



FOR CONSIDERATION BY SYSTEM COORDINATION COMMITTEE: June 13, 2018

RECOMMENDATIONS/ACTIONS: Standards for Case Conferencing and Management of the Countywide By Name List

1. Recommendation 1: Standards of Practice for Countywide Case Conferences
2. Recommendation 2: Standards for Routine List Management and Determining Status on the By Name List

DEVELOPED BY: System Coordination Committee Chair, Committee Member Sharon Leyden, EOH Director of System Coordination, EOH System Analyst, and Working Group held on 5-3-18

AUTHORITY: Director of System Coordination can carry Recommendations 1 and 2 until adoption of the next System Manual by Leadership Board.

PURPOSE:

To establish standards guiding the management of a countywide by name list and practices of countywide case conferences in order to ensure collaboration of services, updated information, and system performance. The standards contained in this set of recommendations are partial and should be understood as additions to what exists in the System Manual and will continue to be built upon through practice, improvement, and further policy and procedure development.

BACKGROUND:

By Name Lists and Case Conferencing:

A By-Name List is an up-to-date list of all people experiencing homelessness that can be segmented in various ways to allow communities to know every person experiencing homelessness by name and facilitate efficient decisions around how best to refer them to housing resources. A By-Name List serves as the centerpiece of Coordinated Entry and fosters collaboration and communication among teams involved in the process of housing people.

Case conferences using the By Name List allow teams to focus resources, actively contribute to discussions, and work in an interdependent manner with the goal of housing the highest priority households. Case conferencing is also used to gather up-to-date information in order to fairly and accurately prioritize households.



By-Name Lists and Case Conferences are key to developing actionable, real-time datasets that can help communities reach the goals of ending homelessness. A strong By-Name List can be used to plan estimations of future rates of homelessness, including inflow and refining performance targets.

Alameda County’s Countywide By Name List:

Alameda County previously had a handful of distinct By Name Lists that were used locally or for matching to a specific resource. With the move to a countywide Coordinated Entry, the County is now moving to a single Countywide By-Name List that is used to prioritize and match homeless households to services and housing resources. All literally homeless households that are assessed through the Coordinated Entry process are included on the Countywide By-Name List and ranked according to countywide prioritization policies. Prioritization of the Countywide By-Name List is dynamic; meaning a person’s position on the list may change due to their circumstances or the circumstances of others. The Countywide By Name List is centrally managed by the Continuum of Care Lead, EveryOne Home, in HMIS and governed by all applicable privacy and security policies.

Resource Zones:

Due to the geographic scale and varying needs of certain subpopulations, Alameda County’s Coordinated Entry is organized into the following Resource Zones:

RESOURCE ZONES	ZONE COORDINATORS	GEOGRAPHY
Oakland Adults	City of Oakland	Oakland, Piedmont
North County Adults	City of Berkeley	Albany, Berkeley, Emeryville
North County Families	City of Oakland	Albany, Berkeley, Emeryville, Oakland, Piedmont
Mid County Adults + Families	Abode Services	Alameda, San Leandro, Hayward, Castro Valley, San Lorenzo, Cherry Land, Ashland, unincorporated areas
East County Adults + Families	Abode Services	Dublin, Livermore, Pleasanton, and unincorporated areas east of foothills
South County Adults + Families	Abode Services	Fremont, Newark, Union City, Sunol, and unincorporated areas around Fremont
Countywide Adults + Families	Alameda County Health Care Services Agency, Home Stretch	Countywide

Resource Zones are responsible for using segmented or filtered subsets of the Countywide By Name List to match the highest priority people to the appropriate services and housing resources. Resource Zone Coordinators focus on the homeless households on the Countywide By Name List that are



assigned to/served by their Zone, including ensuring that the information necessary to fairly and accurately prioritize the household on the list is entered, updated, and monitored in HMIS.

Resource Zone Coordinators are also responsible for coordinating the services and housing programs located in or associated with their Resource Zone, including coordination meetings and case conferences. Resource Zone Coordinators must ensure that the activities of the Resource Zone are coordinated countywide and across zones, as necessary.

