

**Modified and  
updated February  
2024**

# Housing Stabilization Services Learning Session #4: Service Provision

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HOSTED BY THE HSS TA TEAM



**NORTH STAR POLICY CONSULTING**



**CSH** Ei-Consultants



**MESH**



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# Housing Stabilization Services TA Team

Our goal is to support agencies and communities in implementing the new Housing Stabilization Services so that people experiencing homelessness get the help they need to achieve housing stability.

# Purpose of Learning Sessions

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Each session will include:

- Helpful tips and tools provided by the TA team
- Open Q&A on topic
- Opportunities for sharing experiences across agencies

# Today: Service Provision

## Goals

- Provide ideas for structuring staffing and budgeting
- Understand how to incorporate Housing Stabilization Services into existing services
- Review guidelines for documenting services

This session is **NOT** a substitute for official guidance from DHS.

# Planning for Housing Stabilization Services: Staffing and budgeting

1. WHY Housing Stabilization Services?
2. WHO will you provide services to?  
← Covered in Learning Session #2: Client Eligibility
3. WHAT services does your agency provide that could be covered by Housing Stabilization Services?
4. HOW MUCH time does your staff spend on activities that fall within Housing Stabilization Services?
5. WHICH staff in your agency can provide these services? ← Will cover in next Learning Session!

# WHY Housing Stabilization Services?

Developing a shared understanding of why your agency wants to provide Housing Stabilization Services can help guide your planning.

Consider: How does the support that Housing Stabilization Services can provide contribute to your agency's mission?

- Increase support to existing clients
- Expand number of people you can serve
- Fill gaps in funding
- Fill gaps in system (e.g., navigation services for people on CES waitlist)

# WHAT services does your agency provide that could be covered by Housing Stabilization Services?

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REVIEW LIST OF ACTIVITIES AVAILABLE AT THE [HOUSING STABILIZATION SERVICES POLICY PAGE](#)

# Key questions to ask

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Is the activity being done with a specific client or on behalf of a specific client?

Does the activity support the client's goals as related to housing stability?

Does it fit under an allowable activity within Housing Stabilization Services?



	Direct/In-person	Direct/Remote	Indirect
Definition	Face-to-face physically with the person	Phone, video conferencing or text message directly with the person (length of time communicating must meet the 8 minute rule to be billable)	Tasks performed on behalf of the person without the person being present
Eligible activities	All activities can be provided directly	All service activities may be provided remotely	Only certain activities can be provided indirectly (those designated with an asterisk on the <a href="#">DHS Housing Stabilization Services policy website</a> )
Limits	No limit within the 150 service hours	Limited to 50% of direct services annually An approved Remote Support exception allows up to 75% of direct services annually	Expectation is that majority of services are provided as direct service

## Understanding Direct v. Remote v. Indirect in Transition/Sustaining Services

## Services that are not covered (DHS)

- Room and Board (including moving expenses)
- Deposits
- Food
- Furnishings
- Rent
- Utilities
- No-show appointments
- Staff travel time with a person not in the vehicle but Housing Stabilization Services is not discussed
- Direct or indirect services provision in a group setting
- Transition services from institutions if a person dies before discharge or transition services exceed 180 days
- Physically touring housing located outside of Minnesota

## Additional examples of activities that are never billable

- Sending an email to a client
- Sending a fax to a client
- Leaving a voicemail for a client
- Documentation in a client's chart
- Data entry
- Completing agency paperwork related to a client
- Generic staff meetings

Services  
that are not  
covered

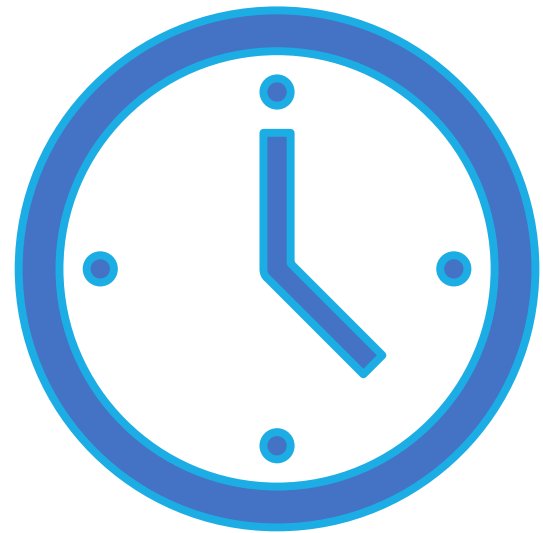
# HOW MUCH time does your staff spend on activities that fall within Housing Stabilization Services?

