

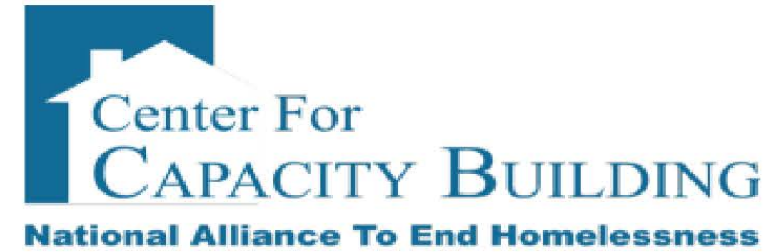
Strengthening the Role of Emergency Shelters in Ending Homelessness:

Overview of the Southern Nevada Emergency Shelter Learning Collaborative

November 9, 2018

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National Alliance to End Homelessness



The National Alliance to End Homelessness is the leading national voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, effective policy solutions. The Alliance works collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help communities achieve their goal of ending homelessness. The Alliance provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide.

Working with a strong network of innovators, the National Alliance to End Homelessness identifies and evaluates hundreds of policy and program strategies and their impact on homelessness. The Alliance's Center for Capacity Building helps communities replicate and customize the best of those strategies. The Center focuses on strategies that are cost effective, data driven, and can be implemented at a scale that can significantly reduce homelessness.

Alliance's Work on Emergency Shelters

- Inventoried effective shelter practices across the country
 - Interviewed shelters across the country serving various populations
 - Interviewed local and national experts
 - Examined housing outcomes, lengths of stay, staffing, eligibility criteria, rules
 - Collected common elements of effective shelters
- Developed a training and TA curriculum: *5 Keys to Effective Emergency Shelters*
- Developed the Emergency Shelter Learning Series
 - 10 webinars, videos, metrics, tools, blog posts, infographics, FAQs

Alliance's Work on Emergency Shelters

- Virginia
- Georgia
- Connecticut'
- Las Vegas/Clark County
- Broward County, FL
- Napa County, CA
- Chester County, PA
- Austin, TX
- Napa County, CA
- Seattle
- Salt Lake City
- North Carolina
- Maryland's ESG-funded shelters

Resources

NAEH EMERGENCY SHELTER RESOURCE PAGE

<https://endhomelessness.org/resource/emergency-shelter/>

- Emergency Shelter Learning Webinar series
- Videos and motion graphics
- Infographics
- Shelter self-assessments
- Sample RFP
- Shelter Metrics
- How to Re-tool Shelter Rules

THE CRITICAL ROLE OF EMERGENCY SHELTERS IN SOUTHERN NEVADA'S HOMELESS RESPONSE SYSTEM



EMERGENCY SHELTERS

are critical to **ending homelessness.**



Why Are Shelters So Important??

- **Shelters** play a critical **role** in Southern Nevada's response to homelessness
- Shelter is often the only place people may receive any help to exit homelessness
- Low-barrier and housing-focused shelter is essential for a healthy homeless response system



Why Are Shelters So Important?

The effectiveness of emergency shelters greatly impacts the performance of the homeless response system

- Average length of homelessness
- Exits to permanent housing
- Returns to homelessness



Why Are Shelters So Important?

Shelter eligibility, policies, and stays impact:

- System flow
- Unsheltered homelessness



The background of the slide features an isometric illustration of a row of emergency shelter beds. Each bed has a purple mattress, a white pillow, and a small bedside table with a lamp. To the right of the beds, there is a group of stylized human figures in various colors (blue, purple, grey) representing a diverse population. Some figures are holding hands, some are walking, and one is pushing a stroller. The overall scene suggests a community or a group of people seeking assistance.

In order to play a critical role
in ending homelessness,

**EMERGENCY SHELTERS MUST BE ACCESSIBLE
TO ANYONE WHO NEEDS HELP.**

People have to be able to get *in*...





People have to be able to get *in*...
...and be able to get *out* (to housing).



The Ideal Role of Shelter in Southern Nevada's Homeless Response System

- Provides immediate and low-barrier access to shelter
- Quickly connects people who experience homelessness to housing and services
- Helps people self-resolve their housing crisis

Steps for System-wide Re-design

- **Evaluate** current shelter performance according to system performance goals of preventing and ending homelessness
- **Align** funders and develop new shelter contracts
- **Determine** the goal of the community's emergency shelters
- **Connect** shelter barriers to unsheltered homelessness;
 - **Re-frame** people living unsheltered as people with legitimate unmet needs who need targeted engagement, shelter, and housing
- **Re-tool** shelters to be low-barrier and housing-focused; strengthen shelter policies and services to improve the housing outcomes for people experiencing homelessness
- **Educate** community partners on the evolving role of shelter in the homelessness response system

MAKING THE SHIFT TO A LOW- BARRIER AND HOUSING- FOCUSED SHELTER MODEL IN SOUTHERN NEVADA:

**THE SOUTHERN NEVADA
SHELTER LEARNING
COLLABORATIVE**



Emergency Shelter Learning Collaborative

An opportunity for shelters to make changes in the way they operate and improve their outcomes alongside their peers while being supported by training and technical assistance from national experts and their community leaders



Why a Learning Collaborative?

