A VISION FOR PERFORMANCE EVALUATION

DEVELOPING INDICATORS AND BENCHMARKS TO MEASURE HOUSING STABILITY

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Janice Chan, System Planner, CHF

Ali Jadidzadeh, Senior Researcher, CHF

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NATIONAL CONFERENCE ON ENDING HOMELESSNESS
CONFÉRENCE NATIONALE POUR METTRE FIN À L'ITINÉRANCE

Calgary Homeless FOUNDATION

OVERVIEW

Part 1. Framework and Approach

Part 2. Logic Model

Part 3. Indicators and Benchmarks

Part 4. Current Status/Results

WHO WE ARE

Calgary Homeless
FOUNDATION

To make the biggest impact with our community investment towards our collective goal to end homelessness in Calgary.

Calgary's Updated Plan to End Homelessness:

People First in Housing First

Collective impact: call for community ownership and collective leadership to end homelessness

Understanding the different roles we play to end homelessness:

- service provider community
- Government
- private sector
- academia

- media
- faith community
- lived experiences of homelessness
- members of the public

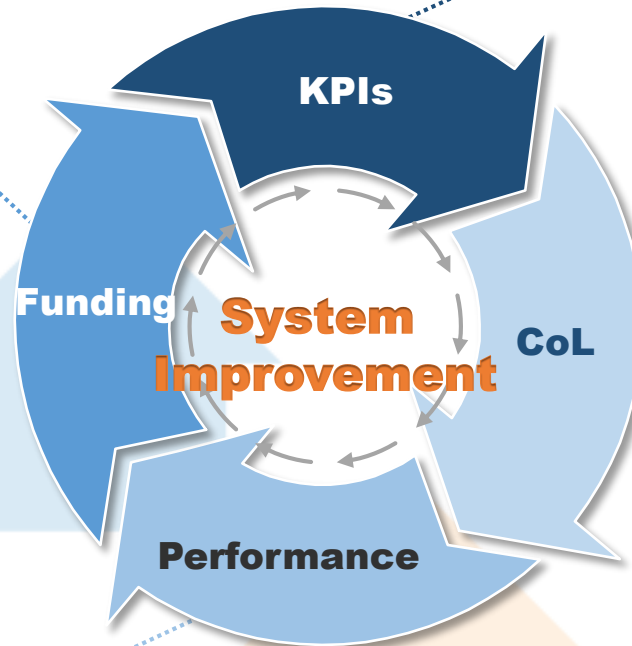**CHF is part of a community committed to work together to end homelessness in Calgary**

OUR VISION

Funding decisions
- Transparent decision-making based on program performance and alignment with CHF's larger system goals

Key Performance Indicators
- Performance measures that align with CHF's larger system goals
- Used by agencies to inform practice
- Regular (quarterly) review of indicators and benchmarks

Program Improvement
- Pilot projects or program changes catalyzed by shared learnings
- Community driven desire for program improvement

Communities of Learning
- Organized around areas of learning/ knowledge gaps as identified by KPIs
- Self-convening groups driven by shared knowledge and the desire to improve performance

KPIs

Funding

System Improvement

CoL

Performance

STAKEHOLDER CONSULTATION

Calgary Homeless FOUNDATION

INCREASING LEVEL OF STAKEHOLDER INVOLVEMENT AND INFLUENCE ON DECISION MAKING

Information Sharing → **Consultation** → **Active Participation**

1. Stakeholder Consultation – Logic Model

- Targeted, focus group with representative from each sector: Singles, Youth, Family, Aboriginal and Human Services.

Level of Involvement:

- **Collaborating to develop solutions to build commitment**
- Purpose: to involve stakeholders in the development of solutions

2. 3. Stakeholder Consultation –KPIs / Benchmark

- Program Managers of CHF funded programs
- Solicit feedback for proposed KPIs/Benchmarks

Level of Involvement:

- **Testing ideas or concepts to build knowledge**
- Purpose: To provide information and receive/incorporate feedback or comments

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LOGIC MODEL

Calgary Homeless FOUNDATION

Goal: To build a **high-performing system** that **stably houses** chronic and episodic individuals and families experiencing homelessness and is reflective of and responsive to Calgary's unique context as well as **evidence inspired** best practices

ASSUMPTIONS OR INFLUENTIAL FACTORS

There are **3** major contributors to the size of a city's homeless population:

- **macro-economic** factors
- the **social welfare** system
- **system responses**

This model is based on CHF's role as funder.

Housing first is an effective approach for providing housing stability for most people experiencing chronic and episodic homelessness.

INPUTS

Effective and efficient evidence-based programs

Funding

Training & Capacity Building

Partnerships

Housing Units

Coordinated Access & Assessment

ACTIVITIES

Evidence-inspired activities for funded programs vary by program type depending on sub-population served.

Intention: **build knowledge** about what activities best work to achieve the desired outcomes and impacts and **share** these through communities of learning.

OUTPUTS

Number of clients **housed** within a program for a certain time period

Number of clients exiting programs into housing

Number of clients that report feeling:
- **connected** to a community/sense of belonging, can include cultural/spiritual supports;
- **financially secure**
- a strong **therapeutic** alliance with their case manager;
- **safe**; and
- **satisfied** with the quality of their housing

OUTCOME

Clients will remain **stably housed**

IMPACT

housing stability for individuals and families experiencing chronic and episodic homelessness

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HOUSING STABILITY –LITERATURE SCAN

	Measurement/Indicator Examples	Sample Literature Referenced
Quantitative Measures for Housing Stability	• Housed (%) • Maintained initial housing for at least 6 months (%) • Enrolled in program for more than one year and maintained housing for at least one year (%) • Number of re-housing episodes	Perlman and Parvensky (2006), Turner (2015), Distasio and McCullough (2014), Rollins, Billhardt and Olsen (2013), Pearson, Montgomery and Locke (2009), Tsemberis, Gulcur and Nakae (2004)
Qualitative Measures for Housing Stability	• Financial Stability • Sense of Belonging/Community • Relationship with worker and/or team • Perception of safety • Quality of housing	Frederick et al. (2014), Toronto Shelter, Support and Housing Administration (2014), Hollywood Homeless Youth Partnership, 2013, BC Housing,), Pearson, Montgomery and Locke (2009), BC Non-Profit Housing Association (2012), Distasio and McCullough (2014), Luborsky et. al (1996)

CURRENT KEY PERFORMANCE INDICATORS

Existing KPI–required by provincial government	Analysis
Occupancy (%)	New method
Housed (%)	New method
Positive reason for leaving (%)	New definition of housing stability
Positive reason for leaving + positive exit destination (%)	New definition of housing stability
Interactions with mainstream services (%)	Self-reported data
Reduction in public systems use (%)	Self-reported data
Positive reason for leaving + income at exit (%)	Measured qualitatively
Remaining in program OR with positive reasons for leaving (%)	New definition of housing stability

CURRENT KEY PERFORMANCE INDICATORS

Existing KPI–required by provincial government	Analysis
Occupancy (%)	New method
Housed (%)	N...
Positive reason for leaving (%)	
Positive reason for leaving + positive exit destination (%)	
Interactions with mainstream services (%)	
Reduction in public systems use (%)	
Positive reason for leaving + income at exit (%)	
Remaining in program OR with positive reasons for leaving (%)	

Key Criteria:

- Mutually **exclusive/unique** measures
- Greater **reliability**
- **Less** administrative burden
- **Agencies know best** how to achieve the outcome of housing stability

KEY PERFORMANCE INDICATORS

Measuring housing stability

Quantitative Measures

- Percentage of clients who remain consecutively housed in a program for at least nine /six months or more and are currently housed

- Percentage of clients who have graduated the program and have not achieved nine/six months of housing in a program

- Percentage of clients who completed program with a positive reason for leaving returning to shelter within one year

Qualitative Measures

- Financial Stability

- Sense of belonging in community

- Relationship with case manager

- Perception of safety

- Quality of housing

MEASURING HOUSING STABILITY

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📋 **Quantitative Measures – HS Indicator 1**

Percentage of clients who _remain consecutively_ housed in program for at least nine months or more and are currently housed

Joe - Was stably housed in Q6 and Q7
- Was not counted as stably housed in Q8
- Once rehoused for nine months again in Q11, he is counted as stably housed

