

2017 Performance Management Plan

Ohio Balance of State Continuum of Care
Updated December 2016



Ohio BoSCoC
Ending homelessness.
Together.

Ohio Balance of State Continuum of Care 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) 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://cohhio.org/member-services-2/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 CoC Program regulations, HUD is requiring that all CoCs 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. The Committee reviewed current projects' performance as well as anecdotal community and project information to help determine what goal to set.

Monitoring Project and System Performance

Quarterly Performance Report

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

The QPR is 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, do 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://cohhio.org/member-services-2/boscoc/performance-and-monitoring/> or an APR generated from the agency's HMIS-comparable database (such as Osnum), 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 may be targeted to develop a Quality Improvement Plan (QIP). More information about the Ohio BoSCoC QIP Process can be found at <http://cohhio.org/member-services-2/boscoc/performance-and-monitoring/>. Ongoing poor performance could ultimately result in the loss of CoC Program funding or state funding.

System-Level Performance Reporting

The system-level performance measures related to homeless numbers will be reported on annually. All other system-level performance measures will be reported on quarterly.

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 measures and goals.

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://cohhio.org/member-services-2/boscoc/performance-and-monitoring/>.

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).

COHHIO HMIS staff generate the Quarterly Performance Reports referenced in this document. Providers do not run these reports.

Ensure HMIS Data Quality

Because the QPRs 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 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://cohhio.org/member-services-2/boscoc/performance-and-monitoring/>. Ongoing poor performance or failure to fully participate in the QIP could ultimately result in the loss of funding.

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 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. Generally, overflow and seasonal emergency shelters are exempt from the performance standards.

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'.

Project performance on new performance measures will be monitored for the first year for informational purposes only.

Homelessness Prevention Projects Performance Measures		
Indicator	Goal	How Calculated
Exits to or Retention of Permanent Housing (NEW)	1. At least 90% of participants in Homelessness Prevention (HP) projects remain in permanent housing (PH) or exit to PH at program exit	(number of participants who moved to PH upon exit + number of participants who remained in PH) / number of participants served by project X 100
Entries into the Homeless System (NEW)	2. HP projects will have no more than 25% of adults who exited to PH enter into the Ohio BoSCoC homeless system within 12 months of HP assistance	(number of adults who returned to ES, SH, TH, or Outreach within 12 months of exit/ number of adult leavers to permanent housing) X 100

Street Outreach Projects Performance Measures		
Indicator	Goal	How Calculated
Exits to Permanent Housing (NEW)	1. At least 30% of participants in Outreach projects will move into permanent housing at exit	(number of participants who moved to PH upon exit / number of participants who exited project) X 100
Exits from Unsheltered Locations to Temporary or Permanent Housing (NEW)	2. At least 60% of participants in Outreach projects will move from unsheltered locations to temporary or permanent housing at program exit	(number of participants who moved from unsheltered locations to temporary (ES or TH) or permanent housing locations upon exit / number of participants who moved from unsheltered locations to any destination at exit X 100

Emergency Shelter Projects Performance Measures		
Indicator	Goal	How Calculated



Length of Time Homeless	1. Emergency Shelter (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	Median length of stay for leavers
Exits to Permanent Housing	3. At least 40% of participants in ES projects will move into permanent housing at exit	$(\text{number of participants who moved to PH upon exit} / \text{number of participants who exited ES project}) \times 100$
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	$(\text{number of adult leavers with 1+ sources of non-cash benefits or health insurance} / \text{number who exited the project}) \times 100$
Employment and Income Growth	5. At least 18% of adult participants in ES projects will gain or increase employment or non-employment cash income during the reporting period or at exit	$((\text{number of adults who gained or increased earned income} + \text{number of adults who gained or increased non-employment cash income}) / \text{number of adults served by the project}) \times 100$
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 <i>six months</i> of exit	$(\text{number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$
	7. ES projects will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH or Outreach within <i>two years</i> of exit	$(\text{number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$

Transitional Housing Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Transitional Housing (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	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	$(\text{number of participants who moved to PH upon exit} / \text{number of participants who exited TH project}) \times 100$
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	$(\text{number of adult leavers with 1+ sources of non-cash benefits or health insurance} / \text{number who exited the project}) \times 100$

Employment and Income Growth	5. At least 28% of adult participants in TH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	$(\text{number of adults who gained or increased earned income} + \text{number of adults who gained or increased non-employment cash income}) / \text{number of adults served by the project} \times 100$
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 <i>six months</i> of exit	$(\text{number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$
	7. TH projects will have no more than 12% of adults who exited to permanent housing return to ES, SH, TH or Outreach within <i>two years</i> of exit	$(\text{number of adults who returned to ES, SH, TH, or Outreach within 24 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$

Rapid Re-Housing Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time in RRH	1. Rapid Re-housing (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	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	Average number of days between leavers' RRH entry date and Residential Move-in Date
Exits to Permanent Housing	4. At least 83% of participants in RRH projects will move into permanent housing at exit	$(\text{number of participants who moved to PH upon exit} / \text{number of participants who exited project}) \times 100$
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	$(\text{number of adult leavers with 1+ sources of non-cash benefits or health insurance} / \text{number who exited the project}) \times 100$
Employment and Income Growth	6. At least 18% of adult participants in RRH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	$(\text{number of adults who gained or increased earned income} + \text{number of adults who gained or increased non-employment cash income}) / \text{number of adults served by the project} \times 100$
Returns to Homelessness	7. RRH projects will have no more than 7% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	$(\text{number of adults who returned to ES, SH, TH, or Outreach within 6 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$
	8. RRH projects will have no more than 12% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	$(\text{number adults who returned to ES, SH, TH, or Outreach within 24 months of exit} / \text{number of adult leavers to permanent housing}) \times 100$



Provision of Homelessness Prevention Assistance and Rapid Re-housing Assistance (NEW)	9. Ohio BoSCoC Homeless Planning Regions will spend no less than 75% of Homeless Crisis Response Program (HCRP) funding on RRH assistance, and no more than 25% of HCRP funding on HP assistance	HCRP expenditures on RRH activities and HP activities

Safe Haven Projects Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Safe Haven (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	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	(number of participants who moved to PH upon exit / number of participants who exited 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 20% of adult participants in SH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	((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 <i>six months</i> of exit	(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 <i>two years</i> of exit	(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	1. At least 90% of participants remain in Permanent Supportive Housing (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 Benefits or Health Insurance	2. 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	3. At least 30% of adult participants in PSH projects will gain or increase employment or non-employment cash income during the reporting period or at exit	((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	4. PSH projects will have no more than 2% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	(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
	5. PSH projects will have no more than 5% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>two years</i> of exit	(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

Ohio BoSCoC System-Level Performance Objectives

Following are the system-level performance objectives for the Ohio BoSCoC. The goals apply to all homeless projects in the CoC, but all reporting will be done at the CoC level.

System-Level Performance Measures		
Indicator	Goal	How Calculated
Length of Time Homeless	1. Persons in the Ohio BoSCoC will have an average length of time homeless in ES, SH, and TH projects combined of no more than 90 days	Average length of time for persons in ES, SH, and TH projects during reporting period
	2. Persons in the Ohio BoSCoC will have a median length of time homeless in ES, SH, and TH projects combined of no more than 90 days	Median length of time for persons in ES, SH, and TH projects during reporting period
Returns to Homelessness	3. The Ohio BoSCoC will have no more than 10% of adults who exited to permanent housing return to ES, SH, TH, or Outreach within <i>six months</i> of exit	(number of persons who returned to ES, SH, TH, or Outreach within 6 months of exit/ number of leavers to permanent housing) X 100
	4. The Ohio BoSCoC will have no more than 20% of adults who exited to permanent housing return to ES, SH, TH, or	(number of persons who returned to ES, SH, TH, or Outreach within 24 months of exit/ number of leavers to permanent housing) X 100



	Outreach within <i>two years</i> of exit	
Exits to or Retention of Permanent Housing	5. At least 75% of participants in Ohio BoSCoC ES, SH, TH, and RRH projects will move into permanent housing at exit	(number of participants who moved to PH upon exit / number of participants who exited projects) X 100
	6. At least 90% of participants remain in Ohio BoSCoC PSH projects 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 projects X 100
Number of Homeless Persons	7. The Ohio BoSCoC will reduce total homelessness by 4% annually	The difference (as a percentage) between the total number of sheltered and unsheltered homeless reported in the most recent annual PIT Count and the total sheltered and unsheltered homeless reported in the previous year's PIT Count
	8. The Ohio BoSCoC will reduce total counts of sheltered homeless in HMIS by 4% annually	The difference (as a percentage) between the number of unduplicated total sheltered homeless persons reported in HMIS and the previous reporting period's count
	9. The Ohio BoSCoC will reduce total homelessness among Veterans by 10% annually	The difference (as a percentage) between the total number of sheltered and unsheltered homeless Veterans reported in the most recent annual PIT Count and the total sheltered and unsheltered homeless Veterans reported in the previous year's PIT Count
	10. The Ohio BoSCoC will reduce total chronic homelessness by 10% annually	The difference (as a percentage) between the total number of sheltered and unsheltered chronically homeless persons reported in the most recent annual PIT Count and the total sheltered and unsheltered chronically homeless reported in the previous year's PIT Count