Your Coaches Today

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SOLUTIONS

Icebreaker: What is the story behind your name?

Today, we'll **set the tone for our next 6 months**, and **begin to map your existing system.**

Objectives for the 1st half of this call

- Introduce you to core Built for Zero ideas and tools

- Trace your improvement team's arc through BFZ

- Get pumped for the work you'll accomplish and the people you'll meet

In the 2nd half of this call

- Start your first action cycle—six months of improvement work tied to a measurable, ambitious aim

- Meet all the members of your cohort

What you're building

What you build in Built for Zero

Data about who's experiencing homelessness

What you build in Built for Zero

Data about who's experiencing homelessness

A coalition with shared goals and a zeal to improve

What you build in Built for Zero

Data about who's experiencing homelessness

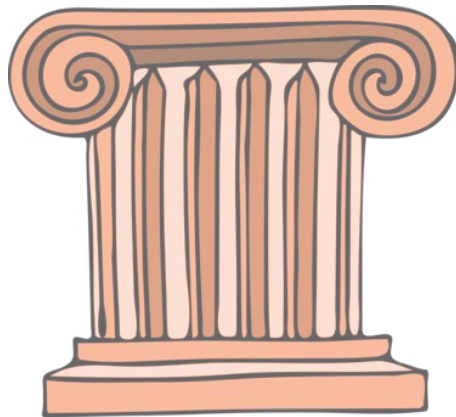**A homelessness response system that speeds outflow and slows inflow**

A coalition with shared goals and a zeal to improve

A BREAKTHROUGH
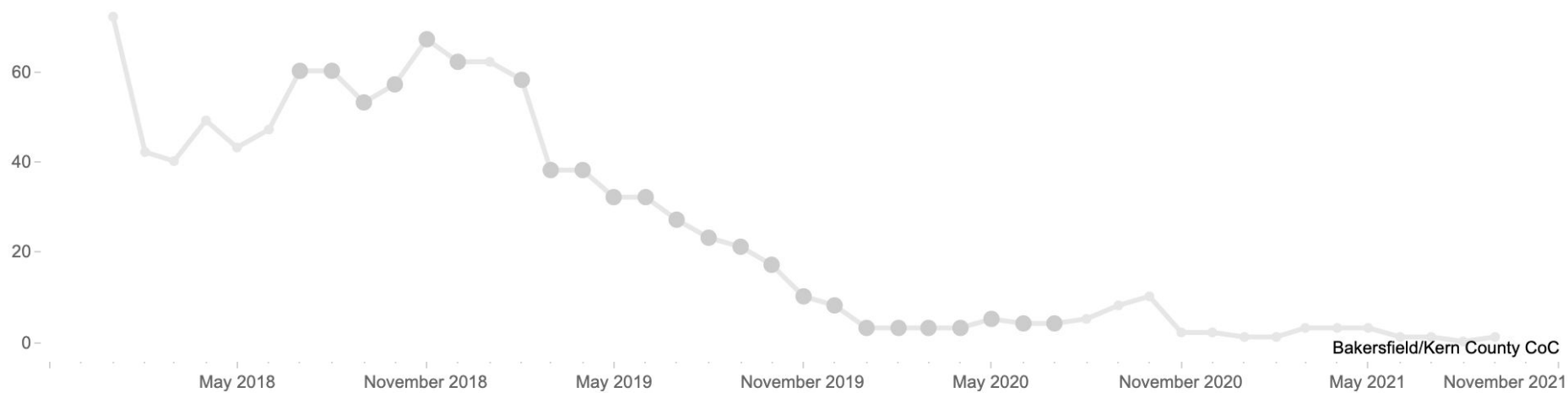
"Functional zero"

is how Built for Zero measures ending homelessness

Functional zero in Bakersfield/Kern Co., CA

Bakersfield/Kern County CoC

In Bakersfield, functional zero means...

- Clients spend less time experiencing homelessness

- Client-level collaboration across organizations

- Frontline staff co-leads with management

- Funding serves populations, not activities

Imagine your community changed

Imagine ending homelessness for one population at a time—chronic functional zero, veteran, youth, family, single adults

What would be different in your community?

