

Goals and Outcomes Performance Measurement

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Columbus, Ohio

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Overview

- ⟨ HMIS/Columbus ServicePoint
- ⟨ Performance Measurement
 - ⟨ Outcomes
 - ⟨ Setting Goals
- ⟨ Reporting & Evaluation

HMIS

Columbus ServicePoint

Columbus ServicePoint (HMIS)

- ⟨ Collecting HMIS data since 1989
- ⟨ ServicePoint platform since 2001
 - ⟨ 17 agencies, 48 programs
- ⟨ Current HMIS Coverage
 - ⟨ 95% for emergency shelters
 - ⟨ 98% for transitional housing
 - ⟨ 97% for permanent supportive housing

System Design Characteristics

- ⟨ Latest version of ServicePoint
- ⟨ Reporting with ART (Business Objects)
- ⟨ High accountability among agencies/programs due to transparency
 - ⟨ Shared and Open HMIS
 - ⟨ Daily bedlist
 - ⟨ Quality Assurance
 - ⟨ Performance Monitoring

HMIS Data Quality Assurance

- ⟨ Agencies are running their own QA reports and submitting to CSB for verification
- ⟨ Data that is QA-ed contains all HUD required data elements and we look for completeness of data and minimal logic checks

HMIS Data Quality Assurance

< **Timeliness**

< All required data elements by 4th working day of month

< **Completeness**

< 95% of all clients for each required data element (<5% not reported/null)

< **Accuracy**

< Matches agency client record (e.g. entry/exit dates on required data elements match); annual certification

< **Consistency**

< Quarterly/Monthly process

Performance Measurement

Performance Measurement

“Performance measurement is a *process* that *systematically evaluates* whether your efforts are making an *impact* on the clients you are serving.”

“What gets measured gets done.”

Purpose of Program Measurement

- ⟨ Are actions achieving intended goals?
 - ⟨ What is the purpose of your program? Goals?
 - ⟨ Does the program work?
 - ⟨ If yes, what makes it work?
 - ⟨ If no, what component doesn't work and how can it be fixed to make it work?

- ⟨ Note that program goals may only relate to certain types of clients or components of the program (e.g., different goals for severely disabled persons)

Performance Measurement Building Blocks

- ⟨ **Inputs** include resources dedicated to, or consumed by, the program—e.g., money, staff and staff time, volunteers and volunteer time, facilities, equipment and supplies.
- ⟨ **Activities** are what the program does with the inputs to fulfill its mission, such as providing shelter, feeding the homeless, or providing job training.
- ⟨ **Outputs** are the direct products of program activities. They usually are presented in terms of the volume of work accomplished—e.g., number of participants served and the number of service engagements.
- ⟨ **Outcomes** are benefits or changes among clients during or after participating in program activities. Outcomes may relate to change in client knowledge, attitudes, values, skills, behaviors, conditions, or other attributes.

Outcome, Output, or Neither?

Examples

1. 1 new HMIS program administrator will be hired.
2. 150 clients will receive prevention services.
3. 90% of persons who exit the program will move to permanent housing.
4. 75% of program staff will be trained in crisis management techniques.
5. 40% of clients will receive one or more mainstream public benefits.

Answers

Input

Output

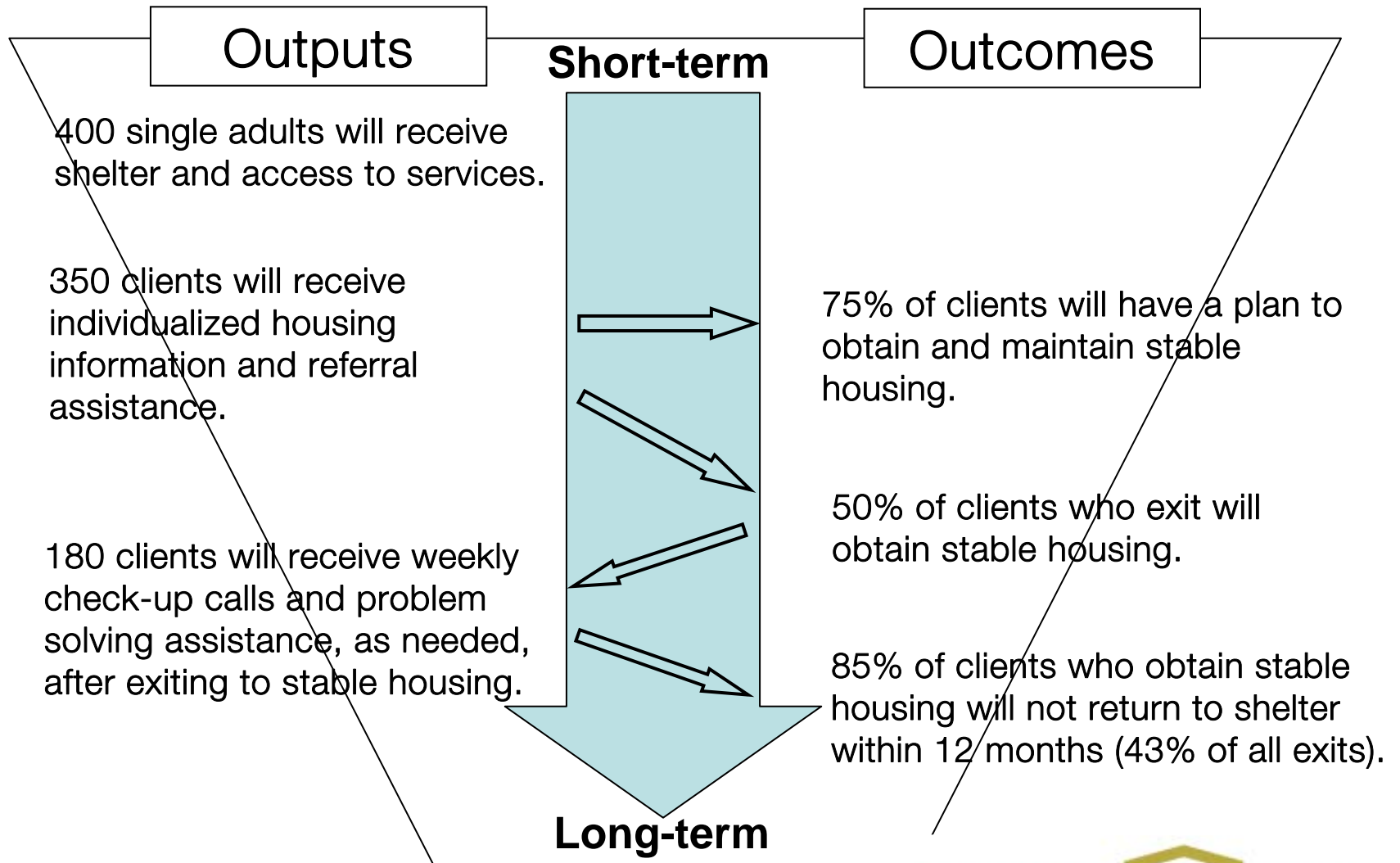
Outcome

Output

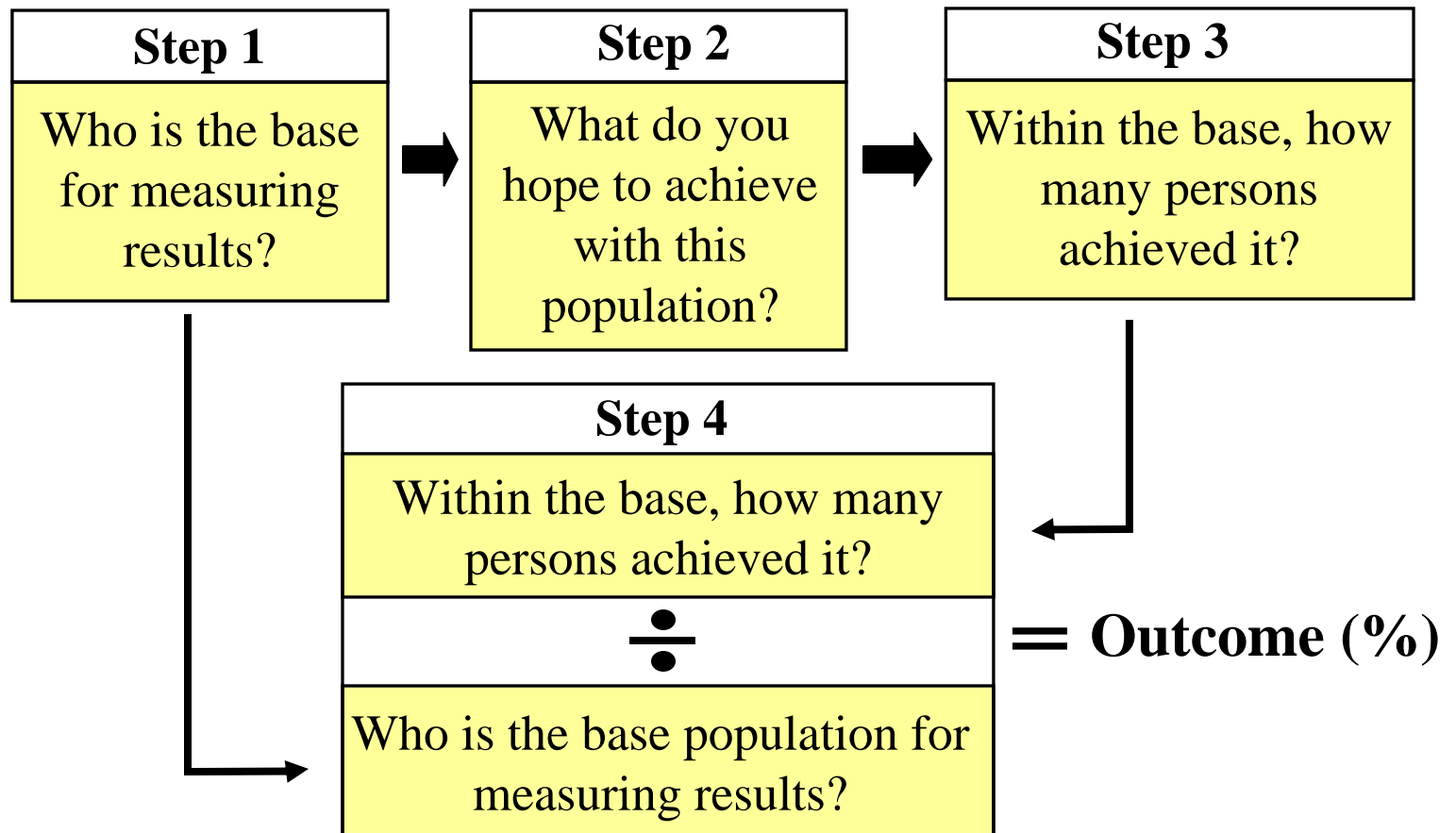
Outcome

Outcomes

Example: Single Adult Shelter System's Impact Over Time

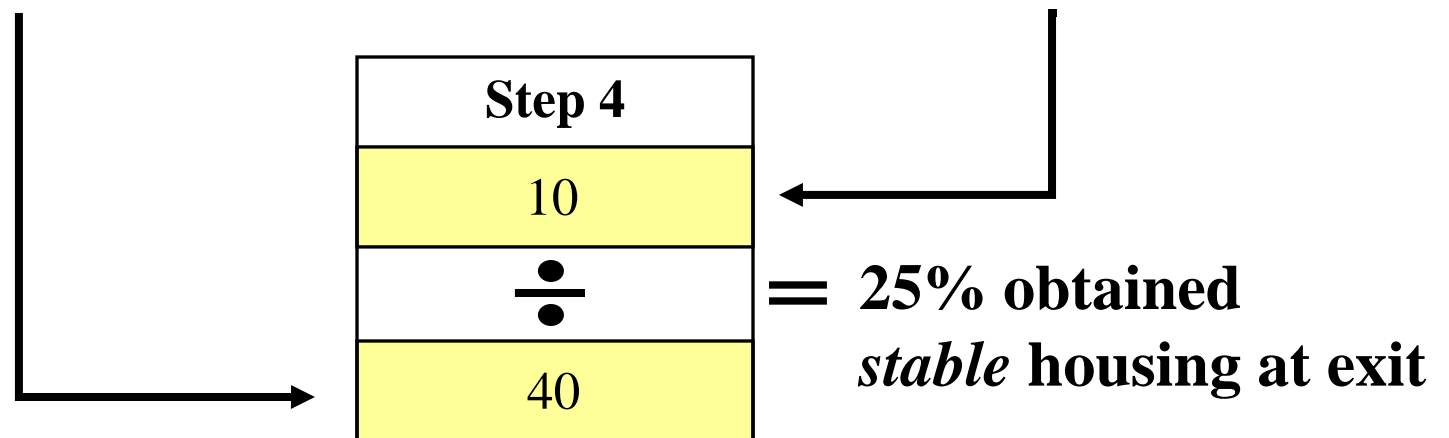
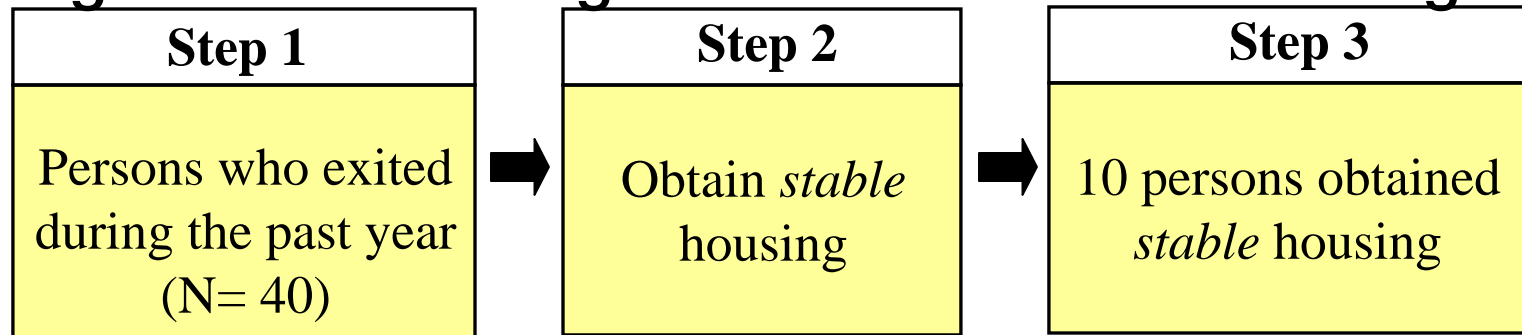


Framework for Converting Program Goals into Outcomes



Converting Program Goals into Outcomes: Example

Program Goal: Exiting clients into “*stable*” housing



Look Out for Ambiguous Concepts



Developing and measuring performance outcomes often invites ambiguous concepts into the process.

For example, what do we mean by...

- < ...obtaining *stable* housing?
- < ...obtaining *employment*?
- < ...increasing *income*?
- < ...*accessing* services?
- < ...becoming more *self-sufficient*?

Which data elements and responses will count?

Key Underlying Assumptions

Outcomes can be calculated consistently for all clients if, and only if:

- ⟨ Staff are collecting the required information at entry and exit for each client.
- ⟨ Staff are recording this information into the HMIS in a timely fashion (e.g., 4th business day of every month for prior month).
- ⟨ The target population is clearly defined.
- ⟨ The program goals are clearly defined for the target population.

Developing Performance Measures: Key Elements

- < For each measure (output or outcome):
 - < **Purpose:** identifies the reason for the measure
 - < **Application:** identifies the programs and/or system for which a measure applies
 - < **Definition:** definition for the measure
 - < **Goal-Setting Methodology:** used by program or system to set goals around the measure
 - < **Reporting Methodology:** detailed description of how measure is calculated
- < Use HMIS data elements
- < Develop and test before implementation

Example:

Successful Housing Outcome

- a) **Purpose:** Indicates program's success in ending homelessness by linking households to appropriate next step housing which includes transitional and permanent housing. A higher number and rate are considered positive.
- b) **Programs:** All
- c) **Definition:** the number of distinct households that exit (i.e., latest exit for households with multiple stays during report period) to successful housing as defined in Table X and the percentage this represents of total distinct households exited during the report period.
- d) **Goal-setting methodology:** Meet or exceed CoC goal or prior performance. Multiply the percentage goal by the projected number of exited households (i.e., latest exit for households with multiple stays during the report period).
- e) **Reporting methodology:** Calculate the total number of distinct household exits and the total number of destinations that are considered successful housing outcomes. Divide the number of successful housing outcomes by the number of total exits during the report period.

Measure Methodology

Specify all parts of query/calculation:

- < Programs
 - < Across a program type (e.g., all outreach, all PSH programs)
 - < All programs
 - < Programs that serve a specific subpopulation
- < Clients (de-duplicated across programs)
 - < All Exiters
 - < All participants
 - < All currently enrolled
 - < Those who stayed > 6 months
- < Data Elements
 - < Same HMIS elements as program measures
 - < Need rules to reconcile data across programs if client was enrolled in more than one program
- < Timeframe
 - < Define date range
 - < Specify date field (entry date, exit date, placement date, assessment date, etc.)

Wherever Possible Use HMIS to Define Your Concepts

Based on the Destination HMIS data element, we can define *stable* housing (narrowly) using the following response categories:

- < Emergency shelter
- < Transitional housing
- < Permanent housing
- < Substance abuse facility or detox center
- < Hospital (non-psychiatric)
- < Jail, prison, or juvenile detention center
- < Room, apartment, or house that you rent
- < Don't Know
- < Apartment or house that you own
- < Staying/living with family
- < Staying/living with friends
- < Hotel or motel voucher paid for without ES voucher
- < Foster care home or group home
- < Place not meant for human habitation
- < Other
- < Refused

Setting Goals

- < Increased accountability
- < Leverage community resources
- < Achievement of community-wide goals

Establishing System/Program Performance Measures

- ⟨ Adopt system goals
 - ⟨ Past performance data
 - ⟨ Account for state and federal goals
 - ⟨ Account for local goals related to achievement of long-term impact
- ⟨ Establish program performance expectations based on system goals
 - ⟨ Negotiate with agencies
 - ⟨ Incorporate into CoC/funding agreements
 - ⟨ Include quarterly, semi-annual, annual goals
 - ⟨ Response to low performance
- ⟨ Performance reports
 - ⟨ Set frequency
 - ⟨ Determine audience/distribution
 - ⟨ Use data that meets quality standards
 - ⟨ System and program level performance

Performance Measures

- ⟨ System and Program Benchmarks set by CSB Board of Trustees, HUD and local CoC
- ⟨ System goals based on historical numbers, demand and available capacity
- ⟨ Annual Program Outcomes Plan (POP)
 - ⟨ Negotiated with agencies during annual “Gateway” process
 - ⟨ Attached to annual partnership agreement
 - ⟨ Includes quarterly, semi-annual, annual goals
 - ⟨ Goals set based on benchmarks or prior performance

Performance Measures

	Prevention	Outreach	Emergency Shelter	Direct Housing	Permanent Supportive Housing
Number Served	✓	✓	✓	✓	✓
Successful Outcomes		✓	✓		
Successful Housing Outcomes	✓	✓	✓	✓	✓
Average Length of Stay			✓	✓	
Average Length of Participation	✓			✓	
Recidivism	✓	✓	✓	✓	
Direct Client Assistance Utilization	✓	✓	✓	✓	
Occupancy			✓ (Tier II only)		✓
Housing Stability					✓
Housing Retention					✓

New Performance Measures

	Prevention	Outreach	Emergency Shelter	Direct Housing	Permanent Supportive Housing
New Households Served	✓	✓		✓	
Successful Income Outcomes	✓			✓	✓
Successful Diversion Outcome			✓		
Diversion Recidivism			✓		
Housing Affordability at Exit	✓				
Usage of Other Community Resources	✓				
Exited Households to Supportive Housing		✓			
Employment Status at Exit					✓
Negative Reason for Leaving					✓
Interim Housing Stability					✓
Increase in Income from Entry to Exit					✓

Program Outcomes Plan

Measure		Quarter 1 7/1/09- 9/30/09	Quarter 2 10/1/09- 12/31/09	Semi-Annual 7/1/09- 12/31/09
Households Served	#	245	245	400
Successful Outcomes	%	70	70	70
Successful Outcomes	#	137	137	245
Successful Housing Outcomes	%	61	61	61
Successful Housing Outcomes	#	84	84	149
Average Length of Stay	Days	20	20	20
Recidivism	%			5

Reporting and Evaluation

Performance Monitoring

- < System and Program level
- < Outcomes-based funding
- < Performance-based contracting
- < Quality Improvement Intervention (QII)

Reporting and Evaluation

- 〈 Annual performance evaluation
- 〈 Quarterly performance monitoring
- 〈 Monthly performance reports
- 〈 Quality Improvement Intervention reports
- 〈 Special Reports

Annual Performance Evaluation

Annual Program Evaluation

- ⟨ Completed based on first half of FY for use in following FY funding determination
- ⟨ Program outcomes compared to planned outcomes
- ⟨ Includes historical information
- ⟨ Includes financial information
- ⟨ Data mostly derived from CSP
- ⟨ Issued to CSB Board of Trustees, Continuum of Care Steering Committee and Funders
- ⟨ Posted to www.csb.org

Scoring

- ⟨ Programs are scored as *High, Medium or Low*
- ⟨ **High** - achieve at least 75% of the measured outcomes and at least one of the successful housing outcomes (either number or percentage outcome)
- ⟨ **Medium** - achieve at least 50% but less than 75% of the measured outcomes
- ⟨ **Low** - achieve less than 50% of the measured outcomes
- ⟨ Low performers are invited to participate in a Quality Improvement Intervention
- ⟨ Program scoring has funding implications

Program Outcome Achievement

Measure		Semi-Annual Goal 7/1/08-12/31/08	Semi-Annual Actual 7/1/08-12/31/08	Achieved
Households Served	#	440	441	Yes
Successful Housing Outcomes	#	224	242	Yes
Successful Housing Outcomes	%	70	71	Yes
Average Length of Stay	Days	45	49	Yes
Recidivism	%	5	1	Yes
Basic needs met in secure, decent environment		Pass certification	All programs compliant	Yes
Ongoing engagement with the neighborhood		Pass certification	All programs compliant	Yes
Efficient use of a pool of community resources		CSB costs per household consistent with CSB budget	All programs compliant	Yes

Quarterly Performance Monitoring

Quarterly System & Program Indicator Report

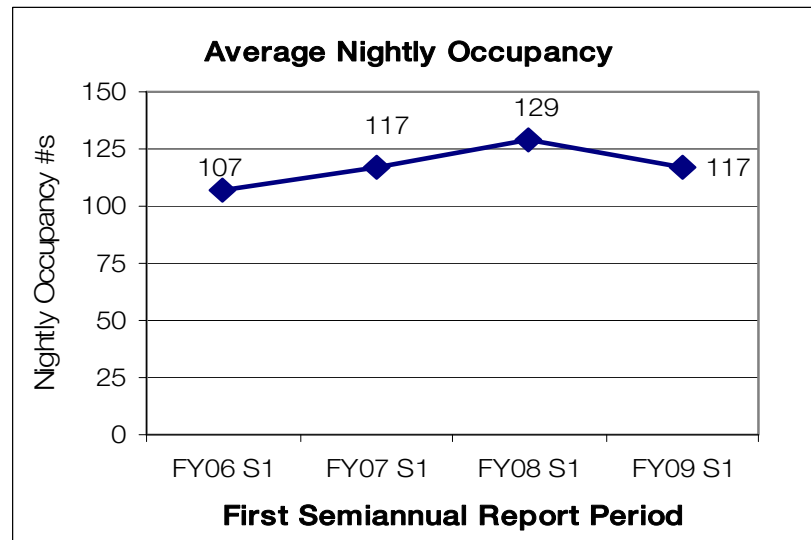
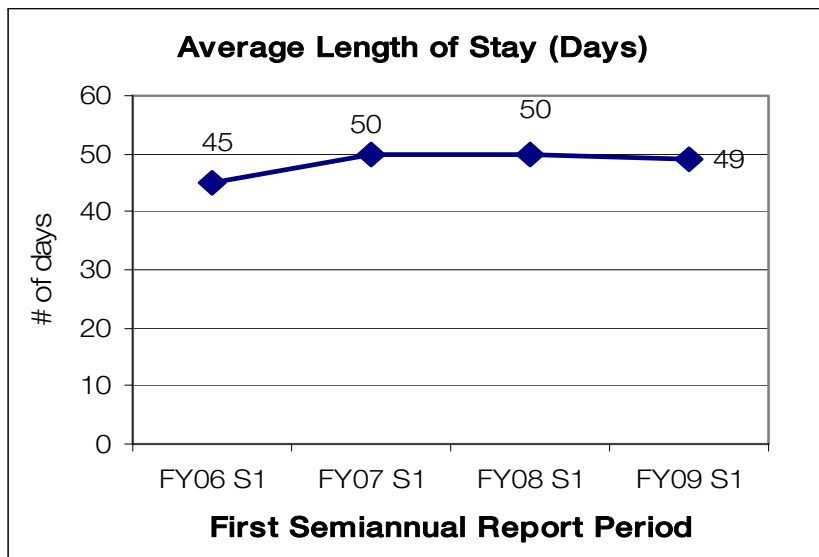
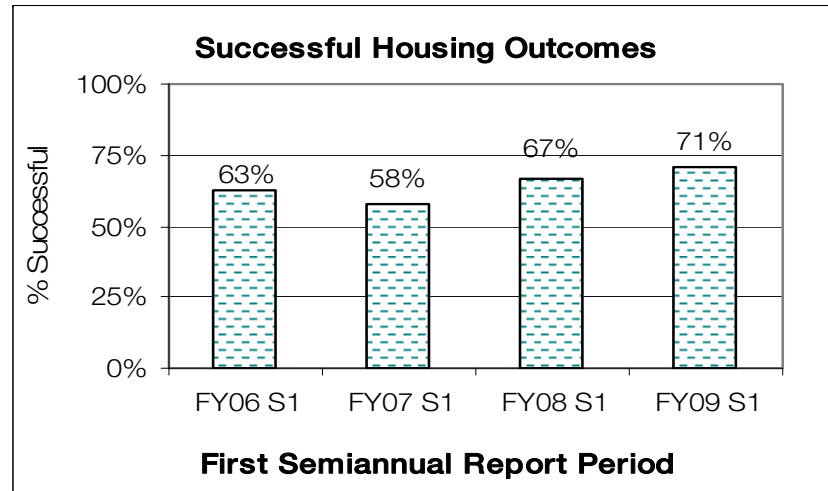
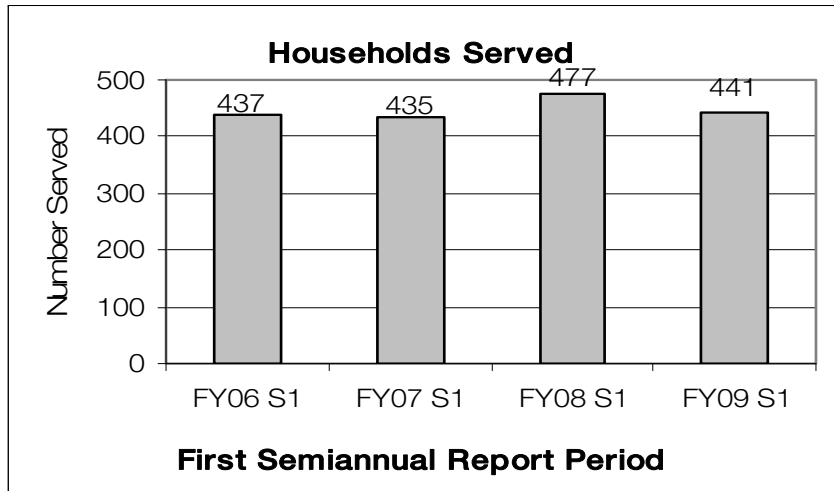
- < Key performance measures: systems & programs
- < “Programs of concern”
- < Issued to CSB Board of Trustees, Funders & Continuum of Care Steering Committee
- < Posted to www.csb.org

Family System – 1/1 – 3/31/08

FY08 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)		
	Goal	Actual	Outcome Achievement	Capacity	Actual	Goal	Actual	Outcome Achievement
01/01/2008 - 3/31/2008								
FAMILY SYSTEM	261	275	√	120	119	45	39	√

FY08 EMERGENCY SHELTER	Successful Housing Outcomes						System of Concern
	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Yes or No
01/01/2008 - 3/31/2008							
FAMILY SYSTEM	103	108	√	70%	69%	√	No

Family System – 7/1 – 12/31/08



Specialized Reports

Specialized Reports

- ⟨ Monthly Occupancy Reports for the permanent supporting housing projects
- ⟨ Monthly performance reports for the family system performance-based contracts
- ⟨ Specialized reports for the programs under the Quality Improvement Intervention
- ⟨ Specializes reports that do an in-depth analyses of systems performance, demand, etc, used for planning purposes

Community Reports

- ⟨ CSB Annual Report
- ⟨ Annual “Snapshot” Report
 - ⟨ Historical data on homelessness (10 year “system” level data)
 - ⟨ Point-in-time count data
- ⟨ Annual Veterans Report
 - ⟨ Comparative analyses with prior year data
- ⟨ www.csb.org

Impact of Performance Measurement System

- 〈 Communicates accurate description of population
- 〈 Builds credibility
- 〈 Informs Strategic Planning
 - 〈 Identifies need
 - 〈 Builds community support
- 〈 Informs resource allocation (annual funding)
- 〈 Informs policy options (more shelter vs. housing)

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Questions?