

State of Connecticut System-Wide Analytics and Projection (SWAP) Project

Project Launch and Discussion
March 29, 2017

Hosted by the Funders Collaborative
Presentation by Focus Strategies



Agenda Overview

1. Welcome & Introduction
2. Setting the Stage: CT Statewide Homeless System Planning & Funders Collaborative
3. Presentation by Focus Strategies
 - Homeless Crisis Resolution Systems
 - Overview of SWAP Performance Measures
 - Sample Results from Other Communities
4. Stakeholder Involvement & What's Next?



Background on the Funders Collaborative

- Fall 2015, Reaching Home Campaign invited Focus Strategies to conduct a system & data needs assessment
- Request from stakeholders was for funders to provide clear direction and accountability
- Recommendation from Focus Strategies to create a Funders Collaborative
- Representatives from DMHAS, DOH, HUD, MCT
- Focus on data-informed policy-making and system design
- Our goal: develop clear and consistent expectations for providers and other system stakeholders in relation to project and system performance



Why SWAP?

- This SWAP project we are launching with Focus Strategies will provide the foundation for the FC's work moving forward
- SWAP will help us understand our system and project performance in a consistent way
- Results will help us learn what we need to get to scale in the different intervention types; what shifts needs to be made to achieve greater progress



About Focus Strategies

We believe the HEARTH Act and Opening Doors lead the way to finally ending homelessness.



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Ending Homelessness

The HEARTH Act establishes:

“...a Federal goal of ensuring that individuals and families who become homeless return to permanent housing within 30 days.”

Opening Doors, As Amended in 2015:

“systematic response ...that ensures homelessness is ...a rare, brief, and non-recurring experience.”



Principles of a Homeless Crisis Response System

- Housing-focused
- Person-centered
- Data-informed
- Effective use of resources



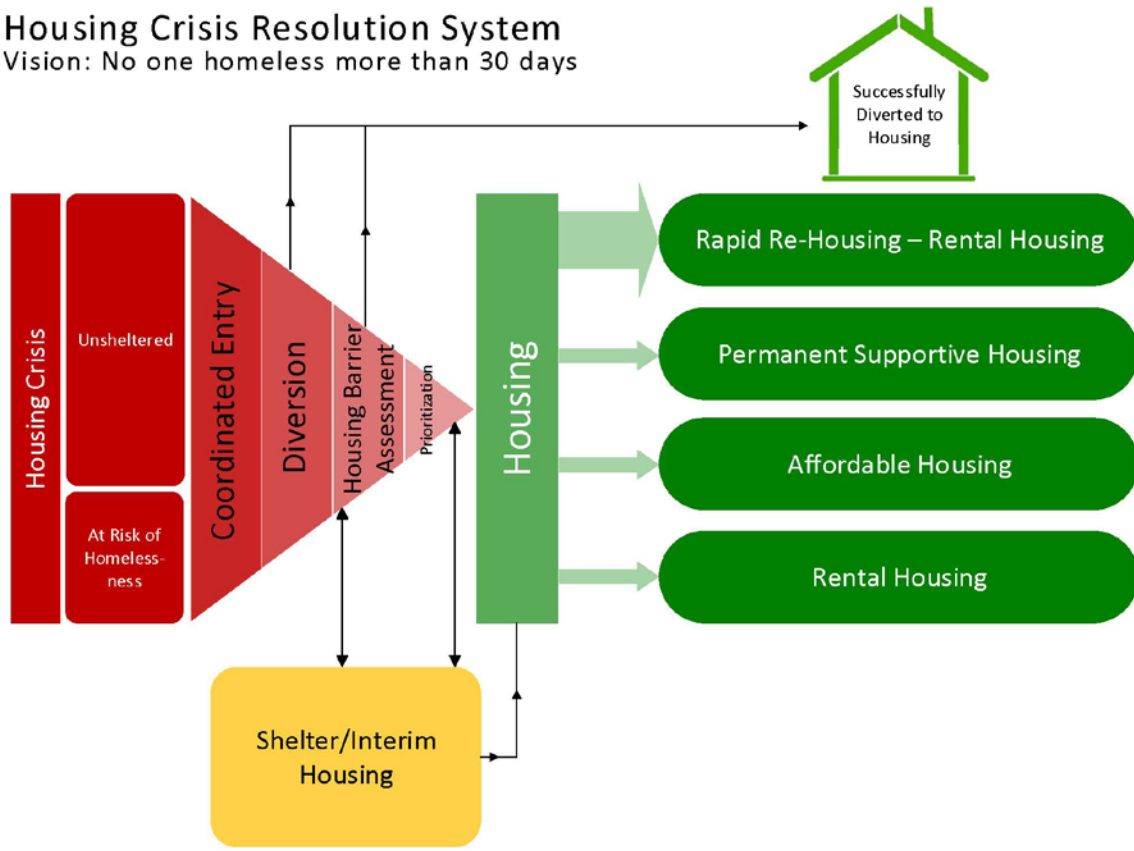
A System to End Homelessness

Ending homelessness means building systems that:

- Divert people from entering homelessness
- Quickly engage and provide a suitable intervention for every household's homelessness
- Have short lengths of stay in programs
- Have high rates of permanent housing exits
- Use data to achieve continuous improvement

Homeless Crisis Response System

Housing Crisis Resolution System
Vision: No one homeless more than 30 days





Purpose of Our Work in Connecticut

- Assess what the existing homeless system and programs are accomplishing
- Identify what is working and what needs improvement
- Recommend strategies to improve system performance

Performance Measurement

Performance Data

Analysis of performance data tells us:

- Extent to which homelessness is rare, brief and non-recurring
- Where to target efforts to become more effective
- How to prioritize system and program resources
- How to achieve continuous improvement

Purpose of SWAP

Can answer these questions (and more!):

- Are the local homeless system interventions sized to house the homeless population you have?
- Does the speed of your system change match the urgency of the issue?
- How is each project type performing?
- How is each project performing?
- How are systems changes panning out?
- Does what people say about community programs and conditions match the data?
- Are dollars achieving highest and best impact?

