Demonstrating Quality Supportive Housing: Quality Assessment Tools

November 1, 2018

FLORIDA SUPPORTIVE HOUSING COALITION
ADVOCATE EDUCATE COLLABORATE

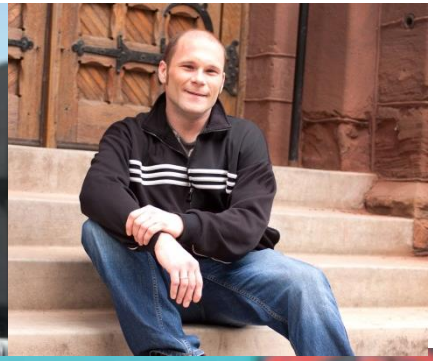
CSH

Who We Are

Regina Cannon, CSH Southeast Region

Leah Rhea, CSH Eastern Region

Improving Lives



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Who's in the Room

- Service Providers
- Housing Providers
- Developers
- PHAs
- Healthcare
- Government
- CoCs
- Others

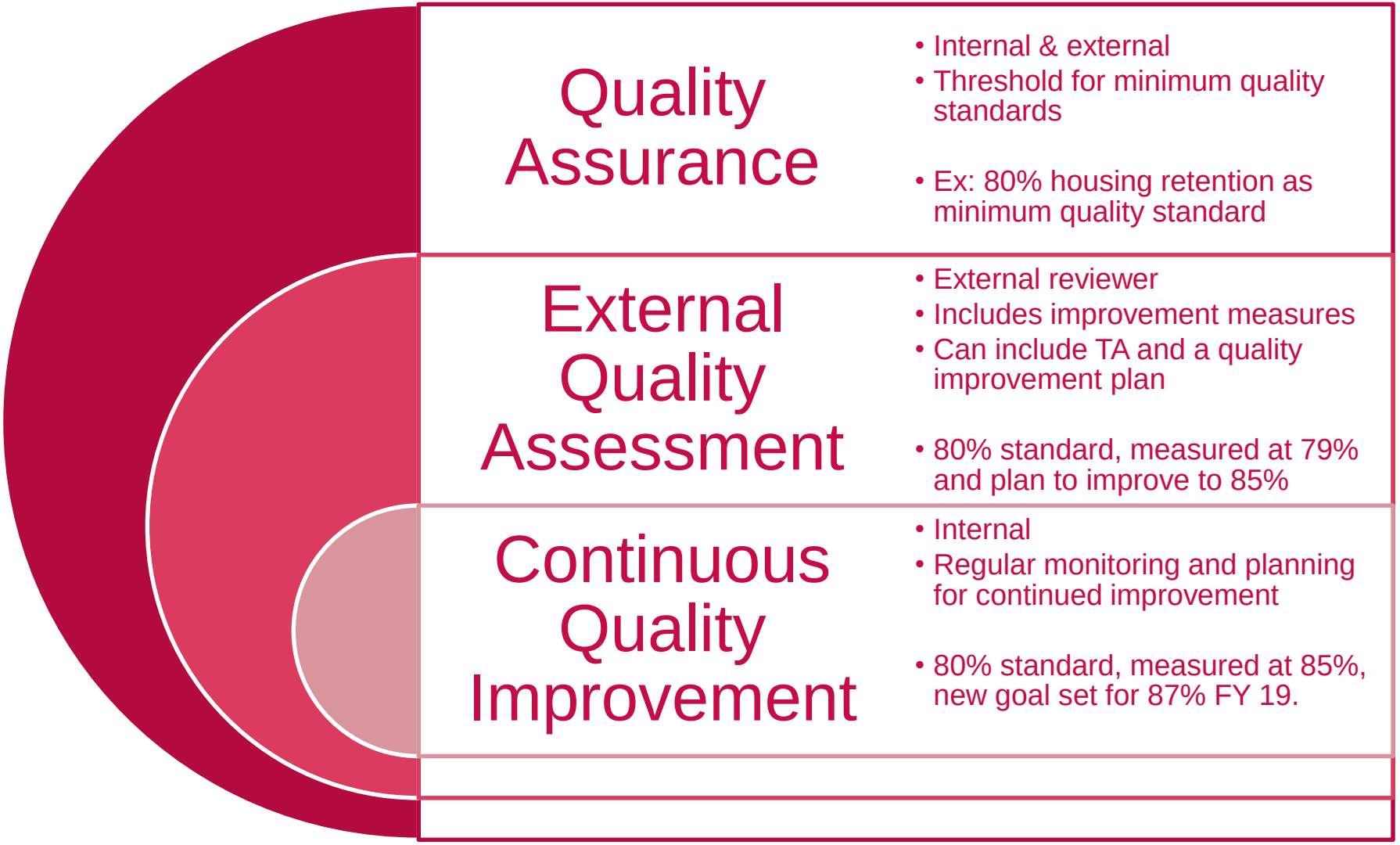
What is Supportive Housing?

Supportive housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.

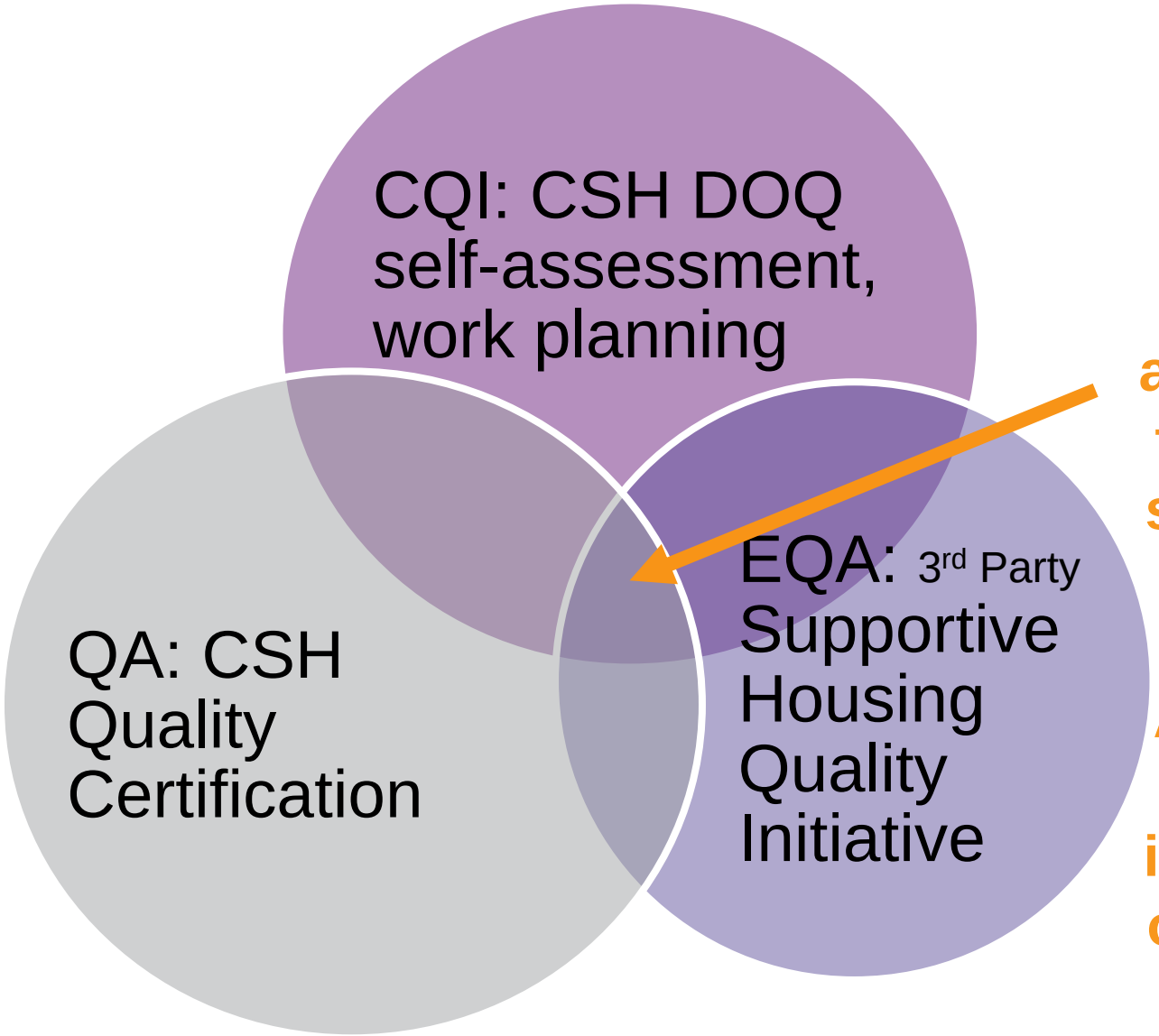
What is Supportive Housing?