3-min stretch break

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Skills we'll build together

DATA ANALYTICS

Zoom in on the heart of the problem

Where you'll see it: Track progress in your community's Performance Management Tracker

QUALITY IMPROVEMENT

Test and evaluate changes until you achieve a measurable improvement

Where you'll see it: Conduct a rapid test cycle to implement— and learn from— a change

COPRODUCTION

Share power between managers, frontline staff, and people experiencing the problem

Where you'll see it: Get a flex fund to enable case managers to try novel ideas to house a client
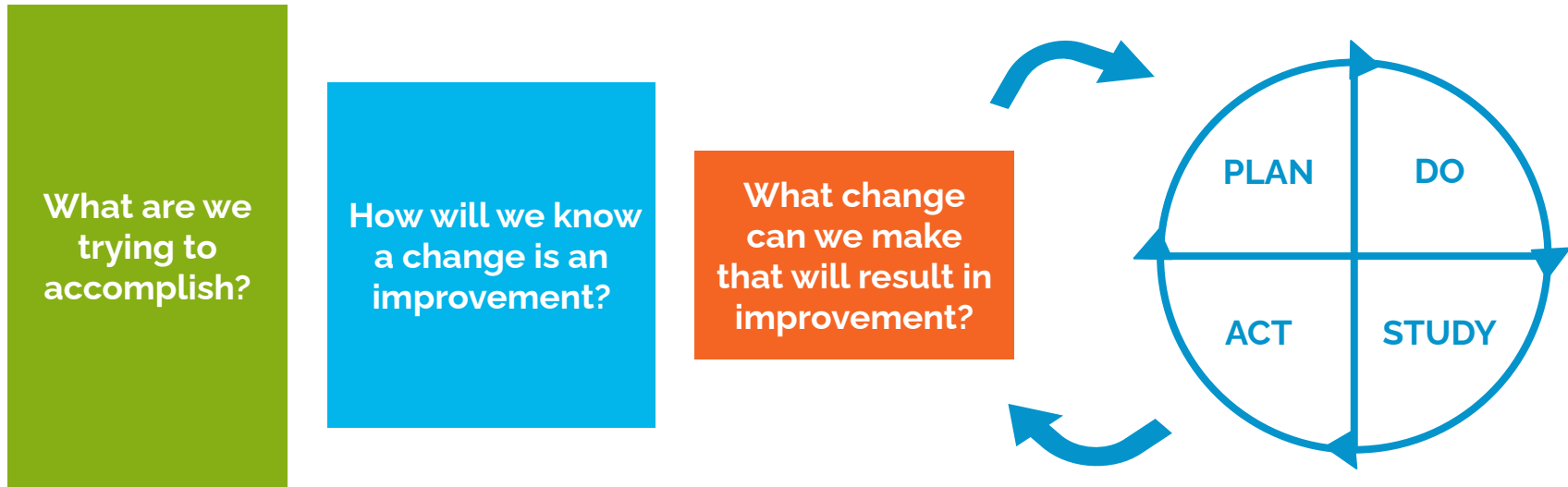
FACILITATION

Create conditions for groups to innovate collaboratively— and take action

Where you'll see it: Make case conferencing meetings action-oriented

The Quality Improvement crown jewel

THE MODEL FOR IMPROVEMENT

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

Developed by **Associates in Process Improvement** and taught to us by **Institute for Healthcare Improvement**

The Quality Improvement crown jewel

THE MODEL FOR IMPROVEMENT

Source: Associates in Process Improvement
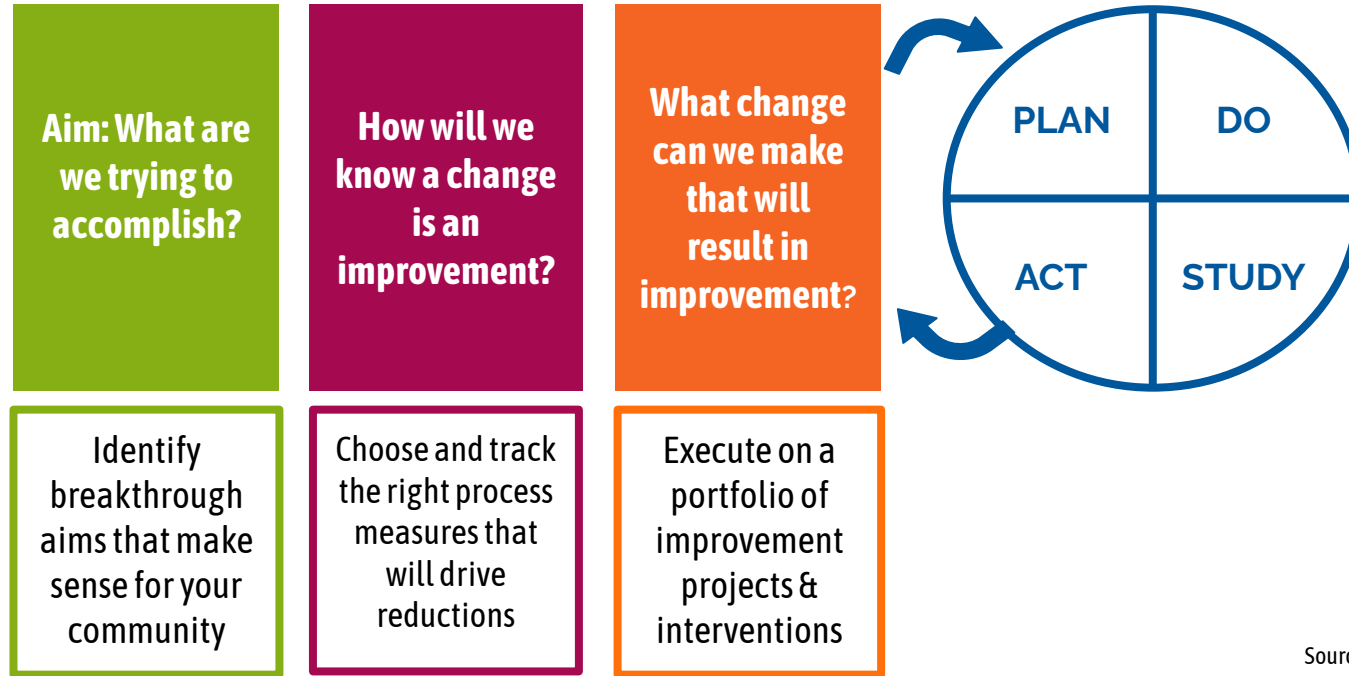
PDSA: Cook County, IL

PLAN

Testing one-on-one meetings with agencies once a month.

DO

Each provider loved this one-on-one meeting platform. Each agency was excited that this would be a monthly check-in.

STUDY

Confirmed that providers were much more engaged/comfortable in smaller settings.

ACT

Expand one-on-one meetings slowly with the hope to develop trust with providers.

An essential BFZ mindset

Readiness to try something new

(and readiness to help your coalition members try something new)

We do it together

There's power in a cohort

All of this work is easier and more effective when we do it together

How Built for Zero supports you

The trail to functional zero

Achieve Quality Data

Make a great by-name list

Reduce to Zero

Generate action from your by-name list

Achieve Functional Zero

Sustain zero and scale to new populations

Forms of BFZ support

MONTHLY COHORT MEETINGS
Cover critical topics to build foundations for your improvement journey

SMALL GROUP COACHING
Check in on progress, share learning, and trade questions and answers

Your Teamwork & Daily Application

FACILITATED EXERCISES
Create opportunities for your team to analyze the system, prioritize changes, and plan implementation

DATA COACHING & CAPACITY BUILDING
Our in-house data managers will map your data systems and create personalized plans

1:1 COACHING
Sticky problem or shining opportunity, sometimes we'll need to go deep together.

More BFZ supports

- Catalytic funding

- Cohorts for various stages of system development

- Faculty, community leaders with proven experience

- Connection to federal agencies and leading nonprofits

Before we take a break

You've heard a little about BFZ

What's one part you're curious about?

Welcome (back)!

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The Next Six Months

- 6 returning communities

- 11 new communities

- We'll continue to build on your great work, and bring in new concepts and resources!

Who's here?

- **The OG's**

  - Colorado BoS Roaring Fork
  - Colorado BoS Southwest Region
  - Colorado BoS Western Slope (Montrose/Delta)
  - Kent County, MI
  - Sonoma County CoC
  - Texas Balance of State CoC - Lubbock

- **New Friends**

  - Metro Denver
  - Central OR
  - Omaha/Council Bluffs
  - Pinellas County, FL
  - Portland, OR
  - Shreveport, LA
  - Thurston County, WA
  - West Virginia BOS
  - Jackson, MS
  - Salt Lake County, UT
  - Phoenix, AZ

Icebreaker: What is your region's claim to fame?

Objectives for the next hour

- Begin getting to know each other

- Discuss what we'll work on together during this action cycle

- Set an improvement aim for the next six months

- Leave with one improvement task to complete

Agenda

- What we'll accomplish together in ISS

- Open your workbook

- Set your improvement aim

- Identify key stakeholders

- Next steps

ISS Goals and Strategy

Cohort Theory

Sample aim: Report data by February 10, 2022 and complete data infrastructure section on the Single Adults Scorecard by April 15, 2022.

What you build in Built for Zero

Data about who's experiencing homelessness

A homelessness response system that speeds outflow and slows inflow

A coalition that shares goals and a zeal to improve

Cohort Theory

Sample aim: Report data by February 10, 2022 and complete data infrastructure section on the Single Adults Scorecard by April 15, 2022.

Establish reliable data system infrastructure.

Increase participation in data collection.

Build systems and skills necessary for continuous improvement of CES.

Evaluate CES performance.

Increase collaboration and power distribution amongst stakeholders.

Strengthen 'agency' among frontline staff

Habits We'll Build by April

Monthly Data Reporting

We believe that using data to end homelessness starts with a solid data infrastructure to track progress over time, and inform your next move.

Regular reporting gives you a rich archive of data to be able to watch trends over time.

Case Conferencing

We believe that when you improve your case conferencing practice, you transform your team culture for mutual collaboration and support.

Action-oriented case conferencing can become the engine of your system to end homelessness.

Standing Coalition Meetings

We believe that setting up an infrastructure to support continuous improvement starts with people, not programs.

Clarifying roles and expectations for members of your coalition is essential to sustaining ongoing improvement.

Project Portfolio Workbook

Your ISS Project Portfolio

Single Adults By-Name List Scorecard

Community:		6-Month Aim	Current By-Name List Score
Lead Agency Managing BNL:		Report data by February 10, 2022 and complete data infrastructure section on the Single Adults Scorecard by April 15, 2022.	O
Name:			
Email:			

The scorecard questions - and your community's current answers from the ISS Scorecard tab - are listed below.

Improvement Area	#	Question	Current Response	Resources
Data Contribution	1A	Is the geographic coverage of your outreach clearly mapped out, informed by your data and regularly assessed, to ensure you are able to reach all unsheltered individuals within your community?	▾	
	1B	Have you coordinated your outreach, ensuring that your outreach teams are deployed at the locations and the times that they are mostly likely to effectively engage with unsheltered homeless individuals, while minimizing duplication between providers?	▾	
	1C	Do you have a documented outreach policy that clearly states how your outreach teams will be deployed and how they work with each other to swiftly connect individuals to housing?	▾	
	2A	Are 90% or more of **CoC funded** providers, serving homeless single adults, reporting data into your by-name list?	▾	
	2B	Are 90% or more of **non-CoC funded** providers, serving homeless single adults, reporting data into your by-name list?	▾	
	2C	Are 90% or more of currently homeless single adult individuals served by the providers reporting into your by-name list?	▾	
	3A	Is your by-name list prepared to collect data on **unsheltered individuals living in a place not meant for human habitation** (e.g. street, cars, campsites, beaches, deserts or riverbeds)?	▾	
	3B	Is your by-name list prepared to collect data on **individuals in shelters, safe havens, season overflow beds, hotels paid for by homeless providers or Health Care for Homeless Veterans (HCHV) beds?**	▾	
	3C	Is your by-name list prepared to collect data on **individuals in transitional housing, including VA-funded Transitional Housing?**	▾	

Set Your 6-Month Aim

Choose:

- Your target date to complete the data infrastructure section of the scorecard
- Your target date to begin reporting data

Example: Report data by February 10, 2022 and complete data infrastructure section on the Single Adults Scorecard by April 15, 2022.

Beginning to build your system

The Importance of Your Team

Composition

Do we have the people we need on the improvement team to be successful in reaching our aim?

Culture

Do our ways of working together, decision-making and shared commitments foster an environment where we can make progress towards our aim?

Behaviors

What shared habits and practices do we need to adopt as an improvement team to systematically make progress towards our aims?

Improvement Team Roles

- **Improvement Lead**

- **Data Lead**

- **Sponsor/Senior Leaders**

- Private-Public Funding lead

- Emergency Response Lead

- **Key Improvers/Team Members**

  - **Frontline staff, street outreach workers, case conferencing facilitators**

Check out the Roles on Your Improvement Team Guide!

Characteristics of Strong Teams

1. Conversations start with stating your shared aim, and reviewing recent data to **understand progress**

2. Conversations include review of the improvement work underway in order to **emphasize learning**

3. Commitments, big and small, are written down and shared with the group. The team supports each other to **build accountability**

4. Outcomes are continuously reviewed in order to **use data to inform changes to strategy** and improvement work

5. Two-way communication is happening between front line workers and the leadership so that the full team is able to **share ownership of problem-solving**

Inner Square, Outer Square

BFZ Squares

OUTER SQUARE

	Private/Public Funding Lead	Key Improver

INNER SQUARE

	Data Lead	Key Improver

	Key Improver	Key Improver

Key Improver	Key Improver	Key Improver	Key Improver

Key Improver	Key Improver	Key Improver	Key Improver

Inner circle
- Participating in regular coaching, brainstorming and testing solutions.
- Coming to Learning Sessions
- Mix of front line staff and system managers
- Close to the ground in the community's homeless-response system
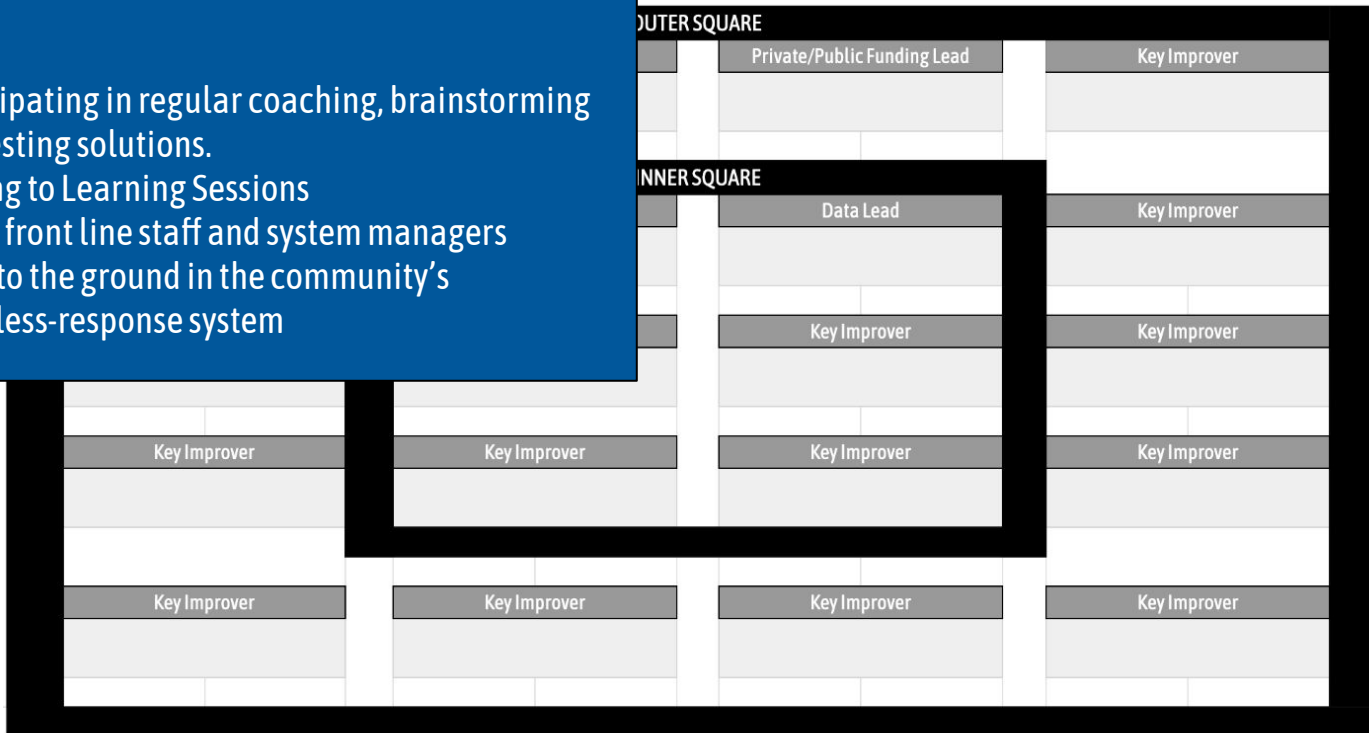
Inner Square, Outer Square

