



# Aligning Funding, Service Standards, and Contracting to Maximize Homeless Service Impact Across CT

CCEH 19<sup>th</sup> Annual Training Institute  
Hartford, CT  
May 11, 2022

# Introduction



Steve DiLella on Background, Goals and Process

# Discussion Items

HOUSING  
INNOVATIONS



- Introduction to the Housing Innovations Team
- Introduction to redesign project
- Statewide homeless system overview
- Front-end system focus
- Back-end system focus
- Services opportunities
- Discussion and feedback

Suzanne Wagner, Housing Innovations  
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# Meet the Housing Innovations Team

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Suzanne Wagner

HI Founder and Principal

*Project Senior Advisor*

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Abbilyn Miller

Associate

*Project Director*

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Howard Burchman

HI Founder and Principal

*Project Support*

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Andrea White

HI Founder and Principal

*Project Support*

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Matt White

Senior Associate

*Project Support*

# Project Goals

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Align funding allocations with projected needs across the State of CT

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Streamline and simplify client pathways to housing

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Fill gaps and remove inefficiencies in service delivery across component types

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Standardize client service offerings across CANs and component types

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Re-bid DOH contracts with outcome-based RFP and contracts

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# What Questions Guide the Project?

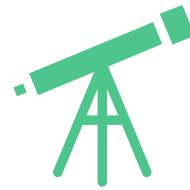
- What is the current service array in defined geographic regions, across component type, as compared to current and projected needs within that geographic region?
- How could existing resources, programming and service strategies be reconfigured to achieve the greatest efficiency and meet the unmet needs within each geographic region?
- What service strategies are most efficient and effective at meeting the needs of all persons experiencing homelessness in each geographic region?
- How should those service strategies be encouraged through outcome-based and results focused RFPs and contracts?

# What To Expect



## Spring 2022

Outreach from Housing Innovations' Project Lead  
Sharing quantitative data  
Interviews and focus groups



## Summer 2022

Confirming quantitative and qualitative insights  
Viewing CAN-level system maps  
Possible follow-up interviews and focus groups



## Winter 2023

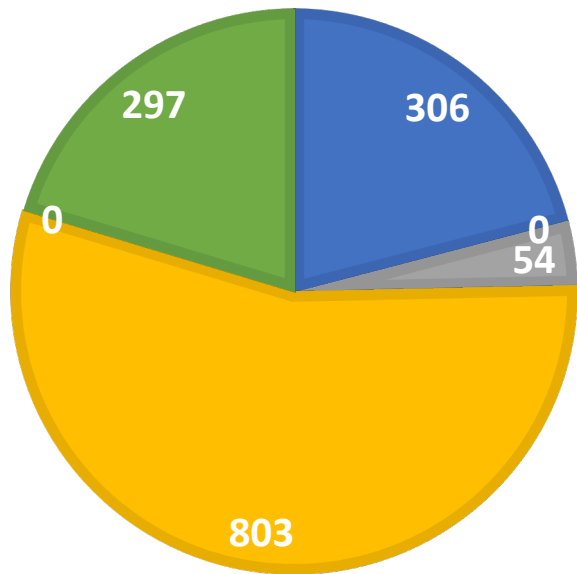
New DOH RFP to re-bid contracts based on system analysis and recommendations

# Statewide Homeless System Overview (2021)

*ES = Emergency Shelter, SH = Safe Haven, TH = Transitional Housing, PSH = Permanent Supportive Housing, OPH = Other Permanent Housing, RRH = Rapid Rehousing*

## FAMILY UNITS/SLOTS (1460 TOTAL)

■ ES ■ SH ■ TH ■ PSH ■ Other PH ■ RRH

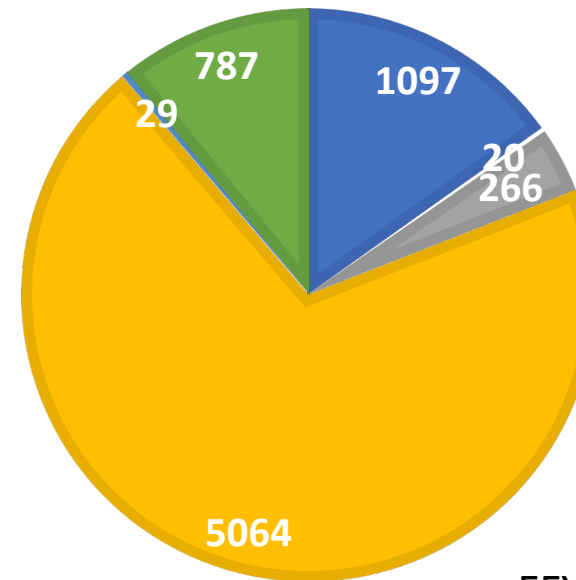


FFY2021 Annual: 859 HHs

Total Family HHs - 2022 Point in Time Count (PIT): 311  
Total Persons in Families - 2022 PIT: 923

## ADULT ONLY BEDS/SLOTS (7263 TOTAL)

■ ES ■ SH ■ TH ■ PSH ■ Other PH ■ RRH

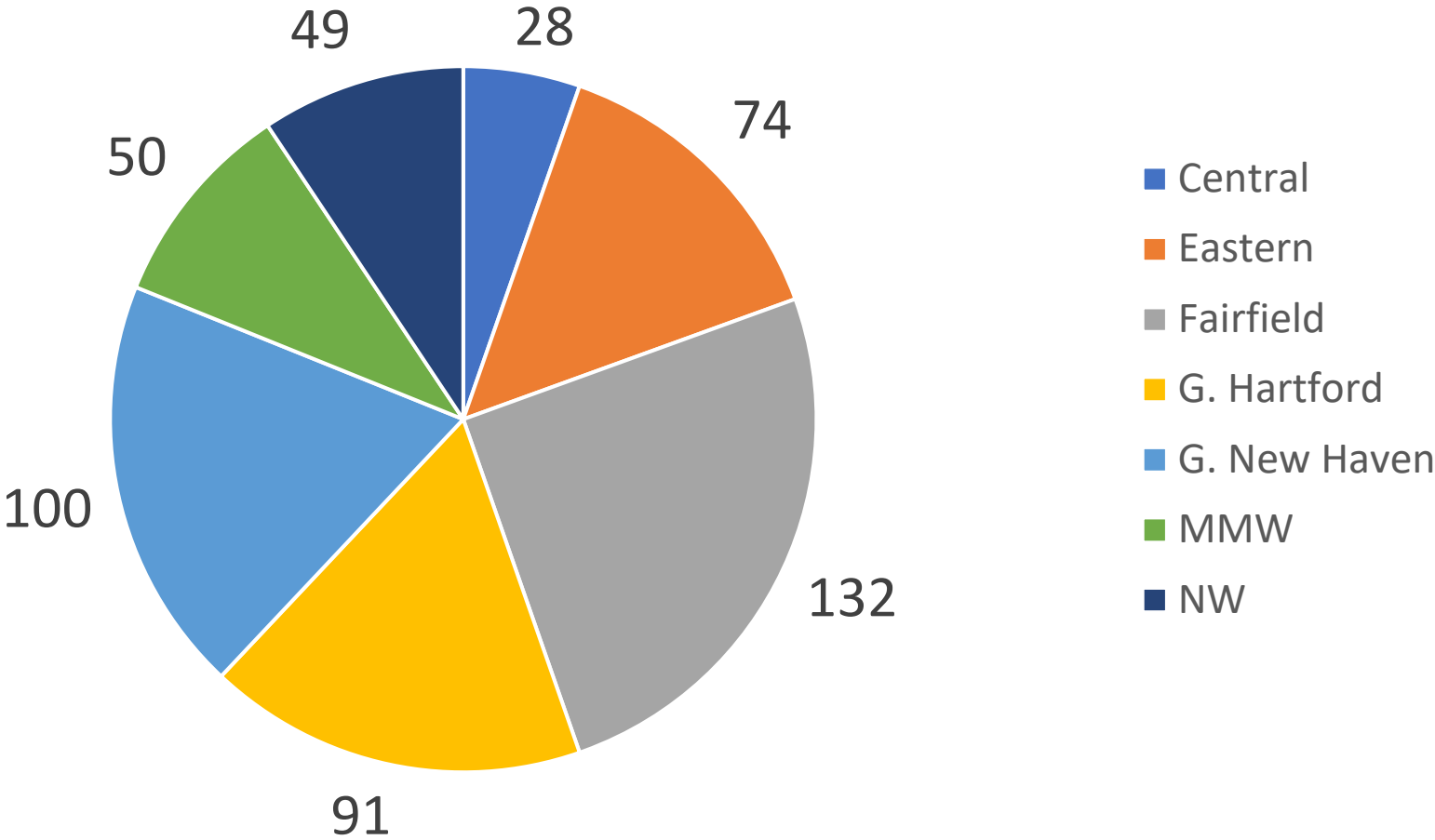


FFY2021 Annual: 5,727

Total Adult Only HHs (2022 PIT): 1,954  
Total Adult Persons (2022 PIT): 2,004



# 2021: Proportion of Projects by CAN





# How do we invest in a system that ends homelessness?

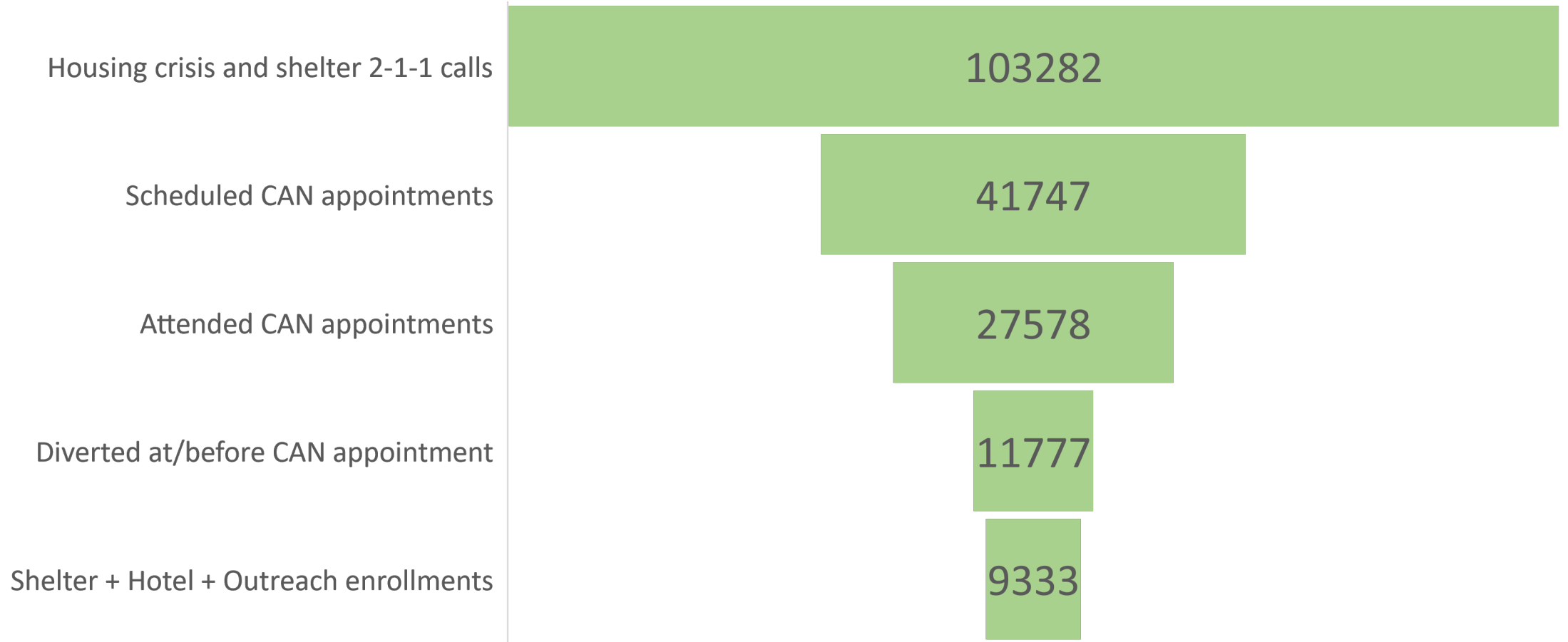
- Flexibility and willingness to change
- Programs respond to changing conditions and needs
- Inflow is drastically reduced
- Outflow is quick



## Focus: Front End

- 211 calls and diversions
- CAN appointments and diversions
- Shelter entries (income at entry)
- Outreach entries
- Churn between ES and Street Outreach (SO)
- Within 14 day exits from shelter
- Within 30 day exits from shelter

# 2021: 2-1-1, CAN, Diversion, and Inflow (Totals)



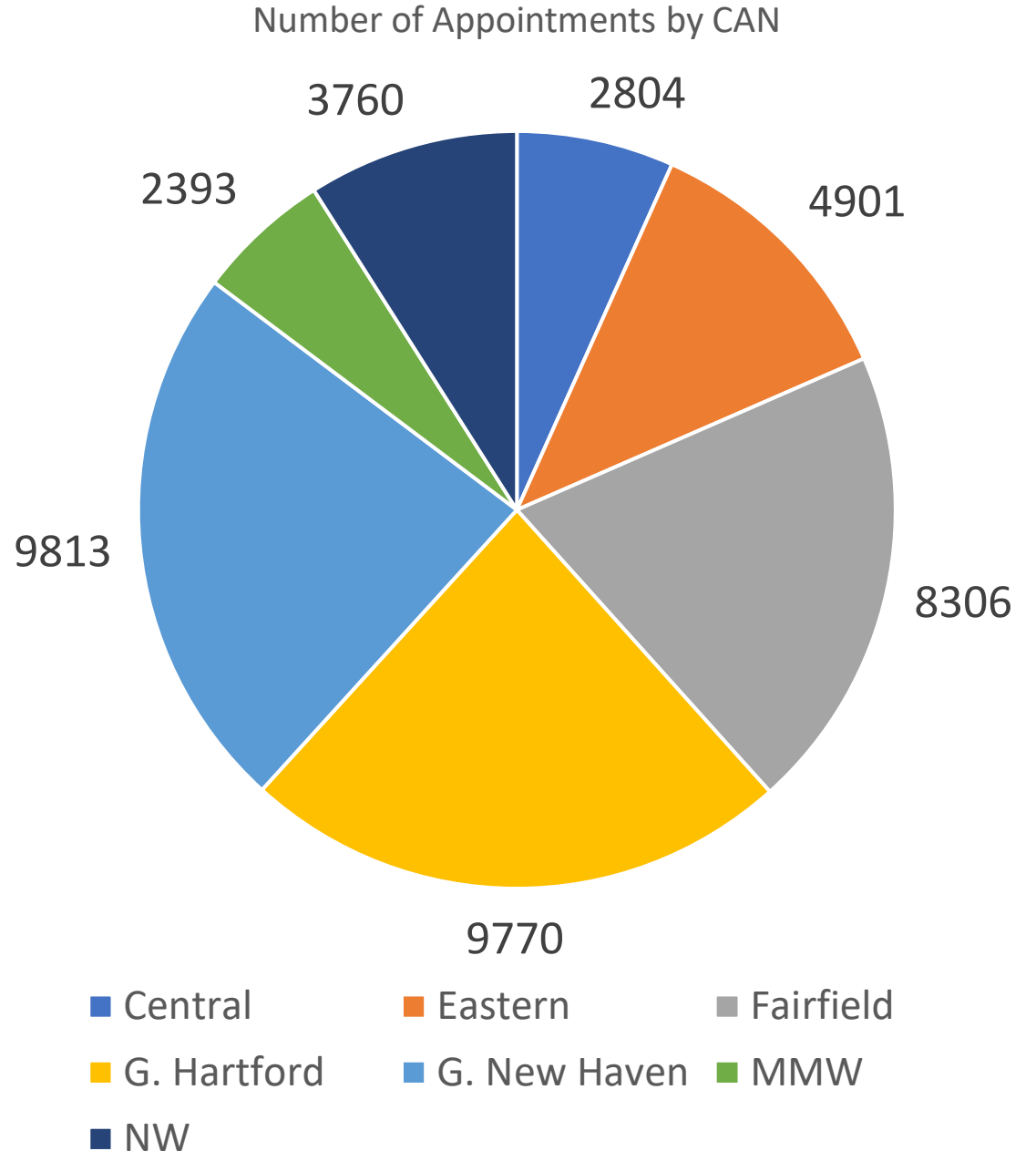
Once in shelter...

**20.6%** of Families Self-Resolve within 14 days  
**22%** of Adults Self-Resolve within 14 days

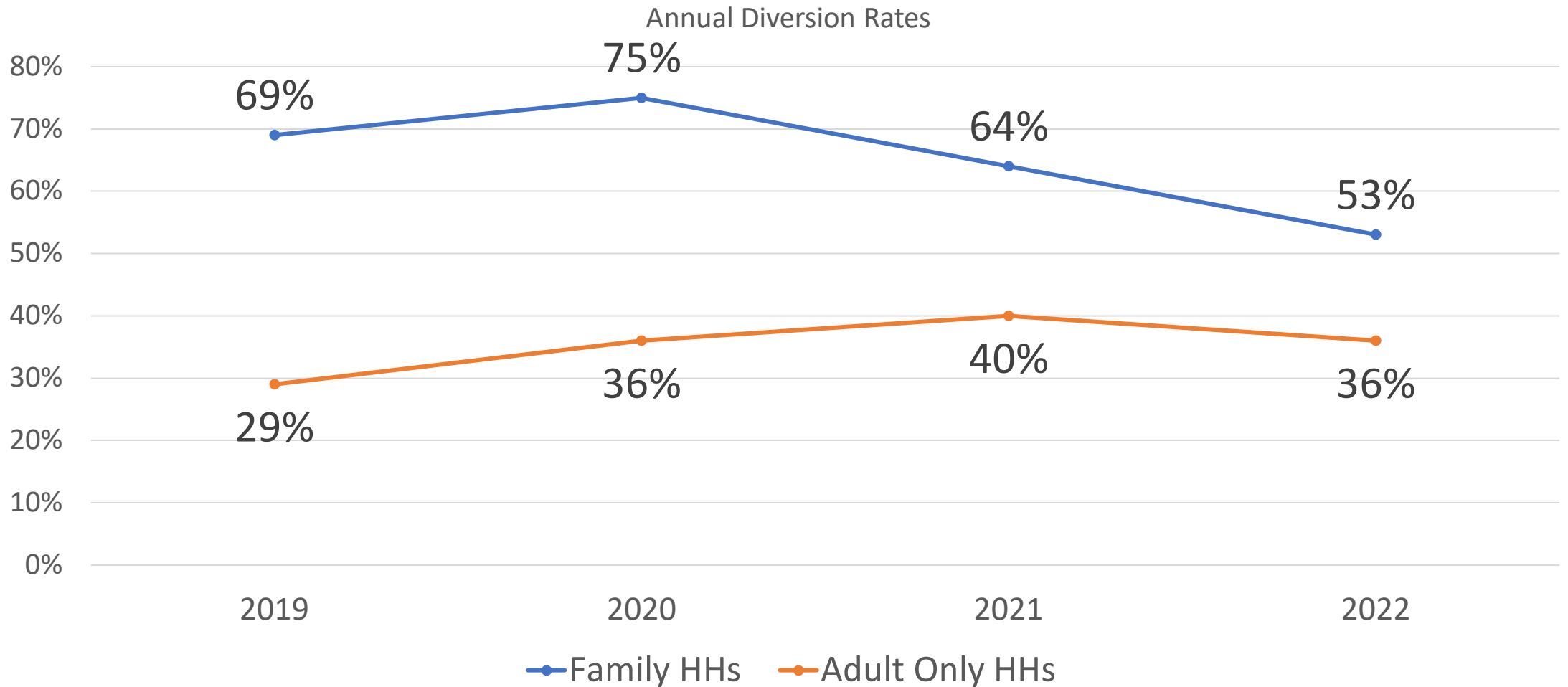


# What do navigators do?

- Make every attempt to help households avoid going into shelter (diversion)
- Offer limited financial assistance when necessary to divert and when available (security deposit + first month rent)
- Variability across CANs:
  - Depth/length of effort
  - Same-day to 3-day appointment wait time
  - Criteria differ depending on staffing and volume, e.g., 48 hours before episode vs 14 days before episode



# Reducing Inflow via Navigators and Diversion





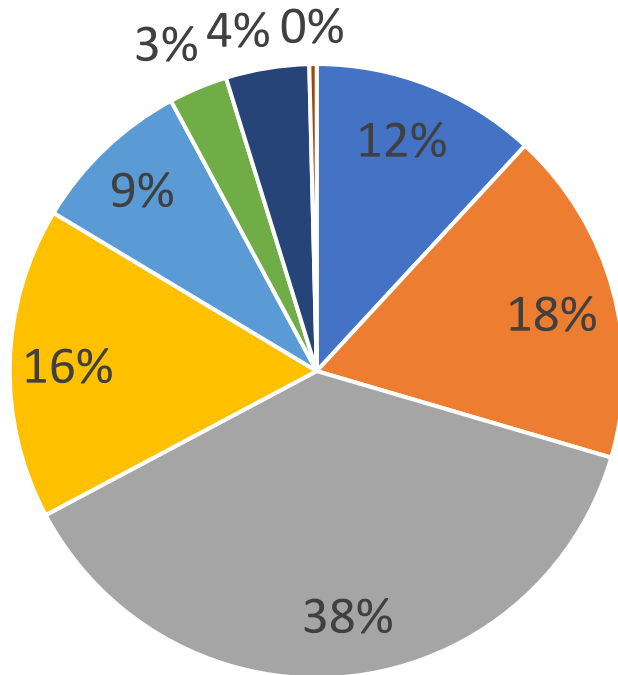
# Front End Opportunity Areas

- Increased diversion before shelter
- Employing new(er) technology to facilitate ease of access to 2-1-1 and CANs
- Legal services for landlord-tenant courts
- Increased exits within first 14 days of shelter
- Increased rapid exits from street and shelter
- Increased exits directly from outreach to housing
- Households in shelter and street consistently placed on BNL (By-Name List)
- Decreased shelter-to-shelter and shelter-to-street exits
- Shelters targeted to the hardest to house
- Other ideas?

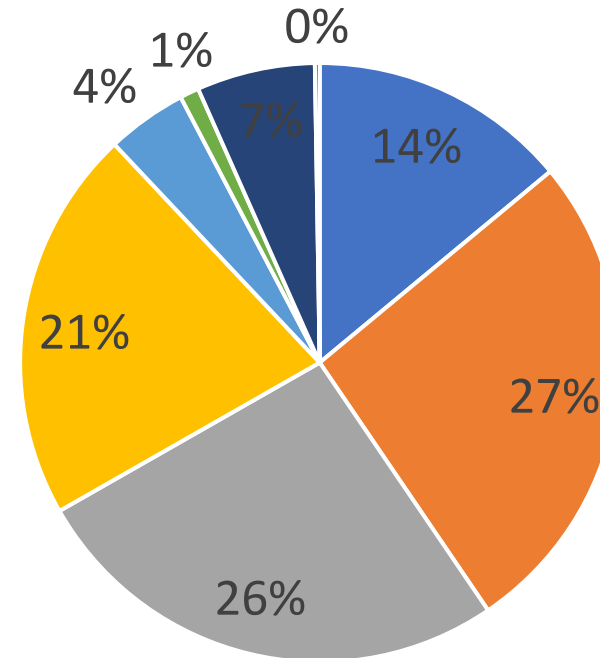


# Focus: Back End (2021)

Family HH Exits from BNL to Housing



Adult Only HH Exits from BNL to Housing



■ Exit via self-paid  
■ Exit via HA subsidy

■ Exit via famiy/friend  
■ Exit via one-time (rapid exit)

■ Exit via RRH  
■ Exit via one-time (other)

■ Exit via PSH  
■ Exit via other



## Back End Opportunity Areas

- Increase income of RRH participants
- Quicken the pace of exits for “self” and “family/friend” BNL exits
- Landlord recruitment and incentives = commitments for more units
- Flexible funding for landlord incentives, risk mitigation funds, etc.
- Increasing % FMR
- Shared housing capabilities to optimize multi-BR units
- Freeing PSH vouchers for households with long-term service needs
- Increased housing development
- Streamlined exit paths
- Other ideas? What’s needed to implement?

# Services: Opportunity Areas

- Baseline standard of care in all homeless service projects
  - Access to housing
  - Income increases
  - Natural supports
  - Documents and benefits paperwork
- Equivalent caseload sizes across CANs and projects
- Enhanced salaries to attract and retain staff
- Consistent use of language, models and evidence-based interventions





# What's Needed to Achieve Services Opportunities?

## Do we...

- Reduce the number of service handoffs for clients—it's too much of an assembly line right now?
- Keep the number of service handoffs—the specialization is helpful?
- Add or enhance specialized positions at the CAN level, e.g. housing location, landlord recruitment?
- Consolidate administrative (back office) functions in backbone agencies?
- How to streamline the experience for clients?
- Other ideas?

# Concrete Next Steps



## May to mid-June 2022

Requests to find time to meet with Housing Innovations

E.D.'s and staff participate in interviews / focus groups.



## June to early July 2022

Outreach to confirm qualitative insights or to schedule follow-up interviews and focus groups.

Involvement of Consumers/Persons with Lived Experience

If you'll be gone for two weeks or more, let us know in advance!

Contact Abby Miller with questions, ideas, and concerns at [abbym@housinginnovations.us](mailto:abbym@housinginnovations.us)

# Let's hear from you!

- What operational improvements would support more responsive programs?
- Other opportunity areas?
- What concerns or cautions do you have?
- Are any alarm bells going off?

