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OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT



FLEXIBLE RESOURCES, DATA-DRIVEN SOLUTIONS:
USING HMIS AND HEARTH TO END HOMELESSNESS

Transforming Systems





Presenters

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Learning Objectives

- Understand focus of transforming systems to meet new performance measures under HEARTH
- Review system change processes whereby local stakeholders pool knowledge, skills & resources to shape a common future
- Review System-change toolkit
- Prepare for Session 103: System Design and Planning





HUD's *Roadmap to Transformation*



Key Object of McKinney-Vento as amended by HEARTH Act:

- Improve community capacity to carry out the mission of preventing and ending homelessness.





Why McKinney-Vento HEARTH Act promotes *Systems Transformation*?

- *Systems* can deal with deep-seated complexity, multiple partnerships, various funding streams
- *Systems* can overcome barriers that programs cannot address
- *Systems* facilitate learning and communication
- *Systems* allow best practices to be brought to scale

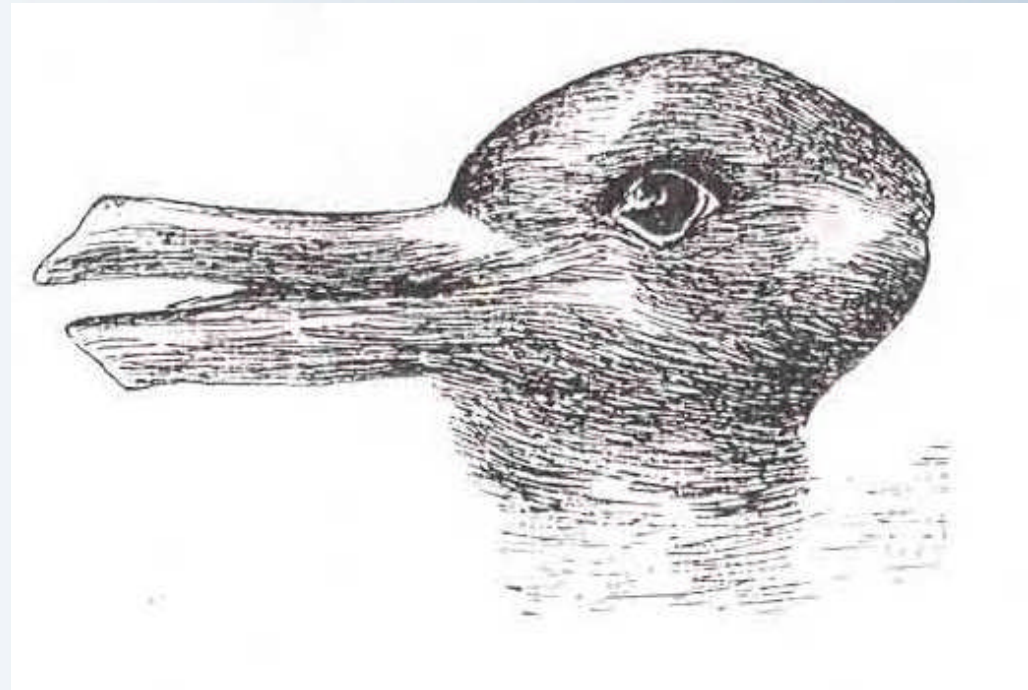




System change *sometimes* a paradigm shift

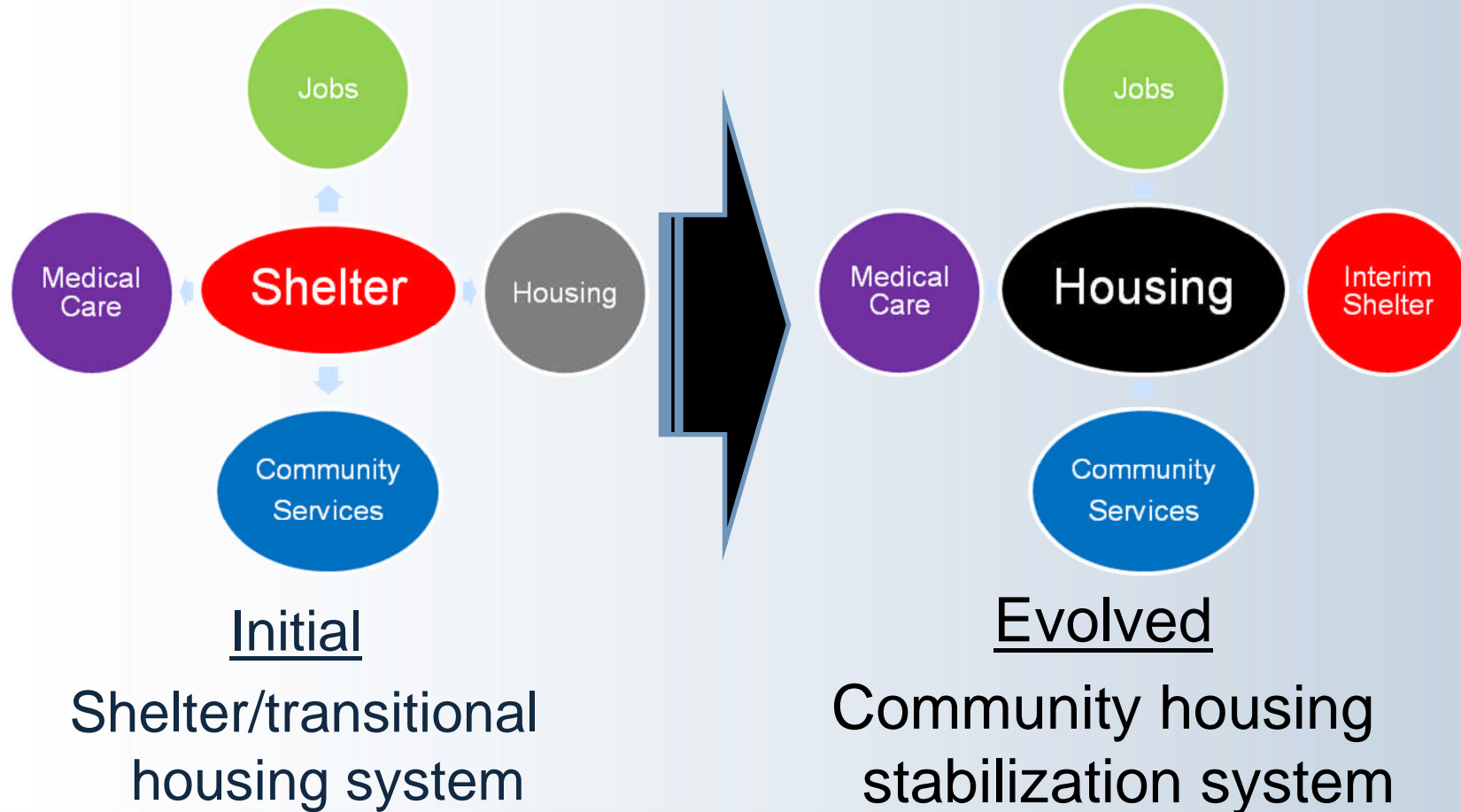
“one conceptual world view is replaced by another.”

A paradigm shift is a rapid change in the way we think about the world. It's a revolution, a transformation that does not just *happen* by itself, but is driven by agents of change.



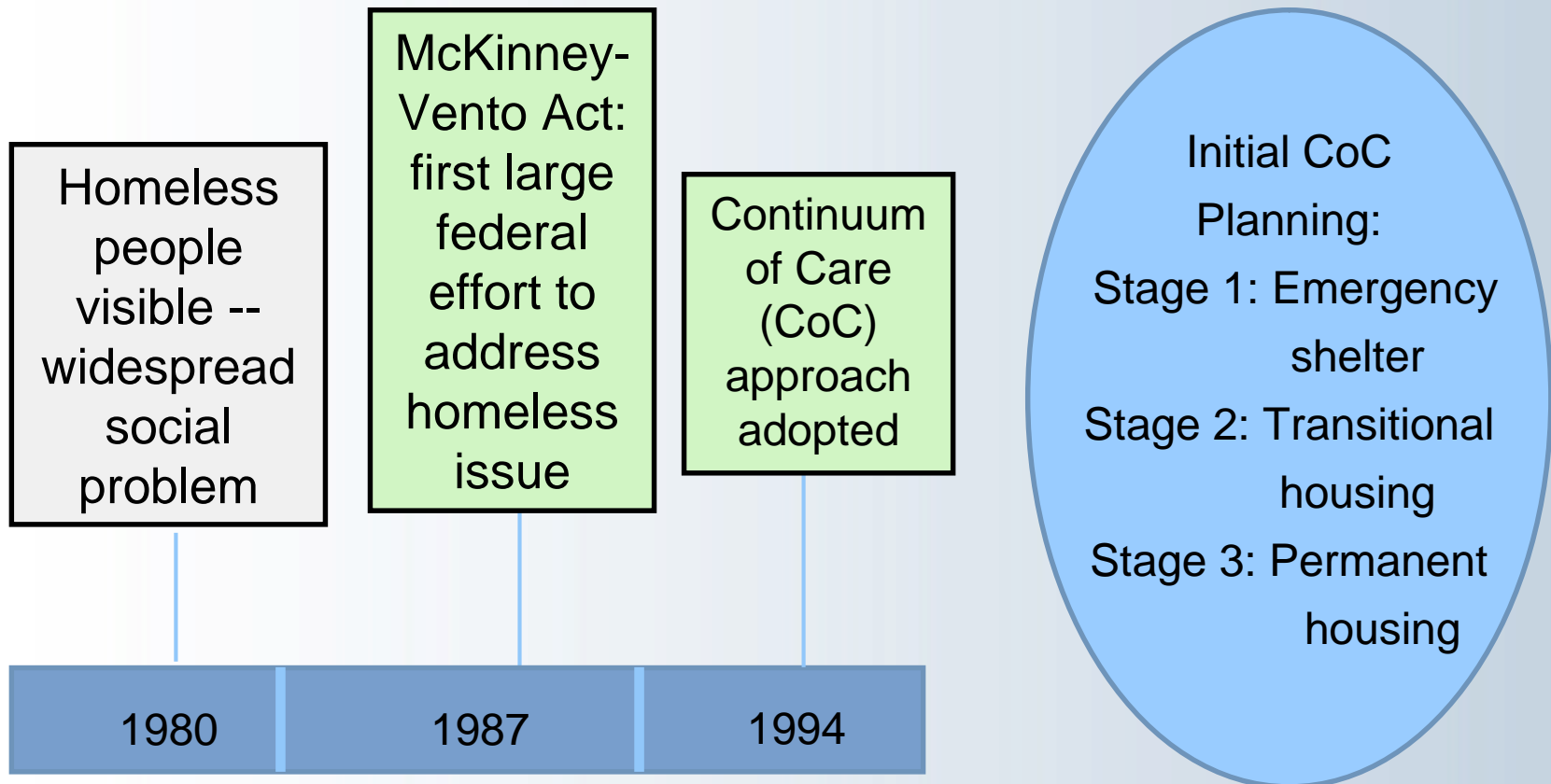


HUD's "Paradigm Shift"



