



# CE Redesign Workgroup

Meeting 2  
October 19, 2022



**Welcome!**

# Meeting Agenda

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Welcome, Intros, Group Agreements

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Commitment to Transparency and Collaboration

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Intro to Coordinated Entry

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Grounding in Shared Vision and Approach

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Next Steps



# Workgroup Introductions

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- Name
- Pronouns (Optional)
- Racial and Ethnic Identity (Optional)
- How many things can you find that everyone in your group shares in common?

# Group Agreements/Workgroup Covenant

## What experience do we want to have with each other?

- **Honoring lived experience** and the resilience that folks bring to this conversation
- **Effective Use of Time:** Clear objectives and goals, focus, and movement in a positive direction
- **Learning Opportunity:** We share our experiences, learn from each other, and finding ways to improve.
- **Acknowledging and Addressing Distrust of the City:** There's a fair amount of mistrust with the City and we don't want to repeat the experience of providing feedback when the city already knows what it wants to do.
  - At the same time, acknowledge that those who work for the city do feel love, have pain, trauma, joy, etc. We are full human beings and represent but are not necessarily representative of the monolith known as, "The City".
- **Transparency and Trust Building:** Real talk. Be honest and clear about what we can change or have input on and what is not within the scope of this group. Clear cut transparency and time for the group to fully understand the direction that we all are choosing to shift to solve our current CE problems.
- **Collaborative Conversation:** Where we create a sense of belonging and understanding that everyone has their own experiences and perceptions. We are respectful, show grace, and value the perspectives of people whose opinions are different than ours.
- **Cultural humility:** personal and community growth and healing
- **Creating a safe space** where there is no fear of punitive action if someone speaks up

# Group Agreements/Workgroup Covenant

## What will it take for us to create that experience together?

- **Be one tribe and work towards solutions**
- **Be Respectful and Kind:** Come from a trauma-informed care place and practice active listening. Focus on this work when we're together.
- **Collaborate:** Be embodied and believe the experiences of others, even when they are different than our own; be mindful of power dynamics and how much space we take up or don't take up; respect the views of others - every opinion counts; show the ability to agree to disagree.
- **Acknowledge Intent and Impact:** Believing that people are in this group because they have the best intentions and that they want to help. Show grace and be patient with one another.
  - At the same time, recognizing the harm we have experienced and taking ownership and responsibility for our actions/impact of our words/or lack thereof.
- **Be open and honest:** Invite and acknowledge feedback, be non-judgmental, and remain open-minded. Watch ourselves for knee jerk reactions and remove defensiveness.
- **Build transparency and trust:** Make the implicit explicit. Acknowledge past harms and understand that some of this is a healing process. Follow through.
- **Check in:** Make sure that we are surveying, asking questions about knowledge, feelings of the group movement, etc.



# Quick Review: Foundational Concepts



Equity



Authentic Collaboration



Transparency

The background is a vibrant teal color, densely populated with numerous speech bubbles of various colors including red, yellow, pink, and light grey. Each speech bubble contains a large, dark blue question mark, creating a visual metaphor for inquiry and uncertainty.

# Liberated Gatekeeping

In the chat: What power do you possess?



