Built for Zero Training Module:
Quality Improvement

Built for Zero & VA

Day 1

WELCOME & INTRODUCTIONS

Your Hosts

Aras Jizan
Product Lead
Built for Zero

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Your Hosts

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Large City Strategy Lead
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*VHA Homeless
Programs Office*

Success in Built for Zero communities*

10 COMMUNITIES ENDED VETERAN HOMELESSNESS

3 COMMUNITIES ENDED CHRONIC HOMELESSNESS

39 COMMUNITIES HAVE ACHIEVED A MEASURABLE REDUCTION

68 COMMUNITIES HAVE ACHIEVED QUALITY REAL-TIME DATA ON HOMELESSNESS

70% FUNCTIONAL ZERO PROOF POINTS SUSTAINING GOAL

107,819 TOTAL PEOPLE HOUSED

*Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.

Objectives

- Gain an understanding of the large scale change approach to ending homelessness (what we do through BFZ!) and where you fit into the work

- Learn quality improvement science concepts (and other core competencies) and how they are embedded in the Built for Zero movement

- Leave with tangible coaching and data support tools to use with communities to reach local 2019 veteran reduction aims (and inflow reductions in Hartford!)

- Build skills and capacities to train other local team members and guide community improvement teams to implement these approaches

Day 1 Agenda

- Built for Zero: A Large-Scale Change Movement

- Homelessness as a Complex Problem & the Essential Mindsets

- The BNL: An Essential Step Toward Ending Homelessness

- The Model for Improvement

- Aims, Drivers & Measurement

Day 2 Preview

- Using Data for Improvement

- Completing a PDSA

- Facilitation: Open, Narrow, Close

- Building (and maintaining) Strong Improvement Teams

- Behaviors of a Strong Improvement Team

DEEPENED PARTNERSHIP WITH VA

VACO

REGIONAL

LOCAL

A peek behind the curtain

BFZ: A Large Scale Change Movement

Ending malaria. Achieving marriage equality. Dramatically reducing teen smoking. Surmounting these and other daunting social challenges can require an "invisible hand" that amplifies the efforts of many other players in the field. These behind-the-scenes catalysts are built to win campaigns, not to last forever, and they are sparking population-level change.

How Field Catalysts Galvanize Social Change

BY TAZ HUSSEIN, MATT PLUMMER & BILL BREEN

Illustration by LISK FENG

Field Catalysts & Social Change

Funders and nonprofits increasingly recognize that no single organization or strategy, regardless of how large or successful it may be, can solve a complex social challenge at scale. Instead, organizations need to work collaboratively to tackle pressing social problems.

*Enter a type of intermediary built to serve as a **hub for spokes of advocacy and action**, **and roll all stakeholders toward a defined goal**.*

*These "field catalysts," which fit into an emergent typology of field-building intermediaries, **help stakeholders summon sufficient throw-weight to propel a field up and over the tipping point to sweeping change.***

How Field Catalysts Galvanize Social Change
By Taz Hussein, Matt Plummer & Bill Breen

COMMUNITY SOLUTIONS

Four Types of Field-Building Intermediaries

| Place-Based Backbone | Coordinates local and regional cross-sector stakeholders and supports them in collectively transforming a fragmented field | ■ Memphis Fast Forward
■ Chicago Jobs Council
■ StrivePartnership | |

The Bridgespan Group has identified four types of field-building intermediary organizations, but we are beginning to discover other types that overlap with one or more of these four, yet have their own distinct characteristics.

Four Types of Field-Building Intermediaries

Evidence-Action Lab	Focuses on research and development, advising policy makers, and helping the field's practitioners learn, improve, and scale solutions	■ Ariadne Labs ■ Character Lab ■ ChildObesity 180	
Place-Based Backbone	Coordinates local and regional cross-sector stakeholders and supports them in collectively transforming a fragmented field	■ Memphis Fast Forward ■ Chicago Jobs Council ■ StrivePartnership	

The Bridgespan Group has identified four types of field-building intermediary organizations, but we are beginning to discover other types that overlap with one or more of these four, yet have their own distinct characteristics.

COMMUNITY SOLUTIONS

Four Types of Field-Building Intermediaries

Capability Specialist	Provides one supporting capability to the field	■ Civitas Public Affairs ■ MDRC ■ NAACP Legal Defense and Education Fund	
Evidence-Action Lab	Focuses on research and development, advising policy makers, and helping the field's practitioners learn, improve, and scale solutions	■ Ariadne Labs ■ Character Lab ■ ChildObesity 180	
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COMMUNITY SOLUTIONS

Four Types of Field-Building Intermediaries

TYPE	WHAT IT DOES	EXAMPLES	Homelessness
Field Catalyst	Deploys different capabilities, quietly influencing and augmenting the field's efforts to achieve population-level change	■ Roll Back Malaria Partnership ■ Campaign for Tobacco-Free Kids ■ The National Campaign to Prevent Teen and Unplanned Pregnancy ■ Freedom to Marry ■ Community Solutions	AWHA CS AWHWA
Capability Specialist	Provides one supporting capability to the field	■ Civitas Public Affairs ■ MDRC ■ NAACP Legal Defense and Education Fund	Org Code Abt Associates HUD TA
Evidence-Action Lab	Focuses on research and development, advising policy makers, and helping the field's practitioners learn, improve, and scale solutions	■ Ariadne Labs ■ Character Lab ■ ChildObesity 180	CSH RRI
Place-Based Backbone	Coordinates local and regional cross-sector stakeholders and supports them in collectively transforming a fragmented field	■ Memphis Fast Forward ■ Chicago Jobs Council ■ StrivePartnership	Home for Good/United Way LA

The Bridgespan Group has identified four types of field-building intermediary organizations, but we are beginning to discover other types that overlap with one or more of these four, yet have their own distinct characteristics.

COMMUNITY SOLUTIONS

Field Catalysts: Shared Characteristics

*Focus on **achieving population-level change**, not simply on scaling up an organization or intervention.*

***Influence the direct actions of others**, rather than acting directly themselves.*

***Concentrate on getting things done**, not on building consensus.*

*Are built to **win, not to last**.*

COMMUNITY SOLUTIONS

MEET ED

Age: 64 yrs

Location: Los Angeles, California

Disability Status: Yes

Housed by: Skid Row Housing Trust

1 YEAR LATER

Individual level change

Program level change

Population Level Change/Tipping Point

13 Proof Points on Ending Veteran/Chronic Homelessness

Rockford, IL

Actively Homeless Population Monthly count for **Chronic** subpopulation(s)
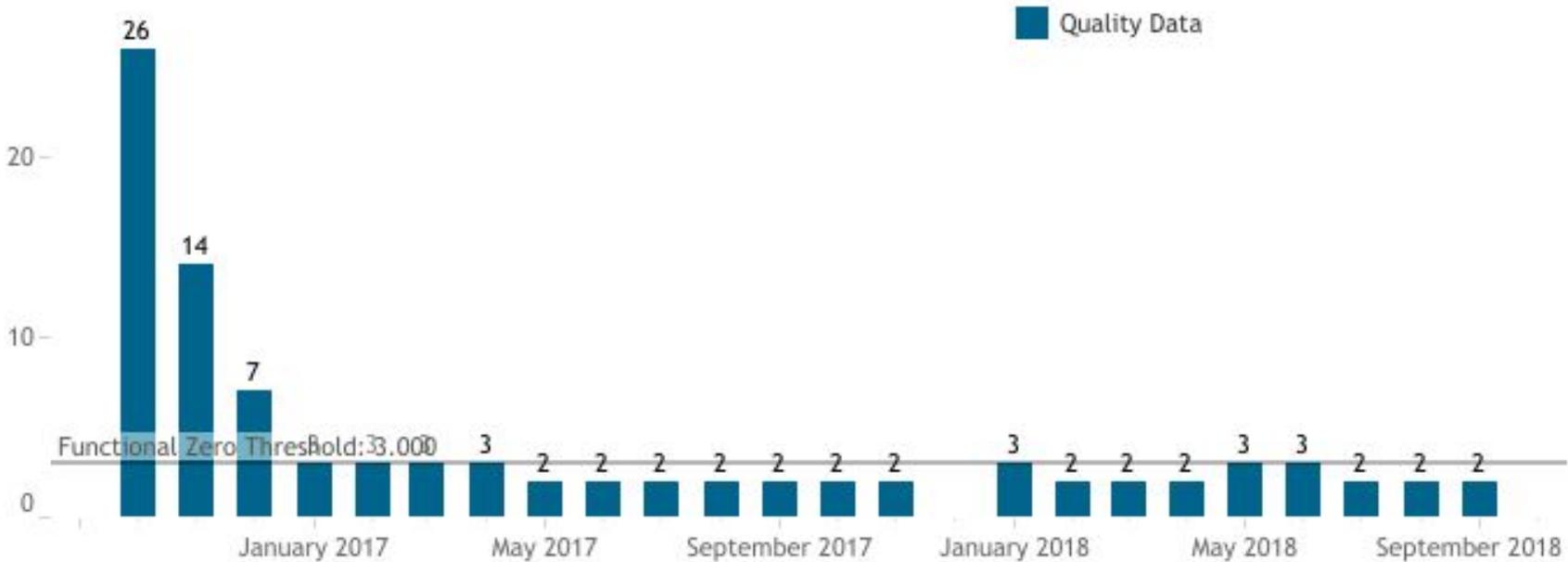
36 Communities Measurably Reducing

Jacksonville, FL

Actively Homeless Population Monthly count for **Veteran** subpopulation(s)
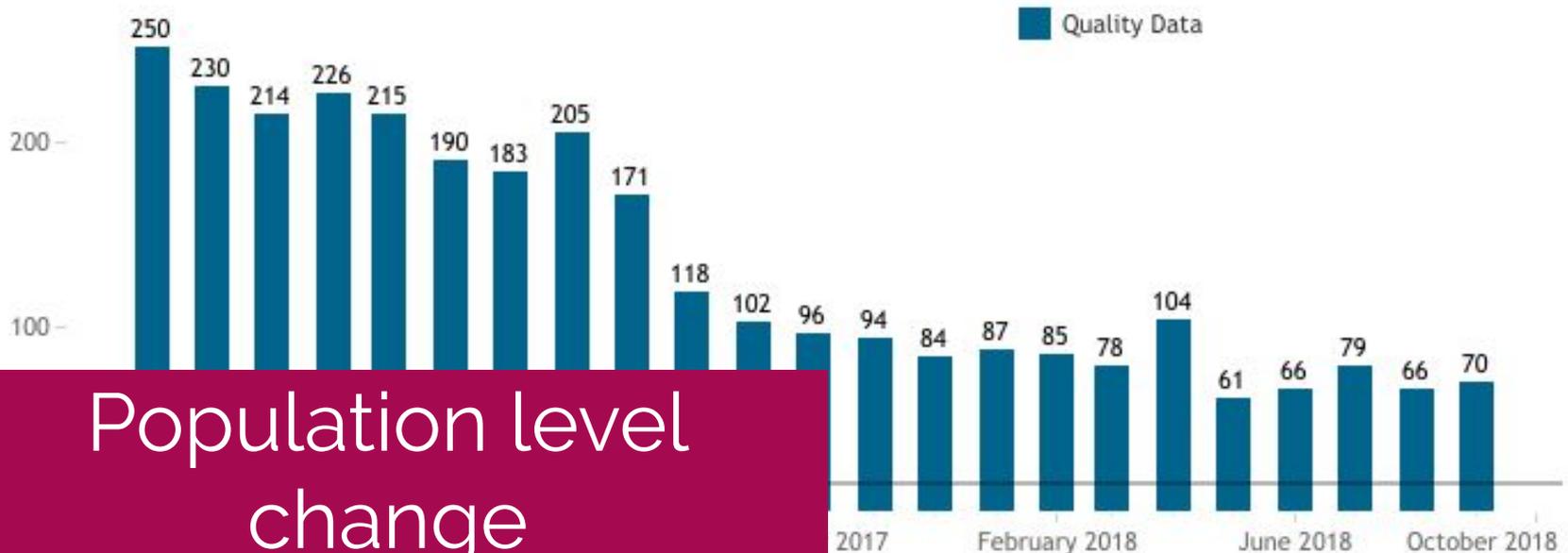
Population level change

What Field Catalysts **Think About**

How can our field achieve population level change?	→ Aim
What is a road map for change?	→ Strategies
What will it take to marshal stakeholders' efforts?	→ Team Operating System

What Field Catalysts **Do**

Help the field meet its evolving needs by filling key "capability gaps" across a range of disciplines	→ Initiative-level feedback loop & team capacity
Appeal to multiple funders	→ Outcome is the client
Consult with many, but make decisions within a small group	→ Strategic, agile team

DEFINING A CLEAR
END STATE

Functional Zero for Veterans
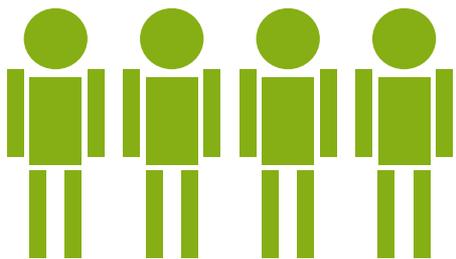
Actively
Homeless Veterans

<
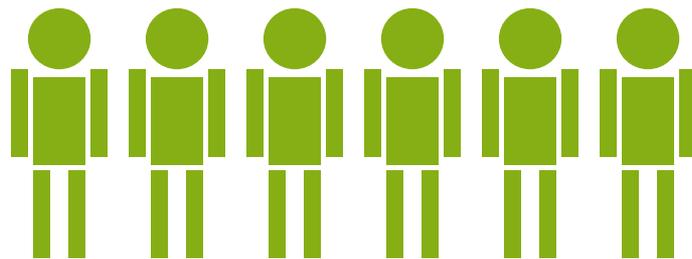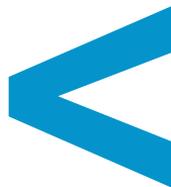
6-Mth Avg. Housing
Placement Rate

*Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.

Functional Zero for Chronic Homelessness
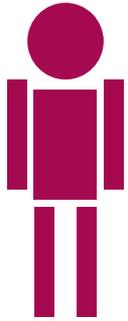
$$\leq \left[\text{0.1\% of all homeless individuals} \right] \text{ or } \left[\text{3 people*} \right]$$

*Whichever is greater

HOMELESSNESS
AS A COMPLEX PROBLEM

A Movement Built on Counting Up

We designed the 100,000 Homes Campaign to help communities reach a large, aggregate housing total together. **Only one metric mattered: monthly housing placements.**
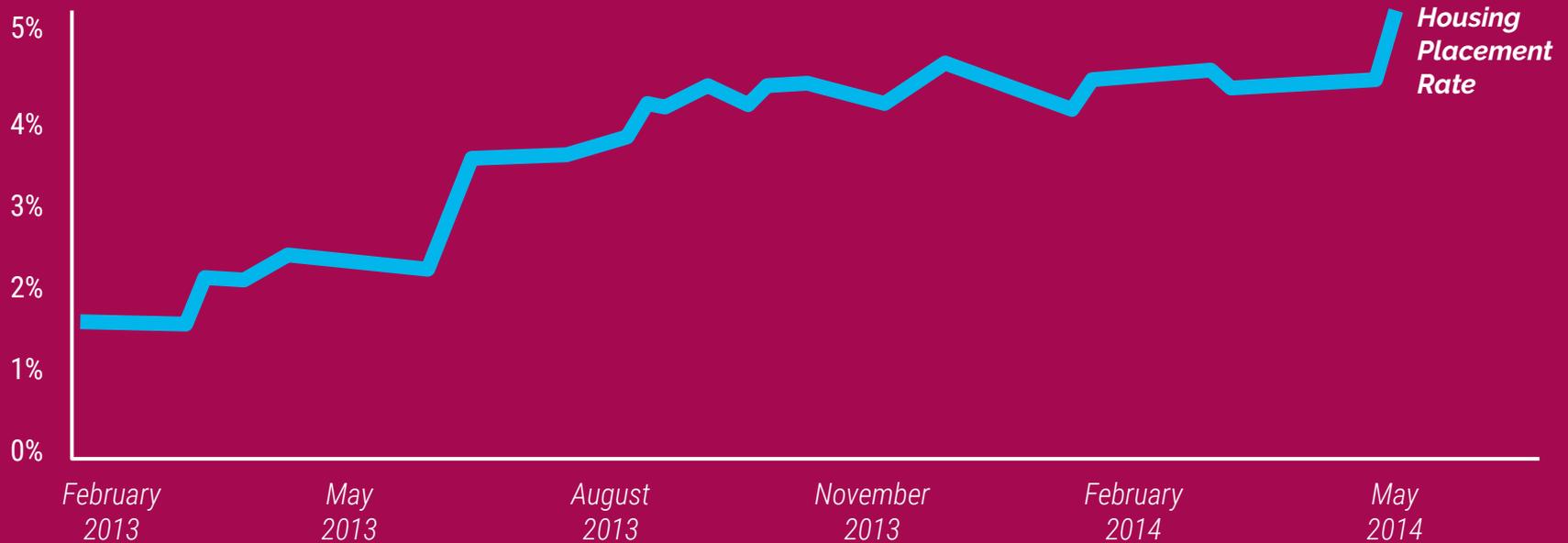
Housing Placement Rate

The Challenge of Counting Down

Built for Zero is designed to help communities **count down to zero** — a more complex challenge that requires a clearly defined end state for communities to shoot for.

1000
750
500
250
0

January 2015
July 2015
January 2016
July 2016
January 2017
July 2017
January 2018
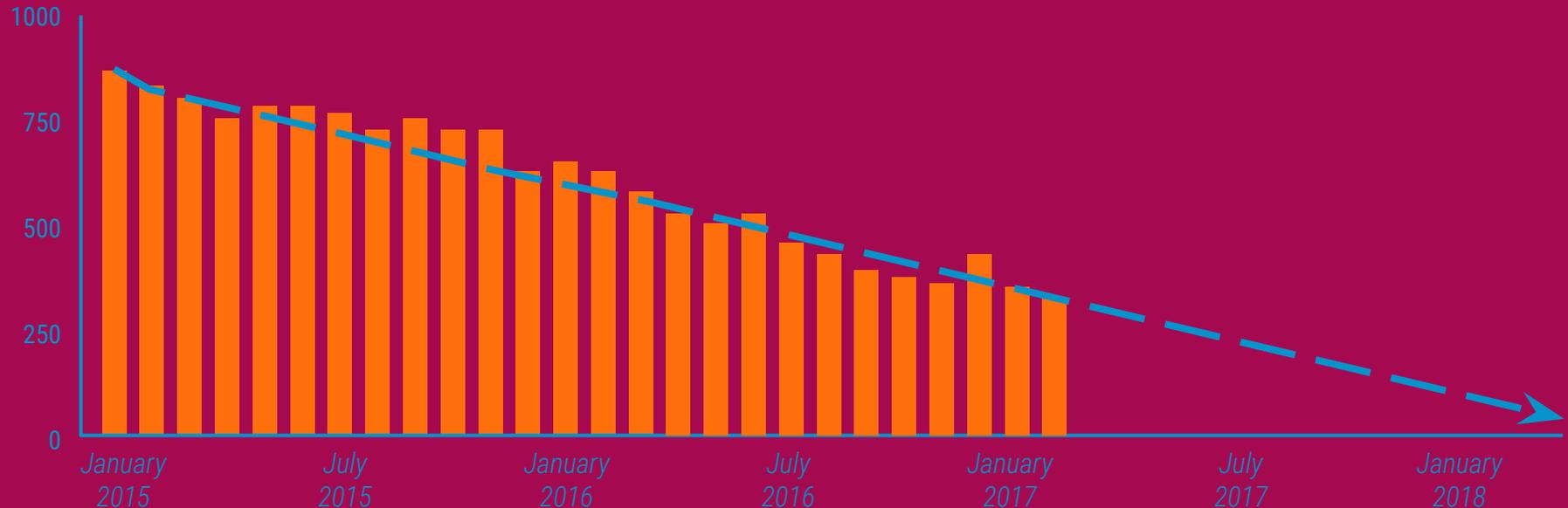
1 Understanding Technical vs. Complex Problems

Technical

Complex

Technical Approaches to Complex Problems

- Long-range planning or 10-year plans

- Standard operating procedures

- Embedded experts

- Pilot project obsession

- Summative evaluation followed by replication toolkits

- Criminalization and enforcement

- Meeting just to meet - but doing it weekly!

The Challenge of Counting Down

Built for Zero is designed to help communities **count down to zero** — a much more complex challenge. To end homelessness, communities must measure many variables, not just one.

Current 6-month average housing placement rate

# of veterans on By-Name List actively experiencing homelessness

Estimated path to functional zero if average monthly reduction remains the same

Functional Zero

1000
750
500
250
0

January 2016 — July 2016 — January 2017 — July 2017 — January 2018 — July 2018 — January 2019
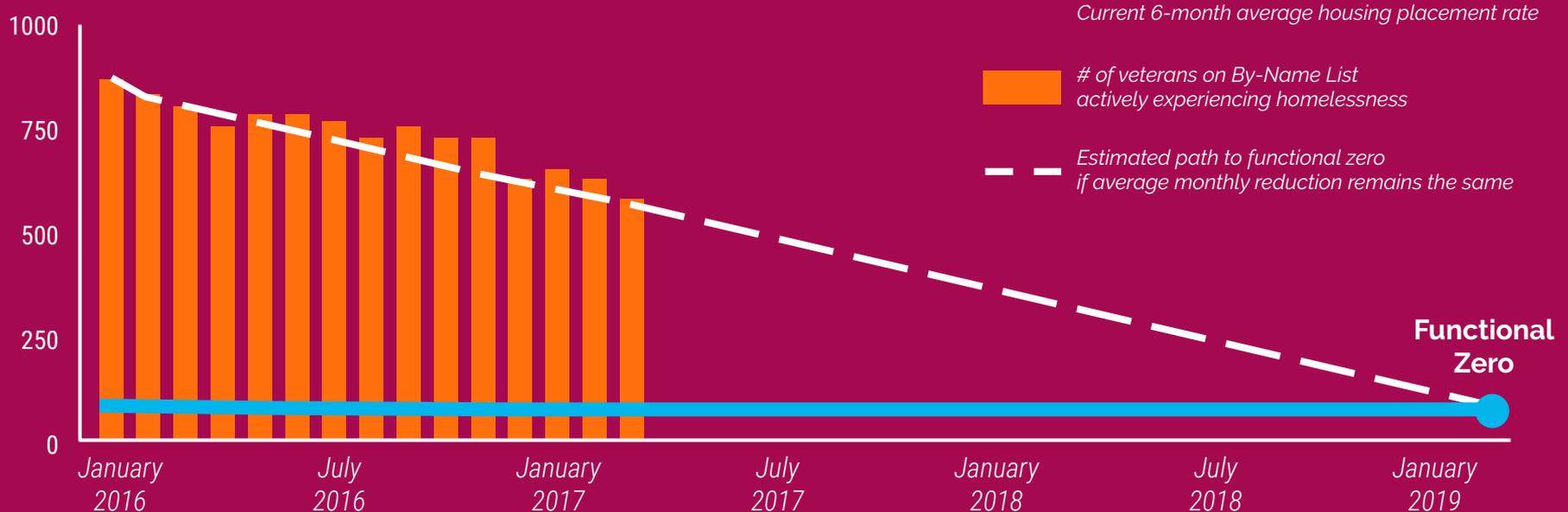
Behaviors for Solving Complex Problems

Complex social problems can't be solved by a single actor.
Communities need a rigorous approach to collaborative problem solving.

DATA FOR IMPROVEMENT

Is your community using data to make decisions?

HUMAN-CENTERED DESIGN

Is your community getting the feedback it needs to be effective?

QUALITY IMPROVEMENT

Is your community testing and evaluate ideas with objective data to measure progress toward a clear aim?

FACILITATION and MEETING DESIGN

Does your community use meetings effectively and do these meetings allow people to innovate collaboratively?

3 Problem Solving Mindsets

Mindsets to Tackle Complex Problems

As we learned, homelessness is a complex social problem. This means we will need to start with an end state and employ new, more flexible mindsets as we pursue it:

Growth Mindset - We don't <u>yet</u> know how to solve the problem. That doesn't mean we can't figure it out!

Embracing Failing Forward - Test a hypothesis, fail (quickly) and iterate/improve based on what we learned.

Bias Towards Action - Just start! Remember, life is what happens when we're busy making 10 year plans to end homelessness.

