



Coordinated Response to Inappropriate Behavior by a Tenant

This table uses a case study to illustrate how a supportive housing program relies on departments and staff members working together to respond to a problem situation. Supportive housing operators may wish to develop similar response tables to other scenarios they commonly address within their housing sites.

Case Study	
<p>A frail, mentally ill man is beginning to decompensate and has been screaming in the night. Service staff have been working with his doctors to adjust his medications and his behavior does not warrant hospitalization. His neighbors are complaining and are angry at the staff for not doing anything about their complaints.</p>	
Who Does What?	Initial Response
All on-site staff	Problem Identification: Tenant is disturbing the quiet enjoyment of the building by other tenants, which is a lease/house rule violation; other tenants may be ready to withhold rent payment because they feel their complaints are going unaddressed; continued decompensation could lead to hospitalization and destabilized housing.
Property Management	<ul style="list-style-type: none"> • Issue “Notice of House Rule Violation” to tenant. • Discuss and come to agreement with service staff about how much time may be needed to stabilize tenant (i.e. for screaming to stop). • Inform other tenants that their complaints are being addressed and let them know when they will receive an update; offer to meet individually with tenants who have complaints. • Alert desk clerk/resident manager to situation and make sure that he/she understands the established protocols for such situations.
Support Services	<ul style="list-style-type: none"> • Let tenant know that screaming in the middle of the night is unacceptable behavior and explain “Notice of House Rule Violation.” • Establish whether tenant wants to continue to live independently. • Continue to work with tenant and doctors and establish a plan for stabilization or potential hospitalization. • Work with tenant and property management to mitigate noise disturbance (for instance, find another unit – perhaps a corner unit – in the building or install sound absorbing materials such as cork in current unit). • Train desk clerk/resident manager to assess a screaming incident and respond appropriately when service staff are not on-site.
Desk Clerk or Resident Manager	<p>If an incident occurs,</p> <ul style="list-style-type: none"> • Respond to incident as outlined by support services. • File “Incident Report” with property management and send copy to support services.

Note: This document is included within the *Housing Operations* section of CSH’s *Toolkit for Developing and Operating Supportive Housing*, which is available at www.csh.org/toolkit2. This document has been adapted from CSH’s publication *Not a Solo Act*, which is available at www.csh.org/publications.

Who Does What?	Response if screaming persists beyond agreed time frame...
Property Management	<ul style="list-style-type: none"> • Discuss and come to an agreement with service staff about how much time may be needed to help tenant find alternative housing. • Issue “Thirty Day Notice to Vacate” to tenant and send copy to service staff.
Support Services	<ul style="list-style-type: none"> • If screaming persists beyond agreed upon stabilization time, work with tenant to find a more appropriate living environment. • If tenant refuses to move or meet with the doctor to admit to treatment, refer to protective services or other services, as warranted.

Who Does What?	Ongoing Responses...
Property Management	<ul style="list-style-type: none"> • Participate in/host educational forum for all tenants to learn about fair housing law.
Support Services	<ul style="list-style-type: none"> • Participate in/host educational forum for all tenants to learn about mental health issues.
Tenant Council	<ul style="list-style-type: none"> • Host educational forum for all tenants to learn about the purpose of their supportive housing project and about the variety of issues neighbors face.
All of the Above	<ul style="list-style-type: none"> • Involve the tenant community in the development of house rules.

Note: CSH’s *Toolkit for Developing and Operating Supportive Housing* has additional materials regarding the coordination of property management and supportive services staff, including documents under *Introduction to Property Management in Supportive Housing* in the *Housing Operations* section of the *Toolkit*, available at www.csh.org/toolkit2operations.