



## **Using Data to Better Meet the Needs of Clients and to Inform Strategic Resource Allocation Decisions**

### **The Legal Aid Society of Cleveland**

October 2011

The Legal Aid Society of Cleveland (“Cleveland Legal Aid”) uses internal client and case data and external regional socioeconomic data to better serve our clients and to allocate our limited resources in a way that maximizes the benefit we provide within our client community. We analyze case and regional trends and depict the results in compelling, easy-to-understand visuals for our staff, Board, funders, and partner organizations. We analyze and share data to celebrate successful client service and to encourage increased effectiveness, to inspire our advocacy efforts and focus our resource allocation decisions on the greatest needs, and to encourage increased outside funding support for our work.

Cleveland Legal Aid’s data analyses projects include:

- Tracking progress toward achieving our strategic goals.
  - Falling below a target goal might prompt a slight change in a strategy for certain types of cases or client communications.
- Measuring intake and case volume and associated legal problems.
  - Understanding changing trends and links between challenges faced by low-income people and the legal problems they bring to us.
- Tracking the levels of legal services we provide.
  - Understanding the levels of service required by specific legal problems and further understanding how to most effectively help the highest number of clients.
- Identifying trends in the cases and clients we cannot serve.
  - Ensuring that there are no unexplainable concentrations of clients or case types we are unable to serve.
- Analyzing client demographic trends in comparison to regional demographic trends for low-income people.
  - Ensuring that our client population is representative of our regional poverty population and that we are not missing any particular groups of low-income people.
- Gauging legal problem-specific case outcomes and financial outcomes.
  - Reviewing case outcome measures to know whether we are achieving desired results for our clients.
- Tracking client survey feedback regarding the effectiveness of our services.
  - Using direct client feedback to improve accessibility of our services and communications.
- Forming partnerships with organizations that have their own robust data regarding low-income people.
  - Our long-term plan is to share data with these organizations in such a way that will allow for causal and predictive analyses that can inform decisions about our legal services.

Cleveland Legal Aid continues to implement new ways to gather, analyze, and depict data in support of our commitment to maximizing the positive impact of our work.



*The*

Legal Aid Society

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*of Cleveland*

*Since 1905*

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# Data Collection and Analysis

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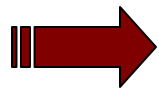
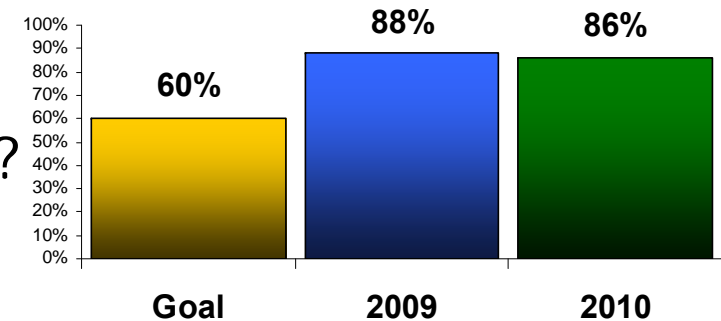
1. Tracking progress toward strategic goals
2. Measuring volume of legal problems and levels of services provided
3. Analyzing client and regional demographics
4. Identifying unmet needs
5. Gauging case outcomes
6. Tracking client survey feedback

# 1. Tracking Progress Toward Strategic Plan Goals - Example

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**Strategic Plan Goal:** 60% Survivors of Domestic Violence & Abuse are safer:

- Affirmative answers to:
  - Secured/retained safety for client?
  - Eliminated/reduced risk to child?
  - Secured order of protection?
  - Secured safety for DV, crime or human trafficking survivor?
  - Avoided deportation?
  - Improved access for people with disabilities?



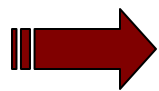
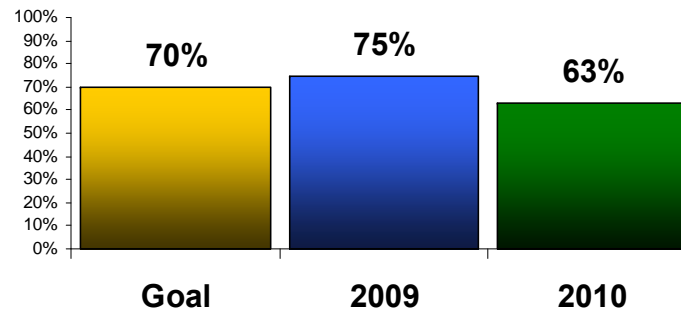
**Result: Met goal in 2009 and 2010. Continue measuring.**

# 1. Tracking Progress Toward Strategic Plan Goals - Example

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**Strategic Plan Goal:** Assets will increase for 70% of clients

- Clients for whom asset value increased:



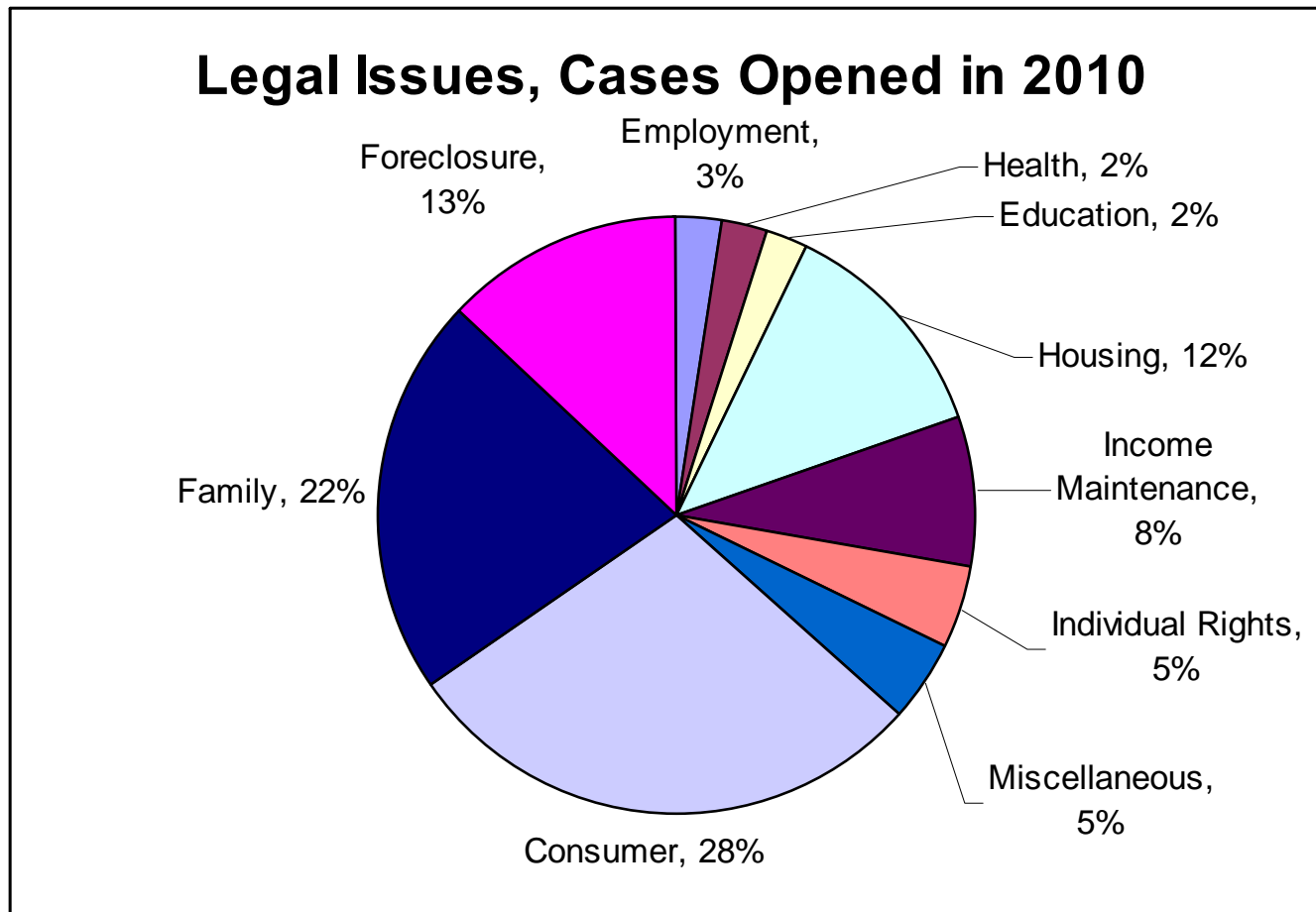
**Result:** Did not meet goal in 2010. Further analysis required to determine reason and to identify strategies to meet goal moving forward.

## 2. Legal Problems: Trends in Intake Volume

Top Legal Problem Intakes:	Δ 2008 to 2009	Δ 2009 to 2010	Overall Δ 2008 to 2010	
01-Bankruptcy/Debtor Relief	28%	0%	27%	Green font = increase in # of intakes for legal problem
32-Divorce/Separ./Annul.	0%	20%	19%	
67-Mortgage Foreclosure	110%	-22%	64%	
63-Private Landlord/Tenant	-8%	8%	0%	
31-Custody/Visitation	12%	25%	39%	Red font = decrease in # of intakes for legal problem
61-Fed. Sub. Housing	-23%	18%	-9%	
37-Domestic Abuse	19%	4%	23%	
03-Contracts/Warranties	-29%	-12%	-38%	
89-Other Individual Rights	6%	15%	21%	
76-Unemployment Comp.	62%	-6%	51%	
38-Support	67%	81%	203%	
95-Wills and Estates	-16%	-5%	-20%	
81-Immigration/Natural.	115%	32%	184%	
07-Public Utilities	59%	-24%	21%	
62-Homeownership (Not FCL)	14%	-21%	-10%	
51-Medicaid	-11%	-9%	-19%	
94-Torts	-24%	42%	8%	
75-SSI	2%	-2%	0%	
64-Public Housing	12%	-19%	-10%	

## 2. Legal Problems: Matching Legal Needs and Legal Services

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## 2. Levels of Service: Percentage Served

<b>Percentage Served</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011 YTD</b>	<b>Average 2008- 2011YTD</b>
01-Bankruptcy/Debtor Relief	77%	78%	82%	87%	81%
51-Medicaid	71%	71%	74%	70%	71%
67-Mortgage Foreclosure	67%	73%	73%	68%	70%
37-Domestic Abuse	65%	66%	67%	80%	70%
75-SSI	71%	57%	53%	75%	64%
64-Public Housing	60%	54%	61%	78%	63%
76-Unemployment Comp.	62%	60%	65%	57%	61%
61-Fed. Sub. Housing	53%	52%	62%	68%	59%
95-Wills and Estates	56%	55%	37%	50%	49%
81-Immigration/Natural.	56%	29%	49%	60%	49%
07-Public Utilities	60%	36%	37%	55%	47%
38-Support	38%	37%	39%	41%	39%
89-Other Individual Rights	26%	33%	29%	58%	36%
32-Divorce/Separ./Annul.	32%	32%	28%	34%	32%
03-Contracts/Warranties	33%	26%	24%	27%	27%
62-Homeownership (Not FCL)	31%	30%	25%	22%	27%
31-Custody/Visitation	30%	25%	20%	19%	23%
63-Private Landlord/Tenant	25%	20%	21%	22%	22%
94-Torts	23%	23%	24%	12%	21%



## 3. Demographics: Client Trends

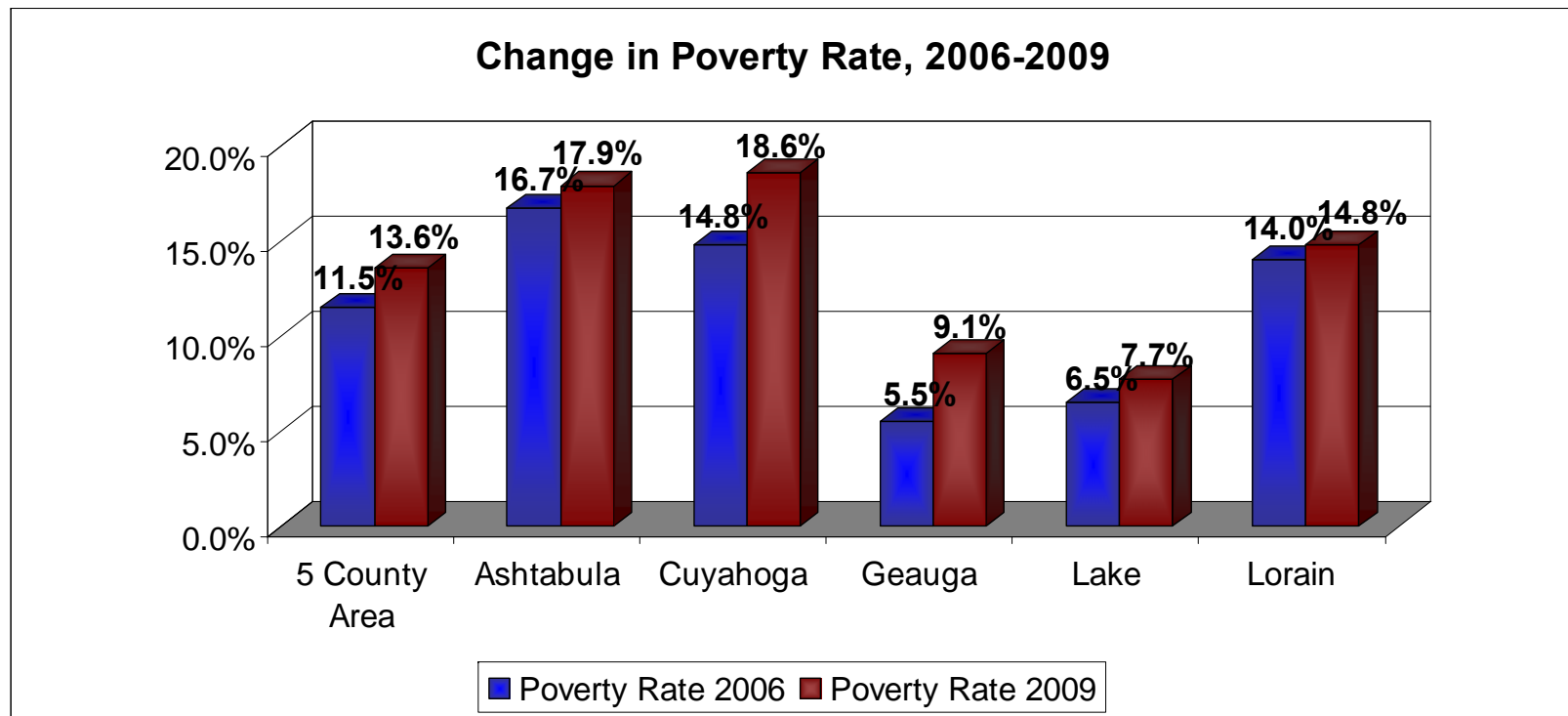
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Closed Cases: Age			
	2008	2009	2010
Under 18	0.7%	0.2%	0.8%
18-59	81.8%	83.3%	85.7%
60+	17.5%	16.5%	13.4%

Closed Cases: Gender			
	2008	2009	2010
Male	27%	31%	32%
Female	73%	69%	68%

Closed Cases: Ethnicity			
	2008	2009	2010
Black	52%	51%	54%
White	37%	39%	36%
Hispanic	8%	8%	8%
Other	8 3%	3%	3%

# 3. Demographics: Regional Trends



Source: American Community Survey, 1-year estimates, 2006 & 2009

# 3. Demographics: Client Trends Compared to Regional Trends

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- **Noticed client data trend:** 50% more intakes overall, but proportionally fewer intakes for seniors => WHY?
- **Investigated regional data trends:** Senior population is larger in number, but fewer seniors are in poverty.

➡ **Conclusion:** Our client data matches regional trends. ↓ % seniors in poverty => ↓ requests for legal services from seniors.

## 4. Identifying Unmet Needs – Poverty Dispersion Example

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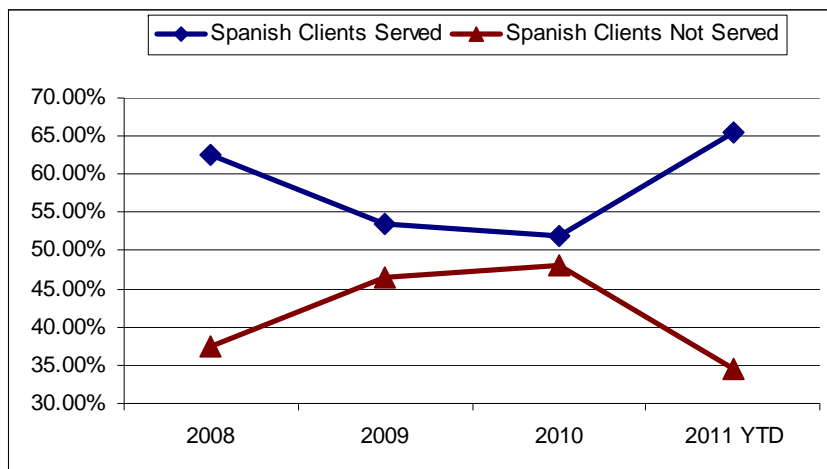
- **Trend** = ↑ poverty in suburban and rural areas
- **Evidence of Unmet Need:**
  - Increasing intakes from suburban and rural counties
  - Flat case volume and lower % served than in urban areas
- **Response** = Integration plan => all staff available to all clients throughout service area


### ➡ **Results, 2010 to 2011:**

- 20% ↑ cases opened in suburban and rural areas
- 10% ↑ in intakes served in suburban and rural areas

# 4. Identifying Unmet Needs – Ethnicity & Language Example

- **Trend** = ↑ Hispanic and Spanish-speaking population
- **Evidence of Unmet Need:**
  - Regional demographic evidence of non-English speakers in poverty
  - Increasing intakes from Hispanic and Spanish-speaking people
  - Lower % served because of language barriers
- **Response** = Hired bi-lingual staff, translated materials, engaged translators, conducted outreach efforts



 **Result:** We now consistently serve 50-65% of Hispanic and Spanish-speaking clients, higher than our overall service rate

# 5. Gauging Case Outcomes

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## 2010 Sample Results:

- Reduced/avoided debt (consumer cases): 98%
- Preserved assets (consumer cases): 86%
- Removed barriers to education (education cases): 98%
- Secured/retained safety for client (family cases): 95%
- Secured/retained child support (family cases): 92%
- Foreclosure prevented and home saved (foreclosure cases): 68%
- Increased income (income maintenance cases): 64%

# 5. Gauging Case Outcomes

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## 2010 Sample Results (continued):

- Increased medical coverage (health cases): 83%
- Prevented eviction (housing cases): 97%
- Obtained participation in subsidized housing (housing cases): 95%
- Sample Financial Outcomes (all case types combined):
  - Income increased for 66% of our clients after receiving our services.
  - Income increased by 40% for our clients.
  - Asset values increased for 63% of our clients after receiving our services.

# 5. Using Outcome Data to Increase Our Effectiveness

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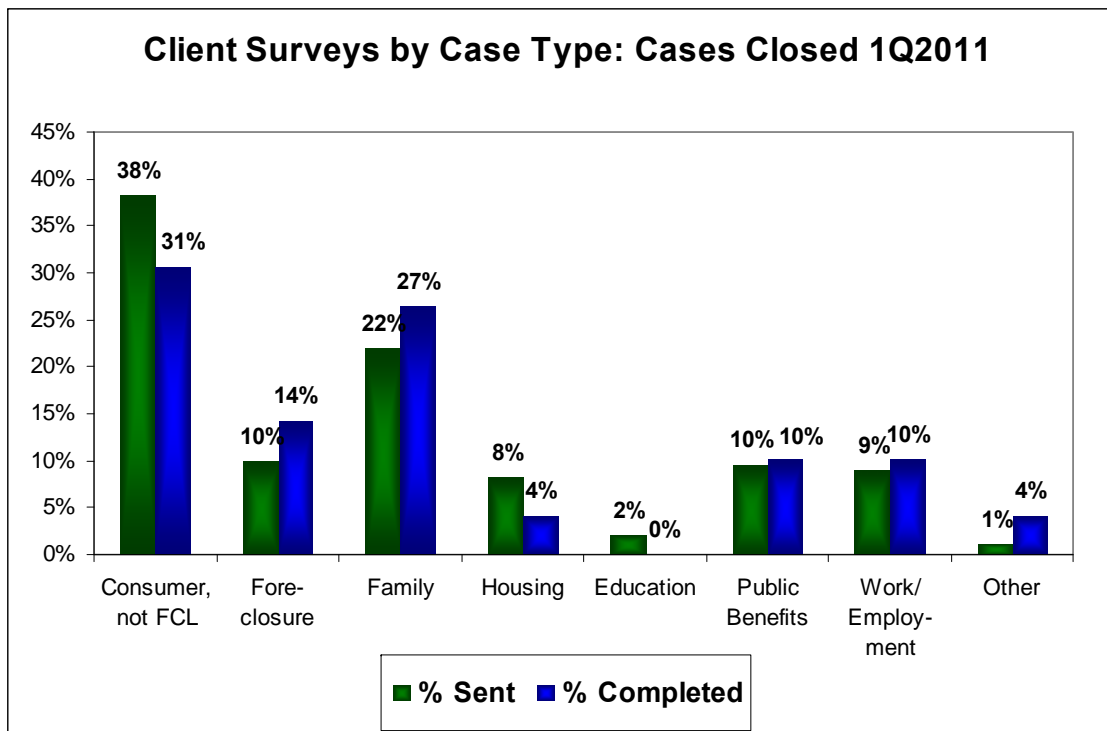
- Education Practice Example
  - Old outcome measure:
    - Are we removing barriers to education?
  - New outcome measures:
    - Prevented expulsion?
    - Enabled child to enroll in school?
    - Obtained bilingual services for child?
    - Obtained educational disability identification?
    - Prevailed at MDR?
    - And 10 other outcome measures...

➔ More outcome measures that are more comprehensive and can be used to measure effectiveness of legal services provided.



# 6. Client Survey Example: 1st Quarter 2011 Results

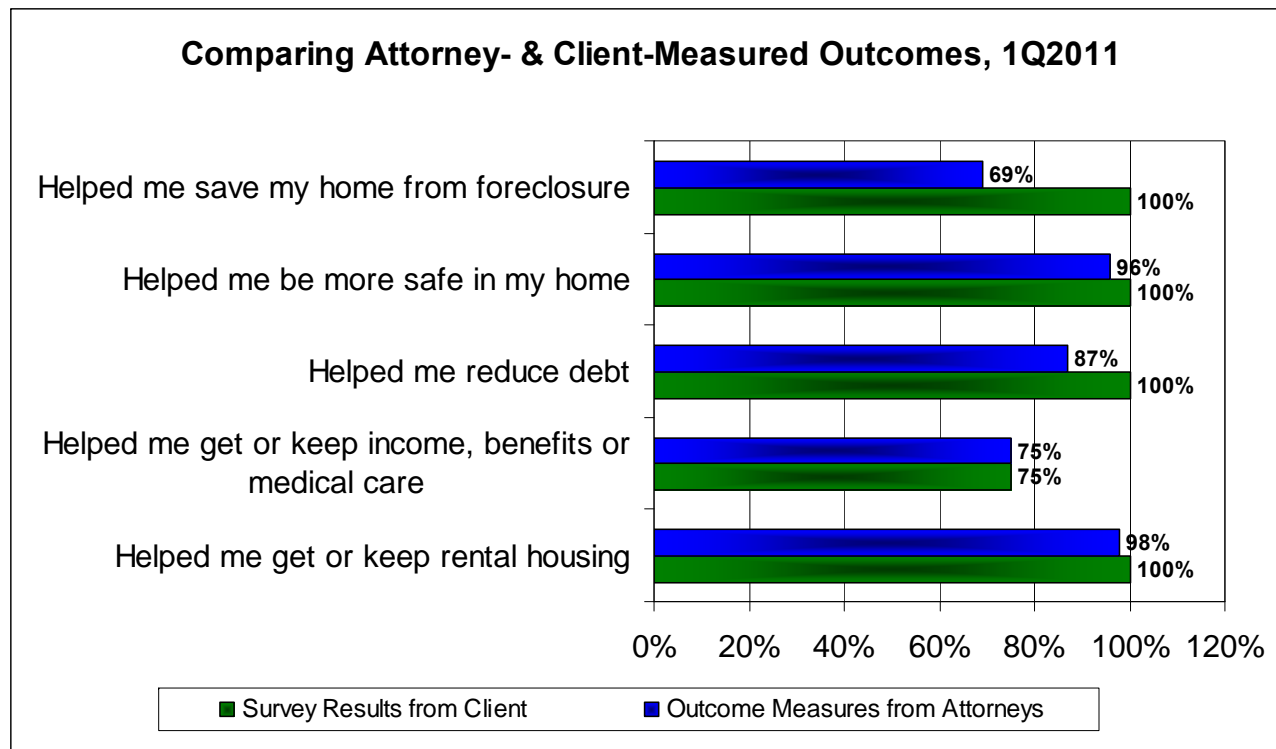
- Sample results:
  - 23% rate of return from clients receiving extended service; 12% from clients receiving brief service
  - 82% of all respondents indicated that Legal Aid helped them



- 83% of brief service clients reported the Legal Aid helped them understand their rights
- 93% of extended service clients reported that they were able to follow our advice

# 6. Client Survey Example: Comparing Outcomes

- Survey questions for clients with closed extended service cases mirror outcome measures completed by attorneys => Are the results similar? **Yes.** Client survey results were equal to or better than attorney outcome measures in 1Q2011.



Note: These results are from our first round of client surveys for 1Q2011. The sample size is small. We continue to gather additional survey results every quarter.