



Creating a Culture Supportive of Moving On

April 14



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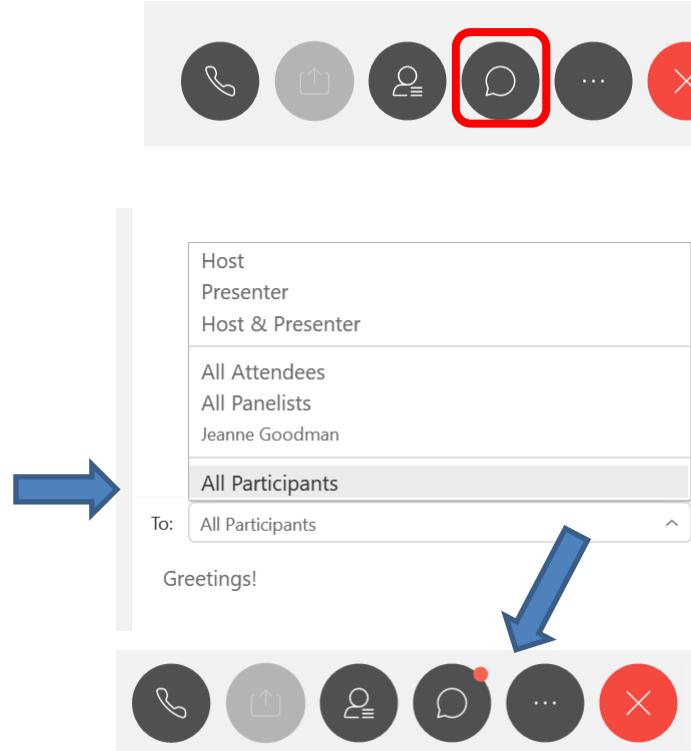
- A recording of today's session, along with the slide deck and relevant additional resources will be posted to the HUD Exchange shortly. A transcript of the session will be posted as soon as it is available.
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Panelists

- **Janis Ikeda** - CSH
- **Jeremy Nichols** - CSH
- **Ariana Saunders** - CSH
- **Lindsey Bishop Gilmore** - CSH

Moving On Training Series Overview

Session	Date and Time	Target Audience
1. Introduction to Moving On	Wednesday, March 3 2:00 PM EST	CoCs, housing providers (PSH, HOPWA, VASH), PSH tenants government housing and services agencies, PHAs, HUD Multifamily properties, affordable housing owners/operators, and private funders.
2. Moving On Resources	Wednesday, March 17 2:00 PM EDT	CoCs, housing providers, government housing and services agencies, and private funders.
3. Moving On for PHAs	Thursday, March 18 2:00 PM EDT	PHAs, HUD Multifamily property operators, affordable housing owners and operators, landlords, and other holders of housing resources.
4. Moving On Assessment Processes	Wednesday, March 31 2:00 PM EDT	CoCs, housing providers, government housing and services agencies, and PHAs.
5. Creating a Culture Supportive of Moving On	Wednesday, April 14 2:00 PM EDT	CoCs, housing providers, and government housing and services agencies.
6. Moving On Services in Supportive Housing	Wednesday, April 28 2:00 PM EDT	CoCs, housing providers providers, government housing and services agencies, supportive services providers.
7. Moving On Outcomes Tracking and Evaluations	Wednesday, May 12 2:00 PM EDT	Researchers, CoCs (including HMIS staff), housing providers, government housing and services agencies, and PHAs.

Moving On Office Hours

- **Time and Date:** Wednesday, May 26, 2:00 – 3:00 PM EDT
- **Description:** HUD's Office of Special Needs Assistance Programs (SNAPS) invites homeless assistance providers and their partners to participate in Office Hours at to discuss Moving On. Participants can come with questions for HUD staff, TA providers, and other communities and organizations, and are also welcome to share updates on local programs.
- **Registration Info:** Register on the [Moving On Webinar Series Registration](#) page on HUDExchange



Previous Moving On Webinar Recordings

To view the recordings, slides, and other resources for a previous session, click 'Get Credit' in the registration column and scroll to the bottom of the page

