

Coordinated Entry

THE UPS AND DOWNS OF DEVELOPING A HIGH FUNCTIONING SYSTEM

Conference on Ending Homelessness
Wednesday, November 6, 2019
1:45 to 3:15 PM

Meet the Presenters



Trish Gregory
Executive Director

Natalie Skovran
Deputy Director



Derek Harris
Chief Executive Officer



Keylee Marineau
*Homeless Prevention and Affordable
Housing Coordinator*

Agenda

- ❖ Planning
- ❖ Access
- ❖ Assessment
- ❖ Prioritization
- ❖ Referral
- ❖ Data Management
- ❖ Next steps for our system

What is Coordinated Entry?

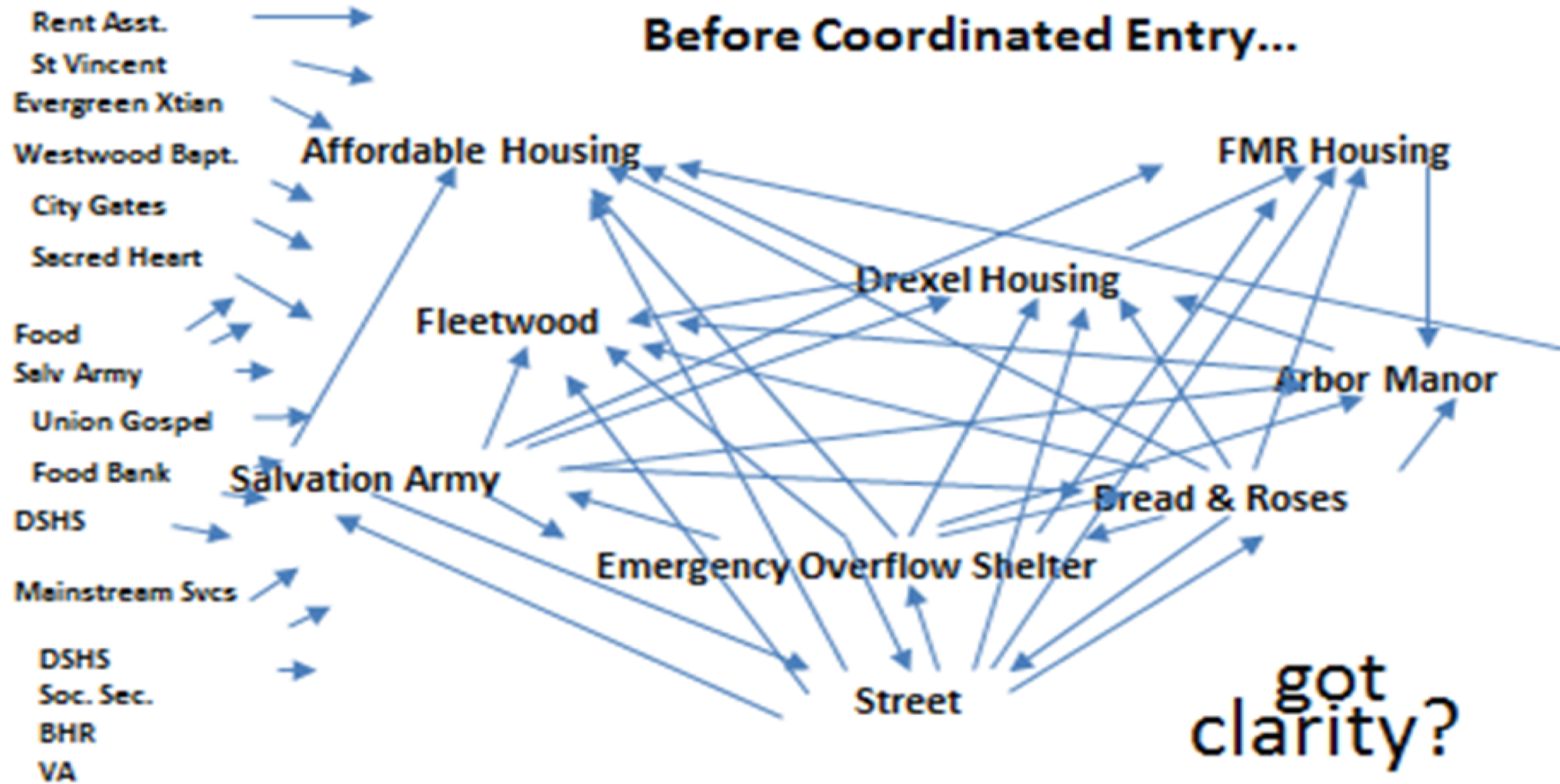
Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.

HEARTH mandates that communities funded through Emergency Solutions Grant (ESG) and Continuum of Care (CoC) have a coordinated entry system.

ACCESS → ASSESSMENT → PRIORITIZATION → REFERRAL

Planning

Before Coordinated Entry...



