



INTEGRATED HUMAN SERVICES TACKLES HOMELESSNESS

HOMELESSNESS AND INTEGRATED HUMAN SERVICE DELIVERY

It is universally recognised that homelessness has multiple causes, the origins of which are rooted in the economic and social fabric of society. Communities experiencing poor economic conditions, where housing unaffordability is prevalent and the rental market is tight are structurally vulnerable to housing disadvantage. When these conditions are coupled with social issues and a potentially adverse life event occurs, the result can be catastrophic for the individual and their family. It is also well understood that homelessness pathways are not only influenced by an individual's economic and social context but also the response to their needs by government, the broader services system and the community.

Government policy makers have long grappled with the complexity of addressing homelessness, primarily focusing on the systemic policy responses across education, employment and training, health and welfare, housing and criminal justice systems. Equally, service delivery professionals believe the best response to the experience of homelessness is through collaborative, multi-disciplinary

interventions that in the first instance avert the event(s) that trigger housing vulnerability, but in all instances offer a targeted response to need. Consequently, the current focus of professionals in this complex area of human service delivery is integrated, client-centred service delivery that delivers sustainable outcomes for the individual, their family and community.

What professionals are looking for is the capacity to assess and prioritise need, real-time service match, referral and offer – a seamless response. They are also interested in understanding the impact of services, whether a particular intervention is working or whether a new intervention is required. What service users are looking for are responses that work together, that recognise the level of support they require, when they need it and that it is tailored to their needs – a personalised response.

CÚRAM FOR HOMELESSNESS AND INTEGRATED HUMAN SERVICE DELIVERY

Cúram Software has the largest human services development organisation in the world and with its exclusive focus on human services is able to deliver unparalleled innovation and enhanced usability

When you overlay multiple agencies, levels of government and jurisdictions there is clearly duplication, overlap and replication of services and channels that add cost, complexity and obscure the ability to achieve social outcomes.

for human service organisations. Recognised as a thought leader in Social Enterprise Management (SEM) and actively participating in major service reform globally, Cúram Software has responded to the challenges of integrated client-centred service delivery. In addition to traditional case management, Cúram Software offers components like citizen self-service, common intake for caseworkers and outcome management specially designed to support contemporary human service delivery. Each of these components can be implemented as a 'standalone' modern front end to existing legacy systems or as a component of a larger Cúram solution.

CLIENT-CENTRED SERVICE DELIVERY

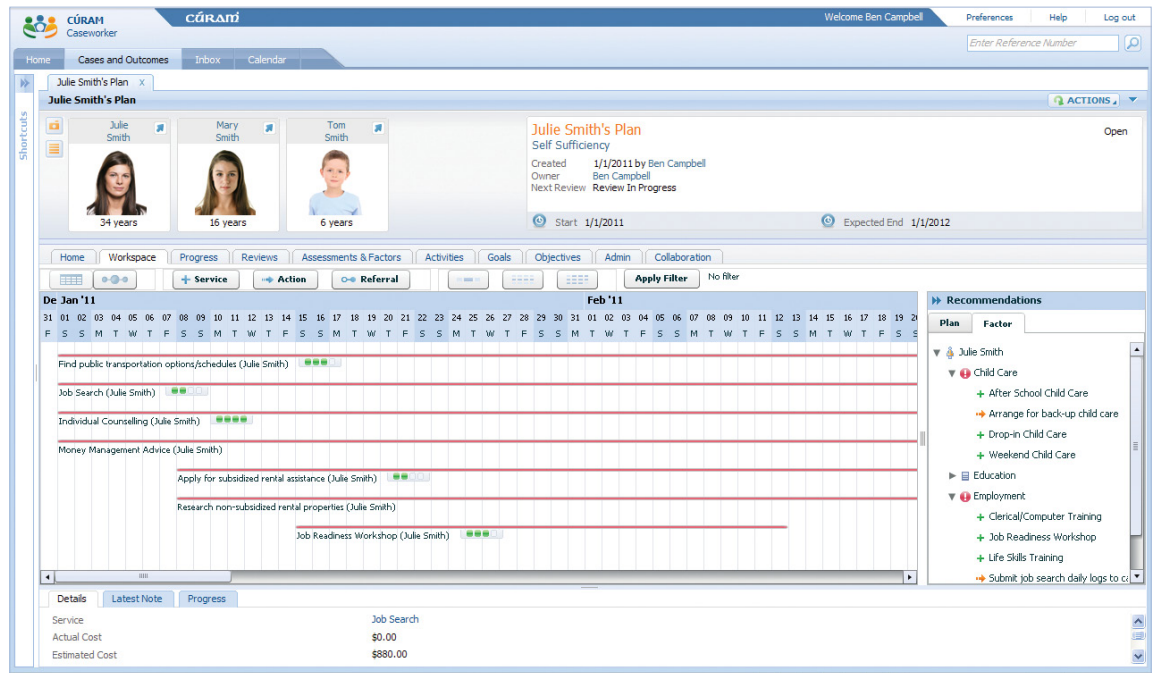
Governments traditionally deliver services to their citizens through a 'line of business' agency model. Services are delivered by program-specific delivery channels, owned by individual line agencies, and duplicated at each and every level of government. The result, when viewed by agency, looks logical. When viewed from the individual's perspective, it is complex, confusing and difficult to penetrate. When you overlay multiple agencies, levels of government and jurisdictions, there is clearly duplication, overlap and replication of services and channels that add cost, complexity and obscure the ability to achieve social outcomes. This is further exacerbated in human service systems such as Australia which have mature non-government, not-for-profit and for-profit service provider markets. The challenge in Australia's case is to not only break down the silos within and across government but to also extend this seamless approach across providers.

