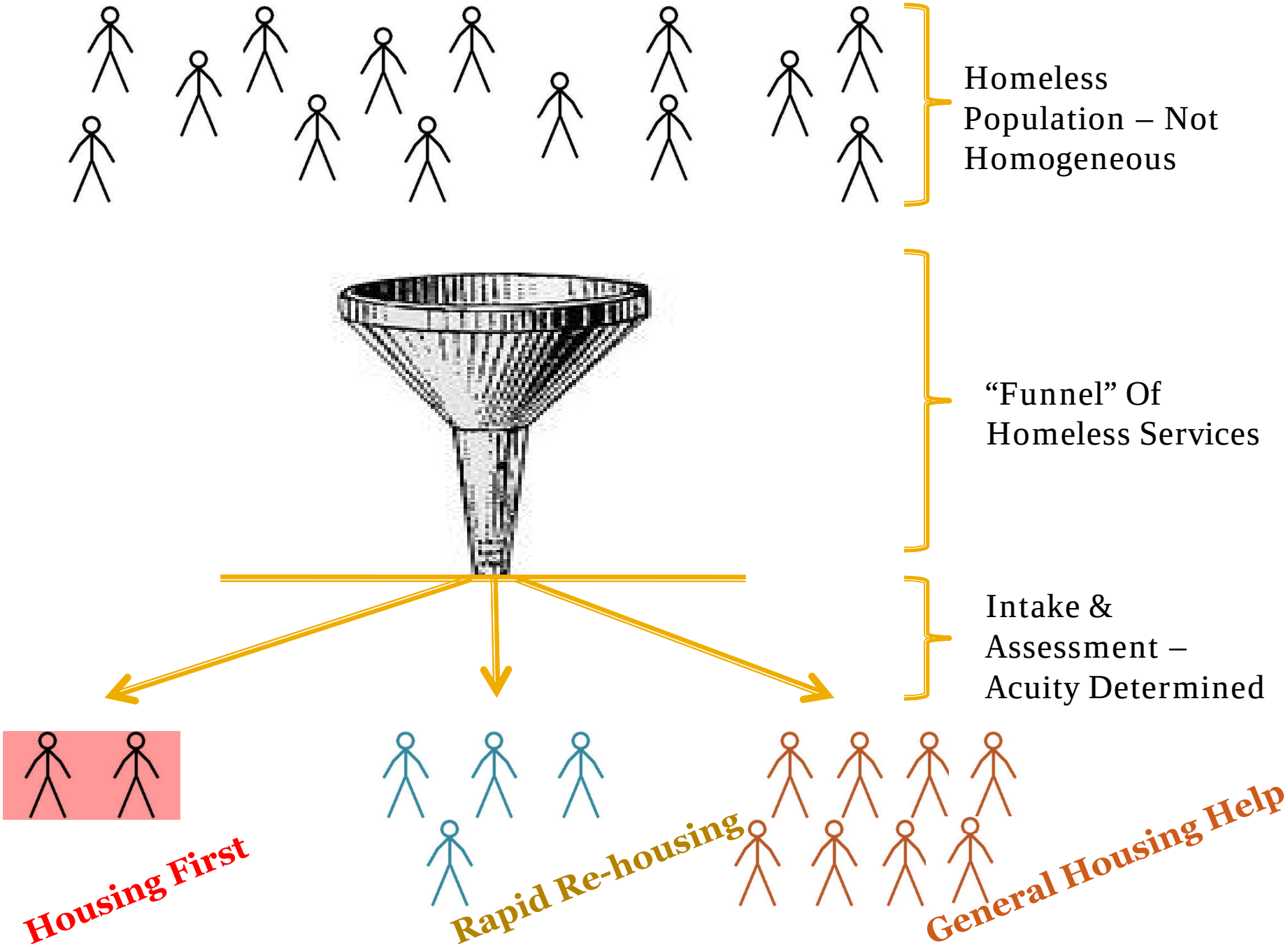
Iain De Jong
OrgCode Consulting, Inc.
Presents…

10 Essential Ingredients to Successful Housing First & Rapid Re-housing


Homeless Population – Not Homogeneous
"Funnel" Of Homeless Services
Intake & Assessment – Acuity Determined
Housing First
Rapid Re-housing
General Housing Help

1. Know Thy Candidate

Know Thy Candidate

- Interested in case management supports.
- Desire to be housed.
- Agrees to work with you to create an individualized service plan.

