



Built for Zero Learning Session 2024: System Improvement Skill-Building

Welcome!

Thanks for being here!

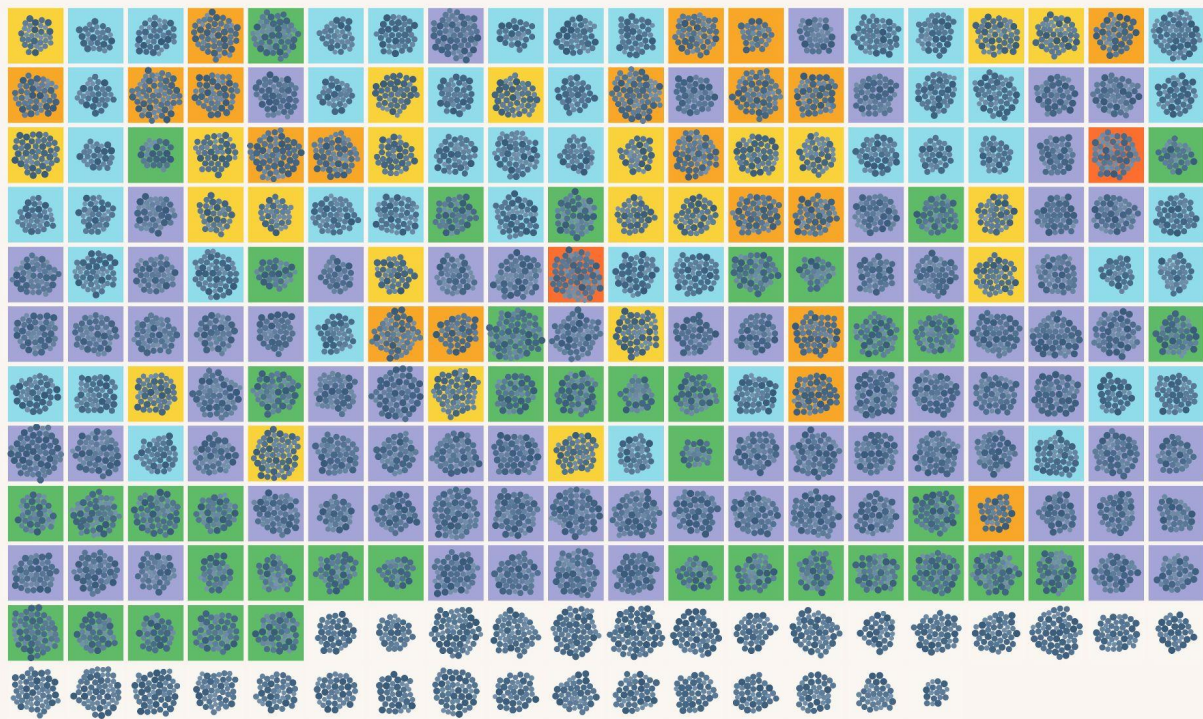
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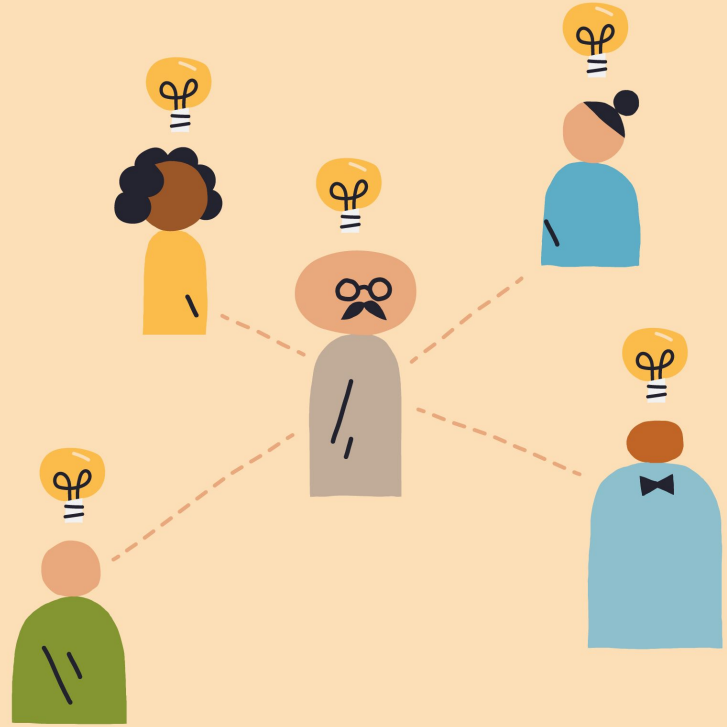


GRANOLA
 SNACK
 OATMEAL
 DESSERT
 YOGURT
 PANCAKES

For Everyone in the Back...

