Chattanooga/Southeast Tennessee CoC

Functional Zero for Veteran Homelessness
*

October 2019

Chattanooga/Southeast Tennessee CoC

CoC Geography:
Cities: 47; Counties: 12;
Total Population: 699,988

Community and Data Lead:
Emma Beers

Veteran Improvement Team:
Jamie Ascarte, Tony Eubank, Carla Mohammed-Lawson, Whitney Riddell, Royal Sanchez, Casey Tinker, Sam Wolfe

CoC Champion: Mark Williams

BFZ Improvement Advisor: Eddie Turner

TN

Rhea
Bledsoe
Meigs
Grundy
Sequatchie
McMinn
Franklin
Marion
Hamilton
Bradley
Polk

Chattanooga/
Southeast Tennessee CoC

Chattanooga/Southeast Tennessee CoC

85 Built for Zero Communities

Chattanooga/Southeast TN

Built for Zero Communities

Communities that have reached Functional Zero

Progress to Date as of February 2020

Chattanooga/Southeast Tennessee CoC *will make 11!*

10 COMMUNITIES ENDED VETERAN HOMELESSNESS

3 COMMUNITIES ENDED CHRONIC HOMELESSNESS

42 COMMUNITIES HAVE ACHIEVED A MEASURABLE REDUCTION

73 COMMUNITIES HAVE ACHIEVED QUALITY REAL-TIME DATA ON HOMELESSNESS
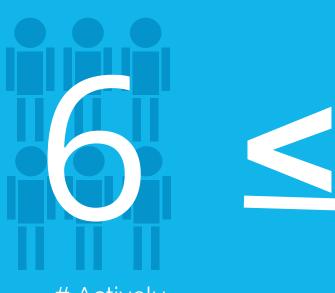
83% FUNCTIONAL ZERO PROOF POINTS SUSTAINING GOAL

118,254 TOTAL PEOPLE HOUSED

Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.

Functional Zero for Veterans

As of October 2019, Chattanooga/Southeast Tennessee CoC has met their functional zero threshold of less than or equal to 7!

$$6 \leq 7$$

Actively
Homeless Veterans

6-Mth Avg.
Housing Placement Rate

CHATTANOOGA/SOUTHEAST TENNESSEE COC:
BY-NAME, REAL-TIME DATA

Defining a Quality By-Name List

Chattanooga/Southeast Tennessee CoC has met all of the quality and reliability thresholds.

FULL COVERAGE	• All agencies and programs are represented • List includes people sleeping in shelters and on the streets
PERSON-LEVEL DATA	• Each person has an entry that includes their name, history, health and housing needs • Each person can be followed through the system
RELIABILITY	• Data balances month over month, just like your checkbook
REGULAR UPDATES	• List is updated monthly, at a minimum • As people's housing status changes, so do their list entries

Qualitatively Assessing a BNL

Veteran By-Name List Scores

	February 2016	November 2016
	8	10
Q1		
Q2		
Q3		
Q4		
Q5	(red)	
Q6		
Q7		
Q8		
Q9		
Q..	(red)	

Chattanooga/Southeast TN CoC reached a perfect score on the veteran scorecard in November 2016 successfully meeting the framework below to produce their veterans by-name list. This ensures that Chattanooga has reached quality data to measure improvements over time.

COMMUNITY PARTICIPATION & COVERAGE	POLICIES & PROCEDURES	DATA INFRASTRUCTURE
1. Tracking all homeless individuals	**2.** Inactive policy	**3.** Tracking homeless status
4. Outreach coverage	**8.** Tracking without full assessment	**6.** Unique identifier
5 Providers reporting data		**7.** Tracking newly identified people
9. Including veterans experiencing chronic homelessness		**10.** Tracking returns to system

Key Data Points

Chattanooga/Southeast Tennessee CoC is consistently reporting these key data points for veterans monthly.
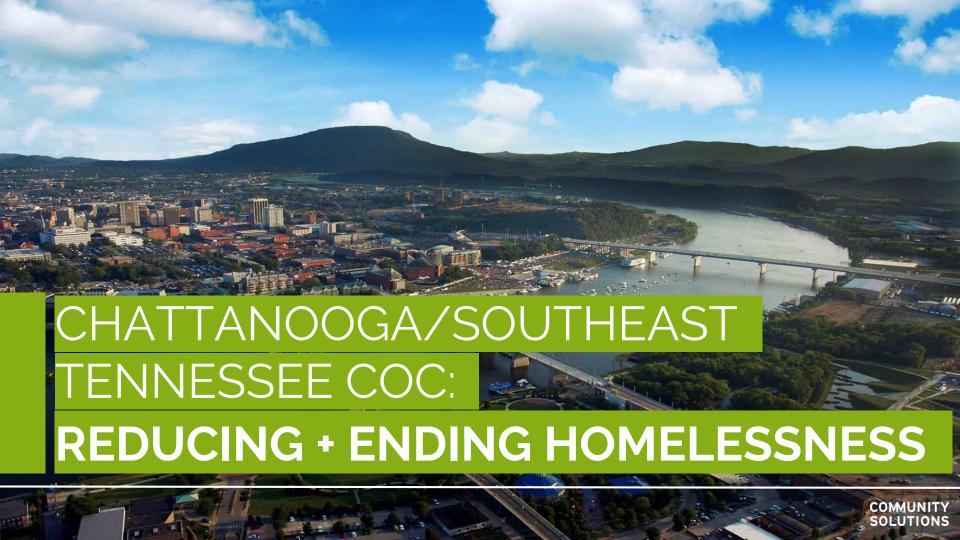
INFLOW

ACTIVELY HOMELESS

OUTFLOW

INFLOW: NEWLY IDENTIFIED

INFLOW: RETURNED FROM HOUSING

INFLOW: RETURNED FROM INACTIVE

OUTFLOW: HOUSING PLACEMENTS

OUTFLOW: MOVED TO INACTIVE

OUTFLOW: NO LONGER MEETS POP CRITERIA

Data Reliability

Chattanooga/Southeast Tennessee CoC Engines for Veteran

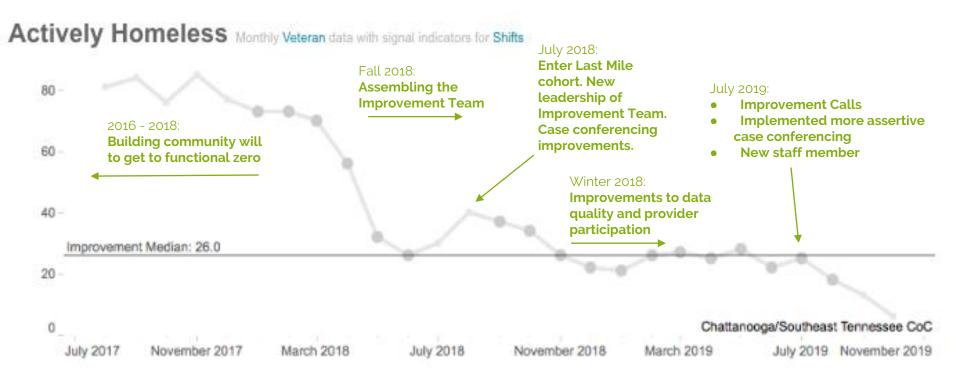|	Actively Homeless Number	3 Mo Outflow Total	3 Mo Inflow Total	3 Mo Data Reliability
October 2019	6	38	19	0%

Month, Year of Month	Actively Homeless Number	Housing Placements	Moved To Inactive Number	No Longer Meets Population Criteria	Newly Identified Number	Returned To Active List From Housing Nu..	Returned To Active List From Inactive Number	1 Mo Net Change	1 Mo Data Reliability
October 2019	6	6	6	0	5	0	0	-7	0%
September 2019	13	7	5	0	6	1	0	-5	0%
August 2019	18	6	7	1	5	2	0	-7	0%
July 2019	25	6	1	1	9	1	1	3	0%
June 2019	22	9	3	2	5	1	2	-6	0%
May 2019	28	7	4	2	11	4	1	3	0%
April 2019	25	6	10	3	11	6	0	-2	0%
March 2019	27	7	2	2	11	1		1	0%
February 2019	26	6	1	1	8	5		5	0%
January 2019	21	8	1	3	11			-1	0%

Data for Chattanooga/Southeast Tennessee CoC is perfectly balanced (0% data reliability) meaning that changes in actively homeless numbers are accounted for in inflow and outflow. This signals that data management practices are robust and efficient and that data is being tracked in a consistent manner.

CHATTANOOGA/SOUTHEAST TENNESSEE COC:

REDUCING + ENDING HOMELESSNESS

COMMUNITY
SOLUTIONS

Actively Homeless - Monthly Veteran Data

Reductions in Actively Homeless – Successful Improvement Projects

1. July '19: **3 bucket case conferencing structure**
   - Implemented a case conferencing meeting structure that segments the 1-hour meeting into 20 minute chunks for the 3 phases a client moves through in the journey to being housed: engagement, income maximization, and housing navigation.
   - Impact: **Increased participation in case conferencing meetings and increased housing placements.**

2. July '19: **Sharing responsibility for different parts of the housing process**
   - Hired a outreach/housing navigation worker, and made that person solely responsible for housing navigation so that duty could be taken off of case managers.
   - Impact: **Decreased length of time homeless and increased housing placements.**

3. July '19: **Started doing steps in parallel instead of in sequence**
   - Because of the 3 bucket case conferencing structure, the community identified that 'income maximization' took a long time and was causing a bottleneck. Instead of waiting to start housing search/placement until after the income maximization phase, they did both phases at the same time.
   - Impact: **Reduced the length of time between engagement and housing placement**

Last Mile Investment in Chattanooga

In Spring 2019, Built for Zero invited the Chattanooga improvement team to submit a proposal for investment to help fill a service or resource gap that would help them reach functional zero.

Proposal: Fund a Coordinated Entry Outreach role to ensure that the next eligible participants are imminently housable prior to program referral.

Cost: $48,000, with a plan for sustainability after year one

Timing: Funds were granted in June 2019. The new hire began in July 2019. Community ended veteran homelessness in October 2019.
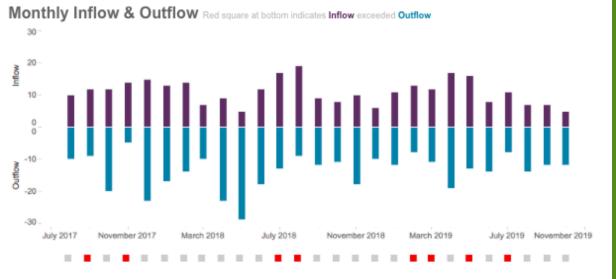
Results: Jamie Ascarate, the outreach worker who took the role, provided immediate benefit to the system:
- Performed document collection and housing navigation tasks (and, for double value, removed some of those tasks from case managers, creating capacity),
- [Provided value to case managers—tangible assistance—changed relationship btw CoC and providers]
- [Worked with long stayers, removed barriers. No one on list for more than 4 mos now]

Actively Homeless - Monthly Veteran Count

Actively Homeless Population — Monthly count for **Veteran** subpopulation(s)

July 2018:
Joined Last Mile Cohort

Sept 2018:
Built for Zero Site Visit

April 2019:
Built for Zero Site Visit

July 2019:
● Ballmer Group funds housing navigation/outreach position
● Built for Zero Site Visit

Oct 2019:
Achieved Functional Zero

Functional Zero Threshold: 7

Values: 81, 84, 76, 85, 77, 73, 73, 70, 56, 32, 26, 30, 40, 37, 34, 26, 22, 21, 26, 27, 25, 28, 22, 25, 18, 13, 6

Months: July 2017, November 2017, March 2018, July 2018, November 2018, March 2019, July 2019, November 2019

Monthly Inflow & Outflow
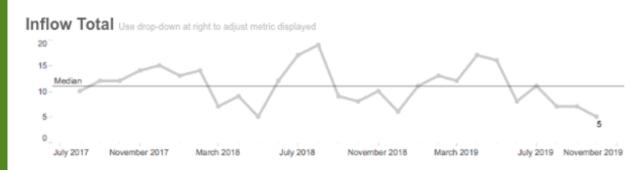Red square at bottom indicates **Inflow** exceeded **Outflow**

Upstream Strategies:

- *Diversion— SSVF staff is mobile, responds quickly, and is well-trained. Utilized Rapid Resolution in organized, measured way.*

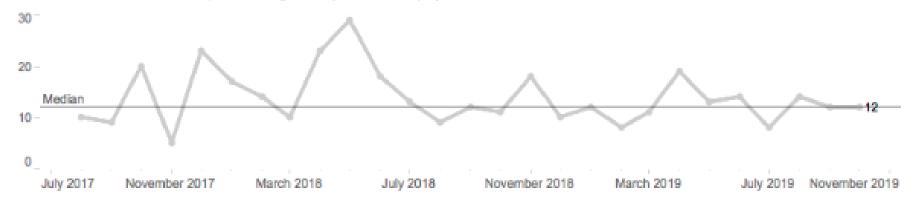- *Coordinating supportive services with housing system to reduce returns from housing*

Notes on Inflow:

- *New Outreach Position— In June/July 2019, there is more newly identified inflow thanks to exceptional work and additional capacity added by a new outreach position.*
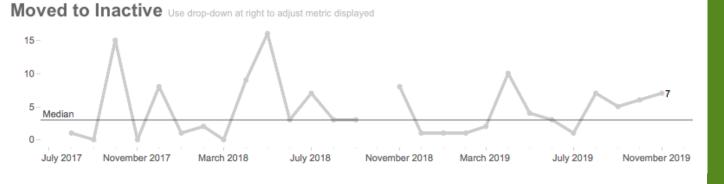
Inflow Total
Use drop-down at right to adjust metric displayed

Outflow Total

Outflow Total
Use drop-down at right to adjust metric displayed

Downstream Strategies:

- *3-bucket case conferencing design deepened understanding to the system and pushed the team toward action*
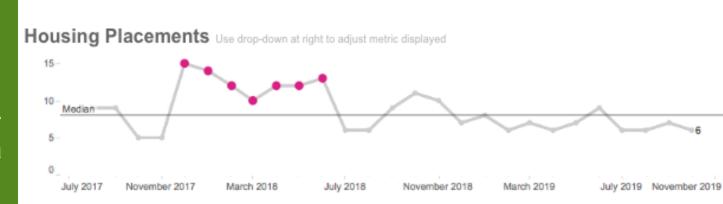- *Motivating team via transparent data reports + goal setting*

Moved to Inactive
Use drop-down at right to adjust metric displayed

Notes on inactivity policy or other outflow:

Reduced inactivity threshold from 90 to 30 days after discovering a system bottleneck
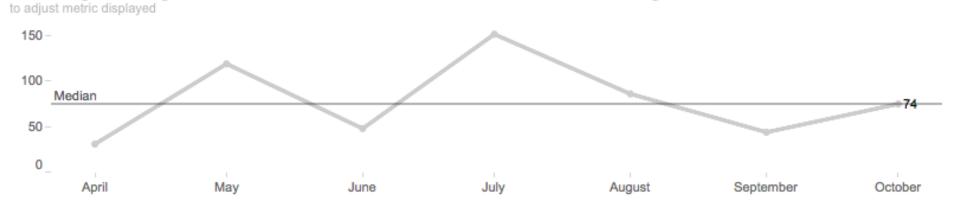
Notes on housing placements:

From 2016 - 2018, Chattanooga focused on housing people quickly, leading to more returns to the system. Once committing to Functional Zero, they focused on housing people *sustainably* and saw reductions in returns to the system.

Housing Placements
Use drop-down at right to adjust metric displayed

Average Length of Time from Identification to Housing Placement

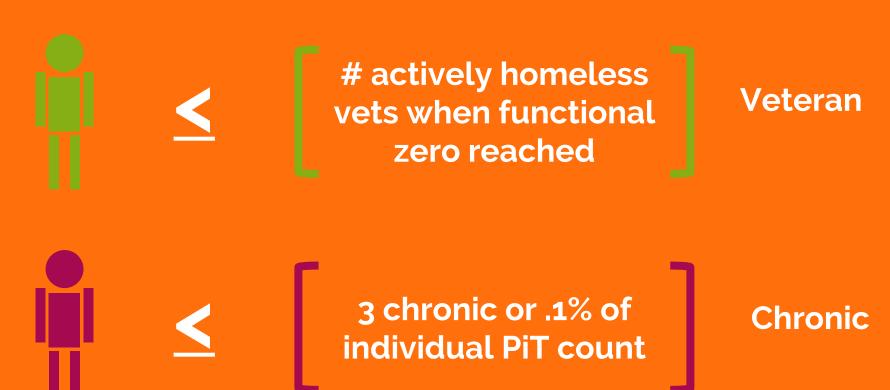Average Length of Time From Identification To Housing Placement Use drop-down at right to adjust metric displayed

Timeline in Brief

2016
- Certified by USICH as ending veteran homelessness
- Team leads Mark and Emma started working with CS
- February 2016: Set a baseline on the veteran scorecard
- November 2016: Reached a perfect score on the veteran scorecard

2018
- Providers were convinced to take another look at the veteran system
- July 2018: Improvement Advisor (Eddie) started working with the team leads
- Fall 2018: Started building community-based improvement team
- Fall 2018: Emma implemented action-biased case conferencing changes
- September 2018: Onsite visit from Improvement Advisor
- Started enlisting more agencies to participate including participation from city government

2019
- April 2019: Onsite visit from Improvement Advisor
- July 2019: Onsite visit from Improvement Advisor
- August/September 2019: Narrowed down on inactivity policy and enacted change to improve process
- October 2019: Met functional zero for veterans

Let's Do This Thing:
The Commissioning

CHATTANOOGA/SOUTHEAST
TENNESSEE COC:
SUSTAINING FUNCTIONAL ZERO

COMMUNITY
SOLUTIONS

Sustaining: A Working Definition

≤ [# actively homeless vets when functional zero reached] Veteran

≤ [3 chronic or .1% of individual PiT count] Chronic

Possible Barriers to Sustaining

- Inflow
  - SSVF Rapid Resolution program is a diversion pilot project. Demonstrating success measures will be key to project renewal.
  - Outreach coverage is well documented and coordinated, so new surprise inflow is unlikely.

- Case conferencing
  - Emma has facilitated this practice, and it's driven much of the system progress; what happens if something changes?
  - Maintaining momentum and attendance over time is an ongoing challenge

- Routinizing the process
  - At this time, the case conferencing practice is undocumented. The community will need to make sure these changes become routine so they don't lose progress when staff turns over
  - Maintaining relationships between agencies, city government, and CoC. What can cement the process + activities?

Community Strengths

- Effective Practices
  - Effective outreach and diversion, even across the rural parts of the geography
  - Strong case conferencing meeting structure with a skilled facilitator

- Superstar partnerships
  - Productive partnerships between agencies, city government, and CoC
  - Reliable, engaged, action-oriented VA
  - Chattanooga City government as champion leaders and path-clearers

- Tight, quality data
  - Emphasis on using 7 Built for Zero data points and additional data collected from case conferencing structure to make improvement decisions
  - Provider community has honed its approach to setting goals and making changes

Key milestones toward ending homelessness

Chattanooga/Southeast Tennessee CoC has met the key milestones to achieve Functional Zero for Veterans, and is ready to sustain and expand to Chronic!

Build the will among community leaders and develop a shared aim

Achieve a **real-time, by-name list** of people experiencing homelessness

Drive **monthly reductions** in your actively homeless number

Achieve a **measurable zero** in your community

Solidify a **system** to sustain zero and expand to other populations