BUILDING SUCCESSFUL HOUSING FIRST TEAMS USING A CHANGE MANAGEMENT APPROACH

Housing First Partners Conference
Denver, CO
April 9-12, 2018

Jean Field, HomeBase
Ali Rabe, HomeBase

WHO WE ARE

Jean Field
HomeBase

Ali Rabe
HomeBase

BACKGROUND

HomeBase has been working with Continuums of Care and homeless service providers throughout the country for three decades on eradicating homelessness.

We help CoCs design and implement Housing First, Coordinated Entry, and other major system changes.

AGENDA

Change Management Overview

Phase 1: Define the Change

Phase 2: Implementation
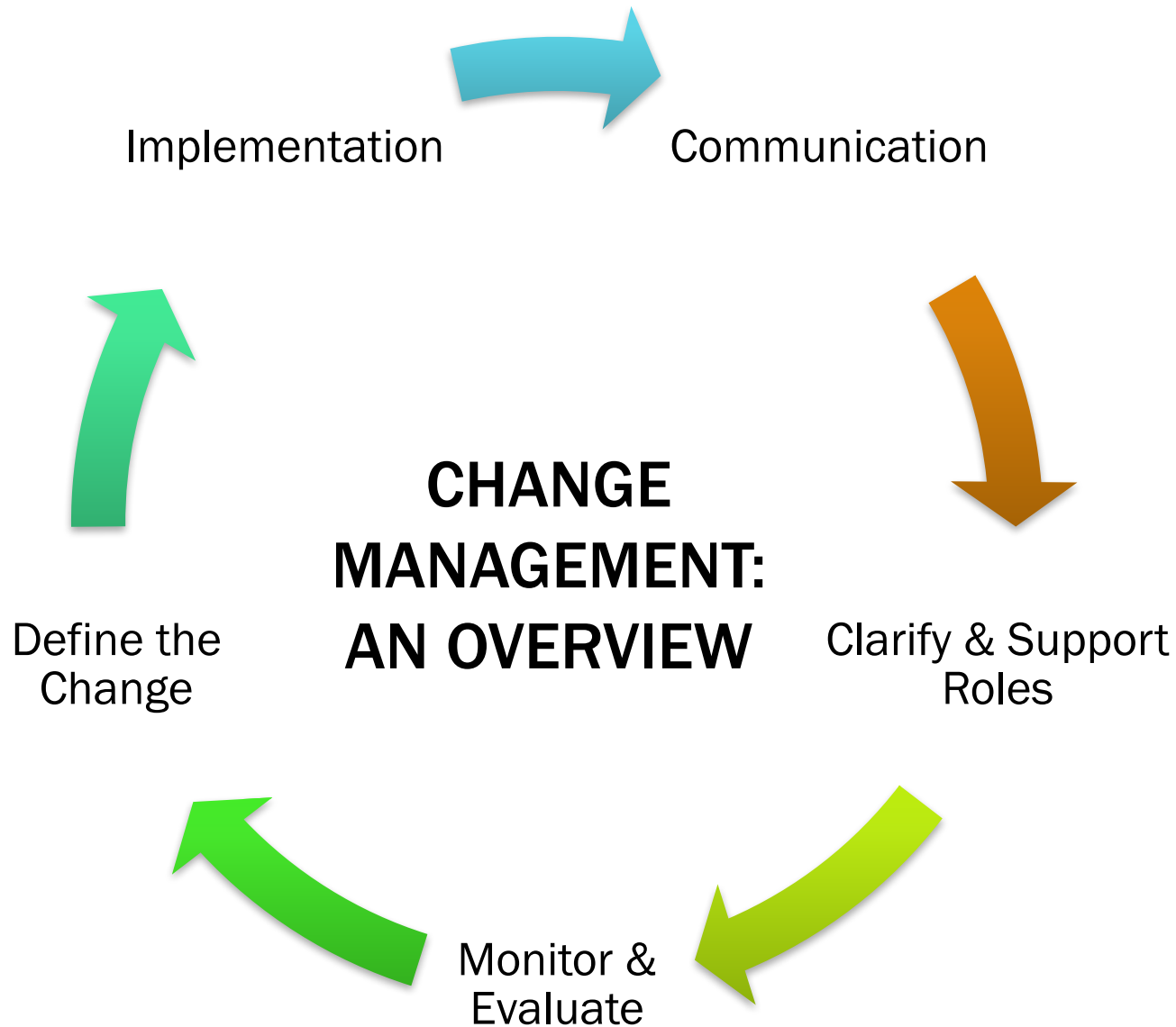
Phase 3: Communication

Phase 4: Clarify & Support Roles

Phase 5: Monitor & Evaluate

HomeBase
Advancing Solutions to Homelessness

CHANGE MANAGEMENT OVERVIEW

HomeBase

Advancing Solutions to Homelessness

CHANGE MANAGEMENT

1 — DEFINE THE CHANGE

Identify and clearly define the change your agency needs to make.

Engage stakeholders for clarity & alignment.

2 — IMPLEMENTATION

Create a clear vision supported by leadership, data, best practices, and feedback from engaged stakeholders.

Implement the vision throughout your policies & procedures.

3 — COMMUNICATION

Ensure effective communication channels are established.

Provide consistent messaging.

Co-create the change with team, clients, and community.

4 — CLARIFY & SUPPORT ROLES

Re-define roles & responsibilities and staffing structures.

