

# Creating Housing Stability Through The Implementation of **Critical Time Intervention (CTI)**

# Meet your presenters...

## **Jenn Ma-Pham, MSW**

Director of Clinical Health  
Services at the  
Downtown Women's  
Center

[JennM@DWCweb.org](mailto:JennM@DWCweb.org)

## **Linda Tran, MPP**

Research Associate at  
Harder and Company  
[Ltran@harderco.com](mailto:Ltran@harderco.com)

## **Martha Delgado, BSW**

Lead CTI Case Manager at  
the Downtown Women's  
Center

[MarthaD@DWCweb.org](mailto:MarthaD@DWCweb.org)

# So... Who is in the audience?

---



# What we hope you will learn today...

---

- What Critical Time Intervention (CTI) is and how DWC has used it
- How you might be able to use the model in your own work
- The impact CTI has made on clients
- The meaning this work has provided DWC staff

# Critical Time Intervention (CTI)

## What is CTI?

- *Time-limited case management model designed to prevent homelessness in people with mental illness after institutional discharge or placement in housing.*
- *Grew out of experience working in large shelters in New York City during early 1990s.*
- *Recognized as an Evidence-Based Practice (EBP).*



# Worldwide Implementation

---

- New York City and New York State
- State mental health departments in Idaho, Illinois, and Missouri
- Prison system in the United Kingdom
- Favelas in Brazil



And now...

- The first application of CTI in Los Angeles is at the Downtown Women's Center which focuses on chronically homeless women once they have transitioned into permanent housing.

# CTI in Los Angeles...

- Funded by the Conrad N. Hilton Foundation and Fannie Mae
- Supported by Corporation for Supportive Housing, Los Angeles County Department of Mental Health, and Housing Innovations
- Evaluation provided by Harder+Company
- Downtown Women's Center as provider

# Implementation of CTI at DWC

***Founded in 1978, DWC is the only resource in Los Angeles that is exclusively dedicated to serving the unique needs of homeless and very low-income women in downtown Los Angeles' Skid Row community.***

- First pilot implementation of CTI in Los Angeles
- DWC has two CTI case managers and provides the CTI services
- Started in January 2011



# DWC's CTI project...

- Goal to serve 80 women in the Skid Row area
- Served 48 women to date
- Enrollment occurs when they move into permanent housing
- Housed at DWC's San Pedro Street Home, Ford Hotel, neighborhood permanent housing units, and (soon) DWC's Los Angeles Street Home

# DWC's CTI project...

- Provide CTI services according to the fidelity model
- Provide linkage to services in community
- DWC offers medical, mental health, vocational, educational, and basic services
- DWC offers collaborative residence, property management and maintenance services that aligns with CTI fidelity and DWC's mission

# Key CTI Program Elements

- Addresses natural discontinuity in support experienced during transition (out of hospitals, shelters, prisons, and other institutions)
- Transition treated as a “critical time”
- Practice is time-limited
- Lasts 9 months
- 3 distinct phases with an established purpose and key activities
- Minimal case load is encouraged (roughly 10-15)
- Focus on housing stability and avoiding recurrent homelessness

# 9 Month Model

CTI is carried out in **three distinct phases spanning nine months** as described below:

Phase	1. Transition	2. Try-Out	3. Transfer of Care
Timing	Months 1-3	Months 4-7	Months 8-9
Purpose	Provide specialized support and implement transition plan	Facilitate and test client's problem-solving skills	Terminate CTI services with support network safely in place
Activities	<ul style="list-style-type: none"><li>▪ CTI worker makes home visits</li><li>▪ Accompanies clients to community providers</li><li>▪ Meets with caregivers</li><li>▪ Substitutes for caregivers when necessary</li><li>▪ Gives support and advice to client and caregivers</li><li>▪ Mediates conflicts between client and caregivers</li></ul>	<ul style="list-style-type: none"><li>▪ CTI worker observes operation of support network</li><li>▪ Helps to modify network as necessary</li></ul>	<ul style="list-style-type: none"><li>▪ CTI worker reaffirms roles of support network members</li><li>▪ Develops and begins to set in motion plan for long-term goals (e.g. employment, education, family reunification)</li><li>▪ Holds party/meetings to symbolize transfer of care</li></ul>

# Impact of CTI on Clients and Staff

- How CTI impacts service delivery to clients
- Review of case example



- Rewards and challenges of utilizing CTI in Los Angeles

# GROWING STRONG:

First Year  
Evaluation  
Findings for  
DWC's  
Critical Time  
Intervention



An Evaluation Project Sponsored by The Conrad N. Hilton Foundation and Fannie Mae with support from The Corporation for Supportive Housing, Los Angeles County Department of Mental Health, and Housing Innovations



# WHY EVALUATE?

- © **Evaluation** is a **learning process** that helps you understand what difference your work makes and provides insights on how to deepen your impact.



# Two BIG GOALS

## Learn



- ◎ Document the implementation of CTI within DWC's unique context
- ◎ Identify best practices
- ◎ Identify barriers, challenges and solutions that emerged
- ◎ Improve future implementations

## Show Impact



- ◎ Housing stability
- ◎ Access to entitlement programs & benefits
- ◎ Use of emergency services
- ◎ Mental/physical health outcomes
- ◎ Personal goals attainment (education, employment, family connections)



# DATA SOURCES

## Client Outcomes

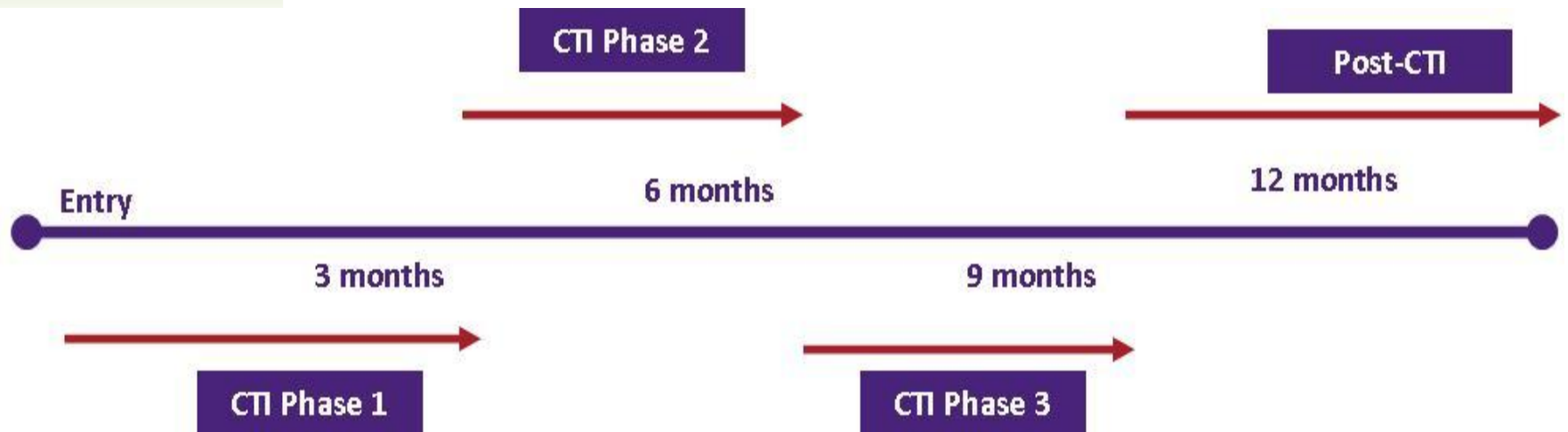
- ◎ Client Interviews
- ◎ File review (back-up)
- ◎ Property management data

## Implementation

- ◎ CTI Technical Assistance Team
- ◎ CTI Project Director
- ◎ CTI Case Managers
- ◎ Select partner organizations

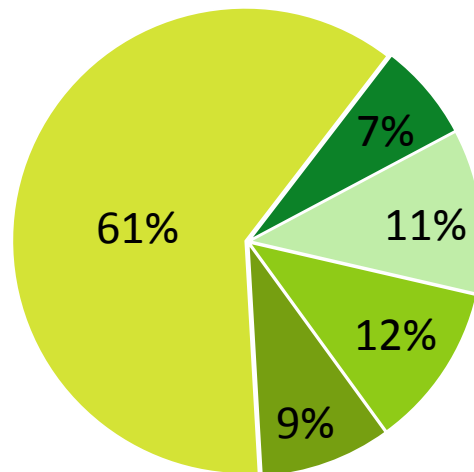


# EVALUATION TIMELINE



# CLIENT CHARACTERISTICS

## Race/Ethnicity



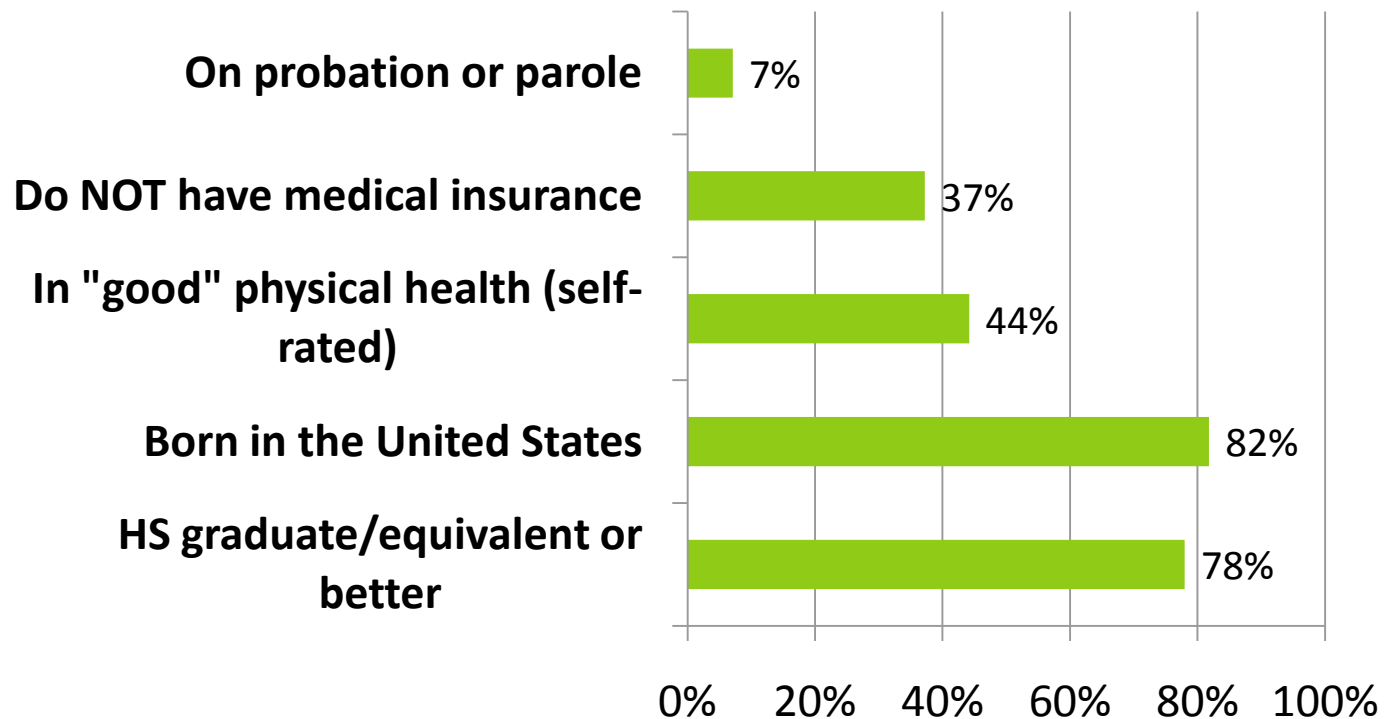
- Latino
- White
- African American
- Asian
- Other

## Age

- ◎ Range: 22 to 69 Years
- ◎ Median Age: 50 Years
- ◎ 13% experienced first episode of homelessness before the age of 17

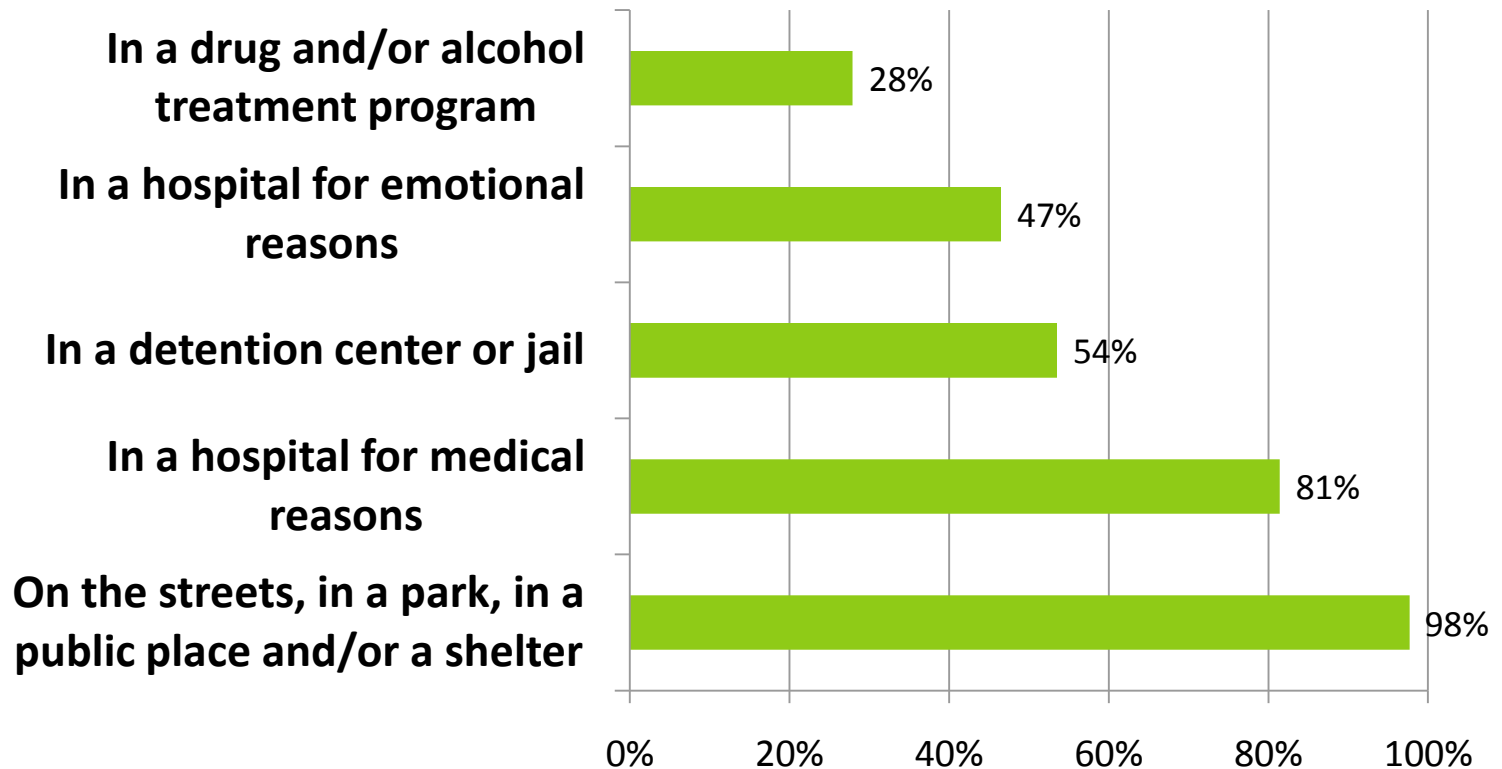
# CLIENT PROFILE AT ENTRY

## At Enrollment:



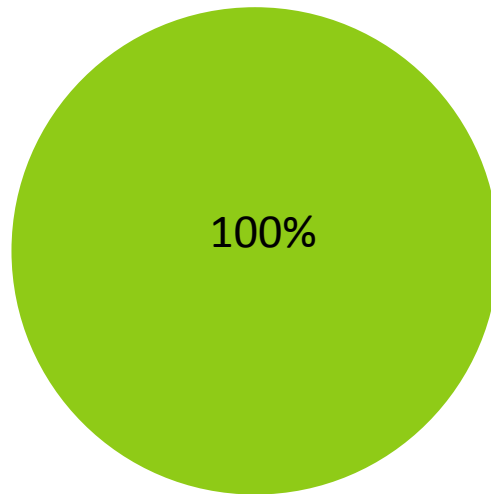
# LIFETIME HOUSING HISTORY

**Percent of Clients who have experienced an overnight stay ...**



# HOUSING STABILITY

## Percent Stably Housed



## Other Findings:

- ⊙ 8.3% hospitalized one or more nights for medical/emotional
- ⊙ 4.2% spent one or more nights in a crisis or respite center
- ⊙ No nights on the street
- ⊙ No nights in jail/prison

# PERSONAL GOAL ATTAINMENT

## Client Goals

**Housing Stability** – *Obtain DWC housing, Obtain in-home housing support*

**Financial Stability** – *Apply to SSI, Obtain GR, Find a job*

**Health and Mental Health** – *Obtain cancer treatment, Participate in MH groups, Stabilize on medication*

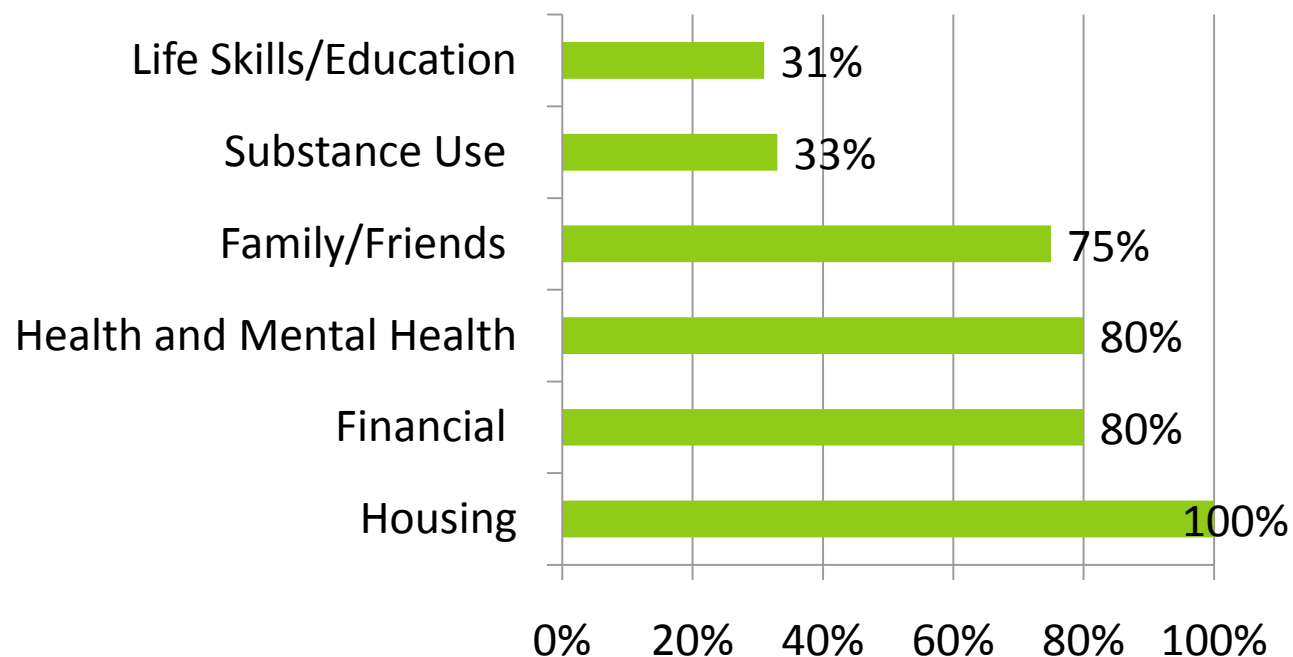
**Substance Use** – *Stop smoking, Enroll in substance abuse program*

**Family/Friends** – *Support daughter with child care, Engage other residents in conversation, Reach out to family*

**Life Skills/Education** – *Obtain training, obtain GED*

# PERSONAL GOAL ATTAINMENT

## Percent Goals Attained





# WHAT'S NEXT?

- ◎ Track outcomes over time
- ◎ Explore using Property Management data
- ◎ Examine mental health outcomes more closely
- ◎ Track progress towards longer-term client goals
- ◎ Qualitative data
  - ◎ Client stories
  - ◎ Staff perspectives

# QUESTIONS AND COMMENTS





For questions or more information:

Joelle Greene, PhD  
[jgreene@harderco.com](mailto:jgreene@harderco.com)  
213-891-1113

Linda Tran, MPP  
[ltran@harderco.com](mailto:ltran@harderco.com)  
213-891-1113