

2018 Performance Management Plan

Ohio Balance of State Continuum of Care
Updated January 2018



Ohio Balance of State Continuum of Care Performance Management Plan

Introduction

The Ohio Balance of State Continuum of Care (BoSCoC) Performance Management Plan identifies project and system performance goals for the CoC and outlines how performance is measured and monitored.

This plan should help homeless assistance projects in managing their performance and ensuring access to ongoing funding.

Background

The Ohio BoSCoC includes the 80 rural counties in Ohio. The Ohio Development Services Agency Office of Community Development (ODSA) and the Coalition on Homelessness and Housing in Ohio (COHHIO) serve as the lead staffing agencies and co-chairs of the Steering Committee for the Ohio BoSCoC. You can find more information about the organization of the Ohio BoSCoC at <http://cohhio.org/member-services-2/boscoc/>.

The Ohio BoSCoC Performance and Outcomes Committee updates this plan annually.

Basics of Performance Measurement

Project Performance Measurement

Measuring the performance of homeless assistance projects is critical for a number of reasons. It helps us understand how well projects are doing at ending homelessness, or what issues projects may need to improve upon. It helps us identify project types/models that may be more successful at ending homelessness than others. Additionally, the U.S. Department of Housing and Urban Development (HUD), which provides federal homeless assistance funds through its CoC Program, requires project performance reporting via the annual CoC application and Annual Performance Reports (APRs).

System Performance Measurement

For Ohio BoSCoC purposes, the system is defined as the 80 counties included within the geography of the CoC, and the homeless projects therein. Measuring performance of the system is important because it helps us understand how well we are doing at addressing and ending homelessness. Additionally, it can help us identify areas of the system that may need improvement. Lastly, as part of the CoC Program regulations, HUD is requiring that all CoCs monitor the performance of their system.

Setting Performance Objectives

The Ohio BoSCoC Performance and Outcomes Committee was charged by the BoSCoC Board with creating this Performance Management Plan, including setting the project and system performance goals. Committee members considered HUD's project performance objectives and system performance measures and Ohio BoSCoC projects' combined performance on those objectives in determining where to set project and system goals for the CoC. The Committee reviewed current projects' performance as well as anecdotal community and project information to help determine what goal to set.

Monitoring Project and System Performance

Quarterly Performance Report

Homeless assistance projects' performance is monitored on a quarterly basis via the HMIS generated Quarterly Performance Report (QPR). The QPR provides project-level performance information for each measure listed in this plan and is shared with the full Ohio BoSCoC each quarter.

The QPR is generated from HMIS approximately 10 days after the end of each quarter. Providers should be sure their HMIS data has been fully updated and is accurate prior to the generation of each report. The quarters are as follows:

- 1st Quarter = January 1 – March 31
 - Reports performance data for first quarter
- 2nd Quarter = January 1 – June 30
 - Reports performance data for first and second quarters
- 3rd Quarter = January 1 – September 30
 - Reports performance data for first, second, and third quarters
- 4th Quarter = January 1 – December 31
 - Reports performance data for the full year

All projects should review their quarterly performance data and contact COHHIO with any questions or concerns. Projects that consistently fail to meet project performance objectives should develop internal plans and processes for improvement.

Victim Services Providers

HCRP-funded emergency shelters, ODSA-funded (SHP), and CoC-funded Transitional Housing Projects in the Ohio BoSCoC that are Domestic Violence (DV) victim services providers and thus not participating in HMIS, do not have their performance data generated out of HMIS via the QPR. However, all of these DV providers will be required to submit performance data to either CoC or ODSA staff as requested for annual project evaluation, funding application, or monitoring purposes.

HMIS Data Quality

In addition to reporting on performance on each of the Project Performance Objectives, the QPR reports on the percentage of missing data applicable to the reporting period and objective for each project. Projects with more than 2% missing data do not have high enough data quality to allow their performance to be measured (with the exception of the measures looking at exits to permanent housing). Therefore, projects with more than 2% missing data for any objective will be considered to have failed to achieve the objective. Ongoing data quality issues could lead to the required development of a Quality Improvement Plan and/or the loss of CoC Program funding or state funding.

Sharing QPR Data

Each quarter, the final QPR will be posted on COHHIO's website and Ohio BoSCoC providers will be notified via email of its availability. QPRs will not be emailed directly to providers.

Quality Improvement Process

Projects that fail to meet an objective for at least one year may be targeted to develop a Quality Improvement Plan (QIP). More information about the Ohio BoSCoC QIP Process can be found at <http://cohhio.org/member-services-2/boscoc/performance-and-monitoring/>. Ongoing poor performance could ultimately result in the loss of CoC Program funding or state funding.