History of Coordinated Entry in Thurston County

FSCSS established Emergency Shelter Network with the goal to coordinate access to Thurston County shelter beds

Homeless Prevention & Rapid Re-Housing Program (HPRP) funds awarded to FSCSS and CYS; included requirement to focus on system coordination

SideWalk created by a grant from City of Olympia to be the provider for single men, women, and couples without children experiencing homelessness

Thurston County Public Health & Social Services contracted with FSCSS as the lead Coordinated Entry provider for Thurston County

FSCSS announces that it will not be renewing the contract with SideWalk to serve as the designated entry point for single adults without children.

1992

Collaboration

2009

2011

Partnership

2017

2019

Establishment of a 24 hour shelter hotline to provide accurate information regarding shelter availability and placement for all populations experiencing homelessness

CYS emerged as natural point of entry for youth ages 18-24 experiencing homelessness

FSCSS became natural point of entry for families with children

FSCSS, SideWalk, and CYS began to collaborate regularly to provide coordinated services to all populations experiencing homelessness

All 3 agencies worked on the local and State level to enhance and improve the overall system, and ensure compliance with evolving HUD and Consolidated Homeless Grant (CHG) requirements for Coordinated Entry

FSCSS to serve families with children and survivors of domestic violence who are fleeing

SideWalk to serve single men, women, and couples without children

CYS to serve youth and young adults ages 18-24

After a community process, CAC is invited to serve as the designated entry point for single adults without children.

Know your guides!

Coordinated Entry Process Self-Assessment

The U.S. Department of Housing and Urban Development (HUD) requires that Continuum of Care (CoC) establish and operate a coordinated entry (CE) process—and that recipients of CoC Program and Emergency Solutions Grants (ESG) program funding within the CoC's area must use that CE process. The requirement was established in the 2012 CoC Program interim rule (24 CFR 578) and the 2011 Emergency Solutions Grants (ESG) interim rule (24 CFR 576). Details of the requirement, as well as additional policy considerations, are provided there and in several documents issued by HUD since:

- HUD Coordinated Entry Notice CPD-17-01 – [Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System](#) (2017)
- HUD Prioritization Notice CPD-16-11 – [Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing](#) (2016)
- Coordinated Entry Policy Brief (2015)
- CoC Program interim rule 24 CFR 578.7(a)(8)
- ESG interim rule 24 CFR 576.400(d)
- HUD Equal Access rule 24 CFR 5.105(a)(2) and 5.106(b)

Based on these documents, this tool identifies aspects of coordinated entry that HUD has determined are **required**, as well as other aspects of CE functionality, operations, or management that it has **recommended**.

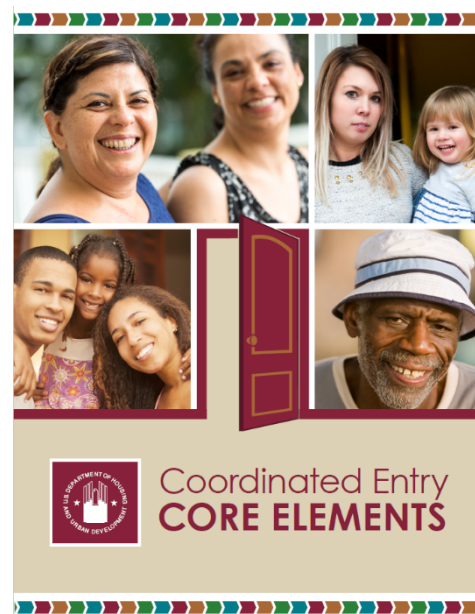
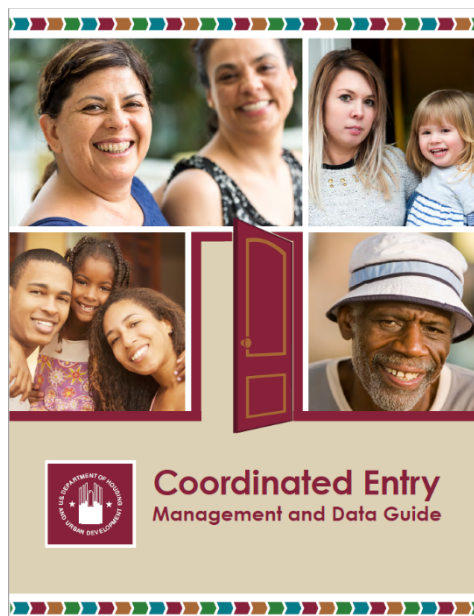
Coordinated Entry Process Self-Assessment (Ver. 1.1)

as good practice but not required. Some unique design features of CE may be appropriate for some subpopulations or geographic areas but are not universally applicable across all CoCs; these are identified as **Optional**. The source document(s) for each Required item is noted in **bold**, and for each Recommended item if appropriate.

