# System Performance Improvement
# Part 2 – Analyzing Performance and Developing Improvement Strategies

**Tuesday April 16, 2019**

**Presenters:**

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# Learning Objectives

After completing this session, attendees should be able to:

**1** Conduct performance analysis

**2** Identify high impact strategies to improve system performance, based on performance analysis findings

**3** Evaluate improvement strategies and make changes as needed to achieve desired results

# Agenda

**1**    **Analyze Performance Data**

**2**    **Interpret the Results**

**3**    **Translate Results into Improvement Strategies**
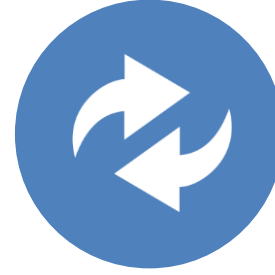
**4**    **Implement and Evaluate Strategies**

# Performance Analysis and Improvement Framework

**ANALYZE PERFORMANCE DATA**

**INTERPRET THE RESULTS**

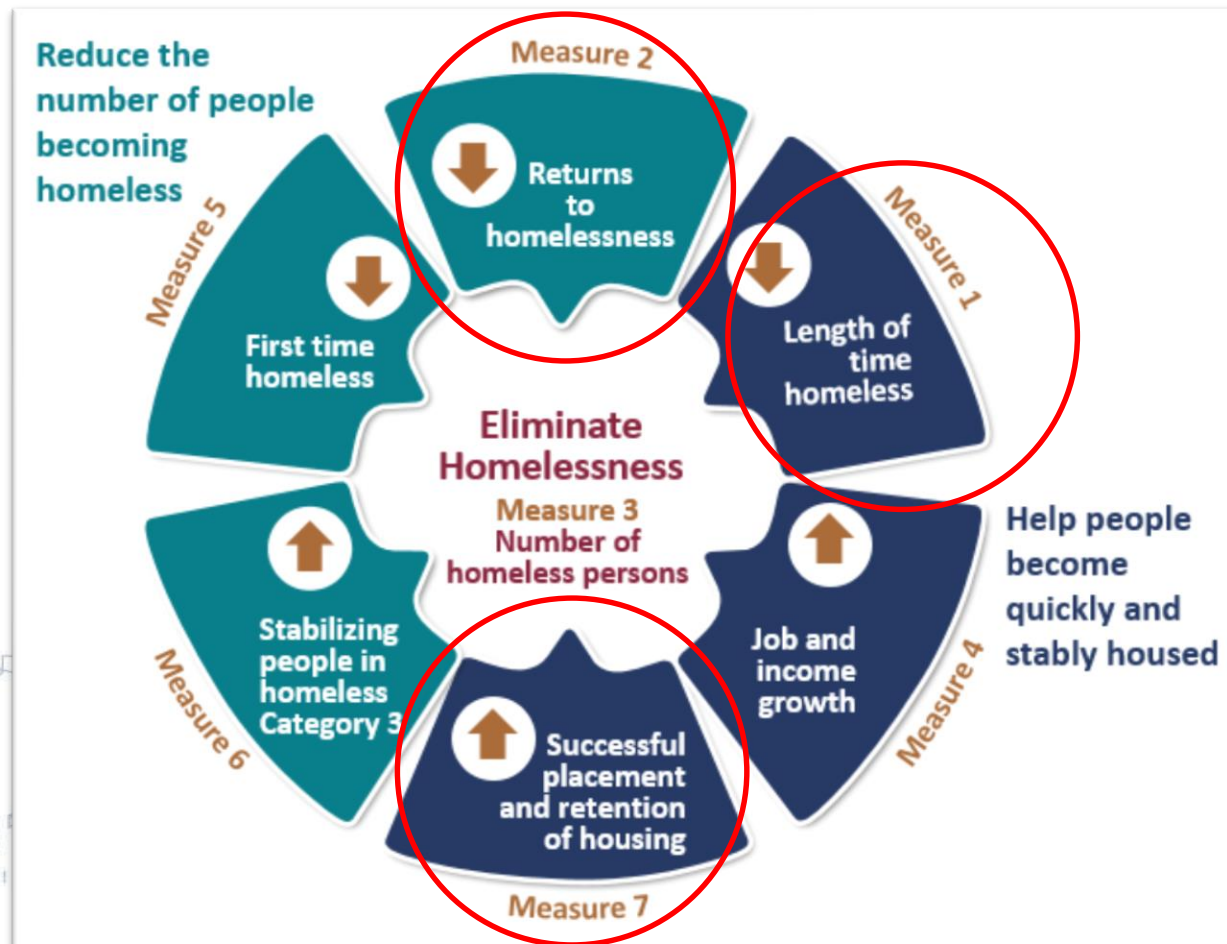**TRANSLATE RESULTS INTO IMPROVEMENT STRATEGIES**

**IMPLEMENT AND EVALUATE STRATEGIES**

# KEY MEASURES OF SUCCESS



HUD focuses on SPM 1, 2, and 7 to assess whether resources are being used effectively and efficiently

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# Analyze Performance Data

## KEY QUESTIONS AND DATA SOURCES

| Type of Analysis | Sample Analysis Questions | Potential Data Sources | | |
|---|---|---|---|---|
| | | Length of Time | Successful Placements | Returns to homelessness |
| System-Level Trends | Is performance improving, staying the same, or getting worse from year to year? | Stella P, SPMs | Stella P, SPMs | Stella P, SPMs |
| Population Level | Does outcome achievement vary within household types or population groups? | Stella P | Stella P | Stella P |
| Project-level | Are some projects or project types achieving relatively better/worse outcomes? | APR, CAPER, Stella P | APR, CAPER, Stella P | Stella P, Local reports |
| System Utilization Patterns | What are the characteristics of participants in each group, what types of services are they receiving, and what outcomes are they having? | Stella P, Local reports | Stella P, Local reports | Stella P, Local reports |

# Introducing Stella

A strategy and analysis tool that helps CoCs 1) understand how their system is performing and 2) model an optimized system that fully addresses homelessness.

## Stella Performance Module

- **Stella P** relies on dynamic visuals of CoCs' data to illustrate how households move through the homeless system, and to highlight outcome disparities.

- Does the analytical heavy lifting, so your CoC can focus on planning and improving your crisis response system.

## Stella Modeling Module

- **Stella M** assists CoCs to explore how resource investment decisions amplify system capacity to end homelessness.

- Starts with homeless needs and performance goals, and helps the community transform those needs into a series of resource investment decisions.

# Analyze Performance Data

# Analyze Performance Data

## Exits from the Homeless System

Percent of households that exited the homeless system to permanent, temporary, and unknown destinations for all households and the percent of exits to permanent destinations by household type.



**2,566**
ALL EXITS

- 26%
- 32%
- 43%

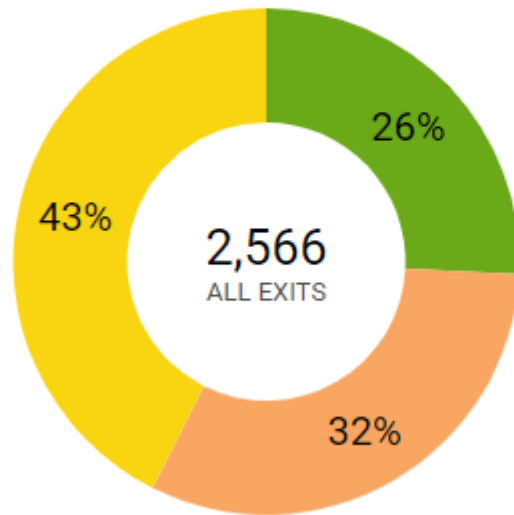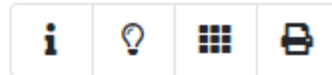| | |
|---|---|
| Adult Only | 81% \| 535 HH |
| Adult & Child | 11% \| 73 HH |
| Child Only | 8% \| 53 HH |

■ Permanent Exits

## IDENTIFY FACTORS INFLUENCING PERFORMANCE

### DRAW SOUND CONCLUSIONS ABOUT THE STORY YOUR DATA IS TELLING
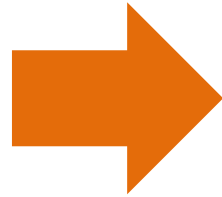
| **Ask Why?** | → | **Gather More Evidence** | → | **Assess Data Limitations** |
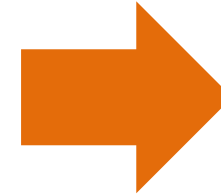
Why are we seeing these performance changes?

