



*Providing safe, clean, and
affordable homes within an
environment of caring and dignity.*



Resident Services

Annual Report

2017-2018

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Resident Services Clinical Review

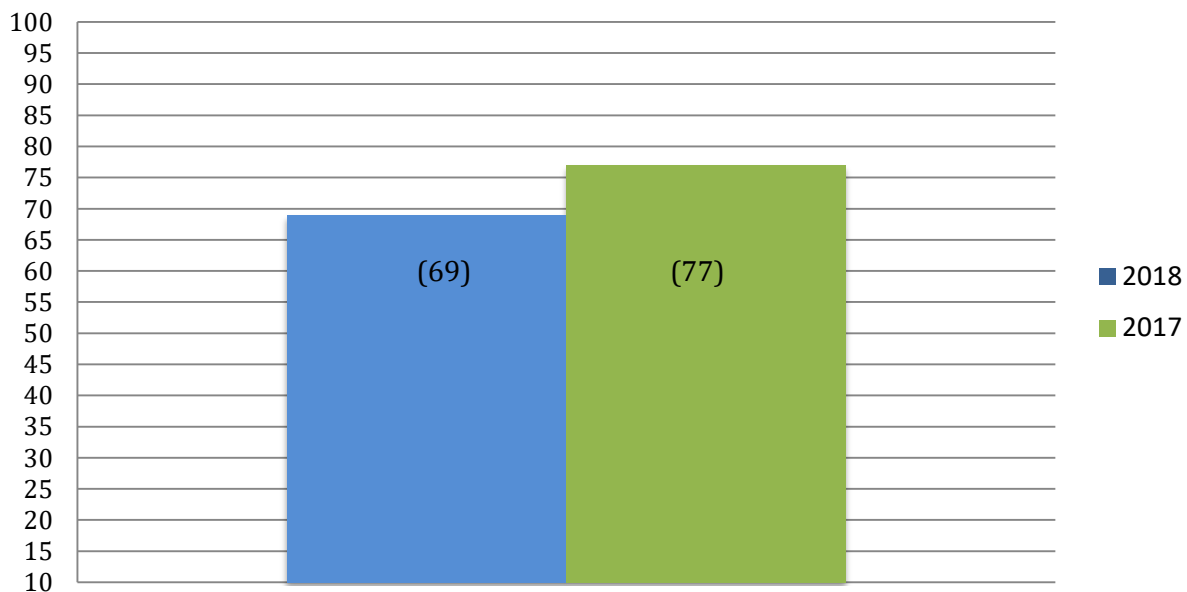
The following section reviews data from the clinical cases that were opened through the Resident Services Department (RSD) in FY2018. As the clinical program at Newton Housing Authority grows and develops, the RSD must track trends in order to better serve the needs of NHA's residents. As subsequent annual data is collected and analyzed, clinical patterns will become more defined and easier to predict.

Opened Cases per Individual

The data below reflects individual tenants that presented to The Resident Services Department in FY2018 as compared to FY2017. These cases required a minimum of 3 interactions with the Licensed Certified Social Worker or MSW Intern. These cases ranged from 3-62 interactions with the Licensed Certified Social Worker or MSW Intern.

The figure below shows a decrease in opened cases from FY2017. Again, as data from subsequent years becomes available, the RSD will be able to better predict a trend in the number of individual clinical cases that are opened in any given year.

