

Back to Basics: Correcting Program Drift in Housing First

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HOUSING *first*
Cleveland, Ohio





EDEN, Inc. and FrontLine Service have provided property management and social services to Cleveland's permanent supportive housing sites since 2006.

EDEN, Inc.'s mission is to provide housing solutions to people facing the challenges of housing insecurities and homelessness.

Reaching out to adults and children in Northeast Ohio to end homelessness, prevent suicide, resolve behavioral health crises and overcome trauma.



Reaching out. Resolving crisis.

- FrontLine Service (FLS) is a not-for-profit behavioral healthcare organization in Cleveland, OH with an annual operating budget of \$26 million.
- Founded in 1988, FrontLine provides behavioral health and supportive services for more than 14,000 adults and children annually.
- FLS operates the most comprehensive singe-agency continuum of care services for homeless individuals in Ohio, including the county's Coordinated Intake program.



- Non-profit housing development agency
- Began in 1991 with 3 staff serving 35 individuals
 - Housing for persons with mental illness

Currently:

- 146 staff serving >3000 individuals/families monthly
 - Housing for persons with disabilities/homeless
- Own/manage 810 units of housing (scattered/HUD/PSH)
- Administer > 2600 rental subsidies
- Administer Rapid Re-Housing Program –ESG and CoC funds
- Own Norma Herr Women’s Center (Shelter)

Learning Objectives

- **Identify the key aspects of a successful Housing First program/partnership**
- **Identify warning signs that may indicate your Housing First program or partnership is out of alignment**
- **Identify strategies for utilizing Housing First partnerships to course correct drift**

- Cleveland's Housing First Initiative convened in 2002 to scale up the evidenced-based solution to long-term homelessness—**permanent supportive housing**
- Enterprise Community Partners, Sisters of Charity Foundation and the Cuyahoga County Office of Homeless Services were the lead conveners.
- Today, it's the **largest housing first program in Ohio:**
 - 11 permanent supportive housing buildings, 1 under construction & 1 in development
 - 300 scattered site units
 - 650 apartments occupied and 131 under development



Emerald
Commons
Detroit-Shoreway \$8
Million



1850 Superior
Downtown
\$4.4 Million



The Liberty at
St. Clair
Glenville
\$11.1 Million



South Pointe
Commons
Clark-Metro
\$12 Million



Edgewood
Park
Slavic Village
\$10.7 Million



Inez Killingsworth Pointe
Union Miles
\$12.6 Million
Opening 2017



Emerald Alliance XI
Brooklyn Centre
\$12.8 Million
Opening 2019



Greenbridge II
Midtown
\$11.1 Million
Opening 2018

HOUSING *first*

providing permanent
solutions to long-term
homelessness

781 units
occupied or
underway

Total Investment
\$131.1 Million

Northridge
Commons
Cudell
\$1.2 Million



Greenbridge
Commons
Fairfax
\$12.1 Million



Winton on
Lorain
Lorain Station
Historic District
\$10.2 Million



Buckeye
Square
Buckeye
\$11.2 Million



The Commons at West
Village
Detroit Shoreway
\$13.7 Million



- Target population:
 - Chronically homeless (1+ consecutive years homeless or 4 episodes over 3 years equaling 1 year) AND
 - Qualifying disability (mental illness, substance use disorder or health condition including HIV/AIDS)
- By 2020, with the completion of its last two permanent supportive housing sites, Cleveland will have enough capacity to end long-term homelessness (functional zero)

Housing First Participant Profile

Severe and Persistent Mental Illness- 78%

Severe alcohol or other drug addiction- 85%

Chronic health conditions – 50%

Past Criminal Justice involvement- 70%

Average Days Homeless Before Move in- 700 Days

Employment at entry- < 1%, Average income- \$294

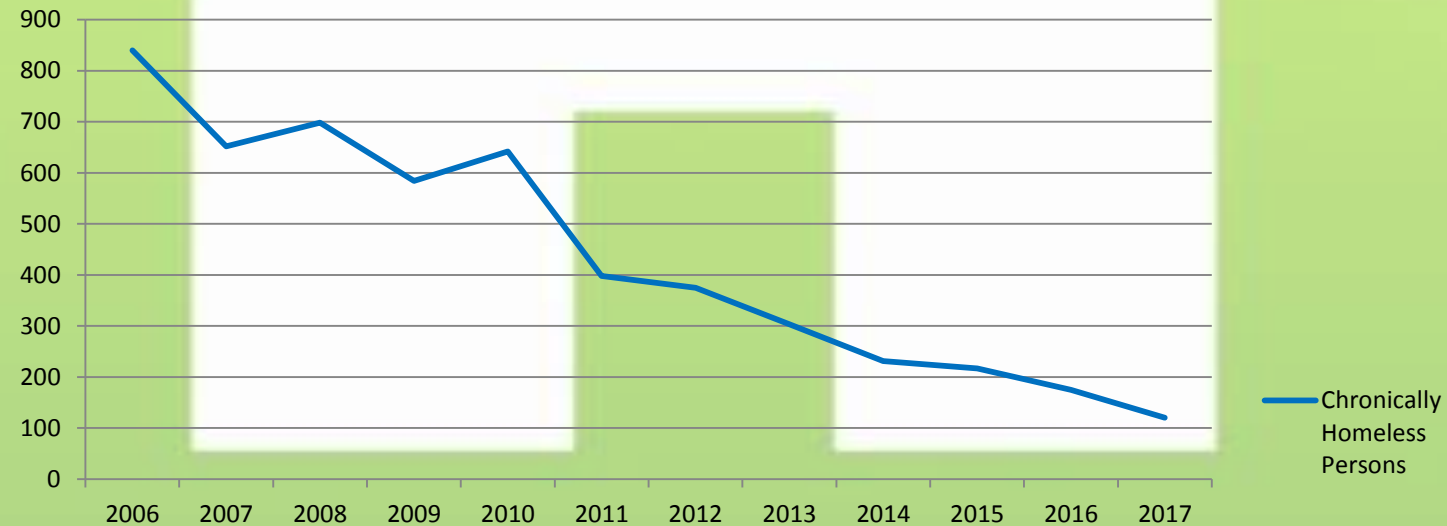
Male- 68%, Black- 70%, Veterans 20%

Average Age – 51 years

Housing First Impact

Chronic Homelessness in Cleveland has decreased 86% from 2006 – 2017.[†]

Cuyahoga County Chronic Homelessness



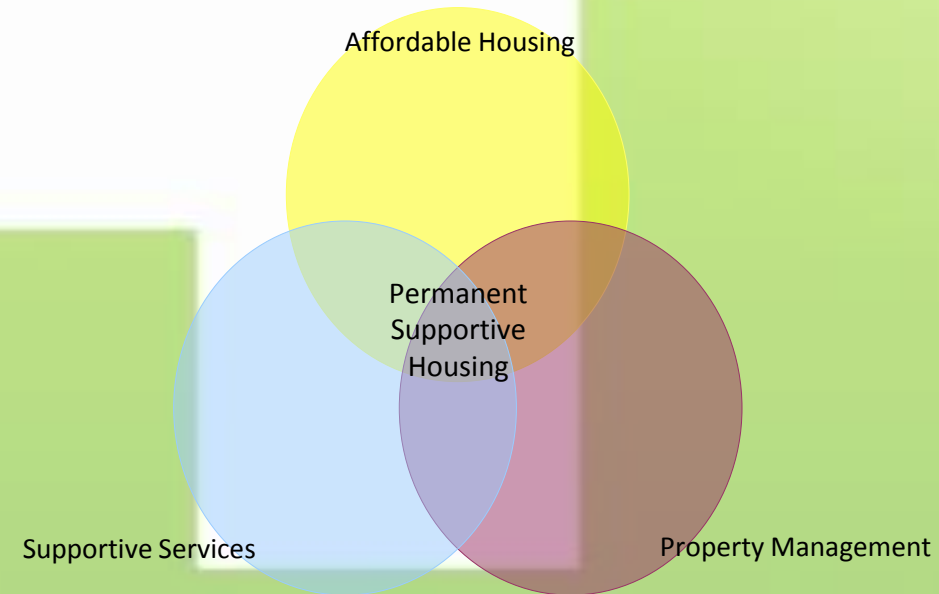
[†]Source: Cuyahoga Co. Office of Homeless Services, Point in Time Count

A note about PSH & Housing First...

- Permanent supportive housing (PSH) and housing first are two complementary tools for ending chronic homelessness and helping people with disabilities live independently in the community (*source: USICH*)
- Permanent supportive housing is a successful and proven programmatic and housing intervention, while housing first is a framework that can and should be used within permanent supportive housing, and as a community-wide framework for ending homelessness
- Cleveland's initiative operates with fidelity to the housing first framework at its 11 PSH sites

The Housing First Approach

- Primary focus- housing stabilization
- Low barriers to housing
- Service participation is voluntary
- Lease compliance is only requirement to maintain housing
- Services are client-driven & individualized
- Resident choice and involvement is key





FrontLine
Service

Reaching out. Resolving crisis.

FrontLine services provided at the Housing First sites:

- Case management
- Life Skills services (assistance with ADL's, social/recreational activities)
- Individual and group psychotherapy
- Case management and life skills groups
- Psychiatry & nursing
- Employment services



Eden services provided at the Housing First sites:

- Property management
- Leaseholder
- Maintenance/repairs
- Landlord/tenant issues
- Community relations

What a Housing First program/partnership looks like when it's working well

Communication	Consistency	Outcomes
<ul style="list-style-type: none">PSH staff have timely and effective communication about issues	<ul style="list-style-type: none">Staff and leadership are aware of policies/procedures & they are consistently applied across programs	<ul style="list-style-type: none">Participants remain housed at PSH or have successful exits
<ul style="list-style-type: none">PM/SS communications & meetings are focused on building and participant issues & are solution-oriented	<ul style="list-style-type: none">PM/SS roles are consistently and clearly defined	<ul style="list-style-type: none">High engagement in services
<ul style="list-style-type: none">Communication with participants is strengths-based and focused on their needs and goals	<ul style="list-style-type: none">PM & SS staff provide participants with consistent messages across sites	<ul style="list-style-type: none">Participants make progress towards their individual goals

Signs that may indicate lack of program or partnership alignment

Communication	Consistency	Outcomes
<ul style="list-style-type: none">• Communication among team members and/or partners is not effective or timely	<ul style="list-style-type: none">• Lack of clear, consistent or up to date policies/procedures	<ul style="list-style-type: none">• High eviction rates/unsuccessful exits
<ul style="list-style-type: none">• Communication with participants is conflictual, authoritative, punitive	<ul style="list-style-type: none">• Decisions are made inconsistently across sites	<ul style="list-style-type: none">• Lack of engagement in/distrust of social services; service participation not viewed as voluntary
<ul style="list-style-type: none">• Team meetings are not solution-oriented & sometimes used to air grievances	<ul style="list-style-type: none">• PM/SS role confusion; “lane-crossing”	<ul style="list-style-type: none">• Lack of progress towards goals; lack of advocacy for participants

Utilizing the partnership to course correct

Communication	Consistency	Outcomes
Structured, agenda-driven, collaborative team & community meetings	Ongoing workforce training & education	Use data & fidelity measures to set targets, measure progress
Transparent communication, mediation & team-building	Role clarification	Invest in staff recruitment/retention
Clear roles & responsibilities	Regular review of policies/procedures	Housing success plans

In review...

*Key aspects of aligned Housing First programs/partnerships include:

- Communication
- Consistency
- Outcomes

*Utilize fidelity measures, as well as warning signs, to identify drift

*Use the power of partnership to realign your program



Questions/Comments/Ideas?

We'd love to hear from you!

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