# ORGANIZING THE FRONT DOOR: COORDINATED ENTRY

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NCCEH
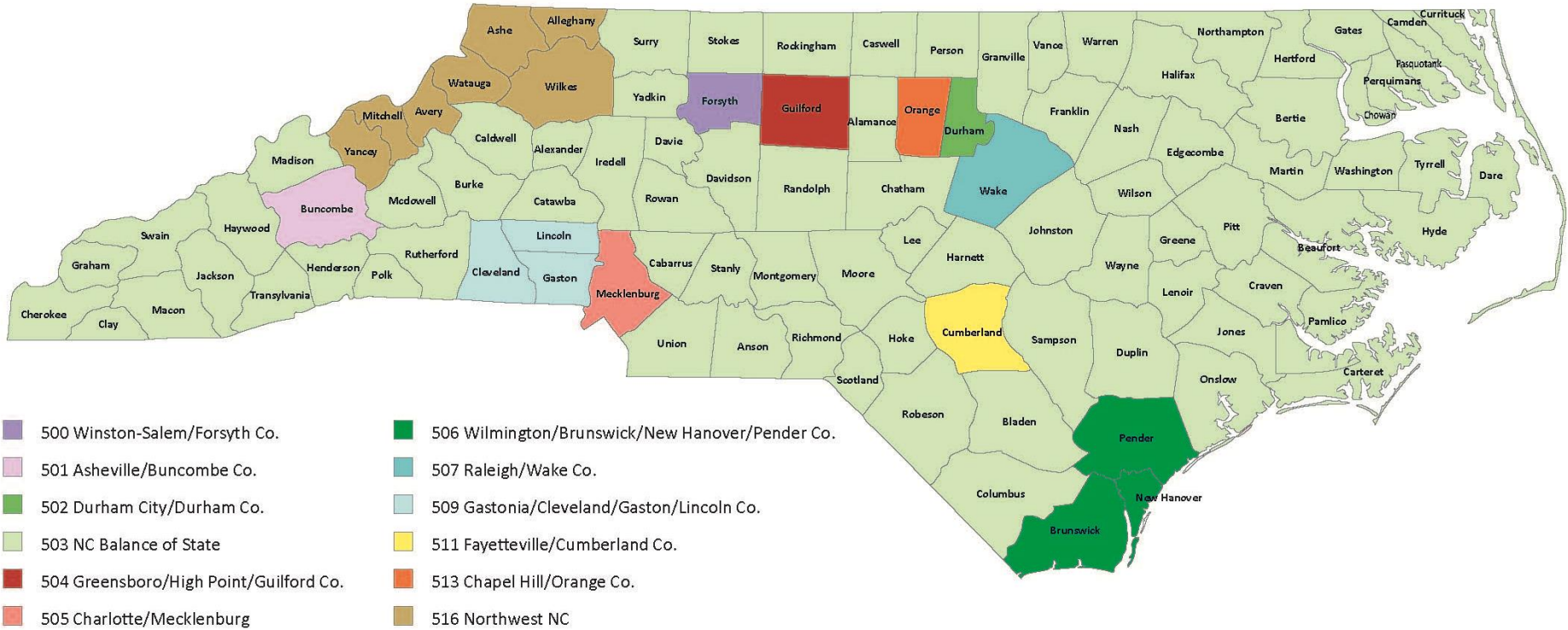
**Megan Coffey**

Mecklenburg County

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City of Charlotte
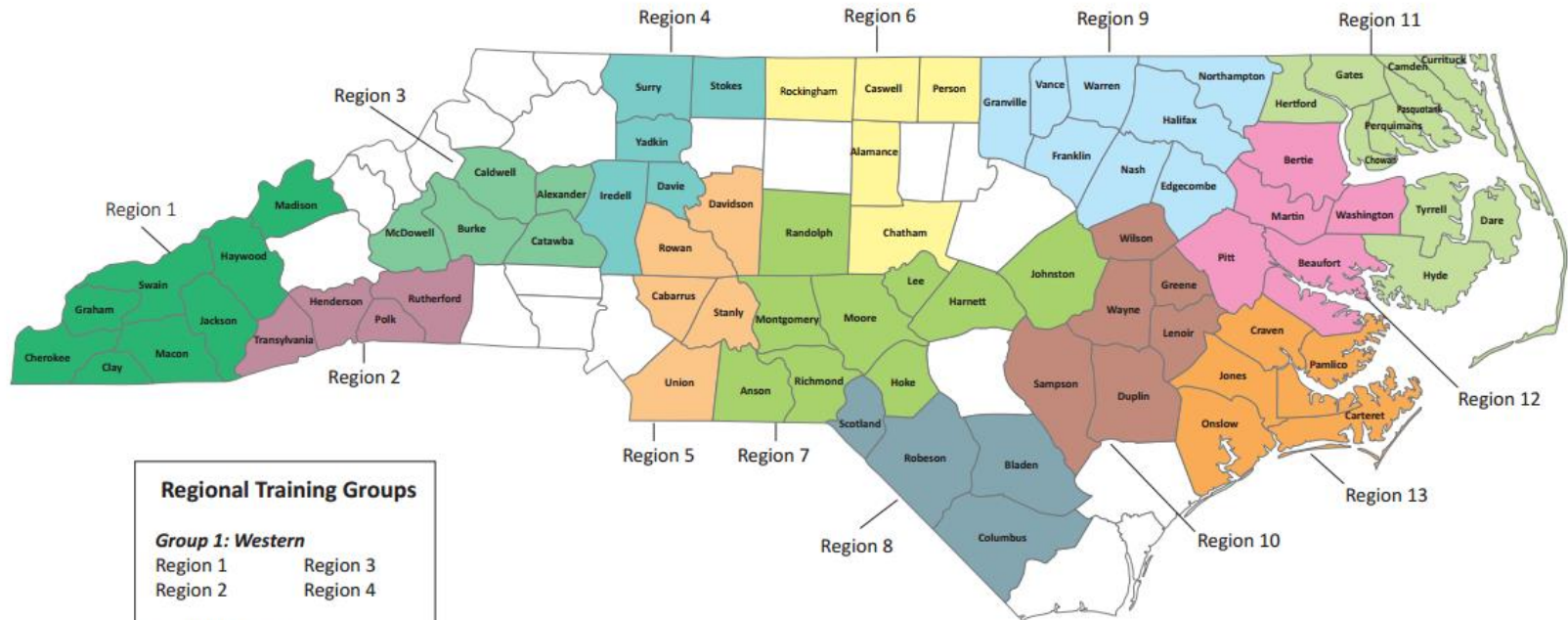
# Continua of Care in NC

# 12 Continua of Care (CoC) in North Carolina



500 Winston-Salem/Forsyth Co.

501 Asheville/Buncombe Co.

502 Durham City/Durham Co.

503 NC Balance of State

504 Greensboro/High Point/Guilford Co.

505 Charlotte/Mecklenburg

506 Wilmington/Brunswick/New Hanover/Pender Co.

507 Raleigh/Wake Co.

509 Gastonia/Cleveland/Gaston/Lincoln Co.

511 Fayetteville/Cumberland Co.

513 Chapel Hill/Orange Co.

516 Northwest NC

# 13 NC Balance of State CoC Regional Committees
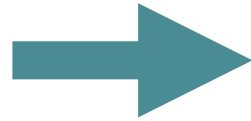
# 25 Different Coordinated Entry Systems

