



homeward trust
edmonton

opening doors. building hope.

HOUSING FIRST
ANNUAL SERVICE PLAN
2010-2011

OVERVIEW

The Annual Service Plan 2010-2011 determines the funding allocation for Housing First teams, interim housing supports and activities necessary to achieve the outcomes indicated in Homeward Trust's funding agreement with Housing and Urban Affairs. It also identifies key strategies, challenges and opportunities, and partners to support the Housing First program. From the onset of the program in April 2009 to the end of June 2010, almost 900 people were housed in safe, permanent, and affordable housing. The second year of the program will continue to build on the priorities stated in the 2009/10 Service Plan including strengthening coordination of data collection, housing assistance, and the Advisory Council. Prevention efforts will begin to take shape. The Furniture Bank will build on its early success. By building on the successes and lessons of the first year, Edmonton's Housing First Program will continue to meet its challenges and achieve its goals. There are currently over 600 individuals in the program and requiring supports. Based on the capacity of teams it is expected an additional 300 to 400 people will be housed this year.

FIRST YEAR'S SUCCESSES & LESSONS

Edmonton's first comprehensive Housing First Program has met, and exceeded, its first year's target to house a minimum of 500 homeless individuals. The first year of the program was a success; nonetheless, we are committed to continuing to refine our best practices, to ensure that we are using resources as effectively as possible, and that we are meeting the needs of clients, and the goals set out in *A Plan for Alberta*.

There were a number of key lessons we learned, and are working to refine:

Change Management and Learning: With the focus on housing first supports, priorities within the community have changed. Furthermore, the delivery of a new program has been a learning experience for everyone involved.

Flexibility: Follow-up Support Workers spend most of their time away from the agency; support is delivered in the client's home, or at various locations throughout the Edmonton area. Workers need the tools and the ability to respond to this new delivery model which requires the support worker to be focused solely on housing first and follow-up support, with the flexibility to respond quickly to situations that arise. Time management is a critical component; there will be demands on workers in the evenings and weekends, and the workload will ebb and flow at different times.

Support: Housing First workers must have the tools and familiarity with the program that allow them to succeed. Homeward Trust has taken the initiative to provide on-going training and support to the Housing First teams.

Team Leads: Each team must have a dedicated team lead that can focus on managing and providing leadership for their team. Collaboration and interaction amongst the team leads is critical. As a result bi-weekly team lead meetings have been introduced at

Homeward Trust to support delivery of Housing First in a consistent manner between agencies.

Access: A bottleneck is developing at the intake stage as there is a greater demand for access to the program, from both prospective clients themselves, and agencies or institutions seeking housing first supports for their own clients. Homeward Trust will initiate a coordinated intake process that will begin to address the intake of potential clients.

SERVICE PLAN PRIORITIES

The coordinated approach to implementing the Housing First program in Edmonton has proven to be an effective and efficient model and will continue to be strengthened and developed. Underpinning the plan will continue to be a commitment to meet aggressive targets and the outcomes in a coordinated manner

1. Improved Intake processes for Outreach and Program Access
2. Focus on sub-populations with unique service needs
3. Continued improvement in service delivery and evaluating client progress
4. Services to support transition to greater independence
5. Implementation of strategies in support of provincial and municipal 10 year plans

1. IMPROVED INTAKE PROCESSES FOR OUTREACH & PROGRAM ACCESS

Contracted agencies have been very successful in working with existing clients with whom they have a relationship, and new clients that have come to them as a result of the services they offer. They have also taken referrals when possible; however there has not been an effective tool to assist in prioritizing those referrals and ensuring the targeted chronically homeless population receives priority.

Clients who are living rough, on the street or in parkland are often not actively engaging in services offered in the community. This population represents a very high number of Edmonton's chronically homeless population and as a result Homeward Trust will focus on addressing the needs of this priority group.

2. FOCUS ON SUB-POPULATIONS WITH UNIQUE SERVICE NEEDS

Housing First is, by definition, a client focused intervention and as such it is counter intuitive that specific services be designed to service subpopulations within the homeless community. What is apparent is that there are subpopulations that require, and will succeed, only when additional 'enhancements' to services targeted to their needs are available. This does not suggest a modification in the Housing First model itself; however approaches in service delivery as well as knowledge of available mainstream services and indications of success vary. Specifically services to homeless

youth and the Aboriginal clients will be addressed through the implementation of a team to support homeless youth 18-24 years of age and engaging an Aboriginal organization to provide culturally important supports.

