

CT Outreach (OR) Training Supervising Street Outreach Staff & Programs Session 2

FEBRUARY 19, 2025

Suzanne Wagner & Andrea White
Housing Innovations



Welcome



- Housing Innovations
 - Suzanne Wagner & Andrea White
- Goals for the Session
- Housekeeping
 - PLEASE TURN YOUR CAMERAS ON AS MUCH AS YOU CAN
 - Put your name as you would like to be addressed as your screen name
 - We love interaction – please raise hand, use emojis, type comments in the chat box or just unmute and talk.
 - Please put in the chat your 1) name, 2) agency 3) location and 4) answer the question of the day:
 - What are you looking forward to this Spring?

We Love Interaction

If you don't have a microphone, participate in discussions by joining via phone:

- Phone: 646-876-9923
- Meeting ID: 857 7520 4673
- Passcode: 111584



Recap Session 1



- Kadushin Model of Supervision

- Administrative, Educational and Support Functions

- Goals of Supervision

- Roles of Supervisors

- Supervisory Structures and Strategies

- One-one-one meetings, Team meetings, Case Reviews, Clinical Consultation, Modelling
- Access to Community Resources, Information on Housing and Prep for Work with Housing Providers, Training, Model and Promote Self-Care

Poll: What supervisory interventions have you used since the last training session?

AGENDA

1. Adult Learning Principles
2. Key Supervisory Roles in Street Outreach
3. Outreach Plans
4. Closing Comments
5. Additional Resources





