

# Hoarding in the Region of Peel:

## Strategic Framework, Coordinated Model, Implementation Plan, & Performance Measurement Framework

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# **Table of Contents**

<b>1. Strategic Framework</b>	<b>4</b>
<b>2. Model(s) Outlining a Coordinated Approach to Addressing Hoarding in Peel Region</b>	<b>8</b>
<b>3. Implementation Plan and Recommendations to Inform the Implementation Plan</b>	<b>18</b>
<b>4. Performance Measurement Framework</b>	<b>21</b>

# 1. Strategic Framework

This strategic framework is designed to help outline the key objectives of CHIP. It was developed based upon the results from the literature review, the policy review, the environmental scan, the key informant interviews, interviews with lived experience of collecting behaviours, and the jurisdictional scan. This strategic framework loosely follows the Objectives, Goals, Strategies, Measurements framework used by Proctor & Gamble and was evaluated by Riccaboni et al. (2010). It serves as a guiding framework that CHIP can use to work toward their goals as they develop improved coordination and services for individuals with collecting behaviours in Peel Region.

This particular strategic framework model was chosen as it was deemed most suitable to reflect the work being done by CHIP and because other hoarding coalitions have used similar frameworks to guide their own responses to collecting behaviours.

The framework is guided by CHIP's mandate to respond to collecting behaviours in Peel Region by improving the coordinated response of service providers, by educating the public and professionals, and by providing enhanced supports for community members. There are four objectives identified in the framework, along with corresponding goals, strategies, and measurements to achieve those goals.

## Objectives

The four objectives are:

1. **Increase public awareness of services and experiences related to collecting behaviours;**
2. **Improve coordination and provision of services in Peel Region;**
3. **Train and educate all relevant service providers in Peel Region on collecting behaviours; and**
4. **Advocate for policy changes and changes in how service providers support community members.**

These are the most important and overarching objectives to be achieved within Peel Region by CHIP.

The following goals, strategies, and measurements help to outline what steps are needed for these four objectives to be achieved. Each objective is dispersed throughout the goals, strategies, and measurements sections of the framework (and are numbered or color coded) and may have several steps to be taken at each level.

## **Goals**

The goals reflect the specific outcomes of the objectives and provide practical steps that can be taken to achieve the objectives. The goals provide details on how to reach the overarching objectives. The goals break down the objectives into smaller, more manageable steps that can be worked towards by CHIP.

## **Strategies**

The strategies reflect both their corresponding goals and objectives and provide specific details on how CHIP can achieve the four main objectives. The strategies include activities, programs, and resources that CHIP can undertake and develop. The strategies represent tasks that need to be established and activities that CHIP will need to be working towards on a regular basis.

## **Measurements**

The measurements include steps that CHIP can take to ensure that they are monitoring the success and progress of their strategies. The measurements help to ensure that any service gaps are identified, any needed alterations to programming are implemented, and will help CHIP better understand the outcomes of their strategies that are working to achieve the four main objectives. Most importantly, these measurements will help CHIP to better understand what is working about their approach, what is missing, and what can be improved.

Two versions of the strategic framework. One version presents a visual representation of the framework and the second presents a logic model framework.

**Objectives**

● **Awareness**

● **Coordination & Service Provision**

● **Training**

● **Advocacy**

**Goals**

Reduce stigma and enhance understanding of collecting behaviours

Collaborative approach to care

Services for family members and natural supports

Develop "Care Path" plan

Identify and empower backbone agency

Train & educate service providers across sectors

Advocate for dedicated funding for training

Advocate for policy change

**Strategies**

Health promotion strategies and campaigns for general and at-risk populations

Development of website

Engage individuals with lived experience and service providers for coalition growth

Enhance support groups for individuals and families and natural supports

Develop coordinated service delivery model

Designate backbone agency

Hold training and workshops in the community

Hire more Hoarding Specialists, a CHIP coordinator, and other positions

Advocate for changes to Fire Code

**Measurements**

Record # of campaigns

Monitor website traffic

Monitor website traffic

Record # of support groups and attendance

Evaluate service model

Develop post-training survey for service providers

Evaluate service model

**Vision:** mandate to respond to collecting behaviours in the region by improving the coordinated response of service providers, by educating the public and professionals, and to provide improved supports for community members

