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The Housing First program in Edmonton is managed by Homeward Trust. Homeward Trust is a community based, comprehensive housing organization that provides leadership and resources towards ending homelessness in Edmonton. Homeward Trust fulfills their mandate by leading initiatives and programs, engaging community stakeholders and partners, conducting research, creating awareness and funding housing and support services. Homeward Trust Edmonton reports to the Government of Alberta, Housing and Urban Affairs on both a community and project level on the outcomes of contracts. All Housing First services contracted through Homeward Trust are to be aligned within the framework of the annual service plan approved by the ministry of Housing and Urban Affairs.

### Mandated Requirements by Housing and Urban Affairs

Alberta Housing and Urban Affairs has a mandated duty to promote strong and vibrant communities and to focus funding where it will make a significant difference. In order to maximize the impact of its funding, the Ministry has adopted an outcomes based approach requiring that contracted agencies deliver, through the Funded Project, measurable changes and/or improvements to the intended Beneficiaries of Approved Projects. The progress must be demonstrated through evidence of the difference the interventions are making to those beneficiaries.

The mandated outcome expectations from Alberta Housing and Urban Affairs pertain to housing stability; reduction in use of public systems; improved self-sufficiency; and, engagement in mainstream services. These expectations are outlined in further detail below:

- a. Housing Stability:
  - i. Housing and Urban Affairs has an expectation that 85% of those accepted into the program will remain stably housed.
  - ii. The outcome indicator provided by Housing and Urban Affairs is “At any given reporting period, 85% of the people accepted into the program will still be permanently housed”.
- b. Reduction in use of public systems:
  - i. Housing and Urban Affairs has an expectation that those housed in the program will show a reduction in inappropriate use of the public systems.
  - ii. The outcome indicator provided by Housing and Urban Affairs is “Those persons permanently housed will show reduced incarcerations, reduced emergency room visits and reduced in-patient hospitalizations”.
- c. Improved self-sufficiency:

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- i. Housing and Urban Affairs has an expectation that those persons accepted into the program will demonstrate improved self-sufficiency.
  - ii. The outcome indicator provided by Housing and Urban Affairs is “Persons housed in the program will have a stable income source, e.g., employment income, AISH, Alberta Works, disability pension, Old Age Security, etc.”
- d. Engagement in mainstream services:
- i. Housing and Urban Affairs has an expectation that persons accepted into the program will demonstrate engagement in mainstream services.
  - ii. The outcome indicator provided by Housing and Urban Affairs is “Persons housed in the program will be engaged in mainstream services, e.g., medical doctors or specialists, legal services, etc.”

In the event that Housing and Urban Affairs amends or replaces any of the above outcome expectations, the new outcome expectation will be in effect for contracted Housing First programs.

## Central Administration

Central administration is one of the key features to the Edmonton region’s approach to Housing First. Homeward Trust, as a service manager and funder, provides leadership and collaboration for the efficient and effective development of service delivery models in order to maximize the Housing First approach in Edmonton. This central administration is part of Homeward Trust’s core operations. As such Homeward Trust provides headship as it relates to:

- Championing the Housing First philosophy, in service development and implementation
- Sequencing implementation of the development of service models
- Providing one point of entry for clients and agencies to access Housing First services
- Referring clients to contracted agencies
- Managing contracts
- Recruiting landlords
- Creating and facilitating access to the furniture bank
- Exercising financial management
- Collecting, analyzing and reporting on data
- Administering rent supplements
- Organizing training and professional development opportunities
- Leveraging local and external expertise to assist in program review, refinement, coaching and training.
- Being a primary point of contact for commentary on homelessness, Housing First programming, and 10 year plans in the Edmonton region.

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The primary focus of any Housing First program is to work with individuals and households who are experiencing chronic homelessness. In providing rapid access to housing, clients are provided the safety and dignity of a home before dealing with other life issues, however, Housing First is not Housing only. Through a structured and integrated support network, clients are supported for a minimum of 12 months to increase the likelihood of housing stability, enhance quality of life and assist the client to develop self-sustaining behaviours.

## Role of Central Administrator:

### 1. Coordination across service providers

Homeward Trust coordinates across service providers in the following ways:

- Funding coordination from a system perspective to help ensure non-duplication of service
- Investing in services throughout the City
- Hosting and chairing Team Leader meetings to coordinate policy and service(s) to clients
- Working with Executive Directors of contracted agencies in policy development and program refinement
- Monitoring complexity assessments
- Reviewing client data in Efforts to Outcomes to better understand how clients are accessing services and where and how they are achieving housing access and stability outcomes
- Linking Housing First programs to other initiatives funded by and/or supported by Homeward Trust including community initiatives, capital funding and/or Aboriginal liaisons
- Organizing and hosting events such as Homeless Connect, ROOPH Awards and other events that bring together service providers

### 2. Leverage strengths across system

Homeward Trust leverages strengths across the system in the following ways:

- Brokering and advocacy for services as appropriate that will be of benefit to clients and service providers
- Using complexity assessments to assist in the service pathway for the client
- Promoting community based learning opportunities across agencies
- Highlighting and promoting excellent practices and outcomes within the community and to other provincial and federal stakeholders

### 3. Enhance professional development, capacity building and training

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Homeward Trust enhances professional development, builds capacity and assists with training by:

- assessing the training needs of Housing First staff in collaboration with contracted agencies based upon evidence based practices
- coordinating and contracting with training experts locally and from outside the Edmonton region
- promoting training opportunities pertaining to the functions of delivering Housing First, and providing opportunities for staff to have training relevant to delivering on expected outcomes
- assessing local training needs through various methods (e.g., discussions with service providers; service reviews by external experts; surveys, etc.)

## 4. Policy Development and Leadership

Homeward Trust's role in policy development and leadership occurs in the following ways:

- Engaging local, provincial and federal stakeholders in government, non-profit, non-governmental and private sectors to gather input, direction, advice and opinion – as relevant – in the development of policy and/or asserting leadership in policy
- Influence relevant municipal, provincial and federal policies through position papers, policy statements, inputs into consultation processes, engagement with elected officials, creation of business cases, research, options papers, white papers, and the like
- Develop, review and amend local policies and priorities for service delivery, alignment to the local and provincial 10 Year Plans to End Homelessness
- Development of a service manual for the Housing First sector

## 5. Advocate for system changes

Homeward Trust advocates for system changes in the following ways:

- Working with service providers, local stakeholders and/or policy and program experts to understand changes that may be advantageous and to develop position statements, strategies and/or actions that may be of benefit in affecting that change
- Working with regional and provincial representatives of the Government of Alberta with direct bearing on policies, programs and funding, and the inter-relationship with objectives, strategies and actions related to the delivery of Housing First (e.g., Housing and Urban Affairs, Alberta Health, etc.)

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- Working with regional and national representatives of the Government of Canada with direct bearing on policies, programs and funding, and the inter-relationship with objectives, strategies and actions related to the delivery of Housing First (e.g., Service Canada, Indian and Northern Affairs, Canada Mortgage and Housing Corporation)
- Working with local, provincial and national advocacy and non-governmental organizations (e.g., 7 Cities; Canadian Housing Renewal Association; etc.) where there is an allied perspective on specific issues where change is warranted which will be of benefit to Housing First

## 6. Ensure Accountability and Oversight

As a funder, and policy and program developer, Homeward Trust is responsible for ensuring accountability and providing oversight in the following ways:

- Efficient and effective use of funding to achieve the objectives of Housing First
- Making investments that support change to the service model which increases professional development, is centered on service user needs, and will increase likelihood of sustainability
- Ensure contracted organizations have appropriate internal accountability mechanisms related to governance, use of funds, and competency in service delivery with appropriate outputs and outcomes achieved
- Systematically track inputs, activities, outputs and outcomes
- Provide access to a common client information system, with appropriate training and review of data inputs to track activities, outputs and outcomes
- Meet with contracted organizations at various and appropriate levels within the organization relevant to the oversight process, e.g., meetings with Executive Directors to discuss policy and funding; meetings with Team Leaders to discuss program opportunities, integration and client service pathways
- On site visits and consultations

## 7. Reviewing Outputs and Outcomes

Homeward Trust is required to track outputs and outcomes in their capacity as the local CBO administering funds and providing service management to the delivery of Housing First as it relates to the 10 Year Plan. In so doing, Homeward Trust reviews outputs and outcomes in the following ways:

- Review data as inputted into the client information system, Efforts to Outcomes
- Conduct site visits with organizations

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- Request information from contracted agencies as part of the development of the annual Service Plan, and at other times throughout the year as relevant to information requests demanded by the Province or Federal government or their representatives, e.g. auditors

## 8. Funding and contract management

Homeward Trust negotiates contracts, approves funding and monitors adherence to all schedules of funding agreements by:

- Reviewing budget forecasts prepared by contracted agencies
- Evaluating outcomes of current fiscal year
- Negotiating the allocation of resources
- Approving operating budgets each fiscal year
- Ensuring adherence to all schedules of the funding agreement as included in the contract with the contracted agencies and agreed to by the contracted agencies in signing the agreement. In the event of non-compliance Homeward Trust may work with the contracted agencies towards compliance, seek remedies, provide conditions of future funding, and/or end the contractual agreement using the provisions set out in the contract.

## Purpose

The purpose of this Housing First Service Manual for Contracted Agencies is multi-dimensional and complex. In order to facilitate understanding and acceptance of its' purpose it is imperative to lay before it's stakeholders, that which is believed to be true. The objective of this purpose paper is to do that very thing; to identify the intention of this manual, what it is, and is not.

It is with a profound professional respect, that the management of Homeward Trust recognizes the extensive history of service and compassion for the marginalized citizens of Edmonton that is represented amongst this community of service providers, who are engaging in Housing First services. Some of these agencies have responded to the needs of several generations of Edmontonians; one organization in particular celebrated one hundred years of service in the inner city with their centennial anniversary in 2010, another agency has 103 dedicated years of service to the sector. The depth of richness in experience and knowledge is significant to the history of social services in Edmonton. The experience and legacy contributed to the community by this assemblage of service providers would require volumes to capture, and accumulatively represents over 420 years of commitment and contribution to Edmonton and its' people. Awards have been won, innovation has been witnessed and most importantly the lives of people have been changed for the better.