RECOMMENDATION 1: STANDARDS OF PRACTICE FOR COUNTYWIDE CASE CONFERENCES

Convening:

1. Resource Zone Coordinators are responsible for ensuring that Case Conferences are held and that the necessary agencies, organizations, and service providers participate. If necessary to ensure participation, a Resource Zone Coordinator could determine or seek support from another entity with convening power or authority. Conveners may include EveryOne Home, County government agencies, City government agencies, elected officials or trusted service providers. This also may include funders making Case Conference participation required by contract.
2. Resource Zones Coordinators should convene Case Conferences, at minimum, one time per month, and best practice would be bi-weekly. Resource Zone Coordinators may convene Case Conferences focused on a specific sub-population (families, chronic homeless, etc) or resource (PSH, shelter, etc) if necessary, however sub populations and specific resource matchers should be included in the primary Case Conference for the zone. For example, domestic violence providers, veteran service providers, and countywide zone coordinator/matchers should attend the primary Case Conference, in addition to any subpopulation meeting.

Staffing:

1. The Case Conference should be staffed and facilitated by the Resource Zone's Matcher or other designated staff. One person with sufficient knowledge of the system and of client cases should facilitate. Staff with data entry capability should be on hand to perform HMIS updates and document case notes in real-time.
2. The countywide Zone Coordinator and/or Matchers should be in attendance for each zone case conference in order to coordinate matching to countywide resources such as permanent supportive housing, tenancy sustaining services, etc.
3. EveryOne Home staff should be in attendance to represent countywide system performance and analysis, manage countywide by name list issues, and support cross-zone communication and coordination.

Representing Organizations:

1. Each Resource Zone should determine which organizations/zones should be represented in Case Conferences based on who serves the people for that zone. This may be a mix of agencies



providing shelter, TH, housing navigation, outreach, and drop-in/ancillary services, and at a minimum those agencies participating in Coordinated Entry matching.

2. Resource Zones should work with stakeholders to determine which specific staff should be present at Case Conferences. Ideal attendees are those who have in-depth knowledge about the status, needs and preferences of each person being reviewed and who are also able to make decisions regarding provision of shelter, services or housing assistance. This may be a program director, program manager, coordinator, housing specialist or case manager. There should be at least one attendee from each organization.
3. Representatives should participate in all of their agencies' cases, specifically describing who works with each client, where each client is in the housing process, and what issues or barriers they are encountering.

Meeting Structure and Agendas:

1. Structure and agenda of the Case Conferences may change and should be responsive to the shifting needs of a regions homeless population and available resources at any time.
2. All efforts should be made to structure agendas and provide remote technology to support effective, efficient, and broad participation of key providers and stakeholders. For example, by structuring the first section of each meeting to deal with issues of a sub population or providing a teleconference number or screen sharing.
3. Case Conference agendas should be standardized, simple, and to the point. The primary focus of case conference meetings are the individuals who are being discussed.

Suggested Best Practices

1. Identification of Persons to Review: With limited time, it is important to keep the primary focus on reviewing the most vulnerable people on the by-name list and/or those with greatest barriers to shelter and rapid placement in permanent housing.
2. Standard Agenda: A standard agenda may include the following suggested items and topics:
 - a. Welcome & Introductions
 - b. Key System Updates: Be sure to keep these brief and include any critical system indicators, such as average length of time for all persons to access housing.
 - c. Case Conferencing: Person-specific updates and discussion.
 - d. Follow Up Items: General follow-up or action items identified during the meeting.
3. Client-Level Review: Consider creating a standard set of elements to review for each person so providers can be prepared to effectively discuss cases. Below are suggested elements to review:
 - a. Current status: For example: active in shelter, active unsheltered, missing and whether that status has changed since the last case conference review
 - b. Person Preferences: Housing plans and next steps should be guided by the person's preferences.



- c. Critical Housing Placement Barriers: Review and problem-solve any barriers to housing placement, including but not limited to mainstream benefits, healthcare, and document collection-
- d. Critical Service Barriers: Review and problem-solve any challenges to connecting persons to critical services, including evaluating the possible use of flexible funding for Housing Problem Solving-
- e. Current Safety: To the extent possible, ensuring any unsheltered person has a relatively safe place to stay tonight and in near term.
- f. Next Steps: Identify any immediate or critical action items related to the person, including roles and timelines.

