

Shelter Programs and Housing First

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Homeless Programs Office
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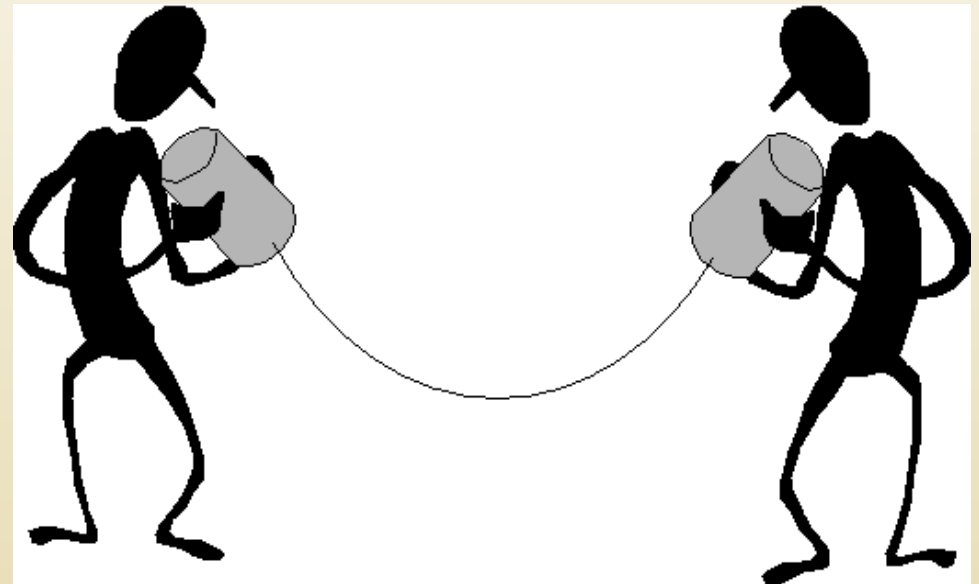


Agenda

- Introductions and Background
- Best Practices
 - Housing First
 - Harm Reduction
- Housing First in Crisis Response
- Tasks to Facilitate Transition
- Closing

Introductions

- Housing Innovations –
 - Andrea White and Suzanne Wagner
- Discussion –
 - With someone you don't know, talk about why you do this work, challenges and successes and your hopes for the training



Federal Goal



No person or family is
homeless more than
30 days



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

Effective Crisis Response System that *Ends Homelessness*



An effective Crisis Response System provides **immediate and easy access to safe and decent shelter** to anyone that needs it and aims to **re-house** people as **quickly** as possible.

“Rare, brief and non-recurring”

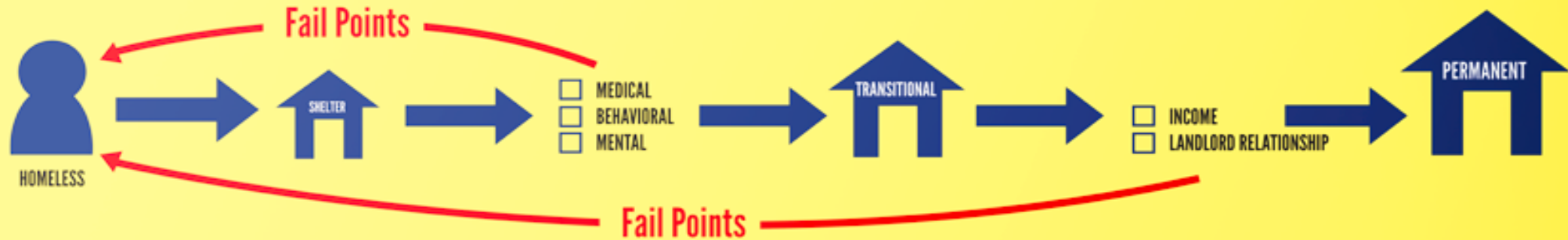


Housing First

Housing First is a paradigm shift from the traditional *housing ready* approach. It follows a basic principle—that *everyone* is ready for housing, regardless of the complexity or severity of their needs. Not only a program model of PSH; also a system-wide orientation and response. Services post housing support stability and prevent returns to homelessness.



