

# How are we doing and where do we go from here? Interactive System Surveillance and Monitoring of San Diego's Homeless System of Care

Sue Lindsay, PhD, MSW, MPH, Megan Hartrick, MPH



**What's Next:**  
In Data, Leadership, and Community

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## An Academic/Community Partnership

### San Diego Regional Task Force on the Homeless

*The mission of the RTFH is to provide comprehensive data and trusted analysis that empowers the entire community to identify, implement, and support efforts to prevent and alleviate homelessness.*



### San Diego State University's Institute for Public Health

*The mission of the IPH is to improve population health by conducting community-engaged scholarship in full partnership with community practitioners.*





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## Acknowledgements to the team

- Gordon Walker, Chief Executive Officer
- Dolores Diaz, past CEO
- Jegnaw Zeggeye
- CJ Robertson
- Alex Feyissa



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## Examining homelessness from a population system perspective

- Is your homeless system of care optimally designed for the clients you serve?
- To improve outcomes in a population you must know:
  - the number of individuals affected and where they are
  - the number and type of services provided and where they are
  - the known effectiveness of the service, i.e are they best practices?
  - what clients benefit the most from specific types of services?



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## For homelessness:

- To truly understand the problem and find solutions, we need to reach beyond annually counting sheltered and unsheltered homeless persons, or even asking the question: Does this specific program or intervention work?
- We need to examine the entire system of care and all its components, e.g. inflow, clients served, and exit destinations for project types and sub-populations.
- We need to know:
  - Who and how many are seeking homeless services and why?
  - What services are being offered to whom and why?
  - What are the outcomes of those services in different sub-populations?
  - Do you have the correct combination of services for your population?
  - How do you concisely describe the current system of care to the community as well as the many agencies and projects serving the homeless?

### A web-based interactive System Framework



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## Homeless Indicators

Three types of indicators:

- System indicators
- Project performance monitoring indicators
- Resource development indicators



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## Homeless Indicators

- Project performance indicators can be perfect but the system still may not reduce homelessness because you don't have the right combination of project types for your population.
- Long lists of unconnected indicators are generally not helpful. You need a focused list of actionable indicators, and you need to see the relationships between them. All indicators should point toward a common outcome.
- You need to be able to visualize the entire system of care to improve not only project performance, but system-wide performance.



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## Collective Impact for Reducing Homelessness







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## San Diego County contains 18 cities

City	Population
City of San Diego	1,307,402
Chula Vista	213,946
Oceanside	167,086
Coronado	18,912
Solana Beach	2,867
Del Mar	4,161
<b>Total population</b>	<b>3,060,849 (2010 census)</b>



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## San Diego County Homeless System of Care

60+ agencies, 250 homeless-dedicated projects, 450 HMIS users

### Current Projects\*:

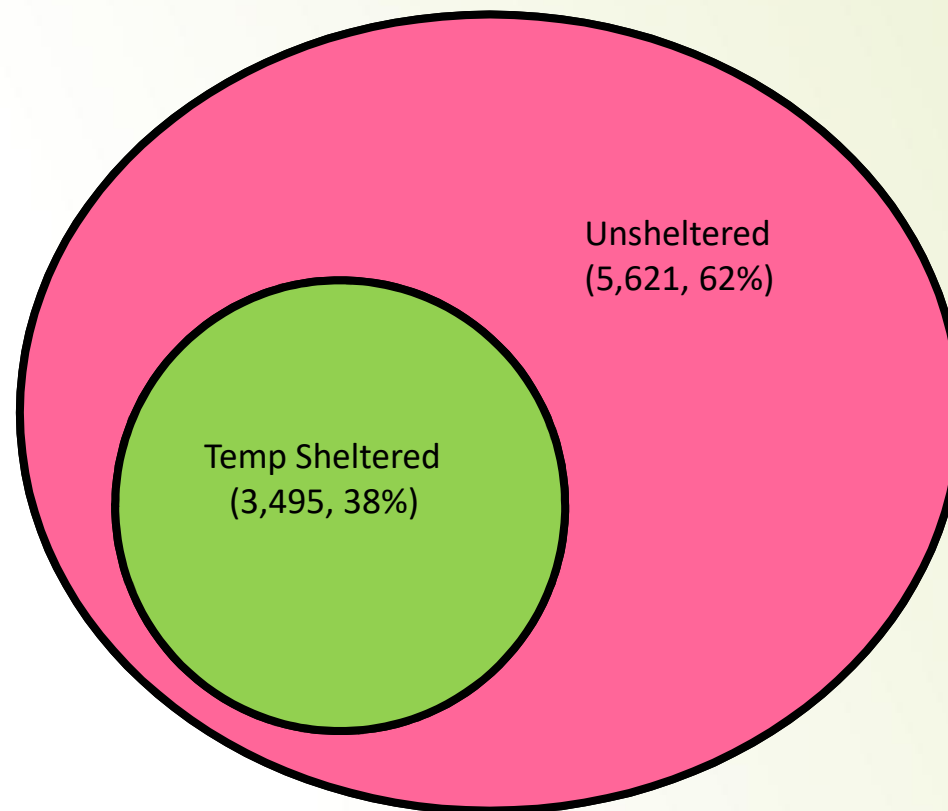
- 59 permanent supportive housing projects
- 57 transitional housing projects
- 42 emergency shelters
- 31 rapid-rehousing projects
- 17 Street Outreach projects
- 12 Support Services only projects
- 9 Homeless prevention projects
- 9 permanent housing projects with services
- 6 permanent housing projects without services
- 4 other types of projects
- 3 safe haven projects
- 2 day shelters

\*Homeless-dedicated service providers serving clients between October 1st, 2015 - April 30, 2017.

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## San Diego County's January 2017 Point-in-Time Count View

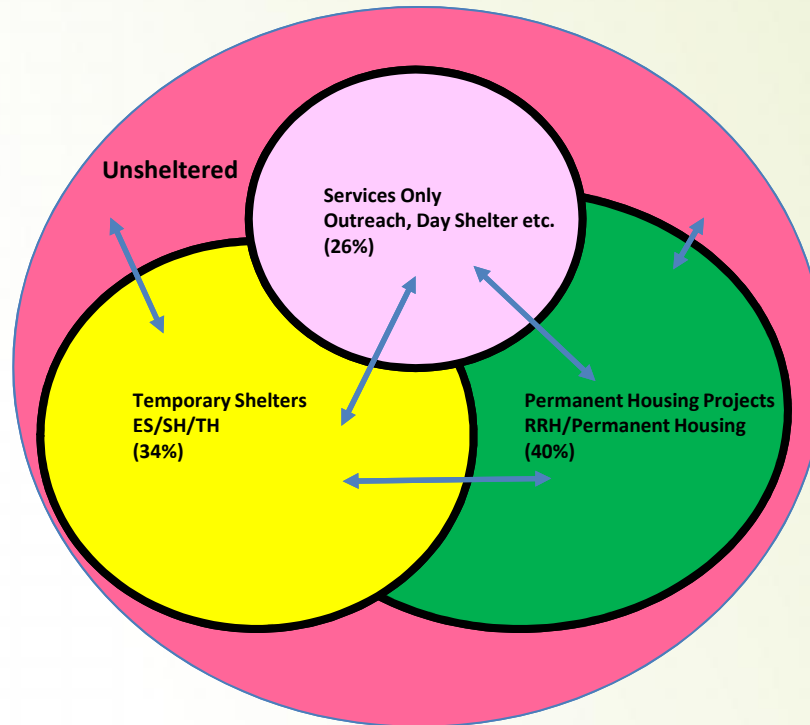
Total = 9,116 – Only Literally Homeless





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## View of those Served by the Homeless System of Care All Project types





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## San Diego County's System Framework

- The framework contains 27 interconnected indicators that describe the system of care and the exit destinations for all clients by project type.
- Indicators can be filtered by reporting period, project type, and geography.
- We also created frameworks for chronically homeless, families, unaccompanied youth, veterans, and chronically homeless veterans.

<http://www.rtfhsd.org/resource-library/regional-reports/>



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## Executive Indicators Also Show Time Trends

**Entries to the System of Care** (New to System, Previously Served, Previously Housed)

**Unique Client Entries by Project Type** (CES, ES, TH, RRH, PH projects)

**Unique Clients Served by Project Type** (ES, TH, RRH w/ & w/o move-in, PH projects)

**Clients in Need of Permanent Housing v. Permanently Housed**

**Clients Permanently Housed by Housing Type** (PSH, RRH, Exits to PH)

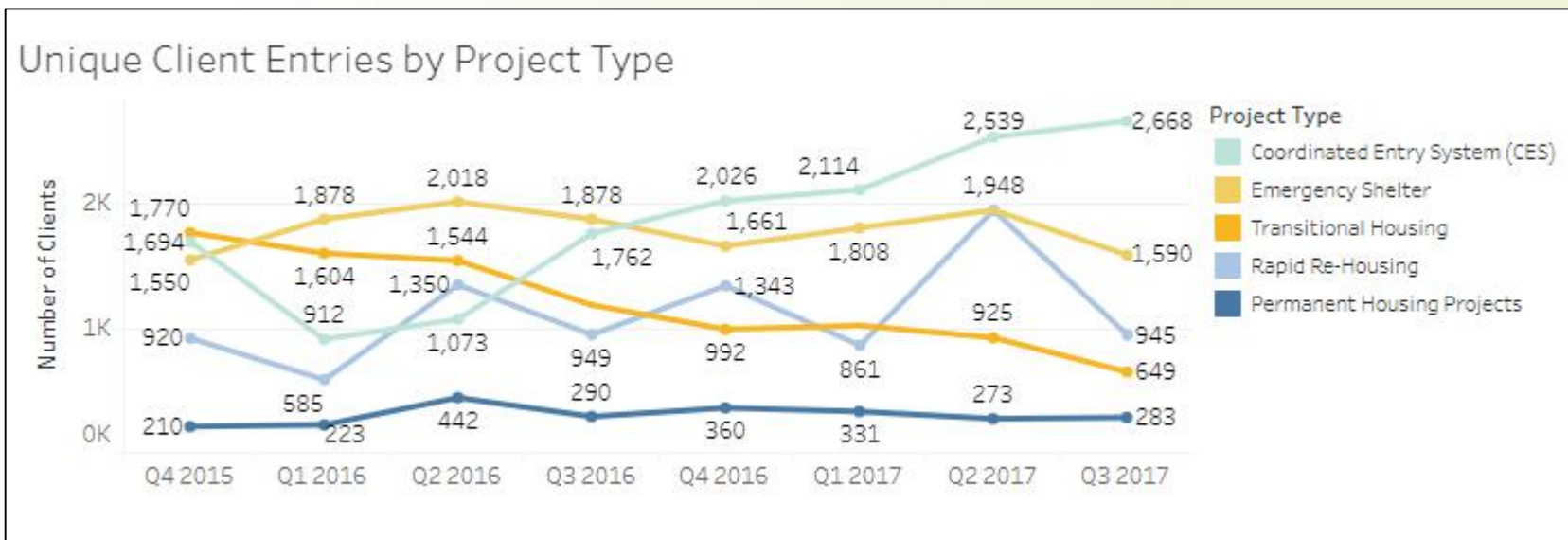
**Clients in Need of Permanent Housing by Population** (Veterans, Chronic, Families, Youth)

