

STANDARDS of EXCELLENCE

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Home For Good / United Way

Agenda



Defining
Standards

Using
Standards

Defining Standards

What are standards?

What are some examples of standards?

What's common amongst these standards?

Why do these standards exist?

What do these standards do?

What is the ultimate goal of standards?

What are standards?

- Restaurant grading, LEEDs, Building Codes
- Minimum requirements, Maximum capacities, performance goals
- To set boundaries, create frameworks
- Incentivize achievement, compliance
- To ensure consistency, promote innovation

What are our standards?

What are the national / local standards?

What are your agency's standards?

What are your personal standards?

Are these standards consistent?

What is the effect of these standards?

Examples of Current Standards

- HEARTH / HUD SuperNOFA
 - 65% placement from Transitional Housing to Permanent Housing
 - 80% retention in Permanent Housing for 6 months
 - 20% maintain or increase income (benefits/employment)
 - System level coordination/collaboration
 - Housing for chronically homeless
- LAHSA
 - Program type/target population specific targets
 - Standard programmatic / operations requirements
 - Funding principles

The Standards of Excellence Team



Our Goals

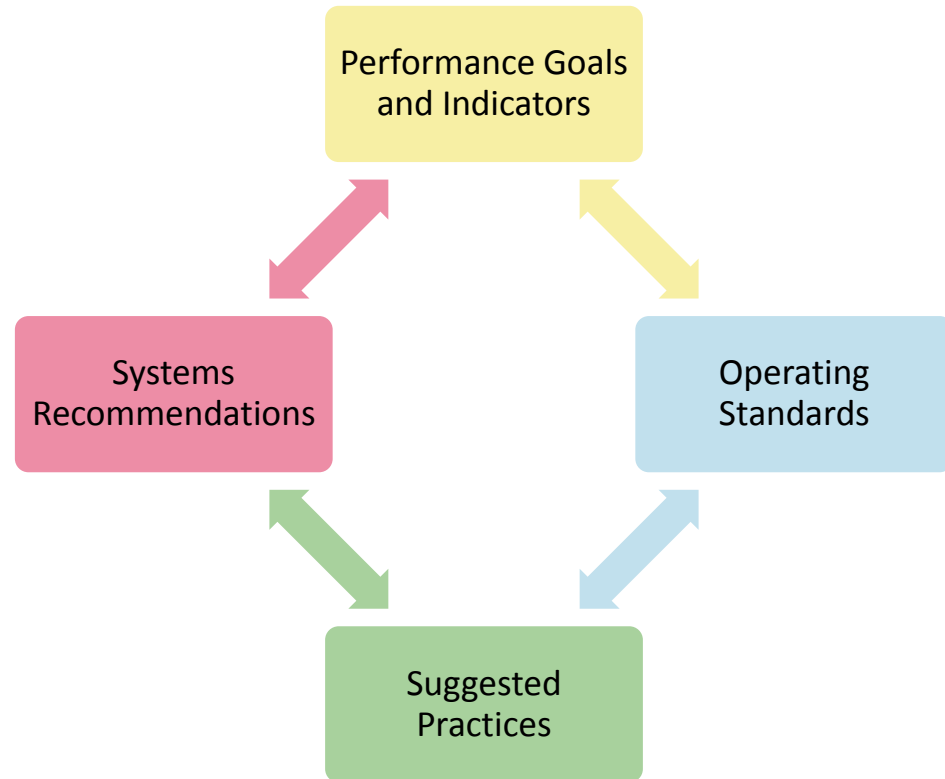
Promote ambitious outcomes and essential activities that are markers for high quality programs

Make it easier for funders to identify and reward “certified” innovators

Identify and act on opportunities for capacity building

Reduce the complexity of data collection and reporting

How it Came Together



Who are the Standards for?

- Service Providers
 - Outreach / Engagement Programs
 - Emergency / Crisis / Interim Housing
 - Permanent Supportive Housing
- Funders
 - Public sector
 - Philanthropic

Outputs vs. Outcomes

An **output** should be:

- Focused on what the client and/or program will do to achieve the outcome.
- Quantified in terms of the frequency and intensity of the activity from the client's perspective.
- Specific to the activity described for the program.
- Feasible.
- Attainable.
- Understandable to someone outside of the program.

An **outcome** should be:

- Focused on what the participant will gain from that program.
- Quantified in terms of the client-level impact with clear targets and methods.
- Specific and attributable to (a result of) that program.
- Meaningful.
- Attainable.
- Understandable to someone outside of the program.

Standards for Outreach / Engagement Services

Performance Goals and Indicators



Initial Engagement: Tracking of total persons initially engaged, total engagements made, # of unique engagements



Assessment: **90%** of those engaged are assessed for housing needs through Coordinated Entry System using the VI-SPDAT



Targeted Engagement: **75%** of those engaged 5 or more times are those assessed as needing permanent supportive housing (e.g. scored as a "3" or "4" in the VI-SPDAT).



Housing Navigation: **50%** of those identified for permanent supportive housing placement are successfully assisted in collecting all housing documents within 30 days of full engagement.

Standards for Outreach / Engagement Services Operating Standards

- ☑ **Effective Partnerships:** Participates in local coordinated entry system by working as housing navigators and assessors, using the VI-SPDAT, and preparing necessary documents for housing placement.
- ☑ **Personnel:** Send teams of 2 or more, 18 or older.
- ☑ **Qualifications:** Train on, at minimum, core values, physical & health safety (including blood borne pathogens), boundaries, ethical guidelines, triaging, mental health & substance abuse symptoms, and housing assessment.
- ☑ **Self-Care:** Policies are in place to ensure outreach staff maintain physical & mental well-being.
- ☑ **Availability:** Outreach occurs on nights and weekends.
- ☑ **Services:** Offer referrals, services, & housing, including at minimum access to shelter beds, IDs, physical & mental health care, substance use treatment and benefits and employment assistance, based on what the client wants without prerequisites (such as sobriety, program completion, or medication-compliance).
- ☑ **Compliance:** Provider is not on any Continuum of Care probation list.
- ☑ **Service Area:** Provider has identified a clearly-defined catchment area.
- ☑ **HMIS Use:** Provider has fully implemented the program in the local HMIS and actively participates in it.

Standards for Emergency / Crisis / Interim Housing

Performance Goals and Indicators



Assessment: 85% of new guests who have stayed at the shelter for 1 week are assessed for housing needs through Coordinated Entry System using the VI-SPDAT.



Housing Navigation: 50% of those identified for permanent supportive housing placement are successfully assisted in collecting all housing documents within 30 days of full engagement.



Permanent Housing: 40% of all exiting guests move on to permanent housing.



Length of Stay: Of those who exit the program, 50% exit to appropriate next step housing within 120 days.



Guest Satisfaction: 80% of those who complete guest surveys would recommend the shelter to someone else in need.

Standards for Emergency / Crisis / Interim Housing Operating Standards

- ☑ **Coordination:** At least 10% of beds provided are prioritized for those who have been matched to housing through coordinated entry and are awaiting placement.
- ☑ **Assessment:** All guests are screened for diversion or complete a basic intake (i.e. VI-SPDAT) within 24 hours.
- ☑ **Eligibility:** Guests are not required to: be clean & sober, have completed treatment, be employed (or at a prescribed income level), or be med-compliant to enter shelter.
- ☑ **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 30 guests who choose to participate in case management.
- ☑ **Alumni Involvement:** Avenues exist for alumni involvement & peer support in the delivery of supportive services for current participants.
- ☑ **Governance:** At least one currently or formerly homeless individual serves on the board of directors.
- ☑ **Income:** All guests with IHSPs are assisted in receiving all eligible benefits (at minimum, VA, UIB, CalWORKs, Social Security, CalFresh, GR, SDI/SSI/SSDI, Medi-Cal, Healthy Way LA) &/or achieving earned income.
- ☑ **Family Separation:** Resources or referrals are in place that will shelter families without separation.
- ☑ **Compliance:** Shelter is ADA-compliant & not on any CoC probation list.
- ☑ **Food Safety:** Staff who prepare & serve meals must have completed County's Safe Serve certification.
- ☑ **Documentation of Shelter Stay:** Shelter will maintain documentation of every guest's shelter stay in order to provide homeless certification when needed through a designated point of contact.
- ☑ **Grievances:** Every guest is given protocols for expressing grievances during shelter stay.
- ☑ **Length of Stay:** Individualized Housing & Service Plans are designed to facilitate the shortest possible shelter stays.
- ☑ **HMIS Use:** Provider has fully implemented the program in the local HMIS and actively participates in it.
- ☑ **Case Management:** Case management must assist clients throughout their stay.

Standards for Permanent Supportive Housing

Performance Goals and Indicators



Housing Stabilization: At least **90%** of tenants retain permanent housing (remain in unit or exit to other permanent housing) after 6 months and **85%** after 1 year.



Access to Housing: Tenants for at least **50%** of all new and turnover units will meet the need criteria for PSH established in the VI-SPDAT and are drawn from the coordinated entry system.



Increase in Benefits: **100%** assessed for eligible benefits (at minimum SSI/SSDI, GR, CalWORKs, VA); of those eligible for additional benefits, **90%** received within 1 year.



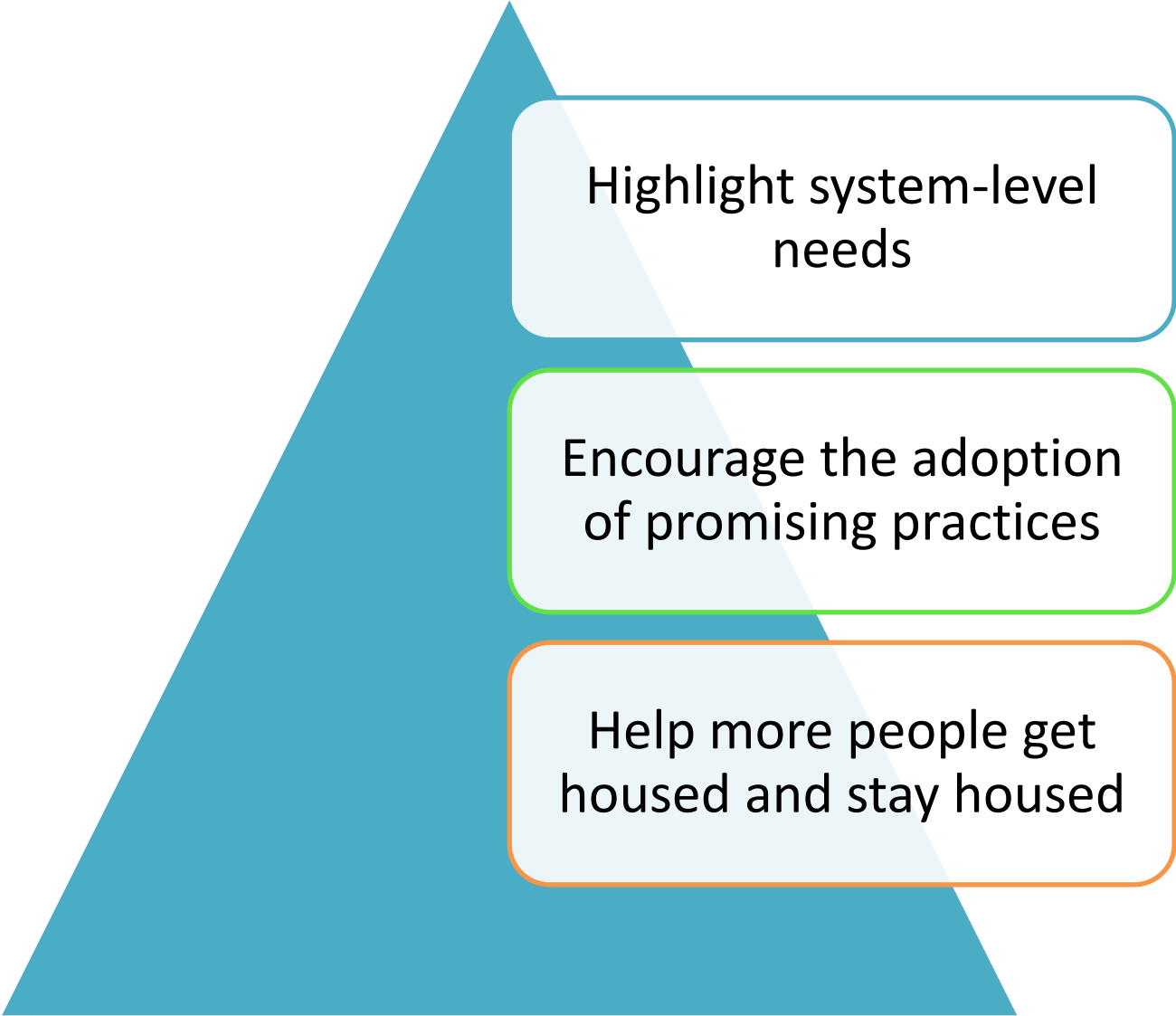
Tenant Satisfaction: **80%** of those who complete evaluations express satisfaction with the provided housing and services.

Standards for Permanent Supportive Housing Operating Standards

- ☑ **Supportive Services:** 1) Easy access to a comprehensive array of services designed to assist tenants in sustaining stability and productive lives in the community. 2) At minimum, service coordination and case management must be offered to every tenant.
- ☑ **Lease:** Tenants have lease or similar form of occupancy agreement with 1) no limits on length of tenancy as long as terms and conditions of agreement are met, 2) Participation in services cannot be a condition of tenancy, and 3) No curfews or guest fees can be imposed.
- ☑ **Access to Housing:** To enter or retain housing, tenants cannot be required to have completed a program, have had a shelter stay, be clean and sober, med compliant, or have a clean housing / credit / evictions history.
- ☑ **Tenant Notice:** All receive a list of CA Tenant's Rights and Responsibilities.
- ☑ **Rent:** Tenant ideally pays no more than 30% of their income and never pays more than 40% of income toward rent.
- ☑ **Continuum Participation:** Provider is not on any CoC probation list and enrolls all applicable programs/beds on HMIS.
- ☑ **Quality of Life:** The wellness of clients is regularly measured through an approved assessment tool.
- ☑ **HMIS Use:** Provider has fully implemented the program in the local HMIS and actively participates in it.

Using Standards

What can we do with Standards?

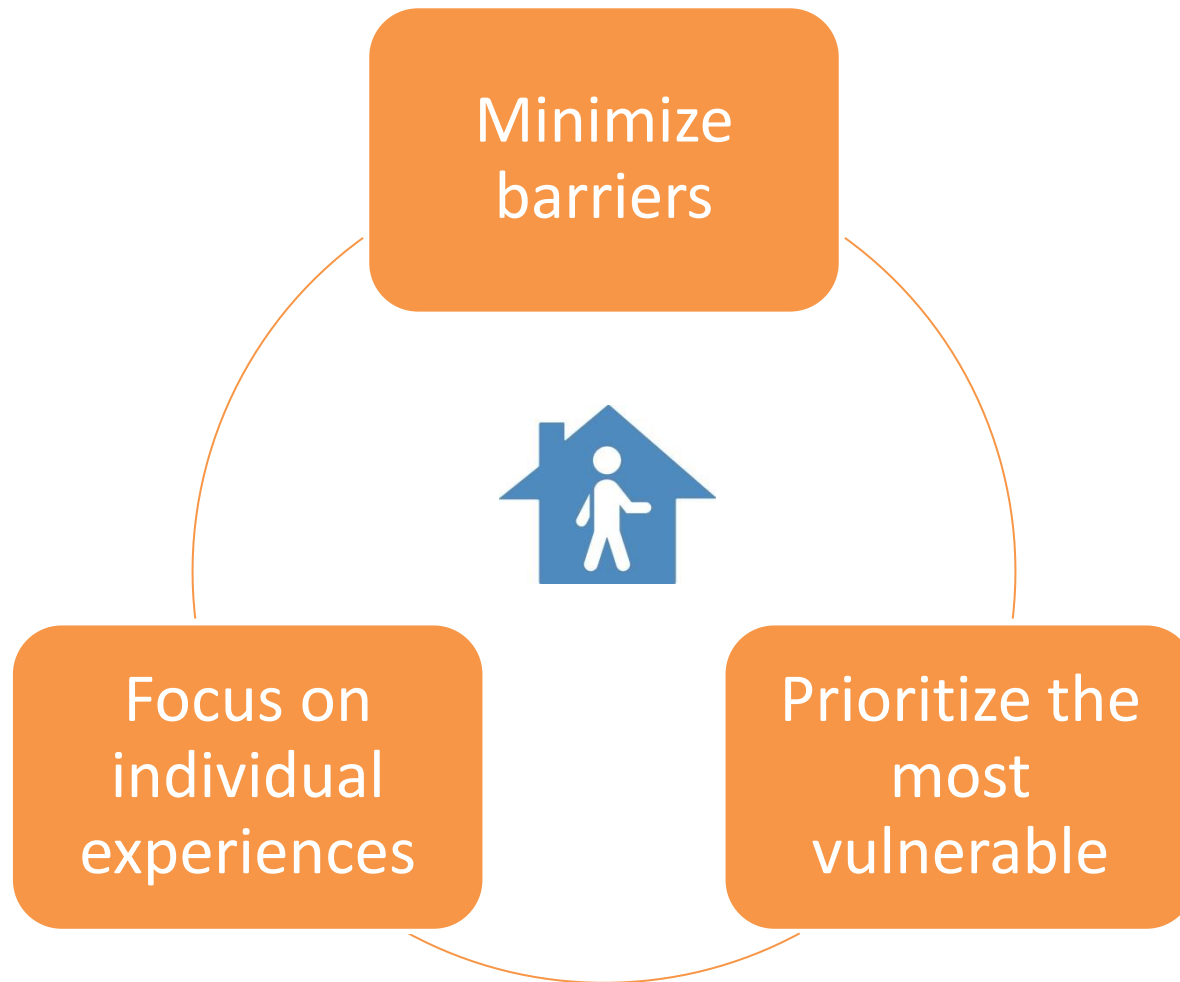


Highlight system-level needs

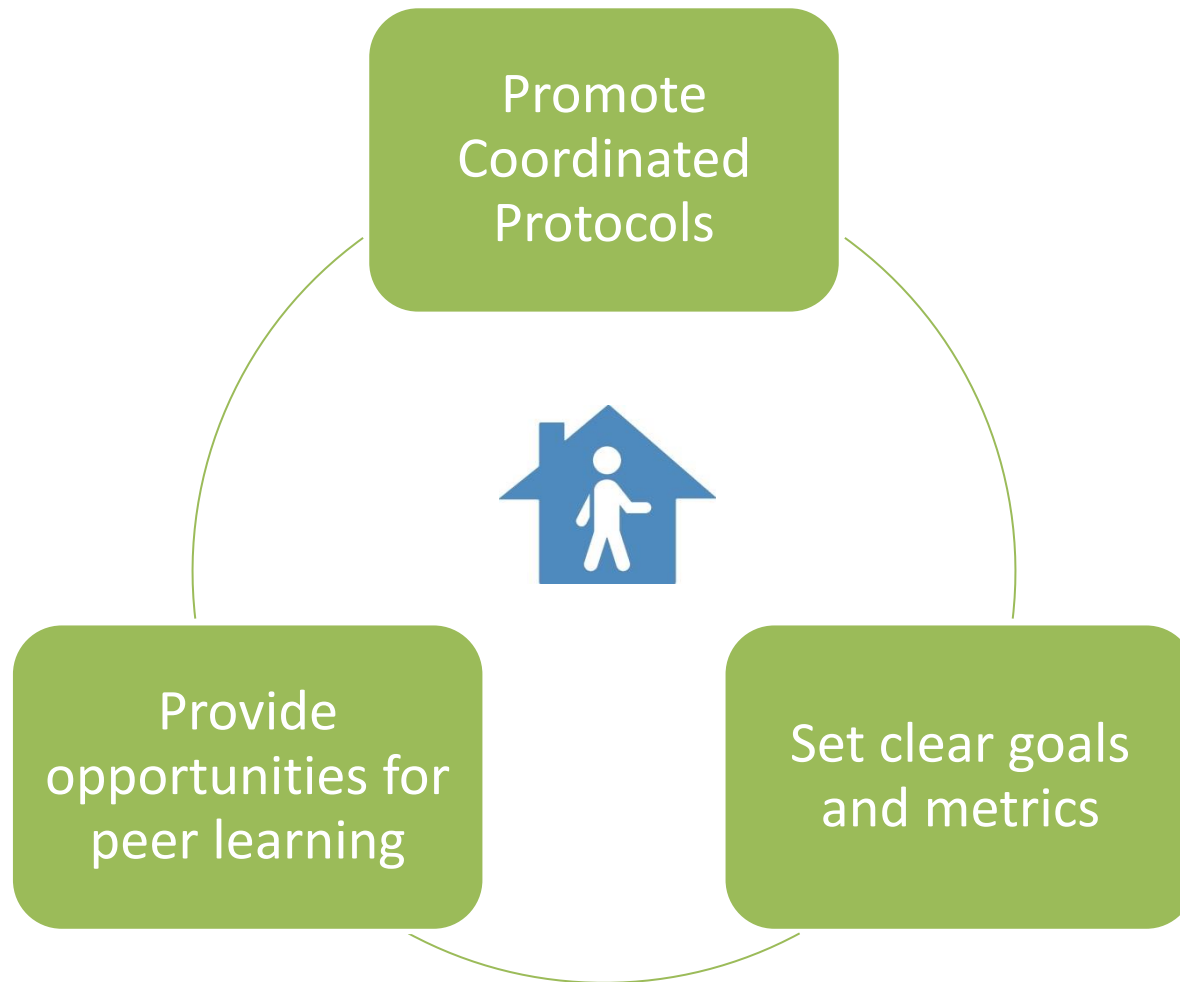
Encourage the adoption of promising practices

