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

CCEH 19th Annual Training Institute
Hartford, CT
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Introduction

Steve DiLella on Background, Goals and Process
Discussion Items

- 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

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# Meet the Housing Innovations Team

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Project Goals

Align funding allocations with projected needs across the State of CT

Streamline and simplify client pathways to housing

Fill gaps and remove inefficiencies in service delivery across component types

Standardize client service offerings across CANs and component types

Re-bid DOH contracts with outcome-based RFP and contracts
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)**
- Total Family HHs - 2022 Point in Time Count (PIT): 311
- Total Persons in Families - 2022 PIT: 923

**ADULT ONLY BEDS/SLOTS (7263 TOTAL)**
- Total Adult Only HHs (2022 PIT): 1,954
- Total Adult Persons (2022 PIT): 2,004
2021: Proportion of Projects by CAN

- Central: 50
- Eastern: 49
- Fairfield: 28
- G. Hartford: 74
- G. New Haven: 132
- MMW: 91
- NW: 100
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)

- Housing crisis and shelter 2-1-1 calls: 103,282
- Scheduled CAN appointments: 41,747
- Attended CAN appointments: 27,578
- Diverted at/before CAN appointment: 11,777
- Shelter + Hotel + Outreach enrollments: 9,333

Once in shelter...

20.6% of Families Self-Resolve within 14 days
22% of Adults Self-Resolve within 14 days
What does 2-1-1 do?

- Statewide coverage
- Makes every attempt within limited timeframe to help households avoid accessing the CAN and shelter waitlists
- Assesses likely eligibility for various services and makes referrals
- Assesses eligibility for CAN appointment
- Collects basic information on all eligible households and enters into HMIS
- Schedules CAN appointments per each CAN’s appointment criteria
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

![Number of Appointments by CAN](chart.png)
Reducing Inflow via Navigators and Diversion

Annual Diversion Rates

- Family HHs
- Adult Only HHs

2019: 29%
2020: 36%
2021: 40%
2022: 36%
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
- Exit via self-paid: 3%
- Exit via family/friend: 4%
- Exit via RRH: 12%
- Exit via HA subsidy: 9%
- Exit via PSH: 18%
- Exit via one-time (rapid exit): 0%
- Exit via one-time (other): 3%
- Exit via other: 4%

Adult Only HH Exits from BNL to Housing
- Exit via self-paid: 4%
- Exit via family/friend: 1%
- Exit via RRH: 14%
- Exit via HA subsidy: 7%
- Exit via PSH: 21%
- Exit via one-time (rapid exit): 0%
- Exit via one-time (other): 27%
- Exit via other: 26%
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
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?