Overview of the Michigan Model

MICHIGAN COALITION
AGAINST HOMELESSNESS

Michigan Coalition Against Homelessness

The Road Map

I. Governance & Communication Models
II. Privacy
III. Other Administrative Issues
IV. Required/Recommended Elements
V. Recommended MCAH and CoC task list
VI. Some additional Change items
VII. Optional Slides: More about the Cast (MCAH Liaison, LSAs, and Agency HMIS Leads

The Culture

- Think about MCAH as the Store:
  - Our job is to offer a complete range of products that add value and support the work of all CoCs including:
    - CoCs with full-time System Administrators and developed committee structures
    - Small CoCs with part time staff supporting a rural or small county implementation.
  - There are rules of the road that allow for this to happen, but that is within the context of supporting success in implementations that reflect the cultural and planning of the local community. All measurement is local.
  - Customer List: Agencies and the homeless persons they serve, CoCs, HMIS governance groups, state partners, and national partners.

Governance (Current Michigan Model)

- We report directly to MHAAB as our CoC (Michigan Homeless Assistance and Advisory Board). This Board includes our State Partners and BOS and other IJ partners.
- MSHDA holds our primary CoC HMIS Grant and provides fiscal oversight. MCAH contracts with them to manage the statewide implementation.
- We also report to Michigan Interagency Council on Homelessness and chair the workgroup tasked with Planning, Implementation and Measurement Issues.
- Actual technical and programmatic coordination and governance occurs at our Monthly SA Call-In. This <u>meeting is mandatory</u> for all CoCs LSAs as well as interested CoC Coordinators.

Communication Structures:

- Governance MHAAB and MSHDA:
  - MSHDA participates on MHAAB.
  - There is an MOU between MCAH/MSHDA and MHAAB.
  - MSHDA holds the HUD Grant that underpins the System and MCAH has a contract with MSHDA for providing administrative services. All fund requests go through MSHDA.
  - MCAH provides a quarterly progress report to both entities and monthly updates at MHAAB. In the early years of the implementation, there was an HMIS Governance Sub-committee(s) that included MHAAB Members, and representative from all IJs as well as special population groups. As the years have gone by we streamlined the process.
  - MCAH provides routine measurement products to both MHAAB and ICH.

Quarterly Report Includes:

- Q1 HMIS APR
- Remaining Quarters:
  - Training Statistics (Privacy & Technical)
  - Agencies Participating
  - New homeless clients added to the System
  - Client records updated on the System.
  - Bulleted highlights of the quarter covering measurement issues, technical issues, any major changes.
- Invoicing occurs monthly with required documentation to MSHDA.
- Project Officers approves any major expenditures or any large deviations from our approved budget that must be reviewed by our HUD Representative.
- All discussions with HUD include MSDA Representative.

Technical and Support Governance Communication:

- Technical Governance and Coordination is accomplished through our monthly User and SA Meetings. SA Content includes:
  - Any current Systems Issues.
    - Votes are taken to make any modification in the basic functionality of the System such as any requests to modify non-HUD drop down or making questions required or recommended.
    - Version changes and down-time are negotiated.
  - Current Measurement Issues.
    - Issues and training related to the CoC Application, AHARs, HIC and PIT. MCAH works directly with assigned Abt staff and helps any CoCs that are struggling. There are specific steps that are completed each year.
    - Issue and concerns around the Annual Count including establishing CoC coverage ratios. This is an interactive project with required feedback loops.
    - Outcome findings as well as overview of best practices under test (CQI).
    - Research and Study Opportunities (Data Use Agreements must be signed by the CoC).
    - What’s happening on the National level.