In January of 2008, Mayor Stephen Mandel established the Edmonton Committee to End Homelessness to explore the issue of homelessness and develop long-term cost-effective solutions for Edmonton. Leaders of some of the previously mentioned organizations, and Homeward Trust along with leaders in government, business, labour, health care, and the Aboriginal community, collaborated on sub-committees to develop Edmonton's 10 year plan, "A Place to Call Home". The plan was the result of contributions from approximately 800 Edmontonians from across many sectors (City of Edmonton, press release, 2009).

At the direction of Premier Ed Stelmach, the Alberta Secretariat for Action on Homelessness was established in January 2008, to produce the province's long-term strategic plan to end homelessness. Accepted by the Government of Alberta in March 2009, "A Plan for Alberta: Ending Homelessness in 10 Years," represented a fundamental shift in Alberta's approach to homelessness. Instead of managing homelessness, the Plan offers a roadmap to end homelessness (Government of Alberta, Housing and Urban Affairs).

From the very beginning Homeward Trust and social service agencies some of who provide Housing First services today contributed to the plan to end homelessness; identifying needs and solutions. Today we are charged with fulfilling various portions of the plan together. Everyone working for one purpose: to end homelessness by the year 2019.

The implementation of Housing First was one of the significant efforts identified in both plans to end homelessness. Housing First is a philosophy which has evidenced itself to house and support homeless people more successfully than measures tried in the past (Samberis et al, 2001). However, in order to be classified as Housing First there are a number of qualities or practices that are key to success and are required to be present in order to be recognized as true to the philosophy of Housing First. By clearly identifying these standards in this manual as, "Standards of Practice", it is with the intent that agencies can measure their performance against the standards which are core to Housing First philosophy, and in doing so maintain the integrity of the philosophy of Housing First, which increases the likelihood of quality outcomes for clients.

The policies that follow through the sections for organizational, operational and service delivery are included to provide an overarching framework to organizations relating to the implementation of such standards. The attempt is to provide leadership in answering questions that may arise out of interpretation of the standards. In addition, the clarity defined by the policies in the service manual allow for clear understanding and expectations amongst all parties. The development of these policies is the attempt to position everyone with the same information.

There is recognition that each agency has a unique organizational culture and approach to business, however, the utilization of evidence based practices is one of the key standards instrumental to Housing First. It is the intention of these policies to ensure that evidence based practices are core to services, and when services are enhanced by standardization, that these policies clearly identify how they can be implemented at the organizational, operational and service delivery level.

Many of the policies that are included are for the primary benefit of clients and this is important to be transparent about. These policies are to empower clients by ensuring for example that there is an accelerated complaint process, that their information is protected according to law, that they have a right to refuse services or options provided to them. At times there may be conflicts between what is in the agency's or funder's best interest, and what is best for the client. At these times it is anticipated that the implementation of these policies will create a framework for decision-making. These policies are deliberate about the

intention of planning a system which is navigable by clients and should conflict occur the policies will assist clients to understand their options.

It could be suggested that the development and implementation of policies within this service manual may minimize the autonomy and self-governance of agencies. Homeward Trust's intention is to encourage innovation and excellence, through collaboration and support for many community initiatives. The success of Housing First requires just such collaboration. Homeward Trust also recognizes that Housing First in Edmonton is only as good as the services provided. Homeward Trust is interested in guaranteeing the quality of services provided, and contributes in a positive way through staff development opportunities, and training within the sector. There is also recognition that many providers are also highly invested in delivering quality services that are consistent within best practices in the field. Homeward Trust also identifies that Housing First may be a small part of what agencies do on a yearly basis. This manual speaks only to the work of Housing First, and in no way is meant to influence or control agencies as a whole.

Service providers who are implementing Housing First are on a continuum of experience and practice when issues of policy development, program implementation, skill sets of employees, and history of the agency are evaluated. One of the goals of having a service manual in place is to raise the standards of all Housing First projects to the highest standard within the community. Homeward Trust recognizes that there may be agencies that meet or exceed the policies identified and for those parties this manual may seem redundant. However, the quality standards of those services and the policies within this service manual will raise the bar for services across the entire sector. To those agencies recognition is given, as they have influenced the quality of services in this new and evolving time to the benefit of those we serve, and Homeward Trust invites you to continue to lead by example in the leadership of this community of practice.

## Philosophical Framework

The heart of the Plan for Alberta is based on a housing first philosophy- a philosophy that has proved successful across North America. Adopting a housing first philosophy requires a wholesale shift in thinking among governments, communities and homeless-serving agencies. This is because it involves a fundamental change in the way homeless citizens are served and assisted.

Homelessness is often accompanied by other challenges, such as mental illness, addiction, a lack of financial resources or under-developed life skills. Once an individual or family has fallen into homelessness, these other challenges cumulatively act as barriers to re-housing;

- Without a stable home, accessing financial assistance and other supports is difficult; but without assistance, it is difficult to secure a home.
- The lack of a home can exacerbate problematic conditions and cause further deterioration in physical and mental health.
- Treatment and supports are less effective.
- Personal security can be compromised.
- Although available as an option, supportive housing facilities sometimes stipulate conditions for admission; those who are unable to meet the conditions face another barrier to housing.

Ultimately, a homeless individual or family can end up trapped in a system that causes them to become chronically homeless. The housing first philosophy breaks this cycle of homelessness. The overall goal is to move a homeless client quickly into permanent housing with supports and move them to greater self-reliance.

Top priority is given to rapid re-housing of Homeless individuals into permanent housing. Permanent housing doesn't mean a shelter. It means a secure home using a housing option that's appropriate for the circumstances of the individual or family. This does not mean the disappearance of all emergency shelters. These and other emergency shelters will still be needed for families or individuals who fall into crisis. However, under a housing first philosophy, the role of emergency services and shelter will be to facilitate a rapid exit out of homelessness and into permanent housing.

As a homeless individual or family is re-housed, client centered supports are made readily available to them. These supports provide the individual or family with the opportunity to secure the means to maintain their housing and restore their stability. This helps prevent them from falling back into homelessness.

The level of support will vary. Some individuals and families may need only a little help and support to help them stabilize in their new housing. Others may require modest levels of support, while another

group may need robust, ongoing support in order to remain stable in their housing and avoid becoming homeless again.

Skilled case management plays an important part in providing these supports. Case Management involves working with a homeless client to identify the challenges they face. Once these are identified, case management is made available to the client to connect them with appropriate supports that can help them achieve housing stability. This can include employment or assistance benefits, mental health treatment, addictions treatment, counseling, financial assistance, skills training, and other services and resources. Case Management recognizes that each homeless individual or family is unique and requires personal attention. It is critical that case managers need to be specifically educated and trained for this role.

The Plan for Alberta envisions that Alberta communities will include and employ a housing first philosophy in their plans to end homelessness. The Plan calls for province-wide initiatives that will coordinate and fund homeless serving systems based on this approach. It sets new expectations for governments, communities and agencies, requiring all partners to re-tool their operations and goal-setting, and it focuses on achieving outcomes that will shift provincial thinking from managing homelessness to ending homelessness.

The Alberta Secretariat for Action on Homelessness. (2008). *The plan for Alberta: Ending homelessness in 10 years.* pp. 16-18

## **Standards of Practice**

The following are the accepted Standards of Practice relating to service orientation of Housing First Programs. In delivering support services to clients, the following will be adhered to by contracted agencies delivering Housing First Services:

Housing First programs are:

### **Accountable**

Housing First contracted agencies are accountable to clients, landlords, Homeward Trust, the Ministry of Housing and Urban Affairs and the community at large. The requirement to follow through on fulfilling roles, responsibilities and expectations necessitates professional conduct, fiscal responsibility, and ethical practice in the work completed in the name of Housing First.

### **Culturally Competent and Aware**

In a diverse Canadian city with a large urban Aboriginal population, contracted agencies will value diversity and work with partners to ensure diversity is respected and represented in program delivery models by understanding and meeting the distinctive needs of Aboriginal clients.

Housing First workers will have a competent understanding of Aboriginal culture and service delivery practices, as well as respectful acceptance of cultural and ethnic traditions, practices and ceremonies. Diversity within the Aboriginal culture is recognized and status will not be a determination in understanding or provision of service. Being “Aboriginal” will be self-defined, and may include status and non-status, Métis, Inuit, First Nations and other manifestations of indigenous identity as identified by the client.

Issues relating to immigration, refugees and newcomers will be understood by Housing First staff. Cultural and ethnic traditions, ceremonies and practices will be respected. Where necessary and possible, non-English speaking clients will be connected to a Housing First staff person who is fluent in that language, or utilize the services of translators.

**Intensive Case Management or Assertive Community Outreach Teams**

Housing First programs in Edmonton can take the form of Intensive Case Management (ICM) or Assertive Community Treatment (ACT). Contracted agencies will perform ICM or ACT interventions in accordance with acceptable models of delivering these interventions within a Housing First context.

**Client-Centered**

Services are provided in a client-centered manner. Systems, policies, programs and approaches delivered by agencies evidence a client-centered approach to service delivery.

**Choice-Driven**

Clients are presented appropriate, affordable and actionable options to consider related to their housing, based upon their preferences and self-identified needs.

Clients have a choice in the type, duration, frequency and intensity of services that they receive.

**Community Based**

The majority of service provision – recommendation of 80% of time – is spent in the community, most often with clients as they access other services or in the client's home.

**Anti-Oppressive**

Clients are not required to participate in specific elements of a case plan that do not fit their vision for their future.

Clients will not be required to choose housing or services that they do not want.

Housing is a right for all people, not the result of compliance or a reward.

**Recovery-focused**

A recovery orientation is present when supporting clients who require mental health and wellness supports.

A focus on wellness, hope, self-esteem, trust, education, self-determination and the like shall be part of the service delivery approach for these clients.

## **Committed to Harm Reduction**

Harm reduction principles and practices are exercised by frontline staff and made available to clients.

Understanding of substances, sex trade work, exploitation, high risk behaviours and experiences shall be understood by frontline staff and Team Leaders.

## **Evidence Based and Evidence Informed**

All programming decisions are supported by evidence based or evidence informed research appropriate to particular client circumstances.

Evidence based and evidence informed practices shall include, but not be limited to:

- Motivational interviewing (MI)
- Integrated Dual Diagnosis Treatment (IDDT)
- Illness Management and Recovery (IMR)
- Supported Employment

## **Strength-Based**

Service plans will highlight and build upon client strengths, focusing on talents and abilities.

