



TERMS OF REFERENCE



Calgary Homeless
FOUNDATION

Coordinated Entry
Placement Committee

2023 Terms of Reference

Coordinated Entry - Placement Committee

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Introduction

Background

Calgary Homeless Foundation (CHF), in alignment with its purpose of guiding the fight against homelessness, operates a recovery-oriented Coordinated Homeless-Serving System of Care (HSSC) in collaboration with community and agency partners. The goal of the Coordinated Entry component of the system is to reduce barriers for people to access the right support at the right time by increasing coordination of services and collaboration among service providers. The core functions of Coordinated Entry are *access, assessment, prioritization, and placement* (*Infrastructure Canada, 2022¹*). Access and assessment services are provided by Housing Strategists, and prioritization and placement functions are provided by three placement committees: Adult (APC), Family (FPC), and Youth (YPC).

Between 2020 and 2023, in response to the Covid-19 pandemic, emergency Terms of Reference (ToR) and prioritization mechanisms were adopted by all three Placement Committees. A new version of the ToR has been introduced to replace the emergency version adopted in 2020. The primary objective of the updated ToR is to further enhance the experiences of those seeking housing support. Having clear ToR is vital for funded programs as they guide program implementation, clarify roles and responsibilities of all stakeholders, and ensure efficient and effective utilization of resources towards achieving desired outcomes. Furthermore, a well-defined ToR provides a framework for program monitoring and evaluation, facilitating continuous improvement and adaptation to changing circumstances.

To ensure the coordinated system is meeting its objectives, CHF will adopt a developmental evaluation approach along with ongoing monitoring measures, incorporating key elements of developmental evaluation into the process.

Purpose

The Placement Committee serves the vital purpose of prioritizing and placing individuals or families who are currently experiencing, or at risk of experiencing, homelessness into the most appropriate available supportive housing programs. This is achieved through a carefully designed triage process that accounts for data collected during the assessment stage and collateral information provided by front-line service providers currently working with people seeking housing and support. The committee's primary objective is to ensure that the most vulnerable individuals receive the necessary support to achieve stable housing and improve their overall well-being.

Participation

Participation in Coordinated Entry in support of all stages of access, assessment, prioritization, and placement consists of three different member types:

- (a) housing strategists,
- (b) supportive housing programs, and
- (c) placement committee members.

A. Housing strategists provide the access and assessment functions by:

- staying informed of the opportunities, programs, and services available in the HSSC,

¹ <https://www.infrastructure.gc.ca/homelessness-sans-abri/directives-eng.html#h2.3-h3.4>

- serving as an initial and ongoing contact for people seeking supportive housing,
- supporting people seeking services to develop a housing plan that includes prevention and diversion strategies,
- completing the necessary steps to establish eligibility for prioritization and placement, including (but not limited to) assessments, check-ins, and regular updates, *and*
- maintaining accurate information about participant engagement.

The housing strategist role is open-ended, based on initial training and ongoing engagement.

B. Housing programs support the placement function by:

- providing up-to-date contextual information about the state of the program,
- providing timely communication regarding available spaces,
- providing updates on open referrals,
- communicating required supports where a program match is not successful.

The housing program role is open-ended, based on an active agreement (either a funding contract with CHF or a Participating Agency MOU) to participate in the coordinated system. An up-to-date list of all active housing programs can be found by accessing the links to the resource guides below.

C. Placement committee members provide the prioritization and placement functions by:

- Accessing and understanding relevant and current data and information about programs that placement committee refers to and participants served,
- Utilizing relevant participant data to prioritize candidates for placement based on criteria defined in these ToR.
- Utilizing relevant and current program information to make a best-fit placement referral for as many of the prioritized candidates as possible.

Detailed expectations of placement committee participation are outlined below in the Operating Principles and Committee Membership sections.

Effective Term

These Terms of Reference will cover a developmental evaluation period of 24-months beginning April 1st, 2023, and ending March 31st, 2025.

Operating Principles

- Impartiality:** The Placement Committee ensures that referrals to housing programs are based on program match utilizing assessment information and collateral entered by housing strategists. All Placement Committee attendees are expected to actively engage in the referral process regardless of connection to or knowledge of the participant being discussed as a potential referral.
- Trauma-Informed Care:** The Placement Committee utilizes the principles of trauma-informed care, as articulated by the Government of Canada [here](#).
- Effectiveness:** The Placement Committee ensures that, wherever possible, nobody returns to homelessness
- Consistency:** members of the Placement Committee follow the processes described in the Appendix for each committee under the “Process: Prioritization and Placement” section to help facilitate connection to service delivery for those who require housing and support services

- v. **Shared Purpose:** members of the Placement Committee participate ethically, in good faith, and with respect and integrity towards the common goal of a participant-centered approach to decision-making.
- vi. **Dignity:** Placement Committee operates under the principle that sharing of participant information is necessary to ensure placement in a program with the level of support that would be of the most benefit to the individual. However, housing strategists and placement committee members should ensure that information is not over shared (i.e., only share/discuss information that is pertinent to creating a program match) and aligns with confidentiality, trauma-informed practices, with core focus on preserving dignity of the individual being discussed.

Under the principle that sharing of participant information is essential to ensure the best-fit program placement with the necessary level of support, the Placement Committee upholds the value of dignity. While housing strategists and placement committee members should share participant information that is relevant to create a program match, they should ensure that they do not overshare. Moreover, confidentiality and trauma-informed practices should be adhered to, with a core focus on preserving the dignity of the individual(s) or families being discussed.

Definitions

Adult

For the purposes of the committee, 'Adult' is defined as:

- Individuals or couples over the age of 25,
- Experiencing or at-risk of experiencing homelessness,
- With no dependents in their care.

