

## The Supportive Housing Institute: What Is It & Why Is the State Promoting Permanent Housing?

2009  
Washington Behavioral Healthcare Conference

Friday, June 19, 2009  
1:30 PM to 3:00 PM

Presented by  
Lynn Davison, Common Ground  
Matthew Doherty, Corporation for Supportive Housing  
Frank Jose, DSHS Mental Health Division;  
Tedd Kelleher, CTED/ Housing Division



Washington State  
Department of Social  
& Health Services



CTED | Innovation is  
in our nature.  
Community, Trade & Economic Development

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### Agenda/Topics To Be Covered

- What is supportive housing and how/why does it work?
- Role of supportive housing in Washington State
- DSHS/ Mental Health Division and the Institute
- CTED and the Institute
- Overview of the Institute
- Facilitated question and answer session

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### What is Supportive Housing and How/Why Does it Work?

presented by Matthew Doherty



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**Funders of the 2009 Institute**



STATE OF WASHINGTON  
DEPARTMENT OF COMMUNITY,  
TRADE AND ECONOMIC DEVELOPMENT



Washington State  
Department of Social  
& Health Services



Investing in organizations  
that build community

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**Consultants / Trainers for the Institute**



BUILDING  
CHANGES  
END HOMELESSNESS  
TOGETHER



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**Defining Permanent  
Supportive Housing**

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**What is Supportive Housing?**

Supportive housing is  
**permanent, affordable housing**  
combined with a range of  
**supportive services**  
that help  
**people with special needs**  
live stable and independent lives.

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**Who is Supportive Housing For?**

People who:

- **But for housing** cannot access and make effective use of treatment and supportive services in the community;
- and**
- **But for supportive services** cannot access and maintain stable housing in the community.

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**Essential Features**

- **Housing**
  - **Permanent:** Not Time Limited, Not Transitional
  - **Deeply Affordable:** To People Coming Out of Homelessness
  - **Independent:** Tenant Holds Lease With Normal Rights and Responsibilities
- **Services**
  - **Flexible:** Responsive to Tenants' Needs
  - **Voluntary:** Participation Not Condition of Tenancy
  - **Independent:** Focus on Housing Stability

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**Supportive Housing is not:**

- Treatment
- Transitional
- Licensed community care
- ‘Service enriched’ housing, but is a subset of service enriched housing

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**Essential Features**

- **Assertive outreach and engagement;** to link target populations to the housing opportunities
- **Safety and comfort;** meets or exceeds codes and standards; attention to security issues
- **Appropriate and comprehensive supportive services;** provided as part of the normal operations
- **Services are accessible, flexible and target housing stability;** both on-site and off-site
- **Maximum independence;** participation in community; more independent than licensed facilities

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**Services Make the Difference**

- Flexible, voluntary
- Counseling
- Health and mental health services
- Alcohol and substance use services
- Independent living skills
- Money management / rep payee
- Community-building activities
- Vocational counseling and job placement

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THE SEVEN DIMENSIONS OF QUALITY FOR SUPPORTIVE HOUSING

1	2	3	4	5	6	7
ADMINISTRATION, MANAGEMENT & COORDINATION	PHYSICAL ENVIRONMENT	ACCESS TO HOUSING & SERVICES	SUPPORTIVE SERVICES DESIGN & DELIVERY	PROPERTY & ASSET MANAGEMENT	TENANT RIGHTS, INPUT & LEADERSHIP	DATA, DOCUMENTATION & EVALUATION

1. Administration, Management, and Coordination
2. Physical Environment
3. Access To Housing and Services
4. Tenant Rights, Input and Leadership
5. Supportive Services Design and Delivery
6. Property Management and Asset Management
7. Data, Documentation, and Evaluation




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**Seven Dimensions of Quality for Supportive Housing**

- Each Dimension further defined with a list of detailed Indicators
- The Indicators are approaches and practices seen in successful projects around the country.
- Indicators focus on issues of day-to-day operations in existing supportive housing
- Apply to many “types” of supportive housing, though individual Indicators may not be applicable to certain kinds of projects.

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**Administration, Management, and Coordination**

All involved organizations follow standard and required administrative and management practices, and coordinate their activities in order to ensure the best outcomes for tenants.

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**Physical Environment**

The design, construction, appearance, physical integrity, and maintenance of the housing units provide an environment that is attractive, sustainable, functional, appropriate for the surrounding community, and conducive to tenants' stability.

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**Access To Housing and Services**

Initial and continued access to the housing opportunities and supportive services is not restricted by unnecessary criteria, rules, service requirements, or other barriers.

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**Supportive Service Design and Delivery**

The design and delivery of supportive services facilitate access to a comprehensive array of services, are tenant focused, effectively address tenants' needs, and foster tenants' housing stability and independence.

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**Property Management and Asset Management Activities**

Property management activities support the mission and goals of the housing and foster tenants' housing stability and independence, and appropriate asset management strategies sustain the physical and financial viability of the housing asset.

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**Tenant Rights, Input, and Leadership**

Tenant rights are protected within consistently enforced policies and procedures, tenants are provided with meaningful input and leadership opportunities, and staff - tenant relationships are characterized by respect and trust.

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**Data, Documentation, and Evaluation**

All involved organizations reliably capture accurate and meaningful data regarding the effectiveness, effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an ongoing basis.

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**THE SEVEN DIMENSIONS OF QUALITY FOR SUPPORTIVE HOUSING**

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ADMINISTRATION, MANAGEMENT & COORDINATION	PHYSICAL ENVIRONMENT	ACCESS TO HOUSING & SERVICES	SUPPORTIVE SERVICES DESIGN & DELIVERY	PROPERTY & ASSET MANAGEMENT	TENANT RIGHTS, INPUT & LEADERSHIP	DATA, DOCUMENTATION & EVALUATION

For more information regarding the *Seven Dimensions of Quality for Supportive Housing*, see these CSH publications at [www.csh.org/DimensionsofQuality](http://www.csh.org/DimensionsofQuality) or e-mail [quality@csh.org](mailto:quality@csh.org).

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**Role of Supportive Housing  
in Washington State**

*presented by Lynn Davison*



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**Special Needs Housing**

- Housing plus services for people with disabilities - early investments of the State Housing Trust Fund (HTF)
- 1989 mental health reform spurs more emphasis on housing
- 782 units for people with mental illnesses created with WA State HTF investments in 90s

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**Special Needs Housing cont'd**

- Combination of transitional and permanent housing
- Both urban and rural areas
- Most owned by mental health centers in projects that serve only people with mental illnesses

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**Supportive Housing**

- By 2000, community based permanent housing models (PSH) demonstrate successful outcomes for people leaving institutions and for chronically homeless adults
- Between 2000-2005 additional 186 units for people with mental illnesses funded by HTF

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**Mental Health Housing Action Plan**

- 2007 DSHS/MHD statewide housing plan focuses on PSH
- Housing model most consistent with recovery
- Identifies a need for an additional 5,000 PSH units statewide
- Calls for housing/service partnerships at both funder and provider level

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**Mental Health Housing Action Plan cont'd**

- Targets an additional 760 PSH units by 2010
  - 500 newly developed
  - 260 from existing units with rent subsidies
- Results 2007-Present
  - 430 new units in service
  - 194 units in development/will be in service by 2010
  - Many more than 260 from existing units
- More Housing First
- More partnerships between housing and service providers

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**Homeless Housing**

- Homeless Housing and Assistance Act passed 2005 in requiring plans and providing dedicated \$
  - County networks formed
  - Housing for homeless people with mental illnesses a priority in many plans
  - Additional dedicated \$ in 2007 and 2009

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**Supportive Housing Institute**

- State sponsored PSH training with capacity building and production goals
- Customized for Washington from CSH model used in five other states
- 2007-08 had 8 teams, 12 full days of training in 9 months, over 200 PSH units planned or in development, half the teams have units for people with mental illnesses
- 2008-09 has 8 more teams, all teams have units for people with mental illnesses

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**DSHS/ Mental Health Division  
and the Institute**

*presented by Frank Jose*



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**Motivation**

- Increase housing units for people with SMI meet housing plan priorities
- Most housing progress will be local
- Funding already committed to CG for TA
- Efficient use of TA\$ around a proven approach both training and on the ground TA

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**Impetus**

- Incentive for RSNs to be larger players in housing planning and ten-year homeless planning involvement
- Extended our approach to "willing partners" among RSNs and their communities
- Create local relationships around concrete projects, that required making commitments not just talk

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**Incentive**

- A sustained legacy of collaboration and success
- Clarify and strengthen the concept of PSH broadly
- Improve quality of mental health targeted projects to the Housing Trust Fund and other funding sources – more MONEY – why the participating organizations participated

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**Why We Did It**

- Deepen collaboration and relationship with CTED
- Create new collaboration with WFF
- Improve personal understanding of PSH and the process to bring a project to fruition

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**Not Why We Did It But Got Any Way**

- Change attitudes and knowledge of MI and recovery among the old and new partners
  - perfect location because close to a police station
  - employment potential never considered
  - existence of clubhouses
- New relationship with CSH and expanded relationship with CG and BC
- Learned about unique needs and relationship dynamics in selected counties

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### 2009 WA Supportive Housing Institute

- 11 training sessions with 8 teams participating.
- Intervening technical assistance and team “homework.”
- Closes with day of presentation to funders then final day of technical assistance to define teams’ next steps.

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### CTED and the Institute

*presented by* Tedd Kelleher



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### Overview of the Institute



*presented by* Matthew Doherty and Lynn Davison

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**2009 WA Supportive Housing Institute**

- Curriculum includes focus on:
  - Models of permanent supportive housing
  - Site and design criteria
  - Development process and structuring roles on development team
  - Budgets, financing challenges and resources, and funders' expectations
  - Supportive services and property management, and coordination of roles
  - Building community support
  - Operations and compliance issues

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**2009 WA Supportive Housing Institute**

- Adaptations for 2009:
  - Using framework of the Seven Dimensions of Quality as framework
  - Increased emphasis on exploring models and best practices
  - More "real world" presentations
  - Involvement of Regional Support Networks with teams
  - Increased focus on employment services
  - More structured communication with funders
  - Changing fiscal realities in WA State

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**2009 WA Supportive Housing Institute**

- Learning objectives and outcomes sought:
  - Comprehensive understanding of supportive housing models and practices
  - Fully-developed project concepts – aligned with funders' expectations
  - Strengthened development teams with clearly defined roles
  - Initial drafts of budgets and financing strategies
  - Work plans and clear strategies to guide next steps in development process

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**Team and Project Examples**

- Clallam Team 07-08
  - 26 units serving vets with serious mental illnesses
  - Serenity House- sponsor and service provider
  - Peninsula MH- service provider
  - Clallam Housing Authority –owner, developer, property manage
  - Local gov’t heavily involved
- Clark Team 08-09
  - 25 units serving people with serious mental illnesses
  - Community Service Northwest-developer owner, service provider, property manager
  - Clark County and Clark RSN heavily involved

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**Team and Project Examples**

- Pierce Team 08-09
  - 30 units for individuals with serious mentally illnesses
  - Metropolitan Development Center-sponsor, owner, service provider
  - Good Samaritan-service provider
  - Team leader Pierce County MH

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**Questions?**



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