

Metro Denver Homeless Initiative

Performance Analysis Presentation and Discussion
March 9, 2017

Presentation by Focus Strategies

Agenda Overview

1. Welcome & Introduction
2. MDHI Board Consent Agenda
3. Presentation by Focus Strategies
 - Homeless Crisis Resolution Systems
 - Framework for Reducing/Ending Homelessness
 - Examples from other communities
4. Q&A

Setting the Stage

- 40% increase in homelessness in region since 2011
- 5,700 people experiencing homeless regionally, 800 on streets or in a vehicle
- 33 states and D.C. saw reductions in homelessness last year
- Best practices and data-informed strategies are key

About Focus Strategies

We believe the HEARTH Act and Opening Doors lead the way to finally ending homelessness.



FocusStrategies.net

Ending Homelessness

The HEARTH Act establishes:

“...a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days.”

Opening Doors, As Amended in 2015:

“systematic response ...that ensures homelessness is ...a rare, brief, and non-recurring experience.”

Principles of a Homeless Crisis Response System

- Housing-focused
- Person-centered
- Data-informed
- Effective use of resources

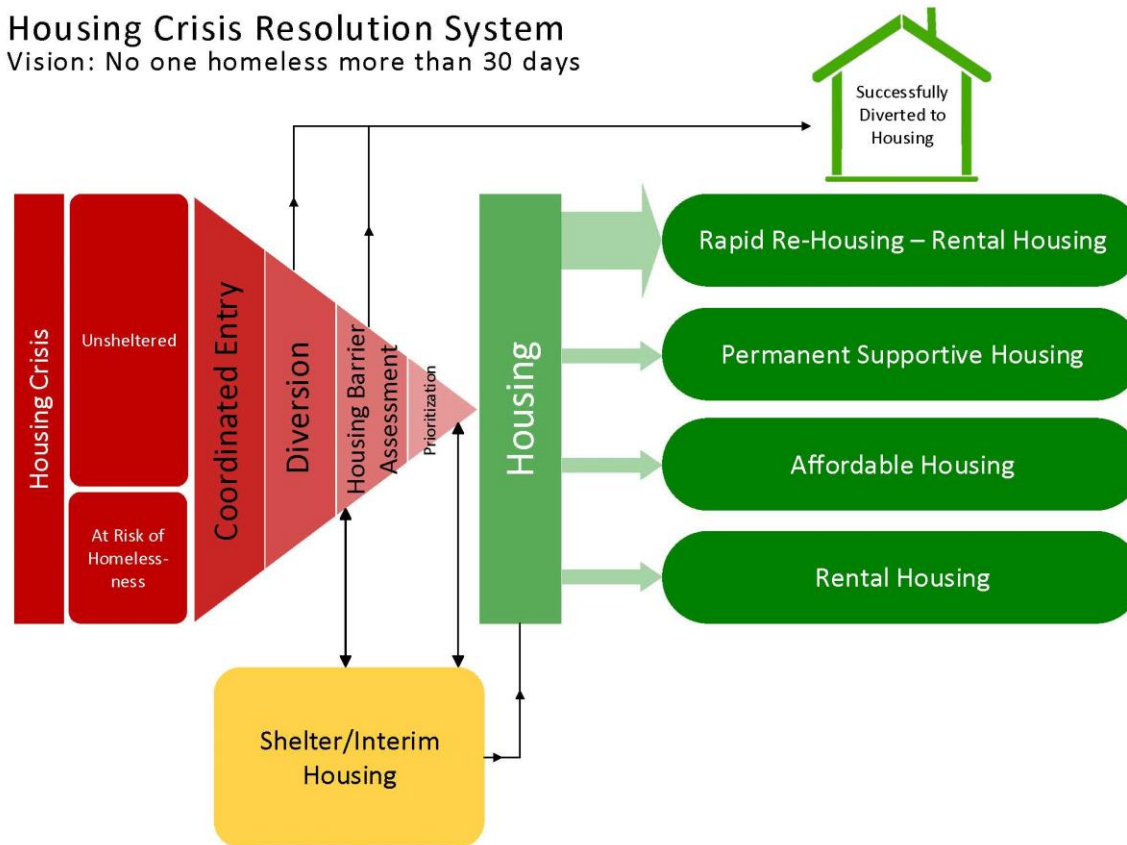
A System to End Homelessness

Ending homelessness means building systems that:

- Divert people from entering homelessness
- Quickly engage and provide a suitable intervention for every household's homelessness
- Have short lengths of stay in programs
- Have high rates of permanent housing exits
- Use data to achieve continuous improvement

Homeless Crisis Response System

Housing Crisis Resolution System
Vision: No one homeless more than 30 days



Performance Measurement

Performance Data

Analysis of performance data tells us:

- Extent to which homelessness is rare, brief and non-recurring
- Where to target efforts to become more effective
- How to prioritize system and program resources
- How to achieve continuous improvement

Performance Analysis

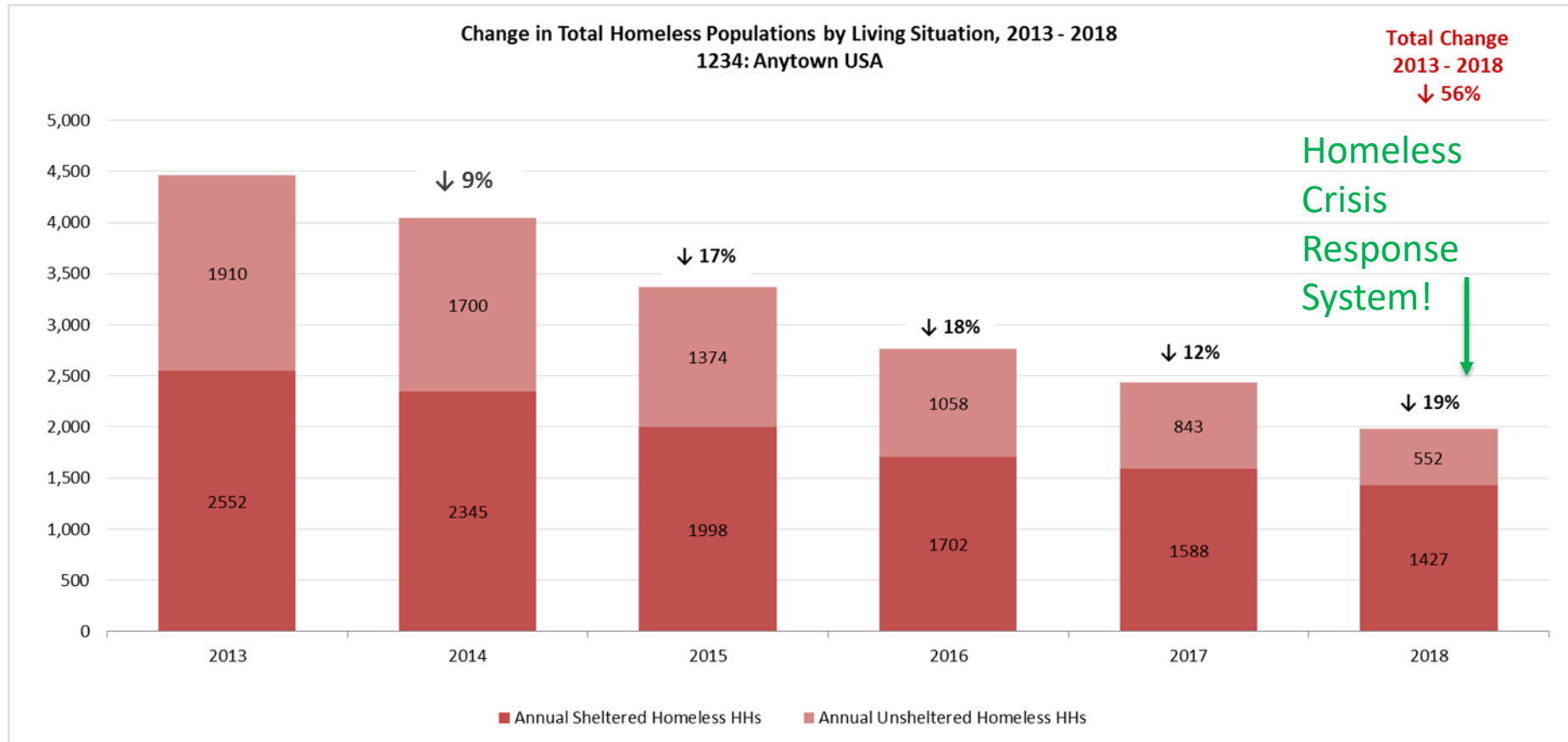
Can answer these questions (and more!):

- Are the local homeless system interventions sized to house the homeless population you have?
- Does the speed of your system change match the urgency of the issue?
- How is each project type performing?
- How is each project performing?
- How are systems changes panning out?
- Does what people say about community programs and conditions match the data?
- Are dollars achieving highest and best impact?

