



# Intensive Case Management Quarterly Performance Report

Results to June 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>
Bent Arrow	19	12	12	100%
Bissell Centre	1	0	0	-
Boyle Street	18	10	24	42%
E4C	6	5	24	21%
George Spady	13	13	4	325%
Hope Mission	4	2	0	-
Jasper Place	6	3	12	25%
YMCA	28	9	12	75%
Homeward Trust	31	24	48	50%
Bissell (OHT)	13	8	24	33%
<b>Total</b>	<b>139</b>	<b>86</b>	<b>160</b>	<b>54%</b>

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<i>Client : worker ratio</i>	13.8	17.1	14.6	14.8	19.8	28.2	15.4	19.3	17.5
<i>Target ratio</i>	15-20*	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>	44%	87%	76%	62%	82%	70%	76%	62%	71%
<i>Aboriginal</i>	84%	56%	50%	53%	32%	38%	52%	58%	52%

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>	89%	89%	84%	87%	83%	90%	86%	91%	88%
<i>In program, housed</i>	40%	77%	64%	83%	65%	84%	76%	73%	73%
<i>Successful exits</i>	49%	12%	20%	4%	17%	7%	10%	18%	14%

## Summary

Caseload: Housings have declined dramatically and caseload has now fallen further than expected given the resource levels currently in place. Three agencies are at expected levels and one is above expected levels, but the other four are under capacity.

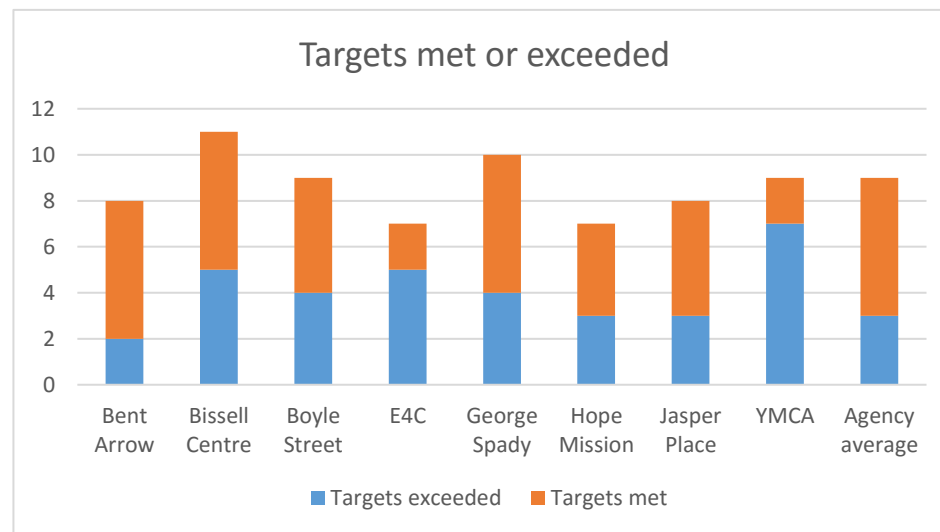
Reaching Priority Populations: Overall, ICM successfully reaches priority populations, the chronically homeless and aboriginal clients. Two agencies are short of the minimum expected levels for serving Aboriginal clients, though one is very close. One agency has a large share of non-chronically homeless clients.

Successful Housing Outcomes: 90% of clients remain housed after 12 months and 86% remain housed after 18 months; further, only 10% of clients are rehoused due to an eviction after 6 months of housing. Over the last year, fewer than 20% of clients successfully exited the program within 18 months. However, in the most recent quarter, 25% of those who had been housed 18 months earlier had exited successfully and 30% of those who had been housed 12 months earlier had done so. This trend will need to continue to improve to make capacity available for new housings.

Time to Housing: Only 32% of clients are housed within the target time of 45 days or less, though two agencies have 70% or more of clients housed in that timeframe. On average, it takes 67 days for a client to find housing.

Service Delivery: This is the first report to contain service delivery indicators. In all three areas - conducting home visits every month, completing SPDATs on time, and especially in providing Aboriginal clients with access to Aboriginal culture - agencies are struggling.

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<b>Chronically homeless</b>	44%	87%	76%	62%	82%	70%	76%	62%	71%
<b>Family with children</b>	45%	29%	27%	36%	1%	11%	28%	58%	30%
<b>Youth</b>	23%	5%	8%	14%	4%	5%	3%	11%	8%
<b>Fleeing / exposed to domestic violence</b>	28%	32%	35%	51%	14%	23%	26%	43%	32%
<b>Clients included</b>	68	153	127	117	79	162	121	149	976
<b>Clients missing data</b>	1	1	4	1	0	7	2	5	21

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
<b>Aboriginal</b>	84%	56%	50%	53%	32%	38%	52%	58%	52%
<b>Total clients</b>	69	153	131	118	79	167	123	149	989

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
<b>&lt;45 days</b>	34%	75%	71%	17%	31%	61%	43%	10%	32%
<b>46-90 days</b>	35%	0%	17%	50%	46%	26%	24%	28%	30%
<b>91+ days</b>	17%	25%	1%	33%	6%	12%	13%	24%	19%
<b>In process (46+ days)</b>	8%	0%	1%	0%	2%	0%	0%	31%	7%
<b>Unsuccessful</b>	6%	0%	10%	0%	15%	0%	21%	7%	13%
<b># of clients</b>	71	8	82	24	52	57	72	97	659
<b>Avg days to housing</b>	68	38	28	74	53	55	51	100	67

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
<b>&lt;45 Days</b>	15%	-
<b>46-90 Days</b>	32%	-
<b>91+ days</b>	30%	-
<b>In process (46+ days)</b>	2%	-
<b>Unsuccessful</b>	21%	-
<b># of clients</b>	193	-
<b>Avg days to housing</b>	86	-

## 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
<b>Client : worker ratio</b>	13.8	17.1	14.6	14.8	19.8	28.2	15.4	19.3	17.5
<b>Target ratio</b>	15-20*	17-20	17-20	17-20	17-20	17-20	17-20	17-20	17-20
<b>Funded staff</b>	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 minimum caseload.

*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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<b>Percent from referrals</b>	36%	45%	37%	60%	50%	10%	49%	64%	43%
<b>Number of Clients</b>	69	47	78	43	76	79	75	83	550

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

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
<b>Home visits completed</b>	59%	74%	75%	62%	75%	68%	80%	58%	70%
<b>Home visits required</b>	1,066	2,291	1,782	1,670	1,119	542	1,969	1,872	12,311

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
<b>SPDATs on time</b>	7%	48%	16%	33%	12%	14%	64%	13%	26%
<b>SPDATs required</b>	69	128	109	118	100	170	105	133	932

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

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<b>Clients with 1+ effort</b>	23%	6%	22%	11%	16%	-	8%	9%	13%
<b>Avg # of efforts/client</b>	0.9	0.5	1.0	0.5	0.8	-	0.2	0.2	0.6

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**

	Bent Arrow	Bissell Centre	Boyle Street	E4C	George Spady	Hope Mission	Jasper Place	YMCA	Total
<b>Clients rehoused due to eviction</b>	9%	11%	11%	10%	8%	5%	13%	14%	10%
<b># of clients eligible</b>	109	222	164	165	111	208	217	177	1373

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). **This table revised March 7, 2017 to correct an error.**

**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
<b>Remaining housed</b>	87%	89%	86%	97%	85%	95%	96%	97%	92%
<b>In program, housed</b>	73%	87%	80%	97%	79%	94%	94%	92%	88%
<b>Successful exits</b>	14%	2%	5%	0%	7%	1%	1%	5%	4%
<b>In program, unhoused</b>	10%	9%	1%	1%	7%	1%	3%	1%	4%
<b>Unsuccessful exits</b>	3%	1%	13%	2%	8%	4%	1%	2%	4%
<b># of clients</b>	71	95	76	86	61	94	90	98	671

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). **This table revised March 7, 2017 to correct an error.**

**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
<b>Remaining housed</b>	89%	89%	84%	87%	83%	90%	86%	91%	88%
<b>In program, housed</b>	40%	77%	64%	83%	65%	84%	76%	73%	73%
<b>Successful exits</b>	49%	12%	20%	4%	17%	7%	10%	18%	14%
<b>In program, unhoused</b>	0%	3%	4%	4%	3%	1%	6%	1%	3%
<b>Unsuccessful exits</b>	11%	8%	13%	8%	14%	9%	8%	7%	10%
<b># of clients</b>	35	91	55	95	63	91	50	67	547

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). **This table revised March 7, 2017 to correct an error.**

**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
<b>Remaining housed</b>	50%	87%	74%	87%	86%	72%	91%	82%	80%
<b>In program, housed</b>	41%	86%	44%	74%	48%	63%	69%	64%	65%
<b>Successful exits</b>	9%	1%	29%	13%	38%	9%	23%	18%	15%
<b>In program, unhoused</b>	9%	4%	9%	4%	2%	1%	0%	7%	4%
<b>Unsuccessful exits</b>	41%	9%	18%	9%	12%	27%	9%	11%	16%
<b># of clients</b>	22	69	34	46	42	93	35	45	386

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
<b>Intake</b>									
<b>Government</b>	26	108	57	80	53	106	65	73	568
<b>Employment</b>	2	5	2	17	1	8	5	6	46
<b>Other</b>	3	13	4	14	8	22	10	10	84
<b>No income</b>	2	6	5	2	2	3	3	0	23
<b>Govt or employment</b>	28	110	58	92	53	109	70	76	596
<b>After 6 months</b>									
<b>Government</b>	32	109	55	81	53	98	65	68	561
<b>Employment</b>	1	6	6	14	5	8	3	3	46
<b>Other</b>	7	16	2	19	14	24	16	17	115
<b>No income</b>	0	1	1	0	0	1	1	0	4
<b>Govt or employment</b>	32	112	59	87	57	101	65	71	584
<b>% govt or employment</b>	89%	91%	94%	91%	90%	86%	84%	92%	90%
<b>Clients included</b>	36	123	63	96	63	117	77	77	652
<b>Clients missing data</b>	5	6	1	6	7	21	2	15	63

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
<b>Share of clients with 25% reduction</b>	67%	57%	78%	49%	58%	56%	48%	68%	58%
<b>Average reduction</b>	28%	28%	38%	24%	26%	28%	22%	32%	28%
<b>Clients included</b>	12	72	36	73	55	77	42	34	401
<b>Clients missing data</b>	5	5	3	10	12	17	1	20	73

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
<b>Clients &gt;12 months</b>	22	113	75	76	27	97	60	79	549
<b>Active clients</b>	69	154	131	118	79	169	123	154	997
<b>% &gt;12 months</b>	32%	73%	57%	64%	34%	57%	49%	51%	55%
<b>Clients &gt;18 months</b>	13	76	59	43	18	66	42	55	372
<b>Active clients</b>	69	154	131	118	79	169	123	154	997
<b>% &gt;18 months</b>	19%	49%	45%	36%	23%	39%	34%	36%	37%

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

### 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.