Slingshot Memphis, Inc.
Slingshot Impact Assessment Summary:
Hope House

September 2019
Dear reader,

Slingshot Memphis aims to create a demonstrable reduction in poverty by promoting a results-driven poverty-fighting ecosystem. To accomplish this mission, Slingshot performs three critical functions.

First, Slingshot helps identify which nonprofit organizations have the evidence or potential to create the most poverty-fighting impact. Some of these organizations, like Hope House, become Affiliate Partners of Slingshot.

Second, Slingshot supports its Affiliate Partners as they maximize their poverty-fighting impact. We use the Slingshot Impact Assessment to evaluate Affiliates’ performance on four dimensions: benefit-cost ratio, use of best practices, measurement infrastructure, and systems-level change.

In addition to determining a partner’s poverty-fighting impact, the Slingshot Impact Assessment identifies core strengths and opportunities for growth. The purpose of this report is to share the results of the Slingshot Impact Assessment for Hope House.

When we identify what works, we celebrate it. When we discover what isn’t working, or what could work better, we provide concrete recommendations on ways to increase effectiveness and impact.

Third, Slingshot invests in its high-impact partners. Slingshot’s funding decisions are based on a partner’s poverty-fighting impact, the needs of the partner organization, the emergence of promising new partner organizations who compete for limited funding, and the overall availability of capital.

Slingshot is not a silver bullet. There isn’t one. Our team does not have all the answers. Although we strive to assess, support, and fund our partners with the utmost objectivity, we are still developing and testing our evidence-based approach. Thus, we need your feedback. Over time, this will enable us to reduce our margin of error.

The following report is not the end of our work with Hope House - it is really just the beginning. Its willingness to be transparent is something to celebrate. Over time, this transparency will help other organizations maximize their poverty-fighting impact. In order to create a better quality of life for our under-resourced neighbors, it is incumbent upon all of us - funders and fighters - to maximize our poverty-fighting impact.

Together, we can address the systems and structures that impair the quality of life for our under-resourced neighbors. Together, we can help promote a results-driven poverty-fighting ecosystem.

Respectfully,

Team Slingshot
Executive Summary

• Hope House aims to **improve the quality of life for under-resourced individuals and families affected by HIV** by providing high quality early childhood education and social services.

• Slingshot **defines impact on poverty as an improvement in future earnings and/or health.**

• The Slingshot Impact Assessment evaluated Hope House on four dimensions: benefit-cost ratio, use of best practices, measurement infrastructure, and systems-level change.
  
  – Hope House’s **benefit-cost ratio is at least strong**, meaning it creates benefits for its clients that exceed the costs to provide its programs and services.
  
  – Hope House’s **use of best practices is at least strong**, indicating there is some evidence for the use of best practices across Hope House’s education programs, counseling services, and housing support.
  
  – Hope House’s **measurement infrastructure is at least strong**. The organization employs a measurement system that collects comprehensive information on its clients.
  
  – Hope House’s **systems-level change is at least strong**. Hope House creates systems-level change by supporting its clients in their interactions with healthcare providers and law enforcement.

• This assessment serves as a baseline from which to build. Hope House **creates substantial impact on individuals and families affected by HIV**.

• Slingshot **encourages Hope House to build on its measurement infrastructure**, enabling more powerful analyses that help the organization understand and grow its impact.
Introduction

Slingshot Impact Assessment overview

This report is Slingshot Memphis’ objective third-party impact assessment of Hope House. The Slingshot Impact Assessment provides a perspective on a nonprofit’s poverty-fighting impact.

Comprised of four dimensions – Benefit-cost Ratio, Use of Best Practices, Measurement Infrastructure, and Systems-level Change (detailed in Figure 1) – this evidence-based assessment estimates nonprofit impact by evaluating a breadth of an organization’s capabilities and results. Slingshot Memphis defines “impact on poverty” as an improvement in a person’s future earnings and/or health.

There are several purposes and uses of the assessment:

- **Objectively assess** the quality and impact of partners’ poverty-fighting work
- **Enhance understanding** of partners’ impact across multiple dimensions
- **Establish context and a basis for conversation** with Slingshot partners about the impact of their work
- **Identify potential opportunities for growth** and areas for collaboration between Slingshot and its partners
- **Assess partners over time** with regular updates to the assessment

Summary roadmap

This document presents a summary of a longer assessment report prepared by Slingshot. That report presents the overall rating for each of the four dimensions of performance above with detailed explanations of the evidence behind the ratings. This summary is intended to present the overall findings and suggestions for improvement.
## Ratings Overview: Hope House

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### Ratings Overview: Hope House

#### Benefit-cost ratio
**Rating: at least strong – Estimated benefits exceed costs**

Slingshot is confident the benefits created by Hope House exceed its costs. Hope House creates substantial benefits for clients through its counseling and case management support. The organization’s daycare and pre-k create strong impact for parents and children on a per-person basis.

#### Use of best practices
**Rating: at least strong – Some evidence for use of best practices and better practices are developing**

Slingshot found strong evidence that Hope House employs best practices to the greatest extent possible where best practices exist. In particular, Hope House’s counseling services and play therapy stand out as adhering to best practices. Often Hope House must adopt practices dictated by a government agency or program. Hope House consistently ensures these programs are implemented with fidelity.

#### Measurement infrastructure
**Rating: at least strong – Sufficient aspects of measurement infrastructure exist**

Hope House’s measurement infrastructure is robust and meets its current needs. The organization’s measurement objectives are clear, and its data collection is comprehensive. Hope House could improve its analytical capabilities by digitizing important data stored in paper files and improving the interoperability of its data across programs.

#### Systems-level change
**Rating: at least strong – Some evidence for the creation of systems-level change**

Slingshot found evidence that Hope House creates systems-level change by partnering with law enforcement and healthcare providers to improve the level of services provided to clients affected by HIV. Hope House aims to influence the broader community’s knowledge and perception of HIV.
Introduction

Benefit-cost Ratio: Summary of Evidence

Overview

The benefit-cost ratio estimates the benefits created by a partner organization for the people it serves relative to the cost of creating those benefits. The benefits described here accrue to an individual or family in the form of improved future earnings and/or health.

Our estimates consider only private benefits to the individuals affected, not any societal benefits like cost savings to taxpayers. While we do not yet include societal benefits in our estimates, we recognize the importance and magnitude of them.

Summary of evidence

Slingshot estimates Hope House’s benefit-cost ratio as at least strong, indicating benefits created by the organization for its clients exceed the cost of creating those benefits.

Hope House’s social services create approximately 84 to 88 percent of estimated benefits. The majority of these benefits are created by its counseling and case management services. Counseling services create impact for clients by addressing depression and trauma. Case management support helps clients gain access to healthcare and reduce hospitalizations. Hope House’s housing support also creates substantial benefits by providing rental assistance to clients who qualify.

Hope House’s education programs – daycare and pre-k – create approximately 12 to 16 percent of estimated benefits. While relative to its social services, Hope House’s education programs serve a smaller set of families and individuals, the per person impact of these programs is substantial. High quality daycare and pre-k help set students up for success throughout their academic careers. These programs also provide parents with free childcare and open up additional hours for parents to pursue employment.

Slingshot’s estimate of Hope House’s benefit-cost ratio serves as a baseline upon which to build. Over time, we will refine and add to our estimates. Hope House can also take action to improve its benefit-cost ratio. For example, Hope House could identify opportunities to augment its case management and wraparound support to maximize the share of clients who are virally suppressed.
### Use of Best Practices: Summary of Evidence

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#### Overview

The use of best practices assessment is intended to help Slingshot determine the extent to which best practices exist in the area(s) served by a particular partner and if that partner is adhering to those practices. Best practices are determined by independent research, ideally by comparing the outcomes produced by a given program or model to those produced by similar models.

In the absence of researched best practices, other considerations within this dimension include the extent to which a partner follows an existing model with fidelity, offers training and professional development opportunities to its staff, and is itself evaluated by an outside organization.

#### Summary of evidence

Slingshot rates Hope House as **at least strong** in its use of best practices. Some of Hope House’s program/service models are not considered best practice but they operate in accordance with the model dictated by a funder or government program. Slingshot acknowledges Hope House’s limitations in this regard. We also did not uncover any problematic or damaging practices.

Hope House’s education programs use curricula that has been research validated or built based on high quality research. The daycare and pre-k are staffed by well-trained, qualified instructors. Hope House’s education programs are NAEYC accredited. This accreditation is considered the gold standard for early childhood centers.

Hope House’s social services include its counseling and case management services and its housing support. **Hope House’s counseling and case management services adhere to best practices.** Therapists follow established, research-backed clinical models. There is strong oversight of social services staff through informal feedback, formal professional development plans, and frequent chart reviews.

**Hope House’s housing-first housing support is similar to a rapid rehousing model which is endorsed by HUD.** Research demonstrates the efficacy of this model. Hope House also provides substantial wraparound support to housing clients.

Slingshot found some opportunities for growth for Hope House’s use of best practices. Hope House’s largest opportunity is its potential to develop a system to identify and target high and rising risk housing clients in order to prevent adverse medical or life events.
# Measurement Infrastructure: Summary of Evidence

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## Overview

The goal of this assessment is to help Slingshot better understand the extent to which a partner has sound practices and processes for collecting, storing, and analyzing program and outcomes data as it relates to fighting poverty.

### Purpose and uses of the measurement infrastructure assessment:
- Build a shared understanding of a partner’s current measurement practices as they relate to poverty alleviation
- Identify opportunities to improve measurement practices, with an eye towards a better understanding of participants, outcomes, and potential impact on poverty alleviation
- Develop a future vision for a partner’s measurement strategy that is aligned with the poverty-fighting aspects of its mission

## Summary of evidence

Slingshot rates Hope House’s measurement infrastructure as **at least strong**. Hope House’s measurement infrastructure is well equipped to meet the organization’s day-to-day needs, improve its programs, and elucidate Hope House’s impact.

Hope House’s measurement infrastructure is guided by a set of **clear measurement goals and policies**. The organization’s measurement design is primarily focused on tracking participants, and data is regularly used at the client-level to guide decision making that improves program quality.

**Hope House collects comprehensive data on its clients.** Because Hope House works with its clients over the long term, it collects a substantial amount of comprehensive outcomes data over time (e.g., income, housing status, health status, etc.).

**Hope House deploys an adequate, organized set of data collection tools.** Hope House’s data collection primarily occurs on paper forms. The forms are well designed and there are clear policies in place to collect information.

**Data storage represents Hope House’s largest opportunity for growth.** The organization stores client data securely in multiple online storage systems operated by funders and government entities (e.g., CareWare, HMIS, and VOCA). Much of Hope House’s data is also stored on paper in locked filing cabinets. Hope House can explore options to improve the interoperability of its data, and identify specific analyses that can be conducted to improve its programs.
The systems-level change assessment is used to determine the extent to which a partner organization is able to create poverty-fighting change in the community beyond the individuals and families that it directly serves. We conceptualize systems-level change as happening through two broad spheres: pathways and policy.

Pathways refers to the local network of peer and partner organizations and how participants in those programs pass through and between them, sometimes in tandem, other times in sequence. It is both quantitative and qualitative and can reflect program capacity, quality, or alignment.

Policy captures the ability of a partner to change the broader system itself. This can happen by affecting public policy, funding flows, social norms, and so on.

Summary of evidence

Slingshot rates Hope House’s systems-level change as at least strong. Hope House’s rating is driven by two concrete examples of systems-level change. It is further supported by several encouraging examples of systems-level change that are more difficult to substantiate but are worthy of mention.

First, Hope House helps facilitate its clients' interactions with law enforcement. This includes helping clients file police reports and enabling clients to obtain representation in domestic violence cases. Hope House educates and builds trust with law enforcement that more easily enables its clients to participate in the justice system.

Second, Hope House had 12 clients facing difficulty with being recognized as transgender. Hope House worked with partner agencies and leaders at Ryan White to increase inclusion in the community. This decreased barriers for transgender clients and enabled access to healthcare and other benefits.

Hope House also engages in a variety of community education, outreach, and advocacy. Given the broad nature of this work, it is difficult to assess the systems-level change associated with these efforts.

Hope House can attempt to further define the goals of its community education and outreach efforts. This will enable Hope House to better target its limited resources and substantiate additional systems-level change.

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"希望之家"与"Slingshot孟菲斯"合作，使用系统水平变化评估来确定合作伙伴组织在社区中创建减贫变革的程度，远超其直接服务的个人和家庭。我们将系统水平变化的概念化为通过两个广泛领域：路径和政策。

路径指的是本地网络的同辈和合作伙伴组织，以及参与者在这些项目中如何通过和在之间，有时是成对，有时是按顺序。它既包括定量也包括定性，并可以反映程序能力、质量和对齐。

政策则捕捉合作伙伴改变更广域系统的能力。这可以发生在影响公共政策、资金流动、社会规范等上。

**概述**

希望之家的系统水平变化至少为"很强"。希望之家的评级由两个具体的例子支持系统水平变化。它进一步得到了几个鼓励例子的支持，这些例子更难以核实但值得提及。

首先，希望之家帮助促进其客户的与法律执法的互动。这包括帮助客户提交警方报告和使客户能够获得代表。希望之家在与执法的教育和建立信任，这更易于与其客户参与司法系统。

其次，希望之家有12名客户面临着困难，这些客户被认定为跨性别。希望之家与Ryan White的合作伙伴机构和领导者合作，增加社区的包容性。这减少了跨性别客户面临的障碍，并使他们能够获得医疗保健等其他福利。

希望之家也参与了各种社区教育、宣传和倡导工作。鉴于这项工作的广泛性质，要评估系统水平变化的关联就具有挑战性。

希望之家可以尝试进一步定义其社区教育和宣传目标。这将使希望之家能够更好地利用其有限资源并论证额外的系统水平变化。
Opportunities for Growth

Expand data storage and analytics capabilities

• Digitize high-priority metrics across all programs and services
• Identify and implement a storage solution that can track data across programs in a single location
• Develop and test a set of analyses that cut across programs and provide insights across clients

Define goals and outcomes of broader education and outreach efforts

• Define specific, measurable goals for Hope House’s outreach efforts
• Investigate the efficacy of education and outreach efforts
• Develop an internal dashboard to track outputs and outcomes

Identify approaches to tailor wraparound case management support

• Incorporate best practice care coordination and case management practices (where applicable)
• Develop approaches to stratify high and rising risk clients
• Identify and test methods to target case management support to high and rising risk clients across all services
Slingshot Memphis aims to create a demonstrable reduction in poverty by promoting a results-driven poverty-fighting ecosystem.