Performance Analysis & Improvement Toolkit

Table of Contents

Introduction

This toolkit is designed to support Continuums of Care (CoCs) to become more outcome-oriented and data-informed. It is centered around the *Performance Analysis and Improvement Process*, which helps CoCs move data into action through a cycle of analyzing performance, identifying contributing factors, designing improvement strategies, and evaluating impact within a continuous quality improvement framework.

Figure 1: Performance Analysis and Improvement Process
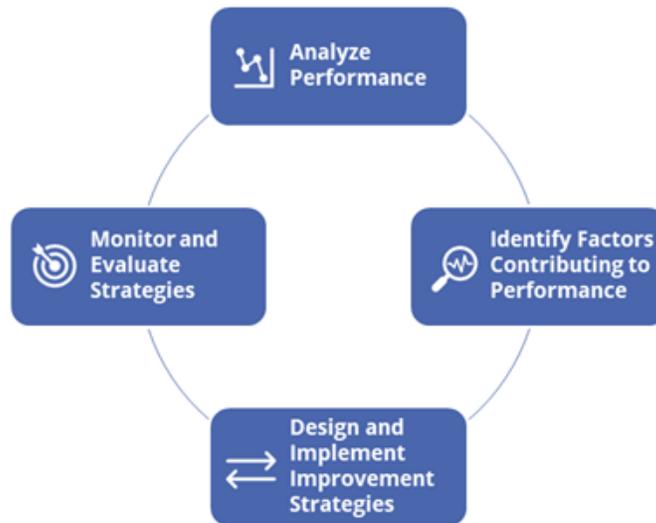
How to Use this Toolkit

This toolkit is for CoC leads and other key stakeholders charged with monitoring and improving system performance. The techniques discussed in this toolkit can be applied by any CoC, regardless of its data analytics capacity or data quality. While CoCs are encouraged to continuously improve in these areas so data analysis becomes more precise, the toolkit shares ways of gathering information and designing improvement strategies that CoCs can immediately implement without perfect data.

The toolkit is organized in two sections, with worksheets and tools included in the appendix (pg. 26):

- **Section 1:** Performance Analysis and Improvement Process (pg. 4)
- **Section 2:** Case Study of Anytown CoC's *Performance Analysis and Improvement Process* (pg. 16)

Performance Analysis & Improvement Process

This section provides an overview of the *Performance Analysis and Improvement Process*. It is organized under four steps:

- **Step 1:** Analyze System Performance
- **Step 2:** Identify Factors Contributing to System Performance Results
- **Step 3:** Design and Implement Improvement Strategies
- **Step 4:** Monitor and Evaluate Strategies

Getting Started

The *Performance Analysis and Improvement Process* begins with identifying and organizing a work group that will lead data analysis and implementation.

Assemble a Performance Work Group

Consider who will mobilize and champion the *Performance Analysis and Improvement Process*. There may be an existing leadership group, such as a CoC performance subcommittee, that is appropriate to drive this effort. If there is not an existing group, consider various stakeholders and cross-sector partners who are familiar with the system, such as managers, staff, people who have experienced homelessness, and board members. This group will serve as the leadership body that is responsible and accountable for each step of the process. The group should include members who can make decisions on resource allocation and community policy to implement the strategies developed during this process. A diverse stakeholder group representing people of different backgrounds and touch points to the homeless service system will help center equity throughout your performance improvement process.

Responsibilities include:

- Reviewing and interpreting performance data.
- Reviewing outcomes and developing improvement plans.
- Leading design, implementation, and evaluation of performance improvement strategies.
- Communicating performance data back to providers and securing their support for change.

Untapped Expertise: Incorporating People with Lived Experience

When developing your improvement process, it is critical that you partner with a diverse range of local stakeholders to ensure your strategies are rooted in equity-based decisions. There are various population groups that are either disproportionately impacted by homelessness or facing elevated risks. People belonging to these populations, and the organizations that work with them, are well positioned to lead communities devising culturally responsive housing solutions. Population groups to consider when building your team include:

- Black, Asian, Latinx, Pacific Islanders, and indigenous populations.
- People who identify as LGBTQ and transgender and gender-expansive people.
- People living with disabilities.
- People with experience with the criminal justice system.
- People with lived experience with homelessness.

Your CoC may have existing relationships with individuals with lived experience through the CoC board or other committees. These individuals can be brought into the improvement planning process in addition to developing new relationships with those impacted by your improvement strategy. It is important to compensate these individuals for their time and contributions to your improvement planning process.

Secure Buy-In for the Performance Improvement Process

Shared vision between leaders is a critical component of organizational change. Having mutually beneficial, agreed-upon goals will help motivate the leadership group to problem-solve and strengthen its focus on improvements. When partners are invested in outcomes, they are more willing to dedicate time and resources to the effort. This includes investment in continuous quality improvement.

Tips: Targeted Universalism

Communities should analyze data and develop strategies with the framework of _targeted universalism_. Targeted universalism means setting universal goals for all people experiencing homelessness. The strategies developed to achieve those goals are targeted based upon how different groups are currently served and impacted by homelessness.

This framework will help ensure equitable outcomes in your system, directing improvement strategies to the areas and populations where additional targeting is needed.

Step 1: Analyze System Performance

The first step is analyzing system performance. Gather existing reports to surface and prioritize key components of the system on which to focus—either those that are performing well and should be replicated or components that are not achieving positive outcomes and present opportunities for improvement.

Step 1: Checklist

- ☐ _Analyze system performance_
- ☐ _Note your observations_
- ☐ _Prioritize improvement areas_

Why analyze performance?

- ✓ _Understand how well your homelessness services system is currently serving people_
- ✓ _Understand if different groups of people are being served equitably_
- ✓ _Identify areas for improvement_
- ✓ _Determine funding priorities_
- ✓ _Demonstrate the need for new resources_

1.1 Analyze System Performance

Start with analyzing HUD's primary system performance measures—days homeless, exits to permanent destinations, and returns to homelessness—which together signal how efficiently and effectively the system is functioning. Use Stella Performance (Stella P) to break down these measures by different subpopulations (e.g., race) and household types (e.g., families and single adults). Consider the following types of analysis to understand performance and identify outcome disparities that could signal components of the system that need to be improved.

- ✓ **Trends**: Is performance staying the same, improving, or getting worse over time?
- ✓ **Comparisons**: Do certain groups achieve better or worse outcomes than others? For example, are white clients being referred and housed at higher rates than Black, Indigenous, and people of color (BIPOC)?
- ✓ **Monitoring**: To what extent is the CoC achieving its performance goals/targets? Why?
- ✓ **Impact:** Which system components or pathways have the greatest impact on overall performance?
- ✓ **Data Quality**: Are these results influenced by data quality issues?

Determine specific questions to guide your analysis at each level. See sample questions in the table below.

Table 1: Types of Performance Analysis and Data Sources

Levels	Sample Analysis Questions	Data Sources
System-Level	Is overall performance improving, staying the same, or getting worse?	Stella P, SPMs
Household-Level	Are certain household types achieving relatively better or worse outcomes?	Stella P
Pathway-Level	Which pathways have the greatest impact on overall performance?	Stella P
Population-Level	Are certain subpopulations (i.e., race/ethnic groups) achieving better or worse outcomes than others?	Stella P, local reports

Tips

- *Don't look at performance measures in isolation! They're meant to be looked at together for a complete picture of performance.*

- *Start with Stella P—but don't stop there! Consider other data sources to help understand how your system is performing, such as coordinated entry data and information from non-Homeless Management Information System (HMIS) participating projects.*

An example of how a community analyzed data is included in Section Two and see the Analyze System Performance Worksheet in the Appendix to help you organize the analysis.

1.2 Prioritize Improvement Areas

An important part of improving your system is deciding on which components to work. The Performance Work Group should collaborate to review initial findings and prioritize where to focus improvement strategies. An example of how a CoC prioritized improvement areas is included in Section Two.

To prioritize areas for improvement, think about:

- **Impact:*** Which system components have the greatest negative impact on overall system performance?
- **Equity:** Is the system serving all racial and ethnic population groups effectively? Are there disparities in outcomes for different populations?
- **CoC Performance Targets:** Is the CoC achieving its performance goals? If not, where are the problem areas?
- **CoC Priorities:** Which areas align with local priorities and strategic plans to end homelessness?

*Stella P provides pathway performance insights to help CoCs focus on pathways that have the greatest negative impact. Considering both the performance of the pathway and the number of households that used the pathway, performance insights use "impact scores" to represent how much that pathway is contributing to overall performance on that measure for the whole system. For more information about Stella P insights, see the Stella P Insights and Action Steps Guides.

Note: If you do not have access to sufficient quantitative data, you can still analyze your system performance. Begin with analyzing any quantitative data available, supplemented with the qualitative data described in Step 2.

Data Quality Tips

- *Consider data quality issues and where more information from providers is needed to make up for data shortfalls.*

- *Stella P can be a powerful tool for understanding overall data quality—it can draw your attention to areas where there are large amounts of missing or unknown data.*

- *HUD's Data Quality Brief and Data Quality Management Program provide additional information about how to incorporate system performance improvement into data quality improvement strategies.*

Step 2: Identify Contributing Factors

After analyzing data and determining priority areas, investigate *why* you are seeing those system-level results by digging deeper into the quantitative data and gathering more qualitative information about what is happening in the community. This is an important step to take before designing improvement strategies based on assumptions about why the system is performing the way it is. Questions for further analysis may include:

- What can we learn by looking deeper into lower- and higher-performing pathways?
- Are certain projects performing better or worse? Is that true for all populations or are some groups achieving poorer outcomes than others?
- What are the barriers to outcomes?
- What factors support positive outcomes for clients?

Step 2: Checklist

- ☐ *Dig deeper into quantitative data*
- ☐ *Gather more evidence to interpret the results*
- ☐ *Understand the project-level, system-level, and external factors contributing to system performance*

2.1 Dig Deeper into Quantitative Data

Data on projects, populations, and system resources may help you identify problem areas to address or best practices to expand. The table below presents examples of different questions for analysis and data sources that may lead you to important factors contributing to performance outcomes.

Table 2: Sample Quantitative Analysis Questions and Data Sources

|	Sample Analysis Questions	Sample Data Sources
Project-Level Data	- Are certain projects within the same project type achieving relatively better/worse outcomes? - Do outcomes vary by landlord, neighborhood, exit destination, or individual case managers? - Why?	APR, CAPER, HMIS ad hoc reporting
Population-Level Data	- Does outcome achievement vary between or within population groups? - Is there a correlation between key household characteristics and outcomes (e.g., income, household size, homeless history, gender, race, age, chronic homeless status, eviction history, legal history, credit scores, etc.)? - Why?	HMIS ad hoc reporting, Coordinated Entry (CE) data
System Resources and Capacity	- Are the right balance of housing and service interventions available (e.g. compare community needs with available interventions i.e. comparing annual PIT and HIC data or CE assessment outcomes and placements)? - Is the path to permanent housing through CE as fast and effective as it can be? Where are system bottlenecks?	CE data, HIC, PIT
Data Quality	Where is there a high amount of missing or unknown data and how might this impact the results?	Data quality reports

2.2 Gather More Evidence to Interpret the Results

To interpret and draw sound conclusions about the results from any quantitative data analysis, CoCs must gather more information to assess what is happening in the community. For example, if one of the largest family shelters has significantly longer lengths of stay than other shelters in the CoC, what are the barriers to rapid exits? Which families are staying the longest, and why? To answer these types of questions and determine what factors are influencing performance, CoCs must gather more evidence.

The goal is to identify contributing factors at the **system level** (e.g., system-wide policies/practices, resource gaps) and the **project level** (e.g., policies and practices), or **external influences** (e.g., high-cost rental market, history of red-lining) to inform comprehensive improvement strategies. As you gather evidence, **focus on equity.** The people who are most impacted by the decision, process, or policy should be part of the process of developing it. Specifically, BIPOC, those with lived experience of homelessness, and other **historically** marginalized populations should be part of the teams making funding allocation decisions, developing rehousing processes, refining prioritization protocols, and developing policy guidelines.

- **Interview program participants** about their experiences in the system, focusing on what is working and what is not. Make sure to include the populations that are having the worst system outcomes so that improvement strategies can be targeted to their needs.
- **Review policies and procedures** and the extent to which they promote or hinder positive outcomes. For example, do shelters require a training program that extends shelter stays, or are they not participating in CE? The review should include both project- and system-level policies.
- **Meet with providers** to understand any barriers they experience while serving participants, as well as how policies and procedures are operating on the ground. This could include focus groups or interviews with front-line staff or managers.
- **Meet with key partners from other systems** to gain diverse perspectives on performance drivers. Key partners may include school liaisons, child welfare workers, healthcare providers, criminal justice agencies, or victim service providers. Also, consider non-traditional partners such as philanthropic funders and elected officials.

See the Analysis Plan Worksheet in the Appendix to help guide your exploration into each priority performance area. The template organizes additional analysis questions, possible sources of information, and the person responsible for collecting and reporting out on the information. The case study presented in Section Two includes an example of a completed analysis plan and tips for collecting additional data. The Performance Work Group can help interpret data, add context to your findings, and help prioritize additional lines of inquiry.
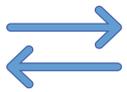
Step 3: Design Improvement Strategies

By step three, you have analyzed performance data and pinpointed issues influencing performance outcomes. The next step is to design improvement strategies with your Performance Work Group that help minimize barriers to positive outcomes and leverage strengths that support what is working well.

Step 3: Checklist

☐ *Brainstorm improvement strategies*

☐ *Prioritize high-impact strategies*

☐ *Design your logic model*

3.1 Brainstorm Improvement Strategies

Based on the factors influencing performance results identified in the previous section, brainstorm potential strategies for improvement. Remember to match strategies to the issues identified in the previous section: **system-level, project-level, or external strategies**. Keep the principles of targeted universalism in mind: strategies should further system-wide goals but may need to address needs or barriers faced by specific subpopulations.

See Strategies for System Performance Improvement for guidance on high-impact strategies proven to be successful at impacting the three critical performance measures (days, exits, and returns).

3.2 Prioritize for Impact

Given limited resources and staff capacity, the Performance Work Group should prioritize which strategies to pursue first. Develop a prioritization framework as your guide to assess impact, feasibility, and influence as you select strategies to pursue. A sample Framework for Prioritizing Strategies is in the Appendix. An example of how a CoC organized their brainstorming and prioritization is included in Section Two.

Framework for Prioritizing Strategies

Impact:

- *What would happen if this strategy was not implemented? How many people would this impact?*

- *How are we maximizing benefit and minimizing harm to BIPOC and other historically disenfranchised populations in this process?*

- *What are the associated costs?*

Feasibility:

- *Is this the right time to implement this strategy? Are there sequencing considerations?*

- *What is the likelihood that you will be successful?*

Influence:

- *Should the homelessness sector really be leading and investing resources in this strategy? Or should we be supporting mainstream partners to lead?*

- *Does the homeless sector have agency over this strategy? Is it something within our control?*

3.3 Design the Logic Model

For larger strategies that require an investment of new resources, design a logic model. Logic models lay out how the strategy, initiative, or program is supposed to work, presenting the logic of how change will happen and why your strategy is a good solution to the problem at hand. They include core elements of the strategy (inputs and activities) and intended results (outputs and outcomes). A logic model keeps everyone involved with the effort moving in the same direction by providing a common point of reference.

Logic models also guide the evaluation of the strategy after it has been implemented, allowing for targeted improvements by helping to answer key questions about whether the strategy was implemented as planned. A Sample Logic Model, which forms the basis of monitoring and evaluation in Step 4, is included in the Appendix. An example of a logic model for a performance improvement strategy is included in Section Two. Additionally, this toolkit by the Center for Community Health and Development has several resources to help you get the most mileage out of your logic model.

Map Conditions for Success

As part of designing the logic model, consider what must be in place for this strategy to be successful. This may include conditions that are external to the homeless system (e.g., available housing units), or those at the system level (e.g., enough Rapid Rehousing [RRH]) and/or the project level (e.g., fidelity to the program model). If certain conditions for success are missing, they will need to be part of the improvement strategy.

Step 4: Monitoring & Evaluating Strategies

The last step is monitoring and evaluating strategies after implementation. **Performance monitoring** tracks progress toward pre-established performance goals. **Evaluation** establishes if the strategy has been implemented as planned, whether it has been effective, what made it effective or ineffective, and opportunities to modify the strategy to better achieve positive outcomes. Continuous performance improvement is an ongoing cycle of designing, implementing, and evaluating strategies and using that information to plan further enhancements.

Step 4: Checklist

☐ *Design your Performance Improvement Plan*

☐ *Monitor data quarterly*

☐ *Create an evaluation plan*

4.1 Design a Performance Improvement Plan

The Performance Work Group should collaborate to complete a Performance Improvement Plan for the strategies identified in the previous sections, which increases shared accountability for agreed performance goals and targets. A template Performance Improvement Plan is included in the Appendix. It includes the following key specifications.

Table 3: Performance Improvement Plan Key Terms

Performance Improvement Goal:	Overall change you want to see (create measurable, time-bound goals)
Impact Measures:	Metrics used to indicate change
Baseline data:	Current level of performance
Performance Targets:	Quarterly benchmarks of progress
Strategies:	Prioritized improvement strategies identified in the previous section
Lead:	Person or entity responsible for monitoring implementation and evaluation of the strategy
Timeline:	Date the strategy will be implemented

An example of a completed improvement plan with definitions of key terms can be found in Section Two.

4.2 Conduct Quarterly Performance Monitoring

The Performance Work Group should set a quarterly meeting schedule to assess the progress being made toward the CoC's performance goals. Use the Performance Improvement Plan as a roadmap to track quarterly performance results and strategy implementation. Use this forum to ensure strategy leads report on progress and document performance results to increase the chances of implementing strategies successfully. Also, use these meetings to problem-solve barriers to progress and celebrate success. Key questions to guide performance monitoring meetings include:

- Are we achieving the intended performance targets?
- Has the strategy been implemented as planned? (Use the logic model as your guide.)
- What are barriers to progress?
- What is working to support outcome achievement?
- What steps can we take to address the barriers identified?
- What steps can we take to maximize the strengths identified?
- Are there any unintended positive or negative outcomes of the strategy?
- Does the strategy have a better or worse impact on some populations compared to others?

4.3 Create an Evaluation Plan

After full implementation of the strategy, you may consider a more comprehensive evaluation to better understand opportunities for improvement. While a full evaluation can be more resource-intensive, it will provide a complete picture of any changes resulting from the strategy. A template Evaluation Plan is included in the Appendix.

A practical evaluation plan establishes:

- **Evaluation questions**. Draw on the logic model for specific questions related to whether the strategy was implemented as planned (inputs and activities) and whether it led to the desired result (outputs and outcomes). Include questions that address equity (e.g., is the strategy working for all subpopulations or is one group benefitting more or less from this change?)
- **Roles and responsibilities** for data collection and data reporting.
- **Data sources** such as data captured in the Performance Improvement Plan, as well as:
  - *Participant interviews and/or focus groups:* Gather observations about participants' experiences, including the efficiency of intake and assessment processes, benefits of the services providers, and recommendations for improvements.
  - *Policies, procedures, and documentation:* Review all available documentation, training materials, and manuals that pertain to the strategy to assess whether it was implemented in accordance with the logic model and with fidelity to policies and procedures.
  - *Key stakeholder interviews:* Elicit feedback from informants such as leadership, participating providers, and community partners on the effectiveness of the strategy and recommendations for improvement.
  - *Local homelessness data:* Review existing administrative data, including information available in HMIS, Stella P, and other performance reports.
  - *Cost and resource data:* Review program budgets and funding documentation to calculate the incremental cost of the program and compare this to the outcomes being achieved to assess whether this is the most cost-efficient approach. Are there alternative interventions that are achieving comparable or better outcomes with fewer resources?

Consistent monitoring and evaluation will help determine if your strategy has been successful, identify components of your improvement plan that may apply to other areas of your system, and highlight future areas on which to focus the performance analysis and improvement process. Consider potential evaluation partners, including existing committees, workgroups, local evaluators, or universities, to determine the best evaluation approach.

Tips for Evaluating Strategies

As you progress through your strategy implementation, consider the following to evaluate your efforts:

- *Leverage the logic model.* It maps assumptions about the elements that must be in place to achieve the desired change (outputs and outcomes). During quarterly performance monitoring meetings, come back to this original plan to ensure implementation is on track. Adjust the logic model as you continue to learn about critical success factors through reflecting on experiences and outcome.

- *If the strategy is not achieving the intended results, look for root causes.* This does not necessarily mean the design is incorrect. Look for the root cause of these challenges and resolve them. Common causes include insufficient training, lack of appropriate supervision, or lack of staff capacity. There are additional *tips and resources* for conducting root cause analyses available.

- *If the strategy is achieving the intended results, consider ramping up.* For example, if the strategy targeted a specific population, brainstorm with the Performance Work Group other populations that may benefit from this strategy. Consider formalizing your improvement process into CoC policy.

Case Study

The Performance Analysis & Improvement Process in Action

This section presents a case study of how Anytown CoC implemented the *Performance Analysis and Improvement Process*. Blank copies of the tools presented here are included in the Appendix.

Step 1: Analyze System Performance

To analyze system performance, Anytown CoC's Performance Work Group started by looking at Stella P data, as it allows them to view performance measures by service pathway, household type, and subpopulation. They began by uploading their Longitudinal Systems Analysis (LSA) report into Stella P.

Step 1: Checklist

✓ *Analyze system performance using Stella P*

✓ *Note your observations*

✓ *Prioritize improvement areas*

Note: See HUD's [Preparing LSA Files for Stella P](#) for instructions on preparing LSA uploads to be viewed in Stella P. You can also begin by reviewing the [Stella P Quick Start Guide](#) and the [Stella Performance Overview Videos](#) on the [HUD Stella P resource page](#).

Navigating Stella P

- *Data on primary system performance measures can be found in the top menu of the module.*

- *After navigating to a system performance measure, you can view more detailed data in the sub-menu by selecting "pathway" or "population type."*

- *In each screen, you can click on the lightbulb icon near the top right side to view system insights about data quality and performance impact scores.*

5.1 Analyze System Performance Using Stella P

Anytown used the tables below to record system performance data in Stella P for different household types and population groups of interest. This anchored their analysis by focusing on components of the system that align with local priorities for preventing and ending homelessness.

Table 4: Recording Stella P System Performance Results

Household Type or Population Group	Number of Households with Days Homeless	Average Days Homeless	Percent Exits to Permanent	Percent Exits to Unknown	Percent Returning Within First Six Months
All Households	*3,918*	*108*	*25%*	*57%*	*23%*
Adult Only (AO)	*3,282*	*115*	*21%*	*62%*	*25%*
AO Veteran	*392*	*93*	*59%*	*26%*	*14%*
Adult and Child (AC)	*463*	*98*	*34%*	*51%*	*8%*
AC Parenting 18–24 Years Old	*73*	*108*	*40%*	*52%*	*13%*

In addition to data on household types and population groups, Stella P provides pathway performance insights. Considering both the performance of the pathway and the number of households that used the pathway, insights help Stella P users focus on which pathways will have the greatest impact on improving system performance. Performance insights use "impact scores" to represent how much that pathway is contributing to overall performance on that measure for the whole system. For more information about Stella P insights, see the Stella P Insights and Action Steps Guides.

Table 5: Pathways with the Greatest Negative Impact on Overall Performance for Each Measure

Household Type	Days Homeless by Pathway	Exits by Pathway	Returns by Pathway
Adult-Only (AO)	ES/SH-only pathway	ES/SH-only pathway	ES/SH-only pathway
AO Veteran	ES/SH + Transitional Housing (TH) + RRH pathway	ES/SH-only pathway	ES/SH + TH + RRH pathway
Adult and Child (AC)	ES/SH + RRH	ES/SH-only pathway	ES/SH-only pathway

5.2 Prioritize Improvement Areas

The Anytown CoC Performance Work Group met to consider the results and prioritize components of the system that need to be improved immediately. Considering the prioritization framework described in the performance toolkit, the CoC looked at the following:

- **CoC Priorities:** *[Which areas align with local priorities and strategic plans to end homelessness?]* Anytown's Work Group is charged with improving family system outcomes. There have been significant increases in this population in recent years, particularly among parenting 18 to 24-year-olds. A local foundation has expressed interest in funding programs specifically to serve this population.
- **CoC Performance Targets:** *[Are we achieving our performance goals? If not, where are the problem areas?]* The Work Group notes that while exits to permanent destinations and returns to homelessness have improved among AC households in recent years, average days homeless are increasing and the CoC is far from their goal of 45 days or fewer.
- **Impact:** *[Which system components have the greatest negative impact on overall system performance?]* For AC households, the ES/SH + RRH pathway seems to be driving poor performance on the number of days homeless and the ES/SH-only pathway has the biggest negative impact on exit and returns outcomes.

Based on these findings, Anytown identified the following priority areas of focus:

Priority Area 1:	*Reduce days homeless for AC households, beginning with the ES/SH + RRH pathway*
Priority Area 2:	*Improve outcomes for parenting 18 to 24-year-old households (days, exits, and returns)*
Priority Area 3:	*Reduce unknown exits for all populations*

Step 2: Identify Contributing Factors

Anytown's performance analysis led to some additional questions. They needed more information to interpret the performance results. The following analysis plan guided the process of digging deep into local quantitative data sources and gathering more evidence to pinpoint what specifically was influencing family system outcomes.

Step 2: Checklist

✓ *Dig deeper into quantitative data*

✓ *Gather more evidence to interpret the results*

✓ *Understand the project-level, system-level, and external factors contributing to system performance*

6.1 Create Analysis Plan

Table 6: Anytown's Analysis Plan

	Sample Analysis Questions	Possible Data Sources	Lead
Priority 1 *Reduce days homeless for AC households, beginning with the ES/SH + RRH pathway*	• What can we learn by looking at the performance of all ES projects and all RRH projects? Where are outcome disparities? • Why are certain projects performing better or worse? • What are the characteristics of families with the longest shelter stays? • What are the barriers to rapid exit? Why is the length of stay increasing for AC households?	HMIS ad hoc report and CE assessment data Project policies and procedures Caseworker and project participant interviews	*Evangelina Pareja*
Priority 2 *Improve outcomes for parenting 18 to 24-year-old households (days, exits, and returns)*	• What is the prior living situation of these households? • Are there any common characteristics among this group or characteristics that correlate with poorer outcomes? • What are the needs of this group and are those needs being met effectively? • Are there any unique housing barriers experienced by this group?	HMIS ad hoc report Caseworker interviews Program participant interviews CE data	*Bob Smith*
Priority 3 *Reduce unknown exits for all populations*	• Why is there so much unknown or missing data? • Which projects have the worse data quality? • What are strategies for improvement?	Data quality report Caseworker and HMIS manager interviews Project policies and procedures	*Damarko Wallace*

Key Findings

- *Landlords are less willing to rent to younger families, partially because they have limited credit histories.*

- *Fewer housing options are available for larger families.*

- *Two shelters require adults in families to participate in a workforce development program if they stay longer than two weeks.*

- *Two Rapid Rehousing providers require adults to demonstrate that they have steady income for 90 days prior to being assigned a housing locator.*

- *Two large shelters are not routinely exiting clients and, due to staff turnover, no current caseworkers have received any HMIS training.*
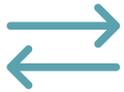
Step 3: Design Improvement Strategies

After Anytown CoC analyzed data and identified factors contributing to performance results, their next step was to design and implement improvement strategies.

This process began with brainstorming strategies that could address each of the contributing factors identified in Step 2. They organized contributing factors and strategies at the system level (e.g., system-wide policies/practices, resource gaps), project level (e.g., policies and practices), and external level (e.g., high-cost rental market).

Step 3: Checklist

✓ *Brainstorm improvement strategies*

✓ *Prioritize high-impact strategies*

✓ *Design your logic model*

✓ *Map conditions for success*

Table 7: Anytown's Draft Improvement Strategies

	Contributing Factors	**Improvement Strategies**
System-Level	Insufficient RRH units	State advocacy for additional funding
Project-Level	ES and RRH policies that require extended service engagement	Training on best practices
External	Tight rental market, especially for families	Landlord engagement and proactive outreach

7.1 Prioritize High-Impact Strategies

After coming up with a long list of strategies for each priority area, the Performance Work Group leveraged the below framework to help prioritize which strategies to pursue based on impact, feasibility, and influence. They discussed whether the strategies they brainstormed met each of these conditions and used this information to determine which strategies to tackle first.

Table 8: Anytown's Strategy Prioritization Framework

Strategies of Interest	Strategy would impact large % of HH or a priority population	This solution is cost-effective	CoC could mobilize this change and likely succeed	Homelessness sector is well-placed to lead this strategy	Strategy is backed by research or other data/ evidence	Environment is conducive to this change
State advocacy for additional RRH funding	X	X		X	X	
Training on best practices		X		X	X	
Landlord engagement and proactive outreach	X	X	X	X	X	x

7.2 Design the Logic Model

Anytown designed a logic model for each of the primary strategies that were chosen in the previous step. For example, they decided to pursue a strategy to recruit and better engage new landlords to acquire more available housing units for family households and, in turn, reduce the time it takes for families to move into RRH. When designing their logic model, Anytown mapped core elements of the strategy (inputs and activities) and intended results (outputs and outcomes). They also identified conditions that must be in place at the community, system, and project level for this strategy to be successful as a way to focus efforts in the places that matter.

Table 9: Anytown's Logic Model

Strategy: *Landlord recruitment and engagement*

Purpose: *Create more housing options with local landlords and reduce the length of time AC households are in emergency shelter prior to moving into RRH.*

INPUT *Resources needed to accomplish goal*	ACTIVITIES *Services needed to accomplish goal*	OUTPUTS *How to measure activities performed*	OUTCOMES *Client-level targets for activities performed*
Informational materials *Staff to engage landlords*	*Mailings to local landlords* *Landlord marketing event*	*# of new landlords recruited*	*Reduce average days homeless in emergency shelter prior to move-in among AC households*

CONDITIONS FOR SUCCESS		
External	**System Level**	**Project Level**
Enough housing units; support from landlords—willingness to rent	Enough RRH slots for families; progressive engagement	Projects appropriately screening and referring to RRH

Step 4: Monitoring & Evaluating Strategies

To understand the impact of their improvement strategy, Anytown CoC also developed monitoring and evaluation plans. Based on their logic model, Anytown's performance monitoring plan will help track progress toward their stated goals. The evaluation plan will help establish the accountability and effectiveness of Anytown's strategies. Communities should continue to review strategies to ensure accountability, transparency, and commitment to promoting equity. Consider expanding strategies to address policies and practices that further perpetuate inequities for historically marginalized and other target populations.

Step 4: Checklist

- ✓ *Design your Performance Improvement Plan*
- ✓ *Quarterly data monitoring*
- ✓ *Create an evaluation plan*

The evaluation plan will help establish accountability and effectiveness to engage with stakeholders and cross-sector partners and people with lived experience to monitor and evaluate strategies for promoting race equity through policy, data, and implementation.

Anytown considered the following questions as they evaluated their strategy:

- What is the desired impact of this change?
- Who is benefitting from this change?
- Are there any unintended consequences of this change?

8.1 Design Performance Improvement Plan

The Anytown Performance Work Group meets quarterly to discuss performance issues and developed the below Performance Improvement Plan to track progress and outcomes on the strategies identified.

Performance Improvement Plan Template

Performance Improvement Goal:				
Shorten the length of time AC households are in emergency shelter (ES) to an average of 45 days or fewer by July 2022.				

Impact Measures		Baseline Performance [and Calculation]		
1. Exits to permanent destinations 2. Days homeless 3. Returns to homelessness		1. 21% [Number of AC households exiting to a permanent destination from ES divided by all AC household exits from ES.] 2. 110 Days [Average # of days homeless for AC households in ES prior to move-in.] 3. 15% [Number of AC households who return to the homeless system within six months divided by all AC household exits.]		

Performance Targets

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reporting Period		July–Sept	Oct–Dec	Jan 1–March	April–June
Measure 1 (Exits to PH)	Target/Actual	*25%; TBD*	*30%; TBD*	*35%; TBD*	*50%; TDB*
Measure 2 (Days Homeless)	Target/Actual	*105 days; TBD*	*90 days; TBD*	*75 days; TBD*	*45 days; TBD*
Measure 3 (Returns)	Target/Actual	*15%; TBD*	*12%; TBD*	*10%; TBD*	*7%; TBD*

Strategies	Resource Needs	Training Needs	Lead	Timeline
Strategy Implement a new landlord engagement and recruitment strategy	Seek a community foundation grant for flexible funding for a new housing acquisition team	Real estate association—landlord training for the new housing acquisition team	CoC Ending Family Homelessness Work Group	Due January 2021

8.2 Creating an Evaluation Plan

About a year after the strategy was fully implemented, Anytown decided that a more robust evaluation of their landlord engagement strategy was needed in order to fully understand its impact on overall performance changes. Below is the evaluation plan that was created to guide data questions for analysis and data collection.

Table 10: Anytown evaluation plan matrix

Evaluation question	Data Sources					
	Participant Interview	**Program Staff Focus Group**	**Review of Policies and Procedures**	**HMIS— Ad Hoc Report**	**Quarterly Performance Reporting**	**Contract & Financial Review**
Were the intended outcomes achieved?						
% reduction in days homeless for AC households				✓	✓	
% increase in exits to permanent destinations for AC households?				✓	✓	
Was the strategy implemented as planned?						
Sufficient number of staff to engage landlords?		✓	✓			
# of mailings to landlords?		✓	✓			
Effective landlord engagement training?		✓	✓			
What are opportunities for improvement?						
Barriers to recruiting landlords and acquiring new available units?	✓	✓	✓	✓		
Factors working to achieve effective landlord engagement and housing acquisition?	✓	✓	✓	✓		
Was the strategy cost-effective?						✓
Were outcomes equitable between different racial groups and subpopulations?				✓	✓	

Appendices
Worksheets & Tools

This section includes blank templates of the tools from the case study. CoCs are encouraged to adapt these materials to fit your specific needs.

A-1 Analyze System Performance Worksheets

Recording System Performance Results

Household Type or Population Group	Number of Households with Days Homeless	Average Days Homeless	Percent Exits to Permanent	Percent Exits to Unknown	Percent Returning Within First Six Months
All Households					
e.g., Adult Only (AO)					
e.g., AO Veteran					
Adult and Child (AC)					
e.g., AO 18–24 years old					

Pathways with the greatest negative impact on overall performance for each measure

Household Type	Days Homeless Pathway	Exits Pathway	Returns Pathway
e.g., Adult Only (AO)			
e.g., AO Veteran			
e.g., Adult and Child (AC)			

A-2 Identify Factors Contributing to System Performance Results

Analysis Plan

	Additional Analysis Questions	Possible Data Sources	Lead
Priority 1			
Priority 2			
Priority 3			
Key Findings:			

A-3 Design and Implement Improvement Strategies

Brainstorm Strategies

	Contributing Factors	Improvement Strategies
System-Level		
Project-Level		
Environmental		

Framework for Prioritizing Strategies

Strategies of Interest	Strategy would impact a large % of HH or a priority population	This solution is cost-effective	CoC could mobilize this change and likely succeed	Homelessness sector is well-placed to lead this strategy	Strategy is backed by research or other data/ evidence	Political environment is conducive to this change

Logic Model Template

Strategy:			
Goal:			
INPUT *Resources needed to accomplish goal*	**ACTIVITIES** *Services needed to accomplish goal*	**OUTPUTS** *How to measure activities performed*	**OUTCOMES** *Client-level targets for activities performed*
CONDITIONS FOR SUCCESS			
External	**System Level**		**Project Level**

A-4 Monitoring and Evaluating Strategies

Performance Improvement Plan Template

Performance Improvement Goal:			

Impact Measures		Baseline Performance/Calculation	

Performance Targets

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Reporting Period					
Measure 1	Target/ Actual				
Measure 2	Target/ Actual				
Measure 3	Target/ Actual				

Strategies	Resource Needs	Training Needs	Lead	Timeline

Evaluation Plan Template

Evaluation question	Data Sources					
	Data Source 1	**Data Source 2**	**Data Source 3**			
Were the intended outcomes achieved?						
Research Question 1						
Was the strategy implemented as planned?						
Research Question 2						
What are opportunities for improvement?						
Research Question 3						