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## Executive Indicators Also Show Time Trends



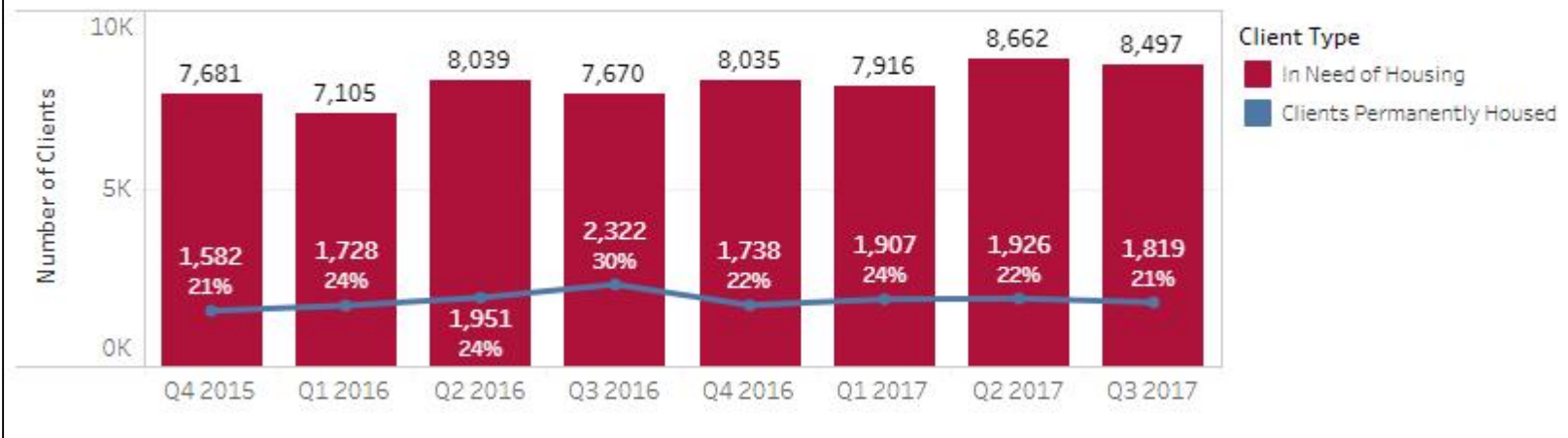




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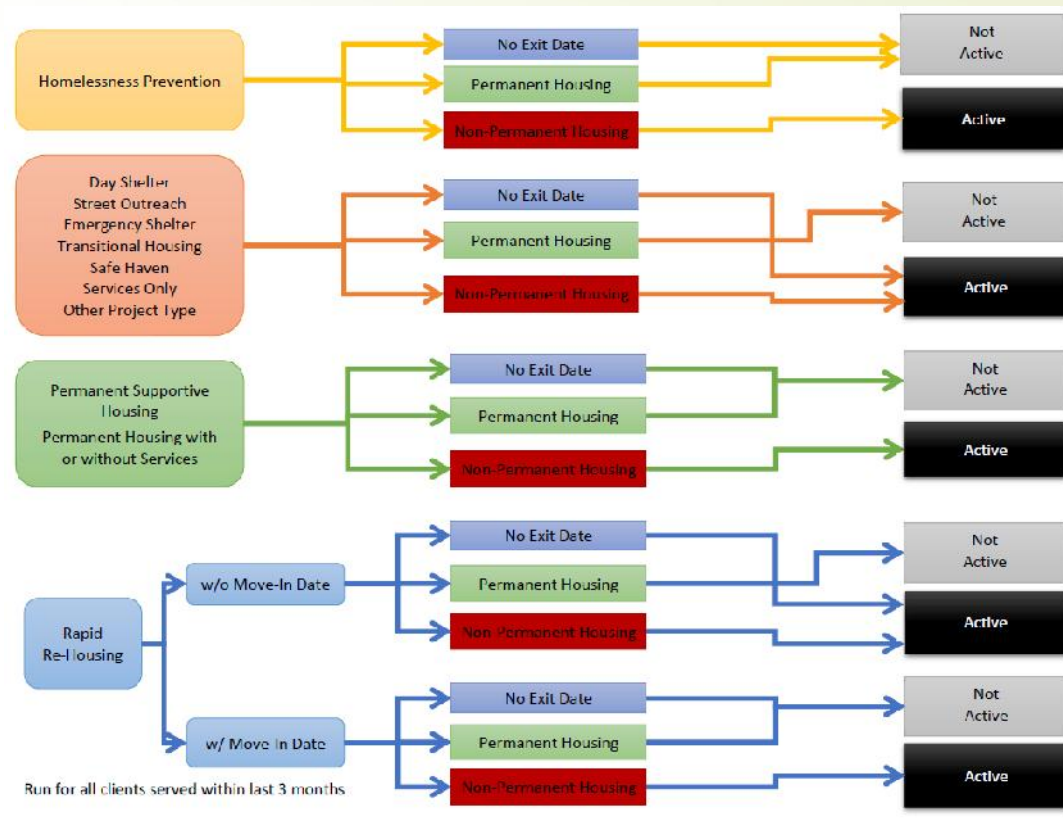
## Executive Indicators Also Show Time Trends

Clients in Need of Permanent Housing\* v. Permanently Housed



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## We created an algorithm to calculate the number currently in need of permanent housing:





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**How many served in the last three months by  
the entire system of care and are in need of  
permanent housing?**

**[San Diego System Framework](#)**



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## How do you create an interactive system framework?

