

Don't Shoot the Messenger

USING A DASHBOARD TO HELP DELIVER THE BAD NEWS



Volunteers
of America®

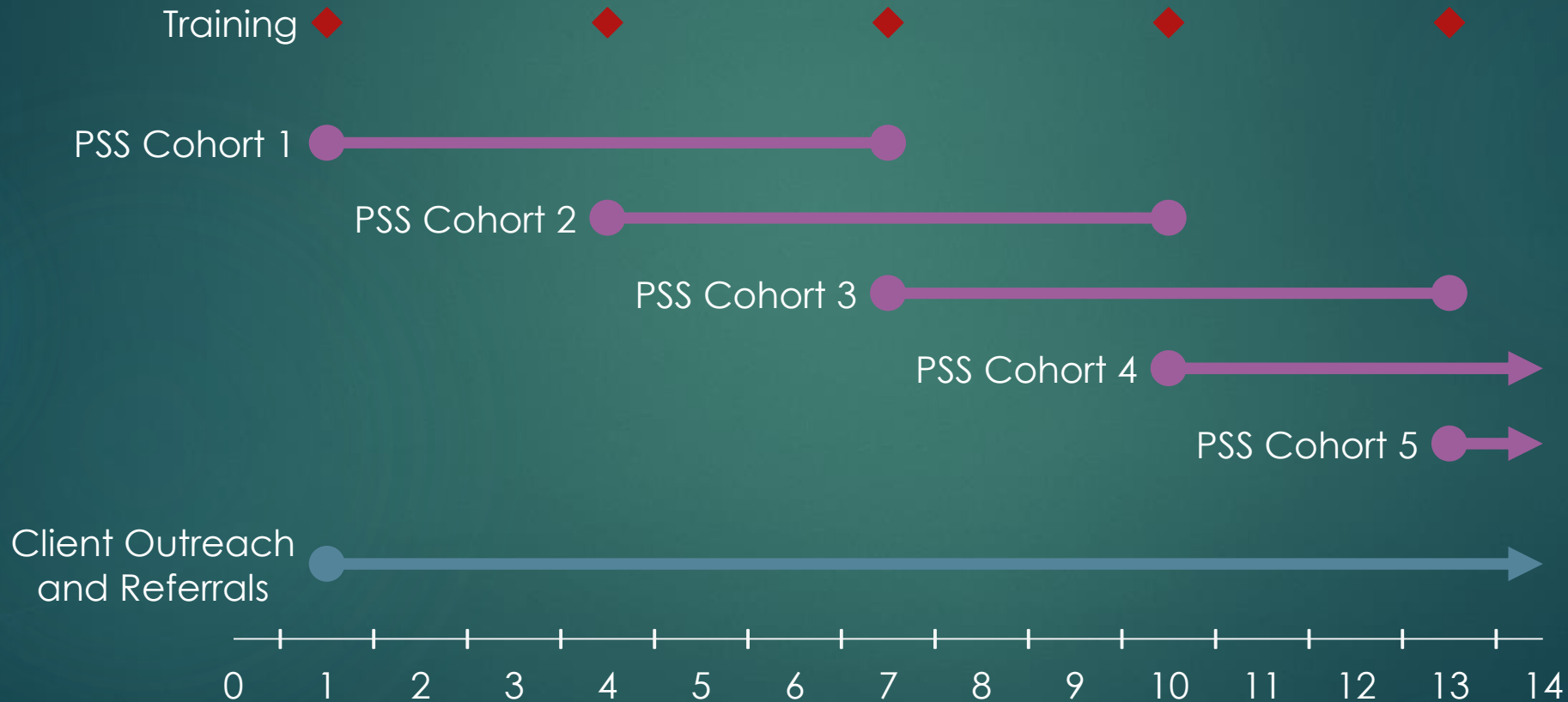
Agenda

- ▶ Program Introduction
- ▶ Early Dashboarding Efforts
- ▶ Problem Identification
- ▶ Solution
- ▶ Perceived Impact on Program

The Program

- ▶ Connect homeless and at-risk veterans with services
- ▶ Incorporate peer-support as a method of building trust
 - ▶ Peer Support Specialists (PSS)
 - ▶ Training
 - ▶ Stipend
 - ▶ Improved mental health outcomes

(Idealized) Program Timeline



3-Year Objectives for Clients

- ▶ House 300 homeless clients
- ▶ Enroll 75 new clients in VA health services
- ▶ Improve health care utilization among clients
 - ▶ Reduce bed days of care (BDOC)
 - ▶ Reduce ER visits



Volunteers
of America®

The Original Dashboard

	Enrollment, Referrals and Missing Data						Progress Towards Client Outcomes										Cumulative Data													
	# of Intakes	# Follow-up Surveys	# Referrals	Missing Data (Baseline)			Percent of clients experiencing homelessness (Outcome #1)			Percent of clients using VA (Outcome #2)			Percent of clients with ER visits or inpatient hospitalizations (Outcome #3)						Enrollment and Referrals				Outcomes: Baseline (N=263)				Outcomes: 3 Month Follow-up (N=35)			
	N	N	N	Outcome 1	Outcome 2	Outcome 3	Baseline	3 Month	6 Month	Baseline	3 Month	6 Month	Baseline		3 Month		6 Month		# Intakes	# 3 Month Follow-ups	# 6 Month Follow-ups	# Referrals	% Homeless	% Using VA	% with ER visits/hospitalizations		% Homeless	% Using VA	% with ER visits/hospitalizations	
													ER	BDOC	ER	BDOC	ER	BDOC							ER	BDOC			ER	BDOC
Dec 2014	4	—	2	75%	50%	25%	0%	—	—	50%	—	—	25%	0%	—	—	—	—	4	—	—	2	0%	50%	25%	0%				
Jan 2015	27	—	10	48%	30%	37%	30%	—	—	41%	—	—	7%	15%	—	—	—	—	31	—	—	12	26%	42%	10%	13%				
Feb 2015	19	—	4	79%	37%	63%	11%	—	—	32%	—	—	11%	11%	—	—	—	—	50	—	—	16	20%	38%	10%	12%				
Mar 2015	83	—	23	67%	28%	48%	8%	—	—	54%	—	—	7%	5%	—	—	—	—	133	—	—	39	13%	48%	8%	8%				
Apr 2015	41	8	8	41%	10%	17%	10%	13%*	—	68%	88%*	—	24%	5%	25%*	0%*	—	—	174	8	—	47	12%	53%	12%	7%	13%*	88%*	25%*	0%*
May 2015	34	—	4	38%	41%	50%	29%	—	—	24%	—	—	24%	9%	—	—	—	—	208	8	—	51	15%	48%	14%	7%	13%*	88%*	25%*	0%*
Jun 2015	31	29	4	26%	23%	26%	32%	17%*	—	52%	59%*	—	13%	6%	34%*	21%*	—	—	239	37	—	55	17%	49%	14%	7%	16%*	65%*	32%*	16%*
Jul 2015	31	3	1	48%	55%	58%	23%	0%*	—	29%	100%*	—	23%	10%	33%*	33%*	—	—	270	40	—	56	18%	46%	15%	7%	15%*	68%*	33%*	18%*
Aug 2015	49	1	—	61%	61%	63%	16%	100%*	—	22%	100%*	—	18%	6%	0%*	0%*	—	—	319	41	—	56	18%	43%	15%	7%	17%*	68%*	32%*	17%*
Sep 2015	45	7	16	44%	42%	44%	38%	29%*	—	24%	57%*	—	2%	2%	43%*	14%*	—	—	364	48	—	72	20%	40%	14%	7%	21%*	67%*	33%*	17%*
Oct 2015	2	—	2	100%	50%	50%	0%	—	—	0%	—	—	0%	0%	—	—	—	—	366	—	—	74	20%	40%	14%	7%	21%*	67%*	33%*	17%*

