



***Designing Coordinated Entry Systems and  
Prioritization to Better Serve Individual Adults***

NAEH FEB 2019

# Overview



In this session we will:

1. Review common coordinated entry challenges associated with each of the four elements of coordinated entry: Access, Assessment, Prioritization and Referral
2. Identify strategies that can be used to overcome common challenges

# We Will Hear From Providers in the Field



**Kelly King Horne:** Homeward, Richmond, VA

**Marina Genchev:** LAHSA, Sr. Mgr Adult CES, Los Angeles, CA

**Ashley Mann-McLellan:** Technical Assistance Collaborative

**Julie Steiner:** Abt Associates, Moderator

# Core Elements of Coordinated Entry

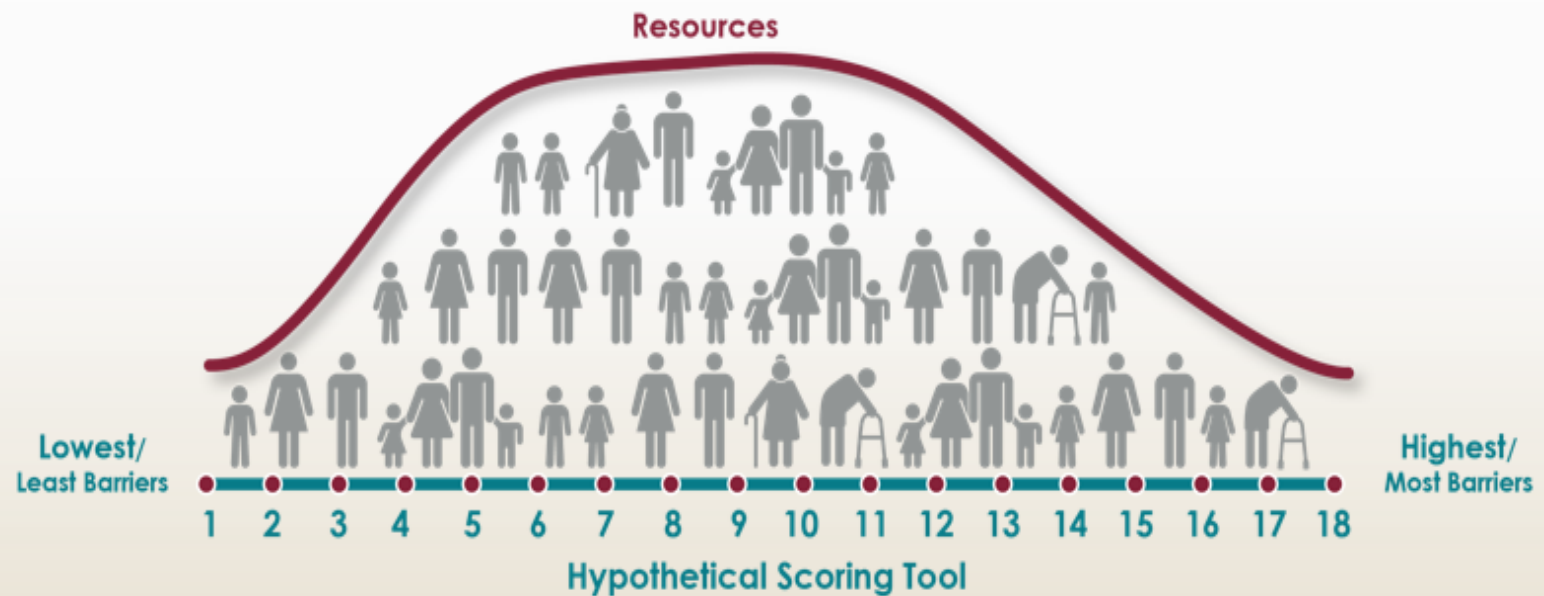


# Challenges with Current Approach

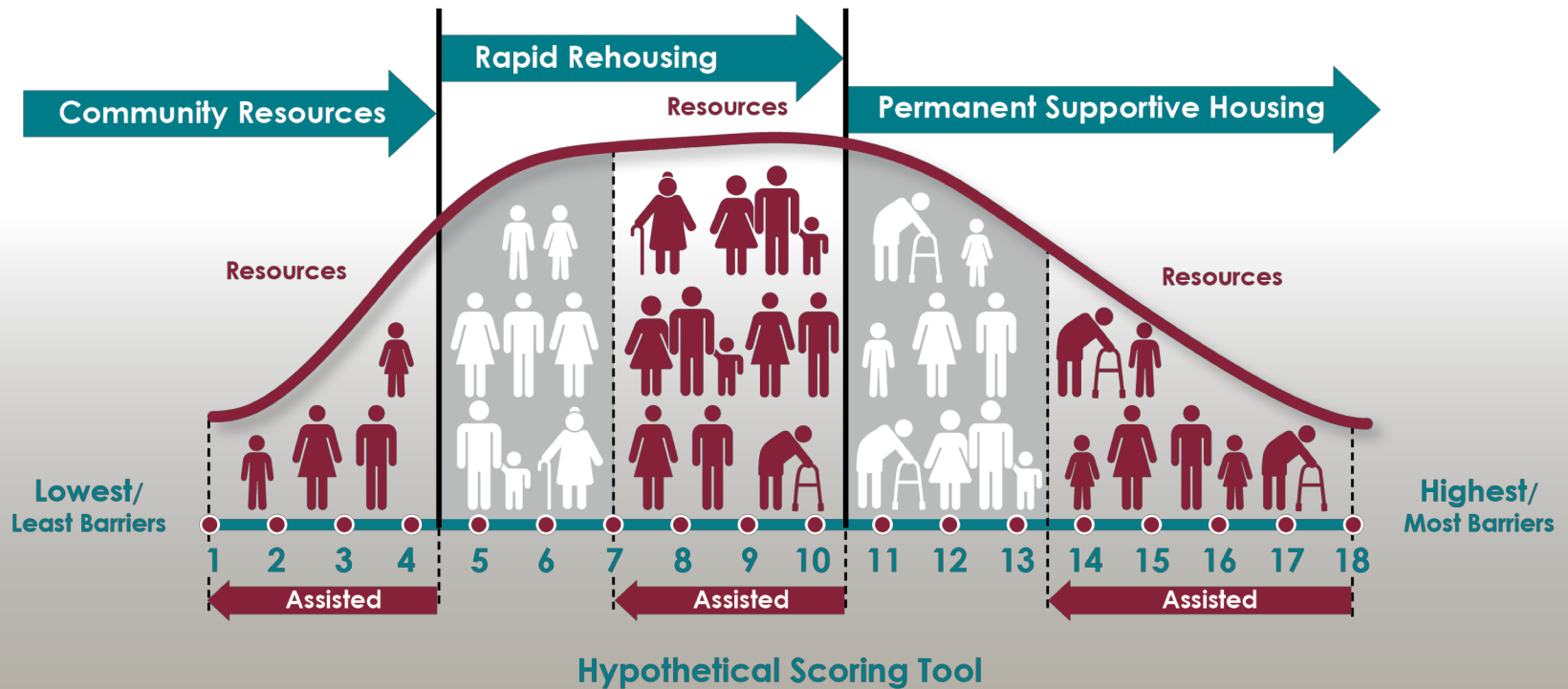


- Majority of homelessness response systems do not have enough resources, resulting in:
  - ✓ Number of persons matched to specific interventions exceed availability, increasing lengths of time homeless
  - ✓ “Bucket” approach results in lower need households being served more quickly
  - ✓ Information collected is static becoming old over time
  - ✓ Many people on waiting lists cannot be located
  - ✓ Lack of confidence in validity of scores
  - ✓ Eligibility not considered until too late in process

# Example of Current Approach



# Example of Current Approach



# Outcome of Current Approach





**ACCESS**

# Common Access Challenges

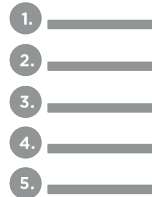
## ACCESS



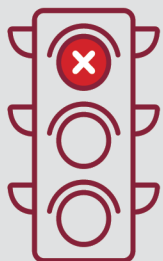
## ASSESSMENT



## PRIORITIZATION



## REFERRAL



1. More people seeking assistance than have resources to assist
2. Highest-need people not getting access



1. System-wide problem solving
2. Access through mobile outreach



**ASSESSMENT**

# Common Assessment Challenges

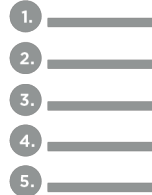
ACCESS



ASSESSMENT



PRIORITIZATION



REFERRAL



1. Assessment process is long, time-consuming
2. Information quickly out-of-date
3. Assessment does not lead to assistance for many



1. Phased Assessment
2. Ensure everyone gets a housing plan



**PRIORITIZATION**

# Common Prioritization Challenges

## ACCESS



## ASSESSMENT

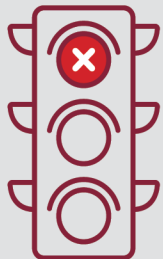


## PRIORITIZATION

- 1.
- 2.
- 3.
- 4.
- 5.