Cases per Individual 2017-2018

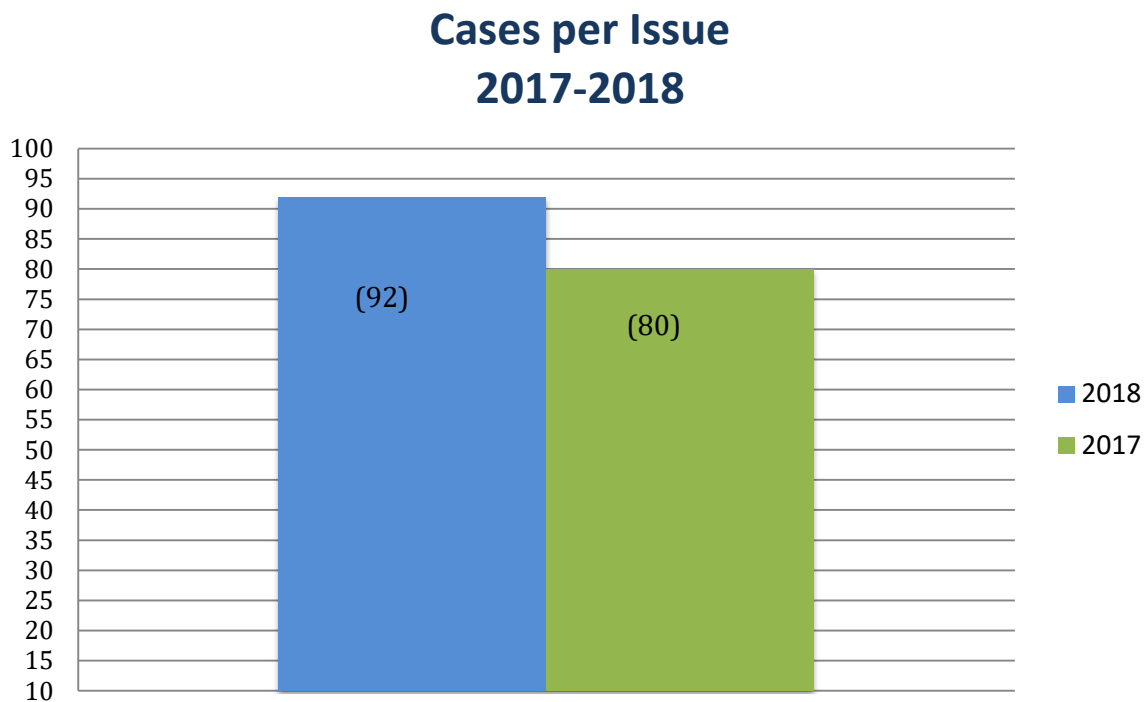


Opened Cases per Issue

The data below reflects the number of cases that were addressed by the Resident Services Department (RSD) in FY2018. 15 individuals presented with more than one clinical case throughout the year. Like the previous section, these cases involved more than one clinical interaction and ranged from 3-62 interactions.

The graph below demonstrates the number of cases that were opened in FY2018 as compared to FY2017. The graph below shows an increase in the clinical cases that were seen by RSD in FY2018.

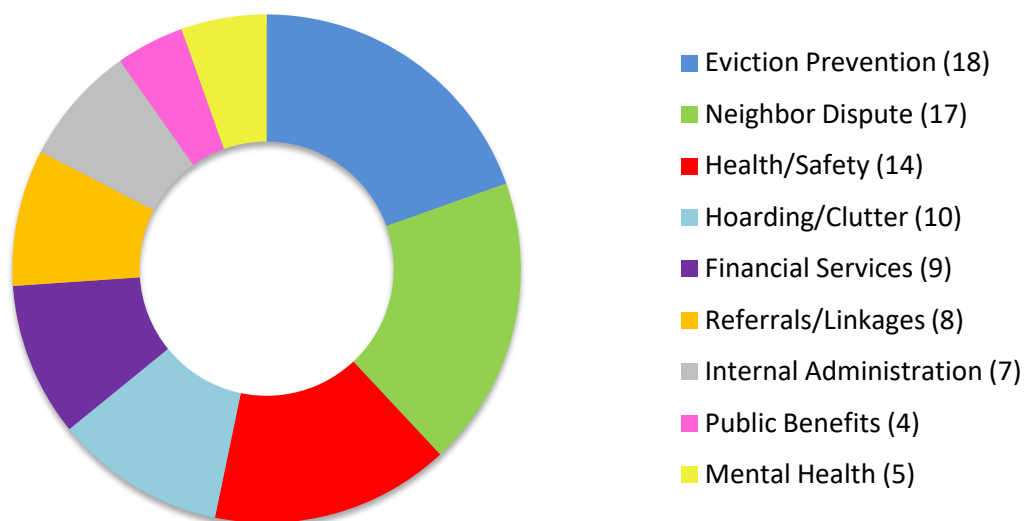
A handful of cases that presented to the Resident Services Department in FY2018 were particularly complex and required more intensive clinical work. Working more intensively with these tenants could be one possible explanation for the increase in number cases but the decrease in individuals served. In other words, the Resident Services Department addressed multiple layers of issues with some residents, which may have decreased the availability of the Licensed Certified Social Worker and MSW Intern to work with more residents. It is also possible that less individuals required clinical support through the RSD in FY2018. Subsequent annual data will clarify the average number of cases that the RSD can expect each year.



Types of Clinical Issues Presented to The Resident Services Department

In FY2018, the Resident Services Department (RSD) worked with varying issues that ranged from highly clinical in content to more straight forward case management needs. The data below is based on the number of cases (not individuals) that presented to the Resident Services Department (n=92). The first figure below focuses on the *Primary Presenting Concern*, which is often the issue that the tenant himself/herself self-identified to the Licensed Certified Social Worker or MSW Intern, or was identified by the referring source.