**What are facilitators or barriers to achieving intended outcomes?**

- Quantitative data from HMIS, coordinated entry, secondary data sources

- Qualitative data from client interviews, debriefing with providers

- Review project and system policies & procedures

Understand the underlying data and beware of limitations

# Interpret the Results

## ASSESS DATA LIMITATIONS

### Period of Analysis

Has enough time passed to assess interventions?

### Small Numbers

Is the universe large enough to provide meaningful information?

### Overall Quality

Are Data Quality issues impacting findings i.e. coverage, completeness, accuracy, timeliness and consistency)?

### Impact of Outliers

Are extreme high/low values skewing averages and understanding of the system-wide picture?

# Interpret the Results

| SECONDARY DATA EXAMPLES | HOW THIS DATA PROVIDES CLUES ABOUT PERFORMANCE INFLUENCERS |
|---|---|
| COORDINATED ENTRY DATA | Community needs (assessment results) and gaps in resources; CE effectiveness |
| PIT DATA | Scale of need at a point in time and how need is changing for specific groups |
| CoC ANALYSIS TOOL: RACE AND ETHNICITY | Analysis of racial disparities (w/ PIT and American Community Service data) to take a critical first step in identifying racial and ethnic bias in our homelessness response |
| WORST CASE HOUSING NEEDS REPORT | Estimates of renters with worst-case housing needs with local estimates for 25 metropolitan areas (for the first time!) to understand characteristics and changes among severely rent burdened households |
| CROSSWALK OF CoC AND LOCAL EDUCATION AGENCY (LEA) PUBLIC SCHOOL DATA | Counts of children and youth who are homeless or at risk (sheltered, unsheltered, doubled up), based on LEA enrollment data to asses scale of homelessness and risk of homelessness |

# Interpret the Results

## KEY CONSIDERATIONS

✓ Don't look at the System Performance Measures in isolation!

✓ Use caution when interpreting project level data

- Project-level data may not tell you the full story about how that project influences system level outcomes
- Compare apples to apples, oranges to oranges
- Adjust project-level expectations / targets appropriately

# Case Study Analysis Example: Days Homeless

## Average Days Homeless

Average cumulative days associated with the report period that households were served in ES, SH, or TH projects or in RRH or PSH prior to move-in. Days Homeless also includes contiguous time in these projects prior to the report period.

**149**
DAYS
2018 System Average for all households

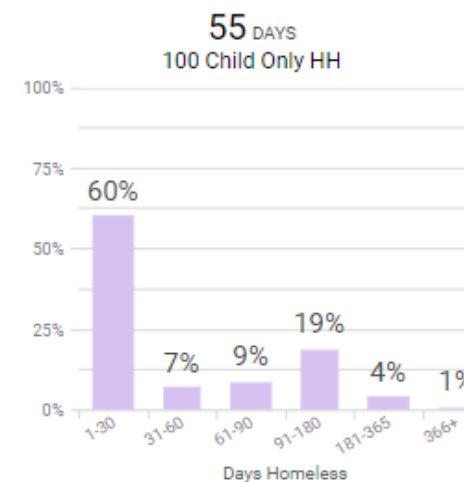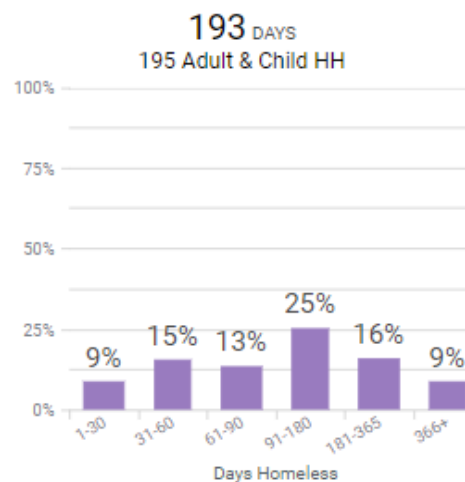| | |
|---|---|
| Adult Only | 150 DAYS |
| Adult & Child | 193 DAYS |
| Child Only | 55 DAYS |

*Average cumulative days homeless*

## Time Distribution of Days Homeless

Average cumulative days per household type that households that were served in ES, SH, or TH projects or in RRH or PSH prior to move-in, and the percentage of households that were in these projects for each of the defined time intervals.
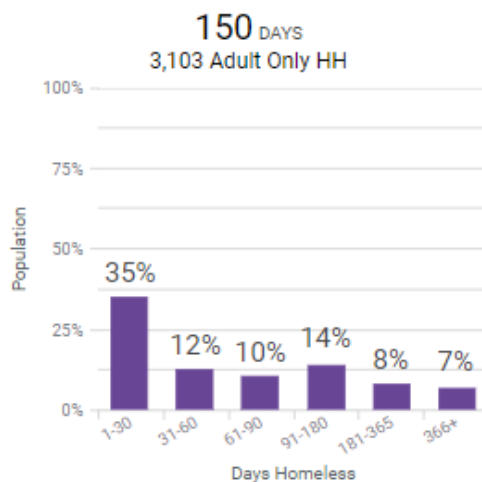
**150** DAYS
3,103 Adult Only HH

Population — Days Homeless:
- 1-30: 35%
- 31-60: 12%
- 61-90: 10%
- 91-180: 14%
- 181-365: 8%
- 366+: 7%

**193** DAYS
195 Adult & Child HH

Days Homeless:
- 1-30: 9%
- 31-60: 15%
- 61-90: 13%
- 91-180: 25%
- 181-365: 16%
- 366+: 9%

**55** DAYS
100 Child Only HH

Days Homeless:
- 1-30: 60%
- 31-60: 7%
- 61-90: 9%
- 91-180: 19%
- 181-365: 4%
- 366+: 1%

COMMUNITY PLANNING DEVELOPMENT

- Split into groups of 5 or 6

- Identify 1 scribe

- 10 minutes to work on Sections 1 and 2

## Performance Worksheet

1. Assess performance

2. Identify additional questions that need to be answered

3. Identify additional data sources

4. Identify potential factors impacting performance?

# Translate Results Into High-Impact Improvement Strategies

## ASSESS FACTORS FOUND TO INFLUENCE PERFORMANCE AND BRAINSTORM STRATEGIES

### Factors

**System-Level, Project-Level, External Factors**

- What are the most critical barriers to achieving outcomes?
- What are the most critical enablers?

### Strategies

**System-Level, Project-Level, External Factors**

- How can barriers be minimized?
- How can enablers be maximized?

- Extremely tight rental market (External)
- Shortfall in RRH capacity (System)
- Limited linkages between ES to RRH (Project)

- New landlord/housing acquisition team
- Reallocation to expand RRH capacity
- Expand RRH 'in-reach' to shelters

# Translate Results Into High-Impact Improvement Strategies

**FRAMEWORK FOR PRIORITIZING STRATEGIES**

## Impact

What would happen if this strategy was not implemented?

--Number of people impacted?

--Associated cost?

## Feasibility

Likelihood of success?