4. Participating Agencies:

- a. Due to HIPAA and other privacy issues, participating agencies should agree to values and standards consistent with the system, as developed by the Committee at a later date. ~~and until these issues are resolved, including police in case conferencing is not considered a best practice.~~

5. Sample Agenda:

North County Housing Resource Center Case Conference
2180 Milvia Street, 1st Floor, Cypress Conference Room
March 8, 2018 10-noon

Purpose:

- 1) Share information about people’s housing status and barriers as well as other service needs.
- 2) Identify people who are interested in shelter
- 3) Identify people who need to be prioritized for assessment

AGENDA

1. Welcome/Introductions	10:00
2. BNL Review	
a. Focused/strategic discussion on top 20	10:10
b. Review of 21-50	11:00
c. Quick look at 51+ (identified by agencies)	11:30
d. Who isn’t on list that should be	11:40
e. Confirm Outreach and Shelter Plan	11:55



3. Next Meeting: Thursday, April 12th 10-noon



RECOMMENDATION 2: STANDARDS FOR ROUTINE LIST MANAGEMENT AND DETERMINING STATUS ON THE BY NAME LIST

PURPOSE

To establish a standard practice and procedure for determining a household's status as "active" or "inactive" on the Countywide By-Name List. The mechanics of By Name List management are highly dependent on the HMIS platform supporting the By-Name List. Changes to this standard will be reviewed when Clarity is online and can support CE assessments and list prioritization. The list status of clients who refuse referrals to housing or other services will be governed by other policies developed by the Systems Coordination Committee. Similarly, the mechanics of assessment, status, and case updates are highly depending on the HMIS platform supporting the by-name list. This issue will be reviewed regularly as Clarity HMIS is online and can support CE assessments and list prioritization.

BACKGROUND

Labelling households on the By Name List as "active" and "inactive" helps stakeholders manage workflow in the event a prioritized household is outreached but cannot be located. This proposal is based closely on protocols utilized for the federal Criteria and Benchmarks for Achieving the Goal of Ending Veteran Homelessness, with some modifications. Labeling a client or household as "inactive" on the BNL does not remove them from the list, nor does it render them ineligible for future referrals or services. Any household that has completed a Coordinated Entry Assessment is included on the Countywide By Name List. In the Clarity HMIS, there are 3 status categories used to track a client's status: active, inactive, and housed.

RECOMMENDATIONS

1. Clients are "active" on the BNL if they are literally homeless in Alameda County.
2. Clients are determined "inactive" on the BNL only if the following events occur, are reported, and are documented in HMIS:
 - a. A move out of county
 - b. A move to an institutional setting where they will be residing for more than 90 days
 - c. The client is deceased
 - d. HRC staff or matchers have made 5 unsuccessful attempts to outreach them for service enrollment. Outreach attempts must be diligent, exhaustive, and documented in HMIS with case notes explaining each outreach effort.
 - e. There is no documented contact with the client in HMIS within the last year.
3. Clients are determined "housed" on the BNL if:
 - a. A client reports that they have been permanently housed and/or there is documentation in HMIS that the client has been housed.
4. If a client who has previously been labeled "inactive" is re-engaged or makes contact again with the system, they become "active" again.



5. Clients retain their prioritization score prior to becoming inactive unless an assessment update is warranted. In the event an assessment update is warranted, it will be performed in accordance with current assessment update policies:
 - a. The household has experienced a significant or life changing event with the potential to impact the household's prioritization; and/or
 - b. New and relevant information is reported by household, documented in HMIS, and/or verified by 3rd party.
6. Issues that may impact a client's case progress or current situation but do not necessarily require an assessment update (i.e., moving from being sheltered to unsheltered) should be reflected with routine updates to existing clients in the by-name list.



FOR CONSIDERATION BY SYSTEM COORDINATION COMMITTEE: June 13, 2018

RECOMMENDATION: Preference Policy for Matching to Permanent Supportive Housing through Coordinated Entry

DEVELOPED BY: Prioritization and Preferences Work Group including Funders Collaborative participants, 5/29/18

AUTHORITY: Approval can be carried by Director of System Coordination until presented to Leadership Board in System Manual

BACKGROUND

The Alameda County Coordinated Entry process uses a standardized assessment to determine clients' level of vulnerability, prioritize the client relative other clients on the Countywide By Name List, and match the client to appropriate housing programs and resources. The intention is to match the most intensive resources to clients with the highest need across the County. This is especially true for Permanent Supportive Housing (PSH), which is the most resource-intensive intervention in the Housing Crisis Response System, and is targeted for the highest need clients. These recommendations aim to establish a policy for honoring additional preferences that guide matching to PSH.

Prior to the transition into Countywide Coordinated Entry, Home Stretch, the entity responsible for matching to PSH, used a combination of eligibility and preferences to make a match to PSH. These preferences were outlined through a set of 4 Priority Groups. The recommendation aims to simplify the system of preferences, make allocation decisions transparent and able to be monitored, and establish standards for determining hierarchy of preferences. The most common preferences requested in Alameda County are geographic, funder-driven preferences that if used appropriately, can honor and incentivize local investment in systemwide resources.

PURPOSE

To establish standards for determining and setting preferences for matching to Permanent Supportive Housing through Alameda County's Coordinated Entry.

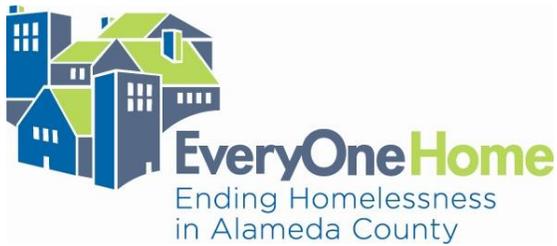
DEFINITIONS

1. **Eligibility:** Eligibility refers to the criteria that clients must meet to receive services. These criteria are set by funding source or policy makers and should be documented clearly as part of the funding, contracts, and policies. Eligibility criteria cannot violate laws such as Fair Housing or the Americans with Disabilities Act.

- a. Example: Funder A funds shelter beds for disabled people experiencing homelessness. Having a disability is an eligibility criterium for beds funded by Funder A.
 - b. Example: Households must be literally homeless (HUD Category 1 or 4) in order to be assessed, added to the countywide By Name List, and matched to services and housing programs.
2. Preferences: Preferences refer to *criteria that, if met,* would result in clients receiving preference to receive the resource over clients who do not meet that criteria. Funders, policy makers and service providers may set preferences. Preferences may not prevent a unit of service from being filled if there is no one who fulfills the preference criteria. In cases where there are no eligible clients who also fit the preference criteria, the unit will be filled by an eligible client who does not fit the preference criteria.
 - a. Example: Funder A funds housing for disabled people experiencing homelessness. They have an additional preference for people from Hayward. Because this is a preference, and not an eligibility, if a disabled person from Hayward cannot be located to fill the vacancy within a certain amount of time, then another disabled person would be offered the unit. However, the intention is that available unit would go to a person from Hayward first, before being offered to others who are not from Hayward.
3. Prioritization: Prioritization refers to the *criteria used to rank* clients on the By Name List. In Alameda County's Coordinated Entry process, a client's prioritization score is the main determinant of their place in the overall By Name List. Ranking is determined based on the score of the client's Coordinated Entry Assessment relative to other clients' scores. Prioritization is dynamic, and the ranking of clients changes as either their circumstances change, as new clients are assessed and added to the By Name List, or as others become inactive on the list. In the current matching process, once eligibility and preferences filters are considered, the person with the highest prioritization will be selected to receive the service being matched.

RECOMMENDATION: PREFERENCE POLICY FOR MATCHING TO PERMANENT SUPPORTIVE HOUSING

1. Alameda County's Coordinated Entry process will establish and honor preferences for prioritizing and matching eligible clients to PSH.
2. Preferences must be [reviewed and/or](#) approved jointly by the funder/entity requesting the preference and EveryOne Home, CoC Lead and documented in the Countywide Resource Registry. Preferences should be approved and documented prior to the matching process.
3. At this time, Alameda County's Coordinated Entry process will not implement a threshold or distinct priority groups when applying preferences. The matching entity will look for eligible clients who fit the preference for a resource through the end of the prioritized list.
4. Coordinated Entry will move down the By Name List according to preferences and by using outreach attempts and timeframes for clients to respond before moving onto another client.
5. In cases where multiple funders have differing preferences for a single project or resource, preferences should be applied proportionally based on the amount of funding the funder contributed to the project.
6. The impact of preferences on matching will be evaluated on an on-going basis and revised as necessary. Thresholds may be necessary in the future to ensure the PSH is being allocated to the highest need clients in the County.



SYSTEM COORDINATION COMMITTEE NOTES

6-13-2018

SCC Members or Alternates Present (12): Merlenet Riley, Suzanne Warner, Peter Radu, Lara Tannenbaum, Jessica Lobedan, Laura Guzman, Pattie Wall, Jamie Almanza, Riley Wilkerson, Sharon Leyden, Nic Ming, Larry Hill

Facilitators Present (4): Julie Leadbetter, Christina Chu, Jessie Shimmin, Lora Ashworth

VOTING RESULTS

Vote Tally for Proposals To Date					
Date of Vote	Proposal	Yes	No	Abstain	Result
6/13/18	Recommendation for Standards for Case Conferencing and By-Name-List Management	11	0	0	Recommendation supported.
6/13/18	Recommendation for Preference Policy for Matching to PSH with Amendments	10	1	0	Recommendation supported.
6/13/18	Nomination of Jessica Lobedan to Committee	11	0	0	Nomination approved.
5/9/18	Plan for Completion of CE HUD Compliance Report	9	1	0	Recommendation supported.
5/9/18	Recommendations 1, 3 and 4 for Standards for Housing Problem Solving	10	0	0	Recommendations supported.
4/11/18	2018 Improvement Schedule with Amendments	10	0	0	Recommendation supported.
4/11/18	Updated Assessment for Use in Clarity	10	0	0	Recommendation supported.
3/14/18	RRH Proposal with Amendments	12	0	1	Recommendation supported.

3/14/18	Updated Assessment Proposal with Amendments	13	0	0	Recommendation supported.
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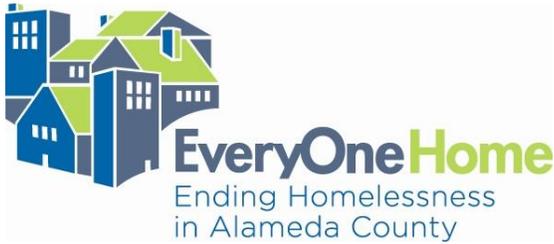
1. Director's Report **2:00-2:10pm**

2. Urgent Items **2:10-2:20pm**

- a. Reminder to send any urgent items to Director, Chair, Co-Chair in advance
- b. On-Boarding Shelter into Coordinated Entry
- c. City of Oakland – Request for a waiver process for projects to add eligibility criteria
 - i. Lara Tannenbaum will draft proposal for waiver process

3. Action Items **2:20-4:00pm**

- a. Recommendation to replace Dana Bailey with Jessica Lobedan, Management Analyst, City of Hayward (2:20-2:30pm)
 - i. Procedure
 - ii. Introduction
 - iii. Call to Vote
 - 1. Yes: 11; No: 0; Abstain: 0
- b. Recommendation for Preference Policy for Permanent Supportive Housing (2:30-3pm)
 - i. Presentation of Recommendation
 - ii. Comments from Director
 - iii. Comments from Committee
 - 1. Recommendation 2: Concern about approval process for preferences and program requirements, recommend changing it to “review.”
 - 2. Recommendation 4: Need to define timeframes and number of outreach attempts to operationalize Recommendation. Need to document refusals and establish policy for going down the list if client has consistently refused housing.
 - 3. Recommendation 6: EveryOne Home will perform the analysis for PSH matching
 - 4. Concern about clients not knowing their prioritization score
 - a. Grievance Work Group will address this issue
 - iv. Amendments
 - 1. Recommendation 2 will be revised as follows: “[...] Preferences must be reviewed and/or approved jointly by [...]”
 - v. Call to Vote with Amendments
 - 1. Yes: 10; No: 1; Abstain: 0
- c. Standards for Case Conferencing and By Name List Management (3:00-3:45pm)
 - i. Presentation of Recommendations
 - ii. Comments from Director



1. Proposal was reviewed by the ILC; ILC members requested to add connection to public benefits and other services as part of suggested best practices
 - iii. Comments from Committee
 1. Data Privacy Work Group, formed by HCSA, will address privacy issues
 2. Convening Frequency
 - a. Language should remain flexible about meeting frequency—1x/month as a requirement, and 2x/month as a best practice.
 - iv. Amendments
 1. Client Level Review
 - a. Part (c) of this section will be revised as follows: “Review and problem-solve any barriers to housing placement, including but not limited to mainstream benefits, healthcare, and document collection.”
 - b. Part (d) of this section will be revised as follows: “Review and problem-solve any challenges to connecting persons to critical services, including evaluating the possible use of flexible funding for Housing Problem Solving.”
 2. Participating Agencies
 - a. This section will be revised as follows: “Due to HIPAA and other data privacy issues, participating agencies should agree to values and standards consistent with the system, as developed by the Committee at a later date.”
 - v. Call to Vote
 1. Yes: 10; No: 0; Abstain: 0
 - d. Plan of Action for 7-11 (3:45-4:00pm)
 - i. Chair and Co-Chair will review and revise the Improvement Schedule
 - ii. Work Groups/Meetings
 1. ILC-Ops Work Group
 2. Standard Tools Work Group
 3. Prioritization and Preference Work Group
 4. Privacy/AB210 Work Group
 - a. Started and convened by HCSA
 5. Grievance Work Group
 6. Joint HUD CoC and SCC meetings
 4. Discussion Items (None)
 5. Consent Items (None)
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