System Performance Analysis and Improvement: Starring Stella P

October 15, 2019
10:00 AM to 5:00 PM

Learning Objectives

After completing this session, participants will know how to:

1
Use Stella Performance (Stella P) to analyze their CoC's system performance

2
Apply the Performance Analysis and Improvement Framework to continuously improve performance

3
Prioritize, design, implement, and evaluate improvement strategies

System Performance Analysis and Improvement: Starring Stella P

10:00 – 10:25 am	**Welcome and Introductions**
10:25 – 11:45 am	**Section 1: Stella Performance Intro and Demo**
11:45 am - 12:15 pm	*Box Lunch (provided)*
12:15 – 1:25 pm	**Section 2: Analyzing Performance**
1:25 – 2:00 pm	**Section 3: Identifying Contributing Factors**
2:00 – 2:15 pm	*Break*
2:15 – 3:25 pm	**Section 4: Designing and Implementing Strategies**
3:25 – 3:40 pm	*Break*
3:40 – 5:00 pm	**Section 5: Monitoring and Evaluating Strategies**

SECTION ONE:
Stella Performance Module Intro and Demo

Introducing Stella

A strategy and analysis tool that helps CoCs understand how their system is performing and model an optimized system that fully addresses homelessness.
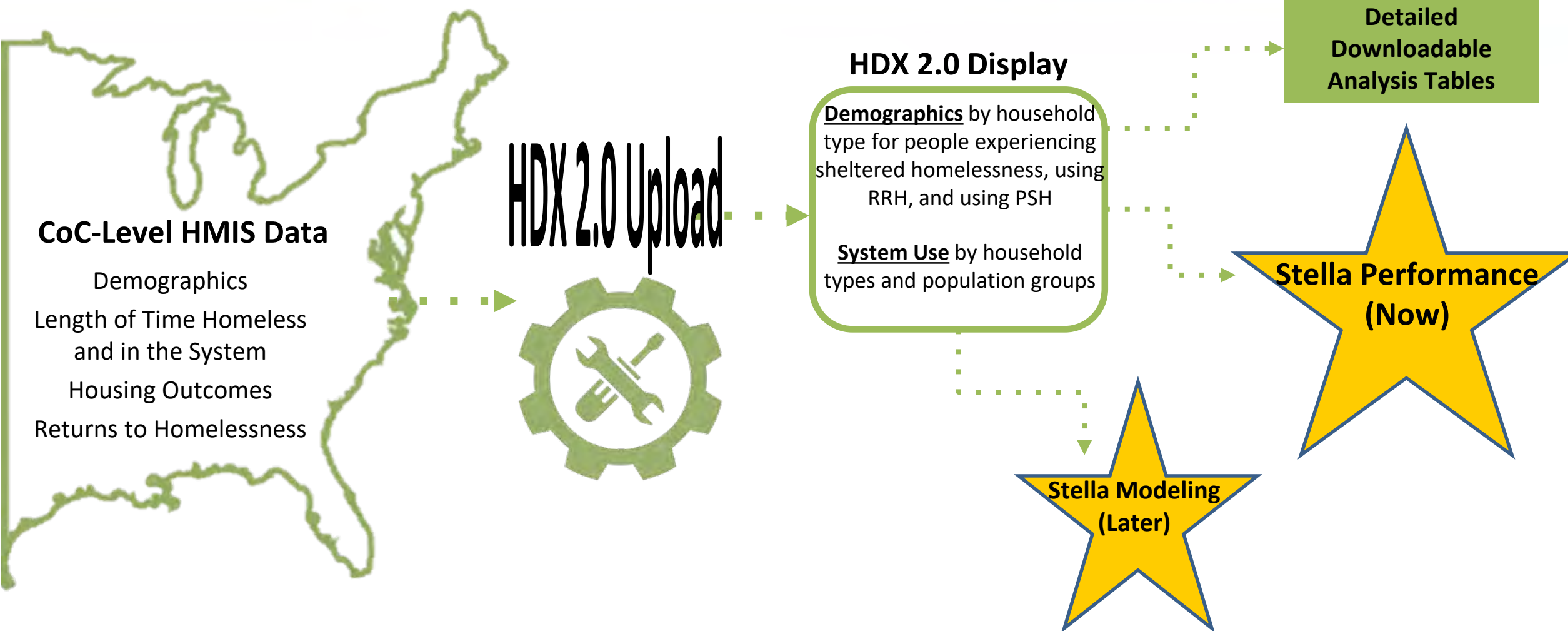
Stella Performance Module

- **Stella P** relies on dynamic visuals of CoCs' data to illustrate how households move through the homeless system, and to highlight outcome disparities.

- Does the analytical heavy lifting, so your CoC can focus on planning and improving your crisis response system.

Stella Modeling Module

- **Stella M** assists CoCs to explore how resource investment decisions amplify system capacity to end homelessness.