Focus on orientation & training
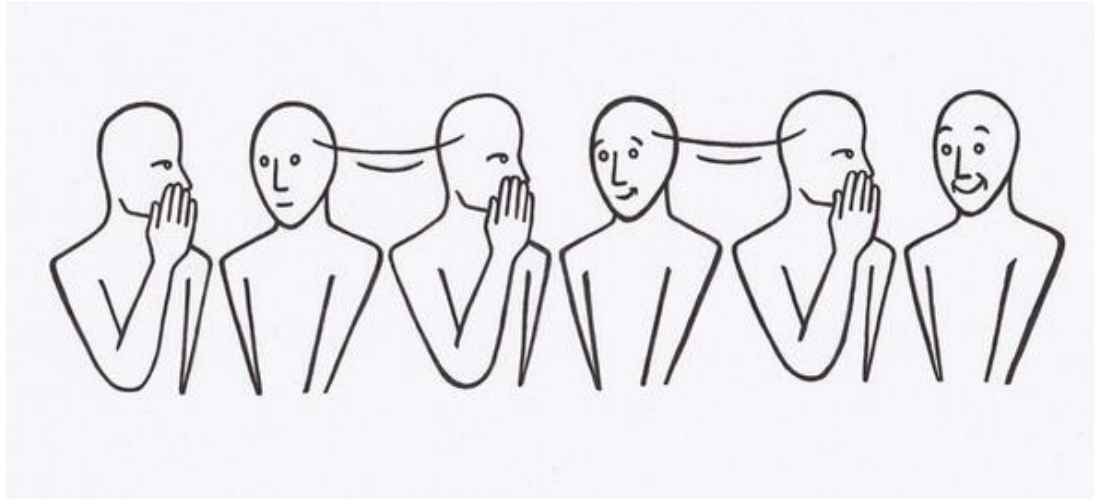
Provide tailored staff support

5 — MONITOR & EVALUATE

Monitor & evaluate on an ongoing basis

Constantly implement what you learn from stakeholders

1. DEFINE THE CHANGE

HomeBase
Advancing Solutions to Homelessness

WHAT IS HOUSING FIRST? PASS IT ON.

Rules

- The person on the end of each row will receive a message.

- Whisper the message to the person next to you.

- The person at the end of the row will share the phrase they heard to the rest of the group.

HUD'S DEFINITION

Housing First removes barriers to housing and retention and prioritizes the most vulnerable and high-need persons for housing assistance, embodying four overarching principles:

Homelessness is a housing problem and should be treated as such.

Persons should be stabilized in permanent housing as soon as possible – and then connected to resources to sustain that housing.

Underlying issues that contributed to a person's homelessness are best addressed after that person is in a stable housing environment.

All persons experiencing homelessness are "housing ready."

HomeBase
Advancing Solutions to Homelessness

DEFINITIONS WITHOUT JARGON

Accept participants regardless of sobriety.

Participants may bring their pets into the facility.

Participants will not be evicted for damaging a unit.

Clients are not required to take classes before being placed in housing.

How do you define Housing First?

2. IMPLEMENTATION

HomeBase
Advancing Solutions to Homelessness

IMPLEMENTATION

A **clear vision** reflects your agency's commitment to the change.

Leadership understands and supports the vision.

The vision is incorporated in the **policies & procedures.**

VISION & MISSION STATEMENTS

- Are the vision and mission statements articulated in a well-defined, distilled message with clear objectives and principles?

- Is the mission supported by data, best practices, and feedback from engaged stakeholders?

- Do the vision and mission statements clearly define what your agency does?

HomeBase
Advancing Solutions to Homelessness

Do your vision & mission statements reflect Housing First Principles?

LEADERSHIP IMPLEMENTATION
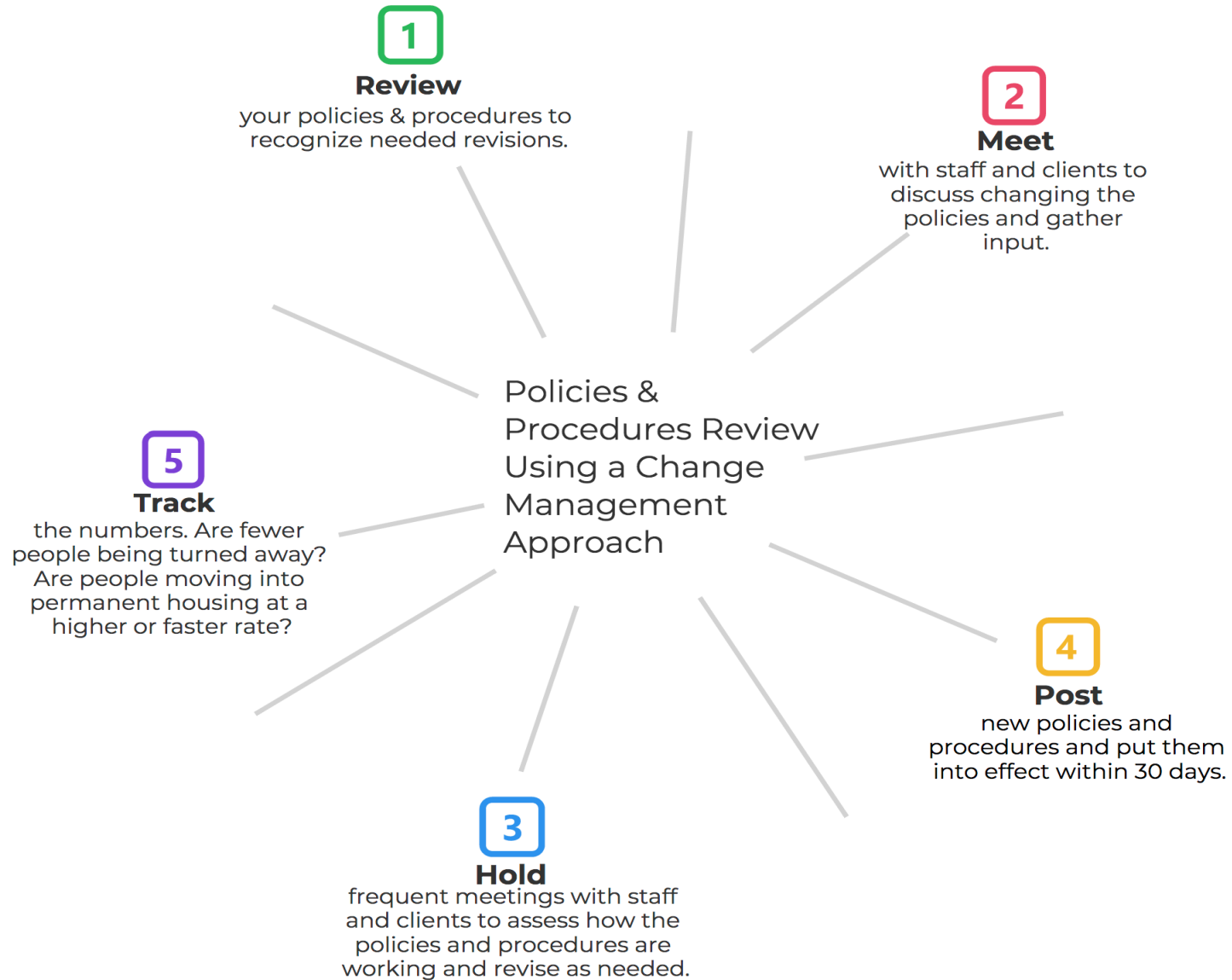# DO YOUR AGENCY'S BOARD AND MANAGEMENT:

Understand your principles and practices?

Agree with the approach taken to implement the vision in the agency?

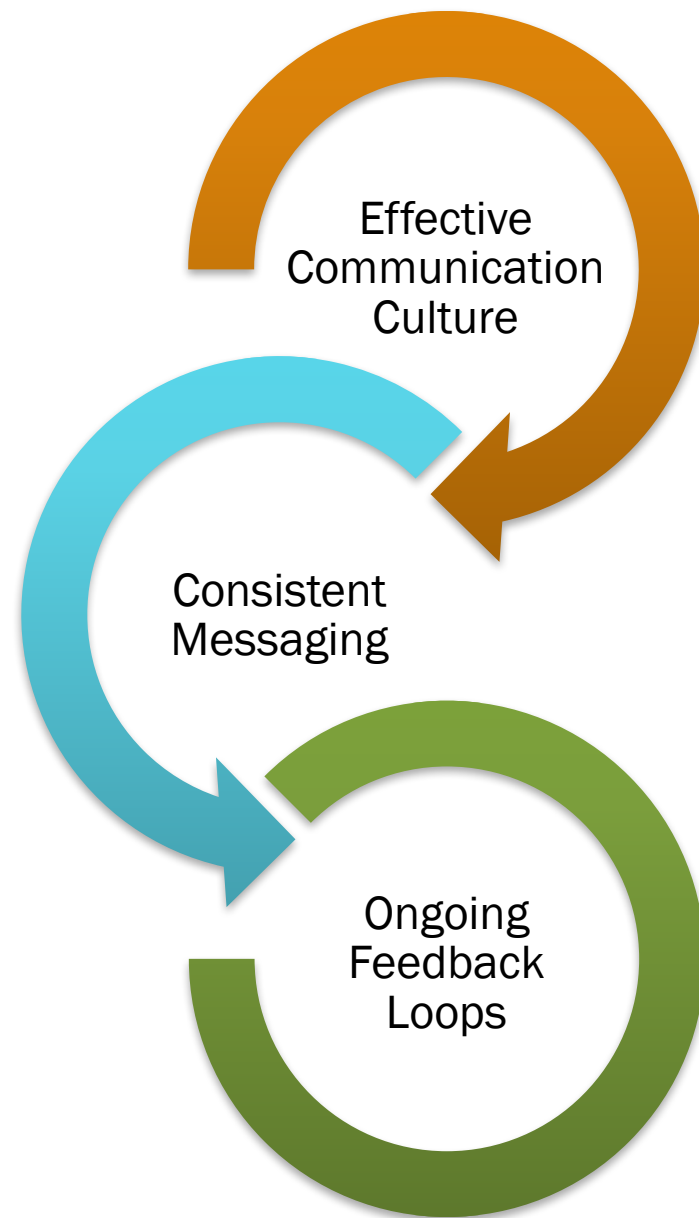**Implement** your vision and principles using a change management approach?

HomeBase
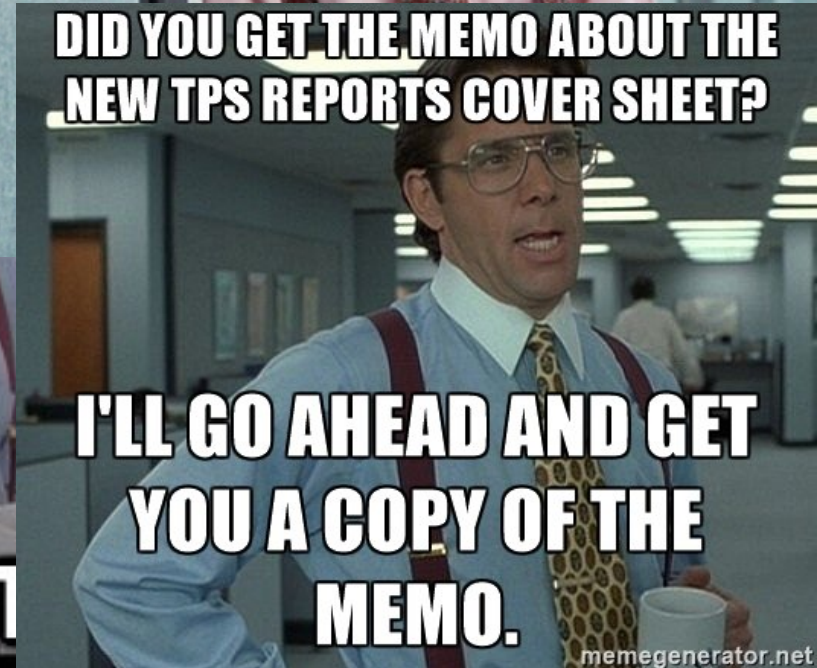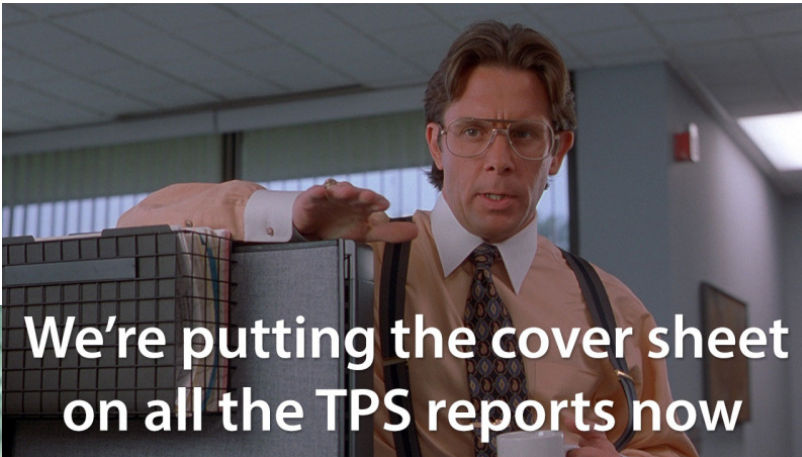*Advancing Solutions to Homelessness*

