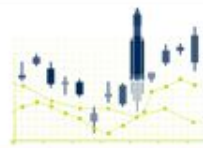# Identifying Systems Upstream that Lead to the Inflow of Homeless Veterans

Andi Broffman and Elaine Vilorio

Start the Ignition:
Implementing Changes for Our Future

National Human Services Data Consortium

Start the Ignition:
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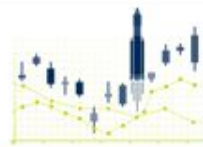**Portland, OR**
October 17-18, 2018

Let Us Introduce Ourselves

Elaine Vilorio
Research and Impact
Coordinator, Built for Zero

Andi Broffman
Portfolio Manager, Catalytic
Projects, Built for Zero

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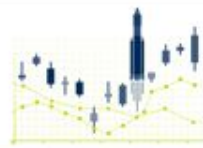Portland, OR
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Community Solutions and the Built for Zero Team has helped **11 communities** sustainably **end homelessness** for their **chronic** and/or **veteran** populations
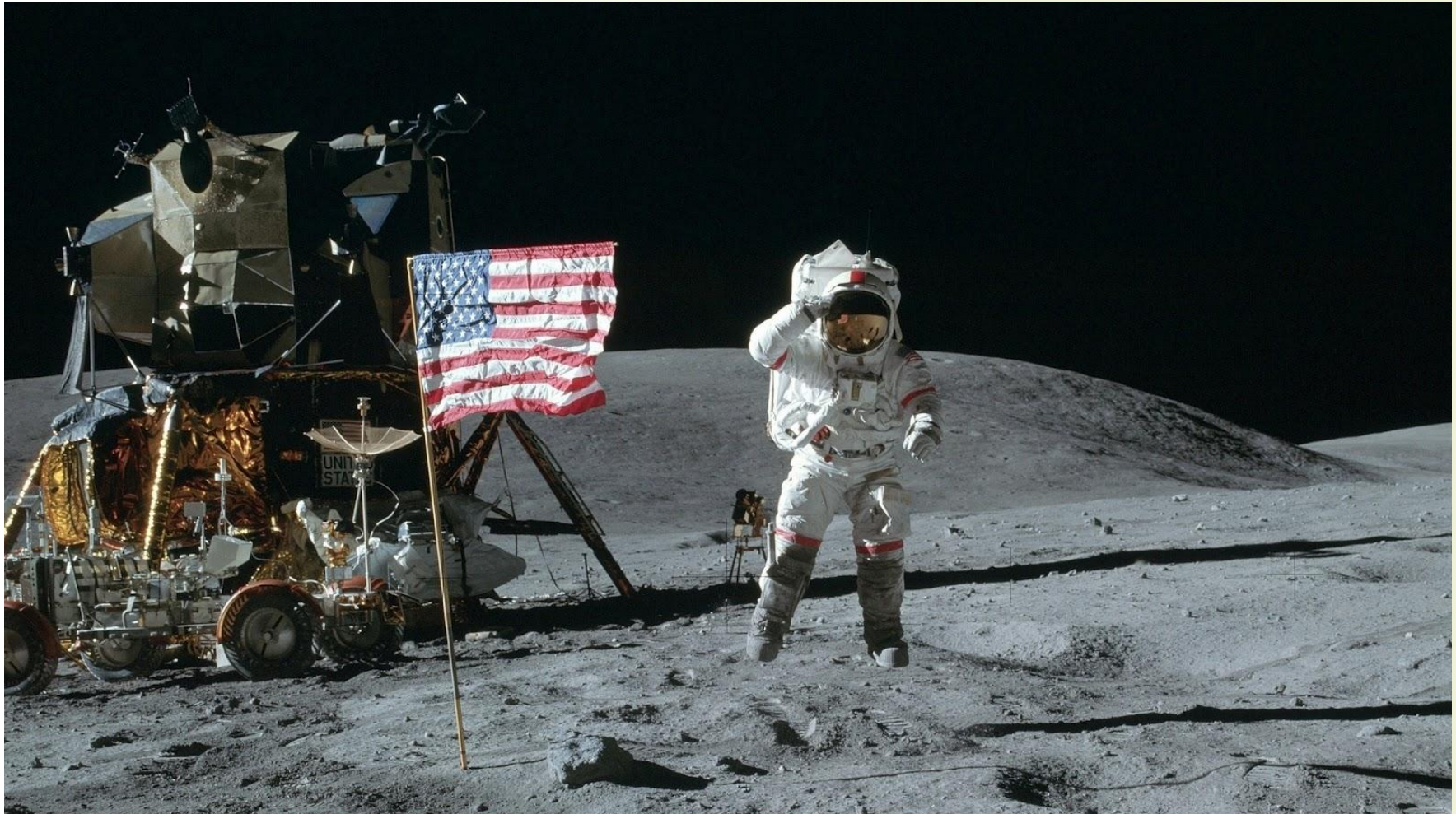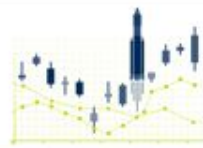
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Simple Problems

