

Rapid Re-Housing Training

October 13, 2016



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RESEARCH AND EDUCATION • INFLUENCING FEDERAL POLICY • BUILDING LOCAL CAPACITY

Agenda

- Welcome and recap
- Housing First and Rapid Re-Housing
- Evaluating and Improving rapid re-housing
- Homeless System Simulation Game
- Rapid re-housing as a systems intervention
- Advanced Rapid Re-Housing Case Management
- Staffing Rapid Re-Housing
- Closure

Recap



Housing First and Rapid Re-Housing

What does Housing First mean?

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.

Housing First is not a “program,” it is a system-wide orientation and response.

-Ann Oliva: SNAPS Weekly Focus

Housing First Principles

- Homelessness is a housing problem
- Permanent housing is a right
- People should be returned to permanent housing quickly and connected to resources needed to stay there
- Issues can best be addressed once people are permanently housed

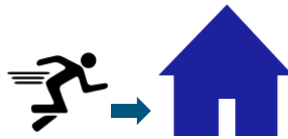


Activity

Housing First Checklist

Housing First Rapid Re-Housing

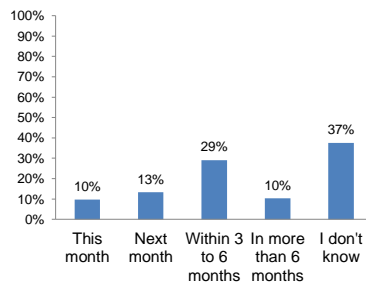
- Rapid re-housing is rapid
- Few to no programmatic prerequisites
- Lower barriers to admission
- Voluntary services
- Tenants had full rights and responsibilities of any other tenant in the community
- Help clients avoid lease violations and eviction



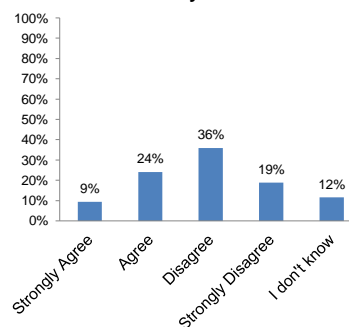
Consumer Input

Data from 500 consumer surveys from 4 communities across the country

If you are NOT currently in permanent housing, when do you expect to be?




I felt that the services I received while homeless were focused on helping me get into permanent housing in under 30 days.



Evaluating and Improving Rapid Re-Housing

What do you need to collect?

- Enter data into HMIS (or other database for victim service providers)
 - Program entry dates
 - Residential move-in dates 
 - Exit destinations
 - Entries into homelessness for households serviced after exit from the program

Performance Benchmarks

- Data is only valuable if acted on
- Communities may set alternative performance goals for performance improvement
- Benchmarks assume a Housing First program that serves clients with high barriers
- Meaningful consumer input is an essential component of performance evaluation

Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

Benchmark


- Clients move into housing in an average of 30 days or less from program entry


How to measure

- Average length of time from program entry to residential move-in for households who moved into permanent housing

Alternative measures

- Referral date
- Shelter exit date

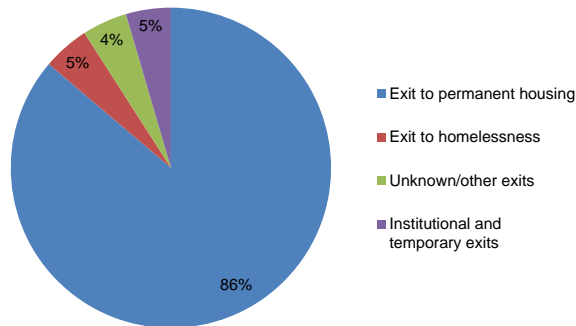
Rapid re-housing Performance Benchmarks	1. Length of Stay	How can we shorten the length of stay in homelessness? <ul style="list-style-type: none"> • Robust landlord recruitment • Remove programmatic prerequisites to housing • Housing-focused messaging from entry into the system
	2. Permanent Housing Exits	
	3. Returns to Homelessness	
	4. Efficiency	
		ENDHOMELESSNESS.ORG

Rapid re-housing Performance Benchmarks	1. Length of Stay	Benchmark <ul style="list-style-type: none"> • 80% exit rapid re-housing to permanent housing How to measure <ul style="list-style-type: none"> • Percent of clients who exit rapid re-housing to permanent housing
	2. Permanent Housing Exits	
	3. Returns to Homelessness	
	4. Efficiency	
		ENDHOMELESSNESS.ORG

GA BoS

Rapid Re-Housing Exit Destinations

Exits from Rapid Re-Housing



Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits


3. Returns to
Homelessness

4. Efficiency


How can we increase exits to permanent housing?

