



# **System Performance Measurement Results & Homeless System Planning Project Update**

**Presentation to Santa Cruz County Board of Supervisors**

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**March 10, 2020**



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

## Overview of Presentation

1. Review: “systems approach” to addressing homelessness
2. Summary results of Focus Strategies system performance analysis
3. Summary of system design and implementation work group results
4. Next steps: Action Planning Process
5. Questions and Answers

## System Approach

### Goal: Create a Homelessness Response System

Move from a loosely coordinated collection of programs and activities that address *some* homelessness, to a strongly coordinated system that strategically prioritizes resources to address *all* homelessness.

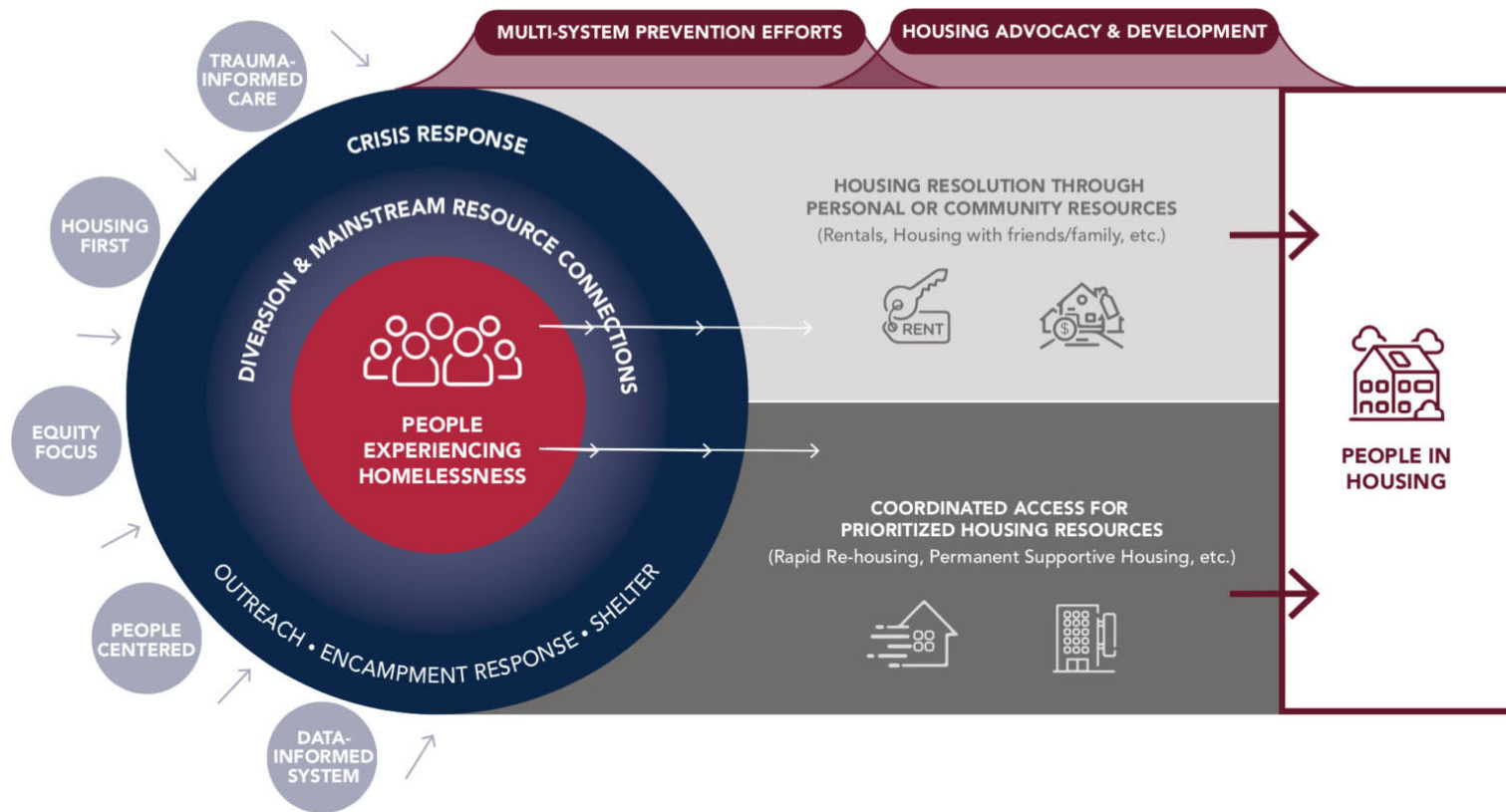
## Why Do You Need a System Approach?

- Programs alone cannot solve the problem
- Limited resources requires joint decision-making shaped by shared goals
- Need to know how you are investing your funds, who is being served, and what the results are
- Creates accountability for all stakeholders

## When You Have a System

- There are shared objectives all stakeholders agree upon; and:
  - Resources are aligned to achieving shared objectives and outcomes
  - Programs are designed to achieve shared objectives
  - Data is analyzed to understand whether objectives are being met and make adjustments to improve results
- There is a clear structure and process for making decisions about the community's response to homelessness that is understood by everyone
- Each person who experiences homelessness receives a timely and calibrated response that sets them on a pathway towards a housing solution

# Systems Approach



# Scope of Work and Timeline





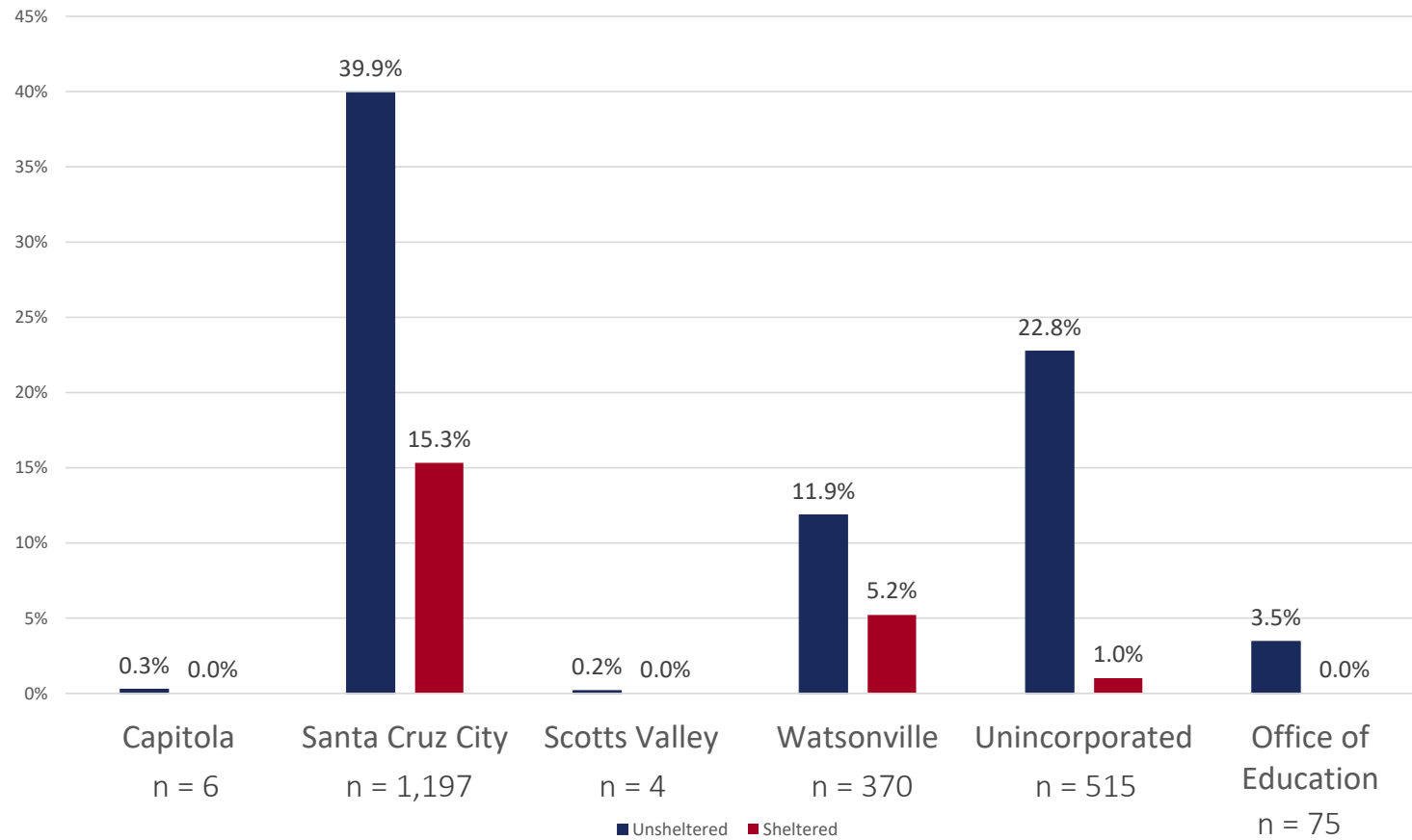


## **System Performance Data**

# 2019 PIT Count: People Experiencing Homelessness Countywide

	# of People	Percentage
Unsheltered	1,700	78.4%
Sheltered	467	21.6%
<b>Total Number of People</b>	<b>2,167</b>	
	# of People	Percentage
Age		
Adults (24 and up)	1,273	58.7%
Transition-Aged Youth (18-24)	594	27.4%
Children under 18	300	13.8%
Chronically Homeless	403	18.6%

# 2019 PIT Count: People Experiencing Homelessness by Jurisdiction



## 2019 PIT Count: Household Composition

Household Type	# of People	Percentage
Adult Only	1,280	88.9%
Family (Adults and Children)	122	8.5%
Unaccompanied Minors	38	2.6%
<b>Total</b>	<b>1,440</b>	

# Performance Measurement

## Analysis of performance data:

- Tells us how effectively the system as a whole is helping people move from homelessness to housing;
- Shows the relative effectiveness of individual programs
- Informs decisions about:
  - Where to target efforts and investments to become more effective
  - How to prioritize system and program resources
  - How to achieve continuous improvement

# Performance Measurement

## Systemwide Analytics and Projection (SWAP):

- Tool developed by Focus Strategies in partnership with the National Alliance to End Homelessness
- Uses local data from Homeless Management Information System (HMIS), Housing Inventory (HIC), program budget data
- Produces analysis of system and project performance measures
- Helps communities understand what they are accomplishing
- Gives communities a method for estimating the impact of changes to the system, using predicting modeling

# Performance Measurement

## How Was SWAP Used in Santa Cruz?

- Data Gathering - July to September 2019
- Generated results at project and system level – October 2019
- Met individually with provider organizations – Oct. 31 and Nov. 1, 2019
- Presented draft system results to providers – December 4, 2019
- Data clean-up – January 2020
- Revised results generated – February 2020

# Performance Measurement

## What Types of Programs Are Included?

Project Type	# Projects	Single Adult Beds	Family Units
Emergency Shelter (year-round)	7	106	40
Emergency Shelter (seasonal)	2	160	0
Transitional Housing	4	40	30
Rapid Rehousing	12	36	41
Permanent Supportive Housing (Single Site)	2	15	0
Permanent Supportive Housing (Scattered Site)	8	417	44
<b>Total</b>	<b>35</b>	<b>729</b>	<b>158</b>



