Using Data and Evidence to Strengthen Services for Homeless Youth at Good Shepherd Services

Beyond Housing 2014: A National Conversation on Child Homelessness and Poverty
January 16, 2014

Panelists:
Elizabeth Garcia, Program Director, Chelsea Foyer/Edwin Gould/Street Outreach
Adrian Rodriguez, Program Manager, Chelsea Foyer
Whitney Welshimer, Program Analyst, Program Evaluation and Planning Department
Miranda Yates, Director, Program Evaluation and Planning Department
AGENDA

- Good Shepherd’s Approach to Program Evaluation and Planning
- Overview Chelsea Foyer Program
- Steps in Using Data for Strengthening Outcomes
- Q & A Panel
Good Shepherd Services is a leading youth and family development and educational support agency in New York City. Focusing on under resourced communities in Brooklyn and the Bronx, we provide a broad array of individual, family and school-based services that give young people and families the opportunity to take ownership of their future, making a difference today and for the next generation.
WHAT WE DO

As a multi-service agency, we operate two networks of community-based youth development, education, youth justice, and family service programs in Brooklyn and the Bronx; group homes for adolescents; supportive housing for young adults; foster care and adoption services; and an in-service professional training program.

26,037
participants were served through

81
programs operated across

3
boroughs (Brooklyn, Bronx, Manhattan).
HOW WE WORK

We surround youth and their families with a variety of services that keep youth connected to family, school, and the community.

- Youth and Family Development Approach
- Commitment to Community
- Partnership/Shared Resources
We are a Learning Organization committed to continuous quality improvement.

Across all of Good Shepherd Services’ programs, we assess positive impact by focusing on three core Development Outcomes:

- Safety
- Belonging
- Skill-building
APPROACH TO EVALUATION

Transdisciplinary Model of Evidence-Based Practice

Best available research evidence

Environment and organizational context

Decision Making

Client's/population's characteristics, state, needs, values, and preferences

Resources, including practitioner's expertise

Source: Satterfield, Spring, Brownson, Mullen, Newhouse, Walker, & Whitlock (2009)
CHELSEA FOYER
Program Overview

- Opened in 2004. Based on Foyer model developed in the UK
- Provides 40 homeless, runaway, and foster care youth, ages 18-25, with supported transitional housing
- Funding from multiple public & private contracts
- Residents participate in a personalized program of services for up to 24 months
- *Services infused with Good Shepherd Services’ signature strength-based youth and family development practices*
CHELSEA FOYER

Key Program Components
- Rigorous Application Process
- Contract and Action Plan
- Limited Structure/High Expectations
- On-Site Support Services
- Program Fee
- Workforce Development Culture

On-Site Support Services
- Case Management Services
- Life-Skills Development
- Workforce Development
- Community Building
- Housing and Aftercare Services
PERFORMANCE MANAGEMENT LIFECYCLE

A. DEFINE
Program Planning

B. MEASURE
Data Collection & Management

C. LEARN
Analysis & Reporting

D. IMPROVE
Using Findings and Insights

Source: Adapted from Eckart-Queenan & Forti (2011)
LOGIC MODEL

**LOGIC MODEL DEFINITIONS**

**Inputs**
- Program’s Intended Impact: The overall result of all the program activities to the target population and/or community.

**Activities**
- Target Population to be Served: A description of the population the program is designed to serve.

**Outputs**
- Short Term Outcomes (while enrolled)
- Intermediate Outcomes (at time of discharge)
- Long Term Outcomes (post discharge)

**Inputs**
- Outputs are the direct result of each of the program’s activities represented in numbers.
- These are usually represented in numbers or percentages.

**Activities**
- Short-term outcomes are the initial benefits or changes participants experience while enrolled in the program.

**Outputs**
- Intermediate outcomes are the more significant changes participants experience near or at the time of discharge.

**ENVIRONMENTAL FACTORS**: Aspects of the environment, which the program has no control over, that influence program outcomes (such as the impact of the economy on a jobs development program).
PROGRAM OUTCOMES

Chelsea Foyer Outcomes

**Short-Term** *(while enrolled)*
- Safety & Security
- Engagement
- Money Management
- Housing
- Employment
- Education
- Connections

**Intermediate** *(at discharge)*
- Money Management
- Housing
- Employment
- Education
- Connections
- Resources

**Long-Term** *(post-discharge)*
- Stable Housing
- Income Source
- Financial Self-Sufficiency
OUTCOMES PROGRESS REPORT

Good Shepherd Services - Chelsea Foyer
FY13 Outcomes Progress Report (July 2012 - June 2013)

Outcomes Progress Report

Purpose: The Outcomes Progress Report (OPR) is a tool to assist program and PEP staff in regularly reflecting on program performance. The content of the report is aligned with the program logic model, which was collaboratively developed by program and PEP staff. The logic model provides a map of programmatic resources, activities, outputs, and program-specific outcomes that are in accordance with CSS’ agency-wide outcomes of skill-building, belonging, and safety. By providing a regular update on services accessed and outcomes attained by participants, the OPR serves to promote discussions about ways to enhance areas that are doing well and effectively address challenges.

