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Programming Connection Case Study Package /
Trousse d'étude de cas diffusée dans Connectons nos programmes

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**Materials from: Shift, a program of AIDS Calgary / Calgary Cares Centre
~ Program Logic Model, 2010 - 2013 ~**

This document was assembled in June, 2011.

For more information on Shift, read the Case Study in CATIE's Programming Connection at
<http://www2.catie.ca/en/pc/case-studies>.

The Programming Connection is designed to encourage the revitalization of existing programs and the creation of new programs. Should you use any part of these materials, please credit the author/organization as named on this cover sheet.

**Documents sur : Shift, un programme de : AIDS Calgary / Calgary Cares Centre
~ Un modèle logique de Shift ~**

Ce document a été assemblé avec juin 2011.

Pour plus de renseignements sur Shift, veuillez lire l'étude de cas dans Connectons nos programmes de CATIE à : <http://www2.catie.ca/fr/cnp/etudes-cas>

L'outil Connectons nos programmes a été conçu pour encourager la revitalisation de programmes existants et la création de nouveaux programmes. Si vous utilisez ces documents en totalité ou en partie, veuillez citer en référence l'auteur ou l'organisme tel qu'il figure dans cette page couverture.

SHIFT: Logic Model 2010-2013

SHIFT: Support Services for people involved in the sex trade

Mission: Utilizing a harm reduction and rights based approach, Shift works with adults involved in the sex trade to assist in improving quality of life and reaching individualized goals.

Program Values:

Recognize that women *and* men *and* transsexual/transgendered are involved in the Sex Trade industry.

Understand Sex Trade Workers are not inherently victims; SHIFT is NOT a rescue mission.

Appreciate the principle program objective is empowering Sex Trade Workers to obtain their own best possible quality of life; Shift is not an abstinence program.

Accept the program is *NOT* an exit program, unless exiting is identified as a goal by a client.

Acknowledge 80% of Sex Trade Work is not visible at street level (occurs in massage parlors, strip clubs, internet); therefore SHIFT is a multi-faced program with multiple entry points.

Respect Stepping Out, SHIFT's predecessor, had a strong legal work focus. Maintaining the strong and established partnerships with the legal community is a priority (Calgary Legal Guidance, Alternative Measures Program)

Mandate – To see:

1. A shift in perceptions about sex trade work
2. A shift in health and quality of life for sex trade workers
3. A shift in ideas and attitudes
4. A shift in safety for workers
5. A shift in the way sex workers view themselves and are viewed by others
6. A shift in language used in the community and by media

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
Team Leader, Client Services Management Team Shift Program Coordinator Shift Outreach Worker Community Partners Funding	Update Shift program with literature and best practice review. Update program and evaluation plan Communicate to Sex Trade Workers and Community about service provision of SHIFT Review and update partnerships [Assess effectiveness of partnerships, determine challenges, opportunities and revise partnership strategy] Maintain and update referral list Procure	# of peer reviewed articles and grey literature reviewed # and type of databases searched # of program materials distributed # of partnerships # of community partners for basic needs and delivery of basic needs assistance # and type of agencies, service providers and health professionals on referral list # of contacts	Sex trade workers, and specifically survival sex workers, are aware and knowledgeable about Shift program and supports Immediate basic needs of food, clothing and shelter are being met for an increasing number of Sex Trade Workers	Increase in basic needs being met on an ongoing basis for program participants	Meeting basic needs of participants is no longer an issue. Basic needs are sustained and stable. Participants can focus on other identified goals. Support services will maintain relevant programming based on clients' needs	Improved living conditions (food, shelter housing) for Sex Trade Workers. Basic needs must be met before individuals may focus on other life challenges	Clients report fewer incidences of requiring assistance in fulfilling basic needs Clients' evaluation plan do not include reference to basic needs. # of partnerships # of community partners for basic needs and delivery of basic needs assistance	HOMES Program reports

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
	donations for food packs	with clients devoted to obtaining basic needs # of referrals to other agencies for basic need assistance # of food packs given out					# of contacts with clients devoted to obtaining basic needs # of referrals to other agencies for basic need assistance # of food packs	
Shift Program Coordinator Shift Outreach Worker AIDS Calgary Internal Working Committee	Review and update if necessary SHIFT material Ensure information about programs and services is accessible through multiple forms of communication (brochures, website, telephone contact) Provide clients with one-to-one support and life management Assist clients to form connections with social supports	# of population specific program materials # of resource materials distributed Type and location of available information # of clients # of new clients # of client contacts # of referrals to health services	Increased number of Sex Trade Workers in Calgary who have knowledge about services and programming available from SHIFT. Increased number of Sex Trade Workers who feel comfortable accessing services from AIDS Calgary – SHIFT program. Sex Trade Workers Increase their access to safer sex material	Increased incorporation of SHIFT into the collective knowledge and consciousness of Sex Trade Workers Change in Sex Trade Worker's empowerment over controlling own health Increase in the numbers of participants who	Increased empowerment through self-reliance and self-sufficiency Clients demonstrate an improved ability to engage in self-management Clients demonstrate an improved ability to practice harm reduction and health promotion strategies and principles	Health and Quality of Life Improved for Sex Trade Workers Support services reduce barriers that limit clients' ability to link with community based resources/organizations and each other A collective Shift in the perceptions and attitudes about Sex Trade Workers by Sex Trade Workers themselves	# of STW served # of resources distributed % of clients report increased knowledge of care, treatment and support programs % STW who reported use of condom in last sexual intercourse % of STW who reported sharing injection drug equipment % of STW who correctly identify	HOMES Referral question on Intake forms (how are clients locating the program) Client Satisfaction Survey Program reports Behavioural surveys

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
	Facilitate development of workplans with clients and assist with life planning and decision making Provide accurate update information to clients regarding services, programs, issues	# of client calls	and gain knowledge on utilizing it correctly Participants are increasingly knowledgeable about, and feel comfortable accessing, health services (STI testing, regular doctor visits, addictions counselling, mental health).	access health services on a regular basis.			ways of preventing HIV and reject myths and misconceptions about HIV	
	Offer and provide services through multiple venues (onsite, outreach, partnership)	# of outreach hours # and type of outreach venues	STW have harm prevention and reduction tools, and knowledge on their safe use, to lesson health dangers associated with risk behaviours	STW understand that they have a right to protect themselves from HIV infection and poor health outcomes	STW are empowered to make choices that reduce their risks of HIV infection	STW have and can easily obtain harm reduction tools	# of outreach hours # and type of outreach venues	
	Provide condoms, lube, dental dams	# of condom # of lube # of dental dams # of SHIFT kits given				STW are empowered to make choices that reduce their risks of HIV infection	% of at-risk populations receiving HIV prevention tools # of condom # of lube # of dental dams # of outreach kits given	
	Deliever workshops specifically for: service providers, police, STW and general community. (ex sensitivity	# of workshops	Improved community and service provider awarness and knowledge about STW and HIV/AIDS Enhanced HIV/AIDS prevention, treatment, and care skills of	The number of health professionals providing appropriate care for STW and people at-risk, living with or affected by HIV/AIDS increased Service providers and	All organizations and individuals serving STW have the skills, knowledge, resources and capacity to respond appropriately to complex health and social needs	Decreased transmission of HIV and infectious diseases in STW Capacity built to provide appropraite	# of workshops % of service providers reporting confidence in ability to manage	

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
	<p>training)</p> <p>Facilitate learning exchanges between agencies</p> <p>Evaluate utility of SHIFT kits. Update list of items included in kits and solicit donations for items</p> <p>Engage health service providers in creating partnerships</p>	<p># of learning exchanges</p> <p># of health provider partnerships</p>	<p>service providers</p> <p>Decreased discomfort of service providers and community when working with STW</p> <p>Increased skills and ability of Shift Outreach worker and AIDS Calgary to work with STW's</p>	<p>community working with STW are confident in their ability to manage their complex care</p>	<p>All organizations and individuals serving STW are a part of an effective continuum of care</p>	<p>care and support for STW</p>	<p>STW needs</p> <p># of learning exchanges with partners and community</p> <p># of agencies and service providers on referral list</p> <p># of health provider partnerships</p>	
<p>Shift Program Coordinator</p> <p>Shift Outreach Worker</p> <p>AIDS Calgary Internal Working Committee</p>	<p>Participate in local & regional networks and coalitions</p> <p>Identify and develop strategies for potential partnerships with media</p>	<p># of networks and coalitions with focus</p> <p># of partnerships with media</p> <p># of media contacts</p> <p># of workshops for media</p>	<p>Increase in all forms of media who have knowledge about appropriate language around Sex Trade Work. Decrease in the use of language like "hooker...",</p> <p>Sex Trade Workers recognize their inherent worth and begin to change their attitudes about themselves.</p>	<p>Increase in media and public utilizing appropriate language around Sex Trade Work.</p>	<p>Increase in media, service providers and community's sensitivity to issues of Sex Trade Workers.</p>	<p>A collective shift in the perceptions and attitudes about Sex Trade Workers by the public and by Sex Trade Workers themselves.</p> <p>Awareness generates interest in fundraising for STW programming</p>	<p># of media articles on STW with appropriate language vs inappropriate</p> <p># of workshops for media & public on STW</p> <p># of partnerships with media</p> <p># of media contacts</p> <p># of advocacy pieces distributed</p>	<p>Communications Strategist</p> <p>Library Collection</p> <p>HOMES</p>

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
		# of advocacy pieces distributed to media					to media	
Shift Program Coordinator Shift Outreach Worker AIDS Calgary Internal Working Committee	Evaluate, revise and maintain Bad Date Information Sheets Evaluate, revise and maintain human rights material and legal guidance for STW (workshops, info cards) Strategize ways to partner positively with Calgary Police Services Maintain and encourage partnerships and	# of Bad Date Sheets distributed # of contacts with Sex Trade Workers informing Bad Date Sheets # of legal cards distributed # of court accompaniments # of contacts with legal services # of partnerships with legal service agencies	Increase in Sex Trade Workers' knowledge about, and access to, information to keep them safe and informed (ex. Bad Date Sheet) Participants have greater knowledge about their legal rights Participants are have support in Court	Sex Trade Workers' know about a safe place they can go if they are experiencing violence or feel their safety is threatened	Community and public support the rights of Sex Trade Workers. Less stigma and discrimination	Sex Trade Workers have safer working conditions Sex Trade Workers are empowered by their legal knowledge of the criminal code and their human rights.	# of partnerships with legal service agencies # of Bad Date Sheets distributed # of legal cards distributed # of court accompaniments	HOMES Referral question on Intake forms (how are clients locating the program) Client Satisfaction Survey Program reports Behavioural surveys

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	collaborations with legal services Facilitate workshops for clients: example condom negotiation; staying safe workshop	# of workshops # of participants						
Shift Program Coordinator Shift Outreach Worker AIDS Calgary Internal Working Committee	Organize a letter writing campaign to raise attention to STW issues Write advocacy position statements for issues around STW Participate in committees, forums, conferences and roundtables on issues affected STW populations (sex work, immigration, human trafficking)	# of letters sent # of advocacy positions written # of STW Committee meetings attended # of conferences attended	Increased awareness of STW issues is brought to the attention of policy makers, media and general community.	A political ally is found to champion STW policy changes at local, provincial, and national level.	Policy and Law changes around STW Laws are modified to protect Sex Trade Workers.	Effect change	Increase in corporate/individual donations towards STW programming # of letters sent # of advocacy positions written Law reforms enacted	Submitted funder reports Annual Reports HOMES
Shift Program Coordinator Shift Outreach Worker	Evaluate and redesign peer support program component	# of STW contributing to SHIFT programming # of peer	There is interest by some STW's in becoming paid peer resources and assisting in providing SHIFT feedback.	Increase in number of Sex Trade Workers who take an active role in shaping/leading SHIFT programming	Increase in Sex Trade programming that is informed by experiential men and women.	Peer Support is a large and active element of SHIFT programming	% of peer leaders who report satisfaction with the peer support program	Satisfaction Surveys HOMES database

Inputs	Activities	Outputs	Short Term Outcomes	Medium Term Outcomes	Long Term Outcomes	Impact/Objective	Indicators of Success	Measurement Tools
AIDS Calgary Internal Working Committee Experiential Workers		leaders					% of Shift clients who report satisfaction with peer support program % of Shift clients who report that the peers support program is important to them	
	Skills training							