Know Thy Candidate

Housing First	Rapid Re-housing	Housing Help
- Most often longer periods of homelessness; chronically homeless	- Shorter term homelessness and/or episodic homelessness	- Newly homeless
- Benefit from scattered site with intensive supports or permanent supportive housing	- Benefit from scattered site with mid-level support	- Likely to rent in the private market with very little assistance required
- Many complex and likely co-occurring issues	- 2 or 3 complex issues that require attention	- Issues, but unlikely to be overly complex
- Individualized service plan	- Individualized service plan	- No service plan required
- About 15-25% of most homeless populations	- About 15-35% of most homeless populations	- About 50-60% of most homeless populations

2. Service Orientation

Service Orientation

- Client-centered
- Strength based
- Choices & informed decision making
- Harm reduction
- Non-judgmental
- Recovery
- Greater independence
- In vivo
- Hopeful
- Persistent and assertive as necessary
- Not punitive
- Non-coercive
- Not compliance based

3. Team Structure and Functions

Team Structure and Functions

- Three essential team components:
  - Housing Locator
  - Team Leader
  - Case Manager
- No more than 20 households per case manager; at different stages of the program.
- Meeting structure.
- Weekly case review to establish objectives for each client and manage time use.

5 Questions Each Team Member Should Have An Answer To

1. *Why am I here? (Mission)*
2. *Where am I going? (Vision)*
3. *How am I doing? (Feedback)*
4. *What's in it for me? (Rewards)*
5. *Where do I go for help? (Support)*

Meeting Structures

Meeting Type	Duration	Purpose & Format	Keys to Success
Daily check-in	5 minutes	Shared daily schedule & activities	-Don't sit down. - Keep it administrative. - Don't cancel even when people can't make it.
Weekly tactical	90-180 minutes	Complete case review focused on problem solving; schedule for next week.	-Postpone strategic discussions. - Everyone must be there. - Cells off.
Monthly strategic	120 minutes	Analyze, brainstorm and decide on critical issues impacting success	-1 or 2 topics max. - Prepare & do research. - Prepare for conflict
Quarterly off-site	1 day	Review strategy and build team	- Get out of office. - No social activities. - Don't over-structure meeting.

Weekly Case Review

Client	Lead	Back-up	Most Recent Acuity	Prior Acuity	Case Plan Priorities	Next Visit Objectives	Next Visit	Key Notes
Alma, L.	Brent	Dave	42	44	- Managing tenancy - Physical Health - Legal	- Discuss strategies to decrease/address losing keys - Make appointment with heart specialist - Ask about going to the library	June 29	Court July 7 1300h
Bing, S.	Jim	Brent	33	33	- Meaningful daily activities - Social Relationships & Networks - Substance use	- Readiness Ruler re forklift operator training - Ask about son's visit - Discuss NA meeting options	June 28	nil
Cameron, L	Brent	Jim	40	46	- Substance use - Medication - Managing tenancy	- Online AA meeting exposure - Update Wellness Recovery Action Plan - Set meeting date with superintendent to discuss bathroom damage	June 25	Court ordered anger mgmt begins July 2

4. Landlords are Your New BFF

Landlords Are Your New BFF

- Present housing choices; not housing placements.
  - Affordable
  - Appropriate
  - Actionable
- Rental housing is a business.
- Create a quarterly landlord roundtable.
- Explain roles and communication.
- Complete a Unit Checklist.
- Simplify processes for landlords:
  - Rent payment
  - Unit transition
  - Communication & check-ins

5. 5 Sequential and Essential Elements

5 Sequential and Essential Elements

1. **Housing**
2. Individualized Service Plan (ISP)
3. Self Awareness
4. Self Management
5. Reframe/Rebuild

Housing
Relationships
Basic Needs
Supports
Safety

5 Sequential and Essential Elements

1. Housing
2. **Individualized Service Plan (ISP)**
3. Self Awareness
4. Self Management
5. Reframe/Rebuild

Individualized Service Plan
Life Stability
Meaningful Daily Activity
Other System Connections
Social Awareness
Employment/Education

5 Sequential and Essential Elements

1. Housing
2. Individualized Service Plan (ISP)
3. **Self Awareness**
4. Self Management
5. Reframe/Rebuild

Self Awareness
Self Assessment
Triggers
Confidence

5 Sequential and Essential Elements

1. Housing
2. Individualized Service Plan (ISP)
3. Self Awareness
4. **Self Management**
5. Reframe/Rebuild

Self Management
Control
Accountability
Optimism

5 Sequential and Essential Elements

1. Housing
2. Individualized Service Plan (ISP)
3. Self Awareness
4. Self Management
5. **Reframe/Rebuild**

Reframe/Rebuild
Infrastructure
Relationship Management
Purpose & Identity
Greater Independence

6. Community Integration

Community Integration

- Supports delivered *in vivo* – a consumer's natural setting, most often their apartment.
- Focus is on greater independence.
- Broker and advocate in advance of service delivery.
- Attention to consumers requiring you less.
- Meaningful daily activities.