Help more people get housed and stay housed

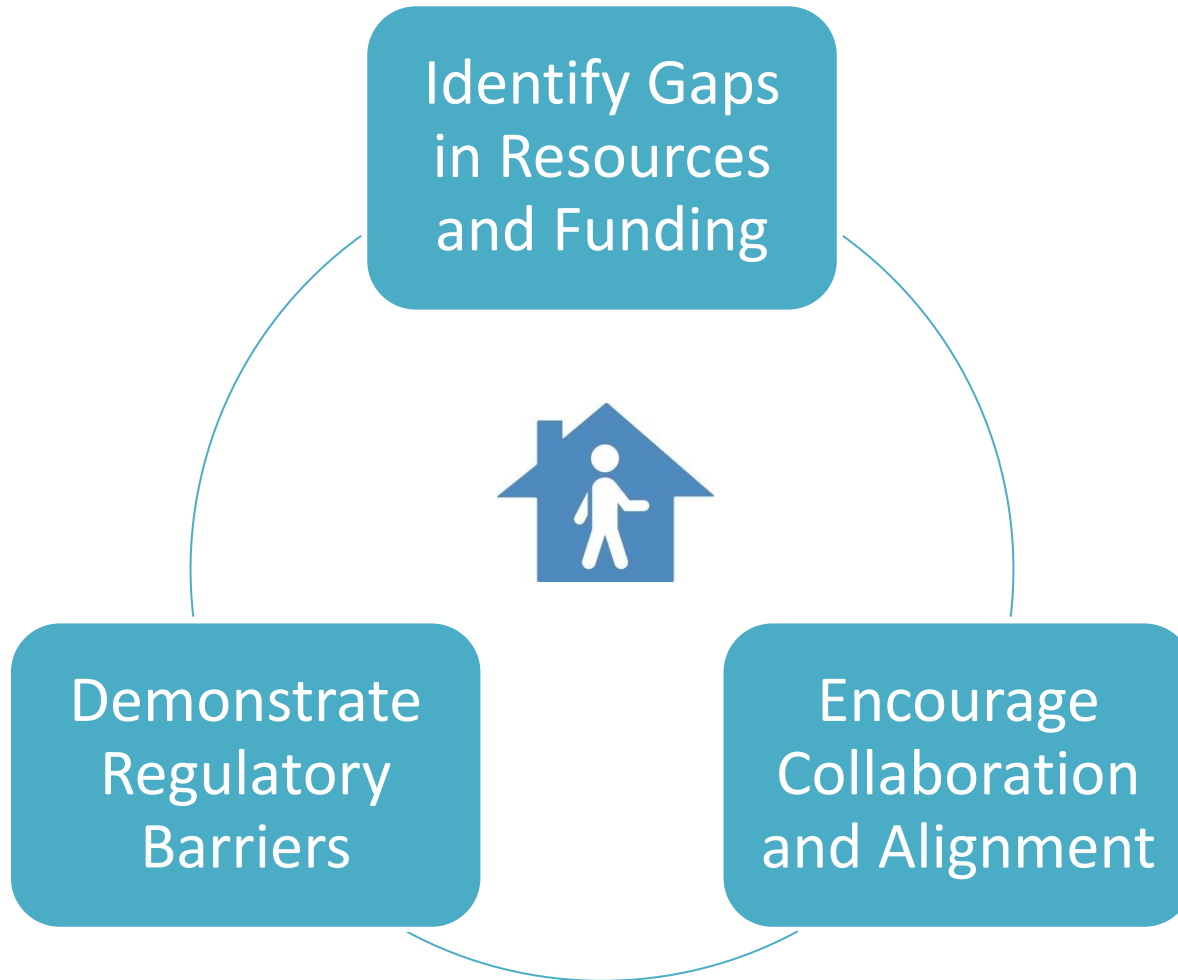
Help People Get Housed and Stay Housed



Encourage the Adoption of Promising Practices



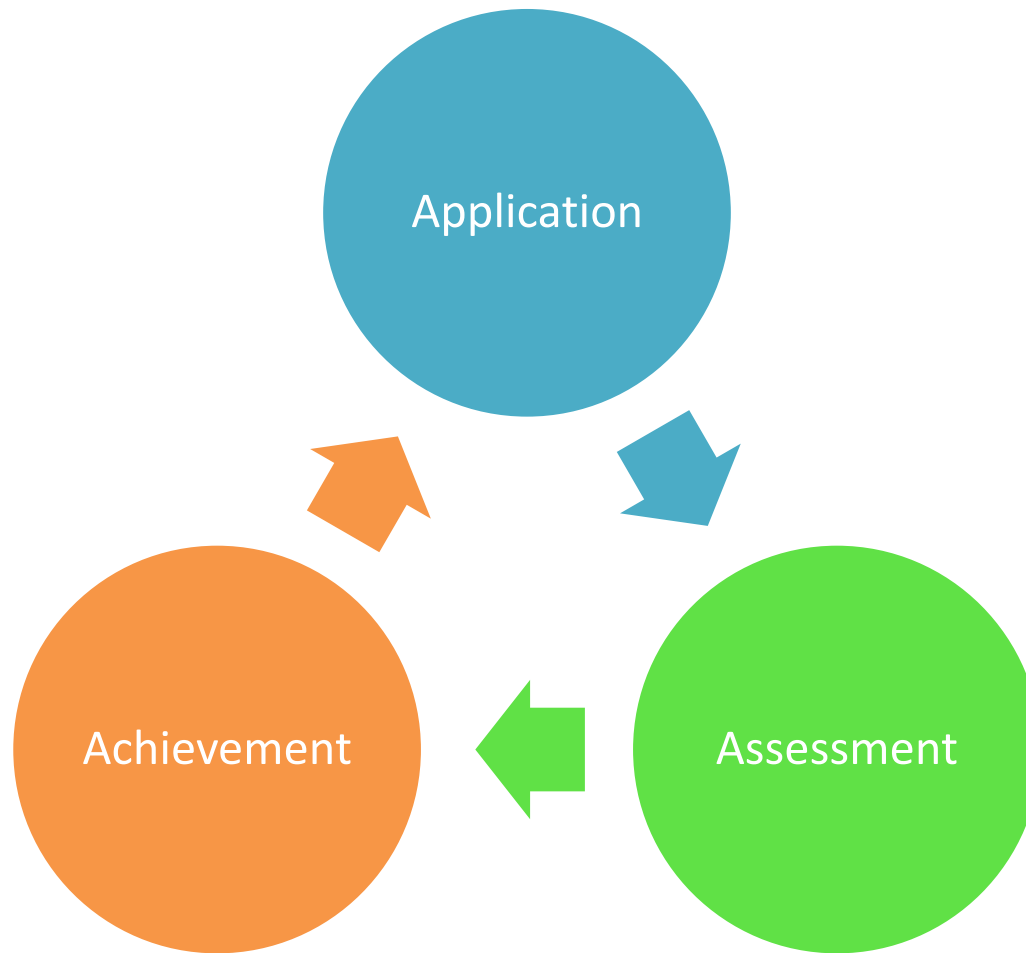
Highlight System-level Needs



Certification

- A process that will measure a program's achievement of the Performance Goals and implementation of the Operating Standards in the Standards of Excellence
- An opportunity to identify gaps and build capacity
- A way to make the goals of Standards tangible and actionable

The “AAA” Approach to Certification



Achievement Criteria

Performance Goals and Indicators

Operating Standards

**Excellent
Performer**

Meets or exceeds goal percentages for all of the performance goals. Is tracking data for all of the Indicators.

Demonstrates the implementation of 90% of the operating standards.

**Certified
Performer**

Meets or exceeds goal percentages for at least 50% of the performance goals; other achievements are within 10% of the goals. Is tracking data for all of the Indicators.

Demonstrates the implementation of at least 50% of the operating standards.

Participants must meet both criteria to earn each achievement level

In Closing...

- Standards help us build a framework for achievement
- The Standards were developed by the community for the community
- Through Certification, we can more accurately and consistently measure how we've done and figure out how we can do even better
- In short, Standards can help us move the needle on homelessness

Q&A

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Thank You!