Las Vegas/Clark County is committed to:

- **Implementing** a healthy and system-wide approach to ending homelessness
- **Aligning** emergency shelter's goals with the region's goals to end homelessness
- **Providing** low-barrier, safe, and housing-focused shelter to everyone who needs it
- **Increasing** the number of people that exit from shelter to permanent housing



Who is Involved?

- Clark County Social Service
- Jurisdictional Funders and Community Leaders
- Shelters
 - Catholic Charities
 - Las Vegas Rescue Mission/Family Promise
 - SafeNest
 - The Salvation Army
 - The Shade Tree
 - Help of Southern Nevada/Shannon West Homeless Youth Center

Learning Collaborative Teams

- **Leadership (1-2 people)**

- A person with the ability to make decisions that impact changes in policies and procedures
- May or may not be top-level leadership
- E.g., Executive Director, Program Director, Program Manager, Board Member

- **Front-Line Staff (5-7 people)**

- Case managers, Intake Staff, Overnight monitors/security, Housing Locators, Floor staff, etc.

Timeline for Learning Collaboratives

- **May**

- Initial training: Day-long Workshop “Best Practices in Emergency Shelter”)
- Pre-Work Submission of Information
- Action Session: Day-long Workshop

- **June-August**

- Action Period
 - Regular internal team meetings
 - Monthly data metrics submission
 - Remote and in-person technical assistance

- **September-January**

- Housing Challenge Period: Ramp up work done during Action Period in order to make significant improvements in key outcomes (length of stay, exits to permanent housing, etc.)

