



System Performance Improvement

Part 1 – CoC Performance Management

Tuesday April 16, 2019

Presenters:

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Learning Objectives

After completing this session, attendees should be able to:

1

Understand CoC performance management concepts and tools

2

Use Stella to support CoC performance management

3

Implement a CoC Performance Management Roadmap

Agenda

Performance Management Overview

New Performance Management Tools

CoC Performance Management Roadmap

Performance Management Overview

Why analyze performance?

- ✓ Understand how the housing crisis response is currently serving people
- ✓ Identify targets for improvements strategies
- ✓ Determine funding priorities
- ✓ Demonstrate need for new resources



U.S. Department of Housing and Urban Development

Community Planning and Development

Notice of Funding Availability (NOFA) for the Fiscal Year (FY) 2018 Continuum of Care
Program Competition
FR-6200-N-25
Application Due Date: 09/18/2018



What is Performance Management?

Continuous process of measuring and evaluating outcomes

and

Using that information to design and implement improvement strategies

What is the difference between project and system performance?

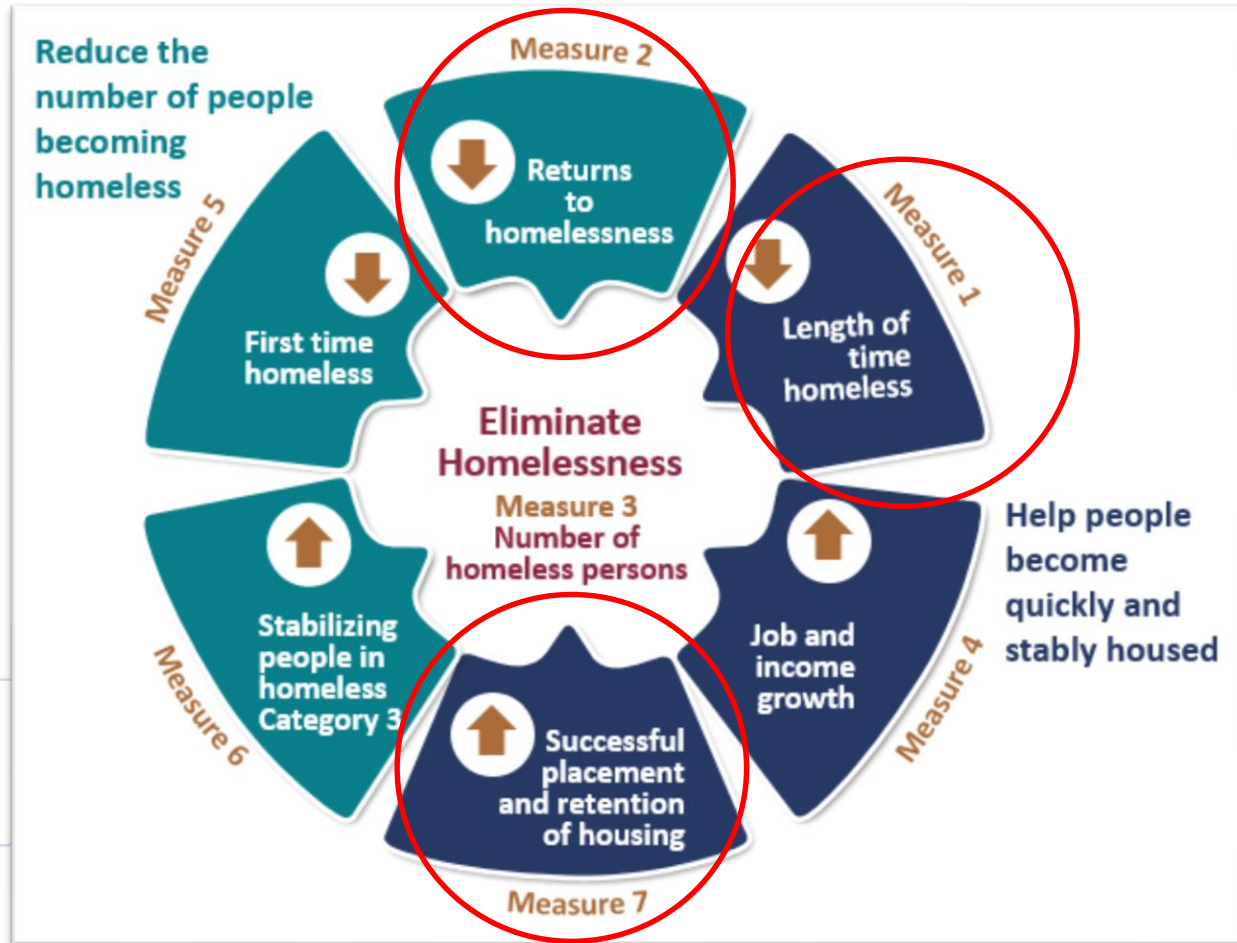
Project-Level Analysis

- Provides information on projects' effectiveness at serving participants while enrolled
- Does not measure whether the system as a whole is effective at preventing and ending homelessness

System-Level Analysis

- Evaluates participants' overall experience of homelessness / homeless system
- Can measure returns to the homeless system (unlike at the project level)
- Can evaluate whether the system is effective at **making homelessness rare, brief and non-recurring**

What are critical measures of success?



HUD focuses on three measures:

- Length of time homeless
- Exits to permanent housing
- Returns to the homeless system

These measures indicate if a system has adopted best practices and is efficiently using resources from HUD and other funders.

New Performance Management Tools

Introducing Stella

A strategy and analysis tool that helps CoCs 1) understand how their system is performing and 2) model an optimized system that fully addresses homelessness.

Stella Performance Module

- **Stella P** relies on dynamic visuals of CoCs' data to illustrate how households move through the homeless system, and to highlight outcome disparities.
- Does the analytical heavy lifting, so your CoC can focus on planning and improving your crisis response system.

Stella Modeling Module

- **Stella M** assists CoCs to explore how resource investment decisions amplify system capacity to end homelessness.
- Starts with homeless needs and performance goals, and helps the community transform those needs into a series of resource investment decisions.



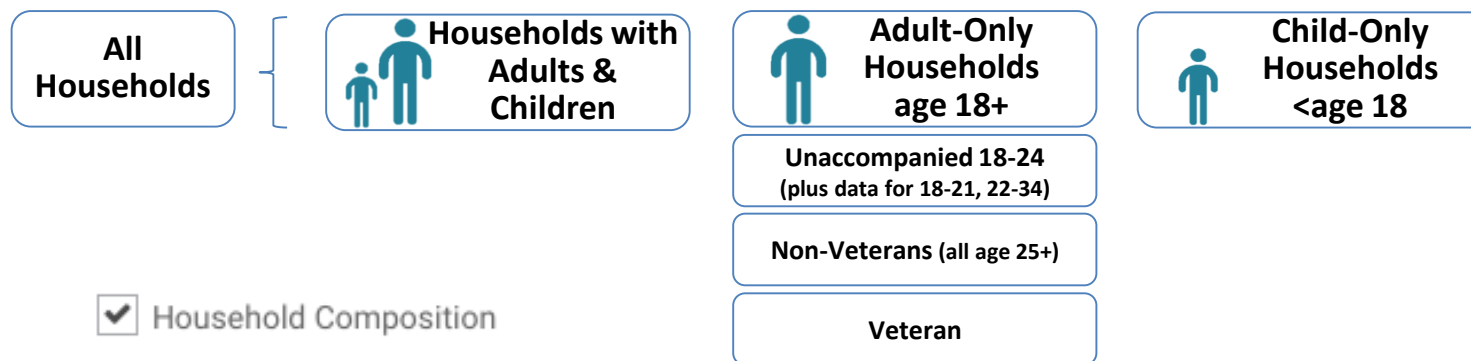
Stella Performance Module

Available in HDX 2.0, June 2019!

- Data visualization of the Longitudinal System Analysis (LSA) data
- Organized around the three main performance measures: Days Homeless, Exits to Permanent Destinations, and Returns
- LSA and System Performance Measure (SPM) reports use different logic:
 - LSA universe is households, SPM universe is people served
 - Both report time homeless prior to report period: LSA allows for 7 day gap, SPM does not
 - LSA looks at returns for leavers, and will not count returns by people who were in the original household but now are in a different household.
 - The SPMs look at returns by person

