

Harm Reduction: Workforce Development with Homeless Youth

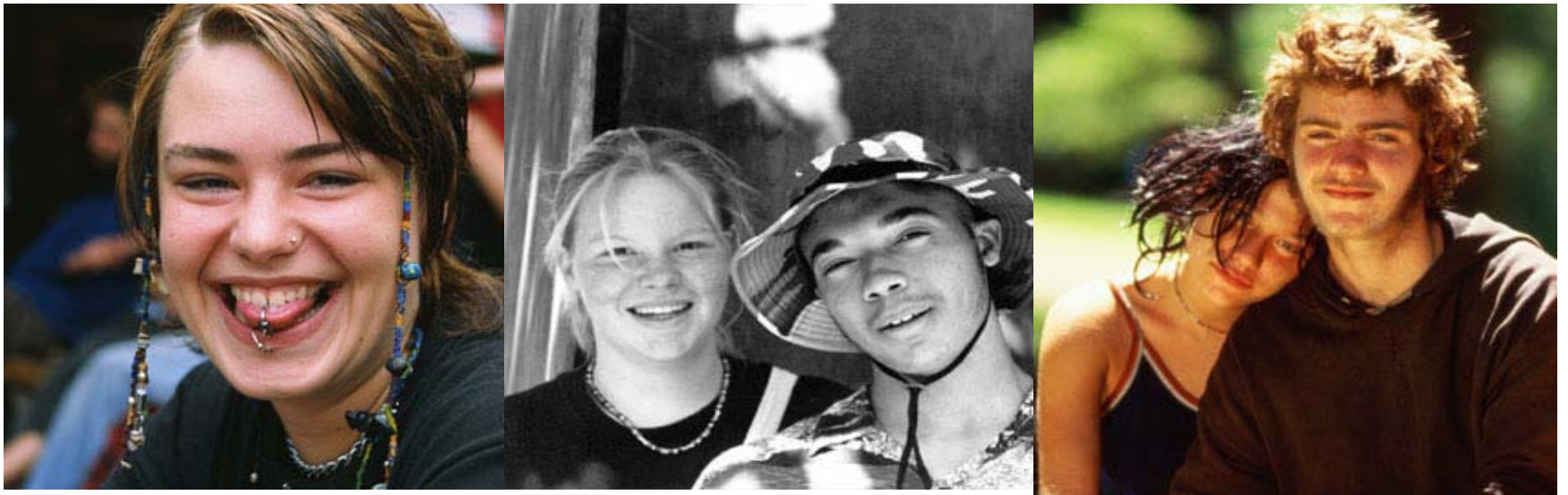
National Association of Workforce Development Professionals
Youth Development Symposium
November 14-15, 2012



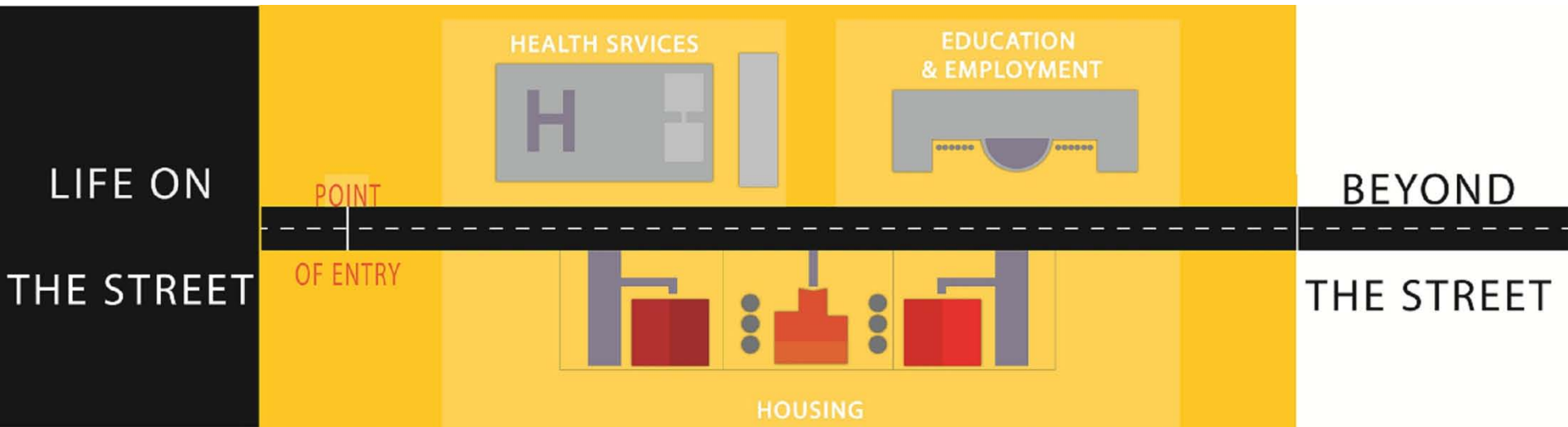
YOUTH SERVICES

Larkin Street Mission Statement

The mission of Larkin Street Youth Services is to create a continuum of services that inspires youth to move beyond the street. We will nurture potential, promote dignity, and support bold steps by all.



Continuum of Care



Larkin Street's service model combines multiple programs into a comprehensive and integrated system of supports for youth. "Continuum of Care" refers to the full breadth of services offered

Programs & Services

Point of Entry

Outreach

Drop In Center

Haight Street Referral
Center

Health Services

Medical Clinic

HIV Specialty Clinic

Mental Health &

Substance Use

HIV Prevention

Art Program

Education & Employment

Hire Up - Education

Hire Up - Employment

Housing

Diamond Youth Shelter

Lark Inn

The LOFT

Avenues to
Independence

G-House

Holloway House

Assisted Care/Aftercare

Castro Youth Housing
Initiative

LEASE

ROUTZ

Ellis Street Apartments

Hire Up Program Philosophy

- Free services for youth ages 24 and under
- Success has different meanings for each youth
- Education and Employment are integrated services and part of a continuum
- Use Harm Reduction when moving youth toward employment

Employment-Youth Force

- **“Youth Force is a Test Run”**
 - ♦ Uniforms
 - ♦ Wages (**immediate paid work**)
 - ♦ Realistic Consequences
 - ♦ Experience for Resumes
 - ♦ Staff serve as Job References
- **Projects include:**
 - Trash pickups
 - Graffiti clean-up
 - Pressure washing
 - Landscaping
 - Light janitorial duties
- **Cross program collaboration**



Employment-Job Readiness Class (JRC)



- Monday – Friday from 9AM-12PM
- Clients earn \$200 over 4 weeks
- Interactive curriculum includes employment and life skill development, and strategies to work towards career goals

Employment-Institute for Hire Learning

- Internship program
 - ◆ 3 months for 20 hours per week
- Assistance to subsidize vocational/certificate programs
- Range of opportunities to engage interest
- Collaborative partnerships

Employment-Internal Internships

- Peer-facilitated program orientation
- Range of opportunities within agency
- Youth organized and led groups
- Youth Advisory Board internships



**Use Harm Reduction when moving
youth toward employment**

Harm Reduction 101

- Past & Now
- Primary Principles
- Relation to Employment Case Management
- Implementation Strategies



Past & Now

- United Kingdom
Medicalization



- Netherlands
Normalization
Junkiebonds



- United States
Housing First- *supportive services*



Working Definitions

Harm reduction is a pragmatic approach to reduce the harmful consequences of alcohol and drug use or other high-risk activities by incorporating several strategies that cut across the spectrum from safer use to managed use to abstinence. (Marlett, 2010)

Harm reduction is a set of practical strategies and ideas aimed at reducing negative consequences associated with drug use. Harm Reduction is also a movement for social justice built on a belief in, and respect for, the rights of people who use drugs. (Harm Reduction Coalition, 2012)

The primary goal of most harm-reduction approaches is to meet individuals 'where they are at' and not to ignore or condemn the harmful behaviors but rather to work with the individual or community to minimize the harmful effects of a given behavior. (Marlett, 2012)

Principles in a Workforce Lens

Adapted from Harm Reduction Coalition, 2012

- Focus on minimizing harmful effects rather than simply ignore or condemn them.
- Understand there is a continuum of behavior, and often not in a linear fashion
- Use non-judgmental, non-coercive provision of services and resources
- Recognize that the realities of poverty, class, racism, social isolation, past trauma, sex-based discrimination and other social inequalities affect youth.
- Allow youth a voice and encourage their capacity to be responsible in shaping their workforce experience
- Support quality of individual and community life and well-being

Change

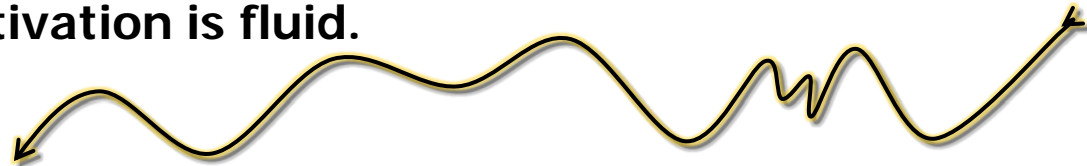
JUST BECAUSE WE WANT TO CHANGE SOMETHING DOESN'T MEAN WE CAN
"JUST DO IT."



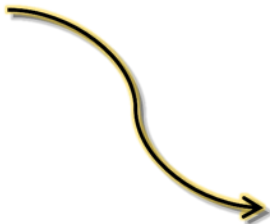
Incremental change is normal

and

motivation is fluid.



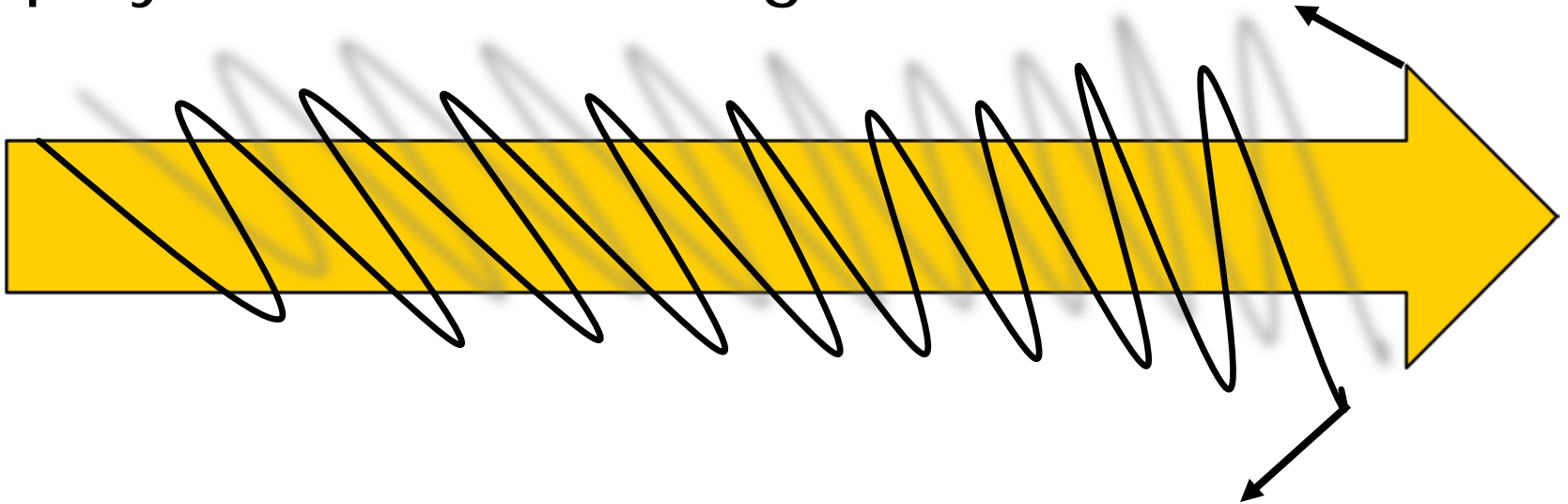
MOTIVATION COMES FROM A RELATIONSHIP,
NOT JUST FROM INSIDE A PERSON.



**Harm Reduction is a collaborative process model, not an
outcome model.**

Roles

Employment Case Management- Outcome Model



Harm Reduction- Collaborative Process Model

What have we learned? Both are Relationship-Driven

Employment Case Management

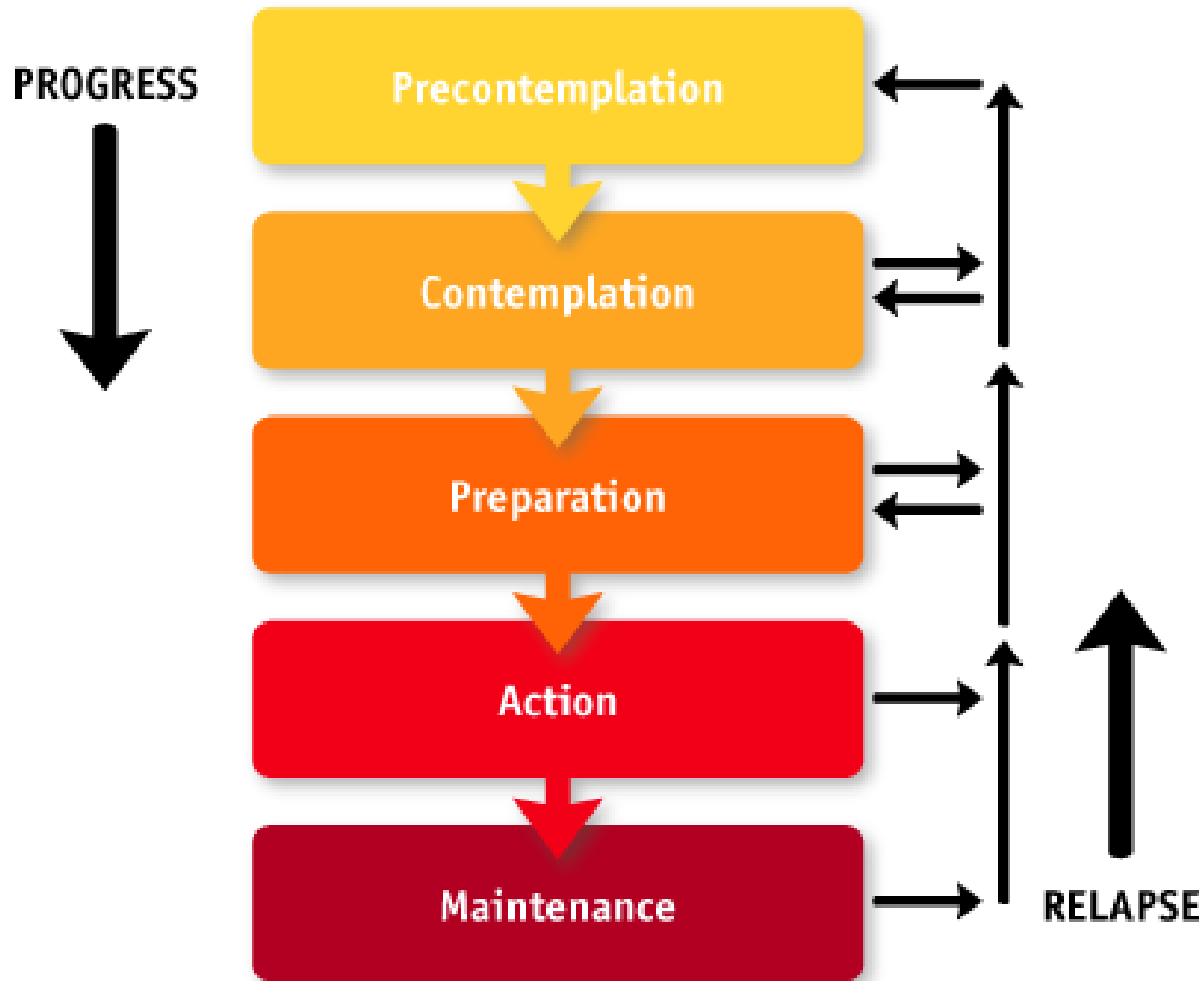
Key Strategy:

Motivational Enhancement Strategies

Larkin Street: From the Field

Integrate motivational interviewing in the dialogue to develop a collaborative employment plan

Stages of Change



Motivational Interviewing Principles

- Express Empathy
- Develop Discrepancy between goals, values and behavior
- Avoid Argumentation and direct confrontation
- Roll with Resistance
- Support Self-Efficacy and optimism



What Does It Look Like?

From Sobell & Sobell, 2008

- ASK PERMISSION
- ELICIT/EVOKE CHANGE TALK
- OPENED-ENDED QUESTIONS
- REFLECTIVE LISTENING
- NORMALIZING STATEMENTS
- SUPPORTING SELF-EFFICACY

Implement Harm Reduction Strategies

- Meet youth where they are
- Assess cultural and linguistic dynamics
- Conduct assessments using Motivational Interviewing
- Partner with youth to identify employment goals
- Create individualized employment workplans to meet the needs and skill-set for each youth
- Cultivate relationship-oriented culture

Cultivate Relationship-Oriented Culture

Case Management is a Welcoming Space
Partner with Employers. Educate and Advocate.

Failure \neq Chastise

Graduation is a BIG deal



Example

What does this look like at Hire Up?

Practice

- I. Select a client profile
- II. Identify 2-3 employment outputs that align with your program outcomes
- III. Review harm reduction principles and strategies.
- IV. Brainstorm 3-5 ways employee case management can 1) translate the applicable principles into action, 2) respond to the unique characteristics of the population served, and 3) affirm a relationship-driven process

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