- Coordinated Entry has basic elements, but is different in every community based on their assets, needs, and geography.
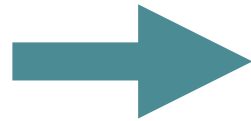
# Programs to Systems

# HUD is shifting priorities and funding in response to data and best practices
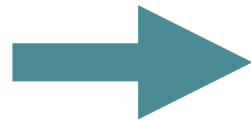
Programs ➡ Systems

Activities ➡ Outcomes

Transitioning ➡ Housing First

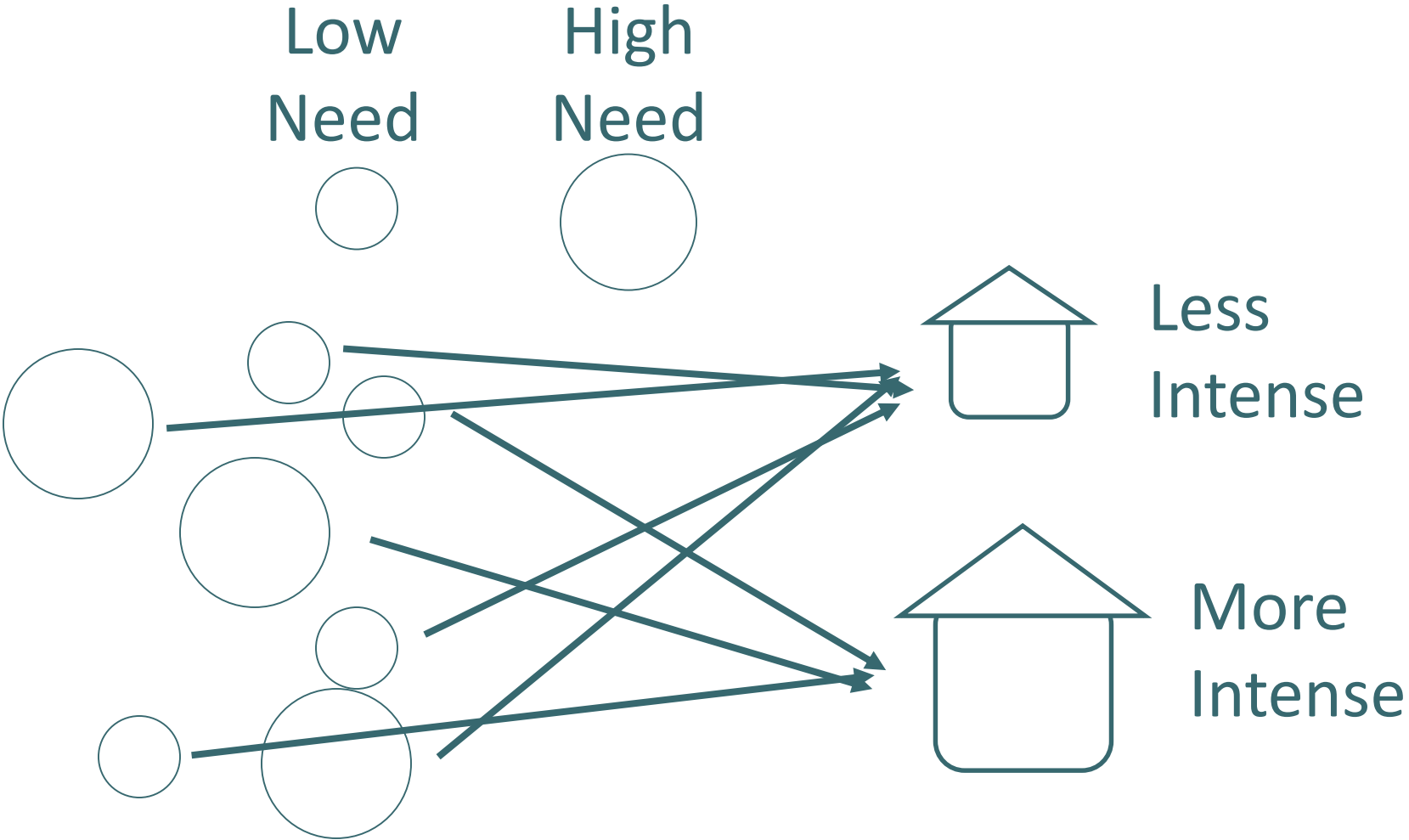Rare          Brief          Non-recurring