Cúram for Citizen Self-Service provides a multi-channel gateway for citizens to access integrated government and community services anywhere, anytime online. Cúram for Citizen Self-Service addresses many of the traditional barriers and deterrents to accessing government services – long lines often at multiple offices, complicated application processes, and a lack of knowledge on available services – through a secure online channel enabling citizens to easily find information

on programs and services, check eligibility, and conveniently apply for services. Importantly for some individuals experiencing housing vulnerability or homelessness, initial interaction and eligibility determination may be carried out anonymously.

- **Needs-based Triage**
Cúram Software's Needs-based Triage is designed to eliminate the complexity of applying for help. Clients are guided through a simple set of questions that ask them about their needs and concerns. Based on the answers they provided, a list of community providers and government programs is generated. Through integration with Google Maps™, clients find community providers that not only meet their needs, but are close by.
- **Multi-program Screening and Applications**
Cúram for Citizen Self-Services supports a multi-program screening and application processes. The consolidated application guides clients through the application process once. The information is then utilised to determine eligibility through Cúram or disseminated to legacy or third party systems for eligibility processing and service offer.
- **Citizen Account**
Through the secure Citizen Account, citizens can manage their online interactions with the organisation. Clients access service information, check scheduled activities, review the progress of submitted applications and report life events. The Citizen Account also provides an important tool for the agency to communicate with the client delivering a platform for outreach programs and informational campaigns. Cúram's Predictive, Personalised Response framework uses information about the client to anticipate the reason for logging into their account. Informational messages such as next payment date, review dates and upcoming appointments are displayed on the citizen home page based on information the system knows about the client. Delivering personalised response provides citizens the information they need upfront, reducing dependence on calls and face to face contact.

Cúram for Outcome Management is designed to assess a client's needs, establish a client's goals, plan for goal attainment and track their progress.



FOCUSING ON OUTCOMES

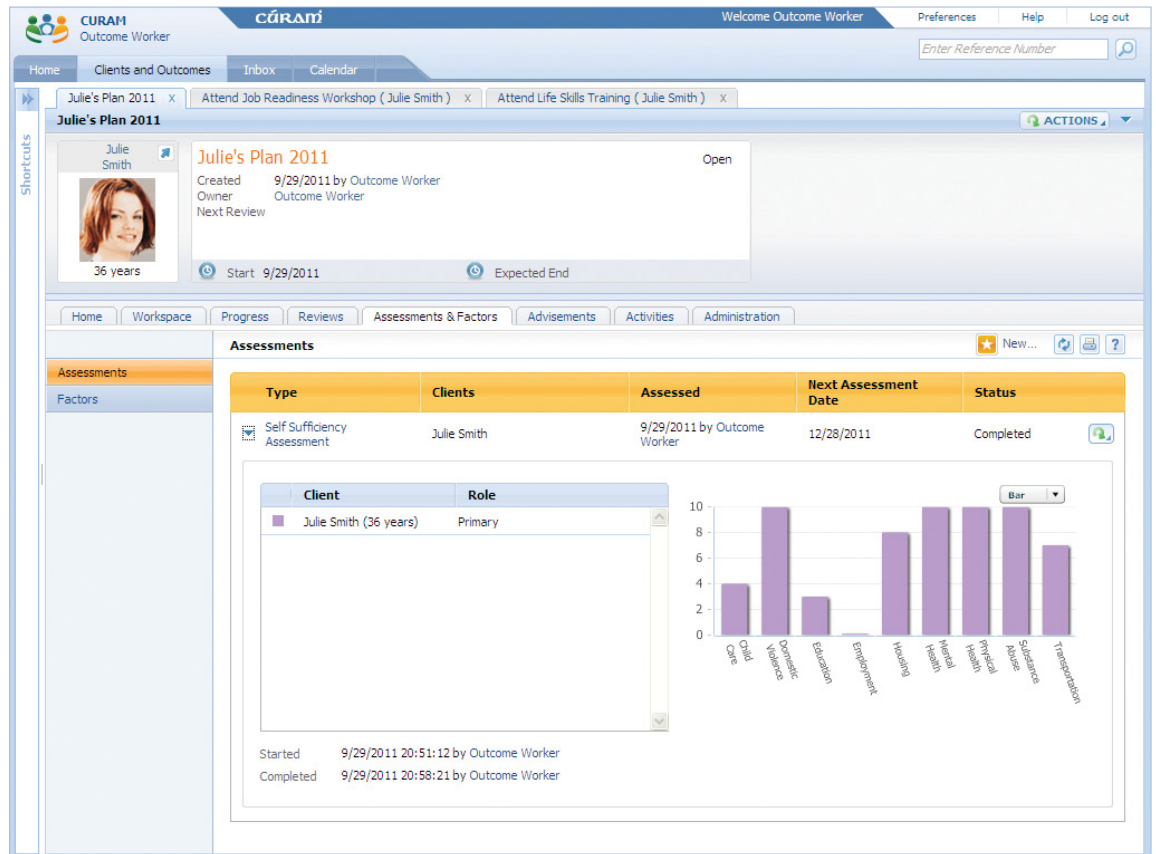
In contemporary policy making, outcome management is the leading framework addressing complex social issues. Outcome management directs thinking to the big picture (social and economic benefit) so that the interconnections between related issues can be made. This approach underpins responses tackling homelessness and focuses effort. The challenge is not so much agreement on the outcomes but more in understanding the importance of an individual's social context. At the highest level, outcomes for individuals experiencing homelessness are often articulated as secure long term accommodation, social inclusion, improved personal and life skills, employment, financial security and the like.

However, when the social context is understood, with reference to individual needs, their strengths and challenges, deploying services in a logical and timely manner - cognisant of vulnerability and risk - delivers sustainable interventions. Couple this with contemporary approaches to personalisation and tailored responses and it is evident that a very different way of servicing citizens is emerging.

Cúram for Outcome Management is a client-centric approach to service delivery focusing on client results to support improved outcomes. Cúram for Outcome Management is designed to assess

a client's needs, establish a client's goals, plan for goal attainment and track their progress.

- **Outcome Identification – Assessment of Client Needs**
Cúram for Outcome Management provides the ability to run holistic assessments in order to identify the root cause of a client's issues and needs. It supports multiple assessments being run across one or more members of a family, delivering social enterprises a complete understanding of the client's needs and barriers to success.
- **Outcome Planning – Establishment of Client Goals**
Cúram for Outcome Management is the only solution to link the assessment process to case management. Based on the assessment results, it informs case workers' understanding of the goals a client must strive for to reach self-sufficiency. In addition the application supports sharing of the outcome plan with relevant stakeholders or a multi-disciplinary team.
- **Service Provisioning – Plan for Goal Attainment**
Referring plan items to resources capable of supporting the plan is the link between planning and case management. Cúram for Outcome Management provides a single workspace



where caseworkers prescribe activities, track upcoming appointments and review case progress. The activity workspace provides caseworkers with the ability to easily view all aspects of the client’s plan, leveraging the latest in user interface technologies. Furthermore, the CURAM for Outcome Management solution allows end users to drag and drop activities onto the plan.

- Outcome Evaluation – Tracking of Client Progress

To successfully complete an outcome plan it is imperative to routinely monitor and evaluate a client’s progress. By regularly communicating with the client, a caseworker is able to identify progress as well as ensuring that the activities outlined in the current plan are sufficiently addressing client needs, and make adjustments where necessary. CURAM for Outcome Management provides a number of features like reassessment, recording progress and results and generating reports to assist caseworkers in monitoring progress.

A DIFFERENTIATED RESPONSE

A differentiated response uses information and knowledge to personalise service offerings in real-time to achieve outcomes for the individual that are consistent with social policy objectives. This approach differentiates between those individuals who prefer to manage their own requirements (self-service); those who need assistance to engage the service system (assisted service); and those for whom a more interventionist level of servicing is required (managed service). Applied to homelessness, this approach would allow for a flexible response in the following ways:

Self-Service: An individual or family facing an accommodation crisis (for example, loss of tenancy, inability to pay rent) has access to information and support services at the point of first contact. Provided in such a way that where possible and preferable, access is self-managed and referrals are self-made.

Assisted Service: A life event results in an experience of homelessness (for example, domestic violence, divorce, release from prison

“Cúram’s key differentiator is its longstanding commitment to the enterprise approach. It provides a robust and flexible platform plus program-specific functionality for the most common social programs.”

*Forrester Marketing Update:
Human and Social Services
Enterprise Software, August 26,
2009, Forrester Research, Inc.*

and leaving care), the individual or family is assessed and services sought and provided at any point of contact with a real-time, professional exchange. Collaborative case management is in place, simultaneously managing the broader human service system including social security entitlements, stabilising the immediate episode by allocating emergency or supported accommodation and putting in place remedial service referrals such as employment, health or legal and advocacy services and importantly a resolution on long term housing needs. Assisted Service assumes a degree of self-service and self-management. Professionals need to be confident that the services in place mitigate risk; this is often best achieved when guided decision making is in place and service provision and progress is tracked against desired outcomes.

Managed Service: High risk, complex interventions where professional collaboration is key to the timing of service interventions and rapid responses may be required across a range of health, welfare, employment, criminal justice and accommodation services (for example, youth homelessness), or where there are attendant public and personal safety issues (for example mental ill-health and substance abuse). Again to mitigate risk, a personalised response with guided decision making interventions and progress against desired outcomes is recommended. The true test of a managed, personalised response is in addressing chronic homelessness (for example rough sleepers) where cyclical homelessness or long term homelessness is entrenched. Paradoxically for chronic homelessness, the point of contact is usually either less structured (outreach) or highly controlled (emergency services, statutory intervention and policing). These difficult, long term systemic responses need to be highly flexible, consistent and repeatable to break well entrenched patterns of behaviour.

Cúram for Common Intake is a modern, configurable caseworker application that provides full eligibility and case management functionality. It uses a common set of intake, evidence

management, verification, and case management processes that can interface with one or more backend systems by leveraging its integration capabilities. Cúram for Common Intake provides social enterprise organisations a strategy for delivering a modern front-end to support cross-program collaboration, extending the life of legacy systems that support eligibility, financial processing and benefit delivery. Cúram for Common Intake delivers social enterprises the foundation for a “No-Wrong-Door” approach to serving citizens. This is accomplished by mirroring what is available to the citizen via Cúram for Citizen Self Service including Needs Based Triage, Multi-program Screening and Applications, Life Events Management and Referrals.

- **Guided Evidence Capture**
Cúram for Common Intake provides an intuitive, guided evidence capture that allows workers to manage all aspects of evidence management, including verification, from a single point of access. Workers can also freely move through evidence categories and types as necessary. Evidence is captured once and sent to relevant backend systems.
- **Establish Priority, Complexity and Risk (PCR)**
Cúram’s configurable PCR capabilities identify clients with emergency needs, complex family structures and citizens at risk, empowering caseworkers and organisations to respond appropriately. Caseworkers are alerted when the PCR rating passes a threshold for a client and are presented with a set of suggestions and recommended actions. In addition to point-in-time alerts, organisations can track PCR for a client over time for on-going client/case management.
- **Life Event Management**
Cúram Life Event Management™ goes beyond simple change-in-circumstance processing. Cúram not only captures that a change has occurred, but analyses the impact of various change types (e.g. got divorced, change of income, had a baby). Cúram Life Event

Management uses the information to direct clients to community services and government programs providing a multi-tiered, coordinated response to the life event. The information captured through Life Event Management can be transferred to a Cúram benefit case or analysed and broadcast to multiple backend systems.

Cúram for Social Enterprise Collaboration

builds outcome-driven models by bringing diverse skills and perspectives together to achieve better outcomes for citizens and families. Some individuals and families who present for services are known clients of other service systems such as health, welfare, housing and criminal justice. It is self-evident that to address homelessness, these service systems need to be fully integrated. Cúram Social Enterprise Collaboration™ helps to break down the artificial boundaries between agencies, service providers and community-based organisations, enabling team-based planning and decision making and client-centred service delivery.

CONCLUSION

Enabling integrated services is clearly a keystone to addressing the complex issues that result in homelessness. Twenty years of research, deep domain knowledge and global customer collaboration has been instilled in the Cúram Software approach to facilitating integrated human services through the use of technology. Cúram Software combines innovative tools with structured, best practice methodologies that empower human service organisations to collaborate and deliver a full range of targeted services which enable positive, sustainable outcomes for their clients.