



Evaluation Report
Executive Summary

January 2017



Introduction

Guided by the mission of **empowering victims of intimate partner violence to live as survivors**, Coburn Place provides **transitional housing, supportive services, and advocacy** to adults and their dependents in Indianapolis. Over the course of its 20-year history, Coburn Place has recognized that **the way in which it delivers services** to survivors of intimate partner violence is **just as important as the services themselves**. To ensure service delivery aligns with its organizational identity and desired program outcomes, Coburn Place has adopted the following **three models**: voluntary services, overall well-being, and trauma-informed care. The principle that participation in services is not a condition of receiving housing underlies the **voluntary services** model, which is based on the belief that survivors should have the freedom to make their own decisions. The **overall well-being** model contends that, to break the interconnected cycles of violence, trauma, and poverty, services should help survivors minimize tradeoffs and build assets in all areas of their lives. Finally, **trauma-informed care** recognizes that many of the behaviors survivors exhibit are directly related to their traumatic experiences. Thus, this model requires service providers to have a basic understanding of trauma triggers and respond to survivors in a supportive manner that consciously avoids re-traumatization.

To further its goal of providing **best-in-class programs** that serve as a model for similar organizations, Coburn Place launched a comprehensive, **16-month evaluation process** in January 2016. Partially funded through a grant from the **Nina Mason Pulliam Charitable Trust** and designed and conducted by **Hedges & Associates** as a third-party evaluator, Coburn Place sought to **assess the outcomes of its Adult Services Program**, as well as **how the organization has operationalized the aforementioned service delivery models**. The evaluation process consisted of two primary components: a **program evaluation** utilizing Adult Services Program data to analyze program activities and determine the extent to which Coburn Place is achieving its desired outcomes; and a **service delivery evaluation**, consisting of document review, as well as interviews with key staff and residents, to determine the extent to which Coburn Place has integrated voluntary services, overall well-being, and trauma-informed care into its organizational culture and programming.



Program Evaluation

The program evaluation component of this project consisted of **two key elements**: a process evaluation and an outcomes evaluation.

Methodology

The **process evaluation** focused on **implementation of the Adult Services Program**, and measured how residents are using the services (e.g., transitional housing, case management, advocacy, direct assistance, referrals, support groups, skill-building workshops) Coburn Place offers in order to determine **key program activities**. The process evaluation analyzed outputs data from residents of Coburn Place's on-site transitional housing who exited the program during the 2014 and 2015 calendar years. Utilizing data from this same period, the **outcomes evaluation** focused on **the extent to which the Adult Services Program is affecting change** among residents **along the pillars of safety, social and emotional well-being, housing readiness, and self-sufficiency**. The outcomes evaluation analyzed indicators of these four pillars using the Self-Sufficiency Matrix, a standardized tool that is administered to residents by Coburn Place advocates upon entry to and exit from Coburn Place's transitional housing.

Key Findings

- The current depth of information collected from Coburn Place residents upon exit and definition of program completion **do not allow one to differentiate between residents who have achieved their goals** upon leaving **versus those who have simply reached the maximum residency length**.
- Participation data revealed that Coburn Place residents are **primarily utilizing the Adult Services Program to meet their basic needs**, with case management and various forms of direct assistance being among the most popular services.
- Overall, Coburn Place residents demonstrated the **most improvement in the safety and housing readiness outcome areas** over the course of participation in the Adult Services Program. While residents demonstrated **some improvement in the self-sufficiency outcome area**, they demonstrated the **least improvement in the social and emotional well-being outcome area** upon program exit.
- These outcomes are **consistent with** Coburn Place residents' **patterns of participation in the Adult Services Program**.



Service Delivery Evaluation

The service delivery component of this project consisted of **three key elements**: document review, staff interviews, and resident interviews.

Methodology

Document review focused on how Coburn Place has **formally incorporated** the voluntary service, overall well-being, and trauma-informed care models into its organizational and program **policies and procedures**. For the document review, Hedges & Associates analyzed 20 documents that fell into the following categories: organizational documents, program documents, employee documents, and job descriptions. **Staff interviews** concentrated on the ways in which Coburn Place has **communicated with and trained key personnel** on voluntary services, overall well-being, and trauma-informed care, and the extent to which these service delivery models have been integrated into organizational and program **operations**. For the staff interviews, Hedges & Associates spoke with 14 Coburn Place staff members who were grouped into the following categories based on their interactions with Coburn Place residents: administration, advocates, mentors, other staff, and volunteers/contractors. Finally, **resident interviews** centered on how residents' **daily interactions** with Coburn Place staff **reflect important characteristics of the three service delivery models**. For the resident interviews, Hedges & Associates spoke with 18 residents of Coburn Place's on-site transitional housing in September and October 2016. Residents were asked questions pertaining to 17 concepts that constitute key features of voluntary services, overall well-being, and trauma-informed care.

Key Findings

- The **voluntary service** and **overall well-being** models **have been formally incorporated** into Coburn Place's organizational and program policies and procedures.
- While some principles of **trauma-informed care** are reflected, this model **has not been formally incorporated** into Coburn Place's organizational and program policies and procedures.
- **Voluntary services** is the **best understood** and **most successfully implemented** of Coburn Place's service delivery models.
- In general, the **overall well-being** model **has not changed how Coburn Place delivers services**, but rather given an official name to an approach staff were already utilizing.
- Staff's **trauma-informed care training and experience is individualized** rather than the result of a formalized effort by Coburn Place to operationalize this model.

- Residents clearly understood that they have a choice in the services they receive from Coburn Place, which is consistent with the organization's successful implementation of the voluntary service model.
- Consistent with the organization's informal implementation of trauma-informed care, residents sometimes felt that Coburn Place did not provide a dependable and predictable environment.



Recommendations

Based on key findings of the program and service delivery evaluations, Hedges & Associates identified the following opportunities for Coburn Place to adjust its program processes, service delivery approach, and evaluation procedures to improve Adult Services Program outcomes and more effectively measure program impact in the future.

- Obtain additional information from Coburn Place residents upon exit and clearly define program completion to allow for differentiation between residents who have achieved their goals upon leaving transitional housing versus those who have simply reached the maximum residency length.
- Explore residents' needs and interests specifically related to improving their self-sufficiency skills and social and emotional well-being to gain a better understanding of what may be driving lower levels of participation in activities associated with these outcome areas.
- Formally incorporate trauma-informed care into Coburn Place's organizational and program documents and job descriptions so it is recognized as a stand-alone model on par with voluntary services and overall well-being.
- Include all staff in trainings related to Coburn Place's service delivery models to better equip all levels of the organization to successfully engage with residents.
- Provide in-depth training on both the theory and application of overall well-being and trauma-informed care to achieve a common understanding and implementation of these models across all levels of the organization.
- Determine what factors (e.g., workload, training, etc.) may be affecting Coburn Place's ability to maintain a consistent schedule, mood, and demeanor to provide a more dependable and predictable environment for residents.
- Re-examine the indicators selected to measure residents' safety, social and emotional well-being, housing readiness, and self-sufficiency outcomes, as well as the availability of standardized and validated measurement tools, to provide a truer representation of the Adult Services Program's true impact.
- Ensure that program data is entered accurately and consistently to obtain increased clarity on Coburn Place residents' use of the Adult Services Program in future evaluation.
- Integrate the collection of process and outcomes data into Coburn Place's case management work flow to avoid over-surveying residents and produce more robust evaluation results.



Next Steps

Based on the preceding program and service delivery evaluation results and recommendations, Hedges & Associates will facilitate a **three-hour session** with leadership and key staff to **prioritize modifications to Coburn Place's program processes and service delivery methods** aimed at maximizing desired outcomes for residents. During this session, Hedges & Associates will engage attendees in developing strategies for implementing high-priority program adjustments, including action steps and timelines, as well as roles and responsibilities for leadership and key staff. Following program modification planning and based on the preceding recommendations regarding evaluation processes, Hedges & Associates will work closely with Coburn Place staff to develop and deliver a **comprehensive evaluation plan** that details **improved data collection and analysis procedures**. This plan will minimize current evaluation design limitations, making the Adult Services Program more amenable to analysis that provides a **truer representation of Coburn Place's true impact**.