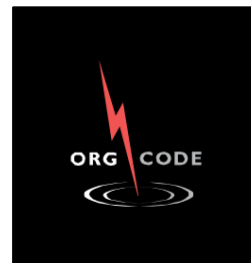


# **Rapid Re-Housing**

**OrgCode Consulting, Inc.**



# **A Few Short Words About OrgCode**

**A band of merry misfits hell-bent on ending homelessness, promoting social justice, and living our values.**

**Work takes us from Hawaii to Rhode Island, Minnesota to Texas - as well as Canada, and Australia. In a typical year we will work with several hundred communities on social change, practice, and policy.**

**We believe in being catalysts for better social outcomes, using data and evidence, and training that doesn't suck.**





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# **What is Rapid Re-Housing?**



# Rapid Re-Housing

- An intervention designed to help people to quickly exit homelessness and return to permanent housing.
- Rapid Re-Housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are tailored to the unique needs of the household.
- The core components of Rapid Re-Housing are housing identification, financial assistance for rent or move-in costs, and case management and services.
- Services and financial assistance in Rapid Re-Housing are short term, typically three to nine months.



# Rapid Re-Housing

- Aligned to the philosophy and service orientation of housing first.
- Participants have moderate acuity- either across the board, or with higher acuity in a few select areas that impact housing stability and vulnerability, but not in others.
- Supports are provided *in vivo*
- Professionally trained housing based case managers deliver the supports.
- Approach is structured, documented, and strategic.
- Need identification is matched to facilitating resources to support the needs.



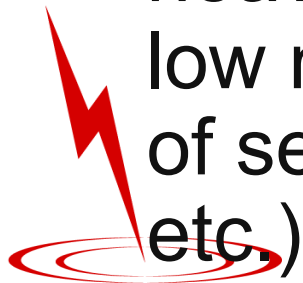
# Why is There Support & Encouragement of Rapid Re-Housing

- More effective than transitional housing.
- Less costly than Permanent Supportive Housing.
- Permanent Supportive Housing was being used for people that did not require permanent supports.
- Data to date shows very positive results for families and individuals.
- Empowers the program participant to integrate quickly back into community.
- Leverages existing- often private market- housing
- And most importantly- it ends homelessness!



# Who is Rapid Re-Housing Designed For?

- Rapid Re-Housing is designed for people with moderate acuity. The needs of the household are such that they do not need supports forever, but the household is unable to resolve their homelessness on their own.
- Moderate acuity may mean there are a number of areas in life where there are mild issues. However, it can also mean the household has two or three areas of high needs (for example, heavy substance use with co-occurring mental illness) but has low needs in all other areas of life (for example, can take care of self, manages medication, has a social support network, etc.)





# Service Orientation for Rapid Re-Housing

- Person centered
- Strength based
- Non-judgemental
- Harm reduction
- Solution focused
- Intentional goal setting process driven through assessment
- Focus on greater independence
- No attempts to heal or fix people
- Community based & mobile
- Empowering
- Progressive engagement
- Objective based interactions



# Service Requirements for RRH

- Trained, professional staff
- Flexible hours
- Flexible intensity
- Vast system knowledge
- Personalized case management
- Home visits
- Impeccable time management skills
- Ability to manage larger caseloads (25-35 per case worker)
- Fidelity to proven case management





**A Little Thing Called  
“Case Management”**

# Housing Based Case Management

- A housing based case manager is an organized and trained professional that acts as a positive change agent in holistically assisting individuals/families in achieving and maintaining housing, while concurrently promoting awareness and teaching strategies that reduce the likelihood of a return to homelessness in the future.



# Rapid Re-Housing Requires Specific Skills & Knowledge

- Motivational interviewing
- Assertive engagement
- Tenant rights
- Income support systems
- Harm reduction
- Mental health recovery
- Cultural competency
- Safety planning
- Documentation
- Addiction and dependency
- Brain injury impacts
- Trauma informed service delivery
- Health systems/access to care
- Relevant legislation



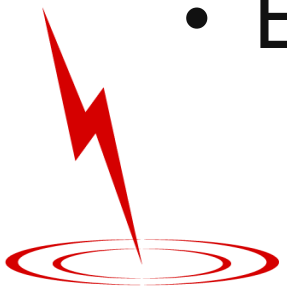
# Rapid Re-Housing is NOT...

- A crisis response, nor is it crisis driven
- A permanent support
- A solution to poverty
- Intended to take the place of mainstream supports and benefits
- A dependent relationship
- Doing things for clients. It is doing things with them.
- Friendship
- Without conflict
- A destination. It is a process
- Perfect



# The Case Manager...

- Promotes hope through a future orientation
- Realizes that the person is a person, not a case
- Appreciates that the person they are working with has their own values and own life. This makes them no better nor worse- just different
- Practices without judgement...people are never considered “non-compliant” or “bad”
- Expresses empathy, never sympathy



# The Case Manager...

- Accepts that reducing harm is a practical and necessary pursuit
- Promotes positive change
- Is assertive and persistent as necessary
- Does not sacrifice the important for the urgent





# Flexible Hours

- Rapid Re-Housing cannot function solely on a Monday to Friday schedule
- Rapid Re-Housing cannot function solely on an 8-4 or 9-5 type schedule
- The case manager's hours must meet the needs of the participant- not the other way around



# Flexible Intensity

- Through this model, there is a start with higher intensity and reduction over time in program.
- However, once intensity is reduced there can still be instances where more intensity is required.

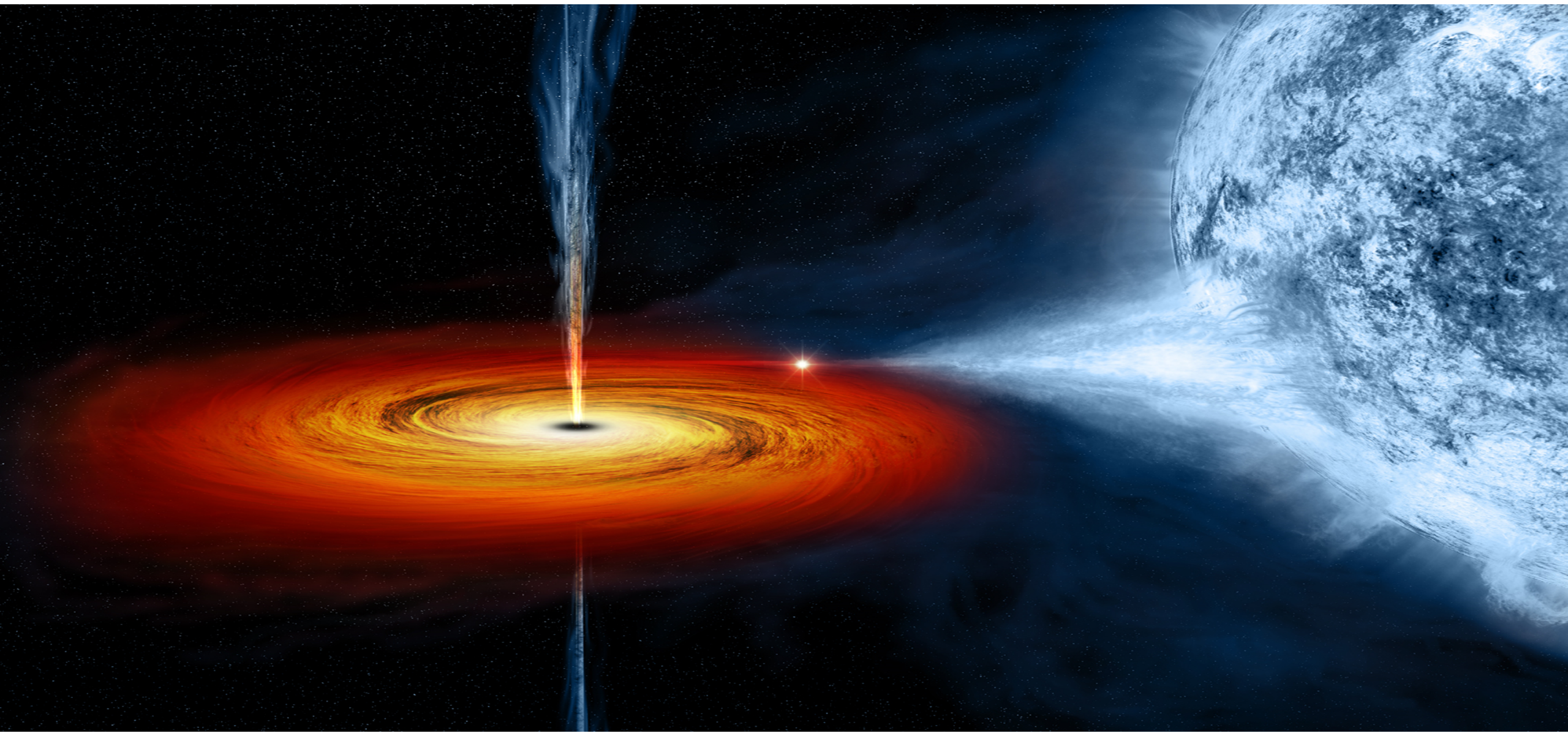


# Home Visits

- Delivery of service in the participant's most natural settings- mainly the home.
- Support of “home making” necessary for a “home visit”- otherwise it is a house call.



# Where Rapid Re-Housing Fits Into the System



# Phases of Rapid Re-Housing

## Phase 1

- Eligibility Screening & Acuity Confirmation
- Informed Consent & Desire to Participate
- Document Readiness

## Phase 2

- Housing Search
- Lease Up
- Move In

## Phase 3

- Progressive Engagement
- Coaching
- Independence



# Phase 1

- Eligibility Screening
- Confirm Acuity
- Informed Consent
- Document Readiness



# The Community Connections Part of the First Phase

- Assessment of concrete needs and linking:
  - Use the SPDAT
  - Make appointments
  - Accompany to appointments
  - Think long-term
  - Build a safety net if something is not immediately available in your community
  - Reinforce you are setting the stage for future independence



# The Community Connections Part of the First Phase

- Staying connected to existing resources (when appropriate):
  - Navigate which existing resources already present ongoing opportunities
  - Fix any duplication of resources
  - Reinforce housing support and intention with existing resources
  - Resist temptation of other resources to pass on supports to the RRH case manager





# The Community Connections Part of the First Phase

- Reinforce existing strengths gleaned through assessment and situational observation:
  - Affirm the transition into housing
  - Note how each strength can be used to maintain community connections and/or maintain housing



# Phase One: What is Going On With Them?

- Voracious consumption of resources
- Can be difficult to find or follow-up with...or may be in your face constantly
- Combination of eager, afraid, demanding, resisting, suspicious, thankful- sometimes in the same meeting
- Contemplation and preparation



# Phase One: Approach

- What do they think case management is?
- What do they think your job is?
- What do they think it means to be a responsible tenant?
- Why do they want to be in the program?
- What are the immediate barriers (for example, no income, poor credit history, past evictions, registered sex offender) and how will you work through those to get the person housed?



# Phase One: Keep in Mind

- You cannot force people to participate
- The only things they need to agree to is:
  - To provide their informed consent & release information
  - To pay their rent on time and in full
  - Sign a lease and follow the terms of the lease
  - Engage in supports for the duration of the program, which includes creating a case plan



# Phase 2

- Housing Search
- Lease Up
- Move In



# Phase Two: Approach

- In a perfect world, what apartment would they move into?
- What are the must haves?
- Any legal restrictions on where they can live?
- What can they afford?
- Choice NOT placement!



# Phase Two: Finding Housing

- Corporately, secure underperforming parts of their portfolio by helping them make money because you have a captive tenant audience
- Boots on the ground intelligence- where are other low-income people living that found housing without you?
- Cultivate existing landlord connections- frequent contact and rent checks with existing tenant clients
- Holding landlord, participant and community needs in equal balance





**Housing**



# What do Landlords Want?

- Money
- No vacancies
- No hassles/easy lease up
- Rent on time
- Lease compliance
- Unit in good condition
- Prompt follow up when they have concerns
- Some landlords are altruistic and want to help end homelessness, but they are the exception, not the norm



# No Vacancies

- What is the vacancy rate?
- Do they have low income units to fill?
- Tolerance for negative background?
- Searchers and lease up numbers?
- Average lease duration for tenants?



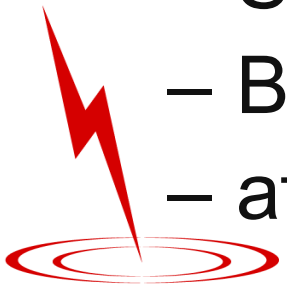
# Easy Lease Up

- Simple forms
- Rent reasonableness
- Answers to questions
- Move in fees
- Quick turnaround/fast Housing Quality Standards/Habitability



# Rent on Time

- Housing assistance
  - 1<sup>st</sup> rent payment
  - Ongoing payment
  - Consistent (direct deposit)
  - communication
- Tenant rate
  - Payee
  - Supportive service
  - Budget
  - affordable



# Lease Compliance

- Relationship
- Mediation
- Quick response
- Emergency numbers
- Eviction prevention
- Avoid court



# How Do You Sell the Program?

- Program value
  - From their perspective- what do they get out of working with you?
- Marketing material
  - Paper and/or website
- Training and expectation
  - Make sure the landlord knows what they are getting into, don't sell false narratives or a bill of goods



# Why are Landlord Relationships Important?

- Lifeblood of our programs
- De-concentration (building saturation)
- They are the ones who have what we need to end homelessness



# How to Expand your Landlord Pool

- There is no magic silver bullet
- Determine who is responsible in your community- CoC, each agency?
- Having a dedicated housing locator or housing specialist can be key to being successful. They speak the language





# Landlord Centered

- Inspection
- Paperwork
- Lease negotiation



# Teaching the Participant how to Navigate

- Building orientation
- Fire safety
- On-site services (mailbox, laundry)
- Permission for landlord to contact you if needed



# What do you need to track?

- Make sure deposits are paid
- Make sure rent is paid (program portion and client portion)
- Make sure any other fees that need to be paid have been paid



# Problems Once They Have Been Housed

- When issues arise, make sure you are prompt in responding to the landlord. Remember, they have the housing you need to be successful.
- When talking to landlords, remember to understand them first before trying to be understood



# Contact with the Landlord

- Be proactive, not reactive
  - Monthly check in for rent and other issues
- Do they call you when issues arise



# When Tenancy Can't be Saved

- Mutual rescinding of lease- saves court costs and blemishes on record
  - Still have to go through normal vacating process which includes damages and unpaid rent
- Making sure the relationship with the landlord is salvaged is good business for future clients



# When Tenancy is Successful

- Make sure the client is following through with what they need to do (work orders, unit maintenance, etc.)
- If you have to do annual reviews make sure there won't be any issues that arise during that process
- If the lease is up for renewal, what comes next (renewal, month to month?)
- Will there be a change in rental amount after the first year?



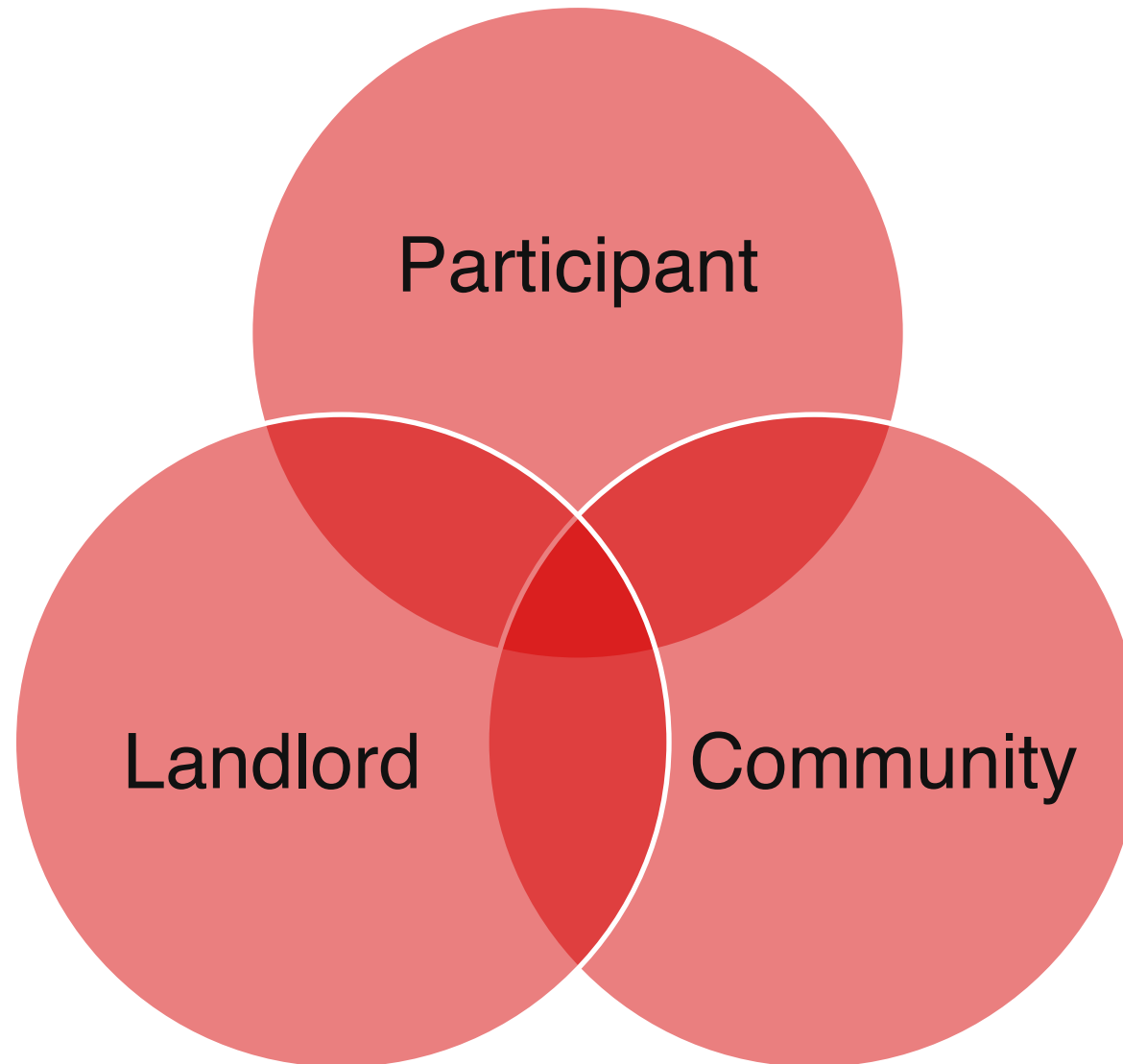
# Landlord Retention

- How do they want to be recognized?
  - Social media/newsletters
  - Coffee and donuts
  - Community recognition





# Relationships & Connections



# Define Your Role

- A **liaison**; not a “mini-landlord”
- Will **check-in** on a monthly basis, including rent payment follow-up
- **How to contact, when and why**
- Ensure landlord knows what info you can share and what is private
- Will work to **mediate** issues



# Choice, Not Placement

- Participants actively engaged in **articulating preferences and needs.**
- Participants presented **options to choose from**; not placed in a unit.



# Triple A

- Options prepared for participant based upon:
  - Affordability
  - Appropriateness
  - Actionability



# For Housing to Be Considered

- Must be in **habitable condition**
- **Standard** tenancy agreement
  - Tenancy not linked to program participation
- Housing is “**permanent**”
- Participant has ***privacy*** and ***controls access*** to unit



# Range of Housing Options

- Scattered-site
- Congregate
- Roommate
- Single occupancy
- Homes/rooms
- Traditional apartments



# Support in the Housing Process

- No blind referrals
- Participant accompanied to all *viewings*
- Participant assisted with *lease signing*
- Participant assisted with *move-in* and building orientation



# Avoiding Saturation

- Unless there are on-site 24/7 supports, no building shall have **more than 15%** of all units occupied with active participants (across all agencies providing housing supports) at one time.







# Getting Started: Move-In

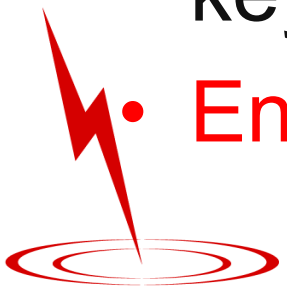
# Good Preparatory Practices

- Only do move-ins on Mondays, Tuesdays, or Wednesdays
- Usually only **one move-in per day**- maximum of 2!
- **Discuss/role play** the move-in before it happens
- Book a time to meet- and then **be early**
- Pick out furniture in advance



# On the Day of the Move-In

- Do a walk-through. **Exude positivity.**
- Have your cleaning kit ready and **roll up your sleeves WITH your participant**
- Arrange for furniture & basic supplies to be delivered
- Provide **orientation** to building & community
- Review *fire safety plan* and safe use of appliances
- Make sure **lock and keys work**; discuss strategies for lost keys
- **Encourage** meeting neighbours



# Before You Leave...

- Ask them the **3 things they think may go wrong in the first few days** and what they will do if those things happen so that they stay in their place
- Ensure **next visit** is scheduled **within two days**

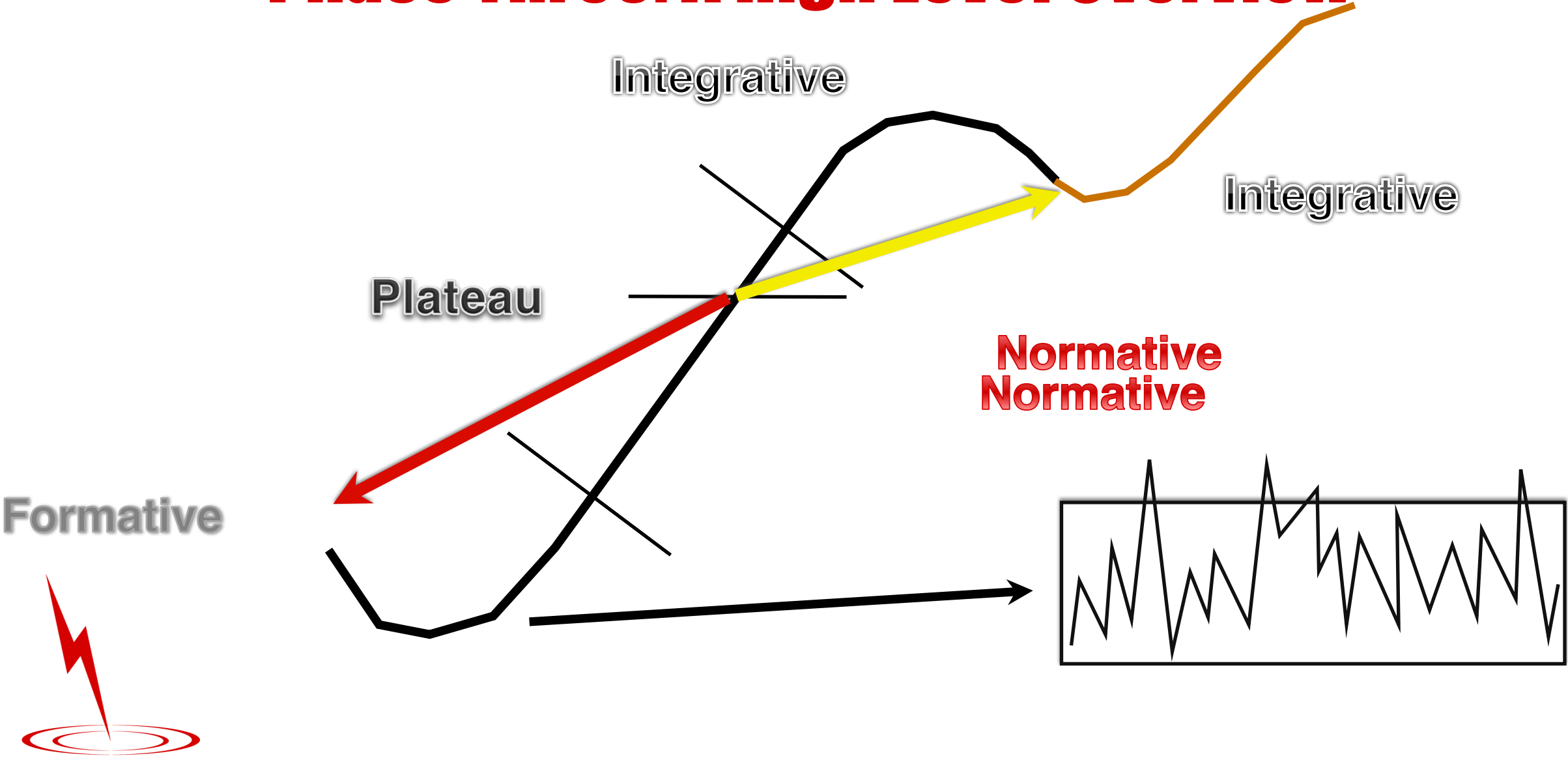


# Promoting Home Making

- Buy a baking sheet and *make cookies*
- Provide them a **plant**
- Give them three **picture frames**
- Get sticky putty to put **posters** on the wall
- Go **grocery shopping** and make a stew or chili and freeze individual portions
- Activities to address boredom...
  - Cards, art supplies, books, TV, laptop, etc.
- **Calendar**
- Fridge magnets
- **Dry-erase marker**



# Phase Three: A High Level Overview



# Phase Three: First Month

- First follow up visit is within two days of move in
- Set the tone for home visits and your expectations
- Level of engagement dictated by level of need
- Promote home-making
- Community connections and accompany to appointments as necessary
- Objective based interactions
- Income





# **Housing Stability: The First Month**



# What is Going On?

- The “abnormal” is “normal” ... ups and downs are common
- **Range of emotions** and actions can be misperceived as not wanting housing with support or trying to “sabotage” housing with support
- **Second-guessing the decision** to participate in the program is common



# Your Approach & Attitude

- **Professional**
- **Don't freak out**
- Don't judge
- Exude **positivity**
- **Harness structure**
- **Do what you say you will do** when you say you will do it
- Respectfully challenge, while avoiding "punishment"
- *Don't put the cart in front of the horse*



# 5 Necessary Tasks

- Crisis Plan
- Budget
- First Case Plan
- Risk Assessment
- Personal Guest Policy



# Crisis Plan

- **Not optional**
- Completed within the **first four weeks**
- Updated again as necessary
- Final update is at **program exit**



# Budget

- Reinforcing **basic concepts**
- Reflection leads to better information
- Does **NOT** have to be perfect
- Important to raise **awareness**, NOT pass judgement on how people spend or access money



# First Case Plan

- First time to demonstrate **SMARTER** goal-setting  
(Specific, Measurable, Attainable, Relevant, Timed, Evaluated and Revisited)
- No more than **3 areas of attention**
- Likely 1 or 2 areas are related to housing stability, and 1 related to community connections



# The First Case Plan

- You are building traction
- You must be incremental
- You must be logical



# Risk Assessment

- Should be completed within *two weeks* of being housed
- By identifying risks, the intent is to define the **people, processes, and/or technology** that can help minimize the risk, not prevent service
- Risk assessments should be *updated periodically*





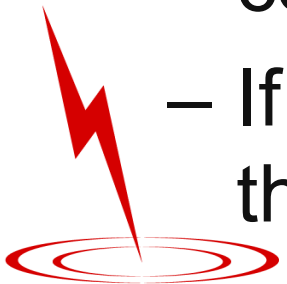
# Personal Guest Policy

- Intent is to help the client define **who can visit, when, and who is responsible** for the actions of guests
- Can be turned into a fun project
- Idea should be introduced during the housing search, discussed during move-in, and ***completed during the first two home visits***



# Personal Guest Policy

- Types of questions you may ask to help form the guest policy:
  - What **time of day** do you want to allow guests (or not allow guests)?
  - Is there anyone that you **don't want at your apartment** (even though you may hang out with them somewhere else)?
  - Is there anybody you'd only invite **over on certain days** or certain times?
  - If someone comes over with a friend, and you don't know the person, is that alright with you?



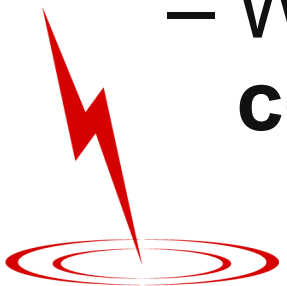
# Personal Guest Policy

- Types of questions you may ask to help form the guest policy:
  - If a **guest damages something** in the building, who is responsible?
  - Are there any activities, language or other things that *you do not want happening in your apartment?*
  - If people want to **crash on your floor or couch**, is that cool with you? What if doing so is against your lease?
  - If people want to **smoke drugs in your apartment**, how will you make sure that doesn't result in you getting evicted?



# Personal Guest Policy

- Types of questions you may ask to help form the guest policy:
  - If a buddy wants to “borrow” your apartment for a couple of hours to **have a date with his girlfriend**, is that okay with you?
  - If people **get in a fight-** including a fight with you- how will you respond to that and not lose your housing?
  - Can people **eat your food** or use your things?
  - What can you do to make sure there are no **noise complaints**?

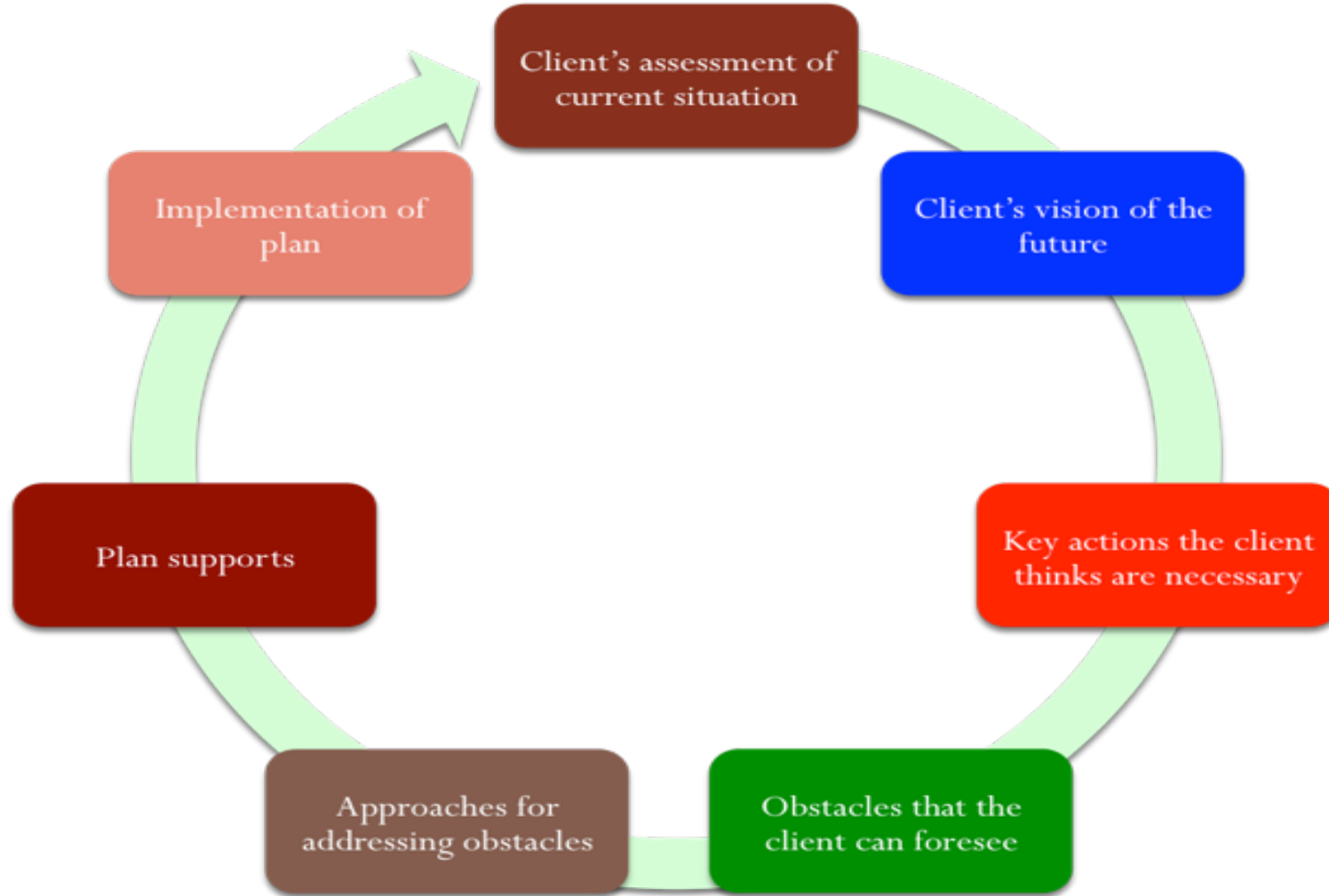


# Phase 3

- Progressive Engagement
- Coaching
- Independence

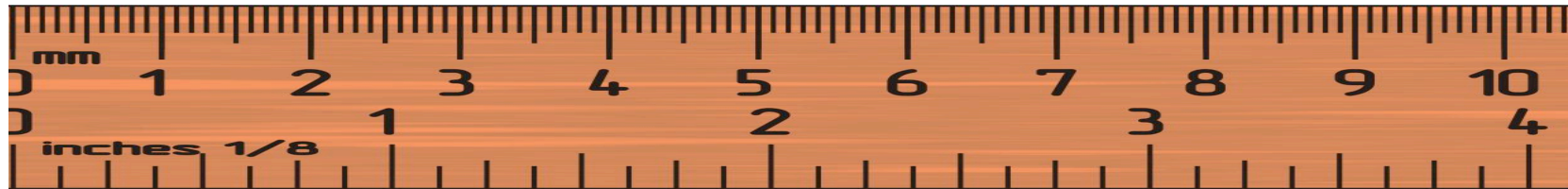


# Phase Three: The Art of Goal Setting

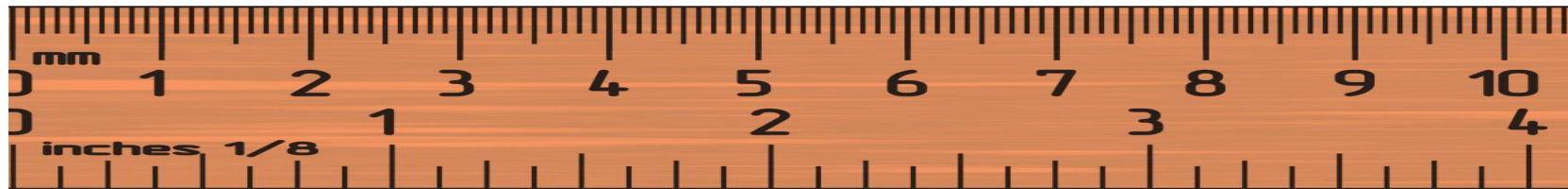


# Phase Three: The Art of Goal Setting

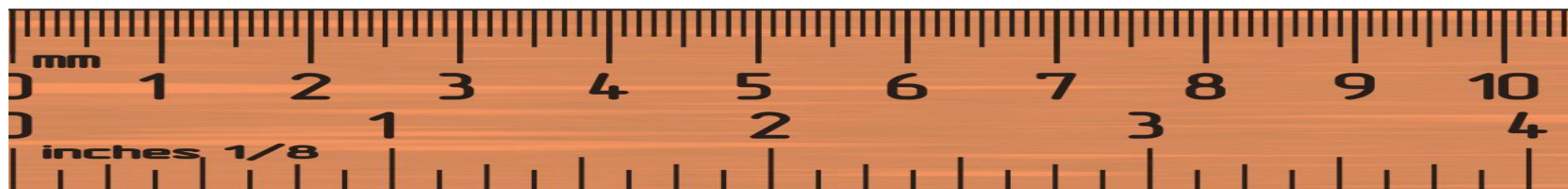
How important is it to you to change this part of your life?



How ready are you to change this part of your life?



How confident are you to change this part of your life?



# Phase Three: The Art of Goal Setting

- Never provide advice
- Ask lots of open questions
- Affirm, reflect upon and summarize what people tell you
- Always anchor goals back to housing stability
- Ensure all goals are SMARTER- Specific, Measurable, Attainable, Relevant, Timed, Evaluated and Revisited





# Phase Three: Second Month

- Introduce exit planning
- Ensure no imminent risks of eviction
- Increase socialization and meaningful activities
- Have participant establish own goals and monitor fulfillment of goals
- Observe in appointments



# Introduce Exit Planning

- Explain it is being introduced because they have been able to progress.
- Remind participants there is still time to work on things in the case management relationship.
- Ask if they want you to complete one too and then compare results.



# Phase Three: Third Month

- Update exit plan
- Finalize case plan moving forward
- Ensure financial stability is in place
- Communicate with landlord



# Stimulating Change

- As participants adjust to being housed, it is not uncommon for them to miss and even return (temporarily) to homeless organizations or haunts
- Coercing, threatening or intimidating people to change does not work
- Bargaining or ingratiating people to change does not work
- Change will only happen if you:
  - Present facts relative to their needs
  - Appeal to their personal values
  - Appreciate they may have personal goals
  - Assess their needs on a regular basis, and change your approach to supports as needs change



# The Final Step: Transfer of Care

- Milestones have been met and success is tangible



# On to Independence from Rapid Re-Housing

- Web of supports are in place
- Coaching through observation has made it possible for participant to demonstrate success
- No immediate concerns for eviction



# On to Independence from Rapid Re-Housing

- These have been updated:
  - Exit plan
  - Crisis plan
  - Risk assessment
  - Budget
  - Case plan
  - SPDAT



# On to Independence from Rapid Re-Housing

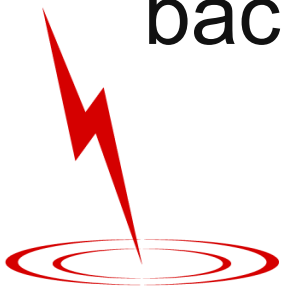
- Communication is key for successful transfer:
  - Other community organizations involved
  - Government organizations (for example income supports) involved
  - Clinicians now involved
  - Landlord (in some instances)
  - The friends/family of the participants (in some instances)
  - The participant
- Whenever possible, hold an exit case conference with all relevant parties and the participant





# Managing Your Caseload & Sanity

- In a three month Rapid Re-Housing program, caseloads should not exceed 20. (NOTE: in a six month program upwards of 30 is acceptable)
- 5-7 participants should be in month one; 5-7 in month two; 5-7 in month three
- Those with the deepest needs should get the most time. Engage more when housing or life is unstable, and pull back when it is stable.



# How Best to Structure Your Day

- Start your day in the office
- Do 2-3 home visits
- Return to office and enjoy lunch
- Do 2-3 home visits
- Document, file, enter into HMIS
- Never answer your phone live unless it is your boss calling



# You Can Manage Time or Time Will Manage You

- You have 160 work hours per month:
  - About 24 hours per month for pre-housing (Phase 1 & 2) work (6 hours per week)
  - About 56 hours per month for Month 1 participants (14 hours per week)
  - About 36 hours per month for Month 2 participants (9 hours per week)
  - About 12 hours per months for Month 3 participants (3 hours per week)
  - About 12 hours for case reviews (3 hours per week)
  - About 8 hours for training and professional development
  - About 12 hours for catching up or wasting time (FaceBook, kitten videos, sharing laughs with coworkers, using the loo, having a long lunch, discussing Star Wars, etc.)



# Weekly Case Review

- Same time each week
- Attendance is mandatory
- Phones must be off
- Each support staff presents 60-90 second review of each person/family they are supporting: changes in acuity, case plan priorities, objectives for next interaction, date of next visit, key notes, etc.



# Closing Questions & Comments

- So, what do you still want to know?
- There must be something we haven't covered...

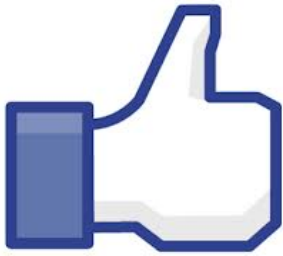




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