

The City of Greater Sudbury  
Homelessness Assessment Review Team (HART)  
Coordinated Access System  
Process Guide 2021



# Contents

- Acknowledgements..... 2
- 1. Introduction and Purpose ..... 3
- 2. Guiding Principles ..... 3
- 3. Background ..... 4
- 4. Definitions ..... 5
- 5. Processes ..... 6
  - 5.1. Consent and Addition ..... 6
  - 5.2. Assessment..... 9
  - 5.3. Prioritization..... 10
  - 5.4. Matching and Referral ..... 12
  - 5.5 Preventing Re-Entry into Homelessness..... 14
  - 5.6. Inactive Policy ..... 15
  - 5.7. Identify Protection Protocol..... 16
  - 5.8. Evaluation..... 17
- References ..... 18

# Acknowledgements

The City of Greater Sudbury Homelessness Assessment Review Team (HART) Coordinated Access System Process Guide was developed with oversight from the Housing First Steering Committee which includes the City of Greater Sudbury, Centre de Santé Communautaire du Grand Sudbury, Canadian Mental Health Association – Sudbury/Manitoulin, N’Swakamok Native Friendship Centre, Monarch Recovery Services, YWCA Geneva House, John Howard Society, Elizabeth Fry Society, Sudbury Action Centre for Youth and Ontario Aboriginal Housing Services. The development of this guide would not have been possible without the support and generosity of many communities who are one step ahead in the implementation of their Coordinated Access System and are willing to share their knowledge. Reflections of their hard work are seen throughout this Process Guide. Many thanks to the City of Kawartha Lakes, City of Peterborough, City of Windsor, Guelph-Wellington Township, and the Canadian Alliance to End Homelessness (CAEH).

## 1. Introduction and Purpose

The City of Greater Sudbury Homelessness Assessment Review Team (HART) includes representatives from community organizations who provide supports and/or housing to individuals or families experiencing homelessness. The HART is designed to implement a Coordinated Access System to organize community level responses to homelessness. Individuals and families who are experiencing homelessness or a housing crisis are directed to community access points where trained staff will use a common assessment tool to evaluate the individual or family's need (acuity), prioritize them for housing and/or support services, and match them to available housing that meets their needs. Having an effective community level response to homelessness streamlines access to housing and supports for individuals and families experiencing homelessness.

The purpose of the HART Coordinated Access System Process Guide is to clarify and direct the processes of coordinated access to community resources dedicated to homelessness. The guide will be updated on an ongoing basis as the community grows in its work to better address and end homelessness.

Goals of the Coordinated Access System Process Guide:

1. Produce standards for the operation of the Coordinated Access System
2. Establish community expectations and processes for homelessness response
3. Make local priorities transparent to the community and to people who access homelessness support services in Greater Sudbury
4. Establish processes to regularly review priorities in the homelessness system through verifiable data and community expertise.

## 2. Guiding Principles

In 2017, the City of Greater Sudbury Housing First Steering Committee was formed to provide governance and leadership to the housing and homelessness system. The committee has adopted a common set of values:

- Housing is a basic human right
- Recovery is possible
- All people deserve to be treated with dignity and respect
- All people deserve to make choices about their life

- We are committed to working in partnership to drive change

In addition to the principles listed above, this Process Guide is based on Housing First Principles. Housing First is a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing and providing additional supports and services as needed (Housing First, 2018).

The five (5) core principles of Housing First are (Stephen Gaetz, Fiona Scott, & Tanya Gulliver (Eds.), 2018):

- 1) Immediate access to permanent housing with no housing readiness requirements;
- 2) Client choice and self-determination;
- 3) Recovery oriented approach;
- 4) Individualized and client-driven supports; and
- 5) Social and community integration.

### 3. Background

In 2013, the Greater Sudbury developed a 10-Year Housing and Homelessness Plan (HHP) which identified priorities for addressing homelessness and housing across the housing continuum. Priorities included:

- the need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelter options and support individuals with multiple barriers in obtaining and maintaining their housing.
- the need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders.

