



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

MINUTES

Date: Thursday, January 20, 2022, 3 pm – 5 pm

Meeting recording:

https://us02web.zoom.us/rec/share/z_KeOjeQ5eOjnSrmOzCdUfCiaWs09ShHgqMrPJKuzG9vSOE5cjODea4Yq9GEIuY2.btOHqCo9Lwdb4qJX

Passcode: 3zFxSK&f

Time	Agenda Item	Presenter/Facilitator
3:00	<ul style="list-style-type: none"> • <u>Welcome and Introductions</u> 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> • <u>Review and Approval of Minutes</u> 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> • <u>Public Comment</u> - Open Period for public comment on items discussed or not listed on the agenda. 	- <i>Members of the public</i>
	<ul style="list-style-type: none"> • <u>Announcements</u> 	- <i>Matt Mitchell, Focus Strategies</i>
3:10	<ul style="list-style-type: none"> • <u>Reorientation to PATH Innovations Committee</u> <ul style="list-style-type: none"> • Review purpose and baseline metrics • Review strategic framework and priorities identified by committee 	- <i>Jamie Klinger, H3</i> - <i>Nate French, Community Solutions</i>
3:30	<ul style="list-style-type: none"> • <u>Report Outs from Workgroups and Activities</u> <ul style="list-style-type: none"> • Data workgroup • Case conferencing workgroup • Empathy interviews 	- <i>Jamie Klinger, H3</i> - <i>Nate French, Community Solutions</i> - <i>Shawn Ray, San Pablo Police Department & Tony Ucciferri, Housing Authority of the County of Contra Costa</i>
4:30	<ul style="list-style-type: none"> • <u>Review Proposed Roadmap through June 2022</u> 	- <i>Matt Mitchell, Focus Strategies</i>
4:55	<ul style="list-style-type: none"> • <u>Next Steps</u> 	- <i>All</i>

Welcome and Introductions

Committee Members: Deanne Pearn, Shawn Ray, Teri House, Tony Ucciferri, Jo Bruno, Keva Dean, Pat Mims, Wayne Earl

Staff and Consultants: Jamie Klinger (H3), Jaime Jenett (H3), Jenny Robbins (H3), Shelby Ferguson (H3), Nate French (Community Solutions), Michele Byrnes (Homebase), Tracy Bennett (Focus Strategies), Matt Mitchell (Focus Strategies), Linda Ly (Focus Strategies)



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Review and Approval of Minutes

Minutes of the October 27, 2021 meeting were approved by roll call vote. Motion by Teri House, second by Shawn Ray.

Public Comment

There were no comments from the public.

Announcements

There were no announcements.

Reorientation to the PATH Innovations Committee

Purpose and Metrics:

Jamie Klinger reviewed the purpose of the committee, its history, and its relationship to the Council on Homelessness board. She discussed how the committee's goal of reducing unsheltered homelessness by 30% in one year fits into a broader plan to reduce unsheltered homelessness by 75% over three years. She reviewed which metrics have been identified for establishing baseline performance as well as progress on developing a new data dashboard.

The committee discussed the impact of COVID-19 on unsheltered homelessness and how the availability of both shelter and housing affect how people move through the homelessness response system. The committee asked about factoring Bay Area data into decision making and about getting perspectives from CORE outreach workers.

Strategic Framework and Priorities:

Nate French reviewed the strategic framework for reducing unsheltered homelessness. He highlighted the drivers that the committee has prioritized:

- Real-time data on unsheltered homelessness with cohesive measurement and stratified data that facilitates analysis
- Case conferencing to problem solve towards better outcomes
- Real-time understanding of resource gaps
- Empathy interviews

The committee discussed the 1-2-4 framework, a component of All Home's Regional Action Plan. All Home's model for resource allocation will be discussed at a future committee meeting. The committee discussed the importance of transparency and recommended best practices for outreach and incorporating people with lived experience of homelessness into the work.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Reports Outs from Workgroups and Activities

Data Workgroup:

Jamie Klinger summarized the data workgroup's meeting in December, during which they reviewed improvements and changes to the data infrastructure, clarified measure definitions and methods for aggregating the data, and progress on developing new data dashboards. She also discussed the main findings from the baseline data analysis.

The data workgroup will meet next on January 24, 2022, 11am-12pm.

Case Conferencing Workgroup:

Nate French summarized the case conferencing workgroup's meeting in December. The workgroup identified the current state of case conferencing, including both multi-agency and within-agency case conferences. He reviewed strengths and opportunities for improvement identified by the workgroup. He also shared a definition for case conferencing and a set of fundamentals that improvement efforts will focus on.

Committee members asked about the role of the committee in relation to improvement activities, noting that committee members may not have expertise in all areas targeted for improvement. The role of the committee in relation to improvement activities along with the inclusion of people with lived experience and frontline workers will be discussed in a future committee meeting.

The case conferencing workgroup will meet next on February 8, 2022, 9am-11am.

Empathy Interviews:

Matt Mitchell summarized the empathy interview activity, which committee members were asked to complete. Tony Ucciferri and Shawn Ray reported out on their experiences interviewing people with lived experience. Deanne Pearn commented on her experience interviewing frontline workers.

Review Proposed Roadmap through June 2022

Matt Mitchell reviewed a proposed timeline of activities for the committee through June 2022. Activities include identifying key results and improvement work to initiate, establishing quarterly data reviews, and assessing progress.

Next Steps

H3 and Focus Strategies will assemble a packet of materials for new committee members and will extend invitations for the workgroups to new committee members.

The PATH Innovations Committee will meet next on February 17, 2022, 3pm-5pm.



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

Additional Attendees

In addition to the facilitators, H3 staff, and Committee members listed, the following people attended the Zoom session:

- Jai De Lotto (Department VA Homeless Program), Dough Leich (Multi-Faith ACTION Coalition), Dale Harrington (upcoming member of ACoA and CAB), Gita Bahramipour, William Goodwin (Resident Empowerment Program Leader, Hope Solutions/ Board Member, East Bay Housing Organizations)



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATIONS COMMITTEE

January 20, 2022, 3:00 – 5:00

WELCOME & INTRODUCTIONS

Matt Mitchell, Focus Strategies

PATH Innovations Committee is comprised of a diverse group of community stakeholders and CoC partners who commit to leading, monitoring, implementing, and assigning priorities to reduce unsheltered homelessness by 30% in year one.

INTRODUCTIONS

CQI Committee Members

H3 Staff

Community Solutions

Focus Strategies

Stakeholders

REVIEW & APPROVE MINUTES

Matt Mitchell, Focus Strategies

ACTION ITEM

- Review and approve minutes from the October 27, 2021 PATH Innovations Committee meeting.



PUBLIC COMMENT

Matt Mitchell, Focus Strategies

Open period for public comment on items discussed or not listed on the agenda.

ANNOUNCEMENTS

Matt Mitchell, Focus Strategies

REORIENTATION TO PATH INNOVATIONS COMMITTEE

Jamie Klinger, H3

Nate French, Community Solutions

REORIENTATION TO PATH INNOVATIONS COMMITTEE

- Purpose of committee
- Baseline metrics
- Strategic framework
- Priorities identified by committee

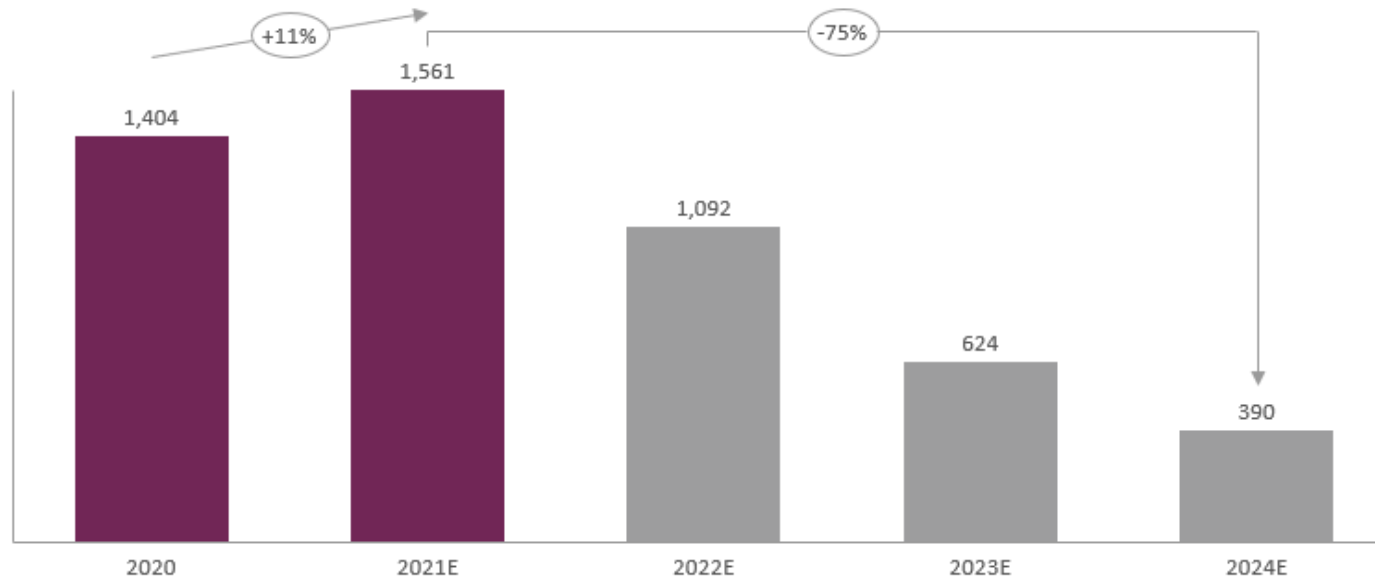
PURPOSE OF COMMITTEE

- Diverse group of community stakeholders and CoC partners who commit to leading, monitoring, implementing, and assigning priorities to reduce unsheltered homelessness by 30% in year one
- Primary entity responsible for reporting to the COH
 - Activities
 - Priorities
 - Findings
 - Recommendations for the COH Board or other COH committees

BASELINE METRICS

- # of households currently experiencing homelessness
- # of unsheltered households who entered shelter
- # of unsheltered households who entered permanent housing
- # of sheltered households who entered permanent housing
- Average length of stay in shelter
- Average length of time before entering shelter from an unsheltered status
- # of households exiting to unsheltered homelessness from shelter and PH programs
- # of new households experiencing unsheltered homelessness

REDUCING UNSHELTERED HOMELESSNESS GOALS



Starting unsheltered homeless population		
Assumption	Number	Source
2021 Estimated Unsheltered Population (HH)	1,561	2020 PIT report
2020 total PIT (HH)	1,404	2020 PIT report
2017-2020 CAGR	11%	2020 PIT report
RAP Unsheltered Population Reduction Target (75% reduction)	390	RAP assumption

Reducing unsheltered homelessness by 30% by year one

Data

A local data culture that is shared by everyone and drives results

Real-time data on unsheltered homelessness in Contra Costa County

Integrated and cohesive measurement across initiatives

Stratified data that facilitates analysis and insights for improvement

Access to a System of Support

Well-coordinated outreach and shelter services designed to clear the path for housing

A low-barrier shelter system that facilitates connections to additional supports and housing

Case conferencing to problem-solve towards better outcomes

Entry points easily accessible by anyone experiencing homelessness

Housing-focused street outreach with the tools and capability to respond to a wide spectrum of human needs.

Pathways to Permanent Housing:

Fast, clear processes to access permanent housing

Utilize RRH to facilitate housing from street to home

Flexible funding to accelerate housing processes

Housing navigation support is well-resourced and clearly scoped

Homelessness diversion supports at access points

Strong Cross-Sector Partnerships

Strong partnerships and collaboration with municipalities and public services

Healthcare and behavioral health integration and supports

Close collaboration with municipalities, state and other public services

Strategic property investments and partnerships

A Flexible Pipeline of Resources

A pipeline of permanent housing and services to fill the gaps necessary to achieve our aim.