Typical “Housing Readiness”



Housing First



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*

“Housing only”

OR

“Anything goes”



Core Practices in HF



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

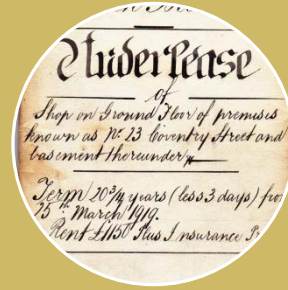
Key Elements



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

Assertive engagement using motivational techniques

Comprehensive assessment and housing planning

Person-centered and recovery oriented

Based in the community and in the home

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

Individualized

Housing First Crisis Response System



Uses a housing first approach to prevent and end homelessness as quickly as possible

Low barrier admission to programs and rapid access to PH

Conversation to re-house begins as soon as a household requests shelter by attempting diversion

Targets services effectively to those with highest barriers

Is understood by and informs and empowers the consumer

Has standards and uses practices backed up by data and research that get results – “EBP’s”

Focus on diversion, housing location, retention and eviction prevention and continuous quality improvement (CQI)

What We Know about Housing Stability

Expectation that each person will assume full rights and responsibilities of tenancy

- Knowledge of expectations of tenancy
- Shelter rules are consistent with behaviors needed for housing stability
- Negotiating preferences

People need resources to access and maintain housing

- People need money in order to live successfully in housing
- People need documents in order to access housing
- Each person will need their own network of care in order to sustain housing



Housing Stability



High need individuals may need on-going support

- Connecting all eligible families and individuals to the housing case manager to access and maintain housing
- Preparing people to accept services long term

Crisis is de-stabilizing

- Modeling crisis prevention and planning
- Teaching problem solving skills

People need a structure and purpose in their lives

- Talk about what people will do when in housing
- Identify goals and activities that are important to people

Engagement – the Relationship



- Establish a working relationship
- Once even small goals are created, the work together begins
- As people achieve small things, confidence and trust grows and they can take on bigger things
- Building motivation for a home and connecting it to the person's goals is the worker's focus during engagement
- Achieving goals helps people feel confident, key to making change
- Assisting with goals deepens the relationship
- We are creating expectations for future services

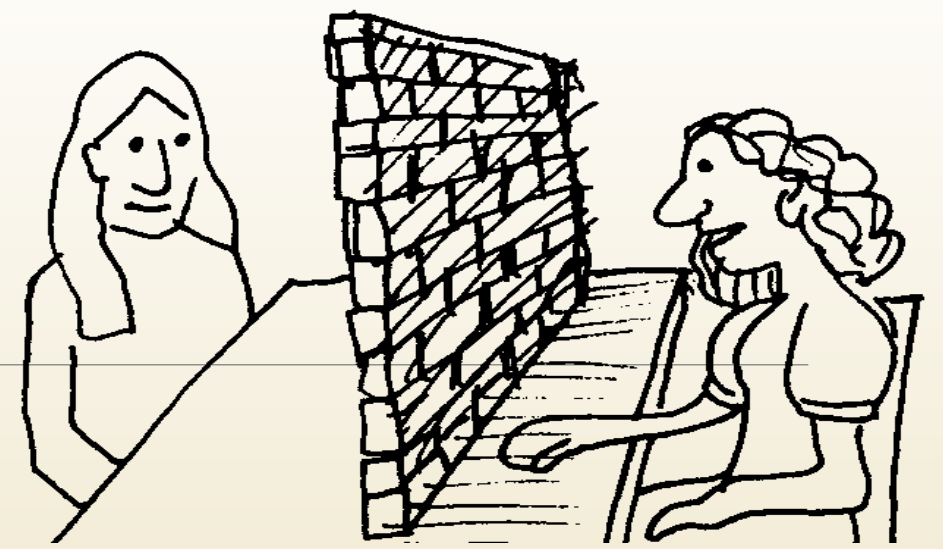
Barriers to Engagement

BARRIERS

- ☐ Severe psychosis – delusions and hallucinations
- ☐ Inebriation
- ☐ Disorganization
- ☐ Mistrust of worker
- ☐ Moving locations
- ☐ Not showing up
- ☐ Not following through
- ☐ Irritability/agitation
- ☐ Others?

CAUSES

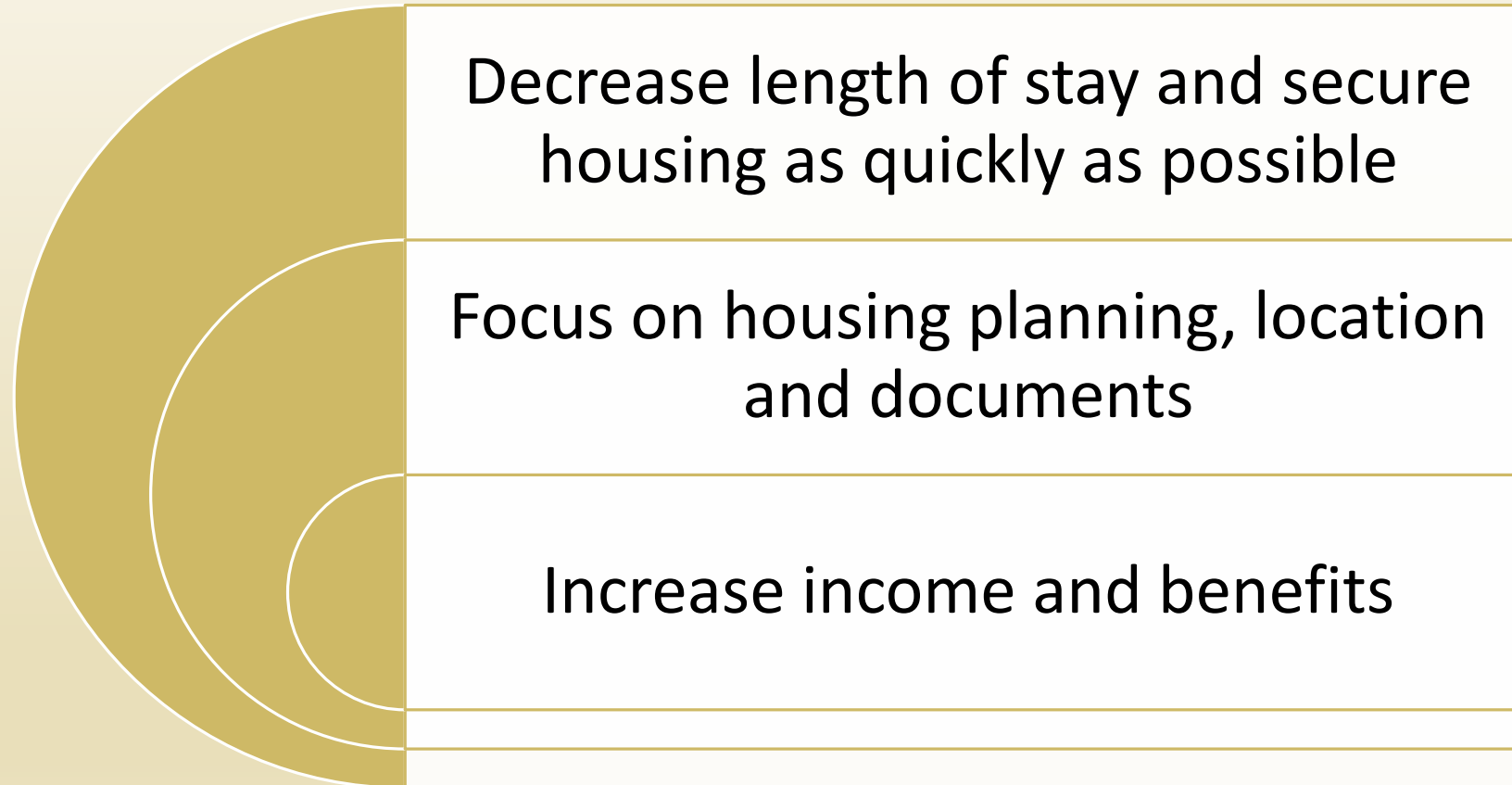
- ☐ Mental Illness
- ☐ Substance Misuse
- ☐ Past Trauma
- ☐ Post Traumatic Stress Disorder (PTSD)
- ☐ Bad experiences with workers in the past
- ☐ Traumatic Brain Injuries
- ☐ Depression
- ☐ Cognitive Impairments
- ☐ Others?



Best Practice: Crisis/Emergency Shelter



Housing First in Emergency Shelter (ES)



Example

Jack is a drinker and recently entered shelter. He has been seeing the outreach team for years and finally is coming inside. He is caught drinking in the bed area.

Is there a rule about drinking on-site and why?

What is the next step?

- May be to remind Jack of the rule and the reason.

- Offer alternatives to drinking inside the shelter – maybe sleeping medication is needed

If he is unable to comply what happens?

- What does this teach Jack that he can use in housing?



Example



Paula has three kids. She is coming out of a series of abusive relationships. She tends to isolate and when asked questions and just stares. Her kids seem to run wild. They run the hallways at night and need help to get to school.

Is this against the rules of the shelter?

- Kids running at night may disturb the other families
- Is there a question of whether Paula can keep her children safe?
- What is the next step?
 - It may be to explain the rules and offer ways to calm the kids down
 - Opportunity to explain that in housing, this would be a problem as well since it may disturb neighbors
- What happens if Paula can not change this behavior?

Discussion: Housing First



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?
- **Report Back: What are next 3 things we should do to advance HF?**

Defining Roles: Moving to Housing



Consistent with Housing expectations

Teach problem solving skills

Mentor people on expectations of lease and services

Contribute to assessment and plans

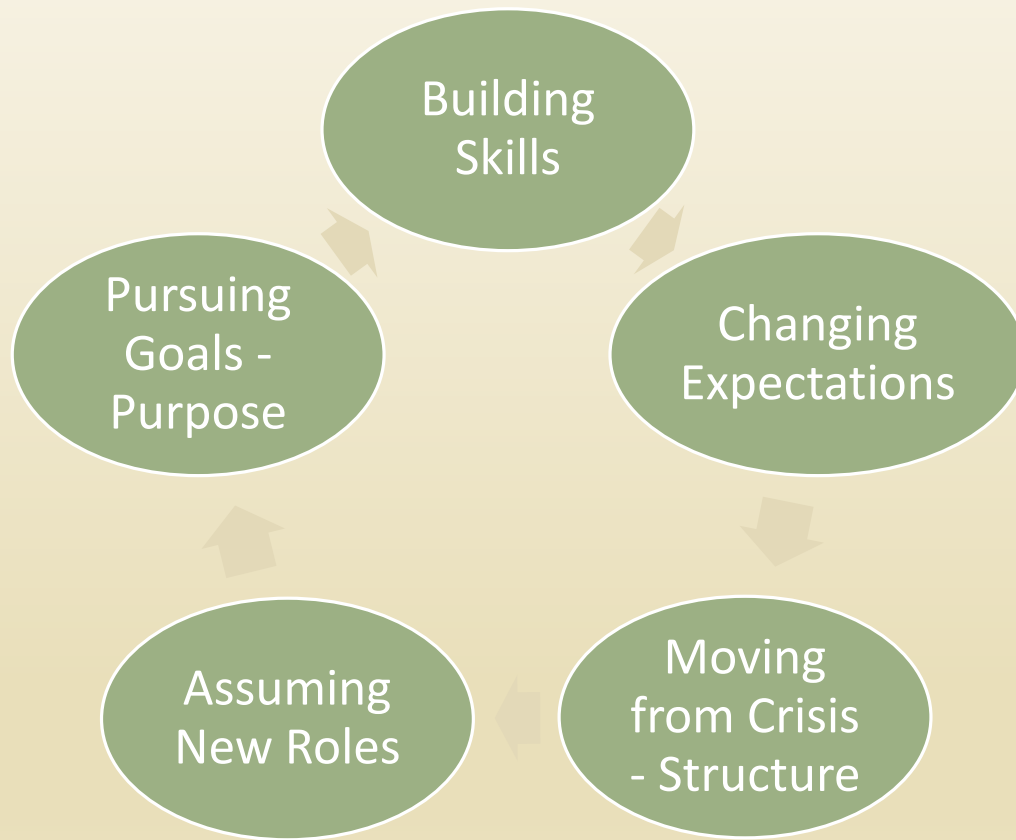
Provide concrete ways to move to housing

Talk about options

Let people dream a little

Be mindful of fears/anxieties about housing

Themes

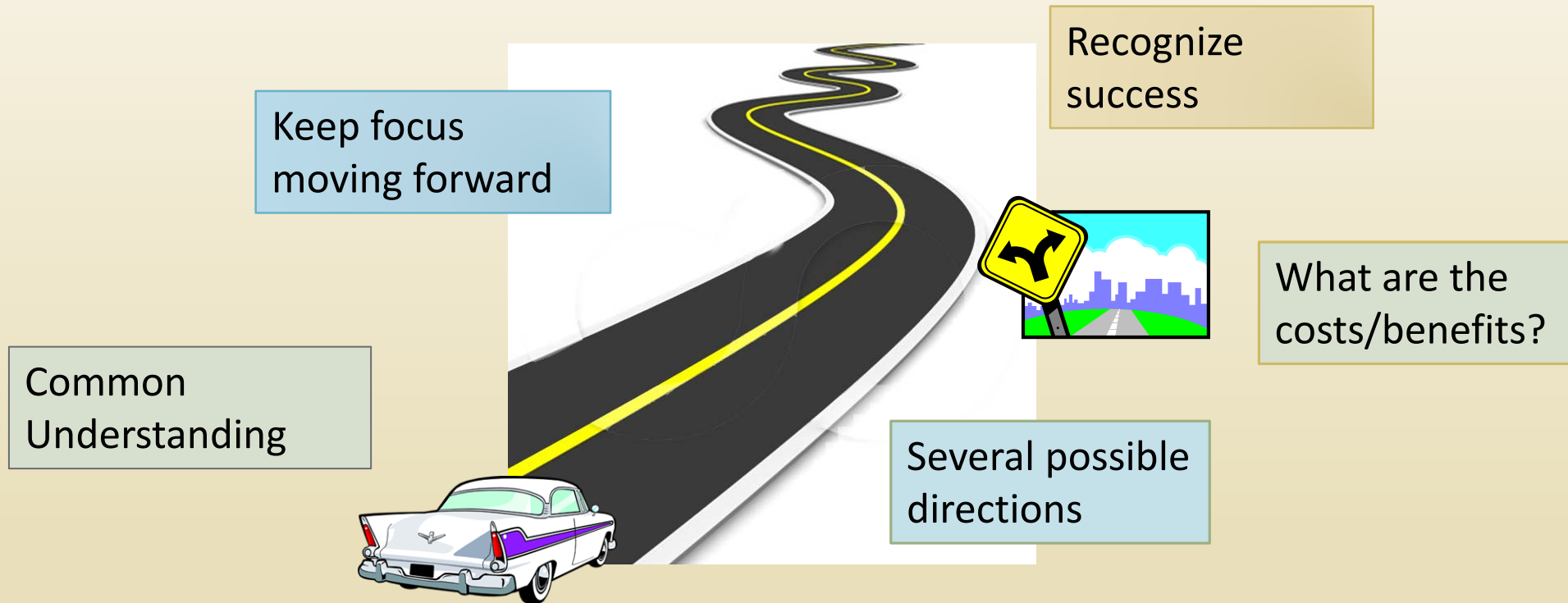


Ambivalence about Housing



- Brings up past experience of losing housing
- Loss of role and predictable routine
- \$\$
- Uncomfortable inside, in quiet places
- Fear of failing again
- Leaving friends and significant others behind
- Lonely
- Responsibilities
- Never had a lease – not confident
- Others?

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

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



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.”

Decisional Balance Sheet

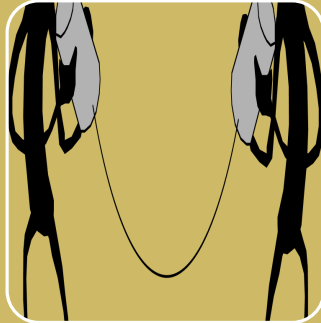
PROS AND CONS OF STAYING HOMELESS

+	-

PROS AND CONS OF GETTING A HOME

+	-

Harm Reduction Based On Open Communication

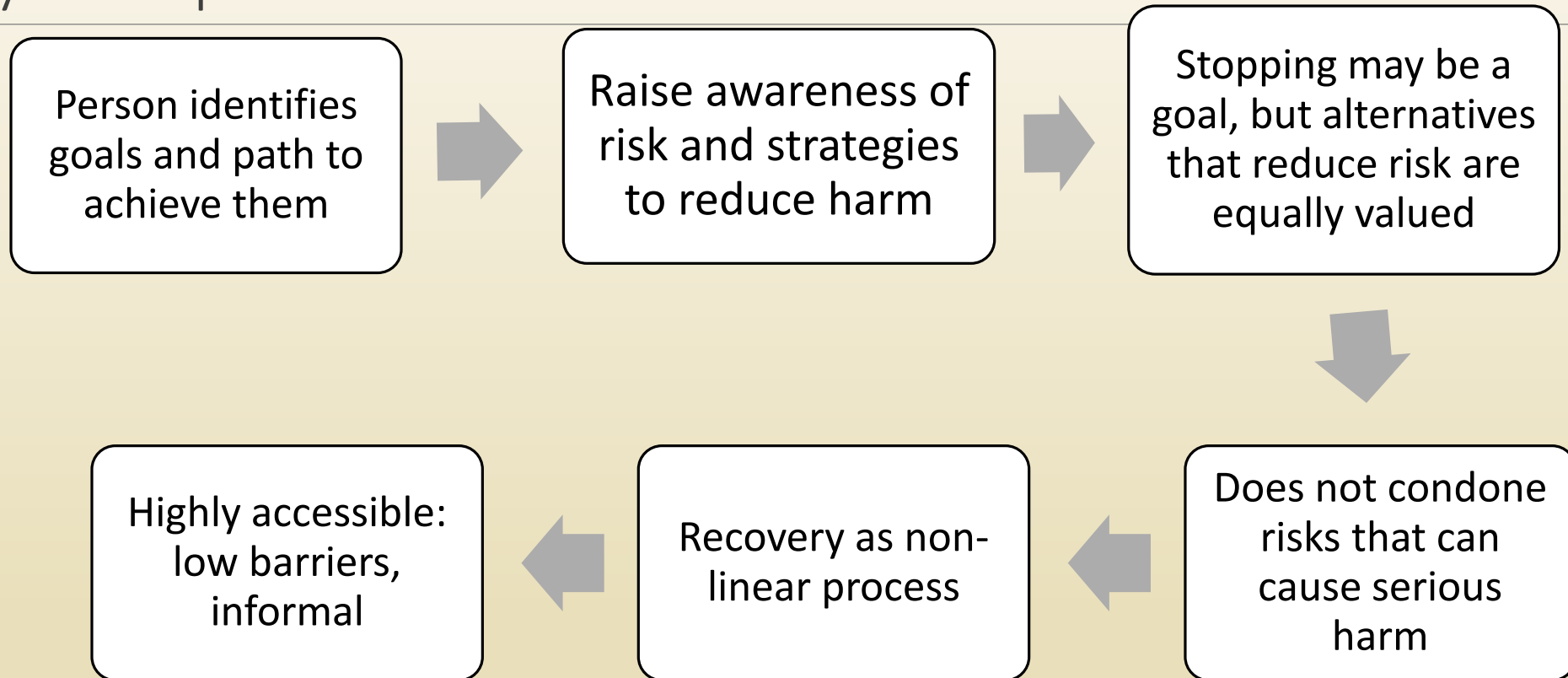


Discuss issues in terms of benefits and costs/consequences
(Of changing and not changing)



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

Key Principles and Practices



Harm Reduction Eviction Prevention Strategies

- 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.....



Tasks for Pre-Housing



- Gather documents for the application process
 - Email address and plastic accordion folders
- Connect to resources to support housing stabilization – income, treatment and supports
- Help prepare for the transition
- Teach Tenancy Skills
- Complete housing application process
- Housing search
- Develop plan to set up household – furnishings, housewares etc.
- Familiarize with neighborhood and Landlord

Preparing Documents and Making Referrals

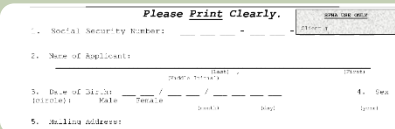
- Unable to start process without essential documents such as ID
- Assembling documents can be time consuming
- Some people will require staff to accompany them to Social Security, Banking and Vital Records offices
- Apply for benefits and/or get involved in job training to increase income
- Make connections to services and treatment resources
- Connect people to supports from peers, family and friends will also increase the motivation for housing and make people more comfortable once there



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 a standard application form with a header and several numbered fields.

Application and certification processes



Apartment standards and requirements



Coordinated Entry rules & processes



Negotiation skills



Understand Housing Needs and Preferences

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			

Educate

Educate on available options with expectations and time lines

Help gather needed documents and resources for housing – marking progress

Engage in pursuing other short term goals that will assist with housing stabilizations

Look at preferences and begin to negotiate

Discuss longer term goals for housing and begin to plan

Keep people engaged and moving forward



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

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

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

Allow all residents to have quiet/peaceful enjoyment

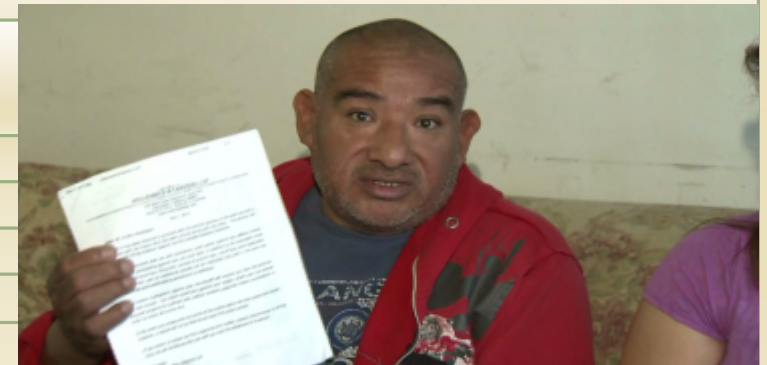
Make required rent payment on time

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

- 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



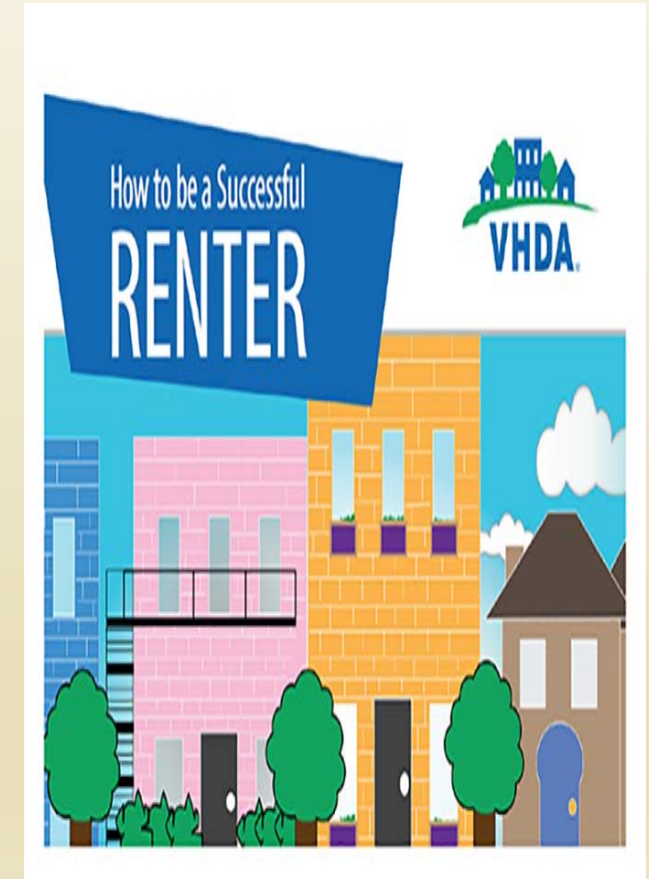
Resources for Tenancy Education

HUD Tenant Rights by State

- https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/tenantrights

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

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



Hand Off to Housing

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



Discussion

Accomplishing Pre-Housing Tasks:

- Working in inter-program groups, review the list of Pre-Housing tasks, identify who is currently performing these tasks, what is not getting done, and what would be helpful to develop or implement in your program for the housing planning and preparation phase.

Case Discussions

What are you seeing here?

- How does this affect the person's stay?
- How does this affect their prospective housing?

How would you resolve this issue inside the program?

- Who would be involved?
- How would this be communicated internally?

What is the structure to communicate these issues?

What tools can be used to move the person towards housing?



Case Studies

Oscar has been in the shelter for a week. He was referred through the HUB and has met with his case manager. He was very compliant with all he is asked and was working hard to get his documents. He largely stayed by himself other than meetings with the case manager. For the last two nights he came back to the shelter late without letting anyone know. The first night he was let back in, the second he told the monitor he had gotten some work and would be late from now on.



Patti come in and out of the shelter every day. She brings new things back and takes other things out. She has a lot of stuff but it is all organized and does not overflow her bed area. She confides to the shelter monitor that he stuff will make her very rich and that she has two storage areas full. She asks the monitor not to tell because people are jealous.



Case Studies



Blanche is 19 and homeless for weeks. She was beat up badly on the street and fearful for her life. She had been hanging out with a group of youth and they spent time on the streets and in abandoned buildings. They did sex work and some selling of drugs for money. She was able to stay at YEAH! For the night but refused to go to the HUB the next day. She said she might spend a little more time at YEAH but didn't need that other drama. She would go back to her friends.



Kat has been homeless for about 6 months. She requested assistance in getting housing. She was referred to a transitional program and was happy to get in. She had not scored as high need. She does not have a housing case manager but has been referred to the group at the Hub and is pursuing housing. The program is noticing that Kat has a very hard time completing tasks. They suspect something is wrong in her thinking. They think she may have a mental illness or some cognitive issues. Kat is willing but struggles.

Closing

Temporary housing programs provide participants with an opportunity to take a breath in a safe and secure environment

Staff gather important information on how people respond and what their issues are

Using that information to move people forward is and important

The key is consistency with goals: stable housing

Setting the tone for future services

Sharing the knowledge gained with current and future services

Teaching problem solving skills

Assisting each person to move forward



Comments/Questions



Resources – Housing First

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

Housing First Team Meeting Video:

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



The Evidence and Resources for CTI

- Recognized an Evidence-Based Practice (EBP) by the Substance Abuse and Mental Health Services Administration (SAMHSA): 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
- 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

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

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

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

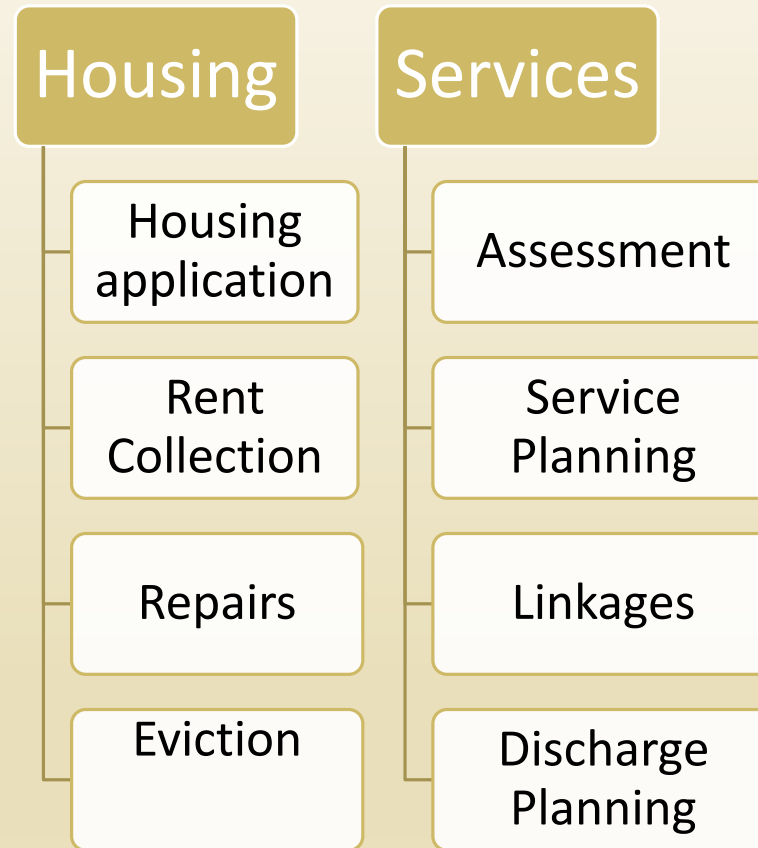
Lease
compliance
& housing
retention

- 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





Sample Housing First Principles - 5

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

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