

# Housing First Housing Providers

State of Hawaii  
Homeless Programs Office

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Oahu

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# Agenda

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## Housing Placement Programs, State Homeless Emergency Grants, Rapid Re-Housing and Permanent Supportive Housing Session

- Introductions
- Housing First
- Process of housing access and stabilization
- Housing support roles and responsibilities
- Working with Landlords
- Wrap up and evaluations

# Housing First Practices



Quick access to housing while providing needed services: clear path and includes choice



Low barrier; high expectations. Continued stay contingent on meeting lease & behavioral expectations. Use Harm Reduction



Staff use assertive engagement strategies to make services attractive & engage clients in services



Staff teach tenancy skills, prevent eviction and connect to landlords & needed community resources

# Housing First is *not*

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“Housing only”

OR

“Anything goes”



# Core Practices in HF

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Choice/  
Affordability of  
Housing

Housing is  
Integrated into  
the Community

Separation of Housing  
and Services  
  
Lease/Occupancy  
Agreement Drives  
Services

Service Philosophy and  
Service Array

- Low Demand Approach (not no demand)
- Access to Treatment Resources and community Services
- Goal-based Recovery practice

Team Structure,  
Supervision and  
Resources

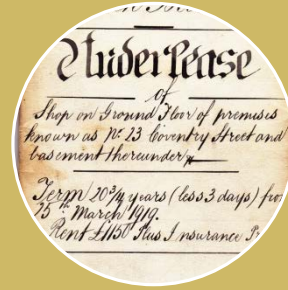
# Key Elements



Uses a Harm Reduction approach to issues that impede access or put housing at risk



Assertive Landlord/Property Manager and Support Services coordination



Expectations are set by community and the lease/occupancy agreement



Services are available to help prevent evictions and build tenancy skills



# HF Best Practices

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Assertive engagement using motivational techniques

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Comprehensive assessment and housing planning

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Person-centered and recovery oriented

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Based in the community and in the home

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Links to Community Supports: social, spiritual, libraries, sports, arts, recreation

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Individualized

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# Housing Stabilization Services

Strategy to assist each person to maintain housing and establish a base in the community

## ❖ Priorities:

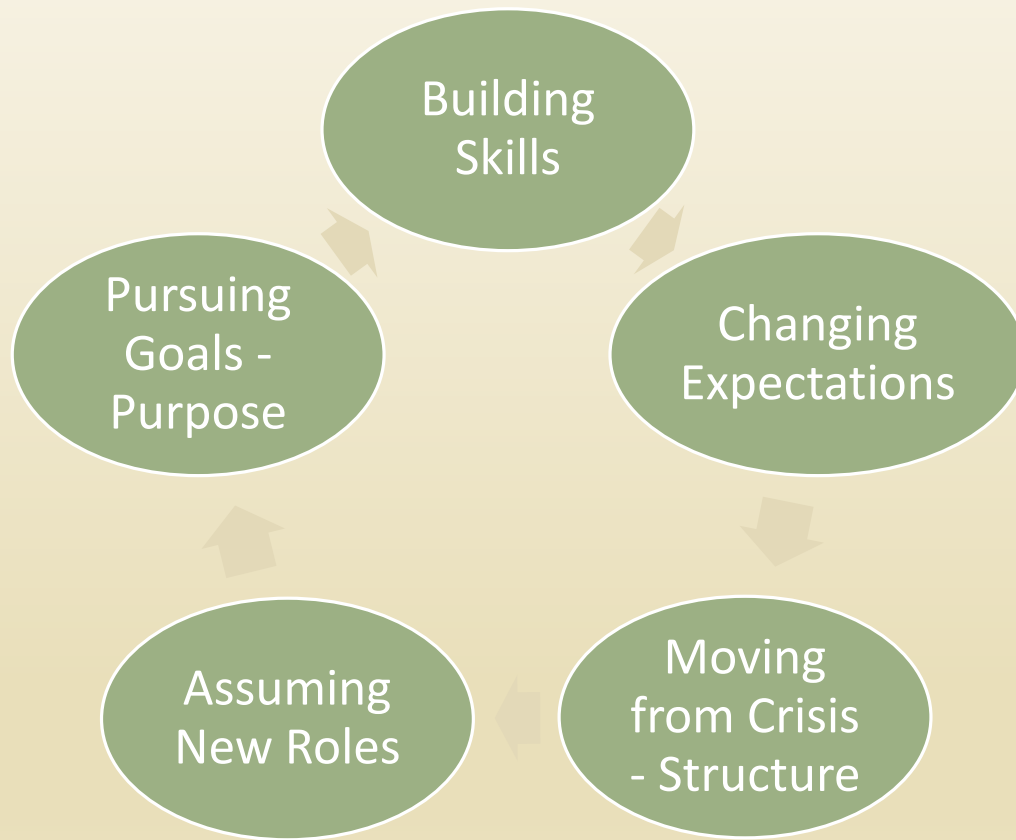
- Tenancy and meeting lease obligations
- Income
- Services and community supports
- Achieving self-defined goals





# Themes

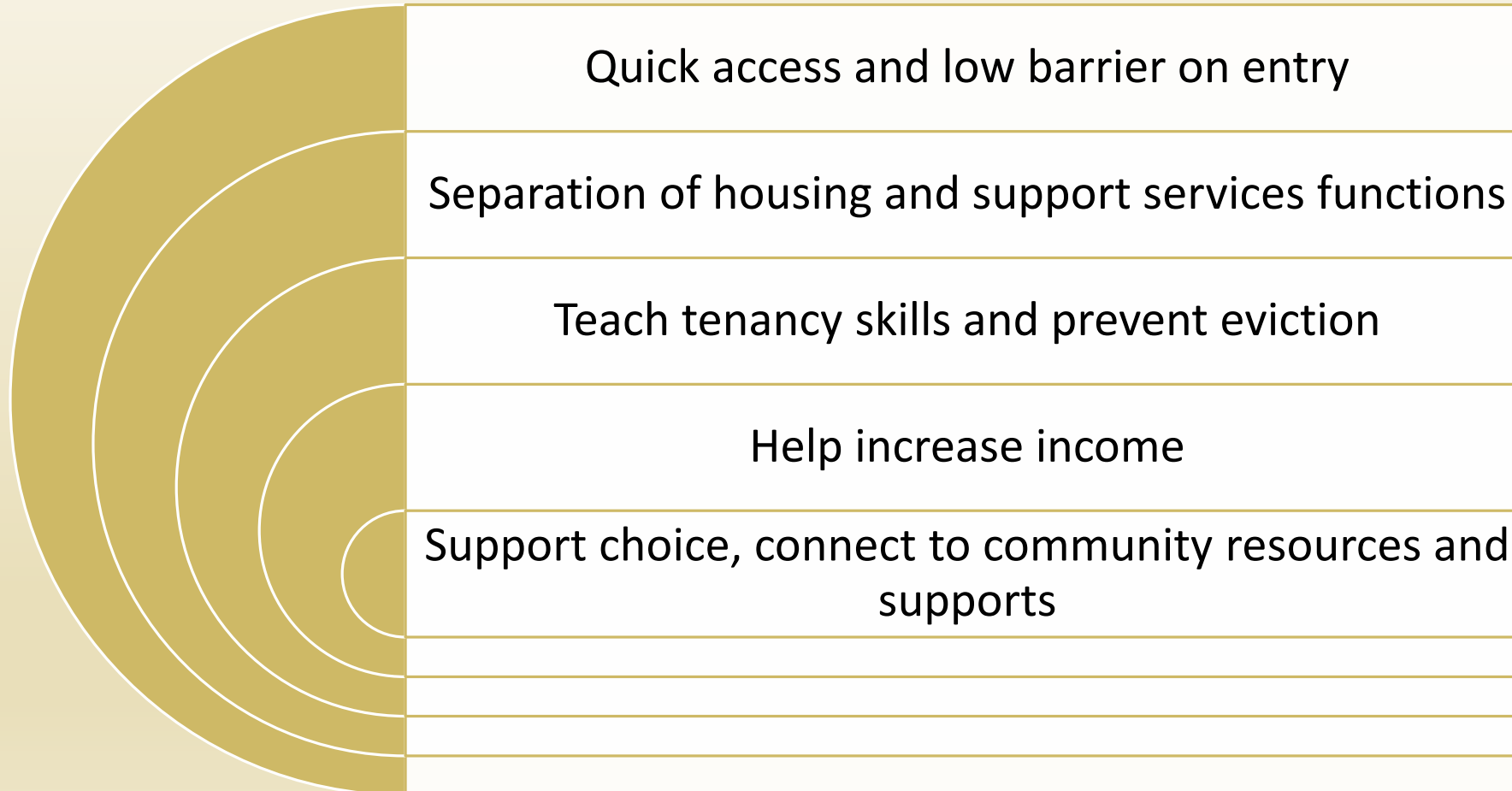
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# Housing First in Housing

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# Expectations in Permanent Housing



The expectations of a lease or the community do not change and apply to everyone

Conditions of the lease must be made clear and consistently enforced



Lease violation issues will often be a reason to seek services



Workers focus on BEHAVIORS that interfere with functioning as a tenant and as a member of the community



# Performance Measures



Reduce length of time people are homeless  
(average and median length of stay (LOS))

Reduce returns to homelessness

Reduce the number of homeless persons  
(Point in Time (PIT) and Annual Counts)

Increase jobs and income for homeless persons

Reduce # of people who become homeless for the first time

Increase the number of successful housing placements

# Discussion: Housing First

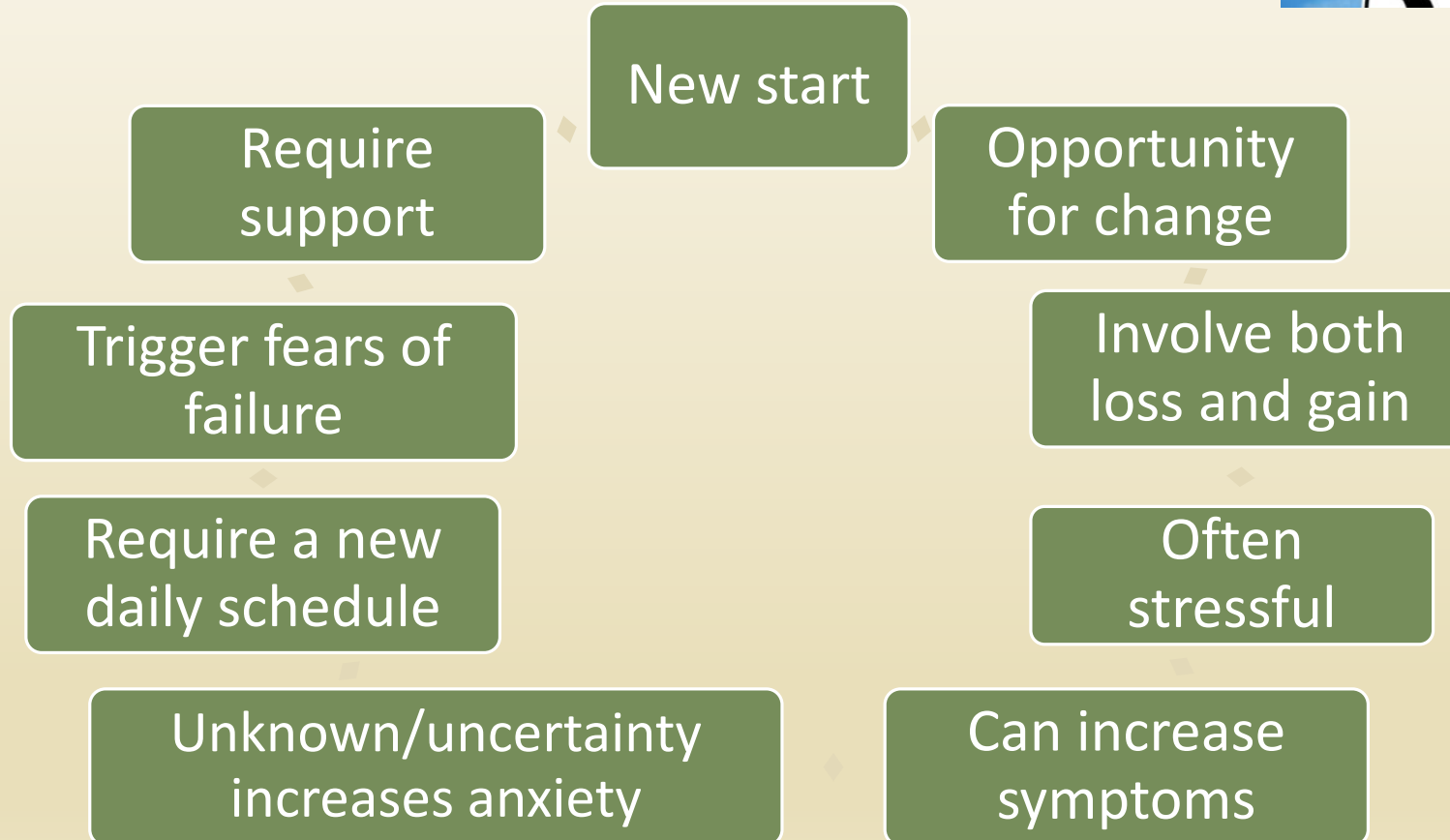
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**As a group, discuss the questions below. Select one person who will record the key elements of your discussion and report back.**

- Where are we successful and strong as a community or program on Housing First (HF) principles and practices?
- Where do we need to change to be more of a HF program and/or system?
- What are the barriers to implementing HF principles and practices?
- What supports are needed to be able to fully implement HF?
- **Prioritize and Report Back: What are next 3 things we should do to advance HF?**

# Transitions

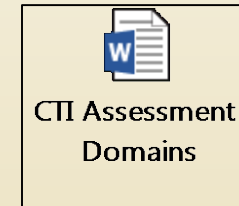


# Assessment and Planning Domains



## Areas of Focus for Assessment and Planning

- Housing and homelessness history and barriers to stability
- Income and financial literacy, education/training and employment
- Life skills
- Family, friends, and other supports



Assessment reviews history, current, strengths, barriers and GOALS by domain

Assessment leads to stabilization plan – link personal goals to housing stability



# Understand Housing and Homeless History

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## Housing History –

- Places lived, with whom (last 5 years)
- Experience as a leaseholder
- Roles and responsibilities
- What worked
- What didn't



## Homelessness History -

- Cause of initial episode
- Length of time homeless
- Places stayed
- Routine
- Supports



# Hand Off to Housing

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Each person will know their rights and responsibilities for Housing

Each will know the expectations of each service and workers role

- What can each person expect from the first worker – how will follow up be handled?
- Most teams set up at least weekly meetings to discuss new people and people transferring between programs.
- Ensuring all information is communicated
- Being available to meet with the person and the new worker
- Agreeing to a series of visits
- Agreeing to consult when needed



# Focused Service/Housing Stabilization Plans

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Limit the areas of intervention

Focus on the most pressing needs that impact stability

Relate all interventions to long term goals

Usually not a linear process

Help people move away from crisis-driven lives



Housing  
Stabilization Plan

# Discussions

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## Discuss

- Three of the most common personal GOALS of the people participating in your programs
- Three of the most challenging BEHAVIORAL BARRIERS to following a lease and achieving housing stability



## Worker Tasks for Pre-Housing

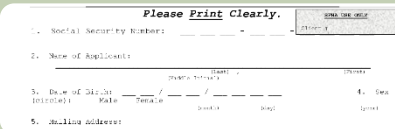


- Outreach and engagement
- Explain role of staff
- Assess housing and homelessness history
- Identify goals and preferences
- Educate on housing options and expectations
- Develop a Housing Stabilization Plan
- Review lease and teach tenancy skills
- Assist to connect to benefits and income
- Connect to resources to support housing stabilization – treatment and supports
- Help prepare for the transition

# Staff Knowledge and Skills



Basics of local landlord tenant law

A sample application form titled "Please Print Clearly." with fields for Social Security Number, Name of Applicant, Date of Birth, Sex, and Mailing Address. The form is designed for a tenant application process.

Application and certification processes



Apartment standards and requirements



Coordinated Entry rules & processes



Negotiation skills



# Understand Housing Needs and Preferences

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Location

Access to Transportation

Proximity to Significant Others

Proximity to Services

Unit Size and Housing Density

Pets

Ideal v. Acceptable,  
Negotiable/Non-Negotiable



### Housing Planning Discussion Framework

Housing Features	STATUS	IDEAL	NEGOTIABLE/NON
	<i>Where I am now</i>	<i>What I would love – my dream</i>	<i>What I would accept</i>
Location/neighborhood			
Unit type – apartment, house, etc.			
Housing Program Type – PH, PSH, Board and Care, Shared etc.			
Access to transportation			
Proximity to significant others			
Proximity to services			
Services availability on site			
Elevator			
Cooking facilities			
Shared amenities – kitchen, bath, living space			
Pets			
Wheel chair accessibility			
Disposable income			
Meal service			
Other amenities – outdoor space, laundry on site, near shopping, common space etc.			
Reasonable adaptations/accommodations needed			

## Talk Housing



What will it take?

What are the options?

What are the requirements?

What are the rights?

What are the responsibilities?

How does it connect to what people want?



# Understand Housing and Homeless History

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# Educate and Connect to Housing & Community Resources

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- Features, Options and Amenities
- Expectations
- Rules and Requirements
- Process to Access, Timelines
- Accompany to appointments in the community
- Choices



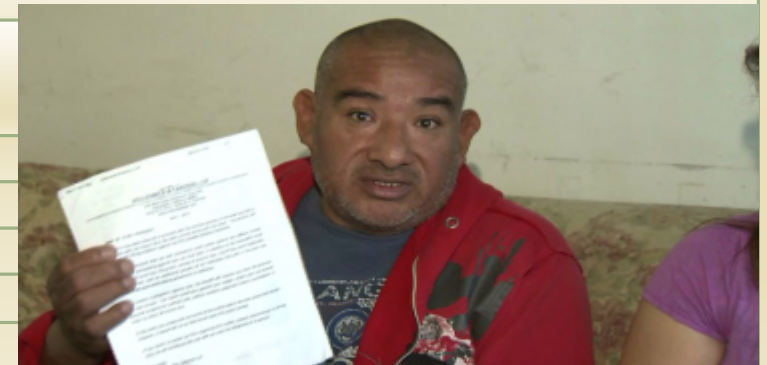
Tenant resource  
guide



# Teach Obligations of a Lease/Tenancy



Allow all residents to have quiet/peaceful enjoyment
Make required rent payment on time
Keep unit free of health and safety hazards
Dispose of garbage and waste appropriately
No criminal activity in unit, common areas or grounds
Keep utilities current and paid



# Rights of Tenancy

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- Right to privacy – no entering apartment without permission or emergency
- Right to safe and well maintained housing – repairs and safety considerations
- Right to due process – no eviction without proper process



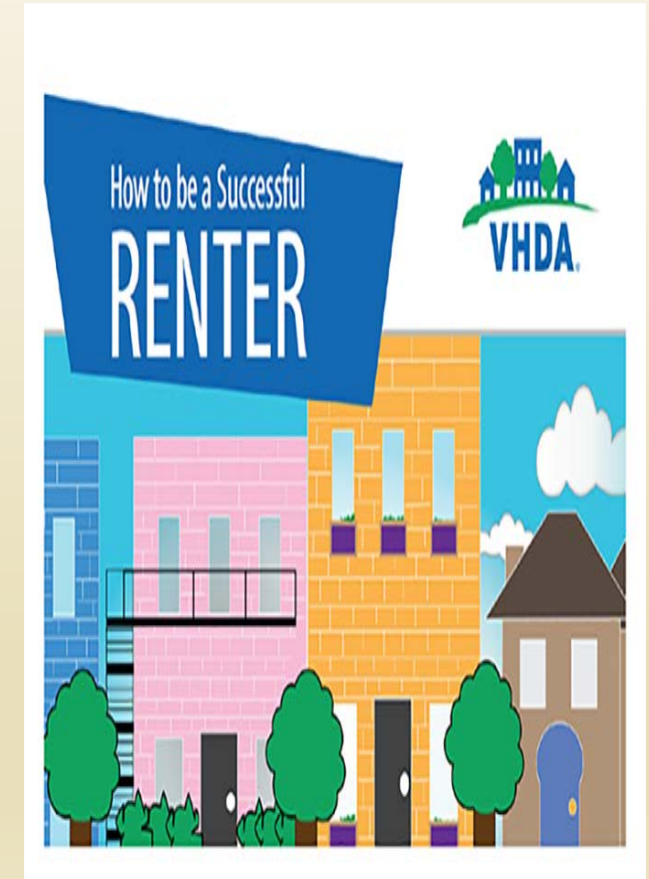
# Resources for Tenancy Education

## HUD Tenant Rights by State

- [https://portal.hud.gov/hudportal/HUD?src=/topics/rental\\_assistance/tenantrights](https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/tenantrights)

## Rentwise: Renters Workbook and Organizer (University of Minnesota):

- <http://www.extension.umn.edu/family/personal-finance/rentwise/rentwise-workbook-organizer/>



# Move In and first 90 Days in Housing: Worker Role

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- Clearly articulate your role
- Accompany to housing, meet with provider, assist apartment set up, and acclimate to the neighborhood and basic services
- Help to develop new schedule and routine – structure and purpose
- Frequent contact with all services, supports and housing provider/landlord
- Develop plan to access needed resources
  - Accompany to resources and teach skills
  - Define role of worker and participant
  - Ensure communication with each services/support
- Focus on purpose, role, connections and activity

- Handout: Tenant Information Card

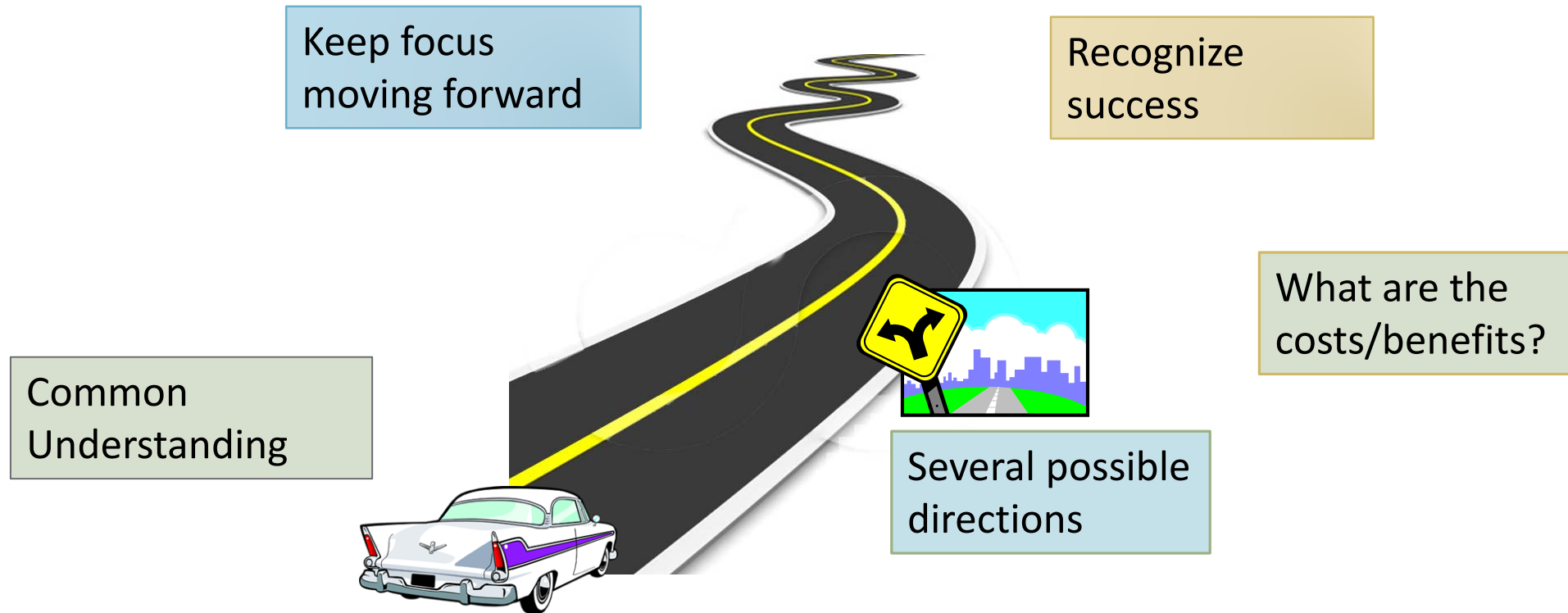


Tenant Info Card





# Motivating Change



# Motivation for Change

Behavior-specific (people have different motivations around different issues)

Person-specific (each person is motivated to change by unique factors)

Compliance does not equal change

- Change that occurs because of external pressure tends to be short lived
- More that someone “owns” (internalizes) the reasons for change, the more likely change will endure

Change is always hard and motivation gets you through it – confidence and importance

Motivation fluctuates from one time and situation to another; not a fixed trait

Motivation can be influenced by outside influence; it does not reside solely in the person





# Stages of Change

Stage	Relationship to Problem Behavior	Staff Tasks
Pre-Contemplation	No awareness of problem	Ask q's/ raise awareness of obstacles to goals
Contemplation	Aware of problem & considering change	Pros & cons of changing/not
Preparation	Making plans for how/when to change	Options: strategies, supports & services
Action	Changing behavior	Support/relapse prevention
Maintenance	Change sustained for 3-6 months	New goals
Relapse	Return to problem behavior	Assess stage and intervene accordingly

# Creating a Platform for Change: Hope, Meaning and Confidence

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## HOPE

- How can you change if you don't think it is possible?

## MEANING

- How can you change if you don't think it is important?

## CONFIDENCE

- How can you change if you don't think you can do it?

# Support Self-Efficacy

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Belief that change is possible is important motivator

There is hope in the range of solutions available

Person is responsible for choosing and carrying out actions to change  
(and gets the credit!)

Person has been successful – listen to the narrative

Build Confidence based on past skills and successes

- “Can we talk about when you were applying for housing? You were able to manage the landlord interviews really well.”

# Building Skills

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- Educating on rights and responsibilities
- **Modeling** for each person/family to negotiate for services
- Trying it out and debrief
- Establishing regular check-ins to see if it is working
- Review cost and benefits – **critical thinking**
- **Recognizing** strong partners and good skills
- Renegotiate the relationship as necessary



# Changing Expectations

## Moving from crisis to planning

- May be from immediate to 15 minutes from now

## Critical thinking

- Using strategies and resources that work best for each person

## Structure and purpose

- Developing a structure and purpose to days

## Developing new or changed life roles

- From homeless to tenant, family member, student, worker, advocate, artist



## Next Level Interventions (around 90 days post housing)

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### Solidifying Linkages to Community Resources

- This might include: legal assistance, schools for children, religious/spiritual, community treatment and support options

### Promote Independent Living Skills

- Ensure income in place, financial management, tenancy obligations, schedule and role

### Ensure Communication Support Systems

- Monitor progress and connections

### Developing Longer Term Plan

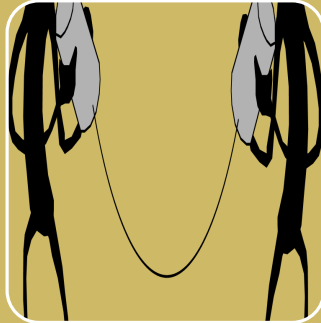
- Look at non-immediate needs such as education planning, career goals, long term plans for a “home”

### Continue to use Motivation – Building techniques



## Harm Reduction Based On Open Communication

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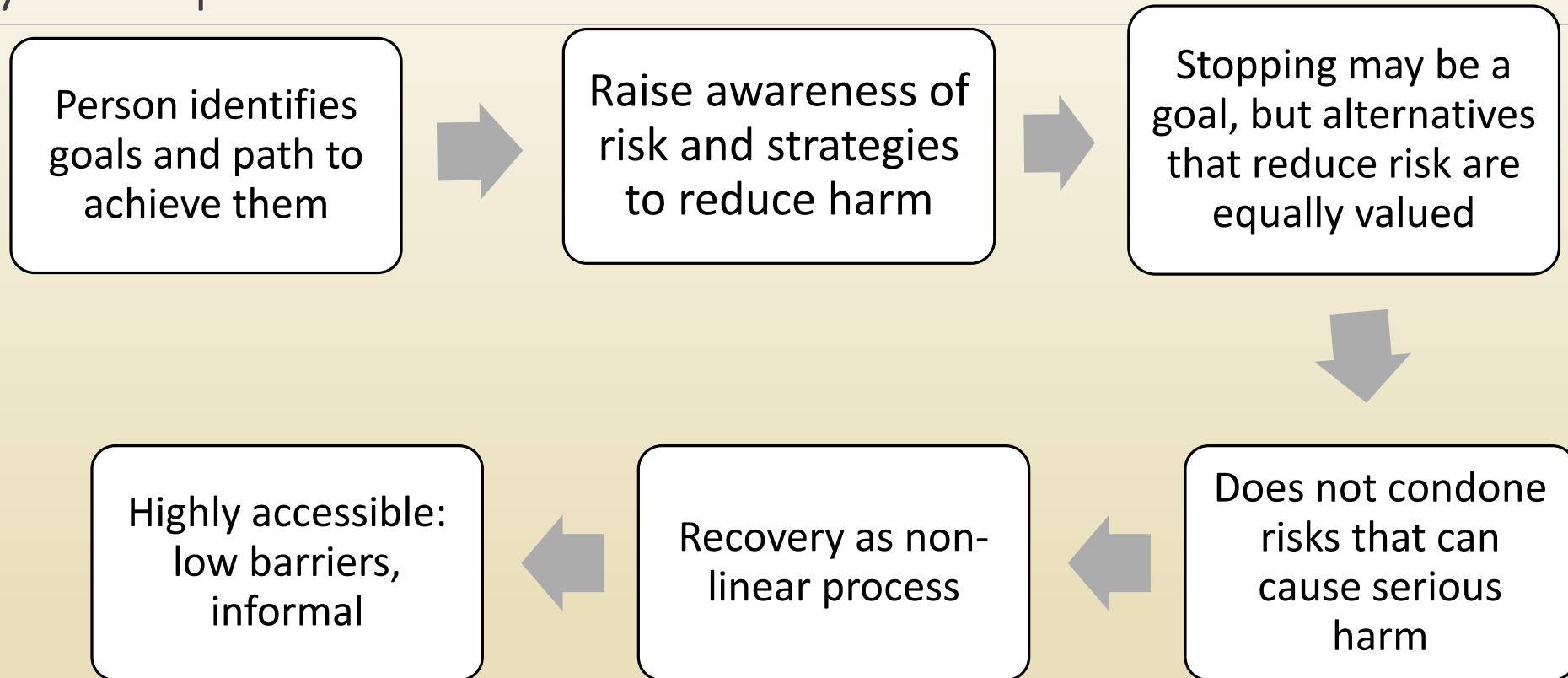


Discuss issues in terms of benefits and costs/consequences  
(Of changing and not changing)



Harm reduction is not applied in imminent risk situations – worker needs to be assertive

## Key Principles and Practices





# Harm Reduction Eviction Prevention Strategies

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- Representative payee or automated rent payments
- Plan for how to socialize without disturbing neighbors
- Carpets, drapes, headphones, air purifiers, fans
- Safety shutoffs on stoves, hot water
- Alternative strategies for substance use
- Home maker services to maintain unit in healthy and safe manner
- Engagement in meaningful and purposeful activity
- Find another unit and landlord agreement to end the lease – “no harm, no foul” but.....



Harm Reduction Plan: Risk	Options	Factors in favor	Factors against	Non-negotiable
Eviction: landlord smells marijuana coming from apartment; bothering neighbors in building	Stop smoking pot	<ul style="list-style-type: none"> <li>Solve problem with landlord</li> <li>Save money</li> <li>Expand possibilities for employment</li> </ul>	<ul style="list-style-type: none"> <li>Person has no commitment and frequently relapses</li> <li>PTSD; says marijuana helps</li> </ul>	<ul style="list-style-type: none"> <li>Must address the nuisance behavior</li> </ul>
	Find another way to consume marijuana	<ul style="list-style-type: none"> <li>May address landlord concern</li> <li>Allows for use for PTSD</li> </ul>	<ul style="list-style-type: none"> <li>Expense of continuing to consume</li> <li>Legal and employability risk</li> </ul>	<ul style="list-style-type: none"> <li>Must pay rent</li> </ul>
	Find a substitute	<ul style="list-style-type: none"> <li>Resolve nuisance</li> </ul>	<ul style="list-style-type: none"> <li>May become addicted to Rx meds</li> </ul>	<ul style="list-style-type: none"> <li>Could increase risks</li> </ul>

# Activity

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***Meet people  
where they are,  
but don't leave  
them where  
they are.***

- Using the template provided, develop a Harm Reduction plan for a current participant.
- Identify risk/barrier to stable housing and options to mitigate/eliminate the risk



Harm Reduction  
Plan

**Handout: Harm Reduction Plan**

# Using the Lease to Structure Case Management Support



One of the goals is for each person to be stably housed and to do so, need to learn how to manage tenancy obligations.

Key to achieving this goal is the active coordination between landlords/property management and support services staff, while maintaining the functional separation

Having separation of functions helps tenants learn by being treated no differently from any other tenant. (Don't want to create alternate reality)

Problems that threaten tenancy may motivate people to use services in order to keep their housing.

## Roles: Landlord/Housing Provider and Support Services

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Landlord has a key role in helping people understand their lease obligations and comply with them.  
(Assertive approach)



Supportive service staff provide and arrange for services needed to access & maintain housing and also function as advocates for the tenant

# Recruiting Landlords

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Making the pitch

- Support from the service team
- Success stories with other landlords
- Landlord lead in promoting

Build the relationship

- Express appreciation
- Expect landlord to fulfill obligation of decent housing
- Explain need for assertive property management
- Protect confidentiality

# Strategies for Working with Housing Providers

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## Explain role of CM as resource

- Provide contact information
- Ask to be copied on written notices to tenants so as to be able to assist with lease violations

## Engage in proactive outreach

- Call each month after rent should have been paid

## Identify resources for landlords

- Standard letters for lease violations, other landlords, repairs/weatherization funds



# Coordinating Support around Lease Compliance

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- Landlords/property managers establish tenancy obligations and enforce them.
- Set up communication structure and arrange for early warning system – reach out monthly
- Focus on eviction prevention and use the structure of the lease to guide your interventions
  - Negotiate ahead of time a clear understanding of landlord process
- Visit the home often
- Probe for any threats to tenancy to prevent eviction



# Communicating with Housing Providers

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- Clear guidelines about when to talk (monthly call or visit to landlord/ property manager)
- Copying case management staff on notices of violations
- Confidential versus public, protected health info
- Policies and Procedures for home visits, resolving problems and role, emergencies, on-call



# Working Effectively with Housing Providers

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Be Persistent, Patient And Reachable

Set up regular meetings

Provide information that helps them do their jobs

Recognize landlords in it for different reasons

Focus on progress and strengths, work to identify barriers

## Working Effectively with Housing Providers - 2

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Ask about and understand expectations for participants

Be on time for appointments and follow up with any information needed

Understand basics of Housing Quality Standards (HQS) and how subsidy payment contracts work

Be clear about your level of involvement and keep your promises

# Be Pro-Active when Tenancy Threatened

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- Continuing education regarding obligations of tenancy
- Ensure tenant is aware of information the landlord needs
  - Additional person, repairs etc.
- Case Manager assists each person in understanding and complying with the lease and related requirements
  - Landlord is familiar with the role and function
- Case Manager models and teaches role of communication with landlord
- If a problem occurs everyone is aware of the process

# Wrap up

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Housing is the base for people to move forward in their lives

Tenancy provides structure purpose and role

Focus on housing stability is the key component of all homeless programs

If a person can maintain themselves in housing everything is possible

## Resources – Housing First

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Tsemberis, Sam J. *Housing First: The Pathways Model to End Homelessness for People with Mental Illness and Addiction*. Dartmouth PRC-Hazelden. 2010.

Housing First Checklist Interagency Council on Homelessness:

- [http://usich.gov/resources/uploads/asset\\_library/Housing\\_First\\_Checklist\\_FINAL.pdf](http://usich.gov/resources/uploads/asset_library/Housing_First_Checklist_FINAL.pdf)

Housing First Team Meeting Video:

- <http://69.5.0.130/housing-first-veteran-centered-care>

# The Evidence and Resources for CTI

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- Recognized an Evidence-Based Practice (EBP) by the Substance Abuse and Mental Health Services Administration (SAMHSA): [www.samhsa.gov](http://www.samhsa.gov)
- Based on the original research at Columbia University on work with homeless single adults with serious mental illness
- Applied and researched in a variety of setting and with different populations
- Center for the Advancement of CTI: [www.criticaltime.org](http://www.criticaltime.org)
- CTI Global Network: <http://sssw.hunter.cuny.edu/cti/global-network/join/>
- CTI Implementation Manual: <http://sssw.hunter.cuny.edu/cti/wp-content/uploads/2014/05/CTI-Manual.pdf>

## Resources – Harm Reduction

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Marlatt, G. A., Blume, A. W., & Parks, G. A. (2001) Integrating harm reduction therapy and traditional substance abuse treatment. *Journal of Psychoactive Drugs*, 33(1), 13-21.

National Health Care For The Homeless Council. (2010, April). *Harm reduction: Preparing people for change*, (fact sheet). Available from <http://www.nhchc.org>

Pauly B, Reist D, Belle-Isle L, Schactman C (2012). Housing and harm reduction: What is the role of harm reduction in addressing homelessness? *International Journal of Drug Policy*, 4(4) 284-290.

Harm Reduction Coalition. Principles of Harm Reduction:  
◦ <http://www.harmreduction.org/about-us/principles-of-harm-reduction/>





# Sample Housing First Principles

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Low Barrier  
Approach to  
Entry

- Regardless of substance use, medication compliance
- Services not mandated
- Treatment completion not required
- Regardless of income, credit, rental history
- May consider serious criminal convictions on case-by-case basis only to ensure safety
- Generally, only apply admission criteria required by funders



# Sample Housing First Principles – 2

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## Community Integration & Recovery

- Located in neighborhoods accessible to resources and services
- Looks & feels like other housing
- Help to build relationships, engage in meaningful activities, regain/develop role in family/community
- Staff uses assertive engagement to make support attractive and relevant to participants
- Recovery-based: participants gain control, define personal vision/values/preferences/goals



# Sample Housing First Principles - 3

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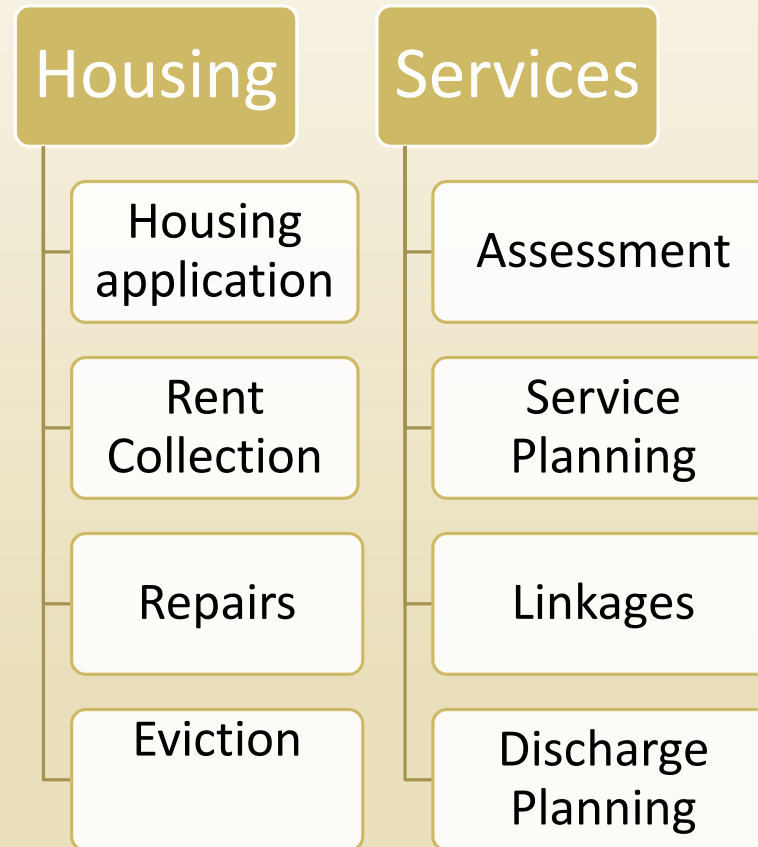
Lease  
compliance  
& housing  
retention

- Standard lease agreement rights and responsibilities
- Services support lease compliance
- No rules except those that are customary, legal, enforceable
- ES and TH: must offer due process to resolve issues prior to termination (unless immediate risk)
- PH: required to use legal court eviction process

# Sample Housing First Principles - 4

## Separation of Functions

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# Sample Housing First Principles - 5

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Separation  
of Housing  
& Services

- Property management (PM) & support services (SS) provided by separate legal entities or distinct staff
- Defined processes to communicate/coordinate to support stable tenancy
- Work together to preserve housing and prevent eviction
- Protect client confidentiality: “Need to Know”



# Sample Housing First Principles - 6

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Choice

- Frequency, timing, location, intensity of services
- Neighborhood, apartment, furniture, decor
- Accept choices without judgment
- Accept and help to reduce risk
- No coercion
- Clinical and legal limits to choice
- Input into program design, activities, policies