3. CONTINUED IMPROVEMENT IN SERVICE DELIVERY AND EVALUATING CLIENT PROGRESS

Much of the data collected to date has been to complete housing intake, placement and follow up information required by Housing and Urban Affairs. Utilizing Efforts to Outcomes (ETO) as a detailed database has been implemented and efforts and case notes are tracked daily. In addition to providing the required reporting, Homeward Trust can review what supports are being provided, and to measure client progress to some degree. The tool is underutilized however and it will be a key strategy of the upcoming year to advance the use of ETO and further develop the use of efforts and indicators in assessing a client's transition to greater independence which will be critical in ensuring the long term success of clients.

4. SERVICES TO SUPPORT TRANSITION TO GREATER INDEPENDENCE

The Housing First program engages clients in proactive planning where goals are set and clients are supported by their Follow-up Support Workers in measuring their progress. It has been demonstrated to be the most effective intervention in transitioning clients to greater independence. Whenever possible Housing First teams identify and work towards self sufficiency with no further need for financial support. To maximize a clients potential additional efforts must be directed towards building their capacity and taking advantage of employment and training opportunities.

5. IMPLEMENTATION OF STRATEGIES IN SUPPORT OF 10 YEAR PLANS

Both the Government of Alberta's and Edmonton's 10 year plans identify numerous strategies to support a system-wide shift to end homelessness including such things as one point of entry for services, easier access to ID, effective prevention, and increased coordination of services. Homeward Trust works collaboratively with Housing and Urban Affairs to support of furthering the strategies identified in the Province's Plan as well as strategies identified in Edmonton's 10 Year Plan. The Homeless Commission was established to ensure the 10 year Plan is implemented and momentum is maintained. As the Management Body responsible for implementation Homeward Trust works closely with the Homeless Commission to support implementation and address any new and evolving issues identified by the Homeless Commission.

FUNDING FOR SUPPORT TEAMS

CURRENT HOUSING FIRST TEAMS

Homeward Trust proposes to continue to fund the existing ten community agencies in delivery of the Housing First intervention in the Edmonton in 2009-10. They include:

- Bissell Centre
- Boyle Street Community Services
- E4C Case management Team
- E4C Crossroads
- George Spady
- Hope Mission
- Housing & Support Services HUB
- Jasper Place Health and Wellness Centre
- Pathways Edmonton – Boyle McCauley Health Centre
- YMCA Edmonton

Homeward Trust is working with agencies to develop their budgets, targets and clarify focus of contracted services in the renewal of funding agreements. Based on the lessons learned over the past year, contracts will ensure the entire system works as effectively as possible and performance measures are established. We know that some teams were not of sufficient size to adequately serve the population they have housed, while other teams have the ability to provide enhanced and refocused services.

In 2009-10 the Family Shelter Network and Hope Mission's Youth Transitional Housing program were funded out of the Support Funding received from the Province. These programs are currently under review as they were initially funded directly by the province prior to the adoption of the provincial and city plans to end homelessness and their emphasis on housing first principles. The review may impact current delivery of services under these initiatives to align with Housing First principles.

NEW PROGRAMS & STRATEGIES

Active Street & Parkland Outreach

Many of Edmonton's chronically homeless population live on streets and in parkland and do not interact regularly with current service providers. Outreach in parkland is provided by some teams and by various organizations in the community that do not receive funding through Homeward Trust however Housing First options have been insufficient. An active outreach team will be funded that can effectively engage people in parkland to be a part of the housing first program. The outreach team will complete an assessment and an ETO intake with parkland residents. The centralized intake will assign one of the 10 existing housing first teams to house and support the client. This team will be funded for year-round work and will work closely with the Winter Emergency Response, which is coordinated by Homeward Trust.

Supports to Aboriginal Clients

Utilizing existing data including Homeless Counts, Homeless Connect Surveys and ETO data it is estimated that 40%-45% of Edmonton's homeless population are Aboriginal. When estimating the percentage for the chronically homeless and emphasizing those living rough, estimates are much higher. The clients housed by Housing First service providers in the past year mirror those statistics. Edmonton's 10 year Plan to End Homelessness recognizes that targeted strategies respectful of cultural identity and

delivered by Aboriginal service providers vital in providing adequate supports to this population. These strategies are:

- Work with the Aboriginal community to develop the capacity of an Aboriginal agency or agencies to deliver Aboriginal specific services in support of the Housing First program by Aboriginal peoples to Aboriginal peoples when requested.
- Work with the Aboriginal and existing service communities to ensure services provided to Aboriginal people are relevant, respectful and effective in helping Aboriginal people secure and maintain a home.

In accordance with the City of Edmonton's 10 Year Plan Homeward Trust intends to initiate the following strategies.

There is little information available regarding best practices for culturally directed services in a housing first context. Homeward Trust is undertaking a study to identify clearly what approaches, data and indicators should be tracked and how services should be structured. This will inform the contracting of a team to provide supports specifically targeted to the needs of Aboriginal clients and/or improve the capacity of existing teams in providing services.

New Interim Housing

The need for interim housing has been identified as a gap in service. When working with clients that are absolutely homeless and are not accessing shelters, Housing First workers need to be able to house their clients in interim housing until permanent housing is arranged. One example of the options available is George's House, which provides interim housing for individuals who have chosen a recovery path and are waiting to get into a recovery centre. It requires abstinence from drug and alcohol use, however, and would not be an interim housing option for the vast majority of housing first clients. An appropriate duplex has been identified and is available on an annual contract basis for 10 beds where clients can stay for up to a month while their intake worker completes the task of finding their client their own apartment. The interim house will have 24/7 supervision and meals provided ensuring the health and safety of the clients. It will be open to all housing first agencies including the proposed Street & Parklands Outreach Team. The house will be leased and will include on site supervision, food, and operating costs.

Coordinated Intake

As mentioned earlier, referrals for access to housing first are increasing at a rapid pace. There are currently no service entry points for people that are homeless to enter the Housing First program. Most of these entry points are drop in centres and shelters that are working with the clients who are already regular users of their services. On top of their regular users, agencies and their housing first teams are seeing many more clients coming through their doors who have been referred to them by agencies not participating in the housing first but aware of the initiative. They are also fielding calls from government departments including Seniors & Community Supports and

Employment and Industry seeking access for clients. In addition, drop in centres and shelters are overwhelmed with people accessing the other services that the agencies provide. It's difficult for agencies to get to all the clients that need housing services, and handle the addition of referrals. To alleviate the crush of referrals, the coordinated intake will respond to the enquiries from other agencies, handle intake referrals, and then coordinate with housing first teams to determine which team has the capacity to take on the referral. This would not prevent agencies and teams from housing clients that are accessing services at their agencies. Rather, it will enhance access to housing first services.

Increasing and coordinating access, however, is expected to significantly increase the number of people seeking services. Housing First is not effectively delivered in a traditional 'wait list' approach. Rather, a reliable consistent approach is necessary to prioritize services to clients. Several tools are available for this purpose, most of which have limitations when implemented in the Housing First context. The best option for our program is The Service Prioritization Decision Assistance Tool. This was developed by OrgCode, and is being adopted in many communities across North America to assist Housing First teams.

INTENT OF THE SERVICE PRIORITIZATION DECISION ASSISTANCE TOOL (SPDAT)

The SPDAT is intended to guide the work of outreach workers and team leads who are using an Intensive Case Management (ICM) approach in the delivery of housing first.

The SPDAT is designed to:

- Help prioritize which clients should receive the Housing First intervention next
- Help prioritize time and individual attention of Frontline Workers.
- Allow Team Leads to better match client needs to the strengths of specific Frontline Workers on the Housing First team.
- Assist Team Leads in supporting workers and establishing service priorities across their Housing First team.
- Provide assistance with case planning and reflection on priorities of different elements of a case plan.
- Track the depth of need and service responses to clients over time.

The SPDAT is NOT designed to:

- Provide a diagnosis
- Assess current or future risk
- Take the place of valid and reliable instruments used in clinical research and care

The SPDAT is only used with clients who meet program eligibility criteria. For example, if there is an eligibility criterion that requires prospective clients to be homeless at time of

intake in order to be eligible for housing first, then the pre-condition must be met before utilizing the SPDAT.

The SPDAT has been influenced by the Outcome Star, Health of Nations Outcome Scale, Denver Acuity Scale and the Camberwell Assessment of Needs, as well as standard components of a Housing First intervention. It has been pre-tested in several different communities with a cross section of existing case loads and new intakes. Refinements to the tool have been made through four rounds of pre-testing, taking into account perspectives from Frontline Workers as well as Team Leads.

Financial Services

Financial services have been demonstrated as a critical support piece ensuring client stability. A pilot project currently being funded at Housing and Support Services HUB has shown that there is a need not only for financial literacy training, but more importantly, financial services. The HUB program has piloted a small “t” trustee program with promising results. This program also handles money for clients that are unable to do so at the beginning of their housing. After several months of working with the client and teaching them financial literacy they are able to handle their own money. The second phase of their support is helping clients access mainstream financial services. Homeward Trust is conducting a review of the HUB, in consultation with all of its member organizations. At the conclusion of this review, the scope of the financial services provided by the HUB and the potential to expand it will be determined.

Critical Intervention Team

The Edmonton Plan to End Homelessness identified the potential of Multidisciplinary Outreach Teams to address clinical service gaps in addition to ACT/Pathways teams. Gaps identified and experienced by existing teams include access to mental health supports, addictions support and therapists. Given the nature of these teams and their reliance on local circumstances and partnerships steps were taken to develop an Edmonton based model that would enhance services currently provided. A Request for Letters of Interest was distributed to current providers to establish qualifications for providing clinical supports. Detailed proposals are now being developed and team will be selected shortly. The RFI is attached.

Youth housing first team

Youth (18-24 years old) homelessness has been identified as a service gap. This gap has been identified by all agencies in the city and a youth Housing First team was one of the recommendations from Edmonton Inner City Executive Directors group. Currently there are no clear entry points for homeless youth into Edmonton’s Housing First programs. To be successful this team will need to be integrally involved with the proposed Youth Interim Housing project and funding will be requested from Children and Youth Services.

FUNDING FOR SUPPORTED/INTERIM HOUSING

Homeward Trust allocates funding to a number of projects that provide support in permanent and interim housing settings. The focus is always on client choice and permanent solutions.

GEORGE'S HOUSE

George's House is a project of the George Spady Centre. It provides a safe interim home for those that have been through the detox program at the Spady and have chosen a recovery route and require abstinence environment while they wait for admission into a recovery program. It has played a critical role in stemming the typical cycle of relapse after detox when no housing options are available. It is a 5 bed group home in a residential neighbourhood and has been an excellent example of successfully building community relationships.

CROSSROADS DOWNTOWN

Crossroads Downtown is an interim housing program that takes referrals from one of the E4C women shelters. After spending 3-6 months stabilizing the women are then housed in market housing and supported by a staff member for an additional 6-12 months utilizing the housing first program and funding. Crossroads serves a very vulnerable client group that are requiring intensive and longer term supports than the current staffing model is able to provide. The services offered will be reviewed with the agency to ensure adequate resources and supports are available to successfully move clients to permanent housing options sooner.

INTERIM HOUSING FOR YOUTH

There were two interim housing options identified to serve youth in the past year. The Loft, a project of the John Howard Society, was funded to transition high risk young men coming out of emergency shelters and providing them with the support to move out on their own. Although a small residence, it has been very successful.

Nova House is a walk up apartment building which has been converted into small suites with common kitchen and meeting areas. It was identified as ideal for additional services for youth. However, due to issues in obtaining a permit for the building for then intended purpose and challenges in securing sufficient funding, the project did not proceed in 2009/10. Those issues are currently being addressed and Homeward Trust is working collaboratively with numerous youth serving agencies and departments to combine efforts to move this project along.

JOHN HOWARD SOCIETY SATELLITE HOUSE

DiversCity is a SafeComm funded ACT team (through Alberta Health Services) focused on clients with mental health issues that have frequent interaction with Justice including incarceration. While the team itself is funded by SafeComm, Homeward Trust provides supports for an interim house as well as housing placement and rental assistance for their clients. Once clients are housed in market housing the DiverseCity supports the

clients until they are able to live independently. In the past year the John Howard Society was contracted to provide the interim housing supports.

CENTRALIZED COORDINATION

In *A Place to Call Home*, Edmonton's 10 year plan to end homelessness, Goal #1 states:

Develop a Housing First Action Centre to coordinate the delivery of a Housing First program.

Over the last year Homeward Trust has developed a central administration or "a housing first action centre" that is coordinating the delivery of the program in Edmonton. It is staffed by a director, manager of landlord relations, manager of support services, two Efforts to Outcomes (ETO) administrators, a furniture bank manager and support staff, rental assistance financial administrator and admin support. This coordinated approach provides support and leadership to team development and integrates Housing First supports with Homeward Trust's other core functions of providing capital for and facilitating new housing units, support programs, community planning and coordination, research and Aboriginal initiatives.

SUPPORTS FOR HOUSING FIRST TEAMS

Training

Training is provided to all Housing First Teams, according to the attached Training Plan. Most training thus far has been provided in classroom-style settings or workshops. While we continue to provide training in this manner, all sessions are being videotaped, and will be available on Homeward Trust's new training site, augmented with additional resources. By building a 'community of practice' approach to ending homelessness efforts and engaging communities in sharing experiences, we will greatly enhance the capacity of the entire sector.

Technical Systems Support

All Follow Up Support workers are provided net books and internet service to facilitate case management in the field. While the most significant cost is the initial purchase of systems, maintenance and replacement must be budgeted for each year.

ADVISORY COUNCIL

The creation of a Housing First Advisory Council was listed in our 2009-2010 Service Plan as a way for the Executive Directors of the contracted housing first service providers and Homeward Trust to manage the change that's necessary for Housing First to be successful in Edmonton. The Advisory Council has now been established and is working through many issues to establish a clear standard for the Housing First program and the teams who deliver the service. Issues like complaint resolution policy for clients, landlords and even members of the public are being discussed, and policies and procedures are being vetted.

HOUSING ASSISTANCE

Landlords and Property Managers

Through the efforts of the Homeward Trust, its partner agencies and the Manager, Landlord Relations, several landlords and property management companies have agreed to be a part of the housing first program in Edmonton. Landlords and property management companies that represent over 15,000 apartments in Edmonton are offering reduced rents and damage deposits for clients, and have gone out of their way to streamline application process' to ensure a quick and easy entrance into one of their apartments. Homeward Trust has been to negotiate a 15% reduction in rents over two years with Edmonton's largest landlord. We have stringent saturation points set at between 10% and 15% of any building being utilized by housing first clients. With these saturation points being set and the requirements that housing first teams cannot rent an apartment above the CMHC average market rent, we will need to continue seeking out more landlords and property management companies to meet the ever growing need for affordable apartments. A synopsis of the success of the current program is attached.

Rental Assistance Program

The rental assistance program (RAP) was successfully launched in 2009 and has been utilized by the housing first teams to help clients remain in permanent market housing by paying a portion of a client's rent directly to the landlord. Rates paid are set by using the Canada Mortgage and Housing Corporation (CMHC) spring and fall assessments of the rental market.

All housing first clients are required to make an application to Capital Region Housing Corporation (CRHC) for a rent supplement. CRHC has standards for housing options which would qualify under their program. To ensure adequate choice and access to housing of different forms while focusing on long term housing stability, the Housing First Advisory Council has struck a subcommittee to develop guidelines for housing options for Housing First clients.

FURNITURE BANK

The furniture bank effectively closed the gap for the required need of home furnishings for housing first clients. The furniture bank relies primarily on donations to stock the bank, and at times over the past year has had low levels of good used furniture to choose from. It is still a proven way to support clients being housed in empty apartments. The ability for clients to come to the furniture bank and pick out their own furniture is powerful and consistent with the principle of choice and self-determination.

As of February 2010, the furniture bank had furnished 454 apartments for housing first teams and another 148 units for their partner agency the John Howard Society and the Women Fleeing Violence program. The furniture bank pilot project with the Edmonton Emergency Relief Services (EERS) came to end on March 31, 2010, and the bank is currently being operated at a temporary location. We are working with the Social Enterprise Fund and a group of agencies to develop a standalone furniture bank/store

that all Edmontonians could access while still supplying furniture for the housing first program. Community partners have been identified, a business plan is being finalized.

DATA COLLECTION – EFFORTS TO OUTCOMES

Data collection and analysis will be key to reporting on the success of the Housing First intervention over time. ETO was selected by Edmonton after an extensive review of possible data collection options. Over the past year, emphasis has been on ensuring ETO could provide the necessary reports to the province according to data forms developed in consultation with the Seven Cities of Alberta. This has been a challenging year, however; as the system is developed, more requests by agencies to participate in our training and collaborate on shared data have been received by Homeward Trust. This engagement is critical as we work through this year and subsequent years to build ETOs current capabilities to serve the community as a robust HMIS (Homeless Management Information System).

SUPPORT FOR PLAN STRATEGIES & PREVENTION PROGRAMS

Effective preventive programs are important for stabilizing those who are at risk of homelessness. Short-term income gaps or unaffordable rents can push an individual or family into homelessness. A range of other challenges, such as addictions issues, mental health issues, or family violence, can also place an individual or family at great risk of becoming homeless. If Albertans can secure the assistance they need quickly and readily, they can avoid falling into homelessness.

A Plan for Alberta

This past year, emphasis has been placed on establishing Housing First Teams and reporting on results quickly. Funding was not directed to developing or supporting prevention activities that were effective in preventing homelessness in the first place. Prevention activities can be summarized as having the greatest opportunity for cost avoidance while the most challenging to evaluate. In spite of this conflict, to do nothing is not acceptable if we are to truly end homelessness. Opportunities for partnerships in homeless prevention exist in many sectors. Of note is the recently constituted REACH Edmonton, which focuses on making crime and safety issues and is funding initiatives to strengthen community and provide opportunities for at risk youth. Homeward Trust is a founding member of this organization. Working with stakeholders such as REACH, we can greatly improve our ability to divert people from entering homelessness in the first place. For example, a priority of REACH is to ensure 24/7 supports are available to high risk groups. While implementation will not commence for over a year, working collaboratively we will ensure there is no duplication of effort and services are coordinated.