CoCs can use this **Coordinated Entry Self-Assessment** as a reference to help them identify key aspects of CE design, implementation, and management; compare this list against their existing CoC plans and/or practices to gauge the extent to which the CoC currently includes these elements; and as a general outline for a set of policies and procedures a CoC must adopt to support the ongoing management of CE processes and functions.

Contents

A. Planning.....	1
B. Access.....	5
C. Assessment.....	10
D. Prioritization.....	15
E. Referral.....	19
F. Data Management.....	22
G. Evaluation.....	24



Department of Commerce

Washington State Coordinated Entry Guidelines

March 2019

Current Data

- ❖ Thurston County, Washington

- ❖ 774 square miles

- ❖ Est. population 280,289

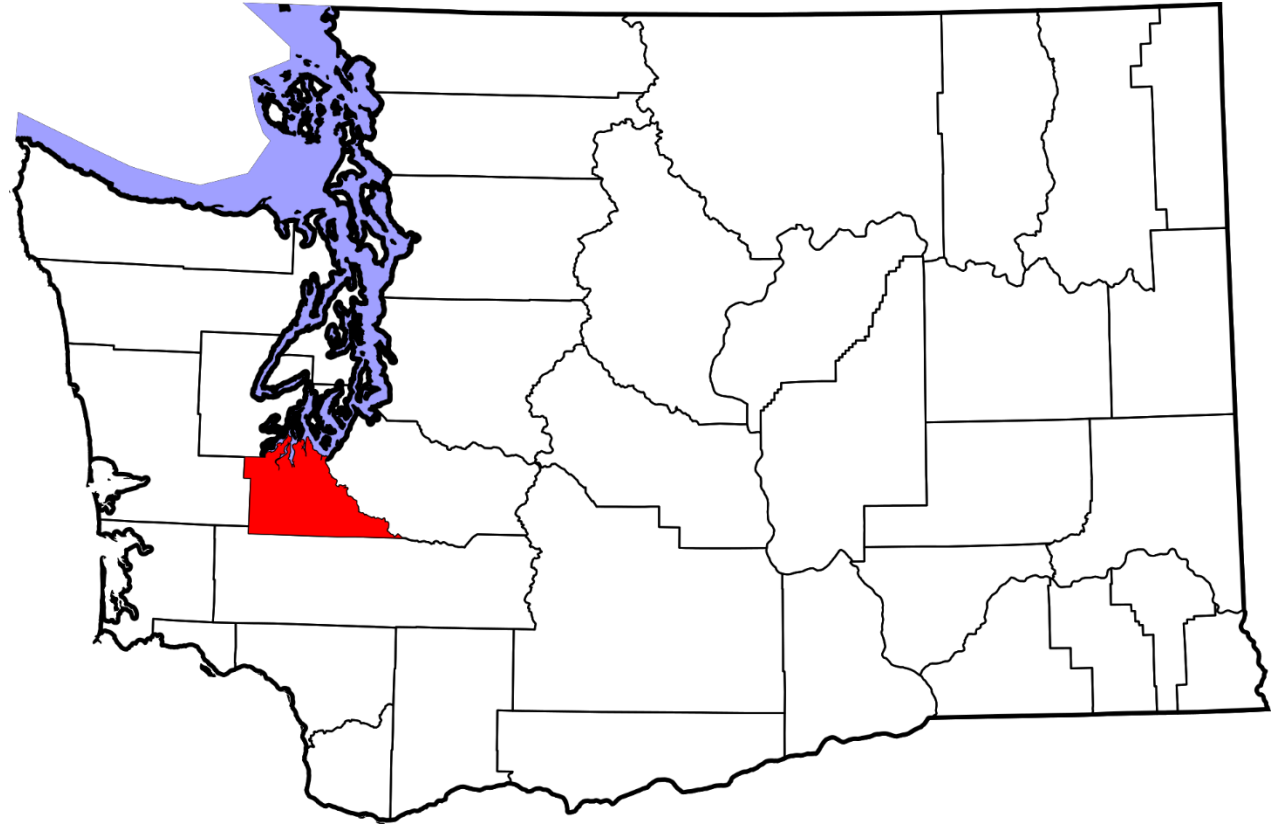
- ❖ 2019 Point in Time states:

- ❖ 800 homeless

- ❖ 394 unsheltered

- ❖ 236 sheltered

- ❖ 170 transitional



Coordinated Entry Governance

Balance of State
Continuum of Care

Homeless Housing Hub

- ❖ Local CoC
- ❖ Meets monthly; direct service providers
- ❖ Reviews & approves CE policies & procedures
 - ❖ Derek is Chair, Trish is Vice Chair

Coordinated Entry Committee

- ❖ Chair is non contracted CE provider
 - ❖ Meets monthly
- ❖ Develops CE policies & procedures
- ❖ Helps to ensure high functioning system

VI Research Project

- ❖ Reviewing assessment tools with racial equity lens
- ❖ Make recommendations to CE Committee & Lead Agency about changes to tools

Access

Access Models per HUD

- ❖ Offer same assessment approach at all access points, and all access points are usable by all people who may be experiencing homelessness or at risk of homelessness
- ❖ If separate access points, initial screening at each access point allows for immediate linkage to the appropriate subpopulation access point

Current Coordinated Entry System



Thurston County allocates \$250,000 per year for Coordinated Entry.

\$25,000 is diversion set aside

Each provider offers at least 9:00 AM to 5:00 PM coverage Monday-Friday.



FSCSS is Lead CE Provider, and access point for families with children & survivors of domestic violence.

CYS is youth and young adult access point.



Community Action Council
of Lewis, Mason & Thurston Counties

CAC is single adult & Veteran access point.

24-hour Access

- ❖ Utilize one phone number for the all populations to call when they're seeking shelter and housing information ●
- ❖ August 15 to October 15- approximately 800 calls to the hotline ●
 - ❖ 65% of calls were routed to Community Action Council
- ❖ Use Grasshopper as the provider; virtual phone system
- ❖ Family Support Center puts Grasshopper into annual CE budget
 - ❖ \$24.00 per month ●
- ❖ Give 4 options for callers; select their population or non housing crisis ●

1-844-628-7343

Thurston County Homeless Housing And Shelter Hotline

If you or someone you know is currently experiencing homelessness
and in need of shelter, housing, or other housing related resources
call:

1-844-628-7343

Line is answered 24/7 by our 3 providers



Thurston County's Coordinated Entry Providers are:



Population: Single individuals/couples
without children

Hours: Wed 2:00PM-5:00 PM,
Thurs & Fri 8:30AM-5:00PM

Location: Community Care Center
@ 225 State Ave NE, Olympia

Various Outreach Sites: Mon -Tues 8:30AM-5PM
See website or call for location

Phone: 360-915-1611

Website: www.caclmt.org



Population: Families with children & survivors of
domestic violence

Hours: Mon-Fri, 9:00AM to 5:00 PM

NEW Location: 3545 7th Ave SW, STE 200 Olympia

Phone: 360-754-9297

Website: www.fscss.org



New Directions. Brighter Futures.

Population: Youth & young adults to age 24

Hours: Mon-Fri 9:00AM to 5:00 PM

Location: 711 State Ave NE, Olympia

Phone: 360-943-0780

Website: www.communityyouthservices.org

Marketing & Accessibility

- ❖ Flyers widely distributed across County to housing and social service providers, first responders, businesses
- ❖ Coordinated Entry team provides presentations throughout community as needed
- ❖ Each provider is ADA accessible
- ❖ Staff trained in trauma informed care, harm reduction, cultural competency, client centered services
- ❖ Able to meet clients throughout the community if transportation or other challenges pose barriers

Coordinated Entry provides direct access to...

- ❖ Rapid re-housing ●
- ❖ HEN ●
- ❖ Permanent Supportive Housing Units ●
- ❖ Transitional Housing Units ●
- ❖ Shelter ●
 - ❖ Family shelter- Pear Blossom Place
 - ❖ Interfaith Works permanent beds
- ❖ Diversion funds ●
- ❖ City of Olympia sites ●
 - ❖ Mitigation site
 - ❖ Plum Street Village

Coordinated Entry is not required to access...

- ❖ Emergency shelter
 - ❖ Cold weather shelter beds
 - ❖ Salvation Army
 - ❖ Union Gospel Mission
 - ❖ Rosie's Place Young Adult Shelter

Outreach

- ❖ Budgeted in a 1.0FTE CE Outreach Coordinator in current contract
- ❖ Employed by Family Support Center of South Sound to serve entire CE system and provide outreach to the various encampments throughout the County
- ❖ Goal to train and coordinate with all the various Outreach Teams in the County ●
- ❖ Building relationships, providing supplies, and connecting people to Coordinated Entry in order to get on master list and access shelter & housing ●●
- ❖ Largely seeing single adult population

Current Access Challenges

- ❖ Educating housing providers about prioritization and eligibility
- ❖ Language access
- ❖ How to streamline a household that is eligible for multiple access points; different prioritization tools
- ❖ Recent change in single provider; continuing to educate partners and households of the change
- ❖ Needing second person for Outreach Coordinator
- ❖ Challenges for single adult provider

Assessment

Goals

- ❖ Gather information about a household experiencing a housing crisis
 - ❖ Needs, housing preferences, barriers to accessing housing, factors that might indicate vulnerability while homeless
- ❖ Standardized tool for assessment to help determine a strategy to solve the housing crisis as quickly as possible

Core values

- ❖ Participant choice
- ❖ Housing First
- ❖ Low Barrier
- ❖ Harm Reduction
- ❖ “Meet the client where they’re at”
- ❖ Evidence Based Practices
- ❖ Trauma Informed Care

Don't forget diversion!

