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| **Room to grow?** | **Getting there…** | **We’ve got this!** | **Above & Beyond** | **OP** |

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| We don’t offer much in the way of spiritual & religious care, but we connect people to the **local corps**. | We have a **chaplain** who offers chapel services and pastoral care. | | We have a chaplain who offers Christian services **and connects clients** **to other faith** groups, as requested. | | | Our chaplain is a **fully integrated** part of the case team, supporting clients to meet their own (housing related) goals. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle1_heart.emf |
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| We have a number of **shelter rules/program requirements**. People who don’t meet those expectations are barred from service. | We have *some* shelter rules but there are only **a few things that people must do** in order keep their bed/place in the program. | | Wherever possible, our programs and services are tailored to individual needs. Our admission policies and procedures take **individual circumstances** into consideration. | | | All staff are trained in and employ **flexible service** standards and **progressive engagement** methods. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle1_heart.emf |
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| We provide for **basic needs** (beds, meals, hygiene), but only **overnight** stays | We have **24 hour** services, including some staff designated for ‘case work’ or similar **one-on-one support**. | | **Case work staff** have a manageable client load and are trained to support people in meeting their own (housing-related) goals. | | | **All staff** are trained in a **trauma-informed**, **culturally sensitive**, and **strengths-based** approach and **jointly engaged** in supporting clients to meet their (housing related) goals. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle2_house_key.emf |
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| We help **everyone the same**, providing all services to anyone. | When it comes to extra support or housing help, we work with those who seem **ready and willing** to work with us. | | We try to understand people’s **housing history** and use that information to **prioritize** our supportto those who face the **highest barriers** to housing | | | We have access to housing **subsidies** and use those to connect people experiencing long-term homelessness to stable housing (with supports, as needed) | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle2_house_key.emf |
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| **Room to grow?** | | **Getting there…** | | **We’ve got this!** | **Above & Beyond** | | **OP** |
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| We are strictly a **dry** shelter. People who appear to be under the influence are not permitted to access services. | We **bend the abstinence rules**, depending on the circumstances. | | We have developed **‘behaviour-based’ criteria** for admission. We admit people who may be under the influence, as long as they are not behaving in such a way as to harm themselves or others. | | | We have **separate, supervised and dignified facilities** in our shelter for accomodating people who are the influence. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle3_HospitalCross.emf |
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| Everyone knows we’re **not into harm reduction**. | Everyone knows we’re a **‘damp’** shelter. | | Everyone knows we treat people with **understanding**, **compassion**, **non-judgment**, **pragmatism** and **respect**. | | | Everyone knows where to get the harm reduction supplies they need in the community. If they ask us, we **make sure they have access** to what they need. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle3_HospitalCross.emf |
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| Our services are **shelter-based**. People come to us. We don’t have enough people or the right resources to have staff go out into the community. | We have policies and procedures in place to support **workers going with clients** to appointments, helping them move in, etc. | | We have **formal partnerships** with **community-based agencies** for accompaniment services. We always provide ‘**warm transfers**.’ | | | We employ **peer workers** to go with people and support them in the community. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle4_hands.emf |
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| We **don’t really follow-up** with people after they leave shelter. | We offer **ongoing services** (e.g. Drop-In, meals) and/or hold events once in a while so former clients can stay connected to us and the program. | | We ensure that people who leave shelter are **connected to appropriate follow-up** supports in the community. | | | Ongoing support and connection is an important part of The Salvation Army’s **integrated mission** in our community. | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle4_hands.emf |
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| **Room to grow?** | | | **Getting there…** | **We’ve got this!** | | | **Above & Beyond** | | | **OP** |
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| We **don’t have the time or resources** to offer housing help. | We help people move out and into the **first available housing** we can find. | | | We work with people to find and move into the **stable housing of their choosing** (relative to their budget and desire for support). | | We make sure we have **set them up for stability and success** in their new homes (e.g. orientation to the neighbourhood, community-based supports, safety plans in place) | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle5_suitcase.emf | |
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| When we can, we give people a **box** of **non-perishable food items** and **personal hygiene products** when they move into housing. | We provide **Thrift Store vouchers** for some of the household goods they need, and/or gift cards for groceries. | | | We have a solid relationship with our local furniture bank or Thrift Store and ensure that people are **well set up** in their new housing. | | We only move people into **fully furnished** housing. | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle5_suitcase.emf | |
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| Our community has **no plan to solve homelessness** and/or we’re **not part of a network** of service providers. | Our community **has a plan** to solve homelessness, but **we’re not an integral part** of that team/plan. | | | We are **full partners/participants** in our community’s plan to solve homelessness or our local network of service-providers. | | Our community has solved homelessness: e.g. we have achieved **functional zero**. | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle6_directions.emf | |
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| Whatever we can’t do **in-house**/ourselves, we can’t offer to clients. | We have **informal working relationships** with a few other agencies in our community for some of the services we don’t provide; for the rest we just make do. | | | We **know our niche**, and have established **formal relationships** (e.g. memorada of understanding) with other agencies for the services our clients need which we do not provide. | | We are part of a **fully integrated continuum of care** in our community; we are successfully **networked** with health care, housing, and other social service providers. | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle6_directions.emf | |
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| **Room to grow?** | | | **Getting there…** | **We’ve got this!** | | | **Above & Beyond** | | | **OP** |
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| We only keep track of quantitative **statistics** like bed nights, meals served, money spent, etc. | We keep track of outputs and **some quantitative client outcomes** – like move-outs and repeat shelter use. | | | We keep track of **client outcomes**: what it takes to help clients move out, how well they do in that housing, how long they are stably housed, etc. | | We have **celebrated a solution** to homelessness in our community. | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle7_clipboard.emf | |
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| We have a **suggestion box** at the front desk for client feedback, but that’s about it. | We distribute **client feedback forms** and **stakeholder surveys**. We generally adhere to the **Accreditation guidelines** for program evaluation. | | | We use **a variety of program evaluation methods** to understand how well we’re doing our job and how well people are doing as they move through our program. We use that information in **strategic planning** and day-to-day **decision-making**. | | We regularly **communicate the results** of our program evaluation actitivies to funders and community partners in order to **demonstrate the value-added** we bring to shelter provision in our community. | | | P:\HOMELESS RESOURCES 2015\1 OPERATING PRINCIPLES\0 FINAL - FOR DISTRIBUTION\Operating Principles - Infographic Poster\Individual images for use in PowerPoints, Reports, etc\Principle7_clipboard.emf | |
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**Circle areas to work on:**

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