Political will?
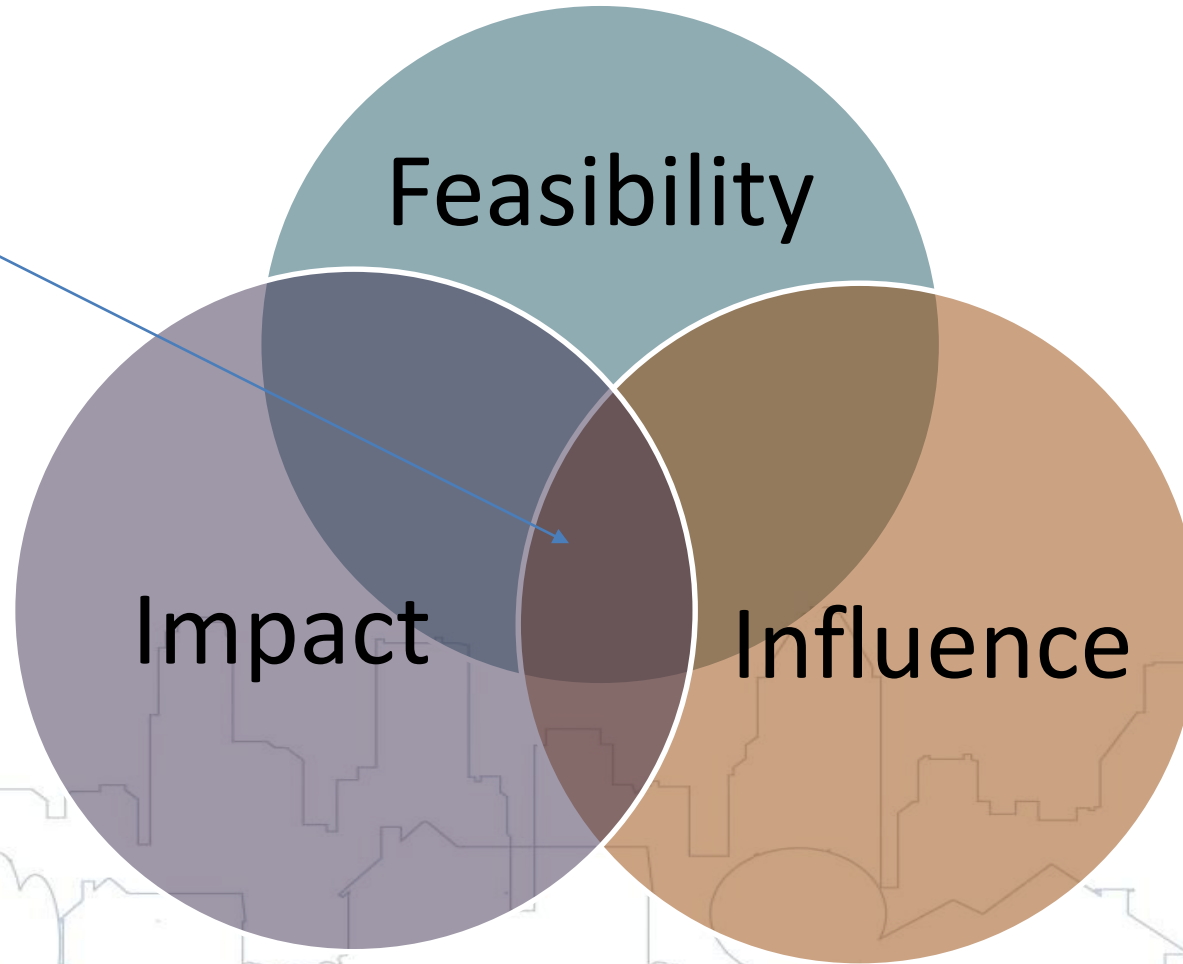
Resources available?

Ability to mobilize change?

## Influence

Should the homelessness sector be leading and investing LIMITED resources in this strategy?

Is it within our control?

**High Priority Strategies**

Feasibility

Impact

Influence

# Translate Results Into High-Impact Improvement Strategies

## Target Effective and Cost-Smart Strategies

**Strategies that are ....**

- Evidence-based [use research, secondary data sources]
- Proven successful in local performance data
- Known to support HUD's core measures of success

**Consider**

- Framework for Prioritizing Strategies
- Homelessness system investments VS where you need leadership by your mainstream service partners

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# Translate Results Into High-Impact Improvement Strategies

**WHAT DOES THIS LOOK LIKE IN PRACTICE?**

| Performance results | Barriers Identified by Gathering More Info | Sample Strategies Identified |
|---|---|---|
| • Target: Average length of time homeless among families = 30 days<br>• Actual: Average length of time homeless among families = 65 days | • Extremely tight rental market<br>• Trouble finding landlords willing to rent properties<br>• Limited housing services or linkages to RRH in ES | • Develop system-wide Housing Acquisition team to build portfolio of units and relationships with landlords<br>• Improve RRH 'in reach' to shelter<br>• Increase housing-barriers assessments and housing services in ES<br>• Expand community's affordable housing stock |

Priority strategies for homelessness system investments

- Split into groups of 5 or 6
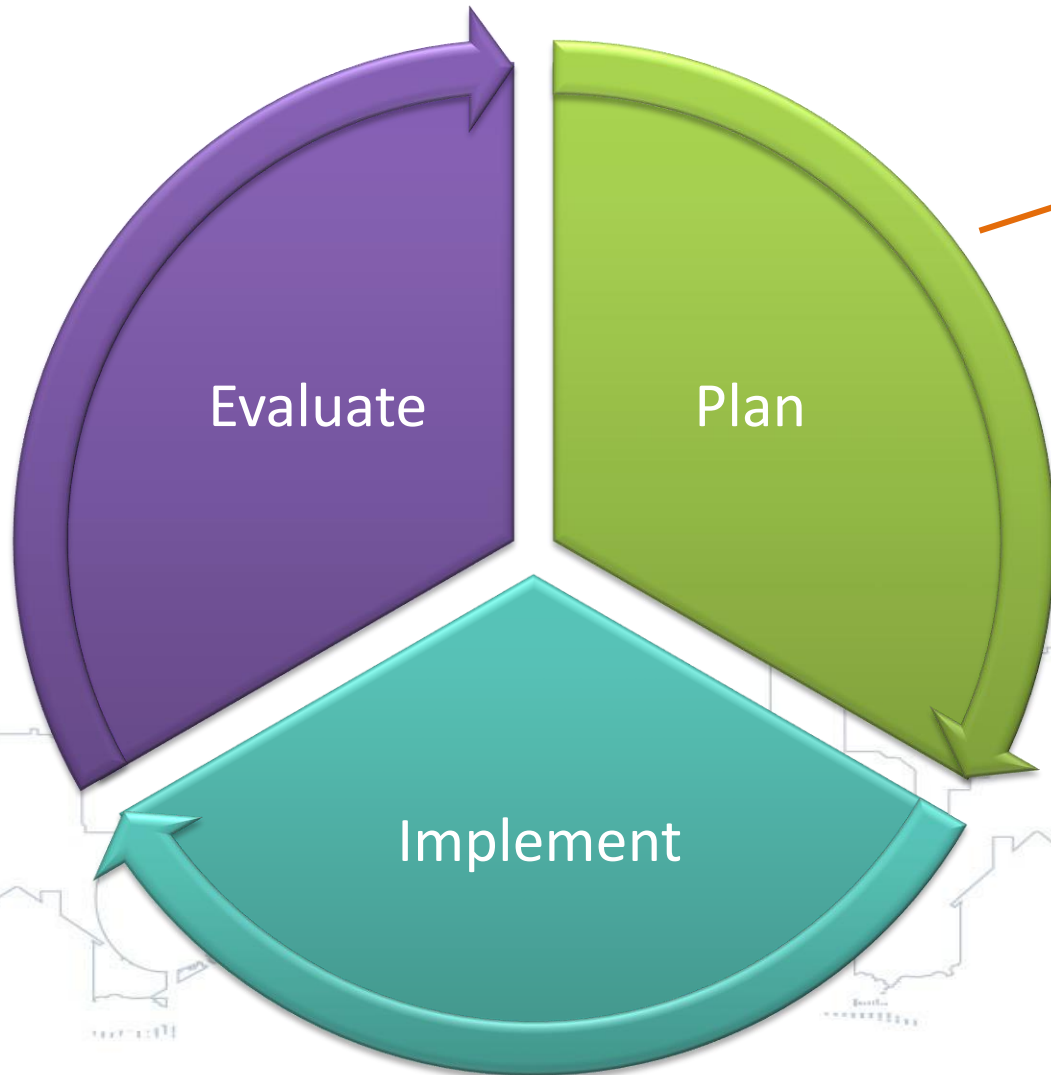
- Identify 1 scribe

- 10 minutes to work on Sections 3

**Performance Worksheet**

1. Brainstorm Strategies

2. Prioritize high impact strategies to implement / test

# Implement and Evaluate Strategies

Evaluate

Plan

Implement

Planning for:

- What are the intended outcomes?

- How will change happen?

- What resources and training are needed?

- What's the timeline? Action plan?

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

COMMUNITY PLANNING & DEVELOPMENT

# Implement and Evaluate Strategies

Logic Model: How change will happen?

**Strategy:** _____  **Target Population:** _____

**Goal:** What's the purpose? Overall change you want to see? By When? _____

| Inputs | Activities | Outputs | Outcomes |
|--------|-----------|---------|----------|
| Resources, training, staff needed to implement | Program model? Service standards? | Indicators of progress? [i.e. # of new landlords engaged, # of new RRH slots created] | What are core measures of success? [% increase in exits to PH] |

| Enablers |
|----------|
| What factors or conditions are necessary for outcome achievement? [i.e. Fidelity to program standards] |

| External: | System-Level: | Project-Level: |
|-----------|---------------|----------------|

# Implement and Evaluate Strategies

## Implementation Considerations

**Stakeholder Engagement**

Identify key stakeholders w/ influence over success of strategy

Involve people with lived experience

Key messages for each stakeholder group

**Training**

Use data to target capacity building and technical assistance

Training needs assessment

CoC annual training calendar

**Resources**

Reallocation of existing resources?

Leveraging cross-system / mainstream resources?

Securing new funding?

# Sample Action Plan

| PERFORMANCE IMPROVEMENT GOAL: |
|---|
| To reduce the average length of time homeless among families to 35 days or less by Jan 2021. |

| IMPACT MEASURES | BASELINE PERFORMANCE |
|---|---|
| 1. Average length of time homeless<br>2. Exits to permanent housing<br>3. Returns to homelessness | 55 Days |

## PERFORMANCE TARGETS

| | | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| | **Reporting Period** | Jan 1 – March 31 | April 1 – June 31 | July 1 – Sept 31 | Oct 1 – Dec 31 |
| Measure 1 | **Target / Actual** | 55 / TBD | 50 / TBD | 45 / TBD | 35 / TBD |
| Measure 2 | **Target / Actual** | | | | |
| Measure 3 | **Target / Actual** | | | | |

| STRATEGIC ACTIONS | RESOURCE NEEDS | TRAINING NEEDS | LEAD | TIMELINE |
|---|---|---|---|---|
| **Action 1:** Develop system-wide housing acquisition team to engage landlord and build portfolio of units | | | *Who's responsible?* | *When will this be implemented?* |

## Evaluation Planning

*Draw on Logic Model for specific evaluation questions*

| Outcome Evaluation Questions | |
| --- | --- |
| **Key Questions** | **Data Collection** |
| • Have the intended performance outcomes been achieved?<br><br>• What is the cost per outcome relative to other projects of the same project type? | • Quarterly performance monitoring (Stella)<br>• APR, CAPER data<br>• Grant agreement data |

| Process Evaluation Questions | |
| --- | --- |
| **Key Questions** | **Data Collection** |
| • Was the strategy implemented as planned? (i.e. fidelity, resources, training, etc)<br><br>• What are barriers to outcomes?<br><br>• What support outcome achievement? | • Review policies<br>• Provider Interviews<br>• Client Focus Groups<br>• Compare logic model with evaluation data |

# Small Group Exercise
# Implement and Evaluate Strategies

- Split into groups of 5 or 6

- Identify 1 scribe

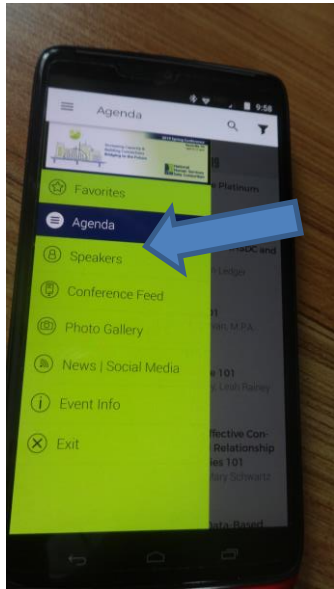- 10 minutes to work on Sections 4

**Performance Worksheet**

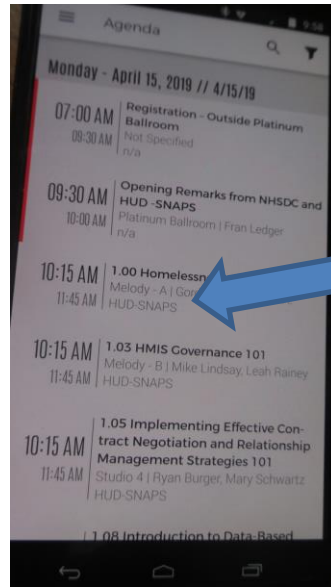Complete Logic Model for high-impact strategy identified in Section 3

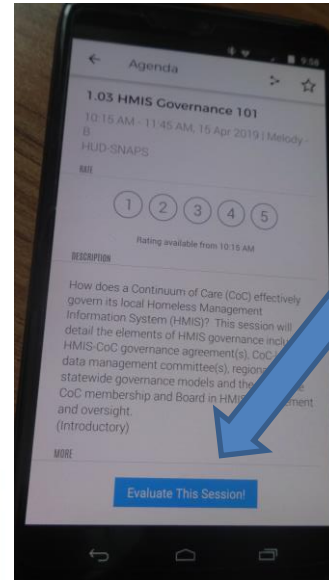# Evaluate This Session on Your Conference App!
## (It takes 5 minutes to complete)
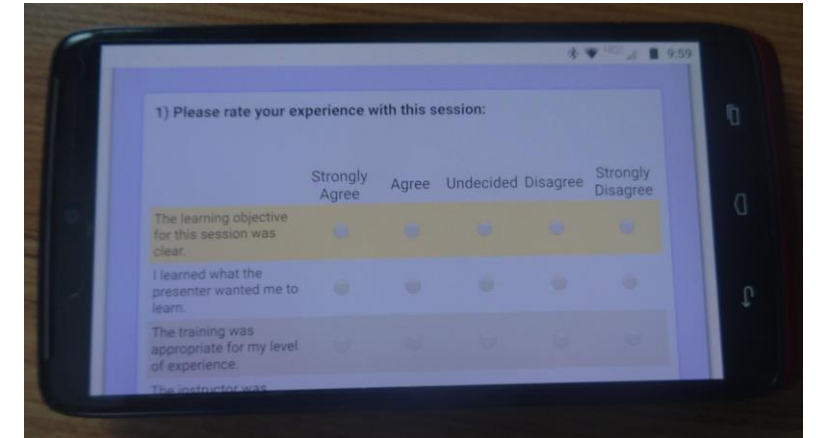
1) Select "Agenda" from the navigation menu.

2) Select the name of the session.

3) Select the blue "Evaluate This Session".

4) Complete the Evaluation and Select "Finish".



**TIP:**
**Turn your phone horizontally to see rating options.**

**Reminder**: HUD is offering a Certificate-of-Completion for completing at least 4 sessions within either track:

1) HMIS Fundamentals Track
2) System Planning with Data Track

**To earn credit for completion of this session**, please complete the evaluation on the conference app and include contact details when prompted

# HUD Certificate-of-Completion

**HMIS Fundamentals Track**
- HMIS Governance 101
- HMIS Lead Monitoring
- HMIS Project Monitoring
- Implementing Effective Contract Negotiation and Relationship Management Strategies 101
- HMIS Project Set Up 101
- HMIS Project Set Up 201
- Understanding the Interconnectedness of HMIS Data
- Achieving a Quality and Stable HMIS Staffing Pattern
- HMIS Project Management and Annual Calendar of Expectations

**System Planning with Data Track**
- Orientation to the Stella Performance Module
- System Modeling 101
- System Performance Improvement: Part 1 System Performance Improvement: Part 2
- Overview of System Performance Measures and Reports
- Using Data in Funding Decisions
- System Performance by Subpopulation and Geography