Cultivating a Growth Mindset

COMMUNITY
SOLUTIONS

Carol Dweck's Growth Mindset Research

- Students' mindsets—how they perceive their abilities—play a key role in their motivation and achievement
- Students who believe their intelligence could be developed (a growth mindset) outperform those who believe their intelligence is fixed (a fixed mindset)
- Focusing on the **process** that leads to learning (like hard work or trying new strategies) fosters a growth mindset and resulting benefits

SMARt IS SOMETHING you become, NOT SOMETHING YOU ARE.

creating teaching inspiring

Name: Ellis

GROWTH MINDSET
My Goal this year

I want to be a better reader.

With EFFORT
I know
I can
do it!
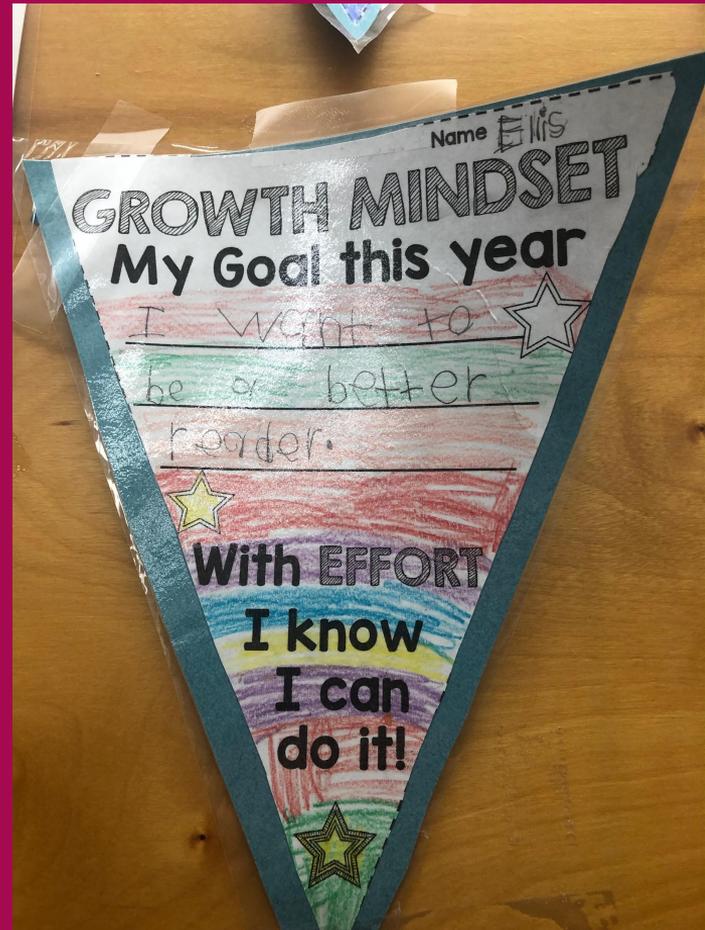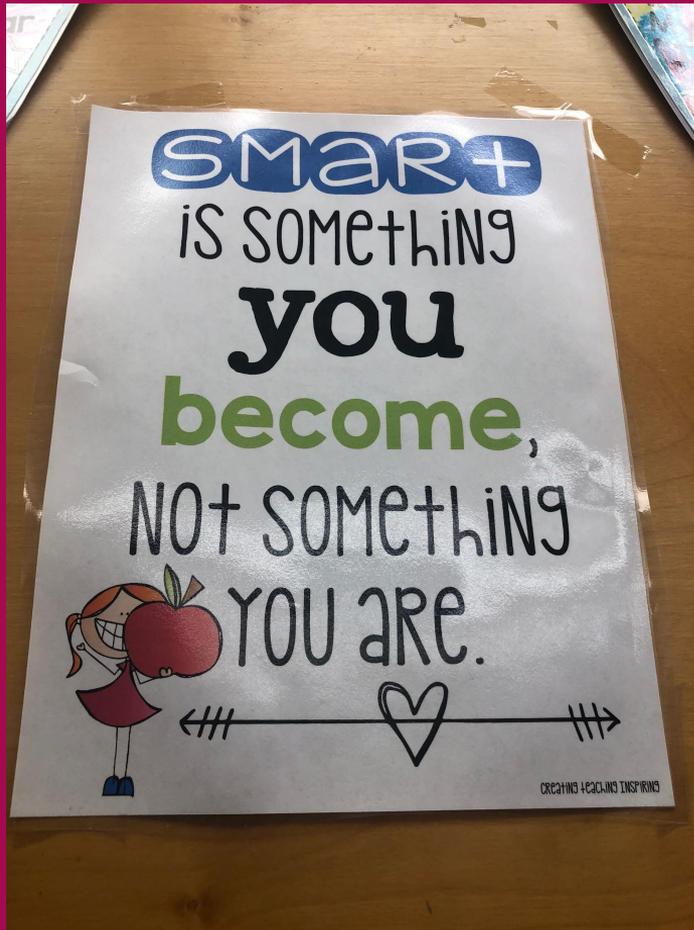
Fixed Mindsets in Our World May Sound Like...

"I'm just not good at public speaking"

"I'm not a 'Data Person'"

"Coordinated Entry doesn't really work for our agency"

"That agency is not CoC funded, they'll never give us their data"

"Everyone is too busy doing their work to care about data quality"

"Persuading people to do something is really not my thing"

Tips and Tricks for Cultivating a Growth Mindset

- Learn to hear a fixed mindset in yourself and others

- Make an effort to add "yet" to statements that otherwise end in failure (e.g. instead of "I can't figure out how this works" reframe as " I haven't **YET** figured out how this works"

- Remember something you couldn't do (or do well) in the past that now you are good at

- Make your feedback to others related to process, effort and growth and not about genius or other "innate" abilities

- Remember that groups who believe they can improve, are more able to stick with a challenging problem and are resilient in the face of setbacks

- Remember that the power of a growth mindset is supported by science

Embracing Failing Forward

Characteristic	Failing	Failing Forward
Motto	Get it Right the First Time	Experiment, fail (quickly) and improve
World View	Solving problems is like baking bread	Solving problems is like raising a child
Request to Funder	Fund our "solution"	Fund us to figure out a solution over time
Beginning Premise	If we plan enough, we can get it right	We can figure it out over time by testing our idea, tracking our progress and putting in place a process for improvement
Implementation Protocol	Follow the long-range strategic plan or work plan	Long-term goals but short-term planning. Test the idea, iterate/improve as needed, and chart new course if called for
Use of Data	Data is used for judgment - to report on past activities	Data is used for learning - to test ideas, guide activities and inform decisions
When things go wrong...	Hide mistakes and/or blame others	Share mistakes, celebrate them as a lesson learned, refine initial ideas or develop new ideas
Follow-up from mistakes	Increase intensity , continue doing the exact same thing or stop doing it	Next step is dependent on lessons learned

Adopting a Bias Toward Action!

Life is what happens to you while you're busy making other plans.

Homelessness is what happens while you're busy making a 10 year strategic plan to end homelessness.

-John Lennon "Beautiful Boy"

-Fictional A Big Problem Solving Expert

Just Start…

- Despite Outstanding Research

- Despite Unanswered Questions

- Despite Not Knowing the "solution"

- You can learn your way into a solution

- Because what you come up with will be better than what currently exists

Work With and Steal Shamelessly From Others (and Give Them Credit)

- Likely someone from your sector has solved the problem or a piece of it

- If not, likely someone from your sector is currently trying to solve the problem

- If not, likely someone from your sector has tried to solve the problem and has failed (and you can learn from them and/or work with them)

- If not, someone from an adjacent sector has worked to solve a similar problem

- If not, someone from a completely different sector has worked to solve a problem that could be helpful with the problem you are facing

- We NEVER need to work in isolation!

Let's Try It!

Is there something - personally or professionally - that you are pushing yourself to approach with a **growth mindset**? Is there someone in your life that you are helping to use a growth mindset? What are you trying to help them do?

Do you have a story that stands out - personally or professionally - that you considered a failure in the moment, but reflect on as a critical learning opportunity? Did you take a risk that seemingly failed, but was successful in an unexpected or surprising way? What is your **failing forward** moment?

Share an example of when you or someone you know demonstrated a **bias toward action**. What were some of the reasons you think this person acted? Do you wish someone you know would have bias toward action on a particular topic? What's holding them back?

Break

The By-Name List: Starting with Quality Data

"Without data you're just another person with an opinion."

-W. Edwards Deming

Person-Level Data

Name:

Triage Score:

Housing Recommendation:

Health history:

Service history:
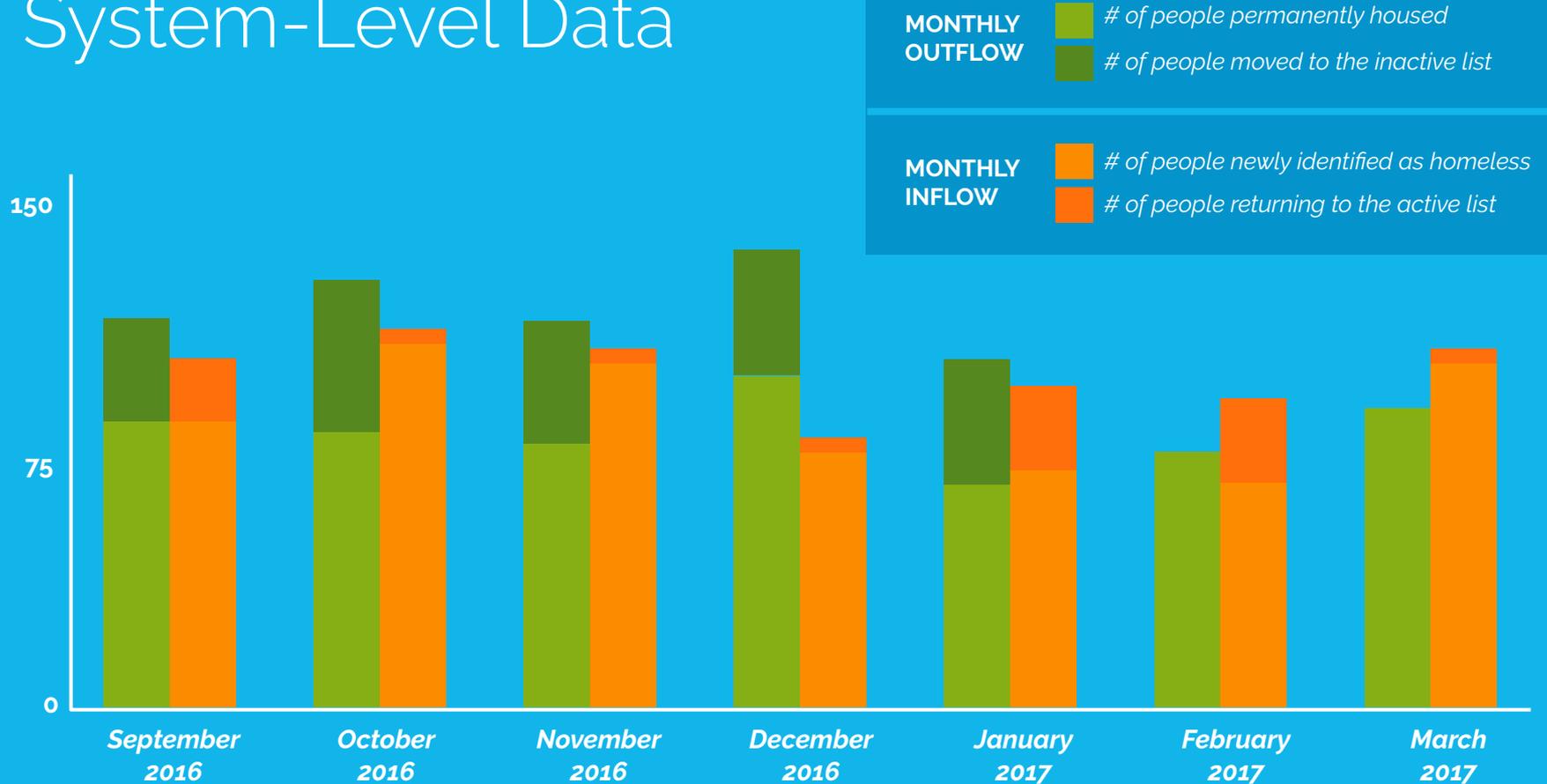
US communities with a quality by-name list
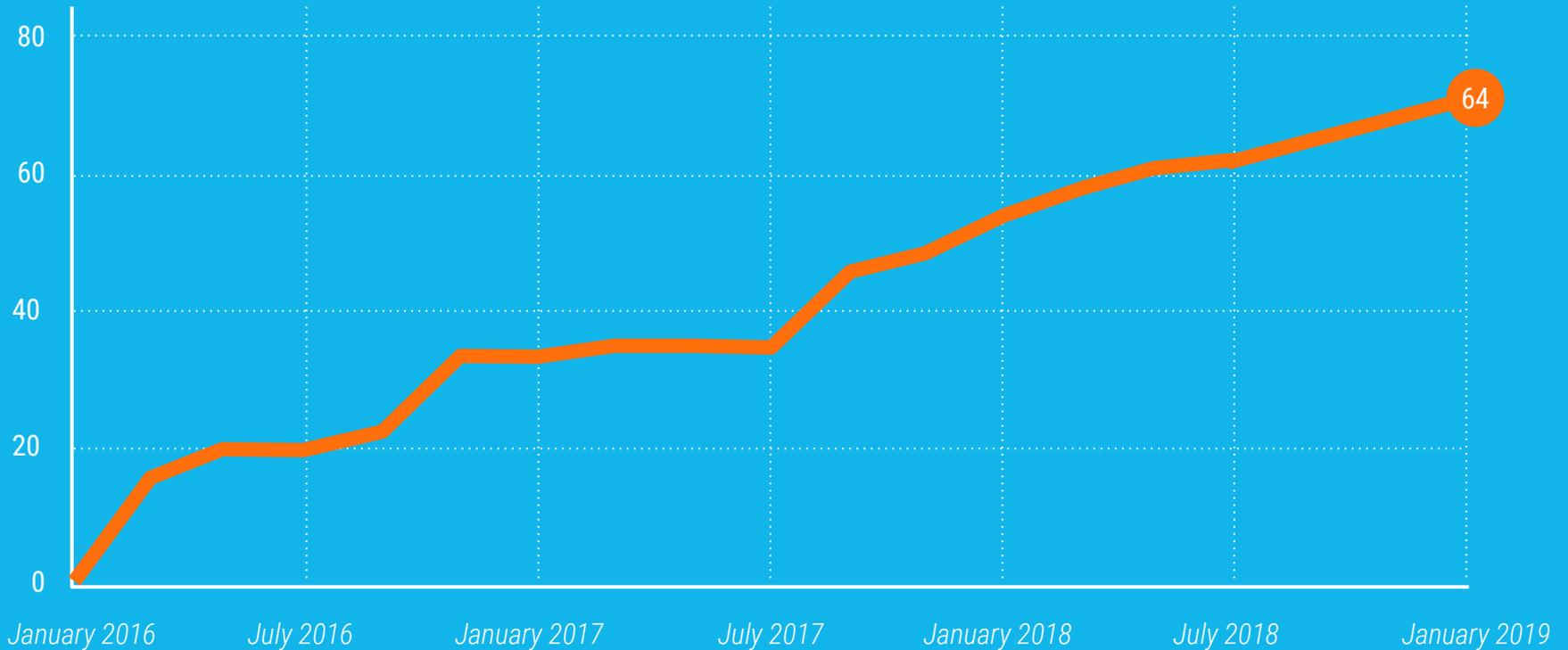
What makes a by-name list "quality?"

FULL COVERAGE
- All agencies and programs are represented
- List includes people sleeping in shelters and on the streets

REAL-TIME UPDATES
- List is updated monthly, at a minimum
- As people's housing status changes, those changes are reflected on the list

PERSON-SPECIFIC
- Each person has a file that includes their name, history, health and housing needs
- Each person can be followed through the system to ensure they get the help they need

Developing a Framework for Quality Data

Two Key Indicators of Quality Data

1. Qualitative: Scorecard/Improvement Framework

2. Quantitative: Data Reliability

Qualitatively Assessing your list

A framework for measuring the quality of your community's data and improvements over time

COMMUNITY PARTICIPATION & COVERAGE

1. **Outreach coverage**

2. **Providers reporting data**

3. **Tracking all homeless individuals**

POLICIES & PROCEDURES

4. **Inactive policy**

5. **Tracking without full assessment**

6. **Timely/accurate data updates**

DATA INFRASTRUCTURE

7. **Tracking homeless status**

8. **Unique identifier**

9. **Tracking newly identified people**

10. **Tracking returns to system**

11. **Tracking outflow**

12. **Tracking population status**

13. **Tracking population status over time**

Looking at System-Level Data

INFLOW
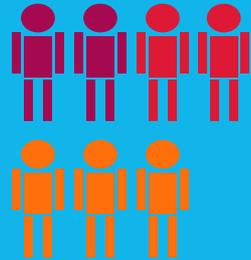
ACTIVELY HOMELESS
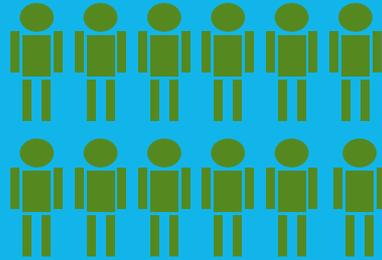
OUTFLOW
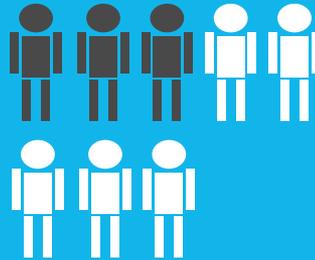
INFLOW:
NEWLY IDENTIFIED

INFLOW:
RETURNED FROM HOUSING

INFLOW:
RETURNED FROM INACTIVE

OUTFLOW:
HOUSING PLACEMENTS

OUTFLOW:
MOVED TO INACTIVE

Quantitatively Assessing your list: Reliable Data

- Aggregate inflow/outflow data corresponds to changes in actively homeless #
- Combined with a score of 28 on the By-Name List Scorecard, reliable data can provide confidence that your data is good enough to track progress toward ending homelessness.

Tracking Improvement Over Time
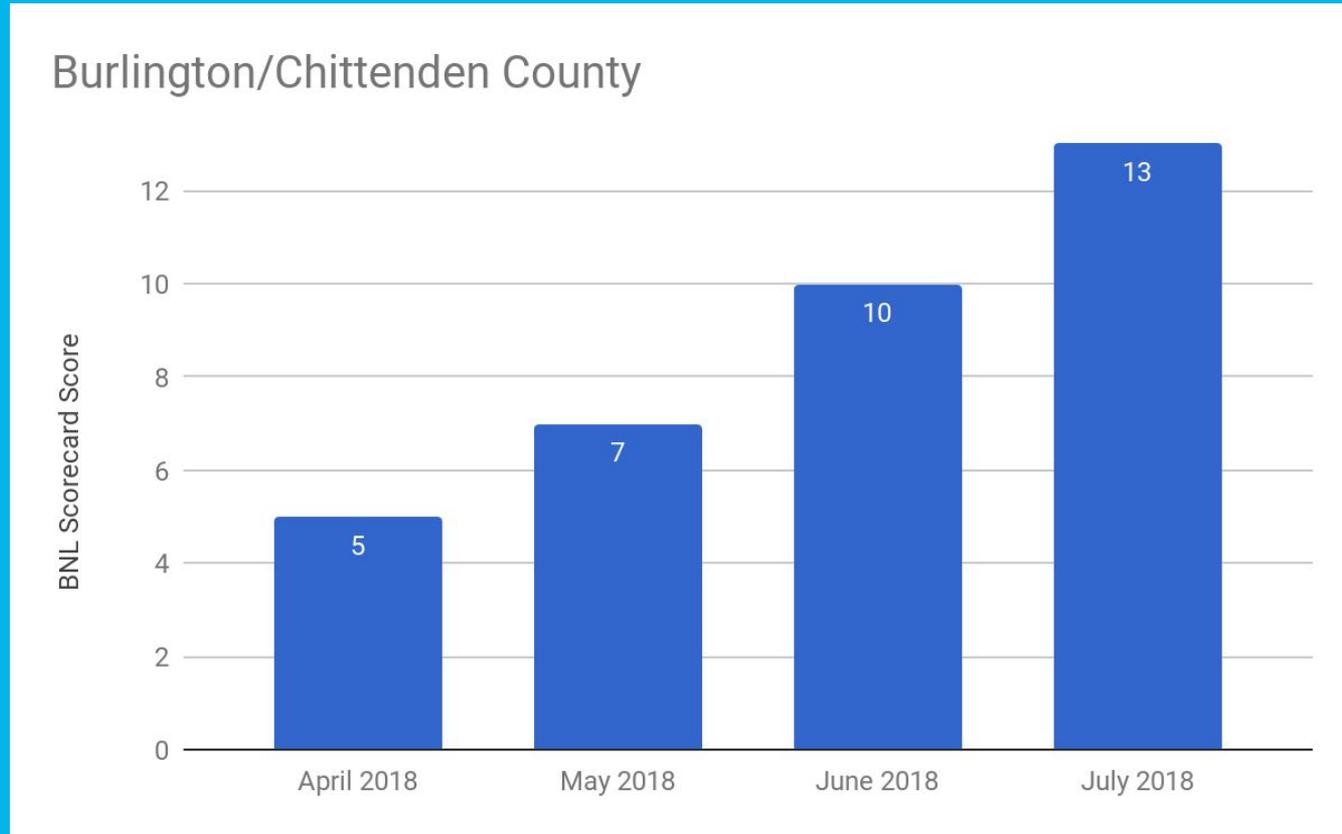
Burlington/Chittenden County

BNL Scorecard Score

April 2018	May 2018	June 2018	July 2018
5	7	10	13

Two Key Indicators of Quality Data

1. Qualitative: Scorecard/Improvement Framework

2. Quantitative: Data Reliability
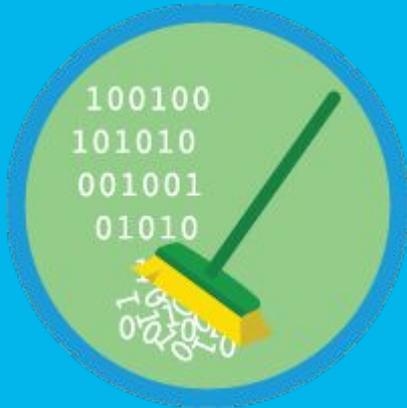
What does reliable data look like?

Quantitatively Assessing Your List: Reliable Data

- Total inflow and outflow data corresponds to changes in actively homeless # every month

- Combined with a perfect score on the By-Name List Scorecard, reliable data can provide confidence that your data is good enough to track progress toward ending homelessness

So, does my data need to be absolutely perfect?

Nope.

How good is good enough: Scale Matters

Being off by 1 in:
New York City

Unaccounted For
0.1%
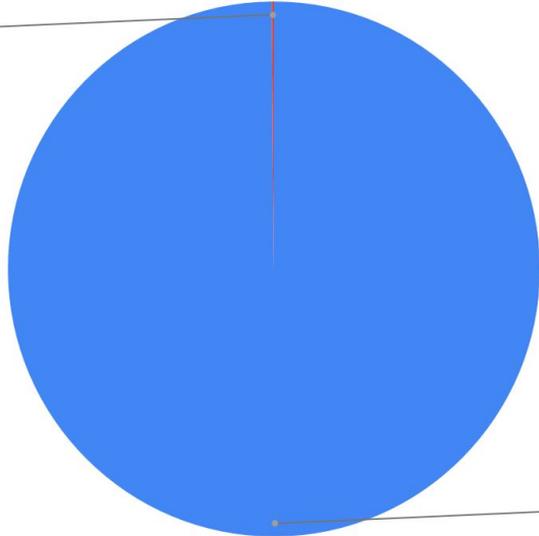
BNL
99.9%

Being off by 1 in:
Lookout Mountain, TN

Unaccounted
20.0%
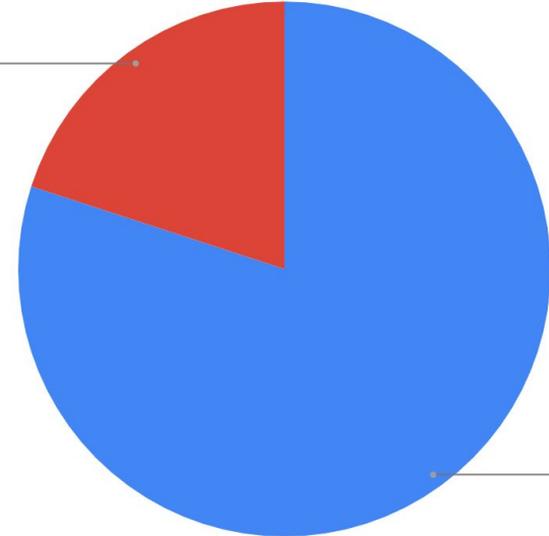
BNL
80.0%

Without Reliable Data You Can't:

- Understand where you are relative to the goal of ending homelessness

- Make projections or set meaningful reduction goals

- Know what is or isn't working in your community

- Get to zero AND stay there!

