

# Recommended Regional Performance Measures, Developed by the Committee on Best Practices for Standardization of Care

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DECEMBER 12, 2025

EXECUTIVE COMMITTEE FOR REGIONAL HOMELESS ALIGNMENT

# APPROACH

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# MEASURE A REQUIREMENTS

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**Measure A requires the Executive Committee for Regional Homeless Alignment, with input from the Leadership Table, to *"develop best practices for standardization of care, including but not limited to connections to behavioral and mental health, medical care, and other services. These best practices should include guidance and key performance indicators for contractors and Funding Recipients."***

**(Section 3.C)**

# ECRHA REPORT BACK REQUIREMENTS

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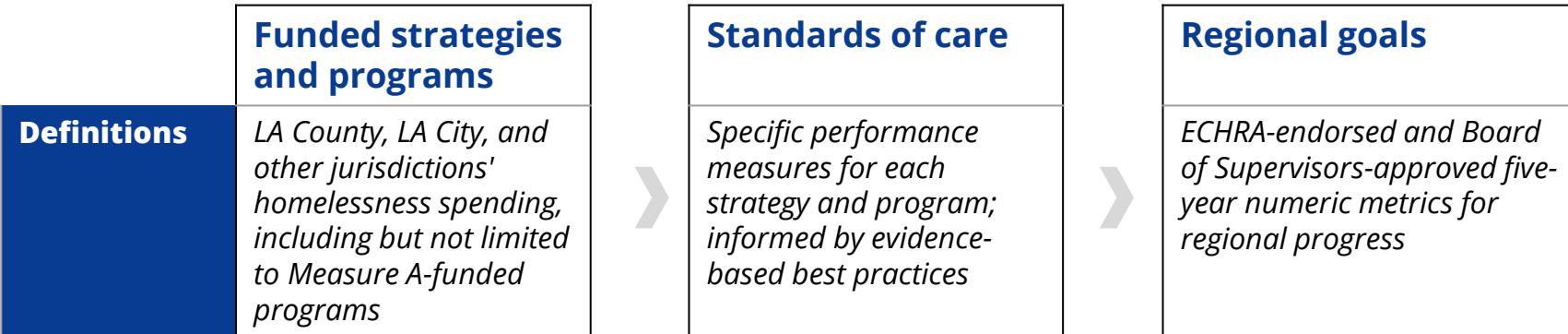
The Best Practices for Standardization of Care (BPSC) Committee has already reported back to ECRHA on:

- ✓ Progress to establish **practice standards and performance indicators** that will ensure that funded strategies contribute to Measure A's regional goals, including equity goals.
- ✓ Proposed **enhancements to the regional plan** that deepen data collection and operational coordination and further elevate opportunities for alignment between jurisdictional partners.
- ✓ Initial considerations for a **standing process** to identify and recommend areas for jurisdictions to better align policy and program design, collaborate to remove roadblocks and scale effective programs, identify opportunities for system and cost efficiencies, and drive investment toward greatest impact.

**Today, the BPSC Committee is presenting its final recommendations on outreach, interim housing, and permanent supportive housing performance measures.**

# BPSC COMMITTEE-ADOPTED DEFINITION OF REGIONAL “STANDARDS OF CARE”

Standards of care support system accountability by specifying and measuring how funded strategies and programs contribute to regional goals



# GOALS FOR REGIONAL PERFORMANCE MEASURES

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- Provide leaders overseeing regional homelessness response and the public with **meaningful, regular data** on the implementation of funded strategies and services
- **Support regional coordination**, including data-driven problem solving across departments, providers, and jurisdictions
- Create clarity and consistency, across system funders and administrators, on **data gathering priorities**, ideally limiting the administrative burden
- Help identify **regional data integration priorities**, through a thorough review of where data and data infrastructure is needed
- Shine a light on what is working well and where we need to refine or adjust our approach, so the region can better **align investment to results**

# APPROACH TO DEVELOPING REGIONAL PERFORMANCE MEASURES

## Phase 1: Align on Meaningful Measures

April - September 2025

- Engaged local jurisdiction representatives, dozens of service providers, people with lived experience, the Equity Sub-Committee, and operational leads
- Reviewed 50+ scopes and best practice documents
- Aligned on measures for permanent supportive housing, interim housing, and outreach
- Adopted draft measures for data feasibility review

## Phase 2: Assess Data Availability + Measurement Feasibility

July - November 2025

- The Data Sub-Committee reviewed all measures, assessed data availability, and made recommendations to support measurement ease and accuracy and promote regional consistency
- BPSC adopted final measures and votes to recommend adoption of these measures by ECRHA

## Phase 3: Adoption

December 2025 - ongoing

If ECHRA adopts final measures:

- Contract administrators and funding recipients will begin to integrate these measures into contracts and workflow
- The County will begin publicly reporting on all available data on a public dashboard by October 2026
- The County has committed to prioritizing resolution of data integration challenges elevated by the BPSC Committee

# RECOMMENDATIONS

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# **WHAT THESE MEASURES WILL HELP US UNDERSTAND**

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For the most significant areas of regional investment in homelessness response – outreach, interim housing, and permanent supportive housing – the Committee is recommending the adoption of measures that will help us understand four important things:

- 1. Are our investments fully leveraged?**
- 2. Is our system providing quality assistance to help people prepare for and access permanent housing?**
- 3. Is our system providing services to address health behavioral health, financial and social service needs?**
- 4. Are people served experiencing strong permanent housing outcomes?**

# **TAKEAWAYS FROM THE DATA SUB-COMMITTEE'S ANALYSIS**

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- **Some data is already gathered for 87 of the 112 measures** that the Committee recommends adopting
- For nearly all measures, it is **possible to report some data at the site, Council District, Supervisorial District, and/or SPA levels**
- Across all programmatic areas – outreach, interim housing, and permanent supportive housing – it is **not currently possible to track the number of people referred to a health or mainstream service, the number of those referred who are eligible, and the number of those eligible who receive the service**. The Data Sub-Committee recommends reporting in the short-term of the number of people receiving the service and investing regional Measure A funds in developing the data integration needed to track the outcome of referrals over the coming years.
- **More work will be needed over the coming years** to integrate data from programs and services not currently administered by the County (e.g., field medicine and other services)

# OPERATIONALIZING MEASUREMENT

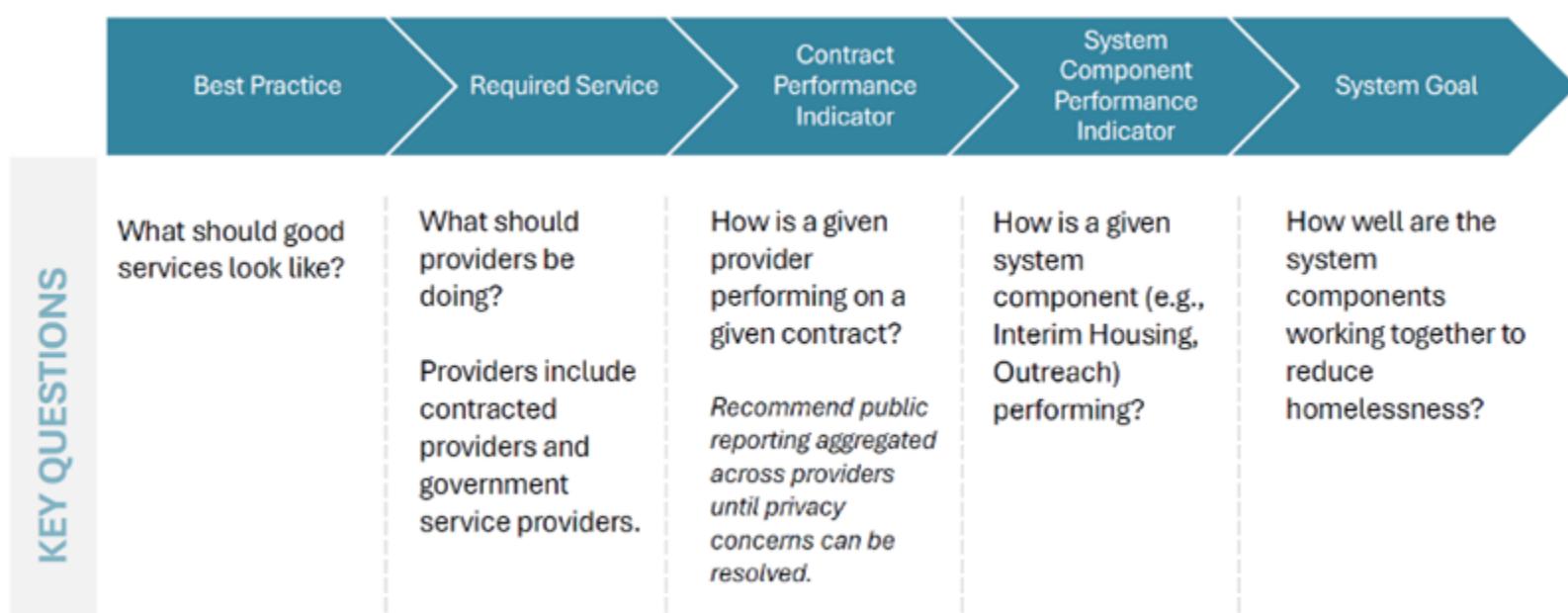
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The Data Sub-Committee supported the BPSC Committee to categorize proposed measures into the following components of performance management:

