



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATION COMMITTEE MEETING

MINUTES

Date: Friday September 16, 2022, 1 pm – 3 pm

Recording of Discussion:

https://us02web.zoom.us/rec/share/_Ypq6d-imWzF3FpaqiRXcoEVg5xMSBccGnFhA2hlnDskCv7XHCYfRoRrxu1v4H0Xy.7-qHdXn848lIXBLb

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Time	Agenda Item	Presenter/Facilitator
1:00	<ul style="list-style-type: none"> • Welcome and Introductions 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> • Review and Approval of Minutes 	- <i>Matt Mitchell, Focus Strategies</i>
	<ul style="list-style-type: none"> • Public Comment - Open Period for public comment on items discussed or not listed on the agenda. 	- <i>Members of the public</i>
1:10	<ul style="list-style-type: none"> • Review of Progress – Recap of Committee’s work fiscal year to date 	- <i>Matt Mitchell, Focus Strategies</i>
1:30	<ul style="list-style-type: none"> • Strategies for Improvement – Proposed strategies for improving Prevention/Diversion and Rapid Exit services to reduce unsheltered homelessness 	- <i>Jamie Schechter, H3</i>
2:00	<ul style="list-style-type: none"> • Plan-Do-Study-Act – Develop plans for small tests of change to improve Prevention/Diversion and Rapid Exit 	- <i>Matt Mitchell, Focus Strategies</i>
2:45	<ul style="list-style-type: none"> • Next Steps 	- <i>All</i>
2:50	<ul style="list-style-type: none"> • Announcements 	- <i>All</i>

Welcome and Introductions

Committee Members in Attendance: Jo Bruno, Wayne Earl, Juno Hedrick, Teri House, Deanne Pearn, Shawn Ray, Margaret Schiltz

Staff and Consultants: Jamie Schechter (H3), Dana Ewing (H3), Shelby Ferguson (H3), Tracy Bennett (Focus Strategies), Matt Mitchell (Focus Strategies), Diego De La Peza (Focus Strategies), Michele Byrne (Homebase)

Review and Approval of Minutes

Margaret Schiltz made a motion to approve the minutes from the June 16, 2022 and August 18, 2022 PATH meetings. Jo Bruno seconded that motion.



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A vote was held and the motion passed unanimously with six committee members voting in favor of approving both meeting minutes. Teri House was not present during the vote.

Public Comment - Open Period for public comment on items discussed or not listed on the agenda.

No Public Comments

Review of Progress

Matt Mitchell provided an overview of the progress the committee has made this fiscal year. He reminded the committee that the Prevention and Rapid Exit programs had been voted as the priorities of focus for the fiscal year. Matt reviewed the two programs, provided a simple snapshot of the data dashboard, and gave an overview of the areas of opportunities identified during the August meeting.

Teri House and Shawn Ray noted expanded referral sources and obtaining qualitative data as areas of opportunity previously identified but not mentioned by Matt.

Strategies for Improvement

Jamie Schecter explained that using the discussion from the August PATH Committee meeting, funding, tools and process strategies, and outreach had been identified as areas of opportunity with concrete action items by H3 and Focus Strategies. Jamie explained the goal of this meeting would be to go over those identified areas and present a plan of action using the Plan Do Study Act (PDSA) method for testing change.

Funding

Jamie explained how the Special NOFO and Measure X were funding opportunities that could be leveraged to help improve Prevention and Rapid Exit services. Wayne Earl raised a concern about ensuring funds are long term to help with improving services. Jamie responded that although she understands Wayne's point, H3 is unsure about what funding structure will look like in future years as HUD can make changes to the structure in the future.

Two action items were identified by H3:

1. H3 will provide an update about the collaborative process for applying for the Special NOFO in the November PATH meeting.
2. Committee members were encouraged to participate in Measure X's community input session to be scheduled at a later date.



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Tools and Processes

Jamie presented the idea of developing a checklist to improve the quality of referrals and as a starting point for testing the referral “bottle neck” hypothesis. Jamie discussed the metrics that could be impacted by the referral checklist and future plans to use HMIS data to identify its impact to referrals.

The Committee engaged in a discussion about how to improve and expedite referrals, with Wayne Earl suggesting that increasing partnerships between referral partners and other community partners could be beneficial. Shawn Ray and Jaime also discussed the role of CORE and difficulties in successful outreach.

Outreach and Community Messaging

Jamie Schecter discussed the need for understanding current landlord engagement and how creating a community outreach calendar might be a good way to increase outreach to potential partners. Jill Ray mentioned the Police Chief Association and the California Department Association as potential groups to target.

Discussion on Strategies for Improvement

The committee engaged in a discussion related to the proposed target areas. Deanne Pearn provided recommendations around how to best think through some of the issues discussed, such as focusing on quality of services rather than quantity, focusing on what the committee and CoC can provide to landlords to encourage engagement, and ensuring Coordinated Entry is at the forefront of any changes to referrals.

Jo Bruno asked for clarification between the terms partners and providers. The committee discussed the two terms and agreed that providers tend to be direct service providers part of HMIS while partners are other potential resources in the community.

Plan Do Study Act

Matt Mitchell transitioned the meeting to a PDSA activity, an activity to help the committee specify the expected outcomes that will be tested for the action items described by Jamie. Matt reviewed PDSA cycles and how H3 plans to implement PDSA cycles in the Committee’s work.

Referral Checklist PDSA

The Committee members asked clarifying questions about what PDSA would look like for the referral checklist, what work is currently in place, and what work has been explored to help make the decision.

The Committee said they expected to see less, but more successful, referrals if the referral checklist does help improve referrals to Prevention and Rapid Exit.



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Stephanie Stovall identified some of the challenges in referrals and how participants sometimes feel like they are referred to the same services without successful outcomes. Committee members agreed and discussed a plan to consult with providers and 211 first to see their perspectives on the referral process and how it could be improved. They also mentioned the need for feedback from a diverse set of participants to help understand their perspective during the referral process. Wayne mentioned this was an important step to make the system more human centric and less system centric.

The Committee agreed that testing a referral checklist was the first step to help drive this work forward and help the Committee explore other potential issues within the referral process for Prevention and Rapid Exit.

Outreach Calendar PDSA

Matt introduced the next PDSA activity related to changes in outreach and messaging. Wayne noted the CoC has been doing a good job at allowing providers to present their services during the monthly provider meeting. The Committee agreed that it may be beneficial to open these meetings to more partners. Jamie said she would clarify messaging and outreach to include more partners and providers in these meetings. Margaret agreed that making language more inclusive could help increase the reach of the messaging.

The Committee agreed to help identify partners who would be beneficial to include in messaging and partnerships. Jo Bruno spoke about how creating new paths and connections with outreach is beneficial for increasing compassion and hope within the system. Wayne noted Homelessness Awareness Month is coming up and can help elevate the Committee's outreach efforts.

The Committee agreed the metric for this PDSA activity would be to track the number of partners, especially new partners, that are attending the monthly provider meetings.

Next Steps

Matt reviewed the roadmap for the Committee and noted the next meeting would include an update from the referral checklist and an update from the quarterly Data Dashboard.

Announcements

Jo Bruno announced that the Spirit Application is now open for any people with lived experience who want to become a peer specialist.

Jamie Schecter announced there is a provider meeting October 13th at 8:30 a.m. and encouraged everyone to attend.



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Upcoming Meetings:

- October 20, 2022 from 3-5 PM
- November 17, 2022 from 3-5 PM
- December 17, 2022 from 3-5 PM

Additional Attendees

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

- Laura Sharples (Catholic Charities)
- Stephanie Stovall
- Jill Ray (Office of Supervisor Candace Andersen)



PLAN FOR ACCELERATING TRANSFORMATIVE HOUSING (PATH) INNOVATIONS COMMITTEE

September 16, 2022, 1:00 – 3:00

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

PATH Innovations Committee Members

H3 Staff

Community Solutions

Homebase

Focus Strategies

Stakeholders

REVIEW & APPROVE MINUTES

Matt Mitchell, Focus Strategies

ACTION ITEMS

- Review and approve minutes from the June 16, 2022 & August 18, 2022 PATH Innovations Committee meetings.



PUBLIC COMMENT

Matt Mitchell, Focus Strategies

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

REVIEW OF PROGRESS FISCAL YEAR TO DATE

Matt Mitchell, Focus Strategies

APPROVED PRIORITIES

Build and strengthen the community networks around:

- **Prevention/Diversion:** assistance for community members at imminent risk of homelessness (within two weeks)
- **Rapid Exit:** assistance for people experiencing literal homelessness with an identified housing solution

Both bodies of work will focus on understanding the "why," incorporate evidence of what works, and foreground communication and training

RECAP OF JULY COMMITTEE MEETING

Review of Prevention/Diversion and Rapid Exit Program Models

- Similar services but different target populations (imminent risk of homelessness versus literal homelessness)

Unsheltered Data Dashboard

- ↓ Decrease in exits from unsheltered to sheltered
- ↓ Large decrease in total unsheltered at end of quarter
- ↑ Large increase in exits from unsheltered to PH
- ↓ Decrease in new to unsheltered

RECAP OF AUGUST COMMITTEE MEETING

Shared opportunities for improving Prevention/Diversion and Rapid Exit:

- Expand services available in **East County**
- Increase **landlord engagement**
- Improve **messaging** about available services
- Increase **flexible funding**
- Increase **staffing**
- Improve the **referral process** with more training
- **Equitable** resource distribution and access to services
- **Change management**—monitor how changes affect programs

STRATEGIES FOR IMPROVEMENT

Jamie Schechter, H3

STRATEGIES FOR IMPROVING PREVENTION/ DIVERSION AND RAPID EXIT

1. Funding
2. Tool and Process Strategies
3. Outreach and Messaging

STRATEGY 1: FUNDING

Special NOFO to Address Unsheltered and Rural Homelessness

- Funding competition for new projects to reduce unsheltered homelessness

Measure X

- Flexible funding; opportunity to engage organizations not currently participating in CoC

Dashboard Metrics

Long-term impact on:

- HH experiencing unsheltered homelessness
- HH from unsheltered to permanent housing
- HH from unsheltered to shelter

Process Measures

- Did the CoC apply for Special NOFO?
- Did Committee members participate in Measure X community input process?

STRATEGY 1: FUNDING

Special NOFO to Address Unsheltered and Rural Homelessness

- Funding competition for new projects to reduce unsheltered homelessness
- Contra Costa is eligible to apply for a three-year maximum of \$5,368,828
- Project applications due to H3 on 9/20/2022
→ Report back to PATH in November 2022 meeting

STRATEGY 1: FUNDING

Measure X

- 20-year ½ cent sales tax, which will provide \$10M in FY23 and then \$12M annually
- Flexible funding; opportunity to engage organizations not currently participating in CoC
- Community input process mid-September through October to inform RFP in December
 - Report back to PATH in January 2023 meeting

STRATEGY 2: TOOLS AND PROCESSES

Referral Checklist

- Develop brief checklist to improve quality and consistency of referrals to Prevention/Diversion and Rapid Exit

Address the Referral Bottleneck

- Investigate causes of referral problems and identify potential solutions

Dashboard Metrics

- HH experiencing unsheltered homelessness for first time
- HH from unsheltered to permanent housing
- HH from shelter to permanent housing

Process Measures

- Did we complete PDSAs?
- Did we scale the process change to the whole system?

STRATEGY 2: TOOLS AND PROCESSES

Referral Checklist

- Develop brief checklist to improve quality and consistency of referrals to Prevention/Diversion and Rapid Exit
- Committee supports PDSA cycle (small tests of change)
 - Status update to PATH in October 2022 meeting
- Starting point for testing bottleneck hypothesis (below)

STRATEGY 2: TOOLS AND PROCESSES

Address the Referral Bottleneck

- Investigate causes of referral problems and identify potential solutions
- Review HMIS data on referral patterns and denials
- Engage Hume Center/Hope Solutions to understand referral issues
- Exploratory meeting with 211 (key partner) to understand capacity and training needs

STRATEGY 3: OUTREACH AND MESSAGING

Increase Messaging to the Community

- Set goal for reaching out to new partners

Landlord Engagement

- Explore models of engagement
- Assess current state of how providers engage landlords

Dashboard Metrics

Long-term impact on:

- HH from unsheltered to permanent housing
- HH from unsheltered to shelter

Process Measures

- How many new partners were engaged?
- Did we assess current state of landlord engagement?
- Did providers apply for funding for landlord engagement?

STRATEGY 3: OUTREACH AND MESSAGING

Increase Messaging to the Community

- Set goal for reaching out to new partners
- Create community outreach calendar for improved transparency
 - Opportunity for feedback: who are we missing? Where else should we outreach?
- Committee supports PDSA cycle (small tests of change)
 - Status update to PATH in December 2022 meeting

STRATEGY 3: OUTREACH AND MESSAGING

Landlord Engagement

- Explore models of engagement
- Assess current state of how providers engage landlords
- Recruit providers for funding opportunities (Special NOFO, Measure X)

PLAN-DO-
STUDY-ACT
(PDSA)

Matt Mitchell, Focus Strategies

INTRODUCTION TO PDSA CYCLES

What is PDSA?

Iterative method for continually improving processes

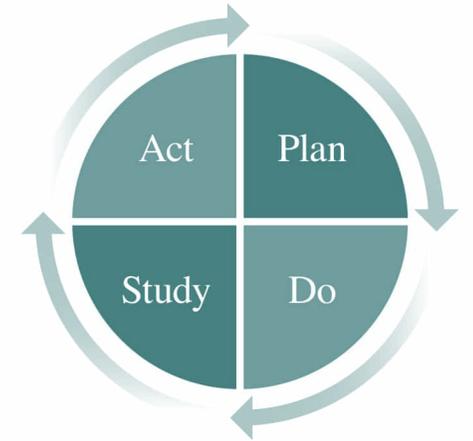
Plan – What change will we test? What do we think will happen?

Do – Carry out the test on a small scale; document what happens

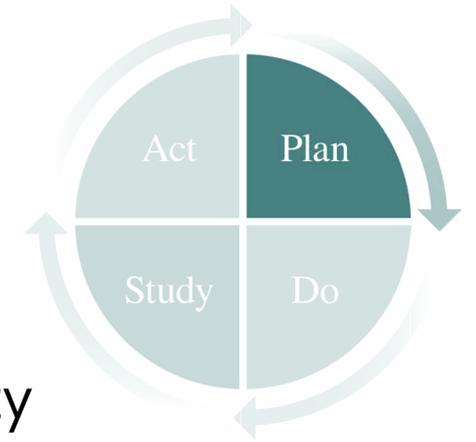
Study – Analyze the results of the test; compare to the hypothesis

Act – Refine the change based on what we learned

Repeat!



PLAN: REFERRAL CHECKLIST



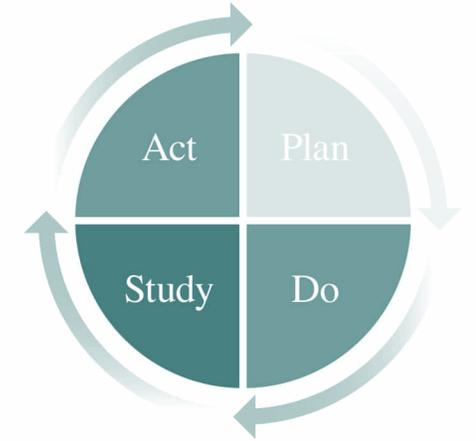
Change to Test:

- Develop brief checklist of referral requirements to improve quality and consistency of referrals
- Ask one referral partner to pilot the checklist for two weeks

Discussion:

- What is our prediction?
- What questions are we trying to answer?
- How will we know whether the test was successful?

NEXT STEPS: REFERRAL CHECKLIST



Do:

- H3 and providers create Checklist v.1
- H3 and providers identify partner for pilot test
- Test the checklist!

Study:

- How do the results compare to the prediction?
- What did we learn from the test?

Act:

- Identify next steps based on learnings

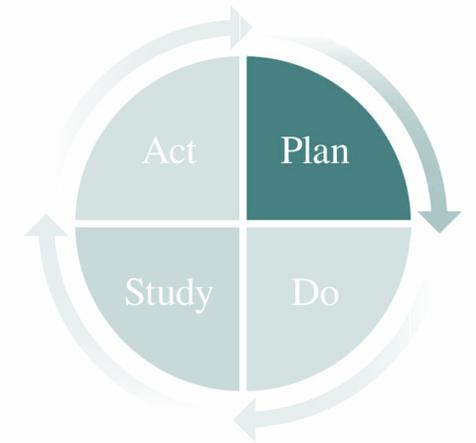
PLAN: OUTREACH CALENDAR

Change to Test:

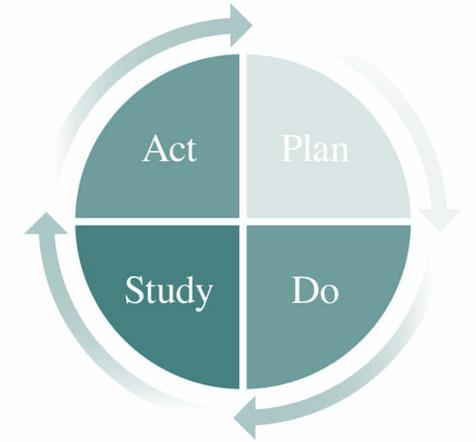
- Create public calendar with all community outreach events
- Gather input to help identify missing events and potential partners
- Establish goal for engaging new partners

Discussion:

- What is our prediction?
- What questions are we trying to answer?
- How will we know whether the test was successful?



NEXT STEPS: OUTREACH CALENDAR



Do:

- H3 creates calendar
- Committee helps identify missing events and potential partners
- H3 engages with identified partners

Study:

- How do the results compare to the prediction?
- What did we learn from the test?

Act:

- Identify next steps based on learnings

NEXT STEPS

Matt Mitchell, Focus Strategies

ROADMAP THROUGH DECEMBER 2022

By December 2022, the PATH Innovations Committee will:

- Develop work plans for prioritized bodies of work
- Assess progress of initiatives
- Review unsheltered metrics quarterly
- Review priorities in September 2022 (mid-point review)
- Set priorities for Calendar Year 2023



ANNOUNCEMENTS

UPCOMING MEETINGS

- **PATH Innovations Committee Meetings**
 - 3rd Thursday of each month, 3:00-5:00
 - October 20
 - November 17
 - December 15