# Liberated Gatekeeping

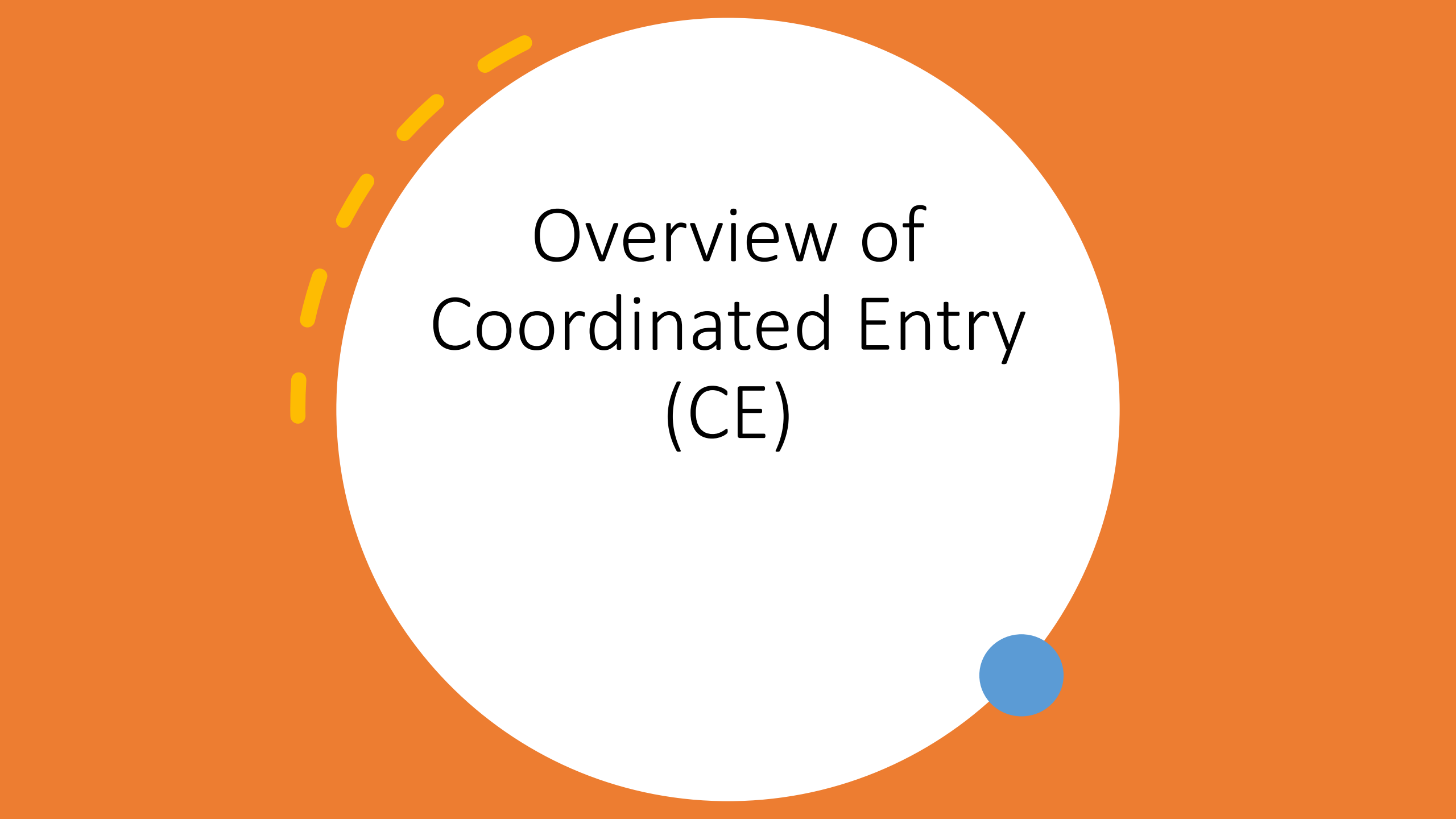
- We all possess power and privilege
- Gatekeeping is when power is kept inaccessible to others
  - Example of Gatekeeping behavior: decisions made in a vacuum
- Liberated Gatekeeping is about using your power, privilege, influence, and access to open/break gates to liberate others
- Consider how you can use and shift your power in your community!

# What opportunities can we use to engage our community partners?

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- People experiencing homelessness
- Providers
- Other community partners





# Overview of Coordinated Entry (CE)

Let's try  
not to use  
acronyms  
and jargon,  
but if we  
do, ask  
questions!

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CE – Coordinated Entry

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CoC – Continuum of Care

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HSH – San Francisco Department of Homelessness  
and Supportive Housing

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LHCB – Local Homeless Coordinated Board

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HUD – US. Department of Housing and Urban  
Development

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TA – Technical Assistance



# What is Coordinated Entry and why was it created?

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- Reduce the burden on people experiencing homelessness to navigate a complicated system
- Streamline the homeless response system so that it would no longer require multiple assessments, applications, etc.
- Manage limited housing opportunities
- Create an equitable process for housing opportunities that do exist

# Basic Steps of Coordinated Entry



## Access

The "front door" or point of entry where all people experiencing homelessness can connect and seek support.



## Assessment

One or more conversations to gather information and understand the household's experience, needs, and preferences.



## Prioritization

A process to manage the available housing and decide who will be offered resources first.



## Referral

Prioritized households are referred to the available housing resources.

