

A stylized illustration of a school building with a tree and a person with a child on a ledge. The building is light blue with a red roof and a white archway. A large green tree is in the foreground. A person in a white shirt and blue pants stands on a ledge with a child. The background is a light blue sky with a white sun and a street lamp.

# Creating a Community-Wide System for Learning & Improvement

September 2023



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# Community-Wide System for Learning & Improvement

1. This is awesome
2. This is tricky
3. This is shit
4. I am shit
5. This might be OK
6. This is awesome

mbable

# The 5 Key Principles for Improvement

- **Knowing why you need to improve.**
- Having a feedback mechanism to know if improvement is happening.
- **Developing an effective change that will result in improvement.**
- Testing a change before attempting to implement.
- **Knowing when and how to make the change permanent.**

# From Reactive to Proactive

## Reactive Quality Work

- Piecemeal approach to improvement projects
- Absence of a deployment strategy
- Learning from accidents and errors
- Responding to feedback from providers and clients
- Work disconnected from mission and values
- Putting out fires



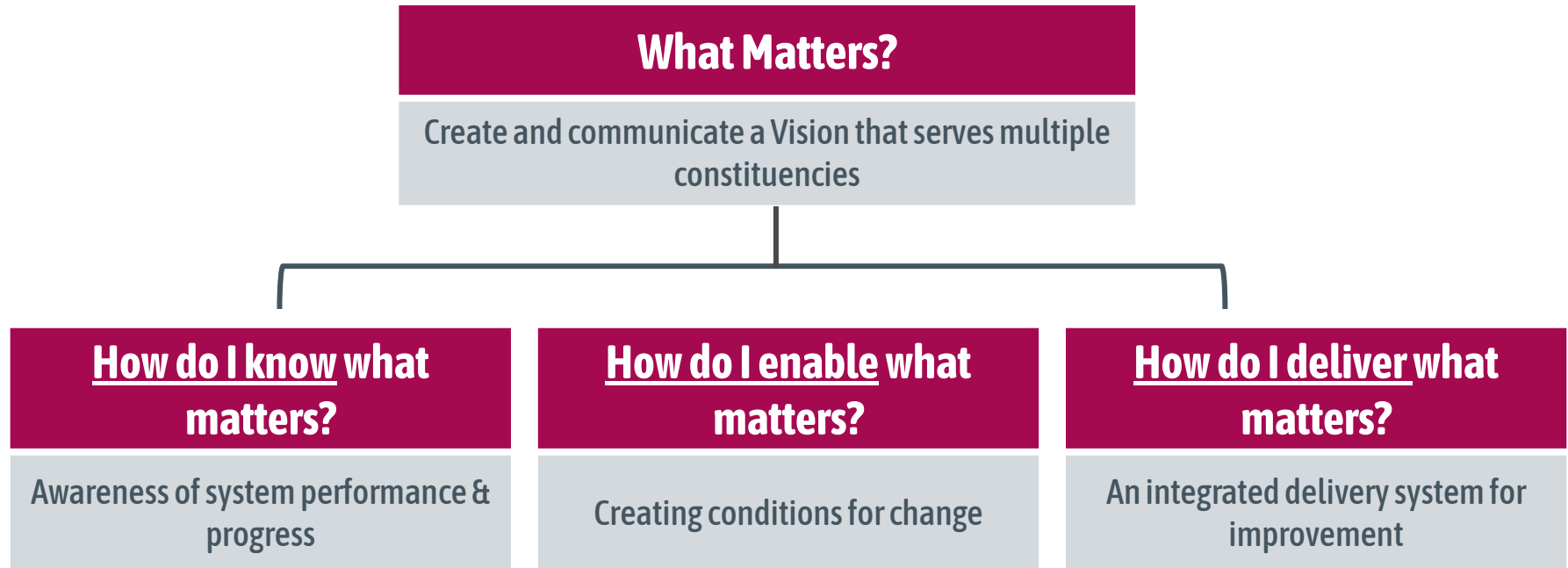
## Proactive Quality Work

- Strategic and focused approach to quality efforts
- Thoughtful, well-designed deployment
- Anticipating and averting errors
- Engaging clients and providers in service design
- Creating value-driven work
- Preventing fires

