

Impact Study Update

Summary Report



Executive summary

An impact study update captures the changes in poverty-fighting effectiveness since the previous impact study.

This summary report has two primary objectives:

- Provide impact results, and the basis for those results, across the four dimensions of Slingshot's impact study
- Share opportunities for greater impact that could further enhance poverty-fighting capabilities and impact

Behind this report is a wealth of evidence that is used to conclude an organization's impact results, including:

- Up to 25 hours with the leadership team and other team members of the organization
- Data from the organization about its programs, its participants, and the benefits its participants experience
- Extensive literature reviews and external research to validate best practices and the benefits produced
- Quantitative and qualitative analysis to monetize benefits and identify opportunities for greater impact

The following results for Hope House are based on its 2025 impact study update:

- **Benefit-Cost Ratio: Very Strong**
- **Use of Best Practices: Strong**
- **Measurement Infrastructure: Strong**
- **System Collaborations: Neutral**

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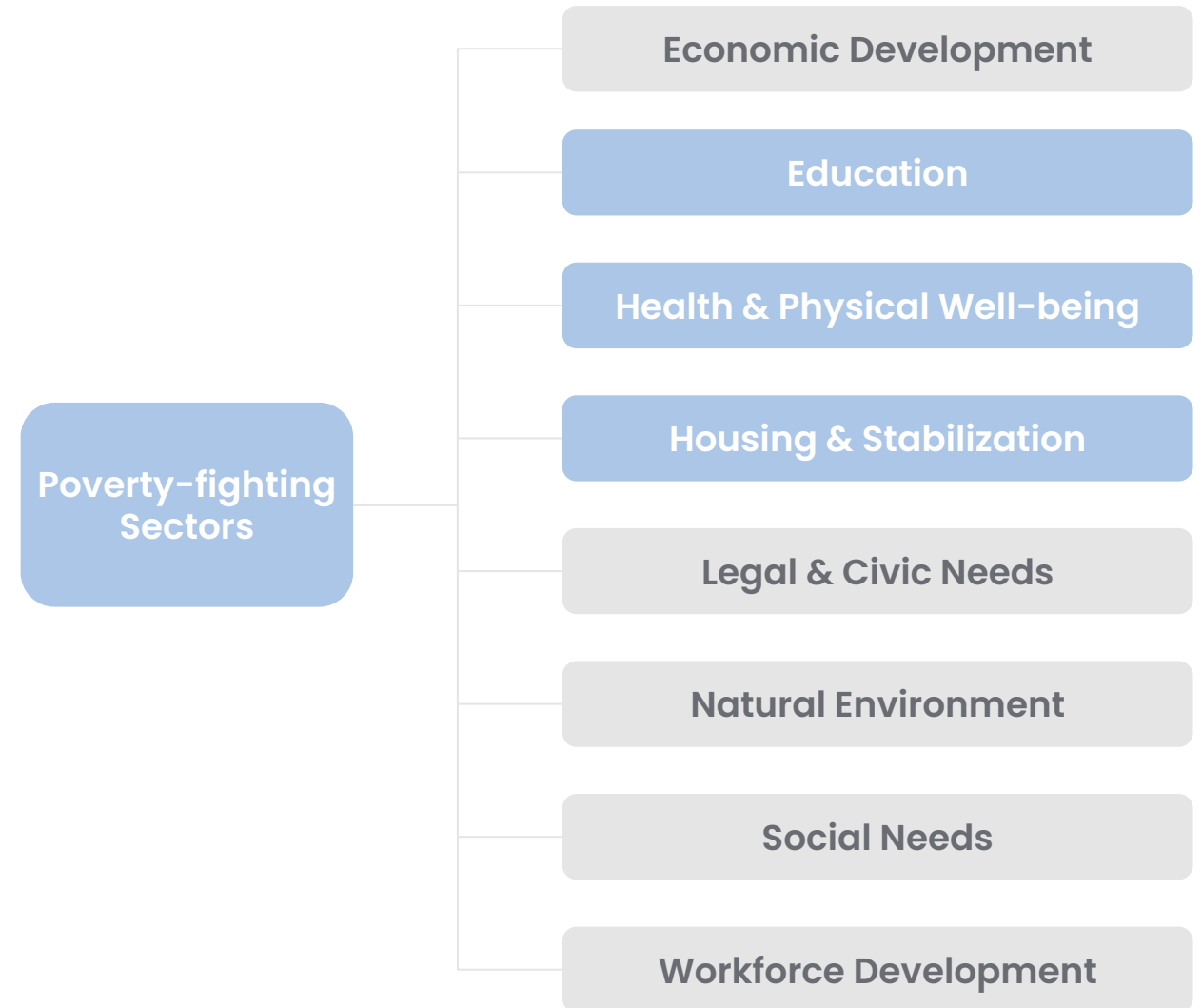
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IMPACT STUDY RESULTS





