

# Built for Zero: Forming Your Team



**Welcome to Built for Zero!** It's our goal to make sure you are set-up to succeed, hit the ground running, and get the most out of the Built for Zero collaborative.

A key step is recruiting the right people to join your multi-agency improvement team. Strong leadership, accountability and buy-in matter. This team will take ownership of setting goals and coordinating your systems improvement work -- it includes groups like: your Continuum of Care, your VA, your Coordinated Entry lead, your HMIS administrator, and your largest Homeless Service Providers.

**Step 1:** Identify your **Community Team Lead** and **Data Lead** (see role descriptions below). These individuals will drive your progress forward as you enter the By-Name list cohort.

## **Step 2: Determine who you need on your By-Name List Improvement Team.**

Your initial multi-agency improvement team will guide your work to build, improve and confirm a comprehensive, reliable, real-time, by-name list of all single adults experiencing homelessness. During this phase, you will begin monthly reporting - including actively homeless, inflow and outflow data points. Think about key individuals that are already doing this work! Do you currently have a by-name list manager? A case conferencing lead? A coordinated outreach committee chair? Whether you're starting from scratch or you have some of the pieces in place - your improvement advisor will help you identify the members needed to develop a strong team. See the chart below for some suggestions. Generally, teams are around four to eight members.

**CoC Representative / Key Leader** - Person overseeing ending veteran and chronic homelessness for the local Continuum of Care.

**Local measurement guru responsible for collecting and sharing data** - This will likely be the Data Lead for Built for Zero already identified. This person will be responsible for monthly reporting of veteran and chronic data to the Built for Zero initiative.

### **1-4 People Overseeing Programs Specifically for Veterans.**

This may be (but isn't limited to):

**VAMC Homeless Program Manager** - Person overseeing ending veteran homelessness for the medical center as well as VA funded programs.

**HUD-VASH Program Manager** - Person overseeing the HUD-VASH Program for the Medical Center

**VA Outreach/Social Workers** - First responders working directly with homeless veterans.

**SSVF/GPD Program Operator** - Person overseeing the operation and use of SSFV and or GPD resources at a community based organization

**Veteran Service Provider Representative** - Person critical to efforts to end homelessness because of the role they play in the community or the position they hold at a community based organization focused on ending veteran homelessness.

**Housing Authority Representative** - Person that oversees the VASH Program from the local Housing Authority.

### **1-4 People Overseeing Programs Specifically for high-need/chronically homeless individuals.**

This may be (but isn't limited to):

**Homeless Service Provider** - Person that represents a local organization serving people experiencing chronic homelessness.

**Street Outreach Program Administrator** - Person that represents an organization leading outreach and engagement of people experiencing chronic homelessness.

**Permanent Supportive Housing Provider** - Person that represents an organization that operates a portfolio of permanent supportive housing units.

**Housing Authority Representative** - Person that represents a local housing authority's voucher program that is preferred or specific to people experiencing homelessness.

## What do improvement team members do?

- Start with the belief that homelessness is a solvable problem and that you can redesign your system to reach this goal.
- Develop a shared aim to end chronic and/or Veteran homelessness.
- Serve in a specific role (see roles/descriptions below) to drive progress and build the will in your community to end homelessness.
- "Huddle" at least monthly to review progress toward your goal and your community's data in your Built for Zero dashboard (this can be through in-person meetings or by phone). *\*\*Promising practice: High performing improvement teams have 15-minute weekly "huddles" with a tight agenda tied to your specific action plan and target dates.*
- Participate in Built for Zero in-person learning sessions and peer learning opportunities. Your improvement team helps determine the members of your learning session team -- not all participants in the learning sessions need to be on your improvement team. Your improvement advisor can help you figure this out too.
- Your Community team lead, Data lead and other team members as appropriate, participate in coaching with your Built for Zero improvement advisor.
- Help facilitate the use of the Built for Zero network, tools and frameworks to address the specific problems that you've identified in your community, and contribute your experience and knowledge to the Built for Zero network.

**Step 3: Map your path forward with your improvement advisor.** Still trying to figure out how you will incorporate this work within your day-to-day priorities and job responsibilities? In the process of developing additional data capacity? Reaching out to bring a key stakeholder on board? We'll help you outline clear next steps and support you to be set up for success. We'll start with a one-to-one conversation with your Community lead to get to know your community, understand your starting point, and develop a shared vision to move forward.

