Driven by Data: Strategies for Tracking & Sharing Program Outcomes

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canadian observatory on homelessness

hub solutions

About Hub Solutions

- Launched in 2016
- Provides research, evaluation, and design consultations to those in the field
- Goal of the venture is to enhance research, evaluation, and design capacity in the field
- We also provide fee-for-service research, evaluation, and design work for communities and programs that would like enhanced supports

Outcome Measurement

- This section of the presentation will lay out the ideal plan to monitor the outcomes of your program. Before we begin, a few questions:
  - What are some of the sticking points your agency/organization/program currently encounters when it comes to outcome measurement?
  - Are there any outcomes you want to measure, but don’t know how?
  - Does your agency/organization/program have internal research and evaluation supports? Have you collaborated with a local consultant or academic institution?

Outcome Measurement

- First things first – Don’t jump to conclusions!

- Tendency to want to immediately focus on outcomes.

- Need to think about the ‘nuts and bolts’ of your program first.

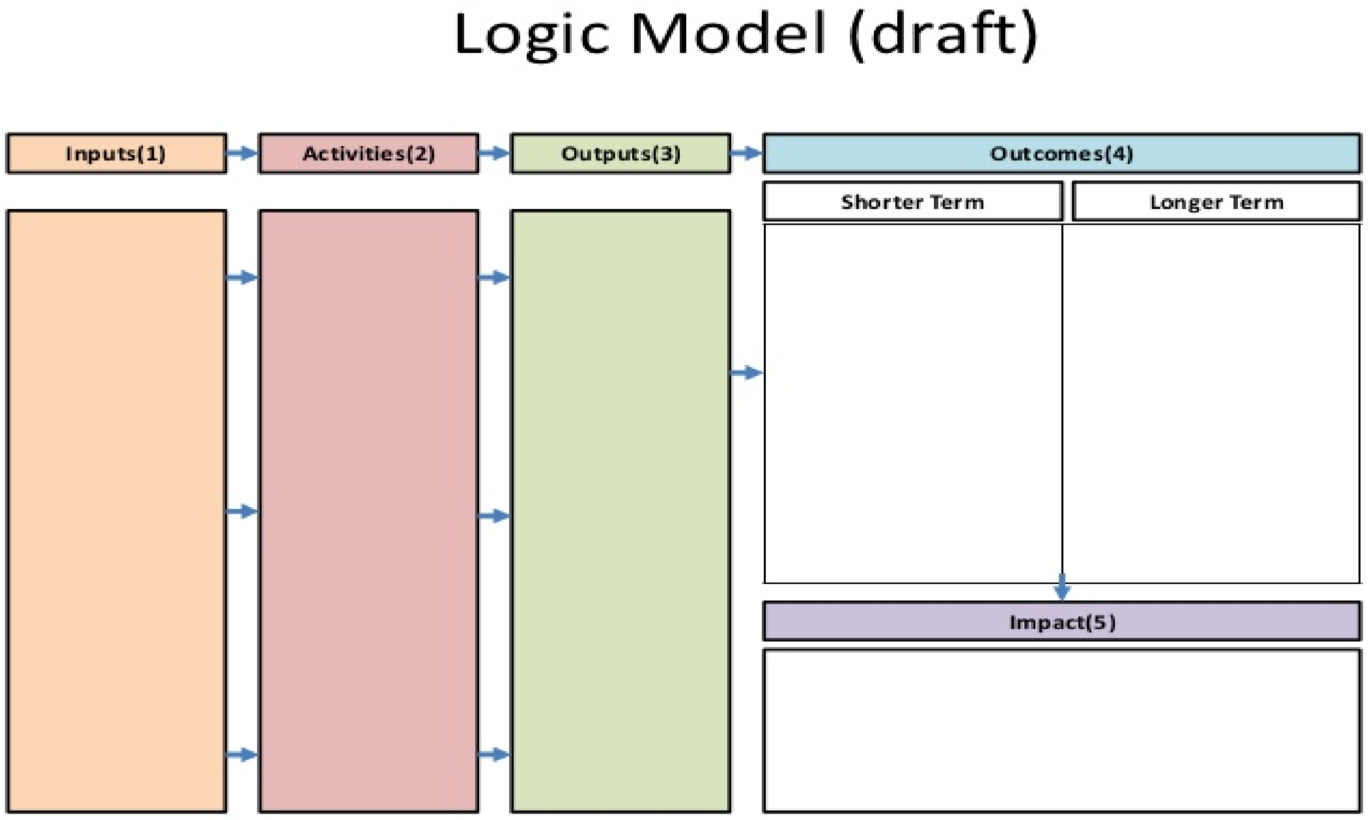
Outcome Measurement

- Logic models are your friend!

- A visual representation of your program.

- Can be important when applying for funding.

- Not static. Review on an annual basis.



Outcome Measurement

- Logic models are your friend!

- **Inputs**: What are the resources and supports required to operate the program service?
  - Staff, program/service offerings, program/service materials

- **Activities**: How does the program/service operate? What are the key activities of the program/service?
  - Screening/eligibility, Case management supports, Aftercare

Outcome Measurement

- Logic models are your friend!

- **Outputs**: What are the tangible products, goods, and services resulting from the activities?
  - Number of intakes completed, number of case management sessions, number of referrals

- **Outcomes** (including short- and long-term outcomes): What does the program/service intend to achieve in the short-term and the long-term? What are the changes resulting from participation in the program/service's activities?

Outcome Measurement

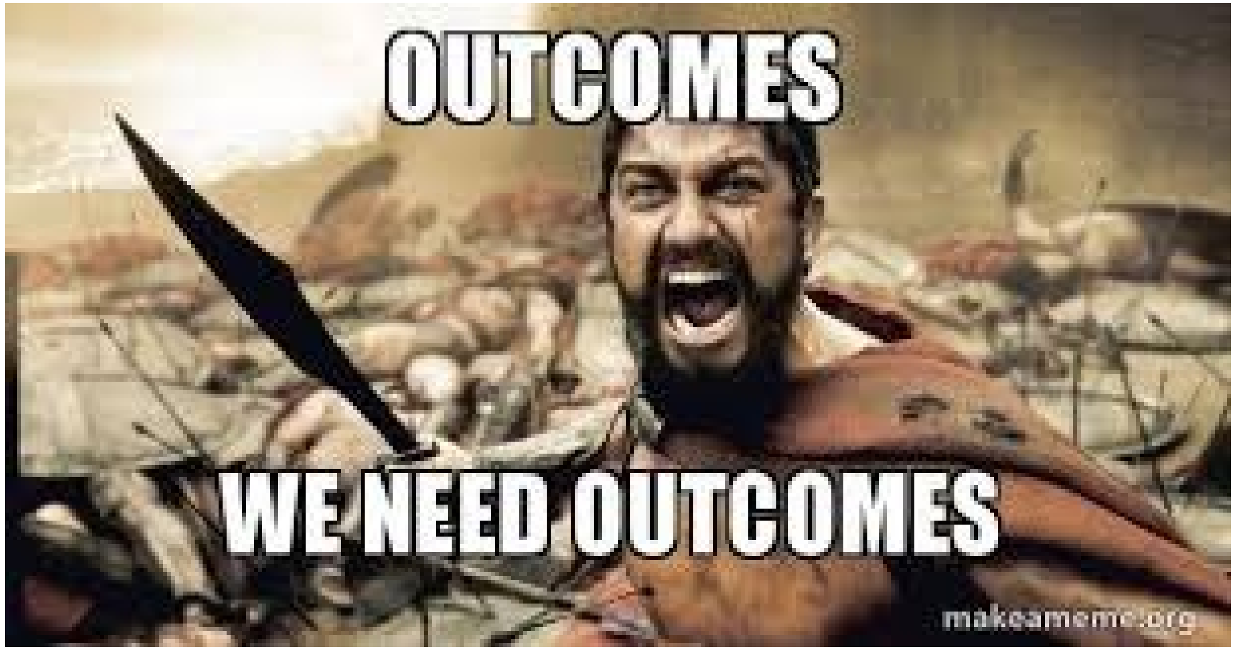
An important distinction (Couldn’t they have named it products?)

- Note the difference between **outputs** and **outcomes**.
  - **Outputs** are the direct and measurable products of a program/service’s activities and services. Think of these as your numerical or quantitative indicators. They do not address the impact of your program.
    - Examples – # of classes offered, # of people served
  - **Outcomes** define the impact of the program/service and the goals that your program/service hopes to achieve.

Outcome Measurement

- **How to populate your logic model:**
  - *Review documentation*
    - What is already written about your program?
      - Manuals, presentations
  - *Speak with staff and service users*
      - The more informal setting the better, as you will want to open the floor for discussion as much as possible
      - A secondary benefit to this process is that it allows for a time of reflection on where the program started and how it has developed over time. It is an opportunity to recognize the good work that the program has been engaged in.
  - Logic models are a process and will require a decent amount of time. Several iterations will likely be created.
  - Can include a narrative to accompany logic model.