How People Learn

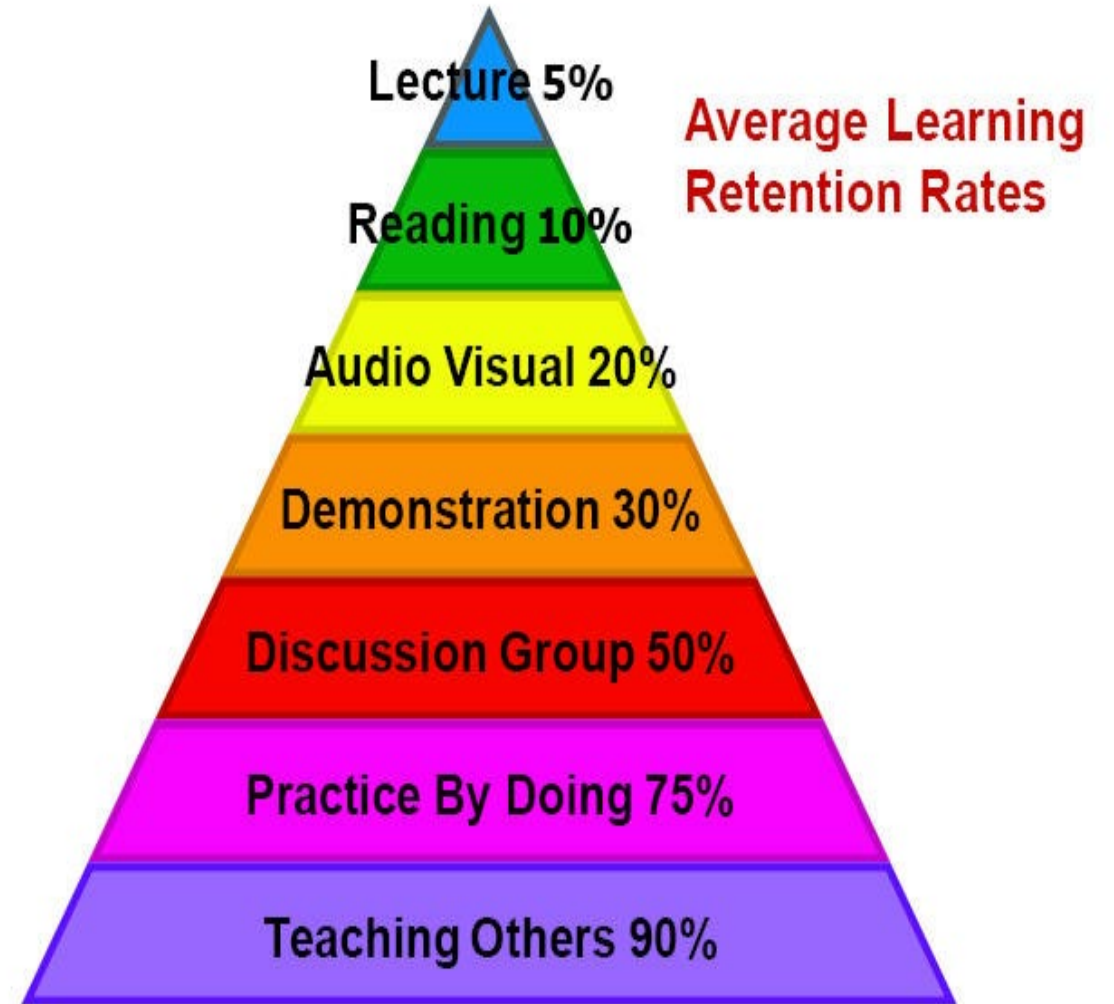
Deductive Learning

- Deductive learning is a teaching method that introduces general concepts first, then provides examples and practice to support learning
- From General to Specific

Inductive Learning

- Inductive learning takes the opposite approach. Instead of saying, “Here is the knowledge; now go practice it,” inductive learning says, “Here are some objects, some data, some artifacts, some experiences... what knowledge can we gain from them?”
- From Specific to General

Poll: Your Learning Style



Source: National Training Laboratories, Bethel, Maine



Key Supervisory Roles in CT Street Outreach Programs

SEE SUPERVISORY CHECKLIST
PAGES 25-27 OF STANDARDS

Connecticut Statewide Street Outreach Standards

For projects serving people
experiencing unsheltered
homelessness funded by
CT Department of Mental Health
and Addiction Services,
CT Department of Housing,
CT Balance of State Continuum of Care

UPDATED JUNE 2024



- CT Statewide Street Outreach Standards
 - Required for all DMHAS, DOH and CT BOS funded Street Outreach
 - PATH Assessment and Service Plan Template required for all Outreach projects
 - Summary of Changes

Content:

- Vision, Values, Outcomes
- Practice Standards for Outreach Workers
- Supervisory Standards
- Project Standards for Program Managers;
- Standards for Agencies
- Outreach Plan Template
- Assessment and Service Plan Template

Provide Individual & Group Supervision

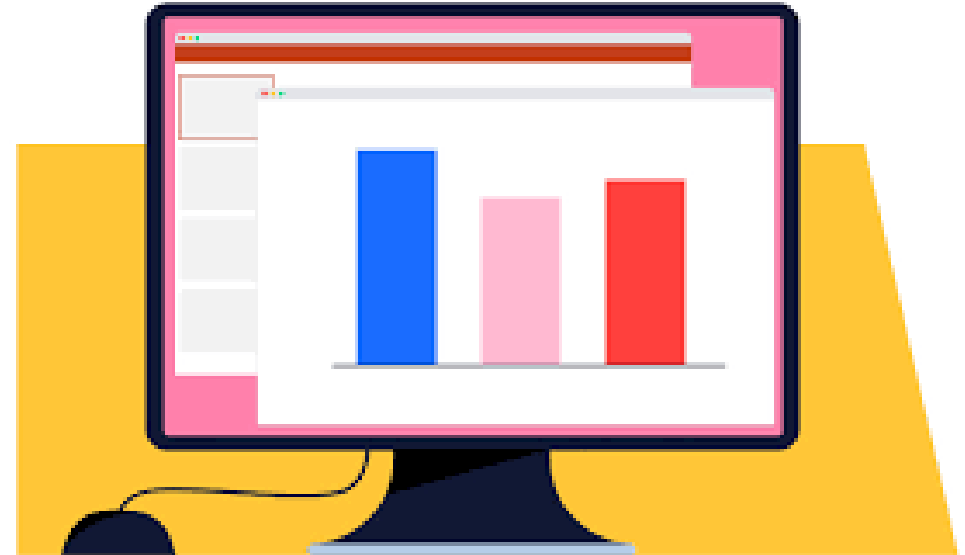
- Provide a minimum of one hour of 1:1 supervision with staff every other week.
- If project has more than one outreach staff, host team meetings every other week and/or regular “huddles.”
- Help strategically plan concrete daily tasks aligned with [outreach plan](#).



Zoom Poll

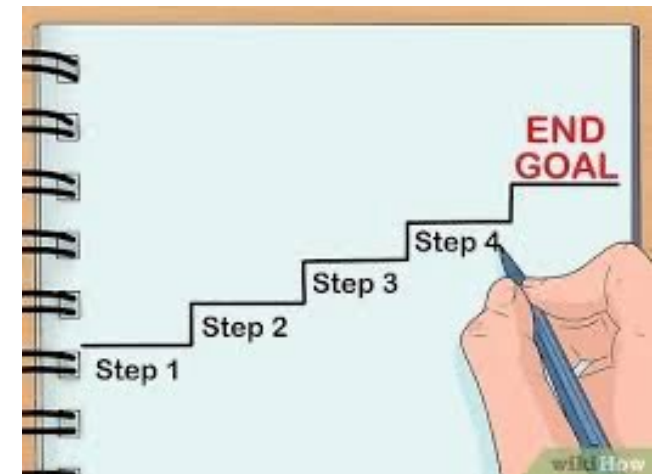
To what extent is your outreach project doing these things:

- Providing a minimum of one hour of 1:1 supervision with staff every other week.
- If project has more than one outreach staff, hosting team meetings every other week and/or regular “huddles.”
- Helping strategically plan concrete daily tasks aligned with [outreach plan](#).



Review assessment and service plans

- Completed Promptly:
 - ✓ Created within 30 days for project enrollment
 - ✓ Updated at least every 90 days
- Client-centered?
- Broken down into achievable, measurable steps?
- Indicate who is responsible for what by when?
- Signed by participant, outreach worker, supervisor
- Address roadblocks preventing progress?
- See completed [Sample Assessment & Service Plan](#)



Ensure Focus on Housing

- Ensure placement on By Name List (BNL)
 - Advocate at Coordinated Access Network (CAN) meetings to expedite housing
- Ensure staff have the correct information on housing options
 - (e.g., eligibility rules & documentation requirements)
- Review progress & problem solve barriers
- Help staff focus on the most critical task by setting daily, weekly, and monthly priorities
- Conduct case reviews
 - Provide opportunities to discuss individual cases – help with solutions



Support Effective Use of CAN & Community Resources

- Provide information on resources that staff need to effectively do their jobs.
- Develop relationships with key partners.
- Advocate to improve access to and effectiveness of resources for clients.



Discussions



Introduce yourselves to one another

Discussion Prompts:

- What CAN practices are working well for people experiencing unsheltered homelessness in your area?
- What would you like to hear about from other CANs?

Onboard New Staff

- Shadow an experienced outreach worker
- Warm hand-offs to participants
- Introductions to partners
- Training:
 - ✓ Session #1
 - ✓ Session #2
 - ✓ Session #3
 - ✓ Session #4
- HMIS access & training
- Outreach Plan, including orientation to canvassing locations
- Documentation requirements
- Plan for ongoing training



Workload Management



- Are staff achieving major tasks: canvassing, case management, documentation, data entry, coordination with CAN/partners?
- Can you adjust priorities to ensure completion of the most important items?
- Can you, a team member, or partner help?
- Periodically re-balance caseloads
- ✓ participant acuity/level of service needs
- ✓ other programmatic assignments
- ✓ staff strengths, skills, interests, and professional development needs

Review Performance & Support Professional Development

- Conduct performance reviews per your agency's requirements.
- Provide concrete and objective feedback:
 - ✓ Strengths
 - ✓ Areas for Growth
 - ✓ Key deficiencies that require prompt remedy
- Acknowledge individual contributions & celebrate achievements!
- Help develop and pursue professional development goals.



Promote Client & Staff Safety

- Ensure staff understand and follow safety protocols
 - Street outreach is done in pairs
 - Field schedule known & updated
 - Check-ins on predictable schedule
 - Supervisory consultations on safety and/or crises
- Ensure staff follow universal precautions
- Review client history to orient to patterns, strengths, and risks
- Support Harm Reduction ([Harm Reduction Plan](#))
- Build partnerships with local police & mobile crisis,



Manage Critical Incidents



- Know what qualifies as a critical incident
 - [DMHAS Critical Incident Categories and Definitions](#)
- Report incidents to DMHAS as required
 - [DMHAS Critical Incident Reporting Procedure](#)
- Verbal notification is expected w/in 3 hours of learning of the incident.
 - [Critical Incident Contacts](#)
- Written notification submitted to your LMHA within 1 business day
 - [Incident Reporting Form](#)
 - (Non-profit LMHAs must file an electronic report)
- Also follow your agency's protocols.

When Critical Incidents Occur...

