

# COORDINATED ACCESS

## WHERE TO START, WHAT TO AVOID, AND HOW TO TAKE IT TO THE NEXT LEVEL



# TAKING CA TO THE NEXT LEVEL

Alina Turner

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HelpSeeker || Fellow, School of Public Policy, UCalgary



**SYSTEMS**PLANNING  
COLLECTIVE

# ‘OLD-SCHOOL’ COORDINATED ACCESS

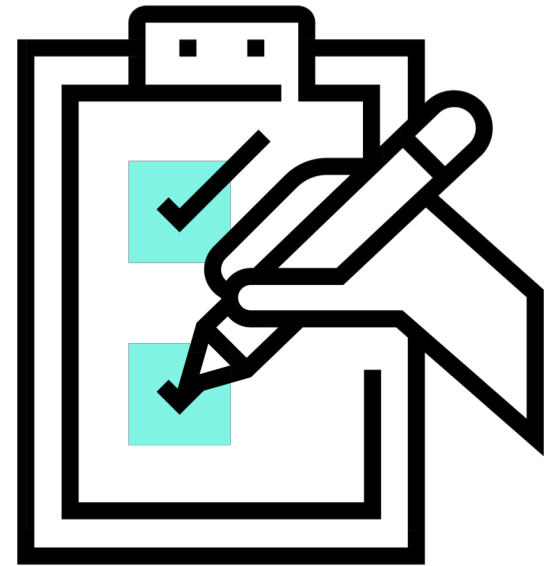
Common processes to ensure appropriate program matching, consistent prioritization, and streamlined flow of clients across homeless-serving system.

Provides information, screening, referral, and intake through one or multiple sites in the homeless-serving system..

Assessment supports appropriate matching & prioritization of client to homelessness programs or diversion out from these services.

# A NARROW VIEW ON CA WILL ULTIMATELY BACKFIRE

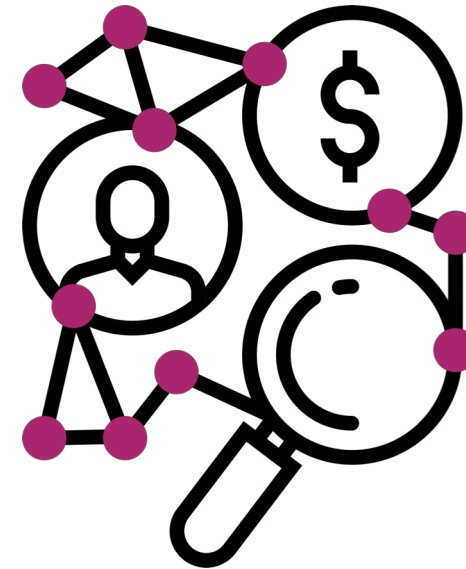
- Programs will backlog at some point as the homeless-serving system makes up about 1% of the social safety net ecosystem resources.
- Help seekers will not get access to the diverse services & benefits of the broader safety net they need & have a right to.
- See long-term recidivism as your housing programs can only do so much without broader systems integration.
- Continue to see flow into the homeless-serving system, because prevention is an add-on not core mandate of the ecosystem.





# CORE BELIEFS GUIDING CA & SYSTEMS PLANNING WORK

- **Rights-based:** everyone deserves a basic standard of living, including housing, but also supports to thrive.
- **Strengths-based:** People are more than our definition of 'deficits' or 'problems': everyone has assets and strengths.
- **Leveraging:** We have tremendous resources in a \$500 billion/yr charity & non-profit safety net we can leverage.
- **Prevention:** There's no waiting to get to prevention; prevention is the social sector's core work to achieve wellbeing at the individual, community & societal levels.



# COORDINATED ACCESS FOR PREVENTION & SYSTEMS INTEGRATION

6

- Connect the dots across systems and agencies for those looking for help
- Ensure we are leveraging our resources and aligning to common objectives
- CA as practical mechanism for service & benefits coordination and integration across systems.



# WHAT'S NEEDED?

Systems  
Mapping



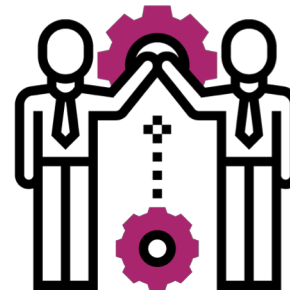
Strategy  
Alignment



Data/  
Information  
Sharing



Service &  
Benefits  
Coordination



# WHAT CA ACROSS SYSTEMS LOOK LIKE?<sup>8</sup>

Coordinated process for people looking for help, including housing.



## Information

Info on all services & benefits available are transparent and easy to access.



## Screening

Eligibility criteria/ prioritization process documentation needs are transparent to help seeker.



## Matching

Appropriate referrals to all services that meet help seeker's diverse needs.



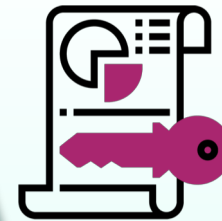
## Initial Intake

Supporting help seeker w/ initial intake into appropriate supports.



## Assessment

Completing necessary assessments before making referrals.



## Referral

Supporting helps seeker with appropriate referrals (warm handoff as needed).



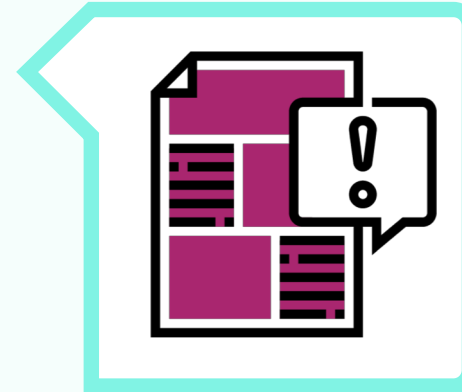
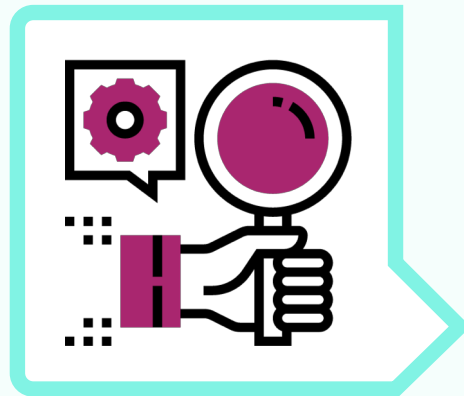
## Support Plan

Supporting help seeker with support plan holistic of their needs & strengths.