## Objectives

- **Increase public awareness of services and experiences related to collecting behaviours**
- **Improve coordination and provision of services in the Region of Peel**
- **Train all relevant service providers in the Region of Peel on collecting behaviours**
- **Advocate for policy changes and changes in how service providers support community members**

## Goals

- Raise public awareness through education campaigns
- Support a collaborative approach to care
  - Provide services for family members and natural supports
  - Develop a “Care Path” for service coordination
  - Establish a backbone agency
- Train and educate service providers in the Region of Peel
- Advocate for dedicated funding to better support community members with collecting behaviours
- Advocate for changes to the Ontario Fire Code and the Fire Prevention Act that explicitly address hoarding

## Strategies

- Specific public health promotion strategies should be developed that target the general population and specific or at-risk populations
  - Develop a website to educate public about collecting behaviours and what services are available
- Develop strategy to engage and incorporate more service providers and coalition members, to increase access to supports, especially mental health services and landlords
  - Establish social and peer support groups for individuals with lived experience and family members or chosen supports
  - Develop flowchart to guide referrals and actions service providers can take as they provide support
  - Empower leader agency to direct actions of coalition and to lead measurements of coalition strategies
- Hold workshops with all relevant frontline service providers and landlords
- Hire more Hoarding Specialists to provide more support to community members and to develop long-term support plan
  - Engage policy makers and present findings from evaluation
  - Liaise with other Hoarding Coalitions

## Measurements

- Record the number of campaigns - Monitor traffic on website
- Record number of CHIP members, with focus on individuals with lived experience
  - Record number of support groups and attendance
  - Evaluate service model
  - Interviews and case notes by Hoarding Specialists with clients about their experiences accessing services
- Record number of referrals received from landlords
- Develop surveys for service providers to find service gaps and to improve coordination
- Record referral sources
- Record length of time from intake/assessment to time receiving supports
- Develop survey for service providers to gauge satisfaction with training and identify what further training is needed
- Evaluate service model
  - Develop survey for clients of Hoarding Specialists as they transition out of service provision to learn what improvements can be made

## 2. Model(s) Outlining a Coordinated Approach to Addressing Hoarding in Peel Region

Results from this evaluation demonstrate the value of having a coordinated response to address collecting behaviours of individuals in the community. This includes creating a network of agencies that work with individuals with collecting behaviours and developing a systematic approach to addressing collecting behaviours. There are several models that can be applied to this approach, including Collective Impact frameworks, SPIDER programs, and Coordinated Access.

### Guiding Models for a Coordinated Approach to Addressing Hoarding

→ **Collective Impact.**

A guiding framework for this work is collective impact. Collective impact initiatives are long-term commitments by a group of organizations from different sectors working to a common agenda for solving a complex social issue (Kania & Kramer, 2011). At its core, there are five key conditions that ensures success:

1. **Common Agenda:** All participants share a common vision for change, one that includes a shared understanding of the problem and joint approach to solving it through agreed upon actions.
2. **Shared Measurement Systems:** There must be an agreement on how successes will be measured and reported. Collecting data and measuring results at the community level ensures that all efforts remain aligned and enables participants to hold each other accountable and learn from success and failures.
3. **Mutually Reinforcing Activities:** Participants should ensure that each member undertakes a specific set of activities that can help to support and coordinate the action of others. Each stakeholder's efforts must fit into an overarching plan if combined efforts are to be successful.
4. **Continuous Communication:** Trust needs to be developed by the agencies. This process can take time, but it is essential for developing a shared understanding.
5. **Backbone Support Organization:** The backbone organization requires a dedicated staff who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection, and reporting.



**Relevance to CHIP.** CHIP currently meets many of these conditions. It is clear that there is a common agenda and continuous communication. Through this evaluation, a shared measurement system and mutually reinforcing activities are being introduced, as is the consideration of identifying a backbone organization.

→ **SPIDER Programs.**

Specialized Program for Inter-Divisional Enhanced Response (SPIDER) Vulnerability supports a coordinated, interdivisional response to complex and unresolved health and safety risks involving vulnerable citizens, their homes or property, and their neighbours. Excessive collecting behaviours is one risk situation that is addressed by SPIDER programs. The City of Toronto's SPIDER program includes representation from Toronto Community Housing, Cota (a community-based organization supporting adults with mental health and cognitive challenges), Toronto Fire Services, Municipal Licensing & Standards, and Shelter, Support & Housing Administration. Toronto's SPIDER program receives referrals mostly through 3-1-1 requests and first responders.

**Relevance to CHIP.** CHIP follows a similar structure as SPIDER programs, in that there is interdivisional representation. CHIP could adopt the practice of SPIDER programs by formally coordinating referrals and services.

→ **Coordinated Access System.**

Coordinated Access (CA) Systems are used in the housing and homelessness sector to streamline the process for people experiencing homelessness to access housing and support services. A CA System standardizes intake and assessment processes by sharing information with other organizations and adopting uniform prioritization policies and coordinating referral processes to connect individuals with appropriate housing and supports. There are four key steps to CA:

1. **Access:** An agreed upon process and structure for intake. Access points should provide full coverage of the community geographically, as well as through addressing diversion, prevention, and safety.
2. **Common Assessment and Prioritization:** Establish mechanisms for determining who should be prioritized for access to housing and supports. This includes a standardized intake process that includes an assessment tool to identify strengths and challenges of the individual.
3. **Referral Process:** Once an individual has been assessed and prioritized, they should be matched to the appropriate service.

4. **Data management:** Communities should also develop data management systems that protect the anonymity and confidentiality of the client.

**Relevance to CHIP.** CHIP could adapt the principles of CA in their response to collecting behaviours, particularly the Access and Common Assessment and Prioritization pillars.

## Key Elements to a Coordinated Model in Peel Region

Applying key elements from the above models, as well as best practices identified in the jurisdictional scan, a list of considerations for CHIP are:

	Achieved	Required Action
<b>Collective Impact</b>		
<b>Common agenda</b>	X	
<b>Shared measurement system</b>		A data management system will need to be developed or an existing data management system will need to be modified. The Performance Measurement Framework developed as part of this evaluation should be integrated in this database.
<b>Mutually Reinforcing Activities</b>		The coordinated model proposed in this evaluation will meet this criteria.
<b>Continuous Communication</b>	X	As new members are recruited, communication will need to be sustained.
<b>Backbone Organization</b>		The potential for a backbone organization to support CHIP's work will need to be considered.

