



Rapid Re-Housing Quarterly Performance Report

Results to December 31, 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?

	E4C	George Spady	Hope Mission	Agency Total
<i>Active clients plus dependants</i>	134	48	69	251
<i>Active clients</i>	66	47	48	161
<i>Minimum # of active clients</i>	75	75	75	225
<i>Active clients as % of minimum</i>	88%	63%	64%	72%
<i>New clients housed this quarter</i>	18	9	9	36
<i>New clients plus dependants housed</i>	36	9	9	54
<i>New clients as % of minimum</i>	24%	12%	12%	16%

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

Are we targeting priority clients?

	E4C	George Spady	Hope Mission	Agency Total
<i>Aboriginal clients</i>	24	8	15	47
<i>Total clients</i>	66	47	48	161
<i>% Aboriginal</i>	36%	17%	31%	29%
<i>Priority or Chronic</i>	50	36	23	109
<i>Total Clients</i>	58	44	39	141
<i>% Priority or Chronic</i>	86%	82%	59%	77%

Are clients graduating to self-sufficiency?

	E4C	George Spady	Hope Mission	Agency Total
<i>Successful Exits</i>	26	27	20	73
<i>Valid exits</i>	29	31	33	93
<i>Successful, % of exits</i>	90%	87%	61%	78%

Summary

Caseload: One agency has significantly increased caseload, but the other two Rapid Re-Housing programs continue to support less than two-thirds of their intended minimum number of clients.

Reaching Priority Populations: Overall, RRH programs generally reach priority populations and the chronically homeless. However, aboriginal clients are underrepresented at all agencies, relative to the homeless population in Edmonton. Of the three agencies, one has a focus on priority clients (mostly families), one has a focus on chronically homeless clients and one has neither of these focuses. All agencies have taken clients exclusively at the lower end of (or below) the suggested SPDAT acuity range.

Successful Housing Outcomes: Over the last year, almost 80% of clients leaving the program were in stable housing. So far, half of all clients who leave with stable housing do so within eight months, however this is likely to increase as longer-term clients from the two newer agencies begin to exit the program. Even so, these two agencies have significantly shorter program durations and fewer (though increasing) long-term clients.

Time to Housing: The average client takes 43 days from when they begin the housing search process to moving in. However, 20% of clients take 79 days or more. This is unchanged from the previous quarter.

Emergency Service Usage: Over the last year, self-reported usage of medical and justice services increased significantly.

Income Stability: After 9 months in program, 99% of clients had some form of income and 18% of clients earned income from employment.

Quarterly Report: 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 information.

Clients active at end of period

	E4C	George Spady	Hope Mission	Agency Total
Priority Population	47	7	9	63
Chronically Homeless	24	34	18	76
Priority or Chronic	50	36	23	109
Total Clients	58	44	39	141
% Priority or Chronic	86%	82%	59%	77%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Priority Population	49	2	10	61
Chronically Homeless	27	21	29	77
Priority or Chronic	56	22	35	113
Total Clients	67	29	53	149
% Priority or Chronic	84%	76%	66%	76%

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 SPDAT (pending data resolution) and clients with no ethnicity information.

Clients active at end of period

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	24	8	15	47
Total clients	66	47	48	161
% Aboriginal	36%	17%	31%	29%

Clients housed in the previous quarter

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	8	1	3	12
Total clients	20	9	9	38
% Aboriginal	40%	11%	33%	32%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	28	6	21	55
Total clients	75	31	63	169
% Aboriginal	37%	19%	33%	33%

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. Note:

Most data relevant to the last quarter for Hope Mission are not presently available due to technical difficulties. These data will be available in the next report.

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	0	0
35-41	0	0	0	0
<=34	17	9	2	28
# Clients housed	17	9	2	28
Average acuity	22.1	23.8	29.0	23.5

This is contextual information about the acuity of incoming clients, not a set 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	44	53	37	44
80th	88	85	72	80
90th	107	99	94	99
# of clients	65	28	58	151

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	143	99	52	294
All clients	154	119	81	354
Percent	93%	83%	64%	83%

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

Note: This indicator has NOT changed to use the revised definition of successful exit. 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., Apr 2013 – Sep 2014)

	E4C	George Spady	Hope Mission	Agency Total
<i>Returners</i>	0	0	1	1
<i>Prior Successful Exits</i>	27	20	2	49
<i>Percent</i>	0%	0%	50%	2%

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

Note: This indicator has changed to use the revised definition of successful exit. This indicator

examines whether clients who successfully completed the program are returning to any Rapid Re-Housing 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 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
<i>Unsuccessful</i>	3	4	13	20
<i>Successful</i>	26	27	20	73
<i>Neutral</i>	8	3	4	15
<i>Missing</i>	0	0	0	0
<i>All exits</i>	37	34	37	108
<i>Valid Exits</i>	29	31	33	93
<i>Successful, % of valid exits</i>	90%	87%	61%	78%

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

Note: This indicator has changed 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

	E4C	George Spady	Hope Mission	Agency Total
Lost to follow-up	1	1	4	6
Eligible at 3 months	80	71	74	225
Percent lost	1%	1%	5%	3%

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)	22.0	15.7	16.0	17.9
Client + dependant : worker ratio (x:1)	33.5	4.8	6.9	7.6

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.

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
<i>Housed</i>	53	31	52	136
<i>Eligible at 6 months</i>	57	31	58	146
<i>% Housed</i>	93%	100%	90%	93%

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

Note: This indicator has changed to use the revised definition of successful exit (see

Methodological Changes). 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

	E4C	George Spady	Hope Mission	Agency Total
<i>Housed</i>	36	25	22	83
<i>Eligible at 12 months</i>	41	26	26	93
<i>% Housed</i>	88%	96%	85%	89%

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

Note: This indicator has changed to use the revised definition of successful exit (see

Methodological Changes). 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

	E4C	George Spady	Hope Mission	Agency Total
<i>Intake</i>				
<i>Government</i>	30	20	11	61
<i>Employment</i>	16	0	4	20
<i>Other</i>	10	5	0	15
<i>No income</i>	0	2	0	2
<i>Govt or employment</i>	43	20	14	77
<i>After 6 months</i>				
<i>Government</i>	33	22	13	68
<i>Employment</i>	15	1	1	17
<i>Other</i>	11	7	3	21
<i>No income</i>	0	0	1	1
<i>Govt or employment</i>	43	23	13	79
<i>% Govt or employment</i>	98%	88%	87%	93%
<i># of clients eligible</i>	44	26	15	85

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 exited successfully during the previous year

	E4C	George Spady	Hope Mission	Agency Total
50th	7	17	6	8
80th	10	32	8	17
# of clients	26	27	20	73

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	26	29	30	85
Active clients	66	47	48	161
% >6 months	39%	62%	63%	53%

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	7	20	9	36
Active clients	66	47	48	161
% >12 months	11%	43%	19%	22%

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.