



Measuring Success for Young Adults in Supportive Housing

**Good Shepherd Services
Chelsea Foyer Program**

12th Annual New York State
Supportive Housing Conference

Who We Are

GSS is a youth development, family service, and education organization.

Each year, we work with more than 20,000 vulnerable children, youth, and families.





What We Do

We operate more than 70 programs in the Bronx, Brooklyn and Manhattan which include:

- Community-Based Youth Development, Education, and Family Service Programs
- Multiple Pathways to Graduation Programs
- Group Homes for Adolescents
- Foster Care and Adoption
- Transitional and Supportive Housing

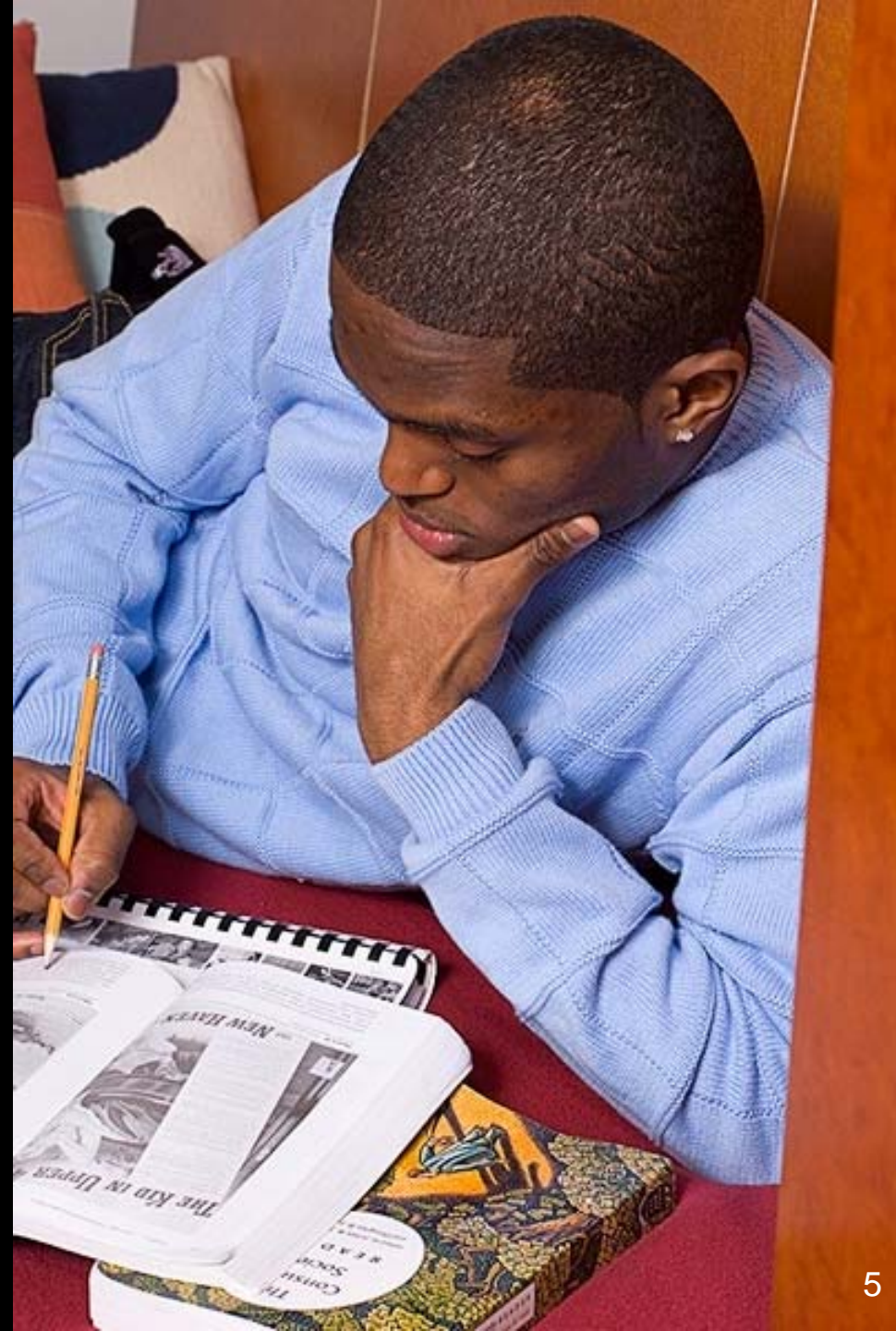


How We Work

- Strengths-Based Approach
- Wrap-Around Services
- Commitment to Community
- Partnerships/Shared Resources

Chelsea Foyer: Program Overview

- Opened in 2004. Based on Foyer model developed in the UK
- Provides 40 young people, ages 18-25, with supportive transitional housing
- Residents participate in a personalized program of services for up to 24 months
- Services infused with Good Shepherd's signature strength-based youth development practices





Chelsea Foyer: Key Program Staff

- 1 Program Director
- 1 Program Manager
- 1 RHY Coordinator
- 2 Case Managers
- 5 Full-Time and 3 Per Diem Independent Living Counselors
- 2 Full Time Good Shepherd Volunteers
- 1 MSW Intern/Employment Specialist
- 1 Office Manager



Chelsea Foyer: Key Program Components

- Rigorous Application Process
- Contract and Action Plan
- Limited Structure/High Expectations
- On-Site Support Services
- Program Fee – sliding scale based on income, held in trust and returned to youth at discharge
- Culture Focused on Workforce Development

Chelsea Foyer: On-Site Support Services



- Case Management Services
- Life-Skills Development
- Housing and Aftercare Services
- Workforce Development
- Community Building

Chelsea Foyer: Data Needs

- Need to know who we serve
- Need to capture how program is doing on a daily basis to inform practice
- Need to track participant fee rates and savings
- Need to produce internal and funder-driven reports



Approach to Evaluation

Begins with our mission:

“To surround at-risk New York City youth and their families with a web of supports that promote a safe passage to self-sufficiency.”

We assess positive impact by focusing on three core Youth Development Outcomes:

- Safety
- Belonging
- Skill building

To assist in these efforts, we have a centralized Program Evaluation and Planning Dept. that partners with staff to use data and research evidence to strengthen services.



Approach to Evaluation

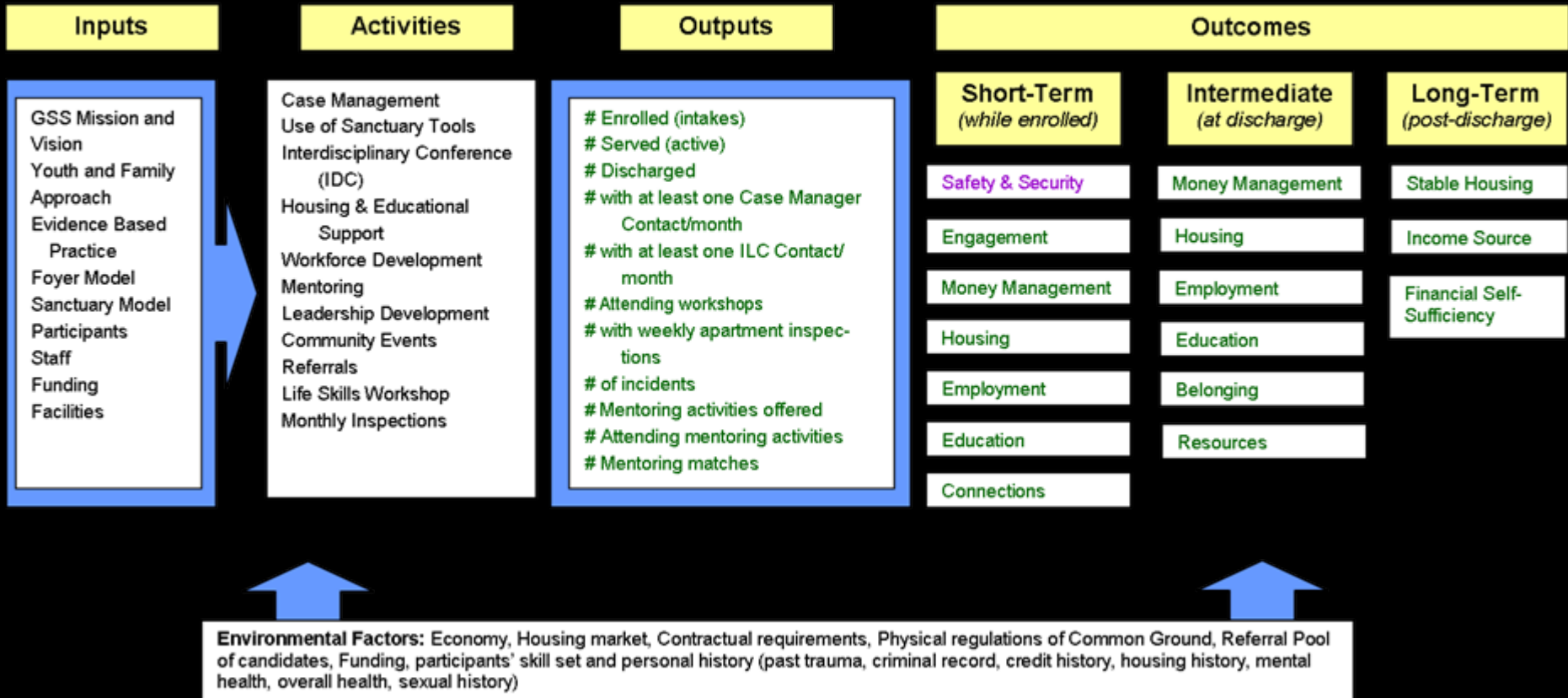
All Programs

- implement a performance management plan that includes a logic model with defined inputs, activities, outputs, and outcomes
- track data on participant characteristics, services, and outcomes
- incorporate standardized tools for assessment and data collection
- convene participant and staff forums to review results and learn from data

Chelsea Foyer - LOGIC MODEL

Program's Intended Impact: While residing at the Chelsea Foyer, participants will acquire the necessary skills to become self-sufficient.

Target Population to be served: Young adults ages 18-25 who are homeless, at-risk of homelessness, or aging out of foster care.



GREEN = Tracked in ETO

PURPLE = Tracked in PSS & Incident Data

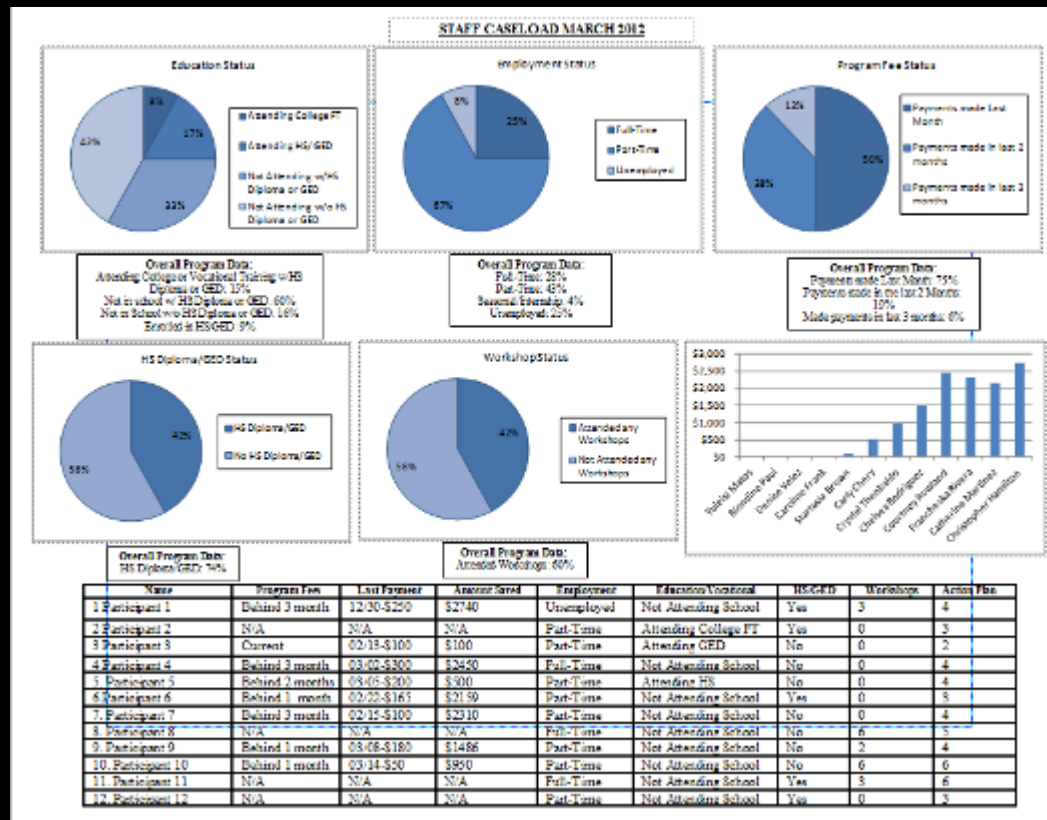
How We Use Data



How We Use Data

Individual Case Management & Supervision:

Monthly Caseload Charts



How We Use Data

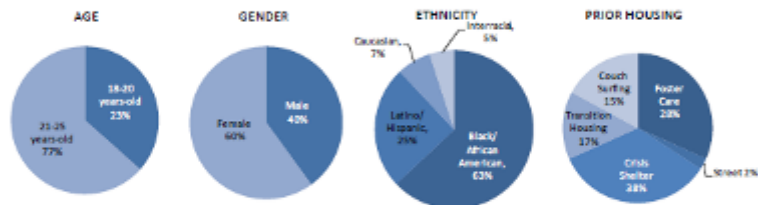
Program Planning & Advocacy: *Monthly Dashboards*

CHelsea FOYER AT THE CHRISTOPHER APRIL 2012

Based on a successful European model and integrated with Good Shepherd's signature strength-based youth development practices, the Foyer provides 40 young adults between 18 and 25, who are aging out of foster care, homeless, or at-risk of homelessness with supported transitional housing in a co-ed setting. Key program components include personal support, life-skills development, work force development, community, housing, and after-care services. Staff includes a Program Director, Social Work/Aftercare Supervisor, Case Managers, Independent Living Counselors, Administrative Assistant, Nurse, Volunteers and Interns.



ABOUT OUR CURRENT RESIDENTS (40 SERVED IN APRIL 2012)



WHY WE INVEST IN YOUNG PEOPLE

We know that young people have what it takes to succeed. By investing in the residents of the Foyer, we are not just investing in the future of those young people, but in a stronger community and better future for us all. At the Foyer, it costs approximately \$100 a day to house and provide on-site support services to a young person. Comparatively, congregate foster care costs between \$323-\$370 per day, a homeless shelter, without so many supports, costs \$36 per night, and a young person serving a prison sentence costs \$238 per day.

FUNDING

There is NO dedicated funding stream for the Chelsea Foyer. Each year GSS pieces together funding from a number of sources including: Federal Housing and Urban Development (HUD); New York State Supportive Housing for Families and Young Adults (SHFYA); NYC Department of Health and Mental Hygiene (DOHMH-NYNY18); NYC Department of Homeless Services (DHS); NYC Department of Youth and Community Development (DYCD-RHY); City Council Funding; and private grants.

GOOD SHEPHERD SERVICES
305 Seventh Avenue, 9th Floor, New York, NY 10001 P 212-243-7070 F 212-929-3432 www.goodshepherd.org

THE CHelsea FOYER AT THE CHRISTOPHER
202 West 24th Street, New York, NY 10001 P 646-485-3900 F 646-485-3909 www.chelseafoyer.org



HOW WE MEASURE PARTICIPANTS' SUCCESS

IN PROGRAM

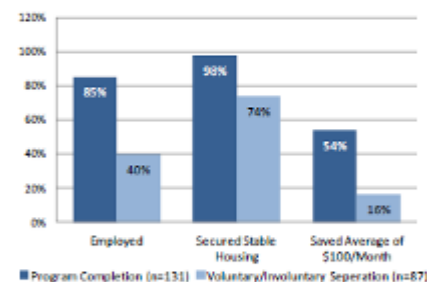
For young adults currently participating in the Foyer program, we measure success in a number of ways, but three indicators—education, employment, and program fee/savings—are particularly telling when evaluating our residents' progress toward achieving self-sufficiency. Below is an overview of how our current 60 residents are progressing in these areas.



AT DISCHARGE

For young people who are discharged from the Foyer, it is our goal that at the time of discharge, 70% will be employed, 60% will have saved an average of \$100 per month, and 75% will have secured stable housing. The graph to the right illustrates our results for residents discharged since the beginning of the program in 2004.

We also place importance on the educational achievements of our young people and encourage their academic pursuits. Of the 218 residents discharged from the Chelsea Foyer to date, 145 residents have left with a high school diploma or GED and 84 have been discharged while pursuing further education or a vocational certificate.

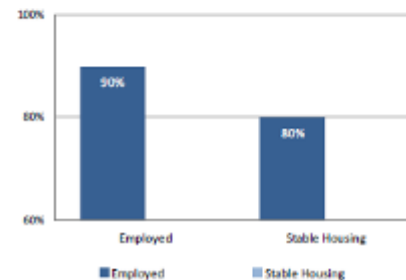


IN THE LONG RUN

It is our goal that 70% of program graduates will be self-sufficient post graduation (defined as having stable housing and employment).

200 alumni met the criteria to participate in a post-graduation survey. 99 alumni responded, for a 50% response rate. The average time since graduation for respondents was 25.3 months.

Of those who responded, 90% were self-sufficient in terms of employment or income source, and 80% achieved self-sufficiency relating to stable housing.



How We Use Data

Program Planning & Advocacy: *Outcomes Progress Report*

OUTPUTS			
FY12 Q2 is October 2011 of 42 participants residing at the Foyer or with 11 days out of a quarter except where noted			
Participants with at least one:	FY12 Q2		FY11 Q2
	#	%	% Participants
Case Management Services Being Completed	41	98%	93%
Self-Employment			
Workshop participation			
Number of Inquiries per month (as calculated out of 42 participants)			

INTERMEDIATE OUTCOMES					
In Q2, 2 participants were discharged in the Foyer, 1 of these completed the program, 1 of 26 in Outcomes/Needs Linkage.					
Outcome	Target	Program Completion Rate (at 12)		Retention/Service Linkage Rate (at 12)	
		#	%	#	%
HOUSING/EMPLOYMENT: Participants will complete necessary program skills	80%	2	6%	8	20%
		0%	0%	3	7%
		0%	0%	4	10%
		0%	0%	3	7%
		0%	0%	1	3%
		0%	0%	4	10%
		0%	0%	3	7%

Good Shepherd Services - Chelsea Foyer

FY 12 Q2 Outcomes Progress Report (October, November, December 2011)

Outcomes Progress Report

The Quarter 2 outcomes progress report includes participants served between 10/1/11 and 12/31/11 at Chelsea Foyer. During this period, 42 participants resided at Chelsea Foyer. Of the 42, 4 were discharged during the quarter. Of those discharged, 3 had completed the program. The average length of stay for these 4 participants was 22 months.

Data Sources: The data for the outcomes progress report 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, 31 participants completed Participant Satisfaction Surveys (Response Rate = 78%). During the report period, 10 alumni completed surveys. Of those, 7 completed the program. Alumni Survey data for all 10 former participants is included in the long-term outcomes.

Report Sections: This report has four sections. The first page provides demographic and background information. The second page provides outputs for the quarter, as well as the averages for FY11. Pages 3-5 provide outcomes data, as well as a chart comparing FY12 Q2 Intermediate outcomes to the FY11 Q2 averages. Pages 6-7 include appendices of participant lists with relevant details.

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

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.

Chelsea Foyer Outcomes Progress Report FY12 Q2

Demographics and Background Information

Age

Gender

Referral Designation

Foyer Composition

Chelsea Foyer Outcomes Progress Report

January 2012

January 2012

SHORT-TERM OUTCOMES

Outcome	FY12 Q2	FY11 Q2
Developing essential management skills	81%	79%
Developing essential employment skills	81%	79%
Active members of the Foyer community	81%	79%
Developing essential skills	81%	79%
Enrolled in an educational/vocational program	81%	79%
Developing a supportive network	81%	79%

Chelsea Foyer Outcomes Progress Report FY12 Q2

INTERMEDIATE OUTCOMES					
Outcome	Target	Program Completion Rate (at 12)		Retention/Service Linkage Rate (at 12)	
		#	%	#	%
HOUSING/EMPLOYMENT: Participants will complete necessary program skills	80%	2	6%	8	20%
		0%	0%	3	7%
		0%	0%	4	10%
		0%	0%	3	7%
		0%	0%	1	3%
		0%	0%	4	10%
		0%	0%	3	7%

Chelsea Foyer Outcomes Progress Report FY12 Q2

Helpful Resources

- Dworsky, A. (2010). *Supporting Homeless Youth During the Transition to Adulthood: Housing Based Independent Living Programs*. Retrieved May 23, 2012 from <http://www.highbeam.com/doc/1G1-224934236.html>
- Eckhart-Queenan, J. & Forti, M. (2011). *Measurement as Learning: What Nonprofit CEOs, Board Members, and Philanthropists Need to Know to Keep Improving*. Boston: MA: The Bridgespan Group. Retrieved January 12, 2012 from <http://www.bridgespan.org/measurement-as-learning.aspx>
- Good Shepherd Services (2012). *Good Practice Produces Good Outcomes: Good Shepherd Services' Commitment to Evidence-Based Practice*. Retrieved January 12, 2012 from <http://www.goodshepherds.org/about/results.html>
- The Urban Institute (2003). *Keys to Outcome Management*. Washington, DC: Urban Institute. Retrieved January 12, 2012 from http://www.urban.org/UploadedPDF/310776_KeySteps.pdf
- W. K. Kellogg Foundation (2004). *Logic Model Development Guide: Using Logic Models to Bring Together Planning, Evaluation, and Action*. Battlecreek, MI: Author. Retrieved January 12, 2012 from http://www.wisconsin.edu/edi/grants/Kellogg_Logic_Model.pdf
- Kirk, A. *Visualising Data blog* <http://www.visualisingdata.com>