System linkages for vulnerable populations

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Q Shelter

Part 2: Service integration at the front line:

Coordination of housing and support through strengthened place-based structures and alliances

Background

Identifying the need

› The Service Integration Initiative (the initiative) emerged from extensive state-wide consultation during 2019

› The importance of integrated service delivery was highlighted by stakeholders in addressing the needs of vulnerable people.

› The scope of the Queensland Housing Strategy 2017-2027 also highlighted the importance of service integration.

› Informed by 'Collective Impact' and 'Functional Zero' approaches, the initiative was operationalised during Q1, 2020 with an initial demonstration period of 18 months.

› Initiative rolled out across 9 regions:

| Nth Qld	North Coast & Brisbane	South East Qld
Cairns	Sunshine Coast	Redland
Townsville	Moreton Bay	Logan
Mackay	Brisbane	Gold Coast

Intent

Purpose and aim

› Initiative

  › The initiative aims to improve the collaboration and integration of housing, homelessness and broader service system responses for people experiencing homelessness, or at risk of homelessness, in addition to other unmet needs.

  › To leverage place based services and networks that are aware of, and can respond to local contexts in providing person centred responses.

  › To support the strengthening of regional structures, including the establishment or enhancement of intentional care coordination frameworks.
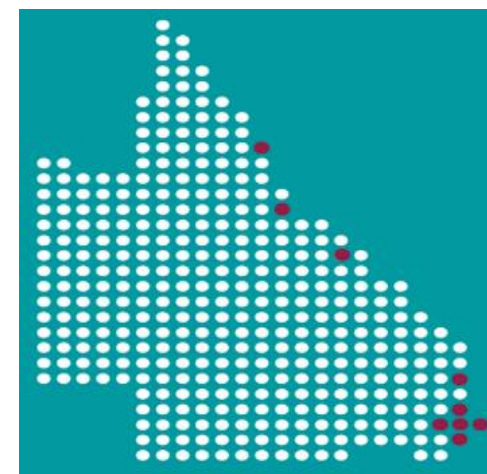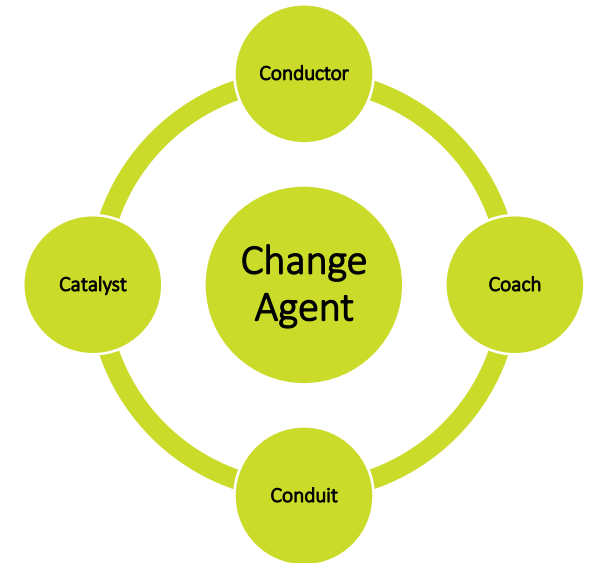
Intent

Purpose and aim

› Care Coordination Facilitators

- › Develop and promote greater integration and collaboration across government and non-government sectors to strengthen multi-disciplinary responses to meet the needs of households that are experiencing, or are at risk of homelessness.

- › Develop systems and processes to underpin integrated services in the region, including the establishment of governance arrangements, terms of reference and mechanisms to support greater integration and collaboration.

- › Establish and maintain productive partnerships across government and non-government service sectors to ensure effective communication, negotiation and information sharing to meet the needs of households that are experiencing, or are at risk of homelessness.

- › Ensure systems and processes enable the evaluation of outcomes and impacts of care coordination approaches and structural enhancements.

- › Collaborate and constructively engage with the state-wide backbone support role to build and continuously improve regional care coordination and structures.