- ❖ Diversion is the first step, and is a conversation with the household; how can we divert the household from the homeless system?
- ❖ Client driven, strength based, creative solutions
- ❖ May or may not include small amount of financial assistance
- ❖ Contracted through FSCSS; \$25,000 per year to serve all 3 populations ●
 - ❖ Providers agreed to split 3 ways, reviewed monthly with ability to move funds around based on population needs
- ❖ Diversion packet to be completed, includes CHG Targeted Prevention Screening Tool ●
 - ❖ ... but it's diversion! Working on identifying better tool

Assessment Tools

- ❖ When diversion has failed, or is not an option, we proceed to assessment.
- ❖ Category 1 or 4 of homeless definition
- ❖ Population specific
 - ❖ Singles – VI-SPDAT (0-17)
 - ❖ Families – VI-F-SPDAT (0-22)
 - ❖ Youth – Youth assessment (developed by CYS, 0-8)
 - ❖ Survivors of Domestic Violence – Jackie Campbell Danger Assessment (0-39)
- ❖ They all have different scores; challenge to manage one master list for all populations
 - ❖ Challenge for household that's eligible for multiple providers/resources



Sample questions on the VI-SPDAT

- ❖ In the past 6 months how many times have you-
 - ❖ Received health care at an emergency department
 - ❖ Taken an ambulance to the hospital
 - ❖ Used crisis service, including sexual assault crisis, mental health crisis, etc.
- ❖ Have you been attacked or beaten up since you've become homeless?
- ❖ Does anybody force or trick you to do things that you do not want to do?
- ❖ Do you have planned activities, other than just surviving, that make you feel happy and fulfilled?
- ❖ Has your drinking or drug use led to you being kicked out of an apartment or program where you were staying in the past?

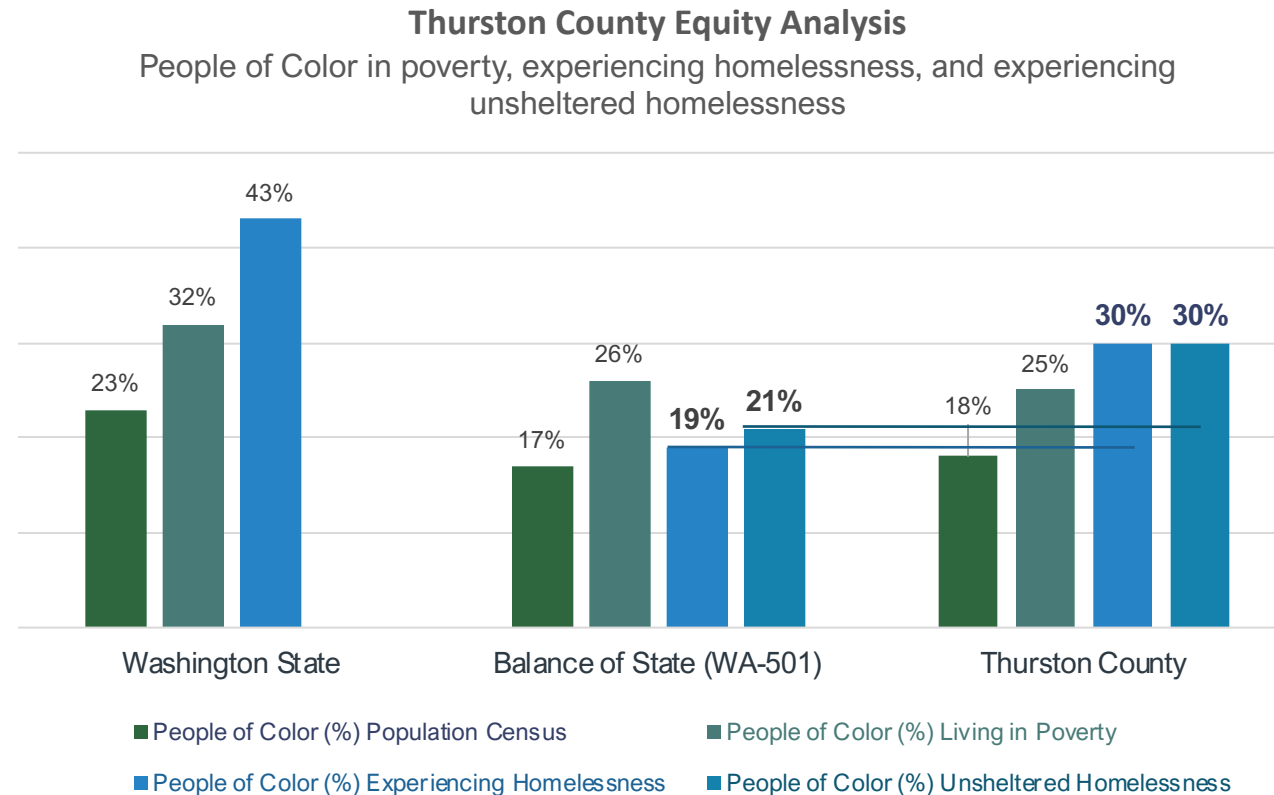
Sample questions on Danger Assessment

- ❖ Has the physical violence increased in severity or frequency over the past year?
- ❖ Do they (perpetrator) own a gun?
- ❖ Have they ever used a weapon against you or threatened you with a lethal weapon?
- ❖ Are they an alcoholic or problem drinker?
- ❖ Have you ever been beaten by them while you were pregnant?
- ❖ Do they threaten to harm your children?
- ❖ Do they ever try to choke or strangle you?
- ❖ Do you believe they are capable of killing you?