## **Built for Zero Multi-Agency Improvement Team - Role Descriptions**

**Your community's Improvement Team is generally comprised of members from multiple organizations and agencies. Different members of your team will fill these key roles:**

### **Community Team Lead**

**Headline:** *Visible leader actively driving the work forward and accountable for the following functions*

- Delegates and shares responsibility with core leadership and broader leadership team, including what's listed below
- Recruits stakeholders to participate in leadership team meetings
- Coordinates with the Data Lead to get necessary data to provide needed feedback loops on progress towards goals and strategies being implemented
- Builds consensus with stakeholders around goals, strategy and changes to be tested
- Communicates progress, barriers and needs up and out to stakeholders
- Calls leadership team meetings, creates agendas and facilitates meetings

### **Who is this?**

- Could be formal or informal position
- Has strong rapport and influence with stakeholders
- Experienced at facilitation
- Comfortable handling data and using it to inform decision making and generating insights in the improvement work
- Could be:
  - Coordinated Entry Lead
  - SSVF Leader
  - VASH Leader
  - CoC Board / Committee Chair
  - City or County Leader
  - Business Leader
  - Others?

## **Data Lead**

**Headline:** *Builds and maintains a measurement system to drive progress towards local goals*

- Understands by-name list scorecard and data reliability standards, as well as operational definitions of the 6 data points reported monthly to Built for Zero
- Supports team to reach and sustain by-name list scorecard and data reliability standards
- Reports data monthly to Built for Zero
- Assists in defining the bundle of measures needed to create insights and track impact of strategies and changes being tested
- Support teams in building data collection plans for improvement projects
- Works with team lead to present data in easily-digestible formats for various stakeholder groups
- Coordinates with database or HMIS administrator to pull necessary reports and data - understands enough about HMIS system to help translate data needed with HMIS terminology and platform nuances

## **Who is this?**

- Could be formal or informal position
- Understands function of data as a necessary tool for improvement vs. accountability
- Ability to make data easily understandable [from spreadsheet → simple graphical visuals]
- Comfortable handling data and using it to inform decision making and generating insights in the improvement work
- Could be:
  - HMIS Admin
  - Program Lead
  - Coordinated Entry Committee Chair
  - Data Analyst from Outside the Sector
  - Others?

## **Champion Leader[s]**

**Headline:** *A formal leader that represents the work publicly and clears the path for the improvement team.*

- Building will for the improvement initiative.
- Assisting the team in connecting the team's work to broader organizational / CoC priorities
- Reach agreement on the aim for the team's work.
- Working with the team to get the resources it needs (especially support from IT, HR, Finance, etc.).
- Removing any organizational barriers to improvement.
- Be aware of how the improvement team's work is affecting the rest of the system
- Keeping abreast of the progress of the team. Influencing the tempo.
- Communicating the team's progress to overall leadership of the organization
- Developing a strategy to spread the work of the improvement team.
- Support the team in sharing learning in local forums level and at Built for Zero

## **Who is this?**

- NOT the Community Lead
- Has positional authority
- This may likely be the person signing formal BFZ service agreement
- Could be:
  - CoC senior leadership
  - Leadership of collaborative applicant / CoC backbone organization
  - City / County leader 'sponsoring' or driving the local initiative
  - Others?

## **Project Leads\*\* (2-4 Project Leads)**

**Headline:** *Responsible for executing a time-limited "improvement project" during an action cycle*

- Works with and receives support from Community Lead to clearly define improvement project implementation plan and data collection
- Oversees implementation
- Oversees data collection and ensures that data is recorded
- Reviews results/learning with Team Lead
- Update the team and helps identify next steps based on results/learning
- ***\*In the By-Name list cohort, your first project leads will focus on projects to:***
  - Build the will to reach the Built for Zero quality by-name list threshold.
  - Achieve and sustain sufficient provider and outreach participation, coordination and coverage.
  - Establish and implement policies and procedures to ensure quality data.
  - Implement and sustain person-specific data infrastructure.
  - Report system-wide data monthly and use your client-level BNL.

### **Who is this?**

- Has a day-to-day role connected to this improvement project
- Could be:
  - Coordinated Entry Team Member
  - SSVF/VASH Team Member
  - Homeless Services Provider Team Member
  - CoC Team Member
  - City Agency or State Agency Team Member
  - By-Name List Manager
  - Outreach Team Member
  - HMIS or Data Manager
  - Other