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
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.
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?
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
Homeless Indicators

Three types of indicators:

- System indicators
- Project performance monitoring indicators
- Resource development indicators
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.
Collective Impact for Reducing Homelessness
San Diego County contains 18 cities

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

- Unsheltered (5,621, 62%)
- Temp Sheltered (3,495, 38%)
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View of those Served by the Homeless System of Care
All Project types

Unsheltered

Services Only Outreach, Day Shelter etc. (26%)

Temporary Shelters ES/SH/TH (34%)

Permanent Housing Projects RRH/Permanent Housing (40%)
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)

http://www.rtfhsd.org/resource-library/regional-reports/
Executive Indicators Also Show Time Trends

Unique Client Entries by Project Type

- Coordinated Entry System (CES)
- Emergency Shelter
- Transitional Housing
- Rapid Re-Housing
- Permanent Housing Projects

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Executive Indicators Also Show Time Trends

Clients in Need of Permanent Housing* v. Permanently Housed

<table>
<thead>
<tr>
<th>Quarter</th>
<th>In Need of Housing</th>
<th>Permanently Housed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2015</td>
<td>7,581</td>
<td>1,582</td>
</tr>
<tr>
<td>Q1 2016</td>
<td>7,105</td>
<td>1,728</td>
</tr>
<tr>
<td>Q2 2016</td>
<td>8,039</td>
<td>1,951</td>
</tr>
<tr>
<td>Q3 2016</td>
<td>7,670</td>
<td>2,322</td>
</tr>
<tr>
<td>Q4 2016</td>
<td>8,035</td>
<td>1,738</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>7,916</td>
<td>1,907</td>
</tr>
<tr>
<td>Q2 2017</td>
<td>8,662</td>
<td>1,926</td>
</tr>
<tr>
<td>Q3 2017</td>
<td>8,497</td>
<td>1,819</td>
</tr>
</tbody>
</table>

Client Type
- In Need of Housing
- Clients Permanently Housed

*Includes clients who received transitional housing services or other assistance in addition to permanent housing.
We created an algorithm to calculate the number currently in need of permanent housing:

<table>
<thead>
<tr>
<th>Current Status</th>
<th>Housing Type</th>
<th>No Exit Date</th>
<th>Permanent Housing</th>
<th>Non-Permanent Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homelessness Prevention</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rapid Re-Housing</td>
<td>w/o Move-In Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>w/ Move In Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daily Street Outreach</td>
<td>Emergency Shelter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transitional Housing</td>
<td>Safe Haven Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Project Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Supportive Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent Housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>w/o Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Not Active: [Diagram showing decision paths for each status and housing type]

Active: [Diagram showing decision paths for each status and housing type]
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
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)
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


- 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*
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.

**Interactive System Surveillance and Monitoring of San Diego’s Homeless System of Care**

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**Key Statistics**

- **10,976 New to System**
- **4,534 Exits to Permanent Housing**
- **17,906 Total Entries**
- **11,395 Total Exits**
What did we easily visualize using the System Framework?

- 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.
What did we easily visualize using the System Framework?

- There are significant differences in the way clients move through the System of Care across client populations (Veterans, Chronic).
What did we easily visualize using the System Framework?

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

![Graph showing the increase in unique clients served by project type from Q4 2015 to Q3 2017.](image)

- **Rapid Re-Housing without move-in:** \( \uparrow 96\% \text{ in 2 years} \)
- **Rapid Re-Housing with move-in:** \( \uparrow 68\% \text{ in 2 years} \)
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.

Exit to PH – No Subsidy
Quarterly Avg: ↓ 17% in FY2017

Exit to PH – With Subsidy
Quarterly Avg: ↑ 15% in FY2017
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.
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?