Intensive Case Management Quarterly Performance Report

Results to March 31, 2016

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Overview

Program evaluation ensures that:
- Public investment is used efficiently and optimally
- Client and program successes are the focus of delivery
- Continuous quality improvement can occur based on evidence
- Funding decisions can be made objectively based on relative performance

The indicators below were developed to ensure the Housing First delivers the best performance possible for the clients we serve. These indicators are grouped into four categories, with the largest focus going to Program Outcomes and Client Outcomes:

Program Outcomes are directly linked to the ultimate goal of ending homelessness in Edmonton, focusing on prioritization of homeless people at the community level and achieving key housing and self-sufficiency outcomes for clients participating in the program.

Client Outcomes are the primary focus of all Housing First activities. The assumption is that focusing on Client Outcomes requires attention to achievement of Team and Service Outcomes. In the end, if clients are successful, then the goal of ending homelessness becomes that much more achievable. Client outcomes are largely based on mandated outcomes and indicators prescribed by both provincial and federal funders. Targets will be refined through analysis of data going forward.

Most Team Outcomes and Service Outcomes are not included in this report, but will be available in future evaluations. Agency Outcomes will be implemented in a later phase following the review of Homeward Trust's contracting and monitoring processes, which is currently underway.

Many of the indicators are tied to outcomes defined by our funders, the Government of Alberta under *A Plan for Alberta: Ending Homelessness in 10 Years* and the Government of Canada through the *Homelessness Partnering Strategy* 2014-2019. These outcomes have been rephrased as simple questions here: those in blue text are from the Government of Alberta and those in red text are from the Government of Canada.

Directly above each indicator is a statement in bold identifying **which clients are included in the calculation**. Any *exclusions* are spelled out in italics in the description of the indicator (for instance, some indicators do not count clients if they are missing specific information or died or became incarcerated while in the program). Levels are colour-coded for ease of reading: dark green exceeds expectations, light green meets expectations and red falls short of expectations.

Housing First Key Indicators

How many clients are being housed?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Active clients plus dependants	179	283	279	287	38	270	283	378	1997
Active clients	86	190	157	150	38	199	169	168	1157
Minimum # of active clients	75	170	170	170	34	170	170	170	1129
Active clients as % of minimum	115%	112%	92%	88%	112%	117%	99%	99%	102%
New clients housed this quarter	11	2	22	8	6	24	11	10	94
New clients plus dependants housed	11	10	33	13	6	25	20	19	137
New clients as % of minimum	15%	1%	13%	5%	18%	14%	6%	6%	8%

*New Clients Housed excludes clients transferred in from another program or housed by Homeward Trust Coordinated Access or Bissell Outreach Housing.

Are we targeting priority clients?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Aboriginal clients	74	106	76	82	14	77	87	100	616
Total clients	86	188	155	150	38	199	168	163	1147
% Aboriginal	86%	56%	49%	55%	37%	39%	52%	61%	54%
Priority or Chronic	71	151	133	121	23	154	141	140	934
Total Clients	79	157	146	139	27	179	155	146	1028
% Priority or Chronic	90%	96%	91%	87%	85%	86%	91%	96%	91%

Are clients graduating to self-sufficiency?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Successful Exits	34	27	35	15	14	20	52	17	214
Valid exits	52	47	58	26	25	42	70	26	346
Successful, % of exits	65%	57%	60%	58%	56%	48%	74%	65%	62%

Quarterly Report: Summary

<u>Caseload</u>: After two quarters of record housings, the most recent quarter saw a return to normal or slightly lower levels. ICM caseloads stabilized around 100% of the minimum caseload requirement. Caseload targets will shift for many agencies in the new fiscal year.

<u>Reaching Priority Populations</u>: Overall, ICM successfully reaches priority populations, the chronically homeless and aboriginal clients. Two agencies are short of the minimum expected levels for serving Aboriginal clients; one has made positive progress in the last year and the other has slipped.

<u>Successful Housing Outcomes</u>: Over the last year, 62% of clients leaving the program were in stable housing. All agencies are increasing the number of clients who achieve independence. Half of all active clients have been in the program more than a year and one third have been more than 18 months.

<u>Time to Housing</u>: Half of all clients are housed within 54 days of beginning the housing search process, but 20% of clients take more than 105 days. These numbers are stable compared with last quarter.

<u>Emergency Service Usage</u>: Over the last year, new clients have reported significant increases in some service usage or much less decrease than clients did a year earlier. Interactions with police have shown very erratic trends in the last four quarters, suggesting possible errors or ongoing modifications in the data. As this is self-reported data, its reliability may be less than perfect.

<u>Income Stability</u>: After 9 months in program, 99% of clients had some form of income and 8% of clients earned income from employment.

Agency Feedback

In constructing the quarterly report data was pulled across Efforts to Outcomes. The data is reflective of both the work of the front-line as well as agency leadership. In addition, indicators are a result of the work within the Housing First Advisory Council in discerning what information is most helpful to those at an agency level.

ETO data is unable to show the details of operations or changes within an agency or team which contribute to these numbers. Similarly, ETO is not able to show why a team had either an incredible success or an obstacle to attaining goals. Telling this story is a critical piece in our journey as a Housing First program.

In order to enable a productive, two-way dialogue about performance, agency feedback is needed to add context for interpretation. After reading though this report, please provide Homeward Trust with some comments, feedback, and reflections in response by (date). For instance, consider:

- Are the data in the report accurate? Were you expecting different results?
- What stands out for you in the data provided?
- What were the events or actions at a program level that had a strong impact on specific indicators this quarter?

Housing First Performance Indicators

Program Outcomes: The Housing First program should be focused on ending homelessness, starting with those most in need.

Are we targeting priority clients?

Performance Indicator 1: The percentage of clients on Housing First teams who are priority populations and/or chronically homeless at intake. Excluded: Clients with no intake interview and clients whose intake interview was conducted at another agency.

Clients active at end of period

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Priority Population	51	71	69	103	4	68	62	113	541
Chronically Homeless	42	144	106	83	23	125	118	98	739
Priority or Chronic	71	151	133	121	23	154	141	140	934
Total Clients	79	157	146	139	27	179	155	146	1028
% Priority or Chronic	90%	96%	91%	87%	85%	86%	91%	96%	91%

Clients housed in the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Priority Population	50	39	47	24	1	42	45	64	312
Chronically Homeless	28	53	51	28	19	78	58	40	355
Priority or Chronic	62	61	75	35	19	90	77	71	490
Total Clients	73	63	79	42	22	97	84	75	535
% Priority or Chronic	85%	97%	95%	83%	86%	93%	92%	95%	92%

Targets		
More than expected **>80%**	Expected **60-80%**	Less than expected **<60%**

Priority populations include youth (up to age 24), families with children, people fleeing domestic violence and those living in AW-sponsored hotels. Priority plus Chronic does not equal the Priority or Chronic category because many clients are in both categories.

Performance Indicator 2: The percentage of Aboriginal clients on Housing First teams' caseloads. Excluded: Clients with no SPDAT available (pending data resolution) and clients with no ethnicity information.

Clients active at end of period

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Aboriginal clients	74	106	76	82	14	77	87	100	616
Total clients	86	188	155	150	38	199	168	163	1147
% Aboriginal	86%	56%	49%	55%	37%	39%	52%	61%	54%

Clients housed in the previous quarter

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Aboriginal clients	10	2	13	4	4	11	13	5	62
Total clients	11	9	25	8	14	27	17	8	119
% Aboriginal	91%	22%	52%	50%	29%	41%	76%	63%	52%

Clients housed in the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Aboriginal clients	65	46	49	26	9	53	51	55	354
Total clients	76	78	82	52	31	111	90	88	608
% Aboriginal	86%	59%	60%	50%	29%	48%	57%	63%	58%

Targets		
More than expected **>50%**	Expected **40-50%**	Less than expected **<40%**

This indicator refers to clients who self-identify as Aboriginal, regardless of official status. Bent Arrow is the sole Housing First agency focused exclusively on Aboriginal clients.