BFZ Squares

OUTER SQUARE

Key Improver	Senior Leader/Sponsor	Private/Public Funding Lead

INNER SQUARE

Improvement Team Lead	Data Lead
Key Improver	Key Improver	Key Improver
Key Improver	Key Improver	Key Improver

| Key Improver	Key Improver	Key Improver

Outer Circle:
- Might attend Learning Sessions
- Interested in coaching and improvement work, but don't attend regularly
- Mix of out-of-sector partners and in-sector executive level managers
- Provide support and guidance, clear the path for improvement work to take place.

Expect regular movement between the circles. Someone from the outer circle might be called upon to take a more active role. Someone from the inner circle might need to go dormant.

Your Turn!

BFZ Squares

OUTER SQUARE

Key Improver	Senior Leader/Sponsor	Private/Public Funding Lead	Key Improver

INNER SQUARE

Key Improver	Improvement Team Lead	Data Lead	Key Improver
Key Improver	Key Improver	Key Improver	Key Improver
Key Improver	Key Improver	Key Improver	Key Improver
Key Improver	Key Improver	Key Improver	Key Improver
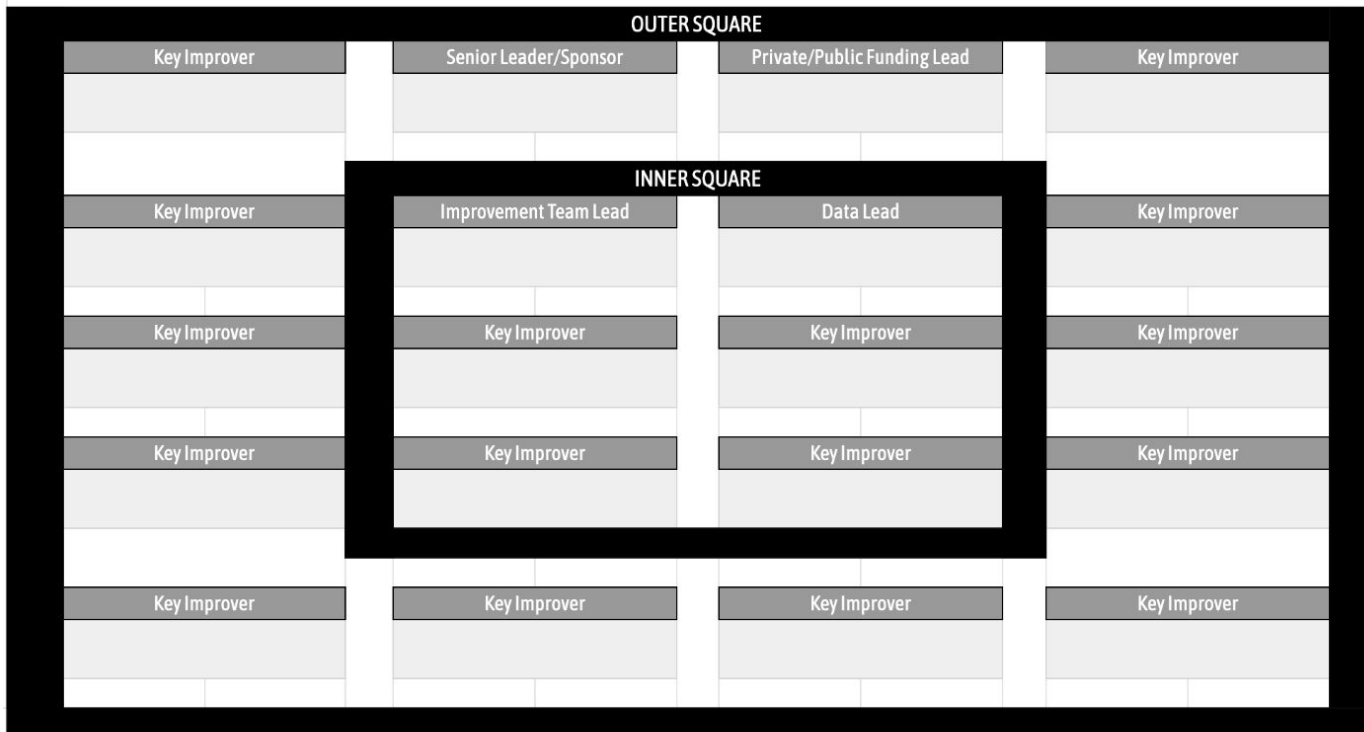
Key Questions