- 1. A database that contains information on all individuals served, the services they were provided, and the exit destination after the services**  
We use San Diego HMIS data
- 2. Fully extract the data from the database and conduct quality assurance**  
We use a combination of HMIS reports, Excel spreadsheets, Access database programming and SQL
- 3. Fully agreed upon definitions including definitions of success**  
This requires continuous collaboration with stakeholders
- 4. A visualization program with interactive capabilities**  
We use Tableau
- 5. A secure way to share/publish the data**  
We use Tableau Public (with aggregated data)



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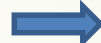
## Data Management



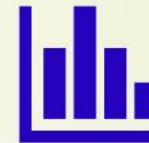
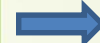
HMIS  
Database



Download  
Raw Data  
to Excel



Prepare Data  
for Analysis  
and QA in Excel  
(merge, filter,  
format)



Analytics using  
Microsoft Access  
(SQL)

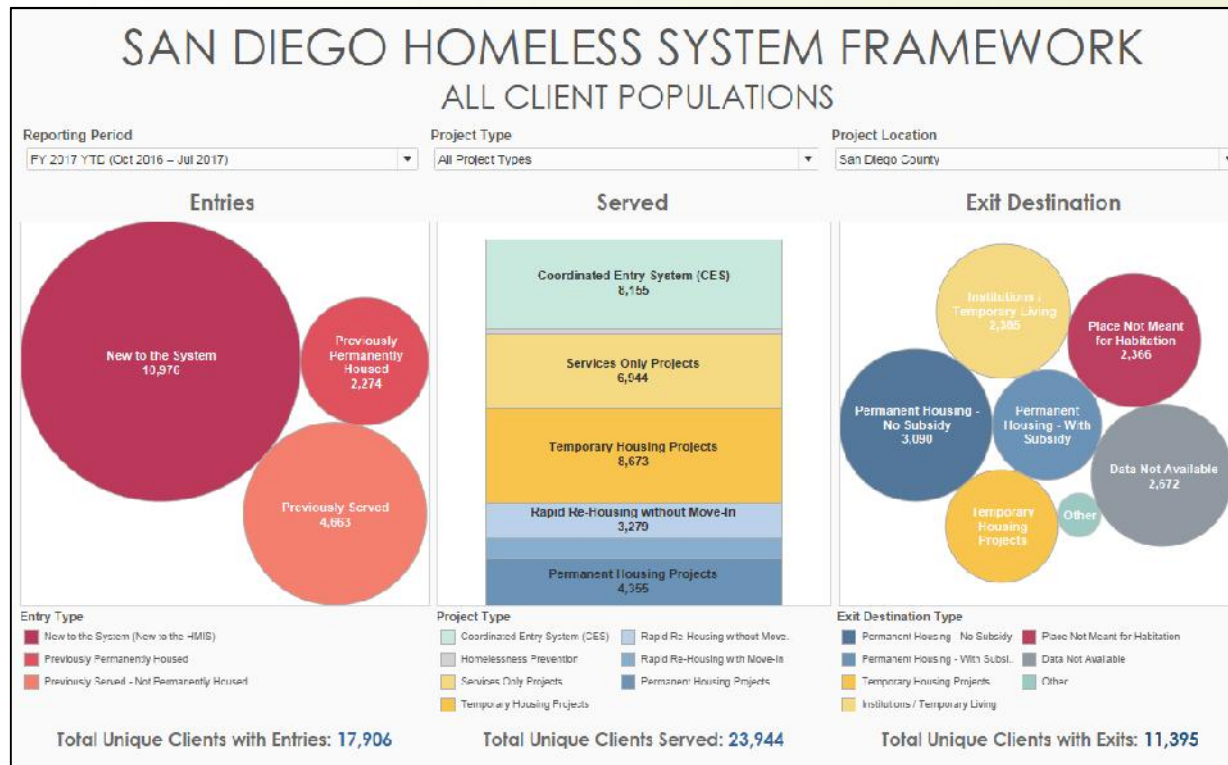


Visualize  
Aggregate  
Data  
Using Tableau

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## What did we easily visualize using the System Framework?

- The System Framework provides opportunities to see patterns that are not as detectable in tables of numbers, HUD reports, or the analyses of individual projects.

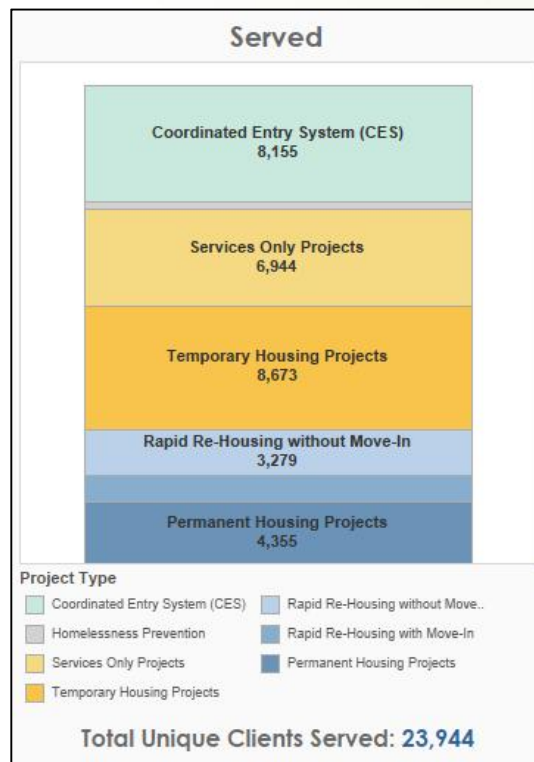




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## What did we easily visualize using the System Framework?

