Town Hall

Department of Homeless Services and Housing

Los Angeles County

September 15, 2025

Agenda

- Welcome
- Community Agreements
- Report back: August Town Hall
- Community Engagement Update
- Presentation: Measuring Success in the Department of Homeless Services and Housing
- Small Group Discussions
- Next Steps & Close

COMMUNITY AGREEMENTS

Fostering community resilience through community collaboration

- Respect confidentiality
- Be present and engaged
- Respect the wisdom in the group
- One person speaks at a time
- Take space and make space
- Be patient with the technology and mindful of participants joining by Zoom
- Expect and accept non-closure
- Respect one another
- Recognize that conflict may arise, just respond respectfully

REPORT BACK ON SUPPORTIVE HOUSING AND/OR MASTER SERVICE AGREEMENTS (SHSMA) DISCUSSION

Non-Contracted Providers

Are there SHSMA terms and conditions you find to be challenging to comply with?

- Reporting requirements seem burdensome, and it would be taxing to meet compliance standards.

Contracted Providers

As a SHSMA Contractor have you experienced any concerns or challenges with billing or payment?

- **Challenges to Changes in Participant Acuity Level:**
  - Inconsistent Acuity Assessment
  - Timing of Changes
  - Communication on Rate Changes
  - Budgeting Impacts
- **Invoicing Challenges:**
  - Acuity Changes Impacting Billing
  - ICMS Invoicing Errors
  - Supplemental Reports & Invoice Delays
- **CHAMP Issues:**
  - Limited Access
  - Financial Access Needed
  - Data Discrepancies
  - Data Integration Issues

Contracted Providers

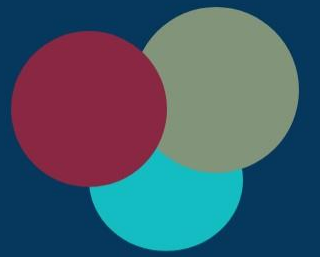
Do you have concerns with the SHSMA contract monitoring processes?

- **Timing and Coordination of Monitoring Visit:**
  - Coordinating monitoring visits between Housing for Health (HFH) and Central Contracts Monitoring Division (CCMD)
- **Lack of Necessary Expertise:**
  - Perception that the monitoring team lacks the necessary expertise, impacting the quality and relevance of the monitoring.
- **Lack of Clarity and Follow-Up:**
  - Lack of clear and timely follow-up after annual monitoring
  - The development of Corrective Action Plans (CAPs) lacked sufficient specificity.
  - The lack of availability of HFH training courses is impacting the ability to remain in compliance.

UPDATE ON COMMUNITY ENGAGEMENT

High-Level Community Engagement Plan

Engagement Dashboard



Community Engagement on the New Department of Homeless Services & Housing

CHANGEWELLPROJECT
PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

Event Details | Participant Feedback

Total Events

Countywide
21

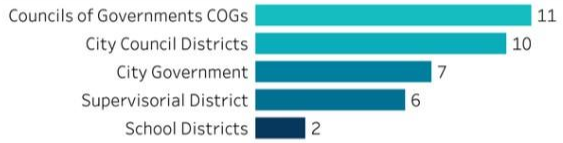
Regional Focus
69

Total People Reached

3,308

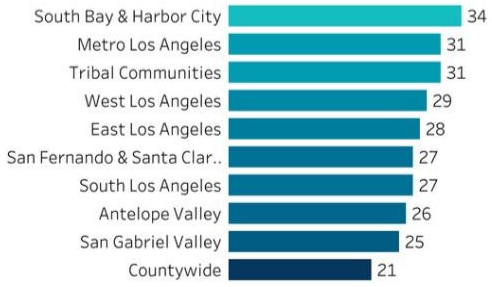
Groups Engaged

Government Partners



Community Groups

Community Focus of Events



Discussion Themes

Date Updated: 8/28/2025

September 15, 2025

Measuring Success in the Department of Homeless Services and Housing

Using Performance Management and Evaluation to Ensure Accountability, Improvement, and Innovation

Chief Executive Office.

