

Regional Community Response to Homelessness

Collaborative Approach to System Change

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Executive Summary

- History of Homeward and Collaboration in the Homeless Services System
- Key Components to Collaborative System Change
- Challenges and Barriers to Collaboration
- How to “do” collaboration
- Questions and Discussion

Homeward

The **regional voice** on
homelessness and related human
services for the Richmond region

The **planning and coordinating
agency** for regional homeless
services

A 501(c)(3)

Richmond's Regional Response to Homelessness

Founded in 1998 by recommendation of the Richmond Task Force on Homelessness (1995-1998) with support of then Richmond Mayor Tim Kaine

Started through a two-year ACCESS Demonstration Grant from the Richmond Behavioral Health Authority through the U. S. Department of Health and Human Services

Housed and supported by United Way (1998-2006)

Homeward

History: 1998 - 2006

Key Stakeholders

- **Non-profit homeless service providers in the region**
- **Business community**
- **Initial regional partnerships; Homeward did not fully engage public sector service providers or local governments**
- **Interactions focused on fulfilling federal requirements for U.S. Department of Housing & Urban Development**
- **Some consumer involvement through focus groups and non-profit board members**

The Homeward Process

Convened to address community issue - Solution focused - Diverse stakeholder representation

Workgroups Taskforces Networks

Central Intake Taskforce Congregations Workgroup
Creativity And Awareness Workgroup Evaluation And Linkage
Workgroup Family Services Workgroup Fund Development
Partners Housing Workgroup Meals Program Workgroup
Medical Respite Taskforce Executive Directors Network
Mental Health Workgroup Prevention And Support Workgroup
Single Adult/Outreach Workgroup Substance Abuse Workgroup
Technology And Data Taskforce The Healing Place Taskforce
Transitional Housing Workgroup Veterans' Taskforce
Volunteer Coordinators Workgroup

1998 - 2006 A Legacy of Service

Substance Abuse (2005) – At full capacity The Healing Place of Greater Richmond serves 198 people on any given day

Homeward Central Intake (2004) – served 2,938, providing 7,005 referrals in a 12-month period

Community Standards (2003) – Standard evaluation process for service providers (organization/management, program administration, facilities) – completed by 6 agencies, 5 on track

Respite Program (2002) – helped 819 people recover from illness or injury over the last 4 years

Community Voice Mail (2002) – 507 mailboxes at 15 agencies

Executive Directors Network (2001) – 37 agencies convene monthly

Community Planning Process:

- 1998 Creation of Homeward
- 2001 Business and Operational Plan to fill gaps in homeless services system
- 2005 Commission on Strategic Restructuring of Homeless Services System
- 2008 Ten Year Plan to Prevent and End Homelessness in the Richmond Region

Ten Year Plan to Prevent and End Homelessness in the Richmond Region

Mission:

The Richmond Region **works together** to **change lives**, to **cultivate human dignity**, and to **offer hope** for the future for those who cannot afford stable housing.

Hope.

Dignity.

Ten Year Plan Goals

Goal 1 - Transform the homeless services delivery system to focus on housing stability.

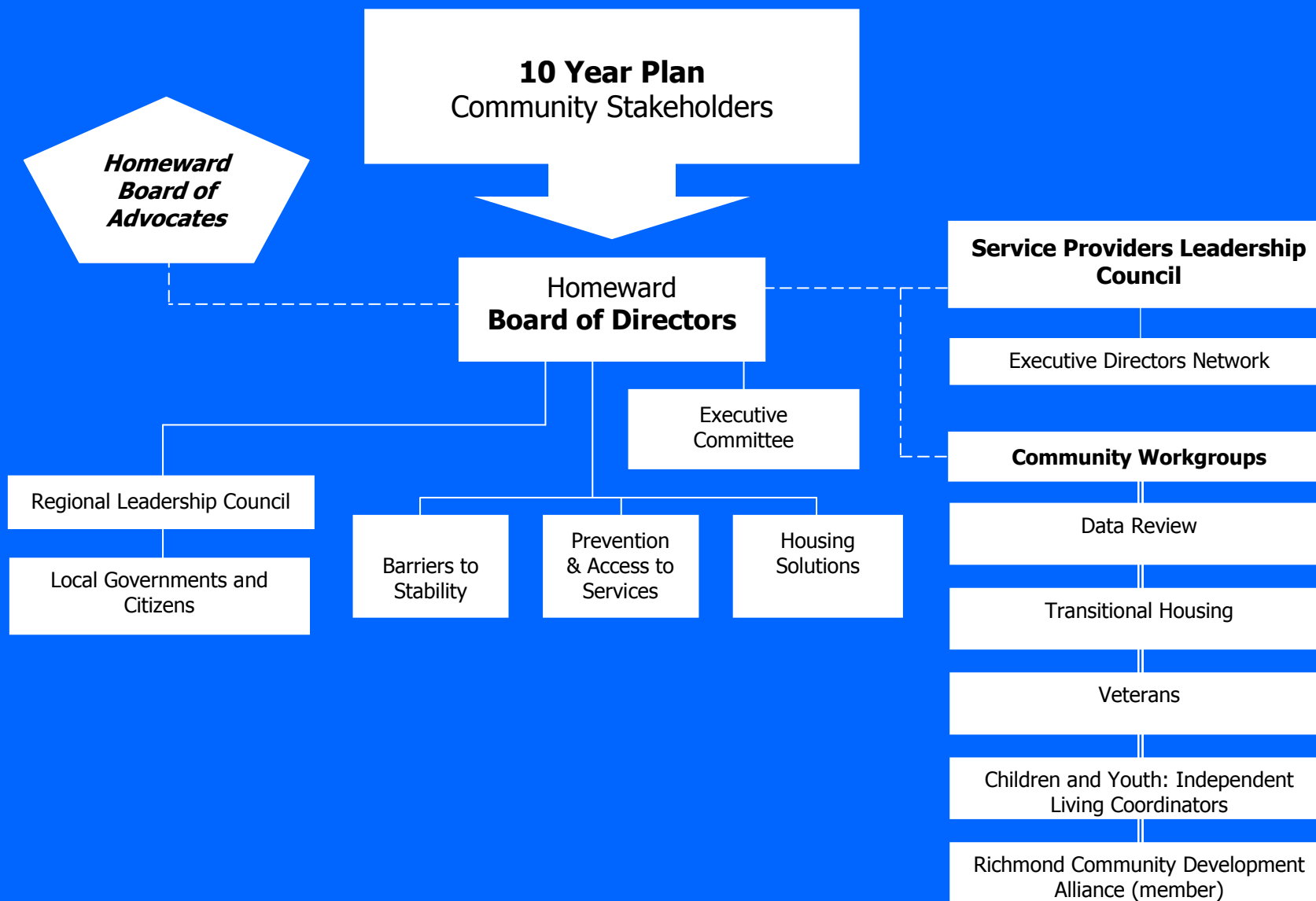
Goal 2 - Ensure access to permanent housing.

Goal 3 - Prevent individuals and families from falling into homelessness.

Goal 4 - Educate and advocate for change.

Goal 5 - Provide regional data and research on homelessness.

Our System



Key Components of Collaborative System Change

- Unifying Plan
- Data to inform and drive decisions
 - Especially for “emotional” or “turf” subjects
- Mechanism for collaboration
 - Standing meetings or communication network
- Personalities: necessary but not sufficient
- Defined mutual benefit: perceived win- win
- Strength of agencies involved

Key components, cont'd

- Defined universe: who should be at the table/tables
- Understanding of needs of clients
- A continuum or other way to understand which agency or provide programs which services– are there gaps or overlaps?
- A mission bigger than the agencies involved– for the sake of what?

Challenges and Barriers to Collaboration

- Agencies don't want to lose their identity/
sense of ownership
- Is the board on board?
- Collaboration doesn't necessarily save money
(can create efficiencies and lead to better
outcomes, though)
- Funding and fundraising

What are some ways homeless service agencies have collaborated to improve client & system outcomes?

- Shared leadership and shared staff
- Collaborative funding applications
- Co-location of services
- Broad definition of stakeholders
- Not same people in every conversation, but...
- Shared or overlapping/ connected conversations
- Shared outcomes and definition of success
- Shared standards

Questions and Discussion?