# MAKING COORDINATED ACCESS WORK

**By-Names-List (BNL)** tells you what you need.

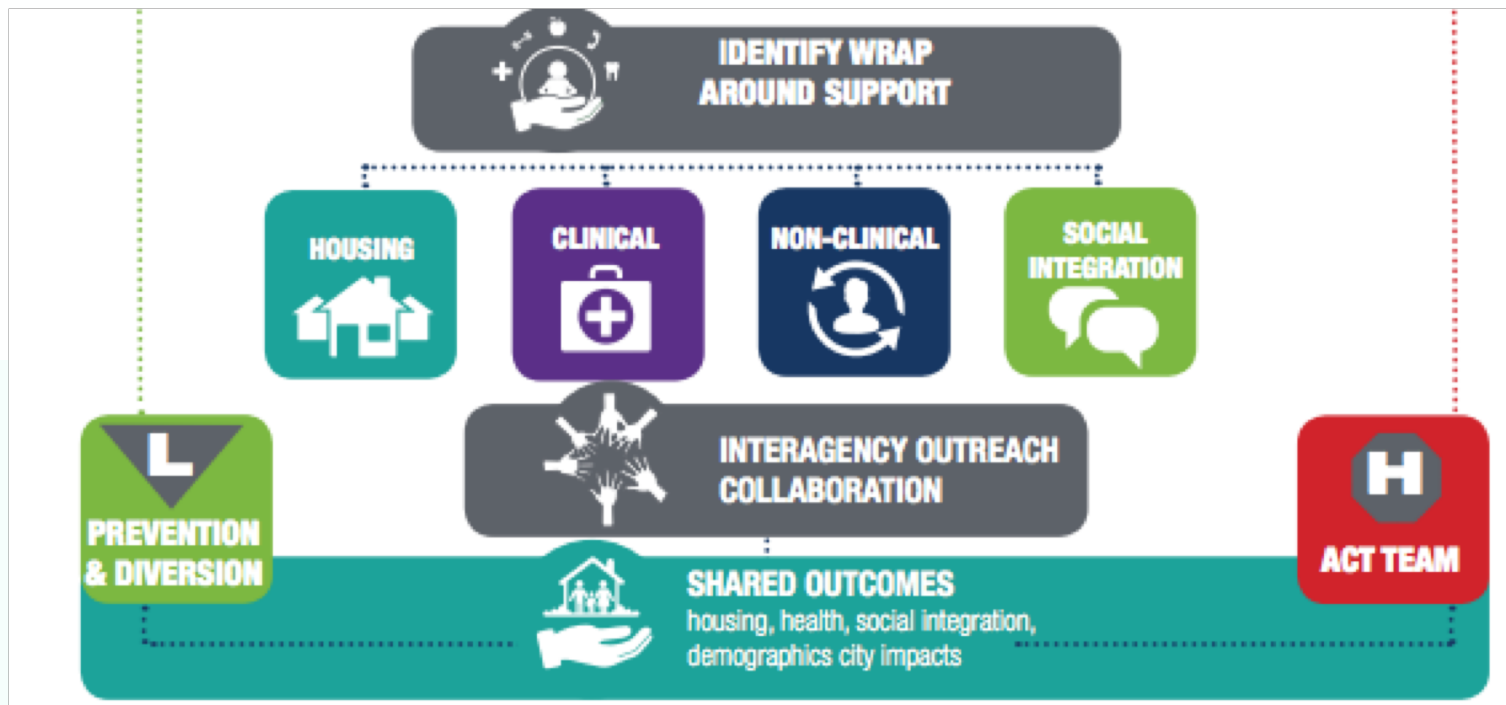
You need to match people to resources based on needs.



**Live Systems Map (like HelpSeeker)** tells you what you have.

Allows you to leverage what your community has, not just what you fund/operate.

# ABBOTSFORD PREVENTION & RESPONSE SYSTEM



## HOUSING



- Affordable housing and supportive housing
- Housing with Abbotsford Rental Connect (HARC)
- Market Housing

## CLINICAL



- Fraser Health Authority
- Access clinic
- Addictions/Mental Health
- Abbotsford Primary Health Services

## NON-CLINICAL



- Housing retention
- Support workers
- Income
- Other supports as required by participants

## SOCIAL INTEGRATION



- Work, volunteer and civic engagement opportunities
- Service provider connections

## INTAKE FUNCTION



Anchor agencies work together to designate appropriate community support. Their role is vital and includes VAT administration referral to the Outreach Team and liaison to ACT, as well as updated service/housing availability.

