



[00:00:00] Ariana Saunders: Mental illness, substance use, the trauma of homelessness, and other underlying health conditions. We need to believe in that to really recognize and create this culture that folks are able to move on from Permanent Supportive Housing. It's also really about autonomy and choice and making sure that they are making those informed choices and are well educated on all the options that they have once they are established in PSH.

We're all responsible for establishing programs and a system that can link tenants to resources and support their needs to thrive and become autonomous. This is really the responsibility of both providers and CoCs in making sure the system reflects that. Even though moving on may not be of interest for all tenants or some tenants may never reach that level of stability and independence that indicate they'll succeed after moving on, they should still be made aware that that is an option.

They still have the right to know that it is an option and talking about their ability to move on, that is an option for them, really reinforces that hope that we want to be instilling in all of our tenants, if we're really taking that recovery oriented and strengths-based approach. Just to be clear what moving on is, and what moving on is not. Moving on is strengths-based it's recovery-oriented in that hope, in that confidence that folks can thrive.

It's strengths-based, leaning on those strengths, recognizing the resiliency and capacity for growth, that many tenants and people who experienced homelessness have. Again that recovery-oriented approach, really understanding that mental health issues, homelessness, addiction, trauma, are all things that people can overcome, and reach a level of stability, and thrive really, and be as successful in their placements.

It's also rooted in tenet choice and self-determination. Again, making sure that we understand tenants deserve the right to this. They deserve the right to choice which may include the goal for moving on from supportive housing. Wanting to make sure that we focus on that long-term stability and success for tenants in and beyond their current placement in supportive housing. There are many myths and fears that come up when we talk about moving on. We just want to be clear about what that is, and address some of those fears.

Here just a few that people think about when they think about moving on. One, we're not pressuring or forcing tenants to move on, it's not about trying to create that churn at the sacrifice of their will and their informed choice, moving on is always going to be voluntary. It's always going to be about the choice of the tenant. It does not mean that all tenants need to move on eventually again.

For some folks, PSH is going to be their last stop, or a permanent placement and for some, it's not. We need to recognize that as well. We can't assume that tenants don't need services. Even the most stable, independent, high-functioning tenants can use support in the moving-on process. Being able to provide that and being able to provide support around that transition and making that transition is going to be important.



How many of us needed support in a move or making the major life changes in life. Providing that support to our tenants is something that's just fair and I think, what we should all be striving to do because again, we're trying to set them up for success in moving on. Being that support and being that resource for them is going to be really important in order to obtain that long-term stability and success that all moving-on programs should drive for.

Okay. Let's take a little deeper dive about looking at dispelling some myths for providers and for CoCs when you're thinking about changing this culture and really creating a culture that's supportive of moving on. Some of the common myths as we talked about is reframing the way we look at and talk about PSH. Again, it's not necessarily, and it doesn't mean it has to be forever for all tenants.

We talked a little bit about what that means already, but it also doesn't mean that we're now using PSH like transitional housing. Moving on programs, never take away the option of tenants to stay in their current placement in PSH. It just creates opportunities for them to decide when they are ready, and when they feel ready and they're interested in the next step.

When they feel like they've come to a place that they're stable and are curious and thinking about next steps, that's when moving on comes in.

There's no prescribed timeline or anything like that. That's what often people think about when we talk about transitional housing. Also developing a culture of moving on does not mean encouraging or setting up expectation that all tenants will eventually move on. Again, it's not transitional housing, in that sense. One final myth that I know a lot of folks may be concerned about when it comes to moving on is that after people move on, they may fall back into homelessness.

We've got some data to prove that that is not always the case. As the slide shows you there, we've seen a lot of success in other communities who have implemented Moving On programs, that after a year or even after two years, tenants, individuals, households were able to stay in those locations and were successful. Again, if we're thinking about providing those services and really being supportive, we really have to consider PSH supportive housing really addresses a lot of their needs around wellness, stability self-sufficiency, and setting them up for long-term success.

If we're doing that while we're working with them in PSH and also providing those transitional services, we can see that there's a lot of success that folks experience once they have moved on. It's also important that we offer after-care. Like I said the transition supports, but also connecting them to mainstream resources to ensure they are successful in moving on and again, as the slide notes, we've seen communities such as New York, San Francisco, Los Angeles, Chicago, Atlanta all have experienced positive outcomes for a vast majority of the tenants who left PSH.

Just want to reiterate that, that we have seen some great success in there when people really are focusing on supporting tenants in their transition and helping them thrive. There's a couple of things to consider too when you're thinking about making



the shift to Moving On and creating a culture within your organization and within your community that's supportive of moving on.

We want to also make sure that we're ensuring that staff and program participants understand that Moving On efforts are rooted in the concepts of program participants' strength, growth, and recovery. It's really about informed choice. The decision to pursue Moving On always must be voluntary. We also want to make sure that participate program participants understand from the time of program entry, that they can stay in supportive housing as long as they want, but if someday they feel ready or if someday they have this desire to leave, staff is there to support them and help them in that transition and selecting their moving on location if they can't transition in place.

Ensuring that programs and staff operate with a strengths-based recovery-oriented approach to really help participants recognize their own strengths and potentials that they have stabilized recover and control. Sometimes that's not the perspective that tenants are coming in with, especially after they're dealing with their trauma and other challenges that got them even to the place they are now, where they are stable and it really is about programs and staff constantly reinforcing that and encouraging that.

We might be surprised at how many tenants will consider moving on as an option when you start making this cultural change when you are reinforcing that and constantly pointing out the successes and celebrating those successes with them to see that they have the capabilities to move on and to and to move out of the PSH program. Also really providing that support. It's really important that we provide that support to increase that self-sufficiency over time and constantly looking for opportunities for them to build that self-sufficiency.

Then also really making sure that we're working within our community with local CoC, public housing authorities, and other community partners to ensure that there's resources available to them after the fact, that when they do move on that they have that support and they feel fully integrated into the community. Again, too, we just have to make sure we can't forget that it's really important that we also think about racial equity in creating this culture.

Again, that's why the last session we really focused on standardized assessments and why they're so useful because if we do make sure that there's some standardization to that helps us making sure we're evaluating folks across the same dimensions and measures. We also need to seek consultation and evaluate cases as a team to mitigate any unconscious bias that we may be experiencing as staff may be experiencing when they're considering who to talk to more about moving on.

We should be talking to everybody about moving on, and that's one way to mitigate some of those biases. We really need to make sure that we think about other ways that you can do that as well. Is that part of your peer reviews or a part of your continuous quality improvement plans or your evaluation and monitoring plans to really ensure that moving on is something that's discussed with everybody.



That can help mitigate some of those biases or programs or staff leaning towards wanting to target specific tenants and not making sure that they're educating all tenants equally. We also want to think about, as funders, how do we make that a part of our review process, just specific recommendations that we give back to tenants in cases that we think illustrate the ability.

I know in my past experience in working with some funders, that was really a key part and it was really helpful to get that completely outside objective perspective to say, based on our review this tenant has experienced a lot of successes, demonstrated a lot of stability. Why aren't we seeing more of these discussions around moving on? It's easy sometimes to not always see that when you're in the weeds and working with tenants.

Again, thinking about ways as folks here represent CoCs, providers, and all the various levels within the system, how can you contribute to supporting some of that? Then also really wanting to make sure that if we want to advance racial equity, we have to ensure that there is consistency in how moving on is communicated and ensuring it's communicated to all tenants again.

Making it a part of your initial checklist for staff to discuss with new tenants, a part of training, ongoing training for staff to include in the service plan reviews, or even a main topic of tenant meetings or even asking about in tenant surveys is a great way for you to do that double-check to make sure that we really are communicating it across the board. If it's done so consistently, that kind of information will be helpful to reinforce and reinsure that you're creating this culture and this change.

I think the last thing we want folks to consider is this is a change, it's a culture shift. It's really like any other change management process. If you think of change management as a systematic approach or application of knowledge, tools, and resources, effective change management means it goes beyond project management, beyond technical tasks undertaken. It really is leading that and leading the people side of it that that's the heart of the organization.

It's really going to be about supporting staff and people across your system to make sure they understand moving on, you're dispelling those myths for them and really making sure they have all the tools and information they need to help make the shift and start implementing moving on to fidelity and in the way that your community has decided it will be implemented.

That includes thinking about ways to improve and strengthen policies and procedures and includes any revisions or updates you may need to make to tools. You really want to make sure that they're enhanced improved overall and that folks can feel that and understand why you're making those changes. That it's going towards that common goal of moving on and wanting to see folks thrive in their community, as well as improving your system overall and creating that ongoing sharing through the community, as you add resources and move people into more and more self-sufficient positions and abilities.



What makes this unique, that shift to moving on? It means that this change management has to happen across all levels of your homeless system. In thinking about making this change and in thinking about what you need to take back and do within your own organization or system, you really need to think about how do you train or educate and what are those opportunities for input and so on, that you can offer to stakeholders at all levels?

You have to think about your regional CoC level and the stakeholders at that level and in those planning bodies or who sits at those "tables," but then also thinking about what changes can be done at the agency level, staff level, as well as how we talk to program participants. All of this, you need to think about how those changes can be made and some can be made in stages or more incrementally. Some changes can be done in a bigger scale with the grant kickoff or go-live date.

Again, if we're really thinking about how change management works and how you've seen change management successfully work in your organization or your community before, this is how you should also be thinking about making this cultural shift because it is going to be a change, not just in thinking and philosophy but in how actually people are doing the work and the processes and tools that they use.

