

An illustration of a house with a white roof and a grey base. Inside the house, there are several stylized human figures. On the top floor, there is a person with glasses and a person with a green shirt. On the middle floor, there is a person with a blue shirt and a person with a brown shirt. On the bottom floor, there is a person with a green shirt and a person with a blue shirt. The house is set against a light brown background.

# Building Governance Structures

# The Fundamental Question

**Are all our programs + investments  
adding up to thing we really want:  
equitable reductions in homelessness over time?**

**And if not, how quickly would we know,  
and how quickly could we pivot?**

# Technical Approaches to Complex Problems

- Long-range planning or 10-year plans
- Standard operating procedures
- Embedded experts
- Pilot project obsession
- Summative evaluation followed by replication toolkits
- Criminalization and enforcement
- Meeting just to meet - but doing it weekly!

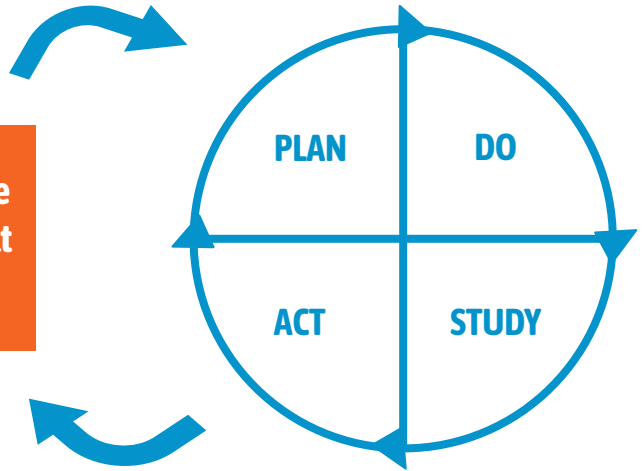
**SOUND FAMILIAR?**

# The Shift from Technical Solutions to Iteration

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?



*The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!*

**A Shared Governance  
Structure is one way to  
oversee improvement  
and lead strategy.**

# Governance Guiding Principles

**Our experience at Community Solutions suggests that there is NO ONE SIZE FITS ALL answer to what your governance structure should look like!**

**RATHER**

**What is important is what your decision-making structure is designed to do, how it operates and who is involved.**

# What a Governance Structure Does

- 1) **Provide standards for how decisions will get made**
- 2) **Create shared alignment around long-term aims and the milestones necessary for reaching those goals**
- 3) **Establish a measurement framework and consistency in data collection**
- 4) **Provide a shared organizing framework with room for localized implementation and adaptation at the community, population or program levels**
- 5) **Be formalized enough to maintain consistency in approach but nimble enough to change course when necessary**
- 6) **Serve as a feedback loop between leadership and system or front line work (often at various levels)**
- 7) **Facilitate the alignment of resources and changes to the system**
- 8) **Include the voices of those impacted by homelessness, including those who are most marginalized**
- 9) **Build trust with the broader community**
- 10) **Enable results with integrity that are transparent, accessible and supported by key stakeholders**

# 1 Minute Feedback



Take at least two **BLUE** sticky notes and list an area where you feel your community has wind in your sails.



Take an **ORANGE** sticky and list at least two numbers for areas where you feel your community is held down by an anchor.

- You should have at least x4 sticky notes (x2 Sails + x2 Anchors)
- Place them on the large sheet titled “What a Governance Structure Does” with the corresponding icon
- You can list your community or make it anonymous



# Who Needs to Be Involved

- **Senior/Executive Leaders** who chart the path and champion the work. They empower their teams and help clear the path. This might include elected officials, CEOs, agency heads or other senior leadership.
- **State, Regional or Local leaders** who lead the work on a day to day basis. These are the people who translate strategy into action and oversee the critical work of implementation.
- **System-level and front line staff** who have the most direct knowledge of systems and programs and therefore a crucial perspective on opportunities for improvement.
- **Other Agencies, Departments, community representatives or anchor institutions** that play a critical role in facilitating connections across systems, programs or geographies.

# 1 Minute Feedback



Take at least one **PURPLE** sticky notes and list a group where you feel your community has a beacon.

- You should have at least x2 sticky notes (x1 Beacon + x1 Iceberg)
- Place them on the large sheet titled "Who Needs to Be Involved"
- You can list your community or make it anonymous

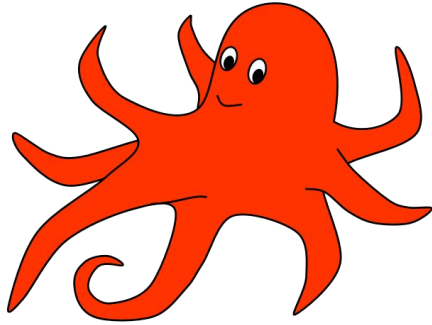


Take a **YELLOW** sticky and list at one group who you can't fully see present in your work.

# How the Work Should Happen

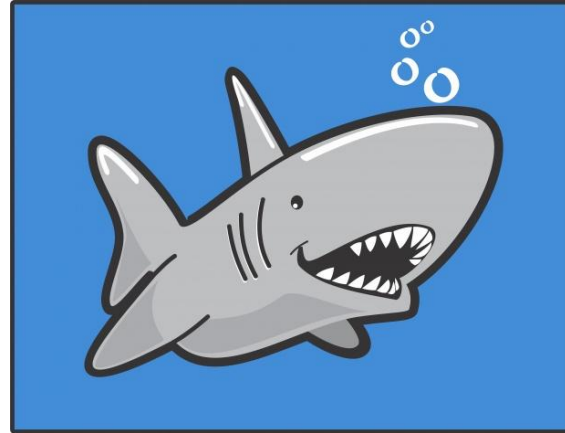
- **Clear leadership.** Once a governance structure is established, it must be maintained and supported by either a backbone organization or coalition of lead partners, ideally with some level of dedicated staffing capacity.
- **System culture.** The culture of the leadership structure recognizes the need for systems and solutions-based thinking that spans across individual or program-level outcomes.
- **Continuous improvement.** Using a mindset of data for improvement, leaders leverage tools from Improvement Science (Driver Diagrams, Plan, Do, Study Act Cycles, etc) to make iterative change with ongoing feedback loops.
- **Bias toward action.** Every day longer that a process or system takes, is another day someone experiences homelessness. Urgency should be measured with proactive, strategic thinking that yields learning and positive outcomes as quickly as possible through small tests of change that lead to broader systems change.
- **Create a culture of all voices mattering.** People with lived experience of homelessness and those representing BIPOC and other groups should be centered as experts and a part of decision-making tables.

# 1 Minute Feedback



Take at least one **GREEN** sticky notes and list a category where you feel your community has a grasp of how the work should happen.

- You should have at least x2 sticky notes (x1 Octopus + x1 Shark)
- Place them on the large sheet titled "Who Needs to Be Involved" with the corresponding icon
- You can list your community or make it anonymous



Take a **PINK** sticky and list a category where you feel your community smells blood in the water.

# Designing Future Supports



# Takeaways + Q&A

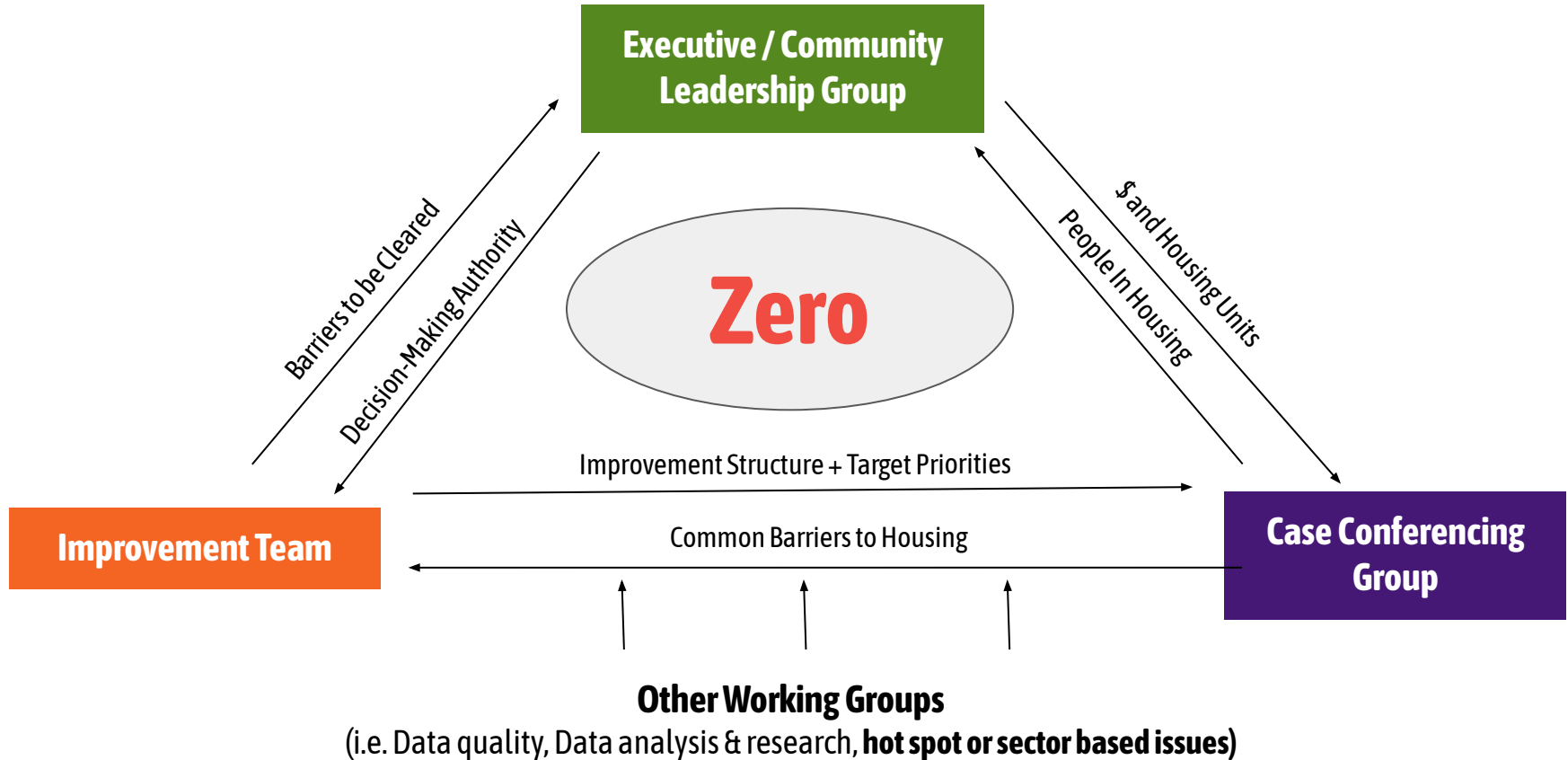
**Take back your nautically-themed highlights to your Learning Session team-time and back home. Incorporate these learnings where you may want to enhance your governance structures or celebrate your successes.**

**Sample governance structures and building out key team rosters are listed in this slidedeck, and will be accessible in a self-explanatory way post-Learning Session.**

**Questions? Comments? Feedback!**



# SAMPLE Shared Governance Structure



# Shared Governance Structure

## The Basic Key Roles



*\*remember: the structure of the teams can vary!*



# Shared Governance Structure

## Roles who sit across the 3 structures:

Community Lead

A community lead holds their community accountable for driving to zero and holding the big red ball. They are the feedback loop for information between structures.

