



# **HMIS Governance 101**

**April 15<sup>th</sup>, 2019**

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# Learning Objectives

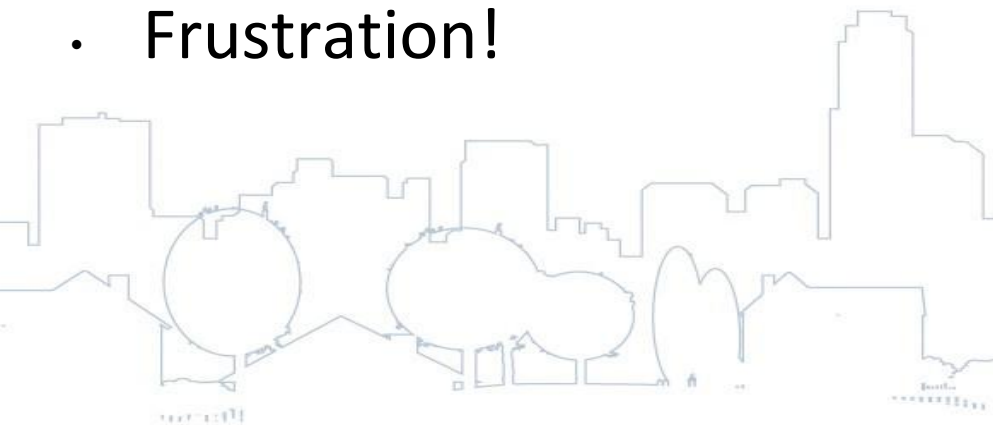
- Define the roles and responsibilities of the CoC vs. HMIS Leadership in HMIS governance
- Understand the opportunity and value in establishing the HMIS committee structure
- Understand the importance of a clear and concise governing charter, by-laws and MOUs
- Understand the risk and consequences of weak governance structures
- Understand the complexities of establishing governance in a multi CoC governance environment



# Why is Governance such a big deal?

## Inadequate Governance structures have resulted in:

- Lack of vision or clarity around priorities
- Loss of investments
- Delays in HMIS implementation advancements
- Setbacks in data quality
- Unclear understanding of HMIS role in community
- Frustration!



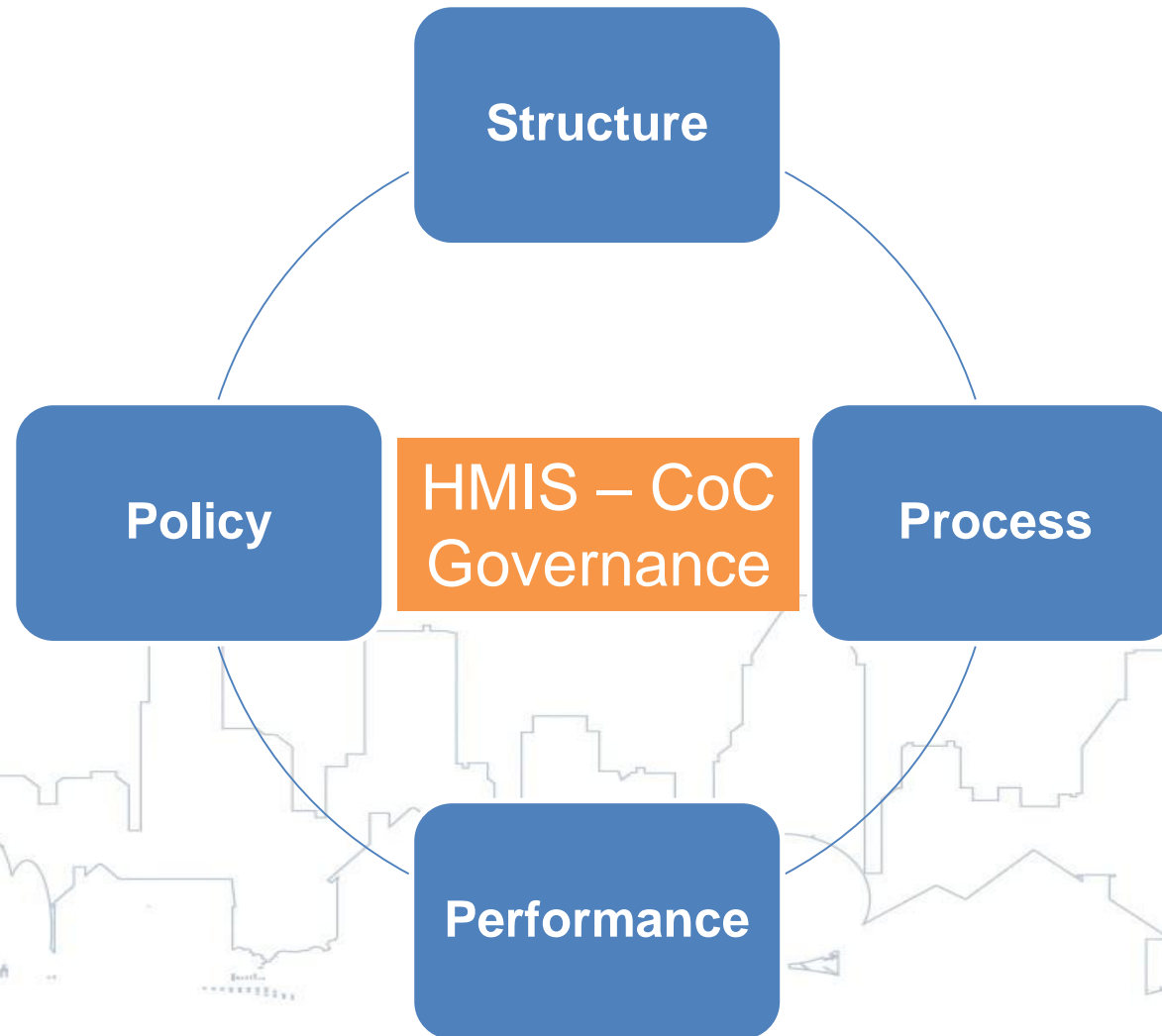
# Why is Governance such a big deal?

## Strong Governance structures are built on:

- Clear roles and responsibilities
- Transparency
- Clear communication
- Clear understanding on who's responsible for what
- Established, **documented**, and **enacted** processes
- Accountability and follow through



# HMIS Governance Life Cycle



# The Origin Story: CoC Program Interim Rule

Clearly outlines Responsibilities of CoC:

## 1. Operating the CoC

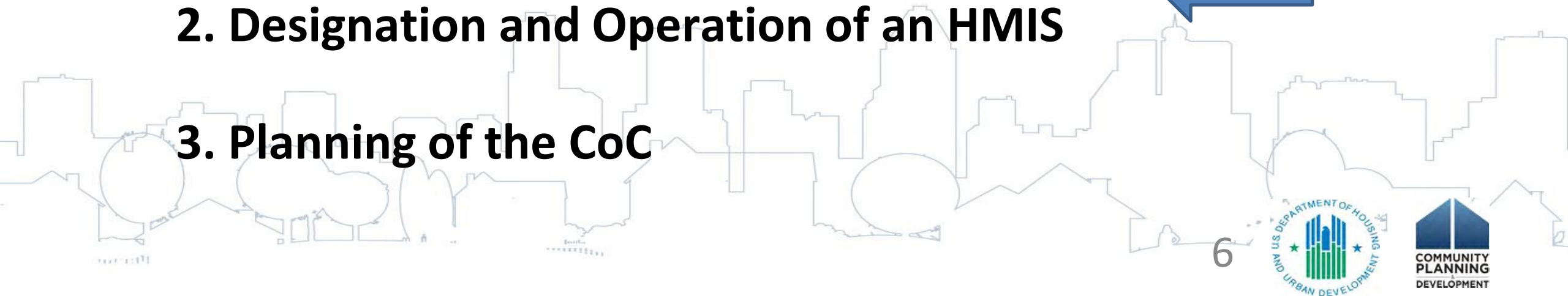
- (Establishing a Governance Charter)



## 2. Designation and Operation of an HMIS



## 3. Planning of the CoC





# Governance Charter: The Key to Success

In consultation with the collaborative applicant and HMIS Lead, the CoC must develop, **follow**, and update annually a governance charter.

## The Governance Charter includes:

- Policies and Procedures needed to comply with Subpart B of the CoC Program interim rule- *Establishing and Operating a CoC*
- HMIS requirements as prescribed by HUD.

# Governance Charter: HMIS related Standard Practices

- Identifies a single designated HMIS Lead
  - the process for identifying the HMIS Lead
- Specifies the CoC(s) responsible for entering into the HMIS agreement with Lead
- Specifies how the CoC(s) and the HMIS Lead will work together to establish, support, and manage the HMIS in a manner that meets HUD's standards for data quality, privacy, and security



# Standard Practices Continued...

- Outlines the process the HMIS Lead will follow to develop and maintain required HMIS policies and standards related to functionality, privacy, security, and data quality
- Recommends HMIS Lead enter into written HMIS End User agreements with each CHO
- Specifies HMIS End User fee charged by the CoC(s) or HMIS Lead, if any, and the basis for the fee
- **Specifies the responsibilities and relationships between the CoC(s), HMIS Lead, and other participants relevant to the HMIS**

# Roles and Responsibilities: Continuum of Care (CoC)

Primary decision-making entity that is ultimately responsible for the HMIS and must conduct appropriate oversight of the HMIS to ensure that it is compliant with the HMIS Standards and is meeting local needs.

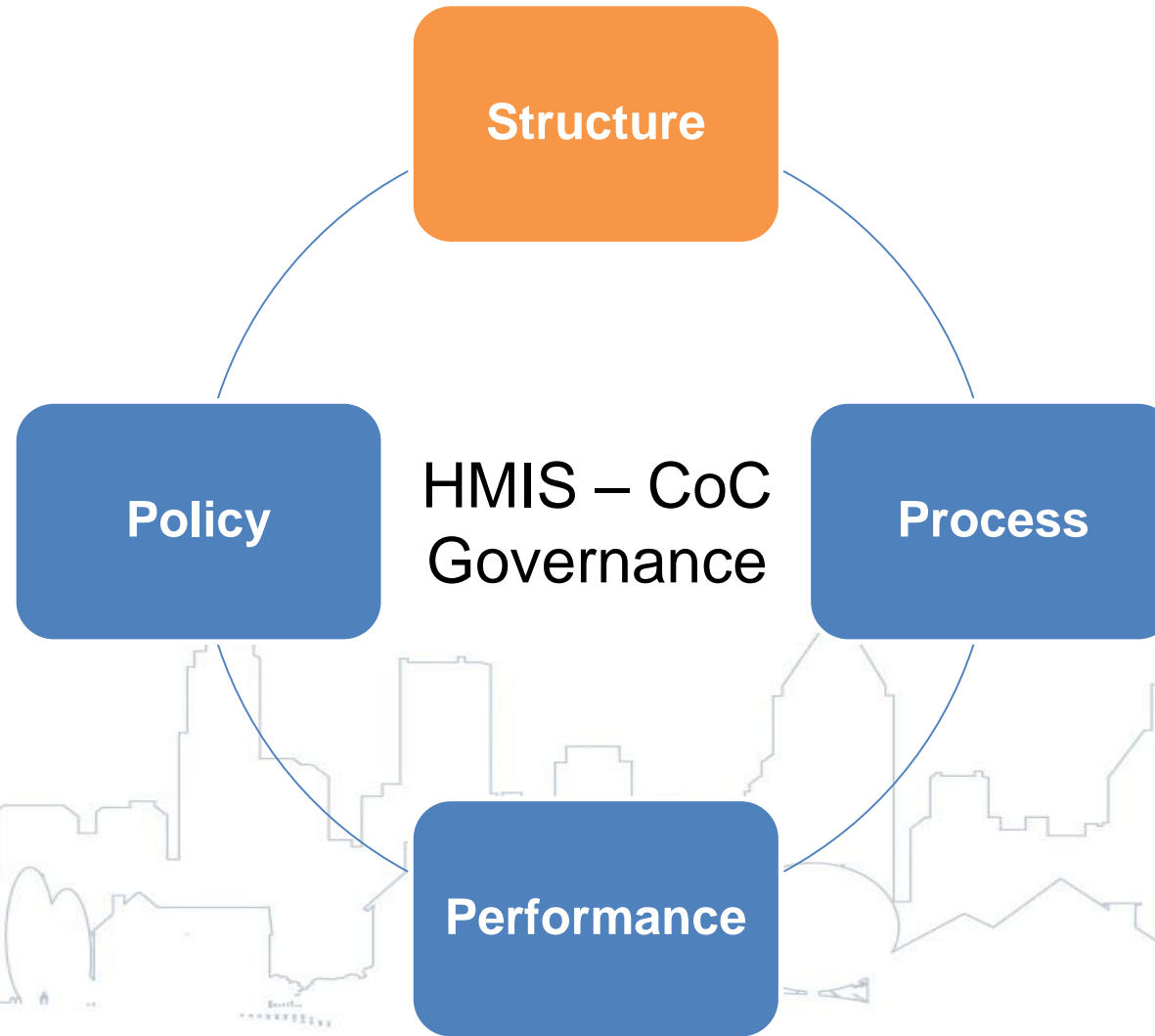
- ✓ Review, revise, and approve HMIS policies
- ✓ Oversight of HMIS Lead
- ✓ Monitoring the HMIS Lead

# Roles and Responsibilities: HMIS Lead

The HMIS Lead Agency develops plans, policies and procedures on behalf of the CoC including:

- ✓ Data Quality Plan
- ✓ Compliance and Monitoring Plan
- Contributing HMIS Organizations (CHO) policies and procedures
- Reporting
- Monitors for program compliance
- HMIS Participation

# Building the Foundation



# Governance Structure

- Define what kind of structure works best for your community

- HMIS Subcommittee
- HMIS Oversight Committee
- HMIS Advisory Board

**Serve as a liaison between CoC Board and HMIS Lead**



- Define organizational roles and responsibilities

- Mission, Vision, Values

- Establish linkages between organizations/entities

# Meet San Antonio, Texas

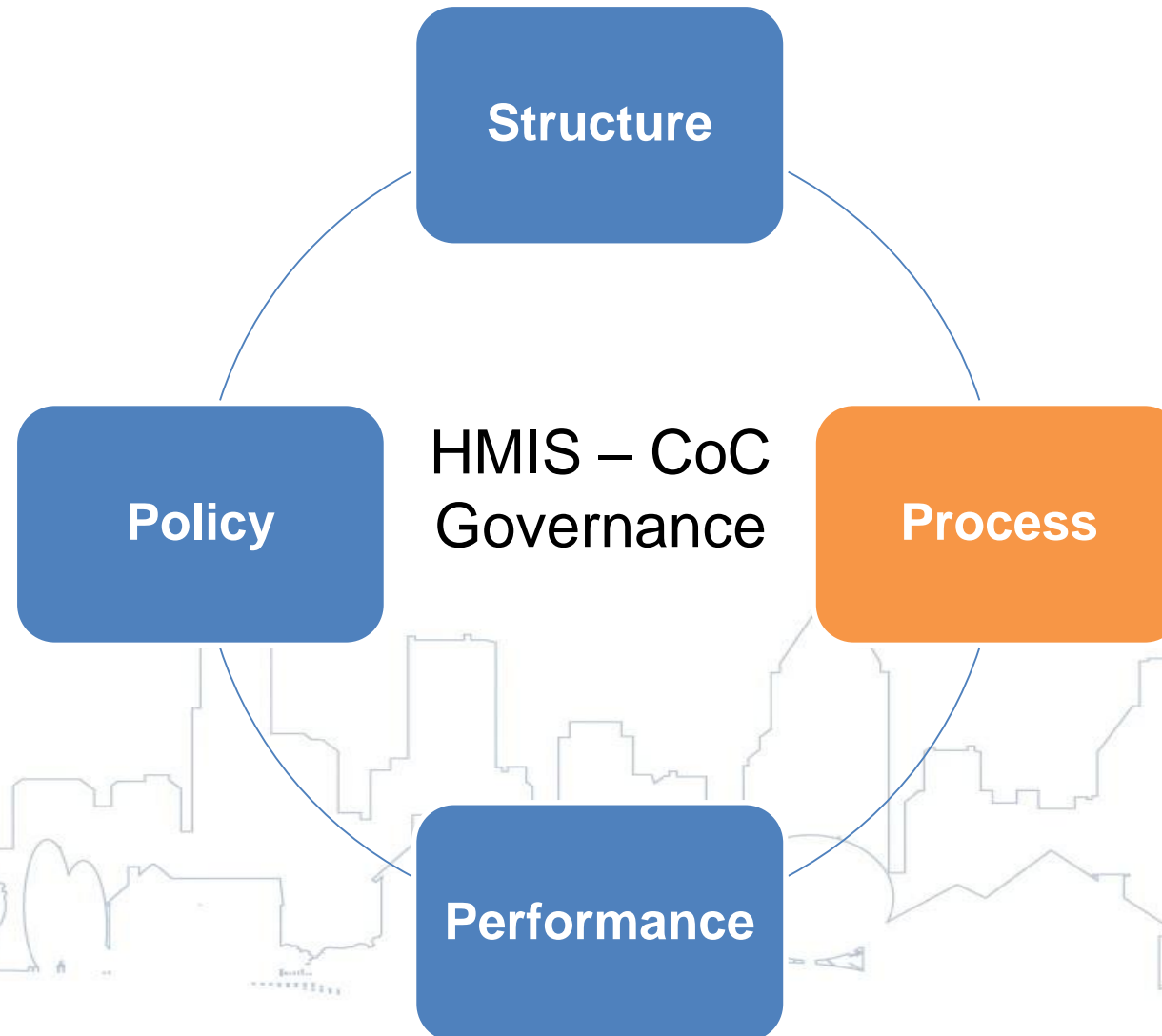
**Brenda Mascorro**- Executive Director  
South Alamo Regional Alliance for the Homeless  
(Collaborative Applicant)

**Katherine Dillard Gonzalez**- Haven For Hope  
(HMIS Lead)

- **Question 1:** At what point did governance become a topic of discussion in San Antonio?
- **Question 2:** How has San Antonio begun to build structure to facilitate HMIS related decision making?