1. **System Goals:** Monitor how the entire system is functioning as a whole and examine progress toward strategic goals
2. **System component performance indicators:** Measure how all providers of a specific component are collectively performing and how will multiple components are working together to move participants through the homeless services system.
3. **Contract performance indicators:** Measure how well individual programs and providers are performing.
4. **Required services:** Operational expectations that define how providers should deliver services.

# OPERATIONALIZING MEASUREMENT

Together, these components create a framework for regional performance oversight



# EXAMPLE OF FINAL RECOMMENDED MEASURES - OUTREACH

Question to answer	Examples of recommended measures	Performance category
Are our investments <b>fully leveraged</b> ?	At least x% of all contacted individuals are engaged ( <b>connected or re-connected to ongoing services</b> )	Contract performance
Is our system providing <b>quality assistance</b> to help people prepare for and access permanent housing?	Average days from engagement in (connection to) street outreach services to <b>enrollment into interim housing</b>	System goal
Is our system <b>providing services</b> to address health behavioral health, financial and social service needs?	Number of <b>clinical encounters</b> recorded by each specialized outreach team per month  Percentage of referrals that are " <b>closed loop</b> ," meaning service providers inform the referring entity or individual when an individual has been connected to services or couldn't be connected	System component  Required service
Are people served experiencing <b>strong permanent housing outcomes</b> ?	<b>Decrease the number of people experiencing unsheltered homelessness</b> by x%	System goal

# EXAMPLE OF FINAL RECOMMENDED MEASURES – INTERIM HOUSING

Question to answer	Examples of recommended measures	Performance category
Are our investments <b>fully leveraged</b> ?	Interim housing maintains at least <b>x% occupancy</b>	System component
Is our system providing <b>quality assistance</b> to help people prepare for and access permanent housing?	Percentage of interim housing participants disaggregated by <b>permanent housing referral status</b> (e.g., are clients in the queue, matched, or housed through the time-limited subsidy, permanent supportive housing, or other appropriate permanent housing destination)	System goal
Is our system <b>providing services</b> to address health behavioral health, financial and social service needs?	Eligible interim housing participants are <b>enrolled in MediCal</b>	Required service
Are people served experiencing <b>strong permanent housing outcomes</b> ?	No more than x% of people <b>exit to unknown, unsheltered or locations “not acceptable for human habitation”</b>	Contract performance indicator

# EXAMPLE OF FINAL RECOMMENDED MEASURES – PERMANENT SUPPORTIVE HOUSING

Question to answer	Proposed final measure	Performance category
Are our investments <b>fully leveraged</b> ?	Newly opened project-based permanent supportive housing is <b>at least X% occupied within 90 days</b> of the site receiving a master HAP contract	System component
Is our system providing <b>quality assistance</b> to help sustain permanent housing?	Tenants have access to a <b>housing retention process</b> to resolve issues and prevent loss of housing	Required service
Is our system <b>providing services</b> to address health behavioral health, financial and social service needs?	Percentage of service participants living in permanent supportive housing who are receiving the <b>regular in-person case management</b> services indicated for their acuity level	Contract performance indicator
Are people served experiencing <b>strong permanent housing outcomes</b> ?	Number of tenants <b>retain permanent housing for at least two years</b> , following moving into permanent supportive housing	System goal

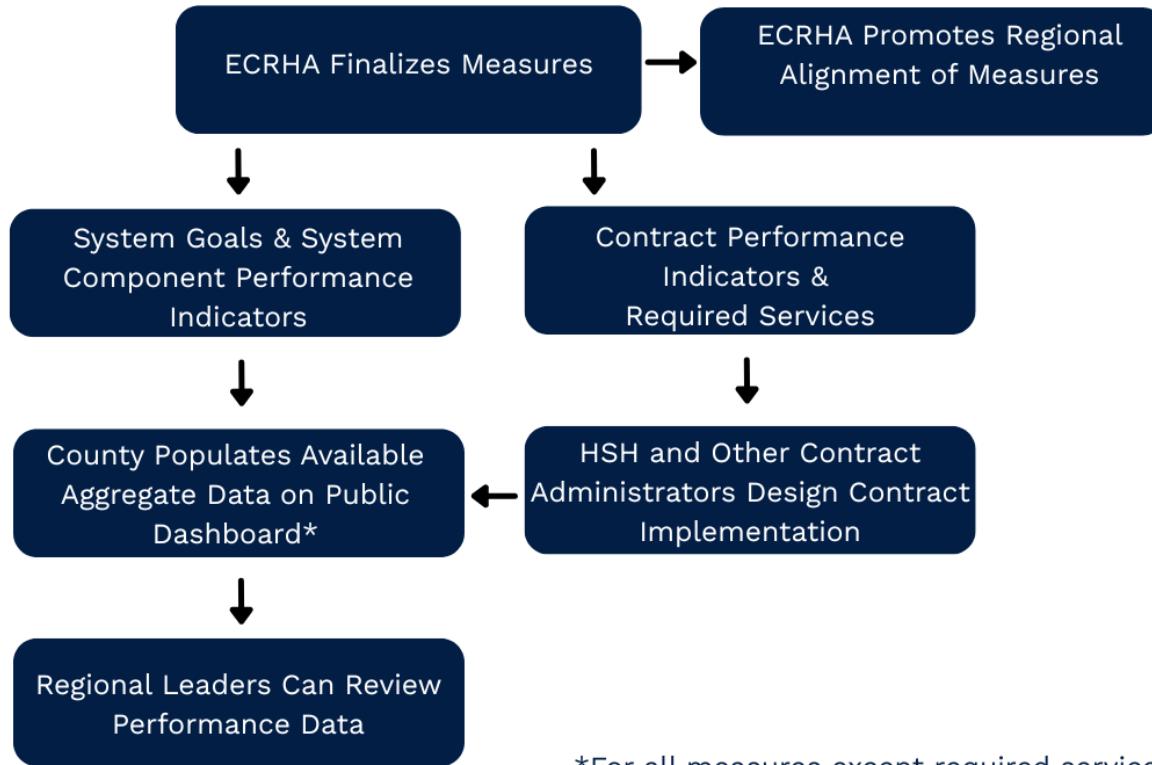
# OPERATIONALIZING MEASUREMENT

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Building from the Data Sub-Committee's additions and refinements, BPSC is recommending the regional adoption of 112 shared performance measures

	System goals	System component performance indicators	Contract performance indicators	Required services	Totals	Measures with some data already available
<b>Permanent supportive housing</b>	2	20	9	4	35	25
<b>Interim housing</b>	3	21	8	1	33	27
<b>Outreach</b>	6	28	9	1	44	35
<b>Totals</b>	11	69	26	6	112	87

# IMPLEMENTATION WORK FLOW



\*For all measures except required services.

# IMPLEMENTATION SPOTLIGHT: REFERRALS TRACKING

A key barrier elevated through this process is the challenge of tracking referrals through to receipt of services. This same issue exists in all programmatic areas – outreach, interim housing, and permanent supportive housing.

## WHAT IS NOT POSSIBLE TO TRACK NOW

Number of people referred to a specific service



Of those referred, number who are eligible for the specific service



Of those referred and eligible, number who is receiving the specific service

## PLANNED STRATEGY

- **Leverage data that already exists** to report on the number of people receiving a specific service
- **Prioritize regional work to build new workflows, data system capacity, and data integration** to track referrals to receipt of service

# REGIONAL PARTNERS

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# BPSC COMMITTEE MEMBERS

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## Chair

- Nithya Raman, *City Councilmember*, Los Angeles City Council, CD 4

## Vice Chair

- Celina Alvarez, *Executive Director*, Housing Works

## Committee Members

- Dr. Etsemaye Agonafer, *Deputy Mayor of Homelessness & Community Health*, City of Los Angeles
- Dr. Va Lecia Adams-Kellum, *CEO*, Los Angeles Homeless Services Authority (LAHSA)
- Becky Shevlin, *Mayor*, City of Monrovia
- Lourdes Castro Ramirez, *President & CEO*, Housing Authority of the City of Los Angeles (HACLA)
- Dr. Jackie Contreras, *Director*, LA County Department of Social Services (DPSS)
- Marisa Creter, *Executive Director*, San Gabriel Valley Council of Governments

- Sarah Dusseault, *Co-Chair*, Blue Ribbon Commission on Homelessness
- LaToya Cooper, *Lived Experience Representative*, LA Emissary & Homeless Youth Forum of Los Angeles/Alexis Obinna, *Lived Experience Representative*, Homeless Youth Forum of Los Angeles
- Dr. Barbara Ferrer, *Director*, LA County Department of Public Health (DPH)
- Dr. Christina Ghaly, *Director*, LA County Department of Health Services (DHS)
- Darren L. Hendon, *Director of Programs*, Veteran Social Services, Inc.
- Tiana Johnson Hall, *General Manager*, Los Angeles Housing Department (LAHD)
- Amara Ononiwu, *Co-Chair*, Faith Collaborative to End Homelessness
- Jose Osuna, *Director of External Affairs*, Brilliant Corners
- Miguel A. Santana, *President & CEO*, California Community Foundation
- Cheri Todoroff, *Executive Director*, LA County Homeless Initiative
- Dr. Lisa H. Wong, *Director*, LA County Department of Mental Health (DMH)
- Health Care in Action or USC Medical Center Representatives

# DATA SUB-COMMITTEE MEMBERS

Agency	Personnel
 <b>Health Services</b> LOS ANGELES COUNTY	Molly Rysman Jasper Cooper Sam Matonik Monica Gudino Absalon Galat Patrick De Gregorio Victor Hinderliter
 <b>Chief Executive Office.</b>	Max Stevens* Andy Perry Dean Obermark Royce Ortega Ari Hamilton Carter Hewgley
 <b>CALIFORNIA POLICY LAB</b>	Janey Rountree* Peter Casey Karen Law

\* Data Subcommittee Co-Chair

\*\* HUD Technical Assistant

Agency	Personnel
 <b>LOS ANGELES HOMELESS SERVICES AUTHORITY</b>	Bevin Kuhn Saba Mwine-Chang John Cutone Alexandra Braboy Brooke Spellman**
 <b>LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH</b> hope. recovery. wellbeing.	Lisa Benson Maria Funk La Tina Jackson Anil Thomas Aubree Lovelace Dan Mansfield Teresa Rivera Karen Bernstein Alex Silva
 <b>Public Health</b>	Tina Kim

# ENGAGEMENT TO INFORM MEASURES

## Local Jurisdictions

- City of Long Beach
- Westside Cities COG
- City of Santa Fe Springs
- San Gabriel Valley COG
- City of Lancaster
- City of Hawthorne
- Gateway Cities COG
- City of Pasadena
- City of Santa Monica
- City of Long Beach
- City of Inglewood
- South Bay Cities COG

## Equity Sub-Committee

- Various members of the LTRHA Equity Sub-Committee including but not limited to LAHSA and ARDI Co-Chairs and/or staff

## Service providers

- LA Family Housing
- The People Concern
- St. Joseph's Center
- Housing Works
- CRCD
- Habor Interfaith
- Heritage Clinic
- Lifesteps
- MHA
- SCHARP
- Union Station Homeless Services
- HOPICS
- The Center in Hollywood
- Helpline Youth Counseling (HYC)
- Hope the Mission
- Christ-Centered Ministries
- Homeless Health Care Los Angeles (HHCLA)
- PATH
- Exodus Recovery
- Mental Health America of Los Angeles

## Operational leads

- DHS
- DMH
- DPH
- HACLA
- Interim Housing Funders Working Group
- LA County CEO – HI
- LAHD
- LAHSA