

**The Salvation Army’s**

**Communal Living Handbook**

# Emergency Shelter

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Welcome to The Salvation Army [MU Name]. It is our privilege to support you at this difficult time. We hope your stay with us is safe and dignified, and that your time here helps you put together the next steps on your journey.

## Our Operating Principles & Values



## Your Rights & Responsibilities

A community living environment like this one depends on our mutual respect for individual rights and responsibilities.

|  |  |
| --- | --- |
| Client Rights | Client Responsibilities |
| You have the right to feel both physically and culturally safe here. | You have the responsibility to act in a way that does not cause or threaten physical or emotional harm to others. |
| You can expect consideration and respect for your feelings and needs. | You have the responsibility to respect the rights and of others staying here too. |
| You have the right to request and receive information about Spiritual & Religious Care in the tradition of your choosing. | You have the responsibility to access Spiritual & Religious Care services, as desired. |
| You can expect a safe living environment. | You have a responsibility not to use or sell drugs or alcohol on this premise. |
| You have the right to make your own choices about housing, support and goals. | You have a responsibility to actively participate in the search for long-term housing and/or achieving personal stabilization goals while you’re here. |
| You have the right to expect fair and consistent service from our staff, regardless of race, status, gender, sexual orientation, age, religion, or beliefs. | You have a responsibility to address any questions or concerns about discrimination directly with staff or management. |
| You have the right to clean surroundings, sleeping and bathing facilities. | You have the responsibility not to damage the property of others or The Salvation Army, to assist in the upkeep of common areas and to keep your room/designated area in good condition. |
| You have the right to receive an explanation for service discontinuation or denial. | You have the responsibility to adhere to the community living standards in this handbook. |
| You have the right to give feedback on programs and services, and to access a complaint, grievance and appeal process. | You have the responsibility to use opportunities for client feedback and the appropriate complaint, grievance and appeal process, as needed.  |
| You have the right to have personal information to be treated confidentially.  | You have the responsibility to give or refuse consent for your personal information to be shared with other service-providers, on a case-by-case basis. |
| You can expect that all community living standards in this handbook are clear. | You have the responsibility to ask questions if you don’t understand them. |

## Our Staff

There are many people here to support you.

[MU’s to complete, perhaps include staff pictures? Or at least short introductions to their role in the shelter, Include the following and/or whatever else applies]

#### Executive Director

#### Program Manager/Other Members of the Management Team

#### Chaplain/Director of Spiritual & Religious Care

#### Case Workers

#### Volunteer Coordinator

#### Outreach Workers

#### Residential Care Workers/Front Desk Staff

#### Maintenance/Housekeeping Staff

[Could finish each introduction with “Ask to/Come see me about: \_\_\_\_, \_\_\_\_\_\_, \_\_\_\_\_\_” E.g. Program Manager…Come see me if you have questions about the complaint procedure and appeal process”]

## Key Times & Days

[MU’s to complete, depending on their daily schedule. Include the following and/or whatever else applies. We expect that there will be 24-hour access to client rooms/apartments in Emergency Shelter. Depending on the Kitchen Facilities provided, Emergency Shelter clients may or may not access community meals elsewhere in the MU]

#### Breakfast

#### Lunch

#### Supper

#### Snacks

#### Quiet Hours

#### Regular Housekeeping Times

#### Laundry Times

#### Case Worker Hours

#### Dorm Closure

The Shelter Dorms/Rooms will be closed daily for cleaning between \_:00 and \_:00. During that time you are permitted to use the [designated space] instead.

## Emergency Shelter Programs & Supports

Emergency Shelters are temporary accommodations, offered as part of crisis response system for people experiencing homelessness. They serve basic, essential human needs (e.g. food, bed, hygiene, safety) but also assist clients to find housing, connect to external agencies, and to access community-based resources for ongoing support.

[MU’s to describe their Programs and Supports here. Must include at least the following components. Sample descriptions of expected components are also included.]