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Complicated Problems

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Complex Problems

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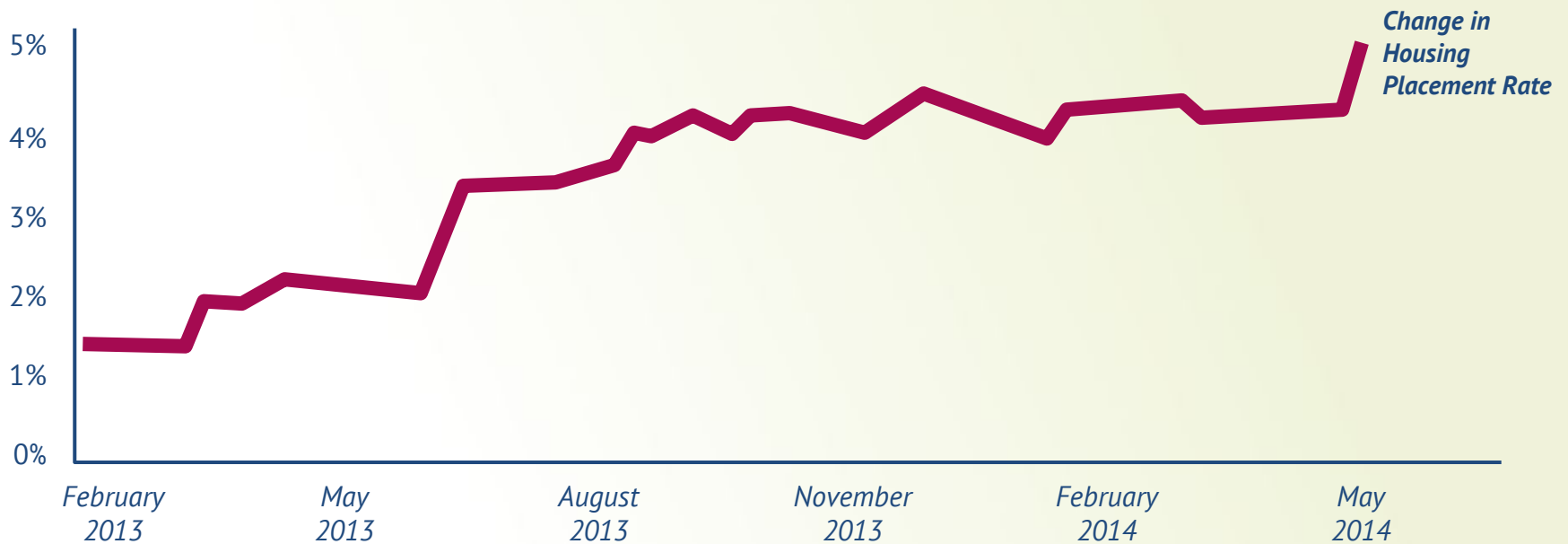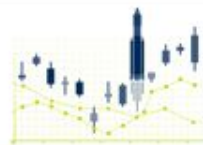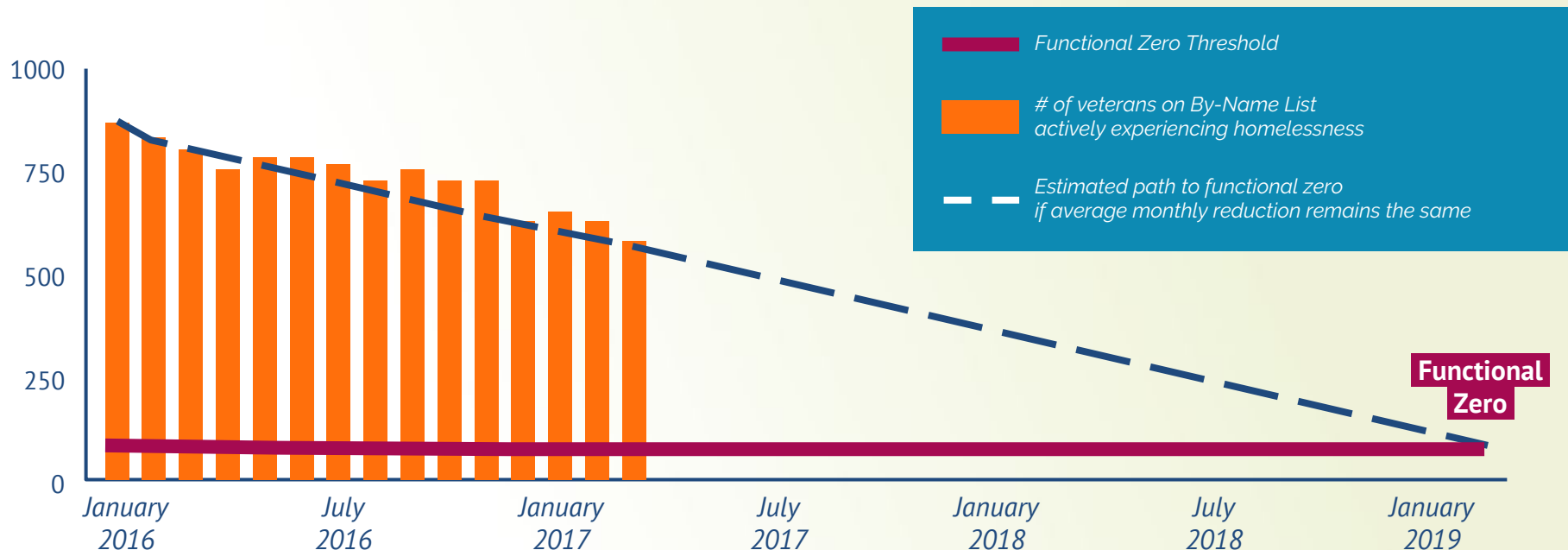
A Movement Built on Counting Up

We designed the 100,000 Homes Campaign to help communities reach a large, aggregate housing total together. Only one metric mattered: **monthly housing placements**

Change in Housing Placement Rate

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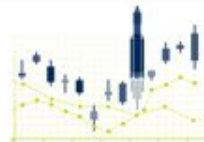Portland, OR
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The Pivot to Counting Down

You can't measure an end to homelessness by counting up. Instead, focus on the outcome measure (ex: # of people experiencing homelessness) and **count down.**

Legend:
- Functional Zero Threshold
- # of veterans on By-Name List actively experiencing homelessness
- Estimated path to functional zero if average monthly reduction remains the same

Functional Zero

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Toolkit for Solving Complex Problems

DATA ANALYTICS

Zoom in on the heart of the problem

HUMAN-CENTERED DESIGN

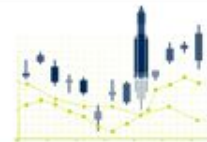*Engage people experiencing the problem to surface ideas*

QUALITY IMPROVEMENT

Test and evaluate each idea with objective data

Facilitation

Create the conditions for groups to innovate collaboratively

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Types of Inflow Data

Newly identified: The total number of veterans experiencing homelessness who have **newly** entered coordinated entry system over the course of the reporting month.
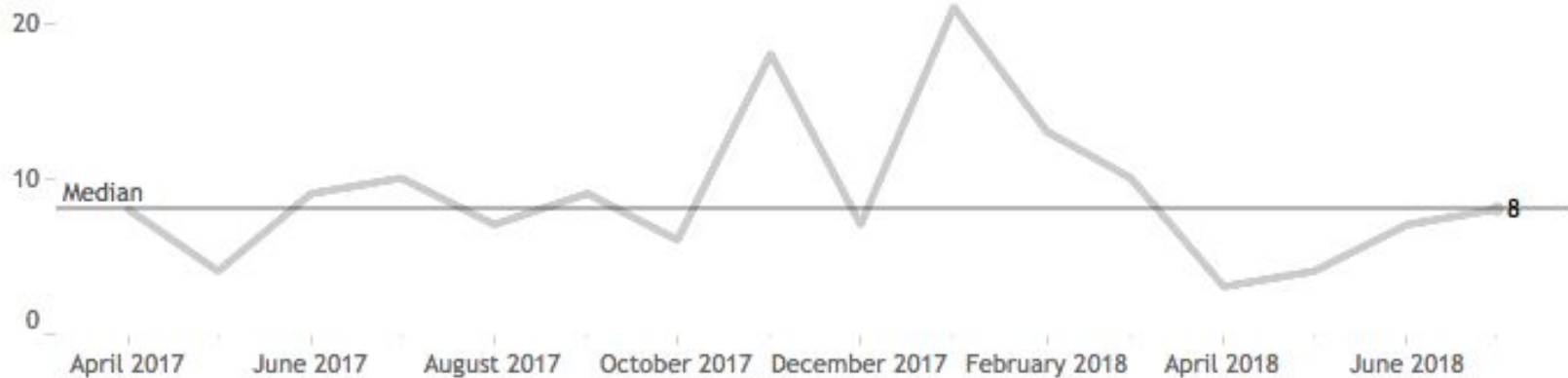
Returned from housing: The total number of veterans who were previously housed and have become unhoused or have otherwise returned to homelessness over the course of the reporting month.

