

# Preliminary System Performance Results

Presentation to Santa Cruz Homeless System Providers

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



# About Focus Strategies

We believe optimized systems, the power of analytics, and expanded housing lead the way to ending homelessness.



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# Scope of Work

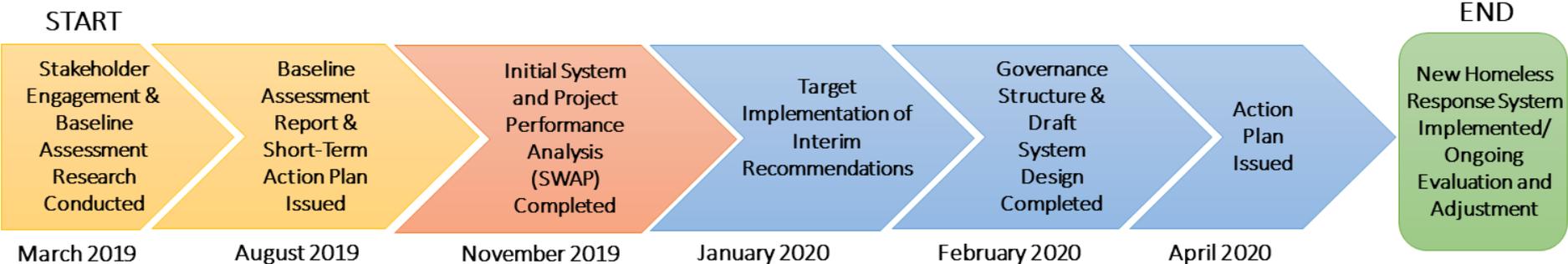
Contract with County, in collaboration with cities.

Phased Scope of Work:

1. Baseline Assessment and Stakeholder Engagement – Complete
2. **System Performance Assessment and Predictive Modeling – July 2019 to February 2020**
3. System Development and Redesign – August 2019 to January 2020
4. Action Plan Development – January to April 2020

**Result:** A systematic and coordinated response to homelessness, including governance structure - informed by performance data and implemented through new Action Plan.

# Scope of Work Timeline



# Performance Measurement Overview

# A System to End Homelessness

Decreasing homelessness means building systems that:

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

# Performance Measurement

Analysis of performance data is important; it tells us:

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

# Systemwide Analytics and Projection (SWAP): Purpose and Methodology

# System-Wide Analytics and Projection (SWAP)

- Tool developed by Focus Strategies in partnership with the National Alliance to End Homelessness
- Analyzes system and project performance measures
- Helps communities understand what they are accomplishing
- Models how to achieve a system where no one is homeless longer than 30 days

# SWAP Performance Measures

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

# HUD System Performance Measures

- The SWAP measures are aligned with how HUD views system performance
- Strong performance on the SWAP metrics will result in strong results on the HUD measures
- SWAP does not directly address income or employment (though anticipated impacts can be modelled)
- SWAP does measure cost effectiveness

# Santa Cruz Performance Analysis

- Data Gathering - July to September 2019
  - 2019 Housing Inventory Count
  - July 2018 through June 2019 HMIS data
  - Provider operating budgets
- Generated results at project and system level – October 2019
- Met individually with provider organizations October 31 and November 1

# Summary of Initial Results

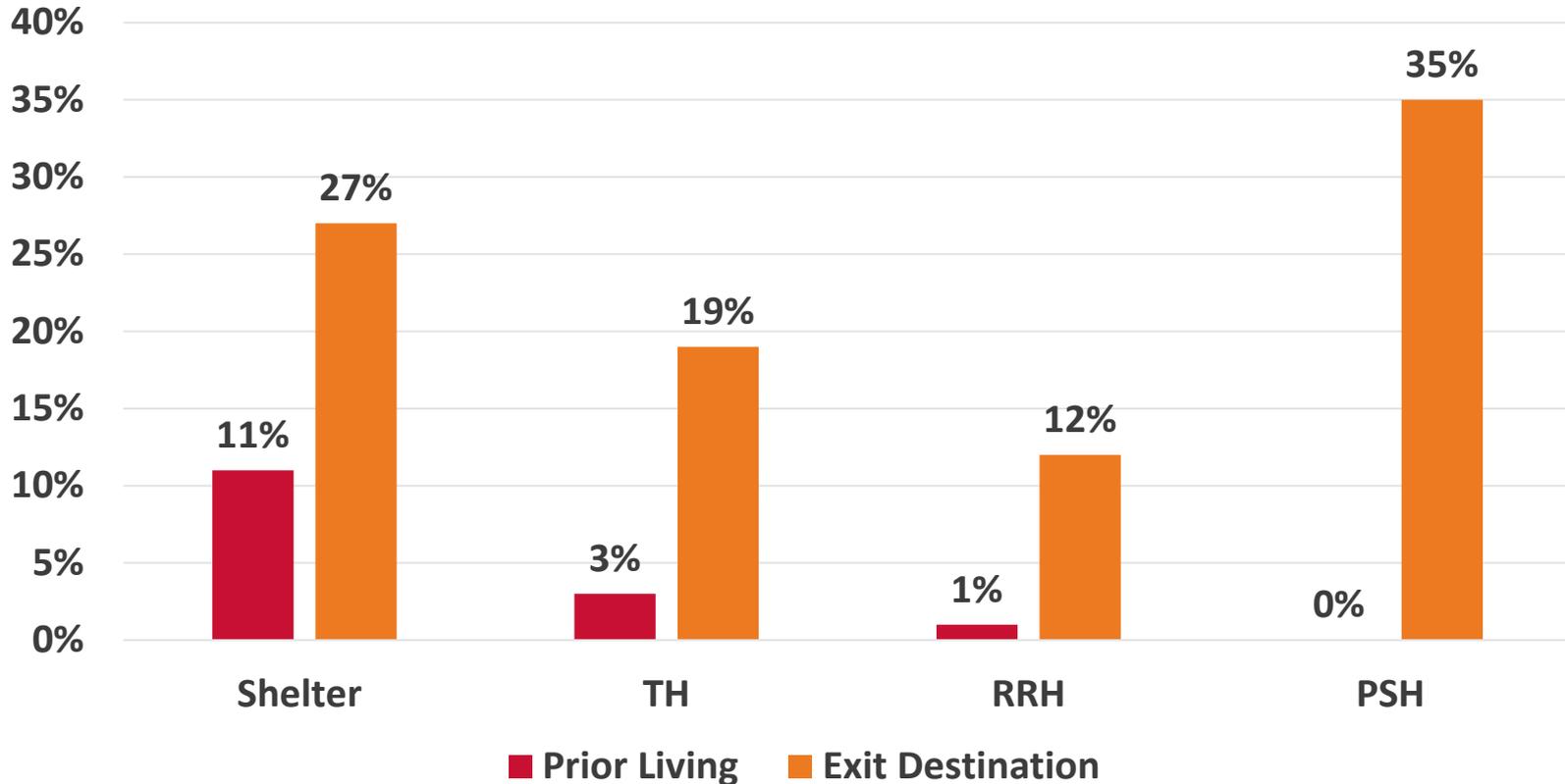
# SWAP Performance Measures

- 1. *HMIS Data Quality***
2. Bed/Unit Utilization
- 3. *Entries from Literal Homelessness***
4. Length of Stay in Programs
- 5. *Exits to Permanent Housing (PH)***
6. Cost per Permanent Housing Exit
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# HMIS Data Quality

- Accuracy and completeness of HMIS data is essential to understanding system performance
- Essential to know where people come from when they enter programs and where they go to when they leave
- Important differences between missing and unknown data

# HMIS Data Quality: Unknown Values



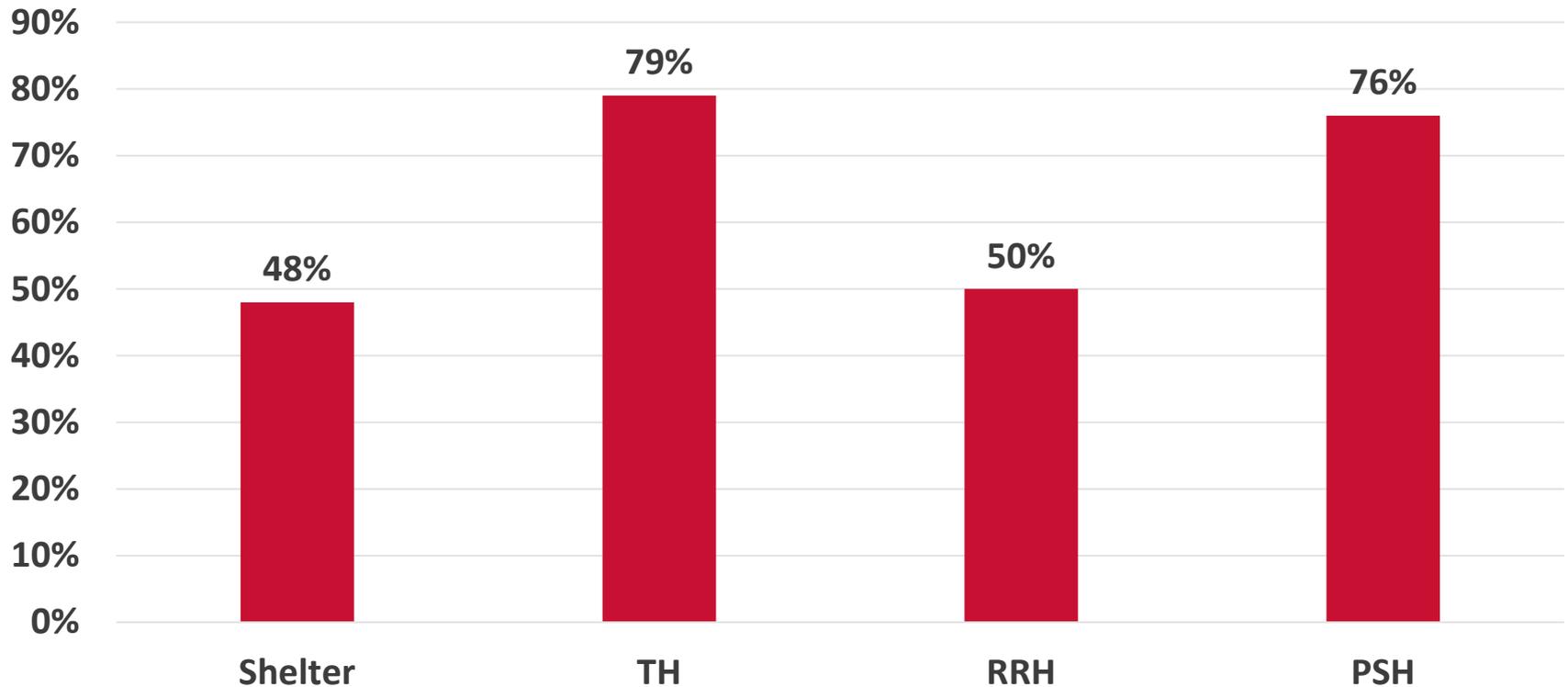
# Data Quality Improvement

TB to insert slide here. Explain types of quality we looked at, why important to improve.

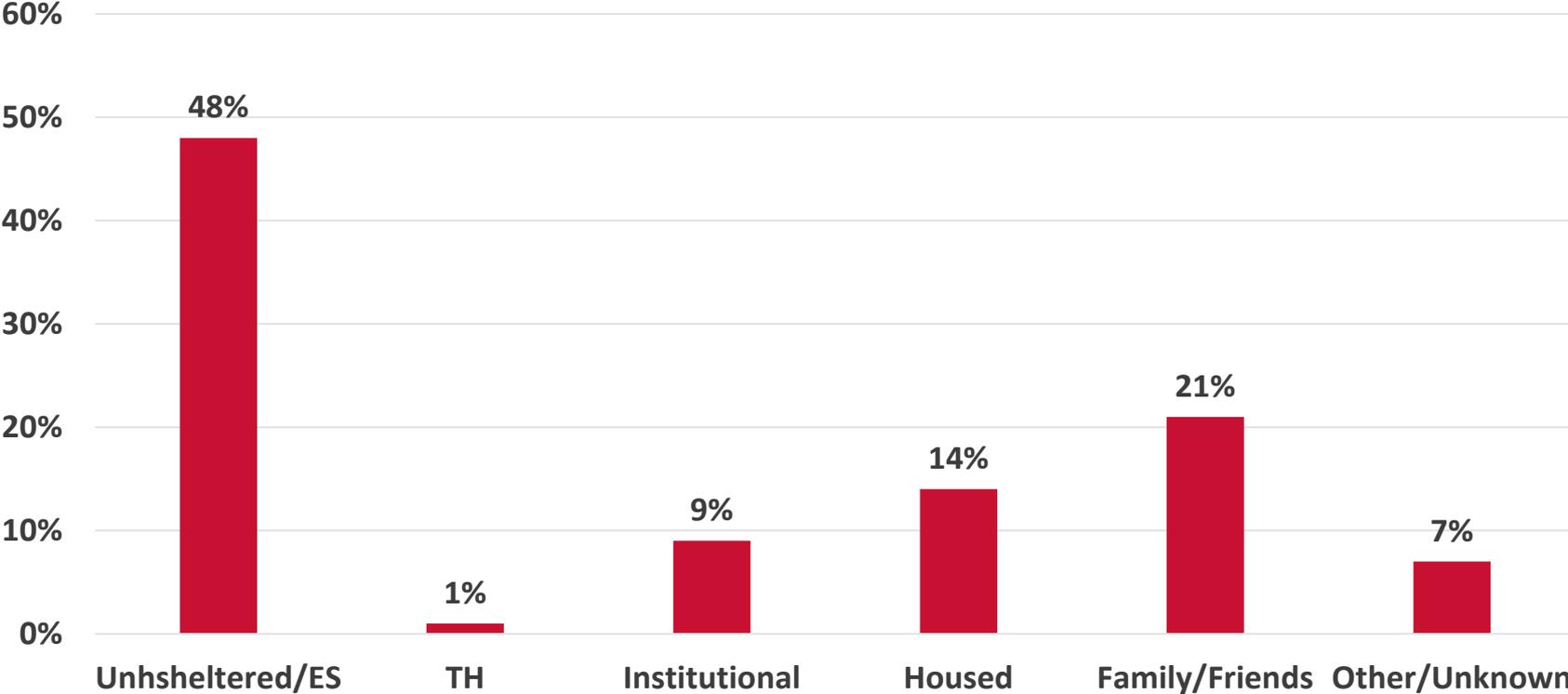
# Entries from Homelessness

- Measures system targeting – focusing on literally homeless entries (unsheltered or emergency shelter)
- Most effective use of resources is diverting housed people to housing and prioritizing homeless households

# Literally Homeless Entries: All Program Types



# Literally Homeless Entries: Emergency Shelters Only



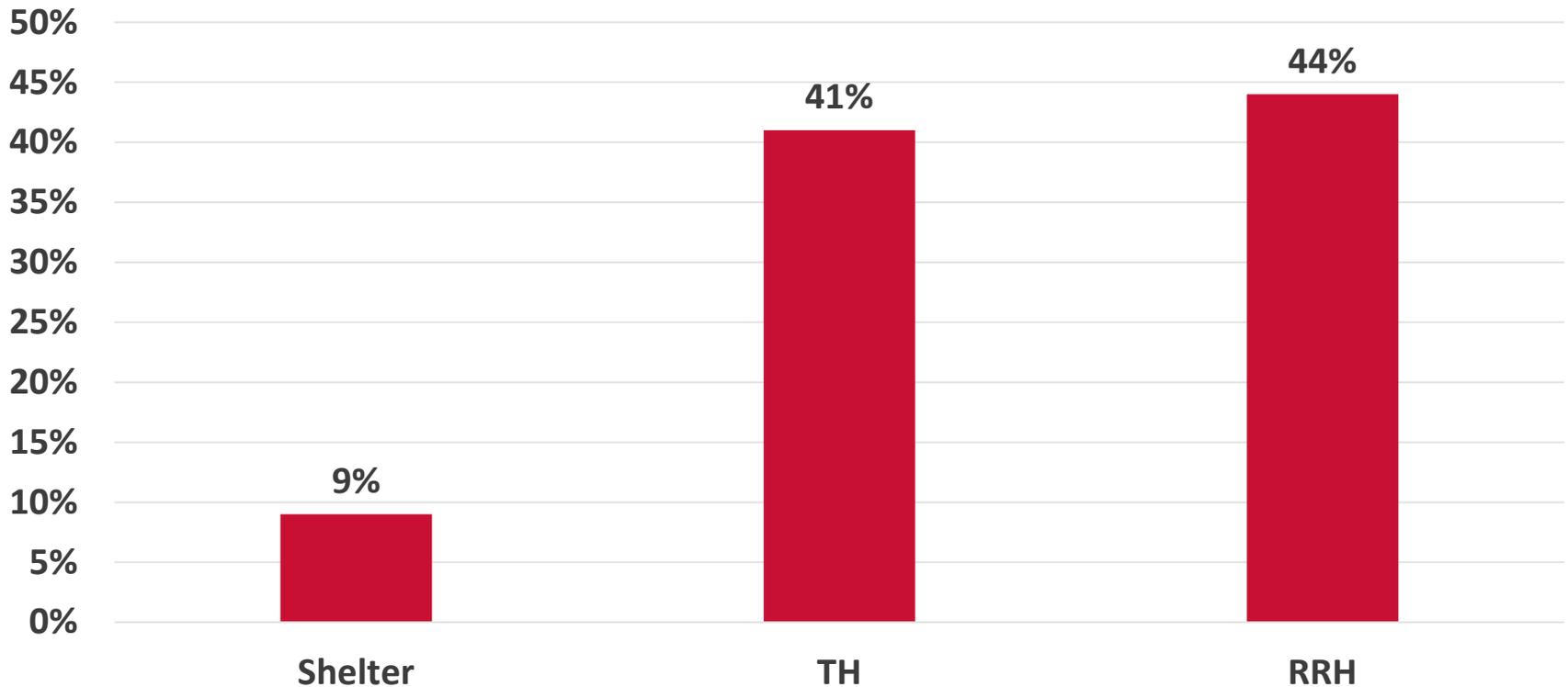
# Variability in Entries Across Shelters

Entered From	Project Low	Project High	Project Average
Literal Homelessness	9%	75%	48%
TH	0%	3%	1%
Institutional	0%	48%	9%
Housed	4%	64%	14%
Family/Friends	2%	55%	21%
Other/Unknown	0%	22%	7%

# Exit to Permanent Housing

- Measures rate of exits to permanent housing
- Helps identify program and system design challenges, and operational inefficiencies

# Exits to Permanent Housing



# How Does Santa Cruz Compare?

- Similar to other communities where Focus Strategies has conducted SWAP analysis:
  - Across program types, highest need households not prioritized and served/housed
  - Within program types, superstars and low performers
- Unique findings in Santa Cruz
  - Rapid re-housing usually outperforms transitional housing on all metrics
  - Permanent exits are usually higher for all project types

# Next Steps

- Providers will work on cleaning up HMIS data
- Focus Strategies will re-run results in preparation for predictive modeling
- Updated performance results and results of modeling will inform system redesign and action plan development

# Data Clean Up Process

# DISCUSSION

- Clarifying questions about SWAP?
- Questions about data quality issues and next steps?
- Key takeaways from the initial performance results?
- Other comments and questions?

# Small Group Discussion: Data Informed System Design

# Three Groups

- Group 1: Develop strategies to increase rate of entries into programs by people who are unsheltered
- Group 2: Develop strategies to increase rate of exit from programs into permanent housing
- Group 3: Develop strategies to improve data quality and increase HMIS participation

# Small Group Instructions

- Select:
  - A facilitator/recorder
  - A person to report back to large group
  - A timekeeper
- Discuss the questions on the worksheet provided, recorder will facilitate and record answers
- Try to get through all questions; timekeepers keep the group moving and avoid getting stuck

# Report Backs

# Thank You for Participating!



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