# Coordinated Entry Core Elements



The figure above shows how coordinated entry's core elements might relate to one another.

# Coordinated Entry Requirements

Requires that communities "establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services." (Continuum of Care Program Interim Rule, § 578.7(a)(8))

1. Cover the entire geographic area of the COC;
2. Be easily accessed by individuals and families seeking housing and services;
3. Be well-advertised;
4. Include a comprehensive and standardized assessment tool;
5. Provide an initial, comprehensive assessment of individuals and families for housing and services; and,
6. Include a specific policy to guide the operation of the centralized or coordinated assessment system to address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim specific providers.



# Additional Requirements

The [Coordinated Entry Notice](#) introduced and explained additional requirements:

- Non-discrimination requirements
- Use of standardized access points and assessment approaches
- Use of standardized prioritization in the referral process
- Lowering barriers
- Marketing
- Linkages to street outreach
- Low barrier access to emergency services
- Connection to prevention services
- Referrals to participating projects
- Safety planning
- Participant autonomy
- Privacy and data security protections
- Assessor training
- Planning and stakeholder consultation

# Communities have the flexibility to design their CE system

No wrong door approach versus streamlined access points

Connections to shelter and other emergency services

Use of diversion/problem-solving

Local assessment tool

Population-specific approaches

Dynamic prioritization

# Coordinated Entry in San Francisco

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## San Francisco CE Statement

"**Coordinated Entry** is the front door to the Homelessness Response System (HRS) and is designed to assess, prioritize and match people experiencing homelessness to housing opportunities.

Coordinated Entry organizes the Homelessness Response System with a common population-specific assessment, a centralized data system, a "by name" database of clients and a prioritization method.

Person or Family Seeking Help



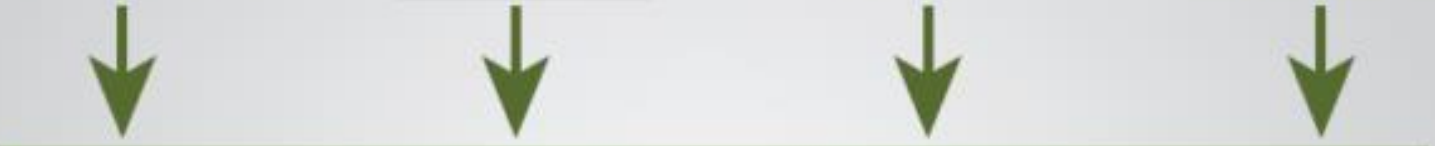
Encampments



Outreach



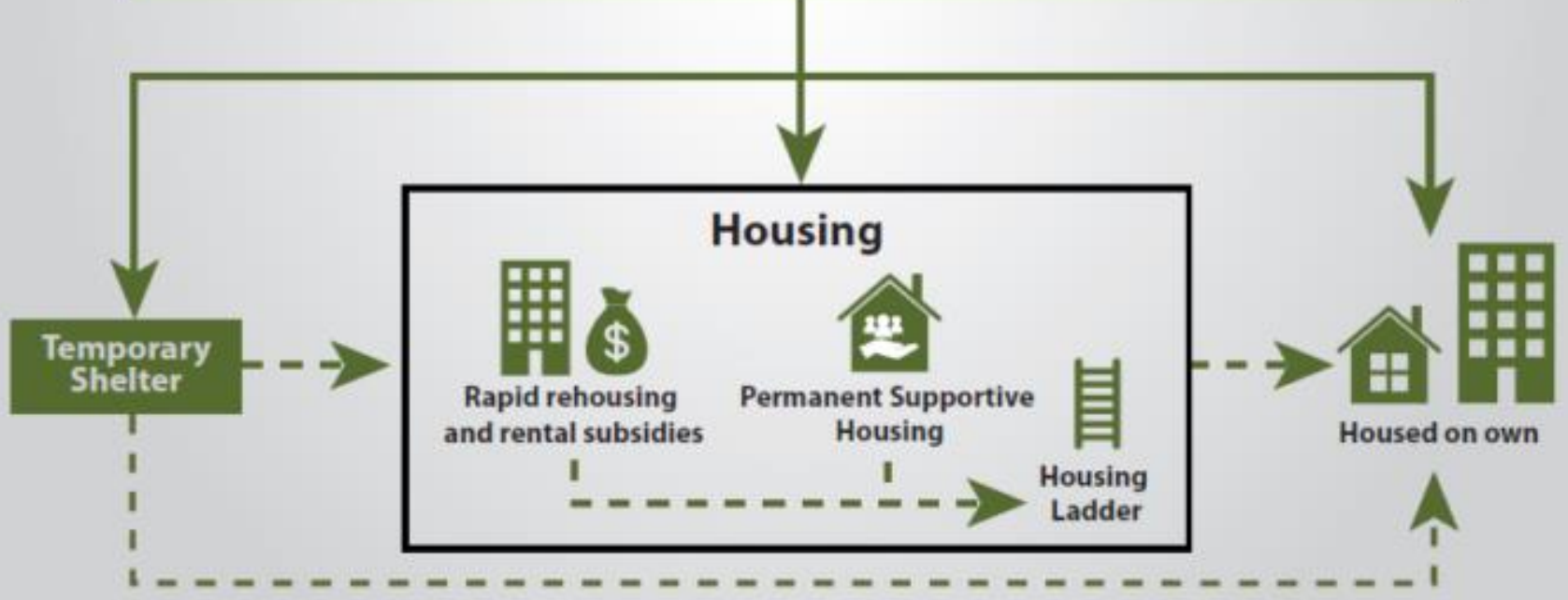
Mainstream Systems



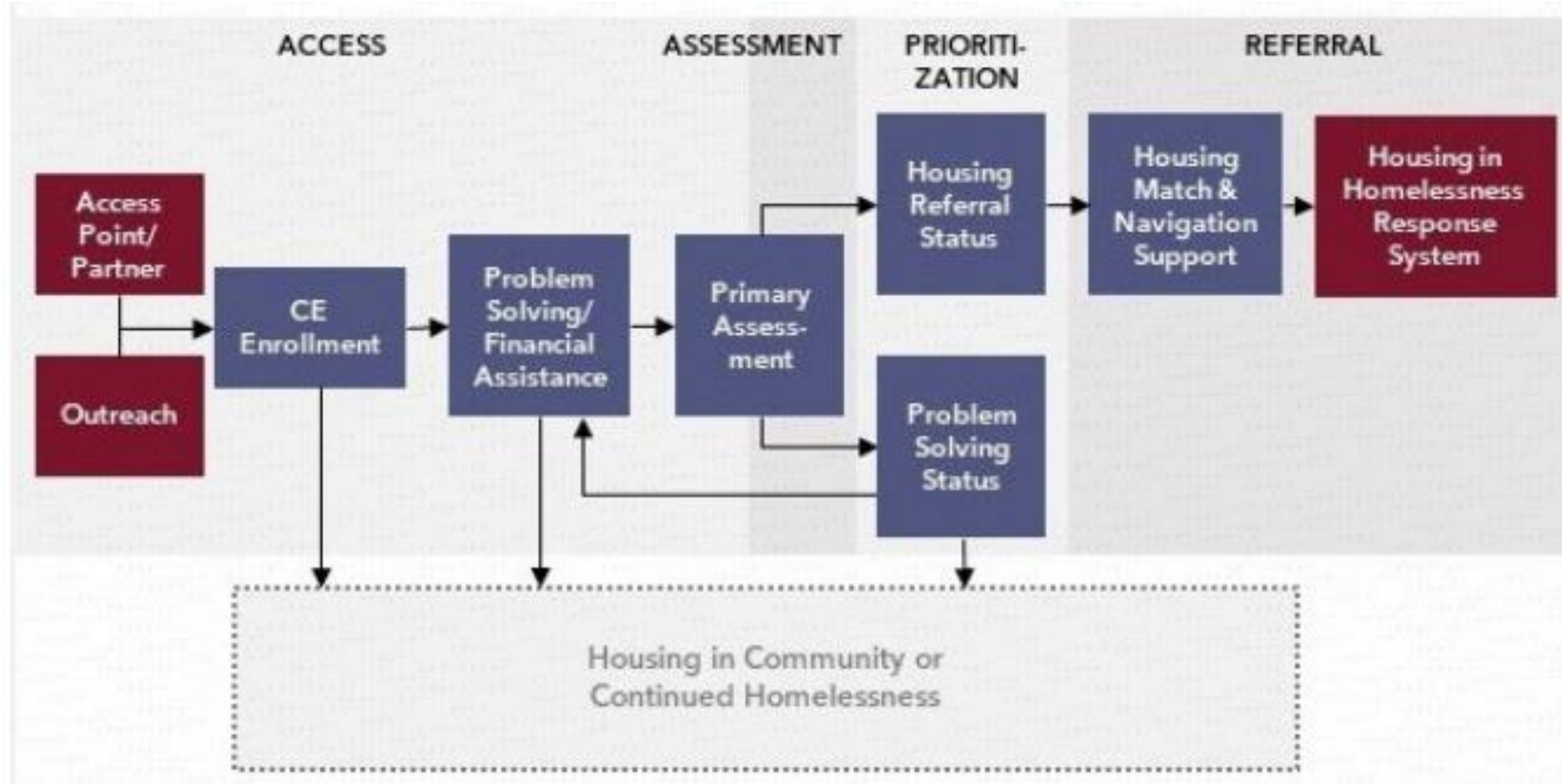
# COORDINATED ENTRY

## RESOURCE CENTERS AND ACCESS POINTS

Assess + Problem Solving + Prioritize + Refer



# Overview of CE in San Francisco



# Approaches by Household Type

San Francisco has designed separate CE systems for different populations:

- Adults
- Families
- Youth

Each system functions somewhat differently as it relates to shelter, access points, assessments, prioritization and review processes, and available housing resources.



# Problem Solving

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- First resource offered to households experiencing homelessness
- Empowers households facing a housing crisis to explore and identify possible solutions outside of the Homelessness Response System
- Problem Solving services include:
  - Referrals to travel support (Homeward Bound)
  - Move-in assistance
  - Housing location assistance
  - Family reunification, mediation, or conflict resolution
  - Limited financial assistance





# Housing Assessment

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- Housing Primary Assessment: interview tool used to assess households' housing vulnerability, based on the following criteria:
  - Vulnerability
    - Physical and behavioral health
    - Experience of trauma and violence
    - Use of crisis services
  - Homelessness history: duration and frequency of homelessness
  - Barriers to housing, including legal issues, income and other factors

# Assessment and Dynamic Prioritization

- Assessment: the process of documenting participant needs and strengths, identifying barriers to housing, and clarifying participant's preferences and goals
  - What does the person need?