Schedule and Registration

Webinar	Date and Time	Registration
Introduction to Moving On	March 3, 2021 2:00 – 3:30 PM EST	Get Credit
Moving On Resources	March 17, 2021 2:00 – 3:30 PM EDT	Get Credit
Moving On for PHAs	March 18, 2021 2:00 – 3:30 PM EDT	Get Credit
Moving On Assessment Processes	March 31, 2021 2:00 – 3:30 PM EDT	Get Credit
Creating a Culture Supportive of Moving On	April 14, 2021 2:00 – 3:30 PM EDT	Register Now
Moving On Services in Supportive Housing	April 28, 2021 2:00 – 3:30 PM EDT	Register Now
Moving On Outcomes Tracking and Evaluations	May 12, 2021 2:00 – 3:30 PM EDT	Register Now

[Link: Moving On Webinar Series](#)

Overview

Today's webinar will guide participants in developing or strengthening a culture in PSH and the homeless assistance system that is supportive of Moving On principles and values, including tenant choice and a focus on long-term stability and success.

Learning objectives:

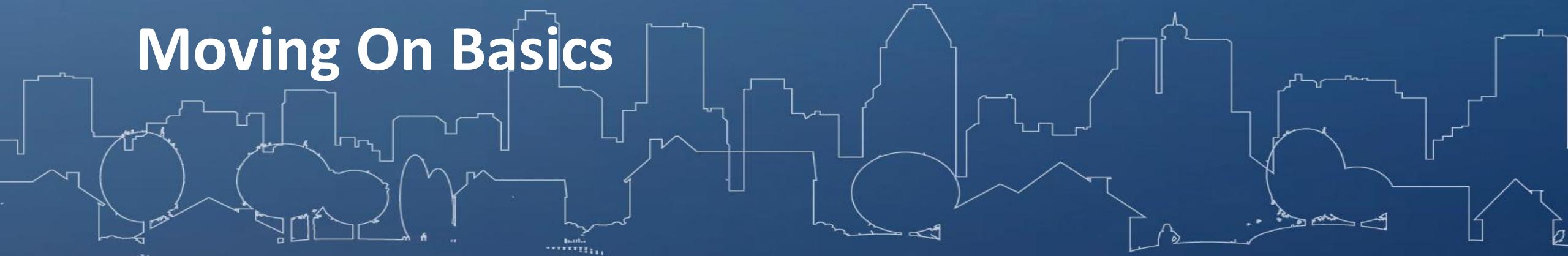
- Learners will be able to describe what a culture of Moving On is (and is not)
- Learners will be able to identify key roles and important expertise for staff supporting Moving On
- Learners will be able to connect how services such as financial literacy building, legal services, and credit-building help will impact their tenants' ability to move on



Agenda

- Moving On Basics
- Myths and What Moving On Is and Is Not
- Creating to the Culture
- Moving On Staffing
- Building the Basics: Long-term Moving On Services

Moving On Basics



Moving On Basics

Moving On programs connect tenants with affordable housing and other financial resources and provide transition supports set them up for long-term stability and success post-PSH.

The primary goals of Moving On are to:

- Support independence and choice for those who are ready and desire to move on from PSH.
- Free up space in PSH for people experiencing homelessness who would benefit from intensive, long-term services and rental support.



Guiding Principles

- **Voluntary:** Tenants can stay in PSH as long as they want to (and are eligible) and can choose if they would like to participate in Moving On
- **Collaboration:** To be successful, Moving On strategies require commitments from mainstream housing and services agencies, and close collaboration between CoCs and PSH providers and these community partners. Helping PSH tenants connect to these supports will ensure long-term housing stability.
- **Robust transition supports:** Tenants who are ready to move on are stable and independent, but typically still want and need a connection to affordable housing, financial assistance to help with the security deposit and other transition costs, and services to help them navigate the transition period as they get ready to move on and adjust to their new situation.



Moving On and Racial Equity

- Moving On programs can help to advance equity and mitigate the impact of structural racism on participants, but in order to do so must:
 - Designing programs in partnership with people with lived expertise, including Black people, Indigenous people, and other people of color
 - Ensure that adequate resources (housing subsidies, financial resources) are available
 - Track and analyze outcomes by race and ethnicity and address any inequities that come up
 - Have transparent, objective processes for tenants to apply for and access Moving On resources



A Culture of Moving On and Racial Equity

- All efforts to shift culture should start with getting an understanding directly from people with lived expertise (such as people who have moved on from PSH and current PSH program participants), including people of color (whose experiences may be different from other participants), about what is needed locally to help make it easier for tenants to move on.
- CoCs and PSH providers should then work in partnership with these stakeholders to develop a strategy for how to make changes and develop solutions to address the needs.



