

Member Recommendation to the SHS Regional Policy and Oversight Committee

To: SHS Regional Policy and Oversight Committee; Metro President and RPOC Chair Juan Carlos González

From: Angela Martin, HereTogether

Date: July 16, 2026

Re: HereTogether Coalition recommendations for KPIs and KEIs

The recommendation

Add a set of **system health indicators** to the draft framework. The current draft measures what the system produces and the conditions it operates in. It does not measure the condition of the organizations that produce the results. HereTogether recommends closing that gap, consistent with the coalition recommendation this committee received in May.

Why this gap matters

KPIs measure what the system controls. KEIs measure the context that the system does not control. A third thing determines whether the system performs at all: the operational and financial health of the contracted providers who deliver services, provide housing and/or care, and manage client relationships.

What to add: system health indicators

Every current KEI measures the scale of need or the state of the housing market. None measures the system doing the work. The coalition recommended the following:

- **Provider financial stability.** Whether SHS-contracted providers can sustain operations. Reported in aggregate, no organization-level disclosure.
- **Staff turnover by program type and county.** Turnover is what moves when the system's levers work or fail. Reported in aggregate, no organization-level disclosure. Recommended as a KEI.
- **Insurance cost as a share of the operating budget.** A rising fixed cost that impacts organizational health and stability. Reported in the aggregate, no organization-level disclosure.

Two related measures sit on the control side and belong in the KPIs because the system controls them:

- **Contract and payment health.**
 - Reimbursement rates covers actual cost,

- Payments arrive on schedule,
- Length of time to execute contracts and make payments.
- **System collaboration.** Whether health and housing systems are coordinating in practice. We recommend Metro staff develop specific benchmarks for measuring collaboration.

Other coalition recommendations not reflected in the current draft

Coalition recommendation (May)	Status in July draft
Expand the specialized-needs list (survivors of domestic and sexual violence, families with children, people in recovery)	Adds only mental and behavioral health needs
Disaggregate placements and retention by income level and service intensity	Not reflected
Disaggregate evictions by reason (Cause vs Nonpayment)	Total count only

Requested action

HereTogether requests the following:

1. Provide an opportunity for the committee to review and discuss adding the system health indicators as KEs and the contract performance as a KPI.
2. Include this recommendation in the August packet so the full committee reviews it ahead of the August 12 discussion.
3. Include the process reform recommendation (attached) in the August packet and include a time-limited discussion of the proposal on the August 12th agenda.

Prepared by Angela Martin, HereTogether Coalition, SHS Regional Policy and Oversight Committee