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edmonton

# Rapid Re-Housing

## Quarterly Performance Report

### Results to September 30, 2016

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## 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>
<b>E4C</b>	5	5	12	42%
<b>Hope Mission</b>	12	12	12	100%
<b>Total</b>	17	17	24	71%

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Client : worker ratio</i>	13.7	13.0	13.3
<i>Target ratio</i>	20-25	20-25	20-25
<i>Funded staff</i>	3	3	6

Are we reaching priority clients?

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Chronically homeless</i>	44%	56%	51%
<i>Aboriginal</i>	49%	28%	39%

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

Status 12 months after entering program

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Remaining housed</i>	90%	79%	85%
<i>In program, housed</i>	55%	33%	45%
<i>Successful exits</i>	35%	45%	40%

# Summary

Caseload: Both agencies show marked progress over last quarter's numbers. One agency has achieved the target housing rate, while the other is behind but improving. Both agencies are still well below capacity.

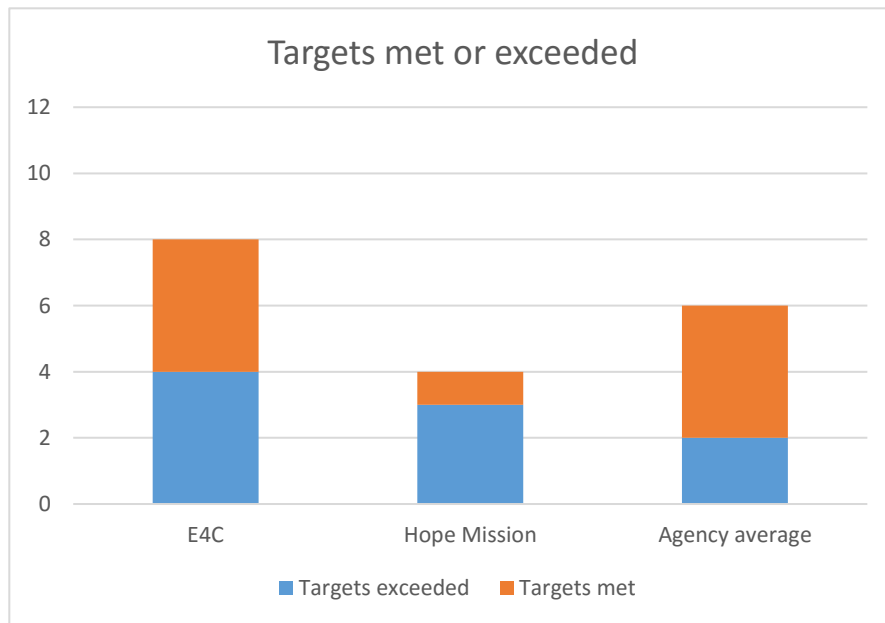
Reaching Priority Populations: RRH is less effective at reaching the chronically homeless and Aboriginal clients than ICM. The share of chronically homeless is below the target range for both agencies. One agency is well short of the minimum expected levels for serving Aboriginal clients.

Successful Housing Outcomes: 85% of clients remain housed after 12 months; further, less than 5% of clients are rehoused due to an eviction after 6 months of housing. 40% exit successfully within 12 months, which is effectively unchanged over the last quarter.

Time to Housing: On average, it takes 35 days for a client to find housing.

Service Delivery: Agencies are struggling in all three areas - conducting home visits every month, completing SPDATs on time, and especially in providing Aboriginal clients with access to Aboriginal culture.

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, only 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

	E4C	Hope Mission	Total
<b>Chronically homeless</b>	44%	56%	51%
<b>Family with children</b>	44%	3%	24%
<b>Youth</b>	24%	0%	13%
<b>Fleeing / exposed to domestic violence</b>	48%	6%	27%
<b>Clients included</b>	36	39	75
<b>Clients missing data</b>	5	0	5

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

	E4C	Hope Mission	Total
<b>Aboriginal</b>	49%	28%	39%
<b>Total clients</b>	41	39	80

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

	E4C	Hope Mission	Total
<45 days	51%	74%	65%
46-90 days	22%	9%	14%
91+ days	5%	2%	3%
In process (46+ days)	16%	2%	7%
Unsuccessful	5%	14%	11%
# of clients	37	57	94
Avg days to housing	46	28	35

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

## 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

	E4C	Hope Mission	Total
Client : worker ratio	13.7	13.0	13.3
Target ratio	20-25	20-25	20-25
Funded staff	3	3	6

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

*Performance Indicator 5 : Percentage of clients housed within the last year who were referred by Coordinated Access or another team.*

### Clients housed in previous year

	E4C	Hope Mission	Total
Percent from referrals	48%	8%	27%
Number of Clients	44	48	92

Targets		
More than expected >50%	Expected 30-50%	Less than expected <30%

This set of targets will rise over the 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

	E4C	Hope Mission	Total
<b>Home visits completed</b>	39%	61%	44%
<b>Home visits required</b>	697	256	953

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

	E4C	Hope Mission	Total
<b>SPDATs on time</b>	41%	17%	29%
<b>SPDATs required</b>	120	115	235

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

## Are we providing culturally relevant services for Aboriginal 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).*

### Aboriginal clients active in the last year

	E4C	Hope Mission	Total
<b>Clients with 1+ effort</b>	15%	-	9%
<b>Avg # of efforts/client</b>	0.5	-	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 Aboriginal Culture efforts provided for each year an Aboriginal 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**

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Clients rehoused due to eviction</i>	0%	3%	1%
<i># of clients eligible</i>	74	60	134

<b>Targets</b>		
More than expected <15%	Expected 15-30%	Less than expected >30%

*Performance Indicator 11/13 : Percentage of clients who remain housed/successfully exited at 6 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)**

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Remaining housed</i>	95%	93%	95%
<i>In program, housed</i>	76%	84%	79%
<i>Successful exits</i>	20%	9%	15%
<i>In program, unhoused</i>	3%	0%	2%
<i>Unsuccessful exits</i>	2%	7%	4%
<i># of clients</i>	66	44	110

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

\*Indicator 11: Remaining housed

\*Indicator 13: Successfully exited

*Performance Indicator 12/14 : Percentage of clients who remain housed/successfully exited at 12 months.  
Excluded: Same as previous indicator, but for 12 months*

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

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<i>Remaining housed</i>	90%	79%	85%
<i>In program, housed</i>	55%	33%	45%
<i>Successful exits</i>	35%	45%	40%
<i>In program, unhoused</i>	6%	0%	3%
<i>Unsuccessful exits</i>	4%	21%	12%
<i># of clients</i>	51	42	93

<b>Targets</b>		
More than expected >90%	Expected 80-90%	Less than expected <80%
>80%	60-80%	<60%

\*Indicator 12: Remaining housed

\*Indicator 14: Successfully exited

### 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**

	<b>E4C</b>	<b>Hope Mission</b>	<b>Total</b>
<b><u>Intake</u></b>			
<i>Government</i>	36	20	56
<i>Employment</i>	16	7	23
<i>Other</i>	18	1	19
<i>No income</i>	0	1	1
<i>Govt or employment</i>	48	26	74
<b><u>After 6 months</u></b>			
<i>Government</i>	37	21	58
<i>Employment</i>	15	4	19
<i>Other</i>	18	3	21
<i>No income</i>	0	0	0
<i>Govt or employment</i>	47	23	70
<i>% govt or employment</i>	90%	79%	86%
<i>Clients included</i>	52	29	81
<i>Clients missing data</i>	6	1	7

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

Government refers to provincial government income: AISH and Alberta Income Support. Other

## 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*

### Clients completing a 12-month SPDAT in the last year

	E4C	Hope Mission	Total
<b>Share of clients with 25% reduction</b>	64%	56%	61%
<b>Average reduction</b>	31%	21%	26%
<b>Clients included</b>	56	48	104
<b>Clients missing data</b>	15	9	24

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

	E4C	Hope Mission	Total
<b>Clients &gt;6 months</b>	29	17	46
<b>Active clients</b>	41	37	78
<b>% &gt;6 months</b>	71%	46%	59%
<b>Clients &gt;12 months</b>	12	5	17
<b>Active clients</b>	41	39	80
<b>% &gt;12 months</b>	29%	13%	21%

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

\*After 6 months in program

\*After 12 months in program

# Changes to Indicators

## Changes to Indicators

New Indicator	Old Indicator
1) % of clients who are chronically homeless at intake	% of clients who are chronically homeless or priority populations at intake
3) Percentage of clients housed within 45 days	The 80th percentile of days until housing
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
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.

### Rationale for Change

1) Increased focus on ending chronic homelessness
3) 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) -Previous target was unrealistically high -Alignment with Human Service calculation of this indicator
13-14) -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

- Supported housing
- Subsidized housing
- Market housing

### Neutral

- Family or friends
- Other
- No Response

### Negative

- Incarceration facility
- Absolutely homeless (street)
- Hospital
- Emergency homeless shelter
- Transitional housing

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

### Positive

- Completed Follow-Up Period
- Referred to Graduate Program
- Referred to Other Agency/Service
- Resolved Own Homelessness
- Moved Out of Service Area
- Successful Placement in Housing/Self Sufficiency

### Negative

- Client Turned Away (Other)
- Client Turned Away (Safety Concerns)
- Disappeared/Lost Contact
- Incarceration
- Refused Further Service

### Neutral

- Death of Client
- Referred to Other Housing First Agency
- Referred to Other Housing First Provider
- Change of Client Circumstance
- Blank

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