Policies & Procedures Review Using a Change Management Approach

1 Review
your policies & procedures to recognize needed revisions.

2 Meet
with staff and clients to discuss changing the policies and gather input.

3 Hold
frequent meetings with staff and clients to assess how the policies and procedures are working and revise as needed.

4 Post
new policies and procedures and put them into effect within 30 days.

5 Track
the numbers. Are fewer people being turned away? Are people moving into permanent housing at a higher or faster rate?

HomeBase
Advancing Solutions to Homelessness

3. COMMUNICATION

HomeBase

Advancing Solutions to Homelessness

COMMUNICATION USING A CHANGE MANAGEMENT APPROACH

Effective Communication Culture

Consistent Messaging

Ongoing Feedback Loops

Communication Culture

HomeBase
Advancing Solutions to Homelessness

FEEDBACK LOOPS

- Staff
- Clients
- Community Members
- Landlords

Send out consistent communications

Hold regular meetings

Be open to spontaneous feedback (open door policy, accessible phone number, comment box)

4. CLARIFY & SUPPORT ROLES

HomeBase
Advancing Solutions to Homelessness
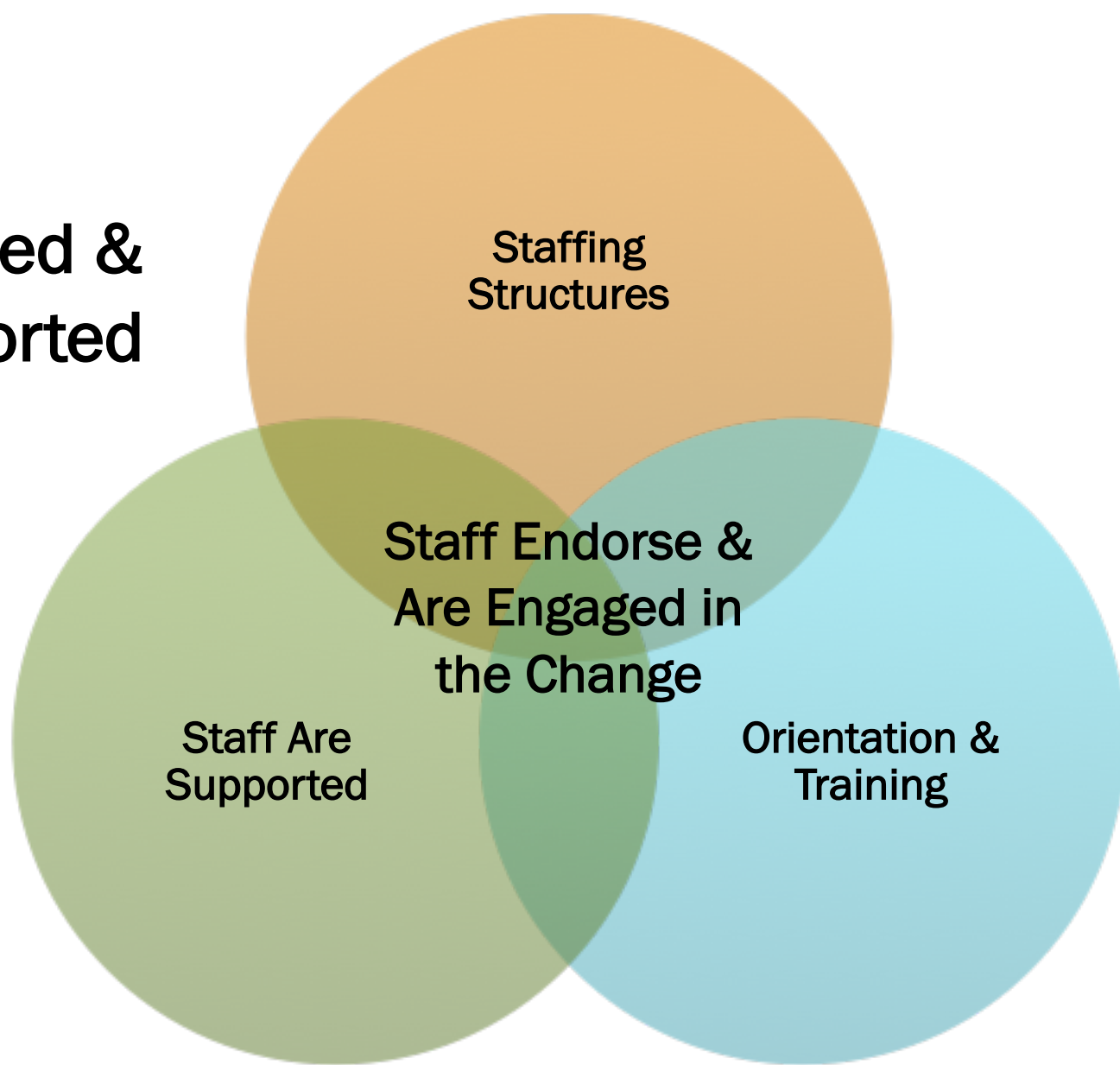
ASSESS STAFFING STRUCTURES
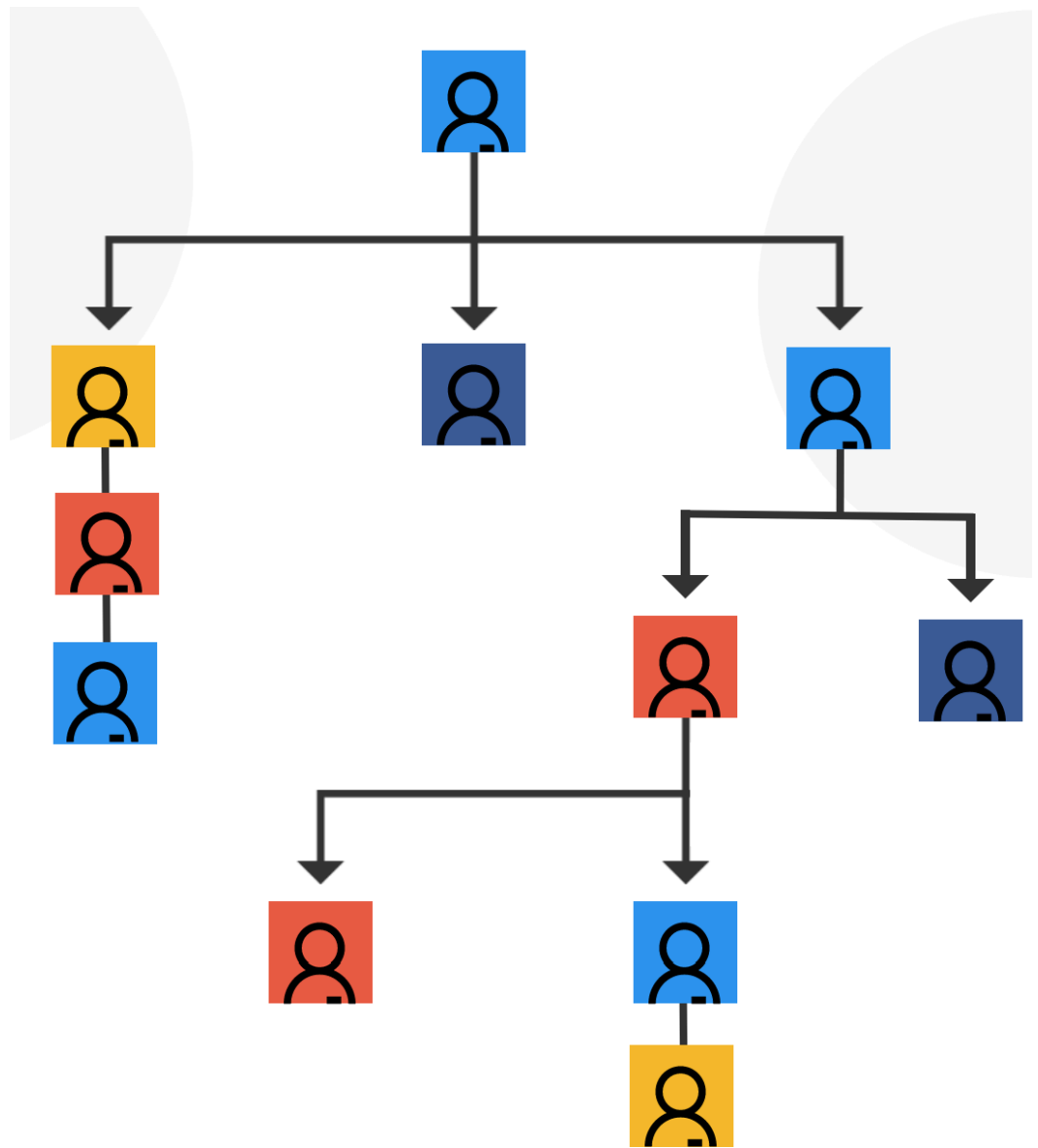
ORIENTATION & TRAINING

Hire the right people by revising job descriptions and position qualifications aligned with your new program models.

Assess training needs and set a regular schedule for training.
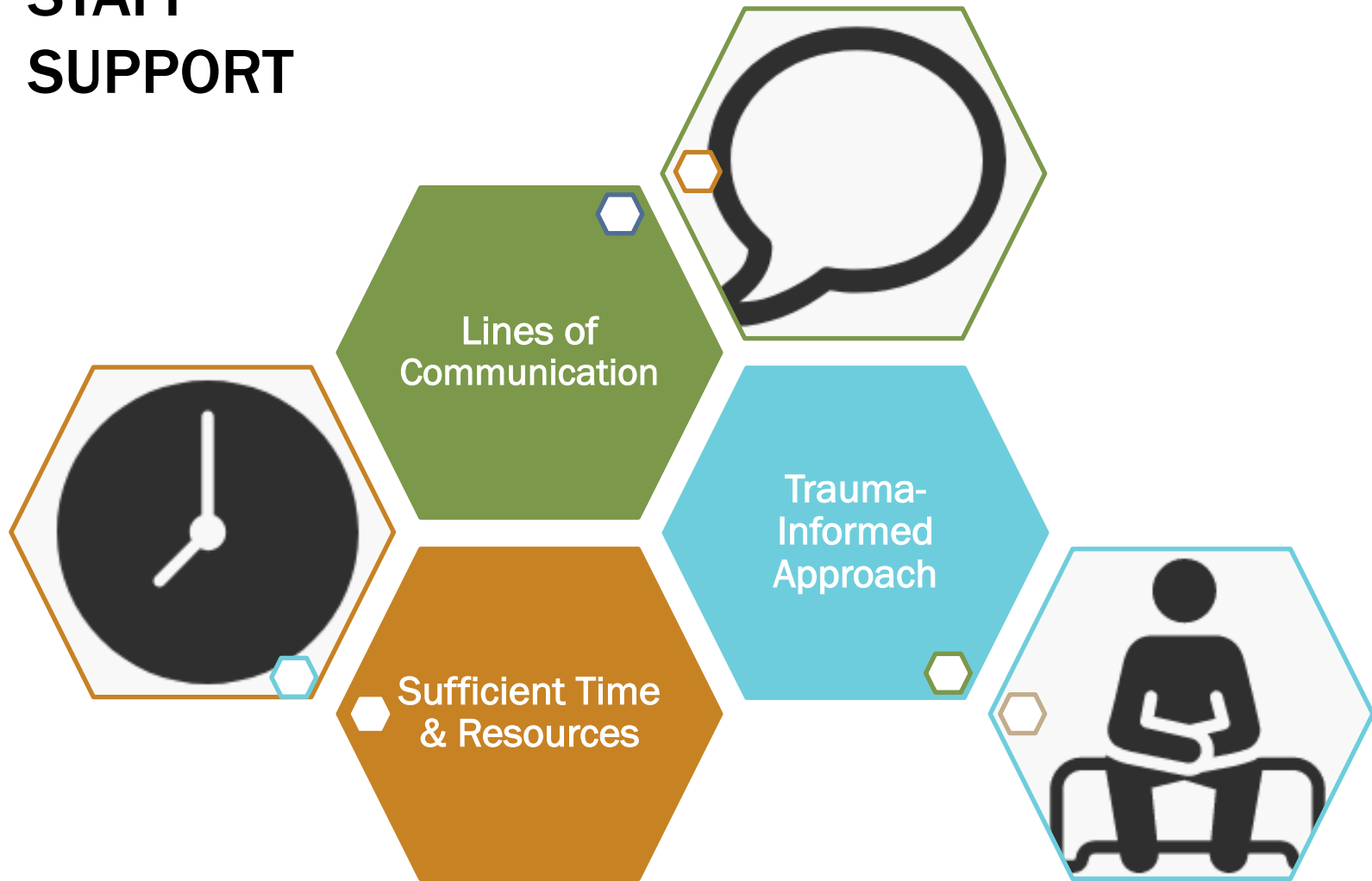
Orient all staff to changes as they come up.

Provide training regarding housing search, landlord cultivation, housing placement or other **new skills staff are required to take on**.

Provide training regarding client-centered, trauma-informed, motivational interviewing and other relevant skills.

Engage clients, people with lived experience, landlords, and members of the community into your staff and trainings.

STAFF SUPPORT

Lines of Communication

Trauma-Informed Approach

Sufficient Time & Resources

HomeBase
Advancing Solutions to Homelessness

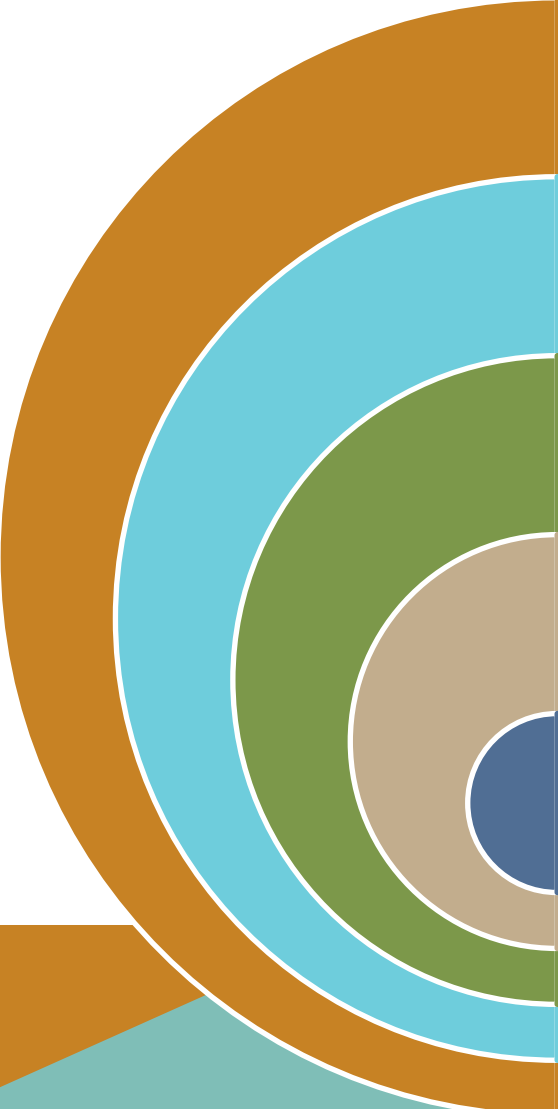Establish **sufficient lines of communication** to keep team members supported and engaged.

Regularly supervise and provide opportunities for leadership to engage with staff.

Create opportunities for staff to communicate and support each other.

Involve front-line staff as members of the transformation, advisory, or management teams.

Provide **sufficient time and resources** to accomplish the work.

Note if staff are taking on additional burdens as a result of a transition and **allocate work** in a way that maximizes efficiency and **removes unnecessary burdens from team members.**
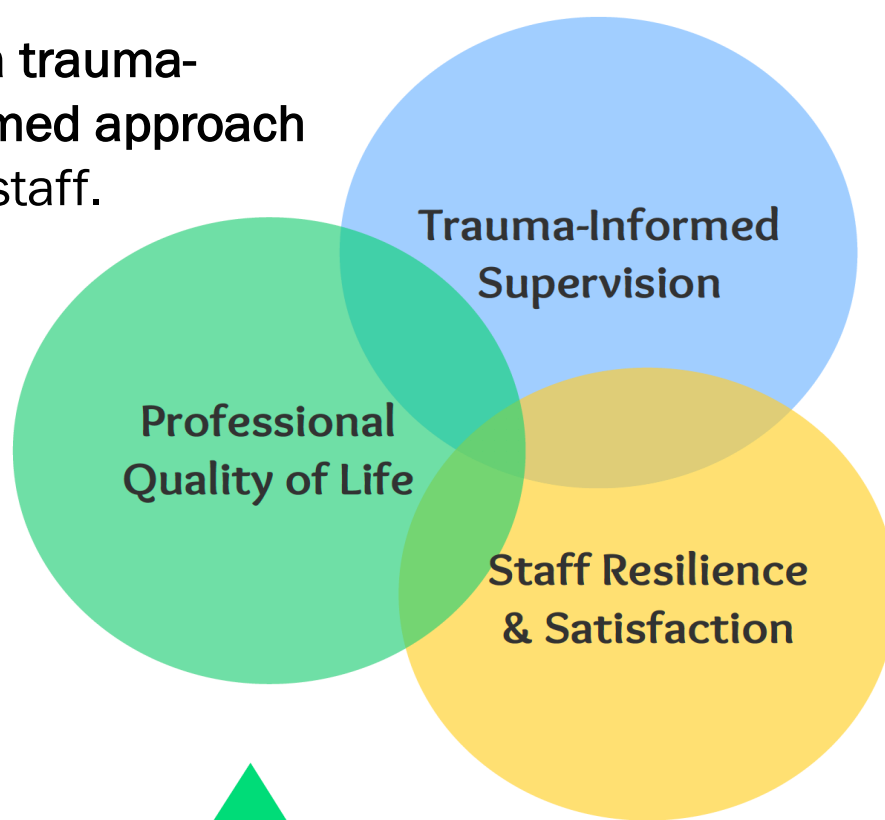
Create protocols to address particularly difficult situations that are accessible to staff and other stakeholders.