Really wanting to make sure that you're constantly thinking about that. Recognizing there may be some bumps along the way and that some people or organizations may take a little longer and move at their own pace but again, making sure you've built in that support, constant education, and checking in to make sure that they have the knowledge and resources they need.

Again, as much as possible that we're doing things in an authentic and consistent way across the entire system is really going to help set you up for success in making this shift is going to be important. Talking about people and staff I'm going to now hand it over to Lindsay who's going to get into a little bit about what that actually looks like when you're moving on staffing.

[00:14:49] Lindsey: Thanks, Ari. Can you hear me? Can you pass the ball back to me, Ari? Oh, thank you. Thanks so much. I appreciate it. Thanks, Janis and Ari for setting this up really well. You've heard a little bit and kicked off with the basics of moving on and the guiding principles. Ari really outlined the myths on what moving on is and isn't. We're going to shift into thinking about and talking about what is moving on staffing and ensuring that we all understand that to really create this culture of moving on.

That our PSH providers and our CoC system overall must ensure that we're talking about appropriate staffing supports. Without the staffing for our system and for our PSH providers, it's going to be challenging for both case managers and for our program participants to really embrace that moving-on strategy. As we're thinking about what's staffing for Moving On Services looks like in a lot of cases, the PSH program participants current case manager should and could continue to be their primary point of contact and the deliverer of those transition supports and aftercare.



That's really helpful because they already have that relationship with the supportive housing participant and they can provide a sense of continuity during that transition period. As Ari alluded, transitions can be really hard and so supports will be needed during that time. That creates a sense of continuity. However, case managers alone are not able to do all of this work.

Staffing structures are going to vary greatly depending on the size of the initiative, the staffing patterns of the PSH organizations, the scale of the initiative, and then also the availability of resources. We're going to touch on a variety of different ways of staffing but also the key roles as we think about what does staffing moving on services look like. As you're assembling your moving-on team, you should really think about it in a multi-step process. Providers are most successful when they're tapping the skills of a variety of different staff.

Those right skills at the right time allow for people to move on successfully. Also understanding that during the moving on process, tenants may need more support than they normally would. Some of the team members that might be a part of your moving-on staffing team may be counseling and housing navigation staff.

Those that can provide navigation, helping people if they have to find a new unit within the community, helping them do that. Then if there's other counseling as they move on. As I said, case managers are often providing the critical transition and then aftercare support and then they can also serve as the main contact during the transition process. As Ari mentioned, it can be really challenging to move on and that can lead to trauma.

It's really important that you also have mental health clinicians as a part of your staffing and skillsets in supporting tenants. This can help in managing their mental health, helping manage their mental health during the transition process but then also how to support program participants once they have moved on how they can then manage after their transition and then just navigate all of the fears and excitement that may be coming up during the moving-on process.

Another important member of your moving-on team may be property managers or landlords. If a supportive housing tenant has been living in a unit for a period of time, they've developed those relationships with property managers or landlords. They tell us, those tenants, with tenant education and also can provide letters of support and recommendation for program participants as they're looking to find units within the community and so can be that additional support as they're looking for units within the community.

Another role or specialist that can be a part of your team is vocational or an employment specialist that can really help program participants connect to the mainstream resources within the community so that folks can work towards education or employment goals that they set for themselves. Another is around benefit specialists. I think this one is really important to help tenants as they transition and as they're thinking about employment opportunities or changes to their



household size to understand the impact that it may have on their benefits or/and what they may be eligible for after they have moved on.

Lastly, I think both Janis and Ari spoke to this really, really well. If at all possible, including people with expertise and experience, peer support specialists, and as you develop your moving on program and initiative that Moving On alumni that are interested to talk about moving on, to share lessons learned, to talk about the process with your current PSH program participants. I think that connection one-on-one with people that have lived through the process can be really impactful and can provide a level of support that sometimes other case management staff and staff members can't necessarily provide.

It is really important that you have a single point of contact. As you look down the list of all of the people that are on the slides, this can feel really overwhelming for a tenant during an, perhaps, already overwhelming process. Ensuring that you have a single point of contact across all of these partners, that is helping the tenant connect with these resources, follow up with these resources and develop their transition plan and coordinate all of the staff internally is extremely beneficial.

I think another important piece, as you're thinking about this team, and I think for supportive housing providers and for CoCs, it's really important that across your organization, across your system that leaders, supervisors recognized that moving on may require more attention from staff during this transition period than they maybe have in the recent past. Oftentimes Moving On tenants maybe haven't had to rely on supportive services for a period of time.

It's really important as you enter this work that all of your team members understand that even though maybe tenants haven't relied on services most recently, that during this transition period and after moving in, that they may need some additional supports during that time period and so just ensuring that all of your partners recognize that. There's a variety of Moving On staffing options that we can think about and apply and think about maybe what works best for your organization and for your community.

