

From Theory to Impact: Mapping the Path out of Homelessness



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Introduction



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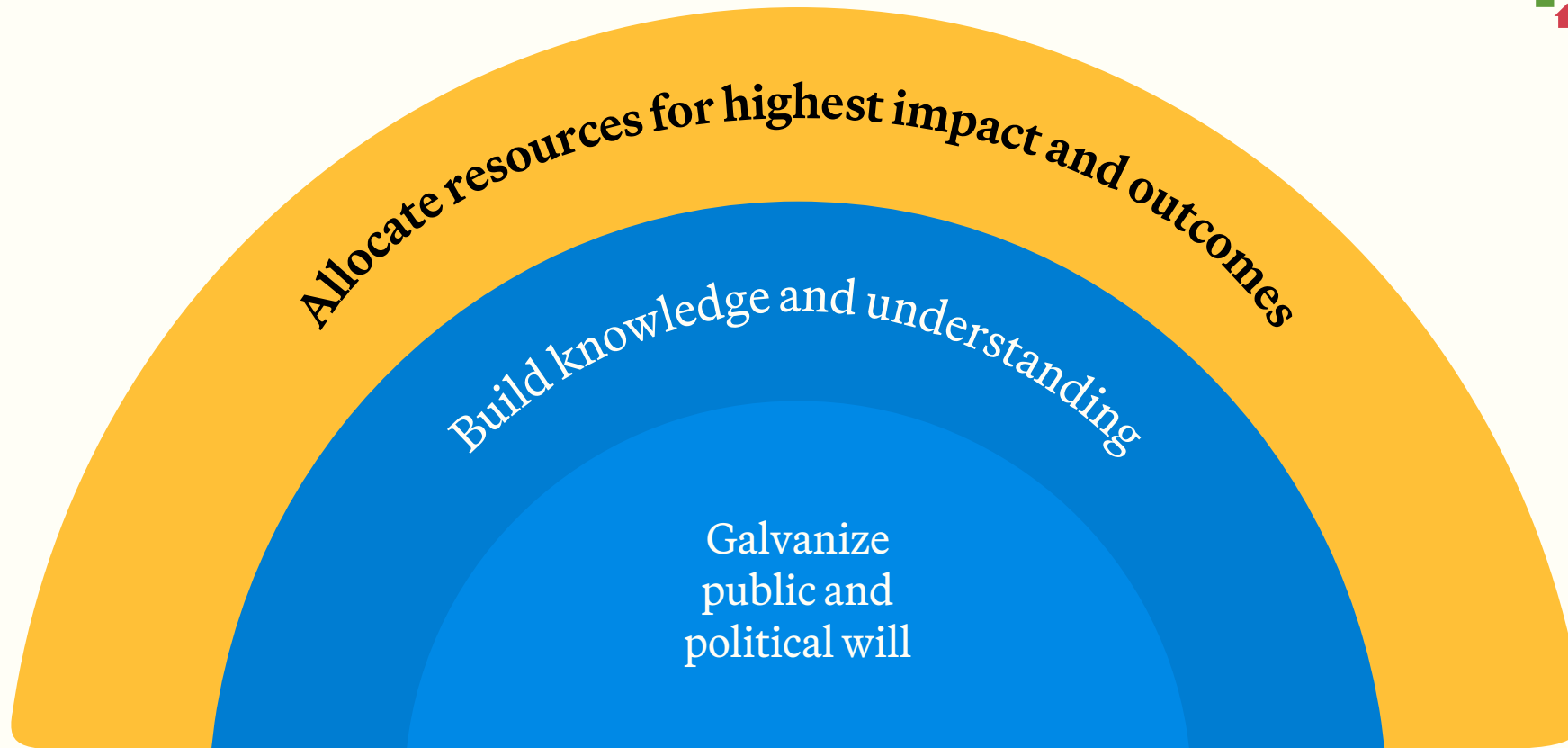
Calgary Homeless Foundation

