Shelter: Becoming A Housing Intervention

Shifting your system, program, and services to move people from shelter to housing

Introductions

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Historical Context of Seattle's Shelter System

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Basic Crisis Intervention

- Overnight only in shared facilities
- Mats on floor
- Staff focused on safety only
- Poor utilization rates for shelter
- High numbers of people unsheltered

2016 Homeless Needs Assessment

Why are you not currently in shelter?

Response	Percentage
They are too crowded	36.4%
Bugs	30.1%
They are full	28.9%
There are too many rules	29.1%
Germs	22.2%
I can't stay with my partner	21.4%
They don't accept my pet	20.4%
There is nowhere to store my stuff	17.9%
They are far away	16.6%
I can't stay with my friends	13.3%

N= 481 respondents offering 1,137 responses

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A More Effective Shelter Model

Enhanced Shelter

- 24/7 hours with flexible access
- Staff ratio of 1:35
- Case-management ratio of 1:25
- Hygiene – showers and laundry
- Right of return
- Storage for belongings
- Low barrier/Housing first

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Shifting from Basic to Enhanced Shelter

Project Type	2017	% of Total Capacity	2018	% of Total Capacity
Basic Shelter Beds/Units	964	59%	749	35%
Enhanced Shelter Beds/Units	668	41%	1,411	65%
Total Shelter Beds/Units	1,632		2,160	

Cost Comparisons

- Basic Shelter ranges from $7K to $12K per bed
- Enhanced Shelter averages $22K per bed

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Supporting Providers in this Transition

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Training and Technical Assistance

- Data clean-up
- Shelter focused housing trainings
- Motivational Interviewing
- Trauma Informed Care
- Cultural Competency
- De-Escalation Techniques
- Diversion
- Learning Circles / Community of Practice

Performance Outcomes

Population	Rate of Exit to Permanent Housing	Length of Stay	Rate of Return to Homelessness	Entries from Homelessness	Utilization Rate
Single Adults	40%	90	10%	90%	85%
Families	65%	90	10%	90%	85%
Youth & Young Adults	35%	30	20%	90%	90%
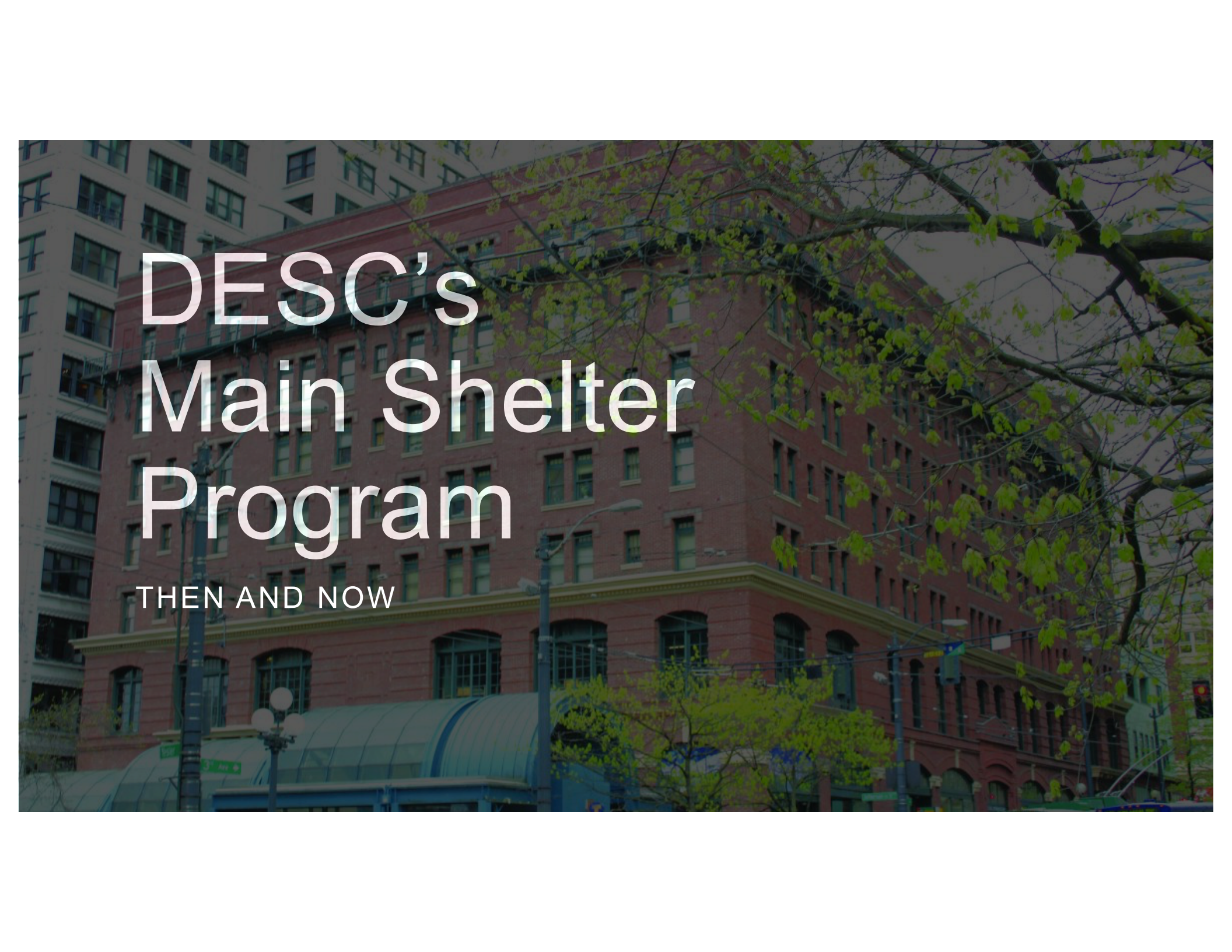
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Enhanced Shelter Moves People to Housing

Rates of Exit to Permanent Housing

	Basic Shelter	Enhanced Shelter
2017	3%	14%
2018	4%	21%
2019	4%	23%

2017 ■ 2018 ■ 2019 ■

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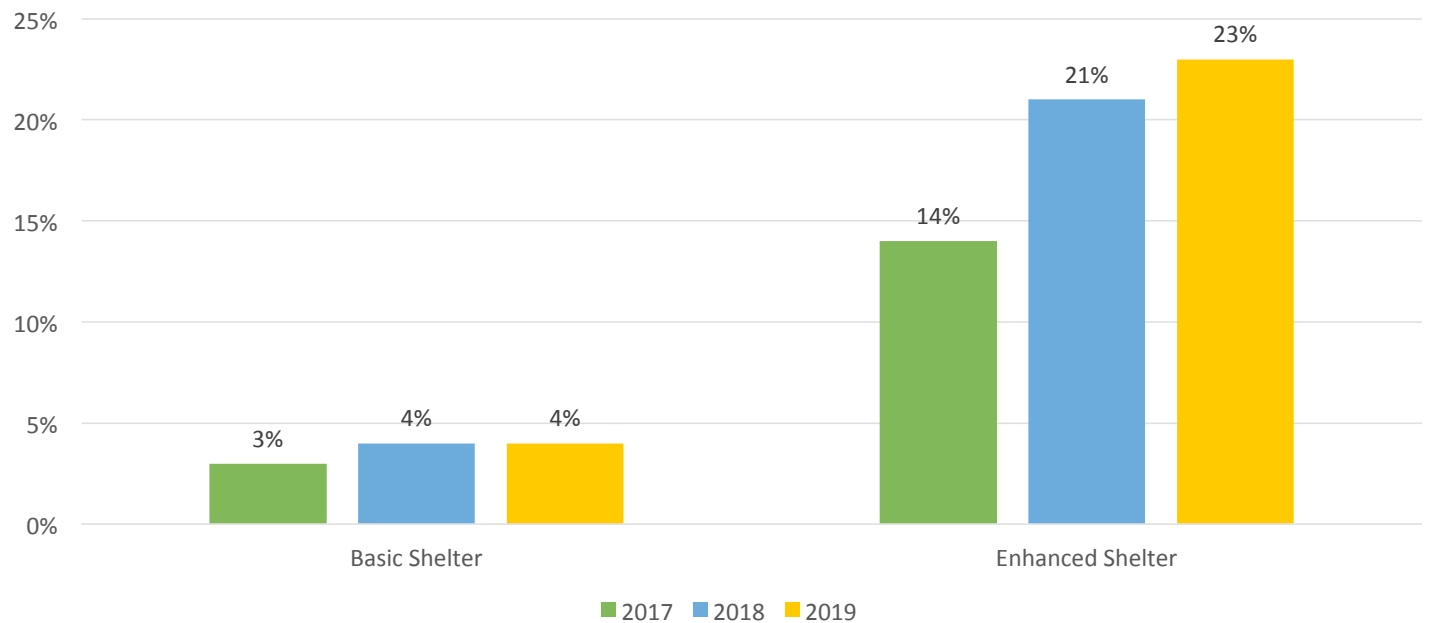
DESC's Main Shelter Program

THEN AND NOW

Past Program Design

DESC

Origin

Low Barrier and High Volume

Services Offered

Move to Enhanced Shelter Program Design

Operational Changes

- Lessons learned from Navigation Center
- Limited Day Services
- Increased access to storage and sleeping rooms
- Increased attention on outdoor environment

Move to Enhanced Shelter

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Staffing Changes

- "Housing Assistance Case Managers"
- Use of FCS and Diversion Coaches
- Increased Medical Services

Remaining survival service

Finding a balance

Approx 25% of clients directly referred from first responders/ER's

Majority short stayers: Median length of stay: 4 days

Minority stay much longer and living with major challenges

- Average income: $7000 – 92% of all 30 day+ stayers on disability/no income
- Average age: late fifties
- Tri-Morbidity

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Intended Consequences of the Change

DESC

Renewed focus on housing support

Improved staffing ratios

Program flow improvement

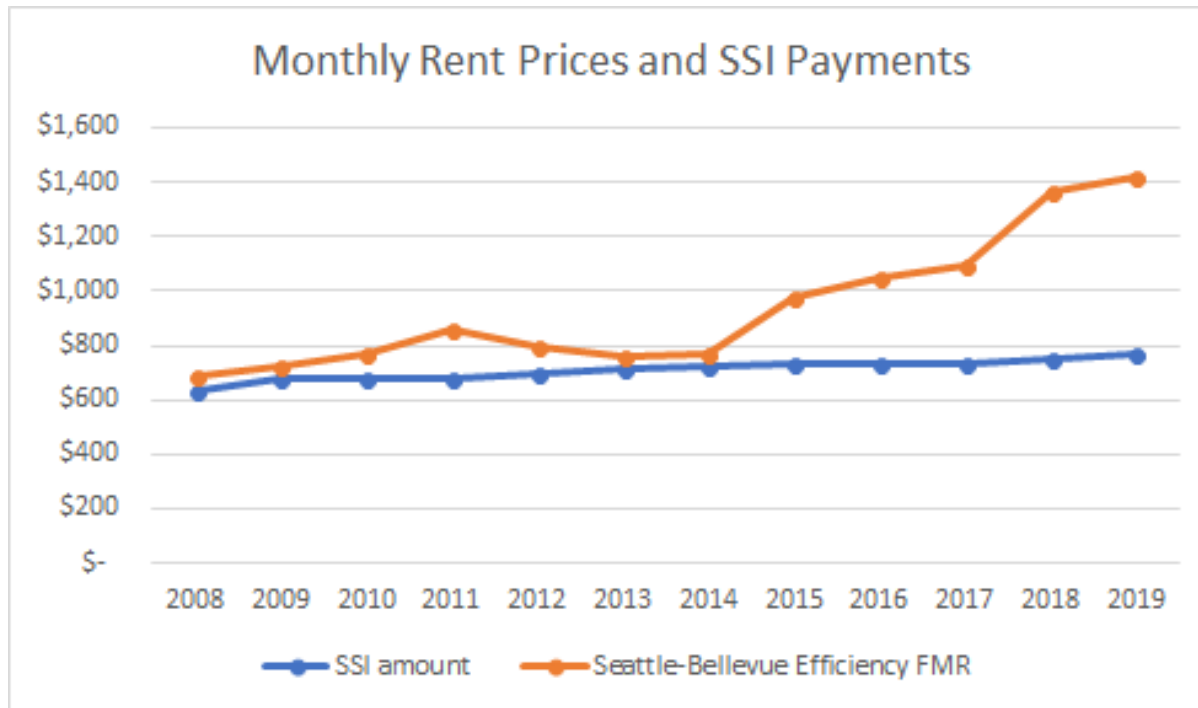More space and more calm

Unintended Consequences

DESC

Increased attention on data collection (at what cost?)

Loss of day time drop-in access

Staff morale

Focused on Housing, but where is it?!

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Changes in Service Delivery

Moving from Discretionary Training to Standardized Training

First Aid/CPR

Crisis Prevention Institute

Compass Insights Training

Case Manager/Housing Navigator Training

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Understanding How Trauma Impacts Clients

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Trauma Informed Care

- Creating welcoming spaces
- Understanding client triggers
- Building rapport
- Interacting without re-traumatizing clients

Helping People be Ready to Move to Housing

Motivational Interviewing

- Strengths based approach
- Rapport is the base to motivate
- Empowering creative problem solving
- Leading clients to answer their own questions
- 70/30 split for conversations

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Identifying Housing Barriers

Housing Assessment

- Financial Barriers
  - Source of income
  - Outstanding debt
  - Vouchers

- Legal Barriers
  - Prior evictions
  - Criminal history

- Life Skills Barriers
  - Being a good tenant
  - Accessing support and services

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Guiding Client
Towards
Housing that
Will Last

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Developing a Housing Plan

- Creating an action plan
- Navigating identified barriers to housing
- Identifying housing needs versus wants
- Preparing for application process

Moving Away from Clients Doing their Own Housing Search

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Housing Search

- Contacting landlords, building managers, and other community partners
- Identifying viable housing options
- Applying for housing
- Meeting with landlords and setting a move in date