Best Practices in Homeless Housing

talent & organizational development
TODAY’S GOALS & OBJECTIVES

Overview: All Home Talent & Organizational Development Plan

- Input on Topics, Strategies & Learning Styles

Overview to a COC Orientation

- Input on Content
Overview of the plan

TALENT & ORGANIZATIONAL DEVELOPMENT
Our Theory of Change

Robust professional development grounded in Housing First and racial equity principles & targeted technical assistance

+ 

Developing a culture of accountability, practice and change

= 

Improved outcomes for people experiencing homelessness and program and system performance
All Home Results

Homelessness is RARE, racial disparities are ELIMINATED, and if one does experience homelessness it is BRIEF and a ONE-TIME occurrence.

Learning & Development Results

Homeless Housing professionals and organizations:
• Contribute to improved responses for people experiencing homelessness
• Advance racial equity
• Contribute to improved system performance

Learning & Development Strategies

Homeless Housing Best Practices Series  Organizational Development Seminars  Communities of Practice  Targeted Technical Assistance
ALL HOME LEARNING & DEVELOPMENT RESULTS FRAMEWORK

<table>
<thead>
<tr>
<th>Learning &amp; Development Strategies</th>
<th>Homeless Housing Best Practices Series</th>
<th>Organizational Development Seminars</th>
<th>Communities of Practice</th>
<th>Targeted Technical Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front-line staff &amp; supervisors will master:</td>
<td>• Motivational Interviewing</td>
<td>Homeless housing organizations will integrate the following strategies into their daily operations:</td>
<td>Organizations will:</td>
<td>Organizations will:</td>
</tr>
<tr>
<td>• Harm Reduction</td>
<td>• Trauma-Informed Practices</td>
<td>• Housing First Strategies</td>
<td>• Apply, adapt and integrate best practices into daily operations</td>
<td>• Receive individualized assistance to improve performance and service delivery</td>
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<tr>
<td>• Targeted Universalism</td>
<td>• Racial Equity Principles</td>
<td>• Trauma-Informed Practices</td>
<td>Agency champions will:</td>
<td>• Meet system performance targets</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Learn and apply a results framework and accountability practices</td>
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Strategy-Level Results

- # of staff, supervisors & leaders participate in best practices series workshops
- # of supervisors & leaders participate in organizational development seminars

Indicators
### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>HOW MUCH?</th>
<th>2017/2018 Targets</th>
<th>Actuals 2017</th>
<th>Actuals 2018</th>
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<tbody>
<tr>
<td># of staff, supervisors &amp; leaders participate in best practices series workshops</td>
<td>300</td>
<td></td>
<td></td>
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<tr>
<td># of supervisors &amp; leaders participate in organizational development seminars</td>
<td>150</td>
<td></td>
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<tr>
<td>HOW WELL?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of evaluation outcomes rate increase in knowledge in content area</td>
<td>80%</td>
<td></td>
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<tr>
<td>% of evaluation outcomes rate increase in learned skills and new tools</td>
<td>75%</td>
<td></td>
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<tr>
<td>% of participants report increase in alignment with/integration of best practices across the organization</td>
<td>70%</td>
<td></td>
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<tr>
<td>DIFFERENCE MADE?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>% of participants report training contributed to improved program performance</td>
<td>75%</td>
<td></td>
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<tr>
<td>% of programs improve performance</td>
<td>70%</td>
<td></td>
<td></td>
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<tr>
<td>% of programs meet performance targets</td>
<td>60%</td>
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</table>
Training & TA Guiding Principles

✓ All learning opportunities will integrate Racial Equity and Housing First
✓ People of color and local experts will be included in the planning and execution of learning opportunities
✓ Communities of practice will be organized around learning concepts
✓ Training content will be relevant and applicable to homeless housing
✓ Learning opportunities will include classroom and web-based formats
ALL HOME LEARNING & DEVELOPMENT

LEVELS OF IMPACT

- Values & Skills of **Front Line** Staff
- **Leadership** & Supervision Skills
- **Organizational** Practices & Performance
- **System** Performance
### CORE INTRODUCTORY WORKSHOPS

**CORE CONCEPTS & SKILLS**
- Housing First
- Racial Equity
- Trauma-Informed Care
- Motivational Interviewing
- Harm Reduction
- Crisis Intervention

### INTENSIVE PRACTICE & ADAPTIVE COURSES

**4 TRACKS / COHORT MODEL**
- Motivational Interviewing
- Trauma-Informed Care
- Racial Equity
- Housing First & Harm Reduction

### ORGANIZATIONAL DEVELOPMENT SEMINARS

**LEADERSHIP COURSES**
- Culture of Learning & Supervision
- Developing a Data-Driven Culture
- Value-Based Leadership
- Change Leadership
### CORE CONCEPTS & SKILLS
- Housing First
- Racial Equity
- Trauma-Informed Care
- Motivational Interviewing
- Harm Reduction
- Crisis Intervention

Workshops will be framed in system trends and goals with an emphasis on concept review and skill development.

### WORKSHOP OVERVIEW

**RESULTS**
- ✓ Personal and professional development
- ✓ Enhancing service delivery through skills refinement

**BENEFITS**
- ✓ Supports on-boarding of new staff and refreshers for seasoned employees
- ✓ Improves confidence and competence of professionals
- ✓ Consistent information within and across agencies
ALL HOME LEARNING & DEVELOPMENT
CURRICULUM SNAPSHOT

INTENSIVE PRACTICE & ADAPTIVE COURSES

4 TRACKS / COHORT MODEL
Motivational Interviewing
Trauma-Informed Care
Racial Equity
Housing First & Harm Reduction

Tracks will include 1-3 days of intensive classroom training (or equivalent web-based). Topics will include some level-setting but will be focused on adapting organizational policies & practices.

COURSE OVERVIEW

RESULTS
✓ Personal and professional development
✓ Enhancing service delivery through organizational shifts
✓ Improving program performance

BENEFITS
✓ Aligns practices within organizations
✓ Organizational practices support staff implementation of specific skills
✓ Improves staff and team morale
INTENSIVE PRACTICE & ADAPTIVE COURSES

4 TRACKS / COHORT MODEL
Motivational Interviewing
Trauma-Informed Care
Racial Equity
Housing First & Harm Reduction

Each track will be supplemented with communities of practice led by 1-2 agency leads. Activities will support learning, practice and implementation beyond classroom trainings.

RESULTS
✓ Agency leads refine leadership skills
✓ Best practices are integrated into daily operations
✓ Improve program performance

BENEFITS
✓ Reinforces classroom learning
✓ Intensive and individualized coaching from peers and trainers
ALL HOME LEARNING & DEVELOPMENT CURRICULUM SNAPSHOT

ORGANIZATIONAL DEVELOPMENT SEMINARS

LEADERSHIP COURSES
Culture of Learning & Supervision
Developing a Data-Driven Culture
Value-Based Leadership
Change Leadership

Seminars will include theory and content overviews with workshopping time to apply practices to homeless housing settings.

RESULTS
✓ Professional and leadership development
✓ Adaptive leadership tools to support staff and teams through system and organizational shifts

BENEFITS
✓ Builds organizational capacity to adjust to environmental and internal shifts
✓ Improves competency and confidence of new and seasoned managers/leaders
Other Ad Hoc Topics Could Include:

- Best practices in homeless housing services and property management
- Cross-systems trainings (connecting with other resources needed)
- Strategy-specific (RRH, Diversion, Housing Location)
QUESTIONS?

• What other **topics** are needed or of interest to people?
• Are there other **strategies** needed to assist agencies in integrating and aligning their practices with these core concepts?
• What are other **learning styles/preferences** that we need to pay attention to?
An orientation to our Continuum of Care

CORE INTRODUCTORY WORKSHOPS
An orientation to the Continuum of Care

- Available for any interested stakeholder, but particularly designed for onboarding new homeless housing employees
- Offered monthly (depending on registrations)
- Made available throughout the region for access
LEARNING OBJECTIVES

Leave with...