Meaningful Daily Activity

Days of the Week							
Morning	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:
Afternoon	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:	Appointments: Other things I plan to do:
Evening	Things I plan to do:	Things I plan to do:	Things I plan to do:	Things I plan to do:	Things I plan to do:	Things I plan to do:	Things I plan to do:
What was the best thing about the day?							
What could have been better about the day?							

7. Objective-Based Interactions

Objective-Based Interactions

- 3 pre-determined objectives per home visit, most of which are focused on change.
- Each objective related to a desired outcome in the individual service plan.
- Use of effective tools and strategies, for example:
  - Wellness Recovery Action Plans
  - Outcome Star ™
  - Readiness Ruler
  - Service Prioritization Decision Assistance Tool

8. Use Evidence Based and Evidence Informed Practices

Use of Evidence-Based & Evidence-Informed Practices

- Active listening
- Motivational interviewing
- Integrated Dual Disorder Treatment
- Wellness Recovery Action Plans
- Supported Employment

9. Planning for Success

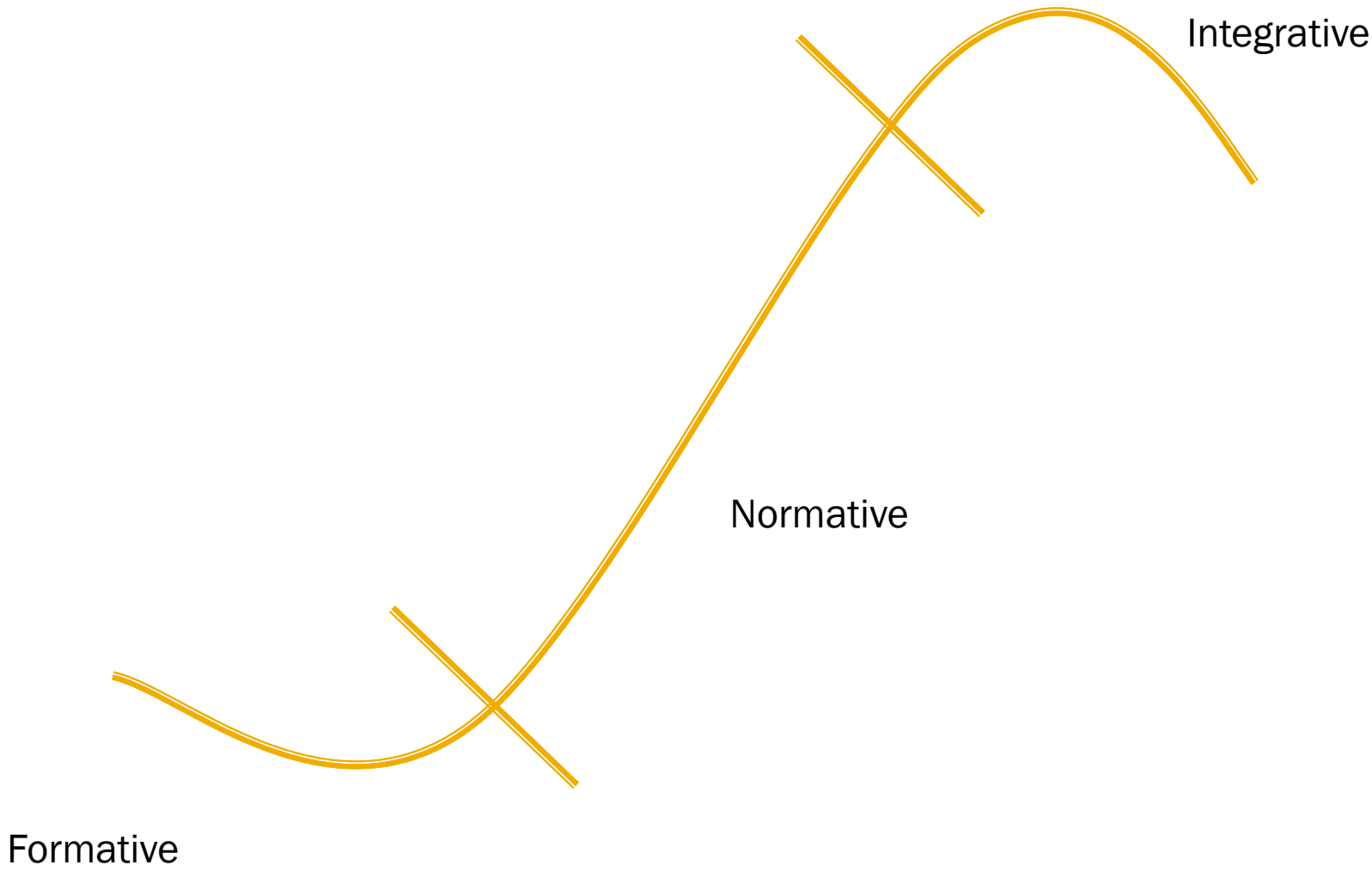
Planning for Success

- Crisis planning soon after program entry.
- Consumer-driven individualized service plan.
- Assess and address risk.
- Documented interactions.
- Consumer access to documents.
- Prepare for different phases of the program.
- Exit planning early after program entry.

