

Navigating the homeless crisis system: Visualizing the flow of clients through service delivery

Dr. Christopher Weare, Sacramento Steps Forward

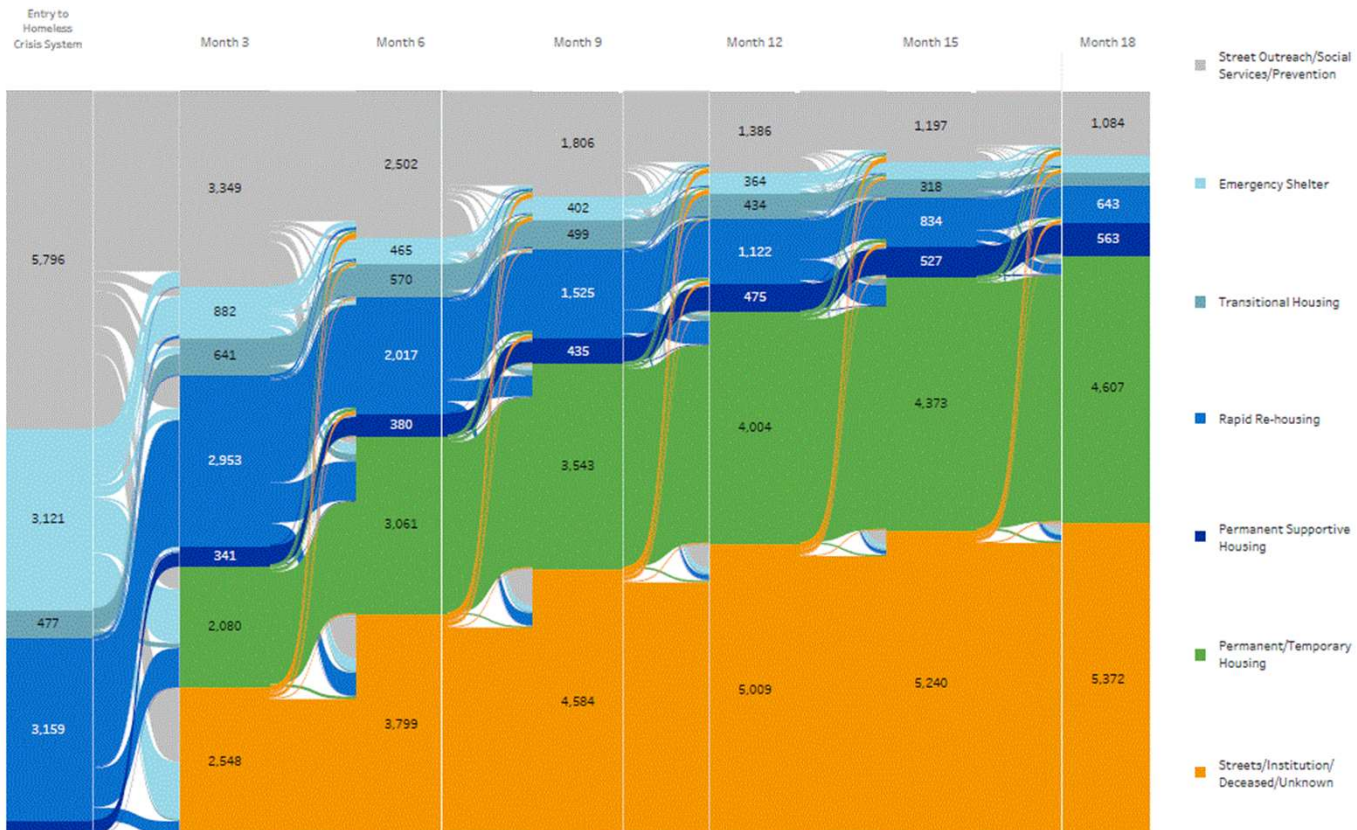


Increasing Capacity &
Building Connections:
Bridging to the Future



Helping the Homeless

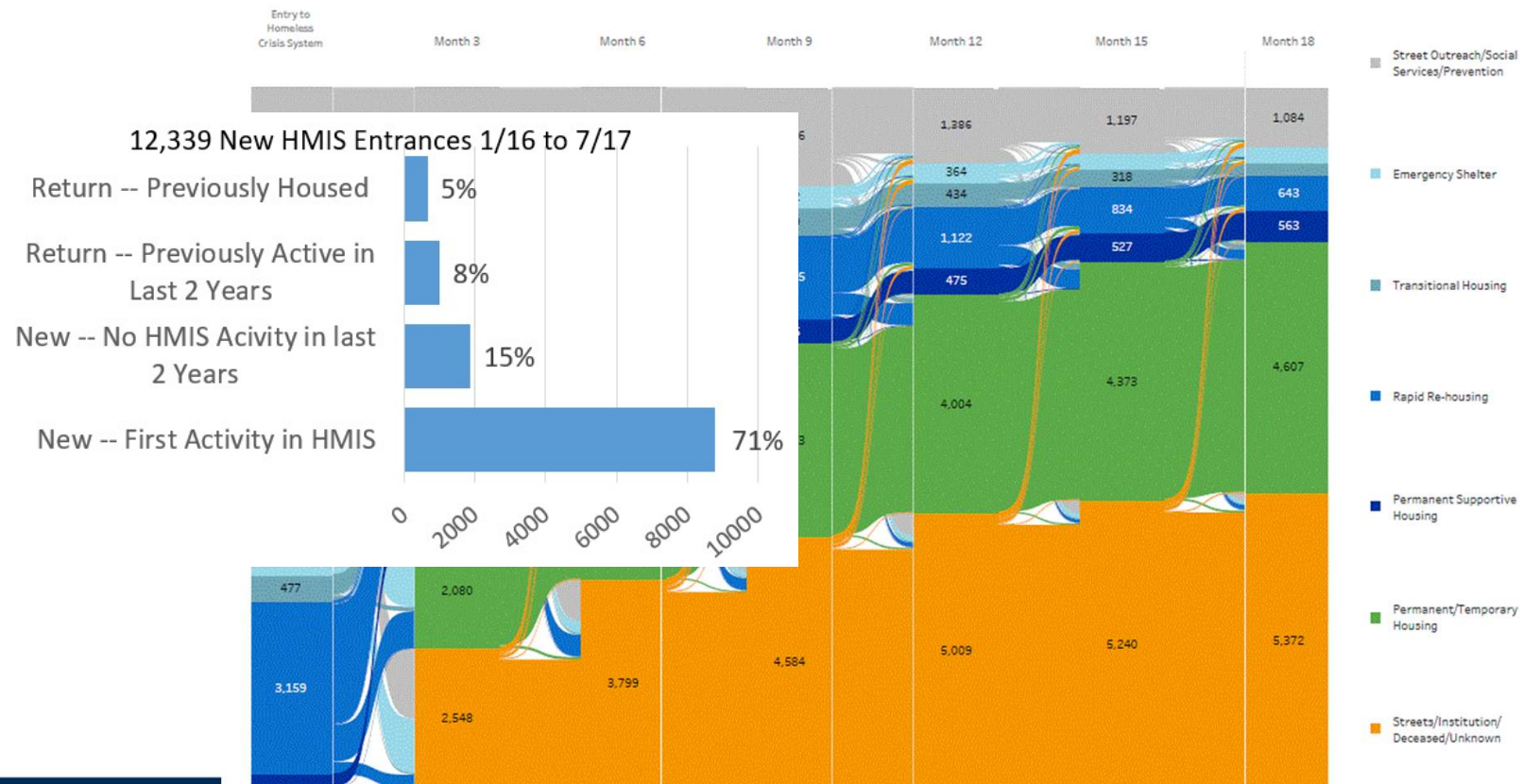
Charting the Path of Individuals Navigating the Homeless Crisis System





