

Built to Last: 4 Keys to Building a System to (Continually) End Veterans Homelessness

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Session Overview



Panelists

- Susan Starrett, CSH
- Doug Tetrault, TAC
- Tom Albanese, Abt Associates
- Jim Yates, TAC

Purpose

- Review 4 keys to building a sustainable *system* and related lessons learned from the field
- Share common challenges and solutions



4 Keys to Building a Lasting System

1. Veteran Core Leadership Team
2. Annual Demand and Resource Analysis
3. Community Plan
4. System-Wide Strategies



VETERAN CORE LEADERSHIP TEAM



Why does a Veteran Core Leadership Team matter?

- Assures accountability to the community
- Brings diverse stakeholders together in single oversight body
- Provides ongoing oversight of effort to achieve and sustain goals
- Facilitates information sharing and ensures communication and understanding of common goals



What are some common characteristics of an effective Core Leadership Team?

- Meet regularly (e.g., monthly)
- Effective team leadership and management
- Review and use data to drive decisions
- Focused on establishing and achieving community plan/goals
- Include 'champions' to drive the work
- Inclusive and diverse stakeholder representation
 - CoC
 - VAMC, NHC
 - Providers – Veteran and non-Veteran specific
 - Consumers
 - Funders (Private and Public)
 - Community partners
- Connected to CoC governing body and other planning networks

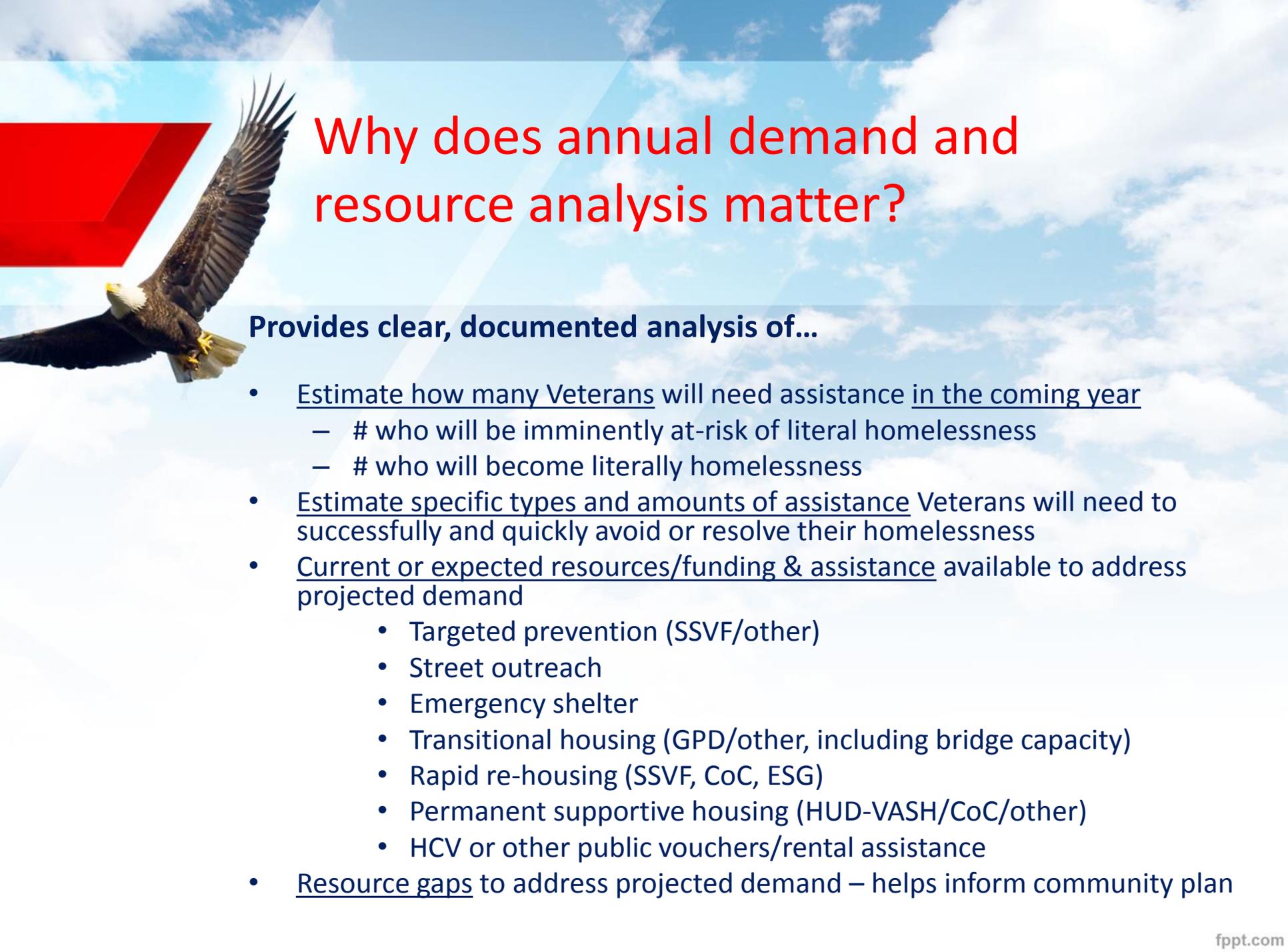


Audience Discussion

- Other examples or characteristics of an effective Core Leadership Team to share?
- Challenges with developing an effective Core Leadership Team?
- Solutions to those challenges?



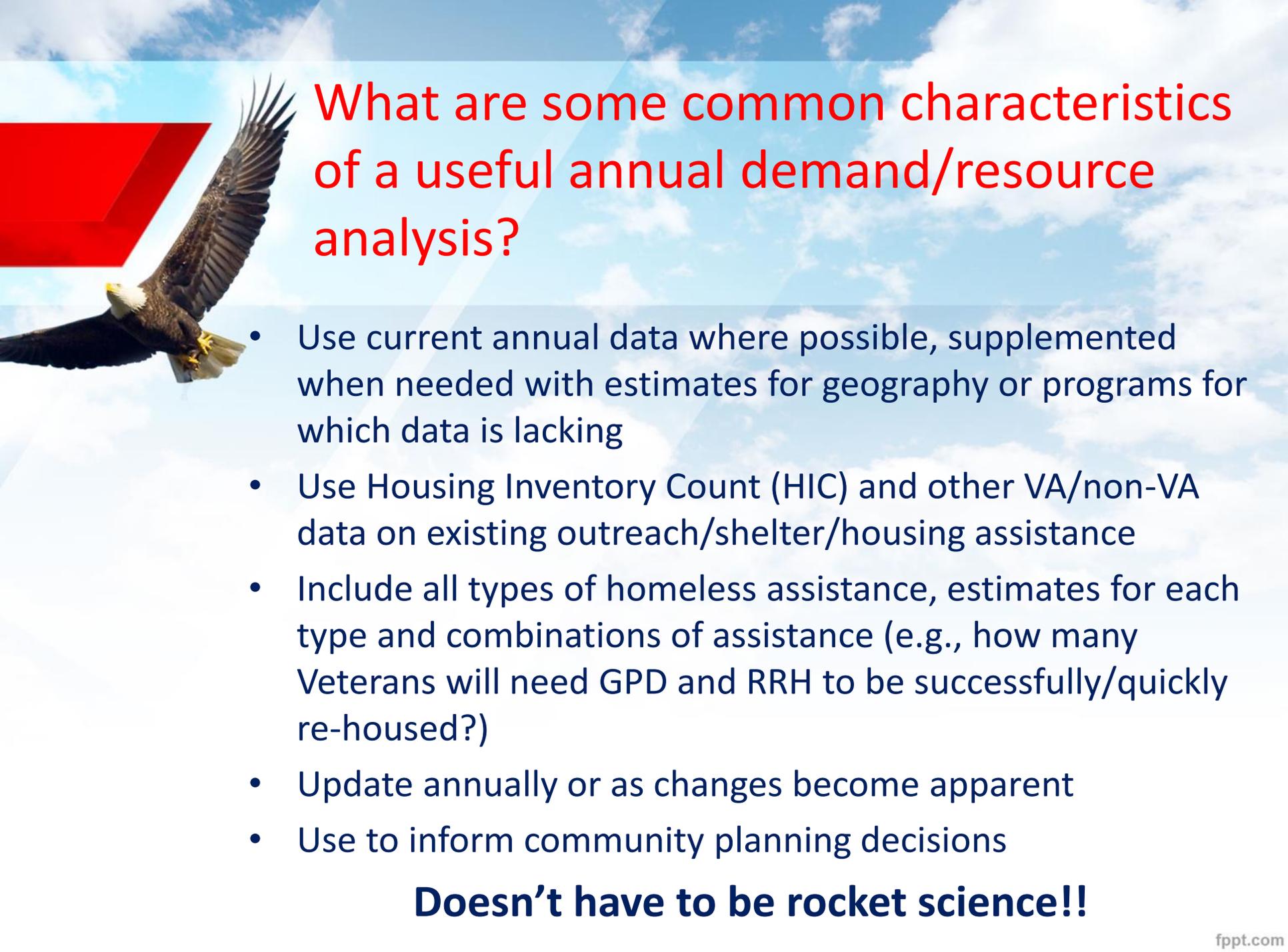
ANNUAL DEMAND AND RESOURCE ANALYSIS



Why does annual demand and resource analysis matter?

Provides clear, documented analysis of...

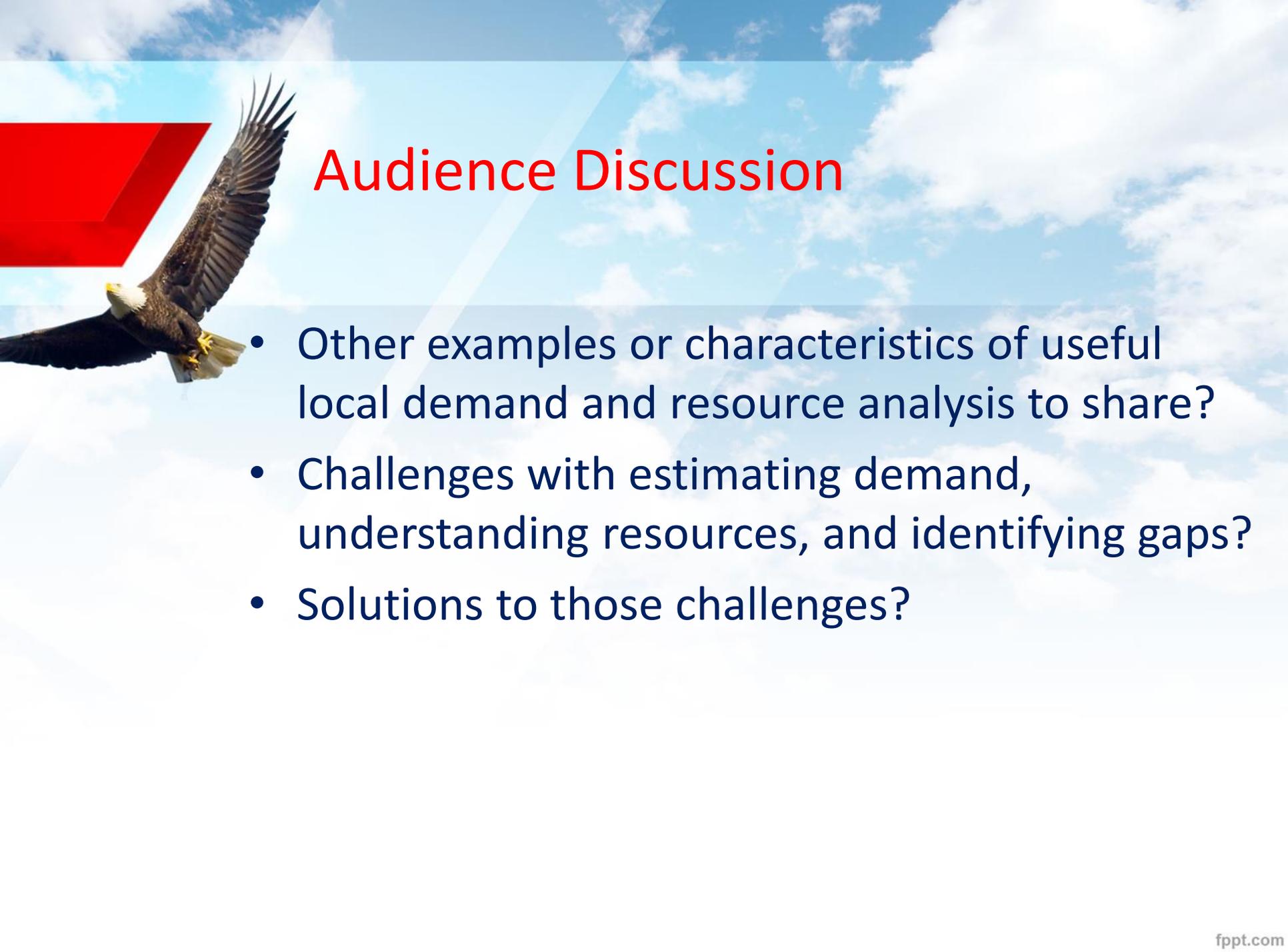
- Estimate how many Veterans will need assistance in the coming year
 - # who will be imminently at-risk of literal homelessness
 - # who will become literally homeless
- Estimate specific types and amounts of assistance Veterans will need to successfully and quickly avoid or resolve their homelessness
- Current or expected resources/funding & assistance available to address projected demand
 - Targeted prevention (SSVF/other)
 - Street outreach
 - Emergency shelter
 - Transitional housing (GPD/other, including bridge capacity)
 - Rapid re-housing (SSVF, CoC, ESG)
 - Permanent supportive housing (HUD-VASH/CoC/other)
 - HCV or other public vouchers/rental assistance
- Resource gaps to address projected demand – helps inform community plan