- Starts with homeless needs and performance goals, and helps the community transform those needs into a series of resource investment decisions.

From LSA to Stella

CoC-Level HMIS Data

Demographics

Length of Time Homeless and in the System

Housing Outcomes

Returns to Homelessness

HDX 2.0 Upload

HDX 2.0 Display

Demographics by household type for people experiencing sheltered homelessness, using RRH, and using PSH

System Use by household types and population groups

Detailed Downloadable Analysis Tables

Stella Performance (Now)

Stella Modeling (Later)

Stella P Basics

- Households not people – more important for system planning purposes

- Data from ES/SH, TH, RRH and PSH projects entering data into HMIS
  - No SO data (except self-reported time if selected)
  - No SSO data

- System level exits – last exit to a destination outside the system during the report period
  - No agency or project level information

- System level performance for all households experiencing homelessness – not project performance about participants

Understanding LSA/Stella P and System Performance Measures

LSA and System Performance Measure (SPM) reports use different logic:

- LSA universe is households, SPM universe is people served

- Both report time homeless prior to report period: LSA allows for 7 day gap, SPM does not

- LSA looks at returns by household, it will not count returns by people who were in the original household but now are in a different household. The SPMs look at returns by person, as a result they count all returns.

While the measures aren't exactly the same, improvement shown in the LSA should translate to improvement in the SPMs

Additional resource on the difference between the LSA and SPMs on HUD Exchange:
https://www.hudexchange.info/resource/5771/quick-reference-differences-between-lsa-and-spm-reporting-logic/

Data Quality and Stella P

- Several types of data quality issues – impact performance in different ways
  - Missing data in client record – impacts specific measures and filters (data quality insights are about this issue)
  - HMIS coverage – missing projects results in incomplete performance data (ex. missing ES/SH & TH impacts Days Homeless and Returns, missing PH projects impacts Exits and Returns)
  - Unknown data – impacts specific measures and filters (ex. Unknown destination at exit impacts Exits and Returns)

- Resource to improve data quality: CoC Data Quality Brief

Stella P Resources

Getting Started

- Introductory Webinar

- Stella P Start Up Guide

- Stella P Prezi

- System Map Video

- Stella Reference Guide

Understanding Performance

- Performance Analysis and Improvement Webinars

- HUD's Communities of Practice

Stella Performance HUD Exchange Page:

http://www.hudexchange.info/homelessness-assistance/stella/

10

Stella P demo Log In:

Site:

http://pmm.abtsites.com/

Username: preview@test.tld

Password: Stella@1234

Try It! Explore Your Own Data in Stella P

Stella Performance HUD Exchange Page:

http://www.hudexchange.info/homelessness-assistance/stella/

Analyzing Performance

Performance Analysis and Improvement Process

ANALYZE PERFORMANCE DATA

IDENTIFY FACTORS CONTRIBUTING TO PERFORMANCE
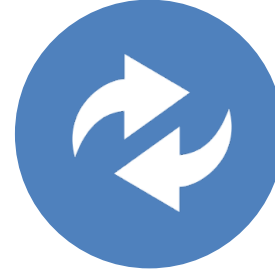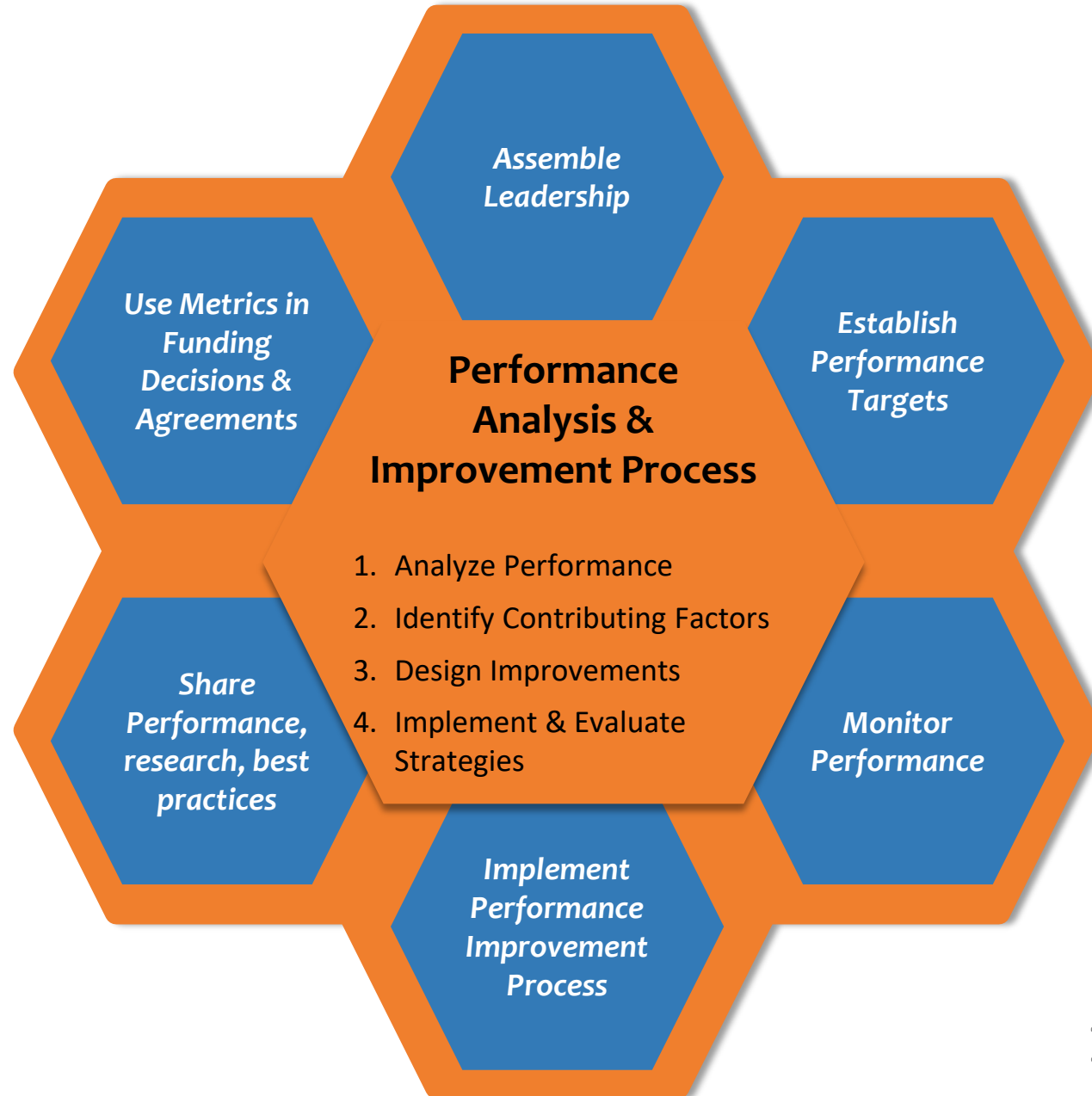
DESIGN AND IMPLEMENT IMPROVEMENT STRATEGIES

MONITOR AND EVALUATE STRATEGIES

14

Becoming an outcome-oriented system

Performance Management Program

Assemble Leadership

Use Metrics in Funding Decisions & Agreements

Establish Performance Targets

Performance Analysis & Improvement Process

1. Analyze Performance
2. Identify Contributing Factors
3. Design Improvements
4. Implement & Evaluate Strategies

Share Performance, research, best practices

Monitor Performance

Implement Performance Improvement Process

15

Analyze Performance Data

TYPES OF PERFORMANCE ANALYSIS

Trends — Changes over time, to assess progress

Comparisons — How does one group perform relative to another group, to asses outcome disparities

Diagnostic — Assess variables associated with outcomes, to target problems

Monitoring — Have the intended outcomes been achieved?

Analyze Performance Data

LEVELS OF ANALYSIS

Levels	Sample Questions Applying Different 'Types' of Analysis	Data Sources
System	Is performance improving, staying the same, or getting worse from year to year?	Stella P, SPMs
Household	Are certain household types achieving relatively better or worse outcomes?	Stella P
Pathways	Which pathways have the greatest impact on overall performance?	Stella P
Project	Are certain projects within the same project type achieving relatively better/worse outcomes?	APR, CAPER, Local reports
Population	What are characteristics of participants served by the system or by projects? How do these characteristics correspond with outcomes?	Stella P, Local reports

Analyze Performance Data

FRAMEWORK FOR PRIORITIZING SYSTEM PROBLEMS

Impact

Use Stella Impact Score as your guide!

Number of people impacted?

Associated cost?

CoC Performance Targets

Are the intended outcomes being achieved?

If not, where are the problem areas?
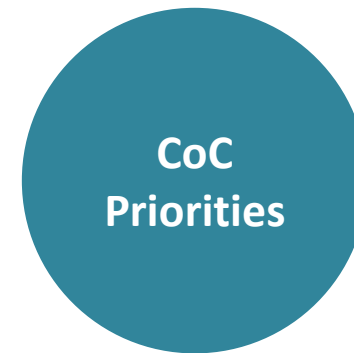
CoC Priorities

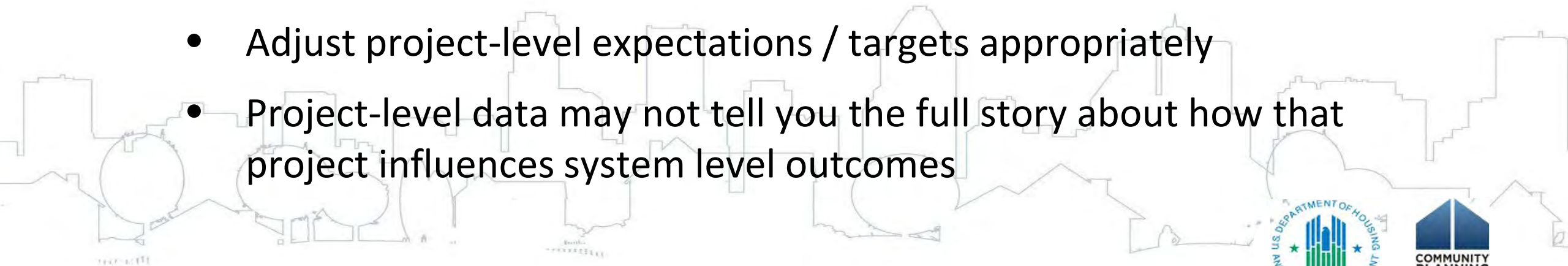Alignment with CoC priority populations?

Local plans to end homelessness?

KEY CONSIDERATIONS

- Don't look at the performance measures in isolation!

- Use caution when interpreting project level data!

    - Compare apples to apples, oranges to oranges

    - Adjust project-level expectations / targets appropriately

    - Project-level data may not tell you the full story about how that project influences system level outcomes

- Split into groups of 5 or 6
- Identify 1 scribe
- 35 min

Performance Analysis & Improvement Worksheet (Pages 1 and 2)

1. Analyze System Performance

2. Prioritize Areas for Improvement

Identifying Factors Contributing to Performance

Identify Factors Contributing to Performance

DRAW SOUND CONCLUSIONS ABOUT THE STORY THE DATA IS TELLING
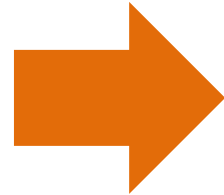
Ask Why? → **Gather More Evidence** → **Identify Factors Influencing Performance**

- **Why are seeing these results?**
- What are barriers?
- What are enablers?

- APRs, ad hoc reports, CE data, secondary data sources
- Interviews w/ providers, clients
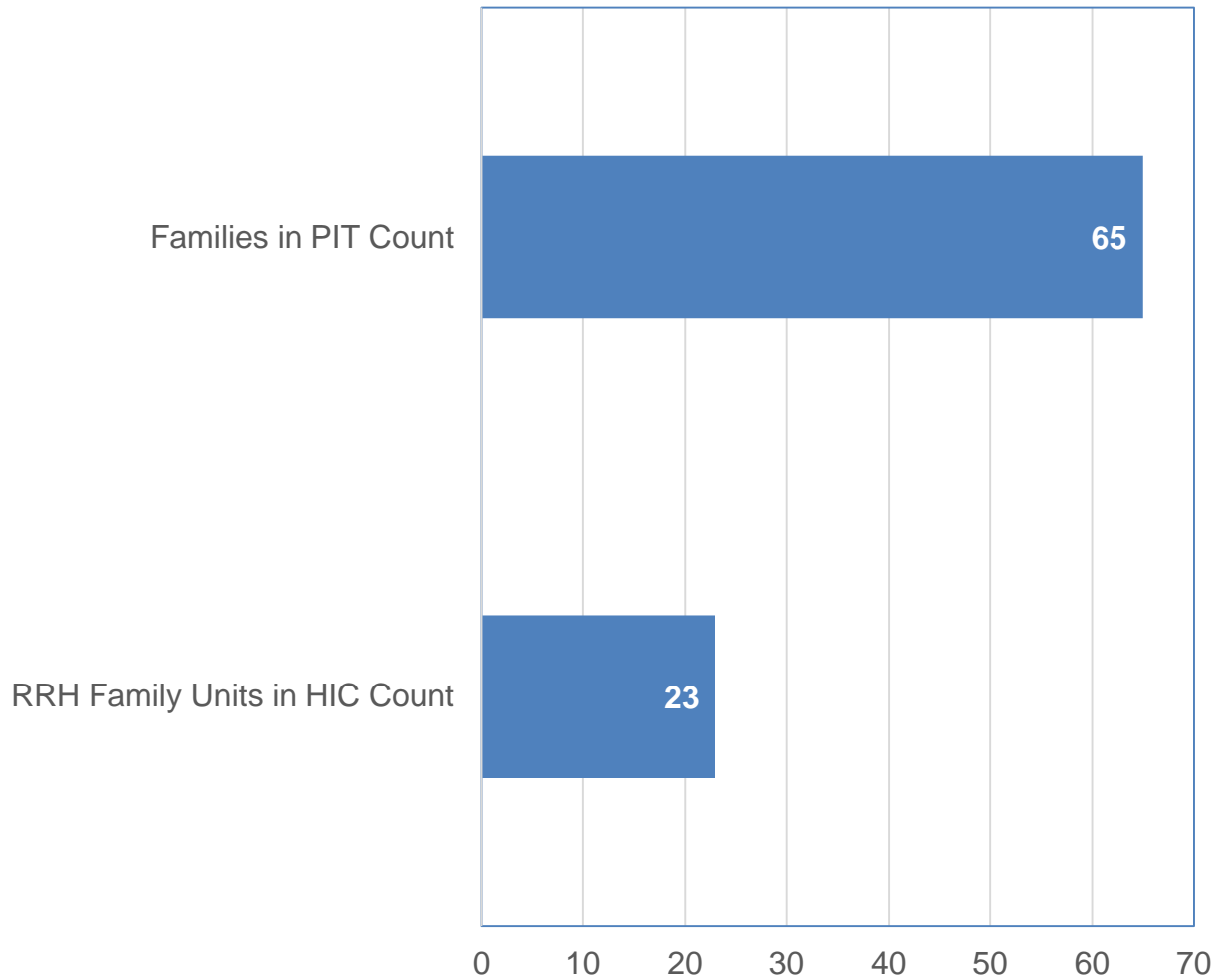- Review of program practices and policies
- Assessment of resources/portfolio

System-level?

Project-level?

External/Environmental?

Identify Factors Contributing to Performance

ASSESSING SYSTEM CAPACITY

RRH Family System Capacity:

35%

Identify Factors Contributing to Performance

ASSESS THE UNDERLYING DATA AND DATA LIMITATIONS

Period of Analysis

Has enough time passed to assess interventions?

Small Numbers

Is the universe large enough to provide meaningful information?

Overall Quality

Are Data Quality issues impacting findings i.e. coverage, completeness, accuracy, timeliness and consistency?

Impact of Outliers

Are extreme high/low values skewing averages and understanding of the system-wide picture?

24
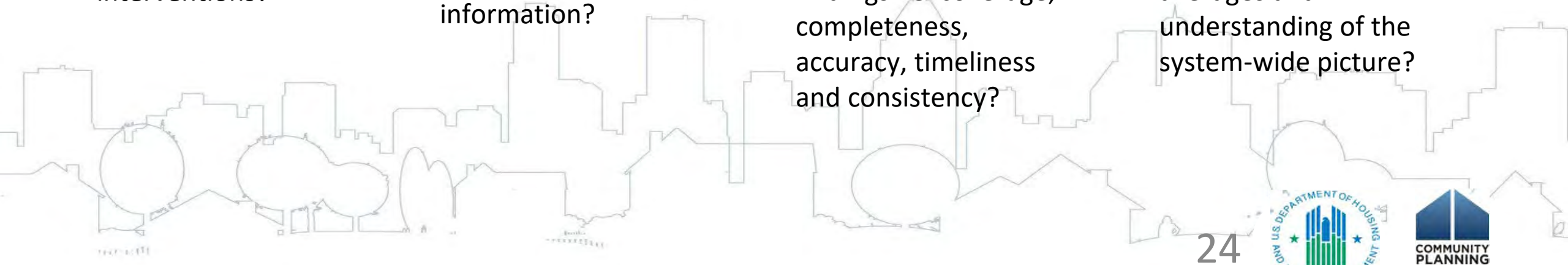
Identify Factors Contributing to Performance

Secondary Data Examples	How this data provides clues about performance
Coordinated Entry Data	Community needs and gaps in resources
PIT Data	Scale of need at PIT, and how need is changing
CoC Analysis Tool: Race and Ethnicity	Racial and ethnic bias in homelessness responses and outcome disparities
Worst Case Housing Needs Report	Characteristics and changes among severely rent burdened households
Crosswalk of CoC and Local Education Agency (LEA) Public School Data	Estimates of children and youth who are homeless or at risk

- 20 Minutes

Performance Analysis & Improvement Worksheet (Pages 3 to 5)

1. Performance Analysis Cont'd (See Data Handout)

2. Gather More Evidence

3. Brainstorm Factors Contributing to Performance Outcomes
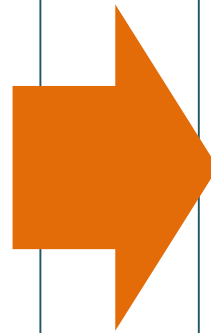
Designing and Implementing Improvement Strategies

Design and Implement Improvement Strategies

BRAINSTORM STRATEGIES ... PRIORITIZE FOR IMPACT

Factors

- **System-Level** (i.e. resource gaps)
- **Project-Level** (i.e. practices, policies)
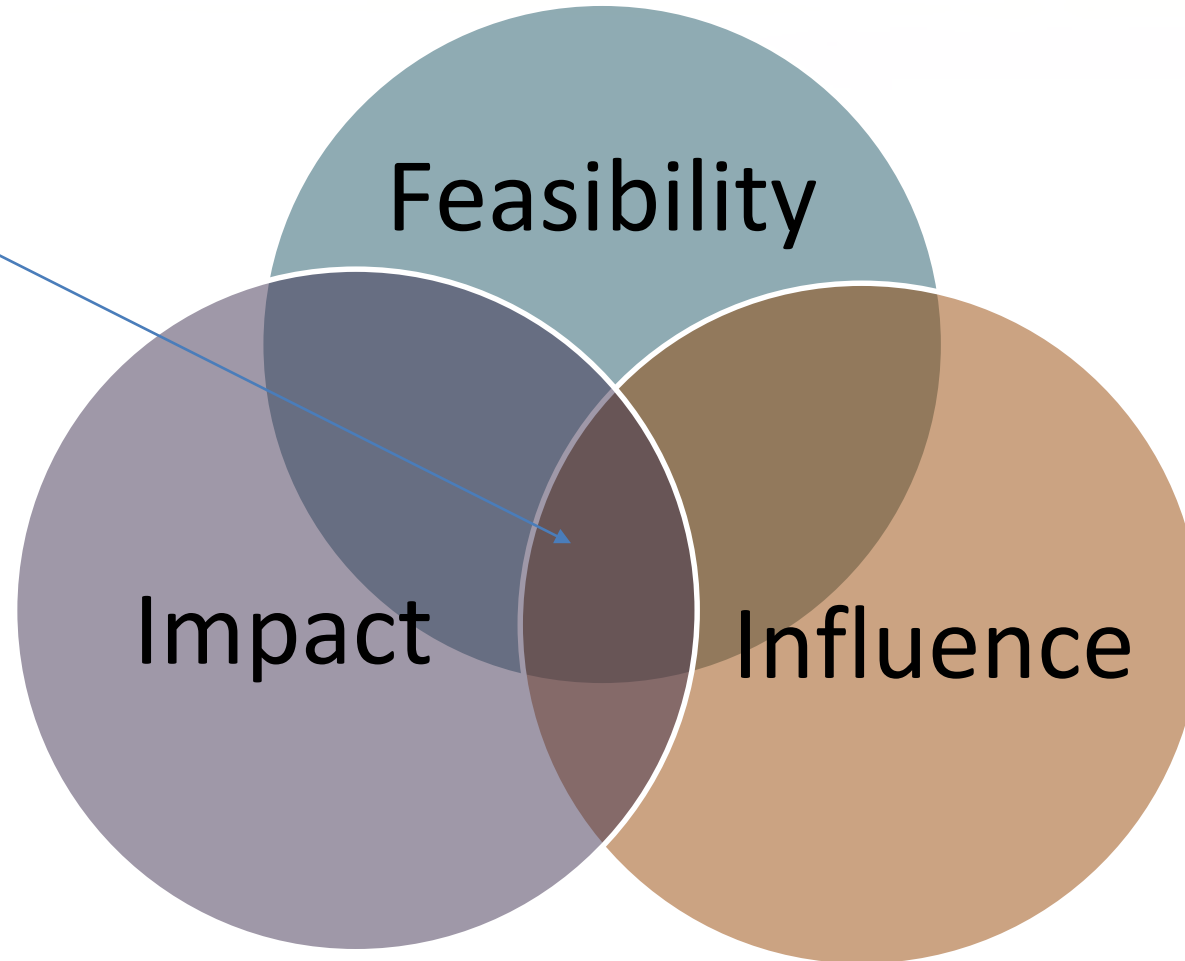- **External** (i.e. tight rental market)

Strategies

- How can barriers be minimized?
- How can best practices be maximized?

Check Out: ***Strategies for System Performance Improvement***

High Priority Strategies

Feasibility

Impact

Influence

29

Design and Implement Improvement Strategies

Target Effective Strategies

What does research or local performance data tell us about this strategy?

Which solutions are most cost effective?

Are these strategies showing results in other communities?

Are these strategies known to support HUD's core performance measures?

System Improvement Strategies	System Performance Measures		
	Length of Time Homeless (Measure 1)	Successful Placement and Retention of PH (Measure 7)	Returns to Homelessness (Measure 2)
1. Enhance Coordinated Entry			
Prioritize Vulnerable Households	✓	✓	
Right-size Assistance	✓	✓	✓
Incorporate Diversion Practices	✓	✓	✓
Streamline Admissions and Lower Barriers	✓	✓	
Link to Effective Outreach and In-reach	✓	✓	
Target Prevention Assistance		✓	✓
2. Strengthen Housing-Focused Practices			
Housing Focused Case Management	✓	✓	✓
Policies and Procedures to Promote Housing Stability		✓	✓
Housing Navigation	✓	✓	✓
3. Scale Permanent Housing Interventions			
Recruit Private Landlords	✓	✓	
Leverage Mainstream Housing and Services	✓	✓	✓
Reallocate Resources	✓	✓	
Build Rapid Re-Housing Capacity	✓	✓	✓

Design and Implement Improvement Strategies

Strategy: _____ Target Population: _____

Goal: What's the purpose? Overall change you want to see? By When?

_____

Inputs	Activities	Outputs	Outcomes
Resources, training, staff needed to implement	Program model? Service standards?	Indicators of progress? What does the strategy produce? [i.e. # of new landlords engaged, # of new RRH slots created]	What is the result? What are core measures of success? [% increase in exits to PH]

Enablers

What factors or conditions are necessary for outcome achievement? [i.e. Fidelity to program standards]

External:	System-Level:	Project-Level:

Design and Implement Improvement Strategies

Performance issue: Low exits to PH from shelter

Factor influencing performance: Lack of landlords

Outcome: 50 % exits to permanent destinations

Output: Recruit 10 new landlords

Strategy: Landlord outreach

Action steps:
- Mailings to 100 landlords inviting them to house households experiencing homelessness and attend a marketing event
- Marketing event with at least 30 landlords

Design and Implement Improvement Strategies

Implementation Considerations

Stakeholder Engagement

Training

Resources

Identify key stakeholders w/ influence over success of strategy

Involve people with lived experience

Key messages for each stakeholder group

Use data to target capacity building and technical assistance

Training needs assessment

CoC annual training calendar

Reallocation of existing resources?

Leveraging cross-system / mainstream resources?

Securing new funding?

Local Experiences With Improving Performance

- Strategies can improve system performance but **may not reduce overall need for services or inflow into the homeless system**.

- **Comprehensive investment and improvement strategies can have a greater impact on reducing homelessness** than more targeted strategies.

- Without **housing resources for households soon after they enter the system**, their vulnerability and intensity of service needs may increase which means more costly resources are needed to permanently house these households.
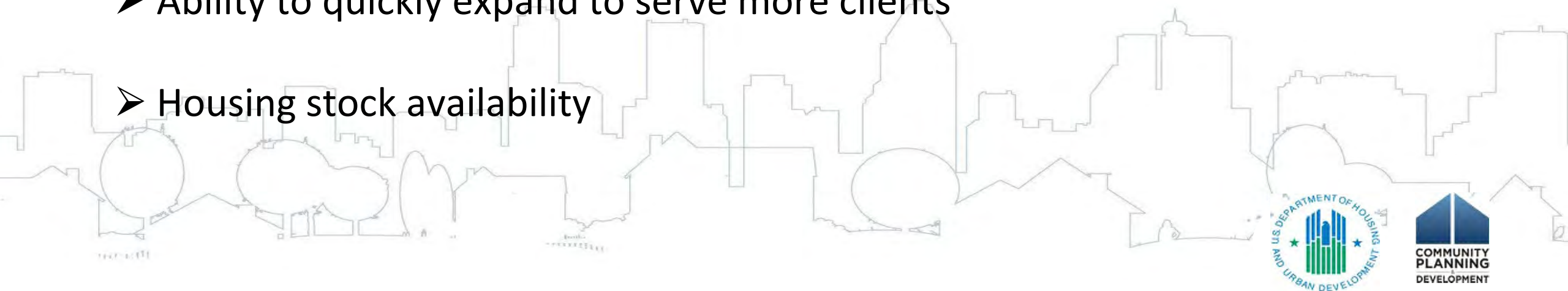
KEY CONSIDERATIONS

➤ Even when resources are increased **capacity constraints can limit how quickly they can be implemented.** This includes:

    ➤ Redesigning the system while running the system

    ➤ Ability to quickly expand to serve more clients

    ➤ Housing stock availability

- 30 Minutes

Performance Analysis & Improvement Worksheet (Pages 6 to 7)

1. Prioritize Strategies

2. Map Conditions for Success

Monitoring and Evaluating Strategies

Continuous Quality Improvement

SAMPLE PERFORMANCE IMPROVEMENT PLAN

PERFORMANCE IMPROVEMENT GOAL:		
At least 50 % of Adult Only households will exit to permanent destinations by July 2020		

IMPACT MEASURES	BASELINE PERFORMANCE
1. Exits to permanent destinations 2. Days homeless 3. Returns to homelessness	21 %

PERFORMANCE TARGETS

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reporting Period		July – Sept	Oct – Dec	Jan 1 – March	April – June
Measure 1	**Target / Actual**	25 / TBD	30 / TBD	35 / TBD	50 / TBD
Measure 2	**Target / Actual**				
Measure 3	**Target / Actual**				

STRATEGIES	RESOURCE NEEDS	PRACTICE NEEDS	LEAD	TIMELINE
Strategy 1: Improve data quality	HMIS staff time 15 h / month	System-wide data quality training; monthly data quality reports	HMIS Lead Agency	October 2019
Strategy 2: Expand RRH for Adult Only (AO) households	Prioritize CoC Bonus funding for RRH for AO HH		Lead CoC Board	December 2020

Monitor and Evaluate Strategies

EVALUATION QUESTIONS

OUTCOME EVALUATION
Have the intended outcomes been achieved?

PROCESS EVALUATION
Was the strategy implemented as planned?

What are barriers to outcome?

What's working well?

STRATEGIES

Quarterly Performance Monitoring Using Stella P

Dig deeper into HMIS, CE data

Assess program practices, policies

Interviews w/ providers, clients

Monitor and Evaluate Strategies

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Monitor and Evaluate Strategies

Implementation

Did mailings go out to 100 landlords?

Did 30 landlords attend the event?

Change

Are at least 10 landlords willing to house clients?

If they aren't willing, why not?

Performance

Has performance on exits improved?

If not, is there another factor contributing to performance?

- 15 Minutes

Performance Analysis & Improvement Worksheet (Page 8)

1. Design Your Performance Improvement Plan

Overview of Available Tools (See Thumb Drive)

- Performance Analysis and Improvement Worksheet

- Performance Improvement Plan

- Logic Model

- Strategies for System Performance Improvement
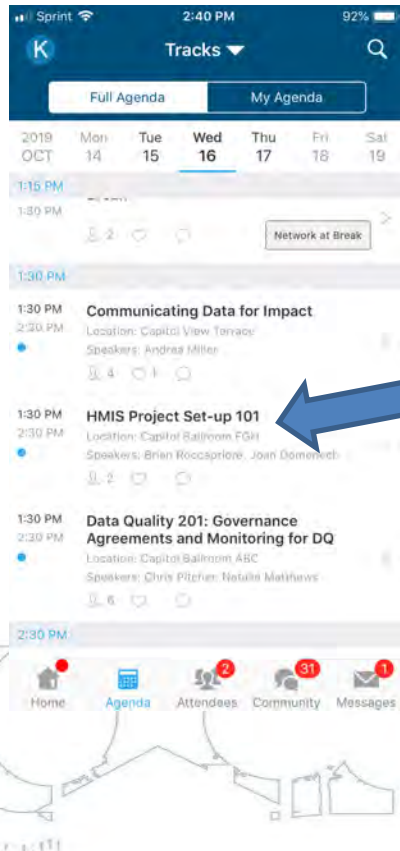
- Performance Management Plan

- What observations did you make in your own data that you want to explore further?

- What steps will take when you get home to apply this framework?
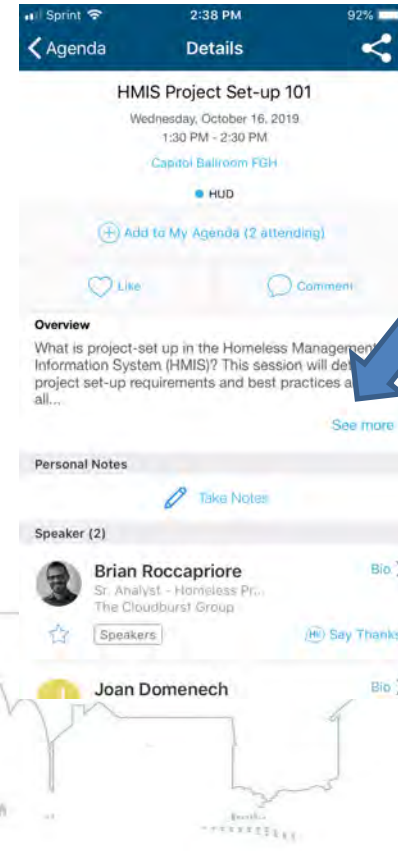
- Who will lead this effort?

Evaluate This Session on Your Conference App!
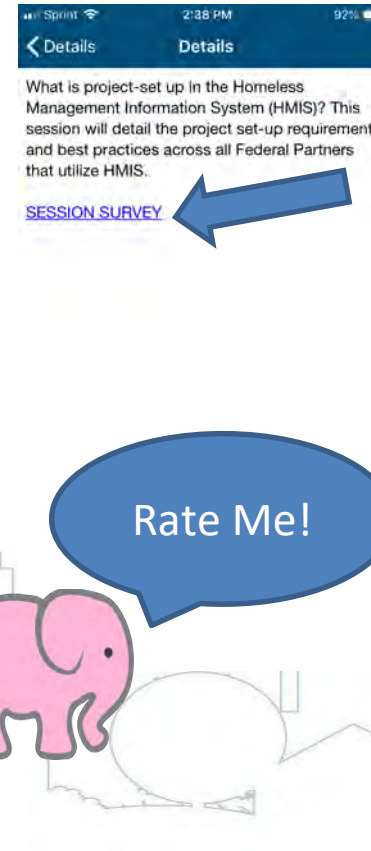## (It takes 5 minutes to complete)

1) Select the name of the session from the agenda tab.

2) Select "See More" under the Overview.

3) Select "SESSION SURVEY" under Details.

4) Complete the Evaluation and Select "Done".

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