Lunch
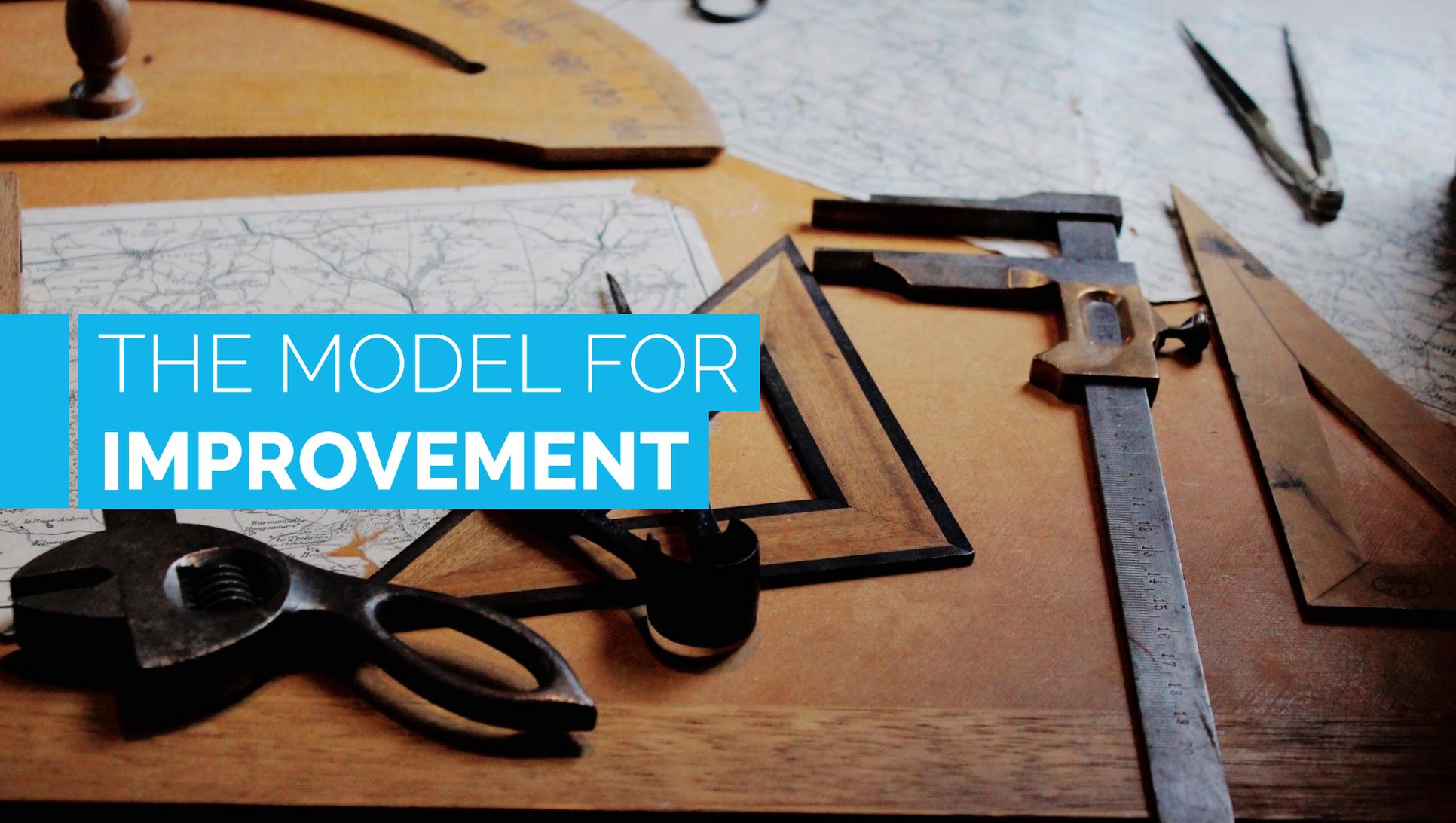
THE MODEL FOR
IMPROVEMENT

The Model for Improvement

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

PLAN | DO

ACT | STUDY

Core Concepts of Improvement

- Every system is perfectly designed to **get the results it gets**.

- **Be curious.**
  (this work is for improvement, never for judgment)

Knowledge for Improvement

SUBJECT MATTER KNOWLEDGE

- Knowledge basic to the things we do in life. Professional knowledge. Knowledge of work processes.

SCIENCE OF IMPROVEMENT (SOI) KNOWLEDGE

- The interplay of the theories of systems, variation, knowledge, and psychology.

Knowledge for Improvement

Improvement

Learn to combine subject matter knowledge and SOI knowledge in creative ways to develop effective changes for improvement.

Subject Matter Knowledge

IMPROVEMENT

SOI Knowledge
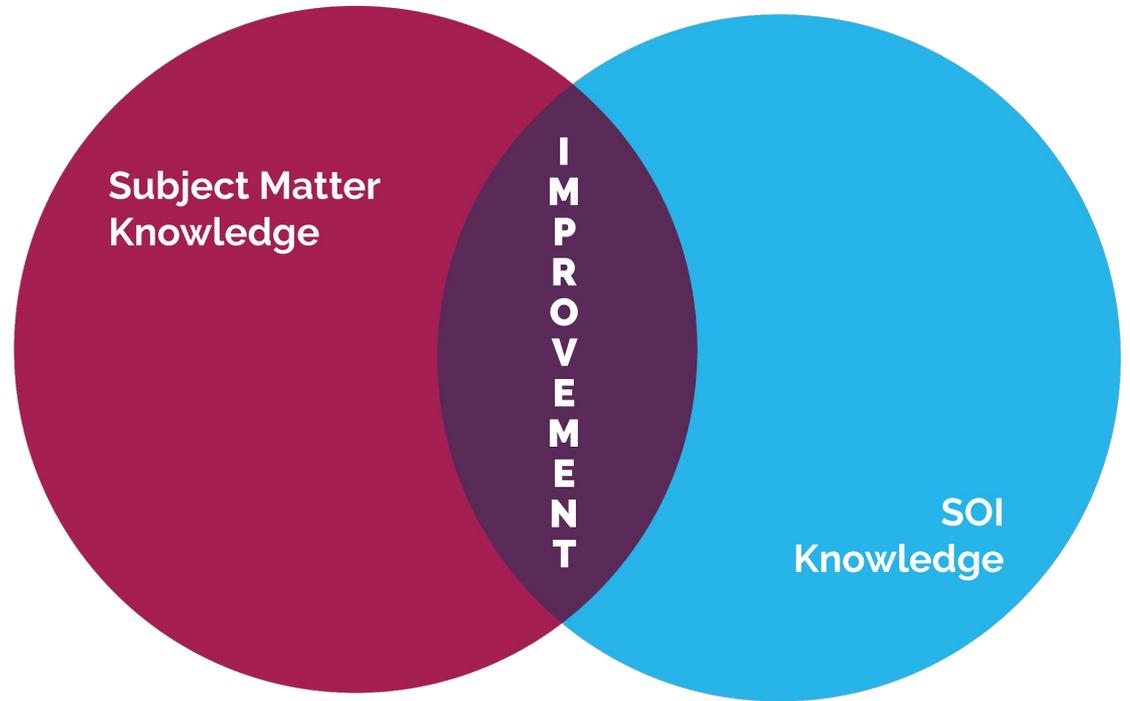
Think about your commute to work
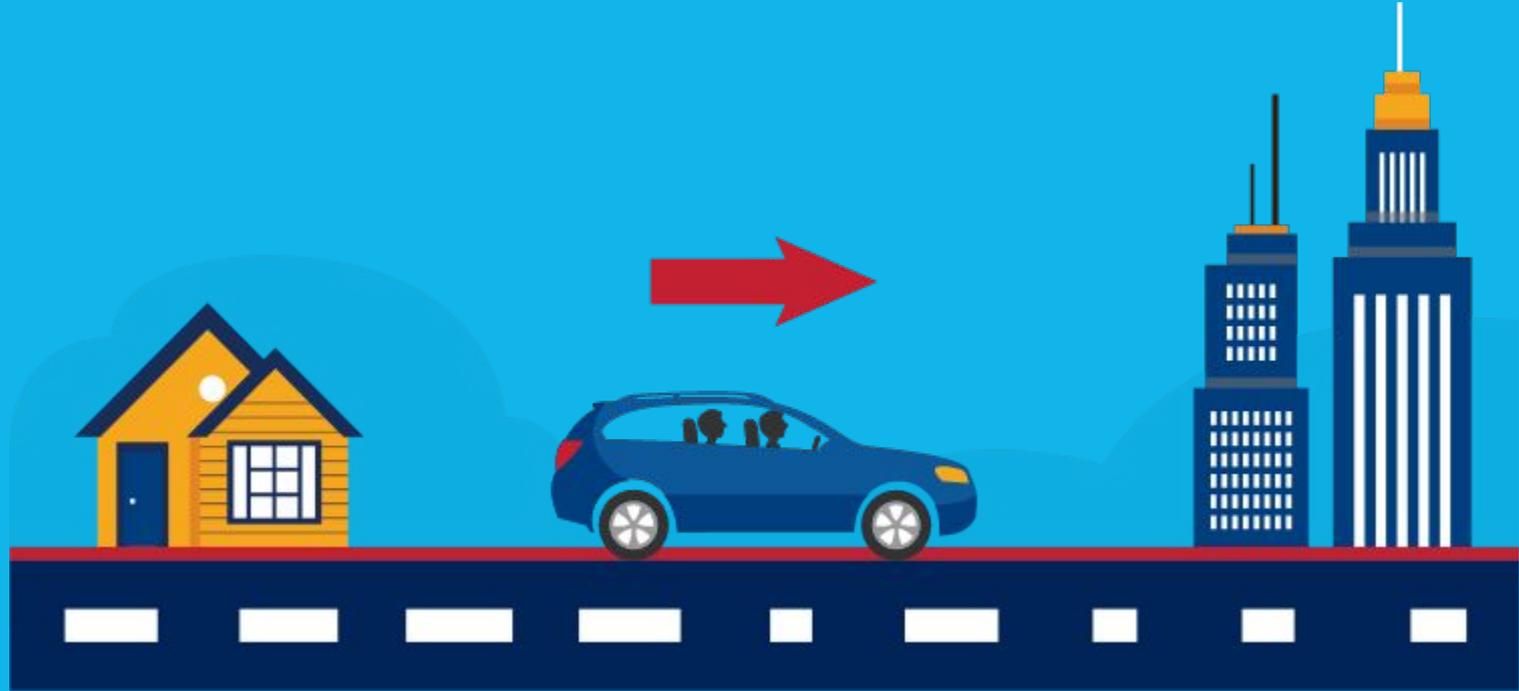
Improving your commute

What does a "better" commute mean?

Aim: What are we trying to accomplish?

- Are we minimizing time? or stress?
- Do we want to spend more time outside?
- Do we want less driving/more walking?
- Are we willing to spend more money?
- What are the non-negotiables/constraints?

Improving your commute

How will we know a change is an improvement?

What measures will we use?

- Time spent commuting decreases?

- # of morning meetings I'm late to decreases?

- # of daily steps walked increases

- Losing weight

Improving your commute

What change can we make that will result in improvement?

PLAN · DO · ACT · STUDY
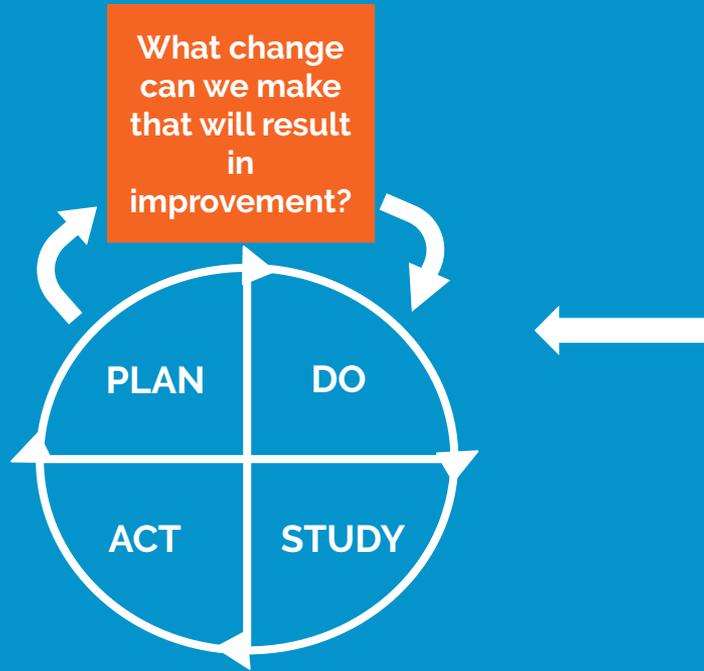
What change can we make?

- Leave 30 minutes earlier to avoid traffic

- Take a different route

- Take public transportation

- Bike to work

- Carpool with others

- ~~Move~~ Test the commute from a different neighborhood

WHAT ARE WE TRYING TO ACCOMPLISH?

AIM

The Model for Improvement

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

PLAN

DO

ACT

STUDY

Components of a Strong Aim Statement

WE WILL... + **ACTION VERB** (eg. reduce, increase, solve, provide, build) + **SPECIFIC PROBLEM** (eg. **veteran homelessness**, truancy, BNL) + **NUMBER** (eg. percentage or number)

+ **SPECIFIC POPULATION/ PROJECT** (eg. **your city**, children ages 5-10, residents of a neighborhood) + **DATE** (eg. **August 31st, 2019**) **EXCLAMATION POINT!**

(INTERNAL) LARGE CITY COHORT AIM STATEMENT:
By January 1, 2020:

- one community will reach functional zero for veterans,
- one community will reduce veteran homelessness by 50%,
- and three communities will reduce veteran homelessness by 30%

| 30% Reduction | 50% Reduction | Functional Zero |

LARGE CITY COMMUNITY AIM STATEMENTS:
By January 1, 2020:

30% Reduction

Charlotte-Mec'burg CoC

Detroit CoC

50% Reduction

St. Louis City/St. Louis County CoCs
District of Columbia CoC

Metro Denver CoC

Functional Zero

Jacksonville-Duval, Clay Counties CoC

Phoenix/Mesa/Maricopa County

Discussion

Write out your community (or project) aim statement, ensuring it includes all the necessary elements!

Community Level: St. Louis, Jacksonville, Denver, Phoenix, DC, Detroit, Hartford

Project Level: Jen, Caitlin

Examples

100,000 Lives: Prevent 100,000 unnecessary deaths in US hospitals in 18 months.

Global Polio Eradication Campaign: We will eradicate polio from every country on earth by the year 2000.

AWHA Grand Challenge: Help 10 communities end homelessness for LGBTQ youth and youth of color by December 31, 2020, setting the path of ending homelessness for all youth.
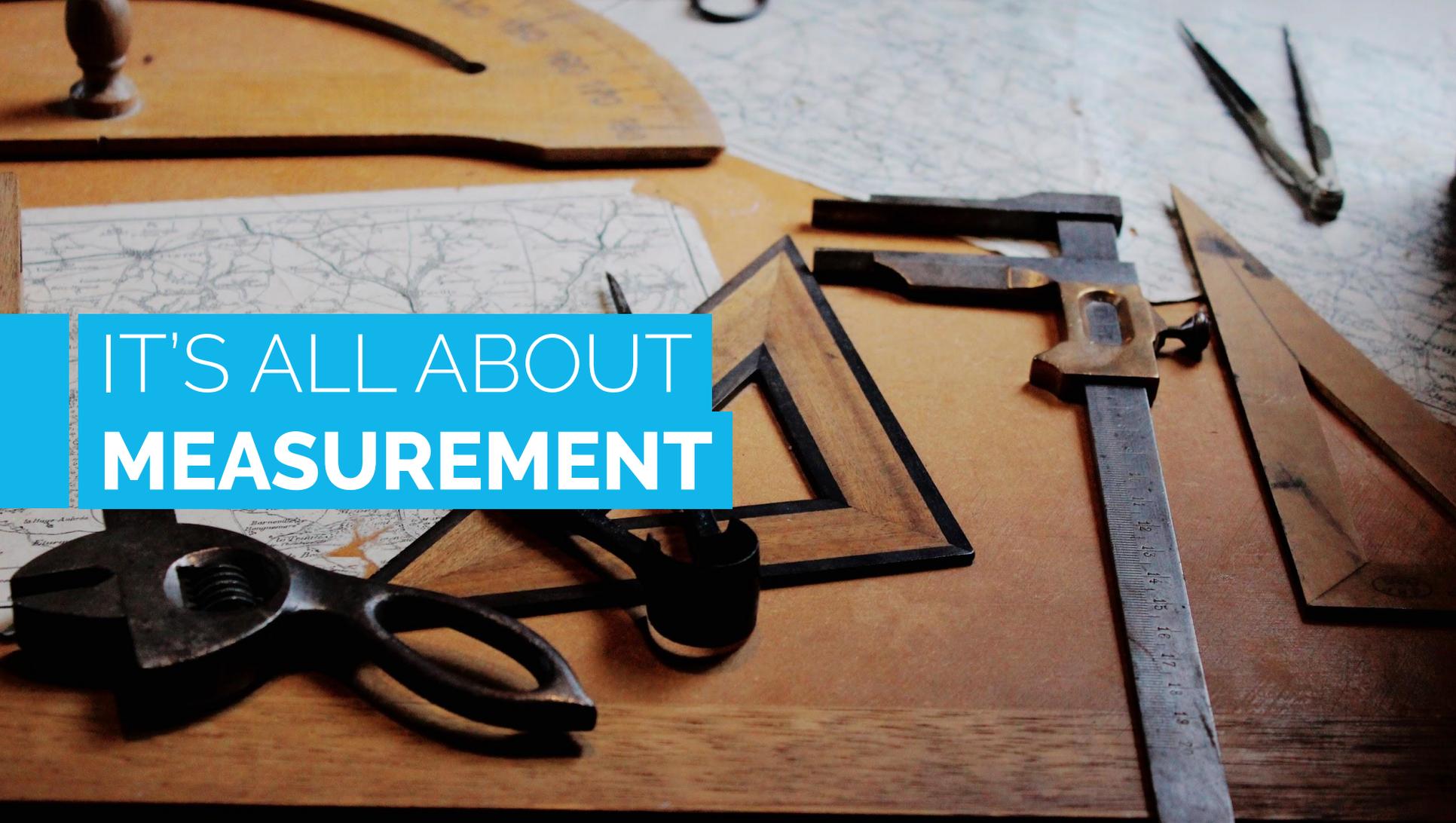
IT'S ALL ABOUT
MEASUREMENT

Different measurement roles

1 | **Measurement for accountability**

2 | **Measurement for research**

3 | **Measurement for improvement**
    (Diagnosis and effectiveness of change)

Solberg, L. I., Mosser, G., & McDonald, S. (1997). The three faces of performance measurement: Improvement, accountability and research. *Joint Commission Journal on Quality Improvement,* 23(3), 135-147.

Outcome Measures:

- Align with system purpose, and stakeholder values!
- Is this system meeting the needs of those it is responsible to?
- Is our improvement work making a meaningful impact?

Process Measures

- Are the parts of the system performing as planned?
- Are we doing what we are supposed to do? Does our work conform to requirements?
- Are we on track to improve?

Balancing Measures

- In solving one problem, are we making others worse?

Outcome Measures

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Outcome Measures: Is our improvement work making a meaningful impact?

- What's the goal here? How will we measure our <u>OUTCOME?</u>
  - HEALTH/WELLNESS as measured by…
    - Weight, BMI, Body Fat %, Cholesterol
  - ENDING HOMELESSNESS as measured by…
    - Actively Homeless #, Change in Actively Homeless #

- Ends vs. Means: The "what do I really care about" test:
  - I went to the gym 15 times in August vs I lost 5 lbs in August
  - Our community had 15 move-ins in August vs we reduced our BNL by 15 people in August

Process Measures: Are the parts of the system performing as planned?

- What's the game plan here? How will we measure if we're following the plan/PROCESS?
  - HEALTH/WELLNESS as measured by…
    - Daily calorie count, Sodas per week, Days since last workout
  - ENDING HOMELESSNESS as measured by…
    - Monthly move-ins, Monthly returns from housing, BNL Scorecard results, # of Case Conferencing meetings… etc.

- Ends vs. Means: These are all MEANS towards an END but… they aren't directly tied to our aim in the way our outcome measure is

Process Measures: System vs Project level

"High Level" (System) Process Measures:
- Health Example: calories in/calories out
- How we measure Systems-Level improvement: looking at inflow/outflow

"Zoomed In" (Micro) Process Measures
- Health Example: drinks per week, days since last workout etc.
- The things we think will improve one of the inflow/outflow measures
- This will usually correspond to Improvement Projects

Balancing Measures: In solving one problem, are we making others worse?

- What are some potential side-effects/trade-offs from our plan? How could we reach our aim but still feel unsuccessful? What other considerations do we need to BALANCE?

- Common examples:
  - Staff satisfaction
  - Client experience
  - Financial cost

Example Set of Measures for a Community Working to End Homelessness

Aim	Outcome Measure	Process Measures	Balancing Measures
Reach Functional Zero for Veterans Experiencing Homelessness	Change in Actively Homeless #	System Level: # of newly identified veterans experiencing homelessness Project Level: # of individuals diverted/prevented from becoming homeless	# of veteran move-ins Staff satisfaction

Adapted from IHI

Measure Mismatch

- Align Aim and Outcome
    - if your aim is to lose weight, measure your weight!
    - If your aim is to end homelessness, measure your actively homeless #!