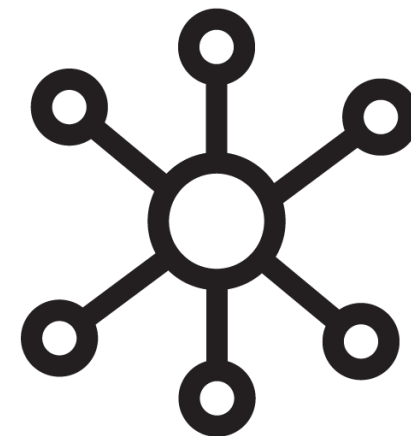- › Contribute to meaningful data collection, analysis and reporting.

Intent

Purpose and aim

› Backbone Support

  › Provide support, advice and assistance to housing and homelessness networks and care coordination groups operating in Queensland

  › Strengthen integrated practices relating to people with complex and/or recurring needs for housing and homelessness assistance including tenancy sustainment and support

  › Support the design of inputs required for the effective operation of care coordination groups such as referral and assessment tools, policies and procedures

  › Identify, enable and/or deliver learning and development opportunities

  › Develop a role profile and regional engagement report and to assess current operations in each region

  › Develop an appropriate service delivery model and local project delivery plan for implementation

  › Provide support for continuous improvement through a build, measure, learn approach

  › Establish a data collection, interpreting and reporting framework

  › Design and implement an Action Research Study framework.

Strengthening regional structures

A Place-Based Approach

› Leveraging skills, experience and knowledge of place-based organisations & agencies

› Closer and more aware of trends, issues and profile

› Harmonised scaffolding through well formed and connected mechanisms

› Understanding that there are many primary contact points for entry

› Enhances client system access and navigation experience

› Clear pathways to escalate risks, issues and opportunities

Regional Structure

DCHDE: Dept. Communities, Housing and Digital Economy:
        * Service Centre, Rent Connect, Contracts, Place-Based Response Team
Gov.: Governance
CCF: Care Coordination Facilitator
CCG: Care Coordination Group
PBLG: Place-Based Leadership Group
SOG: Senior Officers Group

Intentional care coordination

Multi-disciplinary care coordination

› Systems level focus, not service delivery

› Strategically constructed 'Place-Based Alliances'

› Integrating the service system to meet regional need

› Evidenced based; informed by meaningful & timely data

› Continuous improvement

› Community of Practice

  › Peer support network
  › Learnings from other sectors of the service system

› Capability building: Workforce, organisational and systems level

Participation Wheel*

83 SHS

118 Services; broader system

23 CHP

12 Care Coordination Groups

12 DCHDE

26 Govt. Agencies
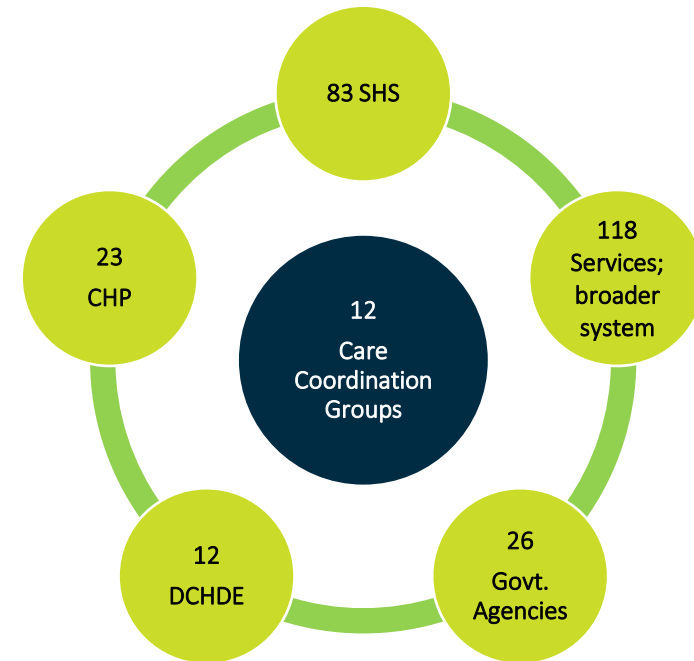
* As of December 2021. Regional participation reported quarterly

SHS: Specialist Homelessness Services
DCHDE: Dept. Communities, Housing and Digital Economy
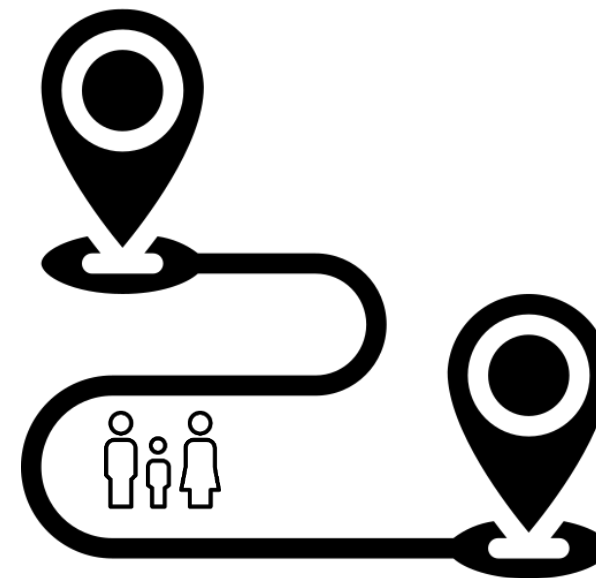CHP: Community Housing Providers

Capturing the client journey

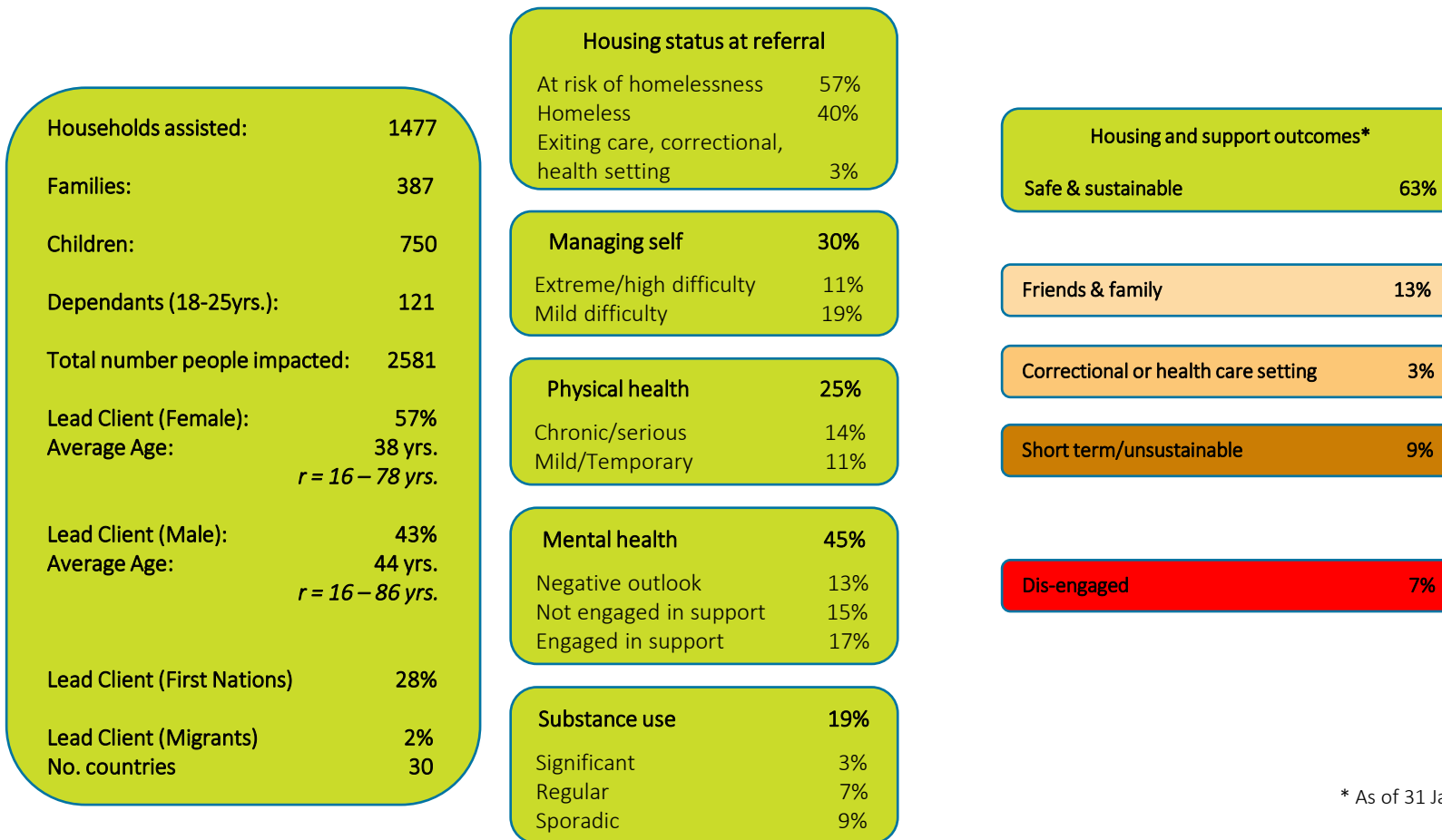## Designing a data system that enables a better understanding and better responses

› Intent:
  › Shared
  › Contemporary
  › Informing

› Purposely developed indicators:
  › Inflow – where from and why?
  › Referral pathways
  › Household profile
  › Presenting issues – housing, capability and health
  › Service Responses – lead agency and support partners involved
  › Outcomes
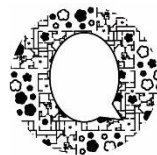
Need, complexity and outcomes

Coordinating sustainable housing and support outcomes

Households assisted:	1477
Families:	387
Children:	750
Dependants (18-25yrs.):	121
Total number people impacted:	2581
Lead Client (Female):	57%
Average Age:	38 yrs.
	r = 16 – 78 yrs.
Lead Client (Male):	43%
Average Age:	44 yrs.
	r = 16 – 86 yrs.
Lead Client (First Nations)	28%
Lead Client (Migrants)	2%
No. countries	30

Housing status at referral

At risk of homelessness	57%
Homeless	40%
Exiting care, correctional, health setting	3%

Managing self	30%
Extreme/high difficulty	11%
Mild difficulty	19%

Physical health	25%
Chronic/serious	14%
Mild/Temporary	11%

Mental health	45%
Negative outlook	13%
Not engaged in support	15%
Engaged in support	17%

Substance use	19%
Significant	3%
Regular	7%
Sporadic	9%

Housing and support outcomes*

Safe & sustainable	63%
Friends & family	13%
Correctional or health care setting	3%
Short term/unsustainable	9%
Dis-engaged	7%

* As of 31 January '22: Closed support periods: 1165 households

Action Research Findings

Key takeaways from the evaluation

› Each region varied in landscape and had a different starting point

› Regional difference seen as a strength and opportunity to work in regionally sensitive ways

› Whilst care coordination meetings are important, facilitators should promote and embed integrated practices more broadly across the service system

› The Housing and Homelessness Action Plan 2021-2025 provides opportunities to review the initiative with a focus on broader integration and tenancy sustainment through effective system design

› The CMS was an important tool and could go further to support integrated service delivery.

› The initiative assisted with COVID-19 responses, demonstrating that improved structural capacity can enable responses to emerging challenges

› Evidence from client records that housing outcomes have been achieved while various surveys and interviews indicate perspectives that the initiative has helped to strengthen the service system.

› There is future opportunity to further strengthen capacity and capability building, system design, through the refinement of regional care coordination processes and the role of the care coordination facilitator.

Next steps

Taking the initiative and the role of the Care Coordination Facilitator forward

› Reflect and refine the role, factoring in regional diversity to create a better understanding of the scope, intent, activities and capabilities.

› Focus on the identification of regional learning needs through the design and implementation of a regional learning and development plan. These should link in to a state-wide workforce development plan for human services involved in addressing homelessness and housing need.

› Additionally, the role should be seen as pivotal in the development or strengthening of regional governance and leadership frameworks to enable escalation of key issues and solutions requiring a central Government response linking with both policy and service delivery.

› Undertake regional service system design processes which are collaborative in identifying key elements of a successful housing and homelessness system to achieve an effective system which flows on to adopting shared service delivery frameworks focused on tenancy sustainment.

› Continue to develop the CMS platform to support integrated case management and to further strengthen data collection and outcomes reporting at regional and aggregate levels.

Thank you

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Service Integration Initiative