July 7 2021
TAEH-SSHA Service Planning Forum

Telling effective stories to end homelessness using data and results-based accountability

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TORONTO

Agenda

1. Introduction to results-based accountability (RBA)
2. RBA and you – *breakout groups*
3. Community role in contributing to system-level outcomes
4. Connecting RBA outcomes to system-level data
5. System-level data and you – *breakout groups*
6. Community data presentations

Why use Results-Based Accountability?

- To improve performance.
- To help tell the story of our program to stakeholders (and ourselves).
- To help tell a shared story of our collective impact.

What is results-based accountability?

2. kinds of accountability

3. kinds of performance measures

7. questions to help you “turn the curve”

More resources available at http://raguide.org/

Results Accountability

is made up of two parts

- Population Accountability
  about the well-being of WHOLE POPULATIONS
- For Communities – Cities – Provinces- Nations

- Performance Accountability
  about the well-being of CLIENT POPULATIONS
- For Programs – Agencies – and Service Systems

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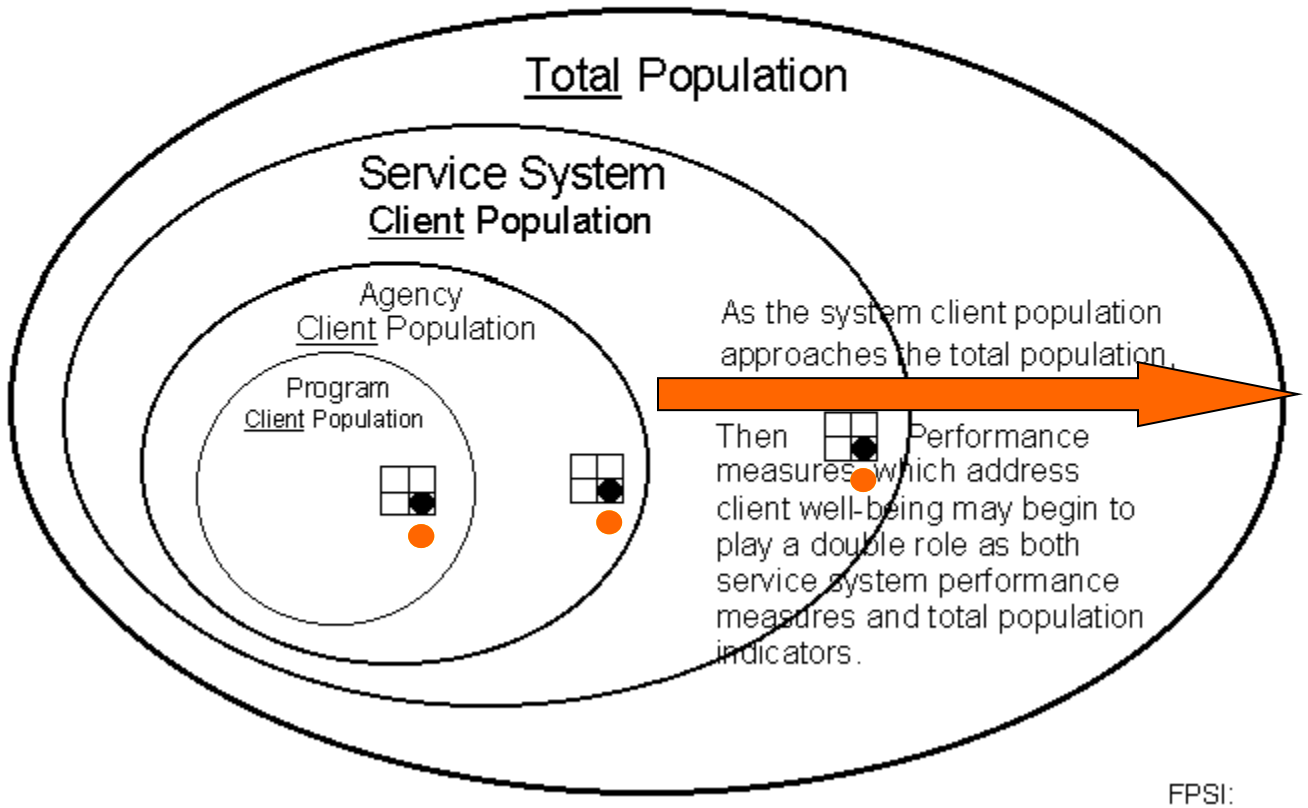
RBB201

An Advanced View
of the Relationship Between
Indicators and Performance Measures



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Definitions

Population

RESULT or OUTCOME

A condition of well-being for children, adults, families or communities.

Children born healthy,
Children ready for school,
Safe communities,
Clean Environment,
Prosperous Economy

INDICATOR or BENCHMARK

A measure which helps quantify the achievement of a result.

Rate of low-birthweight babies,
Percent ready at K entry,
crime rate,
air quality index,
unemployment rate

Performance

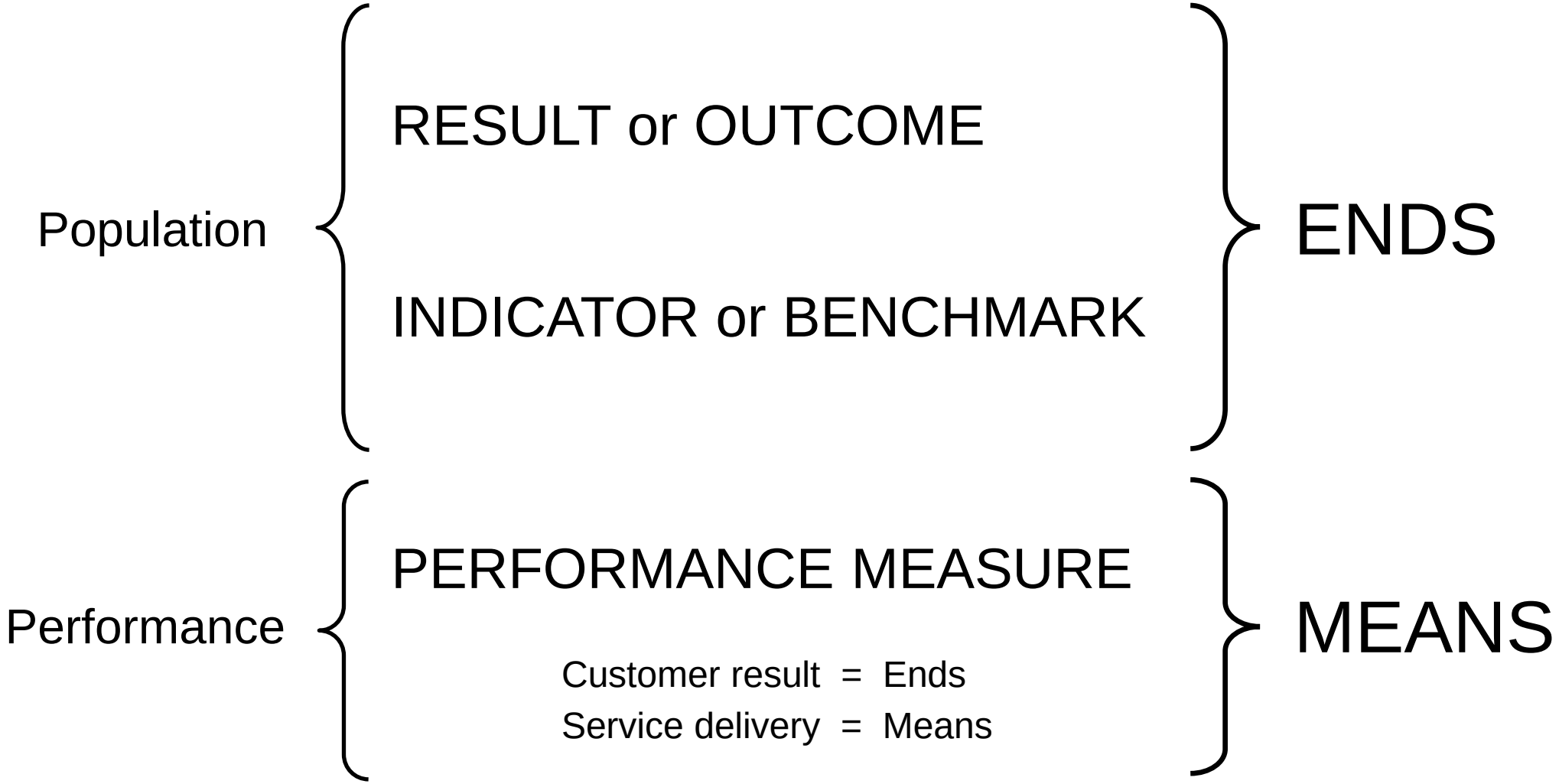
PERFORMANCE MEASURE

A measure of how well a program, agency or service system is working.

Three Types of Measures:
1. How much did we do?
2. How well did we do it?
3. Is anyone better off?

↳ Customer Results

From Ends to Means
From Talk to Action



Shelter, Support & Housing Administration

Divisional Outcome Statements

- People experiencing homelessness in Toronto have access to safe, high quality emergency shelter
- People are provided housing-focussed supports that ensure homelessness is rare, brief and non-recurring
- Low-income households have access to housing benefit programs that provide affordability and stability

Criteria for Choosing Indicators

Communication Power

Does the indicator communicate to a broad range of audiences?

Proxy Power

Does the indicator say something of central importance about the result?

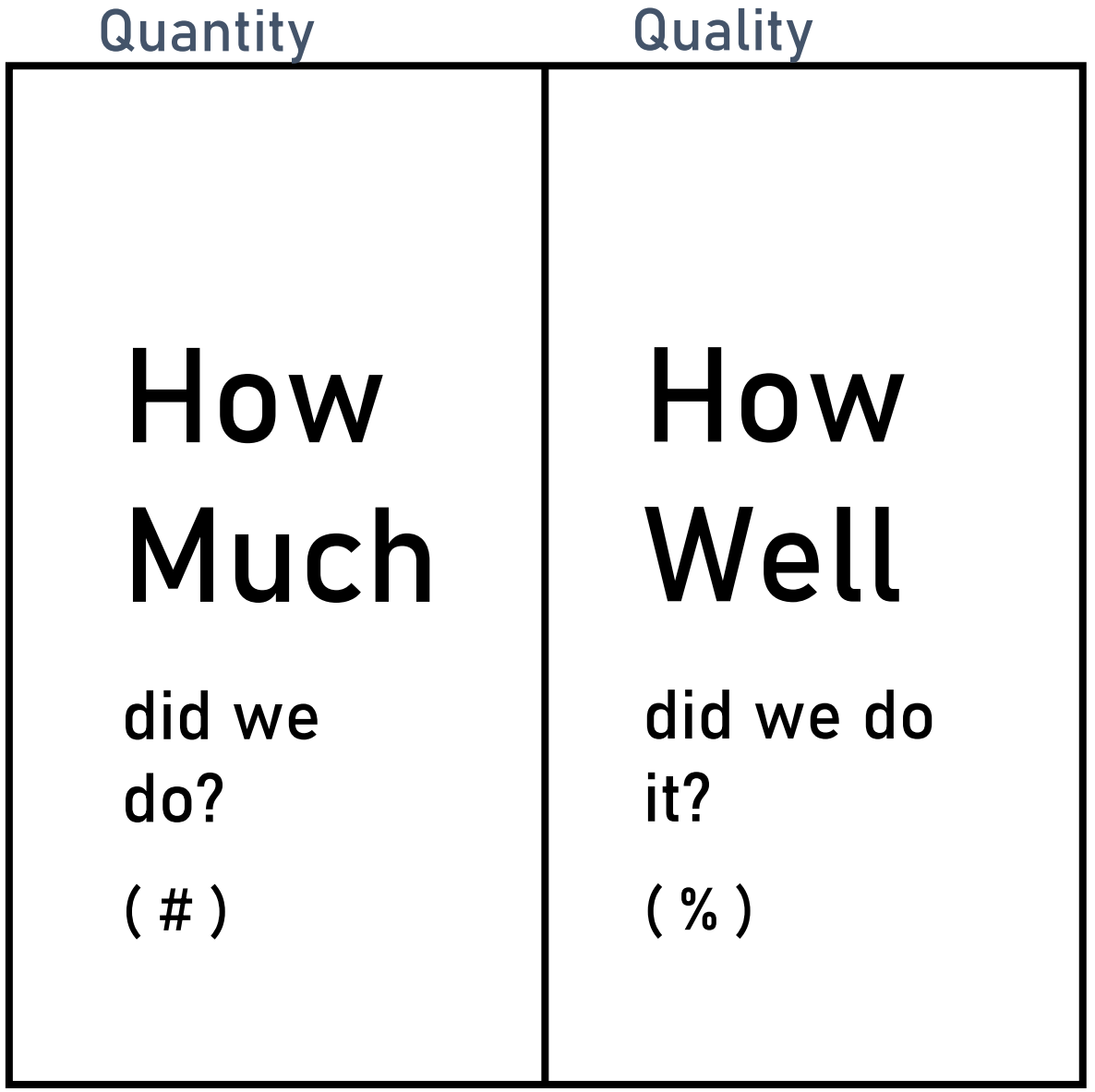
Do the trends in the indicator match those of most indicators?

Data Power

Quality data available on a timely basis.

“All performance measures that have ever existed for any program in the history of the universe involve answering two sets of interlocking questions.”

Performance Measures



Performance Measures

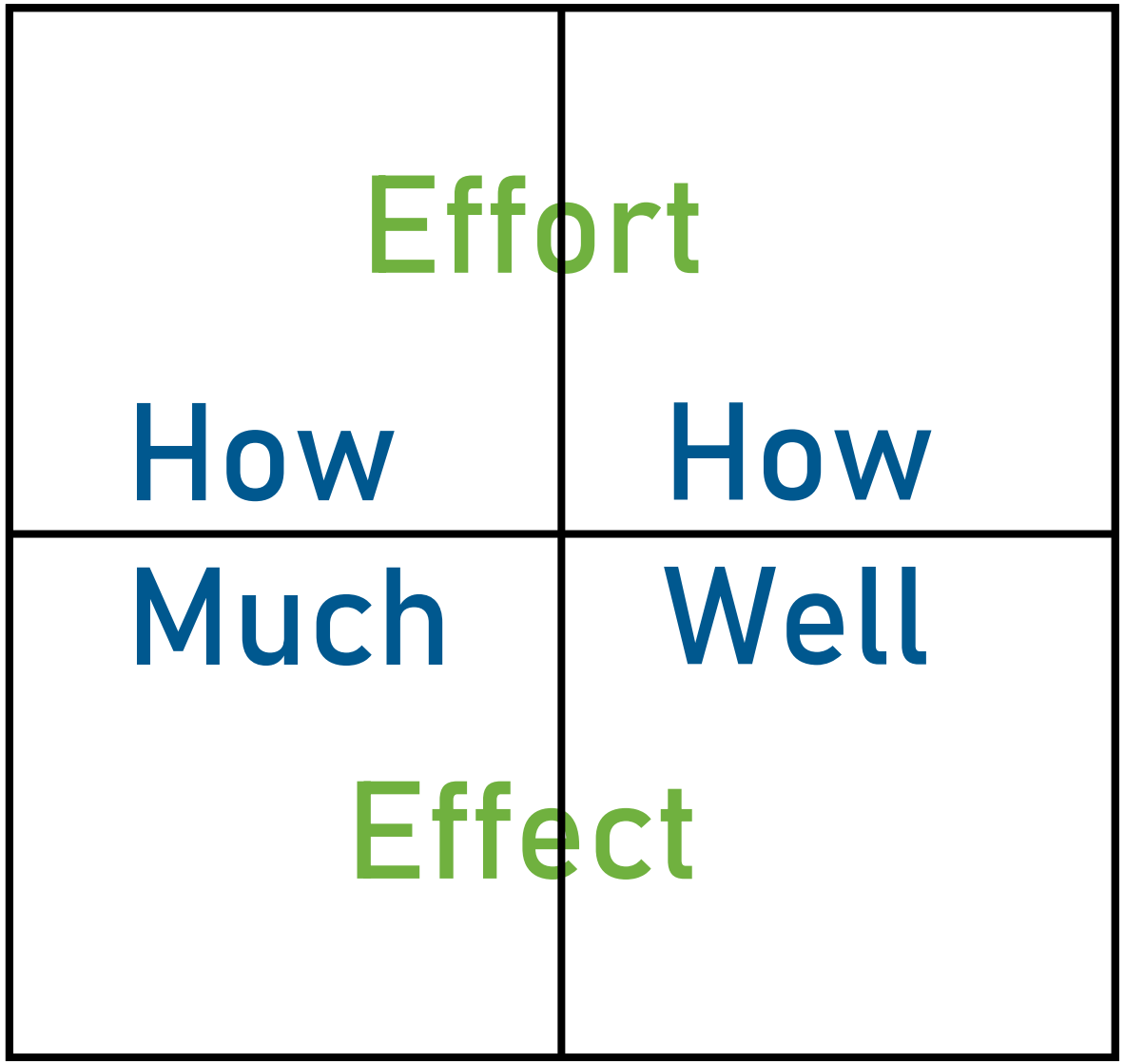
Effort

How hard did we try?

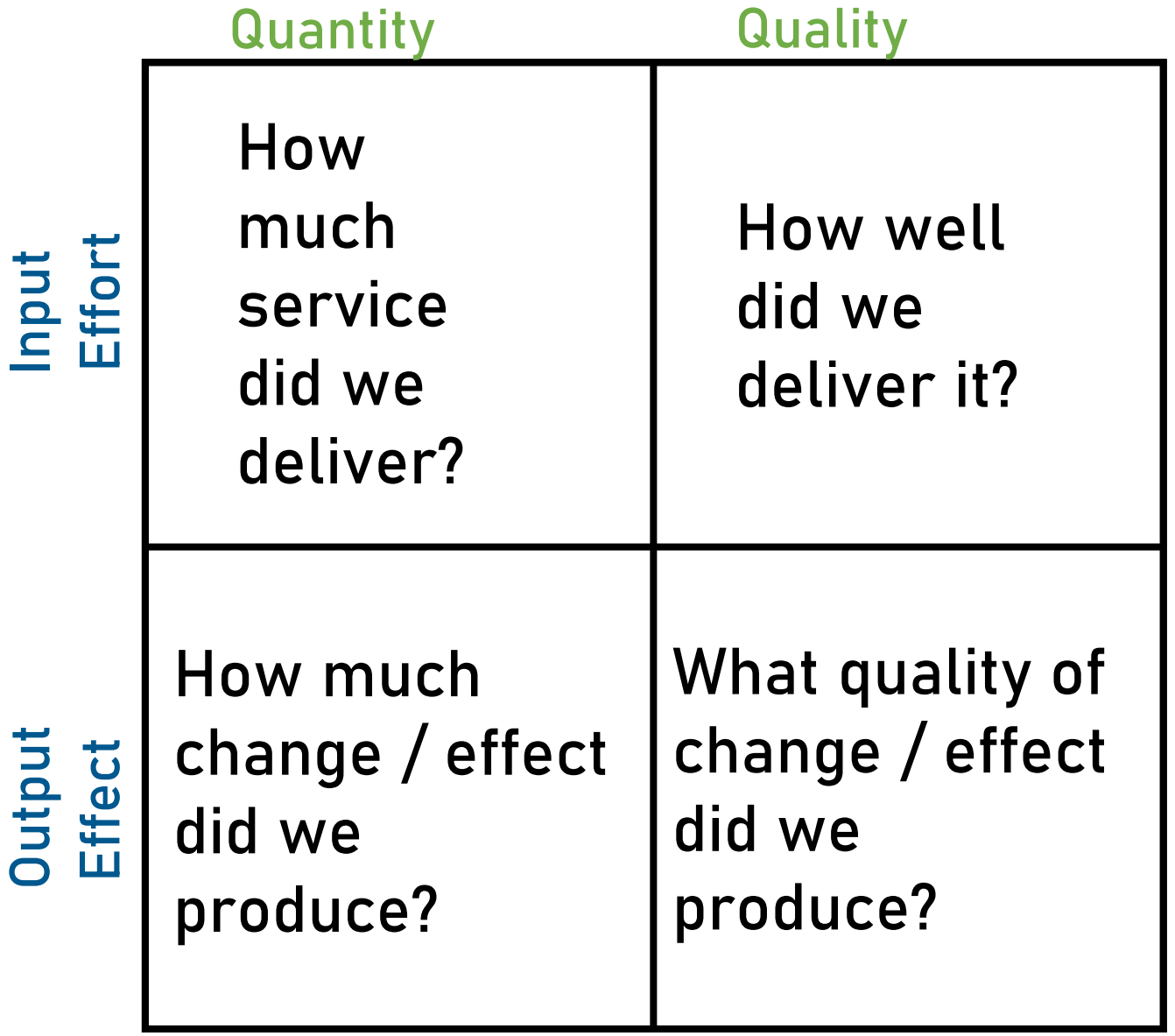
Effect

Is anyone better off?

Performance Measures



Performance Measures



THE LINKAGE between POPULATION and PERFORMANCE

POPULATION ACCOUNTABILITY

POPULATION RESULTS

Healthy Births

Rate of low birth-weight babies

Stable Families

Rate of child abuse and neglect

Children Succeeding in School

Percent graduating from high school on time

PERFORMANCE ACCOUNTABILITY

Child Welfare Program

# of investigations completed	% completed within 24 hrs of report
# repeat Abuse/Neglect	% repeat Abuse/Neglect CUSTOMER RESULTS

Contribution relationship

Alignment of measures

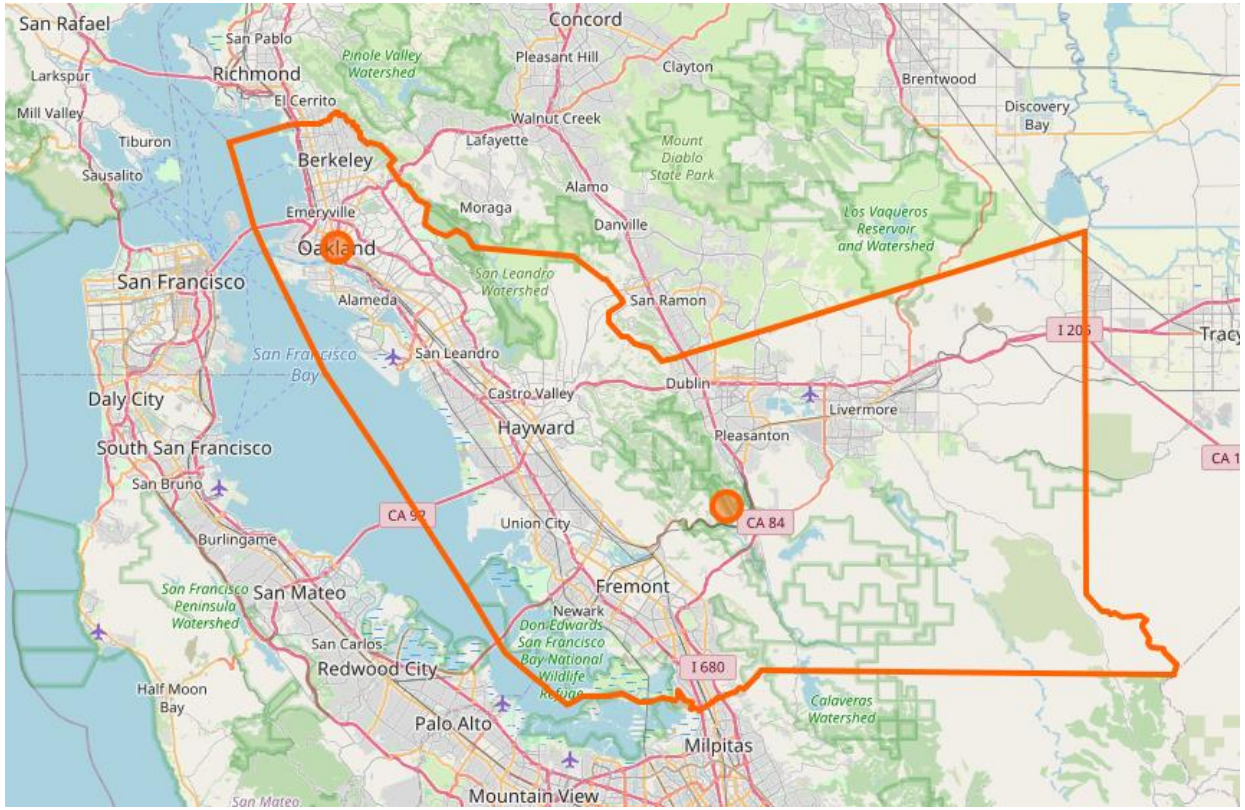
Appropriate responsibility

RBA example in a housing & homelessness services context: EveryOne Home in Alameda County, USA

EveryOneHome

- Producing an RBA scorecard every year for the last 4 years

https://everyonehome.org/about/committees/results-based-accountability-committee/



https://www.openstreetmap.org/relation/396499

EveryOne Home RBA Committee

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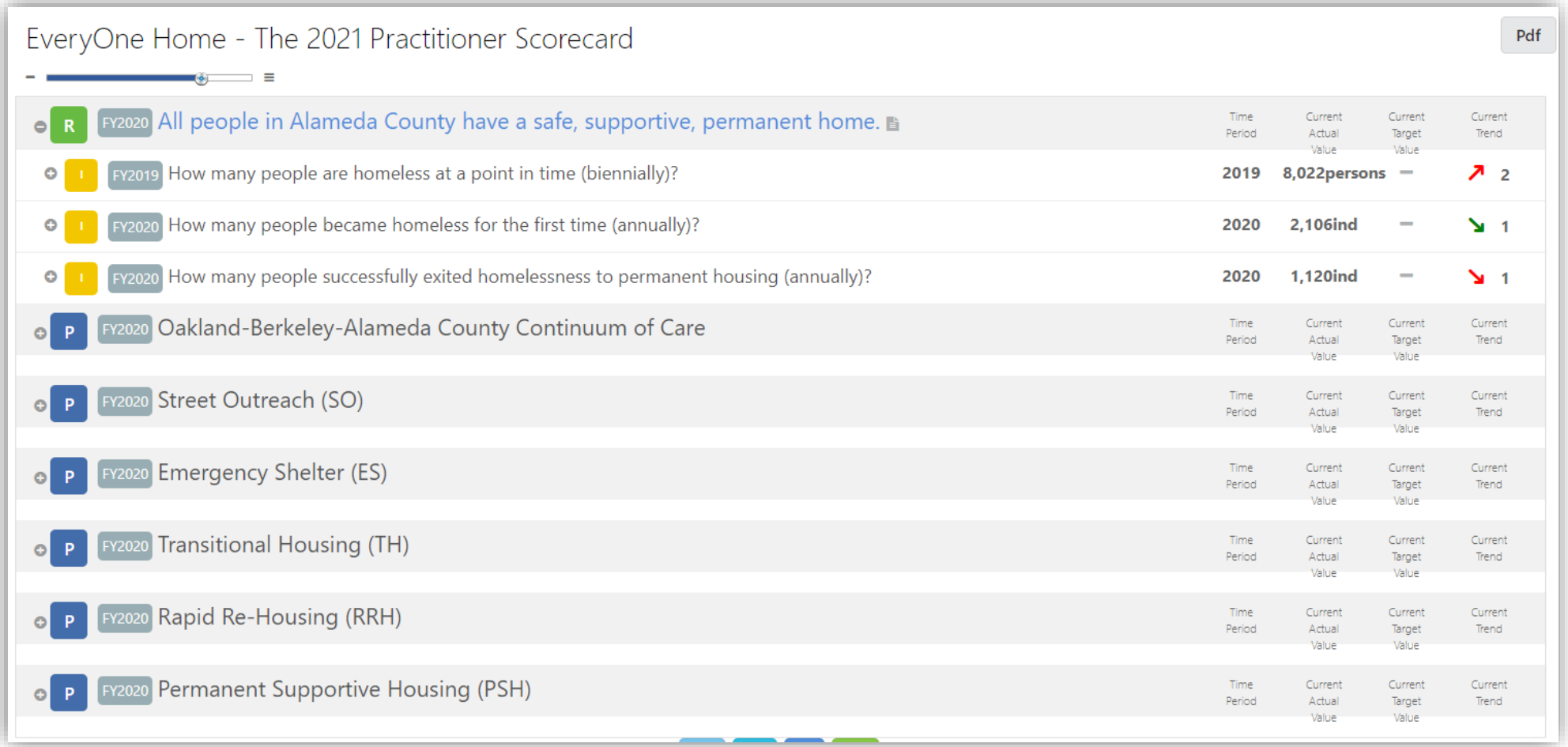

Link to 2021 Practitioner Scorecard

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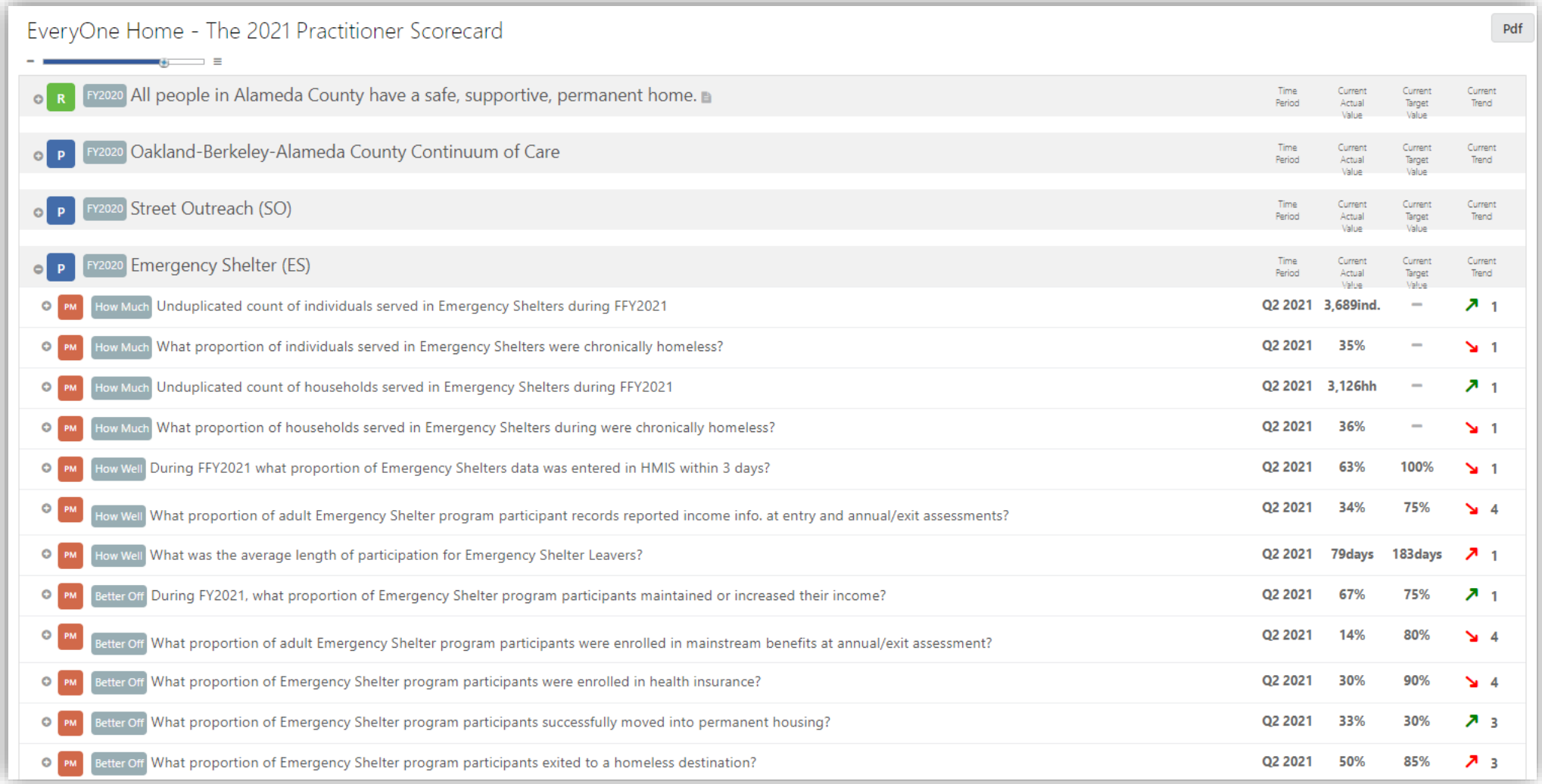


EveryOne Home - The 2021 Practitioner Scorecard

Pdf

			Time Period	Current Actual Value	Current Target Value	Current Trend
R	FY2020	All people in Alameda County have a safe, supportive, permanent home.				
P	FY2020	Oakland-Berkeley-Alameda County Continuum of Care				
P	FY2020	Street Outreach (SO)				
P	FY2020	Emergency Shelter (ES)				
PM	How Much	Unduplicated count of individuals served in Emergency Shelters during FFY2021	Q2 2021	3,689ind.	—	↗ 1
PM	How Much	What proportion of individuals served in Emergency Shelters were chronically homeless?	Q2 2021	35%	—	↘ 1
PM	How Much	Unduplicated count of households served in Emergency Shelters during FFY2021	Q2 2021	3,126hh	—	↗ 1
PM	How Much	What proportion of households served in Emergency Shelters during were chronically homeless?	Q2 2021	36%	—	↘ 1
PM	How Well	During FFY2021 what proportion of Emergency Shelters data was entered in HMIS within 3 days?	Q2 2021	63%	100%	↘ 1
PM	How Well	What proportion of adult Emergency Shelter program participant records reported income info. at entry and annual/exit assessments?	Q2 2021	34%	75%	↘ 4
PM	How Well	What was the average length of participation for Emergency Shelter Leavers?	Q2 2021	79days	183days	↗ 1
PM	Better Off	During FY2021, what proportion of Emergency Shelter program participants maintained or increased their income?	Q2 2021	67%	75%	↗ 1
PM	Better Off	What proportion of adult Emergency Shelter program participants were enrolled in mainstream benefits at annual/exit assessment?	Q2 2021	14%	80%	↘ 4
PM	Better Off	What proportion of Emergency Shelter program participants were enrolled in health insurance?	Q2 2021	30%	90%	↘ 4
PM	Better Off	What proportion of Emergency Shelter program participants successfully moved into permanent housing?	Q2 2021	33%	30%	↗ 3
PM	Better Off	What proportion of Emergency Shelter program participants exited to a homeless destination?	Q2 2021	50%	85%	↗ 3

The 7 Performance Accountability Questions

For programs, agencies, and service systems

1. Who are our customers?
2. How can we measure if our customers are better off?
3. How can we measure if we are delivering service well?
4. How are we doing on the most important of these measures?
5. Who are the partners that have a role to play in doing better?
6. What works, what could work to do better?
7. What do we propose to do?

RBA and you

In breakout groups, discuss the ways you currently measure, or would like to measure:

How much your agency/program does?

How well your agency/program does it?

How do you know the people you serve are better off?

RBA and you

Share back

What did you learn in your discussion?

People are provided housing-focussed supports that ensure homelessness is rare, brief, and non-recurring

Why the outcome statement of making *homelessness rare, brief, and non-recurring* is important for TAEH

It is our vision and mission: If we are not working towards this outcome, we are not working to end homelessness.

Committing to this outcome means making sure that all we do helps us:

- Prevent homelessness (**RARE**)
- Support people in finding housing again quickly (**BRIEF**)
- Deliver services and build a system that ensures that people do not experience homelessness again (**NON-RECURRING**)

Why the outcome statement of making *homelessness rare, brief, and non-recurring* is important for TAEH

Language is important and this statement's adoption is worth celebrating:

- The Housing TO 2020-2030 Action Plan is the first time this vision was articulated by the City of Toronto
- Enshrined in the updated Toronto Housing For All Charter
- SSHA prioritized it in their new 5-year service plan

But, we need to do so much more than just talk about it…

Why the outcome statement of making *homelessness rare, brief, and non-recurring* is important for TAEH

We need to use outcome statements to design the RBA data strategies discussed today to actually reach them.

And to know if we are doing the right things, and have the right resources, to do so!

Why the outcome statement of making *homelessness rare, brief, and non-recurring* is important for TAEH

Baseline - If we don't know where we are starting from, we won't ever know if we are going anywhere

- Important for both systems performance and individual performance

Measures - How much did we do? How well did we do it? Is anyone better off?

Quality – timely data so we can see progress - or the lack thereof - on a regular and frequent basis.

Understanding our own role and power to make change

- How what we do is our contribution to what we and our partners are trying to do across Toronto

Why the outcome statement of making *homelessness rare, brief, and non-recurring* is important for TAEH

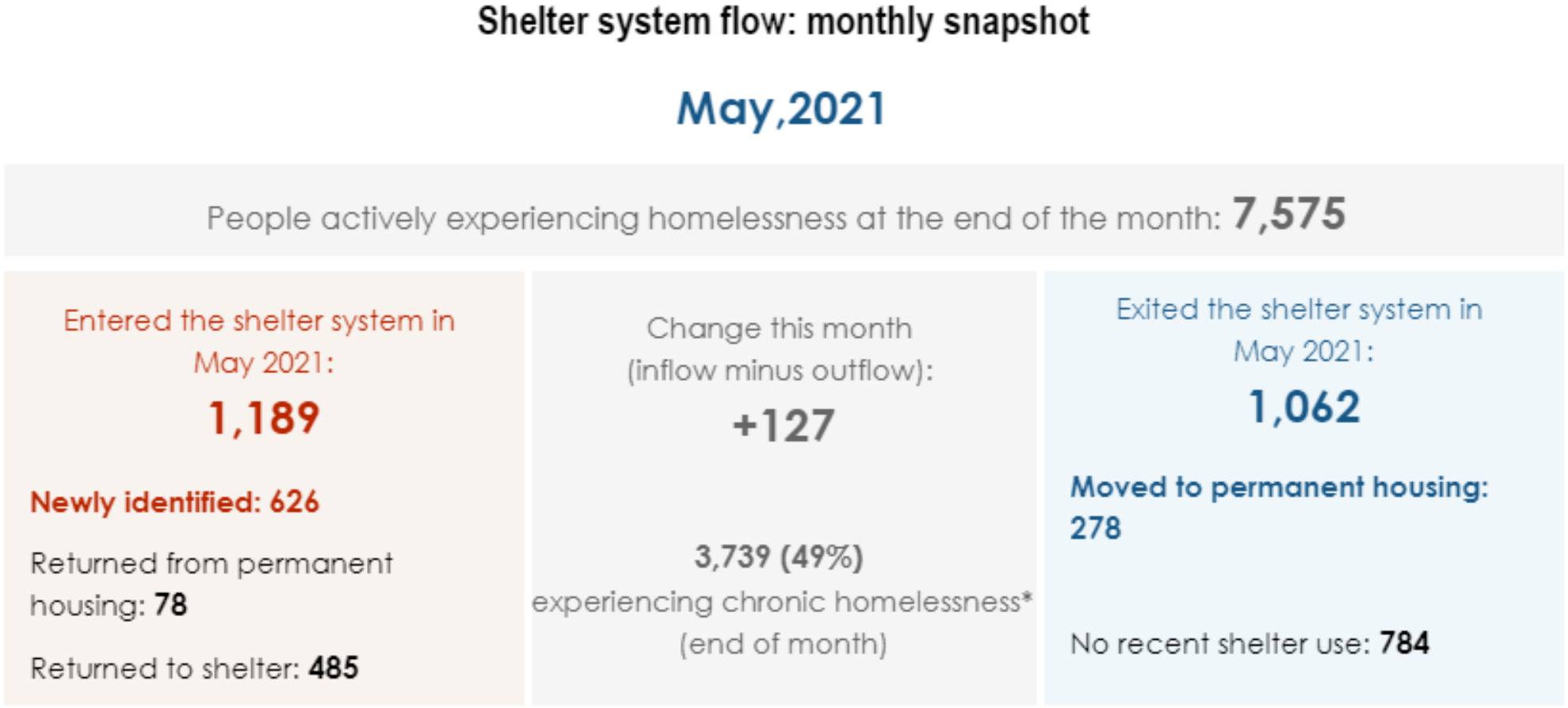
"This allows us to think about **how our work is aligned with what we are trying to accomplish** across the community.

It allows us to think about **how the measures we use at the program level relate to those at the population level**.

And it allows us to **avoid the trap of holding programs responsible for population level change**.

We can hold program responsible for what they do for their clients. **We must hold ourselves, across the community, responsible for the well being of the population**."

Using system-level data to measure “rare, brief, and non-recurring”



Shelter system flow: monthly snapshot

May,2021

Rare

People actively experiencing homelessness at the end of the month: **7,575**

Entered the shelter system in May 2021:

1,189

Newly identified: 626

Returned from permanent housing: **78**

Returned to shelter: **485**

Change this month (inflow minus outflow):

+127

3,739 (49%)
experiencing chronic homelessness*
(end of month)

Exited the shelter system in May 2021:

1,062

Moved to permanent housing: 278

No recent shelter use: **784**

*Chronic homelessness refers to people who meet one of the following criteria as per the federal definition of chronic homelessness. The person has recorded a minimum of 180 overnight stay in the past year (365 days); or the person has recurrent overnight stays over the past three years with a cumulative duration of at least 546 nights.

Rare

Total number of people actively experiencing homelessness (who use shelter services)

- People who have used the shelter system at least one time in the past three months and did not move to permanent housing.

Data considerations

- This number does not include people who are sleeping exclusively outdoors
- If someone moved to permanent housing, but their discharge disposition does not reflect this, they will still show as ‘active’ for three months
- Some people currently show as ‘active’ when their discharge disposition is to hospital or incarceration
  - These people don’t need shelter, but they do require housing and therefore they are still considered active

Rare

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Rare

Newly identified

- People who entered the shelter system for the first time.

Data considerations

- If someone enters shelter and a new file is created for them, even if they have an existing one, they will show as ‘newly identified’
- It’s important to always check if someone already has a file in SMIS
- When duplicate files are found, you can request for them to be merged by contacting the SMIS Access Manager at your site
- Currently around 36 file merges occur in SMIS every month

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Brief

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Brief

% of people experiencing chronic homelessness

- People who meet one of the two following criteria, as per the federal definition of chronic homelessness.
  - The person has recorded a minimum of 180 overnight stays in the past year (365 days); or
  - the person has recurrent overnight stays over the past three years with a cumulative duration of at least 546 nights

Data considerations

- Duplicate files split the total number of nights someone has recorded in SMIS and they may not be reflected as chronic
- Experiences of homelessness outside of the shelter system are not currently reflected in this data

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Brief

Moved to permanent housing

- People who were using the shelter system and have moved to permanent housing.

Data considerations

- People whose discharge disposition is not recorded accurately as permanently housed will not be reflected here
- There is a 14 day editing window to update the discharge disposition if you learn that someone moved to permanent housing
- *Housing Providers!* You can help by ensuring that homelessness service providers know when someone moves into housing (with appropriate consents in place) so they can update the discharge

Shelter system flow: monthly snapshot

May,2021

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Non-recurring

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Non-recurring

Returned from Permanent Housing

- People who previously used the shelter system, then moved to permanent housing, and have now returned.

Data considerations

- If someone wasn’t recorded as permanently housed when they left, they will not be reflected here
- Critical to understand this group as they are key candidates to quickly move back to housing

System-level outcomes and you

In breakout groups, discuss one or more of the following questions:

- How do you see your work is reflected in the system-level data?
- How do you contribute to making homelessness rare, brief, and non-recurring?
- What work do you do that you do not see reflected in the data?
- What steps can you take to contribute to improving data quality?

System-level outcomes and you

Share back

Community presentations