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A time study using a time tracking tool is NOT required for Housing Stabilization Services but can be a helpful planning tool.

Use it to figure out how much time staff are spending on billable v. non-billable activities.

As with all services, there will be time that you are paying staff that you will not be able to bill (travel time, training, PTO, etc.) so you want to have reasonable expectations about how much time you can bill.





**Staff time study - EXAMPLE**  
**Week of April 5, 2021**

<b>Activity</b>	<b>Date</b>	<b>Begin and end time</b>	<b>Total number of hours/minutes</b>	<b>Billable Y/N</b>
Time with Molly Moo - discussing where she want to live - Direct	4/5/21	9:00am – 9:45am	45 minutes	Y
- Calling Landlords in neighborhoods where Molly wishes to live on her behalf but without her - Indirect	4/5/21	10:00am – 11:00am	1 hour	Y
Travel	4/5/21	11:00am – 11:15am	15 minutes	N
Time with Jerry Jets - Discussing the upcoming housing recertification	4/5/21	11:15 – 12:15	1 hour	Y

## Staff Costs Forecasting Tool

		PERSONNEL COSTS			FRINGE BENEFITS										TOTAL	
Employee	Position Title	2021 Pay Rate	Base Hours	Annual Salary	FICA	Medicare	SUTA	Life/AD&D Insurance	LTD	Health Insurance	Workers' Comp	Retirement	Retirement Match	Total Fringe Benefits	Total Annual Cost	Total Monthly Cost
John Doe	Case Manager	\$22.00	2,080	\$ 45,760.00	2,837.12	663.52	700.00	324.00	425.57	11,132.00	457.60	1,372.80	1,372.80	\$ 19,285.41	\$65,045.41	\$ 5,420.45
			2,080	\$ -	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ -	\$ -	\$ -
			2,080	\$ -	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	\$ -	\$ -	\$ -
			<b>TOTAL</b>	<b>\$ 45,760.00</b>										<b>\$ 19,285.41</b>	<b>\$65,045.41</b>	<b>\$ 5,420.45</b>

Putting it all together: Forecasting Housing Stabilization Services tool

# Revenue Forecasting Examples

STABILIZATION EXAMPLES						
Position	% of time billable	# of hours worked / week	# of units / week	Rate	Total Annual Revenue	Total Monthly Revenue
Transition/Sustaining Worke	65%	40	104	\$ 17.17	\$ 92,855.36	\$ 7,737.95
Transition/Sustaining Worke	55%	40	88	\$ 17.17	\$ 78,569.92	\$ 6,547.49
Transition/Sustaining Worke	46%	40	73.6	\$ 17.17	\$ 65,713.02	\$ 5,476.09

Note: The total annual cost for John Doe from the Staff Costs Forecasting Tool was \$65,045.41. If he only provides Housing Transition and Sustaining Services, to break even, a little more than 45% of his time needs to be billable: from this tool, we see that an employee dedicating 46% of their time to billable Transition and Sustaining Services will generate \$65,713.02 in annual revenue.

CONSULTATION EXAMPLES				
Position	Weekly Assessments	Rate	Total Annual Revenue	Total Monthly Revenue
Housing Consultation Worke	8	\$ 174.22	\$ 72,475.52	\$ 6,039.63
Housing Consultation Worke	13	\$ 174.22	\$ 117,772.72	\$ 9,814.39

Note: The total annual cost for John Doe from the Staff Costs Forecasting Tool was \$65,045.41. If he only does Housing Consultations, to break even, he needs to complete 8 assessments each week: from this tool, we see that an employee completing 8 assessments/week will generate \$72,475.52 in annual revenue.