Sample questions on Youth Vulnerability Assessment

- ❖ Have you been homeless more than once?
- ❖ Has your current lack of housing been impacted by your perceived sexual orientation or gender identity?
- ❖ Have you recently returned from inpatient treatment?
- ❖ Do you have a physical or mental disability?
- ❖ Have you ever received anything in exchange for sex?
- ❖ Are you fleeing domestic violence?

Addressing disparities



Source

Washington State Department of Commerce 2019 Racial Equity Analysis Tool

Addressing disparities

- ❖ Assessment tools have gap in accounting for disparities faced by those experiencing homelessness
 - ❖ Race, ethnicity, sexual orientation, gender identity
- ❖ Sub group of Coordinated Entry Committee created to research other assessment tools that better address disparities in the populations
- ❖ Participation and leadership in Balance of State's Racial Equity Sub-Committee
- ❖ Addressing racial disparities through strategies in the recently adopted Homeless Crisis Response Plan 2019-2024

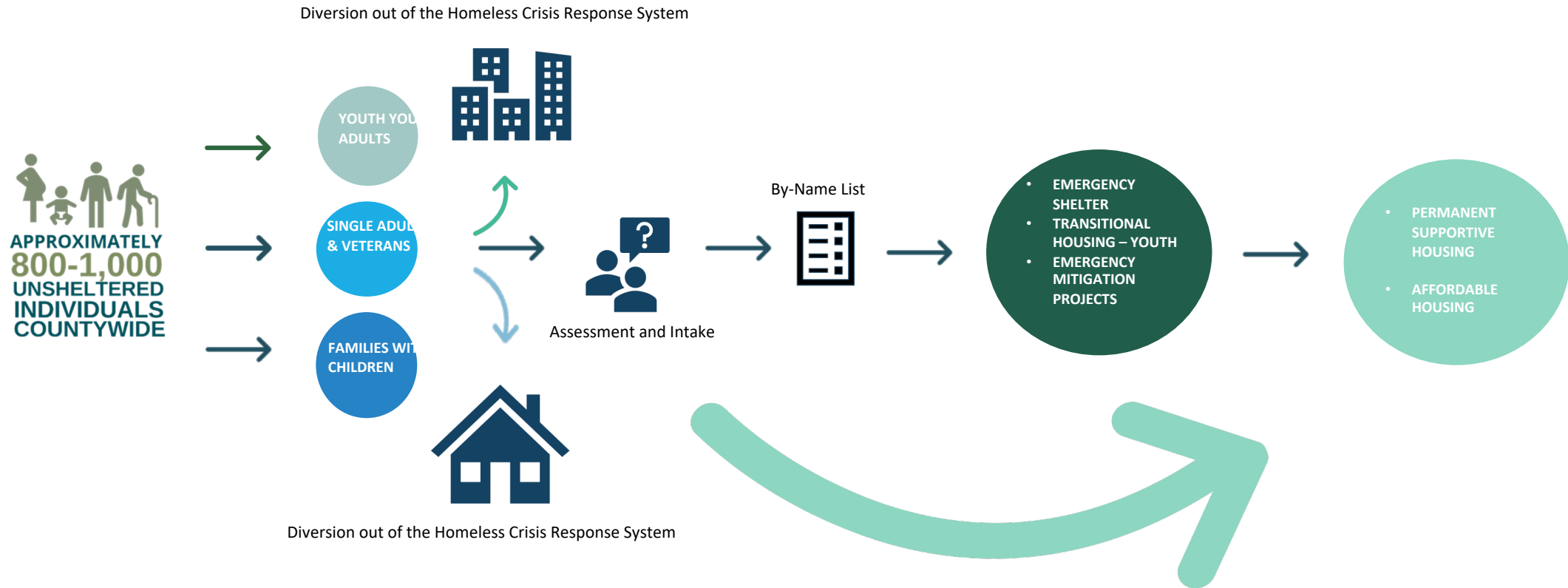
Challenges with current tools

- ❖ VI-F-SPDAT misses key indicators for families with children
 - ❖ Newborn coming home from hospital, high risk pregnancy
- ❖ Danger Assessment looks at likelihood of death by perpetrator, so isn't also looking at history of homelessness
 - ❖ Survivors often not scoring high on VI
- ❖ On average, BIPOC clients receive statistically significant lower prioritization scores on the VI-SPDAT*
- ❖ VI-SPDAT subscales do not equitably capture vulnerabilities for BIPOC compared to Whites – most subscales are tilted towards capturing vulnerabilities that Whites are more likely to endorse.*
- ❖ Youth and young adult assessment tool examples are not readily available

*Wilkey, C., Donegan, R., Yampolskaya, S., Cannon, R. (2019) Coordinated Entry Systems: Racial Equity Analysis of Assessment Data.