Recommended Performance Measures

1. HMIS Data Quality
2. Bed/Unit Utilization
3. Entries from Homelessness
4. Length of Stay
5. Exits to Permanent Housing (PH)
6. Cost per Permanent Housing Exit
7. Returns to Homelessness
8. Length of Time Homeless

Ending Homelessness Graph



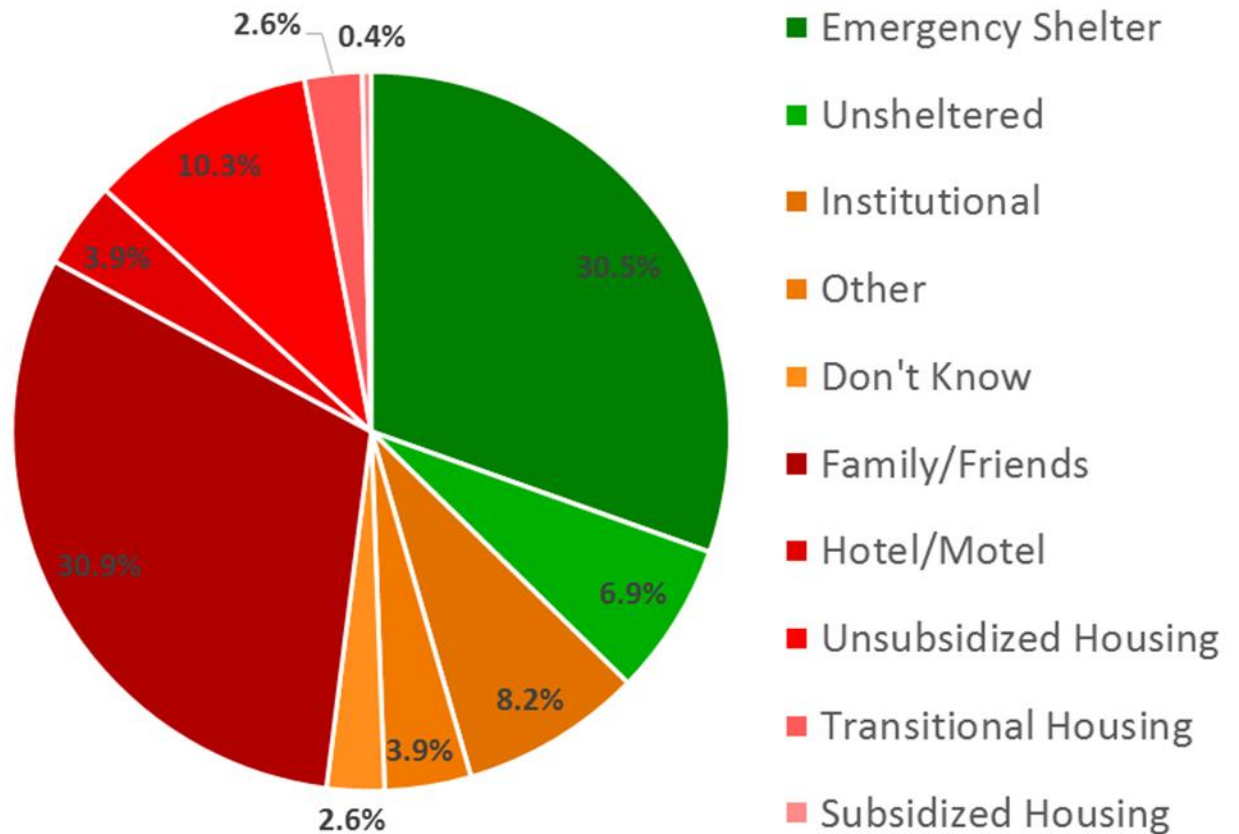
Sample Results and Implications

Entries from Homelessness

- Measures how many people enter programs who are unsheltered or living in shelter (literally homeless)
- Indicator of how well system is targeting highest need households
- High rate of entry from housed situations indicates need for changes to Coordinated Entry and/or shelter diversion

Entries from Homelessness: Winston-Salem/Forsyth County, NC

Almost Half of Adult Only HHs Enter Transitional Housing from Housed Locations

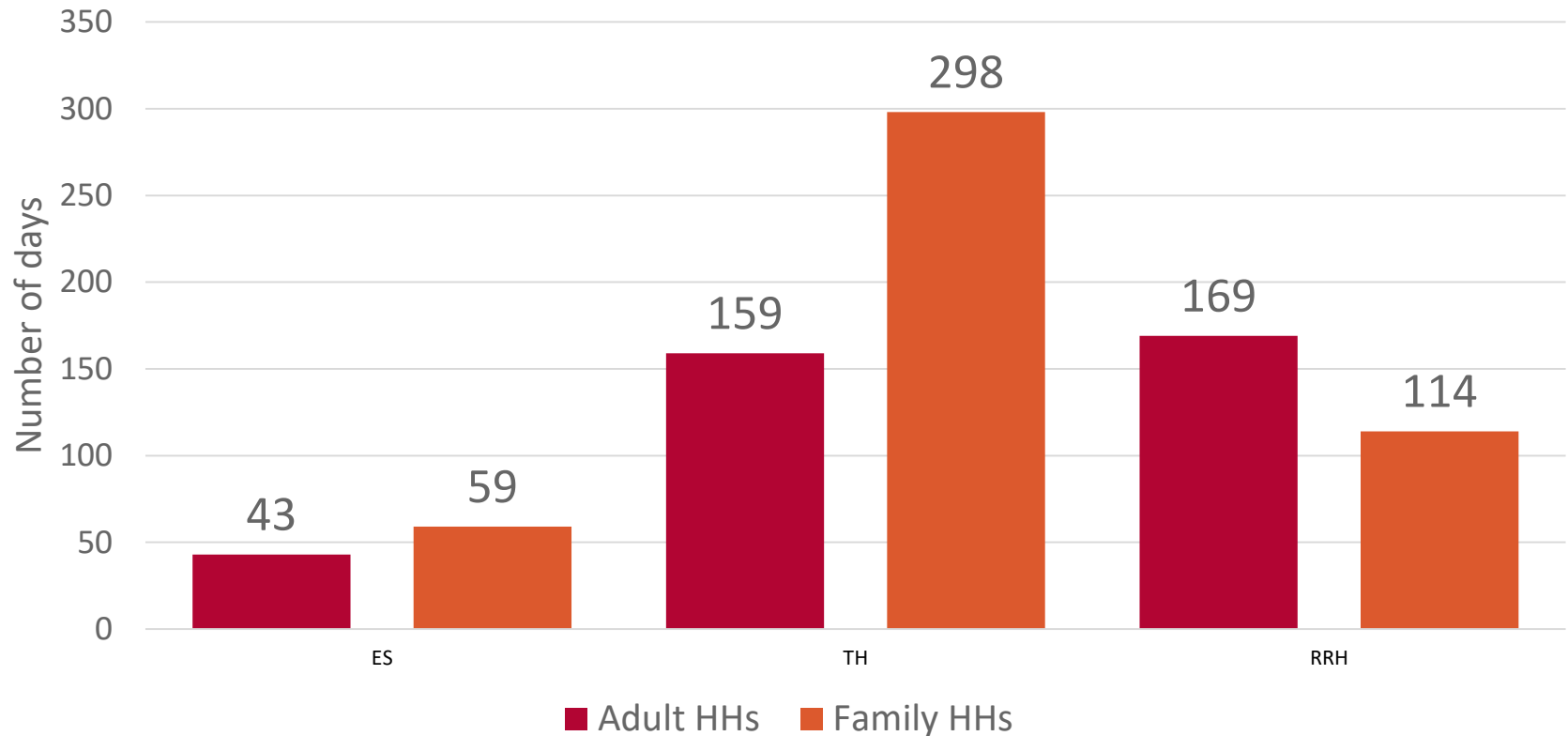


Length of Stay (LOS)

- Measures how quickly programs are helping households end their homelessness
- Helps identify program and system design and operation inefficiencies
- Long LOS suggests programs may not be adopting a Housing First approach

Length of Stay: Nashville, TN

Average Length of Stay

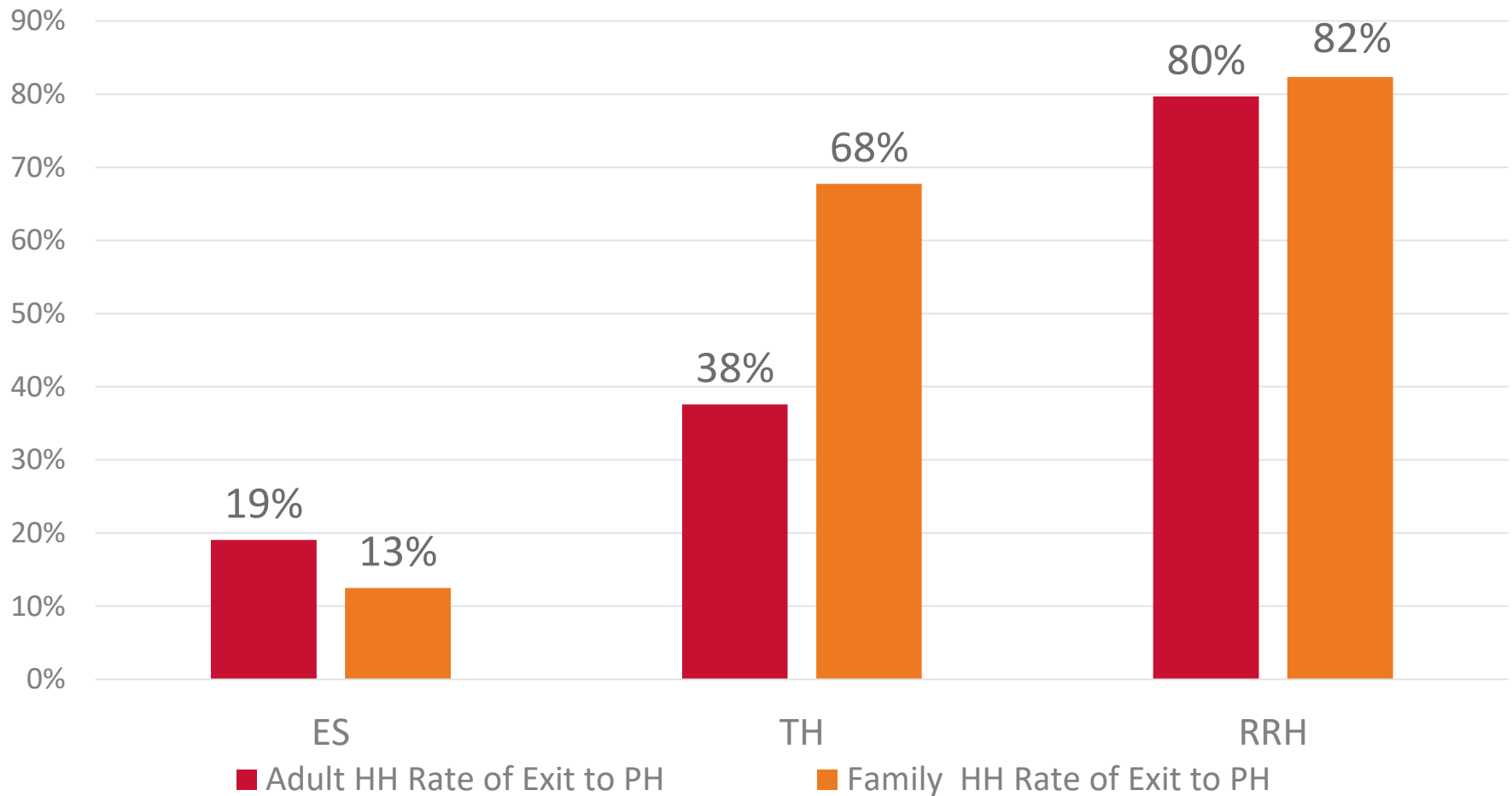


Exit to Permanent Housing

- Measures rate of exits to permanent housing
- Helps identify program and system design and operation inefficiencies
- Low rate of exit to PH can indicate system needs more capacity to provide landlord recruitment, housing navigation, housing-focused case management

Exit to PH: San Mateo County, CA

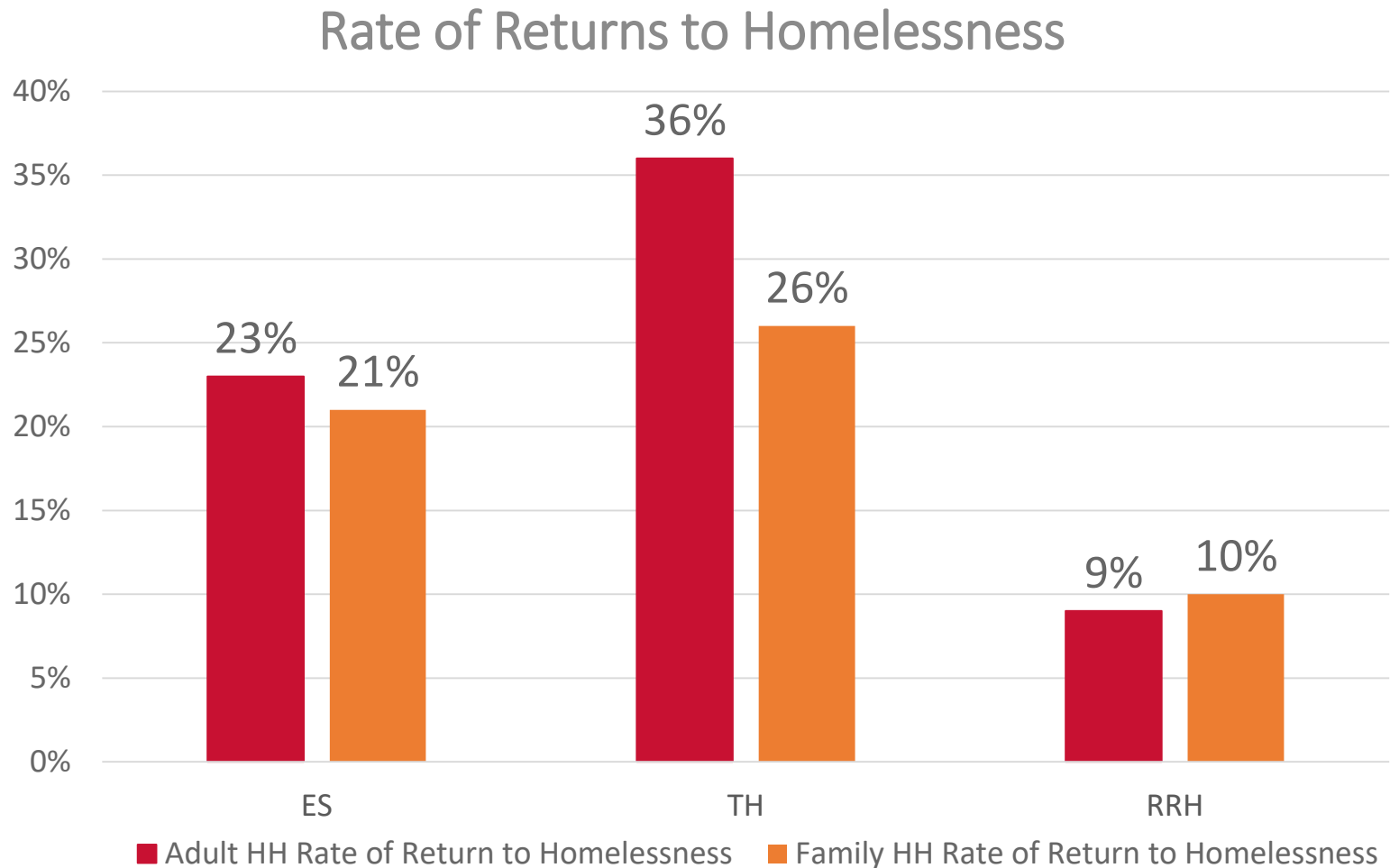
Rate of Exit to PH



Returns to Homelessness

- Measures whether people who exited to permanent housing returned to a homeless program within 12 months
- Identifies whether programs are helping people into housing placements that “stick”
- Can help alleviate concerns about serving higher need clients and helping them exit more quickly

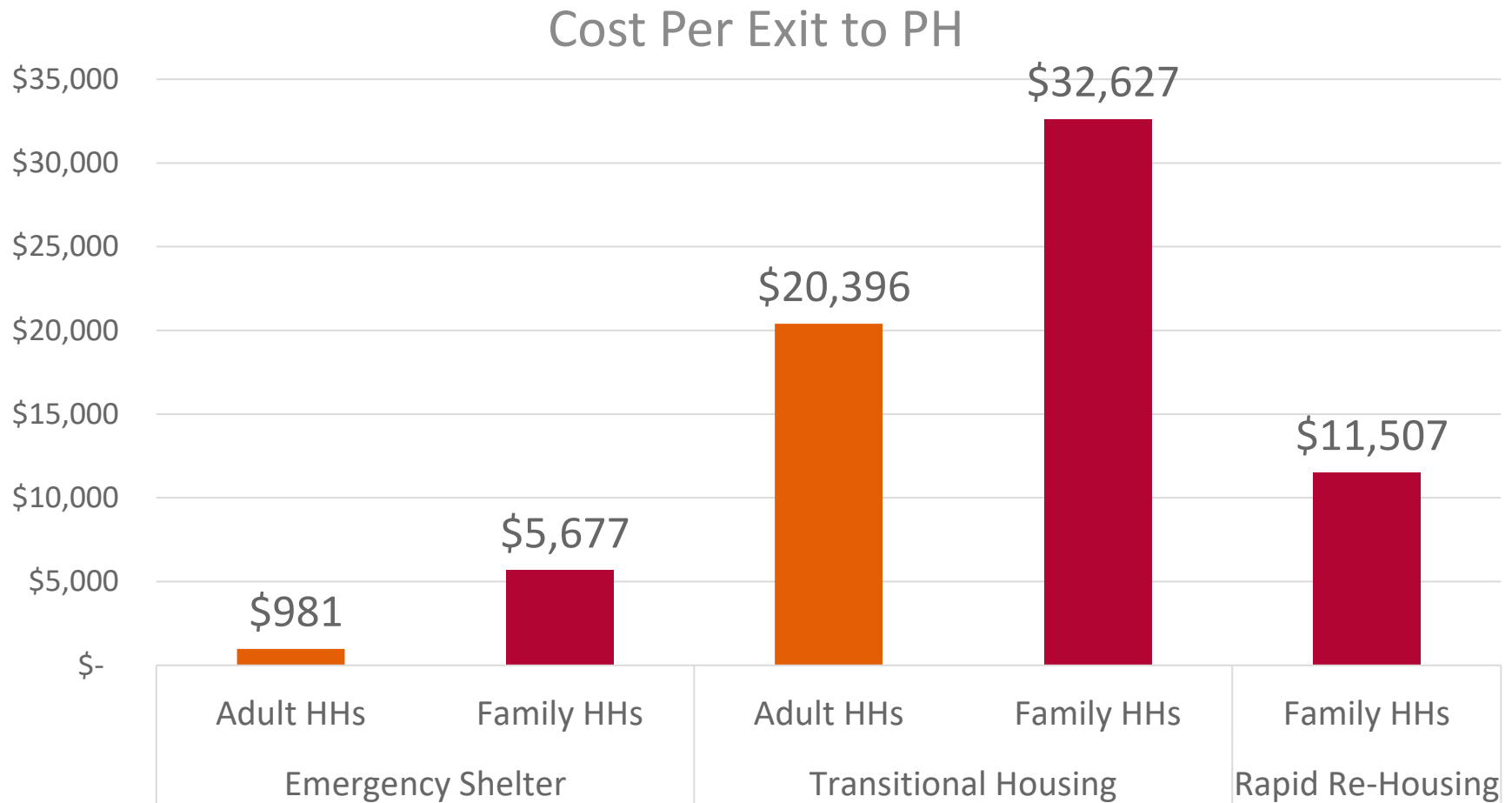
Returns to Homelessness: San Mateo County, CA



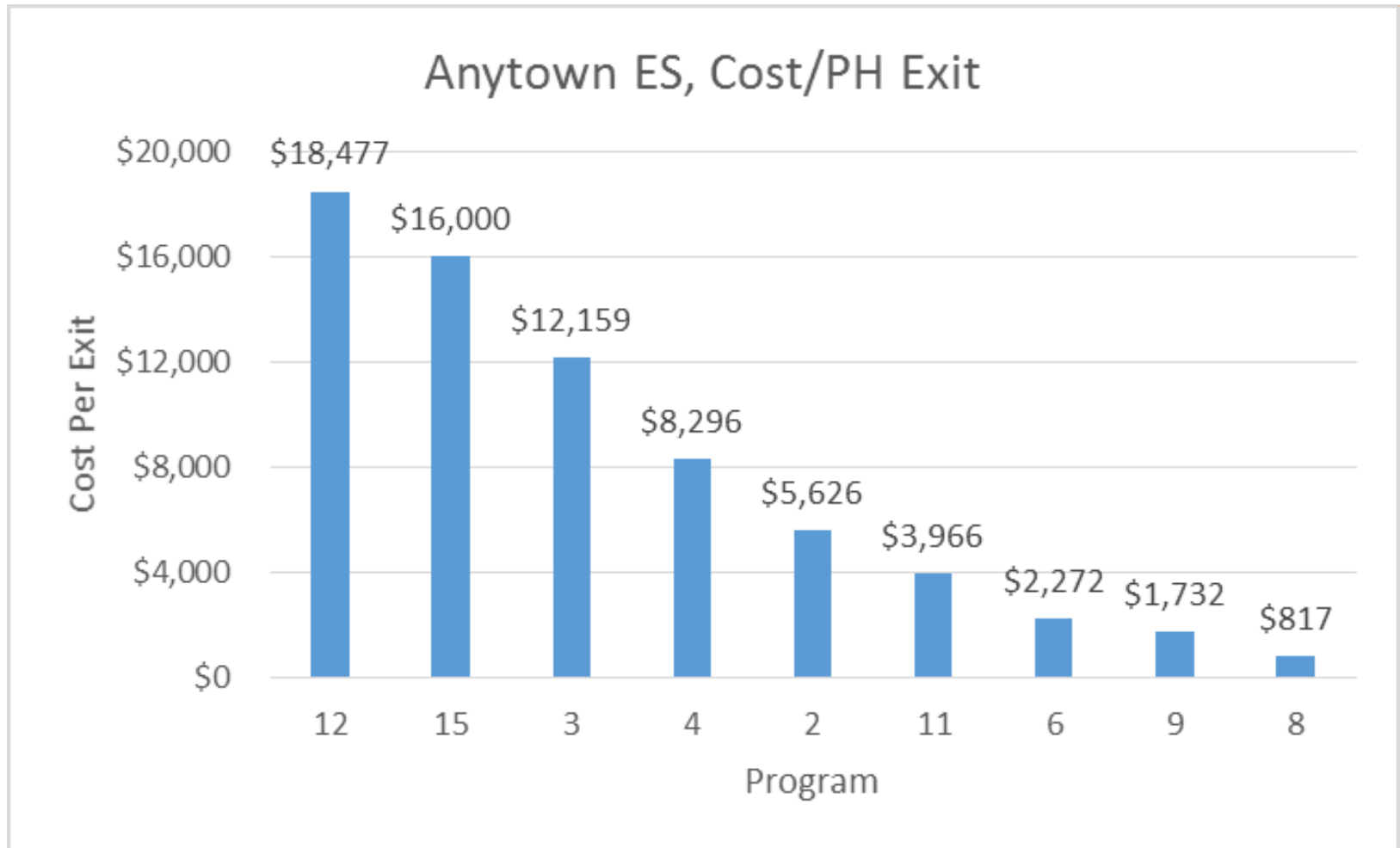
Cost Effectiveness: Cost Per PH Exit

- Typically communities consider cost per unit or cost per household
- To be performance-oriented, need to measure cost per permanent housing exit
- Illustrates whether system resources are being invested in interventions that are effective in ending homelessness
- Helps identify system components or individual programs that are not cost effective

Cost Per PH Exit: Seattle/King County



Cost Per PH Exit: Anytown

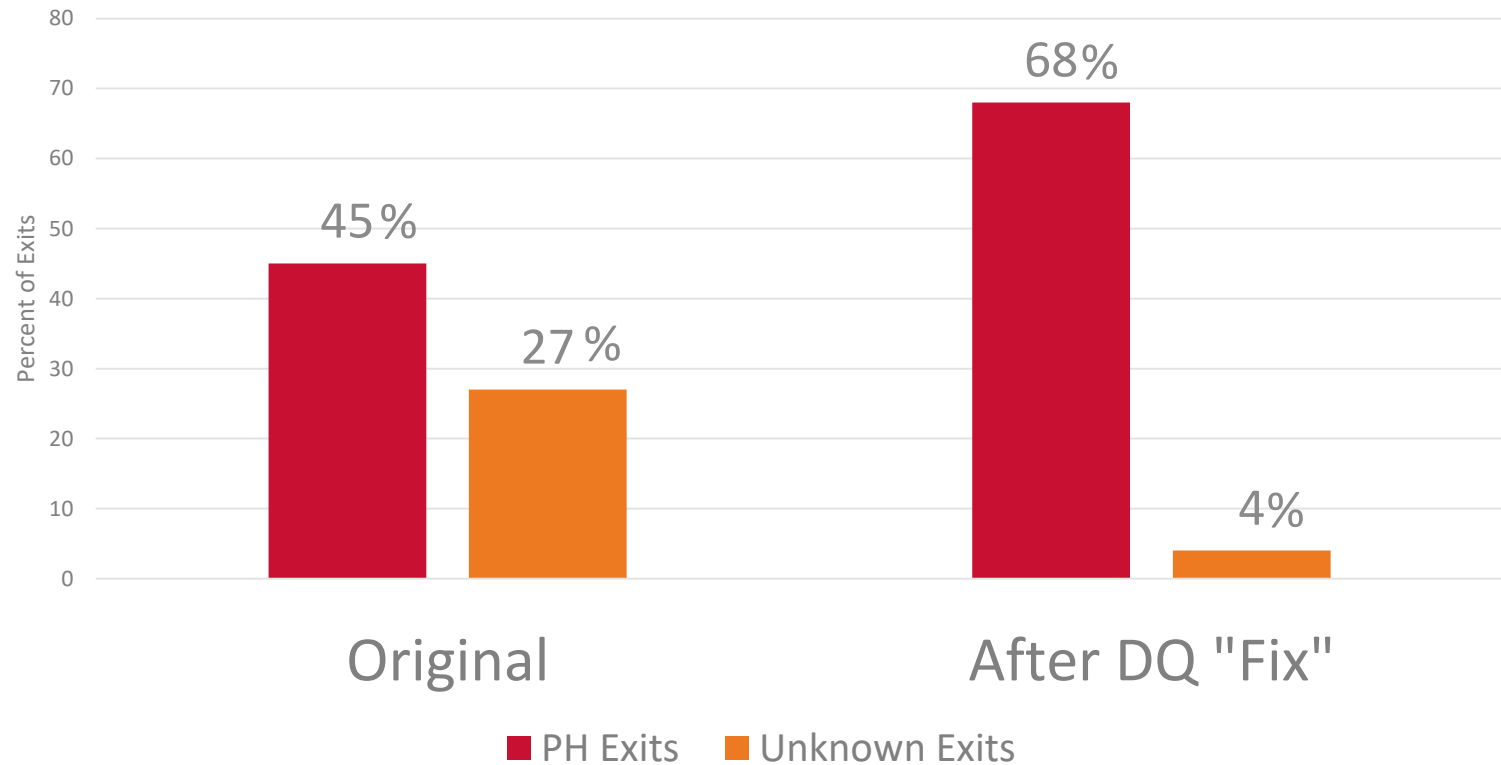


HMIS Data Quality

- Accuracy and completeness of HMIS data is essential to understanding system performance
- Particularly important to know where people go when they exit programs

Data Quality Impact: Palm Beach, FL

Exits to PH From RRH for Families



Performance Measures: Suggested Targets and Community Performance for Emergency Shelters

Performance Outcomes	Entries from Homelessness	Utilization Rate	Length of Stay	Exit to Permanent Housing	Returns to Homelessness
Suggested Performance Target	85%	95%	30 days	50% (Singles)/ 80% (Families)	Not too high, not too low (5-15% or so)
Homeward (Richmond, VA) Emergency Shelters	43%	108%	52 days	58% (Combined)	7%
Community Range ¹	20% - 60%	73% - 108%	27 to 55 days	11% - 58% (Combined)	7% - 17%

BECOMING FULLY DATA DRIVEN

Don't put your data into solitary



Data Leadership Roles

- Community leadership: expect data that tells the story (i.e. homelessness up or down, why, what's needed)
- System leadership: CoC lead agency & other local funders set performance measures, review results at system and program levels, make policy based on results.
 - Staff need a background in working with and interpreting data
- Providers: understand program performance in light of system performance. Adjust as needed. Tell agency story as part of community story

Q & A

