



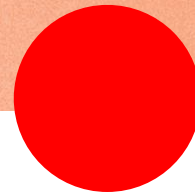
# System Flow Cohort

Session 3

July 20, 2021

Please rename yourself in Zoom  
to include your community

**This meeting will be recorded**



Smile into the camera :)

# In the chat tell us...

Outside of work, what's the last thing you gave 100% effort to?

# Your Team of Coaches



**Habiba Rotter**

*Intervention Manager, Design And  
Delivery*



**Erin Healy**

*Strategy Lead, Large Scale Change*

**Today's Call: Time for action!**

**We've been collecting data, analyzing our systems, and testing some changes**

**Today is action day!**

**Mindset for today: Curiosity & courage**



# Today's we will

- Calculate July's data & think out loud together about shifts and trends
- Share learning about long stayer tests of change
- Study our BNL's to find system bottlenecks
- Learn about change concepts to plan changes and take action

# Quick Reminder: Cohort Purpose & Roadmap



**Our Aim: Reduce the number of days clients  
spend suffering in homelessness**

# This map is our theory of change

**Clear Bottlenecks  
in the  
Housing Process**

**House Our  
Long Stayers**

**Distribute Power**

***Improve in these three ways, and you'll achieve your aim***

# Cohort journey at a glance

**May:** Kickoff

**June:** Explore your baseline, set an aim, take action on long stayers

**July:** Find your system bottlenecks, target improvements **plus a super triad call**

**August:** Break your list into buckets, distribute power **plus a super triad call**

**Sept.:** Frontline staff call! **plus a super triad call**

**Oct.:** Show your progress + make a sustainability plan **present work product**

**Nov.:** Learning Session

**You are here**



# You will be successful if you...

- Come to cohort calls
- Submit monthly data on Length of Stay
- Execute assignments between calls
- Put on your improver hat
- Be a proactive learner (ex: come prepared with questions, ask cohort mates for support, offer support too)
- Stay consistent

**Calculate July's Data!**

**Length of stay = Core metric**



# Let's do it together!

Demo

# Your turn

It's quite easy! All steps are here in [this resource](#)

**Before we share out...**

# Shout out to Minneapolis!!



Our aim: By November 30, we will improve our average length of stay on the chronic/veteran BNL to 212 days

Length of time during the cohort	
May	259.4
June	233.8
July	225.2
August	#DIV/0!
September	#DIV/0!
October	#DIV/0!

Data will auto-populate from the corresponding month

Avg LOT on BNL



*Chat or unmute:*

- ***What is your average length of stay this month?***
- ***What about your long stayer percentage?***
- ***What do you make of this month's changes?***

# Housing Long Stayers

# Long Stayer Warriors

Kansas City

Middlesex County CoC/Coming Home

Tennessee Valley

Northern Colorado CoC

Nashville/Davidson County CoC

Yamhill County (3)!!!

North Central Florida

Lake Co.



# Kansas City

## Issue

Veteran is highly vulnerable, disabled, but ineligible for VASH

## Test

Get frontline staff to take the lead, connect with SSVF leadership about client's needs, and make a case to house them through the program

## Result

When we engaged directly with staff working with the client, the client got unstuck and is now engaged with a housing program. Looking at using SSVF to 'unstick' long stayers rather than traditional VASH/PSH only.







## **Issue**

Client low functioning in the housing process because of mental health issues, traditional solutions not working

## **Test**

Alleviate the client's biggest stressor and remove from DV environment

## **Result**

"They have been attending appointments, communicating with me, and taking the steps to begin documentation. That is light years away from the person I met 8 months ago, who I could not see being successful in any capacity in housing."

# Long Stayer Changes

- What changes did you test to house long stayers last month?
- What was a challenge in implementing?
- What did you learn?

**Chat or Unmute**

**Study your system bottlenecks**

# This map is our theory of change

**Clear Bottlenecks  
in the  
Housing Process**

**Next Up**



***Improve in these three ways, and you'll achieve your aim***

# What is a system bottleneck?

- Any part of the system that causes a piece of the housing process taking longer than it should
- It's connected to the system, not the client (ex: engagement)
- While there are hard and noticeable bottlenecks, ex: not enough staff to do unit search, there are soft and invisible ones too (ex: clients sitting on the list for weeks without a program referral, even though there are openings)

# Mindsets

- Finding a system bottleneck isn't finding a problem, it's finding a gold mine of opportunity
- Look for bottlenecks to house your clients faster, not to assign blame
- Stay grounded in data rather than stories. If you have a gut feeling about a bottleneck, check your list and see if clients are actually stuck there
- Don't jump into solutions, identify the problem clearly first
- Change starts with *me*, even if clearing the bottleneck is in another org's domain, what actions can *I* take to clear it for the sake of our clients?

# How do we find system bottlenecks?

Study your list's patterns for:

- Redundancies - steps in the housing process that may not need to be there
- Grey areas - places where the housing process doesn't move because it's unclear what happens next
- Myth busting - Are the requirements actual requirements, or habits we formed?
- Role ambiguity - steps that need to happen but don't because they're nobody's clear job
- Sequencing - are process steps being done sequentially that can be done in parallel (simultaneously) instead?

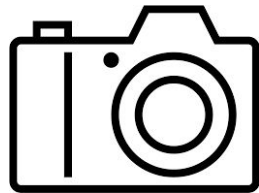
***Let's mine for gold together***





# Bottleneck Finder Exercise

- In your workbook, go to the July calculator tab where you just plugged in your BNL (or share your screen with your actual BNL to your breakout)
- Start thinking out loud together about what some potential bottlenecks are
- Stress test your assumptions, choose a bottleneck, look for how many clients on your list are actually held up by it (Use column G in the calculator or an additional column on your list to take notes)
- Go to the 'system bottleneck' tab in your workbook and fill it out with your findings



# Breakout Rooms

1. Honolulu
2. Minneapolis
3. Tucson
4. Lake Co.
5. Madison
6. Fairfax Co.
7. Nashville
8. Sacramento - Veteran
9. Sacramento - Chronic
10. Middlesex
11. Tennessee Valley
12. Northern Colorado - Veteran
13. Springfield CoC
14. St. John's CoC
15. Guilford Co.
16. Mid-Willamette
17. Winston-Salem
18. Yamhill - Veteran
19. Yamhill - Chronic
20. Santa Cruz
21. North Central Florida
22. Placer Co.
23. Kansas City

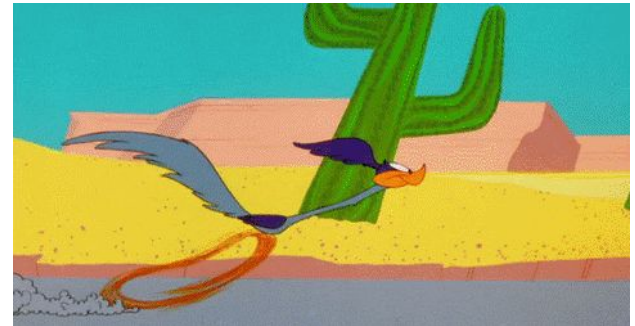
# Debrief

What did you learn about your system bottlenecks today? What curiosity is this exercise sparking?

# Take Action to Accelerate Your Housing Process

**Now that we have an assumption of what our system bottlenecks are, we can scope changes to clear them**

**It's time to turn ideas into *ACTION***



# How testing changes can get you to your aim

- Borrow great ideas - what other communities/systems do this well?
  - How do health systems create incentives for engaging & accessing preventive care?
- Coalition of the willing - work with the folks who want to test new ideas with you (don't spend precious time trying to convince others)
- Fail forward - it's just as important to understand what *doesn't* work
- Keep it simple - and start now!

# New Resource Alert



## Change Concepts to Clear System Bottlenecks

### The Idea

A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement. Keep these change concepts in mind as you craft change ideas to clear system bottlenecks.

### Change Concepts

Eliminate Waste

# Change Concepts in a Nutshell

- Eliminate Waste
- Improve workflow
- Focus on variation



# Let's walk through an example

- Bottleneck: Low functioning in housing process (substance use barriers)
  - Mindset: the *system needs to adapt* to individual's needs (not vice-versa)
- Focus on one "hot spot": 10 individuals, substance abuse issues, long term stayers (parking garage)
- Baseline: outreach visits 2 times/week
- New idea - 30 day test
  - Recruited 2 regional & mobile SA recovery agencies
  - Outreach staff across several agencies worked as a team to do coordinated, intensified outreach: regular visits, 2x day
  - Focused on peer-to-peer (recovery) connections, immediate access to housing and, if desired, SA services
- Measures: meaningful engagement, completed housing application (or steps toward), went into rehab, agreed to motel stay ("immediate yes" housing), moved into permanent housing

# Key Step

This is an opportunity to distribute the power to your frontline staff:

Ask yourself, who on the frontline can lead/co-lead on clearing this system bottleneck?

What strategy will you use to engage them?



**Distribute Power**

# Plan Your change

**What system bottleneck(s) will you target?**

**What Changes or Ideas will you test to clear them? By when and for how long?** [e.g., more frequent outreach to a subset of long term stayers]

**Who in your frontline staff can lead on this change? How will you invite them to do it in a way that taps into their intrinsic motivation?**

**How do you think this change can accelerate the housing process?** [e.g., at least X long term stayers will move into housing by X (or move X process steps closer to housing placement?)]

**Measurement Plan:** (What information will we collect to measure if our change idea is resulting in an improvement?)

# Observe, Learn, Act

**What did you observe happen when you tested this change?**

**What did you learn from this process?**

**How did what you learn affect what you will do next?**

# Closing

# On the next all-teams call on 8/17

We will..

- Share out our tests of change, what's working that we can teach each other?
- Learn how to use case conferencing to meet our aims
- Do some group learning on how to use flex funds to house clients faster

# Triad calls are where we'll dig into details

We will reach out to schedule them for the 1st & 2nd weeks of August!

Before then, have some change ideas planned to talk through and improve with your triad

# Flex funds

We'll reach out to schedule time to talk, get clear on how they can help you meet your aim, and go forward from there!



# Until then,

- Start taking action on clearing system bottlenecks **NOW!**
- Calculate your August data

**THANKS FOR COMING!**

We're here to help. Email Habiba anytime: [hrotter@community.solutions](mailto:hrotter@community.solutions)