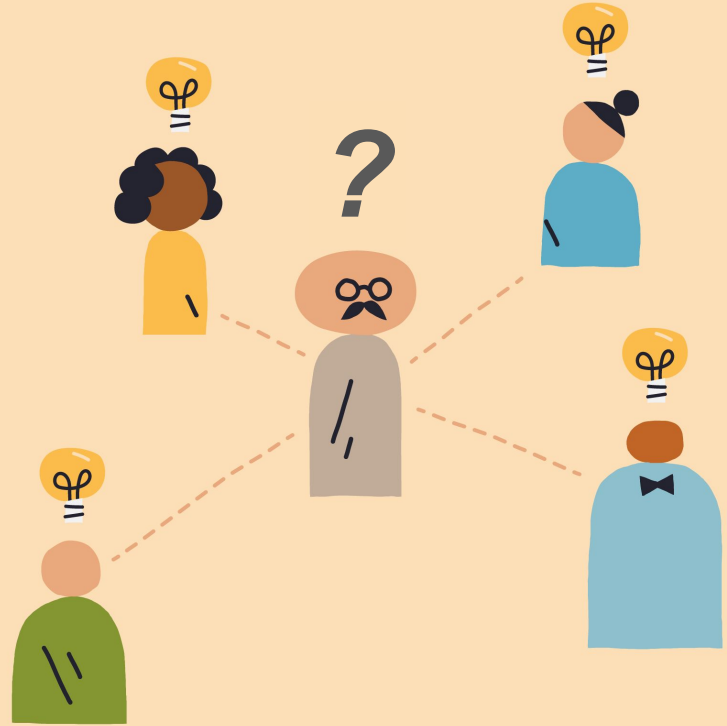
tinyurl.com/BFZSkill

**You are a
System Improver!**



**What does it mean to be
a System Improver?**

**“I mean, what do you
do everyday?”**



What We Heard From Communities

“Being a system leader means **carving a new path** that’s never existed before and working to change entrenched behaviors, mentalities, and systems.”

“Coordinating between a wide range of partner groups requires being a jack of all trades and **splits time/energy across different priority lanes.**”

“With **few roadmaps** and how challenging it can be to center the long-term objectives of system-building work, it’s tough to identify how to **grow professionally** to accelerate system-level outcomes.”

Systems change work is **hard and ambiguous** without a clear **skill development path.**



Goals for This Session

- **A Roadmap**
 - What is the universe of skills? (15 min)
- **Points of Interest**
 - What are some training resources that can improve those skills? (20 min)
- **Charting Your Path**
 - What are some ways to create space for skill development? (15 min)



Engaging With The Session

- Scan this QR code to save these slides for later!
- Or go to:
tinyurl.com/BFZSkill
- Reflect on your own skill set
- Offer your knowledge and experience
- Do some Mad Libs

