

DOUBLING DOWN ON WHAT WORKS



2016-2018
STRATEGIC PLAN



*Three years ago CSH
embarked upon a new course.*

Remaining steadfast in our commitment to supportive housing as our true north we challenged ourselves to broaden supportive housing's application and to innovate and develop new housing and service models. Our aim was to realize supportive housing as a solution to not only address the needs of homeless people with significant barriers to housing stability, but also to address the needs of other complex, highly vulnerable populations who cannot live independently without the stability and services supportive housing offers. In these ways, our aim has been to maximize the impact of supportive housing across multiple systems and communities as a whole.

We looked beyond homelessness to root conditions creating turmoil in the lives of vulnerable individuals and families, conditions that ultimately lead to and/or compound their homelessness. We looked beyond traditional funding streams and approaches. One example has been CSH's expanding role and focus on leading the national dialogue around the intersection of health care and housing.

We also challenged our reach, determined to work with more communities and sectors than ever before. We made strategic investments internally and externally to ensure CSH's programs and practices were impactful. We set the standard for quality in supportive housing with dimensions that move beyond housing to include a higher expectation for tenant outcomes and empowerment. These investments also supported our growth with an increased in-person and on-line presence.

Today, this bold new course is working. And after 36-months of smart and agile experimentation we are seeing the results and are even more confident in the broader application of supportive housing. Supportive housing can solve complex and costly social problems while improving the lives of the most vulnerable members of our communities. From ending chronic homelessness to lowering rising health care costs for super utilizers to keeping vulnerable families together to stopping the cycle of incarceration and homelessness, CSH has piloted initiatives that have increased access to health care, kept families intact while supporting positive outcomes for youth, and reduced jail recidivism. Supportive housing is a smarter way to address problems related to homelessness and problems facing mainstream systems as they respond to their most vulnerable clientele.

Over the last year, CSH has adopted the mantra, ***Doubling Down on What Works***. Doubling Down captures the essence of our work during the 2016-2018 Strategic Plan period. We will move from experimenting with supportive housing's broader application to replication and scaling these efforts to have the broadest impact. We will move from pilot programs to full system adoption, integration and sustainability. We will shift from testing new models to refining and adapting the intervention to meet the needs of different vulnerable populations and communities. Specifically, we will shift from exploring Pay for Success (PFS) financing to implementing PFS programs more nimbly wherever PFS makes sense. We will take our families and health care work to the next level, launching a campaign to create more supportive housing for families, pursuing home/health models, scaling super utilizer programs, and accessing Medicaid funding for services in supportive housing in multiple states. We will also create pathways to ensure that people are able to age in place in supportive housing. We will form pathways to break the cycle of homelessness and incarceration through integration of supportive housing in both community re-entry and alternative to incarceration efforts.

We have long recognized the importance of the mental health sector's role in the supportive housing and service delivery system. The addictive treatment sector has similar importance given the high prevalence of vulnerable individuals and families affected by addiction. CSH is committed to facilitating and convening a productive dialogue among leaders and practitioners to create and implement a comprehensive Recovery-Oriented System of Care that integrates and includes supportive housing.

Most importantly, the result of our work will be the creation of more supportive housing to serve more of the people who need it, as well as setting a path to align public systems so that all have access to safe, stable, affordable housing coupled with the right supports as a foundation for long term stability and success.

Doubling Down on What Works





CORE BELIEFS

Supportive housing is simple in its definition and elegant in its results. It is the combination of affordable housing and supportive services designed to help vulnerable individuals and families use stable housing as a platform for recovery and personal growth.

Our work is Tenant-Centered. We believe that supportive housing should focus on tenants above all, offering them opportunities for recovery, personal growth, community integration and life-long success. Supportive housing is not just a cost effective solution for burdened systems; it is a platform for building strong communities and helping individuals reach their full potential.



OUR MISSION

CSH advances solutions that use housing as a platform for services to improve the lives of the most vulnerable, maximize public resources and build healthy communities.



VALUES

We are Entrepreneurial. We are creators and innovators. We see opportunities and we are always looking for new ways to solve old problems.

We are Strategic. We identify and assess systemic barriers, and devise a plan of action to remove those barriers. We work toward a clear solution with measured results, and we find the right partners to help us achieve our mission.

We are Pragmatic. We understand realities of complex problems and we see all sides of the story. We are not bound by theory but driven by what works for people who need supportive housing, and what works to move communities toward solutions. Our work is grounded in data and we learn through innovating, testing, and evaluating.