HOUSING SUPPORT SUPPLEMENTAL RATE EXAMPLE				
# of Clients	Daily Rate	# of Days	Current Total	Total as of July 1
20	\$ 15.86	30	\$ 9,516.00	\$ 4,758.00

Putting it all together:  
Forecasting Housing Stabilization Services tool

CSH Services Budget Tool 2.0\_MN HSS tailored 2020-11 - Excel

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**CSH** Housing Stabilization Services (HSS) Staffing & Budget Model

About the Housing Stabilization Services Staffing Model for housing-related services and supports

1. Please complete the blue boxes below for each target population supported through Tenancy Support Services:

Target Population	# of tenants in scattered site	Recommended caseload in scattered site	# of tenants in single site	Recommended caseload in single site
Families	30	10	0	15
Individuals	100	10	40	15
Older adults		10	30	15
<b>Total clients</b>	<b>130</b>		<b>70</b>	

2a. Please complete the blue boxes below with local HR salary information. Please note the Tenancy Supports Service Coordinator number is calculated for you.

	FTE	Annual Salary (per FTE)	
Program Director	0.5	\$65,000	Based on the # of tenants, we recommend 1 FTE

1. About the Service BudgetTool 2. Budget Summary Output 3. Basic Input & Assumptions 4. Housing Stabilization Serv. 5. ...

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Putting it  
all  
together:  
Services  
Budget  
Tool-  
Tailored  
for MN

# Notes for Services Budget Tool

NOTE: This tool works best for existing supportive housing providers.

Consider the *whole* agency/program's expenses

Incorporate additional non-Medicaid funding sources

Take into account existing agency resources and infrastructure (e.g., operating costs that are already covered)

Experiment with fields to make it work for your agency (e.g., use different caseloads, productivity rates, etc.).



Housing  
Stabilization  
Services and  
other  
services

Grant funding

Housing Support

Targeted Case  
Management-Mental Health

# Grant funding and Housing Stabilization Services

Scenario: You have an FTE funded through grants and want to transition them to billing Housing Stabilization Services.

- Review your grant contract and talk to your grant funder.
- Begin by tracking time and practice documenting services.
- With increased income from Housing Stabilization Services, consider reallocating grant funding to non-billable activities (no-shows, supervision, travel time, rent, other supportive or health services).

# Housing Support and Housing Stabilization Services

Scenario: Housing Support Supplemental Service rate has been reduced.

- Bill Housing Stabilization Services for any and all services that you provide that fall within the Housing Stabilization Services definition.
- Anything that is covered by Housing Support but NOT Housing Stabilization Services should be billed to Housing Support (e.g., certain supportive services, employment supports or health supervision services).
- Clearly indicate in case notes which services are billed using Housing Support v. Housing Stabilization Services.

# Housing Support and Housing Stabilization Services

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3.5 hours per month @ \$68.68 per hour = \$240.38 per month



Any amount of time billed over this is a new opportunity to increase supports for clients and get reimbursed for it!

# Mental Health Targeted Case Management and Housing Stabilization Services

Scenario: Due to the conflict of interest provisions, you are not able to provide both Targeted Case Management and Housing Stabilization Services to the same client.

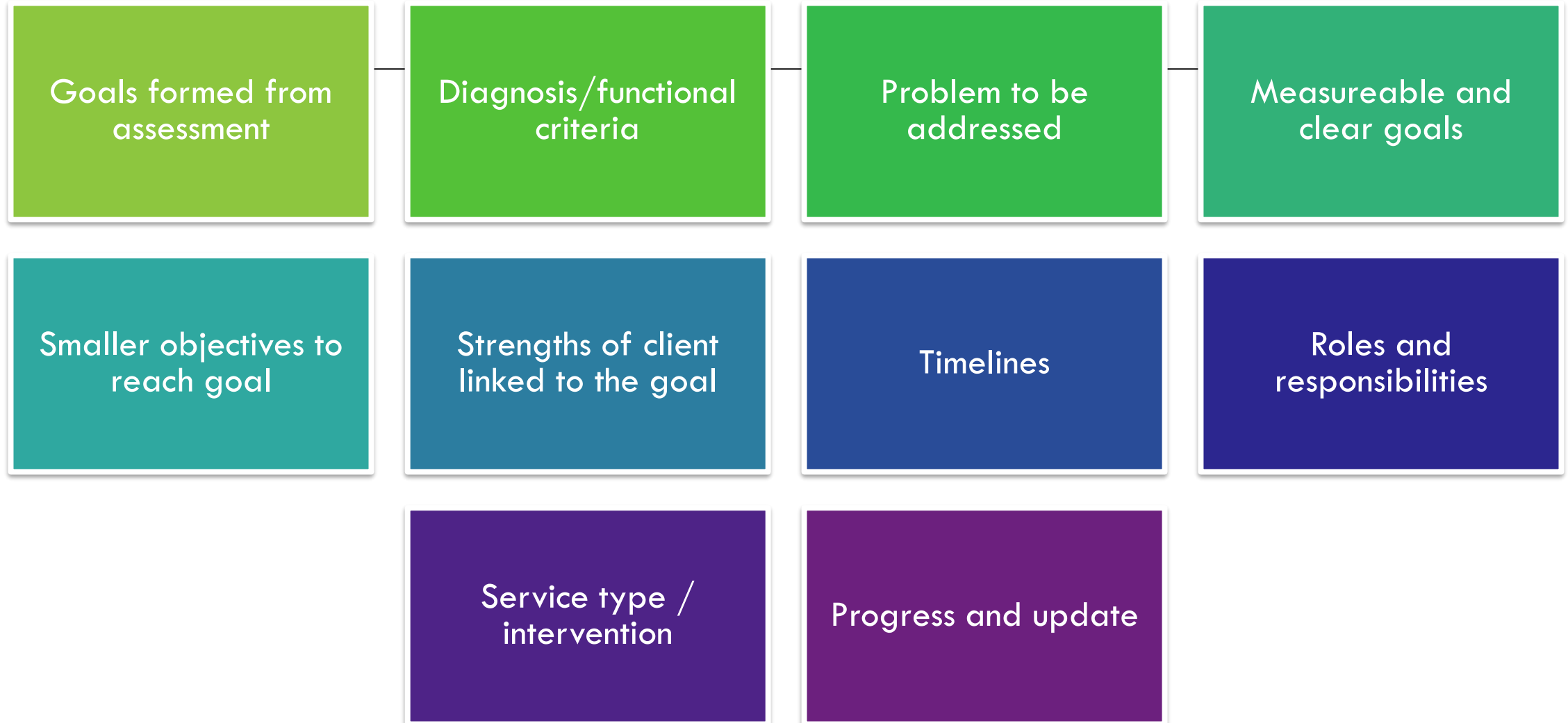
- Consider:
  - Your TCM monthly encounter rate (average: \$584 per month = 8.5 hours billable time Housing Stabilization Services)
  - How much billable time you spend with client each month
  - Type of services you are providing
  - Staff credentialing
  - Can client get TCM from another agency? Can client get Housing Stabilization Services from another agency?
- May want to decide on a person-by-person basis; however, it is likely too cumbersome to switch a person back and forth frequently.
- A person who could benefit from both services should be able to have access to both services.

# Best practices for documentation

# Technical Elements of a Billable Case Note

- the date the documentation occurred;
- the day, month, and year the service was provided;
- the start and stop times with a.m. and p.m. designations;
- place of service (office for Transition Services or community for Sustaining Services);
- participant name & ID #;
- the service name or description of the service provided;
- whether the service was provided as a direct (in person or remotely working directly with the person) or an indirect service; and
- If activity was provided remotely, include:
  - Reason for remote service
  - The method of contact.

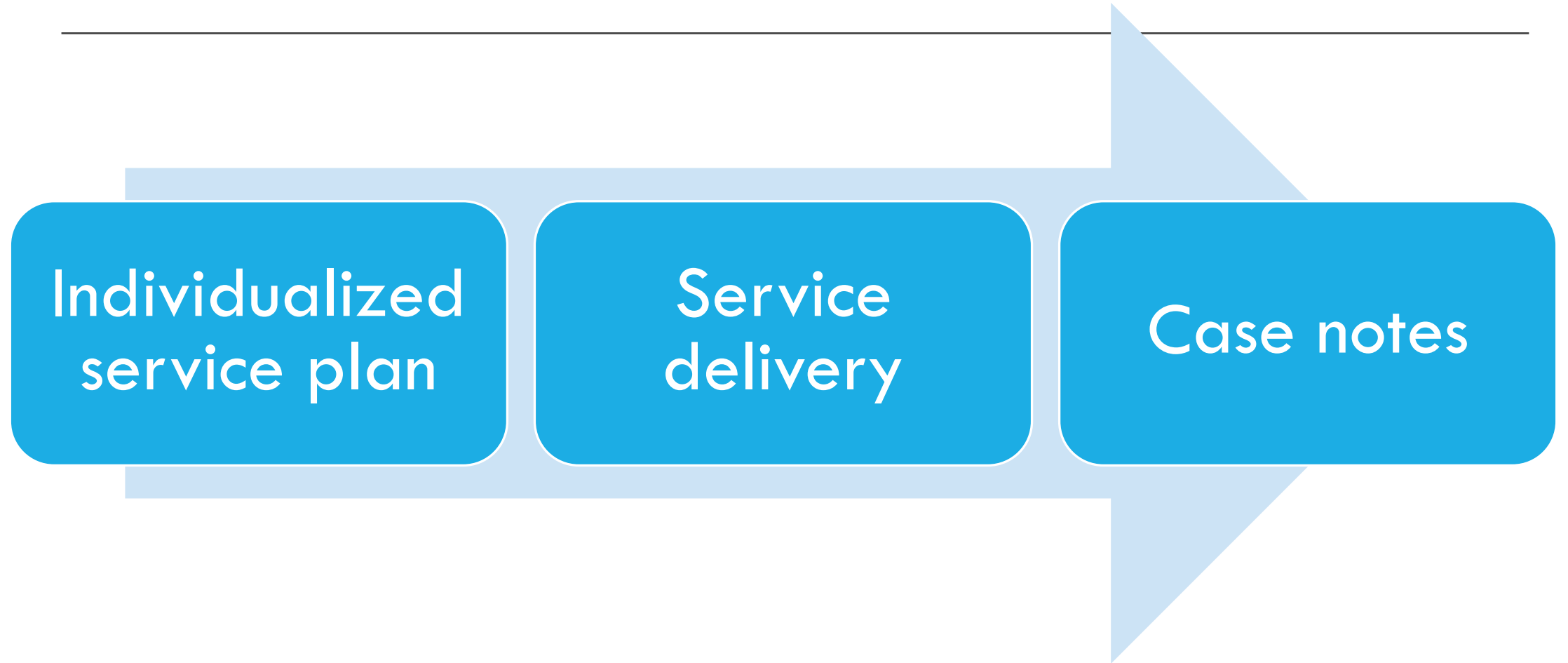
# Service Plan elements – best practice





# Documentation: the Golden Thread begins with services assessment

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# Writing the Case Note Narrative

Focus on the service related to the housing instability

Relate service to needs assessed and service plan goals

Include direct client quotes but avoid unnecessary “he said” “she said”

Focus on the facts of what happened, avoid being too subjective or opinionated

Demonstrate “sufficient duration to accomplish the intent/goal”

Include the progress and plan for next steps (use helpful techniques like the SOAP note guidelines)

# Objective writing

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Focus on the facts of what happened, avoid being too subjective or opinionated. Write notes knowing that these are the legal medical record or your client.

## Subjective

“The apartment was a mess.”

“”Client was out of control and kicked out of the store.”

Client is doing much better living indoors.

## Objective

Writer observed food, garbage, clothing and papers blocking walkways and vents.

“Client was experiencing active paranoia and persecutory thoughts. Client began to scream at other shoppers. Security was called and escorted client out.

“Client appeared calm, confident and in good health. Client showed writer how she stores her meds in her weekly pillbox. When asked how she is liking her new unit, client reported “I like this place, I mean I can’t stop smiling. I love it. Especially the A/C unit.”

# Example Case Note

Focus on what is causing housing instability

“Observed client had no food when conducting a home visit. Client stated that he was asking neighbors for food which resulted in complaints to property management. Accompanied client to grocery store. During the trip, discussed several important items with client. First, the importance of buying healthy food to help with diabetes. Second, discussed how to alert the housing case manager if he needs food instead of asking neighbors. Third, provided resources for healthy meals and diabetes information.”

# Justifying time spent

Demonstrate “sufficient duration to accomplish the intent and goal.”

Consider issues and challenges present at time of service

Document best practice approaches used

Note any functioning limitations that would cause session to be longer

Document impact service had on client

\*Use caution to not pressure staff for “productivity” that could lead to fraudulent note stretching (i.e. making a 2-minute call last 8 minutes in order to bill, even though extra time not medically necessary).

# Thank you!

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<https://mesh-mn.org/hssta/>



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