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NHSDC SPRING 2022 CONFERENCE

Expanding HMIS Capacity and Building a Staffing Model That Works

Presented by:

Mary Ann Priester, MSW, Management Analyst (She/Her)

Kim Sanders, MPA, JD, Management Analyst (She/Her)

NHSDC SPRING 2022 CONFERENCE
MINNEAPOLIS, MN | MARCH 28-30, 2022

LEARNING OBJECTIVES:

- Participants will be able to describe strategies for leveraging resources to expand HMIS capacity.

- Participants will be able to describe one approach to determining and specifying HMIS staff roles and responsibilities.

- Participants will be able to describe ways HMIS staff can support the use of HMIS data to inform system design, resource allocation, and policy development.

CHARLOTTE-MECKLENBURG

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE

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CHARLOTTE-MECKLENBURG COC

3,298
People actively experiencing homelessness in Charlotte-Mecklenburg as of March 31, 2021

$4,771,863
CoC funding awarded in FY2019 for planning, HMIS, Coordinated Entry and Permanent Housing projects

76%
People who exit into permanent housing do not return to homelessness within two years

STAFFING

STAFFING: WHAT IT WAS LIKE

- In 2014, Mecklenburg County created 2 data positions:
  - Management Analyst: HMIS Administrator
  - Housing and Homelessness Research Coordinator
- Federal reporting, data quality, privacy, project set-up, system maintenance
- Increasing efforts to build a data driven culture

STAFFING: WHAT IT WAS LIKE

- System Improvements: 2017
  - 2-1-1 becomes front door to the Coordinated Entry System
  - Movement to shift from a closed to an open HMIS system
  - Efforts to increase the number of HMIS Contributing Homeless Organizations
  - HMIS administrator begins to manage chronic homelessness "registry"

STAFFING: WHAT IT WAS LIKE

- Responsibilities
    - Design and implement data quality control protocols and procedures to improve the quality of HMIS data.
    - Ongoing monitoring and assessment of user and agency compliance with HMIS and HUD protocols including user correction when necessary.
    - Produce reports needed for: HUD reporting, Continuum of Care, other funders, Coordinated Entry Oversight Committee, Data Warehouse, Institute for Social Capital, and other audiences as needed.
    - Administer the HMIS grant, including responsibility for keeping up with licenses, billings from Michigan Coalition to End Homelessness, reporting to HUD, etc.

STAFFING: WHAT IT WAS LIKE

- Responsibilities
  - Provide technical assistance and training to HMIS users.
  - Monitor user agreements, CoC governance charters, client consent forms, interagency data sharing agreements, system-user agreements and user code of ethics policy.
  - Establish, monitor and regulate HMIS policies, protocols and procedures to ensure compliance with all HUD technical standards for the HMIS project.
  - Participate in NCHMIS Governance Committee

STAFFING: WHAT IT WAS LIKE

- Responsibilities
  - Facilitate data sharing.
  - Enhance HMIS procedure/ workflow manuals.
  - Serve on County required teams and committees
  - Stay knowledgeable of HMIS changes (and implications) driven by HUD and/or Mediware.

STAFFING: WHAT IT WAS LIKE

- System Improvements: 2018
  - Re-join Built for Zero Initiative: Data Lead
  - Build data sharing relationship with the Veterans Administration
  - Begin exploring was to better support VSPs
  - Build HMIS Help Desk

STAFFING: WHAT HAPPENED

HOW CAN WE GET ADDITIONAL STAFF?

- **Repurpose Existing Positions**
  - Management level staff was retiring
  - With a re-org, the role would no longer be needed
  - Advocacy to Director and HR resulted in repurposing the role into 2 positions. One was an HMIS Admin.
    - Challenges:
      - HR developed new classification
      - Job description provided an incomplete picture of the role
      - Currently working to re-classify the position

HOW CAN WE GET ADDITIONAL STAFF?

