

Impactful Outreach

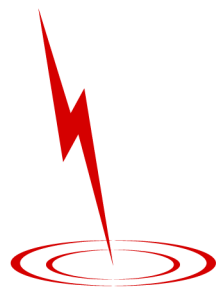
Connecting to permanent solutions

*Iain De Jong
President & CEO
OrgCode Consulting, Inc.
@orgcode*



About OrgCode

OrgCode Consulting, Inc. are North American leaders in homeless system transformations, leadership development in homeless services, and technical assistance. OrgCode are merry misfits that disrupt the status quo to be catalysts for better outcomes. Thought leaders in ending homelessness, we advance ideas, create and share resources, and offer training that doesn't suck.

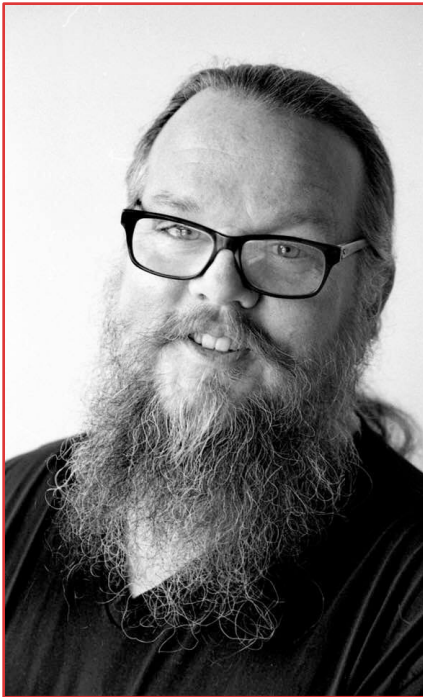


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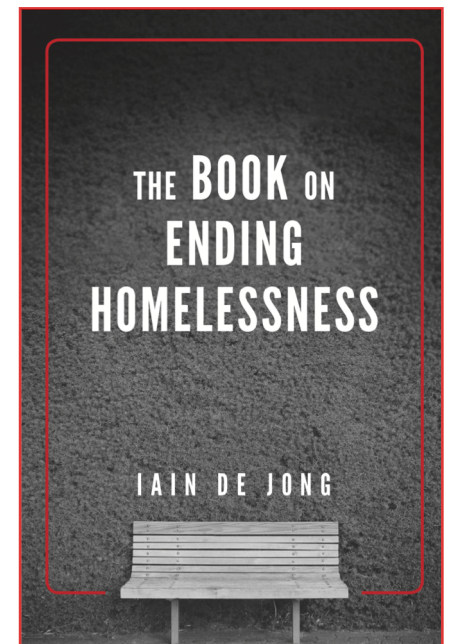
About Me



Iain De Jong (he/him) is the President & CEO of OrgCode and the author of *The Book on Ending Homelessness*.

A half-decent father and fair to middling leader, Iain is known for his thought provoking insights, ideas and data related to his unwavering commitment to end homelessness, and his work on leadership development in the sector.

He is a frequent keynote and conference speaker and a media commentator and contributor on matters related to homelessness.



Let's Do Outreach!

You need to work the room. Your job is to get confirmation of people that have characteristics outlined on the next page. Example: *find one person who has lived in the same city for 10 or more years, but lived somewhere else before.*

You can only use a person once for characteristic confirmation.

Once you have confirmed all of the characteristics, put your hand up.



Let's Do Outreach!

- Find two people born in 1980 or sooner (e.g., 1981, 1982, etc).
- Find one person with three or more tattoos.
- Find two people that have two or more syllables in their last name.
- Find one person that has been on a horse in the last 10 years.
- Find two people that know the words to a Beatles song (and make them prove it).



Hmm...

What problem(s) does street outreach solve?

How should impactful outreach be measured?

What two or three characteristics would you expect to find in an exemplary street outreach worker?

If street outreach is so important for connecting with and helping house some of the most vulnerable people in your community, why are they amongst the lowest paid jobs in the homelessness serving sector?



DEFINING IMPACTFUL OUTREACH



Defining Impactful Outreach

Impactful Outreach is a professional intervention that is structured, documented and strategic, to meet people where they are at - literally and circumstantially.

Impactful Outreach is respectfully persistent in helping people achieve housing and exit homelessness through a process of assessing, understanding and addressing both immediate and housing needs.



Objective of Impactful Outreach

The **overarching objective** of impactful outreach is to **reduce and end unsheltered homelessness**.

To achieve the overarching objective, impactful outreach shall:

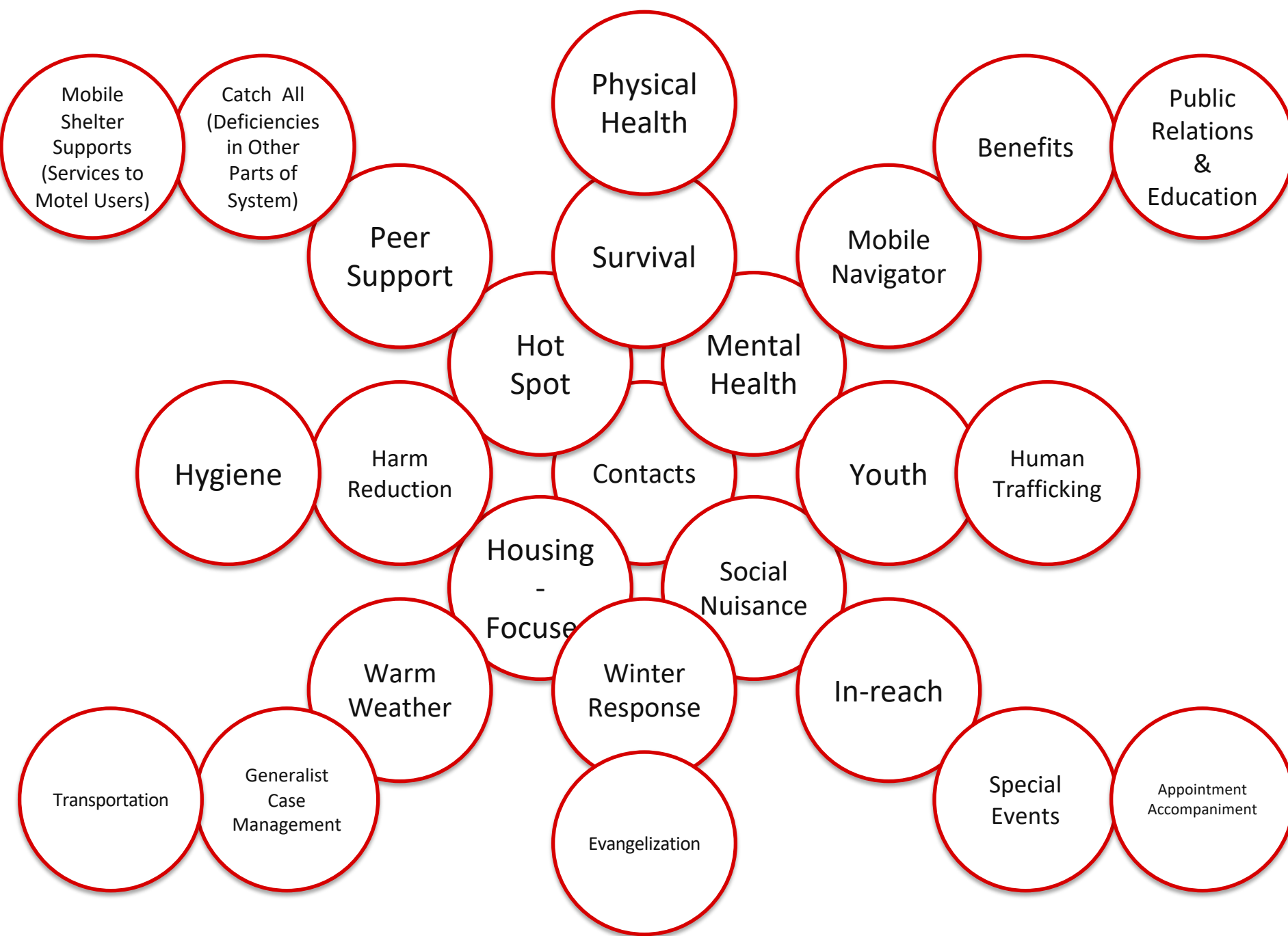
- Be discerning regarding who they want to engage with and why, relative to the community's priorities
- Know people by name
- Establish rapport
- Meet immediate needs without creating dependency and without enabling
- Focus on connecting people to housing through or outside of CES, and engaging in all processes associated with this (e.g., getting people paper ready)
- Develop strategies to effectively engage with people who do not wish to engage or struggle to engage
- Leverage strengths of various service providers beyond street outreach, within a systems context
- Drive decision-making through the use of data



Inreach and Outreach

- In-reach is in-reach.
- Outreach is outreach.
- In-reach is not outreach.
- Outreach is not in-reach.
- They can be complimentary. They can be done by the same person. But they are different.





Outreach Falls Into Two General Themes

	<i>Theme One</i>	<i>Theme Two</i>
<i>Generally Understood As...</i>	<i>Making Contacts, Addressing Immediate Needs and Transportation</i>	<i>Intensive, Assertive and Housing-Focused</i>
<i>Really Useful For...</i>	<i>Locating and knowing every person outside and keeping people alive, as well as responding to crises, and having a visible presence often many hours of the day, most days of the week</i>	<i>Problem solving and ending homelessness</i>
<i>Staffing</i>	<i>Lower skilled, often entry level or trained peers</i>	<i>Highly skilled, usually higher education and many years experience</i>
<i>Struggles With...</i>	<i>Solving homelessness, meeting the needs of people with complex and co-occurring issues, and demonstrating outcomes</i>	<i>Demands of caseload, expectations of others (seen as going slow), and solving issues that require input</i>

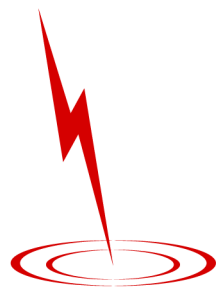
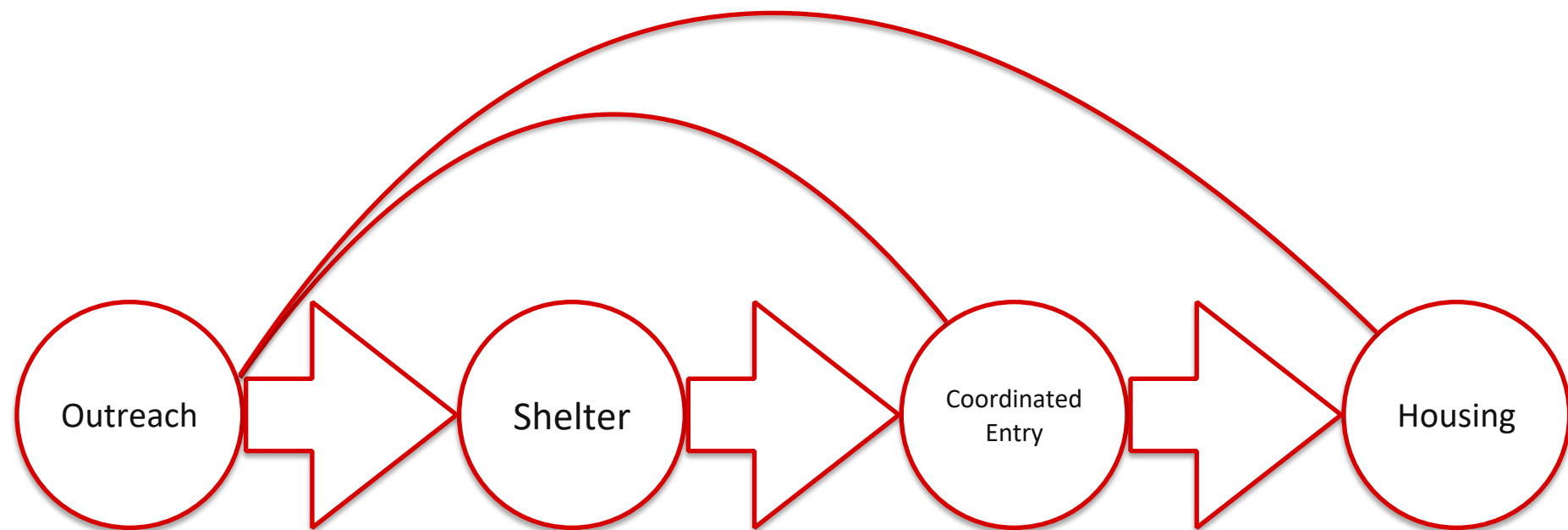
Which is Best?

- The approach to deliver outreach is driven by the community's priorities when it comes to homelessness.
- If the intent is to end homelessness, the second theme is best.
- If the intent is to look responsive to homelessness and try to keep people alive, approach theme is best.
- Both can co-exist to get the best of both worlds, but it is tricky.
- 24 hour outreach may be structured into different approaches



IMPACT THROUGH COORDINATED ENTRY





Unsheltered person got housed



Unsheltered person got
matched through coordinated
entry



Unsheltered person got paper
ready



Unsheltered person was visited
repeatedly to address
immediate needs and built trust



Unsheltered person consented
to receive outreach services



Street outreach makes contact
with unsheltered person

Hand off to
housing supports

Street outreach
worker may
participate in case
conference or
warm handoff

Responsibility of
street outreach
worker



IMPACT OUTSIDE OF COORDINATED ENTRY



Unsheltered person got housed



Street outreach worker/housing locator found suitable accommodation that unsheltered person wants



Unsheltered person shared housing preferences and income



Unsheltered person was visited repeatedly to address immediate needs and built trust



Unsheltered person consented to receive outreach services



Street outreach makes contact with unsheltered person

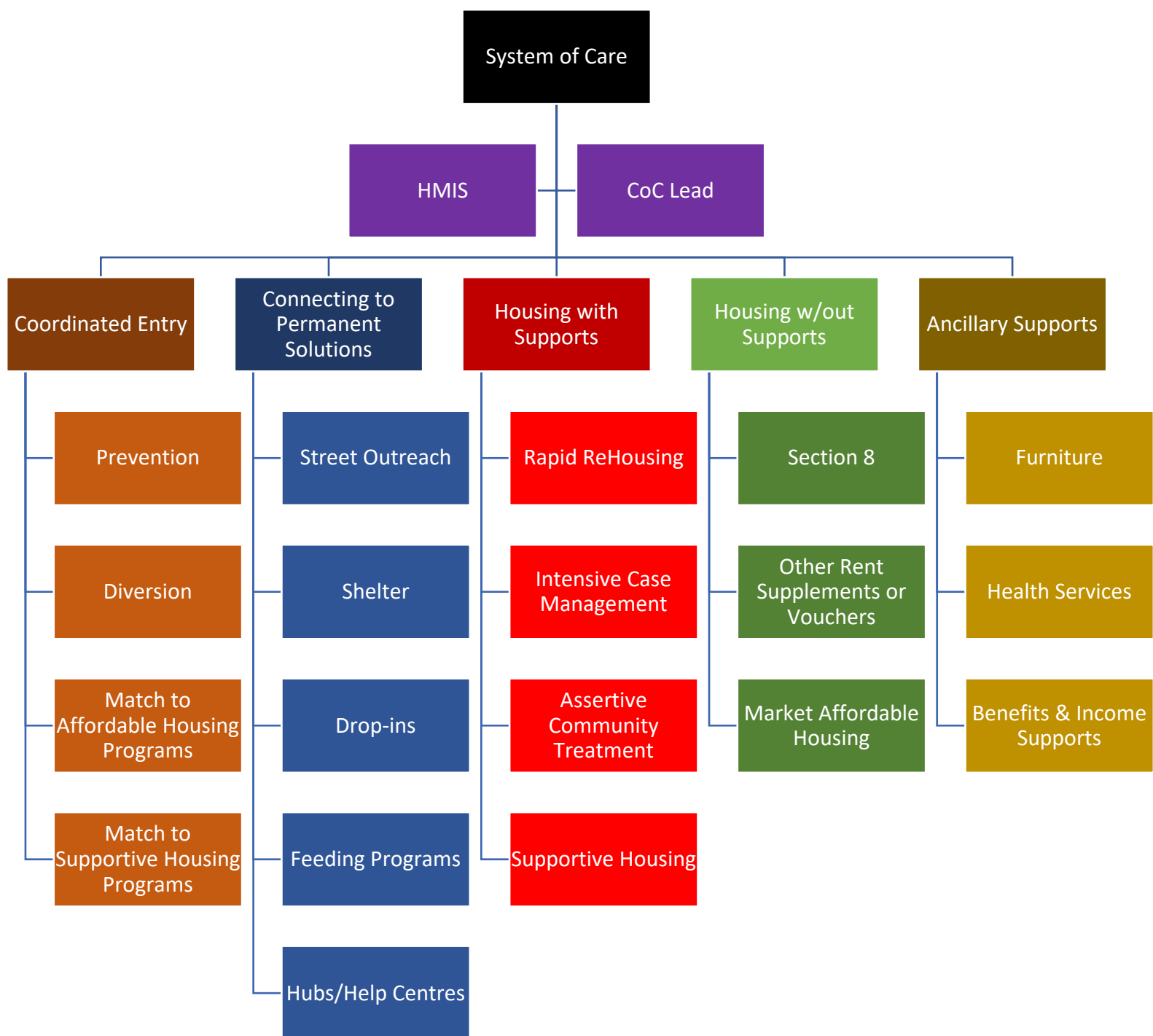
Hand off to community supports

Responsibility of street outreach worker



CONNECTING INTO THE SYSTEM OF CARE







Outreach



Shelter

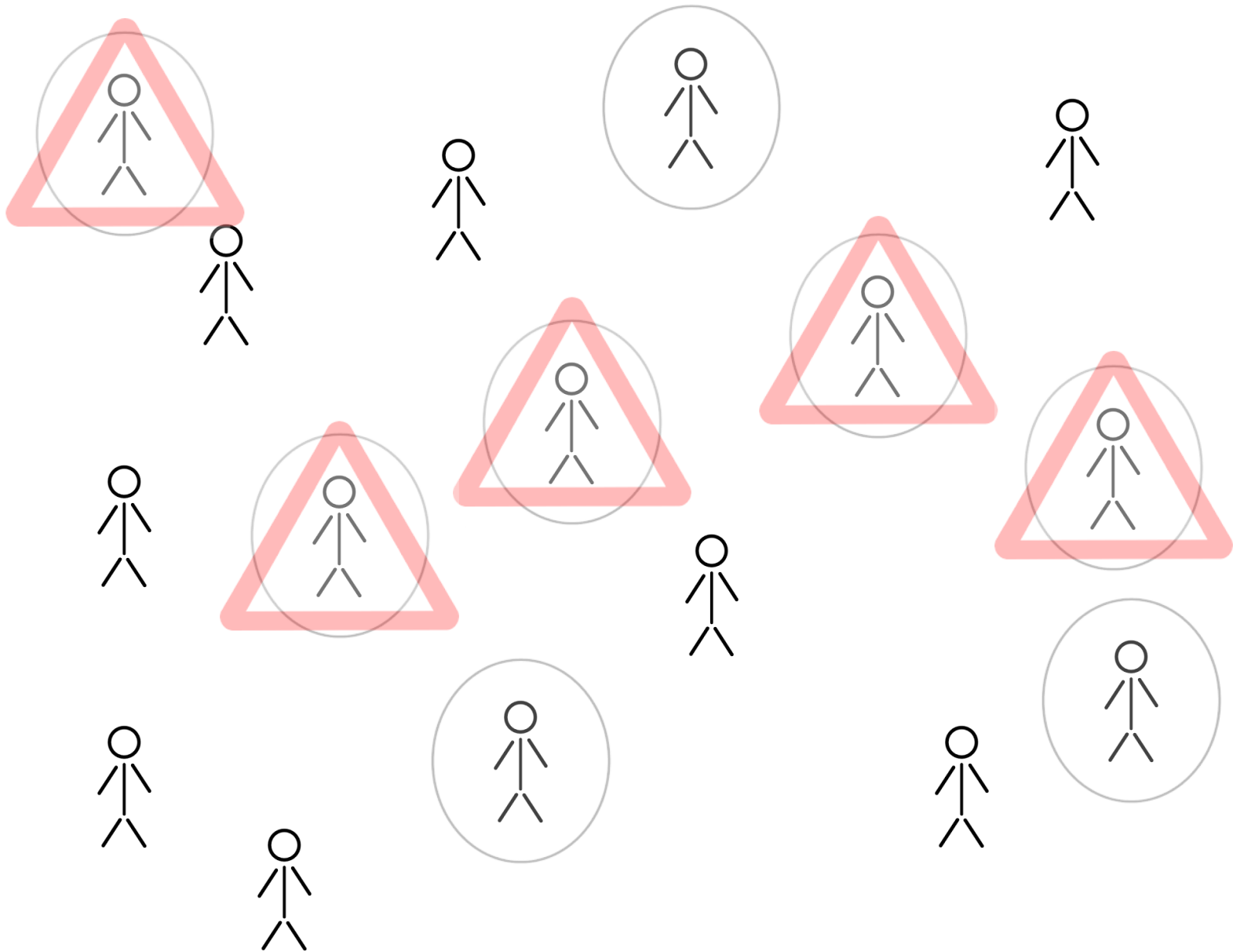


Day Services



**NAMING THE SUBSET OF PEOPLE YOU
WILL SERVE AND HOUSE**

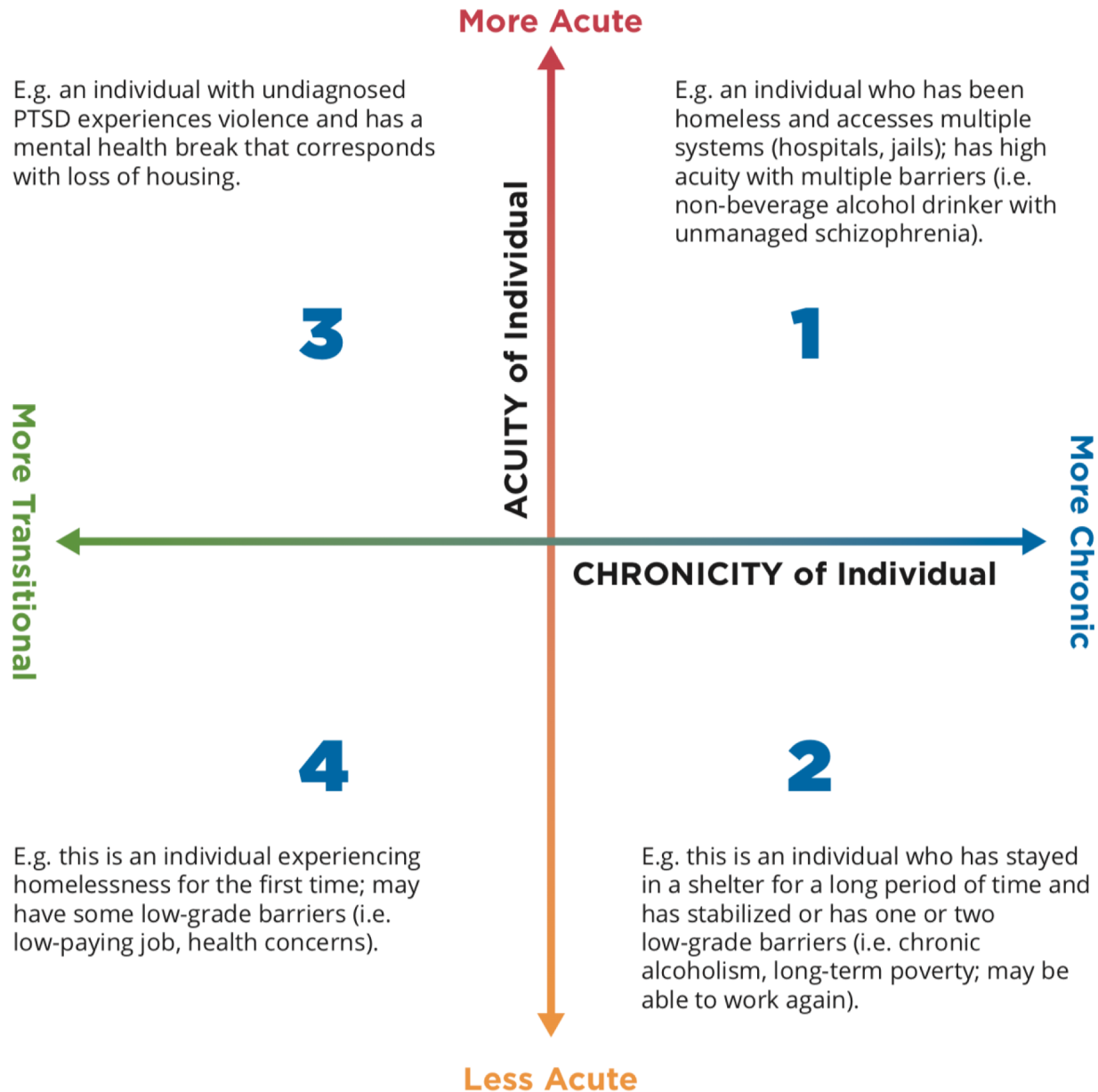




Naming Priorities

- Suitable priorities may be:
 - Otherwise disconnected
 - Focus on housing solutions
 - Higher risk
 - Encampments
 - Longer-term homeless
- What are your priorities?





A Typology

1. One and done
2. Tumbleweed
3. Anchor



A PROFESSIONALIZED APPROACH TO OUTREACH





GETTING FROM HERE



TO THERE



Historically...

- Street outreach has often been seen as a low paying job.
- People with lived experience are often brought into outreach roles, but not always with training.
- The measures of outreach were contacts and/or provision of survival supports.
- In larger settings not uncommon for outreach teams to overlap - sometimes out of ignorance and sometimes because of different mandates.
- Busy outreach = good outreach.



What It Means to Be a Professional Service

- Governing principles
- Standards of service
- Planned, structured, documented, and strategic
- Professional boundaries and ethics
- Knowledgeable of main currents of thought and practice, and how to put that into motion
- Open to evaluation and improvement, as well as measured outputs, outcomes, and accountability



Professional Outreach is an Intervention

An intervention means that there will be:

- **action** to improve a situation
- **interference** into the affairs of another
- **persuasion** to consider alternatives



A Professional Outreach Program VS.

Delivery of an Outreach Contract

- An outreach ***program*** has predetermined objectives and practices that are cohesive to achieve outcomes. It transcends contracts and even organizations.
- An outreach ***contract*** is focused on the activities and outputs to be completed by a person or organization that is awarded the contract.



Clinicians and Outreach

- The presence of a clinician is not what defines an outreach program as professional.
- Clinicians can be very useful in participating in outreach. This has been especially true at support with mental health and physical health care.
- They can also be problematic. This has been especially true with privacy, coordinated entry, and establishing priorities.



ENGAGEMENT



Approach

- Approach at an angle
- Identify yourself
- Make eye contact
- Hands at your side and not in pockets
- If they are on the ground, crouch at an angle
- Always know your exit route





Building Rapport

Approach 1

Be-friending

Survival focused

Distribution of
goods

Approach 2

Objective-based
interactions

Administrative

Solution-focused

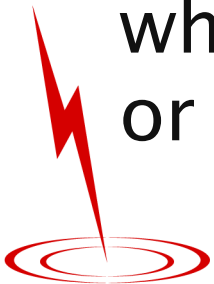
Trauma-Informed Engagement

- Acknowledge the person.
- Specify ***exactly*** what you wish to discuss.
- Indicate how long the discussion is expected to take.



Engage on Content, Not Provision of Goods

- Lead with your purpose of engagement.
- Do NOT lead with offers of cigarettes, food or hygiene supplies.
- You want the person to engage and trust you because of what you will do for their homelessness, not the provision of goods, which can create an unbalanced relationship or a dependent relationship.



Use Your MI Skills From the Start

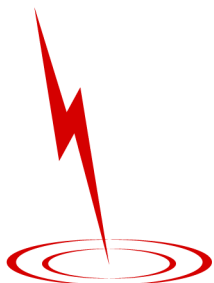
- Practice and prepare good open-ended questions that stimulate dialogue.
- For example, instead of “Do you want services today?” ask “What types of services do you want today?” **or** instead of asking “Are you interested in housing?” ask “What would it take for you to move forward with getting housed?”



Role of an Outreach Worker

- Find
- Assess
- Prioritize
- Re-Find
- Solve their homelessness

An exemplary outreach worker is one that does not confuse being busy with being effective; one that focuses on outcomes, not outputs.



Intent

- **WHO** are you?
- **WHY** do you want to connect with the person?
- **WHAT** will happen if they connect with you?
- **HOW** will you make it happen?
- **WHEN** will you make it happen?



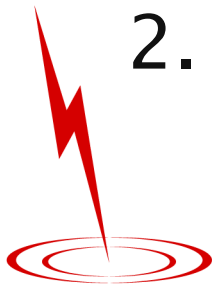
Core Competencies

- Safety strategies
- Cultural competency
- Motivational interviewing
- Assertive engagement
- Mental health first aid
- Harm reduction
- Trauma-informed care
- Person-centered care
- Overdose first aid
- Documentation



So What Does Professional Street Outreach Look Like Operationally?

- Assigned geographic areas.
- Separation of crisis response and finding new people from sustained contact and resolution.
- Consent and information sharing across relevant parties.
- Assigned “lead” to those working on resolution of homelessness.
- Lower outreach to client ratios in Approach 2.



So What Does Professional Street Outreach Look Like Operationally?

- Daily tasks and goals are established in advance whenever possible; not ad hoc.
- Engagement plans established for those that have declined service and seem unwell.
- Objective-based interactions.



Client Name	Lead	Current Objectives	Tasks for Next Visit	Date of Next Visit	Other Key Notes
Black, John	Tom	<ul style="list-style-type: none"> - Address harms of substance use - Identification 	<ul style="list-style-type: none"> - Take to needle exchange - Take to DMV 	Feb. 21	
Christie, Chris	Dale	<ul style="list-style-type: none"> - Family reunification - Safety planning 	<ul style="list-style-type: none"> - Call brother in Dayton - Safety assessment 	Feb. 22	Court on Mar 11
Davis, Ed	Tom	<ul style="list-style-type: none"> - Wound care - Identification 	<ul style="list-style-type: none"> - Take to health center - Take to DMV 	Feb. 21	Use universal precautions
Deming, Frances	Sam	<ul style="list-style-type: none"> - Housing search - Money management 	<ul style="list-style-type: none"> - Apartment viewings - Complete Honest Monthly Budget Tool 	Feb. 26	

WHO/ DESCRIPTION	LOCATION	IDEAS FOR ENGAGEMENT	DATE FOR NEXT ATTEMPTED ENGAGEMENT
<i>Khatter, Kapil</i>	<i>7th and Main</i>	<ul style="list-style-type: none"> - <i>Punjabi speaking translator</i> - <i>Get permission to speak to sister in Chicago</i> 	<i>Feb. 21</i>
<i>Mantha, Bill</i>	<i>Corpus & Finn</i>	<ul style="list-style-type: none"> - <i>Older outreach worker</i> - <i>Try outreach before 6am</i> 	<i>Feb. 24</i>
<i>Red hat, 6'ish, African-American, shorts</i>	<i>Guava Park</i>	<ul style="list-style-type: none"> - <i>Try female outreach staff</i> - <i>Bring toe nail clippers</i> 	<i>Feb. 23</i>
<i>Spanish-speaking, 5'5"ish, likely LatinX, often wearing layers of clothes, panhandles with English sign</i>	<i>Starbucks on Main; McDonalds on Davis; Culvert off of Centennial</i>	<ul style="list-style-type: none"> - <i>Bring Maria from Lord's Place</i> - <i>Offer clothes storage</i> - <i>Offer change of clothes</i> 	<i>Feb. 28</i>

FINDING AND ASSESSING



Finding

- This process can be active search by the outreach team or responding to calls from the likes of 211.
- In Approach One, there is greater ease in fitting this into any day.
- In blended approaches, it becomes critical to dedicate times specific to this or specific days of the week to undertake this activity.



Assessing

- Assessing encampments and immediate needs can be done on first contact.
- Conducting assessment can occur during the find process, but may be more beneficial once it is determined if they are a tumbleweed or anchor (not a one and done).
- Assessment should only be done once HMIS has been checked to see if they have already had an assessment completed.
- Good idea to have at least three or four contacts prior to doing an assessment beyond immediate needs.



Prioritizing

- It can be helpful to consider outdoor homelessness as a mass catastrophe. There needs to be triage based upon the availability of resources.
- Outreach priorities should be linked to the priorities of the community in what is trying to be accomplished in ending homelessness.
- For example, if the community wants to first house that that are chronic, are unwell, and scored higher on your assessment tool, that is a good place to start with targeting with whom to engage.



Re-finding

- A combination of appointments (depending on degree of traumatic past and cognitive functioning), and efforts that are scheduled by the outreach worker but perhaps seem impromptu to the unsheltered person are best.
- Re-finding should be a calculated strategy for re-engagement, not a game of hide and seek.



Solving Their Homelessness

- May or may not be linked with other service providers, either in the self-resolution process or coordinated entry.
- Where there are handoffs to another provider, this should be a “warm transfer” with the outreach worker, program participant, and the receiving service provider.



ORGANIZING THE TIME OF AN OUTREACH WORKER



Allocated Time Based Upon Typology & Approach of Outreach

- One and done, and tumbleweeds, can often be served through Approach One.
- One and done, and tumbleweeds are best served through 7 day a week outreach with early morning and evening hours part of the delivery package.
- Anchors are best served through Approach Two.
- Anchors are best served through early morning and daytime availability.



Approach One

- Greatest challenge is managing follow-up engagement that may be appointment based with new engagement and call-in requests for service.
- Best to carve out specific days of service or specific hours within a shift for different types of activities.



Approach Two

- Can be delivered Monday to Friday.
- 6am-2pm or 7am-3pm shifts are best.
- Activities and objectives are planned in advance.
- Not uncommon to engage intensely with 2-6 people per day, and no more.
- Some time in any given day will be invested in administration, liaising with other systems, managing communications with other stakeholders, etc.



ASSESSING ENCAMPMENTS



Degree of Organization of the Encampment

	Yes	No
<i>Permanent or semi-permanent structure and settling</i>		
<i>Preparation for most weather eventualities</i>		
<i>Trash Managed</i>		
<i>Hoarding Present</i>		

“YES” to structures, weather preparation and managing trash, with a “NO” to hoarding is a positive sign of high degree of organization.



People and Pets

	Yes	No
<i>Minors living on the site</i>		
<i>If “YES” to minors, is the adult the legal guardian.</i>		
<i>Pets other than dogs or cats</i>		
<i>If animals of any kind are present, do they generally seem to be in good physical condition?</i>		
<i>If animals of any kind are present, do they generally seem to have their food and water needs met?</i>		

Minors onsite is problematic only if the adult is not the legal guardian. Pets other than cats and dogs present unique challenges, but does not mean “unhouseable”. If animals are not cared for, proceed with caution.



Ability to Meet Daily Needs

	Yes	No
<i>Access to potable water within 15 minutes</i>		
<i>Access to toilet within 15 minutes</i>		
<i>Access to shower</i>		
<i>Access to food</i>		
<i>Proper storage of food</i>		
<i>Safe preparation of food</i>		
<i>Access to clothing</i>		
<i>Access to laundry</i>		

All “YES” represents high degree of organization and meeting basic needs. “NO” answers to water and toilet are the most problematic of these to be concerned about moving forward.



Reasons for Disengagement from Other Services

	Yes	No
<i>Barred or Service Restricted</i>		
<i>Displeasure/ Bad Experience(s)</i>		
<i>Rules</i>		
<i>Avoiding Conflict with Staff or Other Service Users</i>		

If currently barred or restricted would want to understand credibility of reasons. Similar with conflict. However, displeasure and rules present leverage in motivation.



Income & History of Housing

	Yes	No
<i>Person has an income of \$1,000 or more per month - through any means</i>		
<i>Has had permanent housing in this community for six or more consecutive months at any point in the last three years</i>		
<i>Has had permanent housing in another community for six or more month in the last three years</i>		

Income is necessary in most instances for direct housing from the street without coordinated entry. Some private landlords may want local housing history.



Presence of Hazards

	Yes	No
<i>Sharps</i>		
<i>Propane Tanks</i>		
<i>Meth Production on Site or Near the Site</i>		
<i>Exploitive Sex Work on Site</i>		
<i>Frequent Violence on Site, Including Domestic Violence</i>		
<i>Stolen Property on Site</i>		
<i>Abetting Others on Site</i>		

A string of “NO” indicates very low risk in moving toward housing. Meth production, exploitive sex work, frequent violence, stolen property, or abetting others should be explored further.



Problem Solving & Known Conflict

	Yes	No
<i>A known plan by by-law, police or any other entity with legal authority to remove the encampment</i>		
<i>A known conflict with other encampments with threatening destruction of encampment</i>		
<i>A known conflict with business or neighbours with threatening destruction of encampment</i>		

Knowing there is conflict or a plan to close the encampment can help stimulate discussions about housing, but may or may not inform the approach to housing the person.



MAPPING & GEO-LOCATING



Apps and Maps

- There are an increasing number of street outreach apps reaching the market.
- Ensuring the app is fully integrated with your HMIS should be the first step in determining whether or not it will be effective.
- Consent is an important consideration prior to any app or map implementation.
- Access to information from the app or map is also an important consideration.



566432



You can
examine
people
time/date,
triage
status and
housing
referral

VI-SPDAT Score 15

First Name Han

Last Name Solo

Date of Assessment 11/17/2015

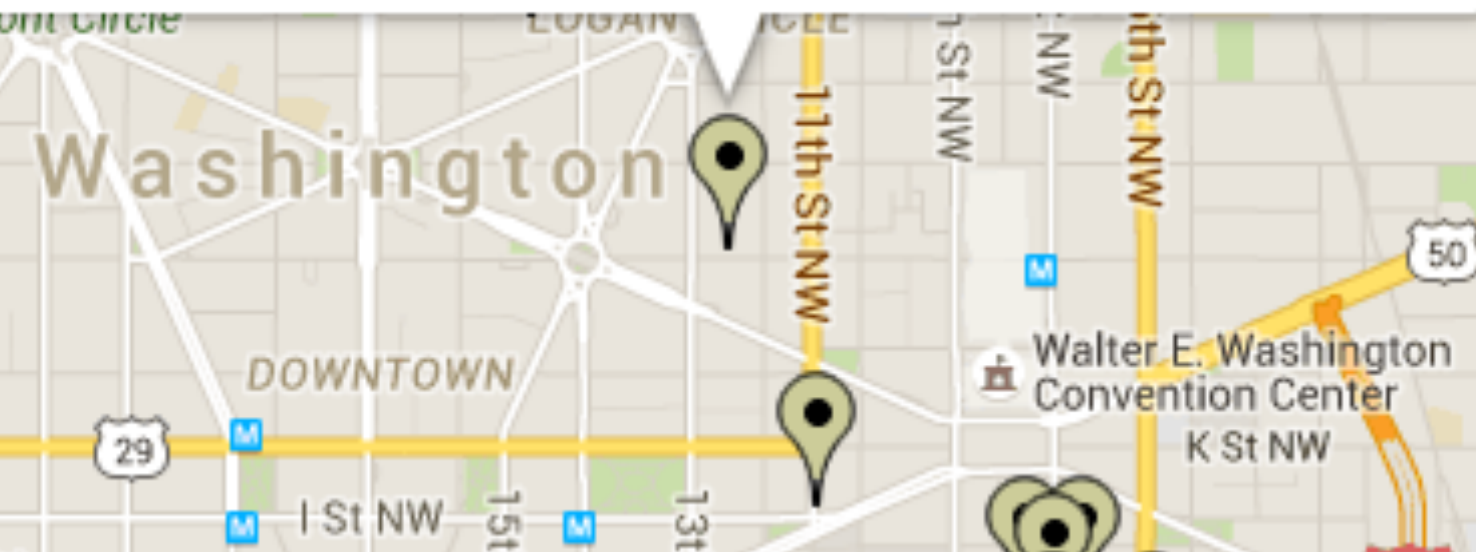
Interviewer's Name Dwight Eisenhower

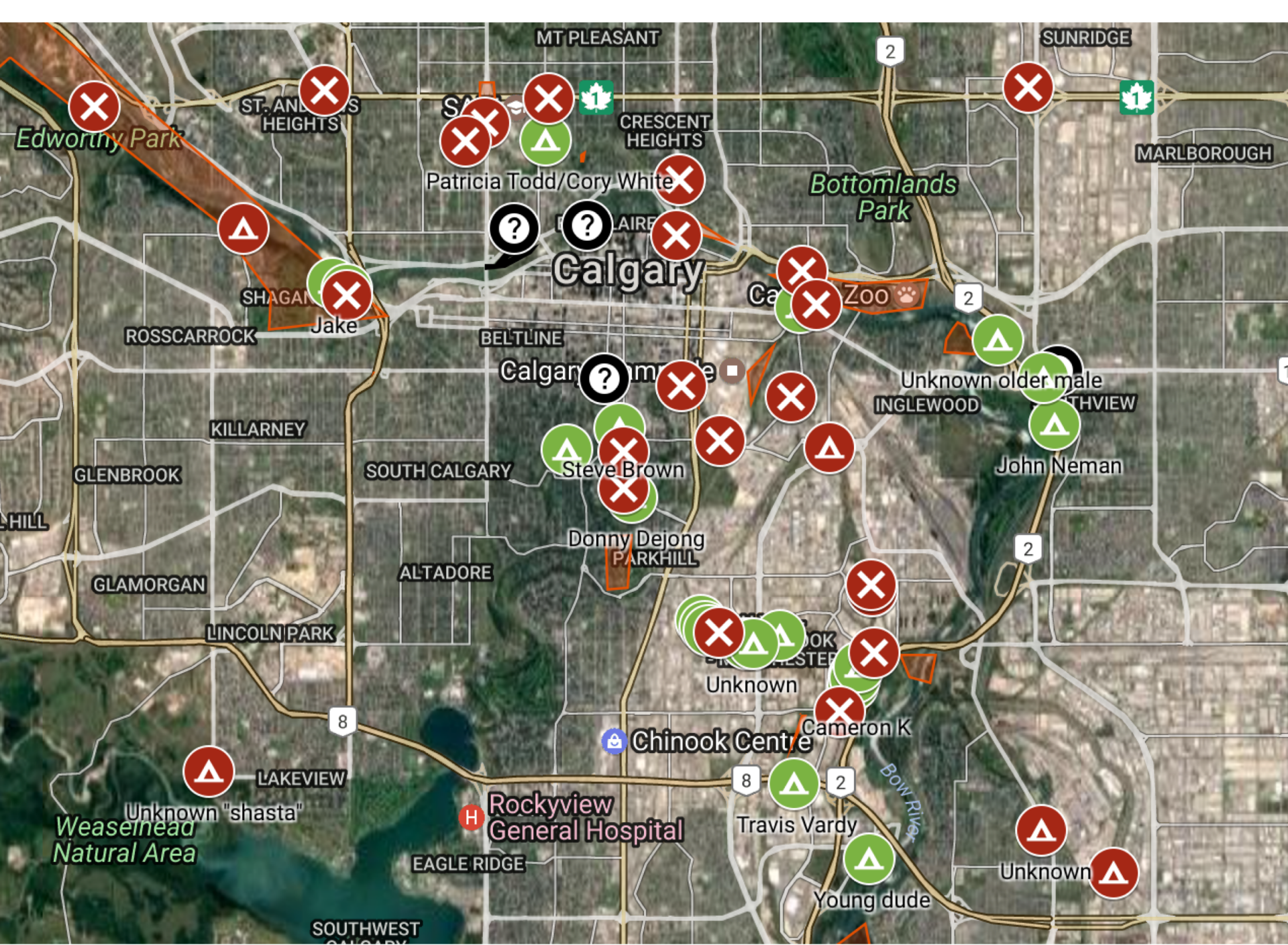
Interviewing Agency VA CRRC

Best Place / Time to Locate 606 I Street SE DC from
5pm-7am, breakfast at SOME, dinner at Miriam's Kitchen

Phone Number / Email Contact No phone or email

Directions [From here](#) - [To here](#)





RURAL AND URBAN CONSIDERATIONS



Rural Considerations

- Choosing which geographic areas to cover and when
- Balancing finding new people in remote places from serving existing connections
- Availability and proximity of locations
- Private property versus public spaces



From the Mouth of a CEO of a Rural Service Provider that Provides Impactful Street Outreach

Question: *What makes street outreach “impactful”?*

Answer:

“Well, first and foremost, they are making quick, and effective referrals to CES for housing placement.

Secondary to that, they are persistently working to get any and all documentation ready to expedite the housing placement.

Lastly, they are working quickly in our towns and communities to access people quickly as they are discovered outside. They maintain good ‘community presence’, follow-up with PIT leads, and ensure that people are being contacted, engaged, and referred.”



Urban Considerations

- Overlap and duplication
- More likely to be volunteer groups out on the streets
- Making a distinction between street-involved behavior and unsheltered homelessness
- Access to facilities that are often full
- Large CES



From the Mouth of a CEO of a Urban Service Provider that Provides Impactful Street Outreach

Question: *What makes street outreach “impactful”?*

Answer:

“Outreach workers aren’t spending all shift looking for new people. They work with the people they know. They prioritize them based upon depth of need, especially if they are both chronic and acute. They get each of them paper ready for housing.

As a community we have worked to ensure outreach teams aren’t overlapping. We know our area. We know which areas belong to other teams. We want to be responsible for our area. We want to be measured and evaluated based upon reductions of unsheltered homelessness in our service area through housing, family reunification and connecting to other community resources.

We found the effective role of harm reduction outreach and medical outreach to work in partnership with our outreach as opposed to them just doing their own thing. Still a work in progress, but we have made great strides.

We have engagement plans for each person that resists wanting to work with us at the present time. We respect when people tell us ‘no’. But we don’t believe a no now means no always.

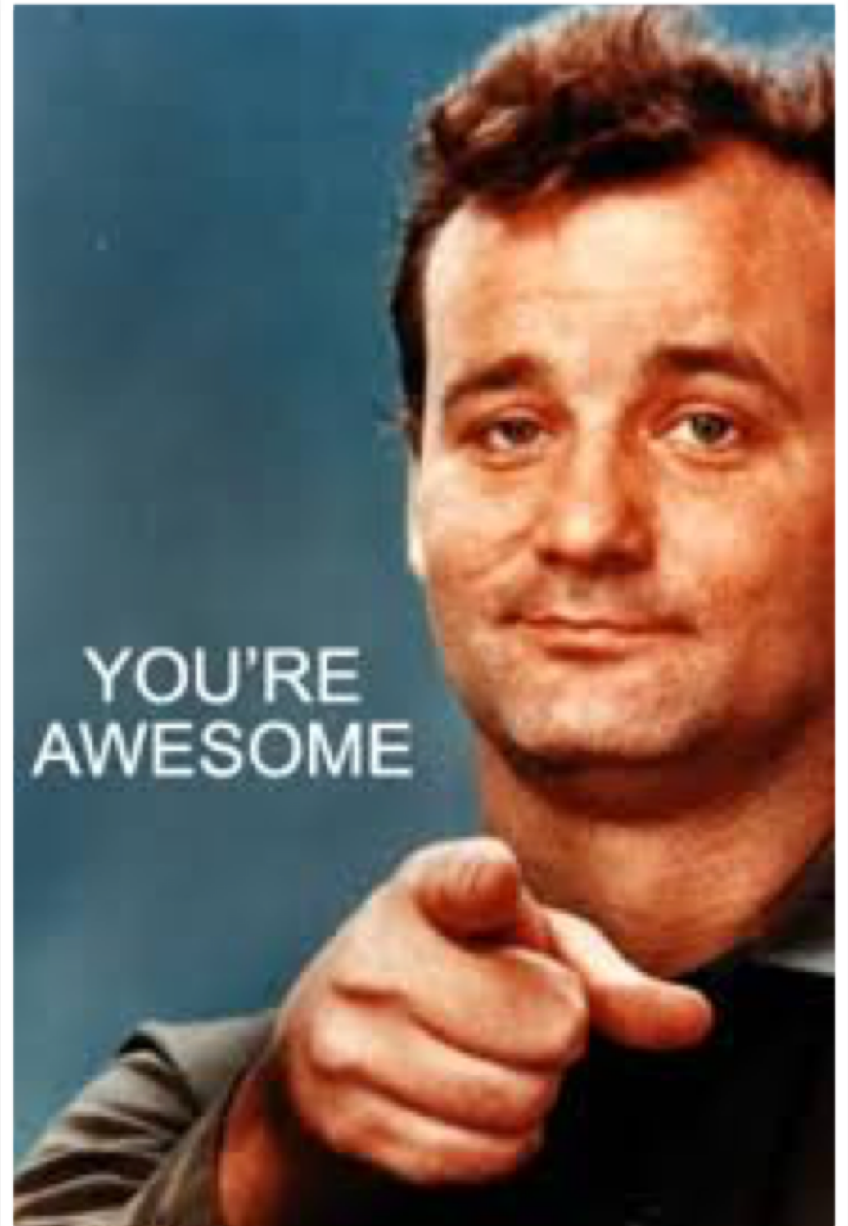
We have created a culture where staff are no longer allowed to complain about the lack of housing or insufficient benefits and assistance rates. Outreach staff see it as their job to end homelessness one person at a time. It is not their job to complain about a lack of resources or other things outside of their control. We call it the abundance mindset versus the scarcity mindset.”

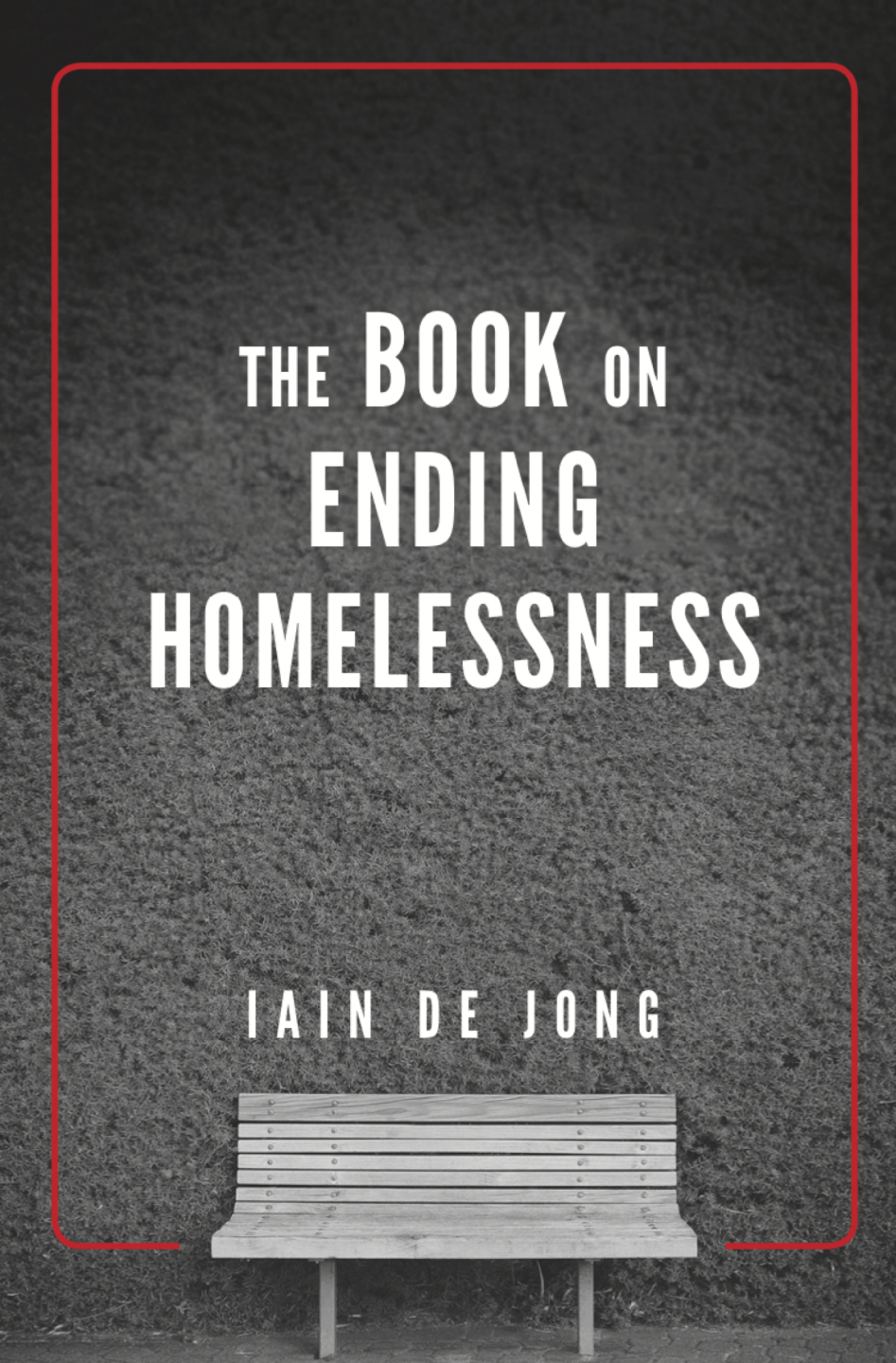


Don't hold back!

Closing Questions?

What is still unresolved for you that we should chat about?





THE BOOK ON ENDING HOMELESSNESS

IAIN DE JONG

Yes, you can get it on Amazon, but that often comes with a longer wait (they sell out a lot).

Follow connections from either the OrgCode FaceBook page or Twitter page to take you directly to order it from FriesenPress!

Or go to

www.books.friesenpress.com/store

and type either the title (The Book on Ending Homelessness) or author (Iain De Jong) in the search bar.



EMAIL:	<u>idejong@orgcode.com</u>
TWITTER:	<u>@orgcode</u>
WEBSITE:	<u>www.orgcode.com</u>
FACEBOOK:	<u>www.fb.com/orgcode</u>
PHONE:	<u>1-800-355-0420</u>

