Solutions start here.
MESSAGE FROM MHSA EXECUTIVE DIRECTOR JOE FINN

The year may have come to a close, but the MHSA mission remains the same: ending homelessness in Massachusetts. As I reflect on the past year, I am struck by the ways in which our partnerships, both new and old, combined with MHSA’s commitment to measurable outcomes, have helped us advance closer than ever to a Commonwealth in which no one is without a home.

In fall 2010, leaders from across Massachusetts gathered at our first-ever Homecoming breakfast to honor Lieutenant Governor Timothy P. Murray and leaders of the Regional Networks to End Homelessness. It was a fantastic morning that reminded everyone present of how much we can achieve through innovation, collaboration — and a strong emphasis on data collection and outcomes analysis.

Shortly after, MHSA was thrilled to receive $100,000 from the Citizens Bank Foundation to target chronic homelessness in Boston and Springfield. These funds have gone directly to support the work of two of our member agencies: the Boston Public Health Commission’s High Utilizers of Emergency Services (HUES) to Home program and the Mental Health Association’s Regional Engagement and Assessment for the Chronic Homeless (REACH) II program in Springfield. MHSA’s relationship with Citizens has been an incredible example of the power of public-private partnerships. This theme continued into the spring when we honored John Rosenthal of Meredith Management, the Home Again project in Worcester and Worcester Mayor Joe O’Brien for their outstanding contributions at the philanthropic, non-profit and public levels to ending homelessness.

Finally, our work to end homelessness would not be possible without our partnerships with you — donors, member agencies, public officials, faith-based organizations, community groups, volunteers, young professionals and all those who support the MHSA mission every day. I look forward to continuing to collaborate with you in 2012 as together we implement innovative, outcome-based solutions to homelessness. Let’s make this the year we ensure that all of our neighbors have a place to call home.

Thank you.
Joe Finn
President and Executive Director

MHSA AND ITS MISSION

The Massachusetts Housing and Shelter Alliance (MHSA) is a non-profit, public policy advocacy organization with the singular mission of ending homelessness in the Commonwealth.

Founded in 1988, MHSA represents more than 90 community-based agencies statewide. MHSA member organizations serve approximately 98 percent of all homeless individuals in Massachusetts.

What we do:
- Educate about the plight of homeless people and solutions that work to end their struggle
- Advocate for strategic use of public and private dollars based on research and best practices
- Innovate more cost-effective and humane solutions to homelessness
- Collaborate with all levels of government and the private sector to bring our poorest neighbors home for good

MHSA Board of Directors

Pamela Feingold, Chairperson
Eastern Bank

Thomas Collins, Vice-Chairperson
Cushman & Wakefield of Massachusetts

Kiley Gosselin, Treasurer
Holland & Knight

Reverend Linda Wood-Boyle, Clerk
Homestart

Dean Atkins
Richard’s Barry Joyce & Partners

Anna Bissonnette
Heath

Peter Burns
Mental Health Advocate

Jack Conway
Jack Conway & Company, Inc.

James Cuddy
South Middlesex Opportunity Council

Dennis Culhane, PhD
University of Pennsylvania

Lyndia Downie
Pine Street Inn

Wilton Hyman
New England Law Boston

Suzanne Kenney
Project Place

Thomas Lyons
MassHousing

Mary Nee
HopeFound

James O’Connell, MD
Boston Health Care for the Homeless Program

James Sabitus
Self-Employed

Reverend John Samaan
Boston Rescue Mission

Reverend Jep Streit
Cathedral Church of St. Paul

Gerard Vitti
Healthcare Financial, Inc.

John Yazwinski
Father Bill’s & MainSpring
### MHSA Member List

#### BOSTON
- ABCD Housing
- Back on My Feet Boston
- Boston Health Care for the Homeless Program
- Boston Public Health Commission
- Boston Rescue Mission
- Boston YWCA
- Bridge Over Troubled Waters
- Cardinal Medeiros Center for Change
- Commonwealth Land Trust
- Community Resources for Justice
- Community Work Services
- Children’s Services of Roxbury
- Ecclesia Ministries
- Elders Living at Home Program
- Hearth, Inc.
- HomeStart
- hopeFound
- Jubilee Church
- Metropolitan Boston Housing Partnership
- New England Center for Homeless Veterans
- Pine Street Inn
- Project Bread
- Project Hope
- Project Place
- Salvation Army, Statewide
- Self Esteem Boston
- Educational Institute
- Span, Inc.
- St. Francis House
- Starlight Ministries
- STEP, Boston
- Travelers Aid Family Services
- Veterans Industry Transitional Residences Program
- Victory Programs
- Women’s Lunch Place

#### GREATER BOSTON
- Bay State Community Services
- Bread and Jams
- Cambridge Family YMCA
- Cambridge Multi-Service Center
- Cascap, Inc.
- CASPAR, Inc.
- Catholic Charities St. Patrick’s Shelter
- Center for Social Innovation
- Elliot Community Human Services
- Esther R. Sanger Center for Compassion
- Ethiopian Adbar Women’s Alliance
- Father Bill’s & MainSpring
- Harvard Square Homeless Shelter
- Heading Home
- Hope Fellowship Church
- Middlesex Human Service Agency
- On the Rise
- Quincy Community Action Programs
- Shelter Legal Services
- ShortStop
- Solutions at Work
- Somerville Homeless Coalition
- Tri-City Community Action Program
- Youth on Fire

#### CENTRAL
- AIDS Project Worcester
- Athol Area YMCA
- Community Healthlink
- Jeremiah’s Inn
- Luk Crisis Center
- Our Father’s House
- RCAP Solutions
- South Middlesex Opportunity Council
- Veterans, Inc.
- Worcester Homeless Action Committee

#### SOUTHEAST/CAPE COD
- Catholic Social Services of Fall River, Inc.
- Community Care Services
- Duffy Health Center
- High Point Treatment Center
- Housing Assistance Corporation
- Nam Vets Association of the Cape & Islands
- Veterans Transition House

#### WEST
- Berkshire Community Action Council
- DIAL/SELF Youth and Community Services
- Friends of the Homeless
- Greater Westfield Committee for the Homeless
- Health Care for the Homeless Program — Mercy Hospital, Springfield
- Massachusetts Career Development Institute
- Mental Health Association, Inc.
- ServiceNet
- Soldier On
- Western Massachusetts Sober Living Alliance
Citizens Bank partners with MHSA, the City of Boston and the City of Springfield to target chronic homelessness

In winter 2011, the Citizens Bank Foundation awarded MHSA a $100,000 Grant to target chronic homelessness in Boston and Springfield. The foundation’s support is focused on housing, community development and basic human needs.

In Boston, MHSA pledged $50,000 to help expand the Boston Public Health Commission’s High Utilizers of Emergency Services (HUES) to Home program. With leadership from MHSA, Boston Mayor Thomas M. Menino and Boston City Council President Mike Ross, HUES to Home was launched to connect the most frequent homeless users of the Boston Medical Center (BMC) emergency department to permanent housing and intensive case management. Program partners include BMC, Boston Health Care for the Homeless Program, Boston Emergency Medical Services (EMS) and the Boston Police Department.

In Springfield, MHSA pledged $50,000 to the Mental Health Association’s Regional Engagement and Assessment for the Chronic Homeless (REACH) II program. REACH II is an expansion of the original REACH Housing First pilot, which created a unique partnership among the Department of Mental Health, the Department of Housing and Community Development and the City of Springfield to provide chronically homeless individuals with permanent housing, intensive case management and links to community-based services.

MHSA extends its thanks to the Citizens Bank Foundation and to its partners in Boston and Springfield for their investment in solutions to homelessness.

“Today, there is no chaos in my life. It’s a beautiful thing.”

Donny’s Story

Donny was an alcoholic and an addict. His lifestyle led him to sleeping in cars or wherever he could find. His family ties deteriorated and he neglected his health. He was caught up in the chaos of addiction and homelessness.

Things finally turned around for Donny when he learned of Crossroads, a Post Detox/Pre Recovery program in Framingham for homeless individuals with chronic relapse histories. MHSA, in partnership with the Massachusetts Department of Public Health Bureau of Substance Abuse Services, administers this program through MHSA member agency South Middlesex Opportunity Council.

At Crossroads, Donny was able to get his feet on the ground. Without the pressure of finding food, clothing or shelter, Donny could focus on remaining sober and starting his life over. In addition to getting clean and sober, Donny became house manager at Crossroads.

Donny credits Crossroads and being house manager with getting him to where he is today. He has been sober for three years. He has a supportive girlfriend and his own apartment on a tree-lined cul-de-sac. He owns his own contracting business and is starting to repair relationships with family members.

“Today, there is no chaos in my life,” Donny says. “It’s a beautiful thing.”
Home & Healthy for Good (HHG), the premier Housing First initiative in the Commonwealth, continues to demonstrate that providing housing and services to chronically homeless individuals through a Housing First model is less costly and more effective than managing their homelessness and health problems on the street or in shelter.

As HHG approached its fifth anniversary, data continued to show tremendous savings in health care costs, especially hospitalizations, as a result of the program. As demonstrated in the chart below, HHG tenant self-reported emergency service usage decreased dramatically in just the first six months of housing.

Average Public Service Usage Per Client 6 Months Pre- and Post-Housing

<table>
<thead>
<tr>
<th>Pre-Housing</th>
<th>Post-Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Room Visits</td>
<td>10.2</td>
</tr>
<tr>
<td>Hospitalization Stays</td>
<td>16.8</td>
</tr>
<tr>
<td>Ambulance Uses</td>
<td>4.2</td>
</tr>
<tr>
<td>Days in Respite</td>
<td>30.6</td>
</tr>
<tr>
<td>Days in Detox</td>
<td>16.2</td>
</tr>
<tr>
<td>Days Incarcerated</td>
<td>25.2</td>
</tr>
</tbody>
</table>

Special thanks to the MHSA Home & Healthy for Good Partners:

Boston Health Care for the Homeless Program
Community Healthlink
Duffy Health Center
Father Bill’s & MainSpring
Friends of the Homeless
Heading Home
HomeStart
hopeFound
Housing Assistance Corporation
Pine Street Inn
Somerville Homeless Coalition
South Middlesex Opportunity Council
Veterans, Inc.

Annual Savings Per Person to the Commonwealth

As the chart at right illustrates, MHSA estimates an annual cost-savings to the Commonwealth of $9,610 per housed tenant.

Living in homes of their own...

The 536 people housed in Home & Healthy for Good reported using emergency shelters 48,310 times in the six-month period before entering housing. Now, these individuals are thriving in homes of their own.

High Utilizers of Emergency Services (HUES) to Home targets chronically homeless frequent users of the Boston Medical Center (BMC) emergency room for housing and supportive services.

BMC and MHSA member agencies Boston Public Health Commission and Boston Health Care for the Homeless Program, with leadership from MHSA, identified 35 homeless individuals with serious mental health, substance abuse and chronic medical conditions. Over just eight months, these individuals accounted for an average of $103,000 each in Medicaid costs paid only to BMC. This amount does not include payments to any other hospitals at which these frequent users may have received care.

By June 2011, HUES to Home had placed eight of those individuals into permanent housing. Although it is too early to release official data, MHSA has already seen significant drops in HUES participants’ hospital visits and lengths of stay, translating into dramatic cost savings in emergency and other services. MHSA is measuring housing retention, cost savings and quality of life improvements to promote this approach as a replicable strategy across the Commonwealth and nationwide.
Homecoming 2010: Honoring Achievements in Ending Homelessness

Nearly 150 public officials, representatives of MHSA member agencies, funders and concerned citizens joined MHSA in Worcester on September 20, 2010 to honor Lieutenant Governor Timothy P. Murray, Lowell City Manager Bernard F. Lynch of the Merrimack Valley Regional Network, Department of Mental Health Area Housing Coordinator David Modzelewski of the Western Massachusetts Network and Worcester City Manager Michael V. O’Brien of the Worcester County Regional Network.

The event recognized and celebrated Lieutenant Governor Murray’s leadership of the Massachusetts Interagency Council on Housing and Homelessness and the successful efforts of the Regional Networks to End Homelessness to provide permanent housing with supportive services to chronically homeless individuals.

Data collection and evaluation by MHSA showed a sharp decrease in emergency service usage and expenses among participants after entering housing, along with a 96 percent residential stability rate. The cost of services including emergency room visits, ambulance use, inpatient hospital stays and days spent in respite care, detoxification units, shelters and incarceration among participants decreased from approximately $33,000 per person annually before housing to approximately $13,000 per person annually after housing — a 66 percent decrease.

Home for Good: Solutions Start Here

Hundreds of MHSA members, friends and supporters gathered in the Grand Ballroom of the Boston Marriott Copley Place on May 18, 2011 for MHSA’s eighth annual fundraising event, Home for Good: Solutions Start Here. MHSA honored John Rosenthal of Meredith Management and Friends of Boston’s Homeless, Home Again in Worcester and Worcester Mayor Joe O’Brien for their outstanding work to initiate solutions to homelessness.

John Rosenthal received the Bob Ray Partnership Award for his more than twenty years of service in the effort to end homelessness. Under his leadership and in conjunction with the City of Boston, Friends of Boston’s Homeless has raised more than $25 million and developed a full spectrum of emergency shelter, transitional housing, job training, employment services and permanent housing for people experiencing homelessness.

Home Again, a Worcester-based collaboration, was honored with the MHSA Cornerstone Award. Led by Community Healthlink and including the South Middlesex Opportunity Council/People in Peril Shelter, the Henry Lee Willis Center, Dismas House, Jeremiah’s Inn and the Central Massachusetts Housing Alliance, Home Again worked with The Health Foundation of Central Massachusetts to play a pivotal role in creating permanent solutions to chronic homelessness in Worcester.

Mayor Joe O’Brien accepted the Canon Brian S. Kelley Public Servant Award on behalf of the City of Worcester. Mayor O’Brien has spent more than 20 years doing community, electoral and civic engagement work in New York, Worcester and Boston. His leadership and longtime support of affordable housing helped pave the way for Worcester’s strides in ending homelessness.
Statement of Activities
For the fiscal year ended June 30, 2011

REVENUES AND SUPPORT
Government contracts $8,126,199
Grants and contributions 462,679
Contributed services 94,000
Program fees 93,360
Interest Income 26,450
Realized and unrealized gains on investments 73,596
Net assets released from restrictions 0
Total Revenues & Support $8,876,284

EXPENSES
Program expenses:
Transitional Program and Emergency Shelter Services $4,942,090
Housing and Economic Development 3,519,725
Technical Assistance and Technology 134,073
Education and Planning 14,230
Program Expenses Total $8,610,118
Fundraising and Development 131,222
General and Administrative 213,489
Total Expenses $8,954,829

CHANGE IN NET ASSETS $ -78,545
Net Assets at Beginning of Year $902,569
Net Assets at End of Year $824,024

MHSA Revenue
- Government Contracts 93%
- Grants and Contributions 5%
- Program Fees 1%
- Gains on Investments 1%

MHSA Expenses
- Program Expenses 97%
- Fundraising and Development 1%
- General and Administrative 2%

Financial Position
For the fiscal year ended June 30, 2011

ASSETS
CURRENT ASSETS
Cash and cash equivalents $311,232
Contracts receivable 850,988
Note receivable 100,000
Other receivables 870
Investments 691,508
Prepaid expenses 13,697
Security deposits 12,050
Total Current Assets $1,980,345

FURNITURE AND EQUIPMENT
Office equipment $16,219
Computer equipment 37,013
Office furniture 8,028
Furniture and Equipment Total $61,260
Less accumulated depreciation 55,523
Total Furniture and Equipment, Net $5,737

TOTAL ASSETS $1,986,082

LIABILITIES AND ASSETS
CURRENT LIABILITIES
Accounts payable and accrued expenses $128,895
Due to subrecipients 1,002,946
Bank line of credit 30,217
Total Current Liabilities $1,162,058

NET ASSETS
Unrestricted $722,357
Temporarily restricted 101,667
Total Net Assets $824,024

TOTAL LIABILITY AND NET ASSETS $1,986,082
In July 2010, MHSA became the lead agency in Massachusetts for the Faces of Homelessness Speakers’ Bureau, a nationwide project of the National Coalition for the Homeless, supported by AmeriCorps VISTA, that is designed to educate the public about homelessness and what can be done to end it. Currently and formerly homeless speakers from the bureau visit faith-based and community groups across Massachusetts and throughout New England, sharing their stories and inspiring audiences to take action to end homelessness. In FY 2011, MHSA partnered with member agencies Father Bill’s & MainSpring and Pine Street Inn to facilitate the Massachusetts Speakers’ Bureau.

The MHSA Young Professionals Group (YPG) hosted its second annual fundraiser in July 2010, drawing the support of over 75 young professionals and businesses and raising awareness of MHSA’s work to end homelessness. In the past year, MHSA YPG has started an Advocacy and Policy Committee that brings together dedicated young professionals to learn more about the systems and policies that affect homelessness in Massachusetts. MHSA YPG hosted a forum on young adult homelessness in the fall and continues to provide opportunities for young professionals to engage in efforts to end homelessness.

Social Action Massachusetts (SAM), a program of MHSA formerly known as Social Action Ministries, continued to collaborate with faith communities and community-based agencies to host educational events on faith and ending homelessness, young adult homelessness and other issues. SAM’s name change — from “Social Action Ministries” to “Social Action Massachusetts”— as well as its expanded social media presence and outreach efforts have broadened the geographic and religious diversity of communities involved in advocating for long-term housing solutions to homelessness.

MHSA continued its partnership with the Massachusetts Behavioral Health Partnership (MBHP) to expand the Community Support Program for People Experiencing Chronic Homelessness (CSPECH), in which Medicaid reimburses community support services for formerly homeless tenants. In 2011, MHSA and its partner The Health Foundation of Central Massachusetts advocated successfully for MassHealth to lift the cap on CSPECH, allowing this innovative, cost-saving housing and health care model to reach more chronically homeless individuals throughout the Commonwealth. MBHP estimates the program has already created a net Medicaid savings of over $3 million.

MHSA, through its budget and policy advocacy at the state and federal levels, has protected key safety-net resources as well as recent innovations targeted to end homelessness during one of the most difficult fiscal periods in recent memory.

**INNOVATE** ➔ 100% of the participants in MHSA’s Journey to Success program remained permanently housed after one year of program entry, and 92% of participants in MHSA’s Post Detox/Pre Recovery program remained housed in the program seven months after program entry. 90% of participants in MHSA’s Post Detox/Pre Recovery program were engaged in education, training, job search or community service at the end of the fiscal year.

MHSA continues to increase its focus on veteran homelessness. Home & Healthy for Good has now served over 90 veterans with a housing retention rate of over 82%. In addition, MHSA was recently awarded a grant through the City of Boston that will focus specifically on permanent supportive housing for chronically homeless veterans.

**COLLABORATE** ➔ MHSA staff traveled throughout Massachusetts to provide technical assistance to Interagency Council on Housing and Homelessness (ICHH) Regional Networks creating and implementing low-threshold housing initiatives. MHSA collected data and conducted analysis on the initiatives, helping Networks and the ICHH assess their housing placement and stabilization efforts. MHSA’s collaborations continued to extend throughout the Commonwealth, with new partnerships in Lowell, Springfield and Boston.

MHSA welcomed five new member agencies: Back on My Feet, Boston; DIAL/SELF Youth and Community Services, Greenfield; RCAP Solutions, Gardner; Youth on Fire, Cambridge; and Worcester Homeless Action Committee, Worcester.
MHSA extends its thanks to the following recent corporate and foundation donors. We also extend our deepest gratitude to the many individuals, member agencies and others who contribute financially and otherwise to our work every day. Thank you for being a part of solutions to homelessness.

Advancement Plus
AFL-CIO Housing Investment Trust
AMB Property Corporation
André & Marilyn Danesh Fund
The Baupost Group
Blue Cross Blue Shield of Massachusetts Foundation
Cameras, Inc.
Case Strategy Group, LLC
Citizens Bank Foundation
Corporation for Supportive Housing
Covidien
Crocker Electrical Company
Cushman & Wakefield
Eastern Bank
Florence & Richard Koplow Charitable Foundation
Gannett Foundation
G.T. Reilly & Company
Hausman Family Charitable Trust
The Health Foundation of Central Massachusetts
The Highland Street Foundation
John Chany Trust, Bank of America
K Street Appraisal
Lazar Scientific
Live Nation
Massachusetts Behavioral Health Partnership
MassNAHRO
Mintz Levin
NAIOP Massachusetts
O’Neill and Associates
The Paul and Phyllis Fireman Foundation
Pfizer Foundation
Pioneer Institute
PKF, PC
Public Consulting Group
Ray Family Fund
Root Cause Social Innovation Forum
Skanska
Stifler Family Foundation
Susan M. Deutsch Foundation

We strive for accuracy and regret any omissions or mistakes. Please contact MHSA at (617) 367-6447 with any corrections.