In 2019, an Emergency Shelter Review conducted in Greater Sudbury recommended the development of a Coordinated Access System to support those experiencing homelessness to access the right level of housing with supports.

Finally, the City of Greater Sudbury has entered into a funding agreement through the Federal Reaching Home program which requires the development of a Coordinated Access System by March 2022. The Canadian Alliance to End Homelessness is providing Reaching Home funded communities across Canada with technical training and assistance to implement a quality Coordinated Access System.

## 4. Definitions

### Canadian Definition of Homelessness

Greater Sudbury has adopted the Canadian definition of homelessness and Indigenous homelessness. These definitions help clarify what situations fall into the scope of 'homelessness'.

In summary, the Canadian Definition of Homelessness includes people who are:

#### **Unsheltered**

- Living outside (sidewalks, parks, forests, etc.)
- Living in places not intended for permanent human habitation (cars, garages, buildings, shacks, tents, etc.)

#### **Emergency Sheltered**

- Emergency overnight shelters for people who are homeless
- Shelters for individuals/families affected by family violence
- Shelters for people affected by a natural disaster (fire, flood, etc.)

#### **Provisionally Accommodated**

- Interim housing for people who are homeless
- Temporary living with other people (couch surfing, staying with family, etc.)
- Short-term rental accommodation without security of tenancy
- People in institutional care with no guarantee of permanent housing upon release (hospital, corrections facilities, treatment facilities, etc.)
- Reception centers for recently arrived immigrants and refugees

For the complete typology of homelessness as defined by the Canadian Observatory on Homelessness, see the [Canadian Observatory on Homelessness](#).

### Canadian Definition of Indigenous Homelessness

The Canadian Definition of Indigenous Homelessness acknowledges the typologies of homelessness outlined in the Canadian Definition of Homelessness, but also acknowledges that 'unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described through a composite lens of indigenous worldviews'. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities.

For the complete definition of Indigenous Homelessness, see the [Canadian Observatory on Homelessness](#).

## 5. Processes

### 5.1. Consent and Addition

#### Authorized Agencies/BNPL

The By-Name Priority List (hereafter the “BNPL”) is a real time, up to date list of all people known to be experiencing homelessness and listed by unique identifiers such as name, current state of housing, and presenting risks and vulnerabilities. It is necessary to collect this information in order to:

- a) Prioritize and match permanent housing offers and resources for people based on their depth of need and housing preferences
- b) Progress towards housing people systematically through making optimal resource allocations and continuous system improvements
- c) Coordinate information for reporting to funders, community partners, and others
- d) Monitor the City of Greater Sudbury’s progress towards ending homelessness.

Individuals or families may only be entered into the BNPL by authorized agencies within the Homelessness Assessment Review Team (hereinafter “HART”). In order to become HART authorized, an agency must have a signed data sharing agreement with the City of Greater Sudbury. Staff within the Agencies must be trained to use the common assessment tool and trained on the process to refer an individual or family to the BNPL.

Community Agencies which are not part of the Authorized Agencies (hereinafter “HART Agencies”) may have qualified clients entered to the BNPL by referring the individual or family to one of the HART Agencies. Guidelines to have a qualified individual or family entered to the BNPL are outlined below.

The City of Greater Sudbury has been appointed as the BNPL Coordinator, and may assist with questions regarding the process to add an individual or family to the BNPL.

#### Adding Names to the BNPL

In order to be added to the BNPL, an individual or family (“Client”) must:

- have been homeless for 14 days or more,
- be unable to resolve their own homelessness, and
- consent to have their name added to the BNPL

The HART Agency must determine these qualifications before beginning the process to add the Client to the BNPL.

When supporting a Client who qualifies for entry onto the BNPL, the role of the HART Agency will include the following:

1. Determine if the Client has an active Consent for Collection and Sharing of Personal Information (Appendix C) in place, to authorize the sharing of information with other HART Agencies. A Consent is 'active' if the Consent form:
  - has been signed by the Client within the last 12 months; and
  - has not been withdrawn by the person who signed it.

Contact the BNPL Coordinator if you are not sure if the Client has an active consent.

2. Explain the role and purpose of the Consent for Collection and Sharing of Personal Information form and the BNPL Addition form, and the consequences of completing or not completing the forms. Where appropriate, assist the Client to complete the Consent form. Complete the BNPL Addition Form (Appendix D) with the Client.
3. Determine if the Client is willing to be entered into the BNPL. Be sure to explain to the Client that:
  - they are not required to provide Consent for their information to be added to the BNPL; and
  - unwillingness to sign the Consent Form will not prevent access to services.

See section below on "Refusal to Consent to add to BNPL" below.

4. Work with the Client to complete the assessment tool to determine the unique needs of the Client.
5. Forward the Client's BNPL Addition Form to the BNPL Coordinator for addition to the BNPL

Refer to the HART Process Map (Appendix E) for assistance with the Addition process.

Documents can be forwarded to the BNPL Coordinator by fax at (705-673-0813), delivered in person in a sealed envelope or uploaded to the HART Agency's secure Fileway Folder.

Forms that contain personal or confidential information about an individual are **not** to be emailed between agencies or to the BNPL Coordinator.

The BNPL Coordinator is authorized to add an application to the agenda for consideration at a HART meeting only if the documents for a Client are fully complete and have been received at least 24 hours prior to the scheduled start of a HART meeting.

The BNPL Coordinator is responsible to confirm receipt of the documentation to the HART Agency which submitted the forms and advise on any deficiencies in the documentation provided. Once the Client has been added to the BNPL, the BNPL Coordinator will be responsible to notify the HART Agency which submitted forms of the addition.

All Clients on the BNPL will be given a status that is dependent on the updates provided by HART Agencies. The status definitions are as follows:

1. **Active:** Indicates Clients who are actively homeless in the community, including those who:
  - a. are newly identified
  - b. have returned from housing
  - c. have returned from Inactive status
  
2. **Inactive:** Indicates Clients who are not actively accessing community services, including those who:
  - a. have been stably housed (60+ days)
  - b. have moved away from the community
  - c. have lost contact (60+ days)
  - d. are deceased
  - e. have withdrawn consent

#### Once Added to the BNPL

Clients who are successfully added to the BNPL are not guaranteed any specific support, program or service. Clients should be encouraged to participate in finding solutions to their own homelessness when intensive supports are not readily available. Addition to the BNPL does not exclude Clients from continuing to access and benefit from other community support services.

Once an individual has been added to the BNPL, the HART Agency who added the individual to the BNPL will act as the Lead Agency, and will continue to support individuals and families throughout the BNPL process until they are matched with appropriate supports and services and/or provided a warm hand off to a more appropriate agency to become the Lead Agency. The Lead Agency will support clients by:

1. Continuing to engage with the Client and serve them within their agencies mandate;



2. Gathering and completing the document readiness process, ensuring the client will be document ready if offered a housing and/or program vacancy; and
3. Providing updates to the BNPL Coordinator to share any relevant updates at HART meetings.

To be prioritized on the BNPL for housing and supports, Clients must be document ready. This means Clients must have a source of income and one form of identification. The Lead Agency must work with the Client to become document ready if they were not currently document ready, as indicated on the BNPL Addition Form. Once the Client is document ready, the Lead Agency must complete an Update Form (Appendix G) and upload the form into their agency's secure Fileway folder or fax it to the BNPL Coordinator.

### Refusal of Consent to be Added to the BNPL

A Client may refuse to provide consent for their information to be added to the BNPL. The decision to decline to complete the assessment tool, BNPL Consent form or Addition form will be tracked and does not prevent access to services. If the person presents as likely to be low acuity, they will be directed to community services to support rapid re-housing. If the person presents as likely to be high acuity because of health and history of homelessness, the referring Agency will continue to actively engage the client to obtain consent, and complete the Assessment tool and Addition form. While the referring agency is working with the Client to obtain consent, non-identifying information will be used to add the Client to the BNPL and will be categorized as "No Consent" to track the number of individuals who do not provide consent.

HART Agencies will coordinate and strategize outreach and safety plans with people who are chronically homeless but have not provided consent. Updates regarding engagement through Outreach will be provided at HART meetings using non-identifying information.

## 5.2 Assessment

Common Assessment Tool's (CAT)'s are used by HART Agencies to identify who should be recommended for each housing or support vacancy, moving the discussion from who is eligible for a vacancy to who is eligible and in the greatest need of that vacancy.

The tools allow the HART to efficiently prioritize Clients and to respond based on their need. Standardized assessment tools are an important component of the HART because they allow for standardized data collection and prioritization.

The HART uses two CAT's, the VI-SPDAT (Vulnerability-Index Service Prioritization Decision Assistance Tool) (Appendix F) and an Indigenous Assessment Tool, the Wiidookodaadiwin Ozhi Assessment, developed by Ontario Aboriginal Housing Services (OAHS). The Indigenous Assessment Tool is utilized by Indigenous-led agencies to assess anyone who identifies as Indigenous to add them to the BNPL.

There are four versions of the VI-SPDAT that are used for the specified population:

- VI-SPDAT<sup>1</sup> – Includes individual adults 25 years and over
- TAY-VI-SPDAT<sup>2</sup> – Includes unattached youth 24 years and younger
- F-VI-SPDAT<sup>3</sup> – Includes family units (households with dependents under 18)
- JD-VI-SPDAT<sup>4</sup> – Includes individuals who are discharged from jail or prison

<sup>1</sup>Vulnerability Index – Service Prioritization Decision Assistance Tool

<sup>2</sup>Transitional Aged Youth – Vulnerability Index – Service Prioritization Decision Assistance Tool

<sup>3</sup>Family – Vulnerability Index – Service Prioritization Decision Assistance Tool

<sup>4</sup>Justice Discharge – Vulnerability Index – Service Prioritization Decision Assistance Tool

Training on the use of these tools will be ongoing to ensure the tools are used appropriately by HART Agencies.

### Updating an Assessment

If contact is lost with a Client or they return to homelessness after a period of housing, a new assessment may need to be completed. If the Client has been out of contact with the HART for more than 60 consecutive days and moves to “Inactive” status, a reassessment should be considered. Reassessment is only necessary if the client has experienced significant life changes since the last completion, or has been “Inactive” for 6-months or more. Any change in score should be documented using the BNPL Update Form (Appendix G) and forwarded to the BNPL Coordinator.

## 5.3 Prioritization

The prioritization matrix (Table 1) prioritizes which individuals require more services and supports (high acuity) to retain and obtain housing, before supporting those who require lesser levels of support (low acuity). Criteria outside of the prioritization matrix will not be considered when prioritizing cases.

From the BNPL, individuals are assigned priority levels based on their type of homelessness (i.e. chronic vs. non-chronic), their current location (i.e. sleeping outdoors, emergency shelters, etc.), the presence of tri-morbidity (i.e. mental illness, physical illness, and substance misuse), their assessment score (determined by the VI-SPDAT or Indigenous Assessment Tool), and the date intake was completed. Once individuals have been assigned a priority on the BNPL, the HART will work together to match the Client to appropriate supports and housing services.

## Eligibility

To be eligible for the BNPL, individuals and families must meet the following criteria:

1. Must be currently experiencing homelessness
2. Have legal status in Canada
3. Household is housing ready (i.e. document readiness, monthly income, etc.)

**Table 1: Prioritization Matrix for Supports and Housing**

Level	Type of Homelessness	Age	Current Location	Tri-Morbidity	Assessment Tool Score		Intake
					VI-SPDAT	Indigenous Assessment Tool	
Level 1	Chronically Homeless*	All	Sleeping Outdoors	Yes	Descending	Descending	Oldest to newest
Level 2	Chronically Homeless	All	Sleeping Outdoors	No	Descending	Descending	Oldest to newest
Level 3	Chronically Homeless	All	Emergency shelter	Yes	Descending	Descending	Oldest to newest
Level 4	Chronically Homeless	All	Emergency shelter	No	Descending	Descending	Oldest to newest
Level 5	Chronically Homeless	All	Anywhere in Greater Sudbury	Yes	Descending	Descending	Oldest to newest
Level 6	Chronically Homeless	All	Anywhere in Greater Sudbury	No	Descending	Descending	Oldest to newest
Level 7	Not Chronically Homeless	All	Anywhere in Greater Sudbury	Yes	Descending	Descending	Oldest to newest
Level 8	Not Chronically Homeless	All	Anywhere in Greater Sudbury	No	Descending	Descending	Oldest to newest

\*Note: Chronic Homelessness is defined as an individual or family who is currently homeless and meets at least one of the following criteria:

- have a total of at least six months (180 days) of homelessness over the past year; or
- have recurrent experiences of homelessness over the past three years, with a cumulative duration of 18 months (546 days).

The BNPL Coordinator will manage the Priority List and present the list at every HART meeting.

## 5.4 Matching and Referral

Once a Client has been prioritized, the Client will be matched to housing and supports that best meets their needs.

### Vacancy Report

The BNPL Coordinator will manage the Vacancy Report, which is a list of all available housing and support resources dedicated to the HART by participating agencies. When a resource becomes available, participating agencies will advise the BNPL Coordinator of the vacancy at least 24 hours before the next HART meeting using the Vacancy Availability Form (Appendix H).

### Filling of Vacancies

The BNPL Coordinator will filter the BNPL to only include those who are eligible for each resource. Whenever possible, the HART will match individuals who identify as Indigenous to Indigenous-led housing supports.

When a dedicated housing or support resource becomes available and the Client is document ready, the following steps will be taken to match a Client to an available resource:

1. Prior to the HART meeting, the BNPL Coordinator will advise the Lead Agencies of Clients who will be prioritized at the HART meeting.
2. The Lead Agency will then prepare to present their Client at the HART meeting by preparing the Presentation Form (Appendix I) for their Client.
3. At the next HART meeting, the BNPL Coordinator will present the BNPL and Vacancy Report.
4. Clients with the highest priority will be matched to vacancies they are eligible for from the Vacancy Report.
5. Individuals on the BNPL who are not matched to a housing or support resource will continue to be supported by the Lead Agency who added them to the BNPL.

### Notification of Program Match

All new program matches are recorded at HART meetings in the BNPL. Once a program match has been identified, the referring agency will conduct a warm transfer to the new agency offering the housing and/or support within two business days, contacting the person waiting on the BNPL to arrange the initial meeting and providing the person with specific program information. This meeting creates an opportunity to further discuss the program with the Client, explain what services/supports are provided, gauge their interest in the program, and determine next steps. In order to receive supports and services, the person must agree to complete the intake and adhere to program requirements of the accepting agency.

All attempts the Agency makes to notify the person of their offer will be recorded by the Agency offering support. If the person on the BNPL declines an offer, they will remain on the BNPL and the Agency offering support will notify the HART at the next meeting of the declined offer. The number of service provisions a person is offered and receives will also be documented in the BNPL. If a person cannot be found within two weeks to offer supports and services, the next person who matches the support/housing will be contacted. Referring agencies and the HART will continue to attempt to engage the Client based on best practices, which are at least once in a two-week period for 60 days, starting from the date of the initial program offer. If the individual cannot be located within 60 days, the individual will be moved to "inactive" on the list.

#### Declined offers by the Client

A Client may accept or reject the match based on their preferences. If the Client rejects the match, the HART will meet to discuss an alternative match based on the Client's eligibility criteria and vacancies. The Client will remain on the BNPL without penalty, and will be offered the next available vacancy they are eligible for.

#### Rejection by Partner Agencies

Both the individual and accepting Agency have the ability to accept or reject a match. The Client may be inadmissible to the accepting Agency due to prior occurrences or disagreements with others within the support/housing. If the Agency cannot admit the Client to their Agency, the Agency must advise the HART either by written statement or in-person at the next HART meeting. The decision will be documented in the BNPL.