## ACT TEAM



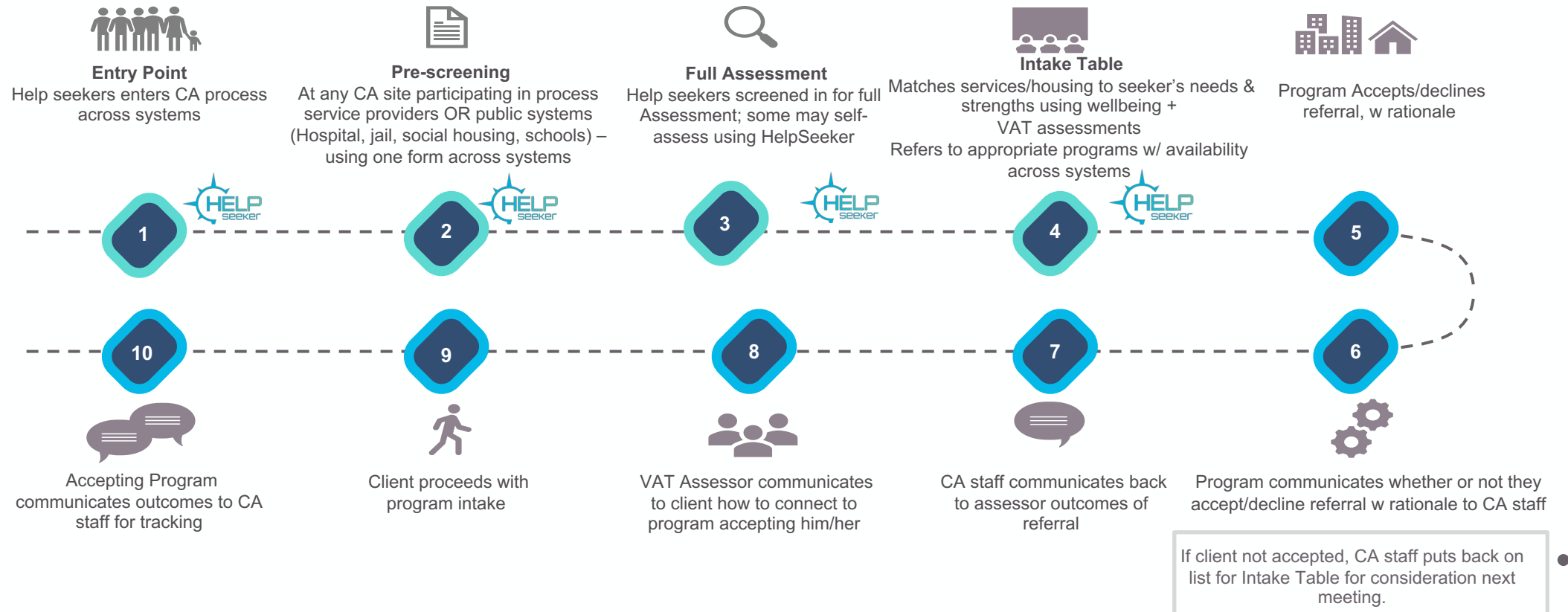
ACT Team stands for Assertive Community Team and provides flexible community based supports for adults with serious and persistent mental illness.




# ABBOTSFORD'S PROPOSED CA USER JOURNEY

CA across systems to prevent vulnerabilities

Assesses holistic individual and community wellbeing & supports alignment



# Using HelpSeeker Occupancy/Eligibility Reports to Right-Match Clients through Coordinated Access with Realtime Data



[Home](#)

[Dashboard](#)

Default dashboard

Test

+ Add workspace

[Spots](#)

[Categories](#)

[Users](#)

[Reports](#)


[Account settings](#)


[Manual](#)

[Terms of service](#)


[Privacy policy](#)

Default dashboard

 email\_example@gmail.com  
Super Admin



### Preset locations


Choose period: 2018/10/03 - 2018/09/03 

Last downloaded version: 2019-03-20 [CSV](#) [XLS](#)

#	Category name	Number	Visits	Average rating	Total ratings	Total reviews	Website referrals	Phone calls	Occupancy total	Occupancy free	See reviews
1	Children	125	31	4	300	82	123	1	100	–	4
2	Adults	431	93	5	23	32	82	45	15	3	12
3	Women	256	92	2	1	54	1	23	47	14	65
4	Indigenous	321	36	1	345	14	44	42	93	20	23
5	LGBTQ	90	93	5	641	9	832	17	200	–	93
6	Veteran	64	4	2	34	95	34	9	1000	132	63
7	Youth	193	82	3	15	135	53	24	25	2	82
8	Seniors	291	14	4	1990	716	1802	17	300	18	35
9	Health	30	10	4	93	84	19	9	85	10	2
10	Housing	38	100	1	27	3	42	4	90	–	46

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### Preset programs

Choose period: 2018/10/03 - 2018/09/03 

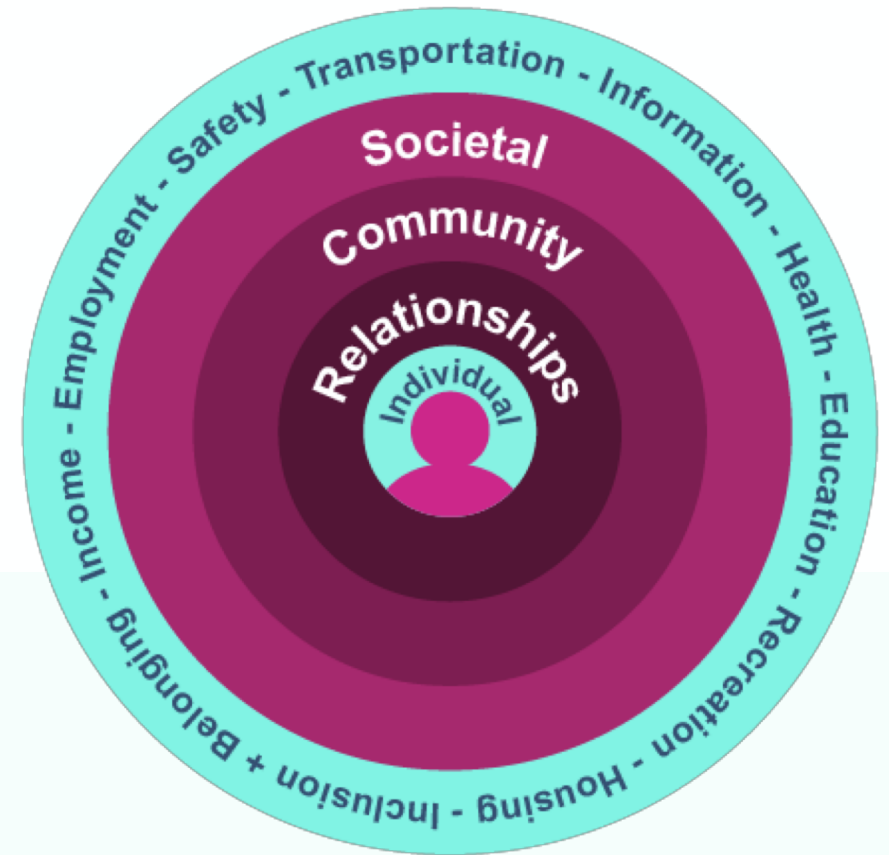
Last downloaded version: 2019-03-20 [CSV](#) [XLS](#)

