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# Using Data To Improve Program Services: Theory and Practice

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# About BRC

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- Founded in 1971 by residents of Bowery flophouses
- 50+ years later:
  - >1,400 staff
  - 34 programs from homeless outreach to permanent housing
  - \$217 million annual budget (FY25)
  - >12,000 served each year
  - Strategic, analytical management approach



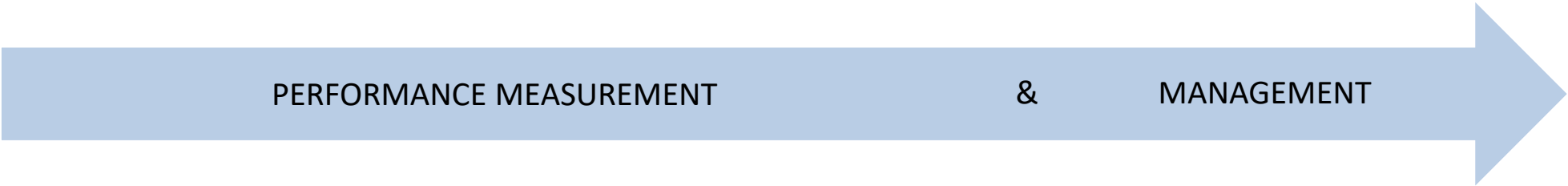
**DEFINE**



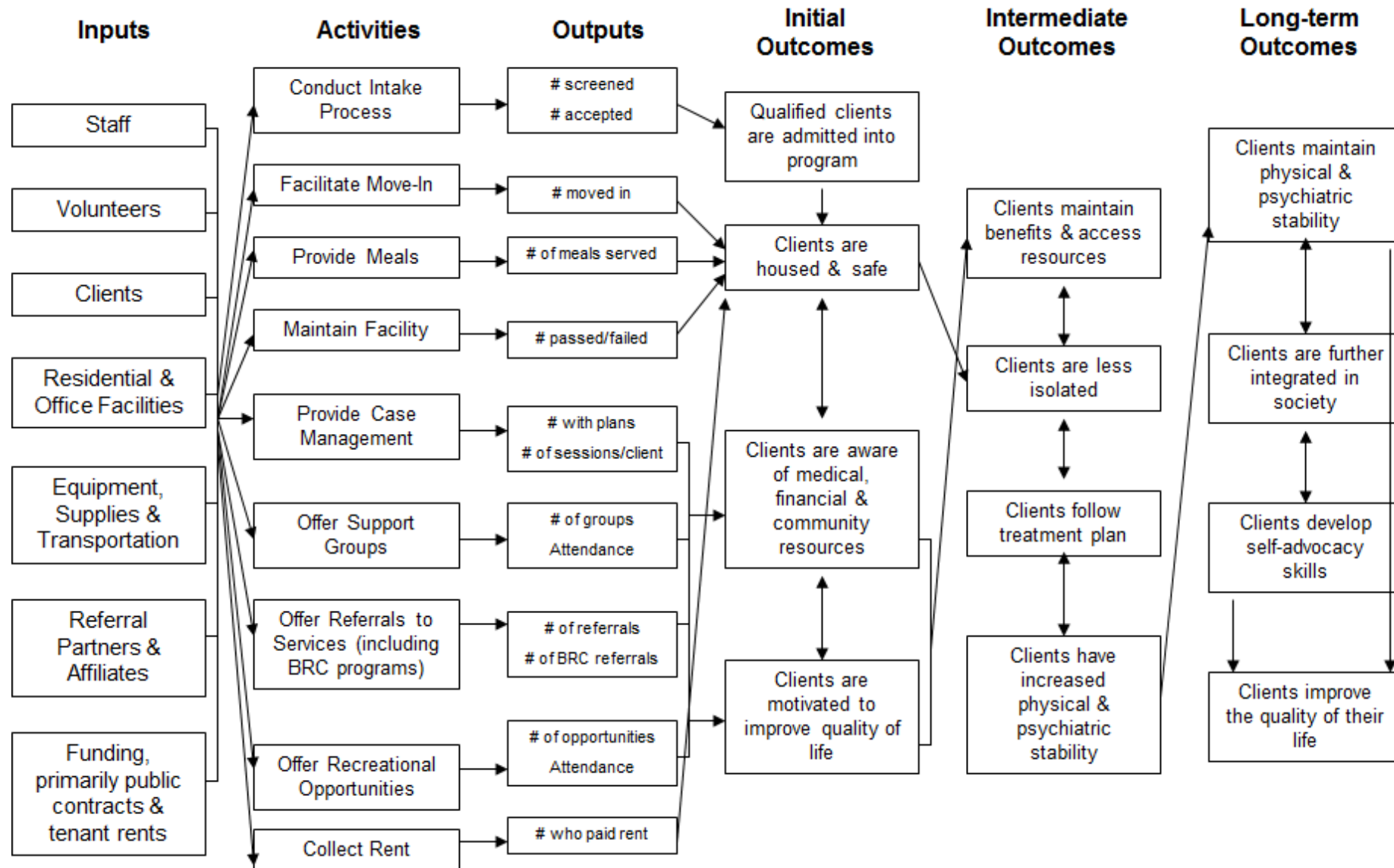
**MEASURE**



**ANALYZE**



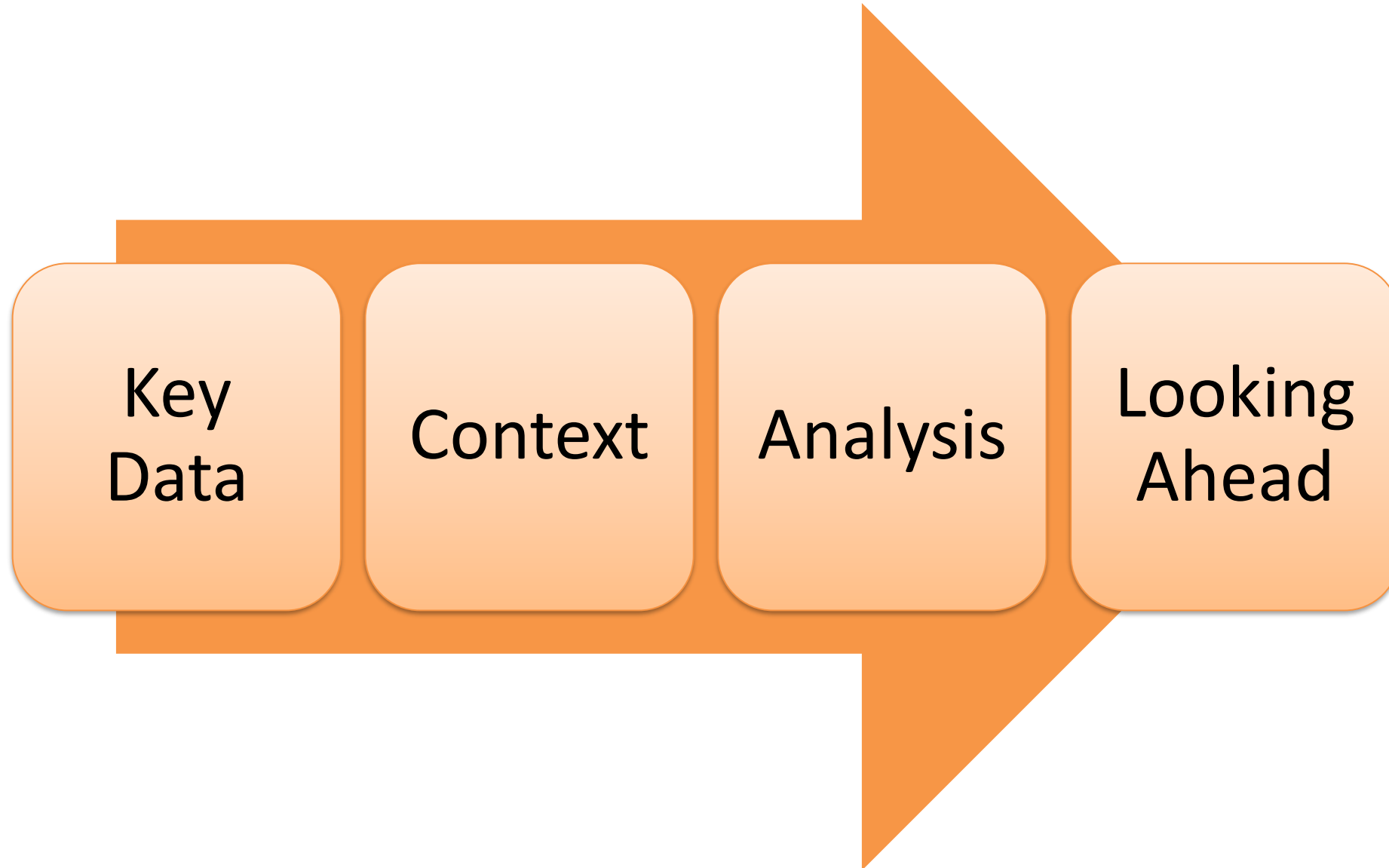
# Define





# Analyze

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# Consumer Satisfaction Survey

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- Annual survey with 17 questions
- Opportunity for clients to anonymously express opinions about their BRC experience
- Adds client perspective to program data collected each month
- Program directors review results with clients, staff and peer programs to develop plans for improvement



# Data-Informed Decisions

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- Identifying trends, assessing environment and adjusting programs to best achieve mission
- Modifying and improving existing program services
- Designing and launching new programs

# Program Spotlight

## **Clyde Burton House**

33 Unit SRO

Tenants: Aged 55+, Formerly Homeless

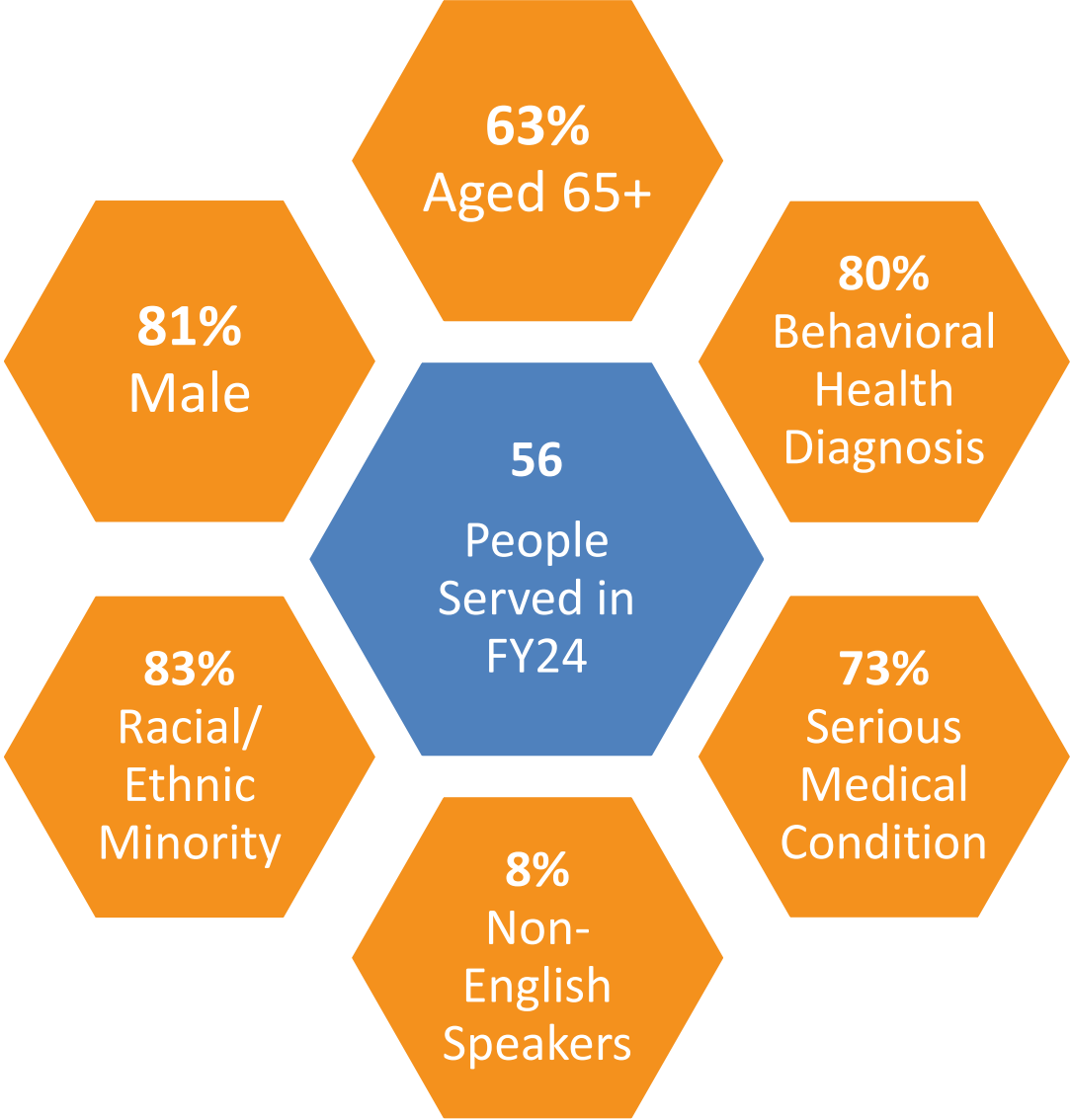


## **Palace Apartments**

24 Unit SRO

Tenants: Formerly Chronic Homeless

# CBH & Palace: Tenant Profile



# CBH & Palace: Program Data



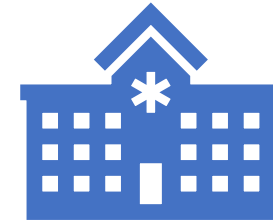
## Program Operations

Capacity Utilization  
Rent Payment



## Service Engagement

Case Management  
Meetings  
Group Attendance  
Service Plan Progress



## Stability

% Stable  
Incidents  
Hospitalizations

# CBH & Palace: Survey Results

## Overall Results

- 43 tenants completed surveys
- 84% response rate
- 4 out of 5 tenants report being satisfied all or most of the time

## Survey Comments

- The staff at the program are fair and let tenants make choices
- Quiet and clean
- Staff talks to you
- More Spanish workers to help out
- More food

# CBH & Palace: Data in Action

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Adding socialization opportunities



Improving daily living skills & support



Assessment-based service planning



Technical assistance to support an aging population



Assessment-based nursing coverage



Data-informed care for vulnerable tenants



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