How Funders Can Maximize Impact and System Performance
Topical Breakout, November 2024

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Welcome

Introductions and Activities

In this hour

- An opportunity to reflect upon **(and take notes for further reflection)** how to drive unified funding and action towards shared performance outcomes

- Key questions:
  - What are you trying to accomplish?
  - What data and other information can you can use to measure outcomes? (ie LSA, SPMs,)
  - What funding sources and partners have resources to address this goal or outcomes?
  - What tools can you use to implement alignment and equitable outcomes (ie MOUs, strategic plans, contract language, monitoring)?

Look for this icon on slides to prompt notetaking on the handout.

Mission

Strengths

Community Goals and Objectives

Funding

Aligning programs for systemwide effectiveness

A strengths-based analysis of your system

From the system side

- ❑ What is our mission – what are we trying to do?
- ❑ What are our system strengths?
- ❑ What gaps do we need to fill in order to achieve our goals?
- ❑ What funding or support do we need to do so?
- ❑ Does the data back up our answers?

From the program side

- ❑ How does each program, project, and team forward the community mission?
- ❑ What are the program's strength?
- ❑ How can we use existing funding to further community objectives?
- ❑ What do we need?
- ❑ Does the data back up our answers?

Driving Community Objectives Through Data

Using multiple data sources to inform objectives, share information, and monitor progress

Community Needs and Goals

Data Sources

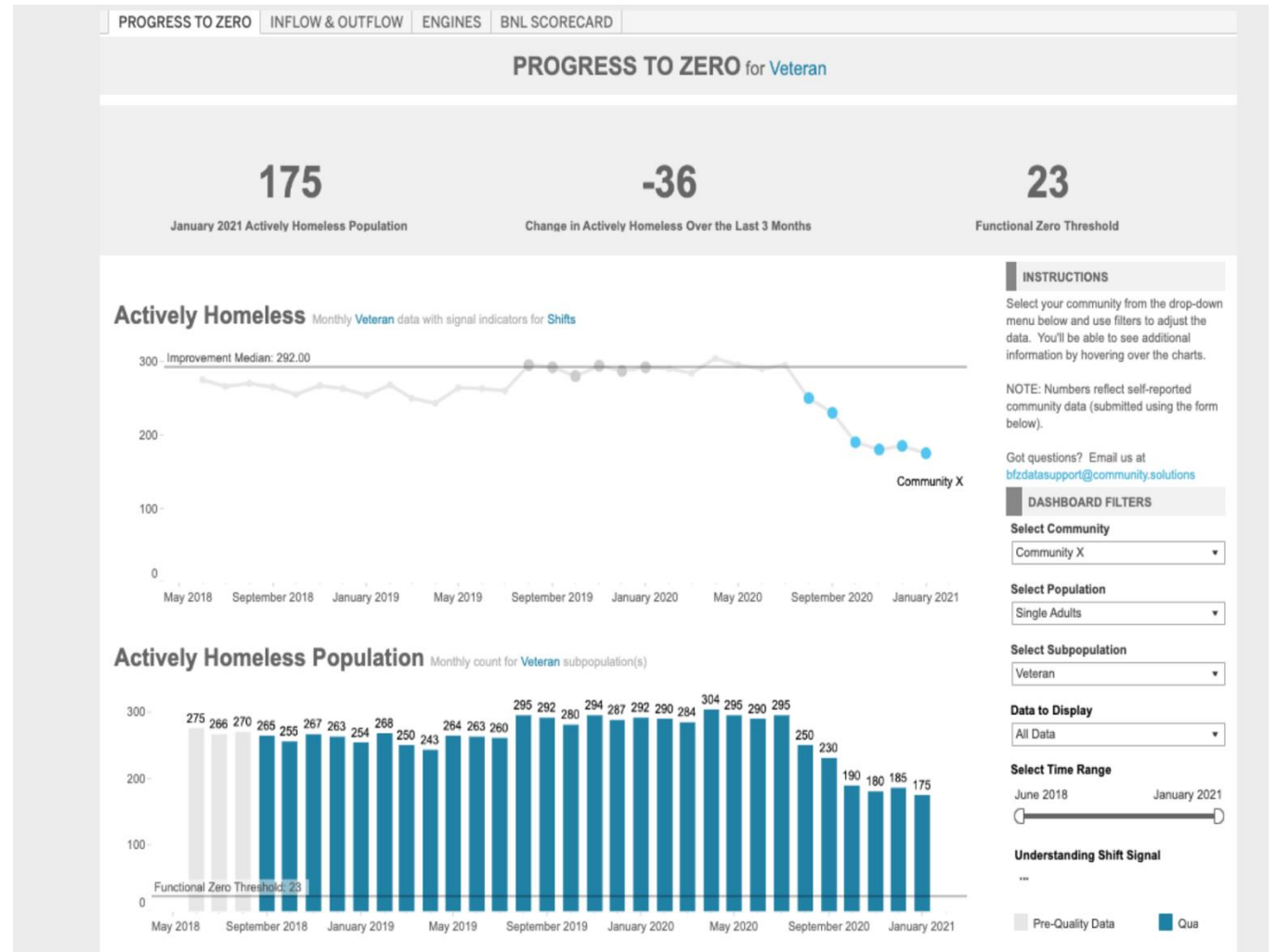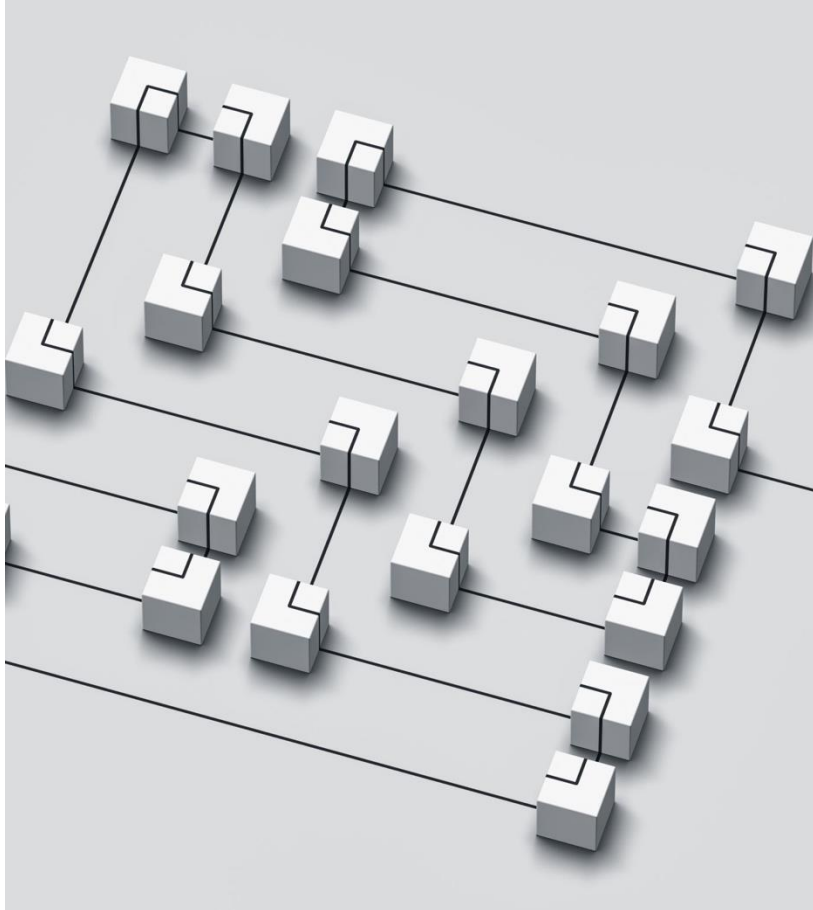Strategic Plans

Gaps Analyses

SPMS, LSA

CoC Applications and Policies

News Articles

Stakeholder Feedback

Providers

Advocates

Consumers

Elected Officials

CoCs

Boards and Commissions

System Performance Measures

Targeted Dashboards

Many communities use data from HMIS (SPMs, LSAs) through visualization tools like Stella or targeted dashboards from Community Solutions or other sources

- They differ in focus – communitywide vs. programmatic vs. individual needs

- Dashboards differ in information provided and can provide targeted metrics

- How can you use targeted dashboards to work for equitable outcomes?

What have you learned from your data about your community needs?

Putting Data to Work

- Data should drive concrete objectives
- Map how to reach them through strategic planning: Goals, strategies, measurable outcomes
    - Example: Reduce chronic homelessness by 5%
- Bring in organizations – align them around those goals
- Fund those goals intentionally
- Continually monitor and report to adjust funding/priorities/fill gaps
- Use data to check for equity and to ensure you are staying true to the goals

Every Data Point Tells a Story

- CES and100-day challenge dashboards can show the specific resources needed for groups of people
  - Example: People staying in shelter for long periods of time/exiting back to homelessness because of lack of available housing
    - What kind of housing do they need? #s of people assessed in RRH range; #s in PSH
    - What specific needs do they have? Have high behavioral health needs – delay or lack of BH assessments to make them eligible for those resources?
    - Numbers of people eligible for existing resources but lacking support/housing navigation (ie #s with PHA or Veterans voucher in hand)
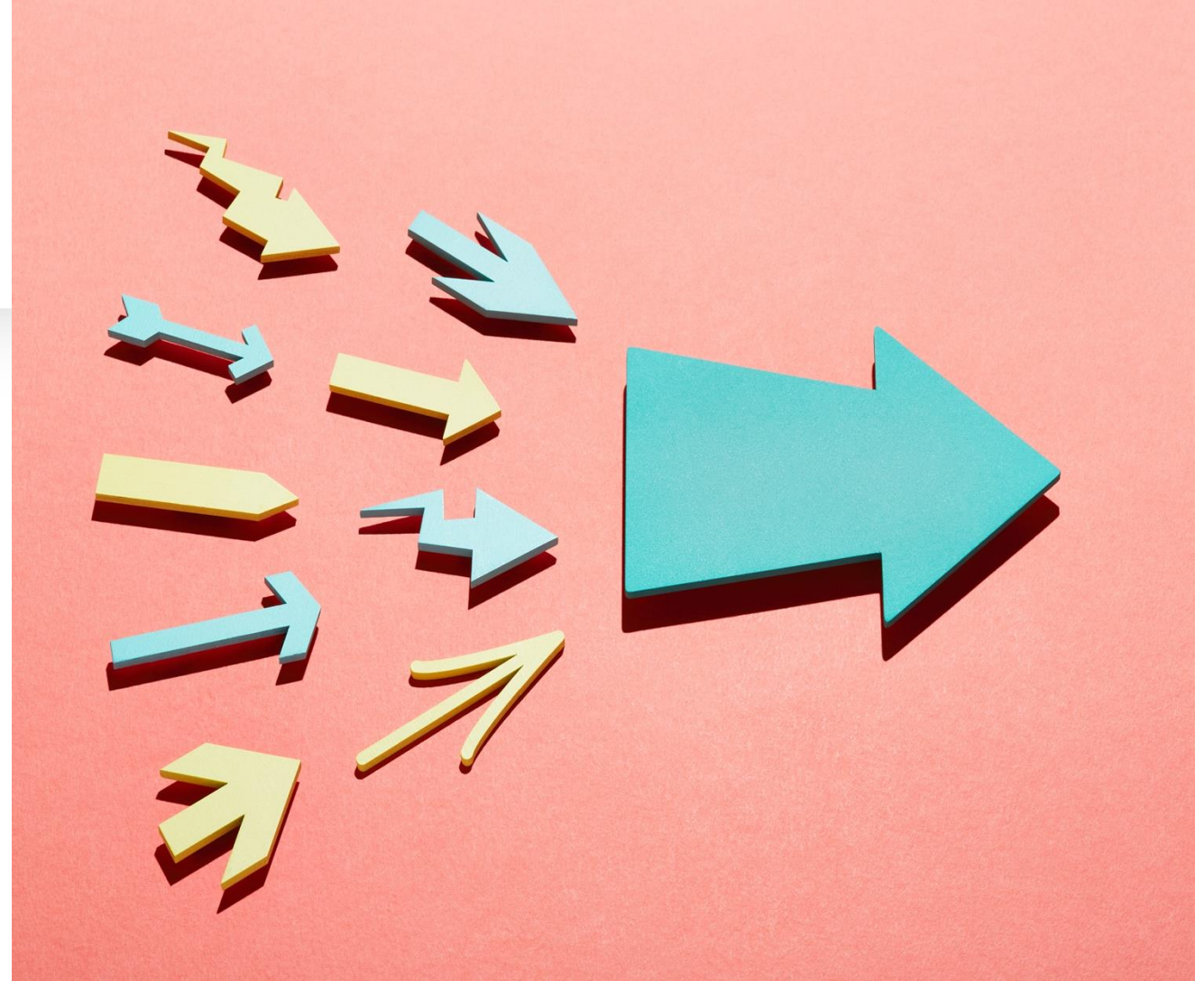
Aligning Funding

Using broad range of sources to achieve objectives

Identifying and Targeting Specific Gaps

Goal – housing x% or x# of chronically homeless individuals

Data shows that people who are unsheltered, CH with behavioral health needs (ie mental health or substance use issues) are experiencing longer times homeless

Identify *specific* gaps in moving people to housing

Identify programs with strengths in working with those populations

Identify funding sources to supplement existing programs/create new ones

Facilitate/mandate alignment of existing and new resources to target the identified gap

Resource & Funding Landscape

Federal Funding

State Funding

Local Funding Priorities

Philanthropy

Expanding Funding Horizons

Behavioral health departments

Managed care plans/healthcare dollars

Criminal justice funding

Targeted population funds (veterans, youth, seniors, families)

Targeted activity funds (street cleaning, workforce development, CDBG, benefits connections)

Who are the partners who can expand your funding resources?

Aligning funders around action

TARGET FUNDING TO FILL IN GAPS

ENSURE ALL PROVIDERS UNDERSTAND THE MISSION – AND TAILOR PROGRAMS TO ACCOMPLISH IT

ALIGN CONTRACTUAL TERMS AROUND ACHIEVEMENT OF GOALS

MOUS OR OTHER AGREEMENTS TO ENSURE COOPERATION/ALIGNMENT
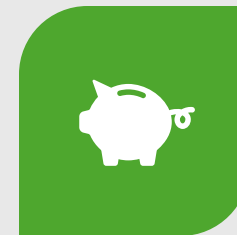
REGULAR MONITORING OF RESULTS BY FUNDERS AND COCS/COMMUNITIES

CONTINUOUS PROCESS IMPROVEMENT

Move to Results-Based Contracts

Adopt	Adopt shared key metrics for all contracts, based on shared data
Create	Create outcomes-based goals for performance grounded in community data, standards, and resources
Implement	Implement active contract management processes with ongoing monitoring, collaborative meetings

Appendix A: Progress Report for Monthly Check-Ins
Between HSD and Providers (Using Illustrative Numbers)

Note that metrics are reported at the portfolio level.	Year-to-Date Performance		Year-to-Date Target		August 2016 Performance		Monthly Average from Prior Three Months	
	#	%	#	%	#	%	#	%
I. Key Metrics								
🔴 Successful Diversion Outcomes	16		24		2		4	
Milestones to Success								
🟢 Obtained Identification	28		24		3		4	
🟢 Enrolled in Public Assistance	23		24		4		3	
🟡 Payment of Arrears	20		24		2		3	
🟢 Permanent Housing Outcomes	45	38%	48	40%	6	43%	6	40%
🟢 Housing Stability		87%		95%		85%		86%
🔴 Returns to Homelessness (6 months)		26%		10%		27%		28%
🔴 Returns to Homelessness (12 months)		32%		10%		32%		30%
Racial Disproportionality of Households Achieving Key Outcomes								
🟡 Households of Color		86%		100%		82%		89%
🟢 White		105%		100%		107%		103%
II. General and Program Administration Metrics								
🟢 Capacity	50		50		50		50	
🟢 Entries	116		120		14		13	
🟢 Exits	117		120		14		15	
🟢 Occupancy		92%		90%		95%		95%
III. Data Collection								
🟡 HMIS Consent		88%		100%		80%		92%
🟢 HMIS Data Completion		97%		100%		90%		95%
🟡 Data Collection Rate		85%		100%		72%		87%

Please see Section VI of the policy brief for definitions of key metrics. Performance is indicated with green if performance is within 90% of the target, yellow if performance is between 70-90% of the target, and red if performance is less than 70% of the target.

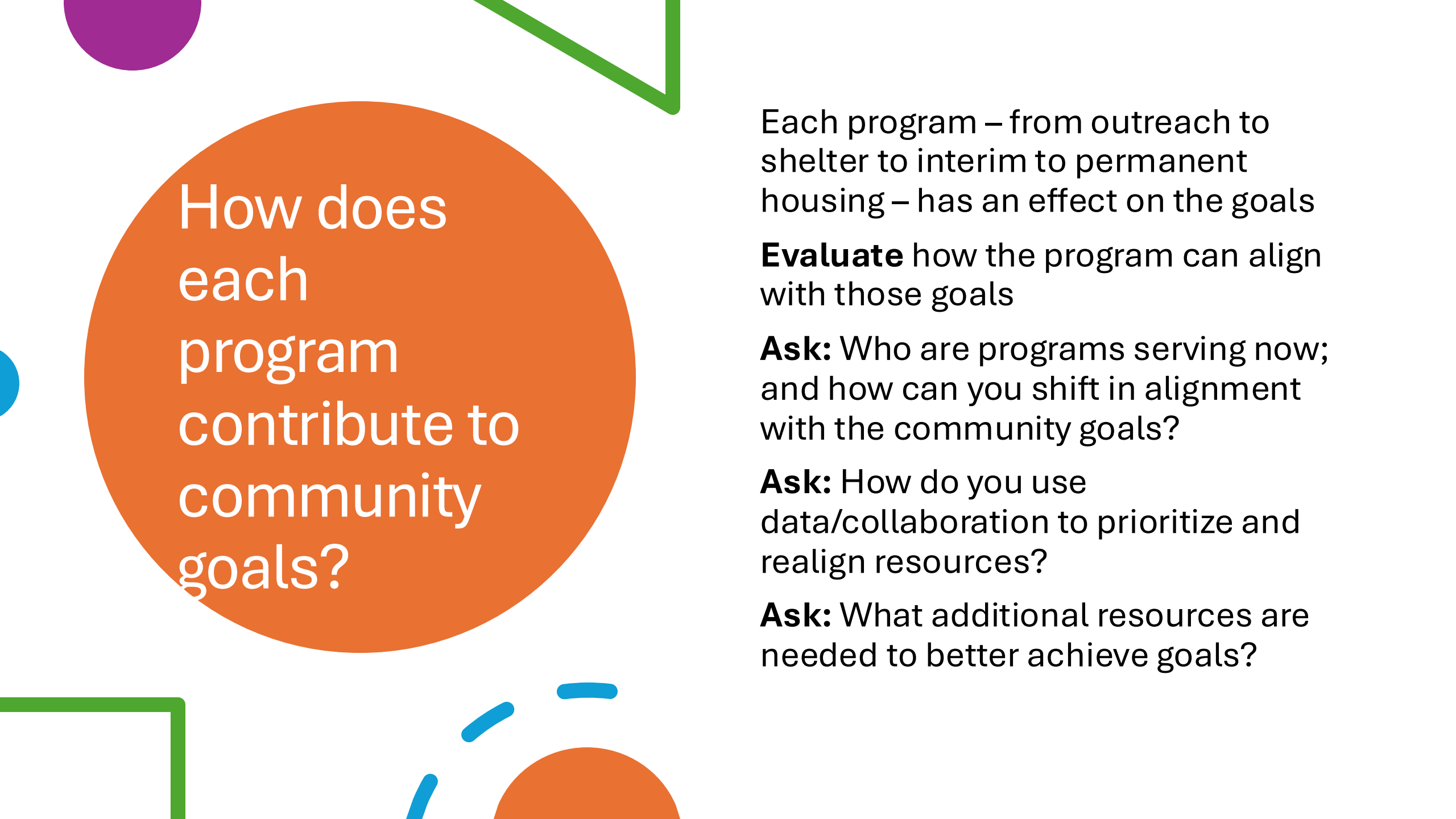# Fresno – Monitoring for Alignment

The View from the Program Side

Mission and Strengths

❑What's in your mission statement, vision statement, and strategic plan?

❑Where does the data show your program excels?

❑Setting aside the data, what are your agency's strengths?

❑Why do clients choose your services?

❑Why do your supporters (board, funders, community) continue to support your agency?

❑What resources does your agency have that makes it stronger?

❑Does your agency have specialties?

❑How can you leverage these for success?

How does each program contribute to community goals?

Each program – from outreach to shelter to interim to permanent housing – has an effect on the goals

Evaluate how the program can align with those goals

Ask: Who are programs serving now; and how can you shift in alignment with the community goals?

Ask: How do you use data/collaboration to prioritize and realign resources?

Ask: What additional resources are needed to better achieve goals?

Reflections and Next Steps

What have you learned over the past several days that you will implement?

How can you better align all programs with the community goal?

Where will you start?

Contact us!

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