

Abt Associates



Develop and Utilize Outcomes in Program Design

A Community Summit to End Homelessness
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Solving problems, guiding decisions - worldwide

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Session Topics

1. Overview of Performance Measurement
2. Case Study: Chicago's Approach
3. Case Study: Columbus's Approach
4. HMIS as a Tool to Measure Performance (optional)
5. Questions and Answers



What is performance measurement?

Performance measurement is an approach to systematically evaluate whether your efforts are making an impact in the areas that you intend.



Elements of Performance Measurement

Inputs → Activities → Outputs → **OUTCOMES**

All of these elements are included in a logic model, which is a tabular framework to summarize your resources, efforts and end.

Often, outcomes are accidental and are identified as a result of methodically mapping and describing a program's efforts. Outcomes can be a starting point, from which you determine what resources and activities are needed to achieve your goal.



Inputs → Activities → Outputs → OUTCOMES

- **Inputs** include resources dedicated to or consumed by the program, such as money, staff and staff time, volunteers and volunteer time, facilities, equipment and supplies.
- **Activities** are what the program does with the inputs to fulfill its mission, such as sheltering and feeding homeless families or training and counseling homeless adults to help them prepare for jobs.
- **Outputs** are the direct products of program activities. They usually are measured in terms of the volume of work accomplished, such as the numbers of participants served and materials distributed.
- **Outcomes** are benefits or changes for individuals or populations during or after participating in program activities. Outcomes may relate to knowledge, attitudes, values, skills, behaviors, conditions, or other attributes



Outcomes

- An outcome should be:
 - **Focused** on what the **individual will gain** from the program.
 - **Measurable** with clear targets and methods for measuring change.
 - **Specific** to the program and can be **attributed** to that program.
 - **Attainable**.
 - **Understandable** to someone outside of the program.



Example: Housing Placement & Support Program

Inputs	Activities	Outputs	Outcomes
\$600,000 budget	Specialists assess housing needs and develop housing profile and list of options for client	600 assessments	75% (400) of clients will be placed in housing within 3 months of program enrollment
2 exp. housing specialists, 3 case managers	Volunteers take clients to see units and submit applications	450 clients accepted in program	85% (340) of clients placed in housing will remain permanently housed > 12 mo.
Volunteer mentors	If accepted, help with furnishings. Provide subsidy if needed.	1500 housing visits	60% (260) of clients placed will remain permanently housed > 24 mo.
great relationships w/ landlords		750 applications submitted	
Housing database		400 households placed in housing	
200 Section 8 vouchers, 100 short-term subsidies		300 provided with subsidies (200 long-term, 100 short)	
donated furniture and household goods		Monthly f/u visits	

Common Client/Program-level Performance Measures

- Achieve appropriate permanent housing
- Remain in permanent housing
- Increase income
- Increase employment
- Increase skills and education
- Improve health
- Improve well-being of children

Identify a Measurement Strategy

HMIS Can be a Good Tool to Measure Performance
– if you are clear about data collection requirements

Universal Data Elements (Required for all Programs)

- * 2.1 Name
- * 2.2 SSN
- * 2.3 DOB
- * 2.4 Ethnicity & Race
- * 2.5 Gender
- * 2.6 Veteran Status
- * 2.7 Disabling Condition
- * 2.8 Residence Prior to Program entrance
- * 2.9 Zip Code Last Permanent Address
- * 2.10 Program Entry Date
- * 2.11 Program Exit Date
- * 2.12 -14 Unique Person ID #, Program ID #, Household ID #

Program Specific Data Elements (Required for HUD-Funded Programs)

- * 3.1 Income and Sources
- * 3.2 Non-Cash Benefits
- * 3.3 Physical Disability
- * 3.4 Developmental Disability
- * 3.5 HIV/AIDS
- * 3.6 Mental Health
- * 3.7 Substance Abuse
- * 3.8 Domestic Violence
- * 3.9 Services Received
- * 3.10 Destination
- * 3.11 Reasons for Leaving

Optional Fields:

- * 3.12 Employment
- * 3.13 Education
- * 3.14 General Health Status
- * 3.15 Pregnancy Status
- * 3.16 Veteran's Information
- * 3.17 Children's Education

Using HMIS Data Elements to Gather Housing Outcome Data

Shorter Shelter Stay Outcome:

– 80% (24) of program families will be placed in permanent housing within 30 days (as opposed to 45 days today).

Relevant HMIS data elements:

- 2.10 Program Entry Date 3.10 Destination
- 2.11 Program Exit Date

Using HMIS Data Elements to Gather Income Outcome Data

Increased Income/Skills Outcome:

90% (24) of program participants will increase their income from program entrance to exit

70% (21) of participants will have obtained livable wage employment at program exit; 70% (15) of those employed will be employed at equal or greater pay six months after program exit.

Relevant HMIS data elements:

- 2.10 Program Entry Date 3.12 Employment
- 2.11 Program Exit Date 3.2 Non-Cash Benefits
- 3.1 Income and Sources

Develop and Use Outcomes in Program Design

Eileen Kirsch
Homeless Families Foundation
www.homelessfamiliesfoundation.org

Community Shelter Board

- ⌘ The Community Shelter Board was created in 1986 to respond to the growing needs of homelessness in Franklin County, Ohio
- ⌘ Non-profit intermediary
 - ☒ Funder – shelter, supportive housing, and related services
 - ☒ Planning – Continuum of Care, system, funder collaborative
 - ☒ Coordination of services
- ⌘ *"It is unacceptable for anyone in our community to go without food or shelter for even one night."*
Mel Schottenstein, CSB Founder

CSB as Funder

- ⌘ Sets standards for shelters and certifies shelters as meeting those standards
- ⌘ Sets program outcome goals and funding levels for each program
- ⌘ Annual Contract with each agency
- ⌘ Distributes funds from the City, County, State, United Way and other funders

Standards for Certification

- A. Organizational Structure and Management
- B. Compliance with Federal, State and Local Laws
- C. Personnel
- D. Fiscal Administration
- E. Program Operations
- F. Data Collection and HMIS
- G. Evaluation
- H. Consumer Involvement
- I. Community Relations/Good Neighbor Agreement
- J. Facility Standards
- K. Safety Standards
- L. Security Standards

Transparency

- ⌘ Outcome Goals for each type of program: Family shelter, Men's shelter, PSH
- ⌘ Collaborative
 - ☒ Shared HMIS
 - ☒ Daily bedlist (occupancy #)
 - ☒ Quarterly indicators
 - ☒ Annual program evaluations with each goal as "Achieved" or not
 - ☒ Each program rated as High, Medium or Low Performer
 - ☒ CSB funding amount for each program made public

Program Outcome Achievement

- ⌘ Number of Households Sheltered
(# units x occupancy rate x LOS)
- ⌘ Successful Housing Outcomes: # and %
Example: 70% of Families; 13% of Men
- ⌘ Average Length of Stay:
80 days Families; 30 days Men
- ⌘ Increased Income: 30% of Families
- ⌘ Recidivism: <8% (return to shelter)
- ⌘ Movement: <10% (to another shelter)
- ⌘ Occupancy: 95%

Tier II Shelter Results

Serves hardest-to-serve families

- About one-half are actively using at time of admission
- Multiple barriers to housing (credit, legal, etc.)

Successful in re-housing

- 87% families sheltered move to permanent housing
- Average length of stay = 71 days

Achieves long-term success

- Recidivism < 1%

Challenges

- ⌘ Lack of affordable housing
- ⌘ Services for actively using families
- ⌘ Declining household incomes
- ⌘ Families with multiple episodes and/or long-term homelessness
- ⌘ Very young mothers with limited skills
- ⌘ Mobility of kids in schools

Getting Started

- ⌘ One step at a time
- ⌘ HMIS data
- ⌘ Community Acceptance of Housing 1st
- ⌘ Bring other partners to the table
- ⌘ Set achievable goals and increase goals over several years
- ⌘ Foster Collaboration, Communication, MOU's, Transparency
- ⌘ Link Outcomes and Funding

Advantages to the Community

- ⌘ "One Stop" for government and United Way funders who don't have multiple and competing grants from homeless shelters
- ⌘ Community has input into Goals and Outcomes
- ⌘ Nimble and responsive to changes—created replacement program in 90 days
- ⌘ All certified programs meet rigorous standards; the same agency evaluates all programs
- ⌘ Funding flows to more successful programs

Advantages to the Shelter

- ⌘ Being a "Partner Agency" of CSB signifies we have met all certification criteria
- ⌘ Achieving "High Performer" establishes agency effectiveness to the community
- ⌘ Fosters Collaborations within the system
- ⌘ Recognition as being part of the Solution
- ⌘ CSB advocates on behalf of all agencies to politicians and the public

Difficulties

- ⌘ Agencies compete for funding with CSB
- ⌘ CSB will fund only Housing/Shelter
- ⌘ Agencies lose some independence in setting their own goals and measures of success
- ⌘ Tendency to homogenize shelters—all have same services and outcomes
- ⌘ Low Performer agencies will lose their funding
- ⌘ A paradigm shift: CSB's Ends Policies call for an increasing amount of their funding to go to PSH and a decreasing amount to Emergency shelter

Wish List

- ⌘ More affordable housing and more transitional supports for families exiting shelters
 - ☑ New direct housing pilot for Tier II shelters
- ⌘ Supportive housing for actively using families
 - ☑ Exploring new partnerships and program designs
- ⌘ More community prevention resources
- ⌘ Better paying jobs, quality education, and better community supports for families



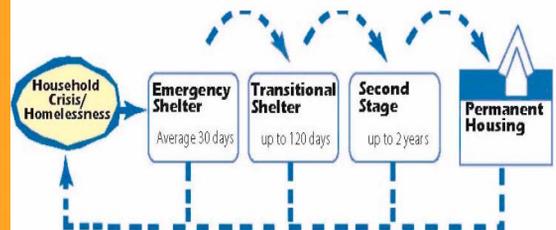
Case Study: Chicago's Focus on Outcomes

- Chicago Continuum of Care – www.chicagocontinuum.org
- System/Plan Level
 - Evaluation scorecard on the Plan
 - State of the Plan report annually
- Program Level
 - Each program model has expected outcomes outlined in our program models matrix

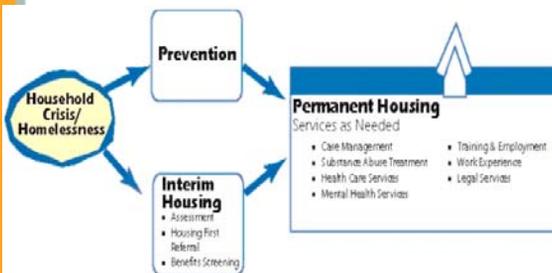
Power of Performance Outcomes

- Persuades and gets the attention of funders, political officials, program staff, advocates
 - What are the successes? Where are the shortcomings?
 - What do we need more or less of?
 - How do we talk about our changes publicly?
- Helps maintain support for your efforts
 - Is this plan/approach working?
 - How are we changing our approach for the better?
 - How can we do better?
- Measures your programs and approaches
 - Are we doing the right programs?
 - Are these programs working?
 - Are our clients benefiting because of this program and approach?

The Current System



Getting Housed, Staying Housed Model



New System focuses on prevention, Housing First, wraparound services

Developing our Framework

- Developed the plan's overarching concepts "Getting Housed, Staying Housed" and program interventions needed to achieve system goals
- Developed standard requirements for all programs
 - Developed expectations under the Plan for success
 - Convened work group of various programs
 - Outlined required program elements and expected outcomes in program models matrix
- Focused on key measures
 - Housing placement and stability
 - Benefits assessment
 - Increasing income or benefits

Examples

- Interim Housing (120 day rapid re-housing program)
 - 50% of adults are placed into permanent housing (for FY05).
 - 70% are permanently housed at 6 months.
 - 85% of clients are assessed for benefit eligibility.
- Permanent Supportive Housing
 - 85% of clients remain permanently housed at 12 months
 - 85% of clients without a reliable source of income at entry will increase income through benefits or employment.
- The “Continuum Program Models Chart 2005” document can be downloaded from:
<http://www.chicagocontinuum.org/resources/keydocs.html>



Implementing the Measures

- Instituted program models as standard for all programs under the Plan
 - Continuum Board approval in June 2004
 - City and HUD contract requirements
 - Hold organizations accountable to improving
- Continue to support programs in implementation
 - Training and TA sessions
 - Sample logic models and tools
 - Phase-in targets and monitor results
 - Specific program evaluations as needed
 - Work with other funders to institute our standards



Reporting on System Level Accomplishments

- January 2006 State of the Plan Report states that since January 2003:
 - Added 1,303 PSH units
 - Phased in 1,497 interim housing beds
 - Phased out 1,948 emergency/transitional beds
 - Received committed funding for 269 chronically homeless units, serving 22% of the total chronic population in Chicago
 - Converted 110 programs to consistent models under the Plan
- Above are outputs but outcome data will hopefully be available through HMIS very soon



Questions??

- Feel free to contact us at:
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 - Eileen Kirsch, Homeless Families Foundation
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www.homelessfamiliesfoundation.org
- Other useful sites:
 - Chicago CoC, www.chicagocontinuum.org
 - Columbus Community Shelter Board, www.csb.org

