



*(Quantitative findings continued)*

- In contrast, most FSPs had high fidelity in terms of service philosophies:
  - 63% did not require participation in services.
  - 67% did not require pharmacotherapy compliance.
  - 81% did not require participation in substance abuse treatment.
  - 76% of programs promoted a harm reduction approach to substance abuse.
- Most programs also met fidelity standards with respect to service array and aspects of program structure. For example, most FSPs provided opportunities for community-based employment, education, volunteering, physical healthcare and social integration.

**Qualitative Findings:**

Survey data from the 20-program subsample was used to identify the top five and bottom five programs in terms of fidelity to housing/service philosophies, and the top five and bottom five with respect to service array/program structure (a group of 15 programs total). Qualitative analyses were conducted on interviews with program directors in order to further understand specific factors impacting variation in FSP program fidelity. Resulting factors fell within three overarching domains:

1. Personal Characteristics of Program DirectorsFor example:

- Directors of high-fidelity programs displayed values-based leadership focused solely on client needs (vs. cost-savings).
- Directors of high-fidelity programs treated clients as equals (vs. seeing them as less competent than themselves and their staff).
- Directors of high-fidelity programs valued housing and income as most important to a client's mental health (vs. viewing medication and housing as equally effective).

2. Characteristics of the "Inner Setting" of Programs (i.e., program culture, staff, and policies)For example:

- High-fidelity program directors stated improving clients' quality of life as the program goal (vs. emphasizing managing client service utilization, such as keeping them out of prisons and hospitals).
- High-fidelity program directors had control over staffing and placed high importance on hiring

staff with personal values and beliefs aligned to recovery-orientation.

- High-fidelity programs described client-centered decision making with clients as active participants in decision making (vs. staff making decisions for clients with little or no consideration of client preferences or input).

3. Characteristics of the "Outer Setting" of Programs (i.e., political/social context of program)For example:

- Program directors of high-fidelity programs described their clients as underserved (vs. "high utilizers") of services, indicating an understanding of the purpose of FSPs to reach underserved populations.
- High-fidelity programs have extensive networks; the existence of a high-fidelity program in a county is a good predictor of high-fidelity among other FSP programs in that county.
- High-fidelity programs indicated support, guidance and monitoring from counties on how to operate according to FSP philosophies (vs. counties with policies that interfered with recovery goals)

**Main Conclusions and Discussion Items:**

- Program directors are important agents regarding a program's culture and recovery orientation. The values and concerns of organizational leadership are key principles in the fidelity of an FSP.
- High-fidelity programs are more likely to have cultures and implementation climates that are compatible with the Housing First model and display readiness for implementation.
- Being located in a county with a model program appears to be a good predictor of fidelity due to networking between model programs and other programs within the same county.

**Principle Investigators:** Todd P. Gilmer, Marian L. Katz, Ana Stefancic, and Lawrence A. Palinkas

**Link to Study:**

<http://onlinelibrary.wiley.com/doi/10.1111/1475-6773.12119/abstract>