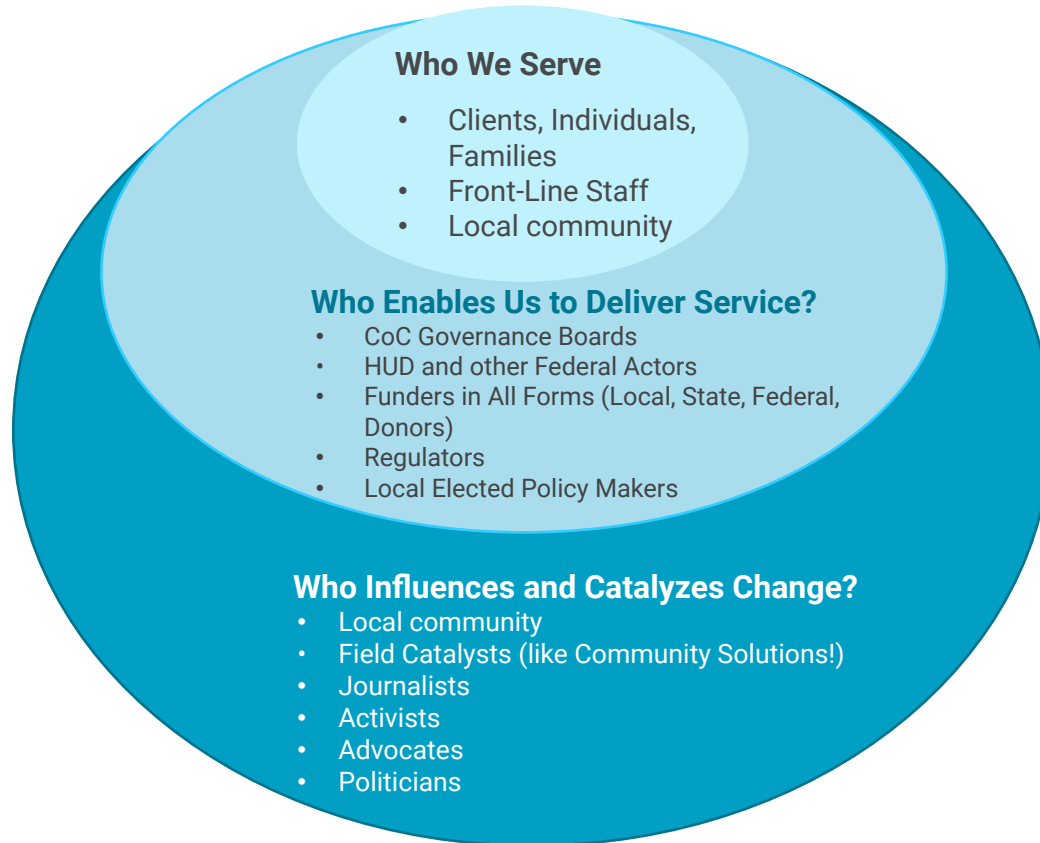
# How do we create a community-wide learning system?

1. Create and foster **a culture of improvement** in the work
2. Identify the **right measures, milestones, and feedback loops** that will help you know you are moving in the right direction
3. Create and use **a mechanism for reflection and learning** around these feedback loops
4. **Make decisions based on what you learn** – plan the work and then WORK. THE. PLAN.

# Creating a culture of improvement in complex systems



# What matters, to whom: Multiple Constituencies





## What matters to our clients and individuals?

- Find out What Matters to whom through deep and regular inquiry
- Incorporate your knowledge systematically into your vision and strategy
- Establish shared sense of meaning and purpose through centering needs of clients, individuals, and families
- Align strategic priorities, assets, governance practices with those needs

### Do I know what matters?

- Routinely solicit data on What Matters from multiple sources
- Select measures that inform priorities
- Support intermittent system-wide & frequent real-time local data to inform QI
- Promote responsive coordinated learning and action

### Do I enable what matters?

- Show constancy of purpose/focus on priorities/curiosity
- Promote connection with clients and front-line staff to incorporate diverse perspectives
- Make new ways of working attractive and status quo uncomfortable
- Allocate resources and invest in capability

### Do I deliver what matters?

- Prioritize What Matters to different constituencies in the planning process
- Communicate, communicate, communicate
- Continuously review and act on variation
- Expect application of best evidence AND innovation
- Sponsor QI initiatives
- Allocate, allocate, allocate

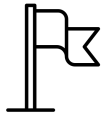
# Identifying the right measures, milestones, and feedback loops that will help you know you are moving in the right direction



**Quantitative Measures:** Outcome, Process, Balancing Measures



**Qualitative Data:** Whose voices help tell us we are going in the right direction? In the wrong direction? What are they telling us?