### Your Assigned Case Workers

Each client will be assigned a case worker who will support them in planning for and achieving their personal stabilization goals during their 12-month stay in Emergency Shelter. Assigned case workers will try to build trust and rapport with clients, progressively engaging them in participatory case work over the length of stay.

### Housing/Goal Planning

Within the first week of moving into an Emergency Shelter unit, clients and their assigned case workers will meet to begin identifying their housing goals and options. This process will be person-centered, flexible, and housing-focused. [MU] staff members recognize that it’s important for clients to have choice and control over their housing options.

### Monthly Progress Tracking

Progress toward achieving and/or adjusting housing goals will be kept on track by clients and case workers revisiting the goal planning document together at least monthly.

### Individualized Supports

As determined by their housing plan, clients and their case workers may work one-on-one to address the most substantial barriers to housing, e.g. securing ID, source of income, accessing primary health care, etc.

### Housing Coordinator/Resources

While the assigned worker will be the client’s primary point of contact, together the case worker and client may also access the support of a Housing Coordinator or Resource Worker (either on-staff at The Salvation Army or via community partnership), someone who specializing in securing various housing options in the community.

### Spiritual & Religious Care

At any time during their stay, clients may access the support of the Chaplain/Spiritual & Religious Care provider. Spiritual & Religious Care may involve one-on-one support as part of a client’s personal stabilization plan, or include participation in various group events provided by the Spiritual & Religious Care staff/program.

### Support Groups/Day Programming

Various day programming and activities will be facilitated [perhaps bypartner agencies using program space]in the building. Activities may include classes or workshops related to health and wellbeing, employment readiness, spiritual services for all cultures and religions, and other relevant programming aimed at promoting community inclusion. MU’s to list the programs they provide.]

### Other Community Resources/Referrals

As per the particular needs of the client, the case worker will also facilitate connections with community agencies and support services that may include, but are not limited to:

* Healthcare
* Mental health treatment services
* Educational and employment training services
* Addiction treatment and recovery
* Cultural connections and supports
* Community-based case worker
* Counselling
* Income support

## Health & Safety

Safety is very important to us, both for staff, clients and community members who may be visiting. In order to keep everyone safe in this communal living setting, we have set out the following health and safety standards:

### Health

The Salvation Army [MU] recognizes that physical, mental and emotional health needs vary from client to client.

If you have a **health condition** that needs managing, you are expected to take proactive steps to alert your case worker. Your case worker can then work with you to adjust your housing plan accordingly.

As the [MU] offers a sober living environment, **all prescription medication**, including medical marijuana, must be turned in [at the front desk or to the nurse] for safe storage. Clients can access their medication by [seeing who? where?] at [what times, daily?] Clients will be expected to sign, logging the medication they received each time.

You are encouraged to practice **good personal hygiene** while staying here (e.g. showering and wearing clean clothes regularly).

**Washing your hands** several times a day with soap and water, before eating, after using the washroom, completing chores, or after coughing or sneezing will help limit the spread of germs in this group-living environment. Hand sanitizer is available when soap and water are not convenient.

Please be sure to cover coughs or sneezes with a tissue or sleeve, and to **report any illness** to staff immediately.

### Safety

Only **authorized individuals** and/or clients are permitted in the Emergency Shelter facility.

**Visitors** are only permitted [MU policy on designated places and times].

**Doors** should not be propped open or unauthorized persons allowed to enter behind you when you’re coming and going.

Clients are asked to alert staff immediately if they have **any concerns about their safety** or the safety of others in the building.

**No weapons** of any kind are permitted on the premises.

**No cooking devices** other than those supplied by [MU] are permitted in your room/unit.

The Client agrees to practice basic **fire safety** precautions and abide by the [MU] Fire Safety Guidelines & Evacuation Plan.