What are some common characteristics of a useful annual demand/resource analysis?

- Use current annual data where possible, supplemented when needed with estimates for geography or programs for which data is lacking
- Use Housing Inventory Count (HIC) and other VA/non-VA data on existing outreach/shelter/housing assistance
- Include all types of homeless assistance, estimates for each type and combinations of assistance (e.g., how many Veterans will need GPD and RRH to be successfully/quickly re-housed?)
- Update annually or as changes become apparent
- Use to inform community planning decisions

Doesn't have to be rocket science!!



Audience Discussion

- Other examples or characteristics of useful local demand and resource analysis to share?
- Challenges with estimating demand, understanding resources, and identifying gaps?
- Solutions to those challenges?

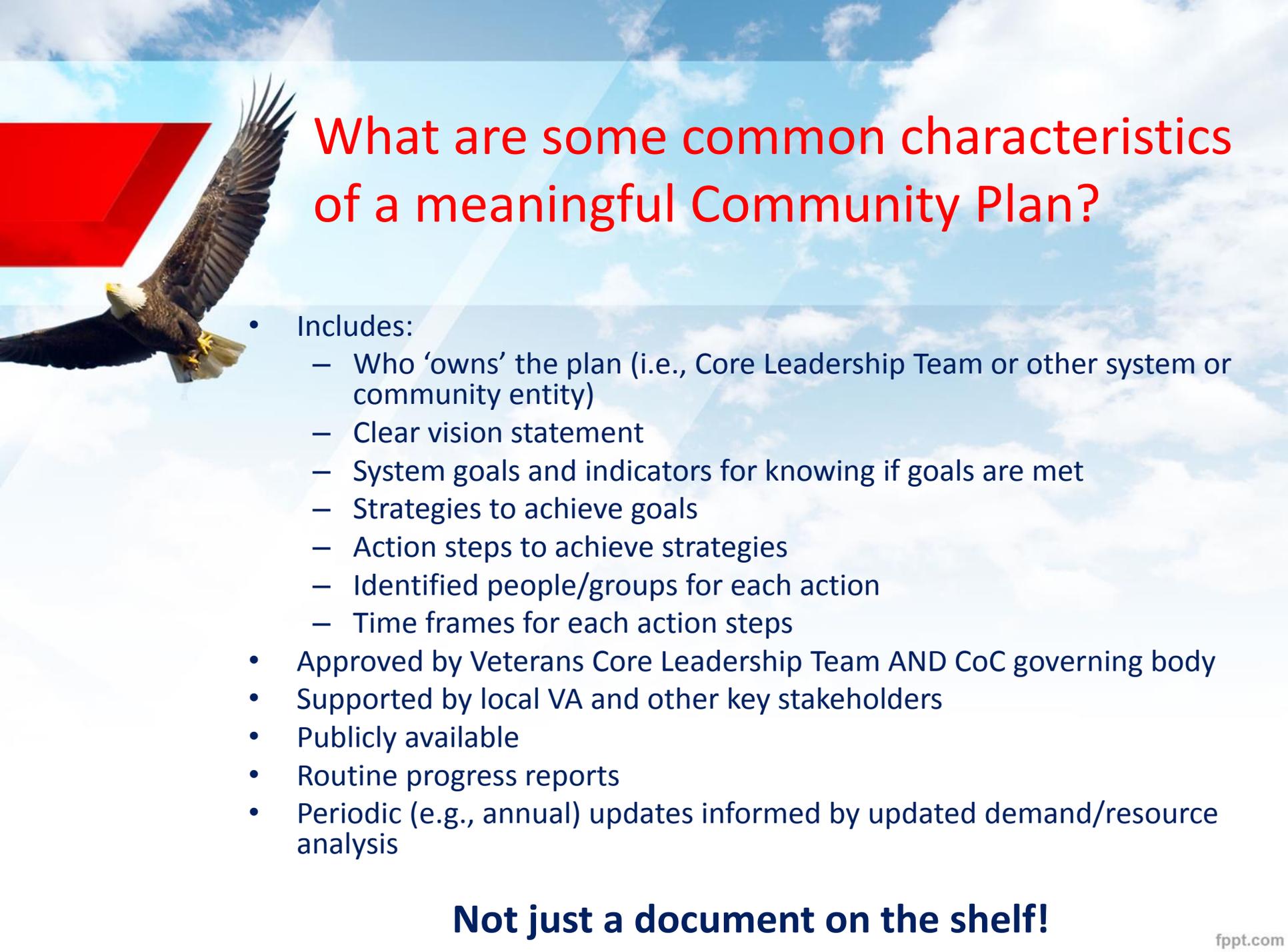


COMMUNITY PLAN



Why does a Community Plan matter?

- Articulates what the system aspires to achieve, including measureable goals, strategies, and actions
- Creates a written agreement among key system partners
- Guides resource allocation, resource development, policy advocacy, and operational decisions
- Supports partnership development and promotes service integration across systems
- Helps communicate to partners and the broader community what an optimized system that effectively and continually prevents and ends homelessness looks like
- Creates accountability and shared expectations



What are some common characteristics of a meaningful Community Plan?

- Includes:
 - Who 'owns' the plan (i.e., Core Leadership Team or other system or community entity)
 - Clear vision statement
 - System goals and indicators for knowing if goals are met
 - Strategies to achieve goals
 - Action steps to achieve strategies
 - Identified people/groups for each action
 - Time frames for each action steps
- Approved by Veterans Core Leadership Team AND CoC governing body
- Supported by local VA and other key stakeholders
- Publicly available
- Routine progress reports
- Periodic (e.g., annual) updates informed by updated demand/resource analysis

Not just a document on the shelf!

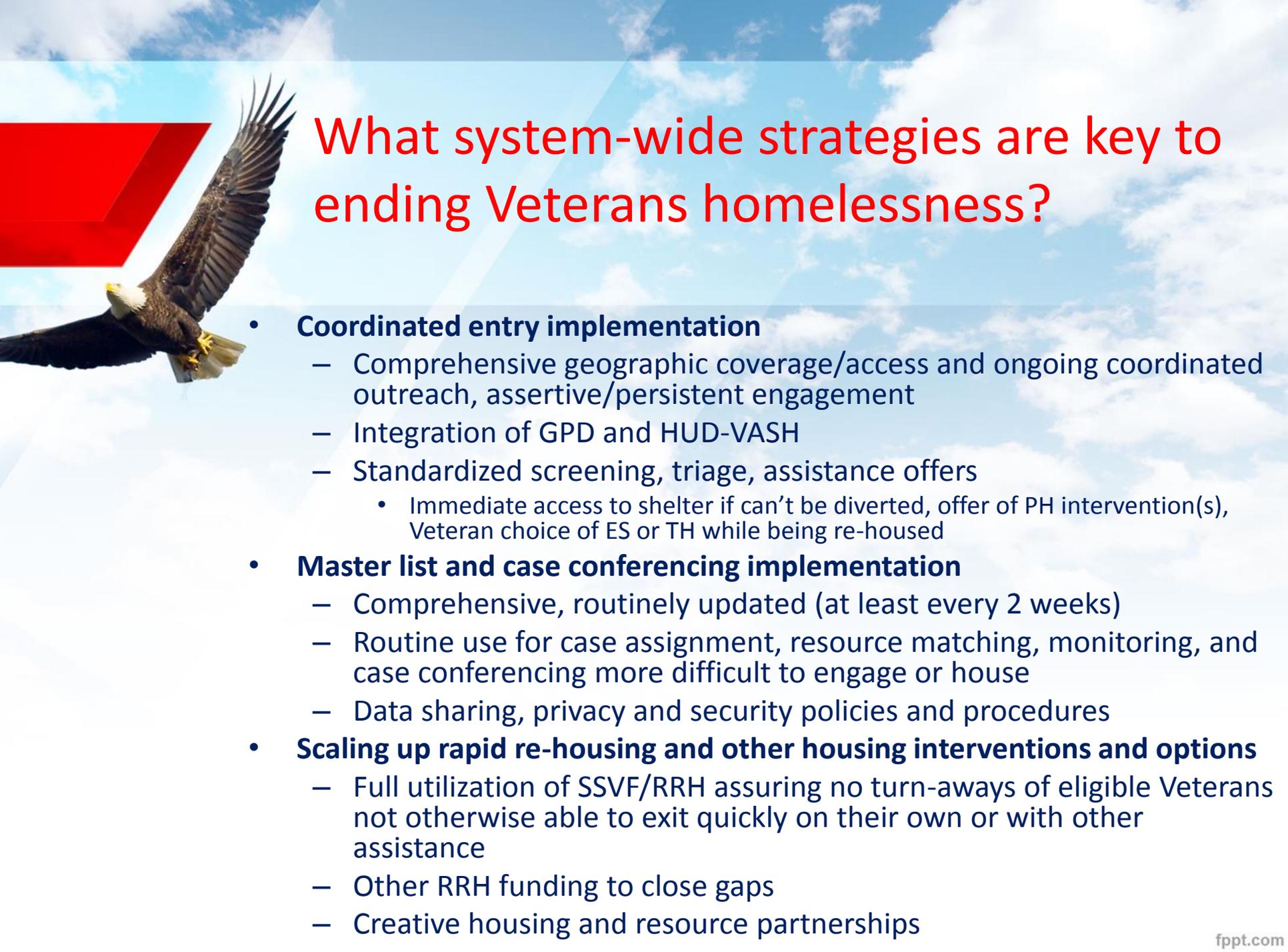


Audience Discussion

- Other examples or characteristics of meaningful Community Plans to share?
- Challenges with establishing a Community Plan?
- Solutions to those challenges?



SYSTEM-WIDE STRATEGIES



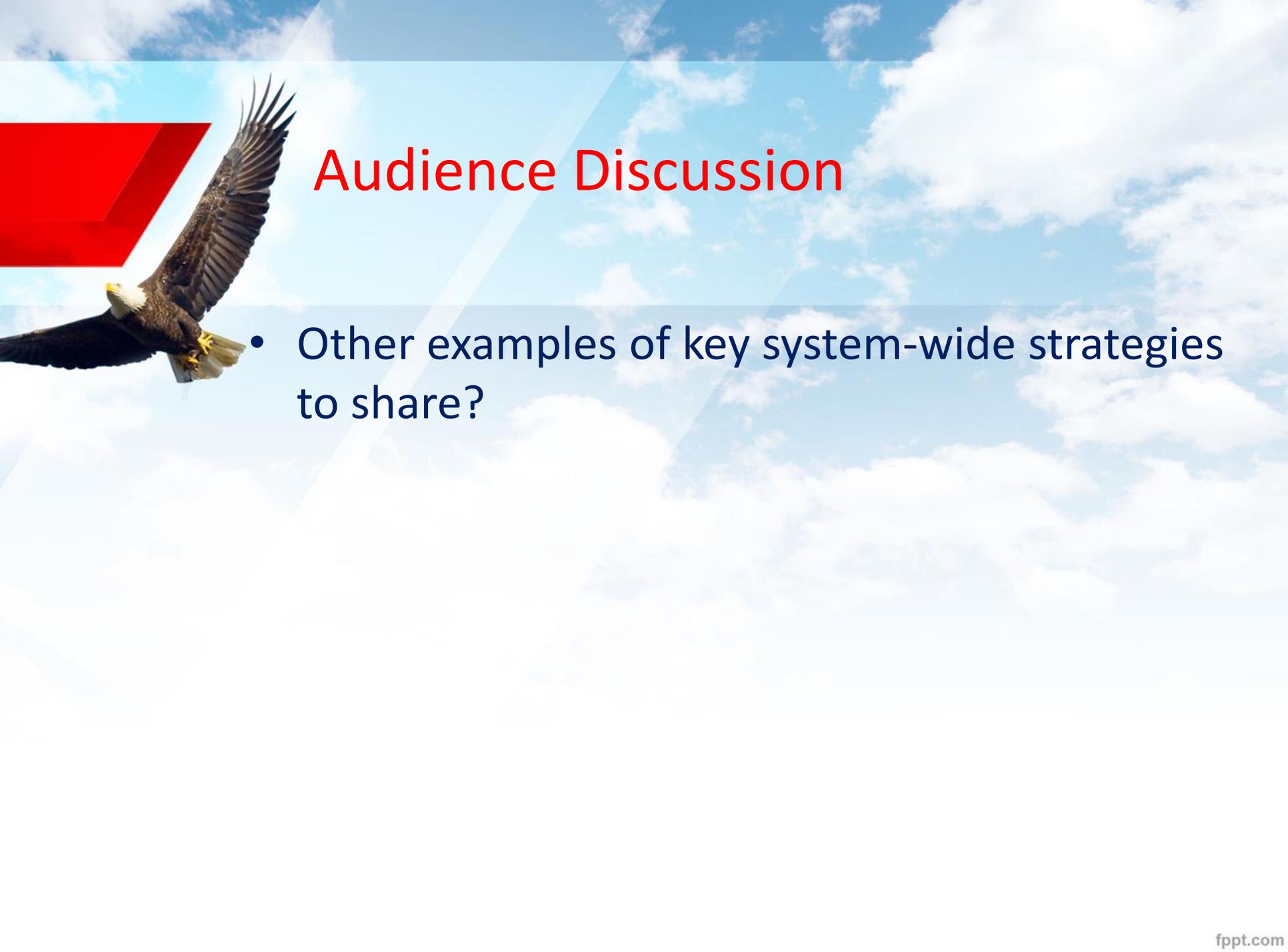
What system-wide strategies are key to ending Veterans homelessness?

- **Coordinated entry implementation**
 - Comprehensive geographic coverage/access and ongoing coordinated outreach, assertive/persistent engagement
 - Integration of GPD and HUD-VASH
 - Standardized screening, triage, assistance offers
 - Immediate access to shelter if can't be diverted, offer of PH intervention(s), Veteran choice of ES or TH while being re-housed
- **Master list and case conferencing implementation**
 - Comprehensive, routinely updated (at least every 2 weeks)
 - Routine use for case assignment, resource matching, monitoring, and case conferencing more difficult to engage or house
 - Data sharing, privacy and security policies and procedures
- **Scaling up rapid re-housing and other housing interventions and options**
 - Full utilization of SSVF/RRH assuring no turn-aways of eligible Veterans not otherwise able to exit quickly on their own or with other assistance
 - Other RRH funding to close gaps
 - Creative housing and resource partnerships



What system-wide strategies are key to ending Veterans homelessness?

- **Housing First implementation (system and program-level)**
 - Lowering barriers to assistance, client-driven services, rapid resolution of homelessness/PH outcome focused
 - Adopt local standards/policies, update program design, train staff
- **GPD inventory adjustments**
 - Strategic use of GPD (and other TH) for Veterans who can benefit from GPD assistance while being re-housed *and choose* GPD
 - Increased use as ‘bridge housing’
 - Immediate housing planning even for those who choose TH
- **Targeting homelessness prevention assistance**
 - At system/shelter front door for Veterans diverted from shelter
 - At VA, community touch-points (rapid screening, referral protocols, prioritized access for more urgent/imminently at-risk)



Audience Discussion

- Other examples of key system-wide strategies to share?