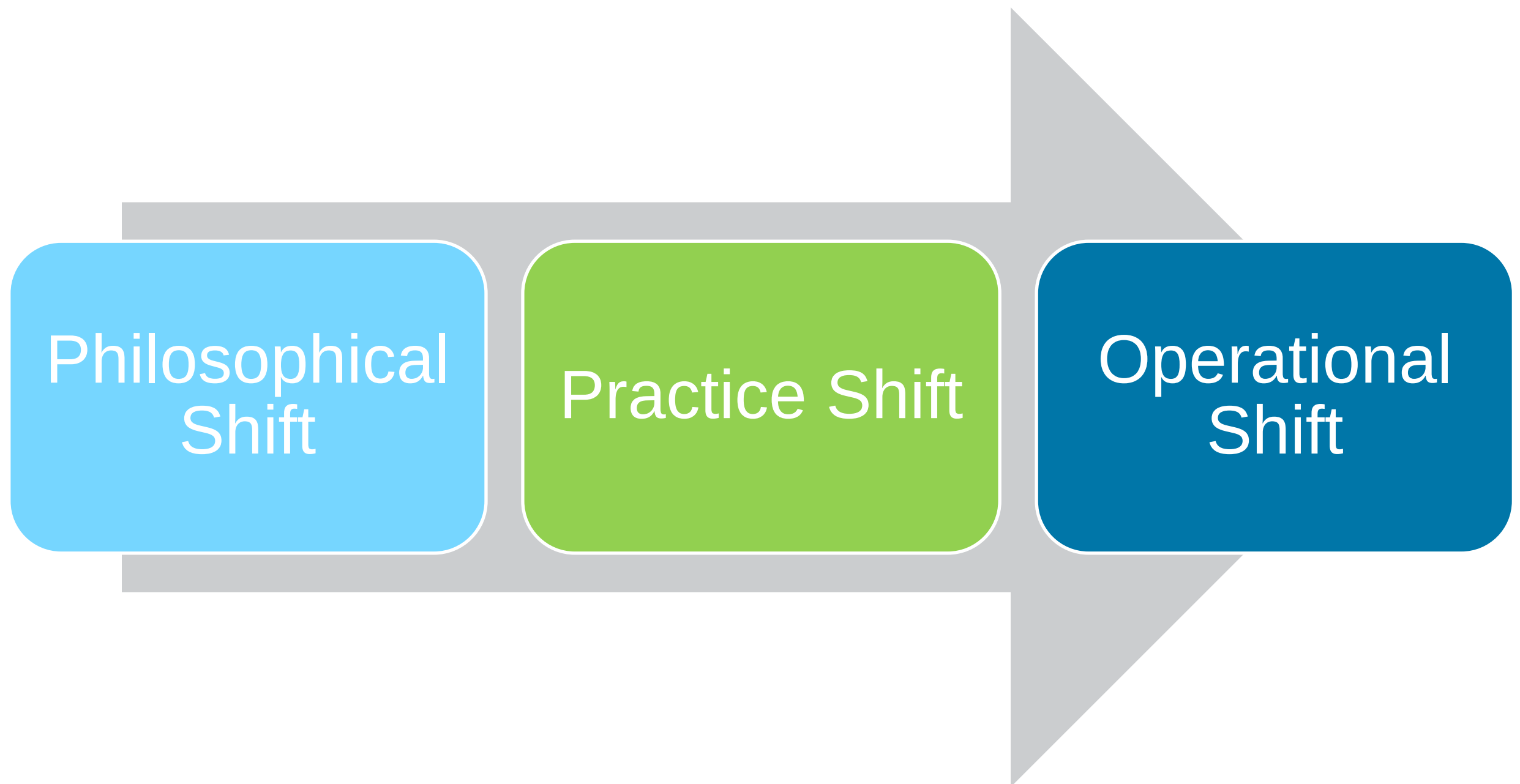
Shift the Goal of Emergency Shelter

- To provide temporary shelter
 - Hostel-like environment (check-in and check out every day)
 - Meets basic needs
 - Shower/bathroom
 - Laundry
 - Mail
 - Self-directed resource/information and referral
 - Light services



- To end homelessness
 - Resolve housing crises permanently
 - Facilitate self-resolution
 - Re-house people quickly
 - Reduce unsheltered homelessness
 - Create better system flow
 - Connect people to coordinated entry
 - Connect people to housing search and other resources to help stabilize them once housed

Shift to a Low-barrier and Housing-focused Emergency Shelter Model in Southern Nevada



Implement Best Practices



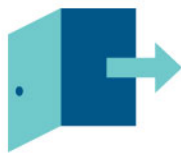
**HOUSING FIRST
APPROACH**



**SAFE &
APPROPRIATE
DIVERSION**



**IMMEDIATE &
LOW-BARRIER
ACCESS**



**HOUSING-FOCUSED,
RAPID EXIT SERVICES**



**DATA TO MEASURE
PERFORMANCE**



Re-tool the Rules



Build Staff Capacity

- Motivational Interviewing
- Housing-focused Case Management and Services
- Crisis De-escalation
- Trauma Informed Care
- Harm Reduction
- Diversion
- Coordinated Entry