You may, within your organization have a specialized Moving On case manager or a transitional specialist. Their main role is to support tenants that are moving on, and they are the person that is coordinating all of the services that folks need during that time period. You may have a Moving On team or committee that works as a group to meet the various needs of participants. You maybe have case managers that have supportive housing tenants on their caseload in addition to moving on tenants.

You're coming together as a team or a committee to identify who's interested in moving on and then what are the supports that that tenant may need over time. Another great resource to consider is graduate students. I would imagine many of you all on this call rely on graduate students in a number of ways. As students are completing internships, they could provide a really great resource and a really great learning opportunity, to really, recognize the key principles of moving on and allow the graduate students to see that.



A regular PSH case manager can also shift their focus from working with a tenant to focus more on moving on with the support from an internal Moving On lead. I've seen this in direct practice where there's one person within the agency that is the lead of moving on efforts, but that lead is supporting the case manager as they focus their work on supporting that tenant. Again, that's absolutely a team approach as well.

Lastly, and I think, this is one that isn't always commonly seen, but I think it's something worth exploring is within your CoC really thinking about, is there an opportunity for a centralized provider to be the supportive services for Moving On tenants from multiple agencies. Within a continuum, you have one provider that's working with multiple supportive housing projects and PSH program participants from multiple agencies to really provide all the variety of services that are needed to help tenants transition.

These are all different staffing options and ways to think about how to provide the support. As you're thinking about creating this culture, really identifying what is the best approach for your organization, what works well within your continuum, and what are the resources that are needed in order to do this well. As I've said a couple of times, success around moving home really requires a team effort.

It's really important that you consider case management ratios and workloads of supportive housing case managers. Tenants that are ready to participate in moving on more than likely will need intensive support from their case manager during that transition. It's really important that supervisors and organizational leaders really consider what's going to be needed to help case managers rebalance their workloads as necessary to accommodate their fluctuating needs of their tenants.

Ensuring that across your organization and across your continuum, that there's a general understanding across agency leadership that case management ratios and workloads are going to have to continue to be evaluated and may change over time as well. As I stated earlier, ensuring that there is a single primary point of contact for any Moving On questions for tenants, but then also, even for staff if there are moving on questions, who do they direct to those to within their agency or within their continuum.

Also hiring people with lived expertise of homelessness and Moving On from PSH, to really, connect with tenants on a one-on-one level and share their lessons learned. Lastly, and Ari alluded to this as well, ensuring that as agencies and continuums, that we are providing staff with the training resources and support that they may need to implement this well. Speaking of training, there's a variety of training needs that are needed for moving on providers and then also for your continuum of care as well.

First and foremost, whatever resources your Moving On initiative is utilizing whether that's housing choice vouchers, or other resources or people are moving out independently without any financial resources, it's really important that all of staff understand what the process is, what the requirements are, what application is required so that they can then help tenants access and utilize those resources.



Ensuring that there is this consistent, ongoing training that is provided to staff, knowing that staff turnover a lot, ensuring that there's that ongoing training for them on the process. As we started off today, that there is training on Moving On guiding principles and best practices for staff and organizations that have been doing supportive housing for a long time. This could be a culture shift and so really hitting home on why moving on is important. What are the best practices of moving on? Also how moving on really advances racial equity.

A couple of other key training means, motivational interviewing and trauma-informed care. I will speak on trauma-informed care in that it is, key at this time, moving on in any transition can bring up trauma that people have experienced. Ensuring that all of your staff across those variety of skillsets are approaching their work from a trauma-informed perspective. Really focusing and providing training on structural racism, racial trauma, racial bias, and advancing racial equity.

For instance, understanding the discrimination that folks may experience during the housing process, the trauma associated with racial bias that may exist within staff or others or landlords or community partners, and how working on Moving On is grounded in advancing racial equity. We want to shift and really--

[00:30:00] Janis: Actually, before we jumped into our next section, just wanted to see if we could pause for a second and see if there are any questions. We haven't had a ton of things coming into the chat. Just wanted to see if there were any questions about that staffing or other sections or if anyone on the line who is part of a Moving On program has any sort of tips or lessons learned that they've learned about Staffing Moving On initiative before we jump into our next piece?

[pause 00:30:33]

Maybe not at this point. If you have any thoughts or just want to share ways that your organization has staffed Moving On, would love to hear that from other people. Because I know that that's something that we don't always talk about a lot and that can be important. Thanks so much for taking the time to walk through all of that, Lindsay. Now we're moving on to long-term services.

[00:31:26] Lindsey: Thanks. Appreciate that, Janis. In shifting to long-term services to create the culture of moving on, we need to focus on the long term and think about from the moment that a tenant moves into supportive housing, to the point that they are ready and entrusted to move on. In integrating Moving On from move-in day is really important. Having upfront conversations with tenants or program participants around long-term goals and options from the time that they enter the project is really important.

Also understanding that move-in day can be really overwhelming and that tenants are hearing a lot and learning a lot and so continuing to talk about moving on options after someone moves in after they've settled and become more stabilized. Ensuring that people continuously know that this is an option is really important and that all staff across your agency or programs are continuously making this available to



tenants. I think this is a really important way in which we're ensuring racial equity, is to ensure that there's consistent implementation across all staff and for all tenants.

Also framing supportive services as tools for tenant growth and supporting their long-term goals. I think a lot of providers do this. Most providers do this really well, but that supportive services, in addition to helping with stabilization and keeping people's house, is also for tenant growth, helping them thrive and helping them to meet what their long-term goals may be, whether that is moving on one day or whether that is staying in supportive housing.

Then also helping tenants really understand that their service plans can shift over time. Just as their needs may change, as their situation may change, as your goals may change that their service plans can absolutely shift over time. You may have a tenant that is interested in moving on and their situation may change. Understanding that there is always opportunities for shifts as their situation and goals change as well.

When you think about building the base when households enter permanent supportive housing, our foundational needs, such as stabilization, connections to benefit, physical and mental health are often the focuses of our service plans. Those services may evolve over time and they should evolve over time. If a tenant is then interested that their services are really to help them successfully move on if they ever desire to do so.

We're going to touch on these areas around what does building the base look like, so building and strengthening independent living skills, increasing income, financial health, legal services, and then developing or strengthening those community connections. Building the base and focusing on independent living skills. As people move into supportive housing, one of our focus always is independent living skills and helping them meet the skills of what it takes to live independently in housing.

Services should contain a strong focus on helping tenants develop the skills needed to live outside of supportive housing and really focusing on coaching tenants to perform the daily tasks essential for such living rather than performing these tasks for them. Teaching and coaching rather than doing. Some other critical life skills that are important are around household budgeting and just financial management in general, how to utilize public transportation.

I know in a lot of supportive housing, transportation can be a provided source and so what does it look like when that's not available and how do people utilize public transportation. Setting healthy boundaries and limits with friends and neighbors. How to advocate for themselves, whether that's what's landlords or other service providers or with your healthcare professionals, and just generally navigating the social services system, which we know may be complicated.

What are some of the problem-solving techniques that are needed when we're living independently and then becoming a proactive consumer of healthcare. When I say that, I mean understanding what medication someone is choosing, that you're



entering doctor's appointments and other appointments with questions that you want to ask, how to go about choosing physicians and specialists, and generally how to navigate and advocate for yourself within those systems. A second piece around independent living skills is around wellness and self-management and illness self-management.

Service should be recovery-focused as we stated earlier, and helping those tenants with addictions or mental health issues build the knowledge about their illnesses. Providing the information, connecting tenants with the information that they need to develop the skills, strategies, and connections to community-based supports that can help them manage or alleviate symptoms and then function independently.

Continuously providing those education opportunities to better understand their illness, perhaps, maybe that is connecting them with other people that have had similar experiences. Then also developing the skills and strategies of what to do when they are having challenges in managing their illnesses and then identifying what are the community-based supports that they may need.

Increasing income. Supportive housing providers should offer or have strong partnerships with agencies that are offering key services that include benefits counseling. Helping program participants access SSI or SSDI or Medicaid or **[unintelligible 00:37:58]** and helping people navigate and understand what they are eligible for, how to access those resources, what resources, what supports they're going to need in order to do that.

Someone really focused on connecting people to benefit, but also for folks that maybe aren't receiving SSI or SSDI, or any other sort of retirement income, helping them find and maintain employment are keys to successful transition opportunities. Then also the surest defense against future homelessness. I just also want to stress that employment is oftentimes more than just a paycheck. It's a way for individuals to feel meaningfully engaged in their communities and connected socially within their communities as well and can provide a sense of direction and pave a way to long-term recovery and success.

Connecting tenants to individual career and services, training services, job search assistance, and recognizing to advance equity, the workforce should recognize and work to mitigate the impacts of structural racism on job seekers of color. Then moving from income to finances. When someone maybe moves into supportive housing, the first thing we're not necessarily thinking about credit score or credit history from day one.

You may and should evolve into really thinking about what that looks like. A negative or limited credit history or significant debt or specific types of problematic debt can be really prohibitive to financial wellbeing in Moving On. Understanding that for staff, what those limitations are and incorporating that into training.

Then, also working with tenants to understand what those limitations are, and also how to overcome them. Credit history and score, a credit report includes information



about current and past credits based on history, especially, payment history, and amount of debt and recent credit. There's problematic debt specifically, so debts that are related to wage garnishment, legal penalties, and put tenants on an unstable financial footing and impact credit scores.

Understanding the impact of credit history and score, and then problematic debt, that's going to make it really impractical to move towards a Moving On situation. Debt to public, housing agents specifically may prevent program participants from being able to pursue Moving On. There may be opportunities to explore repayment with PHAs, and what that could possibly look like.

Although debt to utility providers can also prohibit program participants from starting a certain start of service within a new unit. I've seen this very much impact the ability of people that maybe want to transition place, versus people that then want to move on to a different unit. To really understanding what those debts are, and how to help people overcome those.

As we think about key considerations in building tenant finances, after people enter PSH, it may be some time before you actually start talking with tenants about credit and debt, but it's really important to be ready when they are to talk about that. Once the tenant has moved in and reached some sense of stability, they may be ready at some point to start to really talk about credit and debt, or perhaps, maybe they express an interest in moving on, so it creates this opportunity to really talk about credit and debt.

I want to state that it can be really stressful and traumatic to talk about finances, and that these conversations can really impact and bring up previous encounters with financial issues. It can be really stressful in reviewing credit history, understanding that some of that may be connected just to trauma. There are cases of financial abuse, perhaps, where family members or others have used the participant's name for their own gain, that then damaged their credit, or where people have outstanding debts from bad times within their life, and it can be really traumatic and difficult to grapple with that, and the impact that it has on their lives now.

In recognition of the potential harm that can be triggered by these financial conversations, providers should make sure that this work is approached through a trauma-informed lens, looking specifically for financial literacy and counseling providers that are using that trauma-informed lens, and being prepared to connect tenants with mental health support. There's very much this connection between financial history and the stress and trauma that it may create.

Understanding that from the get-go, and that whenever possible, that the financial wellness trainings and services that are provided, that you are allowing case managers and other direct service staff to participate as well as clients. I think this is some feedback that we received from moving on projects that when there are those financial wellness trainings and services, that having case managers and tenants in this room together in the space together hearing the same messages, it can be really helpful and empowering.



It is possible to start to see some changes, even if a tenant has a lot of credit issues in just a few months. The earlier you can begin working with tenants on this, the better. Then, lastly, as you think about supporting tenants around credit and addressing problematic debts and increasing financial literacy, you want to build some strong partnerships with reputable nonprofit organizations within your community that has that expertise.

Not every case manager is going to carry this expertise, so really connecting with organizations within your community. Also, along the way, as you're providing case management support, so you're helping participants connect the dots between what kind of credit and debt and what their goals are. If someone is and has expressed interest in moving on and that's one of their goals, helping connect the things within their credit history, and the debt that they may have, so their ability to reach that goal, and what are the ways to address those things, so that they can reach their goals.

Then, we talked about some specialized services, and so making sure that folks can be connected to those whenever possible. Then, really helping tenants implement the plans that they've created with partner agencies and support them, helping make those connections, following up, so that you are continuously supporting them, and as they work through their credit and debt history.

With that, I will turn it over to Ari.

[00:46:02] Ariana: Thanks, Lindsey. Just wanting to wrap this up and talking about building this space. Two more things to think about. First is, legal services. As many of you are probably well aware, the history of justice involvement can be a significant barrier for people to obtain housing, and for Moving On program participants specifically. PSH programs are designed to reduce those barriers for entry, and overcome some of those challenges for those that are justice involved.

It's going to be harder for a lot of participants to overcome those once they are in the position to move on, and starting to look at private market housing. Again, it's really going to be incumbent on providers to really help their program participants to overcome these challenges by connecting them to local legal services. Also, if they can assist them with a range of strategies to try to mitigate or lessen the impact that their justice history may have on future housing.

Again, it's important to think about that. A couple strategies that providers can do or support program participants in doing is, one, identifying and cleaning up any mistakes that they may have on their rap sheets or records of arrest and persecution-- Prosecution. It may feel like persecution, but prosecution. Also, maybe applying for expungement or sealing of records, applying for Certificates of Rehab or Certificates of Relief, which can help remove or lessen the barriers to jobs, licensees, and housing and many states offer those.

Thinking about that, what's available in your community and services are available in your community are going to be really important. It's also important to consider how,



as providers, you can also support program participants who do have justice histories or housing court history, eviction, previous evictions and other barriers. Help them practice or figure out ways on how they can message their history to potential landlords.

Really getting them and reinforcing to them how they can highlight their strengths, helping them understand how they can reiterate the successes they've had within your program, how they've shown that they can be a good tenant, how they've shown that they've overcome some of those barriers and really make progress in your program is going to be really helpful. Helping them figure out ways to articulate it that's authentic to their own voice is going to be really important as well to support them in making that transition.

Also, that's the last thing we want you to consider too is thinking about community connections. It's really going to be important to reinforce that. Community connections are really essential to program participants moving on. We want to reduce potential for feeling isolation or barriers to finding resources to help them, should they engage in future challenges. As we talked about, we do see programs that have great success rates, but a lot of that really is also making sure that we're providing some of these base services for folks, so they are set up for success.

A part of that is really making sure they have connections. We all know recovery is not linear. Should they encounter challenges in the future, do they have the connections and the support built in to help them address that? As you can see, we have some two quotes that really illustrate the significance of that support from our focus groups, that really show how the participants really outlined how being integrated in a community, having a support network that they could rely on previous to moving on, during the moving on process, and afterwards, really helped them be successful in their placement.

One said, "My brothers and sisters and mother were very supportive when I was ready to move on. My community was supportive." They got furniture donated. "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."

Again, you're providing them a beautiful window of opportunity and getting all that support, all that extra cushion or support that they need, came up elsewhere. Really remembering that as you're working with tenants, from beginning all the way through to the point where they are talking about moving on is going to be key and really crucial.

Also, there's a second quote that talks about, "My children provided a lot of support once I moved on. I also had church under my belt. The bishop was in my corner. I had a lot of independent resources to help me stay afloat, and keep my head above water, thinking positive, not negative." Again, where are those positive resources, support networks and folks that they can rely on and are going to be helpful.



Doing that as early as possible and engage with them as you work with tenants and engage them is going to be really helpful. Also, thinking about community supports, we want to really think about, "What are the options out there to them?" The two previous posts talked about church, what is that, and that's really important to them, so connecting them to religious or spiritual communities.

Again, if we're doing person-centered, we want to be able to offer or suggest or get them to think about various ways that that support can be built, and what that looks like for them specifically. Again, wanting to think about culturally-specific needs or desires that also relate to that is going to be important, so that may take some educating on our part, as providers, but really just constantly reinforcing that and engaging the tenant to make sure.

It's going to be important that they really understand that their own interests, needs, and strengths are going to help you identify what the neighborhood and even the community organizations or initiatives that they want to engage in. We have some examples here. Self-help groups, community development or advocacy groups have been proven to really give people that support.

Other volunteer opportunities that they can engage in that really give them that support and that meaning, or that additional sense of belonging that's going to be important. We talked about religious groups or spiritual communities, veteran groups, social clubs. Again, family and friends, we can't mitigate the importance of them really having those strong relationships if they exist, or helping them develop them or understand how to develop them is going to be important.

It's really also important to make sure that staff are consistently asking about building a support network and helping them understand how that support may change, or the level of importance of it may increase once they do exit PSH. I've seen a lot of times, tenants get comfortable because they have that case manager or housing specialist, or they have that PSH program staff that's been so supportive and helpful for them, and that becomes a nice cushion for them to feel.

Engaging in community connections or wanting to feel more integrated in the community may be less of a priority, so it's on the provider to constantly remind the tenant how that may change, and evolve over time as they evolve and grow, but also may evolve if they move on, or once they start considering to move on, how that may look different. It's going to be important, that constant coaching and engaging and supporting them is going to be really important to reinforce that.

Again, recognizing that this level of independence may be completely new to some, and so it doesn't mean that they can't handle it. It doesn't mean that they don't need support as they transition, but it really just means that asking those open-ended questions, really getting them to engage, is going to really be helpful in them understanding what that looks like for them now, and then what that may look like for them in the future as they transition to moving on.



It's going to be very crucial and helpful in setting them up for success. With that, I'm going to turn it over to Janis to lead us in our questions.

[00:53:43] Janis: Great. Thank you so much to both Ari and to Lindsey for that presentation, and all the great material covered. We have entered some questions in the Q&A and the chat, and we have some-- I want to just talk through a couple of the things that we already answered, but just discuss a little bit more live here. Also, if you have other questions, please keep them coming, and put them into the chat to all participants.

Also, we can see them if they come up in the Q&A, but it's a little easier for us if you just keep them in one place in the chat. One of the questions that came in that I wanted to talk through here is around the difference between PSH and transitional housing. This came up earlier in the question about, or when we were talking through the culture of moving on and what myths that surround about there.

I just want to be really clear that PSH and transitional housing are very different, or should look very different. PSH is not time-limited, and transitional housing does have time limits. PSH is really meant to be this long-term affordable housing coupled with services that really can titer up and down, and stay with someone. They can be there for as long as they want and need. Many people are in PSH for a very long time.

Sometimes we see people moving on through programs, who have been in supportive housing for 10 or 15 years. Transitional housing is a lot more intensive with services. It's time-limited, and it's really focused on getting someone to a point where they can move on to some other kind of permanent housing, whether that's affordable housing, or sometimes transitioning to PSH, but that really is, as it says in the title, a transitional program.

Something else was around how agencies who have successfully operated moving-on programs have helped their current tenants see the value of moving on, especially, if they're self-sufficient, but they're hesitant to move because they're going to see an increase in their tenant rent portion. I just want to be really clear here that, if you just think about it from a tenant perspective, if they are going to move on, and now they're being told that they're going to pay more money, that's really a very valid concern.