Organization overview

Hope House's mission is to improve the quality of life for individuals and families affected by HIV and poverty, being a catalyst for life-long change. Hope House provides early childhood education to children affected by HIV/AIDS and prepares pre-school children for entry into kindergarten. Hope House also provides supportive social services to families and individuals affected by HIV in order to enhance the quality of their lives.

Hope House offers case management and a variety of wraparound services. These services include access to medication and medical care, emergency services like housing support, mental health services, outreach, and STI testing. Additionally, Hope House assists individuals in obtaining education and employment in order to remove them from dependency and to offer them a vision of economic choices for a fulfilling life. Hope House's Early Childhood Services opened their doors in 1995, serving five children three days a week; now, they serve up to 47 children five days a week. Additionally, Hope House's pre-K is listed as a partner location for Memphis Shelby-County Schools.



Impact study results summary

		Weak	Neutral	Strong	Very Strong
 <p>Benefit-Cost Ratio</p>	Magnitude of benefits created for participants relative to the costs to produce those benefits				
 <p>Use of Best Practices</p>	Efficacy of program design and implementation to achieve the intended participant outcomes				
 <p>Measurement Infrastructure</p>	Ability of data practices to measure how well the intended outcomes are achieved				
 <p>System Collaborations</p>	Efficacy of processes used to connect participants with other organizations to receive additional benefits				

Changes since previous Impact Study



Benefit-Cost Ratio

The overall result moved from Strong to Very Strong

- The benefit-cost ratio increased primarily due to updates in research regarding the benefits of housing and care coordination for individuals impacted by HIV



Use of Best Practices

The overall result was Strong

- Slingshot enhanced its evaluation of program design and staff performance management processes



Measurement Infrastructure

The overall result was Strong

- Slingshot enhanced its evaluation of quality assurance and incorporated components of storage within other sections



System Collaborations

The overall result was Neutral

- The System Collaborations result remained the same

DIMENSION HIGHLIGHTS

Benefit–Cost Ratio dimension

Magnitude of benefits created for participants relative to the costs to produce those benefits

Outline Programs



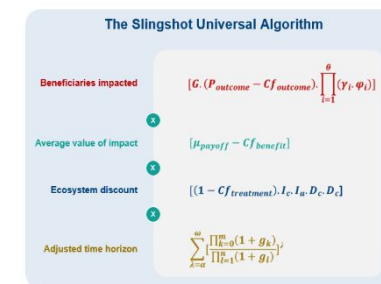
- Identifies the various interventions participants receive by completing the program
- Outlines the range of outputs for the program
- Informs the appropriate baseline population based on the primary sources of program participants

Identify Outcomes



- Informs the data and research required to monetize the program benefits (outcomes)
- Identifies the potential poverty-fighting benefits created by the program interventions
- Defines poverty-fighting benefits as improvements in future earnings or health

Benefit–Cost Analysis



- Collect data and perform research to validate which benefits can be monetized
- Monetize benefits for participants and their immediate families; societal benefits are not included
- Aggregate the value of all the monetized benefits and divide it by the organization's total costs

