

# 1.02 Understanding Your System: Using Program and System-Level Performance Measures

National Alliance to End Homelessness  
2017 Family & Youth Conference

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[www.focusstrategies.net](http://www.focusstrategies.net)





# About Focus Strategies

National consulting firm based in California

Founded to help communities use their local data to reduce and end homelessness



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# Overview

1. How does performance measurement help inform system change and operations?
2. What are key measures to look at and why?



# 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.”



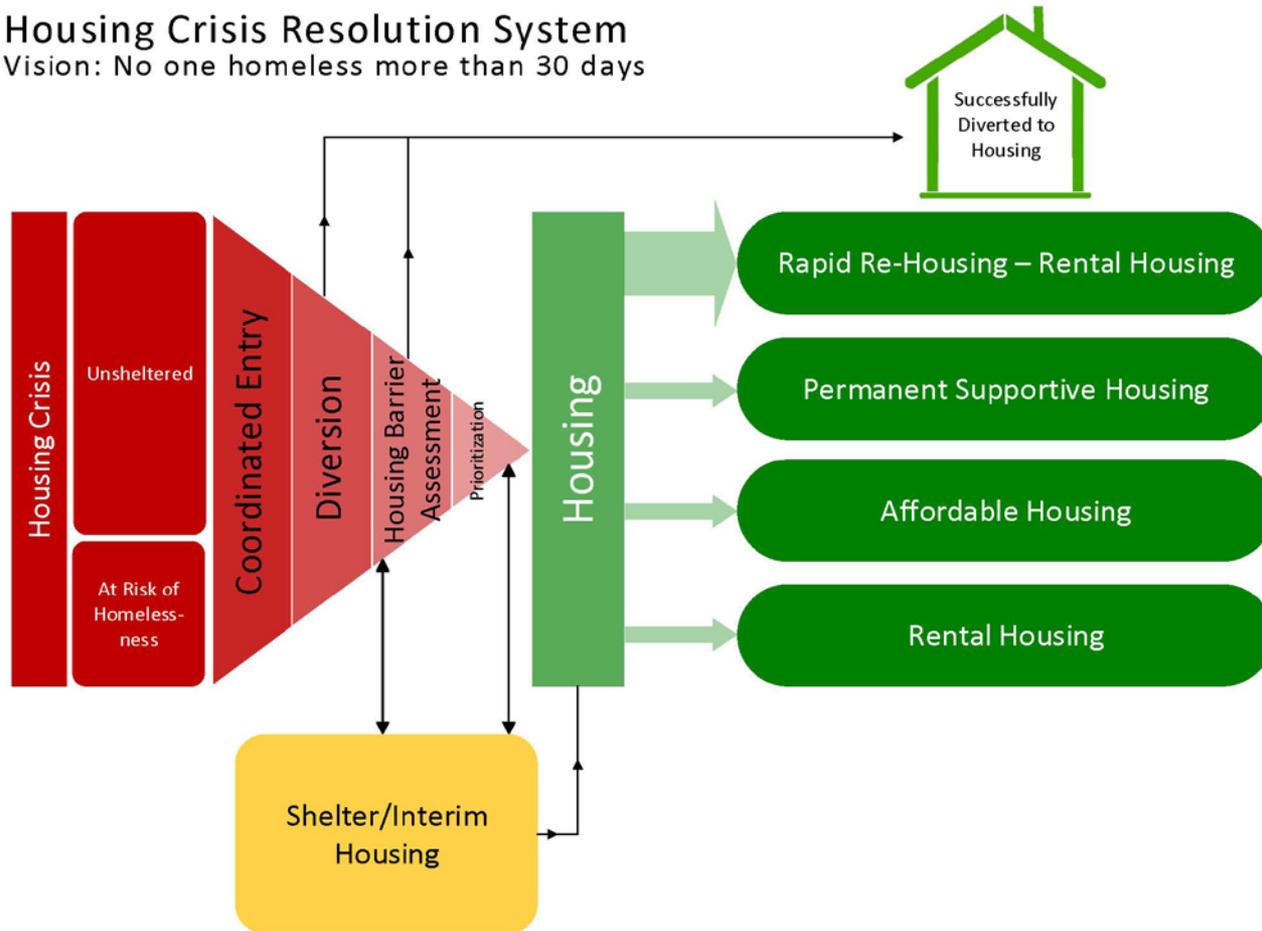
# A System to End Homelessness

Ending homelessness means building systems that:

- Divert people from entering homelessness
- Quickly engages and provides a suitable intervention for every households' 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





# Principles of a Homeless Crisis Response System

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

# 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?

# FS 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

# Using Performance Measures

Powerful data stories – system and program levels

- Homeward, Richmond, Virginia's system data story
- Seattle/King County's cost effectiveness snapshot

# Performance Measures: Suggested Targets and Community Performance for Emergency Shelters

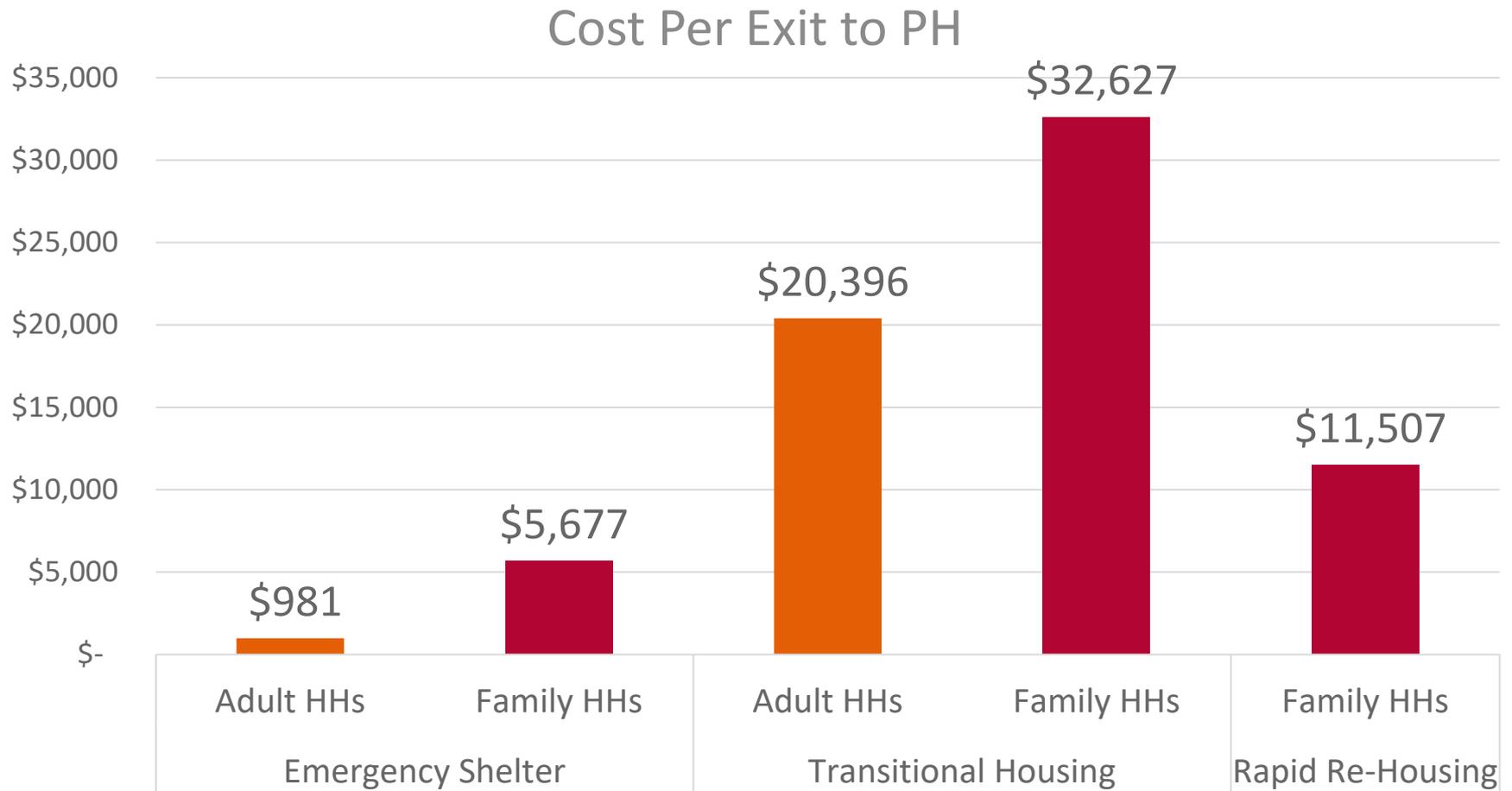
Performance Outcomes	Entries from Homelessness	Utilization Rate	Length of Stay	Exit to Permanent Housing	Returns to Homelessness
Suggested Performance Target	85%	95%	30 days	50% (Singles)/ 80% (Families)	Not too high, not too low (5-15% or so)
Homeward (Richmond, VA) Emergency Shelters	43%	108%	52 days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



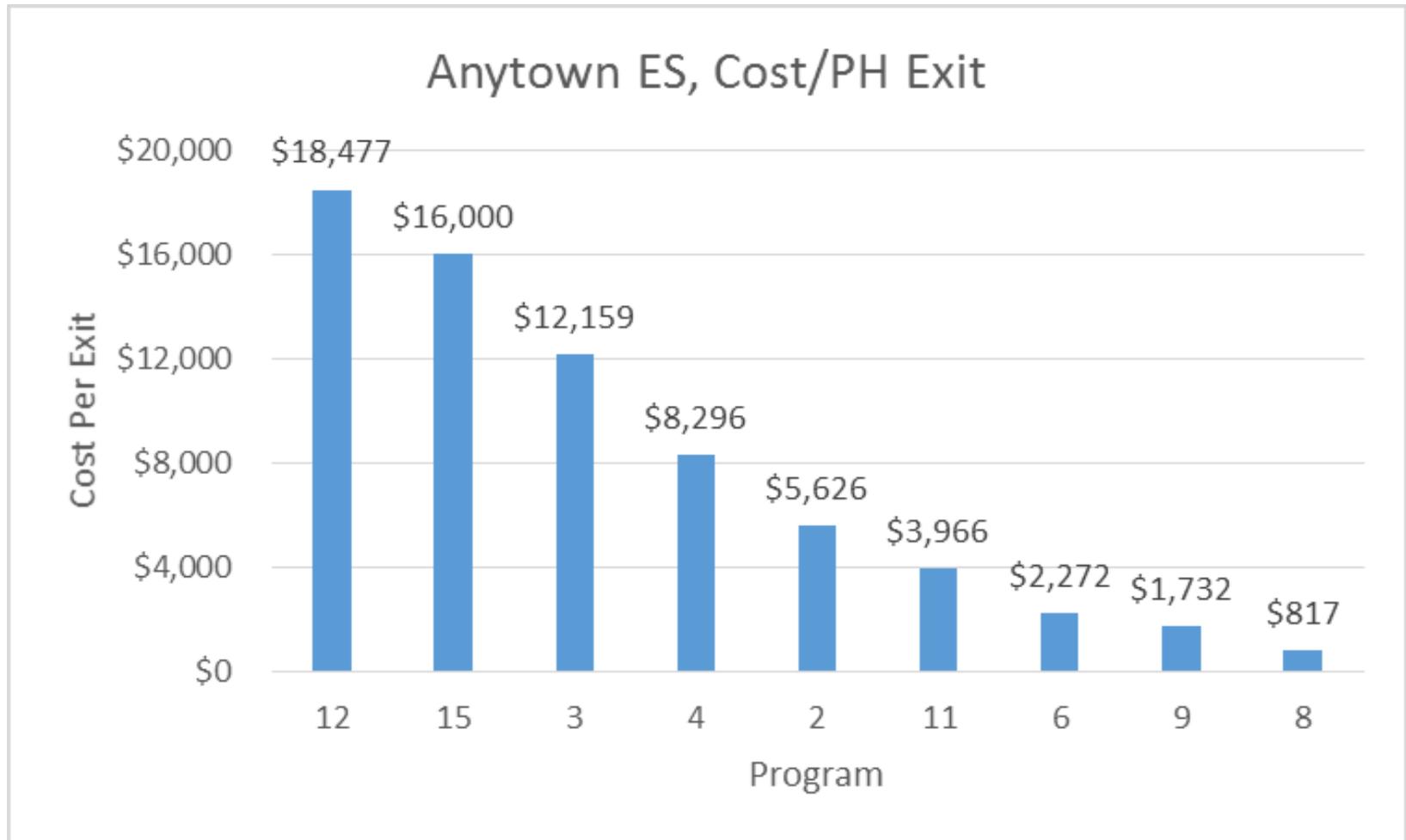
<sup>1</sup> Represents 7 FS client communities, analysis year varied within 2014-2016

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# Cost Per PH Exit: Seattle/King County



# Cost Per PH Exit: Anytown



# Who Is Responsible for leading data efforts?

System Data: funders

Program Data: funders & providers

# 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

# Immediate Steps to Take

- See “Guidance on Using Local Data for Performance Measurement” at [www.focusstrategies.net/swap](http://www.focusstrategies.net/swap)
- Review system performance submission to HUD
  - Share results and discuss with leadership and provider groups

# Q & A

