

# RAY OPTIONAL OCCUPANCY MENTORSHIP (ROOM): A CASE STUDY OF SYSTEMS INTEGRATION

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*A joint partnership between RaY, Manitoba Housing, and Child and Family Services Division*

# Presentation Outline

Central question:  
How does ROOM demonstrate “systems integration”?

1. **Introductions**
2. **Beginning systems integration**
3. **Case study: ROOM**
4. **Steps to systems integration summary**
5. **Conclusion: finding new opportunities for systems integration**

# Resource Assistance for Youth (RaY)



- RaY is a nationally recognized and award winning non-profit street-level agency working with street-entrenched and homeless **youth up to the age of 29.**
- RaY is non-judgmental and non partisan, employing a harm reduction approach to all interactions with youth in need.
- With over **20 years** of experience working with inner city youth, the organization developed and grew to meet their complex and emergent needs
- Over **2,500 youth** receive services every year.



# Manitoba Families

- Department of Families is responsible for a wide range of social services and programs, including Manitoba Housing and Child and Family Services (CFS).
- **Manitoba Housing** provides support to address homelessness throughout the province, providing \$5.4 million per year for 10 programs.
- **Child and Family Services Division** provides services to children and families including a number of programs to address youth homelessness.
- Established a cross-divisional **Homelessness Committee** in 2016 to achieve greater systems integration and to address recommendations in the Winnipeg Plan to End Youth Homelessness.

# In The Beginning....

## Good Relationship Baseline from REST

- RaY 's Emergency Suite and Transitional (**REST**) Housing Program launched in 2010 in partnership with Manitoba Housing. REST addresses barriers faced by marginalized youth transitioning from the streets.
  - Started with 2 units; grew to 8 units in the first year; 15 units currently.
  - Impact (2016): 94% successful exits
  - Eva's Initiatives National Innovation Award (2011) recipient
- **Learning together**: RaY and MB Housing attended conferences together and openly discussed service gaps for youth.