- Is the geographic coverage of your outreach clearly mapped out, informed by your data and regularly assessed, to ensure you are able to reach all unsheltered individuals within your community? (Question 1A)

- Have you coordinated your outreach, ensuring that your outreach teams are deployed at the locations and the times that they are mostly likely to effectively engage with unsheltered homeless individuals, while minimizing duplication between providers? (Question 1B)

- Are 90% or more of **CoC-funded** providers AND 90% of more of **non-CoC-funded** providers serving homeless single adults, reporting data into your by-name list? (Questions 2A)

- Is your by-name list prepared to collect data on **individuals on your list who are entering an institution (e.g. jail or hospital)** AND **on individuals fleeing domestic violence?** (Questions 3D and 4C)

Who else do you need on your team?

Next Steps

- Make sure all-team monthly calls and small group calls are on your calendar

- [**Bookmark the ISS Hub!**](#)

- In the next 4 weeks:

  - Engage the people missing from your improvement teams

  - Schedule 1 hour with your team and go through the full scorecard

5 tips to get the most out of ISS

1. Authentically get to know the aims and work of your peers.

2. Spread decision-making power (and tasks) across your improvement team.

3. When the going gets rough, suspend judgment and get curious.

4. Schedule time between BFZ calls to work toward your improvement aim. A little time goes a long way.

5. Pull ISS toward you. If you feel behind or off track, tell your BFZ coaches, and we'll figure out the next step together.
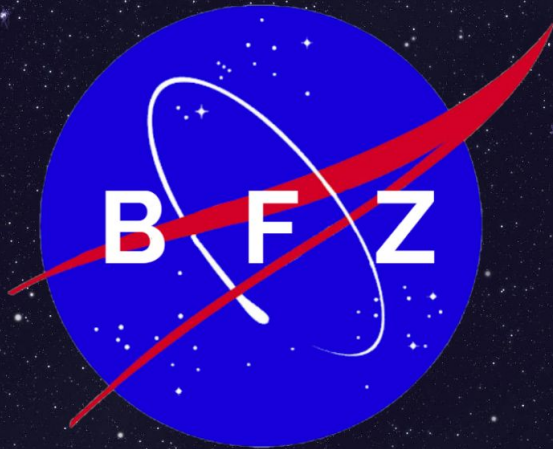
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Take the Cohort Session Evaluation

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