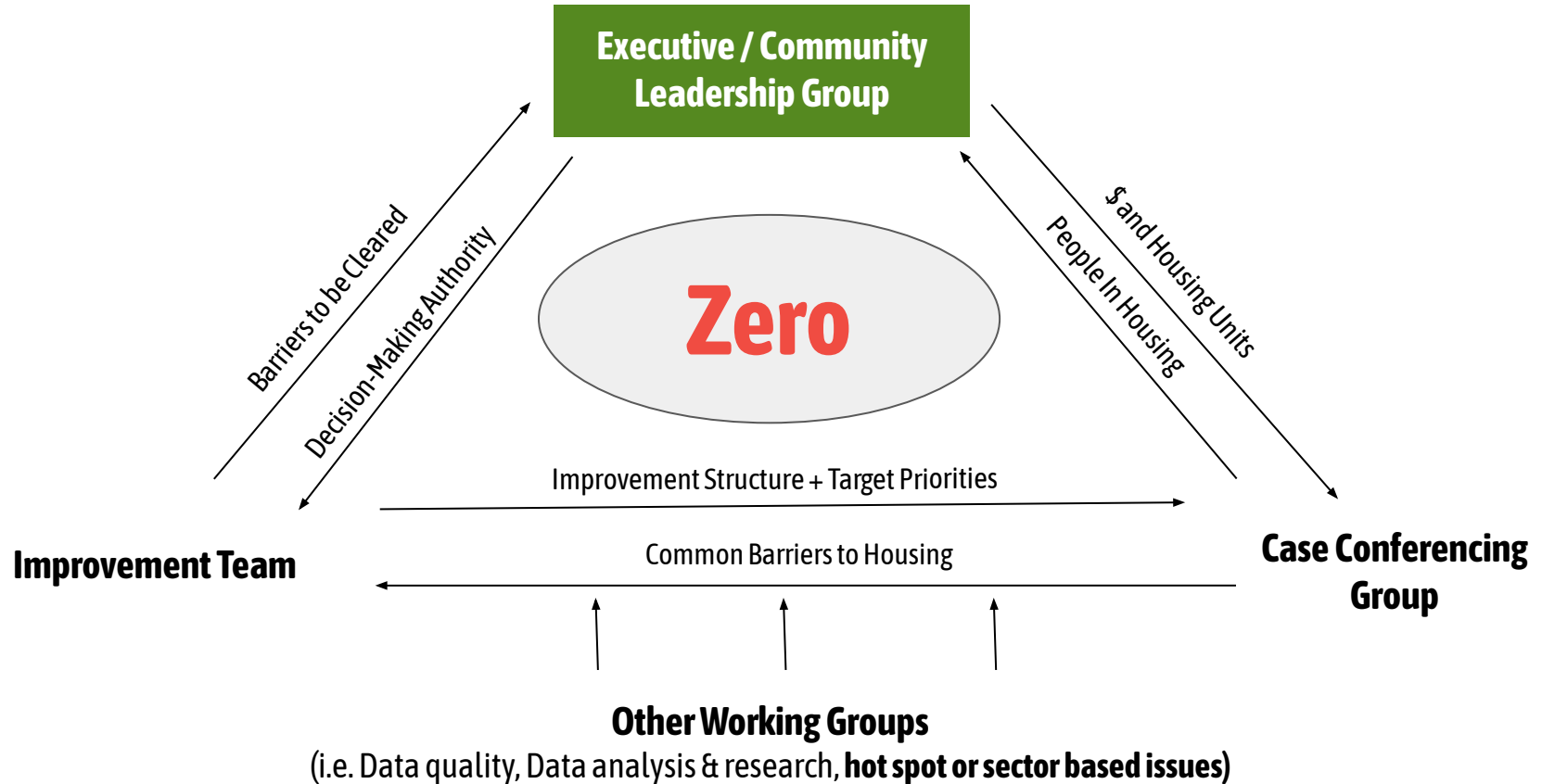
*This is usually an individual person, or a backbone organization.*

Data Lead

A data lead is responsible for managing the local implementation of the By Name List and helping other improvement team members scope improvement projects using the data.

**What is an Executive/  
Leadership Group?**

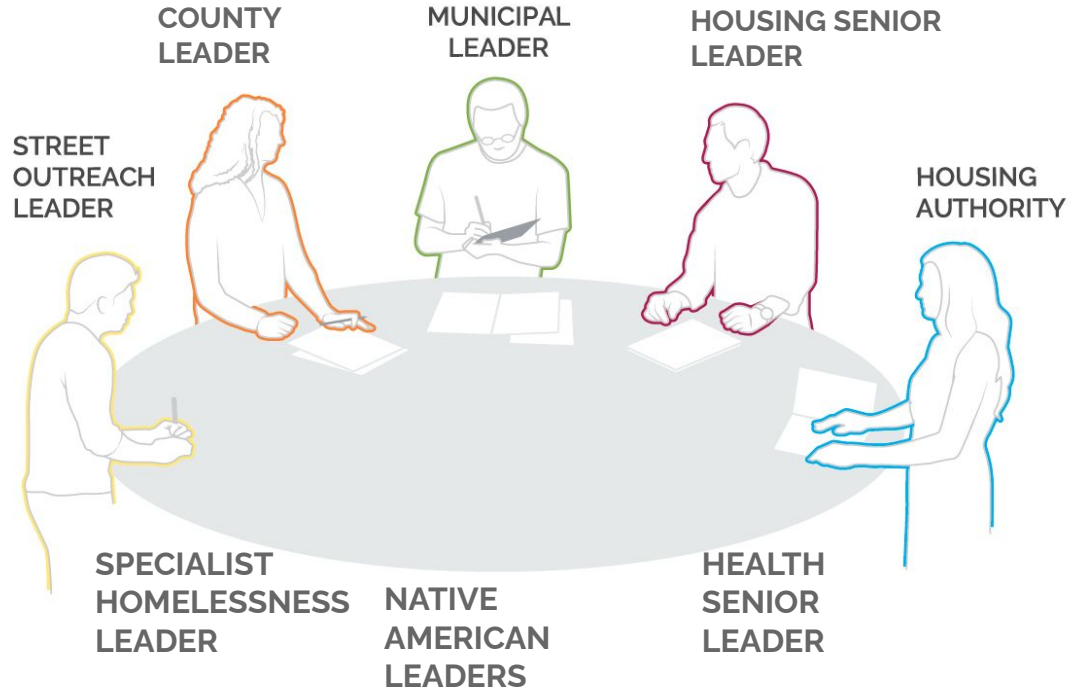
# Governance Structure: Executive



# Strategic, Senior Executive Group

Senior leaders within the homelessness system, **works together toward a strategic aim of the zero** project.

Act as a **systems-level team** to **clear the path** for the other governance teams..

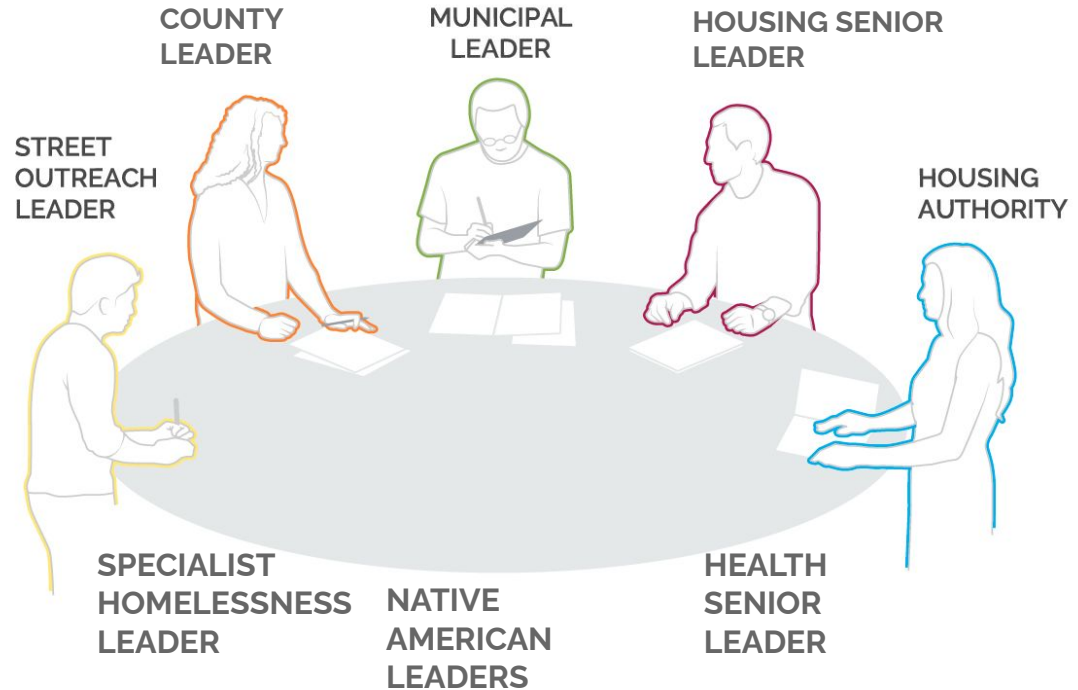


OTHERS DEPENDING ON YOUR COMMUNITY: PEOPLE WITH LIVED EXPERIENCE, POPULATION LEADS (VA, YOUTH, FAMILIES, CHRONIC, ETC), BEHAVIORAL HEALTH, HARM REDUCTION, PHILANTHROPY, ETC.

# Strategic, Senior Executive Group

As a Team:

- Define a **strategic direction**
- Builds an **authorizing environment**
- **Secures resources** for the zero project
- **Mobilizes** community response



OTHERS DEPENDING ON YOUR COMMUNITY: PEOPLE WITH LIVED EXPERIENCE, POPULATION LEADS (VA, YOUTH, FAMILIES, CHRONIC, ETC), BEHAVIORAL HEALTH, HARM REDUCTION, PHILANTHROPY, ETC.

**How do you build  
Executive Group?**

# Building Your Team

The Key Question to Keep Asking...

**Can we get to zero without the influence or resources this person brings to the table?**

# Building Your Team



Champion/  
Community Leaders

- Leaders who support and guide the project strategically.
- Clear the path for the other governance teams to do its work.
- Have authority and decision-making capacities within their roles.



# Executive/Community Leadership

## Senior Leaders

Leaders accountable for ongoing participation and engagement in the Zero Projects. Stays in regular contact with the Team Lead to help **set goals, agree on priorities, and line up supports.**

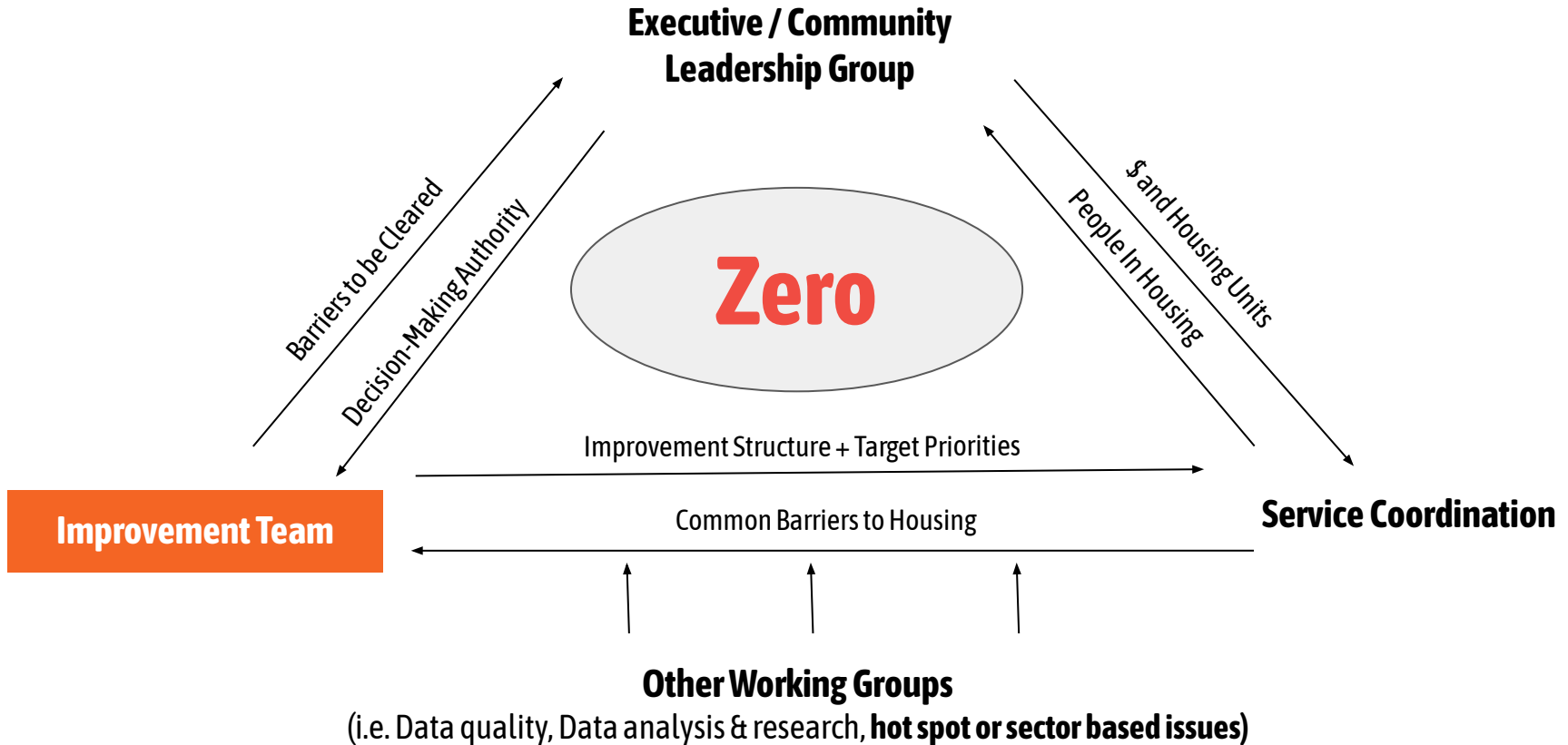
- A person with **formal authority** in relationship to local systems touching homelessness.
- They should participate in **setting population-level Big Hairy Audacious Goals** (BHAGs), e.g. “end unsheltered homelessness by April 2026.”

**Any examples of a strong  
Executive Group?**

**What is an**

**Improvement Team?**

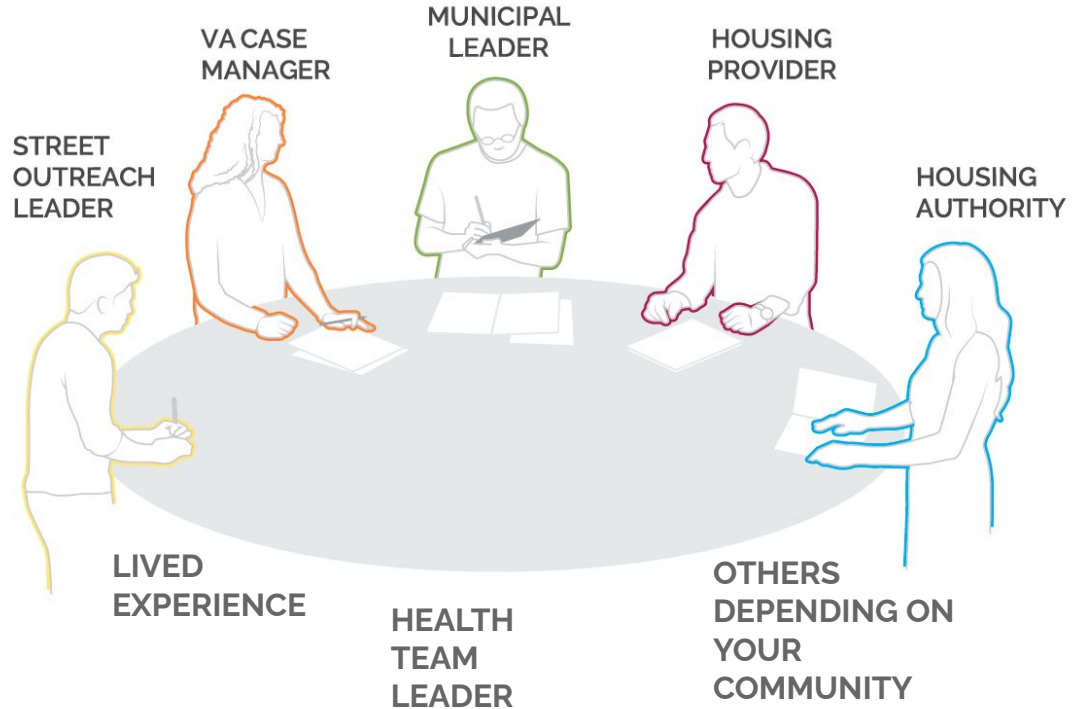
# Governance Structure: Improvement



# Nimble, Integrated Improvement Team

Everyone who touches the problem, **works together toward a shared definition of zero.**

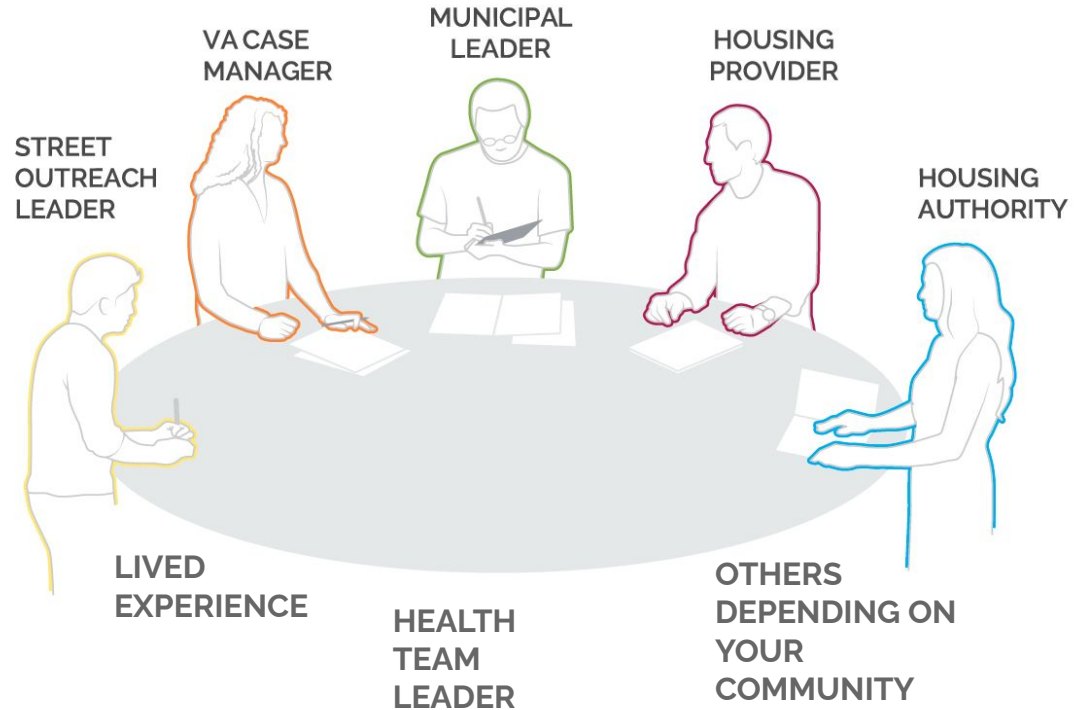
Act as a **systems-level team** to respond in real-time to challenges.



# Nimble, Integrated Improvement Team

As a Team:

- Define a **shared aim**
- Builds towards the aim with stakeholders
- Establish **accountability** structures
- Include the right people at the right time



# Nimble, Integrated Improvement Team

- PROVEN to reach success in ending homelessness in communities
- These teams are:
  1. High-functioning
  2. Well-organized
  3. Action-oriented
- Composed of members from multiple organizations & agencies who **work together to drive change**
- Progress towards the aim statement and **implement strategies**
- Work to **build consensus** with stakeholders around goals, strategies, and the changes that need to be tested in order to reach the aim!
- Everyone knows that the **team as a whole is accountable** to that shared, measurable end state for their community!

**How do you build an  
Improvement Team?**



# Building Your Team

The Key Question to Keep Asking...

**Can we get to zero without the influence or resources this person brings to the table?**

# Building Your Team

## The Basic Key Roles



*\*remember: the structure of the teams can vary!*

# Building Your Team

- Advocate for the team in the community.
- Advise the team on big-picture strategy.

**Key Improvers/  
Engaged  
Contributors**

Community Lead

Data Lead

Improvement Project

Project Lead

Project Team

# Champion/Community Leaders

## Key Improvers & Leaders

Brings **system-specific expertise** to system improvement work.

Often **frontline staff, persons with lived experience**, staff from major providers

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

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

**Community Housing Providers** - *Person that represents an organization that operates either community housing, rapid rehousing (RRH) or permanent supportive housing (PSH) programs.*

**Housing Authority Representatives** - *Person that represents a local public housing authority. Specifically, representatives overseeing housing choice vouchers that prioritize the homeless population, or housing navigators.*

**City Homeless Department** - *Person who can wield the influence of a local government office to generate convening power*

# Champion/Community Leaders

## Engaged Contributors

**People who are invested in your community-wide effort to achieve functional zero.**

Either:

A) **represent a key stakeholder** / perspective,

B) are in **positions to influence structural change** that can remove barriers to progress, and/or

C) intrinsically **motivated to end homelessness** and ready to commit to an active role in your local movement.

They must **understand and support your shared aim for achieving functional zero**, and **centering racial equity** in your movement.

# Building Your Team

- Leads improvement team day-to-day.
- Holds us accountable to our aims.
- Primary Built for Zero contact.
- Gets the right people to the meeting & engages stakeholders.

Key Improvers/  
Engaged Contributors

**Community Lead**

Data Lead

Improvement Project

Project Lead

Project Team

# Improvement Team Lead

**Visible leader** actively driving the system improvement work to reach big goals. They are responsible for **supporting the collaboration, equipping team members, and delegating responsibilities.**

This person **leads improvement and learning** as they drive the local effort to end homelessness for target populations.

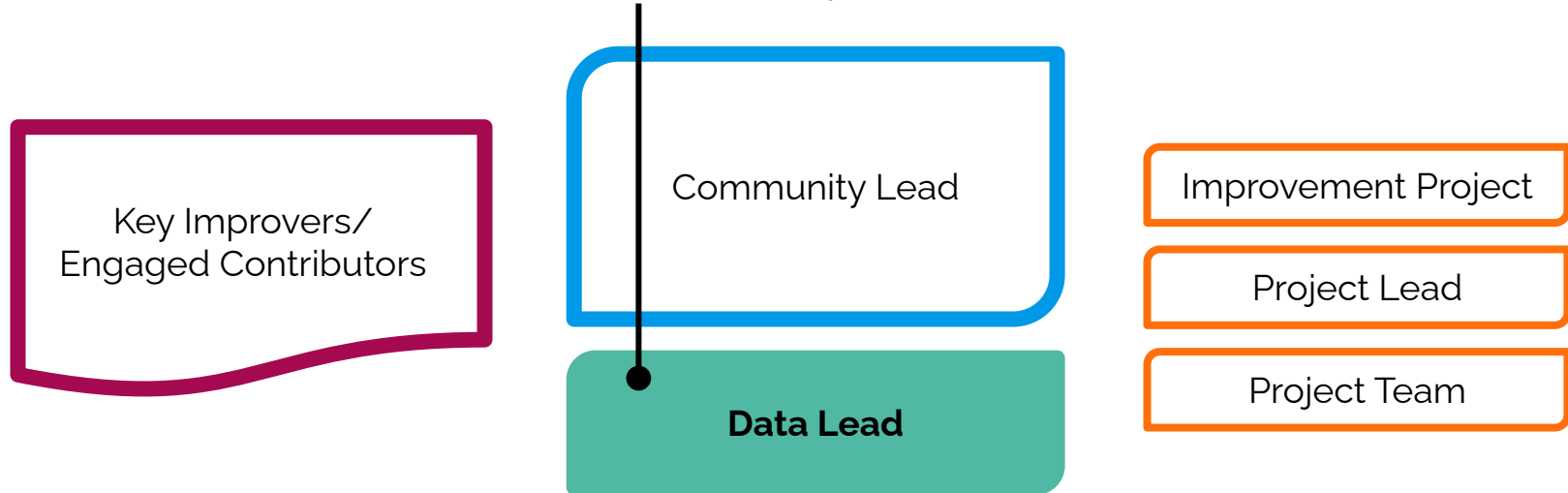
They **recruit stakeholders** to participate in the improvement team and communicate to sponsors/senior leaders.

They **coordinate with the Data Lead** to get necessary data for **tracking progress, analyzing the effect of changes, and guiding the next improvement work.**

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

# Building Your Team

- Prepare data for team to review and take action.
- Responsible to reach and sustain a quality by-name list.
- Submit monthly report to Built for Zero.
- Co-create a measurement plan with each Project Lead.





# Data Lead

**Builds and maintains a measurement system to drive progress towards goals. They are responsible for maintaining the data that produces data to drive and evaluate results.**

They work directly with the By-Name Lists to **pull data and support Case Conferencing**.

They develop understanding of Built for Zero **data-reliability** standards and **by-name list scorecards**.

Crucially, they **submit a monthly report**, which populates the Performance Management Tracker.

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.

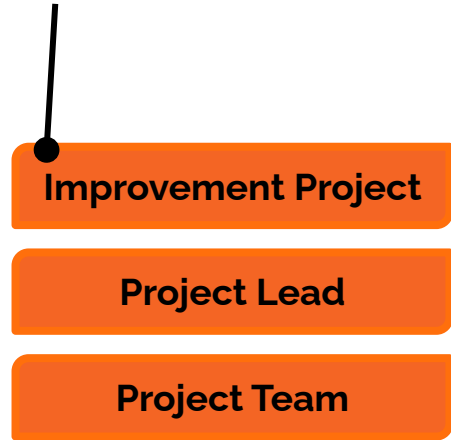
# Building Your Team

- Execute on improvement projects.
- Doesn't have to be the same lead/team each time.
- Doesn't have to attend every improvement meeting.

Key Improvers/  
Engaged Contributors

Community Lead

Data Lead



**Any examples of a  
strong Improvement  
Group?**

**What is an**

**Improvement Project?**

# Defining an Improvement Project

A time-bound test of change to improve a particular part of a community system towards the goal of reaching functional zero for a population, based on the fundamentals of continuous quality improvement.

**Time Bound:** up to 90 day parameters increase the likelihood of success

**Particular Part:** focus on a specific piece that helps contribute to functional zero

Fundamentals of **continuous quality improvement:** projects should be specific, actionable, & measurable

# Four Stages of an Improvement Project

## 1. Scope the project as a team.

Create an aim, start driver diagram, establish roles, and create a terms of reference.

## 2. Initiate & build-up the project.

Finalise the driver diagram & start your PDSA cycles, ensure you have the right people around the table, track your progress to reaching the goal.

## 3. Implement the project!

The team is operating smoothly, with progress towards your goal. And make changes if you need to.

## 4. Complete the project.

Report back to the broader improvement team on your successes and work together to start the next improvement project. This could be a entirely new team!

# How do you know it is Implemented?

## The implementation of an improvement project will include clearly defined:

1. **Overall aim** and smaller targets with a measurement strategy to reach over the next 90 days
2. **Roles & responsibilities** of each individual and organisation of the project with a clear path from executive/managers to execute
3. A **driver diagram** fully formed and reviewed quarterly
4. Have dashboard/**data collection processes** of both (both quantitative & qualitative) to:
  - a) understand the situation;
  - b) track if you are reaching improvement targets;
  - c) identify areas for further improvement; and
  - d) use for advocacy & future planning.

# Components of an Improvement Project

## Project Lead:

- In charge of the project's success
- who works with the Community Lead, plans data collection with the data lead, assembles the project team, manages implementation, and reports back to the improvement team

## Start & End Dates:

- Time-bound in order to measure progress & to create a decision point to expand, tweak, or stop.
- Helps to create capacity for team members to trade off with other responsibilities on a temporary basis



# Components of an Improvement Project

## Measurement

- NEED to measure the result of a change to see if it is an improvement
- Identify something to count that will give you enough information to know if the change is working

## Predicted Impact Towards Functional Zero

- What is the ultimate value you expect to achieve with this improvement?
- Examples: reduce inflow, increase unit acquisition, create capacity
- If you can't make it a prediction, go back to the drawing board!

**How do you pick an  
Improvement Project?**

# How do you pick?

## 1. Consider current data, needs, and assets.

Understand the full picture to pick an improvement area.

## 2. Make a theory about what needs to change.

Make sure it helps to reach functional zero.

## 3. Break down the change into small actions.

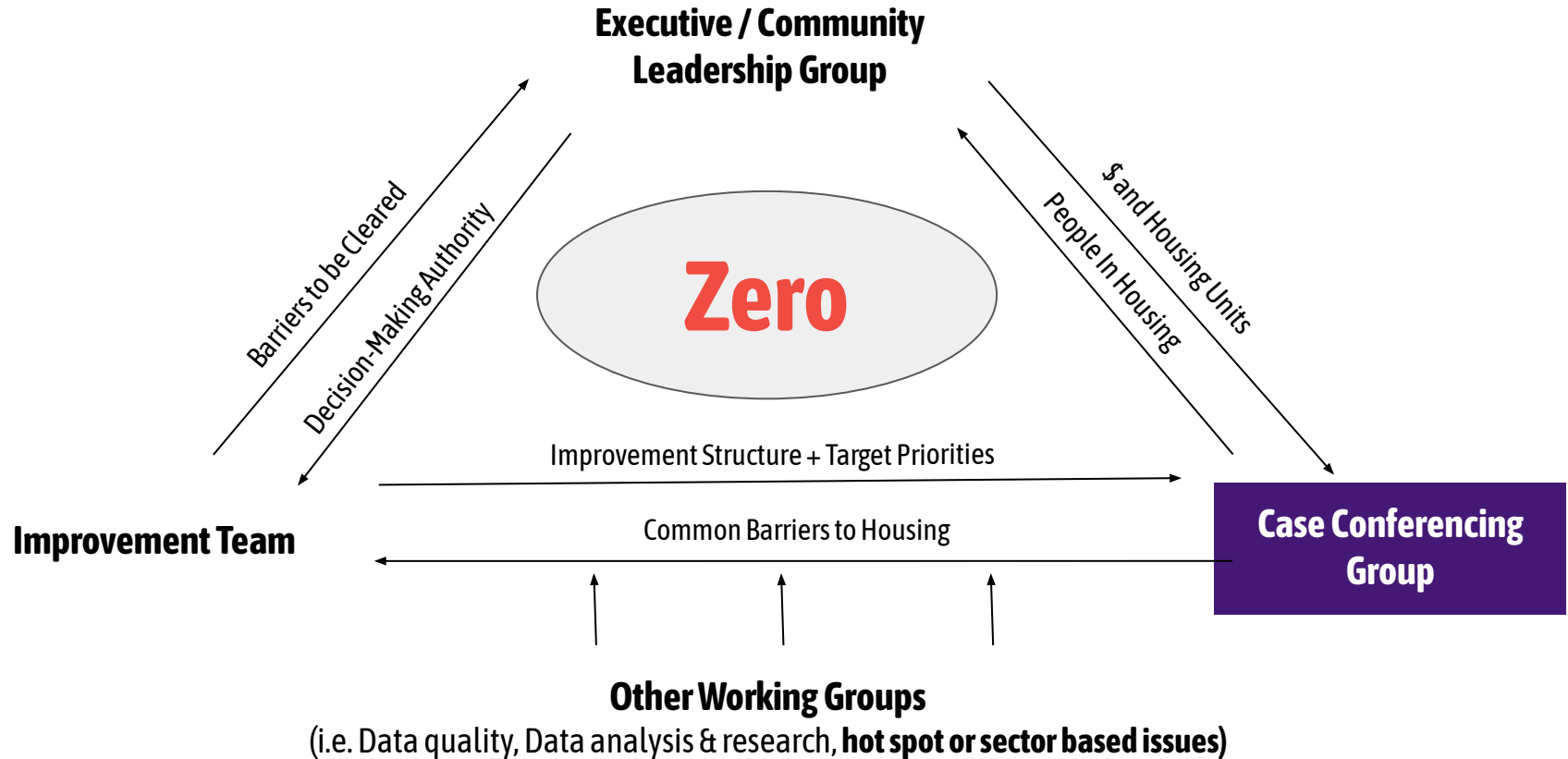
These actions can be tested quickly, without extensive permission, changes, or funding.

## 4. Ensure it works on part of your system!

It needs to make an impact, not change a one-time event (like creating a committee).

**What is a Case  
Conferencing Group?**

# Shared Governance Structure



# Case Conferencing

**Case Conferencing** is the engine room of a BFZ project

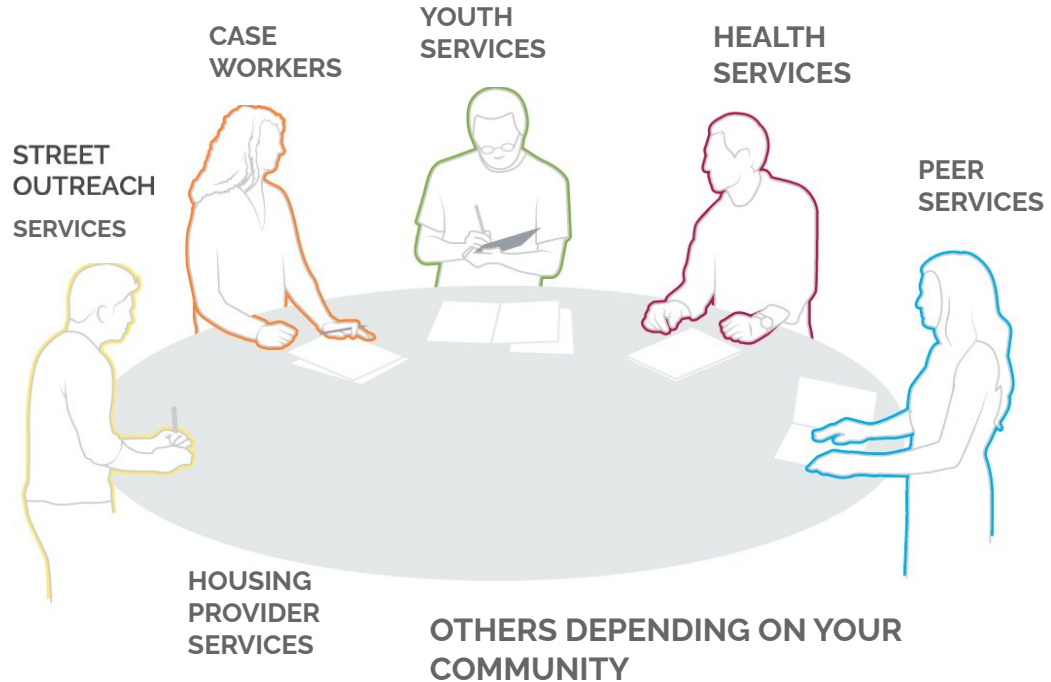
- Holds the BNL & acts as a vault for personal identifying information
- Uses the BNL to help individuals create the pathway out of homelessness
- Identifies who the best service is to engage with a person; and
- Holds the services responsible for carrying out agreed actions

**Membership:** Service representatives – as many as there are services working with the client population

# Action-Oriented CC Group

Everyone who works frontline and is a touch point in the system, **works together to end a person's experience of homelessness and reach functional zero on the BNL.**

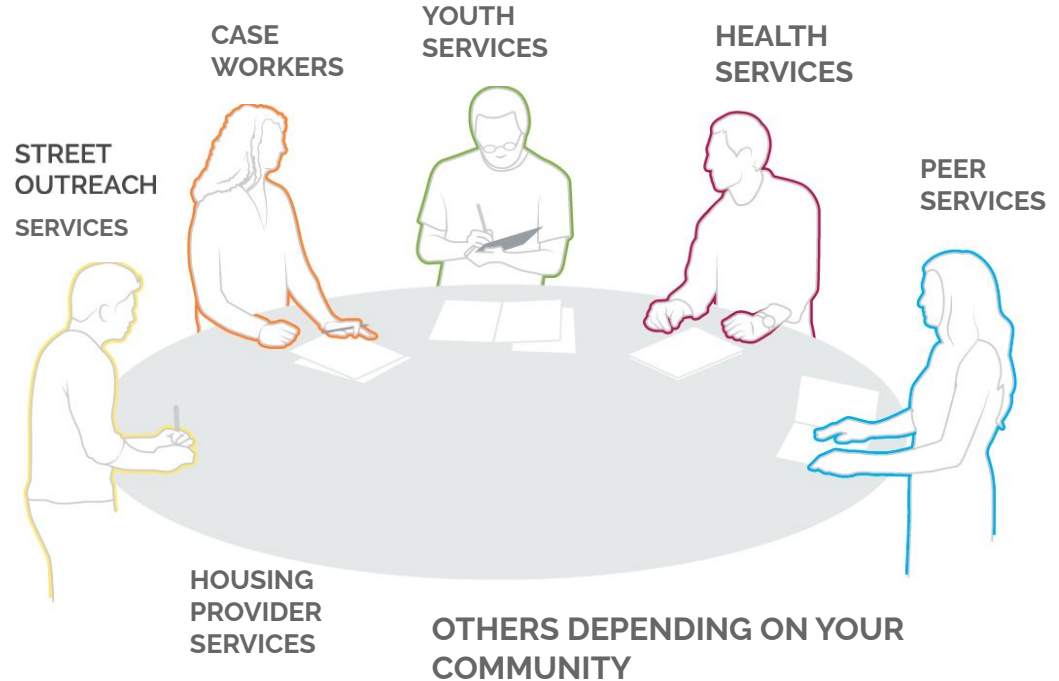
Act as a **local-level team** to respond in real-time to individuals.



# Action-Oriented CC Group

As a Team:

- Define a **shared objectives**
- Assign & **complete actions**
- Include the right people at all meetings to help end an individual's experience of homelessness





**How do you build a  
CC Group?**

# Building Your Team

The Key Question to Keep Asking...

**Do we have each touch point of the homelessness system is working together in our case conferencing meeting?**

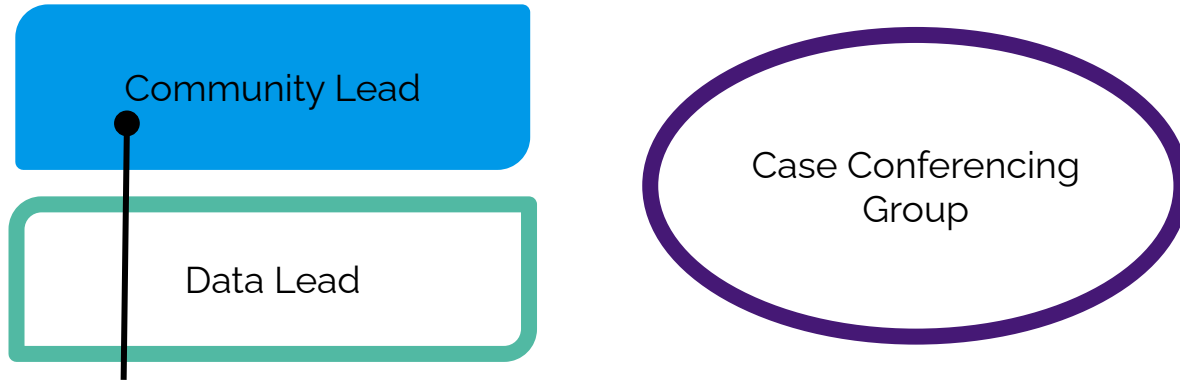
# Building Your Team

## The Basic Key Roles



*\*remember: the structure of the teams can vary!*

# Building Your Team



- In charge of the “engine room” - leads/facilitates case conferencing day-to-day.
- Holds CC team accountable to overall aim & meeting objectives.
- Primary BFZ contact.
- Gets the right people to the meeting & engages stakeholders.
- Coordinates with data lead closely.

# Building Your Team

Community Lead

Data Lead

Case Conferencing  
Group

- Prepare data for team to review and take action.
- Responsible to reach and sustain a quality by-name list.
- Give real-time updates to the BNL during meetings.
- Coordinates with Community Lead closely.

# Building Your Team

Community Lead

Data Lead

Case  
Conferencing  
Group

- Actively participates in each meeting
- Follows up on assigned actions from the meeting
- Contributes to team's objectives

**Any examples of a  
strong CC Group?**



**Thank You**

**COMMUNITY  
SOLUTIONS**