



Interagency Council on the Homeless







HOUSING WHEN? EVIDENCE BASED PRACTICE FOR SOLVING HOMELESSNESS

Sydney, Australia

April 2, 2009





WORLDWIDE CONSPIRACY



What's Working?

- 1. Unprecedented Political Will
- 2. Unprecedented Strategic Planning
- 3. Unprecedented Innovative Initiatives
- 4. Unprecedented Increased Resources



THE NATIONAL PARTNERSHIP:

INVESTMENT, INNOVATION, AND RESULTS

IN ENDING HOMELESSNESS

1. UNPRECEDENTED POLITICAL WILL







FATE OF PLAN WITHOUT POLITICAL WILL

ECONOMICS OF HOMELESSNESS



POLITICAL WILL AND HOMELESSNESS

Moral reasons to respond to homelessness

Spiritual reasons to respond to homelessness

Humanitarian reasons to respond to homelessness

Economic consequences of homelessness

WHAT ARE THE CHARACTERISTICS OF INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS?



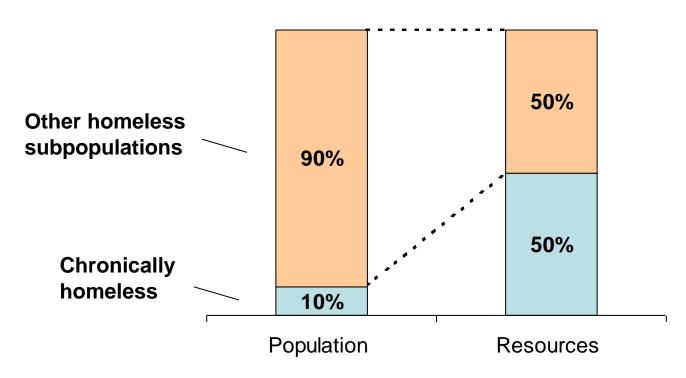
- Unaccompanied individuals
- Homeless for a year or more or multiple times over a several year period
- Disabled by addiction, mental illness, chronic physical illness or disability, or developmental disability
- Frequent histories of hospitalization, unstable employment, and incarceration
- ❖ Average age early 40s



UNPRECEDENTED RESEARCH/DATA

INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS CONSUME A DISPROPORTIONATE AMOUNT OF HOMELESS RESOURCES

10% of the homeless population consumes over 50% of the resources



Burt, Martha R., Laudan Y. Aron and Edgar Lee. 2001. Helping America's Homeless: Emergency Shelter or Affordable Housing? Washington, DC: Urban Institute Press. Kuhn, R. & Culhane, D.P. (1998). Applying cluster analysis to test of a typology of homelessness: Results from the analysis of administrative data. The American Journal of Community Psychology, 17 (1), 23-43. Community Shelter Board. Rebuilding Lives: A New Strategy to House Homeless Men. Columbus, OH: Emergency Food and Shelter Board.



UNPRECEDENTED RESEARCH/DATA

INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS CONSUME A DISPROPORTIONATE AMOUNT OF MAINSTREAM RESOURCES

Individuals experiencing chronic homelessness are heavy users of costly public resources, including:

- **❖** Emergency medical services, ambulance, EMT's
- Primary health care, multi-day hospital stays
- **❖** Behavioral health care, psychiatric treatment, detox facilities
- Justice system: Police, law enforcement, corrections, courts



65 COST STUDIES - COUNTERINTUITIVE RESULTS



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: BIRMINGHAM, ALABAMA

BIRMINGHAM/JEFFERSON COUNTY, ALABAMA: One Homeless Man Costs \$334,000 in Hospitalizations

One chronically homeless man with heart failure and mental illness experienced 44 preventable medical hospitalizations in Birmingham from 2001-2005, with 36 additional emergency room visits, according to research in the city's 10- Year Plan. His inability to pay for and take his required cardiovascular medications caused his heart to deteriorate, leading to most of his hospital admissions.

He accrued \$334,275 in hospital charges, a <u>cost absorbed entirely</u> by the taxpayers of Jefferson County, Alabama.

Source: Birmingham 10-Year Plan

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: ASHEVILLE, NORTH CAROLINA

ASHEVILLE/BUNCOMBE COUNTY, NORTH CAROLINA: In the Shadow of the Smokies, Costs are Brought to Light

10-Year Planners analyzed the service use of 37 homeless men and women over a period of 3 years and found that these individuals cost the city and county more than \$800,000 each year, including:

1,271 arrests generating \$278,000 in jail costs 280 episodes of EMS services for \$120,000 \$425,000 in hospitalization costs

Source: Looking Homeward: The Ten Year Plan to End Homelessness, Asheville and Buncombe County 2005

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: TUCSON, ARIZONA

TUCSON/PIMA COUNTY, ARIZONA: Police and Fire Personnel Answer the Call – At a Price

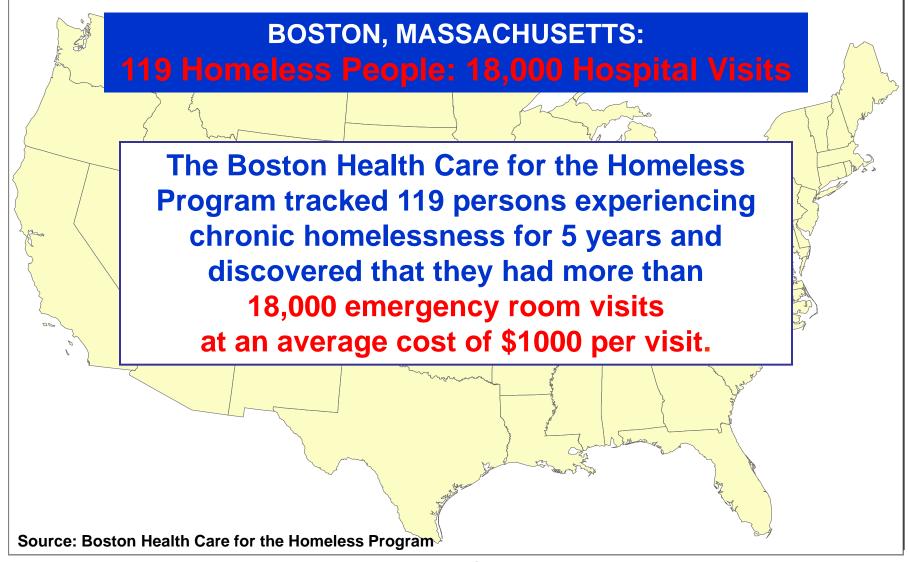
New research prepared for the Tucson 10-Year Plan showed:

Downtown Tucson police officers spent about 200 hours in 1,070 encounters with people who are homeless during April, at an estimated cost to the Police Department of \$64,000.

Tucson's Fire Department last year spent an estimated \$2 million answering an estimated 3,000 calls - out of a total 76,000 911 calls - from people who are homeless.

Source: Tucson 10-Year Plan

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: BOSTON





UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES RENO, NEVADA

RENO/WASHOE COUNTY, NEVADA: Million Dollar Murray — The Most Expensive Man in Nevad

Two frustrated police officers tracked the costs of two chronically homeless individuals, two of whom accounted for \$100,000 and \$120,000 in hospital expenses in less than a year.

The officers determined that one individual – "Million Dollar Murray" – had cost more than \$1 million in hospitalization, incarceration, detox treatments, and ambulance rides.

"We spent \$1 million not to do anything about him." – Reno P.D. Officer Patrick O'Bryan

Source: Reno Police Department, Downtown Enforcement Team

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: SAN DIEGO, CALIFORNIA

SAN DIEGO, CALIFORNIA: Cost Study Reaction: "We could have placed them in condos with ocean views for less."

The University of California at San Diego followed

15 chronically homeless street people for 18 months, tracking
their use of behavioral health acute systems, mental health and
substance abuse services, law enforcement interventions on
the streets, and temporary periods of incarceration.

TOTAL COST: \$3 MILLION, \$200,000/PER PERSON

Source: UCSD Medical Center, 1998

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: SEATTLE/KING COUNTY

COST ANALYSIS: SEATTLE/KING COUNTY

\$2.5 million in savings to public systems through Housing First

Seattle's 1811 Eastlake Housing First initiative for 75 chronic inebriates

\$2.5 million in savings achieved 12 months after housing placements

Savings achieved in emergency medical care, jail, sobering center, and detox

1811 Eastlake annual operating costs: \$1 million

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: MASSACHUSETTS

MASSACHUSETT HOUSING FIRST INITIATIVE: 67% Decrease in Health Care Costs after Housing

Massachusetts tracked chronically homeless individuals successfully stabilized through the statewide Home and Healthy for Good Housing First initiative and used individual state Medicaid health care payment data to identify:

Annual health care costs per person decreased from an average of \$26,124 before housing placement to \$8,500 after housing placement, a savings of \$17,625 per person and a 67% decrease.

Source: MA State Medicaid Data



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: MASSACHUSETTS

COST ANALYSIS: MASSACHUSETTS

93% drop in hospital days and client expenses

Massachusetts's 15-year Special Initiative to House the Homeless Mentally III

Before housing placement:

46,423 hospital days accrued by 146 sample clients in 2 years before housing placement

Yields average of 102 hospital days per client for all clients
\$420 per day cost for DMH, or
\$19.5 million over two years prior to housing, or
\$9.75 million annually, or
42 percent of the annual appropriation for the program of \$23.1 million

After housing placement: 93 percent drop in average per-client-in- housing hospital days with a similar drop in cost per average client



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: QUINCY, MASSACHUSETTS

COST ANALYSIS: QUINCY, MASSACHUSETTS Hospital Savings and Stable Lives

In conjunction with its <u>first shelter closing</u> resulting from Housing First success under its jurisdictional 10-Year Plan, Quincy researchers found:

77% decrease in number of inpatient hospitalizations 44% decrease in hospital days

Resulting in \$51,750 in hospital savings

86% reduction in psychiatric hospitalizations 83% decrease in ER use

Source: Quincy Housing First Final Report, September 2007



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: PORTLAND, MAINE

COST ANALYSIS: PORTLAND/CUMBERLAND COUNTY, MAINE Post Housing Health Care Savings in Ambulance, Treatment, Emergency Room, Jail, and Police Utilization

Researchers tracked 99 chronically homeless individuals who moved to permanent supported housing.

50% reduction in service costs in ambulance and emergency room use, jail nights, and police contacts after housing placement, dropping from an average of over \$28,000 per person annually to \$14,000,

Health care costs decreased 59% after housing placement.

Mental health care costs decreased 41%.

Treatment utilization increased by 35%.

\$497,042 = Health care savings

\$128,373 = Emergency room savings (62% decrease)

\$255,421 = Inpatient hospitalization savings (77% decrease)

Source: Cost of Homelessness - Greater Portland, September 2007.



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: PORTLAND, OREGON

COST ANALYSIS: PORTLAND/MULTNOMAH COUNTY, OREGON Cost Savings Post Placement More than \$16,000 per person per year

Central City Concern followed 35 homeless individuals placed in housing supported by ACT teams.

Pre-enrollment health care and incarceration costs per person = \$42,075

Post-enrollment health care and incarceration costs + supported housing cost per person= \$25,776

Annual cost savings per person = \$16,299

Source: Estimated cost savings following enrollment in the Community Engagement Program, Central City Concern, 2006



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: CHICAGO

COST ANALYSIS: CHICAGO/COOK COUNTY Housing First approach saves \$2.2 million in hospital costs in first vear

Chicago Housing to Health Partnership placed homeless individuals with chronic illnesses directly into housing from hospitals.

- ❖ 72% housing stability rate versus 15% for control group
- **❖ \$12,000**: annual costs for housing and case management per person
 - ❖ 2/3 decrease in nursing home days
 - **❖ 2.5 times** less likely to use an emergency room
- ❖ 1.5 days of inpatient hospitalization compared to 2.3 days for the "usual care" control group
 - **❖ \$873,000 less** in medical care costs than control group
- **❖ \$3.1 million** in hospitalization costs versus \$5.3 million for the control group



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: DENVER

COST SAVINGS

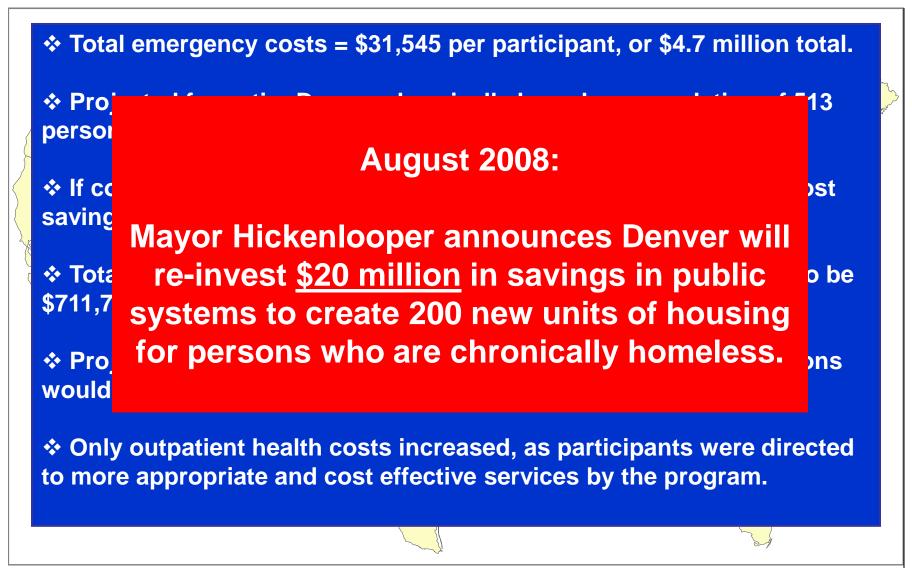
COST ANALYSIS: DENVER, COLORADO Cost Savings to be Reinvested

- ❖ Housing First study examined emergency room, inpatient medical, psychiatric, outpatient medical, detox services, incarceration, and shelter costs and utilization for 2 years preand post housing placement.
- **❖** Average of 8 years of homelessness per person
- ❖ Over 80% housing retention at 6 months
- ❖ 73% reduction in emergency costs or nearly \$600,000 in the 2 years post placement compared to 2 years while homeless.



UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED RESEARCH/DATA – INSIGHTS FROM COST STUDIES: DENVER

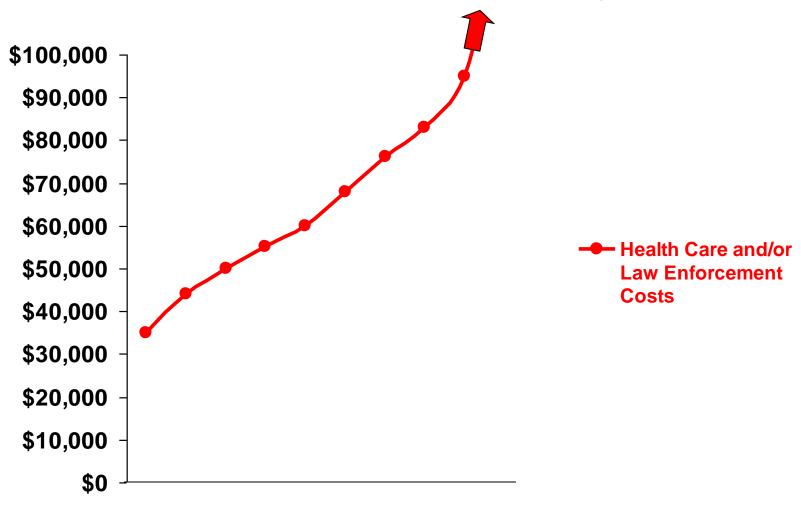
COST SAVINGS – REINVESTMENT STRATEGY FOR HOUSING





UNPRECEDENTED RESEARCH/DATA

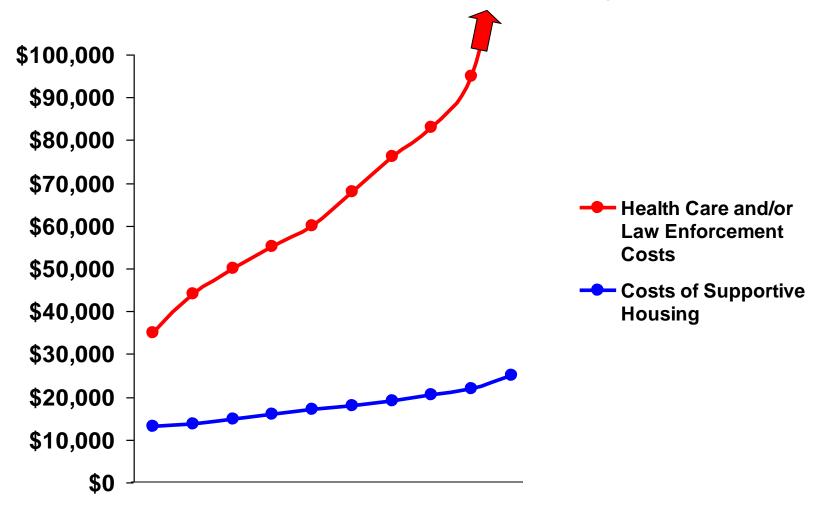
Costs of Permanent Supported Housing vs. Costs of Chronic Homelessness in Health Care and Law Enforcement Systems





UNPRECEDENTED RESEARCH/DATA

Costs of Permanent Supported Housing vs. Costs of Chronic Homelessness in Health Care and Law Enforcement Systems





UNPRECEDENTED RESEARCH/DATA



NEW RESEARCH RESULTS ON FAMILY HOMELESSNESS

- Much lower MH/SA rates
- > Not different from poor housed families
 - > Relatively homogeneous

Most needy families get few system resources

Least needy families get most resources





UNPRECEDENTED RESEARCH/DATA



The Average Cost of Long- Term Shelter Stays for Families

❖ City 1 \$27,140

❖ City 2 \$55,200

❖ City 3 \$55,516*

State A \$65,268 [compared to average 3-bedroom subsidy for 12 months in State A of \$15,468]

Includes McKinney-Vento funding and public service contracts; other jurisdictions do not include these revenue sources

SOURCE: Culhane, et al., Patterns and Costs of Family Shelter Utilization: Do Family Characteristics Matter?



UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

Constellating the National Partnership



- Every level of government
- Every element of the private sector



UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

COUNCIL MEMBERS/FEDERAL PARTNERS

U.S. Department of Veterans Affairs

U.S. Department of Agriculture

U.S. Department of Commerce

U.S. Department of Defense

U.S. Department of Education

U.S. Department of Energy

U.S. Department of Health and Human Services

U.S. Department of Homeland Security

U.S. Department of Housing and Urban Development

U.S. Department of the Interior

U.S. Department of Justice

U.S. Department of Labor

U.S. Department of Transportation

USA Freedom Corps

United States Postal Service

Social Security Administration

General Services Administration

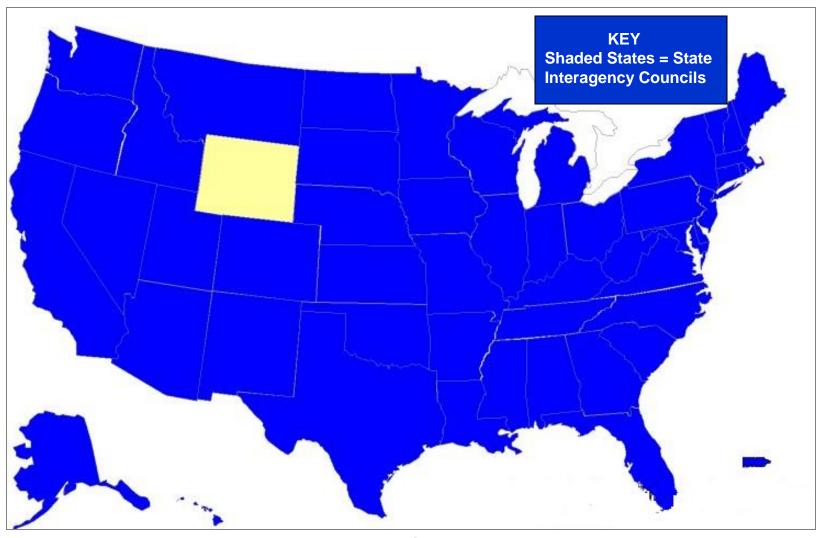
Office of Management and Budget

Corporation for National and Community Service
White House Office of Faith Based and Community Initiatives



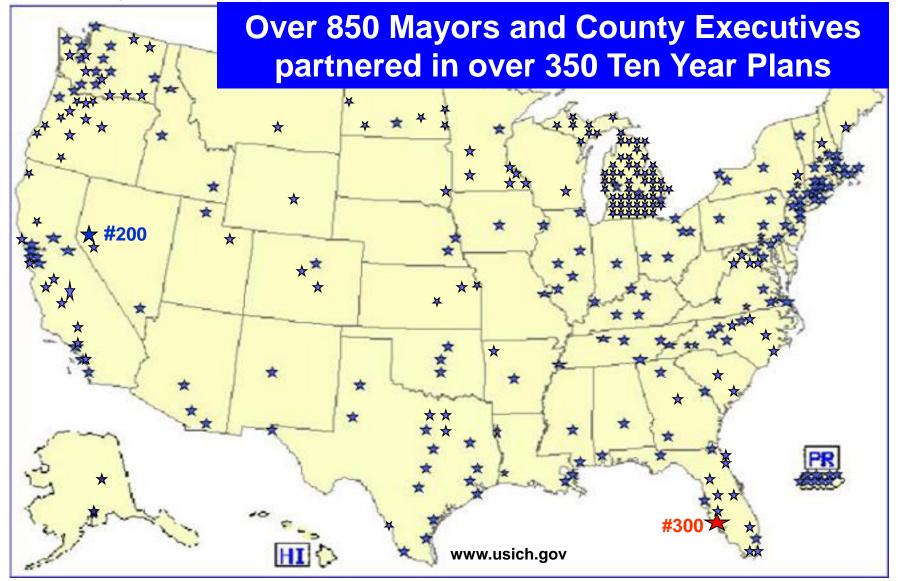
UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

Status of State Interagency Councils on Homelessness (2009)





UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL City and County 10-Year Plan Update (April 2009)





UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

KEY PUBLIC AND PRIVATE STAKEHOLDERS: INCLUSIVE PARTNERSHIPS TO DEVELOP AND SUPPORT 10 YEAR PLANS



Mayor/ County Executive



Agency /
Department
Heads



Federal Agencies



State Government



Law Enforcement Officials



Librarians



Hospital Administrators



Individuals experiencing Homelessness



Faith-based Organizations



General Public



Non-profits / foundations



Business & Civic Leaders



Housing Developers & Service Providers



United Way/ Chambers of Commerce



Jailers



Judges



Academia



Parks & Recreation Departments

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UNPRECEDENTED PARTNERSHIP AND POLITICAL WILL

PUBLIC AND PRIVATE SECTOR PARTNERS IN ENDING CHRONIC HOMELESSNESS























2. UNPRECEDENTED STRATEGIC PLANNING

Good intentions,
Well meaning programs,
Humanitarian gestures ...

Strategic, results-oriented plans.

INTENT OF PLAN

The Verb of Homelessness

- Manage
- > Maintenance
- > Accommodate
 - ✓ End/Abolish





REFRAMING THE ISSUE

Social services frame

Business frame



THE NEW VERNACULAR

Changing the verb: Moving from managing the crisis to ending the disgrace

1. Research driven Conjecture and Anecdote

2. Performance based Process based

3. Results oriented Maintenance oriented

4. Accountability ensured Good intentions

5. Consumer centric Provider centric

6. Business focused Social services focused

7. Partnership enhanced Isolated response

8. Innovation infused Status quo maintained

9. Inductive planning Deductive planning

10. Inclusive partnership Limited response

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INNOVATION

- Conjecture
 - Anecdote
 - Hearsay



Field-tested, evidence-based innovative initiatives



BUSINESS FRAME



CONSUMER CENTRIC

Who are the consumers?

What do they want?



Pill?

Program?

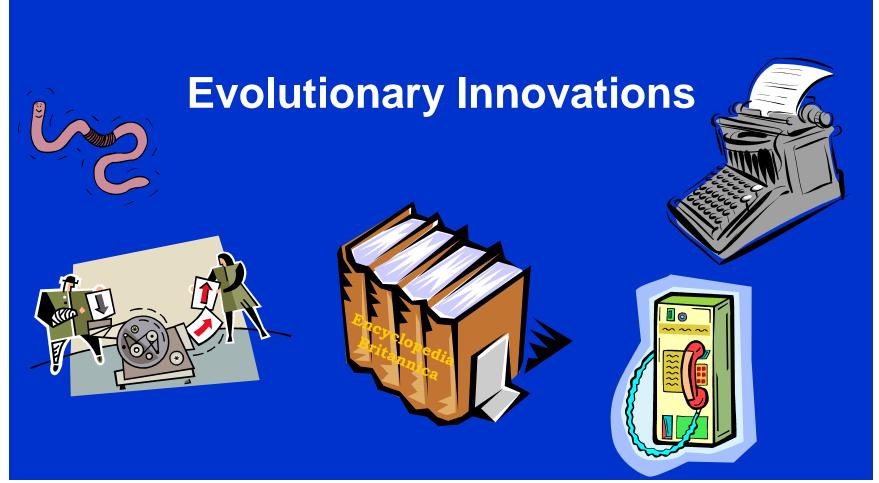
Protocol?

Place

SINGLE METRIC

Not a growth industry!







3. UNPRECEDENTED INNOVATIVE INITIATIVES



WHAT WORKS?

Innovation in Planning

Field-Tested



INNOVATION INFUSED: PROVEN BEST PRACTICES



FEDERAL MANAGEMENT AGENDA

GOOD . . . TO BETTER . . . TO GREAT





RESEARCH ON HOMELESSNESS

PROJECT HOMELESS CONNECT





JURISDICTIONALLY-LED, COMMUNITY-BASED 10-YEAR PLANS ASSERTIVE COMMUNITY TREATMENT TEAMS (ACT)



COST BENEFIT ANALYSIS STUDIES

PSYCHOTROPIC MEDS - NO WRONG DOOR



STREET ENUMERATION BASELINES

HENNEPIN COUNTY HOMELESS PREVENTION/
RAPID EXIT



PREVENTION PROTOCOLS - NO DISCHARGE TO HOMELESSNESS

HOUSING FIRST & PERMANENT SUPPORTED HOUSING



THERAPEUTIC COURTS – HOMELESS & BEHAVIORAL HEALTH COURTS

HOUSING SEARCH/STABILIZATION



CRISIS INTERVENTION TEAMS (CIT)

EMPLOYMENT INNOVATION







HOUSING FIRST& PERMANENT SUPPORTED HOUSING

Changes the Equation of Response and Offers the Customer What They Want



ASSERTIVE COMMUNITY TREATMENT TEAMS (ACT)

Multi-disciplinary, Clinically-based Teams

To Engage, not Enable

To House, not Harass



PROJECT HOMELESS CONNECT

One-Day, One-Stop Strategies
Creating a Trajectory Out of Homelessness by
Welcoming Our Neighbors and Solving Their
Problems - All the Way from Haircuts to Housing





PREVENTION PROTOCOLS

No Discharge to Homeless

from Public or Private Systems of Care, Treatment, or Custody



INNOVATION INFUSED



EMPLOYMENT INNOVATION

Ready, Willing, And Able

Massachusetts Model

"Work Works" to Build Stable Lives





JURISDICTIONALLY-LED, COMMUNITY-BASED 10 YEAR PLANS

Shaped around Business Principles, Consumer Preference, and Political Will



RESEARCH ON HOMELESSNESS

Typologies Inform Policy and Investments and Tell Us What Works

INNOVATION INFUSED



STREET ENUMERATION BASELINES

Quantify Magnitude of Problem in Business Frame





COST BENEFIT ANALYSIS STUDIES

Reveal Economics of Homelessness and Cost of Effective Interventions





ALTERNATIVE & THERAPEUTIC COURTS – HOMELESS, DRUG, & BEHAVIORAL HEALTH COURTS

Specialized Courts that Practice Accountability,
Affirmation, and Cost Savings





CRISIS INTERVENTION TEAMS (CIT)

Police as Part of Solution

- ➤ A community partnership strategy to work with mental health consumers & family members
 - Quality training for police as part of a team
 - > Improved response, decreased violence and stigma

INNOVATION INFUSED



PSYCHOTROPIC MEDS - NO WRONG DOOR

Offer Stability in Access and Life



HENNEPIN COUNTY HOMELESS PREVENTION/RAPID EXIT PROGRAM

Stops the Human Tragedy Before it Begins through Timely Intervention

INNOVATION INFUSED



HOUSING SEARCH AND STABILIZATION

"Real Estate Agents" for Homeless People



4. UNPRECEDENTED INCREASED RESOURCES

HOMELESSNESS

20 years of:

- Increasing numbers
- Decreasing morale
- Expanded funding
- Limited results

Demoralized that the issue seemed intractable and unsolvable

Remoralized that we can now see change and solutions

NEW HEADLINES:



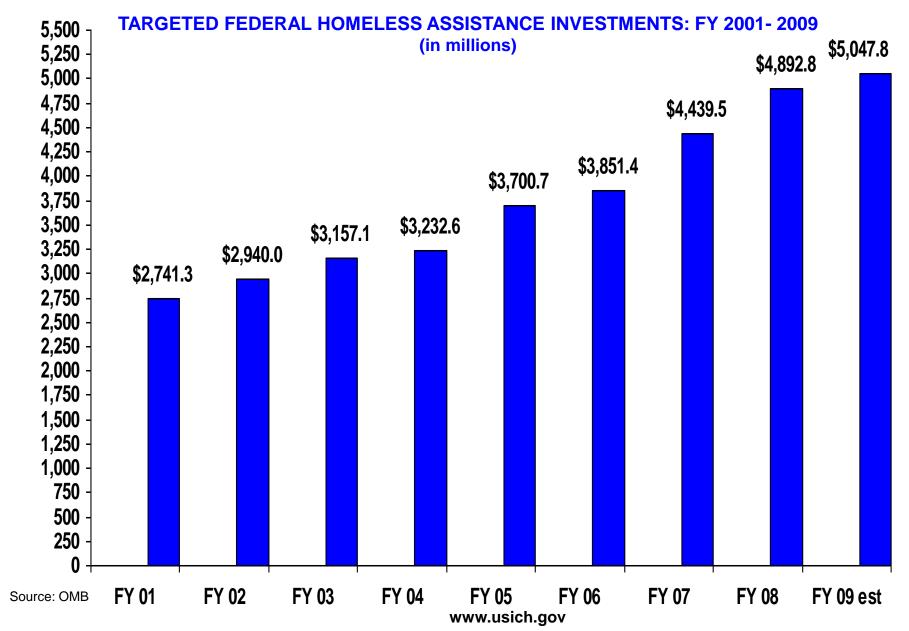
Resources up

Homelessness down





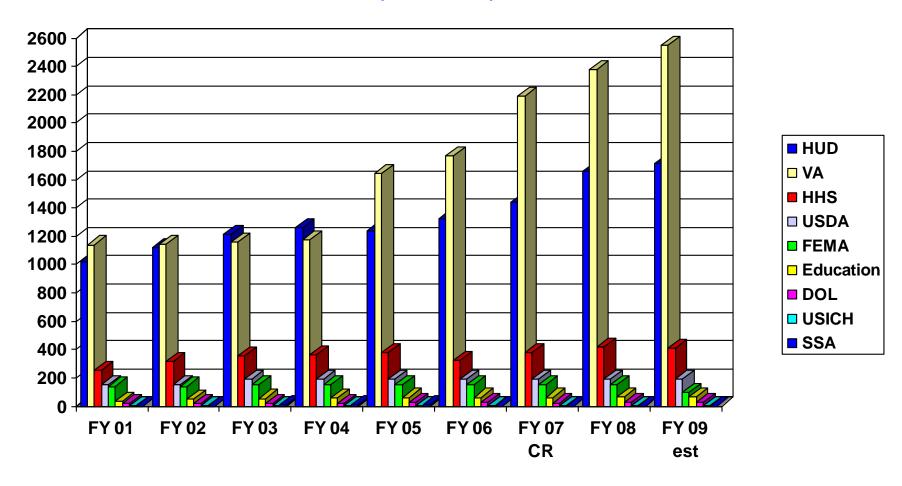
UNPRECEDENTED RESOURCES AND INVESTMENTS





UNPRECEDENTED RESOURCES AND INVESTMENTS

TARGETED FEDERAL HOMELESS ASSISTANCE INVESTMENTS: FY 2001 - 2009 (in millions)





FEDERAL MAINSTREAM RESOURCES

CONSUMER-CENTRIC MAINSTREAM RESOURCES

including benefits, income, health care, and education:

- □ Medicaid
- □ Earned Income Tax Credit
 - □ SSI/SSDI □ TANF
- □ Food Stamps
- □ Veterans benefits
 □ Veterans health care

To End Homelessness

Innovative Initiatives Alone Increased Resources Alone

Requires Strategic Plan infused with Political and Civic Will

RESULTS

FROM NATIONAL PARTNERSHIP AND INVESTMENT





12% reduction overall in homelessness across the nation from 2005 to 2007.

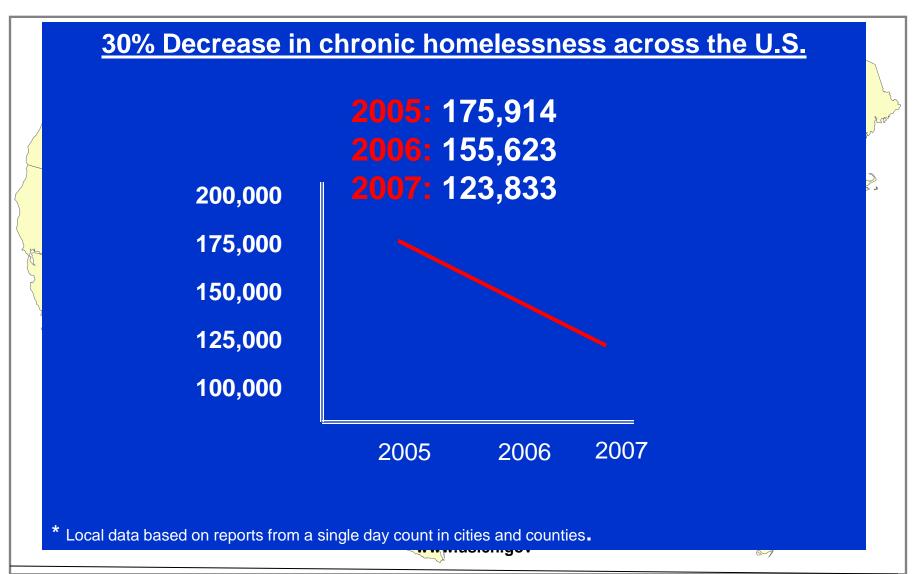
763,010 (2005)

671,888 (2007)

^{*} Source: HUD estimate from all continuum of care data

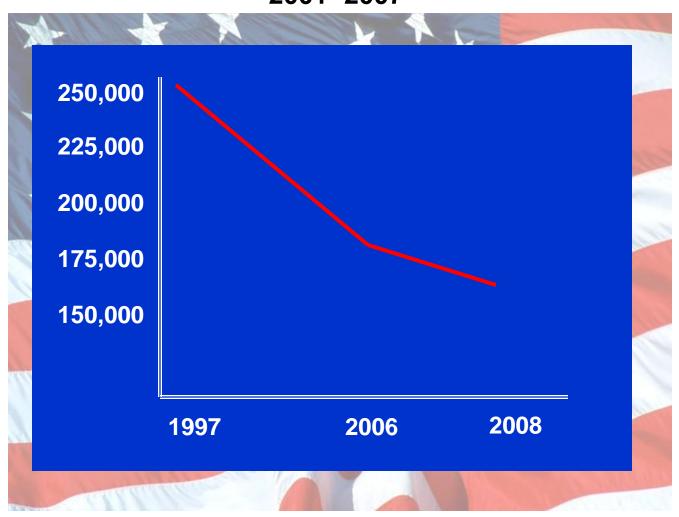


UNPRECEDENTED NATIONAL RESULTS IN REDUCING STREET AND CHRONIC HOMELESSNESS





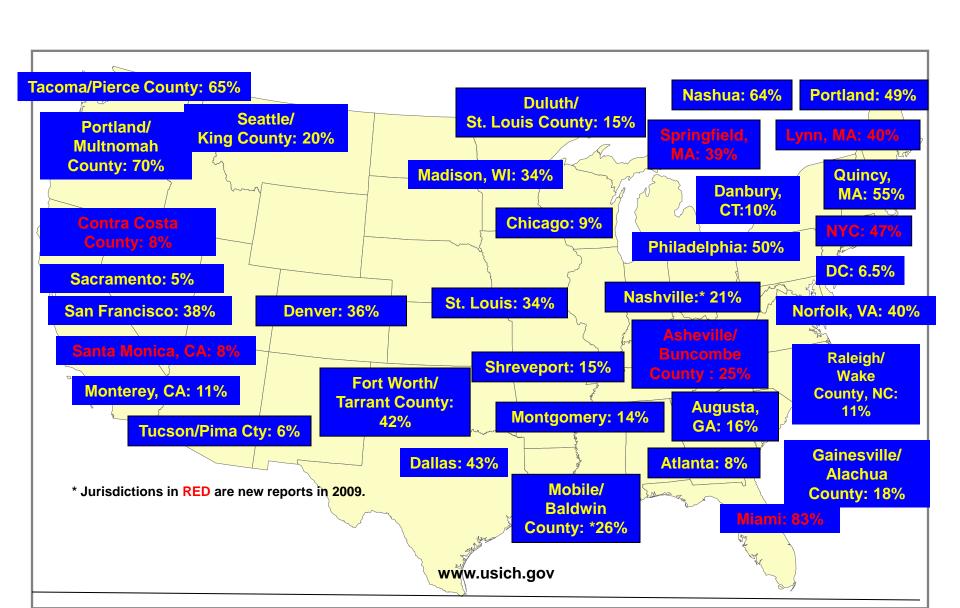
RESULTS-ORIENTED Almost 40% Decrease in Number of Homeless Veterans 2001- 2007





RESULTS IN REDUCING STREET AND CHRONIC HOMELESSNESS:

DECREASES FROM LOCALLY REPORTED DATA





Impact of Double Trouble of Mortgage/Foreclosure Crisis and Job Loss:

Street and Chronic Homelessness staying down

Family numbers up





Mortgage/Foreclosure Crisis

Dual impact

- + Challenges for:
- low-income renters
- people with disabilities
- people on fixed incomes
- single parent households



AMERICAN RECOVERY AND REINVESTMENT ACT: NATIONAL IMPACT

Workforce
Investment- \$3.9
billion and Job Corps
- \$250 million

\$53.6 billion for Education Block Grant

Neighborhood Stabilization - \$2 billion (+\$4 billiop)

Education of Homeless Children - \$70 million

Medicaid Coverage - \$87 billion

Source: From Legislative Language

Food for Food Banks - \$150 million

Prevention and Rapid Re-Housing - \$1.5 billion

Emergency Food and Shelter Program - \$100 million

EITC, Make Work Pay Tax Credits, Unemployment increase, Child Support and Child Care increases

\$19.9 billion for Food Stamps

CDBG - \$1 billion HOME - \$2.250 billion Section 8/Project-based - \$2 billion Public Housing - \$4 billion

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Service Block Grant - \$1 billion Including for Benefits Enrollment

"Art of legitimate larceny."

The art of pilgrimage.

"Impossible, impossible. Sure impossible."

"Failure is impossible."



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