#	Location name	Categories	Programs linked	Visits	Average rating	Total ratings	Total reviews	Website referrals	Phone calls	Occupancy total	Occupancy free	See reviews
1	Closer to Home Community Services	4	3	31	4	300	82	123	1	100	–	4
2	DVN Canada Immigration Services, INC.	1	4	93	5	23	32	82	45	15	3	12
3	The City of Calgary Youth Employment Centre	6	–	92	2	1	54	1	23	47	14	65

# A HOLISTIC, PERSON-CENTERED LENS

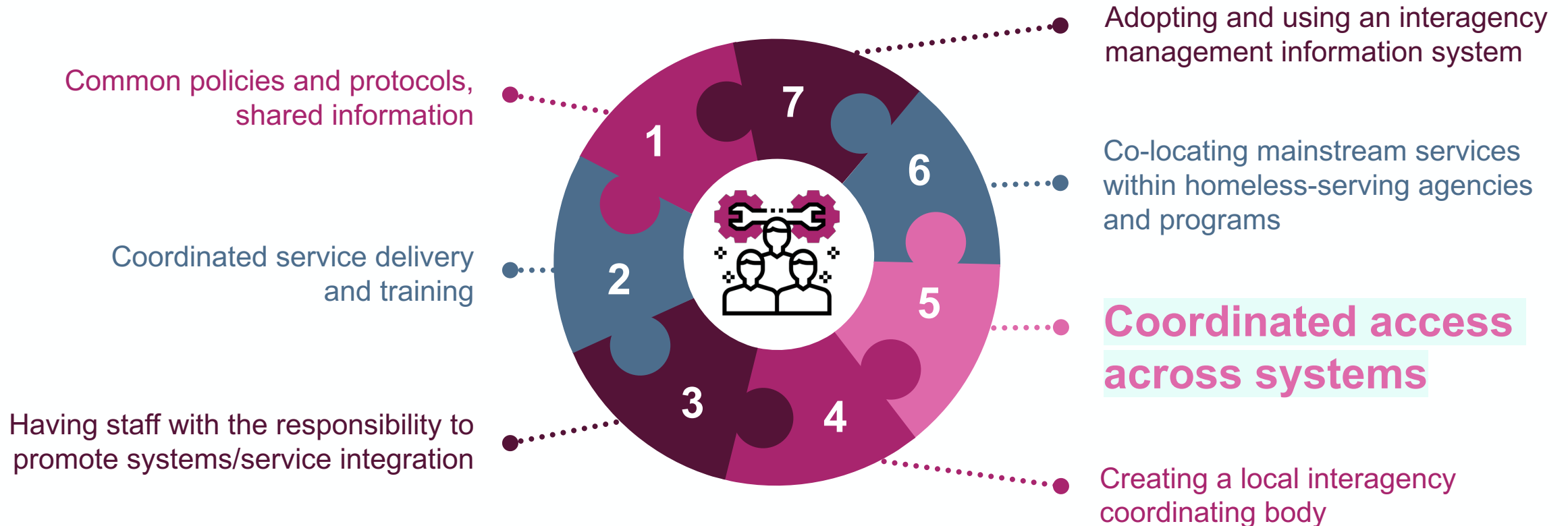
There are various interrelated domains impacting wellbeing, including basic needs like housing and income, and beyond - such as education and recreation. These domains are impacted by relationships, community, and societal contexts.

An integrated safety net ecosystem will need to work across these domains to achieve desired impact and overcome the current siloed approach.