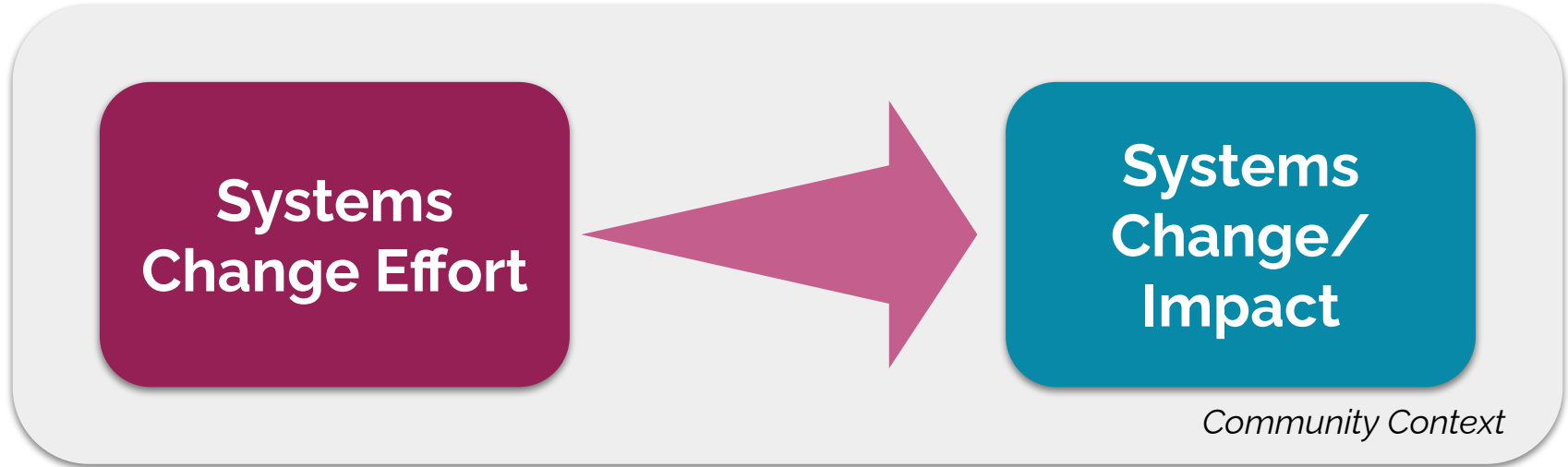


Link to these slides

Roadmap: System Improvement Competency Model



Roadmap: System Improvement Competency Model



Competency Models are frameworks to help categorize the skills, knowledge, and behaviors necessary for success. Competencies are one factor influencing the *relationship between effort and impact*. Turning up your competencies help you bring about more impact from your system improvement efforts.



Roadmap: System Improvement Competency Model

System Improvement Competencies

The foundational skill sets used to create lasting solutions to complex social problems at a systems-level

★ Today's Focus ★

Technical Knowledge

The sector, role, community, and relational knowledge required to successfully leverage system improvement competencies in a community context



System Improvement Postures

The interpersonal ways of working that help system improvers get things done.

All three lanes must work together!

There are other, similar, competency models for systems change such as [this one](#) from the de Beaumont Foundation - pick one and stick with it!

Roadmap: System Improvement Competency Model

System Improvement Competencies

The foundational skill sets used to create lasting solutions to complex social problems at a systems-level

★ Today's Focus ★

Learn From...

- Built for Zero
- [StriveTogether](#)
- [Collective Impact Forum](#)
- [Institute for Health Improvement](#)

The Skills to Build and Improve Systems

- **Quality Improvement:** Taking a structured approach to systems change
- **Facilitation & Project Management:** Structuring discussions and work to support problem solving
- **Human-Centered Design:** Involving end users and partners in the design process
- **Data For Improvement:** The science of using data to inform decision making and problem solving
- **Place-Based Partnerships:** How backbones and place-based partnerships facilitate population-level change

Roadmap: System Improvement Competency Model

The Essential Context-Specific Know-How

Some categories of critical technical knowledge:

- **Role- and Sector-Specific Skills:** HMIS management, case conferencing design, knowledge of HRS functioning (e.g. diversion, property manager engagement)
- **Community Knowledge:** Client/served population, deep and recent community history, community relationships (interagency, with government)
- **Organizational Culture:** How to navigate norms, policies, histories, relationships, decision-points, strategic plans within your agency

Technical Knowledge

The sector, role, community, and relational knowledge required to successfully leverage system improvement competencies in a community context

Learn From...

- Built for Zero
- [National Alliance to End Homelessness](#)
- [National Center for Homelessness Education](#)
- [Homeless and Housing Resource Center](#)

Roadmap: System Improvement Competency Model

Ways of Being that Lead to Systems Change

- **Applying a Racial Equity Lens:** Maintaining a perspective that resources must be shifted so marginalized races and ethnicities are effectively engaged and included in systematic decision making
- **Curiosity:** Listening and asking questions to draw out the nuances of the current state
- **Humility:** Approaching partners as strong, resourceful people with a history of solving problems
- **Problem Solving:** Focusing the conversation on solutions that might address the surfaced problems
- **Bias Toward Action:** Continuously moving the conversation toward the concrete next step

System Improvement Postures

The interpersonal ways of working that help system improvers get things done.

