

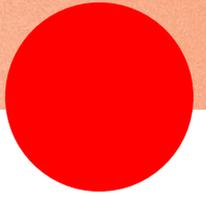


Last Mile Cohort

June 2021 All Teams Call

Please rename yourself in Zoom
to include your community

This meeting will be recorded



Smile into the camera :)

Last Mile is a cohort for teams who are intent on reaching functional zero by the end of the year—and sustaining it



**We'll make a theory, test changes,
pull in fresh help, and, together,
give it everything we've got**

100% of teams in this cohort have set an aim to reach functional zero by November

Progress Check

This week's numbers

Type this week's actively homeless number in this spreadsheet or in the chat!

Celebrations!

Two power teams are here among us!

Let's give them a huge round of applause

Teams: What's one non-work thing you'll do to celebrate functional zero once you get there?

Milestone Goals

Every single team here has a goal date and monthly milestones

Community	Focus Population	Today's Actively Homeless #	Functional Zero Goal	July 1 Milestone	August 1 Milestone	September 1 Milestone	October 1 Milestone	November 1 Milestone
Central Virginia	C	5	8/1/2021	4	3	Sustain	Sustain	Sustain
Charlottesville, VA	V	5	9/1/2021	4	3 Veterans/2 Veterans move into Premier Circle	Sustain!	Sustain!	Sustain!
Columbia/Boone Co., MO	V	24	9/1/2021	16	8		Sustain	Sustain
Marin Co., CA	V	33	12/1/2021	28	23	15	10	5

Milestones can be the thing that connects your big goal to your day to day, month to month work

Milestones can be the thing that gets you to zero!

Action to take with your milestones

1. Make them visible - print them out, get them on a whiteboard, or add them to your case conferencing agenda
2. At the beginning of each week or month, huddle with a small team to determine what needs to happen in the next 30 days to meet the milestone
3. Assess your progress: Did you meet your milestone? Did you exceed it? What can be learned?

Starting with our next call, we'll assess progress against milestones together

Your team needs to know about them!

Action item: Make your goal enrollment plan

Zoom out:

Our Last Mile cohort journey

All teams call

Triads call

Suburban Cook

Central Virginia

Charlottesville

Columbia

Cohort kickoff

June

July

August

September

Define experience

 Use ToC as a heat map

Annotated ToC

Lead cross-agency leaders to prioritize

Command center specs

DIY map CES 

Second PDSA

Prep for sustainability

Bucket analysis

Introduce theory of change

 Use milestone goals to influence

Milestone goals comms plan

Fine-tune testing process

First PDSA

Identify 1-2 central problems

CES map, annotated with biggest opp'ty

Reduce LoT across phases

Frontline staff power distrib. activity output

Set aim

Convene command center 

 House long stayers

Long stayer analysis + starter plan

 DIY BNL deep dive?

Empower frontline staff

Set milestones

Show people journey ahead

resource: % of BNL=long stayers, top 3 changes to try

 Introduce testing process

Use LoS Calculator

Cohort journey at a glance

- May:** Kickoff
- June:** Establish your theory of change, convene your command center, spread goals
- July:** Fine-tune your process for testing changes, focus on long stayers
- August:** Practice tools to find your highest leverage problems to solve
- Sept.:** Prepare for sustainability, empower frontline staff
- Oct.:** TBD
- Nov.:** Learning Session

The good stuff happens between calls

Today we'll introduce you to two new practices:

- **Annotating your theory of change**
- **Convening a “functional zero huddle”**

After the call we'll send you resources and ask you to try these practices

On the next coaching call, we'll talk through your **annotated theory of change** and your plan for a **functional zero huddle**

On the July all-teams call, **triads will share their annotated theories of change** with each other

Call calendar

All-teams call: 2nd Monday of each month [*you are here*]

Triads call: Begins in July

Faculty coaching: Begins in July; optional

1:1 coaching w/BFZ: We'll schedule a call with you this month and as needed thereafter

Let's explore your theory of change

Last Mile theory of change

**Reach
functional zero
by Nov. 2021**

**Drive Belief in the
Functional Zero Goal**

Empower frontline staff to take action

Lead cross-agency management to prioritize it

Promote awareness of the goal and what it will produce

**Accelerate Housing &
Coordinated Entry Processes**

Orient case conferencing toward actions and goals

Focus on housing long stayers

Reduce avg. length of time to
near 30 days as we can get

Test Changes—Now, Faster!

Appoint a temporary team to organize changes

Test a new change every week

How a theory of change works

Drive Belief in the
Functional Zero Goal

Empower frontline staff to take action toward it

Lead cross-agency management to prioritize it

Promote awareness of the goal and what it will produce

Reach
functional zero
by Nov. 2021

*This is your AIM—
the big goal you're
working to meet*

&
sses

Focus on housing long-stayers

Reduce your avg. length of time to housing to
as near 30 days as we can get

Changes—Now, Faster!

Design and employ a process to test and learn

Convene a functional zero huddle to run point

How a theory of change works

**Drive Belief in the
Functional Zero Goal**

**Accelerate Housing &
Coordinated Entry Processes**

Test Changes—Now, Faster!

Reach
functional zero
by Nov. 2021

**These are
PRIMARY DRIVERS—
the major movers of
progress**

**We have evidence that if
you execute on each of
these drivers, you'll
reach your aim**

staff to take action toward it

management to prioritize it

the goal and what it will produce

as on housing long-stayers

housing to
get

test and learn

Convene a functional zero team to run point

How a theory of change works

*These are
SECONDARY DRIVERS—
narrower expressions of
how to operationalize
the change*

*We have confidence that
these drivers work, but
you don't necessarily
need to do them all in
order to see an effect*

Empower frontline staff to take action toward it

Lead cross-agency management to prioritize it

Promote awareness of the goal and what it will produce

Focus on housing long-stayers

Reduce your avg. length of time to housing to
as near 30 days as we can get

Appoint a temporary team to organize changes

Test a new change every week

Reach
functional zero
by Nov. 2021

Accelerate Housing
Coordination

Test

Annotate the theory of change

Today, we're going to send you an interactive copy of the theory of change

Annotate it to fit your improvement team

Circle, X out, draw on it, whatever

Mark where you're already strong

Mark where you need to try fresh ideas

Add any additional work that you believe is make-it-or-break-it for your team

The beauty of a theory of change?

You decide where to focus—and where *not* to

Last Mile theory of change

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Functional Zero Goal**

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Test Changes—Now, Faster!

Appoint a temporary team to organize changes

Test a new change every week

Let's do one together

Reach functional zero by Nov. 2021

Drive Belief in the Functional Zero Goal

Empower frontline staff to take action

Lead cross-agency management to prioritize it

Promote awareness of the goal and what it will produce

Accelerate Housing & Coordinated Entry Processes

Focus on housing long stayers

Reduce avg. length of time to near 30 days as we can get

Test Changes—Now, Faster!

Appoint a temporary team to organize changes

Test a new change every week

Your Functional Zero Huddle

One more thing:

You need a functional zero huddle!

What it does

A functional zero huddle is a small team of people that:

- Reviews your data (current AH#, inflow and outflow, milestones)
- Identifies opportunities to hit your goal (ex: identifies surprise inflow quickly)
- Makes plans and decisions for quick action (ex: doubling down on getting to know clients and get serious about a diversion plan)
- Motivates staff

Who's invited

The 3-5 people that best know your system and can become your allies in championing the goal

What it can look like

When you believe you are 2-3 months away from meeting your goal, set up a 15-minute weekly huddle with this small team. The huddle should be focused, agenda-based, and data-driven.

The payoff

This huddle will accelerate your progress to zero by:

- Giving you a place to spot opportunities early on
- Increase shared ownership of the goal
- Boost your team's morale if you let it

Resource alert

Run a Weekly Functional Zero Stand-Up Huddle

When you near functional zero, bring people together to drive focus and act fast!

Identify the essential players

Keep the invitation list small: Each person at this meeting should contribute ideas and take action. If your huddle has more than five people, odds are that it will turn into an updates meeting. Keep it to 3-5 people, and report out to others as needed.

Who are the best, most crucial allies you can invite to your functional zero huddle?

Chat or unmute

What's next

Watch for Eddie's email

After this call, I'll send an email with your team's theory of change (ready to be annotated), plus scheduling info for a 1:1 call

Remember, the purpose of the 1:1 call is to discuss your annotated theory of change, plus your plan for the functional zero huddle!

Later this month we'll schedule triad calls

Go forth and improve!