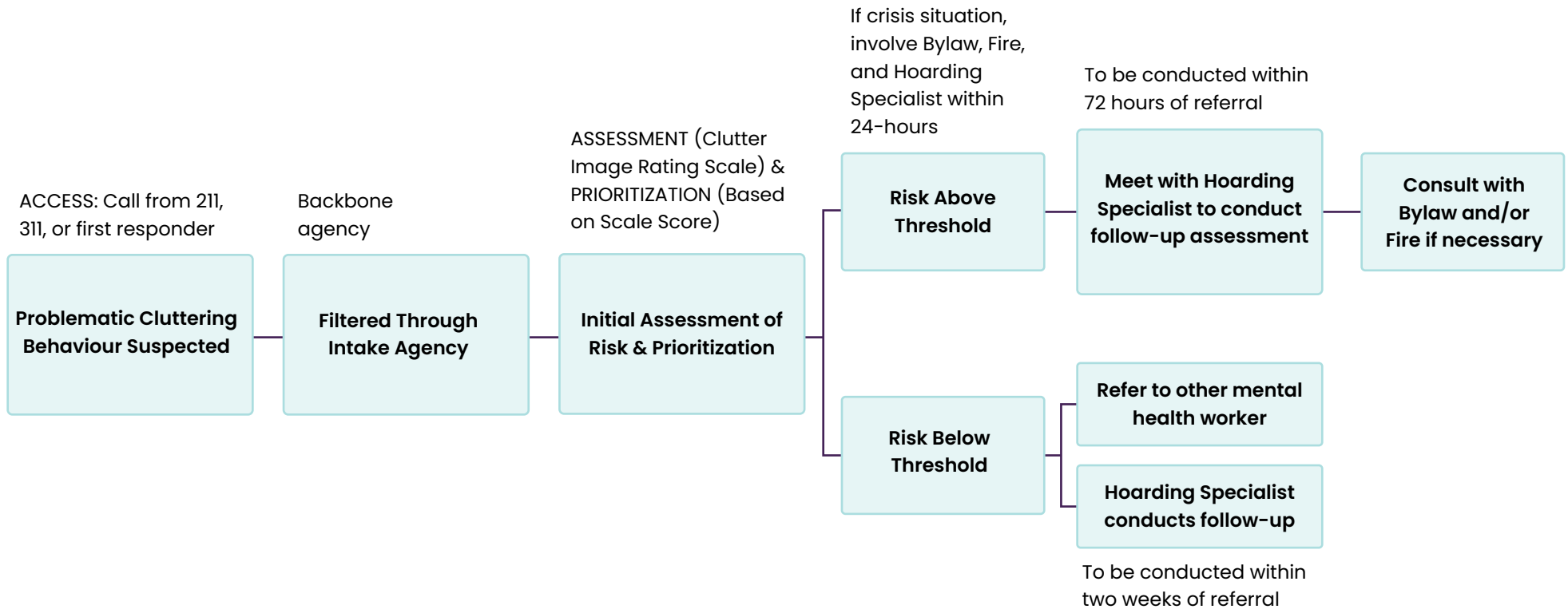
### Spider & CA

<b>Access</b>		An access point will need to be identified. As with SPIDER programs, this could be calls to 211 or 311 and referrals from first responders.
<b>Common Assessment</b>		A common assessment tool should be used when working with individuals with collecting behaviours. The Clutter Image Rating Scale is the most widely used tools to determine an accurate sense of the clutter issue and will be helpful for initial assessments by first responders. More detailed assessment should be conducted by Hoarding Specialists.
<b>Prioritization</b>		Once an assessment has been conducted, individuals should be prioritized based upon level of need and health and safety risks.
<b>Referrals</b>		Once individuals have been prioritized, they should be referred to the appropriate level of service.

In the figure below, a potential coordinated approach using the above considerations is presented. Related to SPIDER program and CA systems, the following key elements are identified:

1. **Access:** Calls made through 311, 211 or through first responders (Fire Services, Bylaw Officers, mental health workers)
2. **Assessment:** Where applicable, the Clutter Image Rating Scale should be used. First responders should be trained on the Clutter Image Rating Scale to provide a rating. For calls from the community, Hoarding Specialists may need to conduct the Clutter Image Rating Scale.
3. **Prioritization:** Once scores from the Clutter Image Rating Scale have been collected, clients should be prioritized based upon the level of need. Along with the score from the Rating Scale, other contextual factors should be considered such as family composition and risk of eviction.
4. **Referral:** Individuals who are prioritized to receive immediate services should be contacted within 24-hours of receiving a call. If there is a crisis related to the safety of the structure of an individual's housing, Fire Services and the Municipal Bylaw Office should be involved. If a case is lower on the priority list, they should be contacted within two weeks of the referral.
5. **Data Management & Performance Measurement:** Any data that is collected should follow Personal Health Information Protection Act (PHIPA) standards. Relevant data should be collected, as identified in the performance measurement framework.

# Coordinated Response to Collecting Behaviours Example



————— Data Management - Performance Measurement —————

## Considerations When Addressing Collecting Behaviours in the Community

In receiving referrals and conducting assessments, the following considerations should be made:

<b>Scenario</b>	<b>Who to Contact</b>
<b>Is the housing structure unsafe?</b>	→ Contact Fire Services
<b>Are there children involved?</b>	→ Contact CAS
<b>Are there people in distress? Including suspected abuse</b>	→ Contact Police Services
<b>Are there people in distress? Including domestic violence</b>	→ Contact Violence Against Women shelter (with consent)
<b>Are animals involved?</b>	→ Contact animal control
<b>Is the individual at risk of eviction?</b>	→ Contact 311 for eviction prevention support
<b>Is the individual homeless?</b>	→ Contact 311 to find housing support
<b>Is the individual a renter?</b>	→ Contact landlord
<b>Is the individual a homeowner?</b>	→ Contact Municipal Bylaw Officer

