State of Connecticut System-Wide Analytics and Projection (SWAP) Project

Presentation of Results and Recommendations
October 30, 2018

Hosted by the Funders Collaborative

Agenda Overview

1. Welcome & Introductions
2. Setting the Stage: Ending Homelessness in CT
3. Why SWAP
4. SWAP Process
5. Results and Recommendations
6. What's Next?

Presenters

- Alicia Woodsby, Partnership for Strong Communities
- Evonne Klein, Commissioner, DOH
- Nancy Navarretta, Deputy Commissioner, DMHAS
- Steve DiLella, DOH
- Alice Minervino, DMHAS
- Tracy Bennett & Genevieve Williamson, Focus Strategies
- Kim Karanda, DMHAS

SWAP Timeline

2/17-4/17

☑ SWAP page on DMHAS website

☑ Kick-off webinar

☑ Follow-up calls

☑ Orgs asked to confirm accuracy of project info from HIC & provide budgets

☑ Presented to Reaching Home Steering Committee

8/17-1/18

☑ Focus Strategies shares draft results with all providers

☑ Focus Strategies meets with Reaching Home Coordinating Committee

☑ Melville Trust posts SWAP blog

5/18-10/2018

☑ Funders receive draft analysis from Focus Strategies

☑ Providers invited to SWAP results event

☑ Projects receive final results

☑ TODAY! SWAP final event

5/17-7/2017

☑ Second request for budget info

☑ Project data pulled from HMIS for HIC $_{projects}$ → Focus Strategies

2/18-4/18

☑ Presented to CAN leadership

☑ Webinar on draft results for providers who missed Dec. meeting

☑ Providers receive HIC project info & budget for review

☑ Revised HIC project info & budget → Focus Strategies

☑ Project enrollment data from HMIS → Focus Strategies

About Focus Strategies

We believe the HEARTH Act and Opening Doors lead the way to finally ending homelessness.

Data Sources

- Projects on the 2016 Housing Inventory Count (HIC)

  – Emergency shelter, transitional housing, rapid rehousing, permanent supportive housing

- Client data exported from the Homeless Management Information System (HMIS)

  – Two years of data (January 2015 through December 2016)

- Project budget data for annual operating cost

Statewide Facts: Capacity

Program Type	2018 System Capacity	2016 Inventory Used for Performance Analysis		
	Total Capacity 2018 HIC (Beds)	Total Capacity 2016 HIC (Beds)	Capacity of Projects in HMIS	Percentage of Total 2016 HIC Beds in Analysis
Emergency Shelter	3,309	2,674	2,289	83%
Transitional Housing	607	967	837	53%
Rapid Rehousing	993	621	520	89%
Permanent Supportive Housing	6,889	6,325	4,854	73%
Total	11,798	10,587	8,500	75%

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Statewide Facts: Budget

Project Type	Funding Source			Total	% of System Total
	CoC/ESG	Other Public	Private		
Emergency Shelter	$1,844,242	$20,418,766	$12,312,948	$34,575,956	20%
Transitional Housing	$2,688,586	$6,135,010	$2,032,983	$10,856,579	6%
Rapid Rehousing	$2,259,623	$5,577,068	$1,345,924	$9,182,615	5%
PSH	$44,832,182	$57,395,794	$12,780,775	$115,008,751	68%
Total	$51,624,633	$89,526,638	$28,472,630	$169,623,901	

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CAN Facts: Total Budget

CAN	Funding Source			Total	% of System Total
	CoC/ESG	Other Public	Private		
Fairfield County (FC)	$10,914,081	$15,621,101	$9,205,876	$35,741,058	21%
Greater Hartford (GH)	$11,741,431	$28,583,722	$6,271,094	$46,596,247	27%
Greater New Haven (GNH)	$13,884,342	$25,559,663	$6,771,845	$46,215,850	27%
Meriden/Middlesex/Wallingford (MMW)	$1,650,228	$2,941,914	$507,889	$5,100,031	3%
Central CT (CC)	$2,455,633	$2,644,076	$822,770	$5,922,479	4%
Northeastern CT (NE)	$947,512	$2,060,913	$371,108	$3,379,533	2%
Southeastern CT (SE)	$5,156,589	$8,129,985	$2,960,137	$16,246,711	10%
Waterbury/Litchfield (WL)	$4,874,817	$3,985,264	$1,561,911	$10,421,992	6%
Total	$51,624,633	$89,526,638	$28,472,630	$169,623,901	

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Results: Statewide System Performance

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SWAP Performance Measures

1. Bed/Unit Utilization

2. Entries from Homelessness

3. Length of Stay

4. Exits to Permanent Housing (PH)

5. Cost per Permanent Housing Exit

6. Returns to Homelessness

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Bed/Unit Utilization Rate

- Measures whether existing bed capacity is being maximized

- Maximizing available bed capacity is essential to ensuring that system resources are being put to their best use and that as many homeless people are being housed through the existing inventory as possible
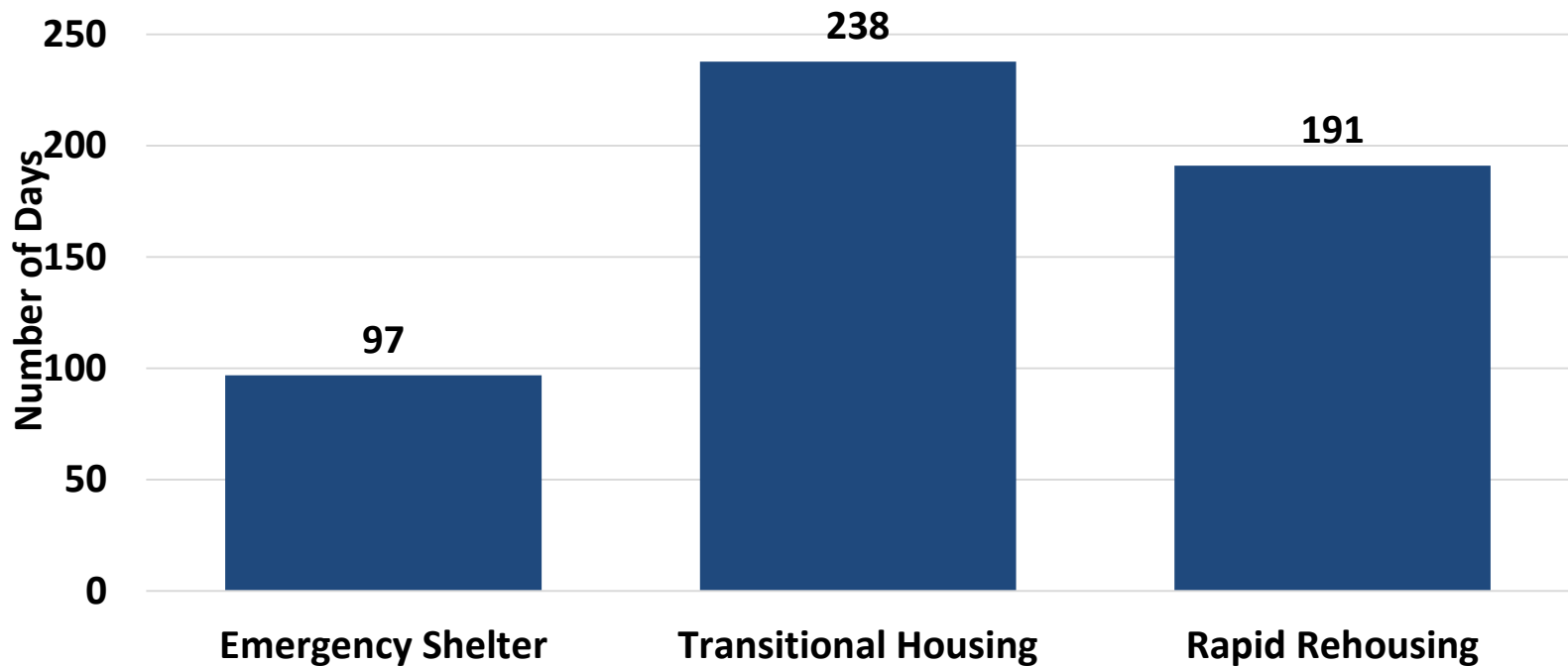
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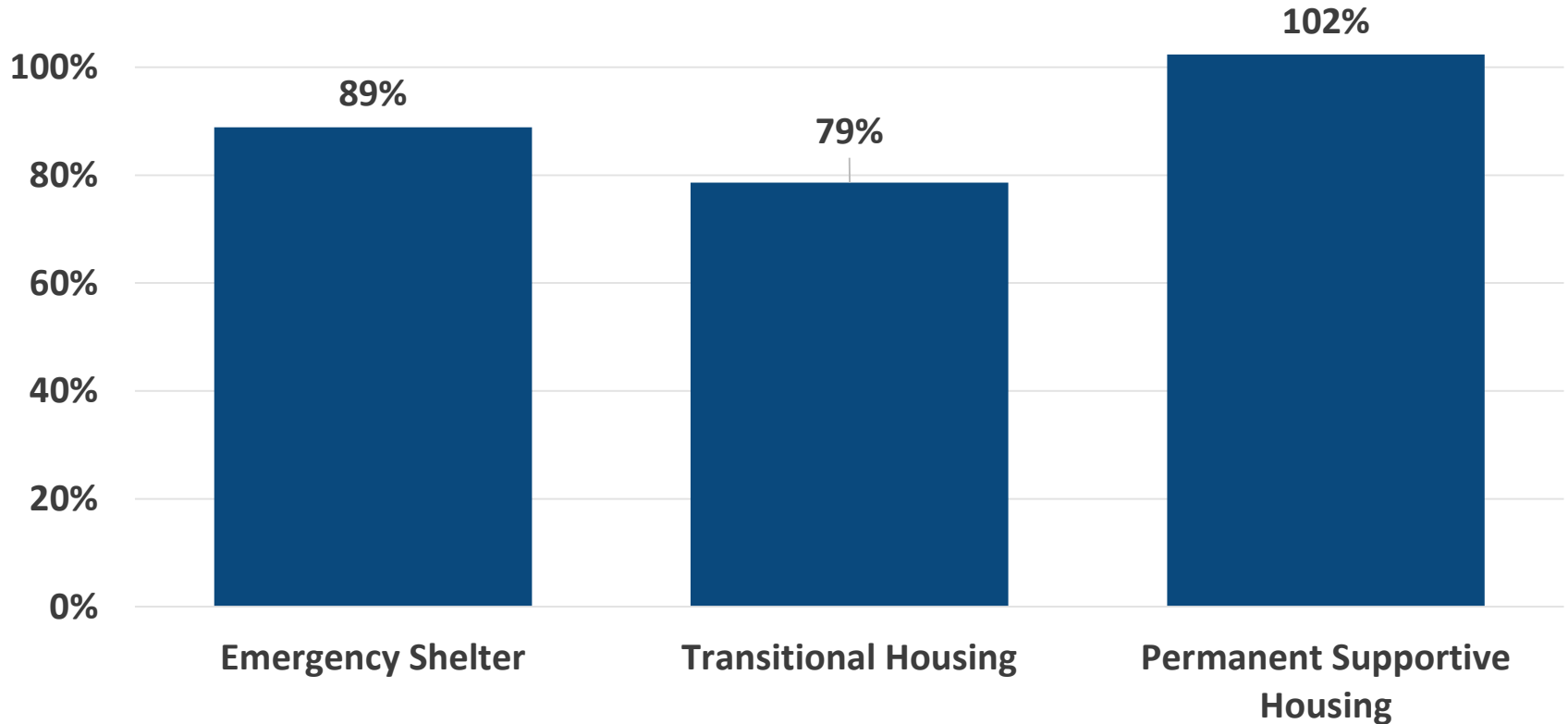
Length of Stay (LOS)

- Measures how quickly programs are helping households end their homelessness

- Helps identify program and system design and operation inefficiencies

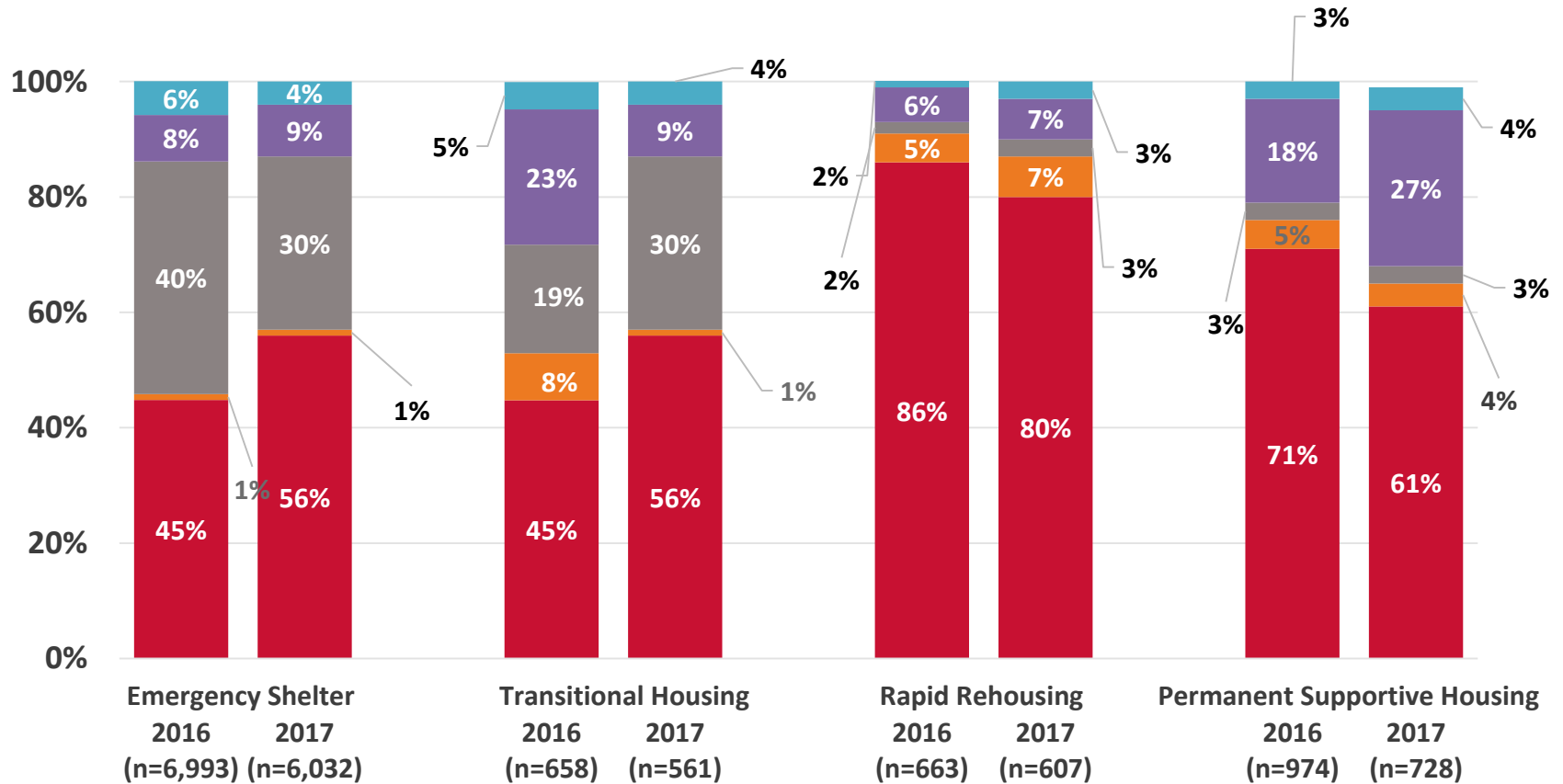- Long LOS suggests programs may not be adopting a Housing First approach

Entries from Homelessness

- Measures how many people enter programs who are unsheltered or living in shelter (literally homeless)

- Indicator of how well system is targeting highest need households

- High rate of entry from housed situations indicates need for changes to Coordinated Entry and/or shelter diversion
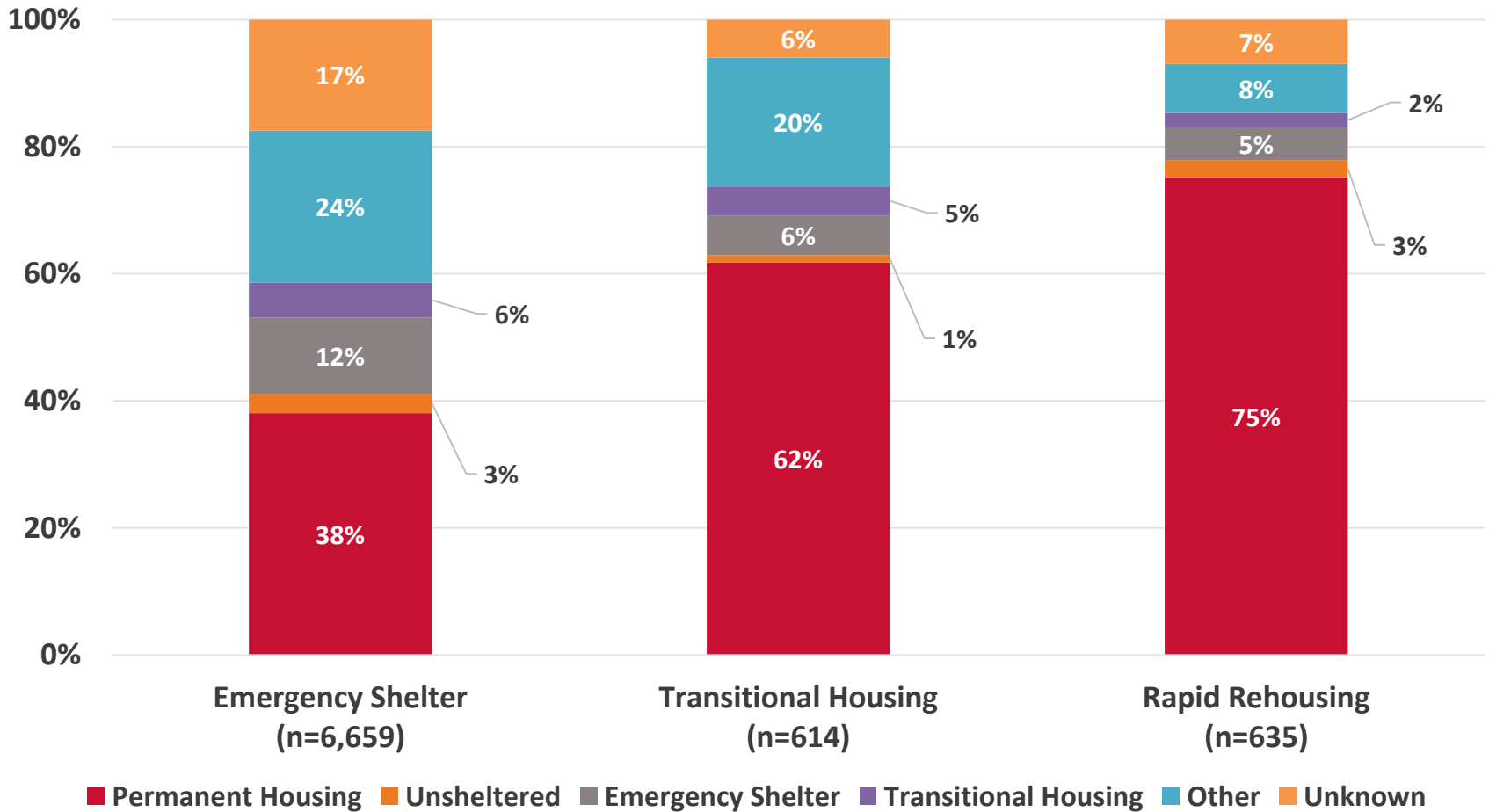
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Statewide Entries

Legend: Unsheltered/ES, TH, Institutional, Housed, Other/Unknown

Category	Unsheltered/ES	TH	Institutional	Housed	Other/Unknown
Emergency Shelter 2016 (n=6,993)	45%		40%	8%	6%
Emergency Shelter 2017 (n=6,032)	56%	1%	30%	9%	4%
Transitional Housing 2016 (n=658)	45%	8%	19%	23%	5%
Transitional Housing 2017 (n=561)	56%	1%	30%	9%	4%
Rapid Rehousing 2016 (n=663)	86%	5%	2%	6%	2%
Rapid Rehousing 2017 (n=607)	80%	7%	3%	7%	3%
Permanent Supportive Housing 2016 (n=974)	71%	5%	3%	18%	3%
Permanent Supportive Housing 2017 (n=728)	61%	4%	3%	27%	4%

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Exit to Permanent Housing

- Measures rate of exits to permanent housing

- Helps identify program and system design and operation inefficiencies

- Low rate of exit to PH can indicate system needs more capacity to provide landlord recruitment, housing navigation, housing-focused case management

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Statewide Exits

Stacked bar chart. Y-axis: 0% to 100%.

Emergency Shelter (n=6,659)
- Permanent Housing: 38%
- Unsheltered: 3%
- Emergency Shelter: 12%
- Transitional Housing: 6%
- Other: 24%
- Unknown: 17%

Transitional Housing (n=614)
- Permanent Housing: 62%
- Unsheltered: 1%
- Emergency Shelter: 6%
- Transitional Housing: 5%
- Other: 20%
- Unknown: 6%

Rapid Rehousing (n=635)
- Permanent Housing: 75%
- Unsheltered: 3%
- Emergency Shelter: 5%
- Transitional Housing: 2%
- Other: 8%
- Unknown: 7%

Legend: ■ Permanent Housing ■ Unsheltered ■ Emergency Shelter ■ Transitional Housing ■ Other ■ Unknown

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Cost Effectiveness: Cost Per PH Exit

- Typically communities consider cost per unit or cost per household

- To be performance-oriented, need to measure cost per permanent housing exit

- Illustrates whether system resources are being invested in interventions that are effective in ending homelessness

- Helps identify system components or individual programs that are not cost effective

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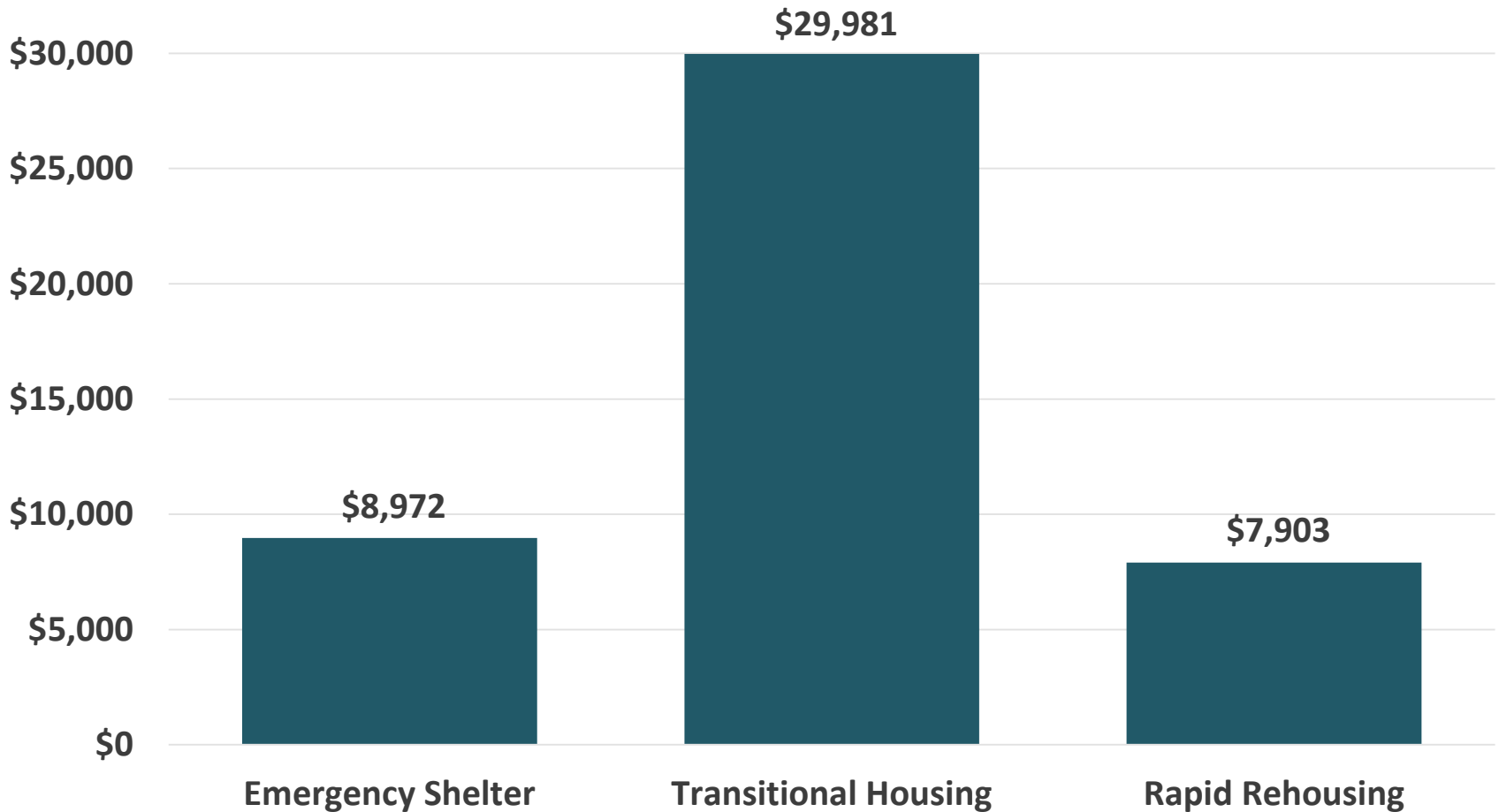
Returns to Homelessness

- Measures whether people who exited to permanent housing returned to a homeless program within 12 months

- Identifies whether programs are helping people into housing placements that "stick"

- Can help alleviate concerns about serving higher need clients and helping them exit more quickly

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Statewide Returns to Homelessness
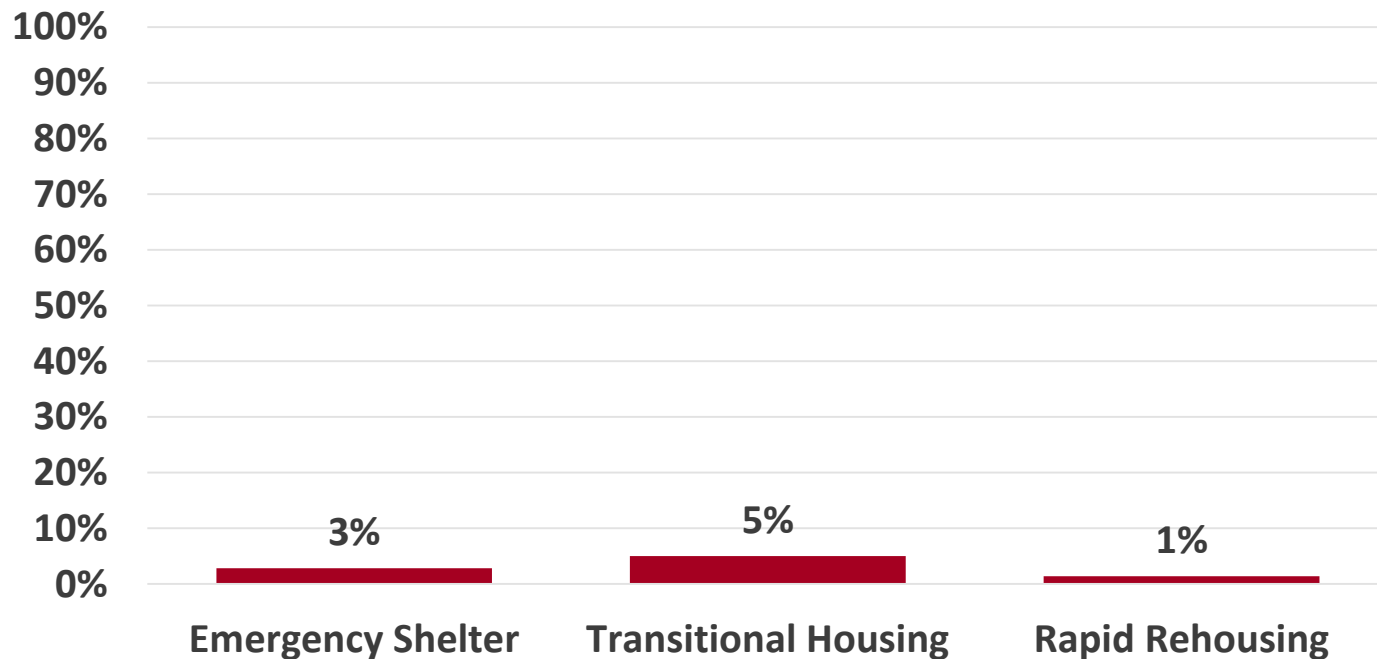
Summary and Recommendations

Summary of Strengths

- Great strides in reducing homelessness, particularly for veterans and people experiencing chronic homelessness

- Strong efforts to streamline and standardize system access through Coordinated Entry (CANs)

- An impressive level of investment in Permanent Supportive Housing has helped speed the state's progress in reducing chronic homelessness

- An increased investment in rapid rehousing

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Summary of Challenges

- CANs vary in resources available, standardization of processes, and results

- Despite fairly sophisticated CE implementation and shelter diversion, a large number of households enter system from housed locations

- Transitional housing programs underperform compared to rapid rehousing on most measures

- Although there is a positive history of funding PSH, other homeless crisis response elements, including rapid rehousing, are not funded to scale

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Recommendations

- Refine Coordinated Entry and Diversion Practices

- Develop Operating Standards and Improve Effectiveness of RRH and TH

- Set System Performance Targets

- Empower the Funders Collaborative to Oversee Implementation of System Improvement Strategies

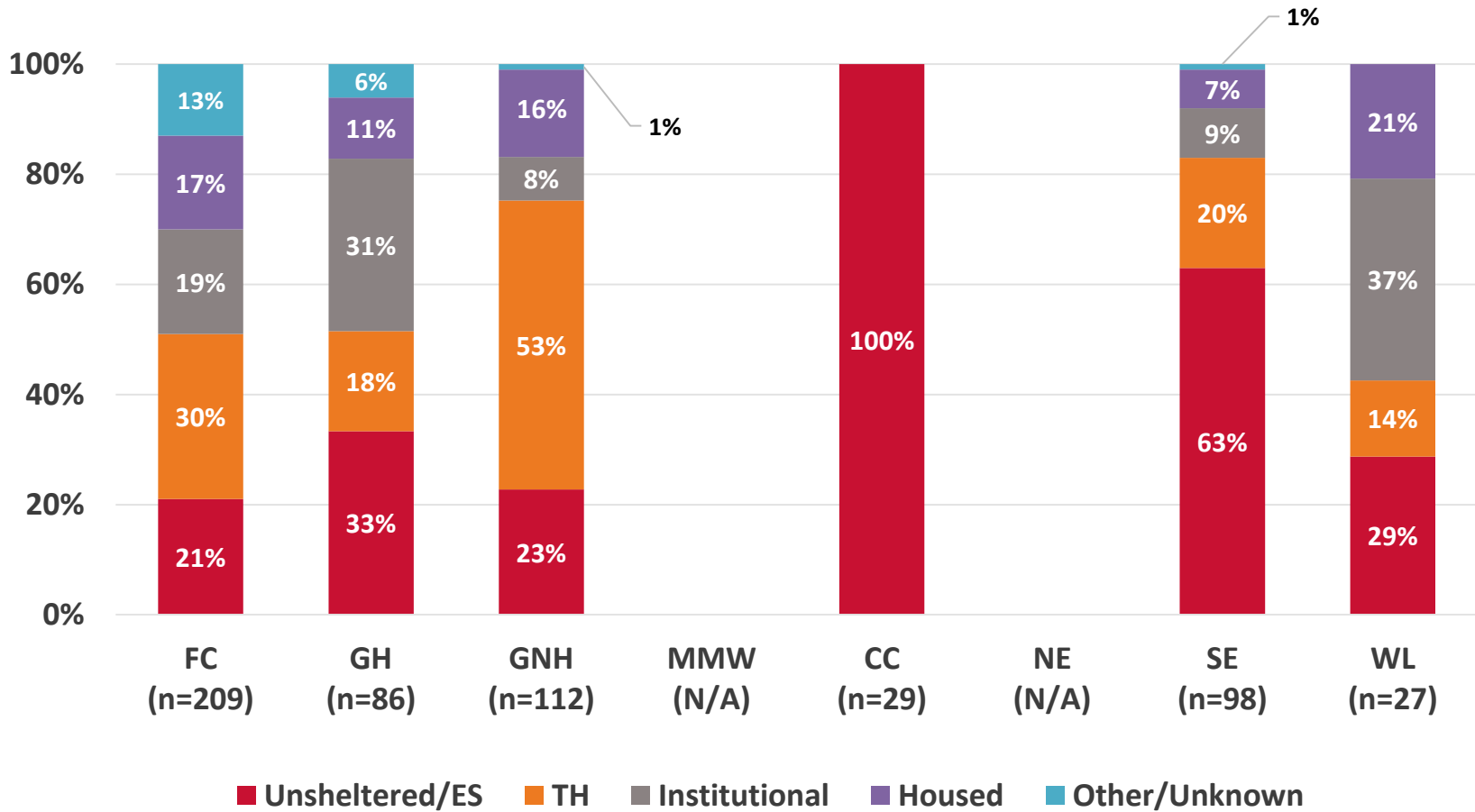focus STRATEGIES

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Refine Coordinated Entry and Diversion Practices

Despite fairly sophisticated CE implementation and shelter diversion, a large number of households enter system from housed locations
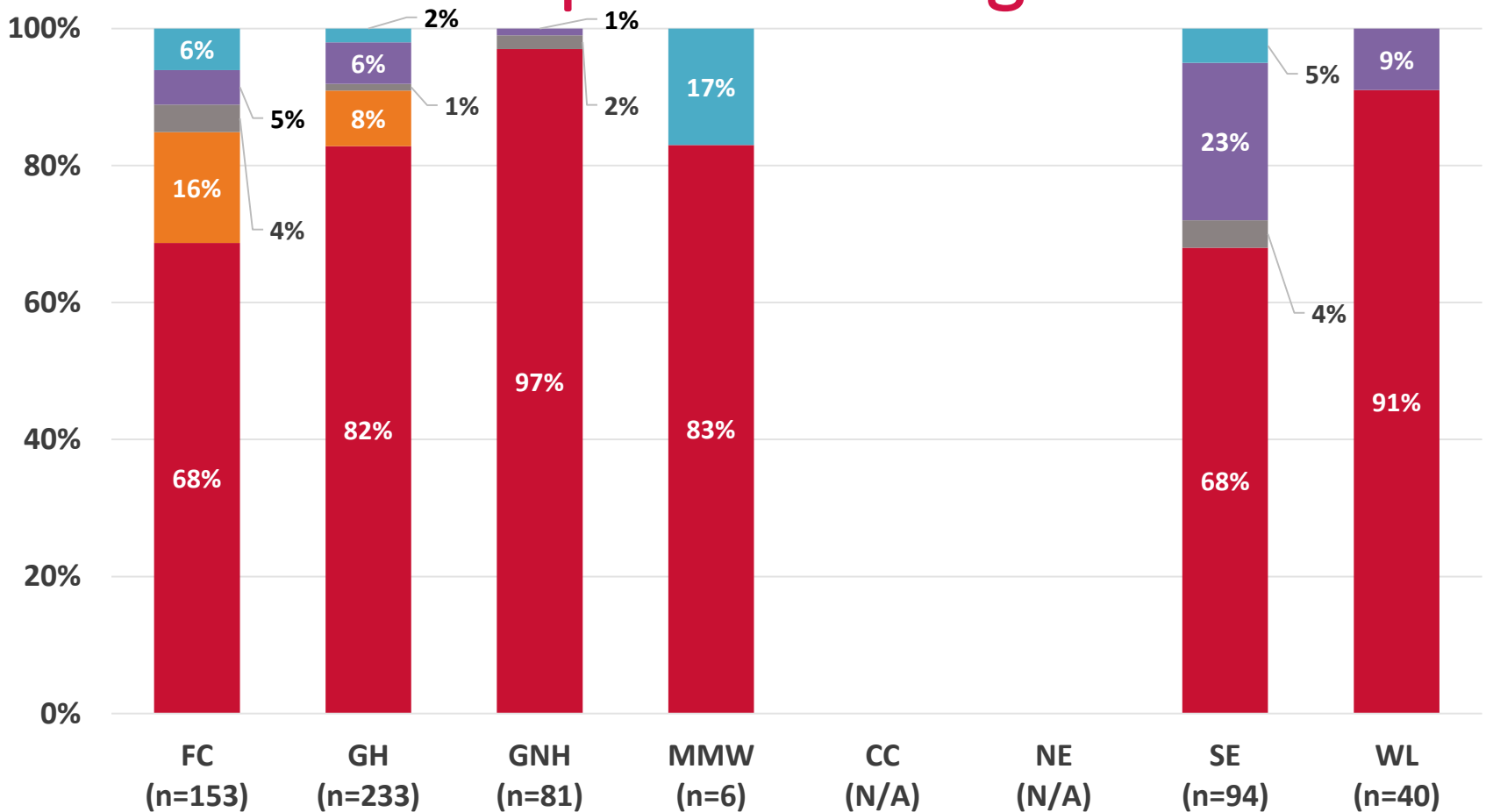
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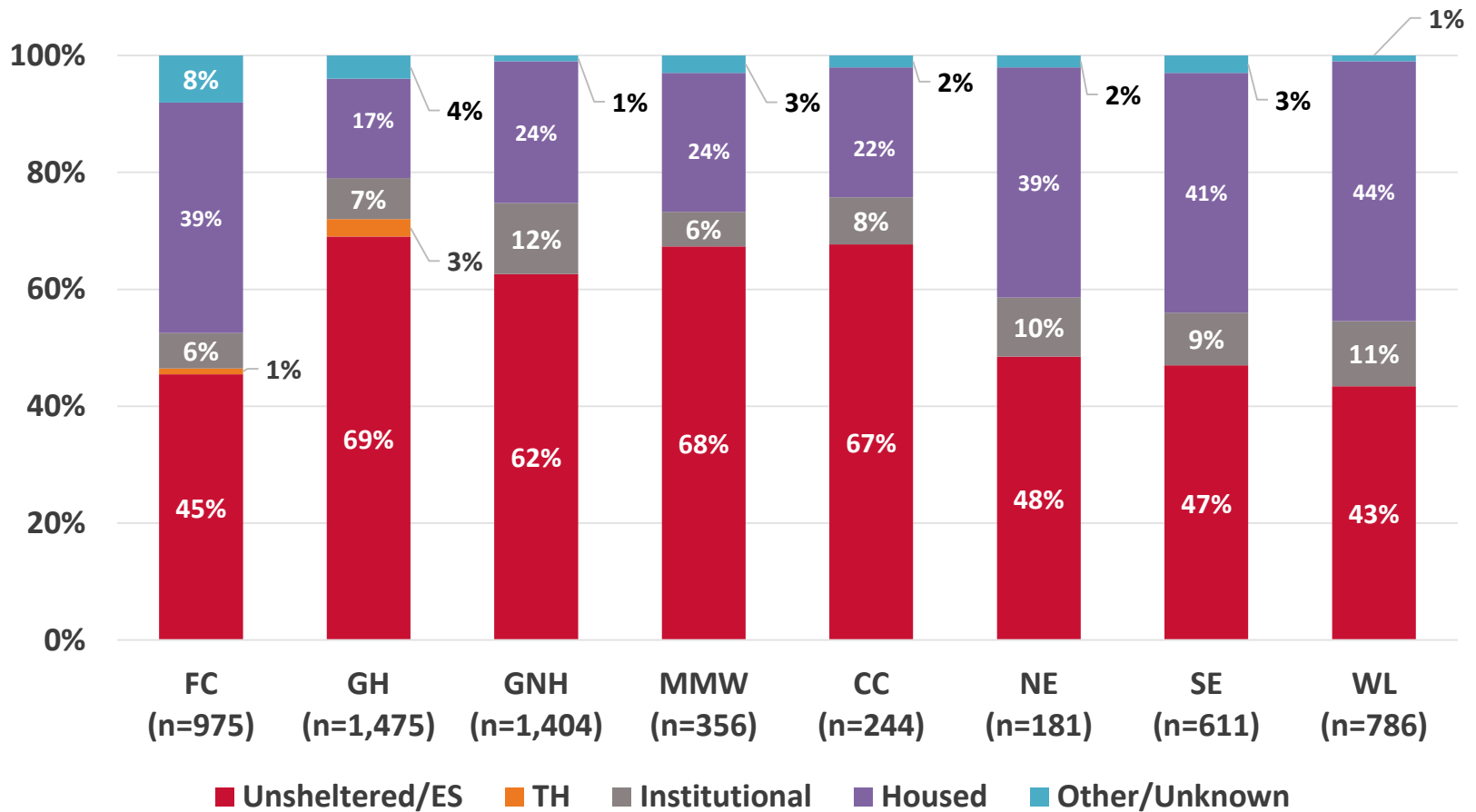
CAN Entries from Homelessness: Transitional Housing

CAN Entries from Homelessness: Rapid Rehousing

Legend: Unsheltered/ES · TH · Institutional · Housed · Other/Unknown

Category	FC (n=153)	GH (n=233)	GNH (n=81)	MMW (n=6)	CC (N/A)	NE (N/A)	SE (n=94)	WL (n=40)
Other/Unknown	6%	2%	1%	17%			5%	
Housed	5%	6%					23%	9%
Institutional	4%	1%					4%	
TH	16%	8%	2%					
Unsheltered/ES	68%	82%	97%	83%			68%	91%

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CAN Entries from Homelessness: Permanent Supportive Housing

Legend: Unsheltered/ES · TH · Institutional · Housed · Other/Unknown

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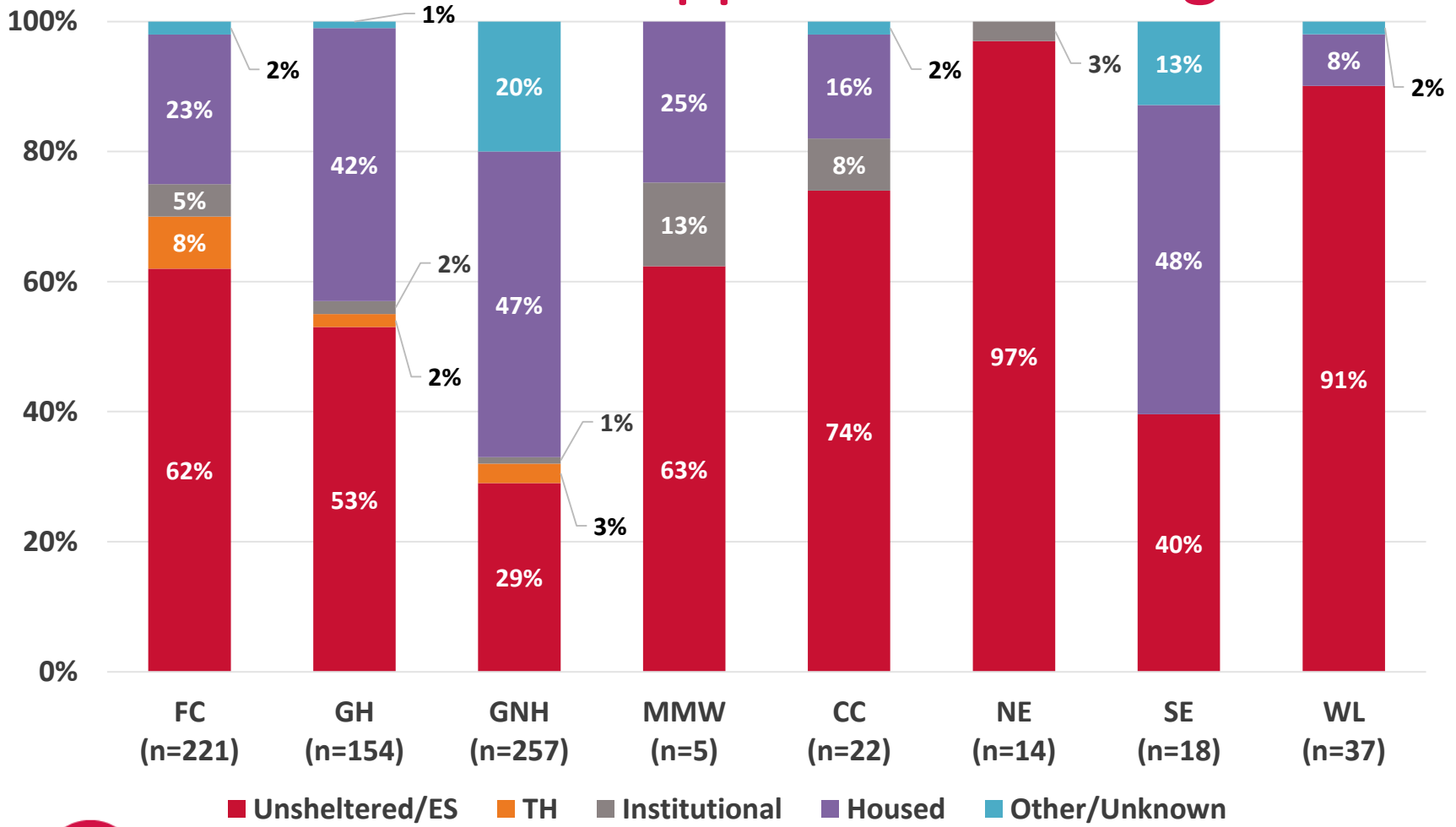
Refine Coordinated Entry and Diversion Practices

- Explore refinements to CE and shelter diversion to increase literally homeless entries into programs

  1. Determine if 211 (first step of Coordinated Access) consistently screens for literal homelessness;

  2. Offer problem solving/"diversion" to clients at all points (outreach, drop in centers, safety net programs);

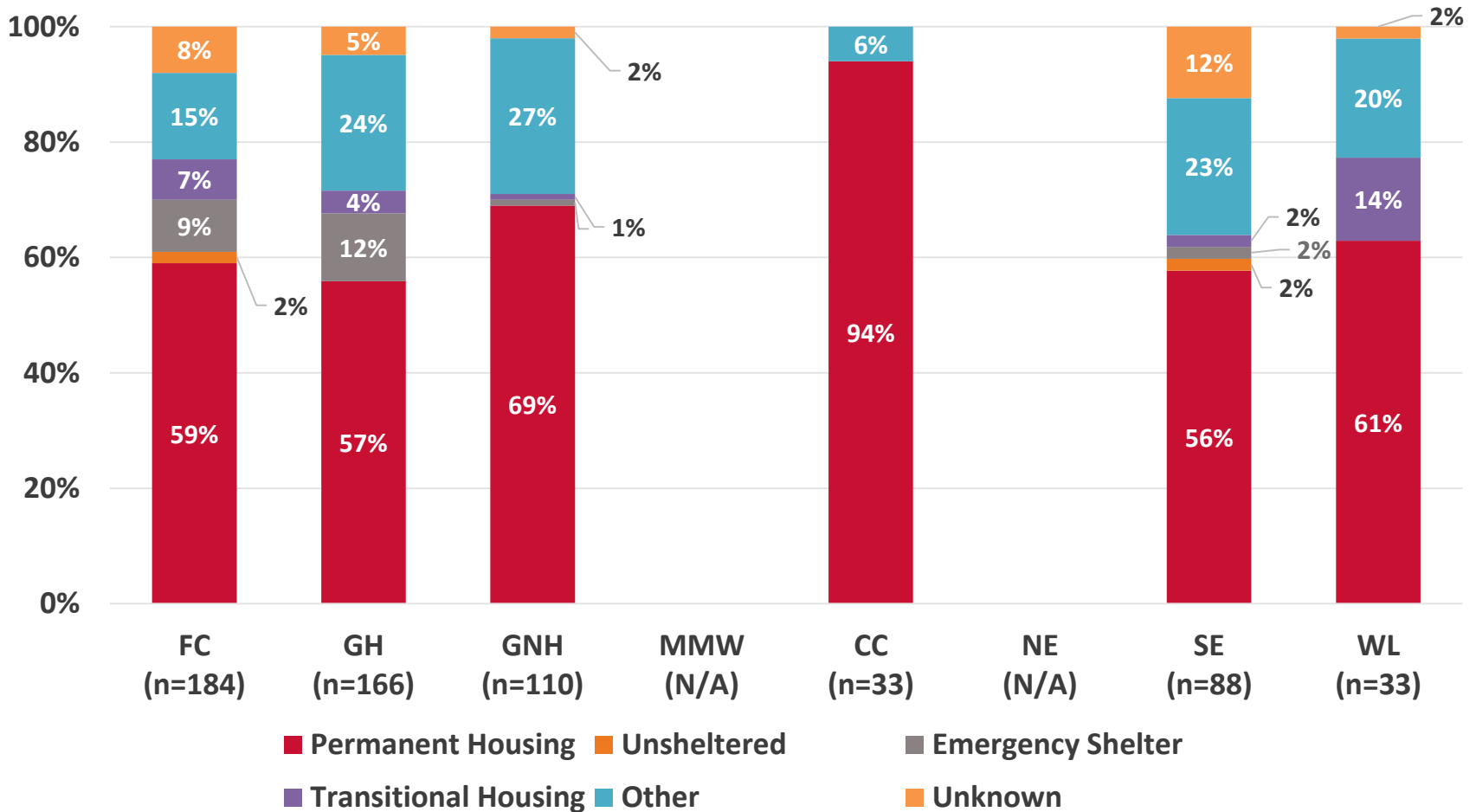 3. Ensure all HHs seeking shelter are engaged in diversion or housing problem solving conversation;

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Refine Coordinated Entry and Diversion Practices

4. Ensure all shelters utilize a consistent set of polices, procedures and practices for shelter diversion;

5. Identify funding to ensure that all CANs have resources needed to effectively implement diversion;

6. Revisit the CE prioritization process and policy for TH, RRH and PSH to ensure literal homelessness is strongly considered in prioritization.

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Develop Operating Standards and Improve Effectiveness of RRH and TH

- The rate of exit from all interventions to permanent housing is lower than what would be expected in a high performing system, particularly for transitional and rapid rehousing.

- The relatively low rate of return to homelessness from TH and RRH is evidence that these program types may not be targeting the highest need households.

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CAN Exits From Transitional Housing

Bar chart data:

Category	FC (n=184)	GH (n=166)	GNH (n=110)	MMW (N/A)	CC (n=33)	NE (N/A)	SE (n=88)	WL (n=33)
Permanent Housing	59%	57%	69%		94%		56%	61%
Unsheltered	2%		1%				2%	
Emergency Shelter	9%	12%					2%	
Transitional Housing	7%	4%					2%	14%
Other	15%	24%	27%		6%		23%	20%
Unknown	8%	5%	2%				12%	2%

Legend: Permanent Housing, Unsheltered, Emergency Shelter, Transitional Housing, Other, Unknown

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CAN Returns to Homelessness: Transitional Housing

Bar chart showing CAN Returns to Homelessness for Transitional Housing by location:
- FC: 1%
- GH: 11%
- GNH: 4%
- MMW: N/A
- CC: 12%
- NE: N/A
- SE: 10%
- WL: 0%

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CAN Exits From Rapid Rehousing
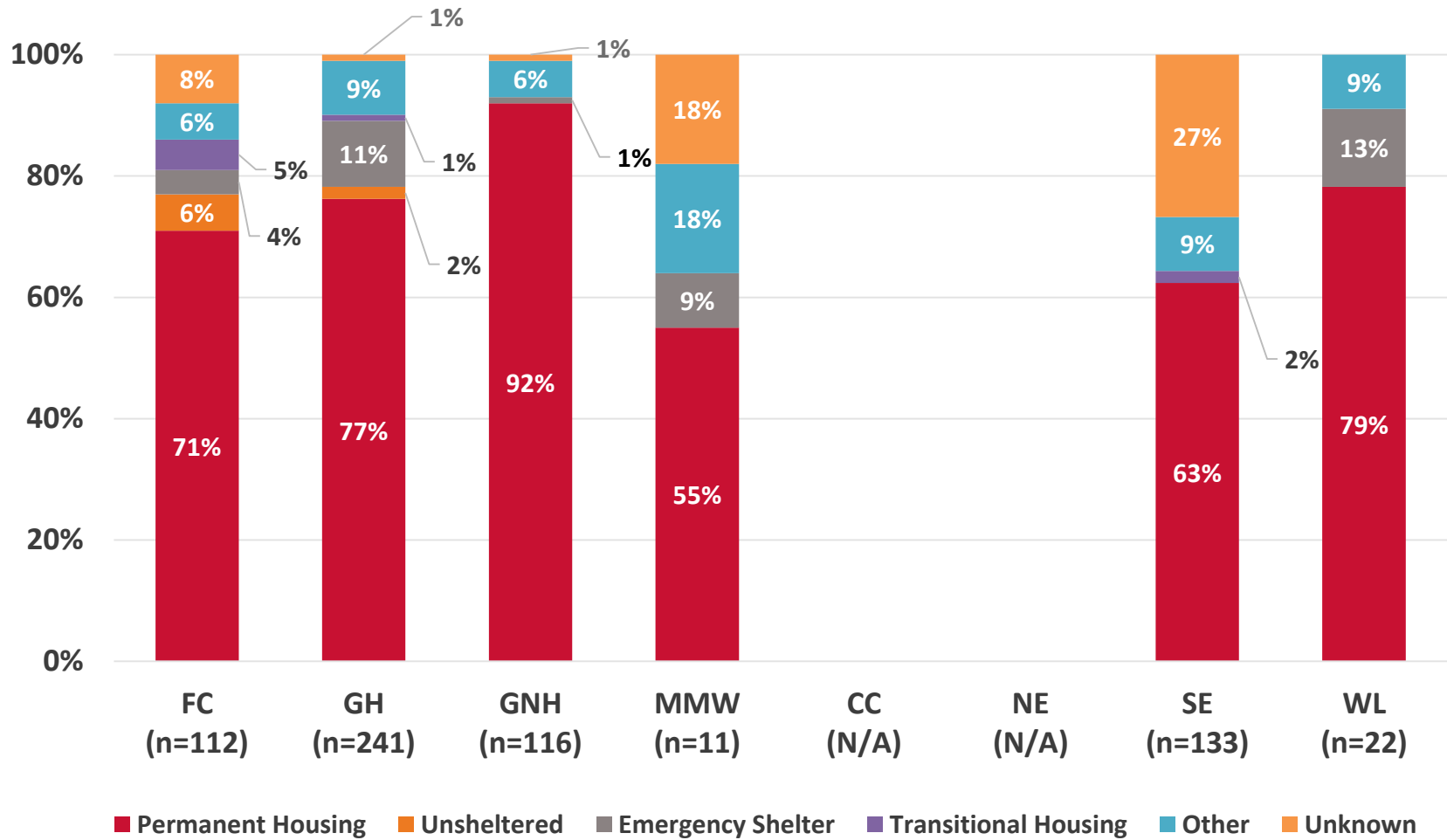
CAN Returns to Homelessness: Rapid Rehousing

	FC	GH	GNH	MMW	CC	NE	SE	WL
	2%	0%	1%	0%	N/A	N/A	4%	0%

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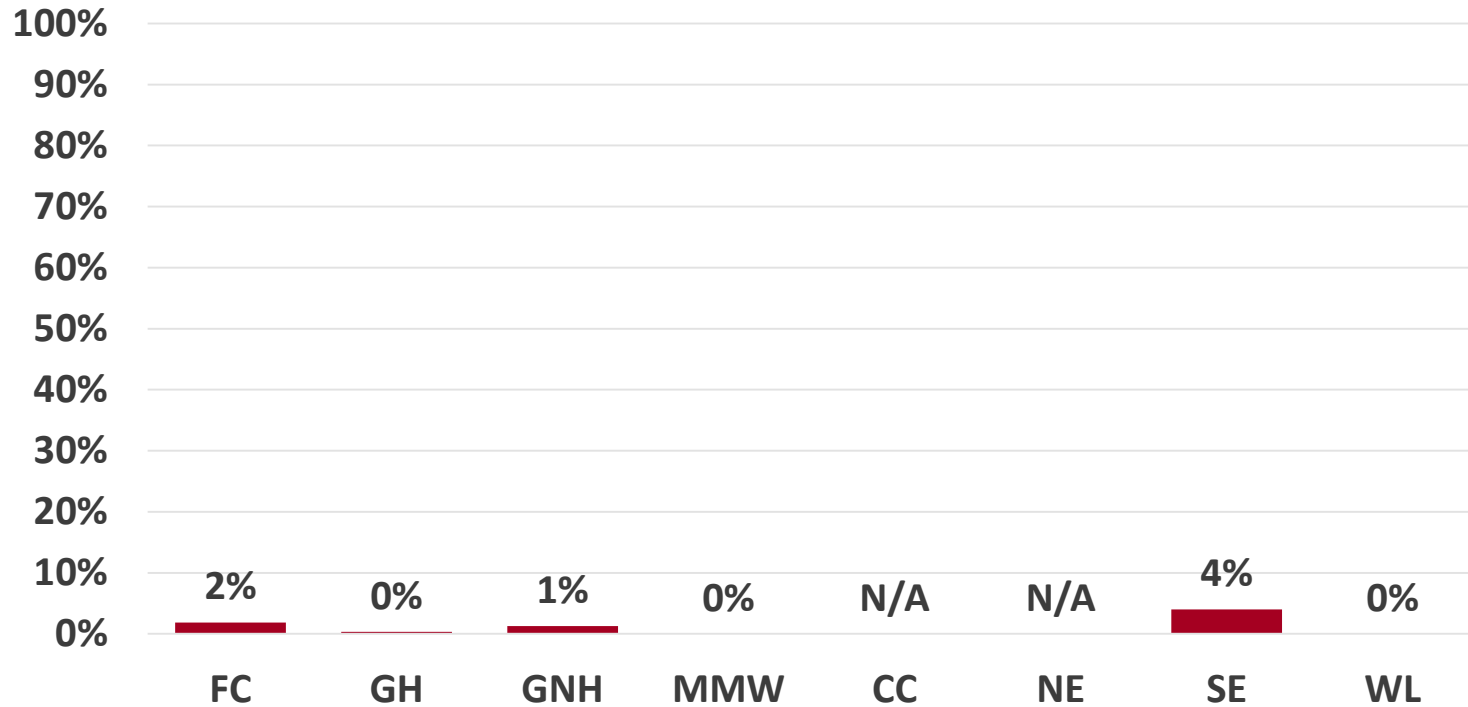
Develop Operating Standards and Improve Effectiveness of RRH and TH

- Transitional Housing - explore whether programs embrace a housing first model, provide housing focused case management, and avoid using mandatory service participation requirements

- Rapid Rehousing – explore whether programs are implemented with fidelity to best practices

- Recommend Funders Collaborative continue to build on existing efforts to develop a framework and standard set of policies and procedures

- Utilize the National Alliance to End Homelessness's (NAEH) rapid rehousing operating standards for rapid rehousing and progressive engagement.

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Set System Performance Targets

	ES	TH	RRH	PSH
Utilization Rate				
Current Performance (BYC)	89%	79%	NA	102%
Connecticut Target	improve to 90%	improve to 85%		maintain
Length of Stay				
Current Performance (BYC)	97 days	238 days	191 days	NA
Connecticut Target	improve to 45 days	improve to 150 days	improve to 150 days	
Exit Rate to PH				
Current Performance (BYC)	26% (S)/45%(F)	62%	75%	NA
Connecticut Target	improve to 40%(S)/65%(F)	improve to 80%	improve to 85%	
Homeless Entries				
Current Performance (BYC)	24% unsheltered	34%	80%	61%
Connecticut Target	Improve to 75%	improve to 60%	improve to 85%	improve to 75%

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Set System Performance Targets

- Shift gradually to performance-based contracting; support process of performance improvement

- Consider steps to move towards performance-based contracting model
  - Design multi-year process to rollout targets
  - Start with series of conversations with providers/other stakeholders to refine targets and determine their measurement
  - Begin tracking and reporting
  - Only later, begin tying payment to performance; structure to incentivize strong performance rather than penalize for poor performance

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Set System Performance Targets

- Performance data need to be valid and replicable

- Recommend:
  - Housing Inventory Count should align with projects in HMIS
  - All projects should be reflected in HMIS
  - Collecting Budget information

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Empower Funders Collaborative to Oversee Implementation of System Improvement Strategies

- Acting on recommendations requires a high level of coordination and alignment of funding

- Decentralized structure of the homeless system in Connecticut works to ensure coverage of all regions of the state; also allows a lack of standardization and significant variations in performance among the CANs

- Connecticut has a strong tradition of collaborative governance models; the types of changes indicated by this analysis will be challenging to tackle through collaborative governance.

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Empower Funders Collaborative to Oversee Implementation of System Improvement Strategies

- A Funders led initiative is more likely to achieve the desired results.

- Funders Collaborative is playing the role of an overarching governance body using data to identify system strengths and pinpoint areas needing improvement

- Critical for Funders Collaborative to lead implementation of recommendations by guiding refinement of CE and diversion, holding funding recipients accountable for shifting program models, and establishing and implementing performance targets in a consistent manner across all regions

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Q & A

For more information…

- For all written correspondence, reports, and webinars go to: www.ct.gov/dmhas/SWAP or www.ctcandata.org

- For data questions contact Beau Anderson @ Beau.Anderson@ct.gov

- For general questions about SWAP contact Steve DiLella @ Steve.DiLella@ct.gov

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