Roadmap: System Improvement Competency Model

Quality Improvement

- Plan, Do, Study, Act (PDSA) Cycles
- Driver Diagrams
- Six Conditions of Systems Change

Facilitation & Project Management

- Meeting Structure: Open, Narrow, Close
- MOCCA Frameworks
- Components of a Strong Aim Statement

The Skills to Build and Improve Systems

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Roadmap: System Improvement Competency Model

Human-Centered Design

- Mental Models, Behaviors, and Structures
- Factor Validation and Prioritization
- Journey Mapping

Data for Improvement

- Run Charts, Scatter Plots, Data Communication
- SMARTIE Goals
- Understanding Variation

The Skills to Build and Improve Systems

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Roadmap: System Improvement Competency Model

Place-Based Partnerships

- Role of Place-Based Partnerships in Systems Change
- Key Functions of a Backbone
- Backbone Value Propositions

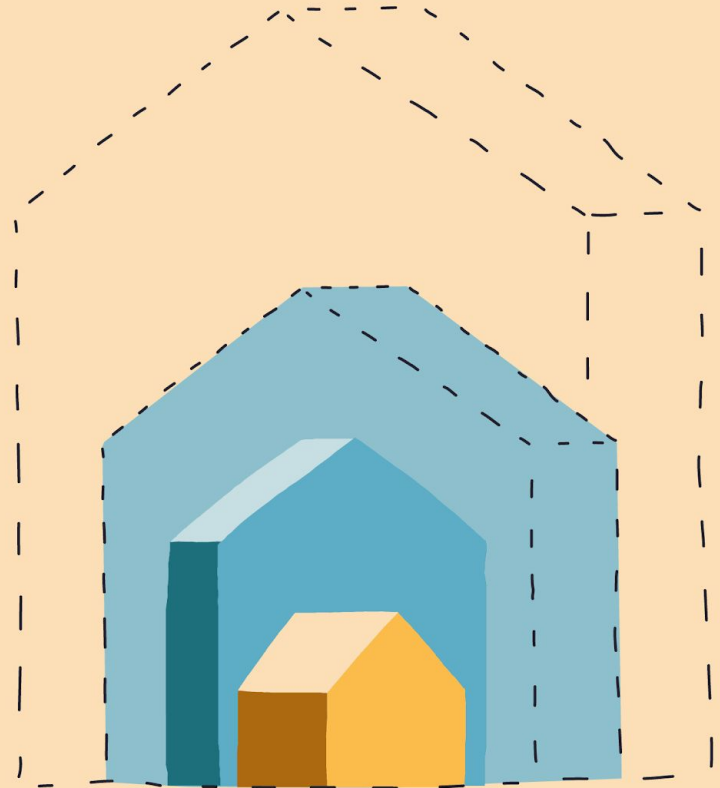
System improvement skills have lots of overlap!

The Skills to Build and Improve Systems

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What are your Strength Areas? 👍 Growth Edges? 🙌

- ❑ Quality Improvement
- ❑ Facilitation & Project Management
- ❑ Human-Centered Design
- ❑ Data For Improvement
- ❑ Place-Based Partnerships



Points of Interest: System Improvement Training and Learning Resources



Points of Interest: SI Training and Learning Resources

What We Look For in Resources

- **Comprehensive System Improvement Content:** Do these resources contain broad and deep system improvement content?
- **Accessible at No- or Low-Cost:** Can communities access these resources regardless of available budget?
- **Designed for Adult/Professional Learning:** Can communities gain proficiency through engaging these resources in their regular professional context? Are there different ways to learn?
- **Applicable or Transferable to HRS:** Can communities apply these resources to their unique challenges?



Points of Interest: SI Training and Learning Resources



Points of Interest: SI Training and Learning Resources

Institute for Health Improvement (IHI)

The OG continuous quality improvement resource. Long history of refining improvement science methods through testing in healthcare sector.

<https://www.ihl.org/resources>

Strengths: Hosts the foundational concepts and tools of continuous quality improvement (e.g. PDSA cycles, Driver Diagrams)

Cost: Basic concepts and tools (free), self-guided Open School (\$)

Offerings: Quality Improvement frameworks, downloadable toolkits, quick videos



Points of Interest: SI Training and Learning Resources

Strive Together Training Hub

Sector-agnostic e-learning platform for system improvement. Predefined learning tracks for targeted audiences.

