BFZ: Improvement System Shaper (ISS) 2.0 Launch

May 19 2021

Welcome!

Mute your audio!

Turn on your video!

Say hi in the chat box! Tell us:

Where you live/work...

Your current role...and

- **A)** one highlight from the LS so far *and/or*
- **B)** your least favorite job ever

Join Audio   Start Video   Invite   Manage Participants 1   Polling   Share   Chat   Record   Breakout Rooms   More   End Meeting

COMMUNITY SOLUTIONS

Right Place, Right Time?

Are you from one of these BFZ Community Teams? If so, you're in the right place! We are expecting the following teams to comprise our new Improvement System Shaper (I.S.S.) cohort:

- Sonoma County CoC
- Texas Balance of State CoC - Lubbock
- Kent County
- Wayne Metropolitan Community Action Agency
- Colorado BoS Roaring Fork
- Colorado BoS Western Colorado
- Colorado BoS Southwest Region
- Baltimore City CoC

Agenda

Welcome + Objectives + Cohort Building	1:30-2:00
I.S.S. Goals, Strategy, and Program Design	2:00-2:30
Break	2:30-2:45
By-Name Lists: The Why and What	2:45-3:10
Team Breakout: Data Infrastructure Scorecard	3:10-3:45
Reflections & Look Ahead	3:45-4:00

Today's Objectives

Rational

1. Understand expectations and plan for your six months with this cohort

2. Better understand Built for Zero approach to improvement and real-time, by-name data systems

3. Work with your team to begin your baseline Scorecard assessment

Experiential

1. Feel connected as a cohort, working together

2. Feel excited about the journey ahead!

3. Feel connected with our team of BFZ Advisors

Your BFZ ISS Coaches

Garen Nigon
Strategy Lead
he/him/his;
they/them/theirs

Sandy Colts
Improvement
Advisor
he/him/his

Asma Hussain
Improvement
Advisor
she/her/hers

Jane Moy
Data Coaching &
Performance Advisor
she/her/hers

Lauren D'Amico
Data Coaching &
Capacity Building
Manager
she/her/hers

COMMUNITY
SOLUTIONS

Stretch & Schmooze
Let's get energized

I.S.S. Goals, Strategy & Plan

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BFZ Collaborative

The Community Journey

Your community will set and reach sustainable stretch goals around ending chronic and/or veteran homelessness. Our trained coaching team will help you move as far along this continuum as possible.

By-Name List

LEADERSHIP + CES

+

QUALITY, REAL-TIME BY-NAME LIST

+

RELIABLE BNL DATA

Reduce to Zero

LEADERSHIP + CES

∨

REDUCE MONTHLY

∨

LAST MILE

Zero for All

SUSTAIN ZERO

+

EXPAND TO NEW POPULATIONS

What Are We Trying to Accomplish

By the time of the next BFZ Learning Session (early November), your teams in the ISS Cohort will have done the following things together:

- Established new team structures & norms to drive improvement

- Diagnosed and significantly improved technical data system issues

- Mapped current flow of person-level info through your data system

- Mapped your current Coordinated Entry process

- Reported at least four months of monthly data points to BFZ

- Created and/or enhanced an actionable BNL report

- Completed all missing elements of the BNL Scorecard

How Will We Know Things Improved?

These are our goals for this cohort, which we'll use to evaluate effectiveness of the ISS program. By the end of this Action Period (first week of November):

- 90% of individual participants are consistently engaged in program activities
- 90% of individual participants report I.S.S. being a valuable experience that has produced important results
- 90% of participants report gaining knowledge/skills in all competency areas
- All teams practice P-D-S-A testing to improve anything relevant to their work
- All teams report >= 4 months of inflow/outflow data during this action period
- All teams make progress on IHI Collaborative Assessment scale, demonstrating readiness/capability for improvement work
- 80% of teams have completed the Single Adults BNL Scorecard
- 80% of teams have reliable, balanced BNL data (for 1+ pop)

Okay...What Will We Actually Do?

MONTHLY WHOLE COHORT MEETINGS
We'll all convene monthly to cover critical topics related to establishing systems for Quality BNL data and building other key foundations for your improvement journey

SMALL GROUP COACHING & MUTUAL AID
Most months, we'll meet again in smaller groups to check-in on progress with your ISS work and share learning, questions and support to help each other stay on track.