Missing Data

	Enrollment, Referrals and Missing Data					
	# of Intakes	# Follow-up Surveys	# Referrals	Missing Data (Baseline)		
	N	N	N	Outcome 1	Outcome 2	Outcome 3
Dec 2014	4	—	2	75%	50%	25%
Jan 2015	27	—	10	48%	30%	37%
Feb 2015	19	—	4	79%	37%	63%
Mar 2015	83	—	23	67%	28%	48%
Apr 2015	41	8	8	41%	10%	17%
May 2015	34	—	4	38%	41%	50%
Jun 2015	31	29	4	26%	23%	26%
Jul 2015	31	3	1	48%	55%	58%
Aug 2015	49	1	—	61%	61%	63%
Sep 2015	45	7	16	44%	42%	44%
Oct 2015	2	—	2	100%	50%	50%

Monthly Outcomes

	Progress Towards Client Outcomes											
	Percent of clients experiencing homelessness (Outcome #1)			Percent of clients using VA (Outcome #2)			Percent of clients with ER visits or inpatient hospitalizations (Outcome #3)					
	Baseline	3 Month	6 Month	Baseline	3 Month	6 Month	Baseline		3 Month		6 Month	
	Baseline	3 Month	6 Month	Baseline	3 Month	6 Month	ER	BDOC	ER	BDOC	ER	BDOC
Dec 2014	0%	—	—	50%	—	—	25%	0%	—	—	—	—
Jan 2015	30%	—	—	41%	—	—	7%	15%	—	—	—	—
Feb 2015	11%	—	—	32%	—	—	11%	11%	—	—	—	—
Mar 2015	8%	—	—	54%	—	—	7%	5%	—	—	—	—
Apr 2015	10%	13%*	—	68%	88%*	—	24%	5%	25%*	0%*	—	—
May 2015	29%	—	—	24%	—	—	24%	9%	—	—	—	—
Jun 2015	32%	17%*	—	52%	59%*	—	13%	6%	34%*	21%*	—	—
Jul 2015	23%	0%*	—	29%	100%*	—	23%	10%	33%*	33%*	—	—
Aug 2015	16%	100%*	—	22%	100%*	—	18%	6%	0%*	0%*	—	—
Sep 2015	38%	29%*	—	24%	57%*	—	2%	2%	43%*	14%*	—	—
Oct 2015	0%	—	—	0%	—	—	0%	0%	—	—	—	—



Volunteers
of America®

Cumulative Outcomes

	Cumulative Data											
	Enrollment and Referrals				Outcomes: Baseline (N=263)				Outcomes: 3 Month Follow-up (N=35)			
	# Intakes	# 3 Month Follow-ups	# 6 Month Follow-ups	# Referrals	% Homeless	% Using VA	% with ER visits/hospitalizations		% Homeless	% Using VA	% with ER visits/hospitalizations	
							ER	BDOC			ER	BDOC
Dec 2014	4	—	—	2	0%	50%	25%	0%				
Jan 2015	31	—	—	12	26%	42%	10%	13%				
Feb 2015	50	—	—	16	20%	38%	10%	12%				
Mar 2015	133	—	—	39	13%	48%	8%	8%				
Apr 2015	174	8	—	47	12%	53%	12%	7%	13%*	88%*	25%*	0%*
May 2015	208	8	—	51	15%	48%	14%	7%	13%*	88%*	25%*	0%*
Jun 2015	239	37	—	55	17%	49%	14%	7%	16%*	65%*	32%*	16%*
Jul 2015	270	40	—	56	18%	46%	15%	7%	15%*	68%*	33%*	18%*
Aug 2015	319	41	—	56	18%	43%	15%	7%	17%*	68%*	32%*	17%*
Sep 2015	364	48	—	72	20%	40%	14%	7%	21%*	67%*	33%*	17%*
Oct 2015	366	—	—	74	20%	40%	14%	7%	21%*	67%*	33%*	17%*

Evaluation Barriers

- ▶ Missing data
- ▶ Unreported clients?
- ▶ Small sample size
- ▶ Behind on program objectives



Volunteers
of America®

Problems with the Original Dashboard

Problem

- ▶ Very wide; cannot see all information at once
- ▶ All numbers; difficult to interpret
- ▶ Follow-up independent from baseline; outcomes not clearly represented

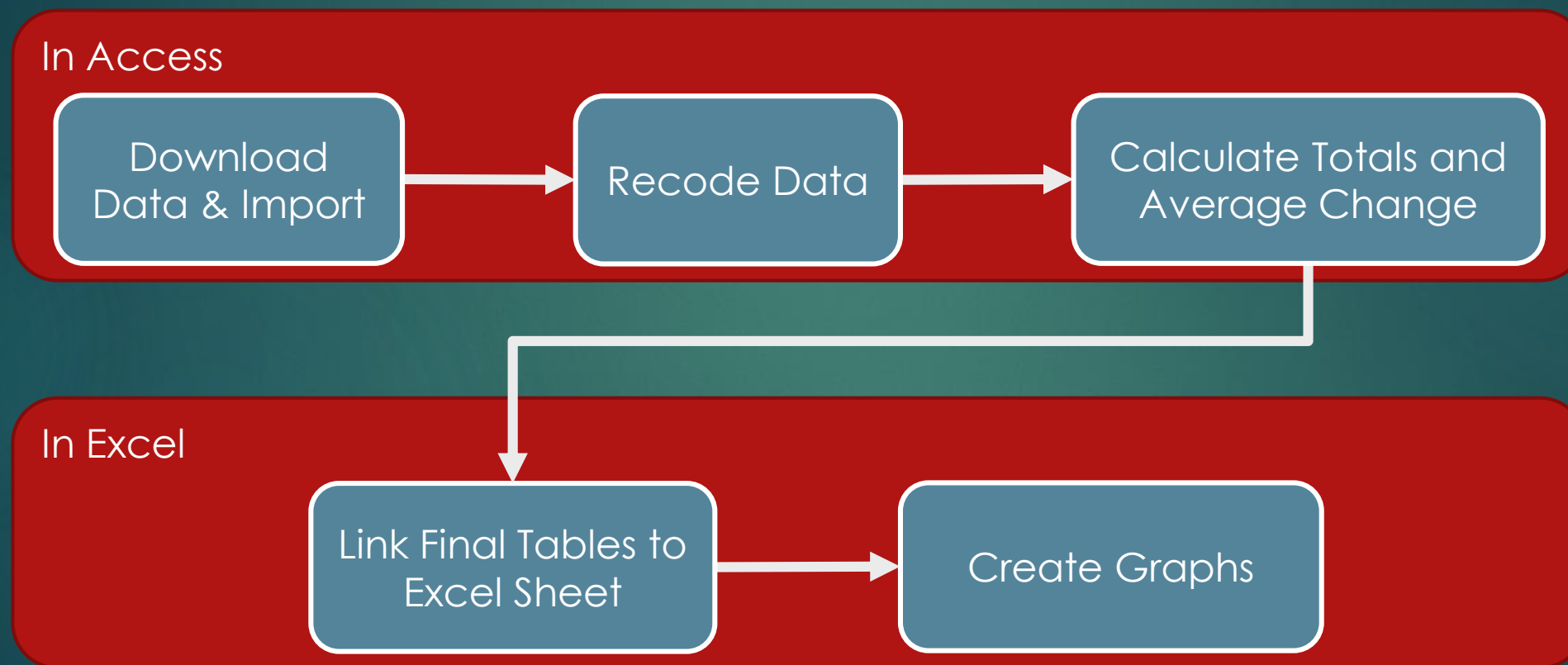
Solution

- ▶ Condense crucial information to a single page
- ▶ Transfer to graphical format
- ▶ Include only clients with complete data in outcome reporting



