

Toledo Lucas County Continuum of Care: 2014 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 according to guidelines outlined in the HUD Continuum of Care Program Interim Rule requirements for adopting performance targets¹, including:

- Statutory performance indicators for communities defined in the HEARTH Act;
- Performance indicators and processes in-use by communities including Columbus OH (Community Shelter Board) and Michigan’s Campaign to End Homelessness;
- Recommendations in literature and presentations from Abt Associates, the National Alliance to End Homelessness and the Homeless Research Institute;
- Focus groups of HCN members divided up by program type, in which members were asked to brainstorm and draft their own recommendations prior to focus group meetings—the meetings focused on finding the consensus of each group;
- A review, amendment, and endorsement by the full HCN; and
- A review, amendment, and endorsement by the TLCHB Quality & Performance Committee.

This document represents an update to the calendar year 2013 recommendations, and underwent a similar process in reviewing existing CoC-wide outcome data, examining outcomes of individual projects, and consulting with focus groups of providers divided up by project type.

Scope of Recommendations

Recommendations contained within this document are for overall Continuum of Care performance indicators for calendar year 2014. 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.

Changes in Language and Definitions from 2013 Recommendations

- References to “programs” and “program types” have been changed to “projects” and “project types” per HUD’s shift in nomenclature.
- The project type “Homeless Prevention and Rapid Re-Housing” is now referred to as “Rapid Re-Housing,” per HUD’s shift in nomenclature.
- The indicator category “Improved Discharge Reasons” is now “Positive or Neutral Reasons for Leaving Projects.” The old indicator measured a percentage point change in the fraction of discharges which were positive or neutral, while the new indicator simply evaluates the fraction directly.
- An additional project type, “Coordinated Assessment,” has been added. Indicators and targets for this project type center on the timeliness of steps within the Coordinated Assessment and Re-Housing processes.
- Added some clarification to Length of Stay definition for cases where clients in an entry group entered and exited at different times.
- Recidivism was previously defined on a two-year time scale, in keeping with HUD’s definition of recidivism with regard to High Performing Communities. However, in practice it has been monitored on a six-month timeline in order to provide more timely information. Recidivism in this document is defined on an explicit six-month timeline. The Continuum of Care can and should still periodically evaluate recidivism further into the future. The indicator for returns within six months has been renamed “Short-Term Recidivism” to distinguish it from recidivism for a longer time period.
- Recidivism was previously defined as a fraction of households returning to homelessness following an exit to permanent housing rather than a fraction of persons. In this recommendation, the definition has been revised to measure persons rather than households.
- Length of Stay targets for some project types have been amended to be ranges between which a particular fraction of households should exit. This clarifies the purpose of measuring Length of Stay as having value in examining both retention in projects and timely exit from projects.
- For several indicators, targets are segmented according to the National Alliance to End Homelessness Rapid Re-Housing Triage Tool, which rates three areas of barriers to gaining and obtaining housing. Each area is rated on a scale of one to five, with higher numbers indicating more barriers. The highest of these ratings is the overall “level” assigned to the household.

Performance Indicators

The following nine 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.

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 should be used.

2. Exits to Permanent Housing

Defined as percent of households whose destination at exit was:

- a. Owned by client, no ongoing housing subsidy;
- b. Owned by client, with housing subsidy;
- c. Owned by client, no housing subsidy;
- d. Permanent supportive housing for formerly homeless persons (such as SHP, S+C, or SRO Mod Rehab);
- e. Rental by client, no housing subsidy;
- f. Rental by client, other (non-VASH) housing subsidy;
- g. Rental by client, VASH Subsidy;
- h. Staying or living with family, permanent tenure; or
- i. Staying or living with friends, permanent tenure.

3. 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.

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.

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.

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.

7. Positive or Neutral Reasons for Leaving

Defined as percent of households whose Reason for Leaving at program exit was **not** among the following:

- a. Criminal activity/destruction of property/violence
- b. Disagreement with rules/persons
- c. Needs could not be met by program
- d. Non-payment of rent/occupancy charge
- e. Non-compliance with program
- f. Reached maximum time allowed by program
- g. Unknown/disappeared

8. PSH Retention

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

9. **Timeliness**

Defined as the average number of days per household between two events in the Coordinated Assessment and Re-Housing process.

Monitoring

Performance indicators should be tracked at least 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.

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 I: 2013 Recommended KPI and Targets by Program Type

<div style="text-align: right;">Program Type</div> <div style="text-align: left;">Indicator</div>	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Homeless Prevention and Rapid Re-Housing
1. Length of Stay in Program	35 days	180 days	--	HP: 120 days
				RRH Level 1&2: 120 days
				RRH Level 3 and higher: 360 days
2. Exits to Permanent Housing	25%	80%	60%	84%
3. Recidivism	15%	10%	--	5%
4. Improvement in Income	5%	21%	15%	20%
5. Adults Employed at Exit	10%	25%	22%	35%
6. Households Exiting with Non-Cash Benefits	--	90% (families only)	90% (families only)	90% (families only)
7. Improved Discharge Reasons	10%	10%	5%	--
8. PSH Retention	--	--	90%	--