Prioritization

What is Coordinated Entry? *(Simplified)*



Bypass of the list


- ❖ Effective CE system must have process by which households seeking assistance and the household's service providers are given an opportunity to give additional information to be considered in prioritization decisions.
 - ❖ Assessment tools alone may not capture all of the necessary information to determine need and vulnerability.
- ❖ Bypass of the List process established
 - ❖ Move a household who has other critical factors that may not be accounted for in the assessment tool used to the top of the list for the next available resource.
- ❖ In practice, bypass is typically happening when a resource becomes available, rather than at time of assessment



Questions asked

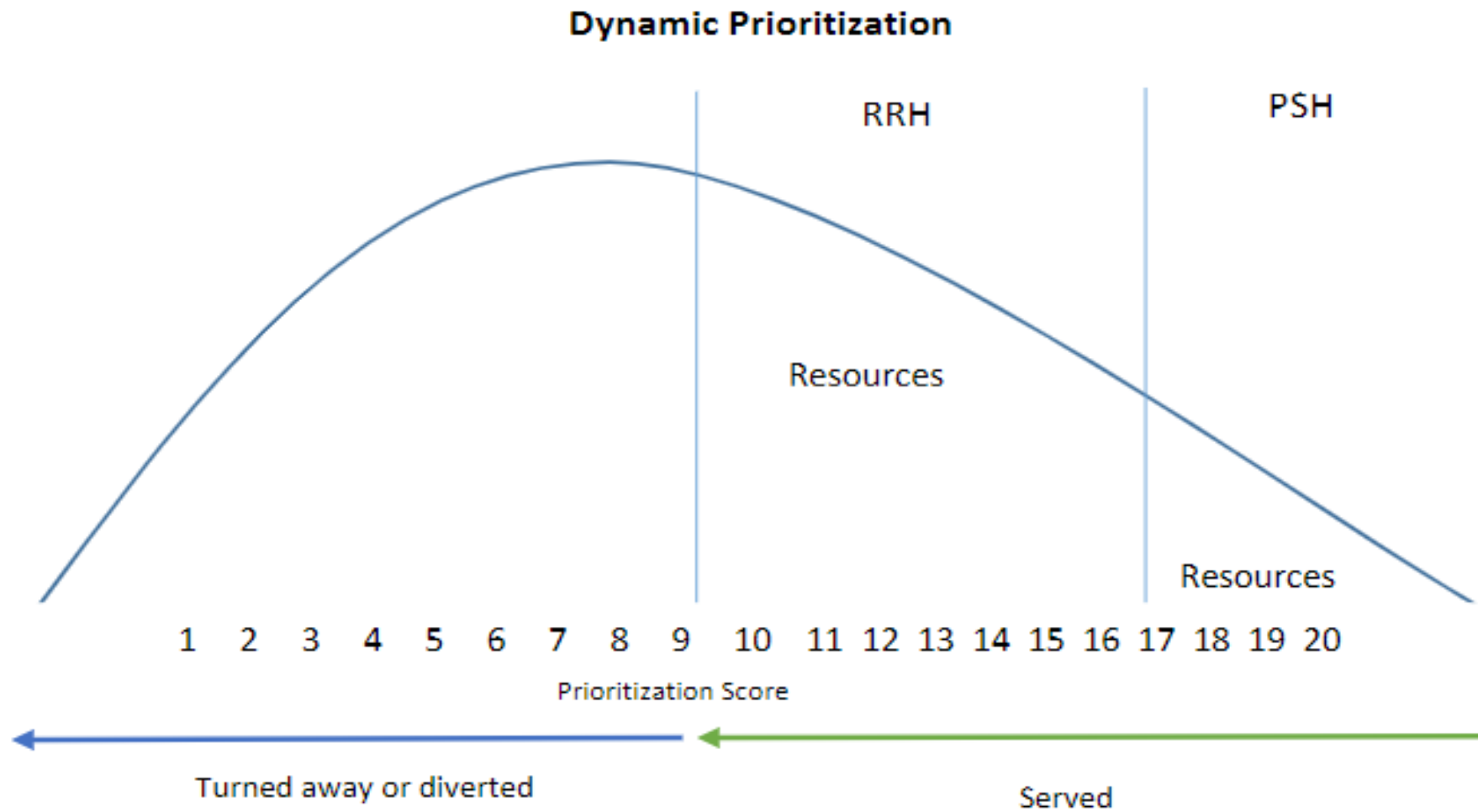
- ❖ FSCSS has established Google Form for staff working with families and survivors to complete when requesting bypass
- ❖ How many households will be skipped?
- ❖ What resources have the skipped households been offered?
- ❖ What other resources has the household requesting a bypass been offered?
- ❖ What did the assessment tool miss?
- ❖ What resource is being requested?

Bypass Reporting

- ❖ Each provider reports back on any bypass requests to the monthly Coordinated Entry Committee regardless if approved or denied 
- ❖ Each provider has ability to approve or deny; discussed at Committee level to identify gaps in tools, bigger picture considerations, and to better understand the need

Dynamic Prioritization

- ❖ CE providers cannot use a “bucket” approach to prioritization
 - ❖ Households placed on one wait list based on intervention determined through assessment process
- ❖ Dynamic Prioritization considers a household’s prioritization status and current resource availability
 - ❖ CE has to anticipate upcoming resource availability
- ❖ Understand those with the highest VI need and deserve permanent supportive housing, but when only 12 referrals available per year, need to consider other options for the households
- ❖ Challenges us to work creatively, comprehensively, and responsively to the needs



** chart taken from Department of Commerce Coordinated Entry Guidelines, March 2019. Pg 20*

Referral

Goal of referral

- ❖ Get households experiencing homelessness connected to the available resources in which they are interested and eligible for as quickly as possible
 - ❖ Responsibility of the CE providers to be knowledgeable of the programs in which they refer to so correct referrals are made
 - ❖ Availability of units
 - ❖ Shelter, permanent supportive housing, transitional housing, rapid re-housing, HEN
 - ❖ Eligibility requirements
 - ❖ Asking households what they are interested in

Participating Projects





❖ Per CHG guidelines-

- ❖ Housing providers who receive CHG, HUD McKinney, ESG, TBRA, local housing funds must participate in Coordinated Entry as an access point or by accepting referrals.
- ❖ Participating projects accepting referrals must fill openings exclusively through the CE system and eliminate all side doors


Referrals from master list

- ❖ Each CE provider manages their own master list(s)
 - ❖ Community Action Council- adults, Veterans
 - ❖ Family Support Center – families with children, survivors
 - ❖ Community Youth Services – youth & young adults
- ❖ When a resource becomes available, provider refers next eligible and interested household to the resource

Timing of referrals

- ❖ Households who have not engaged with CE provider for 60+ days will be moved to “inactive”, thereby removing them from the master list 
 - ❖ Simply need to have contact with CE provider at any time to become active again; resumes place on master list
- ❖ CE provider will wait a minimum of two, maximum of 5, business days to gain contact with household before moving to next household on master list  
- ❖ Households may refuse a referral and maintain place on master list, and may be offered same referral in future 

Denial of Referrals

- ❖ Anytime a referral to a participating housing provider is denied, CE provider should receive written documentation of reason for denial
- ❖ Discuss denied referrals at monthly Coordinated Entry Committee 
 - ❖ Incorrect referral made?
 - ❖ Provider not following own stated eligibility criteria?
 - ❖ Gaps in system?
- ❖ Households who are denied a referral maintain their place on the master list

Circumventing the Master List

- ❖ When housing providers fill units independently, not using Coordinated Entry, it results in confusion and distress for those experiencing homelessness
- ❖ Can cause distrust and frustration between providers
- ❖ System is designed to screen in, prioritizing services for those who are most vulnerable
- ❖ Eligibility criteria can and should be established, ensures correct referrals are made ●

Data Management

Data systems utilized

❖ HMIS

- ❖ Not all CE providers are using HMIS to complete the assessments or log VI scores

❖ Ragic

- ❖ Single adult population

❖ Apricot

- ❖ Families with children & DV master lists

❖ My Evolve Electronic Health Record from Netsmart

- ❖ Youth & young adults
- ❖ In development



Confidentiality

- ❖ Critical to ensure whatever system you're using meets all of HUD's data management requirements
- ❖ Clients should have informed decision making and confidentiality across all systems
- ❖ Providers utilized release of information to share referrals and other personally identifying information across the system
 - ❖ Time limited, specific
 - ❖ Do not use universal releases! One size does not fit all.

Next steps

What we need

- ❖ Core things we need to have a high functioning system
 - ❖ Funding! An additional 2.0 FTE Outreach Coordinator
 - ❖ Additional intake staffing
- ❖ Meaningful partnerships and conversations

Contact information

Natalie Skovran

Deputy Director
Family Support Center of South Sound
natalies@fscss.org
360-754-9297 x218

Derek Harris

Chief Executive Officer
Community Youth Services
dharris@communityyouthservices.org
360-918-7870

Trish Gregory

Executive Director
Family Support Center of South Sound
trishg@fscss.org
360-754-9297 x206

Keylee Marineau

Homeless Prevention & Affordable Housing Coordinator
Thurston County Public Health & Social Services
keylee.marineau@co.thurston.wa.us
360-867-2544