2015 Performance Management Plan

Ohio Balance of State Continuum of Care

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Performance Management Plan

Introduction

The Ohio Balance of State Continuum of Care (BoSCoC) Performance Management Plan identifies project and system performance goals for the CoC and outlines how performance is measured and monitored.

This plan should help homeless assistance projects in managing their performance and ensuring access to ongoing funding.

Background

The Ohio BoSCoC includes the 80 rural counties in Ohio. The Ohio Development Services Agency Office of Community Development (ODSA – formerly the Ohio Department of Development) and the Coalition on Homelessness and Housing in Ohio (COHHIO) serve as the lead staffing agencies and co-chairs of the Steering Committee for the Ohio BoSCoC. You can find more information about the organization of the Ohio BoSCoC at http://www.cohhio.org/programs/boscoc.

The Ohio BoSCoC Performance and Outcomes Committee updates this plan annually.

Basics of Performance Measurement

Project Performance Measurement
Measuring the performance of homeless assistance projects is critical for a number of reasons. It helps us understand how well projects are doing at ending homelessness, or what issues projects may need to improve upon. It helps us identify project types/models that may be more successful at ending homelessness than others. Additionally, the U.S. Department of Housing and Urban Development (HUD), which provides federal homeless assistance funds through its CoC Program, requires project performance reporting via the annual CoC application and Annual Performance Reports (APRs).

System Performance Measurement
For Ohio BoSCoC purposes, the system is defined as the 80 counties included within the geography of the CoC, and the homeless projects therein. Measuring performance of the system is important because it helps us understand how well we are doing at addressing and ending homelessness. Additionally, it can help us identify areas of the system that may need improvement. Lastly, as part of the new CoC Program regulations, HUD is requiring that all CoCs begin to monitor the performance of their system.

Setting Performance Objectives
The Ohio BoSCoC Performance and Outcomes Committee was charged by the BoSCoC Board with creating this Performance Management Plan, including setting the project and system performance goals. Committee members considered HUD's project performance objectives and system performance measures and Ohio BoSCoC projects' combined performance on those objectives in determining where to set project and system goals for the CoC. Where there was no HUD objective, the Committee reviewed current projects' performance as well as anecdotal community and project information to help determine what goal to set.

Monitoring Project Performance

Quarterly Performance Report
Homeless assistance projects' performance will be monitored on a quarterly basis for all objectives via the HMIS generated Quarterly Performance Report (QPR). The QPR will provide project-level performance information for each objective listed in this plan and will be shared with the full Ohio BoSCoC each quarter.

The QPR will be generated from HMIS approximately 10 days after the end of each quarter. Providers should be sure their HMIS data has been fully updated and is accurate prior to the generation of each report. The quarters are as follows:

- 1st Quarter = January 1 – March 31
  - Reports performance data for first quarter
- 2nd Quarter = January 1 – June 30
  - Reports performance data for first and second quarters
- 3rd Quarter = January 1 – September 30
  - Reports performance data for first, second, and third quarters
- 4th Quarter = January 1 – December 31
  - Reports performance data for the full year

All projects should review their quarterly performance data and contact COHHIO with any questions or concerns. Projects that consistently fail to meet project performance objectives should develop internal plans and processes for improvement.

Victim Services Providers
HCRP-funded emergency shelters, ODSA-funded (SHP), and CoC-funded Transitional Housing Projects in the Ohio BoSCoC that are Domestic Violence (DV) victim services providers and thus not participating in HMIS, will not have their performance data generated out of HMIS via the QPR (all of these providers are identified in the appendix). However, all of these DV providers must submit an APR to CoC staff on a quarterly basis. These quarterly APRs must report data cumulatively, as described above, and are due to CoC staff within 10 days of the end of each quarter. The excel APR template available at http://www.cohhio.org/files/pdf/Esnaps%20APR%20Shell%20QPR%206.10.14.xlsx, or an APR generated from the agency's HMIS-comparable database (such as Osnium), should be used to report performance data (not e-snaps).

HMIS Data Quality
In addition to reporting on performance on each of the Project Performance Objectives, the QPR reports on the percentage of missing data applicable to the reporting period and objective for each project. Projects with more than 2% missing data do not have high enough data quality to allow their performance to be measured (with the exception of the measures looking at exits to permanent housing). Therefore, projects with more than 2% missing data for any objective will be considered to have failed to achieve the objective. Ongoing data quality issues could lead to the required development of a Quality Improvement Plan and/or the loss of CoC Program funding or state funding.

Sharing QPR Data
Each quarter, the final QPR will be posted on COHHIO's website and Ohio BoSCoC providers will be notified via email of its availability. QPRs will not be emailed directly to providers.

Quality Improvement Process
Projects that fail to meet an objective for at least one year (beginning at the end of the second year of implementation of this plan – end of 2015) may be targeted to develop a Quality Improvement Plan (QIP). More information about the Ohio BoSCoC QIP Process can be found at http://www.cohhio.org/information_resource/training_materials#BoS%20CoC. Ongoing poor performance could ultimately result in the loss of CoC Program funding or state funding.

Implementing the Performance Management Plan

COHHIO's CoC staff are responsible for implementing this Performance Management Plan on behalf of the Ohio BoSCoC. Implementation involves working with BoSCoC HMIS staff to generate the QPR and reviewing all data therein, reviewing APRs, and sharing project and system performance information with the CoC on a quarterly basis. In reviewing quarterly and annual project performance information, CoC staff will also work with the Ohio BoSCoC Performance and Outcomes Committee to identify any consistently under-performing projects and target them for QIP development as needed. The CoC staff will report on BoSCoC system performance on the measures in this plan at least annually.

In addition to monitoring project and system performance, CoC staff work with the Ohio BoSCoC Performance and Outcomes Committee to annually review and update the Performance Management Plan objectives.

Providers' Responsibilities and Meeting Performance Objectives

Submit APRs to COHHIO and HUD
This Performance Management Plan continues to require all Ohio BoSCoC CoC-funded projects to submit APRs to COHHIO in addition to submitting to HUD. Details about the BoSCoC APR submission process can be found at http://www.cohhio.org/information_resource/training_materials#BoS%20CoC.

HCRP Emergency Shelter and RRH Projects and ODSA Supportive Housing Program TH and PSH projects are not required to submit APRs or any other provider-run report to COHHIO at this time (DV providers not entering into HMIS are the exception).

The Quarterly Performance Reports referenced in this document will be generated by COHHIO HMIS staff. Providers do not run these reports.

Ensure HMIS Data Quality
Because the Quarterly Performance Reports used to monitor project performance are generated from HMIS, it is critical that HMIS data be accurate and of good quality. To this end, providers should regularly engage in data quality reviews and ensure timely data entry. Providers can use the Data Quality Reports[1] available in ART to help monitor and manage their HMIS data quality on an ongoing basis, as well.

As mentioned above, projects with more than 2% missing data for any project performance objective will be considered to have failed to meet the objective. Consistent HMIS data quality issues could trigger the development of a QIP or have an impact on projects' ability to access renewal CoC Program or state funding.

Run and Review QPR: Project Level
To help homeless providers manage their performance on the objectives laid out in this Performance Management Plan, COHHIO HMIS staff created the *QPR: Project Level*. The *QPR: Project Level* provides detailed information about a project's performance on all the objectives in this plan including client-level data.

Providers can run the *QPR: Project Level* on their projects using ART whenever they like. At a minimum though, providers are encouraged to run the report on a quarterly basis so that they know, in advance of the published QPR, how they performed on all the objectives in this Performance Management Plan.

Develop Internal Improvement Plans as Needed
Providers should monitor their own performance on all project performance objectives on, at minimum, a quarterly basis. If providers notice in the QPR and *QPR: Project Level* that they are not meeting an objective, it is their responsibility to develop internal plans to address the poor performance and they should ensure that improvement is made. As previously mentioned, projects that fail to meet an objective for at least one year may be targeted for development of a QIP. Once on a QIP a project runs the risk of losing renewal funding if they are not able to improve their performance within a specific timeframe. Ensuring that project performance objectives are met will keep projects from being targeted for QIP development.

Participate in Quality Improvement Plan as Required
As mentioned previously, projects that fail to meet an objective for at least one year may be required to develop a Quality Improvement Plan (QIP). More information about the Ohio BoSCoC QIP Process can be found at http://www.cohhio.org/information_resource/training_materials#BoS%20CoC. Ongoing poor performance or failure to fully participate in the QIP could ultimately result in the loss of funding.

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[1] The two primary data quality reports are: Data Quality: Entry Exit and Assessments and Data Quality: Households and Services

Ohio BoSCoC Project Performance Objectives

Following are the project performance objectives for Ohio BoSCoC homeless assistance projects. The goals apply to all CoC funded homeless projects (listed individually in the appendix) and all state funded (via ODSA's Homeless Crisis Response Program and Supportive Housing Program) emergency shelters, rapid re-housing, transitional housing, safe havens, and permanent supportive housing projects (listed individually in Appendix A).

Projects will generally be considered to have met the objective if their performance is within 5% of the identified objective. For example, an emergency shelter project will have met objective #3 (at least 40% of participants in emergency shelter will move into permanent housing at exit) if they move at least 38% of their participants into permanent housing at exit.

PSH projects in which no participants leave during the reporting period will be considered to have met all objectives that are only measured for project 'leavers'.

Emergency Shelter Projects Performance Measures		
Indicator	**Goal**	**How Calculated**
Length of Time Homeless	1. ES projects will have a participant average length of stay of no more than 40 days	Average length of stay for leavers
	2. ES projects will have a participant median length of stay of no more than 40 days **(NEW)**	Median length of stay for leavers
Exits to Permanent Housing	3. At least 40% of participants in Emergency Shelter (ES) projects will move into permanent housing at exit	(number of participants who moved to PH upon exit / number of participants who exited ES project) X 100
Receipt of Non-cash Benefits and Health Insurance	4. At least 50% of adult participants in ES projects will receive at least one source of non-cash benefits or health insurance at program exit	(number of adult leavers with 1+ sources of non-cash benefits or health insurance/ number who exited the project) X 100
Employment and Income Growth	5. At least 30% of adult participants in ES projects will gain or increase employment or non-employment cash income during the reporting period or at exit **(NEW)**	((number of adults who gained or increased earned income + number of adults who gained or increased non-employment cash income) / number of adults served by the project) X 100
Returns to Homelessness	6. ES projects will have no more than 15% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *six months* of exit (**NEW**)	(number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing) X 100
	7. ES projects will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH or Outreach within *two years* of exit **(NEW)**	(number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing) X 100

Transitional Housing Projects Performance Measures

Indicator	Goal	How Calculated
Length of Time Homeless	1. TH projects will have a participant average length of stay of no more than 240 days	Average length of stay for leavers
	2. TH projects will have a participant median length of stay of no more than 240 days **(NEW)**	Median length of stay for leavers
Exits to Permanent Housing	3. At least 83% of participants in TH projects will move into permanent housing at exit	(number of participants who moved to PH upon exit / number of participants who exited TH project) X 100
Receipt of Non-cash Benefits and Health Insurance	4. At least 85% of adult participants in TH projects will receive at least one source of non-cash benefits or health insurance at program exit	(number of adult leavers with 1+ sources of non-cash benefits or health insurance/ number who exited the project) X 100
Employment and Income Growth	**5.** At least 55% of adult participants in TH projects will gain or increase employment or non-employment cash income during the reporting period or at exit (**NEW)**	((number of adults who gained or increased earned income + number of adults who gained or increased non-employment cash income) / number of adults served by the project) X 100
Returns to Homelessness	6. TH projects will have no more than 7% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *six months* of exit (**NEW)**	(number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing) X 100
	7. TH projects will have no more than 12% of adults who exited to permanent housing return to ES, SH, TH or Outreach within *two years* of exit (**NEW)**	(number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing) X 100

Rapid Re-Housing Projects Performance Measures

Indicator	Goal	How Calculated
Length of Time in RRH	1. RRH projects will have a participant average length of stay of no more than 150 days	Average length of stay for leavers
	2. RRH projects will have a participant median length of stay of no more than 150 days **(NEW)**	Median length of stay for leavers
Rapid Placement into Permanent Housing	3. RRH projects will place participants into permanent housing within 21 days of project entry (**NEW)**	Average number of days between leavers' RRH entry date and Residential Move-in Date
Exits to Permanent Housing	4. At least 95% of participants in RRH projects will move into permanent housing at exit (**NEW)**	(number of participants who moved to PH upon exit / number of participants who exited TH project) X 100
Receipt of Non-cash Benefits and Health Insurance	5. At least 85% of adult participants in RRH projects will receive at least one source of non-cash benefits or health insurance at program exit	(number of adult leavers with 1+ sources of non-cash benefits or health insurance/ number who exited the project) X 100

	6. At least 60% of adult participants in RRH projects will gain or increase employment or non-employment cash income during the reporting period or at exit (**NEW**)	((number of adults who gained or increased earned income + number of adults who gained or increased non-employment cash income) / number of adults served by the project) X 100
Employment and Income Growth		
Returns to Homelessness	7. RRH projects will have no more than 5% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *six months* of exit (**NEW**)	(number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing) X 100
	8. RRH projects will have no more than 10% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *two years* of exit (**NEW**)	(number adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing) X 100

Safe Haven Projects Performance Measures		
Indicator	**Goal**	**How Calculated**
Length of Time Homeless	1. SH projects will have a participant average length of stay of no more than 300 days	Average length of stay for leavers
	2. SH projects will have a participant average length of stay of no more than 300 days (**NEW**)	Median length of stay for leavers
Exits to Permanent Housing	3. At least 75% of participants in SH projects will move into permanent housing at exit (**NEW**)	(number of participants who moved to PH upon exit / number of participants who exited TH project) X 100
Receipt of Non-cash Benefits or Health Insurance	4. At least 75% of adult participants in SH projects will receive at least one source of non-cash benefits or health insurance at program exit	(number of adult leavers with 1+ sources of non-cash benefits or health insurance/ number who exited the project) X 100
Employment and Income Growth	5. At least 40% of adult participants in SH projects will gain or increase employment or non-employment cash income during the reporting period or at exit (**NEW**)	((number of adults who gained or increased earned income + number of adults who gained or increased non-employment cash income) / number of adults served by the project) X 100
Returns to Homelessness	6. SH projects will have no more than 15% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *six months* of exit (**NEW**)	(number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing) X 100
	7. SH projects will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *two years* of exit (**NEW**)	(number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing) X 100

Permanent Supportive Housing Projects Performance Measures		
Indicator	**Goal**	**How Calculated**
Exits to or Retention of Permanent Housing	At least 90% of participants remain in PSH project or exit to permanent housing (PH) as of the end of the reporting period or at program exit	(number of participants who moved to PH upon exit + number of participants who remained in PSH project) / number of participants served by PSH project X 100
Receipt of Non-cash Receipt of Non-cash Benefits or Health Insurance	At least 85% of adult participants in PSH projects will receive at least one source of non-cash benefits or health insurance at program exit	(number of adult leavers with 1+ sources of non-cash benefits or health insurance/ number who exited the project) X 100
Employment and Income Growth	At least 70% of adult participants in PSH projects will gain or increase employment or non-employment cash income during the reporting period or at exit (**NEW)**	((number of adults who gained or increased earned income + number of adults who gained or increased non-employment cash income) / number of adults served by the project) X 100
Returns to Homelessness	PSH projects will have no more than 2% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *six months* of exit (**NEW)**	(number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of adult leavers to permanent housing) X 100
	RRH projects will have no more than 5% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within *two years* of exit **(NEW)**	(number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of adult leavers to permanent housing) X 100