



# **HMIS as a Tool to Measure Performance of Programs Across the CoC**

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## **Michigan State HMIS Outcomes Project Overview**

**GOAL:** Using the Michigan’s Statewide HMIS, the goal of the Project is to create a measurement process that will not only support decision makers in statewide planning, but also provide program managers with the opportunity to improve services. Key to the Project is the need to create a transparent process to support decisions that are based on performance outcomes.

**Partners:** Funding Organizations, Local Champions, Agency Leadership, and Staff who collect and enter information.

**Process Overview:** Core to providing quality measurement is the ability to identify what success looks like. Traditionally, organizations create and measure outcomes in an isolated environment. While many programs may select the same basic outcome, evaluating performance across programs is challenging because measurement strategies, target populations, community resources, and service density and philosophy often differ within basic program types. Additionally, while service providers may know how they perform, they frequently don’t know whether that performance rate is typical, better than or worse than other “like” programs. MSHMIS is proposing a project that supports performance improve within the context of a statewide evaluation process. The HMIS offers a unique opportunity to implement “real time” measurement using common analytical strategies across providers. The System can deliver Outcome Reports detailing performance across “like programs” that may be combined for participating Continua as well as State Leadership.

### **Basic Benchmarking Strategy:**

- State leadership and “champions” identify a short set of core outcomes and a list of basic program types including subpopulation specialized services.
- Funded agencies select or are assigned to an initial comparison group with whom they will benchmark. Core outcomes are also defined for each major group.
- When benchmarking groups meet, participants may select into smaller more specific groups based on service strategies or other variables, but each group will be required to include at least some number of providers to allow comparisons. Each group will:
  - Agree on a minimal data set that will detail who is served – client characteristics.
  - Select/develop additional measures including intermediate outcomes and/or measures of key program processes. For example, “stable housing” may be the proscribed outcome for programs that provide case management. The group may select “participation in treatment services” or “acquiring cash/non-cash benefits” as intermediate outcomes measured at discharge. They might also measure “staff turnover rates” or local “vacancy rates” as critical contextual processes.
  - Meet periodically to identify measurement problems, problem-solve performance that is off-norm, and share strategies to optimize performance for all group members. During the initial year, baselines will be established for the various program types.
- MSHMIS will support the process by creating a menu of the identified measures on the HMIS with Benchmarking Group Performance Charts. Run routinely, these charts will provide early recognition of problems for resolution as well as successes for sharing. MSHMIS will provide training on both the database as well as basic rules for benchmarking.

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# FY2006 Program Outcomes Plan (POP) & Service Description Form Instructions

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## I. Overview

### **A. Purpose**

The Program Outcomes Plan (POP) establishes individual program performance goals for all CSB funded programs. Performance goals must be consistent with CSB Governance Policies, Performance Standards, and Program Certification Standards. Agencies must submit a proposed POP for each program applying for funding in FY2007.

### **B. POP Monitoring:**

For purposes of contract compliance, program outcomes will be evaluated for compliance with CSB performance standards on a semi-annual basis. Success in achieving performance standards during the current contract period, along with other factors, will form the basis for funding decisions in the next contract period.

## II. Instructions

1. Review the 2006-07 CSB Definitions and Performance Standards below. A description of outcome evaluation methodologies can be found at [www.csb.org](http://www.csb.org).
2. Complete one proposed Program Outcomes Plan *for each program* receiving funding. The final Program Outcomes Plan must match the agreed upon POP per each agency's final funding award.
3. Section I: Program Outcomes Chart: complete for both semi-annual and annual goals. Provide an explanation *for any* variance from CSB Performance Standards (see below). In some instances (e.g. housing retention and recidivism) annual performance targets will be the same as semi-annual periods.
4. Section II: Program Services Description: Complete only the applicable items based on the program type.

## III. Definitions:

1. **Access to CSB Direct Client Assistance:** (Outreach, Resource Specialists, Direct Housing and CSB Transition Program.) The percent of distinct households receiving either CSB Transition Program direct client assistance (DCA) or CSB FHC DCA during the period, as a percentage of distinct household exits.
2. **Average CSB Direct Client Assistance (DCA) Amount per Household:** (Direct Housing and CSB Transition Program.) The average amount of total CSB direct client assistance received per household during the period. This average is calculated by dividing the total assistance for all the households by the total distinct number of households receiving assistance.
3. **Average Length of Stay:** the number of days clients are enrolled in or receive services from the program (from entry to exit). For Direct Housing, average length of stay is measured from the point of enrollment in the FHC program to the exit date from the YWCA Family Center .
4. **Change in Income from Entry to Exit:** (Tier II Emergency Shelter) the average increase in total household income amount from entry to exit. The percentage change in income is calculated by determining the difference in total household income amount for all sources at entry from the total household income amount at exit for all sources and dividing by the total household income amount for all sources at entry. Change in Income considers only the total number of distinct households that exit (i.e. latest exit for clients with multiple stays during period). Income sources may include employment, benefits, or other sources.

5. **Clients/Households Served:** the number of distinct individuals and families served by the program (including new and carry-over). For Permanent Supportive Housing, clients served must meet Rebuilding Lives eligibility criteria. Note that clients served equals households served for Permanent Supportive Housing.
6. **Detox Exits:** (Tier I Inebriate Shelter) the number of households served that exit to an inpatient drug or alcohol treatment facility. The percentage of detox exits is derived by dividing the number of detox exits by the number of total housing outcomes (i.e., the number that exits the program). Detox outcomes represent the number of distinct households that exit (i.e., latest exit for clients with multiple stays during period).
7. **Housing Retention:** (Permanent Supportive Housing) the percent of clients who maintain their housing, whether or not as part of the Permanent Supportive Housing program, and do not return to emergency shelter within two weeks to three months of exit from the program.
8. **Housing Stability:** (Permanent Supportive Housing) the average length of time, measured in months, that clients reside in the Permanent Supportive Housing project.
9. **Movement:** the percentage of exited clients who have any contact with another shelter within 7 days of exit from the program. Movement is not applicable to Tier I family shelter and Resource Specialists.
10. **New Households Served:** (Direct Housing) Number of distinct households that entered the program during the period.
11. **Program Occupancy Rate:** (Tier II Emergency Shelter and Permanent Supportive Housing) the average daily occupancy as a percentage of the program capacity.
12. **Recidivism:** the percentage of exited clients with a successful housing outcome (permanent or transitional) who have any shelter contact within two weeks to three months of a successful housing outcome, expressed as a percentage of total distinct clients with an exit to permanent or transitional.
13. **Successful Housing Outcome:** the number of households served that exit to permanent or transitional housing. For Outreach, this includes Tier I shelters. For Tier I family shelter, this includes Tier II family shelters. For Direct Housing, this excludes transitional housing. Note: for PSH, deceased clients are not included in the count of exited clients. The percentage of successful housing outcomes is derived by dividing the number of successful housing outcomes by the number of total housing outcomes (i.e., the number that exits the program). For all programs excluding PSH, housing outcomes represent the number of distinct households that exit (i.e., latest exit for clients with multiple stays during period): for PSH, clients who remain in the program are considered successful housing outcomes. Refer to Table 1 below for a complete list of housing outcomes.

**Table 1: Successful Housing Outcomes**

The following table identifies various destinations, including successful housing and shelter outcomes, as identified in the CSB HMIS Data Definitions for 2005-06. Housing outcomes correspond to ServicePoint pick list choices for 'destination' and are used to determine shelter and/or housing outcomes in the 2006 Program Evaluation.

ServicePoint Destination	CSB Definition	Client Control of Housing? (1)	CSB Evaluation Element
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Successful Housing Outcome
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Successful Housing Outcome
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Successful Housing Outcome

<b>ServicePoint Destination</b>	<b>CSB Definition</b>	<b>Client Control of Housing? (1)</b>	<b>CSB Evaluation Element</b>
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Successful Housing Outcome
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing (PSH) program at 40 West Long Street <b>or</b> SE Scattered Site Permanent Supportive Housing	Yes	Successful Housing Outcome
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Successful Housing Outcome
Permanent: Home ownership	Housing that is owned by the client	Yes	Successful Housing Outcome
Permanent: Moved in with Family/Friends	DO NOT USE	N/A	N/A-Not a Housing Outcome
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons)	Varies	Successful Housing Outcome (except for Family Housing Collaborative)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	No	Unsuccessful Housing Outcome
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	No	Unsuccessful Housing Outcome
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	No	Unsuccessful Housing Outcome
Institution: Jail/prison	Incarceration in local, state or federal prison	No	Unsuccessful Housing Outcome
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	No	Unsuccessful Housing Outcome (except: YWCA-Family Center = Successful Housing Outcome; Outreach = Successful Housing Outcome)
Other: Other Supportive Housing	DO NOT USE	N/A	N/A-Not a Housing Outcome
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	No	Unsuccessful Housing Outcome
Other	Hotel, other	No	Unsuccessful Housing Outcome
Unknown		N/A	Unsuccessful Housing Outcome

(1) Client's are determined to be in control of their housing if the lease/mortgage is in their name or if they otherwise have a written agreement that gives them a right to reside in their housing, such as a roommate agreement.

14. **Successful Income Outcome:** (Resource Specialist) the number of households served that do not have income at intake and that have income at exit. The percentage of successful income outcomes is calculated by dividing the number of successful income outcomes by the number of total income outcomes. Income outcomes considers only the total number of distinct households that exit (i.e. latest exit for clients with multiple stays during period). Income sources may include employment, benefits, or other sources.
15. **Successful Permanent Housing Outcome:** (Permanent Supportive Housing) the number of households served that remain in the Permanent Supportive Housing program or exit the program for other permanent housing and the percentage this represents of total distinct households served.
16. **Turnover Rate:** (Permanent Supportive Housing) the rate at which units become vacant relative to the number of units occupied. Turnover rate is calculated by dividing the total units becoming vacant during a semiannual period by the number of units occupied during the same period.

#### **IV. 2006-07 CSB Performance Standards**

##### **Homelessness Prevention**

<b>Ends</b>	<b>Measurement</b>	<b>Annual Goal</b>
Housing Stabilized	Successful Housing Outcomes	95% will maintain or obtain permanent or transitional housing
Do not enter shelter	Recidivism	<5% will return to shelter
Resources and services to maintain housing	Pass program certification	Provide access to and coordination with community resources to prevent homelessness.
Efficient use of a pool of community resources	CSB percent of total program budget	CSB funds will only be a portion of total program budget

##### **Outreach Specialist**

<b>Ends</b>	<b>Measurement</b>	<b>Annual Goal</b>
Basic human needs met in secure, decent environment	Pass program certification	Provide access to secure, decent shelter and housing.
Housing Stabilized	Successful housing outcomes	At least 60% successful housing outcomes
Do not return to shelter	Recidivism	<10% will return to shelter
Access to resources/services to maintain housing	Access to CSB Direct Client Assistance	At least 25% will receive CSB DCA
Efficient use of a pool of community resources	CSB percent of total budget	CSB funds will only be a portion of total program budget

##### **Tier I/Emergency Shelter**

<b>Ends</b>	<b>Measurement</b>	<b>Annual Goal</b>
Access to resources to avoid shelter admission and stabilize housing	-Pass program certification -Detox Exits (Inebriate Shelter Only)	-Provide access to and coordination with community resources to avoid shelter admission and stabilize housing. -At least 10% of inebriate shelter exits will enter a detoxification program

<b>Ends</b>	<b>Measurement</b>	<b>Annual Goal</b>
Basic needs met in secure, decent environment	Pass program certification	Provide secure, decent shelter.
Temporary, short-term stay	Average Length of Stay	Average stay not to exceed: <ul style="list-style-type: none"> <li>• 30 days for men's shelter</li> <li>• 28 days for women's shelter</li> <li>• 20 days for family shelter</li> <li>• 12 days for inebriate shelter</li> </ul>
Move to positive, stable housing	Successful Housing Outcomes	Obtain permanent or transitional housing: <ul style="list-style-type: none"> <li>• At least 15% for men's shelter</li> <li>• At least 24% for women's shelter</li> <li>• At least 70% for family shelter (includes Tier II shelter)</li> <li>• At least 5% for inebriate shelter</li> </ul>
Do not re-enter the emergency shelter system	Recidivism	<10% will return to shelter (men's, women's, family shelter) <20% will return to shelter (inebriate)
Do not move inappropriately to other emergency shelter	Movement	<20% will move to other shelter
Ongoing engagement with the neighborhood	Pass program certification	Actively participate in community engagement process.
Efficient use of a pool of community resources	CSB percent of total budget	CSB funds will only be a portion of total shelter budget

### **Tier II Shelter**

<b>Ends</b>	<b>Measurement</b>	<b>Annual Goal</b>
Basic needs met in a non-congregate environment	-Pass program certification	Programs will provide private or shared living units.
Increased income	Change in income from entry to exit	Increase by at least 30%
Temporary, short-term stay	Average Length of Stay	Average stay not to exceed 80 days
Move to positive, stable housing	Successful Housing Outcomes	At least 70% will obtain permanent or transitional housing
Do not re-enter the emergency shelter system	Recidivism	<8% will return to shelter
Do not move inappropriately to other emergency shelter	Movement	<10% will move to other shelter
Ongoing engagement with the neighborhood	Pass program certification	Actively participate in community engagement process.
Efficient use of a pool of community resources	-Program Occupancy Rate -CSB percent of total budget	-At least 95% occupancy rate -CSB funds will only be a portion of total shelter budget

## Resource Specialist

Ends	Measurement	Annual Goal
Basic needs met in a non-congregate environment	Pass program certification Successful Housing Outcomes	-Assist clients in accessing an independent apartment -See Housing Stabilized
Housing Stabilized	Successful Housing Outcomes	-At least 45% for adult shelters -At least 70% for family shelters
Do not re-enter the emergency shelter system	Recidivism	<5% will return to shelter
Access to resources/services to maintain housing	-Successful Income Outcomes -Access to CSB Direct Client Assistance	-At least 40% of clients with no income at entry will obtain income by exit. -Agency to set own goal for FY06

## Direct Housing

Ends	Measurement	Annual Goal
Basic needs met in a non-congregate environment	-Pass program certification -Independent apartment	-All programs will pass certification -Programs will assist clients in accessing an independent apartment
Housing Stabilized	Successful Housing Outcomes	At least 90%
Temporary, short-term stay in shelter	Average Length of Stay	Average stay not to exceed 20 days
Do not re-enter the emergency shelter system	Recidivism	<5% will return to shelter
Access to resources/services to maintain housing	Access to CSB Direct Client Assistance	At least 90% will receive CSB DCA

## Permanent Supportive Housing

Ends	Measurement	Annual Goal
Basic needs met in a non-congregate environment	Pass program certification	-Housing is long-term (no time limit)
Increased income	Change in income	At least 45% will increase their income 6 months after entry
Housing stabilized	-Housing Stability -Successful Permanent Housing Outcomes	-At least 12 months housing stability -At least 90% successful permanent housing outcomes
Do not re-enter the emergency shelter system	Housing Retention	At least 90% will maintain permanent housing
On-going engagement with the neighborhood	Pass program certification	Actively participate in community engagement process.
Efficient use of a pool of community resources	-CSB percent of total budget -Program Occupancy Rate	-CSB provides funding as member of Rebuilding Lives Funder Collaborative -CSB funds will only be a portion of total program budget -At least 95% occupancy rate

## Tier 1 Adult Shelter Program Performance Indicators

Agency: XYZ Agency  
 Program: Men's Shelter  
 HMIS Program Data Source: XYZ Men's Shelter

CSB Performance Indicators FY2005	Quarter 1 7/1/04-9/30/04			Quarter 2 10/1/04-12/31/04			Semi-Annual 7/1/04-12/31/04			Quarter 3 1/1/05-3/31/05			Quarter 4 4/1/05-6/30/05			Semi-Annual 1/1/05-6/30/05			Annual 7/1/04-6/30/05		
	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	POP Goal	Actual	Variance
# Households Served	450	481	31	450	606	156	700	803	103	450	468	18	450	496	46	700	736	36	1400	1253	-147
Average Length of Stay (Days)	30	38	8	30	22	-8	30	30	0	30	29	-1	30	27	-3	30		-30	30		-30
# Successful Housing Outcomes	61	50	-11	61	61	0	127	101	-26	61	34	-27	61	63	2	127	90	-37	254	165	-89
% Successful Housing Outcomes	20%	13%	-7%	20%	22%	2%	20%	15%	-5%	20%	11%	-9%	20%	18%	-2%	20%	15%	-5%	20%	15%	-5%
% Recidivism	<10%			<10%			<10%	9%		<10%			<10%			<10%			<10%		
% Movement	<20%			<20%			<20%	22%		<20%			<20%			<20%			<20%		

**Note:**

FY2005 quarter projections assumes 200 duplicated (carry-over & recidivist) households between quarters.  
 Successful housing outcomes based on total households served minus active households at end of period (145) to determine total exits.  
 SA2 & Annual Households Served and Successful Housing Outcomes numbers derived from the Columbus Report.

CSB Performance Indicators Tier 1 Shelter FY2006	Quarter 1 7/1/05-9/30/05			Quarter 2 10/1/05-12/31/05			Semi-Annual 7/1/05-12/31/05			Quarter 3 1/1/06-3/31/06			Quarter 4 4/1/06-6/30/06			Semi-Annual 1/1/06-6/30/06			Annual 7/1/05-6/30/06		
	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	POP Goal	Actual	Variance
# Households Served	450	449	-1	450	316	-134	700	631	-69	450	356	-94	450			700			1200		
Average Length of Stay (Days)	30	29	-1	30	42	12	30	41	11	30	37	7	30			30			30		
# Successful Housing Outcomes	61	64	3	61	27	-34	111	102	-9	61	40	-21	64			111			211		
% Successful Housing Outcomes	20%	20%	0%	20%	14%	-6%	20%	21%	1%	20%	19%	-1%	20%			20%			20%		
% Recidivism	10%	NM	NM	10%	NM	NM	10%	14%	NM	10%	NM	NM	10%			10%			10%		
% Movement	20%	NM	NM	20%	NM	NM	20%	NM	NM	20%	NM	NM	20%			20%			20%		

**Note:**

FY2006 assumes 200 duplicated (carry-over & recidivist) households between semi-annual periods and 200 between quarters.  
 Successful housing outcomes based on total households served minus active households at end of period (145) to determine total exits.

**CSB Performance Indicators**

**Tier 1 Shelter**

**FY2007**

	Quarter 1 7/1/06-9/30/06			Quarter 2 10/1/06-12/31/06			Semi-Annual 7/1/06-12/31/06			Quarter 3 1/1/07-3/31/07			Quarter 4 4/1/07-6/30/07			Semi-Annual 1/1/07-6/30/07			Annual 7/1/07-6/30/08		
	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	POP Goal	Actual	Variance
# Households Served	450			450			700			450			450			700			1200		
Average Length of Stay (Days)	30			30			30			30			30			30			30		
# Successful Housing Outcomes	61			61			111			61			64			100			190		
% Successful Housing Outcomes	20%			20%			20%			20%			20%			18%			18%		
% Recidivism	10%			10%			10%			10%			10%			10%			10%		
% Movement	20%			20%			20%			20%			20%			20%			20%		

**Note:**

FY2007 assumes 200 duplicated (carry-over & recidivist) households between semi-annual periods and 200 between quarters.  
 Successful housing outcomes based on total households served minus active households at end of period (145) to determine total exits.

**CSB Performance Indicators**

**Tier 1 Shelter**

**FY2008**

	Quarter 1 7/1/07-9/30/07			Quarter 2 10/1/07-12/31/07			Semi-Annual 7/1/07-12/31/07			Quarter 3 1/1/08-3/31/08			Quarter 4 4/1/08-6/30/08			Semi-Annual 1/1/08-6/30/08			Annual 7/1/07-6/30/08		
	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	Projected	Actual	Variance	Projected	Actual	Variance	POP Goal	Actual	Variance	POP Goal	Actual	Variance
# Households Served	450			450			700			450			450			700			1200		
Average Length of Stay (Days)	30			30			30			30			30			30			30		
# Successful Housing Outcomes	61			61			111			61			64			100			190		
% Successful Housing Outcomes	20%			20%			20%			20%			20%			18%			18%		
% Recidivism	10%			10%			10%			10%			10%			10%			10%		
% Movement	20%			20%			20%			20%			20%			20%			20%		

**Note:**

FY2008 assumes 200 duplicated (carry-over & recidivist) households between semi-annual periods and 200 between quarters.  
 Successful housing outcomes based on total households served minus active households at end of period (145) to determine total exits.

**Community Shelter Board  
System and Program Indicator Report  
FY06 Quarter 3: 1/1/06-3/31/06  
Updated 3/15/06**

**Summary**

This report represents the first quarter that 100% of programs and systems have met data quality standards at initial SPIR generation. Thus, this report contains data for all systems and programs.

**Continually Achieving Programs & Systems:**

- ✓ All Permanent Supportive Housing programs
- ✓ Tier 1 & Tier 2 Family Shelters
- ✓ YWCA Resource Specialist
- ✓ Gladden Community House Prevention
- ✓ CSB Transition
- ✓ Homeless Families Foundation Resource Specialist
- ✓ Maryhaven Engagement Center
- ✓ VOA Men's Shelter
- ✓ Salvation Army Family Housing Collaborative

**Improved Programs**

- ✓ Friends of the Homeless Rebecca's Place

**Programs & Systems of Concern**

- ✓ Faith Mission Resource Specialists
- ✓ Friends of the Homeless Resource Specialists
- ✓ Friends of the Homeless Men's Shelter
- ✓ LSS--Faith Mission—Faith Mission on 8<sup>th</sup>
- ✓ LSS--Faith Mission—Nancy's Place
- ✓ Maryhaven Outreach
- ✓ The men's system
- ✓ The Adult Resource Specialist system

CSB staff has provided extensive technical assistance to staff at both Faith Mission and Friends of the Homeless to improve their programs. This assistance has been provided at senior program level as well as supervisory and direct care levels.

	Households Served	Nightly Occupancy <sup>1</sup>		Average Length of Stay (Days)		Successful Housing Outcomes									
		Actual <sup>3</sup>	Capacity <sup>2</sup>	Outcome Achievement (95%)	Goal	Actual	Outcome Achievement	Actual (#)	Goal (%)	Actual (%)	Outcome Achievement				
<b>EMERGENCY SHELTER -Tier 1</b>															
Men	1,244	468	375	N/A	30	34	≠	185	15%	20%	√	166	≠	20%	√
Women	389	103	89	N/A	28	24	√	81	24%	24%	√	69	≠	24%	√
Family	208	35	50	N/A	20	15	√	70	70%	70%	√	118	√	70%	√
Inebriate	659	45	50	N/A	12	6	√	27	5%	15%	√	89	√	15%	√
<b>EMERGENCY SHELTER -Tier 2</b>															
Family	122	62	60	√	80	46	√	25	70%	81%	√	48	√	70%	√
<b>RESOURCE SPECIALIST</b>															
Adult	798	N/A	N/A	N/A	N/A	N/A	N/A	252	45%	31%	≠	164	≠	45%	≠
Family <sup>4</sup>	163	N/A	N/A	N/A	N/A	N/A	N/A	46	70%	85%	√	91	N/A	70%	√

<b>Outcome Achievement Key:</b>	
Outcome achieved	√
Outcome not achieved	≠
Outcome goal not applicable	N/A

<sup>1</sup> Occupancy goal is only applicable to Tier II Shelters.

<sup>2</sup> Capacity is regular capacity only and not inclusive of overflow.

<sup>3</sup> Actual numbers include both regular and overflow clients.

<sup>4</sup> A system LOS goal for the family shelters' system has not been established since family shelters are both Tier I and Tier II programs which have different goals.

**System Level Data**

**Community Shelter Board  
System and Program Indicator Report  
FY06 Quarter 3: 1/1/06-3/31/06**

	Capacity	608						
	Households Served	Actual	637					
<b>HOUSING</b>	Supportive Housing	Actual #	581	96%	✓			
		Actual %						
		Attainment of Goal (95%)						
	Housing Stability (Months)	Actual #	20		✓			
		Attainment of Goal (12 months)						
	Successful Housing Outcomes	Goal #	557					
		Actual #	604					
		Outcome Achievement						✓

<b>Outcome Achievement Key:</b>	
Outcome achieved	✓
Outcome not achieved	≠
Outcome goal not applicable	N/A

EMERGENCY SHELTER	Households Served				Nightly Occupancy <sup>1</sup>		Average Length of Stay (Days)			Successful Housing Outcomes						
	Goal	Actual	Variance	Outcome Achievement	Capacity <sup>2</sup>	Actual <sup>3</sup>	Outcome Achievement (95%)	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
<b>MEN</b>																
Faith Mission on 6th	600	642	42	√	110	189	N/A	30	27	√	74	73	√	15%	15%	√
Faith Mission on 8th	350	204	(146)	≠	95	95	N/A	30	42	≠	38	26	≠	15%	23%	√
Friends of the Homeless-Men's Shelter	450	356	(94)	≠	130	147	N/A	30	37	≠	61	40	≠	20%	19%	√
VOA Men's Shelter	123	261	138	√	40	37	N/A	30	13	√	12	32	√	15%	14%	√
<b>WOMEN</b>																
Faith Mission-Nancy's Place	260	225	(35)	≠	42	50	N/A	21	20	√	52	31	≠	24%	17%	≠
Friends of the Homeless-Rebecca's Place	145	202	57	√	47	52	N/A	28	23	√	29	40	√	30%	28%	√
<b>FAMILIES</b>																
Homeless Families Foundation	61	82	21	√	36	39	√	80	43	√	12	31	√	70%	74%	√
VOA Family Shelter	42	40	(2)	√	24	23	√	80	51	√	13	19	√	70%	100%	√
YWCA Family Center	150	208	58	√	50	35	N/A	20	15	√	70	118	√	70%	72%	√
<b>INEBRIATE</b>																
Maryhaven Engagement Center	588	659	71	√	50	45	N/A	12	6	√	27	89	√	5%	15%	√

Outcome Achievement Key:	
Outcome achieved	√
Outcome not achieved	≠
Outcome goal not applicable	N/A

<sup>1</sup> Occupancy goal is applicable only to Tier II Shelters.  
<sup>2</sup> Capacity is regular capacity only and not inclusive of overflow.  
<sup>3</sup> Actual numbers include both regular and overflow clients.

Program Level Data

RESOURCE SPECIALIST	Households Served				Successful Housing Outcomes					
	Goal	Actual	Variance	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
<b>PROGRAM</b>										
Friends of the Homeless <sup>1</sup>	197	301	104	N/A	88	65	≠	45%	38%	≠
Homeless Families Foundation	61	83	22	√	12	31	√	70%	74%	√
Lutheran Social Services <sup>1</sup>	364	524	160	N/A	164	100	≠	45%	26%	≠
YWCA Family Center <sup>1,2</sup>	48	106	58	N/A	34	86	N/A	70%	95%	N/A

Outcome Achievement Key:	
Outcome achieved	√
Outcome not achieved	≠
Outcome goal not applicable	N/A

<sup>1</sup>Households served is being monitored, but not evaluated until baseline outcomes are established.

<sup>2</sup> Successful housing outcomes are being monitored, but not evaluated.

Program Level Data

SUPPORTIVE HOUSING	Capacity	Households Served			Program Occupancy		Housing Stability (Months)		Successful Housing Outcomes						
		Goal	Actual	Variance	Outcome Achievement	Actual (#)	Actual (%)	Attainment of Goal (12 months)	Actual (#)	Goal (%)	Outcome Achievement	Actual (%)	Outcome Achievement		
Community Housing Network-East 5th Avenue <sup>1</sup>	38	40	37	(3)	✓	36	93%	✓	15	✓	36	35	N/A	95%	N/A
Community Housing Network-North 22nd Street <sup>1</sup>	30	32	30	(2)	✓	29	98%	✓	24	✓	29	29	N/A	97%	N/A
Community Housing Network-North High Street <sup>1</sup>	36	38	36	(2)	✓	36	99%	✓	28	✓	34	35	N/A	97%	N/A
Community Housing Network-Cassady <sup>1</sup>	10	10	9	(1)	✓	7	74%	≠	19	✓	9	8	N/A	89%	N/A
Community Housing Network-Parsons <sup>1,2</sup>	25	26	26	0	✓	26	103%	✓	29	✓	22	25	N/A	96%	N/A
Community Housing Network-Safe Havens	16	17	17	0	✓	15	91%	✓	32	✓	14	16	✓	94%	✓
Community Housing Network-St. Clair <sup>3,4</sup>	16	17	25	8	✓	19	122%	✓	4	N/A	15	23	✓	92%	✓
National Church Residences-Commons at Grant	50	52	55	3	✓	50	99%	✓	22	✓	47	54	✓	98%	✓
Southeast-Scattered Sites <sup>4</sup>	75	83	87	4	✓	82	110%	✓	28	✓	74	83	✓	95%	✓
YMCA-40 West Long Street <sup>4</sup>	70	73	79	6	✓	73	105%	✓	15	✓	66	73	✓	92%	✓
YMCA-Sunshine Terrace	65	68	67	(1)	✓	63	97%	✓	29	✓	61	67	✓	100%	✓
YWCA-WINGS <sup>5</sup>	69	76	74	(2)	✓	64	93%	✓	14	N/A	68	70	✓	95%	✓
Rebuilding Lives PACT Team Initiative <sup>6</sup>	108	113	95	(18)	N/A	81	75%	N/A	14	N/A	96	85	N/A	90%	N/A

Outcome Achievement Key:	
Outcome achieved	✓
Outcome not achieved	≠
Outcome goal not applicable	N/A

<sup>1</sup> Successful housing outcomes are monitored, but not evaluated in FY2006 due to negotiations during CSB appeal process.  
<sup>2</sup> CSB is awaiting a response from CHN regarding CSB's inquiry into why Parsons's occupancy rate exceeds 100%.  
<sup>3</sup> Program was leased-up as of prior period; however, stability measure cannot be evaluated until all units have been occupied for at least a year.  
<sup>4</sup> RL Clients admitted exceeded base.  
<sup>5</sup> Program was in lease-up and expansion phase as of prior period; however, stability measure cannot be evaluated until all units have been occupied for at least a year.  
<sup>6</sup> Program was in expansion phase.

OTHER	Households Served				Average Financial Assistance (\$ per HH) <sup>1</sup>			Average Length of Stay (Days)			Successful Housing Outcomes					
	Goal	Actual	Variance	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
<b>FAMILY HOUSING COLLABORATIVE</b>																
Salvation Army <sup>2</sup>	94	101	7	√	\$900	\$688	√	20	15	√	44	52	√	90%	95%	√
<b>OUTREACH</b>																
Maryhaven Outreach <sup>3,4</sup>	42	18	(24)	≠	N/A	N/A	N/A	N/A	N/A	N/A	23	18	≠	60%	100%	√
<b>TRANSITION</b>																
CSB Transition Program	160	219	59	√	\$519	\$470	√	N/A	N/A	N/A	157	219	√	98%	100%	√
<b>PREVENTION</b>																
Gladden Community House <sup>5</sup>	225	226	1	√	N/A	N/A	N/A	N/A	N/A	N/A	216	203	√	95%	98%	√

<b>Outcome Achievement Key:</b>	
Outcome achieved	√
Outcome not achieved	≠
Outcome goal not applicable	N/A

<sup>1</sup> Average Financial Assistance includes CSB funding only.

<sup>2</sup> Eleven clients excluded from average length of stay calculation due to Y1H1N Exit Date preceding FHC Entry Date.

<sup>3</sup> Successful Housing Outcomes includes successful shelter outcomes.

<sup>4</sup> Because Maryhaven Outreach has been experiencing difficulty in obtaining clients' signatures on the HMIS release forms, the number of households served obtained from the HMIS does not reflect the actual number served. CSB is currently working with Maryhaven to identify a viable solution for this problem.

<sup>5</sup> Evaluative time frame is year to date.

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# Community Shelter Board

## Continuum of Care System and Program Indicators Report Evaluation Definitions and Methodology – FY06

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The Evaluation Definitions and Methodology document incorporates methodologies that are applicable to all variables contained within the Continuum of Care System and Program Indicators Report.

The FY2006 Continuum of Care System and Program Indicators Reports monitors the current shelter, services and permanent supportive housing programs in Columbus and Franklin County using CSB's established performance standards. The report evaluates each program based on a program goal, actual performance data, variances, and outcome achievements.

Agency performance outcome goals were compared with actual performance to determine consistency with CSB standards. All data generated from the Homeless Management Information System and used in the report met CSB quality assurance standards, which require current and accurate data and a 95% completion rate for all required HMIS data variables. The CSB Homeless Census Report, a standard CSB report that is produced using Crystal Reports, constitutes the data source for the CSB-funded emergency and inebriate shelters. The following information provides an explanation of specific definitions and methodologies used in our evaluations.

### 1. Average CSB Direct Client Assistance (DCA) Amount per Household (Direct Housing and Transition Program)

- Source:** CSB Direct Client Assistance Report
- Defined:** The average amount of total CSB direct client assistance received per household during the period. *Note: cumulative total for households with multiple instances of service during the period.*
- Calculated:**  $\sum(\text{Total monetary assistance awarded to all households}) / \text{total number of distinct households that received assistance.}$

### 2. Average Length of Stay

#### a. Family Housing Collaborative (FHC)

- Source:** HMIS Custom Report
- Defined:** The average number of days that total distinct households were served from the point of FHC entry date to YWCA Family Center exit date. *Note: Families who had an FHC entry date after their YWCA Family Center exit date are excluded from this calculation.*
- Calculated:**  $\sum(\text{YWCA Family Center exit date} - \text{Direct Housing entry date}) / \text{the number of total distinct households served and exited from program during the period}$

#### b. Tier I and Tier II Shelters

- Sources:** Daily Bedlist Report for Emergency & Inebriate Shelters
- Defined:** The average number of days that total distinct households were enrolled in or received services through the program from entry or beginning of period to exit or end of period *Note: cumulative total for households with multiple instances of service during the period.*
- Calculated:**  $\text{The total number of bedlist units for the period} / \text{the number of total distinct households served}$

### 3. Households / Clients Served

- Sources:** Homeless Census Report <sup>1</sup> for Emergency & Inebriate Shelters;  
HMIS Custom Report for Resource Specialists, PSH, Outreach, Prevention,  
Direct Housing;  
CSB Direct Client Assistance Report for CSB Transition
- Defined:** The number of distinct households served by the program during the evaluation period. Distinct households served are identified by their last service record for the program entered into HMIS as of December 31, 2005. Note that clients served equals households served for Permanent Supportive Housing.
- Calculated:** The number of distinct households served, based on the last service record for the program as of the end of the period.

### 4. Housing Stability

- Source:** HMIS Custom Report
- Defined:** The average length of time measured in months that distinct clients reside in the Permanent Supportive Housing unit. Measure is not calculated for those programs undergoing full lease up.
- Calculated:** Step 1: Calculate the total days housed for each client by subtracting the Entry Date from the Exit Date or end of period for all records.  
Step 2: Determine the average length of stay for all the clients by dividing the sum of total days housed by the number of clients served.  
Step 3: Divide the average length of stay by 30.5, which is the average number of days in a month.
- Housing stability is measured using the total average client length of stay (from intake to exit date or 12/31/05, if still a resident) divided by the total average days per month (30.5 days).

### 5. Occupancy Rate

#### a. Permanent Supportive Housing

- Source:** HMIS Custom Report
- Defined:** A percentage that reflects the average number of clients residing in a program per night relative to the program capacity.
- Calculated:** *Number:*  $\sum(\text{exit date or end of period} - \text{entry date or beginning of period}) / \text{days in period}$   
*Rate:*  
Step 1:  $\sum(\text{Exit date or end of period} - \text{entry date or beginning of period}) / (\text{total units} \times \text{days in period})$   
Step 2: Divide the results calculated in Step 1 by the program capacity

#### b. Emergency Shelters

**Note:** Evaluated only for Tier II Emergency Shelters; monitored but not evaluated for Tier I Shelters

- Source:** HMIS ShelterPoint Bedlist Report
- Defined:** A percentage that reflects the average number of households that stayed in each emergency shelter per night during the period relative to the emergency shelter's program capacity. *Note: cumulative total for households with multiple instances of service during the period.*
- Calculated:** *Number:* Total bedlist shelter units for the period / total days during the period  
*Rate:*  
Step 1: Divide the total bedlist shelter units for the period by the number of days in the period.  
Step 2: Divide the results obtained in Step 1 by the program capacity.

<sup>1</sup> Homeless Census Report is a standard CSB report that is produced using Crystal Reports.

## 6. Successful Housing Outcomes

### a. Family Housing Collaborative

**Source:** HMIS Custom Report

**Defined:** The number of distinct households that exited with a 'Permanent' housing destination, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.

**Calculated:** The number of households that exited with successful housing outcomes (based on the last exit) / the number of total distinct household exits

### b. Tier I Adult Emergency Shelters and Tier II Family Emergency Shelters

**Source:** Homeless Census Report<sup>1</sup>

**Defined:** The number of distinct household exits with a 'Permanent' or 'Transitional' housing exit, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.

**Calculated:** The number of households served that exited with a successful housing outcome (based on the last exit) / the number of total distinct households served that exited the program.

### c. Tier I Family Emergency Shelter & Outreach

**Source:** Homeless Census Report for emergency shelter; HMIS Custom Report for Outreach

**Defined:** The number of distinct households served that exited with a 'Permanent' or 'Transitional' or 'Emergency Shelter' destination, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes.

**Calculated:** The number of households served that exited with a successful housing outcome (based on the last exit) / the total number of distinct households served that exited the program

### d. Permanent Supportive Housing

**Source:** HMIS Custom Report

**Defined:** The number of distinct households that are in Permanent Supportive Housing (PSH) or have a 'Permanent' housing exit, excluding exits to family or friends. Refer to the Housing Outcomes Appendix for a list of destinations and their correlation to housing and shelter outcomes. Deceased clients are excluded from the calculation.

**Calculated:** (The number of households in PSH + the number of successful housing exits (based on the last exit)) / the number of total distinct households served

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<sup>1</sup>Homeless Census Report is a standard CSB report that is produced using Crystal Reports.

# FY2006 Program Evaluation & Monitoring

## Appendix: Housing Outcomes

The following chart identifies various destinations, including successful housing and shelter outcomes, as identified in the CSB HMIS Data Definitions for 2005-06. Housing/shelter outcomes correspond to ServicePoint pick list choices for 'destination' and are used to determine shelter and/or housing outcomes.

ServicePoint Destination	CSB Definition	Client Control of Housing? (1)	CSB Evaluation Element
Permanent Housing: Rental house/apartment (no subsidy)	Privately owned, market rent housing (not subsidized)	Yes	Successful Housing Outcome
Permanent Housing: Public Housing	Housing owned and subsidized by CMHA	Yes	Successful Housing Outcome
Permanent: Section 8	Housing owned by a private landlord or partner agency and subsidized through a CMHA Section 8 Voucher or through Section 8 project-based subsidy	Yes	Successful Housing Outcome
Permanent: Shelter Plus Care	Housing owned by a private landlord or partner agency and subsidized through the Shelter Plus Care program administered by CMHA	Yes	Successful Housing Outcome
Permanent: HOME subsidized house/apartment	The YMCA Permanent Supportive Housing (PSH) program at 40 West Long Street or SE Scattered Site Permanent Supportive Housing	Yes	Successful Housing Outcome
Permanent: Other subsidized house/apartment	Housing owned by a private landlord or partner agency that has an on-going subsidy through HUD 202 or 811 program, tax credits, or other sources, including HUD and CSB	Yes	Successful Housing Outcome
Permanent: Home ownership	Housing that is owned by the client	Yes	Successful Housing Outcome
Permanent: Moved in with Family/Friends	<b>DO NOT USE</b>	N/A	Unsuccessful Housing Outcome
Transitional: Transitional housing for homeless	Transitional (i.e. New Horizons)	Varies	Successful Housing Outcome (except for Family Housing Collaborative and Permanent Supportive Housing)
Transitional: Moved in with Family/Friends	Temporary housing with family or friends	No	Unsuccessful Housing Outcome
Institution: Psychiatric hospital	Temporary/indefinite residence in a psychiatric hospital for the treatment of severe mental illness	No	Unsuccessful Housing Outcome
Institution: Inpatient alcohol/drug facility	Temporary/indefinite residence in an inpatient facility for treatment of alcohol and/or drug addiction	No	Unsuccessful Housing Outcome
Institution: Jail/prison	Incarceration in local, state or federal prison	No	Unsuccessful Housing Outcome
Emergency Shelter	Emergency Shelter (all including Tier II shelters)	No	Unsuccessful Housing Outcome ( except for Outreach and YWCA-IHN)
Other: Other Supportive Housing	<b>DO NOT USE</b>	N/A	Unsuccessful Housing Outcome
Other: Places not meant for habitation (street)	Street, condemned buildings, etc.	No	Unsuccessful Housing Outcome
Other	Hotel, other	No	Unsuccessful Housing Outcome
Unknown		N/A	Unsuccessful Housing Outcome

(1) Client is determined to be in control of his/her housing if the lease/mortgage is in his/her name or if he/she otherwise has a written agreement that gives him/her a right to reside in his/her housing, such as a roommate agreement.