Creating the Culture



Reframing Supportive Housing

The Role of Permanent Supportive Housing:

Not a final destination for all program participants, but always a foundation for promoting continual growth and recovery.

What is a Culture Supportive of Moving On?

A culture supportive of Moving On recognizes that:

- All PSH program participants have strengths and the capacity for growth - people can recover from mental health issues, homelessness, addiction, etc.
- PSH program participants deserve the right to self-determination and choice, which may include the goal of moving on.
- PSH providers and CoCs should work to get tenants the resources and support they need to be able to move on, if that is their goal.
- Although not all program participants will be interested or able to move on, they should all be aware of the options available.

What Moving on *IS* and what it *IS NOT*

A culture of Moving On *is*:

- Strengths-based and Recovery-oriented
- Rooted in tenant choice and self-determination
- Focused on long-term stability and success

A culture of Moving On *does not*:

- Force tenants to move on
- Mean that all tenants need to move on
- Assume that if tenants are ready to move on they don't need any help with the preparation, transition, or after the move.



Dispelling the Myths around Moving On

Common Myths:

- PSH must be forever for all tenants
- Moving On makes PSH more like Transitional Housing

Dispelling the Myths around Moving On Cont.

Common Myths Continued:

- Moving On Participants do not need transition supports or aftercare services
- Tenants are not interested in Moving On



A final myth around Moving ON

- After moving on, tenants will fall right back into homelessness.
- Housing Retention for Moving On initiatives:
 - [San Francisco: 100% after 1 year](#)
 - [Miami: 100% after one year](#)
 - [New York City: 98% after 2 years](#)
 - Detroit: 95% after 1 year
 - [Los Angeles: 88% after 1 year](#)



Key Considerations

- Ensure that staff and program participants understand that Moving On efforts are rooted in the concepts of program participant growth, recovery, and choice.
- Help program participants understand that they can stay in SH for as long as they want to, but if they feel ready to leave, staff can support them to move on.
- A strengths-based, and recovery-oriented approach will help program participants recognize the potential they have to stabilize, recover, and grow.
- Provide services that support increased self-sufficiency over time.
- Work with community partners to ensure that there are housing and other resources available for people that want to move on.

Key Considerations: Racial Equity

- Implicit bias (attitudes, thoughts, and stereotypes that have an unconscious impact on behavior, decisions, and judgement) can play a role in how PSH providers think about program participants and their potential to live independently, and which tenants would be successful at moving on.
- Developing and promoting a culture of Moving On throughout programs and creating open processes for all interested tenants to apply can help to advance racial equity and mitigate the impact of bias on which tenants receive information about and support with exploring options for moving on.

Culture Shift – Change Management

Effective change management aims positively impact transformation in:

- Processes
- People
- Tools

Successfully shifting to a Moving On culture needs to happen at every level:

- Regional/CoC
- Agency level
- Staff level
- Program participant Resident level

Moving On Staffing



Staffing Moving On Services

In most cases, it will make sense for the program participant's current case manager to continue to be their primary point of contact and deliverer of transition supports and aftercare.

Case managers, can't do this work alone, however. Staffing structures for Moving On will vary widely depending on the size and staffing patterns of provider organizations, the scale of the initiative, the availability of resources, and other factors.



Assembling a Moving On Team

Successful Moving On programs tap staff members in multiple roles with different skill sets to engage all aspects of a transition:

- Housing counseling/housing navigation staff
- Case managers
- Mental Health Clinicians
- Property managers
- Vocational or employment specialists
- Benefits specialists
- People with Lived Experience/Moving On alumni



Moving On Staffing Options

- Specialized Moving On case manager(s)/transition specialist(s)
- Internal Moving On team or committee that works as a group to meet various needs of participants
- Graduate students, such as students that need to complete internships for Master's in Social Work programs
- Regular PSH case managers shift the focus of their work with a tenant to focus on Moving On, with support from an internal Moving On lead
- Centralized Moving On provider working with tenants from multiple agencies



Key Staffing Considerations

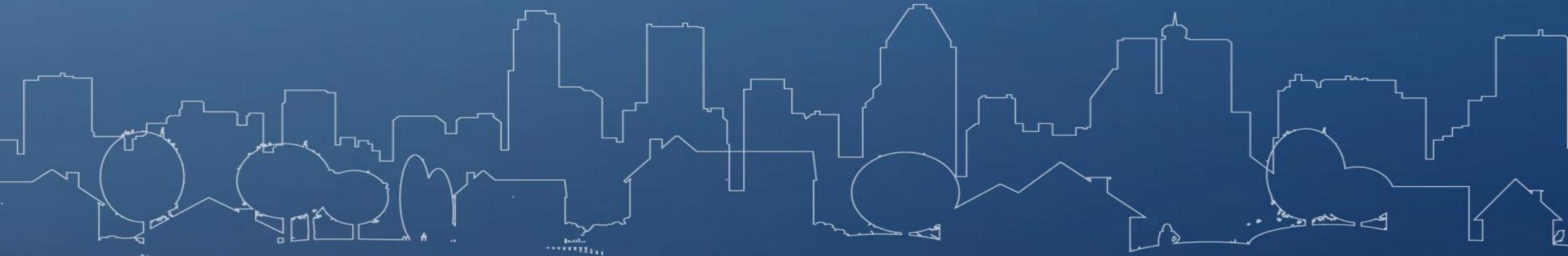
- Success requires a team effort
- Consider case management ratios and workloads
- Provide tenants with a primary point of contact for any Moving On questions
- Hire people with lived experience of homelessness and moving on from PSH
- Provide staff with the training, resources, and support they need

Training Needs for Moving On Providers

- Training on the process for helping tenants access and utilize resources (e.g. Housing Choice Vouchers, local Moving On application)
- Training on Moving On guiding principles, best practices, etc.
- Motivational Interviewing
- Trauma-informed care
- Structural racism, racial trauma, racial bias, and advancing racial equity



Building the Base: Long-term Services for Moving On



Integrating Moving On from Move In Day

- Upfront conversations around long-term goals and options from time of entry into project.
- Frame PSH supportive services as key tools for tenant growth and supporting their long-term goals.
- Help tenants understand that service plans can continuously shift as their situation and goals do.



Building the Base

Once tenants begin to stabilize in PSH and can address their basic needs, providers can help them in other areas that can set them up for eventual success with moving on, if they ever desire to do so, including:

- Building/strengthening independent living skills
- Increasing income
- Financial health education, coaching, and counseling – building or repairing credit and addressing problematic debts
- Legal services
- Developing or strengthening community connections



Building the Base: Independent Living Skills

- **Independent Living-Skills Training:** Program services should contain a strong focus on helping tenants develop the skills needed to live outside of supportive housing.
- **Wellness/Illness Self-Management:** Services should be recovery-focused, helping tenants with addictions or mental illnesses build knowledge about their illnesses and develop skills, strategies, and connections to community-based supports that can help them manage or alleviate symptoms and function independently.



Building the Base: Increasing Income

PSH providers should offer, or have strong partnerships with agencies that can offer, key services including:

- **Benefits counseling**, which can help program participants access programs such as Social Security Income (SSI), Social Security Disability Insurance (SSDI), and Medicaid, and can answer questions that come up about situations that might impact benefits.
- **Workforce services** – individualized career and services and training services, such as job search assistance and training. To advance equity, workforce supports should recognize and work to mitigate the impacts of structural racism on jobseekers of color.



Building the Base: Finances

Negative or limited credit history, significant debt, and specific types of problematic debt can be prohibitive to financial well-being and Moving On.

Credit history and score: A credit report includes information about current and past credit accounts. A credit score is based on this history, especially bill payment history, amount of debt, and recent credit history.

Problematic debt: Debts that can result in wage garnishment, tax refund interception, liens, and legal penalties can put tenants on a unstable financial footing, impact credit scores, disincentive tenants from increasing income through work, and make it impractical to pursue Moving On.

Key Considerations in Building Tenant Finances

- After entering PSH, it may be some time before participants are willing and able to talk about credit and debt, but it's important to be ready when they are.
- Recognize the stress and trauma that can surround and be triggered by discussions about finances, approach this work with a trauma-informed lens, and be prepared to connect tenants with mental health supports.
- Whenever possible, make financial wellness trainings and services available to case managers and other direct services staff as well as clients.
- It *is* possible to start to see changes, even if tenants have a lot of credit issues, in just a few months, so the earlier you begin working with tenants on it the better.



Building the Base: Finances, Cont.

How to support program participants around credit, addressing problematic debts, and increasing financial literacy:

- Build strong partnerships with reputable nonprofit organizations with expertise in helping low-income individuals with credit and financial health
- Help participants connect the dots between credit, debt, and their goals, and understand how you and partners can help them.
- Connect program participants to specialized services as appropriate
- Support program participants in implementing plans created with partner agencies



Building the Base: Legal Services

Connect program participants to supports that can help them:

- Identify and clean up mistakes on Records of Arrest and Prosecution (RAP sheets).
- Applying for expungement or sealing of records, as available locally.
- Applying for Certificates of Rehabilitation or Certificates of Relief, which can help remove or lessen barriers to jobs, professional licenses, housing, etc. in states that offer them.

Building the Base: Community Connections

“My brothers and sisters and my mother were very supportive when I was ready to move on. My community was supportive... furniture donated by a local organization. Even with my whole situation, I was always active with my church, and they were supportive. **The window of opportunity came from the program, but the extras all came from outside of the service providers.**”

“My children provided a lot of support once I moved on. I also had the church up under my belt – the bishop was in my corner. Had a lot of independent resources to help me stay afloat and keep my head above water and thinking positive, not negative.”

- Moving On Focus Group Participants

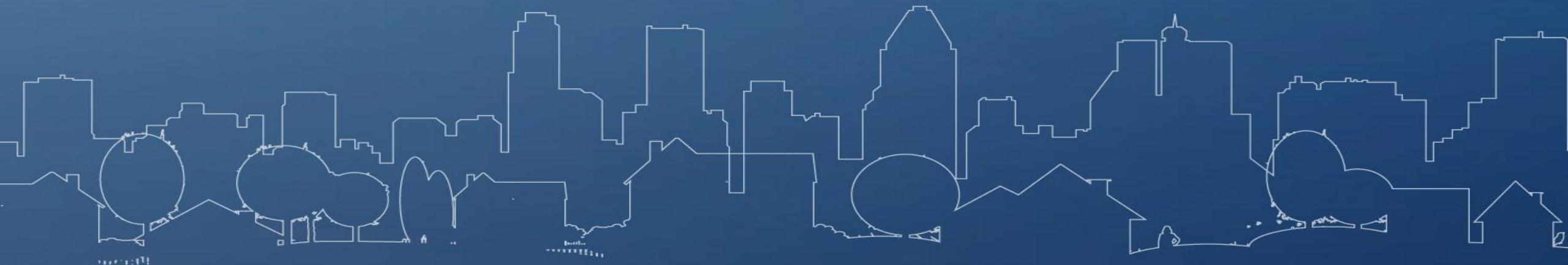
Building the Base: Community Connections, Cont.

Community connections are essential to program participants who are moving on to reduce isolation and find resources to help address future challenges. Examples include:

- Self-help groups
- Community development or advocacy groups
- Volunteer opportunities
- Religious or spiritual communities
- Veterans' groups
- Social Clubs
- Family

Q & A

Please remember to submit your
question to ALL PARTICIPANTS



For More Information...

HUD TA Resources:

- [HUD Moving On Landing Page](#)
- [Moving On Services Guide](#)

CSH Resources:

- [Moving On Toolkit](#)
- [CSH Moving On Landing Page](#)

Upcoming Session in the Moving On Training Series:

Title	Date and Time	Intended Audience	Description
Moving On Services	Wed., April 14 2:00 PM EDT	CoCs, PSH providers, HOPWA providers, HUD VASH providers, government housing and services agencies	This webinar will cover important key Moving On Services as well as introduce participants to tools and resources that can help them create successful Moving On programs within their systems and programs.
Moving On Outcomes Tracking and Evaluations	Wed., May 12 2:00 PM EDT	PHAs, researchers, CoC leaders and staff, including HMIS staff, PSH leaders and staff, and HOPWA providers	Tracking and evaluation is essential to seeing if a Moving On program is working for tenants, PSH providers, and affordable housing providers. This webinar will cover what to track in your Moving On program and how to tell if your Moving On program is successful and how it can improve. The training will also discuss past evaluations of programs and considerations for researchers and future studies.