- Conduct a Critical Incident Review
 - Review adherence to protocols
 - What went well?
 - What could have been done differently
 - Identify additional training or resources needed
- Provide support to staff who may experience:
 - Difficult feelings (guilt, powerlessness, incompetence)
 - Fear of criticism or “getting in trouble”
 - Trauma
 - Fear of returning to work
 - Changes in relationships with co-workers/clients



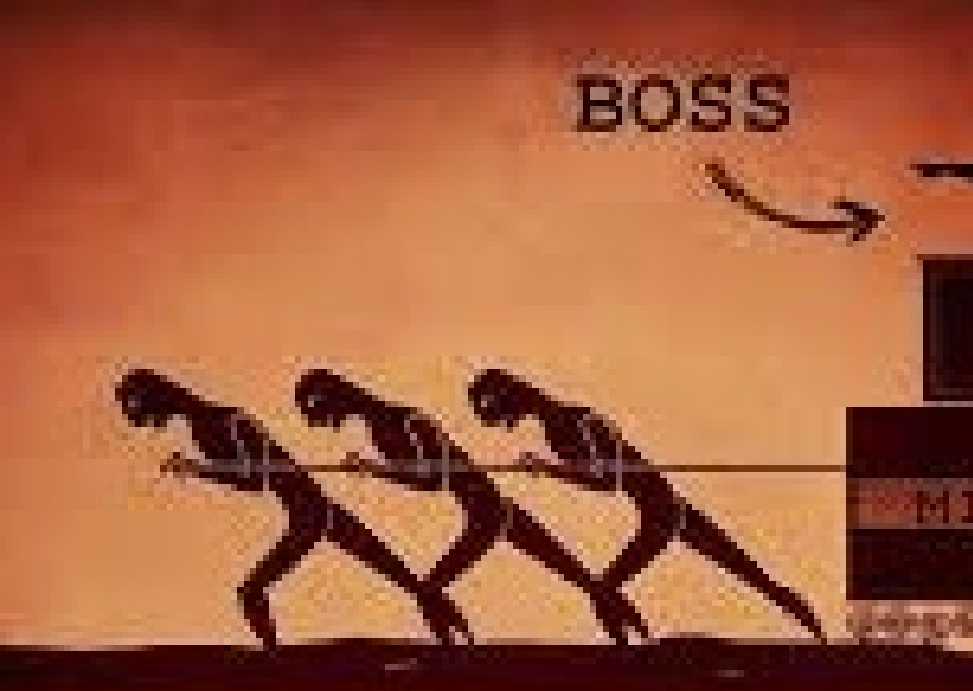
Discussions

Introduce yourselves to one another – Name, Agency, CAN

Please share one or more of these:

- An example of something your team learned from a critical incident.
- An example of something you have done to support staff following a critical incident.
- An example of something new you want to implement related to management of critical incidents.





Data – Supervisor Roles

- Ensure timely and accurate submission of all data and data reports
 - HMIS: Participant Data System
 - SNOFO: HUD Quarterly and Annual Progress Reports
 - PATH: Annual Reports, Intended Use Plan
- Lead data quality reviews at least quarterly
- Ensure project remains fully enrolled
- *Training session(s) will be provided in the future specifically on using data to improve performance*

Data Systems - Quick Reference – All Outreach Projects

Data System	Purpose	Who to Contact for Help
<u>HMIS-Caseworthy</u>	CT's Caseworthy database where providers enter data for every Outreach project participant	<u>help@nutmegit.com</u> <u>CT HMIS Knowledge Base</u>
<u>Learning Management System (LMS)</u>	New Users must register & take mandatory self-paced training to get HMIS access. Instructor led training also available.	<u>LMS Support Form</u>
<u>DDAP</u>	CT DMHAS System – Outreach data must be entered or uploaded from HMIS to DDAP	<u>Elizabeth.Feder@ct.gov</u>
<u>PIT Database</u>	CT data reporting system used for the Annual Point in time Count and Housing Inventory Chart	<u>help@nutmegit.com</u>

HUD Data Systems - Quick Reference – SNOFO & PATH Projects

Data System	Purpose	Who to Contact for Help
HUD Data Systems (SNOFO Projects Only)		
<u>eSnaps</u>	HUD grant application system – used to submit project applications & technical submissions (C1.9a) to HUD	<u>e-snaps@hud.gov</u>
<u>SAGE</u>	HUD data reporting repository – used to submit Annual Performance Report (APR) data to HUD	<u>HUD AAQ</u>
<u>Zengine</u>	CT BOS grants database where providers submit documents to CT BOS & update contact information	<u>ctboscoc@gmail.com</u>
<u>RED</u>	CT BOS Renewal Evaluation Database where providers log-in to RED to see scores, request scoring changes, and submit Corrective Action Plans	<u>RED Support Page</u>
SAMHSA Data Systems (PATH Projects Only)		
<u>PATH Data Exchange (PDX)</u>	PATH projects use PDX to submit their Annual Reports to SAMHSA.	<u>pathpdx@samhsa.hhs.gov</u> Reach out to Mollie to get PDX access for staff.

A grayscale photograph of four people standing in front of a NASA vehicle. From left to right: a man in a cap and jacket, a woman in a hoodie and pants, a woman in a jacket and beanie, and a woman in a NASA hoodie and pants. The NASA logo is visible on the hoodie of the woman on the far right. The text 'Outreach Plans' is overlaid in the center.

Outreach Plans

Purpose



- To coordinate a collaborative outreach effort in each CAN
- To plan joint efforts to identify people living unsheltered
- To minimize duplication and gaps in services
- To ensure prioritization of the most vulnerable clients
- To provide structure for outreach teams & predictability for clients
- To help projects meet funders' standards

Tools

- [Outreach Plan Template](#)
- [Sample Outreach Plan](#)

CANVASSING SCHEDULE				
<i>Provide details on outdoor locations where outreach workers are most likely to encounter unsheltered homeless people. Specify who is assigned to canvass these locations and when canvassing will occur. Be sure to include locations where outreach workers are likely to encounter all relevant populations (e.g., young people, undocumented immigrants, families with children, etc.). In CANS where multiple agencies provide outreach services, include all agencies. Add/delete rows as necessary.</i>				
DAY	TIME	LOCATION	AGENCY ASSIGNED	STAFF ASSIGNED
MONDAYS	Doylestown			
	7am – 9am	Train Tracks Behind Walmart and Walmart Parking lot	Hope House	Mary & Tim
	9:15 – 10:45	I-78 and Noble Street bridges	Hope House	Mary & Tim
	11am – noon	Mercy Park across from St Vincent’s soup kitchen	Hope House	Mary & Tim
	Norristown			
	6:00 am – 8am	Day Labor pick up area on Broad Street in Norristown	Opportunity Center	Mateo
	8:30 – 10 am	Lenape Park and Surrounding Area in Norristown	Opportunity Center	Mateo
	11am – noon	Opportunity Center Parking Lot and Surrounding Area in Norristown	Opportunity Center	Jason

IN-REACH SCHEDULE				
<i>Provide details on indoor locations where outreach workers are most likely to encounter unsheltered homeless people. Specify who is assigned to visit these locations and when visits will occur. Be sure to include locations where outreach workers are likely to encounter all relevant populations (e.g., young people, undocumented immigrants, families with children, etc.). In CANS where multiple agencies provide outreach services, include all agencies. Add/delete rows as necessary.</i>				
DAY	TIME	LOCATION	AGENCY ASSIGNED	STAFF ASSIGNED
MONDAYS	Doylestown			
	Noon – 1pm	Mercy Street Library	Hope House	Tim
	10am – 11am	Library	Opportunity Center	Jason
	Chester			
	11am – 1pm	West Street Library and St. Agnes Food Pantry	Opportunity Center	Mateo
	Darby			
	8pm – 10pm	Commons Mall/Movie Theater Parking Lot	Way Home YHDP	Monique & Oliver
	Lansdale			
	11:15 – 1pm	Library & Catholic Charities Soup Kitchen	Hope House	Tim
	Norristown			
11am – 1pm	Main Street Library and St. Paul’s Soup Kitchen	Opportunity Center	Jason	

Outreach Plan Sections

- Canvassing Schedule
- In-Reach Schedule
- Engagement Plan – Most Vulnerable
- Case Management: All Clients or Targeted
- Phone/Email Outreach Schedule
- Other critical staff tasks: e.g., documentation, team meetings, CAN meetings
- Coverage during staff absences
- Uncovered geographic areas
- Systems Gaps
- Emergency Plans
- Engagement Supplies
- Public Awareness/PIT
- Monthly Supervisor Review
- Semi-Annual CAN/DMHAS Approval



Outreach Plan – Steps for updating



1. Discuss the plan with your team.
2. Discuss the plan at your CAN.
3. Update the plan.
4. Have a CAN representative sign the updated plan.
5. Submit to DMHAS for approval.
6. Review monthly and update as needed.
7. Continue to submit to the CAN and DMHAS for approval every 6 months.

Due Dates

- Starting March 2025 UHSO projects are responsible for updating plans and submitting to DMHAS
- Plans approved by CANs/DMHAS 2 times per year
- Updated plans due to DMHAS:
 - March 31, 2025
 - September 30, 2025





Discussion

- Share what process your CAN uses to review and update your outreach plan with your partners?
 - Or what process would you like to implement?



Poll: Supervisors Sessions

**"LEADERSHIP IS NOT A
PERSON OR A POSITION.
IT IS A COMPLEX MORAL
RELATIONSHIP BETWEEN
PEOPLE BASED ON TRUST,
OBLIGATION, COMMITMENT,
EMOTION, AND A SHARED
VISION OF THE GOOD."**

- JOANNE CULLA



Closing Comments

Closing Comments

- The Outreach Supervisor's role is critical in the effective delivery of street outreach services.
- Staff need regular supervision and support to help them to quickly identify, engage, and re-house participants.
- Effective supervision is essential to:
 - Continuously strengthen performance & achieve outcomes
 - Ensure focus on the most important tasks
 - Coordinate collaboration with partners
 - Promote client and staff safety
 - Build a motivated and fun team
 - Help staff to learn & grow
 - Decrease staff turnover
- Supervisors are essential!



THANK YOU FOR YOUR LEADERSHIP!!!

Leaders are more powerful
role models
when they learn
than when they teach.

- Rosabeth Moss Kantor

Additional Resources

References and Resources



- Kadushin, A., & Harkness, D. (2014). *Supervision in Social Work* (5th ed.). Columbia University Press. New York.
- Curiale, C., Lenzi, M., Gaboardi, M., Disperati, F., & Santinello, M. (2020). [Training, supervision and capability-fostering approach: a comparison between housing first and traditional Services in Eight European Countries.](#) *European Journal of Homelessness* _ Volume, 14(4_).
- Leiter, Michael & Maslach, Christina. (1988). [The Impact of Interpersonal Environment on Burnout and Organization Commitment.](#) *Journal of Organizational Behavior*. 9. 297-308. 10.1002/job.4030090402.
- Choy-Brown M, Stanhope V, Tiderington E, Padgett DK. [Unpacking Clinical Supervision in Transitional and Permanent Supportive Housing: Scrutiny or Support?](#) *Adm Policy Ment Health*. 2016 Jul;43(4):546-54. doi: 10.1007/s10488-015-0665-6. PMID: 26066866; PMCID: PMC4676950.
- Policy Research Associates , [Fact Sheet: Vicarious Trauma](#)

Street Outreach Training Inventory

Web-based training available on topics including:

- Best Practices and Engagement Strategies
- Homeless Response System Overview
- Housing Options
- Housing Assessment & Planning
- Mental Health
- Crisis Intervention & De-escalation
- Harm Reduction
- Encampments
- Trauma-Informed Outreach
- Self-Care, Vicarious Trauma & Staff Resiliency
- Working with Special Populations (Youth, Older Adults, LGBTQIA, DV)
- Racial Trauma & Equity
- Disaster Response Planning



Best Practices in Street Outreach

Session 1: Values, Goals & Engagement - [Slides](#); [Recording](#)

Session 2: Housing First & Housing-Focused Case Management - [Slides](#);
[Recording](#)

Session 3: Housing Application, Transition to Housing & Client Rights – [Slides](#);
[Recording](#)

Session 4: Working with People & their Pets – [Slides](#); [Recording](#)

Supervising Street Outreach Staff & Programs, Session 1 – [Slides](#); [Recording](#)

Upcoming Outreach Webinars:



- Requirements for Agencies Receiving Outreach Funding
 - May 21, 2025
 - 10:00 – 12:00

Weekly Office Hours for CT HMIS Support

Ongoing support and guidance open to all users



Date & Time:

- **Day:** Every Thursday
- **Time:** 2:00 PM – 3:00 PM

How to Join: [register](#) to receive the Zoom link

Communities of Practice Schedule



All meetings will be from 10-11 AM

- 4/10/25
- 6/12/25

Zoom:

<https://us02web.zoom.us/j/89707921341?pwd=E0HGHKt1R5SaZ5RTjiYajup7kklykT.1>

Meeting ID: 897 0792 1341; Passcode: 216034;
Phone: 646-876-9923



Quarterly Outreach Meetings

Next Meeting: 3/19 at 1pm

Join on your computer or mobile app

[Click here to join the meeting](#)

Passcode: YRSRpB

Or call in (audio only)

[+1 860-840-2075](#)

Phone Conference ID: 636
766997#



Questions?

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