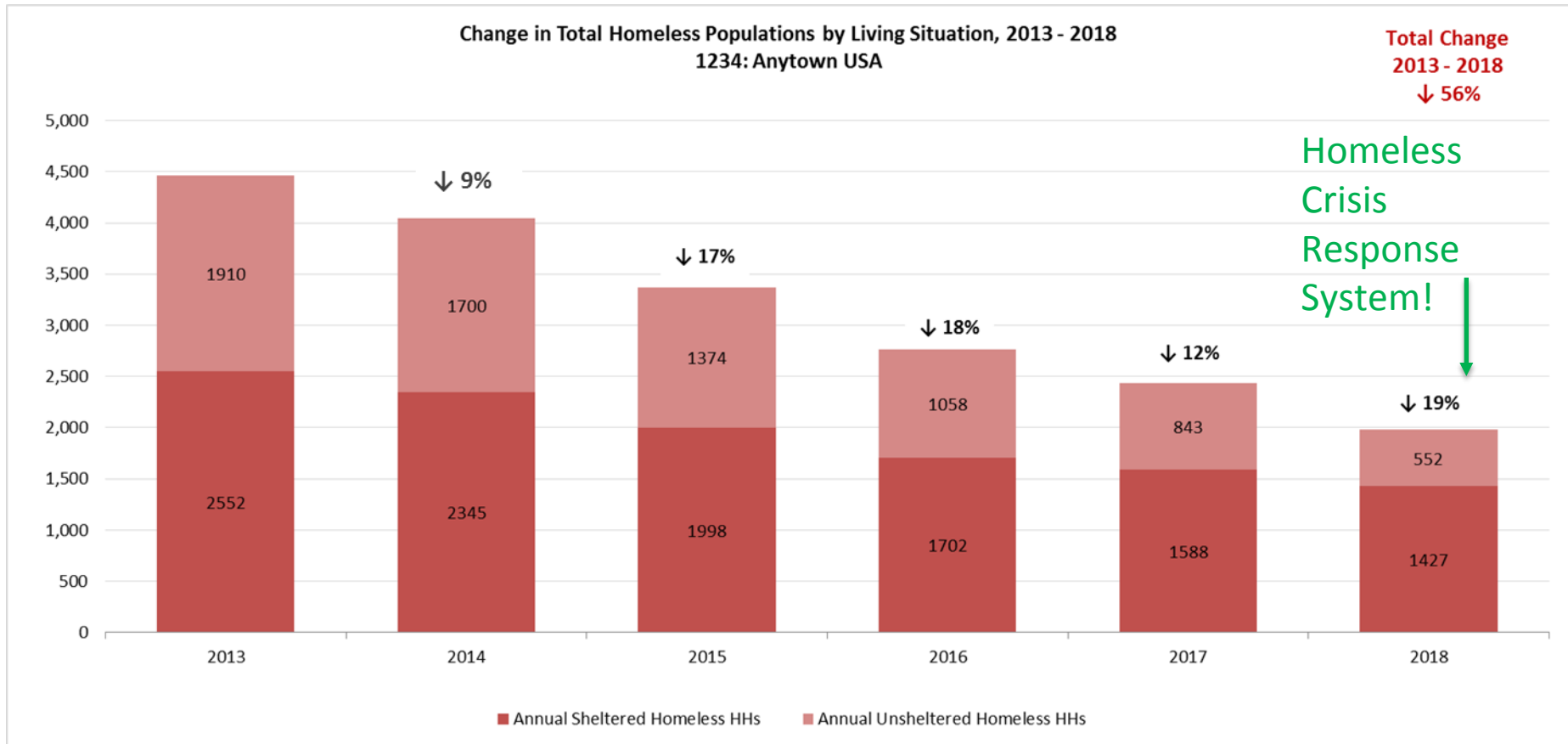
SWAP Performance Measures

1. HMIS Data Quality
2. Bed/Unit Utilization
3. Entries from Homelessness
4. Length of Stay
5. Exits to Permanent Housing (PH)
6. Cost per Permanent Housing Exit
7. Returns to Homelessness

HUD System Performance Measures

- The SWAP measures are aligned with how HUD views system performance
- Strong performance on the SWAP metrics will result in strong results on the HUD measures
- SWAP does not directly address income or employment (though anticipated impacts can be modelled)
- SWAP does measure cost effectiveness

Ending Homelessness Graph



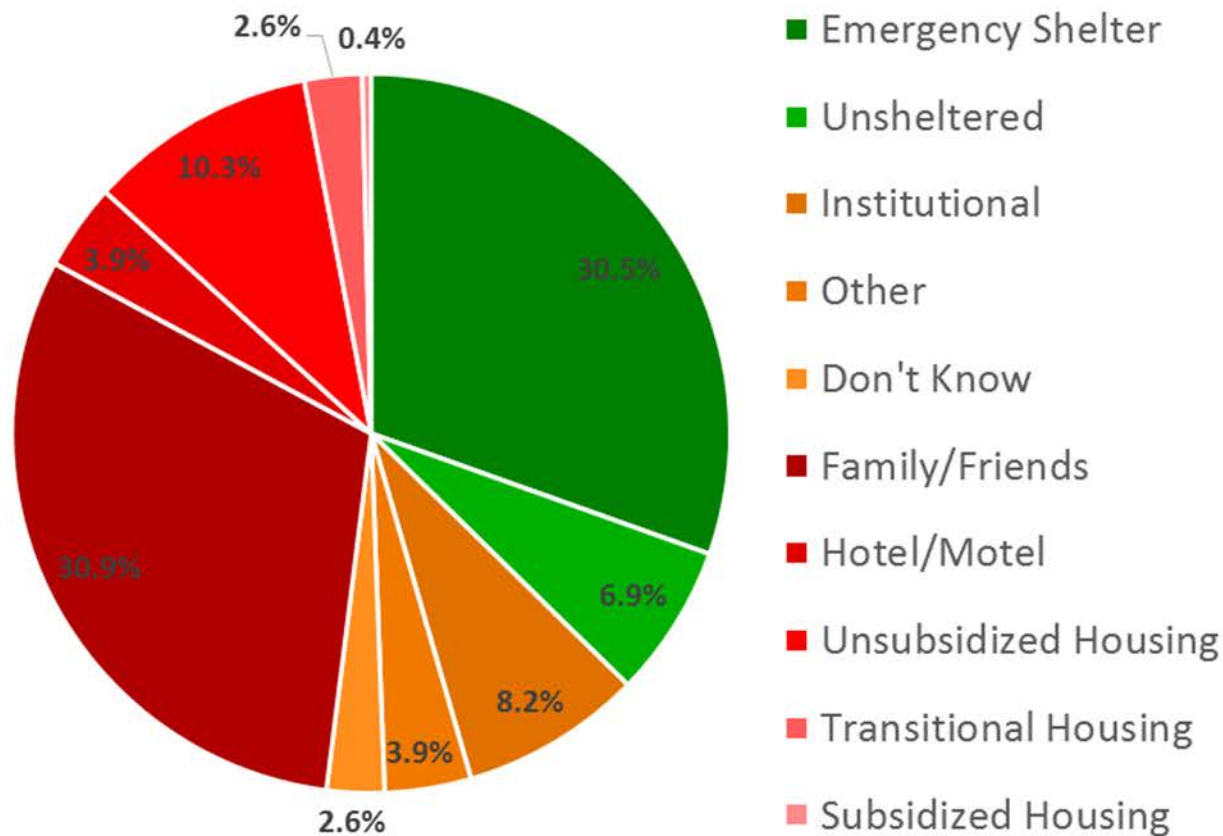
Sample Results and Implications

Entries from Homelessness

- Measures how many people enter programs who are unsheltered or living in shelter (literally homeless)
- Indicator of how well system is targeting highest need households
- High rate of entry from housed situations indicates need for changes to Coordinated Entry and/or shelter diversion

Entries from Homelessness: Winston-Salem/Forsyth County, NC

Almost Half of Adult Only HHs Enter Transitional Housing from Housed Locations



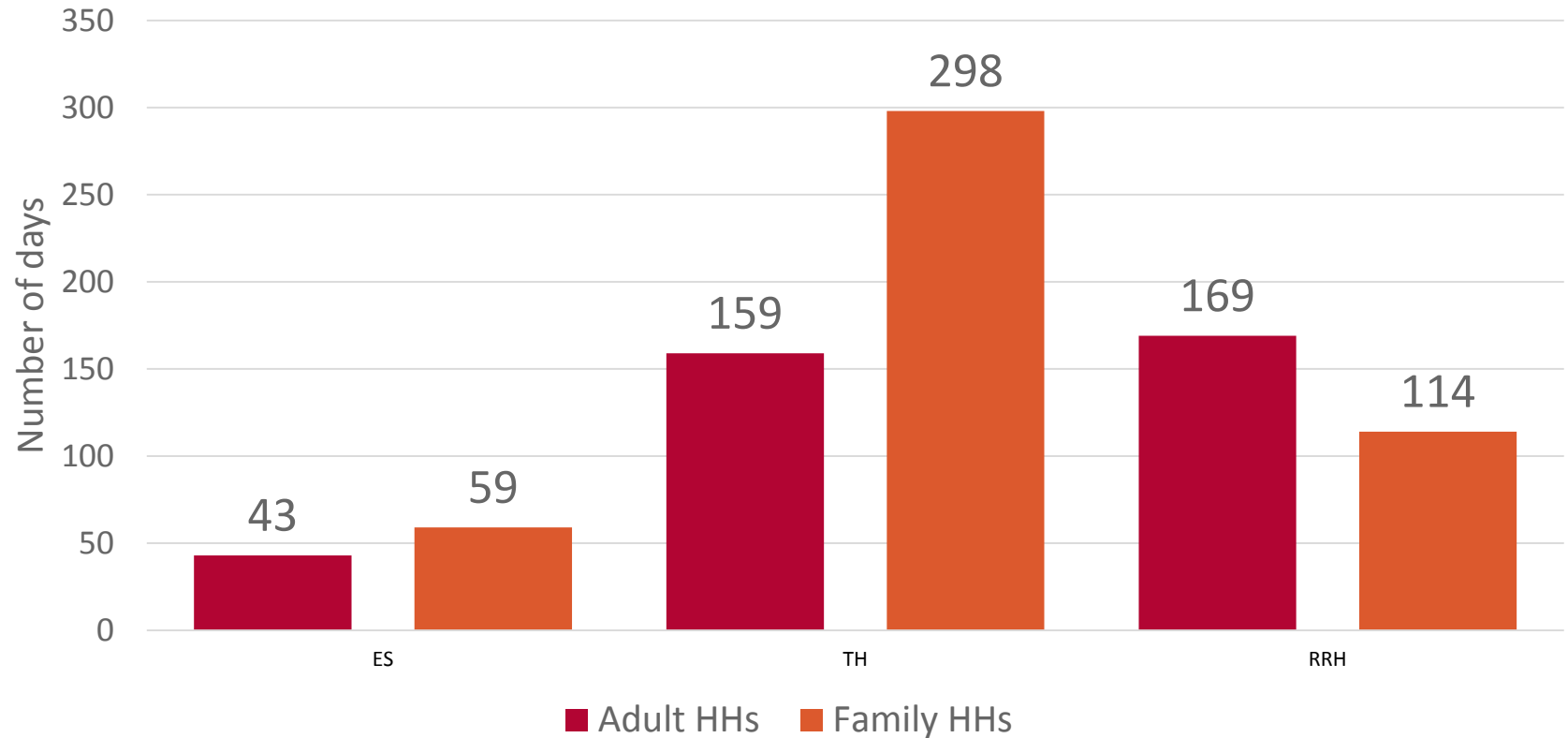


Length of Stay (LOS)

- Measures how quickly programs are helping households end their homelessness
- Helps identify program and system design and operation inefficiencies
- Long LOS suggests programs may not be adopting a Housing First approach

Length of Stay: Nashville, TN

Average Length of Stay

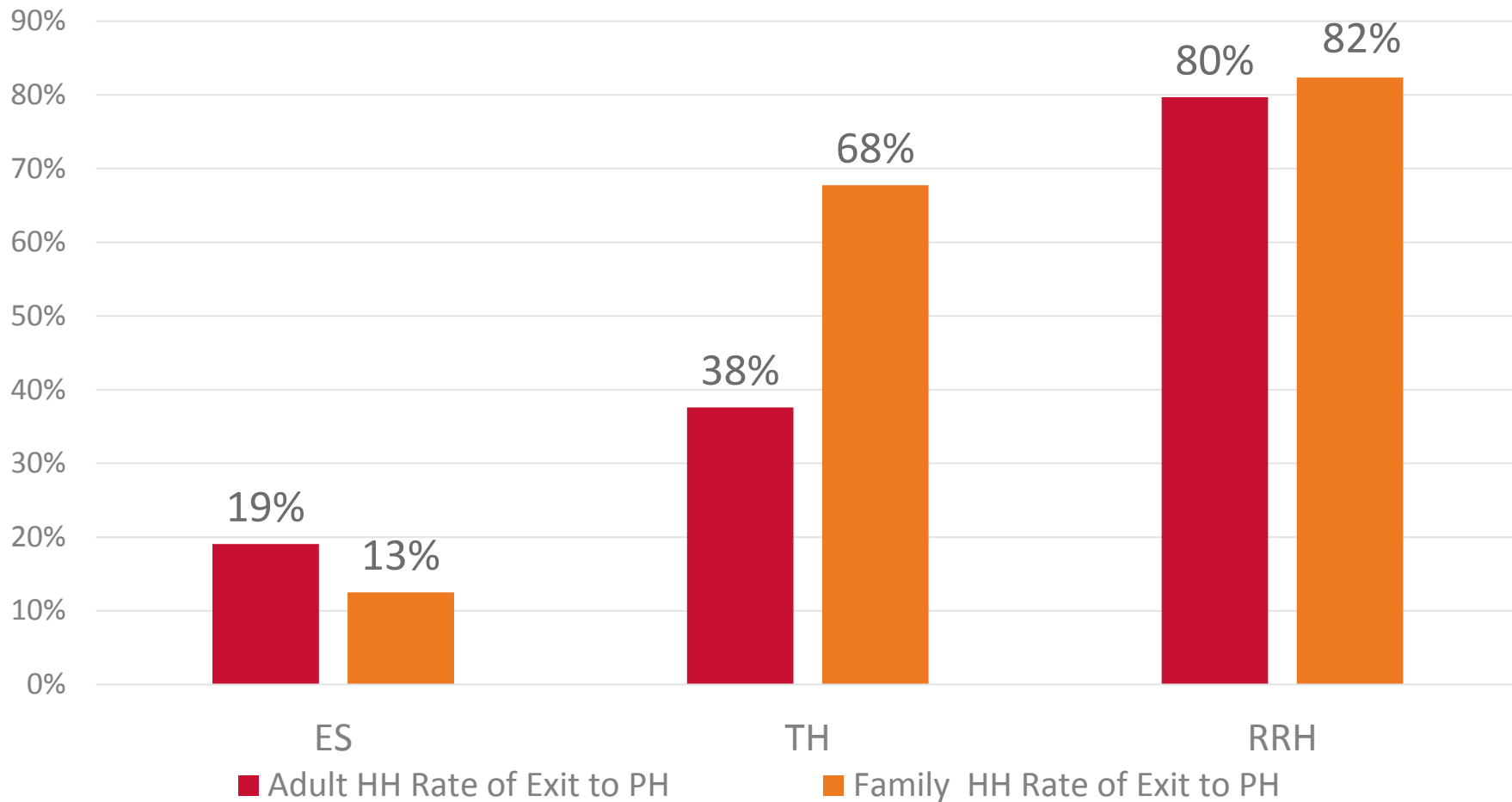


Exit to Permanent Housing

- Measures rate of exits to permanent housing
- Helps identify program and system design and operation inefficiencies
- Low rate of exit to PH can indicate system needs more capacity to provide landlord recruitment, housing navigation, housing-focused case management

Exit to PH: San Mateo County, CA

Rate of Exit to PH

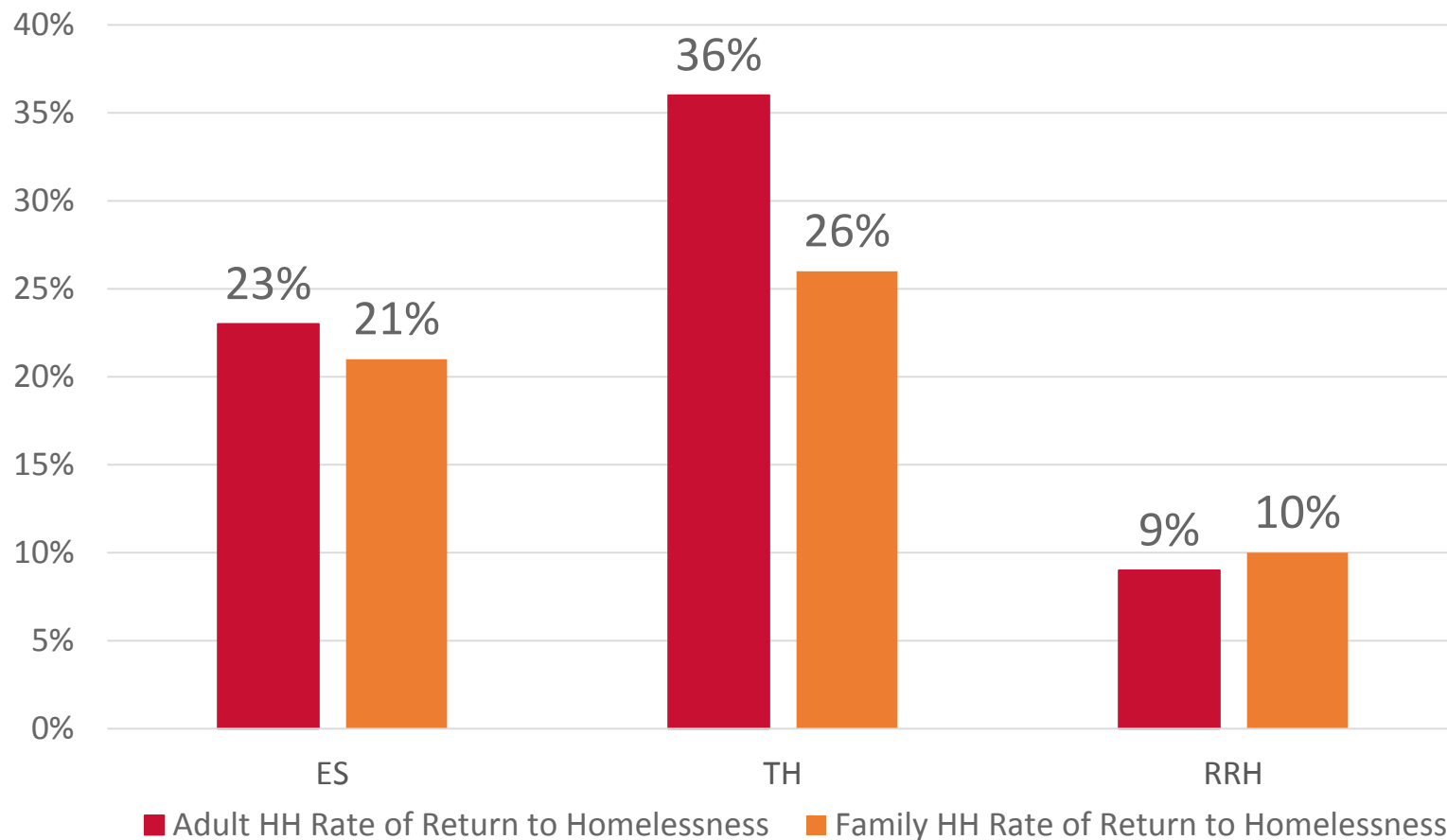


Returns to Homelessness

- Measures whether people who exited to permanent housing returned to a homeless program within 12 months
- Identifies whether programs are helping people into housing placements that “stick”
- Can help alleviate concerns about serving higher need clients and helping them exit more quickly

Returns to Homelessness: San Mateo County, CA

Rate of Returns to Homelessness

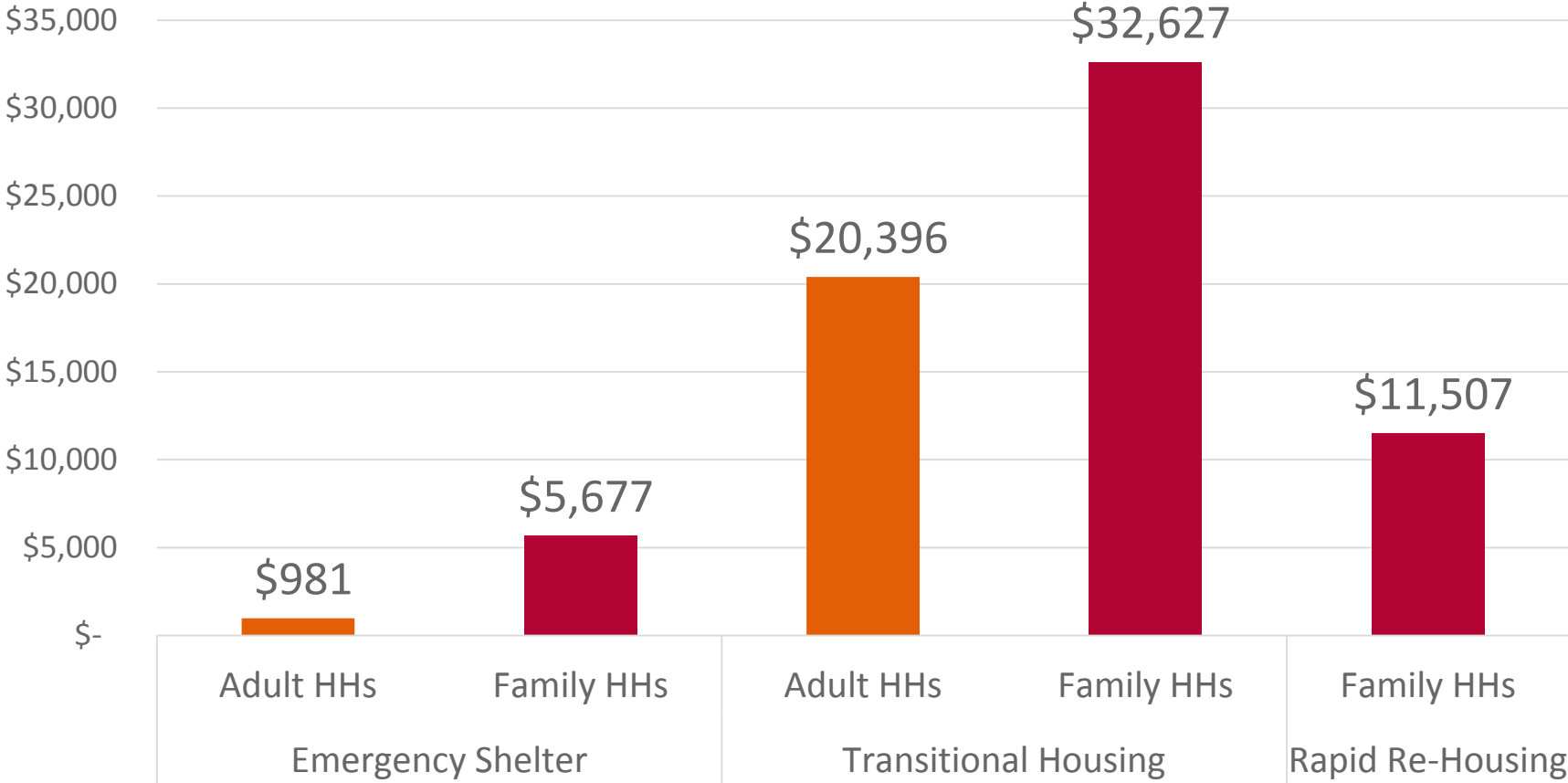


Cost Effectiveness: Cost Per PH Exit

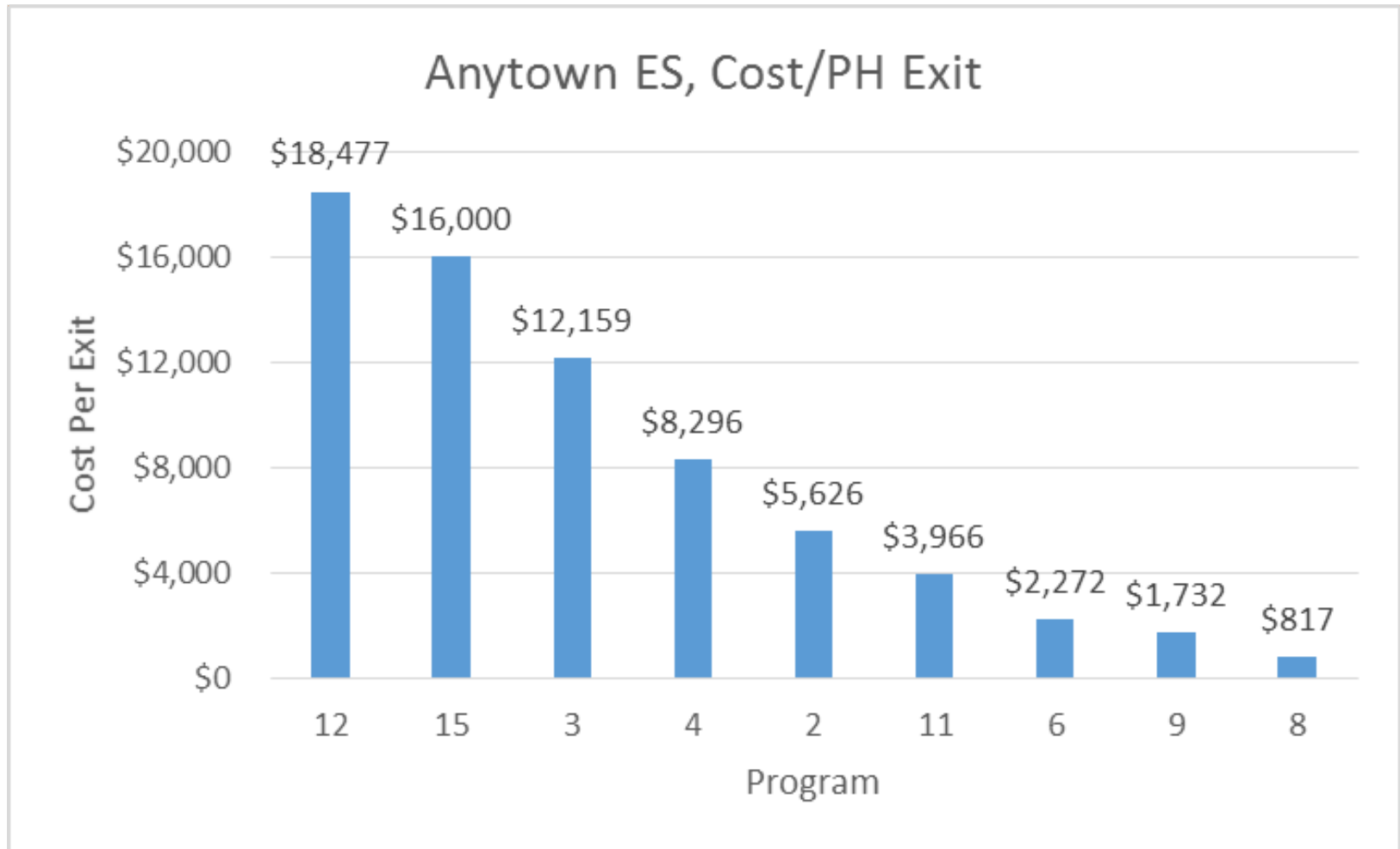
- Typically communities consider cost per unit or cost per household
- To be performance-oriented, need to measure cost per permanent housing exit
- Illustrates whether system resources are being invested in interventions that are effective in ending homelessness
- Helps identify system components or individual programs that are not cost effective

Cost Per PH Exit: Seattle/King County

Cost Per Exit to PH



Cost Per PH Exit: Anytown

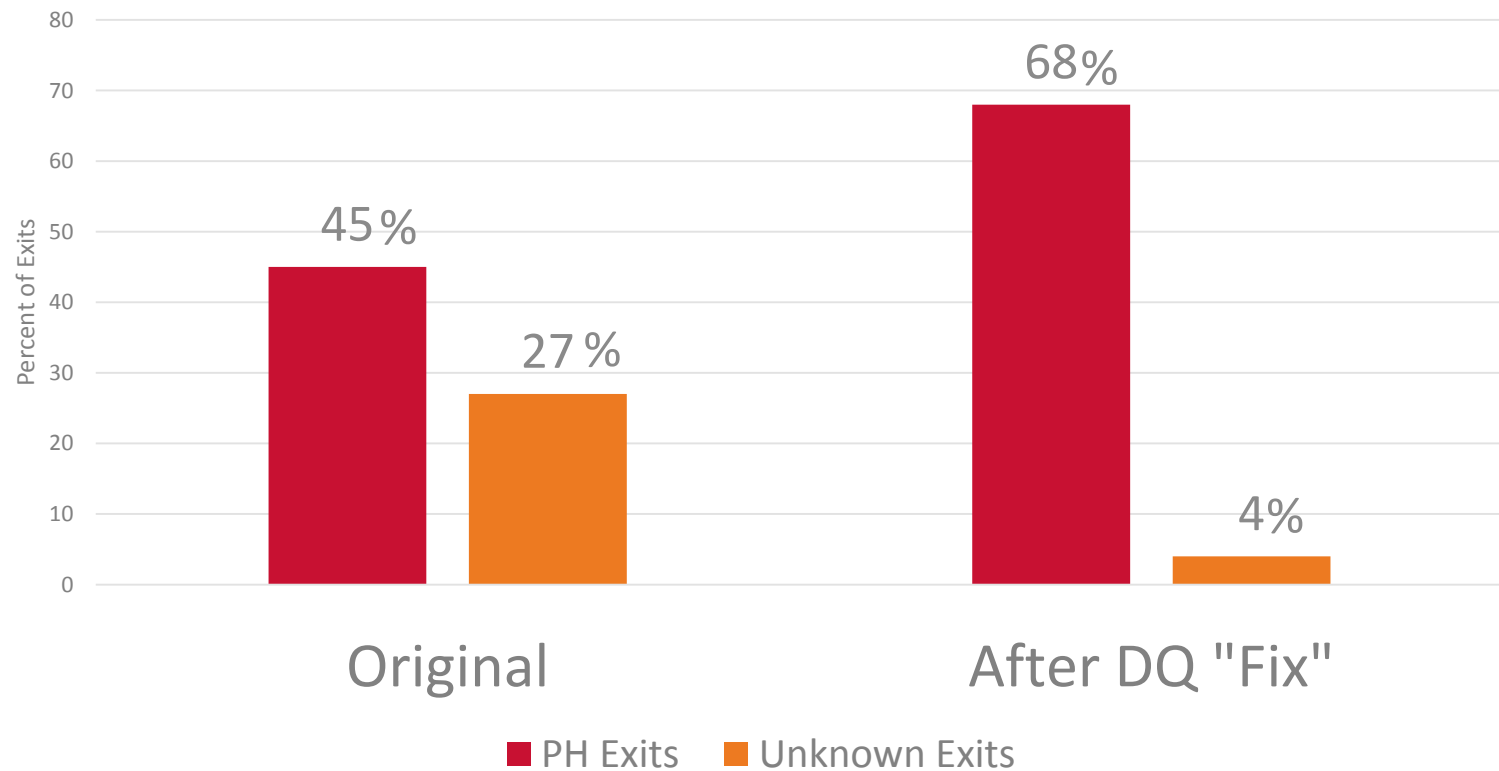


HMIS Data Quality

- Accuracy and completeness of HMIS data is essential to understanding system performance
- Particularly important to know where people go when they exit programs

Data Quality Impact: Palm Beach, FL

Exits to PH From RRH for Families



Performance Measures: Suggested Targets and Community Performance for Emergency Shelters

Performance Outcomes	Entries from Homelessness	Utilization Rate	Length of Stay	Exit to Permanent Housing	Returns to Homelessness
Suggested Performance Target	85%	95%	30 days	50% (Singles)/ 80% (Families)	Not too high, not too low (5-15% or so)
Homeward (Richmond, VA) Emergency Shelters	43%	108%	52 days	58% (Combined)	7%
Community Range ¹	20% - 60%	73% - 108%	27 to 55 days	11% - 58% (Combined)	7% - 17%



¹ Represents 7 FS client communities, analysis year varied within 2014-2016

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Stakeholder Involvement

- This is a collaborative learning process for all our system stakeholders
- We will be looking at HMIS data for all programs in the system
- We will be asking you to share some high level budget data
- Draft results will be shared with providers at the program level; providers invited to dig in and discuss what the results mean; identify any needed adjustments
- Final report will reflect your input



Data Needed for SWAP

- The SWAP will be based on the projects listed on the 2016 HIC, and will use the inventory data on the HIC
- Additional data necessary for the SWAP will come from two sources:
 - **HMIS** – Individual enrollment-level data from 2015 and 2016 will be exported directly from CaseWorthy for all HMIS-participating projects on the 2016 HIC
 - **Providers** – High-level budget data for each project listed on the 2016 HIC



Enrollment Data

- The analysis will include individual-level HMIS data for all enrollments that were open for any part of the timeframe of 1/1/2015 through 12/31/2016

HMIS Data (per individual and enrollment) for CT SWAP Project	
Client ID	Entry Date
Project Type	Exit Date
Project Name	Exit Destination
Organization Name	Household ID
Prior Living	DOB

Data from all programs on the HIC that enter enrollments into HMIS will be included for all enrollments beginning or ending between 1/1/2015 and 12/31/2016



Project Budget Data

- Each provider organization that is listed on the 2016 HIC will be asked to provide full-year budget information for their project(s) on the HIC, as follows:

Budget Data (full year, per project on HIC) for CT SWAP Project

Total Project Budget

HUD CoC Grant Funds

HUD ESG Funds

Other Public Funds

Private Funds

All providers on the HIC will be asked to share budget data pertaining their projects for the organization's most recently completed budget year.

Project Overview

Activity	Timeline	
	Begin	End
Project Launch	March 2017	
Information Gathering <ul style="list-style-type: none">• Review plans and reports• Interview key stakeholders• Collect program data (HMIS, budgets)	Spring 2017	Summer 2017
Data Analysis – SWAP Tools	Summer 2017	Summer 2017
Preliminary System Assessment Report	Fall 2017	Fall 2017
In Person Presentation and Discussion of Draft Results	Fall 2017	Fall 2017
Present Final Report – System Assessment & Recommendations	Winter 2017-18	Winter 2017-18



What's next?

- Each organization will be provided a primary Funders Collaborative contact for this project. You will be hearing from us very soon.
- We are here to help guide this process, gather information & answer questions.
- Any changes to the HIC should be done by Wednesday, 4/19.
- If you have questions about the HIC, please contact Beau Anderson: Beau.Anderson@ct.gov



What's next?

- Budget information should be sent to your Funder Collaborative contact by Wednesday, 4/19.
- Funders Collaborative members will routinely update standing committees such as Reaching Home's DEN, Coordinating, and Steering; BOS; CAN leadership; ODFC; Interagency Council, etc
- SWAP documents and correspondence will be hosted here: www.ct.gov/dmhas/SWAP



Funders Collaborative

- Alice Minervino, DMHAS Alice.Minervino@ct.gov
- Fred Morton, DMHAS Fred.Morton@ct.gov
- Kim Karanda, DMHAS Kimberly.Karanda@ct.gov
- Steve DiLella, DOH Steve.DiLella@ct.gov
- Beau Anderson, DOH Beau.Anderson@ct.gov
- Suzanne Piacentini, HUD suzanne.piacentini@hud.gov
- Becca Allen, Melville Trust rallen@melvilletrust.org

Q & A