- **Apply for Additional Funding**
    - Determine where the position will be housed
    - Business justification for staff position need
    - Identify which projects are underspending funds and why
    - Determine which funds are able to be reallocated
    - Meet with projects to gauge willingness to release funding
    - Gain buy-in from the CoC
    - Reallocation + Expansion = New staff position/ enhanced HMIS
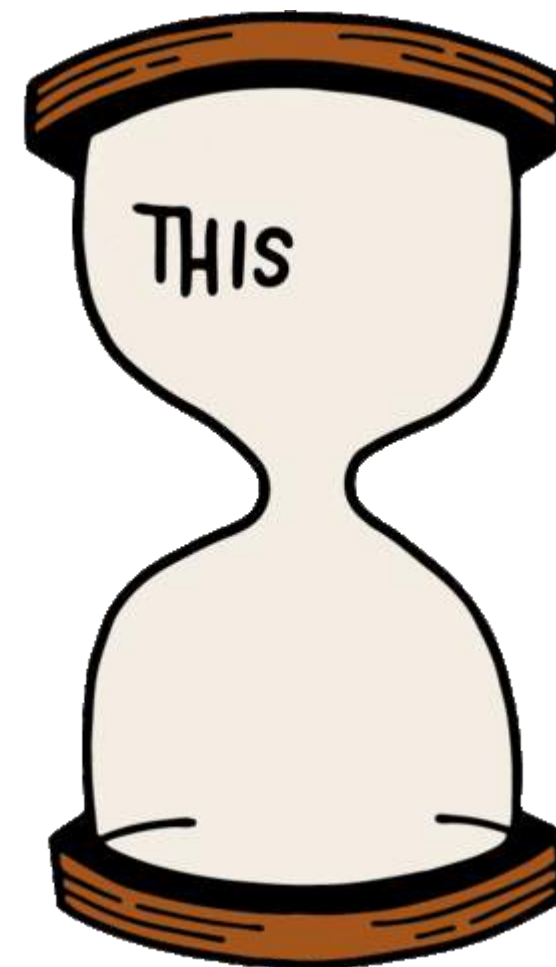
HMIS Community of Practice Workshop!

HMIS Local Team Structure/ Management: Determine best strategies and team structure/ management to maximize HMIS staff resources.

Strengths	Weaknesses
• Team has grown from 1 analyst to 2 analysts and an HMIS Administrator • Specialized skill sets • Clear guidance on HMIS roles	• Individual strengths are unclear • Vision for HMIS team has not been established
Opportunities • Designate staff to be experts in their area of focus instead of having multiple people focused on the same content area. • Improvement across all areas of HMIS management • Expand community impact through focused staff resource management.	Threats • Lack of clarity in roles, responsibilities, and expectations. • No clear strategy for workflow management. • External threat to HMIS management team because we need to be responsive to environmental changes.

HMIS STAFFING MODEL CHECKLIST

WHAT'S NEXT?

Goal: Develop and Implement HMIS Staffing Model				
Action Step	**Stakeholders Involved**	**Responsible Entities**	**Timeline**	**Completion/ Target Date**
Assessment of Staffing Needs	HMIS System Admin, Management Coordinator	HMIS System Admin	March 2018 – June 2018	June 2018
Gain Community Buy-in	CoC Lead Staff, CoC Members, CoC Fund Recipients, HMIS System Administrator	HMIS System Admin, CoC Lead Staff	June 2018 – July 2018	July 2018
Identify/ Apply for Funding	HMIS System Admin, CoC Lead Staff, Shelter Plus Care Supervisor, Homeless Services Division Director	HMIS System Admin, CoC Lead Staff	July 2018 – October 2018	October 2018

WHAT'S NEXT?

Goal: Develop and Implement HMIS Staffing Model				
Action Step	Stakeholders Involved	Responsible Entities	Timeline	Completion/ Target Date
Designate/ Receive Funding	HUD, County Management, County Finance, CoC Lead Staff, HMIS System Admin, Elected Officials	HMIS System Admin	January 2019 – June 2019	June 2019
Research Staffing Model	HMIS System Admin	HMIS System Admin	January 2019 – June 2019	June 2019
Draft Staffing Model	HMIS System Admin	HMIS System Admin	July 2019- August 2019	August 2019
Write Position Description Questionnaires	HMIS System Admin, Social Services Manager	HMIS System Admin, Social Services Manager	August 2019	August 2019
Submit to HR	County Business Manager	County Business Manager	August 2019	August 2019

WHAT'S NEXT?

Goal: Develop and Implement HMIS Staffing Model				
Action Step	**Stakeholders Involved**	**Responsible Entities**	**Timeline**	**Completion/ Target Date**
Write Job Descriptions	HR Staff	HR Staff	August 2019	August 2019
Recruit for/ Promote Positions	HR Staff, Social Services Manager	HR Staff, Social Services Manager	August 2019 – October 2019	October 2019
Conduct Interviews	Social Services Manager, Panel Members		October 2019 – November 2019	November 2019
Hire Staff	HR	HR	December 2019	December 2019
Train Staff	HMIS System Admin, Social Services Manager	HMIS System Admin, Social Services Manager	December 2019 – February 2020	February 2020
Full Implementation of Staffing Model	HMIS System Admin, Social Services Manager, HMIS Staff	HMIS System Admin, Social Services Manager, HMIS Staff	December 2019 – February 2020	February 2020

WHAT'S NEXT?

Goal: Develop and Implement HMIS Staffing Model				
Action Step	**Stakeholders Involved**	**Responsible Entities**	**Timeline**	**Completion/ Target Date**
HMIS Visioning	HMIS System Admin, Social Services Manager, HMIS Staff, Data Advisory Committee, CoC Governing Board, CoC Membership	HMIS System Coordinator, Data Advisory Committee	February 2020 – March 2020	March 2020
Assessment of Resources and Roles	HMIS System Admin, Social Services Manager, HMIS Staff, Data Advisory Committee	HMIS System Coordinator, Social Services Manager	March 2020	March 2020
Calibrate Staffing Model	HMIS System Admin, Social Services Manager, HMIS Staff, Data Advisory Committee	HMIS System Coordinator, Social Services Manager	March 2020	March 2020

WHAT'S NEXT?

Goal: Develop and Implement HMIS Staffing Model				
Action Step	**Stakeholders Involved**	**Responsible Entities**	**Timeline**	**Completion/ Target Date**
Evaluate System Progress	HMIS System Admin, Social Services Manager, HMIS Staff, Data Advisory Committee	HMIS System Coordinator, Data Advisory Committee	September 2020 – October 2020	October 2020
HMIS Visioning	HMIS System Admin, Social Services Manager, HMIS Staff, Data Advisory Committee, CoC Governing Board, CoC Memebership	HMIS System Coordinator, Data Advisory Committee	February 2021 – March 2021	March 2021

HMIS STAFFING MODEL

HMIS STAFF ROLES & RESPONSIBILITIES

We learned at NHSDC that:

Key responsibilities of the HMIS staff consist of different types of activities including:

- Policy and Planning
- System Administration
- Reporting and Analysis
- Monitoring and Evaluation
- Training and Technical Support
- Coordinated Entry Support
- Communication and Capacity Building

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HMIS STAFF ROLES & RESPONSIBILITIES

- Policy and Planning   → HMIS Project Coordinator
- System Administration   → HMIS Administrator
- Reporting and Analysis   → HMIS System Analyst
- Monitoring and Evaluation   → HMIS System Analyst
- Training and Technical Support   → HMIS Administrator
- Coordinated Entry Support   → HMIS Project Coordinator
- Communication and Capacity Building   → HMIS Project Coordinator

HMIS Lead roles and responsibilities are 1/3 policy and planning, 1/3 analytics, and 1/3 technical.

HMIS Administrator (County funded)

- System Administration
- Training
- Technical Support

HMIS System Coordinator (Management Analyst; County funded)

- Policy and Strategic Planning
- Communication and Capacity Building
- Coordinated Entry Support

HMIS System Analyst (Management Analyst; HUD funded)

- Reporting and Analysis
- Monitoring and Evaluation
- Continuous Quality Improvement

HMIS STAFF ROLES & RESPONSIBILITIES

- Clearly stated and documented
- Collaboratively determined
- Developed using:
  - HMIS Scope of Work
  - HMIS Policies and Procedures
  - HUD HMIS System Administrator Checklist
  - Internal PDQs
  - Internal Project Knowledge

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HMIS STAFF ROLES & RESPONSIBILITIES

HMIS Staff Roles and Responsibilities

HMIS System Coordinator				
Task	System Coordinator	Management Analyst	HMIS Administrator	Transition Time Line
Assist with development of specifications and implementation of planned workflow queue system in FY 20.	X		X	TBD
Analyzes HMIS and CoC data and formulates recommendations on system and process improvement.	X	X		3/2/2020
Assess and conduct HMIS software performance for improvement	X			
Assist with helpdesk and on-call coverage	X	X	X	1/13/2020
Assists in developing and monitoring system performance measures, including performance standards and a quality improvement process for agencies that fail to meet performance standards.	X			
Bring appropriate new provider agencies into the HMIS by increasing awareness of benefits to provider agencies and to the community. train new users to properly use the system.	X			
Conduct HMIS support and help desk activities within the scope of established HMIS policies, procedures, and protocols	X	X	X	1/13/2020
Conduct security standard monitoring in accordance with established policies and procedures	X			
Create and implement a system security plan	X			
Customize/configure workflows within the capacity of the software, as authorized by the CoC, and in accordance with the CoC Privacy Plan, Privacy Notice, and data use and disclosure agreements.	X			

HMIS VISIONING

WHAT'S NEXT?

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HMIS VISIONING SURVEY

- Developed by the CoC HMIS Sub-committee
- Administered to end users, agency and community leadership and staff, community members
- Qualitrics
- Results reviewed with HMIS Sub-committee, Data Advisory Committee, Agency Administrators
- Results used to inform action items for the upcoming year

HMIS VISIONING SURVEY

To what extent do you agree with the following: (Not at all Some I would find this useful Very much I don't know)

- I want the HMIS Team to help my agency by supporting HMIS and training on the utilization of enhanced/customized system functions.
- I want HMIS to help my agency improve the quality of our service.
- I want HMIS to help my agency gain efficiencies.
- I want HMIS to help increase my agency's access to local, state, and federal funding.
- I want the HMIS Team to help my agency reduce duplication of data entry.
- HMIS staff response time is always adequate for my/my org needs
- HMIS benefits the work we do.
- I want HMIS use to lead to noticeable improvements at my agency.
- I want the HMIS team to provide tools for agency level data analysis

- Do you want additional training for yourself, your staff, or your agency on any of the following? (Check all that apply)
- Data entry
- Running reports
- Using data to make decisions
- Data analysis
- HMIS software capabilities and options
- Data quality review

- What tools/approaches do you need to better utilize HMIS and associated data at your agency?

- How can HMIS help the community reach its goal of ending homelessness?

NC-505 HMIS MISSION & VISION

Mission:

The mission of the Charlotte-Mecklenburg HMIS is to provide data leadership and data stewardship through effective data management that ensures data standards are met, that data practices are ethical and equitable, and that provides the CoC with accurate and reliable data about the extent and nature of homelessness and housing instability in Charlotte-Mecklenburg.

Vision:

The vision of the Charlotte-Mecklenburg CoC provide quality, accessible data that is used by homeless service providers, planners, funders, and policy makers to design, evaluate, and implement equitable policies and programs that best serve and coordinate care to individuals and households experiencing homelessness and housing instability in the Charlotte-Mecklenburg CoC.

MAKING DATA ACTIONABLE

- Ensure data is shared at all work group and committee meeting in a disaggregated way to inform system improvement and resource allocation.
- Expand reporting capacity to evaluate local needs and areas of priority
- Provide public access to deidentified data
- Report data in an actionable way to improve the lives of those represented in the data
- Provide leadership in Policy development by synthesized qualitative and quantitative data in an actionable format

HMIS VISIONING SURVEY

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