Mary - Has not achieved housing stability in the program yet

Alex - Was stably housed from Q3 – Q6

Jill - Was stably housed in Q12

Example: 3 years of housing program data

Quarter	Months	Joe	Mary	Alex	Jill
Q1	3	🏠	🏠	🏠	🏠
Q2	6	X	🏠	🏠	X
Q3	9	X	X	🏠	X
Q4	12	🏠	X	🏠	🏠
Q5	15	🏠	🏠	🏠	X
Q6	18	🏠	X	🏠	🏠
Q7	21	🏠	🏠	X	🏠
Q8	24	X	🏠	X	X
Q9	27	🏠	X	🏠	X
Q10	30	🏠	🏠	🏠	🏠
Q11	33	🏠	X	X	🏠
Q12	36	X	🏠	🏠	🏠

MEASURING HOUSING STABILITY
HMIS Data Set

Developing the indicator

In order to provide evidence for our measurements, we used the HMIS data set:

Date: April 1, 2012 to March 31, 2015 (three years)

Assessments:

- Move-in: 2,793 move-ins

- Follow-up: 2,978 clients with 11,853 three-month follow-up records

- Exit (if exited): 1,431 exits

Not consecutively housed but graduated

📊 **Developing the indicator**

What does graduation mean?

Based on multiple choices for exit reason in the exit interview

Graduated program =

- **Completed program**

  OR

- **Left program for a housing opportunity; includes:**

  - **transferred to another program**

  - **family reunification**

All other reasons for exit would not be measured.

MEASURING HOUSING STABILITY: Grouping

📊 Quantitative Measures – Proposed Benchmark Groupings

Sector/Program					
Singles				**Youth**	**Family**
Type I -Harm Reduction -Place Based -Assertive Community Treatment 2 Programs	Type II -Abstinence-Based - Scattered Site -Intensive Case Management 2 Programs	Type III -Harm Reduction -Place-Based -Intensive Case Management 5 Programs	Type IV -Harm Reduction, -Scattered Site, -Intensive Case Management	9 Programs	6 Programs
			Type IV.A Mid-Acuity 4 Programs Type IV.B High-Acuity 4 Programs		

MEASURING HOUSING STABILITY: Grouping

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🔑	**HR**	Harm Reduction	**AB**	Abstinence-Based
	SS	Scattered Site	**PB**	Place Based
	ICM	Intensive Case Management	**ACT**	Assertive Community Treatment

MEASURING HOUSING STABILITY:
Remained Consecutively Housed

🗒 **Quantitative Measures –Criteria for Benchmarking**

For each sub-group, what **length of time** should be considered **stably housed?**

Analyzed exit outcomes for moved-in clients between April 1, 2012 to March 31, 2015

Number of Consecutive months housed	Singles			Number of Consecutive months housed	Youth Sector		
	Total Exits	Number of Clients Graduated	%		Total Exits	Number of Clients Graduated	%
3	24	7	29%	3	7	2	29%
6	116	59	51%	6	22	14	64%
9	79	53	67%	9	6	5	83%
12	58	35	60%	12	4	4	100%

MEASURING HOUSING STABILITY: Remained Consecutively Housed

📋 **Quantitative Measures –Benchmarks for HS Indicator 1**

Percentage of clients who _remain consecutively_ housed in program for at least nine months or more and are currently housed

	Sector/Program						
	Singles – 9 M					Youth	Family
	Type I	Type II	Type III	Type IV		6 M	9 M
				A	B		
BENCHMARK	**77%**	**70%**	**81%**	**66%**	**54%**	**69%**	**72%**
AVERAGE	67%	60%	71%	56%	44%	59%	62%

KEY PERFORMANCE INDICATORS

Measuring housing stability

Quantitative Measures

- Percentage of clients who remain consecutively housed in a program for at least nine /six months or more and are currently housed

- Percentage of clients who have graduated the program and have not achieved nine/six months of housing in a program

- Percentage of clients who completed program with a positive reason for leaving returning to shelter within one year

Qualitative Measures

- Financial Stability

- Sense of belonging in community

- Relationship with case manager

- Perception of safety

- Quality of housing

MEASURING HOUSING STABILITY
Not consecutively housed but graduated

📖 **Quantitative Measures - HS Indicator 2**

Percentage of clients who *have graduated* the program and *have not* achieved nine months of housing in a program

Calculation:

# of graduated clients

─────────────────

# of exited clients with
< nine/six consecutive months
of housing

Justification:

Excluding those who are housed in a program consecutively for 9/6 months, this indicator measures the housing success of clients leaving the program.

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MEASURING HOUSING STABILITY
Not consecutively housed but graduated

Quantitative Measures - HS Indicator 2

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All other reasons for exit would not be measured.

MEASURING HOUSING STABILITY
Not consecutively housed but graduated

📋 **Quantitative Measures –Benchmarks for HS Indicator 2**

Percentage of clients who **_have graduated_** the program and **_have not_** achieved **nine months** of housing in a program

	Sector/Program						
	Singles					**Youth**	**Family**
	Type I	**Type II**	**Type III**	**Type IV**		**Less 6 M**	**Less 9 M**
				A	**B**		
BENCHMARK	**60%**	**67%**	**43%**	**65%**	**34%**	**39%**	**59%**
AVERAGE	50%	57%	33%	55%	24%	29%	49%

KEY PERFORMANCE INDICATORS

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MEASURING HOUSING STABILITY

Qualitative Measures

Five level Likert Scale

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
😡	🙁	😐	🙂	😃

MEASURING HOUSING STABILITY

Qualitative Measures

	Survey Questions
Financial Stability	1. I have a stable source of income. 2. I feel I can pay my rent and other expenses when they are due and have money left over.
Sense of Belonging/ Community	3. Since being housed, I feel connected to a social network (cultural or religious community, family, friends, neighbourhood), to the extent that I want. 4. I participate in community events or receive community services outside of my home, to the extent that I want.
Relationship with worker and/or team	5. I can depend on and trust my worker and/or someone on the team. 6. My worker is available, helpful and reliable when I need them, and if not, someone else from the team is.
Perception of safety	7. I feel safe in my home. 8. I feel safe in the area that I live in.
Quality of housing	9. I am satisfied with the condition of my housing unit. 10. My housing is a good fit for my lifestyle in terms of location, community, and cost.

OVERVIEW

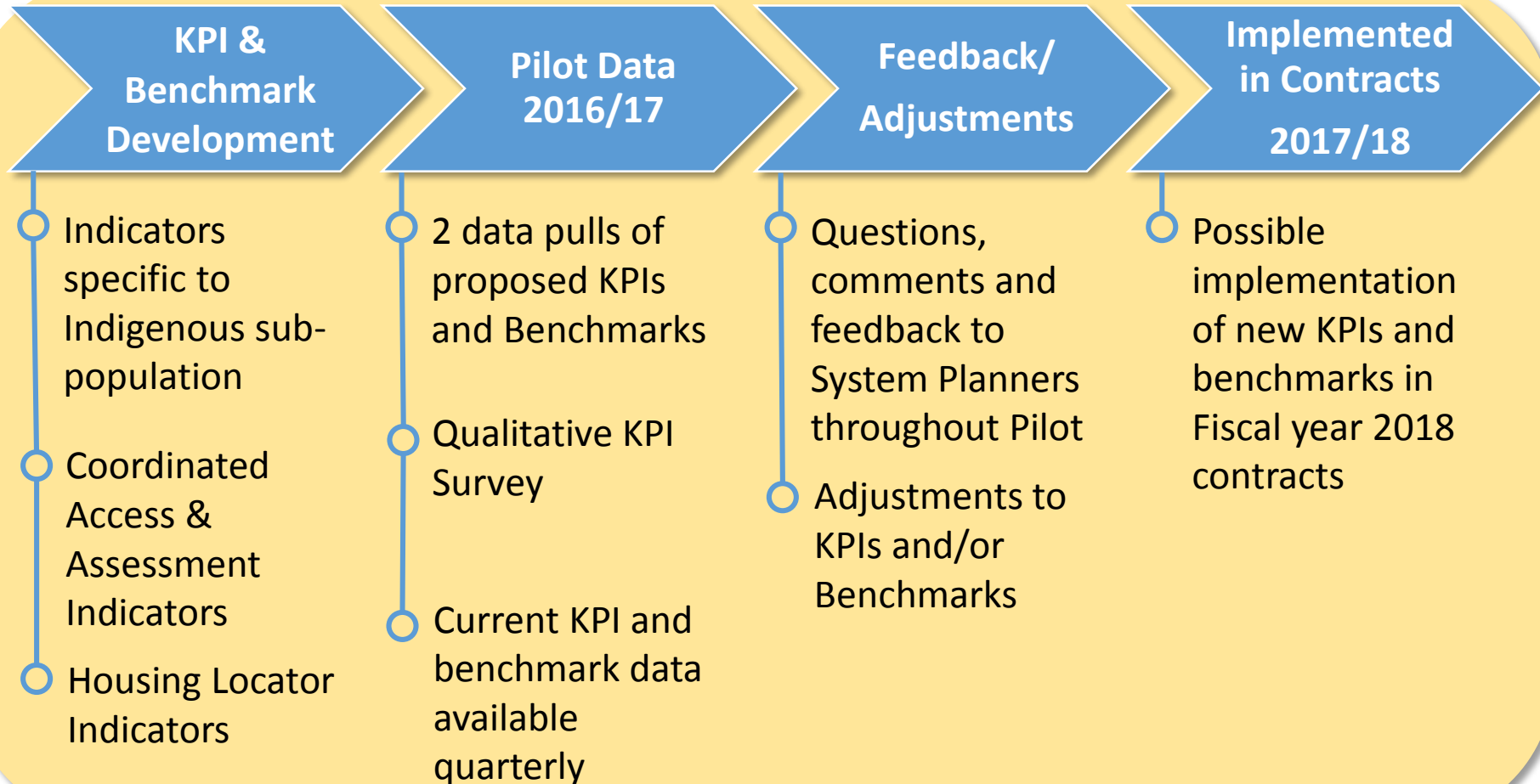Part 1. Framework and Approach

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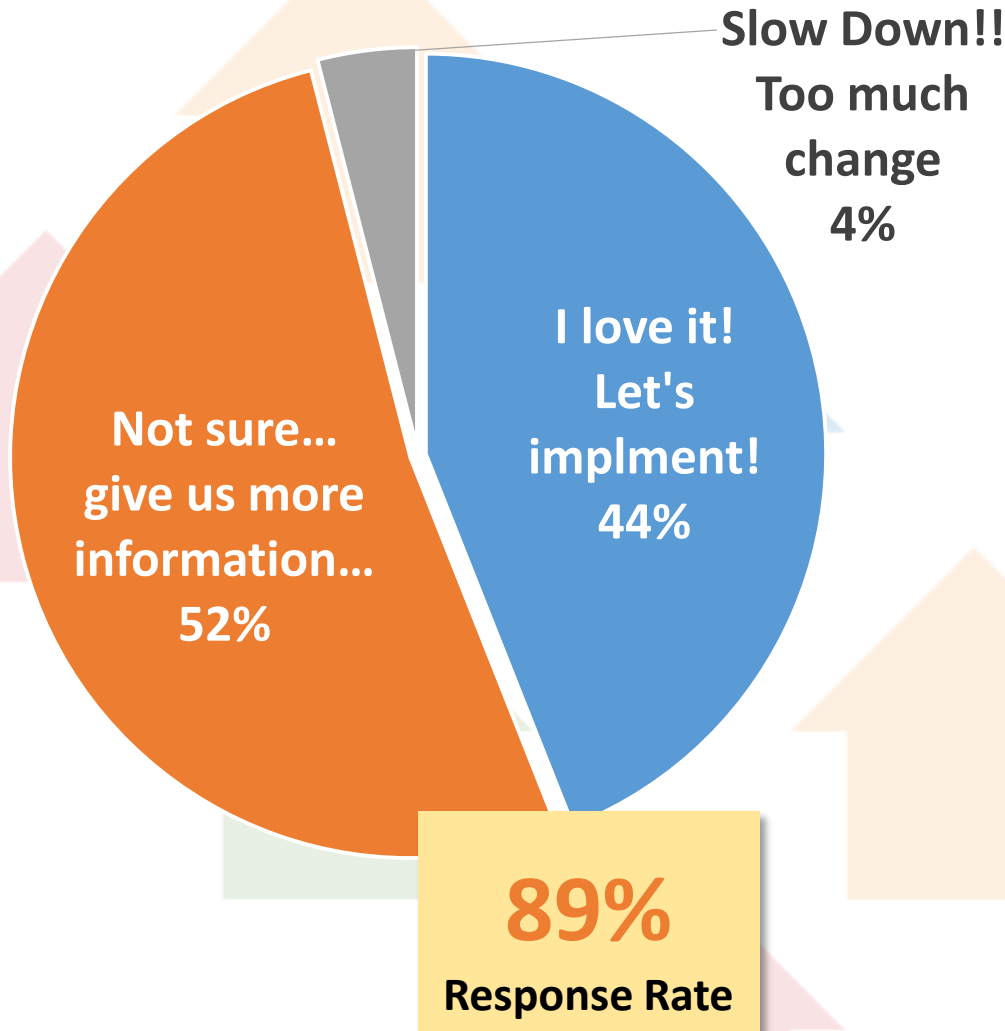Part 3. Indicators and Benchmarks
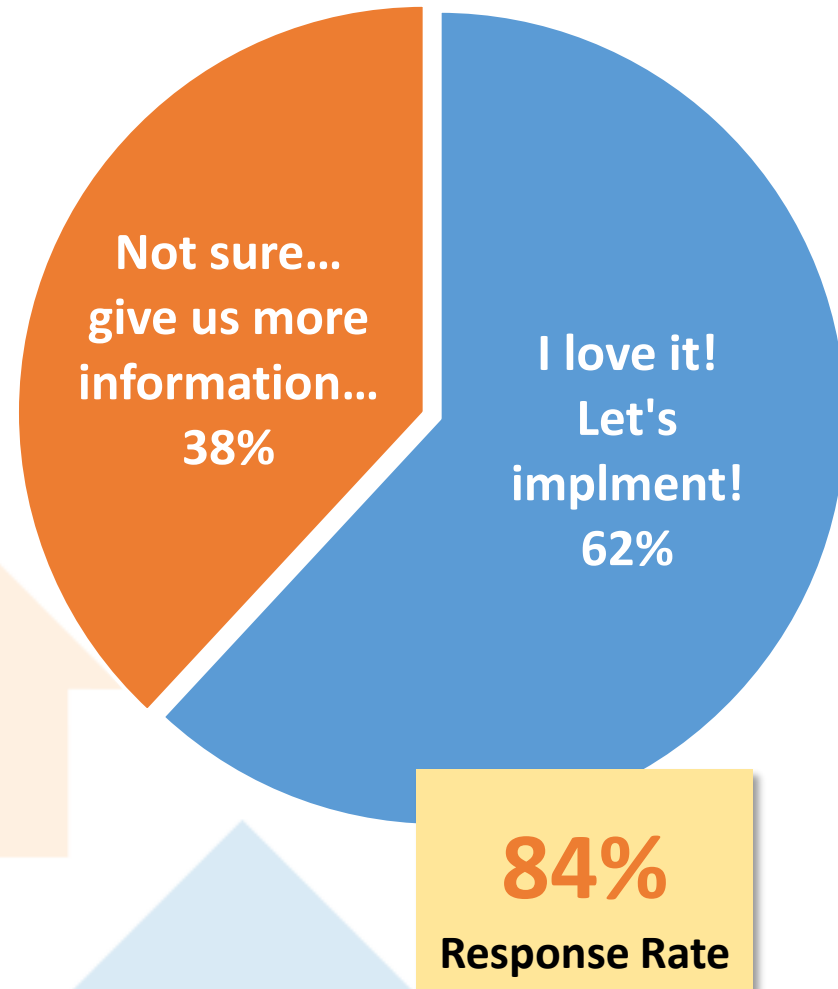
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NEXT STEPS

Proposed Timeline

KPI & Benchmark Development	Pilot Data 2016/17	Feedback/ Adjustments	Implemented in Contracts 2017/18
Indicators specific to Indigenous sub-population	2 data pulls of proposed KPIs and Benchmarks	Questions, comments and feedback to System Planners throughout Pilot	Possible implementation of new KPIs and benchmarks in Fiscal year 2018 contracts
Coordinated Access & Assessment Indicators	Qualitative KPI Survey	Adjustments to KPIs and/or Benchmarks	
Housing Locator Indicators	Current KPI and benchmark data available quarterly		

QUESTIONS?

Janice Chan
System Planner
E-mail: Janice@calgaryhomeless.com
Tel: 403-718-2923

Ali Jadidzadeh
Senior Researcher
E-mail: Ali@calgaryhomeless.com
Tel: 403-718-8541