Returned from inactive: The total number of veterans who were previously designated as inactive, per documented inactive policy, but have since reappeared or otherwise returned to homelessness over the course of the reporting month.

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Using Quality Improvement to track progress over time

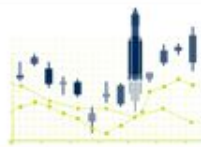**Shift** - 6+ consecutive data points above or below the median, indicating a true system level change

Trend - 5+ consecutive data points in the positive or negative direction

Astronomical Point - an obvious outlier in your data

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EVOLUTION OF THE VETERAN INFLOW PROJECT

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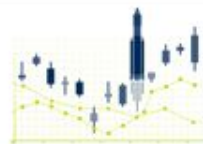
We know that communities cannot reliably reach and sustain an end to veteran homelessness if inflow into the system is consistently exceeding outflow out of the system.

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The Pivot to Counting Down

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Legend:
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Functional Zero

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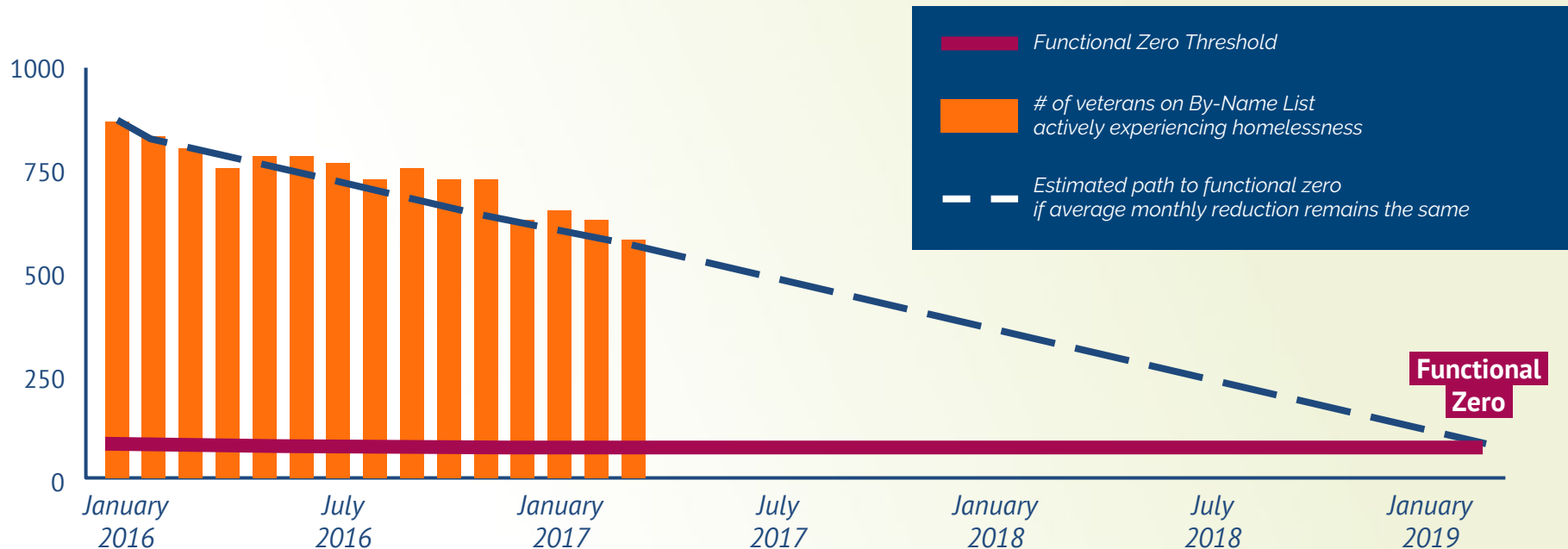
Calculating Actively Homeless Numbers
(and why inflow matters!)

Current Actively Homeless Number = **Previously Known Actively Homeless Number** ✚ **Inflow** ▬ **Outflow**
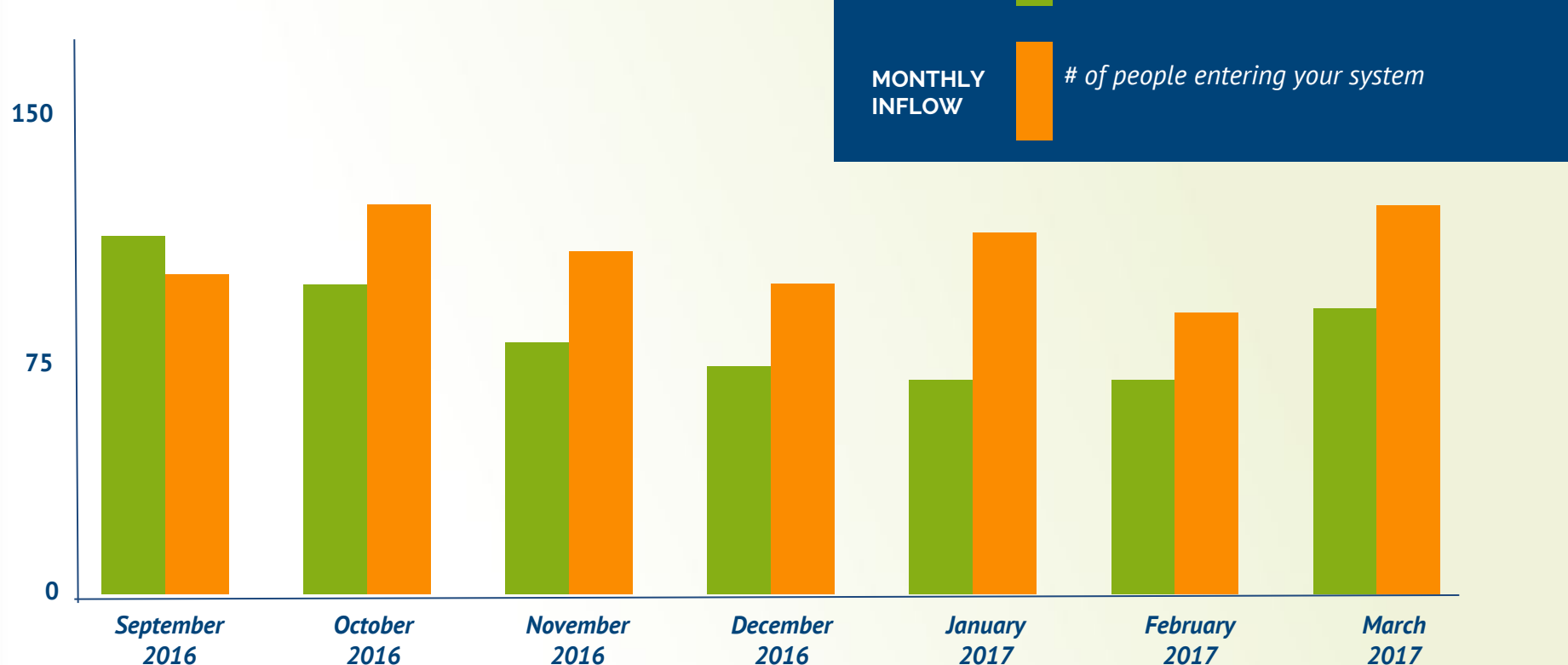
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Let's Calculate Actively Homeless Numbers

Month	Actively Homeless Number	Inflow	Outflow
September 2016	5	4	2
October 2016	7	4	1
November 2016		2	3
December 2016		1	1
January 2017		3	2
February 2017		1	1
March 2017		4	2
April	?		

What is April's actively homeless number?

Current AH# = Previous Month's AH # + Inflow - Outflow

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Let's Calculate Actively Homeless Numbers

Month	Actively Homeless Number	Inflow	Outflow
September 2016	5	4	2
October 2016	7	4	1
November 2016	10	2	3
December 2016	9	1	1
January 2017	9	3	2
February 2017	10	1	1
March 2017	10	4	2
April 2017	**12**		

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Reducing inflow is a critical strategy for communities to accelerate their trajectory towards ending homelessness

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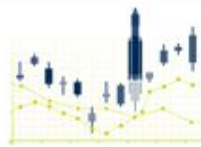
We believe that inflow into homelessness is a negative outcome measure for other, upstream systems.

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How do we address this challenge?

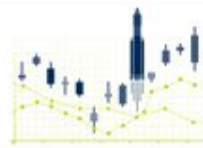The Built for Zero team is diving deep with communities around inflow in three related streams:

1. Community conversations with service providers from eleven communities around what interventions they are already using in their systems to reduce inflow
2. Qualitative interviews with veterans experiencing homelessness in five communities to understand pathways into homelessness
3. Partnership with HVH Precision Analytics who will conduct quantitative analysis of de-identified datasets, both aggregate and client-level, in conjunction with qualitative interviews

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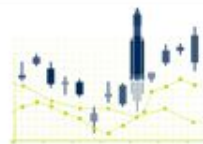Portland, OR
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How do we address this challenge?