# Establish Processes



# Establish Processes

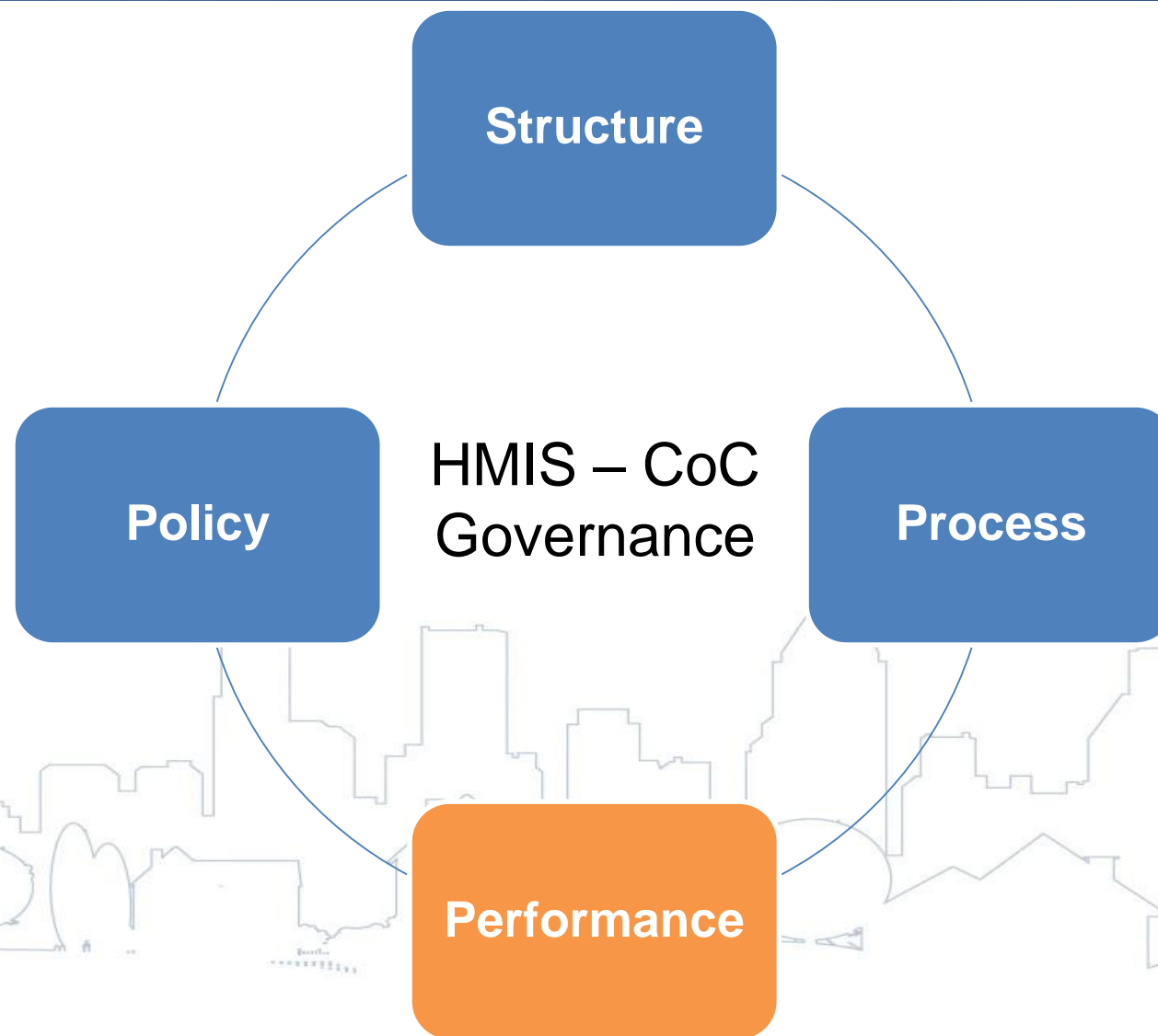
- How will HMIS priorities be set and communicated?
- Who will communicate them to HMIS Lead?
- How often does governing body meet?
- Who will review HMIS created document?  
(Data Quality Plan, Monitoring Plan, etc.)

# Meet San Antonio, Texas

**Question 3:** Can you speak to the various processes that have been/ will be established between SARA and Haven for Hope regarding HMIS governance and decision making?

**Question 4:** What have been some challenges throughout this process? What have been some successes?

# Monitor Performance



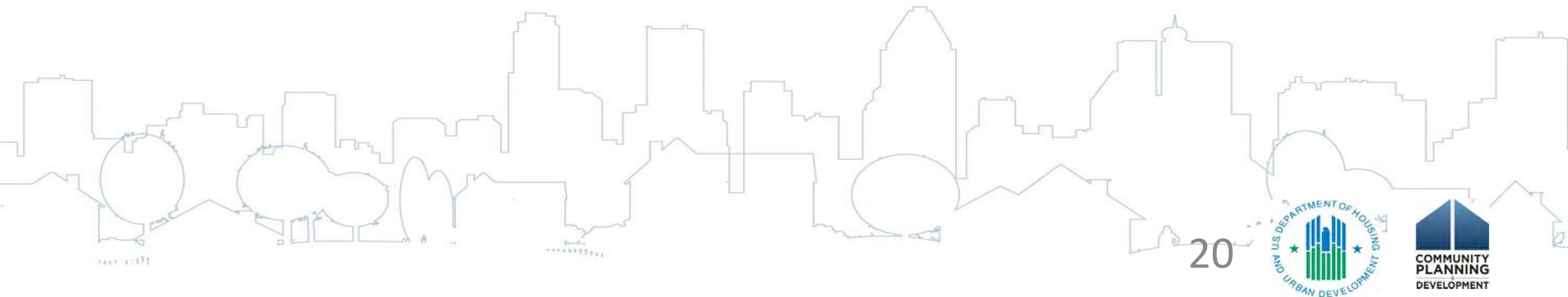
# Monitor Performance

- A strong HMIS governance structure is one that is transparent and ensures accountability toward all parties.
- Governance structure may take on the task of establishing, approving, and implementing the annual monitoring processes for the HMIS Lead.
- Monitor against MOU and HMIS established work plan
- Support and assist in increasing HMIS Lead capacity

# Meet San Antonio, Texas

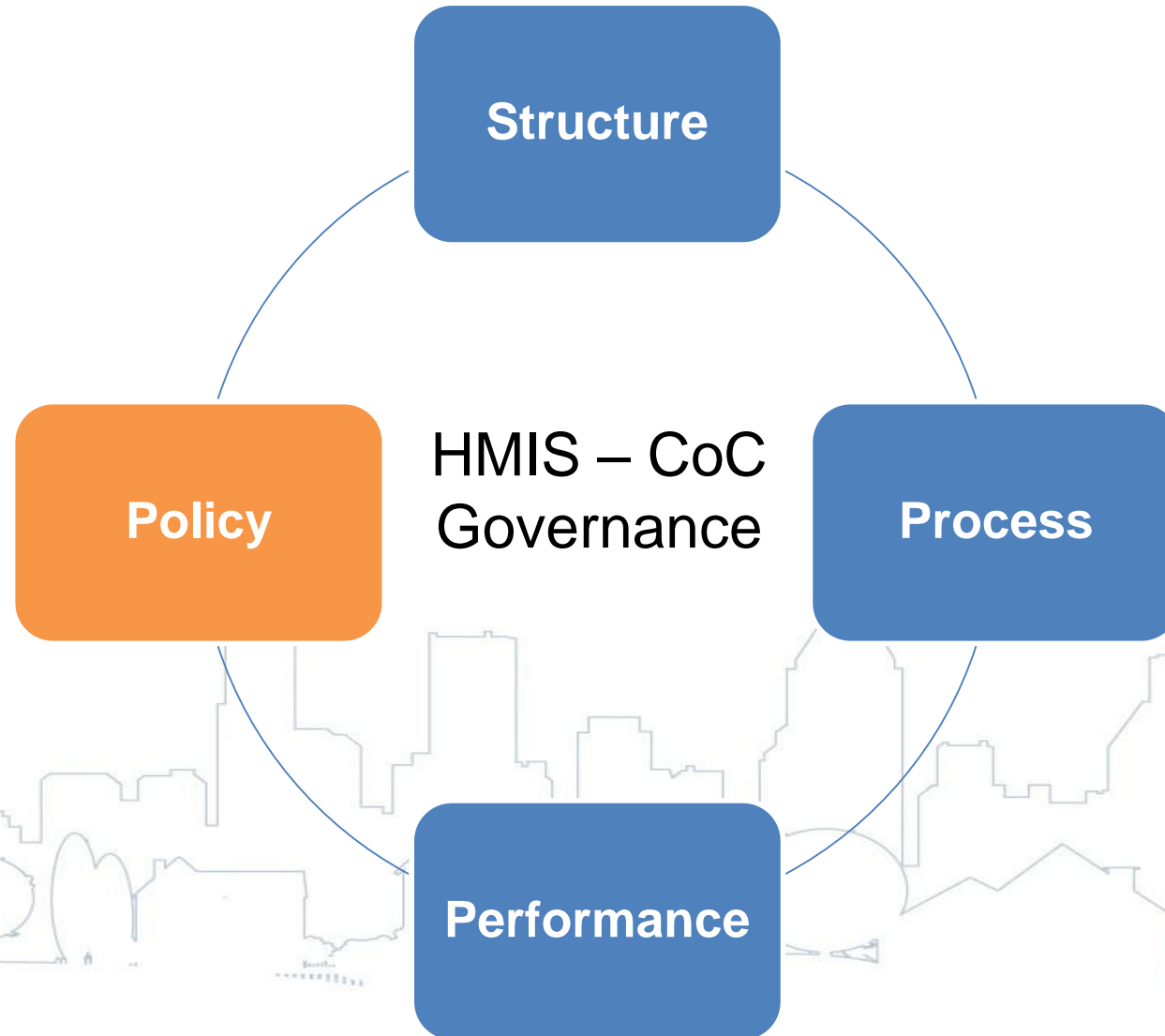
**Question 5:** What role does/will San Antonio's Governance structure play in monitoring performance of the HMIS Lead?