Benefit–Cost Ratio results

Weak

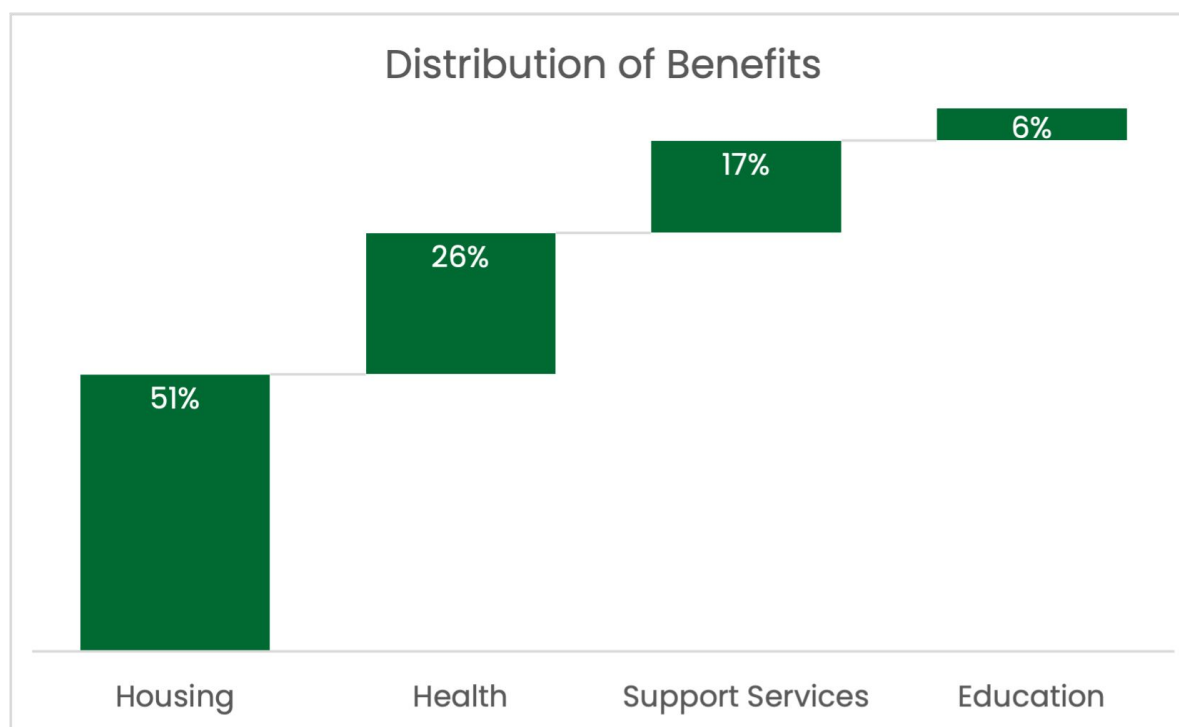
Neutral

Strong

Very Strong

Summary

- Hope House created more than \$2.10 in estimated poverty-fighting benefits for every dollar it spent



Explanation of benefits

- Approximately 51 percent of benefits can be attributed to housing support programming for HIV-impacted individuals, primarily due to stable housing through rental and utility assistance
- Physical and mental health-related services represent approximately 26 percent of the benefits
 - The majority of the benefit comes from HIV care coordination, which leads to medical adherence and viral suppression
 - Additional benefits include improved mental health for clients receiving general counseling and trauma-specific therapy
- Approximately 17 percent of benefits are attributed to additional support services, such as food support, emergency assistance, transportation support, and community outreach and HIV testing
- Early childhood education services created approximately 6 percent of benefits due to increased likelihood of high school graduation and increased earning opportunities for parents
- Hope House's benefit-cost ratio increased from At Least Strong to Very Strong due to updated benefit-cost research regarding housing support for individuals with HIV, parental benefits from daycare and Pre-K, and benefits of care coordination for individuals with HIV

Use of Best Practices dimension

Efficacy of program design and implementation to achieve the intended participant outcomes

Program design

- Identify the models used to deliver programming
 - Research the models that evidence supports as the most effective
 - Validate the efficacy of the program models employed versus research verified best practices
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Program implementation

- Identify the processes used to help ensure program models are implemented as designed
 - Assess the consistency with which participants would experience a program model as designed
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Staff performance management

- Identify the existence of important practices that support staff performance in effectively administering programs
- Validate the efficacy of these practices versus research-verified staff performance management best practices

Use of Best Practices results

Weak	Neutral	Strong	Very Strong
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Strengths

Program Design



- Both of Hope House’s programs continue to align with evidence-based interventions and practices
- Early Childhood Services (ECS) provides high-quality education, as well as supportive activities like social emotional learning, play therapy, parental engagement, and emergency support for families
- Social Services provides key interventions, such as case management, mental health assessments and treatment, viral load monitoring, trauma-related support, and healthy living education

Program Implementation



- Both ECS and Social Services utilize client satisfaction surveys to capture feedback from parents/participants and gain additional insights about the program
- Both programs have measurable, outcomes focused goals which allows them to better measure the impact of their programming (e.g., 90 percent of daycare families will be virally suppressed)
- The Quality Management Committee meets systematically to analyze data, diagnose root causes of challenges, and identify opportunities for improvement

Staff Performance Management



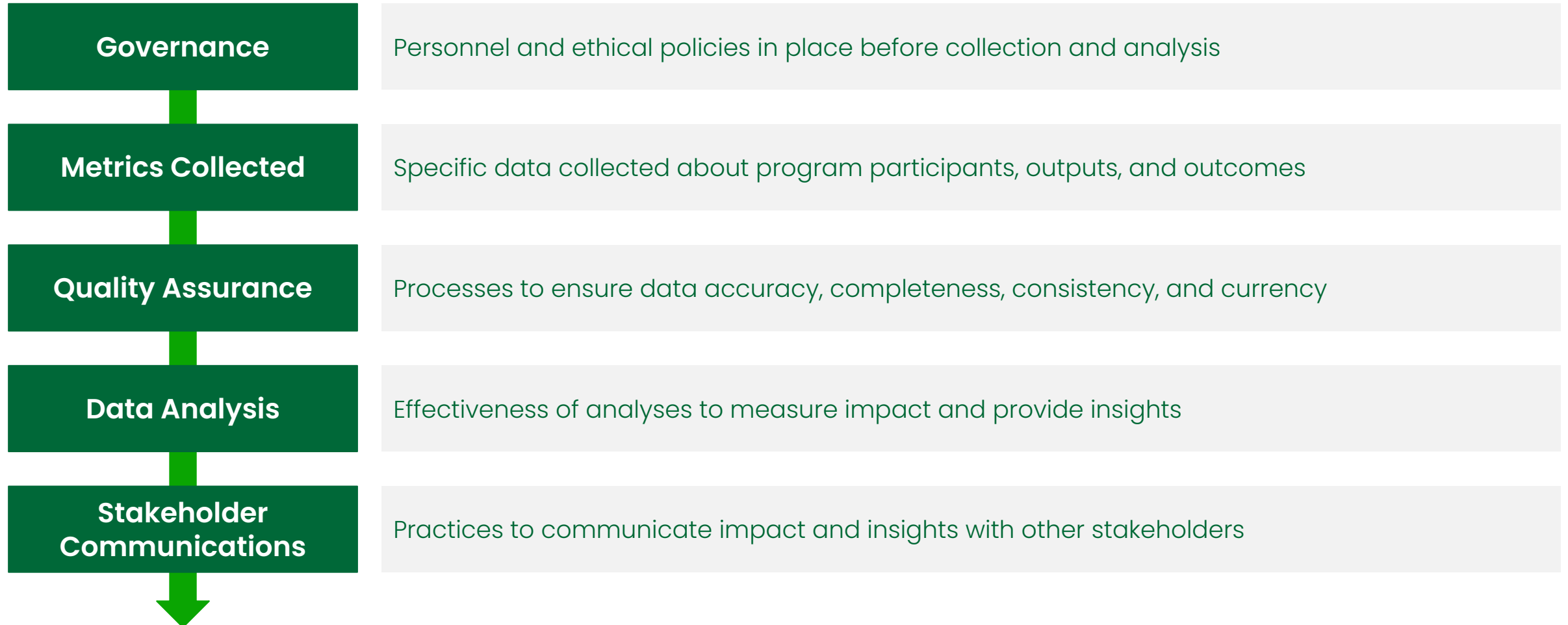
- A formalized staff performance management process exists (i.e., documented, shared with staff, and conducted at least annually)
- Hope House utilizes multiple sources of data during the annual evaluation process (e.g., manager perceptions/observations and self-evaluations)
- Staff create individual develop goals in collaboration with their manager and progress on these goals is reviewed at multiple points during the year

Opportunities

- Enhance ECS staff manuals to include additional behavioral/academic best practices
- Enhance Hope House’s learning and improvement process by using actions plans or documentation of how Hope House creates solutions to implementation problems (e.g., what was the challenge, why it occurred, needed program change, action steps, who is responsible, by when)
- Develop staff performance standards or levels of performance for front-line staff (e.g., ECS Teacher, Social Workers) so that they can better understand what great looks like in their role
- Incorporate colleague or participant feedback as an additional source
- Enhance development goals by using a more explicit strengths based approach (e.g., based on an individual’s strengths, talents)

Measurement Infrastructure dimension

Ability of data practices to measure how well the intended outcomes are achieved



Measurement Infrastructure results

Weak	Neutral	Strong	Very Strong
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Strengths

Opportunities

Governance



- Hope House has both staff and participant facing privacy policies
- Document data analysis responsibilities

Metrics



- Hope House has all the outcome-based metrics necessary to measure the effectiveness of both their programs in achieving the intended impact (e.g., Improved viral suppression LAP-BK capturing self-sufficiency, Brigance measuring Kindergarten readiness)

Quality Assurance



- Hope House incorporates monthly manual data checks that are used to ensure data accuracy, completeness, etc.
- Hope House uses the CAREWare system to house their client data which has multiple, automated fidelity checks (e.g., required fields, required formatting, etc.)
- Develop a guide to ensure that participant data is accurate, complete, consistent, and current (i.e., step-by-step guide)

Analysis



- Hope House analyzes change over time using multiple measures (e.g., pre and -post LAP-BK assessment, Brigance, psychosocial assessments)
- Clients serving on the Consumer Advisory Board, participant in data analysis and are able to provide feedback/discuss barriers about services
- Analyze additional comparison data (e.g., national norms, previous cohorts, etc.) to deepen the understanding of effectiveness
- Develop a protocol to guide interpretation of data (e.g., guiding questions to consistently interpret reports)
- Create data visualizations to enhance interpretation of data (Social services)