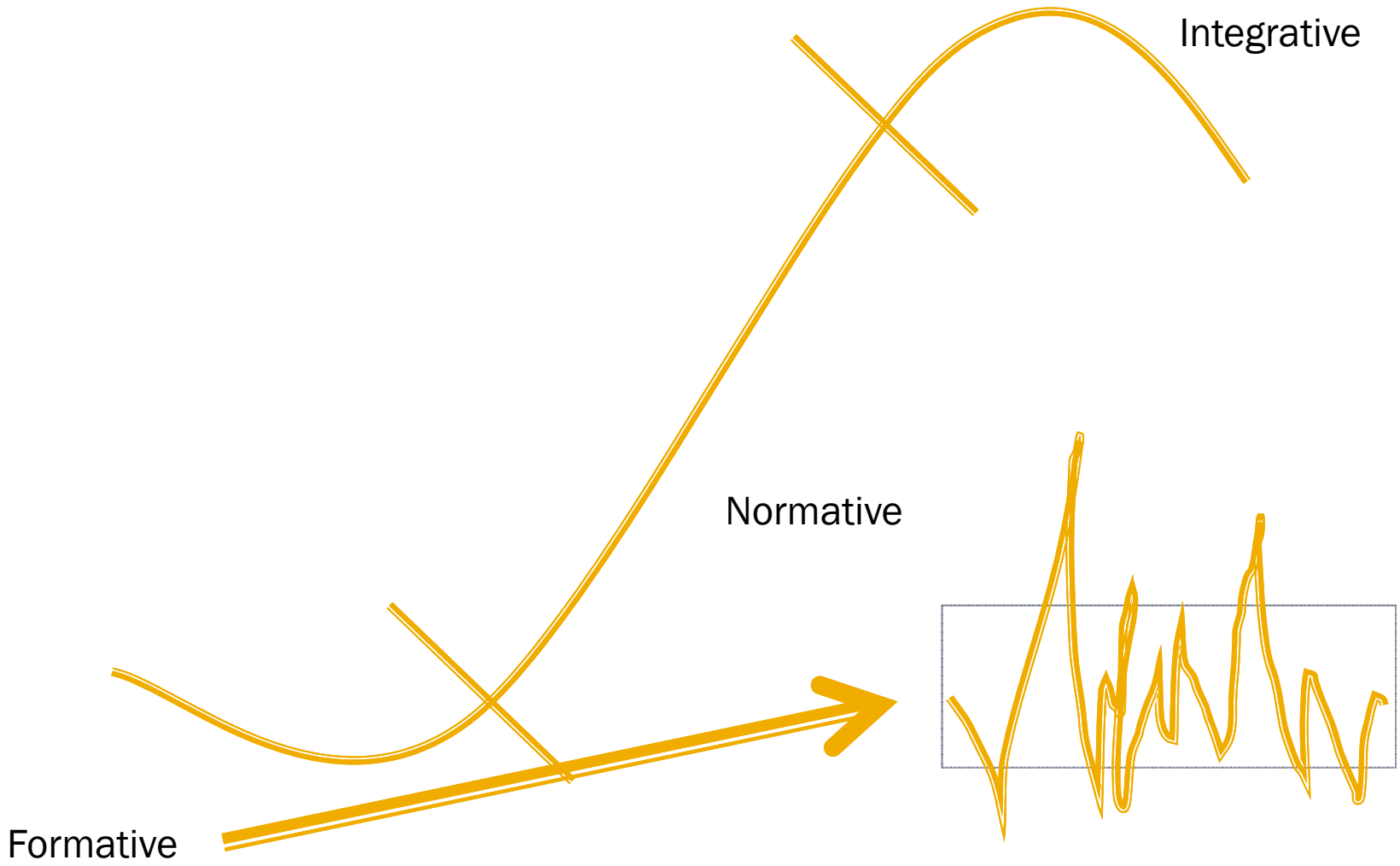
"Typical" Case Planning Phases

Formative	Normative	Integrative
• Characterized by new learning and adaptation • Goals and priorities more likely to shift • More likely to be pre-contemplative or contemplative • Changes to social network are common • Feel a sense or urgency or panic to be "normal" or "do the right things" • More likely to miss appointments • Emotionally unpredictable	• Characterized by development and growth • Active engagement in goal setting; sees results of goals • Learning strategies to deal with adversity • Will assert greater independence in setting and attending appointments • Routines starting to set up • Increased awareness of triggers and situations	• Skill mastery and greater independence • Independently sets goals and puts actions into place • Improved confidence and self-esteem • Sustainable links to other community supports as necessary • Has strategies for dealing with adversity and conflict • Has knowledge and skills to independently manage tenancy

The "S-CURVE" of Case Plan Phases



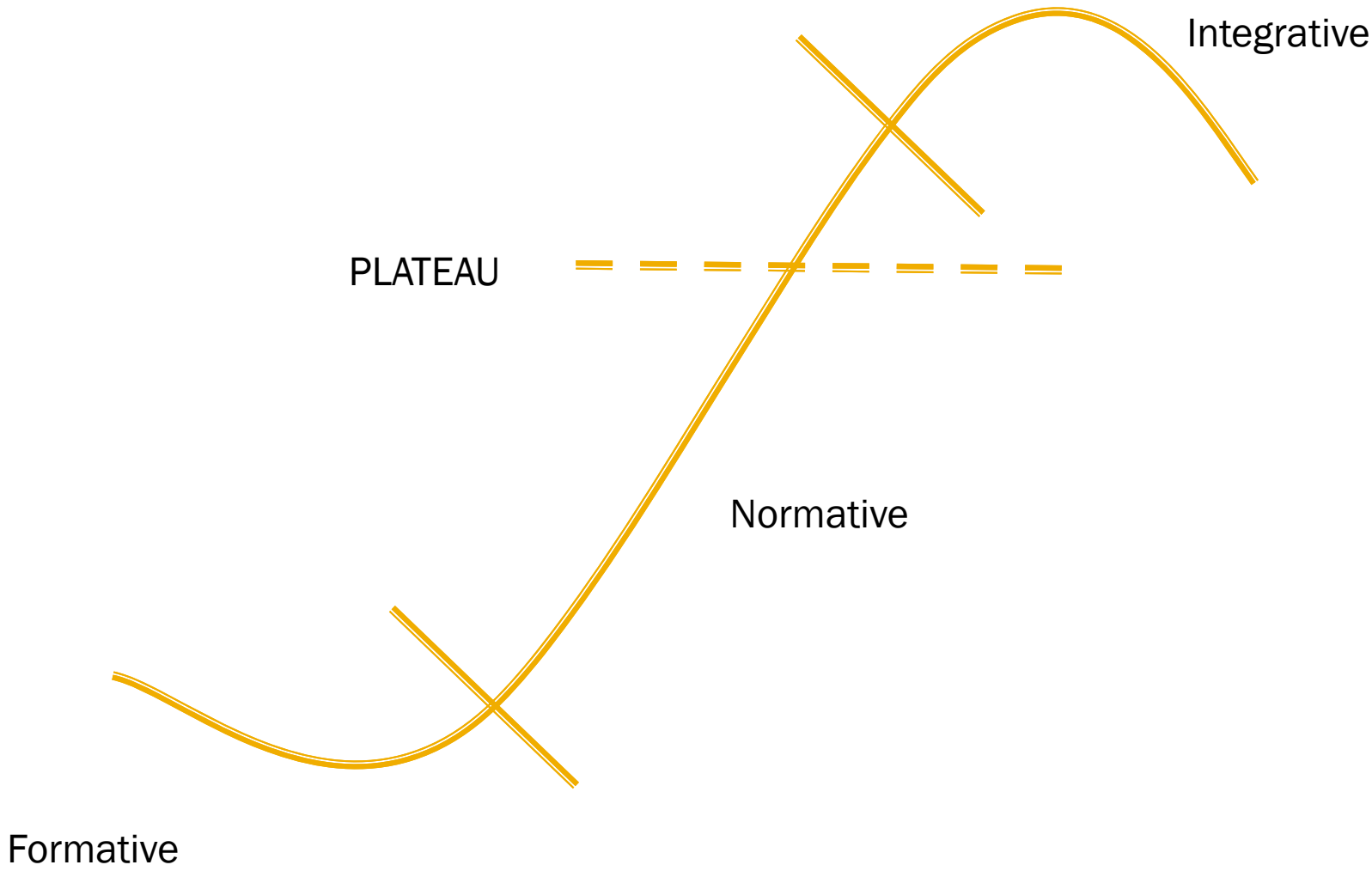
The "S-CURVE" of Case Plan Phases



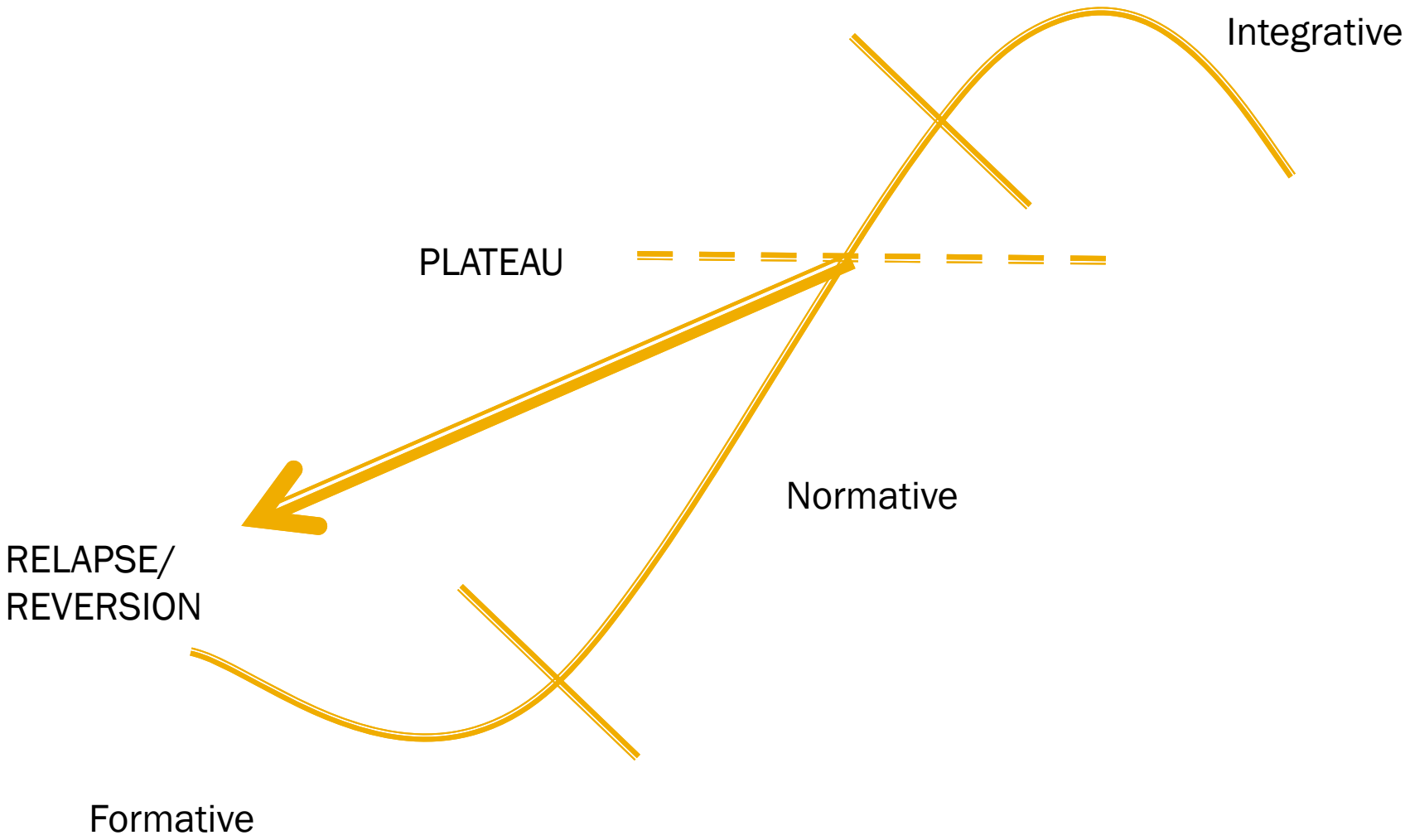
Formative Phase Keys to Success

- Expect unpredictability & do not be frustrated
- Focus on small wins
- Drop by
- Ask exploratory probing questions about future
- Expect more teaching and modeling
- Expect longer visits or more frequent shorter visits
- Be clear about what is in scope for their help and what clients need to do on their own
- Appropriately challenge
- Stimulate early stages of change discussion
- Use active listening

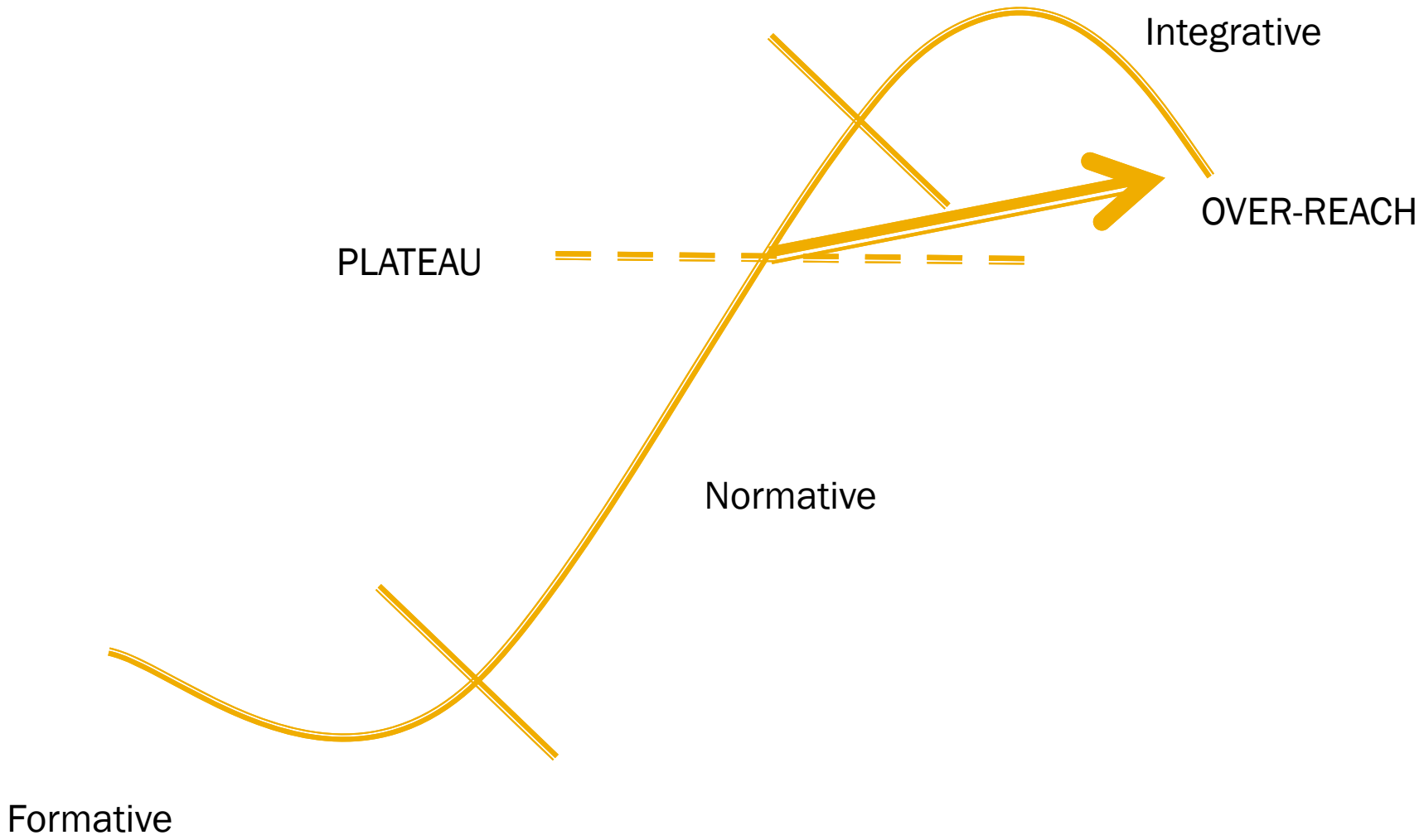
The "S-CURVE" of Case Plan Phases



The "S-CURVE" of Case Plan Phases



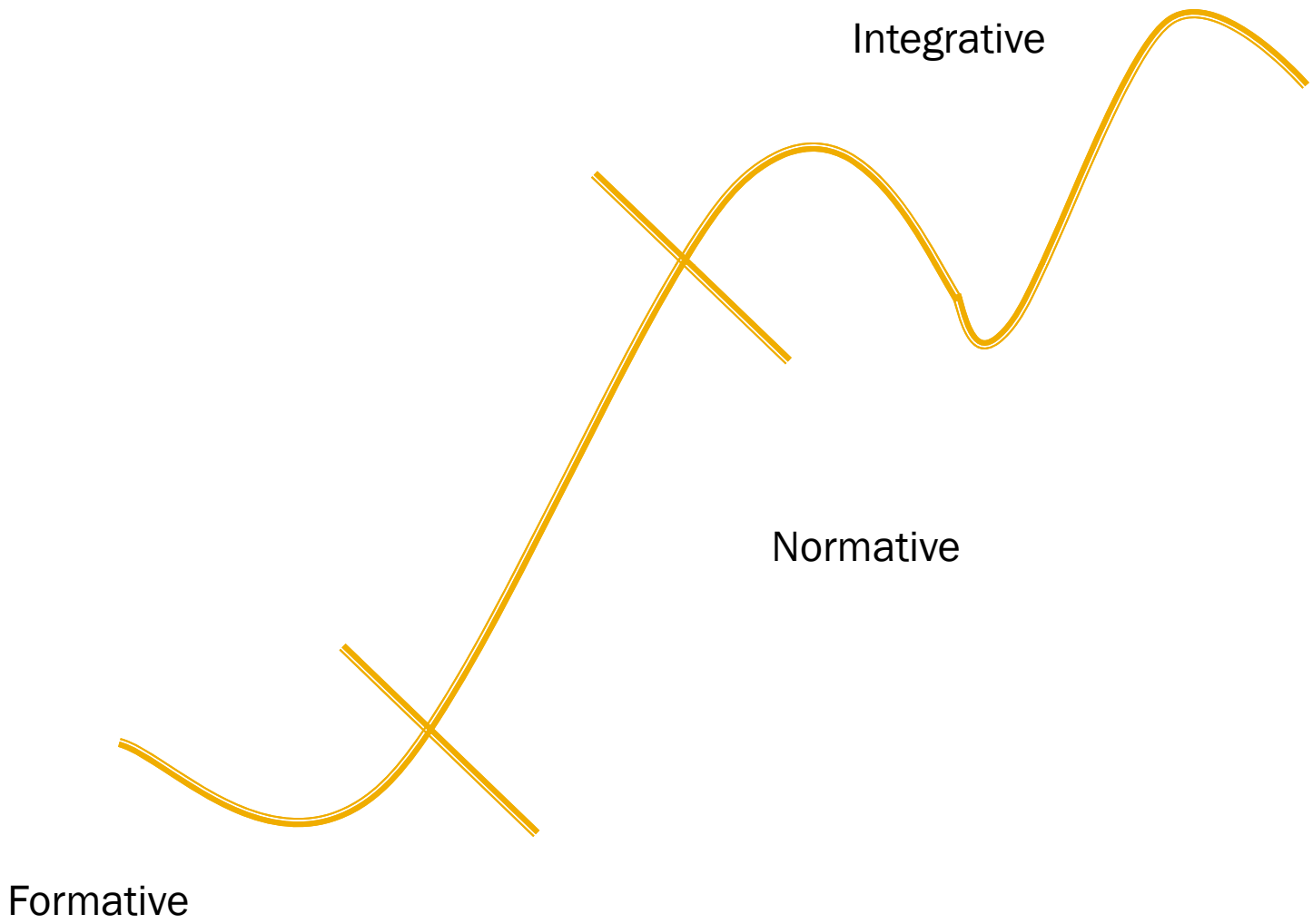
The "S-CURVE" of Case Plan Phases



Normative Phase Keys to Success

- Be prepared to address clients who relapse in any areas of their case plan—those that feel they are stuck, as well as those so elated by progress they feel like they can "go it alone" now
- Acknowledge success and begin to decrease frequency of visits
- Talk about strategies to deal with conflict and adversity
- Keep the client stimulated with new opportunities
- Have client engage in their own research about options relative to the case plan
- Begin to use visual tools more to show progress changes

The "S-CURVE" of Case Plan Phases



Integrative Phase Keys to Success

- Reinforce and respect client autonomy
- Use visual tools to show client progress over time — graphs, bar charts, etc.
- Review challenging scenarios and ask client how they will respond when these situations come up in the future
- Reinforce and increase connectivity to "mainstream" opportunities and services
- Update case plan about the elements that are now the client's full responsibility!

10. Stuff Will Go Wrong

Stuff Will Go Wrong

- Guests/partying
- Rent payments
- Damages
- Pests
- Pets
- Hoarding
- Conflict with neighbors

Resources Worth Looking At

Some Websites with Free Stuff

Outcome Star	http://www.outcomesstar.org.uk/
Wellness Recovery Action Plan	http://www.mentalhealthrecovery.com/
Iain's Blog	http://www.orgcode.com/category/iain-blog/
National Alliance to End Homelessness	http://www.endhomelessness.org/section/solutions/prevention_and_rapid_re_housing
SAMHSA – Supported Employment Toolkit	http://store.samhsa.gov/product/Supported-Employment-Evidence-Based-Practices-EBP-KIT/SMA08-4365
SAMHSA – IDDT Toolkit	http://www.ct.gov/dmhas/lib/dmhas/cosig/iddttoolkit.pdf
SAMHSA – IMR Toolkit	http://store.samhsa.gov/product/Illness-Management-and-Recovery-Evidence-Based-Practices-EBP-KIT/SMA09-4463
Practicing Motivational Interviewing	http://kap.samhsa.gov/products/manuals/tipcurriculum/pdf/pmodule05.pdf

Books You May Find Interesting

1. Gabor Mate's *In the Realm of Hungry Ghosts: Close Encounters with Addiction*. Random House.
2. Patrick Burman's *Poverty's Bonds: Power and Agency in the Social Relations of Welfare*. Thompson Educational Publications.
3. Laurence Gonzales' *Deep Survival: Who Lives, Who Dies and Why*. Norton.
4. Patrick Lencioni's *Five Dysfunctions of a Team: A Leadership Fable*. John Wiley and Sons.
5. Bob Rae's *The Three Questions: Prosperity and the Public Good*. McClelland and Stewart.

Thank you.

twitter.com/orgcode

@orgcode

Iain J. De Jong

Managing Partner

One Tecumseth Avenue
Mississauga Canada L5G 1K5

T 416 698.9700
C 416 432.0410
F 416 352.1498
idejong@orgcode.com

Find us on Facebook

OrgCode Consulting