

DC PROJECT QUALITY IMPROVEMENT TOOLKIT

PERFORMANCE SELF-ASSESSMENT QUESTIONS AND RESOURCES

This Performance Quality Improvement (PQI) Toolkit provides providers and their projects with a collection of resources to help them assess and improve their performance on a variety of measures. Most of the measures covered in this toolkit map back to the scoring categories of the DC system performance report cards. Providers that have scored poorly in one or more of those categories should look for the corresponding categories in the PQI Toolkit as a place to start. However, organizations are encouraged to explore each of the categories in the PQI Toolkit to see where potential improvements can be made to additional topic areas. It is important to look at improving performance in all of these areas to be better in line with [HUD's System Performance Measures](#) (SPMs), to facilitate the funding review process, and to meet local benchmarks.

The topics covered in this toolkit include:

From the PQI

- [Measure A: Data Quality and Completeness](#): Consider reviewing if your organization needs help with training staff in data entry or creating protocols to ensure high data quality.
- [Measure B: Utilization Rate](#): Consider reviewing for ideas on why programs are serving more or less clients than what is anticipated.
- [Measure C: Length of Stay](#): Consider reviewing if your organization is interested in improving connections to mainstream resources, building landlord partnerships, or creating more effective housing plans.
- [Measure D: Exits to Permanent or Positive Destinations](#): Consider reviewing if your organization is interested in improving connections to mainstream resources, building landlord partnerships, or creating more effective housing plans.
- [Measure E: Housing Stability \(PSH\)](#): Consider reviewing if your organization is looking to improve its case management approach and learn about the unintended results of some policies and procedures your organization may have in place.
- [Measure F: Returns to Homelessness](#): This module suggests related topic areas that may have the greatest impact on improving on this measure.
- [Measure G: Changes in Income](#): Review if your organization wants to increase employment services partnerships for people exiting homelessness.
- [Measure H: Accepting Referrals through CAHP](#): Consider reviewing if your organization has low participation in accepting referrals from the Coordinated Assessment and Housing Placement process.

Additional Resources

- [Leveraging Resources](#): Consider reviewing if your organization is looking for ways to increase public or private funding for its operations.
- [Demonstrating Commitment to Housing First Principles](#): Consider reviewing to ensure your organization is operating with a Housing First approach.
- [Rate of VI-SPDAT Completion](#): Consider reviewing if your organization has a lag in the time it takes staff to complete the VI-SPDAT.
- [Rate of Positive Client Satisfaction](#): Consider reviewing if your organization is looking to improve the quality of its case management, facilities, or ability to connect clients to additional resources.

The module for each of these measures includes a simple self-assessment, recommendations based on responses to the self-assessment, and available resources to help implement the recommendations. This toolkit is a starting point. Providers are encouraged to take the resources they find here and use them in their staff trainings, strategic planning, and goal setting, while continuing to follow new developments within the field.

This toolkit was last updated: August 2018

PQI MEASURES

MEASURE A: DATA QUALITY AND COMPLETENESS

Data completeness is the rate at which universal data elements are entered into HMIS for all persons served during the report period.

SELF-ASSESSMENT QUESTIONS	RESOURCE
1. Are staff trained in data entry and given time to enter and update data accurately and in a timely manner?	Recommendations: Establish training curriculum and protocol for data entry staff. Set aside appropriate amount of time for data entry in job description. • DC HMIS Training & Program Manuals • CoC Program HMIS Manual • CoC HMIS Data Collection Templates • HMIS Data Standards Tutorial
2. Does your program have a regular data quality review process to ensure that what is in HMIS is consistent with what is in paper or electronic files?	Recommendation: Review DC HMIS data quality plan; develop and implement a protocol for regularly checking HMIS data against paper or other electronic files. • DC HMIS Training & Program Manuals • CoC Program HMIS Manual

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MEASURE B: UTILIZATION RATE

Utilization rate is the rate at which your program's units were occupied during the report period.

1. Compare your HMIS data to paper files or other sources of information. Are the data correct?	Recommendation: If data quality issues are identified, review the DC HMIS Data Quality Plan and develop and implement a protocol for updating and correcting HMIS data in a timely manner. • DC HMIS Training & Program Manuals • CoC Program HMIS Manual • CoC HMIS Data Collection Templates • HMIS Data Standards Tutorial
2. Does your program receive sufficient, timely referrals from CAHP?	Recommendation: Meet with CAHP Coordinator to discuss how the program can receive sufficient, timely referrals. Review internal processes for working with CAHP to identify needed improvements. • DC CAHP Policies and Procedures Manual
3. Was utilization rate low because of delays in filling empty units or finding housing for clients with temporary or permanent rental assistance?	Recommendation: Review your data and determine whether there are common factors involved in delaying turnover of vacant units. • Community Solutions Landlord Toolkit • Landlord Outreach and Recruitment Resources

4. Was utilization rate low because clients are frequently terminated from or drop out of your program?	Recommendation: Review materials related to Housing First to ensure your program's policies and procedures are not enforcing common barriers to maintaining housing, such as having no income or employment, or not maintaining sobriety. Also make sure program expectations are clearly communicated to clients upon entry and during check-ins. • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit • Mutual Expectations Agreement • Housing Stability Plan Template
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MEASURE C: LENGTH OF STAY	
<i>Length of stay is the total number of nights that the households served in your program during the report period have been staying in the program. Median length of stay is used as a target so that similar programs across the community can be compared to one another.</i>	
1. Compare your HMIS data to paper files or other sources of information. Are the data correct?	Recommendation: If data quality issues are identified, review the DC HMIS Data Quality Plan and develop and implement a protocol for updating and correcting HMIS data in a timely manner. • DC HMIS Training & Program Manuals • CoC Program HMIS Manual • CoC HMIS Data Collection Templates • HMIS Data Standards Tutorial
For ES and TH programs with long lengths of stay...	
1. Are clients immediately engaged about their housing plans when they enter the project?	Recommendation: Long lengths of stay may suggest that a program is not taking a Housing First approach to exiting clients from ES or TH. Review resources related to Housing First, client intake, and housing stability planning. • Housing Stability Plan Template • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit
2. Does the project have resources to assist a client to exit to housing, or coordinate with housing projects that do have these resources?	Recommendation: An ES or TH program that is not able to provide a full spectrum of services on its own may be unable to exit clients more quickly because clients are not given the supports they need to move onto the next stage in their housing plan. Build relationships with other service providers in the area. Create a list of who you can refer clients to for mainstream resources, as well as additional services, such as life skills groups, budgeting classes, etc. Make sure to write down this information for the client. • DC CAHP Policies and Procedures Manual • DC Mainstream Benefits Information • DC Homeless Services Program Resources

	• DC Homeless and Homeless Prevention Services • Moving Forward: DC Social Services Information Sheet • Rapid Re-Housing Toolkit • Mainstream Resources Checklist
3. Does the project have staff that are in charge of building and maintaining relationships with landlords?	Recommendation: If an ES or TH program has long lengths of stay for its clients, this may be due to not having housing stock into which clients can move. Review materials on building landlord partnerships and tenant education. • Landlord Outreach and Recruitment Resources • Rapid Re-housing Toolkit
<i>For RRH programs with long lengths of stay...</i>	
1. Are clients immediately engaged about their housing plans when they enter the project?	Recommendation: Long lengths of stay in RRH may suggest that clients are not being immediately engaged to develop a plan about how they will sustain their housing after assistance ends. Review resources related to Housing First, client intake, and housing stability planning. • Housing Stability Plan Template • Rapid Re-Housing Toolkit • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit
2. Does the project have resources to assist clients as they exit from receiving housing assistance? Or, does the project coordinate with housing projects that do have these resources to support exited households?	Recommendation: Long lengths of stay in RRH may suggest that clients are in need of connections to additional community resources in order to have the support they need to maintain the housing on their own. Build relationships with other service providers in the area. Create a list of who you can refer clients to for mainstream resources, as well as additional services, such as life skills groups, budgeting classes, etc. Make sure to write down this information for the client. • DC CAHP Policies and Procedures Manual • DC Mainstream Benefits Information • DC Homeless Services Program Resources • DC Homeless and Homeless Prevention Services • Moving Forward: DC Social Services Information Sheet • Mainstream Resources Checklist
3. Does the project have staff that are in charge of building and maintaining relationships with landlords?	Recommendation: Long lengths of stay in RRH may suggest that landlords aren't willing to negotiate on rents or otherwise may feel incentivized to keep a RRH client who is receiving a subsidy rather than take a chance on the household once it is paying on its own. Review materials on building landlord partnerships and tenant education. • Landlord Outreach and Recruitment Resources • Rapid Re-housing Toolkit

For PSH programs with short lengths of stay...	
1. Do most people leave because they are terminated from the program?	Recommendation: Review materials related to Housing First to ensure your program's policies and procedures are not terminating clients from the program because of income, sobriety, mandatory services or other requirements. Also make sure program expectations are clearly communicated to clients upon entry and during case management meetings. • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit • Mutual Expectations Agreement
2. Do you have someone at your organization in charge of building and maintaining relationships with landlords?	Recommendation: Short lengths of stay in PSH may suggest that landlords aren't clear on what supports they can expect from the program. Review materials on building landlord partnerships and tenant education. • Landlord Outreach and Recruitment Resources
3. Does case management staff connect clients to other resources and supports during the program?	Recommendation: Short lengths of stay in PSH may suggest that clients are in need of connections to additional community resources in order to have the support they need to maintain the housing. Build relationships with other service providers in the area. Create a list of who you can refer clients to for mainstream resources, as well as additional services, such as life skills groups, budgeting classes, etc. Make sure to write down this information for the client. • Mainstream Resources Checklist • Key Strategies for Connecting People Experiencing Homelessness to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) Benefits • Enlisting Mainstream Resources and Programs to End Homelessness • Enhancing Coordinated Entry through Partnerships with Mainstream Resources and Programs • Temporary Assistance for Needy Families Information Memorandum • Building Partnerships to Address Family Homelessness • Strategies for Improving Homeless People's Access to Mainstream Benefits and Services • Strategies for Integrating Homeless & Mainstream Systems
4. Does your program perform home visits as a part of case management?	Recommendation: Short lengths of stay in PSH may indicate an issue with how clients are adjusting to the housing. Consider including home visits as a part of your case management. This approach can help identify potential issues before they become an eviction problem. • Home Visit Record Example • Home Visits: Advocate Safety Protocol • Home Visit Checklist • DC CAHP Trainings (check for any upcoming local trainings on the topic)

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MEASURE D: EXITS TO PERMANENT OR POSITIVE DESTINATIONS

Exits to permanent destinations is the rate at which households exiting the program during the report period leave for a known permanent destination.

Exits to positive destinations is the rate at which households exiting the program during the report period exit the program to non-permanent destinations that are positive. Positive destinations are defined by HUD to include non-permanent destinations, but instead are either to a higher level of continuum of care or to a somewhat stable exit outside the CoC. The positive destinations measure applies only to youth and veterans programs.

1. Are clients immediately engaged about their housing plans when they enter the project?	Recommendation: Review resources related to Housing First, client intake, and housing stability planning. • Housing Stability Plan Template • Rapid Re-Housing Toolkit • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit
2. Does the project have resources to assist a client to exit to housing, or coordinate with housing projects that do have these resources?	Recommendation: Build relationships with other service providers in the area. Create a list of who you can refer clients to for mainstream resources, as well as additional services, such as life skills groups, budgeting classes, etc. Make sure to write down this information for the client. • Mainstream Resources Checklist • Key Strategies for Connecting People Experiencing Homelessness to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) Benefits • Enlisting Mainstream Resources and Programs to End Homelessness • Enhancing Coordinated Entry through Partnerships with Mainstream Resources and Programs • Temporary Assistance for Needy Families Information Memorandum • Building Partnerships to Address Family Homelessness • Strategies for Improving Homeless People's Access to Mainstream Benefits and Services • Strategies for Integrating Homeless & Mainstream Systems
3. Do you have someone at your organization in charge of building and maintaining relationships with landlords?	Recommendation: Review materials on building landlord partnerships and tenant education. • Landlord Outreach and Recruitment Resources
4. Does your program require clients to have a job or income or to be sober or in treatment in order to receive housing?	Recommendation: Review materials related to Housing First to ensure your program's policies and procedures are not screening clients out of the program for various issues. • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit

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MEASURE E: HOUSING STABILITY

Housing stability is the rate at which households in PSH programs did not exit following their housing placement.

1. Are people evicted because of trouble with their landlord?	Recommendation: If data quality issues are identified, review the DC HMIS Data Quality Plan and develop and implement a protocol for updating and correcting HMIS data in a timely manner. • DC HMIS Training & Program Manuals • CoC Program HMIS Manual • CoC HMIS Data Collection Templates • HMIS Data Standards Tutorial
2. Compare your HMIS data to paper files or other sources of information. Are the data correct?	Recommendation: Review materials on developing strong landlord relationships and housing focused case management practices. • Individual Service Plan • Trainer Curriculum for Supportive Housing Case Management Services • Landlord-Tenant-Case Manager Communication Agreement. • Landlord Outreach and Recruitment Resources • Client Retention and Stabilization Services
3. Are people terminated because they violate program rules?	Recommendation: Review materials related to Housing First to ensure your program's policies and procedures are not enforcing rules that are barriers to maintaining housing. • Individual Service Plan • Trainer Curriculum for Supportive Housing Case Management Services • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit

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MEASURE F: RETURNS TO HOMELESSNESS

Returns to homelessness is the rate at which the households that exited your program to permanent destinations in the past have subsequently returned to homelessness. Following HUD guidelines on assessing returns to homelessness, this rate is determined by looking at households that exited your program two calendar years before the report period to see if they returned to the CoC at any point after their exit.

Research has not identified program practices that have been shown to be effective at reducing returns to homelessness. If a program has a high rate of returns the best focus at this time is improving Housing Stability and Increasing Income, see those sections of the PQI Toolkit for additional information.

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MEASURE G: CHANGE IN INCOME

This topic is defined by the rate at which heads of household in the program increase income from: 1) employment, 2) cash income benefit sources and 3) from employment and cash benefits.

For programs that have not met the income from employment expectation:

1. Does your program have relationships/partnerships/MOUs with employers or jobs programs?	Recommendation: Identify employment resources and develop agreements that streamline entry and/or increase support for clients. Put employment goals in housing plans if client agrees; begin to work on goals as early as possible in the program. • DC Department of Employment Services Resources • Thrive DC Employment Assistance • Goodwill Greater Washington Job Training Programs • Creating Economic Opportunity for Homeless Jobseekers: The Role of Employers and Community-Based Organizations (Heartland Alliance) • Coordinating Employment and Housing Services: A Strategy to Impact Family Homelessness • Employer Engagement Toolkit (Heartland Alliance) • Webinar: Housing + Employment Works Series • Veteran Employment Toolkit (VA) • WIOA Fact Sheet • Housing + Employment Works
2. Does your program encourage and support client access to and maintenance of employment?	Recommendation: Review your program's case management policies and procedures for emphasis and information on reducing barriers to and accessing employment for their clients. Make sure they have information about resources and that the client Service or Housing Stability plans reinforce the emphasis. • Trainer Curriculum for Supportive Housing Case Management Services • Mainstream Resources Checklist • Individual Service Plan • Housing Stability Plan Template • What Works! Job Strategies for Homeless People • Integrating Rapid Re-Housing and Employment (Heartland Alliance) • Partnerships for Opening Doors

For programs that have not met the income from benefits expectation:

1. Do you have relationships or partnerships with the major mainstream resources to shorten	Recommendation: Build relationships with mainstream resource providers in the area. Try to establish mutual agreements to shorten intake process, agree to presumptive eligibility, share office space or make other arrangements to increase access to benefits. Make sure to write down this information for the client and case managers.
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intake process, agree to presumptive eligibility, share office space or make other arrangements to increase access to benefits?	• DC Economic Security Administration Resources • Mainstream Resources Checklist • SOAR Works! • Food and Nutrition Service • Get Financial Counseling - FreedomDebtRelief.com • Low Income Home Energy Assistance Program (LIHEAP) • Free Cell Phone Program - Free Phone & Free Service
2. Do you have program policies and protocols that re-enforce early and consistent efforts to access benefits for all clients?	Recommendation: Review your program's case management policies and procedures for emphasis and information on accessing mainstream benefits for their clients. Make sure they have information about resources and that the client Service or Housing Stability plans reinforce the emphasis. • Trainer Curriculum for Supportive Housing Case Management Services • Mainstream Resources Checklist • Individual Service Plan • Housing Stability Plan Template

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MEASURE H: ACCEPTING REFERRALS THROUGH CAHP <i>This topic refers to the rate at which programs are accepting referrals through the Coordinated Assessment and Housing Placement process.</i>	
1. Are staff familiar with the CAHP's policies and procedures?	Recommendation: Review the local policies and procedures manual to ensure all staff are familiar with the process and its purpose. • DC CAHP Policies and Procedures Manual
2. Have staff been trained in accepting referrals through CAHP and best practices for doing so?	Recommendation: Review forms on the DC CAHP website and look for upcoming training dates. • DC CAHP Forms • DC CAHP Trainings
3. Does your program receive sufficient, timely referrals from CAHP?	Recommendation: Meet with CAHP Coordinator to discuss how the program can receive sufficient, timely referrals. Review internal processes for working with CAHP to identify needed improvements. • DC CAHP Policies and Procedures Manual

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ADDITIONAL RESOURCES

TOPIC: LEVERAGING RESOURCES <i>Leveraged resources refers to the diversity in funding streams and supports that a program has for its operations.</i>	
What sources of funding does your organization currently receive?	<i>For any not checked, review the recommended resources listed below.</i>
1. Does your organization receive federal funding beyond HUD CoC Program funding?	• HHS Resources List • How to Use Medicaid to Assist Homeless Persons • SNAPS Weekly Focus: Leveraging Mainstream Services Funding • Accessing Mainstream Service Resources for People Who Are Homeless • Federal Resources that Can Fund Rapid Re-Housing • Partnerships for Opening Doors • List of HUD Programs • Collection of Articles & Resources about Applying for Government Grants
2. Does your organization receive local funding?	• District of Columbia Housing Finance Agency • District of Columbia Department of Human Services • District of Columbia Department of Employment Services • Public and Indian Housing: Preventing and Ending Homelessness • PHA Guidebook to Ending Homelessness
3. Does your organization receive corporate or foundation funding?	• Foundation Directory Online • Foundation Center • Grant Research Tools • Collection of Articles & Resources about Foundation and Corporate Grants • Corporate Sponsorship • United Way Workplace Campaign • Combined Federal Campaign
4. Does your organization receive funding from events?	• Collection of Articles & Resources about Special Events
5. Does your organization have in-kind donations?	• How can I find sources of in-kind gifts?
6. Does your organization receive individual donations?	• Collection of Articles & Resources about Direct Appeals • Collection of Articles & Resources about Major Gifts and Planned Giving

	• Collection of Articles & Resources about Capital Campaigns and Endowment Fundraising • Collection of Articles & Resources about Fundraising Online
7. Are your staff, board members, and volunteers all active in organizational fundraising?	• Fundraising: A Partnership Between Board and Staff • How To: Peer-to-Peer Fundraising • Building Board Buy-In for Fundraising • All About Nonprofit Fundraising

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TOPIC: DEMONSTRATING COMMITMENT TO HOUSING FIRST PRINCIPLES	
<i>As described by the U.S. Interagency Council on Homelessness: “Housing First is a proven method of ending all types of homelessness and is the most effective approach to ending chronic homelessness. Housing First offers individuals and families experiencing homelessness immediate access to permanent affordable or supportive housing. Without clinical prerequisites like completion of a course of treatment or evidence of sobriety and with a low-threshold for entry, Housing First yields higher housing retention rates, lower returns to homelessness, and significant reductions in the use of crisis service and institutions.”</i> <i>Many performance measures relate back to how communities are demonstrating a commitment to Housing First principles. Thinking through how your organization can improve its Housing First practices could improve overall performance.</i>	
1. Does your program demonstrate commitment to Housing First principles?	Recommendation: Complete HUD’s Housing First Assessment Tool for your program model (e.g. ES, TH, RRH, PSH) to find out where your program can improve. • Housing First Assessment Tool • Organizational Change: Adopting a Housing First Approach Toolkit

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TOPIC: RATE OF VI-SPDAT COMPLETION	
<i>Rate of VI-SPDAT completion is the rate at which programs are completing a VI-SPDAT for each client.</i>	
1. Are staff familiar with DC’s policies and procedures related to VI-SPDAT completion?	Recommendation: Review internal processes for working with CAHP to identify needed improvements. • DC CAHP Policies and Procedures Manual
2. Have staff been trained in VI-SPDAT completion and best practices?	Recommendation: Review forms on the DC CAHP website and look for upcoming training dates. • DC CAHP Forms • DC CAHP Trainings

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TOPIC: RATE OF POSITIVE CLIENT SATISFACTION

Positive client satisfaction is measured by community-wide or organizational surveys on a variety of measures.

1. Were clients dissatisfied with case management quality?	Recommendation: Review available resources on effective case management. Assess case management training and supervision. • HUD's Case Management for Homelessness Prevention and Rapid Re-Housing • Trainer Curriculum for Supportive Housing Case Management Services • HUD's Client Intake and Case Management Resources
2. Were clients dissatisfied with case management frequency or availability?	Recommendation: Assess organizational needs for additional case management capacity. Ensure case manager responsibilities and expectations are clearly outlined. • Case Management Policies & Procedures Example • Case Manager Job Description Example #1 • Case Manager Job Description Example #2
3. Were clients dissatisfied with case management effectiveness in maintaining permanent housing?	Recommendation: Review materials on progressive engagement, building landlord partnerships, and tenant education. May also want to review materials on increasing income and connections to other resources. • Tips for Enhancing Long-Term Housing Stability • Case Closure Packet Example, including Exit Housing Stability Plan • The Road Home's Rapid Re-Housing Progressive Engagement Guide • USICH Presentation – Progressive Engagement: How Less Can Truly Be More • Diagram of Progressive Engagement in Sacramento, CA • SSVF Progressive Engagement Overview • Landlord Outreach and Recruitment • Lease Explanation Tool • Landlord Tenant Rights Explanation
4. Were clients dissatisfied with referrals to other resources?	Recommendation: Build relationships with other service providers in the area. Create a list of who you can refer clients to for mainstream resources, as well as additional services, such as life skills groups, budgeting classes, etc. Make sure to write down this information for the client. • DC Mainstream Benefits Information • DC Homeless Services Program Resources • DC Homeless and Homeless Prevention Services • Moving Forward: DC Social Services Information Sheet • Mainstream Resources Checklist • Critical Time Intervention Spotlight • Income Opportunity and Services

	• Key Strategies for Connecting People Experiencing Homelessness to Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) Benefits • Enlisting Mainstream Resources and Programs to End Homelessness • Enhancing Coordinated Entry through Partnerships with Mainstream Resources and Programs • Temporary Assistance for Needy Families Information Memorandum • Building Partnerships to Address Family Homelessness • Strategies for Improving Homeless People's Access to Mainstream Benefits and Services • Strategies for Integrating Homeless & Mainstream Systems
5. Were clients dissatisfied with communications about program rules and procedures?	Recommendation: Ensure clients have written information on what they can expect from you and what you will expect from them, before, during, and after services. Review program policies and procedures and forms regarding type and timing of communications about program rules and procedures. • Mutual Expectations Agreement • Motivational Interviewing Course • Spotlight on PATH Practices and Programs: Motivational Interviewing
6. Were clients dissatisfied with the cleanliness of your facilities?	Recommendation: Ensure that your facility has written expectations for cleanliness. If staff are unable to perform the activities needed to keep the facility up to date, consider creating opportunities for volunteers to help. If major renovations are needed, consider looking for specific grants for this work, or plan a focused fundraising campaign amongst your organization's supporters. Review TCP's contract monitoring information regarding facilities. • TCP Contract Monitoring Guide • TCP Contract Monitoring Tool

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