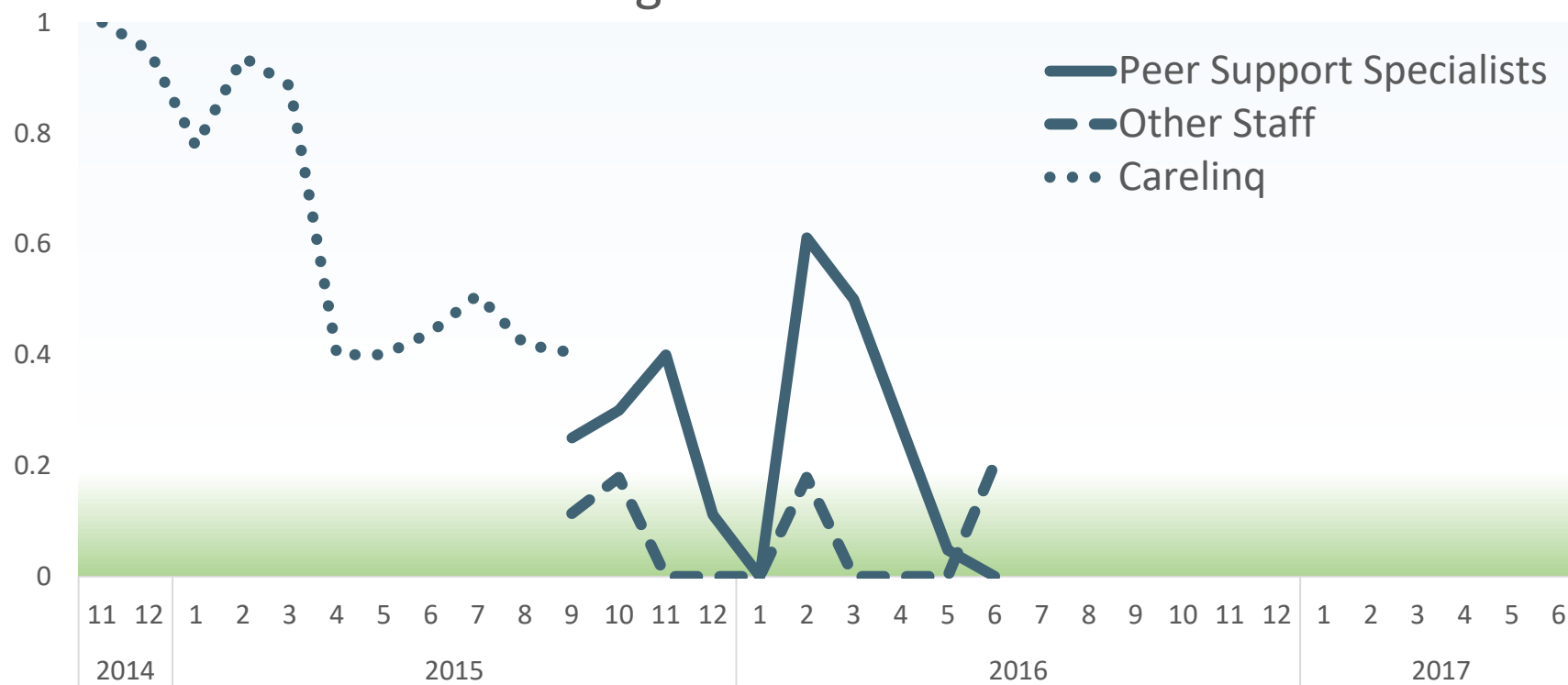
Volunteers
of America®

Linking Baseline to Outcome with Access



Missing Data

Missing Data Over Time



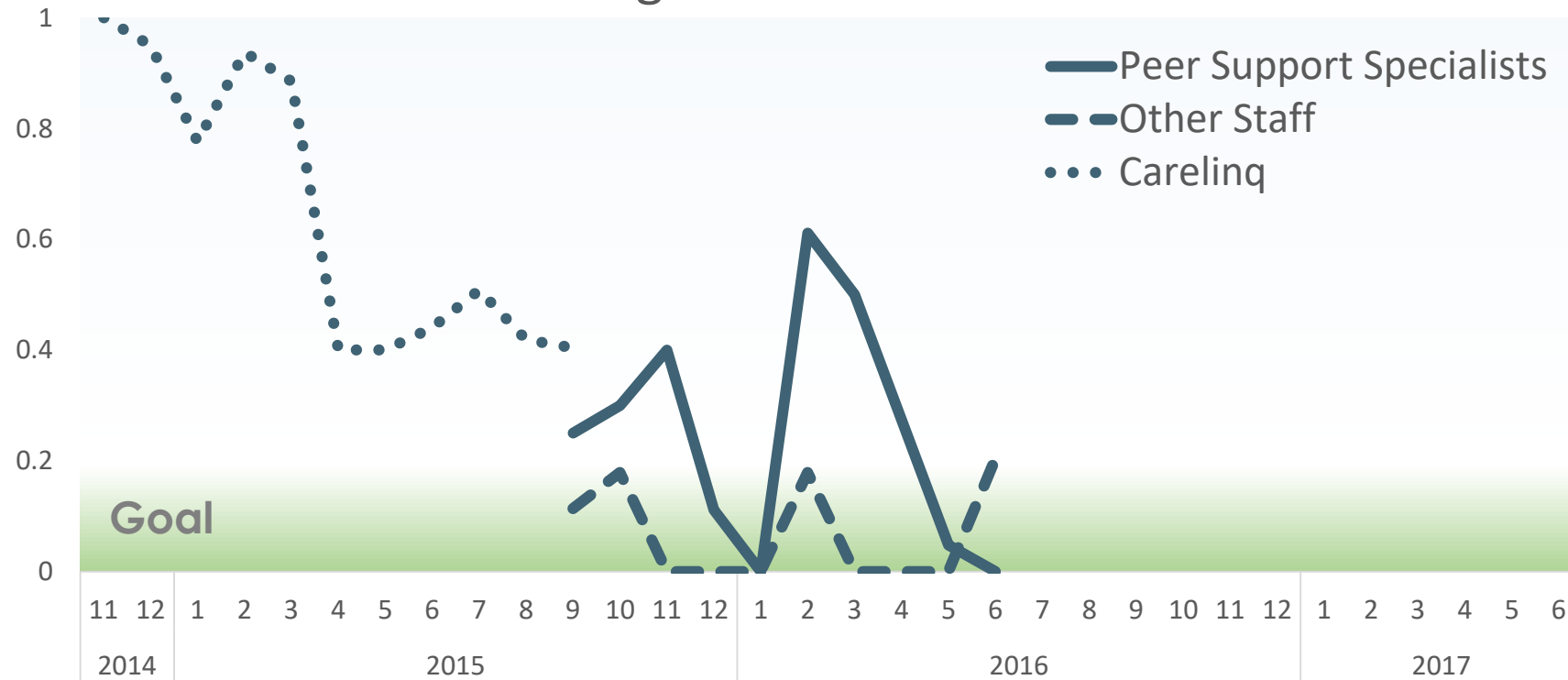
Missing Data

Missing Data Since 6/1			
PSSs	Ho	0%	
	VA	0%	
	ER	0%	
	BDOC	0%	
	Avg	0%	
Other Staff	Ho	18%	
	VA	18%	
	ER	18%	
	BDOC	27%	
	Avg	20%	