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About CHF

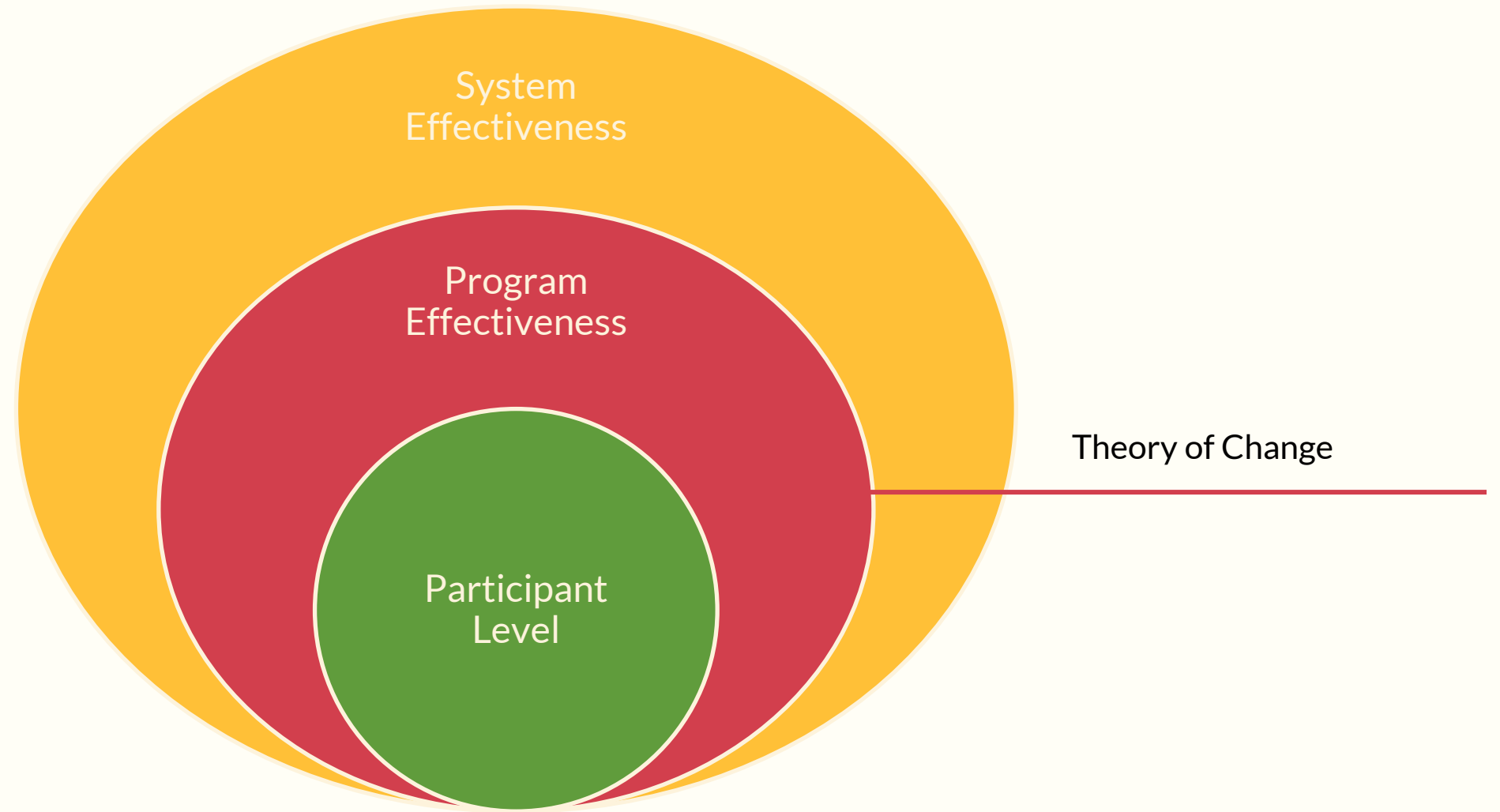
Calgary Homeless Foundation (CHF) is a purpose-driven organization that allocates resources to frontline agencies in Calgary's homeless-serving system of care.





- Administer funding for support programs, services and rent supplements
- Direct funding and allocate resources to 23 agencies
- Coordinate and triage through Coordinated Access and Assessment

Culture of Learning and Evaluation



Why Theory of Change?

- At CHF, we have robust data about participant flow through our system but lack data that speaks to *how and why* participants lives are changing.
- TOC is helping us fill this gap by identifying intended program outcomes and building a way to measure them.
- Outcomes: How people's lives are changing after entering a program and receiving supports (i.e., what is the change?).
- Better equips us to understand impact and learn from one another.



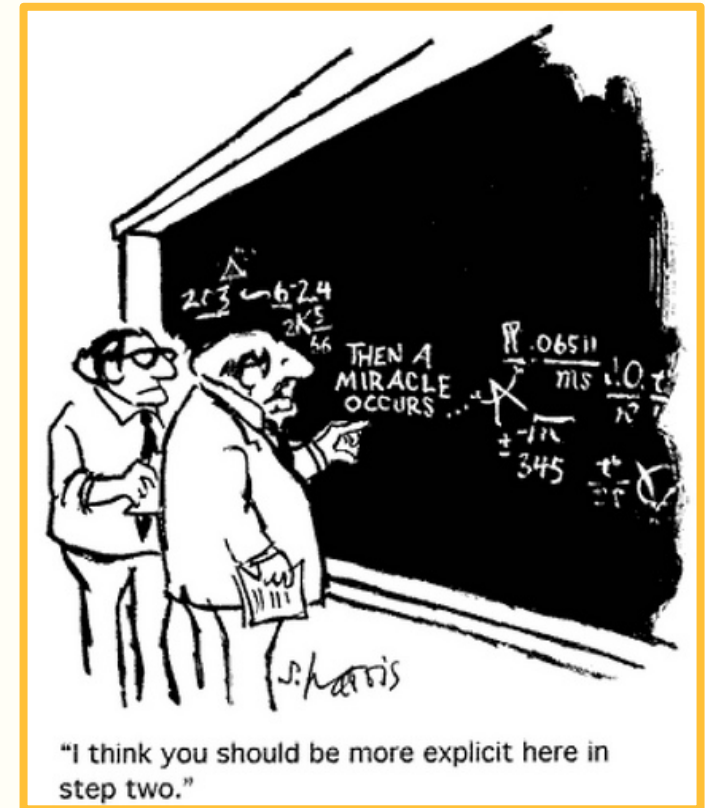


Theory of Change

What: A description, illustration, or model of how a program intends to achieve its outcomes and impact.

Why:

- To understand *how* programs help people recover from homelessness.
- To help programs *plan* and *measure* the work they do, and the outcomes and impact they are having.
- To help CHF understand how our funded partners, and overall system, are *driving change*.
- Ethical responsibility to *understand* the impact programs have on people's lives.



Theory of Change: Cover Page



A cover page that clearly defines:

- The **GOAL** the program is trying to achieve,
- The **POPULATION** and kinds of participants the program is supporting,
- What the program provides (i.e., **INPUTS**),
- Any **CONTEXT OR BARRIERS** that relate to the goal, and,
- **HOW** the program supports change

Calgary Homeless FOUNDATION

THEORY OF CHANGE TEMPLATE

Agency: Program:

PROGRAM GOAL

WHO WE SUPPORT

INPUTS

CONTEXT OR BARRIERS

HOW WE SUPPORT CHANGE

Theory of Change: Outcome Tables

		Health Outcomes	Housing Outcomes	Financial Outcomes	Connection Outcomes
IMPACT GOAL (For each impact domain, i.e. outcome category) <i>Write a goal(s) about the ideal behavioural change that will occur during this phase of programming.</i>					
EXPECT TO SEE (Outcomes from reactive participation / how people would react to activities)					
Example	<i>Fewer adverse events associated with drug use.</i>	<i>Participants have access to a safe living environment/improved living environment</i>	<i>Participants increase income through income supports</i>	<i>Participants engage with their case manager</i>	
1					
2					
3					
4					
LIKE TO SEE (Outcomes that require learning or a level of engagement on the participant's end)					
Example	<i>Participants have progressed past the pre-contemplation stage of change.</i>	<i>Participants experience increased security in their space (i.e., control)</i>	<i>Participants use their income to pay for rent</i>	<i>Participants feel a sense of connection to their support</i>	
1					
2					
3					
4					
5					
6					
7					
8					
LOVE TO SEE (Transformative outcomes that show engagement and a changed behaviour)					
Example	<i>Participants have fewer negative behaviours associated with substance misuse.</i>	<i>Participants feeling comfortable and safe in their new space</i>	<i>People can meet their basic needs with their income</i>	<i>Participants utilize their support to prevent crisis</i>	
1					
2					
3					

Theory of Change: Outcomes



01

Phases

- Stabilization Phase
- Goal Attainment Phase
- Housing Future Phase

02

Impact Domains

- Health
- Housing
- Finance
- Connection

03

Sphere of Control

- Expect to See
 - Like to See
 - Love to See
-

Outcomes: Three Phases of Work



01

Phases

- Stabilization Phase
- Goal Attainment Phase
- Housing Future Phase

Stabilization Phase

- Initial period after a participant is accepted into a program
- Program identifies participant baseline and works on stabilization in each impact domain

