



Journey HOME

Mapping for Functional Zero A Systems Approach Review of Kelowna's Homeless-Serving Sector

March 15, 2021

Presentation Agenda

- **Setting the Compass**
- **Taking a Systems Approach**
- **Measuring Success**
- **Process Mapping Overview**
- **System Planning Priorities**
- **Moving Forward to Functional Zero**

Mapping for Functional Zero Overview

The Journey Begins

Housing Poverty in Kelowna

Data for Decision-Making

Key Discoveries

Housing Investments

Structural & Policy Changes

Integration within the Sector

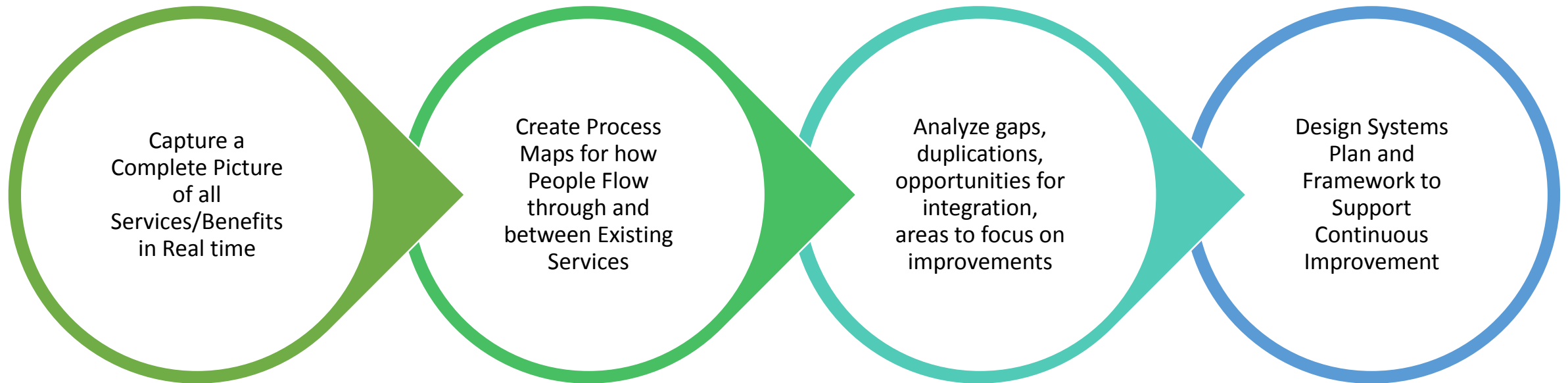
Integration with Intersecting Systems

Partnership Development

Setting the Compass

Taking a Systems Approach

Systems Planning is a Journey Not a Destination



Systems Planning is the analysis, planning and design of an integrated system where defined services work together to create clear pathways to prevent, reduce, and end the experience of homelessness.

Measuring Success











Journey Home Milestones/Key Performance Indicators




| <i>Milestone</i> | <i>Indicators and Timelines</i> | <i>Status Update</i> |
|---|---|--|
| Eliminate Chronic and Episodic Homelessness | <p>By 2021 – 100% connected to housing & supports</p> <p>By 2024 – 100% chronic homeless housed - 1700 housed with supports</p> | <p>Improve access to housing through enhanced coordination</p> <p>453 housing unit capacity added</p> <p>577 housing units coordinated across system</p> |
| Move Upstream to Prevent Homelessness | <p>By 2020 – Coordinated Access system wide - 400 diverted from homelessness</p> <p>By 2021 – Public system discharge data reported</p> <p>By 2023 – Zero discharge into homelessness</p> | <p>System wide coordinated access in place</p> <p>160 youth diverted from homelessness since 2017</p> <p>Currently exploring data integration systems</p> <p>New Vulnerable Populations Coordinator (IH)</p> |
| Implement a Coordinated Systems Approach to Homelessness | <p>By 2019 – Backbone org in place</p> <p>By 2020 – Homelessness Funding Framework</p> <p>By 2020 – Full participation in Coordinated Access</p> <p>- Homelessness Management Info System (HMIS) in place</p> | <p>COJHS operational starting 2019</p> <p>Funding landscape changed/Business case to City</p> <p>Sector wide Coordinated Access process in Place</p> <p>Additional housing providers added</p> <p>HMIS development exploration underway</p> <p>Built for Zero community (2019) – working on data dashboard</p> |

Measuring Success

Funding Implementation Strategy

| <i>Strategy Deliverable Focus</i> | <i>Deliverable Details</i> | <i>Status Update</i> |
|---|---|--|
| Housing | 300 units of housing with supports | 269 purpose-built units added 49 purpose-built units in development |
| Health Supports Estimated \$26M | 500 program spaces added over 5 years | Additional 24/7 Assertive Community Treatment (ACT) Team New Adult Supported Recovery Beds committed 10 Youth Treatment Beds Health Supports at Ellis and McCurdy Housing with Supports 100+ Housing First Scattered Sites 18 Youth Housing First Units |
| Backbone Organization and Coordination | Central Okanagan Journey Home Society - Incorporated 2018 - Operational 2019 | City contribution \$150K annually to end of MOU Surpassed \$1M in donations System Planning and Coordination progressing |

| Top 10 Actions | Status | Key Initiatives |
|---|---|---|
| Rollout a Backbone Organization solely dedicated to implementing Journey Home Strategy by building community capacity and engaging in systems planning. |  | MOU with the City agreed and matches strategy timeline. Built for Zero-Canada community. Partnered with City to develop a data integration roadmap. |
| Support the addition of 300 units of long-term supportive housing in purpose-built buildings targeted to support people experiencing chronic and episodic homelessness with higher needs Veteran? |  | Exceeded this target in March 2021 with 318 units of supportive housing being developed since the inception of the Journey Home strategy; 274 units in the past two years |
| Support people in the rental market through 500 new program spaces grounded in the Housing First model and the right to housing. |  | Increase in rent supplements and scattered site rentals; youth housing first launched in 2019. |
| Continue the Lived Experience Circle and Youth Advocates for Housing and formalize relationships with the Backbone Organization governance. |  | LECoH on JH board and work across the sector to ensure lived and living expertise voices are engaged; youth advocate group being reactivated |
| Recognize accountability for the Truth & Reconciliation Commission's Calls to Action in that Indigenous Homelessness is an ongoing form of colonialism. |  | This is a key area to continue evolving. Focus has been on working to engage authentic relationships with our indigenous partners to develop housing and supports for indigenous people, by indigenous people; indigenous engagement in complex needs housing and launch of indigenous CAB-H entity in Spring 2021. |
| Launch the Upstream for Youth Kelowna pilot in partnership with the School District to identify and support youth at risk of becoming homeless. |  | Upstream Kelowna is launching in two middle schools in Spring and Fall of 2021 |
| Support efforts to increase treatment beds, especially for young people in Kelowna. |  | 10 bed, Phase 1 of Youth Recovery House operated by the Bridge Youth and Family Services to open soon |
| Support innovative solutions to address the criminalization of homelessness, such as a Community Court |  | Community Court approved, awaiting implementation details |
| Ensure a population focus is embedded in Strategy implementation; this includes youth, Indigenous, women, families, newcomers, LGBTQ2S+, seniors, and men. |  | Youth Upstream Kelowna prevention program launched, indigenous engagement in complex needs housing and launch of indigenous CAB-H entity in Spring 2021. Draft Community Shelter Plan and Complex Needs Advocacy project have population focus embedded |
| Launch a Homelessness Innovation Lab to partner with technology sector to develop solutions for information management and access, and data analysis. |  | Partnered with the City to explore and develop a data integration roadmap. Currently assessing next steps. |

- Significant Progress 
- Moderate Progress 
- No Progress 

Measuring Success Top Ten Strategy Actions Status

Process Mapping Overview

- ✓ **Diversion Services**
- ✓ **Outreach Services**
- ✓ **Shelter Services**
- ✓ **Housing Services**
- ✓ **Healthcare, Substance Use and Treatment Services**
- ✓ **Special Focus: People with a Disability**
- ✓ **Non-Profit and Government Agency Operations**



System Planning Priorities

Coordinated Outreach & Shelter Coordination

- ✓ **Outreach has evolved from a siloed approach to a synchronized approach through our COVID-19 response**
- ✓ **A weekly Coordinated Outreach Table was convened in October 2020 with 40+ staff representing 24 organizations**
- ✓ **Light Touch and Intensive Case Management streams to maximize capacity and enhance supports**
- ✓ **Working to achieve coordination between Coordinated Outreach table, Coordinated Shelter table, and Coordinated Access table**



Coordinated Outreach & Shelter Coordination

- ✓ **Working to coordinate outreach services with a housing, health and justice focus through discharge planning**
- ✓ **Some shelter providers are working to integrate their intake processes and embed a coordinated approach in maximizing shelter capacity across the system**
- ✓ **A Coordinated Shelter Table was convened and meeting weekly**
- ✓ **Shelters working collaboratively with outreach supports to find people sheltering outdoors who have been identified for shelter intake**
- ✓ **Enhanced case management and health supports within shelters**

Youth Homelessness Prevention Upstream Project

- ✓ **Part of a national pilot initiative to prevent youth homelessness**
- ✓ **Working with two local middle schools throughout 2021 – KLO and Spring Valley**
- ✓ **Expected to survey 600-800 students to assess vulnerability for homelessness and disengagement from school**
- ✓ **Anticipate identifying 100+ students at risk that require supports**
- ✓ **Project provides direct supports and referrals to other services to ensure youth and family success**

Faith Community Collective

- ✓ **Faith Design Lab in Spring 2018; Interfaith Roundtable formed in December 2019**
- ✓ **The Faith Collective has over 40 members from the Baha'i, Christian, Hindu, Jewish, Muslim, Sikh, and Unitarian faith communities**
- ✓ **Co-creating a roadmap for action through a series of engagement workshops**
- ✓ **Aims to establish a structure that enables action, investment, and promotes collaboration**
- ✓ **Working to integrate the faith communities into the systems design of ending homelessness**

Workforce Capacity Building

- ✓ **Address workforce shortages and skill gaps**
- ✓ **Competency and compensation analysis and gap research**
- ✓ **Competency framework across spectrum of services and roles**
- ✓ **Pilot projects for training and opportunities to enhance post-secondary programs**
- ✓ **Skills framework for Complex Needs supports and housing**
- ✓ **Enhance capacity for employing people with lived/living experience in the sector**

Moving Forward to Functional Zero

- ✓ **Our discoveries, recommendations and priority actions all culminate to create a broader vision of systems integration**
- ✓ **Journey Home will continue to lead and partner on existing priority areas and monitor community level progress**
- ✓ **Journey Home will continue our scope beyond current efforts as our role encompasses all facets of the system, and our intersecting partners on the periphery**
- ✓ **Provide a full review of the Journey Home Strategy in Summer 2021; with a recalibration of priorities based on achievements to date and resource capacity**

Moving Forward to Functional Zero

Key Priority Areas

- ✓ **Data integration sector-wide to inform systems improvement/measure progress**
- ✓ **Complex Needs Care Housing Advocacy**
- ✓ **Increasing and building local operator capacity**
- ✓ **Community anti-stigma education and communications including a public facing outcomes dashboard**
- ✓ **Sustainability and enhancement of the lived experience lens and peer supports in policy and decision planning**
- ✓ **Funds development and service procurement for journey home sustainability and systemwide investment opportunities**
- ✓ **Enhancement and sustainability of the youth homelessness strategy.**



Journey **HOME**