The Fiscal Year 2013 OPR includes participants served between 7/1/12 and 6/30/13 at Chelsea Foyer. During this period, 69 participants resided at Chelsea Foyer. Of the 69, 29 were discharged during the quarter. The average length of stay for these 29 participants was 16.4 months.

Data Sources: The data for the OPR comes from the Efforts to Outcomes (ETO) database as well as results from Participant Satisfaction Surveys, Alumni Surveys and Agency incident data. During the report period, 35 participants completed Participant Satisfaction Surveys (Response Rate = 78%). During the report period, 33 alumni completed surveys. Alumni survey data for all 33 former participants is included in the long-term outcomes.

Report Sections: This report has three sections. The first page provides demographic and background information. The second page provides outputs for the quarter, as well as the averages for FY12. Pages 3-5 provide outcomes data, as well as a chart comparing FY13 outcomes to the FY12 averages.

Questions & Feedback: This report was prepared by PEP. For questions, please contact Barbara Alcantara.

Demographics and Background Information

Age

- Age 21: 12%
- Age 22: 13%
- Age 23: 16%
- Age 24: 16%
- Age 25: 10%
- Age 19: 7%
- Age 18: 1%
- Age 26: 1%

Gender

- Female: 67%
- Male: 43%

Referral Designation

- Community: 17%
- DHS: 25%
- NY3: 36%
- RHY: 22%

Foyer Composition

- Entered & Left Within the Year: 3%
- Discharges: 39%
- Intakes: 42%
- Present for the Entire Year: 18%

Target Population

Young adults ages 18-25 who are homeless, at-risk of homelessness or aging out of the foster care system.

Intended Impact

While residing at the Chelsea Foyer, participants will acquire the necessary skills to become self-sufficient.
## OUTCOMES PROGRESS REPORT

### SHORT-TERM OUTCOMES

Includes 69 participants residing at the Foyer during FY13 except where noted

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Target</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAFETY: Participants will feel safe and secure in the Foyer community PIS: “Staff helps me feel safe and secure at the Chelsea Foyer” % calculated out of participant satisfaction survey responses during the year</td>
<td>80%</td>
<td>94%</td>
</tr>
<tr>
<td>SAFETY: Participants will be kept safe and secure while residing at the Foyer Incident data: # Critical incidents</td>
<td>&lt;5</td>
<td>0</td>
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<tr>
<td>MONEY MANAGEMENT: Participants will develop money management skills ETO: # Participants making at least one payment during each quarter</td>
<td>80%</td>
<td>87%</td>
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<tr>
<td>HOUSING: Participants will develop household management skills ETO: # Participants passing 75% of apartment inspections during the quarter (% calculated out of participants with apartment inspections during each quarter)</td>
<td>80%</td>
<td>90%</td>
</tr>
<tr>
<td>ENGAGEMENT: Participants will be active members of the Foyer community ETO: One Action Plan, one ILC Contact per month PLUS one workshop per quarter (% calculated out of participants residing at the Foyer at least 14 days out of each quarter)</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>EMPLOYMENT: Participants will develop career planning skills ETO: # Participants employed or working with vocational specialist</td>
<td>80%</td>
<td>91%</td>
</tr>
<tr>
<td>EDUCATION: Participants will be enrolled in an educational/vocational program ETO: # Participants indicated as enrolled in school at least once during each quarter</td>
<td>40%</td>
<td>31%</td>
</tr>
<tr>
<td>CONNECTIONS: Participants will develop a supportive network ETO: Supportive network of at least one individual</td>
<td>75%</td>
<td>92%</td>
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</tbody>
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### Comparison of FY12 and FY13 Short-Term Outcomes

- **PARTICIPANTS**
  - Develop money management skills: FY12 85%, FY13 87%
  - Develop household management skills: FY12 90%, FY13 90%
  - Active members of the Foyer community: FY12 69%, FY13 75%
  - Develop career planning skills: FY12 95%, FY13 91%

- **PROGRAM TARGETS**
  - Enrolled in an educational/vocational program: FY12 33%, FY13 40%
  - Develop a supportive network: FY12 87%, FY13 75%

*Chelsea Foyer Outcomes Progress Report FY2013*
USING DATA TO STRENGTHEN OUTCOMES: STEPS

1. Identify Priority Outcome to Strengthen
2. Deepen Understanding of this Outcome
3. Develop Strategy to Strengthen Results
4. Implement New Strategy
5. Re-Evaluate
1. Identify Priority Outcome to Strengthen

**FY 2013 Priority Outcome: Employment**

- Employment at Discharge FY10-12:
  - FY10 (n=35): 43%
  - FY11 (n=30): 43%
  - FY12 (n=36): 56%

**FY 2014 Priority Outcome: Education**

- Enrolled in Educational/Vocational Program FY11-13:
  - FY11 (n=68): 41%
  - FY12 (n=74): 33%
  - FY13 (n=69): 31%
2. Deepen Understanding of this Outcome

- Performance trends across time
- Performance variation by demographic characteristics
- Performance variation by prior experience
3. Develop Strategy to Strengthen Outcome Performance

**FY 2013 Priority Outcome:** Employment

- **Research evidence:**
  - WORC Model
  - Literature on workforce development

- **Participant needs and values:**
  - Participant Satisfaction Survey
  - Internal Data

- **Practitioner expertise:**
  - Internal (Case Managers, Vocational Specialist)
  - External (Mentoring USA, Reciprocity Foundation)

**Decision Making**
3. Develop Strategy to Strengthen Outcome Performance

**FY 2014 Priority Outcome:** Education

- **Research evidence:**
  - National Clearinghouse on Families and Youth
  - Community College Research Center

- **Participant needs and values:**
  - Participant Satisfaction Survey
  - Internal Data

- **Practitioner Expertise:**
  - Case Managers, Director of Post-Secondary Initiatives
  - Cross-Agency Workgroup

**Decision Making**
3. Develop Strategy to Strengthen Outcome Performance: Using Internal Data to Understand Participant Success

**FY 2013 Priority Outcome:** Employment

Youth Employed at Discharge Experience More:

- Workshops
- Internships/Fellowships
- Employment during first 30 days at Foyer

**FY 2014 Priority Outcome:** Education

Youth Enrolled in School Are More Likely To:

- Be employed at discharge
- Make a program payment
- Save more money by discharge
4. Implement New Strategy

**FY 2013 Priority Outcome: Employment**

“Stepping Stones to Success”

- Assessment Process
  - Comprehensive WORC Assessments
  - Meetings with Vocational Specialist

- Skill-Building Workshops
  - Career Club (“Express to Success”)
  - Financial Literacy
  - Project Voice (new)
  - Mentoring USA (new)

- Career Exploration
  - Reciprocity Foundation Programming

- Supported Experiential Learning
  - Expanded Internship Opportunities

**FY 2014 Priority Outcome: Education**

“Future Focus Initiative”

In Progress…

- Training on Education-Specific Pathways and Options

- Creating Cross-Disciplinary Workgroup

- Identifying Priorities Across an Educational Continuum

- Establishing Programmatic Curriculum and Processes

- Defining Multi-Phase Process with Milestones
5. Re-Evaluate

**FY 2013 Priority Outcome: Employment**

Employment at Discharge FY 10-14

<table>
<thead>
<tr>
<th>Discharge Year</th>
<th>FY10 (n=35)</th>
<th>FY11 (n=30)</th>
<th>FY12 (n=36)</th>
<th>FY13 (n=29)</th>
<th>FY14 (n=19)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Employed at Discharge</td>
<td>43%</td>
<td>43%</td>
<td>56%</td>
<td>66%</td>
<td>74%</td>
</tr>
</tbody>
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**FY 2014 Priority Outcome: Education**

TBD
10 VALUES GUIDING THE PROGRAM EVALUATION & PLANNING PROCESS

✓ Mission-Driven
✓ Aspirational
✓ Partnered
✓ Learning-oriented
✓ Strategic
✓ Evidence-informed
✓ Iterative
✓ Authentically empowering
✓ Tailored
✓ Flexible
RESOURCES


• Good Shepherd Services (2012). *Good Practice Produces Good Outcomes: Good Shepherd Services’ Commitment to Evidence-Based Practice*. Retrieved from [http://www.goodshepherds.org/about/results.html](http://www.goodshepherds.org/about/results.html)

• Kirk, A. *Visualising Data blog* [http://www.visualisingdata.com](http://www.visualisingdata.com)


THANK YOU!

For more information about Good Shepherd Services, please visit www.goodshepherds.org

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