<https://thetraininghub.strivetgether.org/learn>

Strengths: Quick trainings, long-time investment in their platform and learning plans

Cost: Free with some workshops (\$)

Offerings: E-learning, slides, toolkits, videos, instructor-led training, workshops

The screenshot displays the 'The Training Hub' website interface. At the top, the logo 'The Training Hub' is accompanied by the tagline 'Powered by Strive Together'. Navigation links for 'REGISTER' and 'SIGN IN' are visible in the top right corner. A main menu includes 'COURSES AND LEARNING PLANS', 'ABOUT US', 'OUR APPROACH', and 'FAQ'. The primary content area is titled 'Community Partners' and features a carousel of three course cards. Each card includes a representative image, a title, a price (all listed as 'FREE'), a language code ('EN'), and the training format ('ILT (Instructor-Led Training)'). The first card is 'Live Workshop: Asset Based Community Development (ABCD) 101: A People...', the second is 'Live Workshop: Data Governance in Partnerships', and the third is 'Evaluating Impact Using Performance Measures (Self-Paced)'. A '1/3' indicator and navigation arrows are positioned above the carousel. Below this section, a 'Facilitators' section is partially visible, also featuring a carousel with a '1/3' indicator and navigation arrows.

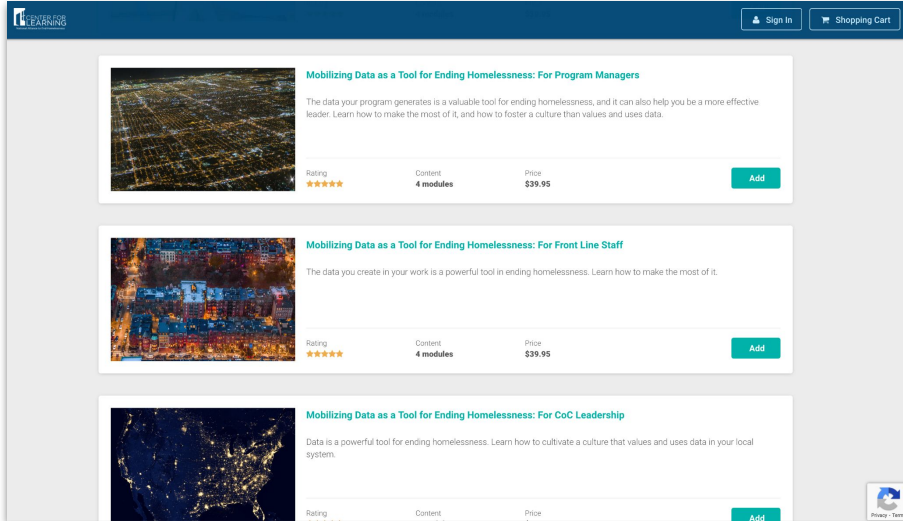
Points of Interest: SI Training and Learning Resources

NAEH Center for Learning

Low-cost technical knowledge and system improvement training modules. Easy to construct your own community “learning plan”.

<https://learning.endhomelessness.org/store>

- Strengths:** Grounded in HRS applications, lots of supporting technical knowledge opportunities
- Cost:** Low cost (\$) with [discount options](#) for PLEH, groups, and small organizations
- Offerings:** E-learning, toolkits, office hours



The screenshot displays the NAEH Center for Learning store interface. At the top, there is a dark blue header with the center's logo on the left and "Sign In" and "Shopping Cart" buttons on the right. The main content area features three product cards, each with a satellite-style image of a city at night. The first card is titled "Mobilizing Data as a Tool for Ending Homelessness: For Program Managers" and includes a 5-star rating, "4 modules", and a price of "\$39.95". The second card is titled "Mobilizing Data as a Tool for Ending Homelessness: For Front Line Staff" and includes a 4.5-star rating, "4 modules", and a price of "\$39.95". The third card is titled "Mobilizing Data as a Tool for Ending Homelessness: For CoC Leadership" and includes a 4.5-star rating, "4 modules", and a price of "\$39.95". Each card has a green "Add" button. A "Privacy - Terms" link is visible in the bottom right corner.

Points of Interest: SI Training and Learning Resources

Collective Impact Forum

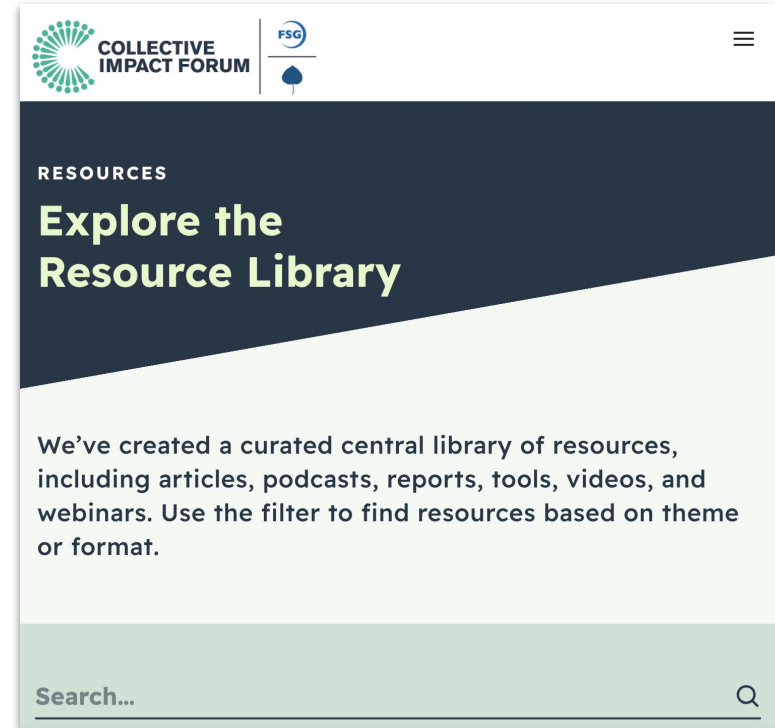
Deep collection of system improvement case studies, toolkits, frameworks, etc. building on Collective Impact principles.

<https://collectiveimpactforum.org/resources/>

Strengths: Starting and building your knowledge of Collective Impact, being inspired by cross-sector success stories

Cost: Free with some workshops (\$)

Offerings: Whitepapers, videos, downloadable tools, virtual training and office hours (free and \$), an actually great podcast!



The screenshot shows the top portion of a website. At the top left is the logo for the Collective Impact Forum, which consists of a green circular pattern of dots. To its right is the text 'COLLECTIVE IMPACT FORUM'. Further right is the FSG logo, which includes the letters 'FSG' in a blue circle and a blue tree icon below it. In the top right corner, there is a hamburger menu icon. Below the navigation bar is a dark blue banner with the word 'RESOURCES' in white, all-caps text. Underneath this banner, the main heading 'Explore the Resource Library' is written in a large, bold, light green font. Below the heading, a paragraph of text reads: 'We've created a curated central library of resources, including articles, podcasts, reports, tools, videos, and webinars. Use the filter to find resources based on theme or format.' At the bottom of the page, there is a light green search bar with the placeholder text 'Search...' and a magnifying glass icon on the right side.

Points of Interest: SI Training and Learning Resources

Built for Zero Theory of Change Starter Kit

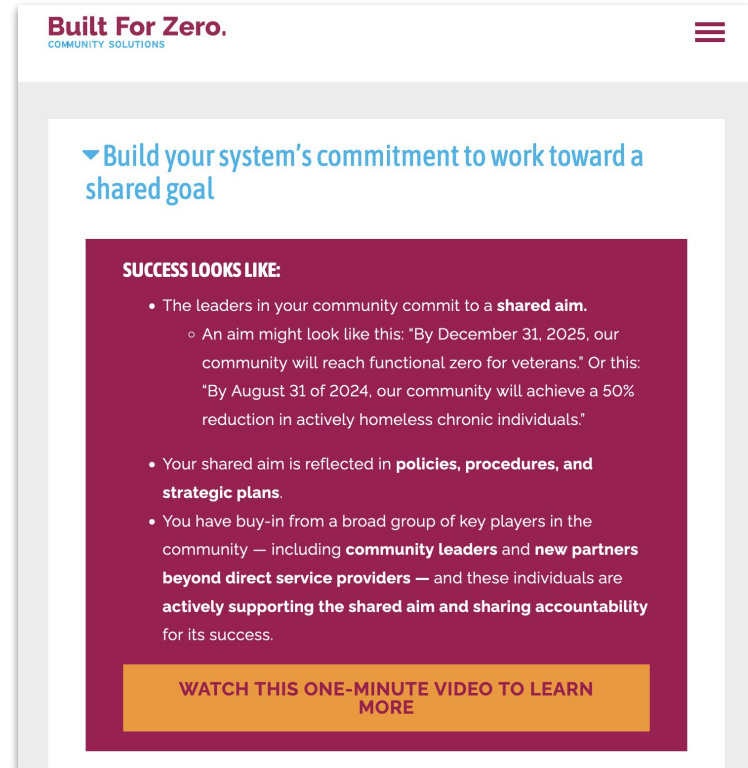
Collection of tools and case studies centered on the Built for Zero Theory of Change components

<https://login.builtforzero.org/resource-hubs/built-for-zero-starter-kit/>

Strengths: Guidance on how to apply your growing system improvement skills to your community response as framed by the BfZ ToC.