**Milestones:** What thresholds do you look for to know you are going in the right direction? What are the open doors you look for? The closed doors?

## Outcome Measures

Tell a team whether the changes it is making are actually leading to improvement — that is, helping to achieve the stated aim

## Process Measures

Tell a team whether a specific process change has been accomplished and whether it is having the intended effect

## Balancing Measures

Make sure that changes to improve one part of the system aren't causing new problems in other parts of the system

# Creating a “Family of Measures”

Type	Name of Measure	Definition	Do you collect this already? If yes, how? Where? How often? If no, who can? How? Where?
<b>Outcome Measure</b>	Housing Placement Rate	# of people placed into permanent housing per month. # is averaged.	Yes: HMIS (daily, weekly, monthly). Susan is on point.
	# of actively homeless on BNL List	# of individuals we believe are experiencing homelessness as defined by HUD at any given point in time. This excludes those who are “inactive” – those not in our community, or who are no longer homeless.	Yes: on BNL. BNL is housed in shared Google spreadsheet with unique IDs. Tom is on point.
<b>Process Measure</b>	Days in Process	The average time it takes from day of assessment to day of housing in supportive housing	Yes: Through HMIS with dates and milestones. Pulled daily and reviewed monthly in housing placement group. Dan is on point.
	# of complete housing packets	Complete: all essential paperwork related to housing eligibility has been obtained.	No: CES agency can collect and run weekly. Will collect in a Google doc shared amongst the team.
	% outreach coverage	Coverage: percentage of COC geography in which an outreach worker visits at least once every 30 days.	...kind of. We mapped outreach coverage once.

# Creating a mechanism for reflection and learning around these feedback loops

## Where do you currently reflect on your data and other feedback loops?

- Weekly team meeting
- Monthly coalition meeting
- Quarterly board meeting
- Compliance reporting/HUD reporting
- Writing a grant report or applying for funding
- Talking to reporters

## How can you make that more frequent and more formalized?

- Where
- When
- Who
- What

# Great meeting behaviors for a learning system

## **Behavior 1**

Every meeting begins with restating the shared aim and embeds data to evaluate progress toward that aim

## **Behavior 2**

Meetings include review of the change ideas your community is currently testing, results of the last test(s) and the next test(s) being run. These change ideas support a pathway to reaching the shared aim

## **Behavior 3**

Commitments, big and small, toward your shared aim are directly asked for, written down and leadership holds each other accountable. Period.

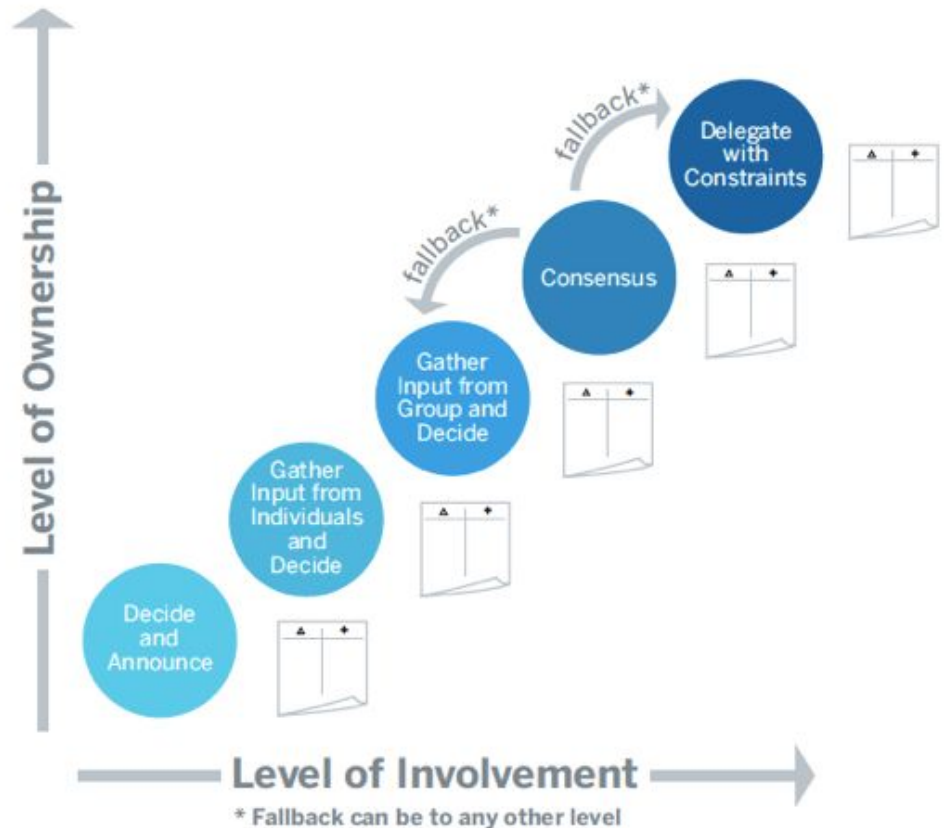
# Decision making based on what you learn