To ensure that a Client is not excluded from selection, the maximum number of times a Client can be put forward to a housing/support destination for selection is three (3). After being put forward three times without selection, the Client will be brought forward to the Coordinated Access Working Group for the development of a specialized housing plan.

#### Response Based on Acuity

For Clients who have a low acuity (Assessment score 0-3), they will be guided to their own information and/or natural supports by the Referring Agency. For Clients who have a moderate acuity (assessment score 4-7), or a high acuity (assessment score 8+) will be prioritized for housing through the BNPL based on housing resources available.

<b>Low Acuity (Assessment score: 0-3)</b>	<b>Medium Acuity (Assessment score: 4-7)</b>	<b>High Acuity (Assessment score: 8+)</b>
- Requires least intensive services	- Requires less intensive services	- Require most intensive level of housing and supports.
- 1 or 2 areas of vulnerability	- Likely 2 areas of vulnerability	- Person has a number of complex needs and many areas of vulnerability
- Guided to their own information and/or natural supports	- Person's strengths and capacity indicate a Rapid Rehousing intervention <sup>1</sup> is likely	- High risk of experiencing housing instability, victimization, trauma, declining health and even death. - Supportive housing is needed

<sup>1</sup>Rapid Re-housing model looks for people (including families and individuals) who are experiencing episodic or transitional (as opposed to chronic) homelessness. Like the Housing First Model, it has no "housing readiness requirements" but focused on getting people into housing and out of shelters as quickly as possible. Different models use scattered site options and some use communal sites often supported by rent supplements (time limited) with some level of supports. These models are better suited to persons or families who present with low to moderate acuity.

### 5.5 Preventing Re-Entry into Homelessness

The HART seeks to minimize the number of households and individuals who exit back to homelessness, only to have to be re-screened and re-prioritized, and wait again for a match. There may be some cases where an individual who had previously been prioritized from the BNPL is facing a housing eviction, or an instance where an individual may benefit from transferring to another service provider. If transfer to another service provider occurs, the new service provider will become the Lead Agency. The transfer to another service provider must be documented using the Update Form and sent to the BNPL Coordinator.

If the current housing provider is seeking to terminate the tenancy, the Lead Agency will contact the BNPL Coordinator and any connected service providers to discuss any and all options besides exiting to homelessness. The solution will be shared with HART agencies in an effort to be transparent and accountable. Until an alternative option is possible, the current supports will continue to be provided or an alternative solution will

be provided to the household ensuring that any solution does not see the return of the household to homelessness.

As the household has been previously prioritized for community supports and/or a vacancy off the BNPL, that priority will stand unless either;

- a) the individual has achieved their own goals of housing stabilization and no longer requires the supports from the housing program, or;
- b) the individual ends their engagement or service with that agency on their own after the agency has completed a case conference and assertively attempted re-engagement.

\*\* Individuals should not be connected to emergency shelter unless they are in immediate need of shelter. When possible, individuals and families should be diverted from shelter and referred to other support agencies.

## 5.6. Inactive Policy

A Client will be moved to “Inactive” on the BNPL if they are known to:

- have become stably housed;
- become deceased;
- are missing or without contact with a HART Agency for 60 days or more;
- have moved out of the area; or
- have moved into systems (i.e. hospitalized, correctional facility, etc.)

At each HART meeting Clients on the BNPL will be reviewed and the BNPL will be updated with information regarding contact or current whereabouts.

The BNPL Coordinator will flag Clients on the BNPL if they have had no contact with a HART Agency in 30 days. HART Agencies will make attempts to locate the whereabouts of the Client and will report back to the BNPL Coordinator.

### Re-Addition to the BNPL

If a Client has their status changed to “Inactive” and then re-connects with a HART Agency within six months, their name will be moved back to the ‘Active’ list without the need to collect additional information. A VI-SPDAT and Update Form should be completed to reflect any changes in the household’s circumstances since last holding ‘Active’ status. To notify the HART that the Client has come back into contact, the Agency with contact with the Client will submit an Update Form to the BNPL Coordinator to update the BNPL.

### Removing Names from the BNPL

A Client may request to have their name removed from the BNPL at any time. They may do so by making this request through their Lead Agency or another HART Agency, where the request will be forwarded to the BNPL Coordinator.

If an individual becomes deceased or requests their name be removed from the list, their name will be moved to the 'Inactive' list. In the case of withdrawal of consent or request to have information removed from the BNPL, the City of Greater Sudbury will cease collecting and updating information about the Client and move the Client to 'Inactive' with consent withdrawal noted. Should the Client wish to re-engage with the HART, a new BNPL Addition form and Consent form will need to be completed through a HART Agency.

### 5.7. Identity Protection Protocol

Any Client fleeing violence or who has concerns about their information being seen by anyone in the HART will be given the option to be a 'hidden client' in the By-Name Priority List (BNPL). The 'hidden status' will prevent anyone else in the system from seeing or updating their information, other than the BNPL Coordinator and the Lead Agency. Should an update be needed, the Lead Agency will be required to contact the BNPL Coordinator with the updated information. The BNPL will not release information to anyone except the client and/or Lead Agency for any reason. In the event of an opportunity for housing or support placement, the BNPL Coordinator will work with the Lead Agency to ensure that the 'hidden' client has equitable access to the available supports.

All agencies involved in the HART will sign a Data Sharing Agreement with the City of Greater Sudbury that outlines minimum privacy expectations to ensure that personal information collection, storing and sharing standards are being met. The identity protection protocol for the BNPL is outlined as followed:

1. Ask the Client if they have any concerns about any of the staff at agencies in the Coordinated Access System seeing their information in the BNPL.
  - a) If the Client answers "No", proceed with the Consent Form as usual.
  - b) If the Client answers "Yes", proceed with Step 2.
2. Work with the Client to ensure they are comfortable providing consent and complete the Consent Form.
3. When completing the BNPL Addition Form, indicate in the "Consent, Privacy, and Agency Information" section that the Client has concerns about sharing information with the HART.



4. Forward the individuals' addition package to the BNPL Coordinator for processing. The BNPL Coordinator will add the Client to the BNPL and ensure that any personal identifiers are hidden from other HART agencies. The BNPL Coordinator will assign the Client a Unique Identifier and will notify the Lead Agency of this identifier by telephone.
5. If the Unique Identifier is put forward for a matching process, the BNPL Coordinator will connect with the Lead Agency to ensure that the individual consents to personal identifying information being shared with the program or housing provider or that a solution where all parties involved can participate in the process is agreed upon.

It is important for the individual to understand that even though efforts will be made to protect their anonymity:

- If they have already provided consent to be added to the BNPL, their information may have been seen by agency staff.
- If the individual provides their information to another agency in the HART without expressing concerns about privacy, their information may be seen by other agency staff.

## 5.8. Evaluation

The evaluation of the HART will provide key data to determine if the process is working to help individuals and families reach the outcome of becoming permanently housed.

The BNPL Coordinator will report back to the HART on a quarterly basis on key indicators for system success:

- Number of clients who were added to the BNPL
- Number of clients successfully permanently housed
- Number of clients who moved from homelessness to transitional housing
- Number of clients who were previously homeless and moved from transitional housing into permanent housing
- Number of clients who returned from Inactive to Active on the BNPL
- Reasons for returning from Inactive to Active on the BNPL
- Average time period between adding to BNPL and becoming housed

A final report will be compiled on these outcomes after the end of each fiscal year (March 31).

Policies will be revisited on a yearly basis to determine if the current policies are effective.

## References

*Housing First*. (2018). Retrieved May 14, 2020, from Canadian Observatory on Homelessness: <https://www.homelesshub.ca/solutions/housing-accommodation-and-supports/housing-first>

Stephen Gaetz, Fiona Scott, & Tanya Gulliver (Eds.). (2018). *Housing First in Canada: Supporting Communities to End Homelessness*. Toronto: Canadian Homelessness Research Network Press.