

Moving beyond mandated outputs to outcomes: Initiatives of The Salvation Army, Toronto Housing and Homeless Supports

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Aim of presentation

- To share program level data collection strategy's that go beyond funder mandated outputs to data that demonstrates outcomes and supports program improvement.
- Share experiences in using program level data to inform practice.
- Focus on program level initiatives that are tangible to program management.



Overview

- Agency Context & Motivation
- Program Initiatives
 1. Collective Case Study
 2. Shelter Service Users (Triage Data)
 3. Client feedback
 4. Partnering for robust research
- Lessons learned



Organizational Context

The Salvation Army, Toronto Housing and Homeless Supports

- 4 homeless shelters in Toronto.
 - Operates over 500 shelter beds per night
- Provide Case Management, Housing Location and Community Follow-Up Supports available in each shelter.
- Social Enterprise-Gateway Linens



Desired Program Outcomes

- VISION: H.O.M.E
- Get people house & keep people housed!
 - Focus on chronic and episodically homeless individuals.
- Aligned with The Salvation Army mission to transform people's lives.



Some of Our Funder Requirements-Bean Counting

- Goal 1: Supporting transition to housing
 - # of clients on caseload
 - # of housing applications completed
 - # of days it will take from intake on caseload to move to housing (length of stay)
 - # of clients assisted with furniture



- Goal 2: Supporting the transition to housing, Housing Stability and Supports
 - # of at risk clients who receive stabilization supports
 - # clients contacted after 3 months
 - Housing retention after 3 months
 - # clients who received assistance with ID
 - # of clients who received assistance with income supports



Bean Counting...

“There has never been any attempt to treat them as human beings, to deal with them as individuals... They are simply units, no more thought of and cared for than if they were so many coffee beans passing through a coffee mill... I must assert that anything which dehumanises the individual, anything which treats a man as if he were only a number, or a cog in a wheel, without any regard to the character, the aspirations, the temptations, and the idiosyncrasies of the man, must utterly fail as a remedial agency.”

WILLIAM BOOTH, 1890, Founder of The Salvation Army



Moving to Self-Determined Outcomes

- Demonstrating meaningful outcomes of interventions for people we serve
- Improving client outcomes
 - Transforming lives 😊
- Improving services
- Building a continuous improvement cycle



Initiative 1: Case Study

- The goal of this project was to explore what are meaningful outcome measures as a result of being housed.
- Being housed is one outcome, but are people's lives actually improved? And if yes, how?



Research Methods

- The research methodology utilized for this study was a Collective Case Study developed by the research methodologist Robert Stake in his book *The Art of Case Study*.
- THHS interviewed three distinct groups as part of the methodology to answer the overall research question.



Research Methods

Case one, Sample one, four stably housed Participants

- Clients were housed for six months.
- Clients identified as being housed stably.

Case two, Sample two, four unhoused shelter Participants

- Clients were homeless.
- Clients were accessing The Salvation Army THHS shelter system.

Case three, Sample three, four staff participants

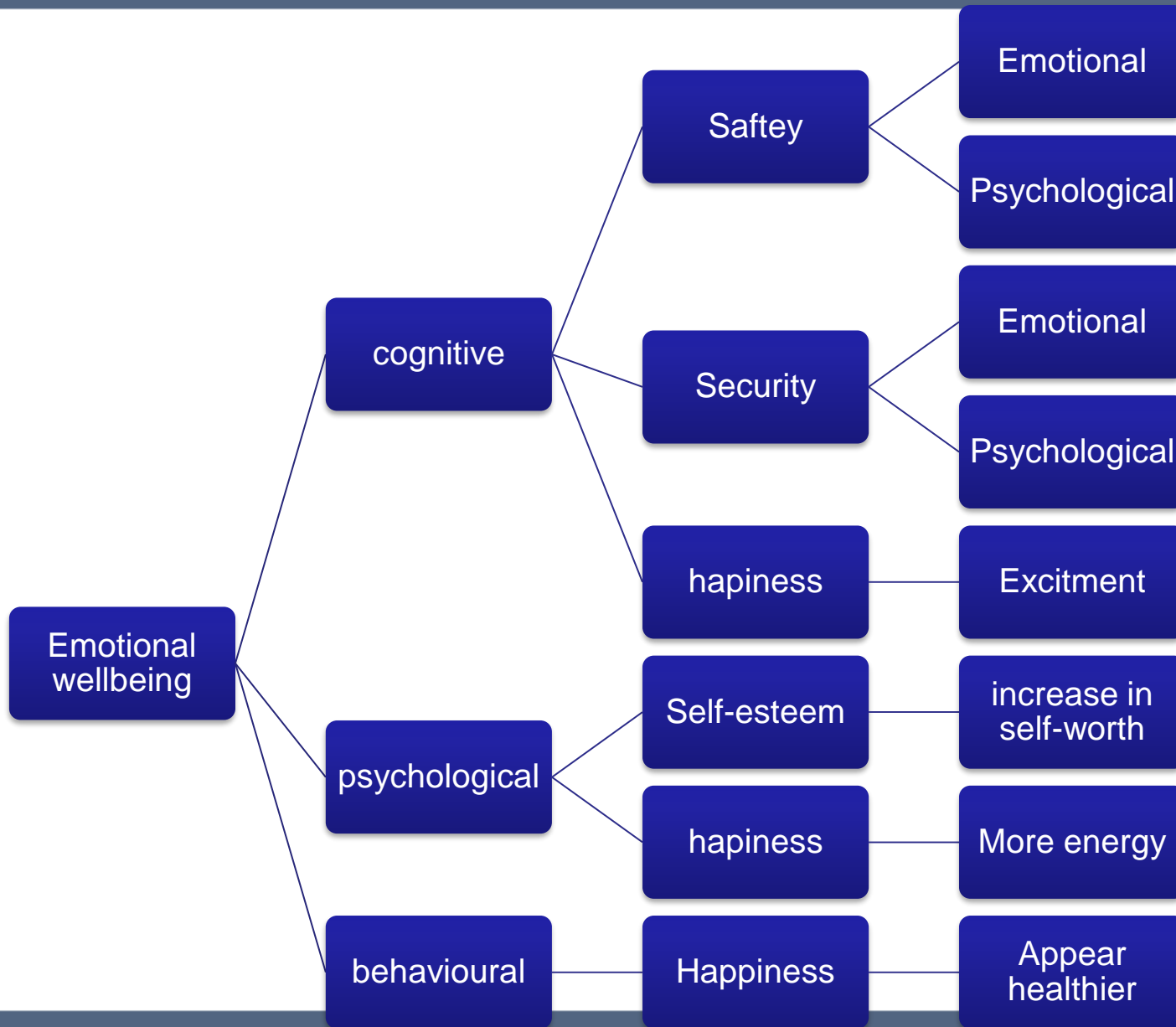
- Staff worked at The Salvation Army THHS for two years.
- Staff worked with clients that were stably and unstably housed.
- Two staff worked in the shelter.
- Two staff worked in the community.



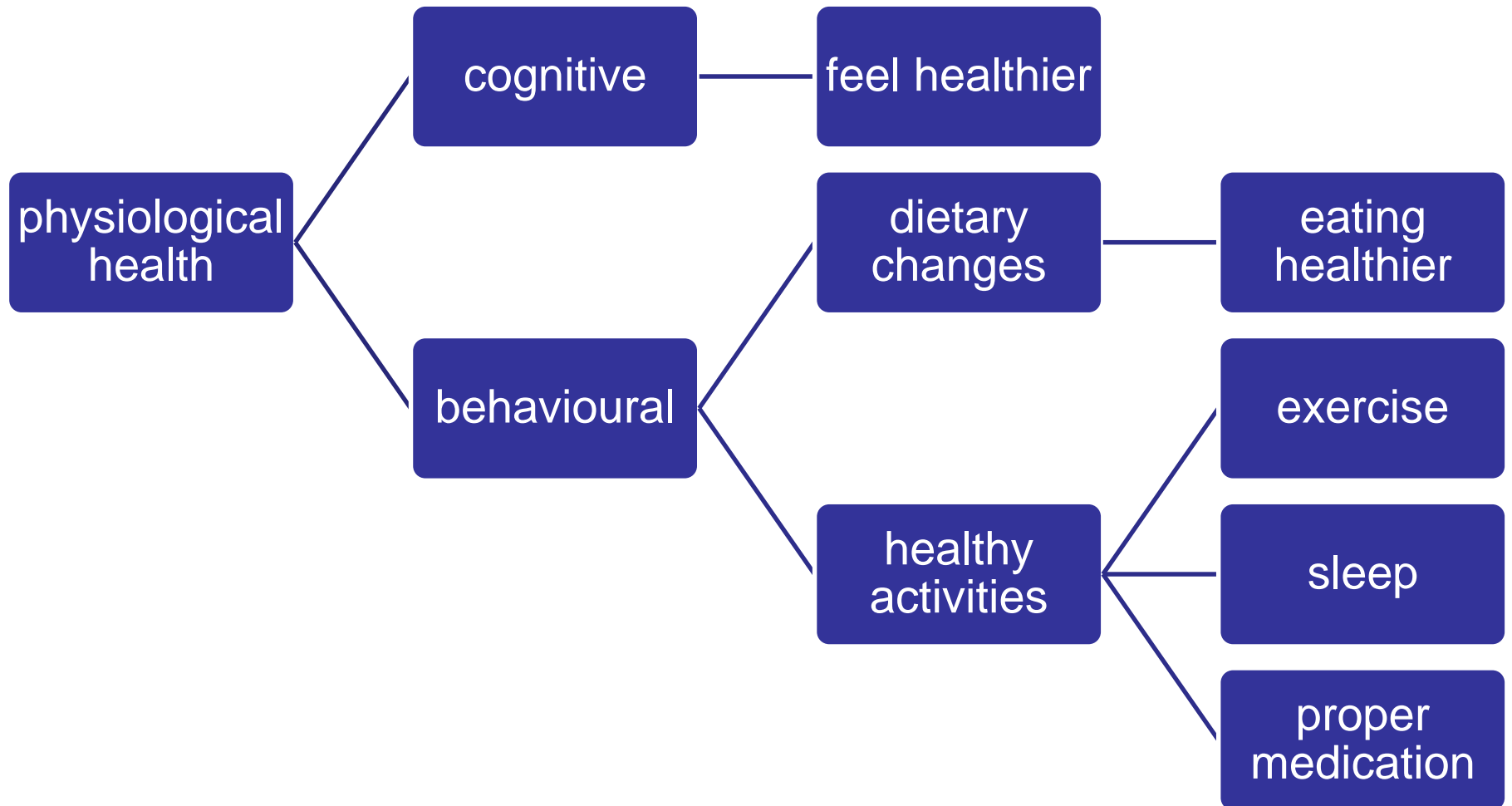
Outcomes of Stable Housing

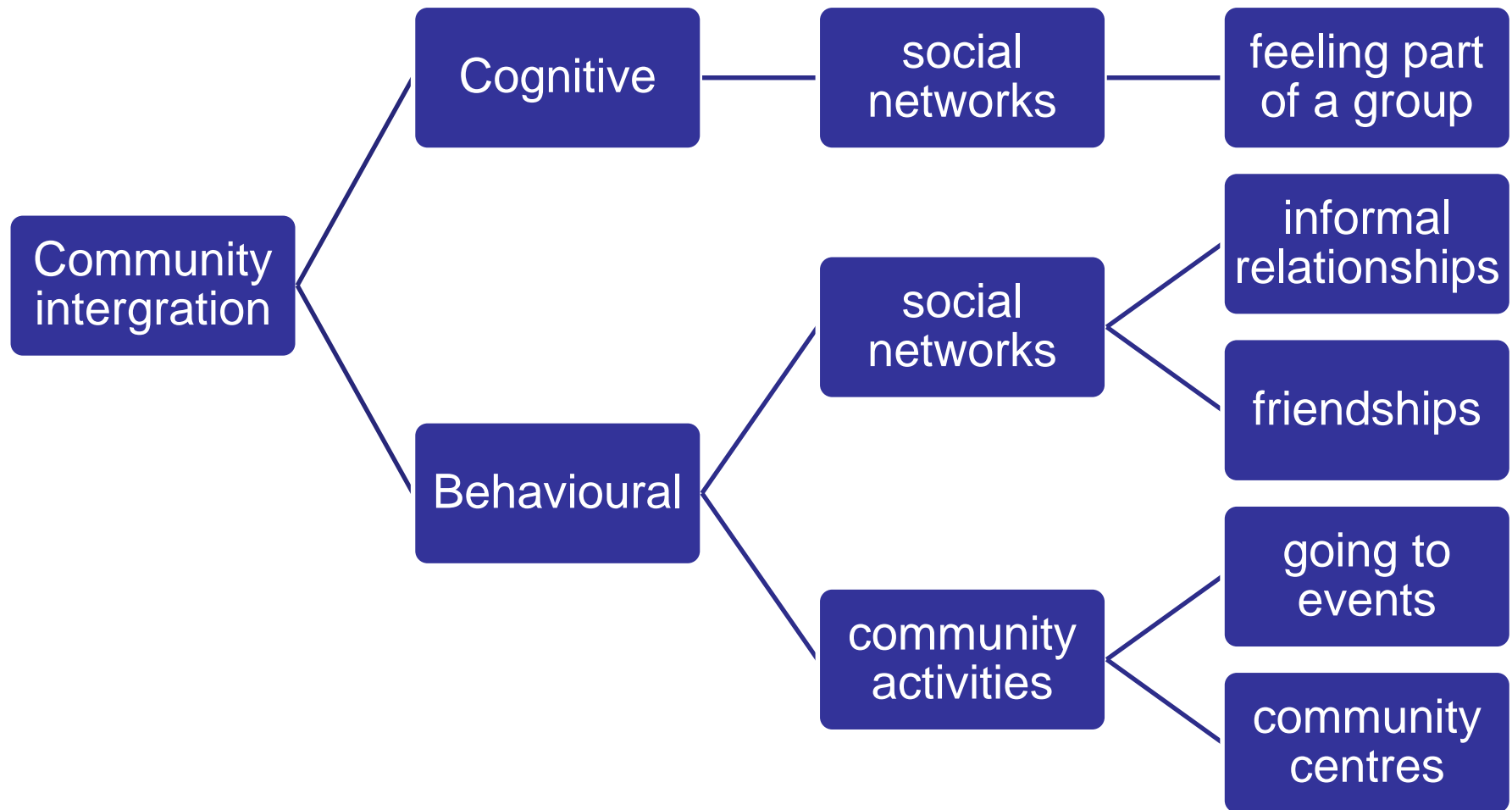
- How clients lives changed as a result of stable housing:
 - Emotional wellbeing
 - Mental health
 - Physiological health
 - Community integration
 - Personal/professional development
 - Skills development

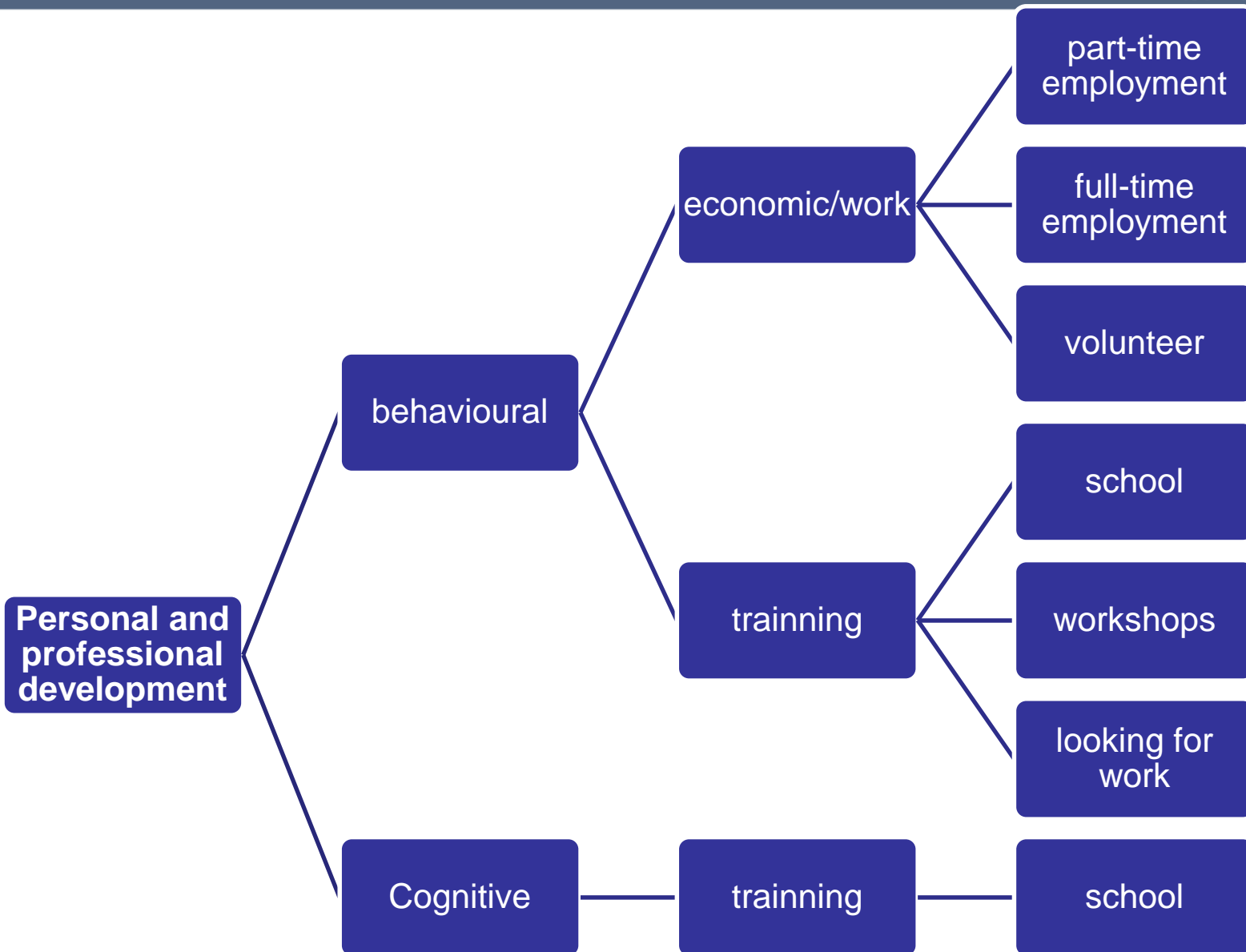


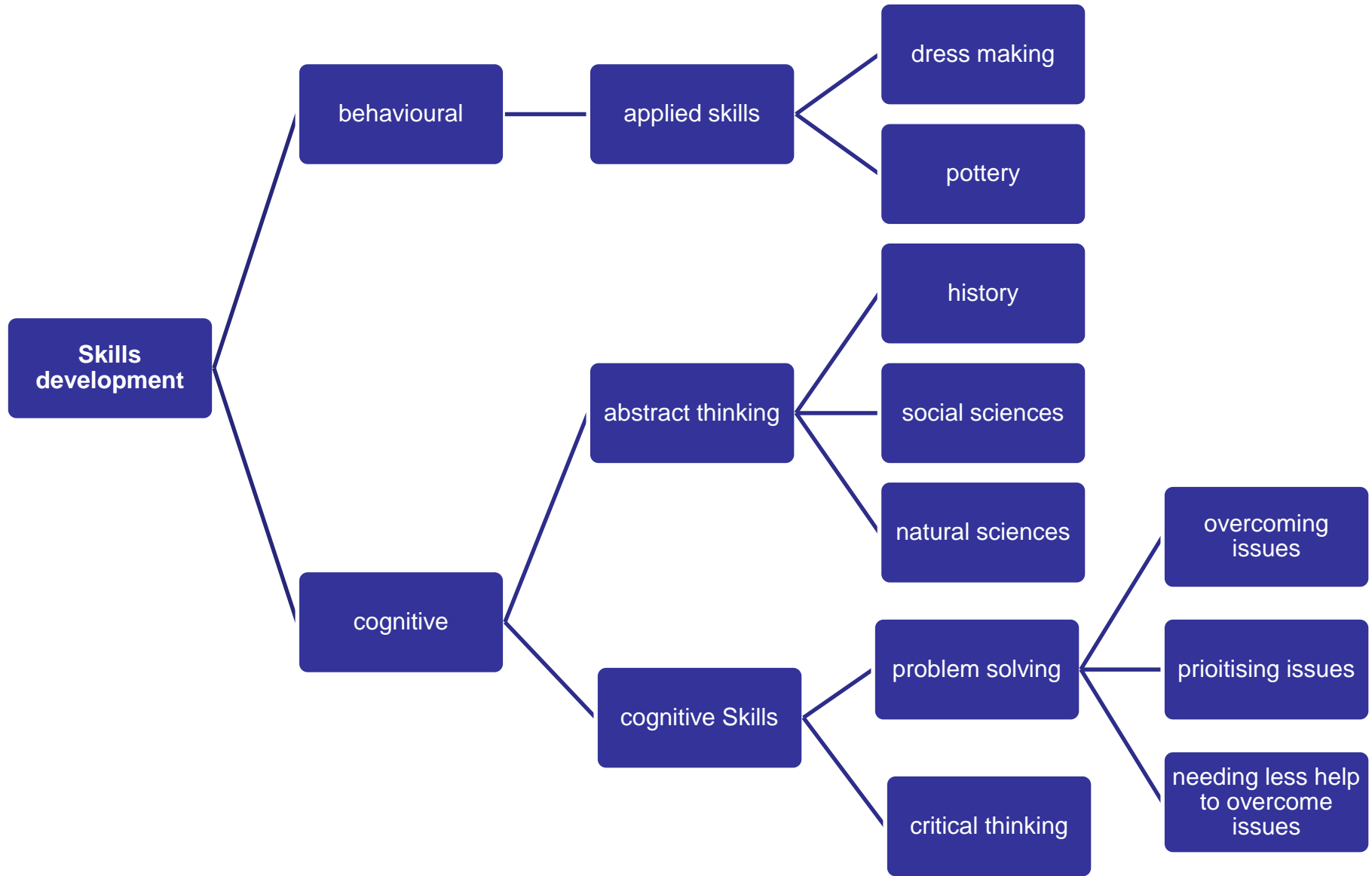












Case Study Next Steps

- Submitted to Homeless Hub for hopeful dissemination.
- Starting a rapid evidence assessment to be able to operationalize and measure the meaningful outcomes identified in the study.
- Have integrated findings into case management planning.



Initiative 2: Triage Data

- Developed a Triage Intake to better understand and stream clients into appropriate levels of services.
- Collected data to better understand our client population and more effectively target services.



Triage Findings

- 2835 service users completed Triage
 - 947 women
 - 1860 men
 - 26 transgender
 - 2 self defined
- 2406 Canadian Citizens
 - 46 refugees
 - 46 individuals with no status.



Housing History

- 29% Transitionally Homeless
- 33% Episodically Homeless
- 36% Chronically Homeless
- 79% of all users had used a shelter before!



Shelter Entry

- 42% of people are coming directly from another shelter
- Top 5 reasons people are coming to our shelters
 1. Eviction
 2. Family Breakdown
 3. Safety
 4. Money
 5. Restricted from another shelter



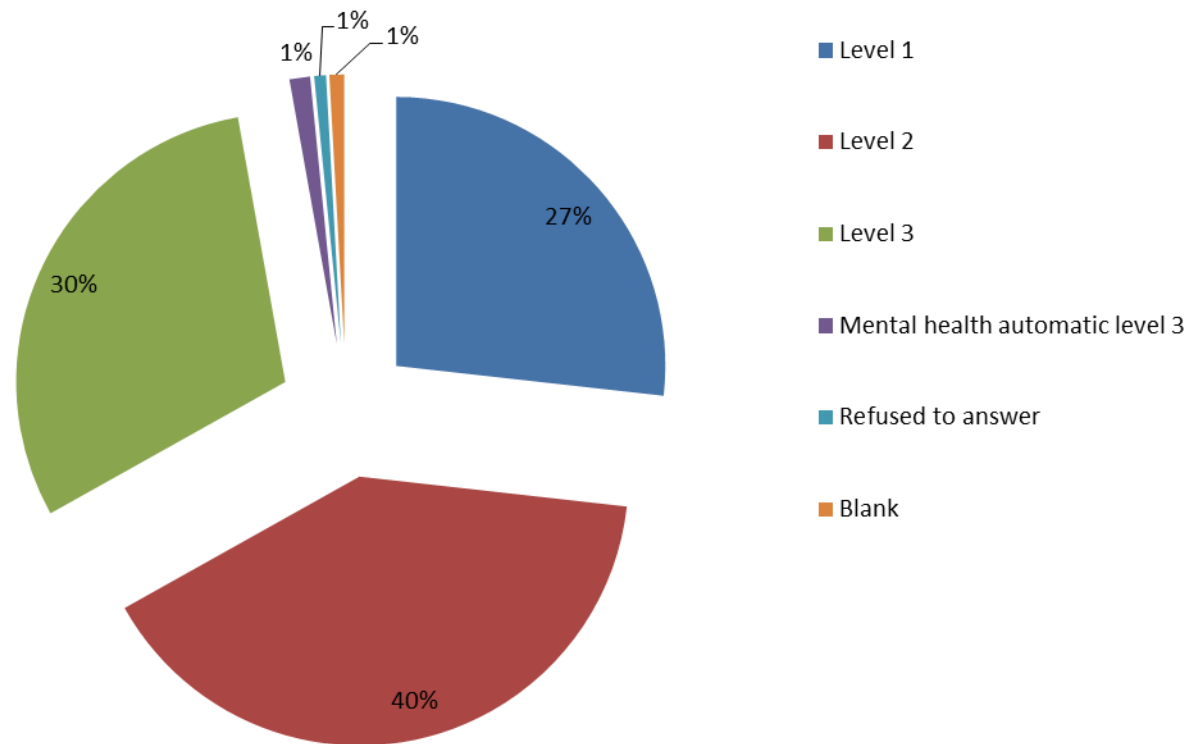
Further Demographics

- 36% self-disclosed a mental health concerns
- 28% self-disclosed addictions concerns
- 43% of clients are on ODSP



Triage-Service Streams

Client Triage Stream



Triage-So What?

- Use Triage to stream clients to appropriate supports.
- Better understand our local trends.
- Quarterly reports and share with all staff.
- Use data in program planning to look at how to meet sub population needs.
 - Developed collaborations based on trends
 - Offer in shelter supports

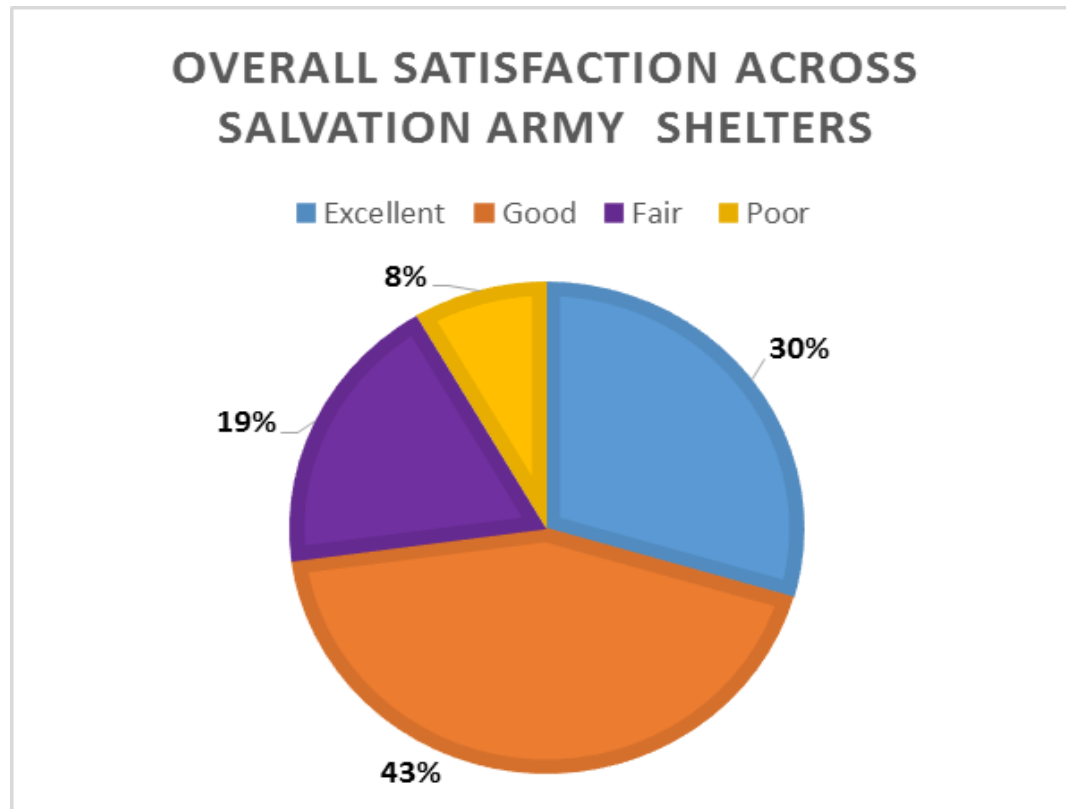


Initiative 3: Client Survey

- Admit! A little bean counting...but we are using the data!
- Not mandated.
- Goes beyond satisfaction.
- Process to gain feedback from our service users.



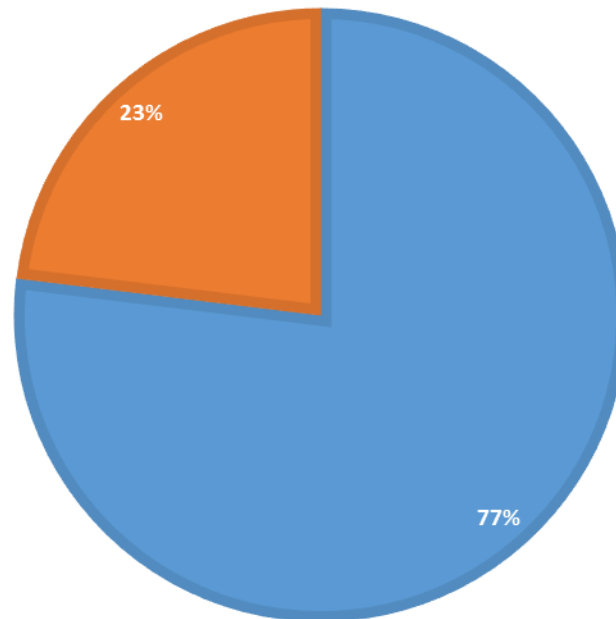
Survey and Service Satisfaction



Survey and Program Integrity

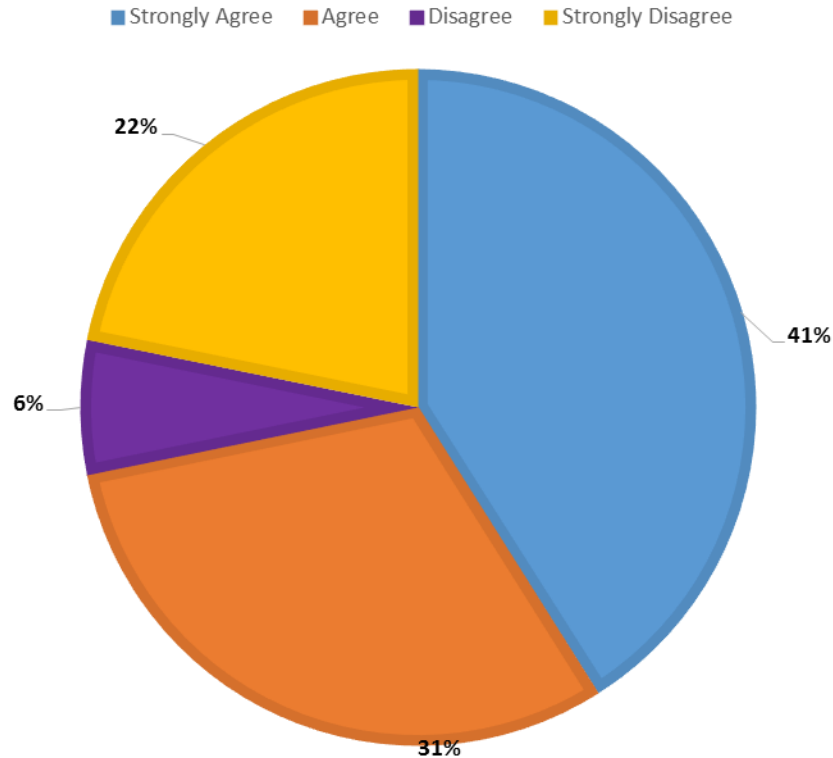
OVERALL NUMBER OF CLIENTS WHO
COMPLETED TRIAGE INTAKE ACROSS ALL
SHELTERS

■ Yes ■ No



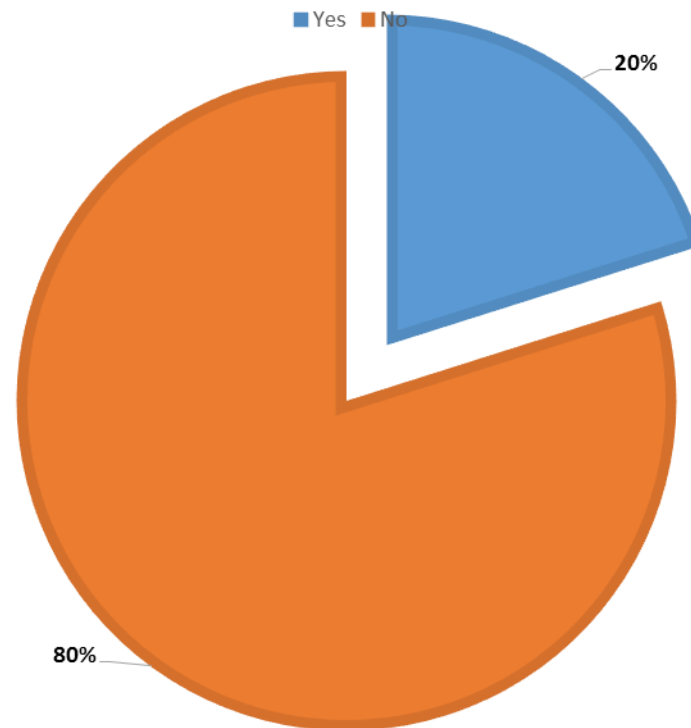
Survey and Staff Engagement

THE HOUSING WORKER INCLUDES ME IN THE CASE PLANNING PROCESS ACROSS ALL SHELTERS



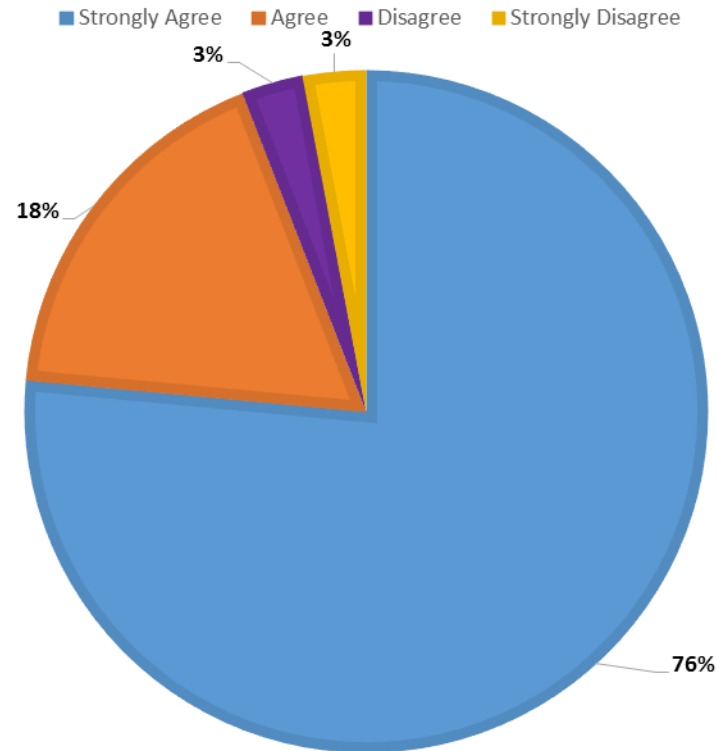
Service Utilization

HAVE YOU MET WITH AN ADDICTIONS COUNSELLOR ACROSS ALL SHELTERS



Survey and Core Values

I FELT THAT THE ADDICTIONS COUNSELLOR WAS COMPASSIONATE
ACROSS ALL SHELTERS



Using Survey Data

- Not enough to collect!
- Have used survey data to share success with staff.
- Identify gaps in services
- Identify areas for improvement
- At program level to using data to create tangible action plans that improve services.



Initiative 4: Case Management Effectiveness Study-Partnership

- Identified 3 models of effective case management for working with the homeless population.
- Complete SWOT analysis and chose CTI.
- Added a pre-housing shelter stage to meet our context.
- We have partnered with Ryerson University and McMaster University and are beginning a mixed methods study to see the effectiveness of model



Lessons Learned/Take Aways

- Program level data and improvement matter.
- Don't let data go into a black hole!
- Engage staff in process!
- Engage clients in the process!
- Make it meaningful for your program.
- Look for partnerships.



Lessons Learned/Take Aways

- Agency level data can help inform the system.
- Small investments that meet your agencies needs and context can move you from bean counting for external obligations to really exploring outcomes for your clients and programs.



Questions?

Thank-you!

Contact information

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