



San Francisco Coordinated Entry Redesign Workgroup (CERW)

Summary of Recommendations

Local Homeless Coordinating Board
CE Redesign Workgroup
Scarlet Payan, Catholic Charities
Reverend Rohrer, LHCB
4/3/23

Reimagining the San Francisco Coordinated Entry System

A Process in 3 Phases



Phase 1: Evaluate

Feb - July 2022

- HSH conducts [3rd Party Evaluation](#) of San Francisco's CE System to document current processes
- Gather input from access points, advocates, stakeholders, and users and non-users of the CE System to evaluate current processes
- [Survey 200+ people](#) with lived experience of homelessness
- Conduct [equity analysis of CE data](#)
- Deliver CE Evaluation Report to LHCBC
- HSH hosts 3 Community Town Halls



Phase 2: Re-Design

Sept 2022 – April 2023

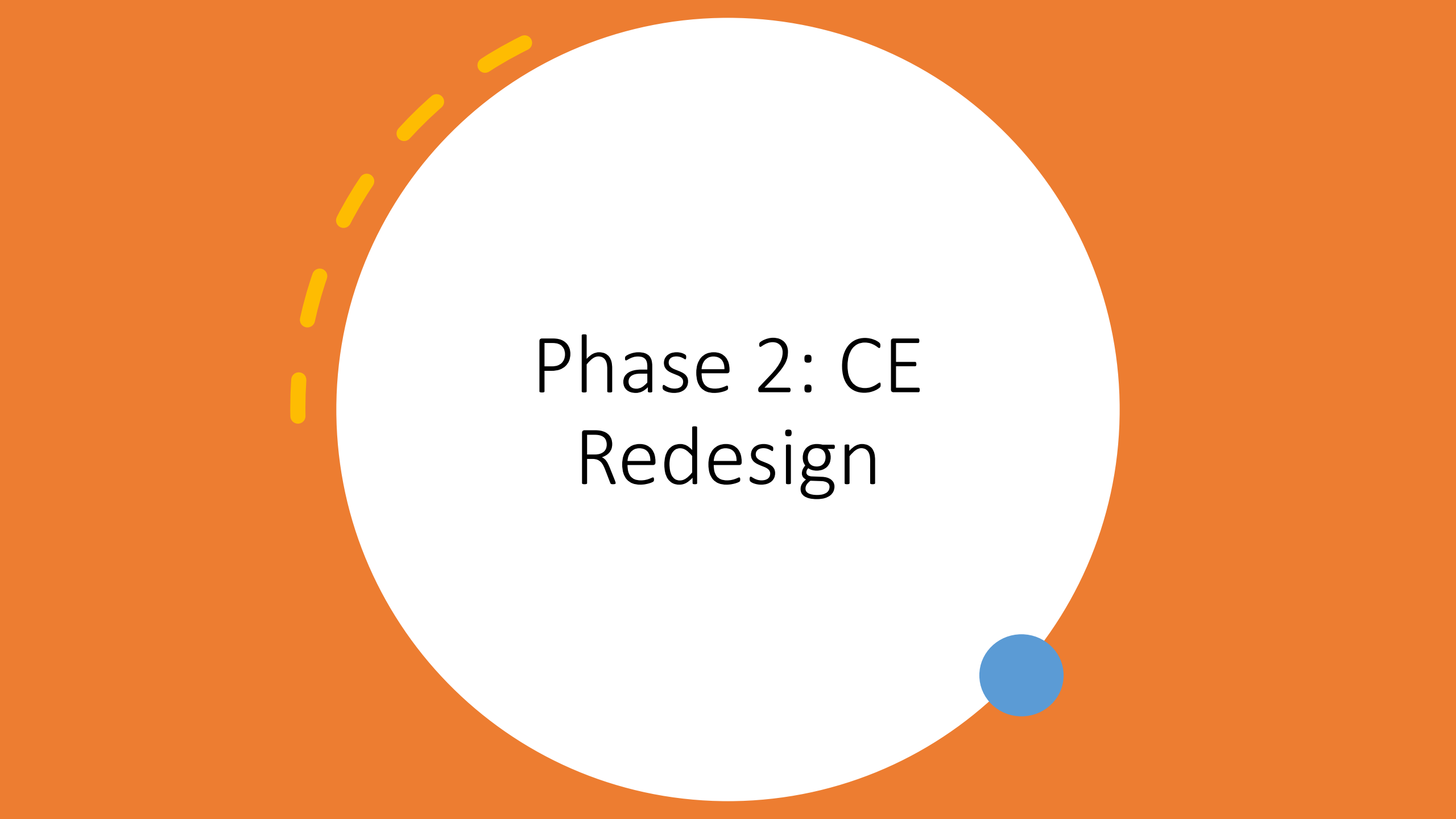
- LHCBC CE Committee invites 21 members via application process to participate on a **new** city-community [CE Redesign Workgroup](#) (CERW) to develop recommendations for a new CE System
- Members represent communities disparately impacted by homelessness; family, youth, DV, and Adult Access Points, and city staff (HSH, DPH, HSA)
- Members are liaisons to the broader community input
- CERW meets weekly for 3 months
- CERW presents redesign recommendations to various community groups and CE Access Point reps
- CERW presents redesign recommendations to LHCBC for adoption



Phase 3: Implement


Mar 2023 – Ongoing

- LHCBC CE Committee or designated workgroup guides HSH on implementation of recommendations
- HSH creates implementation action plan to operationalize the recommendations in phases
- CE Access Points and city staff subject matter experts are included in developing an implementation action plan



Phase 2: CE Redesign

About the CE Redesign Process: LHCB CE Committee

- **LHCB CE Committee** oversees development of CE Redesign Workgroup
 - Co-chairs and LHCB Board Members: Reverend Megan Rohrer and Andrea Evans
 - Staffed by HSH Planning and Strategy Division and Technical Assistance Team of national experts in Coordinated Entry System Design, Race Equity and Homelessness
 - Developed application process, reviewed applications, identified members
- 

About the CE Redesign Workgroup

- Collaborative, Multi-stakeholder workgroup to develop recommendations for redesigning key parts of Coordinated Entry (CE).
- Prioritized the inclusion of people who represent groups most disparately impacted by homelessness in San Francisco
- 20 participating members
 - Subject matter experts in administering CE, operating CE Access Points, city department services, lived experience of homelessness, homeless services, communities who are over-represented and under-served
 - People with lived experience are paid an hourly rate and onboarded by HSH planning team
- Met weekly beginning in October 2022 and finished their recommendations in January 2023
 - Over 50 hours of participation over 14 weeks

More on the CE Redesign Workgroup [here](#) and meeting materials are posted [here](#).

Workgroup Responsibilities

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

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

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.

Share updates, host discussions, and get feedback with Coordinated Entry Access Points, Homelessness Response System providers and other groups, with support from HSH staff and the technical assistance team.



Building a
Foundation for CE
Redesign

Coordinated Entry Values

Accessibility and Equity

- Accessibility for people with disabilities, non/limited-English speakers
- Anti-racist, gender inclusive, and equitable for all marginalized populations

Accountability and Transparency

- Oversight by diverse stakeholders
- Shared responsibility

Authentic Collaboration

- Act as one tribe
- Transparency, honesty, trust, safe spaces

Continuous Learning, Evaluation, & Improvement

- Be a learning system and use data to learn
- Develop ongoing competency and have humility

Personal Commitments

- Self-empowerment, believe in your ability to make change
- Be thoughtful and have empathy




CE Governance Recommendations

CE Governance Recommendations

- Establish a new CE committee with clear responsibilities to help implement CE Redesign recommendations.
 - Will partner with Homelessness and Supportive Housing (HSH) and the Local Homeless Coordinating Board (LHCB)
 - Develop CE committee charter to include dates for starting and phasing out the group, who appoints the people and demographic characteristics to ensure equity.
 - Should include people with lived experience; housing and supportive service providers; HSH staff; and other key partners.
 - Ensure people with lived experience are compensated.
 - Staffed by HSH but community-led
 - Will need to factor in San Francisco's Homeless Management Information System (ONE System) in implementation, compliance, data management and other mandated requirements.

CE Governance Recommendations

1. Establish a lived experience committee that can be a partner to the CE Redesign and other efforts.
2. Establish a clear process on how we make decisions that empowers us to work collaboratively on Coordinated Entry
 - CE committee authority: changing assessment questions and prioritization criteria, approving the Client Bill of Rights
 - LHCB authority: approve Coordinated Entry Written Standards
 - HSH authority: approve Coordinated Entry communications plan
3. Establish a bill of rights monitoring committee to hear grievances.



CE
Recommendations

Connecting to CE


- **Priority Action Area 1 - CE Access Staff Hiring, Training, Culture Change, and Capacity Building:** Enhance investments in staff through increased compensation, training, wellness resources, and other support.
- **Priority Action Area 2 - Diverse Access Points:** Create diverse staff and access point options that promote cultural and geographic diversity and include people representative of population served, trusted agencies, and remote options.
- **Priority Action Area 3 - CE Messaging:** Establish clear and unified vision, mission, values, and explanations so that everyone understands what CE is and how to use it as the entry point to housing resources. All actions should be completed collaboratively with people with lived experience of homelessness.
- **Priority Action Area 4 - Quality Experience:** Create connection points that are welcoming, ensure privacy, and provide person-centered and whole person care.
- **Additional Priorities:** Accessibility, expanded access, increased locations, evaluation and improvement, and accountability

Understanding People

- **Priority Action Area 1 - Better Understanding People:** A trauma-informed, client-tailored conversation to understand vulnerability, housing barriers and history and prioritizes what people say they need. Utilize cross-system data in culturally-sensitive and protective ways - allowing people to opt in/out and ensuring protection against misuse and retaliation - and enhance data-sharing across providers to increase warm handoffs.
- **Priority Action Area 2 - Remove Barriers:** Help people better engage in the assessment process by increasing communication methods, allowing them to bring belongings, family and friends for support, and enhancing care around sensitive questions.
- Additional priority areas: Diversity, expansion, standardization, and data-driven

Identifying and Matching Resources

- **Priority Action Area 1 - Clearly Communicate Expectations:** Provide households with a clear explanation of what they can expect to receive and make housing inventory and client status easy to access and understand.
- **Priority Action Area 2 - Making Referrals Based on Need:** Eliminate prioritization based on housing inventory (e.g., threshold score) and refer all unhoused people to the housing queue for the resource that they need.
- **Priority Action Area 3 - Promote Client Choice:** Allow households to define family and create options that promote safety, provide accommodations, and allow households to choose housing options and locations that meet their needs.
- **Additional Priorities:** Equitable access, shelter availability, evaluation, accountability



Presentation of
Recommendations
and Public
Comment

Process and Meetings

Date/Time	Meeting	Purpose	Presenters
2/6, 11-1:30	LHCB	Provide CE Redesign Workgroup updates in preparation for the special session on 2/23	CE Redesign Workgroup
2/14, 1-2	LHCB CE Committee	Post recommendations on HSH website for public input Present Recommendations LHCB CE Committee meeting	CE Redesign Workgroup
2/22, 1-2:30	All Access Point	Present Recommendations at All CE Access Point meeting to inform CE Access Points	CE Redesign Workgroup
2/23, 9-11	LHCB special session	Present Recommendations at LHCB CE Redesign special session	CE Redesign Workgroup + HSH
2/27, 6-7:30	Homelessness Response System “All Community”	Present Recommendations to wider audience	CE Redesign Workgroup + HSH
4/3	LHCB	Inform and approve recommendations for CE Redesign and CE Governance to begin implementation with implementation committee	CE Redesign Workgroup + HSH

Public Comment


- Reactions were overwhelmingly positive
 - Excitement over recommendations such as establishing diverse Access Points, reevaluating which questions in the assessment are necessary, and making referrals based on need
 - Desire to continue seeing people with lived experience of homelessness participate in the process and be compensated appropriately
- Considerations for implementation include:
 - Explicitly defining terms such as “diversity” and “equity” and naming populations that will be prioritized
 - Continuous messaging to providers and Access Points about the redesign implementation
 - Eliminating certain questions from the initial housing assessment that may be traumatizing and not directly tied to housing



Phase 3: Implementation

Implementation Action Plan Development

- Support the process of recommendation development
- Hold and enact the values of the workgroup and take guidance to assure HSH and city partners are aligned with the recommendations and the culture of the homelessness response system that the CERW is recommending and modeling
- Include and compensate people with lived expertise in multiple spaces to guide implementation of CE Redesign Workgroup Recommendations and other system design work
- Review the recommendations: **How can we operationalize?**
- Work with the LHCB CE Committee and the designated workgroup to work together to create a blueprint for the new system design and operationalize the recommendations
- Work transparently with community partners to achieve the vision of the recommendations



Implementation Committee's Role and Next Steps

Immediate Commitments and Next Steps

- HSH will staff and support LHCB CE Redesign Implementation Committee
 - Will work with LHCB CE Committee Co-Chairs to recruit and seat the Implementation Committee by May/June 2023
 - Will create resource plan to compensate people with lived expertise
- LHCB CE Committee will initiate forming the "CE System Implementation Committee" in March/early April

Immediate Commitments and Next Steps

- HSH and TA Team will staff the process at the direction of the LHCB CE Committee
 - Create application and nomination forms
 - Take input from All Access Points, providers, and general public
 - Process can be similar to the CE redesign workgroup or be revised as needed
 - LHCB and CE Committee will ensure people have enough time to apply (4 weeks)
 - Once more details applications are received, LHCB CE Committee will make public recommendations on proposed structure (e.g., number of people, structure of subcommittees, scope of roles, etc.), and LHCB will publicly vote to approve
 - Committed to diverse representation, focusing on people who are historically marginalized, people with lived experience, people with expertise in the homelessness system