



System Performance Committee Agenda

Thursday, May 28th, 2020 from 9-11 AM

Zoom Meeting Information:

Video Link: <https://homebaseccc.zoom.us/j/203940401>

Meeting ID: 203 940 401

I. Welcome & Introductions: Noel Kammermann, Chair		
II. New Business:		
A. Action Item: PIT Subcommittee Recruitment	Presenter(s): Noel Kammermann	Time: 10 minutes
B. Discussion Item: SPM Spotlight: Returns to Homelessness	Presenter(s): Homebase, SSF	Time: 50 minutes
C. Discussion Item: CESH Work Products a. For Feedback: Tableau Movement Dashboards Example Analysis - Work Product #3 b. Preview: Coordinated Entry Visual Map – Work Product #1	Presenter(s): Homebase	Time: 60 minutes
III. Review of new agenda items for next meeting		
IV. Announcements		
V. Meeting Adjourned		

For questions about accessibility or to request accommodations please contact Alexa Jenkins at ajenkins@sacstepsforward.org or 916-577-9769. Two weeks advance notice will allow us to provide seamless access.

CESH System Mapping & Gaps Analysis: May Progress Report

Data Collection Phase	Description of Progress Made Since March
Data Phase 1: HMIS-Participating Providers	<ul style="list-style-type: none"> Collected surveys from all 113 HMIS-participating RRH, TH, STR, ES, PSH, and HP projects All survey responses were approved by providers in a secondary vetting process
Data Phase 2: Non-HMIS Participating HIC Providers	<ul style="list-style-type: none"> HB/SSF are working together to identify points of contact for approximately 18 projects

Work Product	Description of Progress Made Since April
WP 1: Visual Maps	<ul style="list-style-type: none"> Began to plot Visual Map information on Kumu, an interactive, web-based platform Prepared first draft of Coordinated Entry Visual Map
WP 2: Eligibility Matrix	<ul style="list-style-type: none"> Information from all 113 surveys has been transferred to the first draft of the Eligibility Matrix SSF/HB began reviewing the Eligibility Matrix together and discussing the format of this work product
WP 3: Tableau Movement Dashboards	<ul style="list-style-type: none"> SSF/HB working together to further refine the presentation and capabilities of the Tableau Dashboards Tableau Movement Dashboards Example Analysis drafted and presented to the SPC
WP 4: HMIS Client-Flow Case Study	<ul style="list-style-type: none"> SSF/HB are working together to identify the best approach for the HMIS Client-Flow Case Studies Identified a potential sampling method to support this work product

Sacramento Coordinated Entry Visual Map Methodology & Kumu Guide

Overview of Methodology

In order to visualize the relationships between different organizations and the Sacramento Coordinated Entry System, Homebase and SSF have created a [“Coordinated Entry Visual Map”](#) based on information collected through HMIS, qualitative interviews, and over 100 project-specific surveys. The Coordinated Entry Visual Map is one of four Visual Maps that will be created using the CESH funding and one of four systems mapping work products (other systems mapping work products include the Eligibility Matrix, Tableau Movement Dashboards, and HMIS Client-Flow Case Studies).

Definitions

Using a variety of data sources, Homebase categorized agencies/programs into the following components of the Coordinated Entry system. Categories are shaded with their corresponding colors found on the visual map.

- **Initial Points of Contact:** Agencies that make contact with individuals experiencing homelessness and refer them to a Coordinated Entry Access Point for a VI-SPDAT.
 - *Information about the Initial Points of Contact was collected from project-specific surveys with each HMIS-participating providers.*
- **Coordinated Entry Access Points:** Agencies that administer the VI-SPDAT in-house or otherwise connect individuals experiencing homelessness to the VI-SPDAT (e.g., SSF Navigators perform on-site visits and administer the VI-SPDAT). *Note: Some Initial Points of Contact are also CE Access points; these are denoted with multi-colored bubbles on the map.*
 - *Information about Coordinated Entry Access Points was collected from project-specific surveys and HMIS.*
- **Coordinated Entry Process:** The Coordinated Entry process occurs internally at SSF after an individual has received the VI-SPDAT. This includes the By-Name List, Community Queue, and HOT List.
 - *Information about the Coordinated Entry Process was collected via qualitative interview with SSF staff.*
- **Other Case Conferencing Process:** The Coordinated Entry Process connects to the



two case conferencing processes for special populations, specifically Veterans and TAY.

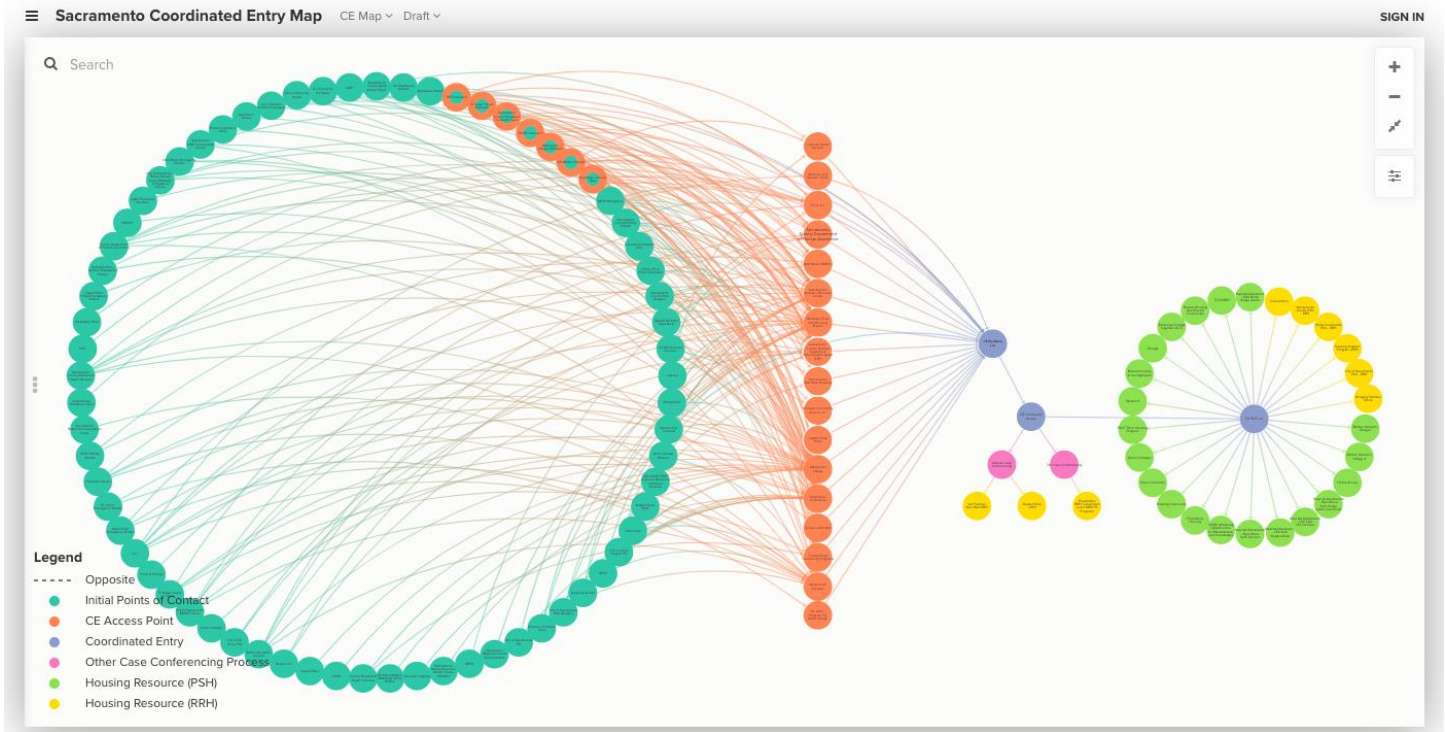
- *Information about Housing Resources was collected via qualitative interview with SSF Staff and project-specific surveys.*
- **Housing Resources (PSH)/Housing Resources (RRH)/Housing Resources (TH):** After moving through the Coordinated Entry Process, individuals can be connected to a variety of housing resources, specifically permanent supportive housing (PSH), rapid re-housing (RRH), or Transitional Housing (TH).
 - *Information about Housing Resources was collected via qualitative interview with SSF Staff and project-specific surveys.*

Limitations to the Visual Map

The Coordinated Entry Visual Map was a result of a qualitative research process. Collecting information about informal and formal referral processes can be difficult in the context of community-wide surveys with non-standardized definitions (e.g., referral). Some agencies may have interpreted key definitions in different ways or otherwise misreported an individual project's referral partnerships or participation in Coordinated Entry. As much as possible, Homebase contacted providers about any potential corrections; however, there may still be cases where information on the map differs slightly from current operations.

Using the Map

1. Go to <https://tinyurl.com/ya98zdpd>. You will see the map below.




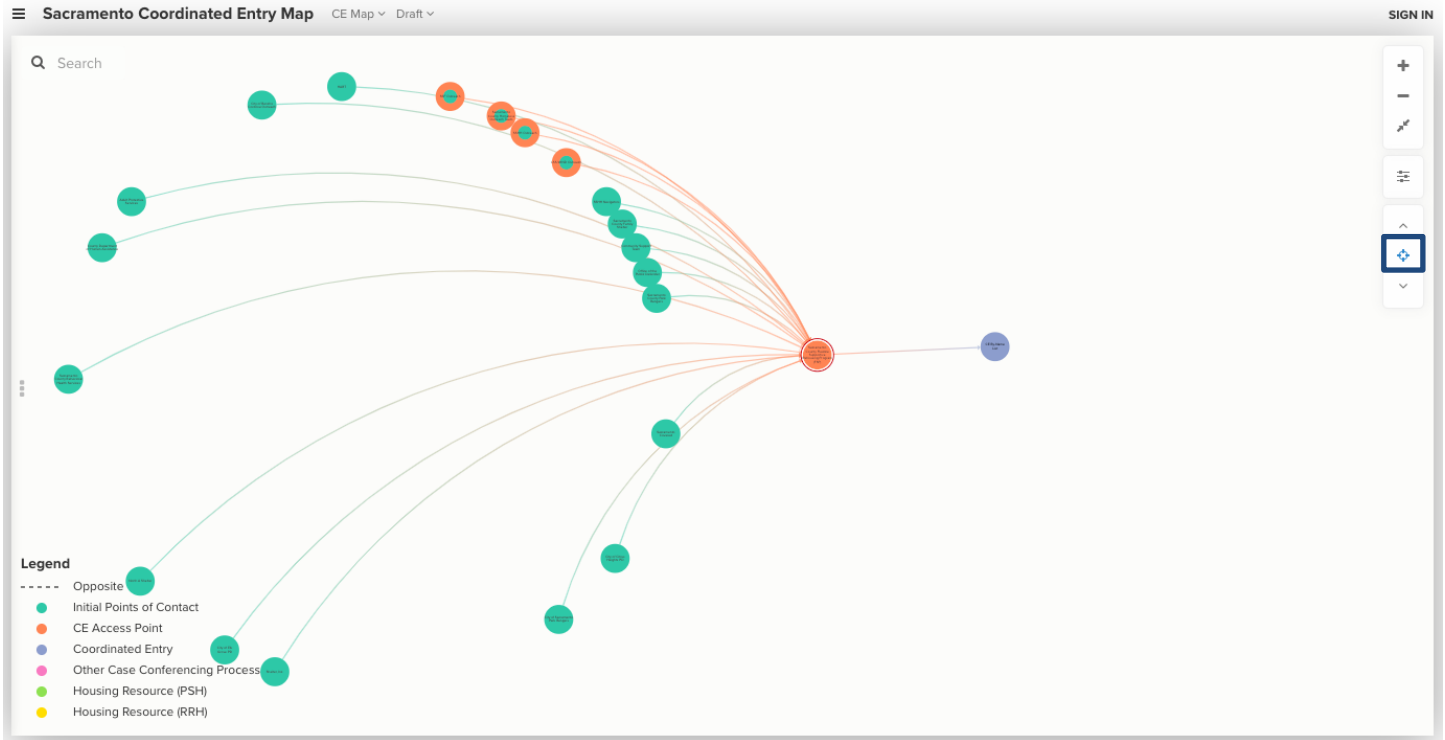
2. Use the +/- buttons in the top right to zoom in/out. Use the 🏠 button to re-center the map.




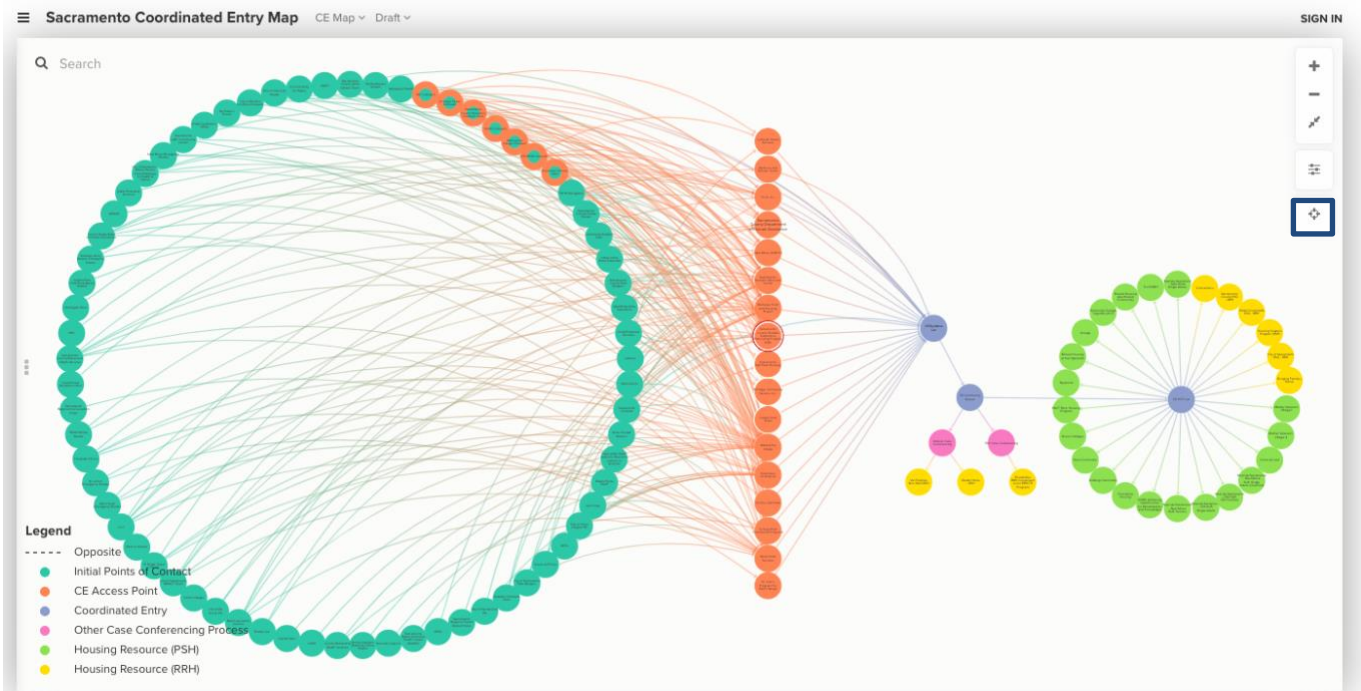
3. Use the search feature in the top right corner to go to a specific agency/program.





4. Click on any bubble and then the  button to focus specifically on that bubble and its various connections (both incoming and outgoing).



5. Click the  button again to toggle back to the original map.



Zoom Information to Guide Discussion

1. Please turn on your video!
2. Please click the chat function  at the bottom of your screen to add comments or questions throughout the presentation
3. You were automatically placed on mute when you entered the meeting. If you need to speak, click the  button in the bottom left corner.
4. Please refrain from using external technology during the meeting.
5. If you have any technology challenges during the meeting, please use the chat feature or email sacramento@homebaseccc.org

1. Welcome and Introductions

Please introduce yourself in the chat: name, title, organization



Agenda

1. Welcome and Introductions
2. New Business
 - a) PIT Subcommittee Recruitment
 - b) SPM Spotlight: Returns to Homelessness
 - c) Systems Mapping Work Products & Status Update
3. Next Steps

Recap of March SPC Meeting

- SPC approved the motion to devote meeting time every other month to examining Systems Performance Measures in-depth, starting with SPM 2: Returns to Homelessness
- SPC approved SSF and Homebase's approach to the CESH work:
 - 4 Systems Mapping Work Products
 - 3 Data Collection Phases
 - Gaps Analysis

2a. PIT Subcommittee Recruitment

2b. SPM Spotlight: Returns to Homelessness

Sacramento's Performance

Returns to Homelessness (RTH): 2016-2019

Key Limitations of Returns to Homelessness Data

- All system performance measures are based on **point-in-time count and HMIS data**, which have some limitations by design.
- **SPM 2: Returns to Homelessness** only looks at a **2-year** timeframe **within the same HMIS** (so returns after 2 years or homelessness prior to 2 years is not reflected, nor is homelessness elsewhere)

SPM 2: Returns to Homelessness

Year	Total # of Individuals That Exited to a Permanent Housing Destination (2 Years Prior)	Returns in 0-6 Months		Returns in 0-12 Months		Returns in 24 Months	
		n	%	n	%	n	%
2016	2,336	225	10%	323	14%	476	20%
2017	2,455	245	10%	362	15%	636	26%
2018	3,357	250	7%	408	12%	631	19%
2019	3,082	250	8%	373	13%	629	20%

2019 CoC SPM Strategy: RTH

2019 CoC SPM Strategy

- Identify Individuals Returning to Homelessness

- Improve the Diversity of PH

- Increase Aftercare Supports

- Improve Connections to Mainstream Resources & Life Skills for Clients

- Fund Diversion and Prevention

- Landlord Support & Mitigation (*Not included in CoC App, but included in HHAP)

Steps Taken to Implement Strategies

- Prevention- In 2018, Coordinated Entry completed 30 transfers between permanent housing destinations to prevent evictions. Transfers can be initiated by clients or providers. Transfers to prevent eviction take priority over the community queue.
- Increase PH- In 2019, Sacramento County received \$8.1 million for additional housing services to improve permanent supportive housing and other permanent housing retention including a property liaison and landlord point of contact.
- Prevention- Several programs provide financial assistance to households at risk including housing repairs, legal services, benefits counseling & one-time rental assistance.
- Landlord Engagement- The CoC has designated \$850,000 of HHAP funding to Landlord Engagement.

Developing Approach: Identify Individuals RTH

Data Timeframes

- Data from 1/1/2017 to 12/31/2017 (one year) will be used to examine clients that exited to permanent housing destination
- Data from 1/1/2017 to 12/31/2019 (three years) will be used to examine clients that returned to homelessness

We will plan on analyzing returners data for the following categories of metrics:

- Top level metrics (overall percent of the population)
- Demographics (Age, race, gender, disability)
- Income (cash vs. earned income)
- Destination

Small Group Discussion: Developing RTH Strategy

2c. Systems Mapping Work Products & Status Update

WP 3: Tableau Movement Dashboards

- Homebase created **two dashboards** to aggregate information about individual movements within the Sacramento system of care
- Timeframe: October 1st, 2017 to September 30th, 2019
- Initial Findings document focuses on **five example questions** to answer through dashboards
- **SPC Goals:** 1) Understand initial findings and their limitations, 2) Provide feedback on additional questions for analysis.

Limitations of the Tableau Movement Dashboards

- Enrollment/subsequent enrollment may have been **concurrent**, which affects order of enrollments.
- Enrollment/subsequent enrollment may have been recorded on the **same start date**, which also affects order of enrollments.
- The Dashboards rely entirely on **HMIS** as the data source.
- Dashboards are focused on a **limited time period** and do not reflect enrollments/movements that occurred before or after that period.

Example Questions

1. Which project types had the most exits to permanent destinations? Other exits?
2. Where do individuals go after _____ project type?
3. Where do individuals go after _____ agency?
4. Comparing only Street Outreach projects, which agency's project had the most movements out of Street Outreach?
5. Comparing only Rapid Re-Housing projects, which agency's RRH project had the most exits to permanent destinations?

Which project types had the most exits to permanent destinations? Other exits?

- Highest **Rate** of Exits to Permanent Destinations: prevention, permanent supportive housing, and transitional housing
- Highest **Number** of Exits to Permanent Destinations: rapid re-housing

Project Type	Permanent Destinations	Temporary, Unsheltered, Unknown, Institutional, or Deceased	Total Exits from System
Prevention	296 (90%)	32 (10%)	328
Permanent Supportive Housing	165 (69%)	75 (31%)	240
Transitional Housing	557 (58%)	402 (42%)	959
Rapid Re-Housing	2550 (53%)	2,286 (47%)	4,836
Other Permanent Housing	3 (38%)	5 (62%)	8
Emergency Shelter	693 (30%)	1,598 (70%)	2,291
Street Outreach	524 (14%)	3,118 (86%)	3,642
Total	4,788 (38%)	7,516 (62%)	12,304

Where do individuals go after _____ project type?

- Below are the most common subsequent enrollments after each project type.

Project Type	Most Common Subsequent Enrollment	2 nd Most Common Subsequent Enrollment	Total Movements Within System
Street Outreach	Street Outreach (31%)	Emergency Shelter (28%)	2,203
Emergency Shelter	Emergency Shelter (36%)	Street Outreach (25%)	2,084
Rapid Re-Housing	Rapid Re-Housing (33%)	Emergency Shelter (25%)	1,417
Transitional Housing	Rapid Re-Housing (35%)	Transitional Housing (22%)	352
Permanent Supportive Housing	Street Outreach (38%)	Permanent Supportive Housing (22%)	72
Prevention	Prevention (46%)	Rapid Re-Housing (40%)	50
Other Permanent Housing	Street Outreach (54%)	Emergency Shelter (31%)	13

Where do individuals go after _____ agency?

- Below are the most common subsequent enrollments after each agency.

Agency	Most Common Subsequent Enrollment	2 nd Most Common Subsequent Enrollment	Total Movements Within System
Volunteers of America	Volunteers of America (37%)	Sacramento County DHA (19%)	929
Sacramento County DHA	Sacramento County DHA (35%)	Volunteers of America (24%)	919
Sacramento Steps Forward	Volunteers of America (28%)	Sacramento Self Help Housing (18%)	728
Wind Youth Services	Wind Youth Services (79%)	LGBT Center (4%)	722
El Hogar	Volunteers of America (22%)	Sacramento Steps Forward (15%)	539
Sacramento Self Help Housing	Volunteers of America (22%)	Sacramento Self Help Housing (20%)	429

Comparing only Street Outreach projects, which agency's project had the most movements out of Street Outreach?

- Across all agencies offering street outreach, the percentage of individuals that moved onto other project types ranged from 30%-84%.
- 5 of 7 agencies saw more than 60% of their clients move on to other project types.

Project Type	Moved Out of Street Outreach	Remained in Street Outreach	Total Movements Within System
Agency #1 (STR)	225 (84%)	42 (16%)	267
Agency #2 (STR)	12 (75%)	4 (25%)	16
Agency #3 (STR)	536 (74%)	192 (26%)	728
Agency #4 (STR)	257 (65%)	137 (35%)	394
Agency #5 (STR)	347 (64%)	192 (36%)	539
Agency #6 (STR)	140 (59%)	99 (41%)	239
Agency #7 (STR)	6 (30%)	14 (70%)	20
Total	1,523 (70%)	680 (30%)	2,203

Comparing only Rapid Re-Housing projects, which agency's RRH project had the most exits to permanent destinations?

- Across all agencies offering rapid re-housing, the percentage of individuals that moved to permanent exit destinations ranged from 46%-93%.
- 6 of 7 agencies saw more than 60% of their clients move on to permanent exit destinations.
- Programs with fewer exits/clients had better results.

Project Type	Permanent Destinations	Temporary, Unsheltered, Unknown, or Deceased	Total Exits from System
Agency #1 (RRH)	13 (93%)	1 (7%)	14
Agency #2 (RRH)	25 (78%)	7 (22%)	32
Agency #3 (RRH)	14 (78%)	4 (22%)	18
Agency #4 (RRH)	176 (72%)	68 (28%)	244
Agency #5 (RRH)	597 (67%)	289 (33%)	886
Agency #6 (RRH)	186 (65%)	99 (35%)	285
Agency #7 (RRH)	1,534 (46%)	1,816 (54%)	3,350
Total	2,545 (53%)	2,284 (47%)	4,829

Questions for Discussion

- Are there any other questions you would like to see answered?
- How should we handle the release of information that might not look good for a specific agency?
 - *Homebase Recommendation: Send an email directly to providers in advance of the presentation to ask if there are any **special considerations** we should consider when analyzing the data and presenting to SPC. Invite the providers to participate in the SPC meeting if they would like to discuss the outcomes with the group.*

WP 1: Coordinated Entry Visual Map

- Data Sources:
 - *110 project-specific surveys completed by HMIS-participating agencies*
 - *30 qualitative interviews with stakeholders, including SSF Staff and the CoC Board*
 - *HMIS information (VI-SPDAT focus)*
- Next Step: Our plan is to bring this map to the Combined CE Committee for review. *Any questions or concerns?*

Next Steps

For more information or to provide a comment...

- Contact Information
 - Homebase, Technical Assistance Provider sacramento@homebaseccc.org
 - Tamu Green, Sacramento Steps Forward tgreen@sacstepsforward.org



System Performance Measures (SPMs) are all interdependent and measure a community's progress towards eliminating homelessness.

The full set of measures complement and balance one another. Communities should not look at just one measure but a combination or the full set of measures in order to get a full sense of homelessness.

Key:

- **Teal** items are measures of reducing the number of people becoming homeless
- **Navy** items are measures of helping people become quickly and stably housed
- Arrows in each petal indicate the goal for each measure (e.g., Measure 1 has a downward facing arrow, indicating that this measure will have to go down in order to end homelessness).



Tableau Movement Dashboards Example Analysis

Overview

Homebase has created two dashboards in Tableau to display client movements through the Sacramento system of care for individuals experiencing homelessness. Using HMIS data from October 1st, 2017 to September 30th, 2019, these Movement Dashboards captured aggregate information on how clients move between project types and agencies. These Movement Dashboards were first presented to the Systems Performance Committee (SPC) in March of 2020. SSF and Homebase are currently reviewing and revising dashboards.

To support the SPC's understanding of the utility and the purpose of these Movement Dashboards, Homebase has compiled the following five example questions focused on understanding key topics within the system of care. Homebase then used the dashboards to derive initial answers to each question, as well as additional questions that will require further data collection and analysis. Using this document, as well as the three other CESH Systems Mapping Work Products, SPC can provide feedback on these initial findings, as well as identify other key questions to explore.

Example Questions

1. Which project types had the most exits to permanent destinations? Other exits?
2. Where do individuals go after _____ project type?
3. Where do individuals go after _____ agency?
4. Comparing only Street Outreach projects, which agency's project had the most movements out of Street Outreach?
5. Comparing only Rapid Re-Housing projects, which agency's RRH project had the most exits to permanent destinations?

Limitations of the Tableau Movement Dashboards

- An enrollment and subsequent enrollment may have been concurrent, which affects order of enrollments.
- An enrollment and subsequent enrollment may have been recorded on the same start date, which also affects order of enrollments.
- Dashboards only capture what is included in HMIS.
- Dashboards only capture limited time period and does not reflect enrollments/movements that occurred before/after period

Example Analysis

1. Which project types had the most exits to permanent destinations? Other exits?

- Prevention, permanent supportive housing, and transitional housing projects all had the highest rates of exits to permanent destinations
- Rapid re-housing projects had the highest number of permanent destinations exits overall.
- *Follow-up question: How do exits for the same project vary by agency?*

Project Type	Permanent Destinations	Temporary, Unsheltered, Unknown, Institutional, or Deceased	Total Exits from System
Prevention	296 (90%)	32 (10%)	328
Permanent Supportive Housing	165 (69%)	75 (31%)	240
Transitional Housing	557 (58%)	402 (42%)	959
Rapid Re-Housing	2550 (53%)	2,286 (47%)	4,836
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Street Outreach	524 (14%)	3,118 (86%)	3,642
Total	4,788 (38%)	7,516 (62%)	12,304

2. Where do individuals go after _____ project type?

- Below are the most common subsequent enrollments after each project type. For example, 35% of individuals enrolled in rapid re-housing after a transitional housing enrollment.
- *Follow-up question: Do all agencies with the same project type have similar subsequent enrollments?*

Project Type	Most Common Subsequent Enrollment	2 nd Most Common Subsequent Enrollment	Total Movements Within System
Street Outreach	Street Outreach (31%)	Emergency Shelter (28%)	2,203
Emergency Shelter	Emergency Shelter (36%)	Street Outreach (25%)	2,084
Rapid Re-Housing	Rapid Re-Housing (33%)	Emergency Shelter (25%)	1,417
Transitional Housing	Rapid Re-Housing (35%)	Transitional Housing (22%)	352
Permanent Supportive Housing	Street Outreach (38%)	Permanent Supportive Housing (22%)	72
Prevention	Prevention (46%)	Rapid Re-Housing (40%)	50
Other Permanent Housing	Street Outreach (54%)	Emergency Shelter (31%)	13

3. Where do individuals go after _____ agency?¹

- Below are the most common subsequent enrollments after each agency. For example, 1 out of 5 individuals enrolled at El Hogar moved to Volunteers of America for a subsequent enrollment.
- *Follow-up question: Is there a formal referral relationship between agencies and the location of their most common subsequent enrollment?*

Agency	Most Common Subsequent Enrollment	2 nd Most Common Subsequent Enrollment	Total Movements Within System
Volunteers of America	Volunteers of America (37%)	Sacramento County DHA (19%)	929
Sacramento County DHA	Sacramento County DHA (35%)	Volunteers of America (24%)	919
Sacramento Steps Forward	Volunteers of America (28%)	Sacramento Self Help Housing (18%)	728
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El Hogar	Volunteers of America (22%)	Sacramento Steps Forward (15%)	539
Sacramento Self Help Housing	Volunteers of America (22%)	Sacramento Self Help Housing (20%)	429

4. Comparing only Street Outreach projects, which agency's project had the most movements out of Street Outreach?²

- Across all agencies offering street outreach, the percentage of individuals that moved onto other project types ranged from 30%-84%.
- 5 of 7 agencies saw >60% of their clients move to other project types.
- *Follow-up question: Why are some street outreach agencies having greater levels of success than others?*

Project Type	Moved Out of Street Outreach	Remained in Street Outreach	Total Movements Within System
Agency #1 (STR)	225 (84%)	42 (16%)	267
Agency #2 (STR)	12 (75%)	4 (25%)	16
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Agency #7 (STR)	6 (30%)	14 (70%)	20
Total	1,523 (70%)	680 (30%)	2,203

¹ Note: Filtered to show only top 6 agencies with most movements.

² Agency names will remain masked until approval by the System Performance Committee.

5. Comparing only Rapid Re-Housing projects, which agency's RRH project had the most exits to permanent destinations?^{3,4}

- Across all agencies offering rapid re-housing, the percentage of individuals that moved to permanent exit destinations ranged from 46%-93%.
- 6 of 7 agencies saw more than 60% of their clients move on to permanent exit destinations.
- Programs with fewer exits/clients had better results.
- *Follow-up question: Why are some rapid re-housing agencies having greater levels of success than others? Does size of program impact outcomes?*

Project Type	Permanent Destinations	Temporary, Unsheltered, Unknown, or Deceased	Total Exits from System
Agency #1 (RRH)	13 (93%)	1 (7%)	14
Agency #2 (RRH)	25 (78%)	7 (22%)	32
Agency #3 (RRH)	14 (78%)	4 (22%)	18
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Total	2,545 (53%)	2,284 (47%)	4,829

Discussion Questions and Next Steps

- Would the SPC like to see specific project names when answering question 4 or 5? What process or precautions should be in place to let agencies know their results in advance of meetings of the SPC?
- Are these findings that surprised you or that you did not expect?
- Are there findings that require additional explanation or another look at the HMIS data?
- Do you have any additional questions about how individuals move between project types or agencies that you are hoping the Tableau Movement Dashboards can answer?

³ Agency names will remain masked until approval by the System Performance Committee.

⁴ Note: Filtered to show only agencies with at least 10 total exits.