Stella Household Types & Population Groups

All measures are available for these Household Types

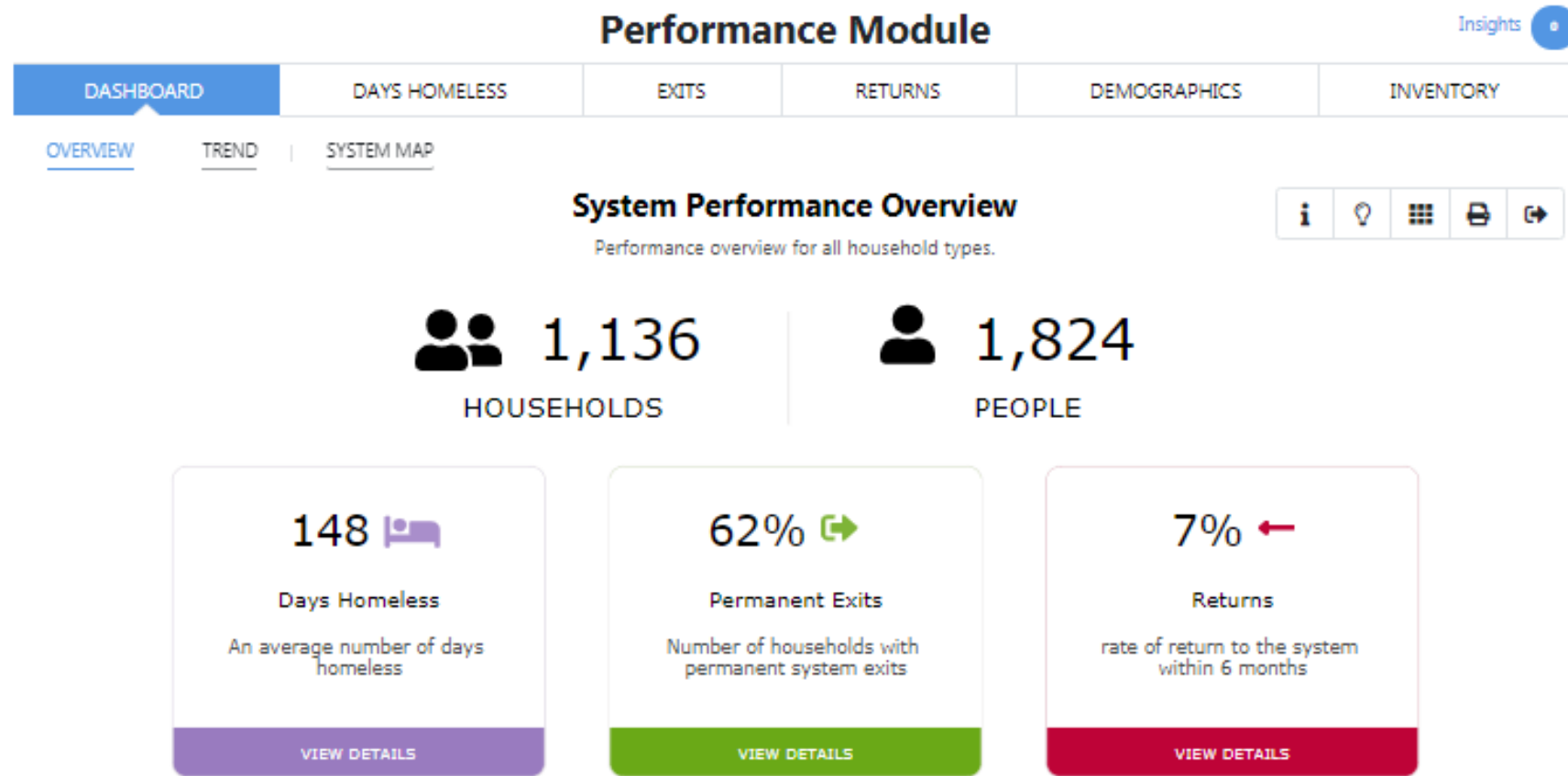


- ☒ All Population Groupings
- ☒ Specialty Population Group
 - ☒ Have a disabled member
 - ☒ Currently fleeing DV
- ☒ System Utilization History
 - ☒ First-time homeless
 - ☒ Returners
 - ☒ Moved into PSH

- ☒ Household Composition
 - ☒ Seniors (all age 55+)
 - ☒ Parenting young adult (18-24)
 - ☒ Large families
- ☒ Race and Ethnicity
 - ☒ White Non-Hispanic (HoH)
 - ☒ White Hispanic (HoH)
 - ☒ Asian-Pacific Islanders (HoH)
 - ☒ Any other race/ethnicity

> Allows for drill down by population groups within these Household Types

Stella P Dashboard



Stella P – Days Homeless & Returns

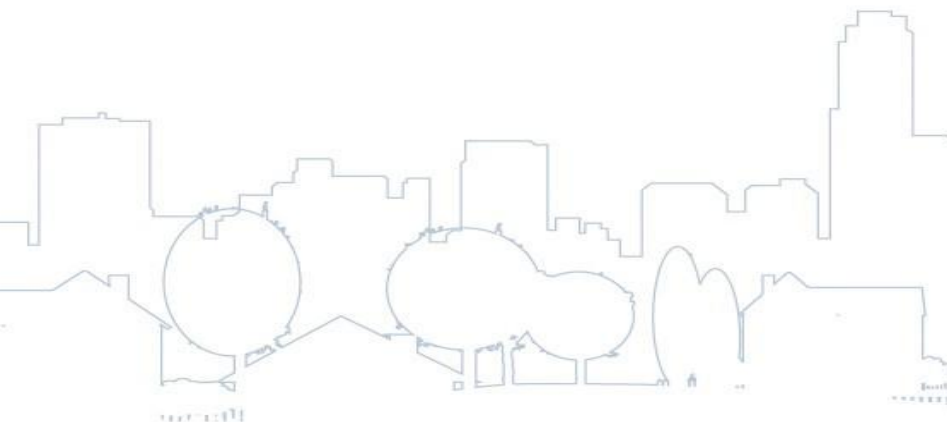
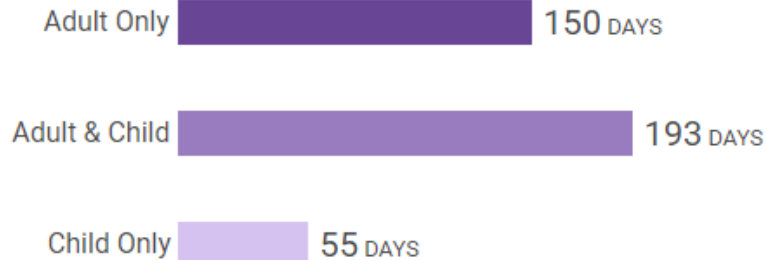
Average Days Homeless

Average cumulative days associated with the report period that households were served in ES, SH, or TH projects or in RRH or PSH prior to move-in. Days Homeless also includes contiguous time in these projects prior to the report period.