Strengths will be understood in unconventional ways as necessary (e.g., survival, perseverance, etc.)

## **An Enhancement of Personal Dignity and Empowerment**

A client's personal dignity will be respected at all times.

Clients will be empowered and equipped to be self-advocates, and to enhance self- efficacy.

Clients will be empowered in decision-making through the provision of informed consent, informed choice and self-determination.

## **Improving the Quality of Life of Clients**

With adequate supports clients will experience improved health, mental wellness, personal safety, sleep, stress levels, food quality, food quantity and social interaction – relative to when they were homeless or otherwise street involved.

## **Solution Focused**

Housing First supports assist clients to identify problems for the purpose of seeking solutions, and remain free of judgment relating to the details of the problems that are a part of the lives of the clients they serve.

## **Outcome Monitored**

Housing First contracted agencies provide accurate relevant data on client demographics, assessments, the service plan, efforts relating to the work completed with or on behalf of the client, and follow-up interviews at 3, 6, 9, and 12 months, and longer if necessary.

**The following are the accepted Standards of Practice relating to housing services of Housing First Programs. In delivering housing support services to clients, the following will be adhered to by contracted agencies delivering Housing First Services:**

Housing First programs ensure:

### **Access to Appropriate, Affordable Housing**

Clients will be presented a minimum of two housing choices based upon their needs and preferences, which are of good quality, affordable, and actionable.

Clients shall be informed of any particular rules or regulations or program protocols that they are agreeing to with any specific type of housing that they are choosing.

### **Avoidance of Saturation in Housing**

In scattered site housing no more than 10% of units in any building will be occupied by clients actively receiving follow-up support services.

In may be necessary to view saturation at a community or neighborhood level rather than solely a building, and contracted agencies will participate in discussion about these communities.

### **Quality Relationships with Landlords**

Landlords/superintendents shall be provided with a clear written summary of services, communication protocols, roles, responsibilities, and emergency contact numbers before a client moves into one of their units.

During each visit to a client's home, the Housing First team member will attempt to make contact with the landlord/building superintendent to advise them of their presence, if there is an on-site property manager.

Team leaders will make contact with all landlords where their staff have clients and create an opportunity for discussion of issues and opportunities in the relationship, minimally once every six months.

In the event that a landlord has issues that are unresolved by the Housing First worker or the Team Leader, they may contact Homeward Trust. Homeward Trust may facilitate or mediate a discussion to work towards issue resolution.

#### **Direct Payment of Rent & Monthly Rent Checks:**

Whenever possible, payment of rent shall be set up directly from Alberta Employment Immigration and Industry (AEII) or Assured Income for the Severely Handicapped (AISH) or other sources of income support directly to the landlord.

Follow-up support workers, by the fifth business day of each month shall check with each landlord/superintendent to ensure that rent was received in full for each of their clients they are supporting. In the event that a property owner or landlords has not received full payment housing first staff will attempt to rectify the situation expediently.

#### **Orientation, Furniture and Move-in Support**

Clients shall be provided an orientation to their new building at move in, including but not limited to:

- Fire exits
- Mail service
- Laundry
- Access (buzzer, lock, etc.)
- Location and contact details for superintendent/landlord
- Garbage/location
- Storage

Clients will be encouraged, during the orientation, to introduce themselves to their most immediate neighbours.

Clients will have access to the furniture bank to furnish their apartment. Arrangements will be made for the delivery of those belongings on the day of move-in or as shortly thereafter as possible.

Clients will be assisted in moving furnishing and belongings into their apartment.

Housing First staff will assist clients setting up their apartment.  
Housing First staff will accompany clients on day of move-in to the apartment.

#### **Re-housing Options**

It is acknowledged that some clients require assistance with re-housing. Re-housing is a time to learn, adapt and improve the housing situation for clients. Clients requiring re-housing assistance will be a priority over new intakes. Avoiding, or at a minimum decreasing, homelessness between re-housing will be an important consideration in managing service demands.

### **Separation of Tenancy from Service Issues**

Receiving ACT or ICM services is not contingent upon remaining housed. In the event that a client loses their housing, they will continue to receive support services.

<b>Policy: Compliance with Legislation</b>	<b>Policy Number: HTCA-OR-01</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that each contracted agency is in compliance with all municipal, provincial and federal legislation, and bylaws.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

All contracted agencies will adhere to all applicable legislation, laws and bylaws.

## 4.0 Definitions

Legislation - laws enacted by a governing body

Law - legal document setting forth rules governing a particular kind of activity

Bylaw - a rule made by a local authority for the regulation of its affairs or management of the area it governs

## 5.0 Responsibilities

Executive Directors of contracted agencies or their designate will ensure compliance with the policy.

Executive Director of Homeward Trust or their designate will ensure compliance by contracted agencies.

## 6.0 Procedures

None

## **7.0 Outcome Indicators**

Contracted agencies will have an organizational policy and procedure manual which reflects compliance with municipal, provincial, and federal legislation, and bylaws.

Contracted agencies will conduct their business in compliance with municipal, provincial, and federal legislation and bylaws.

<b>Policy: Policy and Procedure Manual</b>	<b>Policy Number: HTCA-OR-02</b>
	<b>Date Approved:</b>
	<b>Last Date Reviewed: December 1, 2010</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that each contracted agency has a policy and procedure manual available to their staff in Housing First programs which identify all internal policies, core processes, and legislative obligations of the agency.

## 2.0 Scope

All front line support staff  
All Team leads  
All Managers  
Executive Directors

## 3.0 Policy

Each contracted agency will provide a written copy of their Policy and Procedures manual to each Housing First administrative site for purposes of review by support staff and team leads.

## 4.0 Definitions

Policy – a predetermined course of action established as a guide toward accepted business strategies and objectives.

Procedure- a combination of one or more business processes.

Process – a series of actions or operations leading to an end.

## 5.0 Responsibilities

The Executive Director of each contracted agency or their designate will produce and maintain a policy and procedure manual reflecting the policies and procedures of their agency.

# housing first **policy and procedures**

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The Executive Director of Homeward Trust or their delegate will ensure that each contracted agency has a policy and procedure manual reflecting the policies and procedures of their agency.

## **6.0 Procedures**

Contracted agencies will create, and maintain a procedure manual which minimally identifies acceptable business policies relating to:

1. job descriptions,
2. probationary period and orientation,
3. training,
4. expenses,
5. use of email and internet,
6. staff safety, including working alone,
7. avoiding personal, financial and professional conflict of interest,
8. promotion of self-care and professional development,
9. use of personal vehicles for transporting clients,
10. complaint processes for community members, clients, staff, landlords and other parties including an appeal process,
11. internal grievance processes,
12. prudent use of public funds according to contract schedules,
13. performance management,
14. disciplinary processes,
15. standards of service,
16. universal precautions,
17. mandated reporting of child abuse and domestic violence to child welfare authorities,
18. professional conduct for all housing first staff,
19. use of cell phones while driving,
20. privacy and protection of client information relating to legislative requirements (FOIP, PIPA) including processes to deal with breeches of privacy and protection of information policies and codes of confidentiality,
21. incident reporting, including critical incidents such as client death, fire, and management of communicable disease, threats of violence or violence towards staff, as well as the requirements for escalation of reporting,

# housing first **policy and procedures**

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22. management of allegations of client abuse,
23. risk management,
24. harm reduction practices,
25. use of volunteers,
26. landlord relations,
27. accessing the furniture bank,
28. using Efforts to Outcomes,
29. reporting exceptions to admission criteria for Housing First,

independently or in collaboration with Homeward Trust.

## **7.0 Outcome Indicators**

An updated agency policy and procedure manual is present at each Housing First program administrative site containing at least the identified policies.

<b>Policy: Housing First Standards of Practice</b>	<b>Policy Number: HTCA-OR-03</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all Housing First funded programs will practice Housing First philosophy as it is defined and outlined by Homeward Trust and in so keeping with the local and provincial 10 Year Plans to End Homelessness.

## 2.0 Scope

All staff in Housing First programs.

## 3.0 Policy

All contracted agencies will adhere to the Standards of Practice as they are identified in the Homeward Trust Housing First Service Manual.

## 4.0 Definitions

standards of practice – a framework of principles that describe the knowledge, skills, and values inherent in the work of any given profession.

## 5.0 Responsibilities

The Executive Directors of each contracted agency or their designate will ensure the implementation of the Standards of Practice as they are written.

The Executive Director of Homeward Trust or their designate will ensure the implementation of the Standards of Practice as they are written.

## 6.0 Procedures

## **7.0 Outcome Indicators**

Evidence of the implementation of the Standards of Practice will be observable in ETO.

Contracted agencies are required to demonstrate to the satisfaction of Homeward Trust that they are performing Housing First with fidelity to the practice as it is understood in Edmonton.

Homeward Trust may use a range of approaches to determine whether contracted agencies are demonstrating fidelity to Housing First as practiced in Edmonton. Approaches may include site visits by Homeward Trust staff, interviews with service users, peer reviews, third party expert reviews.

<b>Policy: Conflict of Interest</b>	<b>Policy Number: HTCA-OR-04</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

The intent of this policy is to avoid situations which are deemed to be a conflict of interest.

## 2.0 Scope

All individuals involved in the delivery of Housing First Services

## 3.0 Policy

Each agency will develop an internal policy directing that individuals involved in the delivery of Housing First programs will not be involved in other activities that would present a conflict of interest and /or be in an adversarial position with the policies or positions of Homeward Trust or their employing agency as it pertains to Housing First or the delivery of the local or provincial 10 year plan.

## 4.0 Definitions

adversarial – characteristic of an opponent or enemy

conflict of interest - a clash between the private interests and the official responsibilities of a person in a position of trust

## 5.0 Responsibilities

The Executive Directors of contracted agencies or their designate will ensure that there is internal policy relating to the prevention of conflict of interest.

The Executive Director of Homeward Trust or their delegate will ensure that conflict of interest policies exist for contracted agencies.

# housing first **policy and procedures**

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## **6.0 Procedures**

Not Applicable

## **7.0 Outcome Indicators**

The policy relating to conflict of interest is observable in agency policy manuals.

<b>Policy: Security Clearances and Child Welfare Checks</b>	<b>Policy Number: HTCA-OP-01</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that all contracted agencies screen staff at the time of recruitment, relating to their criminal record and history of involvement with Children and Youth Services relating to being identified as someone who has posed a risk to children in their past to prevent the exploitation of clients and, or their children.

