

Results-Based Accountability Committee

June 18, 2018

Present: Amanda Jones, Charlene Jimerson, Dani Pederson, Emily Claassen, Elaine de Coligny, Fel Williams, Helene Hoenig, Jennifer Vasquez, Jessica Shimmin, Julian Leiserson, June Miyake, Kathy Naff, Margaret Alfaro, Stevan Alvarado, Robert Ratner

1. Welcome and Introductions

- Next Meeting: 3-5PM on Monday July 9 at 1404 Franklin in Oakland

2. Announcements and Updates

- EveryOne Home Reading Group: Friday April 27th 9-10:30 at Café Sorriso in San Leandro
 - Matthew Desmond's "Forced Out" (2016) article from *The New Yorker*.
 - Next: Corporation for Supportive Housing's Social Innovation Fund Project Evaluation, or, RAND LA Housing for Health
- HMIS Update
 - Went live in Clarity on Monday May 21st, By Name List is still under development, 2nd and 3rd migration phases will be happening this summer to get ROIs, documents, location data, services, and notes into Clarity
 - Agencies reporting a need to increase agency admin capacity, particularly for those that have performance management departments.

3. Committee Structure

- Chair and co-chair/ structure of EveryOne Home Committees
- Kathy Naff (BFHP) and Julian Leiserson (Abode Services) confirmed as committee co-chairs

4. System Performance Measures: Setting Targets (pages 2-6 of packet)

- Using the HUD fiscal year 10/1/2016-09/30/2017
 - Revisit Data Quality and Non-Cash Benefits for: Outreach, Emergency Shelter, Transitional Housing
 - We were not able to set targets for Rapid Re-Housing and Permanent Supportive Housing because we ran out of time. *Convene workgroup to make recommendations to the RBA Committee on these.*

5. Dashboard Working Group update (page 7 of packet)

- Full Court Press, EOH's communications consultant, may be able to help with the graphics part of this project once we have numbers.
- Review 2 groups of data: general consensus that we are moving in the right direction, and data can be refined further.
- To Leadership Board in August for approval/adoption (is this still viable?)
- Next steps for the working group in moving these two projects forward?

6. Turn the Curve (pages 8-12 if packet)

- Using HUD system performance measures (submitted May 2018) and HMIS data to begin turn the curve conversations
 - First Time Homeless (HUD SPM 5)
 - Length of Time Homeless (HUD SPM 1a)
 - Exits to Permanent Housing (HUD SPM 7)
 - Returns to Homelessness (HUD SPM 2)
 - **Enrollment in Health Insurance**- Agency/program performance

7. Next Steps

5. Street Outreach		Low	Middle	High	FY 2017	Targets
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	9	107	864	1,554	1 FTE: 125 individuals annually
	Service Population: Proportion of individuals served that meet the criteria of chronic homelessness (HUD Element, APR Q5a)	22%	56%	93%	52%	observe
	Service Population: Unduplicated count of households served (HUD Element Annual Performance Report/APR Q8a)	7	104	767	1,481	n/a
	Service Population: Proportion of households served that meet the criteria of chronic homelessness (HUD Element, APR Q26a)	22%	59%	91%	53%	observe
How Well?	<i>Data Quality: Project entry/exit data entered within 7 days (HUD Element, APR Q6e)</i>	0%	22%	61%	11%	50%
	<i>Data Quality: Completeness. "Income and Sources at start". (HUD Element, APR 6c)</i>	#NUM!	#NUM!	#NUM!	4%	75%
With What Impact?	Of the clients who are not receiving SSI, what proportion are accessing mainstream benefits? (HUD Element, APR Q20b)	0%	9%	67%	13%	75%
	Are participants enrolled in health insurance? (HUD Element, APR Q21)	0%	33%	75%	25%	75%
	Are we helping people move indoors? (HUD Element, APR 23a&b)	8%	40%	100%	24%	50%

8. Emergency Shelters		Low	Middle	High	All ES FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	52	114	557	2,160	2x the number of slots/year
	Service Population: Proportion of Individuals served who are chronically homeless(HUD Element, APR Q5a)	1%	28%	59%	32%	observe
	Service Population: Unduplicated count of households served(HUD Element, Annual Performance Report/APR Q8a)	23	89	514	1,803	2x the number of slots/year
	Service Population: Proportion of households served who are chronically homeless (HUD Element, APR Q26a)	1%	31%	59%	34%	observe
How Well?	<i>Data Quality: Project entry/exit data entered within 3 days (HUD Element, APR Q6e)</i>	0%	62%	90%	32%	100%
	Data Quality: Completeness. Proportion of adult participants with income info. recorded in HUD Element at entry and annual/exit assessments (HUD Element, APR Q18)	9%	76%	96%	66%	75%
	Service Quality: Average length of participation (HUD Element, APR Q22b) Leavers	24	68	147	77	183 days
With What Impact?	Are participants retaining or increasing their income? Adult participants who retained or increased cash income from entry to annual/exit assessment. (HUD Element, APR Q 19a3)	9%	75%	90%	73%	75%
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	4%	40%	74%	38%	80%
	Are participants accessing health insurance?(HUD Element, APR Q21)	63%	89%	99%	83%	90%
	Are we successfully moving people into permanent housing? (HUD Element, APR Q23a&b)	8%	27%	47%	26%	30%
	Returns to Homelessness: What proportion of people exit to homelessness? (HUD Element, APR Q23a&b)	4%	25%	85%	29%	

9. Transitional Housing		Low	Middle	High	All TH FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	10	47	280	1350	1.5x the number of slots
	Service Population: Proportion of Individuals served who are chronically homeless(HUD Element, APR Q5a)	0%	10%	49%	22%	observe
	Service Population: Unduplicated count of households served(HUD Element, Annual Performance Report/APR Q8a)	10	28	278	988	1.5 x the number of slots
	Service Population: Proportion of households served who are chronically homeless (HUD Element, APR Q26a)	0%	10%	49%	25%	observe
How Well?	<i>Data Quality: Project entry/exit data entered within 3 days (HUD Element, APR Q6e)</i>	0%	16%	64%	39%	100%
	Data Quality: Completeness. Proportion of adult participants with income info. recorded in HUD Element at entry and annual/exit assessments (HUD Element, APR Q18)	0%	62%	95%	68%	80%
	Service Quality: Average length of participation (HUD Element, APR Q22b) Leavers	79	310	631	279	270 days
With What Impact?	Are participants retaining or increasing their income? Adult participants who retained or increased cash income from entry to annual/exit assessment. (HUD Element, APR Q 19a3)	24%	79%	90%	78%	80%
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	29%	87%	33%	83%
	Are participants enrolled in health insurance? (HUD Element, APR Q21)	17%	74%	100%	80%	90%
	Are we successfully moving people into permanent housing? (HUD Element, APR Q23a&b)	4%	69%	100%	66%	80%
	Returns to Homelessness: What proportion of the people who exit, do so to homelessness? (HUD Element, APR Q23a&b)	0%	5%	89%	13%	1 exit to homelessness for projects with 0-9 leavers, 10% thereafter

10. Rapid Re-Housing		Low	Middle	High	All RRH FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	5	52.5	258	2,118	
	Service Population: Unduplicated count of chronically homeless individuals served (HUD Element, APR Q5a)	0%	12%	80%	16%	
	Service Population: Unduplicated count of households served (HUD Element, Annual Performance Report/APR Q8a)	2	25	201	1,160	
	Service Population: Unduplicated count of chronically homeless households served (HUD Element, APR Q26a)	0%	13%	89%	19%	
How Well?	<i>Data Quality: Project entry/exit data entered within 3 days (HUD Element, APR Q6e)</i>	0%	11%	67%	20%	
	Data Quality: Completion. Adult participants with income info. recorded in HUD Element at entry and annual or exit assessments (HUD Element, APR Q18)	0	0.661202	1	54%	
	Average length of time from enrollment to move in (HUD Element, Apr Q22c) **Not calculable from the table, also massive amounts of missing data. This is average length of stay for leavers. Propose changing metric to % of individuals moving into housing in 180 days or less.	74	301.5	1295	299	
With What Impact?	Are participants growing their income? (HUD Element, APR Q19a3)	0%	30%	100%	24%	
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	36%	73%	36%	
	Are participants enrolled in health insurance? (HUD Element, APR Q21)	9%	79%	100%	72%	
	Are we successfully moving people into permanent housing? (HUD Element, APR Q23a&b)	0%	68%	100%	59%	
	Returns to Homelessness: What proportion of people exit to homelessness? (HUD Element APR Q23a&b)	0%	6%	71%	8%	

11. Permanent Supportive Housing (PSH)		Low	Middle	High	FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	4	24	821	2711	
	Service Population: Proportion of chronically homeless individuals served during (HUD Element, APR Q5a)	0%	35%	95%	39%	
	Service Population: Unduplicated count of households served (HUD Element, Annual Performance Report/APR Q8a)	4	15	456	1673	
	Service Population: Proportion of chronically homeless households served (HUD Element, APR Q26a)	0%	39%	96%	44%	
How Well?	Data Quality: Data entry within 3 days HUD Element, APR Q6e)	0%	7%	36%	10%	
	Data Quality: Adult participants with income info. recorded in HUD Element at entry and annual or exit assessments (APR Q18)	0%	62%	100%	48%	
With What Impact?	Are participants maintaining or increasing their income? (APR Q19a3)	0%	75%	100%	71%	
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	45%	100%	42%	
	Are participants enrolled in health insurance?(HUD Element, APR Q21)	4%	72%	100%	47%	
	Are we keeping people housed? (APR Q22a1)	65%	100%	100%	99%	
	Exits to Homelessness: What proportion of exits are to homelessness? (APR 23a&b)	0%	0%	100%	8%	

Homeless Census: 5,629 people counted on January 30, 2017		
Based on the Homeless Census, EveryOne Home estimates that 12,069 people experience homelessness in Alameda County each year.		
	Beds	Beds Available Annually (estimated turnover)
Emergency Shelter (year round and seasonal)	1,134	1,882
Safe Haven	12	12
Transitional Housing	752	733
Total Interim Housing Beds	1,898	2,627
Rapid Re-Housing	602	898
Permanent Supportive Housing	2,978	235
Total Permanent Housing Beds	3,580	1,133

Bed numbers from the 2018 HIC

Option 1: Turnover bed numbers follow FY 2017 HMIS data on leavers **Challenge with this option is that not all beds are tracked in HMIS.**

Option 2: Turnover bed numbers follow system performance measures (i.e. ES= total beds x 2; TH=total beds x 1)

April 1, 2018 - May 7				
Inflow		Actively Homeless		Outflow
Joined the list	331	1,986		Exited to Permanent Supportive Housing
Returned from Inactive				Exited to Permanent Housing
Returned from Housing (e.g. returns to homelessness from RRH and PSH)				Became Inactive (includes exits to institutions and temporary housing destinations such as family or friends)
Total Inflow	331	Total Actively Homeless: 1,986		Total Outflow 0

Option 1: use the by name list for the data **Challenge with this option is that the BNL currently is much smaller than the number of people/households we know to be homeless at a given point in time, much less annually.**

Option 2: use Looker to create an unduplicated list of everyone on the BNL, enrolled in street outreach, emergency shelter, transitional housing, housing navigation, and rapid re-housing projects? **Challenge with this option is that the two data universes (BNL and HUD project entry/exit) may not be compatible**

Option 3: ?

TURN THE CURVE: First Time Homeless

Premise

The number of people entering homelessness for the first time is a critical factor impacting the size of the homeless population. In Alameda County we would like to see fewer people becoming homeless from one year to the next. A steadily declining number of people becoming homeless for the first time would indicate increasingly sustainable communities and foreshadow an end to homelessness.



Description

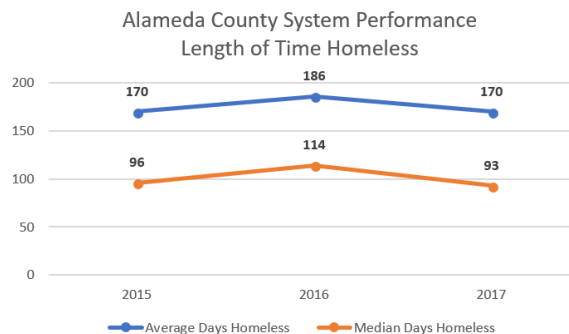
HUD System Performance Measure 5 counts the number of people who entered emergency shelter, transitional housing, and permanent housing programs during the year and subtracts all those who had another project entry within the prior 24 months. The above graph compares the number of people experiencing homelessness for the first time in 2015, 2016, and 2017. It shows that year over year the number of people becoming homeless for the first time is increasing in Alameda County.

What is the story behind this data? How can the housing crisis response system turn the curve and improve performance on this measure?

TURN THE CURVE: Length of Time Homeless

Premise

One way of measuring the effectiveness of the housing crisis response system is by looking at the length of time people remain homeless.¹ In Alameda County we would like to see decreasing lengths of time homeless as a sign that our housing crisis response system is quickly and effectively resolving homelessness.

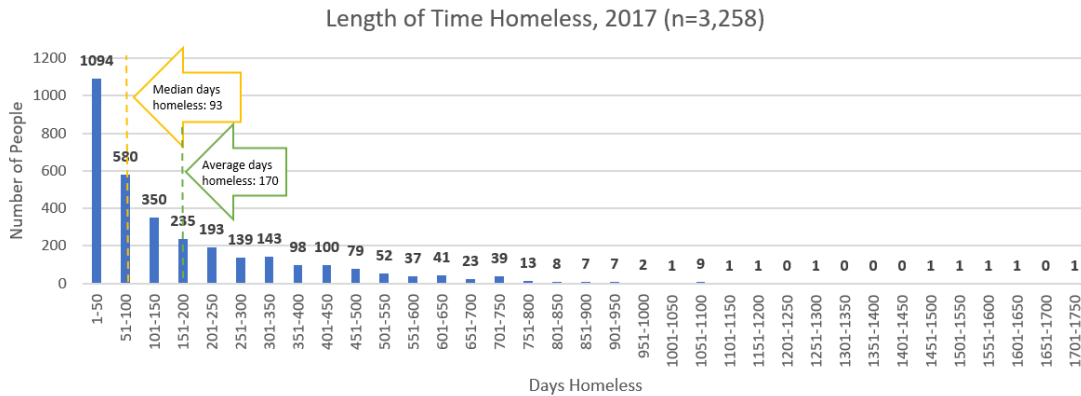


¹ The housing crisis response system is the county-wide network of housing and support resources dedicated to preventing and ending homelessness.

Description

In System Performance Measure 1.a, HUD focuses on understanding the length of time people spend homeless and receiving services from interim housing programs. It calculates length of time homeless using all a person’s stays in emergency shelter or transitional housing programs as well as when they exit the housing crisis response system to permanent housing. The above graph shows Alameda County’s performance on this measure in 2015, 2016, and 2017. Though performance has improved slightly since last year, it is unchanged when compared with 2015.

What is the story behind this data? How can the housing crisis response system break out of this pattern and improve performance on this measure?



The above graph pulls apart Alameda County’s length of time homeless data from 2017. During this period the length of time homeless in Alameda County ranged from 1 day to 1,710 days (over 4 ½ years) The average length of homelessness was 170 days (5½ months), but half of the people had been homeless for 93 days (about three months) or less. Looking at the graph above, it is visible that most people are clumped on the left side of the graph, representing shorter lengths of homelessness. Extending to the right is a long, thin “tail,” representing a few individuals who have been homeless much longer.

- 66% of the whole, or 2,138 individuals, have been homeless for 170 days (5 ½ months) or less.
- 33% of the whole, or 1,083 people, have been homeless for 251-750 days (between 8 months and 2 years).
- 1% of the whole, or 52 people, have been homeless for more than 751 days (2 years).

What does it mean?

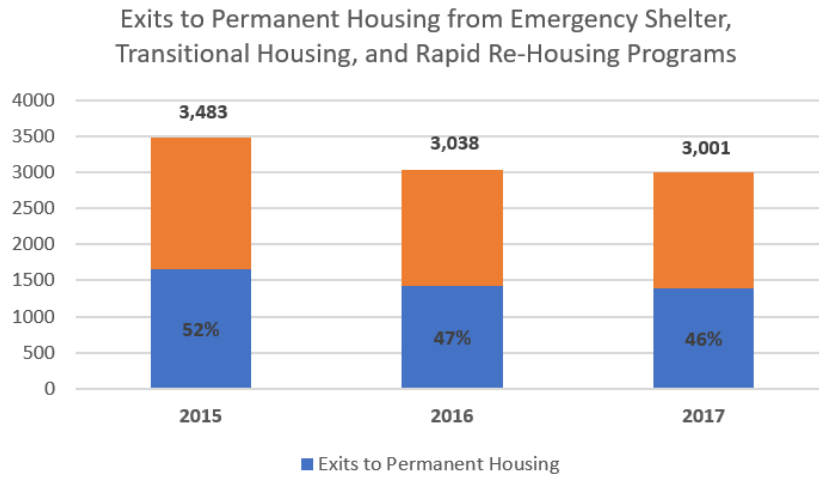
It’s significant that the majority—two-thirds, 66%—of people have been homeless for the average length of time, 170 days, or less. The average length of homelessness doesn’t match the typical experience for most homeless people, it seems. This is because those few people with extremely long lengths of homelessness more than offset the majority with much shorter lengths. Averaging everyone together results in an average length of homelessness that is not representative or typical.

However, this lack of proportionality also means that if the housing crisis response system could identify and house those with extremely long lengths of homelessness, we could quickly bring down system averages. Keep your eye on system performance measure 1.a as we launch coordinated entry and prioritize the most vulnerable (e.g. those with very long lengths of homelessness) for available resources. We may see dramatic results on this measure.

TURN THE CURVE: Exits to Permanent Housing

Premise

The number of people exiting homelessness to permanent housing is a critical determinant of the size of the homeless population. In Alameda County we would like to see growing numbers of people leaving homelessness to permanent housing from one year to the next. A steadily increasing number of people exiting homeless would indicate increasingly stable communities and foreshadow an end to homelessness.



Description

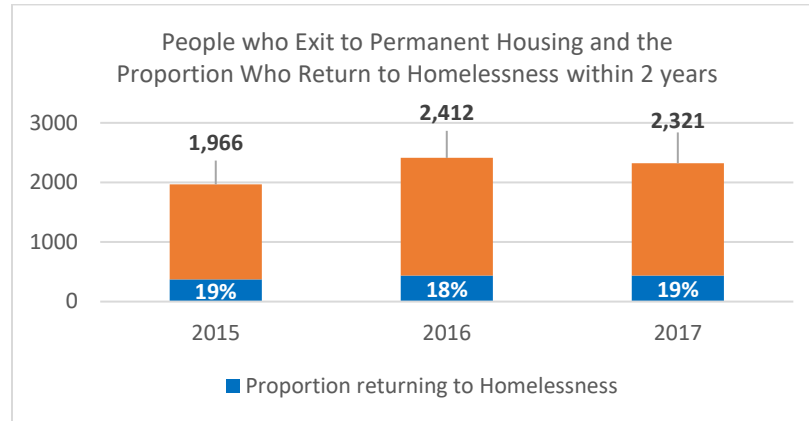
In System Performance Measure 7, HUD focuses on understanding where people exit when they leave the housing crisis response system. The above graph compares the number of people exiting from the housing crisis response system (the bold number at the top of each stack), and the proportion of exits to permanent housing destinations from emergency shelter, transitional housing, and rapid re-housing programs. These destinations include but are not limited to permanent supportive housing, subsidized rental housing, and unsubsidized rental housing. The graph shows a decreasing number of people exiting the housing crisis response system overall, and a decreasing proportion of households exiting to permanent housing destinations.

What is the story behind this data? How can the housing crisis response system turn the curve and improve performance on this measure?

TURN THE CURVE: Returns to Homelessness

Premise

Returns to homelessness from permanent housing is a valuable indicator of the housing crisis response system's effectiveness in ending homelessness. In Alameda County we would like to see a decreasing proportion of individuals returning to homeless after exiting the housing crisis response system to permanent housing destinations. A decreasing proportion would indicate that our outcomes were effective and long lasting.



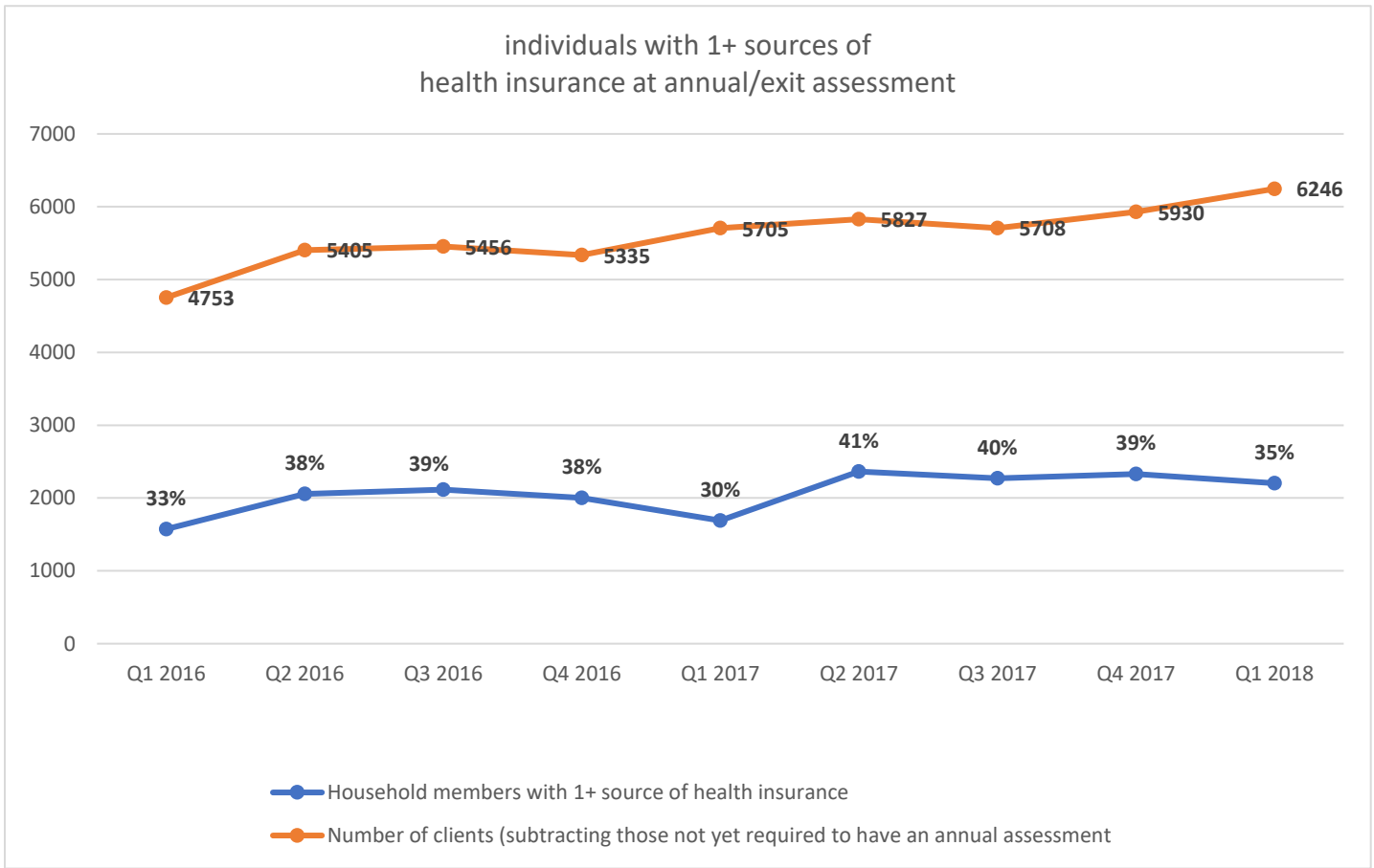
Description

System Performance Measure 2 shows the extent to which those who exit the housing crisis response system to permanent housing destinations return to homelessness within two years. The individuals considered each year exited to permanent housing two years previously, such that the 2015 measure considers everyone who exited in 2013 and whether they returned to the housing crisis response system during 2014 or 2015.

The above graph compares number of people exiting to permanent housing (the bold number at the top of each stack), and the proportion who returned to homelessness. It shows that overall the number of people exiting to permanent housing is increasing. And, the proportion of households returning to homelessness holds steady at 18-19%.

What is the story behind this data? How can the housing crisis response system break out of this pattern and improve performance on this measure?

TURN THE CURVE: Enrollment in Health Insurance



Premise

Enrollment in health insurance not only supports access to healthcare, but also access to some housing support services that draw on MediCal or Whole Person Care funding. In Alameda County we would like to see very high rates of enrollment in health insurance at annual assessment and exit because this would indicate that providers are verifying health insurance status and if not already enrolled, linking people to these valuable benefits.

Description

The above graph shows an orange line, indicating the number of adults and children who are active in the housing crisis response system each quarter. The exact number of adults and children is in bold to the right of the orange dot. The blue line represents the number of adults and children who have enrollment in health insurance documented in the HMIS database. To help make the comparison across quarters, note the percentage above the blue line indicates the proportion of adults and children who have enrollment in health insurance documented in the HMIS database.

The graph shows a relatively consistent rate of enrollment in health insurance, fluctuating between 30% and 40% since 2016. *What is the story behind this data? How can the housing crisis response system turn the curve and improve performance on this measure?*

- RBA Committee:

- COC Committee:

- System Coordination Committee: