The Salvation Army hARBOUR lIGHT eMERGENCY sHELTER pROGRAM pLAN

**Program Description**

The Harbour Light Shelter Department is guided by the example of Jesus Christ, the Seven Operational Values of the Salvation Army in Canada, and our mission and vision statements. Its programs are informed by the Operating Principles for The Salvation Army Emergency Shelters in Canada, the Harbour Light Strategic Plan, and by BC Housing performance expectations. Harbour Light Shelters provide both practical and hollistic supports for clients as they build capacity to secure and maintain permanent housing and work closely with other Harbour Light departments and community partners to provide a continuum of care. The staff and management of this program prioritize providing excellent client service and hospitality to our guests.

**Shelter Mission**

The mission of our Emergency Shelter program is to provide emergency shelter in a loving, respectful and dignified manner. It is our goal to provide a safe place of refuge and to make referrals to Harbour Light programs and other community services that will meet our clients’ needs and improve their quality of life. We offer support, trust, encouragement and hope.

**Shelter Vision**

Safe affordable housing is available to all residents of Vancouver’s Downtown Eastside together with the supports necessary to maintain healthy lifestyles.

**Contractual Agreements**

Harbour Light’s Shelter Department has funding contracts with BC Housing for all of our shelters. Please see attachments for:

*Annual Contracts*

* Beacon
* Haven
* Crosswalk

*Seasonal Contracts*

* Anchor
* Sutherland
* Emergency Weather Response

**Shelter Goals and Objectives**

The Salvation Army Harbour Light’s goal is to provide safe and accessible emergency shelter services for homeless individuals in a welcoming, secure environment promoting client engagement and fostering independence and harmony. These are achieved through:

* Coordinating service links and referrals to health professionals and other agencies providing support services.
* Facilitating movement of homeless men through the housing continuum.
* Ensuring a high quality of client service is achieved and that services are accountable, effective and responsive to client needs.
* Supporting communication, partnerships and innovative initiatives with other providers to improve available services and help remedy homelessness.
* Maintaining accreditation by The Salvation Army Social Services Department’s accreditation process and external audits by partner funding agencies- BC Housing and Service Canada.

**Community survey**

Please see attachments for:

* DTES Social Impact Assessment
* Homeless Count 2016
* DTES Second Generation Strategy Vancouver Coastal Health

**Description of Target Population**

Homeless adult individuals, predominately male, who as a result of complex social, economic and health challenges experience chronic and episodic homelessness.

**Shelter Department Organzational Chart**

Please see attachment for complete Harbour Light organizational chart.

**Admission Criteria**

All shelters welcome all adult individuals (of appropriate gender identity) who are homeless or at-risk of homelessness unless they pose a serious risk of harm to shelter staff, other clients or themselves, or, have received an interupption of service for previous concerning behaviour. Services will be accessible to clients regardless of race, religion, culture, sexual orientation, state of personal hygiene, state of mental health, or- where reasonably accommodatable, level of physical ability. If a client requires specific or special needs that Harbour Light shelters are unable to provide, they will be referred to another agency as appropriate.

During times of extreme weather, the Shelter Department works closely with the City of Vancouver and BC Housing to provide added resposive emergency shelter space.

**Policy Reference:**

* ES-02 & ES-03 Admission Procedures
* ES-06 Barred List
* ES-45 Transgender Individuals
* ES-50 Inappropriate Behaviour
* Operating Principles for The Salvation Army Shelters in Canada- Principle 3

**Admission Procedures**

Client orientation begins on intake with Shelter Workers . Clients are informed of the purpose, scope and content of services upon intake. This includes a review of the Welcome Requests (House Rules), a review of Client Services Sheet, safety plan, and reference to the Client Handbook. Staff engage clients to ensure that they understand their rights and responsibilities, as well as our emergency plan. Referrals may be made to other agencies if more applicable to client needs.

Please see attachment for:

* House Rules and Services Sheet
* Charter of Client Rights and Responsibilities

**Policy Reference:**

* ES-02 & ES-03 Admission Procedures
* ES-07 Bed Bug Protocol
* ES-25 Intake Hours
* ES-27 Laundry
* ES-29 Mandatory Shower on Intake
* ES-41 Storage of Client’s Belongings
* ES-49 Charter of Client Rights & Responsibilities
* ES-59 Assessment, Case Planning and Follow-up

**Assessment Tools and Processes**

Client shelter stay histories are assessed upon intake by Shelter Workers reviewing HIFIS. Outreach Workers assess clients for basic needs and housing readiness, and Caseworkers complete formal vulnerability and goal assessments.

Please refer to tab #6- Assessment

* HIFIS
* Outreach Check-In
* Vulnerability Assessment Tool

**Discharge Procedures**

A Client is discharged when provision of service is terminated. All client discharges, whether voluntary or involuntary, shall be conducted in an orderly and respectful process. Our goal is that every departure is an organized departure.

Clients are automattically booked-in for a minimum of two weeks during which time they are invited to work with a Caseworker to develop a plan to reach their goals leading to permanent housing. Should they decline participation in caseplan development they will be provided at the end of their two weeks with the names and locations of alternate shelters by Shelter Workers or Outreach Workers.

Clients who work with a Caseworker and are actively engaged in the achievement of their goals and finding housing may have their shelter stay extended until such time as appropriate housing becomes available.

**Policy Reference:**

* ES-14 Discharge Procedures
* TSA Shelter Operating Principle #5

**Case Management Services**

Caseworkers invite clients to participate in developing plans to achieve their goals and to find permanent housing. Caseworkers meet weekly with clients to monitor clients’ progress toward achieving their self-identified goals, may also advocate on behalf of clients who are facing barriers, and offer referrals to both internal and external resources.

* Find housing
* Complete BC Housing applications
* Access detox, addictions treatment and recovery support
* Access physical and mental health supports
* Apply for Income Assistance
* Apply for Disability Benefits
* Search for employment and housing
* Schedule and attend appointments
* Acquire replacement identification
* Access legal support
* Connect with area resources

**Policy Reference:**

* Policy: ES-59

**Accompaniment and Follow-up**

Outreach Workers facilitate and supervise programs focussed on achievement social engagement and basic housing readiness. Outreach Workers offer to accompany clients to appointments and provide follow up supports after clients leave our shelter. Offers of accompaniment are informed by the Outreach Check-In Assessment, VAT, and weekly Case Conference.

**Policy Reference:**

* ES-72 Activities Away From Harbour Light
* TSA Shelter Operating Principle #4

**Client Rights to Service**

Clients’ rights to service are reviewed with clients upon intake and are posted prominently in all shelters.

Please see attachement:

**•** Charter of Client Rights and Responsibilities

**Policy Reference**:

* ES-12 Client Complaints
* ES-37 Safety
* ES-41 Storage of Client’s Belongings
* ES-49 Charter of Client Rights & Responsibilities
* ES-71 Access to Files

**Shelter Service Components**

*Anchor of Hope Shelter*

The Anchor of Hope Emergency Shelter was officially opened on January 19, 2004. This Cold & Wet Weather Shelter provides 40 emergency shelter mats for both men and women between November 1 and March 31. Hot meals are given out on intake, and coffee, muffins and a bagged lunch are available in the morning. The shelter has shower facilities and staff refer clients to other services provided by Harbour Light and other community agencies. Funding for the shelter is provided partly by BC Housing and partly by Harbour Light. The Anchor mat program was originally an 8 hour program, however, this past season it was expanded to a 12 hour program operating from 8pm to 8am. The Anchor offers clients referral services to Harbour Light and other programs.

*Anchor of Hope Drop-in Centre*

The Shelters department assumed full-time responsibility for the operations of the Anchor Drop-in since February 2010. It now operates Monday to Friday from 1:00 pm to 4:00 pm, with an average of 200 people visiting during each 3-hour daily opening. The Drop-In offers a safe, warm and welcoming environment and provides snacks and beverages, games, reading materials, television, and trained Outreach staff to support clients seeking help. The Anchor is frequently the first point of contact for clients to enter into other Harbour Light services and programs. Under the supervision of shelter staff, the Drop-in also provides opportunities for VWEP participants, client volunteers and external volunteers. The Drop-in facility is also used to host social initiatives, health programs, Shoe Renu and other community events.