Helping the Homeless

Charting the Path of Individuals Navigating the Homeless Crisis System



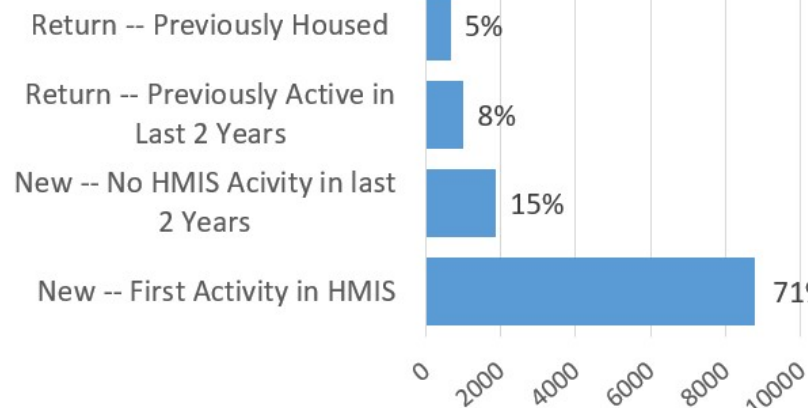


Helping the Homeless

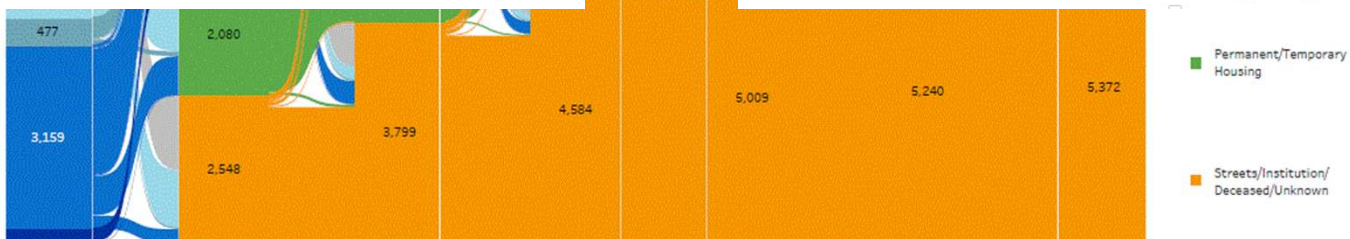
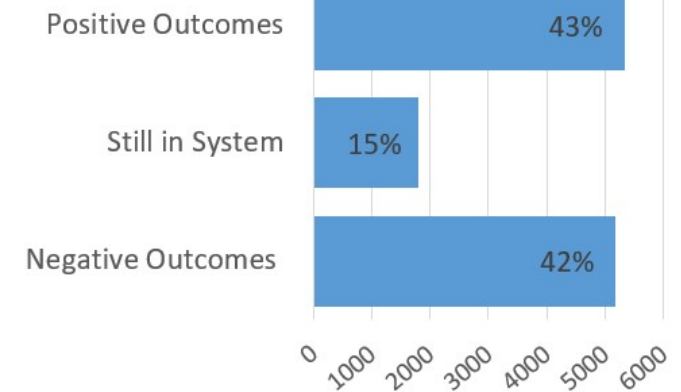
Charting the Path of Individuals Navigating the Homeless Crisis System



12,339 New HMIS Entrances 1/16 to 7/17



12,296 Clients at End of 18 Months

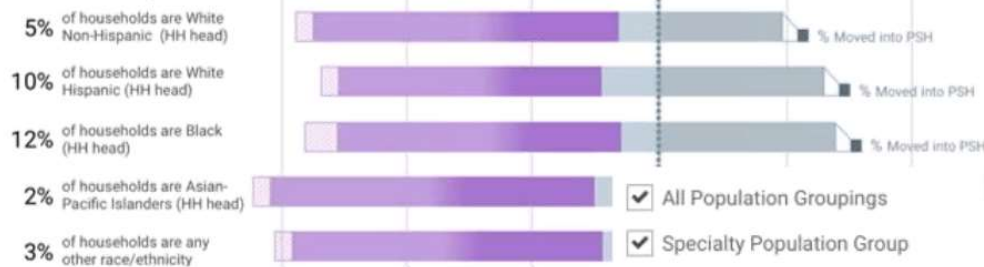




Ex. Deeper Dives By Population Group

53 days homeless is the system average for 2018 for all households

Race and Ethnicity



Days Homeless

Emergency Shelter/Safe Haven
Transitional Housing
RRH/PSH Prior to Housing move-in
Self-reported data

Point of H

Rapid R
Permar

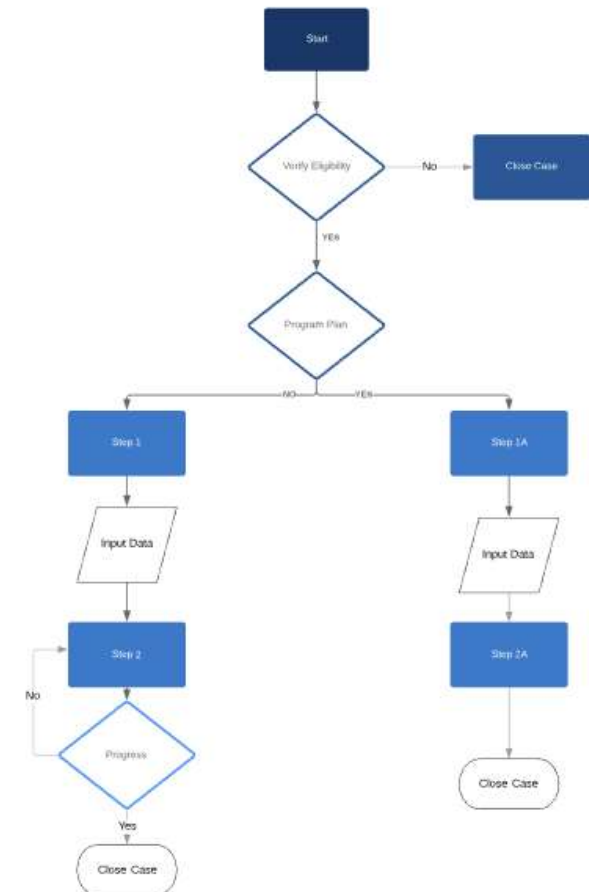
- ☒ All Population Groupings
- ☒ Specialty Population Group
- ☒ Household Composition
- ☒ Have a disabled member
- ☒ Currently fleeing DV
- ☒ Seniors (all age 55+)
- ☒ System Utilization History
- ☒ Parenting young adult (18-24)
- ☒ First-time homeless
- ☒ Large families
- ☒ Returners
- ☒ Race and Ethnicity
- ☒ Moved into PSH
- ☒ White Non-Hispanic (HoH)
- ☒ White Hispanic (HoH)
- ☒ Asian-Pacific Islanders (HoH)
- ☒ Any other race/ethnicity



Process Analysis

Lean/Six Sigma

- Map Out Process
- Follow Cases Through Process

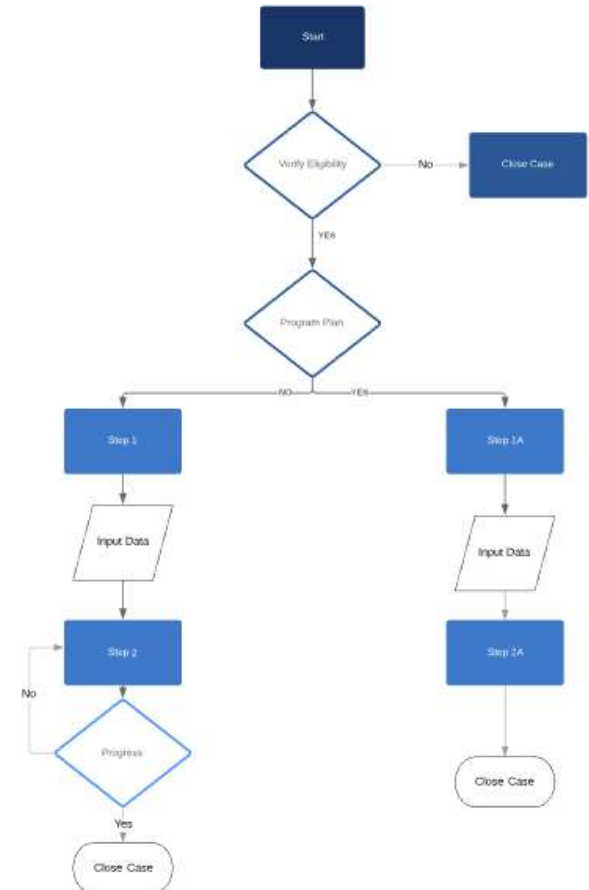
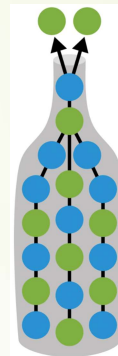




Process Analysis

Lean/Six Sigma

- Map Out Process
- Follow Cases Through Process
- Identify Problems with Process
 - Bottlenecks/Delays

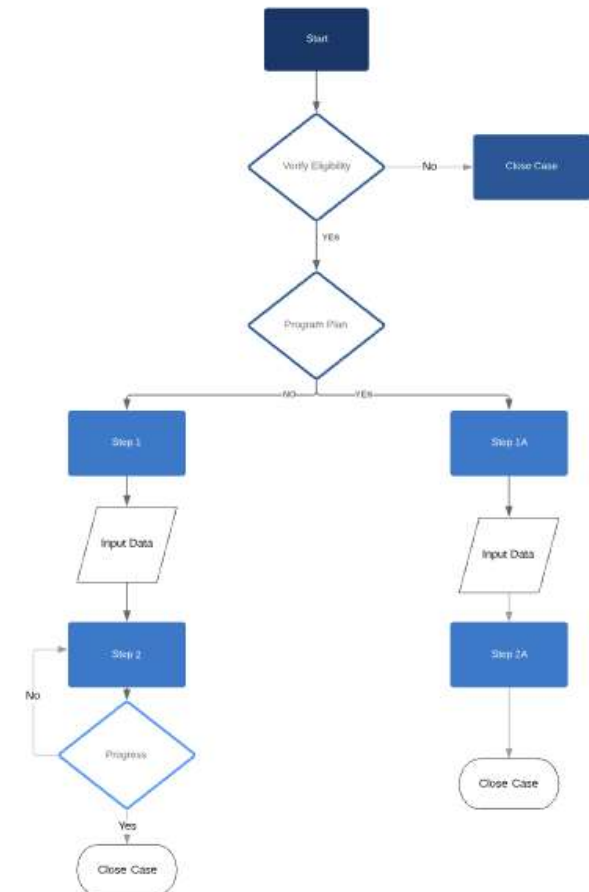
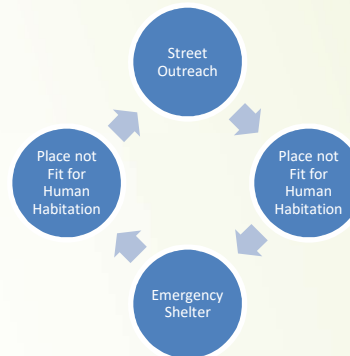




Process Analysis

Lean/Six Sigma

- Map Out Process
- Follow Cases Through Process
- Identify Problems with Process
 - Bottlenecks/Delays
 - Repetitive Cycles

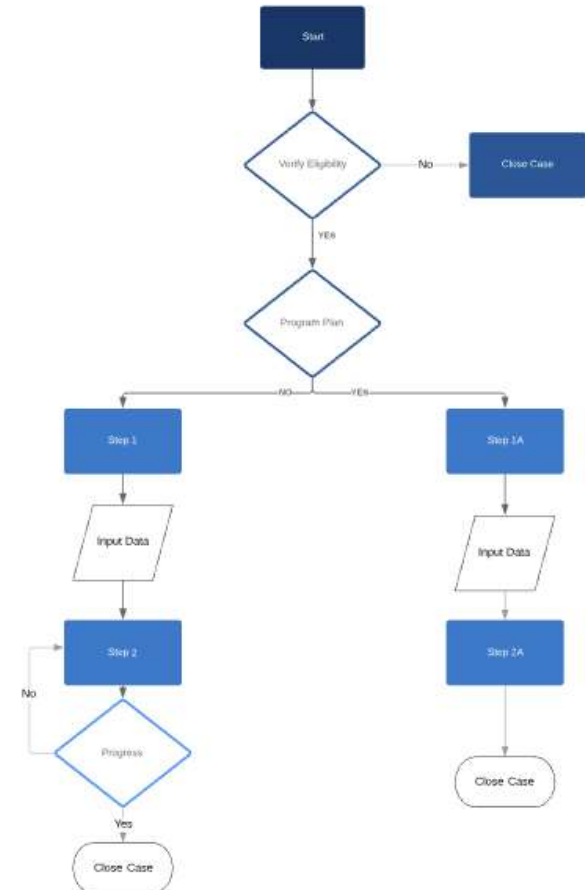




Process Analysis

Lean/Six Sigma

- Map Out Process
- Follow Cases Through Process
- Identify Problems with Process
 - Bottlenecks/Delays
 - Repetitive Cycles
 - Errors

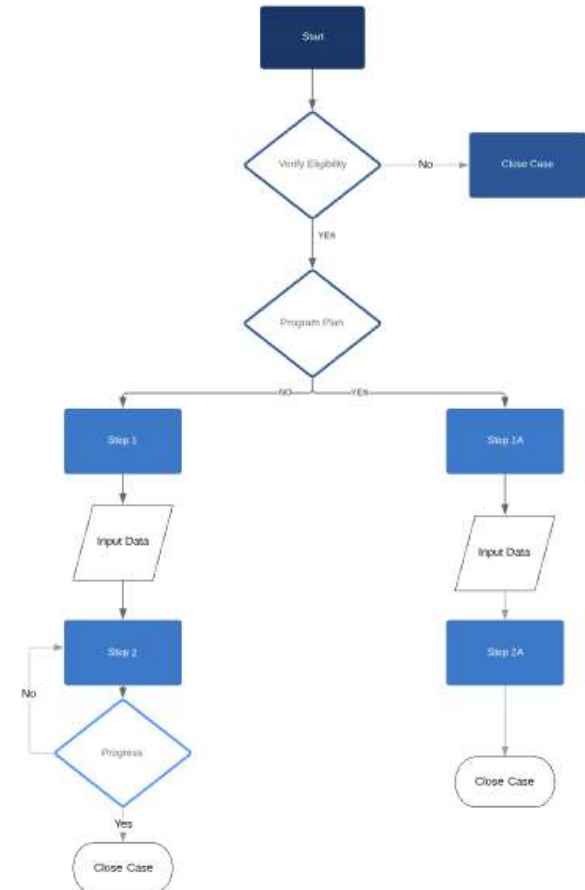




Process Analysis

Lean/Six Sigma

- Map Out Process
- Follow Cases Through Process
- Identify Problems with Process
 - Bottlenecks/Delays
 - Repetitive Cycles
 - Errors
- Address Problems





Process Goals: Homeless Crisis System

- Helping those in Need
 - Engagement → Services → Shelter → Stable Housing
- Services that are Appropriate for Client Needs
- Supports that Enable Client to Continue Progress Toward Stable Housing
- Minimize Length of Time Homeless



Process Goals: Moving Forward Toward Stable Housing





Process Goals: Moving Forward Toward Stable Housing





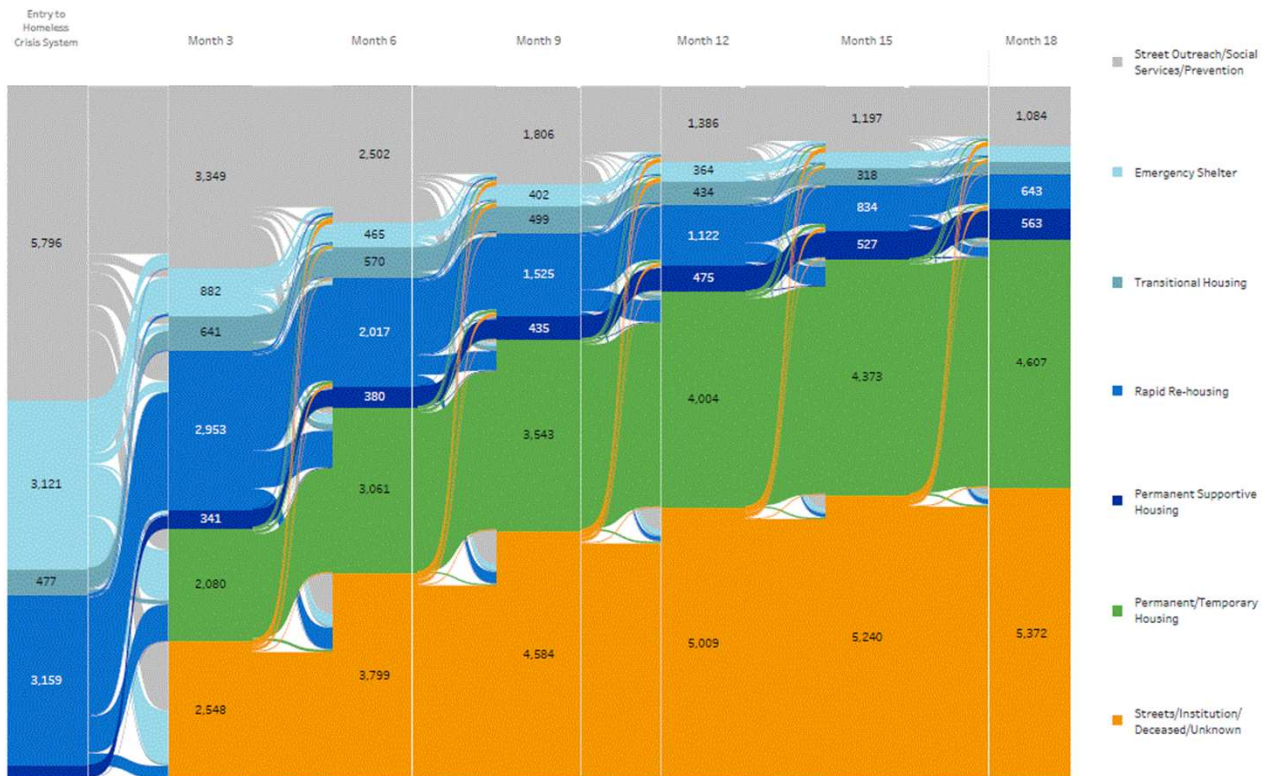
Process Goals: Moving Forward Toward Stable Housing