Permanent, affordable, independent, tenant centered, flexible, voluntary

QA versus QI


Quality Assurance
• Internal & external
• Threshold for minimum quality standards
• Ex: 80% housing retention as minimum quality standard
External Quality Assessment
• External reviewer
• Includes improvement measures
• Can include TA and a quality improvement plan
• 80% standard, measured at 79% and plan to improve to 85%
Continuous Quality Improvement
• Internal
• Regular monitoring and planning for continued improvement
• 80% standard, measured at 85%, new goal set for 87% FY 19.

Ways to Measure Quality



ALL: Monitor adherence to quality standards

SOME: Also plan for improving outcomes

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Quality Supportive Housing Standards

Learn more at:
www.csh.org/quality

PROJECT COMPONENTS

DIMENSIONS OF QUALITY

	Project Design and Administration	Property and Housing Management	Supportive Services	Community
Tenant-Centered	Tenants play an active role in planning the supportive housing project, and all partners share a common commitment to helping tenants thrive	Staff educates tenants on their rights and responsibilities as leaseholders, actively soliciting tenant feedback.	Services are voluntary, customized and comprehensive, reflecting the needs of all household members.	Tenants have meaningful opportunities for leadership through avenues such as tenant associations and board positions.
Accessible	The housing is affordable, in a location that meets tenants' needs and accommodates persons with special needs.	Tenants move into housing quickly, and the process accommodates their varying backgrounds and cultural needs.	Staff actively works to ensure that tenants are aware of available services, which are at convenient hours and locations.	The housing application and screening process is part of a larger community strategy to coordinate access to housing.
Coordinated	Roles, responsibilities and communication strategies are clearly established among the supportive housing partners, codified in written agreements and revisited regularly.	Staff works closely with service providers and landlords to ensure tenants sustain stable housing.	The primary service provider has established connections to mainstream and community-based resources.	Tenants who have high service needs or who are high utilizers of existing systems are given priority for available units.
Integrated	The supportive housing project meets or exceeds community standards, and the partners actively engage in community dialogue.	All tenants are offered a choice of housing unit and have a lease identical to tenants not in supportive housing.	Staff supports tenants in developing and strengthening connections to their community.	There is an overall strategy promoting the ability of tenants to choose from a variety of housing models and neighborhoods.
Sustainable	The supportive housing project has funding that is adequate for its ongoing operations and allows it to target its intended tenants.	While respecting tenant rights and privacy, staff regularly checks to ensure that the unit remains in good condition and receives any needed maintenance.	The supportive housing project has funding that is sufficient to provide services to tenants on an ongoing basis and flexible enough to address changing tenant needs.	Goals outlined in community planning efforts, such as 10-year plans to end homelessness and consolidated plans, are furthered as a result of this supportive housing.

Page 5
summary
matrix

Dimensions of Quality
Supportive Housing Guidebook

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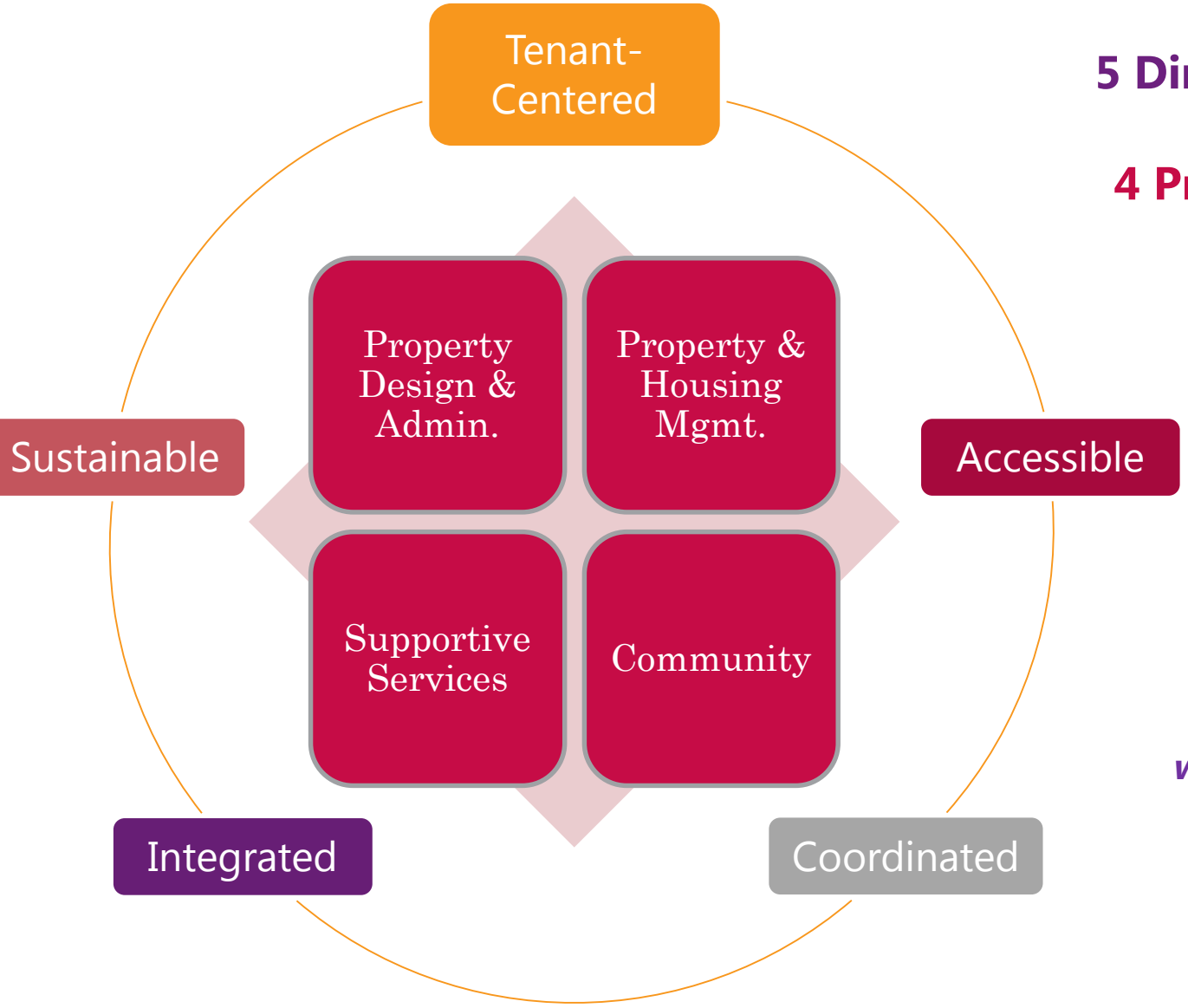
Quality Supportive Housing is



5 Dimensions of Quality
and
4 Project Components

Learn more at:
www.csh.org/quality

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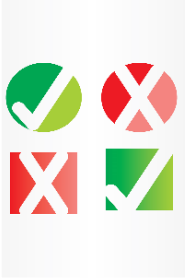
Dimensions of Quality

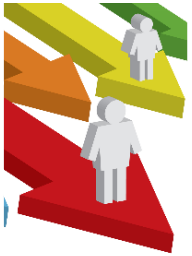
Tenant-Centered

Tenant input in planning and project design

Staff educate tenants on rights and responsibilities, seek tenant feedback



Voluntary, customized, comprehensive & flexible services



Tenants have meaningful leadership opportunities

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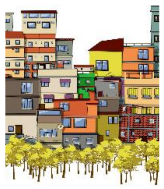
Accessible

Housing is affordable & accommodating to special needs

Housed quickly in culturally competent way

Services are promoted, convenient & accessible



Housing application & screening is part of community strategy

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Coordinated

Clearly established roles, with formal written agreements

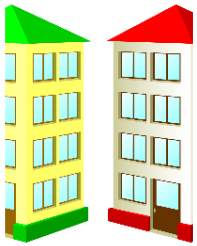
Coordination with property management, landlords and community service providers

Established formal connections to mainstream and community-based resources

Prioritization of tenants with high service needs at community level

Integrated

Meets community standards, engages community dialogue



Choice in unit, with full rights as standard lease

Tenants develop & strengthen community connections with staff support

Community strategy promotes choice from multiple housing models and neighborhoods

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Sustainable

Project funding is adequate for ongoing operations

Unit is regularly checked and it remains in good condition and receives needed maintenance

Service funding is sustainable & flexible to meet changing needs

Community planning efforts are furthered by this supportive housing program

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Quality Supportive Housing

Project Components

- Project Design & Admin
- Property/ Housing Management
- Supportive Services
- Community

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Group Activity

Dimensions of Quality Supportive Housing

Learn about a particular dimension.

Learn how the dimensions apply to a particular component (like supportive services).