There are a couple ways that you can deal with that. One is to figure out what the difference is. If the payment standard for the permanent supportive housing is different than it is for your housing authority with the PHA, you're probably going to be paying 30% of your rent, or 30% of your income for rent. If the PSH program is paying all of your tenant portion, or depending on how it's set up, and it's different, then, that may be an issue there.

Sometimes there are discrepancies between the sizes of the house that you can have with PSH standards and with PHA standards. There are other issues there, so I would say just really try to recognize, but that's a very valid concern if a tenant is



going to end up having to pay more. Just working with them to figure out what are the other potential benefits?

One of the benefits of, say, moving on to a housing choice voucher is this portability. They could take that, they could live in their community now, or they could move to another state. We talked I think in that assessment session that we had two weeks ago about helping tenants make an informed choice, looking at all the different factors.

You can really talk to them about that, think about all the different options there, but also just recognize that, if a family is going to be paying more than they are in supportive housing, that's a valid concern that might discourage them from participating. Another question came in about integrating family support into a moving on plan. I'm happy to take a stab at that, but first, Ari or Lindsey, do you have any thoughts or examples that you want to share?

[pause 00:58:42]

[00:58:53] Ariana: Hi, it's Ari. Yes, I'm just trying to think of a specific example. I think what I've seen is just, it's focusing on that engagement and helping them identify who can support them, or who's going to be a good source to help them or can help them recognize when they are experiencing signs or triggers related to mental illness, substance use and all of that, and helping them recognize that.

I also think reinforcing that idea of something like a housing choice voucher that they can move, like you said, Janis, that it helps them. They can connect and become closer to their family that they may have moved away from or weren't able to get closer to because they had less options in PSH, I think is another thing to consider.

[00:59:41] Lindsey: I think the example that comes to mind for me was a tenant that was moving on and was developing their support plan after moving on, and not receiving the intensive services. Part of that was family members, I think as Ari just spoke to a little bit, but actually pulling that family member into conversations with case manager to really talk about what that looks like, was something that I heard from a couple of providers that worked really well. Pulling them into the conversation with the support staff as needed can be really helpful.

[01:00:20] Janis: Thanks. I think that's good, so I will leave it there. Another question that's come in is from creating a culture point of view, what are some strategies that communities are using to engage PHAs in the process? We'd love to see in the chat, if any communities that are working with PHAs have any thoughts there, or if any of the PHAs who are on the line can speak to what that engagement has looked like with their POC, and what those conversations look like.

As we wait to hear, if anyone has thoughts there, I'll say that, as a lot of communities are just with their PHAs to help them understand the full scope of needs in the community.



Understanding that there are a lot of people experiencing homelessness in the community, helping PHAs understand what supportive housing is, and what role PSH really plays in their homeless system.

How important having an option for moving on is both for the tenants and for the system. That helps them make the case to PHAs about why it's important to prioritize precious resources for moving on, and why that they should be working together for this population. As well as generally, preferences for people who are experiencing homelessness, and have other needs in the community.

Any other thoughts from the presenters about strategies that your communities have used to engage PHAs in this process?

[pause 01:02:08]

If not, I'll also say that there was a webinar that we did on moving on resources, that I think we just put the link to the chat in above. That one, we talked a lot about engaging PHAs around resources, specifically.

[01:02:44] Lindsey: Janis, I'll just add one other thing. We had supportive housing providers that utilized their links at time. How long supportive housing tenants who were in housing, like how many were stable after year, or continued in housing after a year in supportive housing? That many people had been in supportive housing for 10 or 15 years. Using their existing data to reflect that stability. Then, also just relying on other communities' moving on data as well.

[pause 01:03:16]

[01:03:28] Janis: Any other questions that folks have for any of the presenters today? We had some folks on the line about any of the topics we've discussed here.

[pause 01:03:36]

Any last thoughts from any of the presenters or anyone who's on before we wrap up?

[pause 01:04:05]

Well, just more information is available through the links here, so our Moving On Landing Page. Our Services Guide starts to talk about a lot of the different pieces on most long-term services that we talked through today. As well as the creating a culture, dispelling the myths, you can find a lot more information about all of that in that Moving On Services Guide.

You can also find information in CSH's Moving On Toolkit and page.

Our next session, as I mentioned before, is going to be on Moving On Services, mostly at the point of when a tenant is interested in Moving On. What all of that preparation and transition and aftercare looks like. Then, we're going to talk through outcomes, tracking and evaluations in May.

File name: Moving On Webinar Series Creating a Culture Supportive of Moving On



After that, the office hour session that I mentioned, when you can come and just ask questions, talk with each other, and talk with TA and staff and the head staff. Just get a little more information after you've had time to process some of the stuff from the webinars. Thanks so much everyone for your time today. We really appreciate it and hope you have a great day.

[silence]

[01:06:24] [END OF AUDIO]