A systems level assessment is helping us identify upstream interventions to test in 5 communities to reduce inflow into veteran homelessness.

Using a QI methodology to pursue systems redesign, we will coach communities to implement tests of change and measure the effectiveness of these tests in reducing the number of veterans entering the homeless serving system.
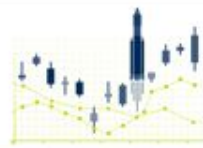
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VETERAN INFLOW PROJECT DESIGN

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The project is split into three parts:

1. Execution and analysis of interviews with leaders from 11 communities

2. Execution and analysis of interviews with veterans experiencing homelessness from 5 communities

3. Analysis by HVH Precision Analytics of community-level and systems data from the same 5 communities from which we interview veterans

HVH
PRECISION ANALYTICS

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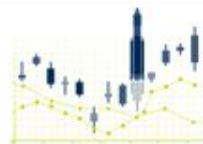Implementing Changes for Our Future

Community Selection for Qualitative Portions

We chose a diverse sample of communities based on:

1. Correlation between inflow and actively homeless numbers

2. Explicit interest in targeting inflow as a means to reduce

3. Whether inflow numbers were static, volatile, or a combination

4. Size

5. Ability to report quality data

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Madera County

Cleveland County

Lake County

Genesee County

Oakland County

City of Detroit

City of Springfield

Washington, D.C.

City of Richmond and Henrico, Chesterfield, Hanover Counties

Washtenaw County

City of Chattanooga/Southeast Tennessee

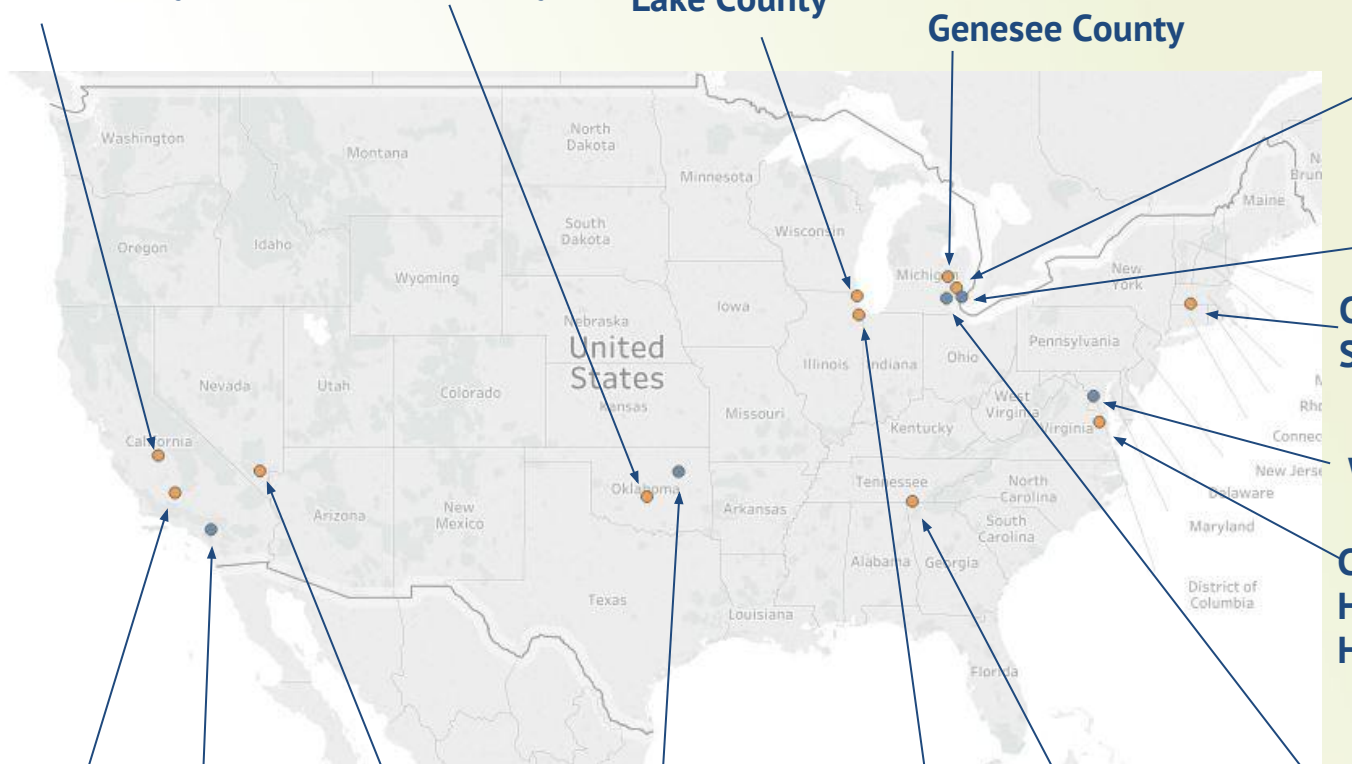Suburban Cook County

Tulsa City and County
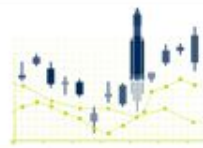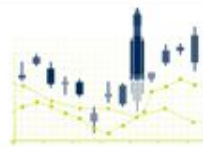
Clark County