Quality At a Glance (activity)

Using the Dimensions of Quality Supportive Housing matrix handout, complete a quick self-assessment of your agency and partners for each of the 20 boxes across the dimensions and project components.

Scoring guide:

1= We don't do this at all

2= We do this some of the time

3= We do this consistently, but do NOT have policies, procedures and staff training on it

4= We do this consistently AND have accompanying policies, procedures and training to ensure consistency.

Reflection: Are there particular rows or columns that are areas of strength for your agency? Where can you grow?

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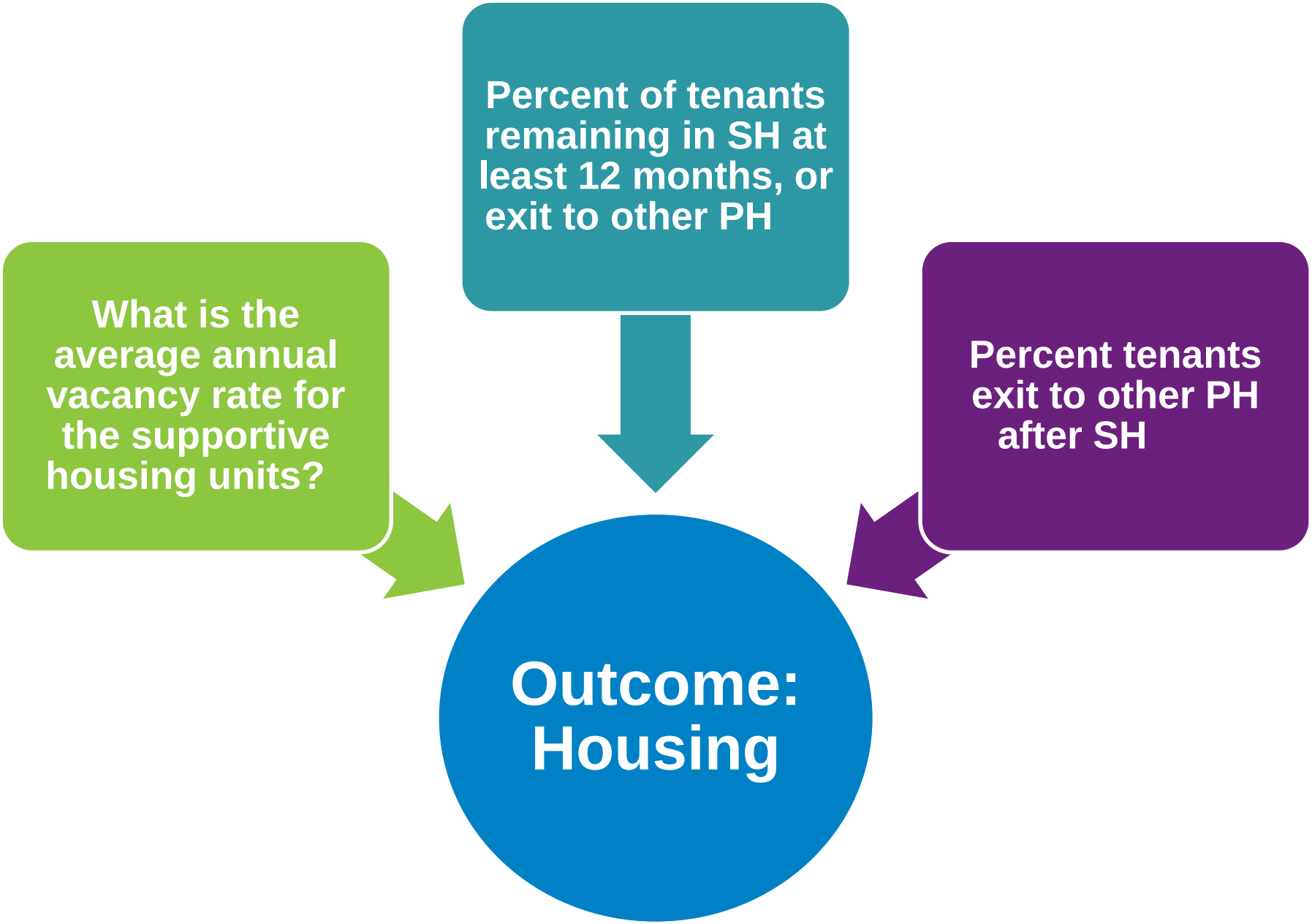
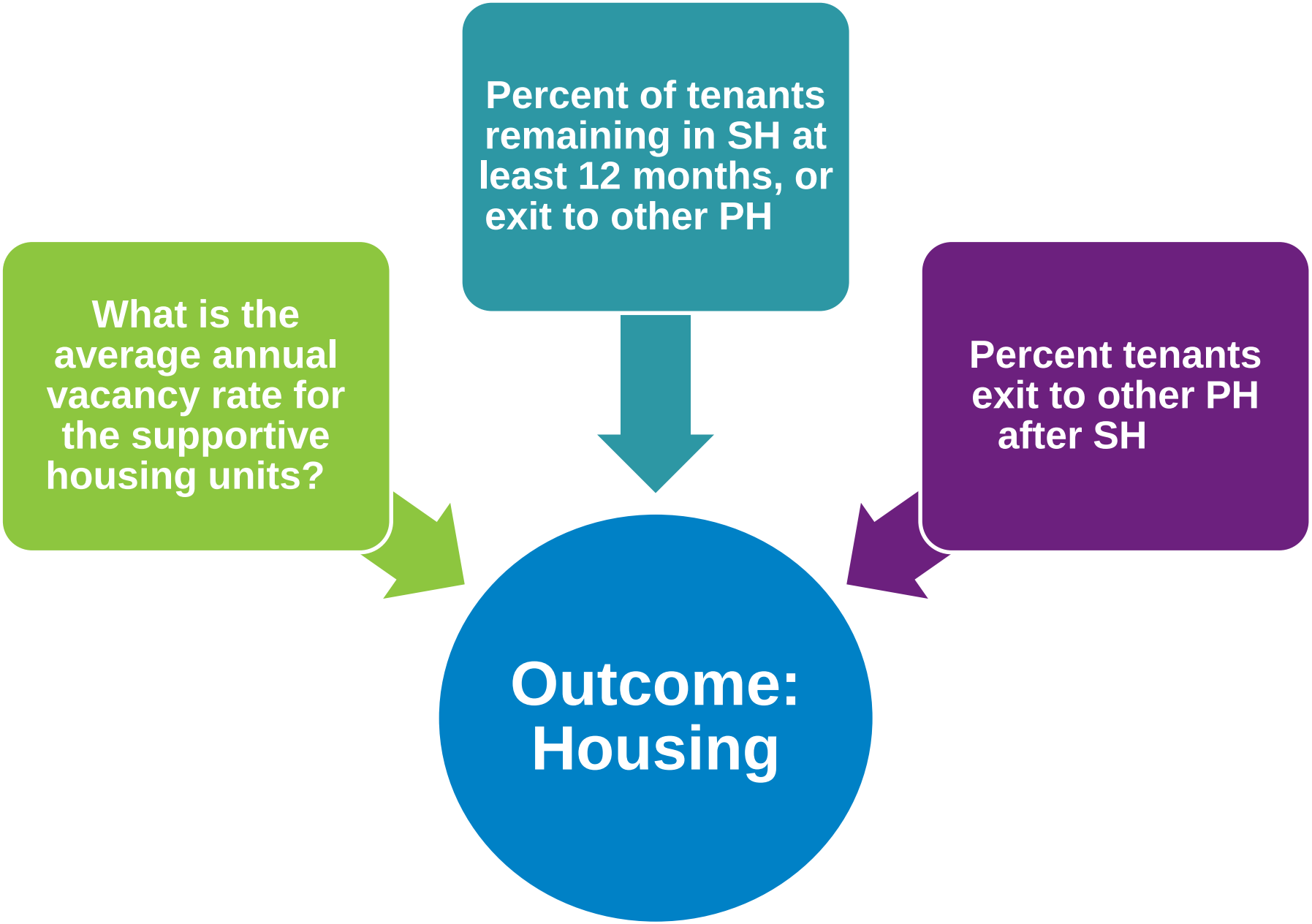
Outcomes of Quality Supportive Housing

How do you currently know if your program is successful?


Percent of tenants remaining in SH at least 12 months, or exit to other PH
What is the average annual vacancy rate for the supportive housing units?
Percent tenants exit to other PH after SH
Outcome: Housing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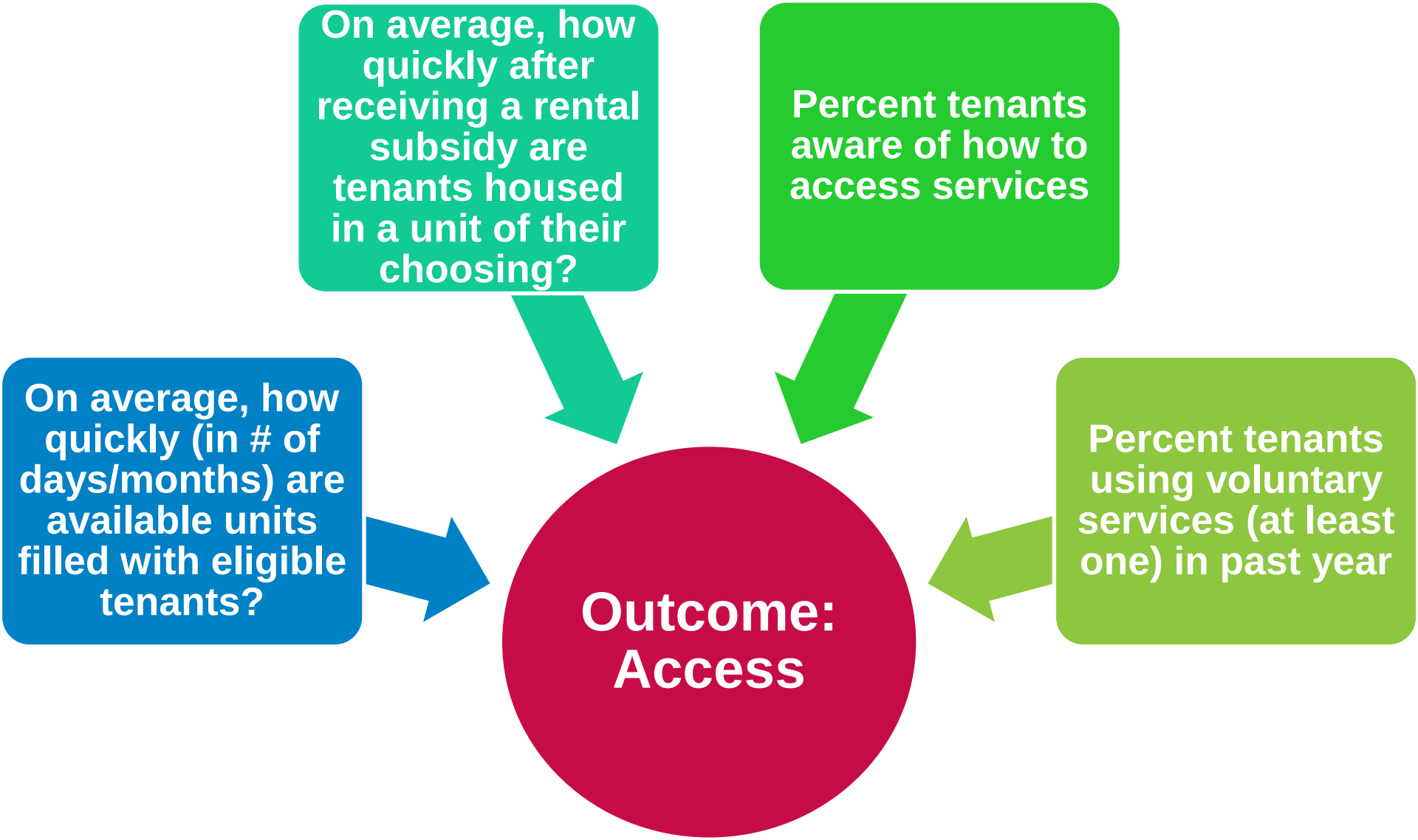
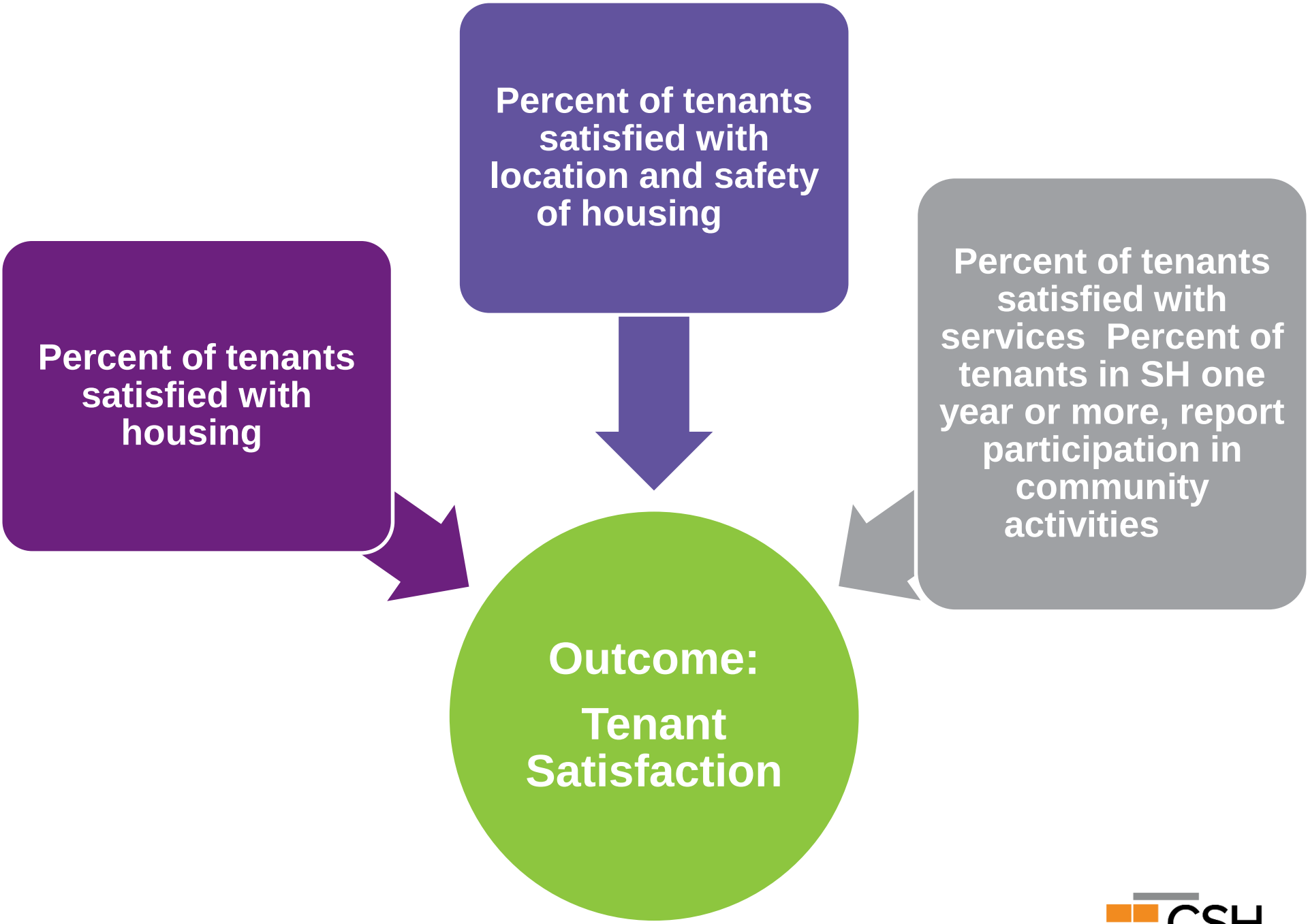
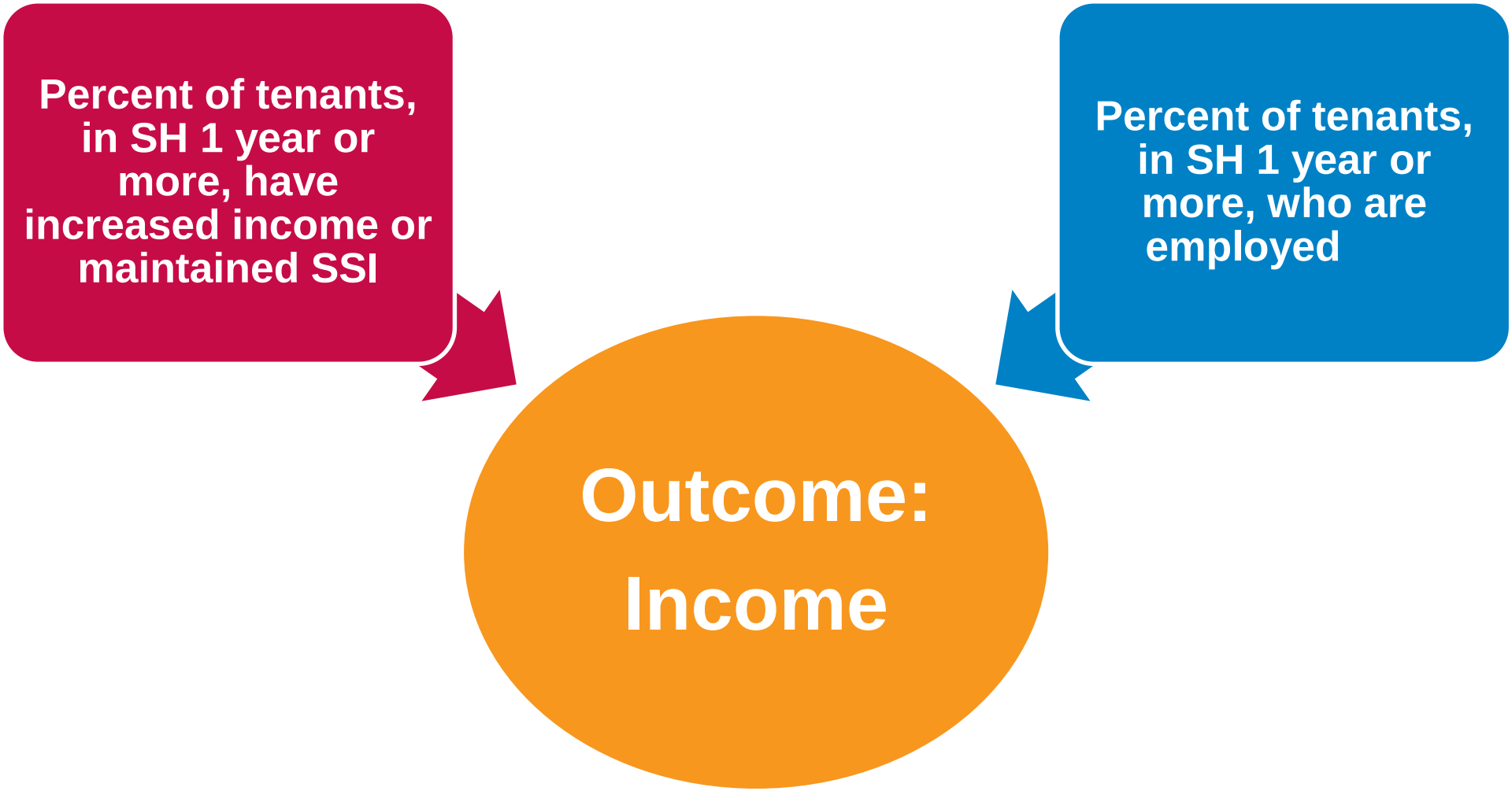
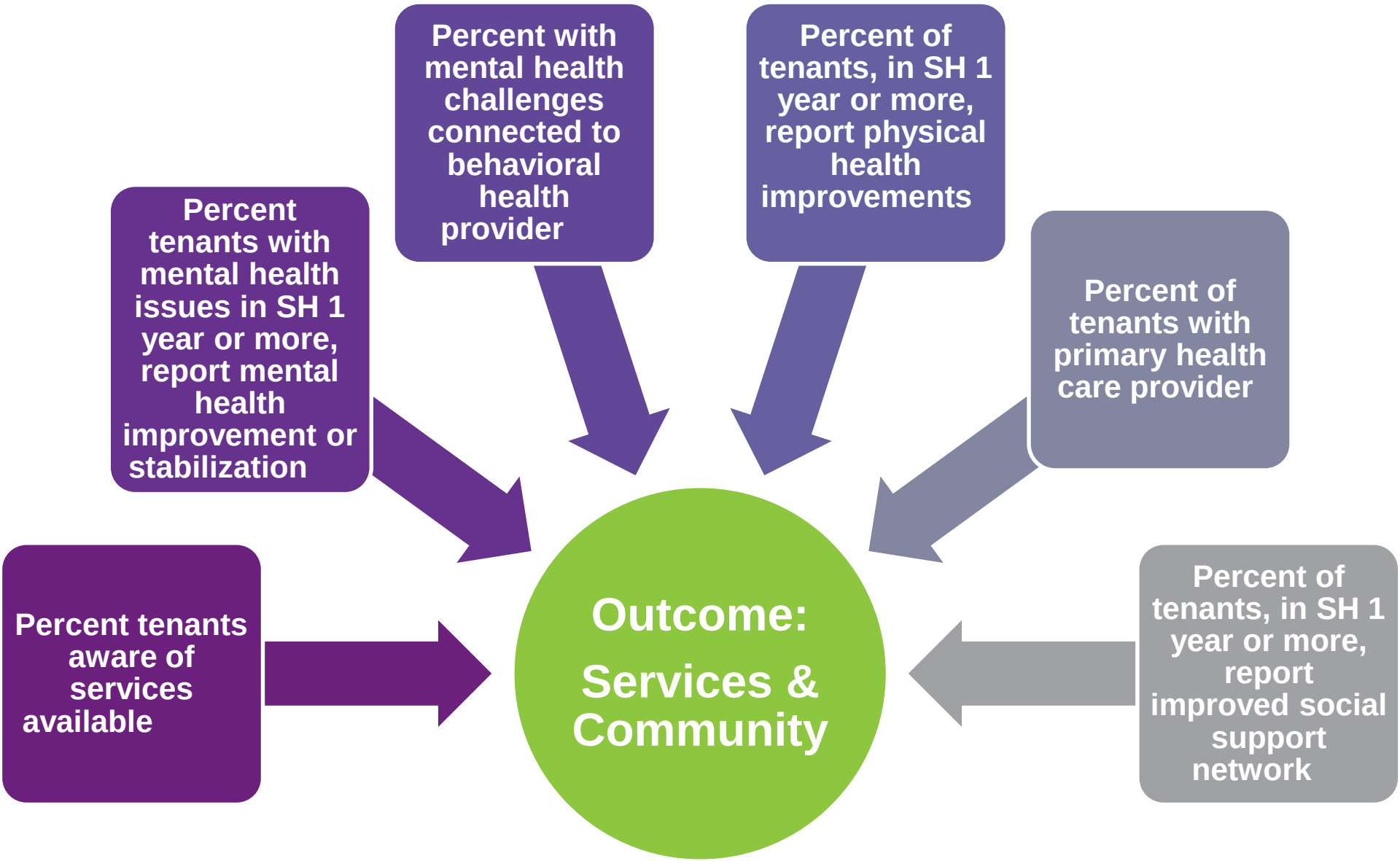

On average, how quickly after receiving a rental subsidy are tenants housed in a unit of their choosing?
Percent tenants aware of how to access services
On average, how quickly (in # of days/months) are available units filled with eligible tenants?
Percent tenants using voluntary services (at least one) in past year
Outcome: Access


Percent of tenants satisfied with location and safety of housing
Percent of tenants satisfied with housing
Percent of tenants satisfied with services Percent of tenants in SH one year or more, report participation in community activities
Outcome:
Tenant Satisfaction


Percent of tenants, in SH 1 year or more, have increased income or maintained SSI
Percent of tenants, in SH 1 year or more, who are employed
Outcome: Income


Percent with mental health challenges connected to behavioral health provider
Percent of tenants, in SH 1 year or more, report physical health improvements
Percent tenants with mental health issues in SH 1 year or more, report mental health improvement or stabilization
Percent of tenants with primary health care provider
Percent tenants aware of services available
Outcome:
Services & Community
Percent of tenants, in SH 1 year or more, report improved social support network

Example:

Quality Supportive Housing Initiative

Connecticut's Supportive Housing Quality Initiative (SHQI)

SHQI Core Components

The Four Components

- Quality Reviews
- Technical Assistance
- Statewide Supportive Housing Training Catalog
- Provider Learning Collaborative

The Seven Domains in Quality Reviews

SHQI Quality Reviews

- Domain 1: Facilitated Access to Housing and Services
- Domain 2: Tenant Involvement
- Domain 3: Housing Quality & Safety
- Domain 4: Client-Centered Services and Tenant Engagement
- Domain 5: Services that Promote Recovery, Wellness and Community Integration
- Domain 6: Focus on Housing Stability
- Domain 7: Building Internal Quality Assurance Practices, Key Staffing and Coordination

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The CSH Quality Supportive Housing Suite of Tools

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Dimensions of Quality (DOQ) Suite of Tools

Ensuring Quality from Day One of Planning

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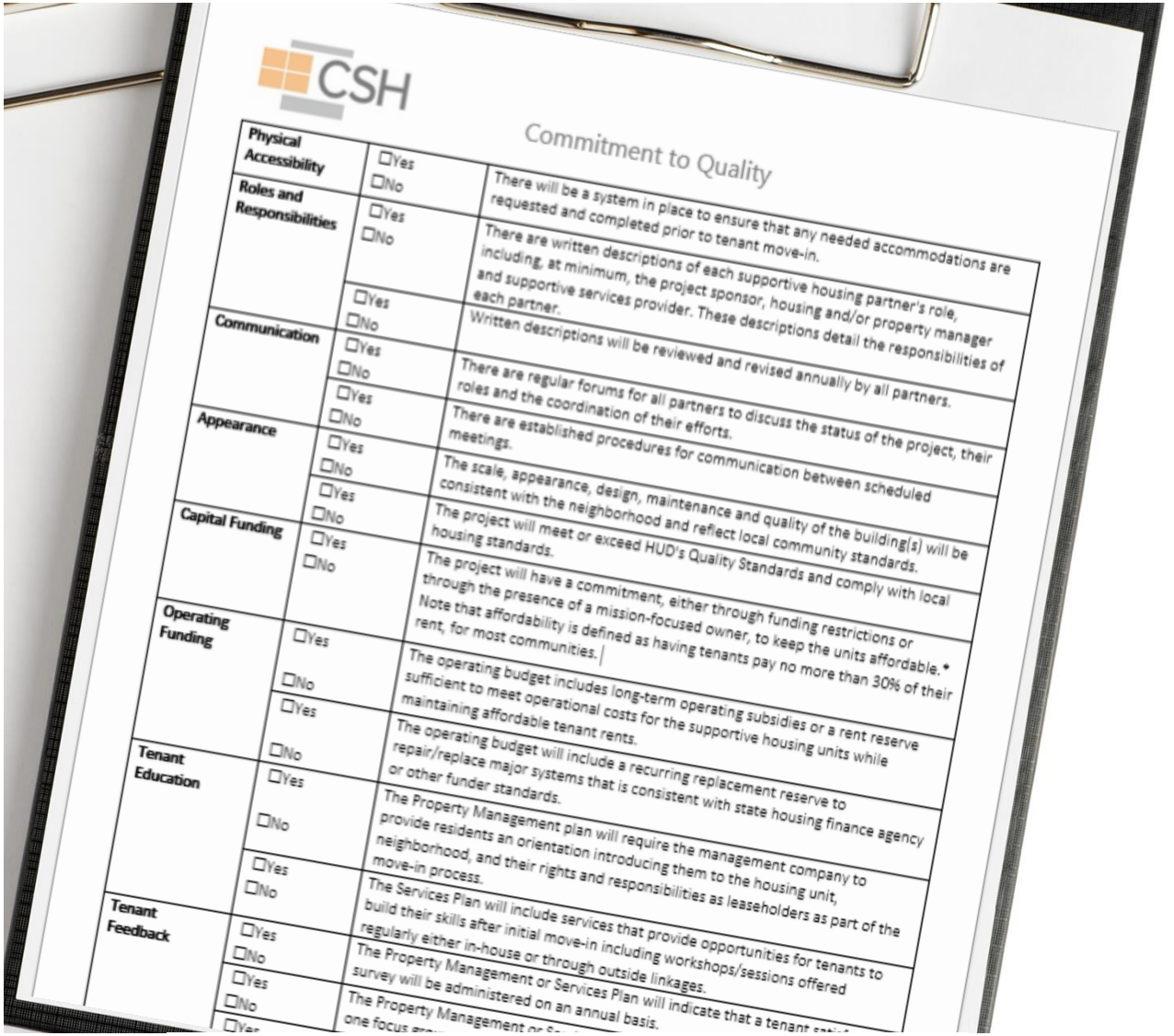
Housing Finance RFP & Application	Commitment to Quality (C2Q) checklist
Pre-Development	Quality Endorsement (QE) & TA
Operating Year 1	Online Self-Assessment, Results Reports & TA, Quality Toolkit
Year 2	Quality Certification (QC)
Year 5	Re-Certification every 3 years

Commitment to Quality Checklist (C2Q)



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Commitment to Quality

Physical Accessibility	☐Yes ☐No	There will be a system in place to ensure that any needed accommodations are requested and completed prior to tenant move-in.
Roles and Responsibilities	☐Yes ☐No	There are written descriptions of each supportive housing partner's role, including, at minimum, the project sponsor, housing and/or property manager and supportive services provider. These descriptions detail the responsibilities of each partner.
	☐Yes ☐No	Written descriptions will be reviewed and revised annually by all partners.
Communication	☐Yes ☐No	There are regular forums for all partners to discuss the status of the project, their roles and the coordination of their efforts.
	☐Yes ☐No	There are established procedures for communication between scheduled meetings.
Appearance	☐Yes ☐No	The scale, appearance, design, maintenance and quality of the building(s) will be consistent with the neighborhood and reflect local community standards.
	☐Yes ☐No	The project will meet or exceed HUD's Quality Standards and comply with local housing standards.
Capital Funding	☐Yes ☐No	The project will have a commitment, either through funding restrictions or through the presence of a mission-focused owner, to keep the units affordable.* Note that affordability is defined as having tenants pay no more than 30% of their rent, for most communities.
Operating Funding	☐Yes ☐No	The operating budget includes long-term operating subsidies or a rent reserve sufficient to meet operational costs for the supportive housing units while maintaining affordable tenant rents.
	☐Yes ☐No	The operating budget will include a recurring replacement reserve to repair/replace major systems that is consistent with state housing finance agency or other funder standards.
Tenant Education	☐Yes ☐No	The Property Management plan will require the management company to provide residents an orientation introducing them to the housing unit, neighborhood, and their rights and responsibilities as leaseholders as part of the move-in process.
	☐Yes ☐No	The Services Plan will include services that provide opportunities for tenants to build their skills after initial move-in including workshops/sessions offered regularly either in-house or through outside linkages.
Tenant Feedback	☐Yes ☐No	The Property Management or Services Plan will indicate that a tenant satisfaction survey will be administered on an annual basis.
	☐Yes ☐No	The Property Management or [illegible] one focus group

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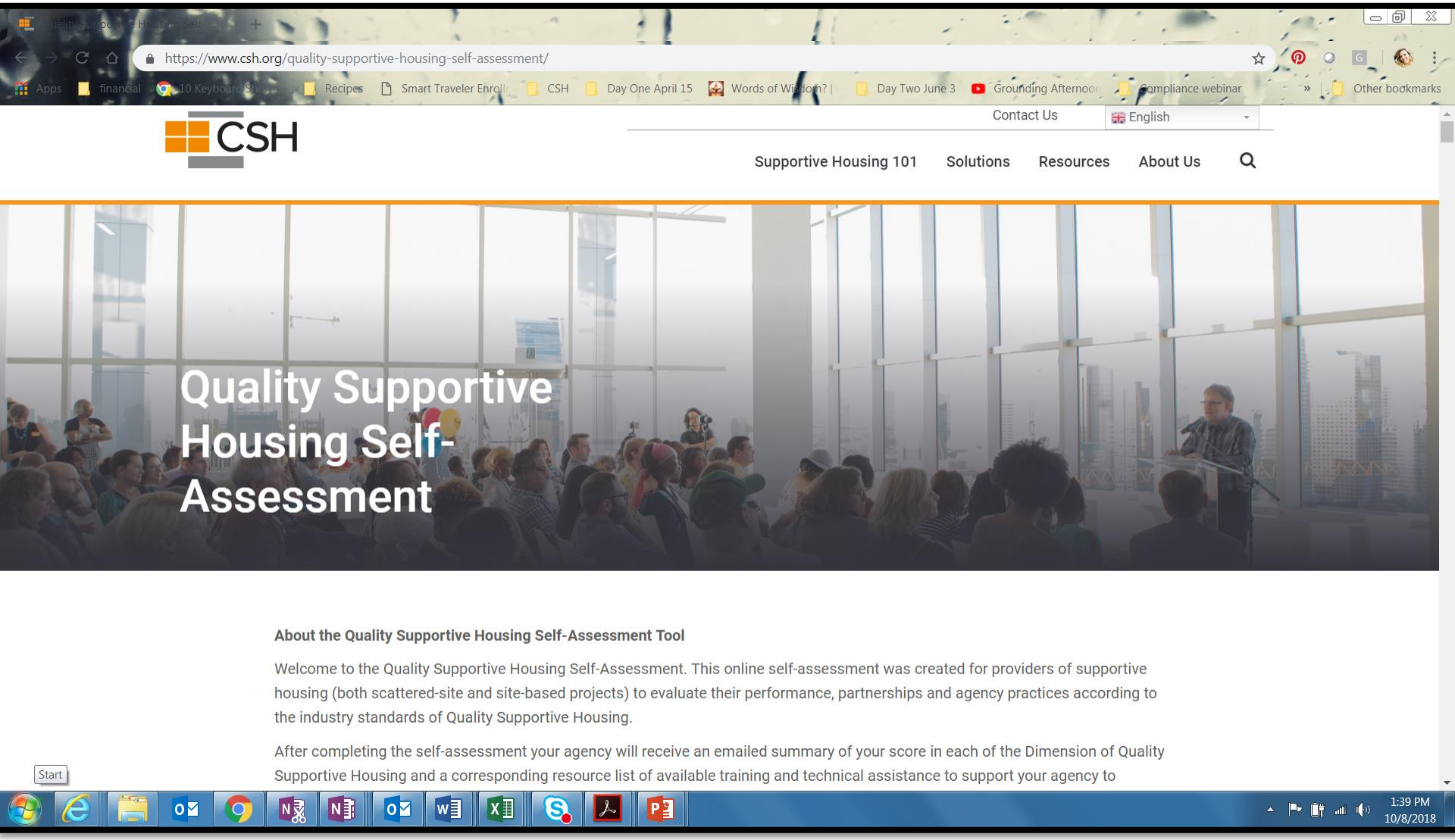
The CSH Quality Endorsement (QE)

- C2Q Checklist & Supporting Documentation
- Documentation & Planning Review
- Quality Endorsement Letter

Online Quality SH Self-Assessment



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PDF Version of the Online Self-Assessment

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Dimensions of Quality Supportive Housing Self-Assessment

About the Quality Supportive Housing Self-Assessment Tool

We are excited that your agency is pursuing quality supportive housing! This self-assessment was created for providers of supportive housing (both scattered-site and site-based projects) to evaluate their performance, partnerships and agency practices according to the industry standards of Quality Supportive Housing. This assessment is available both online and in paper format.

Within one week of submitting the self-assessment to certification@csh.org your agency will receive an emailed summary of your score in each of the Dimensions of Quality Supportive Housing and a corresponding resource list of training and technical assistance to support your agency in areas where your scores indicated room for improvement.

If you operate only scattered-site, please use the scoring tool on page 36. If you have questions when completing the self-assessment, please email certification@csh.org.

Demographic Questions

Name of Organization: Click here to enter text.

Primary Contact Name (Name of primary person completing self-assessment): Click here to enter text.

Primary Contact Email address: Click here to enter text.

Agency mailing address:

Directions for Completing the Self-Assessment

In this assessment you will rate your project or agency to the best of your knowledge for each of the following indicators within the Dimensions of Quality Supportive Housing. This self-assessment contains 128 questions and should take about 90 minutes to complete. Based on your scores, this self-assessment will help CSH to create a tailored technical assistance resource guide and TA needs report.

Some of the assessment questions are specific to site-based supportive housing buildings (site-based projects), these questions are not always applicable to agencies that lease apartments using a scattered-site model. Site-based project questions will be noted as "SB" while scattered-site questions will be noted as "SS". These questions can be skipped if they do not apply to your agency. If you are only operating in a scattered-site context, please use the Scattered Site Scoring Tool on page 36.

After completing the self-assessment, email a scanned copy of your assessment to certification@csh.org. Within one week of submitting your self-assessment your agency will receive an emailed summary of your score in each of the Dimension of Quality Supportive Housing and a corresponding resource list of available training and technical assistance to support your agency in areas where your scores indicated room for improvement.

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1

Example of how to find your agency score

Each question is located under the farthest left column entitled Score # (see the orange circle below for this example). After reading the question, read through the answer options in the columns directly to the right (circled in purple below). When you have identified the answer that best fits your agency, look at the corresponding score above the answer options (circled in red). Write down this score in the scoresheet at the back of this packet (page 33 for site-based or 36 for scattered site).

	Dimension 1: Tenant-Centered		
Indicator 1: Tenant-Driven Planning	Tenants are part of the team creating the supportive housing project, providing meaningful and ongoing input during the project's planning phase		SCORE
Score 1a (SB)=	**4**	**2.5**	**1**
At least one individual who represents the target tenant population meets regularly with the supportive housing project planning team. SB	Tenant representatives meet with the supportive housing project team at least monthly.	Tenant representatives meet with the supportive housing project team at least quarterly.	Tenant representatives do not meet with the supportive housing project team.

QUESTION

ANSWER OPTIONS

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2

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Results Report: Individual Project/Program

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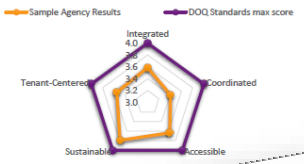
Quality Supportive Housing Self-Assessment
Results Report for Sample Agency

Name of Organization	Sample agency
Primary Contact Name	Sample Contact
Primary Contact Email Address	sample@sample.org
Organization Street Address	4848 Sample Dr. Suite 500
Organization City	City
Organization State	WA
Organization Zip Code	55555

Dimensions of Quality (DOQ) Supportive Housing	Sample Agency Results	DOQ Standards max score	High Quality Range
Integrated	3.6	4	3.6 and above
Coordinated	3.4	4	3.6 and above
Accessible	3.6	4	3.6 and above
Sustainable	3.8	4	3.6 and above
Tenant-Centered	3.5	4	3.6 and above

Quality Supportive Housing Self-Assessment Results: Sample Agency



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Results Report by Indicator

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Indicator Name	passing	Sample Agency	Normalized Results
Dimension: Tenant Centered			3.5
Tenant Driven Planning	10.8	10.5	3.5
Commitment to Supportive Housing Goals	10.8	12	4.0
Privacy & Living Space	21.6	20	3.3
Tenant Education	7.2	8	4.0
Tenant Feedback for Property and Housing Management	10.8	6	2.0
Tenant Communication in Property and Housing Management	10.8	12	4.0
Services Design	21.6	24	4.0
Dimension: Accessible			3.6
Affordability	3.6	4	4.0
Location	10.8	6	1.5
Transportation	3.6	4	4.0
Physical Accessibility	10.8	12	4.0
Housing First	21.6	24	4.0
Landlord Relations	7.2	8	4.0
Application Process	14.4	16	4.0
Cultural Competency	10.8	10.5	3.5
Housing Outreach	3.6	4	4.0
Availability of Services	21.6	24	4.0
Coordinated Access	10.8	12	3.0
Dimension: Coordinated			3.4
Roles and Responsibilities	7.2	8	4.0
Communication	7.2	8	4.0
Continuous Quality Improvement	3.6	4	4.0
Building and Maintaining Landlord Relationships	10.8	12	4.0
Coordinating Property/Housing Management and Supportive Services	25.2		3.0
Connections with Mainstream and Community-Based Service Providers	32.4		
Targeting Units	7.2		
Discharge Planning	3.6		
Dimension: Integrated			
Appearance	7.2		
Community Dialogue	18		
Housing Unit Choice	14.4		
Leases and Tenant Rights	21.6		
Community Connections	18		
Tenant Choice	3.6		
Capital Funding	7.2		
es/ Operating Funding	7.2		
Efficiency	10.8		
Housing Maintenance	21.6		
nding Commitments	7.2		
rovider Partnerships	3.6		
Community Planning	10.8		
racking and Sharing	7.2		

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Resource List by Indicator

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Indicator	Online Resources & Templates Dimension 1: Tenant-Centered
Indicator 1: Tenant-Driven Planning	SH Toolkit – Involving Tenants in Planning
Indicator 2: Commitment to Supportive Housing Goals	SH Toolkit Setting Project Goals Coordinating Project Partners Sample MOU SH Guidebook – Tenant Outcomes
Indicator 3: Privacy & Living Space	SH Toolkit Inspection and Maintenance Overview of Housing Quality Standards Sample Apartment Condition Checklist Design Standards
Indicator 4: Tenant Education	SH Toolkit Leases and Tenant Education Sample Drug and Alcohol Policy Move-In: Keys to Success
Indicator 5: Tenant Feedback for Property and Housing Management	SH Toolkit Tenant Feedback Tenant Leadership
Indicator 6: Tenant Communication in Property and Housing Management	SH Toolkit Policies and Procedures Manuals for Property/Housing Management in Supportive Housing Move-In: Keys to Success Leases and Tenant Education
	SH Toolkit: Designing Services Planning Worksheet

Links to Quality Toolkit

TA Work Plan

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Quality Supportive Housing Certification
Technical Assistance Work Plan

Project Goal Statement: To achieve CSH Quality Supportive Housing Certification

OUTCOME 1: To improve project activities and outcomes within the _____ Dimension of Quality

OUTCOME 2: To improve project activities and outcomes within the _____ Dimension of Quality

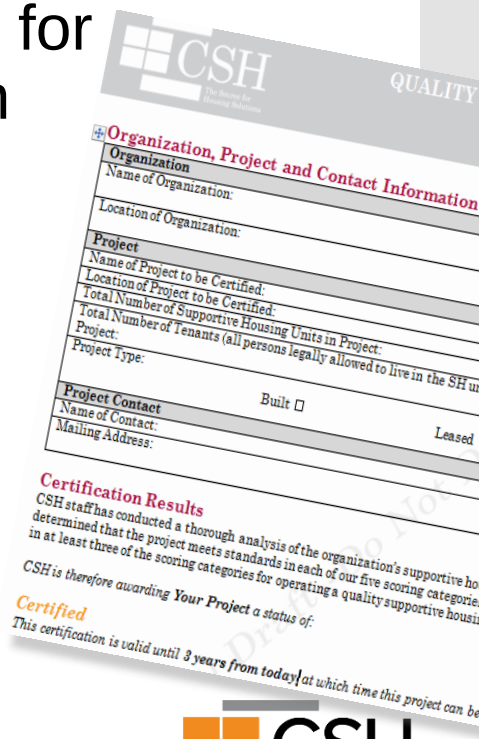
OUTCOME 3:

Outcome #	Activity	Inputs	Timeframe	Responsible Person	Anticipated Outputs

Certification Report & Package

- Official Certification Report
  - Your certification status
  - Your performance by section
    - Where you exceeded standards
    - Where you did not meet standards
  - Preliminarily Certified projects can resubmit documentation for one year to pass certification

- Certification Agreement
  - CSH Quality Supportive Housing Certification Seal for marketing & funding
  - Your agency highlighted on CSH website, presentations and publications



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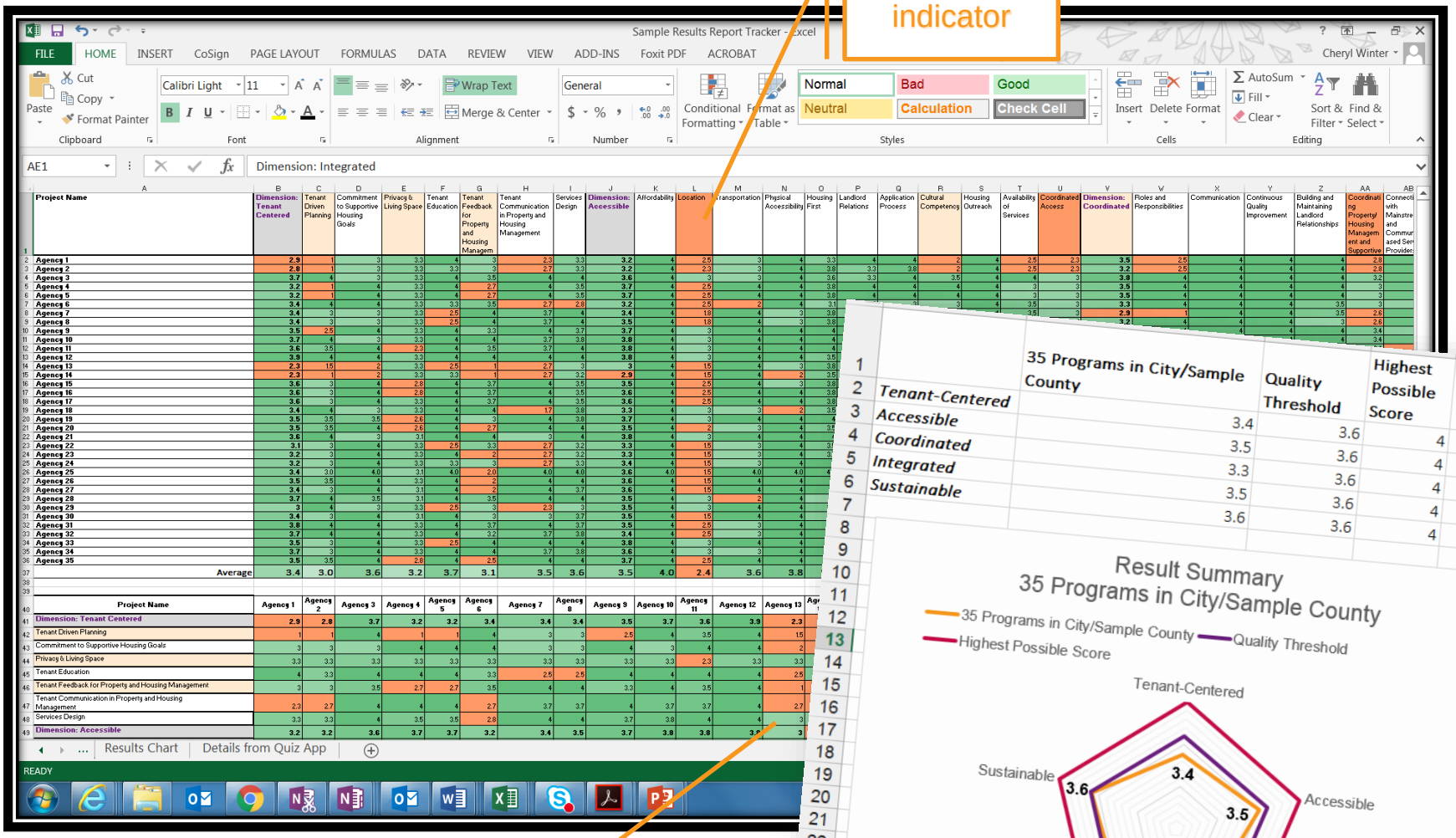
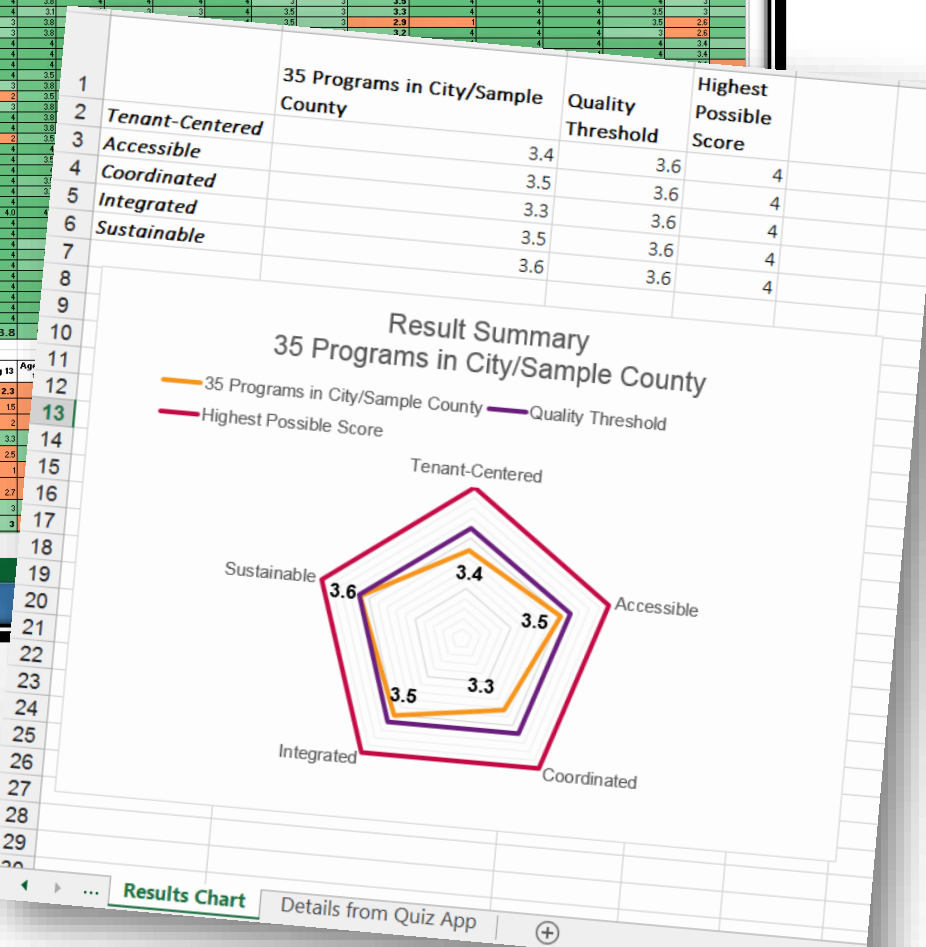
Portfolio Results Report

Results by indicator





Results by project

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Activity: Brainstorm & Share

1. Where are we strong on Quality as a team?

2. Which tools can we use to expand our impact?

3. What are our next steps for ensuring Quality in our Geography?

Group Brainstorm:

What other tools would be helpful for your team to ensure Quality Supportive Housing in the region?

Next Steps

- More information:
  - www.csh.org/quality
  - www.csh.org/certification
- Email: certification@csh.org
- Ready to take the self-assessment?
  - Go to csh.org and search for "quality self-assessment"

Resources

Dimensions of Quality Guidebook

https://www.csh.org/supportive-housing-101/quality/

Quality Supportive Housing Online Self-Assessment

https://www.csh.org/quality-supportive-housing-self-assessment/

CT Supportive Housing Quality Initiative

https://www.csh.org/about-csh/in-the-field/ct/ctquality/

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Questions?

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