Use Data to Set Performance Goals

↓ DECREASE Average length of stay/long-stayers

↑ INCREASE Exits to permanent housing

↓ DECREASE Returns to shelter/homelessness

↑ INCREASE Shelter utilization

↑ INCREASE # of High-Need/High-Acuity/CH Participants

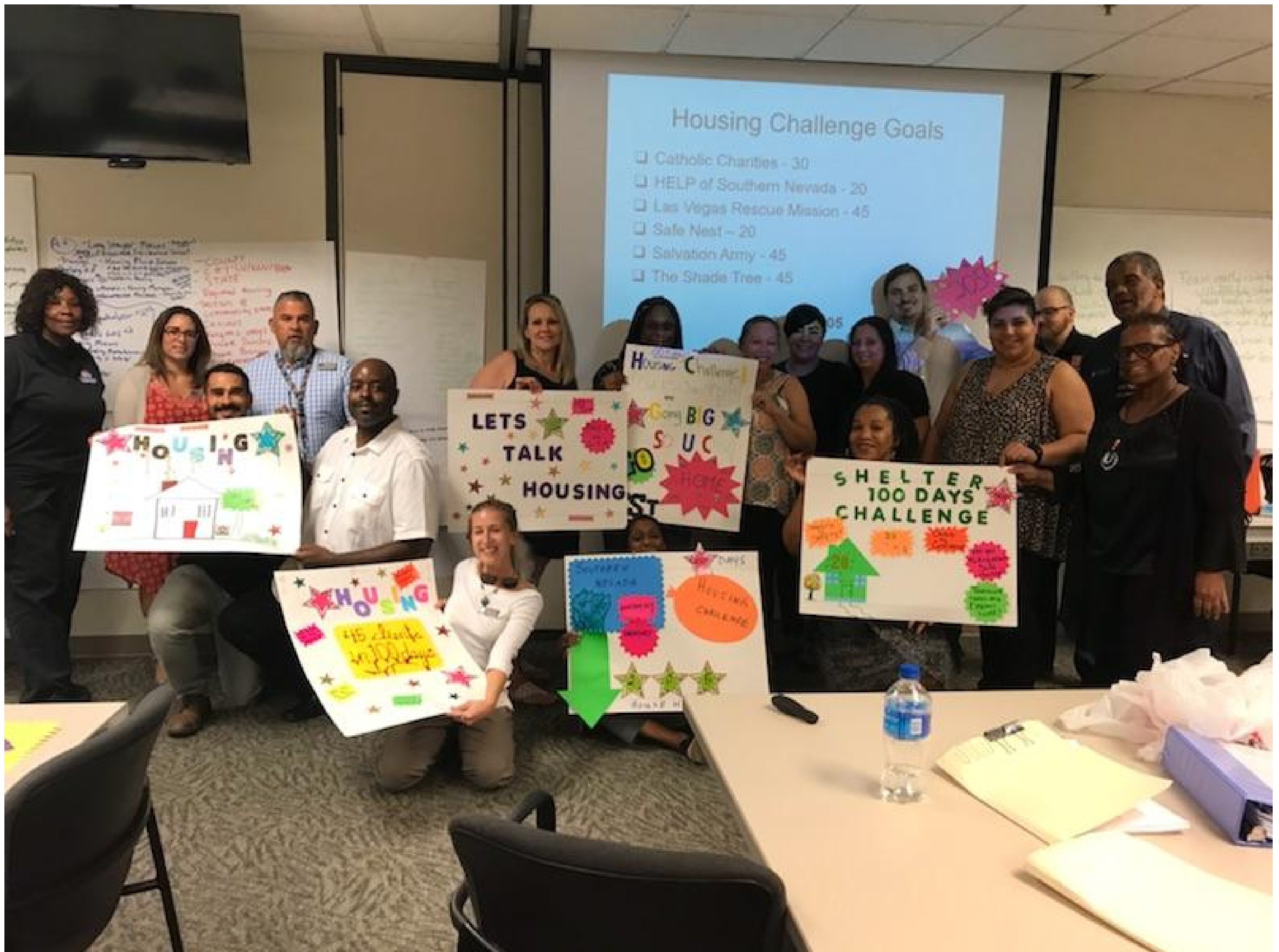
Emergency Shelter Outcome Metrics

#	Measure	May 2018
1	Total number of beds a. Total beds for unaccompanied individuals b. Total beds for families	
2	Total unique households served	
3	Total households entering shelter	
4	Total households exiting	
5	Total households exiting to a permanent housing destination	
6	Average length of shelter stay in days for all households exiting the shelter to any destination	
7	Average length of shelter stay in days for all households exiting to a permanent housing destination	
8	Total household stayers (those households who entered in previous months and did not exit this month)	
9	Average length of shelter stay in days for all stayer households	

Southern Nevada Emergency Shelter Learning Collaborative’s Goals

Goals and Benchmarks

Goal	Benchmark	Date
Lower Barriers to Serve More People in Need of Emergency Shelter	1)Eliminate the Use of Breathalyzers 2)Increase Harm Reduction services and activities 3)Schedule and attend community-wide trainings <i>Topics: Motivational Interviewing, Crisis Prevention and De-escalation, Trauma Informed Care, Harm Reduction</i>	By September 2018
Decrease Average Length of Stay Across the Whole Collaborative	Decrease Average Length of Stay by 20% <i>Focus on housing long-stayers (people who are staying for 120+ days in shelter) by targeting them with housing-focused case management and other housing support services</i>	By January 2019
Implement Housing-focused and Rapid Exit Services	Develop a Housing Plan at Entry for Every Shelter Participant <i>Staff will work with every shelter client starting at entry to develop a housing exit plan</i>	By January 2019
Increase Exits to Permanent Housing	Place 205 People into Permanent Housing (3 times the current number of housing exits)	By January 2019



Housing Challenge Goals

- ❑ Catholic Charities - 30
- ❑ HELP of Southern Nevada - 20
- ❑ Las Vegas Rescue Mission - 45
- ❑ Safe Nest - 20
- ❑ Salvation Army - 45
- ❑ The Shade Tree - 45

