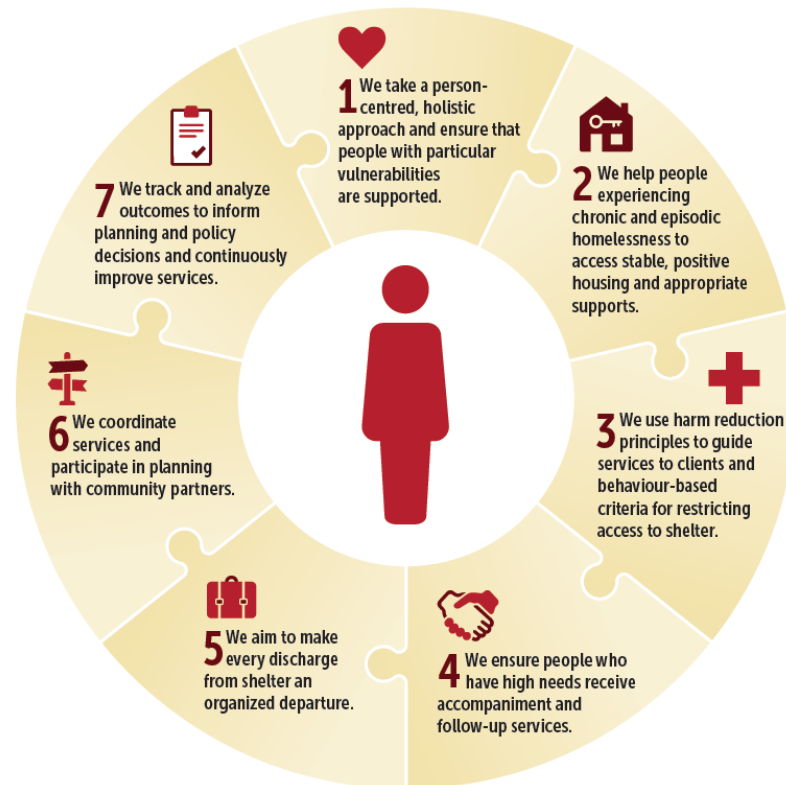


# Emergency Shelter Operating Principles

National Advisory Board Meeting  
September 30, 2016  
Montreal, QC



Mary Ellen Eberlin  
Territorial Social Services Secretary



The Salvation Army  
Canada & Bermuda Territory

# Accomplished

- 10 Accreditation Reviews using new **accreditation chapter** specific to the Emergency Shelter Operating Principles
- Increased staffing to support in this area: **two permanent consultants**
- Became a member of the **Canadian Alliance to End Homelessness**
- Examined **contracts** in order to delineate different types of residential programs and **ring-fence ministry units** where implementation of principles matches funder expectations  
(40)



## Accomplished (cont'd)

- Visits to selected units
  - Regina Waterston Centre
  - Saskatoon Community Services
  - Windsor Community Resource Center,
  - Peel Residential Services
  - St. John's Wiseman Centre
- Development of emergency shelter **program plans** for new builds in **Whitehorse**, Yukon and **Thunder Bay**, Ontario
- Collecting and disseminating information to foster **ministry unit alignment with the Principles**



## Learnings (System-Wide)

- Limited affordable **housing stock**
- Underdeveloped **collaboration** between and among community-based agencies
- **Funding** instability
- Struggle to balance **community-based solutions** to homelessness with a national approach



## Learnings (Internal)

- Key stakeholders do not understand **Housing First** or don't agree with that approach
- Key stakeholders have disparate opinions on the **need for change**
- Change is limited by **human capital**: absence of needed skills (capacity); limited investment in training and development
- **Language** of the Operating Principles is not accessible
- Our interface with units exists in an **organizational matrix** structure



# Supportive Actions: Toolkit

- ✓ Trauma-Informed Approach Guidelines
- ✓ Harm Reduction Guidelines
- ✓ Facility & Space Guidelines
- ✓ Sample Policies & Procedures
- ✓ Accreditation Prep Supports
- ☐ Case Management Framework
- ☐ Assessment Forms
- ☐ Organized Departure Checklist
- ☐ Follow-Up Questionnaire
- ☐ Community Coordination Tips
- ☐ Best Practice Library
- ☐ Change Management Materials
- ☐ Trainings

\* To be complete and available online in January 2017



# Supportive Actions: Coaching

- Cultivating centers of excellence
- Working closely with **3-4 units**, dispersed across the territory
- **Peer mentoring** model
- Early access to tools, resources, training: **test sites** for toolkit items



## Supportive Actions: **SAMIS**

- Improve use of SAMIS for statistical reporting and tracking
- Focus on: **outcomes over outputs**  
quality over quantity,  
priority clients

\* For the statistical year 2017



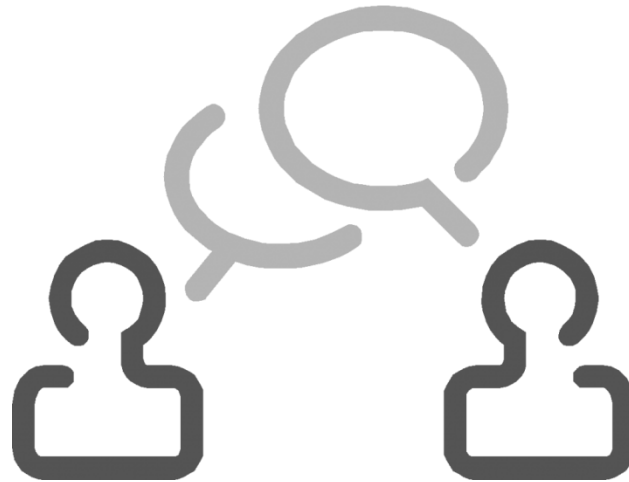


# Critical Path

- Offering support broadly, **coming alongside units** as requested
- Conducting **accreditations**, helping units prepare for reviews and follow up on action plans
- Keeping **abreast of best practices** and emerging conversations
- Modifying the **language** of the principles to be more accessible to staff and clients
- Completing and loading the **Toolkit**
- Exploring the need for **further phases & operating principles** for other types of residential programs: Extreme Weather  
Transitional Housing  
Supportive Housing



# Questions?



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