- The size of the system of care and the number of people served annually is much larger than most thought it was. (And much higher than the PITC.)



### System Framework FY 2017 YTD (Oct 2016 – Jul 2017)

Total Clients Served: 23,944  
Total Clients Served in Non-PH Projects: **19,258**

### Point-in-Time Count – Jan 2017

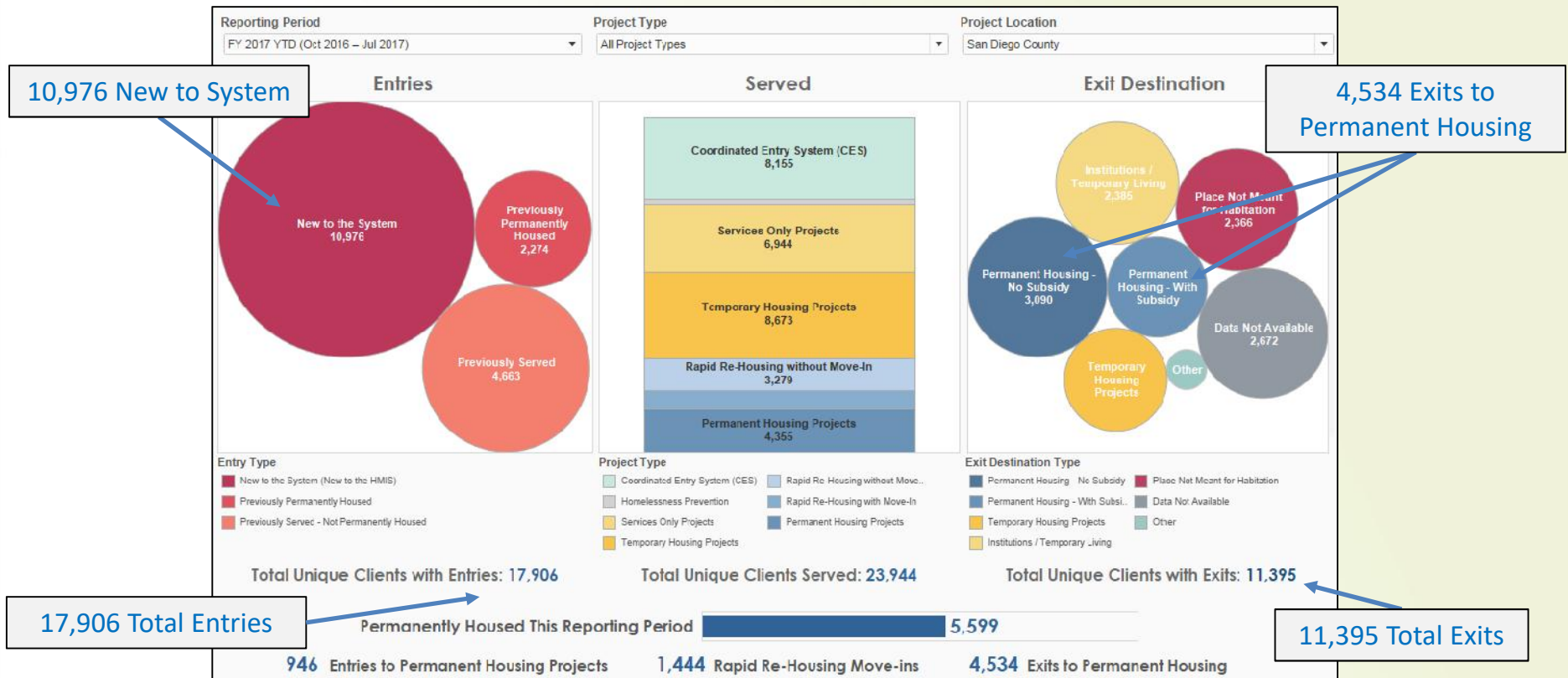
Total Homeless: **9,116**  
Sheltered: 3,495  
Unsheltered: 5,621

*More than 2x the Point-in-Time Count*

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## What did we easily visualize using the System Framework?

- The number of unique clients enrolling in all projects consistently exceeds the number exiting the system over all quarters and all sub-populations.

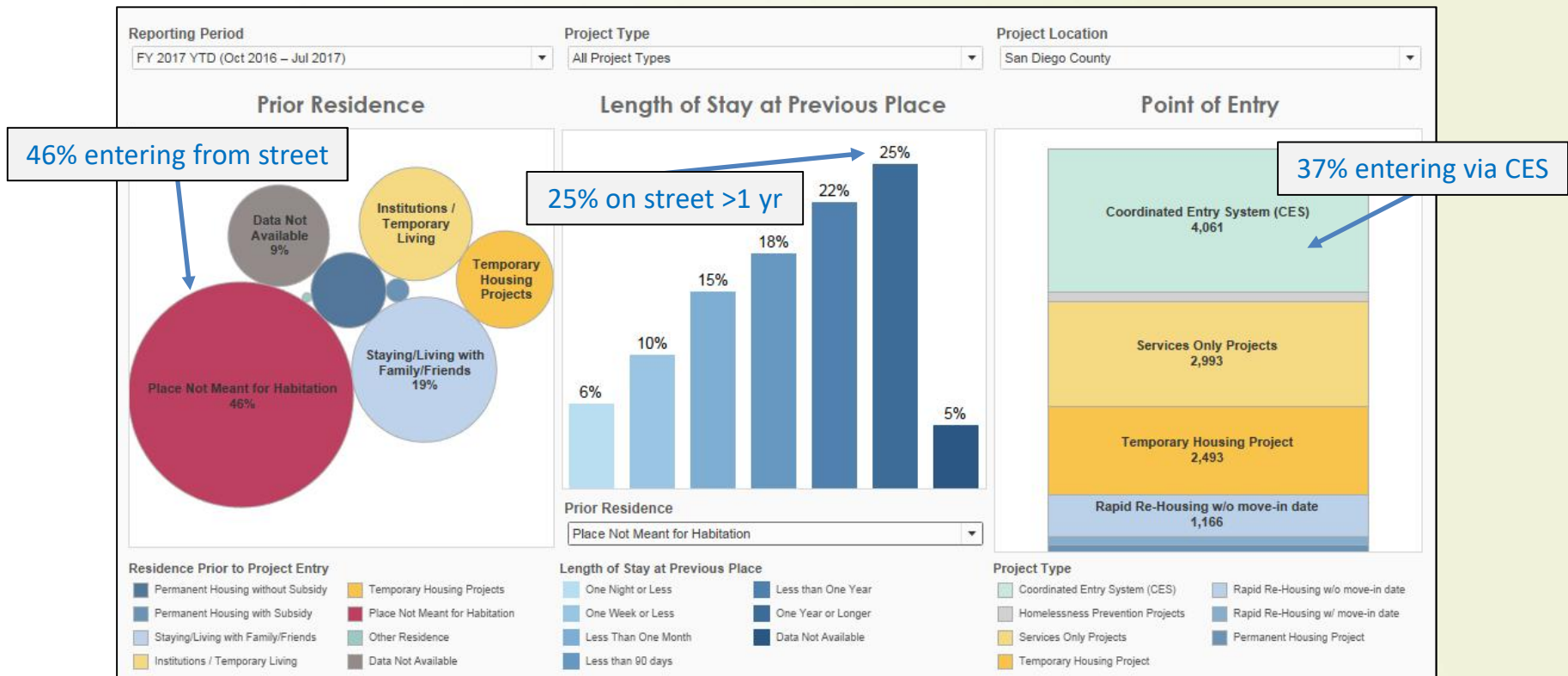




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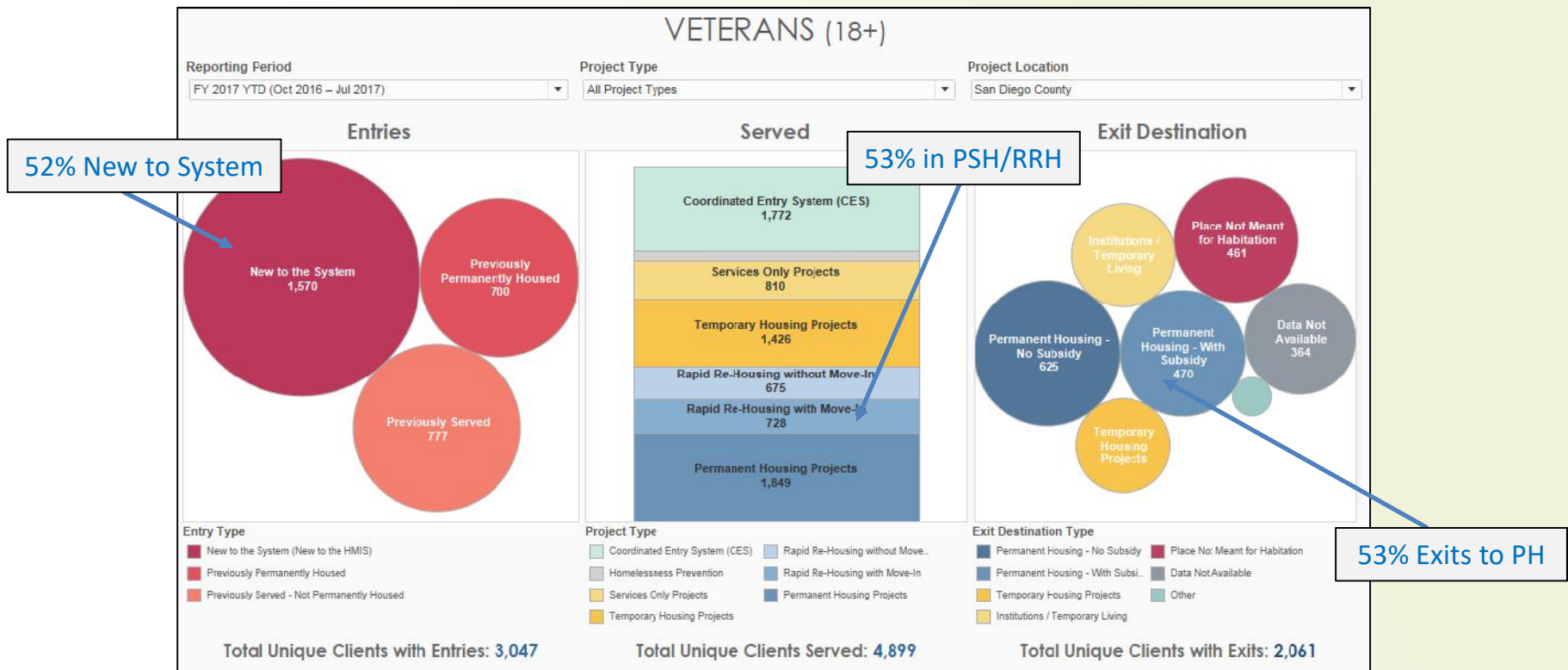
- San Diego's New to the System clients are not all newly homeless. They are new to the system of care, likely showing the results of expanded CES outreach efforts.



