

# How Are We Doing?

## Performance Measurement and Data Strategies for Improving Our Response to Homelessness

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Rialto, CA

# Welcome, Data Ambassadors!



# Workshop Outline

- The importance of using our data
- Understanding key performance measures in the homeless system
- Examples of ways other communities are using data
- Steps to building a data-driven approach
- Local Discussion: What's next?

# Why is data so important?

- Makes clear what is working and we should do more of
- Helps us understand what is not working, or for whom it's not working as well
- Helps us set concrete goals and clear targets to work towards
- Helps make the case to funders and the public
- Lets us make smart decisions about where and how to invest limited resources

***Data isn't the only thing, but without it we're just guessing!***



# Why is data scary?

- Worry we won't understand it
- Concern that it will be manipulated
- Worry that it will overshadow the human side of what we do
- Worry that it might show something we are doing is bad or wrong



**We use data all the  
time!**

# We use data all the time...

How did you decide when to leave today?

Menu

Highland, California

850 E Foothill Blvd, Rialto, CA 92376

Add destination

Route Description	Time	Distance
Fastest route, the usual traffic	18 min	12.9 miles
via CA-210 W and W 5th St	19 min	12.9 miles
via I-10 W	21 min	16.0 miles

850 East Foothill Boulevard

VALLEY COLLEGE

Santa Ana River

Satellite

Google

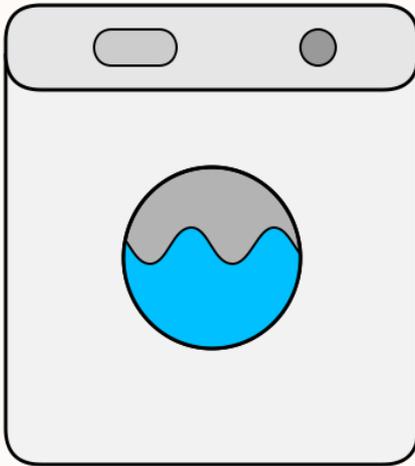
# We use data all the time...



# We use data all the time...

Which of these is a better deal?

**\$800** before **\$150** rebate

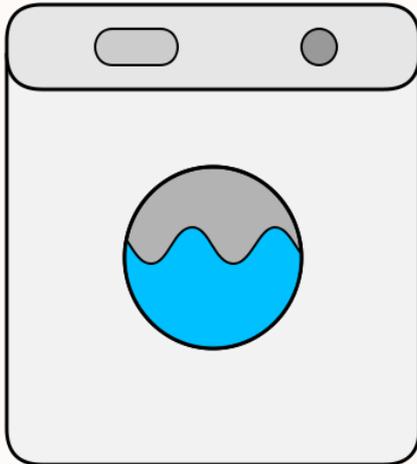


**Take 30%** of our **\$1,000** price



# AHA! What else would you want to know...?

\$800 before \$150 rebate



Take 30% of our \$1,000 price



# Decisions = Data + .... Our Values

- Data points don't work in isolation –sometimes we need to use them together
- Data alone can't guide our decisions
- We have to know what we care about , what we want to achieve

We have to know what we are trying to achieve to know how to use our data.

# 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."

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

# System Performance Measurement

HUD performance measures reflect our shared system **values**

1. The Length of Time Persons Remain Homeless
2. The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness
3. Number of Homeless Persons
4. Employment and Income Growth for Homeless Persons in CoC Program-funded Projects
5. Number of Persons who Become Homeless for the First Time

# System Performance Measurement

Performance measurement is much more useful when we have something to measure it against.

Look at trends, are we improving?

For whom?

Tracking Improvement is good, but setting targets is even better!

Goals should be set for improvement against current performance

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

# System Performance Measurement

- Not every program type has the same goals, even though they are using the same measures
- Need goals and measures for the parts of the system and how they contribute to the whole
- Example: 70% exits to Permanent housing for the system but...
  - RRH expectation = 80% of exits to Permanent Housing
  - Shelter expectation = 50% of exits to Permanent Housing

# Set Stretch Goals with Interim Targets

Example:

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

current performance – 20%

- 2018 goal – 30%
- 2019 goal – 40%
- 2020 – reach 50% goal

# Decision Makers

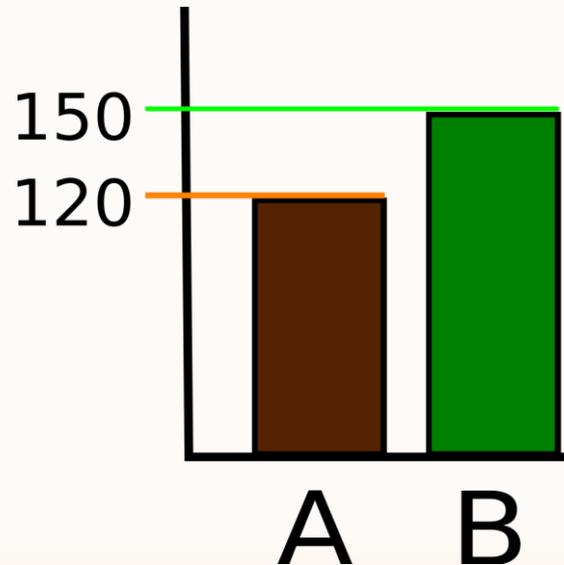
- Should be deeply involved in establishing the goals and know how to read them
- Should be accountable to using the measures to inform how they invest resources
- Should communicate and message to the whole system and broader community

# The data doesn't matter if you don't use it!

- Make the data understandable
- Make the data shared
- Make everyone CARE

# What people quickly understand

- **Directions:** Up, Down
- **Relative Size:** Bigger, Smaller, Fewer, More
- Position, shape, symbols, color, .... But caution...





# What does this say?

		Baby animals		Adult animals		Control*	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Experiment 1	Cute	4.8 <sub>a</sub>	0.6	4.2 <sub>b</sub>	0.8		
	Infantile	4.8 <sub>a</sub>	0.7	2.7 <sub>b</sub>	0.6		
	Pleasant	4.5	0.7	4.4	0.8		
	Exciting	2.0	1.0	2.0	0.9		
Experiment 2	Cute	5.0 <sub>a</sub>	0.3	3.8 <sub>b</sub>	0.4	2.2 <sub>c</sub>	0.8
	Infantile	5.0 <sub>a</sub>	0.4	2.3 <sub>b</sub>	0.7	1.8 <sub>b</sub>	0.7
	Pleasant	4.5 <sub>a</sub>	0.7	4.2 <sub>a</sub>	0.3	5.0 <sub>b</sub>	0.5
	Exciting	1.9	0.9	2.1	0.8	2.1	1.0
Experiment 3	Cute	5.0 <sub>a</sub>	0.7	3.9 <sub>b</sub>	0.6	2.6 <sub>c</sub>	0.6
	Infantile	5.0 <sub>a</sub>	0.6	2.5 <sub>b</sub>	0.7	2.1 <sub>c</sub>	0.7
	Pleasant	4.7 <sub>a</sub>	0.7	4.1 <sub>b</sub>	0.7	3.0 <sub>c</sub>	0.7
	Exciting	3.0 <sub>a</sub>	1.3	2.8 <sub>a</sub>	1.0	1.9 <sub>b</sub>	0.9

\*Pleasant foods (Experiment 2) or neutral objects (Experiment 3).

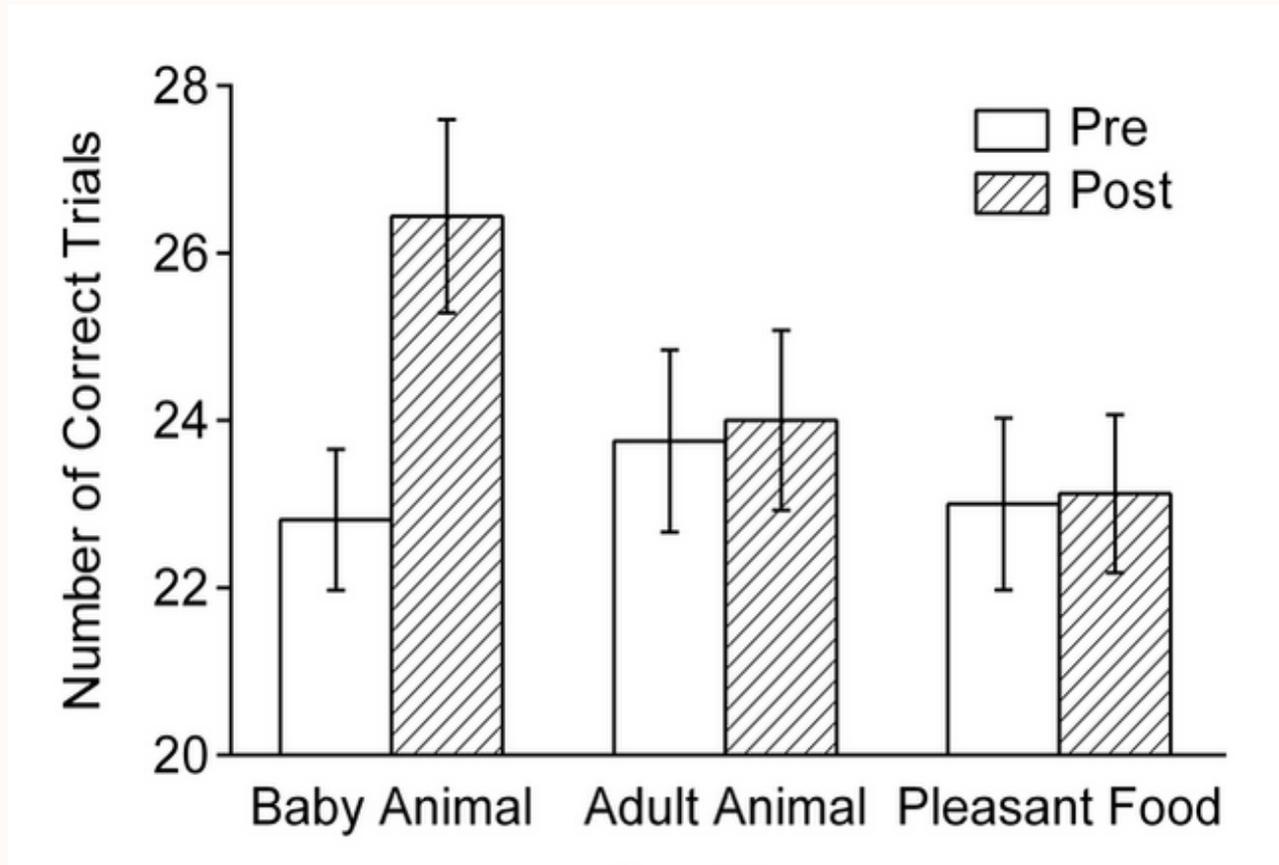
Note. Ratings were made on 6-point scales (from 1 = *not at all* to 6 = *very much*).

Means in the same row that do not share subscripts differ at  $p < 0.05$ .

doi:10.1371/journal.pone.0046362.t001

<http://www.washingtonpost.com/blogs/wonkblog/wp/2012/10/01/want-to-increase-your-productivity-study-says-look-at-this-adorable-kitten/>

# What does this say?



<http://www.washingtonpost.com/blogs/wonkblog/wp/2012/10/01/want-to-increase-your-productivity-study-says-look-at-this-adorable-kitten/>

Aren't studies great??

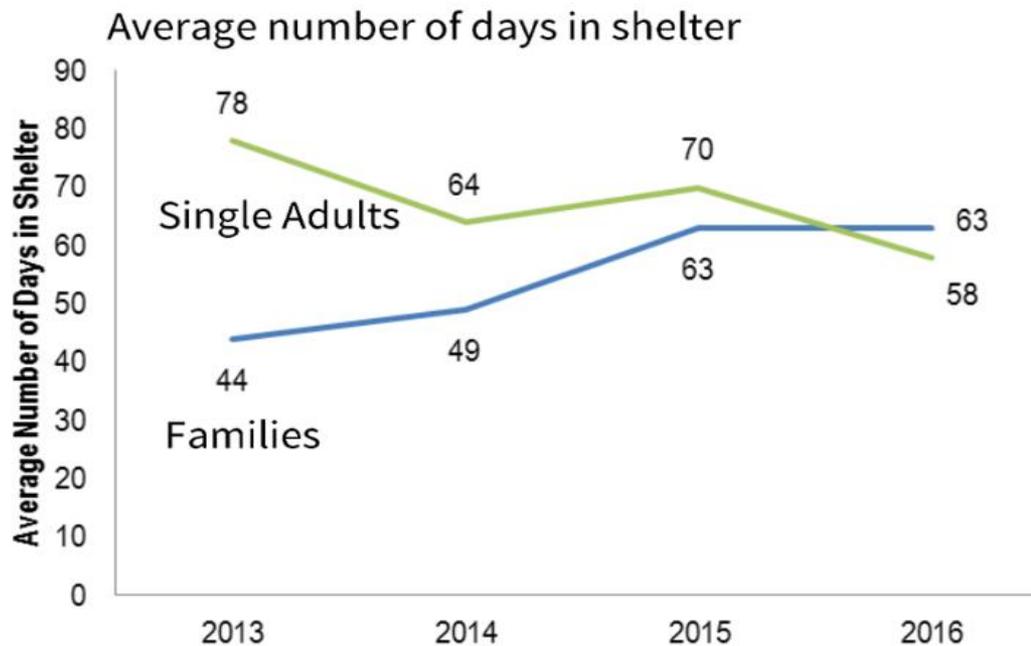


OK,  
Let's look at some data!

# 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.**

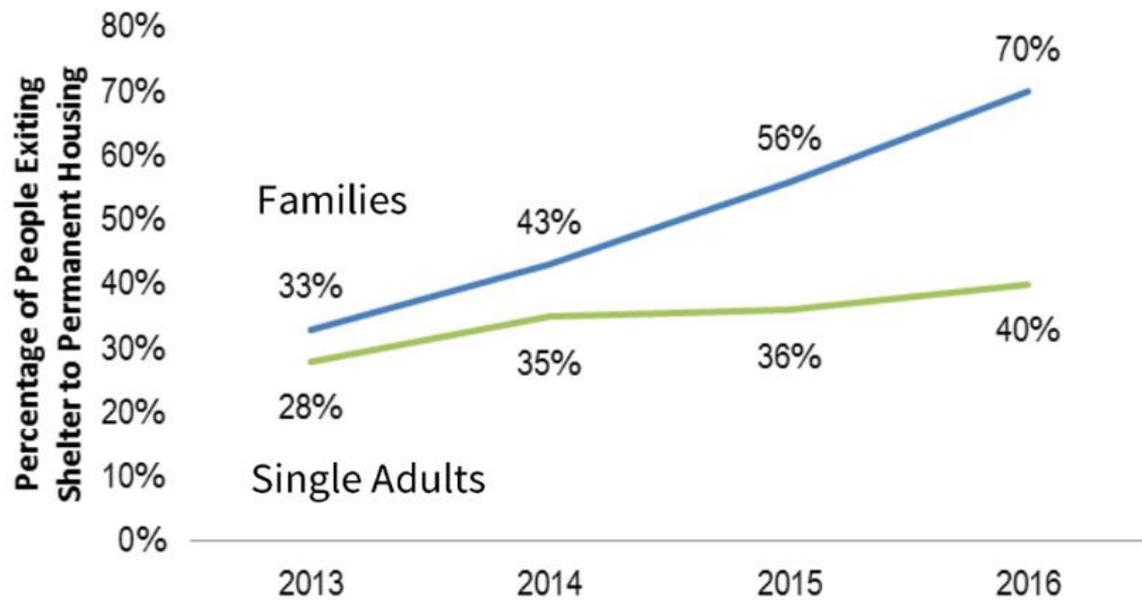


# YOUR WAY HOME IMPACT REPORT

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

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

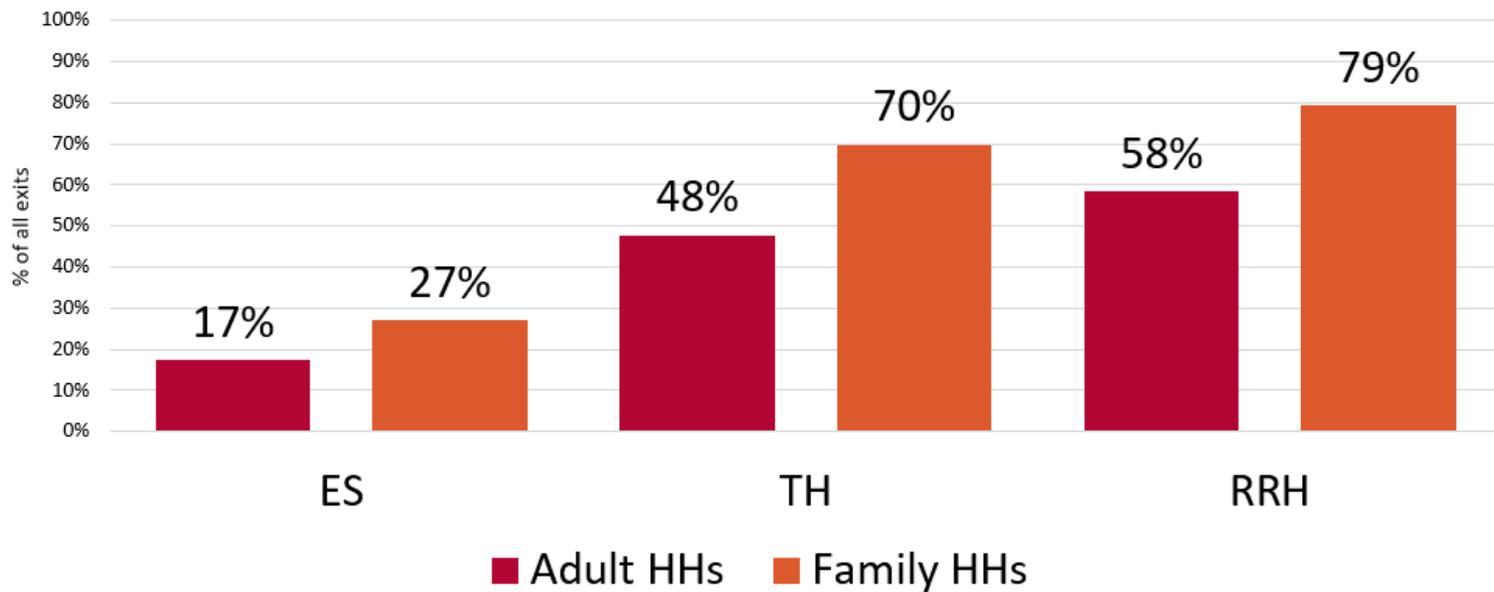
Percent of exits directly from shelter to permanent housing



# Data on performance outcomes: Program Type

## San Mateo County, CA

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



# Data on performance outcomes: by Program

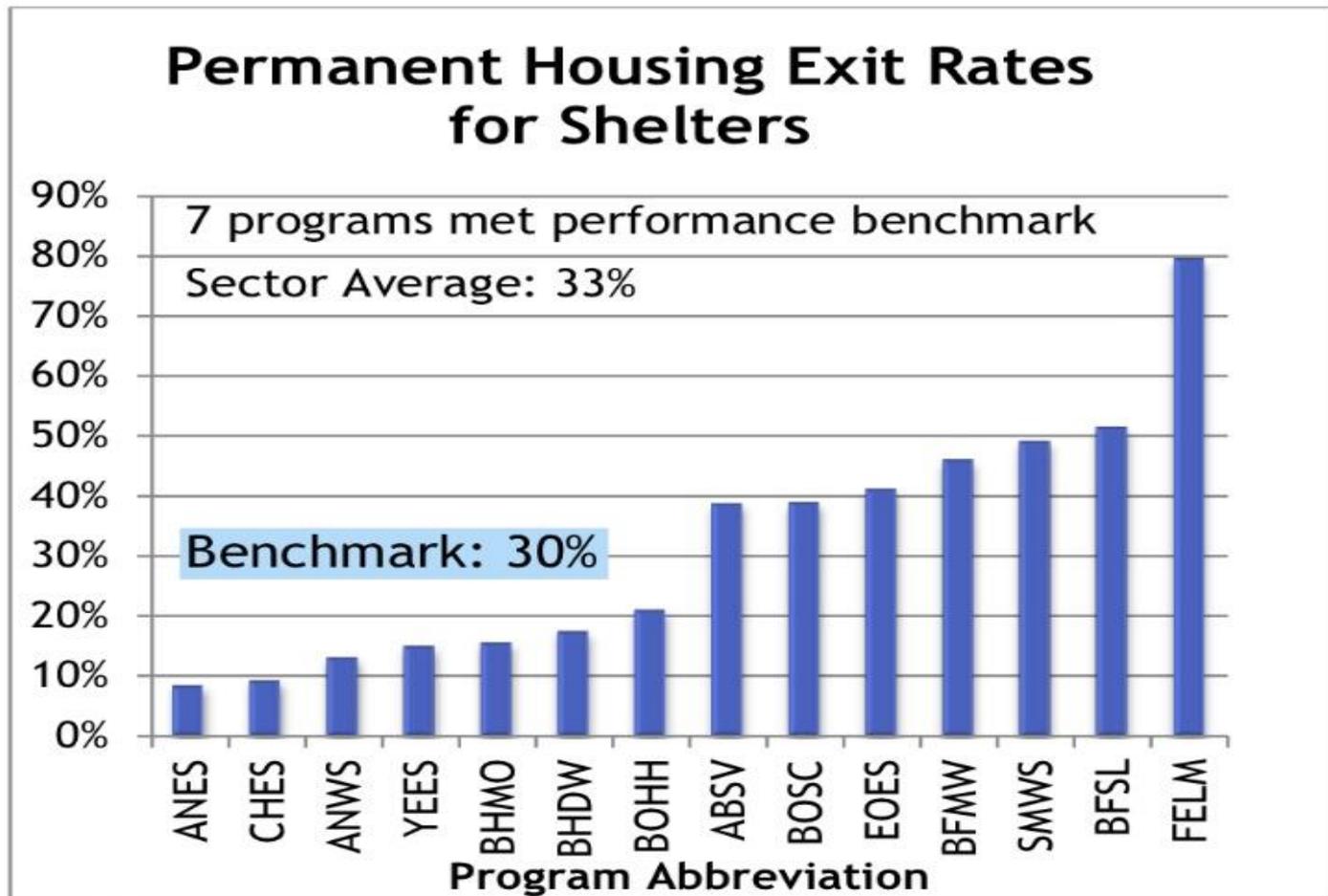


Figure 2 Source: InHOUSE Report "Outcomes " 2/3/2012 (run for Shelter sector and co

# Data on Cost

How many outcomes can we buy?

CoC Funding		FMR 1 bdrm - \$957/month = \$11,484/year					
Rental Assistance \$s		# New units/households					
		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yrs
\$1,000,000	PSH	87	0	0	0	0	87
\$1,000,000	RRH	87	87	87	87	87	435

# Online Dashboard Samples

All Home King County, WA

[www.allhomekc.org](http://www.allhomekc.org)

Connecticut Coalition to End Homelessness

<http://cceh.org/data/interactive/> (RRH)

San Diego Regional Task Force on the Homeless

<http://www.rtfhsd.org/resource-library/regional-reports/homeless-dashboard/> (Entry, Exit)

All Chicago

<https://allchicago.org/dashboard-to-end-homelessness>  
(Veteran's benchmarks)

# Critique...

- What did you like about what you saw?
- What didn't you like?

# Data Use 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

Don't put your data into solitary



# 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

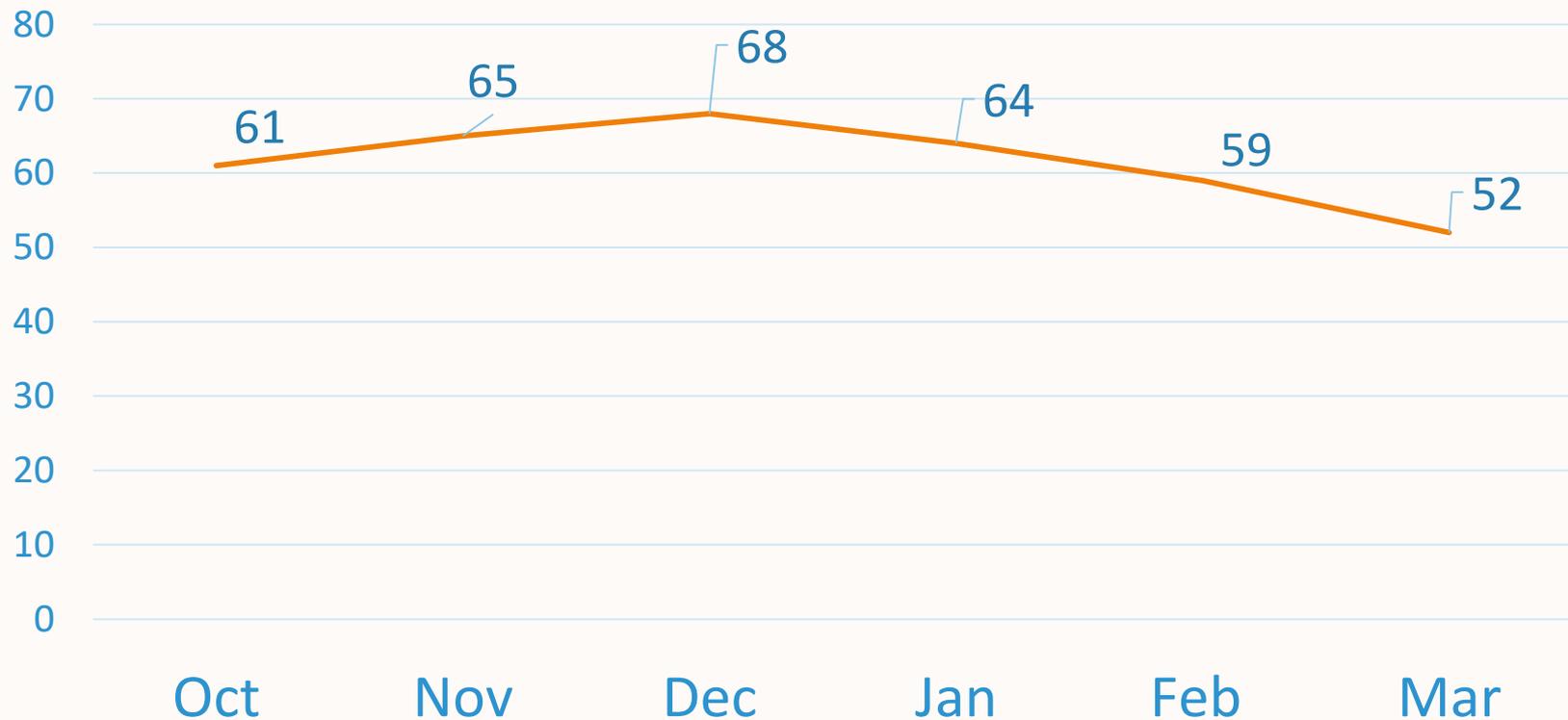


- Quality improves



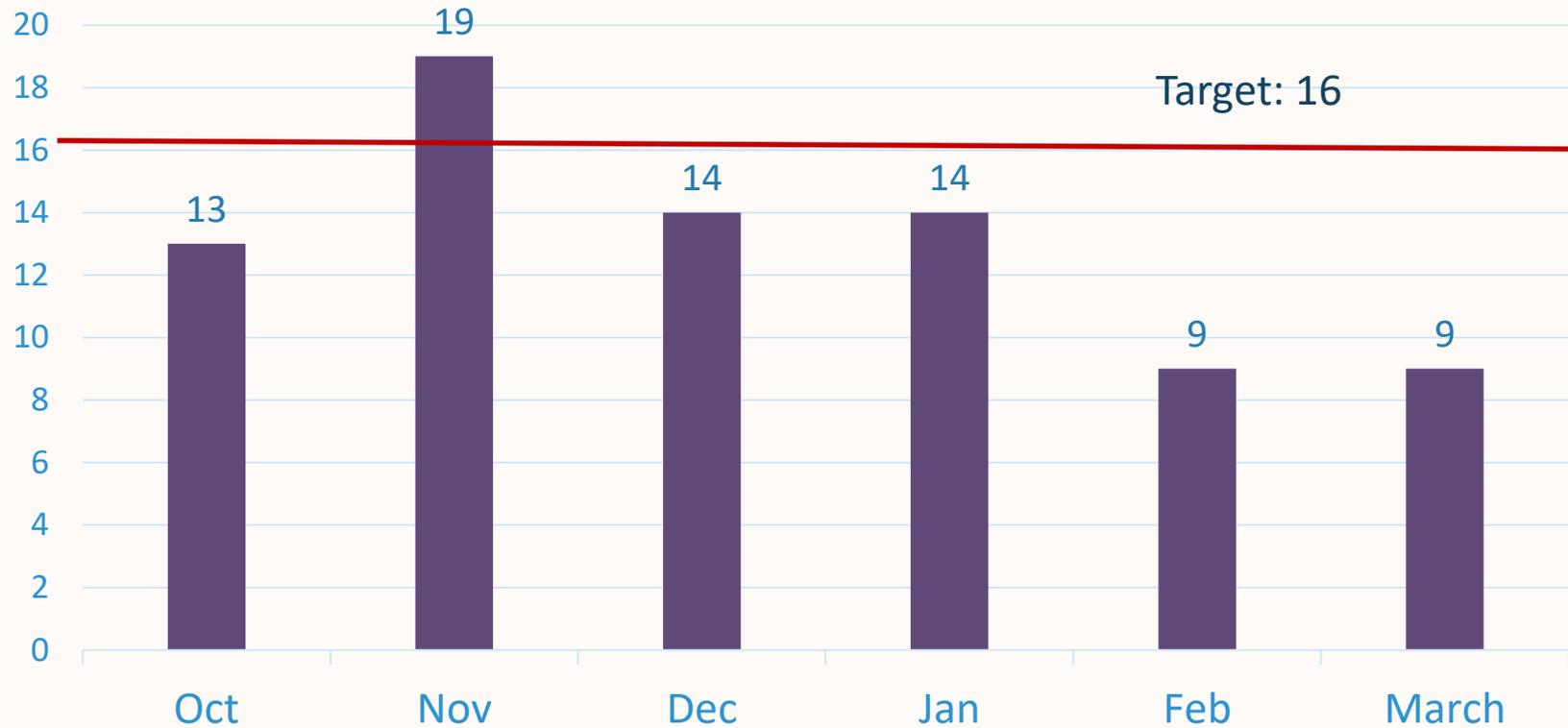
# Another way to look at it...

## Unsheltered Veterans



# Another way to look at it

## Veterans housed



# Some of your data...

## Coordinated System Report to ICH

March 15 2018- April 15 2018

*Pathways Home is San Bernardino County's groundbreaking collaboration between more than 30 agencies within the Homeless Partnership with the express purpose of creating sustainable, cost-effective, client centered pathways out of homelessness and for prevention of homelessness. We define Ending Homelessness as the time when more people are exiting a state of homelessness than entering it.*

### **CES Functions**

211 CES staff perform Street Outreach, Assessments, Case Conferencing, Follow-up, Care Coordination, referral of clients to appropriate agencies in a formal HMIS process, data entry, training, and often, leveraging rapport built from initial and ongoing engagement, act as arbiters when other efforts stall.

### **Data for March 15-April 15 of 2018**

Assessments performed: 166

Households housed: 13

Total households currently enrolled in a housing provider program: 73

Total referred to a housing provider but not yet enrolled: 200

### **Currently**

Total in bridge housing: none that we are aware of

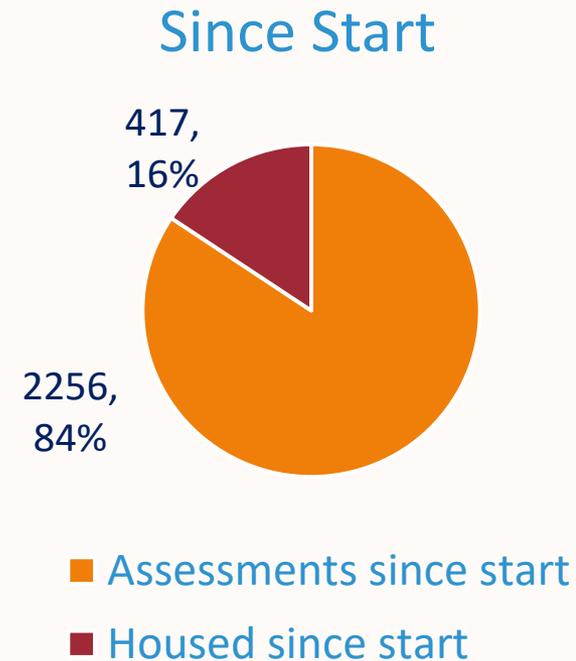
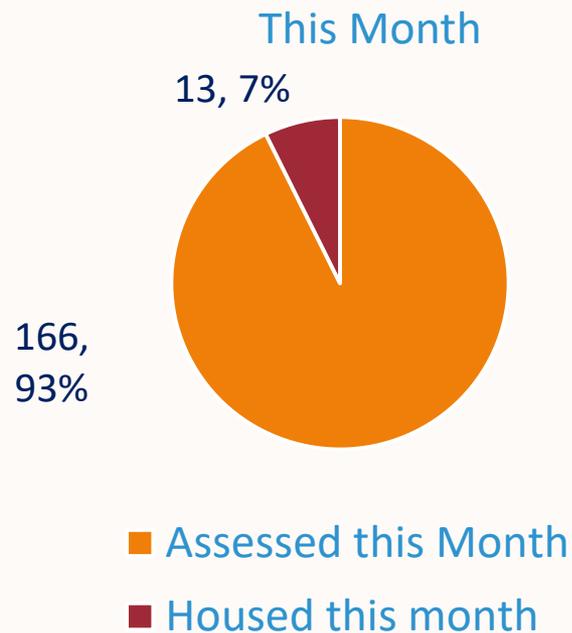
Total in Emergency Shelter: 26

### **Totals since CES launch, November 1, 2016**

Assessments performed: 2256

Households housed: 417 (19% of assessments performed)

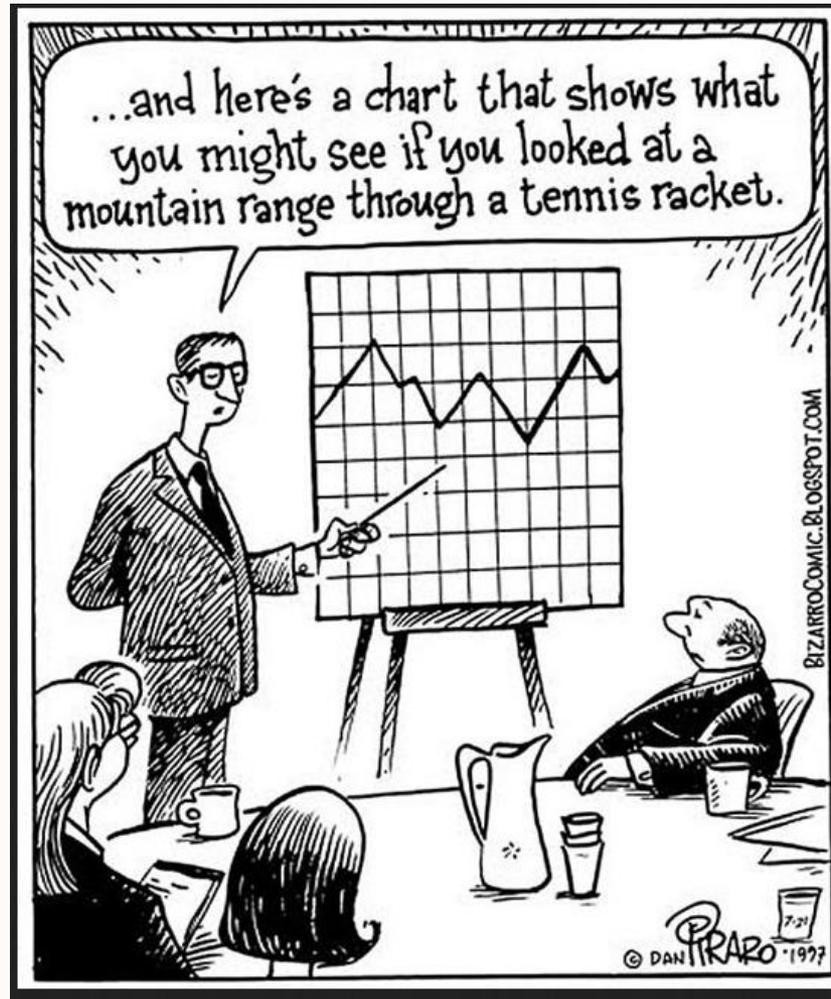
# Another way to look at it...



# What's most important?

- Clear, agreed upon and well-defined measures
- Goals and targets!
- Ability to read and understand the information
- Frequent measurement
- TALK ABOUT IT!
- Ultimately, use the data to hold yourselves and the system accountable to what you are trying to achieve

# Make sure the data is actionable



# How often do you measure...?



# Frequency is important

- Don't wait until once a year or even once a quarter to see how you did previously
  - Ex: performance reviews....
- What do we want to know more frequently?
- When will you act on it?
- We learn as we use it, over time it becomes easier to use

# Make your data motivating!

- How are **We** Doing?
- How am **I** doing?

**THIS JOB  
HAS WORKED**  
**101** DAYS  
**WITHOUT AN ACCIDENT**



# Discussion

- How are you using data right now?
- Best example of something you have done that was data driven?
- What is keeping you from having the data you need?

# Next Steps

- One thing we can do as a community to increase our use of data
  
- One thing I can do in my agency to increase the use of data

You're not alone...