Who makes decisions in your team or collaboration?

When was the last time you had a conversation about HOW decisions are going to be made?

How might you bring rigor to that process?

## Levels of Involvement in the Decision Making Process



# Plan the work, and then...

**WORK.**  **THE.**  **PLAN.** 

(And adapt along the way of course...this is Built for Zero after all)



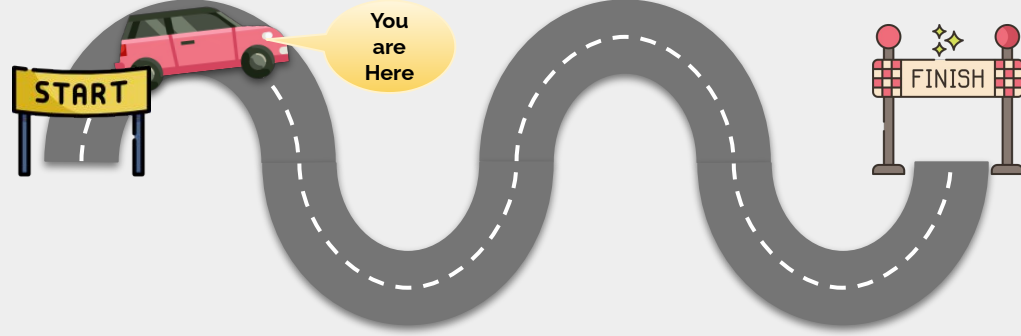
# Reflections to help shape your journey.

The components of an effective learning and improvement system can be applied to all aspects of your work.

This simple yet powerful framing will help you to build and sustain the infrastructure needed to support the culture of improvement at every phase of your journey!

- The following slides outline guiding questions to help you think about your community's effectiveness in bringing data and decision-making together for action based on where you are on this journey!

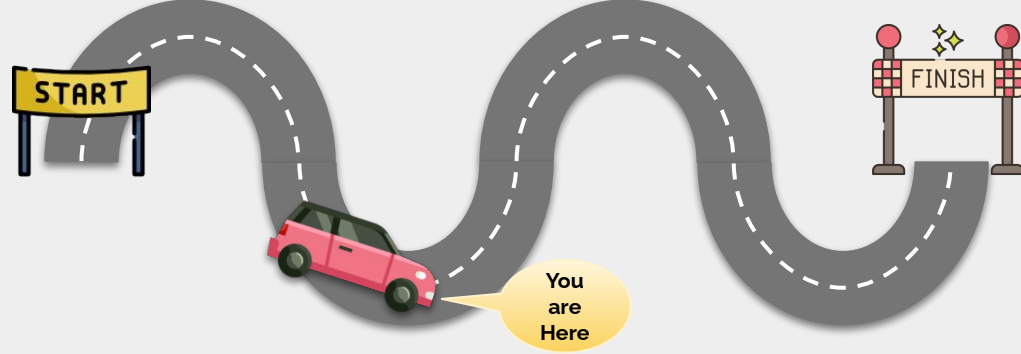
# What matters to our clients and individuals?



## *Questions to think about at the start of your journey.*

- Do we have an inclusive understanding of our system? Who do we need to build relationships with to gain deeper insights about how the system currently operates?
- How do we identify our priorities and define our shared aims? Who is actively engaged in system decision making processes?
- Where are we collecting data? What type of data is being collected (i.e. client information, feedback, program outcomes, etc)?
- Are our system processes clear and applied consistently across our system? What policies and procedures are in place to help guide our collaborations?

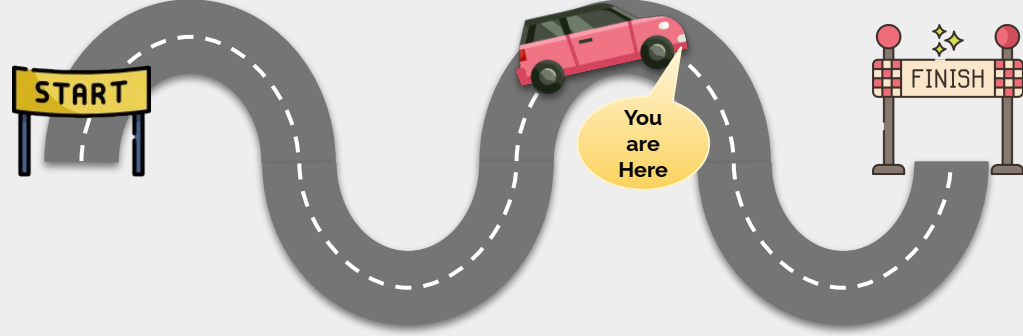
# How do we know what matters?



## *Questions to think about as you implement change ideas.*

- How does your team incorporate data into your improvement work? Does your program team regularly review your performance data. If so, where and when?
- Do we have a clear understanding of the outcome and process measures we have established? Have we received and incorporated feedback to achieve a shared understanding?
- Does our team have established roles and responsibilities assigned to the change ideas? Do these roles have the ability to make decisions in the process?
- How will we know if our changes are having the impact we hope to achieve? Do we have a system in place to collect and analyze service recipients' feedback?

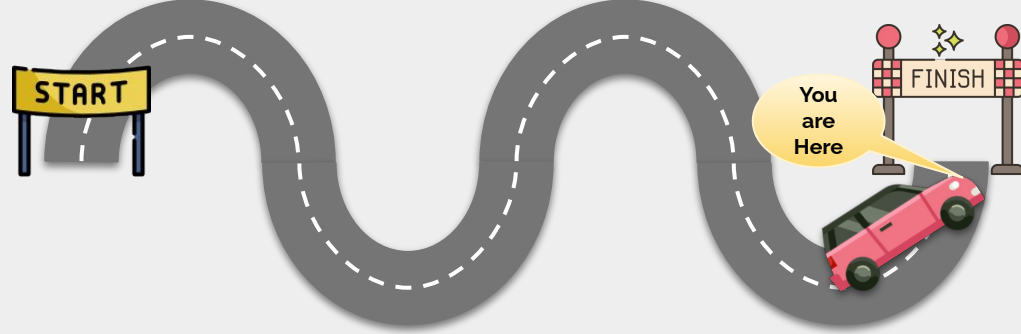
# How do we enable what matters?



## *Questions to think about as you drive system improvement and reductions.*

- In what ways are we actively problem-solving as a team? Do we have system decision-makers included in those conversations?
- Are our processes and procedures for identifying and swiftly connecting homeless households to permanent housing solutions understood and accessible? Have we incorporated feedback from persons with lived experience in those policies?
- Do we have a system in place that allows us to understand our current needs and resources? If there are gaps in our resources, how can we work towards securing more resources?
- Who do we need to seek input from in order to help validate that the data outcome is representative of the experiences of service utilizers?

# How do we enable what matters?



## *Questions to think about as you get closer to Functional Zero.*

- Do we have a clear and shared definition of what sustaining Function Zero in our community means? Has the definition been created with feedback from persons with lived experience?
- What cross-sector systems do we need to engage with or strengthen relationships with to feel confident monitoring and responding to population inflow? Are there any policies and procedures we need to update or implement to support our ability to sustain?
- Does your community have a way to report race and ethnicity data on the individuals on the by-name list to analyze system outcomes?
- How are we incorporating lived experience into our decision-making processes for the community's sustainment work?