Acuity at intake – distribution of clients by SPDAT score at intake. Excluded: Clients with no intake SPDAT.

Clients housed in the previous quarter

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
>52	0	0	1	0	0	-	0	1	2
42-52	2	1	15	6	0	-	4	1	31
35-41	5	2	5	2	0	-	3	2	21
<=34	4	1	2	0	6	-	6	7	26
# Clients housed	11	4	23	8	6	-	13	11	80
Average acuity	34	38	43	44	27	-	36	32	38

This is contextual information about the acuity of incoming clients, not an agreed performance indicator.

Are we housing people quickly enough?

Performance Indicator 3: The 80th percentile of number of days between when clients are accepted for intake for the Housing First program and when they are housed, when ordered lowest to highest. Excluded: Clients with no intake information, clients for whom intake is greater than 450 days or less than 1 day (assumed to be incorrect data) and clients still in intake (not yet housed).

Clients housed in the previous year

Percentiles	Bent Arrow	Bissell	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
50th	66	99	23	85	64	42	45	76	54
80th	115	146	47	134	124	87	85	152	105
90th	155	179	60	163	142	137	124	193	150
# of clients	63	37	75	38	15	76	76	70	450

Targets		
More than expected	Expected	Less than expected
<30 days	**30-45 days**	**>45 days**

This chart shows the 50th, 80th and 90th percentiles: the 50th indicates that half of clients are housed in that number of days or fewer; the 80th indicates that 80% of clients are housed in that number of days or fewer and the 90th indicates that 90% of clients are housed in that number of days or fewer. Clients who were in intake two separate times in the same year (and were successfully housed both times) are counted twice.

Are clients becoming independent and self-sufficient?

Performance Indicator 4: CBO Retention Rate Formula – the number of clients still housed plus those who have successfully exited, divided by the total number of clients enrolled, accounting for returns of exited clients. The resulting value is presented as a percentage. Excluded: Clients who left the program due to death or incarceration.

All clients ever active in program

Percentiles	Bent Arrow	Bissell	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Active or successful	109	291	385	260	49	-	441	306	1884
All clients	182	355	523	317	62	-	567	380	2383
Percent	60%	82%	74%	82%	79%	-	78%	81%	79%

Targets		
More than expected **>85%**	Expected **70-85%**	Less than expected **<70%**

Note: This indicator has NOT been updated to match the definition of success in question 6. This formula shows the retention rate for all clients active during the year and uses the CBO rate, counting those who leave and re-enter only once. Success is a yes/no option at the worker's discretion when dismissing a client from the program. Please note, shorter periods will tend to create higher rates, so agencies commencing programs in the last two years will not be comparable to other agencies.

Performance Indicator 5: Percentage of graduates or successful exits returning to the Housing First program within one year.

Clients who successfully exited 1 year to 2.5 years prior to the end of period (i.e., Oct 2013 – Mar 2015)

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Returners	0	1	3	0	1	2	8	0	15
Prior Successful Exits	11	40	42	31	2	26	38	19	209
Percent	0%	3%	7%	0%	50%	8%	21%	0%	7%

Targets		
More than expected **<5%**	Expected **5-15%**	Less than expected **>15%**

Note: This indicator was changed in Q1 to use the revised definition of successful exit. This indicator examines whether clients who successfully completed the program are becoming homeless again and returning to any Intensive Case Management program within one year of graduation.

Are clients moving on to successful outcomes, including graduation?

Performance Indicator 6: Percentage of all exits that are graduations or other successful housing. Excluded: Clients who left the program due to death or referred to another Housing First provider (Neutral).

