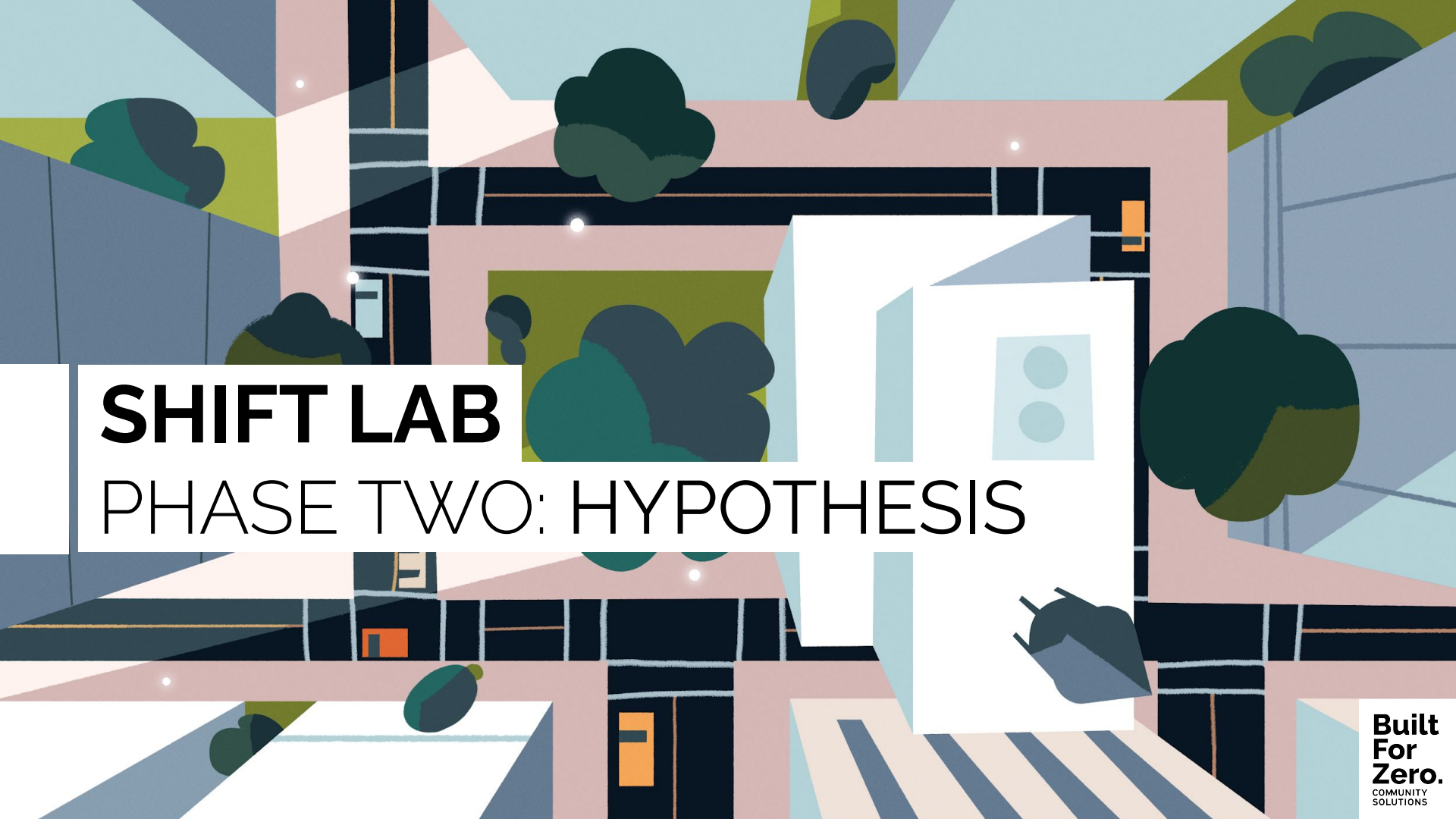
SHIFT LAB

PHASE TWO: HYPOTHESIS



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Your coaches

Emma Beers

Intervention Manager, Content
Built for Zero Collaborative

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Portfolio Lead
Built for Zero Collaborative

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Welcome back to the Shift Lab!

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If you're here today, you're already on the path to a shift in your system…

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…and then to Functional Zero

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Today, let's get clear on your local goal, make sure the right people are at the table, and start designing an improvement strategy

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Aims to envy

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Get loud!

We've got slides with *your* aims on them!

Take 30-60 seconds to provide some background on why you set that aim.

When you're not up, get loud in the chat box! Let your Labmates know you've got their backs.

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Clark County

Baseline Actively Homeless Count: 272

Focus population: Chronic

Aim: Reduce veteran homelessness by 25% by 11/1/2021

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Colorado BoS Fremont County

Baseline Actively Homeless Count: 54

Focus population: Chronic

Aim: By Nov. 15, 2021 we will reduce our actively homelessness number for the chronic population to 25 or less and will maintain or reduce that number for at least 2 subsequent months

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Colorado BoS Mesa County

Baseline Actively Homeless Count: 14

Focus population: Veteran

Aim: By November 15, we will reduce our active veteran clients to 16 (we expect that ~22 is a more accurate current estimate than the 14 on our list)

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Colorado BoS Pueblo

Baseline Actively Homeless Count: 9

Focus population: Veteran

Aim: By November 15th of 2021, we want to capture all veterans in HMIS and the BNL , improve communication/processes between veteran providers and the Pueblo BfZ team by having a monthly working meeting.

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Fayetteville/Northwest Arkansas CoC

Baseline Actively Homeless Count: 62

Focus population: Chronic

Aim: The NWA CoC aims to reduce the number of chronic homeless individuals in our region from 60 to 48 by November 15, 2021.

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Madison/Dane County CoC

Baseline Actively Homeless Count: 236

Focus population: Chronic

Aim: By November 2021, we will have a reduction of 20% in Chronic homelessness (from our Median) and will maintain or reduce for 2 months.

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McHenry County CoC

Baseline Actively Homeless Count: 31

Focus population: Veteran

Aim: Quality Byname list

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Pikes Peak CoC

Baseline Actively Homeless Count: 269

Focus population: Veteran

Aim: By November 2021, we will have a sustained housing placement rate of 15 or more veteran housing placements each month.

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Suburban Cook Co. CoC

Baseline Actively Homeless Count: 363

Focus population: Chronic

Aim: Quarterly goals to better reflect the ebbs and flows of housing placement

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Tucson/Pima County CoC

Baseline Actively Homeless Count: 496

Focus population: Chronic

Aim: By June 15th, we will have a solid baseline for our chronically homeless population. By November 15th, we will reduce our actively homeless chronic population by 10%

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Virginia Balance of State - Petersburg

Baseline Actively Homeless Count: 26

Focus population: Chronic

Aim: Six Month Goal for Virginia BoS Petersburg- By November 15th we will reduce out actively homeless number for the Chronic population to 20 or less and will maintain or reduce that number for at least 2 subsequent months. Of those, we strive to have at least 80% of those who exit placed into permanent housing.

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Virginia Balance of State - Valley Homeless Connection

Baseline Actively Homeless Count: 29

Focus population: Chronic

Aim: By Nov. 2021, we will reduce our actively homeless number to 25 for chronic population and will maintain that for at least 2 subsequent months.

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West Palm Beach/Palm Beach County CoC

Baseline Actively Homeless Count: 117

Focus population: Veteran

Aim: Update data in BFZ to reflect current BNL. Once BFZ data is updated, we expect to see a shift from 117 Veterans to about 70 Veterans.

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Western Virginia CoC

Baseline Actively Homeless Count: 13

Focus population: Veteran

Aim: By November 15th of 2021 our COC will reduce the number of homeless veterans by half

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Who’s on First?

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Get clear on team roles

IMPROVEMENT TEAM ROSTER

Improvement Team Lead	Data Lead	Senior Leader/Sponsor	Private/Public Funding Lead

Key Improver	Key Improver	Key Improver	Key Improver

These will be the individuals needed to reach your aim

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Improvement Team Lead

Visible leader actively driving the system improvement work to reach big goals.

Job Roles:

- Equip team members and delegate responsibilities.
- Recruit stakeholders
- Communicate to sponsors/senior leaders.

Skills Needed:

The person in this role should have skills for facilitation, building consensus around shared goals, and motivating a team to execute changes.

Data Lead

Builds and maintains a measurement system to drive progress towards goals.

Job Roles:

- Maintain the data infrastructure that produces data
- Work directly with HMIS, or closely with an HMIS Administrator, to pull data
- Submit a monthly report, which populates the Performance Management Tracker

Skills Needed:

The person in this role should support the improvement team with data collection needed to measure the results of changes and provide report-outs as needed for the team and leadership.

Senior Leader/Sponsor

Leader(s) accountable for ongoing participation and engagement in Built for Zero.

Job Roles:

- Clear the path for systems-level problem solving
- Help reset goals, agree on priorities, and line up supports

Skills Needed:

The person in this role should have formal authority in relationship to local systems touching homelessness.

Additional Lead Roles

Private/Public Funding Lead

Leader responsible for understanding local funding landscape and directing strategies to better leverage funding.

Emergency Response Lead

Liaison between Built for Zero and local crisis-response or emergency work, e.g. COVID-19 outbreak.

IMPROVEMENT EXERCISE

In a minute, we'll go into breakouts to design together.

First, introduce yourself, and your community.

Then, in about 15 minutes, complete the assigned exercise. Make sure to decide on who will report-out on behalf of your group.

Here are a few things to note:

- Allow space for everyone to contribute.
- There's no right or wrong answer.
- Get creative--there's no red tape to hold you back!

Group assignments

Group 1: Access

Primary Barrier: A well known individual staying in a camp hasn't been added to the BNL.

Some topics to consider:

- Outreach coordination
- Marketing
- Assessment phasing
- Access points

Group 2: Matching

Primary Barrier: A large PSH program has been exiting highly acute individuals for non-compliance without updating the CE lead.

Some topics to consider:

- Prioritization
- Program eligibility
- Needs assessment
- Referral

Group 3: Navigation

Primary Barrier: An individual refuses to take available housing units because of a preference to live in a specific neighborhood.

Some topics to consider:

- Housing stability
- Unit matching
- Landlord recruitment
- Client autonomy

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Report-out

In 2-3 minutes, give us an overview of what you designed.

While the other groups are presenting, be listening for **clarifying questions**, or **bright spots** to pull out.

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Reflection

Questions to consider:

- How did the process feel?
  - Was it difficult to come to a consensus?
  - Were there big differences in priorities?
- How well do these 3 pieces flow together?
- What did you hear from another group that stuck out to you?

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Getting clear on strategy

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Driver Diagrams: Beyond an Aspirational Goal

- A theory supports change processes. It makes clear how you will achieve the aim
- There are endless pathways to improvement, how does your community think you'll get there?
- Driver diagrams are one way to make the theory explicit and facilitates buy-in and contributions from multiple stakeholders

Basic Driver Diagram

AIM:
What is the finish line for this leg of the race?

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

Primary Driver: Highest order priority #1

- Secondary Driver 1A — Change Idea
- Secondary Driver 1B — Change Idea
- Secondary Driver 1C — Change Idea

Primary Driver: Highest order priority #2

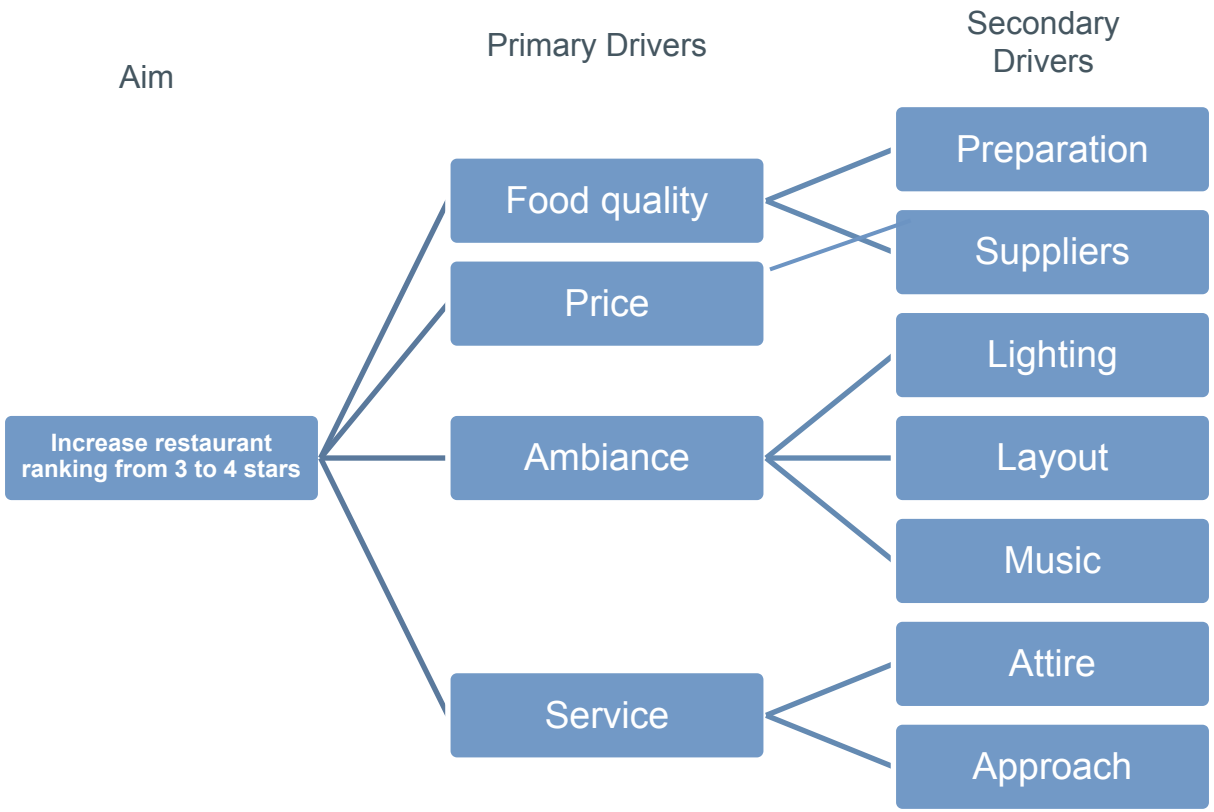
- Secondary Driver 2A — Change Idea
- Secondary Driver 2B — Change Idea
- Secondary Driver 2C — Change Idea

Primary Driver: Highest order priority #3

- Secondary Driver 3A — Change Idea
- Secondary Driver 3B — Change Idea
- Secondary Driver 3C — Change Idea

Primary Driver: Highest order priority #4

- Secondary Driver 4A — Change Idea
- Secondary Driver 4B — Change Idea
- Secondary Driver 4C — Change Idea



Example: Restaurant Rating

Veteran Example

By January 2021

- Achieve 50% reduction in veteran homlessness (BNL)

Optimize VA Resources
Lead: VA/CRRC

- Streamline PHA process
- Accelerate VASH placements
- **Decrease GPD long-term stayers**

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

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

System Process Improvements
Lead: CoC & STA

- Increase program enrollments to accelerate pipeline
- Targeted interventions for sub-populations
- Decrease inflow
- Increase access to available units

Dimension and Right Size Resources
Lead: CS Team & STA

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

Shift Lab Theory of Change

Aim: Achieve and hold* a reduction in the actively homeless count for one target population

Creating and outfitting your improvement team

Strengthen Coordinated Entry System performance

Expand and strengthen data infrastructure

Pro Tips on Using Driver Diagrams and a Theory of Change

- ***Don't get bogged down in wordsmithing.*** These are meant to be updated and changed over time. Shoot to have language that clearly communicates the priority you are working to name as a group.

- ***Don't boil the ocean.*** A good theory of change attempts to narrow and define a set of high leverage action areas or priorities that represents your best thinking on how to reach the identified aim. Resist the temptation to name everything that must happen. Or could happen. Pick the critical few.

- ***Focus on where change or improvement needs to happen.*** A theory of change assumes that something [process, system, culture] must be different than it is now to meet the aim you have set. Choose drivers that represent the highest leverage points or areas of change that need to take place.

Breakout brainstorm

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Hot topics

We'll be using a tool called **EasyRetro**.

- Press **+** to add a topic you'd be interested in discussing related to strengthening your Coordinated Entry System.
- Use the thumbs-up icon to vote for an idea.
  - Everyone has 3 votes, but you don't need to use them all.
- We'll pick the top 2 topics for breakouts this month.

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What to do about data

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Getting to quality data

- Clark County
- Colorado BoS Mesa County
- Colorado BoS Pueblo County
- Kansas BoS Douglas County
- McHenry County CoC
- Virginia Balance of State - Valley Homeless Connection
- Santa Fe City
- Spokane City and County CoC
- Virginia Balance of State - Petersburg
- Eugene, Springfield/Lane County CoC
- Western Virginia CoC

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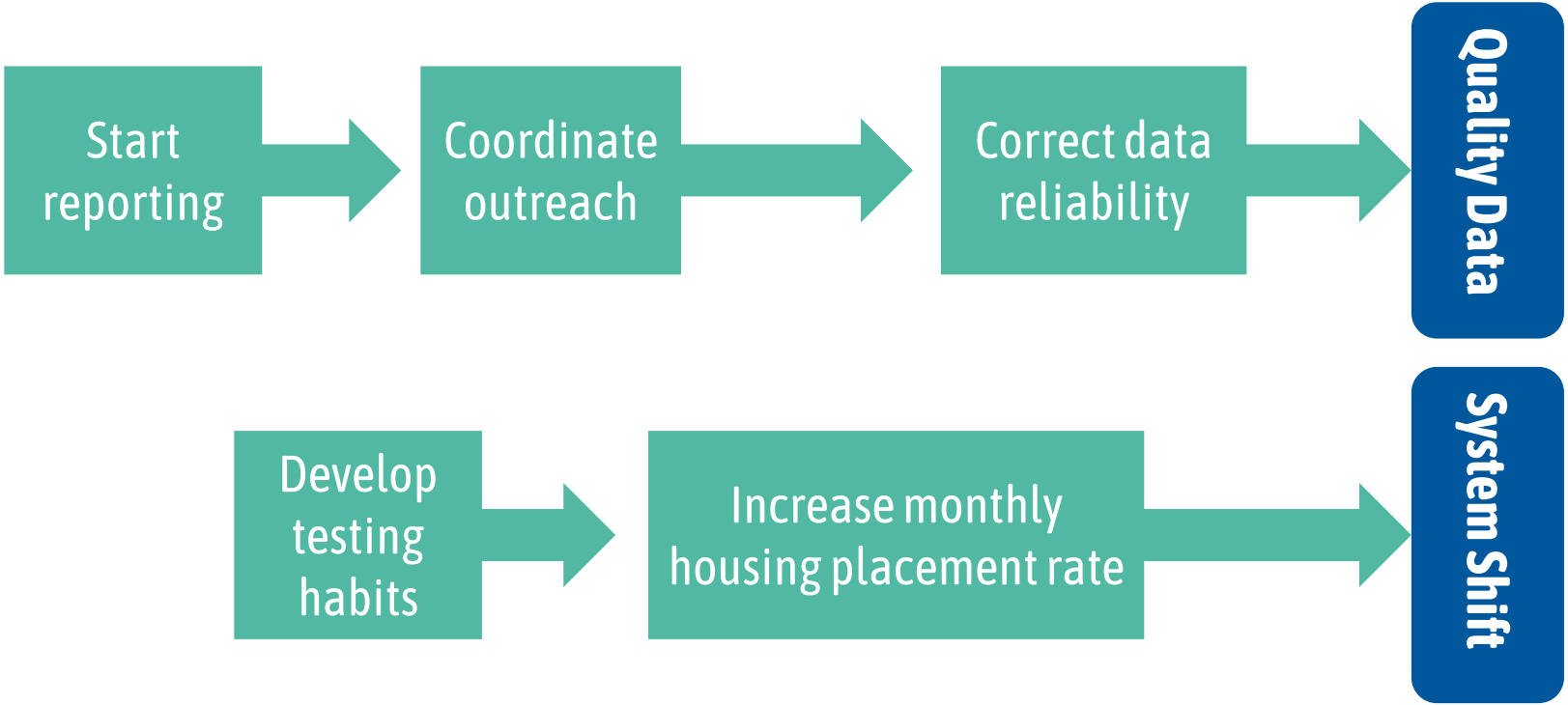
Prioritizing tasks



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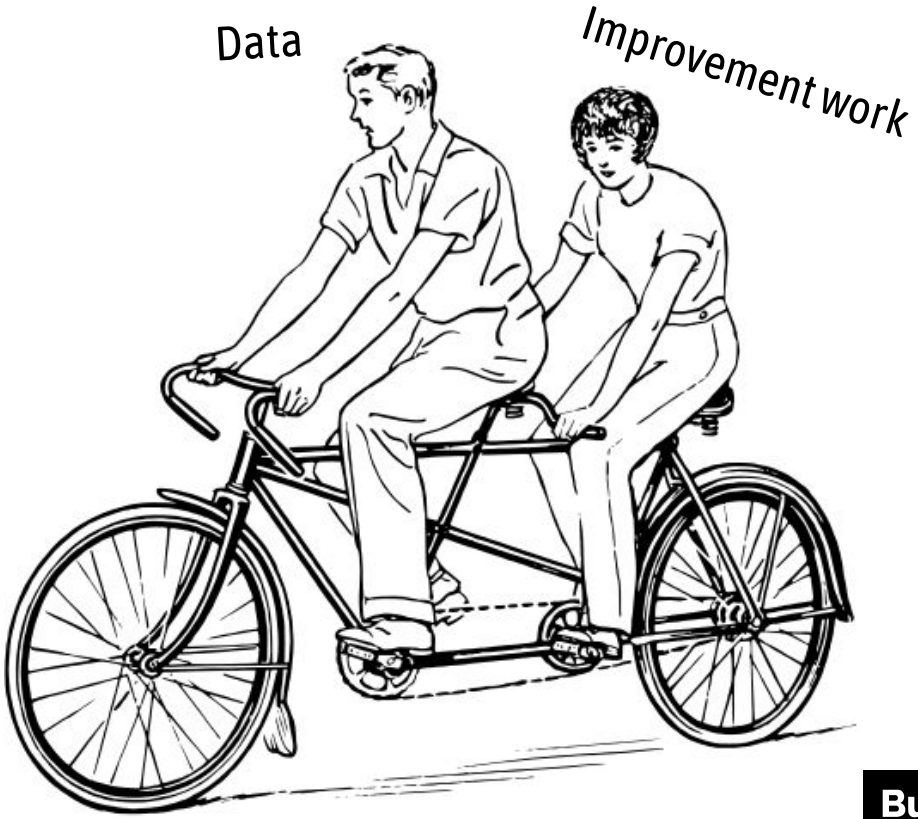
Building capacity

Strengthening your data infrastructure, and improving your system outcomes are two substantial lanes of work.

It takes both to end homelessness.



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Next up

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To-do before our next call

- ❑ Complete the **Roster** tab in your Notebook
- ❑ Sign up for a breakout session (email to follow)
- ❑ Catch up on data reporting
  - ❑ Contact bfzdatasupport@community.solutions for support
- ❑ Join Slack
- ❑ Take the Scorecard (QBNL teams only)

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