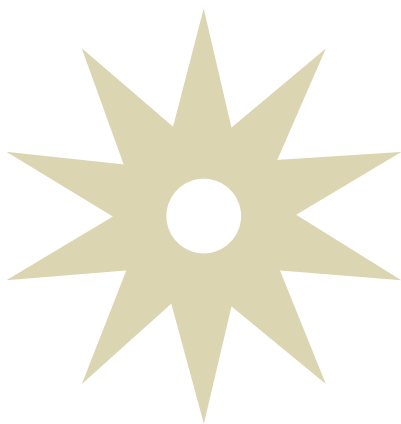




london housing
foundation
tackling homelessness together



the
outcomes
star



Triangle
Consulting

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Foreword

The London Housing Foundation's outcomes programme

The Outcomes Star Collection is published as part of the London Housing Foundation's outcomes programme. The programme started life in 2001 to explore ways in which the homelessness sector could improve its delivery of services by systematically setting, measuring and learning from the outcomes of their work with homeless people.

The London Housing Foundation's outcomes programme has provided extensive support to voluntary agencies tackling single homelessness in London, in order to improve their awareness and use of outcomes management.

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We anticipate wider use of the Outcomes Star in the future and look forward to hearing from others about how they have adapted this tool for use with other client groups.

The London Housing Foundation has established a special Homeless Outcomes web site to bring together the knowledge developed as a result of the outcomes programme, to provide access to the publications that have been produced, and to facilitate exchange of information. Please contribute your thoughts and ideas to the web site when you have time to take a visit.

www.homelessoutcomes.org.uk

Kevin Ireland
Executive Director of the London Housing Foundation

Acknowledgements

We are delighted with the Outcomes Star as published here, and are very aware that we would not have been able to produce such an accessible and effective tool without an enormous amount of feedback and input along the way from managers, workers and clients in many organisations: people who have enthusiastically participated in developing and testing versions of the Star and made many helpful suggestions for improvements.

The London Housing Foundation and Triangle Consulting would particularly like to thank St. Mungo's for their role in developing the original Star, especially Mick Carroll; without his consistent energy and enthusiasm the Outcomes Star may never have been born at all.

Other organisations that have embraced, tested and contributed include Thames Reach, The Passage, Single Homeless Project and many more.

Finally, we would like to acknowledge the contribution of Rochdale Council Supporting People Team and service providers in Rochdale: their work with Triangle to develop the Rochdale Client Centre Dial has also contributed significantly to informing the Star development.

Kevin Ireland, Sara Burns, Kate Graham and Joy MacKeith

The Outcomes Star

One of the hardest things anyone can do is to change themselves or their way of life. Most people find that making changes takes some time.

Change is a journey. We can see this journey as a series of steps. Some of the steps we take give us more obvious benefits than others. At some points in our lives, it may seem as if we are taking the same steps over and over again.

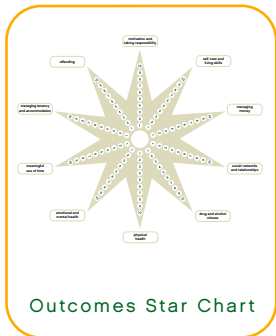
Often, there are key turning points. Our attitudes and point of view can alter dramatically. We may find that over time we have a different view of what is possible, or we notice that we feel more confident that we can change our lives in the ways we want to.

The Outcomes Star is used to help you see where you are in this journey and what support you need, now and at regular points during your time using the service.

Most people who spend time with us want to make changes in one or more of the following areas. And these are the areas of your life that the Outcomes Star will help you and your key worker review:

- | | |
|---|---|
| 1 Motivation and taking responsibility | 6 Physical health |
| 2 Self care and living skills | 7 Emotional and mental health |
| 3 Managing money and personal administration | 8 Meaningful use of time |
| 4 Social networks and relationships | 9 Managing tenancy and accommodation |
| 5 Drug and alcohol misuse | 10 Offending |

Change is a journey. We can see this journey as a series of steps.



Using the Outcomes Star

The Outcomes Star consists of a Star Chart and ten ladders.

The Ten Ladders

Each of the ladders shows the steps towards making change in one of the ten areas shown on the previous page. These ladders are used to help you and your key worker decide which step you are on. When you have a review with your key worker, you can use them again to see if you have moved from one step to another. The Ten Ladders are shown on pages 10 to 19.