System-Level Performance Reporting

The system-level performance measures related to homeless numbers will be reported on annually. All other system-level performance measures will be reported on quarterly.

Implementing the Performance Management Plan

COHHIO's CoC staff are responsible for implementing this Performance Management Plan on behalf of the Ohio BoSCoC. Implementation involves working with BoSCoC HMIS staff to generate the QPR and reviewing all data therein, reviewing APRs as necessary, and sharing project and system performance information with the CoC on a quarterly basis. In reviewing quarterly and annual project performance information, CoC staff will also work with the Ohio BoSCoC Performance and Outcomes Committee to

identify any consistently under-performing projects and target them for QIP development as needed. The CoC staff will report on BoSCoC system performance on the measures in this plan at least annually.

In addition to monitoring project and system performance, CoC staff work with the Ohio BoSCoC Performance and Outcomes Committee to annually review and update the Performance Management Plan measures and goals.

Providers' Responsibilities and Meeting Performance Objectives

Submit APRs to HUD

All Ohio BoSCoC CoC-funded projects are required to submit APRs to HUD through the Sage HMIS Reporting Repository. Details about the Sage APR submission process can be found at <http://cohhio.org/member-services-2/boscoc/performance-and-monitoring/> and at <https://www.hudexchange.info/programs/sage/>.

HCRP Emergency Shelter and RRH Projects and ODSA Supportive Housing Program TH and PSH projects are not required to submit APRs or any other provider-run report to COHHIO, but may be asked to submit them to ODSA for monitoring and grant application purposes.

COHHIO HMIS staff generate the Quarterly Performance Reports referenced in this document. Providers do not run these reports.

Ensure HMIS Data Quality

Because the QPRs used to monitor project performance are generated from HMIS, it is critical that HMIS data be accurate, timely, and of good quality. To this end, providers should regularly engage in data quality reviews and ensure timely data entry. Providers can use the Data Quality Reports available in ART to help monitor and manage their HMIS data quality on an ongoing basis, as well.

As mentioned above, projects with more than 2% missing data for any project performance objective will be considered to have failed to meet the objective. Consistent HMIS data quality issues could trigger the development of a QIP or have an impact on projects' ability to access renewal CoC Program or state funding.

Run and Review QPR: Project Level

To help homeless providers manage their performance on the objectives laid out in this Performance Management Plan, COHHIO HMIS staff created the *QPR: Project Level*. The *QPR: Project Level* provides detailed information about a project's performance on all the objectives in this plan including client-level data.

Providers can run the *QPR: Project Level* on their projects using ART whenever they like. At a minimum though, providers are encouraged to run the report on a quarterly basis so that they know, in advance of the published QPR, how they performed on all the objectives in this Performance Management Plan.

Develop Internal Improvement Plans as Needed

Providers should monitor their own performance on all project performance objectives on, at minimum, a quarterly basis. If providers notice in the QPR and *QPR: Project Level* that they are not meeting an objective, it is their responsibility to develop internal plans to address the poor performance and they should ensure that improvement is made. As previously mentioned, projects that fail to meet an objective for at least one year may be targeted for development of a QIP. Once on a QIP a project runs the risk of losing renewal funding if they are not able to improve their performance within a specific timeframe. Ensuring that project performance objectives are met will keep projects from being targeted for QIP development.

Participate in Quality Improvement Plan as Required

As mentioned previously, projects that fail to meet an objective for at least one year may be required to develop a Quality Improvement Plan (QIP). More information about the Ohio BoSCoC QIP Process can be found at <http://cohhio.org/member-services-2/boscoc/performance-and-monitoring/>. Ongoing poor performance or failure to fully participate in the QIP could ultimately result in the loss of funding.

Ohio BoSCoC Project Performance Objectives

Following are the project performance objectives for Ohio BoSCoC homeless assistance projects. The goals apply to all CoC funded homeless projects and all state funded (via ODSA's Homeless Crisis Response Program and Supportive Housing Program) emergency shelters, rapid re-housing, transitional housing, safe havens, and permanent supportive housing projects. Generally, overflow and seasonal emergency shelters are exempt from the performance standards.

Projects will generally be considered to have met the objective if their performance is within 5% of the identified objective. For example, an emergency shelter project will have met objective #3 (at least 40% of participants in emergency shelter will move into permanent housing at exit) if they move at least 38% of their participants into permanent housing at exit.

PSH projects in which no participants leave during the reporting period will be considered to have met all objectives that are only measured for project 'leavers'.

<i>Homelessness Prevention Projects Performance Measures</i>		
Indicator	Goal	How Calculated
Exits to or Retention of Permanent Housing	1. At least 90% of households in Homelessness Prevention (HP) projects remain in permanent housing (PH) or exit to PH at program exit	(number of households who moved to PH upon exit + number of households who remained in PH) / number of households served by project
Entries into the Homeless System	2. HP projects will have no more than 25% of households who exited to PH enter into the Ohio BoSCoC homeless system within 12 months of HP assistance	number of households who returned to ES, SH, TH, or Outreach within 12 months of exit / number of adult leavers to permanent housing

<i>Street Outreach Projects Performance Measures</i>		
Indicator	Goal	How Calculated
Exits to Permanent Housing	1. At least 30% of households in Outreach projects will move into permanent housing at exit	number of households who moved to PH upon exit / number of participants who exited project
Exits from Unsheltered Locations to Temporary or Permanent Housing	2. At least 60% of households in Outreach projects will move from unsheltered locations to temporary or permanent housing at program exit	number of households who moved from unsheltered locations to temporary (ES or TH) or permanent housing locations upon exit / number of households who moved from unsheltered locations to any destination at exit

Emergency Shelter Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Emergency Shelter (ES) projects will have a household average length of stay of no more than 40 days	Average length of stay for households who exited
	2. ES projects will have a household median length of stay of no more than 40 days	Median length of stay for households who exited
Exits to Permanent Housing	3. At least 40% of households in ES projects will move into permanent housing at exit	number of households who moved to PH upon exit / number of households who exited ES project
Receipt of Non-cash Benefits	4. At least 50% of households in ES projects will receive at least one source of non-cash benefits at program exit	number of households who exited with 1 or more sources of non-cash benefits / number households who exited the project
Receipt of Health Insurance	5. At least 75% of households in ES projects will receive at least one source of health insurance at program exit	number of households who exited with 1 or more sources of health insurance/ number households who exited the project
Employment and Income Growth	6. At least 18% of households in ES projects will gain or increase employment or non-employment cash income during the reporting period or at exit	number of households who either gained or increased earned income or who gained or increased non-employment cash income / number of households served by the project
Returns to Homelessness	7. ES projects will have no more than 15% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit / number of adult leavers to permanent housing
	8. ES projects will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH or Outreach within <i>two years</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing

Transitional Housing Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Transitional Housing (TH) projects will have a household average length of stay of no more than 240 days	Average length of stay for households who have exited
	2. TH projects will have a household median length of stay of no more than 240 days	Median length of stay for households who have exited
Exits to Permanent Housing	3. At least 83% of households in TH projects will move into permanent housing at exit	number of households who moved to PH upon exit / number of participants who exited TH project
Receipt of Non-cash Benefits	4. At least 75% of households in TH projects will receive at least one source of non-cash benefits at program exit	number of households who have exited with 1 or more sources of non-cash / number of households who exited the project
Receipt of Health Insurance	5. At least 85% of households in TH project will receive at least one source of health insurance at program exit	number of households who have exited with 1 or more sources of health insurance/ number who exited the project
Employment and Income Growth	6. At least 28% of households in TH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	number of households who either gained or increased earned income or who gained or increased non-employment cash income / number of households served by the project
Returns to Homelessness	7. TH projects will have no more than 7% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing
	8. TH projects will have no more than 12% of adults who exited to permanent housing return to ES, SH, TH or Outreach within <i>two years</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing

Rapid Re-Housing Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time in RRH	1. Rapid Re-housing (RRH) projects will have an average household length of stay of no more than 150 days	Average length of stay for households who have exited from Housing Move-In Date to Exit
	2. RRH projects will have a median household length of stay of no more than 150 days	Median length of stay for households who have exited from Housing Move-In Date to Exit
Rapid Placement into Permanent Housing	3. RRH projects will place households into permanent housing within 21 days of project entry	Average number of days between leavers' RRH entry date and Housing Move-in Date
Exits to Permanent Housing	4. At least 83% of households entering RRH projects will remain in permanent housing at exit	number of households who moved to PH upon exit / number of households who were entered in RRH and who exited the project
Receipt of Non-cash Benefits	5. At least 70% of adult households in RRH projects will receive at least one source of non-cash benefits or health insurance at program exit	number of households who have exited with 1 or more sources of non-cash benefits/ number of households who have exited RRH
Receipt of Health Insurance	6. At least 85% of households in RRH projects will receive at least one source of health insurance at program exit	number of households who have exited with 1 or more source of health insurance at exit/ number of households who have exited RRH
Employment and Income Growth	7. At least 18% of households in RRH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	number of households who either gained or increased earned income or who gained or increased non-employment cash income / number of households who entered an RRH project
Average VI SPDAT Scores in Range	8. The average VI-SPDAT score on a given project is greater than x.* *x= to be determined	Average VI-SPDAT scores at Entry of households entering during the reporting period
Returns to Homelessness	9. RRH projects will have no more than 7% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit / number of adult leavers to permanent housing
	10. RRH projects will have no more than 12% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	number adults who returned to ES, SH, TH, or Outreach within 24 months of exit / number of adult leavers to permanent housing
Provision of Homelessness Prevention Assistance and Rapid Re-housing Assistance	11. Ohio BoSCoC Homeless Planning Regions will spend no less than 75% of Homeless Crisis Response Program (HCRP) funding on RRH assistance, and no more than 25% of HCRP funding on HP assistance	Expenditures on HCRP RRH activities / Total HCRP expenditures

Safe Haven Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Safe Haven (SH) projects will have an average household length of stay of no more than 300 days	Average length of stay for households who have exited
	2. SH projects will have an average household length of stay of no more than 300 days	Median length of stay for households who have exited
Exits to Permanent Housing	3. At least 75% of households in SH projects will move into permanent housing at exit	number of households who moved to PH upon exit / number of households who exited project
Receipt of Non-cash Benefits	4. At least 75% of households in SH projects will receive at least one source of non-cash benefits at program exit	number of households who have exited with 1 or more sources of non-cash benefits/ number households who exited the project
Receipt of Health Insurance	5. At least 85% of households in SH projects will receive at least one source of health insurance at program exit	number of households who have exited with 1 or more sources of health insurance/ number households who exited the project
Employment and Income Growth	6. At least 20% of households in SH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	number of households who either gained or increased earned income or who gained or increased non-employment cash income / number of adults served by the project
Returns to Homelessness	7. SH projects will have no more than 15% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing
	8. SH projects will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing

Permanent Supportive Housing Projects Performance Measures		
Indicator	Goal	How Calculated
Exits to or Retention of Permanent Housing	1. At least 90% of housed households remain in Permanent Supportive Housing (PSH) project or exit to permanent housing (PH) as of the end of the reporting period or at program exit	(number of households who moved to PH upon exit + number of households who have been housed and remain in PSH project) / number of households housed by PSH project
Receipt of Non-cash Benefits	2. At least 75% of households entering a PSH project will receive at least one source of non-cash benefits from program entry to program exit	number of households who have exited with 1 or more sources of non-cash benefits/ number of households that entered a PSH project who exited the project
Receipt of Health Insurance	3. At least 85% of households entering a PSH project will receive at least one source of health insurance from program entry to program exit	number of households who have exited with 1 or more sources of health insurance / number of households that entered a PSH project who exited the project
Employment and Income Growth	4. At least 30% of households entering a PSH project will gain or increase employment or non-employment cash income during the reporting period or at exit	number of households who either gained or increased income / number of participants that entered a PSH project
Average VI SPDAT Scores in Range	5. The average VI-SPDAT score on a given project is greater than x.* *x= to be determined	Average VI-SPDAT scores at Entry of households entering during the reporting period
Returns to Homelessness	6. PSH projects will have no more than 2% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit / number of adult leavers to permanent housing
	7. PSH projects will have no more than 5% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit / number of adult leavers to permanent housing

Ohio BoSCoC System-Level Performance Objectives

Following are the system-level performance objectives for the Ohio BoSCoC. The goals apply to all homeless projects in the CoC, but all reporting will be done at the CoC level.

System-Level Performance Measures¹		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Persons in the Ohio BoSCoC will have an average combined length of time homeless of no more than 90 days	1a. Average number of days literally homeless program participants remained homeless based on Entry/Exits (days homeless during program stays) 1b. Average number of days literally homeless program participants reported on Length of Time Homeless questions (days homeless prior to entering program)
	2. Persons in the Ohio BoSCoC will have a median combined length of time homeless of no more than 90 days	1a. Median number of days literally homeless program participants remained homeless based on Entry/Exits (days homeless during program stays) 1b. Median number of days literally homeless program participants reported on Length of Time Homeless questions (days homeless prior to entering program)
Returns to Homelessness	3. The Ohio BoSCoC will have no more than 10% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	number of persons who exited to permanent housing and returned to ES, SH, TH, or Outreach within 6 months of exit/ number of leavers to permanent housing
	4. The Ohio BoSCoC will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	number of persons who exited to permanent housing and returned to ES, SH, TH, or Outreach within 24 months of exit/ number of leavers to permanent housing
Successful Placement	5. At least 75% of participants housed in Ohio BoSCoC ES, SH, TH, and RRH projects will move into permanent housing at exit	number of participants who moved to PH upon exit / number of participants who exited projects

¹ See the [System Performance Measures Programming Specifications](#) for details about the calculations.

	6. At least 90% of participants remain housed in Ohio BoSCoC PSH projects or exit to permanent housing (PH) as of the end of the reporting period or at program exit	(number of participants housed by PSH project moved to PH upon exit + number of participants who remained housed in PSH project) / number of participants housed by PSH projects
Number of Homeless Persons	7. The Ohio BoSCoC will reduce total homelessness by 4% annually	The difference (as a percentage) between the total number of sheltered and unsheltered homeless reported in the most recent annual PIT Count and the total sheltered and unsheltered homeless reported in the previous year's PIT Count
	8. The Ohio BoSCoC will reduce total counts of sheltered homeless in HMIS by 4% annually	The difference (as a percentage) between the number of unduplicated total sheltered homeless persons reported in HMIS and the previous reporting period's count
	9. The Ohio BoSCoC will reduce total homelessness among Veterans by 10% annually	The difference (as a percentage) between the total number of sheltered and unsheltered homeless Veterans reported in the most recent annual PIT Count and the total sheltered and unsheltered homeless Veterans reported in the previous year's PIT Count
	10. The Ohio BoSCoC will reduce total chronic homelessness by 10% annually	The difference (as a percentage) between the total number of sheltered and unsheltered chronically homeless persons reported in the most recent annual PIT Count and the total sheltered and unsheltered chronically homeless reported in the previous year's PIT Count

Document Revision History

Document Version: Revision to 2017 PMP, revision adopted in 2018 PMP

Revision Date: 1/1/18

Location of Revision:

Monitoring Project and System Performance Section:
Victim Service Providers

Revision Description:

Removed requirement for DV providers to submit APRs to CoC staff quarterly- revised to require that APRs be submitted to CoC or ODSA staff as requested.

Location of Revision:

Providers Responsibilities and Meeting Performance Objectives:
APRs

Revision Description:

Removed requirement for CoC funded projects to submit APRs to COHHIO for review before submitting to HUD- revised to instruct projects to submit to HUD through Sage.

Revision Description:

Removed requirement for DV providers to submit APRs to COHHIO- revised to require that APRs be submitted to ODSA staff as requested.

Location of Revision:

Ohio BoSCoC Project Performance Objectives:
Homeless Prevention Project Performance Measures

Revision Description:

Exits to or Retention of Permanent Housing: replaced “participants” with “households”
Entries into the Homeless System: replaced “adults” with “households”

Location of Revision:

Ohio BoSCoC Project Performance Objectives:
Street Outreach Project Performance Measures

Revision Description:

Exits to Permanent Housing and Exits from Unsheltered Locations to Temporary or Permanent Housing: replaced “participants” with “households”

Location of Revision:

Ohio BoSCoC Project Performance Objectives:
Emergency Shelter Project Performance Measures
Transitional Housing Project Performance Measures
Rapid Re-Housing Project Performance Measures
Safe Haven Project Performance Measures
Permanent Supportive Housing Project Performance Measures

Revision Description:

Receipt of Non-cash Benefits and Health Insurance: revised to split these into two separate measures. Revised the goals as follows:

ES: previous combined goal= 50%, new non-cash goal= 50%, new health insurance goal= 75%

TH: previous combined goal= 85%, new non-cash goal= 75%, new health insurance goal= 85%

RRH: previous combined goal= 85%, new non-cash goal= 70%, new health insurance goal= 85%

SH: previous combined goal= 75%, new non-cash goal= 75%, new health insurance goal= 85%

PSH: previous combined goal= 85%, new non-cash goal= 75%, new health insurance goal= 85%

Revision Description:

Length of Time Homeless, Exits to Permanent Housing, Receipt of Non-cash Benefits, Health Insurance, and Employment and Income Growth: replaced “participants” and “adult participants” with “households”

Location of Revision:

Ohio BoSCoC Project Performance Objectives:
Rapid Re-Housing Project Performance Measures
Permanent Supportive Housing Performance Measures

Revision Description:

Added Measure: Average VI SPDAT Scores in Range. The goal for this measure (minimum VI SPDAT score) has not been determined.

Location of Revision:

System-Level Performance Measures:
Length of Time Homeless

Revision Description:

Included changes that HUD implemented to the way the average and median are calculated- they will now be counting the period of time a client has entered a PSH project to the time they are housed as an episode of homelessness.