Sphere of Control

Goal Attainment

- Period where program focuses more of their support on participant goals

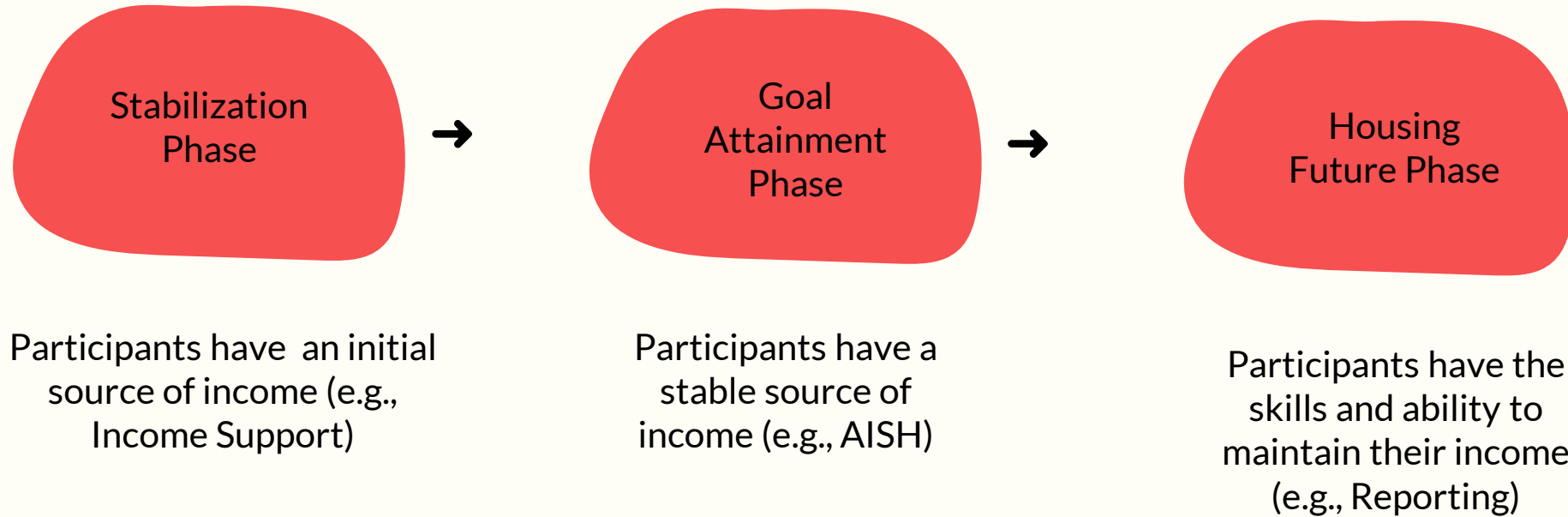
Like to See

Housing Future

- Programs work with participants to determine future housing needs
- Programs work with participants to reach toward these future housing goals

Love to See

Three Phases: Example



Outcomes: Impact Domains



02

Impact Domains

- Health
- Housing
- Finance
- Connection



Outcomes: Impact Domains

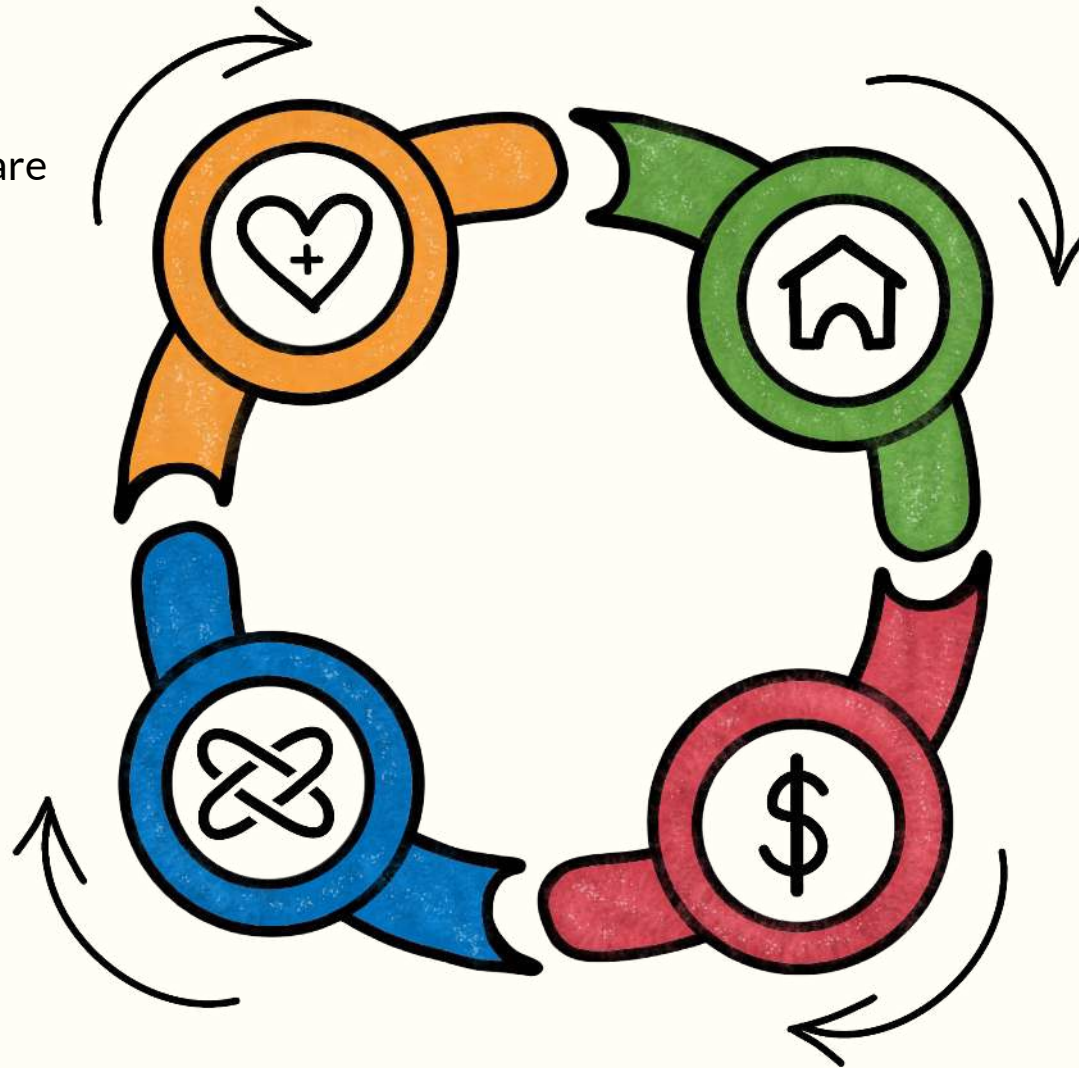


- Increased access to primary care
- Improved chronic disease management

Impact Domains

- Health
- Housing
- Finance

- Reduced isolation
- Increased natural support system



- Reduced evictions
- Improved landlord relations

- Reduced reliance on financial liquidity
- Improved financial literacy

Outcomes: Sphere of Control



03

Sphere of Control

- Expect to See
- Like to See
- Love to See

Sphere of Control

- Inputs
- Activities
- Outputs

VS

Sphere of Influence

- Outcomes
- Changes in behavior

Outcomes: Sphere of Control



03

Sphere of Control

- Expect to See
 - Like to See
 - Love to See
- **Expect to see**
 - Early positive response/initial changes or outcomes
 - More immediate participation in program activities
 - **Like to see**
 - Learning or active engagement
 - How people engage and responds/how they change
 - **Love to see**
 - Deep transformation
-

Example: Financial Outcome

Expect to See

Participants have an honest monthly budget

Like to See

Participants manage their finances based on their budget

Love to See

Participants meet their basic needs through money management



Program Activities

- Descriptions of the 'kinds of things' programs do to achieve their outcomes
- Organized by phases of work and impact domain as activities should look different between each phase
- These help CHF understand how programs are achieving their outcomes and can facilitate community learning
- Helps program with training and program planning
 - *I want to see that thing change. What do we need to do (i.e, activity) to make it happen (i.e., outcome).*

ACTIVITES (Kind of activity / Small description)				
<i>How does the program contribute to the achievement of the domain goals? What kinds of activities does your program do to achieve these goals?</i>				
1				
2				
3				
4				

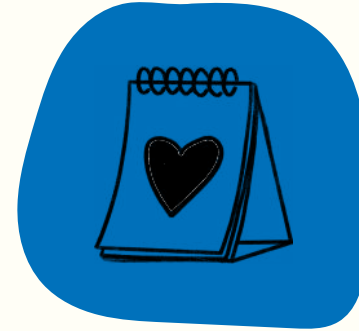


Program Utility



Program Operations

- Helpful tool to support staff training
- Good engagement tool for case planning



Reflect and Celebrate

- Helps show participants how far they have come
- A zoomed-out view that helps refresh a view of a program



Data and Learning

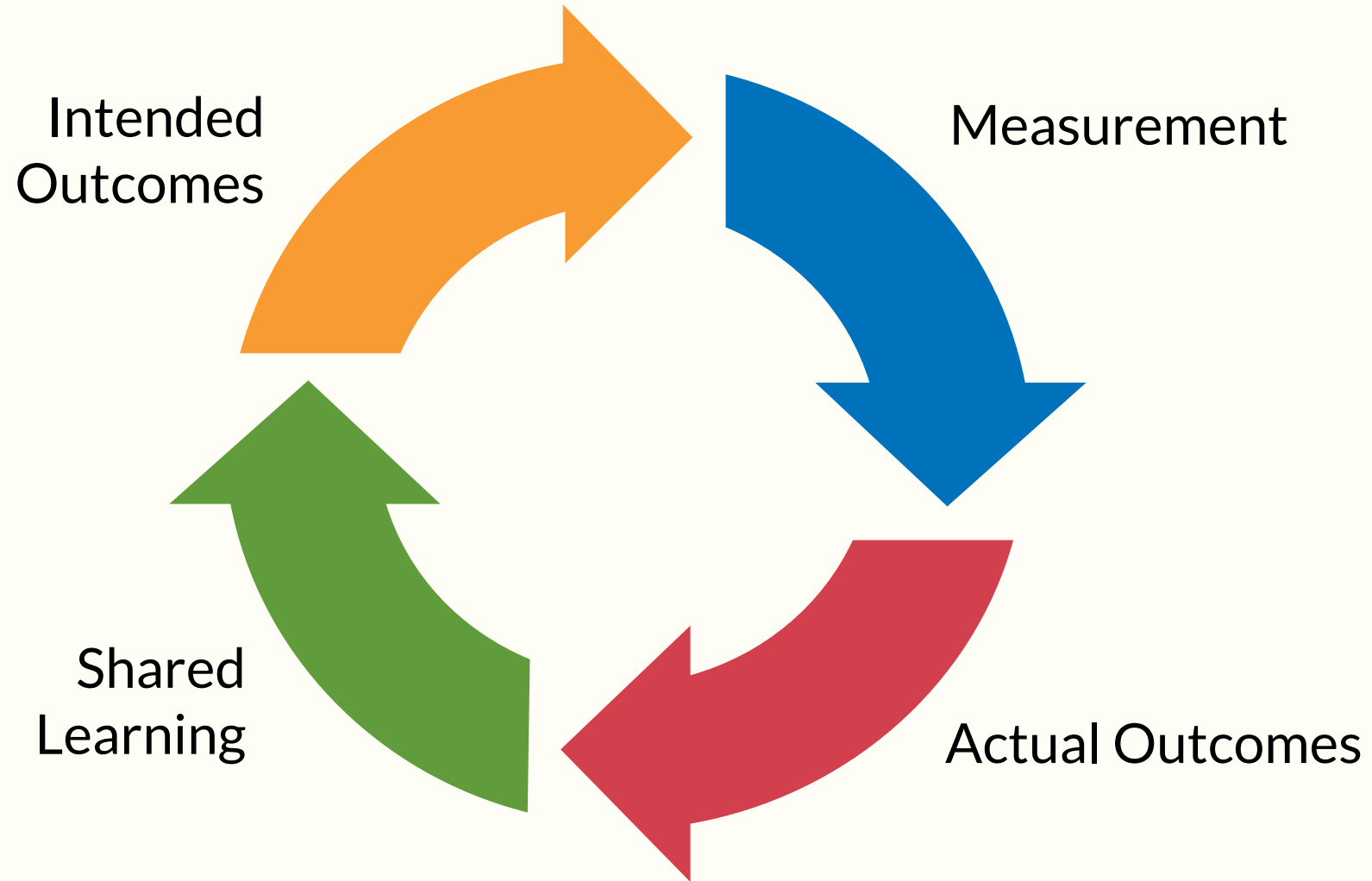
- Can be used to plan and identify data needs
- Help programs learn from one another



Communicate

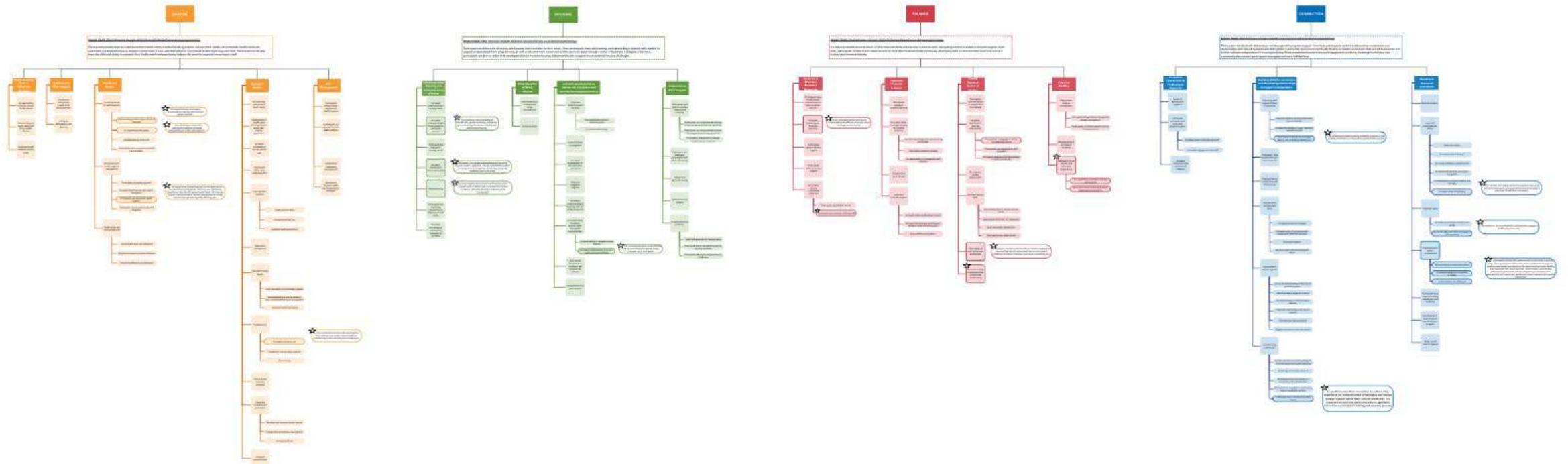
- Facilitates good team conversations
 - Good way to show and communicate how programs work and the impact
-

System Utility



Measurement and Learning

- **Outcome bank** that matches common outcomes throughout programs
- **Outcome map** that visualizes a participant journey based on program outcomes
- **Assessment mapping** based on our current HMIS data
- **Outcome measurement** to inform the extent to which outcomes are being achieved
- **Qualitative processes** to dig in further





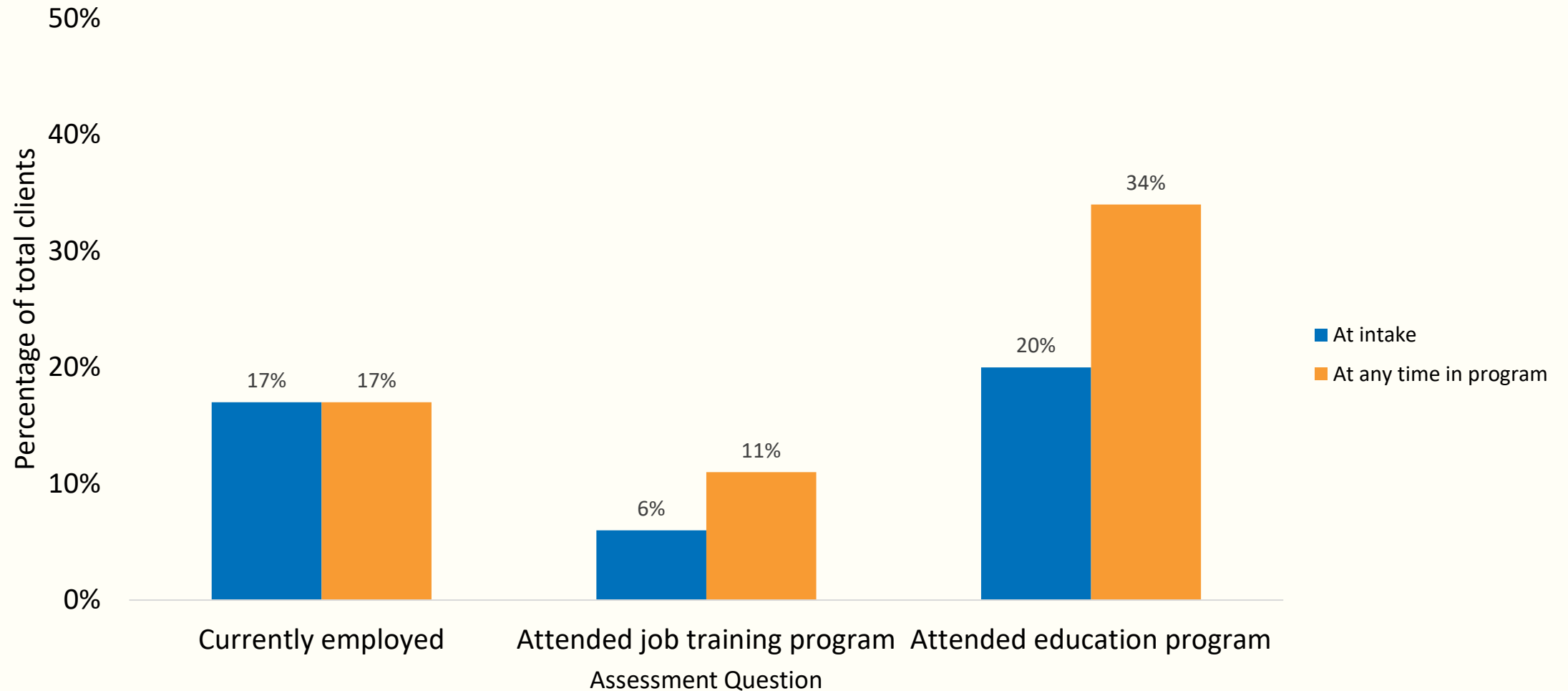
Youth Scattered-Site: Example

Common Outcomes	Data Point	Assessment Question
Participants gain employment	Intake and Quarterly assessments (every 3 months in program)	Have you gained paid employment within the past 3 months?
Participants engage in skill development or pursue certificates		Are you currently attending a job training program?
Participants are engaged with high-school or post-secondary education		Are you currently attending an education program?



Youth Scattered-Site: Example

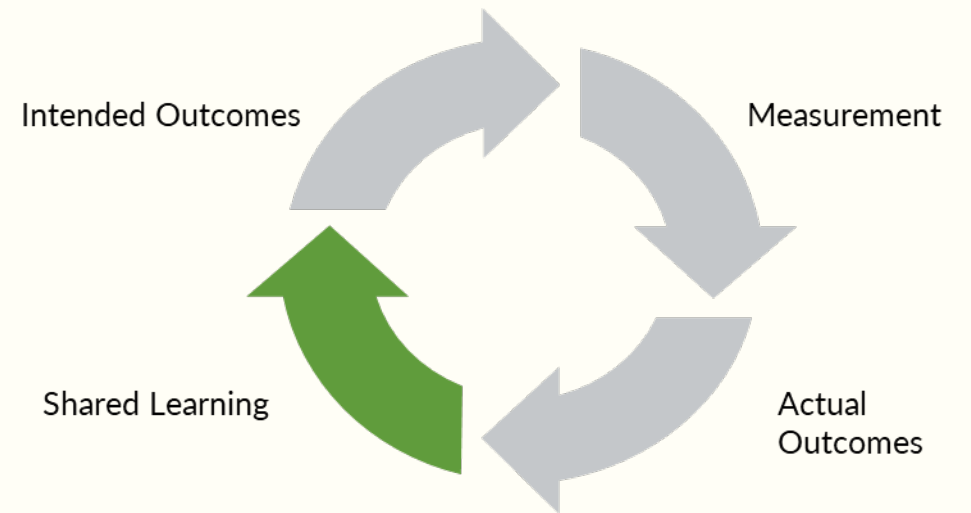
Participants answering “Yes” to Education and/or Employment Training Questions





Beyond the Numbers: Shared Learning

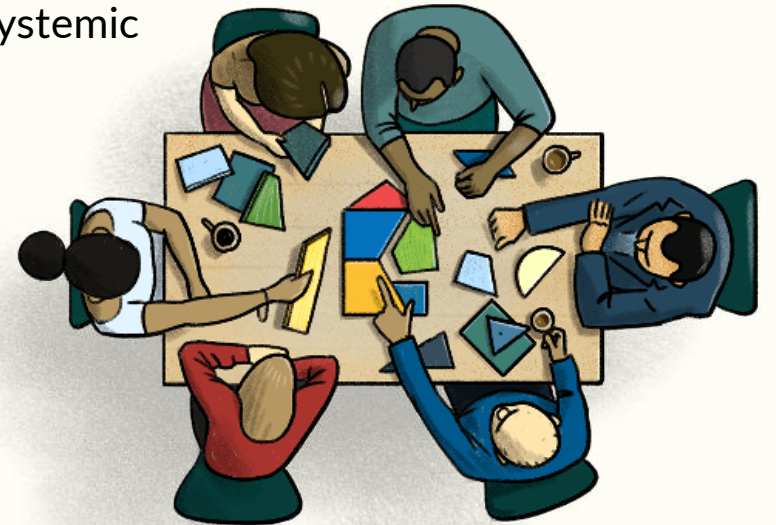
- To what extent are those outcomes being met within programs? Why or why not?
- What are youth employment barriers?
- What has helped youth gain employment?
- What are the challenges and successes related to these outcomes?
- What can programs learn from each other?





Other benefits

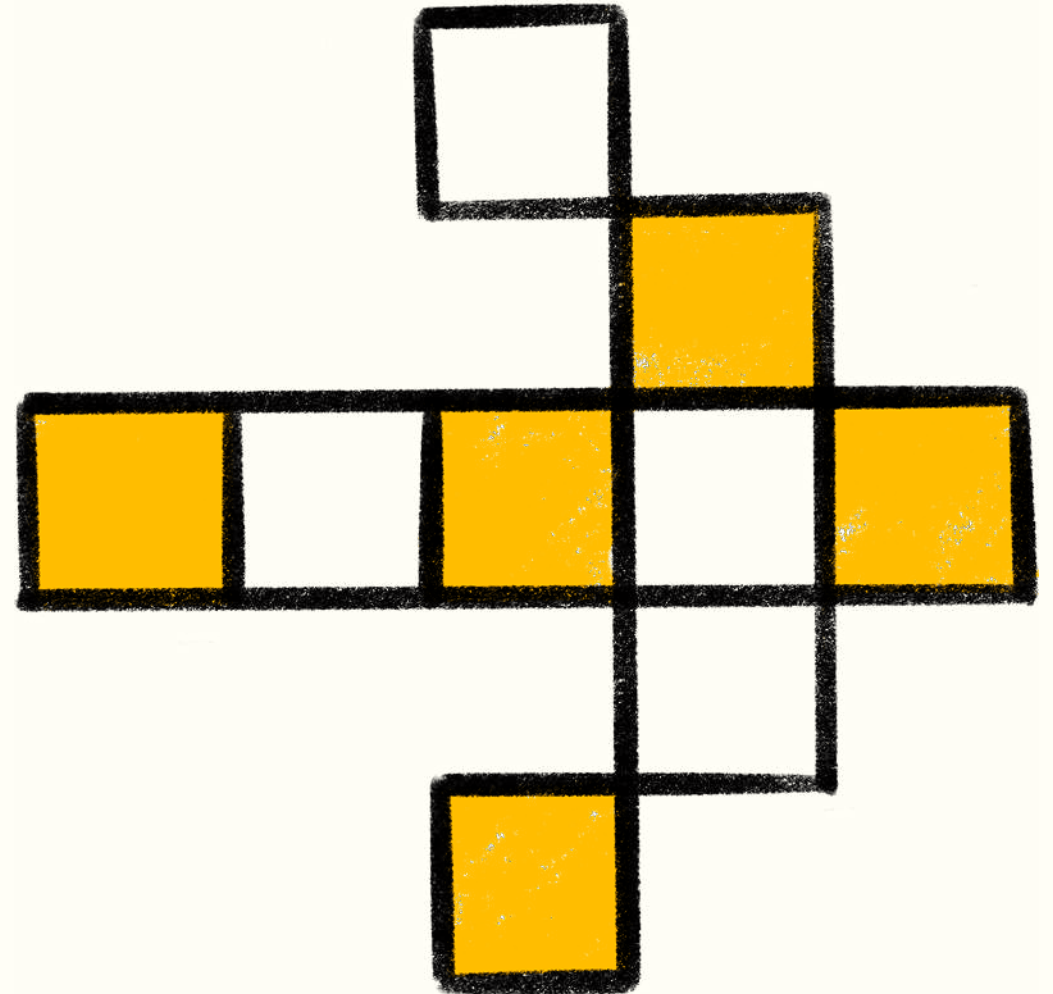
- Informs CHF's Communities of Practices
- Has introduced a common language (e.g., housing future phase)
- Has clearly articulated the goals of programs and helped programs focus on this
- Will help us and programs understand challenges, whether that be operational or systemic





Progress and Next Steps

- Continued outcome mapping for all program types
- Continued mapping of assessment data with TOC outcomes
- Leverage current CHF and program data
- Create new data to address gaps



Thank you

QUESTIONS?



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