



# Employment Services in Supportive Housing for Homeless Veterans

**Corporation for Supportive Housing**

[www.csh.org](http://www.csh.org)

# Welcome/Overview

- Welcome
- Features of Supportive Housing
- Defining the Population
- Overview of Supportive Housing (models, types)
- Developing Employment Services
- Service Sources

# Corporation for Supportive Housing

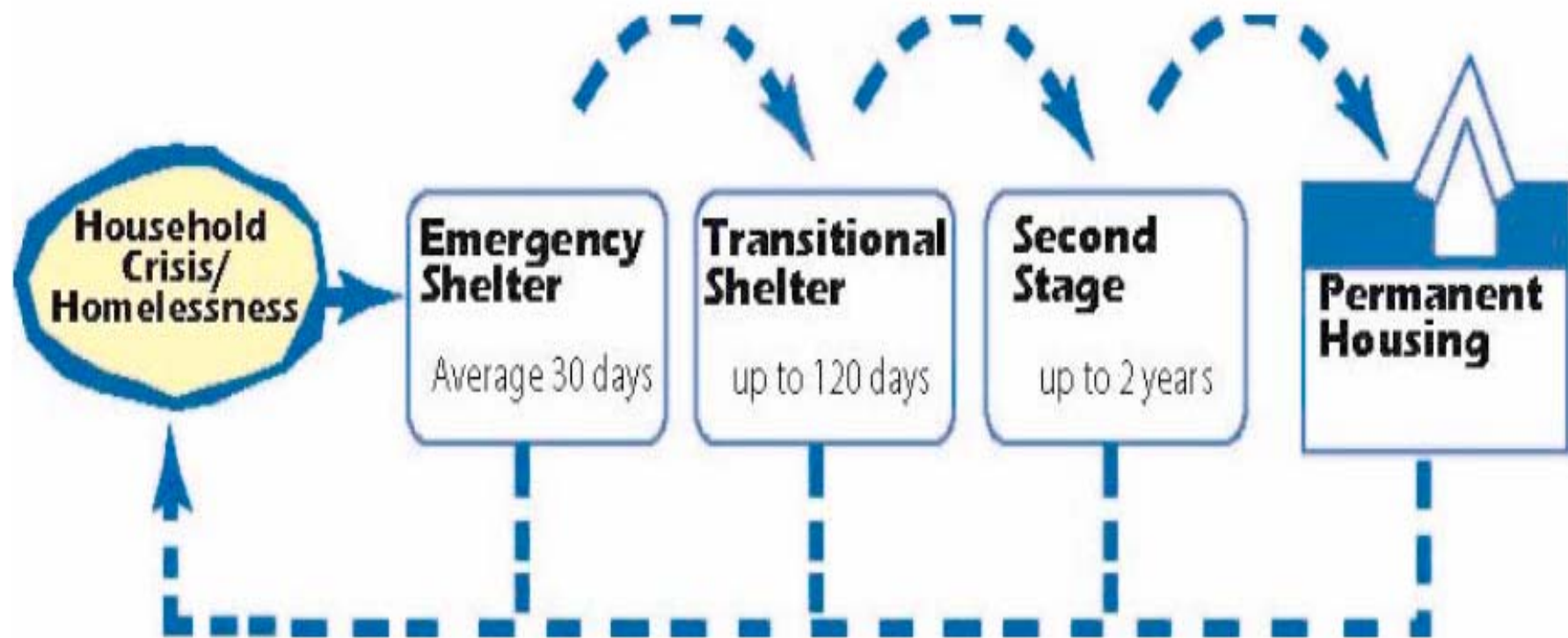
CSH is a national non-profit organization and Community Development Financial Institution that helps communities create permanent housing with services to prevent and end homelessness.

Founded in 1991, CSH advances its mission by providing advocacy, expertise, leadership, and financial resources to make it easier to create and operate supportive housing.

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# Features of Supportive Housing

# The Traditional System



# Defining 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.

# Housing & Services



## ■ HOUSING

- **PERMANENT:** Not time limited, not transitional;
- **AFFORDABLE:** For people coming out of homelessness; and
- **INDEPENDENT:** Tenant holds lease with normal rights and responsibilities.

## ■ SERVICES

- **FLEXIBLE:** Designed to be responsive to tenants' needs;
- **VOLUNTARY:** Participation is not a condition of tenancy; and
- **INDEPENDENT:** Focus of services is on maintaining housing stability.

# Basic Types of Supportive Housing

- **Single-site:**

Apartment buildings exclusively or primarily housing individuals and/or families who are formerly homeless and/or have chronic health challenges.

- **Scattered-site:**

Rent subsidized apartments leased in open market (scattered-site).

- **Integrated:**

Apartment buildings with mixed tenancies, but with units set-aside for formerly homeless.





# Services Make the Difference

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



# Defining the Population

# Supportive Housing is for People Who:

- Are chronically homeless
- Cycle through institutional and emergency systems and are at risk of long-term homelessness
- Are being discharged from institutions and systems of care
- Without housing, cannot access and make effective use of treatment and supportive services



# Population Overview

- At least 131,000 Veterans are homeless on any given night and nearly twice this many are estimated to be homeless over the course of a year
- Veterans account for nearly 1/3 of men who are homeless
- Veterans are twice as likely to meet the definition of chronic homelessness
- 45% suffer from mental illness

## Population Overview (Continued)

- 50% have substance abuse problems
- 67% served 3 or more years
- 33% were stationed in a war zone
- 25% have used VA services
- 89% received an honorable discharge
- A study by Charles Hoge et al found that “19% of soldiers who served in Iraq screened positive for a potential mental health disorder, including PTSD”



# Developing Employment Services

# Developing the Service Program

- Deciding What Services to Provide
  - With the vast array of services you could provide in your housing, how do you decide which you will actually offer?
- Types of Services
  - Supportive Services Planning Worksheet: Menu of Services Available to Tenants

# Employment Services in Supportive Housing – It Works

One recent evaluation of Employment Services in Supportive Housing found positive results across the board--for tenants, funders, society at large:

- Services cost \$3,700 per participant
- Participants earned 50% more than the comparison group and had higher net incomes at follow-up (two years later)
- Reliance on disability and other public assistance declined
- Economic benefits more than offset the cost of providing the services.
  
- *See Next Step: Jobs*



# What people tell us...

- \$\$\$ ---> more choices.
- Meaningful activity.
- Distraction from symptoms / illness.
- Normalizing experience.
- Social integration
- Increased independence.
- Improved self-esteem.
- Sense of future and growth.
- Staying active, busy, fully alive.

## Why should supportive housing projects include a focus on tenant employment?

- Work has therapeutic value in promoting residential stability and improving the quality of tenants' lives.
- Employment can be an excellent way to help motivate tenants, improve self-esteem and possibly lead to self-sufficiency.
- Tenants can and want to work.
- Supportive housing offers a stable platform from which tenants can enter the workforce and receive ongoing support.
- Homeless and formerly homeless individuals are not well served by the mainstream workforce development system.
- Increased tenant income means greater potential for rental income for supportive housing projects.

# Success Story: Robert Tucker

- *That Was Then* (2000): homeless, addicted to alcohol and crack, unemployed, estranged from family, declining physical health
- *A Way Out* (2003): Became a tenant of Threshold Project supportive housing (Indianapolis); Robert chose to enroll in the culinary training program run by Threshold's partner, Second Helpings.
- *Graduation Day*: November 19, 2004
- *This is Now*: Certified Chef, employed, \$11.50 hr plus full benefits
- “It was a joy to accomplish something. It felt so good. This is the most money I’ve made in my life. I love this job...and the benefits!”
- From Houghton, T., Rio, J. and Ware, L. (Eds.) (2006) *Rebuilding Lives...From the Streets to a Home and a Job*. New York: Corporation for Supportive Housing

# Vocationalized Housing

- Tenants are offered job assistance at intake
- A lead staff person is accountable for employment outcomes
- Staff develop jobs for tenants

- Tenants should not be on staff
- Tenants must get work incentive information from SSA
- Tenants get job information only at Day Treatment or from other helpers

# What can tenants expect?

- More people will work
- Earnings will increase but most will work jobs between \$6/hr and \$10/hr in integrated settings
- Reliance on entitlements will decrease over time
- People with mental illness or dual diagnosis will work part-time more so than those without mental illness
- Tenants will follow their own pathway to work

# What are our goals in providing vocational support services?

- To help individual tenants achieve success toward his/her employment goals and career objectives
- To provide motivational support and the extra help that an individual may need to get and keep a job
- To increase tenant income that they can use to meet their needs.
- To help re-integrate people into the community

# What are the general types of supports:

provided prior to and after obtaining employment?



- Helping to generate and sustain the motivation to become employed
- Assisting in developing a resume and /or completing job applications
- Offering pre-and post-employment support groups
- Developing a career plan
- Arranging English-as-a Second Language (ESL) classes

# Different Types of Program Models

- Job Development
- In-House Employment and Training
- Employment and Training Referral/Inter-Agency Collaboration
- Enterprise Development
- Support Services Integration
- For examples of each, see *Vocationalizing the Homefront: Promising Practices in Place-Based Employment* (2000), available at <http://www.csh.org/html/voc04-02-01.pdf>



# Different Types of Program Models - a Closer Look

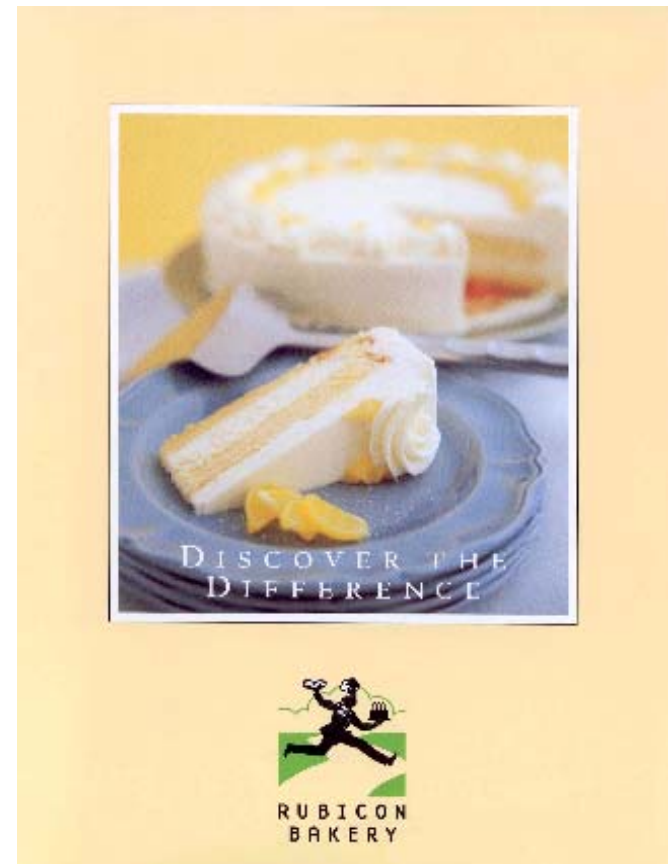
- **Job Development:** must engage outside employers to expand pool of job options for tenants. Approaches may include: on-site job coaching, case-by-case work to address needs of both employers and employees, targeted trainings to meet needs of local industries, and corporate partnerships. *Example:* Marriot Pathways to Independence (NYC)
- **Employment and Training Referral/Inter-Agency Collaboration:** Referral of tenants to outside training and employment programs. Important strategy for providers lacking expertise and/or resources to build their own jobs program. \*Requires deep commitment from all partners in order to be successful\* *Example:* Wildcat Service Corp/Bowery Residents Committee/Women in Need/Lenox Hill Neighborhood House
- **Support Services Integration:** integrating employment with support services. Engaging tenants at all levels of ability and work readiness; personal development and goal setting; co-location of educational resources (GED); cohesive curriculum that includes social, education, and vocational aspects. *Example:* Deborah's Place/The Learning Center (Chicago)

# In-House Employment & Training

- Demonstrates to peers that success is possible
- Demonstrates agency commitment
- Utilizes the power of peer support
- Informs decision-making and increases flexibility
- Tenants can gain both hard and soft skills within an affirming environment
- Often allows for a “standing offer of work”
- *Examples:* Housing Works (New York); Project H.O.M.E. (Philadelphia)

# Enterprise Development

- Creates Employment
- Generates Revenue for Services
- Public Profile can lead to increased community support/connections
- Encourages Business Practices in Nonprofits
- Can design a business model that includes training a particular employee sector (e.g., persons with mental illness)
- *Examples:* Rubicon Services Corp/Rubicon Bakery (Richmond, VA); Institute for Community Living/Phoenix Recycling (NYC)



# Whatever the Program Model,

## the Hallmarks of Successful Place-Based Employment Programs are:

- **Accessibility:** enormous benefit from being close by, and visible to, potential participants (on-site, adjacent “clubhouse”, in the neighborhood).
- **Inclusiveness:** working with any tenant who asks for employment assistance; proactively serving tenants across the spectrum of job-readiness.
- **Flexibility:** must have ability to adapt to ever-changing needs of tenants and a variety of tools for engaging, training and employing people with differing skills (e.g., soft skills, education, full or part time work)

# Whatever the Program Model,

## the Hallmarks of Successful Place-Based Employment Programs are:

- **Standing Offer of Work:** Program has better chance of long-term success if participants know that training will lead to a defined, tangible goal, whether it be internships, on-site jobs or outside employment.
- **Coordinated & Integrated Services:** dialogue and discussion about employment is woven into the fabric of daily life.
- **Emphasize high-quality, long-term employment:** requires intensive work with clients *and* employers before, during, and after job placement
- **Links to public and private sectors:** build new job opportunities, leverage resources, identify innovations, enhance communities

# Thinking About Outcomes

- Client outcomes
- Funder requirements
- Housing Retention

## For More Information:

- See CSH Website, ([www.csh.org](http://www.csh.org))
- Trainer contact info:
  - Kelly Kent, Senior Program Manager
  - ( [kelly.kent@csh.org](mailto:kelly.kent@csh.org) )
  - Phone: 312-332-6690 ext. 17

# Additional Employment Resources

- CSH's Employment Toolkit
- <http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageId=4283&nodeID=81>
- Or at [www.csh.org](http://www.csh.org) under the heading "Resources".



**Wrap Up/Questions?**