



**Session #102**

***Measuring Success: How SROI can benefit your organization***

**Our Journey into Impact Reporting**

Presentation by  
Volletta Peters, Mainstay Housing  
October 16, 2015



**Mainstay Overview**

Since 1982, developer of “housing plus supports” approaches to meet the needs of consumers of mental health and/or addiction system who are homeless

**Citizenship and Rights-based, ‘Housing First’**

- Developed 19 properties for others
- Developed 41 properties for ourselves – 867 units:
- 88 Rent Supplement Scattered Sites
- 1,100 tenant members – singles, couples and families
- 23 Support Service Agreement agencies (Mental Health and Social Service clinical/outreach/other support services).
- Information Technology Back Office for 5 agencies.



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Chronically Homeless People Bring Extraordinary Complexity

The interplay of challenges, internalized stigma, experiences of discrimination, affects the new tenant's ability and confidence to succeed as a tenant.

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## History of Relationship

	Timeline for Meeting	Description
Relationship with SAM  Methodology & Process Overview  Developing a SIB Program Overview  Lessons Learned  The Future	November 2013	Initial Meeting at Psychosocial Rehabilitation Conference
	January 2014	Contract to begin with SAM
	March 2014	Options Analysis with SAM
	Fall 2014	Ontario Government SIB launch
	May 2015	Development of Social Impact Bond Idea
	February 2015	Completion of SROI Framework with SIB components
	October 2015	Software Implementation
	November 2015 & Beyond (Projected)	Ongoing Reporting

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## Social Return on Investment

Relationship with SAM

Methodology & Process Overview

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Lessons Learned

The Future

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## Examples of Measures

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- Participants in Program we call *Homelessness to Home*
- Community Integration
- Sense of Belonging

 • Reduction in police interactions (no arrest)

• Reduction in arrests

• Reduction in use of emergency shelters

• Number of police interactions, compared to baseline

↓

Cost of police interaction in Toronto (no arrest)	\$280
Cost of police interaction in Toronto (with arrest)	\$692
Average cost per night of emergency shelter services in Toronto	\$64

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## How does it work?

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Participant	Number of police interactions (no arrest)
Participant 1	1
Participant 2	0
Participant 3	3
Average	1.3

Baseline **integrations\*** [2.9] – Average interactions [1.3] = 1.6

1.6 x Cost of police interaction in Toronto (no arrest) [\$280] = \$448

Our **H2H** program saved the City of Toronto \$448 by reducing police interactions (no arrest) by 45% among the treated population.

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## Theory of Change – our service approach

**Stakeholders**  
 Primary Beneficiary: Tenants with mental health issues  
 Other Stakeholder: Agencies, Circles of Care

**Inputs**  
 Inputs: Funding + Staff Time + Organizational Partners

Activities	Immediate Outcomes	Long Term Outcomes	Indicators
Provide referrals to services	Increased access to Basic Need Services	Recovery is promoted through Support in Housing	# of decreased jail visits
Harm reduction program	Increased Self-Advocacy & Empowerment		
Tenant directed activities: Community Kitchen, Coffee Groups, Movie Days, Wellness Recovery Action Plan	Increased Community Engagement	Community Belonging (citizenship) is promoted through Support in Housing	# of decreased transports via Emergency Medical Services to Emergency Department

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## Creating Social Impact Bonds

**Figure 1: Annual Cost per Participant in Pilot**

Year	Cost (Thousands)
1	45
2	25
3	20
4	18
5	15
6	14
7	12

Mainstay was able to design a program with a significantly reduced cost curve for Government

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It delivers significantly better returns over the status quo, and is scalable

**Figure 2: Comparing Return on Investment - Pilot H2H (Proposed), Scaled H2H, Research Project**

Years of Intervention	Scaled H2H	Pilot H2H	Research Project
1	1.0	0.5	0.8
2	1.2	0.6	0.8
3	1.4	0.7	0.8
4	1.6	0.8	0.8
5	2.0	1.0	0.8
6	2.5	1.2	0.8
7	3.2	1.4	0.8

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## Lessons Learned: Mainstay Housing

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- **Affirmed** our starting **assumptions** in one specific program
- Added **rigour** to the **program design**
- Improved our **evaluation tools**
- We have an **impact map**
- Our staff feel **even more proud** of their work: improved buy in and motivation
- Allows us to be clear to the potential tenant what the **program benefits** are for them

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## Lessons Learned cont'd

The Measurement Strategy needs to be tied to:

- Consider **timescale** of investment and **need for data**;
- Make sure **reporting aligned** to requirements;
- **Strong Partnership** built on aligned interests.

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## Future Steady State

Month  
 1 2 3 4 5 6 7 8 9 10 11 12

Annual Operations & Impact Reporting Cycles

Software produced Data Collection to Templates

Impact Reports

Assess reports

Identify Areas of Success & Challenges

Adjust Impact Reporting as Required

Data Collection Changes

Program Changes

Marketing & Communication Campaigns

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# Questions

- Relationship with SAM
- Methodology & Process Overview
- Developing a SIB Program Overview
- Lessons Learned
- The Future

For further questions please contact [vpeters@mainstayhousing.ca](mailto:vpeters@mainstayhousing.ca)

