Retooling Transitional Housing: Moving to New Models

National Conference on Ending Family Homelessness
Retooling Transitional Housing: Moving to New Models

Speakers

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Retooling Transitional Housing: Moving to New Models

Many providers and community leaders are exploring options for retooling transitional housing programs to improve their communities’ overall performance. This workshop will identify the steps programs can take in the retooling process, and provide examples and tools for taking those steps. Providers who have retooled their transitional housing will share their experiences about making the shift, and cover topics such as staffing, contracts, and working with board members. Retooling for single and family transitional housing models will be included.
Topics

- Assessment, Planning and Preparation Phase
- Choosing a Model
- The Implementation Process
- Challenges in Implementing a new model
- Outcomes and Evaluation
Why Re-Tool?

Provides opportunity for providers to strategically assess effectiveness in:

- Meeting HEARTH Goals (reducing Length of Stay)
- Alignment with Federal Plan: Opening Doors
- Community successes with HPRP

Remain responsive to emerging needs for housing and services in your community

Strengthen performance of your project and your local Continuum of Care
Why Retool?

- Changing models and funding increase impact on service delivery
- Successfully retooling with significant results
- Cost comparisons for PH exits from different systems
Retooling: Moving to New Models
Techniques to Start Your Retooling Process

➢ Retooling Checklist: 3 Phases

☑ Phase I: Assessment, Planning and Preparation (30-60 days)
☑ Phase II: Develop the Implementation Strategy (4-6 months)
☑ Phase III: Start the Shift
Phase I: Assessment, Planning and Preparation (30-60 days)

1. Meet with your local CoC/Coalition
2. Develop the Retooling Committee
4. Assess and Evaluate the Current Program
5. Identify Your New Model
6. Identify Barriers to Retooling
7. Develop a Communication Strategy
8. Final Recommendation and Plan
Key Questions: Planning

- How will you work with your local Continuum of Care to choose your model?

- What steps will you take to assess your former transitional housing program to determine what model you wanted to retool to? Who will be of that planning process?
Retooling Options
Choosing the New Model

- Retooling parts of the program (Repurposing)
  - Moving from facility based TH to transition in place TH
  - Shorten the length of stay
  - Moving to a voluntary services model
  - Change in target population
  - Change in number of units/person
Retooling Options
Choosing the New Model

➤ Retooling to a new model (Reallocation)
  - Rapid Rehousing
  - Permanent Supportive Housing
Key Questions: Choosing your Model

- Why are you choosing this model?
- What is your timeline for implementing the new model?
- How will the transition to the new model be communicated to the community?
Phase II: Implementation (4-6 months)

- Identify your new vision and core values
- Identify staffing and training needs
- Update policies and procedures
- Obtain Board Support
- Identify outcomes measurements
- Develop proposed budget & identify funding issues
- Identify spectrum of community partnerships
- Develop clear communication plan
- Building use
Key Questions: Choosing your Model

- What is the new vision and core values for the new model? How will our policies and procedures change to effectively administer this change?

- How will the Board be educated and engaged to support the new model?

- What staff positions will be needed for the new model? How will we work with current staff? What training will be needed?
Challenges in the New Model Implementation

- Be prepared for external and internal resistance
- Communicating the new model effectively
- Moving out of the comfort zone
- The actual “flipping the switch”
- Realigning funding
- Building Use
Key Questions: Addressing the Challenges

- How will resistance be addressed?

- How can we get people to move out of their comfort zone and understand the effectiveness of the new model?

- When will we begin the conversation with our funders? Who should be contacted?

- How will building use be addressed if it doesn’t fit with the new model? Who can help in making this decision?
Phase III: Start the Shift

- Set a “start date”
  - Have a contingency plan

- Create tools to measure success
  - Create the “new” success story

- Evaluate often
  - Adjust benchmarks as needed

- Tweak new model as needed
  - Be prepared to continue to change
  - Model needs to adapt as population needs change
Key Questions: Outcomes and Evaluation

- How will you know the program is working?
- What outcomes will be measured and what are the tools needed?
- How will you address challenges and adapt your program model?
- How will building use be addressed if it doesn’t fit with the new model? Who can help in making this decision?
Moving to New Models: Lessons Learned

- What can you learn from others who have retooled their programs?
Moving to New Models

REMEMBER

“It’s not the letting go that hurts, it’s the holding on.”
Resources

From the Alliance @ www.endhomelessness.org

- Organizational Change; Adopting a Housing First Approach
- Rapid Rehousing: Creating Programs that Work
- Coming Soon: Alliance Retooling Transitional Housing Toolkit

Other Websites:
- Technical Assistance Collaborative @ www.tacinc.org
- Corporation for Supportive Housing @ www.csh.org
Questions?
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