OUTCOMES!!!!!



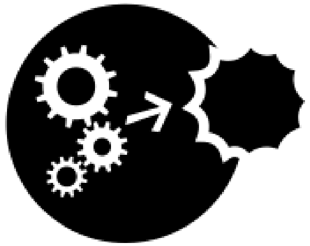
Outcome Measurement

- **Outcomes, outcomes, outcomes! What are outcomes?**

  - The benefits that are delivered as the result of a service.
  - The benefits for participants during or after their involvement with a program.
  - The changes in the lives of individuals, organizations or the community as a result of the program.
  - The changes that come about as a result of your work.

Outcome Measurement

- **How are outcomes phrased?**
- Can be grouped into short-term, medium-term, and long-term
    - Greater knowledge of tenancy rights.
    - Improved financial management skills.
    - More effective, self-directed coping skills.
    - Attaining employment.
    - Improved housing stability.
    - Enhanced awareness of community networks.



Outcome Measurement

- **How many outcomes should my program monitor?**
  - There is no general consensus on the number of outcomes a program should have; however, it is important to not overextend the reach and scope of your program.
- **Three questions to consider when determining outcomes:**

1. Is it reasonable to believe the program can influence the outcome in a non-trivial way, even though it can't control it?
2. Would measurement of the outcome help identify program successes and help pinpoint and address problems or shortcomings?
3. Will the program's various "publics" (staff, volunteers, participants, collaborating organizations, funders, the general community) accept this as a valid outcome of the program?

Outcome Measurement

- You may also want to ensure that your outcomes are grounded in a particular orientation/philosophy/program model.

- **Example – Housing First**
  - Participants have improved choice in housing.
  - Participants have improved well-being.
  - Participants have enhanced their number of social supports.

Outcome Measurement

- Once you have landed on your outcomes, the next step is figuring out how you will **measure** the outcomes that you developed. One of the first steps in this process is to define your **outcome indicators**.

- **Outcome indicators** are specific, measurable pieces of information that you can collect to keep track of the difference that your work is making. They tell you whether or not you are achieving your outcomes and how much change has occurred.

Outcome Measurement

- **Outcome indicators** should be phrased as ‘**level of**’, ‘**number of**’, ‘**type of**’ or ‘**how often**’. They should not use a word that indicates change, such as ‘increased’ or ‘improved’.

- They should also include **numbers** (quantitative data) and **descriptions or narratives** (qualitative data).

- This data should combine **subjective** (i.e., self-reported perspective of participants) and **objective** (i.e., number of people achieving stable housing) indicators.

Outcome Measurement

- Outcome indicators – 4 questions to consider:

1. Is there at least **one indicator** for **each outcome**?
2. Does each indicator measure some important aspect of the outcome that **no other indicator measures**? (Avoid duplication)
3. Is the wording of each indicator sufficiently **specific**? Does it tell you what characteristic or change you will count?
4. Does each indicator identify the statistic(s) that will **summarize** the **program's performance on the outcome**? Will the statistic(s) convey your level of achievement effectively?

Outcome Measurement

Outcome	Indicator	Data Source	Data collection tool/method
Reduce length of time experiencing homelessness	Number of days to get housed from program entry	HIFIS	Review of HIFIS data
Improving the incomes of participants	Income level at program entry and program exit	HIFIS	Review of HIFIS data
Improved quality of life	Level of quality of life	Service users	Quality of life scale

Outcome Measurement

What to do about programs that make it challenging to measure outcomes?

1 – **The program is very short-term**.

- Programs that offer immediate and short-term assistance to participants can be challenging to evaluate.
- The actual provision of these services is itself an important outcome!
- In these cases, program outcomes may equal programs outputs – the number of people served.
- One strategy is to seek feedback from participants, or a sample of them, about the helpfulness of the service in terms of **timeliness**, **availability**, **quality**, and **overall satisfaction**.

Outcome Measurement

2 – **One or more major outcomes of the program cannot be expected for many years, so that tracking and follow-up of those participants is not feasible**.

- The **long-term effects** of programming can be difficult to track. For example, a substance use treatment program could help determine if a participant has reduced their substance use at the end of the program, but following up with a participant in a year or the rest of their life could be challenging.
- In this instance, it is important to track **short-term** and **medium-term** outcomes. It is assumed that these short- and medium-term outcomes will lead to the long-term outcomes.

Outcome Measurement

- **Identifying data sources and data collection tools/methods**
  - Two main sources: 1) Administrative data; 2) Service users and program staff
  - **Administrative data**: HIFIS, HMIS
    - Examples:
      - Number of program participants who have been housed
      - Written summaries of progress of participants (case notes)
  - **Service users and program staff**
    - Surveys, focus groups, interviews

Outcome Measurement

- **Choosing the right survey tool**
  - Don’t reinvent the wheel!
  - Several open access tools available
    - Ontario Centre of Excellence for Child and Youth Mental Health
    - http://www.excellenceforchildandyouth.ca/resource-hub/measures-database

Outcome Measurement

- If appropriate data collection instruments are unavailable, you will need to create your own.
  - In developing data collection instruments, it is tempting to include a lot of questions because the information seems “interesting” or would be “nice to know.”
- The structure of the survey can range from:
  - “Yes” or “no” questions
  - Questions that use a scale (1 = “strongly disagree”; 2 = “disagree”; 3 = “neither agree nor disagree”; 4 = “agree”; 5 = “strongly agree”).
  - When developing survey questions for participants, it is helpful to include a “Don’t know/Unsure”, “Decline to answer”, and “Not applicable” option so that participants have choice in their responses.

Outcome Measurement

- It is also important to allow participants to share their thoughts via open-ended questions.
  - Interspersing open-ended questions or having open-ended questions at the end of the survey will allow participants to share their own experiences.
  - There should be a limited number of open-ended questions (think two or three), as too many open-ended questions will lead to fatigue.

Outcome Measurement

- **Pilot your survey!**

1 – *The wording of the questions*. Are questions confusing or misunderstood?

2 – *The content of the questions*. Did certain questions make respondents feel uncomfortable? Did any questions seem inappropriate?

3 – *The adequacy of the response categories*. Were there enough categories? Too many? Did they offer the right choices? Some participants prefer to include “sometimes” or “don’t know” when confronted with “yes” or “no” answers.

4 – *The clarity of the instructions*. Where were data collectors or respondents unsure about what to do or how to provide information?

5 – *The layout and format of the instrument*. Did it look inviting or intimidating? Was it easy read? Easy to use?

Outcome Measurement

- What to do with the data you collect? How to analyse the outcomes of your program?

- Excel is your friend!!!
  - Data storage
  - Data analysis
    - https://statistics.laerd.com/
  - Pivot tables
    - https://www.excel-easy.com/data-analysis/pivot-tables.html

Outcome Measurement

Start Date	End Date	# of Days in Program	Initial Score	Month 1	Month 2	Month 3	Month 4	Final Score	Average p	Difference in Score
September 1, 2018	January 29, 2019	150	1	2	2	3	4	11	2.75	10
September 21, 2018		-43364	2	3	3	3	4	13	3.25	11
October 31, 2018		-43404	3	4	3	4	5	16	4	13
February 25, 2018		-43156	1	2	4	5	4	15	3.75	14
March 3, 2018		-43162	1	2	3	4	4	13	3.25	12
April 14, 2018		-43204	4	4	4	5	5	18	4.5	14
May 5, 2018	January 31, 2019	271	2	2	2	3	4	11	2.75	9
January 14, 2018	May 22, 2018	128	3	3	3	4	3	13	3.25	10
January 4, 2019		-43469	1	2	2	5	4	13	3.25	12
December 9, 2018		-43443	3	2	1	3	5	11	2.75	8
August 30, 2018		-43342	2	1	3	4	4	12	3	10
July 30, 2018	September 17, 2018	49	3	3	2			5	2.5	2
June 15, 2019		-43631	3	2	2	3	5	12	3	9
April 19, 2018		-43209	1	2	1	2	3	8	2	7
March 15, 2018		-43174	1	3	4	3	4	14	3.5	13
November 22, 2018		-43426	1	2	2	4	2	10	2.5	9
November 11, 2018		-43415	3	5	4	4	4	17	4.25	14
January 15, 2019		-43480	2	3	3	5	5	16	4	14
January 22, 2019		-43487	4	2	3	4	2	11	2.75	7
May 27, 2018		-43247	2	2	1	3	2	8	2	6
August 8, 2018	December 16, 2018	130	4	1	1	4	5	11	2.75	7
	October 18, 2018	43391	1	2	2	3	4	11	2.75	10
October 2, 2018		-43375	2	2	2	4	3	11	2.75	9
		0	1	1	3	3	4	11	2.75	10

The Design & Communications Process

canadian
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homelessness

Raise your hand if…

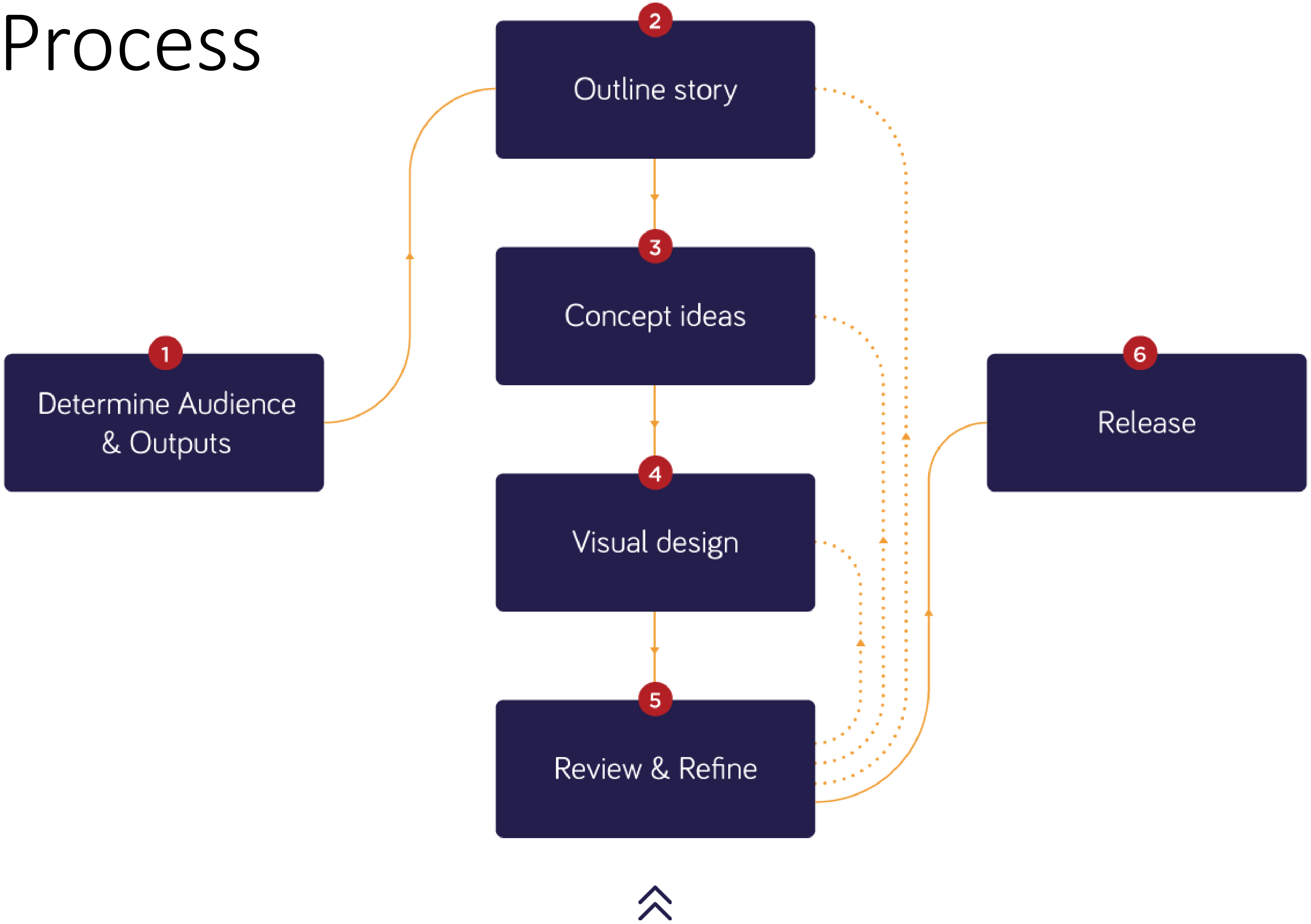
- You use social media
- Your agency/organization/program uses social media
- You've worked with a designer to design an infographic?
  - OR you've designed one yourself!
- Your agency/organization/program have internal communications supports?
  - OR works with an external agency?

Design Thinking

Integrates **collaborative processes** of knowledge & content development with a more assertive involvement in different aspects of publishing (and modes of publication) including graphic design, marketing, communications, and dissemination.

ULTIMATE GOAL: Increase the impact of research.

The Process



1
Determine Audience & Outputs
2
Outline story
3
Concept ideas
4
Visual design
5
Review & Refine
6
Release

1. Know your audience

- Think of why the reader needs to read your document - what it is that they should get out of it?
- Keep in mind the **average** readers level of expertise in your area

Ask yourself:

- What does my audience already know about the subject?
- What does my audience need to know?
- What questions
- What are the ke
- What needs to
- Will my audience be implementing a new practice, using it for further research or is it just intended to help them learn?

What is the
CALL TO ACTION?

Use Plain language

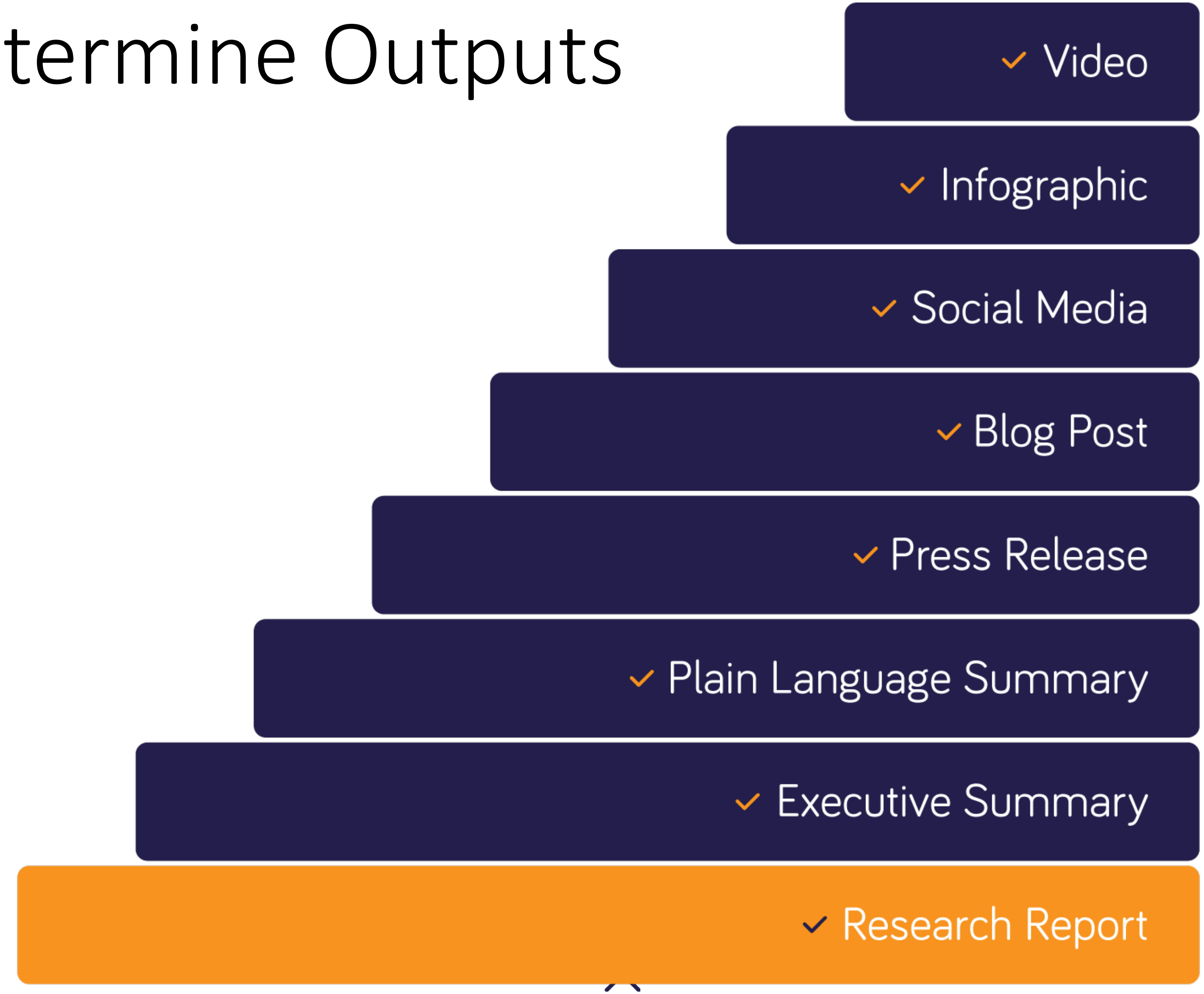
- **Write to everyone** who would be interested in your topic, not just experts
- Even an expert would prefer a <u>clearly</u> written document

How do they get information?

- The way people receive and absorb information is shaped by:
  - Personal preferences and habits
  - Literacy and education levels
  - Level of understanding of the issue

= Need to use a variety of formats & channels

1b. Determine Outputs



Tactics

- Address each audience with 2-3 tactics

	Tactic #1	Tactic #2	Tactic #3	Tactic #4
Audience #1	✓		✓	✓
Audience #2		✓	✓	
Audience #3		✓		✓
Audience #4	✓	✓	✓	

- If you see that you aren't addressing all of your key audiences, go back and consider how you can.

2. Outline the Story

- **Key points** to tell your research's story
- **Answers** major questions

INFOGRAPHIC – MAIN POINTS

Title: An Evaluation of the Eviction Prevention in the Community (EPIC) Pilot Program

<u>What is EPIC?</u>

The EPIC program was launched in March 2017 by Shelter, Support and Housing Administration (SSHA), a Division of the City of Toronto. The program provides wrap around eviction prevention services in order to help tenants facing imminent risk of eviction.

<u>Who does EPIC support?</u>

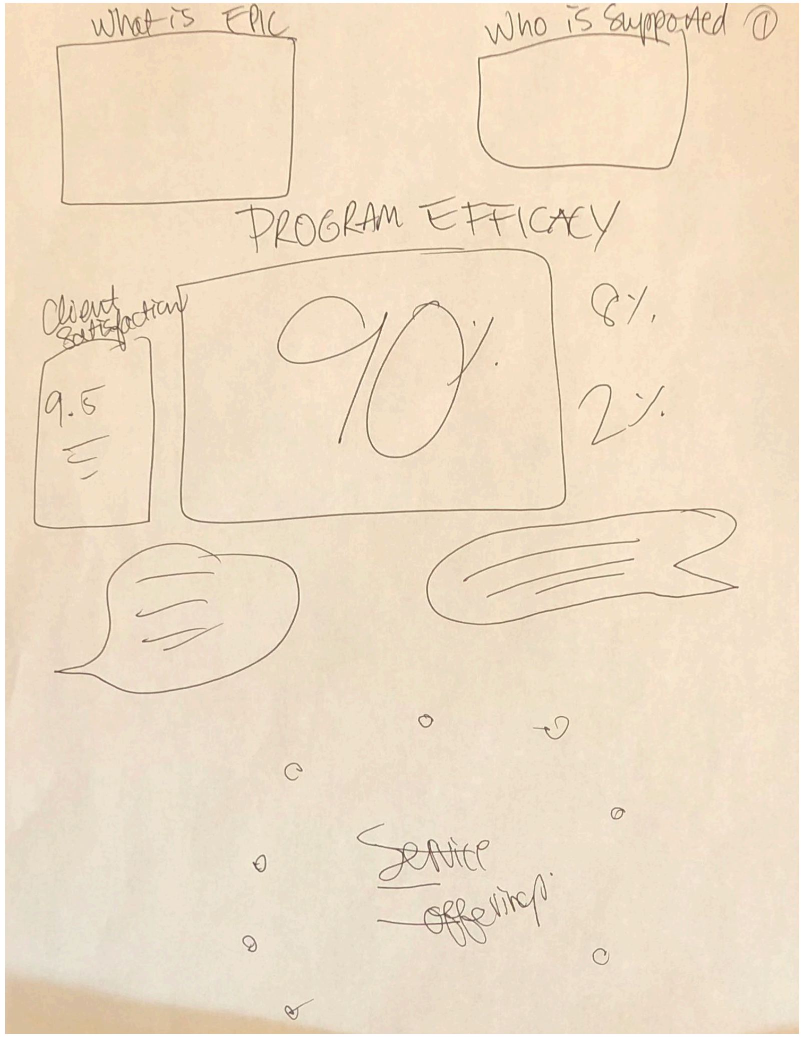
The EPIC program targets households who are at-risk of eviction due to a number of unique circumstances, including difficulties paying rent and facing health or mental health challenges.

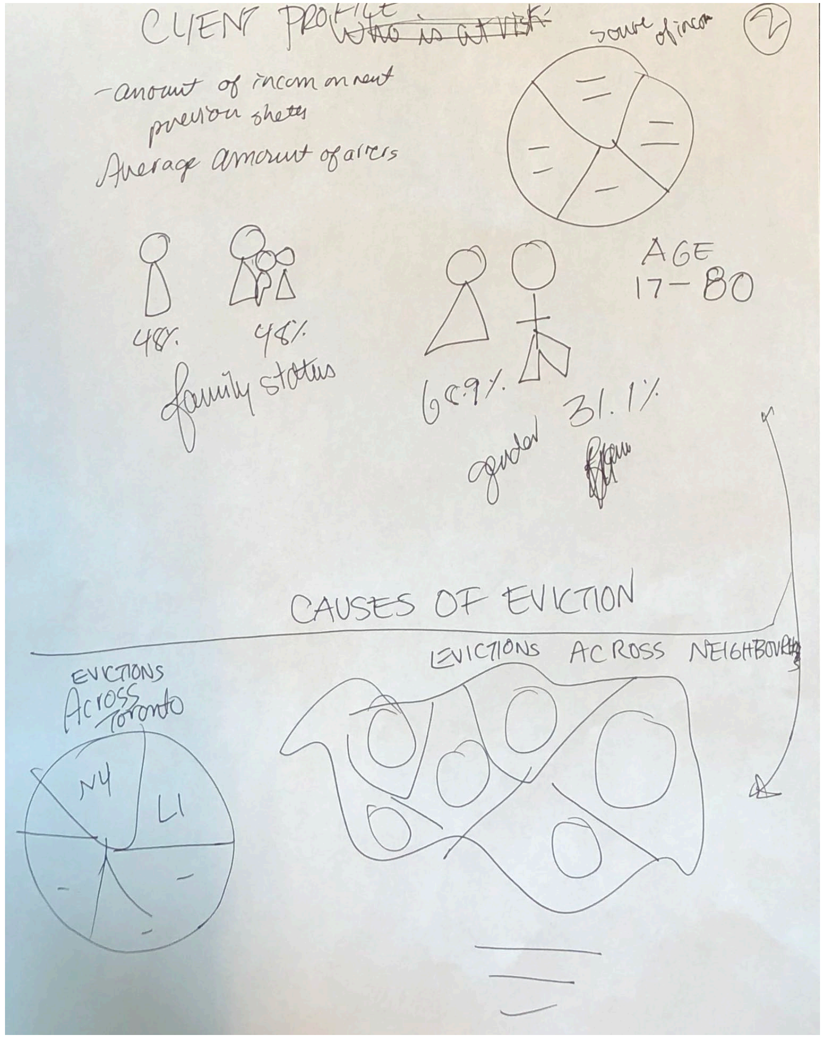
<u>Is the EPIC program effective?</u>

Of the 97 clients discharged from the program over the course of the evaluation, 90% were stabilized in their housing, 8% were rehoused, and 2% exited into homelessness.

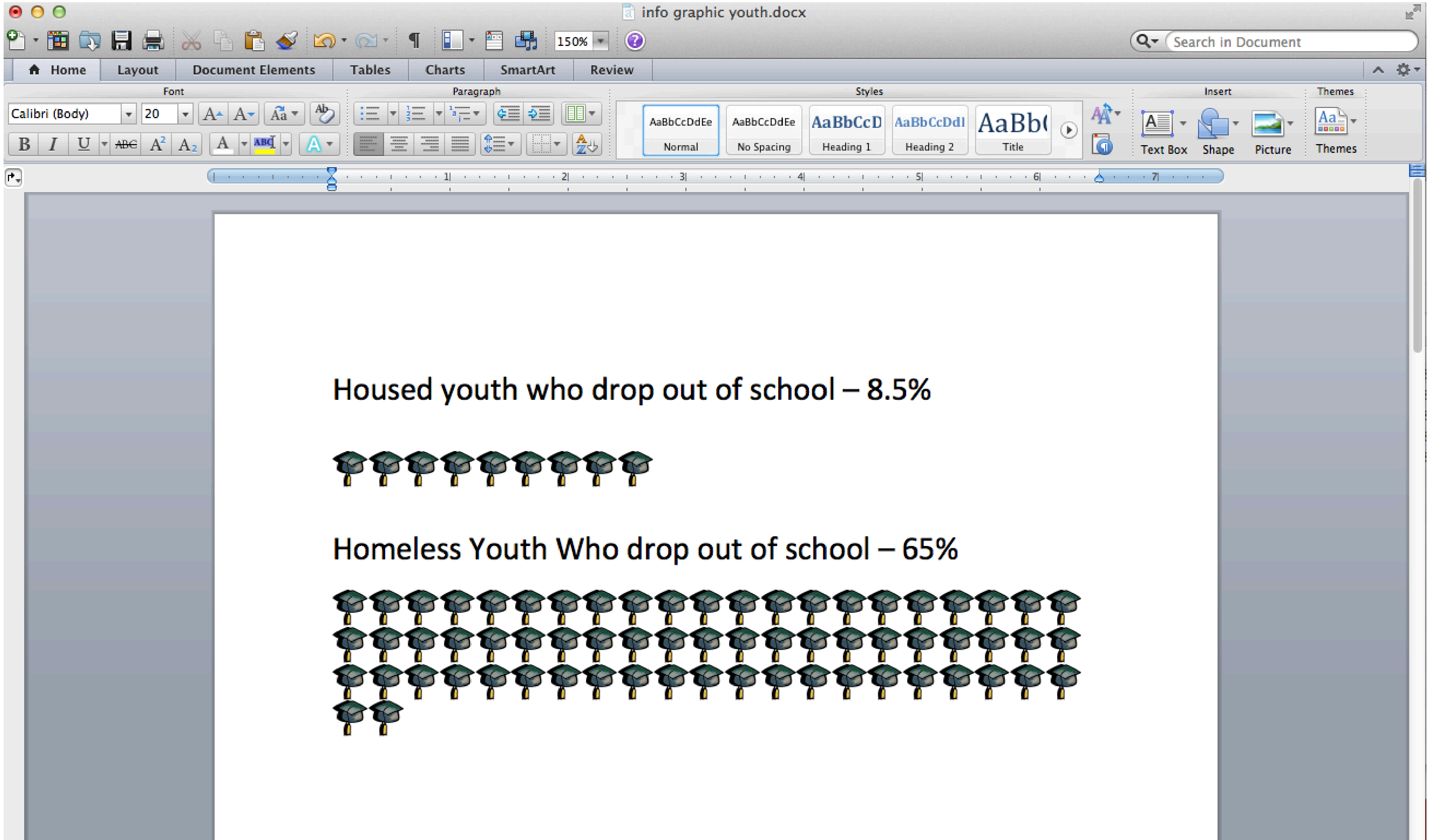
Highlight quote - *"epic recovery to an epic comeback, you know, at this point, because now I can – all the goals I set, everything I planned to do, I'm not always wondering … , you know. I can actually plan and*

3. Concept - Ideas on paper

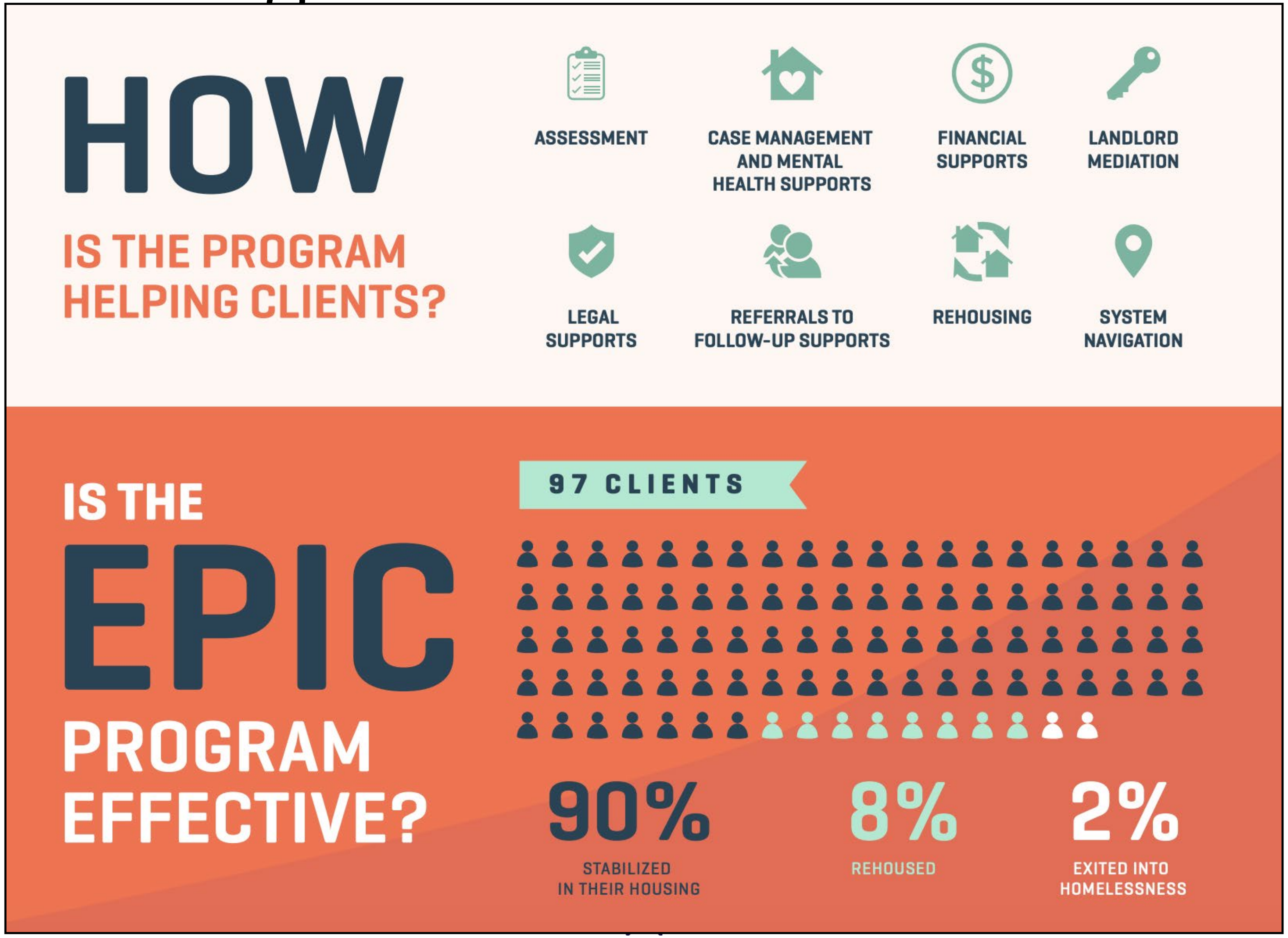




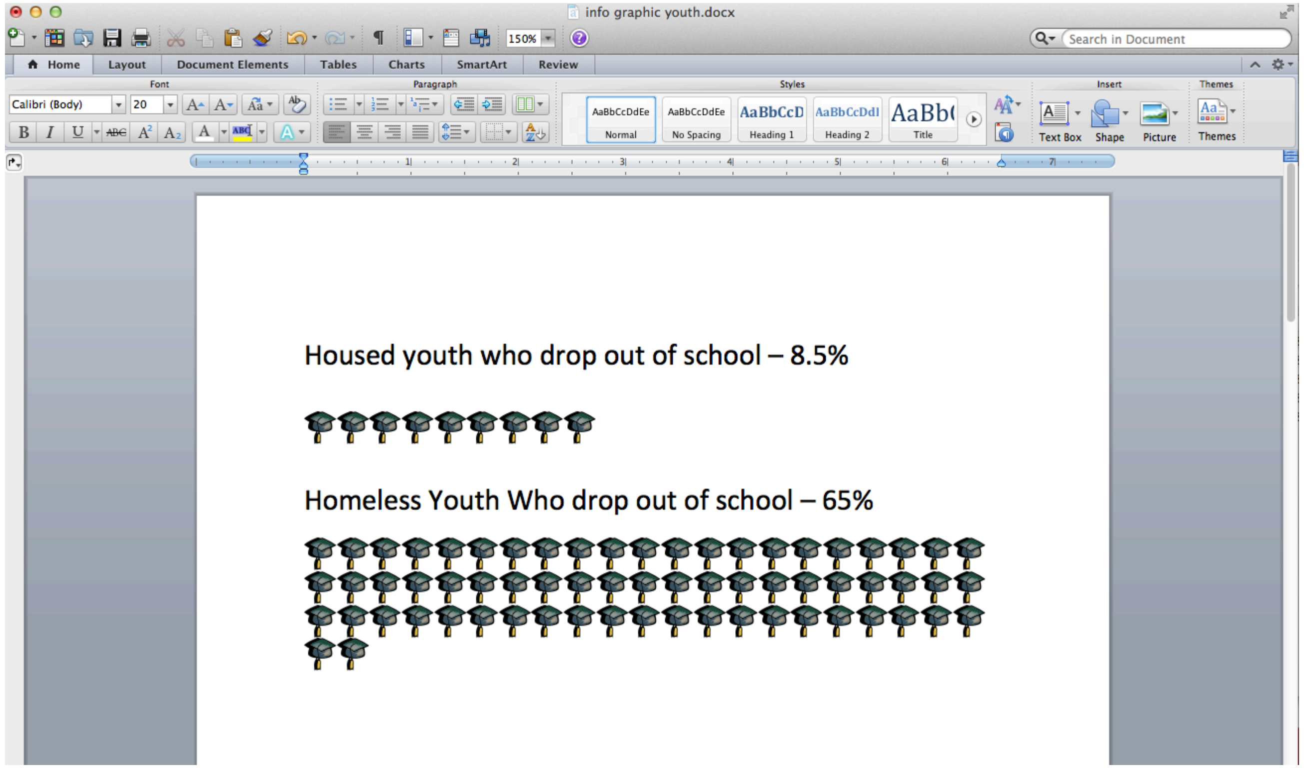
…or digitally



4. Visual Design



4. Visual Design



5. Review & Refine

Original design concept

After input from researcher, revised design concept better represents diversity in LGBTQ2S homeless youth population

5. Review & Refine

Design = Problem Solving

Design Challenge Case Study

Design a visual to depict the disconnect between food banks and food insecurity

Keywords:

- disconnect
- band-aid solution
- scale of the problem
- drop in the bucket

Food banks = **band aid solution**


FOOD BANK
FOOD INSECURITY

Design Challenge Case Study

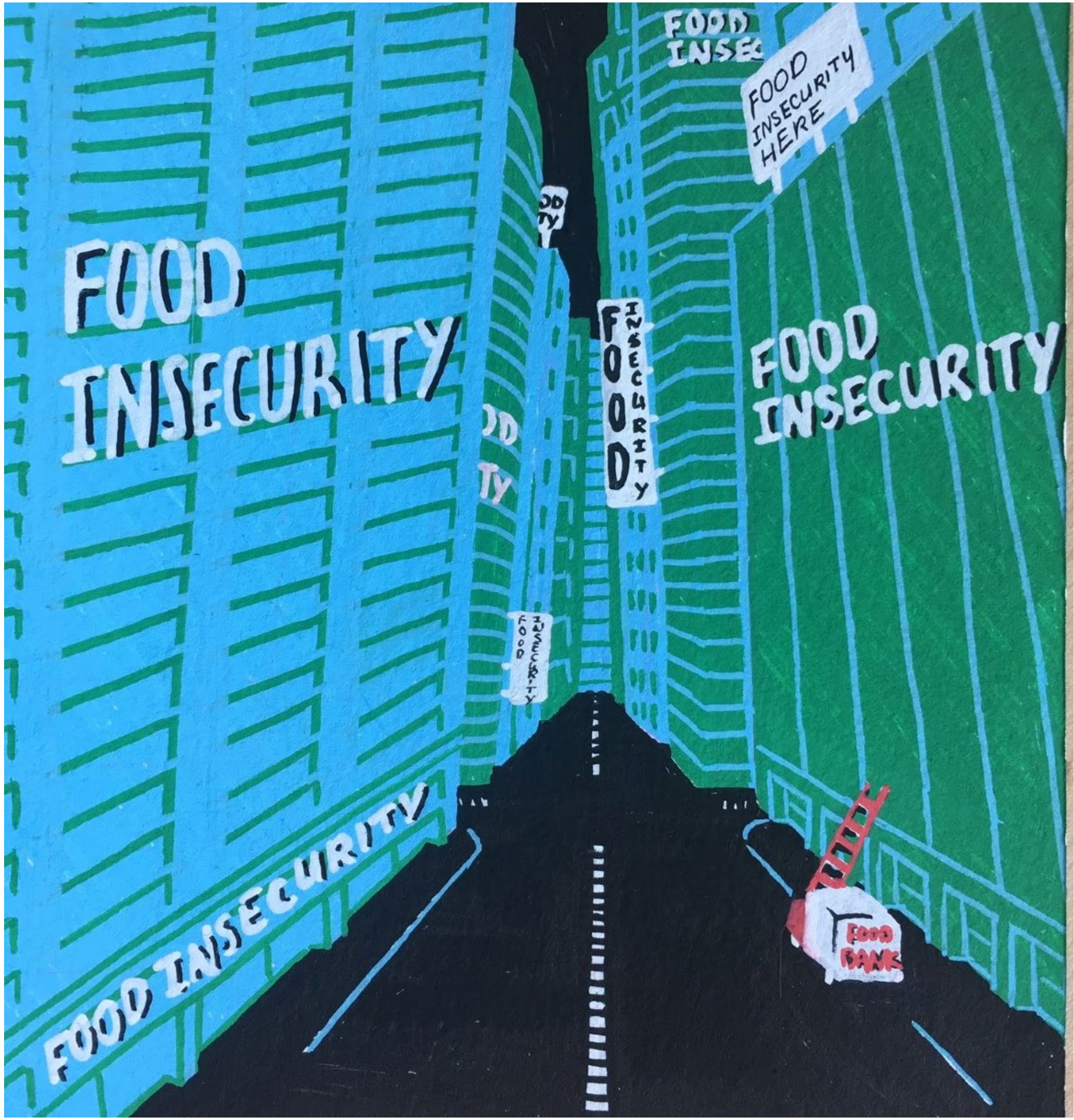
Design a visual to depict the disconnect between food banks and food insecurity

Keywords:

- disconnect
- ~~band-aid solution~~
- scale of the problem
- drop in the bucket

Start over!

An insignificant ladder amongst several impossibly tall skyscrapers



Final Design & Output

Final Visual

PROOF | FOOD INSECURITY POLICY RESEARCH

Relationship Between Food Banks and Food Insecurity in Canada

Food insecurity - the inadequate or insecure access to food due to financial constraints - is monitored by Statistics Canada through the Canadian Community Health Survey. Based on the most recent national estimates from 2012, over **4 million Canadians are living in food-insecure households.** Food insecurity is a serious public health problem in Canada because it negatively impacts physical, mental, and social health, and costs our healthcare system considerably.

Despite widespread recognition that food insecurity is first and foremost an income problem, policy responses in Canada have focused on food provision, with an emphasis on strengthening the charitable food sector[1].

The comparison of national statistics demonstrates a substantial disconnect between the number of people living in a food-insecure household versus those accessing a food bank.[2] In 2012, there were 5 times more people living in a food-insecure household than those accessing a food bank.[2] More recent data from provinces that measured food insecurity in 2015 - 2016 suggests that this large disconnect persists, with a 3- to 7-fold difference between the two statistics.

1

Probability of severely food-insecure households
using Food banks and other strategies when short of money

59.1%	47.7%	29.5%	28%	20.6%	19.6%
Ask Financial Help From Friends/Family	Miss Bill Payment	Ask Help from Organizations	Miss Rent/ Mortgage Payment	Use Food Bank	Pawn/Sell Possesion

Data source: 2008 Canadian Household Panel Survey Pilot[2]. Severe food insecurity was assessed with one question asking whether in the last 12 months household members ever had to eat less because they didn't have enough money to buy food.

While using a food bank may provide temporary food relief for those who access these programs, **there is no evidence that food banks are a solution to the very serious problem of food insecurity in Canada.** Research suggests that increasing the economic resources of low-income households reduces food insecurity[5-9], providing a foundation for effective, evidence-based policy responses to this problem. Governments' continued focus on improving and expanding food banks as a primary response to food insecurity is ill-founded.

Above: Please add a caption here.

References:

1. McIntyre L, Lukic R, Patterson PB, Anderson LC, Mah CL. (2016) Legislation debated as re-sponses to household food insecurity in Canada, 1995-2012. Journal of Hunger & Environmental Nutrition, 11(4): 441-455.

2. Tarasuk V, Fafard St-Germain AA, Loopstra R. (2019) The relationship between food banks and food insecurity: insights from Canada. Voluntas (doi.org/10.1007/s11266-019-00092-w).

3. Food Banks Canada. HungerCount 2015. https://www.foodbankscanada.ca/HungerCount-Archives.aspx

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5. Loopstra, R., Dachner, N., & Tarasuk, V. (2015). An exploration of the unprecedented decline in the prevalence of household food insecurity in Newfoundland and Labrador, 2007–2012. Canadian Public Policy, 41(3), 191-206.

6. Li, N., Dachner, N., & Tarasuk, V. (2016). The impact of changes in social policies on household food insecurity in British Columbia, 2005–2012. Preventive Medicine, 93, 151-158.

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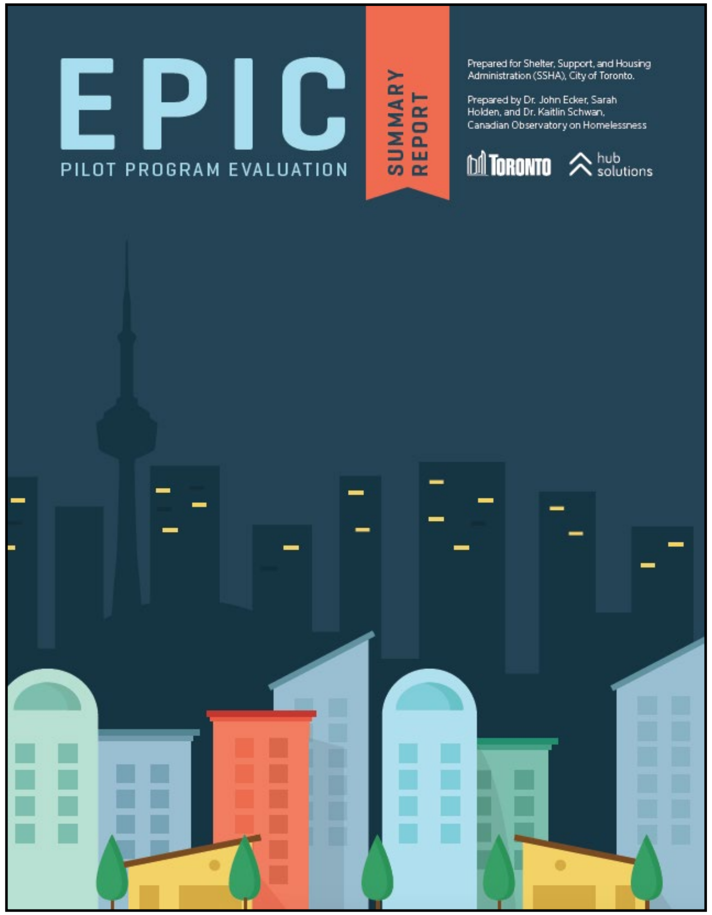
8. Ionescu-Ittu, R., Glymour, M.M., & Kaufman, J.S. (2014). A difference-in-differences approach to estimate the effect of income-supplementation on food insecurity. Preventive Medicine, 70, 108-116.

9. Tarasuk V, Li N, Dachner N, Mitchell A. (2019). Household food insecurity in Ontario during a period of poverty reduction, 2005-2014. Canadian Public Policy, 42(1), 93-104.

2

Research Summary

6. Release – EPIC Outputs



Research Report

Summary

Infographic

From Data Collection to Data Sharing

Sharing Your Report with Broad Audiences

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6. Release – Sharing Your Data with the Public

6. Release – Sharing Your Data with the Public

The Homeless Hub
May 2 ·

Eviction is a more common cause of homelessness than you might think. The good news is, Eviction Prevention programs like the EPIC program based in Toronto are working to reduce eviction-caused homelessness! https://bit.ly/2SEKZ6E

HOMELESSHUB.CA
Eviction Prevention in the Community (EPIC) Pilot Pro Evaluation | The Homeless Hub

1,840 People Reached
198 Engagements

17
13 Shares

The Canadian Observatory on Homelessness
685 followers
7mo

Does your job require you to work with people whose homelessness is the result of an eviction from their home?

Based in Toronto, The Eviction Prevention in the Community Pilot Program showed promising results for reducing homelessness resulting from eviction.

Read the report for details about how #EvictionPrevention helps reduce homelessness. https://bit.ly/2SEKZ6E

6. Release – Sharing Your Data with the Public

The Homeless Hub Blog


homeless hub

ABOUT HOMELESSNESS DOING RESEARCH COMMUNITY PROFILES SOLUTIONS ABOUT US

canadian observatory on homelessness

Evaluating Eviction Prevention: A Hub Solutions Look at the EPIC Program

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Sarah Holden
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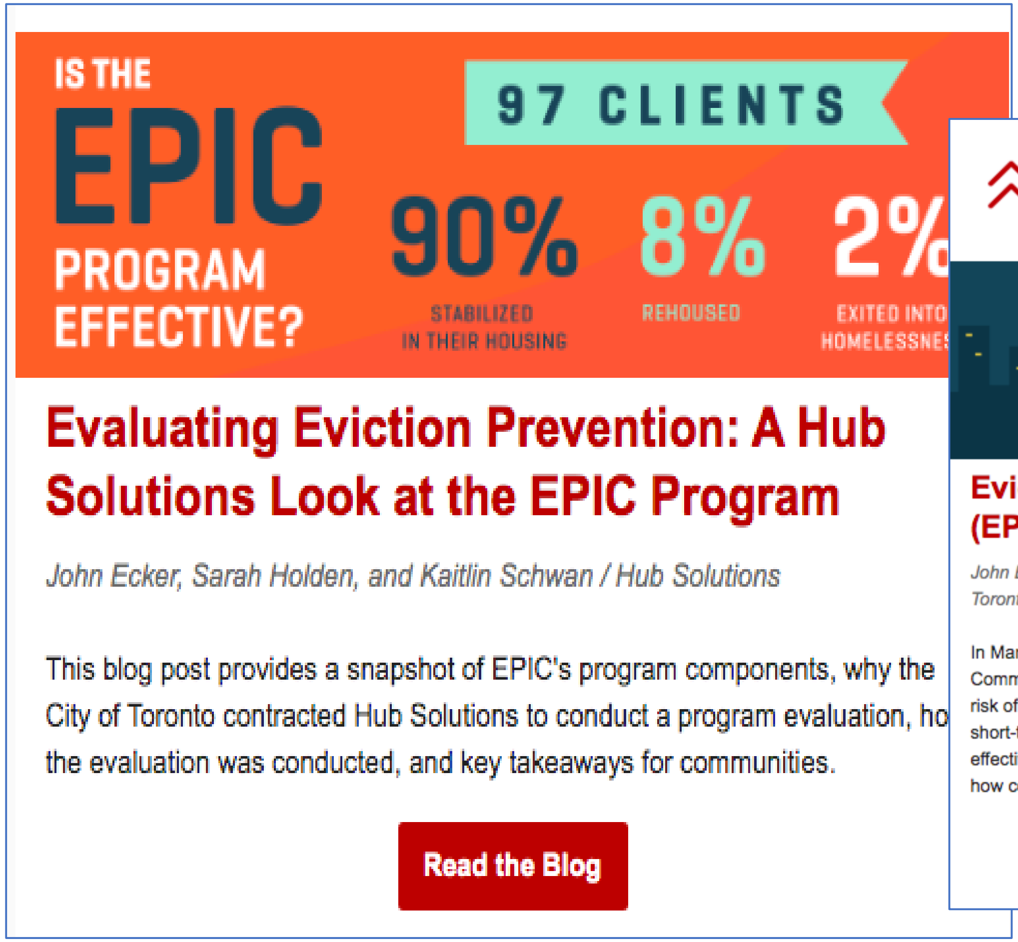
Kaitlin Schwan

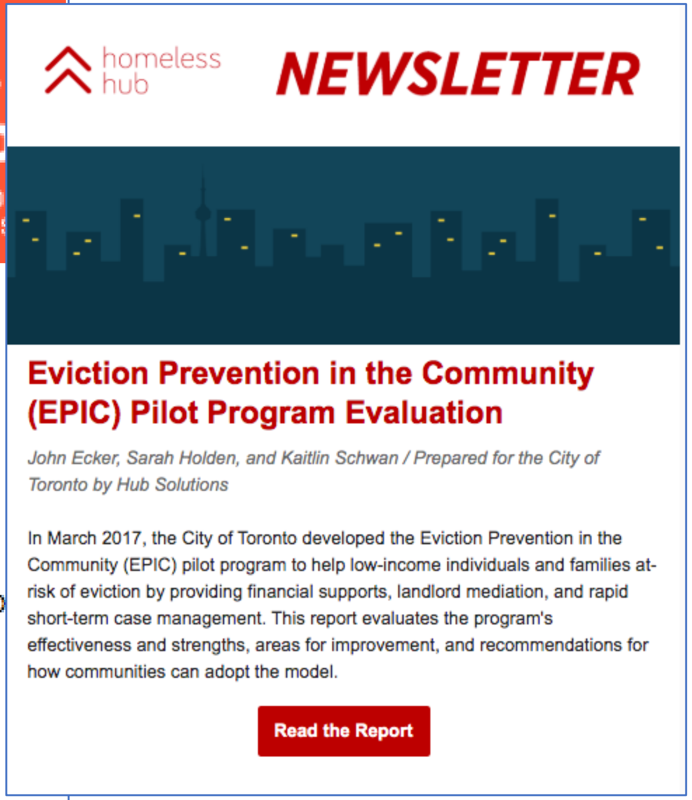
December 10, 2018

SHARE

Urban areas across Canada are experiencing increasingly unstable housing markets. This volatility directly impacts low-income individuals and families as they are faced with a lack of affordable housing options, rising rental costs, and declining or stagnating incomes. These factors leave a substantial proportion of individuals and families at risk of losing their rental housing.

6. Release – Sharing Your Data with the Public





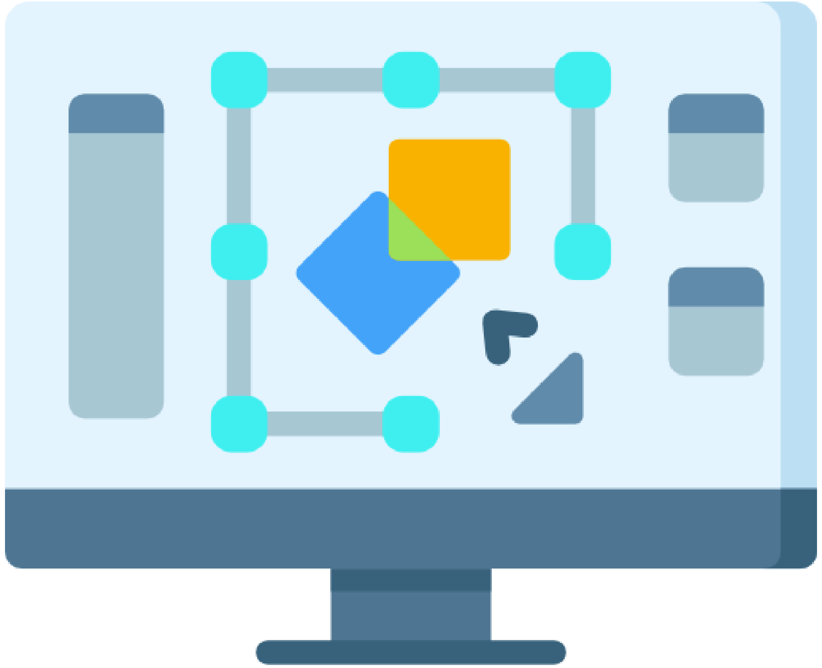
Getting it Done - Process & Tools

- You have limited time & budget – how can you make this all happen?

- It’s easier than you think. We’ll show you right now!

Getting it Done – The Process

1. Start with a **key finding**
2. Choose social **platform**
3. Create **Content**
4. Create & size **image**
5. **Publish**
6. **Measure**



Getting it Done – Things to Consider

- Be strategic about the platforms you use, and how you use them

	Storytelling	Resource Sharing	Disseminating Research	Networking
Blogging	✓	✓	✓	
Twitter	✓	✓	✓	✓
Facebook	✓	✓	✓	✓
LinkedIn		✓		✓
Instagram	✓			✓
Youtube	✓		✓	

Getting it Done – Create Your Content

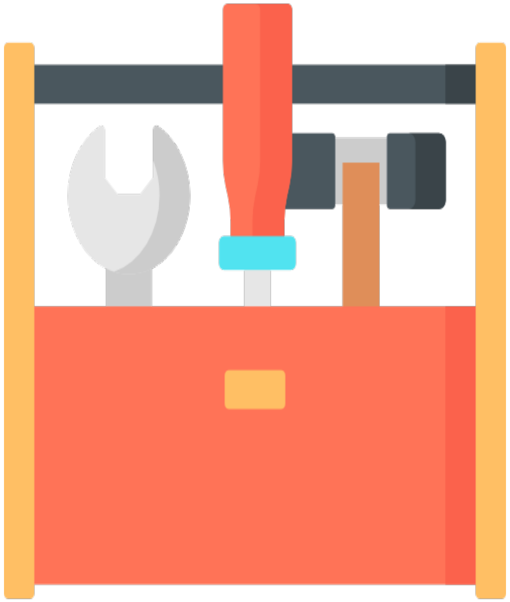
- Keep it short & concise
- Shorten your links
- Include a CTA
- Pair with an image
- Be consistent
- Add Value

Getting it Done - Social Media Tools

- Here are the FREE tools you need:

Creating graphics:

- Piktochart - Infographics
- Unsplash - Stock images
- Canva – Designing images
- Hootsuite - Publishing
- Bitly – Shortening links
- Tips & Best Practices



- Let’s get started!

7. Post-Release – Measuring Performance

- How do you know if your communication efforts were successful?
    - Track analytics
    - Look for patterns & trends
    - Look for the right things
    - Be patient & consistent

FREE - Social Media Tools

- Want to get started on your own?
- Here's a Dropbox of all the social media tools you need!

Questions?

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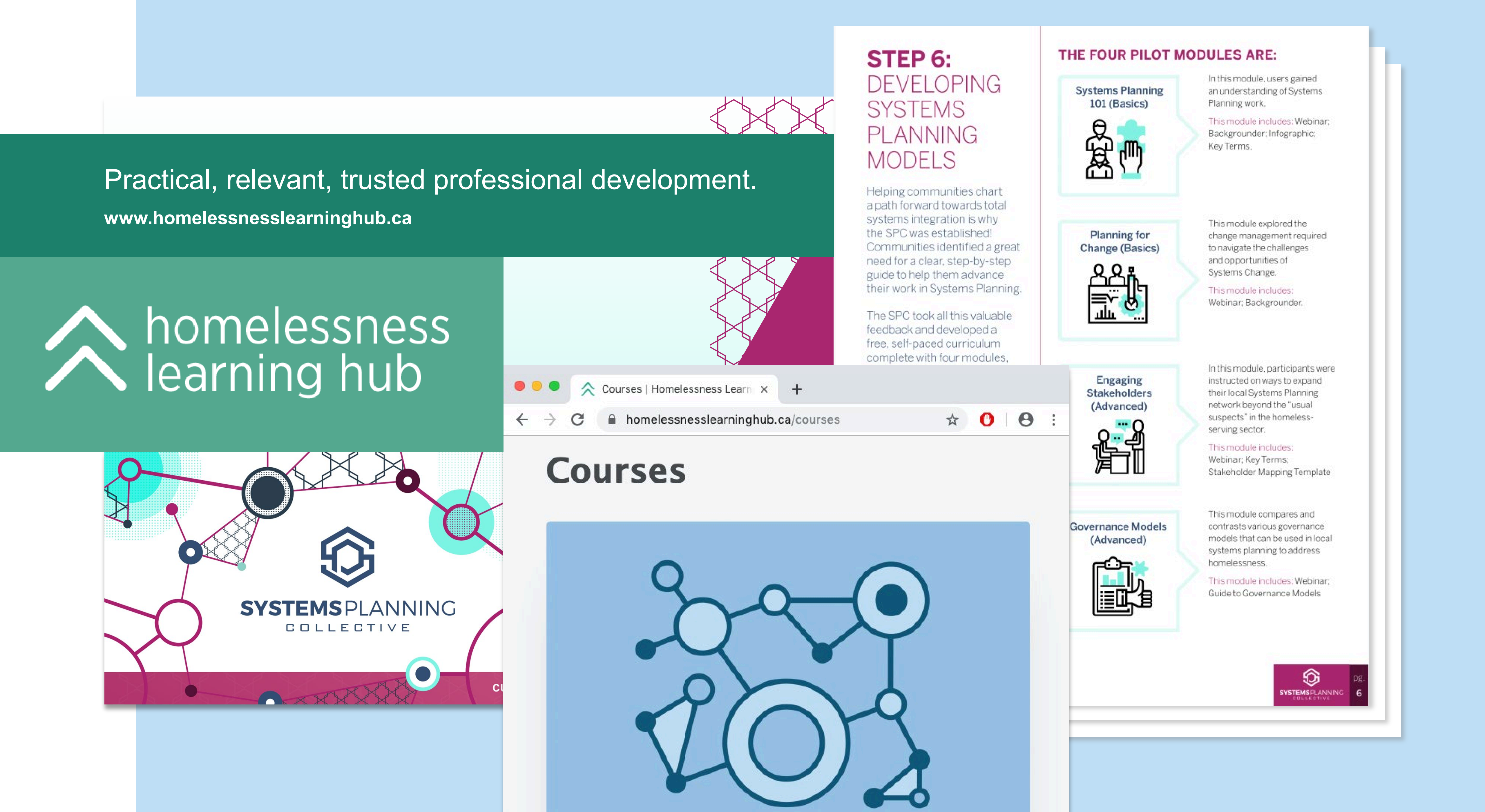
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STEP 6:
DEVELOPING SYSTEMS PLANNING MODELS
Helping communities chart a path forward towards total systems integration is why the SPC was established! Communities identified a great need for a clear, step-by-step guide to help them advance their work in Systems Planning.
The SPC took all this valuable feedback and developed a free, self-paced curriculum complete with four modules,
THE FOUR PILOT MODULES ARE:
Systems Planning 101 (Basics)
In this module, users gained an understanding of Systems Planning work.
This module includes: Webinar; Backgrounder; Infographic; Key Terms.
Planning for Change (Basics)
This module explored the change management required to navigate the challenges and opportunities of Systems Change.
This module includes: Webinar; Backgrounder.
Engaging Stakeholders (Advanced)
In this module, participants were instructed on ways to expand their local Systems Planning network beyond the "usual suspects" in the homeless-serving sector.
This module includes: Webinar; Key Terms; Stakeholder Mapping Template
Governance Models (Advanced)
This module compares and contrasts various governance models that can be used in local systems planning to address homelessness.
This module includes: Webinar; Guide to Governance Models
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