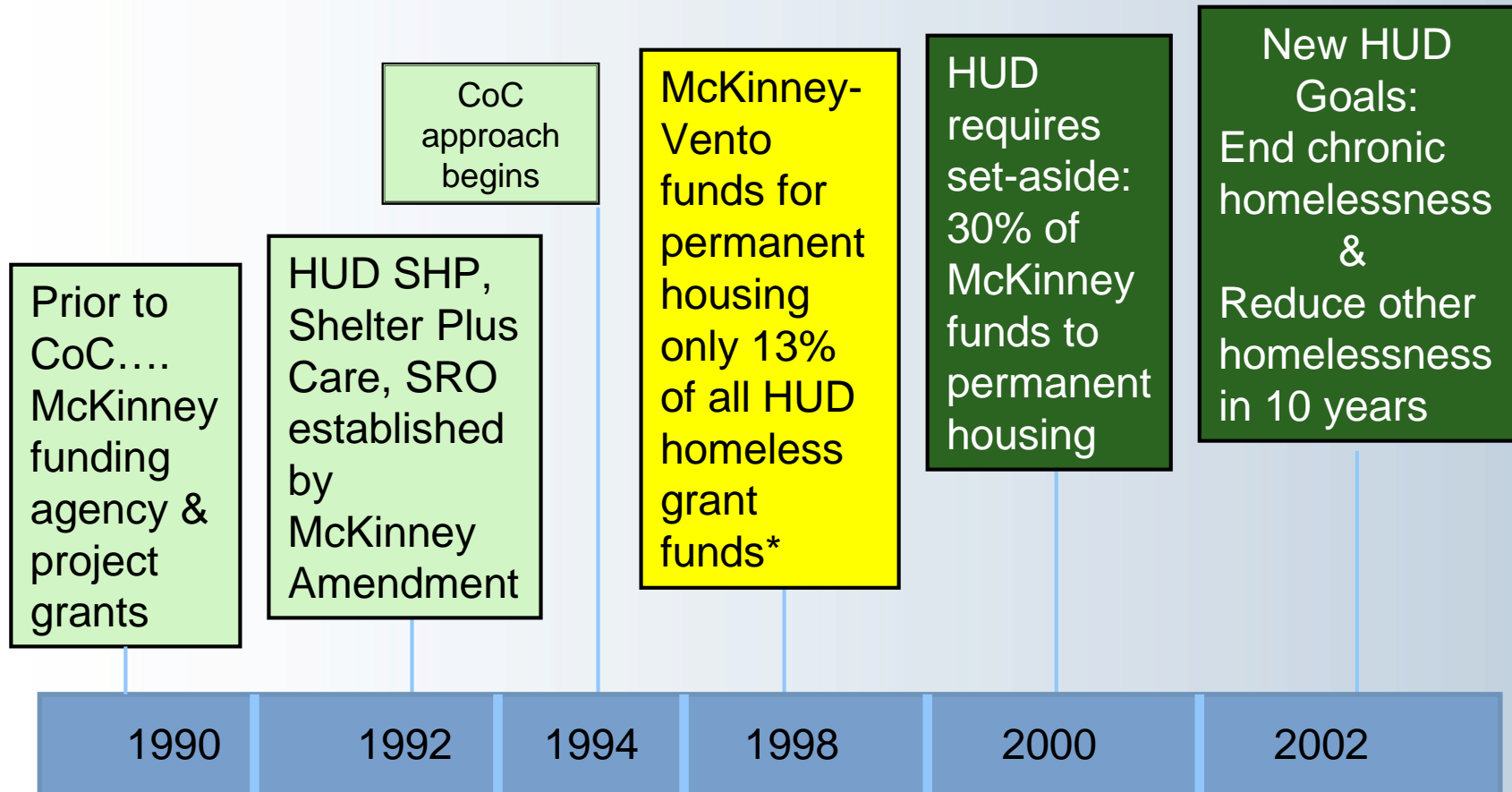


1994: HUD establishes “Initial” CoC System





System Evolution.....System Change



*Source: US Congressional Record: Senate Vol. 151, pt. 16 Sept 19, 2005

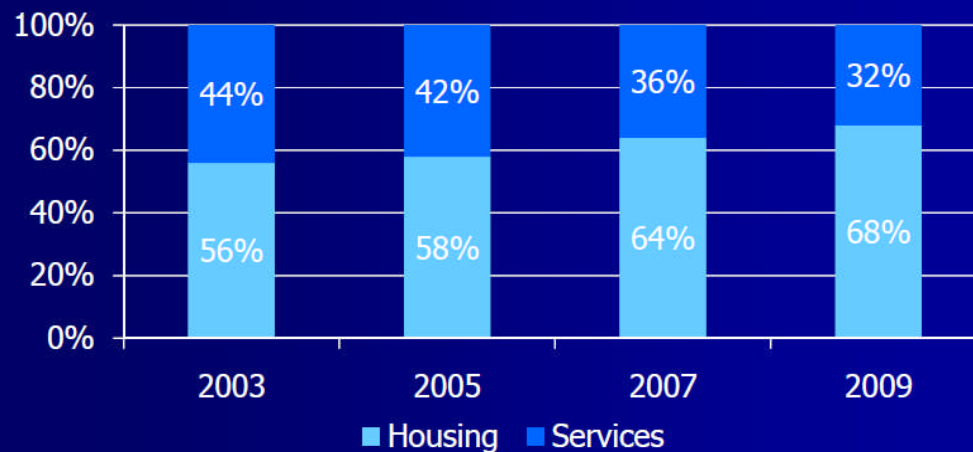




Shift in CoC Funding to Housing Services: 50% on housing in 2002 --- 68% in 2009

Housing vs. Services

- CoCs have responded to HUD's emphasis on housing.



