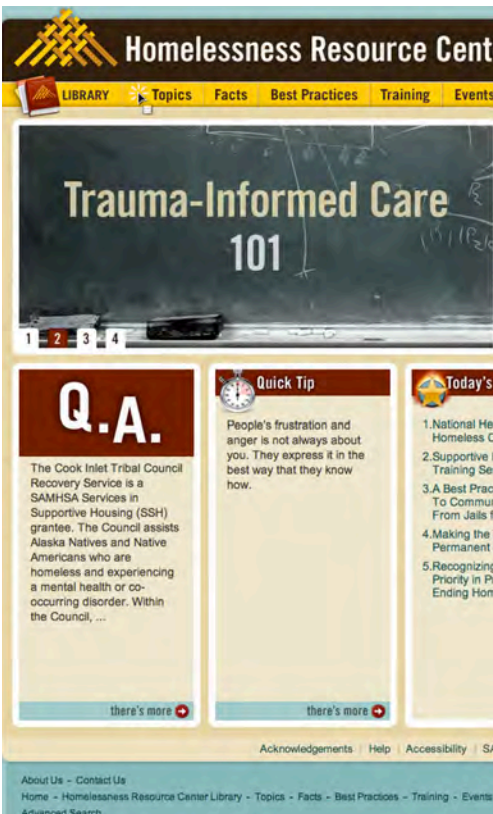




HRC ANNUAL REPORT 2008– 2009



The total cost to produce this report was \$4,740. This included collection and synthesis of data, writing, editing, and design. Billing includes direct labor, fringe, and overhead rates.



DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
www.samhsa.gov



Annual Report: October 2009
Homeless Programs Branch, Division of Services and
Systems Improvement, Center for Mental Health Services,
Substance Abuse and Mental Health Services Administration

Visit us on the web at <http://homeless.samhsa.gov>

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As the Homelessness Resource Center (HRC) completes its third year, the nation is eagerly anticipating recovery from the economic recession. Its devastating consequences headline the news with high rates of foreclosures and unemployment. In these uncertain times, more people find themselves at risk of losing their housing and income. Once again, the problem of homelessness is in the news and on people's minds. Despite the growing numbers of homeless individuals and families, service providers are faced with dwindling resources.

Over the past year, SAMHSA's HRC has continued to address the complex problem of homelessness, particularly for individuals and families who suffer from mental illness, substance use, co-occurring disorders, and traumatic stress. To do this, HRC focuses on four strategic goals: Evidence-Based Practices; Prevention; 10-Year Plans to End Homelessness; and Workforce Development.

The 2008-2009 year marked the launch of the Web-based Homelessness Resource Network (HRN) – a growing collaboration of national and international partners all working to end homelessness. Sharing HRC's technology, content, and users, the HRN brings together groups that are normally separated by geographic, philosophical, and political boundaries. Through innovative on-site and online

training programs, HRC has increased our capacity to support the homeless services workforce. This year we trained 732 people at on-site training and technical assistance events across the nation and 1,369 more through virtual webcasts – reaching a total of 532 more people than in the previous year. To extend our reach, HRC developed an interactive online training module on outreach and engagement. The module will be launched later this year along with five other modules based on SAMHSA's Blueprint for Change to End Chronic Homelessness. The HRC web site ([HTTP://HOMELESS.SAMHSA.GOV](http://HOMELESS.SAMHSA.GOV)) continues to be a critical hub of communication, connection, and learning.

HRC has also sustained its focus on building the evidence base for best practices in homeless services. In 2009, we guest-edited a Special Section of the American Journal of Orthopsychiatry on "Homelessness and Parenting" and a Special Issue of the Open Health Services and Policy Journal on "The Future of Homeless Services." In total, 17 articles have been developed, expanding what we know about the needs of parents and children who are homeless and bridging the gap between research and practice.

In addition to the increased demand for homeless services, programs are also

facing pressure to demonstrate successful outcomes and cost-effectiveness. However, the prospect of funding and implementing a large cost study is daunting. To help programs analyze their program costs, HRC developed an interactive cost analysis tool. With input from an expert workgroup, homeless services programs, health economists, federal partners, and the HRC team, this robust tool represents the first step that programs can take to assess the costs and benefits of essential services.

As we move forward, the HRC remains committed to developing innovative strategies to support the homelessness field – particularly in a time of scarce resources and growing need. To do this, we need you to join us. Together, we can continue to promote trauma-informed, recovery-oriented, person-centered, evidence-based care to help people exit homelessness.

For more information about partnering with the HRC, visit [HTTP://HOMELESS.SAMSHA.GOV](http://HOMELESS.SAMSHA.GOV) or email partner@center4si.com. We thank you for your continued support and look forward to another exciting year.

Sincerely,

Deborah Stone, PhD
Social Science Analyst
Homeless Programs Branch,
CMHS/SAMHSA

Ellen L. Bassuk, MD
Principal Investigator
Homelessness Resource Center

The Homelessness Resource Center fosters the development of an interactive learning community of providers, consumers, policy-makers, researchers, and government agencies at federal, state, and community levels—with the goal of bringing together state-of-the-art knowledge and promising practices to prevent and end homelessness among people with mental health and substance use disorders, and trauma histories.

The Homelessness Resource Center seeks to improve the daily lives of people affected by homelessness and who have mental health and substance use problems and trauma histories.

How We Achieve Our Mission

Increasing awareness, knowledge of resources, and capacity to help people experiencing homelessness

Integrating and transforming homeless service systems

Supporting the implementation of the 10-year plans to end homelessness

Supporting integration PATH and SSH within HRC

Facilitating communication and collaboration among providers, researchers, policy makers, and consumers

What Is The Homelessness Resource Center?

In all of its work, HRC strives to be a:

Continuous learning community

Center of excellence

Clearinghouse for state-of-the-art information and resources

Capacity builder

Our Work

Training and technical assistance

Publications

On-line learning opportunities

Networking

Our Work Is Guided By A Commitment To:

Fostering a trauma-informed recovery system

Integrating consumers in all aspects of our activities

Ensuring cultural and linguistic competence

Improving access to mainstream services for people experiencing homelessness

Supporting the PATH and SSH programs

Coordinating our activities with other federal efforts

ABOUT THE HOMELESSNESS RESOURCE CENTER

COLLABORATIVE PARTNERSHIPS

THE HOMELESSNESS RESOURCE CENTER (HRC) BRINGS TOGETHER A diverse array of stakeholders including service providers, consumers, policy makers, researchers, and federal and state officials—all with the same goal: improving the lives of people who are homeless. To provide the best information and training to the field, HRC taps into the knowledge and wisdom of our stakeholders and actively seeks opportunities for collaboration.

Projects for Assistance in Transition from Homelessness (PATH) & Services in Supportive Housing (SSH)

HRC has a unique opportunity to collaborate with SAMHSA's Projects for Assistance in Transition from Homelessness (PATH) and the Services in Supportive Housing (SSH)* programs. The three programs—HRC, and the PATH and SSH Technical Assistance Centers—operate within the same contract and complement one another. All three focus on people who are homeless or at risk of homelessness and who have serious mental illness.



PATH Projects for Assistance in
Transition from Homelessness



**Services in
Supportive Housing**

*This project within HRC includes the original 14 SSH grantee sites, comprising the first two cohorts. We are also collaborating with Advocates for Human Potential to support the 43 new SSH grantee sites in the third cohort awarded in 2009.



This year, the three centers collaborated on multiple activities:

PATH launched a hosted site within the HRC's Homelessness Resource Network ([HTTP://PATHPROGRAM.SAMHSA.GOV](http://PATHPROGRAM.SAMHSA.GOV)). Hosted sites share common features such as the digital library, social networking, original content, and interactive functionality.

SSH created an Organizational Page on the HRC web site. The page provides links to tailored resources for supportive housing service providers as well as access to the grantees' private communication portal.

HRC hosted a webcast for 183 attendees that featured SSH grantee St. Vincent de Paul Village in San Diego, CA. Presenters described a model for involving staff at all levels to systematically track program outputs. They demonstrated how to use these data to impact client outcomes and favorably position an agency to obtain funding.

PATH created a series of training videos on outreach and engagement. Leveraging these innovative videos, HRC created an online training module that uses the videos to model best practices in outreach and engagement for outreach workers. The videos and the online training module will be launched in early 2010.

HRC and PATH provided a joint regional training to 124 people in St. Cloud, MN, November 3-4, 2009. This training included PATH-specific training opportunities for grantees, as well as HRC's premiere training curriculum, *Promoting Wellness: An Integrated Approach to Homeless Service Delivery*.

Homeless Service Providers

HRC's primary audience consists of service providers serving people who are homeless. HRC regularly conducts market and usability testing to gather information on how to best meet the diverse needs of service providers by following up with training attendees and web site users, and networking with providers at trainings and conferences. HRC identifies regional training needs by partnering with local providers and including them as co-trainers at regional training events. In addition, HRC's Provider Network includes writers and networking partners from the field who contribute feature articles to HRC's web site and help to spread the word about HRC's work.