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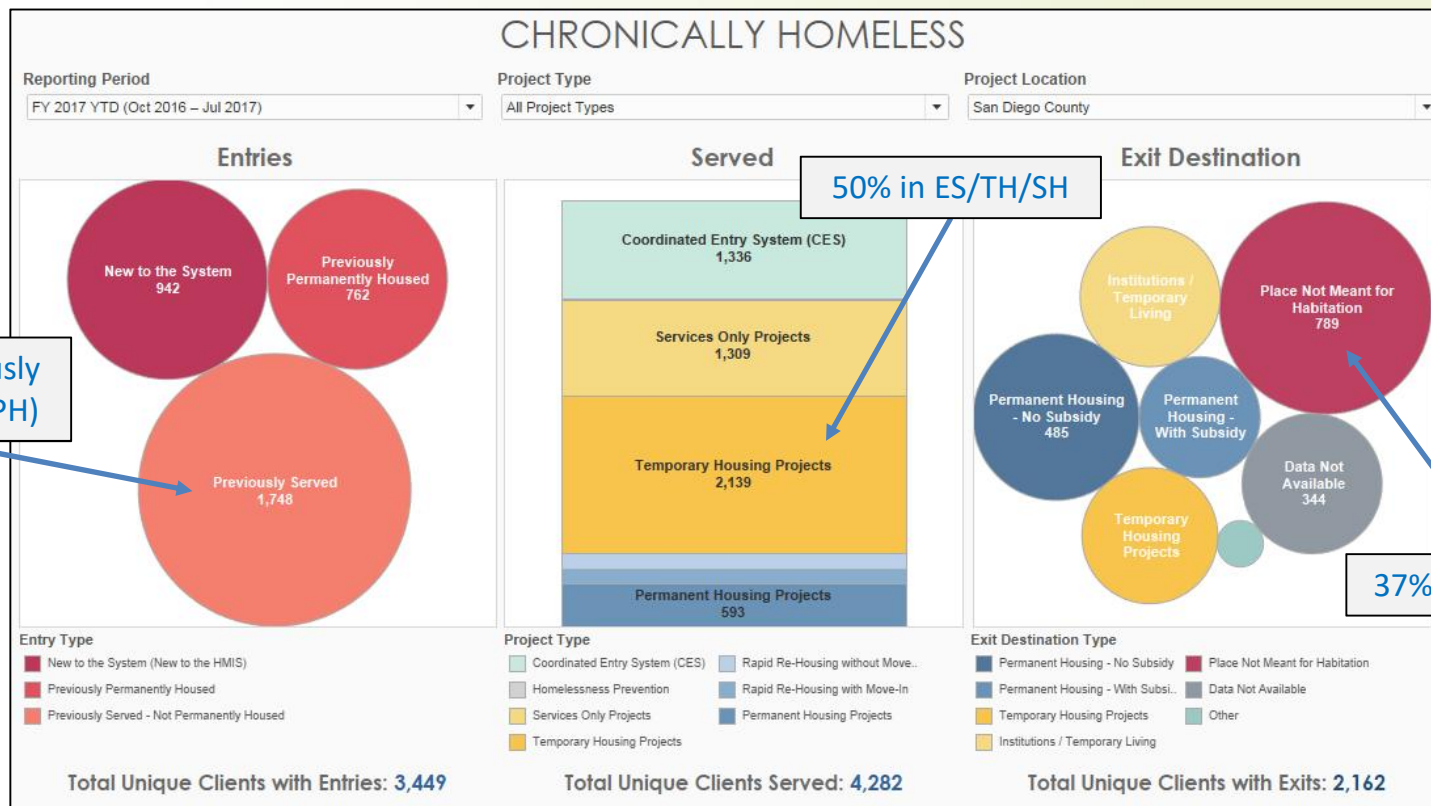
- There are significant differences in the way clients move through the System of Care across client populations (Veterans, Chronic).



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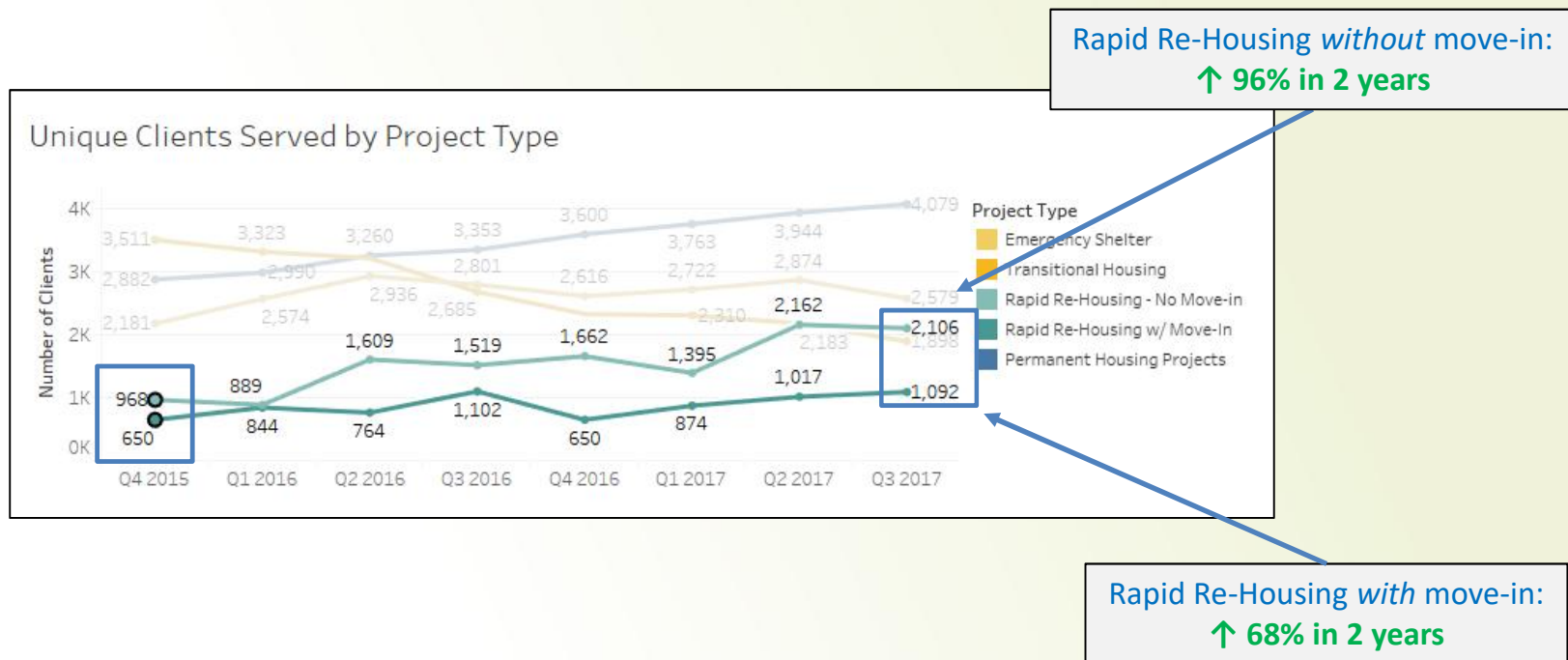
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## What can we visualize using the Executive System Indicators?

- The number of clients served by Rapid Re-Housing projects *without* a move-in date is increasing at a greater rate than those served *with* a move-in date.



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## What can we visualize using the Executive System Indicators?

- The number of exits to permanent housing with a subsidy is increasing but the number of exits to permanent housing *without a subsidy* is not.

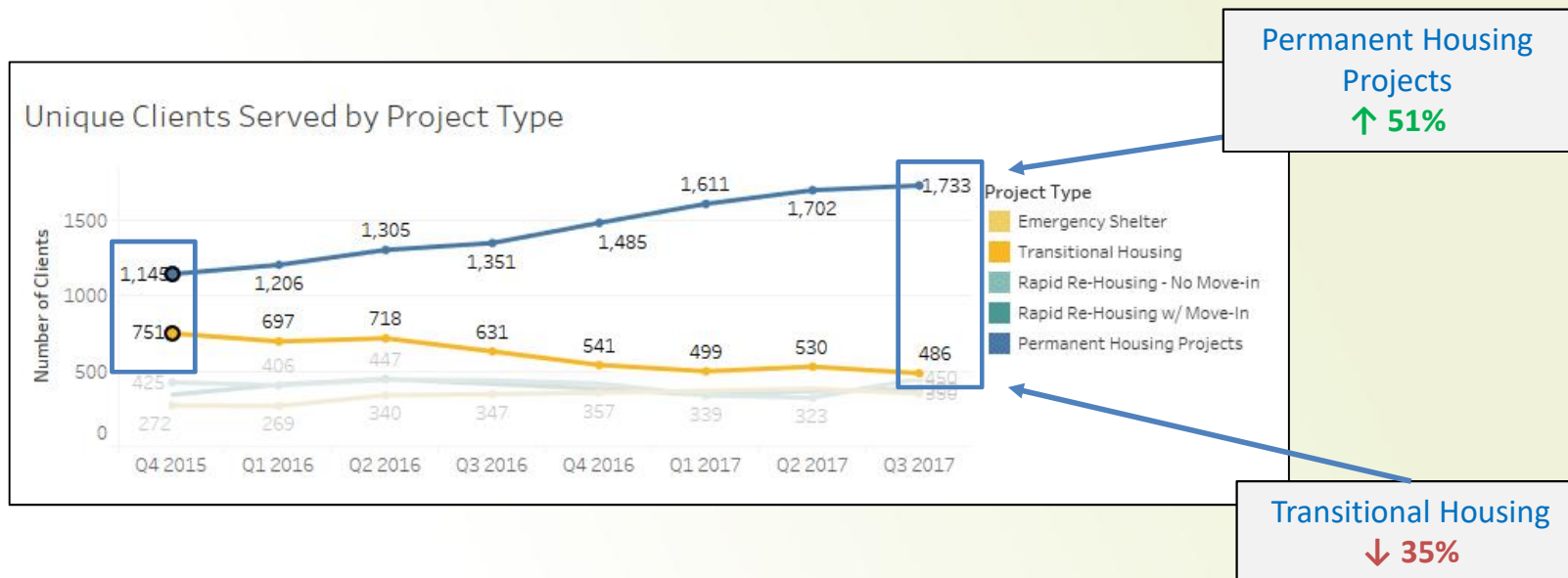




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## What can we visualize using the Executive System Indicators?

- In the past two years, there has been a 51% increase in the number of Veterans served in permanent housing projects and a 35% decrease in Transitional Housing.





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## Where do we go from here?

### Coordinated Entry System (CES) Dashboard & By-Name List

- Integrated CES data with HMIS data to better track client status and outcomes.
- We now have a fully functional CES By-Name List produced within the HMIS for all clients in need of permanent housing.

### Project Performance Indicators

- Better align project performance measurement with system-level indicators.
- How do the results of one project type contribute to overall system outcomes?
- How do the results of one agency's work contribute to the outcomes of the project type?
- Familiarize agencies with their own data to better track performance.

### Deeper dive analytics

- Why are clients returning to homelessness after permanent placement?
- Need vs. Capacity. Do we have enough resources to truly end homelessness?
- From a system perspective, what resources do we need and where do we need them?