

# Toledo/Lucas County Continuum of Care Performance Indicators

---

## Quarterly Report, Third Quarter 2014

September 23<sup>rd</sup>, 2015

Prepared by  
Carl Richard Sutherland II, Toledo HMIS Administrator

Toledo Lucas County Homelessness Board  
Suite 437  
1946 North Thirteenth Street  
Toledo OH 43604

419.244.9440 / [www.tlchb.org](http://www.tlchb.org)

# Executive Summary

---

This report covers performance of homeless service programs participating in a shared database for homeless services providers in Lucas County, Ohio. As a whole, participating programs are meeting a majority of the performance targets adopted for 2014.

Emergency Shelter programs met three of four of their respective targets for 2014. Transitional Housing met two of seven indicator targets. Permanent Supportive Housing met five of six targets for the third quarter of 2014. Rapid Re-Housing programs met five of seven indicators.

## Contents

---

Executive Summary .....	2
Contents .....	2
Background.....	3
Scope of Report.....	3
Discussion of Outcomes .....	4
Trends for Emergency Shelter .....	6
Trends for Transitional Housing.....	7
Trends for Permanent Supportive Housing.....	8
Trends for Rapid Re-Housing .....	9
Indicator Snapshot for First Quarter 2014.....	10
Appendix I: Indicator Definitions.....	11
Appendix II: Data Sources.....	13

# Background

---

In July 2012 the U.S. Department of Housing and Urban Development (HUD) published an interim rule regarding Continuums of Care (CoCs). The responsibilities in that rule included a requirement for CoCs to establish how they will measure performance.

As the lead agency in the Toledo/Lucas County Continuum of Care, the Toledo Lucas County Homelessness Board (TLCHB) reviewed statutory and regulatory requirements; examined metrics in use by other CoCs; referenced best practices guidance; and consulted in-depth with homeless services providers funded through the CoC. In November 2012, TLCHB adopted its first formal performance indicators and targets for calendar year 2013. In November 2013, TLCHB adopted updated performance indicators and targets for calendar year 2014.

This is the seventh quarterly report in an indefinite series on the performance of homeless service programs participating in the Toledo Homeless Management Information System (Toledo HMIS). These reports will be presented quarterly to the TLCHB Board of Directors and published on the TLCHB website.

## Scope of Report

---

This report is intended to illustrate trends and provide a snapshot of the CoC's most recent outcomes for several of its adopted indicators.

Quarterly trends are provided for primary indicators: *Exits to Permanent Housing*, *Short-term Recidivism*, *Length of Stay in Programs*, *Reasons for Leaving Programs*, and *Retention in Permanent Supportive Housing*. The exact set of indicators varies by type of program. Where possible, trends are provided through the previous eight quarters.

A snapshot is also given for both primary a set of supporting indicators, including *Improvements in Income* by program participants, *Adult Employment Rates* at program exit, and the percent of *Households Exiting with Non-Cash Benefits*.

### Total Households Exiting by Program Type

Indicators are either percentages or averages based on exits during the reporting period. To provide context, the most recent quarter's total household exits and the average quarterly household exits from 2012 to present are listed below for each program type.

<b>Total Households Exiting</b>	<b>Emergency Shelter</b>	<b>Transitional Housing</b>	<b>Permanent Supportive Housing</b>	<b>Rapid Re-Housing</b>
Third Quarter 2014	168	19	38	72
Quarterly average, 2012-present	182	19	37	46

# Discussion of Outcomes

---

The CoC is meeting a majority of its adopted 2014 targets. A brief discussion of indicator outcomes for each program type is provided here, followed by visualization of trends for primary indicators and a snapshot of outcomes for the most recent quarter. It may be helpful to refer to the charts and snapshot table while reading the discussion of outcomes for each program type.

## Emergency Shelter

During the third quarter, emergency shelters met three of the four outcome targets for calendar year 2014. The unmet outcome was *Positive or Neutral Reasons for Leaving*.

*Positive or Neutral Reasons for Leaving Programs* decreased to 49 percent in third quarter 2014, down from 69 percent in the second quarter 2014.

*Average Length of Stay* decreased over the quarter. In third quarter of 2014, the *Average Length of Stay* in emergency shelters was 36 days, compared with 43 days in second quarter 2014. This is well below the 40 day indicator target.

Emergency shelters continued to maintain positive results in *Exits to Permanent Housing*. While dropping to 33 percent (from 47 percent in the second quarter 2014), this still exceeds the indicator target of 30 percent.

*Short-term Recidivism* increased from 5 percent in fourth quarter 2013 to 13 percent in the first quarter 2014. This still sits below the 15 percent target for 2014.

## Transitional Housing

During the third quarter, transitional housing met six of seven outcome targets for calendar year 2014.

*Average Length of Stay* was within the target zone of 180 to 270 days at 183 days.

*Exits to Permanent Housing* (85 percent) and *Positive or Neutral Reasons for Leaving Programs* (80 percent) were well above the targets (80 percent and 75 percent, respectively). *Improvements in Income* was at 25 percent for the third quarter, exceeding the 20 percent target. *Adults Employed at Exit* was at 20 percent, with a target of 10 percent.

*Short-term Recidivism* remained zero percent for the second straight quarter (fourth quarter 2013–first quarter 2014).

## Permanent Supportive Housing

During the third quarter, permanent supportive housing met five of six outcome targets for calendar year 2014.

*Positive or Neutral Reasons for Leaving Programs* decreased from 65 percent in second quarter to 53 percent for the third quarter, missing the indicator target of 65 percent.

*Adults Employed at Exit* increased slightly from 25 percent to 28 percent. *Exits to Permanent Housing* decreased from 77 percent to 74 percent in the second quarter. *Households Exiting with Non-Cash Benefits* was steady at 92 percent. There was a significant increase for

*Improvements in Income* from 46 percent to 58 percent in the third quarter, which is above the 35 percent indicator target.

Six-month Retention rate for clients remains at 100 percent for permanent supportive housing.

## **Rapid Re-Housing**

During the second quarter, rapid re-housing met two of the seven outcome targets for calendar year 2014. The outcomes that met their targets were *Average Length of Stay*, *Exits to Permanent Housing*.

Rapid re-housing programs reported only 35 percent of adults employed at exit, a slight increase from 33 percent in the previous quarter, but well below the target of 40 percent. *Positive or Neutral Reasons for Leaving Programs* were 54 percent for third quarter 2014, also well below the target of 75 percent but up 2 points from second quarter 2014. *Improvements in Income* decreased to 21 percent in third quarter 2014 from 32 percent in the second quarter of 2014. Households exiting with non-cash benefits decreased over the past quarter from 90 percent in second quarter 2014 to 81 percent in third quarter 2014, missing the target of 90 percent.

*Exits to Permanent Housing* increased slightly to 93 percent in third quarter 2014 from 92 percent in the second quarter 2014. *Average Length of Stay* decreased from 173 days in the second quarter to 137 days in the third quarter.

*Short-term Recidivism* increased from 3 percent in the fourth quarter 2013 to 8 percent in the first quarter of 2014, which exceeds the target of 5 percent.

## **Notes on Graphs of Trends**

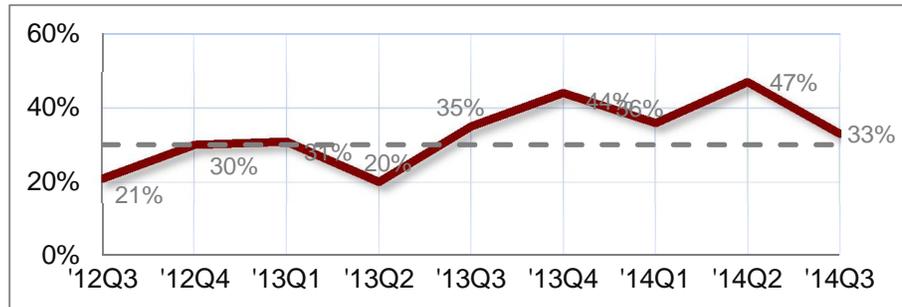
The solid red line on each of the following charts is the observed quarterly outcome for each indicator. Where applicable, a dotted line represents the target for that indicator.

# Trends for Emergency Shelter

## Exits to Permanent Housing

Target: 30%

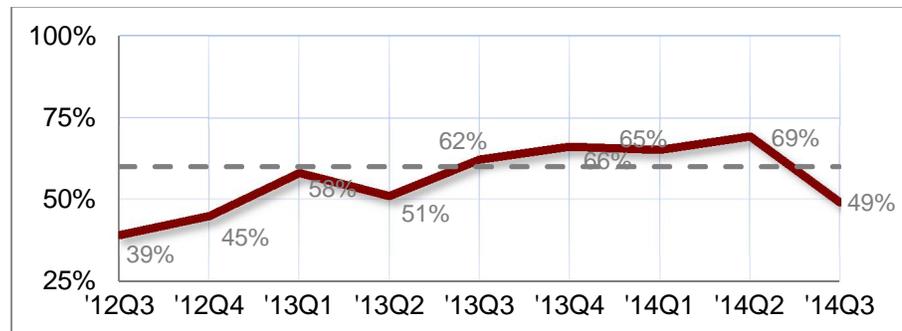
Percent of households whose destination at exit was a category of permanent housing (higher is better).



## Positive or Neutral Reasons for Leaving Programs

Target: 60%

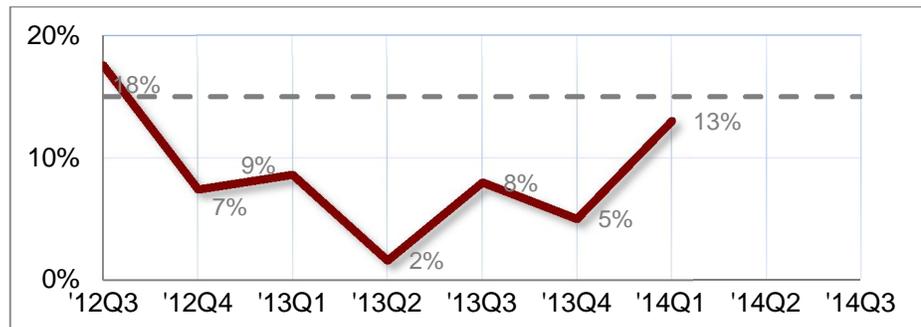
Percent of households whose reason for leaving at exit was not a category such as "Disagreement with rules/persons" or "Needs could not be met by program" (higher is better).



## Short-term Recidivism

Target: 15%

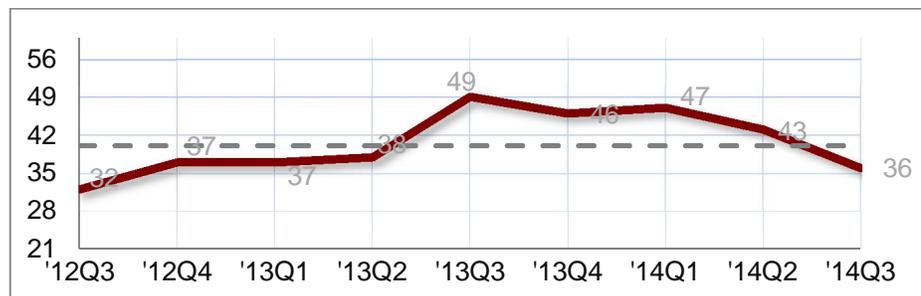
Percent of persons who exited to permanent housing and then entered emergency shelter or transitional housing within six months (lower is better).



## Average Length of Stay

Target: 40 days

Average number of days between a household's entry and exit (lower is generally better).

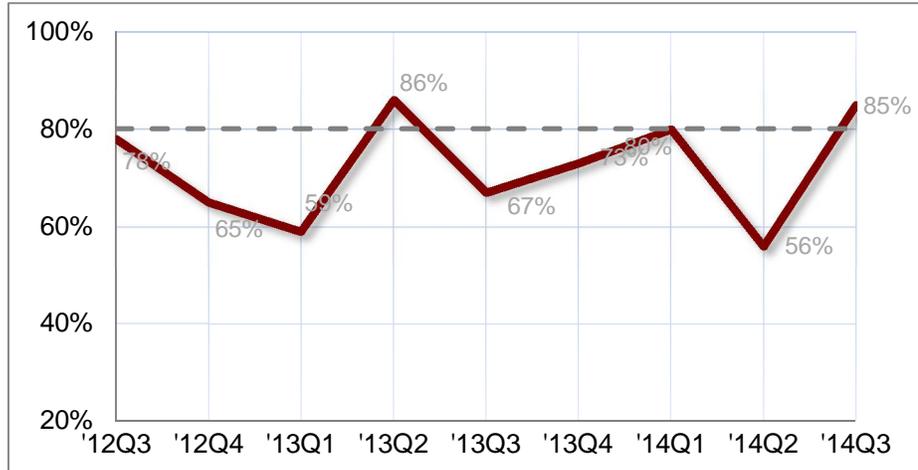


# Trends for Transitional Housing

## Exits to Permanent Housing

Target: 80%

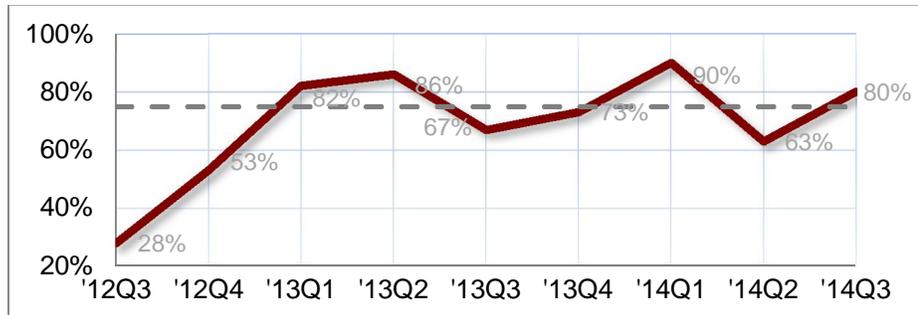
Percent of households whose destination at exit was a category of permanent housing (higher is better).



## Positive or Neutral Reasons for Leaving Programs

Target: 75%

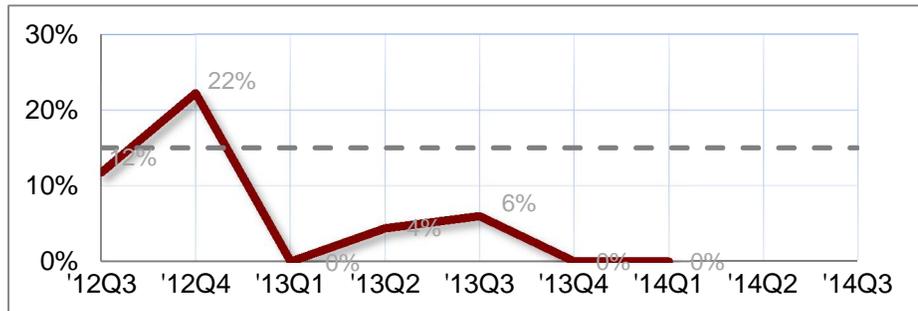
Percent of households whose reason for leaving at exit was not a category such as "Disagreement with rules/persons" or "Needs could not be met by program" (higher is better).



## Short-term Recidivism

Target: 15%

Percent of persons who exited to permanent housing and then entered emergency shelter or transitional housing within six months (lower is better).

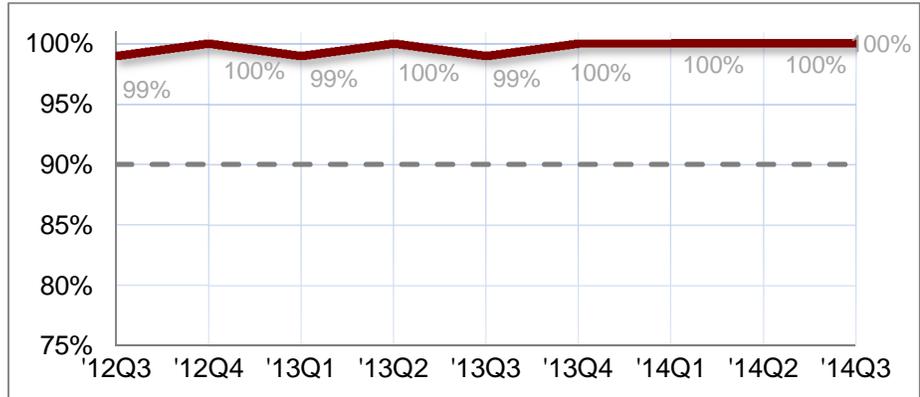


# Trends for Permanent Supportive Housing

## Retention

Target: 90%

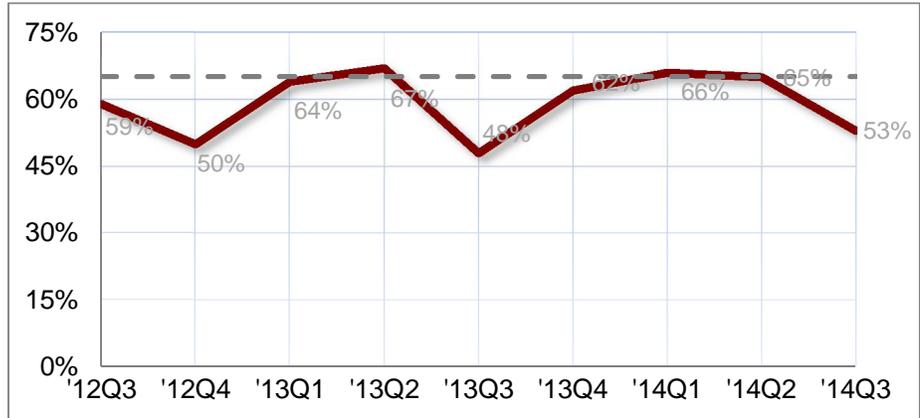
Percent of households whose length of stay in Permanent Supportive Housing is at least 181 days (higher is better).



## Positive or Neutral Reasons for Leaving Programs

Target: 65%

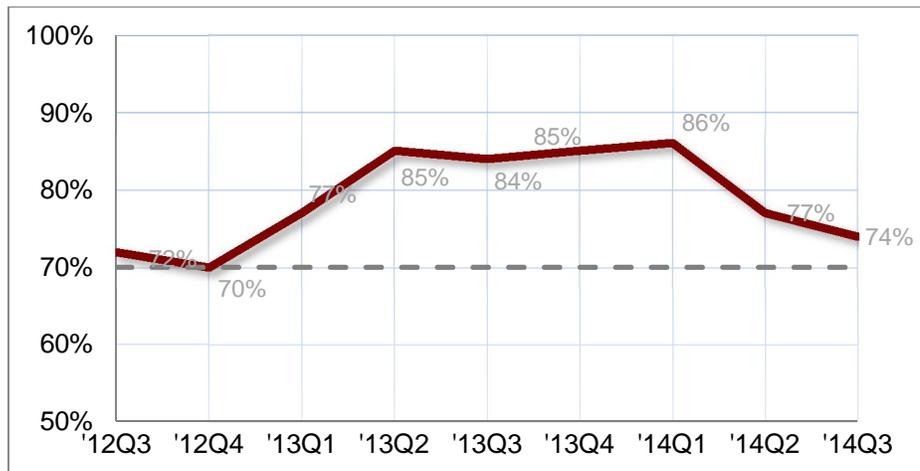
Percent of households whose reason for leaving at exit was not a category such as "Disagreement with rules/persons" or "Needs could not be met by program" (higher is better).



## Exits to Permanent Housing

Target: 70%

Percent of households whose destination at exit was a category of permanent housing (higher is better).

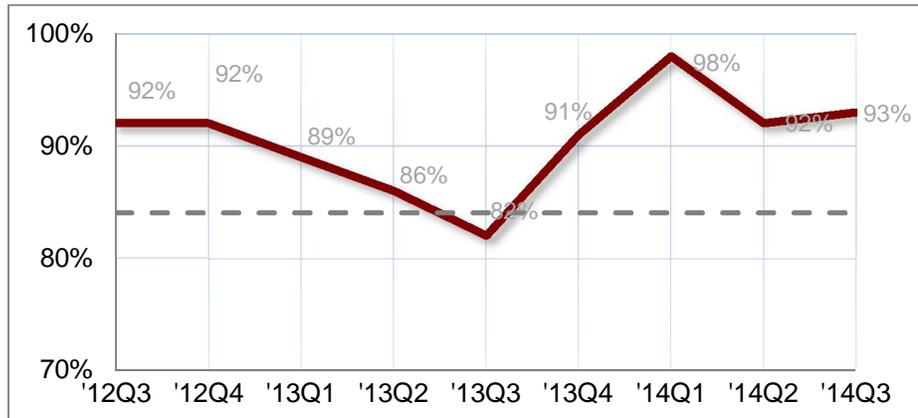


# Trends for Rapid Re-Housing

## Exits to Permanent Housing

Target: 84%

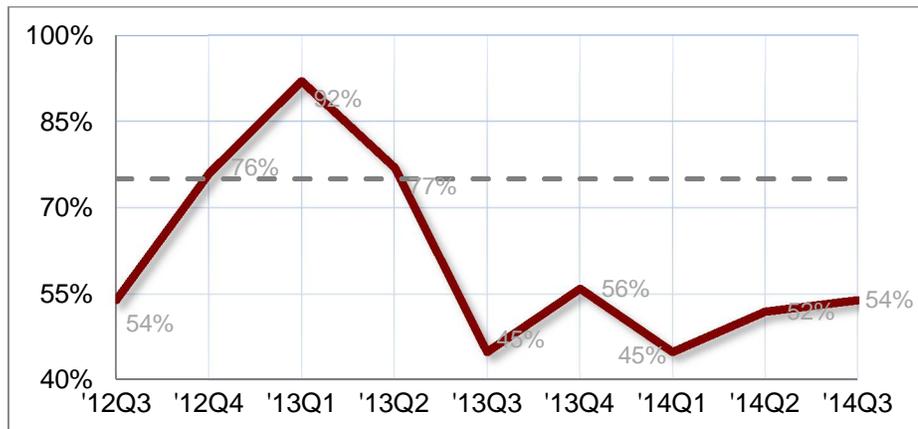
Percent of households whose destination at exit was a category of permanent housing (higher is better).



## Positive or Neutral Reasons for Leaving Programs

Target: 75%

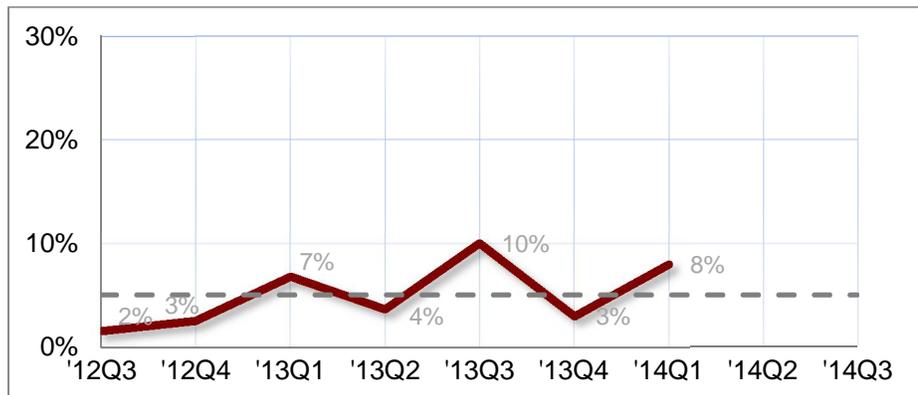
Percent of households whose reason for leaving at exit was not a category such as "Disagreement with rules/persons" or "Needs could not be met by program" (higher is better).



## Short-term Recidivism

Target: 5%

Percent of persons who exited to permanent housing and then entered emergency shelter or transitional housing within six months (lower is better).



# Indicator Snapshot for Third Quarter 2014

Targets for a given indicator are listed in parentheses, where applicable.

Indicator	Emergency Shelter	Transitional Housing	Permanent Supportive Housing	Rapid Re-Housing
Exits to Permanent Housing	33% (30%)	85% (80%)	74% (70%)	93% (84%)
Positive or Neutral Reasons for Leaving Programs	49% (60%)	80% (75%)	53% (65%)	54% (75%)
Short-term Recidivism for exits during 2013Q4	13% (15%)	0% (15%)	9%	8% (5%)
Average Length of Stay, in days	36 (40)	183 (180 - 270)	n/a	137 (270)
PSH Retention	n/a	n/a	100% (90%)	n/a
Improvements in Income	8%	25% (20%)	58% (35%)	21% (50%)
Adults Employed at Exit	20%	20% (10%)	28% (10%)	35% (40%)
Households Exiting with Non-Cash Benefits	79%	Overall: 70% (Families: 90%)	92% (90%)	81% (90%)
<b>Coordinated Assessment KPIs (no targets)<sup>1</sup></b>				
Average days between shelter entry and re-housing assessment			Not Tracked After 07/01/2014	
Average days between re-housing assessment and referral				
Average days between referral and response from provider				
Average days between referral and project entry with provider				

<sup>1</sup> Due to the change of 'Coordinated Assessment' to 'Coordinated Access' and the role they perform within the community, there are not a current set of Key Performance Indicators for this project. The Quality and Performance Committee is working with Coordinated Access as well as other community stakeholders to determine optimal measurements of performance indicators. –E. Links

# Appendix I: Indicator Definitions

---

Except where noted, all indicators in this report use definitions adopted by TLCHB in November 2013. Excerpts from that definition are included in this appendix for convenience. The full document describing TLCHB's adopted indicators is available at [www.tlchb.org](http://www.tlchb.org).

## 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. Improvements 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. SCHIP;
- c. Special Supplemental Nutrition Program for WIC;
- d. Veteran's Administration (VA) Medical Services;
- e. TANF Child Care Services;
- f. TANF Transportation Services;
- g. Other TANF-Funded Services; or
- h. Section 8 Public Housing or rental assistance.

**7. Positive or Neutral Reasons for Leaving**

Defined as a 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; or
- 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. These figures are averages of lag times with shelter entry dates starting after 1/1/2014.

\*In this report, Short-term Recidivism will be somewhat underestimated. Calculations of recidivism are based on whether or not clients have returned to participating (CHO) emergency shelter or transitional housing programs within six months. As a result, clients who enter non-participating shelters or transitional housing programs or who become "street" homeless will not be counted in recidivism calculations, and the shown recidivism rates will be somewhat below actual returns to homelessness.

# Appendix II: Data Sources

---

All data used in this report were contributed by participating service providers to a database managed by the Toledo HMIS.

Providers participating in Toledo HMIS (aka Contributory HMIS Organizations or CHOs) receive monthly reports that include *Exits to Permanent Housing*, negative reasons for leaving, length of stay, *Improvements in Income*, adults employed at exit, households receiving non-cash benefits, and retention in permanent supportive housing. CHOs are given the opportunity to review and correct any of these which appear to be out of place, and can request incidental reports covering any time period.

This report contains data only from providers and programs participating in Toledo HMIS who have met certain standards for data quality. In particular, this edition includes data from the CHOs listed below.

- **Emergency Shelter**
  - Beach House Family Shelter
  - Family House
  - La Posada Family Shelter
  - St. Paul's Community Center Shelter (excluding Winter Crisis program)
- **Transitional Housing**
  - Aurora Project
  - Harbor House
  - Neighborhood Properties Inc. Road to Recovery
  - St. Paul's Community Center Dwelling Place
- **Permanent Supportive Housing**
  - Catholic Charities Permanent Supportive Housing (formerly SAFAH)
  - Family Outreach Community United Services Steps to Home PSH
  - Neighborhood Properties Inc. Families with Mental Illness, Families with Mental Illness Expansion, First Avenue, Fresh Start, Housing First, ODMH Homeless Prevention, Veterans-Griffin, MHR SB HUD Pact, MHR SB Affordable Housing, MHR SB Shelter Plus Care, MHR SB Shelter Plus Care Site, and MHR SB Shelter Plus Care 3
  - St. Paul's Community Center Home Base
  - Treatment Accountability for Safer Communities Walls for All
  - Volunteers of America Family Steps and Chestnut Hill
- **Rapid Re-Housing (formerly Homelessness Prevention and Rapid Re-Housing)**
  - Family Outreach Community United Services Steps to Home and Steps to Home TH-C
  - Lutheran Social Services Project Home and Tenant Based Rental Assistance
  - Treatment Accountability for Safer Communities Project Home and Tenant Based Rental Assistance
  - Beach House Project Home and Tenant Based Rental Assistance