SUSTAINING A CONTINUOUS QUALITY IMPROVEMENT (CQI) DASHBOARD

A Visual Tool for Program Performance & Improvement

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BACKGROUND: VOALA PATHWAYS TO HOME

- VOALA acquired shelter on November 2012
- Largest emergency shelter in South Los Angeles
- Serves 3,000+ homeless individuals a year
- Program Manager implemented new program model

EMERGENCY SHELTER DASHBOARD GENERAL POPULATION

Monthly Data for General Population

| Month/Year	# of Clients *Served*	# of Clients *Active* for Services	Occupancy Rate		# of Intakes Completed		# of Clients Who Attended Orientation		# of Clients *Served* for Case Management	# of Clients *Active* for Case Management	# of Clients Accessing WorkSource Center		# of Clients Who Gained Employment Through WorkSource Center		# of Clients Referred by Exodus
	N	N	Target	Actual	N	%	N	%	N	N	N	%	N	%	N
Aug-14	N/A	427	95%	96%	241	N/A	129	54%	N/A	291	27	N/A	0	0%	N/A
Sep-14	N/A	848	95%	99%	247	N/A	140	57%	N/A	412	45	N/A	6	13%	N/A
Oct-14	N/A	1139	95%	98%	231	N/A	144	62%	N/A	425	30	N/A	5	17%	N/A
Nov-14	850	1177	95%	98%	275	32%	79	29%	312	413	42	5%	4	10%	N/A
Dec-14	791	1024	95%	90%	249	31%	113	45%	287	431	24	3%	4	17%	22
Jan-15	764	1079	95%	85%	235	31%	130	55%	387	460	24	3%	2	8%	27
Feb-15	769	1059	95%	81%	278	36%	123	44%	359	497	23	3%	3	13%	24
Mar-15	772	1098	95%	86%	339	44%	159	47%	353	550	24	3%	4	17%	31
Apr-15	799	1148	95%	85%	249	31%	170	68%	273	407	N/A	N/A	N/A	N/A	22
May-15	754	1038	95%	78%	214	28%	92	43%	188	312	N/A	N/A	N/A	N/A	34
Jun-15	785	985	95%	74%	219	28%	121	55%	200	273	N/A	N/A	N/A	N/A	45

EMERGENCY SHELTER DASHBOARD SUBPOPULATION & PERFORMANCE MEASURES

Monthly Data for CES Population

Month/Year	Active CES Clients (N)	Match-Ready CES Clients (N)	Match-Ready CES Clients (%)	CES Clients Placed (N)	CES Clients Placed (%)
Aug-14	16	10	63%	3	19%
Sep-14	40	5	13%	0	0%
Oct-14	29	17	59%	2	7%
Nov-14	38	15	39%	3	8%
Dec-14	40	15	38%	1	3%
Jan-15	41	15	37%	2	5%
Feb-15	43	18	42%	3	7%
Mar-15	49	20	41%	4	8%
Apr-15	52	23	44%	2	4%
May-15	79	31	39%	2	3%
Jun-15	109	37	34%	10	9%

Cumulative Data (Quarterly Basis)

Month/Year	% Increased Income From All Sources Target	% Increased Income From All Sources Actual	% Increased Income From All Sources N	% Exited to Successful Destination Target	% Exited to Successful Destination Actual	% Exited to Successful Destination N	% Exited to Permanent Housing Target	% Exited to Permanent Housing Actual	% Exited to Permanent Housing N
Aug-14	10%	8%	24	65%	8%	13	35%	6%	5
Sep-14	10%	9%	26	65%	13%	23	35%	6%	7
Oct-14	10%	9%	28	65%	9%	18	35%	5%	13
Nov-14	10%	9%	30	65%	8%	17	35%	4%	9
Dec-14	10%	11%	18	65%	N/A	18	35%	4%	6
Jan-15	10%	10%	23	65%	N/A	8	35%	4%	4
Feb-15	10%	10%	10	65%	N/A	11	35%	4%	7
Mar-15	10%	11%	15	65%	N/A	20	35%	4%	N/A
Apr-15	10%	11%	5	65%	N/A	17	35%	4%	N/A
May-15	10%	11%	19	65%	4%	15	35%	3%	5
Jun-15	10%	11%	15	65%	4%	14	35%	3%	7

Clients "Served" vs. Clients "Active"
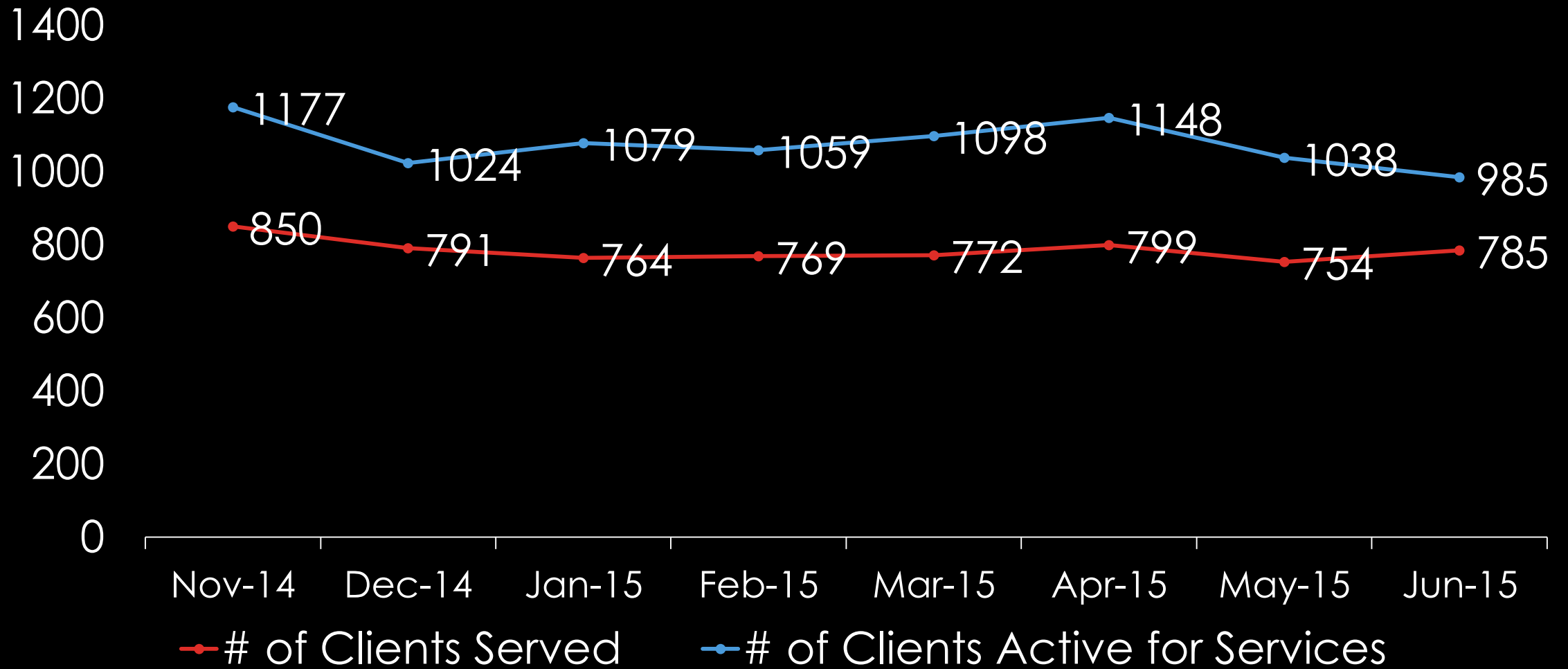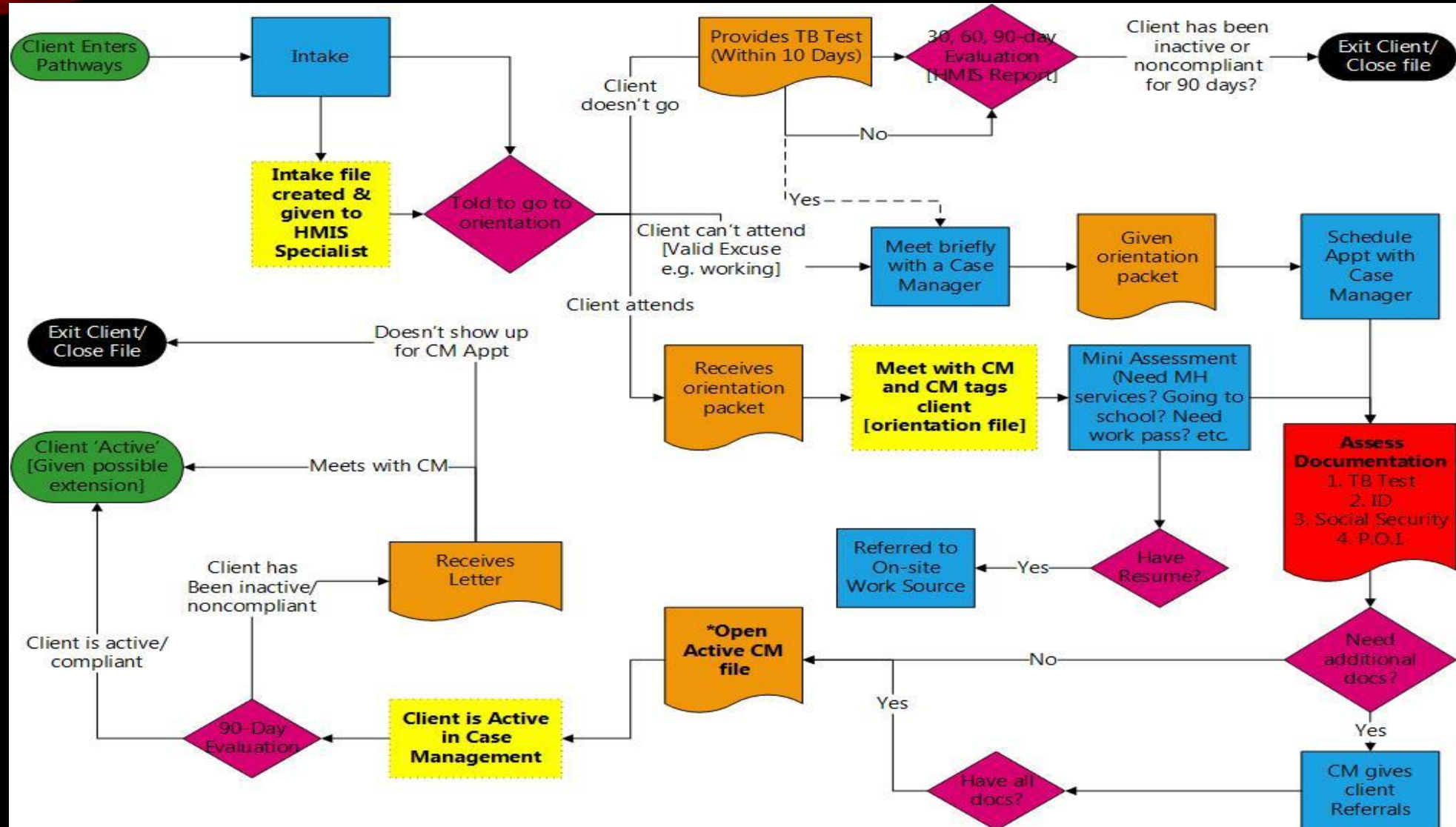
Case Management Data
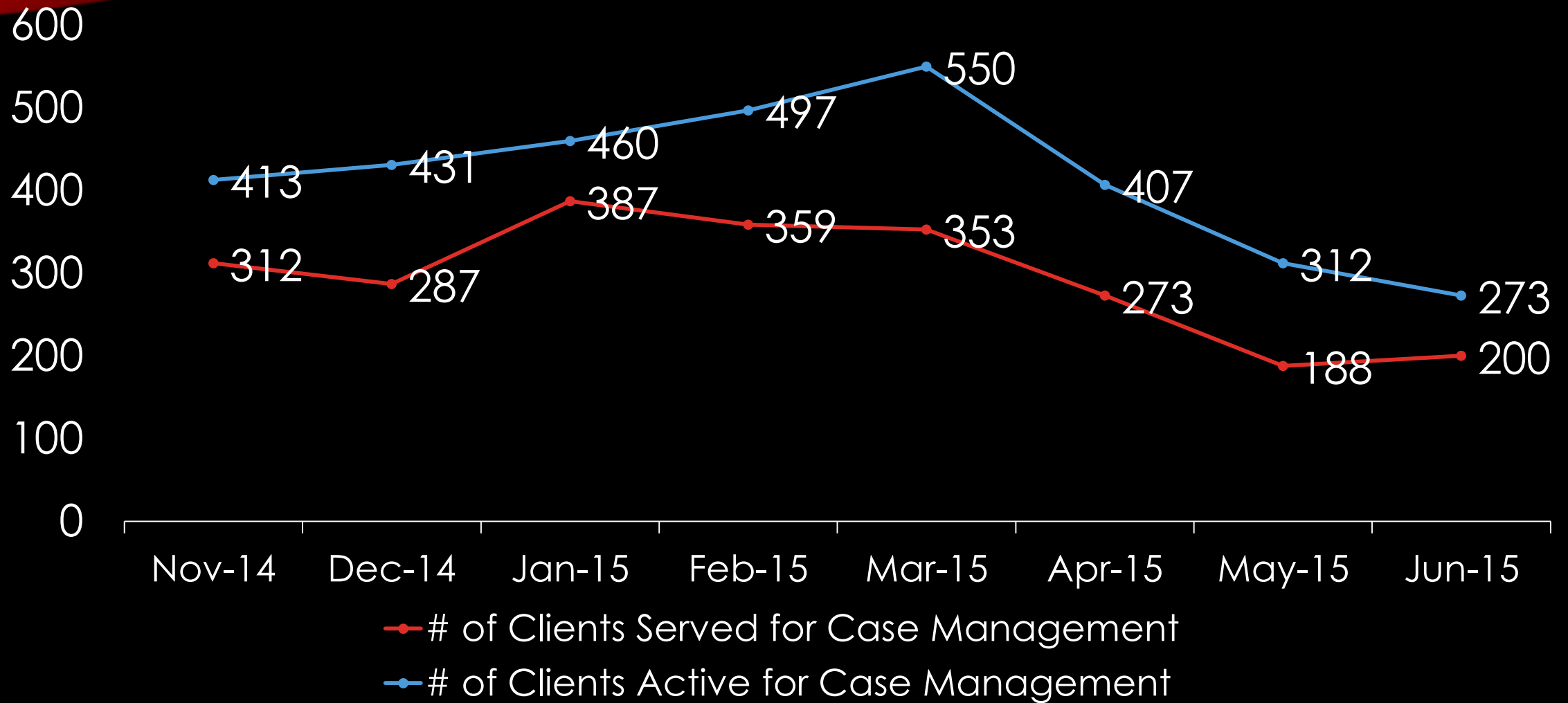
CHALLENGES

- Not everything can be tracked (database capabilities)

- Manually tracking data is time-consuming

- Staff turnover

- Defining some measures (i.e. case management services)
  - Used **process maps**

DASHBOARD SUCCESSES

- Progress Report
  - Celebrate the good!
  - Pinpoint areas of improvement
  - Ask questions behind the data
  - Grant compliance
- Used dashboard to address concerns
  - Funder listened & applied changes to new contracts

DASHBOARDS ARE *ONLY* TOOLS! EFFECTIVENESS DEPENDS ON ITS USE!

- Dashboards are most effective if it **fits** the program's needs.
  - A way to visualize and monitor performance
  - Increases accountability and transparency
  - Helps with decision-making

EVOLUTION OF THE DASHBOARD "WHEN A PROGRAM NO LONGER NEEDS YOU…"

- Fully understands dashboard's effectiveness
- Best practices carried over to new programs
- ↑ Staff empowerment
- ↑ Teamwork
- ↑ Capacity building
- ↑ CQI culture