

System-Level Leadership

June 14, 2023, Path to Zero Office Hour Q&A

Establish System-Level Aims and Priorities

Establish the end state aim and champion the work that your community is doing together

How can we bring people in who are resistant to change or collaborative change?

- Focus on relationship-building and trust-building. Build informal relationships, and get to know each other. Work to understand their perspective: pain points, pressures, risks they perceive in the changes you are proposing. Look for a “win-win” scenario that aligns with a felt need they express. If that doesn't work, try building relationships with other people in the same agency or department. Figure out who has the motivation and energy to do this. Build a coalition, and continue to work on bringing in those who may be less engaged or more skeptical.

How can you have a live list of people who are experiencing homelessness?

- The process for building this list will vary across different communities. The [Single Adults By-Name List Scorecard](#) can be used as both an assessment of your system's by-name list and as a guide for building a comprehensive by-name list for those experiencing literal homelessness. We typically recommend starting with an exploration of how to produce a list from HMIS, which is dependent on specific HMIS vendors and on your system's internal capacity. In order to ensure a comprehensive list, we often need to also look at other community lists outside of HMIS and/or work on increasing provider participation in HMIS. BFZ communities often start with the veterans or chronic subpopulations while they work to build out the capacity to do this for all literally homeless populations.
- When we talk about working towards generating real-time by-name data, we are referring to the ability of a community to track people as they enter and leave the homeless response system on at least a monthly basis. If the list is utilized more often for locating individuals for referral to programs and services, having data updated more frequently is needed to ensure providers are able to quickly and efficiently connect people to services/programs.
- The work to produce and maintain a live list of people experiencing homelessness often requires involvement from the community's HMIS team or someone that has a system-level view of the data in HMIS. Communities often designate a by-name list

manager to ensure the data is updated regularly, as well as assess/monitor any data quality issues that might impact the accuracy of the real-time list.

Is consistency or unification of terms achievable?

- Yes! Bring your key stakeholders together and collaboratively define your terms. Message your definitions throughout the community, and document them in your policies and procedures and stay accountable to your definitions. Revisit the definitions periodically to see if they should be updated.

Who are system-level leaders?

- They can look different in every community. Senior leaders or champion leaders are those who are responsible for clearing the path for the teams doing the work. It could be a mixture of CoC leadership, your mayor/mayor's office, city council, local ICHs, VAMCs etc. These should be people with the authority or influence to move resources, change a policy, and/or convene partners.

What communities can we be celebrating with!?

- There are so many to be celebrating with! We cannot wait for our upcoming fall Learning Session in Washington, D.C., where we will all celebrate together. We also hope that these office hour opportunities will continue to provide a space for this kind of connection and celebration.

What could BFZ assist in and what roles do they play to assist the community?

- [BFZ Messaging - Proposed Language Section](#) (Specifically the "Built for Zero Experience" section)
- [BFZ One-Pager](#)
- Check out the [first ten minutes of this recording](#), which gives context on how Built for Zero might support your work and what you'll work on with Built for Zero coaches.

How do you establish system-level aims and determine priorities?

- Ideally this begins with an assessment of the current state of your system. Find a steering group to guide this effort. This can be done in different ways, but should include inputs such as reviewing trends in your system-level and program-level data, focus groups with people working at different levels of the system and people with lived experience of homelessness. Share this data with your core leadership group, discuss what you are observing and surface ideas on aims and priorities.
- An aim should be at a population-level (i.e. veterans, chronic, families) and serve as a north star for setting shorter-term milestones and initial strategies. Example: In (my community) we will end veteran homelessness by April 2024

Champion Improvement and Changes

Support and empower diverse stakeholder participation to test and implement changes

How do successful communities fund these activities?

- Communities should build out a strong theory of change and identify process measures in order to be able to tell a compelling story of the tangible impact that funding would have. Running PDSA cycles demonstrate a level of rigor that funders are often looking for. Our investments and ongoing support can help as a jumping off point.

Could BFZ help us validate that these are common issues and discuss/lead community conversations around solutions/approaches that have/have not worked?

- Some communications collateral that might help here:
 - [Blog: Why is homelessness a systems problem?](#)
 - [Video: Built for Zero 101: Solving homelessness with Built for Zero](#)
 - [Video: Building an operating system to end homelessness](#)
 - [Video: Beth Sandor Talks Complex Social Challenges](#)

Monitor Progress

Regularly review data connected to progress toward your aim and understand progress and barriers in implementing system changes

How do you solve for data that varies widely on a monthly basis/whenever numbers are re-run?

- We recommend making row-level data comparisons a regular part of your data monitoring processes. If you are finding that numbers fluctuate greatly month to month, it is important to be able to pinpoint where those fluctuations are happening and focus your efforts on improving data collection in those areas, or get to a better understanding of why there is high variation. For example, if your newly identified numbers vary widely each month, you could do some investigating to figure out if that is how data is entered, if it is due to how community resources vary month to month, or due to another reason.
- Whenever numbers are re-run for the same period of time, any data clean up efforts (or late data entry) can greatly impact data pulled for the same period of time. Doing a row-level comparison of the data from when it is first run, to when it is run at a later date will help you pinpoint what has changed.
- Overall, retaining row-level data of what is reported in an aggregate number from month to month is a very important part of the problem-solving process. See the next question for a BFZ-developed tool that can help!

Does BFZ have any monitoring and evaluation processes/data metric tools?

- Yes! We recommend you start by reviewing your PMT after every data submission to see what questions arise within your team and to review your data reliability measure (the closer to 0% the better!).

- We also have a [BNL Metric Comparison + Data Reliability Workbook](#) that can help you dig deeper into the data you report to BFZ every month. Make sure to MAKE A COPY and save to your personal drive!

Get specific! What are we measuring and why?

- We focus on measuring key metrics to track your community's actively homeless population month over month and tracking how that number changes through inflow and outflow. The recent data orientation call we presented (from May 31, 2023) can be [found on this webpage](#) and will give a more in depth overview of what we are measuring and why.

What are some tips for accurate, real-time data?

- Elements of the [Single Adults By-Name List Scorecard](#) focus on ensuring accurate, real-time data, so reviewing the scorecard with your team and working to achieve a yes on each question is a great place to start!
- Additionally, reviewing your data in a team environment, whether that's case conferencing, your improvement team meeting, or in another venue, and having your team provide feedback on what they see will help to ensure accuracy.

Once you have accurate data, how do you use it to drive system change?

- The quality improvement framework that we follow emphasizes the use of small tests of change. We encourage teams to think about where their system can impact change and use the metrics reported into the PMT to track progress. To reduce the number of actively homeless individuals, we need to both reduce inflow and increase outflow. The metrics reported to the PMT provide windows into different inflow and outflow categories that can be focused on to drive reductions. For example, if your community has resources around eviction prevention, it may make sense to think about how to reduce inflow by focusing on reductions in the newly identified and returned from housing categories.

Are there intuitive trainings to help system-level leaders understand the value of regularly reviewing data and how that connects to the progress of the system?

- Using data for system improvement is integral to progress across most fields. Many resources exist to help people at all levels of an organization understand the importance of using data. We recommend that you watch or attend the upcoming August 17, 2023 Path to Zero Office Hours call on Data for Improvement to learn more. The registration link can be found [here](#).

Is there a standard form or something that is used currently for data?

- Yes! Currently we ask communities to submit their monthly BFZ metrics through a web form that can be found on your PMT. To access your PMT go to [this website](#), find your community name under username, and enter **shiftshappen2019** as the password. You will see a button to **"Update Data"** which will take you to the reporting form.