CONCLUSION

Edmonton's homeless serving agencies have come together in a collaborative and coordinated manner and demonstrated commitment to ending homelessness in our community. Existing service Teams will continue to build on their success and integrate improvements in their structures and implementation of the Housing First intervention. New investments are planned to address gaps in the current services available with an emphasis on providing the right supports at the right time to ensure the greatest opportunity for client success in the long term. With the community, and building upon our experience from last year, we are excited about the progress we will continue to make towards ending homelessness.

APPENDIX

DETAILED BUDGET AND REVENUE SOURCES

TRAINING PROGRAM

LANDLORD RELATIONS PROGRESS SUMMARY

Detailed Budget and Revenue Sources

	HUA Funded 2010 Service Plan	Additional Resources from Fed/other
Teams & Support		
Housing First Teams		
Boyle Street	1,515,542	
E4C	869,499	
E4C (wind down)	231,900	
Hope Mission	723,713	
JPHAWC	1,746,402	
Pathways - Boyle McCauley	2,116,897	
YMCA	716,036	
AHS - DiverseCity	96,400	
HUB - (Financial Services)	403,347	
Spady (wind down)	150,000	
CMT/Crossroads Wind Down	236,875	
Housing Start Up Costs	- 1,600,000	
Subtotal	7,206,611	
New Teams		
Bissell	650,257	
Assertive Outreach	350,000	
Youth Team	200,000	250,000
Service Team	650,000	
Aboriginal Team	500,000	
Subtotal	2,350,257	250,000
Supported Housing		
FSN		
E4C Crossroads Downtown	385,000	
Hope Mission - Youth Transitional	410,000	
Georges House	350,000	
JHS - The Loft for Youth		450,000
Youth transition to permanent w support (Nova House)	500,000	500,000
John Howard Society (SafeComm) House	340,000	
Interim House	520,000	
Concluding		
Subtotal	2,505,000	950,000
	12,061,868	1,200,000
Team Development		
IT - equipment, software, support	50,000	50,000
Case Management System	100,000	
Training & Capacity Building Program	50,000	50,000
Research & Evaluation		
Subtotal	200,000	100,000
Total Teams & Development	12,261,868	1,300,000
Client Housing Costs		
Housing Start Up (1.6m included in HF teams)	1,600,000	
Rental Assistance Fund	3,000,000	
Fund Administration		
Household Furnishings (Furniture Bank)	400,000	150,000
Subtotal	5,000,000	150,000
Total Service Plan Budget	17,261,868	1,450,000
Funding Sources 2010/11		
Supports Services allocation (less 10% admin)	12,150,000	
2009/10 upward amendments	1,363,660	
Slippage (Agency contracts)	2,000,000	
Slippage (Rental Assistance)	1,779,101	
Homeless Partnering Strategy (federal)		1,200,000
Other Ministries (TBC)		250,000
	17,292,761	1,450,000
	30,893	

Fundamentals

The fundamentals are those pieces of training that all Frontline Workers and Team Leaders delivering Housing First must have. The delivery mechanism will vary depending on the subject matter. For example, some fundamentals may be delivered through online training, videos or webinars, while others are best delivered through lecture format, worksheets, and interaction with an instructor and/or role playing.

Every Frontline Worker and Team Leader at the current time would benefit from undertaking the fundamentals, even if there is repetition for some. As all agencies are still squarely in the formative stage, reinforcement of even some of the most rudimentary elements is very important. The fundamentals are structured into eleven thematic areas.

1. *Housing First Core Concepts*

Easily delivered as a webinar or training video, the Housing First Core Concepts reviews the cornerstone elements of the intervention:

- Housing as a right
 - Choice and absence of coercion
 - Everyone is ready for housing
 - Strength-based, client-centered planning
 - General overview of Intensive Case Management and Assertive Community Treatment
 - Movement to greater independence
 - How clients access the service
 - Prioritizing clients
 - The housing process and role of the Frontline Worker
 - Intended outcomes of the intervention
- This module would be a must-see for all new hires in any organization as part of their orientation.

2. *Service Orientation*

Also easily delivered as a webinar or training video, the Housing First Service Orientation underscores the orientation of all services in the intervention:

- Professional delivery of services
 - Client-centered planning
 - Strength-based planning
 - Enhancing personal dignity and empowerment
 - Harm reduction
 - In vivo service delivery
 - Recovery orientation
 - Assessing and managing risk
- This module would also be a must-see for all new hires.

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3. *Intensive Case Management*

Also easily delivered as a webinar or training video, the Housing First Intensive Case Management module provides the essentials on understanding and practicing Intensive Case Management in the context of Housing First and includes:

- History and orientation to Intensive Case Management
 - All-inclusive and holistic elements
 - How the Intensive Case Management is synchronized
 - Outcome focus
 - More on assessing and managing risk Community based support
 - Crisis planning proactively
 - Involvement in in-patient treatment
 - Team structure
 - Establishing priorities amongst existing clients
 - Case loads
 - Links to family and friends
- This module lends itself to some interactive learning if delivered live, especially as it relates to understanding proactive crisis planning. Furthermore, role playing can be used to demonstrate the team structure and how priorities are established amongst existing clients.
 - This training should be received within six to twelve weeks of any new hire.
 - This training would not be applicable to those undertaking the ACT intervention.

4. *Brokering and Advocacy*

Best delivered live and in the local community context, the Housing First Brokering and Advocacy examines:

- Systems level brokering and the roles of Team Leaders
 - Client level brokering and the roles of Frontline Workers
 - Meeting client needs
 - Considerations in brokering
 - The differences between brokering and partnership
 - The difference between brokering and advocacy
 - Appropriate use of advocacy
 - Considerations when using advocacy
- This module lends itself to interactive learning and role playing using case study examples.
 - Team Leaders should receive this training within six weeks of being hired, and Frontline Workers within six to twelve weeks.
 - This training would not be applicable to those undertaking the ACT intervention.

5. *Case Planning*

Best delivered live (though if not possible viewing of video) the Housing First Case Planning covers:

- Helping clients establish a vision or “dream” of the future
- Structure of individual service plans/ case plans
- Goal setting
- Supporting goal setting through the change process
- Plan review
- Functional and accurate case notes
- Comprehensive case files

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- Proactive case conferences Common charting
- Team case review
- There are many interactive components to this module: practicing SMART goals; structuring a case plan; role playing with case studies; practice case notes.
- New Frontline Workers taking on new clients should receive this training first.

6. *Change Process*

Best delivered live, the Change Process covers:

- Understanding change
- Impediments to change
- Recovery and change
- The stages of change
- Visual and other tools to assist with change, i.e., Readiness Ruler, Outcome Star, Wellness Recovery Action Plans, Strengths Inventory, etc.
- Strategies to assist with the change process, i.e., active listening, motivational interviewing, noting discrepancies, etc.
- Client priorities in the change process
- There are many interactive components to this training: examples of the stages of change in everyday life; using visual tools for beginners; implementing change strategies (active listening, motivational interviewing) for beginners; role playing using case studies; and, helping isolate priorities in the case plan.
- Staff should be exposed to this training within six to twelve weeks of starting.

7. *Housing and Landlords*

Easily delivered as a webinar or training video, this thematic area examines:

- Balancing client, landlord and community needs
- Client choice in housing
- Recruiting quality landlords
- Structuring leases
- Unit selection process
- Interim housing
- Move in
- Building orientation
- Community orientation
- Business practices to improve landlord relations, i.e., landlord roundtable, rent checks, etc.
- Re-housing
- Relevant to both housing workers (outreach workers) and follow-up support workers, this module covers the basics of housing as well as several practices that improve long term housing outcomes.
- Staff should receive this training within two weeks of starting if they are a housing worker, and within twelve weeks of starting if they are a follow-up support worker.

homeward trust - housing first proposed training

8. *Meaningful Daily Activity*

Easily delivered as a webinar or training video, this thematic area examines:

- Decreasing social isolation and increasing community integration
 - Case plan activities
 - Teaching and modeling
 - Ensuring fit and eligibility
 - Activities to consider
- Staff should receive this training within the first sixteen weeks of employment.

9. *Common Problems (and solutions)*

Can be delivered as a webinar or training video—though usually more informative if interactive—this thematic area covers:

- Engagement...and what to do if the client “fires” you
 - Case planning and goal attainment
 - Consent
 - Housing
 - Saturation
 - Interpersonal relationships between client and worker
 - Boundaries
 - Self care
 - Data
 - Policies and procedures
- Consideration should be given to providing live training of all nine thematic areas in April, May or June 2010 to all Team Leaders and Frontline Workers, as well as key Homeward Trust staff, and that the sessions be videotaped. All hard copy materials used in the training can be provided for future reference for new hires.
- Thereafter, webinar sessions can be provided on a quarterly basis for new hires on those thematic areas that lend themselves to webinars.

10. *Intermediate and Advanced Learning*

Some Team Leaders and a few Frontline Workers are ready for more intermediate and advanced training. By the fall/winter of 2010 more of the current, relatively new, practitioners will also be ready for more intermediate and advanced learning. Whereas the basics of many of these are covered in the recommended fundamentals training, more detailed training should be considered in the following areas:

- Cognitive Behavioural Therapy
 - Wellness Recovery Action Plans
 - Active Listening
 - Motivational Interviewing
 - Leisure Planning
 - Integrated Dual Disorders Treatment
 - Illness Management Recovery
 - Supported Employment
- Each of the modules noted above is a minimum of one day each, with some modules lending themselves to multiple days.

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11. Leadership and Coaching

This element of the training plan is intended to:

- **Ensure Team Leaders fully understand the expectations of their role on the Housing First team and has the skills necessary to meet the expectations as it relates to:** hiring qualified staff for Housing First, liaising with their host organization, brokering with other systems, approving advocacy, holding other systems accountable, managing client complaints, balancing case loads, chairing the weekly case review, establishing weekly client priorities, managing crises, ensuring strong landlord relations, ensuring fidelity to the intervention, reviewing case notes and case files, supporting the case conference process, systematically reviewing case plans, overseeing adherence to applicable legislation, creating a culture of reflective practice, meeting funder requirements, establishing communities of practice
- **Promote leadership growth and development as it relates to:** establishing career goals, being part of a learning culture, the leadership path, taking responsibility, managing ambiguity, embracing accountability, articulating objectives, improved communication, improved interpersonal relationships, networking, negotiating and exerting influence, jobs vs vocations, performance planning, getting the most out of a staff team, latching on to positive deviants, carving out an identity

Leadership and Coaching is best delivered live, over a two or three day period, preferably in a retreat style format.

homeward trust - housing first proposed training

Sequence of the Training Plan

As an overview, the Training Plan sequence is recommended as follows:

March and April 2010

- initiate process for ETO training
- ensure all staff have First Aid and CPR
- undertake safety policy development with organizations
- undertake Housing First policy development with organizations
- undertake incident reporting form and process development with organizations

April, May or June 2010

- continue process of ETO training
- hold first quarterly ETO data analysis meeting with Team Leaders
- include policy checks as part of site visit process
- implement nine module training for all Frontline Workers and Team Leaders, except perhaps Pathways to Housing
- Netbook/laptop orientation

July and August 2010

- continue process of ETO training
- hold second quarterly ETO data analysis meeting with Team Leaders
- NO OTHER TRAINING

September or October 2010

- continue process for ETO training
- hold third quarterly ETO data analysis meeting with Team Leaders (in mid to late October)
- provide intensive Leadership and Coaching training to Team Leaders

November or December 2010

- continue process for ETO training
- hold intermediate and advanced sessions on active listening and motivational interviewing

January, February or March 2011

- continue process for ETO training
- hold fourth quarterly ETO data analysis meeting with Team Leaders (in mid to late January)
- hold intermediate and advanced sessions on Wellness Recovery Action Plans, Leisure Plans, Integrated Dual Disorders Treatment and Illness Management Recovery

April, May or June 2011

- continue process for ETO training
- hold fifth quarterly ETO data analysis meeting with Team Leaders (in mid to late April)
- hold intermediate and advanced sessions on Supported Employment and Cognitive Behavioral Therapy.

June 1, 2010



Housing First Apartment Report

Property Management Companies	24	
<u>Owner / Operator</u>	<u>30</u>	
Total number of property manager's	54	we are currently working with

Out of these, we have access to total number of units:

11	Property Management Companies	19,000	
43	<u>All other property managers</u>	<u>5,000</u>	
	Total number units	24,000	only 10 % of which we will use 2,400

Facts about using Boardwalk units:

Presently we have 107 participants in Boardwalk units.

A survey of the clients indicates that approximately 45% of them are of aboriginal heritage.

If the average security deposit is \$850 and with our participants only paying \$499 per unit, we are saving \$351 on each unit, times that by 107 units we are saving \$37,557.00 just on SD.

Each of these participants receives a monthly rent reduction incentive of \$150 X 107 X 12 mths. = \$192,600.00

Total savings for the first year they stay with the Housing first program is \$230,157.00

On a monthly basis we are saving from these 107 participants \$16,050.00

Note:

Currently there are 59,039 apartment units available in Edmonton

Studio	4,184
1 bedroom	28,160
2 bedroom	24,063
<u>3 bedroom</u>	<u>2,632</u>
Total units	59,039

Out of these available units Boardwalk manages 12,425 that's 21.1% of Edmonton's available units.