• An understanding of the **key parts** to the homeless housing system in King County

• **Core principles** that outline our region’s response to homelessness

• **Tools and messaging** to utilize in your work with people experiencing homelessness
simplify...
Our “System”

PREVENTION
- Legal Aid
- Eviction Prevention Assistance
- Housing Stabilization Services

Emergency Shelters*
- Day Centers
- Street Outreach Teams
- Criminal Justice System+
- Hospitals+

Coordinated Entry for All (Regional Access Points & Referral Specialists)
- Diversion
- Triage
- Assess
- Assign
- Accountability

Housing Outside Crisis Response
- Rapid Rehousing (short and medium-term assistance)
- Permanent Supportive Housing (long-term assistance)
- Transitional Housing
- Other Permanent Housing

Crisis Response System
Our System: Putting It All Together

• All parts of the system are critical
• Our community’s success is a function of all parts working together towards the same goals
• Success looks like: [Functional Zero]
QUESTIONS?

Imagine you’re new to this work or community:

• What about the first set of illustrations clarify our homeless housing system?
• What about them don’t work for you?
What’s New

TRENDS IN THE FIELD
Housing First: What we value...

• The people we work with come first
• We meet people where they are without preconditions or judgement
• We respect people’s choices even if they don’t align with our own
• People are resilient, healthy and whole
Housing First: What we know...

• Arbitrary structures, rules nor conditions change behavior
• Permanent housing is the foundation to stability and everyone can be housed
• Coordinating access to our community’s resources improves equity
• Prioritizing our resources to the most vulnerable is good stewardship of public funds and limited resources
• The people we work with need to communicate how much or how little support they want or need
Housing First: What we do...

• We engage with people who may not otherwise seem interested in services
• We find housing that people can afford and sustain
• We assist people through conversation as opposed to relying on rules or consequences
• We connect people with resources and supports that they believe will help them improve their health and resiliency
Race and Homelessness: What we value...

Regardless of race, national origin or ethnicity

• We are equally deserving of housing
• We are equally resilient, healthy and whole
• We are equally deserving of critical supports and services
Race and Homelessness: What we know...

• People of color are disproportionately impacted by poverty and homelessness
• Screening practices that prohibit access to housing can disproportionately impact people of color
• We have the power to dismantle or perpetuate racism
• Color blindness will not end racism
• Delivering services equitably does not mean offering the same type and level of service to everyone, but offering everyone what they need
Race and Homelessness: What we do...

• We use targeted universalism to tailor our approach to the most vulnerable
• Integrate racial equity and social justice throughout our organizational practices
• We train and practice, train and practice and train and practice some more
Data-Driven Culture: What we value...

• Using data to inform our policies and practices
• Building local capacity to improve data quality and analysis
• Measuring how we are performing in the areas we value:
  – How many people exit to permanent housing?
  – How long does it take?
  – Do people return to homelessness?
  – How are people of color being served?
Data-Driven Culture: What we know...

- Sharing and talking about our data improves data quality
- Making funding, policy and programmatic decisions about what is and isn’t working is good stewardship of resources
- Our effectiveness of using data improves over time if we continue to make it a daily practice
Data-Driven Culture: What we do...

• We measure system performance and publicly report on our performance on a quarterly basis
• We utilize technology and dashboards to analyze and share out system and program-level performance
• We are emphasizing performance in funding allocations
• We provide training and technical assistance to support agencies in improving performance
QUESTIONS?

Imagine your staff come to this training:

• What messages or information would be critical for us to include in this overview?

• Are there any other trends or local strategies that would be helpful to highlight for new staff?
A Blueprint to our Continuum of Care
Our Continuum of Care: Unlocking the Enigma
Your Road Map to Our Continuum of Care
Welcome to Our Continuum of Care!
An Orientation to the King County Continuum of Care
Homeless Housing in King County – The “System” Explained
C3: Components of our Continuum of Care
Continuum of Care Fundamentals
Questions?

Contact Triina Van

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