Source:
HUD 2009
CoC Competition
Debriefing





System Change.....Paradigm Change

Skilled change agents interweave existing innovations / research / policy / media

1998:
Typology
of
Homeless

2000: HUD re-channels
McKinney-Vento homeless
funding into housing
(30% Permanent Housing)

2000:
NAEH 10 Year
Plan to End
Homelessness

2001: Dennis
Culhane
New York/New
York Cost Study

2001: Feds
focus on
Mainstream
Services -- State
level Policy
Academies -
State Plans

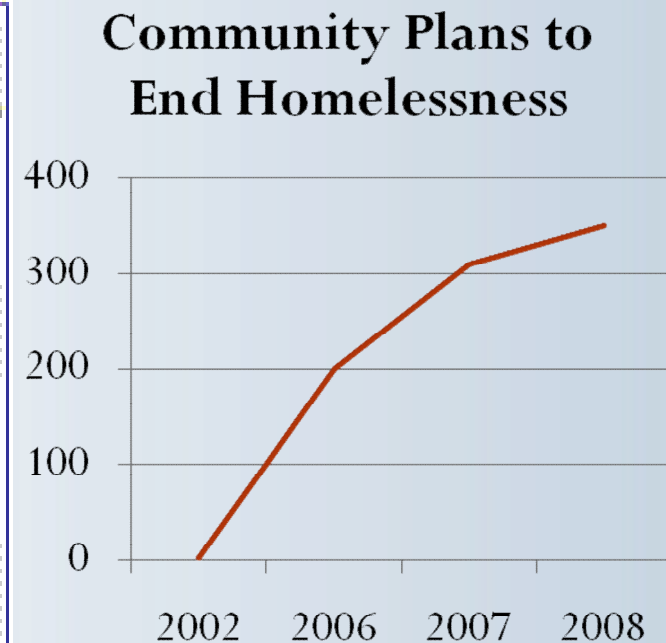
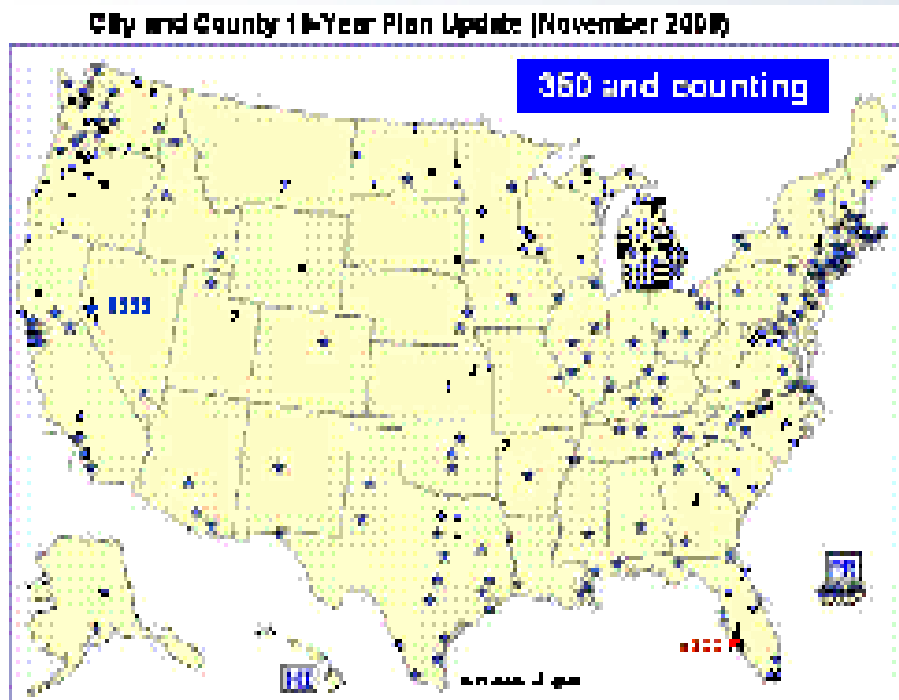
Malcolm Gladwell:
Tipping Point /
Million Dollar
Murray: invest
modest resources
at most visible,
intractable part of
problem

2001: Sam Tsemberis
Pathways to Housing,
housing first success.





Diffusion and Translation: Community Plans to End Homelessness: from 2 in 2002to over 350 by 2009



Source: USICH FY2010 Budget Request to Congress: Performance Goals





Results: 2010 HUD Budget Testimony

“.....in the four years, 2005-2008, the number of chronically homeless individuals dropped by thirty percent; certainly one of the greatest social welfare policy achievements of the past decade.”

» HUD Secretary Shaun
Donovan March 2010





HEARTH Advances Transformation Goals

- HEARTH allows for increased flexibility & freedom in how CoC funding can be allocated
- HEARTH challenges CoC communities to do business differently, direct resources in new ways
- HEARTH allows for investment in CoC infrastructure





HEARTH Motivates System Transformation

- System level performance matters to HEARTH Goals
 - Average length of homeless episode is less than 21 days
 - Less than 5% individuals/families become homeless again
 - Number of newly homeless 10% lower than year before
- Scarce new resources to sustain system change
 - \$1.5 billion HPRP funds → \$200 million ESG funds





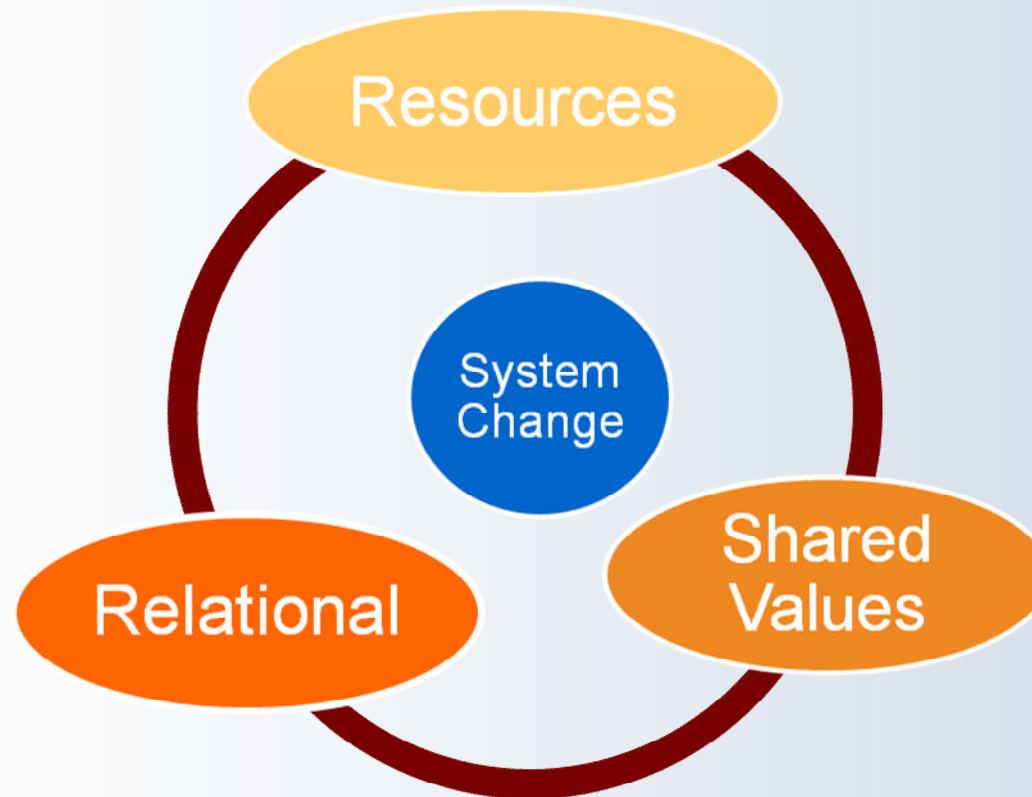
“Scarcity is clarity”

- With HEARTH Act impetus and current fiscal environment, now is the time to re-envision and plan system change.





Elements of Local System Change





System Change Factor: Relational

- **Relational connections** among stakeholders and their networks that enable change
 - Committed, diverse stakeholder group
 - Capacity to see and define a system
 - Skill sets: champions, innovators, connectors
 - Re-design old plans with new partners





System Change Factor: Resource Alignment

- **Environmental factors** that increase community and stakeholder capacities to engage in change.
 - Centralized allocation / reallocation of resources
 - Strategically aligned, blended funding streams
 - Bridging of agency and program boundaries





System Change Factor: Shared Values

- **Ideas and values** alter how stakeholders perceive their identity, interests, and possibilities for change.
 - Buy-in / shared values around “glaring” problem that needs system change – seek common need where every stakeholder will benefit
 - Co-create shared vision, shared goals
 - Establish communication feedback loops with leadership council, community partners
 - Align local shared values with national policy ideas





System change results..... many factors

2009 – 2010: City of Santa Monica reported an 18.9% decrease in homelessness. *“Local reduction could be attributable to a number of factors, including:*

- *City’s Action Plan to Address Homelessness*
- *Better collaboration/coordination of services*
- *New housing subsidies, rental assistance programs*
- *Innovative programs such as the Homeless Community Court and Project Homecoming.”*