All of the ten ladders show a similar process of change that can be measured from the time when people start using a service, to the point when they are ready to live in their own place, including the turning points that occur along the way. We call this underlying process the Journey of Change. You'll find an explanation of the Journey of Change on pages eight and nine. Take a look to understand this journey better. This will help you to work out where you are on the ladders.

The Star Chart

The Star Chart is where you and your key worker will mark the number of the step you are on for each of the ten ladders, giving a visual picture of how you are doing overall. It can help to join the points that have been marked to create a shape. The Star Chart is on page seven.

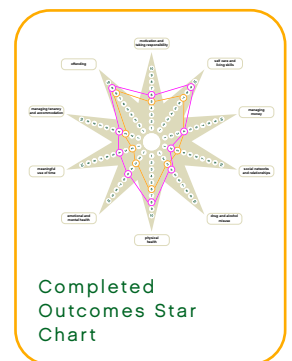
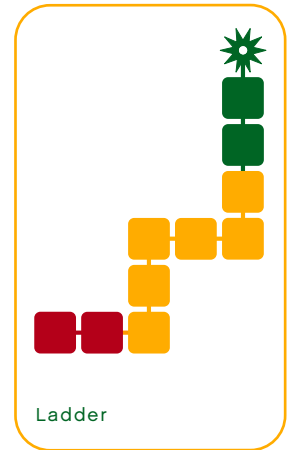
Mapping the journey

When you and your key worker get together to review how you are doing, you can mark your new positions on the Star Chart in a different colour. This helps to show how you have changed, and helps you and the key worker to see where you might want more, or less, support.

You can look through the journeys shown on the ladders on your own, if you like, or your key worker can explain them to you.

Further guidance for staff

A collection of guides for key workers and managers on using the Outcomes Star is available from the London Housing Foundation's outcomes web site www.homelessoutcomes.org.uk.



