



Intensive Case Management Quarterly Performance Report

Results to September 30, 2015

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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
<i>Active clients plus dependants</i>	205	284	260	259	43	216	269	389	1925
<i>Active clients</i>	95	204	146	137	43	167	168	155	1115
<i>Minimum # of active clients</i>	75	170	170	170	34	170	170	170	1129
<i>Active clients as % of minimum</i>	127%	120%	86%	81%	126%	98%	99%	91%	99%
<i>New clients housed this quarter</i>	28	17	21	6	4	21	31	23	151
<i>New clients plus dependants housed</i>	47	25	53	19	4	36	53	70	307
<i>New clients as % of minimum</i>	37%	10%	12%	4%	12%	12%	18%	14%	13%

*New Clients Housed excludes clients housed by the Homeward Trust Coordinated Access team and clients transferred in from another program.

Are we targeting priority clients?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
<i>Aboriginal clients</i>	86	114	81	73	14	60	77	91	596
<i>Total clients</i>	95	201	148	132	39	165	170	149	1099
<i>% Aboriginal</i>	91%	57%	55%	55%	36%	36%	45%	61%	54%
<i>Priority or Chronic</i>	76	158	127	113	28	129	138	125	894
<i>Total Clients</i>	85	166	140	127	35	154	153	128	988
<i>% Priority or Chronic</i>	89%	95%	91%	89%	80%	84%	90%	98%	90%

Are clients graduating to self-sufficiency?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
<i>Successful Exits</i>	16	15	35	17	4	21	36	9	153
<i>Valid exits</i>	42	27	46	25	7	44	52	25	268
<i>Successful, % of exits</i>	38%	56%	76%	68%	57%	48%	69%	36%	57%

Quarterly Report: Summary

Caseload: With record-high housing numbers over the last three quarters, ICM has now reached expected levels at 99% of the minimum caseload requirement. Two agencies remain below 90% of minimum, but some agencies are well over 100% (note: these numbers are mildly inflated as targets have not been adjusted for additional UFI capacity).

Reaching Priority Populations: Overall, ICM successfully reaches priority populations, the chronically homeless and aboriginal clients. Two agencies are still short of the minimum expected levels for serving Aboriginal clients – one of these has made large strides in the last year and the other has made modest progress.

Successful Housing Outcomes: Over the last year, almost 60% of clients leaving the program were in stable housing, though results vary greatly by agency. Only 4% of clients leave without housing within the first 6 months and 10% leave unsuccessfully within the first 12 months. However, half of all clients who leave with stable housing spend more than two years in the program and 20% spend at least three years in the program. Half of all active clients have been in the program more than a year and one third have been more than 18 months.

Time to Housing: Half of all clients are housed within 50 days of beginning the housing search process, but 20% of clients take more than 100 days.

Emergency Service Usage: Over the last year, self-reported days in hospital declined significantly for new clients. Interactions with courts increased somewhat, while police and EMS interactions were effectively unchanged.

Income Stability: After 9 months in program, 99% of clients had some form of income and 11% 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	61	72	69	103	8	59	55	98	525
Chronically Homeless	39	148	104	74	28	103	119	89	704
Priority or Chronic	76	158	127	113	28	129	138	125	894
Total Clients	85	166	140	127	35	154	153	128	988
% Priority or Chronic	89%	95%	91%	89%	80%	84%	90%	98%	90%

Clients housed in the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Priority Population	40	37	43	68	8	36	23	62	317
Chronically Homeless	20	69	52	49	21	57	47	45	360
Priority or Chronic	46	75	65	76	22	71	56	69	480
Total Clients	54	81	68	90	30	82	65	72	542
% Priority or Chronic	85%	93%	96%	84%	73%	87%	86%	96%	89%

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	86	114	81	73	14	60	77	91	596
Total clients	95	201	148	132	39	165	170	149	1099
% Aboriginal	91%	57%	55%	55%	36%	36%	45%	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	21	14	13	2	0	14	15	20	99
Total clients	24	23	16	6	5	25	31	34	164
% Aboriginal	88%	61%	81%	33%	0%	56%	48%	59%	60%

Clients housed in the previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Aboriginal clients	50	55	45	51	10	46	36	62	355
Total clients	58	100	70	93	33	90	74	93	611
% Aboriginal	86%	55%	64%	55%	30%	51%	49%	67%	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	0	0	1
42-52	3	11	16	1	0	11	8	5	55
35-41	4	5	1	1	1	8	7	3	30
<=34	22	1	2	7	4	2	12	17	67
# Clients housed	29	17	20	9	5	21	27	25	153
Average acuity	26	44	44	32	29	40	35	28	35

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	54	75	18	55	67	46	39	71	50
80th	87	124	29	124	104	100	88	137	102
90th	152	147	55	146	128	148	178	198	146
# of clients	46	54	60	69	28	63	59	66	445

Targets		
More than expected <30 days	Expected 30-45 days	Less than expected >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	104	285	361	238	49	227	417	279	2015
All clients	156	334	487	291	51	424	540	346	2650
Percent	67%	85%	74%	82%	96%	54%	77%	81%	76%

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

Note: This indicator has NOT been updated to match the new 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., Apr 2013 – Sep 2014)

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Agency Total
Returners	0	2	1	0	0	7	8	0	18
Prior Successful Exits	6	39	38	26	1	38	54	16	218
Percent	0%	5%	3%	0%	0%	18%	15%	0%	8%

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	26	12	11	8	3	23	16	16	115
Successful	16	15	35	17	4	21	36	9	153
Neutral	2	4	3	3	1	3	8	4	28
Missing	0	0	0	0	0	0	0	0	0
All exits	44	31	49	28	8	47	60	29	296
Valid Exits	42	27	46	25	7	44	52	25	268
Successful, % of valid exits	38%	56%	76%	68%	57%	48%	69%	36%	57%

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	11	8	1	3	1	13	9	7	53
Eligible at 3 months	114	212	180	154	40	186	199	141	1226
Percent lost	10%	4%	1%	2%	3%	7%	5%	5%	4%

Targets		
More than expected <5%	Expected 5-15%	Less than expected >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)	23.8	20.4	14.6	13.7	21.5	16.7	16.8	15.5	16.9
Client + dependant : worker ratio (x:1)	51.3	28.4	26.0	25.9	21.5	21.6	26.9	38.9	29.2

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	23	84	43	82	32	90	41	53	448
Eligible at 6 months	25	85	47	83	34	95	41	58	468
% Housed	92%	99%	91%	99%	94%	95%	100%	91%	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	17	76	32	24	15	69	40	36	309
Eligible at 12 months	23	77	37	27	15	83	41	41	344
% Housed	74%	99%	86%	89%	100%	83%	98%	88%	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
<i>Intake</i>									
<i>Government</i>	13	56	23	37	15	73	20	30	267
<i>Employment</i>	0	1	2	10	0	5	3	1	22
<i>Other</i>	0	4	0	9	2	2	11	3	31
<i>No income</i>	2	6	5	2	0	2	2	1	20
<i>Govt or employment</i>	13	56	24	45	15	75	21	30	279
<i>After 6 months</i>									
<i>Government</i>	13	61	26	40	15	66	22	29	272
<i>Employment</i>	1	2	2	9	1	12	3	1	31
<i>Other</i>	0	5	2	10	6	10	10	9	52
<i>No income</i>	1	1	1	0	0	0	0	0	3
<i>Govt or employment</i>	14	62	27	45	16	70	23	30	287
<i>% Govt or employment</i>	88%	97%	93%	94%	94%	89%	82%	94%	92%
<i># of clients eligible</i>	16	64	29	48	17	79	28	32	313

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	23	21	28	26	9	25	31	15	25
80th	30	35	38	32	-	32	42	21	36
# of clients	16	15	35	17	4	21	36	9	153

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	40	105	82	42	11	81	97	66	524
Active clients	95	204	148	132	39	165	170	151	1104
% >12 months	42%	51%	55%	32%	28%	49%	57%	44%	47%

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	33	67	72	33	0	38	83	50	376
Active clients	95	204	148	132	39	165	170	151	1104
% >18 months	35%	33%	49%	25%	0%	23%	49%	33%	34%

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.