



Adapting Housing First Models in the Midst of an Affordable Housing Crisis

LISA THOMPSON, DNP, PMHNP-BC,
MATT MOLLIKA, MBA
COLORADO COALITION FOR THE
HOMELESS

Objectives:

- ▶ Gain understanding of Colorado Coalition for the Homeless (CCH) & Housing First Program
- ▶ Review Denver current housing market landscape & challenges within old CCH Housing First Model
- ▶ Understand how to structure Housing First programs to efficiently overcome current housing barriers
- ▶ Learn new skills and strategies to grow scattered-site housing stock



Colorado Coalition for the Homeless

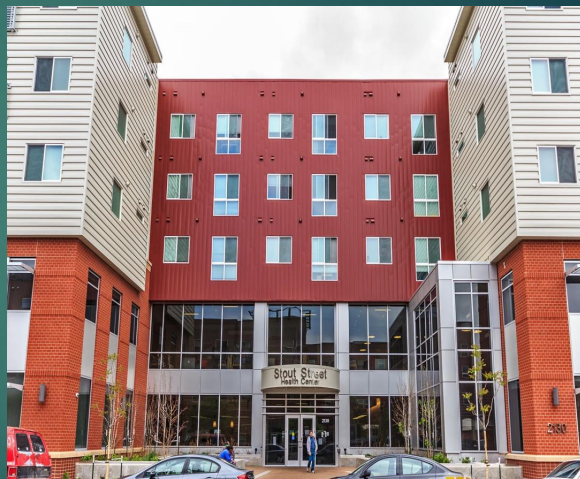


- ▶ Founded in 1984
- ▶ **MISSION:** *"To work collaboratively toward the prevention of homelessness and the creation of lasting solutions for homeless and at-risk families, children, and individuals throughout Colorado."*

Colorado Coalition for the Homeless



- ▶ Leading health care & service provider for people experiencing homelessness in Colorado.
- ▶ Serves over 18,000 clients/year across 53 programs.
- ▶ Stout Street Health Center- opened in Sept 2014, serves over 15K clients/year.
 - ▶ 78 residents



Colorado Coalition for the Homeless



- ▶ Houses over 2,300 households
- ▶ Operates 1,700 units of housing
- ▶ 17 different housing projects throughout the metropolitan area



CCH Services



- ▶ Integrated Health Care Clinic
- ▶ Behavioral Health/ Substance Treatment
- ▶ Eye Care
- ▶ Dental
- ▶ Pharmacy
- ▶ Family Support Services
- ▶ Outreach
- ▶ Community Resources
- ▶ Education/ Advocacy
- ▶ Peer Specialist Services
- ▶ Mobile Health Outreach
- ▶ Respite Care
- ▶ Benefits Acquisition/ Retention
- ▶ Vocational Services
- ▶ Rental Assistance
- ▶ Childcare Center
- ▶ VA Services
- ▶ Native American Services
- ▶ Housing Intake & Placement
- ▶ Housing First



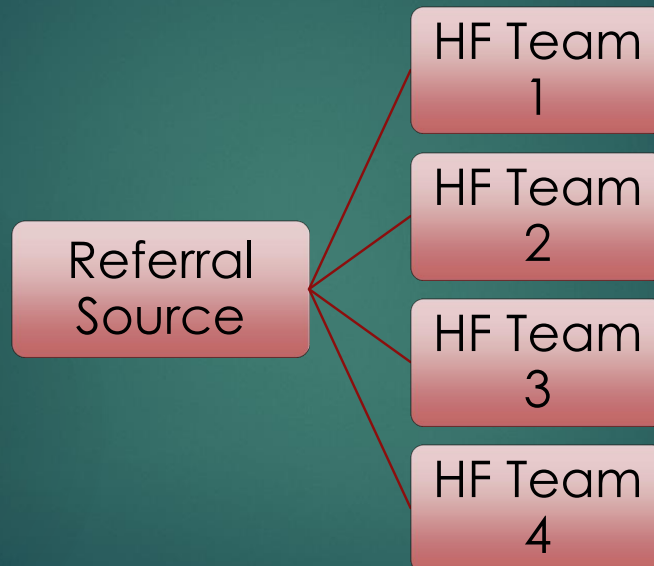
Housing First and Assertive Community Treatment Services at CCH



- ▶ Began 2003 – 100 Clients, 1 of 11 programs initially funded through HUD & Ending Chronic Homeless Initiative program.
- ▶ Currently 4 modified Assertive Community Treatment (ACT) Teams ~ **425** clients, 50 staff.
- ▶ People housed in the community on scattered site vouchers as well as within CCH/RPMC properties.
- ▶ Newly added * *Housing Intake, Placement and Stabilization Team.*



Prior Department Model



Increasing housing related challenges faced by Housing First Program

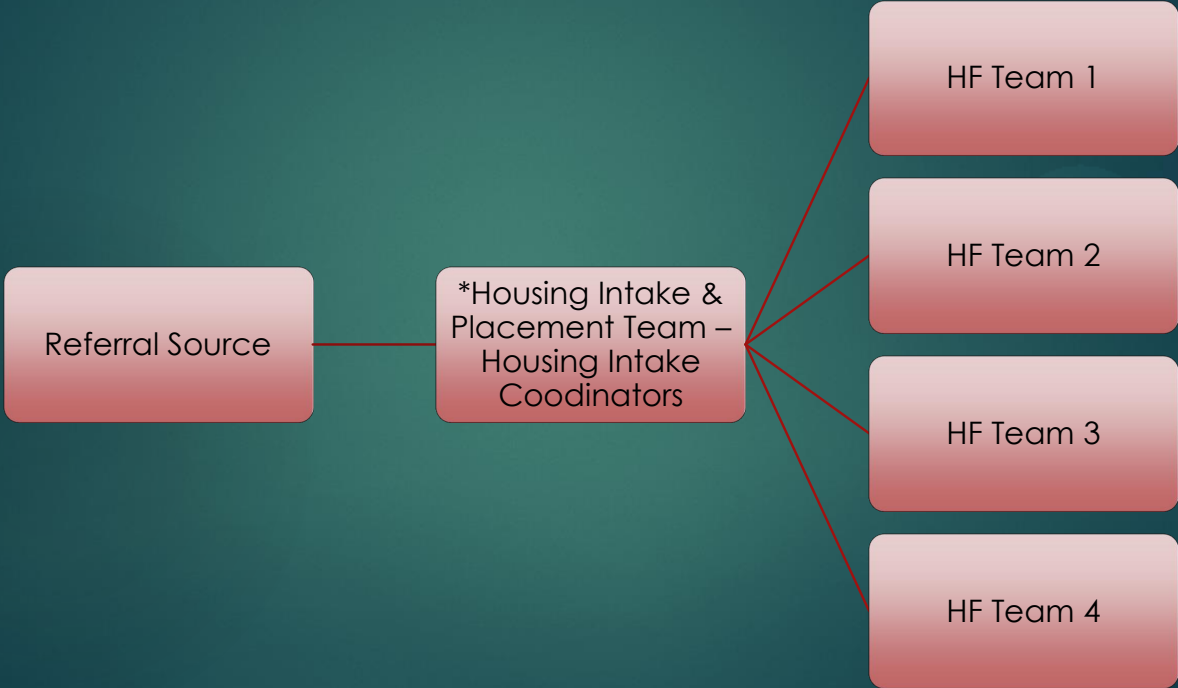
- ▶ Inefficient use of resources- *"I'm a counselor not a housing expert!"*
- ▶ Clinical needs of clients taking back seat
- ▶ Vouchers expiring before housing located
- ▶ Staff/client morale suffering
- ▶ Clients disengaging from program

CCH Housing First Department Restructure Goals



- ▶ Specialized team to work on locating & building housing stock within our department
- ▶ Build landlord relationships
- ▶ Educate staff on landlord communication/ relationship building
- ▶ More efficient use of resources
- ▶ Improve clinical care
- ▶ Improve client engagement
- ▶ Improve staff/client morale

New CCH HF Department Model



Denver's Rental Prices are Rising Faster than Anywhere in the Country

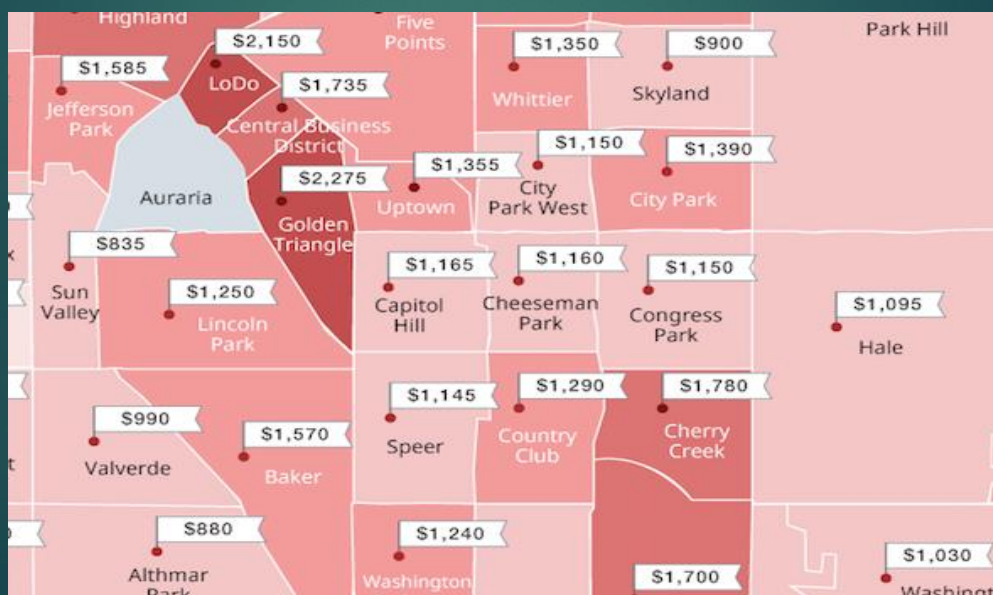


City	Average Rent	Year-Over-Year Increase
Denver	\$1,335	9%
San Francisco	\$3,040	8.5%
San Jose, California	\$2,486	8.5%
Oakland, California	\$1,962	8.1%
Atlanta	\$1,005	7.6%
Portland, Oregon	\$1,114	6.6%
Seattle	\$1,336	6%
Riverside and San Bernadino counties, California	\$1,231	5.6%
Phoenix	\$868	5.5%
Sacramento	\$1,087	5.4%

Created with [Datawrapper](#)

Source: [Associated Press](#), [Get the data](#)

Denver Rents / Price per Bedroom Fourth Quarter 2015



Affordable Housing Challenges in Denver



- Rapid population growth
- Demand outstripping housing supply
 - Lack of condos, low vacancy rates in rentals
- Rapidly rising rents and home costs
- 4,500 federally protected units to expire over next 5 years
- Of 183,300 families earning 120% or less of AMI, 97,300 are cost burdened (paying more than 30% of monthly income on housing)

Housing Intake and Placement Team Roles/Responsibilities

HIPS Team Makeup

- **Intake Coordinators**- Responsible for Outreach and Voucher Paperwork
- **Housing Counselors**- Responsible for Voucher Maintenance and Landlord – Tenant mitigation
- **Housing Stabilization Case Managers** – Work with tenant for 30 days after move-in. Help tenant obtain furniture, benefit acquisition, neighborhood/building orientation



Metro Denver CAHPS



CAHPS is a pilot project coordinating a single process to match housing and service products to specific needs.

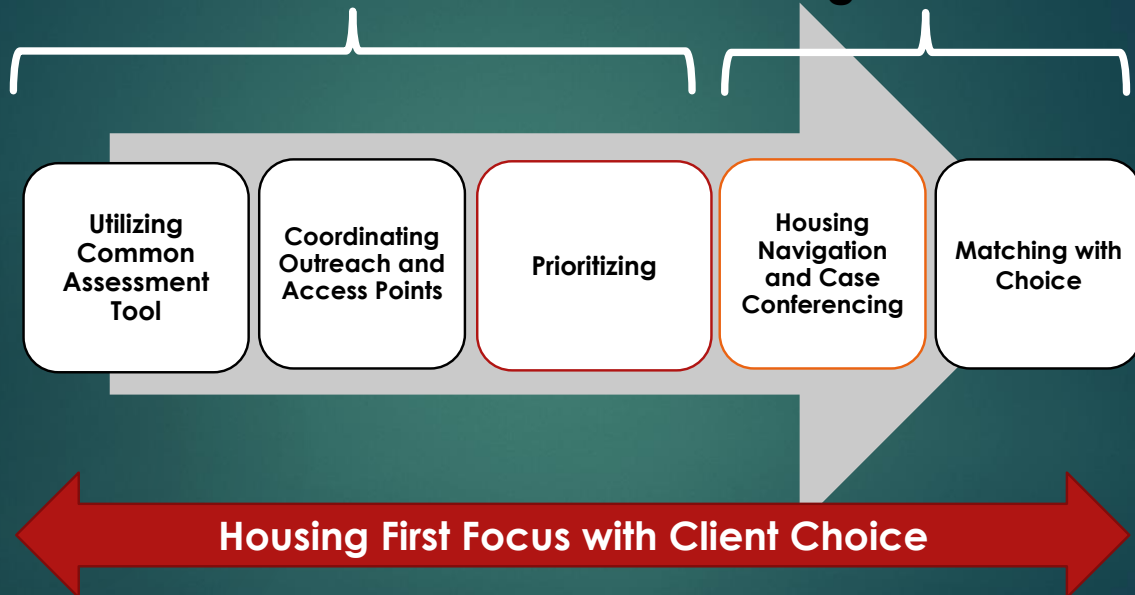
- Region-wide pilot focusing on Chronically Homeless Veterans and Individuals
- VI-SPDAT (Vulnerability Index Service Prioritization Decision Assistance Tool)
 - Triages health and support factors toward a housing match (Permanent, Bridge, Rapid-rehousing)



CAHP System – Key components

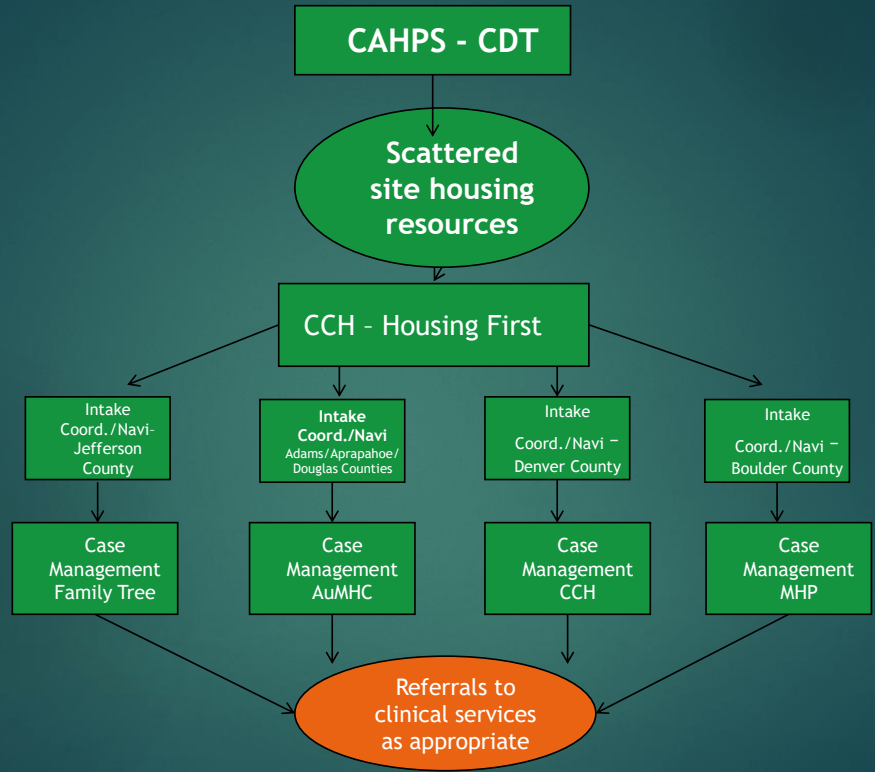
Coordinated Assessment

Housing Placement



New CAHP System model

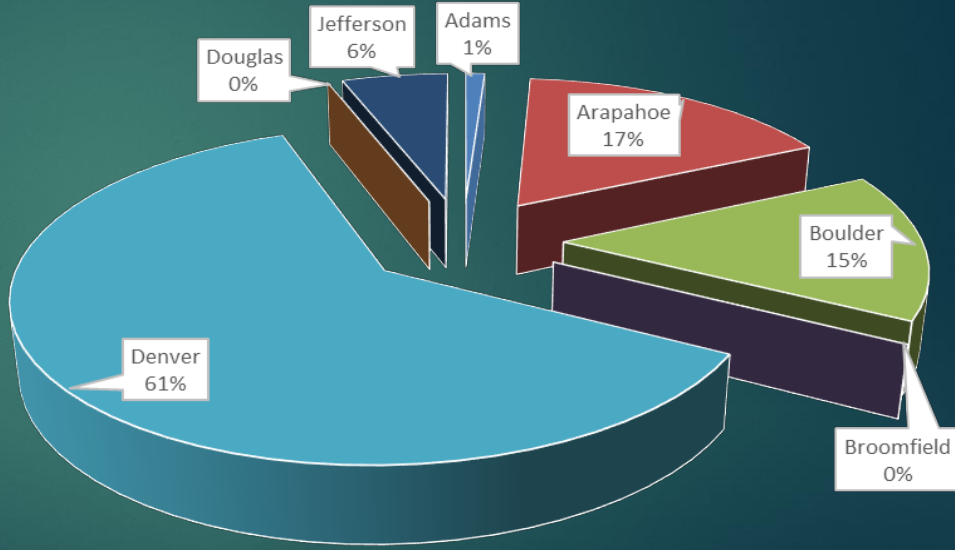




Regional CAHPS Overview

▶ While still mainly Denver centric, regional involvement is increasing

County	VI-SPDAT Total
Adams	85
Arapahoe	82
Boulder	471
Broomfield	2
Denver	3112
Douglas	5
Jefferson	180



Housed by County

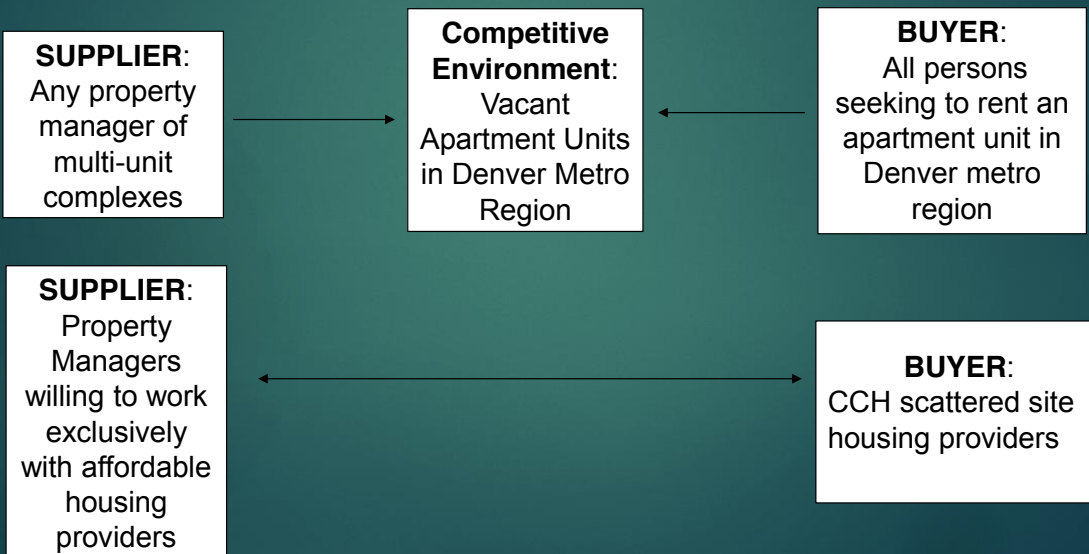
Facts



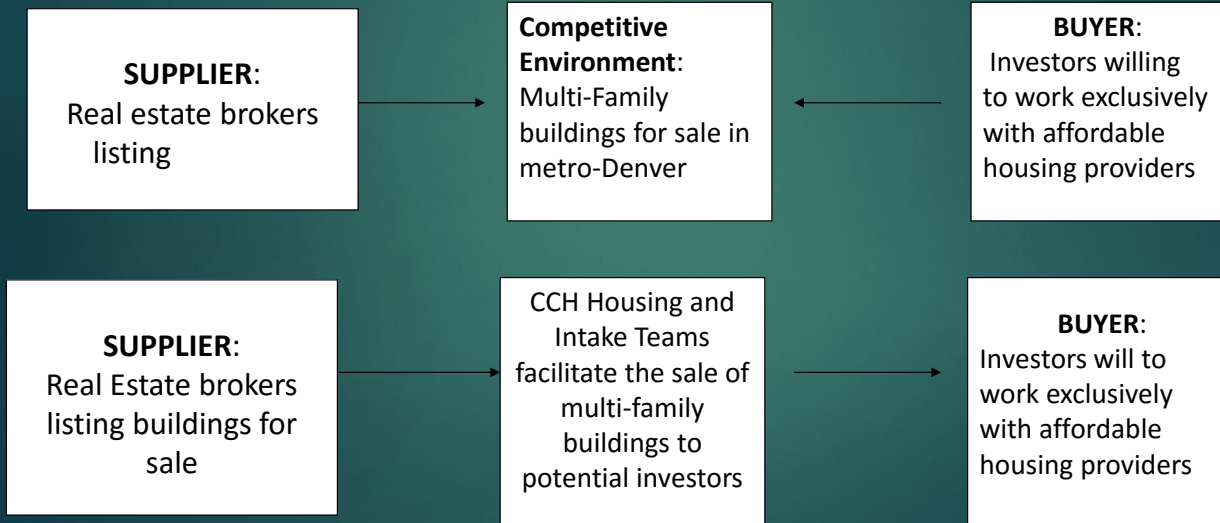
- ▶ 74% of clients who take the VI-SPDAT are estimated to be chronically homeless
- ▶ As a community we have ended 1909 total years of homeless with an average of 9.8 years ended per client
- ▶ Since the beginning of CAHPS, regional involvement has increased by over 215%



Metro-Denver Available Housing Stock



Multi-Family Buildings for Sale





CCH - Property Manager Relationship

Communication

- Try to ensure there is one main point of contact for the Property Management at your agency

Listen and Empathize

- Let the Property Manager know you understand our tenants come with unique circumstances related to their housing
 - Do not alienate the client during these types of interactions
 - Don't rush to judgment. Get both sides of the story.

Take Action/ Follow Up

- What does the Property Manager need?
- What does the client need?

Responding to a Crisis

Education



Response



- Non-Payment of Rent
- Co-Habitation
- Substance Use
- Damage to Unit
- Violence in Unit

Know when to fold 'em!

Irreconcilable differences happen between Property Managers and Tenants

- Ensure you keep the unit in your housing stock
- Use the Mutual Lease Recession as a tool

Learn from the experience

- What did not work for the tenant in the unit?
 - Location of unit in community?
 - Type of apartment complex?
 - Neighbor issues?



Impact of Housing Intake & Placement Team on HF Department & CCH

Benefits:

- ▶ More efficient use of resource
- ▶ Enhanced client satisfaction
- ▶ Rapid housing & Rehousing of clients
- ▶ Enhanced clinical services
- ▶ Increase in staff/client morale

Challenges:

- ▶ Competing for limited resources
- ▶ Housing placement becomes focus for funders
- ▶ Reimbursement of housing services



Questions???

Contact Information



- ▶ Lisa Thompson, DNP, PMHNP-BC
Director of Housing First & ACT Services
Colorado Coalition for the Homeless
lthompson@coloradocoalition.org
303-312-9684

- ▶ Matt Mollica, MBA
Associate Director of Housing Intake & Placement
Colorado Coalition for the Homeless
mmollica@coloradocoalition.org
303-312-9819