



Hearth Outreach Prospectus



overview

FOUNDED 1991

CURRENT REVENUE \$324,000

DESCRIPTION: Hearth Outreach is a program of Hearth Inc., the only organization in the country with a sole focus and comprehensive approach to ending elder homelessness. Outreach staff canvas 10 Boston homeless shelter programs weekly to identify and place homeless elders in permanent housing. Before, during, and after placement, they help to ensure that their elder clients are able to maintain long-term housing by providing direct assistance to identify and obtain safe, affordable housing; facilitating access to physical health, mental health, financial, legal, and other critical social services; stabilizing them within their homes; and helping them build social and community networks. The program seeks to reach all people ages 50 or above who are currently, or may be at risk for, living on Boston’s streets and in homeless shelters.

INVESTMENT OPPORTUNITY: Hearth Outreach is seeking \$370,000 over two years to serve more elders, launch new initiatives, and improve program infrastructure—all while maintaining its high standard of quality.

THE NEED

Elders are a vulnerable, but often overlooked, segment of the homeless population. Homeless elders often have physical, mental, social, and emotional problems that compound financial troubles and contribute to chronic homelessness.

- There are over 670,000 homeless people at a given time in the United States, including 15,000 in Massachusetts and 3,800 in Boston. About a third of Boston’s homeless adult shelter population is over 50 years old.
- In Boston, annual median housing costs are \$16K, while the annual median income for a single elder is only \$13K. One in five elders in Boston lives below the poverty line.
- 32% of U.S. retirees have less than \$10,000 in savings. With little or no safety net, a health crisis or other problem can compound financial difficulties and lead to chronic elder homelessness.⁷
- Across the United States, in five different major metropolitan areas, the percentage of the homeless population over the age of 50 has tripled from 11% to 32% since 1990, and the percentage continues to climb.⁸

THE OPPORTUNITY FOR SOCIAL IMPACT

Elder homelessness has existed “under the radar” of many homelessness programs and funding sources. It is a complex problem with distinct challenges for which “traditional” approaches to ending homelessness, such as job training and asset development, are not applicable. Managing medications, maintaining a healthy diet, having regular access to physical and mental care, and developing social networks are just some of the elements of aging that are difficult for elders to manage when they do not have a home. Hearth Outreach is uniquely positioned to increase its impact by expanding its services.

- Hearth Outreach serves over 250 homeless elders annually and has dozens of referral and service partners.
- Since 1995, the Team has placed nearly 1,000 elders in permanent housing and assisted over 3,000 elders.
- Over 96% of elders placed maintain their housing for at least a year, surpassing HUD’s benchmark retention rate of 71% after six months.
- Hearth Inc. has received 14 different local and national awards, including the National Leadership Award from the National Alliance to End Homelessness.

TWO-YEAR GOALS

- Grow the program to reach 350–400 homeless elders in Boston annually while maintaining high quality
- Improve process for collecting, managing, and interpreting internal data
- Document the causes and demographics of elder homelessness in Massachusetts
- Develop and implement a strategy to increase philanthropic funding
- Develop a strategy to scale Outreach’s impact, by sharing its expertise with others in the field

WAYS TO INVEST

Financial

- \$40,000 – One case manager to serve 50 more elders
- \$5,000 – One-time move-in costs (basic necessities) for 20 elders
- \$1,500 – One laptop computer

In-kind

- Additional Board members with an interest in supporting the Outreach program
- Cell phones and monthly service for Outreach workers
- IT support to enhance existing data mgmt. system
- Outreach office space in Boston’s South End



“If it weren’t for Hearth Outreach, I wouldn’t have known how to start over again.”

–Marietta

HEARTH CLIENT, SUCCESSFULLY HOUSED

SOCIAL INNOVATION IN ACTION – HEARTH OUTREACH

Each year, Hearth Outreach works with over 250 homeless elders over 50 years of age who seek permanent housing. Of the elders who enter the program over a one-year period, 76% had a physical disability, 45% suffered from a mental-health-related disability, and as many as 55% struggled with some type of substance abuse. The Team works closely with homeless elders to find housing, obtain needed social services, stabilize them within their homes, and help them build social and community networks. The process to find permanent housing and ensure long-term stabilization is challenging and can take as long as two years or more to complete.

I. CONNECTION (~2 MONTHS): First, four case managers canvas 10 Boston shelter programs weekly to get referrals from shelter staff and meet and answer questions from shelter guests about how to obtain permanent housing. Case managers build close relationships and become active participants in shelter life to the point where shelter residents and staff feel comfortable seeking them out for information and help.



II. HOUSING SEARCH AND CUSTOMIZED CASE MANAGEMENT (~14 MONTHS): Next, Hearth Outreach and their elder homeless clients navigate step by step through the arduous subsidized housing application process. Case managers fill out paperwork, accompany clients to interviews, follow up with agencies, and make sure that the unit applied for is both safe and affordable. Since the wait for a subsidized housing unit may take more than a year, case managers provide emotional support and hope as their clients wait. Case managers also help their clients get physical and mental health treatment, sort out legal and financial problems, address substance abuse, apply for social security or veterans’ benefits, or obtain other needed social services. Outreach case managers are tireless advocates for their clients through every step of the process, assisting them with whatever crises may arise.

III. PLACEMENT AND STABILIZATION (~6–8 MONTHS): Once a safe and affordable permanent housing unit has been found, Outreach case managers accompany their clients to sign the lease and help them move in, furnish the unit, set up utilities, plan for healthy and nutritious meals, access local transportation, and get acclimated to the neighborhood. Case managers continue to check in regularly with their clients to ensure that rent is being paid; that they are connected to the community; and that they continue to receive treatment for physical and mental disabilities, substance abuse, and other problems. Each Hearth Outreach client is the recipient of a customized case management program and indispensable hands-on support that ensures that he or she is permanently housed and thriving.



Success Story: Morton

One day, Jane, a Hearth Outreach case manager, met with her client, Morton, on a bench in Harvard Square. Morton pointed to a window in Harvard Yard and said, “That was my dorm room.” He had graduated from Harvard and then earned a law degree. Mental illness led to alcoholism and then to homelessness. Outreach helped Morton move into affordable elder housing; and today, he is successfully managing his health challenges.



TEAM AND GOVERNANCE

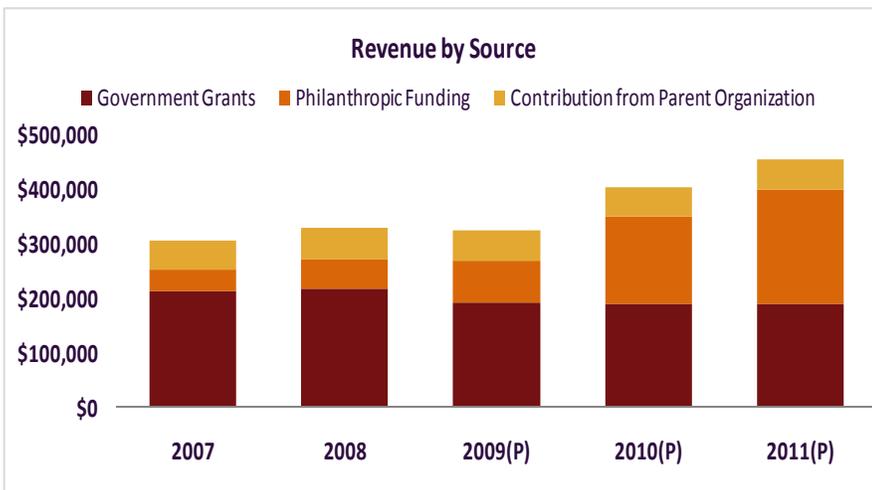
Jane Erickson is the director of Hearth’s Outreach Program, which consists of a staff of four case managers and a social work intern. She joined Hearth 12 years ago as an Outreach case manager and was promoted to supervisory roles with increasing responsibility. Erickson has extensive experience in direct service and program management for vulnerable populations. She received a BA from the College of Wooster, a certificate in aging from the Institute for Geriatric Social Work at Boston University, and is currently pursuing an MPA at Suffolk University.

Anne Garmey is the director of institutional advancement for Hearth. She has over 20 years of experience in development and institutional giving, working at the Harvard College Fund and The Rivers School in Weston, Massachusetts. Garmey received her BA from St. Lawrence University.

Mark Hinderlie is the president and CEO of Hearth Inc. Before joining Hearth, he served as president and CEO of Federated Dorchester Neighborhood Houses Inc., as chief development officer for the Franciscan Children’s Hospital and Rehabilitation Center, as president of the Boston Children’s Institute, and as executive vice president of the Home for Little Wanderers. Hinderlie holds an MPA from the John F. Kennedy School of Government at Harvard University and an AB in English literature from Yale College. Hearth Inc. has a 19-member board with leaders from the fields of business, medicine, legal services, social services, real estate, and philanthropy.

FINANCIAL SUSTAINABILITY

To achieve its goal of serving 350–400 homeless elders annually while maintaining its standard of high quality, Hearth Outreach is seeking an investment of \$370,000 in philanthropic support over the next two year to increase staff, improve infrastructure, and launch new initiatives. Outreach has historically received the majority of its funding from public sources. While the current economic climate creates great uncertainty in forecasting public revenue over the next few years, the continuing commitment to ending homelessness by the city, state and federal governments gives reason to believe that Hearth’s level of public support will be sustainable over time.



KEY SOCIAL IMPACT INVESTORS

- HUD Supported Housing Program
- Emergency Shelter Grant (ESG) Government Funding
- Citizens Bank Foundation
- Frederick Weber Charities
- Bushrod Campbell and Adah Hall Charity Fund
- Lawrence Model Lodging Houses Trust

To cover its expenses, Hearth Outreach plans to increase philanthropic revenue to 46% of its total budget by 2011. Outreach plans to maintain its strong connections to local foundation and corporate partners while seeking out new foundation partners at the regional and national levels who would like to support Hearth’s unique model. In addition, Outreach will place greater emphasis on reaching out to individual donors and religious organizations with a shared interest in ending elder homelessness.

“If it weren’t for Hearth Outreach, I wouldn’t know how to handle myself in certain situations with regard to my health.”

–Calvin

FORMERLY HOMELESS, NOW SUCCESSFULLY HOUSED AND RECEIVING NEEDED HEALTH SERVICES



PERFORMANCE MEASUREMENT

Program Performance and Organizational Health: Below is a summary of the key measures that Hearth Outreach will be tracking to demonstrate progress, capture lessons learned and make course corrections as needed. *Note: Fiscal year is January 1 – December 31.*

	FY 2009	FY 2010 (P)	FY 2011 (P)
Program Performance			
Number of homeless elders served	250-300	300-350	300-350
Number of elders at risk for homelessness served	0	0	50
Total number of elders served	250-300	300-350	350-400
Organizational Health/Capacity-Building			
Number of outreach case managers	4-5	5-6	6-7
Additional members of the Hearth Inc. Board with an interest in supporting the Outreach program	1	2	3
Launch an Outreach Subcommittee of the Board	-	Recruitment in process	5-7 members recruited
Improve process for collecting, managing, and interpreting internal data	-	Improvements outlined	Improvements executed
Document the causes and demographics of elder homelessness in Massachusetts	-	Determine the best method of documentation	Document
Hire staff to oversee information and data management	0	0.5 FTE	0.5 FTE
Develop strategy to scale Outreach's impact by sharing its expertise with others in the field	-	In process	Developed
Total philanthropic support	\$76,500	\$160,000	\$210,000
Total revenue	\$324,000	\$404,000	\$454,000

Social Impact: Hearth Outreach currently tracks the percentage of homeless elders placed who maintain their housing for at least a year. In the future, Outreach would like to collect additional data about their clients' improved levels of health and personal empowerment after they have been housed. Hearth is in the early stages of thinking about the appropriate measurements; an initial list of indicators is shown below.

Permanent Housing Maintenance	<ul style="list-style-type: none"> Percentage of elders who have maintained their housing for at least a year 	96%
Improved Health	<ul style="list-style-type: none"> Percentage of elders who have reduced their reliance on publicly funded emergency care Percentage of elders who have improved their ability to manage personal health problems 	TBD TBD
Personal Empowerment	<ul style="list-style-type: none"> Percentage of elders who have knowledge about available social and community resources and can access them if needed 	TBD



Success Story: Peter

Diagnosed with terminal cancer at 79, artist and former teacher Peter Phelps gave up everything he had and came to Boston to participate in a clinical trial. Due to a miscommunication, Peter had no place to stay; he received chemotherapy during the day and slept in a shelter at night. At his Boston homeless shelter, Peter met a Hearth Outreach case manager who helped him find a safe, affordable, and permanent apartment. With his cancer in remission, Peter was able to begin painting again. In gratitude for the hope and services Hearth Outreach provided, Peter has donated over 100 of his paintings to benefit Hearth. His inspirational story has been featured in numerous television broadcasts, including the national program *CBS Sunday Morning*.