



Strategies for Evaluating and Monitoring Coordinated Entry

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Introductions



Who is with us today?

With a show of hands:

- Have you done a CE Evaluation?
- Have you monitored your CE?
- Your role in coordinated entry
 - CE Lead
 - HMIS Lead or Sys Admin
 - Participating agency
 - CoC leadership
 - Other? (describe)

Learning Objectives

We hope you leave this session with...

- An understanding of HUD requirements and best practices around evaluating and monitoring coordinated entry;
- Some examples of coordinated entry evaluation and monitoring currently occurring in the field, with an emphasis on how communities are assessing equity in coordinated entry systems; and
- Ideas on what data you want to collect and analyze to evaluate and monitor your own coordinated entry system, including how approaches must change in light of the COVID pandemic.

Evaluation vs. Monitoring

For this session, we define these terms as:

- **Evaluation:** an (at least) annual comprehensive analysis of the CoC's coordinated entry system; and
- **Monitoring:** frequent (e.g., monthly) and regular overview of coordinated entry data to allow for tracking of progress and identification of issues.

Is your community evaluating, monitoring, both, or neither?



Why Evaluation and Monitoring?

Evaluating and monitoring your coordinated entry is important because:

- **We need to know whether coordinated entry is operating as intended.** Does our system meet [HUD requirements](#), follow the intended coordinated design and our policies and procedures?
- **We want to know how to make our system better.** Monitoring and evaluation allow us to identify our successes and challenges.
- **It's a HUD requirement.** Coordinated entry notice requires an annual evaluation.
 - Note that [CPD COVID-19 Waiver #3](#) waives the requirement from September 30, 2020 through September 29, 2021.

Evaluation Approaches

Evaluations can focus on different aspects of coordinated entry, such as:

- **Compliance:** evaluates whether the CE process meets HUD's requirements and the CoC's design.
- **Effectiveness:** evaluates how effective the CE process is in connecting people experiencing homelessness to appropriate referrals.
- **Process:** evaluates how the CE process has been implemented and whether it is currently operating in accordance with the CoC's established policies and procedures.

Remember:
Evaluating
coordinated entry ≠
Evaluating the
community's
homeless response
system as a whole

What evaluation approach(es) have you taken?

Evaluation Plan

- Note that the coordinated entry management entity cannot perform the annual evaluation
- [Coordinated Entry Management and Data Guide](#) provides insights on how to craft an evaluation plan and carry out the evaluation



Coordinated Entry
Management and Data Guide

Evaluation Planning

- Which aspects of the **effectiveness** of the coordinated entry process will be measured?
- Which aspects of the coordinated entry process will be evaluated for **fidelity** to local policies and HUD's coordinated entry requirements?
- How will data and required **participating project and household input** be gathered?
- How will **partners** (e.g., ESG or SSVF grantees) be included in the evaluation process to ensure consistency in data and analysis?

Share with others

1. How has your community gathered participant and participating projects input ?
1. How have **partners** (e.g., ESG or SSVF grantees) been included in the evaluation process to ensure consistency in data and analysis?
1. Which aspects of the coordinated entry process have been evaluated for fidelity to local policies and HUD's coordinated entry requirements?

A Note on Coordinated Entry Assessment Scores

- Four core elements of CE: access, assessment, prioritization, referral
 - CPD Notice 17-01 provides CE requirements, including “a comprehensive and standardized assessment *tool*”
- **Purpose of assessment:** gather information that can be used to prioritize households for housing and make decisions about who should be housed
- Gather only the information needed for the prioritization process or to identify service needs

Racial Disparities and the Reliance on Tools

- According to equity reviews and reports from CoCs, some assessment tools may not fully or accurately capture each household's vulnerability, especially for Black, Indigenous, and all people of color in both individual and families.
- Other communities have found racial and ethnic disparities in housing placements based on prioritization or other processes.
- Coordinated Entry evaluations need to consider CE processes as well as CE assessment scores
- How will we ensure future CE strategies do not replicate the same disparities?

Racial Disparities and Fair Housing

- While you cannot prioritize households based on [legally protected characteristics under Fair Housing Law](#), you can adopt approaches that address inequities in your homelessness response system.
- Prioritization can be based on needs, vulnerabilities, and barriers.
- CoCs are encouraged to include minoritized and disenfranchised groups to drive and implement changes in the homeless services system.
- Prioritization decisions should be grounded in evidence (quantitative and qualitative).
- Your CoC needs to be transparent and consistent about its prioritization practices through policies and procedures.

Data Sources

The annual evaluation should rely on multiple sources:

- Participant interviews and focus groups
- Projects participating in the evaluation
- Call center surveys
- Secondary data sources
- Point-of-view surveys
- Observations
- Interviews with staff and community members
- Cost data
- HMIS data, or data from other CE management systems, e.g., HMIS CE Assessment and Event Elements

What data sources has your community used for CE evaluations?

Planning for Data Collection

Evaluation Question	Data Collection				
	Document Review	HMIS Data	Stakeholder Survey	Stakeholder Interviews /FGs	Consumer FGs
How long does it take from the point of a completed assessment and prioritization ranking or score to making an actual referral?		X			
Are the tools and protocols developed to support prioritization and referral serving their intended purpose, or could they be improved?	X		X	X	
When referred, how often are participants enrolled in projects? How often do they move into a unit?		X			
Are all persons afforded fair and equal access to housing programs regardless of their household composition (single adults vs households with children vs unaccompanied youth), age, gender, race, ethnicity, or disability status? Add child welfare status		X			
What is the length of time from referral to program enrollment? From enrollment to move-in? Is the community able to efficiently locate referred		X	X	X	X

Coordinated Entry Process Self-Assessment Checklist

G. EVALUATION

		<input checked="" type="checkbox"/>
** Required **	<p>Core Requirements.</p> <p>1. CoC consults with each participating project and project participants at least annually to evaluate the intake, assessment, and referral processes associated with coordinated entry. Solicitations for feedback must address the quality and effectiveness of the entire coordinated entry experience for both participating projects and households.</p> <p style="text-align: right;">HUD Coordinated Entry Notice: Section II.B.15</p>	<input type="checkbox"/>
	<p>Evaluation Methods.</p> <p>2. CoC ensures through written CE policies and procedures the frequency and method by which the CE evaluation will be conducted, including how project participants will be selected to provide feedback, and must describe a process by which the evaluation is used to implement updates to existing policies and procedures.</p> <p style="text-align: right;">HUD Coordinated Entry Notice: Section II.B.15</p>	<input type="checkbox"/>
	<p>Privacy Protections.</p> <p>3. CoC ensures adequate privacy protections of all participant information collected in the course of the annual coordinated entry evaluation.</p> <p style="text-align: right;">HUD Coordinated Entry Notice: Section II.B.12</p>	<input type="checkbox"/>
Recommended	<p>Evaluation Methods.</p> <p>4. CoC incorporates system performance measures or other evaluation criteria into their required annual coordinated entry evaluation plan.</p>	<input type="checkbox"/>

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Evaluation Examples

- [Birmingham](#) (2022)
- [Contra Costa County](#) (2022)
- [San Francisco](#) (2022)
- [Sacramento County](#) (2021)
- [Suburban Cook County](#) (2021)
- [Santa Clara County](#) (2020)



Customer reviews

★★★★☆ 4.3 out of 5 ▾

314 customer ratings



Actionable Recommendation Examples: Suburban Cook County

- Written policies and procedures related to access and assessment meet HUD's requirements for coordinated entry, but could be improved.
- Some findings:
 - Access was system wide, but could be improved
 - Confusion about how the CE process works for the people being served
 - Over reliance on phone contacts with clients
 - Most didn't know they were doing a good job

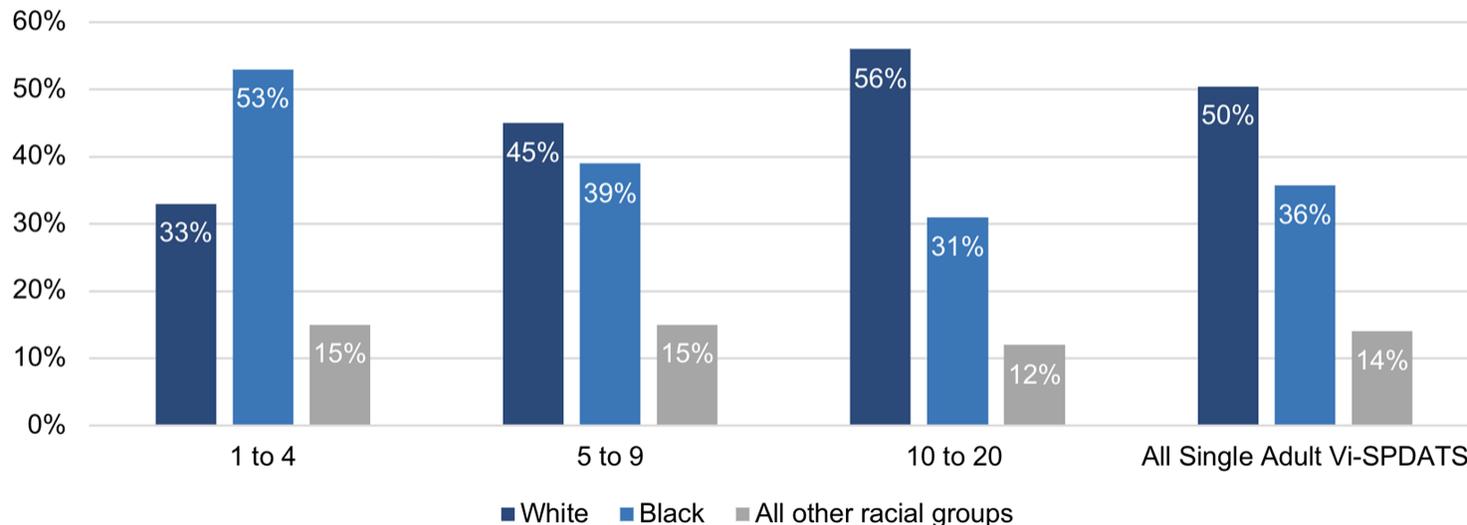
Equity Analysis: Sacramento County

Figure 6. Average Assessment Score by Race, Single Adults (Oct. 2019-Sept. 2020) Figure 8. Average Assessment Score by Race, Families (Oct. 2019-Sept. 2020)

Race (# of VI-SPDAT Assessments)	Average Assessment Score
White (n=795)	10.7
Black (n=486)	9.6
Multi-Racial (n=69)	9.9
American Indian (n=44)	10.6
Unknown Race (n=35)	7.8
Asian (n=21)	9.4
Pacific Islander (n=20)	8.7

Race (# of VI-SPDAT Assessments)	Average Assessment Score
Black (n=308)	6.8
White (n=169)	8.4
Multi-Racial (n=50)	8.1
Unknown Race (n=15)	8.3
Pacific Islander (n=8)	7.3
American Indian (n=7)	6.7
Asian (n=4)	6

Figure 7. Percent Breakdown by VI-SPDAT Score Ranges, Black vs. White Single Adult Households



Looking at disparities in assessment scores across household types, there appear to be notable differences in average scores between white and Black single adults (10.7 vs. 9.6) and white and Black families (8.4 vs. 6.8).

Actionable Recommendations: Santa Clara County

- **Expand CE access to community-based organizations** led by and specifically serving LGBTQI+, Hispanic/Latinx, and Asian and Pacific Islander persons.
- Have a **housing problem-solving** conversation before administering the standard assessment to build trust and encourage candid responses.
- Expand the [Standard Location Practices for Community Queue Referrals](#) to include a written protocol detailing the workflow and **best practices for locating referred clients**. Emphasize that locating referred clients often requires going out in the field.
- Create a **client portal** to support housing programs in locating and communicating with referred clients.
- Provide consistent technical assistance targeted to agencies based on identified patterns to **minimize referral rejections**.

Evaluation Follow-Through

- [How] will the CoC use evaluation results to inform **other aspects of system monitoring and planning**, including whether the community has too much or too little of specific housing and/or service intervention types?
- [How] will **feedback loops** will be used to share out how input was used and concerns are being addressed?

Monitoring Examples

- [Boulder, CO](#)
- [King County, WA](#)
- [Connecticut](#)
- [Hawaii](#)



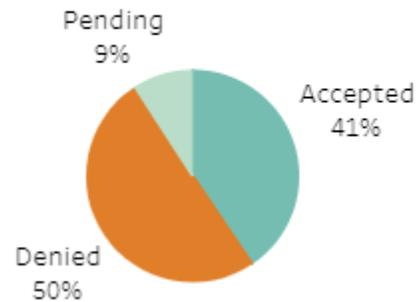
Examples: Monitoring: Hawaii

Bridging The Gap - CES Evaluation Report				September 2022							
				Hawaii		Kauai		Maui		BTG	
Section 1: BNL Characteristics											
1.1	Total BNL Records at the End of the Reporting Period: 9-30-2022										
1.1	1. Single - PSH Priority	25	8.56 %	0	0.00 %	16	6.81 %	41	6.44 %		
1.1	2. Single - RRH Priority	156	53.42 %	47	42.73 %	99	42.13 %	302	47.41 %		
1.1	3. Single - TH Priority	59	20.21 %	39	35.45 %	49	20.85 %	147	23.08 %		
1.1	4. Family - PSH Priority	1	0.34 %	0	0.00 %	0	0.00 %	1	0.16 %		
1.1	5. Family - RRH Priority	18	6.16 %	11	10.00 %	35	14.89 %	64	10.05 %		
1.1	6. Family - TH Priority	32	10.96 %	13	11.82 %	35	14.89 %	80	12.56 %		
1.1	7. Youth - PSH Priority	0	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %		
1.1	8. Youth - RRH Priority	1	0.34 %	0	0.00 %	1	0.43 %	2	0.31 %		
1.1	9. Youth - TH Priority	0	0.00 %	0	0.00 %	0	0.00 %	0	0.00 %		
	Total	292	100.00%	110	100.00%	235	100.00%	637	100.00%		
1.2	Subpopulations										
1.2	1. Veterans (self-reported)	19	6.51 %	1	0.91 %	14	5.96 %	34	5.34 %		
1.2	2. Chronically Homeless (self-reported VI-SPDAT or HUD)	134	45.89 %	43	39.09 %	79	33.62 %	256	40.19 %		
1.2	3. Currently Fleeing a DV Situation (self-reported from HUD PSDE 4.11 in most recent assessment)	41	14.04 %	8	7.27 %	22	9.36 %	71	11.15 %		
1.2	4. Family Individuals (SUM(HHSize) from Family BNL's HoH)	165	0	77	0	254	0	496	0		
1.2	5. Avg. BNL Family Size	3.24	0	3.21	0	3.63	0	3.42	0		
1.3	Longest Homeless History (LHH) - Based on Client's 1st Intake Date in the System										

Examples: Monitoring: King County, WA

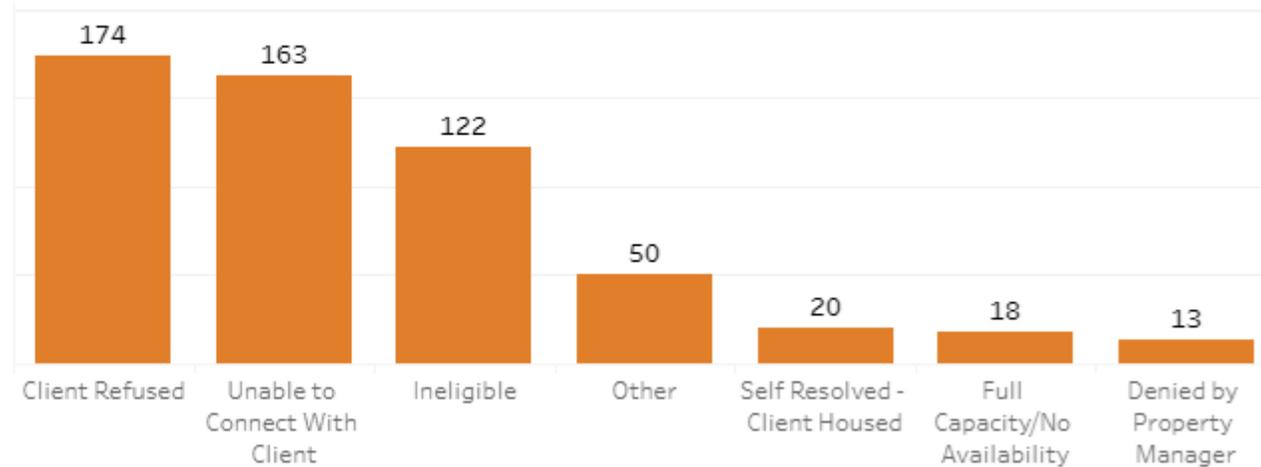
Many referrals end in a denial.

Status of referrals made July 2021 - June 2022 as of 9/1/2022.



Why are referrals denied?

Provider reported reason for denied referrals July 2021 - June 2022.



Monitoring Example: Boulder, CO

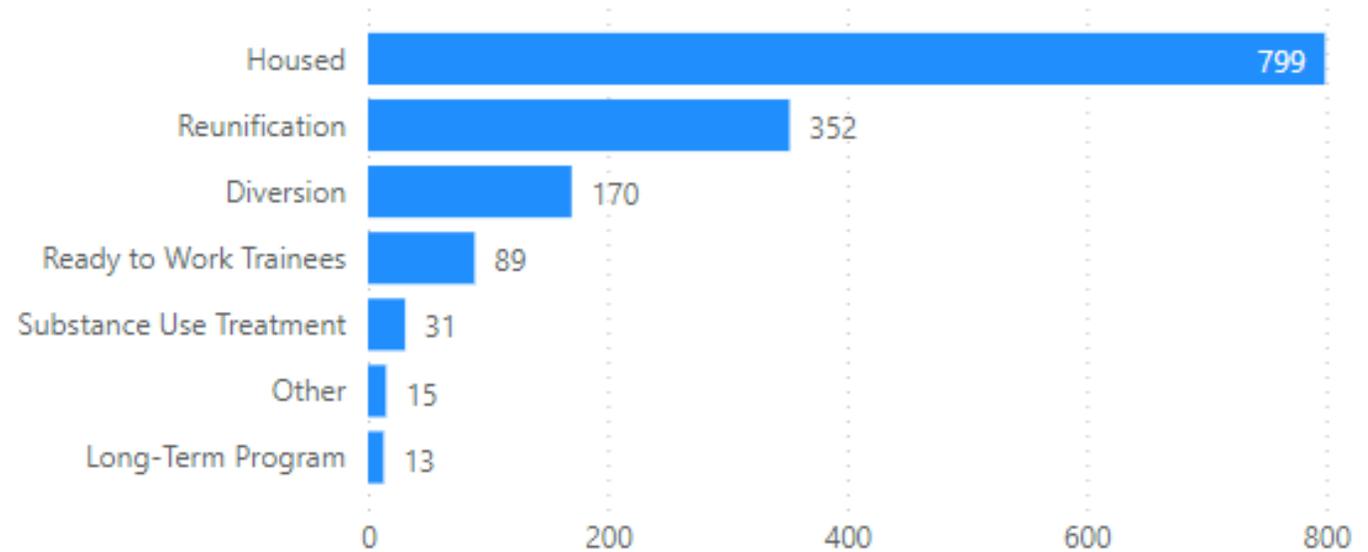
Total Exits out of Homelessness

1469

Average Monthly Exits out of Homelessness

25

Count by Exit Type



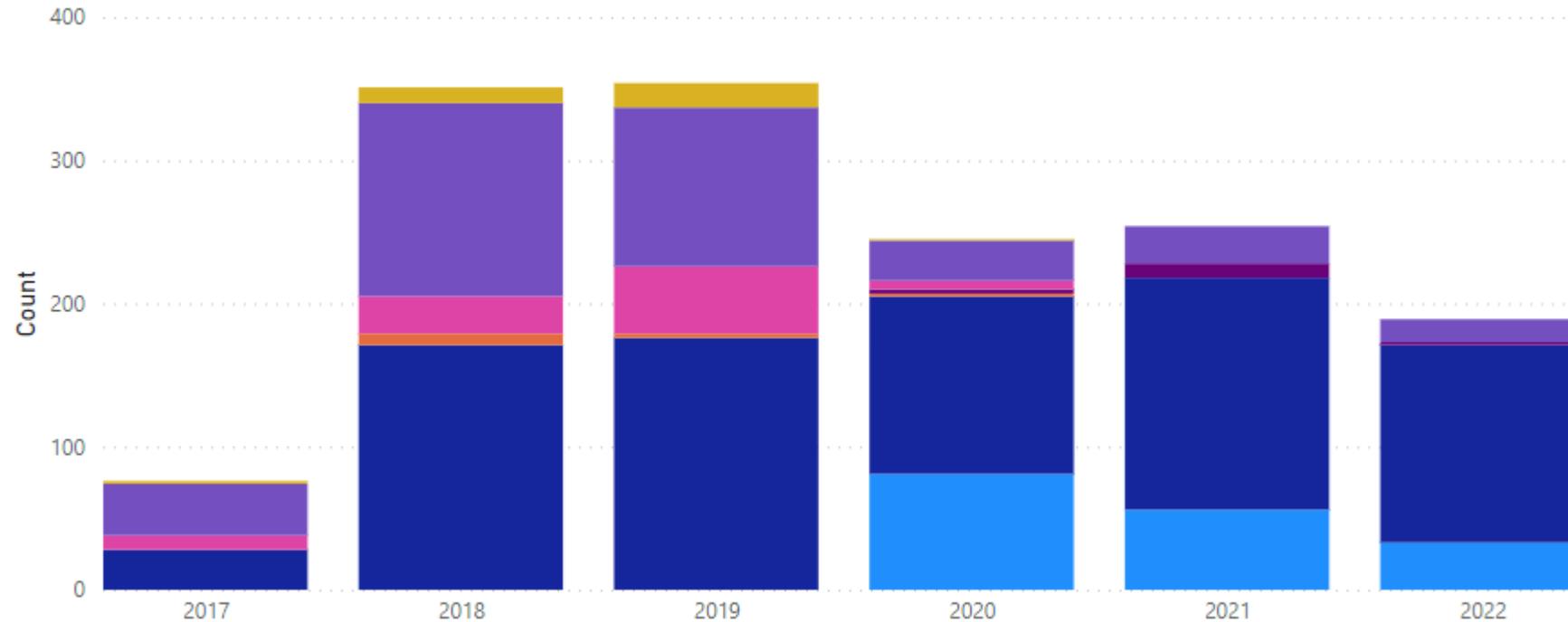
25



Monitoring Example: Santa Clara County

Exits out of Homelessness by Year

Exit Type ● Diversion ● Housed ● Long-Term Program ● Other ● Ready to Work Trainees ● Reunification ● Substance Use Treatment



Monitoring Example: Connecticut

Date Start

9/1/2021

Date End

8/31/2022

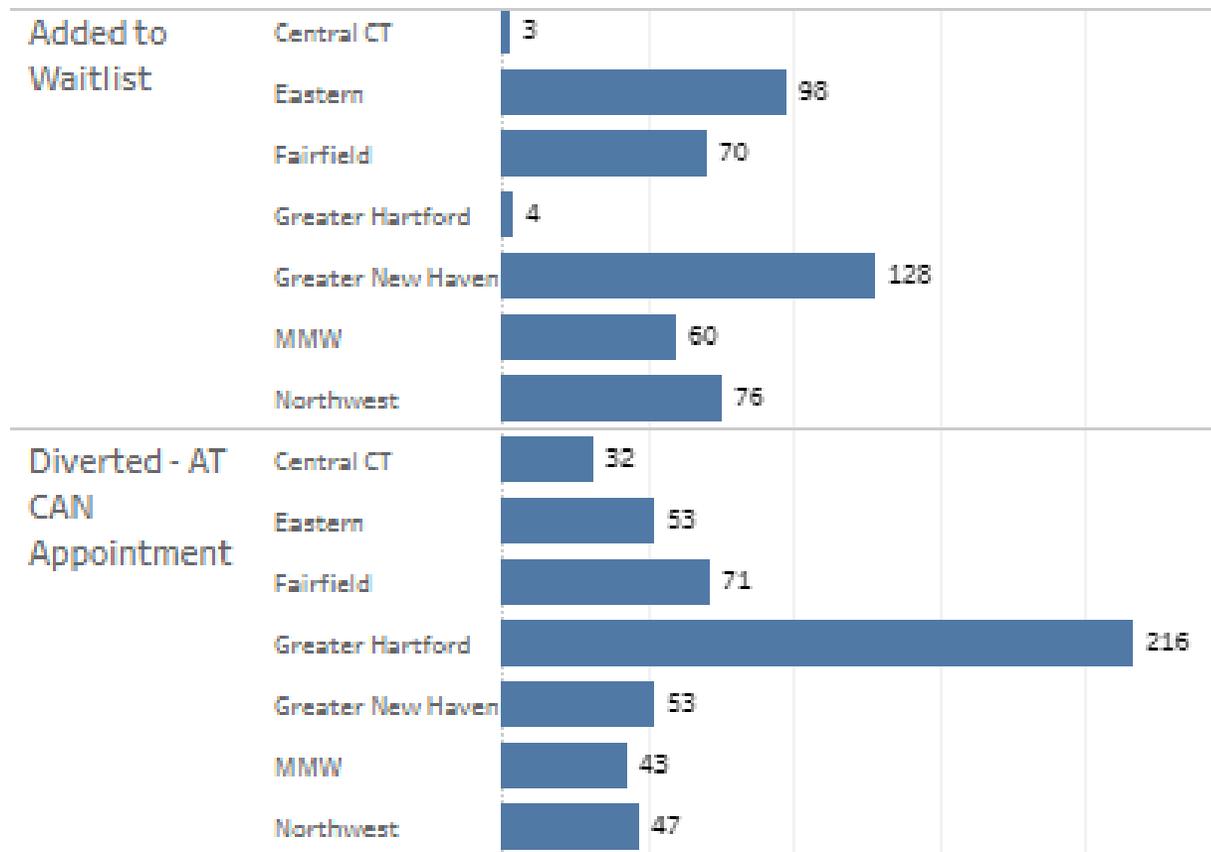
Number of 211 Calls

CAN1	Septe..	Octob..	Novem..	Decem..	Januar..	Februa..	March ..	April 2..	May 2..	June 2..	July 20..	Augus..	Grand ..
Central CT	650	737	645	661	767	621	725	620	621	929	768	766	8,510
Eastern	934	875	820	896	919	821	815	747	856	1,094	857	864	10,498
Fairfield	1,849	1,841	1,839	1,795	2,086	1,801	1,931	1,700	1,957	2,480	1,832	1,961	23,072
Hartford	2,617	2,604	2,525	2,365	2,663	2,358	2,446	2,314	2,338	2,964	2,395	2,421	30,010
MMW	561	527	591	567	630	517	617	473	499	747	614	573	6,916
New Haven	1,980	1,959	2,057	2,255	2,223	1,937	2,100	1,844	1,844	2,541	1,894	1,908	24,542
Northwest	946	946	961	920	984	846	867	946	964	1,226	1,009	1,062	11,677
Unknown	205	176	146	187	222	215	208	143	144	165	137	106	2,054
Grand Total	9,742	9,665	9,584	9,646	10,494	9,116	9,709	8,787	9,223	12,146	9,506	9,661	117,279



Monitoring Example: Connecticut

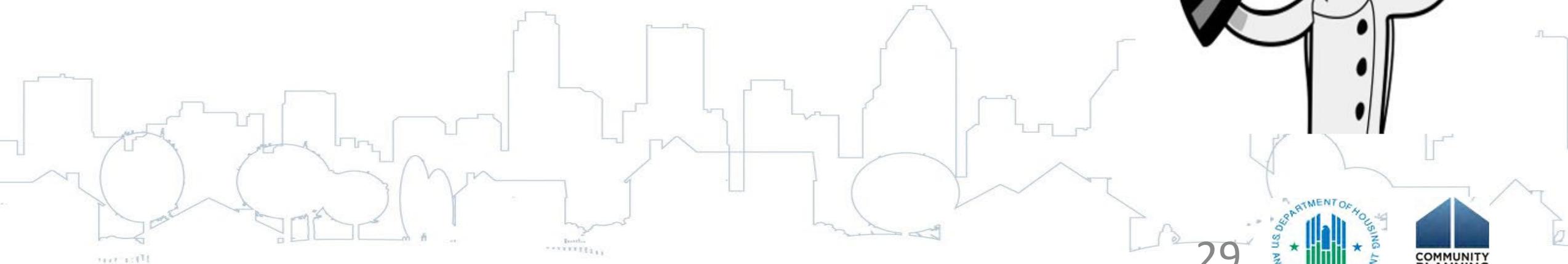
of Appointment Outcomes



Moving to Action: Refinement process

Coordinated Entry Refinement Lab

An agile process to refine existing CE system to better services for the most vulnerable persons



Lab Process / components

- A diverse/ inclusive workgroup
- Identified areas of improvement / areas not in compliance
- Develop and Prioritize Strategies
- Create action plan for the strategies
- Monitoring / evaluation of effectiveness of strategies



We Want To Hear From You!

- What questions do you have around monitoring and evaluating coordinated entry?
- What changes have you made to coordinated entry based on findings from monitoring and evaluating?
- How have you adjusted your approaches during COVID response?

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