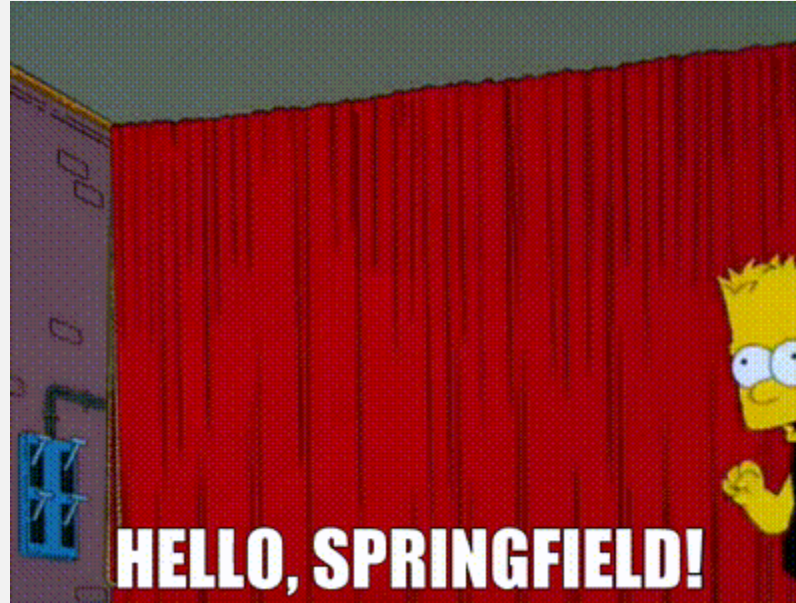


A photograph of two hands, one light-skinned and one dark-skinned, reaching towards each other against a soft, blue sky background. The hands are positioned in the upper half of the frame, with the dark-skinned hand above the light-skinned hand, creating a sense of connection and support.

Heartland Housed Learning Lab Session 3 Promoting Housing Stability


April 2024

Welcome Back



Recap of March

Standards of Quality

- Strives to build the capacity of supportive and affordable housing to create and operate high-quality, effective, and sustainable units.
- Development  Post Lease Up!
- Four Project Components
- Five Standards

Coordination Spotlight



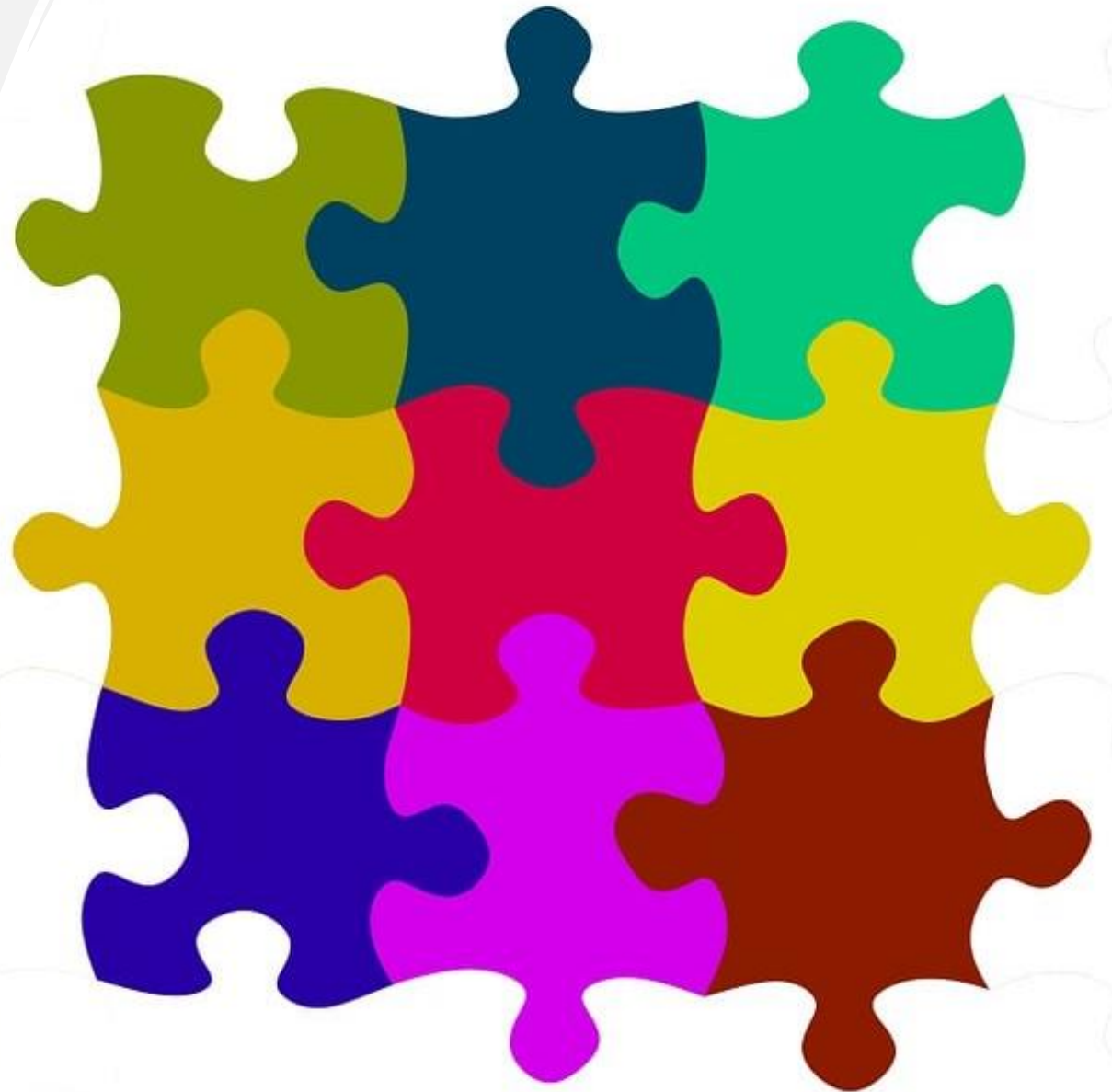
Coordinated—All supportive housing partners work to achieve shared goals.