We are Collaborative. We are part of a diverse and growing coalition of individuals, institutions, governments and organizations that play a vital role in making communities healthy and strong.

We are Accountable. Our work is evidence-based and research-backed, and we track our progress through thoughtful metrics. We are a performance-based organization, ever-mindful to be wise stewards of public and private resources. And we are determined to generate results for the most vulnerable people and the communities in which they live.

We are Dedicated. We believe in supportive housing. Residents become healthy and communities grow stronger. Those transformations inspire us and allow us to inspire others. After two decades dedicated to supportive housing, we know that broken systems can be made efficient and effective and that struggling people can find hope.



EXTERNAL SCAN

During the 2016-2018 Strategic Plan period, we expect several major trends to impact our work:

● Housing and Health

For individuals and families trapped in a cycle of crisis and housing instability due to extreme poverty, trauma, violence, mental illness, addiction, and other chronic health conditions, housing can entirely dictate their health trajectory. For these populations, housing is a necessary precursor of improved health. As a result of the Affordable Care Act, Medicaid has been expanded to all indigent adults in a growing number of states; CSH is working with a number of these states to find ways to fund services in housing. In many of these states and in other states without Medicaid expansion, managed care organizations have played an increasing role in connecting vulnerable members to supportive housing, and funding services in housing.

● Homelessness

Communities are housing more people experiencing homelessness than ever before, and are developing and refining coordinated assessment and entry systems that prioritize highly vulnerable populations for supportive housing. For some communities, these trends have resulted in decreases in homelessness, particularly among veterans. However, other communities continue to suffer from large influxes of people in extreme poverty into homelessness as housing costs surge, resulting in devastating increases in homelessness.

● Super Utilizers

High users of public systems continue to result in poor outcomes and significant public costs associated with avoidable use of public crisis services. “Super utilizers” of health, jail, child welfare, and detox systems embody both a serious breakdown of our institutions, and a representation of the impact of supportive housing in improving outcomes and a more efficient use of public resources.

● Aging Population

The number of senior homeless adults has grown at unprecedented levels, driving the need for increased funding, specifically to serve aging adults on the street and shelters. Similarly, the average age of tenants in supportive housing also increased; formerly homeless individuals experience geriatric syndromes at an earlier age than the general population. These trends require innovative service strategies and housing design.

● Community Integration

The principles of the Supreme Court’s *Olmstead* case begin with the obligation of policy makers, public agencies, and housing providers to promote the right of every person with a disability to live in the most integrated setting appropriate. Evidence shows supportive housing not only allows people at risk of or currently institutionalized to live independently and to interact with people without disabilities, it is far less expensive than an institutional response to disabilities.

● Building Capacity

Expanding supportive housing must be coupled with building government, partner, and provider capacity to effectuate evidence-based practices, particularly as new sectors become engaged in developing, operating and providing services in supportive housing.

● Investing in What Works

Public and private funders seek solutions with demonstrated and well evaluated outcomes. Data supported programs, evidence based practice, and pay for performance initiatives will continue to play a greater role in the supportive housing field.

● Lack of Affordable Housing

The National Low Income Housing Coalition reports just 31 affordable and available housing units exist for every 100 low income renter households.¹ An absence of affordable housing, particularly in expensive markets, compounds homelessness and reverses advances in addressing homelessness.

● Flexible Services

All vulnerable populations benefit from a combination of affordable housing and services. However, different people require different services and needs change over time. Our industry requires service models and funding strategies to meet the diverse and changing needs of various populations.

● Move In – Move On

Needs change over time and not all individuals will need supportive housing, or the same level of service intervention, indefinitely. Communities are seeking solutions that allow those who can move on and wish to move to other housing options are able to do so.

● Criminal Justice Reform

Momentum is growing for comprehensive criminal justice reform that integrates evidence based practices to address the needs of the offender while ensuring the safety of the community. Reform goals include reducing the need to build more jails and prisons, along with preventing recidivism and incarceration among those with mental illness and substance use disorders.

● Vulnerable Families

The most vulnerable families living in deep poverty often have overlapping needs that cannot be solved within the narrow boundaries of the child welfare system. Data demonstrates supportive housing allows families involved in child welfare systems to reunify with children in foster care more quickly and more successfully.

● The Recovery Movement

Behavioral health systems across the country are calling for more “recovery oriented” and integrated approaches to help people with substance use and mental health conditions recover and gain access to community services. This new framework emphasizes holistic and person-centered approaches to care, with new payment models and outcome-orientation.

¹ NLIHC analysis of 2012 American Community Survey (ACS) data, 2014.





OUR CLARION CALL

We are called upon to create more supportive housing for those who need it. Increasing the supply of supportive and affordable housing is fundamental in meeting this mission. But creating more housing is only part of the solution as we must also focus on access to housing by removing barriers and leveraging existing housing options. For the latter reason, creating supportive and affordable housing must be paired with public policy and systems reform. And as we assess today's policy landscape, we must engage multiple public systems, including addictive treatment system, public housing authorities, managed care and child welfare and family and children's services, as well as scale up work we have been doing to engage criminal justice and health systems. Given today's trends, no one system can address the needs of their populations without partnership with other public and private agencies. We must create collaboration across sectors recognizing the wrong pocket challenge—costs to one system may result in savings to another.

We also are called to increase our efforts designing service models for vulnerable populations. Flexible and voluntary remain guiding principles for services in supportive housing but these principles just scratch the surface. We strive to improve the quality of services provided and these services must be tenant-centered and designed to reflect our broad vision of recovery, a vision that goes beyond stabilization or maintenance, and toward promoting the full potential and desires of people we serve – a vision where services are responsive, where the intensity and type of services adapt to meet changing needs over time, and where providers can efficiently partner with mainstream health and human service partners to create seamless integration of housing and services.

CSH must be at the forefront in developing greater resources and culling best practices to better understand what housing and services models work for various populations, as we work to answer critical questions:

- How do services align with the principles and mandates of public systems like parole or child welfare?
- How can services remain flexible to meet the needs of tenants at move-in and months or years later as needs change?
- What housing intervention is best for whom?
- How can communities best assess the right housing interventions to address the varying needs of people experiencing homelessness?
- And how must CSH deploy our resources, talent and tools for greatest impact?

And in all of our work, from scattered to integrated to single site housing, from employment to mental health to recovery based services, from coordinated access to housing evaluation tools, and from programs serving families, to transition age youth, to individual adults to frail elderly, we are committed to high quality and evidenced based practices and to drawing on those practices to develop new innovations. We will not waiver from this commitment.



With this call in mind, CSH offers the following goals for our 2016-2018 Strategic Plan period:



● Expand Access to Housing

Goal: Create 50,000 additional supportive housing opportunities for vulnerable people

- Embedding triage/targeting and coordinated access systems;
- Converting existing transitional housing to supportive housing;
- Overlay services in current housing by creating set asides in affordable and public housing coupled with Project Based Vouchers and tenant based Housing Choice Subsidies;
- Integrating supportive housing in deinstitutionalization plans and efforts;
- Pursuing and expanding health sector engagement and health and housing integration;
- Expanding access to moving on programs, including flexible service, employment and vocational supports that enable those who can and wish to move on to do so;
- Advocating for repurposing or adding funding to create more housing opportunities for vulnerable populations;
- Testing, designing and implementing new service models that address sector and population specific needs.

● Improve Public Systems

Goal: Integrate the creation of, and ongoing support for supportive housing into comprehensive federal, state and local policy

- Pursue System Modeling in at least 10 communities;
- Prove Supportive Housing as viable Pay for Success Intervention and embed Pay for Success Initiatives in more public systems, including the Department of Justice and Health and Human Services;
- Achieve policy, administrative and systems reforms that advance the capital, operating and service funding needed to sustain existing supportive housing and to create more supportive housing;
- Maximize existing resources by leveraging resources such as those committed to public housing, Medicaid, and housing voucher programs;
- Use Medicaid funding to pay for services in supportive housing in more states;
- Partner with health care organizations to move vulnerable populations, including individuals and families, from inappropriate use of high-cost institutional care to housing and health stability;
- Increase engagement with housing finance agencies to develop pipelines enabling continued supportive housing production; and
- Leverage improved incentives and opportunities created by reauthorization of the Workforce Innovation and Opportunity Act (WIOA) to connect supportive housing residents to employment opportunities through Workforce Investment Boards and other employment partners;
- Engage the service funding sectors to articulate the role housing plays across the spectrum of recovery and explore opportunities to work with SAMHSA to increase the role of housing systems in Recovery-Oriented Systems of Care scaling efforts across communities.

● Pursue Quality

Goal: Build the capacity of the supportive and affordable housing industry to create and operate high quality and sustainable housing

- Embed certification standards in public funding programs in at least 5 communities;
- Certify at least 15 supportive housing projects or programs;
- Expand dimensions of quality to include best practice service models for vulnerable population groups; and
- Fully integrate the dimensions quality in all of CSH's lines of business.

● Advance Research & Evaluation

Goal: Pursue research and data to demonstrate the efficacy of supportive housing models and service models, including the interventions that result in the best outcomes for vulnerable people.

- Pursue a research agenda that results in increased understanding of which service models are most effective for various populations facing housing instability; and
- Continue our work to evaluate and document the results of supportive housing models and initiatives, highlighting tenant outcomes, public savings and community impacts;
- Build the capacity of supportive housing and recovery housing providers to integrate best practices at the nexus of housing and services for individuals with substance use disorders

● Invest in CSH

Goal: CSH remains committed to building and retaining high quality staff.

- Conduct annual workforce planning to ensure our talent aligns with the competencies needed to drive and deliver impact;
- Remain committed to development and continuous learning;
- Pursue recruitment and the building of subject matter experts in current and emerging fields; and
- Ensure CSH organizational and financial structure remains nimble allowing staff deployment for maximum impact.



OUR LINES OF BUSINESS

As the leader of the supportive housing movement, CSH drives impact by applying our unparalleled breadth of national perspectives and depth of local knowledge and partnerships that delivers results. On-the ground staff work collaboratively with national program experts to deliver exceptional technical assistance and capacity-building services to partners across the nation. Most importantly, CSH advances innovation to drive and advance policy reform that, in-turn, drives the creation and operation of high quality supportive housing, housing that seeds more innovation. No other organization links these activities in this way.



Consulting and Assistance – CSH collaborates to solve complex problems by providing custom solutions, embedded expertise, and cutting-edge innovations.

Training and Education – CSH enriches the industry with training opportunities, publications and research-backed tools and pilots.

Lending – CSH galvanizes supportive housing solutions with powerful capital funds, specialty loan products and development expertise. CSH uses lending as a tool to—

Provide access to capital for potential developers/service providers who operate in the community,

Compete to provide capital to mature high-capacity developers to

- influence program design and target populations (coupled with TA, Training & Institutes)
- provide project examples that can be shared with other locations and
- balance portfolio risk,

Earn unrestricted revenues to strengthen and build CSH programs and advocate to change systems, and

Create high quality pipelines for government funding programs by

- pairing our Solutions Fund with local top loss (shared risk and solidify connection)and
- coupling with TA, training, Institutes and quality certification,

Policy Reform – CSH engages government leaders and public agencies through systems reform, policy collaboration and advocacy.



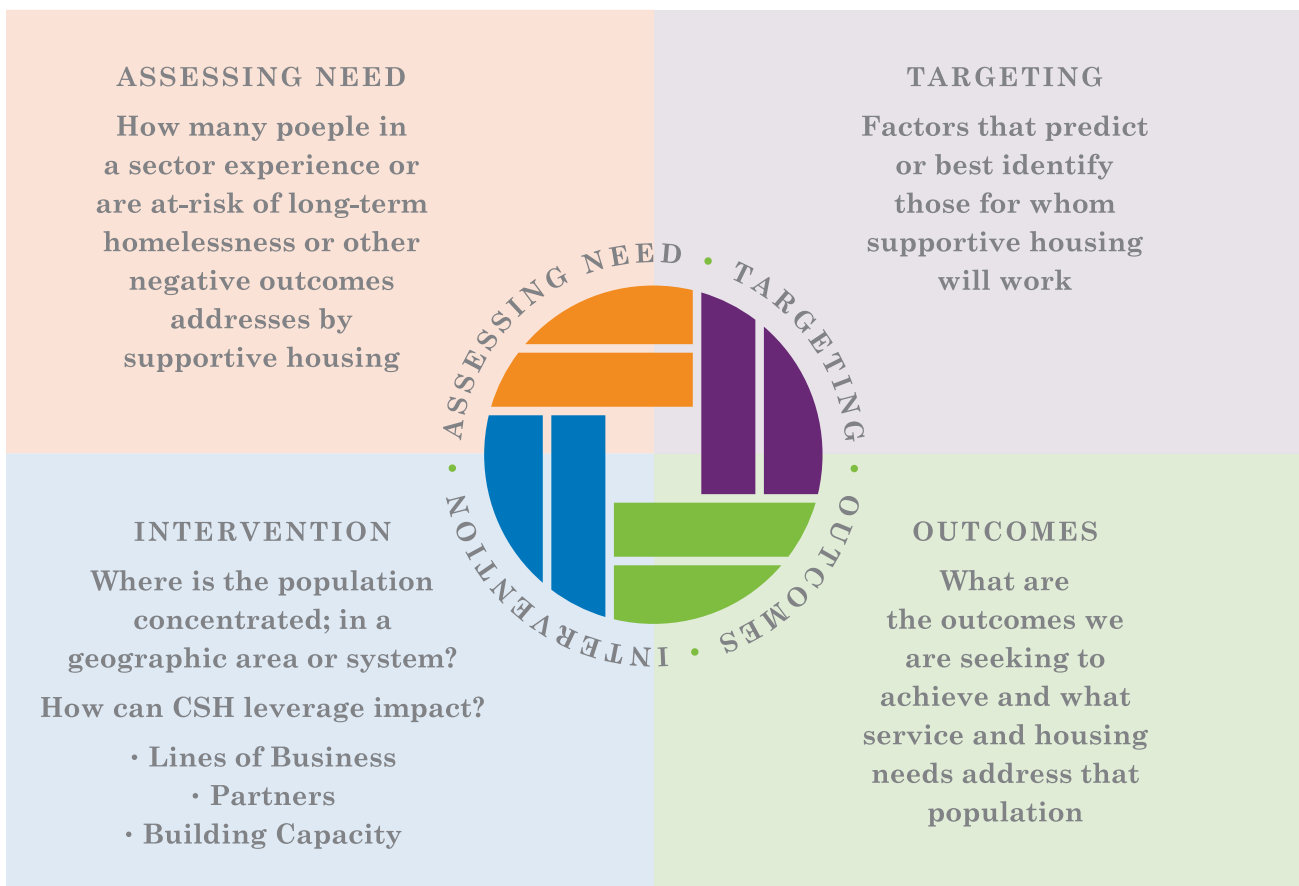
OUR PLANNING APPROACH

CSH developed this plan through a collaborative planning process launched in January 2015, via a series of internal strategy discussions with every member of the CSH team. We then received invaluable feedback from external stakeholders, our Board of Directors, industry leaders, 2015 Summit attendees and over 600 individuals who completed CSH's industry survey. We reviewed what is working, future opportunities, future challenges, and necessary next steps to advance creating more supportive housing opportunities for those who need it.

● Phase I: Internal and External Scans

CSH cast a wide-net and received input from hundreds of internal and external stakeholders. We conducted interviews, held strategy discussions, surveyed 600+ members of the supportive housing industry and collected insight and feedback during our 2015 Supportive Housing Innovations Summit. This scan was presented to the Board at their March 2015 Strategic Planning retreat.

- Internal Discussions
- External Stakeholder Interviews
- Summit Session Feedback
- External Industry Survey
- Competitive Analysis



● Phase II: Action Planning

Our scan affirmed that CSH is on the right course. Supportive housing is the solution for improving the lives of vulnerable populations while improving public and community outcomes. CSH's charge is to scale up supportive housing interventions. Armed with this knowledge, we examined different sectors, populations and ways of expanding impact. We used data to examine supportive housing need by population and whether or where a disproportionate need occurred. We also thought more broadly about housing and service models in meeting the specific needs of populations and sectors.

- Board Retreat
- Senior Leadership Meetings
- Integrated Board and Staff Discussions
- Population/Sector Needs Assessment

● Phase III: Doubling Down

Using the information from the first two phases, CSH identified goals to drive our work. The goals are accompanied by the key strategies needed for success. Working with our Board, the Fund Development, Finance and Community Investment teams prepared a revenue model to accompany the plan. Senior leadership held a deep dive strategy retreat to test and refine our assumptions. We also revisited geographic targets and the criteria used to guide deployment going forward.

- Senior Leadership Meetings
- Topical Sub-Groups
- Board of Directors Meetings
- All Staff Plan Review
- Financial and Lending Modeling



IMPLEMENTING THE PLAN

This plan provides the framework for our work. The entire organization will operationalize the plan through our annual work planning process. Each fall, the CEO and senior leadership use the strategic plan to identify annual priorities and targets. Staff throughout the organization adopted these priorities in their work planning. Our annual budget is prepared in concert with this annual goal setting process. We will also continue our measuring success program to track and monitor our progress. MSP also provides the Board and Management with the information needed to make mid-course adjustments.





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