District of Columbia
Interagency Council on Homelessness

Performance Quality Initiative

May 19, 2016
Revised, May 2018
In May of 2015, the U.S. Dept. of Housing and Urban Development (HUD) identified 7 areas of system performance for CoC’s nationwide, these are:

- 1) Length of Time Persons Remain Homeless
- 2) The Extent to Which Persons who Exit Homelessness to do so within a) 6-12 months or b) 24 months
- 3) Number of Homeless Persons (at Point in Time and Served Annually)
- 4) Employment and Income Growth for Homeless Persons in CoC-Program funded Projects
System Performance Measures

- 5) Number of Persons Who Become Homeless For the First Time
- 6) Preventing Returns to Homelessness within a) 6-12 months, b) 24 months and c) Successful Housing Placement – *all are among the subset of youth and families defined by Category 3 of HUD’s Homeless Definition (“homeless” under other federal statutes)*
- 7a) Successful Placement from Street Outreach
- 7b) Successful Placement in or Retention of Permanent Housing
Local Framing

- When TCP reports to HUD on its progress on the 7 measures, it asks for the combined performance of ALL programs using HMIS in the CoC, not just HUD programs –
  - Therefore, each program in the CoC impacts our momentum toward meeting federal and local strategic plan goals, and has a stake in our work to end homelessness as a community.

- TCP and ICH have worked to identify areas in which programs directly impact CoC-wide performance on 7 measures.

- TCP/ICH will:
  - monitor progress on the 7 measures by looking at aggregate performance data from across programs;
  - connect providers to technical assistance to help improve performance (the Performance Quality Initiative or PQI toolkit); and
  - use programs’ performance data to make recommendations regarding continued funding for low performers and resource reallocation.
ICH chose to focus on five of the seven measures because:

- Shelter and housing programs may not be able to as directly impact 3) **Number of Homeless Persons (at Point in Time and Served Annually)** or 5) **Number of Persons Who Become Homeless For the First Time**

- Our CoC does not include programs that serve “Category 3” households so the we would not report to HUD on this subpopulation, but returns to homelessness and housing placement are assessed for the broader community in the PQI process.
The programmatic measures that impact the “Big 5” measures are detailed on the scorecards provided by TCP on a quarterly basis.

Focus of these slides is on:

- Reading and Understanding your Provider Performance Reports
- Defining the programmatic measures
- Providing information methodology used to calculate the measures
- Articulating the system level target for each measure
- Showing how each impacts one or more of the Big 5/HUD 7
- Showing how you can ensure that HMIS is accurate and complete for your program
Provider Performance Reports

- Each program using HMIS will receive a quarterly Provider Performance Report.

- The metrics on these include:
  - Data Completeness
  - Utilization Rate
  - Length of Stay
  - Exits to Permanent/Positive Destinations
  - Housing Stability
  - Returns to Homelessness
  - Change in Income
  - Accepting Referrals Through CAHP
Each report begins with basic information about your program:

- **Program Type (as defined by HSRA)** – Temporary Shelter, Transitional Housing, Rapid Rehousing, Permanent Supportive Housing
- **Report Period** – the date range covered by the Provider Performance Report
- **Population Served** – Men, women, families, veterans, and/or youth
- **Households Served during Report Period** – the number of unique households (either single person or family households) in your program at any point during the Report Period
- **Units** – the number of units your program is contracted to operate (either by TCP or your funder)
- **Households Exiting** – the number of households that exited the program during the report period (also known as “leavers”)
- **Households NOT Exiting** – the number of households that did not exit during the report period (also known as “stayers”)
- **Key Measures** – while all measures are important, this highlights key metrics for your program type
Reading Your Provider Performance Reports

<table>
<thead>
<tr>
<th>Program Type:</th>
<th>Temporary Shelter</th>
<th>Report Period:</th>
<th>January 1, 2018-March 31, 2018</th>
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<tbody>
<tr>
<td>Population Served:</td>
<td>Women</td>
<td>Households Served During Report Period:</td>
<td>10</td>
</tr>
<tr>
<td>Units:</td>
<td>10</td>
<td>Households Exiting (&quot;Leavers&quot;) During Report Period:</td>
<td>2</td>
</tr>
<tr>
<td>Key Measures for Program Type &amp; Population Served:</td>
<td>Measures B, C, E</td>
<td>Households Not Exiting (&quot;Stayers&quot;) During Report Period:</td>
<td>8</td>
</tr>
</tbody>
</table>
Provider Performance Reports

- Each Provider Performance Report shows:
  - Your programs’ own performance ("Provider Performance") on each measure
  - How your program compares to other providers in the Continuum operating programs that serve the same population as yours
    - You’ll see the Max., Min., Avg. performance on like type providers
    - Program Type + Population Served determines “like type” providers for comparison
  - What the system level target for rate of performance is for a given measure – what we should be striving for individually as providers and collectively as a Continuum to best serve persons experiencing homelessness in the District
Data Completeness

- **Definition:** Data Completeness is the rate at which universal data elements are entered into HMIS for all persons served during Report Period

- **Methodology:**
  - Relies on calculating the number of universal data elements (UDE) filled in in HMIS with definitive information (question is not missing or answered with “Don’t Know” or “Data Not Collected”) divided by the product of the number of persons served and number of universal data elements.
    - Data Completeness % = number of UDEs filled in/(number of UDEs x number of persons served)
Data Completeness

- **System Level Target:** The system level target for Data Completeness 90% of universal data elements will be filled in for persons served
  - The HIGHER your Provider Performance percentage, the BETTER your program is performing on this metric.

- **Big 5 Impact:** While this measure does not perfectly align with one of the Big 5, Data Completeness:
  - Ensures that everyone served is captured in HMIS and that records are complete
  - If too much is missing/incomplete from UDEs, other performance metrics can not be accurately calculated
Data Completeness

- **HMIS:** Before each set of Provider Performance Reports are issued, TCP will distribute Data Quality reports for providers to:
  - Ensure that their roster of clients served is accurate and is updated accordingly
  - Fill in any “missing” information and/or try to get responses from persons served for anything that is responded to with “Don’t Know” or “Data Not Collected”
  - Fix any incongruent information – i.e. someone listed as veteran but with a birthdate making them too young to have served in the military

- TCP will allow for a 2-3 weeks between Data Quality Report distribution and pulling data for Performance Reports to ensure that updates to data are included in performance data
Utilization Rate

- **Definition:** Utilization Rate is the rate at which your program’s units were occupied during the Report Period.

- **Methodology:**
  - Relies on calculating the number of “bednights” available (= number of beds or units in program X number of nights in report period), and how many of those were used (= number of nights bed or unit was occupied)
    - Utilization Rate = bednights used/bednights available
    - Example Program has 10 Units, the Reporting Period is 1 year, the number of bednights available is 3650 (= 10 X 365)
    - Example Program has a utilization rate of 96% meaning that 96 percent of bednights available were used
Utilization Rate

- **System Level Target:** The system level target is that 95% of the units in the CoC programs are occupied at a given time
  - The HIGHER your Provider Performance percentage for Utilization Rate, the BETTER your program is performing on this metric, however:
  - *If your program’s Provider Performance percentage is higher than 100%, this is due to an error in HMIS such as not giving someone a program exit who has let the program.*

- **Big 5 Impact:** While this measure does not perfectly align with one of the Big 5, higher utilization rates indicate:
  - That fewer persons experiencing homelessness are unsheltered and that CoC shelter and housing resources are being used, which means we have the opportunity to help people limit the amount of time they experience homelessness (measure 1) and become permanently housed (measure 2), are connected with resources and income opportunities (measure 4), and are prevented from returning or retaining housing (measures 6 & 7).
HMIS: Calculated using HMIS data on program entry and exit dates for program participants; ensuring that your Utilization Rate is accurately reported relies on:

- Timely entering in HMIS new program participants with their actual date of program entry or lease up date as appropriate
- Accurately reporting exit dates when persons leave the program, for any reason
- If HMIS shows that more people were in the program at a given time than there are beds/units, we are unable to accurately calculate the Utilization Rate (and program will receive zero points if rates are converted to points in scoring/ranking exercises).
**Length of Stay**

- **Definition:** Length of Stay is the total number of nights that the households served in your program during the report period have been staying in the program.
  - Total time (total number of nights) in program is used, not just the time during the report period.

- **Methodology:** Each individual or family in the program has their own length of stay in your program.
  - The median among all participants in the program during the Report Period of was calculated to compare your program to other like type programs.
Length of Stay

- **System Level Target**: varies by program type/population served
  - longer lengths of stay are better for PSH programs; shorter lengths of stay are the desired outcome for ES, TH, and RRH programs
  - the program design or funding stream may dictate a specific, desired length of time participants can be in the program

- **Big 5 Impact**: Length of Stay impacts HUD measure 1 (length of time persons remain homeless) most directly.
  - A person’s length of time in various programs is aggregated and is averaged with others experiencing homelessness
Length of Stay

- Desired outcome is to reduce the average length of time persons in the Continuum remain homeless.
- As individual programs we can work to streamline processes in program that speed up the time it takes to “complete” the program, to exit to a permanent destination quickly (measure 2a and 2b) and/or help keep persons stably housed (measure 7b).

- **HMIS:** Calculated using HMIS data on program entry and exit dates for program participants; ensuring that your Length of Stay is accurately reported relies on:
  - Entering and exiting persons in a timely manner and using correct entry and exit dates.
**Definition:** Exits to Permanent Destinations is the rate at which households exiting the program during the report period leave for a known permanent destination

- Permanent Destinations are defined by HUD to include not just PSH, but also subsidized and unsubsidized housing, and family or friends (if tenure is permanent)—see next slide

- Measure applies to PSH programs as well; although it is not expected that many will exit PSH programs, it is just as important that those who do exit to some kind of permanent housing

**Methodology:** The number of leavers exiting for a permanent destination is divided by the total number of leavers for the report period
Exits to Permanent Destinations

- **Standard**: The standard is that 80% of a program’s leavers should be exiting to some kind of permanent destination
  - As a Continuum we are working to change the referral process so that regardless of program type, all programs should be working to exit persons to permanent housing (as opposed to just a higher, more intensive level of the CoC)

- **Big 5 Impact**: Exits to Permanent Destinations most directly impact Measure 2a and 2b, where the CoC reports on rate of exits to permanency that occur 1) within 6-12 months and 2) within 24 months
  - Related impacts on Measure 1 (Length of Time Homeless), Measure 3 (Number of Persons Homeless), Measure 6 (Return to Homelessness) and 7 (Retention of Permanent Housing).
Exits to Permanent Destinations

- **HMIS**: Calculated using Destination field in the Exit Assessment; the following are permanent destination response categories:
  - Owned by client, no ongoing housing subsidy
  - Owned by client, with ongoing housing subsidy (such as PSH)
  - Permanent housing (other than RRH) for formerly homeless persons
  - Rental by client, no ongoing housing subsidy
  - Rental by client, with RRH or equivalent subsidy
  - Rental by client, with VASH housing subsidy
  - Rental by client, with GPD TIP housing subsidy
  - Rental by client, with other ongoing housing subsidy
  - Staying or living with family, permanent tenure
  - Staying or living with friends, permanent tenure

- If exiting to a specific program or housing through a certain funding stream, programs can write notes in the exit assessment to that effect but not having that specific does NOT mean that staff should enter “don’t know” or “data not collected” for the destination in HMIS if the type of housing is known.
### Edit Exit Data - (1) Client, Example

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<thead>
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<th>Field</th>
<th>Value</th>
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<tbody>
<tr>
<td>Exit Date</td>
<td>05/10/2016</td>
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<tr>
<td>Reason for Leaving</td>
<td>Completed program</td>
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<tr>
<td>If &quot;Other&quot;, Specify</td>
<td></td>
</tr>
<tr>
<td>Destination</td>
<td>Rental by client, with other ongoing housing subsidy (HUD)</td>
</tr>
<tr>
<td>If &quot;Other&quot;, Specify</td>
<td></td>
</tr>
<tr>
<td>Notes</td>
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</tr>
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</table>

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**Save & Continue** |  **Cancel**
Exits to Positive (Non-Permanent) Destinations

Definition: Exits to Positive Destinations is the rate at which households exiting the program during the report period exit the program to non-permanent destinations that are positive.

- Positive destinations are defined by HUD to include non permanent destinations but instead are either to a higher level of continuum of care or to a somewhat stable exit outside the CoC
- Measure applies only to youth and veterans programs

Methodology: The number of leavers exiting for a positive destination is divided by the total number of leavers for the report period
**Exits to Positive Destinations**

**Positive Destinations include:**

- Private residence of a parent, guardian, another adult relative, or another adult that has the youth's best interest in mind and can provide a stable arrangement, or
- Another residential program if the youth's transition to the other residential program is consistent with the youth's needs; or
- Independent living if consistent with the youth's needs and abilities.

**Positive Destinations exclude:**

- The streets; or
- Locked correctional institute or detention center if the youth became involved in activities that lead to this exit after entering the program; or
- Another residential program if the youth's transition to the other residential program is inconsistent with the youth's needs; or
- An unknown or unspecified other living situation.
Exits to Positive Destinations

- Documented positive destinations may be factored into a youth or veterans performance report for deciding how a program fared in comparison to non-youth or veterans programs.
- Performance on exits to positive destinations would be added to performance on exits to permanent destinations but would not be considered on its own (as exits to permanent destinations are still the primary system level target).
- Other factors that you think should be known to TCP/ICH about the exit – and why you believe it be positive – should be documented in the exit notes in HMIS.
**Housing Stability**

- **Definition:** Housing Stability is the rate at which households in PSH programs did not exit following their housing placement.
  - This measure applies only to PSH programs

- **Methodology:** The number of individuals or families that do not exit PSH divided by the number served during the Report Period

- **System Level Target:** The system level target for Housing Stability is that 85% of enterers will have retained housing 6-12 months after placement and 80% of enterers will have retained housing 13-24 months after placement.
Housing Stability

- **Big 5 Impact:** This measure directly impacts HUD’s Measure 7b, which assesses Successful Placement in or Retention of Permanent Housing.
  - There are also impacts on Measure 1 (Length of Time Homeless) as well as Measure 3 (Number of Homeless Persons).

- **HMIS:** Continue to document program entries and exits in a timely and accurate fashion for all program participants.
**Definition:** Returns to Homelessness is the rate at which the households that exited your program to permanent destinations in the past have subsequently returned to homelessness. Following HUD guidelines on assessing Returns to Homelessness, this rate is determined by looking at households that exited your program two calendar years before the report period to see if they returned to the CoC at any point after their exit.

- We must look at a time before the report period to accurately assess extent this occurs over time
- We look only at persons who exited to Permanent Destinations (as previously defined) in the prior period since programs were given positive marks for exits to those destinations in the previous measure
Returns to Homelessness

- **Methodology**: For HUD reporting we pull data on program leavers in the two years prior to the Report Period, and determine whether they were seen in shelter, transitional or by an outreach worker during the Report Period
  - The number of returners is divided by the number of leavers exiting for permanent destinations in the Prior Period

- **Standard**: The standard is that fewer than 20 percent will return within 24 months of exit
  - When scoring, the inverse percentage is typically used to award points for success on this measure, e.g. if a program had 5% of its leavers return, they would be given 95 out of 100 points on the measure in a ranking exercise
Returns to Homelessness

- **Big 5 Impact:** Directly impacts Measure 2b, which assesses the same thing for the CoC, but also impacts the number of persons experiencing homelessness (Measure 3) and retention of permanent housing (Measure 7b).
  - An important consideration for this measure is that your program may not be able to impact whether a person who exited ends up returning, your program can ensure that leavers are connected with resources while in your program that will help them retain their future housing (Measure 4) and that they are exited to the housing that will provide the most stability once they exit the system.

- **HMIS:** Similar to documenting exits to Permanent Destinations, to inform this measure it is important to thoroughly document destination information for persons as they leave programming.
Change in Income

- **Definition**: The rate at which heads of household in the program increase income from 1) employment, 2) cash income benefit sources, and 3) from employment and cash benefits.

- **Methodology**: The number of heads of household in the program who have increased their income in the three scenarios described above, divided by the number of adults in the program during the Report Period.
  
  - For reporting purposes, households are broken into “stayers” and “leavers” depending on whether or not they exited the program during the Report Period.
Change in Income

**Standard:**

- The standard for ES, TH and RRH program types is that 55% of adults will increase their income from employment and 70% will increase their income from all sources.
- For PSH, the standard is that 15% of adults will increase income from employment and 20% will increase income from all sources.
- This can be achieved at any point in the program, not necessarily during the Report Period.

**Impact on Big 5:** This measure directly impacts Measure 4, which assesses employment and income growth among program participants in CoC programs.
**Change in Income**

- **HMIS:** Programs should ensure that income is documented thoroughly and accurately at participants’ program entry, throughout their time in the program, and at program exit.
  - Each adult persons’ income should be documented completely in the Income assessment in HMIS at the time that they enter. Even if income sources are not revealed at intake, providers should take care to add this information to HMIS.
  - As income changes (gain or loss of employment, adding new benefit resource, etc.), HMIS should be updated to reflect change.
Change in Income

- Interim Reviews must be completed on an annual basis for participants in programs for more than a year at a time.
  - This step allows you to certify the accuracy of the data as entered
  - Due to changes in reporting standards for income, the lack of an Interim Review will keep changes in income from showing in HMIS reports, meaning that your programs work to connect participants with new sources of income will not be counted if Interim Reviews are not completed
  - This change was implemented by HUD in 2014, and has been incorporated into TCP’s HMIS trainings since that time.
<table>
<thead>
<tr>
<th>Provider</th>
<th>Date Effective</th>
<th>Source of Income</th>
<th>Monthly Amount</th>
<th>Start Date</th>
<th>End Date</th>
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<td>TANF (HUD)</td>
<td>US$600.00</td>
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<td>Department of Human Services (DHS)(Agency) (1559)</td>
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<td>Earned Income (HUD)</td>
<td>US$600.00</td>
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<td>HOPWA - Example Training Provider (1340)</td>
<td>01/01/2015 2:18:34 PM</td>
<td>VA Service Connected Disability Compensation (HUD)</td>
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<td>01/01/2015</td>
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<td>Pension or Retirement Income</td>
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</tr>
</tbody>
</table>
When pulling data for Performance Reports or ranking exercises, data is pulled “as is,” so it is important to keep an eye on data quality as an agency.

Poor data quality can hide successes in your agency’s data.

It’s important to look at both completeness of records (few missing values or “don’t know”/“other” responses) but also congruity of information (facts in the data are aligned (i.e. someone who is a veteran must be at least 18 years old).
TCP will continue to send Data Quality Reports but each provider agency has a dedicated HMIS Agency Administrator who has been given access to:

- Pull raw data to assess accuracy, completeness and congruity of records
- Reports like the APR that can be used to look at aggregate data over a specified period of time and can highlight possible data errors
  - TCP uses the APR to run most of the data included in the Provider Performance Reports
Questions

- For HMIS technical assistance or information on training, contact: hmis@community-partnership.org

- For questions about the performance measures themselves or the performance reports, contact: jklein@community-partnership.org