Oregon Balance of State Annual Meeting

System Assessment and Improvement

The Evolution

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Evolution of Homeless Treatment
System Evolution in Practice

- Coordinated entry (driven by Housing First)
- By-name list
- Community planning that matches resources to need
- Case conferencing
SSVF: Driving Progress

- First major RRH resource for Veterans in history
- Intentional, progressive community partnerships
- Growing expectation for SSVF to be System Leaders
- Flexible program expenses and uses
- Grant obligations align with community goals
- The forefront of taking risks, understanding failure, and improving practices
- Ongoing TA support based on practices learned from your work in the community
### Evolution of SSVF

#### Then....
- Basic program compliance
- Program Specific Training/Efforts
- SSVF as a Standalone Tool
- Confined to Direct Services
- Who can our PROGRAM serve?

#### Now....
- Advanced RRH/HP Practice
- Cross-partner Training/Learning
- SSVF a community partner/leader
- Broadened to system planning
- Who should our COMMUNITY serve most quickly?
SSVF & the National Framework

- Rooting our work in emerging practices and need
- Frame our efforts toward national goals (Federal C/B)
- Breaking down the barriers to collaboration
- Positioned amongst VA and CoC Partners
- Using SSVF as a Navigator for a Rapid Rehousing System Approach
System Assessment Process

System Assessment Process by Cohort with Identified Roles

Report Back Barriers/Findings to “Veteran Leadership Team”

Prioritize Barriers and Cohort Action Planning

Meet with Local Partners to Identify Opportunities for Local Replication
System and Assessment Toolkit - Review
Examine the processes, capacity and efficacy of local efforts in order to understand:

✓ **Progress Toward the Goal**: Whether the community is achieving the Federal Criteria and Benchmarks, or alternative goals related to ending Veteran homelessness

✓ **The Local Coordinated Entry System**: The effectiveness and efficiency of the local Coordinated Entry system and how Veterans flow through the system

✓ **Demand & Resource Analysis**: The demand for local homeless crisis response assistance and resources needed to meet that demand

✓ **Optimization of the Master List**: How to better use a master list for ongoing tracking, utilization management, and case conferencing

✓ **Links to Permanent Housing**: Whether there are sufficient and readily available linkages for Veterans to rapid re-housing and other permanent housing interventions

✓ **Housing First**: The extent to which low barrier, Housing First practices are employed throughout the system
Approach to System Assessment and Improvement (General)

1. **IDENTIFY** the current system’s key stakeholders, capacity, components, processes, participant flow and data collection to create a collective understanding.

2. **ASSESS** the current system’s programming, components, and participant flow to gain a community-wide understanding of how the system is currently designed.

3. **RE-VISION** your community system using the findings from the assessment as a way to envision the community’s desired system response.

4. **ACTION PLAN** by setting concrete action steps for the working group to achieve the desired outcomes.

5. **FORMALIZE AND CONTINUOUS IMPROVEMENT:** Create infrastructure and sustainability of the system’s response by developing written policies and procedures and continuous improvement methods to monitor the system’s progress.
BASIC SYSTEM GOAL

SYSTEM GOALS = Rare + Brief + Non-recurring = Homelessness
Unable to find housing on own within short period (e.g. 7-10 days)

Coordinated Entry

Does not need shelter tonight

Targeted Prevention and Diversion

Need shelter tonight

Temporary Shelter

Able to retain housing or gain new housing, bypassing shelter

Unable to find housing on own within short period (e.g. 7-10 days)

Rapid Re-housing

Targeted to specific populations

Transitional Housing

Able to exit shelter on own

Highest needs, unable to maintain housing without ongoing services, subsidy

Permanent Supportive Housing

Community-Based Services and Supports

Community-Based Permanent Housing (includes market rate and subsidized)
Assessing your System

System Entry Points
- Street Outreach
- Emergency Shelter/Programs
- CES Access Points
- Other Systems of Care
- Diversion Efforts

Transitional Housing
- Grant & Per Diem (SITH/Bridge)
- CoC Program TH
- Other Community TH/Recovery

Permanent Housing
- Rapid Rehousing (SSVF and other)
- Permanent Supportive Housing
- Other affordable housing

Homelessness Prevention
- Access to Homelessness Prevention
- Targeting of HP Services/Resources
- Diversion Efforts
Improving your System
Example Focus by Criteria

Criteria 1: The community has identified all Veterans experiencing homelessness

– Examine entry points to ensure efficient processes
– Develop coordinated and comprehensive outreach plan
– Ensure efficient Master List management protocol
– Orient all necessary data sources to ensure full capture of all Veterans
– Ensure all shelter providers, including TH, are contributing data
– Train staff on Veteran identification, regardless off discharge of eligibility
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Assessment and Improvement Simulation
• Each “Cohort” represents one of the System Components:
  o System Entry Points (yellow assignments)
  o Transitional Housing (green assignments)
  o Permanent Housing (blue assignments)
  o Homelessness Prevention (orange/peach assignments)

• Within each Cohort, there are identified roles/lenses of various community partners most closely involved with that System Component
ASSESSMENT AND IMPROVEMENT SIMULATION
PART 1: ASSESS ANYTOWN USA

• Review the full set of Role Descriptions at your table
• Using the Name Tags on the table, each person pick a “Role” to play:
  o Name cards with a Star sticker indicates an extra role as a member of Anytown’s Veteran “Leadership Team”. This person will have more responsibility later in the day
  o Group should decide on a volunteer Facilitator Role and Note taker
• Review the Anytown Scenario and Notes about Your Role
• Using the System Assessment Questions at your Table:
  o Identify any barriers to Veterans moving quickly to PH
  o Identify any disagreements about how the system works or should work
  o Identify any areas of confusion
    (Note: You should not try to solve the barriers….yet!)
• Notetaker use large paper to write down all relevant notes
• Facilitator prepared to report out to Veteran Leadership Group in next session
Cohort Facilitators Report to Community Leaders
### Part 2: Identified Barriers/Findings

#### System Entry Points

1. 
2. 
3. 
4. 
5. 
6. 
7.

#### Transitional Housing

1. 
2. 
3. 
4. 
5. 
6. 
7.

#### Permanent Housing

1. 
2. 
3. 
4. 
5. 
6. 
7.

#### Homelessness Prevention

1. 
2. 
3. 
4. 
5. 
6. 
7.
Identifying & Prioritizing Barriers

➢ When doing this in your community, it is important to discuss the identified barriers with all parties before proceeding.

➢ Remember, barriers may appear different depending on your perspective. For instance, what might seem slow from an Outreach Worker’s point of view may seem normal from a HUD-VASH case manager’s point of view.

➢ Take the time to bring these differences of vision or concern to the surface for discussion and attempt to get agreement on how things “should be”.

➢ Once there is agreement on the vision, you can move onto prioritizing issues for action.

➢ Don’t be afraid of the hard conversations.
Keeping the Federal Vision in Mind

Most of the issues you uncover will fit into one or more of the Federal Criteria and Benchmarks

**Criteria 1: Has the community identified all Veterans experiencing homelessness?**
- How well is your Master/By Name List working?
- Is your outreach sufficiently coordinated and comprehensive?

**Criteria 2: Does your community provide shelter immediately to any Veteran who wants it?**
- Is shelter easy to access 24/7/365?
- Do you have sufficient and accessible capacity of low barriers shelter?

**Criteria 3: Does your community only use Service Intensive TH in limited instances?**
- Are Veterans always offered PH before an option for TH?
- Do you use bridge beds strategically and based on Veterans who have accepted PH already?
- Do your TH projects continually offer permanent housing opportunities, even if the Veteran made an active choice to enter TH?
Part 4: Action Plan for Priorities

- System Entry Points
  1. 
  2. 
  3. 
  4. 
  5. 
  6. 
  7. 

- Transitional Housing
  1. 
  2. 
  3. 
  4. 
  5. 
  6. 
  7. 

- Permanent Housing
  1. 
  2. 
  3. 
  4. 
  5. 
  6. 
  7. 

- Homelessness Prevention
  1. 
  2. 
  3. 
  4. 
  5. 
  6. 
  7.
Part 5: Report on Action Plans

Action Plan: Report Out
Assessment and Improvement Simulation

Part 6: Make it Local

- Are you meeting Federal Criteria and Benchmarks by employing evidence-based system and program practices?
- Are you meeting Federal performance benchmarks (and do you have the data to know)?
- Is SSVF playing a leading role in ending homelessness in your community?
- Is it time to step back and assess your system with partners? If so, what can you do now/tomorrow to get started?

Regroup with Your Local Partners in the Room!
Local Replication: What now?