Clients who exited the program within the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Unsuccessful	18	20	23	11	11	22	18	9	132
Successful	34	27	35	15	14	20	52	17	214
Neutral	2	3	3	6	3	6	3	3	29
Missing	0	0	0	0	0	1	0	0	1
All exits	54	50	61	32	28	49	73	29	376
Valid Exits	52	47	58	26	25	42	70	26	346
Successful, % of valid exits	65%	57%	60%	58%	56%	48%	74%	65%	62%

Targets		
More than expected **>70%**	Expected **50-70%**	Less than expected **<50%**

Note: This indicator was changed in Q1 to use the revised definition of successful exit. Housing status at exit is used as the indicator of a successful exit. Where an exit assessment was not completed or a neutral answer was given ("Other", "No Response", "Family or Friends"), the dismissal reason is used to determine whether the exit was positive or negative. If this is also indeterminate, the exit is recorded as neutral and excluded from the calculation, as are all deaths and referrals to another Housing First program or agency.

Performance Indicator 7: _Percentage of clients lost to follow-up (disappeared) after 3 months in the Housing First program. Excluded: None._

Clients who attained 3 months in the program (the 3-month milestone) during the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Lost to follow-up	20	10	1	6	3	13	12	9	74
Eligible at 3 months	127	232	192	174	50	220	224	186	1405
Percent lost	16%	4%	1%	3%	6%	6%	5%	5%	5%

Targets		
More than expected	Expected	Less than expected
<5%	**5-15%**	**>15%**

This indicator considers clients who, at any point during the year, were active in the program and had been so for at least three months.

Team Outcomes: Teams form a system of access points and evidence-based services working together to end homelessness.

Are we serving as many clients as we can?

Performance Indicator 8: _Client-to-worker ratio – the number of active clients on the caseload versus the number of funded Follow-up Support Workers, as counted at the end of a reporting period._

Clients active at the end of the period

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Client : worker ratio (x:1)	21.5	19.0	15.7	15.0	19.0	19.9	16.9	16.8	17.5
Client + dependant : worker ratio (x:1)	44.8	28.3	27.9	28.7	19.0	27.0	28.3	37.8	30.3

Targets		
> Contract minimum	Contract minimum	< Contract minimum

This indicator considers the number of workers funded in the contract, regardless of whether the positions were filled. Agencies are considered to meet the expectation if their ratio is within 0.5 of the contract minimum.

Client Outcomes: By participating in the Housing First program, clients should have fewer challenges, stable housing, and knowledge and skills to sustain themselves in the future.

Are clients becoming more stable in their housing?

Performance Indicator 19: Percentage of clients who remain housed at 6 months. Excluded: Clients who left the program before 6 months due to death, incarceration or being referred to another Housing First provider.

Clients who attained 6 months in the program (the 6-month milestone) during the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Housed	54	101	62	97	29	88	65	85	581
Eligible at 6 months	56	102	70	98	33	92	66	88	605
% Housed	96%	99%	89%	99%	88%	96%	98%	97%	96%

Targets		
More than expected **>90%**	Expected **80-90%**	Less than expected **<80%**

Note: This indicator was changed in Q1 to use the revised definition of successful exit.
Housed refers to clients who were still active in the program or had exited successfully.

Performance Indicator 20: Percentage of clients who remain housed at 12 months. Excluded: Clients who left the program before 12 months due to death, incarceration or being referred to another Housing First provider.

Clients who attained 12 months in the program (the 12-month milestone) during the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Housed	21	75	43	75	31	81	36	48	410
Eligible at 12 months	25	80	47	82	35	92	39	55	455
% Housed	84%	94%	91%	91%	89%	88%	92%	87%	90%

Targets		
More than expected **>90%**	Expected **80-90%**	Less than expected **<80%**

Note: This indicator was changed in Q1 to use the revised definition of successful exit.
Housed refers to clients who were still active in the program or had exited successfully.

Do clients have a reliable source of income prior to leaving Housing First?

Performance Indicator 21: After 6 months in housing, percentage of clients receiving income from government or employment sources. Excluded: Clients who did not complete an intake interview or a 9-month follow-up.

Clients who had a 9-month follow-up provincial assessment completed during the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Intake									
Government	17	56	44	73	21	72	39	43	365
Employment	0	3	2	16	1	8	1	1	32
Other	2	5	3	14	4	13	3	6	50
No income	1	5	4	2	0	2	2	0	16
Govt or employment	17	57	45	84	21	75	40	44	383
After 6 months									
Government	21	63	46	75	20	69	38	42	374
Employment	0	2	5	14	2	5	3	2	33
Other	6	7	1	16	7	13	6	8	64
No income	0	1	0	0	0	1	1	0	3
Govt or employment	21	64	49	81	22	71	38	44	390
% Govt or employment	95%	96%	100%	91%	88%	87%	90%	98%	93%
# of clients eligible	22	67	49	89	25	82	42	45	421

Targets		
More than expected **>90%**	Expected **80-90%**	Less than expected **<80%**

This indicator shows income by source for all clients who had a 9-month follow-up interview during the study year (covering the period from 6 to 9 months in the program). Data for the same clients at intake are shown for comparison. Government refers to provincial government income: AISH and Alberta Income Support. Other includes all other forms of income: pension, student, EI, aboriginal funding, etc.

Are clients able to sustain themselves after 12 to 18 months of service?

Performance Indicator 23: Median number of months to graduation or successful housing, for clients who are successful.

Clients who exited successfully during the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
50th	9	23	17	20	12	20	34	15	20
80th	34	32	57	39	20	28	50	38	39
# of clients	34	27	35	15	14	20	52	17	214

The 50th percentile indicates that half of clients graduate in that number of month or fewer; the 80th indicates that 80% of clients graduate in that number of months or fewer. There are no clients who graduated twice in the same year. This indicator replaces "At 12 months in housing, percentage of clients who fulfill graduation criteria" and has no pre-determined targets.

Performance Indicator 24: Percentage of clients on caseload who have been in program more than 12 months, at end of period.

Clients active at end of period

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Clients >12 months	29	118	91	97	14	94	84	82	609
Active clients	86	190	156	150	38	199	168	168	1155
% >12 months	34%	62%	58%	65%	37%	47%	50%	49%	53%

This indicator shows how many active clients have been in the program for more than 12 months. This indicator replaces "At 12 months in housing, percentage of clients who fulfill graduation criteria" and has no pre-determined targets.

Performance Indicator 25: Percentage of clients on caseload who have been in program more than 18 months, at end of period.

Clients active at end of period

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Clients >18 months	24	83	68	37	6	66	66	58	408
Active clients	86	190	156	150	38	199	168	168	1155
% >18 months	28%	44%	44%	25%	16%	33%	39%	35%	35%

This indicator shows how many active clients have been in the program for more than 18 months. This indicator replaces "At 18 months in housing, percentage of clients who fulfill graduation criteria" and has no pre-determined targets.

Data Quality Indicator:

Active clients at end of period and clients dismissed within the last six months

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Prov. Asst. Errors	17	12	43	35	11	137	30	18	303
SPDAT Errors	32	61	96	53	29	-	47	173	491
Core Data Errors	18	11	14	10	0	24	7	16	100
Total Data Errors	67	84	153	98	40	-	84	207	733
Caseload	86	190	156	150	38	199	168	168	1,155
Clean Data Score	61%	78%	51%	67%	47%	-	75%	38%	68%

Targets		
More than expected **>90%**	Expected **70-90%**	Less than expected **<70%**

This indicator shows the reliability of the data used for the rest of this report. The first two rows count how many required assessments were more than 10 days overdue plus duplicate assessments completed. The third row captures core data errors including duplicate program enrollments, incorrect use of the dependent label and clients on the caseload who have been unhoused for more than three months. The score is calculated as: 100% – Total Data Errors/Caseload/2. Data is assessed two weeks after the end of the period to allow teams some time to correct any initial errors.