

Results-Based Accountability Committee

September 10, 2018

Present: Amanda Jones (LLM), Sharon Osterweil (LLM), Margaret Alfaro (AbS), Julian Leiserson (AbS), Jennifer Vasquez (CoB), Emily Claassen (HomeStretch), Trevor Mells (HMIS Team), Andy Duong (HMIS Team), Julie Leadbetter (EOH), Helene Hoenig (BHCS), Kathleen Frasier (HCSA), Karen Erickson (CCEB)

1. Welcome and Introductions

- Next Meeting: 3-5PM on Monday October 8 at 1404 Franklin in Oakland

2. Announcements and Updates

- HMIS Update
 - Privacy and Security training is held on the 2nd Tuesday of the month
 - Clarity User Training is held on the 3rd Tuesday of the month
 - User Group Meeting is held on the 4th Thursday of the month
 - RBA committee affirmed its desire for some training to be available as a webinar
 - Training calendar is available at: <http://www.acgov.org/cda/hcd/hmis/training-calendar.htm>
 - To register for training, or to request new projects or new agency onboarding, email hmissupport@acgov.org
- Prioritization Analysis (see page 2-3 of this packet)

3. System Performance Targets

- Review and approve: Approved attached performance targets! (see page 4-8 of this packet)

4. Data Dashboards

- One for Practitioners: Scorecard software
 - Week of September 24th Jessie will distribute brief descriptive writeups for each measure for fine tuning by RBA Committee
 - Jessie will also prepare data to fill in the data more fully
 - Bring the scorecard to the HUD CoC Committee (October) and System Coordination Committee (November) for test run
 - Bring to Leadership Board in December
- Public Facing Dashboard: How can we align the datapoints in our dashboard to support accountability to the plan? (see page 9 of this packet)
 - Visual from plan is clear and high level
 - Visual from plan could feed into a line graph to show change over time
 - Need to decide on a unit of measure: households? Individuals?
 - Data would need to come from the BNL cross referenced against project enrollments
 - Additional datapoints: progress against annual targets; chart of housing and service inventory vs slots available annually; length of time homeless

5. Turn the Curve

- Using HUD system performance measures (submitted May 2018) and HMIS data to begin turn the curve conversations, beginning with Length of Time Homeless (HUD System Performance Measure 1a, page 10-11 of this packet). Bring the bar graph and top 42 by name list to System Coordination Committee and HUD CoC.

Prioritization Analysis, August 2018

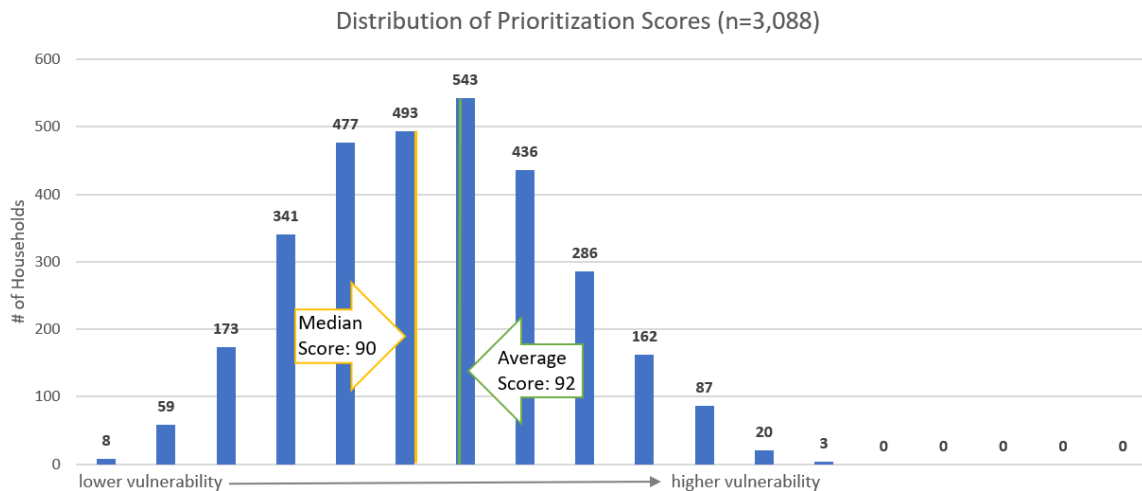
Alameda County’s housing crisis response system implemented a standard assessment process in October 2017. The assessment’s weighted scoring framework quantifies housing barriers and vulnerabilities, allowing the housing crisis response system to prioritize the most vulnerable households for housing and support resources.

As of August 8, 2018, coordinated entry staff have assessed and prioritized 3,088 households. These are distributed across the county as shown:

Resource Zones	# of Households	% of Total	Score Range
East County Adults and Families	141	5%	27-192
Mid-County Adults and Families	558	18%	15-171
North County Adults	676	22%	30-180
North County Families	207	7%	18-177
Oakland Adults	1237	40%	9-195
South County Adults and Families	242	8%	9-177

- 72% of households are composed of a single adult, and 28% are multi-person households.
- 16% of households have minor children
- 39% of the households fit the criteria of chronic homelessness

The distribution of prioritization scores is normal, with scores ranging from 9 to 192. This means that the assessment tool is sensitive to variations in vulnerability and capable of elevating the most vulnerable households to the highest priority.

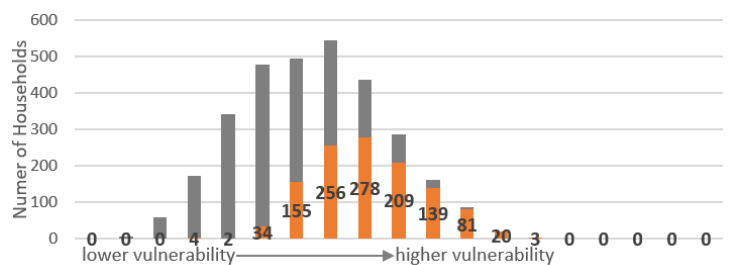


Subpopulations

Chronic Homelessness

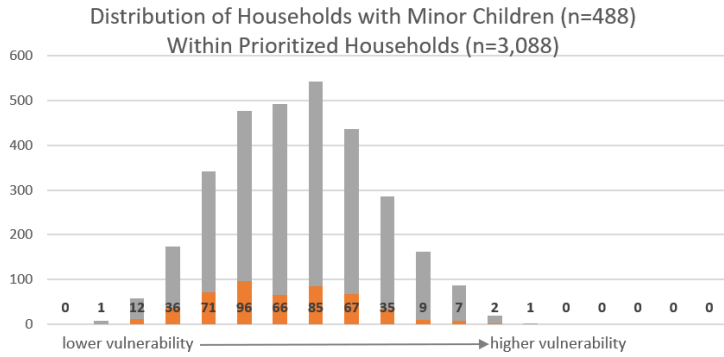
1,181 assessed households fit the criteria of chronic homelessness. Their scores tend to be higher than non-chronically homeless households. Chronically homeless households comprise 64% of all households above the median/middle, and 76% of scores in the top quartile (25%) of scores. Although households that meet the criteria of chronic homelessness tend to be more vulnerable, the tool has been successful in identifying

Distribution of Chronically Homeless Households (n=1,181) within Prioritized Homeless Households (n=3,088)



highly vulnerable households that do not fit the HUD definition of chronic homelessness. In the graph to the right, the

orange sections represent how chronically homeless households are distributed within the total distribution of prioritized households.

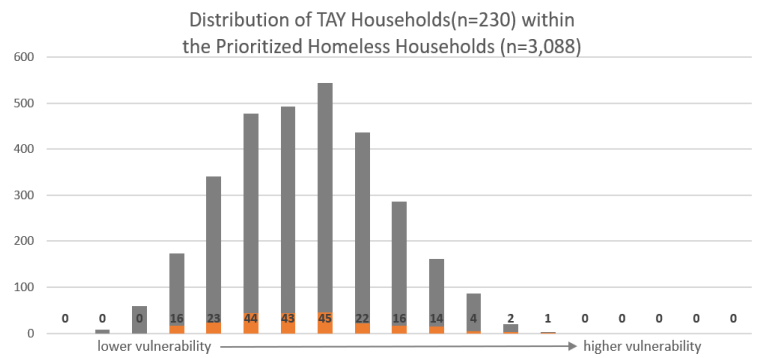


Households with Minor Children

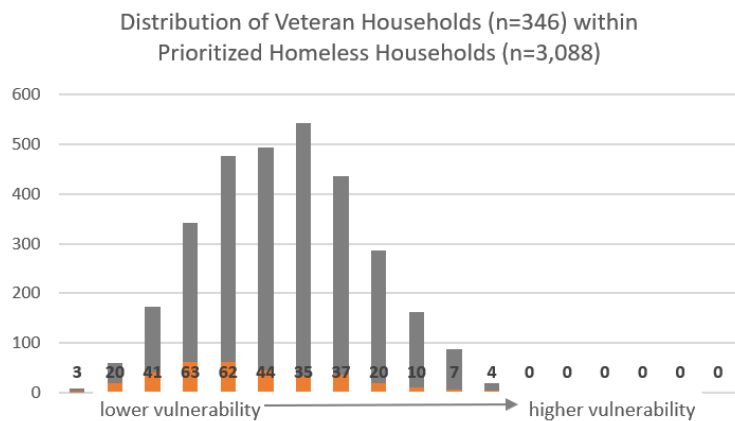
488 households with minor children have been assessed and prioritized, making up 16% of the total number of households. The distribution of scores is normal. In the graph to the left, the orange segments represent the distribution of households with minor children within the greater distribution of prioritized households.

Transition Aged Youth Headed Households

230 households headed by Transition Aged Youth, a person between 18-24 years of age, have been assessed and prioritized, making up 7% of the total number of prioritized households. Though relatively well distributed, scores tend to be slightly lower for this subpopulation than for prioritized households generally. However, there are resources dedicated to serving this population. In the graph to the right, the orange segments represent TAY headed households within the greater distribution of prioritized households.



Veteran Households



346 households headed by veterans have been assessed and prioritized, making up 11% of the households prioritized to date. Veteran households are normally distributed and tend to score at the lower end of the vulnerability spectrum. This may be the result of Operation Vets Home’s targeted work with the by name list as well as the dedicated resources available to veteran households. In the graph to the left, the orange segments represent veteran headed households within the distribution of prioritized households.

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 chornic 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: Data entry within 3 days HUD Element, APR Q6e)</i>	0%	22%	61%	11%	50%
	<i>Data Quality: Completeness. "Income and Sources at annual assessment". (HUD Element, APR 6c)</i>				4%	75%
With What Impact?	Are participants 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: Data entry 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%
	What proportion of people who exit emergency shelters to homelessness? (HUD Element, APR Q23a&b)	4%	25%	85%	29%	<25%

9. Transitional Housing		Low	Middle	Most Frequent	High	All TH FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	10	47	77	280	1350	<i>1.5x the number of slots</i>
	Service Population: Proportion of Individuals served who are chronically homeless(HUD Element, APR Q5a)	0%	10%	0%	49%	22%	<i>observe</i>
	Service Population: Unduplicated count of households served(HUD Element, Annual Performance Report/APR Q8a)	10	28	28	278	988	<i>1.5 x the number of slots</i>
	Service Population: Proportion of households served who are chronically homeless (HUD Element, APR Q26a)	0%	10%	0%	49%	25%	<i>observe</i>
How Well?	Data Quality: Data entry within 3 days HUD Element, APR Q6e)	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%	0%	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%	83%	90%	78%	80%
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	29%	29%	87%	33%	83%
	Are participants enrolled in health insurance?(HUD Element, APR Q21)	17%	74%	70%	100%	80%	90%
	Are we successfully moving people into permanent housing? (HUD Element, APR Q23a&b)	4%	69%	57%	100%	66%	80%
	Returns to Homelessness: What proportion of the people who exit, do so to homelessness? (HUD Element, APR Q23a&b)	0%	5%	0%	89%	13%	1 exit to homelessness for projects with 0-9 leavers, systemwide <10%

10. Rapid Re-Housing		Low	Middle	Most Frequent	High	All RRH FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	7	73	42	258	2,118	Observe
	Service Population: Proportion of chronically homeless individuals served (HUD Element, APR Q5a)	0%	14%	0%	80%	16%	Observe
	Service Population: Unduplicated count of households served (HUD Element, Annual Performance Report/APR Q8a)	4	31	77	201	1,160	observe
	Service Population: Proportion of chronically homeless households served (HUD Element, APR Q26a)	0%	14%	0%	89%	19%	observe
How Well?	Data Quality: Data entry within 3 days (HUD Element, APR Q6e)	0%	14%	0%	67%	20%	100%
	Data Quality: Completion. Adult participants with income info. recorded in HUD Element at entry and annual or exit assessments (HUD Element, APR Q18)	0	66%	0	95%	54%	90%
	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.						60% within 2 months
With What Impact?	Are participants growing their income? (HUD Element, APR Q19a3)	0%	29%	0%	100%	24%	50%
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	39%	50%	73%	36%	85%
	Are participants enrolled in health insurance? (HUD Element, APR Q21)	9%	79%	#N/A	100%	72%	85%
	Are we successfully moving people into permanent housing? (HUD Element, APR Q23a&b)	0%	68%	100%	100%	59%	80%
	Exits to Homelessness: What proportion of people exit to homeless destinations? (HUD Element APR Q23a&b)	0%	9%	0%	71%	8%	<5%

11. Permanent Supportive Housing (PSH)		Low	Middle	Most Frequent	High	FY 2017	Target
How Much?	Service Population: Unduplicated count of individuals served (HUD Element, APR Q5a)	4	24	10	821	2711	<i>Observe</i>
	Service Population: Proportion of chronically homeless individuals served during (HUD Element, APR Q5a)	0%	35%	17%	95%	39%	<i>Observe</i>
	Service Population: Unduplicated count of households served (HUD Element, Annual Performance Report/APR Q8a)	4	15	8	456	1673	<i>Observe</i>
	Service Population: Proportion of chronically homeless households served (HUD Element, APR Q26a)	0%	39%	70%	96%	44%	<i>Observe</i>
How Well?	Data Quality: Data entry within 3 days HUD Element, APR Q6e)	0%	7%	0%	36%	10%	100%
	Data Quality: Adult participants with income info. recorded in HUD Element at entry and annual or exit assessments (APR Q18)	0%	62%	70%	100%	48%	90%
With What Impact?	Are participants maintaining or increasing their income? (APR Q19a3)	0%	75%	75%	100%	71%	75%
	Are participants accessing mainstream benefits? (HUD Element, APR Q20b)	0%	45%	0%	100%	42%	<i>inverse of the % of people with SSI at annual/assessment= 78%</i>
	Are participants enrolled in health insurance?(HUD Element, APR Q21)	4%	72%	100%	100%	47%	90%
	Are we keeping people housed for one year or longer? (APR Q22a1)	65%	100%	100%	100%	99%	>95%
	Exits to Homelessness: What proportion of exits are to homeless destinations? (APR 23a&b)	0%	0%	0%	100%	8%	<5%

April 1, 2018 - May 7				
Inflow		Homeless	Outflow	
Joined the list	331	<p style="text-align: center;">1,986</p> <p style="text-align: center;">Confirming this number plus the inflow = the total BNL?</p>	Exited to Permanent Supportive Housing	
Returned from Inactive			Exited to Permanent Housing	
Returned from permanent housing (e.g. System Performance Measure 2)			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

Goal: Track annual first time homeless and PH exits against the 500 decrease/increase target

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.**

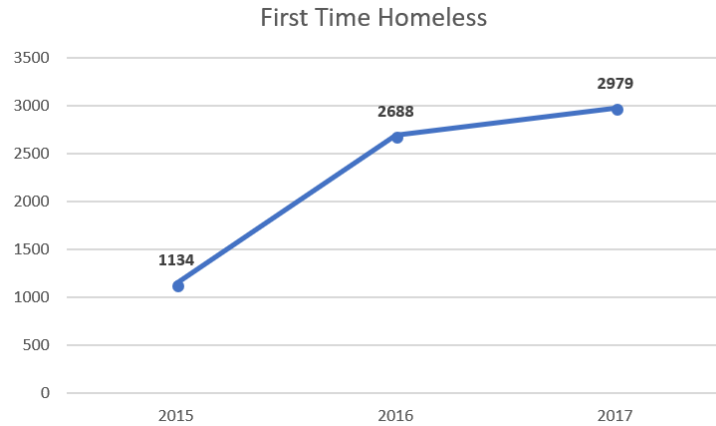
Option 2: use Looker to create an unduplicated list of everyone on the BNL, enrolled in street outreach, emergency shelter, transitional housing, housing navigation, and rapid re-housing projects? **Challenge with this option is that the two data universes (BNL and HUD project entry/exit) may not be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

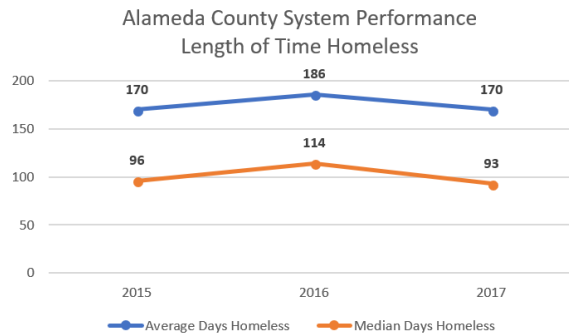
HUD System Performance Measure 5 counts the number of people who entered emergency shelter, transitional housing, and permanent housing programs during the year and subtracts all those who had another project entry within the prior 24 months. The above graph compares the number of people experiencing 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.

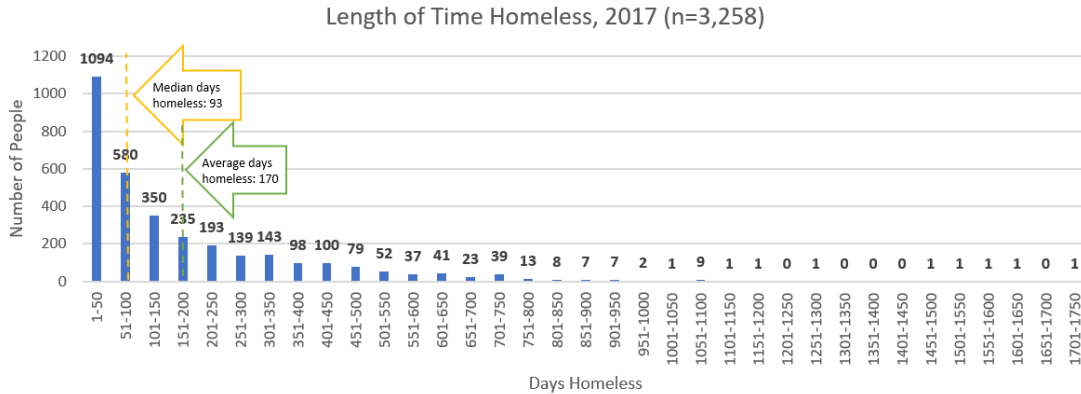


¹ The housing crisis response system is the county-wide network of housing and support resources dedicated to preventing and ending homelessness.

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?

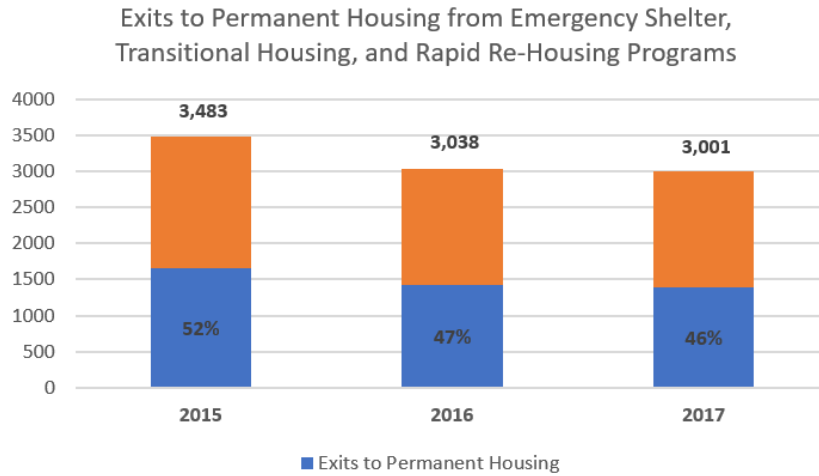
It’s significant that the majority—two-thirds, 66%—of people have been homeless for the average length of time, 170 days, or less. The average length of homelessness doesn’t match the typical experience for most homeless people, it seems. This is because those few people with extremely long lengths of 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

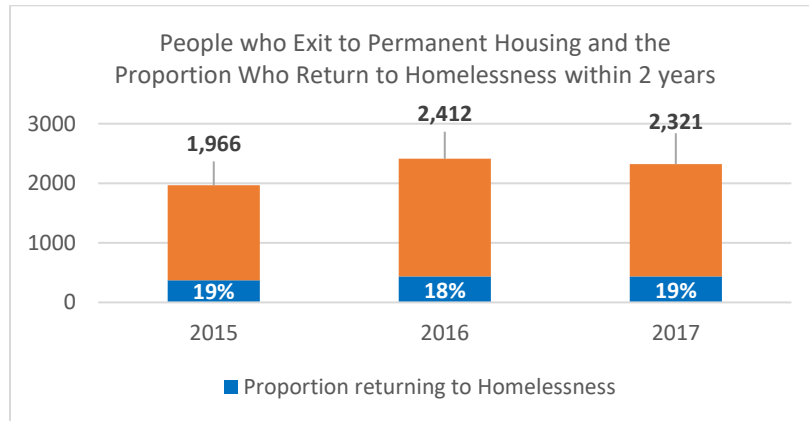
In System Performance Measure 7, HUD focuses on understanding where people exit when they leave the housing crisis response system. The above graph compares the number of people exiting from the housing crisis response system (the bold number at the top of each stack), and the proportion of exits to 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.



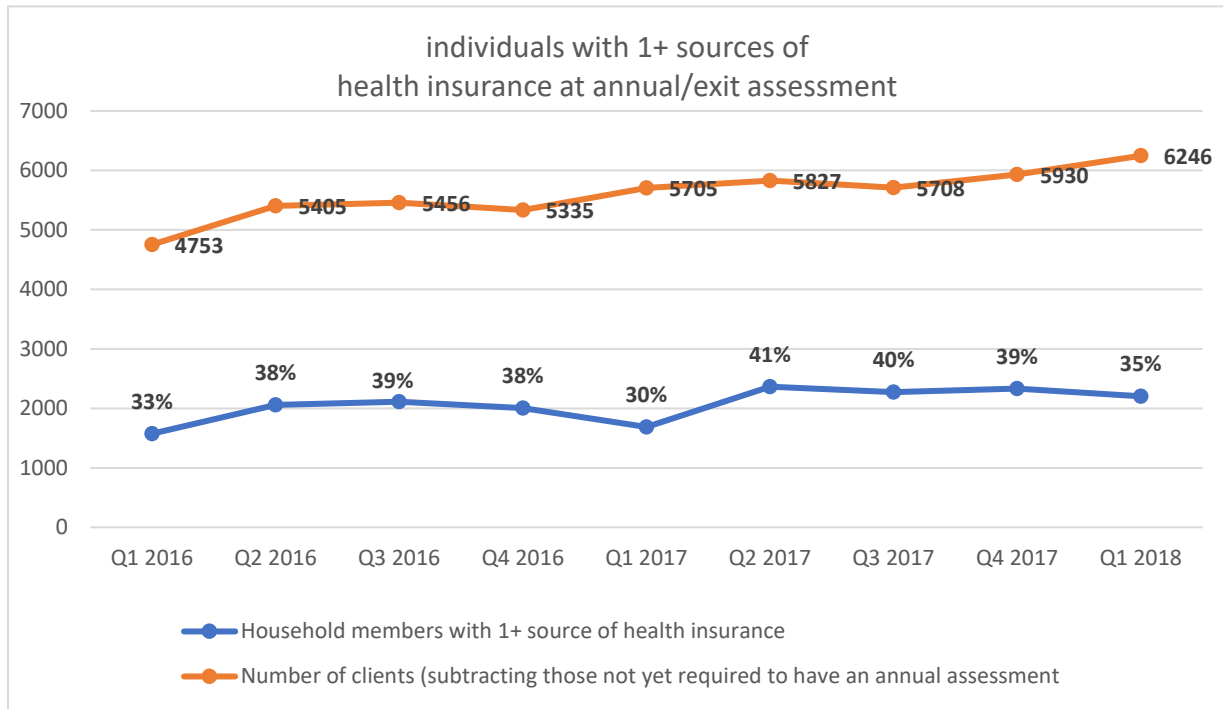
Description

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: