

Toledo Lucas County Continuum of Care: 2015 Key Performance Indicators

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Background

In November 2012, the Toledo Lucas County Homelessness Board (TLCHB) adopted key performance indicators (KPI) and targets for calendar year 2013. These were developed in accordance with guidelines outlined in the HUD Continuum of Care Program Interim Rule requirements for adopting performance targets¹. The targets were reviewed and updated for calendar year 2014.

On November 7th and 10th, the Quality & Performance KPI Committee reviewed

- General Program Reports from Toledo HMIS for calendar years 2013 and 2014 (to date) to assess Continuum of Care performance
- The HUD document *System Performance Measures: An introductory guide to understanding system-level performance measurement*, which gives the recommendations to date from HUD
- A review of the Balance of State Continuum of Care's document *Ohio Balance of State Performance Management Plan*, which gives a snapshot of the State's performance measures.

Based on these, and discussions among the committee, this document contains recommendations for the 2015 Key Performance Indicators.

Scope of Recommendations

Recommendations contained within this document are for overall Continuum of Care performance indicators for calendar year 2015. These recommendations do not address a framework to “take action against poor performers,” though that is called for by the HUD CoC Program Interim Rule.

¹ Responsibilities of the Continuum of Care (§578.7). HUD Interim Rule for Continuum of Care Program. Published 31 July 2012 in The Federal Register.

Performance Indicators

The following eight major performance indicators are recommended.

1. Length of Stay in Program

Defined as the average number of days a household is enrolled in a given program.

$$\frac{\text{Sum (For Each Exited Household (Latest Exit Date – Earliest Entry Date))}}{\text{Total Exited Households}}$$

For example, a household who enters a program on the first day of a month and exits on the tenth day of the same month would have a Length of Stay equal to 10 days. In cases where members of a household enter or exit at different times, the earliest entry date and latest exit date is used.

2. Exits to Permanent Housing

Defined as percent of households whose destination at exit was:

- Long-term care facility or nursing home (HUD)
- Moved from one HOPWA funded project to HOPWA PH (HUD)
- Moved from one HOPWA funded project to HOPWA TH (HUD)
- Owned by client, no ongoing housing subsidy (HUD)
- Owned by client, with ongoing housing subsidy (HUD)
- Permanent housing for formerly homeless persons (HUD)
- Rental by client, no ongoing housing subsidy (HUD)
- Rental by client, with VASH subsidy (HUD)
- Rental by client, with GPD TIP subsidy (HUD)
- Rental by client, with other ongoing housing subsidy (HUD)
- Staying or living with family, permanent tenure (HUD)
- Staying or living with friends, permanent tenure (HUD)

$$\frac{\text{Sum (Exited Households with Permanant Destinations)}}{\text{Total Exited Households}}$$

3. Short Term Recidivism

Defined as percent of persons who return to homelessness within six months (180 days) after an exit to a permanent housing destination as defined above.

$$\frac{\text{Sum (Clients (Exited to Permanant Destination & Reentered Shelter within 180 days))}}{\text{Total Clients}}$$

For example, a person who exits from a rapid re-housing project with a destination of “Rental by client, without subsidy,” and then enters an emergency shelter 175 days later would count as a recidivist client. If the person enters an emergency shelter 200 days after the exit to permanent housing, they are not counted as a recidivist.

4. Improvement in Income

Defined as percent of households whose total household income at program exit is greater than their total household income at program entry.

$$\frac{\text{Sum (Exited Households (Income at Exit > Income at Entry))}}{\text{Total Exited Households}}$$

For example, a household whose members total income added up to \$550 per month at program entry and whose members total income added up to \$600 per month at program exit.

N.B., Supplemental Nutrition Assistance Program (Food Stamps) benefits are considered non-cash benefits and are not included in calculations for Improvements in Income.

5. Adults Employed at Exit

Defined as percent of persons aged 18 years or older who are employed at program exit.

$$\frac{\text{Sum (Exited Adult Clients (Employed at Exit))}}{\text{Total Exited Adult Clients}}$$

This figure includes those who were unemployed at program entry that gained employment by the time they exited as well as those who were employed at program entry that maintained the employment through to program exit.

6. Households Exiting with Non-Cash Benefits

Defined as percent of households with at least one member receiving at least one non-cash benefit at program exit, including

- a. Supplemental Nutrition Assistance Program (Food Stamps);
- b. Medicaid;
- c. Medicare;
- d. SCHIP;
- e. Special Supplemental Nutrition Program for WIC;
- f. Veteran’s Administration (VA) Medical Services;

- g. TANF Child Care Services;
- h. TANF Transportation Services;
- i. Other TANF-Funded Services; or
- j. Section 8 Public Housing or rental assistance.

$$\frac{\text{Sum (Exited Households (At Least One Household Member Receiving Non-Cash Benefits))}}{\text{Total Exited Households}}$$

7. Positive or Neutral Reasons for Leaving

Defined as percent of households whose Reason for Leaving is listed as **positive** or **neutral** in this list:

- Completed Program (**positive**)
- Criminal Activity/Violence (*negative*)
- Death (**neutral**)
- Disagreement with Rules/Persons (*negative*)
- Left for Housing Opportunity before completing program (**positive**)
- Needs could not be met by program (*negative*)
- Non-compliance with program (*negative*)
- Non-Payment of Rent/occupancy charge (*negative*)
- Reached Maximum time allowed by program (*negative*)
- Unknown/disappeared (*negative*)
- Other (**neutral**)

$$\frac{\text{Sum (Exited Households (Positive or Neutral Exit Reason))}}{\text{Total Exited Households}}$$

8. PSH Retention (PSH Programs Only)

Defined as the percentage of households whose length of stay in Permanent Supportive Housing is at least 181 days.

$$\frac{\text{Households (Leavers (At Least 181 days)) + Households (Stayers (At Least 181 Days))}}{\text{Households (Leavers (At Least 181 days)) + Households (Stayers (At Least 181 Days)) + Households (Leavers (Less Than or Equal to 180 Days))}}$$

Monitoring

Performance indicators should be tracked quarterly. Each quarter's indicators should be compared to those of previous quarters to allow evaluation of progress toward targets. Further, these indicators should be published to the entire community and reviewed by providers and the full TLCHB.

Toledo HMIS will extend the existing General Program Reports that are issued monthly to Contributing HMIS Organizations (CHOs) so that they include as many of the recommended Performance Indicators as is feasible. Non-CHOs who receive CoC Program or Emergency Solutions Grant funding should furnish these indicators to TLCHB on a quarterly basis for inclusion in the overall community figures.

2015 Recommended KPI and Targets by Project Type

Program Type Indicator	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
1. Length of Stay in Program (days)	40	240	--	(a) Short Term ² : 120
				(b) Medium Term ³ : 270
2. Exits to Permanent Housing (PH)	38%	80%	70%	88%
3. Short-Term Recidivism	10%	15%	--	5%
4. Improvement in Income	--	20%	40%	50%
5. Adults Employed at Exit	--	10%	15%	40%
6. Households Exiting with Non-Cash Benefits	--	90%	90%	90%
7. Positive or Neutral Reasons for Leaving Projects	65%	75%	65%	75%
8. PSH Retention	--	--	90%	--

² Short term Rapid Re-Housing is defined as projects whose funding source generally can fund clients up to three (3) months.

³ Medium Term Rapid Re-Housing is defined as projects whose funding source generally can fund clients up to nine (9) months.

Appendix A: 2014 Recommended KPI and Targets by Project Type

Program Type \ Indicator	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
1. Length of Stay in Program (days)	(a) PH Exits, Level 3-9: 30 (b) PH Exits, Level 10-15: 60 (c) Overall: 40	90-270	--	(a) Level 3-8: 80% between 90 and 120 (b) Level 9-15: 80% between 180 and 270
2. Exits to Permanent Housing (PH)	30%	80%	70%	84%
3. Short-Term Recidivism	15%	15%	--	5%
4. Improvement in Income	--	20%	35%	50%
5. Adults Employed at Exit	--	10%	10%	40%
6. Households Exiting with Non-Cash Benefits	--	Families: 90%	Families: 90%	Families: 90%
7. Positive or Neutral Reasons for Leaving Projects	Families: 70% Overall: 60%	75%	65%	75%
8. PSH Retention	--	--	90%	--

Coordinated Assessment KPI (no targets)

1. Time between shelter entry and re-housing assessment;
2. Time between re-housing assessment and referral;
3. Time between referral and response from provider; and
4. Time between referral and project entry with provider.

Appendix B: Changes in Language & Definitions from 2014

Recommendations

- Changed #3 from Recidivism to Short Term Recidivism to better distinguish it from the HUD suggested two year recidivism
- Removed Coordinated Assessment KPI (no targets); the committee evaluated them as requiring development and separate summarization
- Removed Indicator #9 Timeliness due to removal of Coordinated Assessment KPI (no targets) removal
- Updated Permanent Housing destinations due to HUD's Data Standards Update in October 2014
- Updated the Positive & Neutral Reasons for Leaving to identify the positive and neutral reasons and to include identifiers to note the quality of each reason
- Included expository formulas for each indicator to improve clarity
- Eliminated ranged target for Transitional Housing & Rapid Re-Housing Length of Stay. The committee thought ranges were unnecessary to dictate a lower target
- Removed the Designation of "Families" for Households Exiting with Non-Cash Benefits as being an unnecessary description
- Removed the Families/Overall Distinction in Emergency Shelter/Positive & Neutral Reasons for Leaving do to previous lack of tracking by those categories

Appendix C: Quality & Performance Key Performance Committee Members

Julie Embree, TLCHB Board

Sue Brown, Harbor House

Joe Habib, St. Paul's Community Center

Rodney Schuster, Catholic Charities

Veronica Burkhardt, Toledo Department of Neighborhoods

Cami Roth Szirotnyak, MHR SB

Omar Smiley, Toledo Department of Neighborhoods

Erin Goff, United Way

Lisa Flynn, Family House

Denise Fox, Aurora

Cindy Zawojski, FOCUS

Liz Links, TLCHB

Richie Sutherland, TLCHB

Appendix D: Housing Collaborative Network Recommendations (11/19/14)

- Formula for Length of Stay in Program needed typo correction
- Formula for Exits to Permanent Housing needed clarification ("Exited" in denominator)
- Positive & Neutral Reasons for Leaving qualities were discussed; A guide to usage is needed, to be discussed at End User Training
- Formula for PSH Retention needed correction, regarding "at least 181 days" and to clarify the denominator

Appendix E: Document History & Change Log

- Debated among the Quality and Performance Committee (11/07/14 & 11/10/14)
- First Draft (11/18/14)
- Revised and Debated among the Housing Collaborative Network (11/19/14)
- Implemented HCN Recommendations (11/19/14)
- Other documents Updates
 - Updated Changes in Language and Definitions from 2014 Recommendations (11/20/14)
 - Minor grammar and punctuation changes (11/20/14)