## REFERRAL



1. **List is static** (*conditions change, but list stays the same*)
2. **Stakeholders lack confidence in score/order**
3. **List is long** (*many people get nothing; list is out-of-date and then can't find high-priority people*)



1. **Dynamic prioritization** (*continuous adjustment of list*)
2. **Case conferencing, other information used besides score**



# **Our Community Panelists**



Richmond, VA	Los Angeles, CA	Boston, MA
<ul style="list-style-type: none"><li>• Multi-jurisdictional CoC with PIT of approx. 600;</li><li>• Annual #s served = 3,000</li><li>• Moved to phone-based access in January 2018</li><li>• Diversion-oriented system</li><li>• Prioritization for all services including emergency shelter</li></ul>	<ul style="list-style-type: none"><li>• LAHSA is the CoC for 85 of 88 cities in LA County</li><li>• Over 52,000 people experiencing homelessness in LA County; 75% are unsheltered</li><li>• Took over 6 months to pass CES Policies incorporating “dynamic” prioritization</li><li>• Plans to implement “proportional” matching (referral) approach</li></ul>	<ul style="list-style-type: none"><li>• Urban CoC, Collaborative Applicant is within City/County government- Total PIT, 3,527</li><li>• Boston’s Mayor, Marty Walsh, recently created a campaign to raise \$10 million dollars to end chronic homelessness in the city.</li><li>• Challenges in CES<ul style="list-style-type: none"><li>✓ Buy-in to use less intensive housing for vulnerable households.</li><li>✓ Re-orienting existing projects’ goals and functions to align with CE and system goals.</li><li>✓ Finding the sweet spot of CE governance to maintain buy-in</li></ul></li></ul>

# Coordinated Entry System: Complexity

Kelly King Horne

Homeward

Richmond, VA

[www.homewardva.org](http://www.homewardva.org)

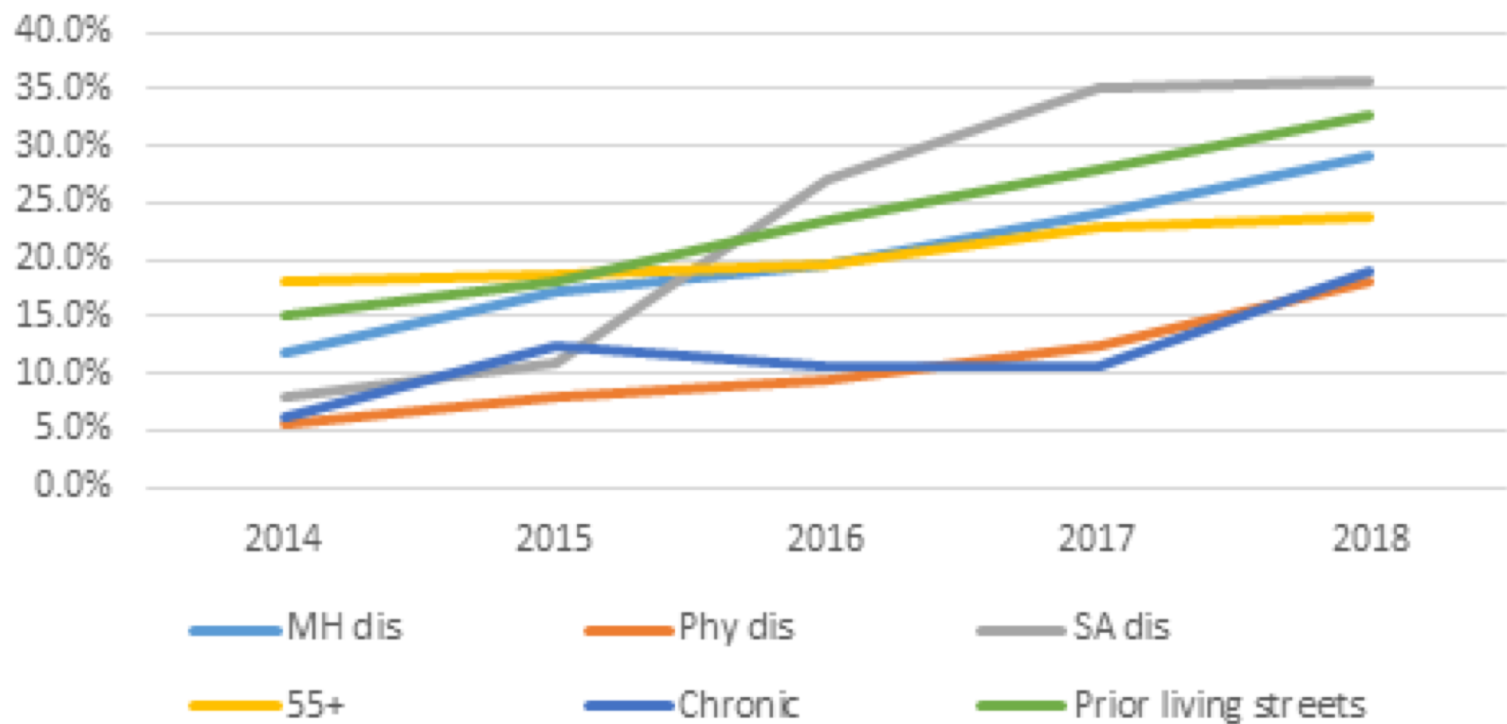
[www.endhomelessnessrva.org](http://www.endhomelessnessrva.org)

# Coordinated Entry in Greater Richmond, VA

## What is making a difference?

- **Governance:** structured way to make difficult decisions together
- **Understand that we are dealing with complexity:** multiple components, multiple stakeholders
  - Traditional partnerships or program changes are not enough to manage complex change
  - Leadership challenges and opportunities
- **Data:** to identify opportunities, to understand need, to check assumptions, and to measure progress
- **Align funding with policies and consumer need**
- **Focus on serving more and more vulnerable people**

## Characteristics of Clients Served in Shelter: 2014 - 2018



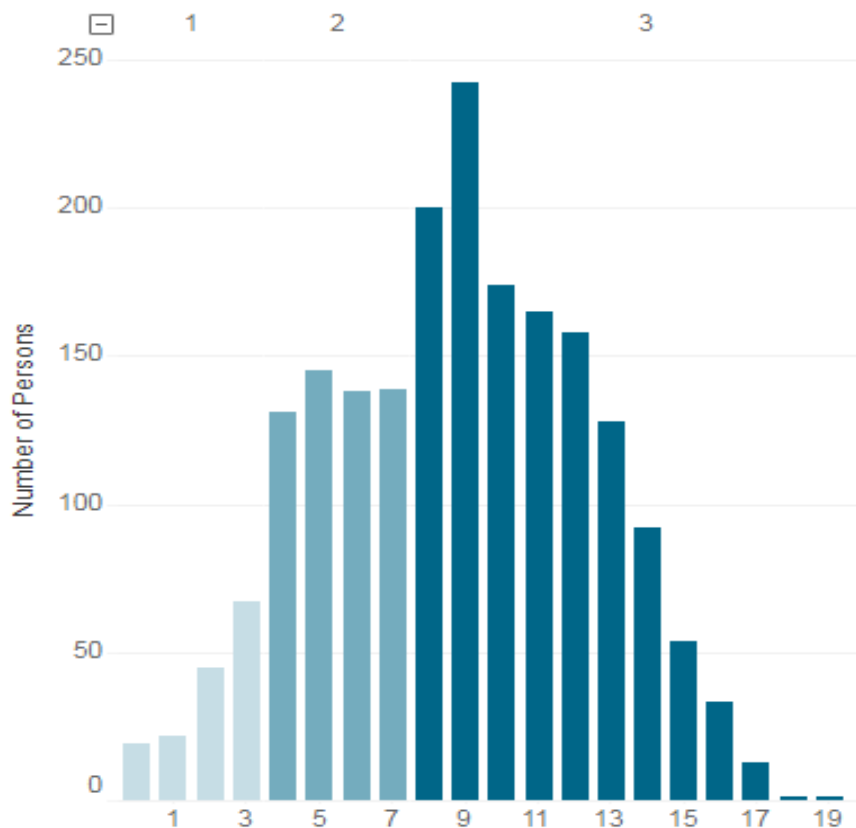
# Adult Coordinated Entry System in Los Angeles: Dynamic Prioritization & Proportional Matching



Marina Genchev, MSW  
Sr. Manager, Adult Coordinated Entry System

# Permanent Supportive Housing Placements

Score Distribution - All (N=1,967)

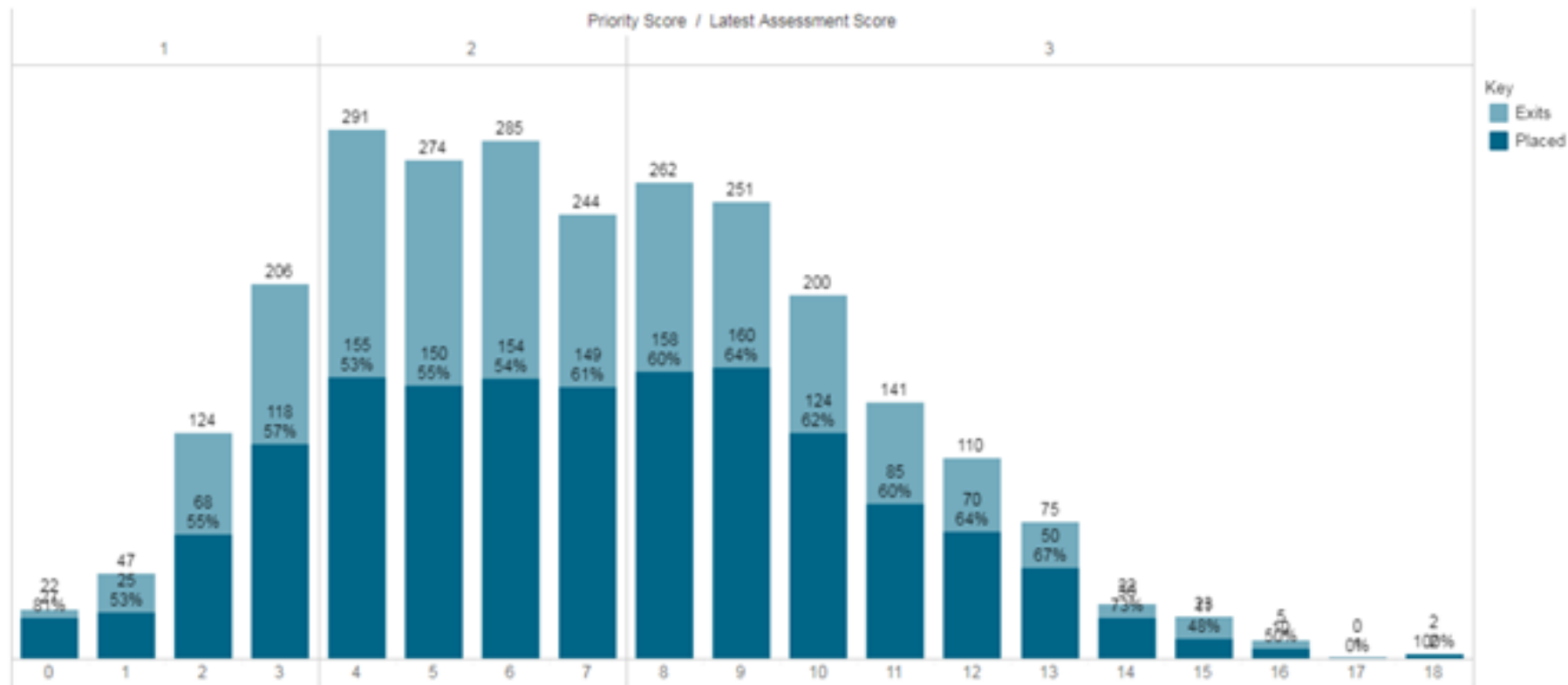


Priority Score	Placements	% of Total
1	147	8%
2	543	29%
3	1,177	63%

Permanent Supportive Housing was not being prioritized for highest acuity persons.

# Rapid Rehousing Exits to Permanent Housing

Exits (N = 2,553) & Exited to PH (N = 1,492)



Placements into permanent housing for high acuity participants was not significantly lower proportionally than for mid or low acuity populations.

# Determining Acuity Score Ranges Based on Population and Resources

Adults		
Acuity Score	Number	Cumulative
17	11	11
16	228	239
15	309	548
14	561	1109
13	759	1868
12	1042	2910
11	1380	4290
10	1649	5939
9	1850	7789
8	2083	9872
7	1824	11696
6	1847	13543
5	1751	15294
4	1578	16872
3	1201	18073
2	721	18794
1	256	19050
0	50	19100

Youth		
Acuity Score	Number	Cumulative
17	0	0
16	0	0
15	4	4
14	6	10
13	32	42
12	36	78
11	45	123
10	81	204
9	90	294
8	161	455
7	168	623
6	219	842
5	242	1084
4	251	1335
3	184	1519
2	115	1634
1	59	1693
0	6	1699

Families with Children		
Acuity Score	Number	Cumulative
17+	4	4
16	7	11
15	13	24
14	15	39
13	19	58
12	42	100
11	49	149
10	60	209
9	87	296
8	110	406
7	172	578
6	175	753
5	174	927
4	145	1072
3	53	1125
2	30	1155
1	11	1166
0	3	1169

# Los Angeles' Priority Order Table

Acuity Group	Priority Order	Subpopulation (Tool: Acuity Score Ranges)	Ordering Criteria (Criteria for ordering within each subpopulation group)
1	1	<b>High-Acuity Families</b> (VI-FSPDAT: 9-22)	<ol style="list-style-type: none"> <li>1. Acuity Score</li> <li>2. Length of Time Homeless</li> <li>3. High risk as determined by case conferencing</li> </ol>
	2	<b>High-Acuity Youth</b> (Next Step Tool: 8-17)	
	3	<b>High-Acuity Adults</b> (CES Survey Packet: 12-17)	
	4	<b>High Risk Participants</b> (On LA County 5% list <u>or</u> in need of a program transfer <u>or</u> Case Conferencing Exceptions)	
2	1	<b>Mid/High Acuity Adults</b> (CES Survey Packet: 8-11)	
	2	<b>Mid/High-Acuity Families</b> (VI-FSPDAT: 7-8)	
	3	<b>Mid/High-Acuity Youth</b> (Next Step Tool: 7)	
3	1	<b>Mid-Acuity Families</b> (VI- FSPDAT: 4-6)	
	2	<b>Mid-Acuity Youth</b> (Next Step Tool: 4-6)	
	3	<b>Mid-Acuity Adults</b> (CES Survey Packet: 4-7)	
4	1	<b>Low-Acuity Families</b> (VI-FSPDAT: 0-3)	
	2	<b>Low-Acuity Youth</b> (Next Step Tool: 0-3)	
	3	<b>Low-Acuity Adults</b> (CES Survey Packet: 0-3)	

# Proportional Matching: Order

- **Proportional Matching:** 10 housing resources become available over the course of a year *in the following order:* A, B, C, D, E, F, G, H, I, and J.

Acuity Group	Priority Order	Subpopulation	Sample % in a Region	Resource Allocation
1	1	High-Acuity Families	7	D
	2	High-Acuity Youth	7	E
	3	High-Acuity Adults	76	B, C, F, G, H, I, J
	4	High Risk Participants	10	A

*In this scenario, all Subpopulations receive a housing resource and no subpopulation must wait on another subpopulation. Overall resource allocations remain “proportional” to the presence of these subpopulations in a region.*

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# Proportional Matching: Resource Distribution

	% in Region based on Active List	Projected New & Turnover Pop. Specific Project-Based PSH	Projected New & Turnover Pop. Specific Tenant-Based PSH	Projected New & Turnover Pop. Neutral Project-Based PSH	Projected New & Turnover Pop. Neutral Tenant-Based PSH
Adults	80%				
Youth	10%				
Families with Children	10%				

# Contact

Marina Genchev, MSW  
Sr. Manager, Adult Coordinated Entry System  
Los Angeles Homeless Services Authority  
[mgenchev@lahsa.org](mailto:mgenchev@lahsa.org)



# Challenge: Shifting Resources

Shift: System-level Progressive Engagement of Resources

Newly Homeless

Diversion

Flexible Exit Funds

Unable to Self-Resolve (30 days)

Flexible Exit Funds

Mainstream  
Housing Search

Priority Pops for  
Intensive Resources

Fleeing Violence  
Long Term Stayers

Youth Long Term  
Stayers  
Chronic

# Using Data: Capacity & Need

Key data points used to re-think prioritization of non-PSH resources (RRH, mainstream set asides, diversion-esque funds)

- CoC had housing to meet 30-40% of the need/yr
  - PSH was only able to meet about 20% of the chronic need/year
- At any given time, at least 1/3 of individuals were long term stayers (9+ mos in last 3 years) at any point in time
- Average LOT was 9+ months for individuals

# Guiding Principles & Consumer Input

- 1.) Person-centered
- 2.) Efficient
- 3.) Housing First-oriented
- 4.) Data-Informed
- 5.) Transparent
- 6.) Equitable

**Other areas of Consumer Input:** Scripting within assessment; engagement to discuss housing opportunities; connecting with matched participants; assessment training for staff; streamlining of processes

# Planning w/a Systems Change Lens

## Culture of Learning & Innovation

- Challenge assumptions and accepted methodologies
- Be Comfortable with Uncertainty
- Have a willingness to experiment/innovate/learn
- Accept the need to change things that do not work well
- Fail Forward

## Effort to Understand the Impact of Change

- System Leadership
- Org Leadership
- Org End Users (frontline staff)



**Back to the Dynamic Prioritization Presentation**



# PRIORITIZATION

# Common Prioritization Challenges

ACCESS



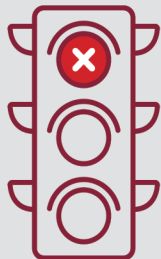
ASSESSMENT



PRIORITIZATION



REFERRAL



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1. **Dynamic prioritization** (*continuous adjustment of list*)
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# Strategies for Improving Prioritization

ACCESS



ASSESSMENT



PRIORITIZATION



REFERRAL

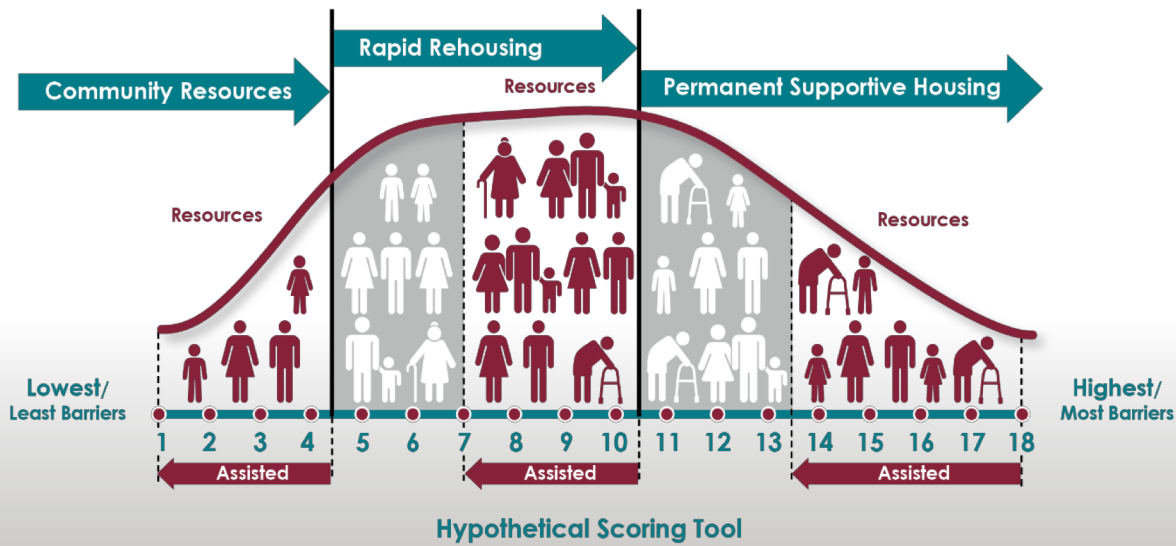


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# Challenge: Static Prioritization



- ✓ *Doesn't consider actual resource availability*
- ✓ *Long waitlists, no housing plan*
- ✓ *Assumes a single pathway out of homelessness*
- ✓ *Information becomes quickly out-of-date*
- ✓ *Lower need households exit homelessness more quickly*

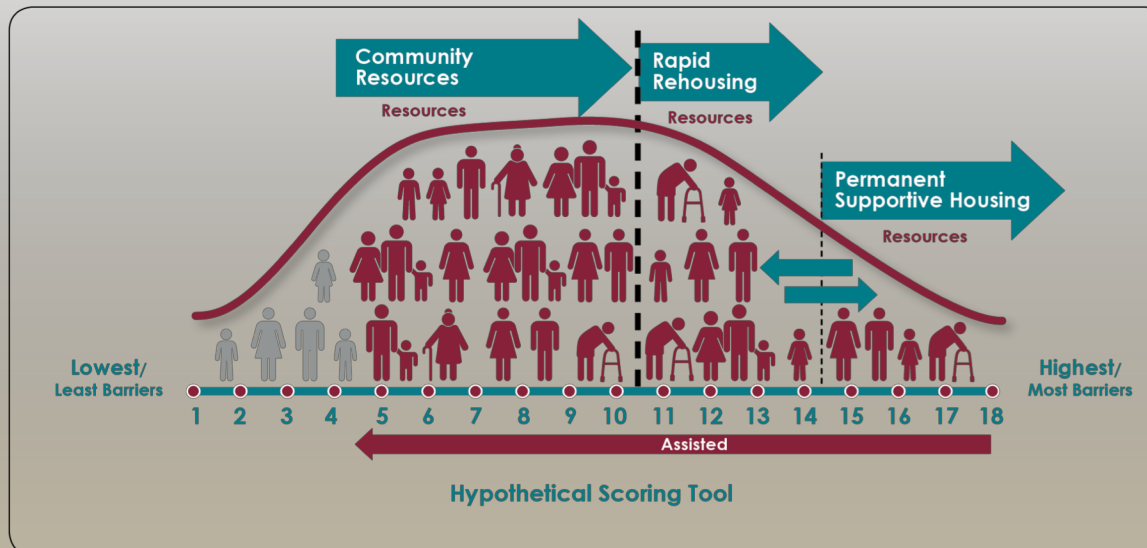
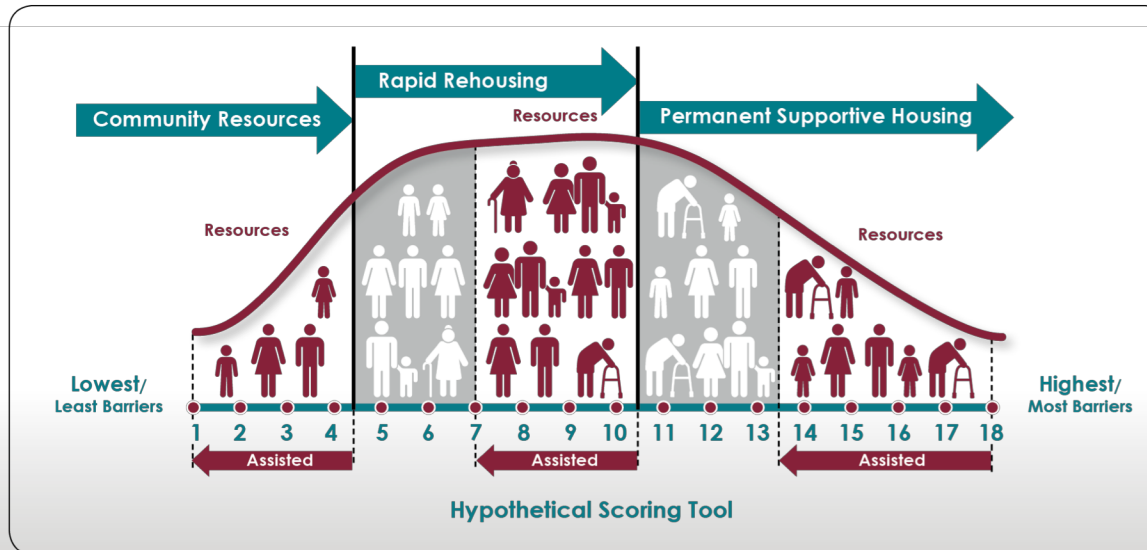
# Strategy: Dynamic System Management




***Dynamic System Management*** is an approach to prioritization that considers information in real time and seeks to do each of the following:

- ✓ Ensures the most vulnerable persons are prioritized for all available dedicated resources
- ✓ Seeks to achieve housing placements quickly, preferably on average of 30 days or less
- ✓ Allows for flexible housing placement decisions that considers a variety of factors
- ✓ Continues to utilize problem-solving conversations to move those households not currently prioritized into housing

# Static vs. Dynamic Prioritization



# Using Dynamic Prioritization for Referral

- 
- Dynamic prioritization works in real time based on available resources
  - For each vacancy, start by considering the people at the top of the priority list
  - Dynamic prioritization allows for more flexibility in referral decisions
    - PSH optimal for persons experiencing CH and highest needs
    - If PSH not available, RRH should be considered to be used to provide a bridge or flexible support
  - Resources should limit population-specific eligibility criteria to ensure that resources can be used as flexibly as possible

# Strategy: Case Conferencing



- Case conferencing is a meeting of stakeholders to discuss housing placement decisions on a case-by-case basis
- Use case conferencing to discuss:
  - What is vacant?
  - Who is 'ready'?
  - Of those 'ready', who is highest need and eligible for opening?
  - New or additional information collected on a household



Thank you for your participation in this session.

**For questions about these slides contact:**

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For more information on Dynamic System  
Management/Dynamic Prioritization go to the HUD  
Exchange CES Section