

Program Goals & Outcomes

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CoC Program Goals

- Increase housing stability
 - Obtain and remain in permanent housing
- Increase skills and/or income
 - Secure income to live independently
- Obtain greater self-sufficiency
 - Gain confidence to make transition out of homelessness

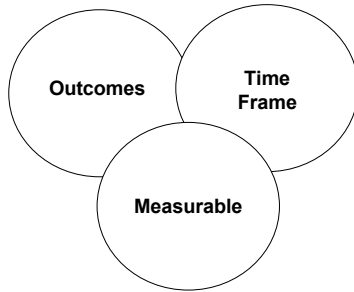
PSH & S+C

- Maintain housing for 7 months or more
 - 71.5% will remain in permanent housing at least 6 months
- Employment at exit
 - 19% of exiting persons will be employed

Transitional Housing

- Participants who left TH and moved into permanent housing
 - 63.5% of persons will move from TH to PH
- Employment at exit
 - 19% of exiting persons will be employed

3 Components of Performance Measurement



Obtain and Remain in Permanent Housing Goals

- 70% of entering participants will receive Housing Choice Vouchers at program exit”
- “Of the families entering the program, 10% will remain in housing with Section 8 assistance for one year or more after program exit.”

Achieve Greater Self-Determination Goals

- “85% of participants will meet at least one goal on their Individual Service Plans within 6 months of program entry.”
- “50% of participants will meet more than one goal on their Individual Service Plans within 6 months of program entry/”
- “50% of new participants will open a savings account and will contribute 25% of their monthly income during their program stay.”

Increase Skills and/or Income Goals

- “80% of entering participants who receive no benefits upon entry will receive entitlement benefits within 6 months.”
- “75% new participants will be enrolled in a job-training program by the 12th month of residency, and 80% of the group will complete the job-training program during their stay.”
- “70% of the graduates of the job-training program will hold a permanent job for at least 3 months after program exit.”

Benefits of Housing Retention

- Ability to work on life's other challenges
 - MH, SA, DV, Physical Disabilities, etc.
- Decreased costs
 - ER, Hospital Days, Psych Hospitals stays, Jails/Prisons, etc.
- Linkages to other resources

Successful Strategies for Housing Retention

- Maintaining homeless service provision
- Linkage to other programs and services
- Managing partnerships
- Review of goals and accomplishments



Engagement Strategies

- Develop therapeutic rapport
- Low-demand programs
- Housing First/Harm Reduction model
- Listen to past struggles, determine what strengths person has to be successful
- Reasonable accommodations

Transferring Skills

- Strengths based approach
 - Remind of past successes
- Understand concerns of person
- Utilize “good tenant” skills

CoC Requirements

- HMIS
 - Length of stay in program
 - Currently and at exit
 - Destination at exit



Challenges to Retaining Housing

- Adequate income/subsidy to sustain
- Resistance to program rules
- Maintaining regular contact



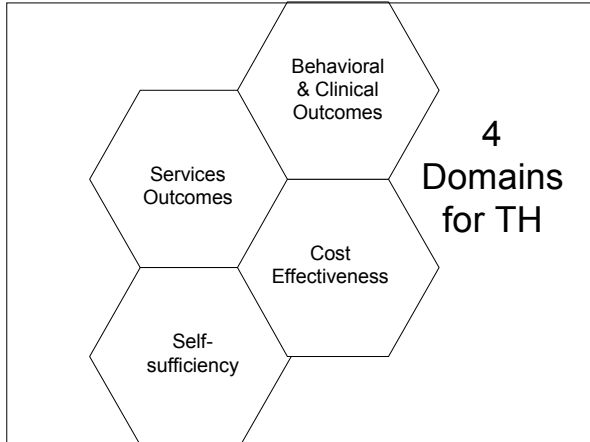
Possible Solutions

- Routine contact with consumer & landlord
- Routine contact with mainstream providers
- Program modifications
 - low-demand programs



Successes & Outcomes

- Increased stabilization
- Increased self-sufficiency
- Increased length of stay in permanent housing
- Maintaining involvement in mainstream resources



Benefits of Moving from TH to PH

- Reduce costs
- Reintegration into PH
- Increased self-determination

Successful Strategies for Moving from TH to PH

- Timely assessment of needs
- Quick and appropriate referrals to resources
- Mediation with new landlord/program
- Wrap-around services

Engagement Strategies

- Determine any concerns of exit
- Low-demand programs
- Voluntary services
- Appropriate case loads

Transferring Skills

- Understand the stress of moving
- Equipping consumer to address problems & potential problems
 - Remind about successes
- Linkages to other services and programs

CoC Requirements



- HMIS
 - Destination at exit
 - Income/benefits at exit
- Housing retention follow-up

Challenges for Moving from TH to PH

- Stigma of transitional housing
- Ensuring adequate income/subsidy
- Unsuccessful exits
- Moving at exit



Possible Solutions

- Subsidy or adequate income at exit
- Follow-up after exit
- Resource checklist
- Transition-In-Place (TIP) program

Successes & Outcomes



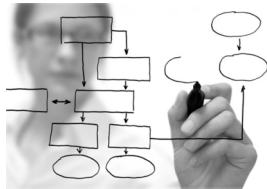
- Movement into permanent housing
 - With or without subsidy
- Increased stabilization
- Self-sufficiency
 - Increased skills and income

Benefits of Employment

- Reduces public expenditures and increases tax base
- Increases stability and reintegration into community
- Reduces substance use
- Reduces symptoms of mental illness
- Improves job retention

Successful Strategies For Employment Goal

- Linkage to other programs and services
- Include all stakeholders
- Successful engagement



Engagement Strategies

- Establish relationship/trust
- Learn what real needs are
- Prompt and listen to stories of jobs had and wanted
- Make a “standing offer to work”

Transferring Skills

- Identifying and developing personal strengths
- Understanding coping skills as workplace assets
- Building self-worth to increase capabilities



CoC Requirements

- HMIS
 - Currently employed
 - How many hours worked
 - Permanent, temporary, seasonal
 - If not working, are they looking for work

CoC Requirements

- Additional items to consider
 - Sources of income
 - Amount of income
 - CoC must ensure consumers working towards employment
 - It is recommended info from APR is shared with COC

Challenges to Employing Homeless Persons



- Two systems of measurement
 - WIA
 - COC
- Lack of flexibility in traditional employment
- Limited funding

Possible Solutions

- Front-end collaboration
- Program modification
- Utilize non-WIA monies
- Assign a homeless specialist to project

Successes & Outcomes

- Increased stabilization
- Increased self-sufficiency
- Increased employment
- Increased retention in employment
- Increased earnings
- Increased sense of self-esteem

Chapter 4 Performance Measurement 103

Exhibit 1-1: Performance Measurement for "Cheat Sheet"

Performance measurement is the process and set of procedures for assessing, on a regular basis, the results of an agency's programs, efforts to participants. By focusing on outcomes, we are seeking information about what happens for participants as a result of the program's activities and impact.

Note: In the process of defining the target population that you are trying to address, you should be thoughtful, such that there is a significant consequence of not addressing the problem or need.

Inputs include resources dedicated to or consumed by the program, such as money, staff and staff time, volunteer and volunteer time, facilities, equipment, and supplies.

Activities are what the program does with the inputs to fulfill its mission, such as providing developmentally appropriate day care for preschoolers or after-school tutoring for at-risk teens.

Outputs are a way to quantify the frequency and intensity of client involvement in activities. Outputs may also represent the volume of work accomplished, such as the number of participants served, housing units built, or classes provided.

Outcomes are benefits or changes for persons during or after participating in program activities. Outcomes may relate to changes in client knowledge, attitudes, values, skills, behaviors, conditions, or other attributes. Impact outcomes represent the change in need the program was trying to address.

Inputs → Activities → Outputs → Outcomes → I NEED

HOW TO WRITE OUTCOMES

- A client-based outcome should be:
- **Focused** on what the client will gain from the program.
 - **Measurable** with clear signs and methods for measuring change.
 - **Attributable** to the program, that can be attributed to the program.
 - **Understandable** to someone outside of the program.

The outcome statement must include specific targets, how they will be measured, the strategies or activities that the program must accomplish in order to meet the targets, and the rationale for why these targets have been selected. The outcome should state how the client's knowledge, skills, attitudes, behavior or condition will change as a result of the program. The outcome may be specific, telling what the client will get out of the experience and how their clients will be served, expanded, etc., a time period of achievement, state the number of participants, or the "achieved" or "not achieved." Outcomes do not need to encompass every aspect of the program, just the primary focus.

Example: 20% of program clients (20 clients) will gain basic job skills in a 3-month period.
MEASUREMENT: Client will be assessed for job skills and confidence, identified in a job skills workshop, placed in a living wage job, and provided monthly follow-up support to ensure the success of the placement.
RATIONALE: 20% of clients will gain through job skills workshop. 10% of clients (10) are expected to be placed in a living wage job. 10% of these (10) are expected to obtain the job for at least 3 months.

Completed Sample Multi-Year Logic Model Template *Adapted From What Gets Measured, Gets Done - NAEH

Inputs	Activities	Outputs	Outcomes	I NEED
<p>Agency Name: Summit Agency</p> <p>Program Name: Summit Agency</p> <p>Program Description: Summit Agency provides a range of services to help individuals and families stabilize their lives, including housing, job training, and financial counseling. The program is designed to help individuals and families who are experiencing homelessness or financial hardship. The program is designed to help individuals and families who are experiencing homelessness or financial hardship.</p>	<p>Program Goals: The program is designed to help individuals and families who are experiencing homelessness or financial hardship. The program is designed to help individuals and families who are experiencing homelessness or financial hardship.</p>	<p>Program Objectives: The program is designed to help individuals and families who are experiencing homelessness or financial hardship. The program is designed to help individuals and families who are experiencing homelessness or financial hardship.</p>	<p>Program Outcomes: The program is designed to help individuals and families who are experiencing homelessness or financial hardship. The program is designed to help individuals and families who are experiencing homelessness or financial hardship.</p>	<p>Program Impact: The program is designed to help individuals and families who are experiencing homelessness or financial hardship. The program is designed to help individuals and families who are experiencing homelessness or financial hardship.</p>

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Sample Logic Model Template
* From What Gets Measured, Gets Done - NAEH

Program Name: _____				
Problem, Need, Situation				
Service or Activity	FY ____ Output Goals	FY ____ Outcome Goals	Measurement Reporting Tools	Evaluation Process
Assess & Screen	Monthly Goals			
Assess & Screen	1 Year Goals			
Assess & Screen	3 Year Goals			

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Sample Performance Measurement Framework
* From What Gets Measured, Gets Done - NAEH

Goal	Activity	Program Output Targets	Program Outcome Targets	Outcomes Calculation	NAEH Data Elements (Or other data sources)	
Assist people in obtaining their housing	- Information & Referral hotline - Pre-tenancy financial coordination and advocacy - Financial pre-tenancy assistance - Legal assistance	- 100% of callers will be assessed for housing options available - Programs will coordinate with individuals and families with immediate housing needs (assessed to be 25% of all pending placements, per housing data)	Prevention	- 25% of individuals will have their homelessness prevented	- # of consumers who received prevention assistance and did not enter residential homeless programs within 30 months	- Program entry date - Services received
			Outreach & Engagement	- 25% are placed in shelter through repeated contacts and classes of case services - 50% are placed in permanent housing within 90 days of IT* medication - 20% who are not placed in shelter within 21 days of IT* medication	- # of consumers placed in shelter prior to being engaged in the program in services - total # of homeless consumers	- Program entry date - Program exit date - Services received - Destinations

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Monitoring Progress on the National Alliance to End Homelessness
Ten Essentials to Ending Homelessness
* From What Gets Measured, Gets Done - NAEH

Strategy	Activities	Inputs	Outputs	Outcomes
Plan	Develop planning committee, attend planning meetings, conduct needs assessment, outline response strategies, and draft plan	Money Staff Facility	- # of stakeholders who attend planning meetings - # of needs assessment reports - # of plans identified - # of plans with articulated action items, responsible parties, and outcomes	- Community has a plan to end homelessness
Data	Software selection, HED testing and quality control checks	Money Staff Facility	- Software selected and configured - Training provided - Data routinely monitored	- % Provider electronic coverage - % Client coverage rate - % Unrenewed electronic coverage
Emergency Prevention	Providing emergency services to individuals and families who are experiencing housing evictions and/or falling behind on rent	Money Staff Facility	- # of emergency prevention grants provided	- Decrease in the number of people requesting shelter
Outreach	Targeting outreach to people entering or leaving the shelter, making contact, engagement, providing services, obtaining housing	Money Staff Facility	- Engage # people leaving the shelter - # of people entering permanent housing - # of people entering permanent housing (shelter, rental, utilities)	- Number of people coming out of the shelter to permanent housing - Average length of stay for people who enter shelter target
Shelter Homelessness & Rapid Re-housing	Housing search, counseling, financial assistance, and links to long-term housing supports	Money Staff Facility	- # of people housed from shelter to permanent housing - # of people entering permanent housing (shelter, rental, utilities)	- Average length of stay for people who enter shelter target

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Permanent Housing	<ul style="list-style-type: none"> Develop a local housing strategy Develop permanent supportive housing 	<ul style="list-style-type: none"> Money Staff Facility 	<ul style="list-style-type: none"> # Of permanent supportive housing units developed for homeless people # Of affordable housing units of homeless people # Of formal linkage agreements # Referral and placement into homelessness services, such as substance abuse or mental health treatment 	<ul style="list-style-type: none"> See Item 3 metrics % Of formerly homeless people placed in permanent housing, local government, permanent supportive housing % Of formerly homeless people who remain housed % Of people linked to and engaged in services % With increased self-sufficiency % Showing improved behavioral health
Services	<ul style="list-style-type: none"> Case Management Substance abuse treatment Mental health treatment Other supports 	<ul style="list-style-type: none"> Money Staff Facility Deliverables/Outputs 	<ul style="list-style-type: none"> # Of formal linkage agreements # Referral and placement into homelessness services, such as substance abuse or mental health treatment 	<ul style="list-style-type: none"> % Of people linked to and engaged in services % With increased self-sufficiency % Showing improved behavioral health
Income	<ul style="list-style-type: none"> Benefits advocacy Job training Job placement 	<ul style="list-style-type: none"> Money Staff Facility 	<ul style="list-style-type: none"> Number of access benefits # Completed job training # Placed in jobs 	<ul style="list-style-type: none"> % With increases in earned income % With increases in benefit income

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