



# Metro President's Work Group

## April 21st Discussion Recap



**Date:** April 21, 4 pm to 6 pm

**Location:** Metro Regional Center

*Summary prepared by Drawbridge Innovations*

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## APRIL 21 ATTENDEES

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- Alex Phan – Principal Broker, Portland Metropolitan Association of Realtors®
- Andrew Rowe – Portland Metro Chamber
- Andy Mendenhall – President, Central City Concern
- Ben West – Commissioner, Clackamas County
- Christine Lewis – Councilor, Metro (joined virtually)
- Craig Roberts – Chair, Clackamas County
- Jerry Willey – Commissioner, Washington County
- Joe Buck – Mayor, City of Lake Oswego
- Julia Brim-Edwards – Commissioner, Multnomah County
- Kathryn Harrington – Chair, Washington County
- Keith Wilson – Mayor, City of Portland
- Lacey Beaty – Mayor, City of Beaverton (joined virtually)
- Melissa Erlbaum – Member, Here Together
- Mercedes Elizalde – Member, Welcome Home Coalition
- Rachael Duke – Board Chair, Housing Oregon
- Sahaan McKelvey – Member, Communities of Color
- Shannon Singleton – Commissioner, Multnomah County
- Tim Rosener – Mayor, City of Sherwood (joined virtually)

## REGIONAL SYSTEMS REVIEW: AUDIT DISCUSSION

*The summary below surfaces key conversation themes identified by the consultants at Drawbridge.*

### Key Themes: What focus areas would you like this effort to explore?

#### **Dig into existing inventory of audits before launching into next one**

- Look at what's already been done and start there. How are we using that info to inform questions about gaps?
- If we commission an audit, we may find out stuff we already know, vs. what we need to know.
- An audit may create an excuse to delay moving.
- Understand where we are with existing knowledge. Don't do something duplicative.
- Providers are an important resource: "I could have told them that without paying for an audit."

#### **Focus future systems review on what systems aren't working, gaps and process improvements**

- What systems aren't working that result in homelessness?
- Start with providers on where the gaps are, and where the system breaks down.
- What interventions might prevent people from flowing into homes?

#### **Systems reviews/audits provide snapshot of one moment in time**

- If what we want is process improvement, we should consider real time information.

#### **Audit/systems review could encourage public trust**

- An audit may build back trust.
- The governance piece of an audit is important. It gives public confidence.

#### **Future assessment topics could include:**

- A comparison of our region to other regions around the country and the related metrics. Cost per service, etc.
- Explore alignment around contract and procurement standards. Do contracts and work being done reflect the gaps that we know the system needs?
- How to reduce wait time for housing, how better data quality from providers would be more helpful.
- Focus on improvements that will help us learn how we have sheltered long stayers, how people are graduating from services.

#### **Need for a system-wide look at the region**

- None of us can see the whole system. Coordinate to make most efficient use of the resources.
- Ours is a patchwork of programs based on funding source, not a system. A system will require dollars beyond SHS.
- Look at regional Coordinated Care Organizations (CCOs) (including hospital systems), which play a big role in regional homelessness. Where do they show up, can we help them show up in new and different ways?

#### **Change in nomenclature, from audit to systems review**

- Stop calling it an audit.
- All for system review, that would serve us well.

### Parking lot sticky-note transcription:

- Focus on assessing the existence and use of lean management and continuous improvement tools to map and improve processes across the system. I.e., value stream mapping, Kaizen events, visual management systems, PDCA, etc.
- FYI: MultCo and COP (City of Portland) has/is already done/doing assessments of our shelters and outreach/navigation/inreach/etc.
- Start with recommendations from existing audits. Then vet with providers for gaps in the “system”
- As we discuss data we need to be mindful that not all contracts include adequate resources for providers to rigorously collect and analyze data.
- There was mention of the money counties and cities are investing in homelessness providers also contribute. Our agency brings significant state, federal and private funds to our homeless systems that do not come through counties.
- Shelter citing criteria
- Land use planning
- Series:
  - Step 1: Conversations with service providers as step 1
  - Step 2: Spending review (audit) for effectiveness
  - Step 3: Current state
  - Step 4: Future state
  - Step 5: Gap analysis

## HSI REPORT: DISCUSSION

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*The summary below surfaces key conversation themes identified by the consultants at Drawbridge.*

### Key Themes: In what ways might these HSI research findings inform and shape our regional goals and priorities?

#### Broaden view of KPIs to include/integrate with other housing-related measures

- Co-enrollment: Think bigger than just one issue. Connect with other services outside housing.
- When you get people involved in their community, their mental and physical health improves.
- What are KPIs that multiple systems need/use? For example, the handoffs between Substance Use Disorder (SUD), Severe Mental Illness (SMI) and housing, what goal might we set:
  - X% leaving facilities and getting placement with vouchers or rent support.
  - For aging adults or medically complex situations, do they discharge to shelters?
  - Do we set a goal for discharging to a better location?
- We need to have a way for our KPIs to align to other system needs outside direct homeless services.

#### Aim for a more coordinated system overall

- A case management system for housing: To mitigate the disjointed nature of the healthcare system, it implemented case management, having hands-on coordination for multiple needs vs. having multiple siloes. Help manage folks through the care system.
- We are asking counties to be accountable for KPIs that they don't control.

## HEALTHY REGIONAL SYSTEM FRAMEWORK: GOALS AND KPIs TABLE DISCUSSIONS

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*The text below summarizes the key conversation themes identified by the consultants at Drawbridge. Full transcriptions of the goals and KPI cards are included in the Appendix.*

### Key Themes: Goals and KPIs card exercise

#### **Theme 1: An aligned, integrated regional system**

*Related goals identified by the tables include:*

- *Cross-county:* Enhancing system integration – HMIS (Homeless Management Information System) unified regional system
- *Cross-county:* Regional integrated system infrastructure to build (consistency b/w counties)
- *Cross-system and cross-program:* Co-enrollment
- *Cross-system and cross-program:* Programs – system integration

#### **Theme 2: A system that is people-centric**

*Related goals identified by the tables include:*

- Center services and strategies around the lived experiences, needs and journey of people experiencing or at risk of homelessness
- People have agency and autonomy, financial means and/or support to maintain housing, quality of life and goals for their future

#### **Theme 3: A system that has robust infrastructure and programs**

*Related goals identified by the tables include:*

- Housing build strategy is needed to meet need for physical space and service support strategies
- Amplify eviction prevention strategy/funding support for at-risk individuals in order to prevent homelessness/reduce inflow

#### **Theme 4: Improved outcomes across the homelessness response system**

*Related goals identified by the tables include:*

- SHS interventions reduce the amount of time a client experiences homelessness
- System (shelter, streets, transitional recovery) has equal inflow and outflow
- Homelessness is non-recurring
- Rare, brief and non-recurring

#### **Additional goals**

- Building public trust through transparency
- Phased approach to where each county is at
- Mapping the current state of systems in care continuum
- Community resource efficiency

## APPENDIX: REGIONAL GOALS AND KPI CARD TRANSCRIPTION

*The following is a literal transcription of the goals and KPIs created by each small group, unedited for grammar or spelling.*

### Table 1:

- Chair Harrington
- Commissioner West
- Mayor Buck
- Mercedes Elizalde

#### Goal: Co-enrollment

KPIs:

- What does a client ask for and how often connected to needed services – warm hand offs
- Track utilization and non-utilization of services

#### Goal: SHS interventions reduce the amount of time a client experiences homelessness

KPIs:

- Length of time between contract with coordinated access and housing assessment
- Length of time from shelter to housing
- Length of time homelessness to housing

### Table 2:

- Sahaan McKelvey
- Alex Phan
- Commissioner Singleton

#### Goal: Building public trust through transparency

KPIs:

- Frequency of publicly share KPI reports and dashboards

Additional notes:

- We need public support to continue this work

#### Goal:

- **System (shelter, streets, transitional recovery) has equal inflow and outflow**
- **Houselessness in non-recurring (sic)**

KPIs:

- 100% of participants are permanently housed (# households permanently housed); increased housing retention
- Coordination with other systems of care to lower the number of people who enter the homelessness system whether new or returning
- 100% of people exit homeless system to permanent housing

#### Goal: People have agency and autonomy, financial means and/or support to maintain housing, quality of life and goals for their future

KPIs:

- Economic sovereignty

- Increased community of support
- Decrease return to homelessness (from permanent housing, hospital, jail, tx (sic), foster care, or other institutional youth setting, etc.

**Goal: Shannon says see my reform proposal**

**Goal: Enhancing system integration – HMIS unified regional system**

KPIs:

- Regional system efficiency score from survey
- Quarterly inter-county meetings and ability to elevate impasses at staff level
  - How to incorporate people with expertise

Additional notes:

- Metro should lead HMIS and research

**Table 3:**

- Commissioner Willey
- President Peterson
- Melissa Erlbaum
- Andrew Rowe
- Mayor Wilson

**Goal: Mapping the current state of systems in care continuum**

KPIs:

- Evaluate/measure different types of beds etc.
- Demand/capacity
- Different entities in the “ecosystem”
- Map populations and different types of stages

**Goal: Regional integrated system infrastructure to build (consistency b/w counties) *(parenthetical theirs)***

KPIs:

- Regional information systems – data sharing
- Integrated data management systems
- Ability to measure/track populations across care continuum

**Goal: Programs – system integration**

KPIs:

- Transition/handoffs without drop-offs
- No exits

**Goal: Phased approach to where each county is at**

KPIs:

- Consistent count process
- PIT vs by name list
- Dashboards

#### **Table 4:**

- Chair Roberts
- Rachael Duke
- Dr. Mendenhall
- Commissioner Brim-Edwards

#### **Goal: Rare, brief, nonrecurring**

##### KPIs:

- KPIs per Commissioner Singleton
- Lower duration
- Lower time to entry
- Higher engagement in services to prevent return

#### **Goal: Housing build strategy is needed to meet need for physical space and service support strategies (independent and some service-enriched)**

##### KPIs:

- Clear, existing inventory
- Utilization of inventory
- Population specific services support % of need

##### Additional notes:

- “Next level” strategies:
  - Provider/chart engagements and higher levels of support are needed
- Regional strategy for jurisdictions and housing authority for volume (handwriting illegible)

#### **Goal: Amplify eviction prevention strategy/funding support for at-risk individuals in order to prevent homelessness/reduce inflow**

##### KPIs:

- Reduced eviction for rent non-payment
- Assess eviction prevention risk pool needed and plan for early intervention

##### Additional notes:

- Historically, the first budget to get cut....

#### **Virtual Group:**

- Mayor Beaty
- Mayor Rosener
- Councilor Lewis

#### **Goal: Center services and strategies around the lived experiences, needs and journey of people experiencing or at risk of homelessness.**

##### KPIs:

- Track cause/entry point for individual’s homelessness
- Wait times
- Throughput- see the number of nights in various types of shelter
- Backlogs- number of people on wait lists by program or housing type





- Number of engagements per individual, building relationship and trust
- Number of individuals served by multiple providers over time, without intentional case management
- Case management workload

Additional notes:

- Note that for cause of homelessness, self-reporting data will often be incomplete

**Goal: Community resource efficiency**

No other info provided