149

DAYS

2018 System Average for all households

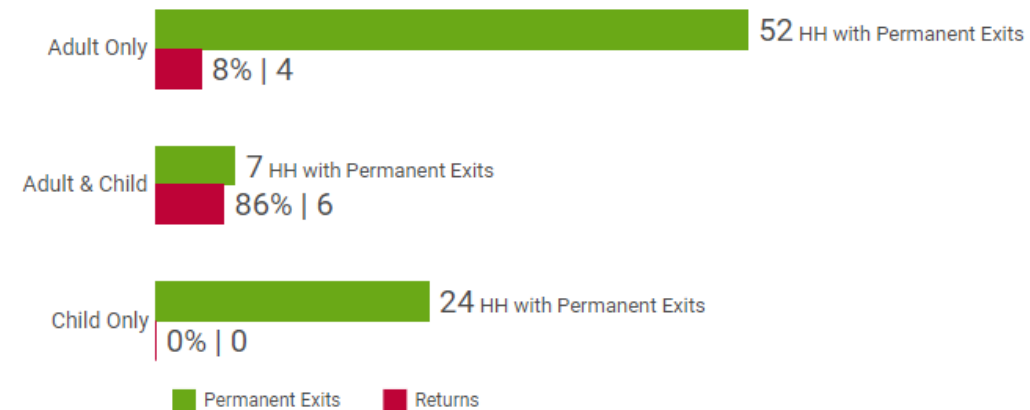


10% | 83

RETURNS
of the 10 households
with permanent exit

Returns to the Homeless System

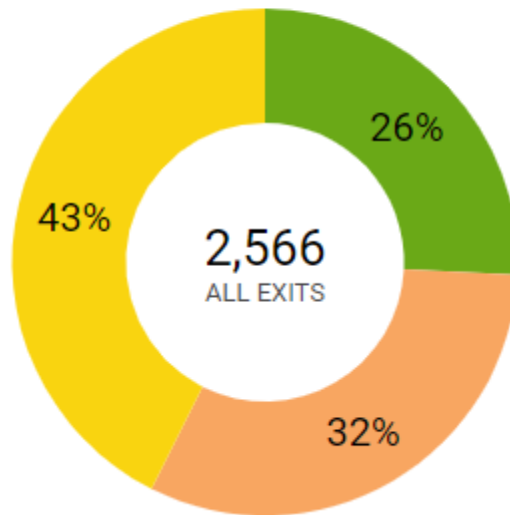
Percent of households per household type that returned to ES, SH, TH, RRH or PSH projects within six months of exiting the homeless system to a permanent destination. Results are shown for the exit cohort selected in the dropdown.



Stella P – Exits

Exits from the Homeless System

Percent of households that exited the homeless system to permanent, temporary, and unknown destinations for all households and the percent of exits to permanent destinations by household type.



Adult Only 81% | 535 HH

Adult & Child 11% | 73 HH

Child Only 8% | 53 HH

Permanent Exits

Exits by Pathway

Percent of all households that used each combination of project types, referred to as a pathway, and the number of each pathway group that exited the homeless system during the report period. The bars show the percent of exiting households in each group that exited to permanent destinations. Results can be filtered for household type or destination type.

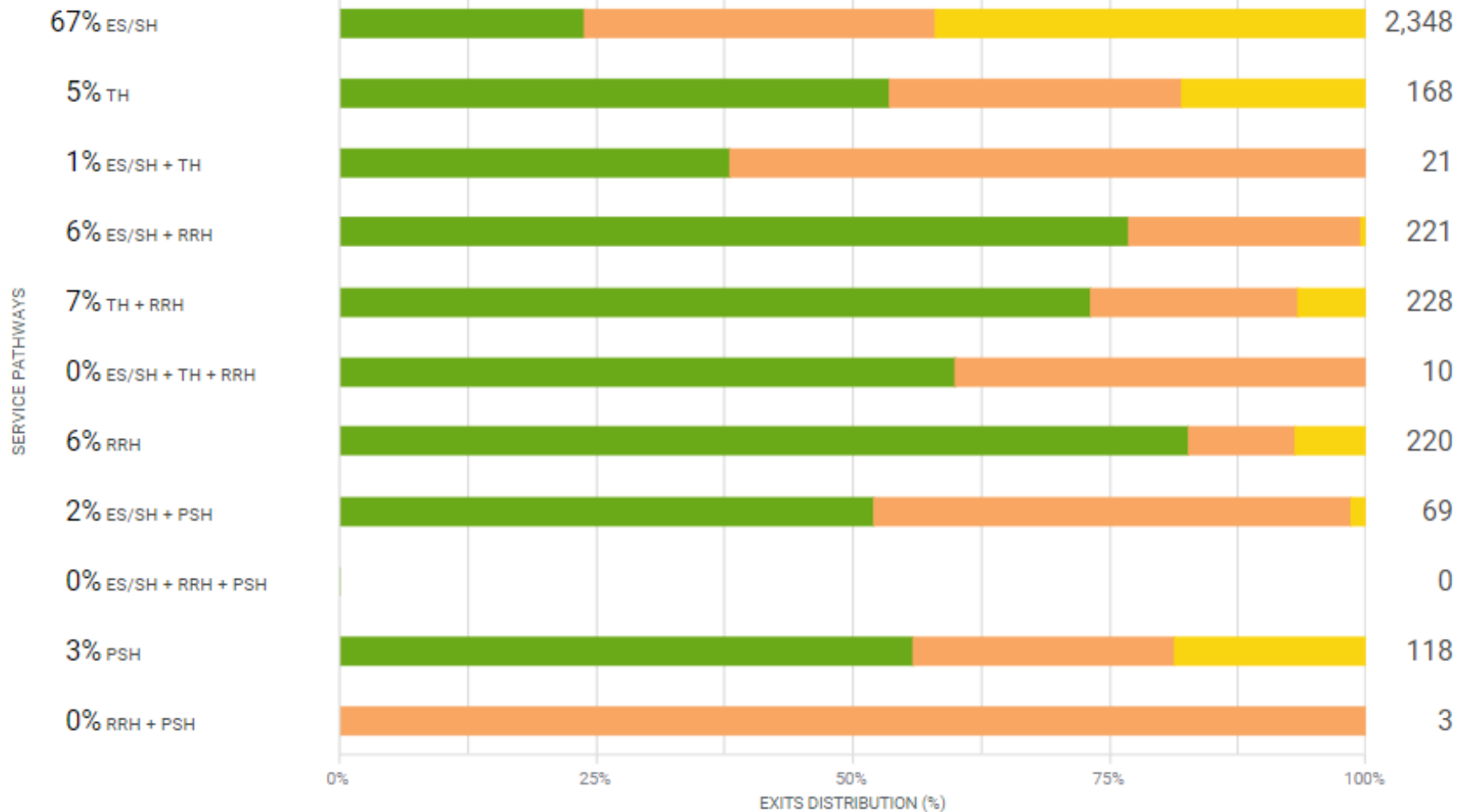


All Households

All Exit Destinations

All Households (3,499)

TOTAL EXITS (HH)



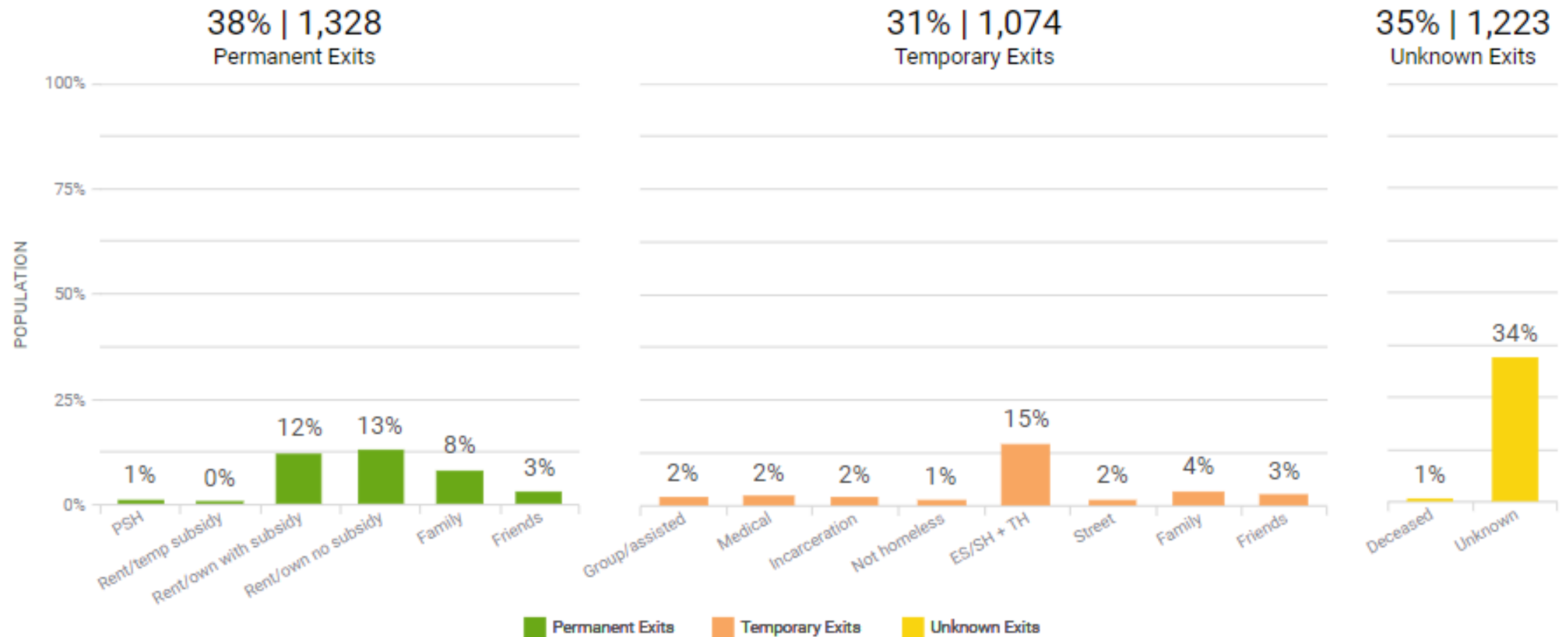
Exits by Destination

Percent of households that exited the homeless system to each destination within the permanent, temporary, and unknown destination types. Results can be filtered for household type or population group.



All Households ▼

All Population Groups ▼



Small Group Discussion

Performance Management Worksheet #1

Split into Groups of 5 or 6

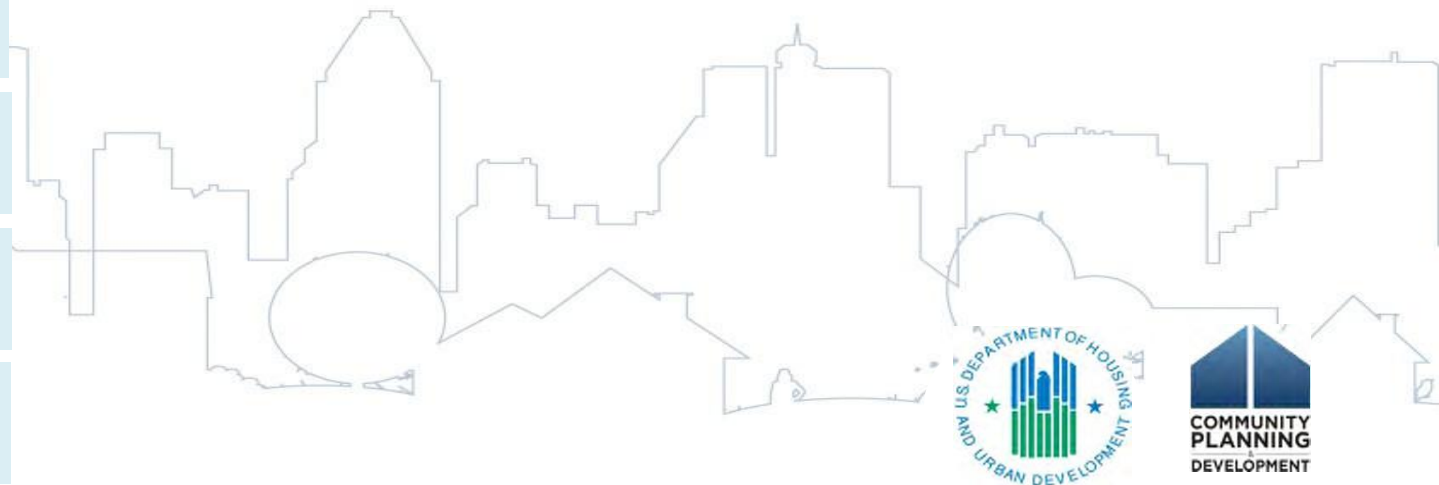
- What do the charts tell you about how Adult Only households and Adult and Child households are being served in the CoC?
- Which pathways are each household type more likely to be served in?
- Which pathway is more likely to lead to an exit to a permanent destination?
- What else would you want to know?
- Discuss in small groups

CoC Performance Management Roadmap

CoC Performance Management Roadmap



Eight-Steps to becoming
more performance-
driven



CoC Performance Management Roadmap



Consider

Who will champion and mobilize change?

- Decision-makers, change-makers, providers, consumers?
- Local Communities of Practice
- **Who's responsible for:** Performance goals; monitoring data; improvement strategies; communicating performance etc..



CoC Performance Management Roadmap



Consider

Where are we today?

Baseline data on key performance measures (Stella P)

- System Level
- By Project Type
- By Population Type
- By Household Type



CoC Performance Management Roadmap



Consider

Engage key stakeholders to build a performance culture!

- Federal and Local Strategic Priorities
- **Goals:** What's overall change we want to see?
- **Measures:** What are best measures of success – system and project level
- **Targets:** What are realistic, incremental benchmarks of change?
- Consider performance trends and National benchmarks (NAEH, USICH).



Performance Measures and Goals

Measure	Goal	Calculation
1. Length of Time Homeless	Average length of time homeless in ES, SH, and TH projects combined of no more than 90 days	Average # of days persons were enrolled in ES, SH, and TH projects during reporting period
2.		

Outlining Performance Targets

			Q 1	Q 2	Q 3	Q 4
Measure	Annual Goal	Baseline	Target/ Actual	Target/ Actual	Target/ Actual	Target/ Actual
1. Length of Time Homeless Families	No more than 90 days	130 Days	120 Days /	110 Days /	100 Days /	90 Days /

Determining Best Measures – Project Level



Consider

The Project's

- Role in the homeless system
- Mission, purpose
- Contributions to overall system-level progress
- Use caution when making project level comparisons!
Compare apples to apples, and consider the target population



Sample Project Type Measures

Measure	Calculation RP = Reporting Period	SO	ES	TH	RRH	PSH
% exits to 'safe housing'	(# exits to temp. or perm. housing (excluding jails or place not meant for human habitation) during reporting period (RP) / # who exited during RP) X 100	✓				
% exits to permanent housing	(# households exited to permanent housing during RP/ # households exited during RP) X 100	✓	✓	✓	✓	✓
Average length of time homeless	Sum # days persons were enrolled in the project in a [one year] look back period prior / # people in the project during the reporting period		✓	✓		
	Sum # of days from project entry date (or referral) to residential move-in date for all participants / Total # who moved into permanent housing				✓	✓



Sample Project Type Measures

Measure	Calculation RP = Reporting Period	SO	ES	TH	RRH	PSH
% retention of PSH	(# households who moved to PH upon exit + number of households who remained in PSH project during RP) / number of households in PSH project) X 100					✓
% returns to homelessness	(# of households who exited to permanent housing and returned (or did not return) to homelessness during time period / # of households exited to permanent housing during same time period) X 100			✓		



CoC Performance Management Roadmap



Consider

Incentivize Progress!

- Think beyond CoC funding
- Can you align metrics across state, local, and private sources?
- Encourage local philanthropic circles to adopt key metrics



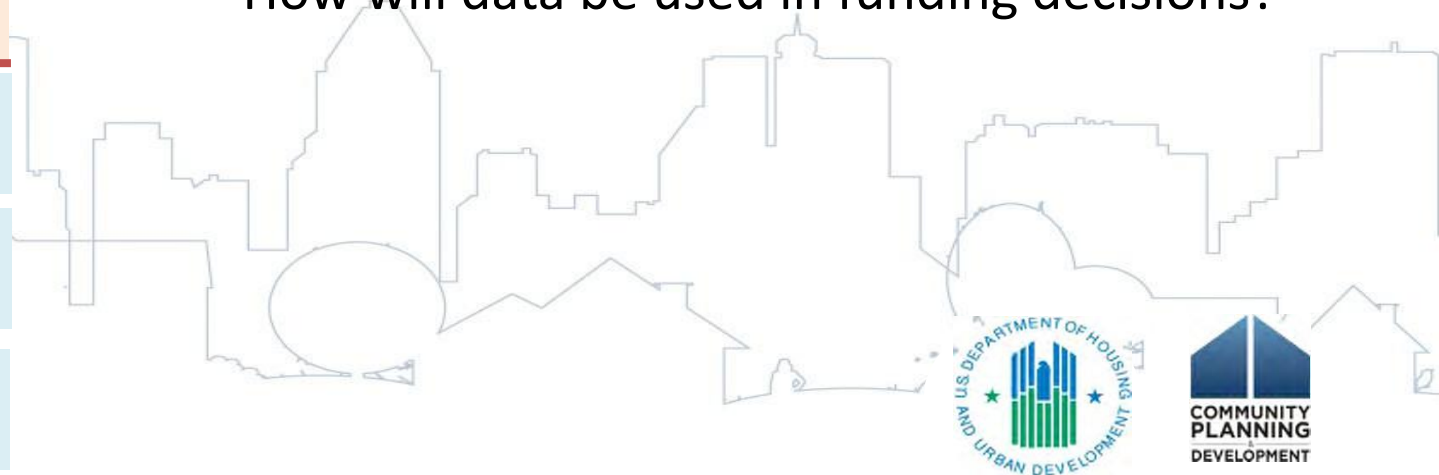
CoC Performance Management Roadmap



Consider

Who's Responsible?

- What is the timeline for data pulls? (ie. Quarterly? Bi-annually)
- Who's responsible
- How will data be used in funding decisions?



CoC Performance Management Roadmap



Consider

Performance Analysis and Improvement Framework (To be covered in Part 2)

- 1) Analyze performance
- 2) Interpret results & Draw sound conclusions
- 3) Translate results into high impact strategies
- 4) Implement and evaluation strategies

Create Action Plans for shared accountability!



SAMPLE ACTION PLAN

Performance Improvement Goal:						
To reduce the average length of time homeless among families to 35 days or less by Jan 2021.						
Impact Measures		Baseline Performance				
1. Average length of time homeless 2. Exits to permanent housing 3. Returns to homelessness		55 Days				
Performance Targets						
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Reporting Period		Jan 1 – March 31	April 1 – June 31	July 1 – Sept 31	Oct 1 – Dec 31	
Measure 1	Target / Actual	55 / TBD	50 / TBD	45 / TBD	35 / TBD	
Measure 2	Target / Actual					
Measure 3	Target / Actual					
Improvement Strategy		Resource Needs		Training Needs	Lead	Timeline
Strategy 1: Develop system-wide housing acquisition team to engage landlord and build portfolio of units					Who’s responsible?	When will this be implemented?

CoC Performance Management Roadmap



Consider

Share data year-round to celebrate success, encourage improvement, inform decisions

What's your communication strategy?

- What will you share?
- Who will you share it with?
- How will you share it?
- How often will you share it?



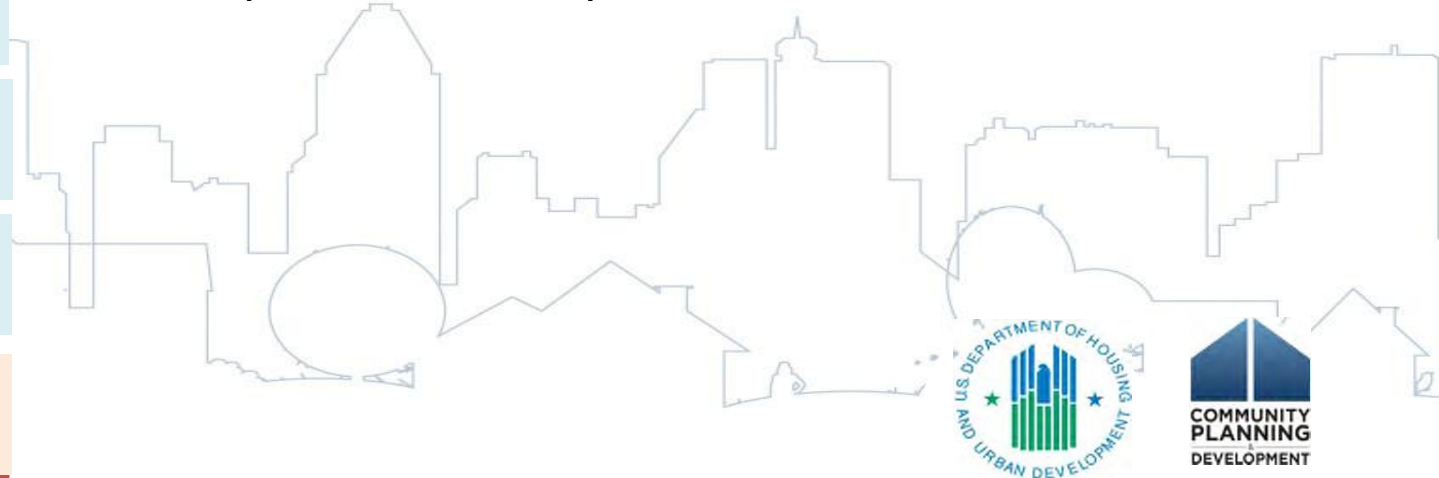
CoC Performance Management Roadmap



Consider

Create a Performance Management Plan

- Foster shared agreement, focus, commitment, and accountability
- Goal, targets, monitoring schedule, comms plan, roles/responsibilities etc.



Additional Considerations

Knowledge-Sharing

Continuously share practice wisdom, research, and best practice evidence to support local problem solving and innovation. Make someone responsible!

Stakeholder Engagement

How are you engaging key stakeholders to continue building a performance culture?



Small Group Discussion Worksheet # 2

- Split into groups of 5 or 6
- Where have you had the most success?
What helped?
- Where are your greatest obstacles?
How can these be overcome?
- Identify three actions you can take at home to improve

Performance Management Checklist

- ☐ Assemble leadership
- ☐ Assess System Performance
- ☐ Set Performance Goals and Targets
- ☐ Embed Metrics in Funding Agreements
- ☐ Monitor Performance Year-Round
- ☐ Develop Improvement Strategies and Action Plans
- ☐ Communicate Performance Year-Round
- ☐ Make a Plan!

Questions?

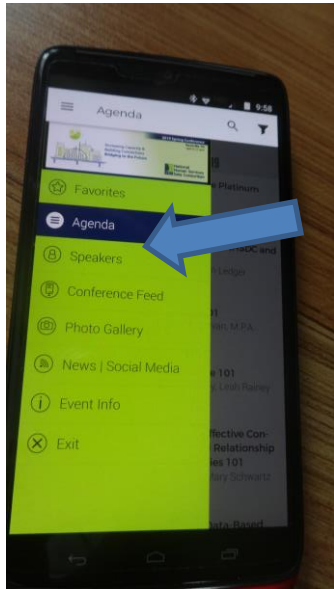
Join us for:

System Performance Improvement Part 2 – Analyzing
Performance and Developing Improvement Strategies

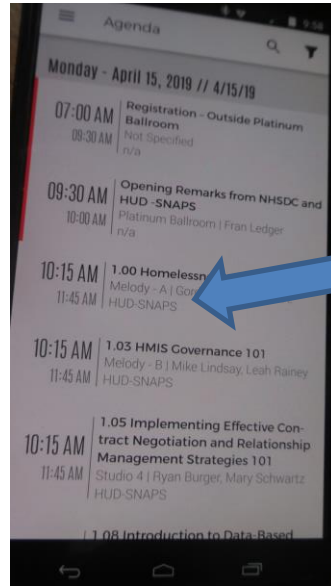
Wednesday, April 17th 10:15-11:45

Evaluate This Session on Your Conference App! (It takes 5 minutes to complete)

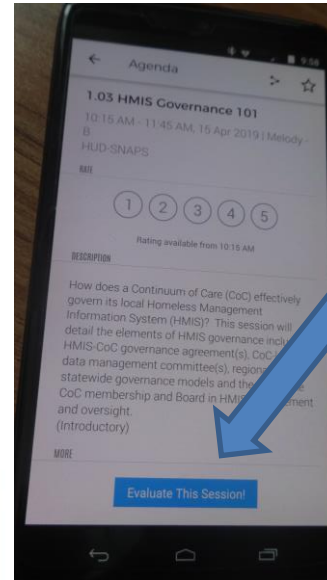
1) Select “Agenda”
from the
navigation menu.



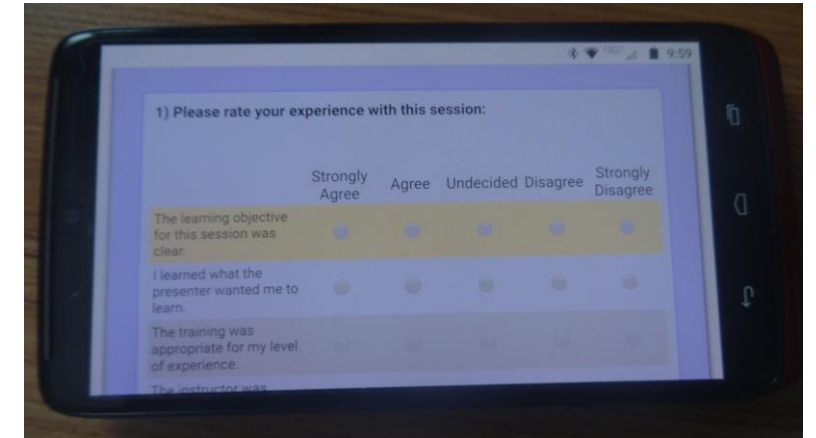
2) Select the name
of the session.



3) Select the blue
“Evaluate This
Session”.



4) Complete the
Evaluation and
Select “Finish”.



TIP:

Turn your phone horizontally to see rating options.

37



HUD Certificate-of-Completion

Reminder: HUD is offering a Certificate-of-Completion for completing at least 4 sessions within either track:

- 1) HMIS Fundamentals Track
- 2) System Planning with Data Track

To earn credit for completion of this session, please complete the evaluation on the conference app and include contact details when prompted

HUD Certificate-of-Completion

HMIS Fundamentals Track

- HMIS Governance 101
- HMIS Lead Monitoring
- HMIS Project Monitoring
- Implementing Effective Contract Negotiation and Relationship Management Strategies 101
- HMIS Project Set Up 101
- HMIS Project Set Up 201
- Understanding the Interconnectedness of HMIS Data
- Achieving a Quality and Stable HMIS Staffing Pattern
- HMIS Project Management and Annual Calendar of Expectations

System Planning with Data Track

- Orientation to the Stella Performance Module
- System Modeling 101
- System Performance Improvement: Part 1
- System Performance Improvement: Part 2
- Overview of System Performance Measures and Reports
- Using Data in Funding Decisions
- System Performance by Subpopulation and Geography