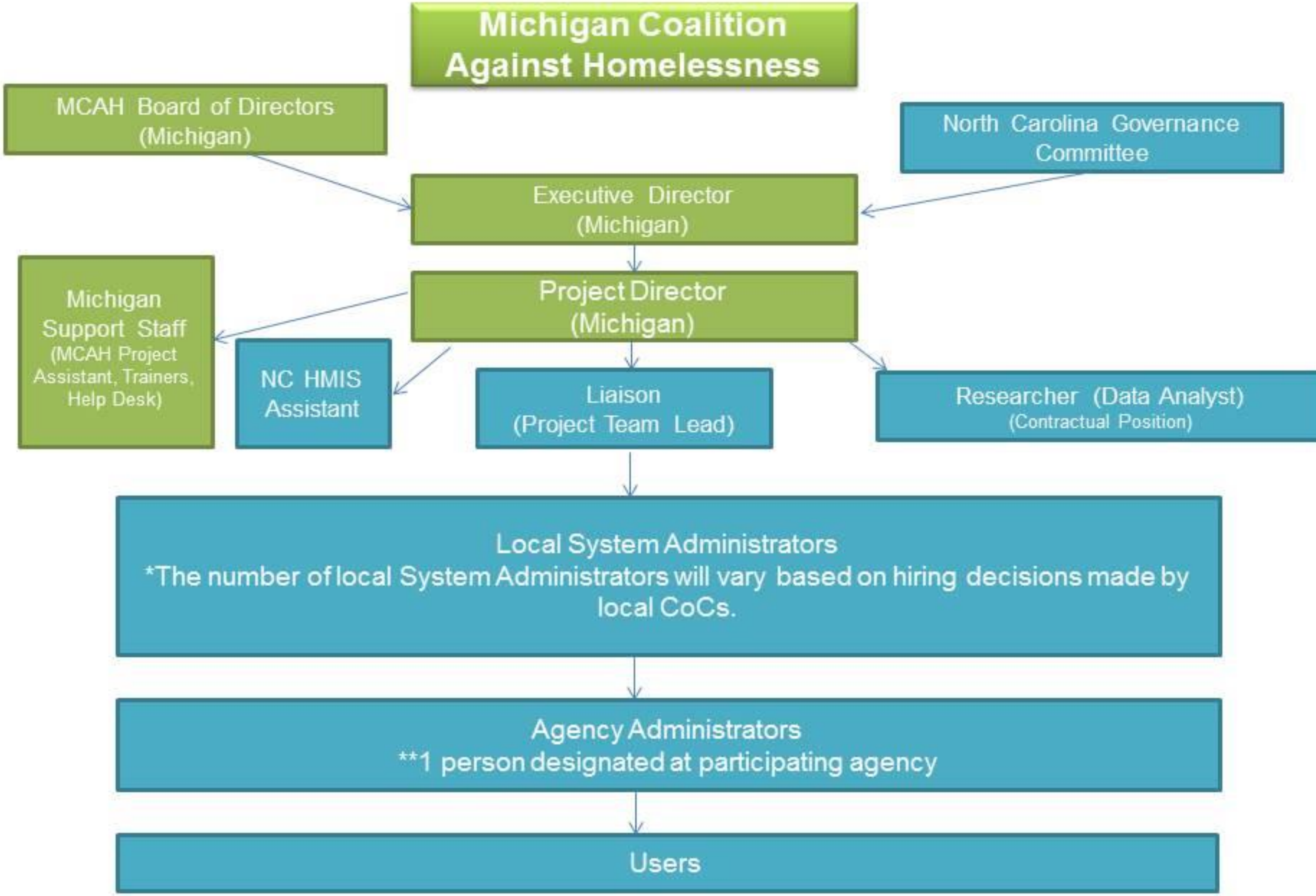
Technical and Support Meetings:

- **SA Meeting Continued**:
  - Reporting Issues.
    - Overview of new reports or reporting initiatives.
    - Issues with specific reports such as the CoC or HMIS APRs, ESG Reports, and DHS Reports.
    - Funder requirements relative to the System.
  - Training Supports and Initiatives. New items are previewed with feedback.
- **Monthly User Meetings**. Agency Leads must attend these. They are hosted by LSA or they may attend the MCAH Meeting. Content includes:
  - Relevant Content form the SA Meeting,
  - Focus on Training Tools (provider page set-up, workflows and business mapping issues)
  - Focus on Data Quality.

Other Communication Tools

- **Web Site:** In addition to all training tools that are published on our WEB Site, the meeting minutes and Pod Cast for both the LSA Call-In and MCAH's User Meeting are publish on the Web with any relevant attachments.
- **System's News:** MCAH uses System's News extensively. Alerts and any critical items that occur between meetings are placed there.
- **Email** is also used to communicate items that occur between meetings or those items needing immediate attention. We maintain contact list but also rely the LSA contact mediation.
- **Individual / Help Desk / Phone:** The formal communication chain is: User>Agency Lead>LSA>MCAH. Frequently the LSA call the Help Desk with the User. If they don't, we always notify the LSA of the issue so that they are aware of local needs. MCAH **uses Go-To-Meeting technology** extensively so that individual support feels like we are sitting next to them on site.

MCAH Organizational Chart



Discussion Governance

- Fiduciary Agency?
- Ongoing Governance Board Composition / Sub Committees?
- Clear communication protocols related to Governance?
- Clear communication protocols related to System support – Are there additional opportunities in NC.
- Evaluation Plan

Other Administrative Issues and Questions:

- Vendor Contract with Bowman: MCAH will manage Vendor communication , however here are some decision points:
  - Who actually holds the contract? That entity will probably "own" the dedicated server.
  - Will this entity also be responsible for collecting fees from CoCs once the cost spread is negotiated.
  - In Michigan, MSHDA holds the master contract and each of the CoCs also has a contract for licenses and hosting fees?

Other Administrative Issues and Questions:

- HMIS Policies and Procedure:
  - MCAH will provide a minimum standard for P&Ps. <u>Those P&Ps are edited and approved in a group process by participating CoCs</u>.
  - Local CoCs must adopt the minimum standard but may issue additional requirements based on local initiatives.

- New Joint Governance Agreement:
  - Based on Michigan Model.
  - Outlines the responsibilities of all parties.

- New Participation Agreement.
  - Simplify that agreement and move content to the P&Ps to increase flexibility.

- New Administrative QSOBAA (Data Use Agreement)
  - Will need to be renewed and resigned
  - Update/edit.

MCAH Basic Responsibilities

- Manages the Vendor Contract
- Hosts Statewide Coordination Meeting – Monthly SA Call-In and Monthly User Meeting.
- Provides system administration and analyst staffing of help desk services between 9am-5pm workdays and after-hours emergency response. Provides Technical and Individual Training Support.
- Provides training and ongoing collaboration regarding cross-jurisdictional system operation, measurement and research activities including:
  - Negotiation and training basic workflows and specialized workflows for cross-jurisdictional funding streams.
  - HUD mandated activities including Homeless Assistance Grants, PIT, HIC, APR and the AHAR.
  - Annual Publication of Statewide and Regional unduplicated homeless counts.
  - Research projects that involve statewide data sets
  - Maintain a suite of data quality, demographics and outcome reports available to all CoCs on the System.
  - Support for local Continuous Quality Improvement efforts.

What are CoC Responsibilities:

- Hire and supervise a local SA (LSA).
- Determine what agencies are recruited and allowed onto the System.
- Comply with P&P and Privacy Protocols and adopt any additional standards of practice beyond P&Ps.
- Negotiate Community Sharing practices and manage Sharing Agreements.
- Host local User Meetings and assure that users are connected to required trainings. Provide local individual support.
- Participate in the Monthly Coordination Meeting.
- Participate in the Annual Count, Outcome Review and CoC Continuous Quality Improvement Efforts.
- With support from MCAH, manage/support all local Assessments or measurement initiatives including HAG, AHAR, HIC, PIT, and the Annual Count.

Naming Protocol/Is Client Homeless

- **Naming Protocol:** Provider Page Naming Protocol includes CoC and Funding Source to help support accurate Statewide reporting.
  - Recommended Naming Protocol:
  - Agency Name – CoC – Project Name (Funding Source)
    - *Community Action – Marquette/Alger – The Preserve (HUD CoC)*

- ***Is Client Homeless:*** *Currently the "Is Client Homeless" have been taken off assessments and the new Housing Status restricted to HOPWA (Data Standards).*
  - *Coordinated Assessment Centers and many especially rural programs will need to document services for both the Homeless and those at-risk. We will need the Housing Status Question on the UDEs to assure we can report on both groups cleanly.*

Mapping Agency Practices onto the System

- Allow agencies to use HMIS to record all clients (homeless and at-risk).
- Access to Additional Bowman Modules:
  - EligibilityPoint
  - FundManager
- Encourage and support creative uses of the system:
  - Use of iPads in the field
  - Skan cards
  - Nontraditional uses of the system to track referrals, community education, volunteer activities and/or employee training.