County of Los Angeles Homeless Initiative

HOUSING FOR HEALTH

Disclaimer

Metrics and evaluations for the new department are an active work in progress and will continue to change over coming months with input from numerous partners.

Overview

- Measure A Requirements
- Performance Management and Evaluation
- Draft Metrics for Performance Management
- Preview and Process for the Annual Evaluation Agenda
- Using Data to Make Better Decisions

Measure A Requirements

The Five Measure A System Goals

1. Increase the number of people moving from encampments into permanent housing to **reduce unsheltered homelessness**.

2. Reduce the number of people with **mental illness and/or substance use disorders** who experience homelessness.

3. Increase the number of people **permanently leaving homelessness**.

4. Prevent people from **falling into homelessness**.

5. Increase the **number of affordable housing units** in Los Angeles County.

For more detail: https://homeless.lacounty.gov/responsive-regional-plan/

The Measure A Goals as Metrics

By 2030, using FY23-24 as a baseline:

1. Increase the number of people moving from encampments into permanent housing to **reduce unsheltered homelessness**.

- 1a: Decrease by 30% the number of people experiencing unsheltered homelessness.
- 1b: Increase by 80% the number of people moving into permanent housing from unsheltered settings.
- 1c: Increase by 32% the rate of people moving into interim housing from unsheltered settings.

2. Reduce the number of people with **mental illness and/or substance use disorders** who experience homelessness.

- 2a: Reduce by 15% the number of people with serious mental illness (SMI) alone experiencing homelessness.
- 2b: Reduce by 10% the number of people with Substance Use Disorder (SUD) alone experiencing homelessness
- 2c: Reduce by 10% the number of people with co-occurring SMI and SUD experiencing homelessness.

3. Increase the number of people **permanently leaving homelessness**.

- 3a: Increase by 57% the number of people who exit homelessness to permanent housing.
- 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness.

The Measure A Goals as Metrics

By 2030, using FY23-24 as a baseline:

4. Prevent people from **falling into homelessness**.

- 4a: Reduce the number of people who become newly homeless by 20%.*

5. Increase the **number of affordable housing units** in Los Angeles County.

- 5a: Increase by 41%-53% the current level of affordable housing production*.
- 5b: Increase by the current level of affordable housing units being preserved*.

** Los Angeles County Affordable Housing Solutions Agency (LACAHSA) metric*

What Does Measure A Require HSH to Do?

Oversee programs through the establishment and publication of metrics connected to the five Measure A goals.

- 6.A.2. TRANSPARENCY. Establish metrics that consider the feasibility of data collection and connect to the goals of this Ordinance. The County should provide sufficient staffing for research, evaluation, data management, data integration, and monitoring of the progress of evaluations, to provide centralized program oversight. The County will make performance metrics publicly available.

What Does Measure A Require HSH to Do?

Develop and maintain an annual evaluation agenda to measure impact of investments and spur innovation and improvement.

- 6.A.1. INNOVATION AND ACCOUNTABILITY.
  - Establish and manage an annual evaluation agenda to spur innovation and improvement. The agenda should prioritize internal and external evaluations that test the causal impact of investments on the desired outcomes. Evaluations must additionally include a third-party evaluator selected through a request for proposals. Evaluations must include voices with relevant lived experience.

What Does Measure A Require HSH to Do?

Use recommended performance indicators to ensure provider adherence to best practices and common standard of care.

- 3.C. DISTRIBUTION AND USE OF FUNDS.
  - The Executive Committee, with input from the Leadership Table, shall 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.

Performance Management and Evaluation

Performance Management vs. Evaluation

- **Performance Management (what is happening?):** A management process that uses regular data reports to monitor progress, signal challenges, and prompt management decisions to promote continuous improvement.

- **Evaluation (why is it happening?):** assesses the effectiveness of an intervention or program; explores the experience of participants; evaluates whether programs are implemented as intended; answers questions that require longer timelines and observation periods. Informs management decisions on resource allocation and program design improvements.

Performance Management vs. Evaluation

	Best Practice	Required Service	Contract Performance	System Component Performance	System Goal
Performance Management	• Shared expectations for services, grounded in values, evidence-based program models, and strategic priorities. • The vision for what participants should experience.	• Operational expectations that define how providers should deliver services.	• Measures of how well individual programs and providers are performing.	• Measures how all providers of a specific component are collectively performing	• Monitor how components are working together to move people through the system as a whole. • Examine progress towards strategic goals.
Evaluation	• Meta analyses and evidence reviews summarizing what we do and don't know about what works	• In-depth examination of service provider practices to assess implementation fidelity to program design (process evaluation) • Descriptive and qualitative studies of user experience	• Causal studies on effectiveness of existing services or impact of service improvements on key outputs • Descriptive and qualitative studies of participant outcomes	• Causal studies of effectiveness of whole components or sectoral policy changes on key outcomes • Descriptive studies on component-level disparities in outcomes	• High-level evaluation of return on investment across system as a whole (difficult) • Surveys or qualitative research to fill key gaps in understanding of system

Interim Housing (IH) Examples

	Required Service	Contract Performance	System Component Performance	System Goal
Performance Management	IH participants need to have a valid ID uploaded within 45 days of enrollment.	% of IH participants who have the documents they need to secure permanent housing.	% of IH participants who exit to homelessness or unknown destinations.	3a: Increase by 57% the number of people who exit homelessness to permanent housing.
Evaluation	What is the user experience or journey of participants in interim housing sites?	Does earlier exit planning / housing navigation reduce returns to homelessness?	Does providing on-site medical care at Interim Housing program sites reduce hospitalizations?	What are the key predictors of racial disparities in who moves from interim housing into permanent housing?

Draft Metrics for Performance Management: Interim and Permanent Supportive Housing

Ongoing Work and Timeline

- HSH working on metrics for permanent supportive housing, outreach, interim housing, and time-limited subsidies, in close collaboration with Data Subcommittee of the Executive Steering Committee, the Best Practices Standard of Care Subcommittee (BPSC), and departments that own or integrate the data
- HSH Permanent Supportive Housing (PSH) Key Performance Indicators (KPIs) have been included in recommendations to BPSC; BPSC recommendations included in draft HSH KPIs
- Goal is to publish first partial version of system component dashboards by January 2026, and a revised, fuller version by October 2026
- Agile approach: pilot dashboard early, ongoing refinement (**metrics will change!**)

Interim Housing Metrics

System Goal

- 1c: Increase by 32% the rate of people moving into interim housing from unsheltered settings by 2030.
- 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness by 2030.
- 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness.
- 2c: Reduce by 10% the number of people with co-occurring SMI and SUD experiencing homelessness.
- 3a: Increase by 57% the number of people who exit homelessness to permanent housing.
- 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness.

System Component Performance Indicator

- # of participants served/newly enrolled
- % experiencing different lengths of stay, among active and exited participants
- % of exits by destination category (permanent housing, return to homelessness, etc.), system-wide
- Occupancy rate, system wide (%)
- # receiving County mental health, substance use, physical health care services
- # enrolled in Countywide Benefits Entitlement Services Team (CBEST)
- % of participants disaggregated by permanent housing referral status (in queue, matched, etc.)

Contract Performance Indicator

- % of participants document ready
- % of exits by destination category (permanent housing, return to homelessness, etc.)
- % of participants with Coordinated Entry System (CES) assessment (Vulnerability Index – Service Prioritization Decision Assistance Tool [VI-SPDAT] or Los Angeles Housing Assessment Tool [LA HAT]) within X days of enrollment
- % of participants with ID uploaded within X days of enrollment
- % of participants with Social Security Card

Metric originally proposed by BPSC (with possible Data Subcommittee [DSC] edits)

Metric recommended to BPSC by DSC

Permanent Supportive Housing Metrics

System Goal

- 1c: Increase by 32% the rate of people moving into interim housing from unsheltered settings by 2030.
- 2a: Reduce by 15% the number of people with SMI alone experiencing homelessness by 2030.
- 2b: Reduce by 10% the number of people with SUD alone experiencing homelessness.
- 2c: Reduce by 10% the number of people with co-occurring SMI and SUD experiencing homelessness.
- 3a: Increase by 57% the number of people who exit homelessness to permanent housing.
- 3b: Increase by 101% the number of service participants who retain permanent housing, two years after they exit homelessness.

System Component Performance Indicator

- # of participants served/moved-in
- Utilization rate, system wide (%)
- % of new sites 90% occupied within 90 days of master Housing Assistance Payment (HAP) contract (estimated reporting in 6-12 months)
- % of vacated units filed within 90 days of unit becoming available to match (estimated reporting in 6-12 months)
- Geographic prioritization used in matching of project-based sites (metric TBD, estimated reporting in 6-12 months)
- Retention rate at 12, 24, and 24+ months
- Avg time from housing match to move-in, system wide
- Graduation rate: % of exits to permanent destinations
- # receiving County mental health, substance use, physical health care services
- # enrolled in CBEST

Contract Performance Indicator

- % of Intensive Case Management Services (ICMS) participants that:
  - Receive in-person case management indicated for their acuity
  - Receive at least two services monthly
  - Receive a 5x5 assessment every 90 days
  - Receive Individualized Care Plan every 90 days
  - Receive Housing Acuity Assessment every 90 days (tenants only)
  - Have all other required ICMS documentation
- Retention rate by site at 12, 24, and 24+ months
- % of tenants who complete their annual recertification

Metric originally proposed by BPSC (with possible DSC edits)
Metric recommended to BPSC by DSC

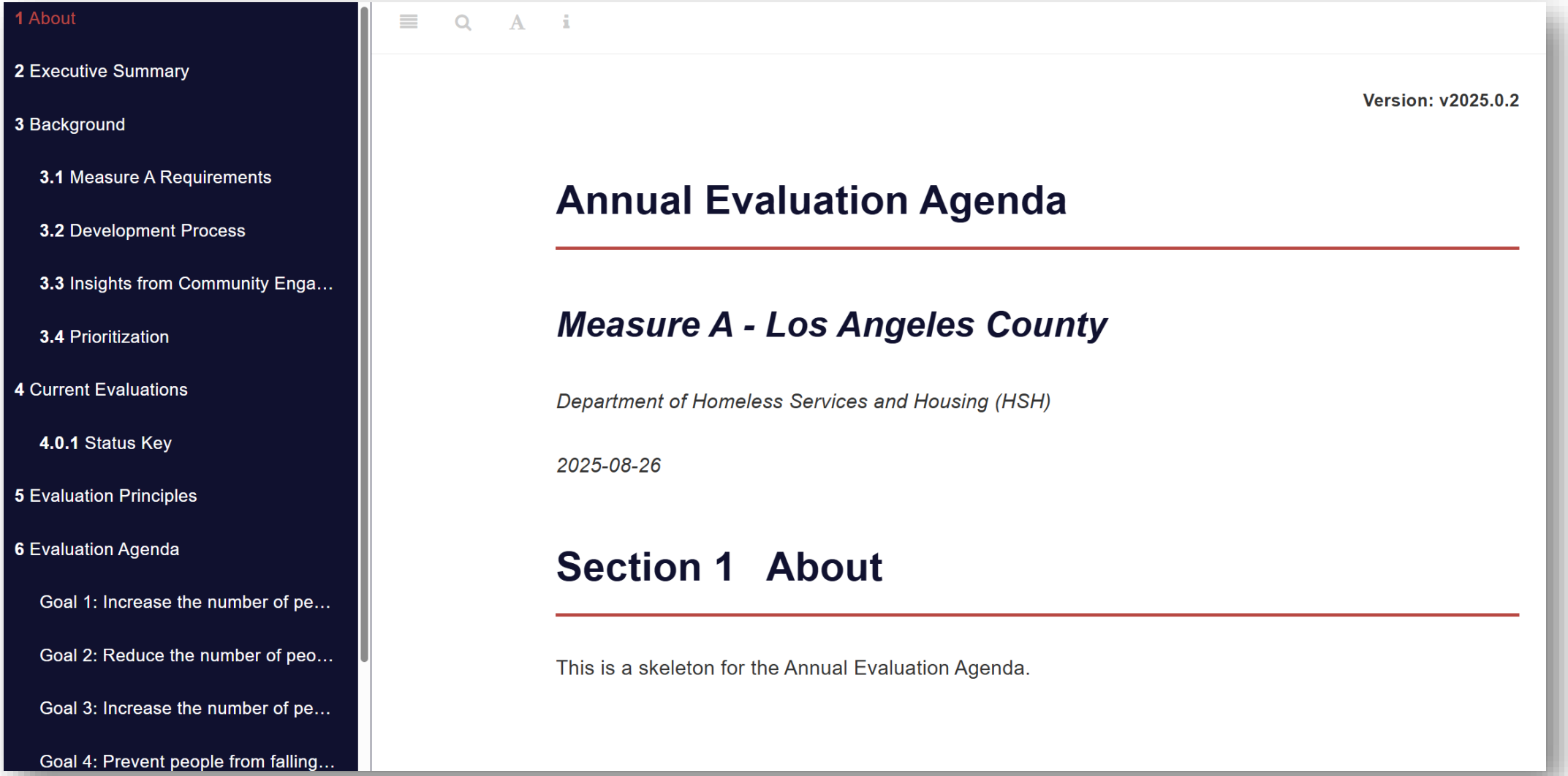
Preview and Process for the Annual Evaluation Agenda

What is the Annual Evaluation Agenda?

A public website that contains:

- A **continuously updated list of priority research questions** connected to Measure A goals
- A **plan to answer them** and use the answers
- A list of **evaluation principles**
- **Status updates** on active and upcoming evaluations
- A description of how **community input** influenced the agenda

What Is the Annual Evaluation Agenda?



Establishing and Managing the Agenda

Establishment

Month	6/25	7/25	8/25	9/25	10/25	11/25	12/25	1/26	2/26
Steps	**Align** on process		**Engage** community			**Prioritize** questions		**Implement** agenda	
Governance partners									
Co-design partners									
Advising partners									

Annual Management

Tracking Input and Updates to the Agenda

Every change is publicly tracked...

26 index.Rmd

```
@@ -1,20 +1,27 @@
- ---
+ ---
  title: "Annual Evaluation Agenda"
+ subtitle: "Measure A - Los Angeles County"
  author: "Department of Homeless Services and Housing (HSH)"
  date: "`r Sys.Date()`"
  site: bookdown::bookdown_site
  documentclass: book
- bibliography: [book.bib, packages.bib]
- # url: your book url like https://bookdown.org/yihui/bookdown
- # cover-image: path to the social sharing image like images/cover.jpg
  description: |
-   This is a minimal example of using the bookdown package to write a book.
-   The HTML output format for this example is bookdown::gitbook,
-   set in the _output.yml file.
+   The Annual Evaluation Agenda (AEA) is required under Measure A.
+   It identifies the most important evaluation questions for the homelessness system each year,
+   summarizes ongoing evaluations, and sets out principles for equity, transparency, accountability, and innovation.
+   This site publishes the AEA as a living, versioned document.
```

... and versioned.

v2025.0.2 Latest

Added

- Created repo architecture:
  - Pull request template
  - CHANGELOG
  - Guide for updating AEA (`_make_AEA`)
- Created structure and placeholder content for AEA itself

Changed

- Removed extraneous files left over from Bookdown template
- Updated CSS to reflect LAC style
- Various small edits to presentation of the agenda on site
- Updated version

Fixed

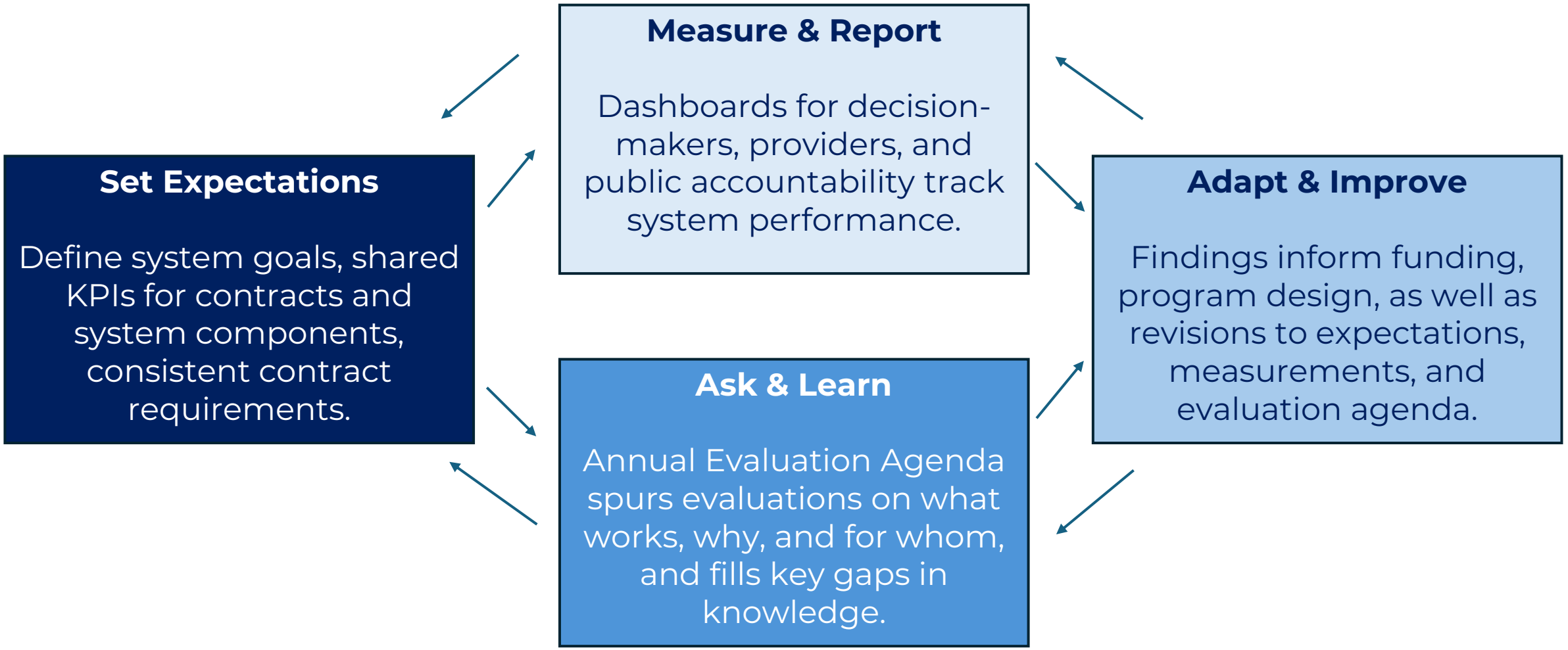
- NA

Diff

Compare with v2025.0.1

Using Data to Make Better Decisions

Continuous improvement through measurement and learning



Breakout Session Questions

1. What are the most important measures of success?

2. How do we balance being data driven with partnering with smaller organizations that do not have the same capacity to collect data?

3. How do we ensure that our focus on being data driven is helping us reduce racial and ethnic disparities and not furthering disparities?

4. If you could design one study or evaluation question that would move the system forward, what would it be?

5. Are there models of how to incorporate qualitative data into performance measurement that we can learn from?

Service Provider Task Force

- The County is currently accepting applications from service providers who currently hold housing and service contracts with housing for Health and/or the Los Angeles Homeless Services Authority for the **Department of Homeless Services and Housing Service Provider Task Force.** The goal of the Task Force is to provide input into the creation of the new department.

- Applications are due **September 26, 2025.** You can learn more and apply online through the Service Provider Task Force Application webpage via the QR code here.

Contribute to the Annual Evaluation Agenda

Please share your thoughts on what we should be asking in our agenda at our survey here:

https://forms.office.com/g/7GieTJ9mFD

Next Town Hall Meeting

October 20th, 2025

10:00 a.m. - 11:30 a.m.

Thank You

CHANGE WELL PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS