Rapid Re-Housing Quarterly Performance Report

Results to March 31, 2015

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Overview

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 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?

	E4C	George Spady	Hope Mission	Agency Total
Active clients plus dependants	68	54	60	183
Active clients	26	49	54	130
Minimum # of active clients	90	90	60	240
Active clients as % of minimum	29%	54%	90%	54%
New clients housed this quarter	4	9	18	31
New clients plus dependants housed	13	8	32	53
New clients as % of minimum	4%	10%	30%	13%

Are we targeting priority clients?

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	12	11	12	35
Total clients	24	49	47	120
% Aboriginal	50%	22%	26%	29%
Priority or Chronic	19	39	33	91
Total Clients	25	46	49	120
% Priority or Chronic	76%	85%	67%	76%

Are clients graduating to self-sufficiency?

	E4C	George Spady	Hope Mission	Agency Total
Graduates	19	17	0	36
All exits	28	26	8	62
Graduates, % of exits	68%	65%	0%	58%

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 information.

Clients active at end of period

	E4C	George Spady	Hope Mission	Agency Total
Priority Population	15	8	9	32
Chronically Homeless	8	36	27	71
Priority or Chronic	19	39	33	91
Total Clients	25	46	49	120
% Priority or Chronic	76%	85%	67%	76%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Priority Population	27	4	10	41
Chronically Homeless	12	23	29	64
Priority or Chronic	31	24	36	91
Total Clients	51	30	57	138
% Priority or Chronic	61%	80%	63%	66%

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 referred from SOS. 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 ethnicity information.

Clients active at end of period

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	12	11	12	35
Total clients	24	49	47	120
% Aboriginal	50%	22%	26%	29%

Clients housed in the previous quarter

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	5	3	10	18
Total clients	12	8	29	49
% Aboriginal	42%	38%	34%	37%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	20	7	14	41
Total clients	50	31	58	139
% Aboriginal	40%	23%	24%	29%

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.

Acuity at intake – distribution of clients by SPDAT score at intake. Excluded: Clients with no intake SPDAT.
Clients housed in the previous quarter

	E4C	George Spady	Hope Mission	Agency Total
>52	0	0	0	0
42-52	0	0	2	2
35-41	0	0	3	3
<=34	13	10	25	48
# Clients housed	13	10	30	53
Average acuity	21.1	25.2	30.7	27.7

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	E4C	George Spady	Hope Mission	Agency Total
50th	36	36	20	30
80th	78	69	47	71
90th	123	100	78	103
# of clients	46	28	40	114

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	E4C	George Spady	Hope Mission	Agency Total
Active or successful	60	90	54	204
All clients	63	101	57	221
Percent	95%	89%	95%	92%

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

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 graduated 1 year to 2.5 years prior to the end of period (i.e., Sep 2012 – Mar 2014)

	E4C	George Spady	Hope Mission	Agency Total
Returners	0	3	-	3
Prior Graduates	6	8	-	14
Percent	0%	38%	-	21%

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

This indicator examines whether clients who successfully completed the program are becoming homeless again and returning within one year of graduation. A client "graduated" if their exit is marked as any of: Referred to Graduate Program, Successful Placement in Housing/Self Sufficiency or Resolved Own Homelessness.

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 incarceration (noted in top row) and clients referred to another Housing First provider._

Clients who exited the program within the previous year

	E4C	George Spady	Hope Mission	Agency Total
Incarcerated or deceased	-	1	1	0
Success box checked	25	23	4	52
Graduates	19	17	0	36
Turned away	3	0	0	3
Refused service or disappeared	2	4	2	8
No reason	0	0	3	3
Other	4	5	3	12
All exits	28	26	8	62
Graduates, % of exits	68%	65%	0%	58%

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

The reason for exit – not whether the success box was checked – is used in the final calculation. A client "graduated" if their exit is marked as any of: Referred to Graduate Program, Successful Placement in Housing/Self Sufficiency or Resolved Own Homelessness. For interest, clients whose exit was considered a "success" by the worker are also shown (this includes 26 Graduates, 1 Turned away, 5 Refused further service or disappeared, 8 Other and 3 No reason).

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

	E4C	George Spady	Hope Mission	Agency Total
Lost to follow-up	0	3	0	3
Eligible at 3 months	55	68	28	151
Percent lost	0%	4%	0%	2%

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

	E4C	George Spady	Hope Mission	Agency Total
Client : worker ratio (x:1)	18.9	15.0	25.0	19.1
Client + dependant : worker ratio (x:1)	0.0	0.0	0.0	0.0

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

	E4C	George Spady	Hope Mission	Agency Total
Housed	36	21	8	65
Eligible at 6 months	43	23	12	78
% Housed	84%	91%	67%	83%

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

Housed refers to clients who were still active in the program or had graduated (Referred to Graduate Program, Successful Placement in Housing/Self Sufficiency or Resolved Own Homelessness).

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

	E4C	George Spady	Hope Mission	Agency Total
Housed	20	17	-	37
Eligible at 12 months	26	25	-	51
% Housed	77%	68%	-	73%

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

Housed refers to clients who were still active in the program or had graduated (Referred to Graduate Program, Successful Placement in Housing/Self Sufficiency or Resolved Own Homelessness).

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

	E4C	George Spady	Hope Mission	Agency Total
Intake				
Government	6	15	3	24
Employment	4	0	1	5
Other	4	1	0	5
No income	0	0	0	0
Govt or employment	10	15	4	29
After 6 months				
Government	6	13	2	21
Employment	4	2	1	7
Other	1	2	0	3
No income	0	0	1	1
Govt or employment	10	14	2	26
% Govt or employment	91%	93%	50%	87%
# of clients eligible	11	15	4	30

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 6 to 12 months of service?

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

Clients who graduated during the previous year

	E4C	George Spady	Hope Mission	Agency Total
50th	6	23	-	10
80th	7	30	-	24
# of clients	19	17	-	36

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 6 months, at end of period.

Clients active at end of period

	E4C	George Spady	Hope Mission	Agency Total
Clients >6 months	5	30	7	42
Active clients	26	49	51	126
% >6 months	19%	61%	14%	33%

This indicator shows how many active clients have been in the program for more than 6 months. This indicator replaces "At 6 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

	E4C	George Spady	Hope Mission	Agency Total
Clients >12 months	0	21	0	21
Active clients	26	49	51	126
% >12 months	0%	43%	0%	17%

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.

Are the data used in this report reliable?

Performance Indicator 26: Number of uncorrected data errors. Excludes: data points more than a year old.

Errors in data one month after the end of the reporting period

	E4C	George Spady	Hope Mission	Agency Total
Data Errors	0	1	9	10

This indicator shows the number of errors remaining one month after the end of the reporting period. Three key points of analysis are included: program enrollment (less than 1 day, duplicate or overlapping other enrollments), intake enrollment (less than 1 day or duplicate) and intake interviews (duplicate). Some of the errors in the Hope Mission data are due to challenges with the migration to their own ETO enterprise. Homeward Trust will continue to work with agencies to minimize the number of errors in their data reporting and ensure that performance measures are based on data that accurately represent reality.