**Question 6:** How will San Antonio ensure its HMIS Governance structure remains accountable and transparent to the greater CoC?





# Create Policy



# Create Policy

- Governing body (committee, advisory group, etc) acts as a liaison between CoC Board and HMIS Lead.
- Pre-established Roles and Responsibilities outline who has the authority to develop, review, and approve policies and procedures
- Final decisions must be approved by the CoC Board
- Policy –feedback loop integrates feedback from the field (participating agencies) with policy decisions (set by the CoC) to inform how policy affects outcomes.

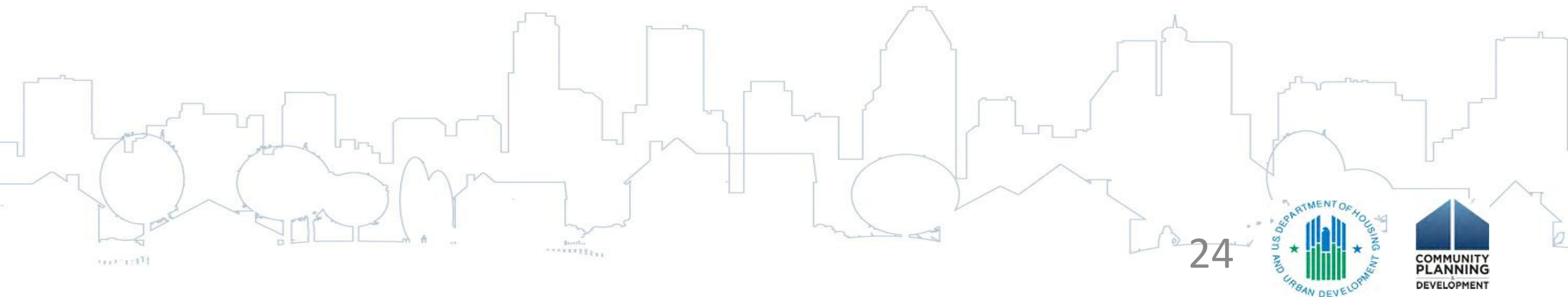
# Meet San Antonio, Texas

**Question 7:** What impacts does San Antonio anticipate it's HMIS Governance structure to play on current HMIS related policy?

**Question 8:** How will San Antonio assess outcomes of any HMIS related policy changes and adjust processes as the needs of the CoC change?

# Multi-CoC HMIS?

Aka: Governance 2.0



# Multi-CoC HMIS Structure

## Configurations

1. Multi-CoC: more than 1 CoC that uses the same HMIS solution and implementation
2. State-wide: an entire state that uses the same HMIS solution and implementation
3. State-wide plus: an entire state plus at least 1 CoC from another state that uses the same HMIS solution and implementation

# Multi-CoC HMIS Governance Challenges

- Creating buy-in at all levels
- Funding and staffing
- Building consensus around a joint Vision
- Consensus: moving at the speed of the slowest partner
- Politics
- Leadership
- Timing/Length of Time
- Competing Needs/Agendas
- Communication



# The Role of an MOU in a Multi-CoC HMIS

## An MOU:

- Is recommended in any multi-CoC HMIS structure
- Protects a CoC from making a decision that would impact another CoC
- Promotes joint decision making around critical elements of an HMIS implementation. For example, changes that could effect:
  - Privacy
  - Data Quality
  - Technology

**How do CoCs come together around these topics?**

# What to consider in an MOU?

- ❑ What needs to be formalized in the CoC and HMIS MOU?
- ❑ What types of decisions need to be jointly made?
  - Privacy
  - Security
  - Data Quality
  - Technology
  - Customization
- ❑ What additional topics need to be addressed in an MOU?
- ❑ How are decisions made regarding the requirements of an MOU?

# When Things Fall Apart: Evidence of Weak Governance Structures



# Example of a Weak HMIS Governance Structure

- **Problem:**

- A CoC's APR is reporting high rates of missing data fields, which has led to low scores reflected on their NOFA application. The CoC identifies that end-users are uncertain of data quality expectations.

- **What Happened:**

- HMIS Lead has not developed or implemented a Data Quality plan or program. Lead has not monitored end-users or provided sufficient trainings.

- **What was missing:**

- Clear expectations, roles and responsibilities of HMIS Lead
- Lack of oversight and accountability from COC
- Lack of HMIS governing body to create and monitor processes

# In Conclusion:

## A Strong HMIS Governance Structure makes the world a better place for everyone



# HMIS Governance Best Practices

- Formalized Governance Structure
- Unified decision-making body
- No conflicts of interest in decision-making structure
- Single policies and procedures
- HMIS Lead is monitored by entity that represents CoC(s)
- CoC(s) has input on development of baseline DQ, Privacy and Security plan
- Capacity among CoC(s) to utilize HMIS data for systems planning
- High functioning COC = High Functioning HMIS Lead
- Steady financial support for HMIS funding



# Break Out Sessions

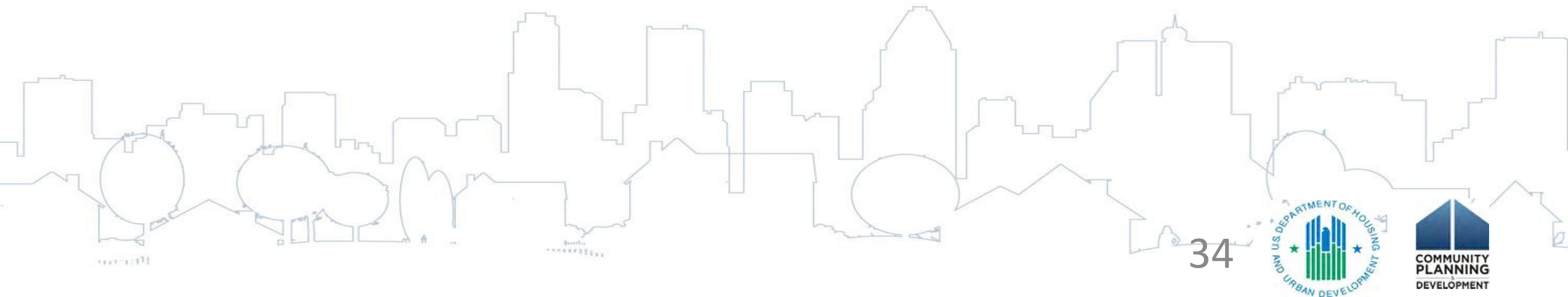
Break into groups of 3 or 4 to share with each other the effectiveness of your current HMIS governance structure and ways in which it may be strengthened.

## **Some guiding questions to consider:**

- 1) How are your HMIS centered decisions made?
- 2) How are priorities set and who sets them?
- 3) How are expectations communicated to your end-users?

# Group Debrief and Wrap Up

Choose at least 1 person in your group to speak to what your group discussed.



# Thank you!

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Leah Rainey: [Leah.Rainey@icf.com](mailto:Leah.Rainey@icf.com)



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# HUD Certificate-of-Completion

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

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