Missing Data



Missing Data Over Time



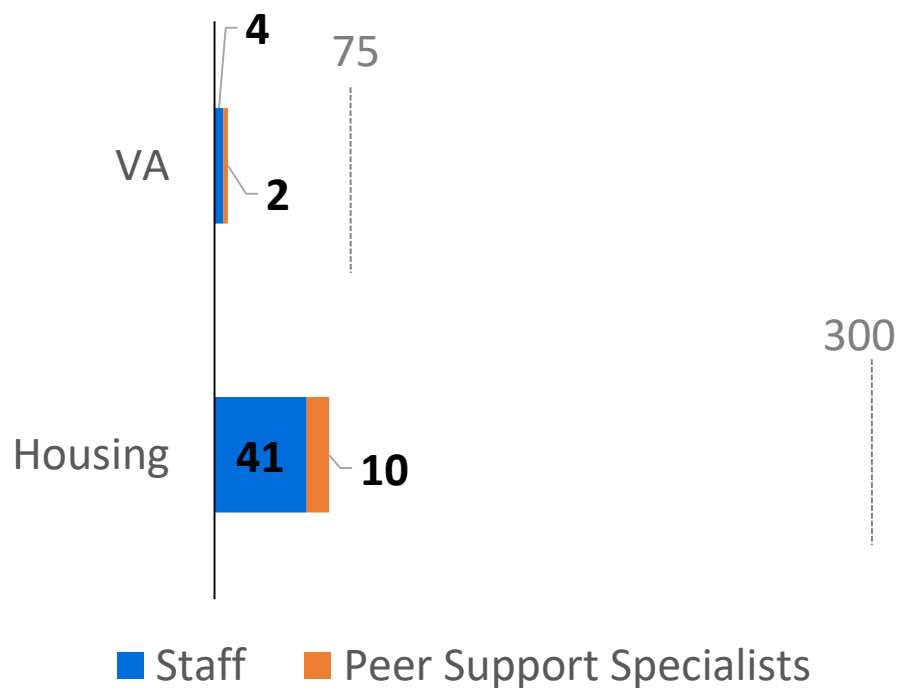
Counting New Clients

Intakes & Referrals

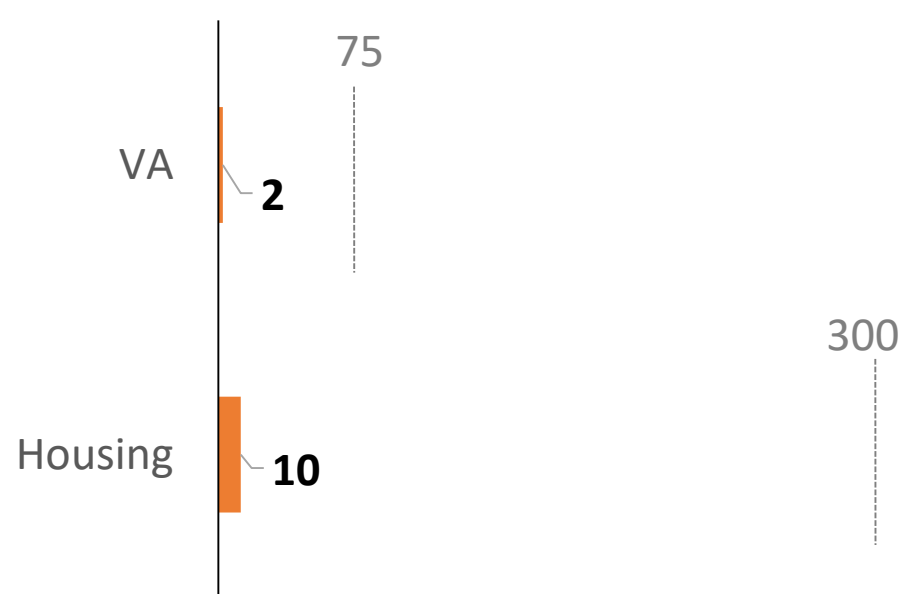
		Past	This Mo	Total
PSSs	Intake	56	3	59
	Referral	14	0	14
Staff	Intake	85	11	96
	Referral	81	11	92
Carelinq	Intake	331	0	331
Totals	Intake	472	14	486
	Referral	95	11	106

Referrals

All Referrals to VA and Housing Services



All Referrals to VA and Housing Services by PSSs

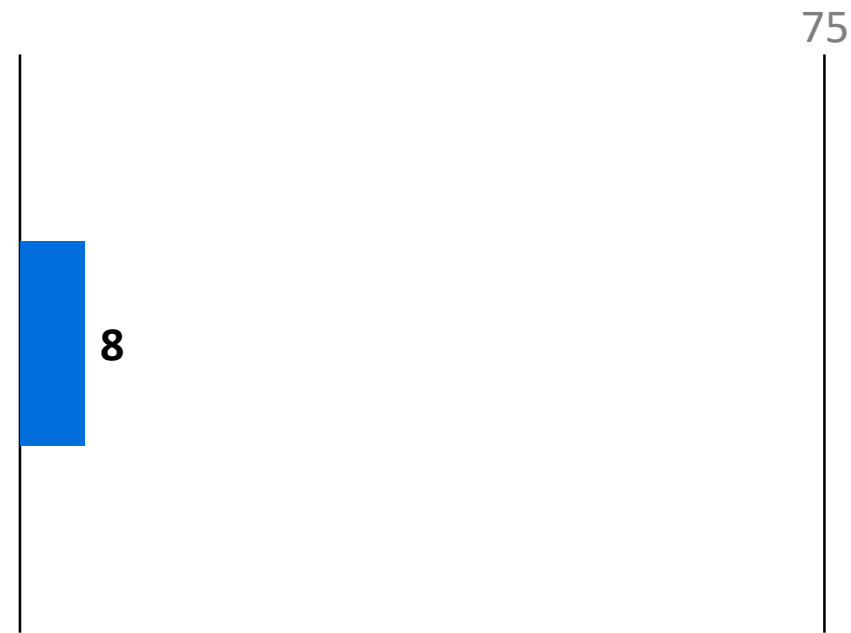


Outcomes: Housing & VA Use

Number of Clients Reporting
Better Housing (Out of 71)



Number of Clients Reporting
Better VA Utilization (Out of 81)



Volunteers
of America®

Outcomes: Hospital Stays & ER Use

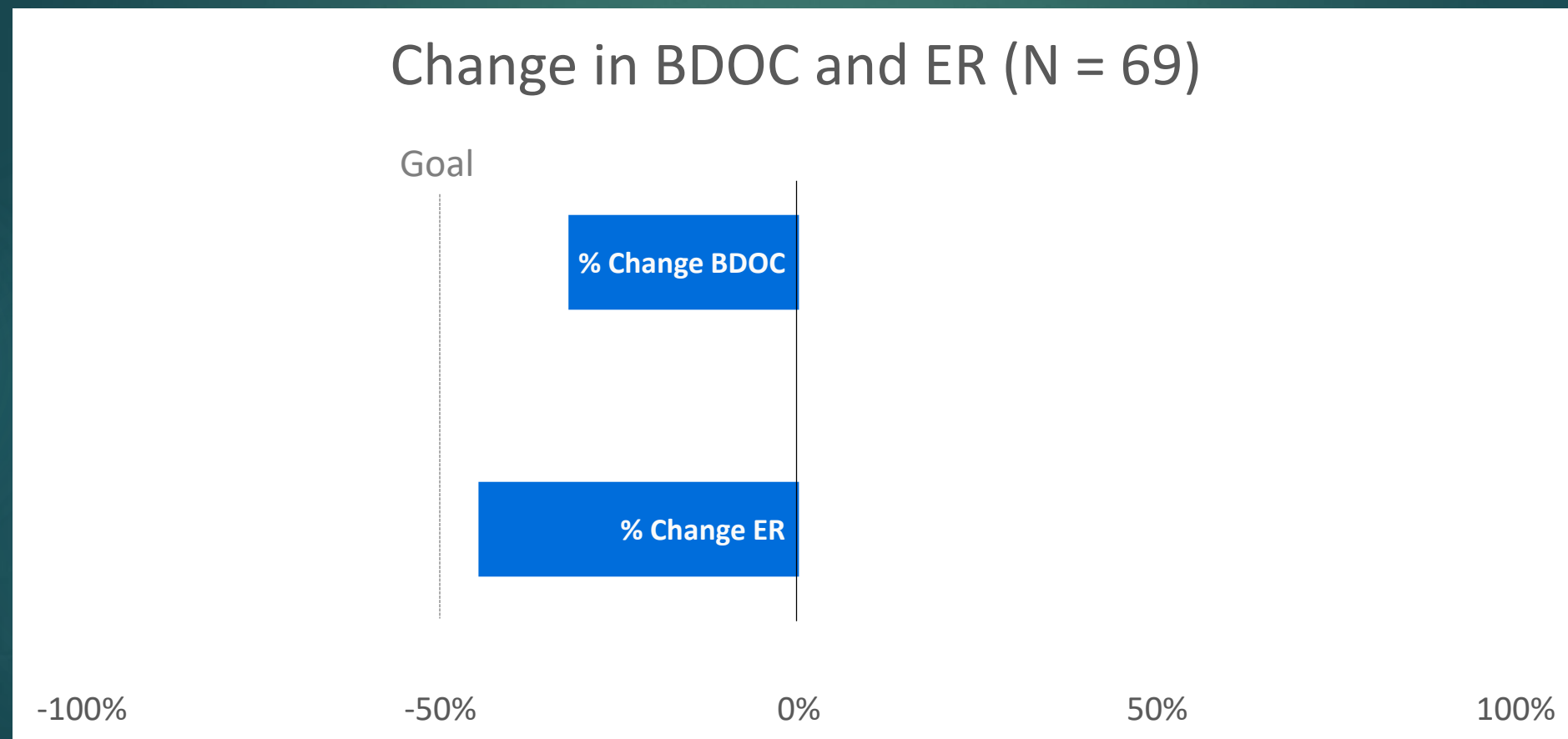


Chart Junk and Formatting

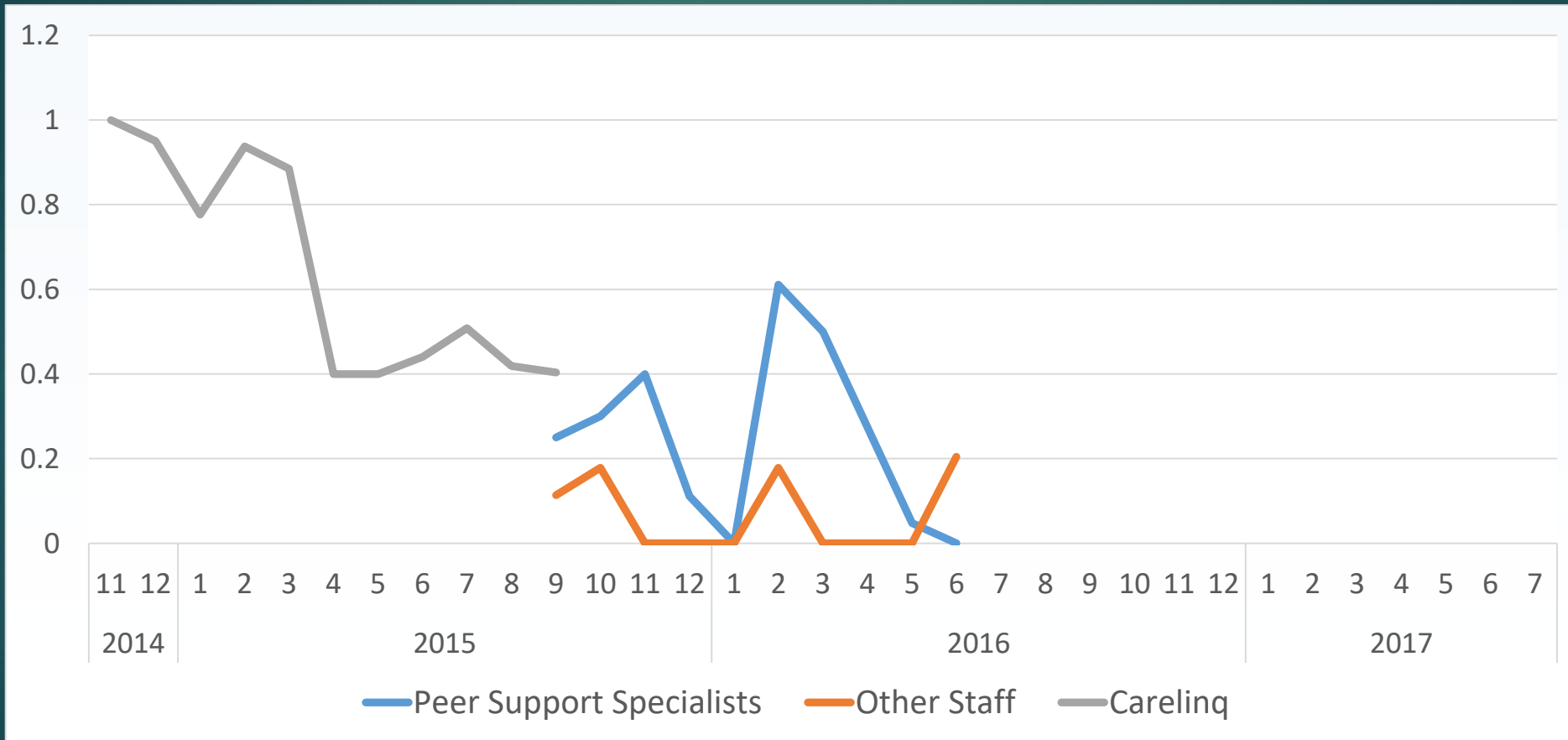


Chart Junk and Formatting

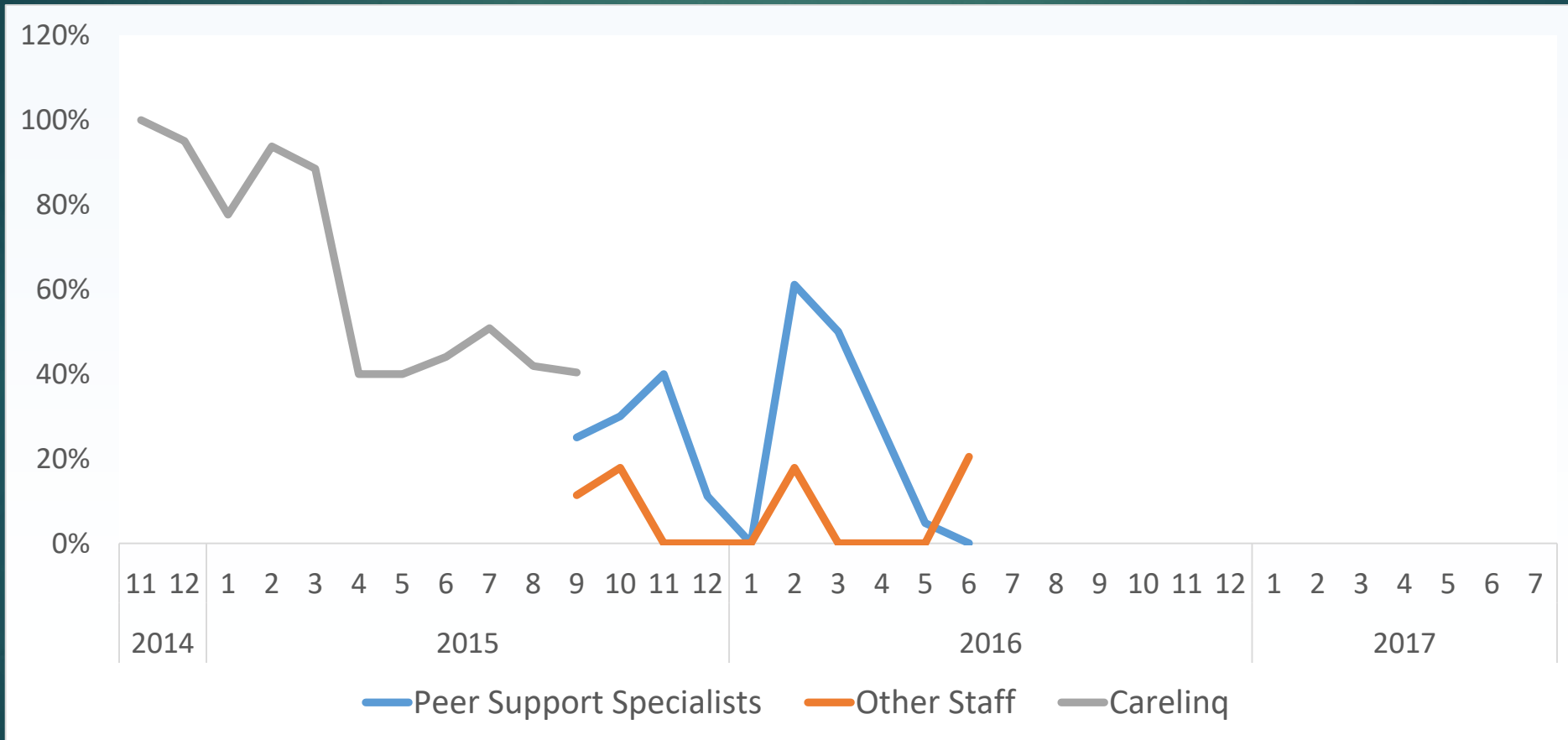


Chart Junk and Formatting