Cost: Free!

Offerings: Toolkits, case studies, videos, explainers



The screenshot shows the 'Built For Zero. COMMUNITY SOLUTIONS' website. At the top right is a hamburger menu icon. Below the header, a blue heading reads 'Build your system's commitment to work toward a shared goal'. A dark red box contains the text 'SUCCESS LOOKS LIKE:' followed by a bulleted list. The list items describe shared aims, their reflection in policies and strategic plans, and the need for buy-in from a broad group of key players. At the bottom of the red box is an orange button with the text 'WATCH THIS ONE-MINUTE VIDEO TO LEARN MORE'.

Built For Zero.
COMMUNITY SOLUTIONS

☰





▼ Build your system's commitment to work toward a shared goal

SUCCESS LOOKS LIKE:

- The leaders in your community commit to a **shared aim**.
 - An aim might look like this: "By December 31, 2025, our community will reach functional zero for veterans." Or this: "By August 31 of 2024, our community will achieve a 50% reduction in actively homeless chronic individuals."
- Your shared aim is reflected in **policies, procedures, and strategic plans**.
- You have buy-in from a broad group of key players in the community — including **community leaders** and **new partners beyond direct service providers** — and these individuals are **actively supporting the shared aim and sharing accountability** for its success.

WATCH THIS ONE-MINUTE VIDEO TO LEARN MORE

Points of Interest: SI Training and Learning Resources

<p><i>Pro Tip!</i> Pick a resources and go across → or pick a competency and go down ↓</p>	Quality Improvement	Facilitation & Project Management	Human-Centered Design	Data for Improvement	Place-Based Partnerships
	●	●		●	
	●	●			●
			●	●	
			●		●

What other learning and training resources have you found helpful?

- Academic research and articles (email the prof!)
- BfZ Canada
- ChatGPT
- Corporation for Supportive Housing
- Health and Housing Resource Network
- We All Count
- Peer relationships, inviting feedback
- Boots on the ground, providers, people who are doing the work,
- PWLEH Board
- HUD Exchange
- Leadership theory, leadership development
- Project Management Institute
- Project Management apps
- Grant writing courses through local universities

Points of Interest: SI Training and Learning Resources



Points of Interest: SI Training and Learning Resources

Healthcare



Homelessness



**COLLECTIVE
IMPACT**

Healthcare

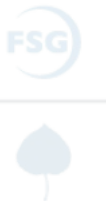
Cradle to career.

Institute for
Healthcare
Improvement

Strive Together®
Cradle to Career.

System Improvement is a Career

Invest in your *long-term* development



National Alliance to End Homelessness

Homelessness

COLLECTIVE
IMPACT

Charting Your Path: Creating Your Skill Development Plan



Charting Your Path: Creating Your Development Plan

Adult Learning Principles

Conditions that enable adult learning:

- **Self-Directed:** Flexible modules, self-paced
- **Goal-Oriented:** Clear learning objectives
- **Experiential:** Draws/builds on existing knowledge and experiences
- **Relevant and Ready to Apply:** Clear connections to work or life
- **Problem-Solving Oriented:** Opportunities for hands-on practice



Charting Your Path: Creating Your Development Plan

Practical Guidance

What that means...

