Ending Chronic Homelessness Monitoring Framework

Performance measurement is essential to understand the effectiveness of interventions, as well as a community's overall progress towards reducing homelessness. A system-wide approach to measuring our progress allows local programs to understand their contribution to achieving our shared goals and enables us to adjust our response as needed. Results-based accountability (RBA) is a framework that supports the concept of measuring this type of collective impact identifying measurement of the population level results and performance at the contributing program-level. Performance measures can be for the whole service system, for an organization, or for a specific program.

Population	**Result** A desired condition of well-being **Indicator** A measure which helps quantify the achievements towards a desired outcome	**Ends** Are we doing the right things?
Performance	**Performance Measure** A measure of how well a program or service-system is working	**Means** Are we doing things right?
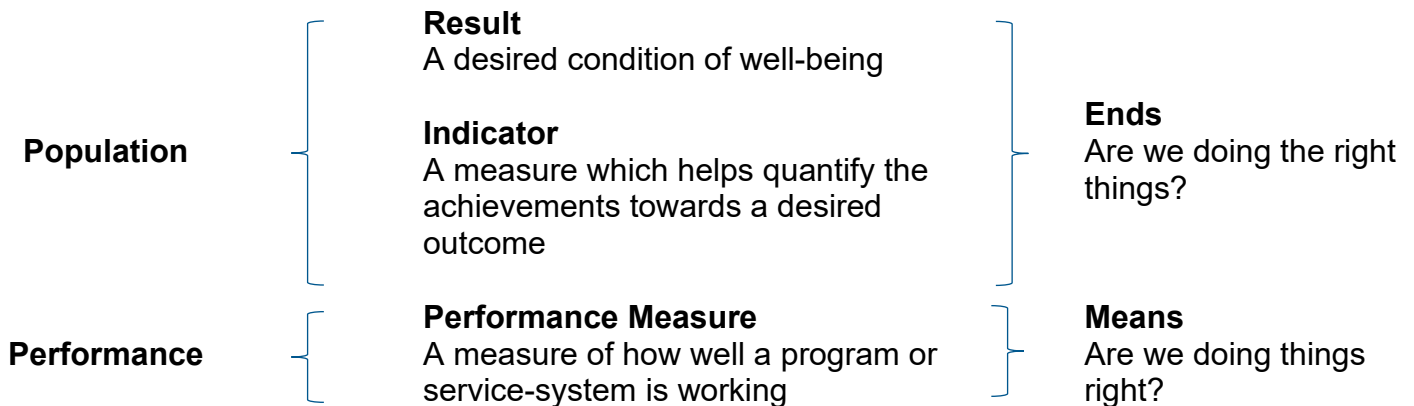
RBA performance measures are grouped by the three type of things they measure:
- How much did we do?
- How well did we do it?
- Is anyone better off?

The current set of monitoring measures were established to assess the performance of the homeless-serving system and will be reported on annually going forward to provide accountability to the public and people with lived experience, and transparency regarding the City's approach to homelessness response. Measures will be continuously reviewed with the aim of shifting to more meaningful performance measure within a results-based accountability approach (e.g. Is anyone better off).

These measures:
- ✓ Articulate what the homeless-serving system and its diverse service providers are trying to achieve;
- ✓ Illustrate whether progress is being made towards preventing and reducing homelessness in a community;
- ✓ Promote shared accountability to funders and taxpayers;
- ✓ Quantifies achievements towards the goals of systems planning;
- ✓ Uses information gathered for continuous improvement;

✓ Aligns program-level results to participant outcomes at the individual and system-levels; and
✓ Informs the next round of strategy review and investment planning.

Table 1 explains how the current reported measures fit into a performance monitoring framework for the homeless-serving sector.

HOW DOES IT ALIGN WITH THE HOMELESS-SERVICING SYSTEM AND THE HOUSING CONTINUUM?

The City of Hamilton invests in a continuum of supports for those at risk of and experiencing homelessness.

Our coordinated access system has been developed over many years of deep collaboration with Coalition of Hamilton Indigenous leaders and community partners to establish integrated practices to ensure every door is the right door to accessing appropriate supports. This is underpinned by real-time information-sharing across programs and standard processes for intake, assessment, and connecting people to supports (Figure 1).

Figure 1: Hamilton's Homeless-serving System
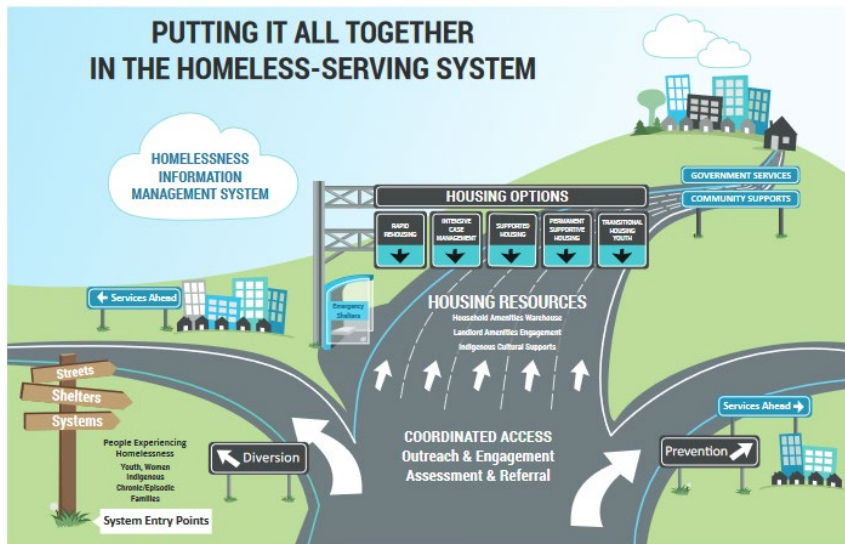
The homeless-serving system is comprised of common intervention components, in alignment with the housing continuum (Figure 2). It is important to note that each of these intervention components plays a role in the homeless-serving system. It is the relationship between these interventions, articulated at the systems-level that ultimately drives common community goals. The way these components become interpreted locally depends on local needs, resources and priorities.

Figure 2: The Housing Continuum

The current funded common intervention component include[1]:

Program interventions aimed at those at imminent risk of housing loss.
- Prevention
- Diversion

Emergency services aimed at people experiencing homelessness:
- Drop-ins
- Outreach
- Emergency Shelters

Housing support programs including:
- Transitional housing
- Rapid Rehousing
- Intensive Case Management
- Supportive Housing

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[1] More information about locally funded programs is available here: https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=354840

Table 1: Ending Chronic Homelessness Performance Monitoring Framework

Population Result	To end chronic homelessness			
Population Indicators	**Reduce chronic homelessness**	**Reduce overall homelessness**	**Reduce new inflow to homelessness**	**Reduce individuals or households returning to homelessness**
	Number of unique individuals who experienced chronic homelessness during the reporting period	**Number of unique individuals who were homeless for at least one day during the reporting period**	**Number of unique individuals who were included for the first time as homeless during the reporting period**	**Number of unique individuals who returned to homelessness from housing or any transitional living situation**
	Collective Impact			
Common Outcome	The City of Hamilton will work in partnership to build and implement a responsive, sustainable and well-performing homeless-serving system informed by evidence-based research and best practice that is effectively integrated into the broader social safety net and manage coordinated access to a diverse range housing-based supports.			

System Performance Measures **(Service System Accountability i.e. combined program performance measures)**	Housing Support Intervention	Housing Continuum Target Audience	Description	**HOW MUCH DID WE DO?** (e.g. measure of quantity and reach)	**HOW WELL DID WE DO IT?** (e.g. measures of quality and service distribution and service capacity)	**IS ANYONE BETTER OFF?** (e.g. measure of effectiveness and outcomes)
	Prevention Programs	At-risk population/ housed	Includes programs offering financial support (rent and utility arrears, etc.) and/or housing supports to achieve housing stabilization for those at imminent risk for homelessness.	Number of [unique] individuals reached by prevention program Number of individuals/households who were connected to a longer-term housing allowance or rent supplement program to maintain their housing Number of individuals/households who received one-time financial assistance Total financial (dollars) one-time assistance provided		

	Shelter Diversion Programs	At-risk population/ housed	Supports for clients to identify and connect to alternative immediate housing arrangements that can prevent the need to stay in emergency shelters.	Number of [unique] individuals reached by diversion programs Number of individuals/households who received one-time financial assistance Total financial (dollars) one-time assistance provided		
	Drop-in Programs	Individuals in need of support while unsheltered or to retain housing	Provide services to meet basic needs and connect to additional housing resources and supports.	Number of [unique] individuals reached by drop-in programs	Number of drop-in program interactions where individuals received support with their basic needs Number of drop-in program interactions where individuals received support with their housing needs	
	Housing-focused Street Outreach Program	Individuals experiencing unsheltered homelessness	Provide services to meet basic needs and connect to additional housing resources and supports for people living unsheltered	Number of unique individuals reached by the Housing-Focused Street Outreach program who have consented to have their personal information stored in HIFIS	Number of Housing-Focused Street Outreach program client interactions where individuals received support with their basic needs Number of Housing-Focused Street Outreach program client interactions where individuals received support with their housing needs	
	Emergency Shelter Early Intervention Supports	Individuals in need of emergency shelter for up to 14 days	Provides individuals/households with intensive and targeted supports to find alternative stable housing arrangements within 14 days or less of their emergency shelter stay.	Number of unique individuals reached by the emergency shelter early intervention programs (i.e. received targeted housing supports within the first 14 days)		

Emergency Shelters	Individuals in need of emergency shelter for up to 30 days	Provides individuals/households with short-term emergency shelter to meet their basic needs (bed, meals, etc.) and support with resources to locate and secure stable housing.	Number of unique individuals provided with an emergency shelter bed/room when needed - overall (unique shelter stayers) Number of unique individuals provided with an emergency shelter bed/room when needed - through permanent emergency shelter spaces (unique shelter stayers) Number of unique individuals provided with an emergency shelter bed/room when needed - through overflow spaces made available as demand fluctuated (unique shelter stayers)	Number of unique individuals who received support with their housing needs *(currently under development)*	
Transitional Housing Programs	Individuals with low to mid acuity in need of temporary place-based supports	Provides place-based time-limited support designed to move individuals to independent living or permanent housing. The length of stay is typically less than one year.	Number of [unique] individuals reached by transitional housing programs		Number [and percent] of [unique] individuals supported by a transitional living program placed into more stable housing by the end of their stay in the transitional living situation Number [and percent] of [unique] individuals supported by a transitional living program who returned to homelessness *(currently under development)*
Rapid Rehousing Programs	Individuals with mid acuity in need of time-limited financial assistance and supports to help them quickly exit homelessness	Case management and housing support for mid acuity participants facing long-term homelessness (chronic homelessness). The length of the intervention is generally between 6 and 12 months.	Number of unique individuals reached by rapid rehousing programs	Caseload ratio	Number [and percent] of unique individuals supported by a rapid rehousing program (i.e., reached) who were placed into more stable housing Number [and percent] of unique individuals supported by a rapid rehousing program (i.e., reached) who returned to homelessness after being housed Number [and percen] of unique individuals supported by a rapid rehousing program (i.e., reached) who successfully exited the program (i.e., individual able to live independently without ongoing case supports)

		Individuals with high acuity in need of longer supports and interventions	Longer-term case management and housing support to higher acuity participants facing long-term homelessness (chronic homelessness), addictions, mental health. The length of the intervention is generally between 18 and 24 months.	Number of unique individuals reached by intensive case management programs	Caseload ratio	Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who were placed into more stable housing Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who returned to homelessness after being housed Number [and percent] of [unique] individuals supported by an intensive case management program (i.e., reached) who successfully exited the program (i.e., individual able to live independently without ongoing case supports)
	Permanent Supportive Housing Programs	Individuals with high acuity in need of longer supports and interventions	Long-term housing and support to individuals who are chronically homeless and experiencing complex mental health, addiction, and physical health barriers with no limit to the length of stay in the program.			

Note: The vertical label in the first data block reads "Intensive Case Management Programs".