



homeward trust
edmonton

Rapid Re-Housing Quarterly Performance Report

Results to June 30, 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>	105	48	74	227
<i>Active clients</i>	42	45	55	142
<i>Minimum # of active clients</i>	75	75	75	225
<i>Active clients as % of minimum</i>	56%	60%	73%	63%
<i>New clients housed this quarter</i>	17	3	15	35
<i>New clients plus dependants housed</i>	44	4	18	66
<i>New clients as % of minimum</i>	23%	4%	20%	16%

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

Are we targeting priority clients?

	E4C	George Spady	Hope Mission	Agency Total
<i>Aboriginal clients</i>	19	9	16	44
<i>Total clients</i>	43	45	54	142
<i>% Aboriginal</i>	44%	20%	30%	31%
<i>Priority or Chronic</i>	34	38	35	107
<i>Total Clients</i>	42	43	52	137
<i>% Priority or Chronic</i>	81%	88%	67%	78%

Are clients graduating to self-sufficiency?

	E4C	George Spady	Hope Mission	Agency Total
<i>Successful Exits</i>	24	27	4	55
<i>Valid exits</i>	29	30	11	70
<i>Successful, % of exits</i>	83%	90%	36%	79%

Methodological Changes

Two methodological changes have been made to the calculations for the 2015-16 fiscal year.

New Clients Housed

To focus on the work of Housing Outreach Workers, the category of New Clients Housed new includes only those clients housed by the team. Previously, all clients commencing with the team, including those transferring in from other agencies or programs, were included.

Definition of Successful Exit

The definition of successful exit used in performance indicators 5, 6, 19, 20 and 23 has been altered (comparators using the previous methodology are available in the ICM report). Instead of focusing on program completion (“graduation”), the definition now seeks to determine 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 Agency
Referred to Graduate Program	Disappeared/Lost Contact	Referred to Other Housing First Provider
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 the calculation.

Summary

Caseload: Despite some increases, 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 relative to the homeless population in Edmonton.

Successful Housing Outcomes: Over the last year, almost 80% of clients leaving the program were in stable housing. This is a significantly higher figure than the number completing or “graduating” from the program, which was previously used as an indicator (see Methodological Changes). Of those who exit successfully, most are able to retain their housing: only 13% return to the program within a year. Only 8% of clients leave without housing within the first 6 months and 14% leave unsuccessfully within the first 12 months. Half of all clients who leave with stable housing do so within ten months; however, 20% of successful clients had two years or more of support in the program.

Time to Housing: The average client takes just over a month from when they begin the housing search process to moving in. However, 20% of clients take more than two and a half months.

Emergency Service Usage: Over the last year, self-reported usage of Emergency Medical Services declined slightly, but interactions with police and courts and days in hospital increased significantly.

Income Stability: After 9 months in program, 98% of clients had some form of income and 21% 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	30	7	11	48
Chronically Homeless	11	36	30	77
Priority or Chronic	34	38	35	107
Total Clients	42	43	52	137
% Priority or Chronic	81%	88%	67%	78%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Priority Population	41	3	13	57
Chronically Homeless	16	25	36	77
Priority or Chronic	46	25	42	113
Total Clients	64	30	59	153
% Priority or Chronic	72%	83%	71%	74%

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	19	9	16	44
Total clients	43	45	54	142
% Aboriginal	44%	20%	30%	31%

Clients housed in the previous quarter

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	7	0	4	11
Total clients	18	3	17	38
% Aboriginal	39%	0%	24%	29%

Clients housed in the previous year

	E4C	George Spady	Hope Mission	Agency Total
Aboriginal clients	27	6	16	49
Total clients	65	31	62	158
% Aboriginal	42%	19%	26%	31%

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	1	1
<=34	17	3	5	25
# Clients housed	17	3	6	26
Average acuity	24.1	24	30	25.4

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	40	36	29	36
80th	82	66	72	73
90th	123	100	89	100
# of clients	60	31	54	145

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	103	93	58	254
All clients	110	108	66	284
Percent	94%	86%	88%	89%

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., Jan 2013 – Jun 2014)

	E4C	George Spady	Hope Mission	Agency Total
<i>Returners</i>	0	4	-	4
<i>Prior Successful Exits</i>	10	22	-	32
<i>Percent</i>	0%	18%	-	13%

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 (see

Methodological Changes). 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>	5	3	7	15
<i>Successful</i>	24	27	4	55
<i>Neutral</i>	21	0	4	25
<i>Missing</i>	0	0	1	1
<i>All exits</i>	50	30	16	96
<i>Valid Exits</i>	29	30	11	70
<i>Successful, % of valid exits</i>	83%	90%	36%	79%

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
<i>Lost to follow-up</i>	1	2	2	5
<i>Eligible at 3 months</i>	71	71	50	192
<i>Percent lost</i>	1%	3%	4%	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
<i>Client : worker ratio (x:1)</i>	14.0	15.0	18.3	15.8
<i>Client + dependant : worker ratio (x:1)</i>	26.3	4.8	7.4	6.9

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
<i>Housed</i>	46	27	23	96
<i>Eligible at 6 months</i>	50	27	27	104
<i>% Housed</i>	92%	100%	85%	92%

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>	25	18	7	50
<i>Eligible at 12 months</i>	28	22	8	58
<i>% Housed</i>	89%	82%	88%	86%

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>	13	16	3	32
<i>Employment</i>	5	0	3	8
<i>Other</i>	6	1	0	7
<i>No income</i>	0	1	0	1
<i>Govt or employment</i>	17	16	6	39
<i>After 6 months</i>				
<i>Government</i>	14	15	5	34
<i>Employment</i>	5	2	2	9
<i>Other</i>	4	4	0	8
<i>No income</i>	0	0	1	1
<i>Govt or employment</i>	18	16	5	39
<i>% Govt or employment</i>	95%	94%	83%	93%
<i># of clients eligible</i>	19	17	6	42

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	6	21	5	10
80th	7	30	0	23
# of clients	24	27	4	55

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 >12 months	13	33	16	62
Active clients	44	45	55	144
% >12 months	30%	73%	29%	43%

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 >18 months	0	15	4	19
Active clients	44	45	55	144
% >18 months	0%	33%	7%	13%

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.