

Using Data to Understand & Improve Performance

2025 NATIONAL CONFERENCE ON
ENDING HOMELESSNESS
June 30–July 2, 2025 🌞 Washington, D.C. 🌞 #NAEH2025

Tiana Moore, PhD, MS

Deputy Chief Program Officer, Brilliant Corners
Los Angeles, CA

Gabriel Schuster

Senior Program Manager, CSH
Brooklyn, NY

Ian Costello

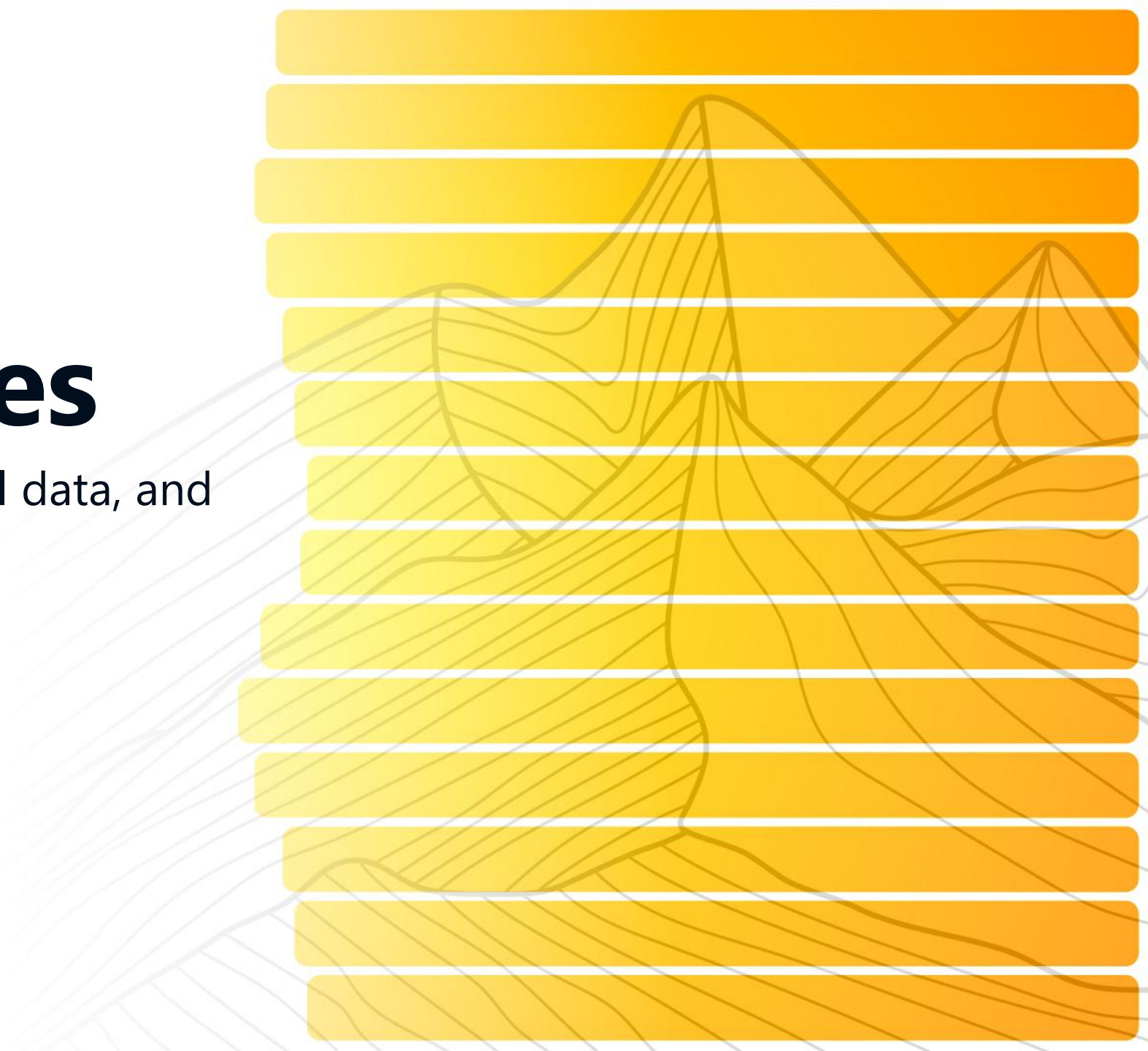
Senior Program Manager, CSH
Los Angeles, CA

Session Agenda

1. Using National Data & Data Sources
2. Local & Community Application
3. Data and Performance in Practice
4. Small Group Interaction
(no math, we promise!)
5. Debrief / Q&A

National Perspectives

Needs assessments, national data, and local impact



Needs Assessments, National Data, & Local Impact



Starting in 2017 with an attempt to answer the question: "How much PSH do we need?"



Necessary to scan a variety of systems with overlapping populations



Determining a definition of 'need'

Ending Homelessness is Possible.



Thinking About 'Needs' & 'Gaps'

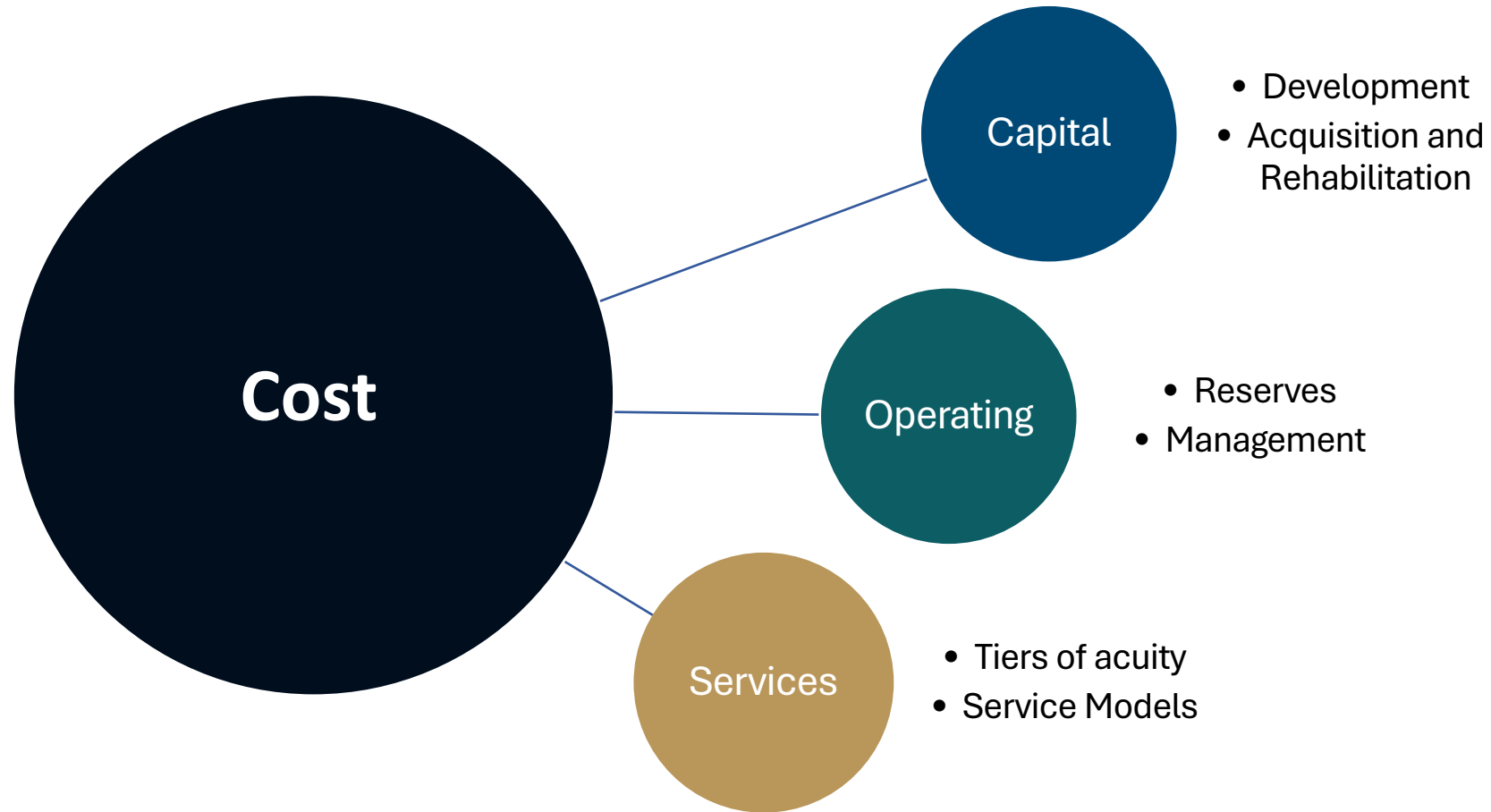
- 'Need' in terms of households
- 'Gaps' considers existing inventory and system functions
 - Turnover rates, lengths of stay, vacancy
- What more can we do with the resources we already have?
- **Then**, what more do we need?



Ending Homelessness is Possible.



CSH National Financial Model for PSH



Ending Homelessness is Possible.



Challenges with Wide-Ranging Data



As soon as cost comes into the picture, spatial specificity takes on a new importance



Accommodating for costs across different areas



How to incorporate variable costs (or any spatial variability) into a model?



How to blend data of mixed quality at different scales?

Ending Homelessness is Possible.



Tobler's First Law of Geography:¹

"Everything is related to everything else, but near things are more related than distant things."

Works... to an extent

What if we can bridge those gaps with data?

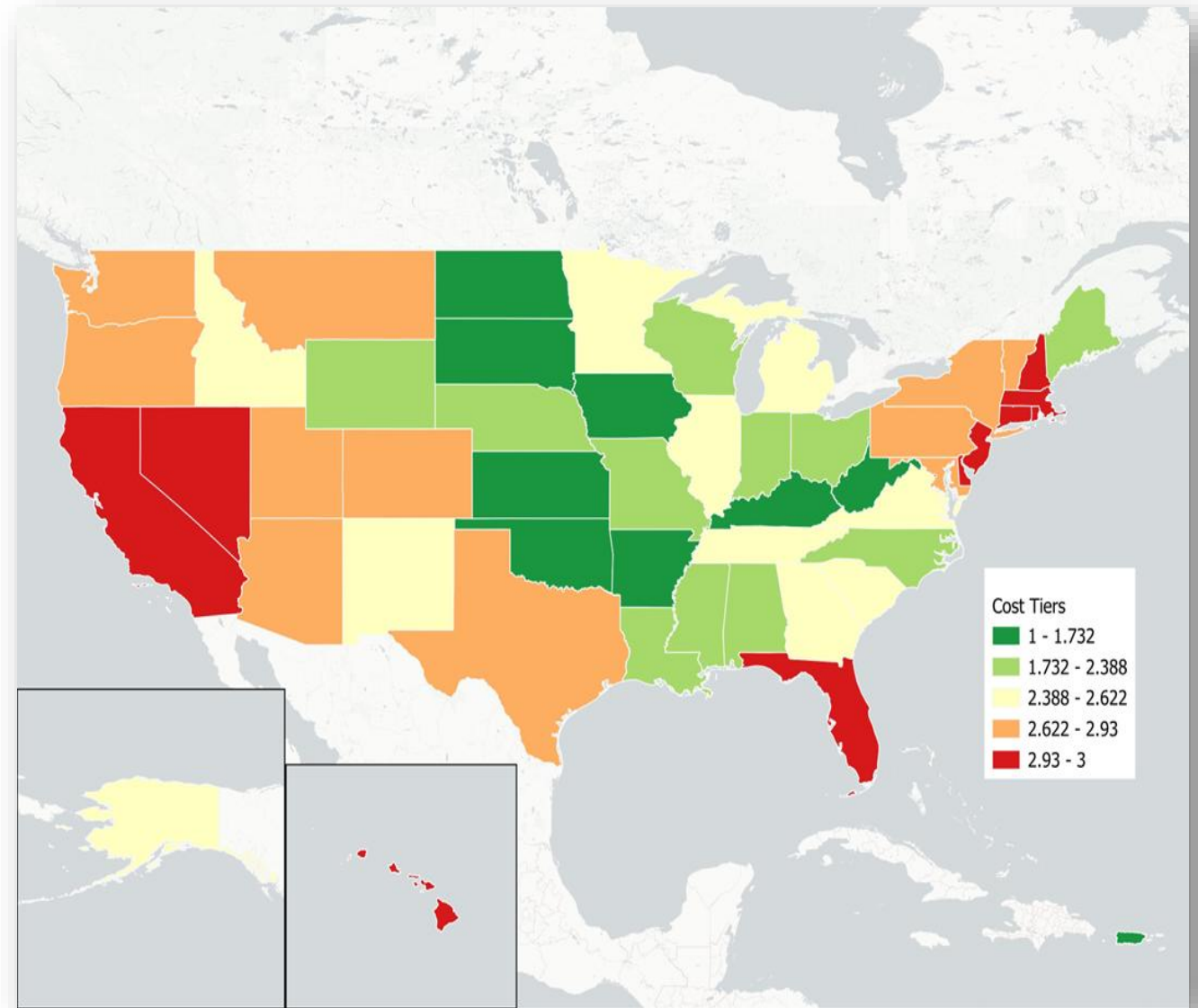
- Categorizing
- Measuring
- Indexing
- Aggregating and Apportioning

¹- Waters, Nigel. (2018). Tobler's First Law of Geography. <https://onlinelibrary.wiley.com/doi/10.1002/9781118786352.wbieg1011.pub2>

Overcoming Challenges with Data:

An example from the National Financial Model

- Statistical analysis of county and MSA Fair Market Rents determine cost tiers, using a 3-bucket system:
 - Tier 1 = FMR less than z-score² of .5
 - Tier 2 = FMR between z-score of .5 and 1.5
 - Tier 3 = FMR greater than z-score of 1.5
- State-level cost tiers are calculated by taking a weighted average of each state's subordinate geographies' cost tiers
 - Weight = share of state's ELI + SCB renters within subordinate geography
- Average of weighted cost tiers for states is 2.36 (2.44 excluding PR and Guam)



². "A z-score is a standardized measure of how far a particular data value is from the mean of a normally distributed data set." (source: [JMP Statistical Discovery](#))

Local Applications

- Replicating national or regional methodologies at the local level
 - Leveraging more specific data
 - Incorporating local perspectives
 - Overcoming data challenges with data that is *closer*
- Framing the goal/purpose of the application
 - Advocacy vs. Planning?
 - Policy or funding?

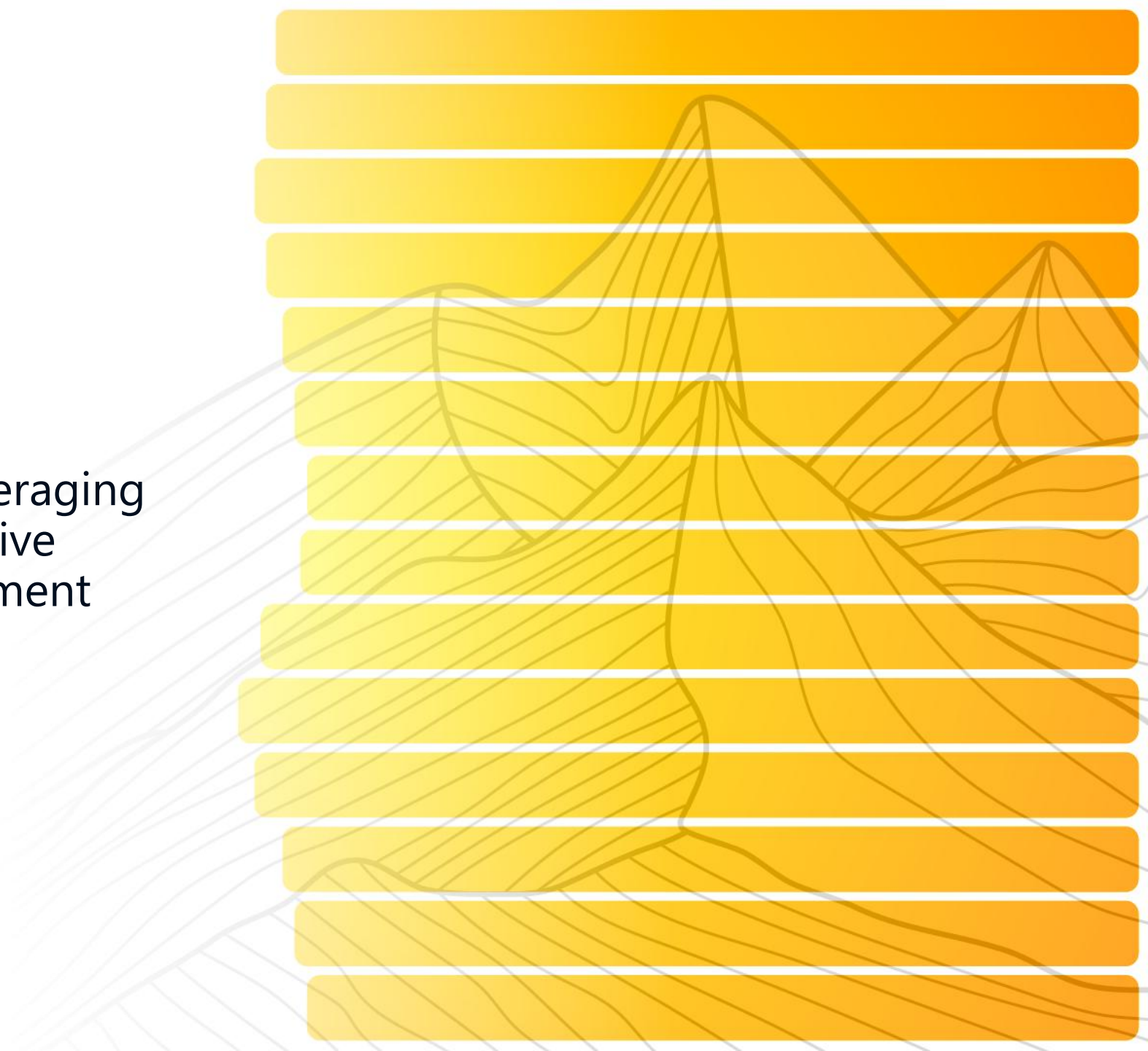


Ending Homelessness is Possible.



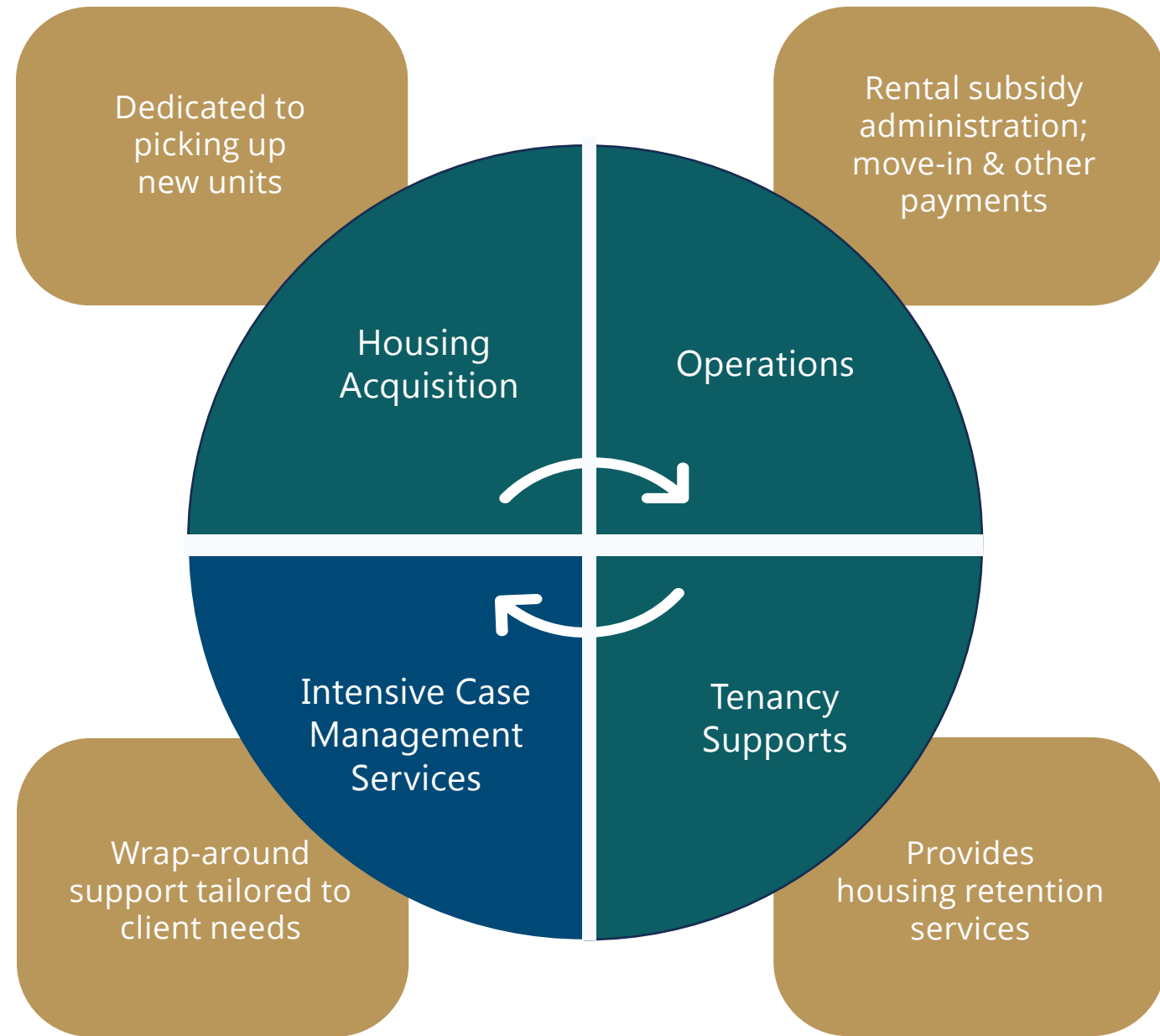
At a Local Level

From insights to impact, leveraging data to advance equity & drive continuous quality improvement



Brilliant Corners' Impact & Staffing Structure

- 17,000+ permanent supportive housing placements
- Each month, we move 200+ people out of homelessness into permanent housing
- 1,000+ people with developmental disabilities housed
- 1,700+ people served through intensive case management



Ending Homelessness is Possible.

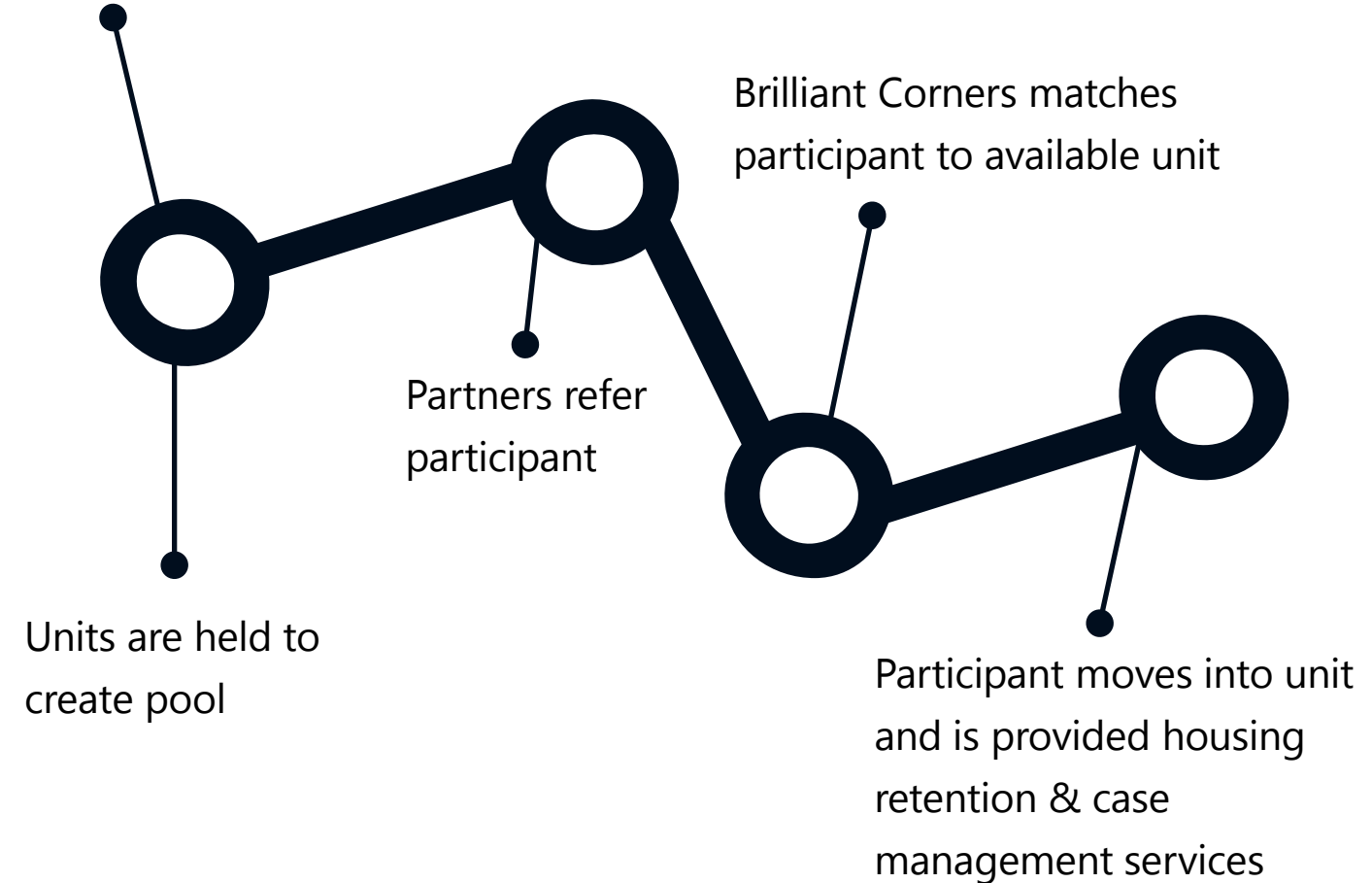


Our Model and Process

A key takeaway from operating the Flexible Housing Subsidy Pool model is that the **combination of housing acquisition services, tenancy support and wrap-around case management is the key recipe for success.**

- Program impact
- Exceptional service for participants and property owner partners alike
- Ability to rapidly scale housing placements

Brilliant Corners curates a portfolio of units based on person's needs through landlord engagement



Ending Homelessness is Possible.

Strengthening the Model:

Using Data to Refine Housing Placements and Service Delivery

- Aligns with a continuous quality improvement approach to our work
 - Real-time use of data
 - Retrospective evaluation
- Highlights areas for operational improvement (e.g., quality assurance, program policy impact, etc.)
- Promotes equitable housing + service delivery
- Improves efficiencies at the sector-level

Key sources of data

- Internal
 - Data collected by staff at touchpoints with program participants
 - Data from intentional program participant engagement
- External
 - External organization engagement (property providers, peer housing orgs, partner orgs, etc.)
 - System-level data; other public data sources

Ending Homelessness is Possible.



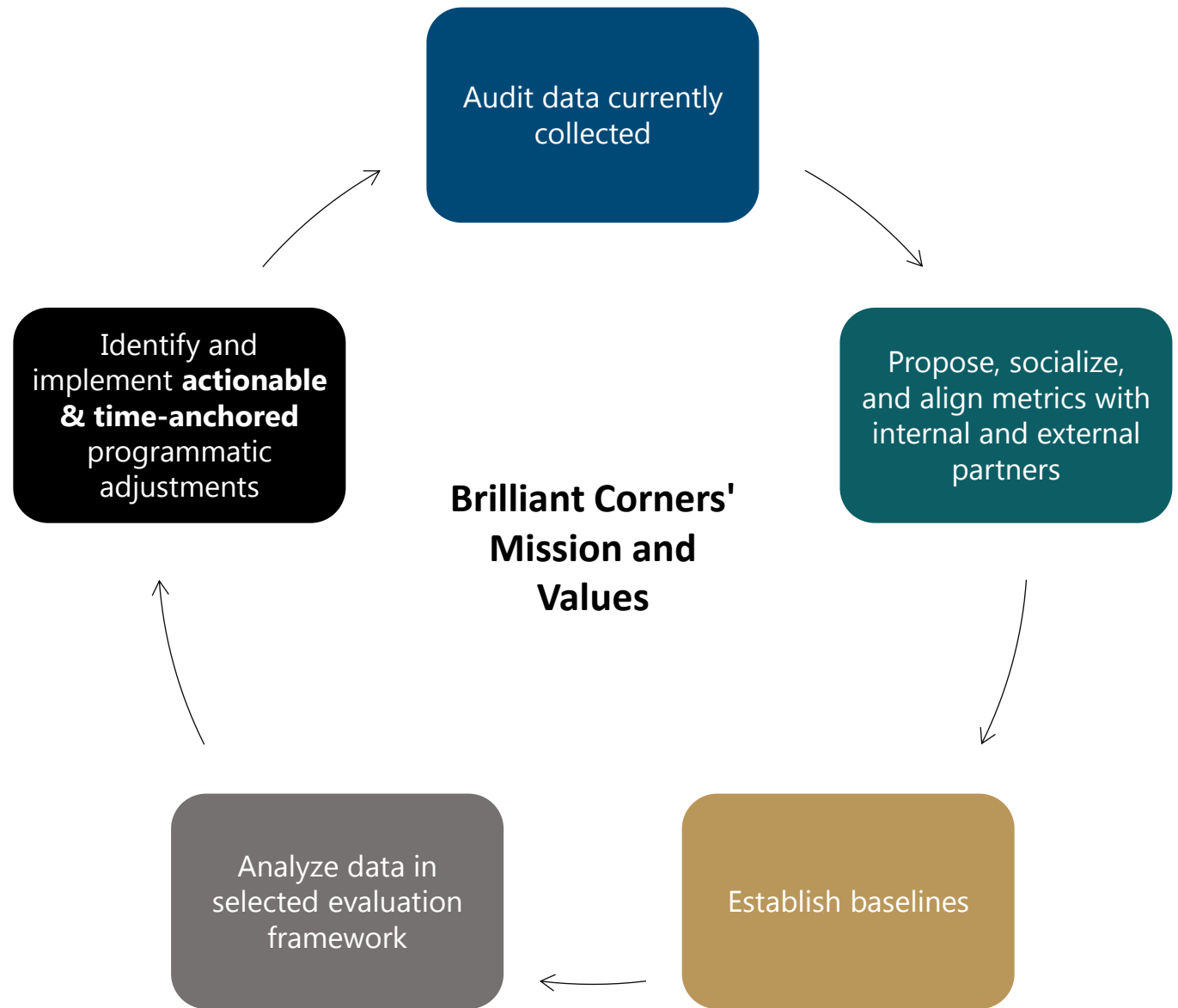
Supporting a Data-Driven Organizational Culture



Ending Homelessness is Possible.



Supporting a Data-Driven Organizational Culture



Ending Homelessness is Possible.

Performance Dashboard:

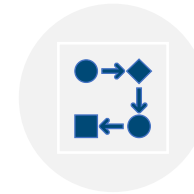
Equipping Program Leaders with Appropriate Data Tools



Funded by the Conrad N. Hilton Foundation; developed in partnership with Corporation for Supportive Housing



Dashboard that allows program leaders to easily access program data + disaggregate by key factors



Identifies adjustments that can be made in real-time



Integration into annual work planning



Key tool in implementing agency's strategic vision



Ending Homelessness is Possible.



Using Data to Advance Equity in Program Design



Establish cadences for data review

Supplement with ad hoc reviews as needed
Build expectations for data review into performance management models



Center Equity from the Start:

Promote an organizational culture of using data for learning and targeted improvement, rather than a focus on contractual compliance



Disaggregate:

Disaggregation of internal data à opportunities to improve service delivery for participant populations
External data can inform disaggregation plans



Embrace Collaboration:

Engage program participants with intentionality
Ensure internal and external stakeholders have clear avenues for input
Engage internal staff beyond just at the leadership level



Connect Findings to Action:

Develop actionable, time-anchored steps to address disparities
Embed into larger programmatic and strategic goal setting processes
Ensure alignment behind goals with all stakeholders

Ending Homelessness is Possible.



Proposed Goals for Dashboard

1

Increase and
Maintain housing
stability (obtain and
retain housing)

2

Promote resident
stability and meet
individuals' goals

3

Reduce returns to
systems

4

Improve system
health and
efficiency

Ending Homelessness is Possible.



Determining / Creating Metrics:

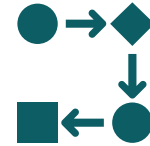
What do we want to know about...? Why?



Residents and
Applicants



Units and
Property Owners



Processes

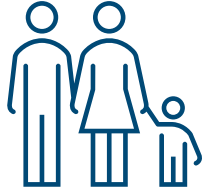


Outcomes

Ending Homelessness is Possible.

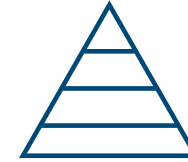


Demographic Dimensions



- Race/ethnicity
 - Gender
 - Age
- Family structure
- Disabling condition
 - Veteran status
 - Language

Structural Dimensions

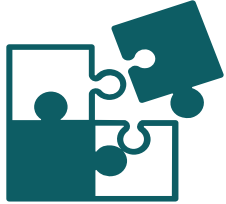


- Program/sub-program
 - Region
- Community context + resources
- Service provider + service modality
 - Subsidy type/structure
 - Temporal factors
 - Program structure
 - Staff member

Ending Homelessness is Possible.



Program Performance Metrics



Efficiency:

- Length of time to house
- Unit vacancies/inventory

Impact:

- Aggregate number of program participants housed

Fidelity to the model:

- Contact and documentation compliance

Participant-Centered Metrics



Housing stability:

- Length of time in housing
- Number of housing episodes

Participant satisfaction:

- Satisfaction with services offered, housing option(s) received

Program exits:

- Reason(s) for program exit
- Returns to systems

Ending Homelessness is Possible.



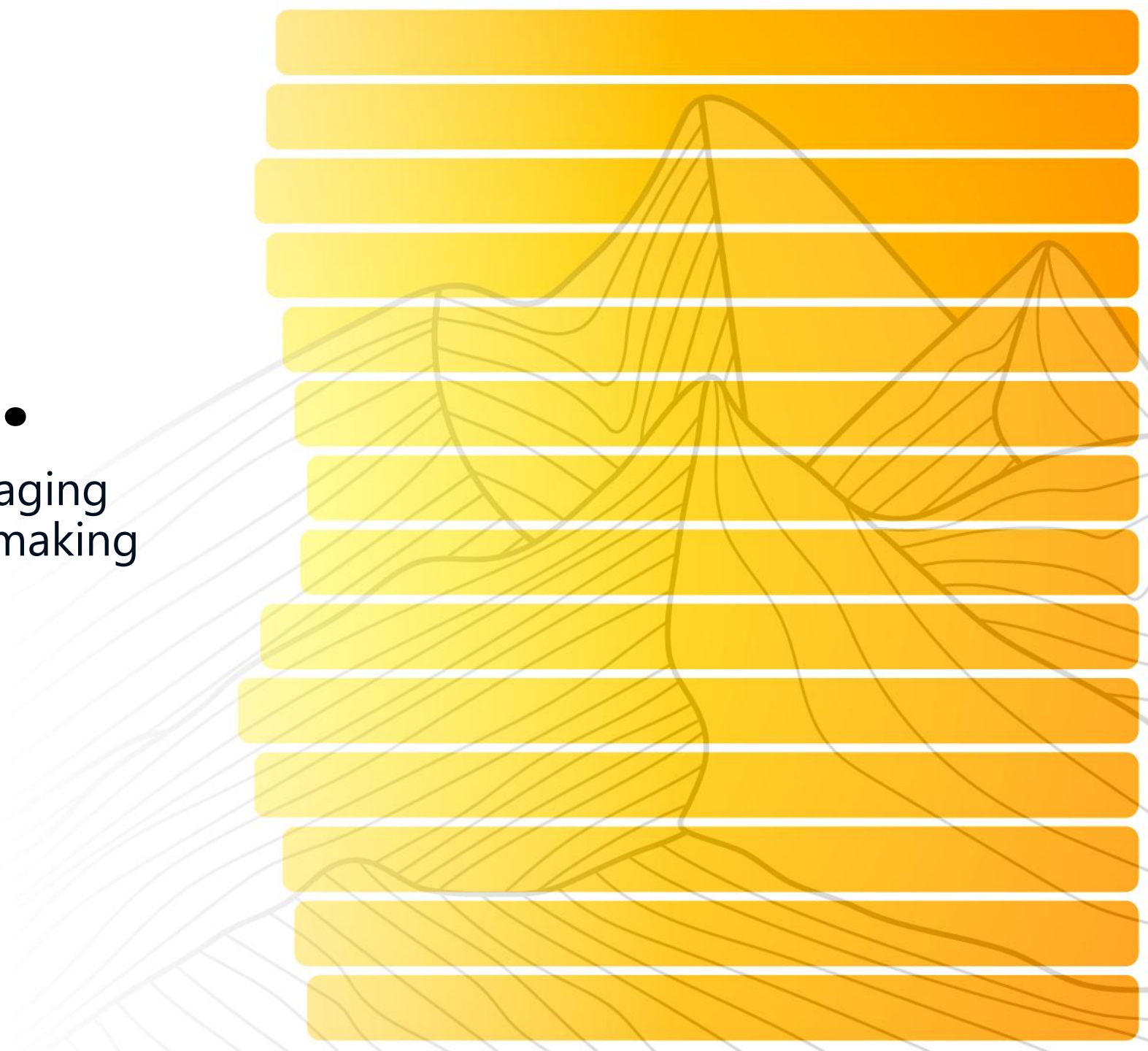
Integrating Participant Voice

- Quantitative data is valuable in guiding continuous quality improvement efforts, but paints an incomplete picture
- Qualitative data directly from participants is crucial:
 - Requires diversified engagement strategies that meet participants where they are
 - Surveys
 - Focus groups
 - Advisory boards
 - Board of Directors membership
- Ensure that participants are compensated, have meaningful opportunities to provide actionable feedback, and fully understand the scope of engagement



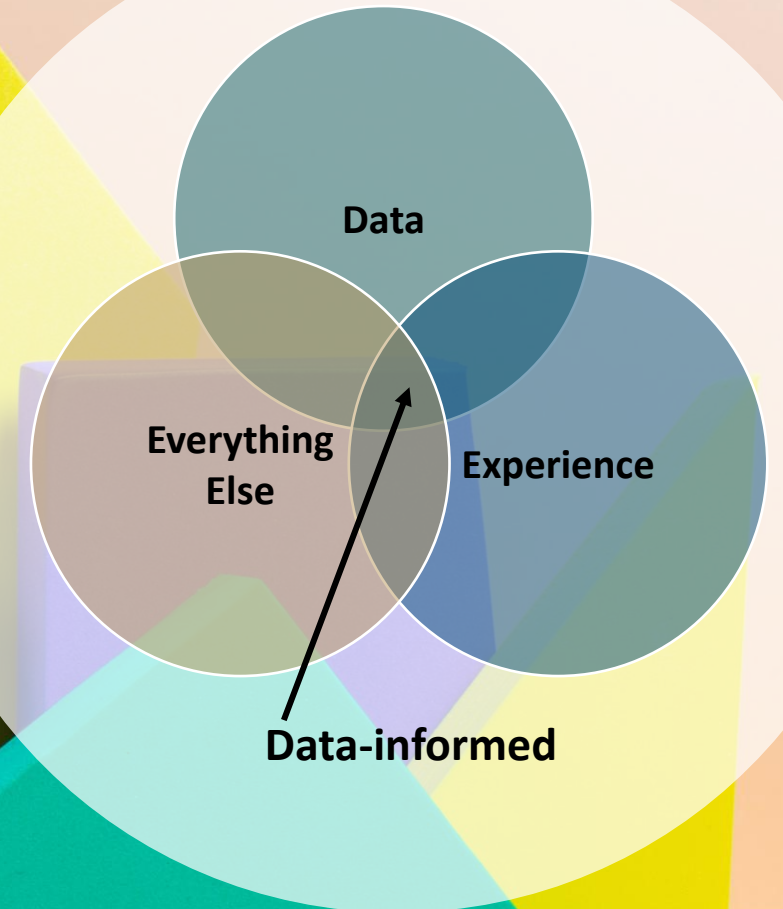
Practically Speaking...

Data as strategic asset, managing performance, and decision-making



Performance & Data Culture

- Data are used in decision-making, building long-term durable system processes
- Data as "rally point" for all partners
- Data are part of the story



Why is Data Important?



Make Decisions

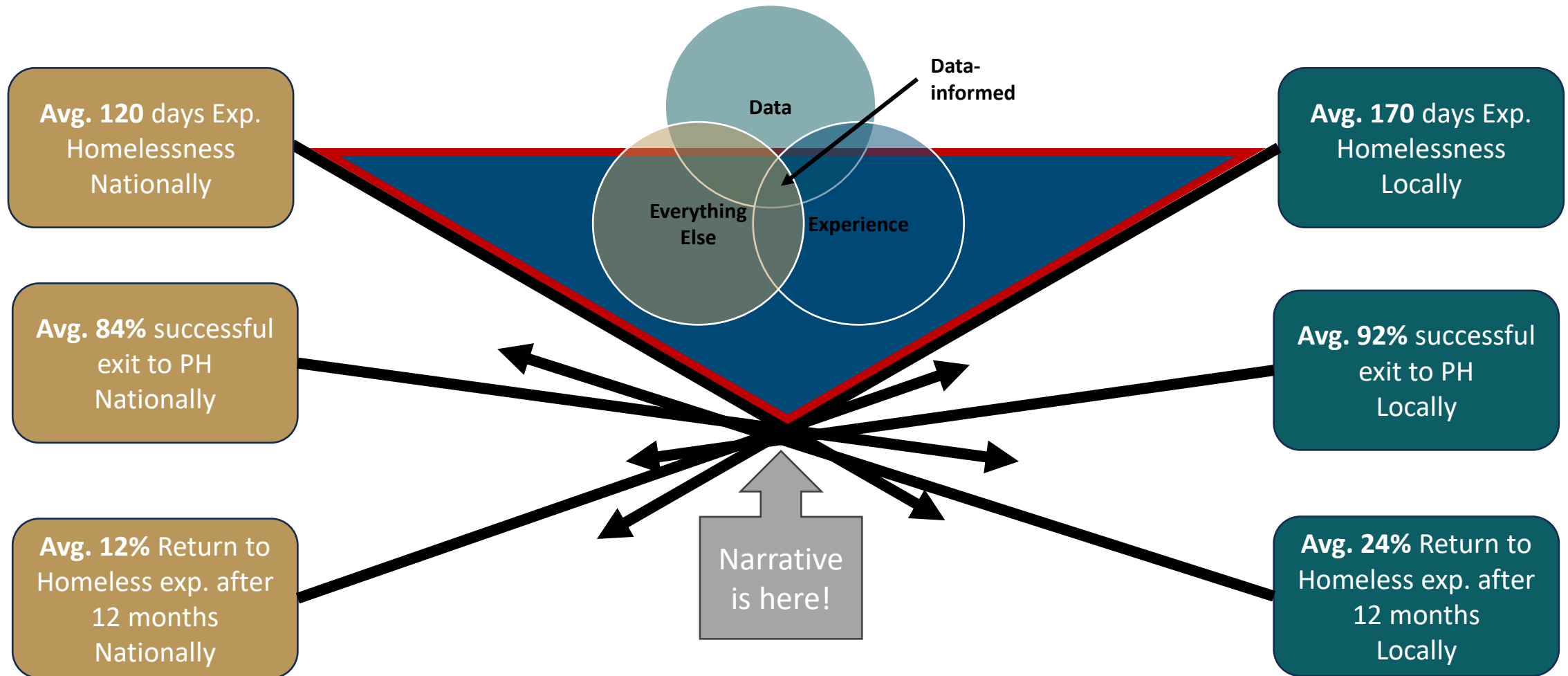


Tell a Story

Ending Homelessness is Possible.



Constructing a Narrative, Triangulation²



²All values made up for illustrative purposes.

Ending Homelessness is Possible.



What decisions are you making that rely on data?

Some, but none
important

I don't know / never thought about it

None

X, Y, Z decisions using
metrics 1, 2, 3...

No matter the response, we'll gain some insight:

(Over?) reliance on expertise and subject to individual interpretation and unilateral decisions

Inaccessible data or insights from complicated systems, spreadsheets, or reports

Not sure how to use data or how data informs my work

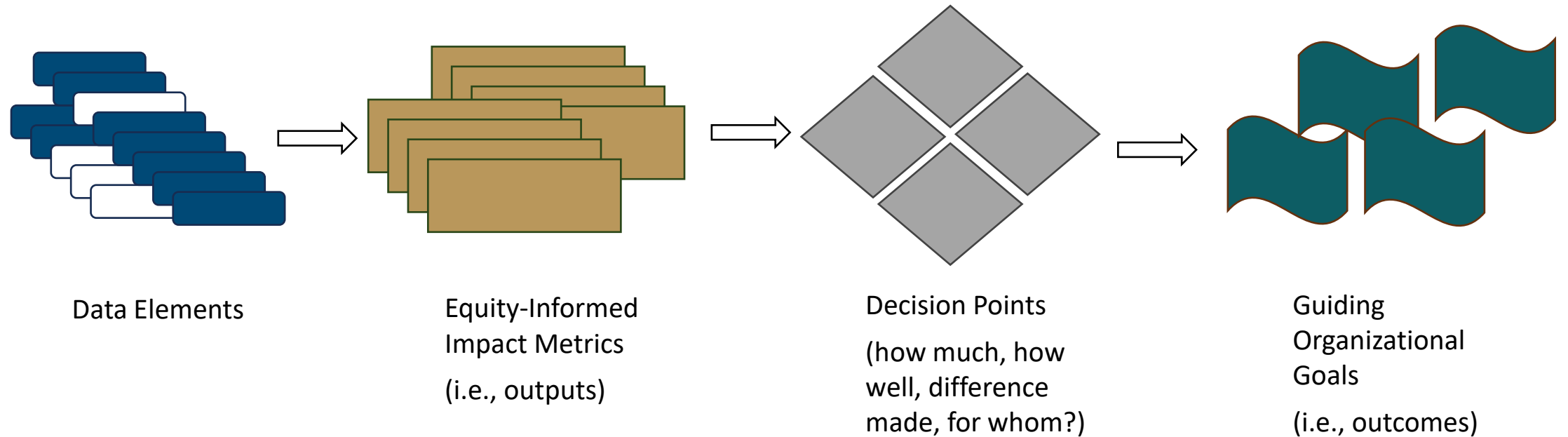
Focus on self-defined success, translated into data

Confirmation of goals, assessment of use cases for data analysis and tools

Ending Homelessness is Possible.



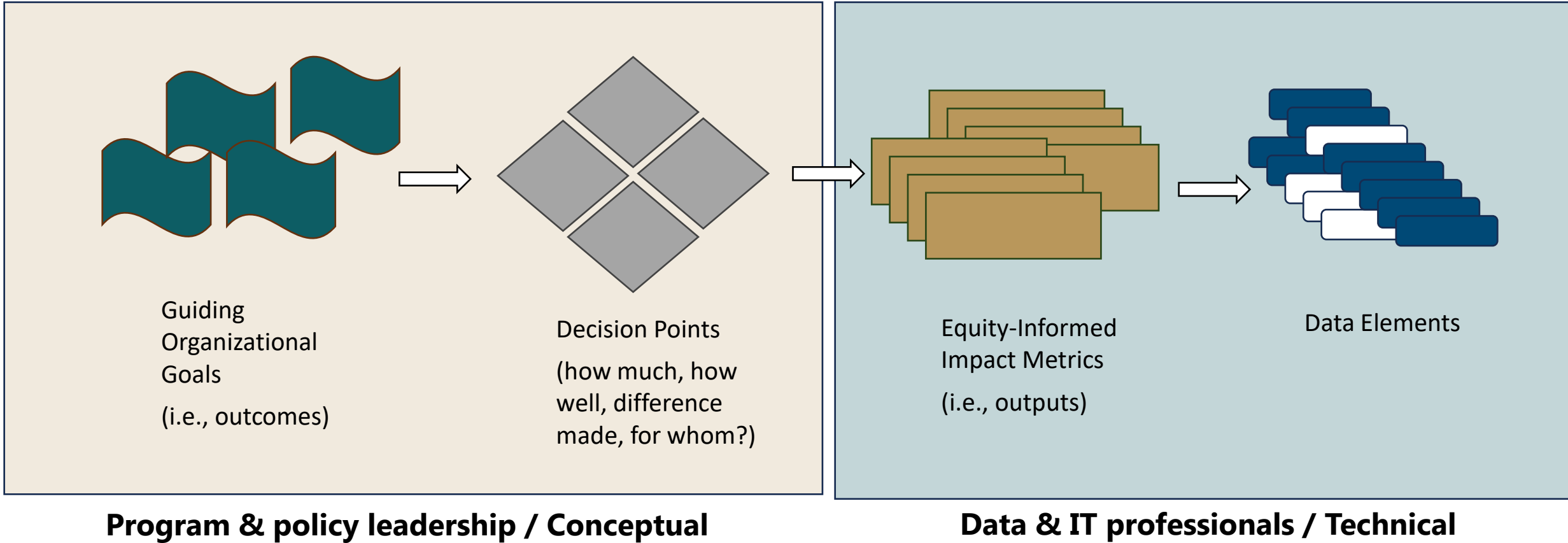
Key Performance Indicators Building Blocks



Ending Homelessness is Possible.



In reverse, an impact concept to technical reality



Ending Homelessness is Possible.

Let's try it together

1. Group together in 2's and 3's (Make new friends!)
2. Quick introductions, who you are, where you're from
3. Refer to our handout for inspiration, direction, notetaking
4. Start with an organizational goal – create your own or adopt one of ours
5. Anticipate challenges, and brainstorm 2-3 decision points you would likely encounter
6. Triangulate 3-4 metrics that will best inform your decisions, create your own or draw from list, note why selected
7. Define your metrics with data elements that comprise them
8. Add depth and dimensions, what story can you tell?
9. Prepare to share!

Ending Homelessness is Possible.



Debrief / Q&A

- Thank you so much for joining us!
- Please be sure to rate this session.

Tiana Moore, PhD, MS

Deputy Chief Program Officer, Brilliant Corners

Gabriel Schuster

Senior Program Manager, CSH

Ian Costello

Senior Program Manager, CSH

