



Intensive Case Management 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?

| | Bent Arrow | Bissell Centre | Boyle Street | E4C | George Spady | Hope Mission | Jasper Place | YMCA | Agency Total |
|---|------------|----------------|--------------|-----|--------------|--------------|--------------|------|--------------|
| <i>Active clients plus dependants</i> | 216 | 300 | 272 | 284 | 36 | 262 | 300 | 396 | 2066 |
| <i>Active clients</i> | 98 | 205 | 152 | 149 | 36 | 193 | 183 | 172 | 1188 |
| <i>Minimum # of active clients</i> | 75 | 170 | 170 | 170 | 34 | 170 | 170 | 170 | 1129 |
| <i>Active clients as % of minimum</i> | 131% | 121% | 89% | 88% | 106% | 114% | 108% | 101% | 105% |
| <i>New clients housed this quarter</i> | 12 | 11 | 22 | 11 | 1 | 27 | 34 | 14 | 132 |
| <i>New clients plus dependants housed</i> | 24 | 29 | 31 | 17 | 1 | 39 | 52 | 20 | 213 |
| <i>New clients as % of minimum</i> | 16% | 6% | 13% | 6% | 3% | 16% | 20% | 8% | 12% |

*New Clients Housed excludes clients transferred in from another program or housed by Homeward Trust Coordinated Access / Bissell Outreach Housing Team.

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> | 85 | 116 | 79 | 82 | 13 | 74 | 89 | 99 | 637 |
| <i>Total clients</i> | 97 | 202 | 152 | 149 | 32 | 191 | 184 | 167 | 1174 |
| <i>% Aboriginal</i> | 88% | 57% | 52% | 55% | 41% | 39% | 48% | 59% | 54% |
| <i>Priority or Chronic</i> | 79 | 162 | 129 | 120 | 22 | 133 | 154 | 132 | 931 |
| <i>Total Clients</i> | 88 | 169 | 145 | 137 | 29 | 155 | 169 | 135 | 1027 |
| <i>% Priority or Chronic</i> | 90% | 96% | 89% | 88% | 76% | 86% | 91% | 98% | 91% |

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> | 21 | 15 | 28 | 17 | 7 | 18 | 34 | 10 | 150 |
| <i>Valid exits</i> | 40 | 30 | 47 | 26 | 13 | 42 | 54 | 23 | 275 |
| <i>Successful, % of exits</i> | 53% | 50% | 60% | 65% | 54% | 43% | 63% | 43% | 55% |

Quarterly Report: Summary

Caseload: With record-high housing numbers over the last two 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. Only one agency is still short of the minimum expected levels for serving Aboriginal clients and just barely. It is concerning that at some agencies the share of Aboriginal clients on caseloads has increased by having non-Aboriginal clients exit sooner and keeping Aboriginal clients on the caseload longer, rather than by taking in more Aboriginal clients.

Successful Housing Outcomes: Over the last year, 55% of clients leaving the program were in stable housing, though results vary greatly by agency. However, almost half of all clients who leave with stable housing spend 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 53 days of beginning the housing search process, but 20% of clients take more than 105 days. These trends have deteriorated somewhat from previous quarters.

Emergency Service Usage: Over the last year, new clients have reported significant increases in some service usage or much less decrease than clients did a year earlier. Interactions with police have shown very erratic trends in the last four quarters, suggesting possible errors or ongoing modifications in the data.

Income Stability: After 9 months in program, 99% of clients had some form of income and 10% 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 | 60 | 76 | 70 | 107 | 7 | 62 | 68 | 104 | 554 |
| Chronically Homeless | 42 | 151 | 102 | 80 | 22 | 105 | 126 | 92 | 720 |
| Priority or Chronic | 79 | 162 | 129 | 120 | 22 | 133 | 154 | 132 | 931 |
| Total Clients | 88 | 169 | 145 | 137 | 29 | 155 | 169 | 135 | 1027 |
| % Priority or Chronic | 90% | 96% | 89% | 88% | 76% | 86% | 91% | 98% | 91% |