Primary Presenting Issue 2017-2018



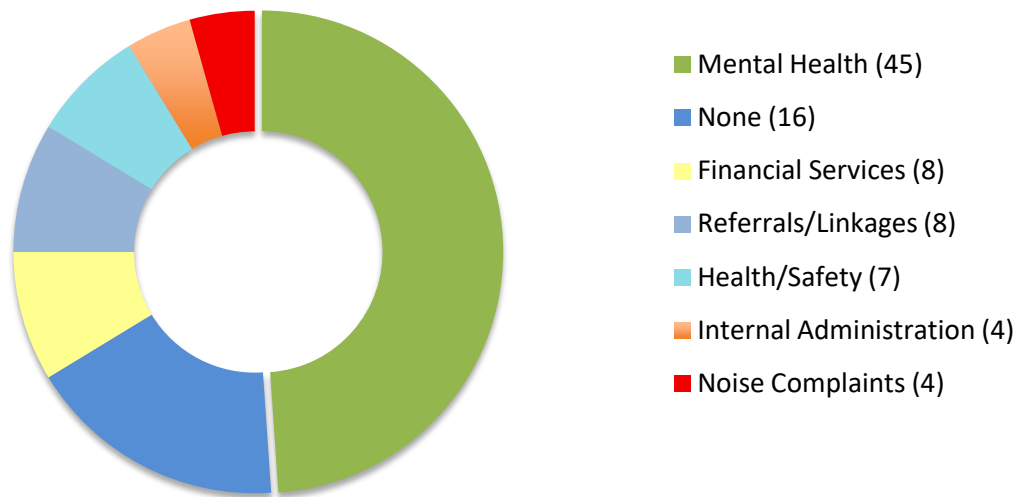
Eviction Prevention cases accounted for 20% of the opened cases in FY2018. Eviction Prevention cases primarily focus on individuals that are court-involved or nearly court-involved. The large majority of these cases are individuals that have non-payment of rent cases with the NHA. A few of the Eviction Prevention cases were related to behavioral health or outstanding administrative responsibilities with the NHA.

Neighbor Dispute or tenant-on-tenant issues accounted for 18% of the opened cases in FY2018. These cases required the Licensed Certified Social Worker and MSW Intern to problem solve with tenants, guide tenants through internal and external processes, mediate discussions between tenants, and deescalate tenants around issues they had with their neighbor(s). These issues include but are not limited to; noise complaints, smoking complaints, shared parking, behavioral health etc.

Healthy/Safety and Hoarding/Clutter cases accounted for 15% and 11% percentage of cases respectively. While Hoarding/Clutter present major health and safety risks to

the tenant, Hoarding/Clutter is separated for the purposes of this analysis as it is a type of case that requires more intensive time and clinical intervention to resolve. Examples of cases that would fall in the Health/Safety category but that are not Hoarding/Clutter cases include, poor housekeeping, harassment, behavioral health that puts the tenant or others at risk, decrease in ADL (activities of daily living) capacity, and pest infestations.

Secondary Presenting Concern 2017-2018



The figure above reflects the *Secondary Presenting Concern* for the cases that were opened by the Resident Services Department in FY2018. This figure explores other issues that affect the *Primary Presenting Concern*. The secondary issue is often identified by the Licensed Certified Social Worker or MSW Intern and is an issue that must be mitigated or addressed in order to resolve the primary concern.

The chart above shows that in 48% of cases, Mental Health was a secondary issue that affected or contributed to the Primary Presenting Concern.

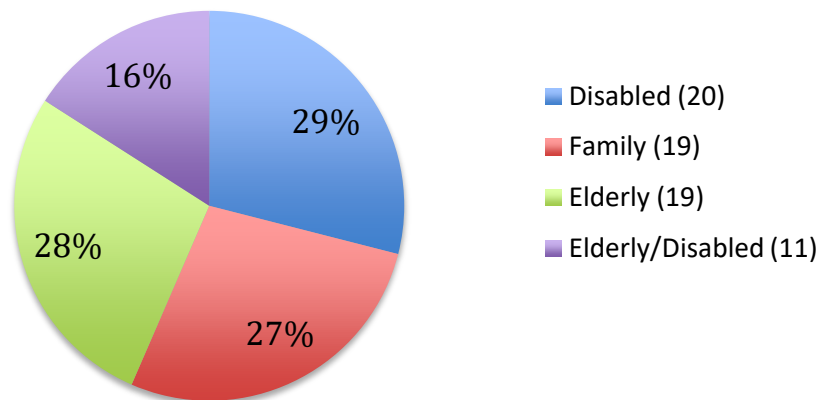
Individual Cases by Status

The graph below shows the percentage of individuals that are identified as either elderly (older adult), disabled, elderly and disabled, or a family tenant. The data below is based on *individuals* that presented to the Resident Services Department in FY2018 therefore the n=69.

The data shows that older adults, persons with disabilities and families are represented relatively equally in the opened cases for FY2018. The data in the graph below reflects an over-representation of persons with disabilities and families given the proportion those groups have of NHA's entire tenant portfolio. The majority of NHA's federal public housing tenants are older adults (58%), however older adults only represent 28% of the clinical cases that the Resident Services Department saw in FY2018. Similarly, NHA only has 79 state family units, which roughly accounts for 12% of the NHA portfolio. As the data below shows, 27% of Resident Services' individual cases were families.

While older adults are under-represented in the Resident Services Department's clinical caseload, anecdotally the Licensed Certified Social Worker reports that older adult residents are the majority of attendees for recreation events and activities. Additionally, older adults comprise the majority of one-time interactions with the RSD that typically consist of referrals, wellness checks, and information sharing about internal processes. Finally, data from the *Tenant Snapshot 2017-2018* reveal that a number of individuals who are now "elderly" (62 years or older) entered NHA with a disability status. Therefore, there are likely more individuals that have both an elderly and disability status in NHA's portfolio, which would account for the high representation in the RSD's clinical caseload.

Individual Cases by Status 2017-2018

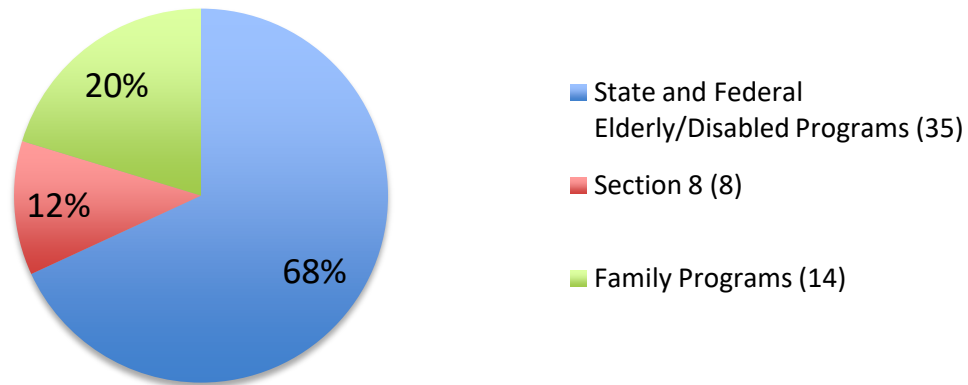


Individual Cases by Program

The data below shows that 68% of the Resident Services Department's clinical cases came from NHA's elderly/disabled state and federal programs. The elderly/disabled state and federal programs consist of the following developments in this data set:

Nonantum Village, Jackson Gardens, Horace Mann, Norumbega Gardens, Parker House, and Echo Ridge, Hamilton Grove, CLN, and Centenary Village.

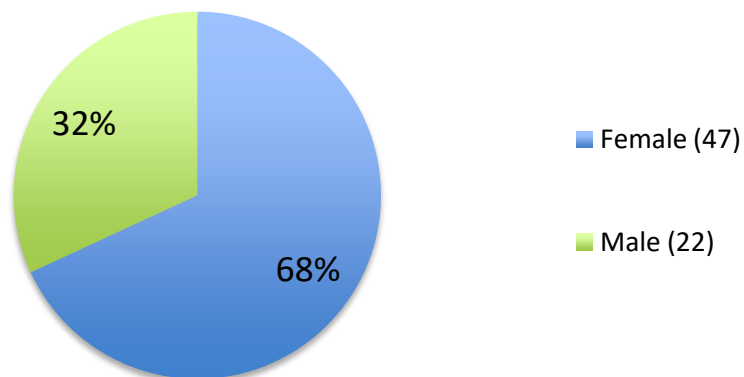
Individual Cases by Program 2017-2018



Individual Cases by Gender

The data below shows that two thirds of the individual clinical cases opened with the Resident Services Department in FY2018 were women. For families, the head of household or primary tenant receiving services was counted. This data trend reflects the overall high percentage of women in both NHA's elderly/disabled programs and family programs. Women account for 58% of the federal public housing tenant population. In NHA's family program, 78% of heads of household are women.

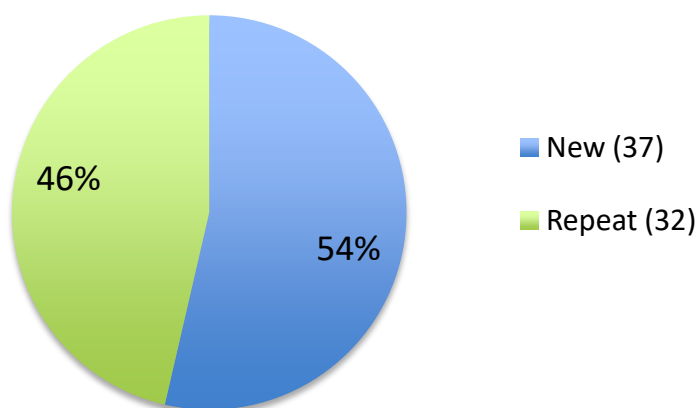
Individual Cases by Gender 2017-2018



New Clients to Resident Services

A little over half the individual cases that were seen by the Resident Services Department (RSD) were individuals that were seeking clinical services through the RSD for the first time. With future data, the Resident Services Department will better predict how many new individuals the RSD is expected to see each year. And conversely, the RSD can determine the number of individuals that tend to need repeated and consistent support through the RSD.

