

A Way Home Peterborough Theory of Change

Ultimate Goal - Reduce Peterborough youth (aged 14-24) homelessness by 25% by 2021

Measurement of Ultimate Goal: YES Shelter usage and total youth shelter usage in HIFIS, OW clients 18-24 and <18 without a fixed address, Point In Time counts / Enumeration (including total number of youth experiencing homelessness, and youth who have experienced homelessness for 6+ months)

Priority Area: Prevention							
Prevent Youth From Becoming Homeless in the first place or becoming entrenched in the system/street							
Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Strengthen natural support networks (family, friends, mentors, co-workers, educators, neighbours) across services and sectors	Analyze existing resources & gaps, streamline & advertise supports for youth and their natural support networks	2017/18	Long term	Prevention WG	Lead - HPS funding for Systems Developer	Improved understanding of existing resources and gaps, and identification of opportunities for improved supports for youth and natural support networks, toward improved service planning, coordination, promotion and delivery Increased access to supports and resources for youth and their families Families and youth have coping and problem-solving skills Reduction in youth entering into homelessness due to family/caregiver conflict/breakdown Youth have positive attachments to responsible adults and community (natural supports)	Comparison of resources and supports offered in Year 1, 2 and 3, with program participant numbers Self-reported changes as per program evaluations (<i>will need to identify and work with partners to integrate with their program evaluations</i>) HIFIS / YES Shelter data re: reasons for shelter use (family breakdown) HIFIS - TAY VI-SPDAT tool (Q's 15 a-d) Children's Aid Society (CAS) data-placement breakdown admission to care, CAS resiliency data, school board exit
	Enhance and increase accessibility to resources for caregivers and youth such as mediation, conflict resolution, counselling and assessment, skills building and peer support services/programs.	2018/19	Long term	Prevention WG	Support		
	Ensure skills building programs are offered to strengthen natural support networks (e.g. Strengthening Families for Parents and Youth (SFPY), skills building for Parents of TAY, Guardian Peer support group) • Including promotional and referrals resources	2018/19	Medium term	Prevention WG	Support		
	Identify and foster mentorship opportunities for youth (e.g. Aspire Programs)	2019/20	Medium term	Prevention WG	Support		

Legend

2017/18 Activities (Innoweave funding)

2017/18 Activities (other funding)

2018/19 Activities

2019/20 Activities

2020/21 Activities

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Early Identification - Youth at risk of homelessness are identified through their existing networks/ services and connected with supports to prevent homelessness	Establish School-Community Services partnerships to identify students at risk of homelessness (e.g. Upstream Project, Youth Reconnect (Niagara)), and support staff to refer to appropriate support agencies	2018/19	Long term	Prevention WG	Lead	<p>Formal initiatives or protocols to identify and support youth at risk of homelessness are established</p> <p>Youth remain embedded in their system of natural supports, remain in school or become employed, and can move forward in a safe and planned way</p> <p>School engagement and graduation rates increase among youth at risk of homelessness</p>	<p>Program evaluation of early identification initiatives/protocols</p> <p>YES Shelter usage (occupancy) decreases - HIFIS</p> <p>Decrease in discharges into homelessness from direct services and systems (e.g. Child Welfare, Corrections, Hospital, Schools, OW, community programs and services) - HIFIS</p> <p>OW caseload of homeless youth</p> <p>High school graduation rates (Carriage house as well as entire school board)</p> <p>HRC data - youth visits, youth access to supports around housing, youth access to housing stability funds</p>
	Development of creative, community-based alternatives to shelter (e.g. Host Homes, "Return to Home", homeshare, room-mate matching, co-housing, etc.)	2017/18	Medium term	Prevention WG	Lead	<p>Length of stay at shelter decreases</p> <p>Youth are diverted from shelter into safe, alternative housing arrangements</p>	<p>YES (youth) length of stay shelter data - HIFIS</p> <p>Data from YES Youth Outreach Worker, Youth in Transition Worker, Youth Housing Support Worker - estimated # of youth diverted from homelessness, or rapidly rehoused</p> <p>Other services to provide estimates of youth</p>
Shelter Diversion - Youth recently homeless or at imminent risk receive early interventions before they become entrenched in homelessness.	Establish rapid response to youth first incidence of homelessness, including seamless referral, respond w//in 48 hrs, provide transportation or technology to connect to service	2017/18	Long term	Prevention WG	Lead		

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Shelter Diversion	Increase respite options (short-term, immediate emergency)	2017/18	Long term	Prevention WG	Lead		diverted or rapidly rehoused (e.g. CAS, youth justice, hospital, mental health, etc.)
Government Systems support young people's successful transitions from and between systems by establishing partnerships between local and regional government services (child welfare system, criminal justice system, hospitals) and community-based services to minimize discharges into homelessness	Work with child and adult services to ensure smooth transitions	2018/19	Long term	System of Care and Government Systems	Advise	Young people have housing options and supports when discharged from systems Decreased discharges to homelessness from CAS, corrections, health services	HIFIS discharge data (currently asked as primary residence from last two weeks) Partner data (ask to HSSCC / AWHP leadership table) - tracking and sharing housing data upon discharge
	Child Welfare System (CWS): Increase transitional supports for people leaving care by advocating to the provincial government to increase supports to youth transitioning out of care (e.g. increase number of Youth in Transition Workers, 'After Care Guarantee' 25 not 21)	2018/19	Medium term	System of Care and Government Systems	Advise	Decrease in youth from CWS transitioning out of care into homelessness	HIFIS - Shelter intake data about CWS involvement (stat for 18-24 by income CCSY and/or previous housing for last two weeks) YES Youth in Transition Worker CAS intake and ROI data Comparison of above data to total Crown Wards in Peterborough (from KHCAS or MCYS) CAS data (need to find out what they do track and set up data sharing agreement)
	Child Welfare System (CWS): Advocate to CAS to foster better housing outcomes for youth in care	2017/18	Short term	System of Care and Government Systems	Advise		
	Child Welfare System (CWS): Engage local group homes and foster homes in housing and transition conversations	2020/21	Short term	System of Care and Government Systems	Support		

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Government Systems	Child Welfare System (CWS): Create resource list for youth transitioning out of care	2019/20	Short term	System of Care and Government Systems	Support		
	Corrections / Youth Justice: Engage partners and develop strategies to ensure that young people involved with corrections have access to housing and supports (Park Place for Youth, Probation, JHS, E Fry, Central East, Crossover Youth, Kinark, Dalhousie Youth Services, Courts, CMHA, duty council, PYS)	2017/18	Long term	System of Care and Government Systems	Advise	Decrease in youth from corrections discharging into homelessness	HIFIS or Shelter Intake Data about Corrections Data from youth probation Data from JHS, Park Place, Central East Correctional Centre
	Corrections / Youth Justice: Advocate for consideration of young peoples' circumstances of homelessness in sentencing and discharge planning (e.g. Crossover youth)	2018/19	Long term	System of Care and Government Systems	Advise		
	Corrections / Youth Justice: Facilitate access to specific mediation and counselling for families and youth involved in justice (mechanism to have youth referred to services early - prioritized access)	2018/19	Short term	System of Care and Government Systems	Support		
Government Systems	Hospital/Treatment Centres: Work with hospital to minimize discharge to homelessness (including shelter, couch surfing) <ul style="list-style-type: none"> Ensure that patients that indicate No Fixed Address (NFA) (including those staying at shelter) are assigned to a social worker 	2018/19	Short term	System of Care and Government System	Support	Decrease in youth from Hospital and Treatment Centres discharging into homelessness	HIFIS / Shelter Intake Data about discharge from hospital, treatment centres Data from PRHC Data from H2H - youth-specific

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	upon intake with focus on discharge planning and housing outcomes <ul style="list-style-type: none"> Advocate for a review of key functions for discharge planning Explore functions of Hospital to Homes workers and Peterborough Youth Services (PYS) support protocol Do young people without parental supports receive different care? (Potential for larger study) 						Data from Regional Treatment Centres
	Mental Health (MH) Services: Work with child and adult MH service providers to develop protocol to ensure smooth transitions between systems for transitional age youth at risk of homelessness	2018/19	Short term	System of Care and Government Systems	Support	Youth with acute mental health needs and at risk of homelessness are continuously supported with MH services	Data specific to protocol development (TBD) HIFIS – VI-SPDAT MH question MH service provider data (Kinark, PYS, CMHA)
	Mental Health (MH) Services: Assess capacity of crisis services to adequately respond to youth needs	2017/18	Short term	System of Care and Government Systems	Support		

Legend

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<p align="center">Priority Area: System of Care</p> <p align="center">Contribute to the development of an Integrated System of Care (SoC) that addresses the whole of an individual's situation (bio-psycho-social-spiritual) through the coordination and integration of programs, services and resources from planning through to delivery</p>							
Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups and leads)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
SoC is guided by common values (e.g. harm reduction; trauma informed, housing is fundamental and must be safe and appropriate, timely service, etc.)	<p>Capacity Building and Education for partners around common values and best practices (e.g. Bridges out of Poverty service provider training)</p> <ul style="list-style-type: none"> • Training service providers re importance of housing and asking about it (toward early identification) • Work with agencies to establish policies and procedures for staff to provide intensive supports based on individualized needs 	2017/18	Medium term	System of Care and Government Systems, Backbone	Lead	<p>Common understanding among partners of values underlying AWHP</p> <p>Cross-sectoral partners are engaged in the SoC and adopt policies and practices that reflect common values</p>	<p>Annual survey of AWHP partners</p> <ul style="list-style-type: none"> • self reporting on understanding of values <p>Annual survey of service providers in SoC (self reporting on policies and practices) - potential ask to HSSCC and other community partners</p>
Activities of Services and system partners are coordinated to provide wrap-around services	<p>Assess current capacity for coordination of services and identify opportunities for increased coordination and wrap-around services</p> <ul style="list-style-type: none"> • Explore opportunities for increased place-based integration of service and coordination (e.g. community hub, co-location of partners, 360 kids) 	2018/19	Medium term	System of Care and Government Systems	Lead then support	<p>Improved understanding of opportunities and barriers to service coordination</p> <p>Cross-sectoral partners are engaged in initiatives aimed to understand and reduce barriers to coordinated service delivery</p>	<p>Research data/report</p> <p># agencies participating in AWHP or aligned partner initiatives to improve service coordination for youth experiencing homelessness</p>

Legend

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Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups and leads)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Common Entry and Assessment process is established toward improved and seamless referrals and service coordination	Explore common referral process (e.g. 211, expansion of Community Employment Resource Partnership referral system)	2018/19	Short term	System of Care and Government Systems	Support	Youth are helped through the systems faster by providing appropriate interventions, reducing new entries into homelessness through prevention and diversion resources, and improving quality data collection	<p>Centralized Homelessness Information Management System</p> <ul style="list-style-type: none"> HIFIS (decreased length of time and episodes of homelessness) Referral data management system (referrals are successful and services accessed in a timely manner) Homelessness Coordinated Response Team (HCRT) By-Name List <p>Annual survey of youth and service providers on perceptions of referrals process and timely access to services</p> <p>Partner data: waitlist protocol regarding risk of homelessness or homelessness resolution</p>
	Advocate to partners to prioritize access to services based on acuity/complexity	2017/18	Medium term	System of Care and Government Systems, Backbone	Lead then support	Youth at imminent risk of or experiencing homelessness are identified, assessed and provided with streamlined and timely services tailored to their individual needs,	
	Explore existing validated tools for systems-wide assessment (to prioritize young people who are chronically homeless with complex needs) toward implementation. <ul style="list-style-type: none"> (Willingness to add in housing question in intake? Examine existing intake tools and analyse for common questions, develop common database) 	2017/18	Short term	System of Care and Government Systems	Lead then support (HPS funding – Systems Developer)	Youth are supported with culturally-appropriate referrals, interventions and service delivery (particularly for Indigenous and LGBTQ2S youth)	
	Ensure assessment tools and referrals account for specific population needs (e.g. Indigenous youth and LGBTQ2S youth) through the collection of relevant and valid demographic data	2017/18	Short term	System of Care and Government Systems	Lead then support (HPS funding – Systems Developer)		
	Work with City-wide initiatives to develop Coordinated Entry and By Name List	2017/18	Medium term	System of Care and Government Systems WG and City	Support		

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Priority Area: System of Care Contribute to the development of an Integrated System of Care (SoC) that addresses the whole of an individual's situation (bio-psycho-social-spiritual) through the coordination and integration of programs, services and resources from planning through to delivery							
Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups and leads)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Establish a Shared Measurement strategy that includes research, enumeration, performance management	Ensure city-wide enumeration (homelessness count) includes promising practices to enumerate youth	2017/18	Short term	System of Care and Government Systems WG, and City	Support	System has access to research and data on the causes, experiences and solutions to youth homelessness	Report on specific practices used to enumerate youth and include youth voice in planning and implementation of enumeration activities
	Collectively develop a measurement strategy (Clarify shared data management function; mechanism to record, share and store data)	2017/18	Medium term	System of Care and Government Systems WG, and City	Support (HPS funding – Systems Developer)	Enumeration data on youth homelessness is comprehensive Data is collected and shared across agencies with centralized storage and management	Annual report on: # agencies sharing data related to youth at risk or experiencing homelessness, total number of referrals, number of referral updates
	Develop quarterly case review function (similar to Peterborough Domestic Assault Review) to identify gaps and strengths in the system (HCRT Service Resolution)	2018/19	Long term	System of Care and Government Systems	Lead	Improved program effectiveness and capacity building	Annual report on outcomes and measurements
	Establish targets and indicators for all outcomes and measurements based on data	2018/19	Short term	System of Care and Government Systems	Lead	Data contributes in real time to improving system of care Increased ability to measure population level change over time.	Annual survey of service providers assessing data sharing and capacity to improve system of care (incl. referrals, access to services, coordination among service providers)

Legend

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Priority Area: Housing and Supports Increase options for affordable housing and adequate supports that meet the needs of individual youth							
Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Housing First for Youth (HF4Y) philosophy and program is integrated into system of care	Work with partners in housing (housing case managers and support workers, social housing providers, private landlords) to ensure wider capacity to implement Housing First 4 Youth (HF4Y)	2017/18	Medium term	Housing and Supports	Lead then support	Housing options support transition to adulthood / independence Youth have access to supportive and affordable housing Youth are employment ready and/or have enhanced educational participation and achievement	Number of units designated for and occupied by youth (including high acuity youth) (City) Number of rents supplement designated for and assigned to youth (including high acuity youth) - CCRC Supports offered to youth to find and maintain housing (HF4Y providers, CMHA supportive housing) - including quantity and quality
	Work with partners from other sectors to wrap-around supports in HF4Y	2017/18	Medium term	Housing and Supports	Lead then support	Youth have skills that allow for a healthy transition to adulthood	Outcomes for housed youth (employment / income supports, educational engagement and outcomes) - (HF4Y providers, CMHA supportive housing) HIFIS (case management) to track employment and educational outcomes

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Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Retool emergency and transitional housing to eliminate discharge into homelessness	Rapid rehousing - advocate for key position of youth housing support worker to support youth in housing searches and maintaining successful tenancies	2017/18	Long term	Housing and Supports	Lead then support (HPS funding – Youth Housing Support Worker)	Young People make rapid exits from homelessness Steady decrease in shelter length of stay for youth Steady decrease in numbers of young people returning to homelessness	Shelter length of stay for youth decreases (HIFIS) Episodes of homelessness decrease (HIFIS) Shelter occupancy data (HIFIS) # of Place-based Supportive Housing units
	Advocate for long-term and transitional supportive housing for youth with complex MH needs (for youth not ill enough to for PRHC but shelter not healthy option) <ul style="list-style-type: none"> Ensure MCYS-PRHC-LHIN partnership to develop transitional housing options includes planning for accommodating youth (i.e. Foyer, permanent supportive) 	2018/19	Medium term	Housing and Supports	Support		
Support youth to maintain successful tenancies	Support youth to build capacity toward successful tenancies through education and skills building (e.g. 'co-housing' curriculum, Bridges Out of Poverty Circles, Streamline life skills)	2018/19	Short term	Housing and Supports	Support	Youth have improved skills, resources and outcomes re: stable tenancies	Program evaluation (partner agencies)

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Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Advocate for affordable housing options that support youth (including social housing providers, private landlords, homeowners, etc.)	Work with housing providers and landlords to designate units/ rooms/ homes for youth exiting homelessness	2017/18	Medium term	Housing and Supports	Lead	Youth have increased options for safe housing	# units and rent supplements designated for and occupied by youth exiting or at imminent risk of homelessness By-Name list results in prioritization of housing resources based on acuity
	Work with City to designate rent supplements for youth at risk and experiencing homelessness	2017/18	Medium term	Housing and Supports	Lead		
	Support development of City-led By-Name list to prioritize access to affordable housing based on acuity/complexity	2017/18	Medium term	Housing and Supports	Support		

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Priority Area: Leadership and Collaboration A Way Home Peterborough is supported by diverse stakeholders through shared leadership and collaboration							
Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Ensure Youth Leadership and youth voice are central to the work of AWHP	Engage youth in planning and policy level - equip youth to participate	2017/18	Long term	Youth Engagement	Lead (Home Depot Canada Foundation and Innoweave funding)	Increase in number and diversity (including complexity, demographics, social factors, etc.) of young people experiencing or with previous experience of homelessness meaningfully engaged in AWHP	Annual report on # youth engaged, how they were engaged, demographic information of youth (when possible) Annual survey: young people report that they have meaningfully engaged, made an impact on policy and planning etc
						Youth hired and supported as Youth engagement facilitators	
Integrate Indigenous leadership into the work of AWHP through approaches that create space and build upon initiatives and priorities of Indigenous leaders, agencies, youth and community members.	Partner with Indigenous leaders to leverage opportunities for collaboration, planning and implementation	2017/18	Long term	Backbone and Project Manager	Lead (Innoweave funding)	Peterborough and area Indigenous lens is integral to planning and implementation process.	# of Indigenous organizations are engaged in multiple ways (e.g. Elders, leadership table, program intervention level, youth engagement) Annual survey of all AWHP partners Annual survey of AWHP Indigenous partners
	Make space for Indigenous engagement, leadership and direction in AWHP planning and implementation processes	2017/18	Long term	Backbone and Project Manager	Lead (Innoweave funding)	Relationships between Indigenous and non-Indigenous partners are deepened	
	Participating organizations take cultural safety training	2017/18	Short term	Backbone and Project Manager	Lead	AWHP and partners develop a culture of safety and inclusion, specifically regarding Indigenous - non-Indigenous relations and decolonization	
	Integration of Indigenous lens and practices acknowledges and relies on the broader national process of the Truth and Reconciliation Commission and the Calls to Action	2017/18	Short term	Backbone and Project Manager	Lead	Service planning and delivery reflects culturally appropriate approaches and referrals	

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Strategies	Activities	Year to initiate	Timeline (short, medium, long-term)	Partners (working groups)	AWHP Role, Resourcing and Funding	Outcomes	Measurements
Engage private sector in the work of AWHP	Engage private sector through activities in AWHP (e.g. opportunity to explore community-funded rent supplements, champions)	2018/19	Medium	Backbone and Project Manager	Lead	Increased opportunities for employment, education and engagement with business community Increased understanding of the issues and the ways that youth homelessness intersects with local economies	# of members from private sector engaged with AWHP (Leadership table, Steering Committee, Working Groups) and among champions
	Engage private sector in employing youth with experience of homelessness	2018/19	Medium	Backbone and Project Manager	Lead	Increased support in terms of champions and resources for AWHP	
Ensure governance structure supports inclusive community engagement in planning and implementation	Communicate on ongoing basis with broader community and among AWHP partners	2017/18	Long term	All Working Groups, Backbone and Project Manager	Lead (Innoweave funding)	Shared leadership in governance of AWHP and implementation of activities Increased partner alignment and culture of shared ownership. Working groups coordinate with one another.	# and list of partners participating in Leadership Table, Steering Committee and Working Groups (including specific agencies and # individuals) Annual survey of AWHP partners: <ul style="list-style-type: none"> Stakeholders report increased cross system / sector / working group communication and collaboration
Build a foundation of sustainable operations to support coordination among partners	Backbone support functions integrated into existing organizations, long-term funding arrangements secured	2017/18	Long term	Backbone and Project Manager	Lead (Innoweave funding)	Sufficient funding and supports to sustain backbone functions and enable collaborative to move forward on all strategies.	Amount of funding that the backbone supports has helped to catalyze, pool, or redirect in support of the initiative's common agenda Annual survey of AWHP partners: <ul style="list-style-type: none"> Observations about the importance of the backbone organization

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Policy Alignment - Align with and leverage opportunities at community, municipal, provincial and federal levels	Leverage key community and partner plans, policies and initiatives (e.g. Moving on Mental Health, City Wellbeing Plan, City Official Plan, City Ten Year Housing and Homelessness Plan)	2017/18	Long term	Backbone	Lead	Planning and policy development across sectors includes a youth homelessness prevention and reduction lens	# and types of opportunities supported or participated in (e.g. deputations, meetings, etc.) Annual survey of AWHP partners: <ul style="list-style-type: none"> Participant and stakeholders report increased system changes at the local level
Regional Approach - Support and align regional activities, initiatives and partners to develop a comprehensive regional approach to ending youth homelessness	Engage partners from neighbouring communities to ensure regional planning is integrated and aligned	2017/18	Long term	Backbone	Support	Regional partners are coordinated and developing complementary approaches to preventing and reducing youth homelessness	# and forms of engagement with regional partners

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