



Intensive Case Management Quarterly Performance Report

Results to March 31, 2017

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?

	<i>Clients + dependents housed</i>	<i>Clients housed</i>	<i>Target (clients only)</i>	<i>Housings as % of target</i>
Bent Arrow	18	18	12	150%
Bissell Centre	17	17	12	142%
Boyle Street	27	23	24	96%
E4C	14	13	24	54%
George Spady	3	3	12	25%
Hope Mission	8	8	12	67%
Jasper Place	27	25	12	208%
YMCA	45	20	24	83%
Homeward Trust	24	19	48	40%
Bissell (OHT)	21	19	24	79%
Total	204	165	204	81%

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<i>Client : worker ratio</i>	11.2	12.8	14.1	9.9	17.5	11.7	7.9	16.1	12.4
<i>Target ratio</i>	15-18*	17-20	17-20	17-20	17-20	17-20	17-20	17-20	17-20
<i>Funded staff</i>	5*	9	9	8	4	6	8	8	57

Are we reaching priority clients?

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<i>Chronically homeless</i>	54%	82%	88%	78%	91%	78%	87%	60%	77%
<i>Aboriginal</i>	86%	60%	52%	58%	44%	38%	46%	63%	56%

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

Status 12 months after entering program

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<i>Remaining housed</i>	88%	90%	80%	91%	72%	89%	92%	91%	87%
<i>In program, housed</i>	45%	68%	55%	69%	43%	74%	66%	73%	63%
<i>Successful exits</i>	43%	22%	25%	22%	30%	16%	26%	18%	24%

Summary

Caseload: Housings have increased from the low point in spring, but remain below target. Caseload has begun to stabilize, after having fallen sharply for 9 months.

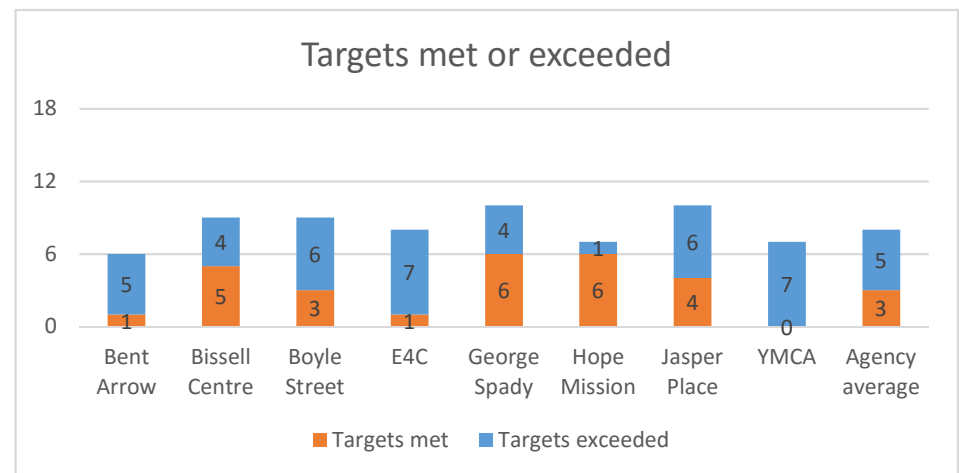
Reaching Priority Populations: Overall, ICM successfully reaches priority populations. Almost all teams show a trend towards increasing proportion of clients that are chronically homeless.

Successful Housing Outcomes: Almost 90% of clients remain housed after 12 months and 18 months; further, less than 10% of clients are rehoused due to an eviction after 6 months of housing. The proportion of clients who exited successfully before reaching the 18-month milestone rose to 44% in this quarter - still below target, but trending in the right direction.

Time to Housing: Only 35% of clients are housed within the target time of 45 days or less. On average, it takes 59 days for a client to be housed, and almost all teams have demonstrated a downward trend over the past two quarters in the average number of days to housing.

Service Delivery: Agencies are still struggling in all three areas of service delivery - conducting monthly home visits, completing SPDATs on time, and especially in providing Aboriginal clients with access to Aboriginal culture. However, all teams have shown significant improvements in the proportion of SPDATs completed on time.

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, just under half of the targets are being met or exceeded.



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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Chronically homeless	54%	82%	88%	78%	91%	78%	87%	60%	77%
Family with children	48%	14%	20%	34%	3%	10%	8%	64%	27%
Youth	18%	3%	6%	9%	3%	1%	2%	12%	7%
Fleeing / exposed to domestic violence	20%	32%	42%	40%	28%	18%	18%	38%	32%
Clients included	56	115	125	79	70	67	63	126	701
Clients missing data	0	0	2	0	0	3	0	3	8

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Aboriginal	86%	60%	52%	58%	44%	38%	46%	63%	56%
Total clients	56	115	127	79	70	69	63	127	706

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<45 days	25%	59%	50%	37%	47%	64%	47%	15%	35%
46-90 days	21%	26%	19%	48%	28%	27%	8%	33%	27%
91+ days	9%	15%	0%	15%	11%	9%	14%	18%	15%
In process (46+ days)	10%	0%	3%	0%	0%	0%	5%	9%	4%
Unsuccessful	34%	0%	27%	0%	14%	0%	25%	24%	19%
# of clients	67	27	62	27	36	11	59	66	629
Avg days to housing	53	50	35	57	47	36	45	74	59

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

For this indicator, results are also provided for the two teams that only house and do not continue to support clients: Homeward Trust and the Bissell Outreach Housing Team.

	HTE	Bissell OHT
<45 Days	21%	57%
46-90 Days	32%	26%
91+ days	27%	1%
In process (46+ days)	1%	6%
Unsuccessful	19%	10%
# of clients	204	70
Avg days to housing	78	37

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Client : worker ratio	11.2	12.8	14.1	9.9	17.5	11.7	7.9	16.1	12.4
Target ratio	15-18*	17-20	17-20	17-20	17-20	17-20	17-20	17-20	17-20
Funded staff	5*	9	9	8	4	6	8	8	57

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

*Bent Arrow has a unique combination of FSWs and support staff treated as an equivalent of 5 FSWs with a lower caseload target.

Performance Indicator 5: Percentage of clients housed within the last year who were referred by Coordinated Access or another team. Only includes clients housed since April 1, 2016.

Clients housed in previous year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Percent from referrals	82%	91%	77%	80%	86%	58%	77%	93%	83%
Number of Clients	44	67	44	41	78	26	69	80	449

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

This set of targets will rise over the 2016-17 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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Home visits completed	56%	68%	69%	56%	79%	66%	75%	61%	66%
Home visits required	853	1,833	1,612	1,411	940	1,247	1,482	1,839	11,217

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
SPDATs on time	21%	50%	26%	38%	37%	20%	64%	29%	36%
SPDATs required	268	475	372	392	390	453	397	571	3,318

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

Are we providing culturally relevant services for Indigenous 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).

Indigenous clients active in the last year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Clients with 1+ effort	10%	2%	21%	12%	8%	-	20%	8%	12%
Avg # of efforts/client	0.4	0.1	0.9	0.4	0.4	-	0.6	0.2	0.4

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 Indigenous Culture efforts provided for each year an Indigenous 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 rehousing 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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Clients rehoused due to eviction	10%	7%	6%	4%	1%	5%	7%	4%	5%
# of clients eligible	94	204	159	156	118	194	175	199	1299

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

Performance Indicator 11: Percentage of clients who remain housed at six 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)

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Remaining housed	96%	87%	93%	95%	82%	88%	94%	97%	91%
In program, housed	67%	82%	78%	90%	64%	85%	86%	93%	80%
Successful exits	29%	5%	15%	5%	18%	3%	8%	4%	11%
In program, unhoused	2%	10%	2%	0%	1%	3%	0%	1%	2%
Unsuccessful exits	2%	3%	5%	5%	17%	8%	6%	1%	6%
# of clients	51	39	59	41	72	59	63	71	455

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

Performance Indicator 12/13: Percentage of clients who remain housed/successfully exited at 12 months. Excluded: Clients with a neutral exit prior to 12 months of housing (see Definition of Successful Exit at end of document)

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Remaining housed	88%	90%	80%	91%	72%	89%	92%	91%	87%
In program, housed	45%	68%	55%	69%	43%	74%	66%	73%	63%
Successful exits	43%	22%	25%	22%	30%	16%	26%	18%	24%
In program, unhoused	3%	1%	4%	4%	2%	1%	0%	4%	2%
Unsuccessful exits	9%	9%	16%	6%	26%	10%	8%	5%	11%
# of clients	75	77	80	54	54	103	86	97	626

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

*Indicator 12: Remaining housed

*Indicator 13: Successfully exited

Performance Indicator 14: Percentage of clients successfully exited at 18 months. Excluded: Clients with a neutral exit prior to 18 months of housing (see Definition of Successful Exit at end of document)

Clients who would have attained 18 months in the program during the previous year (whether or not they continued in the program)

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Remaining housed	84%	81%	78%	87%	72%	84%	80%	90%	82%
In program, housed	25%	53%	41%	55%	15%	35%	21%	42%	38%
Successful exits	59%	28%	37%	31%	57%	48%	59%	48%	44%
In program, unhoused	0%	2%	1%	2%	0%	0%	0%	0%	1%
Unsuccessful exits	16%	17%	21%	11%	28%	16%	20%	10%	17%
# of clients	56	98	68	89	60	85	66	88	610

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

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<i>Intake</i>									
<i>Government</i>	43	88	61	74	51	91	72	100	580
<i>Employment</i>	5	3	0	10	1	6	4	6	35
<i>Other</i>	6	12	9	10	6	34	7	8	92
<i>No income</i>	2	3	2	0	0	4	3	2	16
<i>Govt or employment</i>	48	90	61	81	51	93	76	103	603
<i>After 6 months</i>									
<i>Government</i>	52	84	57	71	51	90	73	96	574
<i>Employment</i>	2	5	7	11	7	6	2	4	44
<i>Other</i>	7	19	6	17	10	31	17	16	123
<i>No income</i>	0	2	1	0	0	1	2	1	7
<i>Govt or employment</i>	53	86	63	75	53	92	73	99	594
<i>% govt or employment</i>	93%	87%	98%	91%	95%	88%	89%	93%	91%
<i>Clients included</i>	57	99	64	82	56	105	82	107	652
<i>Clients missing data</i>	4	0	18	0	6	5	5	3	41

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

Government refers to provincial government income: AISH and Alberta Income Support. Other includes all other forms of income: pension, student, EI, aboriginal funding, etc. Data at intake are shown for comparison.

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 SPDAT.

Clients completing a 12-month SPDAT in the last year

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Share of clients with 25% reduction	39%	58%	71%	76%	49%	69%	57%	76%	64%
Average reduction	17%	29%	33%	39%	22%	35%	25%	38%	31%
Clients included	36	48	35	45	37	86	60	85	432
Clients missing data	4	10	16	4	7	8	3	10	62

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
Clients >12 months	23	53	84	43	16	52	9	56	336
Active clients	56	115	127	79	70	70	63	129	709
% >12 months	41%	46%	66%	54%	23%	74%	14%	43%	47%
Clients >18 months	12	41	56	32	4	28	1	32	206
Active clients	56	115	127	79	70	70	63	129	709
% >18 months	21%	36%	44%	41%	6%	40%	2%	25%	29%

Targets		
More than expected <20%	Expected 20-40%	Less than expected >40%
<5%	5-15%	>15%

*After 12 months in program

*After 18 months in program

Changes to Indicators

Effective April 1, 2016

Changes to Indicators

New Indicator	Old Indicator	Rationale for Change
1) % of clients who are chronically homeless at intake	% of clients who are chronically homeless or priority populations at intake	Increased focus on ending chronic homelessness
3) Percentage of clients housed within 45 days	The 80th percentile of days until housing	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) -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	-Previous target was unrealistically high -Alignment with Human Service calculation of this indicator
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.	-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 housing 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 rehousing 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	Negative	Neutral
Supported housing	Incarceration facility	Family or friends
Subsidized housing	Absolutely homeless (street)	Other
Market housing	Hospital	No Response
	Emergency homeless shelter	
	Transitional housing	

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

Positive	Negative	Neutral
Completed Follow-Up Period	Client Turned Away (Other)	Death of Client
Successful Placement in Housing/Self Sufficiency	Client Turned Away (Safety Concerns)	Referred to Other Housing First
Referred to Graduate Program	Disappeared/Lost Contact	Referred to Other Housing First
Referred to Other Agency/Service	Incarceration	Change of Client Circumstance
Resolved Own Homelessness	Refused Further Service	Blank
Moved Out of Service Area		

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