homeward trust
edmonton

Rapid Re-Housing
Quarterly Performance Report

Results to June 30, 2016

Robbie Brydon, Manager of Data & Analytics

Overview

This report shows the progress of Intensive Case Management programs in Edmonton, which make up the largest component of the Housing First initiative. Program evaluation ensures that:

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

The 18 indicators below focus on priority areas that have been mutually agreed among implementing, funding and advisory bodies. These indicators serve to drive continuous improvement by focusing attention on areas where results are not being achieved at a sufficient level.

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 key questions in this document: 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.

For the 2016-17 fiscal year, a few changes have been made to existing indicators and a few indicators that were not previously reported are now being included. Details are available at the end of this report.

Key Indicators

Are we housing and supporting as many people as we can?

	Clients + dependents housed	Clients housed	Target (clients only)	Housings as % of target
E4C	2	2	12	17%
Hope Mission	11	11	12	92%
Total	13	13	24	54%

	E4C	Hope Mission	Total
Client : worker ratio	15.7	12.7	14.2
Target ratio	20-25	20-25	20-25
Funded staff	3	3	6

Are we reaching priority clients?

	E4C	Hope Mission	Total
Chronically homeless	43%	62%	52%
Aboriginal	47%	26%	38%

Are clients becoming more stable in their housing and achieving successful outcomes?

Status 12 months after entering program

	E4C	Hope Mission	Total
Remaining housed	93%	80%	86%
In program, housed	60%	33%	45%
Successful exits	33%	48%	41%

Summary

Caseload: One agency is on pace for expected rate of housings and one is dramatically behind. Both agencies are well below capacity.
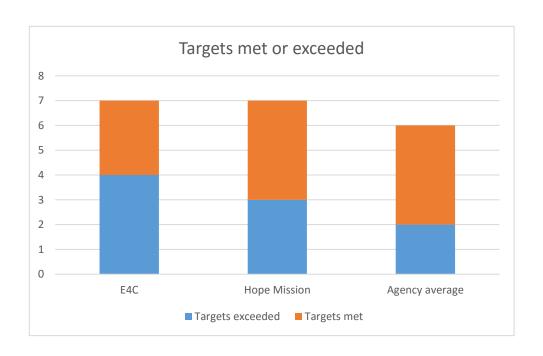
Reaching Priority Populations: RRH is less effective at reaching the chronically homeless and Aboriginal clients than ICM. The share of chronically homeless just barely makes the target range for one agency and does not come close at the other. One agency is well short of the minimum expected levels for serving Aboriginal clients.

Successful Housing Outcomes: 90% of clients remain housed after 12 months and 86% remain housed after 18 months; further, only 10% of clients are rehoused due to an eviction after 6 months of housing. Over the last year, fewer than 20% of clients successfully exited the program within 18 months. However, in the most recent quarter, 25% of those who had been housed 18 months earlier had exited successfully and 30% of those who had been housed 12 months earlier had done so. This trend will need to continue to improve to make capacity available for new housings.

Time to Housing: Only 32% of clients are housed within the target time of 45 days or less, though two agencies have 70% or more of clients housed in that timeframe. On average, it takes 67 days for a client to find housing.

Service Delivery: This is the first report to contain service delivery indicators. In all three areas - conducting home visits every month, completing SPDATs on time, and especially in providing Aboriginal clients with access to Aboriginal culture - agencies are struggling.

Targets Met or Exceeded: The graph to the right provides an overview of how many targets (out of 18) each agency is meeting or exceeding. On average, only half of the targets are being met or exceeded.

Targets met or exceeded

Agency	Targets exceeded	Targets met	Total
E4C	4	3	7
Hope Mission	3	4	7
Agency average	2	4	6

All Indicators

Are we reaching priority clients?

Performance Indicator 1 : *The percentage of clients on Housing First teams who were chronically homeless at intake. Other priority populations are shown for information. Excluded: Clients with neither an intake interview nor VI-SPDAT completed.*

Clients active at end of period

	E4C	Hope Mission	Total
Chronically homeless	43%	62%	52%
Family with children	62%	0%	34%
Youth	28%	3%	16%
Fleeing / exposed to domestic violence	65%	10%	42%
Clients included	46	37	83
Clients missing data	1	1	2

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

Youth are clients age 24 or less when entering the program

Performance Indicator 2: *The percentage of Aboriginal clients on Housing First teams' caseloads. Excluded: Clients not reporting ethnicity.*

Clients active at end of period

	E4C	Hope Mission	Total
Aboriginal	47%	26%	38%
Total clients	47	38	85

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 ICM agency focused exclusively on Aboriginal clients.

Are we housing people quickly enough?