- **Apply what you learn to your real-life community challenges:** It's all just for fun if you only practice
- **Create accountability and share with others:** Involve your teammates, tell your BFZ coach, etc.
- **There's no wrong place to start... but stick with it!:** Pick a resource hub and explore a few trainings or pick a competency lane and explore a few skills before moving on



Charting Your Path: Creating Your Development Plan

A Few Ways to Create Accountability

❑ Build Skill Development Into Your Action Plan

- As you workplan at the LS, think about what skills your team needs
- Set a recurring time with your teammates to do a “training club”

❑ Get Your BFZ Coach Involved

- Tell your BFZ coach you want to improve a skill & ID an opportunity in your BFZ work
- Practice with your coach, apply it IRL, then debrief

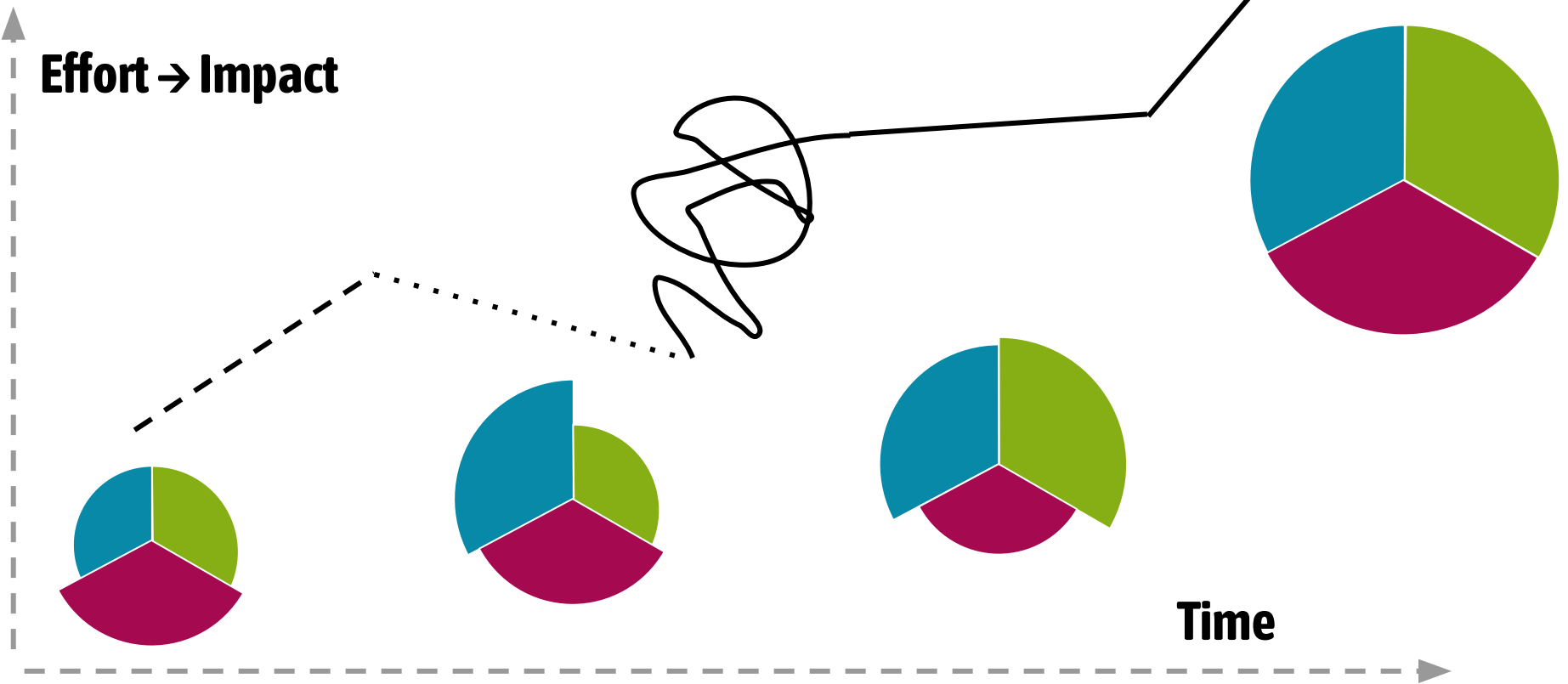
❑ Drop into the BFZ Rapid Cycle Training

- Check out our x2 monthly open training and skill practice space
- Hop-in-hop off approach to skill development

❑ Reach out to Lenny to co-design a quick Learning Plan! (BYO Accountability 😊)

Charting Your Path: Creating Your Development Plan

Don't Forget Technical Skills and System Improvement Postures



Fill out your skill development Mad Libs!

“I will improve my _____ skills
by exploring the _____ resource
and applying those skills to _____.
I’ll hold myself accountable by _____
because I want _____.”



What is your skill development “Why”?

Your Why

System Improvement is a Career



Thank You!

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Link to these slides