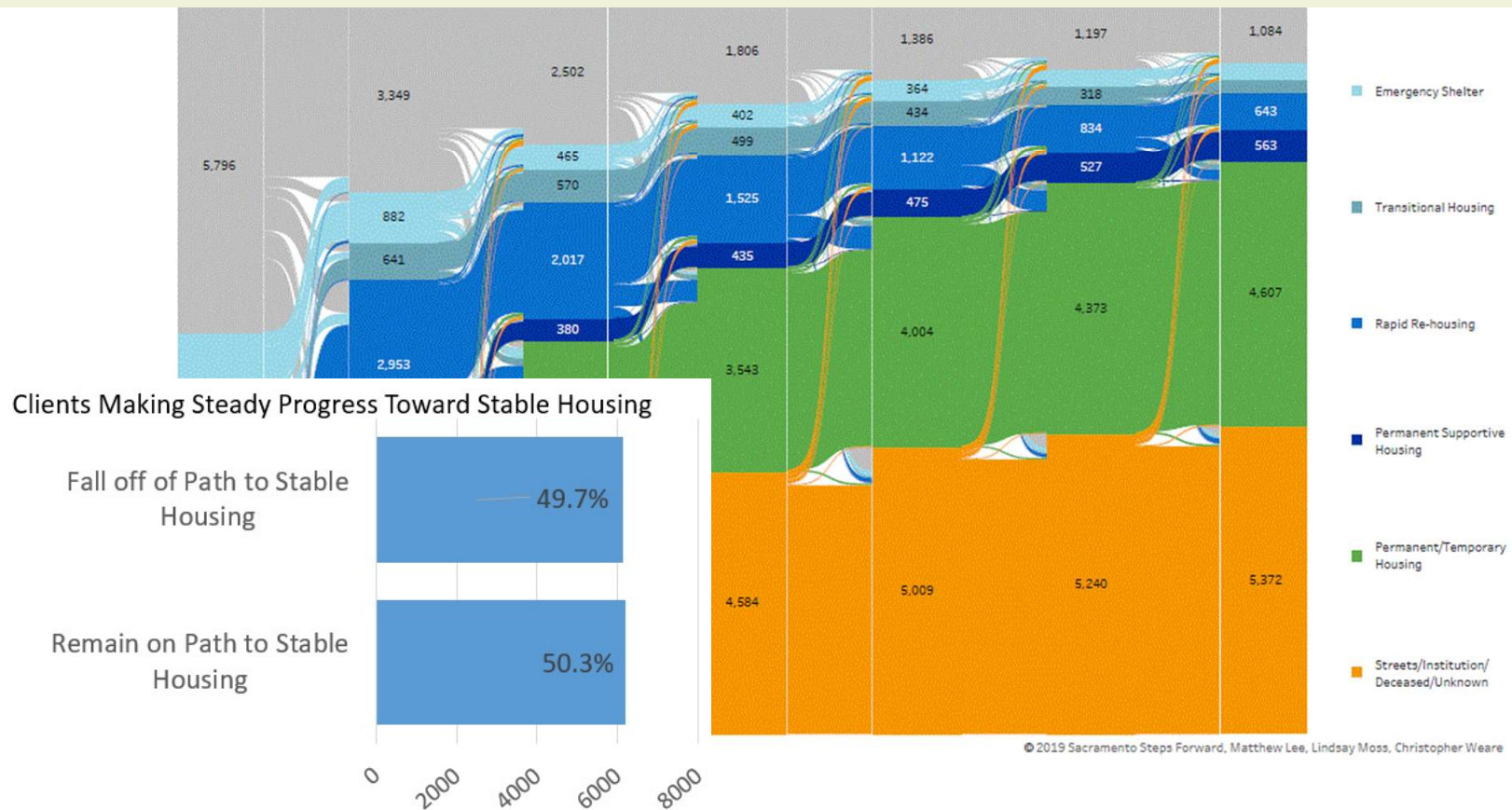
What Pathways do People Follow Through Homeless Crisis System?

Helping the Homeless

Charting the Path of Individuals Navigating the Homeless Crisis System



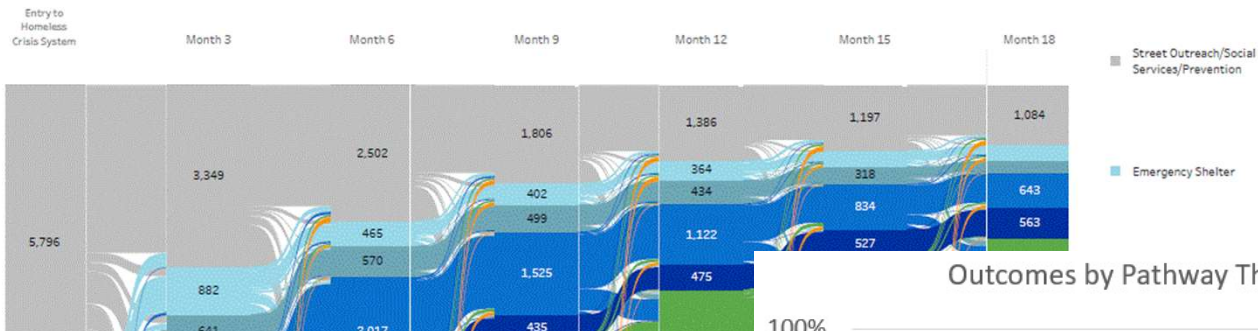
What Pathways do People Follow Through Homeless Crisis System?



What Pathways do People Follow Through Homeless Crisis System?

