

Performance Management Work Group

November 17, 2016

Minutes

Attendees: Jason Satterfield (Bitfocus), James Henderson (YWCA – Silicon Valley), Leila Qureishi (Office of Supportive Housing), Lynn Morison (Abode Services), Liz Lucas (Abode Services), Lili Padilla (Bill Wilson Center), Jenn Ong (Bitfocus), Betty Rosas (Housing Choices Coalition), Janbir Sandhu (HomeFirst), Alejandra Herrera (Destination: Home), Erin Stanton (Office of Supportive Housing)

1. Welcome and Introductions

2. CoC Updates:

- a. **HMIS Update:** The Continuous Data Quality Improvement process is underway. The goal is to improve accuracy, completeness, and timeliness of data entry. The HMIS Admins meeting is the primary source of conversation about this process.
- b. **Coordinated Assessment** – We cancelled the November and December coordinated assessment work group meetings to allow more time to work on the ES/TH planning process and the annual evaluation of the coordinated assessment system. Work Group meetings will resume after the holidays.
- c. **CoC Schedule:** The regular CoC schedule includes: 1) HMIS Admins Meeting – 1st Thursday of each month; 2) Coordinated Assessment Work Group – 2nd Thursday of each month; and 3) Performance Management Work Group – meets quarterly on the 4th Thursday of the month. Additional upcoming meetings/events:
 - i. Next PIT Planning Meeting: Thursday, December 1st 11am-12:30pm
 - ii. CoC Compliance Bootcamp Training: Thursday, December 15th 8:30am-4:30pm

3. CoC System Performance Measures – First Quarter Review

The group reviewed results for the system performance measures for the reporting period of 10/1/15-9/30/16.

Measure 1 – Length of Time Homeless

This measure counts the number of days that people are recorded in HMIS as being enrolled in ES/SH/TH programs – that is a proxy for the time they are homeless. The goal is that we will see a reduction in the average and median length of time people are experiencing homelessness from year to year.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Average Length of Time Homeless				
ES Only	41 days	44 days	62 days	45 days
ES & TH	117 days	137 days	172 days	150 days
Median Length of Time Homeless				
ES Only	15 days	14 days	38 days	16 days
ES & TH	47 days	47 days	79 days	41 days

Both the average and median length of time homeless increased in 2015-16, but this isn't necessarily negative. The way this measure is set up it measures the length of program stay, and a longer program stay is not necessarily a longer time homeless and may have more positive outcomes.

Measure 2 – Returns to Homelessness

This measure looks at people who exited programs to permanent housing and then returned to homelessness within two years (programs that have an entry criterion of homelessness are used as a proxy for returning to homelessness). It asks, what percentage of people who exited to permanent housing are returning to homelessness?

	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Exit from Street Outreach	23.08%	0.00%	27%
Exit from Emergency Shelter	22.77%	17.65%	21%
Exit from Transitional Housing	5.75%	8.40%	6%
Exit from Permanent Housing	1.54%	4.20%	2%
System	14.76%	12.31%	14%

Overall, recidivism went down in the 2015-16 reporting period. This was mostly driven by a decline in recidivism from emergency shelter.

Measure 3 – Overall Reduction in Homelessness

This measure looks at the total number of people experiencing homelessness in our community in two ways:

- PIT Count – looks at one date in time (late January, every other year) and includes both sheltered and unsheltered people. The next PIT count will take place in January 2017.
- HMIS Shelter Count – looks at all the people who spent at least one night in a program serving people who are homeless during the year. So, excludes those who never used a shelter program, but looks at the entire year not just one day.

Annual HMIS Sheltered Count:

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
ES	5,308	5,053	3,679	5,139
TH	1,903	2,145	2,041	2,399
Unduplicated	6,802	6,672	5,376	6,893

The number of people experiencing homelessness in emergency shelter declined significantly in 2015-16. This could be caused by an overall decline in homelessness. It also could be caused by other factors, including longer stays in shelter, leading to less turnover (if the same person stays multiple nights, the bed isn't available for someone else).

Measure 4 – Employment and Income Growth

This measure looks at growth in cash income – whether from employment or non-employment sources. HUD's primary focus is housing, but helping people maximize their income helps them stay in housing.

This measure compares the income of adults at program entry to their income at status updates and exit. Different from the other measures, this measure focuses specifically on CoC funded projects, not the whole system. We had some challenges with the data quality for this measure and as a result we postponed setting benchmarks until next year. Bitfocus worked with COC programs on data cleanup in preparation to submit the SPM data to HUD this summer. We believe one reason for the poor data is that people are not entering status updates.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16
Change in Employment Income for Adult Stayers			
# of Adult Stayers	269	308	377
% Increased Income	0.74%	0.97%	0.53%
Change in Non-Employment Income for Adult Stayers			
# of Adult Stayers	269	308	377
% Increased Income	3.72%	3.25%	6.10%
Change in Total Cash Income for Adult Stayers			
# of Adult Stayers	269	308	377
% Increased Income	4.46%	3.90%	5.84%

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16
Change in Employment Income for Adult Leavers			
# of Adult Leavers	129	310	269
% Increased Income	17.83%	20.97%	30.86%
Change in Non-Employment Income for Adult Leavers			
# of Adult Leavers	129	310	269
% Increased Income	18.60%	12.26%	12.64%
Change in Total Cash Income for Adult Leavers			
# of Adult Leavers	129	310	269
% Increased Income	30.23%	29.03%	34.94%

One area for future investigation is looking at changes in income during the time that people are enrolled in CCP Pre-Housing programs in HMIS. It might also be interesting to separate results by program type. RRH and TH programs have higher expectations for increasing income, especially employment income.

Measure 5 – Reduction in First Time Homelessness

This measure looks at the number of people who become homeless for the first time. Note that the report only looks back two years, if someone was previously homeless more than two years ago, they are still counted as first time homeless. The goal is to reduce the number of people becoming homeless, including through homelessness prevention and diversion strategies. The number of people recorded as first time homeless in HMIS declined significantly in the 2015-16 reporting period. 73% of the total homeless population in HMIS during the reporting period were met the criterion for first time homelessness.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Unduplicated Total	6,280	6,553	5,476	--
Returning Homeless	1,556	1,783	1,492	--
First Time Homeless	4,724	4,770	3,984	4,506

Measure 7 – Successful Housing Placement

Measure 7a.1 – Street Outreach

This measure looks at exits from street outreach to temporary destinations (emergency shelter, transitional housing, and some institutional destinations) and permanent destinations. We still need to define a standard protocol for when to exit clients from a street outreach program, so that results can be compared between programs and years. The increase in positive exits in 2015-16 may be partly due to the small number of exits. The total number of street outreach exits declined from 201 in 2013-14 to 24 in 2015-16 due to changes in when a client is exited from the program in HMIS.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Temporary Destinations	3.98%	1.12%	4.17%	--
Permanent Destinations	6.97%	4.87%	33.33%	--
Total Successful Exits	10.95%	5.99%	37.50%	10%

Measure 7b.1 – Exits to Permanent Housing

This measure looks at exits to permanent housing from emergency shelter, transitional housing, and rapid rehousing programs. Locally, we set goals for percentages of exits to permanent housing for each program type as well as a system goal that combines exits from all three program types. Note, that this measure only includes people who are participating in shelters and housing programs in HMIS. It does not take into account unsheltered people who do not have an entry/exit in HMIS.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Emergency Shelter	13.56%	12.58%	27.40%	25%
Transitional Housing	56.59%	51.31%	53.01%	75%
Rapid Rehousing	76.47%	53.00%	68.46%	85%
System	22.81%	24.38%	42.46%	25%

As a community we have made significant progress with emergency shelter, but we are not yet meeting benchmarks for transitional housing or rapid rehousing. The system outcome has improved as more

clients are participating in rapid rehousing (which has overall higher exit rate to permanent housing) and fewer are participating in emergency shelter.

Measure 7b.2 – Retention of Permanent Housing

This measure looks at exits to or retention of permanent housing for participants in permanent supportive housing (PSH) programs. This is HUD’s measure and it assesses success based on whether or not participants in PSH are still housed at the end of the reporting period, regardless of how long they have been housed at that point. In contrast, our local CCP measure looks at housing retention for at least 12 months.

	10/1/13-9/30/14	10/1/14-9/30/15	10/1/15-9/30/16	2016-17 Benchmark
Exit to or Retain Permanent Housing	92.33%	94.13%	97.50%	90%

Local Measures

In addition to the HUD System Performance Measures, we set several local performance measures. Several of these measures will not be looked at today:

- **Metric 1.3:** *Average and Median Length of Time from Coordinated Assessment Survey to Permanent Housing:* The Coordinated Assessment Work Group monitors this metric. As we get farther into coordinated assessment implementation and have more data we will bring some of the data back to this Work Group for review, but we probably won’t review it every time.
- **Metric 5.3:** *Change in the Number of Persons in all Projects with No Prior Enrollments in HMIS:* This local measures broadens HUD’s measure to make sure we capture people who are homeless and show up in service only projects in HMIS. Bitfocus is creating a locally modified version of the HUD report that will allow us to look at the measures by program type. We will be able to run this measure with that report.
- **Local Measure c:** *Percent of Issued Housing Subsidies that are Leased Up and Number of Days from Issuing Subsidy until it is Leased Up.* The group decided not to set a benchmark for this measure for 2016-17. Additional data collection will be needed to measure this across all programs. The Work Group may decide to add it back next year.
- **All Process Measures:** All of the process measures are related to data quality and we have moved review of those measures to the HMIS Admins group. They are reviewing and working on data quality as part of their continuous data quality improvement efforts.

Local Measure 4c: Housed Clients’ Monthly Income is Greater than or Equal to \$850.

This measure provides another way to assess income. HUD’s measure considers an increase of \$1 a success, this outcome measures whether people reach a certain threshold.

	10/1/14-9/30/15	10/1/15-9/30/16	Benchmark
PSH	59.9%	56.9%	70%
RRH	74.6%	69.3%	n/a
Unduplicated Total	61.36%	59.61%	n/a

We did not meet the benchmark for permanent supportive housing (PSH). We are monitoring the rapid rehousing results this year, but did not set a benchmark. The goal is to identify a dollar threshold that is appropriate for rapid rehousing and possibly transitional housing for next year.

Local Measure a: Health Insurance

This measure looks at enrollment in health insurance. It was originally written as a goal to achieve within a certain time limit; however, it worked better to structure the report to look at all current program enrollees and assess whether or not they have health insurance. Using this approach allows us to capture the health insurance enrollment at any point that it is entered into HMIS. In looking at these local measures we’ve found that a lot of programs are not keeping up with status updates – certainly not frequently enough to make sure it’s updated at 60 or 90 days as a specific measures suggests – so casting a wider net allows us to get a more accurate result.

	10/1/14-9/30/15	10/1/15-9/30/16	Benchmark
PSH	66.69%	72.30%	90%
RRH	94.34%	97.90%	90%
Unduplicated Total	69.27%	78.13%	90%

Local Measure b: Connection to Behavioral Health Services

This measure is only for CCP clients. It looks at whether or not CCP clients are connected to behavioral health services. Similar to local measure a, we adjusted the methodology to look at all CCP clients as a group rather than using a time standard (connected within 90 days) due to challenges with recording updates in HMIS within 90 days. Currently, this data is only tracked for CCP programs. If we feel it is important, we could consider asking more programs to track this measure. The numbers for the CCP are lower than expected. Bitfocus is investigating possible data quality issues.

	10/1/14-9/30/15	10/1/15-9/30/16	Benchmark
CCP	30.95%	33.42%	75%

Local Measure d: Number of People Exiting Homelessness to Permanent Housing

This is our take down goal. The goal is to set a monthly target that we work toward. The goal is to track every homeless person that obtains permanent housing – whether they exit from a program to permanent housing or they are housed through a permanent housing program.

This number includes people who were:

- Housed in PSH during the reporting period (program enrollment in PSH).
- Housed in RRH during the reporting period (move-in date in RRH).
- Exited any program (including PH) to a stably housed destination.

4. 2015 AHAR Part 2 – Estimates of Homelessness in the U.S.

The Work Group reviewed HUD’s recently released Annual Homelessness Assessment Report (AHAR), which provides national estimates of homelessness in the United States. Part 1 of the 2015 AHAR was

released in November 2015 and included one-night national, state, and local estimates of sheltered and unsheltered estimates, based on point-in-time count data. Part 2 of the AHAR provides additional information about the characteristics of the homeless population and their use of homeless services. The full report can be found here: <https://www.hudexchange.info/onecpd/assets/File/2015-AHAR-Part-2.pdf>

5. 2017 Point-in-Time Homeless Census Survey

The 2017 point-in-time count will take place in January 2017 and will include both an unsheltered and sheltered count. The full sheltered and unsheltered count takes place every other year. We are recruiting 300+ volunteers to support the count. Peer guides will also be hired so that we can utilize their expertise to conduct an accurate count. Planning meetings are currently be held to solicit community input. Please join us at the next meeting:

**Thursday, December 1, 11:00am-12:30pm
San Jose City Hall, 14th Floor, Room T-1446
200 E. Santa Clara Street, San Jose**

6. Check-Out

The next Performance Management Work Group meeting will be February 23, 2017.