Key Collaborators

American Journal of
Orthopsychiatry

Columbia University Center for
Homelessness Prevention Studies

Community Voice Mail

Gryphon Scientific

Health Resources and Services
Administration

HHS' Office of the Assistant
Secretary for Planning and
Evaluation

Human Resources Research
Organization

Informatics Studio

National Center on Family
Homelessness

National Health Care for the
Homeless Council

Open Health Services and Policy
Journal

Reveal Communications

Relyon Media

SAMHSA/CMHS' Child,
Adolescent, and Family Branch

SAMHSA/CSAT's Co-
Occurring and Homeless
Activities Branch

SAMHSA Health Information
Network

SAMHSA's Office of Program
Services

Schneider Institutes for Health
Policy, Heller School, Brandeis
University

US Department of Housing and
Urban Development

US Department of Labor

US Department of Veterans
Affairs

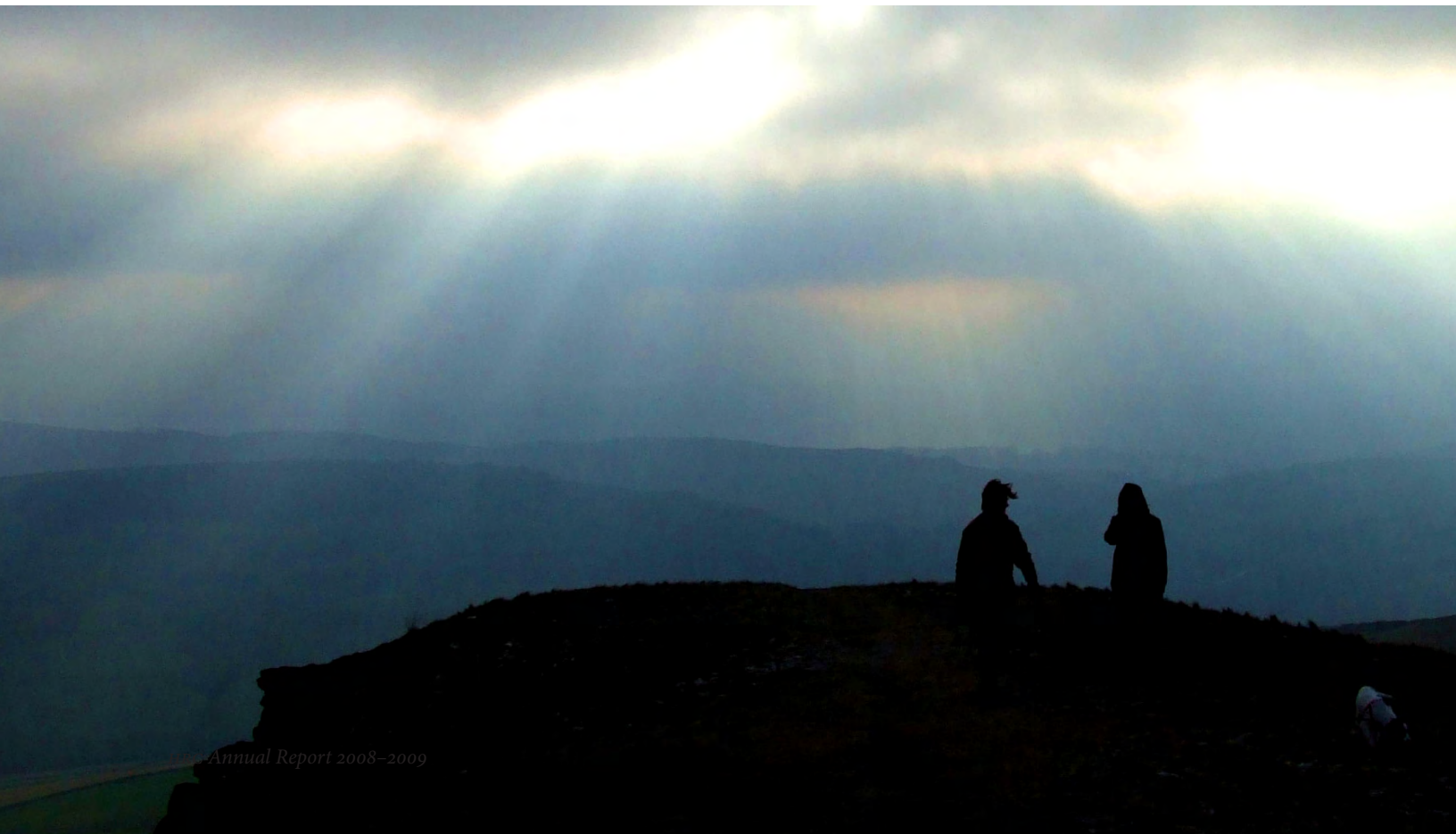
US Interagency Council on
Homelessness

York University's Canadian
Homeless Hub

Advisory Steering Committee

The HRC Advisory Steering Committee (ASC) is comprised of national, state, and local leaders in homelessness research, policy and practice. It also includes various federal agencies such as the U.S. Department of Housing and Urban Development, the U.S. Department of Veterans Affairs, the Health Resources and Services Administration, the U.S. Department of Labor, and the U.S. Interagency Council on Homelessness.

The Committee provides guidance during the annual ASC meeting and throughout the year. The Committee also connects our work to other efforts that address homelessness and mental health, ensuring strong collaborations and coordination at all levels. This year, HRC invited ASC members to participate in the HRC Expert Workgroup on Cost Analysis, to contribute to special journal issues guest edited by HRC, and to solicit ideas for HRC web site feature content. A list of current ASC members is on page 34.



HRC WEB SITE

THE HRC WEB SITE ([HTTP://HOMELESS.SAMHSA.GOV](http://homeless.samhsa.gov)) IS THE CENTRAL communication platform for all of HRC's work. It is the cornerstone of HRC's outreach, marketing, and networking activities. Through the web site, service providers and other stakeholders can connect with peers and HRC partners, access online learning opportunities, learn about upcoming conferences, trainings, and other events. The HRC web site publishes original content dedicated to translating research into practice and profiling best practices, innovative programs, and provider and consumer voices in the field.

The Homelessness Resource Network: Leveraging International Connections

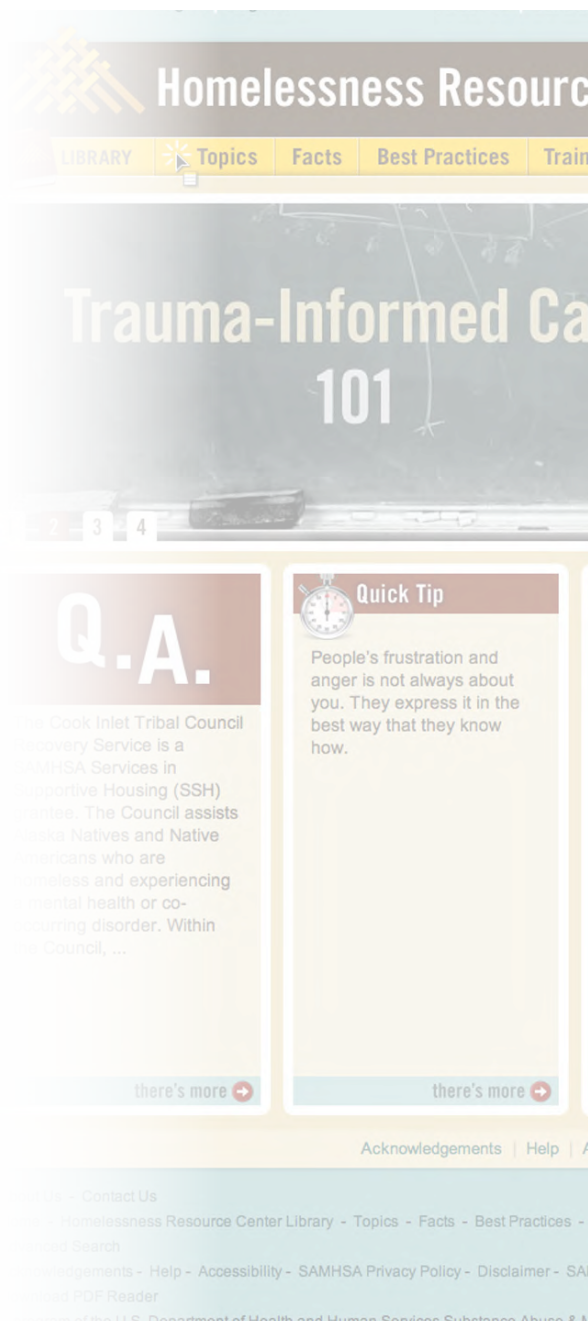
As part of HRC's viral marketing strategy, selected partners are invited to create "hosted sites" that are connected in a network with the HRC web site. Hosted sites allow partners to develop independently branded web sites that leverage the HRC web site's technological infrastructure and content.

Under the coordinating leadership of HRC, current HRN members include:

SAMHSA's
Projects for Assistance in Transition from Homelessness
(<http://pathprogram.samhsa.gov>)

SAMHSA's
Co-Occurring and Homeless Activities Branch
(<http://chab.samhsa.gov>)

York University's
Canadian Homeless Hub
(<http://homelesshub.ca>)



Together, these partner sites form the Homelessness Resource Network (HRN). HRN partners share a common digital library, and each organization's users can seamlessly access over 8,500 library resources related to homelessness, mental illness, substance use, co-occurring disorders, and traumatic stress.

The HRN framework is largely invisible to the public, but serves as a coordinating structure for HRC and HRN partner sites. The HRN network represents an important step toward leveraging connections and sharing resources across organizations and borders.

Community Voice Mail

Funders Together to End Homelessness

National Alliance to End Homelessness

National Association for the Education of Homeless Children and Youth

National Center on Family Homelessness

National Law Center on Homelessness and Poverty

National Policy and Advocacy Council on Homelessness

SAMHSA's Fetal Alcohol Spectrum Disorders Center for Excellence

SAMHSA's Services in Supportive Housing

Strengthening At Risk and Homeless Young Mothers and Children Initiative

HRC Organizational Page Partners

To support HRC's goal of bringing together various stakeholders in homelessness and related fields, we offer national organizations the opportunity to create Organizational Pages on the HRC web site. Organizational Pages offer a dedicated space on the HRC web site for the organization to share its mission, key resources, and a direct link to its web site.

HRC's Original Feature Articles

HRC publishes original feature articles every two weeks to keep the HRC web site timely, lively, and engaging. HRC original content is highlighted on the homepage with striking graphics and bold titles. Graphics rotate to engage the viewer's eyes and interest.

HRC's original feature content focuses on telling human stories of HRC's strategic goals and cross cutting themes. HRC writers interview service providers, consumers, researchers, and policy-makers to learn about their experiences, challenges, and lessons learned. They listen and learn about what works, what does not, and how to best meet the needs of people who are homeless. By making a space for these voices on the HRC web site, we bring people together and provide a space for sharing, connecting, and learning.

Above all, we seek to document and share what works to improve the daily lives of people affected by homelessness and who have mental health and substance use problems and trauma histories.

Articles profile best practices, innovative programs, and interviews with leaders in the field. All stories are linked with recommended resources handpicked from the HRC digital library to encourage continuous learning and adoption of best practices.

The HRC web site helps advance the **key strategic goal of workforce development**. The web site regularly publishes best practices, research briefs, and tips drawn from HRC's efforts to support the capacity of the homeless services workforce. These resources draw upon HRC's rigorous exploration of the scope, size, and training needs of the workforce. Additionally, these brief resources help connect users to training tools, information on recruitment and retention, and other related items.

"Spending Smart to Train Smart: Best Practices for Choosing a Training Program," shares best practices to help homeless program managers select the right training program for their staff.

"Staffing for Success: Ten Tips," offers best practices for getting and keeping the right people for the job.

"Who Are We? A Look at the Homelessness Workforce," features research on the size and characteristics of the workforce.

"Will Homeless Services Face Worker Shortages?" HRC shares research suggesting there will be a projected shortfall of workers in the field.

Selected original feature content featuring evidence-based practices, best practices, and toolkits:

Several features on the successes, challenges and cost savings of the Housing First Model, including **"A Three-Year Success Story: Housing First Saves Dollars,"** and interviews with Housing First service providers.

"Supporting Transitions: Critical Time Intervention," a profile of a project using peer specialists who use the Critical Time Intervention model to serve those discharged from hospitals.

"Evidence-Based Treatment Planning: Using the Stages of Change," a feature about how providers can use the Stages of Change to enhance the effectiveness of treatment plans.

"A Nurse In A Book: Outreach Nurses Help Families in Motels and Shelters to Stay Healthy," an article featuring a healthy child toolkit to help homeless mothers care for their children.



Screenshot of an HRC web site banner

The Growth Of The HRC/HRN Digital Library

3,820

*HRC entries were available
for viewing at
the end of october 2008*

8,809

*HRN entries were available
for viewing at
the end of september 2009*

Recent provider network member contributions to the HRC web site included:

**"Moving Out of Homelessness,
Adapting to a New Life,"** Daniel
Farrell, Director of the Lenox Hill
Neighborhood House shares the
story of working with a chroni-
cally homeless individual to move
toward permanent housing.

**"How to Give a Helping Hand
Toward Housing,"** Bobbi Jo
Evans, Housing Specialist at Harbor
Health Services, Inc. offers tips
on how to help consumers locate
and obtain housing.

HRC original web content highlights important stories related to the HRC cross-cutting themes of Recovery and Consumer Involvement. During the September 2009 National Alcohol and Drug Addiction Recovery Month, HRC published an interview with the Director for Consumer Affairs of SAMHSA's Center for Substance Abuse Treatment, along with individual profiles of recovery from homelessness and addiction. To promote dissemination of best practices for consumer involvement, HRC published strategies to foster consumer involvement drawn from the SAMHSA Homeless Families Program.

The HRC web site regularly features interviews with providers in the field. The site profiled Ed Blackburn, Executive Director of Central City Concern in Portland, OR. Central City Concern is a SAMHSA Services in Supportive Housing grantee, and Ed was honored by the Dalai Lama. HRC also profiled Sister Mary Scullion, co-founder of Project H.O.M.E. in Philadelphia, PA. Sister Mary was recognized for her work by Time Magazine. John Lozier, Executive Director of the National Health Care for the Homeless Council based out of Nashville, TN, shared information about Health Care for the Homeless agencies and services. Throughout the year, HRC also interviewed outreach workers, intensive case managers working with veterans, the director of an innovative employment-training program, an addictions counselor, the director of a shelter for survivors of domestic violence, and many others.

HRC strives to publish stories that are timely and relevant. On the anniversary of Hurricane Katrina, we published an article about the challenges of outreach workers in New Orleans, four years after the devastating hurricane left thousands homeless. In early September, we profiled best practices of McKinney-Vento liaisons working to help children who are homeless. During December, HRC covered Homeless Persons' Memorial Day events around the country. Each winter, many communities hold these events on or around December 21st—the longest night of the year—to remember friends who have died while living on the streets

Voices from the Field: Social Networking and the HRC Provider Network

HRC serves as a space for diverse voices from the field to share best practices, stories, tips, and opportunities for networking and peer support. Social networking and the HRC Provider Network are two ways we are helping service providers connect with and learn from each other.

HRC Web Site Summary: September 2008–September 2009

142,927 visits
596,858 pageviews
4.18 pages/visit
5:40 average time spent on site
48.47% bounce rate*

*bounce rate is the % of initial visitors who leave the HRC site right away

**Where do
HRC users
come from?**

37%
Referring
Sites

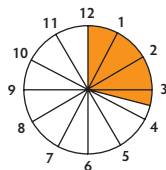
29%
Search
Engines

29%
Direct
Traffic

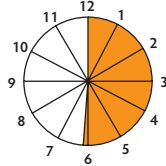
5%
Other

Users are spending more
time on the HRC site:

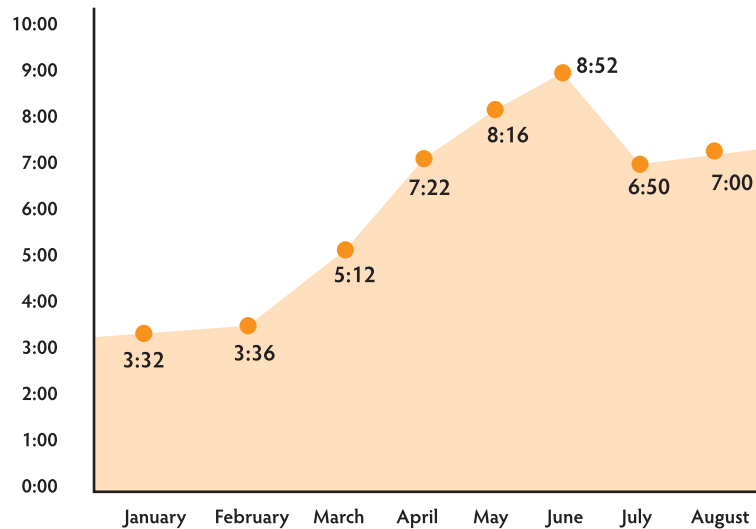
Average time spent
on site July 2008–
September 2008
3:28



Average time spent
on site July 2009–
September 2009
6:09



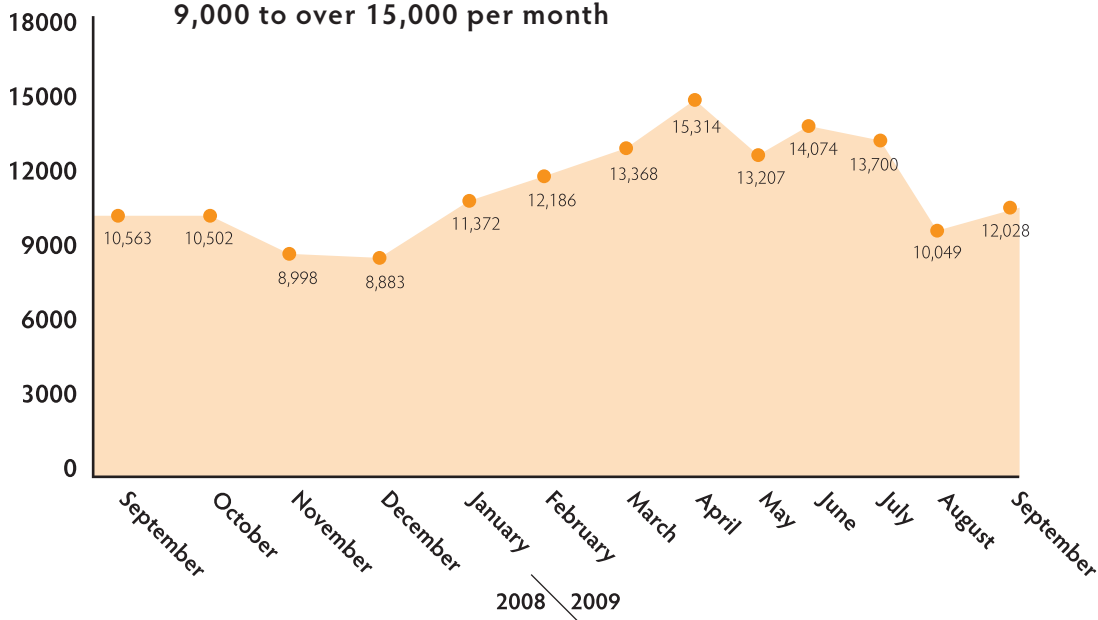
In 2009, average time on the site showed steady growth*



*Typically internet usage drops in the summer months

Increase: 78%

**From September 2008 to September 2009,
the number of users averaged from about
9,000 to over 15,000 per month**



“My experience with this web site has been very positive. It gives me the opportunity to find new information and keeps me up to date.”

– HRC User

The HRC’s social networking features enable members of the HRC online community to create individual profiles and connect with other community members. Community members can rate resources and easily e-mail “favorites” to colleagues, partners, and friends. HRC community members who want to be more involved are invited to join the HRC Provider Network. Provider Network members serve as contributing writers, sharing their challenges, successes, and proven strategies. They also spread the word about HRC’s work, helping to bring more voices together and build the HRC network.

Next Steps

HRC carefully monitors traffic trends and is always striving to improve the usability and reach of the web site. Over the past year, HRC has shown promising trends in “average time spent on site” and a consistent user base. However, HRC continues to have a high “bounce rate,” meaning some HRC visitors arrive at the homepage and leave right away. In response to these opportunities for improvement, HRC consulted with users across the nation. In late 2009, HRC will simplify the homepage to improve usability and searchability, and add new engaging features such as a “Voices from the Field” blog and “News from the Web.” HRC is also upgrading the existing social networking features. Soon, HRC community members will be able to upload profile photos, integrate Facebook and HRC networks, chat with HRC community members in real time, and search for other HRC members by city, state, or area of expertise.

Moving forward, HRC is shifting its focus to marketing and outreach. HRC has many rich opportunities to promote viral marketing through the Provider Network, training and conference opportunities, and traditional media/print advertising. HRC is also developing targeted dissemination plans for new products to be released in 2009-2010. These plans will help HRC to reach out to new partners, advertise continuing education opportunities, and share research with people in the field. In many ways, HRC is taking a “grassroots” approach to spread the word about HRC and increase our reach in TA the coming years.



HRC STRATEGIC GOALS

WHEN THE HRC BEGAN IN 2006, THE PROJECT TEAM DEVELOPED A multi-year strategic plan in conjunction with SAMHSA. As part of this plan, HRC mapped out four key strategic goals that would guide its work. The four strategic goals are described below. In the sections that follow, we describe the past year's work across these goals.

Strategic Goal 1: Evidence-Based Practices

Determine the evidence-base for exemplary and promising practices in the homelessness field. Support strategies for increasing the level of evidence and implementing these practices in real-life settings.

Strategic Goal 2: Workforce Development

Increase workforce capacity through technical assistance and training.

Strategic Goal 3: Plans to End Homelessness

Support states in their efforts to implement their 10-Year plans to end homelessness.

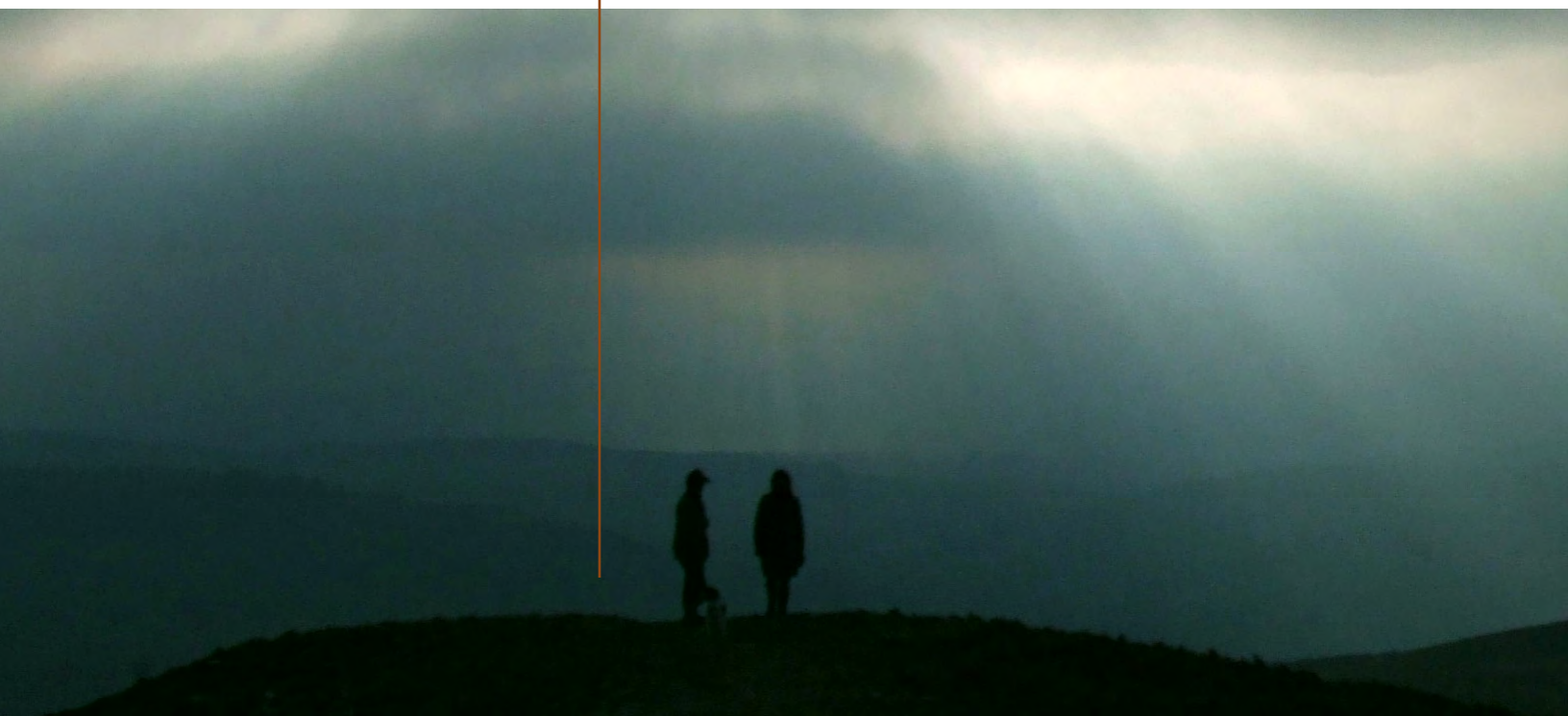
Strategic Goal 4: Homelessness Prevention

Develop a conceptual framework for implementing a homelessness prevention strategy and promote its application.

STRATEGIC GOAL #1: EVIDENCE-BASED PRACTICES

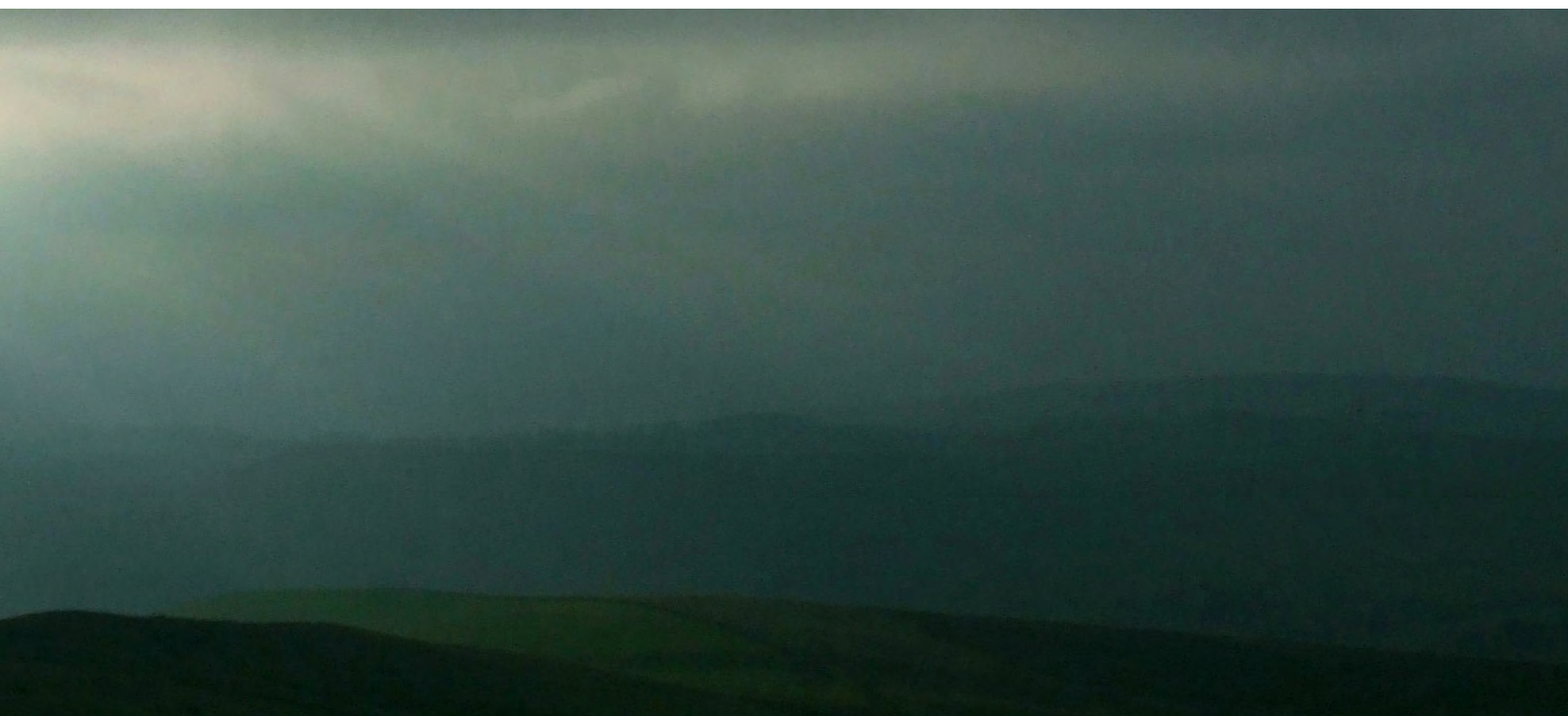
THE EVIDENCE BASE FOR PRACTICES IN HOMELESS SERVICES IS steadily growing, yet only a handful of practices are deemed evidence-based by SAMHSA's National Registry of Evidence-Based Programs and Practices ([HTTP://NREPP.SAMHSA.GOV](http://NREPP.SAMHSA.GOV)). As part of HRC's mission, we seek to contribute to the knowledge base, translate research into practice, and disseminate this information to the field.

This year, HRC made substantial contributions to the literature in homeless services with the development of two guest-edited special issues of peer-reviewed, academic journals. Each will be available through open access via the HRC web site. This aligns with our goal of connecting programs to the latest research information.



HRC also incorporates evidence-based practice into our training activities. For example, HRC's premiere training package, *Promoting Wellness: An Integrated Approach to Homeless Service Delivery*, includes a workshop on Motivational Interviewing, a recognized evidence-based practice. Many of our regional trainings also include dialogue about "What's Working" in the field, in an effort to promote evidence-based thinking among service providers and assess emerging trends in best practices.

This year, HRC also began developing a cost analysis tool in homeless services. This tool will help programs conduct basic cost analyses of many services and gain knowledge about the estimated cost savings of case management and supportive housing services. The tool will help programs conduct strategic program planning and communicate results with key community stakeholders.



Building the Knowledge Base



HRC Guest-Edited Special Section of the *American Journal of Orthopsychiatry*: Parenting and Homelessness Volume 79, No. 3, July 2009, pp. 291-436

In 2008, family homelessness in the United States increased by 9% according to HUD's Annual Homeless Assessment: Report to Congress. The increase in numbers of families that are homeless highlights the urgent need for research to inform policy and programs that best support parents and children who are coping with homelessness.

To build the knowledge base of research on parenting in the context of homelessness, HRC guest edited a Special Section of the *American Journal of Orthopsychiatry* on the theme of "Homelessness and Parenting."

The Special Section fills a significant gap in research on the challenges of family relationships in the context of homelessness. The articles include practice, policy, and research recommendations to support parents as they stabilize their lives, care for their children, and move out of homelessness. In addition to seven research articles, the Special Section includes two commentaries by a nurse practitioner who works with families in Baltimore, MD and a mother who was formerly homeless.

Next Steps

To facilitate access to the research, **HRC is sponsoring free open access to the electronic full-text of the articles.** To translate research to practice, HRC is developing multiple research briefs and feature articles to illustrate findings and will suggest additional resources for programs working with families.

Highlights From the HRC Special Section of the American Journal of Orthopsychiatry: Parenting and Homelessness

<p>"Parenting, Parental Mental health, and Child Functioning in Families Residing in Supportive Housing," by Abigail Gewirtz, David DeGarmo, Elizabeth Plowman, Gerald August, and George Realmuto</p>	<p>Parents living in supportive housing who scored high on measures of positive parenting practices had children who rated high on measures of resilience and emotional and behavioral issues. Providing supports to improve parenting practices is essential to supporting children's well-being while homeless.</p> <p>Vol. 79, No. 3, July 2009, pp. 336-347</p>
<p>"Effects of Social Support and Conflict on Parenting," by Jaime Marra, Elissa McCarthy, Hsiu-Ju Lin, Julian Ford, Eleni Rodis, and Linda Frisman</p>	<p>For effective service delivery, programs must recognize the salutary role of non-traditional family/social networks and their potential impact on families that are homeless.</p> <p>Vol. 79, No. 3, July 2009, pp. 348 -356</p>
<p>"Conducting Filial Therapy with Homeless Parents," by Amie Kolos, Eric Green, and David Crenshaw</p>	<p>Filial therapy, an evidence-based mental health intervention, can be used in homeless shelters to help strengthen parent-child relationships. The intervention empowers parents and offers safety and structure to children.</p> <p>Vol. 79, No. 3, July 2009, pp. 366-374</p>
<p>"Parent-Adolescent Violence and Later Behavioral Health Problems among Homeless and Matched Housed Youth," by Mason Haber and Paul Toro</p>	<p>Physical violence between parents and adolescents is a risk factor for later behavioral health problems among youth who become homeless. Findings show that African American youth are more likely to experience mental health symptoms and male youth are more likely to experience alcohol problems due to parent-adolescent violence as compared to other demographic groups.</p> <p>Vol. 79, No. 3, July 2009, pp. 305-318</p>
<p>"What Research Tells Us about the Intertwining Streams of Homelessness and Foster Care," by Cheryl Zlotnick</p>	<p>Supporting parents who have children connected to the foster care system is critical for avoiding future generations of homelessness. This article examines the linkages between foster care and homelessness among children, youth, and adults.</p> <p>Vol. 79, No. 3, July 2009, pp. 319-325</p>
<p>"Examining the Impact of Parental Risk on Family Functioning among Homeless and Housed Families," by Kimberly Howard, Steven Cartwright, and R. Gabriela Barajas</p>	<p>Homelessness impacts families more severely when additional family risk factors are present. When compared to families that are housed, homeless families fare worse on measures of financial stability, housing conditions, and interactions with children when parents have a history of mental illness or substance use.</p> <p>Vol. 79, No. 3, July 2009, pp. 326-335</p>
<p>"Parenting Adults Who Become Homeless: Variations in Stress and Social Support," by Michael Polgar, Carol North, and David Pollio</p>	<p>Research demonstrates that parents of adult children who are homeless require greater levels of social support to buffer this stress.</p> <p>Vol. 79, No. 3, July 2009, pp. 357-365</p>

Building the Knowledge Base



HRC Guest-Edited Special Issue of the *Open Health Services and Policy Journal*: The Future of Homeless Services Targeted for publication in December 2009/January 2010

While there is no question that permanent affordable housing is necessary to end homelessness, for many, housing alone may not be enough. It is clear that people who are homeless need housing, but what else do they need? Who needs what? What should these services look like? How are they best delivered? How are they changing?

In 2008, a HRC Expert Panel on Evidence-Based Practices in Homeless Services identified a gap between research and practice. To help bridge the gap, HRC guest-edited a Special Issue of the *Open Health Services and*

Policy Journal on “The Future of Homeless Services” to build the knowledge base related to the current state of practice.

The Special Issue includes six articles addressing HRC strategic areas of focus, two invited editorials, and an introductory overview. HRC developed many of these articles over the past three years to contribute to the evidence base for services and supports to help people exit homelessness, with a special focus on trauma-informed services, outreach and engagement, homelessness prevention, and workforce development.

Next Steps

The Special Issue will be published in late 2009 and **all articles will be available free of charge online**. HRC will host multiple webcasts and share feature articles that spotlight the issues illustrated in the journal articles.

**Highlights from the HRC Special Issue of the Open Health Services and Policy Journal: The Future of Homeless Services
Targeted for publication in December 2009/January 2010**

"A Framework for Developing Supports and Services for Families Experiencing Homelessness," by Ellen Bassuk, Katherine Volk, and Jeffrey Olivet	Reviews the literature on services and supports for families that are homeless, and proposes a framework to determine the services and supports families need to stabilize their lives.
"Outreach and Engagement in Homeless Services," by Jeffrey Olivet, Ellen Bassuk, Emily Elstad, Rachael Kenney, and Lauren Jassil.	Synthesizes what is known about outreach and engagement by reviewing quantitative and qualitative research and colloquial literature and proposes best practices for outreach and engagement.
"Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings," by Elizabeth Hopper, Ellen Bassuk, and Jeffrey Olivet	Examines the evidence base for trauma-informed care, proposes a consensus-based definition of trauma-informed care, and recommends strategies to help homeless service programs become trauma-informed.
"Recovery and Homeless Services: New Directions for the Field," by Laura Gillis, Gloria Dickerson, and Justine Hanson	Establishes the evidence base for extending recovery-oriented approaches to homeless services and proposes ways for homeless service programs to become recovery-oriented.
"A Paradigm Shift in Housing and Homeless Services: Applying the Population and High-Risk Framework to Preventing Homelessness," by Jocelyn Apicello	Reviews homelessness prevention strategies and proposes a strategy for maximizing resources for homelessness prevention.
"Building the Capacity of the Homeless Service Workforce," by Joan Mullen and Walter Leginski	This first major examination of the homeless service workforce examines the needs of the workforce and recommends strategies for supporting the workforce's capacity.
Two Editorials	<p>A perspective on the Canadian approach to homelessness by Steven Gaetz, director of the Canadian Homelessness Research Network and the Homeless Hub.</p> <p>An overview of the u.s. response to homelessness over the past thirty years by Martha Fleetwood, founder and executive director of HomeBase/the Center for Common Concern in San Francisco, CA.</p>

Cost Analysis Tool for Homeless Service Programs

A growing body of research shows that ending homelessness for people who are chronically homeless saves public money. Through conversations with homeless service program managers, HRC learned that programs need tools to help demonstrate this to policy makers, community stakeholders, donors, and funders. Programs are under increasing pressure to demonstrate positive outcomes and cost-effectiveness, yet rarely have the resources been available to conduct large-scale studies.

In 2009, HRC convened an Expert Workgroup on Cost Analysis of Homeless Services to guide the development of an interactive, do-it-yourself tool that will help programs conduct basic analyses of homeless services to measure costs and benefits. The tool was developed by a team of health

economists led by Dr. Donald Shepard, an expert on cost effectiveness at the Schneider Institutes for Health Policy, Heller School at Brandeis University. Dr. Shepard and his team developed the tool in consultation with the workgroup, homeless service program managers across the country, and the HRC team.

The HRC Cost Analysis Tool for Homeless Service Programs will help programs analyze their costs—for all services—and to estimate the amount of money saved by providing supportive housing and case management services.

The tool is designed to help programs calculate the cost of service provision, total program costs, and cost per outcome. For programs that provide supportive housing and case management, the tool offers the unique capability to calculate estimated

cost offsets—that is, the public funds saved through client use of supportive housing or case management services. These cost savings are achieved by the lowered utilization of publicly funded services such as police, hospital emergency and inpatient services, and the correctional systems.

By matching their program type to programs analyzed by previous studies, the HRC tool gives users a dollar figure representing estimated cost savings associated with their program.

The results can be used to inform program planning, improve program operations, apply for funding, and compare different programs and services. The tool helps program staff think strategically about resource allocation, outcomes, and how to make the case for the cost effectiveness of their programs.

Next Steps

The HRC Cost Analysis Tool for Homeless Service Programs will be disseminated on the HRC web site along with interactive tools to promote learning, workforce development, and peer networking on cost analysis and the challenges facing homeless service programs. HRC will offer technical assistance to programs on cost analysis. Two webcasts will feature the HRC tool: “Cost-Benefit Analysis for Homeless Service Programs: Where to Start?” and “Using Cost-Benefit Analysis to Make Your Case: Lessons from the Field.”

To remain timely, relevant, and robust, the HRC tool will be updated annually to incorporate a growing literature on the cost-effectiveness of homeless services.

Led By A Team From The Schneider Institutes For Health Policy Within The Heller School At Brandeis University, Cost Analysis Workgroup Members Included:

Michelle Hayes, MA

Senior Director, Cloudburst Consulting Group

Nick Huntington, MA

Independent Consultant

Daniel Malone, MPH

Housing Program Manager, Downtown Emergency Service Center

Tatjana Meschede, Ph.D.

Director of Research, Institute on Assets and Social Policy, The Heller School for Social Policy and Management, Brandeis University

Carol Wilkins, M.P.P.

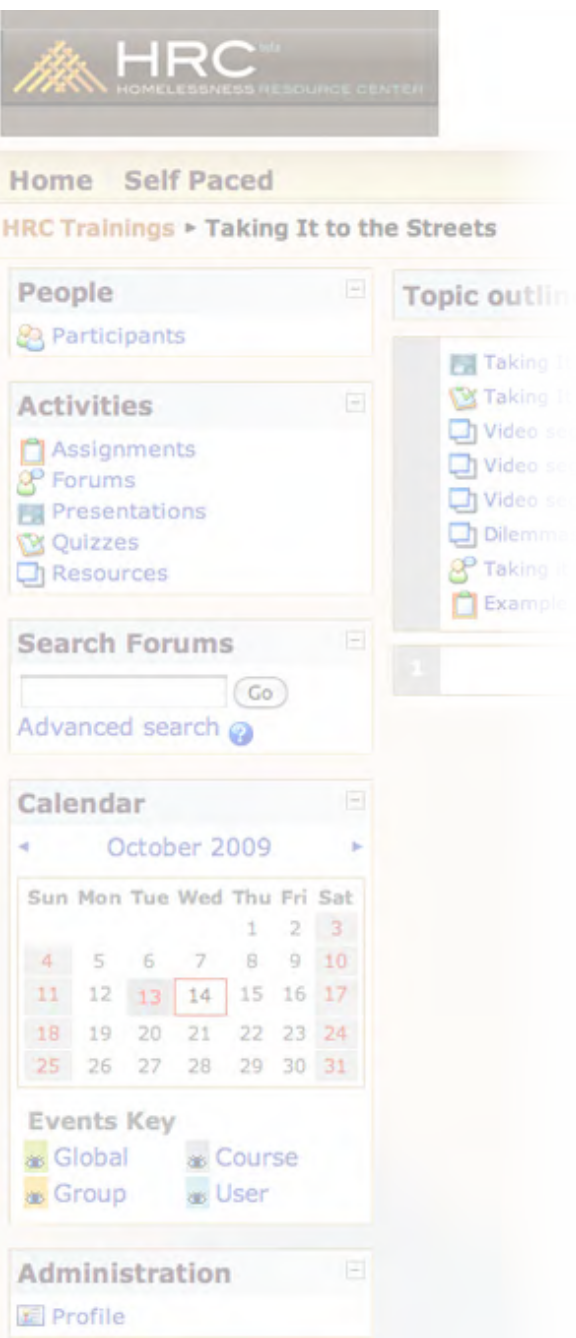
HRC Advisory Steering Committee Co-Chair and Managing Director of Policy and Research, Corporation for Supportive Housing

Creating The HRC Cost Analysis Tool

To create this tool, HRC brought together homeless program managers, academic researchers, and experts in the field. Together, we grappled with program needs, realities, and data. Program managers told us they needed a simple tool to help them analyze and compare costs across programs and services. They wanted to be able to show funders and community stakeholders that homeless services save public money and make a difference.

As a result, the HRC cost analysis tool is responsive to these needs. In the words of a housing program manager, the tool is "a pretty impressive instrument that I want to use, and I would want other programs to use so we can start talking on the same page."

STRATEGIC GOAL #2: WORKFORCE DEVELOPMENT



A LARGE PORTION OF HRC'S WORK IS FOCUSED ON WORKFORCE development. Our efforts to contribute to the knowledge base, share best practices, improve knowledge and skills, and foster peer learning all advance the workforce. Below we will discuss our various learning opportunities including on-site regional trainings and technical assistance, online learning modules, and virtual webcasts.

The HRC web site serves as the hub of communication and learning for workforce development. Together with the Homelessness Resource Network partners, HRC provides access to over 8,500 resources in the digital library. Providers can also connect with other based on common interests, geographic locations, or roles. These features allow providers to meet new colleagues or follow up with one another after a regional training or national conference. In the coming year, HRC users will be able to access multiple online learning modules via the HRC web site. These modules include interactive, multi-media components and also offer Continuing Education Unit (CEU) credits or certificates upon completion. Please see page 4 of this report for more information about the HRC web site.

Trends In Numbers Of People Trained Over Past Two Years:

2007–2008:

On-site: **1,037**

Virtual: **528**

Total: 1,565

2008–2009:

On-site: **732**

Virtual: **1,369**

Total: 2,101

34% Increase

Training the Homeless Services Workforce

This year, HRC hit the road to nine cities and trained 732 people through regional trainings, on-site technical assistance, and conference workshops. HRC also trained an additional 1,369 people through national, virtual webcasts and is developing a series of online learning modules to be released over the next year.

Regional Trainings

HRC's premiere training package is *Promoting Wellness: An Integrated Approach to Homeless Service Delivery*. The curriculum includes modules on motivational interviewing, traumatic stress and homelessness, trauma-informed services and settings, basic medical information for non-medical providers, outreach and engagement, recovery, and consumer integration.

Regional trainings take place over two days and are free to all attendees. HRC provides a limited number of scholarships for consumers to cover the cost of travel and lodging.

During the planning process, HRC works closely with local stakeholders to assess training needs and address issues of providers in that region. As an example, the HRC training in Kansas City, MO included a workshop on rural homelessness that was co-facilitated by a member of the Kansas Governor's Mental Health Planning Group Subcommittee on Rural and Frontier Homelessness.

HRC provided a two-day regional training in St. Cloud, MN, November 3-4, 2009 that included a workshop on supported employment with John Rio of Advocates for Human Potential. This topic was identified as an important local issue.

Web-Based Training

Webcasts and online learning modules offer providers access to HRC trainings without having to spend organizational resources on travel and lodging. Given the current economic climate, opportunities for distance learning are even more important. HRC has also learned from the field that providers need access to free or low-cost trainings that are 1-2 hours long, available on-demand, and provide continuing education units or certificates of completion.

What Kinds Of Virtual Training Do Service Providers Need?

Free or low-cost

Quick, 1.5–2 hour online trainings

On-demand or during off-peak hours or in-service trainings

CEUs (professionals)

Certificate of hours completed/ professional development (paraprofessionals)

Easily accessible and usable

First Step is an Open Mind: Best Practices for working with LGBTQ Youth

05/09
280 attendees

Richard Hooks Wayman,
National Alliance to End Homelessness
Carl Siciliano,
Ali Forney Center

Work as a Pathway
Out of Homelessness

02/09
408 attendees

John Rio,
Advocates for Human Potential

Consumer Integration: Why It Matters, How it Works

07/09
233 attendees

Laura Prescott,
Sister Witness International
Steven Samra,
Operation Standdown

Consumer Integration:
Everybody is Talking About It, But How Do We Get It Done?

07/09
265 attendees

Laura Prescott,
Sister Witness International
Leah Harris,
Independent Consultant
Steven Samra,
Operation Standdown

Outputs to Outcomes:
How to Use Program Data to Impact Client Outcomes

04/09
183 attendees

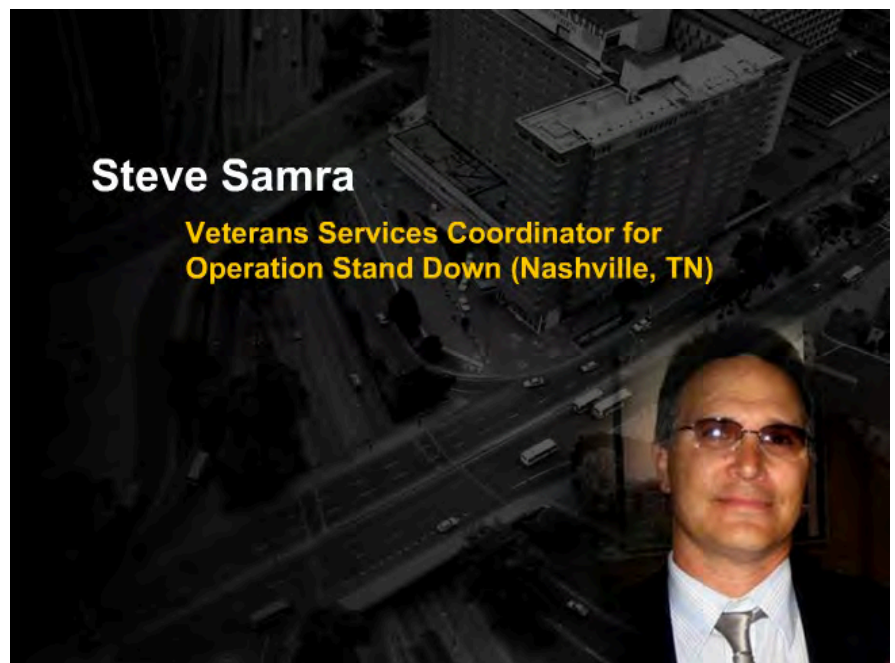
Kathi Bradshaw,
Father Joe's Villages
Julie DeDe,
St. Vincent de Paul Village

HRC Webcasts

This year, the HRC trained 1,369 people via five national webcasts. During the webcasts, participants log onto an online meeting system and dial into a teleconference to view presentation materials and listen to the presenters. Participants can ask questions using the Q&A feature. Following the webcast, anyone can access the presentation via an archived podcast and written transcript available on the HRC web site. HRC markets these webcasts through our web site, the SAMHSA Health Information Network, PATH and SSH grantees, and other organizational partners.

Online Training Module

In response to the need for brief, on-demand, online modules, HRC developed "Taking it to the Streets: Outreach and Engagement in Homeless Services." This module has been approved for 1-hour of CEU credits by NASW (National Association of Social Workers), NAADAC—The Association for Addiction Professionals, and CRCC (Commission for Rehabilitation Counselor Certification).



Screenshot taken from HRC's newest online learning module

The “Taking it to the Streets” module teaches basic principles and information about conducting outreach. Topics include where and how outreach is conducted, person-centered approaches to outreach, safety, supplies, and the evidence base to support outreach. It includes video clips, audio podcasts of consumer voices, interactive Voice Thread audio-visual discussion forums, downloadable information sheets, and a quiz. Over the past several months, HRC has conducted multiple rounds of usability testing of the content and functionality.

Screenshot taken from HRC’s newest online learning module



Taking It To The Streets

“It was definitely valuable to hear from former clients. [Joseph] speaks so well to what a new employee can do without being condescending, just by explaining what is the desired outcome. I found myself hoping to hear from Joseph again.”

-Usability Tester



Screenshot taken from HRC's newest online learning module

In addition to the Taking it to the Streets module, this year HRC will launch five additional modules based on SAMHSA's Blueprint for Change to End Chronic Homelessness. In partnership with Westat, Inc., HRC will host these CEU-approved modules that include:

Homelessness 101: Basic information about causes, consequences, and promising solutions.

Strategic Practices: Key features of promising and evidence-based practices to address homelessness.

Partnering & Planning: Critical steps to implementing systems change to address homelessness.

Financing: Strategies for obtaining funding to provide housing and supportive services.

Evaluation: Guidance on how and why to evaluation the effectiveness of homeless services.

This coming year, HRC plans to develop 3–5 additional online modules.

Technical Assistance

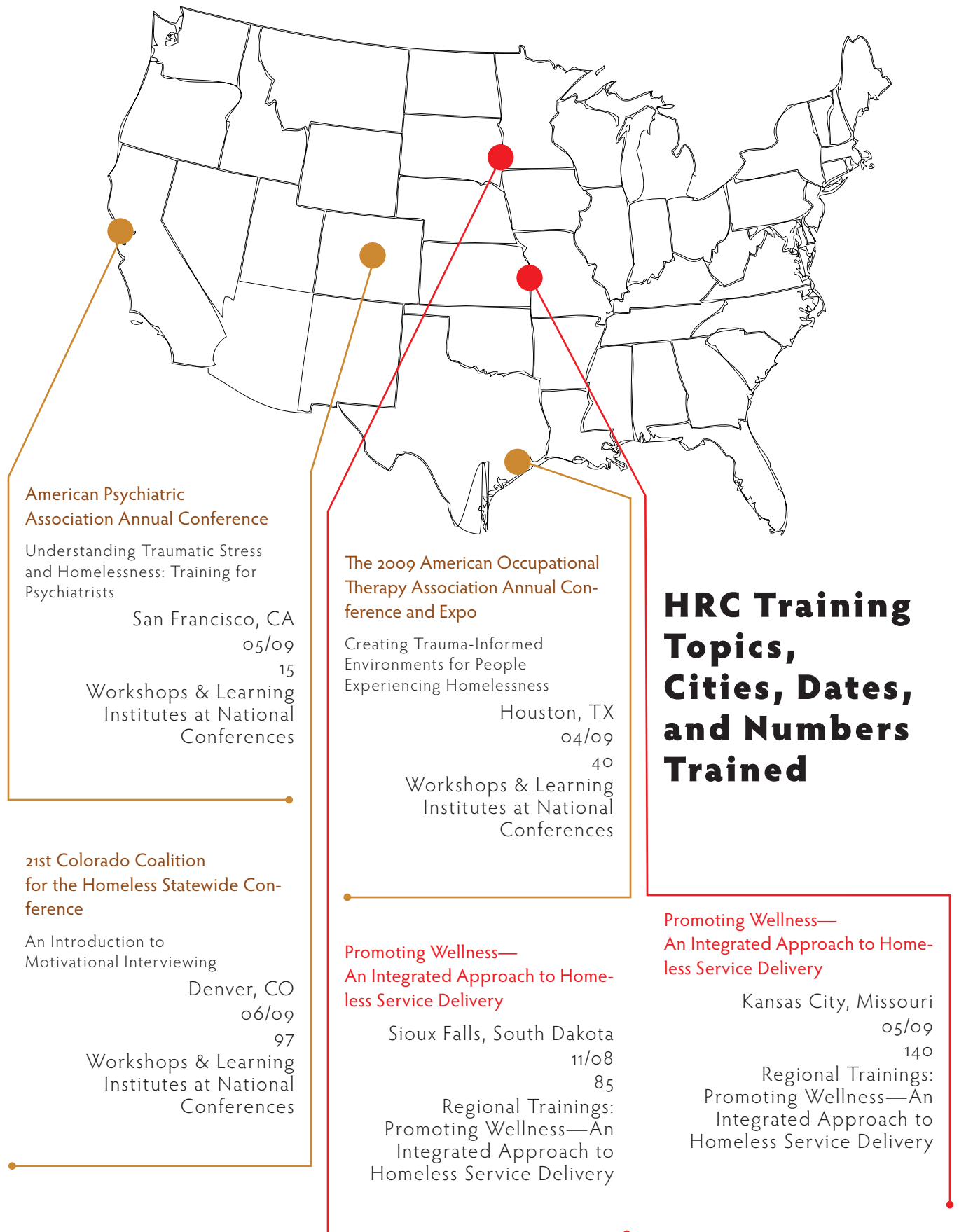
Over the past year, HRC has been developing its capacity to provide targeted technical assistance (TA) in response to requests from the field. This provides an opportunity for programs that may not have access to other TA resources to request support to address specific issues. This TA can occur in the form of an on-site workshop, assistance with facilitation and planning, or skills building.

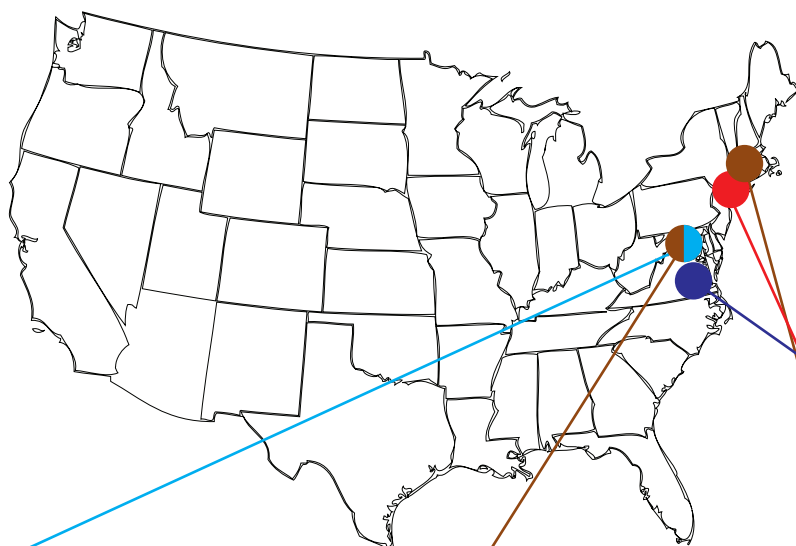
HRC provided two on-site TA events over the past year and plans to make funds available for several additional events in the coming year. A key component of HRC's TA and training opportunities is conducting follow-up with participants to suggest additional resources, address ongoing concerns and training needs, and connect them with peers through the HRC web site.

Next Steps

Each year, HRC targets new regions to broaden our reach. HRC has not yet had an opportunity to train in the Midwest, Northwest, or Southeast, as shown on the map illustration on pages 24–25. In response, HRC will partner with local contacts and develop regional trainings in these areas in 2009-2010.







HRC Training Topics, Cities, Dates, and Numbers Trained

National Health Care for the Homeless Council Annual Conference & Policy Symposium

Washington, DC
06/09
45
Regional Training/Pre-Conference Institute—
Creating Healthy
Organizations: Innovative
Leadership in Homeless
Services

National Conference on Ending Homelessness, National Alliance to End Homelessness

Pre-Conference Institute: Shelter
from the Storm: Creating Trauma-
Informed Homeless Services
Washington, DC
07/09
60
Workshops & Learning
Institutes at National
Conferences

Region I Health Care for the Homeless Conference

The Future of Homeless Services:
A Paradigm Shift

Hartford, CT
11/08
38

True Colors Annual Conference

Homelessness and LGBTQI2-S
(Lesbian, Gay, Bisexual,
Transgendered, Questioning,
Intersex, Two-Spirited) Youth

Hartford, CT
03/09
25

Region I Health Care for the Homeless Conference

Shelter from the Storm:
Trauma-Informed Homeless Services

Hartford, CT
11/08
45
Workshops & Learning
Institutes at National
Conferences

TA to support a local
consumer-run organization,
A Society Without a Name
(ASWAN) in its collaboration with
the local Continuum of Care.


Richmond, VA
06/09
30

On-Site Technical Assistance

Promoting Wellness— An Integrated Approach to Homeless Service Delivery

New York City, NY
03/09
102
Regional Trainings:
Promoting Wellness—An
Integrated Approach to
Homeless Service Delivery

STRATEGIC GOAL #3: PLANS TO END HOMELESSNESS



IN RECENT YEARS, SEVERAL HUNDRED COMMUNITIES ACROSS THE country have developed plans to end homelessness. Plans vary in terms of components, strategies, subpopulations of focus, and levels of implementation. Much of HRC's work supports communities as they move forward with identifying and addressing needs within the planning process. For example, communities may find HRC's cost analysis tool helpful in assessing program costs and effectiveness. Additionally, HRC's training resources on outreach and engagement, Motivational Interviewing, and other best practices can help increase the capacity of the local workforce.

One of HRC's on-site TA events this year focused on the collaborative relationship between a consumer-run organization, A Society Without a Name (ASWAN), and the local Continuum of Care. The purpose of the TA was to help increase understanding between these two constituent groups and seek ways for them to work more collaboratively and effectively. Participants reached a consensus to convene facilitated face-to-face meetings between consumers and service

providers on a regular basis in the future. Consumer integration is a key element in planning to end homelessness.

The HRC also featured web site articles on how communities are coming together to strategize and plan to end homelessness:

“Ending Homelessness with Systems Thinking,” an interview with David Peter Stroh of Innovation Associates focusing on his work helping communities to develop effective 10-Year Plans to End Homelessness using systems thinking and engaging diverse stakeholders.

“Dignity and Innovation: Project Homeless Connect,” an article about Project Homeless Connect, an event in 220 communities nationwide that connects people who are homeless to services, housing and other community resources.



STRATEGIC GOAL #4:

HOMELESSNESS PREVENTION

HOMELESSNESS PREVENTION HAS COME TO THE FOREFRONT OF the national agenda with the Homelessness Prevention and Rapid Re-Housing Program (HPRP) created by the American Recovery and Reinvestment Act of 2009 (the Federal Stimulus). Administered by the U.S. Department of Housing and Urban Development, the HPRP provides \$1.5 billion to prevent homelessness and minimize the length of time that people are homeless through rapid re-housing. Communities are charged with identifying people at risk of homelessness and supporting them with rent subsidies, assistance with utility bills, case management, and referrals to other supports. HPRP aims to quickly move people out of shelters and into housing.

One of HRC's major contributions to homelessness prevention this year is the publication of the peer-reviewed article, "A Paradigm Shift in Housing and Homeless Services: Applying the Population and High-Risk Framework to Preventing Homelessness", included in the HRC's Special Issue of the *Open Health Services and Policy Journal*. Written by Jocelyn Apicello, MPH, of Columbia University's Center for Homelessness Prevention Studies, the article reviews promising homelessness prevention strategies and proposes a strategic framework for approaching homelessness prevention and maximizing resources targeted to these activities.

Much of HRC's work described in this report can be viewed as contributing to homelessness prevention—particularly recurrent homelessness. For example, our efforts to promote an understanding of traumatic stress and homelessness help programs develop environments that are welcoming and trauma-informed. These changes in practice will ensure that consumers who seek services are screened for trauma and this knowledge is incorporated into treatment planning. Additionally, HRC's ongoing promotion of evidence-based

and promising practices will help programs identify strategies for preventing and helping people to exit homelessness rapidly.

In addition to these activities, the HRC published original feature articles related to homelessness prevention on the web site:

“New Law Protects Tenants, Prevents Homelessness,” an article featuring an interview with Jeremy Rosen of the National Policy and Advocacy Council on Homelessness, who explains how the Helping Families Save Their Homes Act of 2009 will help prevent homelessness by mandating new protections for renters.

“Providing Crisis Respite Care: Q&A with Graydon Andrus, Director of Clinical Programs at Downtown Emergency Service Center in Seattle, Washington,” examines an innovative model of psychiatric respite care that prevents homelessness by providing a safe place for people who are discharged from psychiatric emergency care.



MOVING FORWARD

AS THIS ANNUAL REPORT SUGGESTS, THE HRC IS OPERATING ON several fronts at the same time. The problem of homelessness – and its solutions – are extremely complex. The HRC's multiple roles as resource center, trainers, facilitators, technical assistance providers, and innovators ensure that we will continue to support the knowledge, skills and capacity of the homeless services workforce. Here is a summary of selected 2009-2010 HRC activities:

Host an Expert Panel on Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex, and Two-Spirited (LGBTQ12-S) Youth who are Homeless.

Develop and launch additional online learning modules on consumer integration in homeless services; trauma-informed organizational self-assessment; and LGBTQ12-S youth who are homeless.

Conduct 8-10 webcasts on topics such as parenting and homelessness, workforce development, supportive housing for families, innovative programs, trauma-informed care, outreach and engagement, and many others.



Provide regional trainings in at least four regions, including the Northwest, Southeast, and Southwest.

Provide on-site and virtual training and technical assistance to service providers across the country.

Web-enable the interactive cost analysis tool and offer targeted technical assistance.

Recruit additional federal and national partners to join SAMHSA's Homelessness Resource Network and strengthen each other's work to end homelessness.

Implement updates to the HRC website to improve usability and social networking capabilities including Facebook integration and the addition of a HRC blog, a regular media newsfeed, and access to service resources.

As we move ahead, we need new ideas, new partners, and new energy for the HRC to continue playing a vital role in our nation's response to homelessness. We invite you to get in touch with us—at [HTTP://HOMELESS.SAMHSA.GOV](http://HOMELESS.SAMHSA.GOV) or by telephone at 1-617.467.6014 x. 201—with any thoughts or ideas you may have.

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Originating Office	<p>Homeless Programs Branch, Division of Services and Systems Improvement, Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services, 1 Choke Cherry Road, Rockville, MD 20857.</p> <p>Questions or comments related to this document should be directed to Deborah Stone, PH.D., Federal Project Officer, at 240-276-2411; to the Center for Social Innovation at 617-467-6014 ext. 200; or emailed to generalinquiry@center4si.com with "HRC Annual Report" in the subject line.</p>

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