Alameda County, California (EveryOne Home)

2003 – 2010: Overall homelessness declined 15%, family homelessness decreased 27%; chronic homelessness decreased 20%. *Reduction attributable to many factors:*

Resources:

- *used HPRP funds to create centralized prevention system*

Relational:

- *all 14 cities established one of country's first collaborative, multi-system plan to end homelessness. Plan called for system change, to assist 15,000 households*
- *established organization to centralize collective efforts*

Shared Values:

- *shared value of housing first approach the fundamental driver*
- *established common benchmarks: goal to shorten time in homelessness to weeks*





San Francisco, California (Direct Access to Housing)

2002 – 2005: housed 600 people, overall homelessness reduced by 28%; chronic homelessness decreased 28%. *Reduction attributable to many factors:*

Resources:

- *coordinated with local welfare reform to provide housing and services in lieu of cash*

Relational:

- *mayor-appointed planning committee and 126 community-based organizations developed a plan to end chronic homelessness and create 3,000 units of permanent supportive housing*

Shared Values:

- *shared value of housing first approach the fundamental driver*
- *7 city departments streamline funds and collaborate on initiatives to end chronic homelessness*





Sacramento, California (Sacramento Steps Forward)

2007 – present: Created 393 units of permanent supportive housing; chronic homelessness decreased 35%. *Reduction attributable to many factors:*

Resources:

- *used HPRP funds to create centralized prevention system*
- *raised an additional \$400,000 through community fund-raising*

Relational:

- *city and county unanimously adopted plan to create 218 permanent leased housing opportunities and 280 units of permanent housing for chronically homeless persons within first 3 yrs*

Shared Values:

- *5 core principles were identified, including a commitment to regional solutions, housing first, applying business principles, and sustainability*
- *established common goals and indicators of success*





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System-assessment Exercise

This brief exercise overview applies system change processes to help align a hypothetical CoC “system” with one of McKinney Vento as amended by HEARTH Act’s key system performance measures:

Decreasing length of shelter stay to less than 30 days for all families.





Step 1: Seeing the System - Resources:

- Housing Inventory Chart - map family shelters and transitional programs
 - # families served per site / average length shelter stay/site
 - estimated daily per-client cost for each shelter program
- Map client triage/referral process - service linkage system / intersection with mainstream services
 - Determine client pathways back to housing
 - Determine relative weights of client pathway





Step 2: Identify “forces at play” – Relational patterns/ structures

- funding streams that dictate service boundaries
- historical determinants of silo services
- agency boundaries that are difficult to cross
- how data is currently used to define “success”
- homelessness outcomes over past three years
- stakeholders who are concerned about trends
- network of relationships across the community





Step 3: Identify beliefs / attitudes that your sustain current system—Shared Values:

- What ideas / assumptions drive the current reality?
- What assumptions keep people from moving in new directions?
- Are there opposing views in the same community system?
- In what ways are arbitrary boundaries imposed on future change processes?





Step 4: Develop “whole system” approach -- new collaborative partners / new tools

- HMIS analysis: use shelter system map to predict future system capacity / demand / predict cost savings
- Set shared goals, differentiate new staff responsibilities / staff training needs from whole system view
- Centralize/triage client intake...maximize shelter diversion
- Streamline common data reporting - feedback loop to broad leadership network - joint analysis and planning
- Expand feedback communication to entire service delivery system to help shift culture to new commitments.





How do we establish new system change partnerships?

- What are some of the real barriers you expect to face in your own community when you “see systems” and begin to collaborate across old boundaries?





System Change Resources

Seeing Systems	<ul style="list-style-type: none">• CoC System Change Framework
Collaborating Across Boundaries	<ul style="list-style-type: none">• Harvard Negotiating Project Overview• Working Teams: Four Player Model• The Ladder of Inference• Protocols for Improving Inquiry Skills
Developing New Practices / Thinking	<ul style="list-style-type: none">• HPRP Case Study Summary (hudhre.info)• Centralized Intake for Helping People Experiencing Homelessness (hudhre.info)• SAMHSA <i>Strategies for Change</i> (Online Courses)
Using Data for Continual Adaptation	<ul style="list-style-type: none">• Advancing Data on Homelessness in Eleven Communities 2010 (hudhre.info)• hudhre.info HMIS Topics – Data Warehousing





*“Seeing systems ultimately
means seeing
one another.”*

Peter Senge