- Prioritization: the process of identifying which households, among all those assessed, have the greatest needs and will therefore receive referral to available housing and services within the Homeless Response System.
  - Who should the Homeless Response System serve first?

US Housing and Urban Development Dynamic Prioritization: <https://blog.homelessinfo.org/wp-content/uploads/2018-HUD-Dynamic-Prioritization.pdf>



# Prioritization and Referral

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- Households identified as Housing Referral Status or Problem Solving Status
  - Thresholds determined based on inventory of housing within Homelessness Response System
- **Problem Solving Status:** households supported in finding housing outside of Homelessness Response System, through personal networks
- **Housing Referral Status:** households supported in finding housing within Homelessness Response System
  - Referrals to housing based on serving most vulnerable households first
  - Housing Primary Assessment score serves as indicator of vulnerability



# HSH CE Evaluation Report

## PURPOSE OF THE EVALUATION

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- San Francisco Homelessness and Supportive Housing Department (HSH) began a two-phased process to evaluate and redesign the San Francisco Coordinated Entry (CE) System
  - First Phase: CE Evaluation
  - Second Phase: Strategic Planning Process and CE Redesign
- The evaluation is intended to provide information about:
  - Are CE processes equitable?
  - What is working well?
  - What is not working well?

## KEY THEMES ACROSS COMPONENTS

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- Need for greater transparency, clearer policies and communication
- Complexity and lack of standardization
- Challenges in both data collection and utilization
- Limited and inconsistent training
- Lack of regular involvement of community in oversight and quality assurance
- Equity impacts in all components of CE

