System Mapping in Houston, TX

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Welcome
- Welcome
- Introductions
- Agenda

Defining Key Terms
- Components of the Homelessness Response System
  - Homelessness Prevention & Diversion
  - Interim Housing
    - Emergency Shelter
    - Transitional Housing
  - Rapid Re-Housing
  - Permanent Housing
  - Permanent Supportive Housing

Purpose of System Mapping

Houston System: Overview
- 6,153 Total Households (2012 PIT)
  - 5,343 singles (87%)
  - 540 families (9%)
  - 270 youth (4%)
- 5,180 Units (2012 HIC)
  - 4,174 single unit (80.5%)
  - 1,006 family units (19.4%)
  - 0 youth

Our System Mapping Process
1: Analyze data on current system
2: Create a map of current system flow
3: Identify redesign & priorities for new investment

What’s next
**Houston System: Overview**

- **Housing Inventory - Houston**
  - 815 Emergency Shelter Units (16%)
  - 2,054 Transitional Housing Units (42%)
  - 2,311 Permanent Housing Units (42%)
    - 291 of PSH units are dedicated chronic (12%)

- **Housing Inventory – National**
  - ES (33%)
  - TH (28%)
  - PSH (39%)

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**Data Points Overview**

- Where are people coming from?
- Who is being served?
- How long are people staying?
- Where do people go when they leave?
- What does this cost?
- How much does your system need?

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**Let’s take a look at the system flow**

- System map handout

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**Common Themes**

- Targeting
- Utilization
- Conversion
- Eligibility screening
Permanent Supportive Housing

Family PSH: Houston Need

- **540 Family Households (2012 PIT)**
  - 10% chronic (54)
- **National Estimates: 15% of families need PSH**
  - 540 x .15 = 81 families
  - Annualize number and account for inflow
  - Approximately **200** families will need PSH by end of 2015

Family PSH: Meeting the Need

- **520 Family Units (2012 HIC)**
- **Opportunity #1: Increase utilization of existing units**
  - Average Utilization Rate = 89%
  - Yield = 53 units

Family PSH: Meeting the Need

- **Opportunity #2: Improve targeting of existing units.**
  - Currently, only 59% of PSH enrollments have a disabling condition.
  - No family PSH units are earmarked as chronic.
  - Average length of stay in PSH programs varies significantly:
    - Program A (Min) = 37 days
    - Program B (Max) = 2,226 days
  - Current average annual PSH turnover rate = 20%
  - Yield = 235 – 300 units over three year period

Family PSH: Meeting the Need

- **Opportunity #3: Conversion of TH units.**
  - TH currently comprises 40% of Houston’s inventory (363 family units)
  - High underutilization in TH programs
    - Average utilization is 71%.
    - Cost of underutilization is $4.09 million per year.
  - Significant variance in average cost/bed/year:
    - Program A (min): $1,000
    - Program B (max): $46,812
  - Costs comparable to PSH programs, and much higher than RRH programs, but poorer outcomes.

Single PSH: Houston Need

- **5,343 Single Households (2012 PIT)**
  - 26% chronic (1,390)
- **National Estimates: 15% of non-chronic individuals will need PSH (800)**
  - 1,390 + 800 = 2,190
- **Annualize number and account for inflow**
  - Approximately **4,000** individuals will need PSH by end of 2015.
Single PSH: Meeting the Need

- 1,791 Single Units (2012 HIC)
- Opportunity #1: Improve targeting of existing units
  - Currently only 59% of PSH enrollments have a disabling condition.
  - Only 16% of single PSH units are earmarked for chronic individuals.
  - Current average annual PSH turnover rate = 20%
  - Yield = 800 – 1,000 PSH opportunities over three year period if 100% targeted to chronic and/or vulnerable.

Opportunity #2: Conversion of TH units.
- 1,691 single TH units
- High underutilization in TH programs
- Only 45% of TH exits are to permanent housing.
- Additional analysis/discussion needed to determine how many & which programs could convert.
- Could yield 420 – 845 units.

- Gap in single PSH = 2,000 – 2,500 units

PSH: Discussion

- What about the data surprised you? Or confirmed what you suspected?
- What’s the path forward?
  - Repurposing of existing programs?
  - Reallocation of funding?
  - New Investments in PSH?
  - Other?

Transitional Housing

- 2,054 Units (2012 HIC)
  - 18% Family Units (363)
  - 72% Single Units (2,054)
- 71% Average Utilization
  - Single-only programs, family-only programs: ~ 84%
  - Programs that serve singles and families: 54%
- Estimated cost of underutilization in TH: $4.09M

The Cost of Underutilization in TH

<table>
<thead>
<tr>
<th>Program</th>
<th>Number of Beds</th>
<th>Reported Utilization</th>
<th>Program Cost/Bed/Year</th>
<th>Approximate Cost to CoC of Underutilization</th>
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<td>A</td>
<td>66</td>
<td>12%</td>
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<td>92</td>
<td>15%</td>
<td>$8,111</td>
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<td>$79,000</td>
<td>$316,900</td>
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<td>$46,812</td>
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<td>E</td>
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<tr>
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<td>47%</td>
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</table>
Transitional Housing Outcomes

- **Who’s being served?**
  - 28% have disabling condition
  - 6% are have earned income at entry

- **TH Average LOS: 174 days**
  - Singles/145 days, Families/200

- **TH Exits: 45% to Permanent Housing**
  - Approximately $12,000 per PH placement

Opportunities

- **Shift Transitional Housing to target a higher barrier population.**
  - Target, target, target
  - For high barrier families, consider a transition in place model?

- **Reduce overall number of TH beds through opportunities for conversion**
  - National average: 28%; Houston: 40%

Transitional Housing Discussion

- Reflections & observations on data?
- What is/should be the role of TH in the community?
  - Who needs it?
    - Youth?
    - Substance Abuse Treatment?
    - Medical Respite?
    - Other?

Transitional Housing Discussion

- How much can/should be converted to other models?
  - PSH?
  - RRH?
  - Interim Housing + RRH?
  - How do we improve outcomes?

Overview of Data for ES

- 761 households in ES (2012 PIT)
- ~1200 beds
- Average length of stay: 31 days
- Exits: 84% to unknown
  - 5% of exits are to permanent housing

- Average cost of a bed per night
  - $29 a night or $10,587 a year
Utilization

- Average Utilization, ES programs: 78.5%
  - Family Only: 55%
  - Single Only: 83%
  - Minimum, Maximum: 17%, 100%

- Estimated Cost of Underutilization
  - Emergency Shelter: $2.7M

Analysis

- Opportunity: Better utilization of existing resources
  - Why are there underutilized beds?
    - System issue?
    - Data issue?
    - Programs not taking people?
    - People not eligible or not coming in?
    - Located in an area that isn’t accessible or near population?
  - Who is emergency shelter not serving?
    - And are there other short-term options to get families off the street?

Prevention & Rapid Re-Housing

- National estimates: 25-30% of households will need RRH
  - ~ 30,000 unduplicated enrollments throughout system in 2011/2012 program year
  - ~ 900 enrollments in RRH
  - Significant gap

- Prevention to RRH clients: 3.5 to 1 ratio

Prevention & Rapid Re-Housing

- Prevention Outcomes
  - 97% remain in PH

- RRH Outcomes:
  - 83% in PH (does not account for recidivism)
  - Cost per PH placement - $1,697 (includes financial assistance costs only)

Opportunities

- Increase availability of intervention
Prevention & RRH Discussion

- Reflections & observations on data?
- Who is currently targeted in these programs?
- Can RRH be used more broadly to increase flow in the system?
- When thinking about how to allocate resources in the community, where do prevention and RRH fit relative to other types of projects?

SSO Data

- 52 programs identified in HMIS
- Linkages to housing programs and outcomes not clear
- What are the opportunities?

SSOs

- What are your recommendations for SSOs?

Overall Redesign Observations

- Redesign interim interventions and tighten up utilization
  - We've cut the data every which way
- Define the outcomes clearly
  - Program models chart
- Invest in what works
  - Evaluate underutilized programs
  - Evaluate high performing programs
  - Create permanent housing options (RRH)

Observations
Observations

- Go to the program level
  - Analyze program by program for conversions
  - Make the path clear for everyone on where the system is going
  - Performance evaluation linked to funding
  - Support with capacity building and training
  - Look at each budget (CoC for example) and make sure what you are paying for matches your system goals

What Do You Think?

- What system redesign component resonated for you?
- What do you still have questions about?
- What implementation strategy should the community start with?

How does this all fit together

And what do you need next?

Thank you!