System Performance Improvement
Part 1 – CoC Performance Management
Tuesday April 16, 2019

Presenters:
Joyce Probst MacAlpine, Abt Associates Inc
Sarah Kahn, The Cloudburst Group
After completing this session, attendees should be able to:

1. Understand CoC performance management concepts and tools
2. Use Stella to support CoC performance management
3. Implement a CoC Performance Management Roadmap
Performance Management Overview
Why analyze performance?

✓ Understand how the housing crisis response is currently serving people
✓ Identify targets for improvements strategies
✓ Determine funding priorities
✓ Demonstrate need for new resources
What is Performance Management?

Continuous process of measuring and evaluating outcomes

and

Using that information to design and implement improvement strategies
### What is the difference between project and system performance?

<table>
<thead>
<tr>
<th>Project-Level Analysis</th>
<th>System-Level Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides information on projects’ effectiveness at serving participants while enrolled</td>
<td>• Evaluates participants’ overall experience of homelessness / homeless system</td>
</tr>
<tr>
<td>• Does not measure whether the system as a whole is effective at preventing and ending homelessness</td>
<td>• Can measure returns to the homeless system (unlike at the project level)</td>
</tr>
<tr>
<td></td>
<td>• Can evaluate whether the system is effective at <strong>making homelessness rare, brief and non-recurring</strong></td>
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</table>

**System-Level Analysis**

- Evaluates participants’ overall experience of homelessness / homeless system
- Can measure returns to the homeless system (unlike at the project level)
- Can evaluate whether the system is effective at making homelessness rare, brief and non-recurring
What are critical measures of success?

HUD focuses on three measures:
- Length of time homeless
- Exits to permanent housing
- Returns to the homeless system

These measures indicate if a system has adopted best practices and is efficiently using resources from HUD and other funders.
New Performance Management Tools
Introducing Stella

A strategy and analysis tool that helps CoCs 1) understand how their system is performing and 2) model an optimized system that fully addresses homelessness.

**Stella Performance Module**

- **Stella P** relies on dynamic visuals of CoCs’ data to illustrate how households move through the homeless system, and to highlight outcome disparities.

- Does the analytical heavy lifting, so your CoC can focus on planning and improving your crisis response system.

**Stella Modeling Module**

- **Stella M** assists CoCs to explore how resource investment decisions amplify system capacity to end homelessness.

- Starts with homeless needs and performance goals, and helps the community transform those needs into a series of resource investment decisions.
Stella Performance Module

Available in HDX 2.0, June 2019!

• Data visualization of the Longitudinal System Analysis (LSA) data

• Organized around the three main performance measures: Days Homeless, Exits to Permanent Destinations, and Returns

• LSA and System Performance Measure (SPM) reports use different logic:
  o LSA universe is households, SPM universe is people served
  o Both report time homeless prior to report period: LSA allows for 7 day gap, SPM does not
  o LSA looks at returns for leavers, and will not count returns by people who were in the original household but now are in a different household.
  o The SPMs look at returns by person
Stella Household Types & Population Groups

All measures are available for these Household Types

- **All Households**
- **Households with Adults & Children**
- **Adult-Only Households age 18+**
  - Unaccompanied 18-24 (plus data for 18-21, 22-34)
  - Non-Veterans (all age 25+)
  - Veteran
- **Child-Only Households <age 18**

- All Population Groupings
- Specialty Population Group
  - Have a disabled member
  - Currently fleeing DV
- System Utilization History
  - First-time homeless
  - Returners
  - Moved into PSH

- Household Composition
  - Seniors (all age 55+)
  - Parenting young adult (18-24)
  - Large families

- Race and Ethnicity
  - White Non-Hispanic (HoH)
  - White Hispanic (HoH)
  - Asian-Pacific Islanders (HoH)
  - Any other race/ethnicity

› Allows for drill down by population groups within these Household Types
Stella P Dashboard

Performance Module

System Performance Overview
Performance overview for all household types.

- **1,136** households
- **1,824** people

- **148** days homeless
  - An average number of days homeless

- **62%** permanent exits
  - Number of households with permanent system exits

- **7%** returns
  - Rate of return to the system within 6 months
Stella P – Days Homeless & Returns

Average Days Homeless

Average cumulative days associated with the report period that households were served in ES, SH, or TH projects or in RRH or PSH prior to move-in. Days Homeless also includes contiguous time in these projects prior to the report period.

149 DAYS
2018 System Average for all households

- **Adult Only**: 150 DAYS
- **Adult & Child**: 193 DAYS
- **Child Only**: 55 DAYS

Returns to the Homeless System

Percent of households per household type that returned to ES, SH, TH, RRH or PSH projects within six months of exiting the homeless system to a permanent destination. Results are shown for the exit cohort selected in the dropdown.

- **Adult Only**: 8% | 4
- **Adult & Child**: 86% | 6
- **Child Only**: 0% | 0

10% | 83
RETURNS of the 10 households with permanent exit
Stella P – Exits

Exits from the Homeless System
Percent of households that exited the homeless system to permanent, temporary, and unknown destinations for all households and the percent of exits to permanent destinations by household type.

- **Adult Only**: 81% | 535 HH
- **Adult & Child**: 11% | 73 HH
- **Child Only**: 8% | 53 HH

ALL EXITS: 2,566

26%

43%

32%
Exits by Pathway

Percent of all households that used each combination of project types, referred to as a pathway, and the number of each pathway group that exited the homeless system during the report period. The bars show the percent of exiting households in each group that exited to permanent destinations. Results can be filtered for household type or destination type.
Exits by Destination

Percent of households that exited the homeless system to each destination within the permanent, temporary, and unknown destination types. Results can be filtered for household type or population group.

All Households

Permanent Exits
- PSH: 1%
- Rent/temp subsidy: 0%
- Rent/own with subsidy: 12%
- Rent/own no subsidy: 13%
- Family: 8%
- Friends: 3%

Temporary Exits
- Group/assisted: 2%
- Medical: 2%
- Incarceration: 2%
- Not homeless: 1%
- ES/SH + TH: 15%
- Street: 2%
- Family: 4%
- Friends: 3%
- Deceased: 1%
- Unknown: 34%

Unknown Exits
- 35% | 1,223
Split into Groups of 5 or 6

• What do the charts tell you about how Adult Only households and Adult and Child households are being served in the CoC?

• Which pathways are each household type more likely to be served in?

• Which pathway is more likely to lead to an exit to a permanent destination?

• What else would you want to know?

• Discuss in small groups
CoC Performance Management Roadmap
### CoC Performance Management Roadmap

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**Eight-Steps to becoming more performance-driven**
CoC Performance Management Roadmap

1. Assemble a Leadership Group
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Who will champion and mobilize change?

- Decision-makers, change-makers, providers, consumers?
- Local Communities of Practice
- Who’s responsible for: Performance goals; monitoring data; improvement strategies; communicating performance etc..
Baseline data on key performance measures (Stella P)

- System Level
- By Project Type
- By Population Type
- By Household Type
CoC Performance Management Roadmap

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Engage key stakeholders to build a performance culture!

- Federal and Local Strategic Priorities
- **Goals**: What’s overall change we want to see?
- **Measures**: What are best measures of success – system and project level
- **Targets**: What are realistic, incremental benchmarks of change?
- Consider performance trends and National benchmarks (NAEH, USICH).
### Performance Measures and Goals

<table>
<thead>
<tr>
<th>Measure</th>
<th>Goal</th>
<th>Calculation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Length of Time Homeless</td>
<td>Average length of time homeless in ES, SH, and TH projects combined of no more than 90 days</td>
<td>Average # of days persons were enrolled in ES, SH, and TH projects during reporting period</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Outlining Performance Targets

<table>
<thead>
<tr>
<th>Measure</th>
<th>Annual Goal</th>
<th>Baseline</th>
<th>Q 1</th>
<th>Q 2</th>
<th>Q 3</th>
<th>Q 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Length of Time Homeless Families</td>
<td>No more than 90 days</td>
<td>130 Days</td>
<td>120 Days</td>
<td>110 Days</td>
<td>100 Days</td>
<td>90 Days</td>
</tr>
</tbody>
</table>
The Project’s ..... 

- Role in the homeless system
- Mission, purpose
- Contributions to overall system-level progress
- Use caution when making project level comparisons! Compare apples to apples, and consider the target population
### Sample Project Type Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Calculation</th>
<th>SO</th>
<th>ES</th>
<th>TH</th>
<th>RRH</th>
<th>PSH</th>
</tr>
</thead>
<tbody>
<tr>
<td>% exits to ‘safe housing’</td>
<td>(# exits to temp. or perm. housing (excluding jails or place not meant for human habitation) during reporting period (RP) /# who exited during RP) X 100</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% exits to permanent housing</td>
<td>(# households exited to permanent housing during RP/ # households exited during RP) X 100</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Average length of time homeless</td>
<td>Sum # days persons were enrolled in the project in a [one year] look back period prior / # people in the project during the reporting period</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sum # of days from project entry date (or referral) to residential move-in date for all participants / Total # who moved into permanent housing</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
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<th>PSH</th>
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<tr>
<td>% retention of PSH</td>
<td>(# houseolds who moved to PH upon exit + number of households who remained in PSH project during RP) / number of households in PSH project) X 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>% returns to homelessness</td>
<td>(# of households who exited to permanent housing and returned (or did not return) to homelessness during time period / # of households exited to permanent housing during same time period) X 100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
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</table>
CoC Performance Management Roadmap

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Incentivize Progress!

Consider

- Think beyond CoC funding
- Can you align metrics across state, local, and private sources?
- Encourage local philanthropic circles to adopt key metrics
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### Consider

- **Who’s Responsible?**
  - What is the timeline for data pulls? (ie. Quarterly? Bi-annually)
  - Who’s responsible
  - How will data be used in funding decisions?
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Performance Analysis and Improvement Framework (To be covered in Part 2)

1) Analyze performance
2) Interpret results & Draw sound conclusions
3) Translate results into high impact strategies
4) Implement and evaluation strategies

Create Action Plans for shared accountability!
**SAMPLE ACTION PLAN**

**PERFORMANCE IMPROVEMENT GOAL:**
To reduce the average length of time homeless among families to 35 days or less by Jan 2021.

<table>
<thead>
<tr>
<th>IMPACT MEASURES</th>
<th>BASELINE PERFORMANCE</th>
</tr>
</thead>
</table>
| 1. Average length of time homeless  
2. Exits to permanent housing  
3. Returns to homelessness | 55 Days |

**PERFORMANCE TARGETS**

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure 1</td>
<td>Target / Actual</td>
<td>55 / TBD</td>
<td>50 / TBD</td>
<td>45 / TBD</td>
</tr>
<tr>
<td>Measure 2</td>
<td>Target / Actual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measure 3</td>
<td>Target / Actual</td>
<td></td>
<td></td>
<td></td>
</tr>
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**IMPROVEMENT STRATEGY**

**Strategy 1:** Develop system-wide housing acquisition team to engage landlord and build portfolio of units

<table>
<thead>
<tr>
<th>RESOURCE NEEDS</th>
<th>TRAINING NEEDS</th>
<th>LEAD</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Who’s responsible?</td>
<td>When will this be implemented?</td>
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Consider

Share data year-round to celebrate success, encourage improvement, inform decisions

What’s your communication strategy?
- What will you share?
- Who will you share it with?
- How will you share it?
- How often will you share it?
**CoC Performance Management Roadmap**

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**Consider**

- Foster shared agreement, focus, commitment, and accountability
- Goal, targets, monitoring schedule, comms plan, roles/responsibilities etc.
Additional Considerations

Knowledge-Sharing

*Continuously share practice wisdom, research, and best practice evidence to support local problem solving and innovation. Make someone responsible!*

Stakeholder Engagement

*How are you engaging key stakeholders to continue building a performance culture?*
Small Group Discussion Worksheet # 2

- Split into groups of 5 or 6
- Where have you had the most success? What helped?
- Where are your greatest obstacles? How can these be overcome?
- Identify three actions you can take at home to improve

Performance Management Checklist

- Assemble leadership
- Assess System Performance
- Set Performance Goals and Targets
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Questions?

Join us for:
System Performance Improvement Part 2 – Analyzing Performance and Developing Improvement Strategies
Wednesday, April 17\textsuperscript{th} 10:15-11:45
Evaluate This Session on Your Conference App! (It takes 5 minutes to complete)

1) Select “Agenda” from the navigation menu.
2) Select the name of the session.
3) Select the blue “Evaluate This Session”.
4) Complete the Evaluation and Select “Finish”.

TIP: Turn your phone horizontally to see rating options.
Reminder: HUD is offering a Certificate-of-Completion for completing at least 4 sessions within either track:

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

To earn credit for completion of this session, please complete the evaluation on the conference app and include contact details when prompted.
HUD Certificate-of-Completion

**HMIS Fundamentals Track**
- HMIS Governance 101
- HMIS Lead Monitoring
- HMIS Project Monitoring
- Implementing Effective Contract Negotiation and Relationship Management Strategies 101
- HMIS Project Set Up 101
- HMIS Project Set Up 201
- Understanding the Interconnectedness of HMIS Data
- Achieving a Quality and Stable HMIS Staffing Pattern
- HMIS Project Management and Annual Calendar of Expectations

**System Planning with Data Track**
- Orientation to the Stella Performance Module
- System Modeling 101
- System Performance Improvement: Part 1
- System Performance Improvement: Part 2
- Overview of System Performance Measures and Reports
- Using Data in Funding Decisions
- System Performance by Subpopulation and Geography