Driving VHA Homeless Programs Operations
Towards Ending Veteran Homelessness

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Agenda

Overview of VHA Homeless Program Operations

Veteran-Centric Integrated Planning and Operations (VIPO)

Key Processes, Capabilities and Results

Discussion
Overview of the VHA Homeless Programs

Strategic Pillars

Outreach and Communication

Treatment

Prevention

Housing/Supportive Services

Income/Employment Benefits

Community Partnerships

VA Medical Centers (VAMCs) are leading efforts to provide programs and services to Homeless Veterans across the nation

Key Partners: Department of Housing and Urban Development (HUD); United States Interagency Council on Homelessness (USICH)
Driving VHA Homeless Program Operations towards Ending Veteran Homelessness

At the beginning of FY14, VHA Homeless Programs across the nation adopted a new operations management framework to drive their efforts towards Ending Veteran Homelessness.

- **Align operations** at every VAMC towards the VA strategic target of ending Veteran homelessness.
- **Promote implementation of evidence based strategies** at the local level.
- **Integrate standardized decision support tools** within analysis, planning and tracking processes.
- **Integrate continuous improvement** into implementation efforts.
- **Maintain situational awareness** of VAMC implementation progress and barriers.
- **Provide cross cutting solutions** to help VAMCs overcome barriers.

Processes and capabilities for the framework were developed in partnership with the VA-Center for Applied Systems Engineering (VA-CASE), which is a Veterans Engineering Resource Center (VERC).
VHA Homeless Programs
Veteran-centric Integrated Planning and Operations (VIPO)

Integrating Analysis, Planning and Continuous Improvement into Operations

- Assess State
- Identify Gap vs. Target
- Develop Strategies
- Plan Actions
- Implement Plans
- Track Progress

Collaborate

Learn
Veteran-centric Integrated Planning and Operations (VIPO): Key Integrated Processes and Capabilities

**Gap Analysis Tool**
- Continuously updated model used semi-annually to complete Gap Analysis
- Identify gaps in PH placements needed to end Veteran homelessness
- Identify strategies to close gaps
- Develop monthly facility targets for PH Placements

**Op Plan Tool**
- A planning tool used every month to turn strategies into action
- Develop and update plans to maintain or improve Scorecard measures & resource utilization
- Develop and update plans to implement strategies
- Develop and update plans to meet monthly PH Placement Targets

**Homeless Scorecard**
- A VSSC dashboard reviewed every month to track progress
- Measure and compare operational metrics to national targets

**Operational Planning Hub**
- Organize iterative analysis and planning activities
- Share strategies and best practices with other VA Medical Centers
- Gain situational awareness of community partnerships and operational improvements
Veteran Homelessness Gap Analysis: Methodology used in FY15 Q2

1. Conduct Geographic Analysis to map the 2014 Point in Time (PIT) Count from 415 Continuums of Care (CoC) to 140 Parent VA Medical Centers (VAMC)

2. Use the mapped PIT Count to estimate total number of Homeless Veterans from 2014-2015 and identify the interventions they need to achieve Permanent Housing (PH)

3. Based on operational data from reporting systems, estimate the number of PH placements that can be achieved by each VAMC’s assets. Leverage strategies to generate additional placements.

4. Identify the gap for each type of need and the total gap. The total gap calculation assumes that gaps in one need area can be covered by excess in another need area at the same site.
Each VAMC uses the Gap Analysis Tool **semi-annually** to assess gaps and develop strategies to close gaps. The tool provides calculators and is pre-populated with available data.

**Estimate Needs**
Current and Future

**Identify Assets**
VA and Non-VA

**Assess Gaps**
Need vs. Assets

**Close Gaps**
(Op. Improvements, Community Partners)

**Develop Targets**
Monthly, Program Specific
Veteran Homelessness Gap Analysis Tool: Estimate Current and Future Needs

Understand geographic relationships

Estimates of need across multiple need categories
Veteran Homelessness Gap Analysis Tool: Identify Assets to Meet Need

**VA Assets**

<table>
<thead>
<tr>
<th>HUD-VASH</th>
<th>National Average for all sites</th>
<th>National Office Data for your site</th>
<th>Your Revision (Optional)</th>
<th>Possible PH Placements (Jan 2014-Dec 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vouchers allotted as of the end of Dec 2014</td>
<td>5,055</td>
<td></td>
<td></td>
<td>2,187</td>
</tr>
<tr>
<td>Vouchers available for use as of Jan 1, 2015</td>
<td>1,373</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected NEW vouchers for FY15 Q2</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected NEW vouchers for FY15 Q3</td>
<td>813</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected NEW vouchers for FY15 Q4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected NEW vouchers for FY16 Q1</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operational Metrics**

- Annual voucher turnover rate: 12.0%
- PH Placements Jan-Dec 2014 (Includes FY14 Q2-Q4 and FY15 Q1)
  - Total move-ins between Jan-Dec 2014: 1,134
  - Total move-ins between Jan-Dec 2014 that were shared with SSVF RRH: 179
  - Total move-ins between Jan-Dec 2014 that were shared with VA Res. Programs: 349

**Community Assets**

<table>
<thead>
<tr>
<th>Non-VA Permanent Supportive Housing (PSH)</th>
<th>National Average for all sites</th>
<th>National Office Data for your site</th>
<th>Your Revision (Optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units dedicated to Veterans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total units occupied at end of Dec 2013</td>
<td>251</td>
<td></td>
<td>603</td>
</tr>
<tr>
<td>New beds dedicated to Veterans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New dedicated Veteran units in 2014 (Jan-Dec)</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New dedicated Veteran units in 2015 (Jan-Dec)</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Units available to the general population - Veterans can use a portion of these</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total units occupied at end of Dec 2013</td>
<td>10498</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New units available to the general population (excluding Veteran dedicated units)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New units in 2014 (Jan-Dec)</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New units in 2015 (Jan-Dec)</td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Operational Metrics**

- Proportion of units available to the general population that can be used by Veterans (%): 15.0%
- Annual turnover in units occupied by Veterans (%): 15.0%

The chart above shows estimated proportions of PH Placements shared with other programs.

Each move in to Non-VA PSH is counted as a permanent housing (PH) placement in the estimate shown below. These move-ins could be into available units dedicated to Veterans or units available to the general population. Available units can either be new units or turnover units.
## Veteran Homelessness Gap Analysis Tool: Assess Gaps

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Chronically Homeless Veterans NOT eligible for VA-Healthcare and need Permanent Supportive Housing</td>
<td>Non-VA PSH</td>
<td>546</td>
<td>546</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chronically Homeless Veterans eligible for VA-Healthcare and need Permanent Supportive Housing</td>
<td>Non-VA PSH Excess after serving VHA ineligible Veterans</td>
<td>108</td>
<td>-</td>
<td>798</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>HUD-VASH alone, HUD-VASH along with SSVF RRH and HUD-VASH along with VA Residential Programs (GPD, DCHV, CWT/TR and HCHV)</td>
<td>3,093</td>
<td>2,187</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Episodic and Short-term homeless who need Rapid Rehousing</td>
<td>SSVF Rapid Re-housing (RRH) alone</td>
<td>2,771</td>
<td>1,957</td>
<td>814</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Non-VA Rapid Ra-housing</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Episodic and Short-term homeless who need other interventions</td>
<td>VA Residential Programs (GPD, DCHV, CWT/TR and HCHV) alone, VA Residential Programs along with SSVF-RRH</td>
<td>2,771</td>
<td>1,876</td>
<td>895</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Non-VA Residential Treatment Programs</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total*</td>
<td></td>
<td>9,181</td>
<td>6,674</td>
<td>2,507</td>
<td>-</td>
</tr>
<tr>
<td>Episodic and Short-term homeless who will self-resolve and do not need any interventions</td>
<td></td>
<td></td>
<td>1,846</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Total Homeless Veterans 2014-2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11,027</td>
</tr>
</tbody>
</table>

### Summary of gaps per need category

- **Total Homeless Veterans 2014-2015**: 11,027
Veteran Homelessness Gap Analysis Tool: Close Gaps

Gaps in Permanent Housing (PH) Placements 2014-2015 by intervention needed to achieve PH

Community Partnership Strategies

Operational Improvement Strategies

HUD-VASH Operational Improvements
Veteran Homelessness Gap Analysis Tool: Develop Monthly Targets

### Target Average PH Placements Per Month

<table>
<thead>
<tr>
<th>Month</th>
<th>VA</th>
<th>NON-VA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-15</td>
<td>50.8</td>
<td>50.8</td>
</tr>
<tr>
<td>Feb-15</td>
<td>50.8</td>
<td>50.8</td>
</tr>
<tr>
<td>Mar-15</td>
<td>50.8</td>
<td>50.8</td>
</tr>
<tr>
<td>Apr-15</td>
<td>424.3</td>
<td>50.8</td>
</tr>
<tr>
<td>May-15</td>
<td>424.3</td>
<td>50.8</td>
</tr>
<tr>
<td>Jun-15</td>
<td>424.3</td>
<td>50.8</td>
</tr>
<tr>
<td>Jul-15</td>
<td>489.0</td>
<td>50.8</td>
</tr>
<tr>
<td>Aug-15</td>
<td>489.0</td>
<td>50.8</td>
</tr>
<tr>
<td>Sep-15</td>
<td>489.0</td>
<td>50.8</td>
</tr>
<tr>
<td>Oct-15</td>
<td>504.3</td>
<td>50.8</td>
</tr>
<tr>
<td>Nov-15</td>
<td>504.3</td>
<td>50.8</td>
</tr>
<tr>
<td>Dec-15</td>
<td>504.3</td>
<td>50.8</td>
</tr>
</tbody>
</table>

Targets based on assets, operational improvements and community strategies
Veteran Homelessness Gap Analysis Tool:
Multi-level planning for greater integration with community

Starting in FY15 Q2, the tool supports multi-level planning to enhance coordination and integration of homeless services with community partners. Partners are organized into Continuums of Care (CoCs).

Map shows VAMC catchment areas with darker areas corresponding to higher 2014 Point in Time (PIT) Counts of Homeless Veterans. Dept. of Housing and Urban Development (HUD) CoC jurisdictions are shown as dotted lines. Unpopulated areas are shown in grey.
Each VAMC use the Op Plan Tool **monthly** to develop, track and continuously update plans to maximally leverage VA assets and community partnerships towards ending Veteran homelessness.
The Hub: An Enterprise Grade Knowledge Management Platform for Continuous Improvement (CI)

- **Capture** what the organization knows formally and informally about both the external and internal operational environments
- **Utilize** this knowledge by integrating it within key CI decision making processes
- **Enhance** organizational knowledge by capturing insights in near real time from analysis and planning processes
Operational Planning Hub: Plans Repository

- Over 1300 detailed plans
- Fully Indexed (By Metrics, Strategies, etc.)
- Shared with every VAMC
- Updated monthly
Operational Planning Hub: Situational Awareness Tools

Map and other reporting tools provide insights into:

- Which VAMCs are engaged
- Which implementations are working?
- Where are the barriers?
- Where is additional support needed?

Map shows engagement in terms of the number of active plans
Program office develops solutions to cross-cutting barriers identified by VAMCs
Operational Planning Hub: Innovative Practices

Innovative practices are identified through analysis of the plans repository.
## Operational Planning Hub: Library

<table>
<thead>
<tr>
<th>By Category</th>
<th>Title</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directives (9)</td>
<td>Grant and Per Diem (GPD) Program Handbook</td>
<td>VHA11\VHAINDISHIDS1 on 07/29/2014 Added record</td>
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<tr>
<td>Memorandum (148)</td>
<td>Health Care for Homeless Veterans (HCHV) Program Handbook</td>
<td>VHA11\VHAINDISHIDS1 on 07/29/2014 Added record</td>
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<tr>
<td>References (65)</td>
<td>Homeless Veterans Legal Referral Process - Directive</td>
<td>VHA11\VHAINDKELLYL1 on 07/29/2014 Added record</td>
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<tr>
<td>Reports (30)</td>
<td>Housing and Urban Development (HUD)-Department of Veterans Affairs Supportive Housing (VASH) Program- Handbook</td>
<td>VHA11\VHAINDISHIDS1 on 07/29/2014 Added record</td>
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<tr>
<td>Tables (2)</td>
<td>Operation of the National Call Center for Homeless Veterans - Directive</td>
<td>VHA11\VHAINDKELLYL1 on 07/29/2014 Added record</td>
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<tr>
<td>Tech Assistance (17)</td>
<td>Productivity and Staffing in Outpatient Clinical Encounters for Mental Health Providers</td>
<td>Adam Ruege on 10/22/2014 Added record</td>
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<tr>
<td>Tools (3)</td>
<td>Supportive Services for Veteran Families (SSVF) Program Handbook</td>
<td>VHA11\VHAINDISHIDS1 on 07/29/2014 Added record</td>
</tr>
<tr>
<td></td>
<td>Uniform Mental Health Services in VA Medical Centers and Clinics</td>
<td>VHA11\VHAINDISHIDS1 on 07/29/2014 Added record</td>
</tr>
</tbody>
</table>

The Library provides easy access to relevant directives, memos and other artifacts.
Highlights from Veteran-centric Integrated Planning and Operations (VIPO)

- **17** Monthly Planning Iterations
- **1700** VA and Community Strategies
- **4** Semi-annual Gap Analysis Iterations
- **1300** Structured Operational Plans
- **300** VAMC Planning Leads
- **17,000** Potential Permanent Housing Placements generated by the end of 2015 through operational improvement and community partnership strategies
New capabilities for increased integration of Veteran-centric perspectives into Operations

V-Paths is a new tool to provide **Data Driven Insights** for Operations through a **Veteran-centric, Systems Perspective** of Veteran Homelessness.

Under development for FY15 release.
V-Paths: Understand paths that each homeless Veteran takes to successfully achieve Permanent Housing

Sample illustration shows a homeless Veteran utilizing multiple programs to achieve permanent housing.

Work is in progress to integrate data regarding all services and assessments into the timeline to provide a comprehensive operational picture.
V-Paths: Understand how multiple programs serve Veterans to help them achieve Permanent Housing

Flow illustration with sample data
V-Paths: Understand how Veterans receive services across multiple VA Medical Centers

Matrix view with darker squares indicating VAMCs that jointly serve Veterans

Map view shows inflows and outflows across VAMCs

Illustrations with sample data
Questions and Discussion

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