Riverside City and County
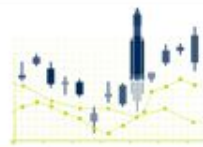
Kern County

Qualitative Interviews - Communities

1. We spoke with leaders from 11 communities working to end veteran homelessness

2. These conversations illuminated how they think about the inflow of veterans into their respective homelessness systems

3. We also captured interventions they're currently executing to reduce inflow to share with our broader network of communities.

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Qualitative Interviews - Veterans

1. We're speaking with homeless veterans from 5 communities to better understand pathways into homelessness.

2. These conversations help us identify themes and patterns that we'll translate into ideas for communities to test around reducing inflow.

3. These 5 communities will be the ones we'll test interventions with in Phase II.

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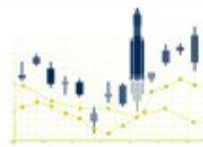# Quantitative Analysis

1. Community level data points from all Built for Zero communities with quality data

| INFLOW: NEWLY IDENTIFIED | INFLOW: RETURNED FROM HOUSING | INFLOW: RETURNED FROM INACTIVE | OUTFLOW: HOUSING PLACEMENTS | OUTFLOW: MOVED TO INACTIVE | OUTFLOW: NO LONGER MEETS CRITERIA |

2. Client level, de-identified HMIS datasets from five communities

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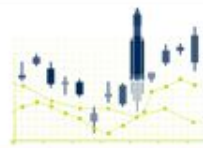Portland, OR
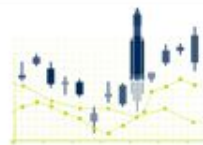October 17-18, 2018

Data Analysis

HVH Precision Analytics is conducting all data analysis for this project, including:

- ○ Relationships between

    - ■ community-level data points in any one community
    - ■ community-level data points in different CoCs
    - ■ community-level data points and time
    - ■ community-level data points and external datasets (evictions, unemployment, fair market rent)

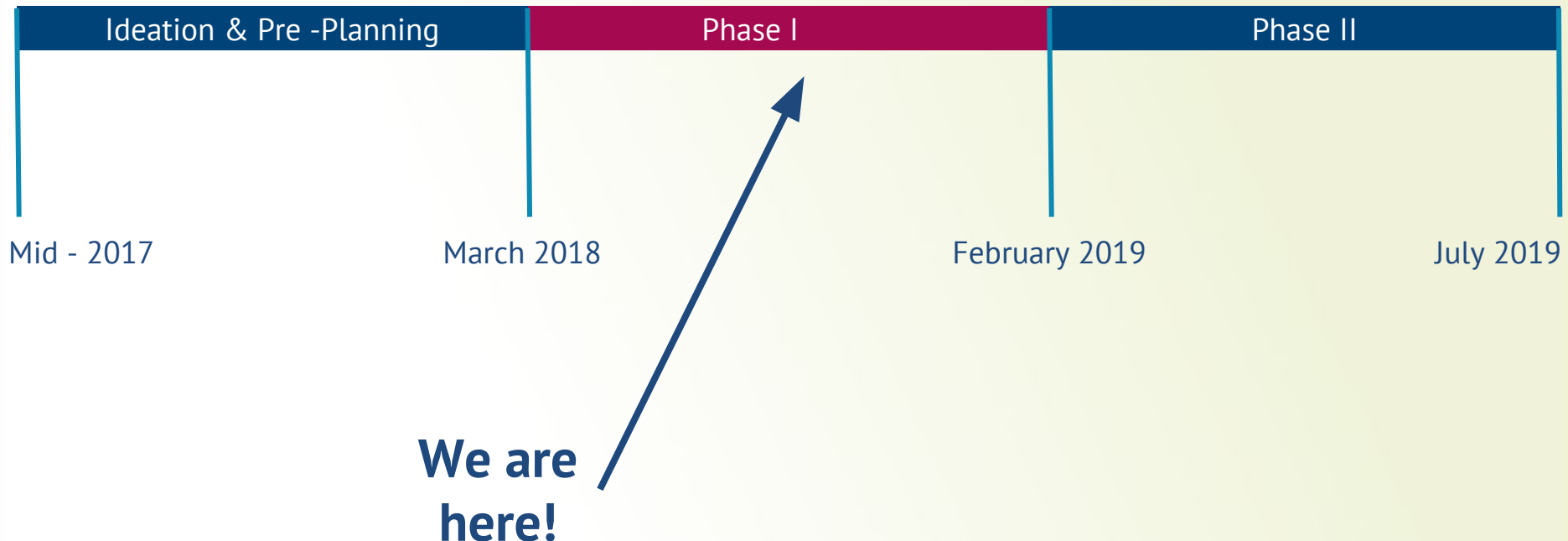- ○ Qualitative interviews and client-level, de-identified data

PROJECT STATUS & PRELIMINARY FINDINGS

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- Designing the project
- Identifying potential barriers
- Identifying potential partners
- Drafting materials

- Staffing the project
- Securing partners
- Securing community participation
- Finalizing Materials
- Collecting/Analyzing Data

- Testing with communities
- Measuring efficacy
- Drafting report
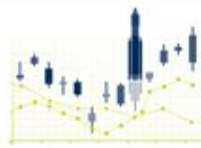- Preparing to scale successful interventions

| Ideation & Pre -Planning | Phase I | Phase II |

Mid - 2017   March 2018   February 2019   July 2019

We are here!

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Preliminary Findings - Themes of Bright Spots from Service Provider Interviews

PARTNERING WITH OTHER SECTORS, NOTABLY CRIMINAL JUSTICE SYSTEM & HEALTHCARE

- Social workers in prisons arrange for housing upon release (Fresno)

- Veterans' Court, as opposed to regular court, connects veterans to services rather than incarcerating them (Springfield)

- Use data collected in other systems, like medical records, to prove homelessness and fast track to RRH (Las Vegas)

- Outreach teams, each consisting of mental health clinician and police officer, trained in completing VI-SPDAT. Local non-VA hospital also trained to do VI-SPDAT (Springfield)

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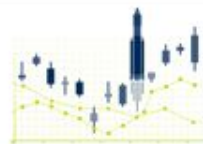Portland, OR
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REGIONAL COORDINATION

- Comparing BNLs between neighboring CoCs to avoid duplication (Suburban Cook)

- Distinguishing between veterans en route to a bordering CoC that has VA hospital and larger GPD programs versus veterans wanting to be served by their community to avoid putting people on BNL unnecessarily (Springfield)

- Access to a database that accounts for resources across a region rather than a single catchment area so a veteran seeking assistance knows of a wider breadth of options (Suburban Cook)
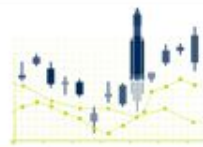
ENGAGEMENT WITHIN HOUSING SECTOR

- Landlord mediation instead of placing veterans in transitional housing when there's landlord-tenant conflict (Bakersfield//Kern)

- Legal education given to veterans around evictions, how to prevent and stop them (Las Vegas)

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MISCELLANEOUS

- Identify veterans who have homes but became homeless due to uninhabitable conditions like a broken furnace. Work with Habitat for Humanity ReStore to fix such conditions and prevent veterans from entering long-term homelessness (Flint)

- Collected data on where vets were the night before they became homeless to determine if they should enter their system or if they can be diverted (Suburban Cook)

- Dedicated diversion (Flint, Suburban Cook, Norman/Cleveland County)
  - Especially if a veteran has income, ensure they can find a permanent housing solution immediately before they fall into homelessness
  - Determine whether there are family or friends a veteran can stay with before they stay in a shelter

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Preliminary Findings - Community Level Data

1. For accurate comparison, Continuum of Care actively homeless numbers must be normalized to compensate for variation in geographical size of CoCs
   a. HVH calculated CoC populations to allow for this normalization

2. Geographically smaller urban CoCs have higher actively homeless numbers than other CoCs per 10K population

3. On average in Built for Zero communities, actively homeless numbers are increasing by 10 individuals per year per CoC among veterans

All data analysis and findings on this slide provided by HVH Precision Analytics

HVH
¡ PRECISION ANALYTICS

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Next Steps

- Complete qualitative interviews
- Complete collection of HMIS datasets
- HVH Precision Analytics completes analysis of all data
- Distill findings into actionable interventions for communities to test

- Create improvement projects
- Testing with communities
- Measuring efficacy
- Drafting report
- Preparing to scale successful interventions

Complete Phase I	Begin and Complete Phase II

October 2018   February 2019   July 2019