# EQUITY IMPACTS ACROSS COMPONENTS



CE Processes: Equity Impact	Household Type		
	Adult	Family	TAY
<b>Access (relative to 2022 PIT)</b>			
Race		Black over- and Asian underrepresented	Black overrepresented
Ethnicity	Latinx underrepresented	Latinx underrepresented	Latinx underrepresented
Sexual Orientation	LGBQQ+ underrepresented		LGBQQ+ underrepresented
Gender			Female overrepresented
<b>Assessment</b>			
Race	Asian score lower than white	All POC score higher than white	Black score lower than white
Ethnicity		Latinx score lower than non-Latinx	
Sexual Orientation	LGBQQ+ score higher than straight		
Gender	Trans score higher than cis gender		Females score lower than males
<b>Prioritization</b>			
Race	Asian less likely to be prioritized	Latinx less likely to be prioritized	
<b>Referral</b>			
Race	Black and Multiple Race more likely be experience provider denial		All POC more likely be experience provider denial
Ethnicity		Latinx less likely be experience provider denial	

# BROADER SYSTEM FINDINGS



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Stakeholders also expressed concerns related to the overall homelessness response system

- Shortage of inventory, especially housing, for all who need it
- Need for more services within the PSH portfolio and new types of inventory that can serve very high-needs person
- High vacancies have CE implications but also impacted by maintenance and staffing issues, paperwork and process steps and perceived desirability of the housing
- Dissatisfaction with coordinated entry is tightly related to these broader system concerns and perceptions, but changes to CE alone will not address these factors.



# IMPLICATIONS FOR PHASE TWO REDESIGN



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- Process and Oversight (stakeholder participation, equity, governance, performance metrics)
  - Design Considerations
    - Access (number of Access Points, role of Problem Solving, relationship to shelter)
    - Assessment and Prioritization (equity, values driven prioritization, use of thresholds)
    - Referral (speed of referral process, partner roles, provider denials)
  - Data and Documentation (clear documentation, regularly published data, performance metrics, quality assurance, annual evaluation)

# Workgroup Responsibilities

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Make recommendations about certain components of program design highlighted in the recent 2022 HSH CE Evaluation Report, key performance indicators, and service models for San Francisco Coordinated Entry in the future

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Participate in meetings, review and contribute to written materials, and offer edits and suggestions on written materials in a timely manner

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Participate consistently in approximately 2 hours per week of working group meetings as well as review materials, prep, and reading totally approximately 2 hours per week—4 hours per week of total time.

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Share updates and host discussions to get feedback on topics the work group is working on with other planning, CE access point, and CE implementation groups in the San Francisco Homeless Response System, with the support of HSH staff and the TA team.

Part One: Foundation Setting

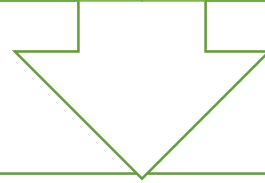
Sessions 1-2

Group  
Agreements

Operating  
Principles

Shared Purpose

Scope of Work

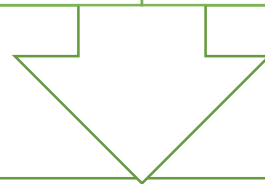


Part Two: System Visioning

Sessions 3-4

Visioning CE

System Mapping



Part Three: CE Redesign

Sessions 5 - ?

Data Meaning-  
Making

Knowledge Drops

Governance and  
Decision-making

Stages of CE

Next Steps



# Upcoming: Visioning

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## "Homework"

1. Review some of the resources shared today
2. Consider:
  - What are you hoping that the CE Redesign can address in the next 2-3 months?
  - Based on your experience and what we discussed today, what does the ideal coordinated entry system look like?
  - What key elements does the most accessible, equitable, and efficient coordinated entry system in San Francisco have?



# Meetings

- Availability for weekly meeting times:
  - Can only do Wednesday, 1-3
  - I can also make Thursday 9-11 work
- Bonus Session for People with Lived Experience:
  - 10/25, 4-5
  - 10/27, 12-1, 4-5
  - 10/28, 2-3
- In-Person Work Session: November 9th

# On-going Communication

- CE Redesign Email: [hshcoordinatedentryredesign@sfgov.org](mailto:hshcoordinatedentryredesign@sfgov.org)
- [Box Shared Files](#)
- If you need any accommodations or support, please reach out to the email above.

# Resources

- [CoC Program Interim Rule](#)
- [Notice CPD-17-01: Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System](#)
- [Coordinated Entry Self Assessment](#)
- [HSH Website on Coordinated Entry](#)
- [HSH Coordinated Entry Evaluation Report](#)