Outcomes Star Chart

Service ID

Service user/identifier

Date of completion

Reading 1st 2nd 3rd 4th

Date joined project

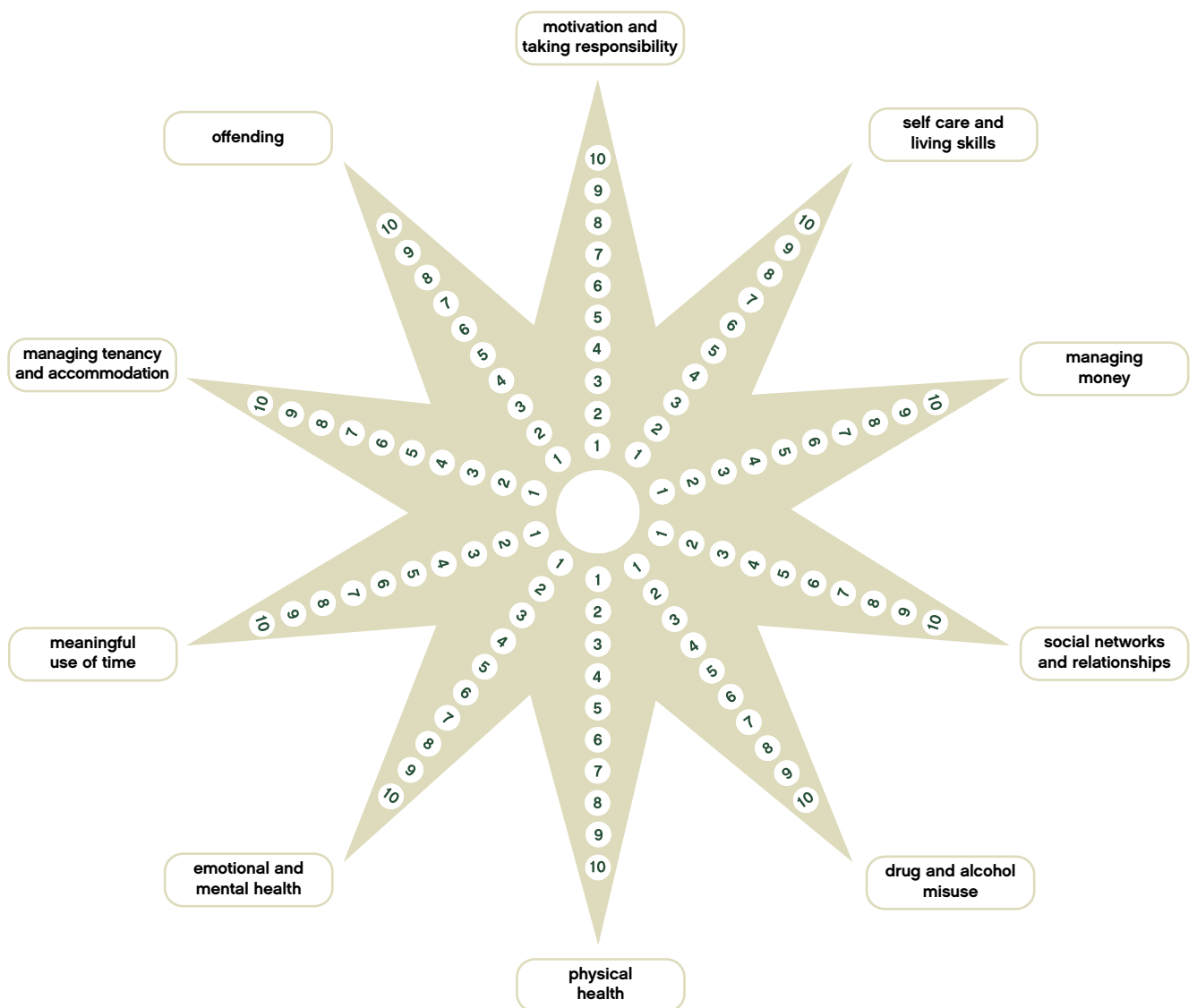
Other please specify

Is this a retrospective form?

Completed by: Worker and Service User

Worker alone

Service User



Service User: I was involved in completing this Star Chart _____ (signature)

The Journey of Change

For each of the ten areas to be reviewed, we have described the journey that is needed in order to make the changes you want to make. The Outcomes Star approach is based on an understanding of the steps that a person must go through: first wanting to make changes and then taking responsibility and changing how they use support. The ladders show ten noticeable steps. Not everyone starts their journey at step number one, and not everyone finishes at step number ten, but whenever we are making a change we are somewhere on this journey. There are three turning points, highlighted in the following description of the steps.

1

At the beginning of the journey we are not interested in thinking about or discussing that aspect of our lives. Although we are far from achieving our full potential and may be causing harm to ourselves or others, we are cut off and not aware of problems, or unwilling to talk about them. Because of this we are stuck.

2

The first sign of the possibility of change is present when we feel fed up with how things are. This may be fleeting and we are unlikely to engage with workers in any real or meaningful way.



First turning point

Wanting change and accepting help

3

We are really fed up with how things are now and want things to be different. Change may seem impossible or frightening and we may not know what we want, but we know we don't want to carry on living as we have been. At this point, we will meet workers or others offering to help and accept their help with pressing problems.

4

Here we engage with help in a more consistent way, turning up for (most) appointments and going along with what is agreed. However, we do not take any initiative and rely on others for change. Without workers driving the process we can slip back quickly and may be very critical of workers if things don't work out.



Second turning point

Actively taking part

5

The second major turning point comes when we start to look forward and have some idea what we want. We can also see that change won't happen unless we help make it happen. This is an internal change of perspective. There is a sense of being engaged rather than going along with things. This step is essential if we want to make more progress.

6

At this step we are trying new things, doing some things differently and taking some initiative. We have a sense of what we want as well as what we don't want. Moving away from one way of doing things and trying to find another can be frightening and tough. We may feel pulled back. And we may say and do contradictory things and need a lot of encouragement and support to move forward.



Third turning point

More self-motivated

7

The third key turning point comes when we see for ourselves that making more positive choices and behaving in new ways has a positive effect on what we get and how others respond to us. This can reinforce the choices we make. And after this point, we are more consistent in doing things that are helpful for our journey and get us closer to where we want to be. We may feel a sense of having some control, feel excited about the future and what we could achieve.

8

We are fairly consistently doing things differently in this area of our life. Sometimes this works well, sometimes it does not. We experience setbacks and see that taking responsibility can be difficult at times. We need help to keep our motivation and spirits up during the more difficult times and may be tempted to slip back into old ways.

9

Our ways of doing things in this area of our life are quite well established. We have come through various setbacks and this has built our confidence. Most of the time we can maintain our behaviour on our own without support but at times of crisis we are vulnerable to slipping back. It can be helpful to have someone who checks that all is well and helps us recognise the danger signs and take action.

10

We have no issues in this area and behave in ways that work well for us and those around us. We don't need any outside help to maintain this way of doing things. We know when we need support and know how to get it. For some ladders, we might find that we are at this point at initial assessment if the ladder is about an issue that isn't relevant for us.

At steps one or two on the Journey of Change we are unlikely to be engaged enough to want to discuss the Outcomes Star with anyone. At nine and ten we are on the last steps towards independence from the service. Most of the big changes happen between points three and eight.

It's important to be aware that the steps on the journey will take different amounts of time for different people.

The Outcomes Star approach is not to tell you or others when changes should happen but to help you and the service to plot them when they do.

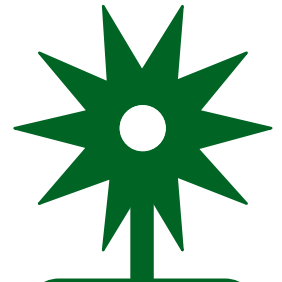
The Ten Ladders

The ladders for each of the ten areas to be reviewed are shown on the next pages. Some may relate to areas where you have difficulties, others may not be a problem at all. Each ladder has ten steps, each with a statement. For each ladder, your key worker will ask you which statement describes where you are at the time of the review and they will then explore this with you.

1 Motivation and taking responsibility

This ladder is about your feelings about making changes - whether you are ready to make changes, whether you are going along with help or are actively creating change yourself. Think about where you are in your journey on this ladder at the moment. If things change a lot from day to day, or hour to hour, then where would you say you are this week?

Where are you on your journey?



10
Independent of the agency. Friends and/or family provide help, if needed.

9
Comfortable with new lifestyle but need help now and then.

8
Like the way I live now but need help to keep it going.

6
Know what I want and starting to do things to get it - with lots of help.

7
Understand how what I do affects what I get.

5
Know I need to do something to help myself move on.

4
Will go along with help if other people can stop my life being like this.

1
Not interested in talking to any workers or in making change. Stuck.

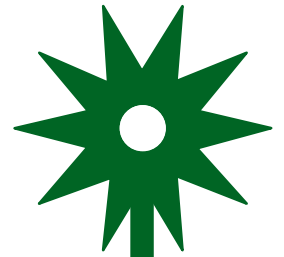
2
Sometimes fed up with how my life is but nothing can be done about it.

3
Had enough of living like this and want things to change.

2 Self care and living skills

This ladder is about how well you are able to look after yourself and your home. It is about basic living skills and self care, such as keeping yourself and your home clean, keeping safe at home, shopping for the things you need and cooking healthy meals.

Where are you on your journey?



10
Can look after my place and take care of myself without outside help.

9
Look after my place and myself well, just need occasional help.

8
Have new habits and doing more but sometimes slip back.

6
Do things to look after myself and my place better, learnt more what to do.

5
Want to be able to do more for myself and look after myself and my place better.

7
See that when I look after myself and my place, I feel better.

4
If others can help me look after myself better, I will go along with it.

1
Don't have a problem with looking after myself (but others think I do).

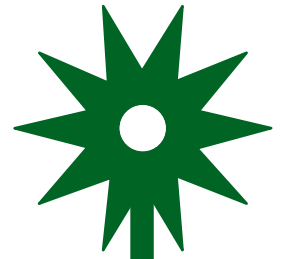
2
Don't look after myself well but I can't/that's just the way I am.

3
Don't want to go on living like this.

3 Managing money and personal administration

This ladder covers all aspects of managing money, including filling in forms, sorting out benefits and taking responsibility for them, budgeting, paying bills, managing and reducing debt, lending and borrowing money appropriately and being able to live within your income.

Where are you on your journey?



10
Can manage my money fine - don't need support with it.

9
Know when I need help to manage my money and benefits and how to get it.

8
Able to avoid crises if I plan ahead - sometimes need help with this.

5
Have plans in place and need to do things myself to sort out money and benefits.

6
Starting to sort out my benefits and manage with what I've got. It's difficult.

7
Can see things are better when I sort out my money and debts.

4
Will go along with help if workers can sort out my money for me.

1
Don't know how much I owe - not willing to talk about it.

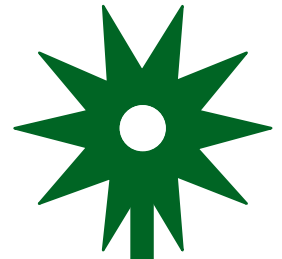
2
Money things are a mess but nothing can be done about it.

3
Don't want all these money problems.

4 Social networks and relationships

This ladder is about your relationships - who you mix with, whether your social circle supports you in achieving the things you want in life, and whether you feel you can trust and rely on people. You may start the journey on your own and end it having contact with others, or you may start the journey spending time with people who keep you stuck in old ways and end it with people who support you more positively.

Where are you on your journey?



10
Have the friends and contacts I want and need and no major family issues.

9
Have people I can rely on but need help on this now and then.

8
Enjoying my (new) friends and/or family but sometimes we have difficulties.

5
Have found someone I can talk to and trust. Want to look at family issues.

6
Feeling in-between - left old friends behind but don't have new ones yet.

7
Have some sense of who I can trust. Starting to understand family issues.

4
Talking to new people but don't really like or trust them.

1
That's how life is - you can't trust anyone.

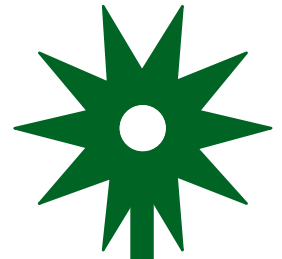
2
Sometimes fed up with being alone or with people I can't trust.

3
Don't like feeling isolated. Or, the people around me aren't good for me.

5 Drug and alcohol misuse

This ladder is about whether you use drugs, whether your drinking has a bad effect on your life and how you are dealing with any drug or alcohol issues. It is about how aware you are of any problems you have with drugs or alcohol and whether you are working to reduce the harm it may cause you. What are you doing to overcome these issues? If you do not use drugs, or drink much alcohol, you are at step ten.

Where are you on your journey?



10
No problem with alcohol or drugs and no support needed.

9
Enjoying life-style without drugs or too much alcohol but may need support.

8
Getting in control - I have choices about what I do and mostly choose well.

7
Understand why I had or have a problem and what I need to do.

6
Doing some things myself to address my alcohol and/or drug use.

5
See that I need to make changes myself to tackle my alcohol and/or drug use.

4
Will go along with things my worker and doctor say will help.

3
Need some help with alcohol and/or drug issues.

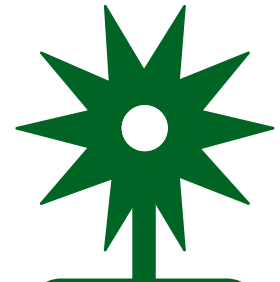
2
Sometimes see that it's a problem but can't change it (or don't want to).

1
Don't have a problem with alcohol and/or drugs (though others think I do).

6 Physical health

This ladder is about how well you look after yourself - noticing when you don't feel well, doing what you need to do to deal with any long-term conditions and living a healthy lifestyle so that you can enjoy a good quality of life.

Where are you on your journey?



10
Looking after my physical health well.

9
Lifestyle is reasonably healthy. Need occasional support to keep it that way.

8
Changing my lifestyle to make it healthier but find it hard.

7
Can see that when I look after my health, I feel better.

6
Doing some things myself to look after my physical health.

5
Realise I need to take some responsibility for looking after my health.

4
Will go along with treatment provided for less pressing problems.

1
Not interested in my physical health - don't want to talk about it.

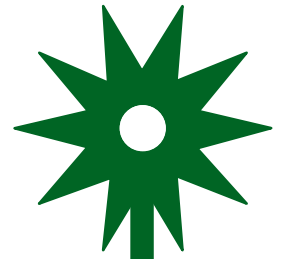
2
Health isn't great but so what?

3
Will get help when in pain or discomfort.

7 Emotional and mental health

This ladder is about how you are feeling. How aware you are of your emotional health, how often you feel low, depressed, stressed or anxious or experience panic attacks. Is self-harm an issue for you? You may have symptoms of post-traumatic stress or a diagnosed or suspected mental health issue that needs medication or treatment. This journey is about how aware you are of these issues and how well you manage them.

Where are you on your journey?



10
No emotional or mental health issues or can manage without outside support.

9
Enjoying life and mostly feel fine. Just need support now and then.

8
More content and getting on with life. Need help with "blips".

6
Can see options and will try out ways to help me feel better.

7
More of an even keel. Understand how to help myself.

5
See why I feel like this. Need to pick myself up and get on with things.

4
Going along with treatment and feel OK some of the time.

1
There is nothing wrong with me (though I often feel pretty bad).

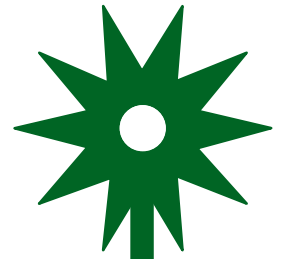
2
Don't like feeling like this but there is nothing anyone can do about it.

3
Want change - want to get out of this hole and feel better.

8 Meaningful use of time

This ladder is about how you spend your time - whether you find the things you do interesting and satisfying and if not, how clear you are about what you would like to do instead. It's also about building the skills and confidence you need to do these things. For some people this will mean moving towards education, training or employment.

Where are you on your journey?



10
Satisfied with the way I spend my time - don't need any extra help.

9
Satisfied with how I spend my time - occasionally need support with it.

8
Getting closer to my goals and how I want to spend my time.

6
Clearer about my goals and taking steps towards achieving them.

5
Know I need to take some initiative and think about what I want to do.

7
Using my time in a more meaningful and satisfying way.

4
Going along with things that others suggest.

1
Won't talk about work, training, study, learning new skills or having hobbies.

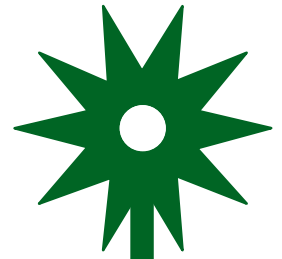
2
Sometimes get bored or fed up but there's nothing that can be done about it.

3
Don't want to spend my days this way any more - It's boring and not satisfying.

9 Managing tenancy and accommodation

This ladder is about how well you comply with the terms of your tenancy - things like paying rent and bills, getting on with your neighbours and taking responsibility for visitors.

Where are you on your journey?



10
Can manage my accommodation without external support.

9
Managing well - know when I need help and how to get it.

8
Can avoid crises but need some help with things like planning ahead.

6
Starting to do things to keep or get the kind of home I want.

5
Want to change my behaviour to keep accommodation or get move on.

7
Life is better when I take an active role in managing my accommodation.

4
Will go along with things to keep accommodation or get move on place.

1
Not interested in your rules and regulations - go away.

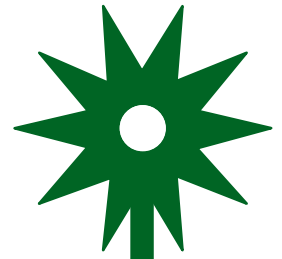
2
Don't care what happens. Nothing can be done. No one can evict me anyway.

3
Don't want to lose my accommodation.

10 Offending

This ladder is about you and the law – whether you have got into problems with the law, how well you are complying with any legal orders or terms that you are under, whether you understand what causes difficulties and are making changes to stay within the law. If you do not have any issues relating to the law, choose ten.

Where are you on your journey?



10
No offending and no need for support in this area.

9
Staying on the straight and narrow - with occasional help.

8
Changing my life to keep within the law.

6
Mostly play it by the book but sometimes slip up - it's hard to change.

5
Want to change - it's not worth living like this.

7
Understand how and why I get in trouble and how to stop.

4
Would like help to sort out issues with the police, court or probation.

1
Not willing to talk about my problems with the law. It wasn't my fault.

2
Fed up with being in trouble with the police but that's just the way it is.

3
Wish I didn't have these problems - want to get them off my back.

The Outcomes Star Collection

The Outcomes Star

The Outcomes Star Guides

A Guide for Key Workers

A Guide for Managers

Using the Outcomes Star - a One-Day Training Course

The Outcomes Star and Outcomes Star Guides are available to download from the London Housing Foundation's outcomes web site.

The London Housing Foundation's outcomes web site

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www.homelessoutcomes.org.uk

Feedback on this publication

We would welcome your feedback on the Outcomes Star and any other aspect of the London Housing Foundation's outcomes programme or web site.

Please email feedback@homelessoutcomes.org.uk.

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