# Coordinated Entry 101

Coordinated Entry/Assessment/Access = Different Terms, same system

# Before Coordinated Entry

Low Need

High Need

Less Intense

More Intense

# After Coordinated Entry

Low
Need

High
Need

Coordinated Entry

# After Coordinated Entry

| More work for the CoC | | Less work for people experiencing homelessness |
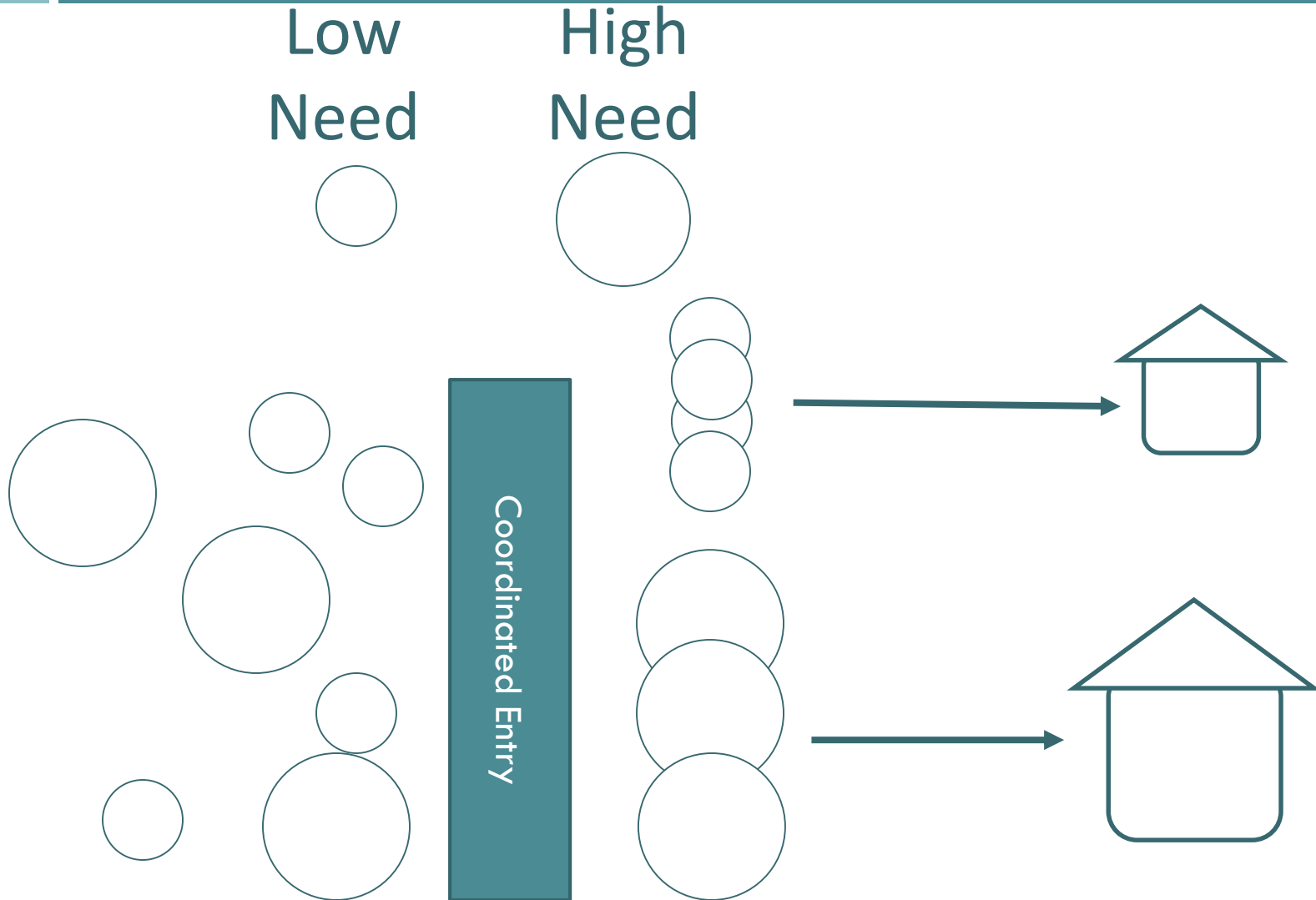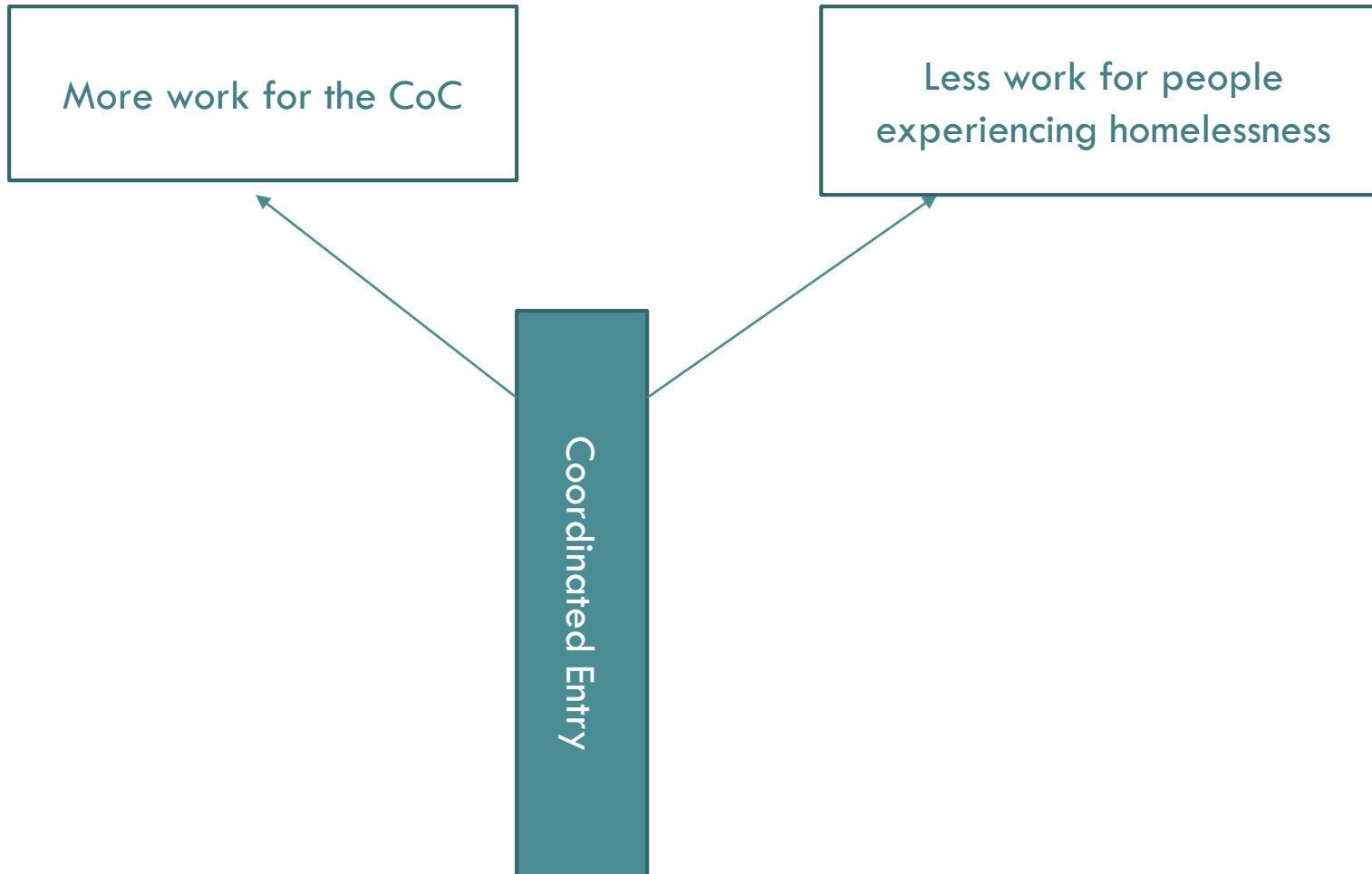
Coordinated Entry

# Essential Elements of Coordinated Entry

☐ HUD released CPD Notice 2017-1 and a Coordinated Entry Self-Assessment in January, detailing the required elements of Coordinated Entry.

# Essential Elements: Access

- Defined entry into homeless services
- Covers entire geographic area of CoC
- Easily accessible to all groups
    - Phone process
    - Street/Unsheltered Outreach
    - Safety concerns
    - Physical and auditory/visual accommodations
- Well-advertised

# Essential Elements: Access

Models

- Single location (or a few locations)
- Hotline (2-1-1 or other)
- No wrong door
- Specialized team of case workers
- For larger CoCs: regional hubs

# Essential Elements: Access

Emergency services offered with as few barriers as possible.

☐ Coordinated Entry cannot operate as a barrier to emergency services.

  ◻ No prioritization process for emergency services and access to emergency services should not be dictated by Coordinated Entry's hours of operation (if applicable)
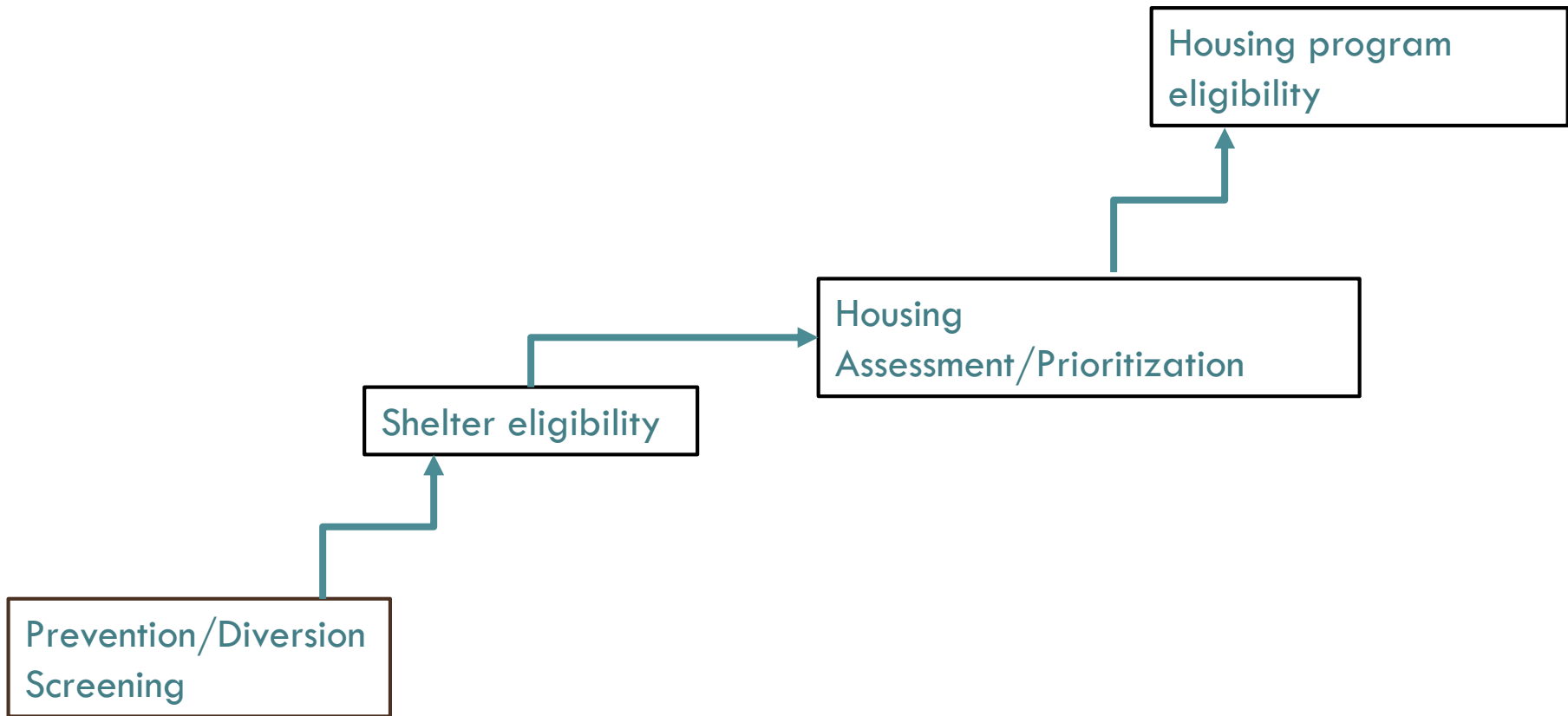
# Essential Elements: Assessment

Assessment is different than eligibility and intake

- Assessment First
  - Service need
  - Housing barriers
  - Retention barriers
- Eligibility second, and separate
- Must be standardized

# Assessment vs. Eligibility

Housing program eligibility

Housing Assessment/Prioritization

Shelter eligibility

Prevention/Diversion Screening

# Essential Elements: Prioritization

- Effectively match households to services
- Efficient use of scarce resources
- Prioritization factors must be documented and standardized
- Cannot use factors that could discriminate based on race, color, religion, national origin, sex, age familial status, or disability.

# Essential Elements: Referrals

- Accurately address eligibility
- Real-time coordination
  - Between referral and availability
- Seamless "warm" transfers

# Essential Elements: Referrals

Models

- Program placement
- Referral Committees
- Community referral protocols: What happens when a program does not accept a referral?

# Essential Elements: Evaluation

- New evaluation requirements from CPD 2017-1.

- CoC must solicit feedback at least annually from participating projects and from households that participated in coordinated entry during that time period.

- Solicitations must address the quality and effectiveness of the entire coordinated entry experience for both participating projects and households

# Essential Elements: Evaluation

- Appropriate feedback methodologies include the following:
  - Surveys
  - Focus groups
  - Individual interviews
  - Must at least approximate the diversity of all participating projects or households, ideally cover the full population or a representative sample

# Coordinated Entry means big changes for communities

- Shift from program-centric decisions
  - Should we accept this household?
  - Agency-specific assessments
  - Ad hoc referrals
- Shift to system-level/client-centric decisions
  - How can our system best serve this household?
  - Standard forms & assessments
  - Coordinated referral system

# Coordinated Entry part of stronger system

- Better serve those in crisis
  - Minimize time and frustration in accessing help
  - Close the cracks in the system
- Informs CoC
  - Who accessing homeless programs?
    - What are their needs?
  - What are current system gaps?
  - What programs under-utilized?
- Informs how to invest and prioritize system resources

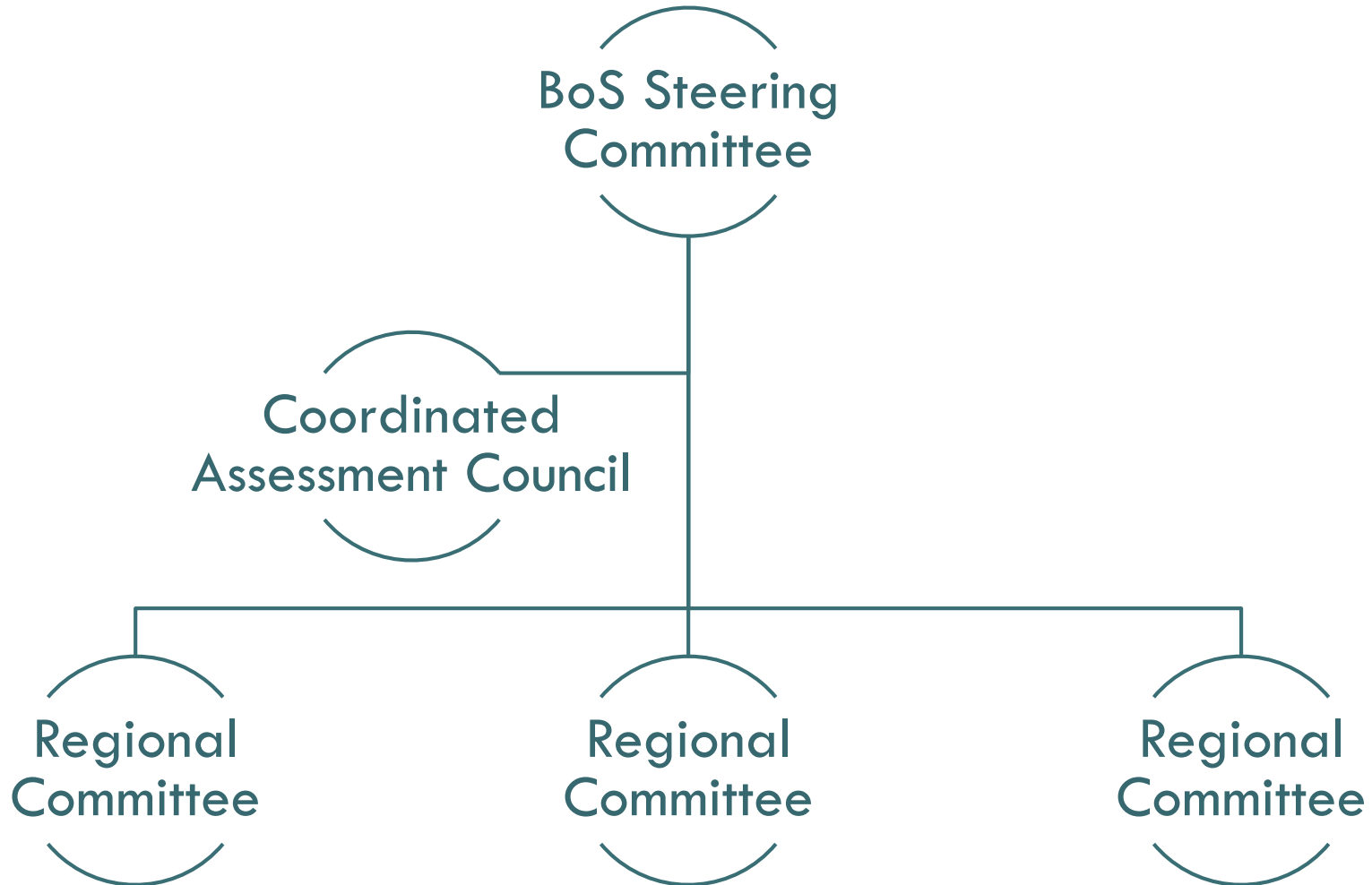# It's not just using the same form.
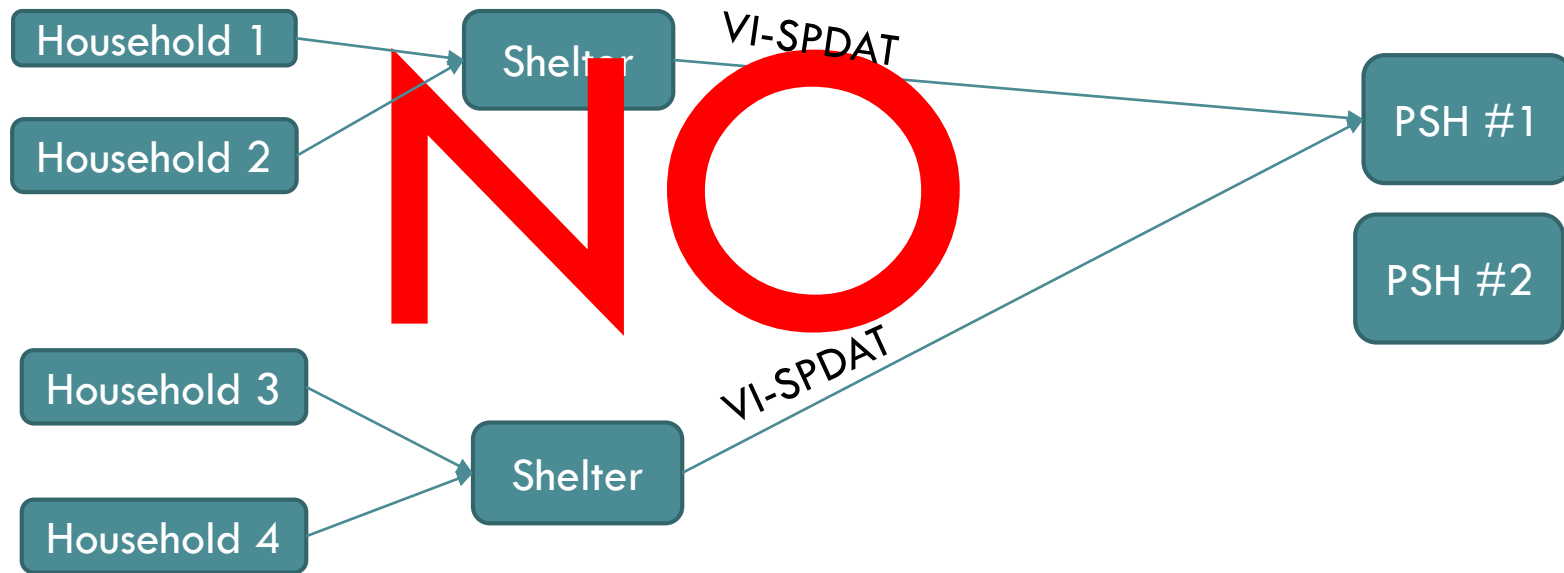
# Coordination across the system
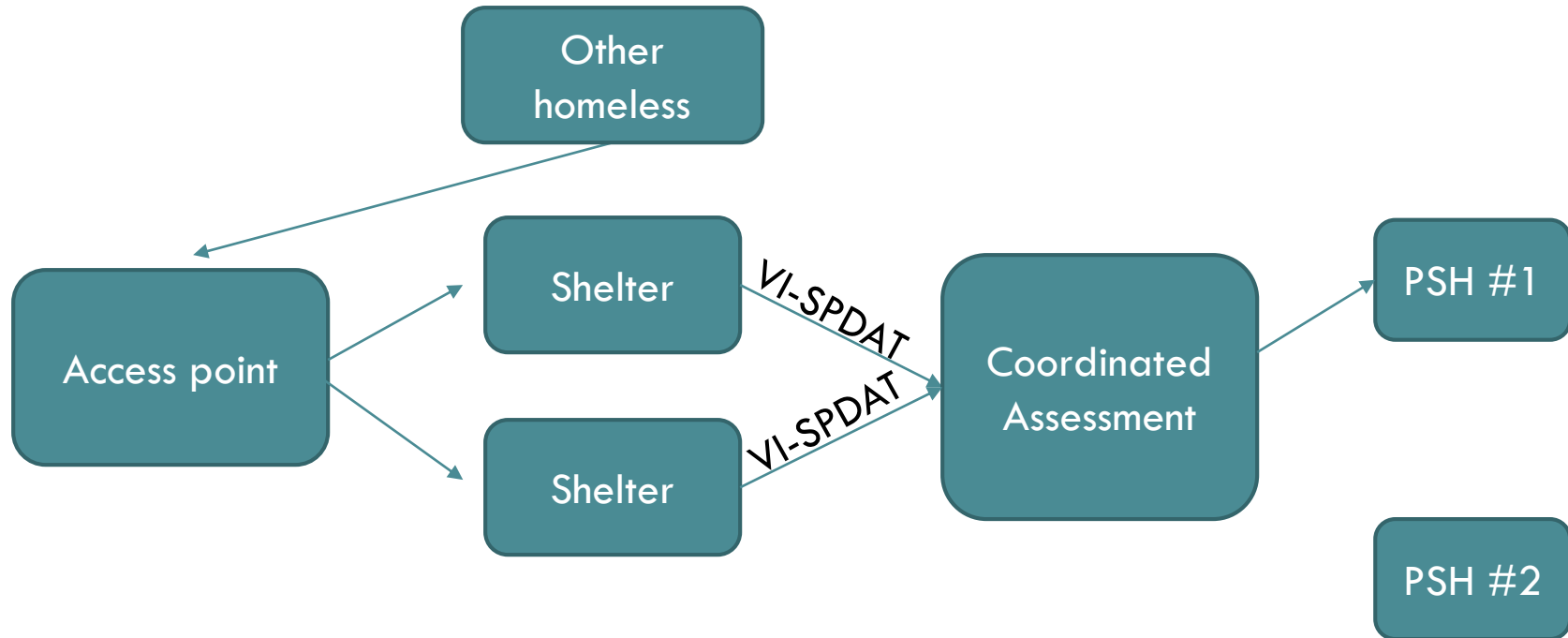
# How Coordinated Assessment works in the Balance of State CoC

# Steering Committee is governing body for BoS; CAC oversees Coordinated Assessment

# Different groups have different roles and responsibilities for CA in BoS

- Governance
  - Systems designed and administered by 13 Regional Committees
  - Standards and governance by NC BoS Steering Committee
  - Coordinated Assessment Council (CAC) review and approve plans, outcomes
    - CoC reps
    - State-level experts and partners

# Coordinated Assessment: NC BoS

- **Standardized elements**
  - Governance, structure
  - 3-part assessment tool
  - Reporting and CoC-wide oversight
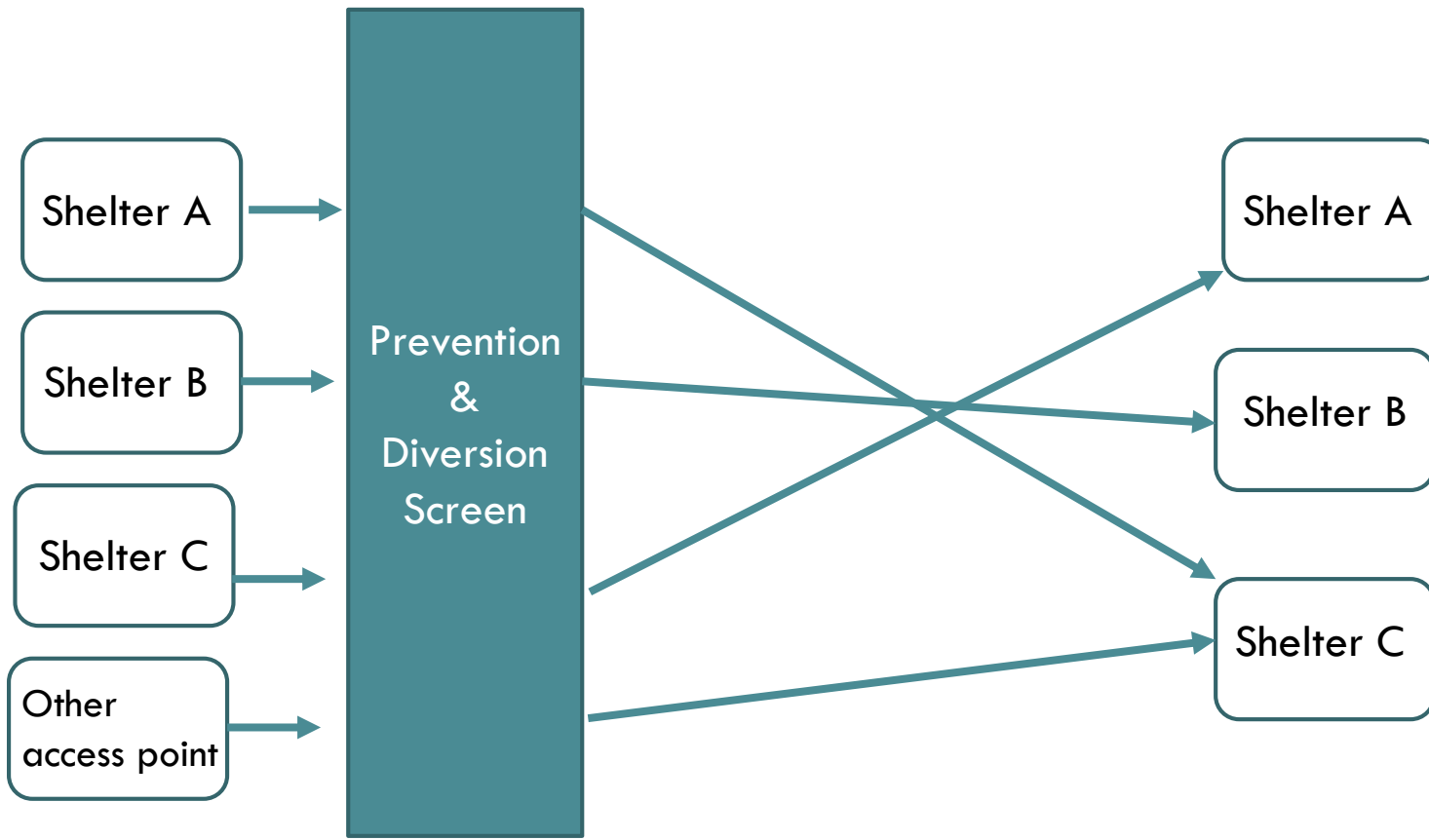
| Same | → | Same | → | Same |
|------|---|------|---|------|
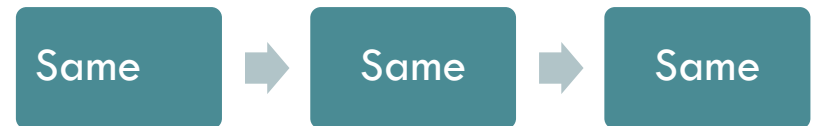
- **Customized elements**
  - Access points
  - Triage and referrals
  - Wait Lists
  - Local grievance process
  - Local oversight

Customize

Local priorities

What Works and What's Available Locally
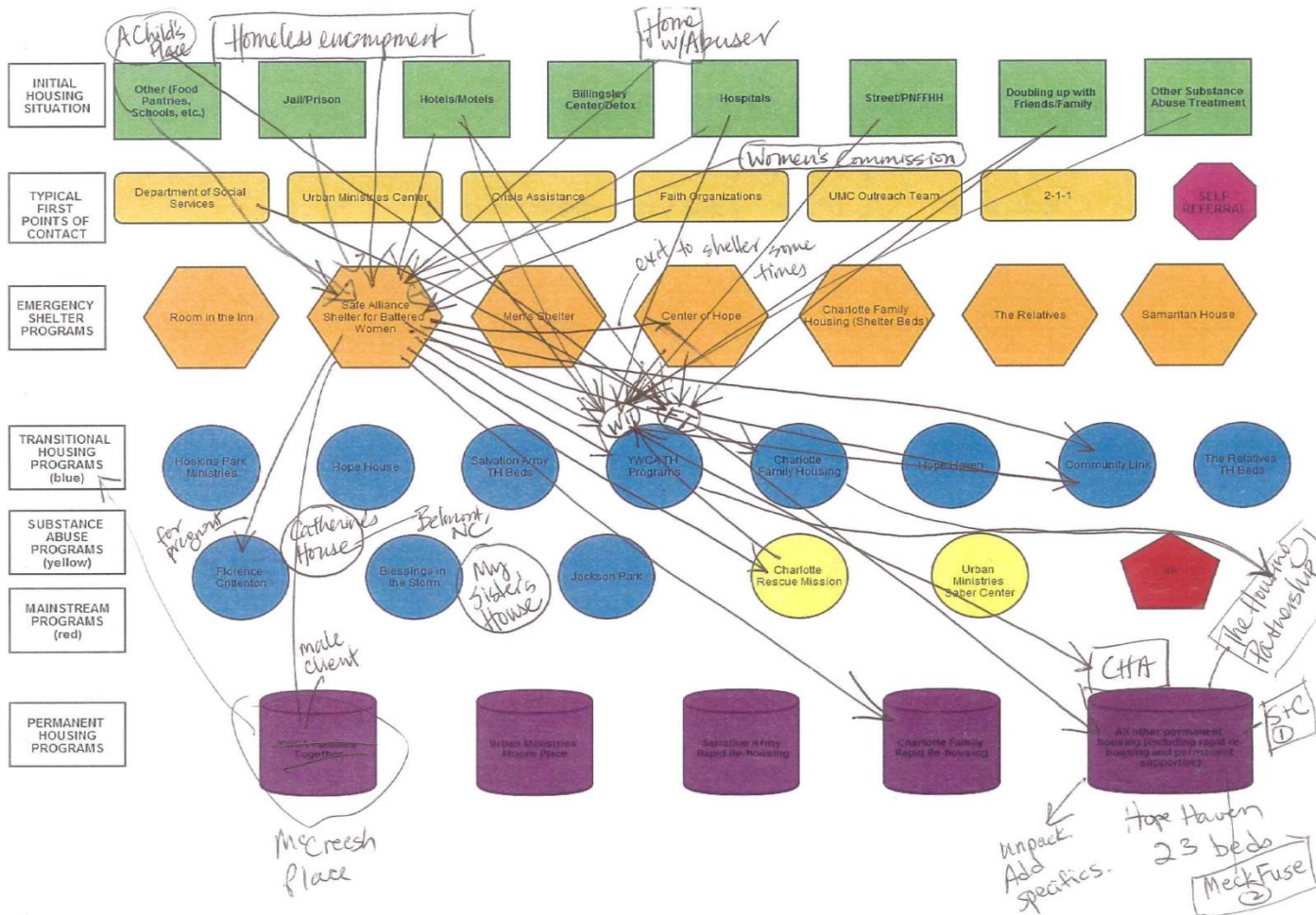
# No wrong door approach

# How Coordinated Assessment works in Charlotte – Mecklenburg County

# Before Coordinated Assessment

# Charlotte–Mecklenburg Now

3 Locations +
Outreach Workers
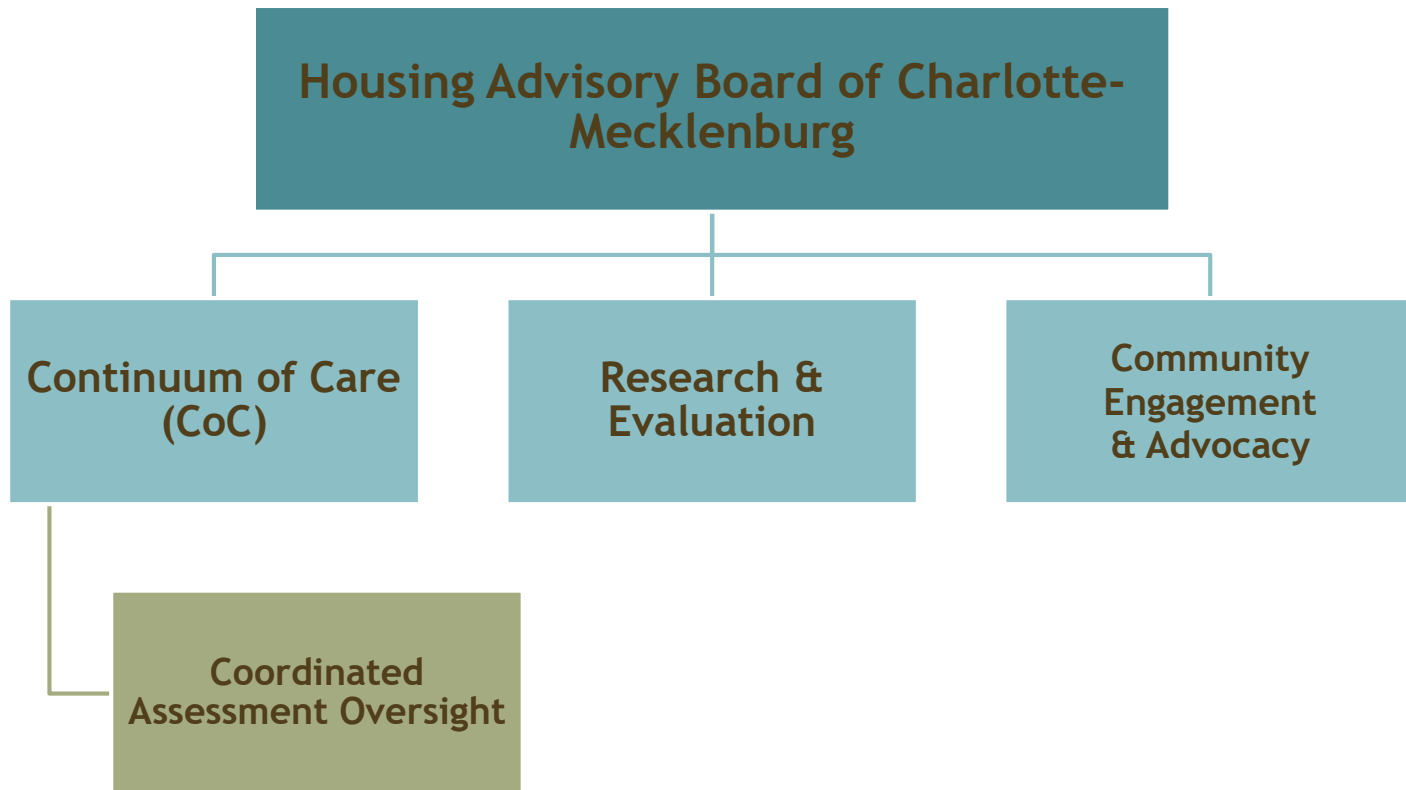
Emergency
Shelters

Transitional
Housing
Programs

Permanent
Supportive
Housing
Programs

Rapid
Re-Housing
Programs

# Organization of Governing Board

# Role of Oversight Working Group

- Members selected by community
- Activities
  - General oversight and management
  - Information and feedback to community
  - Investigate and resolve complaints or concerns
  - Evaluate efficiency and effectiveness of process
  - Review Performance Data
  - Recommend changes or improvements

# Who, What, When & Where?

□ Staff
  ◻ Five (5) Mecklenburg County staff
  ◻ Four (4) Urban Ministry Outreach workers
  ◻ Shelter staff for Diversion activities

□ Locations
  ◻ Salvation Army, Center of Hope
  ◻ Men's Shelter of Charlotte
  ◻ Urban Ministry Center

WALK-INS WELCOME

# Who, What, When & Where?

- Standardized assessment tool at every location, including
  - Prevention/Diversion screen
  - Community specific questions
  - VI-SPDAT for prioritization

# Utilizing HMIS

- All parts completed in HMIS

- Assessments can be viewed by agencies

- Provides information for:

  - By-name registries: Chronic & Veteran
  - Prioritization: PSH & Rapid Re-Housing for Families

- Ensure data collected can generate information to inform changes

**ServicePoint Training Site**

**NC-505 Mecklenburg**

May 03, 2017

Mode: 🧑 Shadow
🧑 Enter Data As Charlotte-Mecklenburg...
📅 Back Date

📋 ClientPoint > Client Profile

Type here for Global Search 🖨 ❗9+ ⭐ ❓

| Last Viewed | Favorites |
|---|---|

**Home**

**ClientPoint**

**ResourcePoint**

▶ **FundManager**

**ShelterPoint**

▶ **Reports**

▶ **Admin**

**Logout**

**Client - (7) Mouse, Mickey** 🔓

🗑 (7) Mouse, Mickey

**Release of Information: None**

| Client Information | | | | | Service Transactions |
|---|---|---|---|---|---|
| Summary | Client Profile | Households | ROI | Case Managers | **Assessments** |

**Select an Assessment**

-Select- ▼ | Submit

-Select-
MECK. - PRE-SCREENING (PART 1)
MECK. - DIVERSION SCREENING (PART 2)
MECK. - COMMUNITY QUESTIONS (PART 3)
MECK. - VI-SPDAT 2.0 INDIVIDUAL (PART 4A)
MECK. - VI-FSPDAT 2.0 FAMILY (PART 4B)
Charlotte-Mecklenburg Coordinated Assessment Form

**Blank** 📎 🔓

**Blank Assessment**

Print Assessment | Save | Cancel

# Voices of the Front Line

- ☐ Community Experience

- ☐ Client Experience

- ☐ Staff Experience

# Community Experience

- Gaps created through change

- Easy target for blame and frustration

- Messaging is CRUCIAL!
  - Did not generate additional resources
  - Homelessness requires community solutions

# Client Experience

# Staff Experience

- Create framework for conversation
    - Manage expectations
- Generate client-centered plan
    - Be fully present
- Be attentive of how this work affects staff
    - Can become mundane
    - Can adversely affect morale

# Discussion & questions

# Mecklenburg: What have we learned so far

- Provides opportunities to pay more attention to details
- Common applications and prioritization can work.
- Engaging in diversion activities can positively impact system.
- Creates coordination and dialogue within system.
- This work is hard and takes TIME, WILLINGNESS to acknowledge what's not working, and COMMITTMENT to improve!
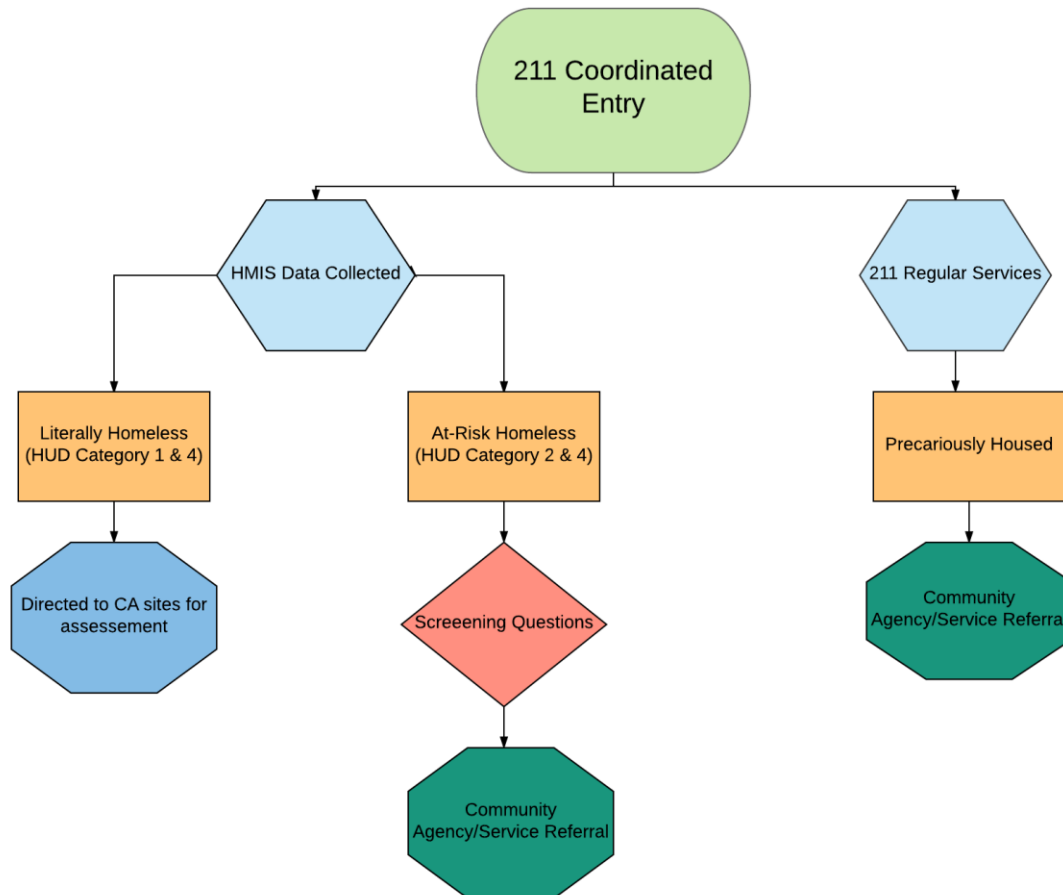
# Mecklenburg: What's Next

- Community dialog around Coordinate Entry
  - Re-evaluate tool components
  - Improve client experience
- Utilize Transition Age Youth (TAY) VI-SPDAT
- Vulnerability Review for Chronically Homeless
- Expand locations
  - Target Youth & Veterans
  - N. Mecklenburg County

EXIT 03

THE FUTURE

NEXT EXIT

# Mecklenburg: What's Next

☐ Move front door to 211

# BoS: What have we learned so far

- Working on coordinated assessment strengthens every part of the system
  - So embrace the freak-out
- Layers upon layers of program-centrism to undo
- It's never finished

# BoS: What's next

- ☐ Increase coverage
- ☐ Transportation and access to shelter
- ☐ Implement case conferencing across CoC
- ☐ Use data to improve, inform decisions

# Questions

# Contact information

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- **Rebecca Pfeiffer**
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