Your Teamwork & Daily Application

1:1 FACILITATED TEAM EXERCISES
We plan to facilitate three discrete exercises with your ISS team spread across this Action Period to map your systems and assess your ability to produce reliable data

DATA COACHING & CAPACITY BUILDING
Our in-house team of talented data managers & system improvers will help each team evaluate their capabilities, map their data system, and create a personalized plan to improve both

ADDITIONAL 1:1 COACHING (AS NEEDED)
We are investing in your success, and want to supply you with any resources or other supports that will help you

ISS Calendar (May-Nov)

	May	June	July	August	September	October	Nov.
All-Cohort Calls	Kick-Off Meeting (5/19 at LS)	Setup your team / movement & Provider Engagement	Outreach Coverage & Coordination	BNL Infrastructure & Policy	Improvement Science & Case Conferencing	Storyboards w/ home stretch plan; Other high-need topics	
Smaller Group Calls		Provider participation inventories & team building	Peer review: Outreach coverage & coordination plan	1:1 Office Hours: BNL / Policy questions, Scorecard check-in	Peer review: Racial Equity, Teamwork, Stakeholder alignment	1:1 Office Hours: Practicing improvement methods	
Data Work / Coaching	Data System Assessment (post-kickoff)	Data reporting training (Data Leads only); Data system improvement plan		1:1 data coaching as needed (esp. for troubled teams)			**Learning Session! Dates (Early Nov)**
Facilitated Exercises		1:1 Data System Flow Mapping exercise		1:1 CES Process Mapping (exercise guide)		1:1 BNL Deep Dive (exercise guide)	
Independent Practice / Exercises	BNL Scorecard Baseline	Provider data participation inventory	Outreach coverage mapping inventory			Final Storyboard	

Your primary BFZ tools for ISS

1 ISS Team "Portfolio"

The portfolio (which you'll interact with in a bit) is where you will record your statuses on the BNL Scorecard, find templates for key exercises, a living contact list of others participating in this ISS cohort, and other things we can add to have handy. Think of it at your central workspace for team exercises.

2 Performance Management Tracker

Each BFZ community team has their own PMT with Tableau visualizations of all your reported BNL and Scorecard data. This is where you'll be able to observe your progress over time. You'll land here when you login to the BFZ site (pw: shiftshappen2019).

3 ISS "Landing Pad" on BFZ Site

This is under development, but will be ready soon. On this page, you will be able to view a peer dashboard of each other's progress on the BNL Scorecard, and also find an outline of our ISS change package, links to related resources, materials from all of our meetings, and more TBD. Help us make it better!

4 Slack for Networked Communication

We want to intentionally test using the Slack BFZ Learning Network for as many of our communications as possible. Here you'll be able to communicate directly with our entire team of coaches and each other, as well as explore other Network channels if you wish.

These are all adaptable tools, so we can continue improving them with your help!

COMMUNITY SOLUTIONS

Our values

1 Solve for impossible.
We tackle urgent, complex social problems at the systems level because our hope for a just society is at stake. We work in the service of real, lasting solutions.

2 Learn by doing.
We discover solutions through iterative experimentation and rigorous, data-driven reflection. We choose curiosity and action.

3 Focus on the user.
We start with the question of what matters to the person suffering the problem and work from there.

4 Love the bomb.
Our most important lessons and creative opportunities come from facing into what is not working. We don't let fear of failure keep us from moving forward.

5 Operate from generosity.
We believe in generosity and in working to make others successful, both within Community Solutions and among the partners and communities with which we work. We support each other in taking risks and learning. We replace the question, "Who is to blame for failure?" with a more powerful question, "What can I do to increase our collective chance of success?"

6 Take ownership of what happens here.
We each take full responsibility for workplace dynamics and hold ourselves accountable for the success of our projects and the organization as a whole. We hold ourselves and each other accountable to our values; we don't wait for anyone to do it for us.

7 Embrace appreciation, humor and joy.
We take the fear out of change by making the process encouraging, inspiring and fun.

8 Promote Racial Equity.
We recognize racism as a leading cause of homelessness and many of the conditions that create it. We commit ourselves to building and being a diverse and inclusive organization that pursues meaningful, data-driven strategies for combating the racism that leads to and exacerbates homelessness, both on the public stage and in the communities we serve.

COMMUNITY SOLUTIONS

Break - Back at
2:50 ET / 11:50 PT

By-Name Lists: Why and What?

- Why? The value of comprehensive, real-time, by-name data on who is currently experiencing homelessness

- Outreach, provider engagement, and policies to enhance data coming *into* your data system

- Data infrastructure to create by-name list(s), understand system performance, and dynamically respond to changing needs/circumstances

DEFINING A CLEAR
END STATE

The Key Lesson of 100khomes

The 100,000 Homes Campaign proved that communities could increase their housing placement rates, but this did not automatically reduce homelessness.
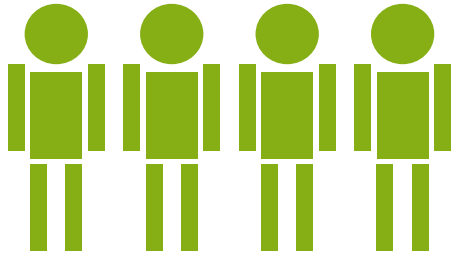

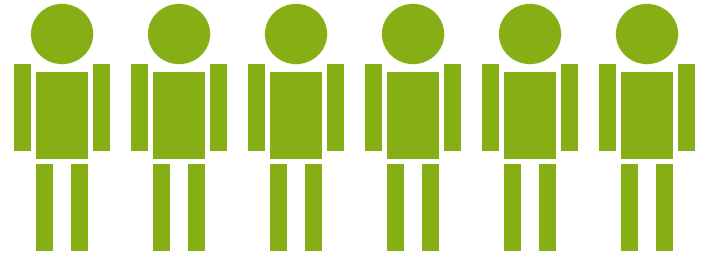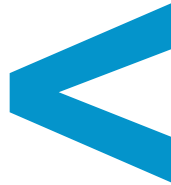Housing Placement Rate
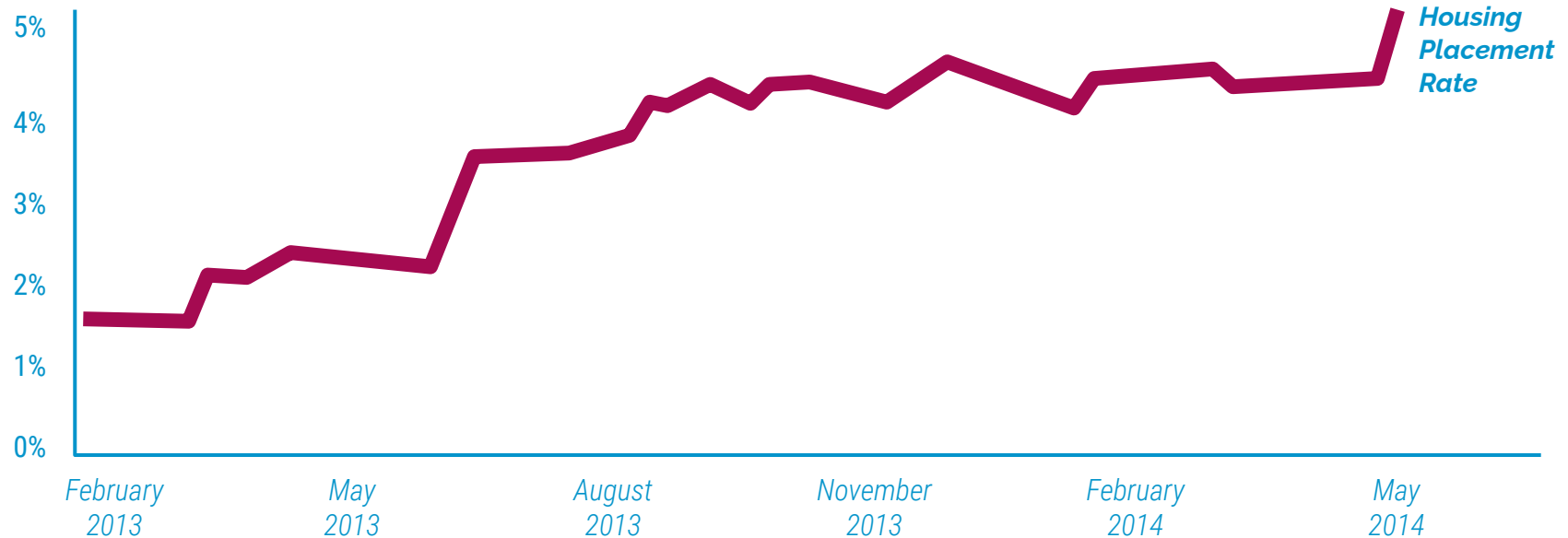
The Challenge of Counting Down

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.
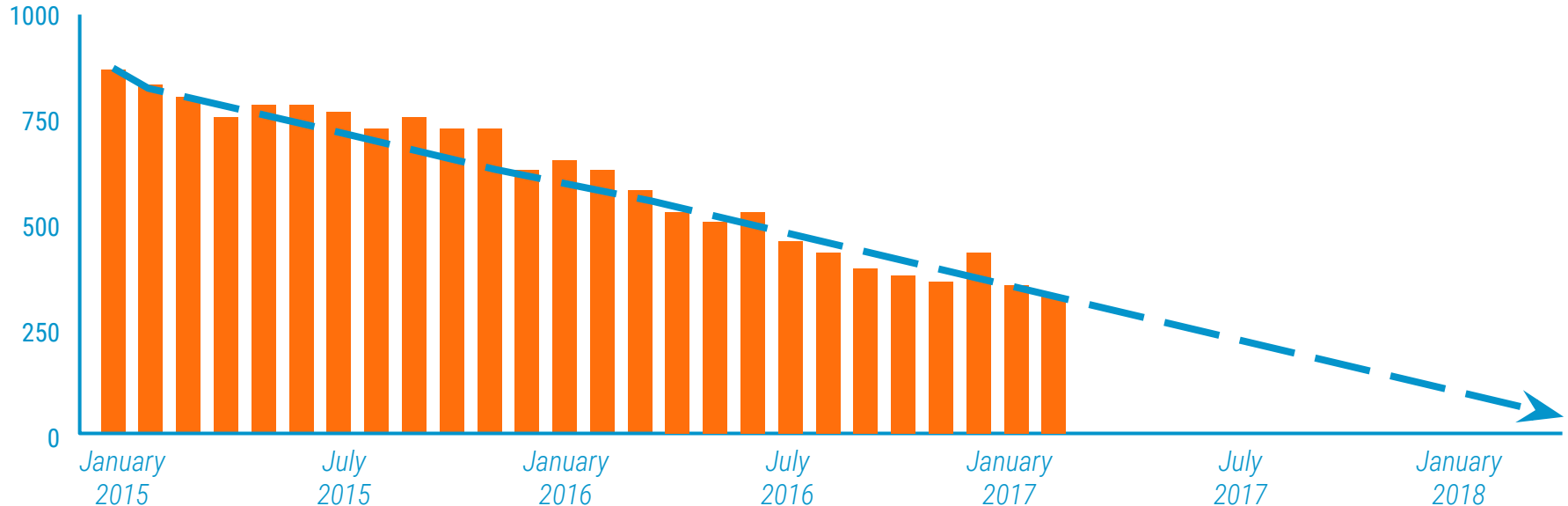
Functional Zero for Veterans

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
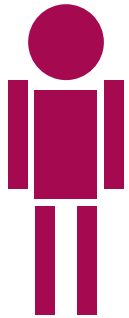
$$\text{person} \leq \left[\text{0.1\% of all homeless individuals} \right] \text{ or } \left[\text{3 people*} \right]$$

*Whichever is greater

A 'Quality By-Name List'
The What and Why

Why do we need a real-time QBNL?

A by-name list (BNL) allows you to know everyone in your community experiencing homelessness in real-time. With this information, you can:

- Know the true scope of current homelessness in your community

- Understand how people move into, through, and out-of your homeless response system over time

- Have accurate data with which to set improvement goals and know if you are making progress

- Triage support to those who are most vulnerable

- Align resources to shifting needs in the community

For more background, please visit: https://www.joinbuiltforzero.org/what-is-a-by-name-list/

Defining 'Quality'

1 Full Coverage

- Virtually all (> 90%) agencies and programs are represented
- List includes everyone literally homeless, sheltered of unsheltered
- Outreach system has > 90% unsheltered households represented on BNL

2 Person-level Data

- Each person (household) has an entry w/ name, history, health & housing needs
- Each person's status in & journey through the rehousing system can be observed

3 Regular Updates

- List is updated at least monthly
- Standards & protocols in place to ensure timely data entry and data integrity
- As people's housing status changes, so do their list entries

4 Data Reliability

- Inflow-Outflow data balances at end of month -- like a checkbook (remember?)
- Variation between actual & expected levels of active homelessness is < 15% over a 3-month period

13 Dimensions of 'Quality' BNL Data
(28 distinct questions)

Community Participation & Coverage

1. Robust, coordinated outreach coverage
2. Provider participation in data system
3. Able to list all known single adults

Policies & Procedures

4. Inactive policy
5. Tracking without full assessment
6. Policy for data quality and completeness

Data System & BNL Infrastructure

7. Tracking homeless status
8. Unique identifier
9. Tracking newly identified people
10. Tracking returns to homelessness
11. Tracking outflow
12. Tracking population based statuses
13. Tracking changes after initial entry

Data System Inputs & Management

Community Participation & Coverage:

- Outreach mapping, service coordination, coverage improvement, and documentation of practice standards.

- Provider participation inventory and engagement in data collection & reporting

Policies & Procedures: Create, revise, or at least review policies regarding…

- BNL removal due to 'inactivity'

- Methods for counting people who are unassessed

- Data quality assurance, management

- Outreach practice standards

Data Infrastructure & BNL Setup

Your homelessness database and analytic tools should be able to track:

- **Homeless Status**: Whether someone is sheltered, unsheltered, housed, no longer homeless, inactive, etc.

- **Inflow**: People who are new to your system, as well as people who have returned to your system.

- **Outflow**: Anyone who's left your system, either because they've entered permanent housing or become 'inactive.'

- **Other population-based attributes**: Are they veterans? Chronically homeless? Adults? Connected to families?

- **Status Changes**: Do they now meet chronic criteria? Did they "age into" adulthood? Did they reconnect with/leave family?

Tracking all that should enable this view of your system

Monthly Reporting: Data Points to Track

FOR EACH POPULATION:

INFLOW → **ACTIVELY HOMELESS** → **OUTFLOW**

INFLOW: NEWLY IDENTIFIED

INFLOW: RETURNED FROM HOUSING

INFLOW: RETURNED FROM INACTIVE

OUTFLOW: HOUSING PLACEMENTS

OUTFLOW: MOVED TO INACTIVE

OUTFLOW: NO LONGER MEETS CRITERIA

LENGTH OF TIME FROM IDENTIFICATION TO HOUSING

What is balanced data?

- **Data reliability percentages** are a good indicator that your data is balanced because it shows that the change in your active homeless number is the same, calculated in two separate ways: Actual vs Expected

  Actual => 112

  Expected => 109 - 4 = 105

  These don't match

The closer your data is to 0%, the more balanced it is.

Month, Year	Actively Homeless	OUTFLOW			INFLOW			Net Change	Monthly DR
		Housing Placements	Moved to Inactive	No Longer Meets Population Criteria	Newly Identified	Returned to Active List from Housing	Returned to Active List from Inactive		
December 2020	112	11	2	1	4	1	5	-4	6%
November 2020	109	16	0	0	11	0	7	2	-20%
October 2020	129	13	1	0	9	1	3	-1	9%
September 2020	118	17	5	1	13	0	4	-6	2%

TEAM BREAKOUTS
Scorecard Data Infrastructure Questions

Reflections & Look Ahead

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Reflections

- What surprised you about the discussion you just had with your team & BFZ Coaches?

- What did you learn or hear in this kick-off that encouraged or excited you?

- What is still circling in your mind that you'd like to clear up before we get too far along?

Looking Ahead

1 Start your BFZ Teamwork

- Share back with others what you're taking from this LS and ISS kick-off

- Invite/recruit others to get involved (who should be)

2 Baseline Assessments

Before our next ISS Cohort Call on June 9:

- Meet to **finish answering the BNL Scorecard questions**

- Complete the **Data System Assessment**

3 Get Connected!

- Look out for instructions for joining Slack and the ISS Cohort channel, and **try to sign up by Friday**

- We'll reach out to setup a quick 1:1 huddle with an ISS Coach soon

- Next ISS Cohort call, June 9

Take the Cohort Session Evaluation

http://s.alchemer.com/s3/Cohort-Rapid-Feedback-May-2021

Thank You

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