## What are Measures of Performance?

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

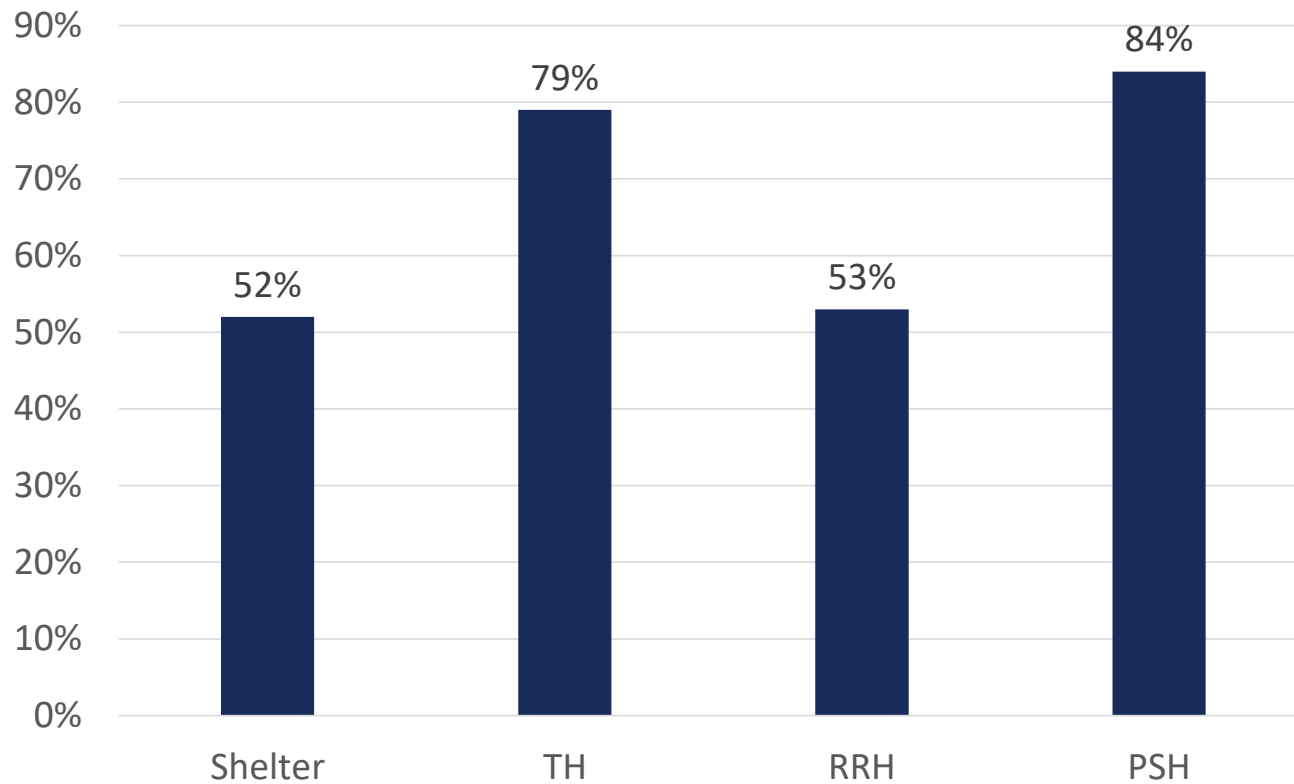
- HMIS data quality and completeness poses challenges
- Improving overall data quality will involve attention to many factors, including:
  - Missing and unknown values for prior living situation and exit destination
  - Incorrect information (date of birth, entry date, gender, race)
  - Unrecorded exits from programs
  - Inconsistencies between the HIC and HMIS
  - Projects that do not enter data into HMIS

# Performance Measurement

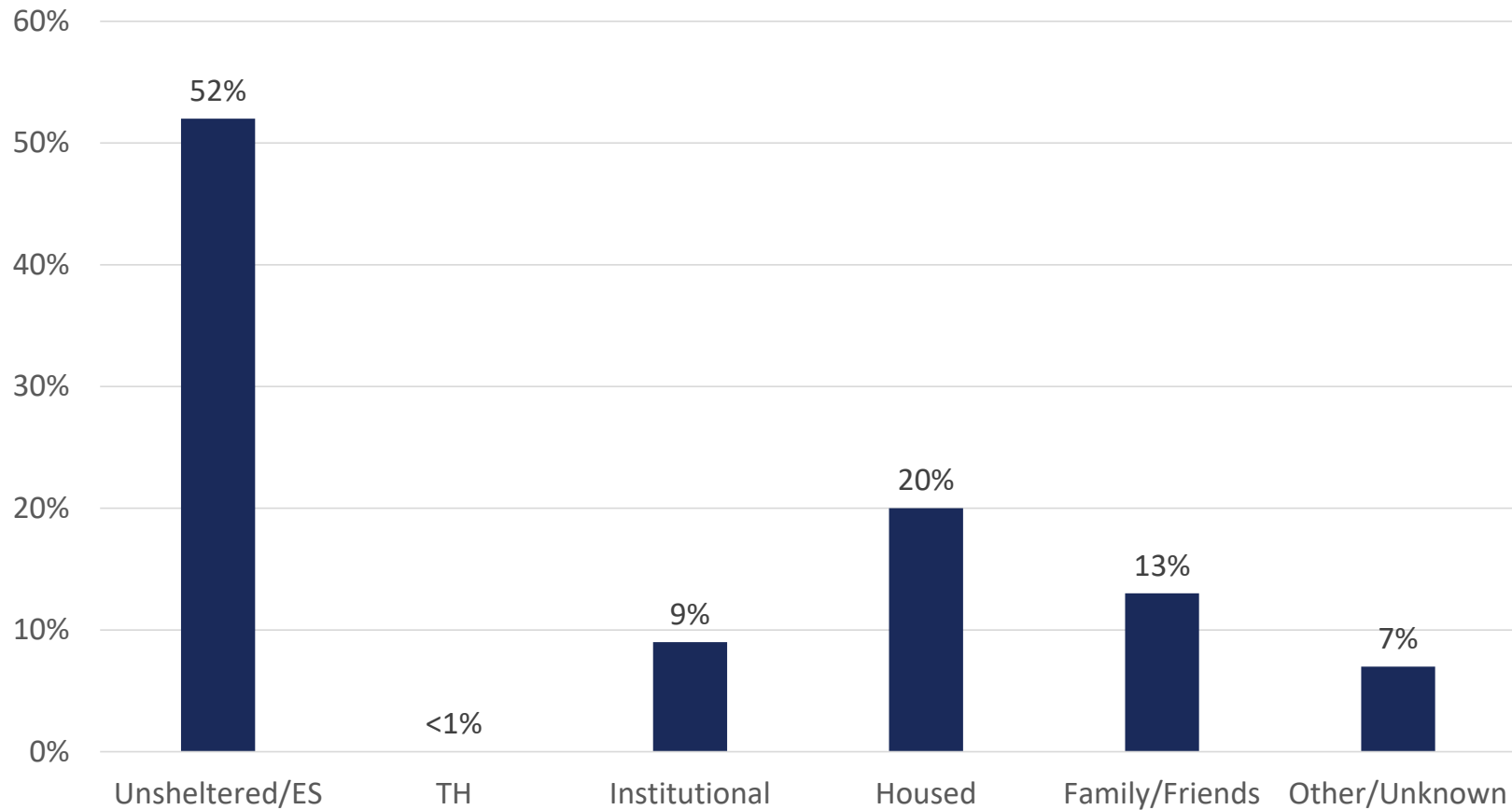
## Living Situation of People Who Enter Homeless Programs

- Are available beds/units being filled by people who are living outside or in emergency shelter (“literally homeless”)?
- Measures system accessibility and targeting
- Critical to have high performance on this measure if the community wants to reduce unsheltered homelessness
- Strategies to serve people who are not yet literally homeless include prevention and diversion/problem-solving

# People Entering Who Were Literally Homeless: All Program Types



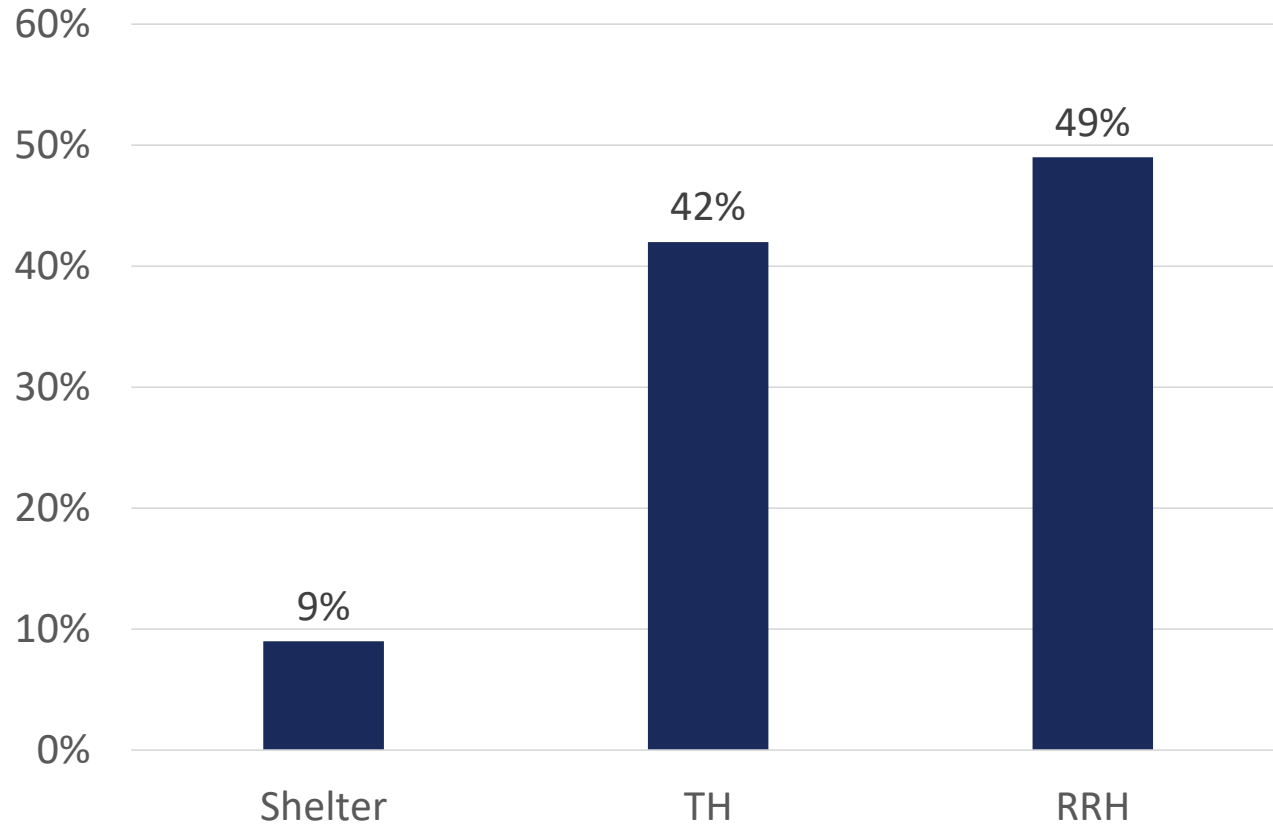
# Living Situation at Entry: Shelters Only



## People Who Leave Programs and Enter Housing

- When people leave programs, do they secure housing?
- Assesses the degree to which programs are helping people end their homelessness
- Helps identify program and system design challenges
- Helps identify opportunities to reduce homelessness without adding new temporary beds

# Rate of Exit to Permanent Housing

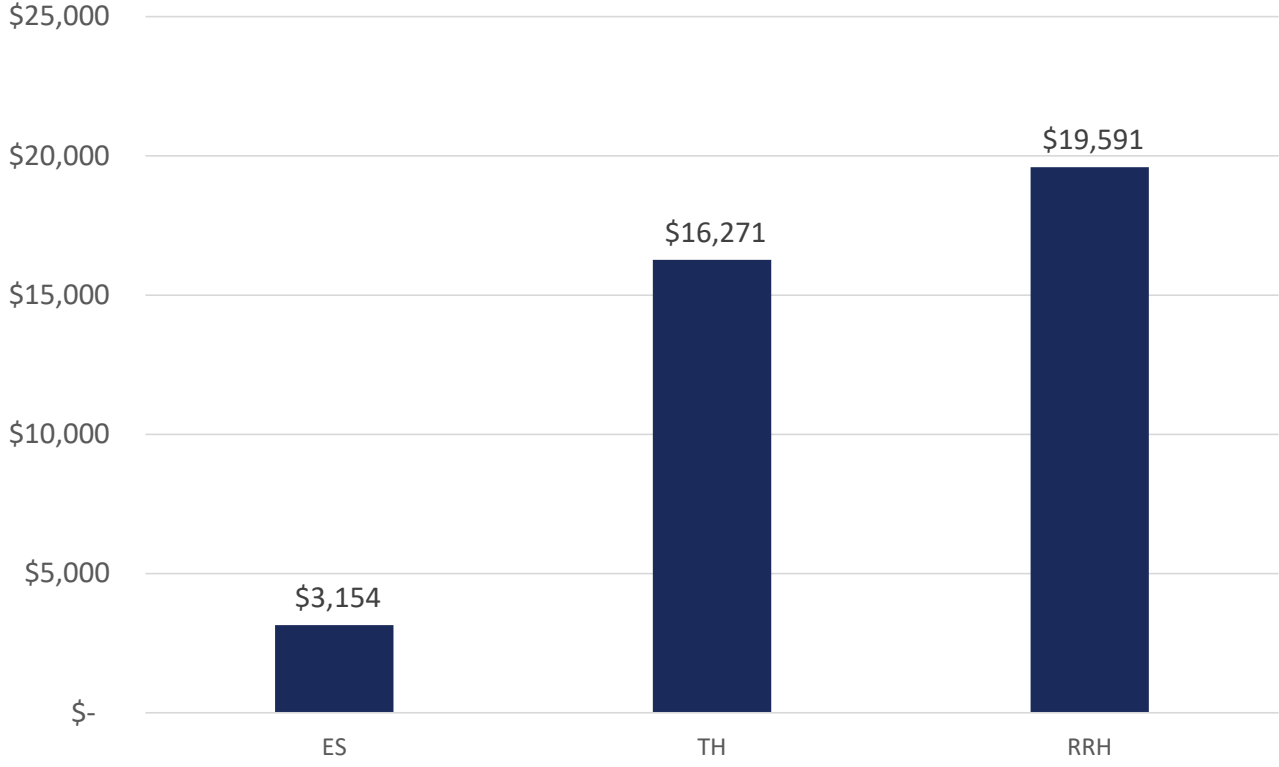


## How Cost Effective Are Homeless Programs?

- Are programs yielding strong results in relation to investment?
- Typically communities consider the cost per unit or bed
- To be more performance-oriented, measure the cost for person or household to secure housing when they leave the program (cost per successful exit)
- Helps identify whether system resources are being invested effectively



# Average Cost per Household Exit to Permanent Housing



# Performance Measurement

## Summary of Key Areas in Need of Improvement

- Increase program participation in HMIS and improve data quality across the board
- Improve rate at which literally homeless people are accessing homeless programs
- Improve the system's ability to help people in homeless programs secure housing when they leave

## How Does Santa Cruz County Compare?

- Similar to other communities where Focus Strategies has conducted SWAP analysis:
  - Challenges with access to programs for people who are literally homeless
  - Significant variability in performance among programs (“superstars” and “low performers”)
- Unusual findings in Santa Cruz
  - Programs are helping people enter housing at lower than typical rates
  - Rapid rehousing is underperforming in relation to transitional housing



## **System Design and Implementation Work Groups**

# System Design and Implementation Work Groups

## Work Group Progress Report

Between September 2019 and February 2020, Focus Strategies facilitated four work groups that were convened to begin implementation of the short-term recommendations from the Baseline Assessment:

1. Implement systemwide Diversion practice and refine Smart Path
2. Build capacity of shelters to deliver housing-focused services
3. Coordinate and standardize outreach efforts
4. Complete work of the Governance Study Group

# System Design and Implementation Work Groups

## Systemwide Diversion and Smart Path Refinement Work Group

- Developed implementation strategy and proposal to integrate problem-solving (diversion) into Smart Path
- Developed recommendation for more effective prioritization strategy for housing resources;
- Presented proposals to stakeholders for input and refinement
- Conducted an Introduction to Diversion training for providers and other interested stakeholders

# System Design and Implementation Work Groups

## Housing Focused Shelter Work Group

- Assessed what is working and where there are gaps in the existing programs' ability to help shelter residents secure housing
- Conducted focus groups with shelter residents;
- Identified priorities for implementation:
  1. Increase housing-focused case management/advocacy in shelters;
  2. Create flexible funding pool to support housing exits;
  3. Increase shelter provider capacity; provide more training and develop a peer learning collaborative

# System Design and Implementation Work Groups

## Outreach Services Work Group

- Created inventory of existing outreach programs (mobile outreach, drop-in services)
- Identified:
  - Goals and purpose of effective outreach
  - Measures for assessing outreach effectiveness
  - Strategies to increase impact of outreach

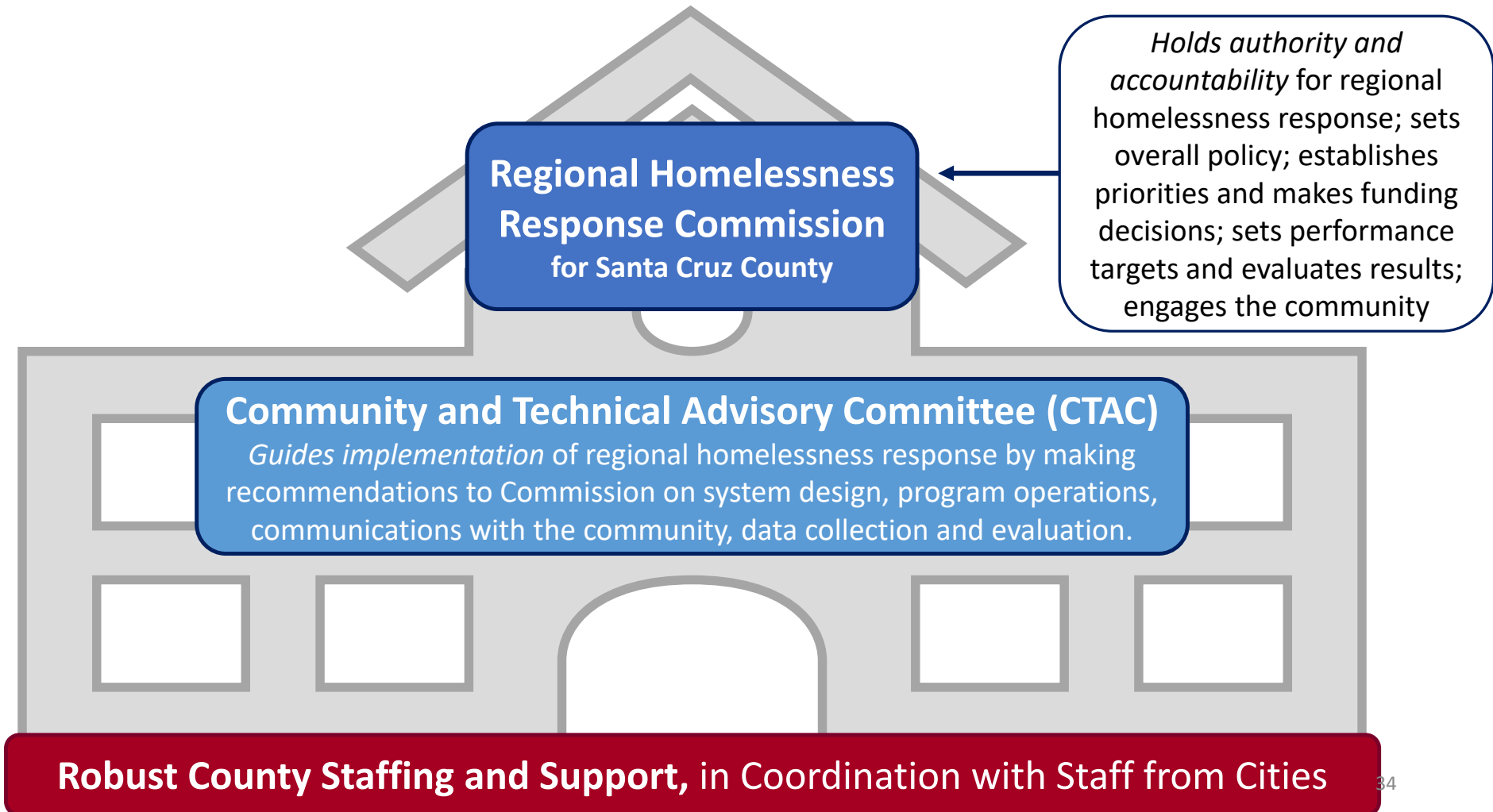


# System Design and Implementation Work Groups

## Planning, Governance, and Communications Work Group

- Building upon work of Governance Study Committee (2017)
- Developed proposal for new governance body that will design, direct and evaluate a coordinated, countywide response to homelessness
- Proposal includes recommended scope of decision-making, structure, and input processes

# Proposed Structure for Regional Homelessness Response



# System Design and Implementation Work Groups

## Focus Groups with People Experiencing Homelessness

- Two focus groups in May 2019; three in December 2020
- Key findings:
  - People report feeling increasingly unwelcome in the community
  - Accurate and up-to-date information about resources is urgently needed not consistently available
  - Case management to help meet needs is inconsistently offered or available; finding someone to help with advocacy seems to be based largely on luck or persistence



## Action Planning

# Action Plan Development

## Next Steps: Strategic Action Planning

- March 26/27, 2020 – Kick Off Convening to begin planning process
- April 2020 – Conduct predictive modeling, meet with ad hoc planning groups
- May 2020 – Draft plan completed and discussed with stakeholders
- June 2020 – Plan finalized and presented to this Board

# Action Plan Development

## Strategic Action Planning Goals

The final phase of the Focus Strategies engagement will be to develop a Strategic Action Plan by June 2020:

- Builds upon and refines the *All In Plan*
- Affirms the need for a coordinated regional homelessness response system
- Integrates implementation work group recommendations
- 2-3 plan with prioritized actions and assigned leads
- Bridge for new governance structure
- Data driven priorities and investments

## What is Modeling?

- We can use SWAP, resource information, and community priorities to model the impact of different types of system changes, such as:
  - Adding emergency shelter bed capacity
  - Expanding targeted homeless housing programs (rapid rehousing and permanent supportive housing)
  - Adding new system initiatives, such as diversion
  - Improving system performance

# Predictive Modeling

## Example Scenarios

Scenario 1	Scenario 2
Add 40 shelter beds	Add 25 shelter beds
Percentage of beds serving literally homeless people increases 5% (from 50% to 55%)	Percentage of beds serving literally homeless people increases 25% (from 50% to 75%)
Rate of exit from shelter to housing increases 5% (from 10% to 15%)	Rate of exit from shelter to housing increases 15% (from 10% to 25%)
<b>Result:</b> 3% overall decrease in unsheltered population over one year	<b>Result:</b> 15% overall decrease in unsheltered population over one year



# Action Plan Development

## Strategic Action Planning Timeline

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## DISCUSSION