This service standard outlines the requirements that must be met in the delivery of programs and services under the Kingston/Frontenac Housing and Homeless Services System. It serves as a reference when developing in-house policies and procedures to ensure that compliance is achieved. This Service Standard pertains to the following program area:

<table>
<thead>
<tr>
<th>Program</th>
<th>Adult</th>
<th>Youth</th>
<th>Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless Prevention/Diversion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Assistance/Emergency Shelter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing First/Rapid Re-Housing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Homelessness Prevention Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reference:

- **10-Year Municipal Housing and Homelessness Plan:**
  - Recommendation #63: Reallocate resources towards providing support to clients by prioritizing resources for those with the highest needs first.
  - Recommendation #75: Monitor the effectiveness of prioritization strategy for Rapid Re-Housing and Housing First which targets persons most in need

Rationale:
Housing First is the approach to ending homelessness adopted by the City of Kingston in its 10-Year Municipal Housing and Homelessness Plan. In the City of Kingston and the County of Frontenac housing-based case managers in the Housing First/ Rapid Re-housing Program (HF/RRH) use a housing first approach to assist client households experiencing homelessness find and secure permanent housing as quickly as possible. Once housing is secured, the housing-based case manager provides intensive supports to assist client households to maintain their housing thereby preventing a return to homelessness.
The 10-Year Plan further requires that housing-based case managers provide supports to those with the deepest and most chronic need first. To this end, the Program has developed criteria and a standardized process to determine which client households are prioritized for assignment to housing-based intensive case management supports.

**Principles Guiding Prioritization for Housing-Base Case Management**

1. Housing-based case managers in the Housing First/ Rapid Re-housing (HF/RRH) Program are expected to maintain caseloads at full capacity at all times consistent with HFRRH 02: Schedule 1 - Caseload Capacity Expectations and Establishing a Vacancy for Housing Based Case Management Supports.

2. Client households who are deemed eligible for housing-based case management following assessment are placed on the relevant HF/RRH Priority List by target group - either adult single or family; youth; or rural.

3. Priority is determined through a point system that results in a Composite Score for the client household. The Service Manager in consultation with HF/RRH service providers developed the point system using local criteria.

4. The local criteria support the goals identified in the 10-Year Municipal Housing and Homelessness Plan that target a reduction in emergency shelter use and the length of homelessness, serving those most in need first. These locally developed criteria are further defined for the target populations of adult, family, rural and youth.

5. When a vacancy occurs on a housing-based case manager’s caseload for a target group, the client household identified with the highest priority at the time of the vacancy is assigned case management. There are some exceptions which are identified in HFRRH - 02: Form Schedule 1 – Deriving the Composite Score.

**Action to be Taken:**

The Service Manager will:

1. Monitor through program audits and analysis of HIFIS data, the implementation of the Composite Score in assigning client households to housing-based case management supports.

2. Monitor the effectiveness of the service prioritization methodology in achieving 10-Year Municipal Housing and Homelessness Plan goals.

3. Monitor the relevance of local criteria as a formula for obtaining a Composite Score and revise as necessary in consultation with the service provider community.

4. Monitor the achievement of case load capacity targets and expectations on a regular basis and in consultation with service providers make adjustments as required, at the Service Manager’s discretion.

Service Providers will:

1. Implement the Prioritization Process consistent with HFRRH 02: Schedule 2 – Process for Prioritizing Client Households for Housing-based Case Management to ensure that those most in need are assigned a housing-based case manager as soon as there is capacity on a caseload.
2. Ensure adherence to the established caseload expectations in HFRRH 02: Schedule 1 - Caseload Capacity Expectations and Establishing a Vacancy for Housing-Based Case Management Supports.
3. Make available to the Service Manager the necessary documentation to audit compliance to this Service Standard if requested and during any operational reviews.
4. Ensure all HF/RRH staff participate in required training related to the implementation of this Service Standard.
5. Ensure compliance with data entry into HIFIS for housing based case management services.

**Eligibility and Prioritization of Households for Case Management Supports:**

Client households are deemed eligible for housing-based case management supports when they:

- are deemed homeless by applying the definitions in HFRRH -02: Schedule 3- Definitions of Homelessness; and
- have moderate to high acuity of needs based on the results gathered by the assessment team using standardized protocols as in HF/RRH 01: Assessment for Housing-Based Case management; and
- agree to be transferred to the HF/RRH program for intensive case management supports; and
- have been placed on the Priority List for a housing-based case manager.

Note: Clients who are receiving comparable services from another agency must meet the above criteria and in addition must have been vetted though the process outlined in Service Standard HFRRH 04: Client Households Receiving External Comparable Services and have been approved to proceed with assessment to derive a Composite Score.

**No Longer Eligible:**
Where a client household has been prioritized and assigned a case manager and that client household cannot be contacted within 30 days in spite of every effort to do so, the assignment is cancelled and the vacancy is re-opened for another client household on the Priority List.

**Prioritization for the Next Available Vacancy**

1. During the assessment process, the client household receives a Composite Score. When there is a vacancy on a case manager’s caseload, the client household with the highest Composite Score is placed into that vacancy.
2. The Composite Score is derived using HF/RRH 02: Form 1– Deriving the Composite Score for a Client Household. The Composite Score assigns points in these areas:
   - the score obtained on the Service Prioritization Decision Assistance Tool (SPDAT)
   - the history of homelessness
   - if currently unsheltered (living rough) current or recent emergency shelter use,
   - service restrictions
   - other factors specific to one of the target groups of youth, rural, single adult and family adult households.
3. A client household’s ranking on the Priority List for the next available housing-based case management spot is determined relative to other households added or removed from the Priority List. The priority ranking of a client household may change even though their Composite Score does not change.
4. There are a few situations where the client household with the highest Composite Score may not receive the next available case management vacancy. These are:

- Until all of the eligible chronically homeless clients are assigned housing-based case management, only those experiencing chronic homelessness, as defined in HFRRH 02: Schedule 3: Definitions of Homelessness by Target Population are prioritized for case management support.
- If it is verified through the assessment process that a client household requires a specific case manager (i.e. male case manager) and the HF/RRH teams cannot accommodate, despite all efforts through reassignment of caseloads, then the next client on the Priority List may assume the vacancy;
- When the housing-based case manager with the current vacancy has a high proportion of client households that are in the early and more intense phases of housing based case management (housing search or housing stabilization) and the team leader or supervisor, after having attempted to reassign caseloads, determines it is prudent to assign the case management vacancy to a client household with a lower composite score while always drawing from the Housing First/Rapid Rehousing priority list.

Exceptions:
It is expected that this Service Standard will be adhered to in its entirety; however, in a situation where the HF/RRH Service Providers identify the need for an exception this is brought to the Service Manager's attention using the process outlined in General 04: Service Standard Exception Request.

Service Expectations and Reporting:
1. Housing based case managers will have an active caseload no lower than 90% of the capacity expectations as per HFRRH-02: Schedule 1 at all times unless there is no client household on the Priority List for their target group.
2. 95% of new caseload assignments within the target population of adult single, adult family in the City of Kingston and County of Frontenac shall reflect the client households with the highest composite score at the time of assignment.
3. 70% of new caseload assignments within the target population of youth in the City of Kingston and County of Frontenac shall reflect the youth client household with the highest composite score at the time of assignment which arises from blended youth housing sites.
4. 100% of client households who are experiencing chronic homelessness are prioritized over those who are experiencing episodic homelessness.

Related Schedules and Forms:
- HFRRH 02: Schedule 1 - Caseload Capacity Expectations and Establishing a Vacancy for Housing based case Management Supports;
- HFRRH 02: Schedule 2 – Process for Prioritizing Client Households for Housing-based Case Management;
• HFRRH 02: Schedule 3 – Definitions Of Homelessness by Target Population
• HFRRH 02: Form 1 - Deriving The Composite Score

Related Documents:

SPDAT Series of Tools available from OrgCode and approved for use by the Service Manager

Related Service Standards:

HF/RRH 01: Assessment for Housing-Based Case Management Supports
HFRRH 04: Client Households Receiving External Comparable Services
HF/RRH 14: Rent Assistance Program

Approval Authority:

[Signature]
Sheldon Laidman, MCIP RPP
Director, Housing & Social Services Department

If you have any questions, please contact a Housing Programs Administrator

Housing and Social Services Department
362 Montreal Street, Kingston, ON K7K 3H5
Phone: 613-546-2695
Fax: 613-546-2623
HFRRH-02: Schedule 1 - Caseload Capacity Expectations and Establishing a Vacancy for Housing-Based Case Management Supports

The Service Manager, using best practices from the Housing First/ Rapid Re-Housing (HF/RRH) literature, has established active caseload targets for a full-time equivalent (FTE) case manager in the Housing First/ Rapid Re-housing Program funded as part of the housing and homelessness delivery system.

Caseload targets for funded FTE Positions are as follows:

- one full-time-equivalent housing-based case manager in the adult or youth HF/RRH programs is expected to serve 15 active client households at any one time;
- one full-time-equivalent housing-based case manager in the family HF/RRH program should serve 12 active client households at any one time; and if at capacity housing-based case managers in the Adult HF/RRH Team can assume a family caseload if there is capacity on their caseloads.
- one full-time-equivalent housing-based case manager in the rural HF/RRH program is expected to serve clients households using an intensive service delivery model and therefore caseload expectations are variable given travel distances in the rural area.

The calculation of the team caseloads are based on FTE's funded at the time of the issuing of this service standard (March 2017) and shall be adjusted if more or less FTE's are funded by the Service Manager in the future.

These caseload ratios factor in:

- the intensity of supports required for a client in the housing search and housing stabilization phases of service delivery, which in many cases will require daily face-to-face contact;
- the recognition that housing-based case managers will carry a blended caseload of client households with moderate to high acuity composite scores and /or in different phases of housing-based case management;
- the recognition that families require lower ratios due to the additional complexities of providing supports to the whole household unit and not just the head of household;

Caseload Expectations for the HF/RRH System (across all providers):

Service providers are held accountable for meeting caseload expectations for their funded housing-based case management positions regardless if the staff position is filled or vacant.

While it is recognized that an individual case manager’s caseload may vary, capacity expectations remain for each service provider and the system as a whole. For example, a case manager new to the agency may carry a lower caseload while undergoing training while a more seasoned staff may assume a larger caseload so that capacity targets continue to be achieved.

Therefore, the total caseload capacity in the HF/RRH Program is calculated using these ratios multiplied by the number of funded positions. At any one time, the caseload on a team and in
the system should be between 90% and 110% of capacity which accounts for some expected variability.

The Service Manager includes system-wide utilization rates in regular system performance reports to the service providers and to the community. Agency specific case management utilization rates are tracked and related information is reviewed in program audits.

If caseload numbers for a target group are consistently under capacity for a period exceeding 3 months and no-one is on the HF/RRH Priority List to fill that capacity, the supervisor of the HF/RRH team through their Executive Director shall inform the Service Manager and together the Executive Director and Service Manager shall develop a plan for the deployment of resources, either permanently or temporarily.

**Establishing a Vacancy for Housing-Based Case Management Supports**

In establishing whether or not a vacancy exists, the team leader or supervisor determines the actual versus expected caseload numbers of his/her team and compare these to the capacity expectations. A vacancy may exist when capacity is less than 100% of the expectations for the funded FTE and definitely exists when capacity falls below 90%.

If there is no-one on the HF/RRH Priority List for a period exceeding 3 months, the supervisor of the HF/RRH team through their Executive Director shall inform the Service Manager and together the Executive Director and Service Manager shall develop a plan for the deployment of resources, either permanently or temporarily.

Actual versus expected caseload numbers must be monitored no less than weekly by the team leader or supervisor and no less than quarterly by the Service Manager.
HFRRH 02: Schedule 2 – Process for Prioritizing Client Households for Housing-based Case Management

1. A “Prioritization Review” is convened by HF/RRH Team Leaders (Adult and Family) or the HF/RRH Manager (Youth) or HFRRH Supervisor (Rural) within one calendar week of a known case management vacancy unless there is no-one on the Priority List for the relevant target population.

2. In advance of the Prioritization Review, assessment workers ensure Composite Scores are completed so that client households with the highest composite score are considered at the time of the Review.

3. Assessment Workers consider all additional information that might impact a client household’s final Composite Score prior to presentation at the Prioritization Review. Assessment Workers reconfirm the client household’s willingness to participate in and understanding of the Housing First/Rapid Re-Housing Program.

4. Composite Scores are final once they are presented by the Assessment Team at the Prioritization Review. Scores are not adjusted during the Prioritization Review.

5. The Composite Score is used to assign client households to the next available vacancy for housing-based case management supports consistent with this Service Standard.

6. A client household that has been assigned to the next vacancy for housing-based case management is informed by the newly assigned housing-based case manager within five (5) business days of the Prioritization Review. Wherever possible the assessment worker and assigned housing-based case manager meet jointly with the client household to transfer information and responsibility for service delivery.

7. HIFIS data is updated to reflect the caseload assignment of the client household. The assigned HF/RRH case manager begins to implement the initial phase of case management which is the “housing search”.

HFRRH 02: Schedule 3: Definitions of Homelessness by Target Population

The following definitions are used in the Housing and Homelessness Services System - City of Kingston and County of Frontenac and are endorsed by the Canadian Observatory on Homelessness.

FOR ADULT SINGLES AND ADULT FAMILIES INCLUDING RURAL

Chronic Homelessness

- Chronic homelessness describes the state of being homeless for persons, often with disabling conditions, who are currently homeless and have been homeless for six months or more in the past year.

Episodic Homelessness

- Episodic homelessness describes the state of being homeless for persons, often with disabling conditions, who are currently homeless and have experienced three or more episodes of homelessness in the past year.

Short-Term Homelessness (was not included in 10-Year Plan)

- Short-term homelessness describes the state of being homeless for persons who are currently homeless and have been homeless for fewer than 6 months and who have experienced fewer than three episodes of homelessness in the past year.

Provisionally Accommodated

- Provisionally accommodated refers to those whose accommodation is temporary or lacks security of tenure. Provisional accommodations may include: staying with friends/acquaintances ("couch-surfing"), correctional institutions, hospitals, residential treatment, etc.

  Those who are provisionally accommodated are considered to be homeless as long as they do not have a home/place to return to in the community.

FOR YOUTH AND YOUTH-LED FAMILIES

- Youth homelessness refers to the situation and experience of young people between the ages of 13 and 24 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire a stable, safe or consistent residence.

Comment on "couch surfing":

Note: Client households (adult and family) who have a current housing history "staying with friends/relatives" are considered to be homeless since it is considered a temporary solution to their housing situation.

Whereas, Client households (adult and family) who have a current housing history "living in family house/apartment" are considered housed because there is the assumption that they will remain there indefinitely.
Where the choice is difficult to distinguish between the two options, consider the history or anticipated length of stay at a single address and whether or not the family/friend has indicated a time limited stay. When a length of stay exceeds 6 months at one address, this is a good indicator to consider selecting “living in family house/ apartment” and therefore housed.