Critical Time Intervention
For Rapid Rehousing

CTI Worker Training

Dan Herman, PhD, Principal Investigator
Carolyn Hanesworth, LCSW, Project Director
Ben Cattell Noll, Training Specialist

Hunter College Silberman School of Social Work
City University of New York
Part 1

Introduction
Core Components of Rapid Rehousing: Where does CTI fit?

- Rental & Move In Assistance
- Housing Identification
- Case Management & Services

Quick Exit and Return To Permanent Housing
CTI RRH Main Objectives

1. Obtaining and coordinating financial benefits and resources
2. Accessing health care, child care, employment and education services (formal supports)
3. Managing financial resources
4. Connecting clients to effective informal social and community supports that address barriers to stable housing
Key Model Characteristics

1. Time Limited
2. Three Phases
3. Decreasing Contact
4. Highly Focused
5. Small Caseload
6. Decreasing Contact
7. Community Based
Core Values

1. Strengths Based
2. Individualized
3. Culturally Sensitive
4. Transparent
5. Trauma Informed
• Identify and leverage client’s own resources and capacities

• Honor client’s right to self-determination:
  • Empowerment
  • View client as partner and collaborator
  • Shared decision making
Caseloads are diverse—some need very little assistance, some need more intense help.

Level of assistance should be evaluated and adjusted continuously.
- Client views on how to solve a problem may differ from yours- important to balance respect for views with reality of situation

- Different views on money, the meaning of accepting “help”; especially from the government
• Clients have a right to know nature and extent of assistance they are eligible to receive, including the duration of financial assistance and case management support

• Addressing motivation through Housing Plan- what is the reality of the situation, what can be done in the time available?
• Trauma histories are common among persons who become homeless

• Domestic violence is a common contributor to housing loss

• Emphasizing safety, establishing trust, and promoting opportunities for clients to rebuild a sense of control and empowerment are needed
CTI RRH workers are primary providers of case management services during CTI phases 1, 2 and 3.

The CTI supervisor guides, supports and oversees case manager’s activities during all phases.
An Effective CTI Worker

- Connects with each client and/or client family immediately upon enrollment into RRH
- Establishes working relationship based on mutual trust and respect for the client
- Diligently works to identify and connect clients to needed resources
- Cultivates needed resources in the community where there are deficits
An Effective CTI Worker

- Strengthens community partnerships to maximize access to resources
- Adheres to Phase Specific Plans and Housing Plan, adjusting plans as needed
- Utilizes supervision to inform and improve decision making, receive support
What do we mean by small caseload?

Maximum of 20 SCE cases per worker

1. SCE give different weight to cases depending on phase

2. Accounts for differing intensity of work during each phase
## Caseload Weighting System

<table>
<thead>
<tr>
<th></th>
<th>Pre-CTI</th>
<th>Phase One</th>
<th>Phase Two</th>
<th>Phase Three</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Weight</strong></td>
<td>1.5</td>
<td>2</td>
<td>1</td>
<td>0.5</td>
</tr>
</tbody>
</table>
Example: Converting a standard caseload to an SCE caseload

<table>
<thead>
<tr>
<th>PER CASELOAD</th>
<th>Pre-CTI</th>
<th>Phase One</th>
<th>Phase Two</th>
<th>Phase Three</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of clients in standard CW caseload</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>x 1.5</td>
<td>x 2</td>
<td>x 1</td>
<td>x 0.5</td>
<td></td>
</tr>
<tr>
<td>Number of Standard Caseload Equivalent cases</td>
<td>6</td>
<td>8</td>
<td>4</td>
<td>2</td>
<td>20</td>
</tr>
</tbody>
</table>
An Effective Supervisor

- Ensures case manager practice is consistent with phase-specific activities and foci of the CTI model
- Encourages open communication and demonstrates a willingness to support, as well as instruct, supervisees
- Ensures that model-specific case planning and recording documents are being completed correctly and are up to date for all workers
- Carefully monitors workers to ensure that phase transition dates are observed
- Monitors and manages caseload to ensure there is reasonable time to provide services as intended
The Role of Housing Specialist

- Housing identification and lease negotiation
- Primary service provider during Pre-CTI phase
- Performs much of the work in the Pre-CTI phase, but on call for future negotiations or other challenges/advocacy needs related to housing
Part 3

CTI Phases
The Phases of CTI-RRH

- Pre-CTI: varies
- Transition: 2 months
- Tryout: 2 months
- Transfer: 2 months

Move In
The Phases of CTI-RRH

1. Locate housing
2. Transition
3. Tryout
4. Transfer

Financial assistance
<table>
<thead>
<tr>
<th>Time Intensity</th>
<th>Objective</th>
<th>Action Steps</th>
<th>Potential Barriers</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible</td>
<td>Relationship Building Assessment</td>
<td>Educate/Advocate Begin Phase Specific Plan Begin connection to resources</td>
<td>Housing placement may be delayed due to multiple challenges</td>
<td>Collaborate with Housing Specialist to teach/model housing location process; present services as a helpful resource, not an obligation</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Do advance work of creating resource networks Prioritize needs based on relevance to housing stability</td>
</tr>
<tr>
<td>2 Months</td>
<td>Complete Identification of resources and connect client</td>
<td>Accompany client to appointments, follow up to ensure connection Phase I Specific Plan</td>
<td>Lack of resources; Client hesitant to engage Several competing “priorities”</td>
<td>Empower client to do what they can on their own; create alternative plans if necessary</td>
</tr>
<tr>
<td>Intense</td>
<td>Monitor resource impact and client connection/access</td>
<td>Make adjustments to plan in collaboration with client Phase II Specific Plan</td>
<td>Client may not be ready to assume rent; resources may be inadequate</td>
<td>Reduce involvement gradually and inform client early on about the length and nature of worker support</td>
</tr>
<tr>
<td>2 Months</td>
<td>Complete transfer of services to the community</td>
<td>Meet with new service providers or others in the support system; reflect on work with client Phase III Specific Plan</td>
<td>Both client and worker may have difficulty ending, especially if goals aren’t met</td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Months</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Low</td>
<td></td>
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</table>
Pre-CTI Phase

- Duration varies
- Objective: Housing Location and Assistance; Begin Relationship with case manager
- Worker begins assessment process, collaborates with Housing Specialist on Housing Plan and begins to develop Phase I Specific Plan;
- Connection to resources begins in this phase
Transition from Pre-CTI to Phase 1

- Ideally, the Worker has been involved in the Pre-CTI Phase
- Importance of communication between housing specialists and Worker throughout, especially at the end
- Worker should attend lease signing and/or move-in
- A face to face meeting with client, Worker and housing specialist to review work on Pre-CTI Phase, clarify the Worker role going into Phase I
Phase One: Transition

- High intensity - at least once a week direct contact; assessment, completion of Phase Specific Plan and connection to resources
- Brief assessment related to housing barriers, strengths and challenges
- One to three focus areas chosen from a “menu” of domains
Phase One: Focus Area Domains

- Income generation
- Budget management
- Survival needs (food, clothing, furniture, etc.)
- Health & mental health
- Child care
- Transportation
- Education (child/adult)
Phase One: Activities

• Complete Phase Plan documents
• Identifying appropriate services in the community that address needs and can continue beyond CTI
• Accompany clients to appointments
• Follow up with linkages- call, visit- is the resource delivering what you and the client expect? Do you need to advocate?
The Phases of CTI-RRH

- Pre-CTI: Varies
- Transition: 2 months
- Tryout: 2 months
- Transfer: 2 months

Move In
Phase Two: Try-Out

- Moderate Intensity- Direct contact at least biweekly
- Main objective: Monitor the impact of resources on goal attainment and make adjustments as necessary. Empower client to maintain resources independently of the case manager.
Phase Two: Activities

- Monitoring to assess whether linkages are working and if resources are making an impact
- Revisit and adjust Phase Specific Plan to reflect the reality of resources now and in the future
- Emphasis on what is wrong with the plan, not what is wrong with the person
Phase Three: Transfer

- Low Intensity- Direct contact 1-2X per month
- Final phase focuses on completing the transfer of primary case management responsibility to the community resources that will provide long-term support to the client
- Formal ending of Client-Worker relationship
Phase Three: Activities

• Meeting together with key people in the support network
• Reviewing the work, reflecting on what was accomplished, what is ahead
• Review plan for client if challenges to housing stability arise in the future
• Avoid temptation to end services too early if client appears to be doing well!
Primary forms are:
• Phase Date Form
• Phase Plan
• Progress Notes
• Closing Note

Use of CTI RRH Forms helps ensure fidelity with the model
Part 4

Supervision
Weekly Team Supervision: 1.5 hours

Aims:

• Improve problem-solving through sharing of ideas between peers and supervisor
• Encourage fidelity to the CTI-RRH model
• Help keep track of phase transition tasks and dates
• Focus on challenging cases
What to Expect in Supervision

• Case presentation of each new client
• Review of cases that will end intervention within the coming month
• Review of cases that are facing major crisis or cannot be located
• Review of cases that have experienced major success or positive change
• Brief review of entire caseload every two weeks to ensure that phase changes are on schedule and that cases are not overlooked
How to Prepare for Supervision

- CTI Worker prepares the content for supervision by bringing information from the caseload
- Keep “supervision” notes throughout the week on clients to be presented
- Be prepared to report in on number and types of visits, progress, challenges, successes
- Collaborate with supervisor in monitoring weighted caseload by providing justification for more or less “weight”
- Provide evidence for adjustments to six month timeframe
- Both worker and supervisor should regard the supervisory conference as a high priority meeting
Center for the Advancement of Critical Time Intervention

CONTACT
INFO@CRITICALTIME.ORG