- **Partnerships are essential**
 - Property Management + Support Services = **Long term primary partnerships**
 - What partnerships make senses for the residents? What is offered in the community?
 - Participation in community initiatives (including the CoC) are necessary with an emphasis on high utilizers and those with multiple barriers
- **Any lingering questions?**

Housing Stability

Let's define it

- What are the components that keep people stably housed?
- What do we consider stable?



Sector's Definition

- ✓ Having a permanent place to call home that is not time limited and is governed by a lease.
- ✓ Tenants have independent choice, voice, and decision making in their daily lives.
- ✓ The affordability in the housing is maintained long term.
- ✓ A variety of tenant-centered services targeted to meet the individual needs of tenants and the entire household.

Today's Housing Stability Conversation: Focus on Three Elements

**1. Assertive
Engagement**

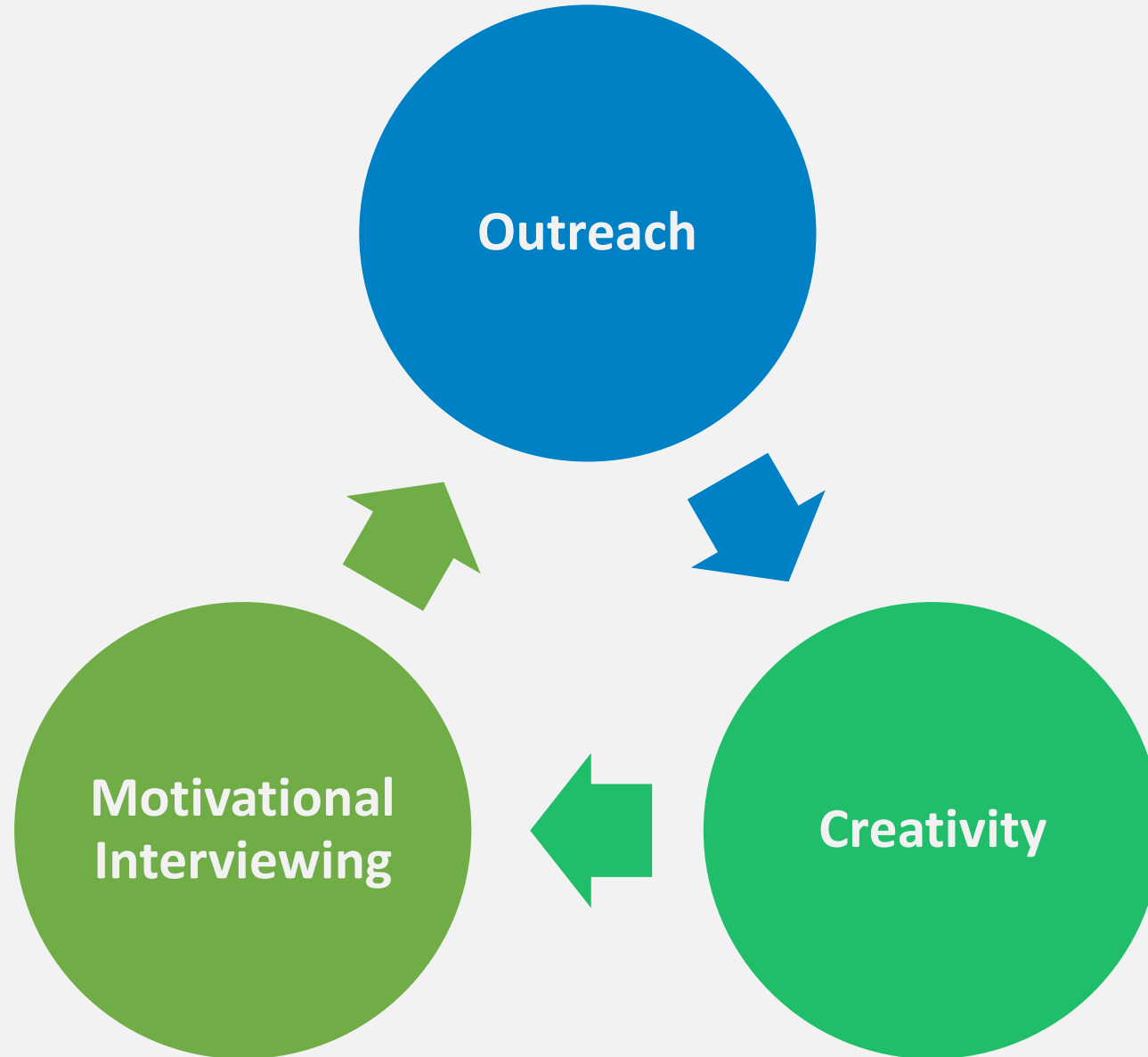
**2. Eviction
Prevention**

**3. Culture of
Thriving**

Defining Assertive Engagement

- Services are MANDATED for Staff NOT Residents
- Staff's creative, authentic, and consistent approaches in keeping residents engaged with services
- Actively seeking opportunities to support
- Active or Assertive, Interchangeable
- Assertive \neq Aggressive

Assertive Engagement





The Journey in Assertive Engagement



Catalyst For Change

Follow Through

Model Behaviors

Be Flexible

YOU=
Service Provider

A woman with dark hair, wearing a blue and white top, is sitting at a desk in an office. She is holding a mobile phone to her ear with her right hand and looking down at a document in her left hand. The office is dimly lit, with a desk lamp providing light. In the background, there are office shelves and a filing cabinet. A blue rectangular box is overlaid on the left side of the image, containing the word "Outreach" in white text. A small green horizontal bar is located at the top left of the image.


Outreach

Outreach

Services Perspective:
**Population that may not
otherwise access services**

Proactive

Positive Universal Regard



"She has my phone number."

"I made an appointment with my client, and she didn't show."

"They're always drunk when I try to meet."

"They said they don't have any goals that they want to work on."

"He wants to look for a job and I'm not an Employment Specialist."

***DON'T BE LIKE DIANA!
Switch it up for Diana!***

Assertive Engagement is Tenant Centered



Opportunities for Engagement



Goal Setting



What You Can Do in Your Role



When Engaging a Tenant...

Be Authentic

- Examine your own biases
- Be dependable

Be Creative

- Persistence
- Flexibility

Have Hope

- Believe that change is possible
- Don't give up

Active Engagement is a tool to Ensure Stability



Choice

Independence

**Capacity and
resource building**

To thrive



Tools for Engagement
**Motivational
Interviewing**

What is Motivational Interviewing

- MI is framed as method of communication and not an invention. It sits between following (being a good listener) and directing (giving info and advice).
- It's meant to empower people to change by drawing out their own meaning, importance and capacity for change.
- Based on a respectful and curious way of being with people that facilitates the natural process of change and honors client autonomy
- Staff engage as an equal partner and refrain from unsolicited advice, confronting, instructing, directing, warning. It's not about getting people to change.

What is Motivational Interviewing

- MI is particularly helpful to the support people as they examine their situation and options when:
 - Ambivalence is high (mixed feelings about change)
 - Confidence is low – people doubt ability to change
 - Desire is low -uncertain about change
 - Importance is low (benefits/disadvantages of change are unclear)

What is Motivational Interviewing

- **“A collaborative, person-centered form of guiding to elicit and strengthen motivation for change” (Rollnick, 2008)**
- **Intended to help clients explore and resolve ambivalence**
- **Staff act as change agents while minimizing resistance and enhancing intrinsic motivation**
- **Uses stages of change to help meet clients where they’re at**

Motivational Interviewing is Trauma Informed

SAFETY –

- Emphasizes respect and empathy for the client, promotes harm reduction and cultural humility.

TRUSTWORTHINESS –

- Utilizes reflective listening and empathy to build rapport.

PEER SUPPORT –

- Encouraged to share narratives with others who may have had similar experiences.

COLLABORATION –

- Approaches client with curiosity, open-ended questions and support rather than judgment or shame.

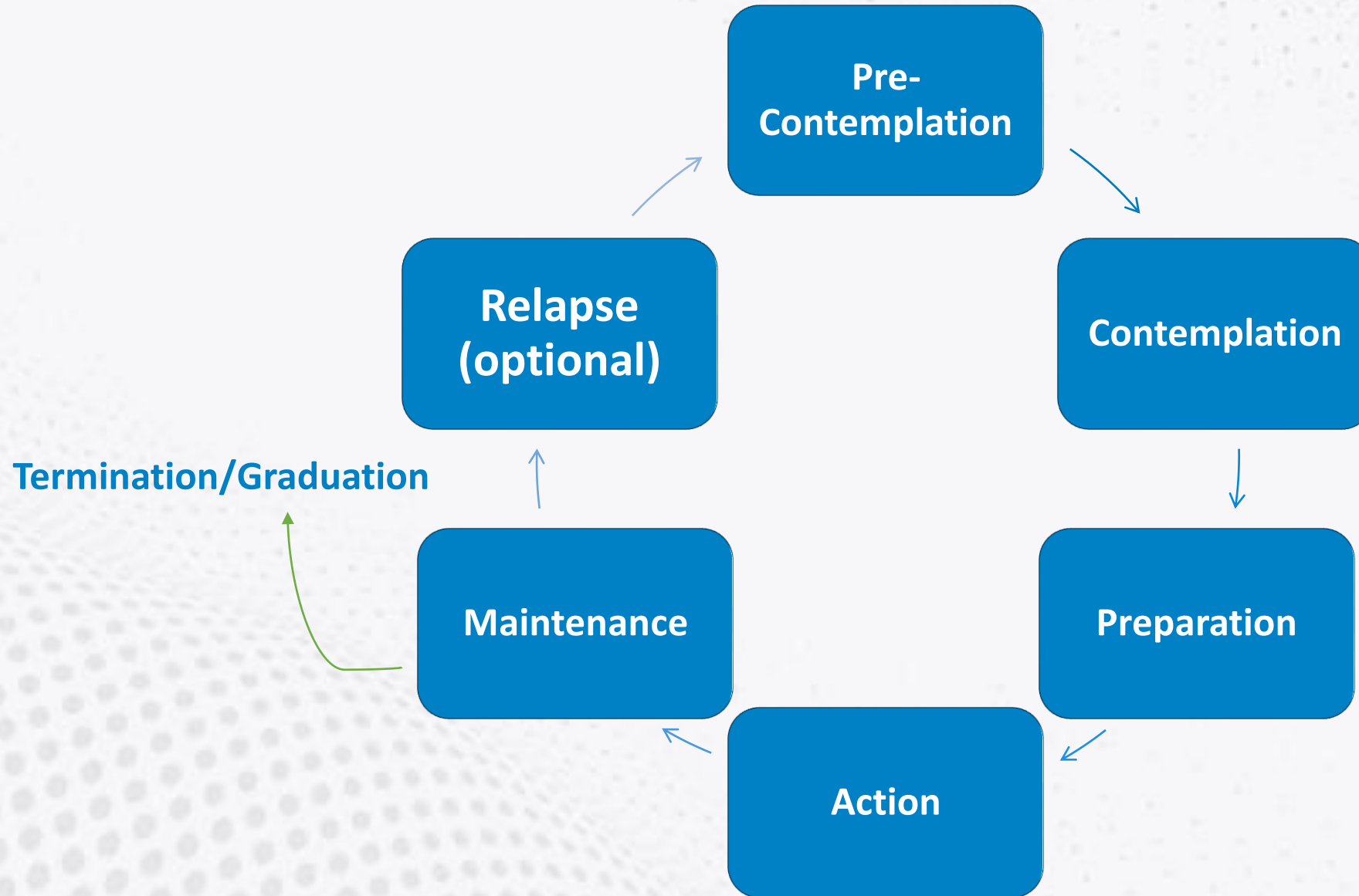
EMPOWERMENT & CHOICE –

- Affirms the client and builds on strengths to enhance skill development and elicitation of change.
- Focuses on self-efficacy and autonomy of the client.

CULTURAL HUMILITY -

- An ongoing process of self-reflection and examination and working to understand oneself and others, recognizing that culture is not static but rather fluid in nature.

Understanding where people are: The Stages of Change



The 4 Core Principles of Motivational Interviewing

Express

Express empathy



Roll

Roll with resistance



Develop

Develop discrepancy



Support

Support self-efficacy

Express Empathy

Perspective taking (to see the world as others see it)

Staying out of judgment

Recognizing and understanding emotion in others

Communicating your understanding of that person's feelings



Rolling With Resistance: OARS

O

Open-Ended
Questions

A

Affirming
Statements

R

Reflective
Listening

S

Summarizing



Examples of O.A.R.S.

Open ended questions

- “What is most important to you?”
- “How can I help you?”
- “What are you afraid you’ll lose?”
- “What could you gain?”

Affirmations


- “I appreciate you sharing this with me.”
- “You are handling a lot right now.”
- “You have worked really hard.”
- “You are very brave.”

Reflective Listening

- “It sounds like...”
- “What I’m hearing is...”
- “You feel...is that right?”
- “You’re wondering if/scared that/hopeful that...”

Summaries

- “Let me see if I understand this so far...”
- “Here is what I’ve heard you say. Tell me if I missed anything.”



"She has my phone number."

"I made an appointment with my client, and she didn't show."

"They're always drunk when I try to meet."

"They said they don't have any goals that they want to work on."

"He wants to look for a job and I'm not an Employment Specialist."



Develop Discrepancy

Is about...

- Helping the client see the gap between where they are and where they want to be
- Allowing the client to come to realizations on their own of what needs to be done in order to make change

Is not about...

- Telling the client what to do
- Judging the client
- Coercing or pressuring a client to do or not do something



Support Self-Efficacy

Focuses on what the client has been able to do in the past.

Highlights skills and competencies the client possesses.

Builds the client's confidence to make change.

Expresses hope for the client's future and current situation.



Scenario: Jackson



Jackson struggles to maintain his apartment. He lets trash pile up and never cleans. The smell is beginning to affect his neighbors and pests are appearing in his apartment.



Recently, Jackson left the stove on before he left his apartment and it triggered the fire alarms in his building, bringing the fire department.



Property management is deeply concerned about Jackson. Jackson says he will do anything to stay in his home, but really needs help with developing these living skills.

A living room scene with a beige sofa, a coffee table with popcorn, a pizza box with a slice, and a side table with a beer.

***How can we use
Motivational
Interviewing to help
Jackson?***

Roadblocks to Listening

Reflect:

Has there ever been a time when you realized your approach caused a person to shut down?



Roadblocks to Listening

Reflect:

Has there ever been a time when you realized your approach caused a person to shut down?

What were your behaviors in that moment?



Roadblocks to Listening

Reflect:

Has there ever been a time when you realized your approach caused a person to shut down?

What were your behaviors in that moment?

How could you have approached the situation differently?



Roadblocks to Listening

Giving advice or
making
suggestions

Persuading, using
logic or arguing

Moralizing,
preaching


Judging, blaming,
shaming

Reassuring,
sympathizing,
consoling when
its time to listen



A top-down view of various light-colored wooden blocks scattered on a dark brown wooden surface. The blocks include rectangular planks, cylindrical rods, a triangular piece, and a curved piece. A semi-transparent grey rectangular box is overlaid on the left side of the image, containing the text 'Eviction Prevention'.

Eviction Prevention



Empowering Tenants Proactive Education & Building Tenancy

**Understand the
Lease**

**Complete
Housing Stability
Guide**

Safety Planning

**Repairs &
Maintenance**

**Wellness
Recovery Action
Plan**

Harm Reduction

Lease Violations

Problem Solving Skills & Conflict Resolution



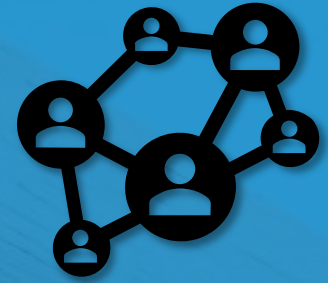
Unit

Addressing issues when they first appear



Person

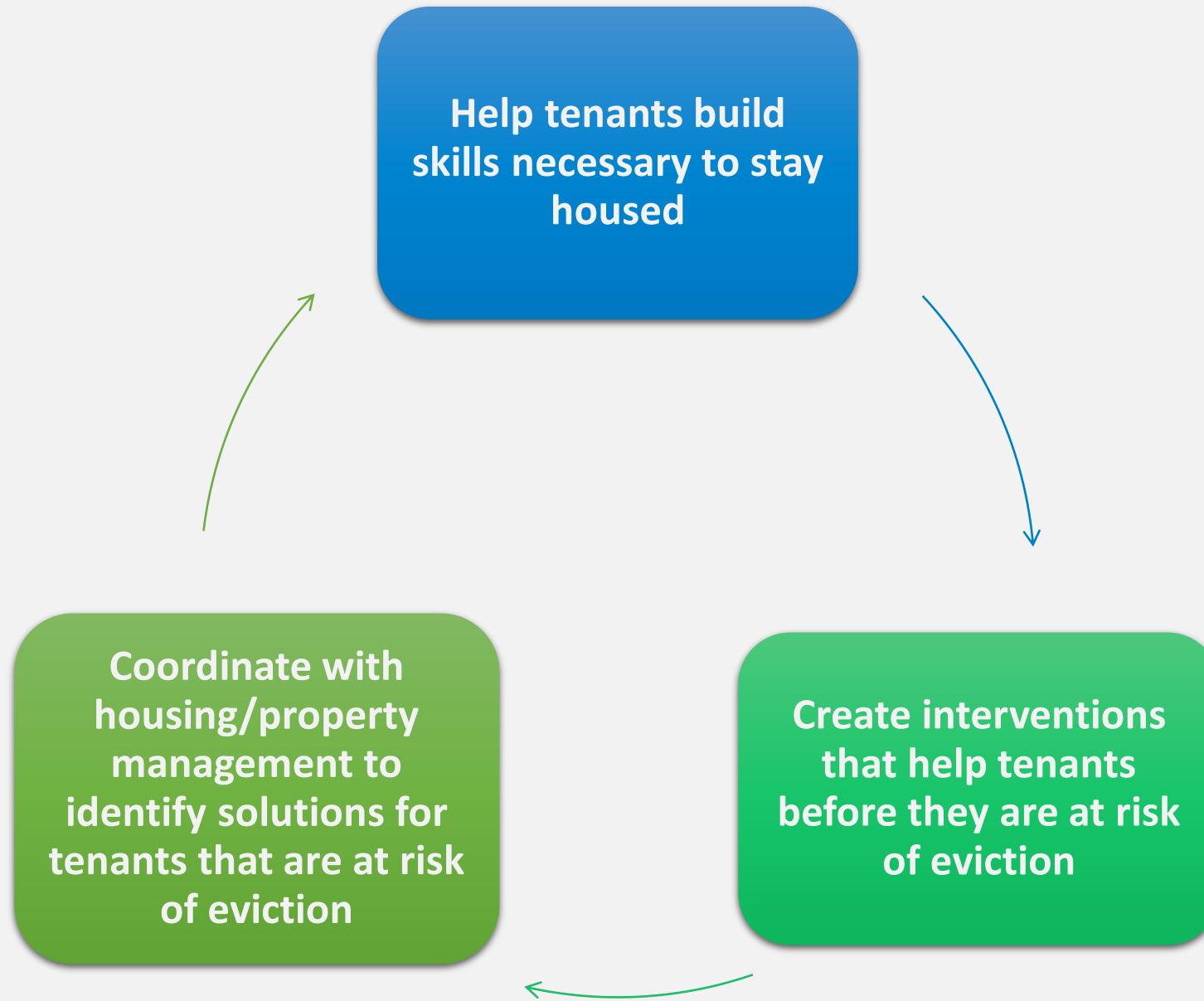
Healthy boundaries with neighbors & advocating for healthy communal living



Services

Meeting management staff and building new relationships

Eviction Prevention



Costs of Eviction

Tenants experience loss of:

- Power and control
- Future ability to be leaseholder
- Self-esteem, identity, and pride
- Connection to supports
- Possessions
- Health
- Routine, privacy, comforts



Eviction is traumatic

Secondary Costs of Eviction

- **Landlord:**
 - Loss of rental income
 - Expense of Eviction
 - Stable tenant
 - Costs of finding a new tenant

- **Service Provider:**
 - Housing location/relocation
 - Loss of stability for service coordination
 - High risk for negative outcomes for the individual

Usual Suspects of Eviction

- Nonpayment of rent
- Disruptive behaviors
- Neglect/Damage to unit



1. Mitigating Non-Payment of Rent



- ✓ Understand the issue
- ✓ Flexibility
- ✓ Payment Plan
- ✓ Rep-Payee
- ✓ Agency or community resources

2. Mitigating Behavior Issues

Talk to the
tenant

Revisit all
agreements

Mediation
meeting



3. Mitigating Neglect/Damage to the Unit

- Re-assessment
- Service goal
- Re-payment
- Reasonable
Accommodation



LeeAnn

- A case manager meets with a tenant at her apartment. The case manager finds the tenant's apartment completely filled with newspapers and knickknacks.
- The tenant describes her hoarding behavior as a “small problem that has mushroomed”.
- The volume of cluttered possessions takes up approximately 70% of the living space in the home.
- The back door to the outside is blocked and tables and chairs are covered with papers, newspapers, bills, books, half-consumed bags of chips and papers dating back ten years.
- The tenant is current on her rent and does not disturb her neighbors.
- The landlord has called the case manager at least 5 times this month about the issue and is now calling daily.

Eviction Prevention: Best Practices

- **General Agreement with property management can be MOU or less formal, but must be written and highlight shared expectations, roles, and communication process**
- **Need an agreed upon process for communication**
- **When communicating regarding eviction prevention, agreement must be specific, defining who does what, and must be written down**
- **Revisit often!**



Creative Interventions

Are all property management staff clear on expectations for interventions PRIOR to going to legal? What must happen first?

Do you have clear templates for lease violation notices, behavioral agreements and payment plans?

How does your support services partner weigh in on the final decision?

Do you have a clear review process so that decisions to move forward with the eviction process are reviewed, debated and approved?

Is there a plan to debrief interventions across organizations to share best practices and outside resources?

Have you engaged your local pro bono eviction prevention legal services to ensure tenants are getting the support they need to engage in the legal process?

More Creative Interventions

Housing Retention
Committee

Harm Reduction
Specialist as a
“neutral” staff
position

Engaging with
community
mediation
services

Aligning values
with
landlord/tenant
attorney

Working with
tenant attorney
groups

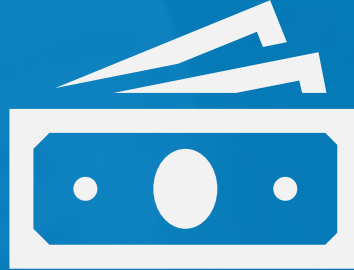
Using binding,
stipulated
agreements as
tenant supports

Examine the
power dynamic
and work to
equalize it

Rent: Beverly



Beverly has been living in her apartment for about 6 months and has missed payments or has been overdue numerous times.



When you ask her about her late and missing rent, she always comes up with an excuse such as she didn't get paid, ran out of money, or lent some to a friend.



Beverly's landlord has notified her that if she is late again, they will begin the eviction process.

One More Chance

- Work with the landlord to prevent a legal eviction notice.
- Find another tenant for that unit.
- Housing Manager—Work on maintaining relationship with landlord, finding tenant a new unit.
- Service Provider—Support the tenant through this challenging time.



When an Eviction is Unavoidable:



Support tenant in finding a new unit



Try to avoid a legal eviction



Work with another SH provider in CoC

In the Case of Eviction

- **Supports available post eviction**
 - **Diversion opportunities?**
 - **Discretionary funds or eviction funds?**
 - **Identify safe place for household to stay post eviction.**
 - **Access to emergency shelter, CES, etc.**

Landlord Appreciation



Plan of Action

What is being done to show appreciation?

- Agency
- Continuum of Care

What can be done to show appreciation?

- Individual
- Agency
- Continuum of Care

Alternatives to Neighborhood Saturation: Community Profiles

Welcome to South Shore



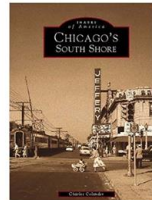
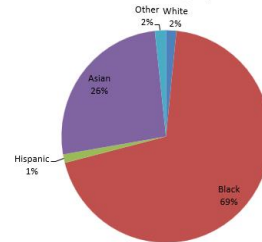
Introduction

South Shore is one of Chicago's south side neighborhoods. The area is named for its location along the city's southern lakefront. The community has lots of history and benefits from its location along the waterfront, its accessibility to Lake Shore Drive, proximity to major Chicago institutions and attractions with employment potential. The community is bounded by 67th and 79th streets on the north and south sides and Stony Island Avenue to Lake Michigan on the west and east sides.

Demographics

South Shore is a primarily African American community. According to the 2015 Census data, it has over 51,000 people in the neighborhood. African American families located to South Shore in the 1930s. Within a few decades the community's demographics completely transformed to a predominately Black community. Below you can see the ethnic demographics.

Ethnic Demographics

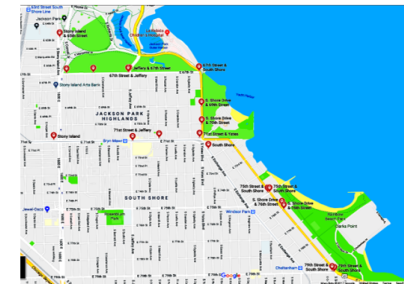


Transportation

South Shore is accessible via public transportation. It is located 9 miles from downtown Chicago. The Metra Electric District (ME) runs through the South Shore community. CTA has several buses that run through the South Shore community.

South Shore Night Bus #5	Jackson Park Express # 6	Jeffery Local Bus #15	South Shore Express Bus #26
67 th , 69 th , 71 st Street Bus #67	71 st Street/South Shore Bus#71	74 th , 75 th Street Bus # 75	95 th Street Bus #95

Below are maps of the buses and trains in South Shore.



Grocers/Food Resources

South Shore provides multiple opportunities for food resources. The following is a list of food resources neighborhood:

Save A Lot 7240 S. Stony Island	Jewel Osco 7530 S. Stony Island	Manny's Grocery 7627 S. Jeffery Avenue	Christ Bible Church Feeding Ministry 7877 S. Coles Avenue
Healthy Food Hub 2423 East 75th Street	St. Philip Neri/Our Lady of Peace Food Pantry 2132 E 72 nd Street	South Shore United Methodist Church Food Pantry 7350 South Jeffery Blvd.	

Parks & Recreation

The South Shore community offers some of Chicago's beautiful parks, historical landmarks, and outdoor activities for the whole family. South Shore is also blocks away from Jackson Park and home to the South Shore Cultural Center. It provides access to Chicago's lakefront parks and beaches and great outdoor activities within the park districts. Below is a map of South Shore's parks.



Q&A and Takeaways



Thank You!