## 2.0 Scope

All housing outreach workers

All follow up support workers

All team leads

Any other agency staff that may have contact with housing first clients

## 3.0 Policy

All staff of contracted agencies that may have contact with Housing First clients will provide a clear police information check, and a clear Child Welfare Investigation Search (CWIS) prior to commencement of employment.

## 4.0 Definitions

Criminal record – a legal document which identifies convictions for which a pardon has not been received.

## 5.0 Responsibilities

The Executive Director of contracted agencies or their delegate will ensure there is an internal policy relating to staff recruitment screening and compliance to the policy.

The Executive Director of Homeward Trust or their delegate will ensure there is compliance to the policy.

## 6.0 Procedures

Prior to commencement of employment, contracted agencies will require completion of a Police Information Check, and an Intervention Record Check (CWIS).

Intervention record checks are completed by:

Attending the nearest Children and Family Services Authority office and filling out an application form for an "Intervention Record Check". Potential workers need to take two pieces of ID: a photo ID as well as either their Alberta Health Care Card and/or birth certificate.

There is no fee for completion of this check.

Results are mailed to the potential worker, or arrangements for pick up can be made in situations of immediacy.

Police information checks are completed by attending the:

### **Police Information Check Unit**

Edmonton Police Service  
9620 – 103A Avenue  
Edmonton, AB, Canada  
T5H 0H7

The Edmonton Police Service processes all requests for police information checks by checking the following:

- Edmonton Police Local Records
- Alberta Court Records (JOIN)
- Canadian Police Information Centre (CPIC)

Two pieces of current original government issued identification showing full name and date of birth are required. Identification with initials instead of full names is NOT ACCEPTABLE. One piece must be photo identification.

Standard processing time is 2 weeks; however, times may vary according to work load. Police Information Check Unit will offer a pickup service upon request.

Fee Payment is \$30.00

Results are mailed directly to the applicant.

The Edmonton Police Service recommends that when receiving a police information check certificate, ensure that you see original watermarked paper and the Edmonton Police Service seal. Do not accept photocopies.

## **7.0 Outcome Indicators**

Original copies of completed police information check certificates and intervention record checks are observable on file at the contracted agency administrative site.

A policy is observable that identifies the requirement to produce a police information check and a CWIS search at the time of employment.

A policy is observable that identifies the circumstances when a non-clear police information check can be accepted based upon the lapse of time since conviction, the nature of the conviction, and the relevance of the conviction to the nature of work. All exceptions must have the written approval of the Executive Director of the contracted agency, and be visible on the personnel file.

A policy is observable that identifies that there are no exceptions to the requirement for a clear CWIS search.

<b>Policy: First aid and CPR training</b>	<b>Policy Number: HTCA-OP-02</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all support workers and team leaders are equipped to respond proficiently if a medical emergency were to occur during the completion of their duties.

## 2.0 Scope

All intake and outreach workers  
All follow-up support workers  
All Team Leads

## 3.0 Policy

Within four weeks of commencement of employment all employees working in Housing First programs will be certified in Standard First Aid and CPR A, at the cost of the employee.

## 4.0 Definitions

CPR-Cardio Pulmonary Resuscitation

Standard First Aid and CPR A- a course for those who need more than basic first aid knowledge and skills. This is the level of training required by most governments, business and industry.

## 5.0 Responsibilities

The Executive Director or their designate will ensure compliance with this policy.  
The Executive Director of Homeward Trust or their designate will ensure funding is available for recertification.

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## **6.0 Procedures**

Not applicable

## **7.0 Outcome Indicators**

A copy of current certification in first aid and CPR A will be observable on each employee file at each administrative site.

<b>Policy: Staff Development</b>	<b>Policy Number: HTCA-OP-03</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all professional development and training facilitated and offered by Homeward Trust is attended by Housing First staff as required to suitably practice Housing First.

## 2.0 Scope

All Housing First support staff  
All Housing First Team Leads  
Senior Management within contracted agencies.

## 3.0 Policy

Contracted agencies will promote and ensure that their Housing First staff is engaged in professional development opportunities as it relates to and aligns with their Housing First function.

## 4.0 Definitions

## 5.0 Responsibilities

Homeward Trust will facilitate training and professional development opportunities to increase professional capacity to perform the functions and duties at a frontline, and team leader level within organizations to suitably practice Housing First.

The Executive Director of contracted agencies or their delegate will ensure that all staff working in Housing First has the required training to suitably practice Housing First.

## 6.0 Procedures

# housing first **policy and procedures**

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Homeward Trust will produce a training calendar with a minimum of 30 days notice of upcoming training events.

Homeward Trust will provide on-line training opportunities for ongoing information based instruction.

Homeward Trust will coordinate a roster of instructors to facilitate interactive learning experiences on a regularly scheduled basis.

Team leaders will schedule their staff to attend as caseload and organizational requirements allow, ensuring that staff have the training to suitably practice Housing First.

Contracted agencies are required to perform within the framework of professional practice if training is offered, whether they choose to attend or not.

## **7.0 Outcome Indicators**

Attendance records will evidence that Housing First Staff are successfully completing professional development and training opportunities.

Housing First support staff will effectively perform the functions and duties at the front-line and Team Leader level within the organizations that practice Housing First.

The on-line teaching platform developed by Homeward Trust will provide a history of training opportunities completed by Housing First staff.

Executive Directors and Team Leads will be asked to contribute to the Strategic Plan for Education for each fiscal year.

<b>Policy: Administrative Space for Staff</b>	<b>Policy Number: HTCA-OP-04</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that staff working in Housing First programs have a designated space to perform administrative duties.

## 2.0 Scope

All staff working in Housing First Programs.

## 3.0 Policy

Contracted agencies will provide adequate cell coverage and access to a landline; space to use a laptop, netbook or access to a desktop computer; secure lockable space; access to refrigeration for meals and snacks; access to a restroom; access to drinking water and access to appropriate office supplies relevant to staff duties.

## 4.0 Definitions

Adequate cell coverage- sufficient coverage to complete duties

Access-available to, but not necessarily one for each staff

## 5.0 Responsibilities

The Executive Directors of all contracted agencies or their designate will ensure that each Housing First team has the administrative space and the tools to do their job.

The Executive Director of Homeward Trust or their designate will ensure that there is an administrative space for each Housing First team.

## 6.0 Procedures

Not Applicable

## **7.0 Outcome Indicators**

There is an administrative space to visit.

It is observable that support staff working in Housing First programs have the necessary tools required to complete their work.

<b>Policy: Consent to Receive Services</b>	<b>Policy Number: HTCA-OP-05</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all contracted agencies seek the informed consent of all clients to participate in Housing First Programs.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

All clients served through Housing First must consent to receive services, consent must be informed, and must conform to all applicable legislation.

## 4.0 Definitions

Informed consent - to indicate or express willingness to accept services within the rights, responsibilities and obligations identified.

## 5.0 Responsibilities

The Executive Director of all contracted agencies will ensure that there are signed consents for each client.

The Executive Director of Homeward Trust or their delegate will ensure that there are signed consents for each client.

## 6.0 Procedures

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The client will be provided with accurate information on how Housing First programs work and their responsibilities prior to commencement of services.

The client will sign a Housing First Letter of Agreement if they consent to participate in Housing First services prior to commencement of services and at periods of extension past one year of service.

A client may revoke their consent. In the case of a revocation of consent, services cease and records of previous service are treated in accordance with appropriate practices and relevant legislation.

## **7.0 Outcome Indicators**

There is a formal record of consent for each individual who accepts services. (Appendix 1-Housing First Letter of Agreement).

<b>Policy: Consent to Release Information</b>	<b>Policy Number: HTCA-OP-06</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all contracted agencies seek the informed consent of all clients to release information to other parties.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

All Housing First contracted agencies will receive informed, written consent for release of information by housing first staff prior to releasing information to other parties.

## 4.0 Definitions

consent - to indicate or express willingness

## 5.0 Responsibilities

The Executive Director of all contracted agencies or their designate will ensure that there are signed consents for the release of information for each client.

The Executive Director of Homeward Trust or their delegate will ensure that there are signed consents of release of information for each client.

## 6.0 Procedures

Clients will be provided with accurate information on the purpose of releasing their information, and the content of information that will be released, the party to whom it will be released and the period of time which information will be released.

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A client may revoke their consent. In the case of a revocation of consent, it is no longer acceptable to release information on behalf of that client.

## **7.0 Outcome Indicators**

There is a written Release of Information consent form for each individual who accepts services on the client file.

<b>Policy: Assessing and Managing Client Risks</b>	<b>Policy Number: HTCA-OP-07</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that contracted agencies work with clients to identify and manage risks.

## 2.0 Scope

All contracted agencies.

## 3.0 Policy

All contracted agencies will have a documented process for assessing and managing risks that the client may be subjected to in being housed, which include a crisis plan.

## 4.0 Definitions

Risk - hazard; danger; peril; exposure to loss, injury, or destruction

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will ensure that a documented process exists for managing risks to clients.

The Executive Director of Homeward Trust or their designate will ensure that a documented process exists for managing risks to clients.

## 6.0 Procedures

Not applicable.

## **7.0 Outcome Indicators**

A risk management policy for clients is observable in the policy and procedure manual for each contracted agency.

Evidence of initial and ongoing risk assessments are on file and a crisis plan is observable for each client who is known to have experienced a crisis of a medical, emotional, mental or domestic nature. (Crisis Plan-Appendix 2)

<b>Policy: Assessing and Managing Staff Risks</b>	<b>Policy Number: HTCA-OP-08</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that contracted agencies work to identify and manage risks to staff.

## 2.0 Scope

All contracted agencies.

## 3.0 Policy

All contracted agencies will have a documented process for assessing and managing risks that Housing First support staff may be subjected to in the service of clients.

Contracted agencies will ensure that staff are informed of risks associated with their position and are informed on the process for implementation of measures to mitigate the identified risks.

## 4.0 Definitions

Risk - Hazard; danger; peril; exposure to loss, injury, or destruction

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will ensure that documented policies exist for managing risks to Housing First staff.

The Executive Director of Homeward Trust or their designate will ensure that documented policies exist for managing risks to Housing First staff in contracted agencies.

## **6.0 Procedures**

Not applicable.

## **7.0 Outcome Indicators**

A managed risk policy for staff is observable in the policy and procedure manual for each contracted agency.

A working alone policy for staff is observable in the policy and procedure manual for each contracted agency.

A policy for refusing to work in unsafe conditions is observable in the policy and procedure manual for each contracted agency.

A policy for safe footwear and clothing is observable in the policy and procedure manual for each contracted agency.

A policy for a safety protocol is observable in the policy and procedure manual for each contracted agency.

A policy for disposal management of sharps is observable in the policy and procedure manual for each contracted agency.

A policy for management of infectious diseases is in the policy and procedure manual for each contracted agency.

A policy for the use of universal precautions is in the policy and procedure manual for each contracted agency.

A policy for the safe transportation of clients in a staff vehicle is observable in the policy and procedure manual for each contracted agency.

A policy for the safe transportation of clients to hospital is observable in the policy and procedure manual for each contracted agency.

A policy for meeting in client's home in the presence of unknown others is observable in the policy and procedure manual for each contracted agency.

<b>Policy: Assessing and Managing Risks to Communities</b>	<b>Policy Number: HTCA-OP-09</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

### **1.0 Purpose**

To ensure that contracted agencies work with communities to identify risks.

### **2.0 Scope**

All contracted agencies.

### **3.0 Policy**

All contracted agencies will have a documented process for assessing and managing risks to communities.

### **4.0 Definitions**

Risk - Hazard; danger; peril; exposure to loss, injury, or destruction

### **5.0 Responsibilities**

The Executive Director of contracted agencies or their designate will ensure that a documented policy exists for managing risks to communities.

The Executive Director of Homeward Trust or their designate will ensure that a documented policy exists for managing risks to communities.

### **6.0 Procedures**

Not applicable.

## **7.0 Outcome Indicators**

A managed risk policy for communities is observable in the policy and procedure manual for each contracted agency.

<b>Policy: Team Lead Meetings</b>	<b>Policy Number: HTCA-OP-10</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To provide opportunities for representatives of contracted agencies to participate in collaborative, two-way exchanges with Homeward Trust regarding service delivery. Team Leader's meetings are an advisory forum, intended to foster cooperation within the local community of practice in the Edmonton region. Program management, contractual obligations, human resources management and individual casework are not within the scope of Team Lead meetings.

## 2.0 Scope

All Team Leads

## 3.0 Policy

Each contracted agency will identify a Team Leader for their Housing First team and require the team lead or their designate to attend bi-weekly team lead meetings.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will ensure a Team Lead is identified and attends Team Lead meetings.

The Director of Housing First or their designate will chair Team Leader meetings.

Any contracted agency may recommend an agenda item up to three days before the Team Leaders meeting, and the addition of agenda items will be at the discretion of the chair.

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Team Leads of contracted agencies will identify to Homeward Trust when an alternate will be attending, and who that alternate will be.

## **6.0 Procedures**

Homeward Trust will provide a Team Leader meeting schedule at the beginning of the funding year.

Team leaders will attend all Team Leader meetings, and when they are unable to, they will have an alternate attend on their behalf, after identifying the alternate to Homeward Trust.

Team leaders are encouraged to share in discussions relevant to service delivery processes during the Team Leader meetings, as related to the agenda.

The chair may also use Team Leader meetings as an opportunity for program input or consultation.

Minutes of meetings will be forwarded to all required attendees within 3 working days of all meetings.

## **7.0 Outcome Indicators**

Team leads or their delegate will attend regularly scheduled team lead meetings.

Information will be shared with Housing First teams as appropriate by Team leads.

<b>Policy: Housing First Advisory Council</b>	<b>Policy Number: HTCA-OP-11</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To provide opportunities for Executive Directors of contracted agencies to participate in collaborative, two-way exchanges with Homeward Trust to;

- contribute to the strategic direction of the program and support advocacy as appropriate,
- act as a collaborative, reciprocal advisory group to reflect on issues, resolve problems, identify next steps and provide responses,
- explore needs, potential obstacles, and requirements both at the central administration and service provider level and identify improvements to the program to reflect those needs in the future,
- focus on systemic issues with the implementation and operation of the housing first program and its components,
- report on matters of significance that effect program funding and agreements.

## 2.0 Scope

All Executive Directors

## 3.0 Policy

The Executive Director of each contracted agency or their designate will participate in monthly meetings on the fourth Monday of each month at the Homeward Trust office.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will participate in the monthly meetings of the Housing First Advisory Council (HFAC).

## 6.0 Procedures

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The committee will meet on the 4th Monday of every month, with the exception of August and December.

Meetings will be organized and chaired by Homeward Trust.

Agendas will be circulated three business days prior to the meeting.

Minutes will be forwarded by Homeward Trust with the agenda for the upcoming meeting.

## **7.0 Outcome Indicators**

Executive Directors of contracted agencies or their designate will attend regularly scheduled HFAC meetings.

<b>Policy: Staff Composition-Team leaders</b>	<b>Policy Number: HTCA-OP-12</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all contracted agencies with Housing First have appropriately allocated staffing resources.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

All Housing First teams will have a minimum of one full-time Team Leader. One team leader will be assigned for up to 80 clients, and five follow-up and housing outreach workers.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of every contracted agency or their designate will ensure compliance with this policy.

The Executive Director of Homeward Trust or their delegate will ensure compliance with this policy.

## 6.0 Procedures

One full-time team lead will be allocated to each Housing First contracted services for up to 80 clients and five direct support workers (housing outreach workers, follow-up

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support workers). As growth occurs representatives of contracted agencies will participate in discussions with the Executive Director of Homeward Trust or their designate to negotiate additional resources.

## **7.0 Outcome Indicators**

Team leaders will be identified to Homeward Trust:

- to participate in team leader meetings and
- be the primary contact for program level discussions and
- be assigned ETO access as a site administrator

<b>Policy: Staff Composition- Housing Outreach Worker</b>	<b>Policy Number: HTCA-OP-13</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all Housing First contracted agencies have appropriately allocated staff resources.

## 2.0 Scope

All Intensive Case Management Housing First teams

## 3.0 Policy

All Intensive Case Management Housing First teams will have a minimum of one full-time Housing Outreach Worker. One Housing Outreach worker will be assigned for up to every four follow-up support workers.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of every contracted agency or their designate will ensure compliance with this policy.

The Executive Director of Homeward Trust or their delegate will ensure compliance with this policy.

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## **6.0 Procedures**

One housing outreach worker will be allocated to each Intensive Case Management Housing First team for up to 80 clients and four follow-up support workers and one team lead. As growth occurs representatives of contracted agencies will participate in discussions with the Executive Director of Homeward Trust or their designate to negotiate a growth process and additional resources.

## **7.0 Outcome Indicators**

Housing outreach workers will be identified to Homeward Trust to facilitate collaboration with the Manager of Landlord Relations- Housing First, and to be provided access to E.T.O. (Efforts to Outcomes).

<b>Policy: Staff Composition-Follow-up support workers</b>	<b>Policy Number: HTCA-OP-14</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all contracted agencies have appropriately allocated staff resources.

## 2.0 Scope

All Intensive Case Management Housing First teams

## 3.0 Policy

All Intensive Case Management Housing First teams will have a maximum of four follow up support workers per one Team Lead.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of every contracted agency or their designate will ensure compliance with this policy.

The Executive Director of Homeward Trust or their designate will ensure compliance with this policy.

## 6.0 Procedures

Four full-time follow-up support workers will be supported by one Team Lead per team for up to 80 clients. As growth occurs representatives of contracted agencies will participate in discussions with the Executive Director of Homeward Trust or their designate to negotiate additional resources.

## **7.0 Outcome Indicators**

Follow-up support workers will be identified to Homeward Trust to participate in training and development opportunities, and to be provided access to E.T.O (Efforts to Outcomes).

<b>Policy: Orientation of New Staff</b>	<b>Policy Number: HTCA-OP-15</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all support staff working in Housing First programs receive an internal orientation on Housing First from their direct supervisor.

## 2.0 Scope

All intake and outreach workers  
All follow-up support workers  
All team leads

## 3.0 Policy

All staff working in Housing First programs will receive an orientation to Housing First within 3 business days of being hired from their immediate supervisor.

## 4.0 Definitions

housing first- a philosophical framework of service delivery implemented by human service agencies to address issues related to chronic homelessness.

orientation- the process of functionally directing the work of new staff

## 5.0 Responsibilities

Follow up Support Workers and Intake and Outreach Workers will receive orientation from the Team Lead.

Team Leads will receive orientation from their immediate supervisor.

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Homeward Trust will contribute information relating to Housing First to contracted agencies for orientation through the service manual and the on-line teaching platform.

## **6.0 Procedures**

Orientations will be based upon sharing information from the Housing First Service Manual, the internal orientation manual, and policy and procedure manual for each contracted agency.

## **7.0 Outcome Indicators**

A copy of the Housing First Service Manual will be present in each Housing First administrative space.

An internal policy and procedure manual will be present in each administrative space for each contracted agency.

An orientation manual from each contracted agency will be present in each administrative space.

A document, such as a sign off sheet indicating that each employee has had the opportunity to review the manuals will be present in each contracted agency.

<b>Policy: Intensive Case Management</b>	<b>Policy Number: HTCA-SD-01</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that all contracted agencies in Edmonton utilize either Intensive Case Management (ICM) or Assertive Community Treatment (ACT) as a service delivery model.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

Contracted agencies will perform Intensive Case Management in accordance with the acceptable models of delivering these interventions within a Housing First context.

## 4.0 Definitions

Intensive case management – it is generally agreed upon that ICM has lower caseloads, is client-centered, and services are delivered more in the community than an office setting. The purpose of intensive case management is to promote client change and encourage client empowerment. Since each client has differing needs, personalities and motivations, the approach to the client, as well as the interventions provided are individualized based on evidence based practices.

## 5.0 Responsibilities

The Executive Directors of all contracted agencies or their designate will ensure that their housing first teams are utilizing approved service delivery models.

The Executive Director of Housing First or their designate will ensure that all contracted housing first teams are utilizing approved service delivery models.

