

# OHIO BALANCE OF STATE CONTINUUM OF CARE

## Quality Improvement Planning & Process

### **Background and Introduction**

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The Ohio Balance of State Continuum of Care (BOSCO) Quality Improvement Plan (QIP) process was introduced in 2010. The BOSCO Outcomes and Performance Committee developed and implemented the process to take an intentional and systematic approach to improving homeless program performance.

The U.S. Department of Housing and Urban Development (HUD) has increasingly emphasized Continuum of Care (CoC) Homeless Assistance Program performance evaluation for purposes of receiving federal funds. Program performance is so critical that HUD has regularly used CoC performance as a primary scoring component for its annual CoC application process. In turn, CoCs, including the BOSCO, have developed program- and community-level quality improvement processes. The QIP process is a key component of the BOSCO's performance improvement efforts.

#### *What is a Quality Improvement Plan?*

A Quality Improvement Plan (QIP) is a grantee developed plan to aid the improvement of program performance. The BOSCO Performance and Outcomes Committee endorses a QIP based on a continuous quality improvement process, which consists of the following Plan, Do, Check and Act (PDCA) steps:

- **Plan** the timeline, activities tools to measure outcomes
- **Do** the work to implement actions and data collection
- **Check** the results and complete a full analysis
- **Act** on items learned and next steps following the analysis

See the blank, sample QIP tool for additional information.

### **Quality Improvement Process Overview**

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#### *Process Overview*

The QIP process begins with the BOSCO Performance and Outcomes Committee reviewing performance of all CoC funded projects. Using criteria described below, the Committee will make determinations about which projects and grantees to target for QIP development. Grantees will be notified of their need to develop a QIP and the performance areas on which their QIP should focus. Once the QIP is developed, grantees will implement the QIP and engage in quarterly monitoring with the Committee (or designated staff) for one year, at which time project grantees and the Committee will evaluate project improvement and make a determination about QIP termination, continuation, or other action.

#### *BOSCO Performance and Outcomes Committee*

The BOSCO Performance and Outcomes Committee is responsible for reviewing program performance, identifying projects that need to develop QIPs, and implementing QIPs along with targeted grantees. COHHIO is responsible for staffing the Performance and Outcomes Committee, and as such has been charged with monitoring and assisting with assessing QIP implementation. However, the full Performance and Outcomes Committee is responsible for project performance review and decision making around targeting QIP development. As the CoC Lead Agency and BOSCO Steering Committee chair, the Ohio Department of Development, Office of Community Development (ODOD) will often be the entity initially

corresponding with QIP-targeted grantees. Any questions or concerns pertaining to the QIP process should be directed to Erica Mulryan, CoC Coordinator, at [coc@cohhio.org](mailto:coc@cohhio.org).

### *Project Selection*

The BOSCO Performance and Outcomes Committee will review the performance of all HUD CoC funded projects annually. The Committee will primarily utilize submitted Annual Performance Reports (APRs) reports as data sources.

The Committee will target for QIP development projects that have not met performance standards for multiple consecutive years and that are performing significantly below standards. Project grantees will be chosen to develop a QIP based on the following issues (prioritized in this order):

- Project currently implementing year one of QIP, but evaluation of progress in the first year indicates that the QIP will not be successfully completed
- Project included in BOSCO Exhibit 1 (CoC Application) for targeted performance improvement for two consecutive years
- Project included in BOSCO Exhibit 1 (CoC Application) for targeted performance improvement in most recent CoC application
- Project did not meet a performance objective for three consecutive years
  - Projects not meeting two objectives are prioritized over projects not meeting one objective
- Project did not meet a performance objective for two years
  - Projects not meeting two objectives are prioritized over projects not meeting one objective
  - If project met the objective in the most recent year, they are not prioritized
- Projects falling below performance objectives by a large percentage will be prioritized over projects that were closer to meeting the objective

### *Performance Measures*

For renewal project evaluation purposes, BOSCO Steering and Performance and Outcomes Committees will consider several performance measures and objectives. The performance measures considered for QIP purposes may vary, although they will typically be grounded in HUD CoC performance requirements and ODOD Homeless Assistance Grant Program requirements. To date the Performance and Outcomes Committee has focused primarily on HUD performance measures; these measure are identified below with an asterisk.

Following are the performance measures and objectives on which BOSCO projects are most commonly evaluated:

- Percentage of Homeless Persons in Permanent Supportive Housing for at Least 6 Months\*
- Percentage of Homeless Persons Moving from Transitional Housing to Permanent Housing\*
- Percentage of Persons Employed at Program Exit\*
- Individual Bed Utilization
- Family Bed Utilization
- Percentage of Homeless Persons Discharged from Program with No Income/Benefits

As needed, grantees may be required to develop QIPs to help in the resolution of critical program issues that are not performance related. Such issues may include developing a plan to implement HMIS or developing a plan to ensure program operations have started in accordance with HUD requirements.

### *Notification of Required QIP Development*

The BOSCO Performance and Outcomes Committee and/or ODOD will contact grantee and sponsor organizations to inform them of their identification as a targeted project for a QIP and next steps. The Committee and ODOD will rely on most recent Exhibit 2s (CoC project applications) for updated grantee and sponsor contact information.

## **Development and Implementation of QIP**

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### *QIP Development: The Basics*

QIP targeted grantees will be informed of areas needing specific improvement and will be provided the QIP tool and instructions for completing the tool. Grantees must develop a QIP that addresses every identified performance concern. Grantees will also be given the opportunity to receive individualized technical assistance from COHHIO staff as they begin developing their QIPs.

For targeted grantees, QIPs must address all issues of concern noted, the QIP tool must be fully completed, and grantees must adhere to all timelines and goal dates outlined in QIP correspondence.

### *QIP Duration*

Grantees must develop QIPs that are one-year in length, unless otherwise noted. For example, if the start date of QIP implementation is July 1, then proposed QIP termination should be July 1 of the following year.

### *QIP Quarterly Monitoring*

Targeted grantees will also be required to participate in at least quarterly monitoring of QIP implementation and program improvement with the BOSCO Performance and Outcomes Committee (or designated staff). Quarterly monitoring will generally take place via conference call with grantee staff and Committee staff, and will cover both progress in implementation of activities outlined in the QIP and progress in improving performance of targeted issue. See the *QIP Monitoring and Evaluation* section below for more details on expectations related to quarterly monitoring.

### *Terminating or Continuing a QIP*

The BOSCO Performance and Outcomes Committee will evaluate the extent to which QIP grantees improved performance on targeted areas over the course of the year of QIP implementation. If the Committee determines that a grantee has sufficiently improved in the area of concern, based on quarterly monitoring and APRs then the grantee will be notified of the termination of the QIP and no further action will be needed.

If the Committee determines that a grantee has not made adequate improvement during the QIP process, then the grantee may be required to complete another year of QIP implementation. A continuing QIP may involve revision of the QIP developed by the grantee and/or changes to the monitoring process.

## **QIP Monitoring and Evaluation**

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### *Quarterly Monitoring and Reporting Expectations*

Targeted grantees will be required to participate in quarterly monitoring discussions regarding QIP progress and program improvement. In these discussions grantees will be expected to report, at minimum, on the following items:

- Progress in implementing each activity identified in the QIP
  - Assure QIP activities are implemented/completed

- If activity not fully implemented/completed, then grantee must be able to report on status of implementation, expected completion dates, etc.
- Progress in meeting stated QIP performance goal
  - Assure QIP performance goal is met
    - For example, if a grantee's QIP goal was to have 80% of Permanent Supportive Housing (PSH) residents maintain their housing for at least six months, then the grantee will be expected to report on the percentage of residents maintaining housing at each quarterly monitoring.
  - If QIP goal not met, then grantee must be able to report on status of implementation, expected completion dates, etc.
  - If QIP goal not met, then grantee may be informed that QIP will continue for additional year
- Progress in assuring that the data obtained through the QIP is accurate, thorough, and analyzed
  - Assure quality data is obtained
- Progress in reporting trends and findings from the QIP
  - Assure trends and findings are noted
- Progress in prioritizing issues that need further review and consideration
  - Assure that issues are prioritized
- Progress in identifying educational needs
  - Assure that staff educational needs are met

#### *Determining Success or Failure of QIP*

The BOSCO Performance and Outcomes Committee will evaluate grantee's progress in meeting the QIP goals identified to determine if grantee has successfully implemented QIP and if the QIP can be terminated. If all identified QIP goals have been achieved, then the QIP will most likely be terminated upon completion of the one-year QIP period. Achievement of QIP goals is not necessarily the only condition that could lead to successful QIP termination. Grantees who can clearly demonstrate significant progress towards meeting their goals, and who have fully and successfully implemented all QIP activities and participated in quarterly monitoring, may also have their QIPs successfully terminated.

In general, the success of a QIP process (and, ultimately, its termination) will be determined based on the following:

- Grantee participated in the required QIP process
- Grantee fully implemented identified QIP activities
- Grantee participated in quarterly monitoring and provided sufficient status updates on QIP implementation and progress on program improvement
- Grantee made significant progress on and/or met their QIP goals

Grantees who have not met their QIP goals, have made only slight (or no) progress in their areas targeted for improvement, or have not fully implemented all the activities identified in their QIP may be required to continue their QIP for another year. Continuing a QIP may also involve revising the plan or increasing frequency of monitoring. As the second QIP termination date nears, the grantee will be evaluated again on the extent to which they were successful on the items identified above. If the BOSCO Performance and Outcomes Committee determines that the grantee successfully completed their QIP, then the QIP will be terminated and no further action will be needed. If the Committee determines that their QIP failed for a second consecutive year, then the grantee may be required to develop a QIP for a third year or may be at risk of losing renewal HUD CoC funding.

Grantees who do not develop required QIPs or do not participate in quarterly monitoring will be considered to have failed in their QIP. These grantees will either be required to develop a QIP for a consecutive year or will be at risk for not being included in the BOSCOG consolidated application for HUD CoC funding.

### **Impact of QIP on Annual CoC Application**

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#### *Renewal CoC Applications*

Grantees with a current first-year QIP in place at the time of the annual HUD CoC application process will have points deducted from their renewal applications for any QIP-targeted projects. If renewal projects are not scored as part of the annual CoC application process, then first-year QIP grantees will likely not be impacted.

Grantees in their second year of a QIP at the time of the annual HUD CoC application process will have additional points deducted from their renewal applications for any QIP-targeted projects. Grantees' ability to apply for renewal funding in subsequent years will likely depend on their progress in implementing the second year of the QIP and improving program performance.

#### *New CoC Applications*

Grantees with a current first-year QIP in place are permitted to submit a new CoC project application. However, new project applications will be scored, in part, on the applicant's required QIP participation, implementation, and program improvement. More specifically, if a first-year QIP grantee is showing significant improvement and is on track to implement all QIP activities and achieve all QIP goals, then their new project application may score well and be included in the BOSCOG HUD CoC application. On the other hand, if a grantee has been resisting QIP participation, is not implementing activities according to their timeline, and is not showing improvement, then their new application will likely not score high enough for BOSCOG HUD CoC application inclusion.

Grantees in their second year of a QIP will *NOT* be permitted to submit an application for a new CoC project.