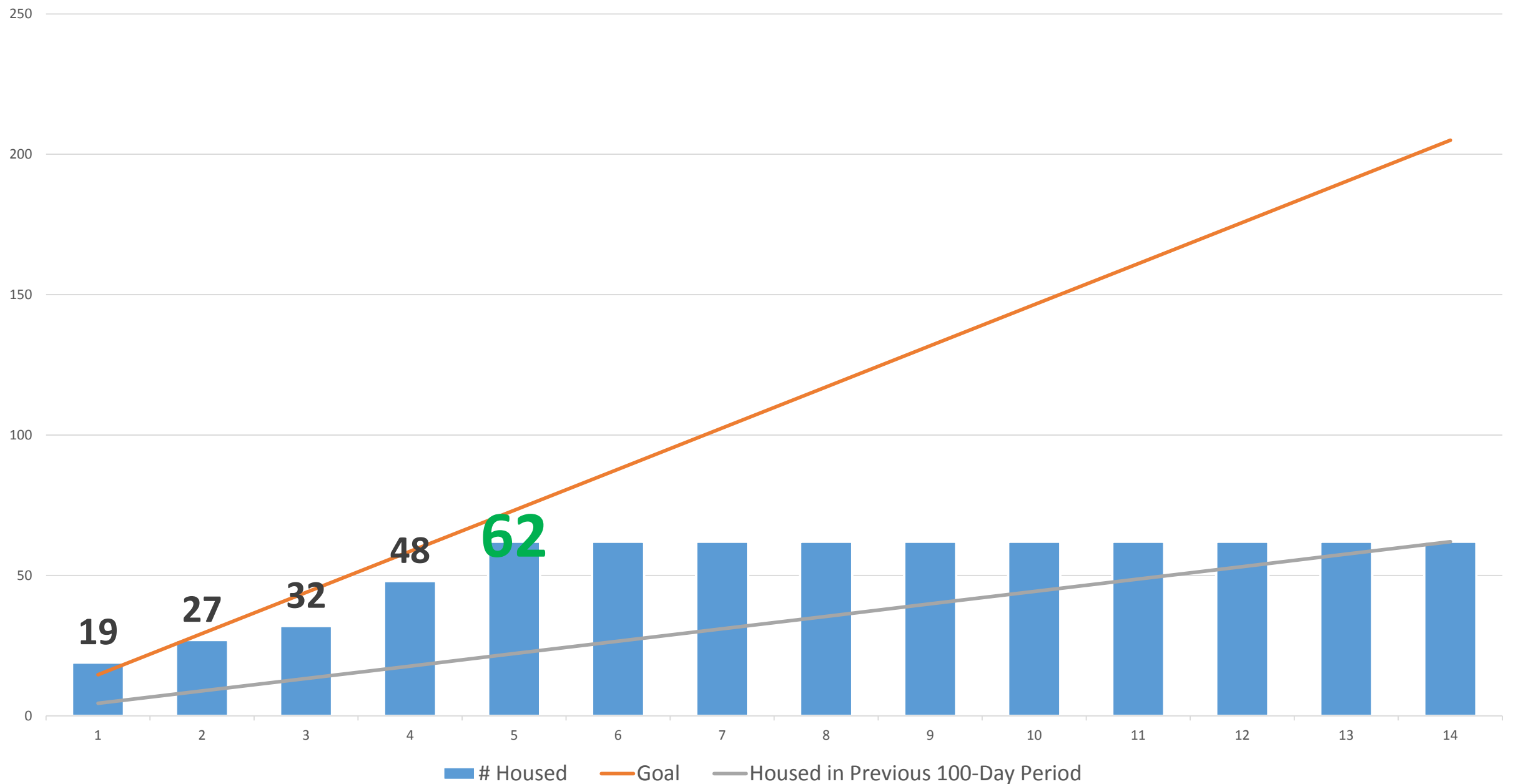
Housing Challenge Goals

October 1, 2018 - January 9, 2019

- ❑ Catholic Charities - 30
- ❑ HELP of Southern Nevada - 20
- ❑ Las Vegas Rescue Mission - 45
- ❑ Safe Nest – 20
- ❑ Salvation Army - 45
- ❑ The Shade Tree - 45

Target Goal: 205 Households

Southern Nevada Total - All Shelters



On Track Target: 73

Previous 100-Day Data includes "0" for Catholic Charities and Rescue Mission

Status

- Increased housing exits
- Eliminated barriers
 - Eliminated drug and alcohol testing
 - Changed hours of operation
 - Flexible curfews
 - Reducing rules and developing simplified community expectations that prioritize safety

What Shelters Need To Be Successful

- Training
Crisis De-escalation, Trauma-informed Care, Harm Reduction, Motivational Interviewing
- More skilled staffing to provide housing-focused services for more people in shelter
- Housing resources
If you want every bed to turn over once every 30 days, for every one bed that is added to the system, 6 -12 housing resources should be added to the system

Questions

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