## 6.0 Procedures

### Intensive Case Management:

- is a care structure, not a treatment
- emphasizes client choice in housing and in determining type, duration, frequency and intensity of services
- uses appropriately trained staff with an understanding of the theory and practice of ICM in Housing First
- has a staff to client ratio of 1:20; clients have a specific primary case manager
- brokers and advocates for services within the community
- uses formal case planning, goal setting and documentation practices
- has a recovery orientation for persons with mental illness
- uses evidence-based and evidence-informed practices in service delivery
- prioritizes service delivery to those with the most acute needs and longest experiences of homelessness
- assists clients in achieving greater independence and improved community integration
- conducts home visits
- provides accompaniment to appointments
- assists with treatment protocols and engages in in-patient care as appropriate
- is outcome driven, results focused and solution minded engagement with clients
- requires 12 months as an appropriate timeframe of support services before fuller service integration and community supports are in place

## **7.0 Outcome Indicators**

Implementation of Intensive Case Management will be evidenced in ETO efforts.

<b>Policy: Case Review-ICM</b>	<b>Policy Number: HTCA-SD-02</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that each Intensive Case Management (ICM) team meets with their entire team a minimum of once per week to complete case reviews.

## 2.0 Scope

All Intensive Case Management teams

## 3.0 Policy

Every Intensive Case Management (ICM) team will meet in entirety to complete case reviews on each client on their caseload once per week.

## 4.0 Definitions

Intensive Case Management - generally agreed upon that ICM has lower caseloads, is client-centered, and services are delivered more in the community than an office setting. The purpose of intensive case management is to promote client change and encourage client control. Since each client has differing needs, personalities and motivations, the approach to the client, as well as the interventions provided are individualized based on evidence based practices.

## 5.0 Responsibilities

All Executive Directors of contracted agencies or their designate will ensure that weekly case reviews are taking place.

## 6.0 Procedures

Case Reviews are chaired by the team leader, are mandatory, and are held weekly.

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Meetings are held at the same time each week, and all clients are covered during the course of the case reviews.

Information is updated and clients are rotated alphabetically by client last name, and starting points should be altered each week, to ensure that all clients are covered and are discussed to equal depth.

Three priorities are identified for each client at each review for services during the upcoming week.

## **6.0 Outcome Indicators**

There is evidence of goals being discussed for service for the following client visit.

Housing first support staff teams complete weekly meetings.

<b>Policy: Intake and Placement Process of ICM Teams</b>	<b>Policy Number: HTCA-SD-03</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that all intakes and placements of clients in Housing First Programs are documented with the required efforts, forms and assessments, and are standardized between contracted agencies.

## 2.0 Scope

Intake and Outreach Workers  
Follow up Support Workers  
Team Leads

## 3.0 Policy

All intake and outreach workers working in Housing First programs will minimally follow the identified process when completing intake, assessment and housing services with clients in the Housing First Program.

## 4.0 Definitions

Intake – the process to determine if a client is accepted into service by a contracted agency.

ETO - Efforts to Outcomes, the information management system Utilized by Housing First programs to store, correlate and analyze data.

Effort – data input in ETO which reflects the work completed on behalf of the client.

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## **5.0 Responsibilities**

The Executive Director of each contracted agency or their delegate is responsible to ensure that accurate information is reflected in ETO related to the intake and placement processes for all clients utilizing Housing First programs.

The Executive Director of Homeward Trust or their delegate will ensure that accurate information is reflected in ETO related to the intake and placement processes for all clients utilizing Housing First programs.

## **6.0 Procedures**

1. Engagement
  - a. Agency outreach/intake worker engages with client about housing
  - b. Client is enrolled in the Intake Program in ETO by the worker
  - c. An effort is recorded in ETO every time there is an interaction with or on behalf of the client.
  
2. Assessment
  - a. Client agrees to Housing First and one year of support and an effort is recorded in ETO.
  - b. Worker completes the SPDAT. If the client scores in the range of 42-52 the client is eligible for Housing First, and the Housing Outreach Worker makes a recommendation to the Team Lead.
  - c. Team Lead agrees to house and support the client.
  
3. Housing Choice
  - a. Client is shown a minimum of two qualifying apartments in different locations and an effort is recorded in ETO
  - b. Client chooses a location and an effort is recorded in ETO.
  
4. Lease
  - a. Client signs a lease and receives their keys and an effort is recorded in ETO.
  
5. Furniture Bank

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- a. Requisition for furniture is made and an effort is recorded in ETO.
  - b. Requisition is verified in ETO by Homeward Trust representatives.
  - c. A purchase order is issued.
  - d. An appointment is made to pick furniture and an effort is recorded in ETO.
  - e. Furniture is picked and an effort is recorded in ETO.
  - f. Furniture is delivered with the support staff present and an effort is recorded in ETO.
6. Transfer Meeting
- a. Transfer of client to follow up support worker is booked within seven (7) days of housing.
  - b. Team Lead, outreach/intake worker, follow up support worker (FSW) and the client meet to introduce the FSW and to discuss the housing first program and an effort is recorded in ETO

## **7.0 Outcome Indicators**

Efforts are accurately reported in ETO

<b>Policy: Assertive Community Treatment</b>	<b>Policy Number: HTCA-SD-04</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that all Housing First contracted agencies in Edmonton utilize either Intensive Case Management (ICM) or Assertive Community Treatment (ACT) as a service delivery model.

## 2.0 Scope

All contracted agencies

## 3.0 Policy

Identified contracted agencies will perform Assertive Community Treatment in accordance with the acceptable models of delivering these interventions within a Housing First context.

## 4.0 Definitions

Assertive community treatment - is a team treatment approach designed to provide comprehensive, community-based psychiatric treatment, rehabilitation, and support to persons with serious and persistent mental illness, often existing concurrently with addictions, and chronic health issues.

ACTers - is a web-based case management software program that combines the features of a traditional case management system, electronic medical record, and outcomes monitoring all in one.

## 5.0 Responsibilities

The Executive Directors of all contracted agencies or their designate will ensure that their housing first teams are utilizing approved service delivery models.

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The Executive Director of Housing First or their designate will ensure that all contracted housing first teams are utilizing approved service delivery models.

## **6.0 Procedures**

Assertive Community Treatment teams;

- provide direct treatment as well as facilitating treatment within the community,
- emphasize client choice in housing and in determining type, duration, frequency and intensity of services,
- utilize appropriately trained staff with an understanding of the theory and practice of a recovery-oriented ACT team approach in a Housing First context,
- have a staff to client ratio of 1:10; clients are shared across the team,
- use formal case planning, goal setting and documentation practices,
- practice a recovery orientation for persons with mental illness,
- implement evidence-based and evidence-informed practices in service delivery,
- prioritize service delivery to those with the most acute needs and longest experiences of homelessness, especially those with serious and persistence mental illness,
- assist clients in achieving greater independence and improved integration into their community,
- conduct home visits,
- provide accompaniment to appointments,

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- create treatment protocols as well as assisting in the implementation of treatment protocols put in place by other medical professionals,
- can prescribe and administer medications,
- have staff with admitting privileges, as well as ability to order other medical tests and/or make referrals to specialists,
- are outcome driven, results focused and solution driven in their engagement with clients
- provide ongoing support services to specific clients for many years, if required.

## **7.0 Outcome Indicators**

The work of Assertive Community Treatment teams will be evidenced in ACTers, or Alberta Health Service data collection systems.

<b>Policy: Implementation of Service Prioritization Decision Assistance Tool</b>	<b>Policy Number: HTCA-SD-05</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 3</b>

## 1.0 Purpose

To ensure that all contracted agencies utilize a standardized tool for prioritization of services.

## 2.0 Scope

All Intensive Case Management Housing First contracted agencies.

## 3.0 Policy

All Intensive Case Management Housing First contracted agencies will use the Service Prioritization Decision Assistance Tool (SPDAT) to assess client complexity, and identify an acuity score for determination of priority of housing, case management assignments, service priorities, and to track the depth of need and service responses to clients.

## 4.0 Definitions

Acuity - The measurement of the intensity of support required for a client

Baseline - is a beginning measurement which serves as a basis to which all following measurements are compared

Complexity - The degree of complication of a system or system component

SPDAT – is an assessment tool to help guide the work of frontline workers and team leaders who are using Intensive Case Management approach in the delivery of Housing First.

Standardized - consistent

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## **5.0 Responsibilities**

The Executive Director of contracted agencies will ensure that Housing First support staff are completing SPDATs prior to admission of service and that client's acuities are between 42-52, or an exception is filed.

The Executive Director of Homeward Trust will ensure that training on the SPDAT assessment tool, implementation and evaluation is provided.

The Executive Director of Homeward Trust or their designate will ensure that SPDATs are completed for every client coming into service, and that client's acuities are between 42-52, or an exception is filed.

## **6.0 Procedures**

Clients who are being served through the Intensive Case Management intervention of Housing First will be informed that the SPDAT is used as a tool to help guide the case planning process as well as track changes over time.

At intake or first assessment, it is also prudent to explain to the prospective client that the SPDAT helps to determine if they can be a client in Housing First and the priority with which they will get housing. Let the client know that the final determination of a score for any component is a combination of conversation, documentation reviewed, observation and information from other sources. In other words, the outcome is not influenced solely by what they say. In addition, the client will be informed that Housing First is not a first come, first serve program. Those with the greatest needs will be served first.

The client will be offered a copy of the Summary Sheet of the SPDAT following completion. A copy of each SPDAT will be kept in the client's file.

The SPDAT is used early in client engagement and prior to being housed. It should also be used during regular intervals of the Intensive Case Management relationship. The early application of the tool is a baseline for subsequent SPDAT results.

The suggested intervals following the baseline SPDAT assessment are as follows:

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1. Early in Intensive Case Management engagement, i.e., early stages of involvement of Housing Worker and client showing interest in being housed
2. At or prior to move in, i.e., recommended at the time of the joint meeting between Housing Worker and Follow-up Support Worker
3. After client is housed:
  - On or about 30 days
  - On or about 90 days
  - On or about 180 days
  - On or about 270 days
  - On or about 365 days
  - At the time of exiting Housing First if not at the 1 year mark

In addition, the SPDAT should be completed any time a client is re-housed or experiences a significant shift in their case plan – positive or negative. It is not recommended that the SPDAT be completed when a client is in crisis as the episode may misrepresent the overall acuity score. If a client is in crisis, the SPDAT should be completed after the crisis has subsided. This may occur in between regularly scheduled applications of the SPDAT.

The SPDAT can be completed through observation, conversation, other documentation shared in the case planning process and a client's self-report. Information can also come from the client's case plan, and information gleaned from home visits and community accompaniment. While a conversational approach can be helpful when using the SPDAT, it is not mandatory.

## **7.0 Outcome Indicators**

SPDAT results are entered into ETO.

All hard copies of the SPDAT are kept on the client file and copies are provided to the client.

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<b>Policy: Case shares for couples</b>	<b>Policy Number: HTCA-SD-06</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that couples in Housing First programs are provided supports as individuals by providing one follow up support worker for each member of the couple.

## 2.0 Scope

All housing and outreach workers  
All follow up support workers  
All team leads

## 3.0 Policy

When contracted agencies work with couples each member of the couple will have their own follow up support worker, either from the same agency or from a collaborating housing first agency to ensure that individuals have the opportunity to pursue their own vision for their lives, to grow in their independence and to sustain their housing regardless of the outcome of the relationship.

## 4.0 Definitions

Couple - two persons married, engaged, or otherwise romantically paired

## 5.0 Responsibilities

The Executive Directors of contracted agencies or their designate will ensure that follow up support workers are assigned to each client or collaborate with other agencies to ensure two follow up support workers are working with any couple.

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The Executive Director of Housing First or their designate will ensure that follow up support workers are being assigned to each member of a couple.

## **6.0 Procedures**

When a contracted agency has determined that a couple will be housed and supported through Housing First, they will assign a follow up support worker to each member of the couple based on their acuity, support requirements and the skills of the follow up support worker.

SPDATs are to be completed on each of the couple and if one of the couple is scored between 42-52 the couple may be accepted.

Although individuals will be supported by separate workers there is recognition that families are an interdependent system and collaboration between workers is required in order to successfully support the family as a whole unit and in areas which impact both individuals.

## **7.0 Outcome Indicators**

Each adult supported by Housing First programs will have an assigned worker in ETO.

<b>Policy: Tenant's Insurance</b>	<b>Policy Number: HTCA-SD-07</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that clients who are renting apartments have tenants insurance to mitigate the costs of damages which are insurable thereby protecting all stakeholders from incurring these expenses.

## 2.0 Scope

All housing outreach workers  
All follow up support workers  
All Team Leads

## 3.0 Policy

All Housing First programs will purchase tenant's insurance for each household. This insurance would cover personal contents, public liability and cover liability in the event of damage caused by the actions of the tenant.

## 4.0 Definitions

Liability-the state of being legally responsible for something

## **5.0 Responsibilities**

The Executive Directors of contracted agencies or their designate will ensure that all clients have tenants insurance.

The Executive Director of Homeward Trust or their delegate will ensure that funds are allocated for the purpose of purchasing tenants insurance at the time the client is housed.

## **6.0 Procedures**

A member of each housing first team will assist each client to purchase tenant's insurance. Following the purchase the worker will place a copy of the insurance on the client's file, ensure the client has a copy and ensure that the client provides proof of insurance to the landlord representative when required.

## **7.0 Outcome Indicators**

Each client will be protected against loss or liability related to their tenancy.

Each landlord will be protected from the expense of damages in the event of damages which are insurable.

Each agency will be protected from incurring expenses on behalf of the client due to damages which are insurable.

Homeward Trust will be protected from incurring expenses on behalf of a client due to damages which are insurable.

<b>Policy: Lease break</b>	<b>Policy Number: HTCA-SD-8</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that costs of lease breaks to property managers are kept to a minimum.

## 2.0 Scope

All follow-up supports workers

All team leads

## 3.0 Policy

Contracted agencies will intervene to minimize costs associated with lease breaks by placing a new tenant in the vacant apartment or paying the rent until the unit is re-rented.

## 4.0 Definitions

Lease-a legal agreement in which the owner of a property allows another to use it for a specified time in return for payment.

Lease break-an unlawful breach of agreement prior to the agreed upon term of the agreement.

## 5.0 Responsibilities

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The Executive Director of contracted agencies or their designate will ensure that lease breaks are dealt with in the least expensive means possible.

The Executive Director of Homeward Trust or their designate will ensure that funds are allocated to deal with lease break and other extenuating circumstances.

## **6.0 Procedures**

Follow-up support workers will inform their Team Lead and the Manager of Landlord Relations at Homeward Trust when a lease is broken, and attempt to re-rent the unit as promptly as possible if this is authorized by the landlord. There are no lease break penalties paid for evictions. In an effort to avoid court costs, if the unit cannot be re-rented by another Housing First tenant, rent will be paid until the unit is re-rented, or the lease break fee will be paid which ever is less. If the agency is unable to use the unit for another client the Manager of Landlord Relations will post the unit that has been made available on the bi-weekly apartment list and forward to the Agencies participating in Housing First and assist to rent this unit as quickly as possible.

## **7.0 Outcome Indicators**

Lease break payments will be dealt with between agencies and landlords and will not show up on deficiency reports.

<b>Policy: Staff Vehicle</b>	<b>Policy Number: HTCA-SD-9</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 1</b>

## 1.0 Purpose

To ensure that each staff working in Housing First has a vehicle for the purposes of supporting clients in attending to their business.

## 2.0 Scope

All housing support workers  
All follow up support workers  
All team leads

## 3.0 Policy

Every staff providing housing first support services is required to have a vehicle for the purposes of their work, to provide efficient, timely services in various districts within the community of Edmonton.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of all contracted agencies or their designate will ensure that each staff recruited for housing first has a vehicle which they can drive for business purposes.

## 6.0 Procedures

## 7.0 Outcome Indicators

All staff will have a vehicle to complete their duties of their job.

<b>Policy: Move-in Power</b>	<b>Policy Number: HTCA-SD-10</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that client have utilities connected prior to moving into an apartment, in order to minimize risks associated with food storage, fire and ensure that clients are able to cook for themselves.

## Scope

All housing outreach workers  
All follow up support workers  
All team leaders

## 2.0 Policy

Representatives of contracted agencies will ensure that a client moves into their apartment after the power and water service are connected.

## 3.0 Definitions

## 4.0 Responsibilities

Executive Directors of contracted agencies or their designate will ensure that all utilities are connected prior to clients moving into their home.

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## **5.0 Procedures**

Representatives from contracted agencies will ensure that clients move into their suites after the connection of utility services, in order to prevent fires from candles, habitation without heat, and not being able to cook by stove or microwave or store food safely.

## **6.0 Outcome Indicators**

All clients will have utility hook ups prior to move-in.

<b>Policy: Household Set Up Requirements</b>	<b>Policy Number: HTCA-SD-11</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 4</b>

## 1.0 Purpose

To ensure that Housing First clients have the required necessities to establish their household.

## 2.0 Scope

Housing outreach workers

Follow up support workers

Team leads

## 3.0 Policy

Housing First programs will provide the necessary items for a client to establish their home from designated start up dollars.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will ensure that when clients are housed they are provided the necessities required in their home as soon as possible.

## 6.0 Procedures

The following items will be purchased or acquired with the client at the time of move-in or as soon as possible after move in;

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Shower curtain and hooks

Two towels

Bath mat

Hygiene supplies

Couch (furniture bank)

Television (furniture bank)

Table (furniture bank)

Lamp (furniture bank)

Curtains for each window

Picture for the wall (furniture bank)

Two plates

Two cereal bowls

Two glasses

Two mugs

Coffee maker

Toaster

2 place settings of cutlery

Pots and pans set

Frying pan

Egg flipper

Potato masher

Slotted spoon

Mixing bowl

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Cookie sheet

Microwave

4 tea towels

4 dish clothes

Dish rack

Cutting board

Strainer/colander

Kettle

Bed (single one per individual, double for couples enrolled in the program)(furniture bank)

Sheets

Blanket

Comforter

Pillow

Dresser (furniture bank)

Clothes hangers (24)

Pail

Mop

All purpose cleaner

Toiler cleaner

Broom

dustpan

Vacuum cleaner

Toilet bowl brush

Dish soap

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## **Outcome Indicators**

Housing First clients will have what they need to set up their new home within a reasonable timeframe.

Clients in all Housing First programs will consistently receive a minimum amount of household goods to set up their home.

Items which are unavailable at the Furniture Bank will be purchased with the client by the agency.

<b>Policy: Move-in minimums</b>	<b>Policy Number: HTCA-SD-12</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that clients receive adequate provisions at the time of move-in.

## 2.0 Scope

All housing support workers

All follow up support workers

All team leads

## 3.0 Policy

Each client that moves into an apartment supported by a Housing First program will receive a minimum of basic necessities at the time of move-in, in the event that all move-in supplies cannot be provided, which includes an adequate supply of food until the next scheduled visit, necessities for personal hygiene including towels and a shower curtain, and minimally an air mattress to sleep on temporarily with pillow, sheets and blankets, appropriate for the weather if furniture has not arrived from the furniture bank. Power will also be connected prior to move-in ref policy HTCA-SD-13.

## 4.0 Definitions

Adequate-sufficient, enough

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## **5.0 Responsibilities**

Executive Directors of contracted agencies or their designate will ensure that clients have access to basic necessities at the time of move in.

The Executive Director of Homeward Trust will ensure that there are start up dollars available to contracted agencies to acquire necessities for each client at the time they move into their home.

## **6.0 Procedures**

Housing Outreach Workers will submit a furniture bank requisition to Homeward Trust when they know that a lease is secure and keys will be available in order to minimize the amount of necessities that the client does not have in their new home.

Housing Outreach Workers or Follow up support workers will assist the client to acquire groceries, and household items as required for their home in a timely fashion.

## **7.0 Outcome Indicators**

All clients will have a minimum of requirements before being left at move-in, and these minimums are to be augmented according to policy # HTCA-SD-14 within three working days.

<b>Policy: Rental Assistance-AEI</b>	<b>Policy Number: HTCA-SD-13</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that the rental assistance program (RAP) is supplementing above core shelter allocations from Alberta Employment and Immigration.

## 2.0 Scope

Housing outreach worker

Team leads

## 3.0 Policy

Contracted agencies will provide rental supplement above the allotment for core shelter up to the maximum market rental rate approved for an individual or family.

## 4.0 Definitions

RAP-rental assistance program funded by Housing and Urban Affairs and dispensed through Homeward Trust, to assist Housing First clients to manage the disparity between allocated core shelter amounts and market rental rates in Edmonton.

double dipping-a situation where an individual or company receives funding from two sources for the same expense.

## 5.0 Responsibilities

The Executive Director of contracted agencies or their delegate will ensure that RAP, is provided above core shelter allocations to avoid situations of double dipping.

## **6.0 Procedures**

Housing outreach workers will ensure that all of core shelter allocations are applied to rent by third party arrangements. RAP may be applied above core shelter rates, taking into consideration any additional earned income coming into the home and limits set for market rents.

## **7.0 Outcome Indicators**

Rental assistance will be provided to individuals above core shelter rates, and will prevent issues of double dipping.

<b>Policy: Landlord Contact</b>	<b>Policy Number: HTCA-SD-14</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
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## 1.0 Purpose

To ensure that contracted agencies have regular and purposeful contact with landlord representatives in order to facilitate collaboration and expedient problem resolution through relationship development.

## 2.0 Scope

Housing outreach workers

Follow-up support workers

Team leads

## 3.0 Policy

Each housing outreach worker and follow up support work will ensure there is regular contact with the landlord representative relative to the needs of the client, and document these efforts in ETO.

## 4.0 Definitions

Landlord representatives-may be a rental agent, property managers, building superintendent, customer service representatives (CSR) who represents the interests of a property owner.

## 5.0 Responsibilities

The Executive Director of all contracted agencies or their designate will ensure that contact is being made by their Housing First staff regularly with landlord representatives of the property management companies to resolves issues and instill confidence in landlord representatives in the support services of that Housing First program.

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The Executive Director of Homeward Trust will provide a Manager of Housing and Landlord Relations to support the development of relationships with landlords across the sector.

## **6.0 Procedures**

Housing outreach workers and follow up support workers will contact landlord representatives regularly in person, by telephone or by any other means agreeable to both parties with a regularity that is satisfying to the landlord representative. These contacts will be reported in Efforts to Outcomes.

## **7.0 Outcome Indicators**

Landlord representatives will have a perception of regular, consistent support being provided to tenants by housing first agencies.

Concerns will be dealt with quickly and efficiently reducing the rate of eviction amongst Housing First programs.

Landlord representatives will receive support in dealing with concerns, resulting in an increased likelihood of continuing in a rental relationship with Housing First clients.

<b>Policy: RAP-third party</b>	<b>Policy Number: HTCA-SD-15</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that all clients receiving benefits from Alberta Employment and Immigration or Assured Income for the Severely Handicapped make arrangements for their benefits to pay rent directly to the landlord by third party from their source of income to prevent Housing First from incurring costs associated with rental funds being spent in other circumstances or reducing evictions as a result of repetitive non payment.

## 2.0 Scope

Housing outreach workers  
Follow up support workers  
Team lead

## 3.0 Policy

All contracted agencies will require third party arrangements to be established for individuals receiving income support benefits from the government of Alberta, at the time of securing a rental agreement.

## 4.0 Definitions

Third Party-financial responsibilities that are payable to one party, on behalf of a second party are paid by someone else.

## 5.0 Responsibilities

Executive Directors of contracted agencies or their designate will ensure that measures are taken to have shelter amounts paid by applicable government sources by third party arrangements prior to being added to the rental assistance program, and also ensure that

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workers are not paying full rent for clients for more than one month without a third party arrangement being implemented.

The Executive Director of Homeward Trust or their designate will ensure that funds are not being released for rental payments for clients who are spending their core shelter benefits for more than one month, without a third party arrangement being established.

## **6.0 Procedures**

Housing Outreach workers will review the Housing First Agreement with clients requiring clients to establish a third party agreement with government sources of income support. Refusal by clients to agree to third party arrangements will result in rental assistance being declined to the client, but this will not result in withdrawal of services.

## **7.0 Outcome Indicators**

Portions of rent will be paid consistently to landlords for individuals who are in receipt of government sources of income support.

<b>Policy: RAP-Income</b>	<b>Policy Number: HTCA-SD-16</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
	<b>Last Date Revised:</b>
	<b>Number of Pages: 2</b>

## 1.0 Purpose

To ensure that every client in the Housing First Program has a source of income and discloses that income to representatives from contracted agencies.

## 2.0 Scope

All housing outreach workers

All follow up support workers

All team leads.

## 3.0 Policy

Every client of Housing First is required to declare their income, and their source to determine eligibility for rental supplement. In the event that a client does not have an income they will be assisted to secure an income from Alberta Employment and Immigration for basic necessities.

## 4.0 Definitions

## 5.0 Responsibilities

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The Executive Directors of all contracted agencies will ensure that all clients that are accepted into housing first programs secure an income to provide the necessities of life, and contribute to their rent.

The Executive Director of Homeward Trust or their designate will ensure that rental assistance is issued only for individuals who have an income to contribute towards their rent.

## **6.0 Procedures**

During the intake and assessment period a client's source of income will be identified, to determine eligibility for the rental supplement program, and third party agreements. If an individual does not have an income, they will be supported to obtain an income through government sources, or other sources, prior to securing housing.

## **7.0 Outcome Indicators**

All clients in the Housing First program will have a source of income.

<b>Policy: Enroll duplication in ETO</b>	<b>Policy Number: HTCA-SD-17</b>
	<b>Date Approved: December 1, 2010</b>
	<b>Last Date Reviewed:</b>
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## 1.0 Purpose

To prevent duplication of service by clients being enrolled in more than one Housing First program at a time.

## 2.0 Scope

Housing Outreach Workers

Team leads

## 3.0 Policy

If a client is enrolled with another Housing first contracted service, a housing outreach worker cannot enroll them in a second program, until they have discussed the client's circumstances with the original agency, and determined which agency will support the client.

## 4.0 Definitions

## 5.0 Responsibilities

The Executive Director of contracted agencies or their designate will ensure that clients are not duplicated with enrollment in any other agency.

The Executive Director of Homeward Trust or their designate will ensure that the Efforts to Outcomes database will provide information to prevent duplication.

## 6.0 Procedures

# housing first **policy and procedures**

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The housing outreach worker will report any duplication at the enrollment stage to their Team Lead and they will contact the Team lead from the other agency to discuss the client's circumstances and resolve the duplication by negotiation.

## **7.0 Outcome Indicators**

Efforts to Outcomes will report that there are no duplications in the system where one client is receiving services from more than one agency.

There will be integrity in the rental assistance program of Housing First.

## HOUSING LETTER OF AGREEMENT

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This HOUSING LETTER OF AGREEMENT is made this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_

BETWEEN: \_\_\_\_\_

(Hereinafter referred to as "**Agency**")

AND: \_\_\_\_\_

Participant's address \_\_\_\_\_

(Hereinafter referred to as the "participant(s)")

This agreement begins on the date stated above and will be for the duration of twelve months following the date the client begins occupancy at the residence stated in the agency lease. The relationship terms between the client(s) and **Agency** is as follows:

Representatives of the **Agency** will provide:

- Assistance in the process of locating housing for the client(s)
- Secure housing for the client by:
  - Providing landlord with a credit reference
  - Providing landlord with character reference
- Help to secure furnishings and or a "moving-in" package
- Client advocacy with landlord regarding dispute resolution
- Assistance to the client for up to 12 months leading them to independence

The participant(s) agree:

1. To allow all representatives of **Agency** to support the participant on a daily or weekly basis once housing is secured for up to a period of 12 months
2. To make every attempt to allow support workers from the **Agency** into their residence for visits
3. To have daily or weekly visits at their residence with support workers from the **Agency**
4. To have their rent paid by third party agreement with AEI or AISH when applicable.



## HOUSING LETTER OF AGREEMENT

5. Participant agrees not to hold Homeward Trust or any of the partner agencies liable for any faulty electrical appliances or furniture received by participant from the Furniture Bank or other like organization.
6. To be a “good neighbour”, to look after and maintain their home and to respect neighbours and the community by limiting disruptions caused by visitors, noise and other anti-social behaviour.
7. To be the only tenant living in the apartment, as per the lease agreement with the landlord, with no one else living with me.
8. As a Participant of the Housing First Program, I agree to leave the unit rented for me in as good or better condition than when I moved in.

***☐ I will comply with the requirements as outlined above and understand that if I engage in anti-social behaviour, the Follow up Support Worker together with the Landlord reserves the right to serve an eviction notice on the me/us and that I will have to find alternate accommodation.***

***☐ I give permission for the Agency to collect information and share it with appropriate Government and other related Organizations assisting me in my housing stability.***

\_\_\_\_\_  
Client

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

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Please check the box that applies to your agency

- |  |  |
|--|--|
| <input type="checkbox"/> Bissell Centre                            | <input type="checkbox"/> Boyle Street Community Services         |
| <input type="checkbox"/> DiverseCity Housing                       | <input type="checkbox"/> E4C: Case Management Team               |
| <input type="checkbox"/> E4C: Crossroads Downtown                  | <input type="checkbox"/> George Spady Centre                     |
| <input type="checkbox"/> Hope Mission: Rapid Exit                  | <input type="checkbox"/> Housing Support Services HUB            |
| <input type="checkbox"/> Jasper Place Health and Wellness Centre   | <input type="checkbox"/> Pathways - Boyle McCauley Health Centre |
| <input type="checkbox"/> YMCA: Homeward Bound Outreach and Support |  |

Revised June 2010

# Crisis Plan Form



Date \_\_\_\_\_

Emergency: CALL 911

<b>Name:</b>	Date of Birth:
Address:	
Health Card Number/Version:	
Emergency / Medical Contacts:	
1.	Telephone:
2.	Telephone:
3.	Telephone:
Support Worker Name:	Telephone:
Support Worker Back-up or Team Leader Name:	Telephone:

Depending on the situation, I may also use these community resources when in crisis:

Name of Community Resource	Telephone Number

### Understanding & Managing a Crisis

My definition of a crisis is:	
Things that cause me to go into crisis are:	
The signs that I am about to go into crisis are:	

# Crisis Plan Form



The signs that I am in crisis are:	
If you notice I am doing and/or saying _____ give me space.	
In the past, to deal with a crisis effectively, I have:	
If I am in crisis, it is best to contact these people:	
If I am about to be in crisis or I am in crisis, these are the special arrangements or things I need to have taken care of for me:	

In the event of a crisis I would like my crisis plan shared with my support network, as deemed appropriate by my worker.

Yes  No

\_\_\_\_\_  
Client Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Intensive Case Manager Signature

\_\_\_\_\_  
Date: