



Tow The Line Sustainable Practices in Supportive Housing

**AHMA-NCNH 30TH Annual Conference and
Trade Show
Santa Clara, CA
September 16, 2011**

Our Mission

CSH helps communities create permanent housing with services to prevent and end homelessness.

CSH's goal is to help communities create 150,000 units of supportive housing by 2012

Our core products and services:

- **Loans and Grants**
- **Advocacy**
- **Technical Assistance and Training**
- **Research and Evaluation**

Today's Agenda:

- Welcome!
- Logistics:
 - *bathrooms?*
 - *Please turn e devices off, to vibrate, or take emergencies outside.*
 - Timing – we're scheduled for 90 minutes – 10:15 -11:45 am
(if needed, we'll adjourn and continue if needed)
- Introductions
- Review of Workshop Objectives
- PowerPoint Presentation
- Case studies – group exercise(s)
- Next Steps – especially regarding what we do and don't cover in today's workshop.

Who are you?!? Why this workshop??
Any burning issues???

- Please tell us –
 - ***YOUR NAME***
 - ***YOUR ROLE / RESPONSIBILITIES***
 - ***WHAT SKILLS / CAPACITY YOU HOPE TO GAIN***

Training Objectives

- To orient &/or expand participants' knowledge regarding the range of supportive housing models targeted to households with special needs;
- To build or enhance participants' knowledge of key principles and practices for coordinating property management and supportive services functions in supportive housing;
- To orient or enhance participants' knowledge of evidence-based practices for addressing behavioral issues, i.e., de-escalation techniques; sharing confidential information.

First, Let's Define PSH

- How would you define permanent supportive housing?
- What words immediately come to mind when you think of PSH?

What is Supportive Housing?

Supportive housing is
permanent affordable housing
combined with a range of
supportive services
that help
people with special needs
live stable and
independent
lives.

Who is Supportive Housing For?

People who:

✓ **BUT FOR HOUSING** cannot access and make effective use of treatment and supportive services in the community;

and

✓ **BUT FOR SUPPORTIVE SERVICES** cannot access and maintain stable housing in the community.

Who is Supportive Housing For?

People who:

- ✓ Are chronically homeless
- ✓ Cycle through institutional and emergency systems and are at risk of long-term homelessness
- ✓ Are being discharged from institutions and systems of care
- ✓ Without housing, cannot access and make effective use of treatment and supportive services



Traditional vs. Supportive Housing Property Management

Traditional Rental Housing

- The property manager makes all decisions regarding lease violations and evictions.
- The property manager is solely responsible for low vacancy rate and rent collection.
- The property manager works with resident to make payment plans.

Supportive Housing

- Collaboration between property manager and service provider regarding lease violations and evictions. (At very least communication before acting)
- Property manager works with service provider to maintain a stable housing environment.
- Service provider involved with payment plans, and “contracts” to maintain housing.

The National Context

- National movement toward a **Housing First** strategy.
- More flexible housing is needed to ensure that our goals to end homelessness are successful.

KEY PRINCIPLES OF SUPPORTIVE HOUSING

- ✓ **It's Mission Driven**
- ✓ **Impact to Traditional Roles and Responsibilities**
- ✓ **There are Evidence-based Best Practices for Operating Supportive Housing**

Apply Principles to Every Level of Operations

- Incorporate your mission into your policies and procedures
 - Document the Mission
 - Incorporate coordination into the text
 - Use them!
- Tie your orientation and employee evaluations directly to the housing mission
- Provide advanced and clinical training

Key Principles of Coordination in Supportive Housing

#1: Property Management Supports Mission-Driven Housing

#2: Establish Clear Roles and Responsibilities

#3: Recognize Overlap and Built-in Tension Between Roles

1 Shared Commitment

Property management
supports mission driven housing.

- Commitment to success of community and to each of the residents residing in the building
- Commitment to coordinate communication between services, management and tenant-led organizations

Mission-Driven Property Management

- **“Double Bottom Line”**
- **Key practices related to:**
 - ✓ **Development and enforcement of house rules**
 - ✓ **Collaborative approaches to tenant selection and screening, move-in, orientation and crisis management**
 - ✓ **Resident councils**
 - ✓ **Creation of job opportunities for tenants**
 - ✓ **Record-keeping**
 - ✓ **Evictions and problem-solving**

#2 Establish Clear Roles and Responsibilities

- Outline clear roles for each entity
- Establish forum for discussing and re-negotiating roles/responsibilities



3 Recognize and Utilize Built-In Tension

Recognize overlap and built-in tension between
roles of service provider and property
manager.

- Respect different roles of each partner
- Understand all roles are necessary and important for well-managed building
- Acknowledge and use built-in tension between roles and functions to ensure stability and a sound asset

Roles and Responsibilities

- Areas of Overlap Between Property Management and Support Services Functions
 - ✓ Intake: Tenant Selection and Interviewing
 - ✓ Orientation of Incoming Tenants
 - ✓ Rent Payment and Arrears
 - ✓ Dealing with Disruptive Behaviors
 - ✓ Procedures in Crisis
 - ✓ Tenant Grievance Procedures
 - ✓ Tenant Council
 - ✓ Community Building

Roles and Responsibilities

	RESPONSIBILITIES OF SERVICE STAFF	RESPONSIBILITIES OF PROPERTY MANAGEMENT STAFF
INTAKE: TENANT SELECTION & INTERVIEWING	Focus on service history and current needs during service interview	Focus on ability to pay rent during management interview
	Both Service Staff and Property Management conduct the tenant interview, focusing on characteristics of a good neighbor. Common concerns during Intake: Who makes the final decision? How much information can be shared from the service interview?	
ORIENTATION OF INCOMING TENANTS	Help tenants with concrete needs around the move in, such as unpacking, getting familiar with the building routine and location of laundry, neighborhood resources, staff locations and responsibilities	Orient tenants about building maintenance issues, fire drills, and tenant meetings
RENT PAYMENT & ARREARS	Provide tenants with assistance in paying their rent (e.g., budgeting, addressing cost of substance abuse, vocational services, etc.)	Responsible for collecting rent and addressing issues of rent arrears
DEALING WITH NUISANCE & DISRUPTIVE BEHAVIORS	House rules are generally developed jointly by Services and Management. Some basic rules may be developed by staff and tenant input to add or revise these. All staff can help promote healthy cultural norms for the building; it is frequently Service staff who help to structure these efforts.	
PROCEDURES IN CRISES (e.g., psychiatric, medical, physical or fire)	Clear policies and procedures should be in place for dealing with disruptions. These should clearly spell out the chain of command in case of emergency, what information to provide to EMS, when to beep staff on call, etc.	
TENANT GRIEVANCE PROCEDURES	Staff and tenants should be aware of systems for evaluating the program and the services given. Management and Service staff generally work together, with Service staff alerting tenants to procedures through individual case management meetings or tenant meetings.	
TENANT COUNCIL	Facilitate initial tenant meetings with the goal being to eventually have tenant run meetings.	Attend meeting when issues concern the building or maintenance.
COMMUNITY BUILDING	Many issues mentioned above involve aspects of community building. The tenants as well as management and service staffs are members of the building community and influence the culture of the community. Staff should be aware of trends in the community and plan strategies for positively influencing the culture.	

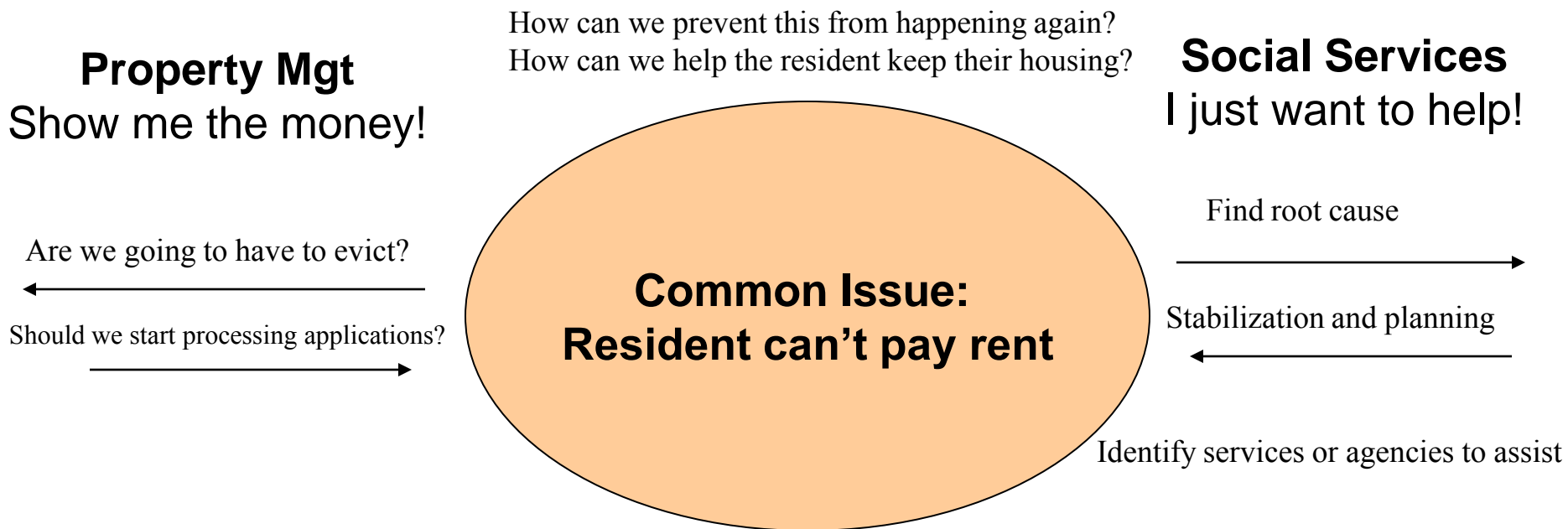
Coordinating Management and Services

- Supportive housing = coordinated property management and supportive services functions
- Collaborative relationship is essential
- Competing forces
 - Financial demands of the building
 - Security of larger tenant community
 - Needs of individual tenants

Putting Principles into Practice

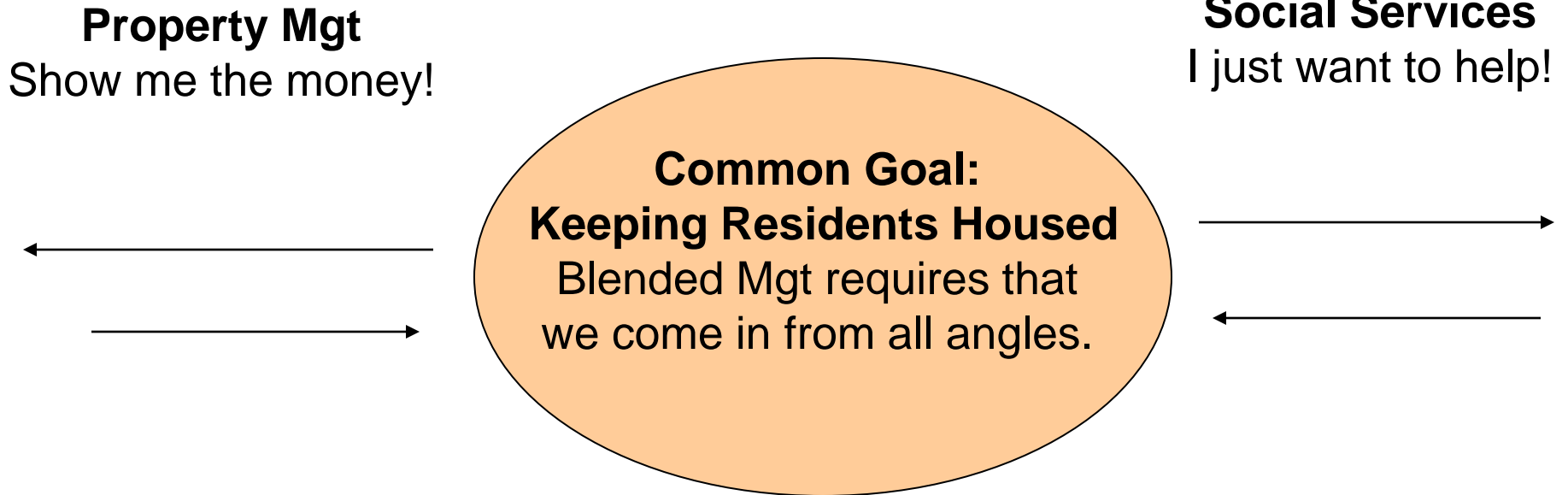
- MOU or contract between partners
- Carefully select, train, support, and supervise social service and prop mgt staff
- Schedule regular communication
- Give staff parallel status and authority
- Outline written procedure for resolving disagreements

Roles and Challenges



Goal: Provide the residents the support they need to reach their fullest potential and to keep the building in compliance with funding sources, physically, and financially.

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Keep Lines of Communication Open

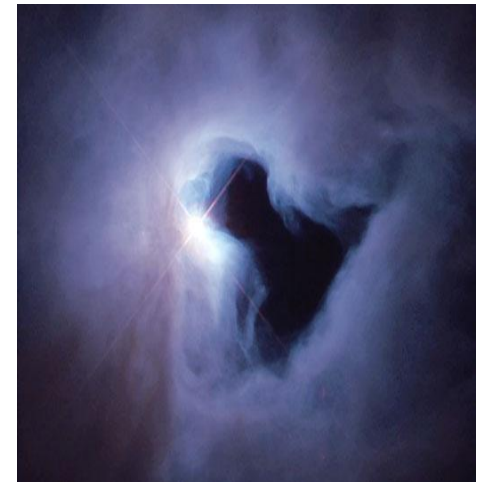
- Understand each other's roles and responsibilities
- Understand the program and funding source missions and goals (why are you all here?)
- Schedule regular meetings to discuss policies, procedures, and resolve conflict
- Establish clear decision making process and clear lines of authority within and between property management and social services
- Provide joint training and retreats for team building

Success and Housing Retention

WHAT WORKS?

Access to Housing What Is Success? Who Decides?

- How much do you need to know about someone before you house them?
- Who defines success in SH?
- How is success measured, by whom?
- Is housing retention enough?
- Permanent housing is the beginning, not the end!



Perhaps Housing Stability is Enough?!?

- What are our desires for others?
- You are an important part of the equation!
- How (apropos your role / responsibilities in SH)?
- What's your motivation?

What the Tenant Brings to Supportive Housing

Every tenant brings a history, a culture, and a set of expectations and behaviors:

- Personality
- Mental Health
- Physical Health
- Social History
- Racial/Ethnic Identity
- Housing Experience

And ...There Are All These Applicable Federal Laws and Regulations

- Equal Protection Clause of the 14th Amendment
- Fair Housing Act
- Americans with Disabilities Act
- Rehabilitation Act of 1973
- Age Discrimination Act
- HUD Regulations
- Confidentiality laws

And...there may be all these Other Rules and Regulations to Consider

- State and local landlord-tenant law
- Local housing authority regulations
- Agency rules, policies, and procedures

Specific Legal Issues

- Applicant/Screening process
- Reasonable accommodation for users
- Eviction for non-sobriety or drug use
- HUD “one-strike” policy
- And many more!

Every tenant brings a history,
a culture, and a set of expectations
and behaviors

Mental Illness,
Drug Use, and
Co-Occurring Issues

what's going on?

Co-Occurring Disorder

- Mental health AND substance use issues
- Many “dual diagnosis” subtypes
- Variables include:
 - Type of illness and type of substance
 - Severity and duration
 - Tenant’s awareness of issues
 - Tenant’s motivation to change

Common Mental Illnesses

Common Substances

- What are some common mental illnesses eligible tenants may bring into housing?
- What are some of the symptoms associated with each illness?
- How do symptoms impact tenant's ability to be successful in housing?

- What are some common substances eligible tenants may be using?
- What are some of the symptoms associated with heavy use of these substances?
- How do symptoms impact tenant's ability to be successful in housing?

Substance Use & Diagnoses

- Prevalence of Substance Use in People with Mental Health Diagnoses
 - Depression: 32% have substance use issues
 - Bipolar : 64%
 - Social Phobia: 12-56%
 - Bulimia: 28%
 - Panic Disorder: 36%

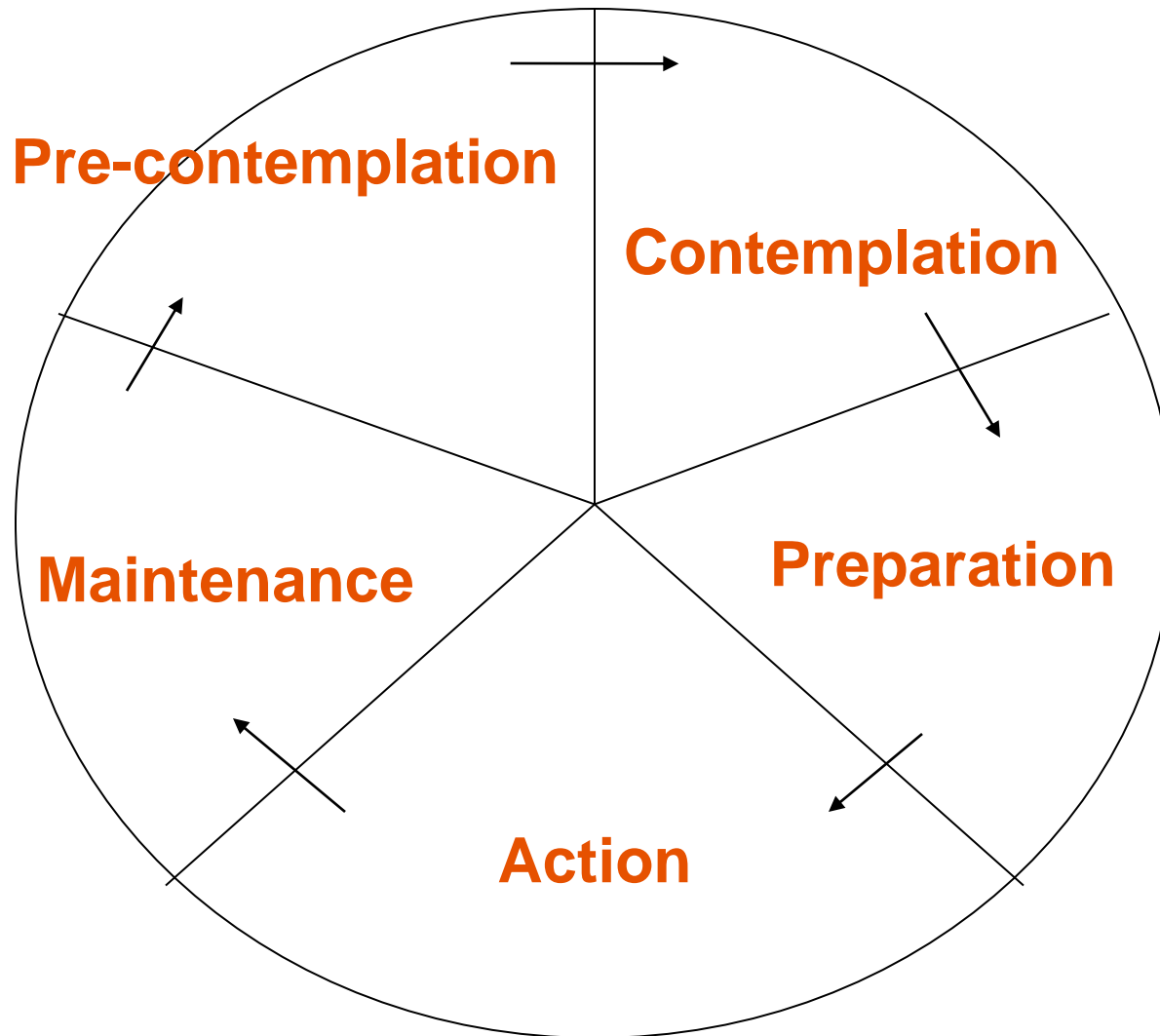
Drugs Impact Mental Health

- Alcohol and most illicit drugs have exacerbating and relieving effects on mental illness
- Prescription drugs often have relieving effects on mental illness AND unwelcome side effects
- Help tenants make links between mental distress and effect of substances

Abstinence & Drug Use & Relapse

- Abstinence can be great if it works
- How are we going to serve those who are very committed to their drug use?
- How are we going to serve those who keep experiencing relapse?
- How are we going to serve those for whom abstinence hasn't worked?
- Relapse is a natural part of the process.
- People relapsing may feel they are breaking a promise to oneself, so self-esteem and self-efficacy goes down
- Relapse is often caused by major life changes (welcome or unwelcome) e.g., moving into quality SH; reunification

All Supportive Housing Site Staff should be oriented to Stages of Change



Other Key Training Topics for All Staff

- Confidentiality
- Crisis intervention/de-escalation
- Exiting homelessness: barriers and opportunities
- Cultural fluency
- Boundaries
- Laws and regulations (e.g., landlord-tenant laws, confidentiality laws, fair housing regulations)
- Universal Precautions for Infectious Disease
- First Aid/CPR
- Reasonable Accommodation
- Harm Reduction/Housing Retention
- Working with clients with mental illnesses

Crisis Prevention

- Recognize danger signs
- Stay calm to keep others calm
- Use active listening techniques
- Be creative and responsive
- Keep the goal of safety in mind
- Be patient

Crisis Response

- Have set protocols at your site
- Coordinated response to crises
- Types of Emergencies
 - Mental Health
 - Substance Induced
- Supporting and debriefing

Planning the Coordinated Response

- Anticipate challenges
- Know your roles
- Talk about contingencies and scenarios
- Document your intentions so the next person will know

Practical Tools: Housing Retention

- The housing retention meeting
- The housing retention agreement
- Follow-up

Key Points to Serve Tenants

- Few rules and many considerations
- Creativity and patience
- If you see one condition, think of the other
- Either condition can mask underlying medical issues
- Tenant awareness and motivation to change are key predictors
- Know your limits and attitudes
- Take care of you

Designing House Rules

- Clear Purpose
- Enforceable
- Legal
- Less is More
- Tenant Input
- Keep Current/Revise
- Teach tenants how to follow the rules



Useful House Rules

- Ideas?



Possible Rules

- No drug dealing, distributing, manufacturing
- No substances or intoxication in community areas
- No violent or disruptive behavior
- Tenants are responsible for guests/visitors
- No purchasing drugs within a 4-block radius
- Can't come in/out too much at night

Sample Primary Rules

- Don't wreck the building
- Don't physically hurt anybody
- Treat most people with respect most of the time
- If you can do these three things, you can live here as long as you want to

Housing Rules and Lease Enforcement in a Housing First /Harm Reduction (HR) Setting

- Not “anything goes”
- HR/safety balance
- Incident reporting
- Lease violation notices
- Coordination with supportive services staff
- Legal issues related to substance abuse and lease enforcement

Strategies for Engagement

- Be there from the start
- Knock on the door
- Check in often: prevent isolation
- Provide needed resources
- Encourage community building

Practical Tools: Community Building

- Single-site housing: Establish a welcoming committee
- Scattered site housing: The program group and the neighbors
- Make a resource binder for all participants
- Have a picnic or a movie night
- Tenant empowerment and organizing is key
- Community events should include tenant planners. Newsletters need tenant contributions

Techniques

- Ask Open-Ended Questions
- Listen Reflectively
- Summarize
- Affirm
- Empathize

Practical Tools: Non-payment

- Emphasize budgeting/spending plans
- Rep Payee or money management
- Make sure the rent burden is reasonable
- Non-payment can be a sign of a larger problem
- Have an agreed system for payment plans
- Don't let it go too long

Practical Tools: Eviction Process

- Exhaust all alternatives to eviction.
- At some point, a line must be drawn: Harm reduction does not mean anything goes
- Attention to detail/documentation crucial
- Work with all departments to create a collaborative process and ensure tenant has support.
- Consult with an attorney and make sure s/he understands the mission of your program

Case Study and Group Discussion

Working Together: Case Study

A frail, mentally ill man is beginning to decompensate and has been screening in the night. Services staff have been working with his doctors to adjust his medications and his behavior does not warrant hospitalization. His neighbors are complaining and are angry at the staff for not doing anything about their complaints.

What will you do as the property manager?

What will you do as the service provider?

Working Together: Case Study

A caseworker visits a mentally ill resident in her room. She has been difficult to engage and the caseworker is pleased to be invited in. The worker finds the room is piled with stuff, leaving only a narrow path to her bed. The tenant tells the worker that she is working on a project that will make her very rich and asks the worker not to tell management about the stuff in her room.

What will you do as the service provider?

What do you do as the property manager?

Working Together: Case Study

A resident has been the source of numerous complaints from his neighbors, mostly for noise. He is behind on his rent. The service team has been trying to work with him, but he has refused all assistance.

The resident receives an eviction notice and he goes in to talk to the management team. He states that he got mugged and then missed his entitlements appointment, which is why he is behind on his rent. He tells the manager that he wants to pay his rent and remain a resident, but he just has bad luck. He says he has tried discussing these issues with service staff, but they are not helpful.

What will you do as the service provider?

What will you do as the property manager?

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