[Sample Fire Safety Guidelines & Evacuation Plan:]

* When the alarm sounds, use nearest exit, leave building immediately and gather [at the muster point] with a staff member.
* Do not use the front door exit so that firefighters and EMS can have access to the building if necessary
* Read directions for exiting (on the wall in your room).
* Normal restrictions on some doors, staircases, fire escapes do not apply during a fire drill or emergency.
* Participation in fire drills and safety tours are mandatory.
* Doors should not be propped open or obstructed.
* Clients who have been listed as Endangered Persons at the Front Desk are to remain in their rooms until emergency services arrives.

## Facility

### Front Desk

The Front Desk is staffed 24/7. You can visit the Front Desk for the following services: [add all that apply]

* Picking up mail
* Paying fees
* Help if you’re locked out of your unit
* General Questions
* Making appointments with your caseworker/the nurse/other staff member

### Mail

[Note about how mail works at the centre]

### Laundry

While staying here, personal laundry will be your own responsibility. Washers and dryers are available [where?]. To use the laundry facilities you will need [coins/to purchase a smart card/to get tokens from the Front Desk]. Laundry detergent is provided. [As applicable, include explanation of how to load/re-load Are there refunds?]

### Housekeeping & Tidiness

You are responsible for tidiness in your personal area. Housekeeping staff will clean shelter areas daily.

### Bed Bug Protocol

[MU policy on manage bedbugs at check in. And what clients should do if they find bedbugs in their unit].

### Smoking

For safety and insurance reasons, smoking is not permitted in the building. It is against your occupancy agreement to be smoking anywhere other than the designated areas. [Where are the designated smoking areas at the centre? Are there specific times when these are not accessible? At such time, what are the alternatives?]

### Roommates, Room/Bed Transfers

[Note about how roommates are assigned. What to do if you have a problem with your roommate. And what is the process for requesting transfer to a different room/bed/floor?]

### Pets

[Include paragraph on MU Pet policy]

## Community Living Considerations

### Harm Reduction

The Salvation Army uses harm reduction principles to guide emergency shelter service delivery. These principles are as follows**:**

* Respect
* Understanding and Compassion
* Non-Judgment
* Practicality
* Opportunity

Wherever possible, no one is to be turned away from a Salvation Army shelter with no place to stay.

Salvation Army emergency shelters use behaviour-based criteria rather than abstinence-based criteria to determine whether you can access our shelter or not. This means that while you don’t have to be absolutely sober to stay here, you can only stay here as long as you are not posing a risk to yourself or others.

For instance, if you are acting aggressively, or threatening fellow clients or staff, you may be turned away or discharged. Or, if you are intoxicated to the point that you may be at risk of alcohol poisoning or a drug overdose, you will be transferred to emergency medical services rather than be admitted to shelter.

The use (and sale) of alcohol and drugs are not permitted on the premises; gambling and pornography are not permitted either.

### Noise

In order to maintain a community environment, it is necessary to set guidelines regarding acceptable noise. At all times, the general rule is that no individual or group should cause noise which interferes with another client’s right to reasonable enjoyment.

**Quiet Hours/Curfew** will be in effect from 11:00pm to 6:00am, daily.

## Community Living Standards Follow-Up

This section outlines behaviours which are considered inappropriate in Emergency Shelter and may result in follow-up by [MU] Staff. These Community Living Standardsare in place to ensure your safety and well-being, the safety and well-being of others staying and working here too. Our expectation is that you do not involve yourself in any activity which negatively affects yourself or others in the community. Any violation of the Community Living Standards will be followed up with according to the table below.

By admitting yourself to The Salvation Army [MU], you agree to abide by the expectations outlined in this Handbook. You can anticipate that your behavior while staying here will be handled according to the following guidelines.

The chart describes the Follow-Up process under usual circumstances. Each incident is unique though and will be evaluated independently. [MU] staff reserve the right to address issues not listed here and or to handle them differently, depending on the individual circumstances.

If you have questions about what is included in this section, consult your Case Worker or the Program Manager; they can interpret the standards and help you understand them.

 [MU to edit behaviours/infractions as needed. All infractions should be behavior-based and responses should be outlined on a sliding scale, depending on circumstances, seriousness, and recidivism.]

#### Follow-Up Table

|  |  |  |
| --- | --- | --- |
| Behaviour | Description | Response Range |
| **Alcohol & Drug Use** | Intoxicants, containers and/or paraphernalia found on premises | Meeting with Case WorkerMeeting with Program ManagerWritten warning |
| Client observed consuming intoxicants | Meeting with Case WorkerWritten warningOn noticeDischarged |
| Client observed buying/selling intoxicants | On noticeDischarged |
| Over intoxication or over dose | Emergency Services calledMeeting with CaseworkerWritten warning |
| Causing a disturbance, behaving aggressively toward staff and/other clients due to the influence of intoxicants | Meeting with Case WorkerWritten warningDischarged |
| **Compromising the Safety of Others** | Utilizing discriminatory (e.g. racist, sexist, homophobic) or threatening language either verbally, electronically, or in writing towards other clients or staff members. | Meeting with Case WorkerWritten warningOn notice |
| Engaging in physical behavior that is threatening to others (e.g. harassment, sexual harassment/assault, other violent behavior). | Meeting with Case WorkerOn noticeDischarged |
| **Damage to Property** | Intentional damage to program property (e.g. furniture/appliances, walls). | Meeting with Case WorkerMeeting with Program Manager Written warning |
| Intentional damage to other clients’ personal property. | Meeting with Case WorkerWritten warningOn notice |
| **Dangerous Activity** | Any activities that are criminal/illegal. | On noticeDischarged |
| **Flames** | Open flames (e.g. candles, incense) in common areas inside and outside the building (e.g. garden). | Meeting with Case WorkerMeeting with Program Manager Written warning |
| Open flames are used to cause harm to others and/or damage property (e.g. burn another client or building property). | On noticeDischarged |
| **Making Noise** | Failure to abide by designated quiet hours (e.g. playing music). | Meeting with Case WorkerWritten warning |
| Making excessive and disturbing noise on a regular/constant basis. | Meeting with Program ManagerWritten warningOn notice |
| **Other inappropriate behaviour** | Any intentional or careless behaviour(s) that poses a threat to the well-being, security, and/or safety of any individual in the building (e.g. staff, clients, guests) (e.g. opening door to unfamiliar individuals, lacking respect for staff and clients’ personal boundaries such as hugging, touching). | Meeting with Case WorkerMeeting with Program ManagerWritten warningOn notice |
| **Poor Care of Pets** | Authorized pets are not groomed and/or defecate/urinate inside the building and client fails to immediately clean. | Meeting with Case WorkerMeeting with Program ManagerWritten warning |
| Authorized pets are left unattended and enter unauthorized spaces (e.g. other clients’ units). | Meeting with Case WorkerWritten warningOn notice |
| **Accessing Prohibited Areas** | Accessing unauthorized, staff-only areas (e.g. roof, area behind reception desk, staff lounge, storage areas, etc.). | Meeting with Case WorkerWritten warning On notice |
| Accessing other clients’ unit(s) without consent or authorization from the occupant(s). | Meeting with Program ManagerOn noticeDischarged |
| **Removal of Salvation Army Property** | Removing furniture or other property belonging to The Salvation Army (e.g. common areas, kitchen) out of the building. | Meeting with Program ManagerOn noticeDischarged |
| **Smoking/Vaping** | Smoking in non-designated areas (e.g. inside), including use of pipes or other smoking/vaping devices. | Meeting with Case WorkerWritten warningOn notice |
| Impacting other clients’ safety and/or creating a fire hazard due to smoking practices (e.g. throwing out lit cigarettes)  | Meeting with Program ManagerWritten warningOn notice |
| **Tampering with Fire/Security/Fire Equipment** | Not evacuating building during an emergency (e.g. fire alarm) | Meeting with Case WorkerMeeting with Program ManagerWritten warning |
| Interfering with (e.g. covering, disconnecting), damaging, and/or improperly activating or utilizing security/fire equipment (e.g. activating fire alarm in non-emergency situations) | Meeting with Program ManagerOn noticeDischarged |
| **Theft** | Unauthorized possession (stealing) of property belonging to other clients and/or staff | Meeting with Case WorkerWritten warningOn notice |
| Selling or lending other clients/staff’s property without authorization | Written warningDischarged |
| **Throwing or Falling objects** | Throwing, expelling, knocking, or dropping items from elevated spaces (e.g. windows, balcony, staircase) or anywhere within building, with the intention of damaging property but without intention of harming others. | Meeting with Case Manager Meeting with Program ManagerOn notice |
| Throwing, expelling, knocking, or dropping items from elevated spaces (e.g. windows, balcony, staircase) or anywhere within building to intentionally harm others | On noticeDischarged |
| **Vandalism** | Encouraging or intentionally being present during vandalism (i.e. malicious destruction of property in/around the facility). | Meeting with Case WorkerMeeting with Program Manager Written warning |
| Committing malicious or careless destruction of property in/around the facility. | Meeting with Program ManagerOn noticeDischarged |
| **Violence/Physical Aggression** | Witnessing an act of violence, physical aggression and/or assault within the building and failing to report it.  | Meeting with Case WorkerMeeting with Program Manager  |
| Participation in any act(s) of violence, physical aggression, and/or assault on Salvation Army property.  | On noticeDischarged |
| **Weapons** | Weapons or other hazardous materials (e.g. firearm, knives) found on premises. | Meeting with Case WorkerOn noticeDischarged  |
| Weapons or other hazardous materials utilized in a non-threatening manner (e.g. possession, carrying around facility) | Meeting with Program ManagerOn noticeDischarged |
| Weapons or other hazardous materials utilized in a threatening or aggressive manner. | Discharged |

#### Range of Possible Responses/Follow-Up Options

|  |  |
| --- | --- |
| **Meeting with Case Worker** | The Client’s conduct has come to the attention of staff and/or others in the program. The behavior has been identified as inappropriate for the Emergency Shelter program’s community living setting. Clients will be required to meet with their Case Worker to discuss and address the incident/behavior, attempting to resolve any underlying issues. |
| **Meeting with Program Manager** | The Client’s conduct has come to the attention of staff and/or others in the program. The behavior has been identified as inappropriate for the Emergency Shelter program’s community living setting. Clients will be required to meet with the Program Manager to discuss and address the incident/behavior, attempting to resolve any underlying issues. |
| **Written Warning** | The Client’s conduct has come to the attention of staff and/or others in the program. This behavior has negatively impacted the community and/or the client themselves. The assignment of certain natural consequences is possible. |
| **On notice** | The Client continues to engage in conduct that is not fit for the Emergency Shelter Program and its community living setting. Client & Case Worker re-assess the suitability of the Emergency Shelter program to client needs, adjust supports/expectations to help client succeed.  |
| **Discharged** | The Client’s conduct has been identified as dangerous, illegal, or otherwise impacting severely the safety and/or stability of others in the Emergency Shelter community. Where appropriate, staff work to arrange an appropriate referral and set move-out date. |

## Feedback, Complaint & Appeal Processes

[MU to insert:

Client feedback paths/opportunities…

Avenues for filing a complaint…

Avenues for appealing a decision…]

## Local Resources

[MU to list local resources clients may want to access while staying here.

For example:

* Health Services
* Counselling Services
* Spiritual & Religious Care Services
* Legal Services
* Library
* Computer Access
* Community Centre
* Grocery Store
* Food bank
* Community Meals
* Drop-In’s
* Pharmacy
* Harm Reduction Supplies
* Tax Clinic