The Drop-in Centre operates without a regular external funding source; however, Harbour Light seeks funding assistance through grants and other fundraising.

*Beacon*

The Beacon was opened as a Cold/Wet Weather Shelter on November 1, 2005, providing 60 emergency shelter mats for homeless men. As of April 1, 2007, it became a year-round shelter. In November 2008, operating out of a temporary premise while the shelter was being renovated, the Beacon transitioned to a 24 hour shelter. The facility and services provided now include full meals, showers, laundry, lockers, lounge area, case management, social programs, a computer lab and nurse’s clinic.

*Haven*

After renovations during the summer of 2008, the Haven transitioned to 24-hour operations on September 1, 2008. Services and facilities available to Haven clients are the same as the Beacon, including full meals, showers, laundry, lockers, two lounge areas, case management, social programs, computer lab and nurse’s clinic**.**

*Crosswalk*

The Crosswalk is a lower barrier social services ministry. It operates from 9:30 pm to 7:30 am and provides a last resort, year-round emergency overnight shelter for 32 men and 4 women for a total of 13,140 bed nights annually. Sandwiches are given out on intake. Coffee and muffins are available in the morning. The Crosswalk offers clients referral services to Harbour Light and other programs.

The current location of the Crosswalk at 136 East Cordova Street opened on September 17, 2012. The previous location of the Crosswalk at 108 West Hastings Street was geographically isolated from other Harbour Light services and the clients served at the Crosswalk tend to be more “street-entrenched” and a population considered being hard-to-house

*Sutherland*

The Sutherland opened as a Winter Repsonse Shelter in the winter of 2014/2015 operating on a 24-hour providing 30 beds to homeless. Services and facilities available at the Sutherland are the same as those provided at the Beacon and Haven, including full meals, showers, laundry, lockers, two lounge areas, case management, social programs, computer lab and nurse’s clinic.

*Extreme Weather Response*

During extreme weather conditions when an Emergency Weather Alert is called by civic authorities, there is standby capacity for up to 40 men and women to respond to the extreme conditions.

The criteria for the calling of an EWA include:

* Temperatures near freezing with rainfall that makes it difficult or impossible for those experiencing homelessness to remain dry; and/or
* Sleet/freezing rain; and/or
* Snow accumulation; and/or
* Sustained high winds; and/or
* Temperatures at or below -2 degrees Celcius; and/or
* Rainfall of at least 50mm in a 24 hour period

Expected Outcomes:

* Meet the immediate shelter, hygiene and nutritional needs of the homeless population.
* Provide clients with stable accommodation and appropriate supports upon discharge.
* Clients develop case plans and personal goals for housing, employment/income, health and well-being.
* Clients have access to full-range of referral services and resources.
* Achieve performance measures expected by BC Housing:
  + 75 % Occupancy rate
  + 50% - 69% Clients offered a Case Plan
  + 25% - 39% Agree to a Case Plan and Remain Housed after 6 month
  + 50% - 69 % Clients offered Referrals

**Emergency Shelter Staff**

* Emergency Shelters Manager - 1 FTE
* Shelters Administrator – 1 FTE
* Shelter Operations Manager – 1 FTE
* Shelter Worker 1 – 15.4 FTE
* Shelter Worker 2 – 3.8 FTE
* Shelters Coordinator – 2.8 FTE
* Front Desk Attendant – 1 FTE
* Shelter Programs Manager – 1 FTE
* Outreach Workers – 5 FTE
* Caseworker Coordinator –1 FTE
* Caseworkers – 4 FTE

For qualifications please refer to Section #3- Staffing

**Policy Reference:**

* HR-30- Professional Qualifications and Educational Currency

**Volunteer Opportunities**

Opportunities to volunteer with Harbour Light Shelters are available to both the community and clients.

After having been vetted by the Manager of Community Resources, community members may volunteer in the Anchor of Hope Drop-In Centre and in the shelters. In the Anchor volunteers assist daily with the set-up and with the preparation and serving of snacks and beverages. Community members also volunteer in the shelters during social events planned to foster connection and engagement between clients and the community.

Clients may participate in the Volunteer Work Experience Program whereby they may earn gift-cards by serving as shelter lounge monitors, assisting in the drop-in centre, or during special events such as the Shoe Renu shoe give-away to the community.

**Partner Agencies**

The following agencies work closely with shelter program staff to meet client needs:

**•** St. John’s Ambulance - Dog Therapy

• Greater Vancouver Family Services- Money Skills

• Vancouver Coastal Health- Health Clinic

• DTES Kitchen Tables -Food Jeopardy

• Disability Alliance of BC- Disability Access Program

• Vancouver Infectious Diseases Centre- Infectious Diseases Testing

• Acupuncture Clinic (Volunteer Doctor)

• BC Association of Podiatrists- Podiatry Clinic

• The Bloom Group- Financial Management Assistance

• Homestart Foundation- Furniture Procurement

• The Salvation Army Thrift Stores -Clothing

* Vancouver Coastal Health- In house health clinic

• Lu’ma Native Housing Society- Community Voicemail

**Shelter Budget**

The Shelters are funded primarlily by BC housing.

Please see attachment:

* Shelter Program Budgets 2016-2017

**Shelter Evaluation**

Evaluations of shelter services and programs or informed by program specific client surveys, by our Guest Feedback Forms submitted to our Shelter Guest Feedback box , and by an on-line survey tool (Survey Monkey) which clients are encouraged to complete in our Learning Centre. A formal Harbour Light Program Evaluation process has been created and will be implemented.

**Shelter Department Goals**

**Goal 1:**

**Expand our network of relationships with health care providers and better assist our clients with connecting to appropriate health care services- by April 2017 (person responsible: Kevin Hawken)**

***Objective 1: Identify trends for accessing the Vancouver Coastal Health Clinic over the last six months by December 2016.***

*Tasks:*

1. *Review in-house clinic notes from the last six months.*
2. *Tally number of visits per specific reason for accessing the clinic (eg. Mental Health Assessment, Connection to primary care, application assistance).*

***Objective 2: Research and identify additional service providers within local area that are capable of meeting those identified needs by February 2017.***

*Tasks:*

1. *Identify parameters of local area within which staff could reasonably accompany clients.*
2. *Identify service providers of the five most common reasons for accessing the in-house clinic.*
3. *Present findings and outcomes to staff.*

***Objective 3: Build relationships with identified organizations by March 2017***

*Tasks:*

*1. Meet with these potential partners and learn their referral processes.*

*2.      Introduce referral process to staff*

*3. Evaluate program within 1 year to ensure it meets expected outcomes*

**Goal 2:**

**Develop and formalize the process of communication and tracking the interdepartmental movement of clients by February 2016. (person responsible: Kevin Hawken)**

***Objective 1: Create Interdepartmental team by December 2016***

*Tasks:*

*1. Meet with key stakeholders*

*2.      Identify team members from each department.*

*3. Establish schedule for regular meetings.*

***Objective 2: Develop a standard process for documenting, referring and tracking client movement between departments by January 2017.***

*Tasks:*

1. *Gather feedback from all stakeholders to create accurate and sustainable process.*
2. *Formalize process.*
3. *Introduce process to staff.*

**Goal 3:**

**Support homeless individuals with finding and maintaining permanent housing by March 2017.**

**(person responsible: Kevin Hawken)**

***Objective 1: Reinforce relationships with housing providers by December 2016.***

*Tasks:*

1. *Develop schedule of contact with housing providers.*
2. *Formalize process for contacting housing providers by November 1st 2016.*
3. *Assign staff to maintain and evaluate information.*

***Objective 2: Formalize process for staff housing follow-ups including outside agency support by January 2017.***

*Tasks:*

1. *Formalize process for follow-up with providers.*
2. *Meet with staff responsible to train on new process.*
3. *Evaluate program and make changes if needed by June 2017.*

***Objective 3: Research and identify housing supports outside of local area by February 1st 2017.***

*Tasks:*

1. *Contact other Ministry Units and Partner agencies in Metro Vancouver.*
2. *Create partnerships that would support clients.*
3. *Develop process to determine success of outside agency support in housing outcomes.*

**Please see tab #10 for further information.**