# Perfect Storm = Opportunity

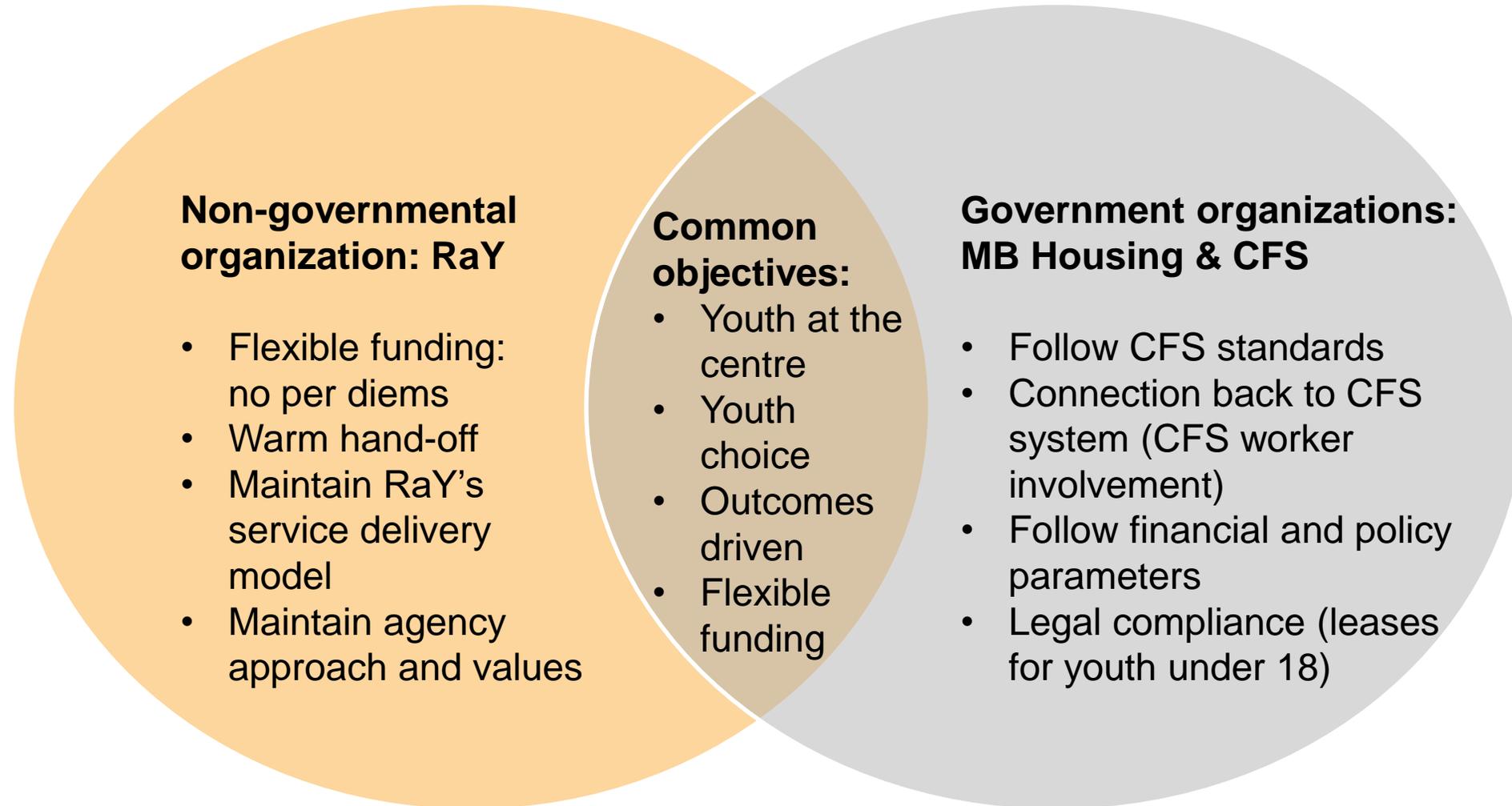
## Key events leading to ROOM:

- **Point in time (PIT) counts:** national PIT count showed that homelessness spikes in the mid to late teens. Winnipeg Street Census 2015 found that 68% of homeless youth spent time in CFS
- CFS system increasing **extensions of care** (adult agreements) for youth 18 – 21, however youth did not want to be in traditional CFS system placements
- **The Winnipeg Poverty Reduction Council** developed a ten-year plan to end homelessness in Winnipeg without a specific youth focus
- **'No Hotel' policy** for child welfare system in Winnipeg (June 1, 2015) catalyzed the development of additional placements for youth, with assistance from Manitoba Housing
- The **Winnipeg Plan to End Youth Homelessness** was released in the fall of 2016 to address gaps in planning for youth.

# Manitoba Housing's Role

- Focused on **community development** and supporting local solutions (award winning relationship with RaY)
- Tasked with helping CFS develop alternative placements for youth (to adhere to no hotel policy)
- Links to executive staff across Departments (e.g. key ADM to ADM links)
- Navigating provincial treasury process and policies
- Supported a **“go to the margins”** approach with financial policy and traditional program funding, resulting in flexible block funding
- Championed RaY's flexible service delivery model

# Coming Together: ROOM



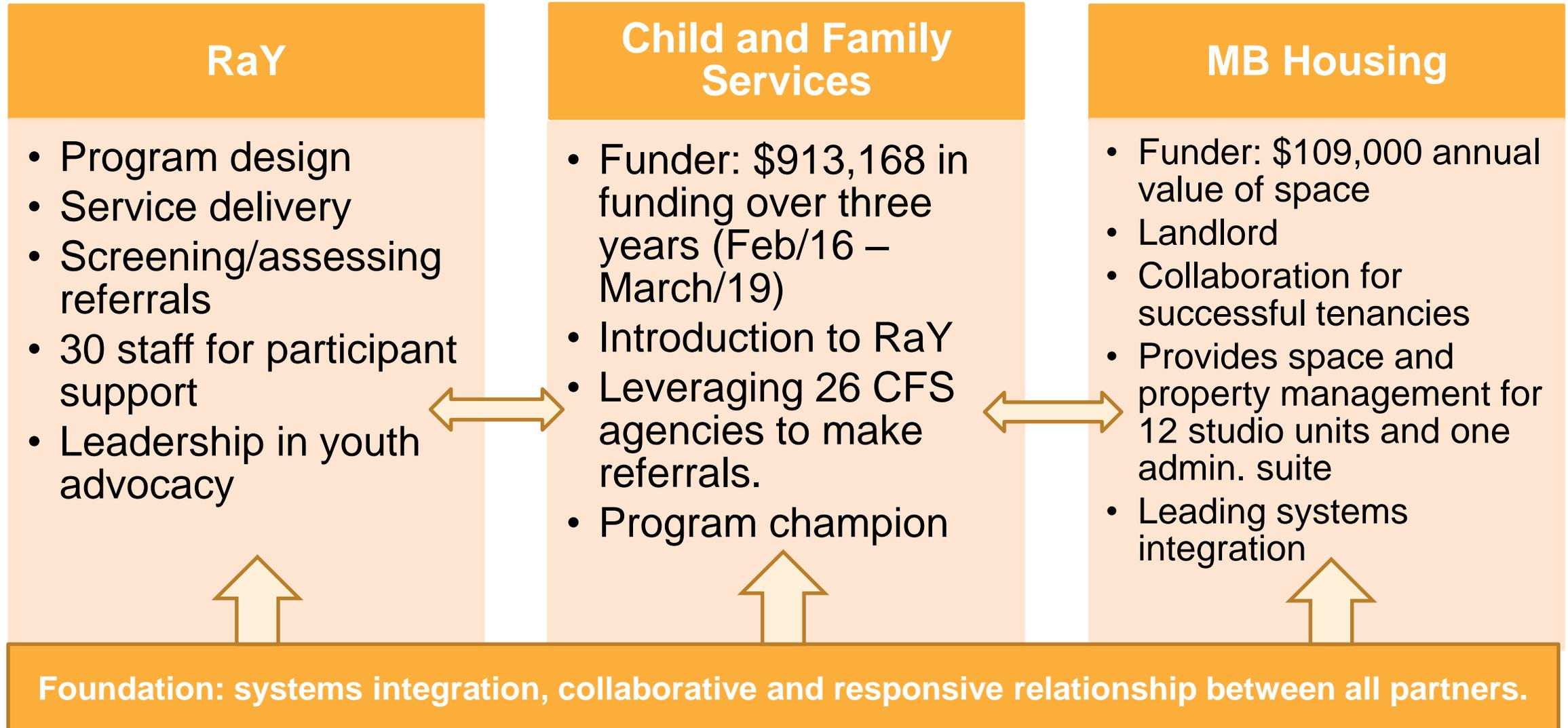
**Key achievements:** took calculated risks, developed new funding and service delivery model, commitment to learning and understanding, moved from negotiation to solutions based conversations, provided safety net for youth.

# ROOM

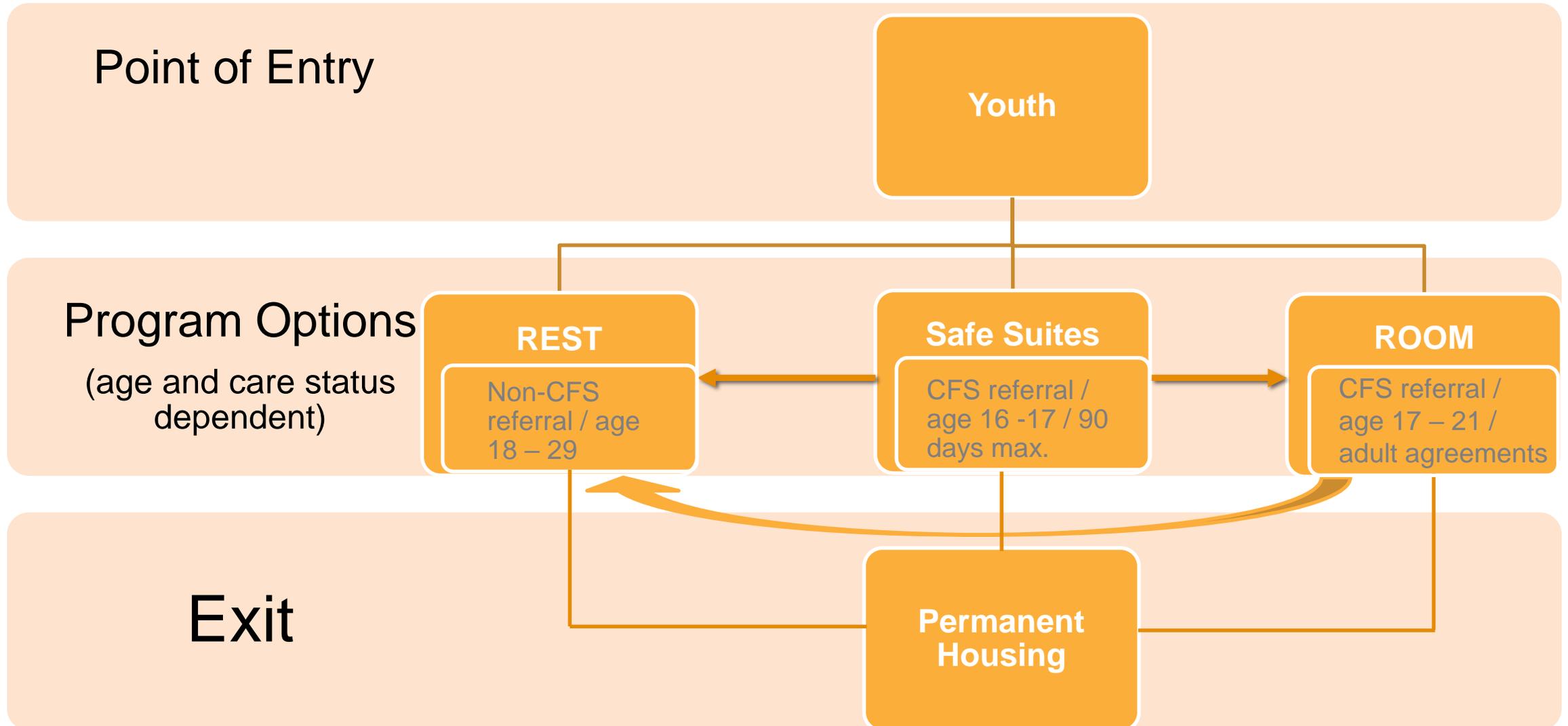
- ROOM is a **three year demonstration project** developed through an innovative partnership between Child and Family Services, Manitoba Housing and RaY.
- The project has two streams:
  - **Safe Suites Emergency Placement**
    - Shelter diversion for youth in care
    - Provides the time and space to create a housing and income plan in collaboration with youth
  - **Transitional Housing**
    - Transitional housing program for youth under Extensions of Care in a supportive living community



# ROOM: Key Roles



# Program Pathways for Youth



# Progress & Impact to Date

- Safe Suites has **100% success rate**
- **386** home visit services; **41** group life skills services; **29** case management systems meetings (selected highlights: Sept/16 – Aug/17)
- Apartment 604 drop-in has been identified as a great space for social inclusion for youth tenants
- A variety of programming offered to youth (life skills workshops, cooking, cleaning, volunteering, cultural groups, recreational activities)
- **Evaluation Tool:** Health In Common is currently preparing the framework for an evaluation for ROOM and Safe Suites

# Anticipated Outcomes - ROOM

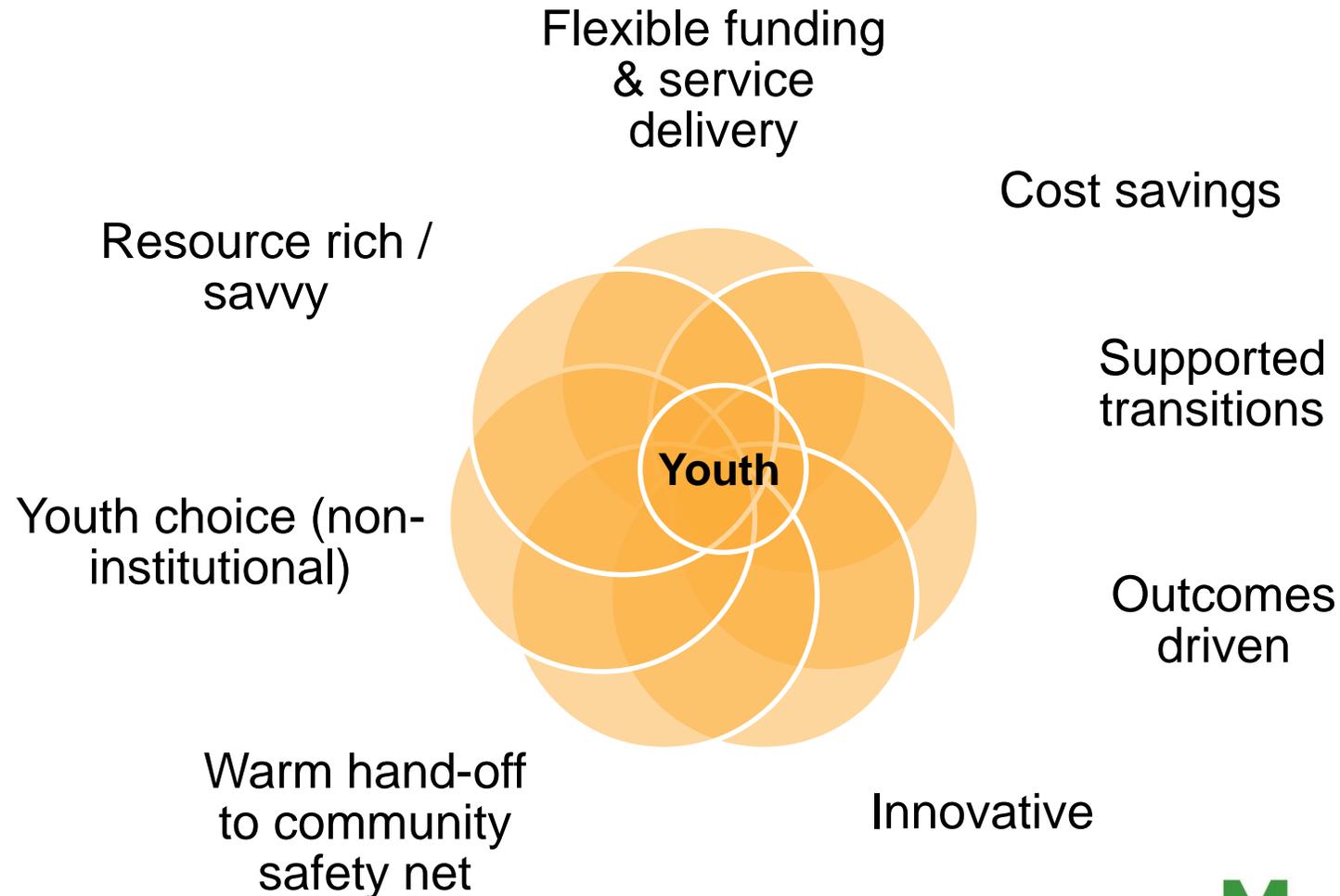
- Total number of youth served: 92
- **Safe Suites:** minimum of 50 youth
  - Anticipated success rate of 90%
  - 45 youth exit Safe Suites into more stable housing
  - 40 maintain housing after 3 months (80%)
  - 35 maintain housing after 6 months (70%)
- **Transitional Suites:** maximum of 42 youth
  - Anticipated success rate of 90%
  - 37 youth exit the ROOM Program into permanent housing
  - 33 maintain housing after 3 months (80%)
  - 29 maintain housing after 6 months (70%)

**Full, independent  
evaluation results  
to come in 2020.**

# Steps to Systems Integration Summary

1. **Developing REST**: forming relationship baseline (building trust)
2. **Learning together**: attending conferences and having open discussions on service gaps and barriers (shifting to solutions)
3. Joining as **equal partners** in the development of solutions – **ROOM**
4. Addressing broader gaps in youth homelessness – developing **The Winnipeg Plan to End Youth Homelessness**
5. Continuous improvement and evaluation

# What Makes ROOM Successful?



# Finding New Opportunities for Systems Integration

- Are there opportunities to build on a **shared vision**?
- Are there opportunities to **formalize partnerships**?
- Who are the **champions** that can support this work?
- Can this model be **scaled** across Canada?



# THANK YOU

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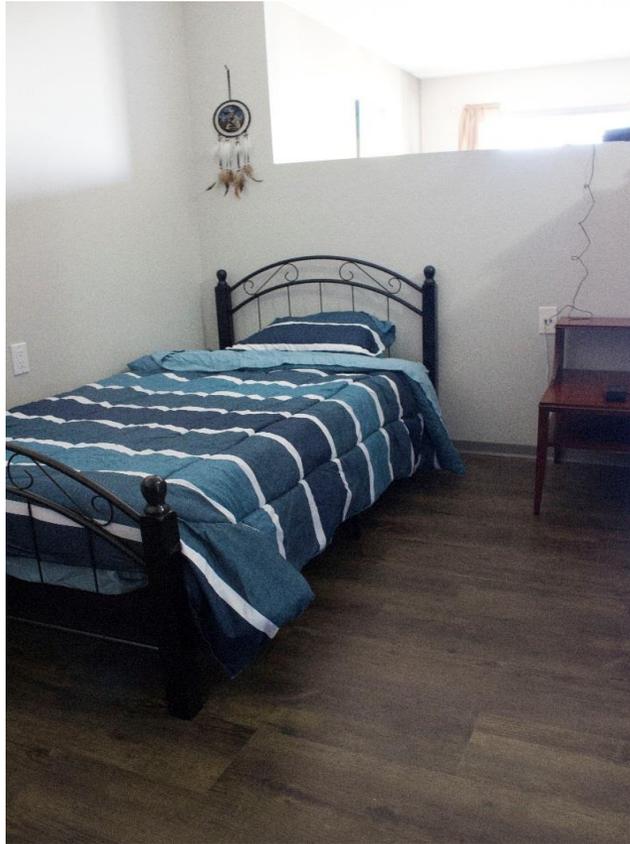
# REFERENCE MATERIALS

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*A joint partnership between RaY, Manitoba Housing, and Child and Family Services Division*

# RaY's Optional Occupancy Mentorship (ROOM) Program



# Business Case – SWOT Analysis - ROOM

## Strengths

- Build on successful relationship from REST (Housing & RaY)
- Housing linked CFS to RaY and played role of experienced intermediary
- Housing was very focused on community development and supporting local solutions (worked with CFS on incorporating this practice)

## Weaknesses

- Success of ROOM program depends on long-term change management process
- Entrenched CFS model of strict standards, policy, and legislation compliance is difficult to work within
- Giving youth choice has not been done previously within CFS system.

## Opportunities

- RaY has credibility among youth
- Youth wanted support outside of CFS system
- Providing housing to youth exiting care (68% of homeless youth spent time in care of CFS)
- Increasing number of youth on extensions of care
- Supporting June 2015 'No Hotel' policy for emergency placements in Winnipeg.
- Working 'near the margins' of financial and policy parameters

## Threats

- Innovative, unprecedented model required calculated risks because of legislative requirement for safety

# Emergency Stream: Safe Suites

## OBJECTIVE:

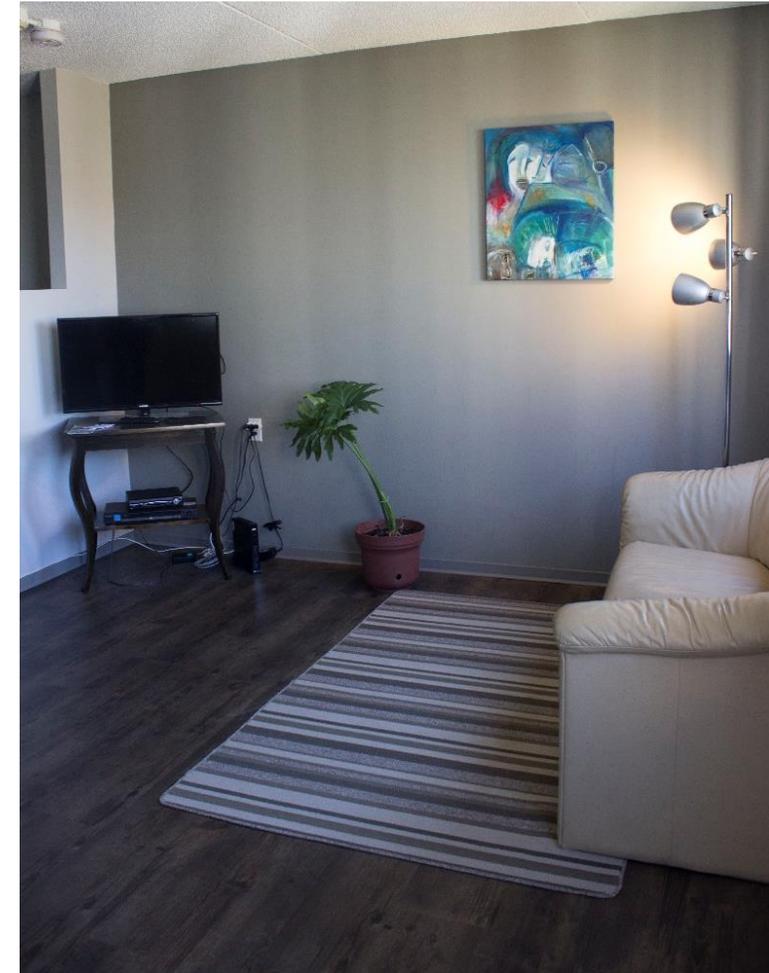
- To provide short-term, emergency housing placements with on-call supports (up to 90 days).

## PROGRAM COMPONENTS:

- Safe and developmentally appropriate short-term housing
- Collaborative case planning
- Assistance with accessing stable accommodation
- Participants choose housing type and location based on their budget

## SYSTEMS INTEGRATION:

- After 90 days, youth are transferred to a more stable placement; RaY helps youth secure housing in private rental market, Manitoba Housing, etc.



# Transitional Stream: ROOM

## PROGRAM OBJECTIVE:

- ROOM provides youth in care or with Extensions of Care (ages 18-21) with access to a safe, supportive, and developmentally appropriate, longer-term housing.

## PROGRAM COMPONENTS:

- Collaborative case planning with youth.
- Life Skills Training to maintain housing and support transition to adulthood.
- Support with education, training, and employment and training, based on goal planning.
- RaY offers long-term supports up to the age of 29 years.

## SYSTEMS INTEGRATION:

- Referrals/screening into ROOM
- Community involvement to additional mental health, employment and housing supports.