A collaborative of private and public funders dedicated to the goal

Real-time understanding of resource gaps

Operationalize 1-2-4 resource ratios for unsheltered initiative

Equity

Continuous Quality Improvement

System-Wide Transparency, Communication and Best Practice Adoption

Reducing unsheltered homelessness by 30% by year one

<p>Data</p> <p>A local data culture that is shared by everyone and drives results</p>	<p>Access to a System of Support</p> <p>Well-coordinated outreach and shelter services designed to clear the path for housing</p>	<p>Pathways to Permanent Housing:</p> <p>Fast, clear processes to access permanent housing</p>	<p>Strong Cross-Sector Partnerships</p> <p>Strong partnerships and collaboration with municipalities and public services</p>	<p>A Flexible Pipeline of Resources</p> <p>A pipeline of permanent housing and services to fill the gaps necessary to achieve our aim.</p>
<p>Real-time data on unsheltered homelessness in Contra Costa County</p>	<p>A low-barrier shelter system that facilitates connections to additional supports and housing</p>	<p>Utilize RRH to facilitate housing from street to home</p>	<p>Healthcare and behavioral health integration and supports</p>	<p>A collaborative of private and public funders dedicated to the goal</p>
<p>Integrated and cohesive measurement across initiatives</p>	<p>Case conferencing to problem-solve towards better outcomes</p>	<p>Flexible funding to accelerate housing processes</p>	<p>Close collaboration with municipalities, state and other public services</p>	<p>Real-time understanding of resource gaps</p>
<p>Stratified data that facilitates analysis and insights for improvement</p>	<p>Entry points easily accessible by anyone experiencing homelessness</p>	<p>Housing navigation support is well-resourced and clearly scoped</p>	<p>Strategic property investments and partnerships</p>	<p>Operationalize 1-2-4 resource ratios for unsheltered initiative</p>
<p>Empathy Interviews</p>	<p>Housing-focused street outreach with the tools and capability to respond to a wide spectrum of human needs.</p>	<p>Homelessness diversion supports at access points</p>		

Equity

Continuous Quality Improvement

System-Wide Transparency, Communication and Best Practice Adoption

REPORT OUTS FROM WORKGROUPS AND ACTIVITIES

Jamie Klinger, H3

Nate French, Community Solutions

Matt Mitchell, Focus Strategies

Presenters:

Shawn Ray, San Pablo Police Department

*Tony Ucciferri, Housing Authority of the County of Contra
Costa*

REPORT OUTS FROM WORKGROUPS AND ACTIVITIES

Data Workgroup
Case Conferencing Workgroup
Empathy Interviews

DATA WORKGROUP REPORT OUT

Goals of the Data Workgroup
Improvements and Changes
Dashboard Development and Next Steps

GOALS OF THE DATA WORKGROUP

- Identifying metrics to monitor progress towards reducing unsheltered homelessness
- Describing metric analysis methodology: inclusion/exclusion criteria
- Identifying stakeholder groups & their data needs
- Creating tools (dashboards/reports) to ensure transparent communication of progress towards unsheltered goals
- Linking metrics to the strategic framework

STATUS UPDATE ON PROGRESS

Updates since last PATH committee

- PIT data was selected as official benchmark toward tracking annual achievements
- Review of methods and limitations of baseline data analysis
- Developing an “unsheltered data mart” using HMIS data to support regular monitoring towards goals and to reduce analysis limitations.
 - Tracks program enrollment episodes and homelessness status across time.

MAIN FINDINGS OF BASELINE DATA ANALYSIS

- Nearly **2 out of 3** literally homeless consumers were unsheltered
 - 896 (63%) households (1,033 consumers)
- **Less than 1%** of the unsheltered HHs were able to access shelter & 2% of unsheltered HHs exited to permanent housing within 30 days
- **7%** of sheltered HHs exited to permanent housing within 30 days
- The average length of time HHs were enrolled in shelter or transitional housing programs was **100 days**
- **7%** of all HHs (sheltered or unsheltered) who exited a program returned to unsheltered homelessness

WHAT TO EXPECT AT UPCOMING MEETINGS

Upcoming data workgroup decisions & activities:

- Identifying primary stakeholders and developing dashboards for various audiences
- Reviewing, discussing, and monitoring baseline metrics
- Identify other metrics to track and monitor related to PATH priorities and activities

Next meeting: Monday, January 24th 11-12pm

CASE CONFERENCING WORKGROUP REPORT OUT

Case Conferencing Current State
Case Conferencing Fundamentals
Next Steps

TAKEAWAYS

1. Understanding and *tentative* excitement around the unsheltered homelessness goal and strategy
2. Recognition of participants' role in this process and the success of the initiative
3. Multiple case conferencing processes currently active
 - a. Multi-Agency: Veterans, Rapid Rehousing
 - b. Inner-Agency: CCYCS, CCACS Shelter, Mountain View Family Shelter
4. Bright Spots
 - a. Engaged passionate case managers, advocates for clients
 - b. Supporting clients who may fall through the cracks of standard process
 - c. Shared assessment
 - d. Good communications [pre-meeting, post-meeting]
 - e. Resource sharing
5. Paint Points/Improvements
 - a. More outcome driven
 - b. More team-based, collaborative ['our clients versus *my* clients']
 - c. More structure and accountability [e.g., what's the next step, who's got the ball, did it happen?]
 - d. More participation

What we mean when say 'case conferencing'

Action-Oriented

Case conferencing meetings should ultimately be centered around one goal: to **move people experiencing homelessness into housing** as quickly and sustainably as possible.

To make that happen, these meetings need to be centered around identifying actionable next-steps with ambitious deadlines.

Measurably Effective

Case conferencing meetings should be regularly evaluated to **ensure that the practice is an effective way to reach your desired outcomes.**

Not only should you see impacts around Length of Time measures, or Housing Placement Rates, but you should also see impacts on the overall experience of attendees.

Team Building

Case conferencing meetings should **create a culture of knowledge-sharing and mutual support.** Your meeting should be a safe space for attendees to ask for, and offer, support as needed.

When your team culture is healthy, your team is more motivated, and there's shared accountability without autocracy, which allows for more effective, and more sustainable, service coordination.

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

ALIGNMENT AND NEXT STEPS

How do we align case conferencing processes to the goal of reducing unsheltered homelessness by 75%?

- Continued capability building about good practice in case conferencing
- Identify process measures and milestones that case conferencing can drive towards
- Focusing cross-agency case conferencing on phases of the process
 - Identification to Program Enrollment/Shelter
 - Program Enrollment/Shelter to Housing
- Align inner-agency processes to process measures and milestones that feed into cross-agency case conferencing
- Invite case conferencing staff to develop a proposal around how current processes could align

EMPATHY INTERVIEWS REPORT OUT

Overview of Empathy Interviews
Themes from Empathy Interviews
Reflections from Committee Members

EMPATHY INTERVIEWS

- ***Empathy Interviews*** are designed to elicit stories and uncover hidden needs through deep listening and asking smart follow-up questions.
- When to use empathy activities:
 - To watch what people do and how they interact with their environment
 - To gather clues about what users think and feel and help you learn what they need
 - To observe how a user crosses institutional boundaries
- **Assignment:**
 - PATH Innovations committee members conduct at least one empathy interview by end of 2021 (ideally front-line staff, outreach workers, or people experiencing homelessness)

EMPATHY INTERVIEWS: THEMES & REFLECTIONS

- Causes of Homelessness
- Experience of Homelessness
- Solutions to Homelessness
- Role of Family
- Respect for Law Enforcement
- Substance Use Problems
- Mental Health Problems
- Disconnects in the System
- Staff Experience ... Is Mixed

PROPOSED
ROADMAP
THROUGH
JUNE 2022

Matt Mitchell, Focus Strategies

PROPOSED ROADMAP

Over the next six months, the PATH Innovations Committee will:

- Identify key results and improvement work
- Sponsor improvement work on system processes
- Establish quarterly data review process
- Map and analyze system resources
- Assess the initiative's progress

Jan 2022:
Reorient to
the Work

Feb 2022:
Key Results &
Improvement Work

Mar 2022:
Review Data &
Assess Priorities

Apr 2022:
Analyze System
Resources

May 2022:
Review Process
Improvements

Jun 2022:
Review Data &
Assess Progress

NEXT STEPS

Matt Mitchell, Focus Strategies

UPCOMING MEETINGS

- **PATH Innovations Committee Meetings**
 - 3rd Thursday of each month, 3:00-5:00
 - February 17
 - March 17
 - April 21
 - May 19
 - June 16
- **Data Workgroup**
 - January 24, 11:00-12:00
 - February TBD
- **Case Conferencing Workgroup**
 - February 8, 9:00-11:00

APPENDIX

Additional slides for context

UNSHELTERED FLOW INTO TEMP & PERM HOUSING

- Of the 896 unsheltered households, **2 households** entered shelter and **17 households** transitioned into a permanently housed situation throughout June 2021.

896 Unsheltered Households



2 HH's entered shelter



17 HH's became
permanently housed



SHELTERED FLOW INTO PERM HOUSING

- Of the 524 sheltered households, **36 households** transitioned into a permanently housed situation throughout June 2021.

524 Sheltered Households



36 Permanently Housed



AVERAGE LENGTH OF STAY IN SHELTER

- **3,062** clients were sheltered in an emergency shelter or transitional housing project in FY 2019.



100 Days

Average Length of Time
in ES/TH Project



RETURNS TO UNSHELTERED HOMELESSNESS

- 518 households exited from a project of any type in June 2021.
 - **39 households (7%)** exited to unsheltered homelessness or selected the “place not meant for human habitation” exit destination.