Clients housed in the previous year

| | Bent Arrow | Bissell Centre | Boyle Street | E4C | George Spady | Hope Mission | Jasper Place | YMCA | Agency Total |
|------------------------------|------------|----------------|--------------|-----|--------------|--------------|--------------|------|--------------|
| Priority Population | 48 | 43 | 51 | 52 | 5 | 35 | 39 | 61 | 334 |
| Chronically Homeless | 24 | 66 | 49 | 40 | 18 | 56 | 57 | 38 | 348 |
| Priority or Chronic | 57 | 74 | 70 | 62 | 19 | 70 | 75 | 65 | 492 |
| Total Clients | 66 | 78 | 75 | 75 | 28 | 74 | 85 | 67 | 548 |
| % Priority or Chronic | 86% | 95% | 93% | 83% | 68% | 95% | 88% | 97% | 90% |

| 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 | 85 | 116 | 79 | 82 | 13 | 74 | 89 | 99 | 637 |
| Total clients | 97 | 202 | 152 | 149 | 32 | 191 | 184 | 167 | 1174 |
| % Aboriginal | 88% | 57% | 52% | 55% | 41% | 39% | 48% | 59% | 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 | 11 | 9 | 10 | 9 | 1 | 16 | 19 | 5 | 80 |
| Total clients | 12 | 14 | 22 | 18 | 1 | 33 | 32 | 14 | 146 |
| % Aboriginal | 92% | 64% | 45% | 50% | 100% | 48% | 59% | 36% | 55% |

Clients housed in the previous year

| | Bent Arrow | Bissell Centre | Boyle Street | E4C | George Spady | Hope Mission | Jasper Place | YMCA | Agency Total |
|---------------------------|------------|----------------|--------------|-----|--------------|--------------|--------------|------|--------------|
| Aboriginal clients | 60 | 56 | 47 | 46 | 10 | 54 | 47 | 61 | 381 |
| Total clients | 71 | 97 | 76 | 85 | 30 | 106 | 92 | 98 | 655 |
| % Aboriginal | 85% | 58% | 62% | 54% | 33% | 51% | 51% | 62% | 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 | 0 | 6 | 9 | 6 | 0 | 10 | 8 | 1 | 40 |
| 35-41 | 1 | 0 | 10 | 3 | 0 | 3 | 5 | 9 | 31 |
| <=34 | 12 | 5 | 2 | 2 | 1 | 2 | 18 | 11 | 53 |
| # Clients housed | 13 | 11 | 22 | 11 | 1 | 15 | 31 | 21 | 125 |
| Average acuity | 24 | 40 | 41 | 40 | 34 | 43 | 33 | 30 | 36 |

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 | 60 | 76 | 21 | 76 | 64 | 46 | 46 | 70 | 53 |
| 80th | 115 | 133 | 42 | 126 | 106 | 99 | 88 | 167 | 105 |
| 90th | 156 | 164 | 67 | 153 | 128 | 148 | 128 | 242 | 147 |
| # of clients | 57 | 52 | 72 | 64 | 27 | 72 | 84 | 70 | 498 |

| 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 |
|-----------------------------|------------|---------|--------------|-----|--------------|--------------|--------------|------|--------------|
| <i>Active or successful</i> | 110 | 293 | 371 | 258 | 47 | 256 | 440 | 301 | 2136 |
| <i>All clients</i> | 170 | 348 | 499 | 312 | 53 | 454 | 564 | 369 | 2781 |
| <i>Percent</i> | 65% | 84% | 74% | 83% | 89% | 56% | 78% | 82% | 77% |

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

Note: This indicator has NOT been updated to match the 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., Jul 2013 – Dec 2014)

| | Bent Arrow | Bissell Centre | Boyle Street | E4C | George Spady | Hope Mission | Jasper Place | YMCA | Agency Total |
|-------------------------------|------------|----------------|--------------|-----|--------------|--------------|--------------|------|--------------|
| <i>Returns</i> | 0 | 1 | 1 | 0 | 0 | 6 | 9 | 0 | 17 |
| <i>Prior Successful Exits</i> | 9 | 42 | 45 | 29 | 1 | 37 | 46 | 17 | 226 |
| <i>Percent</i> | 0% | 2% | 2% | 0% | 0% | 16% | 20% | 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 | 19 | 15 | 19 | 9 | 6 | 24 | 20 | 13 | 125 |
| Successful | 21 | 15 | 28 | 17 | 7 | 18 | 34 | 10 | 150 |
| Neutral | 3 | 6 | 3 | 2 | 3 | 5 | 6 | 4 | 32 |
| Missing | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 | 3 |
| All exits | 43 | 36 | 50 | 28 | 16 | 50 | 60 | 27 | 310 |
| Valid Exits | 40 | 30 | 47 | 26 | 13 | 42 | 54 | 23 | 275 |
| Successful, % of valid exits | 53% | 50% | 60% | 65% | 54% | 43% | 63% | 43% | 55% |

| 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 | 16 | 9 | 1 | 4 | 2 | 12 | 10 | 8 | 62 |
| Eligible at 3 months | 127 | 226 | 180 | 159 | 45 | 207 | 212 | 179 | 1335 |
| Percent lost | 13% | 4% | 1% | 3% | 4% | 6% | 5% | 4% | 5% |

| 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) | 24.5 | 20.5 | 15.2 | 14.9 | 18.0 | 19.3 | 18.3 | 17.2 | 18.0 |
| Client + dependant : worker ratio (x:1) | 54.0 | 30.0 | 27.2 | 28.4 | 18.0 | 26.2 | 30.0 | 39.6 | 31.3 |

| 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 | 39 | 96 | 55 | 97 | 31 | 91 | 50 | 73 | 532 |
| Eligible at 6 months | 41 | 97 | 61 | 98 | 34 | 95 | 50 | 77 | 553 |
| % Housed | 95% | 99% | 90% | 99% | 91% | 96% | 100% | 95% | 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 | 16 | 71 | 31 | 45 | 17 | 80 | 32 | 40 | 332 |
| Eligible at 12 months | 22 | 73 | 35 | 49 | 17 | 93 | 34 | 45 | 368 |
| % Housed | 73% | 97% | 89% | 92% | 100% | 86% | 94% | 89% | 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 | 55 | 32 | 62 | 16 | 70 | 23 | 27 | 298 |
| <i>Employment</i> | 0 | 3 | 1 | 14 | 1 | 5 | 2 | 1 | 27 |
| <i>Other</i> | 0 | 4 | 1 | 12 | 3 | 2 | 8 | 4 | 34 |
| <i>No income</i> | 2 | 5 | 3 | 2 | 0 | 1 | 3 | 0 | 16 |
| <i>Govt or employment</i> | 13 | 56 | 33 | 73 | 16 | 72 | 24 | 27 | 314 |
| <i>After 6 months</i> | | | | | | | | | |
| <i>Government</i> | 15 | 61 | 33 | 65 | 16 | 63 | 25 | 26 | 304 |
| <i>Employment</i> | 0 | 3 | 3 | 14 | 1 | 9 | 3 | 1 | 34 |
| <i>Other</i> | 0 | 5 | 1 | 13 | 8 | 9 | 9 | 7 | 52 |
| <i>No income</i> | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| <i>Govt or employment</i> | 15 | 62 | 35 | 70 | 17 | 67 | 25 | 27 | 318 |
| <i>% Govt or employment</i> | 100% | 97% | 97% | 91% | 89% | 89% | 83% | 96% | 92% |
| <i># of clients eligible</i> | 15 | 64 | 36 | 77 | 19 | 75 | 30 | 28 | 344 |

| 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 | 10 | 20 | 23 | 26 | 10 | 23 | 33 | 14 | 22 |
| 80th | 31 | 30 | 35 | 36 | 13 | 30 | 44 | 25 | 35 |
| # of clients | 21 | 15 | 28 | 17 | 7 | 18 | 34 | 10 | 150 |

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 | 39 | 113 | 87 | 69 | 11 | 87 | 95 | 76 | 577 |
| Active clients | 98 | 204 | 152 | 149 | 32 | 191 | 184 | 170 | 1180 |
| % >12 months | 40% | 55% | 57% | 46% | 34% | 46% | 52% | 45% | 49% |

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 | 35 | 84 | 74 | 34 | 5 | 55 | 83 | 53 | 423 |
| Active clients | 98 | 204 | 152 | 149 | 32 | 191 | 184 | 170 | 1180 |
| % >18 months | 36% | 41% | 49% | 23% | 16% | 29% | 45% | 31% | 36% |

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.