Helping the Homeless

Charting the Path of Individuals Navigating the Homeless Crisis System



Clients Making Steady Progress Toward Stable Housing

Fall off of Path to Stable Housing

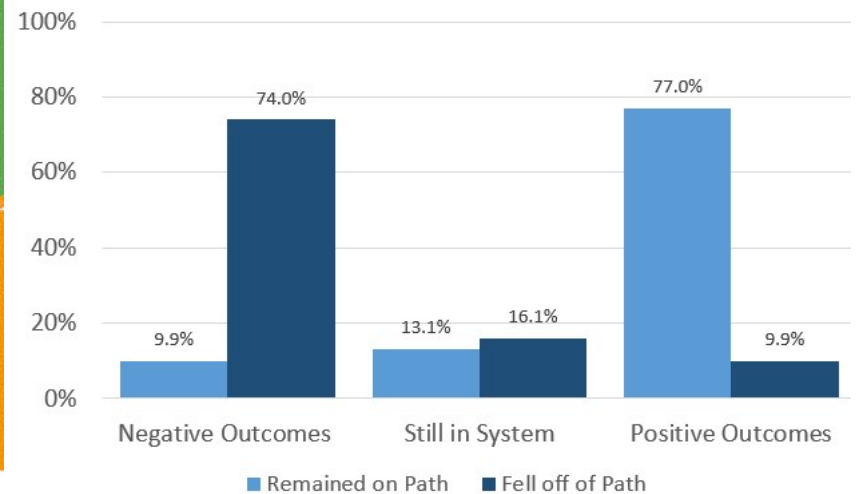
49.7%

Remain on Path to Stable Housing

50.3%



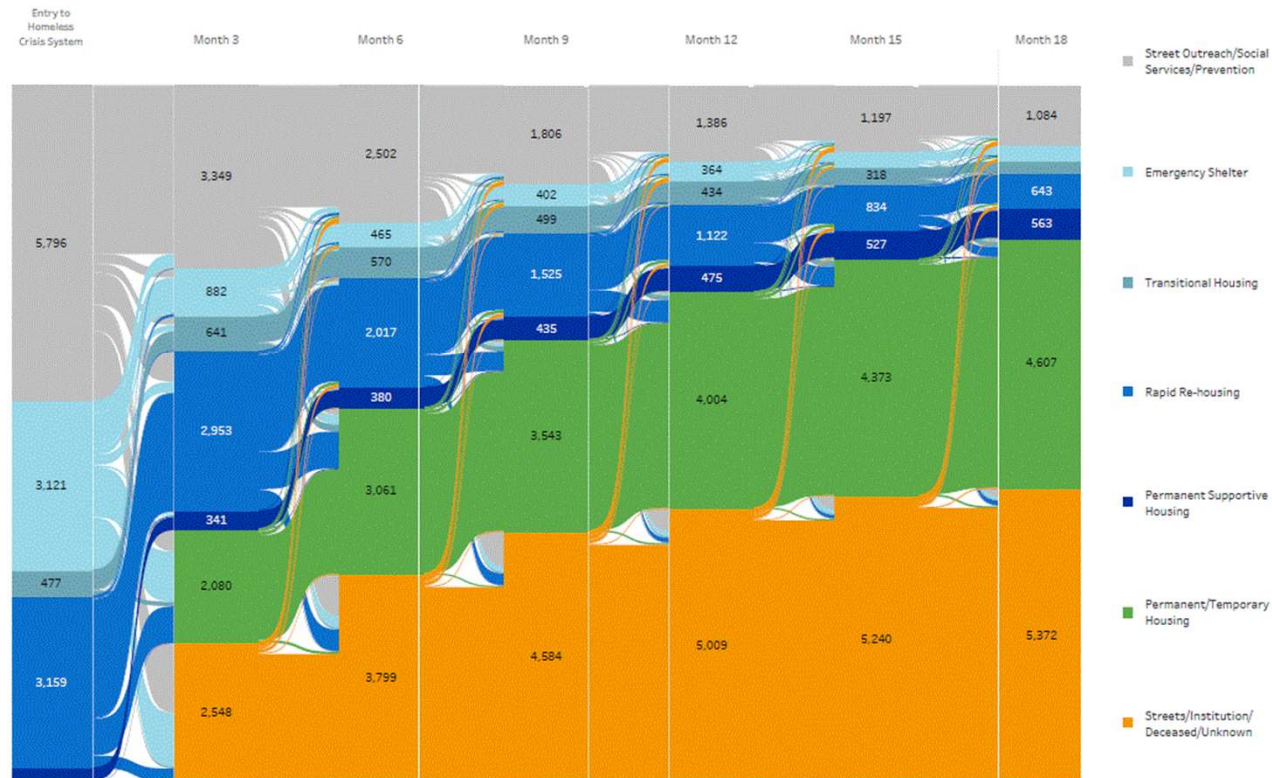
Outcomes by Pathway Through System



Why Do Clients Fall off the Pathway to Stable Housing?

Helping the Homeless

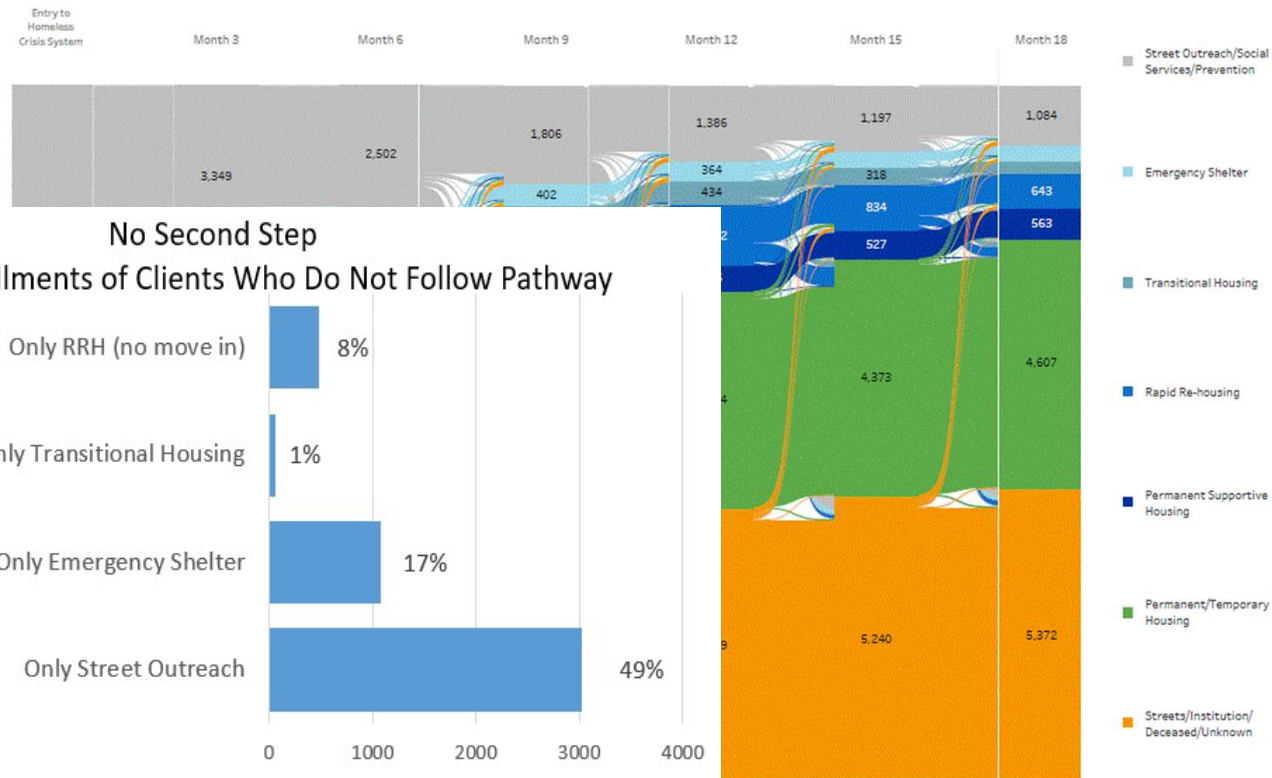
Charting the Path of Individuals Navigating the Homeless Crisis System



Why Do Clients Fall off of the Pathway to Stable Housing?

Helping the Homeless

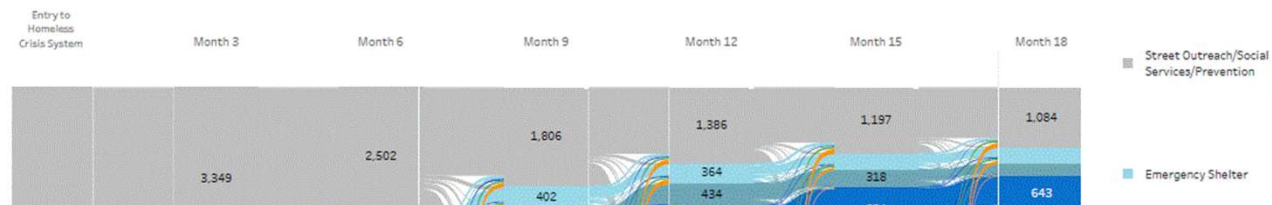
Charting the Path of Individuals Navigating the Homeless Crisis System



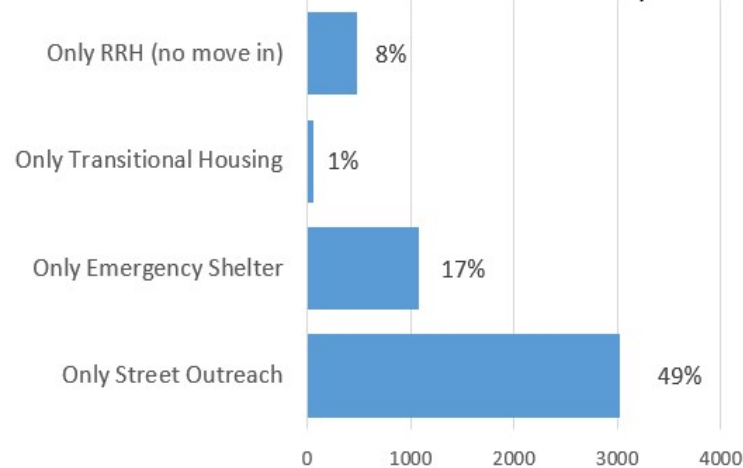
Why Do Clients Fall off of the Pathway to Stable Housing?

Helping the Homeless

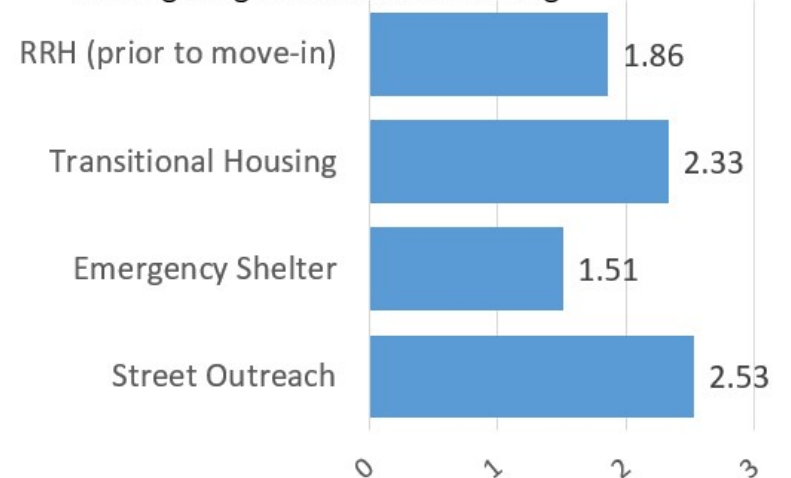
Charting the Path of Individuals Navigating the Homeless Crisis System



No Second Step Program Enrollments of Clients Who Do Not Follow Pathway



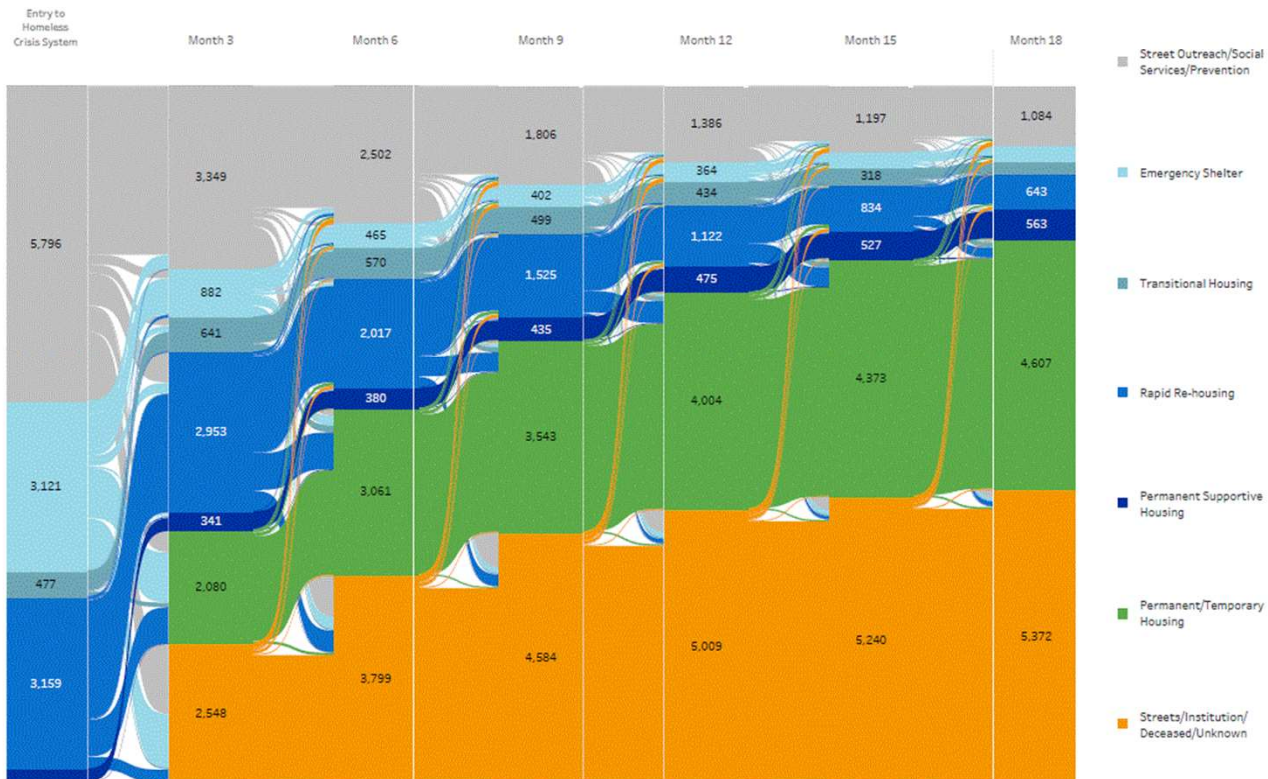
Average Periods in Different Programs for Clients Not Making Progress to Stable Housing



Are Clients Cycling Between Progress And Backsliding ?

Helping the Homeless

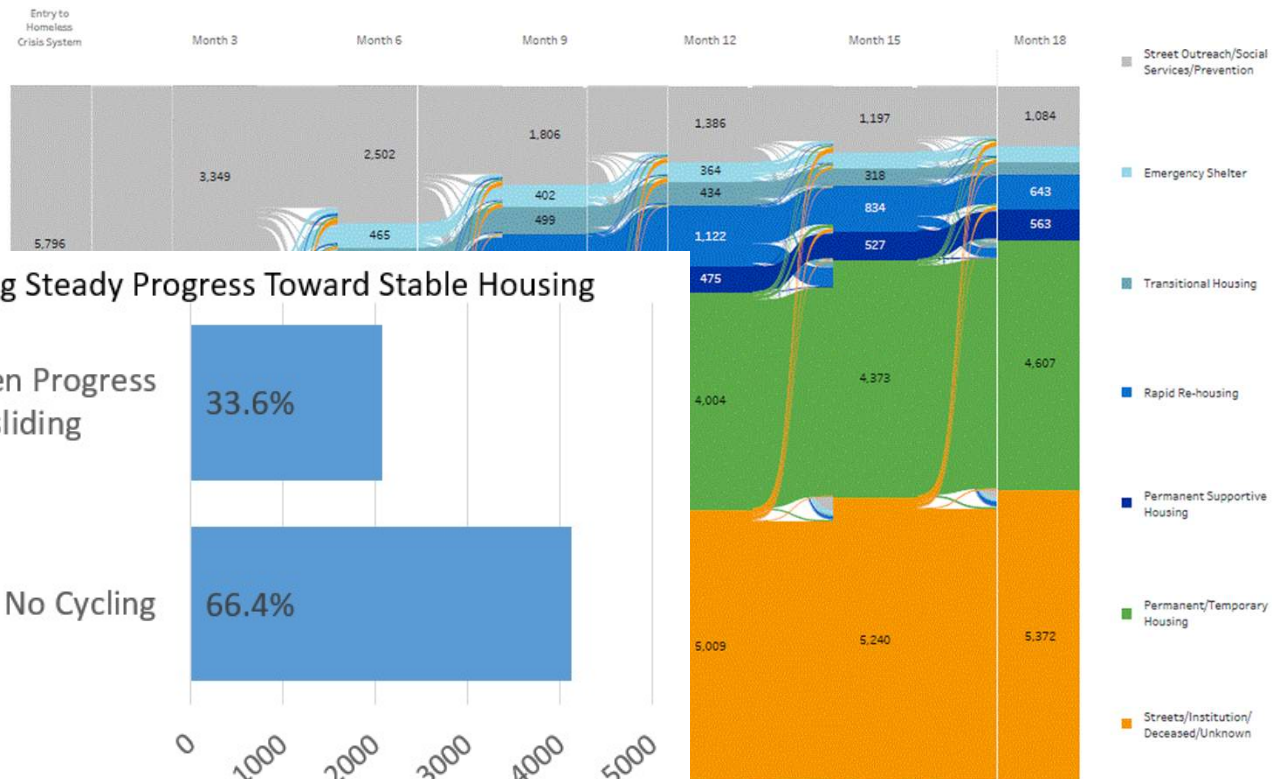
Charting the Path of Individuals Navigating the Homeless Crisis System



Are Clients Cycling Between Progress And Backsliding ?

Helping the Homeless

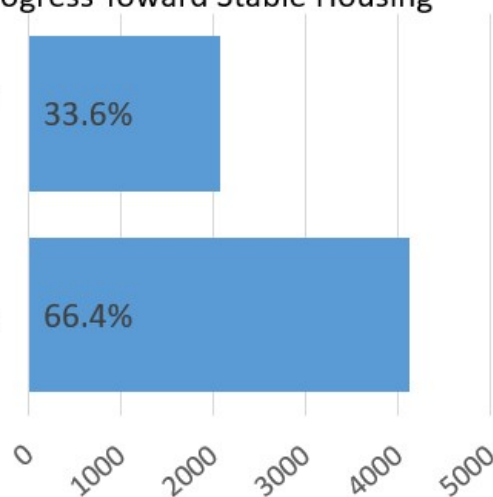
Charting the Path of Individuals Navigating the Homeless Crisis System



Clients Making Steady Progress Toward Stable Housing

Cycling Between Progress and Backsliding

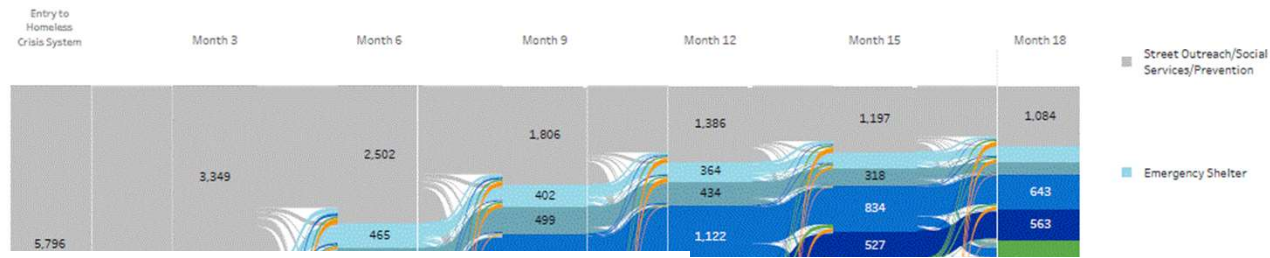
No Cycling



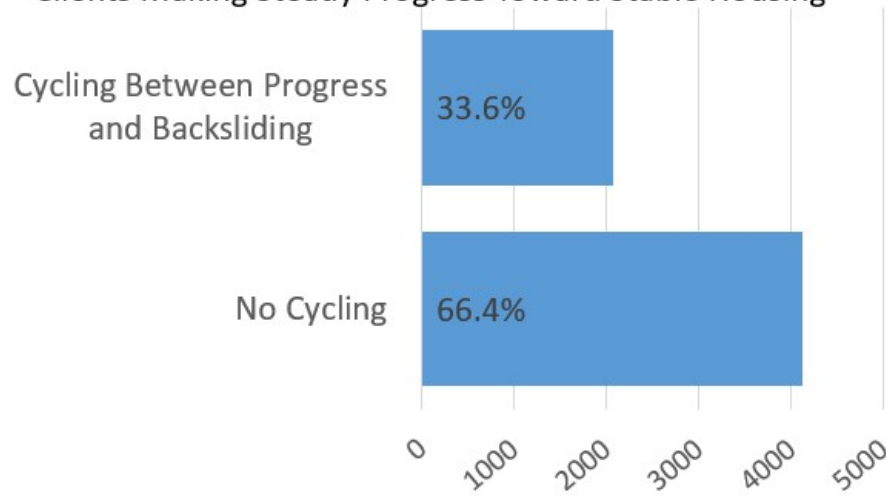
Are Clients Cycling Between Progress And Backsliding ?

Helping the Homeless

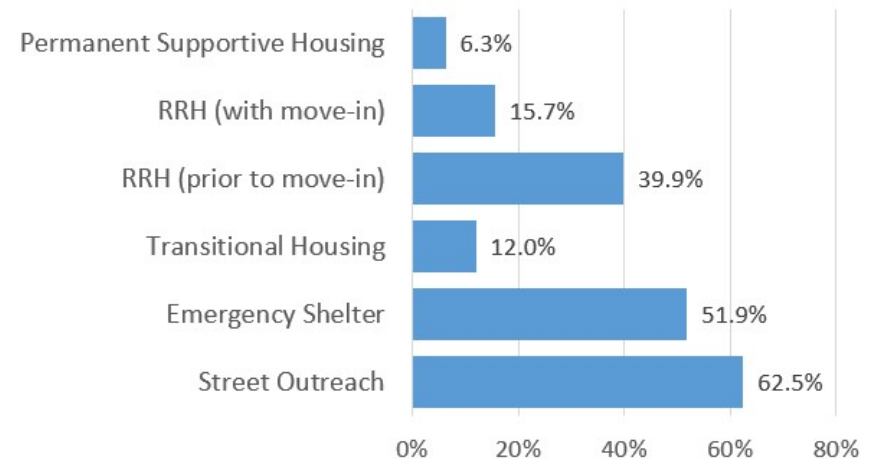
Charting the Path of Individuals Navigating the Homeless Crisis System



Clients Making Steady Progress Toward Stable Housing



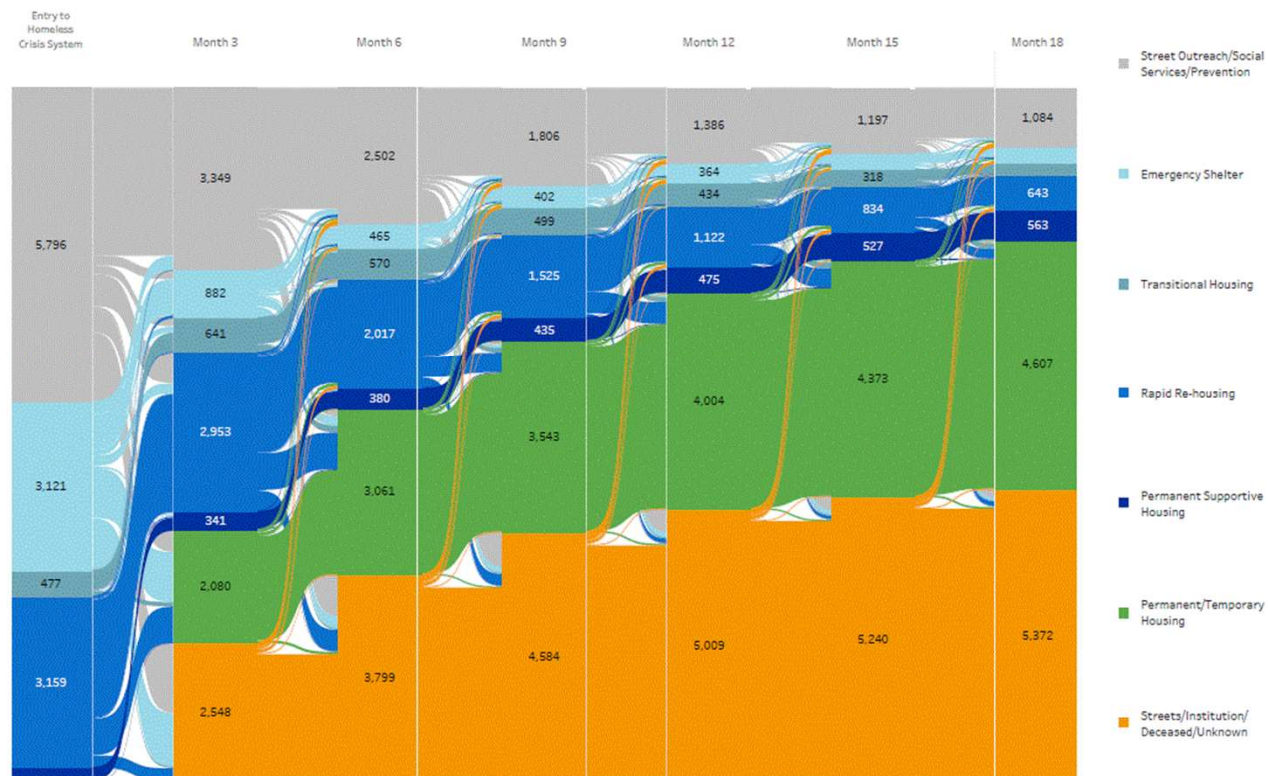
Programs Touched by Clients who Cycle



How and When is the System Losing Contact with Clients?

Helping the Homeless

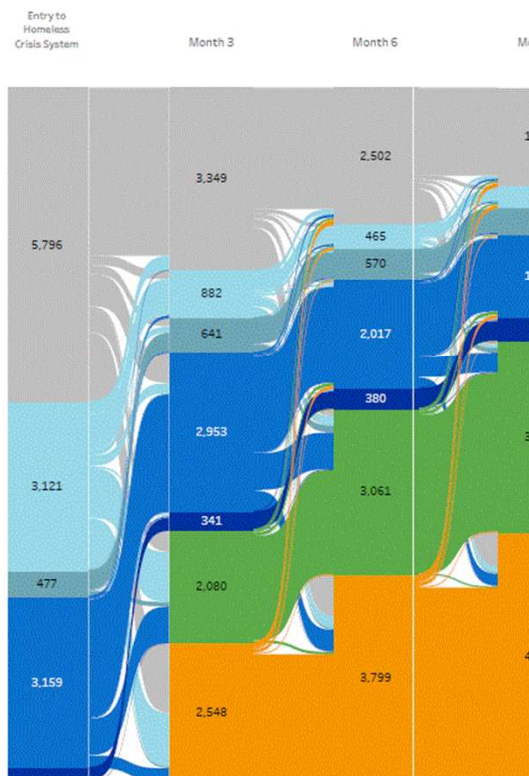
Charting the Path of Individuals Navigating the Homeless Crisis System



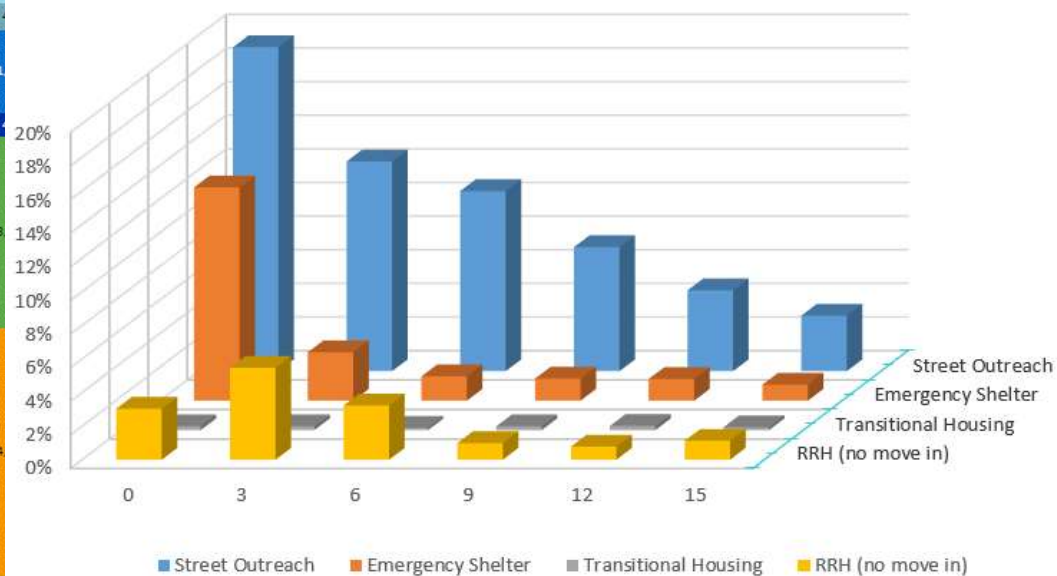
How and When is the System Losing Contact with Clients?

Helping the Homeless

Charting the Path of Individuals Navigating the Homeless Crisis System



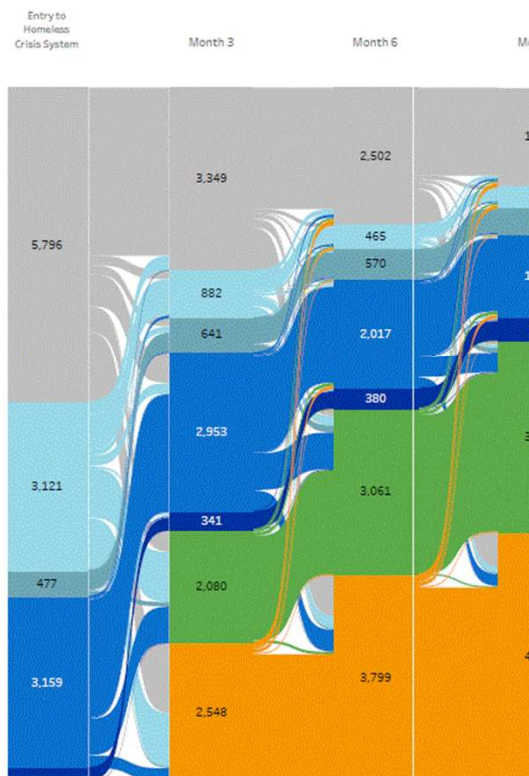
Percent of all Client Who Return to Homelessness or Lose Contact with the System by Program Type and Time



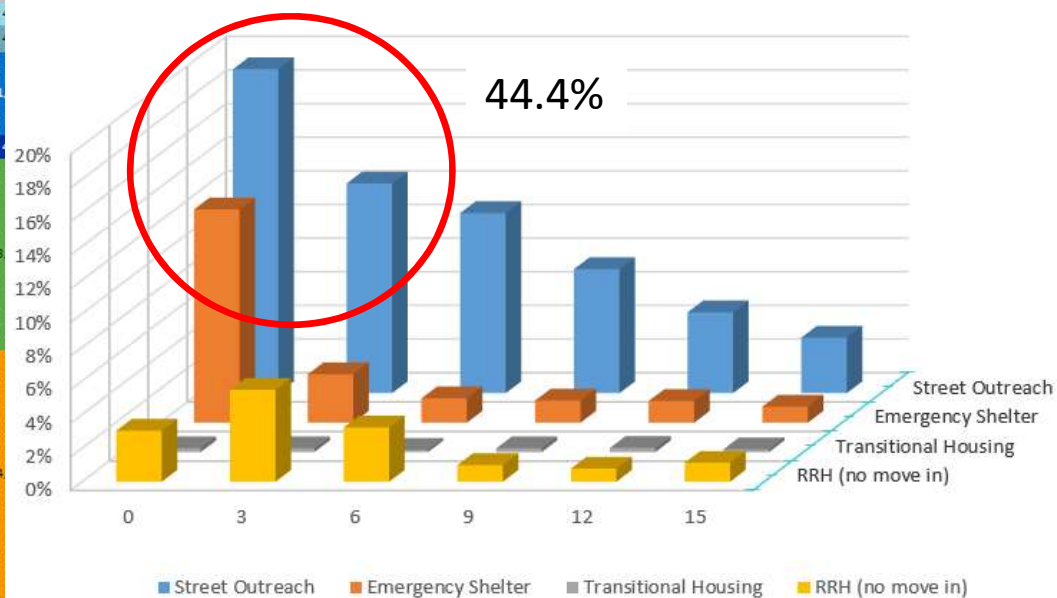
How and When is the System Losing Contact with Clients?

Helping the Homeless

Charting the Path of Individuals Navigating the Homeless Crisis System



Percent of all Client Who Return to Homelessness or Lose Contact with the System by Program Type and Time





Insights: Addressing the Gaps in the Process

- **Falling off of Pathway:** Can Continuum improve inter-program coordination?
- **No Second Step:** Can Continuum improve coordinate assessment and entry?
- **Cycling:** Can Continuum address client needs during program engagement to reduce backsliding in system?
- **Early Exits:** Can Continuum improve early engagement and case management to move clients forward toward stable housing?
- **Early Exits:** Can Continuum improve tracking of client engagements?
 - If Clients who lose contact with system are self-resolving, SPMs will improve.
 - If Clients who lose contact with system remain homeless, systems gains opportunities to help resolution through continued engagement.



Next Steps

- Integrate process metrics into management analytics
 - % of new entrants who stay on path to stable housing
 - % of new entrants who lose contact after a single program engagement
- Include demographic data
- Program level analysis
- More refined times to understanding LOT in differing programs
- Build system models to forecast effects of investments in different system elements



Construction of Process Analysis Data Set

- Based on By-Name-List
 - Include all client program enrollments/exits
- Maintain list over time
- Universe: All clients who become active on BNL between 36 and 18 months from last BNL
 - For each client:
 - First record is when they become active on list
 - Then move forward and find their status on BNL in months 3, 6, 18
- Build data set with every client starting at the same time

Construction of Process Analysis Data Set

- Construct two summary tables
 - Number of active client by program for each time slice
 - Change log of movements between each time period

Number of Clients in each Program/Status by Month

	Month 0	Month 3	Month 6	Month 9	Month 12	Month 15	Month 18
Street Outreach	4389	3286	2458	1765	1347	1155	1037
Emergency Shelter	3031	849	440	386	355	297	292
Transitional Housing	461	622	552	485	420	311	220
Rapid Re-housing (no move-in)	2444	1890	917	518	372	317	250
Rapid Re-housing (move-in)	53	923	1016	944	714	481	371
Permanent Supportive Housing	193	295	338	393	436	487	523
Streets	0	378	156	87	74	111	68
Permanent Housing	0	1485	2297	2715	3140	3490	3700
Temporary Housing	0	526	670	708	718	726	741
Institution	0	96	37	29	30	29	25
Deceased	0	6	8	12	17	17	19
Unknown	0	2025	3492	4339	4758	4960	5135

Program/Status Transitions Between Month 0 and Month 3

	Month 3											
	Street Outreach	Emergency Shelter	Transitional Housing	Rapid Re-housing (no move-in)	Rapid Re-housing (move-in)	Permanent Supportive Housing	Streets	Permanent Housing	Temporary Housing	Institution	Deceased	Unknown
Month 0 Street Outreach	2934	171	160	396	174	51	26	363	46	15	5	1222
Month 0 Emergency Shelter	249	623	109	141	34	29	265	548	341	55	0	637
Month 0 Transitional Housing	1	7	337	9	6	2	4	59	15	10	0	11
Month 0 Rapid Re-housing (no move-in)	6	47	16	1344	659	21	83	511	124	13	0	125
Month 0 Rapid Re-housing (move-in)	0	0	0	0	50	0	0	3	0	0	0	0
Month 0 Permanent Supportive Housing	0	0	0	0	0	190	0	0	0	2	1	0
Month 0 Streets	0	0	0	0	0	0	0	0	0	0	0	0
Month 0 Permanent Housing	0	0	0	0	0	0	0	0	0	0	0	0
Month 0 Temporary Housing	0	0	0	0	0	0	0	0	0	0	0	0
Month 0 Institution	1	0	0	0	0	1	0	1	0	1	0	7
Month 0 Deceased	0	0	0	0	0	0	0	0	0	0	0	0
Month 0 Unknown	0	0	0	0	0	0	0	0	0	0	0	0