Preliminary System Performance Results
Presentation to Santa Cruz Homeless System Providers

Tracy Bennett & Katharine Gale
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www.focusstrategies.net
About Focus Strategies

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

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

- **START**
  - Stakeholder Engagement & Baseline Assessment
  - Research Conducted
  - March 2019

- **Baseline Assessment**
  - Report & Short-Term Action Plan
  - Issued
  - August 2019

- **Initial System and Project Performance Analysis**
  - (SWAP) Completed
  - November 2019

- **Target Implementation of Interim Recommendations**
  - January 2020

- **Governance Structure & Draft System Design**
  - Completed
  - February 2020

- **Action Plan Issued**
  - April 2020

- **END**
  - New Homeless Response System Implemented/Ongoing Evaluation and Adjustment

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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
7. Returns to Homelessness
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

![Bar chart showing data quality for different categories: Shelter, TH, RRH, and PSH. The chart indicates the percentage of unknown values in each category, with Shelter having 11% unknown, TH having 3%, RRH having 1%, and PSH having 35% unknown. The legend differentiates between Prior Living (in red) and Exit Destination (in orange).]
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

- Shelter: 48%
- TH: 79%
- RRH: 50%
- PSH: 76%
Literally Homeless Entries: Emergency Shelters Only

- Unhsheltered/ES: 48%
- TH: 1%
- Institutional: 9%
- Housed: 14%
- Family/Friends: 21%
- Other/Unknown: 7%
## Variability in Entries Across Shelters

<table>
<thead>
<tr>
<th>Entered From</th>
<th>Project Low</th>
<th>Project High</th>
<th>Project Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literal Homelessness</td>
<td>9%</td>
<td>75%</td>
<td>48%</td>
</tr>
<tr>
<td>TH</td>
<td>0%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Institutional</td>
<td>0%</td>
<td>48%</td>
<td>9%</td>
</tr>
<tr>
<td>Housed</td>
<td>4%</td>
<td>64%</td>
<td>14%</td>
</tr>
<tr>
<td>Family/Friends</td>
<td>2%</td>
<td>55%</td>
<td>21%</td>
</tr>
<tr>
<td>Other/Unknown</td>
<td>0%</td>
<td>22%</td>
<td>7%</td>
</tr>
</tbody>
</table>
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

- Shelter: 9%
- TH: 41%
- RRH: 44%
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!