- Make sure your System and Project level process measures align

Process Measures

System Level: # of newly identified or aging into chronic inflow

Project Level: # of individuals housed from a chronic "at-risk" list

Process Measures

System Level: # of newly identified or aging into chronic inflow

Project Level: # of individuals successfully diverted from shelter

ALIGNING YOUR MEASURES

Outcome Measure

Process Measure

Process Measure

Process Measure

Process Step 1: Measure

Process Step 2: Measure

Process Step 3: Measure

COMMUNITY
SOLUTIONS
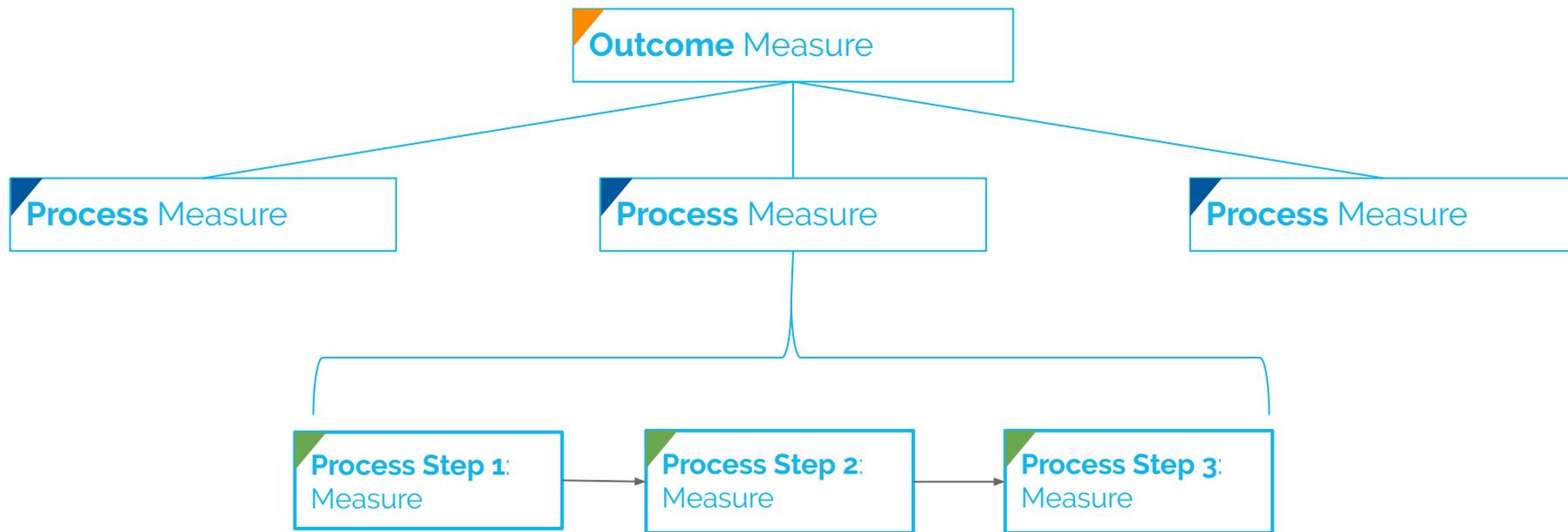
DEEP DIVE IN HOUSING SYSTEM PERFORMANCE

ACTIVE HOMELESS #

INFLOW

OUTFLOW

Process Step 1: Measure

Process Step 2: Measure

Process Step 3: Measure

COMMUNITY SOLUTIONS
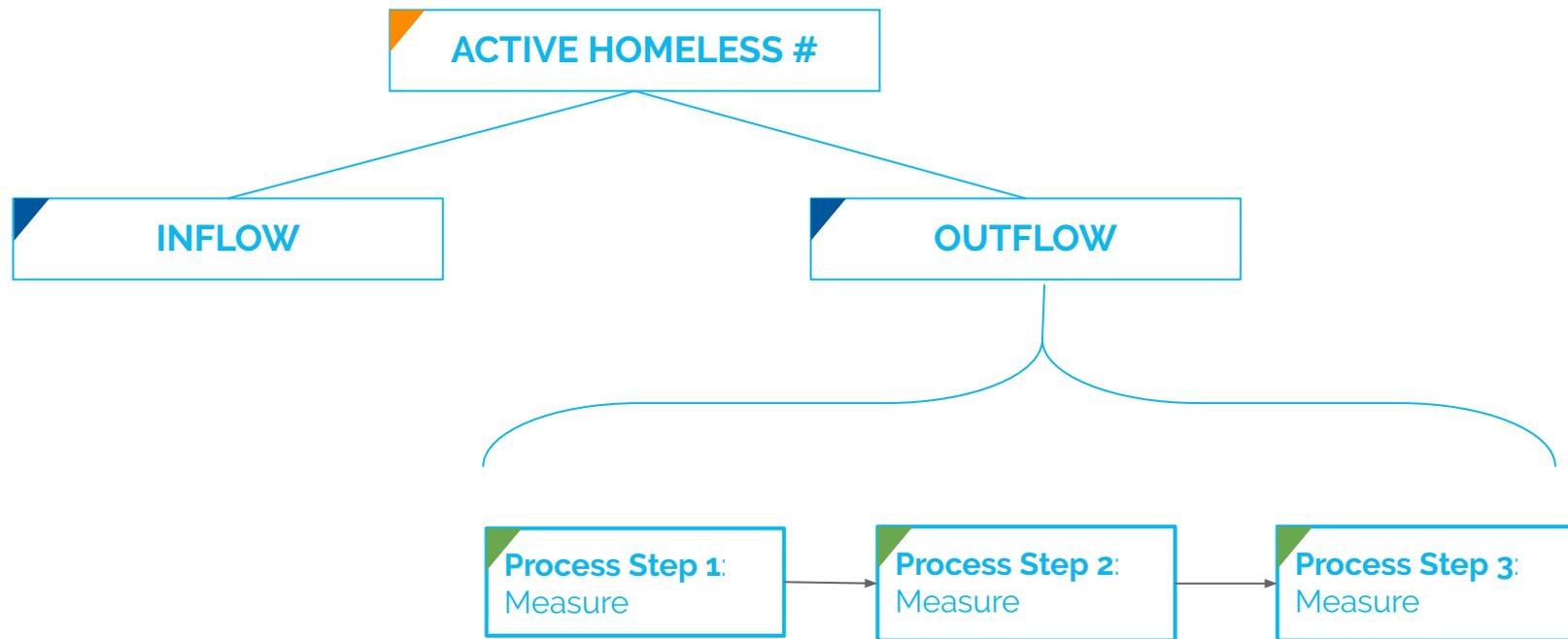
MAPPING ONE COMMUNITY'S PROCESS

Step 1:
Identification

Step 2:
Assessment

Step 3:
Referral to Program

Step 4:
Intake

Step 5:
Housing Search

Step 6:
Move-in

COMMUNITY SOLUTIONS

Example Set of Measures for a Community Working to End Homelessness

Aim	Outcome Measure	Process Measures	Balancing Measures
Reach Functional Zero for Veterans Experiencing Homelessness	Change in Actively Homeless #	System Level: # of veteran move-ins Project Level: # of days from intake to housing search	Length of time for other process steps Staff satisfaction

Adapted from IHI

A Look Behind the Curtain
BFZ Internal Measurement

ALIGNING YOUR MEASURES

COMMUNITIES REDUCING

ENGAGEMENT

QUALITY DATA

QI ADOPTION

BNL Scorecard Baseline → Perfect BNL Scorecard → Reporting Reliable Data

COMMUNITY
SOLUTIONS
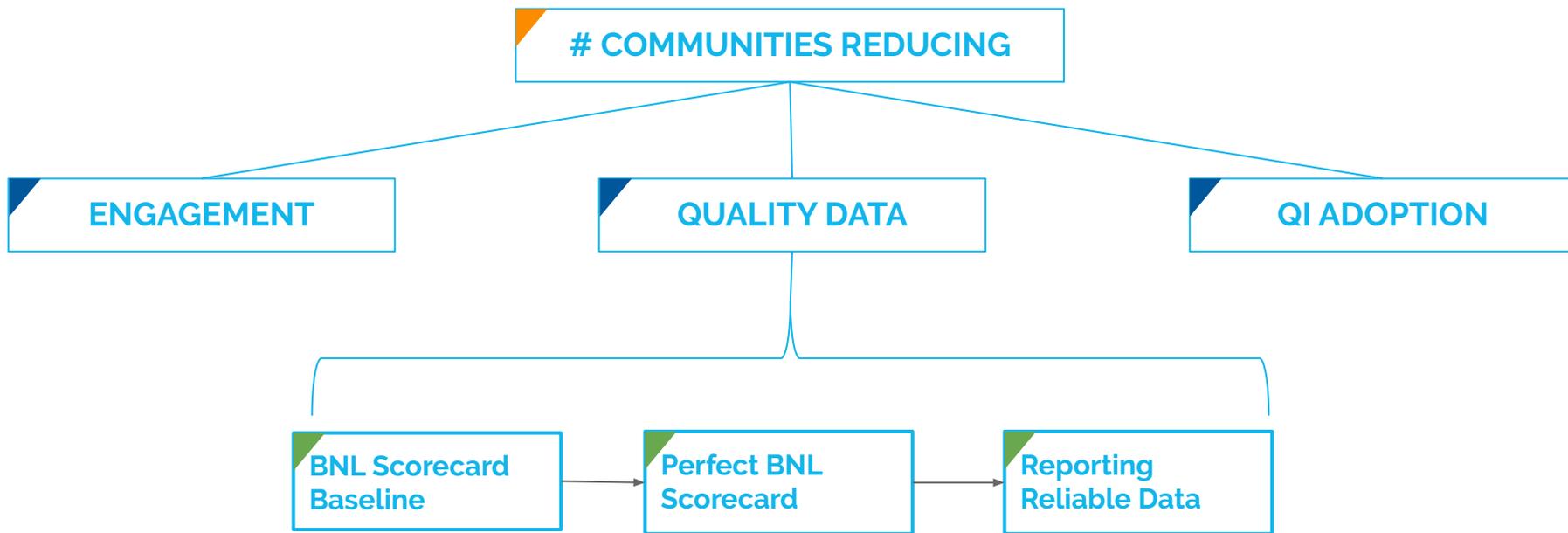
TENNIS BALLS!

TENNIS BALL ACTIVITY

- **SETUP**

- **ESTABLISH** THE PROCESS

- **COMPLICATE** THE PROCESS

- **TIME** THE PROCESS

- **ACHIEVE** INCREMENTAL IMPROVEMENT

- **ACHIEVE** SYSTEM IMPROVEMENT

COMMUNITY
SOLUTIONS

- You will need 3 tennis balls and a timer.

- Ask for 8-10 volunteers from the group to participate in the activity.

- Ask the 8-10 participants to stand in a circle without crowding each other (if space is tight, feel free to find a space outside of the room).

ESTABLISH THE PROCESS

- Say **"We are going to create a process aimed at having everyone touch the ball."**

- **Toss the ball to someone on the opposite side of the circle.**

- **Have the next person pass the ball to someone new, and so on until everyone has had a turn.**

- Say, **"let's see if we can remember the sequence that the ball travels in",** and ask them to do this one more time

COMPLICATE THE PROCESS

- Say **"We never do one thing at a time – we're always multitasking."** Add in another ball for them to pass around in the same sequence following the first ball.

- Once they have the process down, **hand the three balls to the first person. Remind them of the rule that everyone must touch each ball once and in the same established sequence. Now you step out of the circle.**

COMMUNITY SOLUTIONS

TIME THE PROCESS

- Say **"We don't just multitask – we are usually working under time pressure. So now we will time you**."

- **Call START when the first ball leaves the hand of the first person, and STOP when the third ball touches the hand of the last person.**

- **Have them do a round. Time them, call out the time and record it as the baseline on a flipchart.**

1. Each person on the team must touch each ball once.

2. Each person on the team must touch each ball in the same order each time.

3. No person on the team can hold the balls the whole time.

ACHIEVE INCREMENTAL IMPROVEMENT

- Ask: **"Do you think you can do it faster?"**

- **Tell them every team before them has been able get under <u>10 seconds</u>**

- **Let the group repeat a few times or until they are happy with the progress they have made.**

- **Call out and record their time(s) for each iteration of the process. 2-3 rounds.**

COMMUNITY
SOLUTIONS

1. **Each person on the team must touch each ball once.**

2. **Each person on the team must touch each ball in the same order each time.**

3. **No person on the team can hold the balls the whole time.**
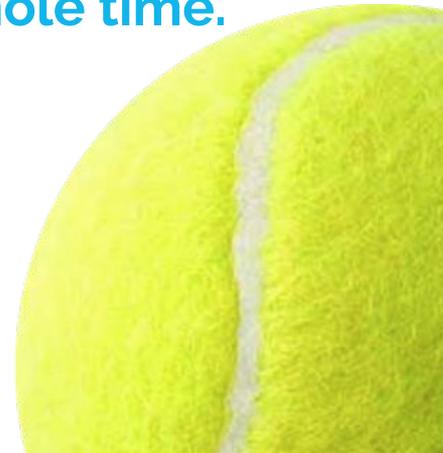
ACHIEVE SYSTEM IMPROVEMENT

- Applaud their progress.

- Tell them every team before them has been able get under <u>3 seconds</u>

- Call out and record their time(s) for each iteration of the process. 2-3 rounds.

1. Each person on the team must touch each ball once.

2. Each person on the team must touch each ball in the same order each time.

3. No person on the team can hold the balls the whole time.

DEBRIEF

Break

DRIVER DIAGRAMS

The Model for Improvement

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

PLAN   DO

ACT   STUDY

What is one of the ways
we can help communities
generate change ideas and organize
their work?

Build a **DRIVER DIAGRAM**

A visual representation of the activities that are **necessary** and **sufficient** to reach a measurable aim.

Driver Diagrams

A Driver Diagram first connects an aim statement to several primary drivers , as a way of organizing and prioritizing work. Drivers are high-level strategic focus areas.
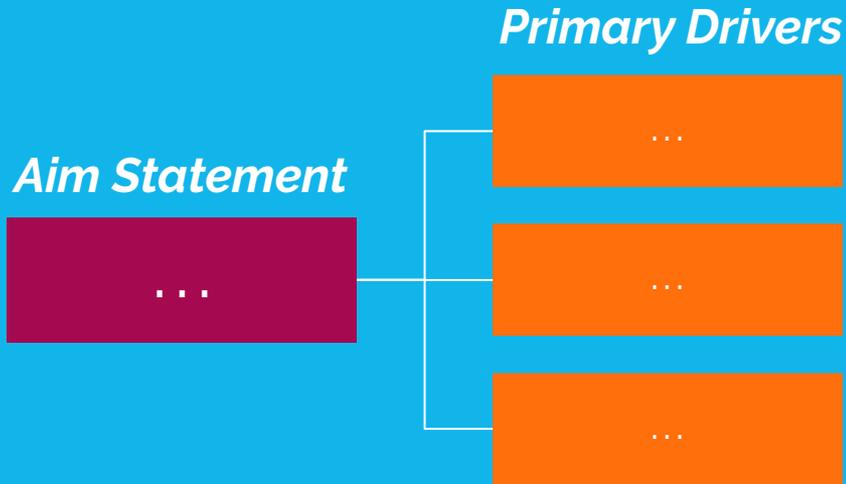
Primary Drivers

Aim Statement

Driver Diagrams

Each primary driver includes strategies , high level activities to organize your efforts

Primary Drivers

Strategies

Aim Statement

. . .

. . .

1   . . .

2   . . .

3   . . .

. . .

high-level activities to advance the primary driver

. . .

Driver Diagrams

Each `primary driver` includes `strategies` , high level activities to organize your efforts

Primary Drivers

Strategies

Change ideas

Aim Statement

...

... ...

... | 1 | ... | ▪

| 2 | ... |

... | 3 | ... |

actionable ideas to realize the strategy
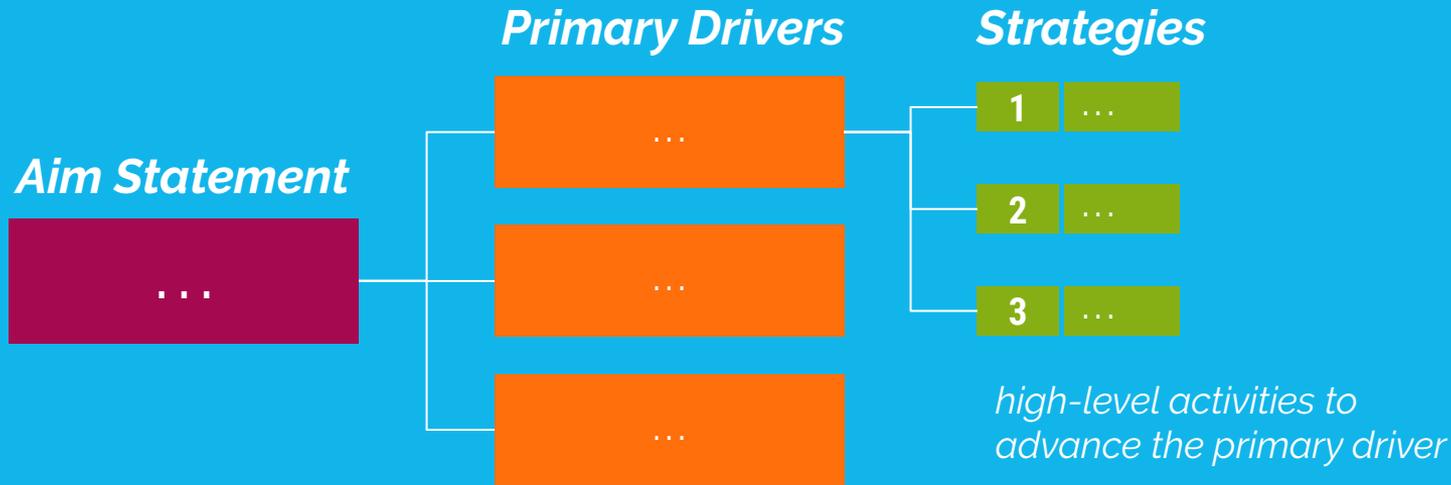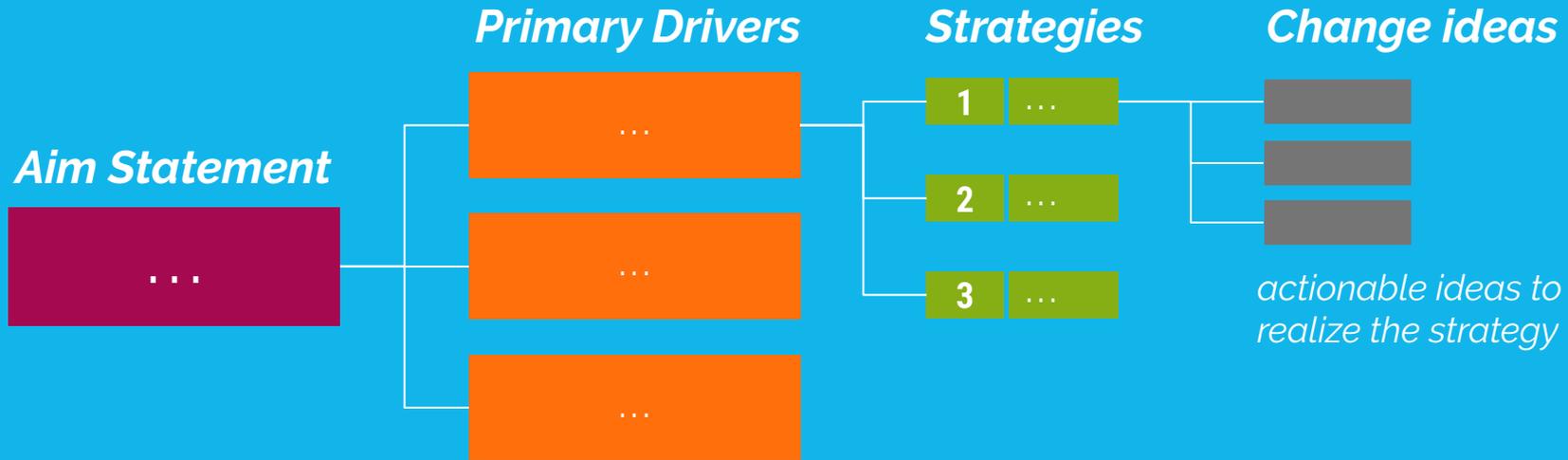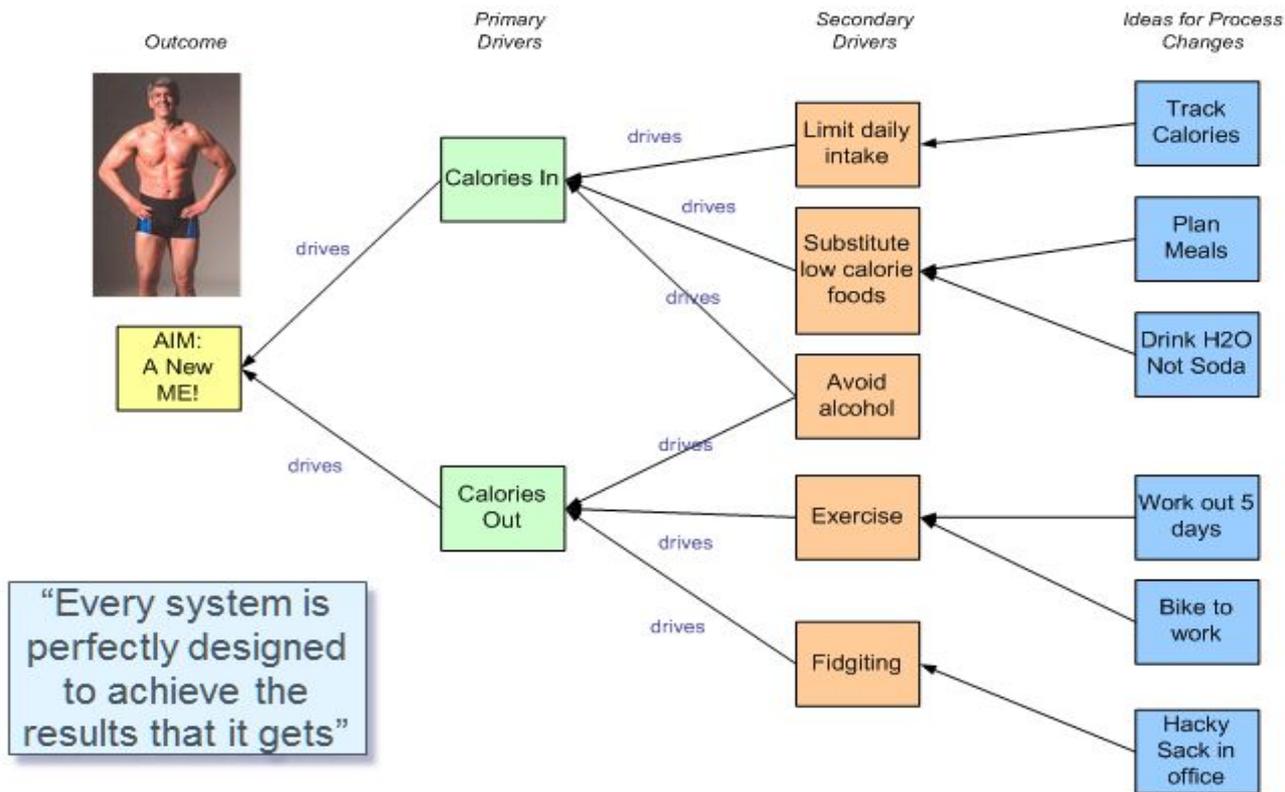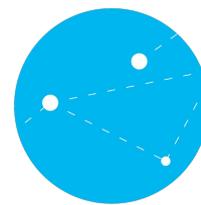
By January 1, 2020

- One community reaches FZ for vets

- One community reduces by 50%

- Three communities reduce by 30%

High Functioning BFZ Team

- Deepened Staffing - System Improvement Advisors
- BFZ Support teams
- Deepened VA Partnership and Coordinated TA

Co-Designed Learning System for Iteration and Spread

- Design tools for data and information sharing
- Design and build a Learning Network

Drive Advocacy Goals and Narrative Change

- Bring urgency and attention to end veteran homelessness in a large city
- Build and drive an advocacy agenda for policy and program change

Reliable and Efficient Local Coordinated Entry Systems

- System Process Improvements - Reduce Inflow/ Accelerate Exits
- Dimension and Right Size Resources
- Leadership Capacity: QI, Facilitation, Data Analytics, HCD

PLUS/DELTA

APPRECIATIONS & WRAP UP

You did it!

On Deck for Tomorrow

Questions?

Appreciations

Day 2 Preview

- Using Data for Improvement

- Completing a PDSA

- Facilitation: Open, Narrow, Close

- Building (and maintaining) Strong Improvement Teams

- Behaviors of a Strong Improvement Team

(Optional) Social Time!

Join us at our AirB&B: 2901 W. 20th, Denver, CO for an after dinner hang out

6:30 - 8:30 pm

BYOB

Day 2

WELCOME BACK!

Built For Zero.

COMMUNITY SOLUTIONS

Day 2 Agenda

- Using Data for Improvement

- Completing a PDSA

- Facilitation: Open, Narrow Close

- Building (and maintaining) Strong Improvement Teams

- Behaviors of a Strong Improvement Team

PLUS/DELTA FEEDBACK LOOP

Quality Data Means...

1. Perfect score on BNL Scorecard

   +

2. Data Reliability < %15
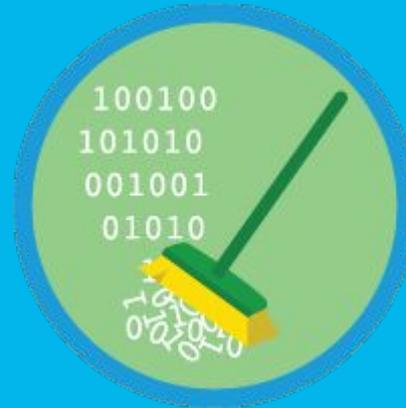
The re-frame: birds, not baseballs
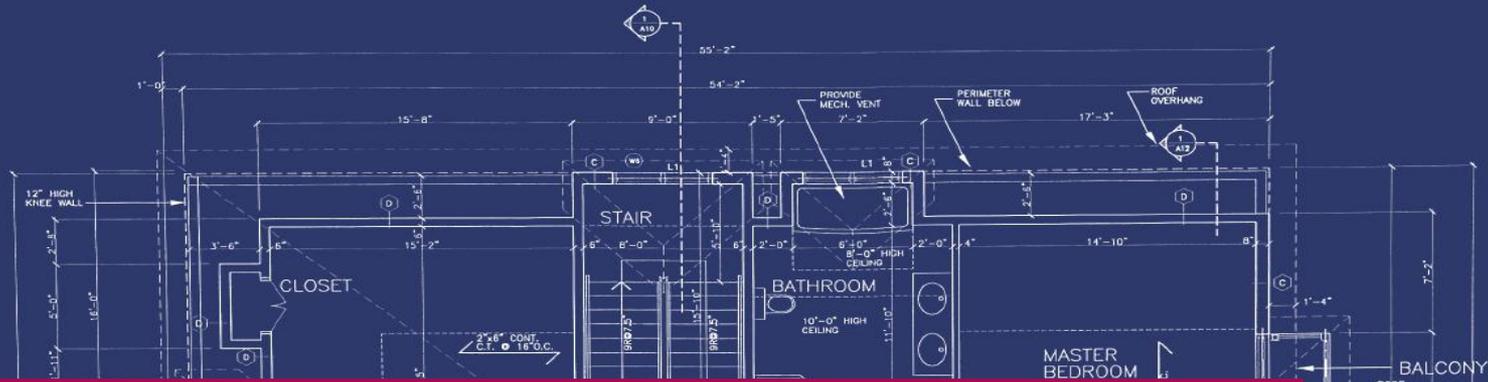
IMPROVEMENT PROJECTS:
PLAN, DO, STUDY & ACT
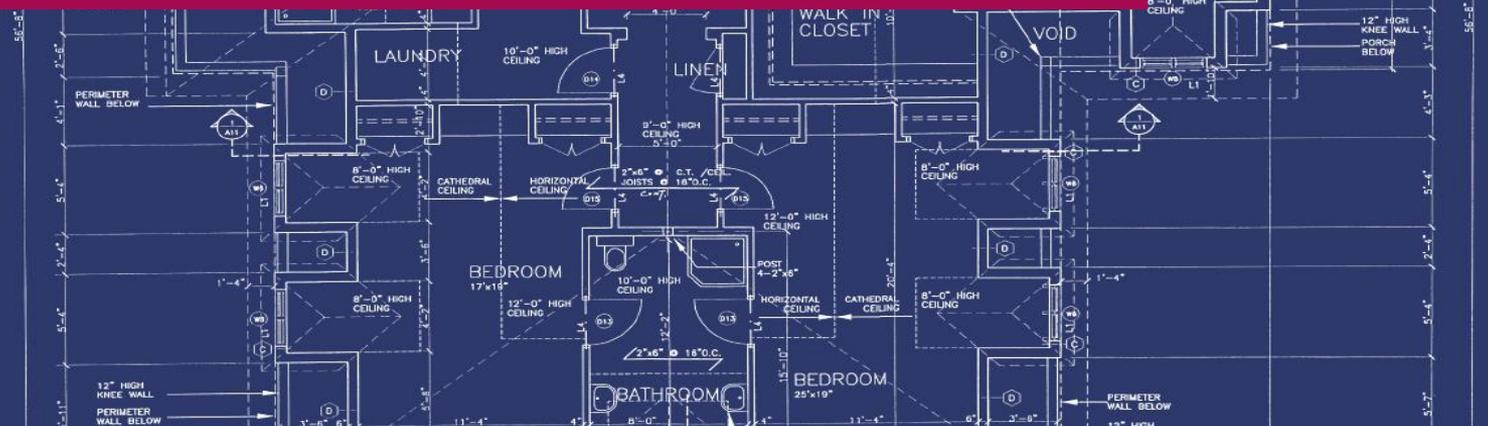
The Model for Improvement

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

PLAN

DO

ACT

STUDY

Using a PDSA Mindset to Scope & Implement Improvement Projects

A time-limited test of change to a community's system

- Specific, actionable, and measurable

- Involves testing one or multiple change ideas

- Quickly confirms a team's thinking or leads them to pivot

- Applies to a system, not a one-time event

- Keeps teams from getting stuck

PDSA Cycles: Why Test?

- Use scarce resources wisely

- Learn more from doing than planning

- Learn about the change:

  - Cost, How much improvement, Side effects
- Reduce resistance to change

Improvement Guide, 2009,
Chapter 7, p. 142

Used with permission from the Institute for Healthcare Improvement

It took **40** attempts to create WD-40

The 40th time was the charm for the blue canister that boasts more than 2,000 uses. In 1953, chemist Norm Larsen finally created on his **40th try**, a formula to stop corrosion by displacing moisture *(hence the name "Water Displacement , 40th attempt)*.

Activity ≠ Change

Is *NOT* a change:

(but may be a necessary preliminary task however)

- Planning

- Having a meeting

- Educating staff

- Creating a protocol

- Assigning responsibility

Is a change:

- Use a new form

- Run a "by name" review meeting

- Use the form on the next 10 cases

- New outreach process

Activity ≠ Change

Is *NOT* a change:

(but may be a necessary preliminary task however)

- Planning
- Having a meeting
- Educating staff
- Creating a protocol
- Assigning responsibility

Is a change:

- Use a new form
- Run a "by name" review meeting
- Use the form on the next 10 cases
- New outreach process

For each change idea, you should have an explicit prediction of how it will impact the outcome.

PDSAs - Key Points

Cannot be too small

One PDSA will almost always lead to another

Help you to be thorough & systematic

Help you learn from your work

Can produce rapid results

Sequence of Improvement

Changes That Result in Improvement

DATA

Implementation of Change

Tests Over Wider Conditions
(Two more agencies added)

Follow-up Tests
(Revise HMIS fields and test with next 5 clients)

Hunches Theories Ideas

Small Scale Test
(3 outreach staff test direct entering VI-SPDATs into HMIS using an iPad with 5 clients each)
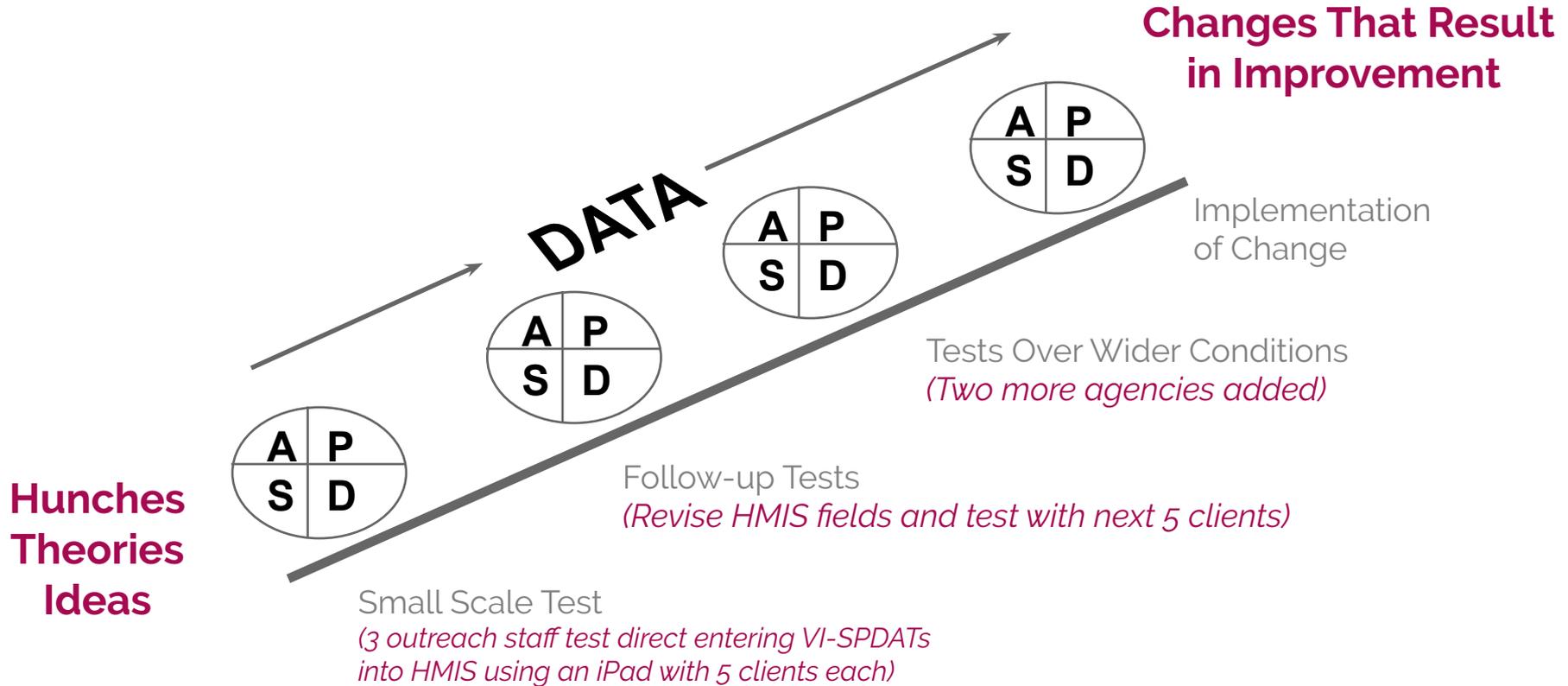
Improvement Projects:
Plan and Do

By January 2020

- FZ by Jan 2020

Transform GPD projects to increase positive exits & housing placements
Lead: Veteran Workgroup

- Explore adjustments to models/projects
- Adjust case conferencing to problem solve long stayers

Action-oriented Problem-solving and Decision-making Structures
Lead: CoC

- Bring urgency to ending veteran homelessness with front line and political actors
- Revised case conferencing process to drive outflow

System Process Improvements
Lead: CoC & STA

- Increase program enrollments to accelerate pipeline
- Targeted interventions for sub-populations

Dimension and Right Size Resources
Lead: CS Team & STA

- Close the non-unit resource gap
- Targeted housing investment

169 Clients Total
35% of February BNL

GPD Only N = 7

GPD + Non-Priority N = 58

Non-Priority Only N = 10

GPD + Non-Priority + Humanitarian N = 6

Non-Priority + Humanitarian N = 6

Humanitarian Only N = 82

169 Clients Total
35% of February BNL

GPD Only
N = 7

GPD + Non-Priority
N = 58

Non-Priority Only
N = 10

GPD + Non-Priority + Humanitarian
N = 6

Non-Priority + Humanitarian
N = 6

Humanitarian Only
N = 82
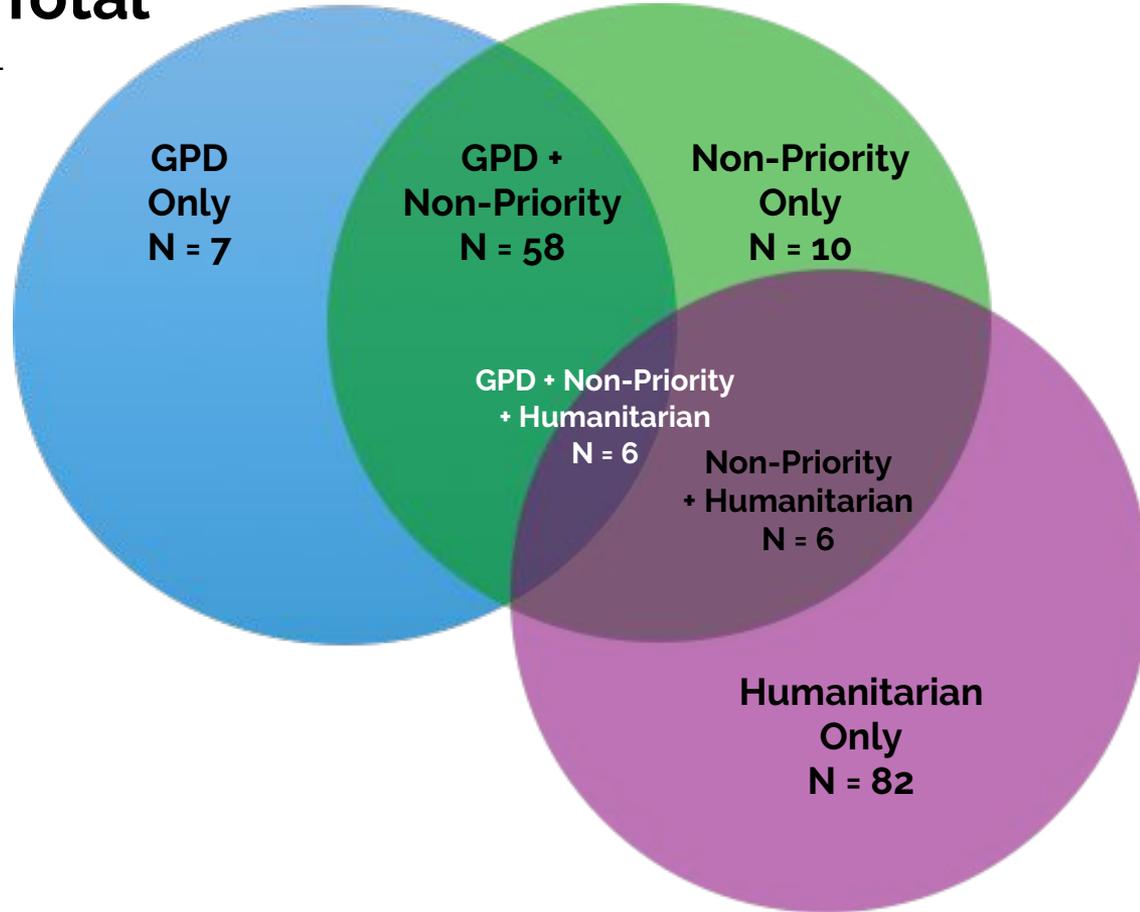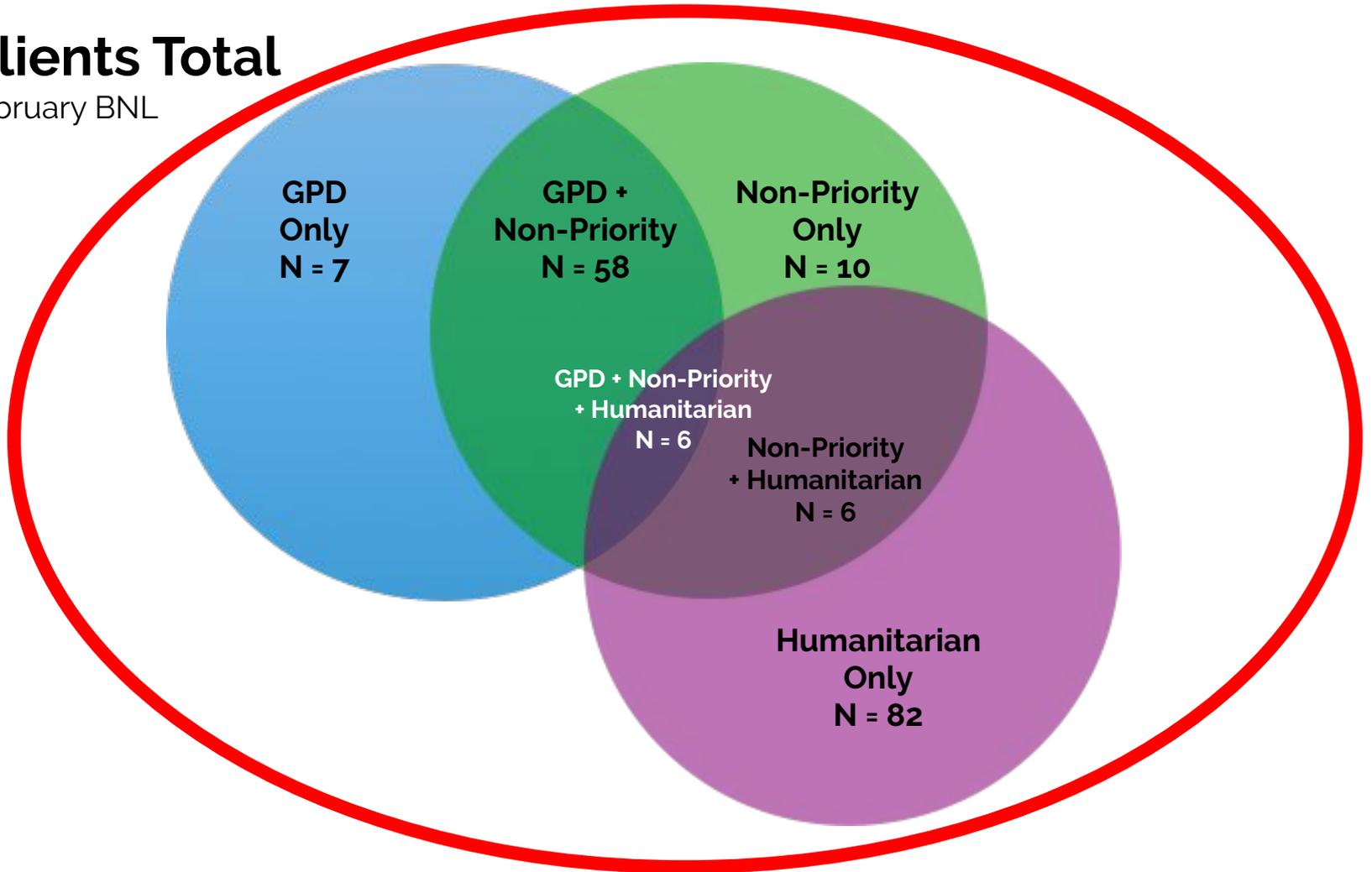
February Housed: Assessment to Enrollment
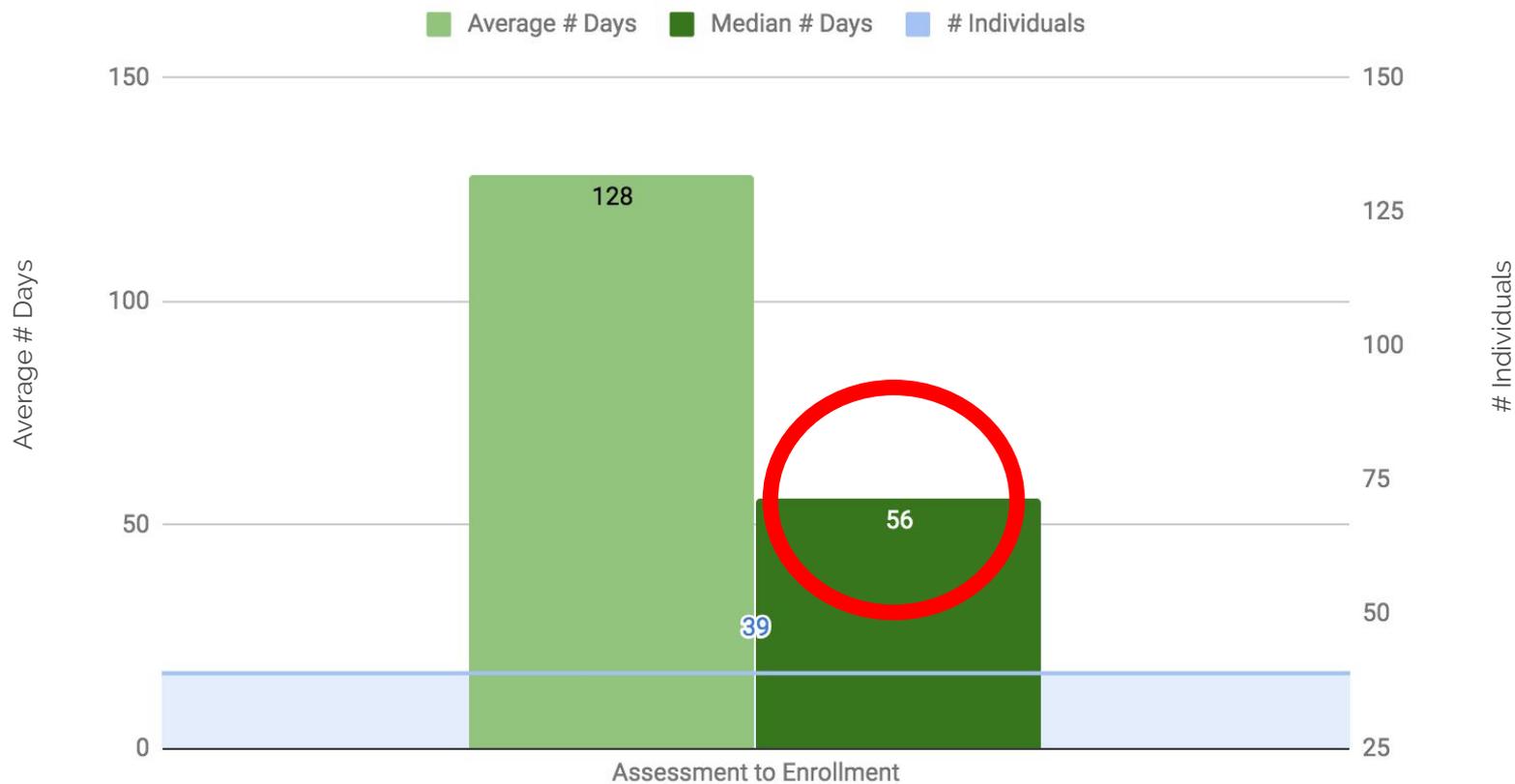
February Housed: Enrollment to Move-In
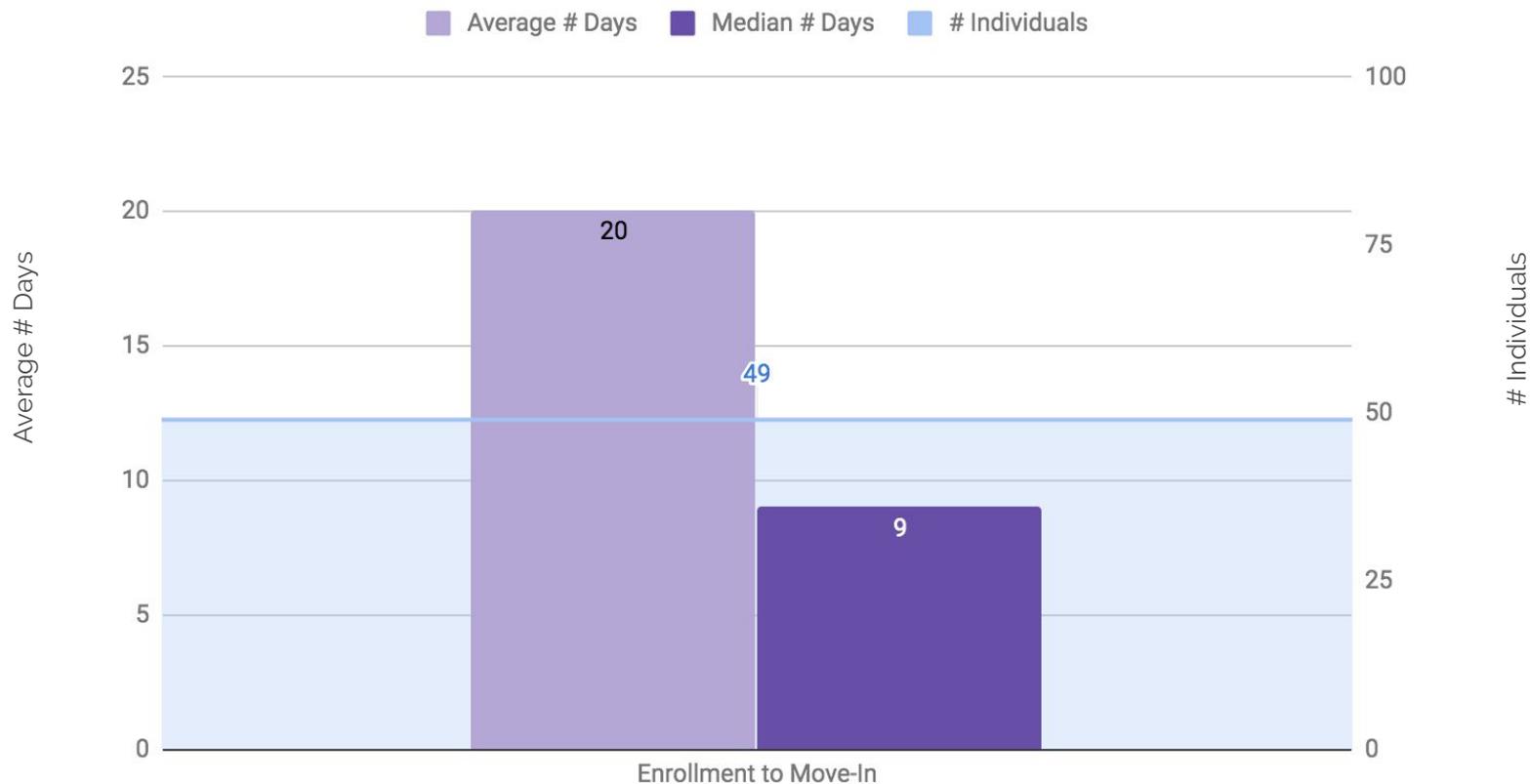
IMPROVEMENT PROJECTS

PROJECT 1: OPERATION SHOW ME THE MONEY **LEAD:** Michelle B/Andy

- Increase housing placements of "over income" from _____ to _____ in 30 days
- Target veterans who are "over income" but qualify for ESG RRH to drawdown available funds by June 1

PROJECT 2: OPERATION HOUSING FAST AND FURIOUS **LEAD:** Andy

- Reduce # of GPD long term stayers from 71 to 0 in the next 90 days
- VA chart review of GPD vets, engagement with GPD providers and flex funds leveraged as needed

IMPROVEMENT PROJECTS

PROJECT 3: OPERATION GET CONNECTED   **LEAD:** Tamara

- Decrease median length of time from assessment to enrollment from 56 to 14 days
- Leverage implementation of new HMIS referral process to track enrollments into SSVF and ensure necessary connection processes are in place

PROJECT 4: OPERATION ONE TEAM   **LEAD:** Tamara

- Increase Humanitarian or other non-VA eligible housing placements from _____ to _____
- Partner with CoC/CESC to implement community veteran prioritization

Break

AIRPLANE ACTIVITY

AIRPLANE ACTIVITY

- **AIM:** **To design the farthest flying paper airplane in the room**

- **MEASURE:** **Distance of each flight**

- **RULES:**

  - **Only one design change per PDSA cycle**

  - **All planes must have wings and be able to glide**

  - **The worksheet should be completed before and after flight**

  - **Use only materials provided (one sheet of paper PER airplane)**

COMMUNITY
SOLUTIONS

Airplane Activity Debrief

- Sharing

- Why only make 1 change?

- Iterating vs starting over

Break

Improvement Projects:
Study

We've Planned, We've Done, What Now?

Solving complex problems starts with a **measurable end state and works backward.** Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

PLAN

DO

ACT

STUDY

Reading & Using a Run Chart as Part of S(tudy)
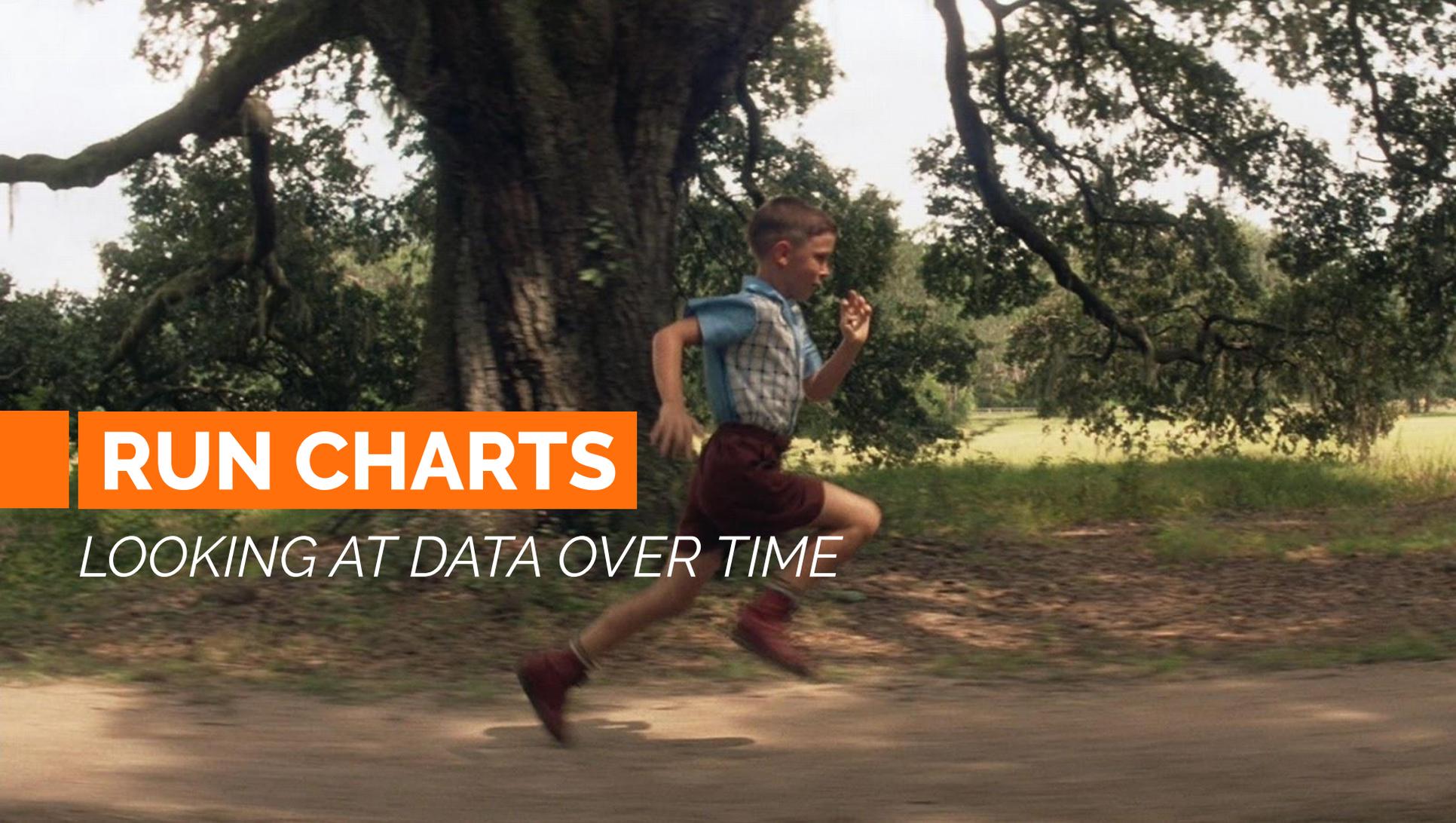
RUN CHARTS

LOOKING AT DATA OVER TIME

Types of Variation

Common Cause Variation

- **Is inherent in the design of the process**

- Is due to regular, natural or ordinary causes

- **Affects all the outcomes of a process**

- Results in a "stable" process that is predictable

- **Also known as random or unassignable variation**

Special Cause Variation

- **Is due to irregular or unnatural causes that are not inherent in the design of the process**

- Affect some, but not necessarily all aspects of the process

- **Results in an "unstable" process that is not predictable**

- Also known as non-random or assignable variation

103

Common Cause (Random) Variation
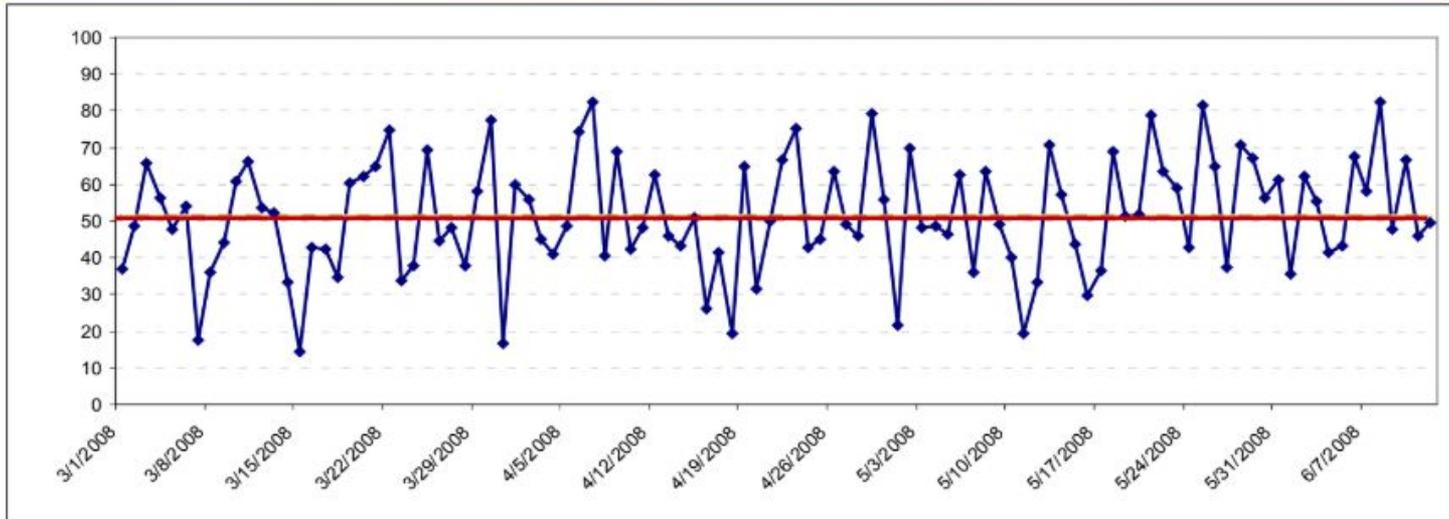
- **Points equally likely above or below center line**
- **There will be a high data point and a low, but this is expected**
- **No trends or shifts or other patterns**

Courtesy of Richard Scoville, PhD, IHI Improvement Adviser.

Two Types of Special Causes

Unintentional

When the system is out of control and unstable due to unexpected forces

Intentional

When we're trying to change the system

Idea courtesy of Richard Scoville, PhD, IHI Improvement Advisor
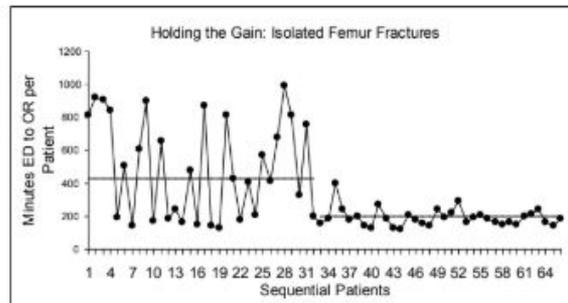
Variation

If you don't understand the variation that lives in your data, you will be tempted to ...

- Deny the data (It doesn't fit my view of reality!)
- **See trends where there are no trends**
- Try to explain natural variation as special events
- **Blame and give credit to people for things over which they have no control**
- Distort the process that produced the data
- **Kill the messenger!**

99

Why Run Charts?

- How do we know that a change really produced an effect on a process?

  - We can't always trust the "eye test"

  - Run charts have rules that tell us whether a significant change is really happening, or if variation is due to random chance

- Run charts help us see a change (with data) over time

Average vs. Median

Average - Found by adding all data points and dividing by the number of data points

Median - The middle number; found by ordering all data points and picking out the one in the middle

Shift – 6 or more consecutive points above or below the median

Actively Homeless Monthly **Chronic** data with signal indicators for **Shifts**

Improvement Median: 213.0

Jacksonville-Duval, Clay Counties CoC
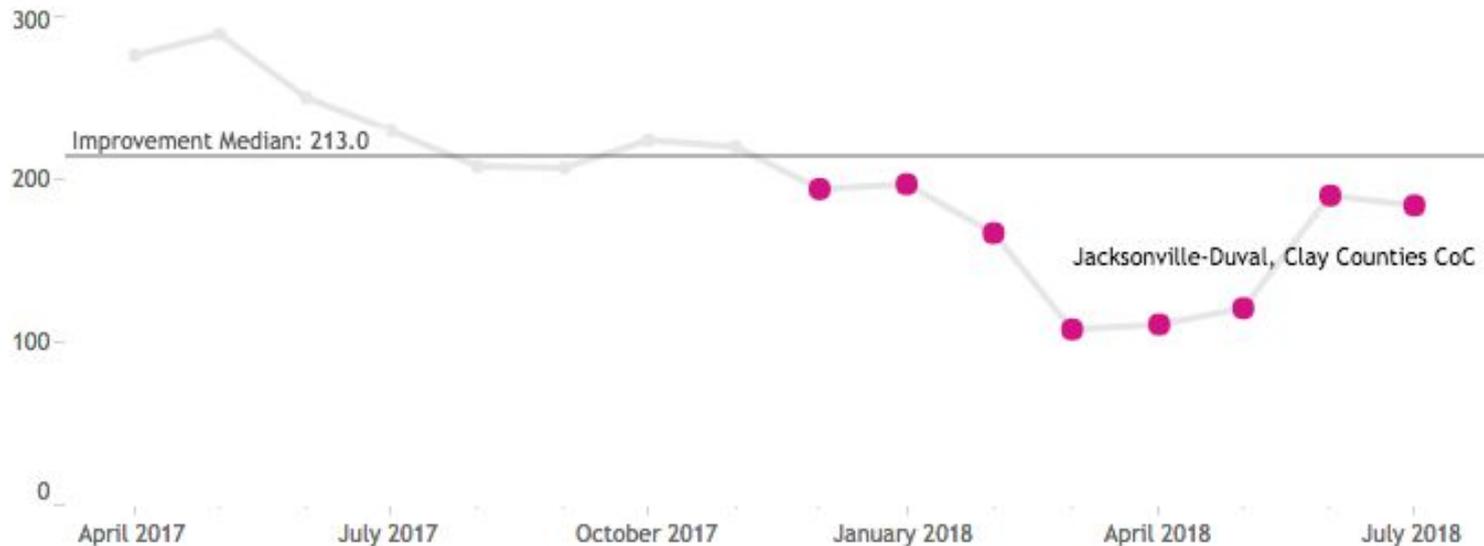
Trend – 5 or more consecutively increasing or decreasing points

Actively Homeless — Monthly Chronic data with signal indicators for Trends

Improvement Median: 64.0

Ann Arbor/Washtenaw County CoC
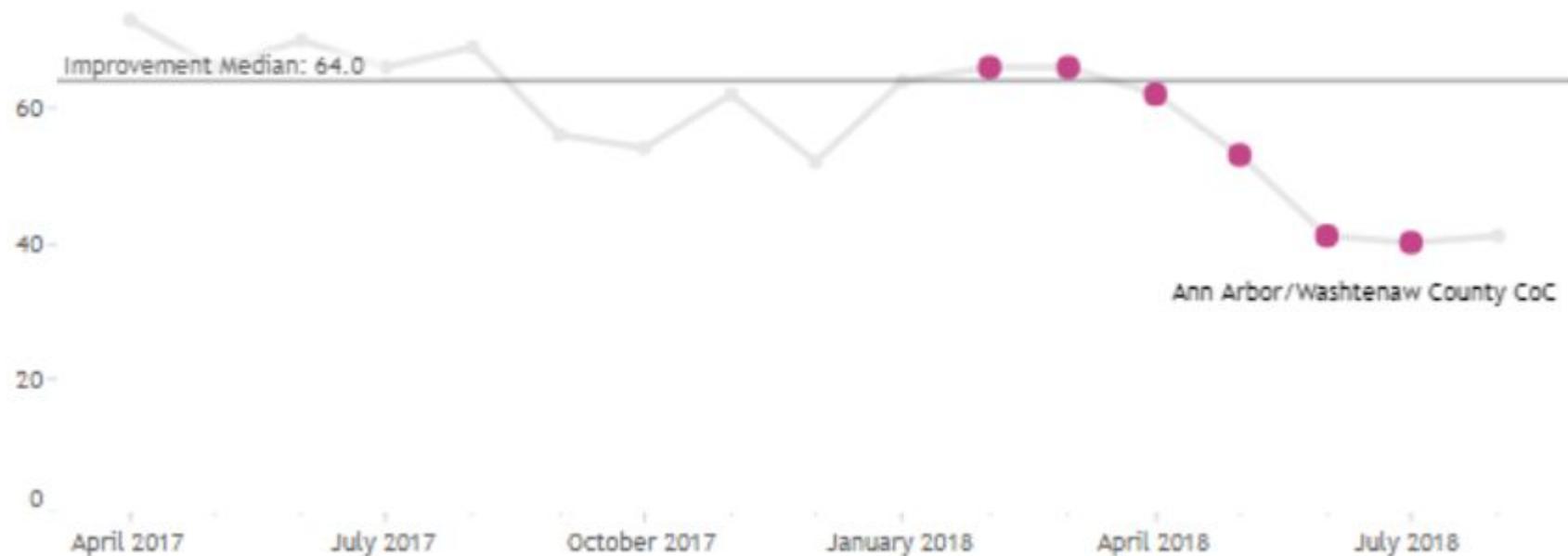
Run Chart Rules

- **Trend** - 5 or more consecutively increasing or decreasing points
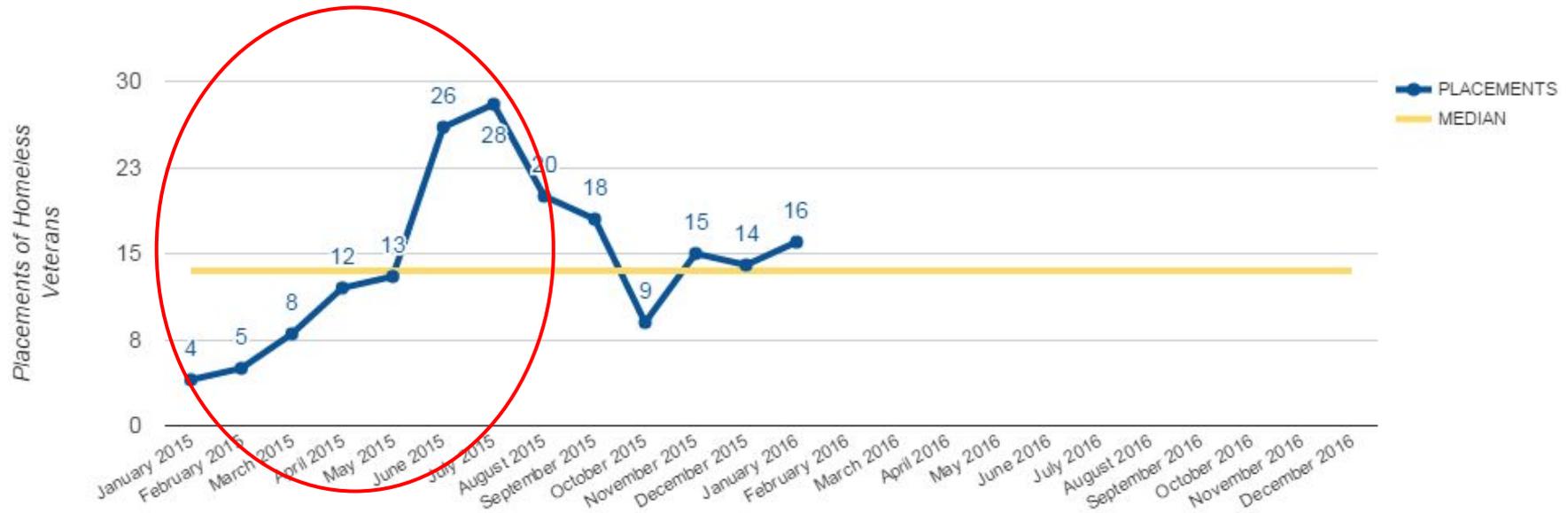
Run Chart Rules

- **Astronomical Point** – A dramatically different value on a chart
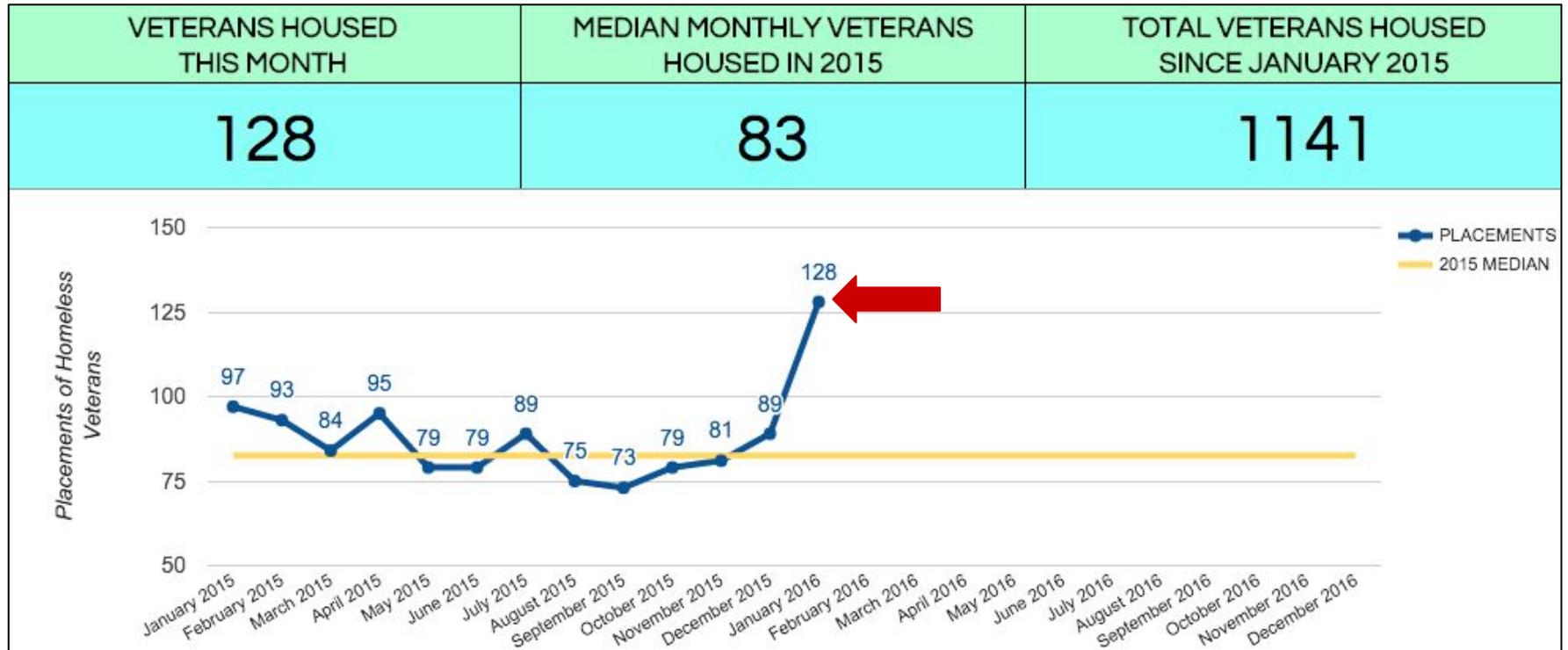
Run Chart Rules

- **Astronomical Point** – A dramatically different value on a chart
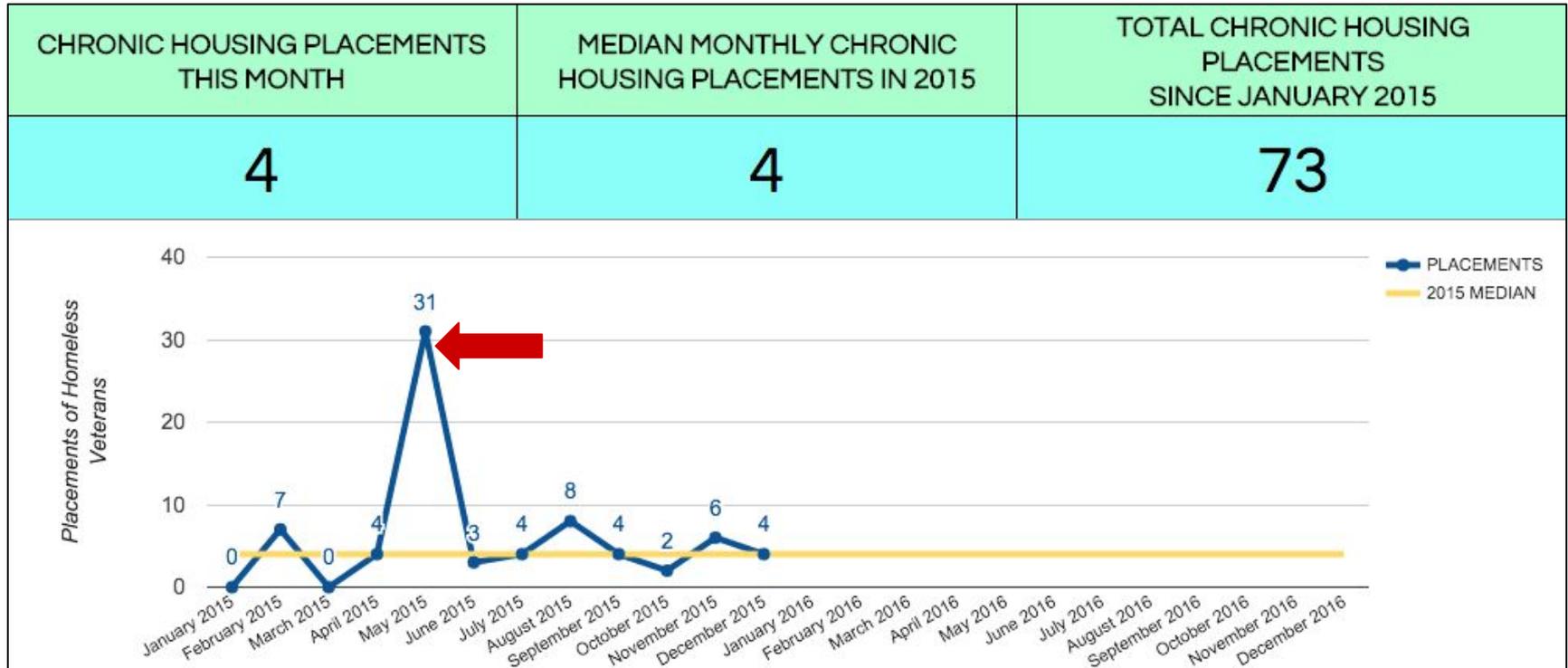
Annotation

Annotations tell the improvement story by linking changes to data.

Phoenix/Mesa/Maricopa County Regional CoC
Actively Homeless # for All
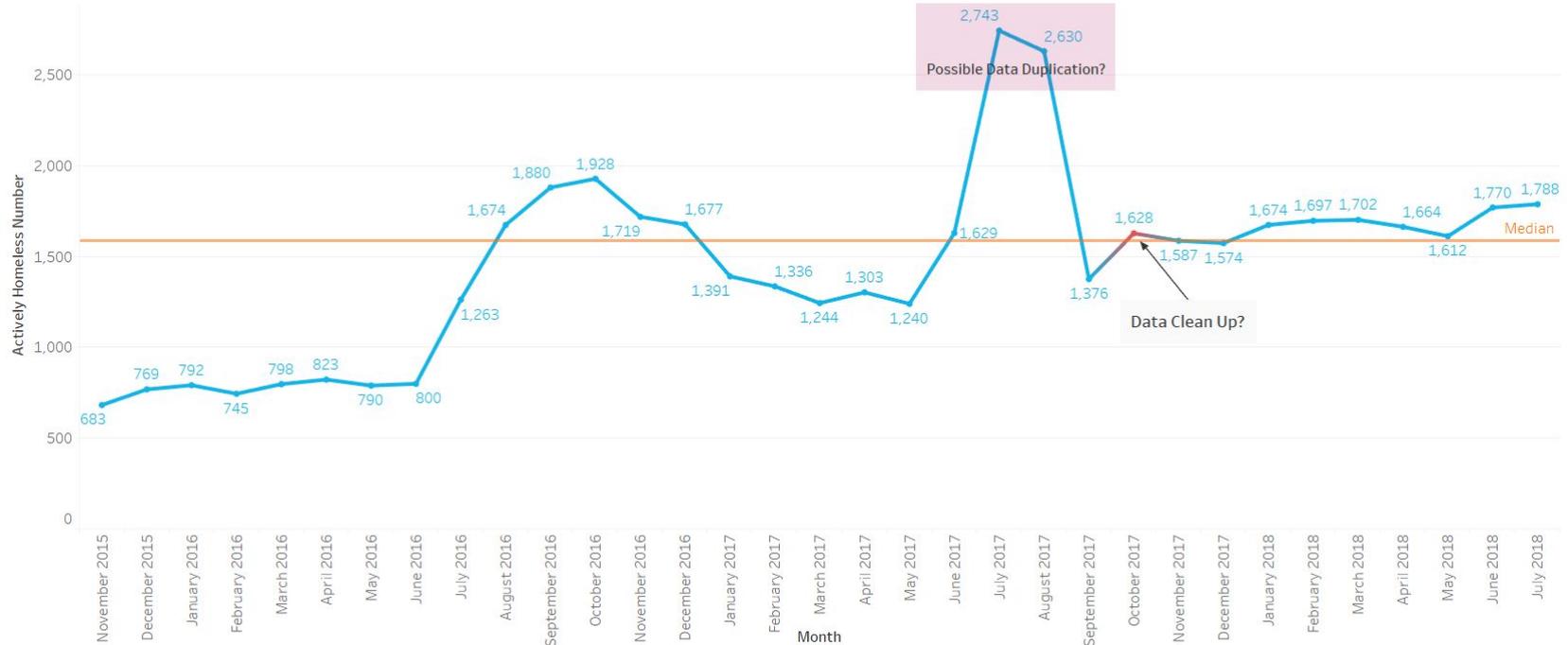
My Community Data

www.bfzchangepackage.org

Australia & New Zealand	Albuquerque CoC	Anchorage CoC	Arlington County	Atlanta
Bakersfield/ Kern County	Baltimore CoC	Bergen County	Burlington/Chittenden County CoC	Central Virginia CoC
Charleston/ Low Country	Charlotte-Mecklenburg	Charlottesville	Chattanooga/ Southeast Tennessee	Chicago
Cleveland/Cuyahoga County CoC	Columbia-Boone County/Missouri Balance of State	Cook County	Croydon	Detroit
District of Columbia	El Paso City and County CoC	Fairfax County CoC	Fayetteville/ Northwest Arkansas	Flint/Genesee County

Lunch

Improvement Projects:
Act

Unsuccessful Tests

- Test Was Not Executed
  - Test was a task
  - Test was too big!

Test Was a Task

Change Idea: Clean-up Chronic BNL by next CH Case Conferencing Meeting.

Test: N/A

Prediction: We will have better understanding of who is literally Chronic and CH list will be pared down

What Happened: Spent 6 hours doing list clean-up. List de-duplicated and down from 88 CH Individuals on list to 74 CH individuals

Test Was Too Big

Change Idea: Coordinate the shared use of a diversion screening tool to implement standard protocols across all agencies serving as system access points

Test: Educate all providers on new diversion screening and ask them to start using the tool for intakes starting next week

Prediction: We will curb inflow into our system by 50%

What Happened: Could not schedule trainings/get consensus around what tool to use

Test Was Too Big

Change Idea: Adopt community-wide policies and procedures around housing first practices

Test: Build consensus amongst agency EDs committing to community-wide approach by getting Mayor to write letter to each ED endorsing housing first

Prediction: Letter from mayor will change behavior which will improve housing placement rate

What Happened: Couldn't get on Mayor's schedule to discuss idea

Unsuccessful Tests:

- Change was executed but did not result in improvement

- Local improvement did not impact the secondary driver or outcome

In either case, we've improved our understanding of the system! **As long as you're testing it's <u>not</u> a failure!**

Test Executed but No Improvement

Change Idea: Identify landlord champions and train them to convene small groups of landlords and share about the benefits of working with homeless service providers

Test: Identify and train three landlord champions who will convene three small groups of landlords

Prediction: Landlord champions/groups will result in rental units for 20 individuals experiencing homeless and an improved # of move-ins

What Happened: Landlords identified and trained but no units have been secured

Local Improvement but Faulty Theory

Change Idea: Identify landlord champions and train them to convene small groups of landlords and share about the benefits of working with homeless service providers

Test: Identify and train three landlord champions who will convene three small groups of landlords

Prediction: Landlord champions/groups will result in rental units for 20 individuals experiencing homeless and an improved # of move-ins

What Happened: 20 units identified, **no improvement in move-ins**

Was Your Test a Success?

- **Test <u>was</u> a success:**
  - Change was successfully executed
  - Change resulted in expected improvement

- **Test <u>was not</u> a success**
  - Change was not executed
  - Change was executed, but not effective

The Sequence of Improvement

Make part of routine operations

Sustaining improvements and Spreading changes to other locations

Test under a variety of conditions

Implementing a change

Theory and Prediction

Testing a change

Developing a change

Data are used throughout the
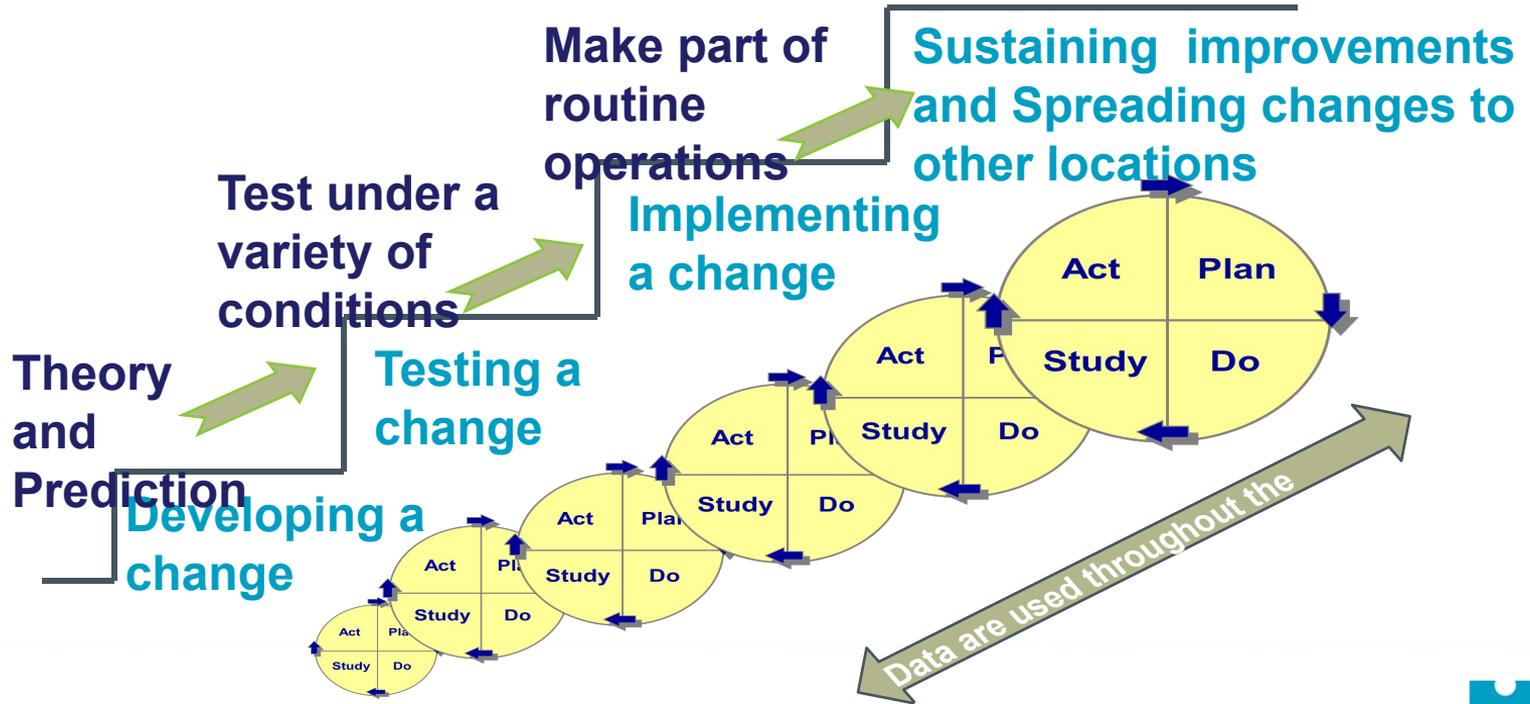
Are you ready to Implement a new idea?

Current Situation		Resistant	Indifferent	Ready
Low Confidence that current change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
High Confidence that current change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of failure small	Small Scale Test	Large Scale Test	*Implement*

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Testing v. Implementation

Testing

Trying and adapting existing knowledge on small scale. Learning what works in your system.

Implementation

- Making this change a part of the day-to-day operation of the system
- Would the change persist even if its champion were to leave the organization?

The Sequence of Improvement
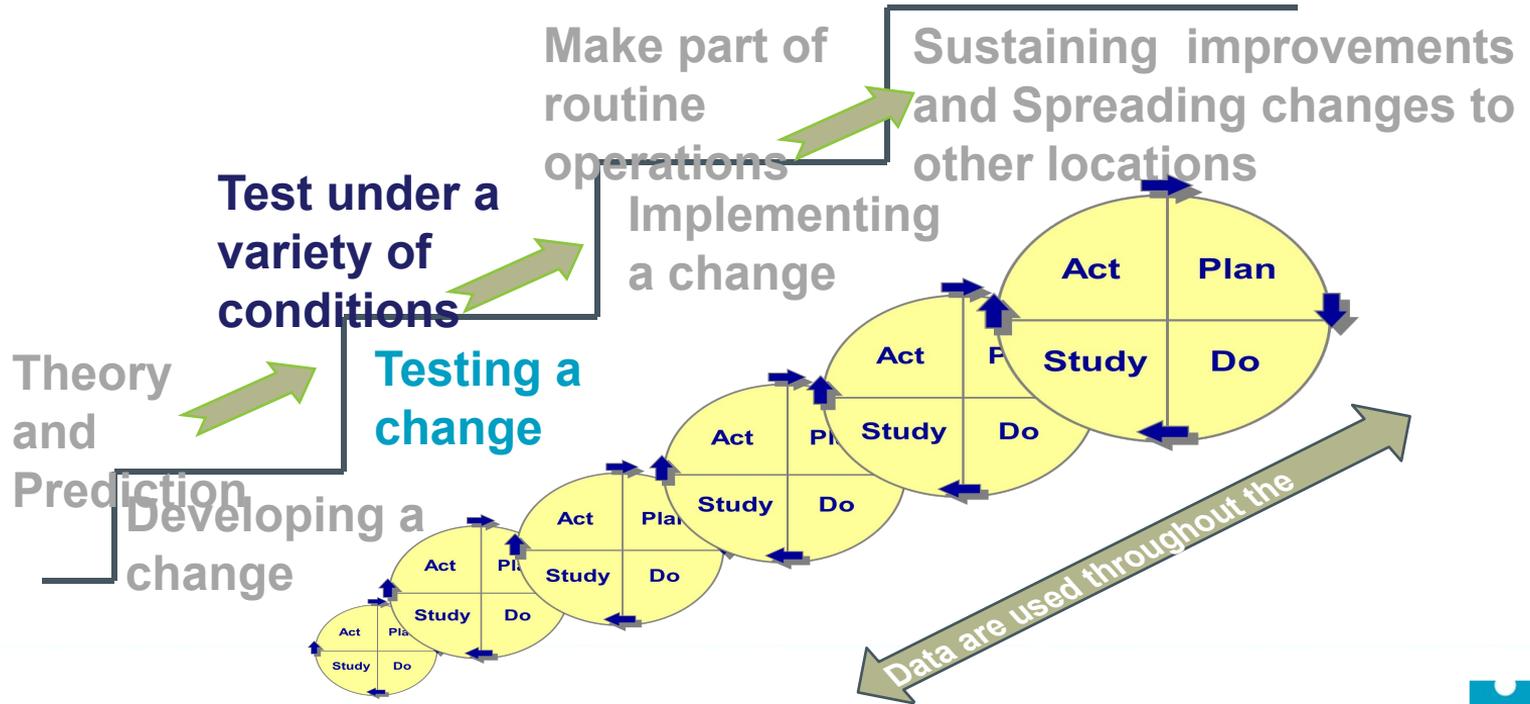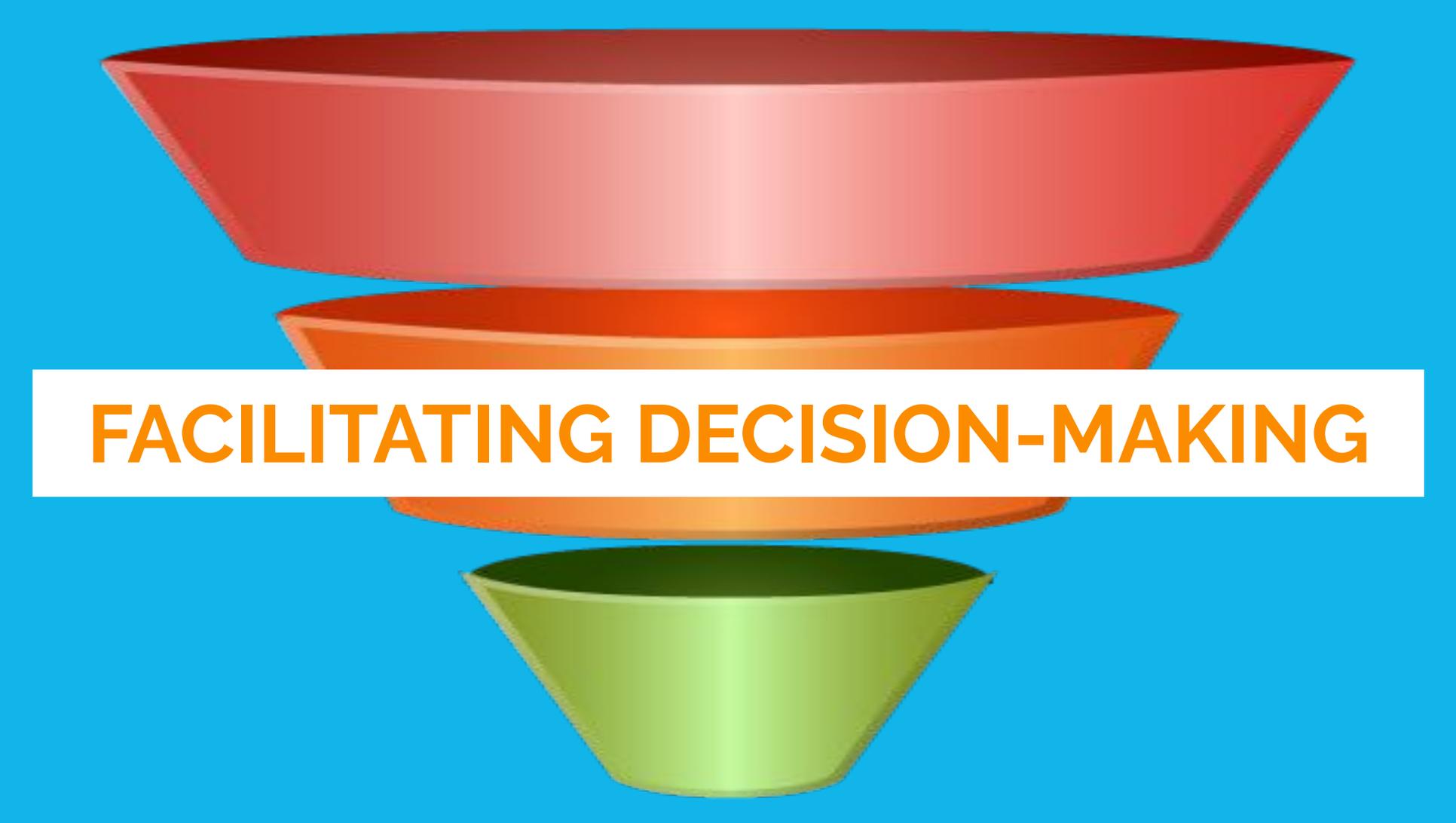
FACILITATING DECISION-MAKING

Open / Narrow / Close

Framing:
Decision Rights
Ground Rules
Problem definition/
Successful Outcome
Time allotment
Roles

Open

Brainstorming,
fact-finding,
List of items

Narrow

Analyze,
Assess,
sort

Close

Decide

Execution,
Follow-through
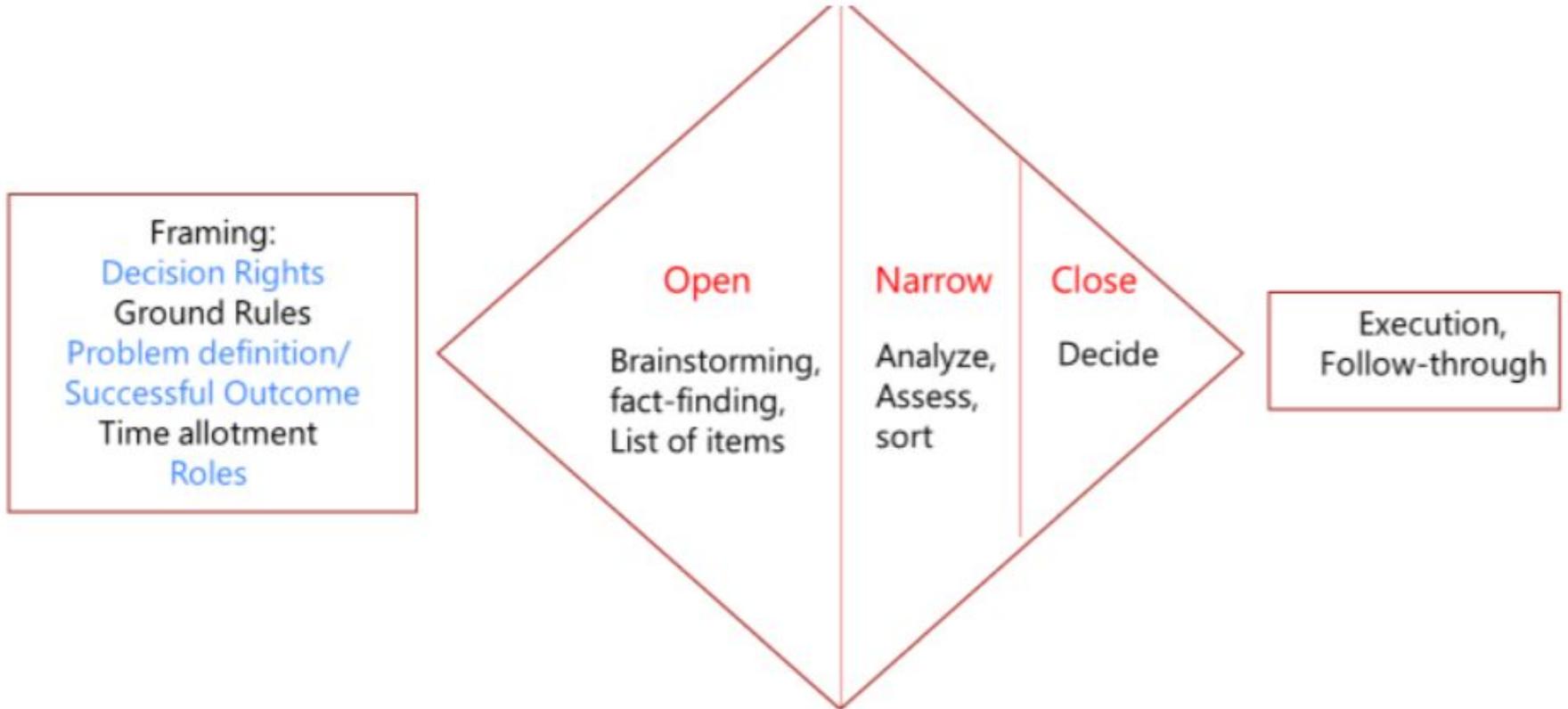
Opening

- Process of getting ideas on table

- No criticism/judgment

- Go for quantity, not quality

- Challenge assumptions

OPENING:
UFO Exercise

COMMUNITY
SOLUTIONS

The Rules

INTRODUCING THE PROBLEM

3 minutes   presentation of a problem or challenge by team

5 minutes   Q&A

TEAM ABDUCTED BY UFO (cannot speak, can only listen)

5 minutes   individual brainswarming for team

10 minutes   presenting / grouping brainswarmed ideas

UFO REDEPOSITS TEAM ON EARTH

5 minutes   feedback from abducted team

Narrowing Using N/3

- Clarifying ideas (5 min)

- Initial "polling" (5 min)

- Advocacy and discussion (10 min)

Communicating Decision Rights

Closing Using Majority Vote
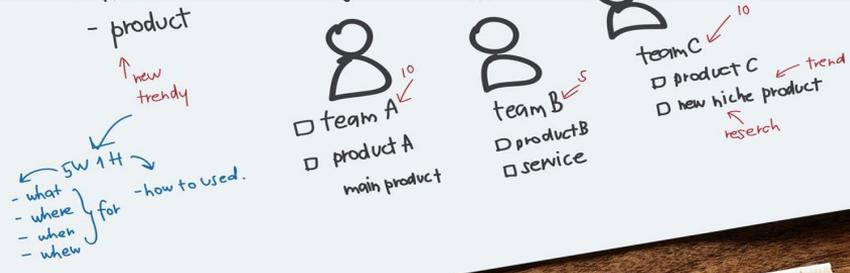
Milestones toward ending homelessness!

Improvement team builds the will among community leaders , and drives progress toward your shared aim for each milestone!

Achieve a **real-time, by-name list** of people experiencing homelessness

Drive **monthly reductions** in your actively homeless number

Achieve a **measurable zero** in your community

Solidify a **system** to sustain zero and expand to other populations

Will, Ideas and Execution!

Do you have the right team engaged to have these essential elements in place?

Will
To improve

Ideas
Alternatives to the status quo

Execution
Make it real
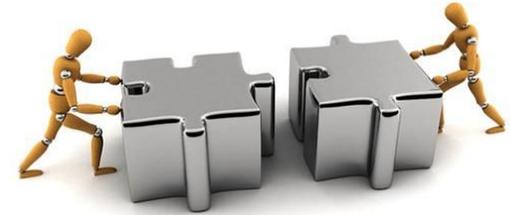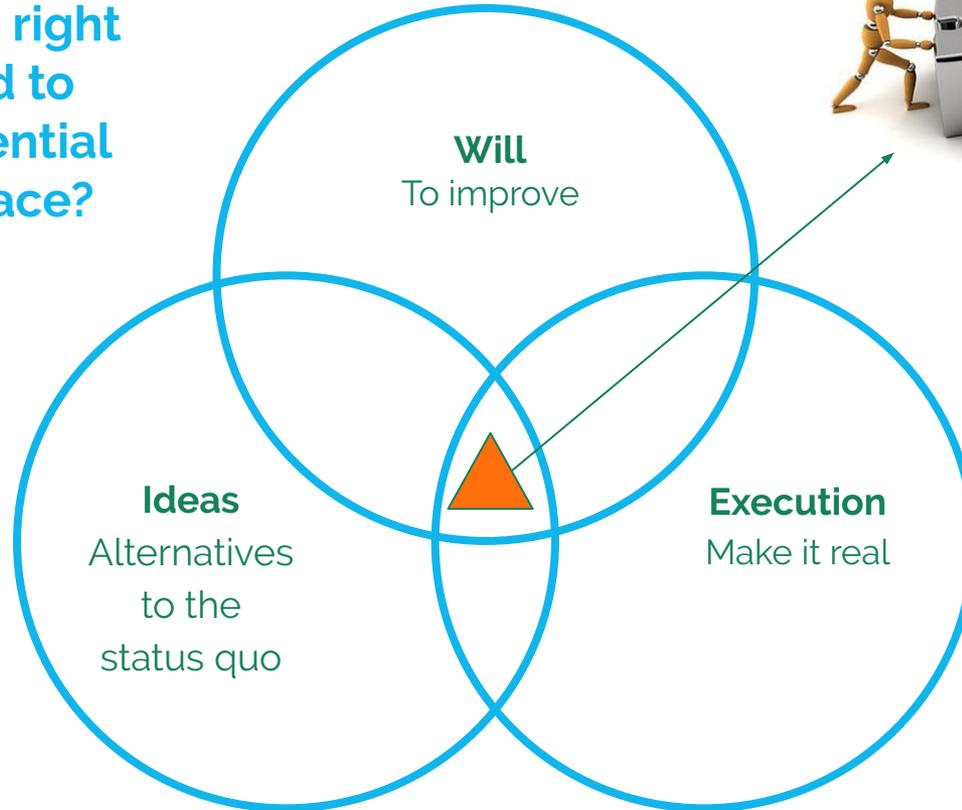
Credit to:

Your Multi-Agency Improvement Team

- Shared goal to end homelessness for veterans and/or individuals experiencing chronic homelessness.
- Builds the will among community stakeholders.
- Accountability structure driving progress toward specific milestones and target dates on your improvement journey.
- Includes members from multiple agencies, testing change ideas tied to systems improvement.

Improvement Team - Potential Members

CoC Representative / Key Leader – *Person overseeing ending veteran and chronic homelessness for the local Continuum of Care.*

Local measurement guru responsible for collecting and sharing data – *This will likely be the Data Lead for Built for Zero already identified. This person will be responsible for monthly reporting of veteran and chronic data to the Built for Zero initiative.*

1-4 People Overseeing Programs Specifically for Veterans.
This may be (but isn't limited to):

VAMC Homeless Program Manager - *Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.*

HUD-VASH Program Manager - *Person overseeing the HUD-VASH Program for the Medical Center*

VA Outreach/Social Workers - *First responders working directly with homeless veterans.*

SSVF/GPD Program Operator - *Person overseeing the operation and use of SSFV and or GPD resources at a community based organization*

Veteran Service Provider Representative - *Person critical to efforts to end homelessness because of the role they play in the community or the position they hold at a community based organization focused on ending veteran homelessness.*

Housing Authority Representative – *Person that oversees the VASH Program from the local Housing Authority.*

1-4 People Overseeing Programs Specifically for high-need/chronically homeless individuals.
This may be (but isn't limited to):

Homeless Service Provider - *Person that represents a local organization serving people experiencing chronic homelessness.*

Street Outreach Program Administrator - *Person that represents an organization leading outreach and engagement of people experiencing chronic homelessness.*

Permanent Supportive Housing Provider - *Person that represents an organization that operates a portfolio of permanent supportive housing units.*

Housing Authority Representative - *Person that represents a local housing authority's voucher program that is preferred or specific to people experiencing homelessness.*

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Housing Authority Representative - *Person that represents a local housing authority's voucher program that is preferred or specific to people experiencing homelessness.*

*And perhaps most importantly, the VA Coordinated Entry Specialists!

Key Roles on Your Improvement Team

Team Lead

Data Lead

Champion Leader

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead
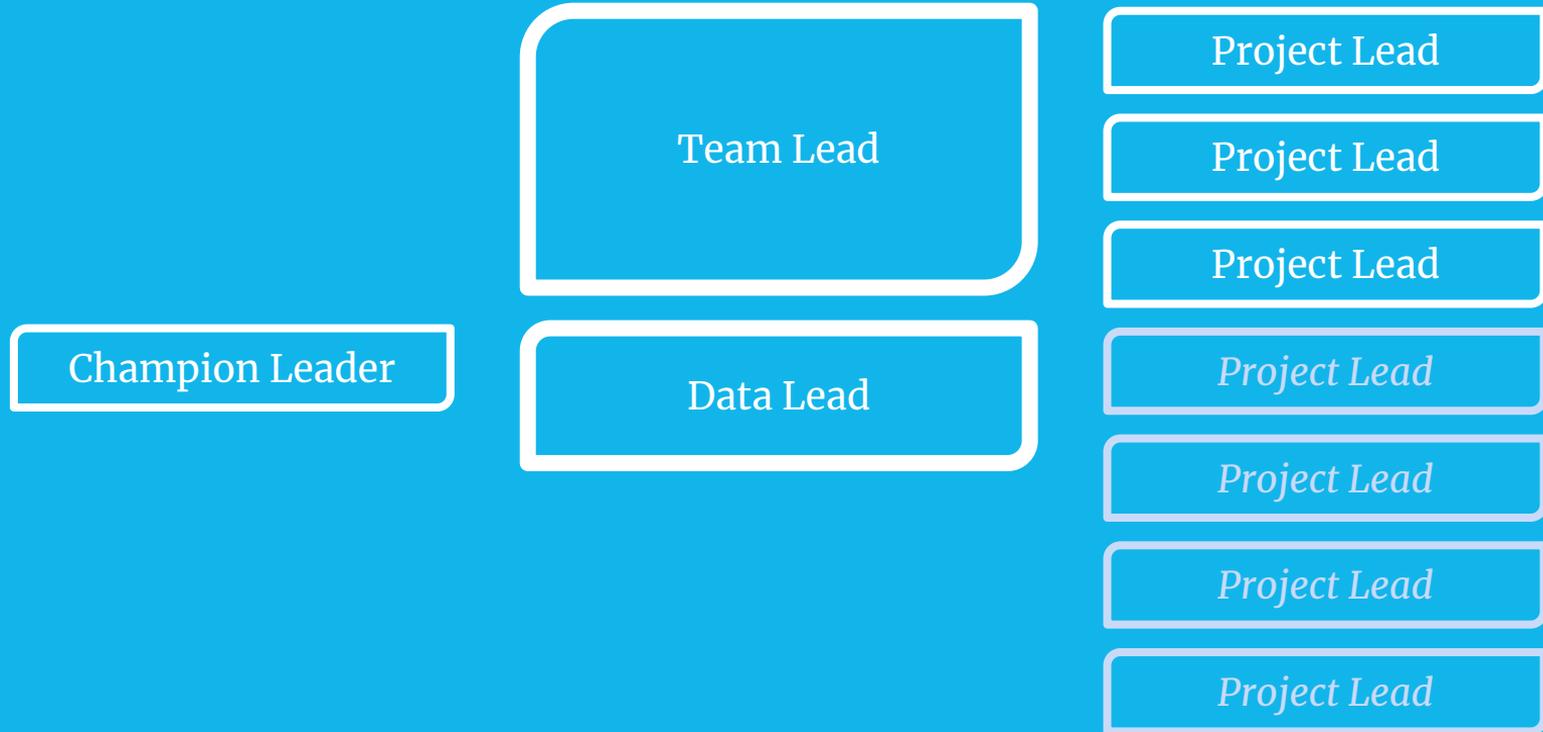
Forming (or Improving) Your Improvement Team

What community teams or committee structures are currently *driving this work forward?*

- Improvement Team driving reductions or BNLs for vets and chronic?
- Frontline or case conference teams?
- CoC committees?

Team Lead

- Shares responsibility with improvement team,
- Coordinates with the Data Lead to get necessary data to drive progress toward aims.
- Facilitates improvement team meetings.
- Primary Built for Zero contact.

Team Lead

Champion Leader

Data Lead

Project Lead

Project Lead

Project Lead

Project Lead

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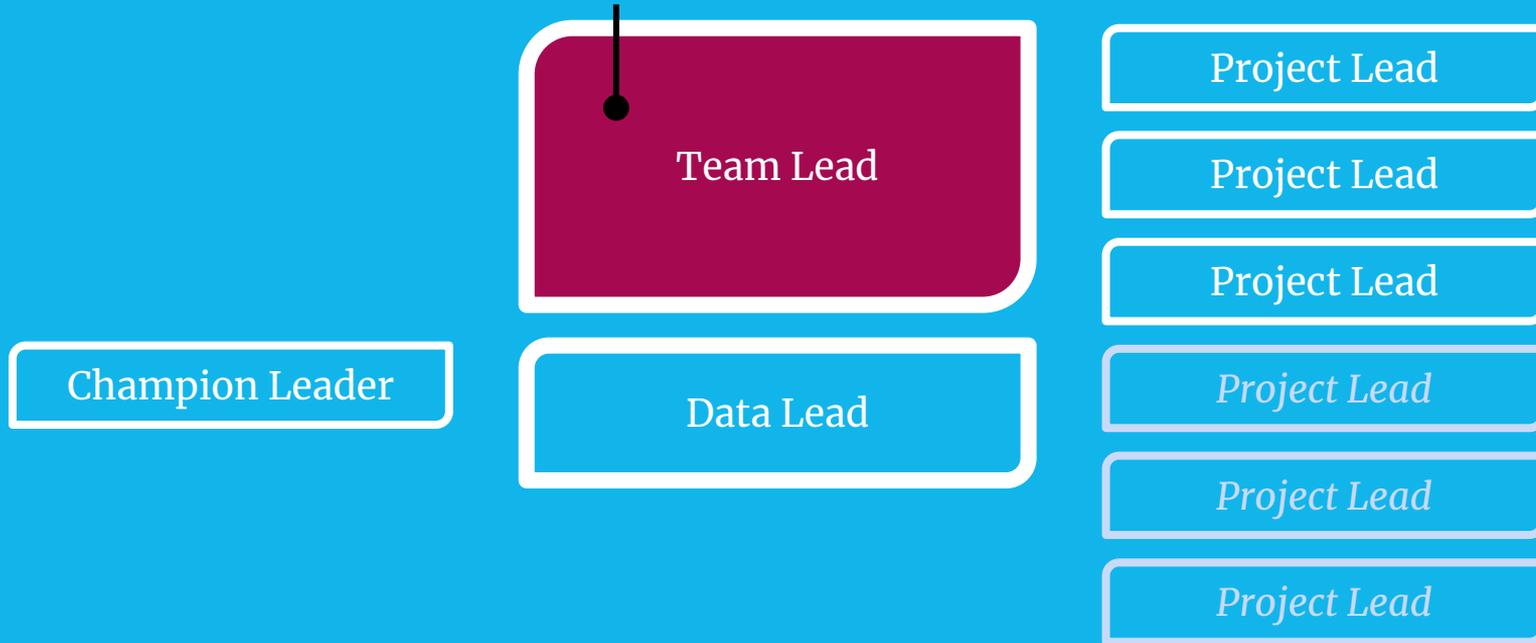
Project Lead

Data Lead

- Support team lead to reach and sustain quality by-name list
- Submit monthly report to BFZ
- Prepare data for team to review and take action
- Co-create a measurement plan with each Project Lead

Team Lead

Data Lead

Champion Leader

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead
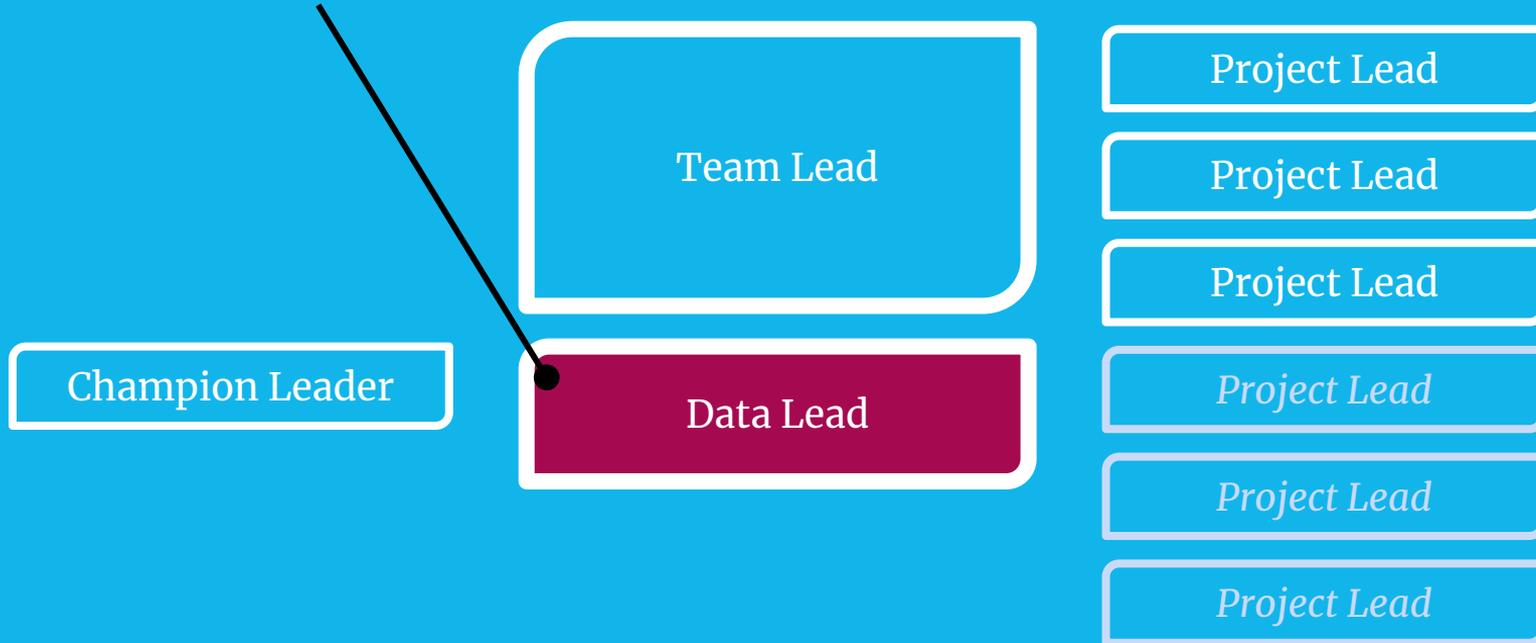
Project Lead

Champion Leader
- Advise the team
- Advocate for the team in the community - Clear the path!
- Coordinate with the team lead

Champion Leader

Team Lead

Data Lead

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead
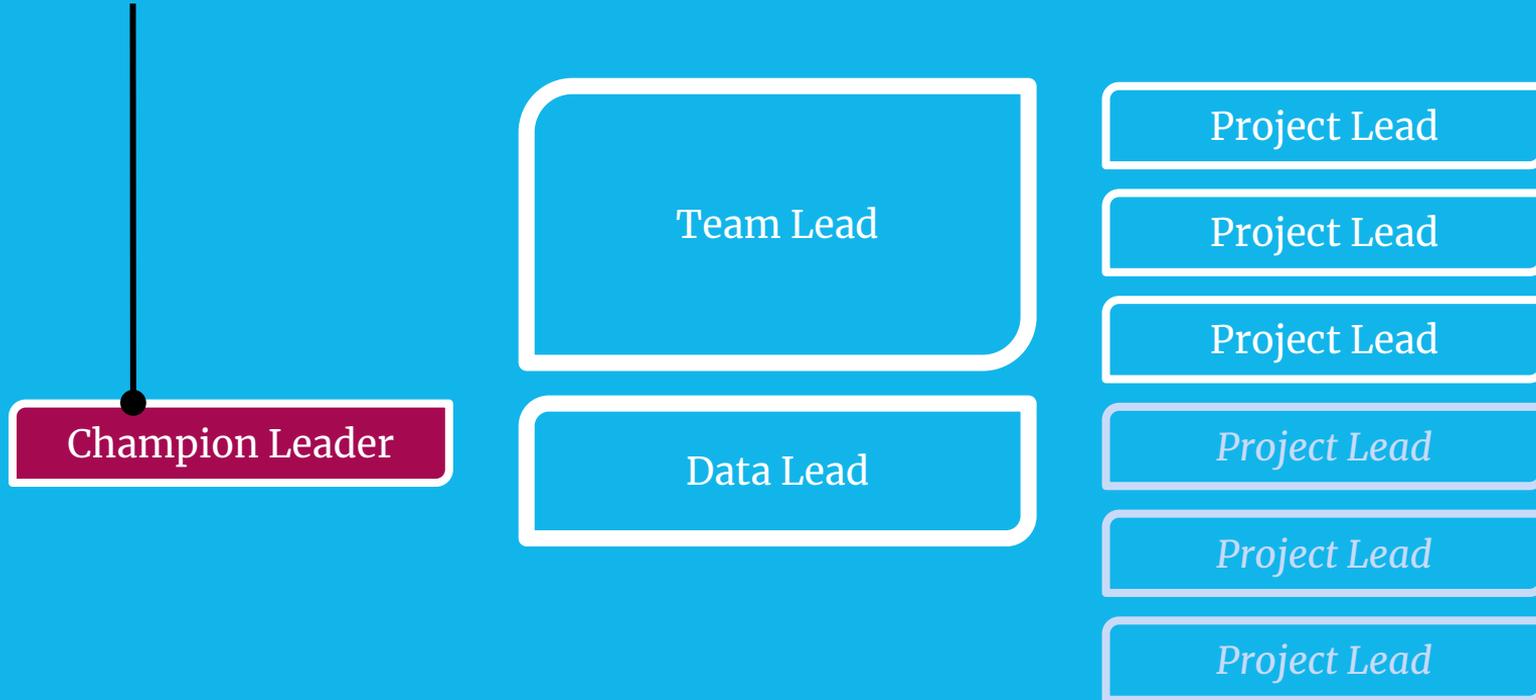
Project Lead

Project Leads

- From multiple agencies
- Test change ideas tied to an improvement project
- Record + share learning with Improvement Team

Champion Leader

Team Lead

Data Lead

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead

Project Lead

Discussion

- Are there any gaps in key leadership that need to be filled on your Improvement Team?

- Who do you need to engage (or appreciate) as your Improvement Team's Champion Lead?

- Is it clear who, and from which agency, is currently acting as project leads for your improvement projects? What support do they need to be able to fill that role effectively?

- What agencies are not currently being represented on your Improvement Team that need to be?

Break

Behaviors that Drive Multi-Stakeholder Improvement Efforts

No individual stakeholder will get promoted if the aim is achieved

No individual stakeholder will get promoted
if the aim is achieved

No individual stakeholder will get fired
if the aim is not achieved

We started looking for behaviors that differentiated successful coalitions

Developing a Framework for Success

- Studied behaviors of successful improvement teams
- Consulted change-management experts
- Gathered input from leaders in the national homelessness sector
- Tested with users

Common Behaviors

Meeting Design & Facilitation

Behaviors 1, 2, and 3

Behavior 1: Key meetings begins with restating the shared aim and embeds data to evaluate progress towards that aim

Considerations:

1. Community must have established a <u>shared measurable</u> aim as a prerequisite to implementing this behavior
2. Assumes measures are already selected with an implemented data collection plan
3. There may be multiple meetings where this needs to happen. Don't forget to consider meetings involving front-line staff
4. Consider the different kinds of data you need for each meeting: outcomes, process, PDSA-level, etc.
5. Inventory all the relevant meetings to your effort where this can be implemented: Improvement Team, front-line staff, stakeholder convenings, executive-level meetings, etc…

Change Idea:

● State the shared aim and a run chart of outcomes and other appropriate data at the top of meeting agendas

Behavior 2: Improvement Team meetings include review of the ideas your community is currently testing, results of the last test(s) and the next test(s) being run. These change ideas support a pathway to reaching the shared aim

Considerations:

1. Continually raise the question, "do we think these changes, will get us to our aim?"
2. Ensure you're distinguishing between a change to your process or system and a task that needs to be accomplished [Task or Test?]

Change Idea:

- Have assigned project leads send status updates on the tests that were run and associated activity since the last meeting to preserve meeting time for discussion and problem solving vs. report outs

Behavior 3: Commitments, big and small, towards your shared aim are directly asked for, written down and leadership holds each other accountable. Period.

Considerations:

1. Discuss and agree to how you will hold each accountable as a group

Change Ideas:

*   At the end of meetings have a standing agenda items to review the commitments that were made by each person and the date when these will be completed. Designate someone to take these notes and send them out to the group directly after the meeting
*   During meetings, note actions that were not completed or commitments where there was no follow through. Revisit whether the person making the commitment still has time to follow through and if there's anyway the group could support those tasks getting completed. If not, consider whether someone else needs to take responsibility for that action item.

Using Data to Drive Outcomes

Behavior 4

Behavior 4: Continual data analysis is done to understand where you should focus improvement efforts.

Considerations:

1. Ensure your teams are using the right level of data to the match strategy and improvement efforts. E.g. outcomes data may help determine drivers or high-level strategy, but program-level data may help determine the next change ideas tested.
2. If applicable, use gaps analysis data to understand and advocate for the resources needed to reach your shared aim.

Change Ideas:

- Ask your 'Data Lead' to continuously review the relevant data sets, looking for signals that action should be taken, and communicate to leadership.
- Conduct a 'data dive' once a quarter with executives and front-line staff; highlight relevant data, what's being learned, and suggested opportunities for strategy shifts and improvement efforts.

Problem Solving Between Leaders at All Levels

Behavior 5 and 6

Behavior 5: Two-way communication is happening between front line workers and the Improvement Team to identify barriers and system problems that need to be solved in order to reach the shared aim

Change Ideas:

- Have a liaison or liaisons attend Improvement Team meetings and front-line meetings to ensure flows of communication are happening between both groups
- Meetings of front line workers have a standing agenda item soliciting input on barriers that are being faced and generating ideas for solutions. These are shared with the Improvement Team or teams to help clear the path
- Decisions and system problems identified at Improvement Team meetings are shared with front-line staff to keep everyone on the same page, solicit input on potential solutions and provide feedback on decisions being made

Behavior 6: Leadership and front-line teams focus on solving problems and clearing the path when barriers are identified.

Considerations:

1. Problem-solving is as much about a mindset and culture developed in teams as it is about action
2. When problems are surfaced identify the stakeholders who need to be a part of the problem solving conversation and layout a process for developing a solution that can be tested
3. Improvement Team looks for ways they can clear the path and support front-line staff to be more effective in their work

Change Ideas:
- Scope 'improvement projects' around toughest challenges that engages executive level, front-line staff and other relevant users of the system to provide input and design changes to test.

Change Management via Targeted Communication

Behavior 7

Behavior 7: Regular and targeted communication to different key stakeholder groups about what is being accomplished, what's next and what is needed to get there

Considerations:

1. Map out all relevant stakeholder groups that need to receive regular ongoing communication. Note for each group an ideal for frequency and forms of communication. i.e. email, in person, etc…

Change Ideas:

- Send weekly emails to all relevant stakeholders [not just core Improvement Team] providing data and updates on progress towards the goal as well as actions being taken and how others can support.
- Using a stakeholder map, design and implement a communications schedule with targeted information at appropriate intervals for the different groups identified.

Closing & Appreciations

You did it!

PLUS/DELTA

Questions?

Appreciations