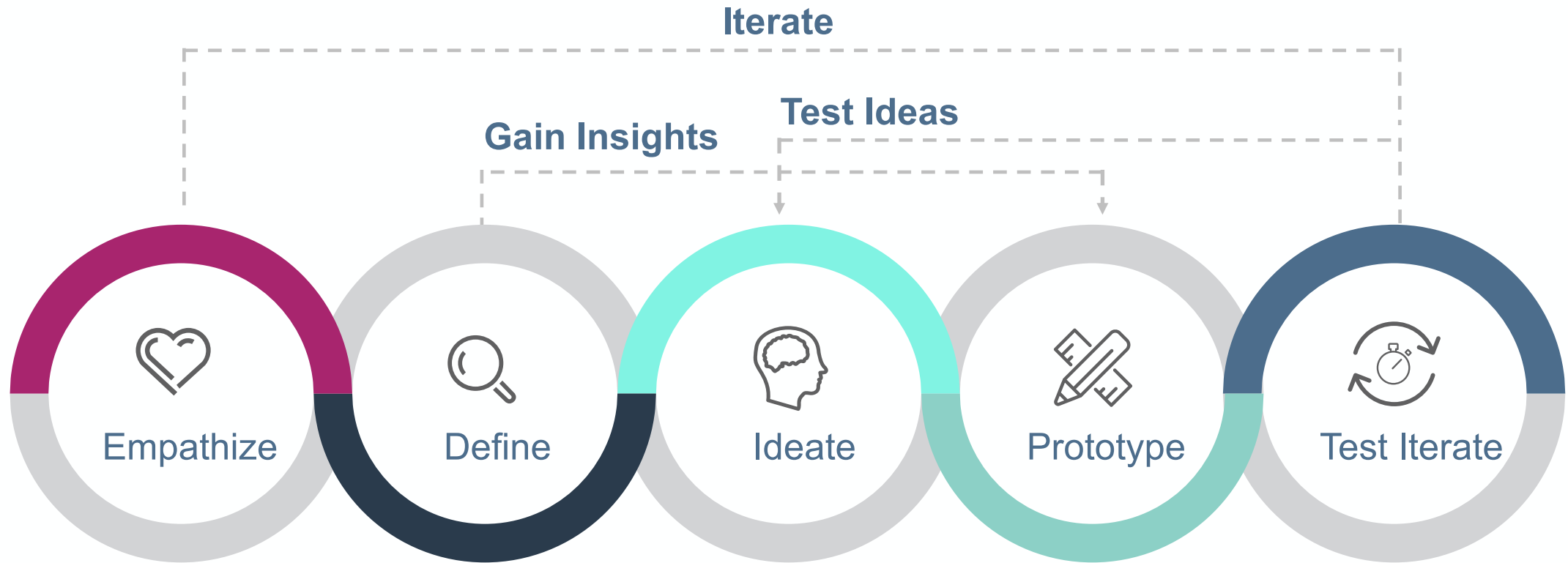
# INTEGRATION STRATEGIES

Successful integration achieved when particular strategies applied across systems.



# DESIGN THINKING MINDSET:

A Non-Linear Process for Breakthrough



# ENDING HOMELESSNESS IN ST. JOHN'S & CA

Julia von Rhedey  
System Planner, End Homelessness St. John's

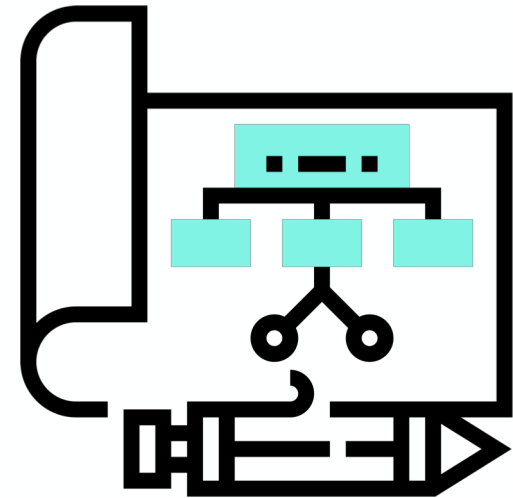


**SYSTEMS**PLANNING  
COLLECTIVE



# END HOMELESSNESS IN ST. JOHN'S (EHSJ)

- EHSJ brings together varied resources from Government, Non-Profit and Private sectors to maximize and leverage capacity to develop and implement system integration, advanced data collection and coordinated access to services
- The City of St. John's currently serves as the designated community based organization (Community Entity – CE) in St. John's for Reaching Home



# COORDINATED ACCESS (CA)

- Coordinated Access (CA) is a **standardized, system-wide approach**, designed to match individuals experiencing or at imminent risk of homelessness, with programs and services that will be best suited to serve their needs and ensure their long-term housing stability.



# EHSJ GUIDING PRINCIPLES

1

Adherence to the Housing  
First Philosophy



5

Confidentiality of individuals  
involved



2

Zero discharge into Homelessness



6

Compliance with ATIPPA, 2015



3

Focus on the individual's  
needs & outcomes



7

Commitment & participation of  
member organizations.  
(meetings / tables / etc.)



4

Collaboration, cooperation & info  
sharing between member  
organizations



# CA GUIDING PRINCIPLES



## COLLABORATION

We believe we are stronger when we work together. Our relationships are built on a shared vision that we can end homelessness in our community.



## CONFIDENTIALITY

Through informed consent, we honour the privacy of the people we serve. We only share information when it will help achieve housing stability.



## INTEGRITY

We engage ethically and transparently in our words and actions. We seek to create trust, respect for all viewpoints and we give space for everyone to participate.



## HOUSING FIRST

The belief that everyone deserves a home is ingrained in everything we do. Housing is the first step, with supports and services based on choice and need.



## SOLUTION FOCUS


We look forward to solutions, not backward at problems. While the perfect solution may not exist, we commit to do our best with what we have.

# WHAT DOES ACCESS MEAN?

- Refers to the **engagement point** for an individual or family experiencing or at risk of homelessness.



# ACCESS: PRE-SCREENER



ST. JOHN'S COORDINATED ACCESS

PRE-SCREENER

Consent to collection & disclosure of personal info must be signed before this form is completed.

Please ensure that you're familiar with the CA Pre-Screener Information Sheet before filling out this form. Note that prevention/diversion measures must be exhausted prior to referral into CA.

1. Individual (or head of household) name: \_\_\_\_\_

2. Please indicate the individual or family's current homelessness status:

☐ Chronic homelessness – Continually homeless for a year or more OR 4+ episodes of homelessness in the past 3 years, due to complex and persistent barriers related to health, mental health, and substance use

☐ Episodic homelessness – Homeless for less than a year AND <4 episodes of homelessness in the past 3 years, due to complex issues such as addictions or family violence

☐ Transitional homelessness – Homeless for the first time OR <2 episodes of homelessness in the past 3 years, generally due to economic or housing challenges, requiring minimal and one-time assistance

☐ Imminent risk of homelessness – Housed, but do not have safe and appropriate housing for at least two months and do not have the resources or support networks necessary to avoid homelessness

☐ None of the above, please specify: \_\_\_\_\_

3. What is the individual or family's current housing situation?

☐ Institution – health (including addiction treatment)

☐ Housed

☐ Shelter

☐ Institution – corrections

☐ Couch surfing (i.e. staying with friends/family/others)

☐ Rough sleeping (i.e. outside, car)

☐ Group home

☐ GO TO QUESTION 5

☐ GO TO QUESTION 4

☐ GO TO QUESTION 6

4. Do you have a safe and stable housing situation to return to?

☐ Yes

GO TO QUESTION 5

☐ No

FILL OUT BELOW, THEN GO TO QUESTION 6

Please indicate, and explain, imminent safety and/or stability concerns:

Page 1 of 2

EDITION 2  
2019/02/14

St. John's Coordinated Access  
Pre-Screener

5. Is your housing situation a safe and stable place to live for at least two months?

☐ Yes

DIVERT

☐ No

FILL OUT BELOW, THEN GO TO QUESTION 6

Please indicate, and explain, safety and/or stability concern(s):

6. What has been tried already? Specify at least 3 attempts. Please indicate the outcome.

Attempts:

Outcomes:

☐ Housing search support

\_\_\_\_\_

☐ Landlord mediation

\_\_\_\_\_

☐ Financial mediation (budgeting, credit counselling)

\_\_\_\_\_

☐ Temporary stay with family or friends until housing

\_\_\_\_\_

☐ Temporary emergency shelter until housing is found

\_\_\_\_\_

☐ Home care supports

\_\_\_\_\_

☐ Income resources (Income Support, CPP, OAS etc.)

\_\_\_\_\_

☐ Food bank, clothing, furniture support referrals

\_\_\_\_\_

☐ Employment support referrals

\_\_\_\_\_

☐ Access to community agency support services

\_\_\_\_\_

☐ Referrals for mental health, trauma, substance use

\_\_\_\_\_

☐ Referrals to address family/relationship breakdown

\_\_\_\_\_

☐ Referrals to address behavioral issues

\_\_\_\_\_

Other Attempts:

Outcome:

\_\_\_\_\_

\_\_\_\_\_

Referral Agency: \_\_\_\_\_

Date: \_\_\_\_\_

Referral Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

Signature: \_\_\_\_\_

Email: \_\_\_\_\_

\*Upon completion, please send the Pre-Screener to [ca-ehsj@stjohns.ca](mailto:ca-ehsj@stjohns.ca)

\*To inquire about the status of a completed Pre-Screener, please contact:  
Justin Mahon, Coordinated Access Support Worker  
709-699-1316 or [jmahon@stjohns.ca](mailto:jmahon@stjohns.ca)

EHSJ (CA) ONLY

☐ Diverted

☐ Screened in

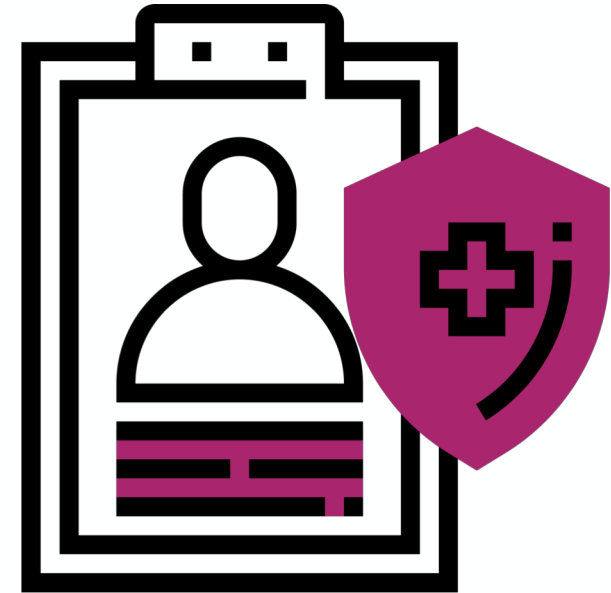
Page 2 of 2

EDITION 2  
2019/02/14



# ASSESSMENT

- Assessment refers to the **gathering of information** about an individual or family accessing the system.



# VULNERABILITY ASSESSMENT TOOL (VAT)



Survival Skills



Basic Needs



Indicated Mortality Risks



Medical Risks



Organization/ Orientation



Mental Health



Substance Abuse



Communication



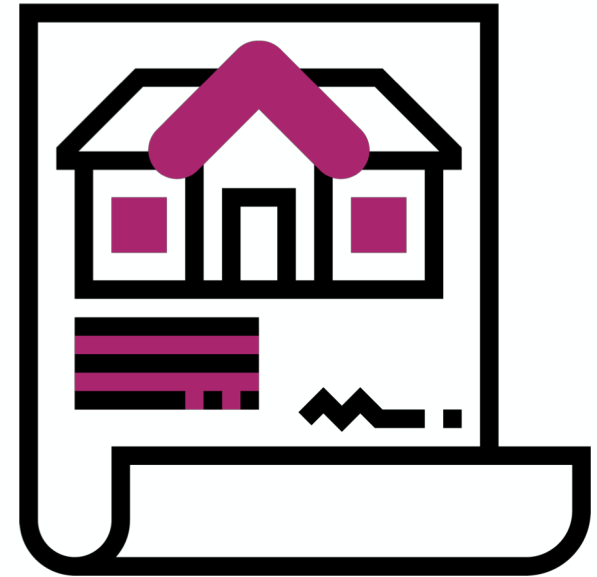
Social Behaviours



Homelessness

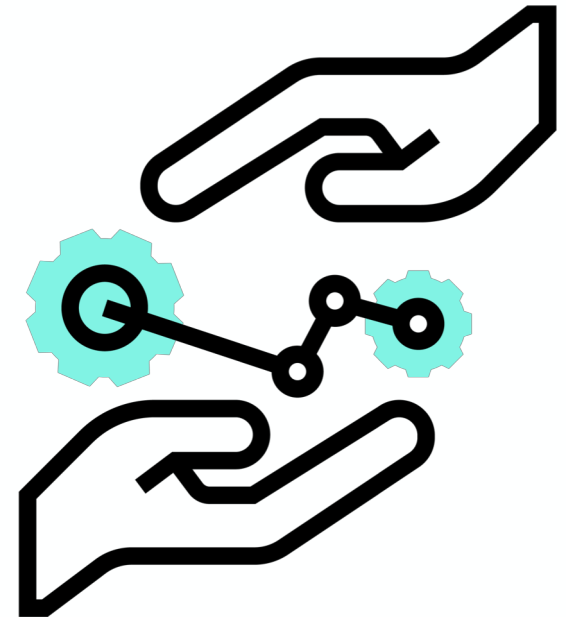
# PRIORITIZATION

- The process of determining an individual or family's **priority for housing** based on information gathering through the assessment.

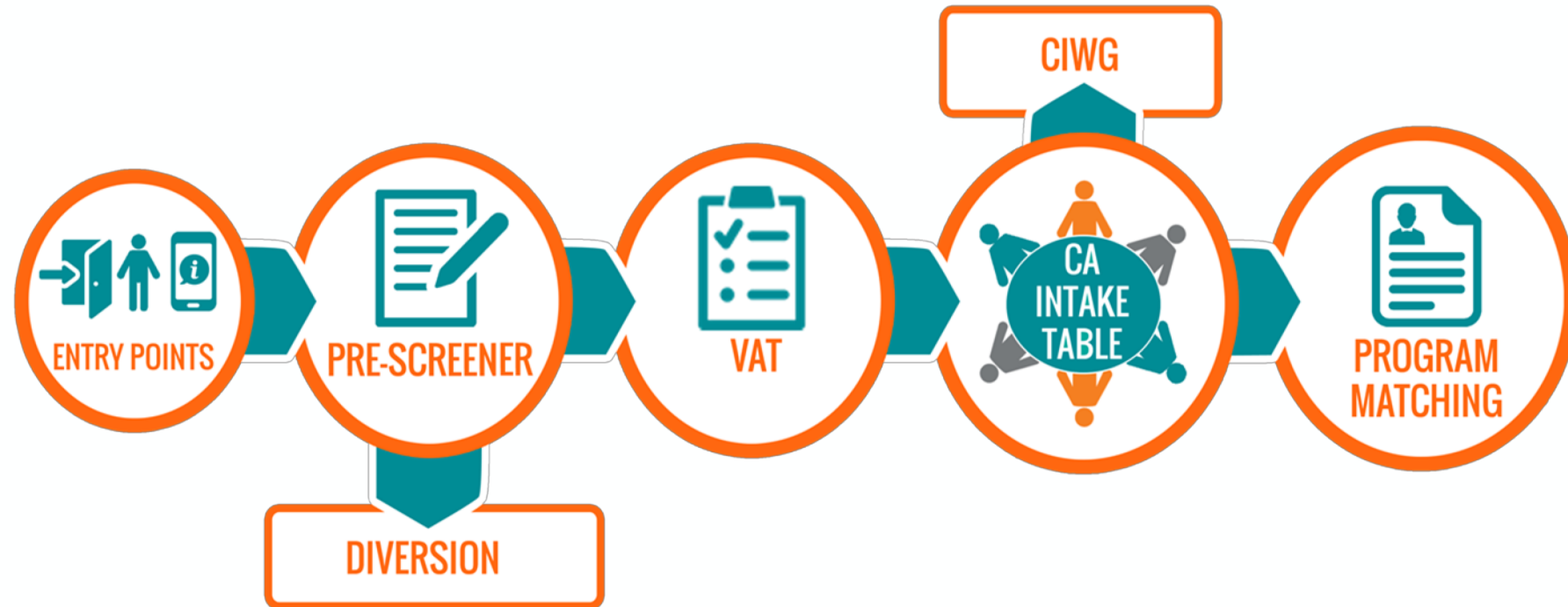


# PROGRAM MATCHING

- The process whereby the individual or family is **matched to and offered housing** based on project specific eligibility, needs and preferences.



# COORDINATED ACCESS INTAKE TABLE



# PROGRAM MATCHING

Program	Currently homeless	Needs not being met by existing system	Not able to self-resolve, i.e. insufficient resources or support networks	Type of homelessness				Vulnerability				Previous history of successfully maintaining housing	Estimated length of program intervention required for individuals to successfully maintain housing		
				Chronic	Episodic	Transitional	At imminent risk	<15	15-25	25-35	35+		<12 months	12-24 months	>24 months or not at all
Intensive Case Management (ICM)	✓	✓	✓	✓	✓	x	x	x	✓	✓	✓	✓ or x	x	✓	x
Homelessness Prevention and Rapid Rehousing (HPRR)	✓ or x	✓	✓	x	✓	✓	✓	✓	✓	x	x	✓	✓	x	x
Supported Referrals (SR)	✓ or x <sup>5</sup>	✓	✓	x	x	✓	✓	✓	✓	x	x	✓	✓	x	x



# GETTING STARTED: HAMILTON'S JOURNEY

Amanda DiFalco

Manager, Homelessness Policy and Programs  
Housing Services, City of Hamilton



**SYSTEMS**PLANNING  
COLLECTIVE

# VISION: EVERYONE IN HAMILTON HAS A HOME

Our journey began with an end goal in mind...

Working back from this vision we had to determine:

- What tools were needed to gain buy-in from the community?
- What strategies were required to support implementation?
- Who could support our work?
- How we would communicate the new process?
- How will we measure our progress towards success?

Answering these questions signified the shift from doing well intentioned work to becoming a results driven community

# VISION: PLANTING THE SEED OF INSPIRATION

Every vision starts with inspiration...

20K Homes/Built for Zero Campaigns Lessons Learned

- Number of housing placements in communities increase when you introduce data driven goals
- National coalition accelerates progress
- Coordinated Assessment and Housing Placement System emerged as the way forward in ending homelessness

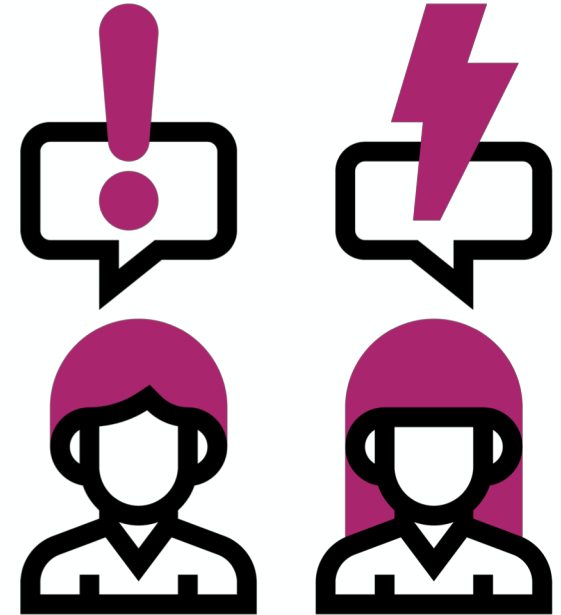
What we Learned for our Community:

- Organizing the Homeless Serving System
- Case conferencing vs. automatic referral list to housing with supports
- Prioritization for limited housing with support resources

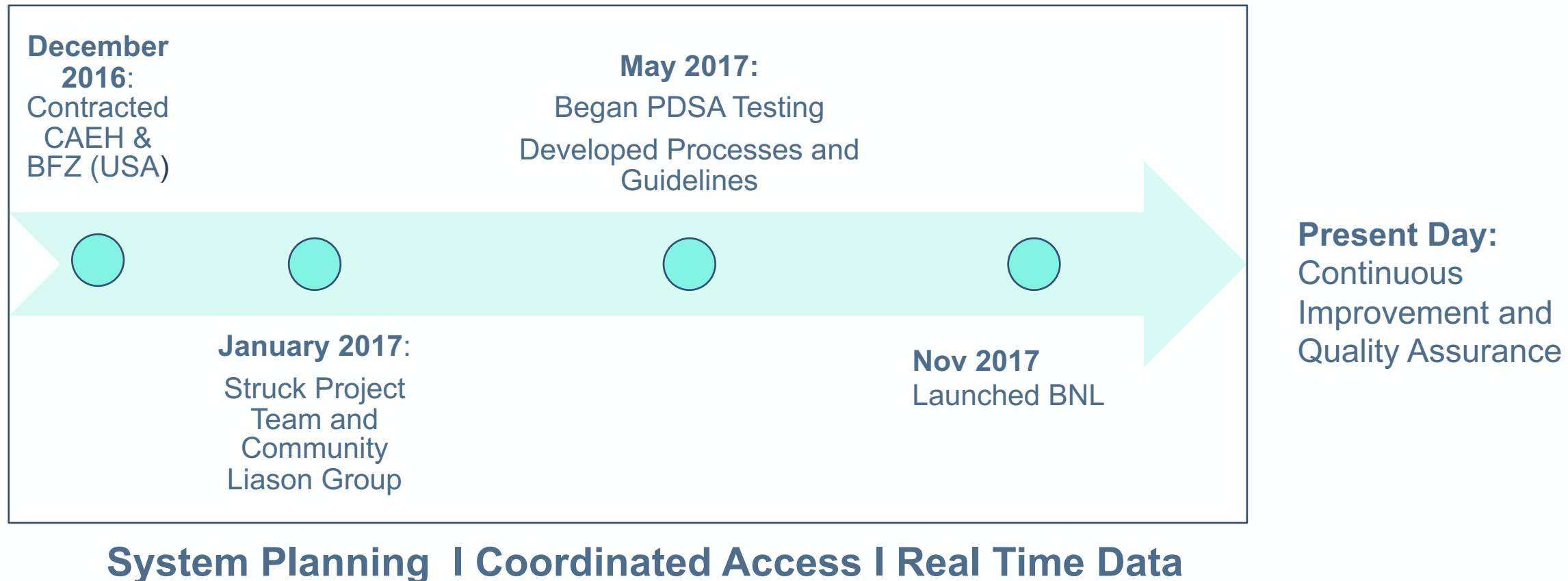
# IMPLEMENTATION

Hamilton forges ahead in 2017...!

- Building the will
- Community Liaison Team + City staff working group
- The Action Plan
- Standardization and coordination (intake, VI-SPDAT)
- Technology and guidelines
- Implementation November 1, 2017



# IMPLEMENTATION: THE TIMELINE



# IMPLEMENTATION: KEY LEARNINGS

- Know your “Why”
- Governance and Resources
- Imperfect action beats perfect planning every time
- Celebrate successes
- The Power of PDSA
- Strategic planning and advocacy
- Move from focusing our efforts on our inflow to focusing on outflow
- Technology as a tool
- Train and repeat....again and again
- It's a journey not a destination
- Start reporting something
- Making the shift from helping people to being accountable to the people we serve

# CHALLENGES & LEARNINGS

Challenges	Learnings
Coordinated Entry and Exits to Housing	<ul style="list-style-type: none"><li>• Commitment from Housing Providers is hard; you need to know what's in it for them.</li><li>• Be relentless in your pursuit of housing resources</li></ul>
Communication with agency staff	<ul style="list-style-type: none"><li>• Community buy-in is paramount</li></ul>
Managing on-going change	<ul style="list-style-type: none"><li>• When to communicate information</li><li>• How to manage the release of information</li></ul>
Emotions (self-preservation)	<ul style="list-style-type: none"><li>• Strategically identifying naysayers</li><li>• Acknowledging and accepting negative feedback</li></ul>
Data quality and Quality Assurance	<ul style="list-style-type: none"><li>• Establish annual indicators</li><li>• Integrate data reporting requirements</li><li>• Fail Forward</li></ul>

# QUESTIONS?

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