



National Alliance to
END HOMELESSNESS

The Emergency Shelter Learning Series

Keys to Effective Emergency Shelter:
Using Your Data to Evaluate and Improve Performance

RESEARCH AND EDUCATION • INFLUENCING FEDERAL POLICY • BUILDING LOCAL CAPACITY

Today's Webinar

- Please note that all lines are on mute.
- Please pose questions at any time in the Questions box. We will try to get to as many as we can at the end.
- The webinar and slides will be posted following the presentation. Feel free to share with your staff and any other stakeholders.

Ask a Question!



Today's Speakers

Ben Cattell Noll

Center for Capacity Building, NAEH

Cynthia Nagendra

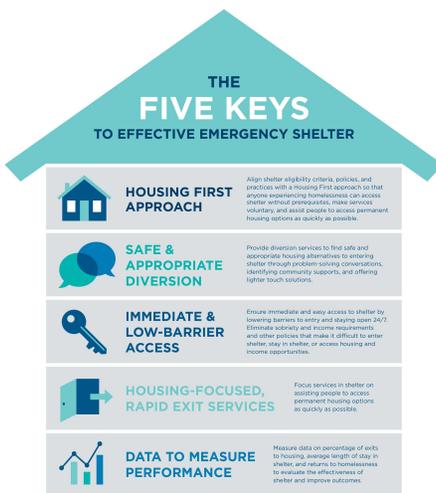
Center for Capacity Building, NAEH

Nichele Carver

**Virginia Dept. of Housing and
Community Development**

Andrea Eck

Northern Virginia Family Service



The Critical Role of Shelters

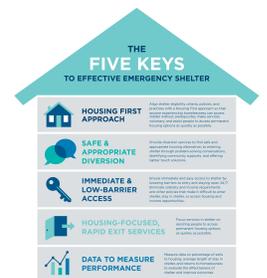
- Emergency shelters and other types of crisis housing (crisis beds, interim housing, motel vouchers) play a **critical role** in your system's response to homelessness
- People in a housing crisis will always need a **safe and decent** place to go that is immediately available
- Programs need to accommodate people's needs rather than expecting people to accommodate program needs



Emergency Shelter Learning Series

Overview

- **Series** of webinars
- **Key elements** to operating an effective shelter
- **Self-assessments** to evaluate your shelter
- **Tools** that your shelter can use to implement programmatic, policy, and operational changes
- **Guidance** from shelters that have made the transition to a more effective shelter model



Emergency Shelter Learning Series

Resources

<https://endhomelessness.org/resource/emergency-shelter/>

Past Webinars in the Series

1. The Role of Shelter in the Crisis Response System
2. The Keys to Low-Barrier Effective Shelter
3. How to Transition Your Shelter to Be Low-Barrier and Housing-focused
4. Which Rules are the Right Rules Part I (DV and Family Shelters)
5. Which Rules are the Right Rules Part II (Shelters that Serve Single Adults)
6. Frequently Asked Questions for Low-Barrier Shelter

Emergency Shelter Learning Series

Tools

- Shelter outcome metrics form
- Shelter self-assessments
- 5 Keys to Effective Shelter Infographic
- How to Re-tool Your Rules Infographic
- Videos Featuring Shelters Who Have Made the Shift
- Next Webinar June 28th: Increasing Access to Shelter: The Equal Access Rule



THE FIVE KEYS TO EFFECTIVE EMERGENCY SHELTER



HOUSING FIRST APPROACH

Align shelter eligibility criteria, policies, and practices with a Housing First approach so that anyone experiencing homelessness can access shelter without prerequisites, make services voluntary, and assist people to access permanent housing options as quickly as possible.



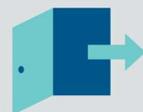
SAFE & APPROPRIATE DIVERSION

Provide diversion services to find safe and appropriate housing alternatives to entering shelter through problem-solving conversations, identifying community supports, and offering lighter touch solutions.



IMMEDIATE & LOW-BARRIER ACCESS

Ensure immediate and easy access to shelter by lowering barriers to entry and staying open 24/7. Eliminate sobriety and income requirements and other policies that make it difficult to enter shelter, stay in shelter, or access housing and income opportunities.



HOUSING-FOCUSED, RAPID EXIT SERVICES

Focus services in shelter on assisting people to access permanent housing options as quickly as possible.



DATA TO MEASURE PERFORMANCE

Measure data on percentage of exits to housing, average length of stay in shelter, and returns to homelessness to evaluate the effectiveness of shelter and improve outcomes.



HOUSING FIRST APPROACH



SAFE & APPROPRIATE DIVERSION



IMMEDIATE & LOW-BARRIER ACCESS

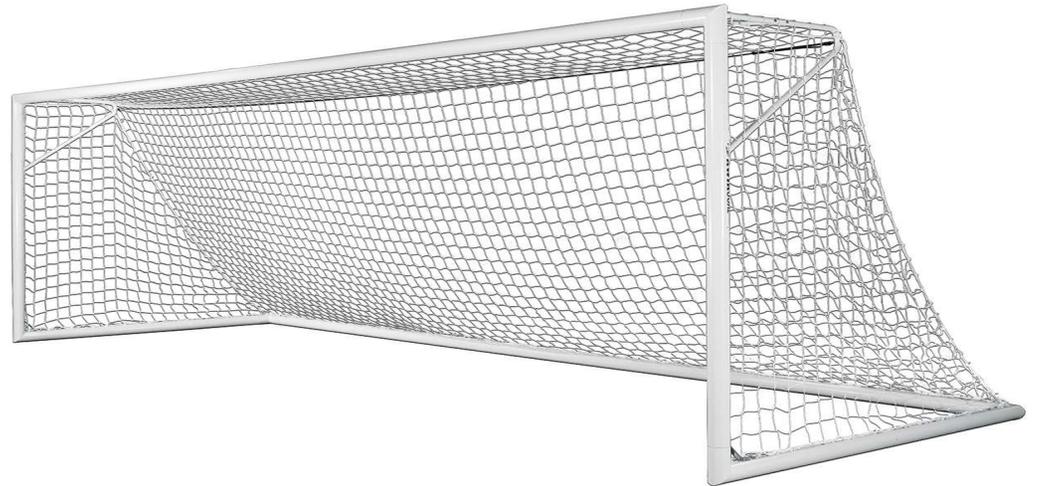


HOUSING-FOCUSED, RAPID EXIT SERVICES



DATA TO MEASURE PERFORMANCE

What is the goal of emergency shelter?



What is the goal of emergency shelter?

- An emergency shelter will get the outcomes that it is designed for
- The determined goal of the shelter should be clear from the start to guide the design of its built form, operations, service delivery, and expected outcomes



Which kind of shelter do you want to be?

- To provide temporary shelter

- Hostel-like environment (check-in and check out every day)
- Meets basic needs
 - Shower/bathroom
 - Laundry
 - Mail
- Self-directed resource/information and referral
- Light services



- To end homelessness

- Resolve housing crises permanently
- Facilitate self-resolution
- Re-house people quickly
- Reduce unsheltered homelessness
- Create better system flow
- Connect people to coordinated entry
- Connect people to housing search and other resources to help stabilize them once housed



**DATA TO MEASURE
PERFORMANCE**

Data To Measure Performance



Key Elements of Emergency Shelters in an Effective Crisis Response System

- Housing First Approach
- Safe & Appropriate Diversion
- Immediate and Low-barrier Access
- Housing-focused, Rapid Exit Services
- **Data to Measure Performance**



Why do you need data?

- Why do you collect data?
- What happens with the data you collect?
- What does it tell you?
- Does the data you collect tell you what you need to know to improve performance?
- How often do you look at it?
- Do you use it to make program, policy and staffing decisions?

Using Data to Measure Performance and Improve Shelter Outcomes



Using Data to Improve Performance Outcomes

 DECREASE Long stays

 INCREASE Exits to permanent housing

 DECREASE Returns to shelter

 INCREASE Shelter utilization

Data to Measure Performance

- These outcomes work together!
- Just decreasing the length of stay WITHOUT increasing exits to homelessness is NOT a good outcome
- Do not institute arbitrary lengths of stay in shelter to reduce shelter stays
- Rather, consider increasing exits to permanent housing and decreasing the length of time someone spends being homeless.
- The only way to end people's homelessness is to help them obtain permanent housing

Support to Be Successful

- Shelters need support from the rest of the system to be successful at ending homelessness

System Support for Shelter Transformation

- How can the system and its funders help to drive and support the transition of shelters to a low-barrier and housing-focused model?
 - Align funding contracts and outcomes
 - Add Housing Capacity (RRH, PSH)
 - Coordinated Entry Integration
 - Implement System-wide Diversion
 - Analyze Shelter Outcomes and Support Capacity Building and Training for Staff



**DATA TO MEASURE
PERFORMANCE**

How to Complete Your Metrics



Emergency Shelter Outcome Metrics

#	Measure	May 2018
1	Total number of beds a. Total beds for unaccompanied individuals b. Total beds for families	
2	Total unique households served	
3	Total households entering shelter	
4	Total households exiting	
5	Total households exiting to a permanent housing destination	
6	Average length of shelter stay in days for all households exiting the shelter to any destination	
7	Average length of shelter stay in days for all households exiting to a permanent housing destination	
8	Total household stayers (those households who entered in previous months and did not exit this month)	
9	Average length of shelter stay in days for all stayer households	

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This is per "household" not "persons." If you serve couples or families with children, each couple or family is counted as "1 household" for each measure.

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3. All households who entered this month, even if they exited in the same month

4. All households who left shelter in May, regardless of destination

#	Measure	May 2017
1	Total number of beds a. Total beds for unaccompanied individuals b. Total beds for families	
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5. How many of the persons reported in #4 moved to a permanent housing destination in May?

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2	Total unique households served	
3	Total households entering shelter	
4	Total households exiting	
5	Total households exiting to a permanent housing destination	
6	Average length of shelter stay in days for all households exiting the shelter to any destination	
7	Average length of shelter stay in days for all households exiting to a permanent housing destination	
8	Total household stayers (those households that stayed in shelter for previous months and did not exit this month)	
9	Average length of shelter stay in days for all stayer households	

6. For all households reported in #4, what was the average length of stay in your shelter

7. For all households reported in #5 that exited to a permanent housing destination, what was the average length of stay in your shelter

Example

#6 = 4 families exited

Family #1 stayed for 30 days

Family #2 stayed for 30 days

Family #3 stayed for 60 days

Family #4 stayed for 60 days

$30 + 30 + 60 + 60 = 180 / 4 \text{ families} = 45 \text{ avg. days}$

#7 = Family #1, #3, and #4 exited to permanent housing

$30 + 60 + 60 = 150 / 3 \text{ families} = 50 \text{ avg. days}$

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8. This is all households who did not enter OR exit in May. Report all households who entered in any month prior to May, and was still in the shelter on May 31.

Example

#9 = 2 Stayers in May 2018

Stayer Family #1- Entered shelter on 2/1/18

Stayer Family #2- Entered shelter on 2/19/18

Stayer Family #1- 5/31/18 - 2/1/18 = 119 days

Stayer Family #2- 5/31/18 - 2/19/18 = 101 days

119 days + 101 days = 220 days / 2 Families =

Average length of stay for stayers of 110 days



DATA TO MEASURE
PERFORMANCE

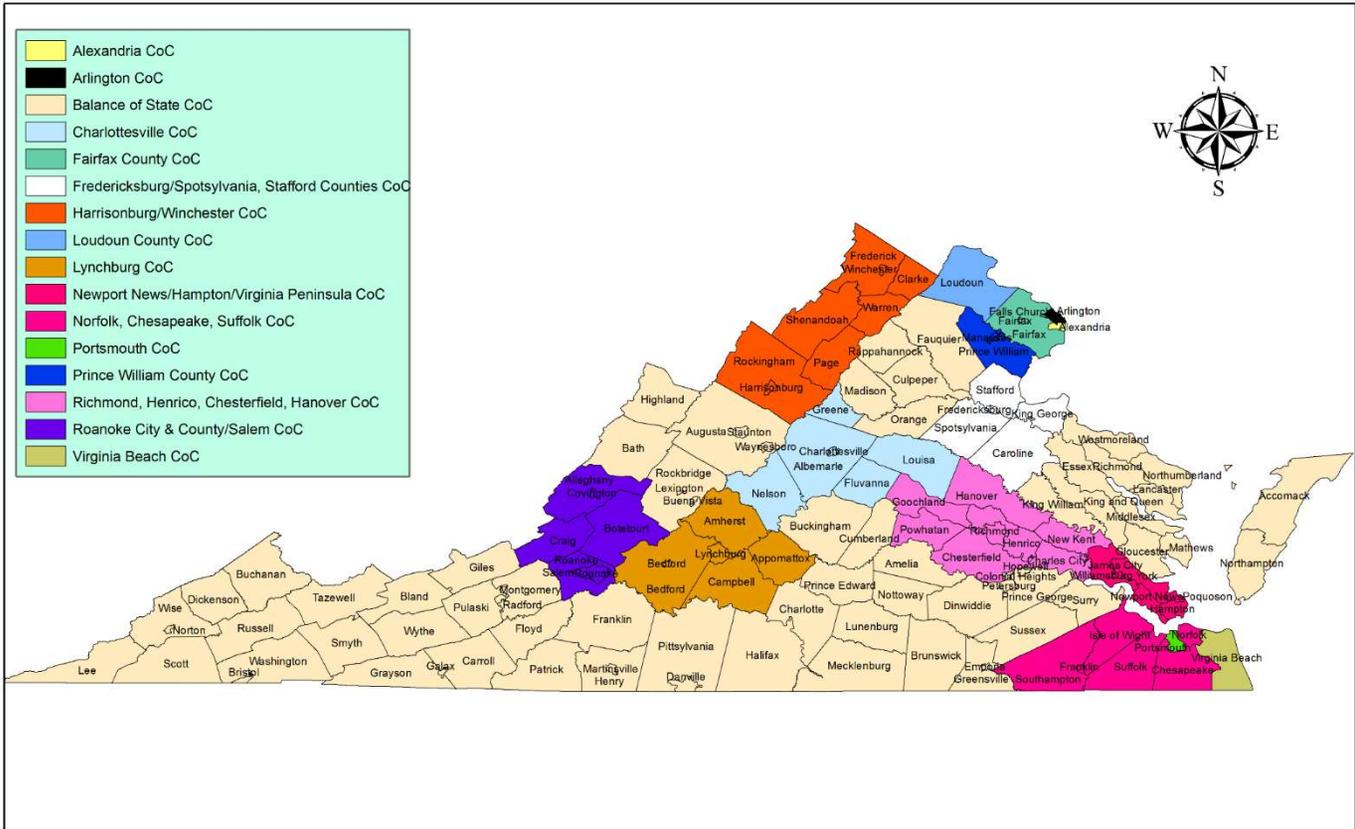
Using Your Metrics Funder Example



Nichele Carver
Virginia Dept. of Housing and
Community Development



Virginia Continua of Care

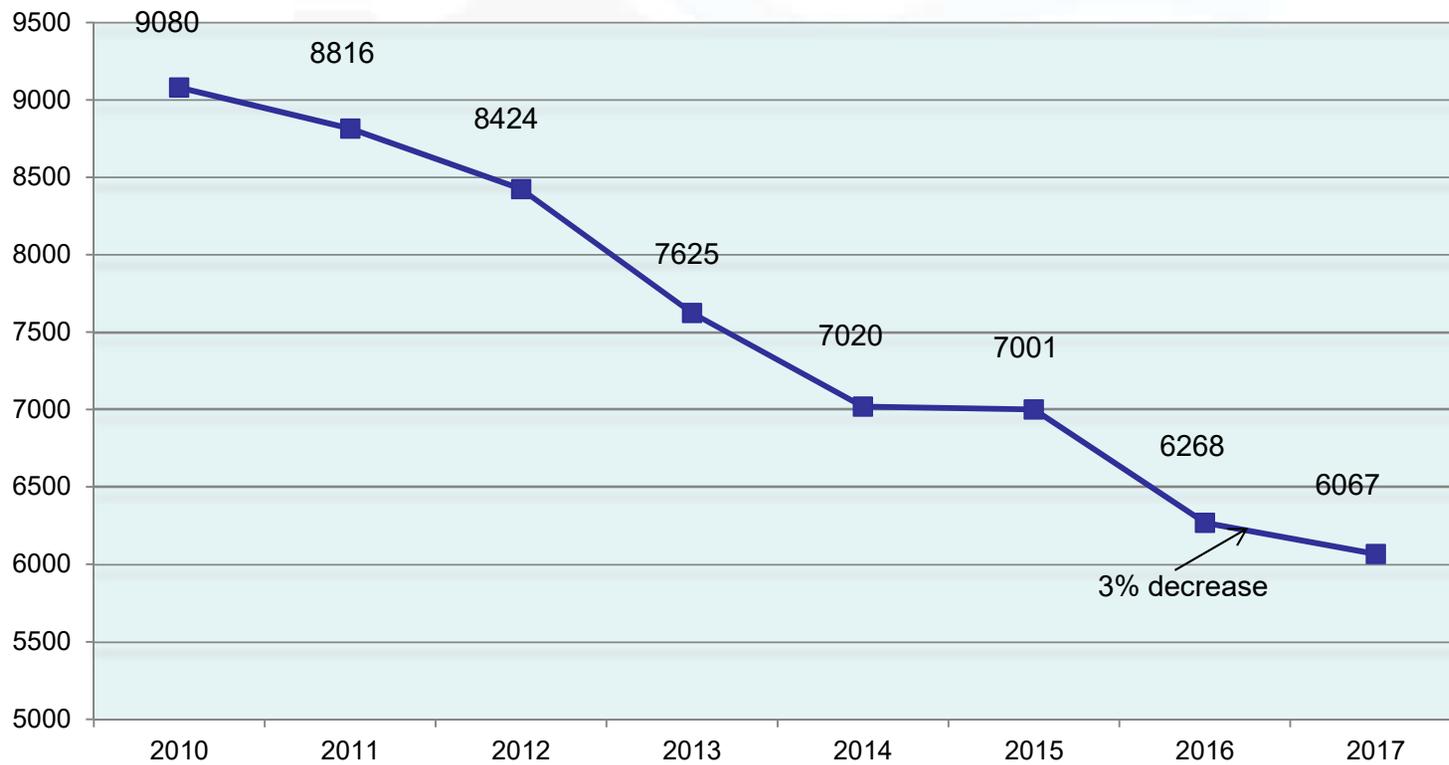




Total Homeless Persons

Virginia January 2017 Point-in-Time

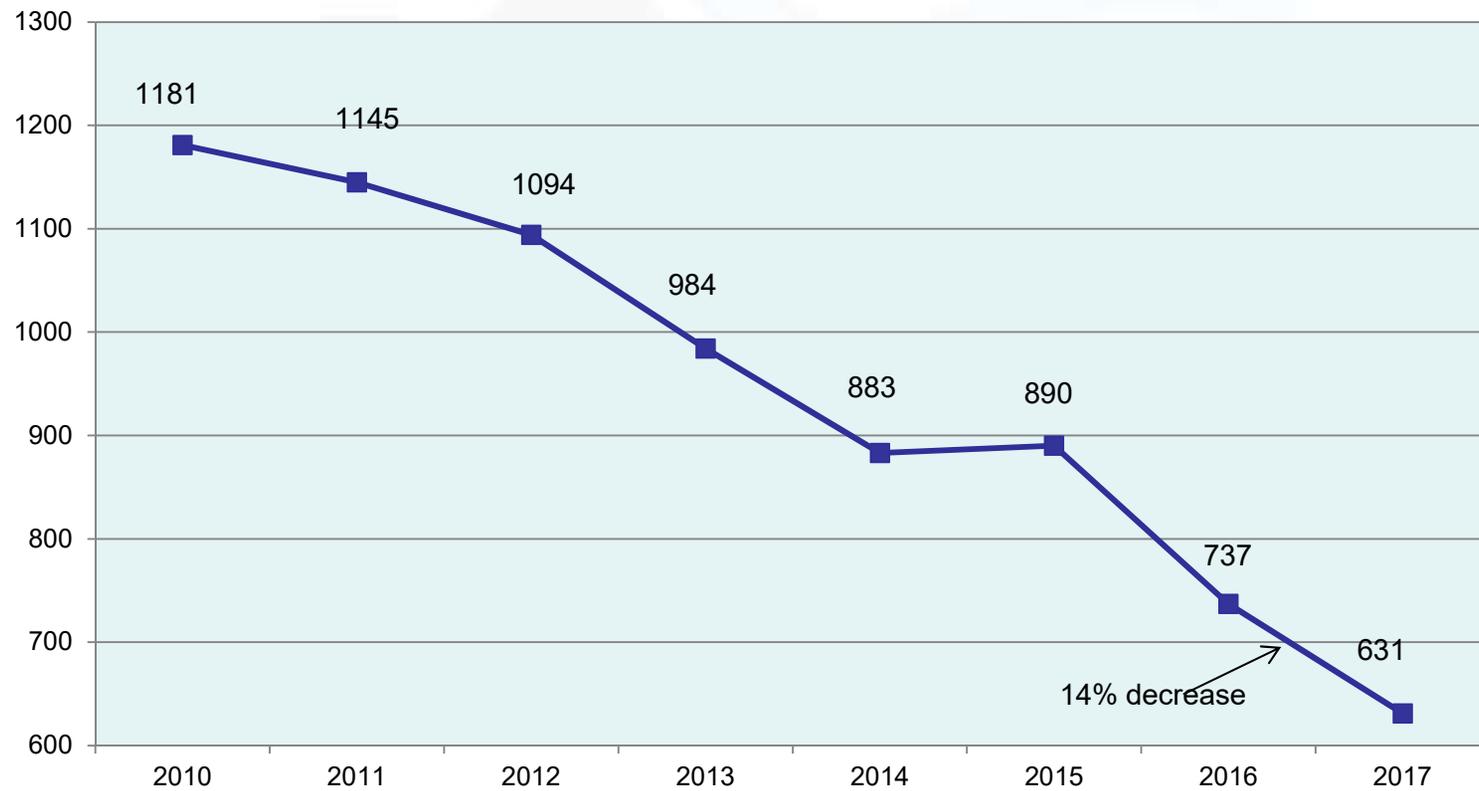
33% decrease from 2010 to 2017





Households with Adults and Children

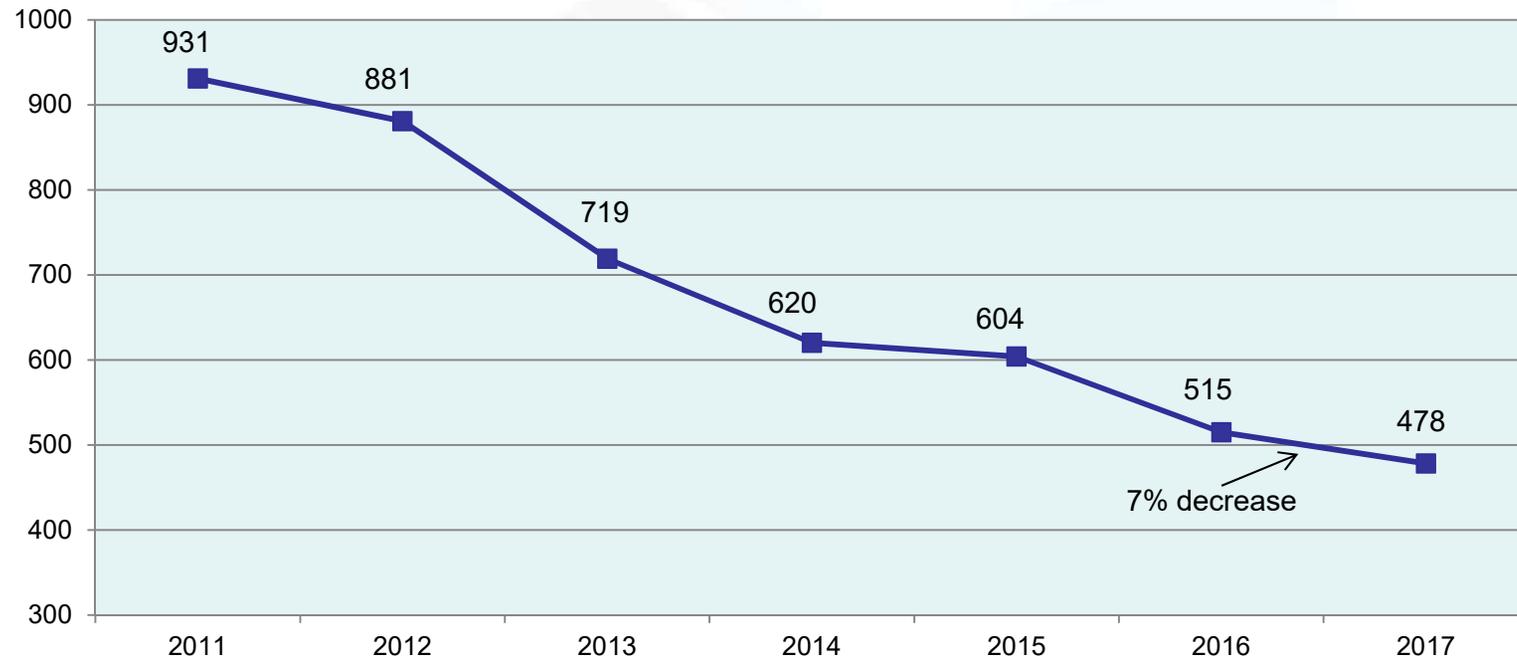
Virginia January 2017 Point-in-Time
46.5% decrease from 2010 to 2017





Veterans

Virginia January 2017 Point-in-Time
48.6% decrease from 2011 to 2017





HSNH Funding Process

Community Based Funding Application

Panel Review of the 27 applications

Negotiations with each community for which agencies we will fund

Contract with individual organizations based on the application, review, and negotiations





HSNH Funding Narrative Questions

- How is the CoC/LPG using HMIS data and community-level homeless data in project design, to make changes, and inform decisions? Detail how data is used to prevent homelessness, shorten the length of homelessness, and prevent recidivism. In addition, explain how the CoC/LPG is using data from non-HMIS users.
- Describe your system's performance and outcomes in reducing the number of households entering the homeless assistance system, reducing the length of shelter stays, and reducing the number of households returning to homelessness.



Performance Measures

Monthly Metrics Form

Organization Name:

Instructions: Please complete this chart and submit it to Kendall Cloeter at Kendall.Cloeter@dhcd.virginia.gov by the **15th of the following month (i.e. May's metrics will be due on June 15)**. Make sure to include your organizations name above. Fill in your monthly results for each measure below. Note that this is **per "household" not "persons."** If you serve couples or families with children, each couple or family is counted as "1 household" for each measure. For a more in-depth explanation of each measure, see page 2.

#	Measure	Pre-LC March	May 2017	June 2017	July 2017
1	Total number of beds a. Total beds for unaccompanied individuals b. Total beds for families				
2	Total unique households served				
3	Total households entering shelter				
4	Total households exiting				
5	Total households exiting to a permanent housing destination				
6	Average length of shelter stay in days for all households exiting the shelter to any destination				
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HSNH Panel Review Scoring

- Is the CoC/LPG showing positive performance and outcomes in reducing the number of HH, entering the homeless assistance system, reducing the length of shelter stays and reducing the number of HH returning to homelessness? (review metrics and narrative)
- Does the CoC/LPG demonstrate adequate capacity for data collection, reporting, and outcome measurement?



Building Capacity

How we work to build capacity (everyone is not at the same level)

- Technical assistance by DHCD staff
- Visiting board of directors
- Attending and participating in CoC/LPG meetings



Takeaways

- Outcomes for communities that tackled the issue of long term stayers had rocky metrics....initially.
- Some communities used data from the metrics to target funding to agencies with strong outcomes.



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DATA TO MEASURE
PERFORMANCE

Using Your Metrics Community Example



Andrea Eck
Northern Virginia Family Service



Northern Virginia Family Service

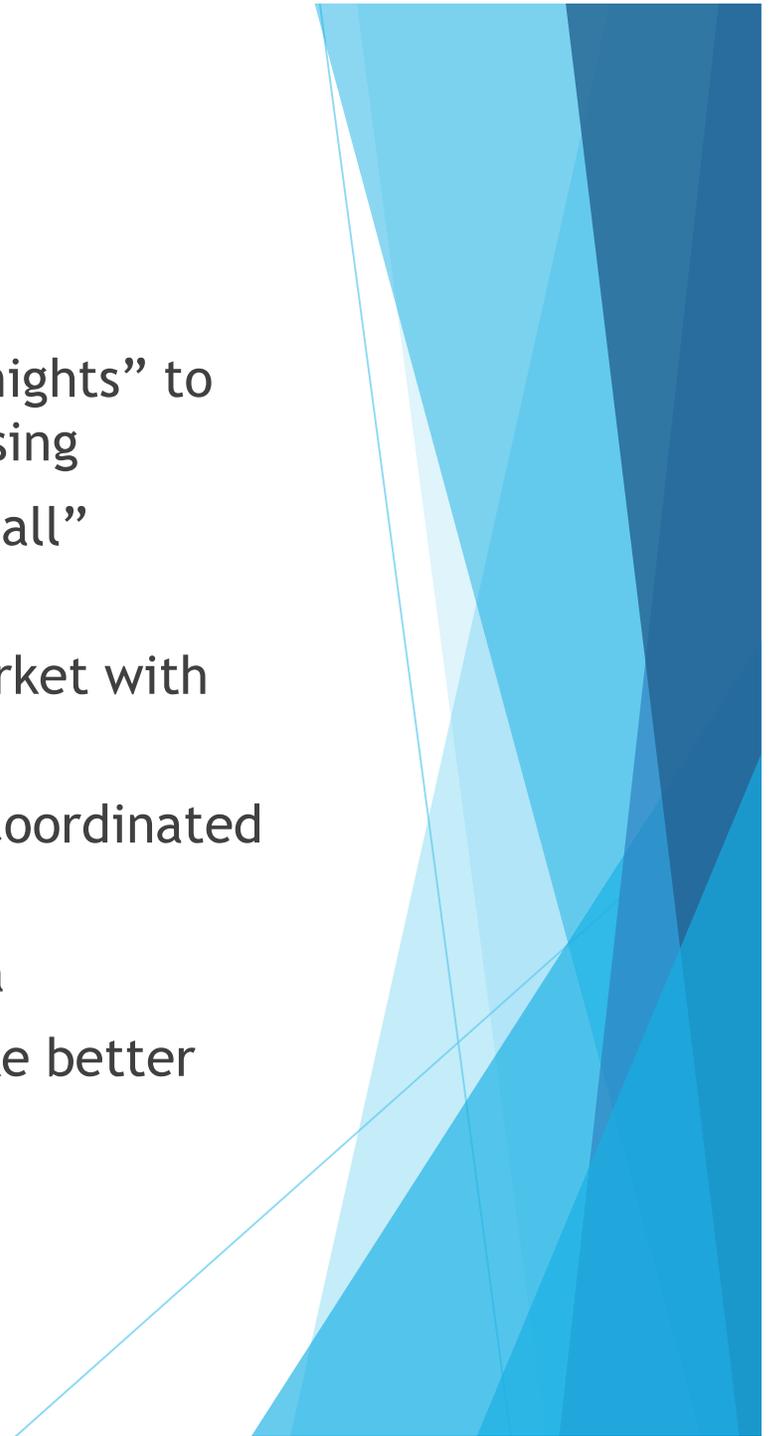
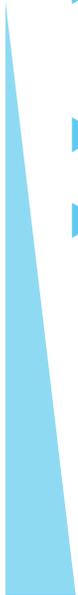
An Evolution in Homeless Services

A Brief History

- ▶ Northern Virginia Family Service acquired its 1st emergency homeless shelter in 2009 through merger
- ▶ Early adopter of Rapid Re-Housing
- ▶ Re-tooled policy, process and staffing
- ▶ Changed the conversation internally and externally
- ▶ Primary provider of Prevention in multiple jurisdictions
- ▶ Leadership role in early versions of “Coordinated Intake”
- ▶ FY15 awarded additional emergency shelter and Housing Location contract

Learning from Data

- ▶ Shift in focus from “occupancy” and “bed nights” to Length of Stay and Exits to Permanent Housing
- ▶ Resist the urge to establish a “one size fits all” response
- ▶ Problem solving in a competitive rental market with limited Rental Assistance
- ▶ Shifts in data since re-tooling for HFA and Coordinated Entry
- ▶ Transition to community learning from data
- ▶ Organizational use of data analytics to make better resource allocation decisions



Questions?