Ensure staff can **speak up about resources they need** (*e.g.,* access to staff with certain skills or specialties, specific training)

Provide written materials to **support new communication roles** with external stakeholders.

Identify community providers that could be potential partners and helpful to your agency's staff.

Use a **trauma-informed approach** with staff.

Trauma-Informed Supervision

Professional Quality of Life

Staff Resilience & Satisfaction

- **Supervisors are trained** to identify effects of compassion fatigue and trauma in staff.
- Supervisors **proactively respond** to signs of compassion fatigue and trauma in a timely manner.
- On an ongoing basis, **supervisors work with staff** to develop self-awareness, set boundaries, and keep perspective.

- Agencies facilitate a **culture of self-care**, encouraging exercise, relaxation, vacation, and enjoyable activities.
- Staff **celebrate organization, staff, and client successes** on a regular basis to facilitate compassion satisfaction.
- Agencies create **opportunities for staff** to build connections with one another and other professionals in a similar field, and opportunities for skills development and growth.
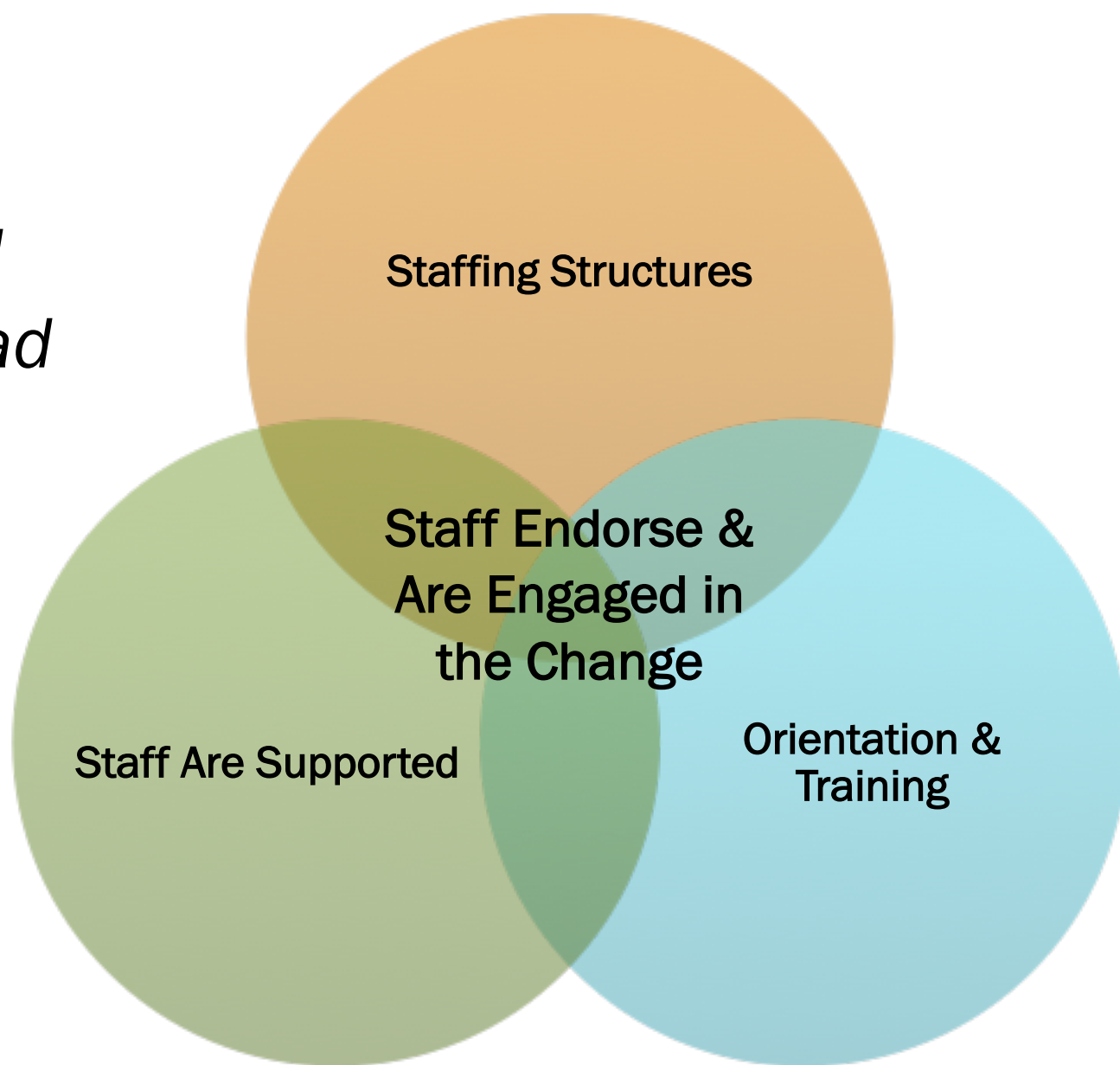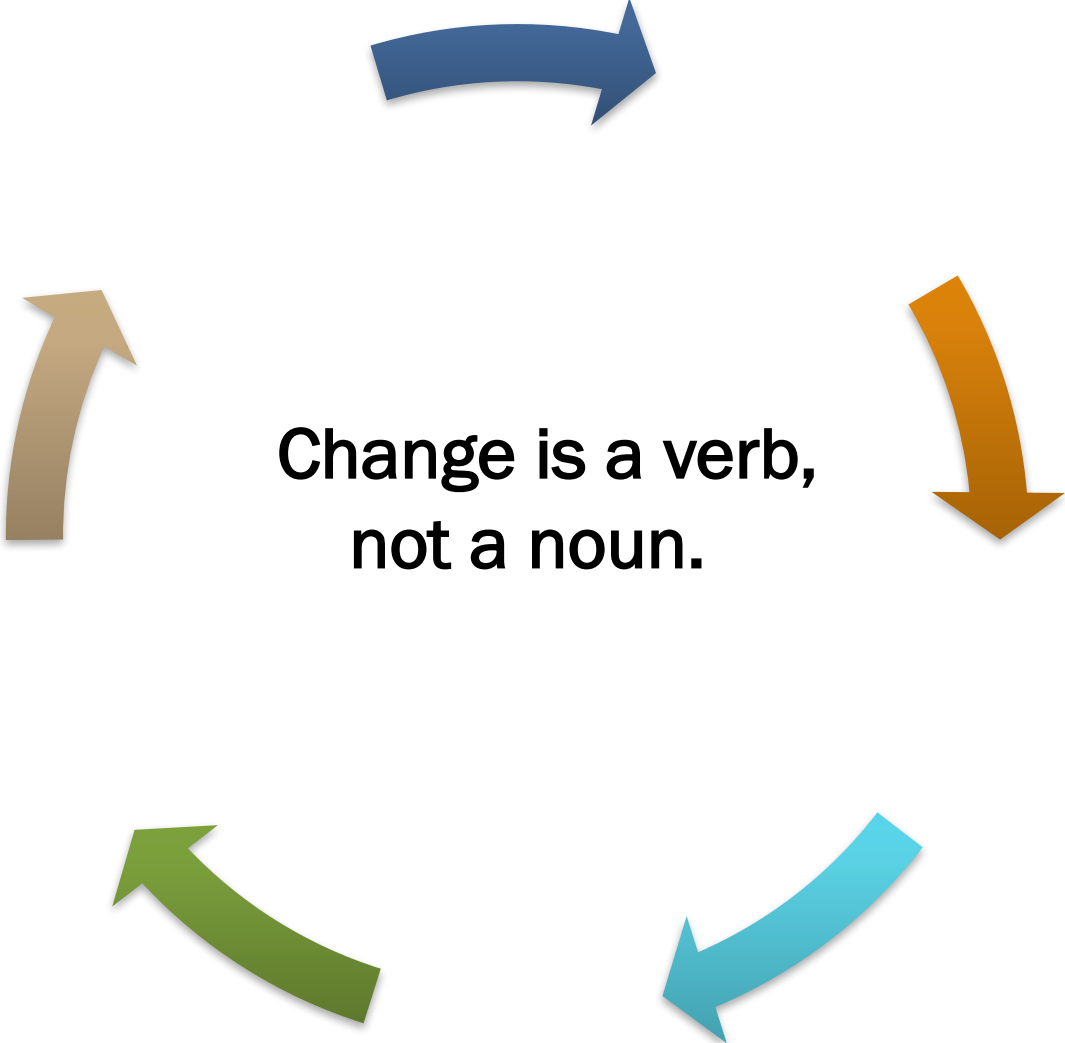
- Agency **fosters an open environment** that is safe for information-sharing and open communication.
- Agency **solicits staff input** in decision-making and planning, and regularly receives feedback from staff.
- Agency has a **safety and crisis policy** so staff know what to do in case of a crisis.
- Trauma-informed practices are formed with staff feedback and **codified in agency policies & procedures.**

Supported, empowered staff will lead the change.

Staffing Structures

Staff Endorse & Are Engaged in the Change

Staff Are Supported

Orientation & Training

HomeBase
Advancing Solutions to Homelessness

5. MONITOR & EVALUATE

HomeBase
Advancing Solutions to Homelessness

Change is a verb,
not a noun.

HomeBase
Advancing Solutions to Homelessness

ONGOING FEEDBACK LOOPS

How do you monitor and evaluate progress?

- Have you incorporated new measures into your **data collection** systems to monitor the change?
- What **other methods** do you use to evaluate your success?

Who is responsible for your monitoring and evaluation?

- How often do you evaluate and who **reviews and implements** the information?
- Have you integrated all team members, participants, and partners into your evaluation process?

Are there processes in place to ensure that your data guides your decisions?

- Is your program flexible to respond to these continual assessments of change?

HomeBase
Advancing Solutions to Homelessness

Deliberately implementing actions involving all key stakeholders and constantly course correcting creates **sustainable change.**

DISCUSSION & CONCLUSION

HomeBase
Advancing Solutions to Homelessness

DISCUSSION

- What's a practice that you changed, and how did you get others to adopt it?

- Have you ever convinced a staff member to make a change that he/she/they did not want to make?

- What do you do with team members who are not supportive of a change?

- How have you handled a funder who was not supportive of a change?

HomeBase
Advancing Solutions to Homelessness

USEFUL RESOURCES

- HomeBase Tool: https://homebase.box.com/v/HFPC
- HUD Housing First Assessment Tool
- Individual Program Performance Outcomes
- Staff and Participant Satisfaction Surveys & Focus Groups

QUESTIONS?

Jean Field
jean@homebaseccc.org

Ali Rabe
ali@homebaseccc.org

HomeBase
Advancing Solutions to Homelessness