## Services to Be Offered Once Assessed

As previously discussed, the level of insight an individual with collecting behaviours has can vary. For individuals with little insight into their behaviours, they may be reluctant to accept or receive services. As a result, depending on whether an individual consents to receiving services, the following service considerations should be made:

### Consents to Involvement

Hoarding Specialist support

Clutter Support Coach

Personal Support Worker Support

Peer Support Group

Referral for Family and Natural Supports Group

Access to funding for clean-up services (as appropriate)

Follow-up supports

### Does Not Consent to Involvement

Hoarding Specialist to continue to liaise and encourage individual to seek help

Consult/refer to Municipal Bylaw Office and/or Fire Services if required

## Staff Composition Needs

In order to facilitate the coordinated response and continue CHIP's mandate to enhance knowledge on collecting behaviours in Peel Region, an enhanced staffing model will be required. Urban centres, such as Ottawa and Toronto, have suggested the following staffing models:

### Ottawa (2006)

1 FTE Coordinator

1.5 FTE Database entry and management

2 FTE System Navigators

### Toronto (2016)

2 FTE Hoarding Support Co-ordinators

4 FTE Clutter Support Coaches

4 FTE Home Support Workers

0.8 FTE Administrative coordinator/  
intake worker

Clinical consultation (as necessary)

Education and training (budget of  
\$10,000)

In-kind support from partner agencies

Given the size and scope of the issue in Peel Region, a staffing model that follows Toronto's proposed structure is advised; however, given the emphasis placed on reducing stigma on collecting behaviours and enhanced training needs of first responders on collecting behaviours, it will be important to have a staff member partly dedicated to education and training in Peel Region. Further, given the geographic dispersion of Pee Region, it may be prudent to increase the number of Hoarding Specialists, as transportation times may impact service delivery.



The inclusion of Clutter Support Coaches and Home Support Workers would benefit the potential operations of CHIP and alleviate pressures placed on Hoarding Specialists. Clutter Support Coaches have less clinical expertise than Hoarding Specialists but provide supports to individuals with collecting behaviours. Clutter Support Coaches could include peer support opportunities, through the hiring of individuals with lived experience. Home Support Workers would be another important addition. These positions would work with Hoarding Specialists and Clutter Support Coaches to provide in-home supports related to organizing, sorting, and cleaning as required. There should also be funds earmarked for clinical consultations by psychiatrists and psychotherapists, and extreme cleanouts, as necessary. CHIP members should also be prepared to provide in-kind supports through participation in CHIP meetings, trainings, and workshops.

Below, a potential staffing model is presented.

### **CHIP Staffing Needs**

- 1 FTE Coordinator/Educator
- 0.8 FTE Administrative coordinator/intake worker
- 4 FTE Hoarding Specialists
- 4 FTE Clutter Support Coaches
- 4 FTE Home Support Workers
- Clinical consultation (as necessary)
- Funds for extreme clean outs (as necessary)
- Education and training (budget of \$10,000)
- In-kind support from partner agencies of CHIP (e.g., participation in training, workshops, CHIP meetings, etc.)

### 3. Implementation Plan and Recommendations to Inform the Implementation Plan

To meet the goals outlined in the strategic framework and the coordinated model to address hoarding in Peel Region, an implementation plan was created.

Goals	Actions	Target Completion	Responsibility
1) Raise public awareness through education campaign Agency	1a) Design public health and health promotion campaign to reach the general public and “at-risk” populations.	1a) Design of campaign to be completed by end of 2021.	1a) Peel Public Health in collaboration with CHIP.
	1b) Develop a website to educate public about collecting behaviours and what services are available.	1b) Website published by end of 2021.	1b) Peel Public Health in collaboration with CHIP.
	1c) Ensure that referral organizations (211/311, mental health agencies, senior agencies, etc.) are provided with information about available resources in Peel Region via the to be developed website.	1c) Completed by end of 2021.	1c) Peel Public Health in collaboration with CHIP.

<b>Goals</b>	<b>Actions</b>	<b>Target Completion</b>	<b>Responsibility</b>
2) Support a collaborative approach to addressing collective behaviours in Peel Region	2a) Develop strategy to engage and enhance engagement from individuals with lived experience and other services, particularly landlords, currently not involved in CHIP	2a) Engagement strategy for coalition enhancement to be completed by January 2021	2a) CHIP
	2b) Identify opportunities to engage with the Region of Peel council and advocate for sustained funding of CHIP, such as through the Community Investment Program (CIP)	2b) Engagement strategy for the Region of Peel to be completed by July 2021	2b) CHIP
	2c) Advocate provincial and municipal governments to hire more Hoarding Specialists and hire Clutter Coaches and Personal Support Workers to enhance service provision	2c) Engagement strategy for the Region of Peel to be completed by July 2021	2c) CHIP
	2d) Frame engagement strategy with the Region of Peel as a shared community response that is preventative and cost saving, as well as an important public health necessity.	2d) Engagement strategy for the Region of Peel to be completed by July 2021	2d) CHIP
	2e) Enhance the number of peer support groups for individuals with lived experience and consider facilitation of groups by an individual(s) with lived experience.	2e) Review of needed resources for support groups completed by July 2021. Implementation of support groups TBD (dependent on provincial pandemic response and capability of virtual support groups)	2e) CHIP & SHIP

Goals	Actions	Target Completion	Responsibility
3) Provide services for family members and chosen support	3a) Establish social and peer support groups for family members or chosen supports.	3a) Review of needed resources for support groups complete by July 2021. Implementation of support groups TBD (dependent on provincial pandemic response and capability of virtual support groups)	3a) CHIP & SHIP
	3b) Provide resources for family members and chosen supports on website	3b) End of 2021	3b) Peel Public Health in collaboration with CHIP
4) Developing a “Care Path” for a coordinated response to collecting behaviours in Peel Region	4) Refine “Care Path” (Coordinated response) to guide referrals and actions service providers can take as they provide support	4) First iteration of “Care Path” completed by July 2021 (this “Care Path” will grow as more members join the coalition and will require further refinement)	4) CHIP
5) Empower Leader Agency	5) Designate leader agency to direct actions of CHIP, lead communication responsibilities, and to lead measurement of CHIP strategies	5) February 2021	5) CHIP
6) Train and educate service providers	6a) Begin to design content for workshops	6a) September 2021	6a) CHIP
	6b) Hold workshops with all relevant frontline service providers and landlords	6b) Begin holding workshops, either virtually or in person, by end of 2021	6b) CHIP
7) Advocate for changes to the Ontario Fire Code and the Fire Prevention Act that explicitly address hoarding	7) Engage provincial policy makers in the Community Safety Division of the Ministry of the Solicitor General and present findings from evaluation	7) Begin engaging policy makers in March 2021	7) CHIP
8) Liaise with other Hoarding Coalitions across Canada	8) Make connections with other Hoarding Coalitions to facilitate information sharing. Consider creating a quarterly call with all participating Coalitions.	8) July 2021	8) CHIP

# 4. Performance Measurement Framework

To ensure that CHIP is meeting goals and objectives outlined throughout this document, a performance measurement framework was developed.

Awareness of Collecting Behaviours and Stigma Reduction									
Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target	
			Client surveys	Responder surveys	Admin Data	Other			
General public	Website on hoarding is available to the general public and regularly maintained	# of website visitors				X Website statistics			
		% of clients who rated the website as easy to use / navigate				X Website statistics			
		% of clients who rated the website as informative (e.g., has the information they're looking for pertaining to hoarding)				X Website statistics			
	General public gains awareness of available services for hoarding	% of public with access to pamphlets/information packages on hoarding services	X Survey clients, family members, friends						
		% of public aware of where to access hoarding services	X Survey clients, family members, friends						
		# of workshops given			X				
		# of people attending workshops			X				
# of calls made by the general public to agencies/providers offering hoarding services			X						

## Awareness of Collecting Behaviours and Stigma Reduction

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
First Responders & Landlords	First responders (e.g., Fire Services, Police Services, Bylaw Services) and landlords gain awareness of available services for hoarding	% of first responders and landlords with access to pamphlets/information pack-ages on hoarding services		X				
		% of first responders and landlords aware of where to access hoarding services		X				
		# of referral calls placed by first responders and land-lords			X			

## Coordination & Partnerships

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
First Responders & Service Providers	Increase in partnerships between first responders (e.g., fire, EMS, etc.) and service providers (e.g., Hoarding Specialists) on collecting behaviour cases	# of formal partnerships (i.e., # of MOUs) between first responders and service providers			X Formal agreements			
	Increase in partnership cohesion among first responders and service providers	# of meetings between partnership members (e.g., first responders and service providers)			X			
		#/% of members attending meetings			X			
		Frequency of meetings among members			X			
	#/% of members aware of the partnership's shared goal		X					
	#/% of members aware of their own roles and responsibilities with the partnership's overarching plan		X					
	#/% of members satisfied with the partnership's overarching plan		X					
	Increase in wraparound supports offered to clients	Average # of partners involved in hoarding cases		X				
		#/% of calls/meetings between partners re: hoarding cases		X				

## Service Offerings

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
Clients	Increase in peer support interventions offered to the clients	# of peer support interventions offered to clients			X			
		#/% of hoarding clients currently attending peer support interventions			X			
		#/% of clients on waitlists for peer support interventions			X			
		Average length of waitlist for peer support interventions			X			
Family & Natural Supports	Increase in family and natural support programming	# of programs (e.g., peer support groups) offered to family and natural supports			X			
	Increase in access to online resources for family and natural supports	# of online resources for family and natural supports			X			
		# /% of website users who identify as family members, friends, or other natural supports of individuals with collecting behaviours				X Website statistics		
		% of website users who identify as family members, friends, or other natural supports of individuals with collecting behaviours rated the website as easy to use / navigate				X Website statistics		
		% of website users who identify as family members, friends, or other natural supports of individuals with collecting behaviours rated the website as informative (e.g., has the information they're looking for pertaining to hoarding)				X Website statistics		



## Client Outcomes

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
Clients	Client satisfaction levels with the coordination of services have increased	#/% of clients who rated being satisfied overall with the coordination of hoarding services	X					
	Increased client satisfaction with length of time that supports are offered	#/% of clients who rated being satisfied overall with the length of time hoarding supports are offered	X					
	Clients' access to hoarding services in Peel Region have increased	# of hoarding services offered to clients			X			
		# of clients receiving long-term hoarding services (e.g., beyond 52 weeks)			X			
		# of clients supported per Hoarding Specialist			X			
		% of clients on waitlists			X			
		Average length on waitlist (e.g., 1 month, 1 year)			X			
	Clients with collecting behaviours are stably housed	#/% of successful/unsuccessful Landlord Tenant Board (LTB) mediations	X		X			
		#/% of individuals with collecting behaviours who were evicted	X		X			

## Training & Education

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
General Public	General public gains enhanced understanding of hoarding disorder	# of workshops given			X			
		# of people attending workshops			X			
		# of website visitors				X Website statistics		
		# of public health campaigns			X			
First Responders & Landlords	First responders (e.g., Fire Services, Police Services, Bylaw Services) and landlords gain understanding of hoarding disorder	# of workshops offered to responders and landlords			X			
		# of trainings offered to responders and landlords			X			
		#/% of responders and landlords attending training workshops on hoarding disorder facts			X			

## Advocacy

Target Population	Outcomes	Key Performance Indicators	Measurement Tool				Base-line	Target
			Client surveys	Responder surveys	Admin Data	Other		
First Responders & Landlords	First responders (e.g., Fire Services, Police Services, Bylaw Services) and landlords increase knowledge of relevant legislation on hoarding	#/% of responders and landlords attending training workshops on legislation related to hoarding (e.g., bylaws)			X			
CHIP	Level of collaboration and information sharing across Hoarding Coalitions in Canada is increased	# of meetings between CHIP and other Hoarding Coalitions in Canada			X			