- Match clients with units that work for them
- Flexible financial assistance
- Proactive case management and connection to services
- Move clients if needed


Rapid re-housing Performance Benchmarks	
1. Length of Stay	<p>Benchmark</p> <ul style="list-style-type: none"> 85% of households that exit rapid re-housing to permanent housing do not become homeless again within a year <p>How to measure</p> <ul style="list-style-type: none"> Percent of clients who remain housed 12 months after program exit to permanent housing <p>Alternative measures</p> <ul style="list-style-type: none"> Victim service providers follow-up with clients and use representative sample
2. Permanent Housing Exits	
3. Returns to Homelessness	
4. Efficiency	


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Rapid re-housing Performance Benchmarks	
1. Length of Stay	<p>How can we limit returns to homelessness?</p> <ul style="list-style-type: none"> Place clients in units they can eventually afford Warm hand-offs to community services Pro-active follow up
2. Permanent Housing Exits	
3. Returns to Homelessness	
4. Efficiency	



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Rapid re-housing Performance Benchmarks	Benchmark
1. Length of Stay	<ul style="list-style-type: none"> • Determine based on local housing costs, comparison to other program types
2. Permanent Housing Exits	How to measure
3. Returns to Homelessness	<ul style="list-style-type: none"> • Average cost per exit to permanent housing
4. Efficiency	

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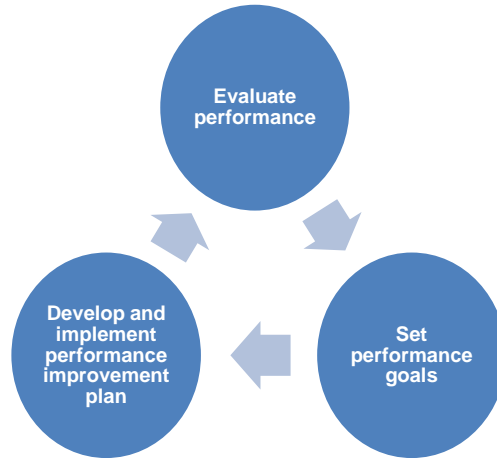
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Rapid re-housing Performance Benchmarks	How can we increase our efficiency?
1. Length of Stay	<ul style="list-style-type: none"> • Flexible financial assistance
2. Permanent Housing Exits	<ul style="list-style-type: none"> • Leverage mainstream connections
3. Returns to Homelessness	<ul style="list-style-type: none"> • Evaluate case management ratio
4. Efficiency	

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Cycle of Performance Improvement



Activity

HOMELESS SYSTEM SIMULATION GAME

Before we Start

- Each table represents a Continuum of Care
- Sit with persons from different organizations
- Seven to a table
- Please wait to receive instructions before you begin

Object of the Game

- Move as many beads as possible into permanent housing
- Prevent beads from exiting your system into unsheltered homelessness

Game Instructional Video

Basic Instructions

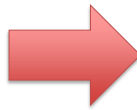
- Each player takes their turn one at a time
- All decisions made by consensus. If you cannot make a decision by the time allowed, you must move on to the next round.
- Each round is timed
- If you finish a round prior to announcement, feel free to move ahead

SYSTEMIC RAPID RE-HOUSING

Collective Impact

- Common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communication
- Backbone support organization

Program or Systemic Intervention Discussion



Rapid Re-Housing (RRH)
ends homelessness for
families and individuals.

**RRH
HELPS**



FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.

Rapid Re-Housing as a Systemic Intervention

- Consistent, collaborative, systemic
 - Housing Identification
 - Rent and Move-in Assistance
 - Case management and services

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PAY FOR HOUSING


Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING


Help access services so people can stay in housing.




FIND FAST HOUSING IDENTIFICATION



Build relationships with landlords to have access to as many housing units as possible.



Find and secure housing as quickly as possible after a person or family becomes homeless.



Limit the time a family or individual spends homeless. Move people into housing within **30 days or less**.

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Community-Wide Landlord Recruitment



Community-Wide Landlord Recruitment



There are many **benefits** to participating with the community of Homeless Service Providers

Sign up today!
<http://www.pbcgov.com/SMARTLandlord>
 #SMARTLandlord (561) 355-4777



SUPPORT

Landlords **support** the community by offering affordable housing to extremely low income individuals and families at Fair Market Rent.



MARKETING

Save on costs of marketing and advertising your unit. We have a list of clients ready to move in.



ASSISTANCE

Every tenant has a case manager who provides assistance to the client and is the landlord's immediate point of contact.



RENT

Landlords receive **timely rent payments** with facilitation from the organization placing the tenant.

TENANT

Always have a **tenant** in your unit and reduce vacancies.



System Rapid Re-Housing

Community-wide list of clients prioritized by need

+

Community-wide list of open units

=

Good match for highest need client



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FIND HOUSING

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PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

HELP PAY RENT AND MOVE-IN ASSISTANCE

Pay for security deposits, move-in expenses... .. and/or rent and utilities. Length of assistance varies, but often **4 to 6 months**.

Landlord Risk Mitigation Fund

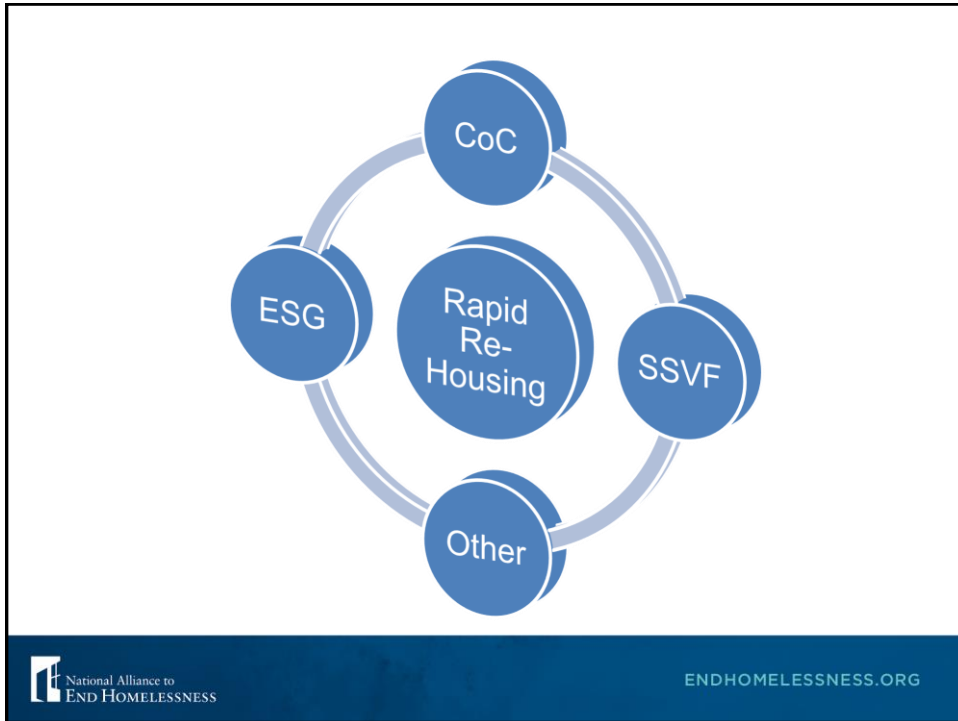
- Covers damage above and beyond security deposit
- Funded by foundations, city, county
- Funds are used very rarely
 - Denver: One claim since 2014
 - Orlando: No claims since 2014
 - Portland: One claim since 2014
 - Seattle: Original funds since 2009 remain



[Source: USICH](#)


Funding for Rapid Re-Housing

Traditional Homelessness Funds	Other Government	Private/Other
<ul style="list-style-type: none"> • ESG • CoC 	<ul style="list-style-type: none"> • TANF • CDBG • HOME • Housing Trust Funds • State/local (SHIP) • EFSP (FEMA) • SSVF 	<ul style="list-style-type: none"> • Foundations • Faith • Business/BID

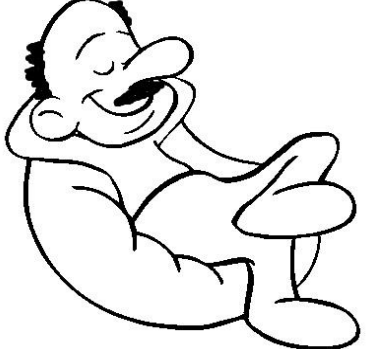


System Funding Strategies

What this feels like for you



What this should feel like for your client



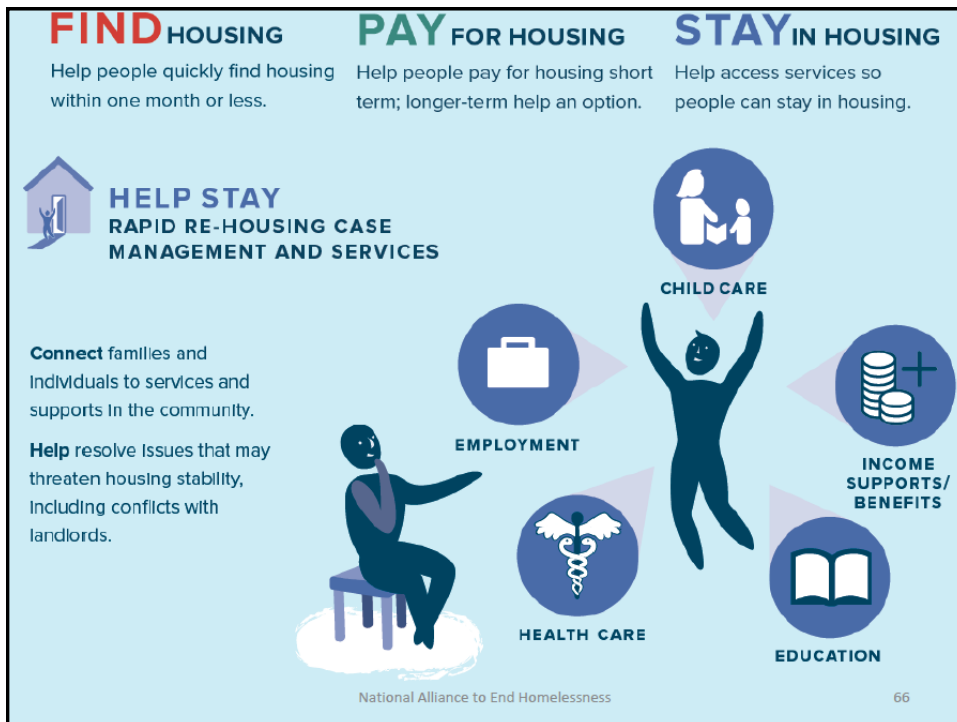
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System Funding Strategies

Funders Collaborative

- Align and reinforce goals and outcomes
- Increase efficiency
- Funders share information and learning
- Leverage funder influence to bring in other resources and increase political clout



System-wide Case Management

- Community-wide case management training
- Partnerships and referrals
- Systemic policies and procedures
 - Tenancy barriers assessment
 - Home visits
 - Evaluating continued assistance
 - Case closure procedures

Going deeper on

RAPID RE-HOUSING CASE MANAGEMENT

Activity

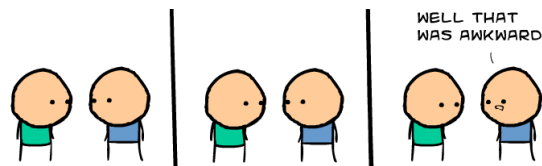
Engaging clients in voluntary services

“ If your services are meaningful to participants’ goals, they will choose engagement.”

Staff Observation from the HomeFree rapid re-housing program in Portland, OR

What would you do?

“Your client has just moved into their new apartment and you make your first home visit. The goals, budget and orientation were completed thoroughly before move-in. What occurs during your visit”



Adapted from Micah Ministries Training Scenarios

What would you do?

- Let the client show you around
- Ask open ended, housing focused questions
- Help them think ahead about rent
- Discuss if they'll need assistance next month
- Follow up on referrals to other resources or programs
- Look for natural supports to connect them to

What would you do?

Do Ask

- “It doesn’t look like you have been able to get any food in the fridge yet, are your food stamps active?”
- “What plans are you making to pay your rent next month?”
- “A lot of times people on a tight budget think they can wait until the end of the month to start sending their rent to the landlord, but then they come up short, what do you think about getting a money order out of each paycheck and going ahead and sending it in?”

Don’t

- Ask closed ended questions like “do you need anything?”
- Try to do everything yourself
- Be all things to all people
- Wait until the end of the month to discuss rent
- Wait for the client to state their needs
- Assume the client has the skills to problem solve and think ahead

What would you do?

“My client showed up today with sores and bite marks all up and down his arms and legs. He says its nothing and just needs to go to the doctor. You decide that you better pay a home visit to see what is going on. You discover that the client has a clear case of bed bugs, and will need to address it if the doctor’s treatment is going to have any effect.”



Adapted from Micah Ministries Training Scenarios

What would you do?

Do Ask

- What do you think your landlord would say if he knew you had bugs in the unit?
- What do you think will happen if we don't do anything about the bugs?
- How does being eaten up by bugs every time you lay down make you feel?

Don't Say

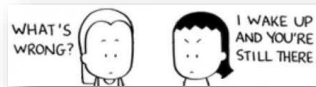
- Tell the client that their living habits are nasty and they need to address the bug issue by a deadline.
- Accept the client's lack of concern for the issue.
- Help them get a doctor's appointment without addressing the cause of the problem.
- Give up if the client isn't ready to address the problem.
- Avoid communication with other staff, the landlord, etc. about what is going on.

What would you do?

- Help them develop solutions
- Let them tell you how you can resource the steps of their solutions (i.e. Trash bags, taking them to the Laundromat)
- Write out next steps with them
- Talk about the steps they can take to keep the infestation from happening again
- Make observations on each home visit of living styles that could cause infestation

What would you do?

“Two of my clients are living together, but they are not getting along. One of the roommates came in today saying that he wants to move out and Micah needs to find him a new place.



Adapted from Micah Ministries Training Scenarios

What would you do?

Do Ask

- What does your lease say about your options for leaving before the end of your lease?
- What do you think will happen if you leave without notice?
- Where are you going to go if you leave?
- What needs to happen for you to feel like the issues that are making you want to leave are resolved?

Don't

- Take sides
- Threaten or argue with one or both clients
- Run over to the house and kick the other person out
- Feed into the drama and talk bad about the other roommate
- Insist that someone stay in a unit at all costs, especially when health and safety is involved

What would you do?

- Point out the right way to get out of their lease if they want to, but remind them that staying in housing is their responsibility and the program has no obligation to relocate them.
- Let the person be heard. Sometimes voicing their concerns is all they need to settle the issue.
- Encourage them to talk through the issue with the roommate and offer to mediate the conversation.
- If you have to intervene, be sure to hear the other roommate's version as well.
- Consider the mental health and substance abuse issues involved.
- If the other person is paying their bills, they still have the same rights to the apartment as the other roommate.
- Revisit the roommate agreement. Is everyone holding up their end of the bargain? Are there things that can be added or changed to make the document more helpful to the situation?

STAFFING RAPID RE- HOUSING

Staffing Discussion

- What are the most important skill sets for rapid re-housing?
- What staffing challenges have you had?
- How have you addressed them?

Staffing Challenges

- Get the right people
 - Not typical social work
 - Short term relationships
 - Problem solvers
- Revisit job descriptions
 - Clear expectations
 - Not the same job descriptions as before
 - Nights and weekends
- Skills and passion
 - If you don't love this job, you shouldn't do it
 - Ability to connect and let go quickly

Lessons Learned

- Start conversations with data
- Celebrate success
- Provide a safe place to vent
- Brainstorm creative solutions to issues
- Let go of staff that can't make the shift
- Communicate, communicate, communicate



Staffing

Housing Locator

- Understands the needs and concerns of landlords
- Identifies housing resources and recruits landlords
- Helps participants identify their housing needs
- Knowledgeable about landlord-tenant law



Housing Stability Case Manager

- Provides case management during and after housing placement
- Links clients to mainstream and community resources for stabilization
- Helps client identify strengths to retain housing and behaviors that contribute to housing instability
- Home-based visits



Staff Training

First Month	First Six Months	Annually
<ul style="list-style-type: none"> • Boundaries and confidentiality • Safety and emergency preparedness • CRP/First Aid • Homelessness 101 • Housing First 	<ul style="list-style-type: none"> • Motivational Interviewing • Mental health and substance abuse dual recovery • Trauma informed care • Harm reduction 	<ul style="list-style-type: none"> • Safety • Confidentiality • Self-care • Anti-harassment • Cultural competency

Friendship Place Staff Training Policies and Procedures

CLOSING

One thing you will do
differently