



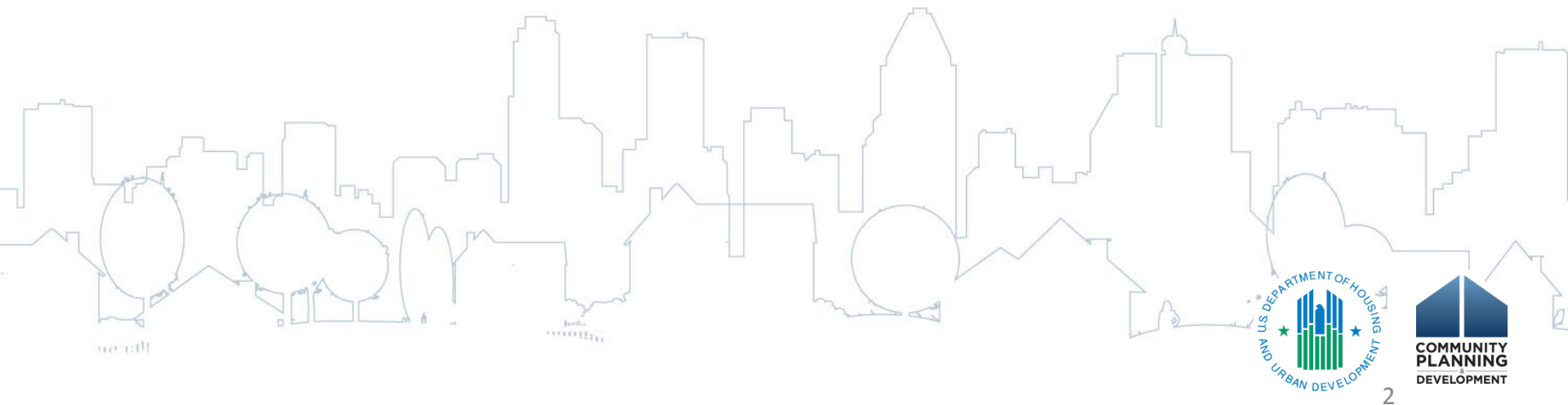
System Performance Measurement

William Snow
July 27, 2016



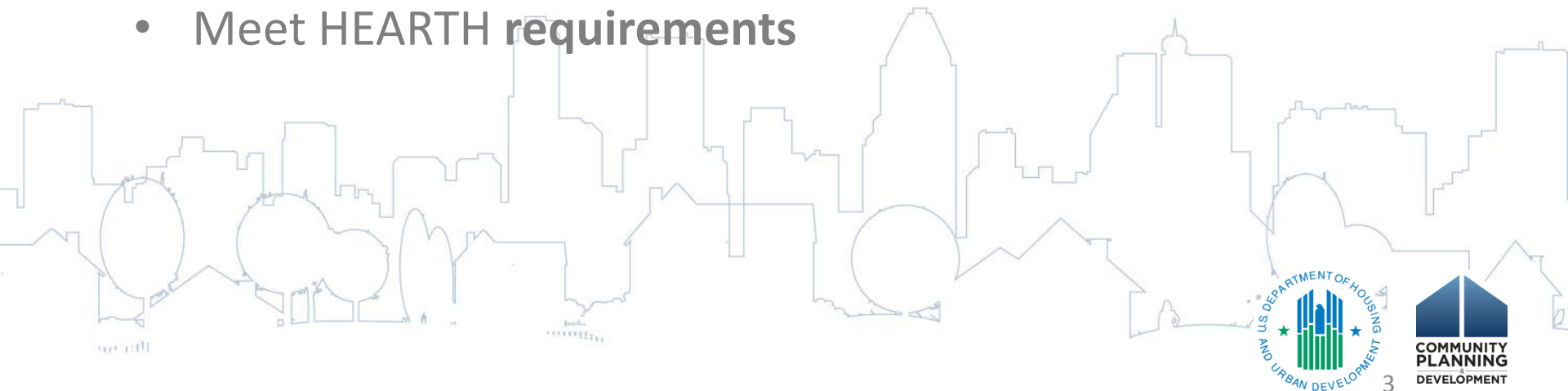
Overview of Presentation

- Why measure system-level performance?
- What are the desired outcomes of the measures?
- How are the measures related?



Purpose of System Performance Measures

- Ensure common understanding of **system intent and goals**, along with the projects that make up the CoC's system
- Focus on measuring the **cumulative impact** of programs, not just their individual impact
- Help **CoCs gauge their progress** toward preventing and ending homelessness
- Identify areas for **improvement**
- Meet **HEARTH requirements**



Uses of System Performance Measures

- System performance measures can be used for many purposes:
 - To analyze effectiveness of serving homeless persons in the community
 - To identify gaps in the system
 - To inform system change
 - To inform the rating and ranking process



Performance Paradigm

Communities need to foster a paradigm of performance and change

Historically, data collection has focused on projects

This is important still but in the larger context of the system

CoCs should review their system performance and drill down to the project and client level to determine what is driving the performance

THEN – change!



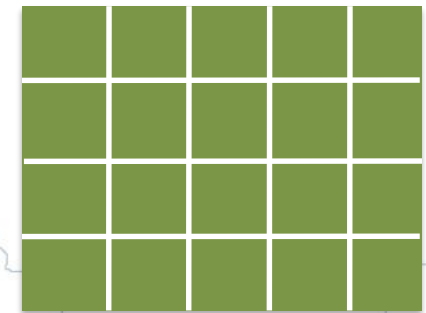
Setting Local Performance Targets

- HUD will use the system performance data to establish national targets
- Communities should use national targets as benchmarks for setting local targets
- Local targets should take into account
 - The nature of the local homeless population (e.g., prevalence of youth)
 - Local priorities as CoCs implement system change
 - Other unique local circumstances
- HUD is not setting targets for subpopulations but communities should account for subpopulation types when setting targets

HUD

National
Targets

CoCs



Measures and Desired Outcomes

Measure 1: Length of Time Persons Remain Homeless

Desired Outcome: Reduction in the average and median length of time persons remain homeless

Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness within 6, 12, and 24 Months

Desired Outcome: Reduction in the percent of persons who return to homelessness



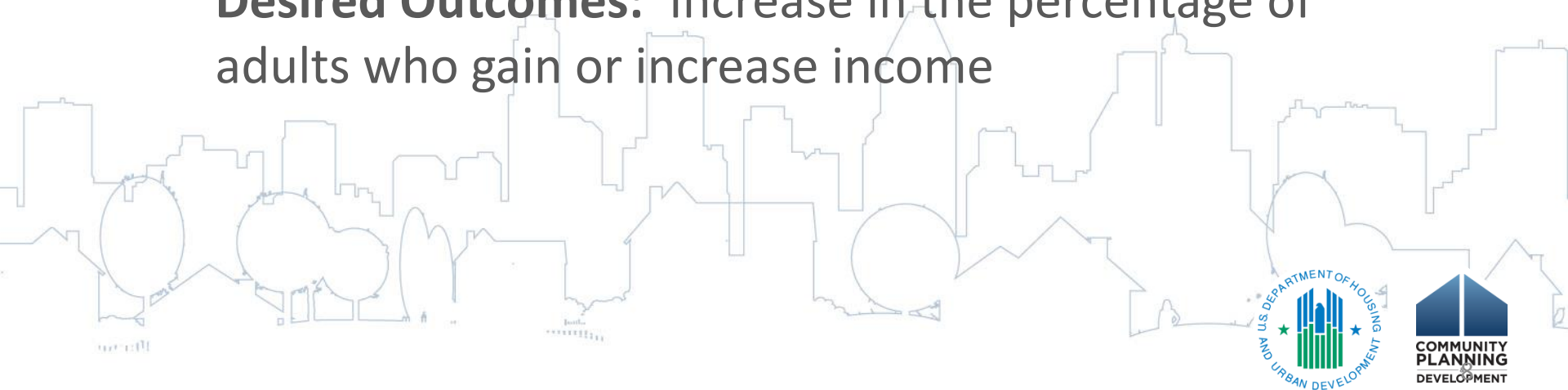
Measures and Desired Outcomes

Measure 3: Number of Homeless Persons

Desired Outcome: Reduction in the number of persons who are homeless

Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Desired Outcomes: Increase in the percentage of adults who gain or increase income



Measures and Desired Outcomes

Measure 5: Number of Persons who Become Homeless for the First Time

Desired Outcome: Reduction in the number of persons who become homeless for the first time

Measure 6: Homelessness Prevention and Housing Placement of Persons Defined by Category 3 of HUD's Homeless Definition in CoC Program-funded Projects

Desired Outcome: Reduction in the percentage of Category 3 people who return to homelessness



Measures and Desired Outcomes

Measure 7a: Successful Placement from Street Outreach

Desired Outcome: Increase in percentage of people who exit SO to permanent housing, temporary destinations (except street), and some institutional destinations

Measure 7b: Successful Placement in or Retention of Permanent Housing

Desired Outcome: Increase in percentage of people who exit to or retain permanent housing



System Performance in Context

The performance measures are interrelated and, when analyzed relative to each other, provide a more complete picture of system performance

Communities must begin to understand the full impact of decisions

Some decisions are “bandaid” decisions that appear to fix a short-term issue but create other issues, whereas other decisions create overall better impacts – the measures are intended to highlight some of this



What to Focus on Now

CoCs should:

1. make sure they can run the measures
2. understand their data quality issues
3. understand their HMIS bed coverage and how to improve it
4. begin analyzing

As communities begin using the measures they will see that they need to be able to drill down to the next level (i.e., adopting the performance paradigm)

Example: Determine what clients are driving the length of time homeless and where they are in the system



System Performance Measures Resources

HUD has released a [System Performance Measures](#) page on the HUD Exchange.

The page currently includes:

- [System Performance Measures Introductory Guide](#)
- [System Performance Measures in Context](#)
- [System Performance Measures Tools](#) page – includes
 - HMIS Programming Specifications
 - Table Shells
- [System Performance Measures Short Videos](#)
- **And MORE!**



Questions

Submit Questions to HUD Exchange's Ask-a-Question at:

<https://www.hudexchange.info/get-assistance/my-question/>

Please note: Due to the high volume of questions, please read the regulations and the training materials provided prior to submitting your question to Ask-a-Question.



How to Stop Guessing and Start Knowing:

An Introduction to
System Performance Measurement

National Conference on Ending Homelessness

July 27, 2016



About Focus Strategies

- California-based consulting firm
- Founded to help communities improve use of local data to reduce and end homelessness
- Presenting today: Katharine Gale, Principal Associate



FocusStrategies.net

First, let's unpack...

**“How to Stop Guessing and Start Knowing:
An Introduction to
System Performance Measurement”**



What is a **System**?

- Many parts
- Doing different things
- Working together
- Toward a common goal



Opening Doors: Federal Strategic Plan

“Transform homeless services
to **crisis response systems**
that prevent homelessness and
rapidly return people who experience
homelessness to stable housing.”

What is **performance measurement**?

"A process that systematically evaluates whether your program (*or system*) is making an impact on the clients you serve and helps to guide efforts to improve results."

- From "What Gets Measured Gets Done" Abt Associates and NAEH

System Performance Measurement

- Goals and Measures for the System as a whole
 - HUD has told us what the measures are
 - Goals should be set for improvement against current performance

Example: Increase permanent housing exits system wide to at least 70% for whole system

- Also Goals and Measures for *the parts of the system* and how they contribute to the whole

Example: RRH expectation = 85% of exits to Permanent Housing
Shelter expectation = 50% of exits to Permanent Housing

Who needs to stop guessing?

- Everyone!
- Everyone needs to have and use the data
 - Providers need to know how they are performing
 - Funders need to know what outcomes they are buying
 - Leadership needs to know what is and isn't working and how to make improvements

Don't put your data into solitary



“Knowing” is a Continuous Process

- Not just the job of a subcommittee
- Not once a year
- Not just for CoC Funds

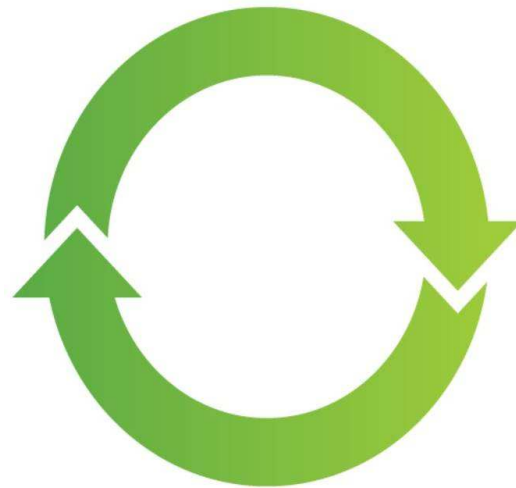
Becoming data-driven in an ongoing process

Data-DRIVEN means

- Look at data every time you meet (whether you're a funder, a program, or a system leader)
 - Every time means **every** time
- Look at data between when you meet and if something's up, call a meeting!
- All system change decisions are data informed
- Data can be questioned but never ignored

Data gets better as you use it

- Use the Data



- Quality Improves

Where can you start

Look at the HUD System Report

Pull the key elements and track over time

- You can also run reports for different time periods and for different programs (APRs, Outcome Reports)

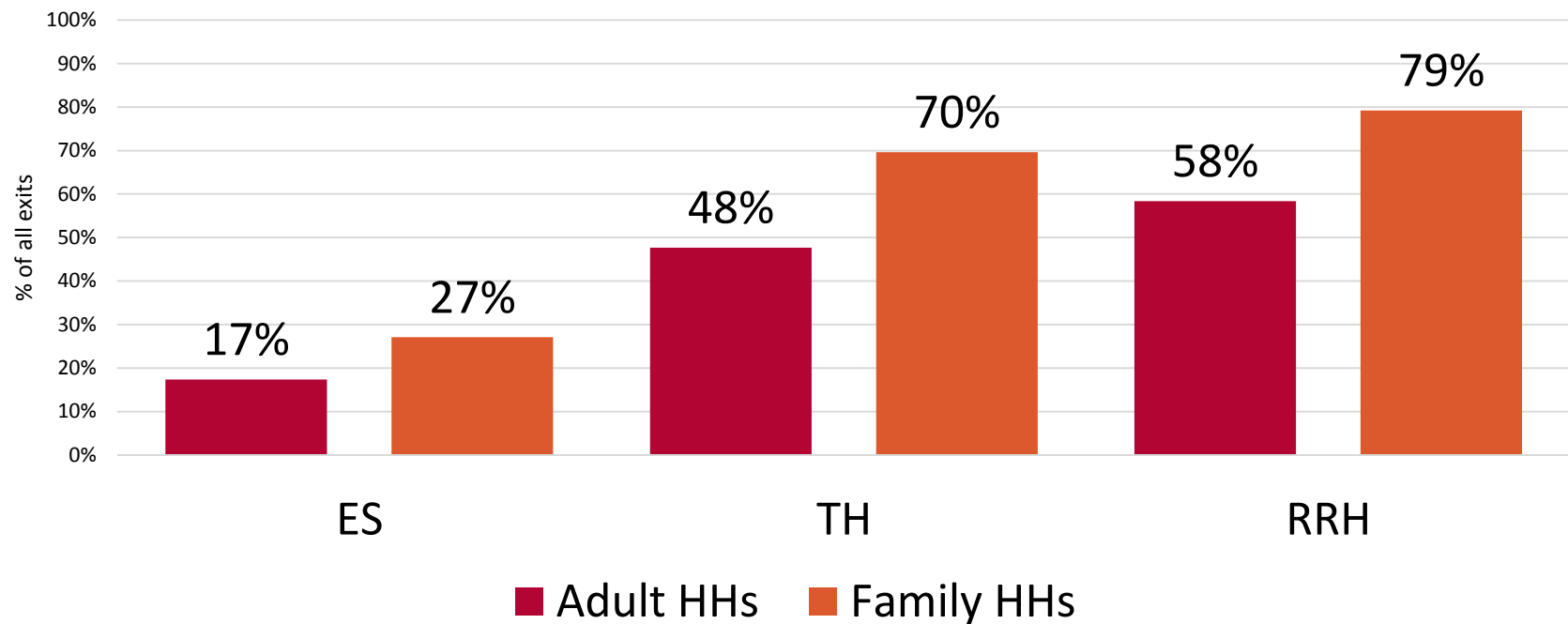
Put it in a format that all can read and understand easily (like a line graph or bar chart)

- Talk about what it means

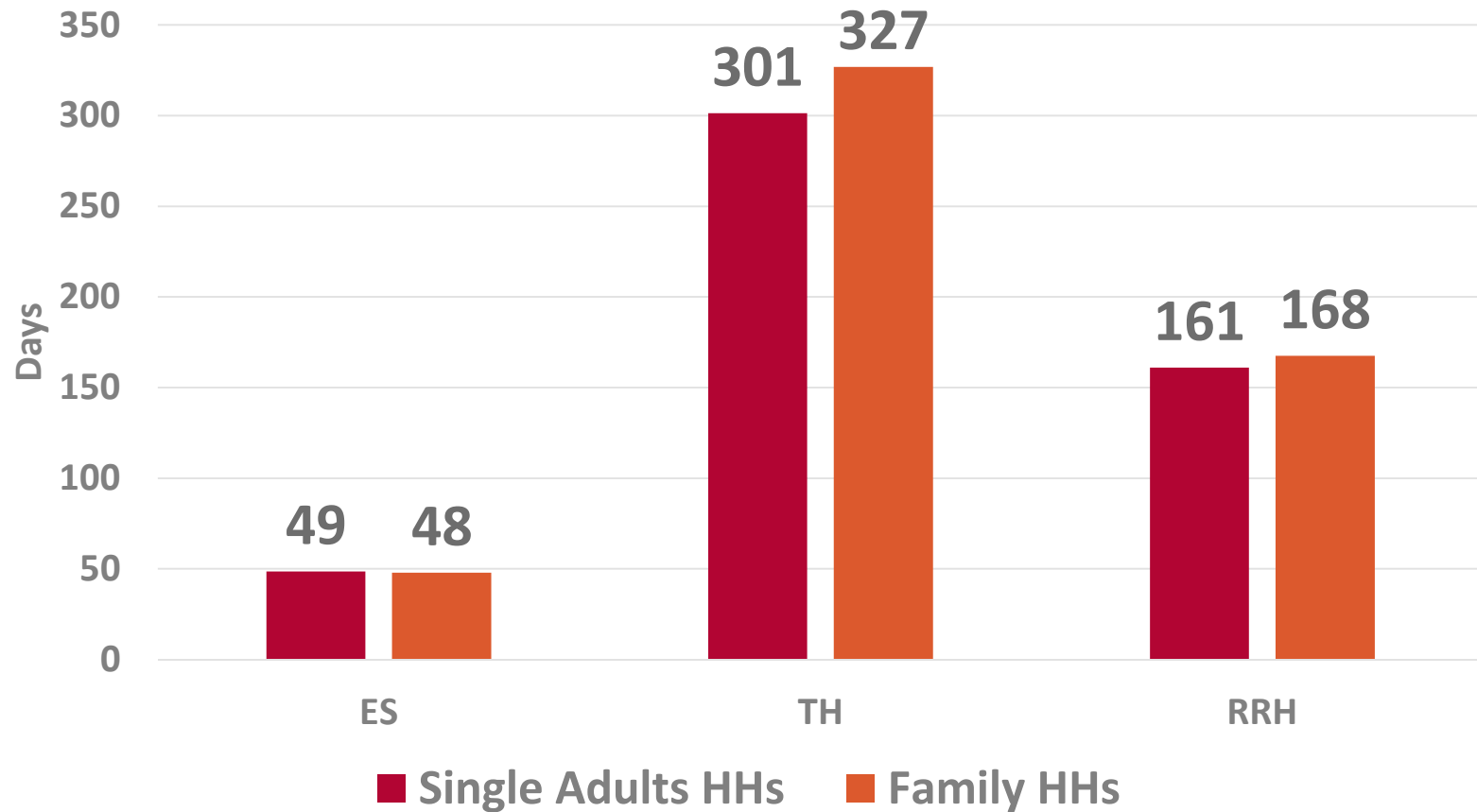
e.g. rates of exits to permanent housing –are they going up or down, what could improve them?

San Mateo County, CA

Rate of Exit to Permanent Housing (July 2014 - June 2015)



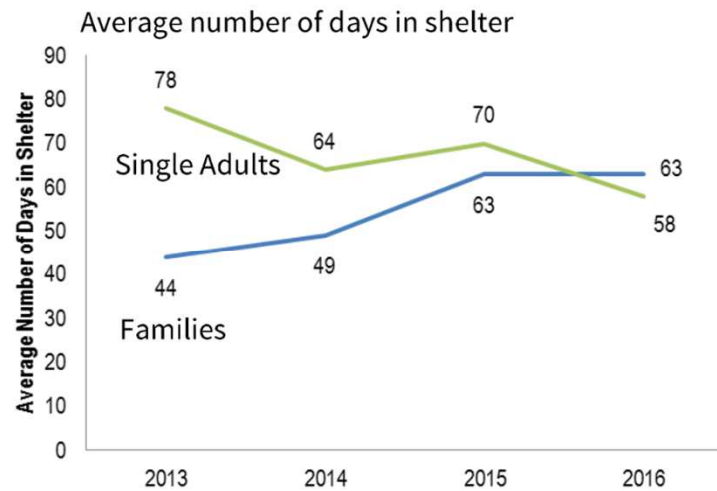
Average Length of Stay: Palm Beach, 2015



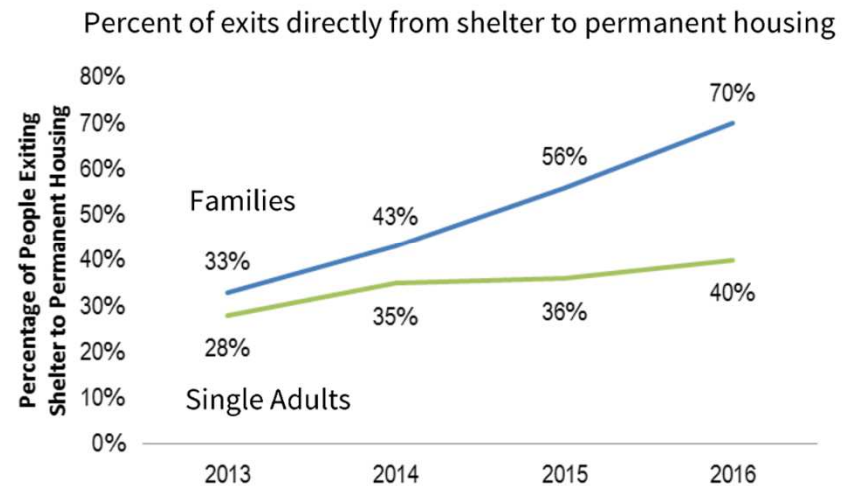
YOUR WAY HOME IMPACT REPORT

Ending and Preventing Homelessness in Montgomery County, PA | Report through June 30, 2016

The average length of stay in shelter was 58 days for single adults and 63 days for families in 2016.



The percentage of families exiting directly to permanent housing from shelter increased to 70%; single adults increased to 40% in 2016.



Families N= Number of people in families exiting shelters: 398 (2013), 437 (2014), 376 (2015), 300 (2016). Single Adults N= Number of single adults exiting shelters: 296 (2013), 377 (2014), 335 (2015), 245 (2016).

Set Stretch Goals with Interim Targets

Example:

Goal: increase exits to permanent housing from shelter to 50%

current performance – 20%

- 2017 goal – 30%
- 2018 goal – 40%
- 2019 – reach 50% goal

Decision Makers

- Should be deeply involved in establishing the goals and know how to read them
- Should be accountable to using the measures to inform how they invest resources
- Should communicate and message to the whole system and broader community

For more information
Katharine@Focusstrategies.net

www.focusstrategies.net