Family

A family is understood as single or dual-headed households with one of the following situations:

- One or more dependents in their care on either a full-time or part-time basis. Dependents may be children or can be 18+ if they depend substantially on the financial support of the caregiver and/or are unable to support themselves financially due to a physical or mental condition.
- A family member is pregnant and there is an intention to parent.
- One or more dependent children are temporarily in the care of Children's Services (Temporary Guardianship Order/Kinship) or whose dependents are temporarily residing elsewhere and for whom there is a demonstrated plan for reunification.

Youth

For the purposes of the committee, 'Youth' are defined as:

- Individuals or couples under the age of 25
- Experiencing or at-risk of experiencing homelessness.

Individuals under 25 may be considered for placement via APC in situations where the youth sector is unable to meet their needs. These decisions are made on a case-by-case basis considering type and level of supports required for program match.

Triage

For the purposes of the placement committee, triage is the process of reviewing the list of people currently in need of housing and supports and determining best program placement. Considerations for decision-making are outlined in each respective placement committee Appendix at the end of these Terms of Reference. This process occurs during the *prioritization* and *placement* part of the coordinated entry system.

Program Transfers

For the purpose of placement committee, program transfers are current program participants of a CHF funded housing program who require a transfer due to:

- Requiring a different level of support than the current program offers,
- No longer meeting the criteria for a youth or family serving program,
- At the request of the program participant, should they feel that the program/agency that they are accessing services through no longer meet their needs.

Confidentiality

All members, agency partners, and observers

In accordance with the principle of dignity, no information shared about people or programs during placement committee meetings can be disclosed or used for any purposes other than facilitating successful referrals. All committee members and any guests or observers are required to review and sign the Placement Committee confidentiality agreement, available for review

<https://agencies.calgaryhomeless.com/wp-content/uploads/CAA-Confidentiality-Agreement-v4.pdf>

Committee Membership

Committee Chairs

Placement Committees are chaired by members of the system planning team from Calgary Homeless Foundation. The committee chairs will maintain and operate the data and information system and the HMIS software platform to review the list of people who need housing and supports available through placement committees, facilitate conversation about prioritization and placement, document, distribute and facilitate follow-up for action items coming out of placement committee.

Agency Partners and Observers

Observers from agency partners and other relevant service providers are welcome to attend Placement Committee to observe the process and understand how placement is facilitated. Observers will be supported to familiarize themselves with the purpose, goals, and operating principles of the committee prior to the meeting and be respectful of the process.

Placement committee members and CHF chairs have a responsibility to help manage observers' expectations and ensure that observers are aware of the process. Observers will have the opportunity to introduce themselves to the committee and are welcome to follow-up after placement committee if they have any questions.

Observers are required to review the Terms of Reference prior to attending and will be asked to sign a Confidentiality Form. A considerable amount of sensitive and personal information is shared at the meetings and should not be recorded, shared, or discussed outside the meeting.

If an agency partner or observer would like to attend a meeting, requests can be made by emailing caa@calgaryhomeless.com.

Requests for Membership

In order to balance the need for continuity of committee knowledge with the need to represent a variety of perspectives in the HSSC, placement committee membership is comprised of agencies currently supporting people while experiencing homelessness, including those who are not accessing core shelter services and are sleeping outdoors. Membership to placement committee can be requested by emailing CAA@calgaryhomeless.com. All decisions regarding membership will be based on the following criteria:

- i. The program/agency has a primary focus of working with unaccompanied adults, families, or youth at risk of or currently experiencing homelessness and,
- ii. Agency/program participation would fill a current gap in membership, and
- iii. Agency/program participation would enhance system integration within the HSSC.

Accountability of Membership

Ensuring membership accountability is crucial to the success of the prioritization and placement processes. Committee members are kindly requested to attend weekly meetings and actively participate in discussions by providing collateral information and support to recommendations and decisions. Their participation in decision-making is required for all placements based on the Terms of Reference and general committee consensus. Additionally, members are expected to facilitate connections between referred individuals and the receiving program wherever possible.

- It is important for regular attendees to become familiar with the various programs and program types in each sector. To obtain more information, please refer to the most recent CHF resource guides (links provided below).
- In addition, members are expected to assist in connecting individuals with appropriate programs once a referral has been made.

If a regular member is unable to attend a meeting, they may designate a substitute to attend on their behalf. Members are asked to email caa@calgaryhomeless.com with any attendance changes or absences.

Roles & Responsibilities

Role	Responsibilities
xPC Chairs (CHF System Planners)	<p>The Chairperson is responsible for making sure that each meeting is planned effectively, conducted according to the Terms of Reference, and that matters are dealt with in an orderly, efficient manner.</p> <p>In addition, the chair will follow these general guidelines:</p> <ul style="list-style-type: none">• Operate/manage software platforms for members to follow during the meeting.• Ensure the structure of the meeting is followed and time is respected.• Guide the group through difficult decisions; if consensus cannot be achieved items will be tabled for the next meeting or specific plans will be implemented to find

	<p>resolution on contentious issues (i.e. agency leadership consulted, working groups established, time set aside at next meeting to tackle the issue).</p> <ul style="list-style-type: none"> • Keep the committee light, celebrating successes, and participant-centred with a strength-based lens for both individuals and programs.
General Membership	<p>Members will:</p> <ul style="list-style-type: none"> • Provide collateral and other relevant information on people being discussed for potential program referral. • Assist programs with connection and collateral once a referral has been made. • Assist with reviewing any referrals that are cancelled for reason of “No Contact” and provide insight where connection points might be made • Lend voice to the triaging process, including challenging the committee respectfully • Respect agency and program autonomy • Provide feedback on policies, process, and operations to be included in the ongoing evaluation of placement committees.
Calgary Homeless Foundation – Coordinated Entry Specialist	<p>In addition, CHF will provide maintenance through administrative support, HMIS support, community communications, and coordination efforts of placement committees and community access points. CHF will ensure that Placement Committees and housing program contact information is up to date and shared.</p>
Calgary Homeless Foundation – HMIS Team	<ul style="list-style-type: none"> • Provide HMIS Support to programs and housing strategists in data collection and data quality. • Provide administrative support (data entry, visibility maintenance, process transfer referrals, etc.)
Calgary Homeless Foundation – Data and Analytics Team	<p>Assist in the development and maintenance of placement dashboards, which involves verifying that they are consistently refreshed with up-to-date information and implementing measures to ensure the quality of the data through data fed to Eyes on the List (EOTL) dashboard.</p>

Programs that Receive Referrals via Placement Committees

Current programs that receive referrals through Adult Placement Committee can be found in the Resource guide that can be accessed at <https://agencies.calgaryhomeless.com/wp-content/uploads/Adult-Programs-Resource-Guide-2022.pdf>.

Current programs that receive referrals through Youth Placement Committee can be found in the Resource guides that can be accessed at <https://agencies.calgaryhomeless.com/wp-content/uploads/Youth-Programs-Resource-Guide-2022.pdf>

Current programs that receive referrals through Family Placement Committee can be found in the Resource guide that can be accessed at <https://agencies.calgaryhomeless.com/wp-content/uploads/Family-Programs-Resource-Guide-2022.pdf>

Non-CHF Funded Programs

Housing programs that do not receive funding from CHF, but who want to receive referrals through placement committee, are welcome to discuss this opportunity with CHF. Once the appropriateness of

the partnership has been determined, a Memorandum of Understanding (MOU) between CHF and the housing agency/program will be created. The MOU will outline participation expectations along with opportunities for feedback and evaluation through the placement committee process. Non-funded programs can be found on the Community Partner form at: <https://agencies.calgaryhomeless.com/wp-content/uploads/CAA-Community-Partners.pdf>.

Agencies interested in receiving referrals through the coordinated entry system can reach out through emailing caa@calgaryhomeless.com

Referrals

Once an individual is matched to an agency and program at Placement Committee, the receiving agency will be emailed from caa@calgaryhomeless.com by the end of the day on which the Placement Committee occurred with information regarding the referrals made. That email will include any/all service providers, housing strategists, or programs that are identified as being involved with that individual to ensure the program and participant can connect.

From there, the steps are as follows:

1. The agency/program intake worker will, within two business days, attempt to contact the client to notify them of the potential placement.
2. Within **7** days, a **minimum of two attempts will be made to contact the participant**, and efforts will be made to connect with other service providers, housing strategists, or other professionals involved to help reach the participant. Efforts made to notify the client will be documented in the HMIS client notes.
3. The receiving agency will meet with the potential participant to determine if the program has the required level of support available and whether the participant is willing to work with the program. If both parties agree, an intake will be conducted.
4. Each week, as long as the referral is open the receiving agency will report on the outcome of the referral as per the details below.

Receiving Program – Referral Updates & Communication Expectations

Programs that receive referrals from Placement Committee are expected to provide updates on current/open referrals, available spaces for placement, and any additional, relevant program context by **4pm each Friday** for the following week's placement committee.

Referral Update Language

<i>Exit Success</i>	The program is connected with the referred person and both parties have agreed that it is a match; an intake/program entry has occurred.
<i>One more week</i>	The program has yet to connect with the referred person and/or they have connected and are determining if the referral is a match
<i>Cancel Referral – No Contact²</i>	The program has tried to connect with the referred person since receiving the referral but has been unable to connect with them for 3 weeks or more

² Referrals returned as "Cancel Referral – No Contact" will be reviewed at the beginning of placement committee with the attendees to ensure that they are not currently known to be accessing services anywhere. If they are currently connected with an agency that is at placement committee and/or a recent check-in at an agency that is

<i>Cancel referral – Not a program match</i>	The program has been able to connect with the referred person, but it has been determined by the program that the person requires a different level of support than the program is able to provide. Programs will indicate in their update the type of support recommended for the individual. All cancelled referrals of this type will be discussed with placement committee members to determine adding individual to the priority list.
<i>Cancel referral – declined program</i>	The program has been able to connect with the referred person, but the person has determined that they do not wish to receive services from that program/agency or that they do not wish to receive services at all. Programs should indicate if the person should remain on the triage list for housing, or if they can be removed at this time. If the plan is to exit the participant from the list for housing, please provide enough information to indicate the exit reason and exit destination (I.e. Receiving other support, renting unsubsidized, in treatment, etc.).
<i>Cancel referral – provisionally accommodated</i>	The program has met with the individual and is unable to provide services at this time, as the individual or family is provisionally accommodated for a period that exceeds 6 weeks from the date of referral. The program may request that the participant be referred again closer to their exit date. Canceled referrals of this type will be discussed with placement committee members and outcome will be reported back to the program.
<i>Cancel referral – participant has passed away</i>	The program has confirmed that the individual has passed away

Transfers

The purpose of Prioritization and Placement is to match participants to programs where they will experience the highest level of housing stability and recovery from homelessness. As participants go through life, their needs may change – requiring more, or less, intensive support than their current program offers. Placement Committee provides efficient and effective avenues for participants to transfer to more appropriate supports as available within the System of Care.

Principles & Considerations

- i. The participant must be open and willing to the transfer and provide informed consent. Programs should ensure the participant is provided information about the housing and services available from the potential receiving programs as well as what to expect in terms of placement and prioritization considerations.
- ii. Whether housed or unhoused, the participant must be engaged with the program requesting transfer and require support at a different level than the program they are actively involved with. If they are unhoused AND engaged with the program towards housing, they are eligible for a transfer
- iii. Transfer applications and a valid CAA ROI should be filled out in HMIS in their entirety with as much detail as required to help inform the type and nature of supports that will meet the

not at placement committee, that referral will be updated as “One more week” and a connecting email will be sent to the primary housing strategist and the program that received the referral.

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participants needs. Any transfers for programs that are considered the same level of supports (i.e., lateral transfers) should first be discussed with the program's assigned CHF System Planner prior to completing a program transfer application.

- iv. All transfers should be supported through a *warm transfer*: the program requesting the transfer will continue to provide support to the participant until the new program has fully accepted the participant into the program and has actively begun working with them (a warm transfer can take up to 3 months as outlined in the Case Management Standards). Warm transfers include a meeting(s) with case workers from both programs and participant to come up with a transition case plan that reflects the participant's current goals, needs, ongoing supports, and case coordination
- v. If a participant has been exited from the program requesting a transfer prior to a successful referral to another program, they are no longer eligible for a transfer and must be supported to have their NSQ updated and a new entry to CAA created so they can be considered for placement via the triage list.

Cross-Sector Transfers Steps

- i. Transfer applications in HMIS should be filled out in their entirety with as much detail as required to help inform the best level of program supports required
- ii. Individuals who are "aging out" of the Youth Sector but will still require case management support may be transferred to the Adult Sector. A Program Transfer Application should be completed 6 months prior to the date they will age out from programming that has age-specific limits
- iii. Families who no longer have dependents in their care (i.e., Permanent Guardianship Order) but who still require case management supports may be transferred to the Adult or Youth Sectors, as appropriate
- iv. Adult or Youth program participants whose family make-up changes (i.e., pregnancy, dependents in their care) and who still require case management support may be transferred to the Family Sector. Programs are encouraged to engage with community services/programs to support the family in the housing program/placement, wherever possible
- v. The process for completing a program transfer application in HMIS can be found at the following link: <https://calgaryhomeless.freshdesk.com/support/solutions/articles/69000433542-how-to-refer-a-client-to-another-program-through-program-transfer-or-housing-first-graduates->

Governance & Reporting

The Committee seeks consensus on all placement decisions and utilizes the Terms of Reference to navigate decisions. During the course of these Terms of Reference, CHF will be evaluating outcomes to ensure that referrals made at Placement Committee result in intakes to program, reduce the number of cancelled referrals due to "no contact", and reduce the overall average length of stay on each list. This process will be facilitated through quarterly data report reviews.

The Committee Reports to:

- Each representative on the Committee will report to their own agency leadership.
- The Committee representatives report back from their respective agencies to the group.

Appendix A – Adult Placement Committee (APC)

Meeting Agenda

The APC meets:	
Date:	Every Wednesday
Time:	9:00AM to 11:00AM
Location:	Virtual

Note: Communication for meetings will be via email and in person. If a new staff would like to be added to the email distribution list, they must email Calgary Homeless Foundation: CAA@calgaryhomeless.com

Standing agenda

Agenda Item	
i.	Land Acknowledgement and Introductions
ii.	Agency updates
iii.	Review of any referrals returned as “No Contact” or “Not Eligible”
iv.	Celebrating Success – during this time, updates will be provided on individuals that have been successful intakes to programs!
v.	Transfers & Placements – NSQs and Housing Plans reviewed and through collaboration and available program space matches will be made by the group with a 50/50 priority going to transfers that are on the list.
vi.	Case Conferences, as required
vii.	Other agenda items, as required
viii.	Committee meeting end

Meeting Cancellation

In the case that there are no program spaces reported for the upcoming placement committee, the placement committee chair will email the committee to ask if they still desire to meet and discuss any other agenda items or topics. If this is not of interest, or there are no responses, the chair will cancel the meeting. Every effort will be made to ensure placement committee happens on a weekly basis. Co-Chairs can make prioritization and referral decisions in the absence of any or all committee members in the event of an emergency or unprecedented events.

Meeting cancellations will be communicated via email to committee members no less than two hours prior to the meeting start time. Changes to regularly scheduled meeting times/days will be communicated no less than 48 hours prior to the regular meeting start time.

Process: Prioritization & Placement

The prioritization process is facilitated through HMIS and Qlik with decisions being made by committee member consensus.

The Triage list is populated by CHF's data visualization platform (Qlik Sense) based on the following initial data points:

- Active Entry to CAA and housing check-in within the past 30 days, or
- Active Entry to CAA and exiting a primary system within the next 2 weeks, or
- Active Entry to CAA, pregnant, and in the third trimester and,
- Those who are couch surfing, sleeping unsheltered, in emergency shelter, or provisionally accommodated with an associated discharge date

Placement

Referrals are split 50/50 between the transfer and triage list, with triage taking priority for odd number of spaces available. This is done by the available spots per program type, not per agency and program. To identify and refer individuals to the most suitable housing or support services, the Placement process leverages data points from several sources including:

- Needs and Services Questionnaire (NSQ)
- Program Transfer Application
- History of housing and homelessness
- Bio-psycho-social vulnerabilities
- Suggested program type.
- Engagement (housing check-ins, collateral at the table)

Other data points may be used when two or more individuals meet the above criteria for a specific program that has limited space available and can include:

- Qualitative data that is presented as collateral during placement committee meeting or captured in the placement committee notes and housing plan.
- People exiting primary systems.
- Length of time on the list
- Last check in date
- Overall score on the NSQ
- Availability of contact information

Individuals who do not meet the above criteria will remain on the Coordinated Entry list, which exists to continue data collection to understand and monitor potential gaps in service delivery or placement committee processes, ensure that individuals who are connected and engaged towards housing are discussed at placement committee, and to minimize the number of referrals that are cancelled due to no contact. People on the Coordinated Entry list may still be discussed during triage.

Exceptions

Referrals may occur during placement committee that might not strictly follow all the above criteria. While this ToR document acts as a guide for triage priorities, the committee may agree to a placement that falls outside the ToR. Examples of exceptions include, but are not limited to:

- When the information is incorrectly or erroneously captured on the participant file

- When the current circumstance of the individual is prioritized over generalized, quantitative data points (i.e., tri-morbidity, score, self-reported chronicity, check-in dates, etc.) and data/collateral exists to support the referral as outlined above (i.e., shelter stays, case notes, housing plan, etc.)
- When participant circumstances have changed markedly since completion of assessment, resulting in factors that make them more vulnerable.
- When a referral was cancelled for “no contact” but collateral or connection exist and were not previously leveraged or identified
- When a referral has been cancelled for reason of “not eligible” due to programmatic policies and at no fault of the participant
- When a person has re-accessed the Coordinated System through an updated assessment and Entry to CAA, and has previously left a CHF funded Housing First program and are wishing to re-access that specific program

All exceptions are discussed with the members of placement committee and agreed upon through a process of consensus. Exceptions are considered alongside individuals who do fit the current ToR priorities, with members considering the principals of Trauma-Informed Care, participant’s level of risk, length of stay, and other contributing bio-psycho-social factors.

Appendix B – Family Placement Committee (FPC)

Meetings

The FPC will meet:	
Date:	Every Tuesday
Time:	9:00AM to 10:00AM
Location:	Virtual

Note: Communication for meetings will be via email and in person. If a new staff would like to be added to the email distribution list, they must email Calgary Homeless Foundation: CAA@calgaryhomeless.com

Agenda Item	
ix.	Land Acknowledgement and Introductions
x.	Agency updates
xi.	Review of any referrals returned as “No Contact” or “Not Eligible”
xii.	Celebrating Success – during this time, updates will be provided on families that have had successful intakes into program!
xiii.	Transfers & Placements – NSQs and Housing Plans reviewed and through collaboration and available program space matches will be made by the group with a 50/50 priority going to transfers that are on the list.
xiv.	Case Conferences, as required
xv.	Other agenda items, as required
xvi.	Committee meeting end

Meeting Cancellation

In the case that there are no program spaces reported for the upcoming placement committee, the placement committee chair will email the committee to ask if they still desire to meet and discuss any other agenda items or topics. If this is not of interest, or there are no responses, the chair will cancel the meeting. Every effort will be made to ensure placement committee happens on a weekly basis. Co-Chairs can make prioritization and referral decisions in the absence of any or all committee members in the event of an emergency or unprecedented events.

Meeting cancellations will be communicated via email to committee members no less than two hours prior to the meeting start time. Changes to regularly scheduled meeting times/days will be communicated no less than 48 hours prior to the regular meeting start time.

Process: Prioritization & Placement

The prioritization process is facilitated through HMIS and Qlik with decisions being made by committee member consensus.

The Prioritization (Triage) list is populated by CHF’s data visualization platform (Qlik Sense) based on the following initial data points:

- Active Entry to CAA and housing check-in within the past 30 days or,
- Active Entry to CAA and exiting a system in the next 2 weeks or,

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- Active Entry to CAA, pregnant and in the third trimester and,
- Those who are couch surfing, sleeping unsheltered, in emergency shelter, or provisionally accommodated with an associated discharge date

Placement

Referrals are split 50/50 between the transfer and triage list, with triage taking priority for odd number of spaces available. This is done by the available spots per program type, not per agency and program. To identify and refer families to the most suitable housing or support services, the Placement process leverages data points from several sources including:

- Needs and Services Questionnaire (NSQ)
- Program Transfer Application
- History of housing and homelessness
- Bio-psycho-social vulnerabilities
- Suggested program type
- Engagement (housing check-ins, collateral at the table)

Other data points may be used when two or more families meet the above criteria for a specific program that has limited space available and can include:

- Qualitative data that is presented as collateral during placement committee meeting or captured in the placement committee notes and housing plan.
- Families exiting primary systems.
- Length of time on the list
- Last check in date
- Overall score on the NSQ
- Availability of contact information

Families who do not meet the above criteria will remain on the Coordinated Entry list, which exists to continue data collection to understand and monitor potential gaps in service delivery or placement committee processes, ensure that families who are connected and engaged towards housing are discussed at placement committee, and to minimize the number of referrals that are cancelled due to no contact. Families on the Coordinated Entry list may still be discussed during triage.

Note: For families whose children are temporarily in the care of Children's Services (CS), collateral from their specified CS worker is preferred, and should be completed by the Housing Strategist with the NSQ. Based on the information gathered on reunification timeline, requirements, and/or plan, a referral may or may not be prioritized, at the committee's discretion. The committee may also request that the individual/couple be assessed for potential placement at Adult or Youth Placement Committee (dependent upon age) with the option to transition to a family program should reunification become imminent.

Individuals/families with completed NSQs or program transfer applications are maintained in CHF's Homeless Management Information System (HMIS) system. The triage list, as described above, will be utilized at Family Placement Committee to review for the purpose of making referrals to housing programs. Referrals made at FPC will be communicated to the receiving agency/program by the of day.

Exceptions

While the primary focus of this committee will be prioritizing chronicity, vulnerability and engagement, a variety of factors are considered when identifying placement/program match. While the ToR acts as a guide for triage priorities, there may be times when FPC agrees to a placement that falls outside the terms described above by achieving group consensus. Examples of exceptions include, but are not limited to:

- When the information is incorrectly or erroneously captured on the participant file
- When the current circumstance of the family is prioritized over generalized, quantitative data points (i.e., tri-morbidity, score, self-reported chronicity, check-in dates, etc.) and data/collateral exists to support the referral as outlined above (i.e., shelter stays, case notes, housing plan, etc.)
- When participant circumstances have changed markedly since completion of assessment, resulting in factors that make them more vulnerable.
- When a referral was cancelled for “no contact” but collateral or connection exist and were not previously leveraged or identified
- When a referral has been cancelled for reason of “not eligible” due to programmatic policies and at no fault of the participant
- When a family has re-accessed the Coordinated System through an updated Assessment and Entry to CAA and has previously left a CHF funded Housing First program and are wishing to re-access that specific program.

All exceptions are discussed with the members of placement committee and agreed upon through a process of consensus. Exceptions are considered alongside individuals who do fit the current ToR priorities, with members considering the principals of Trauma-Informed Care, participant’s level of risk, length of stay, and other contributing bio-psycho-social factors.

Appendix C – Youth Placement Committee

Meetings

The YPC will meet:	
Date:	Tuesday
Time:	11:00 a.m. – 12:00 p.m.
Location:	Virtual

Note: Communication for meetings will be via email. If a new staff would like to be added to the email distribution list, please email Calgary Homeless Foundation at: CAA@calgaryhomeless.com

Meeting Agenda

Agenda Item	
i.	Land Acknowledgement and Introductions
ii.	Agency updates
iii.	Review of any referrals returned for “No Contact” or “Not Eligible”
iv.	Celebrating Success – during this time, updates will be provided for youth that have successfully intakes to programs.
v.	Transfers & Placements – NSQs reviewed and through collaboration and available program space matches will be made by the group with a 50/50 priority going to transfers that are on the list.
vi.	Potential Case Conferences.
vii.	Other agenda items as required
viii.	Committee meeting end

Meeting Cancellation

In the case that there are no program spaces reported for the upcoming placement committee, the placement committee chair will email the committee to ask if they still desire to meet and discuss any other agenda items or topics. If this is not of interest, or there are no responses, the chair will cancel the meeting. Every effort will be made to ensure placement committee happens on a weekly basis. Co-Chairs can make prioritization and referral decisions in the absence of any or all committee members in the event of an emergency or unprecedented events.

Meeting cancellations will be communicated via email to committee members no less than two hours prior to the meeting start time. Changes to regularly scheduled meeting times/days will be communicated no less than 48 hours prior to the regular meeting start time.

Process: Prioritization & Placement

The prioritization process is facilitated through HMIS and Qlik with decision being made by committee member consensus.

The Prioritization (Triage) list is populated by CHF’s data visualization platform (Qlik Sense) based on the following initial data points:

- Active Entry to CAA and housing check-in within the past 30 days, or
- Active Entry to CAA and exiting a system in the next 2 weeks, or
- Active entry to CAA, pregnant and in the third trimester, and
- Those who are couch surfing, sleeping unsheltered, in emergency shelter, or provisionally accommodated with an associated discharge date

Placement

Referrals are split 50/50 between the transfer and triage list, with triage taking priority for odd number of spaces available. This is done by the available spots per program type, not per agency and program. To identify and refer youth to the most suitable housing or support services, the Placement process leverages data points from several sources including:

- Needs and Services Questionnaire (NSQ)
- Program Transfer Application
- History of housing and homelessness
- Bio-psycho-social vulnerabilities
- Suggested program type.
- Engagement (housing check-ins, collateral at the table)

Other data points may be used when two or more youth meet the above criteria for a specific program that has limited space available and can include:

- Qualitative data that is presented as collateral during placement committee meeting or captured in the placement committee notes and housing plan
- Youth exiting primary systems.
- Length of time on the list
- Last check in date
- Overall score on the NSQ
- Availability of contact information

Youth who do not meet the above criteria will remain on the Coordinated Entry list, which exists to continue data collection to understand and monitor potential gaps in service delivery or placement committee processes, ensure that families who are connected and engaged towards housing are discussed at placement committee, and to minimize the number of referrals that are cancelled due to no contact. Youth on the Coordinated Entry list may still be discussed during triage.

Exceptions

Referrals may occur during placement committee that might not strictly follow all the above criteria. While this ToR document acts as a guide for triage priorities, the committee may agree to a placement that falls outside the ToR. Examples of exceptions include, but are not limited to:

- When the information is incorrectly or erroneously captured on the participant file
- When the current circumstance of the individual is prioritized over generalized, quantitative data points (i.e., tri-morbidity, score, self-reported chronicity, check-in dates, etc.) and data/collateral exists to support the referral as outlined above (i.e., shelter stays, case notes, housing plan, etc.)
- When participant circumstances have changed markedly since completion of assessment, resulting in factors that make them more vulnerable.

- When a referral was cancelled for “no contact” but collateral or connection exist and were not previously leveraged or identified
- When a referral has been cancelled for reason of “not eligible” due to programmatic policies and at no fault of the participant
- When a person has re-accessed the Coordinated System through an updated Assessment and Entry to CAA, and has previously left a CHF funded Housing First program and are wishing to re-access that specific program

All exceptions are discussed with the members of placement committee and agreed upon through a process of consensus. Exceptions are considered alongside individuals who do fit the current ToR priorities, with members considering the principals of Trauma-Informed Care, participant’s level of risk, length of stay, and other contributing bio-psycho-social factors.

Appendix D

Case Conferences

On occasion, a decision to refer an individual or family to a program may not be made during placement committee due to the level of complexities that youth, individuals, or families may be facing to exit homelessness or due to their previous history of housing within the receiving program. Alternatively, a program type may not currently exist or there may be external barriers out of the control of Calgary Homeless Foundation and agencies that are working to house participants (i.e., bans from specific buildings by landlords, bans from agencies, etc.).

In these cases, placement committee, housing programs and/or housing strategists may request a case conference be held. The purpose of the case conference is to generate ideas and potential housing plans for individuals or families who require housing and support to exit homelessness. Attendees of case conferences might include, but are not limited to, current community supports, housing programs who have supported the individual or family in the past, potential housing programs that could receive a referral and other natural supports who are part of the individual's or family's continuum of care.

Process

Case conferences can be initiated as a result of conversation at placement committee when a program match cannot be made or is unclear given a person's history within the Coordinated Entry suite of services. Alternatively, a housing strategist may email CAA@calgaryhomeless.com to request a case conference for an individual or family with many complexities and barriers to exiting homelessness and when a program type match is not clear. Case conferences are not intended to be used for advocacy when a program match can be made, but occupancy, housing stock, and length of stay are the main concerns. Once received, the request is reviewed to ensure that it meets the requirements for a case conference. The decision to hold a case conference will be collaborative between the requestor(s) and CHF system planners. If the request is reviewed and determined that a housing program option exists a case conference will not be scheduled. A system planner will connect with the requestor to inform them of options available as next steps for the individual or family.

Once the request is reviewed, CHF will coordinate a case conference among identified supports and potential service providers. The housing strategist and/or program support person who is connected with the individual or family is required to ensure that a Case Conference Release of Information (ROI) is signed and uploaded to the HMIS file. As per FOIP, individuals or families must give consent for the case conference to occur. If consent cannot be obtained or is not given, the case conference will not occur.

The Case Conference ROI can be accessed at HMIS Knowledge Base:

<https://calgaryhomeless.freshdesk.com/support/home>

Case conferences will be co-chaired by CHF system planners as facilitators and note takers. Case conference notes will be added to case notes with the relevant information and plan for the individual or family. Case conferences do not result in immediate housing and suggested outcome plans from case conferences will be presented to the relevant placement committee for approval or dissent.

Appendix E

Acronyms & Glossary

APC	Adult Placement Committee
CAA	Coordinated Access and Assessment
CHF	Calgary Homeless Foundation
CID	Client Identification Number (HMIS)
CS	Children's Services
FPC	Family Placement Committee
HMIS	Homeless Management Information System
HSSC	Homeless Serving System of Care
MOU	Memorandum of Understanding
NSQ	Needs and Services Questionnaire
PGO	Permanent Guardianship Order
SORCe	Safer Communities Opportunity and Resource Centre
TGO	Temporary Guardianship Order
ToR	Terms of Reference
YPC	Youth Placement Committee

Glossary

Advocacy	The process of speaking specifically in favour of an individual, youth, or family connected to the worker as a means by which to argue for support of a placement that falls outside of terms of reference
Case Conference	A stand-alone meeting convening service providers and support workers to determine what could be an appropriate housing plan for an individual, youth, or family where history within housing programs or other barriers exist to creating a placement
Chronicity	The length of time that an individual or family has experienced unstable housing and/or homelessness
Collateral	Additional information provided by housing strategists to supplement information in HMIS either at placement committee meetings and/or through email to be used as part of the decision making-making process at placement committee
Coordinated Entry List	The list of individuals or families with an active entry to the CAA program in HMIS.
Dependent Children	Individuals under the age of 18 or over 18 if they depend substantially on the financial support of the caregiver and/or are unable to support themselves financially due to a physical or mental health condition
Engagement	Interactions between individuals or families at-risk of or experiencing homelessness and housing strategists captured by providing a "check-in" on HMIS.
Priority List	The list of individuals, youth, or families who have had canceled referrals due to no fault of their own and that the placement committee agrees to prioritize for future placement

Program Match	When a referral is made and results in the program and the participant agreeing to work together towards housing with the designated supports offered by the program
Provisionally Accommodated	Individuals or families who are institutional care and do not have arrangements for a place to stay upon release from institutional care. Institutional care includes: correctional facilities, medical/mental health institutions, residential treatment programs or withdrawal management centres, and children's institutions/group homes ³ .
Qlik Sense	A web-based data visualization and business intelligence tool which the data team at CHF utilizes to create interactive dashboards. The platform draws information from the HMIS to populate the Coordinated Entry list and triage lists
Referral	The process by which housing programs receive information about an individual or family needing supports and services to end their homelessness.
ServicePoint	Calgary's Homelessness Management Information System (HMIS) that maintains the electronic files of people requiring services and the platform that hosts the "CAA Program"
System Exit	An individual or family current residing within a public system that has an associated date of exit
Triage	The process of reviewing the list of people currently in need of housing and supports and determining best program placement while considering additional vulnerabilities, as outlined in the Terms of Reference
Triage List	A sub-list of the Coordinated Entry list that includes individuals or families based on the priorities outlined in the appendix of this document for each committee
Vulnerability	Information about an individual, youth, or family circumstance that indicates increased risk while experiencing homelessness
Warm Transfer	A program requesting a transfer will provide continued support to the participant until the new program has fully accepted the participant into the program and has actively began working with them (a warm transfer can take up to 3 months as outlined in the Case Management Standards)

³ Reference: Canadian Definition of Homelessness, Canadian Observatory on Homelessness.
<https://www.homelesshub.ca/sites/default/files/COHhomelessdefinition.pdf>

Appendix F

Grievances & Appeals

Grievance Processes for Participants Presenting at SORCe			
Type	Examples	Subcategory	Process to Follow
CAA General	<ul style="list-style-type: none"> Participant thinks their confidentiality has been breached at placement. Participant wants to withdraw from CAA but is informed that their electronic record will continue to exist (locked). Participant is frustrated they have not been placed yet. Participant thinks a decision was made that did not comply with CAA Policies or Standard Operating Procedures. Participant feels that their assessment is not reflective of their situation. 	<ul style="list-style-type: none"> CAA Processes and Protocols at SORCe 	<ul style="list-style-type: none"> CAA staff at SORCe will follow Distress Centre protocols for addressing participant grievances. If participant still unsatisfied with grievance procedure, can pursue grievance with CHF per the grievance process for CHF participants with grievance against CHF funded agency that has not been resolved at the agency level.
		<ul style="list-style-type: none"> CAA Processes and Protocols at Another Agency 	<ul style="list-style-type: none"> CAA staff at SORCe will document the details of the grievance and work collaboratively with CHF to determine next steps. If necessary, CHF will engage the agency to enact their grievance process and correct gaps in process.
		<ul style="list-style-type: none"> Placement Committee or HMIS 	<ul style="list-style-type: none"> CAA staff will document the details of the grievance and work collaboratively with CHF to determine next steps. CAA staff will communicate the outcome to the participant. If participant still unsatisfied with grievance procedure, can pursue grievance with CHF per the grievance process for CHF participants with grievance against CHF funded agency that has not been resolved at the agency level.
Housing Strategist	<ul style="list-style-type: none"> Participant feels they were not treated fairly by the Housing Strategist 	<ul style="list-style-type: none"> CAA Housing Strategist at SORCe 	<ul style="list-style-type: none"> CAA staff at SORCe will follow Distress Centre protocols for addressing participant grievances. If participant still unsatisfied with grievance procedure, can pursue

			grievance with CHF per the grievance process for CHF participants with grievance against CHF funded agency that has not been resolved at the agency level.
		<ul style="list-style-type: none"> CAA Housing Strategist at Another Agency 	<ul style="list-style-type: none"> CAA staff will document the details of the grievance and work collaboratively with CHF to determine next steps. CAA staff will communicate the outcome to the participant. If participant still unsatisfied with grievance procedure, can pursue grievance with CHF per the grievance process for CHF participants with grievance against CHF funded agency that has not been resolved at the agency level.

Appendix G

Summary of Changes to Terms of Reference

Terms of Reference – Main Document

- Unified document to ensure standardization in process between Adult, Family, and Youth Placement Committees

Process

- Update to process language and goals to clearly state the purpose of coordinated entry and the role that placement committees play within those goals.

Operating Principles

- Minor update to the “Operating Principles” to ensure that the placement committee process incorporates practices of trauma-informed care, strengths-based principals.

Participation

- Further defined “Participation” in Coordinated Entry based on position within system and how that informs placement committee processes and further defines responsibility of each partner within the system-of-care.

Term

- Outlines an Effective Term of 2 years to allow for data collection, analysis, and future recommendations for Coordinated Entry

Definitions

- Added Definitions, Acronym guide, and Glossary.

Confidentiality

- Re-outlining confidentiality requirements and expectations

Membership process, requests, and accountabilities

- Outline membership process, requests for membership, decision-making framework for addition new members, and accountabilities of membership at placement committee meetings

Roles & Responsibilities

- Clarification on explicit Roles and Responsibilities of Placement Committee members

Non-CHF Funded Programs

- Process for Non-CHF Funded programs to take referrals from placement committee added.

Communication Expectations and Referral Update requirements

- **Effective April 1st, 2023** - Communication Expectations and Referral Updates to be submitted by **4 p.m. every Friday for all programs** receiving referrals via placement committee.
- Referral Update Language updated to clarify referral outcomes and how they should be reported back to CHF.

Appendix A – Adult Placement Committee

- As of May 1st, 2023 - **CHANGE** to placement committee day and time. Adult Placement Committee will now occur every **Wednesday** from **9 a.m. to 11 a.m.**
- Update to agenda to include formalized process for each placement committee.
- Re-introduction of “Celebrating Success” and consideration for transfers and triage to be split 50/50
- Update to process for meeting cancellation.
- Outlines the inclusion of Engagement factors, Primary System Exits, and Pregnant & in the 3rd trimester.
- Removed any inclusion factors based on the NSQ score or responses including score or tri-morbidity.
- Inclusion of qualitative data sources and collateral information provided by housing strategists and facilitated by placement committee co-chairs.
- Outline of exceptions to Terms of Reference and inclusion of examples of exceptions

Appendix B – Family Placement Committee

- Update to agenda to include formalized process for each placement committee.
- Re-introduction of “Celebrating Success” and consideration for transfers and triage to be split 50/50
- Update to process for meeting cancellation.
- Outlines the inclusion of Engagement factors, Primary System Exits, and Pregnant & in the 3rd trimester.
- Removed any inclusion factors based on the NSQ score or responses including score or tri-morbidity.
- Updated requirement for completion of collateral with Children’s Services where dependents are not currently in the care of the head of household.
- Inclusion of qualitative data sources and collateral information provided by housing strategists and facilitated by placement committee co-chairs.
- Outline of exceptions to Terms of Reference and inclusion of examples of exceptions

Appendix C – Youth Placement Committee

- As of May 1st, 2023 - **CHANGE** to placement committee day and time. Adult Placement Committee will now occur every **Tuesday** from **11 a.m. to 12 p.m.**
- Update to agenda to include formalized process for each placement committee.
- Re-introduction of “Celebrating Success” and consideration for transfers and triage to be split 50/50
- Update to process for meeting cancellation.
- Outlines the inclusion of Engagement factors, Primary System Exits, and Pregnant & in the 3rd trimester.
- Removed any inclusion factors based on the NSQ score or responses including score or tri-morbidity.
- Inclusion of qualitative data sources and collateral information provided by housing strategists and facilitated by placement committee co-chairs.
- Outline of exceptions to Terms of Reference and inclusion of examples of exceptions

Appendix D – Case Conferences (**New**)

- Outlines what a case conference is, the process for requesting a case conference, and the follow-up that occurs post-case conference.

Appendix E – Acronyms & Glossary (**New**)

- Provided to ensure clarity in common language and acronyms used within the document and/or during placement committee.

Appendix F – Grievances & Appeals

- Re-added to the Terms of Reference document for clarity and transparency.

Appendix G – Summary of Changes to Terms of Reference (**New**)

- This document