Performance Indicator 3 : The percentage of clients housed within 45 days of beginning to work with a housing team (intake). Excluded: Clients achieving housing without the support of a team and clients never successfully contacted (dismissed unsuccessfully from intake in less than two weeks)

Clients entering intake at least 45 days and no more than 1 year and 45 days prior to end of period

	E4C	Hope Mission	Total
<45 days	46%	73%	60%
46-90 days	31%	18%	24%
91+ days	10%	0%	5%
In process (46+ days)	2%	2%	2%
Unsuccessful	10%	8%	9%
# of clients	48	51	99
Avg days to housing	52	29	40

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

Are we serving as many clients as we can?

Performance Indicator 4 : 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 end of period

	E4C	Hope Mission	Total
Client : worker ratio	15.7	12.7	14.2
Target ratio	20-25	20-25	20-25
Funded staff	3	3	6

Targets		
More than expected	Expected	Less than expected
Caseload in upper half of target range	Caseload in lower half of target range	Caseload below or above target range

Performance Indicator 5 : Percentage of clients housed within the last year who were referred by Coordinated Access or another team.

Clients housed in previous year

	E4C	Hope Mission	Total
Percent from referrals	37%	0%	21%
Number of Clients	60	47	107

Targets		
More than expected **>50%**	Expected **30-50%**	Less than expected **<30%**

This set of targets will rise over the year as a coordinated intake system is fully implemented.

Are teams providing support in line with the program model?

Performance Indicator 6 : *Percentage of months in which clients receive at least one home visit.*

Clients active in previous year

	E4C	Hope Mission	Total
Home visits completed	48%	58%	49%
Home visits required	728	130	858

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

Data for Hope Mission only available since April 1, 2016.

Performance Indicator 7 : *Percentage of required SPDATs completed within 10 days of date due (SPDATs must be signed by clients). Only includes SPDATs since April 1, 2016.*

Clients active since April 1, 2016

	E4C	Hope Mission	Total
SPDATs on time	62%	6%	34%
SPDATs required	65	66	131

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

Are we providing culturally relevant services for Aboriginal clients?

Performance Indicator 8 : *Percentage of Aboriginal clients referred to or provided with programming or services focused on culture, kinship, or traditional practice (at least one Aboriginal Culture effort).*

Aboriginal clients active in the last year

	E4C	Hope Mission	Total
Clients with 1+ effort	23%	-	14%
Avg # of efforts/client	0.8	-	0.7

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

Data for Hope Mission not presently available. Avg # of Efforts/ Client is the average number of Aboriginal Culture efforts provided for each year an Aboriginal client is in program.

Are clients becoming more stable in their housing?

Are clients achieving successful outcomes?

Performance Indicator 10 : After 6 months in housing, percentage of clients with one or more rehousings due to eviction. Excluded: Clients with no Housing Placement Form and no family information linking them to a Housing Placement Form.

Clients active in the last year who had been in the program longer than six months

	E4C	Hope Mission	Total
Clients rehoused due to eviction	0%	7%	3%
# of clients eligible	72	57	129

Targets		
More than expected	Expected	Less than expected
<15%	**15-30%**	**>30%**

Performance Indicator 11/13 : Percentage of clients who remain housed/successfully exited at 6 months. Excluded: Clients with a neutral exit prior to 6 months of housing (see Definition of Successful Exit at end of document)

Clients who would have attained 6 months in the program during the previous year (whether or not they continued in the program)

	E4C	Hope Mission	Total
Remaining housed	96%	92%	94%
In program, housed	79%	85%	82%
Successful exits	17%	8%	13%
In program, unhoused	1%	0%	1%
Unsuccessful exits	3%	8%	5%
# of clients	72	53	125

Targets		
More than expected	Expected	Less than expected
>90%	**80-90%**	**<80%**
>70%	**50-70%**	**<50%**

*Indicator 11: Remaining housed
*Indicator 13: Successfully exited

Performance Indicator 12/14 : Percentage of clients who remain housed/successfully exited at 12 months. Excluded: Same as previous indicator, but for 12 months

Clients who would have attained 12 months in the program during the previous year (whether or not they continued in the program)

	E4C	Hope Mission	Total
Remaining housed	93%	80%	86%
In program, housed	60%	33%	45%
Successful exits	33%	48%	41%
In program, unhoused	5%	0%	2%
Unsuccessful exits	3%	20%	12%
# of clients	40	46	86

Targets		
More than expected	Expected	Less than expected
>90%	**80-90%**	**<80%**
>80%	**60-80%**	**<60%**

*Indicator 12: Remaining housed
*Indicator 14: Successfully exited

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

Performance Indicator 15 : 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 completed a 9-month follow-up provincial assessment during the previous year and previously completed an intake assessment

	E4C	Hope Mission	Total
Intake			
Government	29	18	47
Employment	15	6	21
Other	17	1	18
No income	0	1	1
Govt or employment	40	23	63
After 6 months			
Government	30	20	50
Employment	15	3	18
Other	16	4	20
No income	0	0	0
Govt or employment	40	21	61
% govt or employment	91%	84%	88%
Clients included	44	25	69
Clients missing data	1	3	4

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

Government refers to provincial government income: AISH and Alberta Income Support. Other

Are clients becoming independent and self-sufficient?

Performance Indicator 16 : After 12 months in housing, percentage of clients with a 25% reduction in SPDAT scores. Excluded: Clients not completing a 12-month and clients not completing any of intake, housing or 30-day

Clients completing a 12-month SPDAT in the last year

	E4C	Hope Mission	Total
Share of clients with 25% reduction	60%	51%	56%
Average reduction	28%	21%	25%
Clients included	65	49	114
Clients missing data	11	6	17

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

The 12-month SPDAT is compared to the maximum score on any of the intake, housing or 30-day SPDATs

Performance Indicator 17/18 : Percentage of clients on caseload who have been in program more than 12/18 months, at end of period.

Clients active at end of period

	E4C	Hope Mission	Total
Clients >6 months	34	12	46
Active clients	47	38	85
% >6 months	72%	32%	54%
Clients >12 months	10	8	18
Active clients	47	38	85
% >12 months	21%	21%	21%

Targets			
More than expected **<20%**	Expected **20-40%**	Less than expected **>40%**	*After 6 months in program
<5%	**5-15%**	**>15%**	*After 12 months in program

Changes to Indicators

Changes to Indicators

New Indicator	Old Indicator
1) % of clients who are chronically homeless at intake	% of clients who are chronically homeless or priority populations at intake
3) Percentage of clients housed within 45 days	The 80th percentile of days until housing
9) -Target for service usage reduction set to 40-60% -Use of 3,6,9 and 12 month interviews	-Target for service usage reduction set to 70-80% -Use of only 9 and 12 month interviews
13-14) Percentage of clients who exit successfully within 12/18 months.	-Percentage of exits that are graduations or other successful housing -Median number of months to graduation or successful housing, for clients who are successful.

Rationale for Change

1) Increased focus on ending chronic homelessness
3) The previous indicator used a measurement that was not familiar to some, only included clients who successfully achieved housing and created a very large delay that did not consider an agency's recent performance accurately.
9) -Previous target was unrealistically high -Alignment with Human Service calculation of this indicator
13-14) -Easier to present related indicators side-by-side -Adds ability to track whether clients are housed or not while enrolled in a program and to see housng status at program milestones (6, 12 and 18 months after housing)

Indicators Removed

Old Indicator	Rationale for Change
Retention rate - clients still housed plus those who have successfully exited, divided by the total number of clients ever enrolled	By construction, this indicator declines over time as a larger and larger share of the population leaves the active client (still housed) pool. This does not make it a useful indicator for measuring outcomes or performance.
Percentage of graduates or successful exits returning to the Housing First program within one year	The lag in information is too great to be useful - this provides retrospective information on clients who finished the program 1-2.5 years earlier.
Percentage of clients lost to follow-up (disappeared) and/or using shelters after 3 months in the Housing First program	Information not yet available from shelters; this indicator may be restored if shelter data becomes available.

Indicators Reported for the First Time

5) Percentage of clients housed within the last year who were referred by Coordinated Access or another team

6) Percentage of months in which clients receive at least one home visit

7) Percentage of required SPDATs completed within 10 days of date due

8) Percentage of Aboriginal clients referred to or provided with programming or services focused on culture, kinship, or traditional practice

10) After 6 months in housing, percentage of clients with one or more rehousings due to eviction

16) After 12 months in housing, percentage of clients with a 25% reduction in SPDAT scores

Definition of Successful Exit

Effective April 1, 2015

Whether an exit was "successful" or not is primarily determined by whether the client was stably housed at program exit. The first determinant is the response to Current Housing Status on the exit assessment; if this is missing or the answer is not clearly positive or negative, then dismissal reason is used as the determinant. Clients who transferred to another Housing First program or agency and clients who passed away while in the program are excluded. The specific categories used are as follows:

1) Current Housing Status at Exit

Positive
• Supported housing
• Subsidized housing
• Market housing

Neutral
• Family or friends
• Other
• No Response

Negative
• Incarceration facility
• Absolutely homeless (street)
• Hospital
• Emergency homeless shelter
• Transitional housing

2) If missing exit assessment or Current Housing Situation is Neutral, then Dismissal Reason

Positive
• Completed Follow-Up Period
• Referred to Graduate Program
• Referred to Other Agency/Service
• Resolved Own Homelessness
• Moved Out of Service Area
• Successful Placement in Housing/Self Sufficiency

Negative
• Client Turned Away (Other)
• Client Turned Away (Safety Concerns)
• Disappeared/Lost Contact
• Incarceration
• Refused Further Service

Neutral
• Death of Client
• Referred to Other Housing First Agency
• Referred to Other Housing First Provider
• Change of Client Circumstance
• Blank

If this is also neutral, then the exit is considered neutral and excluded from any calculations involving successful or unsuccessful exits.