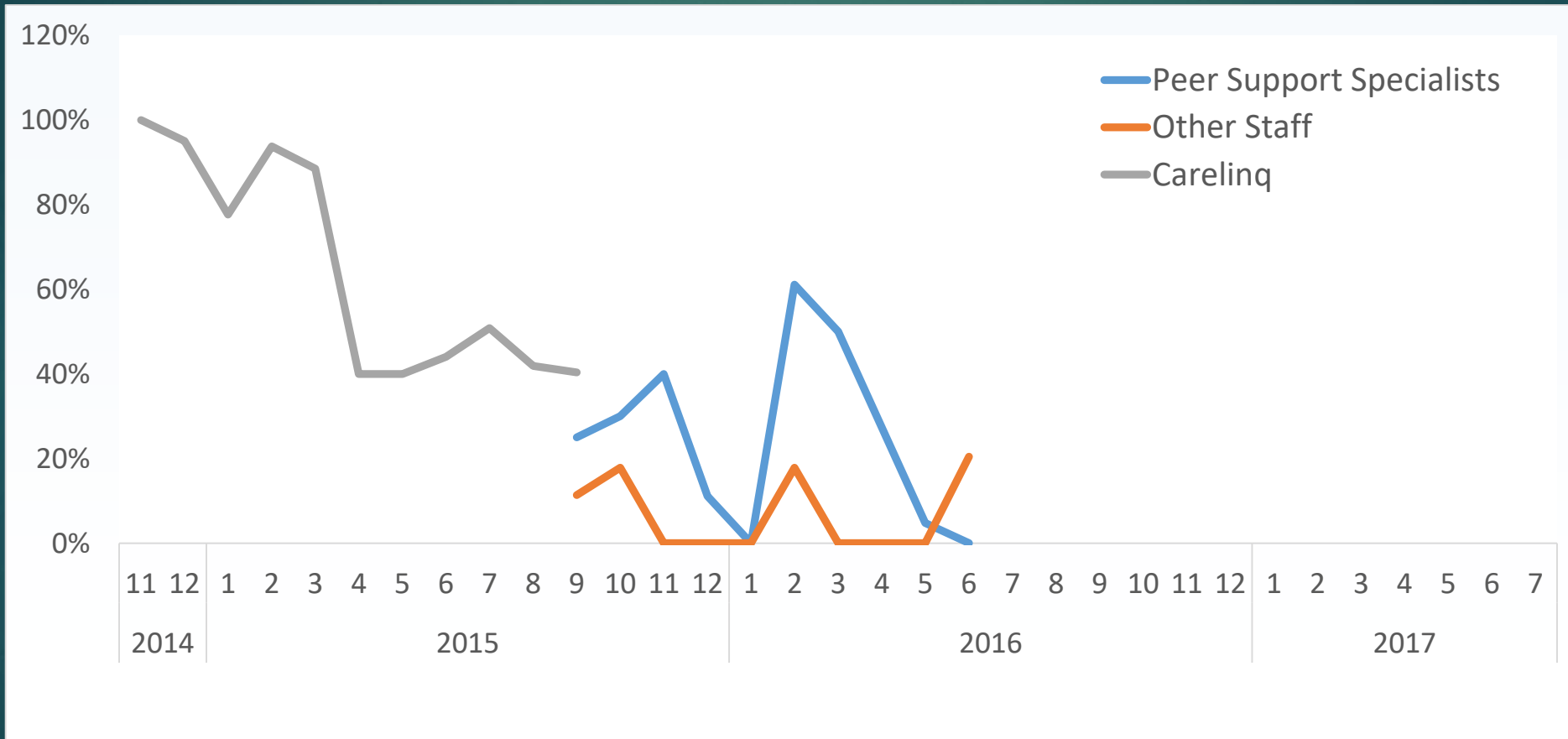


Chart Junk and Formatting

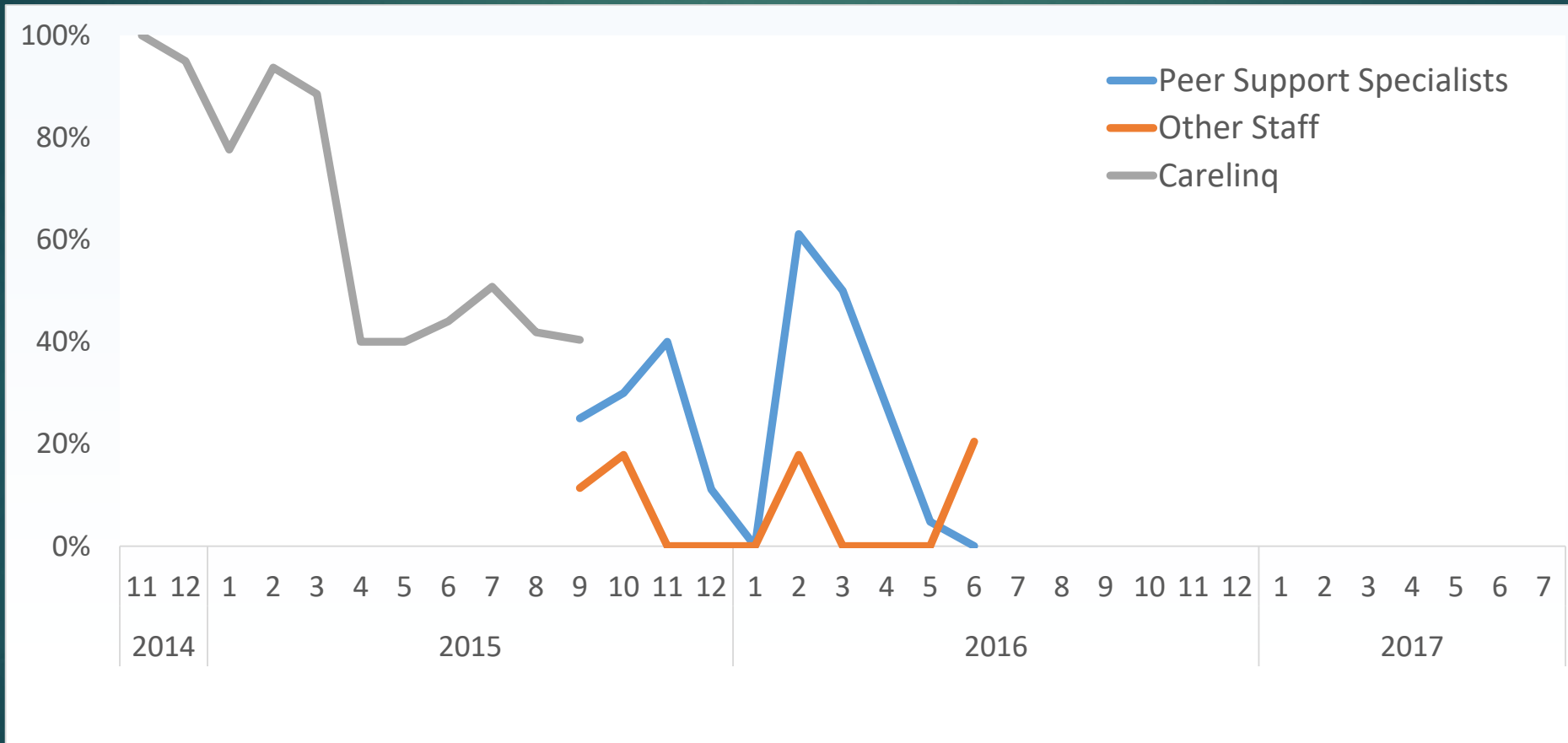


Chart Junk and Formatting

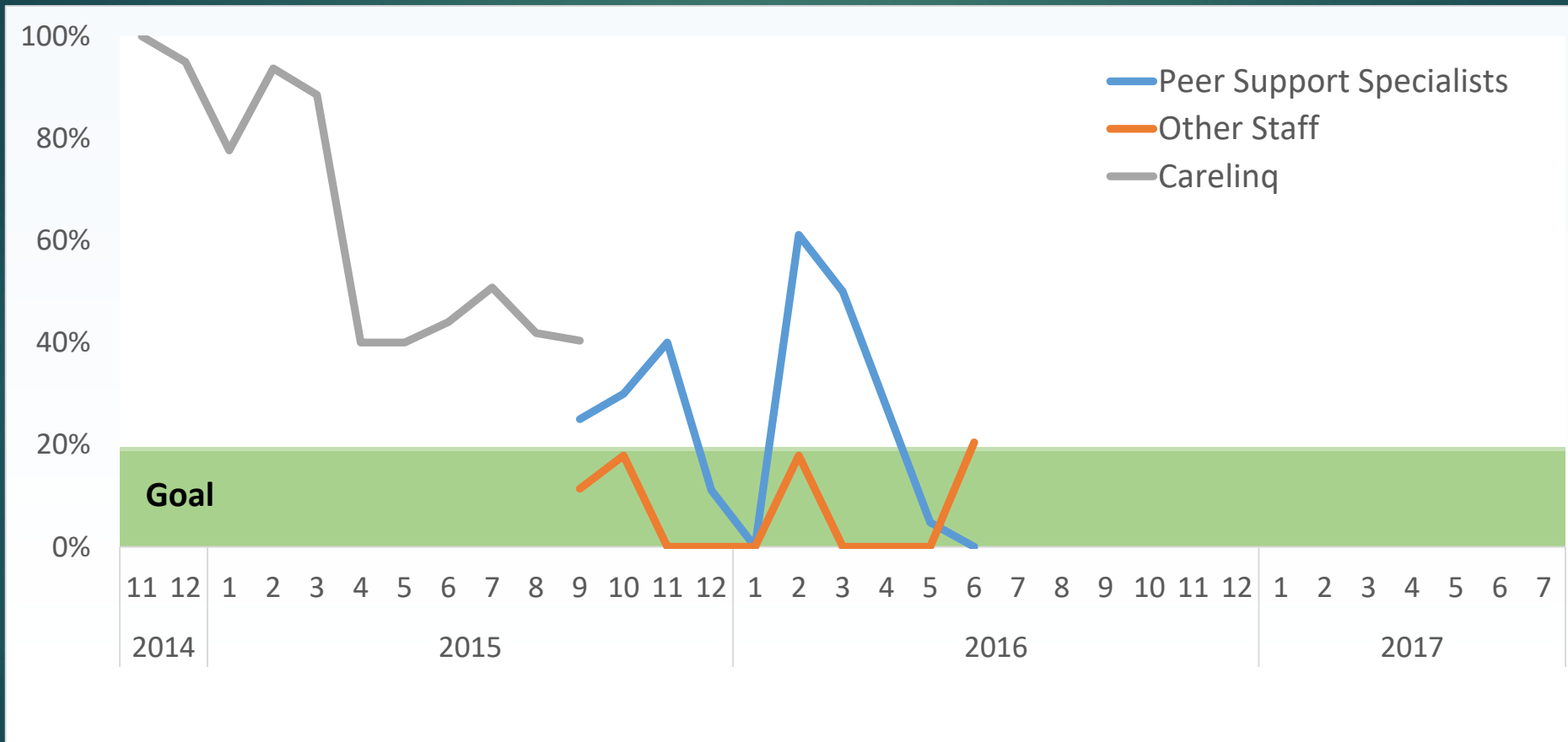
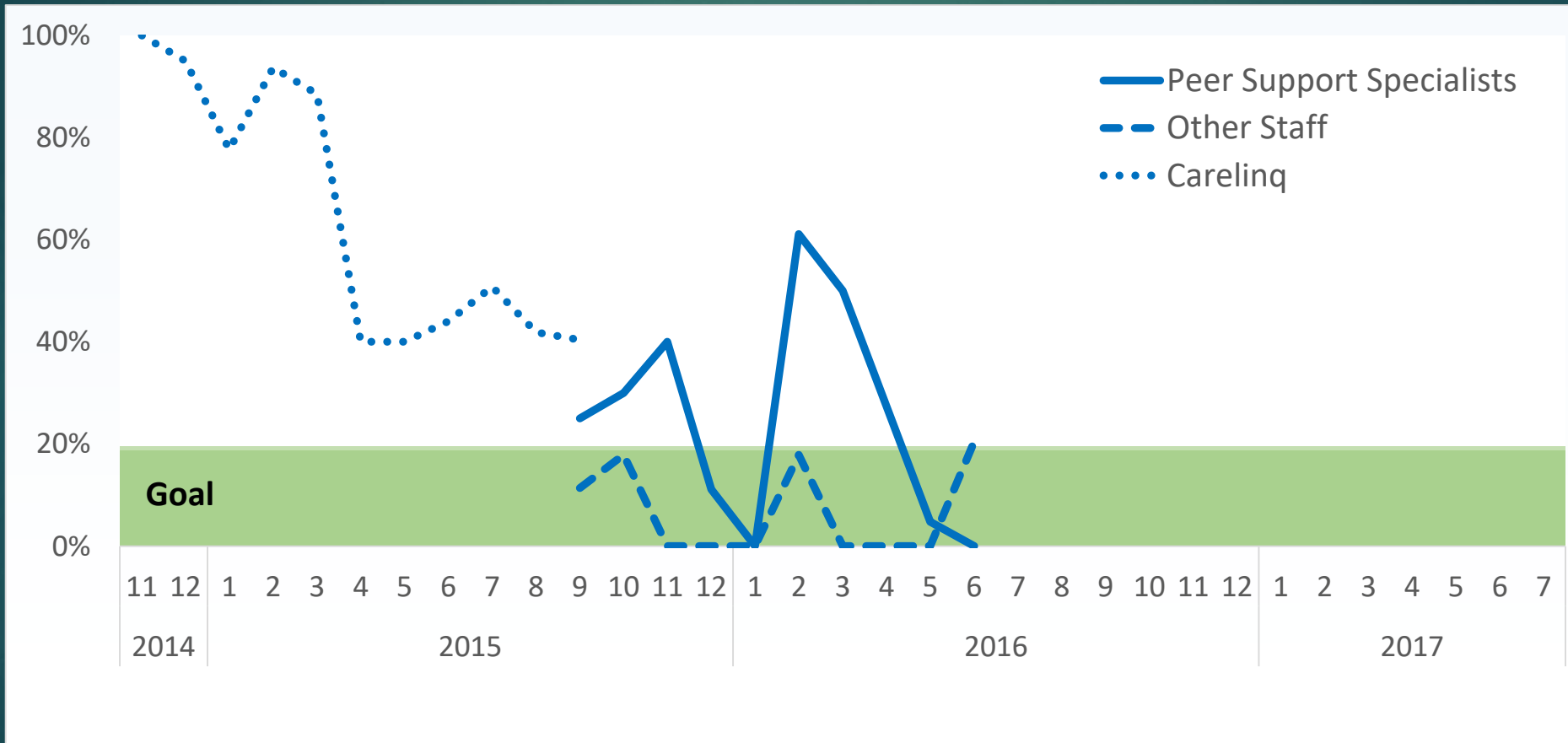
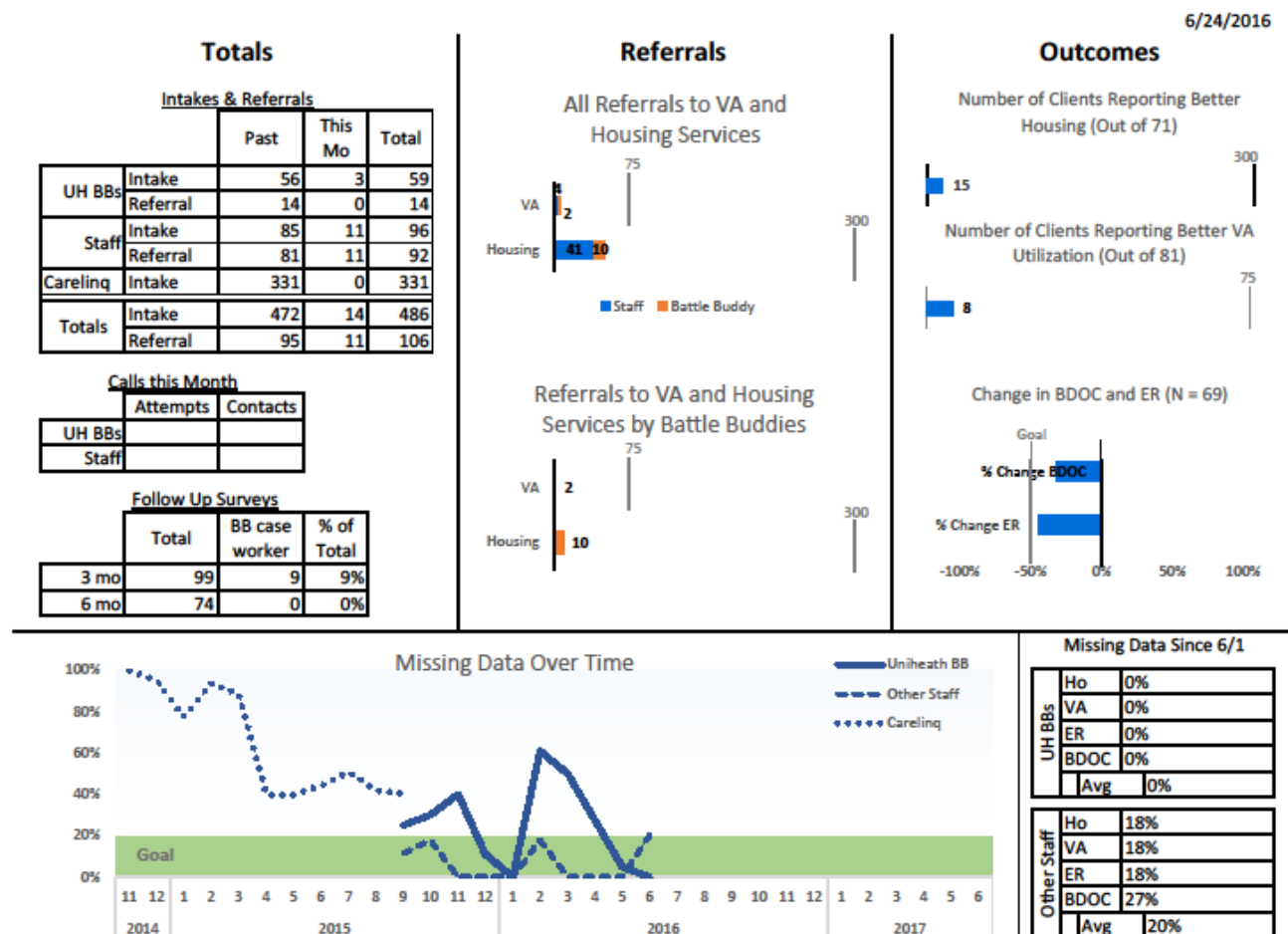


Chart Junk and Formatting



The Final Dashboard



Discussion with Program Leadership

- ▶ Program activities ≠ planned model
- ▶ PSSs felt data collection interfered with providing services
- ▶ Health outcomes (BDOC) may not be appropriate measures of success
- ▶ Actual client needs may not match early expectations



Volunteers
of America®

Changes to the Evaluation

- ▶ Re-envisioned as formative
- ▶ Emphasized process evaluation
- ▶ Redesigned data collection
 - ▶ New forms
 - ▶ Easier case tracking
 - ▶ Assigned data entry staff member



Volunteers
of America®