New tenants to Resident Services 2017-2018

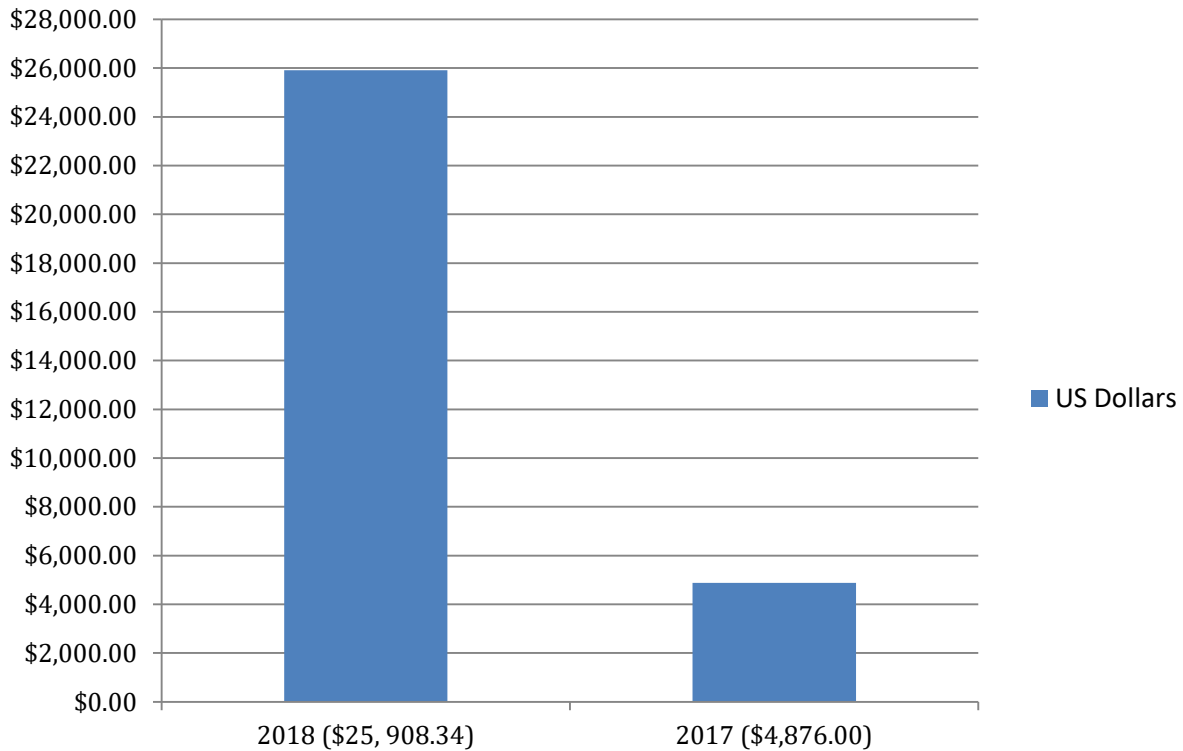


Financial Services

The following chart reflects the dollar amount of financial services that the Resident Services Department helped tenants obtain from external funding sources. Residents sought external financial services for a range of needs such as A/C replacements, moving services, and back-rent (see chart on page 11).

The figure below shows a significant increase in secured external funding for individuals that worked with the RSD in FY2018. There are a few possible explanations for this change: 1. The Resident Services Department received regular internal referrals from NHA's Finance Department (i.e individuals that had non-payment of rent cases with NHA) 2. There were a high concentration of family tenants that were served in FY2018 (family tenants sought help with financial services more so than any other type of Primary Concern) and 3. The RSD had an increase in capacity through the MSW intern position and were able to offer more case management services to tenants that presented to the department.

Financial Services 2017-2018



The chart on page 11 shows each tenant's financial need that required external funding. As the table reveals, the RSD saw a significant influx in tenants who required financial help for non-payment of rent issues. The funding below came from 5 sources:

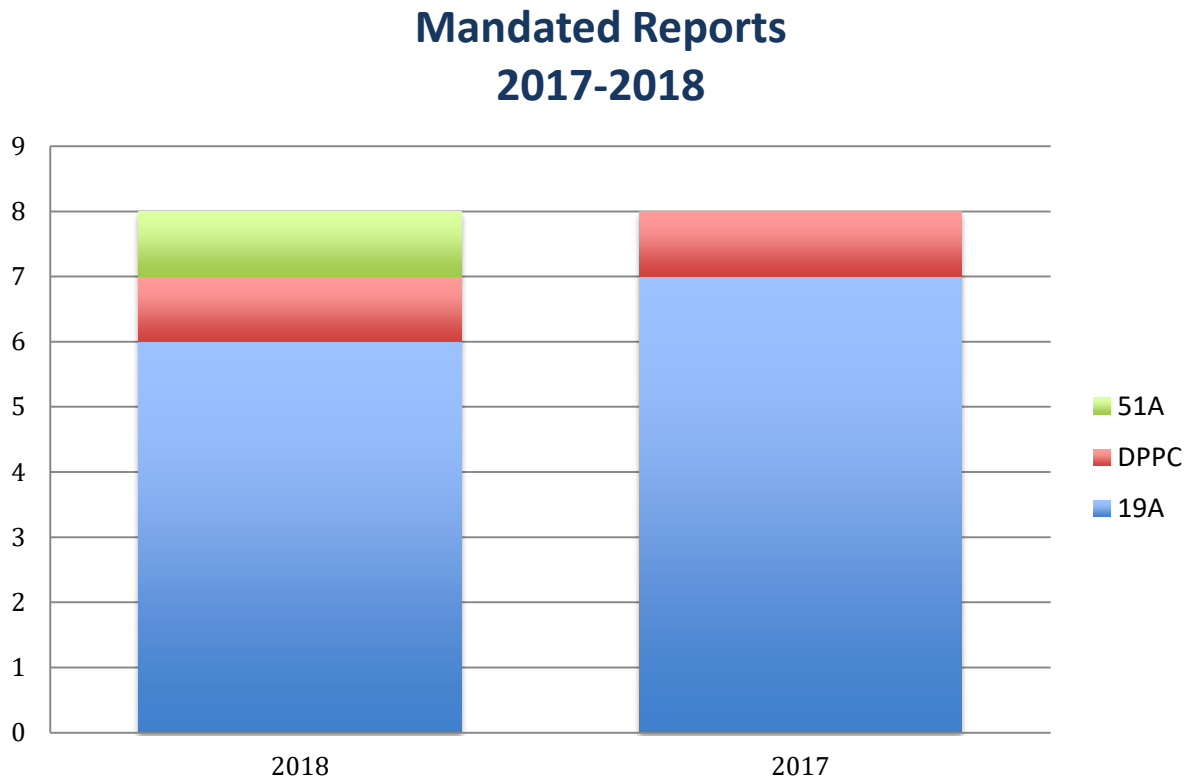
- The Harwood Fund (available for only Auburndale residents)
- The Horace Cousen's Industrial Fund (only available to Newton residents)
- The Brookline Center for Community Mental Health (only available to tenants who are court-involved and require rental assistance)
- St. Vincent de Paul: Our Lady's Parrish
- The Bridge Fund
- The Perpetual Benevolent Fund (only available to Newton residents)

2018		2017	
Need	Financial Amount Awarded	Need	Financial Amount Awarded
Cable Bill	\$250.00	Utilities	\$750.00
A/C Unit	\$300.00	Back-Rent	\$1,144.00
Eyeglasses	\$300.00	Utilities	\$1,172.00
New Mattress	\$300.00	Back-Rent	\$1,810.00
Clean-out services (hoarding case)	\$635.00		
Back-Rent	\$700.00		
Back-Rent	\$700.00		
Moving Services	\$750.00		
Back-Rent	\$764.00		
Moving Services	\$837.00		
Back-Rent	\$875.00		
Back-Rent	\$1,260.00		
Back-Rent	\$1,750.00		
Moving Services	\$1,792.00		
Back-Rent	\$2,006.00		
Back-Rent	\$2,150.00		
Back-Rent	\$2,150.00		
Back-Rent	\$2,482.00		
Back-Rent	\$5,907.34		
Total:	\$25,908.34	Total	\$4,876.00

Mandated Reports

The Licensed Certified Social Worker and MSW Intern are mandated reporters under Massachusetts State Law. The three populations that require protective service reports include: children, older adults, and persons with disabilities. Cases of abuse or neglect of these three groups must be filed with The Department of Children and Families, The Protective Services Department of Springwell, Inc, and the Disabled Persons Protection Commission.

The Licensed Certified Social Worker filed six 19A mandated reports (pertaining to older adults), one DPPC report (pertaining to persons with disabilities), and one 51A (pertaining to children). Last year in FY2017 the Licensed Certified Social Worker filed seven 19A reports and one DPPC report.

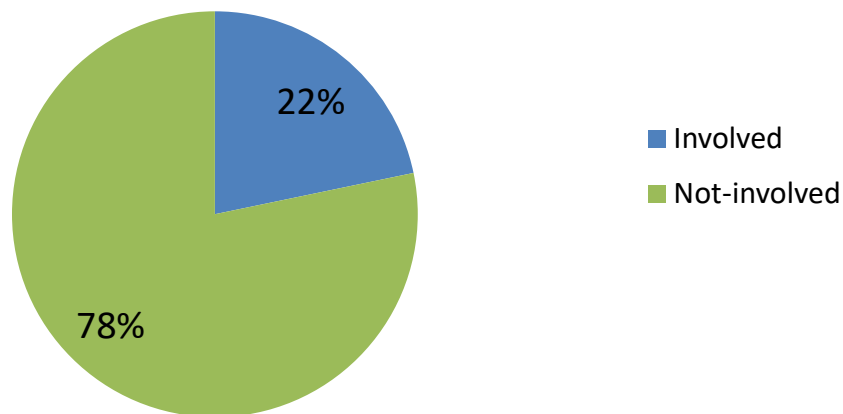


Percentage of Cases That Involved the MSW Intern

In FY2018 the Resident Services Department utilized the services of a Masters in Social Work (MSW) intern from Boston College School of Social Work. The MSW Intern is a graduate student who is required to conduct a “field placement” at a local social service agency. The MSW first year clinical student provides 16 hours of work to the NHA in exchange for training, supervision, and course credit.

The MSW Intern increased the capacity of the RSD particularly in clinically intense cases such as hoarding/clutter and in the execution of recreation activities. The chart below shows that the MSW intern led, participated, or supported 21% of Resident Services cases in FY2018. The MSW intern is likely a key reason for the increase in number of cases from FY2017 to FY2018 (from 80 to 92 cases).

MSW Case Involvement 2017-2018

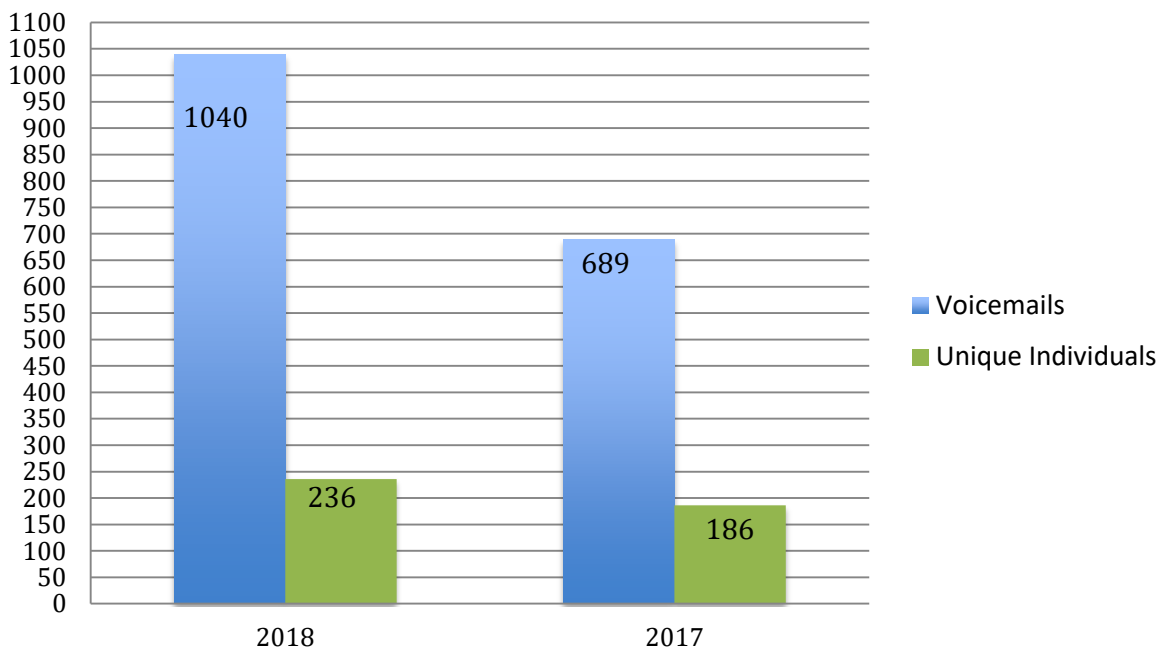


Unique Points of Contact

In addition to intensive clinical cases, The Resident Services Department has frequent one-time interactions with applicants, tenants and community partners. These one-time interactions where information and referrals are provided are very difficult to track and measure.

One measuring tool that was available to the Resident Services Department was the RSD Call Log. The RSD maintains a log of every voicemail that is received throughout the year. Below is a graph that shows 1. The number of voicemails that were logged for the past two fiscal years and 2. The number of unique points of contact (unique individuals) that left voicemails through the year. This measure does not capture in-person interactions and phone conversations which would significantly increase the figures below.

Measuring Unique Points of Contact 2017-2018



Recreation Activities

An important aspect of the Resident Services Department is the recreation activities that are coordinated throughout the year. These activities reduce social isolation, build community, increase health outcomes in older adult and disabled populations, and serve as outreach opportunities for the Licensed Certified Social Worker and MSW Intern.

Recreation Calendar 2017-2018		
Delivery of Monthly Newsletter	June 2017-June 2018	
Summer BBQs	June-July 2018	
Food to Your Table	July-October 2017	<i>NEW Outreach to NHA Families</i>
Boston Area Gleaners (BAG)	July-October 2017	<i>New Partnership</i>
Coffee Hours	July 2017-July 2018	
Tenant Association Meetings	Sept. 2017-June 2018	
Annual Bus Trip	September 2017	
Flu Shot Clinics	October 2017	
Tai Chi Fall Series	November 2017	
Holiday Parties	December 2017	
Pre-Dementia Survey	December 2017-March 2018	<i>NEW—MSW Student Project</i>
Tiger's Loft Luncheon—Fall	February 2018	<i>NEW</i>
Tenant Snapshot Report	March-June 2018	<i>NEW—MSW Student Project</i>
St. Patrick's Day Parties	March 2018	
Tiger's Loft Luncheon—Spring	April 2018	
Senior Prom—Post 440	May 2018	<i>NEW</i>
Tai Chi Spring Series	May 2017-May 2018	<i>NEW Partnership</i>
Nonantum Village Association Meetings	March-June 2018	<i>NEW Partnership</i>
Laundry Service Tutorial	June 2018	<i>NEW</i>
All Newton Music School Event	June 2018	<i>NEW</i>



Grant Funding

Grants/Donations	FY2019	FY 2018	FY 2017
Perpetual Benevolent	\$10,000 (projected)	\$10,000	\$10,000
CDBG	\$20,600 (granted)	\$12,500	\$12,500
Donations <ul style="list-style-type: none"> Village Bank Local Companies 	\$3,200 (projected)	\$3,000	\$2,900

The Resident Services Department (RSD) depends almost entirely on the *Perpetual Benevolent Fund* grant and private donations from local companies in the Newton community to run all of its recreational programming throughout the year. Currently, the RSD maximizes the entirety of the \$10,000.00 awarded grant each year. The RSD has a number of “wish list” activities that cannot be funded in a given year due to the restraint on this grant amount.

The Community Development Block Grant (CDBG) supports a portion of the salary of the Licensed Certified Social Worker. In FY2019 the grant funding that the City of Newton received was considerably higher than anticipated. All accepted CDBG applicants received more than their award amount of previous years. It is unclear whether the increase (from \$12,500 to \$20,400) will be sustained in future years.

Newton Housing Authority benefits from a wonderful relationship with *The Village Bank* and *Icing on the Cake*. *The Village Bank* covers the cost of NHA’s monthly newsletters that are distributed to all of NHA’s Federal and State Elderly/Disabled properties. Village bank also provides additional funds to support NHA’s holiday parties in December. The additional \$1,200 in FY2018 enabled the Resident Services department to purchase food gift cards as a holiday gift to every resident that attended the holiday parties. Finally, *Icing on the Cake* has been providing personalized holiday cakes to NHA’s holiday parties for the past 28 years and increased their donation from 3 cakes to 5 cakes in FY2018.



Looking Ahead

1) Strategic Partnerships with External Organizations

- a. GOAL: To increase the clinical and recreation programming capacity of the Resident Services Department by strategically partnering with social service agencies in the community.
 - i. Example Solution: Developing a collaborative relationship with agencies such as Riverside Community Mental Health to provide wrap around supportive services to individuals with hoarding/clutter behaviors.
 - ii. Current Example: *Preservation of Affordable Housing (POAH)* partnered with Mass General Hospital to provide a mobile care team (Nurse Practitioner, Licensed Social Worker, and on-site Resident Services Coordinator) to administer on-site health services to tenants in 3 large properties in Mass General Hospital's catchment area.

2) Increase Resident Services Budget

- a. GOAL: Increase funding to Resident Services to administer more frequent recreation services such as but not limited to; exercise and fitness classes, art-based programming for healthy brain stimulation, cross-cultural events, food delivery programming.
 - i. Example Solution: Finalize NHA's 501c3 in order to effectively access more grant funding opportunities.
 - ii. Current Example: Chelmsford Housing Authority has created an operational 501c3 that enables the authority to access grant opportunities and private dollars to support the expansion of their recreational programming throughout their properties.

3) Identify and Cultivate Creative Solutions

- a. GOAL: Find better ways to 1. Build community between older adults and persons with disabilities, 2. Deliver much needed and requested regular food options for tenants, 3. Provide opportunities for tenant employment, 4. Provide programming specific to populations with dementia and SMI (serious mental illness), 5. Utilize underused spaces at NHA properties
 - i. Possible Solution: Mobile Cafes in NHA community room spaces that would follow a "memory café" (dementia intervention) and "clubhouse" (mental health intervention) model. A non-profit or for-profit business would establish a café in NHA's community spaces and administer low-cost food, support memory café programming, and provide opportunities for employment to NHA residents.
 - ii. Current Example: Beauty salons onsite at *Chelmsford Housing Authority* properties.

4) Shift Organizational Identity

- a. GOAL: 1. Cultivate a person-centered NHA identity that reflects a social service provider approach to the administration of NHA programs. 2. Build the capacity of NHA staff to support the changing needs of the resident population.
 - i. Possible Solution: Engage staff around an organizational shift in practice and identify through a strategic planning process.
 - ii. Possible Solution: Provide relevant training (mental health, dementia, de-escalation etc) to all staff throughout the agency.
 - iii. Current Example: *Jewish Community Housing for the Elderly* mandates that every staff member complete one training per year in a subject area that is directly related to the needs of their tenant population.