System Coordinator Archetype

This archetype guide is intended to provide role clarity for System Coordinators working in their communities. Use this guide as a north star for your system improvement work.

The responsibilities and theory of execution are a compilation of multiple community and BfZ coach perspectives and is therefore a *generalized* representation of System Coordinator work - your community's specific needs and the responsibilities/theory to address those needs will most likely be different! Instead, this guide can serve as a **north star** for System Coordinators as they work to improve systems in their communities.

If you have comments or feedback on this guide, please add a card to this EasyRetro board.
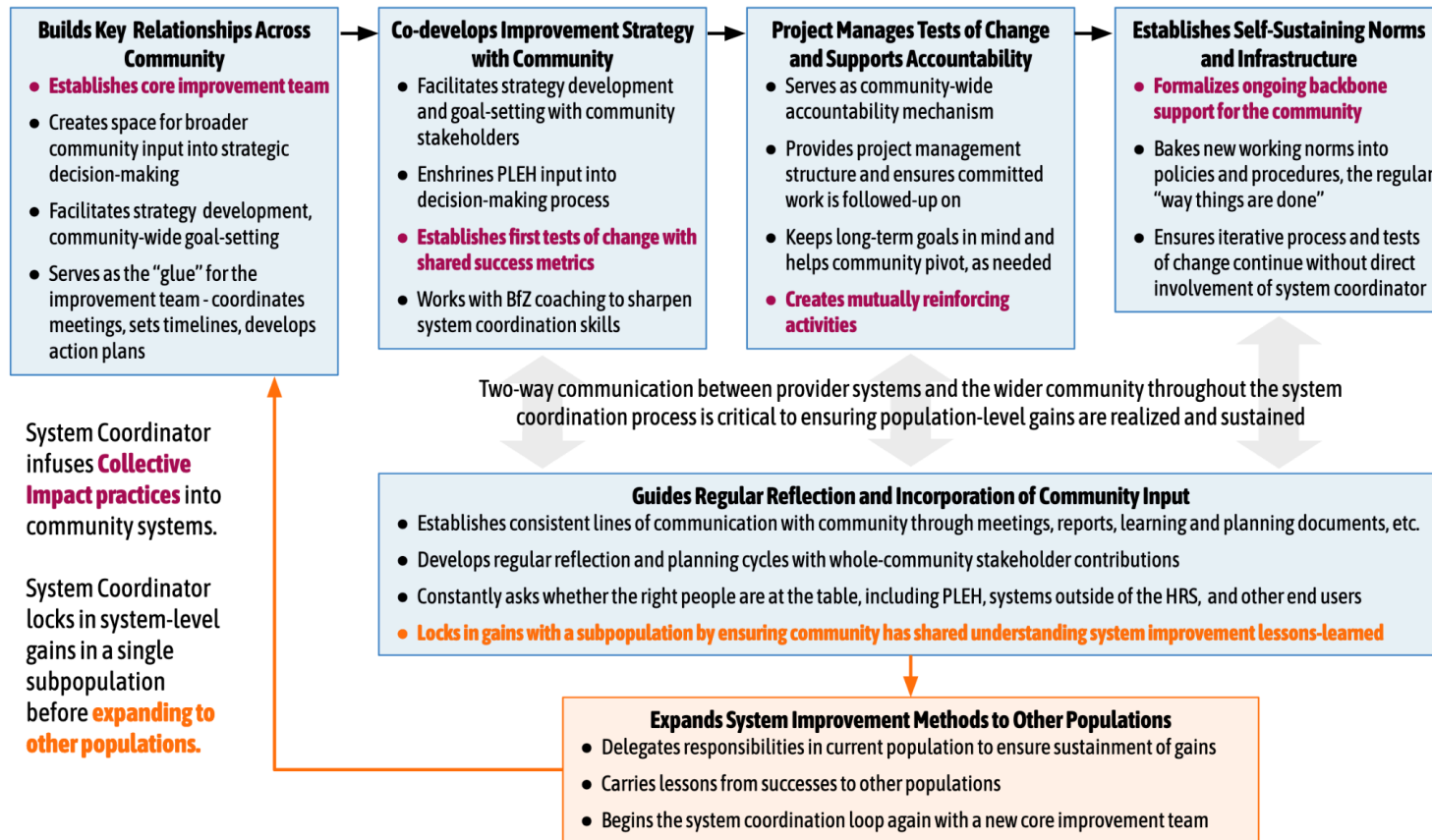
Job Description

Summary

System Coordinators leverage and promote continuous quality improvement best practices to actively reshape community processes and behavioral norms. They co-develop a shared vision for success across the community, provide the project management support to actualize that vision, and embed Collective Impact principles into community processes to ensure system-level gains are sustained. They establish and maintain critical communication and knowledge-sharing lanes between end users, providers, the community as a whole and the broader systems that touch the HRS.

Responsibilities

- **Builds and maintains strong relationships** with key stakeholders, including direct service providers, government agencies, PLEH advisory groups, and housing providers,

- **Models and promotes the use of continuous quality improvement methods** such as Collective Impact approaches as tools for system-improvement and population-level change.

- **Develops community feedback and communication loops** to collect broader community input in strategic direction, ensure the community is read into progress, and to build PLEH input into the community's decision-making structures.

- **Establishes community-wide north stars and focuses community effort to support it** through setting system-level goals, monitoring progress, and working with core teams to decide which projects do or do not contribute to north star aims.

- **Serves as source of accountability and project management:** follows up on action items, creates consistent lanes of communication, setting and facilitating meetings, and ensures data transparency.

- **Supports the strategic deployment of capacity** through identifying where resources are being underutilized and developing a responsive structure to capacity needs.

- **Performs system analysis in collaboration with stakeholders** such as risk assessments, asset and system mapping, and population-level data analysis.

- **Supports providers in their own tests of change** by establishing improvement projects, facilitating provider goal-setting, and serving as an accountability partner.

- **Scales tests of change to wider populations** through collecting data on what works at small scales and distributing that learning to the broader community.

- **Connects the community to adjacent systems in the community** by developing strong relationships outside the HRS and fostering a shared understanding of how adjacent systems connect with the HRS.

Generalized Theory of Execution

Builds Key Relationships Across Community
- **Establishes core improvement team**
- Creates space for broader community input into strategic decision-making
- Facilitates strategy development, community-wide goal-setting
- Serves as the "glue" for the improvement team - coordinates meetings, sets timelines, develops action plans

Co-develops Improvement Strategy with Community
- Facilitates strategy development and goal-setting with community stakeholders
- Enshrines PLEH input into decision-making process
- **Establishes first tests of change with shared success metrics**
- Works with BfZ coaching to sharpen system coordination skills

Project Manages Tests of Change and Supports Accountability
- Serves as community-wide accountability mechanism
- Provides project management structure and ensures committed work is followed-up on
- Keeps long-term goals in mind and helps community pivot, as needed
- **Creates mutually reinforcing activities**

Establishes Self-Sustaining Norms and Infrastructure
- **Formalizes ongoing backbone support for the community**
- Bakes new working norms into policies and procedures, the regular "way things are done"
- Ensures iterative process and tests of change continue without direct involvement of system coordinator

System Coordinator infuses **Collective Impact practices** into community systems.

System Coordinator locks in system-level gains in a single subpopulation before **expanding to other populations.**

Two-way communication between provider systems and the wider community throughout the system coordination process is critical to ensuring population-level gains are realized and sustained

Guides Regular Reflection and Incorporation of Community Input
- Establishes consistent lines of communication with community through meetings, reports, learning and planning documents, etc.
- Develops regular reflection and planning cycles with whole-community stakeholder contributions
- Constantly asks whether the right people are at the table, including PLEH, systems outside of the HRS, and other end users
- **Locks in gains with a subpopulation by ensuring community has shared understanding system improvement lessons-learned**

Expands System Improvement Methods to Other Populations
- Delegates responsibilities in current population to ensure sustainment of gains
- Carries lessons from successes to other populations
- Begins the system coordination loop again with a new core improvement team

Theory of Execution Summary: System Coordinators serve as the community's wellspring of system improvement practices. This starts by establishing a core team and shared community aims, goals, and success metrics. The System Coordinator then serves as a high-level project manager; rather than pushing projects through themselves, they practice facilitation best-practices, establish and maintain accountability structures, and follow-up on action items. The System Coordinator is intentional about creating and maintaining regular feedback loops and communication channels with community stakeholders - including PLEH advisory groups and other end users - to co-develop strategy and to deliver learnings back to the community. It is only after system improvement best-practices and lessons learned are locked in through policies and procedures does the System Coordinator bring those practices to other subpopulations across the community.

Competency Model

Competency Map

This model maps out which competencies contribute to successfully executing each System Coordinator responsibility. Use this to identify where to focus your professional development energy to move specific barriers in your work.

Practical Application generally refers to applying a skill within your own team or organization - for example managing an internal outreach coordination strategy. **Strategic Application** generally refers to being able to apply a skill across disparate stakeholder groups - for example, aligning outreach and enrollment processes across community providers. These represent two levels of proficiency because applying a skill without the benefits of shared language, ways of thinking, or strategic aims (as is often the case when working across stakeholder groups) requires a deeper mastery of the underlying concepts of that competency.

Job Responsibility	Competency	Proficiency Level	
		Practical Application	Strategic Application
Builds and maintains strong relationships	Improvement Science Foundations	■	
	Facilitation and Relationship Building	■	■
	Human-Centered Design	■	
	Role-Specific Knowledge	■	
Models and promotes the use of continuous quality improvment methods	Improvement Science Foundations	■	■
	Human-Centered Design	■	
	Built for Zero Methodology	■	■
Connects the community to adjacent systems in the community	Improvement Science Foundations	■	
	Facilitation and Relationship Building	■	
	Role-Specific Knowledge	■	
Develops community feedback and communication loops	Facilitation and Relationship Building	■	
	Project Management	■	
	Human-Centered Design	■	
Establishes community-wide north star and focuses community effort to support it	Improvement Science Foundations	■	■
	Facilitation and Relationship Building	■	
	Project Management	■	■
	Built for Zero Methodology	■	■

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Job Responsibility	Competency	Proficiency Level	
		Practical Application	Strategic Application
Performs system analysis in collaboration with stakeholders	Improvement Science Foundations	■	
	Data Analysis and Data for Improvement	■	
Scales tests of change to wider populations	Improvement Science Foundations	■	■
	Project Management	■	
	Human-Centered Design	■	
	Data Analysis and Data for Improvement	■	
	Built for Zero Methodology	■	■
Serves as source of accountability and project management	Facilitation and Relationship Building	■	
	Project Management	■	■
	Built for Zero Methodology	■	
	Role-Specific Knowledge	■	
Supports providers in their own tests of change	Improvement Science Foundations	■	■
	Facilitation and Relationship Building	■	
	Project Management	■	■
	Role-Specific Knowledge	■	
Supports the strategic deployment of capacity	Project Management	■	
	Human-Centered Design	■	

Training Roadmap

This training roadmap identifies which System Coordinator responsibilities will be supported if you were to improve a given competency. Use this to help identify how you would grow the fastest as a System Coordinator through training.

Competency Set	Competency	Job Responsibility	Proficiency Level	
			Practical Application	Strategic Application
Improvement Science	Improvement Science Foundations	Builds and maintains strong relationships	■	
		Models and promotes the use of continuous quality improvme..	■	■
		Connects the community to adjacent systems in the community	■	
		Establishes community-wide north star and focuses communit..	■	■
		Performs system analysis in collaboration with stakeholders	■	
		Scales tests of change to wider populations	■	■
		Supports providers in their own tests of change	■	■
	Project Management	Develops community feedback and communication loops	■	
		Establishes community-wide north star and focuses communit..	■	■
		Scales tests of change to wider populations	■	
		Serves as source of accountability and project management	■	■
		Supports providers in their own tests of change	■	■
		Supports the strategic deployment of capacity	■	
	Facilitation and Relationship Building	Builds and maintains strong relationships	■	■
		Connects the community to adjacent systems in the community	■	
		Develops community feedback and communication loops	■	
		Establishes community-wide north star and focuses communit..	■	
		Serves as source of accountability and project management	■	
		Supports providers in their own tests of change	■	
	Human-Centered Design	Builds and maintains strong relationships	■	
		Models and promotes the use of continuous quality improvme..	■	
		Develops community feedback and communication loops	■	
		Scales tests of change to wider populations	■	
		Supports the strategic deployment of capacity	■	
	Data Analysis and Data for Improvement	Performs system analysis in collaboration with stakeholders	■	
		Scales tests of change to wider populations	■	
Technical Knowledge	Built for Zero Methodology	Models and promotes the use of continuous quality improvme..	■	■
		Establishes community-wide north star and focuses communit..	■	■
		Scales tests of change to wider populations	■	■
		Serves as source of accountability and project management	■	
	Role-Specific Knowledge	Builds and maintains strong relationships	■	
		Connects the community to adjacent systems in the community	■	
		Serves as source of accountability and project management	■	
		Supports providers in their own tests of change	■	

This is the same data, just pivoted to provide a snapshot view of the different competencies that would help a System Coordinator be successful in their responsibilities.

Job Responsibility	Improvement Science					Technical Knowledge	
	Improvement Science Foundations	Facilitation and Relationship Building	Project Management	Human-Centered Design	Data Analysis and Data for Improvement	Built for Zero Methodology	Role-Specific Knowledge
Builds and maintains strong relationships	Practical	Strategic		Practical			Practical
Models and promotes the use of continuous quality improvment methods	Strategic			Practical		Strategic	
Develops community feedback and communication loops		Practical	Practical	Practical			
Establishes community-wide north star and focuses community effort to support it	Strategic	Practical	Strategic			Strategic	
Serves as source of accountability and project management		Practical	Strategic			Practical	Practical
Supports the strategic deployment of capacity			Practical	Practical			
Performs system analysis in collaboration with stakeholders	Practical				Practical		
Supports providers in their own tests of change	Strategic	Practical	Strategic				Practical
Scales tests of change to wider populations	Strategic		Practical	Practical	Practical	Strategic	
Connects the community to adjacent systems in the community	Practical	Practical					Practical

Proficiency Level
- Practical Application
- Strategic Application

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