Using Subsidized Housing as a Platform for Two-Generation Strategies

Molly M. Scott, MPP
The Urban Institute

National Association for Welfare Research and Statistics Conference
Providence, RI August 2014
Today’s Presentation

• Overview of the HOST Demonstration
• Conceptual Framework for 2-generation service models
• HOST successes and challenges in planning and implementing these models
Overview of HOST
Background

• The Chicago Family Case Management Demonstration (Sue Popkin et al, 2010)
• Case management for adults only
  Improved outcomes for adults:
    - Employment
    - Physical and mental health
• Did not improve outcomes for children
Housing Opportunities & Services Together (HOST)

INTERVENTION
Urban Institute and site partners
Case management and wraparound services for adults, with strategies to engage children and youth

ENGAGEMENT AND PROGRAM IMPLEMENTATION
Site partners

FOLLOW-UP AND ONGOING ADJUSTMENT SERVICES
Urban Institute and site partners

ADULTS
Increased self-sufficiency/improved health and well-being

CHILDREN
Positive educational and behavioral outcomes

Sustainable community revitalization

Improved well-being of families and kids
HOST Sites

- Altgeld in Chicago
  - 230 families

- New Columbia & Humboldt Gardens in Portland
  - 136 families

- Benning Terrace in Washington, DC
  - 140 families
What does it mean to be “2-generation”?

CONCEPTUAL FRAMEWORK
2-Generation Logic Model

Target Population

Inputs

Activities

Outputs

Short-term Outcomes

Long-term Outcomes

Families

Adults

Specialized adult services

Adult interventions

Parent participation

Parent outcomes: goals reached

Whole family outcomes

Children

Specialized youth services

Youth interventions

Youth participation

Youth outcomes: goals reached
“What has matched my expectations is the whole element of engaging adults and kids. I think that you have to talk about the family unit and not one segment of the family unit.”
– HOST Service Provider

TARGET POPULATION
Target Population: Ideal

- Clearly defined target populations at multiple levels:
  - Family
  - Adult
  - Child

- Assessment of needs at each level to make decisions about appropriate activities and interventions.
Target Population: HOST

Challenges
- Adults who are not head of household (spouses, partners, adult children)
- Sheer numbers of children
- Diversity of child/youth needs across 0-17 age range
- Timeline of program design and implementation

Successes
- Clear targeting at family level
- Mid-course adjustments to child/youth targeting
- On-going needs assessment within core HOST framework
“Our [youth team often] works in the evenings and on weekends and communication has been a challenge with the larger team. [They] do things together, but they don’t see each other every day.”

- HOST service provider
Inputs: Ideal

- Sufficient staff to implement activities with enough intensity
- Staff with specific skills and training to implement interventions for families, adults, and children.
- Fluid communication among adult and youth providers
Inputs: HOST

Challenges
- Communication between youth and adult service providers
- Ambiguity about roles of adult and youth team members
- Youth staff retention

Successes
- Coordination meetings
- Explicitly sorting out roles and responsibilities
- Cross-training, skill development
- Consolidating youth staff
“[My case manager] knows my whole family, she works with us,”
– HOST adult
Activities: Ideal

- Closely aligned with needs
- Based on best available evidence
- Parent and children interventions of similar duration and intensity
- Well-coordinated
- Complemented by whole family activities
- Delivered consistently and with sufficient intensity
Activities: HOST

**Challenges**
- Parent caseloads initially too high at one site
- Insufficient capacity to serve ALL children across 0-17 age range
- Difficulty defining appropriate child/youth interventions

**Successes**
- Parent case management based on Chicago’s successful “Hard to House” model
- Lowered parent caseloads
- Re-designed approach to child/youth interventions
- Whole-family events
“My son worked in the garden [located on the housing site] and he said ‘Mama come on out here.’ That made me interested.”

– HOST Adult
Outputs: Ideal

- Parents and children actively participate in interventions and are satisfied with their experiences.
- Parental and child participation and satisfaction mutually reinforcing
- Parent outputs mediate child outcomes; child outputs mediate parent outcomes
### Outputs: HOST

#### Challenges
- Challenges engaging the hardest to reach families
- Changing dynamics when parents work
- Differing intensity, frequency of parent and youth programming
- Issues with crime, safety, and distrust

#### Successes
- Family events
- Varied methods for keeping in contact
- Safe passage
- Changing-up caseloads
- Changes to youth targeting, programming
“My mom was talking about finishing college—she couldn’t go at first ‘cause she had me and my family. She’s going to go to college for culinary arts and she wants to start her own restaurant. I support her 100% because she’s doing good. The case manager helps us a lot and they give us opportunities like this and opportunities and jobs. That’s how I found out about Learn and Earn, Growing Power, and Plus...”

– HOST youth, male
Outcomes: Ideal

- Both parent and child outcomes are clearly and narrowly defined
- Both parent and child outcomes align closely with the activities implemented.
- Parent and child outcomes are mutually reinforcing
- Improved parent and child outcomes lead to greater family stability and well-being
# Outcomes: HOST

## Challenges
- Aligning outcome measures to the diversity of needs for *personalized* programs
- Lack of clear definition of goals for youth programming from the beginning
- Difficulty reliably tracking *outcomes* in program data
- Ambiguity about what family level outcomes should be

## Successes
- Good alignment between parent needs, activities, outcomes
- Better knowledge of appropriate youth outcomes by end of demonstration
- Baseline and follow-up* survey to capture wider variety of outcomes/experiences
Questions and Comments

http://www.urban.org/projects/host/index.cfm

mscott@urban.org

(202)680-2311
HOST Funders

- Open Society Foundation
- Annie E. Casey Foundation
- Kresge Foundation
- Paul G. Allen Family Foundation
- W.K. Kellogg Foundation
- National Institute of Health (NIH)
- U.S. Department of Housing and Urban Development (HUD)