Some Additional Information on the Cast:

- Overview of NC Project Lead / Liaison Role
- More on Local SA (LSA) Role
- Things to consider when hiring an LSA
- Qualification suggestions for LSAs.
- Agency HMIS Lead Responsibilities and things to consider with assigning duties.

NC HMIS Liaison/Project Lead Responsibilities:

The HMIS Liaison will serve as the project lead for the North Carolina implementation. This person will be fully trained in both North Carolina and Michigan HMIS implementations and will be required to attend various statewide meetings as well as provide ongoing support to the individual system administrators.

The HMIS Liaison will:

- Produce professional statewide reports on data as requested by HUD officials and/or the North Carolina Governance body.
- Represent the NC HMIS project at various statewide meetings.
- Facilitate the NC HMIS continuous quality improvement program including the development of performance reports and summary findings for open issues in Agencies and Continua.
- Assist MCAH with special projects
- Coordinate and prepare reports which meet the data needs of NC HMIS partner organizations and funders.
- Assist with help desk and on-call staffing

Local System Administrator (LSA) Responsibilities:

- The LSA's primary duties will be to provide ongoing HMIS support (in collaboration with MCAH Trainers, Project Leads and Analysts).
  - Provide local Agency Lead / user support. Forward any unresolved issues to MCAH
  - Insure that all Agency Leads participate in local user meetings via hosting the meeting or referring this to the MCAH meeting.
  - Attend monthly system administrator meetings
  - Support local sharing agreements and provider page setup
  - Support provider page completeness and routine data quality checks.
  - Provide any additional systems trainings in conjunction with MCAH Training.
  - Provide local CoC with data to assist in data-informed decision making – support the Outcomes discussions.
  - Oversee HMIS-related files, records and documents for the local CoC
  - Conduct annual site reviews with participating agencies
  - Support Agencies and CoCs in using the various reports on the system including CoC APRs.
  - Coordinate and prepare reports which meet the data needs the Governance Committee, partner organizations and funders. This includes support for HAG, AHAR, HIC, PIT and HMIS APRs.
  - Assist with help desk and on-call coverage. High FTE LSA usually hold some Help Desk hours.

Things to consider when hiring your LSA

- It is much better if they know have relationships in your community <u>and</u> they are passionate about helping.

- This is not a technical position. If you like computers and can do Turbo Tax, you can do it.

- <u>Important that supervision of the individual takes place at the local (CoC) level</u>. Don't default back to a top down model by ceding that responsibility.

- Smaller CoCs frequently function with part-time person.
  - Can be stand alone position or an combined with other duties to create a full-time position.
  - In small or medium size CoCs they often hire one of their really good users to fill this role.

- Large urban CoCs may need 1 to 1.5 FTE employees.

Agency HMIS Lead Responsibilities

- Serve at the first point of contact for agency end-users who have basic questions or issues related to the system and/or reporting.
- Reset user passwords and maintain provider pages (i.e. update organization information, setup and
- Maintain internal visibility groups, etc in conjunction with LSA or SA.
- Run agency-level reports (funding reports, data quality, agency outcomes, etc).
- Pass system information and updates onto agency users.
- Ensure data entry timeliness and accuracy
- Ensure that users take part in regularly scheduled HMIS user meetings.
- Ensure that users have taken privacy training and that User Agreements are signed and forwarded to the LSA. Also ensure that annual training refreshers are completed where applicable.
- Ensure that agency-specific HMIS agreements are signed by an authorized signer and forwarded to the LSA.
- Maintain information on all system-related policies, procedures, agreements and trainings in an HMIS binder in preparation for an annual site review.

What to Look for When Assigning an AA

- The agency administrator does not necessarily need to have IT skills. However, this person should have a working knowledge of computers. Most importantly, this person must have a firm understanding of how the organization works, what grants and funding sources the agency receives, and how the agency handles client information and uses the HMIS.

See Product List PowerPoint for a List and Pictures of the Primary Products that are part of the Implementation

Establishing Trust

- A clear, coherent, smart privacy rule is required. Our Privacy Protocol was carefully developed, has stood the test of time, and allowed diverse participation.
- Michigan operates with one of the most conservative rules in the nation and yet has more actual data sharing than almost anywhere in the nation. It is a Gold Standard Product.
- Reduces conflict at the local level and improves risk management for SA/LSAs.
- A privacy rule that allows everyone that needs to participate participate including: mental health agencies (Path, S+C, HOPWA), drug treatment programs, community health, education, and Runaway and Homeless Youth. These programs have been engaged for years. You can lay almost any privacy rule over the top of our operating procedures. PRIVACY IS NOT A BARRIER!
- **It respects the professionalism of the agencies and recognizes their protective role in the lives of the clients they serve.**

The Michigan Basic Privacy Rule:

- The Agency decides who they would like to share with and what needs to be shared. They can and do share different things with different agencies.
- The Consumer decides whether or not their particular information will be shared via a very structured Informed Consent process.
- Sharing should always benefit the consumer.
- Sharing should be an affirmative act – no default sharing beyond the Search Screen and that may be closed for cause.
- Providers that share information with one another must talk to one another to use the data & negotiate conflicts.
- Sharing is a privilege not a right. Data quality and data security processes must meet basic standards.

What is sharing?

- **What is Sharing:** Sharing involves the exchange of data between agencies for the purpose of coordination of care.
  - Sharing a Case Plan between agencies to coordinated set of objectives.
  - Coordinating between shelters and service programs for high risk consumers.
  - Coordinating Street Outreach interviews with recommended service providers.

- **What Sharing is Not:** Data entry into the System. Most service systems (hospitals, behavioral health programs, your dentist) are required to keep a record and today most records are electronic. There is ***"implied consent"*** for keeping such a record when services are requested.

- **Risk Management:** If a consumer or agency has identified specific risks (and we teach what those risks might be), we offer a variety of strategies for reducing exposure from closing the record to entering it as "un-named".

Privacy Evaluation Finding: Currently NC requires agencies to ask if the client wishes to "Opt Out" – a choice that significantly impacts and limits the basic utility of the System.

- Impossible to count or project numbers because you can't unduplicate.

- Agencies cannot use the System as an agency record significantly reducing the buy-in for using the System. Worse you haven't improved privacy. Agencies keep a separate set of books off-line and those spreadsheets do not offer the basic security of the HMIS - are very likely to be less secure than the HMIS.

- The basic funding reports (APR, ESG, etc) cannot be done as one-button reports and because they are produced off-line and the analytics are so complex they are very likely wrong. We hear that it is very hard and ungratifying work to generate reports and at least part of that stress relates to this issue.

- The informed consent process itself is unstable. The %/# of "opt out" varies from one agency to the next (some agencies had quite a few and some almost no one) and there does not appear to be specific controls necessary to make this consent process "informed". Opt Outs very likely reflect the privacy bias of the specific case manager/agency.

- The "ask" itself says to the consumer and the staff that the System is not trustworthy. It further undermines trust.

- On one hand you have this rule and on the other hand the basics have not been attended to.
  - The search screen has all the information needed for identity theft.
  - You have some parts of the System that are wide open.
  - No evidence that you have controlled the informed consent process.

Discussion Privacy:

- We want you to adopt our Rule: Some discussion points:
  - Reduce search screen information to name, year of birth, gender and last 4 of the SS#
  - Make “Consent for Data Entry” optional to the agencies.
  - Remove global defaults that exist in your current System. Some parts of the system are wide open for anyone to look at. This is not purposeful sharing. I as a consumer cannot simply ask where my data has gone.
  - Turn on <u>or</u> off the “Release of Information” functionality.   If we turn off the Release of Information it will reduce many typical problems with sharing, however it means that processes for closing the record when the client says “no” have to be very stable. Potential breaches of data are more likely.

    The ROI merely reflects the response on the Release and does not impact actual sharing. Sharing is solely controlled on the Client Record either by closing the Profile or closing specific Assessments.
  - How to roll out the Training (how much Live/Live GTM/Recording)

Recommended Qualification for LSA

- Bachelor's degree or equivalent experience in social services, human resources, psychology, information systems or related field.
- At least one year experience in operation of Bowman's ServicePoint application or other electronic record.
- Knowledge of Microsoft Office (Word, Excel and Access).
- Desire and ability to work collaboratively with others and excellent communication skills
- Ability to work independently
- Ability to understand agency information needs.
- Recommended:
  - Experience in providing training.
  - Knowledge of homeless services
  - Experience working in a nonprofit setting as well as experience in social agency record keeping and fund reporting.