



Outreach and Engagement to Individuals
Who Are Chronically Homeless:
Developing New Skills and Expectations

June 18, 2008

SAMHSA/CSAT Treatment for the Homeless Program
Technical Assistance Workshop 2008

PINE STREET INN -
CHALLENGE PROJECT

Pine Street Inn Overview

- New England's largest resource for homeless individuals
- Serves over 1200 people each day
- Outreach
- Emergency shelter

3

Pine Street Inn Overview (con.)

- Transitional programs
- Mental health supports
- Substance abuse treatment
- Permanent housing

4

Challenge Project Overview

- Aim to break the cycle of homelessness contributing to substance abuse and substance abuse leading to homelessness

5

Challenge Project Overview (con.)

- Project Partners
 - Substance Abuse treatment partners
 - City of Boston Public Health Commission
 - Substance Abuse Services Division and
 - Bay Cove Human Services
- Health Care Partner
 - Boston Healthcare for the Homeless
- Evaluation Partner
 - Brandeis University

6

Challenge Project Overview (con.)

- Challenge Project will serve 320 chronically homeless men and women over five years
 - Direct service staffing—three case managers, case aide, and activities coordinator
-

7

Challenge Project Overview— *Project Model*

Model is strengths-based and focuses on:

- Active stabilization—meet client's immediate needs—keep clients safe
 - Goal—orientation based on client's strengths—service plan reviewed every 30 days
-

8

Challenge Project Overview— *Project Model*

- Focus on resource acquisition
 - Helping client develop informal resources i.e., self-help groups, peer groups, family, church, etc.
-

9

Challenge Project Overview— *Motivational Interviewing*

- Therapeutic style—helps staff work with clients to address ambivalence
-

10

Challenge Project Overview— *Motivational Interviewing (con.)*

- 5 Key Principles of Motivational Interviewing:
- Express Empathy
 - Note discrepancies between current & desired behaviors
 - Avoid argumentation
 - Refrain from directly confronting resistance
 - Encourage individuals to believe they have the ability to change
-

11

Challenge Project Overview— *Implementation*

- Staff orientation—10 hours of model overview, staff read and discuss TIPS
 - Expert Training—1.5 days initial training by Dr. Gary Rose, expert in MI and .5 day refresher annually
 - Ongoing case consultation—quarterly consultation with MI trainer
-

12

Challenge Project Overview—
Implementation (con.)

- Each Challenge Project Staff member receives weekly supervision with Clinical Director
- Group supervision/case reviews— 3 times each month

13

Challenge Project Overview—
Implementation (con.)

- Staff buy-in
- How will it help their clients
- How does this impact my client's homelessness/situation
- How will it help staff and change how they work with clients
- Need reassurance about the process and timeline of learning the new techniques

14

Outreach—
Internal Pine Street Inn

- Referrals from PSI Shelters and Street Outreach
- Program is regularly presented at Program Directors meetings and staff meetings
- Challenge Project staff shadow Street Outreach and Street Outreach connects participants with Challenge Project Case Managers

15

Outreach—
Internal Pine Street Inn (con.)

- Flexibility—Challenge Project meets people in the community in locations comfortable for them
- When clients disappear case managers and the whole team send message that you are still in the program - call us if we can help - provide assistance over the phone

16

Outreach—
Internal Pine Street Inn (con.)

- Challenge Project staff communicate with emergency shelter staff and day and night time street outreach staff who help reinforce that message
- Challenge Project Consumer Advisory Board—peer outreach to other potential participants

17

Outreach—*External*

- Partnerships—Substance Abuse Providers (BPHC & Bay Cove) - BHCHP partnership
- Advertise the project
- Community Outreach
- Referral sources understand Challenge and speak highly of it - will support client interest in the program

18

Outreach—
as ongoing program component

- Challenge Project staff work with Street Outreach teams when clients are missing
- Case managers leave missed appointment notes for clients at first missed appointment - gentle reminders

19

Outreach—
as ongoing program component (con.)

- With permission, take a picture of the client - physical descriptions provided to outreach teams when necessary
- Case managers stay connected to clients while in other forms of care—face-to-face visits or via phone

20

Engagement—*Initial Enticements*

- Not required to be clean and sober—a new experience for chronically homeless participants
- Permanent bed and storage—held if client disappears for a night or two

21

Engagement—*Initial Enticements (con.)*

- Option to stay inside during the day - avoid triggers - participate in groups and activities
- Overall welcoming environment - small welcome gifts with opening paperwork - notebook, date book, flashlight, key chain - office candy dish - book game sign out - educational literature rack

22

Engagement—*Program Components*

- Motivational Interviewing
- Comprehensive Case Management
- Access to case management support five days/week
- Clients informed of services - staff will work hard to get you into housing

23

Engagement—
Program Components (con.)

- Needs assessment every thirty days - pick small goals and accomplish them - builds self-esteem and experience of success
- Case Management staff flexible—will meet people in the community, accompany them to appointments, etc.
- Activities Coordinator—offer several fun activities per week

24

Engagement—

Program Components (con.)

- Psychosocial assessment
- Referral to Mental Health clinician ASAP - Mental Health Clinician attends staff meetings
- Referral to Mental Health Clinician not usually done at first meeting - both case manager and mental health clinician are visible to clients - clients see clinician in the environment - case managers introduce them

25

Engagement—

Program Components (con.)

- In-house substance abuse services— substance abuse services provided by project partners

26

Engagement—

24/7 Support from shelter staff

- Shelter staff understand that the program is different
- Coordinate efforts between shelter staff and Challenge Project staff
- Leadership of shelter director
- Challenge project director is a member of shelter leadership team

27

Engagement—

24/7 Support from shelter staff (con.)

- Challenge Project staff attend shelter general staff meetings—connects staff, builds morale, teamwork environment
- Communication—Daily log notes and Change of Shift Meetings

28

Engagement— *Client Involvement*

Encourage clients to help us improve our services by:

- Participation in Consumer Advisory Board
- Quarterly consumer satisfaction survey
- Suggestion Box
- Quarterly Newsletter

29

Engagement— *Ongoing Effort*

- Once in the program - always in the program
- Can come back over and over
- Combat feelings and experience of failure
- Not rejected for failures - reinforcement playing to strengths
- 800 numbers to contact us at any time - reschedule appointments, etc.

30

Outcomes

Challenge Project Intakes	87	
Discharges	48	
Permanent Housing	25	(52%)
Transitional Housing	10	(21%)
Long-Term Health Care	2	(4%)
Emergency Shelter	2	(4%)
Unknown	9	(19%)

31

Outcomes (con.)

- Some people make progress
- Participants really make an effort to be sober at case management meetings - staff encourages that so that the case manager and participant can do the work, make phone calls, complete paperwork, etc.
- Even people who haven't reduced use - continue in services

32

Conclusion

- Awareness of the culture of homelessness is key
- Outreach and Engagement are ongoing not single stages in the process
- Chronically homeless persons will need support through multiple experiences of failure and success

33