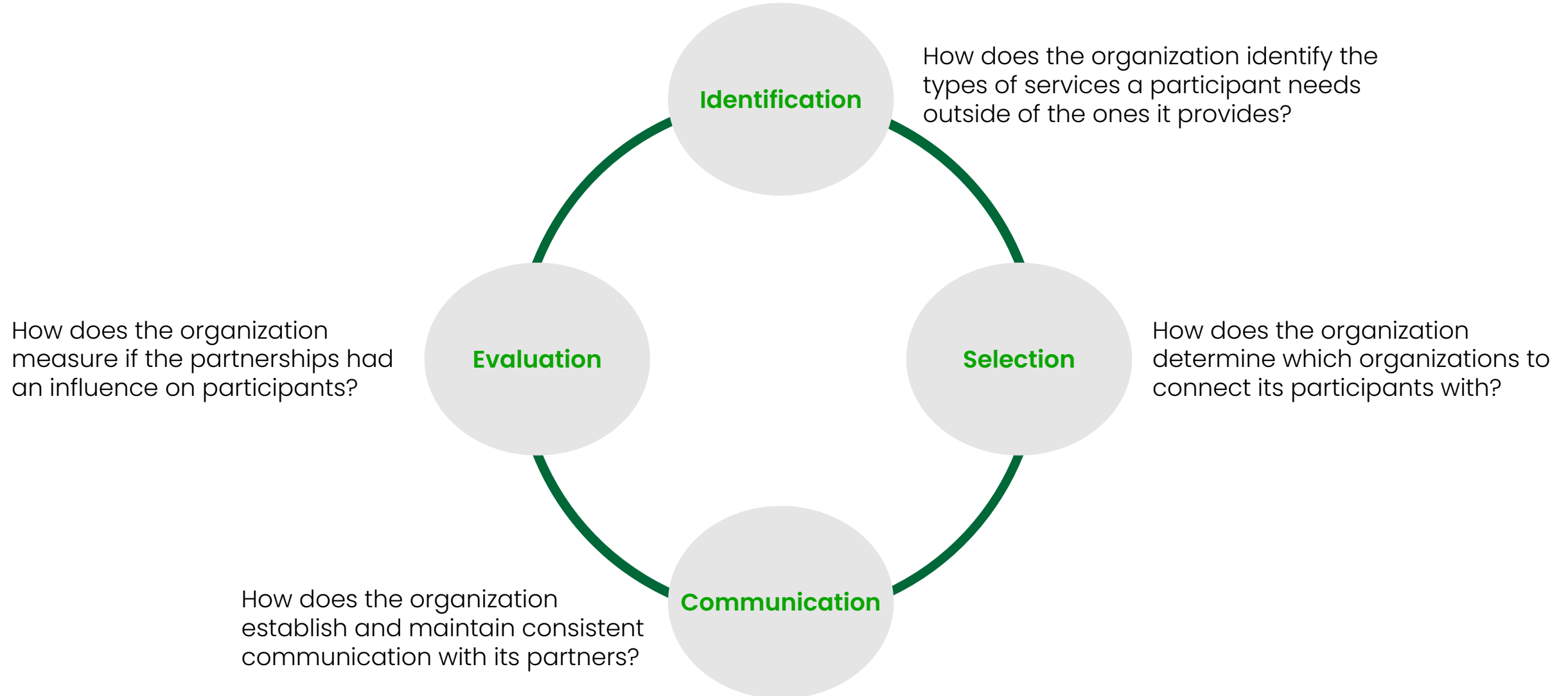
Stakeholder Communications



- Enhance Publicly communicating impact through annual reports on the website and reports, highlight participants experiences/stories across programs
- Hope House shares insights with key decision makers and other service providers by consistently participating in multiple stakeholder gatherings/coalitions
- Enhance communication of impact by reporting participant's change in outcomes over time (e.g., employment, developmental growth, mental health) and additional comparison data (e.g., previous cohorts, national or local data)

System Collaborations dimension

Efficacy of processes used to connect participants with other organizations to receive additional benefits



System Collaborations results

Weak	Neutral	Strong	Very Strong
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Strengths

Opportunities

Identification



- Hope House identifies participants needs at intake through psychosocial assessments and least annually during case management sessions

- Analyze aggregated participant needs to understand if there are common themes and if additional partners are needed

Selection



- Multiple levels of staff contribute to the selection process (CEO, COO, and the Director of Social Services are involved in the selection of partnerships)

- Enhance selection process for partnerships by documenting decision criteria to select new partnerships or continue existing partnerships (e.g., checklists, guiding questions)

Communication



- For all of Hope House’s partners, there is a clear point of contact between both organizations
- Hope House has MOUs that outline the division of labor expectations with the majority of its partners
- Hope House has formalized methods of how it refers participants to partners (i.e., warm hand-off)

- Enhance communication with each partner by documenting explicitly the referral process for clients and establish a regular cadence for communicating with partners

Evaluation



- Hope House receives organic feedback from clients on their experience with a referral partner

- Enhance evaluation of partnership by aggregating feedback from clients to understand if the partners are meeting the needs of the clients
- Document how Hope House will determine if each partner is meeting the needs of its clients (e.g., majority of clients say the partner met their particular need)

**OPPORTUNITIES FOR
GREATER IMPACT**

Opportunities for Greater Impact summary

Selected opportunities to enhance poverty-fighting effectiveness identified from the Slingshot Impact Study

- A** Develop a protocol to guide interpretation of data (e.g., guiding questions to consistently interpret reports)

 - B** Analyze additional comparison data (e.g., national norms, previous cohorts, etc.) to deepen the understanding of effectiveness

 - C** Enhance Hope House's learning and improvement process by documenting the learnings and "now what" (e.g., what was the challenge, why it occurred, solutions, action steps, who is responsible, by when, measure of success)
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Opportunity A

Develop a protocol to guide interpretation of data (e.g., guiding questions to consistently interpret reports)

Description

- A program is likely to have a greater impact on its participants if the organization implements a standardized process to learn and improve.
- The process needs to be able to answer three questions:
 - Is our program working?
 - Why or why not?
 - Now What?
- When an organization commits to answering these three questions, through an ongoing, systematic process, it sets them up to improve their effectiveness and outcomes

Potential approach

- Using the templates provided, systematize the frequency and goals of your analyses
- Begin by identifying what questions you want to be able to answer at different intervals
 - Before participants receive interventions
 - E.g., What was the average level of the students at the beginning of the year for each area of the Brigance? Where are the children strongest? Need the most support?
 - At the end of your program cycle
 - E.g., What percent of the children met growth targets in each area of the Brigance?
- Identify when you will try to answer them (i.e., at what meeting, what time of the program year) and who is responsible
- Match the data you collect with each of the questions you want to answer
- Draft the data analysis template for the end of the program cycle

Opportunity B

Analyze additional comparison data (e.g., national norms, previous cohorts, etc.) to deepen the understanding of effectiveness

Description

- Hope House conducts some analysis to assess the efficiency, effectiveness, and impact of its programs
- Comparing results with additional data (e.g., cost, sub-groups, previous cohorts, etc.) helps to achieve a better understanding of the effectiveness and impact

Potential approach

- Identify metrics
 - Internal Comparison data
 - Attendance and growth of Hope House students in 2024-2025 as compared to 2025-2026
 - External Comparison data from the F8M Annual Report
 - Attendance
 - “About 80% of students attend pre kindergarten regularly, meaning they were absent fewer than five days. 85% of students met attendance goal”
 - “Brigance IED III data is reported for Full Service Year (FSY) students - those who attended 66% or more of school days”
 - Brigance
 - Across all domains, F8M Pre-K students performed in the 63rd percentile on the 2022-2023 post assessment compared to the 45th percentile on the pre-assessment, meaning F8M Pre-K students performed above 63% of peers nationally. Students grew 40% across all 5 Brigance domains.
 - Students performed 3 percentile points higher overall than 2021-2022 students on the post assessment
- Analyze the data at the end of each program cycle

Opportunity C

Enhance Hope House's learning and improvement process by documenting the learnings and "now what" (e.g., what was the challenge, why it occurred, solutions, action steps, who is responsible, by when, measure of success)

Description

- Hope House has a systematic process where they use the PDSA cycle to systematically address implementation performance issues and identify root causes of program implementation.
- However, there's an opportunity for them to enhance the learning and improvement process by implementing action plans which capture next steps and measure the impact of changes over time.
- A program is likely to have a greater impact on its participants if the organization implements a standardized process to learn and improve
- The process needs to be able to answer three questions - Is our program working? Why or why not? Now What?
- The "Now What?" is the creation a roadmap that is clear, actionable, and measurable. This process increases transparency and empowers team members to take ownership of specific tasks, fostering a culture of continuous improvement.

Potential approach

- Create an action plan document that captures the results of data analysis during the implementation of programming (i.e., challenges, why they are occurring, and proposed changes)
- Breakdown each opportunity for improvement that was identified into actionable tasks, assign specific milestones, and designate responsible team members for each task to ensure accountability
- Implement the action plan and establish regular check-ins to evaluate progress against a baseline.
- Adjust the plan as needed based on the insights gained from monitoring milestones
- Document workflows, roles, and responsibilities to ensure that the process becomes a standard operating procedure. This ensures that the framework can be replicated and scaled for future initiatives

APPENDIX

Overview of the Slingshot Impact Study results

Focus on capabilities and impact

- Dimension results summarize an organization's poverty-fighting capabilities and impact
- Slingshot's Impact Study has four dimensions: Benefit-Cost Ratio, Use of Best Practices, Measurement Infrastructure, and System Collaborations
- One of four results is assigned to a dimension: Weak, Neutral, Strong, or Very Strong

Assigned based on evidence

- Results are based on the strength of evidence for an organization's poverty-fighting capabilities and impact
- Evidence of stronger poverty-fighting capabilities and impact leads to higher results
- Evidence of less effective poverty-fighting capabilities or impact, as well as a general lack of evidence, leads to lower results

Updated annually

- The results provide an objective evaluation of an organization's current poverty-fighting effectiveness as measured over the previous year
- Slingshot updates an organization's impact study annually
- Results can change over time based on the evidence associated with adjustments

Overview of Opportunities for Greater Impact

Intent of opportunities

- Slingshot identifies opportunities for greater impact to help organizations further enhance their poverty-fighting capabilities and impact
- These opportunities are not comprehensive and Slingshot acknowledges other opportunities could improve an organization's poverty-fighting impact
- Opportunities for greater impact are shared only as suggestions

Basis for identifying

- Each of the four dimensions is comprised of numerous subdimensions with evidence collected for each subdimension and compared against a rubric
- Opportunities are surfaced at the subdimension-level by identifying the largest gaps between the collected evidence and the Very Strong result on the rubric
- Slingshot also identifies opportunities that cut across multiple dimensions

Process to prioritize

- Preliminary opportunities are reviewed and refined in collaboration with the poverty-fighting organization
- Selected opportunities balance the magnitude of impact with the time required to execute, the feasibility to implement, and the fit with the organization's mission
- Slingshot provides ongoing thought partnership to help address opportunities for greater impact



Slingshot Memphis is a poverty-fighting center of influence that's catalyzing a movement to revolutionize poverty-fighting effectiveness