Targeting, Outcomes and Evaluation in a Family Rapid Re-Housing System: Strategies from Cincinnati, OH

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Darlene Robinson, MSOL, LSW, Shelter Director, Bethany House Services, Inc.
Agenda

- CoC System Overview
  - Vision
  - Goals
  - Inclusion and Structure
  - Measuring Success through HMIS
- Family homeless Structure
  - Structural Change
  - Focus on Recidivism
  - Central Access Point
- RRH
  - The Flow
  - Screening
  - Assessment
  - Going Forward
System Vision

A unified community VISION for the overall CoC...

➢ To continue to develop and implement a single, coordinated, inclusive homeless assistance system.

➢ To support homeless persons in their movement from homelessness to economic stability and affordable permanent housing within a supportive community.

➢ To be inclusive of all the needs of all Cincinnati/Hamilton County’s homeless, including the special services and housing needs of homeless sub-populations.
System goals

Focus programs and outcomes on HUD goals

- Increase skills/income
- Obtain/maintain housing
Inclusion & Structure

- Everyone has a place
  - Homeless Think Tank
    - What works…
    - What doesn’t
    - Design your “dream program”
- Inclusive decision making
  - Annual Grant Process – Large Group Scoring
    - Performance Indicators (Pre-scored)
      - Spending, Income Outcomes, Housing Outcomes, Housing Focus
    - Community Measures
      - Need, Capacity, Soundness of Approach, Comprehensiveness, Cost Effectiveness
- Working Group Structure
Measuring Success

- Cincinnati’s HMIS system is built by The Partnership Center, Ltd. - VESTA®
  - HMIS Managed through one of the Working Groups – The HMIS Advisory Committee
  - 100% participation of
    - Street Outreach (PATH, SHP, Private)
    - Emergency Shelters (including faith based)
    - Transitional Housing
    - Permanent Supportive Housing
    - Service only programs
    - Health Care for the Homeless

- Why…
  VESTA is as much a part of the process as it is the product the community uses to measure success.
Gathered all family shelters into a partnership beyond an “MOU”

- Created meaningful, regular interaction between agencies
  - Weekly shelter case management meetings
  - Monthly shelter directors meetings
  - Quarterly executive directors meetings

- Changed the way the family shelters worked with welfare

- Changed the way family shelters applied for funding
  - Consolidated grant applications under the “FSP” umbrella for Federal, State, Local and Private resources.
Families in Shelter

- Five Family Shelters plus the Domestic Violence Shelter

Family Shelter Data 2009
- 1,503 unduplicated people, 484 unduplicated families
- Average # adults served per day: 58
- Average # children served per day: 111

- Single woman
- Single female headed household
- Single male headed household
- Families with 2 adults
- Families with no children

8
FSP – Looked at “Recidivism”

1. Changed critical pieces of shelter “rules” – requiring appropriate exit plans...not allowing shelter hopping.
2. Used VESTA to look across all family shelter intakes for an individual to identify recidivism and its possible reasons on a case by case basis.
3. Created “shelter solutions” with the welfare department to stop sanctions for homeless families.
4. Created “FSP pooled funding” to address families fundamental financial issues (paying back rent, utility bills, deposits, etc.). CM together review cases and allocate funds at “Monday meeting”
Look at the data...over 8 years

Number of Times People Came to Stay at a Family Shelter

- 81% only one stay over 8 years
- 1237 people stayed 2 times
- 296 people stayed 3 times
- 70 people stayed 4 times
- 10 people stayed 5 times
- 5 people stayed 6 times
- 4 people stayed 7 times

Total: 7067 people
Creating a Central Access Point

- A process of agreeing to the need
- A process of considering current “rules for shelter”
- A process of documenting who does what

Then the solution
- A Program
- A Software Solution
<table>
<thead>
<tr>
<th>FSPP Shelter</th>
<th>Singles with Children</th>
<th>Families with Children</th>
<th>Two Parent Married with Children</th>
<th>Two Parent Unmarried with Children</th>
<th>Couple without Children Married</th>
<th>Couple without Children Unmarried</th>
<th>Same Sex Female Couple with Children</th>
<th>Same Sex Female Couple Without Children</th>
<th>Boys up to AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter A</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes @ Hotel</td>
<td>Yes @ Hotel</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Shelter – 12; Hotel no limit</td>
</tr>
<tr>
<td>Shelter B</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>18 or under guardianship</td>
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<tr>
<td>Shelter C</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>18 or under guardianship</td>
</tr>
<tr>
<td>Shelter D</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>18 or under guardianship</td>
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<tr>
<td>Shelter E</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>11</td>
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<tr>
<td>Shelter F</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>18 or under guardianship</td>
</tr>
</tbody>
</table>
### Technology Solution – Bed Finder

**BHS - Family Shelter (30 max beds, 15 reserved/occupied)**

We have 23 total beds and six cribs. > CHAT via MSN Messenger

<table>
<thead>
<tr>
<th>Room</th>
<th>Occupancy</th>
<th>Persons</th>
<th>ETA</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>23</td>
<td>1 (top bunk)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>2 (bottom bunk)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>31</td>
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<td>X</td>
</tr>
<tr>
<td></td>
<td>2 (single)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>32</td>
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<td></td>
<td>X</td>
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<tr>
<td></td>
<td>2 (single)</td>
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</tr>
<tr>
<td>33</td>
<td>1 (single)</td>
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<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>2 (single)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>34</td>
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</tr>
<tr>
<td></td>
<td>2 (bottom bunk)</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
Rapid Re-housing Demonstration

- The RRH Demonstration also began with a process
  - Listening to the Case Managers who actively worked with families.
  - Development of a Screening Tool - together
  - Development of an Assessment Tool – used across the board for all families RRH or not
  - Continued the FSP model
  - Brought in a new “shared case management” system

- Again – focusing on HUD goals
  - Obtaining and maintaining housing
  - Increasing skills / income.
  - Moving folks quickly from shelter to housing
The Flow

- CAP
- Screening Mild (HPRP)
- Screening Moderate (SHP: Demo)
- Screening Difficult (SHP: FSPP)

RRH Beginning at an FSP Shelter

RRH in housing 12 months
Screening

## RRH SCREENING

<table>
<thead>
<tr>
<th>Date</th>
<th>Program</th>
<th>User</th>
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</thead>
<tbody>
<tr>
<td>2/17/2010</td>
<td>BHS - Family Shelter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Shelter history</td>
<td>First time homeless</td>
</tr>
<tr>
<td></td>
<td>Primary reason for homelessness</td>
<td>Doubled up (first time), asked to leave</td>
</tr>
<tr>
<td></td>
<td>Rental history</td>
<td>No barriers to rental</td>
</tr>
<tr>
<td></td>
<td>Back rent / utilities owed</td>
<td>Owes more than $1000 in back rent / utilities / etc.</td>
</tr>
<tr>
<td></td>
<td>Benefit history</td>
<td>Currently receiving JFS benefits or eligible to receive benefits</td>
</tr>
<tr>
<td></td>
<td>Employment status</td>
<td>Not employed currently but has job history / skills</td>
</tr>
<tr>
<td></td>
<td>Employment history</td>
<td>No employment history</td>
</tr>
<tr>
<td></td>
<td>Mental health</td>
<td>No mental illness or mild / situational depression only</td>
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<tr>
<td></td>
<td>Substance abuse</td>
<td>No substance abuse use or history of abuse</td>
</tr>
<tr>
<td></td>
<td>Children’s services history</td>
<td>No history with children’s services</td>
</tr>
<tr>
<td></td>
<td>Children’s issues</td>
<td>Moderate / treatable behavioral or health issues for one or more children</td>
</tr>
</tbody>
</table>

### 2/16/2010 COC - CAP Program

## RRH Screening Scores

<table>
<thead>
<tr>
<th>RRH Screen Date</th>
<th>RRH Screening Score</th>
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<tr>
<td>2/17/2010</td>
<td>MODERATE - total score of 16</td>
</tr>
<tr>
<td>2/16/2010</td>
<td>MODERATE - total score of 16</td>
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</table>
Score of 16 & 17 are MODERATE

RRH Scores

<table>
<thead>
<tr>
<th>Score</th>
<th># of Persons scored</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>10</td>
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<tr>
<td>13</td>
<td>14</td>
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<td>24</td>
<td>1</td>
</tr>
<tr>
<td>25</td>
<td>1</td>
</tr>
</tbody>
</table>
Screening moves to shelter with the intake

- **Pending Intakes from CAP**
  - Kate6209
    - Most recent screening: **Mild - total score of 12**
  - Pilar3666
    - Most recent screening: **MODERATE-total score of 17**
      - Added on 4/23/2010 4:59:59 PM
  - Titania 4937
    - Most recent screening: **Difficult - total score of 20**
      - Added on 4/23/2010 4:58:27 PM
An Assessment

- **Homelessness**
  - Reason for current homelessness
  - Previous episodes of homelessness

- **Personal support**
  - Marital status: Relationship with child(ren)’s other parent(s);
  - Supportive extended family in community;
  - Faith community support;
  - Other support system

- **Housing history**
  - Number of places lived in past year;
  - Number of places lived in past 5 years;
  - Last permanent address street;
  - Last permanent address city state ZIP;
  - Landlord at last address;
  - Reason for leaving last housing

- **Eviction history**
  - Reason(s) for eviction
  - Barriers to housing

- **Income history**
  - Currently receiving OWF;
  - Currently employed;
  - Employment issues;
  - Spending issues

- **Education / Training**
  - Literacy issues / interventions
  - Cognitive issues / interventions
  - Intervention attempt

- **Substance abuse history**
  - SA issues

- **Mental health history**
  - Mental health assessment needed;
  - Mental health case manager;
  - Current medication
  - In need of medication
  - MH issues

- **Physical health issues**
  - Physical health issues

- **Life skills needs**
  - Special issues
  - Children’s issues
Where are we today

- Learning and adapting as we go

- Focusing on the “assets of the client” not the weaknesses to encourage movement.

- Retooling to improve on the “rapid piece”

- Collecting and reviewing our data constantly
Contact information

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