

A man in a blue hoodie and jeans is sitting on a sidewalk, leaning against a wall. He is looking off to the side with a thoughtful expression. The background is a blurred city street with people and cars.

Solve the Biggest Problem First

One web at a time

Built for Zero Learning Session

Atlanta, GA || March 2019

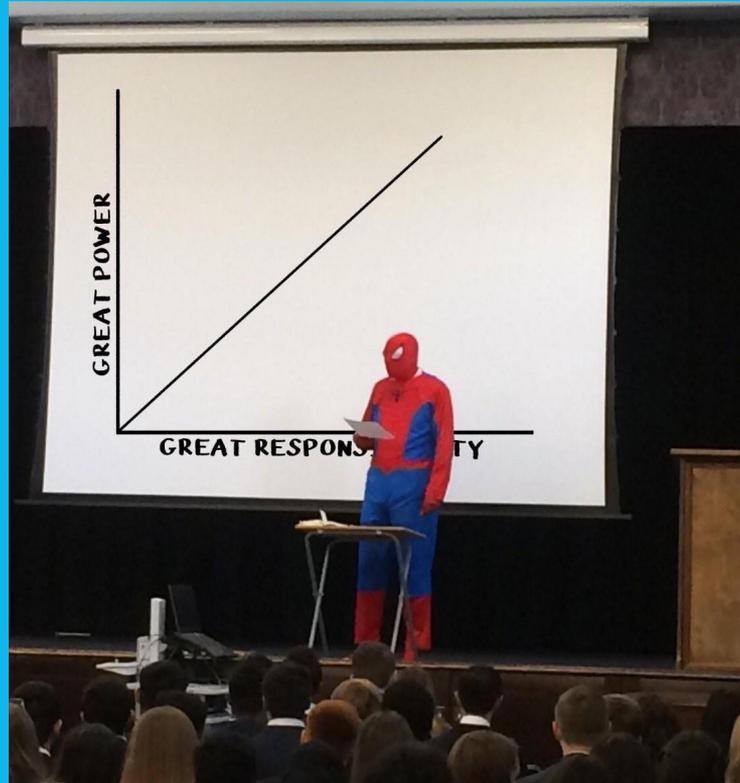
Today's presenter:

Jessica Brunet

Data Advisor, Built for Zero Canada



Your Friendly Neighbourhood Dataman



Actual* photographic evidence of Dataman

*Just kidding

The Power & Responsibility of Dataman

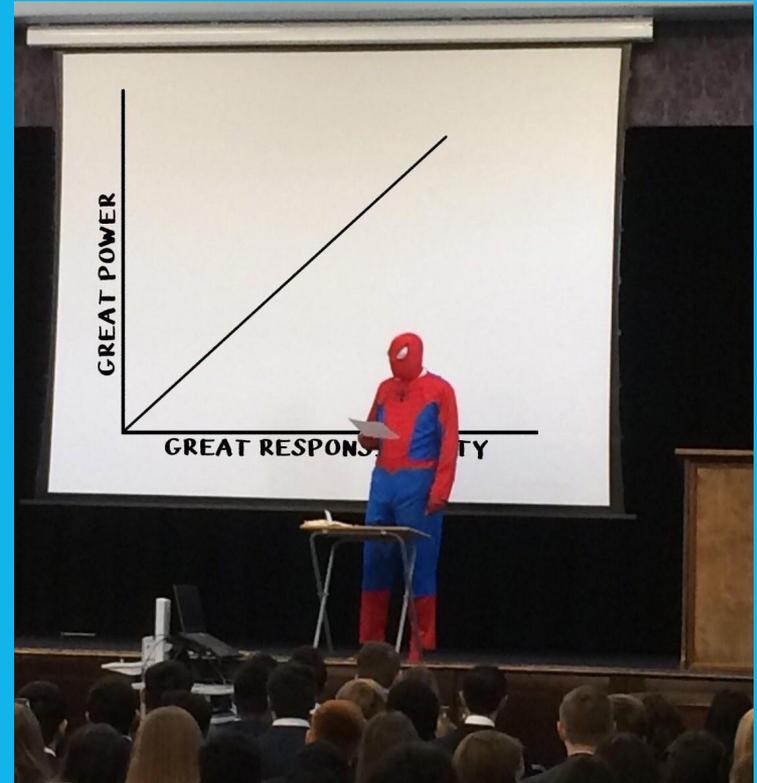


Power

- ❑ Knowledge = power
- ❑ Insight into system process
- ❑ Ability to determine cause and effect of agency participation, system processes, program efficiency

Responsibility

- ❑ Share your knowledge!
- ❑ Let your team members know what is working well and what needs improvement in your system
- ❑ Support your team members in reaching and sustaining functional zero





Actively Homeless	Outflow			Inflow		
	Housing Placements	Moved to Inactive	No Longer Meets Population Criteria	Newly Identified	Returned to Active List from Housing	Return to Active List from Inactive

What Is Your Data Telling You?

- ❑ When is the last time you looked at your data – *really* looked at your data? Your data can tell you so many things when you take the time to analyze it.
- ❑ We'll be going through the *Inflow* and *Outflow* BNL chronic data-points to show you what high and low values might be telling you about your data.
- ❑ Important Notes:
 - ❑ High and low values are relative to your specific community
 - ❑ The questions / prompts / ideas found in this presentation are not exclusive or exhaustive
 - ❑ You can definitely use these prompts and ideas to help you unpack what your data is telling you
 - ❑ You can start using it now!

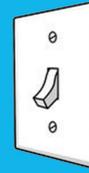
Things to Remember When Analyzing Data

Bright Spots



- ❑ If something has led to a bright spot, can it be replicated? What would that replication look like? What steps would need to be taken? Can you use the PDSA model to test the change?

Challenges

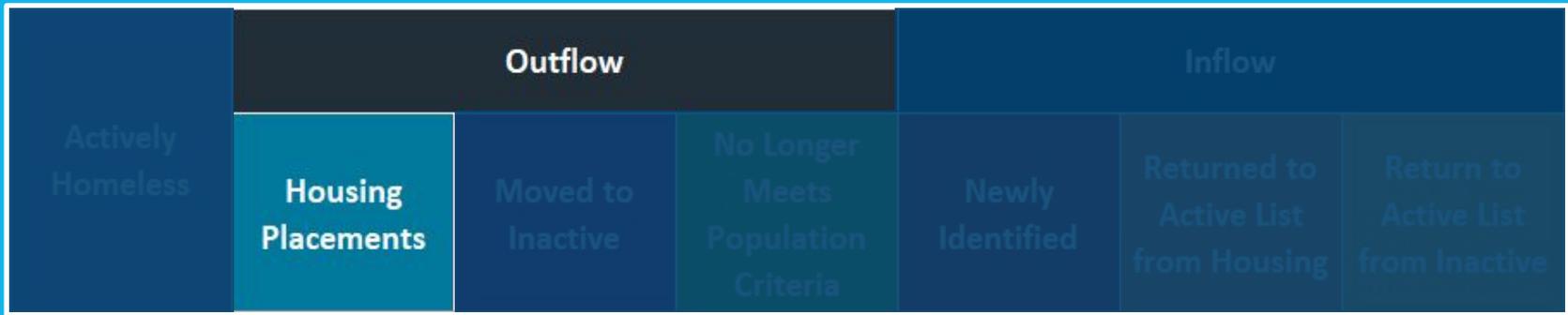


- ❑ If something is causing a challenge to your numbers, what can you do to change it? What would that change look like? What steps would need to be taken? Can you use the PDSA model to test the change?
- ❑ How can other communities and the BFZ team support you with challenges? What would that support look like?



BNL Inflow / Outflow Data Points

- ❑ There are 7 data points that make up the Inflow / Outflow BNL data equation
- ❑ They let us know who is in our system and needs housing and our support
- ❑ Foundation for measuring functional zero – without a solid understanding of the data points, you cannot identify:
 - ❑ Progress towards functional zero
 - ❑ Bright spots
 - ❑ Challenges
 - ❑ System / quality improvement projects



1) Housing Placements

Definition: Who is counted in this data point?

- ❑ All people experiencing chronic homelessness who are housed*.
- ❑ Housed* means permanent and/or long term housing. It also means that someone has physically moved into their unit. It does not mean 'matched' or 'lease signed'.

Housing Placements

High Value

- ❑ Were there particular strategies or process changes that led to more housing placements (e.g. new matching system, new agency at the table, increase or shift in outreach methods for finding people)?
- ❑ Did specific agencies / partners do anything different to increase their move-in numbers? Can their strategy be used with other agencies?
- ❑ Was there an increase in units? Was this because of a new partnership? How were they found / acquired?
- ❑ Did your community receive housing allowances / rent subsidies that led to the increase? Do you have any left? Can you acquire any more?

Housing Placements

Low Value

- ❑ What are barriers to getting people housed?
- ❑ Is housing stock low in your community? Can you determine that this is the actual cause?
- ❑ Are there bottlenecks in your process? Are people losing placements because they do not have the proper documentation upon applying for a lease? How can you make sure they have the appropriate documents so they can easily apply for housing.
- ❑ Are there any process gaps? Is there a particular intake, matching process, or program acceptance that is stalling the process of moving someone into housing? How can you bridge this gap?



2) Moved to Inactive

Definition: Who is counted in this data point?

- ❑ All people who are experiencing chronic homelessness who are no longer active in your system according to your Inactive Policy (e.g. 90+ days without contact).
- ❑ All people who are experiencing chronic homelessness who left your community.
- ❑ All people who are experiencing chronic homelessness who have died.

Moved to Inactive

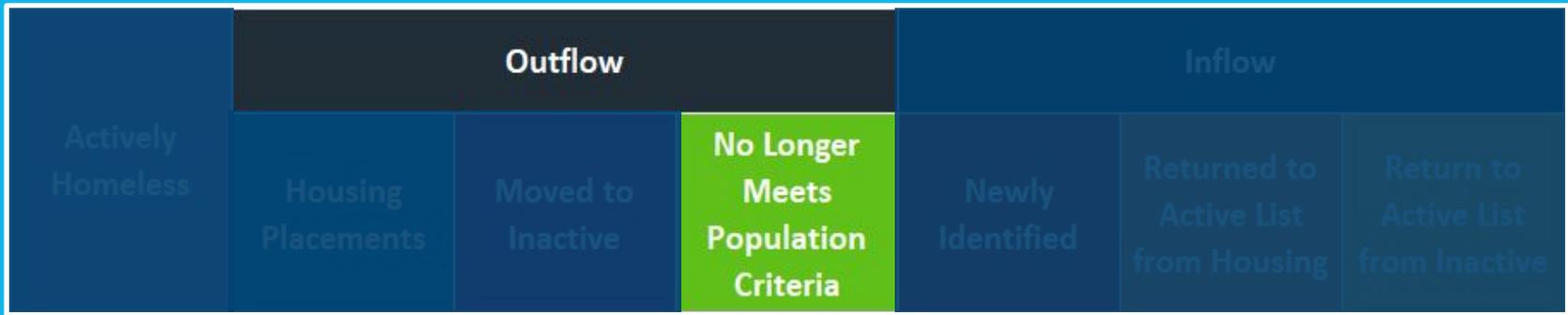
High Value

- ❑ Something in your system is not working as effectively or efficiently as it could be.
- ❑ Is the list being updated correctly and in a timely manner? Are agencies adhering to the agreed upon timelines for data submission? Would a process training refresher help remedy this?
- ❑ How is your outreach strategy doing? Would it be beneficial to review your coverage system and hot spots?

Moved to Inactive

Low Value

- ❑ What does your outreach process look like? Is there something in particular about your coverage / mapping system that ensures people are being found?
- ❑ What does your updating system look like? What makes it most effective and efficient?
- ❑ Are there particular communication strategies in place between agencies / partners in your community that ensure all people are accounted for and supported? Can these strategies extend to those agencies / partners who may not be communicating as well to even better improve your system?



3) No Longer Meets Population Criteria

Definition: Who is counted in this data point?

- ☐ All people who are experiencing chronic homelessness who no longer meet the criteria for being chronic (discovered through new assessment, data clean, new info, etc.).

No Longer Meets Population Criteria

High Value

- ❑ If this number spiked because you realized people were on your list who should not have been – that's great! It means you are making a more accurate list and snapshot as to what is going on in your community. Yay for quality improvement!
- ❑ What did you learn from the data clean? Can what you learn enhance your BNL process?
- ❑ What prompted the data clean (e.g. a better understanding of the data points, a routine scheduled data clean; staff turnover, etc.)?

No Longer Meets Population Criteria

Low Value

- ❑ Great! Your system is working as it should be.



4) Newly Identified

Definition: Who is counted in this data point?

- ❑ All people who are newly identified as chronic (discovered through new assessment, data clean, new info, etc.) and now match the definition of *Actively Homeless*.
- ❑ All people who are added to your BNL this reporting month and match the definition of *Actively Homeless*.

Newly Identified

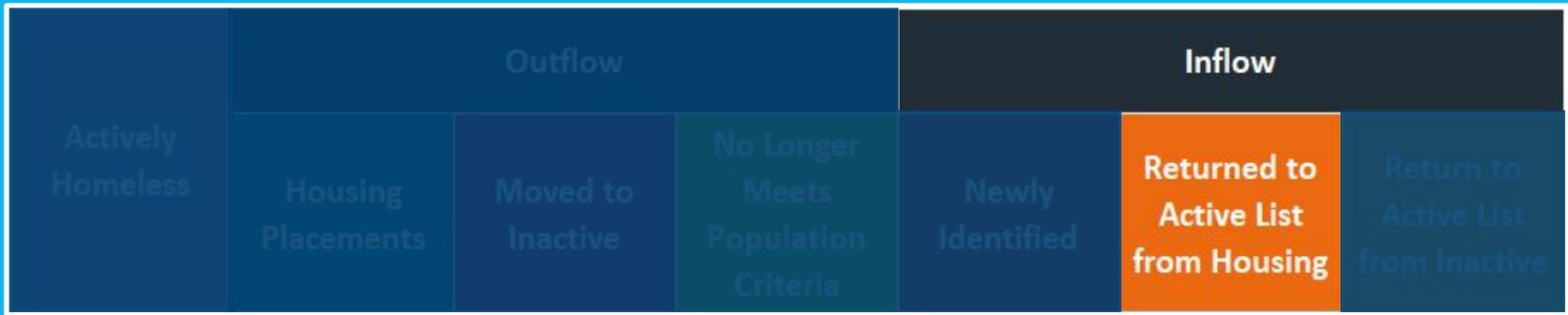
High Value

- ❑ Just starting out your BNL? Great! Connect with other communities to see what to expect in the first few months of having a BNL up and running.
- ❑ Did a specific event occur to spike your inflow like enumeration?
- ❑ Did you start a new outreach process that led to discovering new hot spots? Would it be beneficial to try this process elsewhere in your community to ensure people are being identified and supported?
- ❑ Are people aging into chronicity? What processes could be implemented to support those about to age into chronicity into housing before that occurs.
- ❑ Was there a data clean recently?
 - ❑ What did you learn from the data clean? Can what you learn enhance your BNL process?
 - ❑ If this number spiked because you realized you were missing people in your chronic population – that's great! It means you have successfully identified people in your community who need your support. Now that you know who they are, you can support them!
 - ❑ What prompted the data clean (e.g. a better understanding of the buckets, a routine scheduled data clean; staff turnover, etc.)?

Newly Identified

Low Value

- ❑ What in particular has led to low inflow numbers? Is there a particular coverage or mapping system in place to ensure that your community has successfully identified people experiencing chronic homelessness?
- ❑ What strategies are in place to ensure that those who are about to become chronically homeless are housed before that occurs?



5) Returned to Active List from Housing

Definition: Who is counted in this data point?

- ☐ All people who were previously reported as a *Housing Placement*, have lost their housing, and still match the definition of *Actively Homeless*.

Returned to Active List from Housing

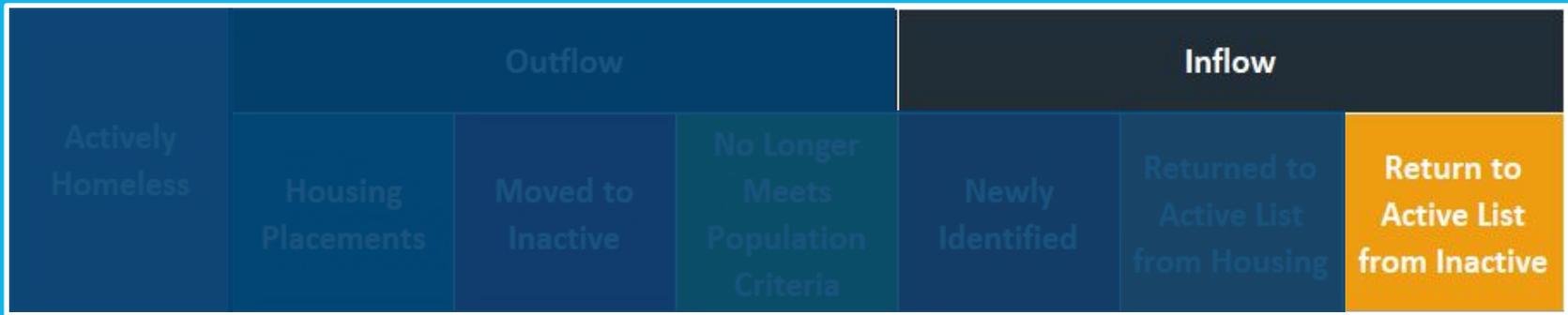
High Value

- ❑ Did a specific event occur to spike this data point (e.g. fire, flood, property management change)?
- ❑ Is there a specific program / agency / landlord / property manager that is responsible for a majority of this value?
 - ❑ Is it related to the matching process at your case conferences? Should the eligibility of select programs / agencies be reviewed so that people are being connected to the most appropriate services?
 - ❑ Can you improve your relationship with a specific landlord / property manager?

Returned to Active List from Housing

Low Value

- ❑ Is there a specific agency / program that consistently has low numbers or better yet, does not have anyone *Returning from Housing*?
 - ❑ What does this agency / program do differently than others? Can their methods be replicated in other parts of your community?
- ❑ Is there a particular landlord / property manager that you have a strong relationship with that supports housing those who are experiencing chronic homelessness? Can this relationship be replicated with other landlords / property managers? Can this landlord / property manager recommend and refer you to others?



6) Returned to Active List from Inactive

Definition: Who is counted in this data point?

- ☐ All people who were previously reported as inactive that have been reactivated in your system according to your Inactive Policy (e.g., made contact with your system this reporting month) and still match the definition of *Actively Homeless*.

Returned to Active List from Inactive

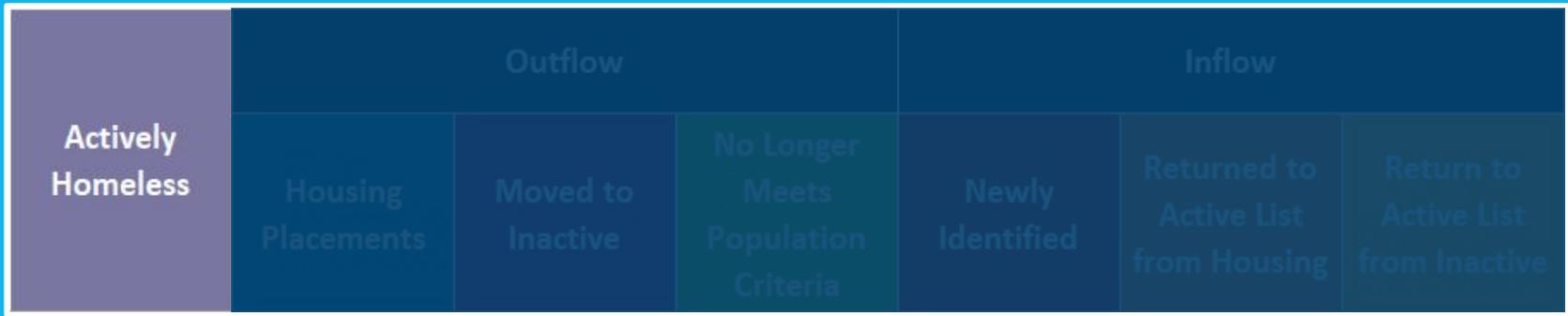
High Value

- ❑ Did you start a new outreach process that led to discovering new hot spots? Would it be beneficial to try this process elsewhere in your community to ensure people are being identified and supported?
- ❑ Did you recently solve a bottleneck in your process and you were able to make contact with people who previously were inactive on the BNL?
- ❑ Something in your system is not working as effectively or efficiently as it could be.
 - ❑ Is the list being updated correctly in a timely manner? Are agencies adhering to the agreed upon timelines for data submission? Would a process training refresher help remedy this?
 - ❑ How is your outreach strategy doing? Would it be beneficial to review your coverage system and hot spots?

Returned to Active List from Inactive

Low Value

- ❑ What does your outreach process look like? Is there something in particular about your coverage / mapping system ensures people are being found?
- ❑ What does your updating system look like? What makes it most effective and efficient?
- ❑ Are there any patterns you notice in having a low value? Is it the same people Returning from Inactive? How can you support them differently to ensure they don't continue to cycle through inflow and outflow?



7) Actively Homeless

Definition: Who is counted in this data point?

- ❑ All people experiencing chronic homelessness in your community who are active in your system according to your Inactive Policy (e.g. has been in contact with your system within the last 90 days).

Note

- ❑ Any change to this number must be accounted for in either the *Outflow* or *Inflow* data points for data to balance.

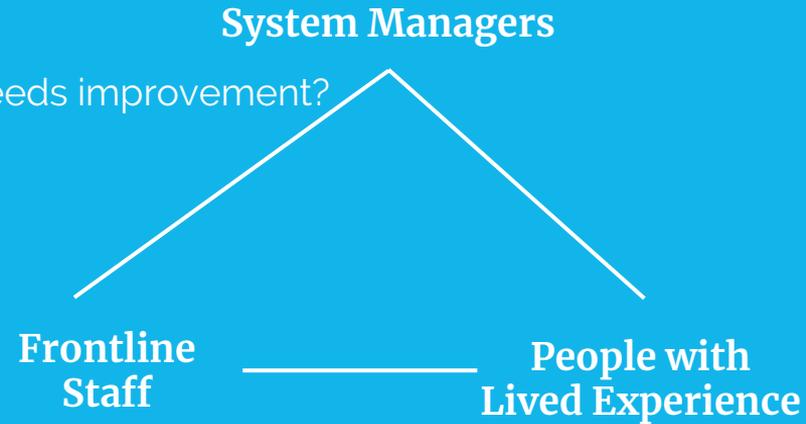
Two Static Themes

Co-producing improvements

- ❑ Given your experience, what has worked and what needs improvement?
 - ❑ System Managers
 - ❑ Frontline Staff
 - ❑ People with Lived Experience

Racial Equity

- ❑ How is this process / gap / bottleneck contributing to or affected by race equity? What changes can we make to remedy this?



Themes, Patterns, and Connections

- Oh My!

- ❑ Did you notice how many themes, patterns, questions and potential solutions are repeated throughout the slides? This is because the entire system is connected!
- ❑ Just like every data point affects the *Actively Homeless* number and data reliability, each step in your BNL process can affect another step.
- ❑ If your updating process needs improvement, you could see high values in *Moved to Inactive* and *Return to Active List from Inactive*
 - ❑ Conversely, if your outreach process is solid, you may see low values in those two categories
- ❑ If you have a great relationship with a particular landlord, you could see an high value in *Housing Placements* related to that landlord and low values (or no values at all!) attributed to that landlord in *Return to Active List from Housing*

Activity #1

Ready to Test Your Spidey Senses?



Web #1

What is the data telling you?

- ❑ Is there a particular data point that looks exceptionally high or low?
- ❑ Is it a bright spot or a challenge?
- ❑ What could be some reasons for this bright spot / challenge?

Month	Actively Homeless	Outflow			Inflow			Balance Check	
		Housing Placements	Moved to Inactive	No Longer Meets Population Criteria	Newly Identified	Returned to Active List from Housing	Return to Active List from Inactive	Net Monthly Change	Data Reliability
Jan-19	100	2	2	1	44	5	6	50	-
Feb-19	146	3	2	2	40	6	7	46	0.00%
Mar-19	197	4	3	2	45	7	8	51	0.00%

Web #2



What is the data telling you?

- ❑ Is there a particular data point that looks exceptionally high or low?
- ❑ Is it a bright spot or a challenge?
- ❑ What could be some reasons for this bright spot / challenge?

Month	Actively Homeless	Outflow			Inflow			Balance Check	
		Housing Placements	Moved to Inactive	No Longer Meets Population Criteria	Newly Identified	Returned to Active List from Housing	Return to Active List from Inactive	Net Monthly Change	Data Reliability
Apr-19	87	5	6	6	14	0	5	2	-
May-19	89	4	7	4	10	0	7	2	0.00%
Jun-19	93	4	6	7	12	0	9	4	0.00%

Web #3



What is the data telling you?

- ❑ Is there a particular data point that looks exceptionally high or low?
- ❑ Is it a bright spot or a challenge?
- ❑ What could be some reasons for this bright spot / challenge?

Month	Actively Homeless	Outflow			Inflow			Balance Check	
		Housing Placements	Moved to Inactive	No Longer Meets Population Criteria	Newly Identified	Returned to Active List from Housing	Return to Active List from Inactive	Net Monthly Change	Data Reliability
Jul-19	163	3	50	2	10	0	11	-34	-
Aug-19	128	3	55	3	12	1	13	-35	0.00%
Sep-19	85	4	60	3	8	2	14	-43	0.00%

"It is a capital mistake
to theorize before one has data"

Sherlock Holmes, A Study in Scarlet
Sir Arthur Conan Doyle

Found the right web?

Scaling Down the Bright Spot / Challenge

Think you found the right web to focus on, Dataman? Let's make sure with our trusty guide:

- ❑ *Step One:* Pick a data point that looks like it might have bright spots / challenges
- ❑ *Step Two:* Identify the particular bright spot / challenge that could be affecting the data point
- ❑ *Step Three:* Scale down the bright spot / challenge into a test of change and complete a tried-and-true PDSA cycle to replicate the bright spot or solve the challenge

- ❑ We will revisit *Web #3* to see how this works!

Step One

Pick a data point that looks like it might have bright spots / challenges

- ❑ Moved to Inactive
- ❑ High value
- ❑ Challenge
- ❑ *Let's try to lower this number!*

Month	Actively Homeless	Outflow			Inflow			Balance Check	
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Sep-19	85	4	60	3	8	2	14	-43	0.00%

Step Two

Identify the particular bright spot / challenge that could be affecting the data point

- ❑ How is your outreach strategy doing? Would it be beneficial to review your coverage system and hot spots?
- ❑ *Let's see if outreach is the correct variable to test*

Month	Actively Homeless	Outflow			Inflow			Balance Check	
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Sep-19	85	4	60	3	8	2	14	-43	0.00%

Step Three

Scale down the bright spot / challenge into a test of change and complete a tried-and-true PDSA cycle to replicate the bright spot or solve the challenge

- ❑ *Test of Change:* Revisit hot spot mapping to determine if the current process is efficient
- ❑ *Plan:* Change schedule of 3 out of 10 outreach team members
- ❑ *Do:* For one month, monitor the number of people Moved to Inactive with the 3 outreach team members
- ❑ *Study:* Compare the number of people Moved to Inactive with the 3 outreach team members for the PDSA cycle to the previous month's number
- ❑ *Act:* Based on findings, the Moved to Inactive number...
 - ❑ *Adopt* - decreased from previous month to PDSA cycle for all three team members
 - ❑ *Adapt* - decreased for one or two team members, but not all three
 - ❑ *Abandon* - stayed the same / increased for all three team members

Activity #2: What is YOUR Data Telling You?

- ❑ Open your laptops, hop on your community's *Change Package*, and take a look at your BNL Engine
- ❑ Take the next 10 minutes to look at your community's data.
- ❑ What patterns can you determine from the data?
- ❑ Use your guide below:
 - ❑ *Step One*: Pick a data point that looks like it might have bright spots / challenges
 - ❑ *Step Two*: Identify the particular bright spot / challenge that could be affecting the data point
 - ❑ *Step Three*: Scale down the bright spot / challenge into a test of change and complete a tried-and-true PDSA cycle to replicate the bright spot or solve the challenge

Feedback: “Solving the Biggest Problem First”



Survey Link:

<http://bit.ly/bfzsurvey>

**Should take 2 minutes or less!

Thank you!