advance to zero

Service Coordination Workshops

Session One: Review Service Coordination Principles & Tools for Structuring Meetings

COMMUNITY SOLUTIONS

aaeh australian alliance to end homelessness

Launch HOUSING

IT'S TIME TO END HOMELESSNESS



Acknowledgement of Country

Arnhem Land

Agenda

time	item
10 mins	Introduction to the day: *why am I here?*
30 mins	Building results-based & action-oriented facilitation skills
5 mins	Break time!
20 mins	Creating team alignment within a meeting
15 mins	Building your action-oriented agenda, establishing roles, & using your data
5 mins	Tracking meeting progress
5 mins	Closing out

Our Goals for Today

- You leave with an understanding of the **four fundamentals of effective service coordination**
- You have **tools & strategies to help improve** your community's service coordination meeting.
- We start the journey to **creating consistency** in service coordination execution across the Zero Projects.

Introduction:

Why am I here?

Why am I here?

Like you are missing the authority needed to lead the team to do their best work.

Like you face resistance in rallying the team around community goals.

Like there is little to no buy and/or commitment to the meeting and reaching the community aim.

Disconnected from the work that the rest of the team.

You aren't sure your role & how to make progress during meetings.

You feel you lack the resources and tools to progress forward.

You want to ensure consent & confidentiality while progressing towards functional zero.

Why am I here?

To address all of your concerns, build your skills, & reach functional zero in your community through service coordination!

Overview

Service Coordination

Service Coordination is the engine room of a Zero 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 people sleeping rough: 1 per service

Service Coordination needs to be...

Action-Oriented

Service coordination should ultimately be centered around one goal: to **move people experiencing homelessness into housing** as quickly and sustainably as possible.

To make that happen, these meetings need to be centered around identifying actionable next-steps with ambitious deadlines.

Measurably Effective

Service coordination should be regularly evaluated to **ensure that the practice is an effective way to reach your desired outcomes**.

Not only should you see impacts around Length of Time measures, or Housing Placement Rates, but you should also see impacts on the overall experience of attendees.

Team Building

Service coordination should **create a culture of knowledge- sharing and mutual support**. Your meeting should be a safe space for attendees to ask for, and offer, support as needed.

When your team culture is healthy, your team is more motivated, and there's shared accountability without autocracy, which allows for more effective, and more sustainable, service coordination.

… and not:

A Reporting Meeting

There's a reason we want everyone on the call. It's not just to ask people for favors, or to report-back on progress, it's to pull on the collective genius of the group.

Tip: Ask everyone to submit updates on the next-step identified at the previous meeting 24 hours before the upcoming meeting.

A Referral Meeting

Referrals to housing should be happening live whenever possible.

Each week you wait for a meeting to make a program referral is another week someone spends experiencing homelessness.

Tip: If referrals can't be done automatically, create a process where referrals happen via email, and create a flowchart to help agencies navigate the process.

An Email

If you did the math, how much would this meeting be costing you? Are you providing enough value to justify it? Keeping an open feedback loop helps you gauge what value the meeting offers, and in what ways it could be improved to provide more value.

Tip: If meetings do feel like they could be an email, that just means it's time to test something new! Solicit feedback from attendees to come up with creative ways to improve it.

Where do we start?

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

Building Results-Based & Action-Oriented Facilitation Skills

Action-oriented service coordination is about knowing what is in your control as a facilitator

COMMUNITY SOLUTIONS

Understanding what is NOT in our control

- Allocating clients to workers
- Allocating tasks to workers
- Outreach plans
- Supply of resources
- Allocation of housing
- The work is being done with clients- different standards
- The level of training or understanding of service coordination in services
- Knowledge varies around service structures
- Different values across services
- Personality and prep the workers - they are who they are and we need to work with it
- Their existing case load and who gets allocated
- How people are prioritise by the workers/services

Understanding what is NOT in our control

- Complexity of clients on the BNL
- Full participation of members

Understanding what is in our control

- Agenda and moving the meeting
- Time keeping
- Attention to the BNL and working the list
- Awareness of the group and point of the service coordination - reaching the aim
- The data is ready to go - how we present the information
- Authority
- Creating a safe space
- Being client-centred

Naming it:

- Tension- BNL facilitator and worker & completing actions
- Tension - coordinator/manager and a worker & completing own tasks

Understanding what is in our control

- Preparation
- Format/Agenda
- Tempo
- Follow-Up
- Being clear on your intent
- Having with a shared goal/aim
- Getting the right people & build rapport

Action-oriented service coordination is about behavior change

COMMUNITY SOLUTIONS

Facilitation Behaviours

- Uses strategies to facilitate member's thought processes to identify solutions and actions rather than taking a directive approach
- **Observes, listens, and asks questions** to understand issues
- Maintains **positive attitude** and at all times, is supportive and non-judgmental.
- Establishes **empathic relationship** building with rapport and trust
- Models **effective listening** (eliciting and synthesizing information) & **effective communication** (verbal/nonverbal)
- Supports the team by **setting clear goals** and methods of assessing progress in relation to these goals

Institute for Health Improvement (2023). Improvement Coaching for Professional Development. www.ihi.org.

Phrases to help facilitation behaviours

Observing Phrases

- There seems to be a concern about…
- What else might be occurring right now?
- Perhaps it is time to move on…
- I am wondering… I am noticing….
- The team is…. (offer observation)

Clarifying Phrases

- What I think I hear you saying…
- What I am hearing you need from the group is…
- Am I correct in saying you would like…
- Could you help me understand what the ask is for the group?

Focusing Phrases

- Getting back to the agenda…
- Let's get back on track
- How does.. relate to..?
- Let's put that idea in our parking lot.
- Our time is limited; can we please focus back on…

Summarising Phrases

- Here is what I heard you say…
- To restate that…
- All in all..
- So, going forward, our plan is…

Institute for Health Improvement (2023). Improvement Coaching for Professional Development. www.ihi.org.

Phrases to help facilitation behaviours

Balancing Phrases

- Does anyone else have another viewpoint?
- Are there other ideas?
- That is a great idea, let's hear from..
- Let's talk about pros... what about the cons?
- Do you have anything else to add?

Stimulating Phrases

- Tell me more about that...
- What do others think?
- Can anyone else share similar experiences and what was the outcome?
- Does anyone have feedback?

Non-Verbal Communication

- **Cues:** the way you listen, look, move & act tell the person (1) how well you are listening, and (2) if you care.
- When your cues match your words. It increases trust, clarity, & rapport

- Head nodding
- Tone of voice
- Body language & posture
- Eye contact
- Facial expressions

Institute for Health Improvement (2023). Improvement Coaching for Professional Development www.ihi.org.
Help Guide (2023). Non Verbal Communication & Body Language. www.helpguide.org.

Changing Behaviours

- You can't force people to make change. It will take tools in your toolbox to help **encourage change in others**
- You need to build strategies to combat challenging behaviours that are presented to you in meetings

Setting Expectations + **Facilitation Behaviours/ Strategies** =



Challenging Behaviours

Have you had to deal with some challenging behaviours during service coordination meetings?

Challenging Behaviours

Withdrawn/Shy	Leaps to decisions	Sniping	Intimidation
Plop	Discounting	Side Conversations	Overly talkative/ dominates
Broken Record	Hidden Agenda	Rambles	Opinions as Facts
Interrupting	Blames	Speaks for others	Inarticulate/ Flustered

Institute for Health Improvement (2023). Improvement Coaching for Professional Development.

Strategies for Challenging Behaviours

Withdrawn/Shy	Leaps to decisions	Sniping	Intimidation
• Use round-robins • Solicit direct input • ***"Wondering what your thoughts might be…"*** • Provide positive reinforcement • Pull out expertise & 'strong points' • Engage outside of meeting	• ***"You might be right but can you keep that idea when we move to narrowing the list? Are there any other opinions?"*** • Can you tell us how you came to that conclusion?	• Make ground rules before the meeting *(no interrupting)* • Provide real-time descriptions of the negative behaviour • Provide positive reinforcement when they don't interrupt	• Use round robin to equalise participation • Acknowledge feedback and invite other comments • Reminder of the goal to reach • Reminder that everyone have an equal voice • Call a break

Institute for Health Improvement (2023). Improvement Coaching for Professional Development.

Strategies for Challenging Behaviours

Plop	Discounting	Side Conversations	Overly talkative/ dominates
• Acknowledge and repeat the statement • Increase validity: ***"can you tell us more?"*** • Specifically name people to comment for input	• ***"Before we move on, we have heard an idea; let's explore this first"*** • Repeat the statement • Remind group that there is no right or wrong answer	• Provide real-time feedback • "Do you have something to share with the group or something we can add to the parking lot?" • Reminder of shared agreement	• Talk to talkative person offline • Establish time limits • Engage the talker in activities (checking client details, being the scribe)

Institute for Health Improvement (2023). Improvement Coaching for Professional Development.

Strategies for Challenging Behaviours

Broken Record	Hidden Agenda	Rambles	Opinions as Facts
• Refer back to the agenda • Put it in the parking lot and say you will come back either in the meeting or afterwards	• ***"Can you explain why?"*** • Have one-on-one meetings with them • Remind them of the goals/ purpose/shared agreement	• Summarise: ***"I heard you say.."*** • Reminder of time limits • Ask: ***"can you please summarise in 7 words or less for the ask/what is needed to the group?"***	• ***"How do we know that?"*** • ***"Where would we find that process?"*** • ***"Is this true in all situations?"***

Institute for Health Improvement (2023). Improvement Coaching for Professional Development.

Strategies for Challenging Behaviours

Interrupting	Blames	Speaks for others	Inarticulate/ Flustered
• Refer to the shared agreement • Direct to agenda • Structure the discussion to prevent this • Name it - call it out	• Surface the comment and ask for clarification • ***"I hear what you are saying; can we work to a solution?"*** • ***"Let's focus on the process, not the person"***	• Make ground rules before the meeting *(speak for yourself, not others)* • ***"That is great input, can we hear from the original speaker to clarify or see if anything is missing?"*** • ***I appreciate your input, are the others?"***	• Verify comment: ***"It sounds like you are saying…"*** • Listen and restate • ***"Maybe you can describe the situation?"*** • ***"Has anyone else had a similar situation?"***

Institute for Health Improvement (2023). Improvement Coaching for Professional Development.

Generating Actionable Solutions

Solving for problem-fixated narratives

COMMUNITY SOLUTIONS

Stuck on problem narratives

This work can be hard as frustrating!

As a result, teams can get stuck discussing **barriers**, what's going **wrong** with the client, or how it's **impossible** to accomplish progress with them.

It often sounds like absolutist language

"I've tried everything"

"Nothing is working"

What's the opportunity?

SHIFT

Barriers → What ideas can we try to move the barrier?

What is wrong → Where is an opportunity to help the client?

It is impossible → What small win can we accomplish?

BY...

Setting Expectations + **Facilitation Strategies & Tools**

1. Set Expectations

Use your agenda to prep people for action:

- **Be transparent** about what this meeting is for: finding support and housing solutions for clients on the BNL
- **Create a contrast** with unproductive meetings (it is not a referral or reporting meeting)
- **Establish norms** about what are acceptable ways to talk about clients
- **Encourage providers** to look for barriers within the housing system, rather than within the client

2. Facilitation Strategies



Show them you care

Help spot the opportunity

Make the problem smaller

2. Facilitation Strategies

Empathetic reflections

Show them you care

Sound like..

- ➔ "This client's been on our list for a long time now, and you've been **working so diligently** to house her"
- ➔ "**I can only imagine** what that's like to have tried so much: tough and frustrating"

Pro tip: *Be genuine in your reflections. The more you can truly empathize with your team, the more responsive they will become.*

2. Facilitation Strategies



Help spot the opportunity

Sound like..

- ➔ "Given how rough it's been, what's **an opportunity** we can spot there to engage this client?"
- ➔ "What's something we haven't tried before that we can **test here**?"

Pro tip: *You can also offer direct support or tips when appropriate.*

2. Facilitation Strategies



Make the problem smaller

Sound like..

- ➔ "What's the barrier in our system that this client is facing **right now**?"
- ➔ "So what's the thing that **needs to happen next** for this client to be one step closer to housing?"

2. Facilitation Strategies



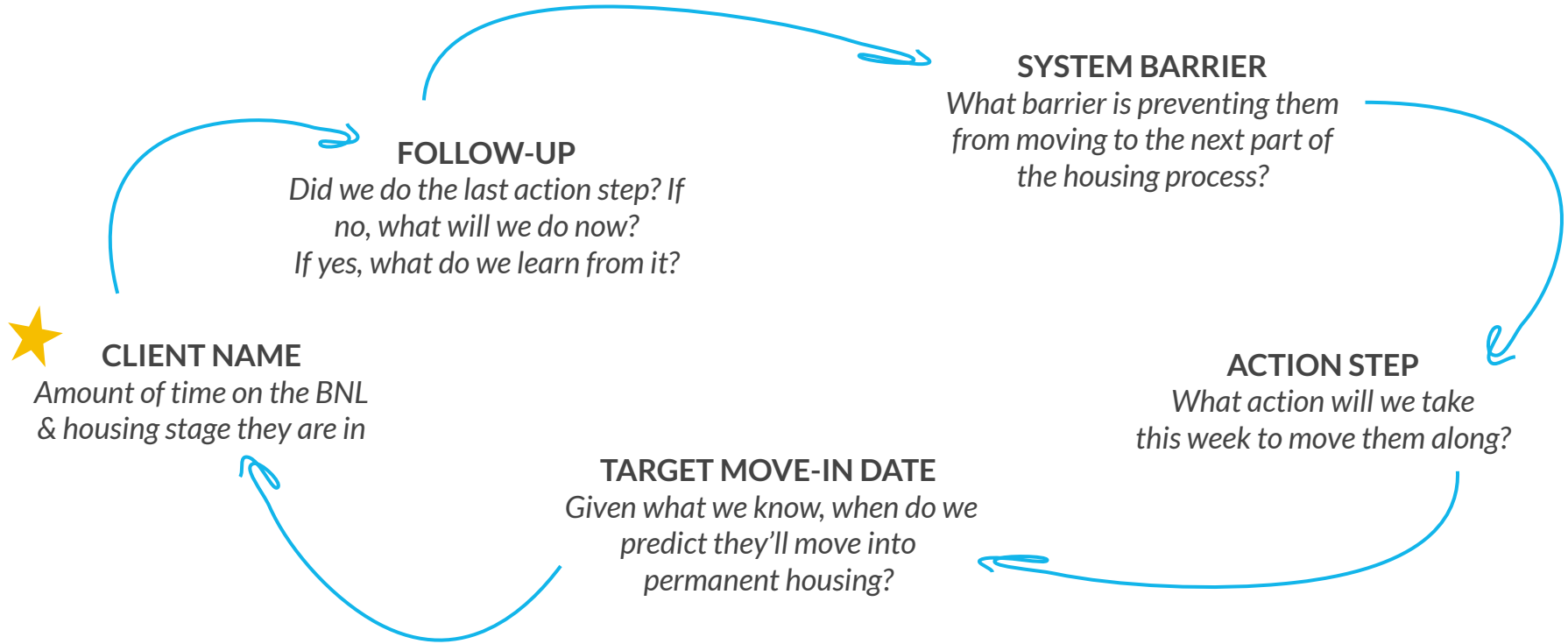
Make the problem smaller

Common system barriers

- ➔ Needs Engagement
- ➔ Needs Assessment
- ➔ Needs Documentation or Verification
- ➔ Needs Program Enrollment
- ➔ Needs Subsidy
- ➔ Needs Unit

2. Facilitation Strategies

When in doubt, stick to the **Learning Loop**:



The Learning Loop

Ask questions that provoke action and problem solving

- Start with the previous next steps:

  "At the last meeting you said that you would do __ with this client. How did that go?"
- When you hear a commitment or next step, **restate it to confirm,** and ask for a by-when date.
- Redirect to solutions: **listen for pathways to solutions** and use these to reflect back a possible next step. When appropriate, encourage others who are not this client's case manager to offer ideas or support on action steps.
- Consider who is best to facilitate: Great facilitators are **ready to lead** the group to action. When the conversation isn't delivering results, they **take charge** and try something new.

The Learning Loop

Ask follow-ups that move the conversation toward action

- *"What is your theory of what needs to happen, from A to Z, in order for this person to move into housing?"*
- *"What obstacle in our system are they facing this week?"*
- *"What is your next step in housing them?"*
- An essential question for long-stayers: ***"What is one thing we haven't tried yet that we can try this week?"***
- *"What is one way we can speed up this step?"*
- *"Who can we pull in to help generate new options?"*
- Grow multi-agency teamwork: Listen for opportunities to **pull in help for a specific action** step.
- Engage resistant providers by asking for help with a specific action step

The Learning Loop

Use notes to establish commitments & create accountability

- Ask your meeting **Scribe** to take notes.
- Ensure that **each commitment or action step is recorded** and shared to build accountability. Include a date!
- **Share notes immediately** after the meeting ends so that participants have a record of their and others' commitments.
- Record notes in purposefully created columns on the by-name list (if possible)
- Establish a customary place and time to post notes (creates consistency)
- Use notes from the previous meeting to expedite conversations in today's meeting.
- At the end of each meeting, allow participants a **few minutes to summarize the next steps** they have committed to taking.

What's the opportunity to improve?

Sharpening your facilitation through behaviour change & focusing on action using these tools will help you—

- Solve real problems for real clients
- House clients better, easier, and faster
- Deepen the meeting's sense of purpose
- Create a culture where your team gains value & looks forward to the meeting

What resonated with you here?

SESSION ONE WAS UP TO THIS SLIDE!

CLICK HERE *to get to the building an agenda resources & homework!*

COMMUNITY SOLUTIONS

advance to zero

Service Coordination Learning Sessions

Session Two: Building up the SC team & using measurements for success

COMMUNITY SOLUTIONS

aaeh australian alliance to end homelessness

Launch HOUSING

IT'S TIME TO END HOMELESSNESS



Acknowledgement of Country

Arnhem Land

Addressing Asks in Pre-Survey

What skills do you want to develop:

1. How to be results-oriented and action-focused in meetings
2. How to reach functional zero quicker
3. How to use the BNL to drive meetings
4. How to use Housing Pathways tool
    - How to work the BNL list when there is a large size

Addressing Asks in Pre-Survey

Sessions One & Two:

1. How to be results-oriented and action-focused in meetings
2. How to reach functional zero quicker
3. How to use the BNL to drive meetings

Session Three:

3. How to use the BNL to drive meetings
1. How to use Housing Pathways tool
    - How to work the BNL list when there is a large size

Session Two Agenda

time	item
10 mins	Recap & Reflection
45 mins	Creating Team Alignment within meetings *Create shared aim, create action-oriented agenda, move towards "our client", and create a sense of urgency*
15 mins	BNL Infastructure
15 mins	Tracking Results & Measurements
5 mins	Closing out

Our Goals for Today

- You leave with an understanding of all **four fundamentals of effective service coordination**
- You have **tools & strategies to help improve** your community's service coordination meeting.
- We start the journey to **creating consistency** in service coordination execution across the Zero Projects.

Recap & Reflection

Service Coordination needs to be...

Action-Oriented

Service coordination should ultimately be centered around one goal: to **move people experiencing homelessness into housing** as quickly and sustainably as possible.

To make that happen, these meetings need to be centered around identifying actionable next-steps with ambitious deadlines.

Measurably Effective

Service coordination should be regularly evaluated to **ensure that the practice is an effective way to reach your desired outcomes**.

Not only should you see impacts around Length of Time measures, or Housing Placement Rates, but you should also see impacts on the overall experience of attendees.

Team Building

Service coordination should **create a culture of knowledge- sharing and mutual support**. Your meeting should be a safe space for attendees to ask for, and offer, support as needed.

When your team culture is healthy, your team is more motivated, and there's shared accountability without autocracy, which allows for more effective, and more sustainable, service coordination.

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

Last Meeting

Building results-based and action oriented facilitation skills:

- What is in your control and what is not
- Understanding service coordination is about behavioural change of (1) the facilitator and (2) the team
- It is difficult to change the behaviour of others, but you can (1) set expectations and (2) use facilitation strategies to help

Facilitation strategies:

- Facilitation phrases
- Dealing with challenging behaviours
- Problem-fixed narratives (use empathetic reflections, forward-looking questions & narrowing the problem)
- Learning Loop

Any reflections from the last meeting?

COMMUNITY SOLUTIONS

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

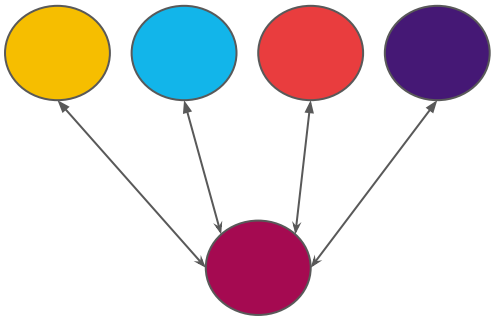
Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

Team Alignment

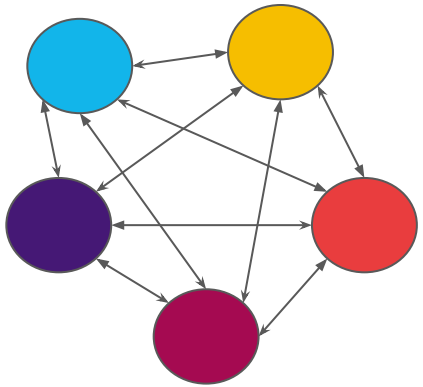
What is the difference?

Group



Coordinate efforts but act as individuals

Team

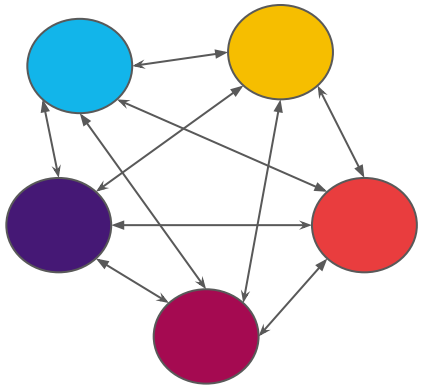


Share a common goal & act as a cohesive unit

How do you build a SC team?

1. Have a **shared aim** and **objectives**
2. Create an **action-oriented agenda**
3. Remove silos and shift thinking from “my client” to **“our client”**
4. Create a **sense of urgency** to reach FZ goals

Team



Share a common goal & act as a cohesive unit

Creating a Shared Aim

COMMUNITY SOLUTIONS

Create a Shared Aim

Community Aim:
You have already established this!

Examples:

Dandenong Zero	The goal of **Dandenong Zero** is to achieve Functional Zero homelessness for people sleeping rough in the City of Greater Dandenong by **July 2025**.
Frankston Zero	The goal of **Frankston Zero** is to achieve Functional Zero homelessness for people sleeping rough in Frankston City by **May 2023**.

Create a Shared Objectives

Now build the commitment of the team through an objective:

You have to create a team of individuals from different sectors to a common objective for solving rough sleeping homelessness in our community, using a structured form of service coordination.

Tips:

- **Involve the team** in crafting/updating objectives for motivation
- Ensure the objectives are **realistic**
- Have **continuous and open communication**
- Ensure you have the **right people attending the meeting**
- Focus on **the outcome** for those on the BNL

Stephen Gaetz, Fiona Scott & Tanya Gulliver (Eds.) (2013): Housing First in Canada:Supporting Communities to End Homelessness. Toronto: Canadian Homelessness Research Network Press.

Create a Shared Objectives

Facilitation ideas to lead your team through setting objectives

1. **Expand the team's vision:**

   Lead a brief conversation:

   - Ask: "how service coordination could provide more value to your team *and* your clients"
   - Ask: "what currently works well."
   - Illustrate the outcome of making a change—how it would make someone's job easier or house someone faster.

Create a Shared Objectives

Facilitation ideas to lead your team through setting objectives

2. Start one meeting by facilitating a 15-minute conversation about setting objectives for your meeting:

- Ask each participant to share:
  - “one value they receive or would like to receive from the meeting”
  - “what results do they want to see?”
- Synthesize answers, including yours, into a handful of objectives that can be written, shared, and committed to.

Create a Shared Objectives

Facilitation ideas to lead your team through setting objectives

3. Define un-success:

- Ask the room to describe a bad meeting, and record their responses on a white board or flipchart.
- Now ask what actions you can take as a group to avoid each outcome.
- Agree as a team to take these actions.

4. Loop in your coach & Community of Practice (CoP):

- Once your team sets case conferencing objectives, send them to your coach & CoP to open the conversation about optimizing your practice.

Create a Shared Objectives

Once you set objectives, align the team behind them

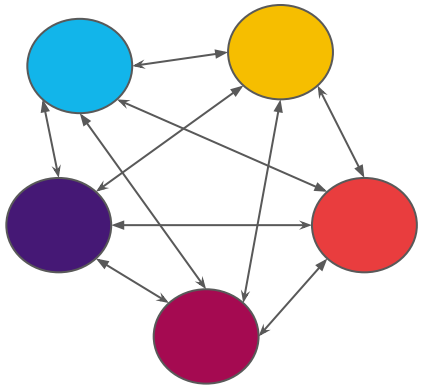
- Keep your meeting objectives in one place where people can see them! **Keeping them in sight** reminds the team of your shared purpose.
    - ***Tip:*** *Consider adding them to the calendar invitation or at the top of the agenda.*
- Introduce the objectives to **newcomers** who join your meeting.
- Periodically **ask for feedback** from attendees:
    - “Is this meeting accomplishing the objectives?”;
    - “What could we do in this meeting that would help our team house people faster?”

What resonated with you here?

How do you build a SC team?

1. Have a **shared aim** and **objectives**
2. Create an **action-oriented agenda**
3. Remove silos and shift thinking from “my client” to **“our client”**
4. Create a **sense of urgency** to reach FZ goals

Team



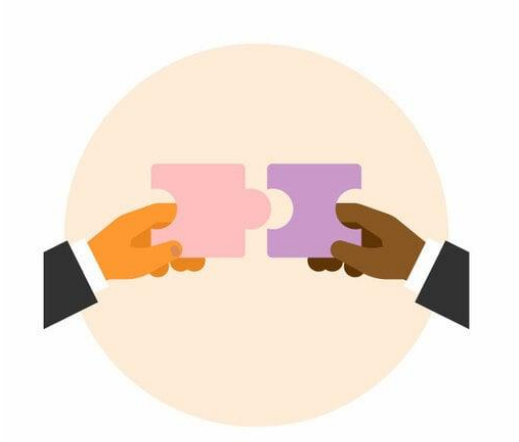
Share a common goal & act as a cohesive unit

Creating an Action-Oriented Agenda

COMMUNITY SOLUTIONS

Build an Action-Oriented Agenda

Starts with preparation and coordination between facilitator & BNL worker



Build an Action-Oriented Agenda

3 days before meeting	**Determine who you will be discussing during the meeting** and **align the selection with your community goals**. As a general guideline, allocate 2-3 minutes per client and prioritize accordingly. **Clean your BNL,** including removing outdated info.
2 days before meeting	**Share the by-name list with your case conferencing team** via email. **Request updates**, due the day before the meeting. Remember, the more concise and consistent you are when it comes to information you're requesting, the more likely you will get responses and interaction. • Add any new individuals to the list. • Update the housing status of individuals on the list if they were housed or self-resolved. • Update actions taken and client updates since the last meeting.
1 day before meeting	**Draft your agenda**. Use any recent feedback or data from previous meetings to tweak this meeting's agenda from an improvement perspective.

Build an Action-Oriented Agenda

Activity	Time
Introductions & Strengthening the Team	10 mins
Goal Statement and Meeting Framing	2 mins
Data Share-Out and Celebrating Wins	5 mins
Generate Client “Housing Plans”	45 mins
Announcements	5 mins
Lock in Action Steps	3 mins

Build an Action-Oriented Agenda

Activity	Time	Guidance
Introductions & Strengthening the Team	10 mins	**Ask people to share** their name, pronouns, agency, and role in the housing process. Ask a warm up question: This is your moment to **set the tone for the meeting and strengthen your team's experience**. *Sample warm up questions:* • *What is one thing that makes you good at your job?* • *What is an inspirational moment you had with a client this week?* • *What is one thing that matters to you that this team doesn't know about?* • *Who do you appreciate working with in this group and why?* • *What is a group norm that we can establish to make this meeting valuable to you?* You may use this time every now and then to build objectives, revisit them, or (re)establish team norms.

Build an Action-Oriented Agenda

Goal Statement and Meeting Framing	2 mins	**Share your long-term systems goal** and the milestone goal you are aiming for **this month**. Clarify what actions we will take together in this meeting in order to achieve the goals. *Sample goals:* • *We will reduce the number of actively homeless clients to [number] by [date]. To reach it, this month we will need to house [number] of clients.* • *We will raise our housing placement rate from [current number] to [goal number] by [date]. This requires housing [number] clients this month.* • *We will house [number] of long-stayers this month.* • *We will reduce our average length of time from [current number] to [goal number] by [date].*

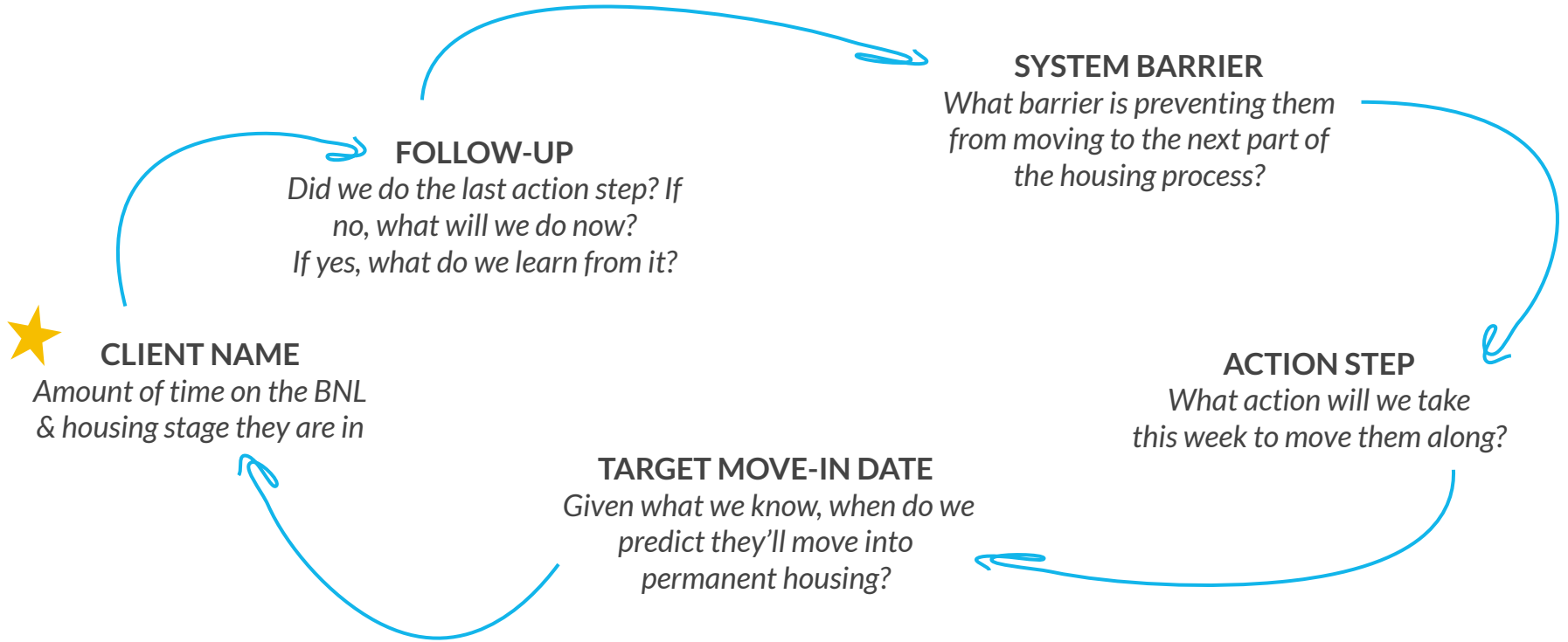
Build an Action-Oriented Agenda

Data Share-Out and Celebrating Wins	5 mins	**Share out the data that matters most**, such as: • Actively homeless clients # • Inflow # so far for the month • Outflow # so far for the month • Housing placement # since last meeting • Length of time; you might break it out by project or into housing process segments (e.g. match to move-in) **Celebrate housing placements and wins.** Mention the client's name as well as the staff members who housed them. Ask staff to share what they learned from this client's journey. Feel free to celebrate in creative ways!

Build an Action-Oriented Agenda

Generate Client "Housing Plans"	45 mins	Facilitate the learning loop: 1. **State the client's name** and amount of time they've been waiting on the BNL. 2. **Follow-Up:** Ask what action has been taken to house the client since the last meeting. 3. **System Barrier:** Define the largest obstacle the client is facing this week. Direct your group to focus on the barrier in your housing process, *not* a barrier internal to the client. 4. **Action Step:** Record a new action step(s) to move them closer to housing. 5. **Target Move-In Date:** Record a target move-in date, or edit the existing target move-in date, to predict when they will move into housing. Stress that this prediction is used for our system improvement, never judgment! *The Learning Loop should take 2-3 minutes per client.*

Learning Loop



Community Solutions: https://docs.google.com/document/d/1lDOi9rPSa1WNkFCmYpeKcRteK7bGI1Zbdye6Cqk799Q/edit#heading=h.77thvydgt9we

Build an Action-Oriented Agenda

Announcements	5 mins	Use this time for attendees to share announcements, e.g. new programs, changes in programs, unit availability, or anything that would be helpful for the group to know. Keep it brief, and prioritize client housing plans if time is tight.
Lock in Action Steps	3 mins	Invite the group to look at the BNL and **document action steps on their to-do lists or calendars**. This will help attendees get a clear picture of what they are responsible for until the next meeting.

Clearly defined roles

1. **Facilitator (Community Lead)**

- Responsible for ensuring that the meeting adheres to the agenda.
- Create an environment in which participants engage in creative problem-solving to get the best from each other's experience, ideas, and resources.
- Prompt discussion as needed to ensure that each individual client moves through the system as quickly as possible while being well cared for by the local system..
- Also acts as **a timekeeper** to drive conversations forward & stay on schedule

Key indicator of success: High-quality next steps are collected for each client. And the meeting concludes on time without skipping or rushing through any agenda items.

Clearly defined roles

2. BNL Worker

- Ensures the BNL is up-to date before the meeting
- Provides real-time updates during the meeting
- Also **acts as a scribe** and records commitments and updates collected during the meeting.
- Essential pieces of information collected on each client are the elements of the **learning loop:** *System barrier, action step (by who, by when), and target move-in date.*

Key indicator of success: team members have a clear understanding the status of the BNL & can use it to reach FZ and drive change ideas. And the learning loop field are updated on the BNL for all clients.

Discussion Time!

COMMUNITY
SOLUTIONS

Build an Action-Oriented Agenda

3 days before meeting	**Determine who you will be discussing during the meeting** and **align the selection with your community goals**. As a general guideline, allocate 2-3 minutes per client and prioritize accordingly. **Clean your BNL,** including removing outdated info.
2 days before meeting	**Share the by-name list with your case conferencing team** via email. **Request updates**, due the day before the meeting. Remember, the more concise and consistent you are when it comes to information you're requesting, the more likely you will get responses and interaction. • Add any new individuals to the list. • Update the housing status of individuals on the list if they were housed or self-resolved. • Update actions taken and client updates since the last meeting.
1 day before meeting	**Draft your agenda**. Use any recent feedback or data from previous meetings to tweak this meeting's agenda from an improvement perspective.

Build an Action-Oriented Agenda

Activity	Time
Introductions & Strengthening the Team	10 mins
Goal Statement and Meeting Framing	2 mins
Data Share-Out and Celebrating Wins	5 mins
Generate Client “Housing Plans”	45 mins
Announcements	5 mins
Lock in Action Steps	3 mins

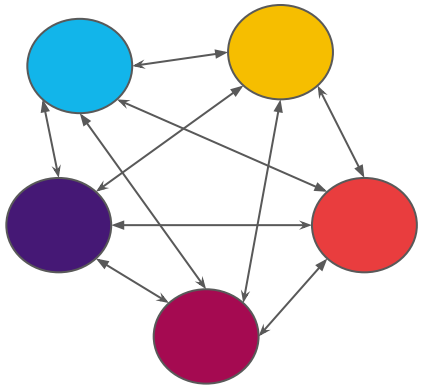
Clearly defined roles

Facilitator/ Community Lead	• Responsible for ensuring that the meeting adheres to the agenda. • Create an environment in which participants engage in creative problem-solving to get the best from each other's experience, ideas, and resources. • Prompt discussion as needed to ensure that each individual client moves through the system as quickly as possible while being well cared for by the local system.. • Also acts as **a timekeeper** to drive conversations forward & stay on schedule
BNL Worker	• Ensures the BNL is up-to date before the meeting • Provides real-time updates during the meeting • Also **acts as a scribe** and records commitments and updates collected during the meeting. • Essential pieces of information collected on each client are the elements of the **learning loop:** *System barrier, action step (by who, by when), and target move-in date.*

How do you build a SC team?

1. Have a **shared aim** and **objectives**
2. Create an **action-oriented agenda**
3. Remove silos and shift thinking from “my client” to **“our client”**
4. Create a **sense of urgency** to reach FZ goals

Team



Share a common goal & act as a cohesive unit

Moving from “My Client” to “Our Client”

Solving for provider silos

COMMUNITY SOLUTIONS

Stuck in provider silos

Have you ever attended a meeting where it felt like each team member was on an island with their own clients?

It often sounds like shutting down

"We're working with them"

Abrupt updates

Talking only to the facilitator, not other providers

What is the Opportunity?

People on your SC team may come from different agencies, but they should have **one mission: Ending homelessness.**

When service coordination becomes a place where everyone's superpowers are used to house clients quickly, it offers incredible value and makes people feel like a true team.



1. Setting Expectations

Use your agenda to prep people for collaboration:

- **Name the meeting as a collaborative space** where everyone's superpowers are used to get the best outcomes for clients. Encourage sharing ideas, no matter how silly or 'out there.'
- **Frame your role as a facilitator:** Be open about the fact that you ask questions to find opportunities, not to establish authority
- **Identify what value they will get:** Teams who have a shared understanding of the meeting's collaborative purpose feel more fulfilled, less lonely, and house clients easier

2. Facilitation Strategies



"I wonder... I'm curious... I imagine"



Inventory what each provider is good at



Suggest how people can help each other

2. Facilitation Strategies

Reflect opportunities + make suggestions

"I wonder... I'm curious... I imagine"

Reflection...

➔ "**It sounds like** the client is wanting a unit in *X*, where you don't usually do much housing navigation.

Suggestion...

➔ **I wonder** if *X person* from *X agency* can share a few unit options with you."

2. Facilitation Strategies



Inventory what each provider is good at

- ➔ Get to know the team!
- ➔ Use their superpowers for the client!
- ➔ Engage directly if there are silent partners at the table - some providers may be struggling to find their place or purpose in the meeting.

2. Facilitation Strategies



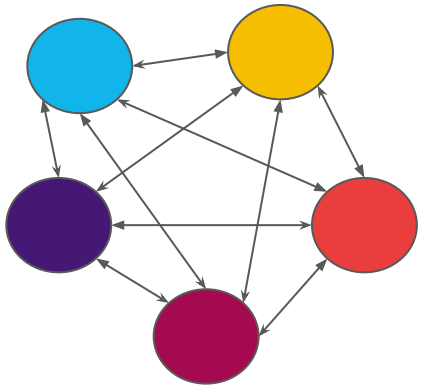
Suggest how people can help each other

- ➔ **I wonder** if this client would do well with additional support with *X agency*.
- ➔ **I'm imagining** a scenario where we help this client with *X*, *Y*- how do you think this would play out?
- ➔ **I'm curious** if the client would be open to units in *X* area since it also has what they're looking for. If so, *X* would you be open to supporting this?

How do you build a SC team?

1. Have a **shared aim** and **objectives**
2. Create an **action-oriented agenda**
3. Remove silos and shift thinking from “my client” to **“our client”**
4. Create a **sense of urgency** to reach FZ goals

Team



Share a common goal & act as a cohesive unit

Housing with Urgency

Solving for slowness from system barriers

COMMUNITY SOLUTIONS

Housing with urgency

Unspoken fact about homeless systems:

they are designed to manage homelessness, not end it!

To interrupt this dynamic, we should take **action to house clients faster**.

- Creates excitement & motivation

Note: this is urgency at housing system, not staff. They have enough already!

It often sounds like housing is far away

Can't set target move-in dates; they are too far in the future

Litany of tasks before housing

Where urgency gets you



The deeper "why" beneath urgency

The # of days a client is on your BNL = the # of days in homelessness

Urgency isn't a numbers game; it means transforming people's lives

How do we do this?



1. Setting Expectations

Use your agenda to create proper urgency:

- **Share the "why":** Urgency isn't a numbers game; it means transforming people's lives
- **Invest in creating meeting objectives:** focus on your community aim statement and how you are going to reach it
- **Frame why you ask for target move-on dates:** creates energy, it is never used to judge or penalise, it is data for learning
    - Use the move-in date calculator

2. Facilitation Strategies



Use motivating rather than restrictive language



If the timeline feels too long or ambiguous, break down what needs to happen



Create exciting moments

2. Facilitation Strategies

Target Move-in or milestone Dates

Use motivating rather than restrictive language

Your #1 tool because:

- They help your team have a date for the accomplishment they look forward to
- They establish a **culture of urgency**
- They help you **challenge yourself** to house those who may linger on the list

2. Facilitation Strategies

Target Move-in or milestone Dates

Use motivating rather than restrictive language

A good facilitation question to use for them sounds like..

- ➔ What's a realistic but ambitious date we imagine this client can be housed?
- ➔ What do you imagine it would take to house this client in the next 60 days?
- ➔ If we go all in for this client, when do you anticipate they can be housed? What can the team do to support you?

2. Facilitation Strategies

Target Move-in or milestone Dates

Use motivating rather than restrictive language

- ➔ Do not avoid asking the question in fear of bad reactions. You're establishing new culture that's **rooted in what serves clients.**
- ➔ Ask yes or no questions such as "Do you feel comfortable giving a date for this next step?". If a step has been decided on, it should happen in the near future and a date will help it happen quickly.

Introduce target move-in dates

- **Emphasize that the practice generates data for learning**, not judgment!
- **Tweak it to Target Milestone Dates**, if needed, depending on your meeting's scope and objectives
- **Start small:** Try setting target move-in dates for only 5 clients in the first meeting so that your attendees get comfortable using the Learning Loop

2. Facilitation Strategies



If the timeline feels too long or ambiguous, break down what needs to happen

- ➔ **Tweak it to Target Milestone Dates**, if needed, depending on your meeting's scope and objectives. This could mean moving them onto the next *housing pathway* or getting a housing application in
- ➔ Provide a double-check on your next action step
  - ◆ If the date is far out, can we rethink this week's action step?

2. Facilitation Strategies

Celebrate when they're met!

Create exciting moments

- ➔ Celebrate and duplicate successes, when a client moves in as predicted
- ➔ Ask "what worked" to get the client housed and learn from it to help others on the BNL

The secret payoffs

- Your team's jobs will become **easier** and more fulfilling (start seeing clients' lives change as a result).
- It stops homelessness from feeling perpetual with no end in sight.
- **Alerts you to process bottlenecks**, when a client doesn't move in as predicted (and these can be escalated)
- Build a **culture of accountability** in the team

What resonated with you here?

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimise your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

Results & Measurement

Results and Measurement

- Tracking Inflow and Outflow of homelessness through BNL
- Moving people through the housing pathways
    - *Tracking how long they have been in each stage*
- Measure your meeting by using a **Tally Sheet**
    - aka *"habit tracker"*
    - You can see in one place whether your meeting is working for (1) team members and (2) clients
    - Done at the end of each meeting with facilitator & BNL worker
    - Reflect on areas to make improvements & brainstorm ideas to test

Results and Measurement

Measure your meeting by using a **Tally Sheet:**

Questions	Meeting 1	Meeting 2	Meeting 3	Meeting 4
How many clients discussed?				
Of the clients discussed, what percentage have action steps with a due date?				
Of the clients discussed, what percentage have a target move-in date within the next 2 months?				
What percentage of actions were completed from last meeting?				
How many people have been housed since the last meeting?				
What changes were tried today?				

What resonated with you here?

Homework

Start prepping for your next meeting

Try these changes for your next meeting:

- Pick 2 facilitation strategies to have ready in your next meeting
- Ensure everyone is clear on the team's goal
- Introduce the concepts of a move-in date with the team

Resources mentioned in this session, will be available by links & by email:

- Facilitate the Learning Loop
- Set Objectives
- Agenda Building Kit
- Jobs in Your Meeting
- Target Move-In Dates Guide

advance to zero

Service Coordination Learning Sessions

Session Three: Building up & breaking down the BNL

COMMUNITY SOLUTIONS

aaeh australian alliance to end homelessness

Launch HOUSING

IT'S TIME TO END HOMELESSNESS

Acknowledgement of Country



Session Three Agenda

time	item
10 mins	Recap & Reflection
30 mins	BNL to drive SC meetings & change
45 mins	“Housing Pathways” system
5 mins	Closing out

Our Goals for Today

- You leave with an understanding of all **four fundamentals of effective service coordination**
- You have **tools & strategies to help improve** your community's service coordination meeting.
- We start the journey to **creating consistency** in service coordination execution across the Zero Projects.
- Create a **service coordination Community of Practice**

Recap & Reflection

Service Coordination needs to be...

Action-Oriented

Service coordination should ultimately be centered around one goal: to **move people experiencing homelessness into housing** as quickly and sustainably as possible.

To make that happen, these meetings need to be centered around identifying actionable next-steps with ambitious deadlines.

Measurably Effective

Service coordination should be regularly evaluated to **ensure that the practice is an effective way to reach your desired outcomes**.

Not only should you see impacts around Length of Time measures, or Housing Placement Rates, but you should also see impacts on the overall experience of attendees.

Team Building

Service coordination should **create a culture of knowledge- sharing and mutual support**. Your meeting should be a safe space for attendees to ask for, and offer, support as needed.

When your team culture is healthy, your team is more motivated, and there's shared accountability without autocracy, which allows for more effective, and more sustainable, service coordination.

Fundamentals for Service Coordination

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

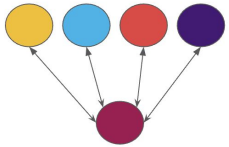
Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

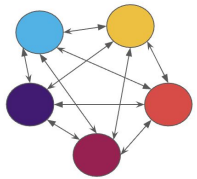
Second Meeting: Team Alignment

Group



Coordinate efforts but act as individuals

Team



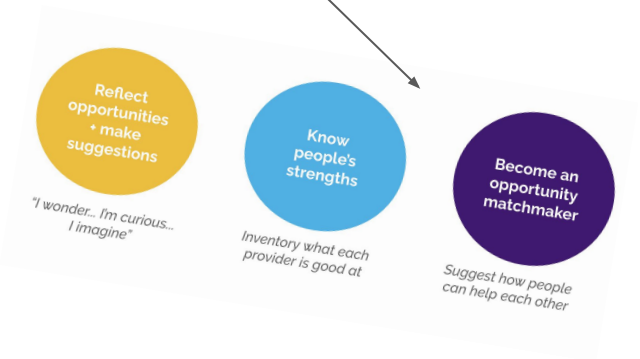
Share a common goal & act as a cohesive unit

1. Have a **shared aim** and **objectives**
2. Create an **action- oriented agenda**
3. Remove silos and shift thinking from "my client" to **"our client"**
4. Create a **sense of urgency** to reach FZ goals

Activity	Time
Introductions & Strengthening the Team	10 mins
Goal Statement and Meeting Framing	2 mins
Data Share-Out and Celebrating Wins	5 mins
Generate Client "Housing Plans"	45 mins
Announcements	5 mins
Lock in Action Steps	3 mins

The # of days a client is on your BNL = the # of days in homelessness

Urgency isn't a numbers game; it means transforming people's lives



Second Meeting: Results & Measurement



Questions	Meeting 1	Meeting 2	Meeting 3	Meeting 4
How many clients discussed?				
Of the clients discussed, what percentage have action steps with a due date?				
Of the clients discussed, what percentage have a target move-in date within the next 2 months?				
What percentage of actions were completed from last meeting?				
How many people have been housed since the last meeting?				
What changes were tried today?				

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

Today's focus

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

Any reflections from the last meeting?

COMMUNITY SOLUTIONS

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

BNL Infrastructure

7 BNL Data Points



INFLOW: NEWLY IDENTIFIED

INFLOW: RETURNED FROM HOUSING

INFLOW: RETURNED FROM INACTIVE

OUTFLOW: HOUSING PLACEMENTS

OUTFLOW: MOVED TO INACTIVE

OUTFLOW: NO LONGER MEETS CRITERIA

ACTIVELY HOMELESS ROUGH SLEEPER

Other BNL Data Points



INFLOW: NEWLY IDENTIFIED

INFLOW: RETURNED FROM HOUSING

INFLOW: RETURNED FROM INACTIVE

OUTFLOW: HOUSING PLACEMENTS

OUTFLOW: MOVED TO INACTIVE

OUTFLOW: NO LONGER MEETS CRITERIA

ACTIVELY HOMELESS ROUGH SLEEPER

ACTIVELY HOMELESS COUCH SURFER

ACTIVELY HOMELESS TEMPORARILY HOUSED

ACTIVELY HOMELESS OTHER

Your BNL should be tracking...

DEMOGRAPHICS: (1) Race; (2) Ethnicity (3) Gender, (4) Age; and more

STATUS

- Active
- Inactive
- Housed

POPULATIONS (household type)

- Single Adults
- Youth <25
- Families

SUBPOPULATIONS (special markers)

- Persistent ("*chronic*") rough sleeping
- Veteran
- Aboriginal and/or Torres Strait Islander
- Other

LENGTHS OF TIME: (1) identification to housing; (2) time in each housing stage

Discussion Time!

COMMUNITY
SOLUTIONS

Discussion Time!

- What current data are you sharing in your meeting? Why?
- Is it visually represented?
- Do people connect with the data?
- Do they understand its importance within service coordination?
- What data should we be sharing?

Data Sharing in an Action-Oriented Agenda

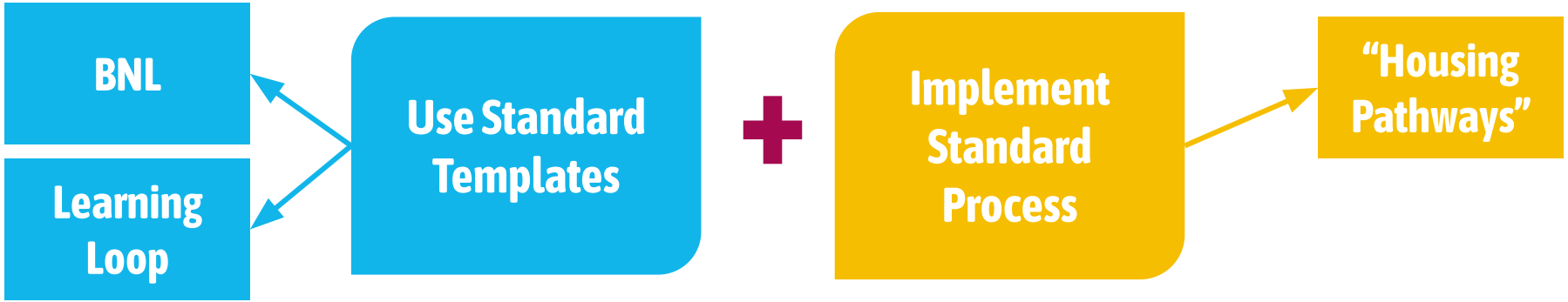
example:

Data Share-Out and Celebrating Wins	5 mins	**Share out the data that matters most**, such as: • Actively homeless clients # • Inflow # so far for the month • Outflow # so far for the month • Housing placement # since last meeting • Length of time; you might break it out by project or into housing process segments (e.g. match to move-in) • *How many moved from each housing pathway to the next?* • *Subpopulation?* • *Visual -Run chart? Dashboard?* **Celebrate housing placements and wins.** Mention the client's name as well as the staff members who housed them. Ask staff to share what they learned from this client's journey. Feel free to celebrate in creative ways!

The By-Name List in Service Coordination

Make sure that the structure of your BNL is informing and improving your service coordination meeting, and vice versa.

How do you do this?



How do we use the BNL for change?

BNL Fundamentals for Change

Analysing Data

Collect and regularly review data to help inform change ideas and projects

Monitoring Data Quality

Optimise your BNL to collect relevant data, and increase transparency

Collaborate with the Community Lead

Work together to reach your aim of functional zero

Present Data to Stakeholders

Share gaps, trends, or shifts with a variety of stakeholders within the project

Seven Dimensions of Quality Data

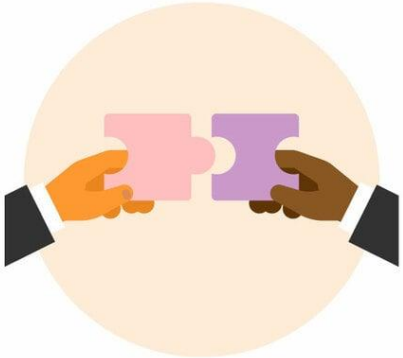
- Accuracy
- Completeness
- Consistency
- Timeliness
- Explainability
- Data Justice
- Visibility

Adapted from CAEH's BNL Continuous Improvement Checklist

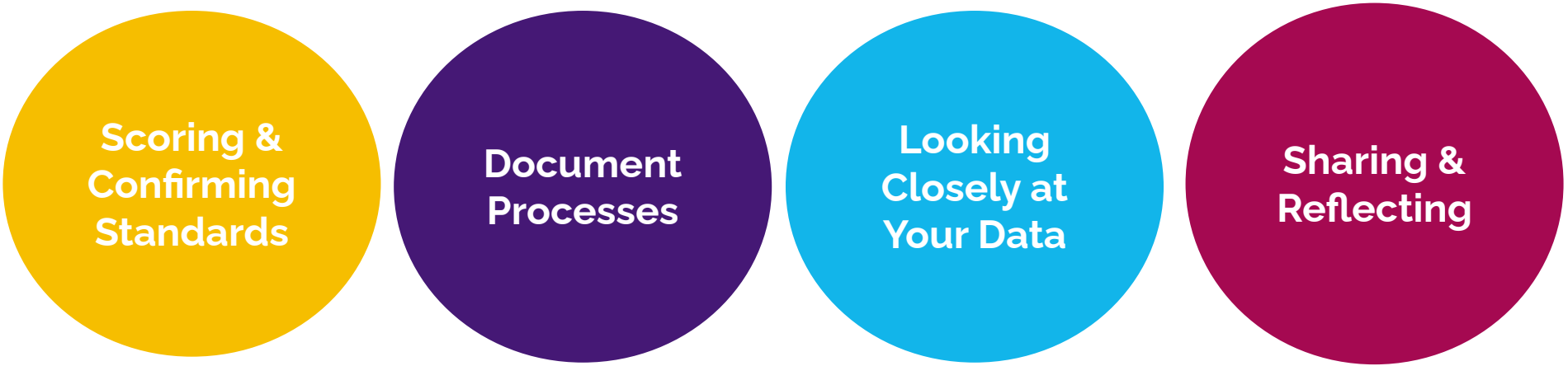
Collaboration is Key

There are continuous improvement change deas to help sustain, strengthen, and utilise your By Name List. But you must…

start with preparation and coordination between the Community Lead & the By Name List worker



Using your BNL for Change



Use AAEH standards & tools to see where your BNL stands

Take a look at your data processes and areas for improvement

Deep dive and storytell with the data you have

Use your stakeholders and networks to elicit actions

Adapted from CAEH's BNL Continuous Improvement Checklist

1. Scoring & Confirming Standards

AtoZ Rough Sleeper Scorecard

- ➔ Use and continue to use the AtoZ Rough Sleeper Scorecard to keep key elements and continuous improvement front and centre.
- ➔ You can do the scorecard as often as your community needs.
- ➔ Reporting: it is required for communities to report their scorecard every 6 months to AAEH. Once you reach quality data, you can report annually. *[need to confirm this process]*
- ➔ Rough Sleeper Scorecard

1. Scoring & Confirming Standards

Confirm a Quality BNL with AAEH

- ➔ Work with AAEH to confirm you Quality By Name List, based on your rough sleeper scorecard results.
- ➔ There are A, AA, & AAA ratings to achieve as a community.
- ➔ You need a AAA rating + 3-month data reliability

1. Scoring & Confirming Standards

AtoZ's Action Planning Scorecard

- ➔ Use and continue to use the AtoZ Action Planning Scorecard to keep key elements and continuous improvement front and centre.
- ➔ You can do the scorecard as often as your community needs.
- ➔ There is no reporting requirement, but it is a helpful tool to identify areas to work on as a community.

2. Document Processes

Extract and Document Aggregate BNL Data

- ➔ Complete this process monthly to AAEH
- ➔ Ensure there is data reliability (under 5%) and data validity (under 15%) for a minimum of 3 months.
- ➔ If reliability or validity is over, work towards reaching these targets with you community lead and improvement team.

2. Document Processes



- ➔ Greater consistency in how data is collected and maintained can be achieved by clarifying expectations for data entry and data management through written standards, policies, and protocols.
- ➔ Assists maintaining data quality in the event of staff changes or turnover.
- ➔ It is important that these processes are clearly documented (e.g., adding, updating, integrity checks, data extracts, data sharing, etc.) and reviewed & updates as needed (goal: annually).

2. Document Processes

Audit your BNL

- ➔ Build in processes to ensure that your BNL continues to be comprehensive, accurate, valid, and consistent.
- ➔ You can do this by:
  - ◆ If using Excel for a BNL, regularly review for duplicates, missing data, & data errors. Or have built-in flags for missing data & errors
  - ◆ If using another BNL system, regularly run reports to check data.
  - ◆ Conduct a point-in-time data collection to complete a check & balance exercise.
  - ◆ Review BNL aggregate data to consider where numbers may be under- or over-represented for different data points.

3. Looking closely at your data

Completing a Data "Deep Dive"

- ➔ A "data deep dive" is an opportunity to really dig into your BNL data to surface or support improvement projects & service coordination
- ➔ This is a step beyond the sharing and discussion of everyday, higher-level aggregate BNL data.
- ➔ This deep dive should occur annually

Your BNL should be tracking...

DEMOGRAPHICS: (1) Race; (2) Ethnicity (3) Gender, (4) Age; and more

STATUS

- Active
- Inactive
- Housed

POPULATIONS (household type)

- Single Adults
- Youth <25
- Families

SUBPOPULATIONS (special markers)

- Persistent ("*chronic*") rough sleeping
- Veteran
- Aboriginal and/or Torres Strait Islander
- Other

LENGTHS OF TIME: (1) identification to housing; (2) time in each housing stage

3. Looking closely at your data

Ensure there is Data Justice

Data Justice:

- ➔ exploring and addressing all the ways in which data collection, storage, analysis and use, reproduce, enhance, and entrench social inequalities, inequities and oppression
- ➔ Using data to promote social justice, equality and equity.

3. Looking closely at your data

Ensure there is Data Justice

Implement & Explore Data Justice approaches:

- ➔ Understand how data can be harmful
- ➔ Learn & strengthen the ways in which you ask questions
- ➔ Disaggregate data to understand over- and under-representation *(in rates of exit to permanent housing, length of time from identification to move-in, return from housing rates)*
- ➔ Learn about First Nations Data Sovereignty principles

3. Looking closely at your data



- ➔ Data Storytelling is the ability to effectively communicate insights from a dataset using narratives and visualizations.
- ➔ It can be used to put data insights into context, helps to others.
- ➔ You can regularly prepare impactful data stories and include lived experience stories to exemplify the data in order to incite action.

3. Looking closely at your data



- 3 types of data storytelling:
  - **Reactive:** use data after it's collected to sound an alarm so others know there's a problem
  - **Proactive:** use data to proactively avoid or accelerate something.
  - **Predictive:** identify patterns to anticipate what might happen next.

3. Looking closely at your data



Reasons to use data storytelling:

- ➔ Transparency
- ➔ Confidentially point to evidence of what does and does not work
- ➔ Protect ourselves from naysayers
- ➔ Legitimize our initiative
- ➔ Replicate and adapt proven methods to accelerate an end to homelessness
- ➔ Inform the sector and get buy-in for improvements and systemic transformation

4. Sharing & Reflecting

Understand & Regularly Review Data with Key Groups

- ➔ BNL aggregate data needs to be understood and should be regularly reviewed and discussed. This is a step beyond simply sharing or making BNL data available.
- ➔ It is important to outline who, how and the frequency of these reviews and identify a process.
- ➔ Make sure relevant individuals are trained in BNL data points, definitions, run charts, and other key documents & terms.

4. Sharing & Reflecting

Visualise & Share BNL System Level Data

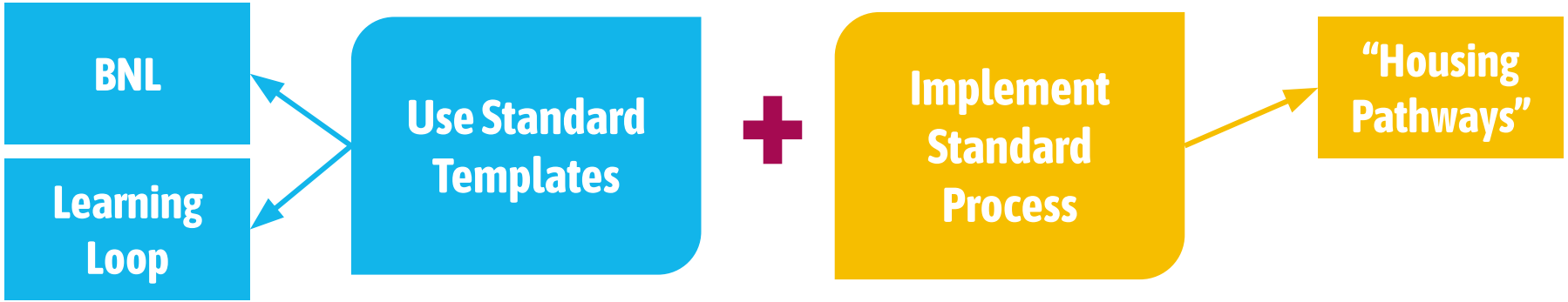
- ➔ Make meaningful and digestible amounts of BNL aggregate non-identifying system-level data available to key parties to promote understanding and insight for action.
- ➔ This includes but is not limited to monthly inflow, outflow & active homelessness data
- ➔ Ensure it is shared internally, to key stakeholders, lived experts, the community - and think of each process & frequency
- ➔ Work towards a public dashboard for your community.

What resonated with you here?

The By-Name List in Service Coordination

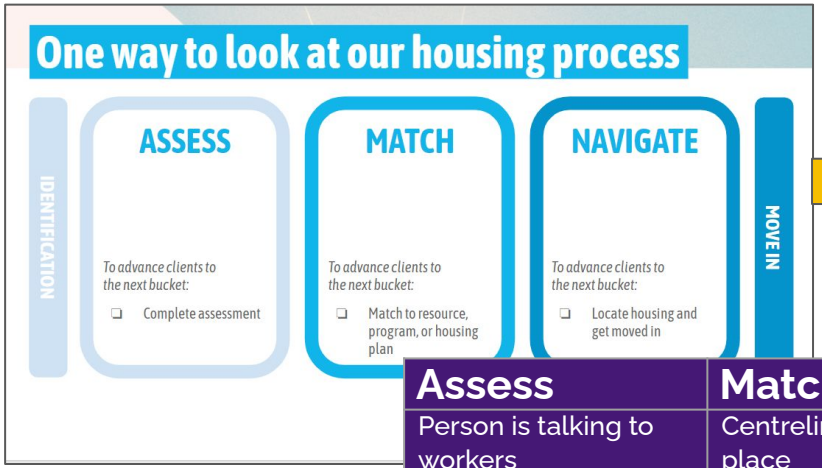
Make sure that the structure of your BNL is informing and improving your service coordination meeting, and vice versa.

How do you do this?



Housing Pathways

Standard Process: Housing Pathways



Assess	Match	Primed	Recovery
Person is talking to workers Person has signed a project consent form Person has completed an IAP assessment Client has completed a VI SPDAT	Centrelink payments are in place Private Rental has been ruled out as an option VHR has been completed, submitted and approved, Support workers are in place and the person is engaging with them	Long-term housing plans have been developed including a strong connection to the type of support that meets the persons immediate and medium-term needs (long-term if necessary) Person accepts and moves into their long-term housing	More than 12 months in the property (up to 36 months) Rent payments made No rental debt No tenancy breaches Positive self-reports about tenancy and support

Snapshot: Housing Pathways

Assess	Match	Primed	Recovery
Person is talking to workers **(rapport)** Person has signed a project **consent** form Person has completed an I**AP assessment** Client has completed a **VI SPDAT**	Centrelink **payments** are in place Private Rental has been ruled out as an option **VHR** has been completed, submitted and approved, **Support workers** are in place and the person is engaging with them	Long-term housing plans have been developed including a strong connection to the type of support that **meets the person's immediate and medium-term needs** (long-term if necessary) Person **accepts** and moves into their long-term housing	More than **12 months in the property** (up to 36 months) Rent p**ayments made** **No rental debt** **No tenancy breaches** **Positive self-reports** about tenancy and support

How to use this service coordination?

COMMUNITY SOLUTIONS

Logan's BNL with "Housing Readiness Checklist"

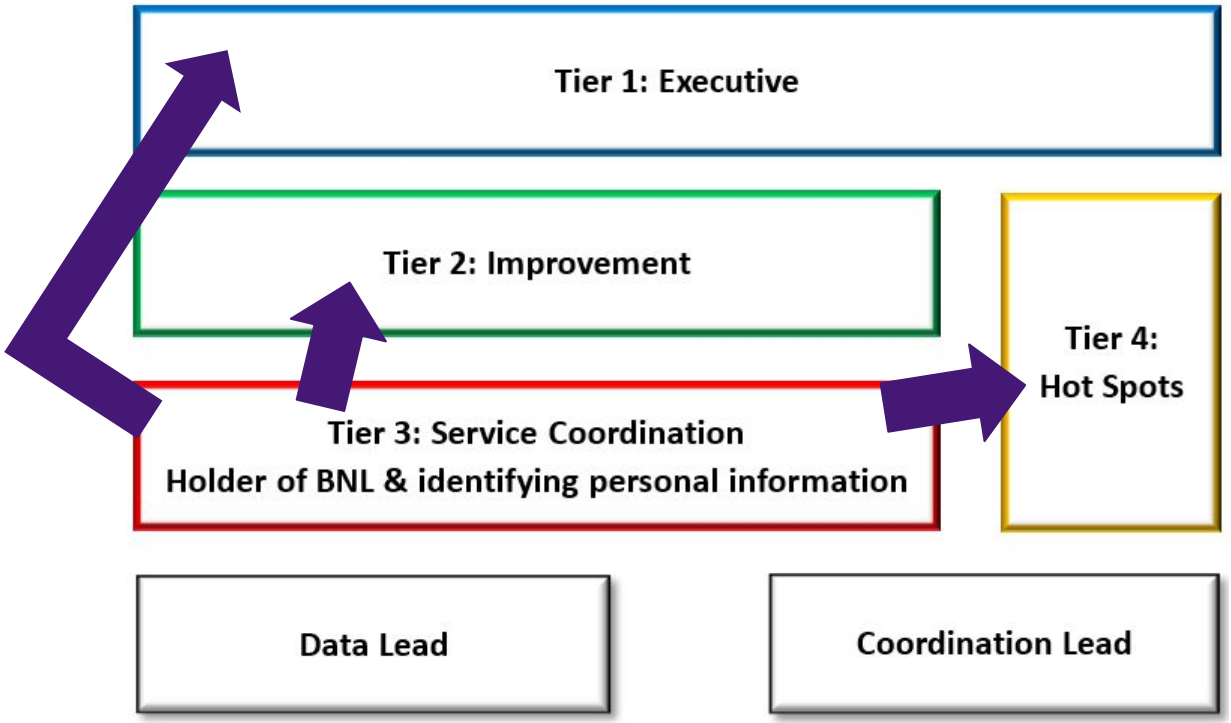
A	B	H	I	J	K	L	M	N
		't system readiness checklist						
		3	4	5	6	7	8	
		SERVICE SYSTEM ENGAGEMENT **GOAL: Client engaged in seeking housing and supports**						
(Do Not Modify) Person	(Do Not Modify) Row Checksum	Created On	Immediate assessment	Lead Organisation	Lead Worker	Other Key Connections	Offered services	Engaging and rapp built

What resonated with you here?

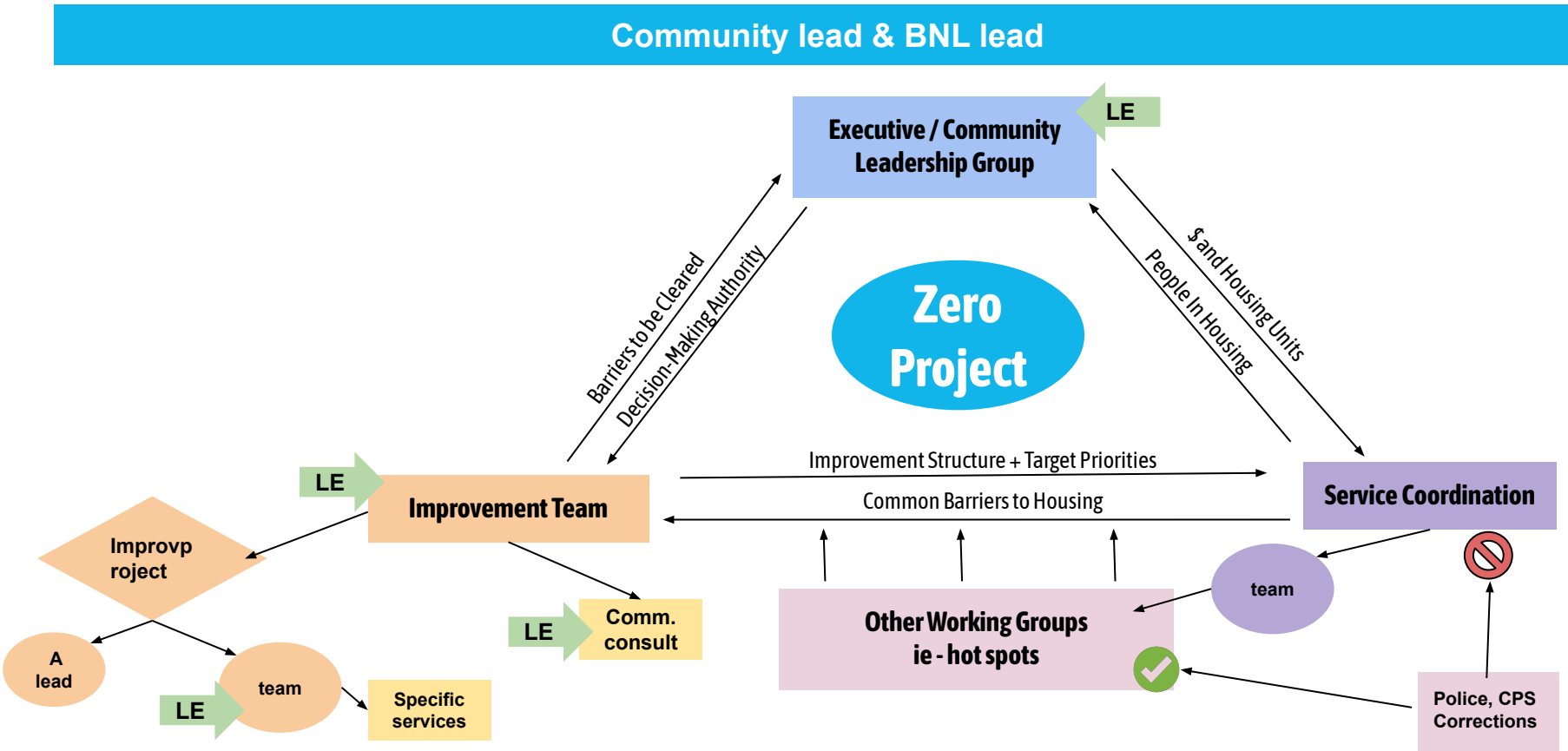
Communicating within the Governance Structure

How do you communicate?

Agreed Governance



Another way to look at it...



How do you communicate?

- What information would you like to escalate up?
- How is this process currently working?
- Is there a standard escalation form?
- Important pieve: have the community lead as the feedback looper

Key Ingredients

- Strong rapport & collaboration between community & local data leads
- Clear escalation processes
- Clarity of roles
    - Who is responsible for what
- Transparency



Feedback Loop Ideas

- **Local Level:** Good governance: Ensuring written terms of reference and a communications/delegations of authority matrix – try to create permission structure for good communication.
  - NOT War and Peace (you're not Tolstoy!)
  - Creates shared language
  - Difference between having authority and having permission
- **Local Level:** Figuring out what kind of info is coming from execs at different organisations.
  - Sending report separately to different execs – not to shame them but to help prompt action
- **Local Level:** Have a 'corridor conversation' instead of a 40-page doorstopper
  - Adapted to different learners
- **Local Level:** Being very clear about actions that have been taken – centering action as the focus of communication
  - Need to improve feedback from executive team to service coordination about their actions. Need to make sure that execs aren't a black box and actually clear the path for improvers
  - Sometimes need to have a reset from external validator

Feedback Loop Ideas

- **Local Level:** Trying to manage and minimize delays – make sure that even during delays the narrative is continuous – support Liv and Robb's idea of quick and dirty snapshots
  - What you're saying to front-line workers is *kelly clarkson voice* because of you, this is what we're able to accomplish
  - Trying to be clear about everyone's roles on an ongoing basis so that as actions come off of one team, they still have visibility into that action as it progresses through the governance system
  - build *Fleetwood Mac voice* The Chain of Hope
- **Local Level:** Dashboarding and reporting can be designed to meet the needs of different audiences, going all the way down to the front line.
  - Brisbane Zero dash as an example – good and real-time
  - Drawing lessons from strategic communications best practice – needs to happen locally but common messages can be established nationally/LSC
    - Comms plan and roles
  - Having a consistent template for how data is presented (tailored for different levels)

Feedback Loop Ideas

- **Local:** Want a live dataset that can be used for all levels of any organisation;
  - Build on Brisbane Zero template; live VI-SPDAT summary
  - Printed off fact sheets breaking down different cohorts from three years of data
  - Be clear about how data is driving action
- **Local:** Recognizing that feedback come in many different forms – don't be satisfied with your first idea if it's not working, pivot quickly and adjust!
- **Local:** Acknowledge feedback when it's given – either to share positive updates or to acknowledge lack of progress.
  - *fleetwood mac* Chain of Hope – not Chain of False Hope; acknowledge barriers until they're resolved but act with what you can control in the meantime
- **Regional:** Started to develop a feedback register across regions. Have a very defined escalation process in WA so that everyone can see where the item is in the process.
- **Local:** Need to engage in a process of co-design.

What resonated with you here?

Final Learning Session

Session Four *Draft Agenda*

time	item
5 mins	Recap & Reflection
45 mins	Share our learnings *What changes have we tried, what has worked, & what can we improve upon?*
15 mins	Specific questions.follow ups *Anything we haven't covered that you would like to review?* *Breaking up the BNL; subpopulation proof points; ??*
20 mins	How do we make this a self-sustaining CoP?
5 mins	Closing out

advance to zero

Service Coordination Learning Sessions

Session Four: Sharing Learnings & Creating a Service Coordination CoP

COMMUNITY SOLUTIONS

aaeh australian alliance to end homelessness

Launch HOUSING

IT'S TIME TO END HOMELESSNESS

Acknowledgement of Country



Session Four Agenda

time	item
10 mins	Introduction, Recap & Reflection
20 mins	Share Thoughts & Learnings
15 mins	Specific Follow Up: Breaking Up the BNL
40 mins	Creating a Self-Sustaining CoP
5 mins	Closing out

Our Goals for Today

- Understand how you are using **tools & strategies to improve** your community's service coordination meeting.
- **Create consistency** in service coordination execution across the Zero Projects.

Recap & Reflection

Service Coordination needs to be...

Action-Oriented

Service coordination should ultimately be centered around one goal: to **move people experiencing homelessness into housing** as quickly and sustainably as possible.

To make that happen, these meetings need to be centered around identifying actionable next-steps with ambitious deadlines.

Measurably Effective

Service coordination should be regularly evaluated to **ensure that the practice is an effective way to reach your desired outcomes**.

Not only should you see impacts around Length of Time measures, or Housing Placement Rates, but you should also see impacts on the overall experience of attendees.

Team Building

Service coordination should **create a culture of knowledge- sharing and mutual support**. Your meeting should be a safe space for attendees to ask for, and offer, support as needed.

When your team c ulture is healthy, your team is more motivated, and there's shared accountability without autocracy, which allows for more effective, and more sustainable, service coordination.

Fundamentals

Facilitation

Strengthen your abilities as a facilitator in order to drive action.

Team Alignment

Align participants in a shared purpose and shift your team culture.

BNL Infrastructure

Optimize your BNL to collect relevant data, and increase transparency

Results and Measurement

Collect and regularly review data to ensure your meeting is producing better outcomes for clients.

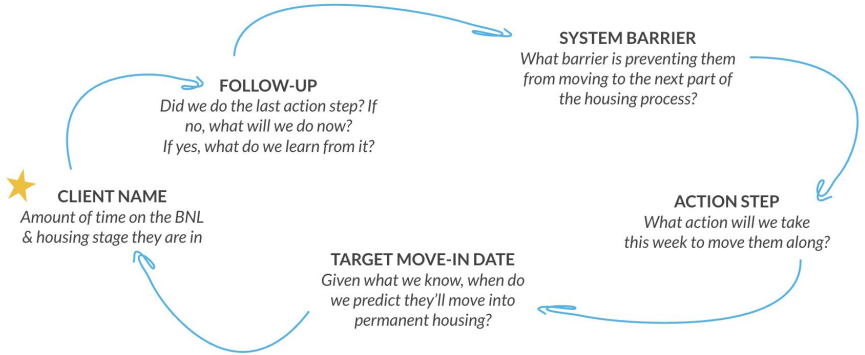
First Meeting: Action-Oriented Facilitation

What is in control as facilitator

+

How to Change Behaviours

When in doubt, stick to the **Learning Loop**:



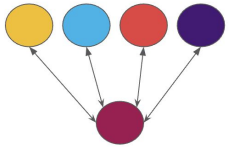
Challenging Behaviours

Withdrawn/Shy	Leaps to decisions	Sniping	Intimidation
Plop	Discounting	Side Conversations	Overly talkative/ dominates
Broken Record	Hidden Agenda	Rambles	Opinions as Facts
Interrupting	Blames	Speaks for others	Inarticulate/ Flustered

Solving for problem-fixated narratives

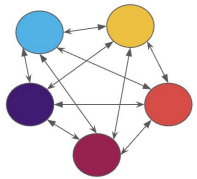
Second Meeting: Team Alignment

Group



Coordinate efforts but act as individuals

Team



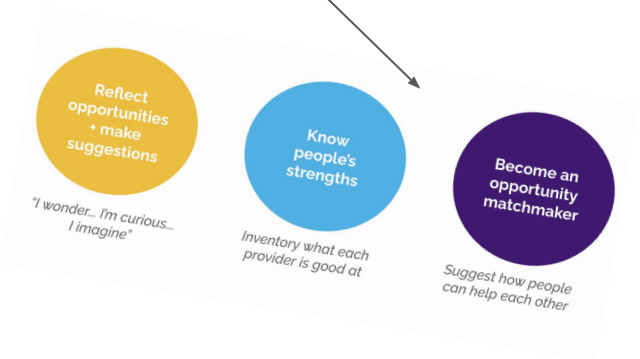
Share a common goal & act as a cohesive unit

1. Have a **shared aim** and **objectives**
2. Create an **action- oriented agenda**
3. Remove silos and shift thinking from "my client" to **"our client"**
4. Create a **sense of urgency** to reach FZ goals

Activity	Time
Introductions & Strengthening the Team	10 mins
Goal Statement and Meeting Framing	2 mins
Data Share-Out and Celebrating Wins	5 mins
Generate Client "Housing Plans"	45 mins
Announcements	5 mins
Lock in Action Steps	3 mins

The # of days a client is on your BNL = the # of days in homelessness

Urgency isn't a numbers game; it means transforming people's lives



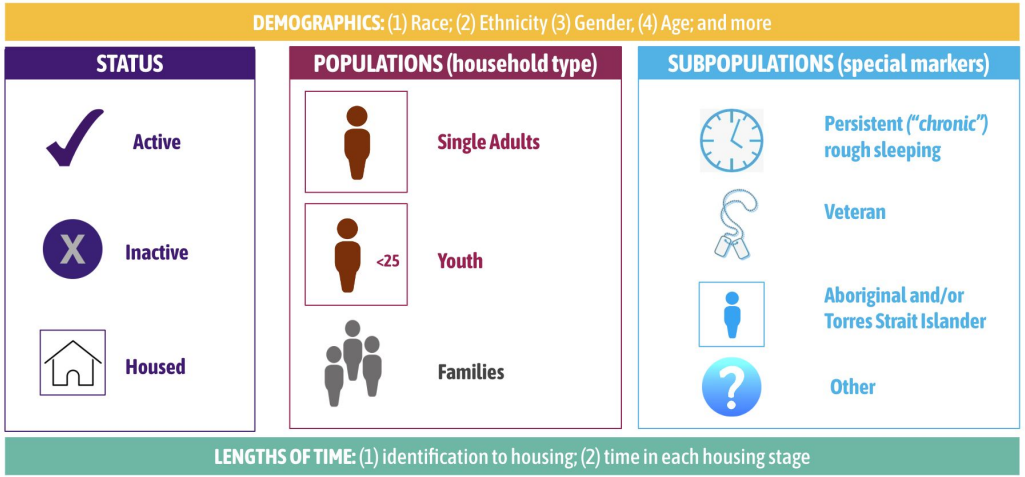
Second Meeting: Results & Measurement



Questions	Meeting 1	Meeting 2	Meeting 3	Meeting 4
How many clients discussed?				
Of the clients discussed, what percentage have action steps with a due date?				
Of the clients discussed, what percentage have a target move-in date within the next 2 months?				
What percentage of actions were completed from last meeting?				
How many people have been housed since the last meeting?				
What changes were tried today?				

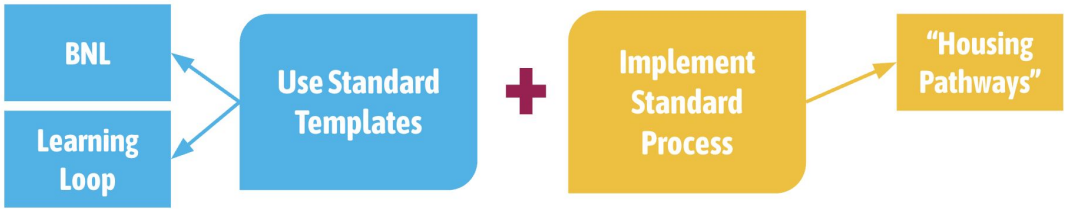
Third Meeting: BNL Infrastructure

Your BNL should be tracking...



Housing Pathways

- Assess
- Match
- Primed
- Recovery



Discussion Time!

COMMUNITY
SOLUTIONS

Discussion Time!

- Have you tried any changes in your community?
- What has worked?
  - What do you think will be easy to implement?
- What can be improved upon?
  - What do you think will be difficult to implement?
- What would you like to try?
- What do you believe will have the biggest impact?
- Any outstanding questions for clarity?

Specific Questions & Follow Ups

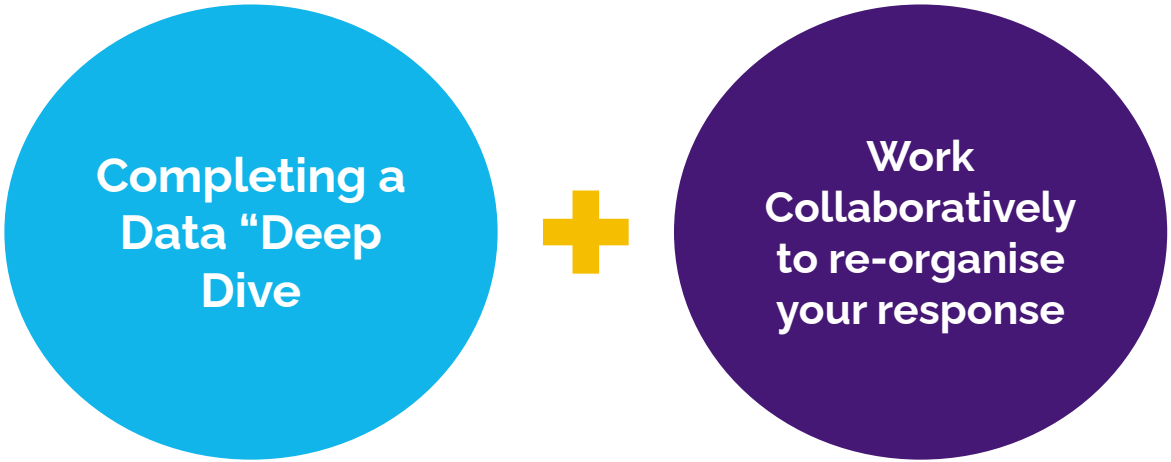
Breaking Up the BNL

- When is a list “too big”?
  - What is your instinct telling you?
  - Suggestions: clients not being discussed consistently, too many people to be followed up on, # going inactive
- What are some ways you can break up the list?
  - Suggestions: geographically, services based, subpopulations

Since there are so many variables, and it is community specific, you need a flexible approach

How do you break up your BNL?

2 facilitation strategies to creating a flexible approach to break up the BNL:



How do you break up your BNL?

Completing a Data "Deep Dive"

- ➔ A "data deep dive" is an opportunity to really dig into your BNLand other data.
- ➔ Work done internally
- ➔ Examples: *# moving to inactive, # actions being completed, subpopulations, what services are involved, return from housing, complex needs*
- ➔ **Drive changes to your response & highlight areas to focus on**

Your BNL should be tracking…

DEMOGRAPHICS: (1) Race; (2) Ethnicity (3) Gender, (4) Age; and more

STATUS

- Active
- Inactive
- Housed

POPULATIONS (household type)

- Single Adults
- Youth <25
- Families

SUBPOPULATIONS (special markers)

- Persistent ("*chronic*") rough sleeping
- Veteran
- Aboriginal and/or Torres Strait Islander
- Other

LENGTHS OF TIME: (1) identification to housing; (2) time in each housing stage

How do you break up your BNL?



- ➔ Use "Organizational Development Theory" (Richard Beckhard), to help **create buy-in & culture of change**
- ➔ You re-establish the goals, roles, processes, and relationships in order to have behavioural and long-term change

Organizational Development Theory

- **Goals** are the reason for team obstacles - 80% of time
- Then, **roles** are the reason for team obstacles - 16% of time
- Then, **processes** are the reason for team obstacles - 3.2% of the remaining time
- Then, **interpersonal relationships** are the reason for team obstacles- 0.8% of the remaining time

Adapted from Richard Beckhard & AIHR resources at Community Solutions

1. Goals

- Clarity of your objective and priorities
- Full understanding by all participants
- Everyone commits to the same standards and expectations
- Deadlines are clear

Questions to ask to set a goal:

- What is your Zero Project teams' top goal?
  - How is the large BNL a barrier to achieving it?
- How will you know when you've reached your goal?

Adapted from Richard Beckhard & AIHR resources at Community Solutions

2. Roles

- All members are aware of every other members individual responsibilities
- Aware of boundaries
- Clear roles and responsibilities, usually written out

Questions to ask to establish roles:

- Who are the members of the Service Coordination team, and what are their roles?
- Does everyone know their own role and the roles of others?

Adapted from Richard Beckhard & AIHR resources at Community Solutions

2. Roles

Internal work:

- Map out the team
  - to be clear who is who
  - where is there low and high participation and why
- Audit who is attending
  - ex: do you have 1 or 3 representatives per call? Is this necessary?
  - Are there any key people missing based on what we found in our deep dive?

Adapted from Richard Beckhard & AIHR resources at Community Solutions

3. Processes

- Clear levels of authority and workload
- Everyone involved knows all the steps in the process, and are experts in the elements of the process that they own
- Processes are documented

Questions to ask to establish processes:

- How will you accomplish your goal?
- What is the specific plan, or way you do this?

Adapted from Richard Beckhard & AIHR resources at Community Solutions

3. Processes

Internal work:

- This is where you focus on breaking up the BNL
- Who has the “authority” to break up the BNL?
- Need to identify the different ways to break it up before presenting to the wider team
- Think of the challenging behaviours from the team and how to address them:
    - Example: “we don’t have capacity”; “why do we need to break it up?”

3. Interpersonal Relationships

- Mutual respect among participants
- Culture of frequent feedback
- Trust and flexibility

Questions to ask to review interpersonal relationships:

- Where does trust or flexibility need to be addressed?
- Where is it strongest?
- Who needs to be ‘brought in’?

Adapted from Richard Beckhard & AIHR resources at Community Solutions

What resonated with you here?

advance to zero

Service Coordination Learning Sessions

Session Four: Sharing Learnings & Creating a Service Coordination CoP

COMMUNITY SOLUTIONS

aaeh australian alliance to end homelessness

Launch HOUSING

IT'S TIME TO END HOMELESSNESS

Acknowledgement of Country



Our Goals for Today

Create a **self-sustaining service coordination Community of Practice.**

Why a Community of Practice?

Primary driver	Secondary driver	Measure	Who
Enabling infrastructure: We will create the enabling infrastructure of data and practice that will support current and new communities to create and operate an effective zero project in the shortest possible time	**Model of practice** A **standardised model of service coordination** (multi-agency partnerships) will be agreed and documented. A **self-sustaining community of practice** focused primarily on embedding the model will meet at agreed intervals from June 30, 2023	A standardised model of service coordination (multi-agency partnerships) is agreed by June 2023 supported by a self-sustaining community of practice for service coordination (multi-agency partnerships)	Community Solutions Coaching and LH Functional Zero Manager along with Service Coordination Facilitation Leads and BNL workers

Today's focus

Basics for a Self-Sustaining Community of Practice

What is a Community of Practice?

Communities of Practice are groups of peers who share a concern or a passion for something they do and learn how to do it better as they interact regularly

- Key concepts: social learning & thinking together

  "Thinking together": people sharing knowledge through mutually guiding each other through their understandings of the same problems in their area of shared interest.

- Three key elements:

  1. **Domain:** a shared area of interest

  2. **Community:** members interact and learn together

  3. **Practice:** members are practitioners who develop a shared repertoire of resources

Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.

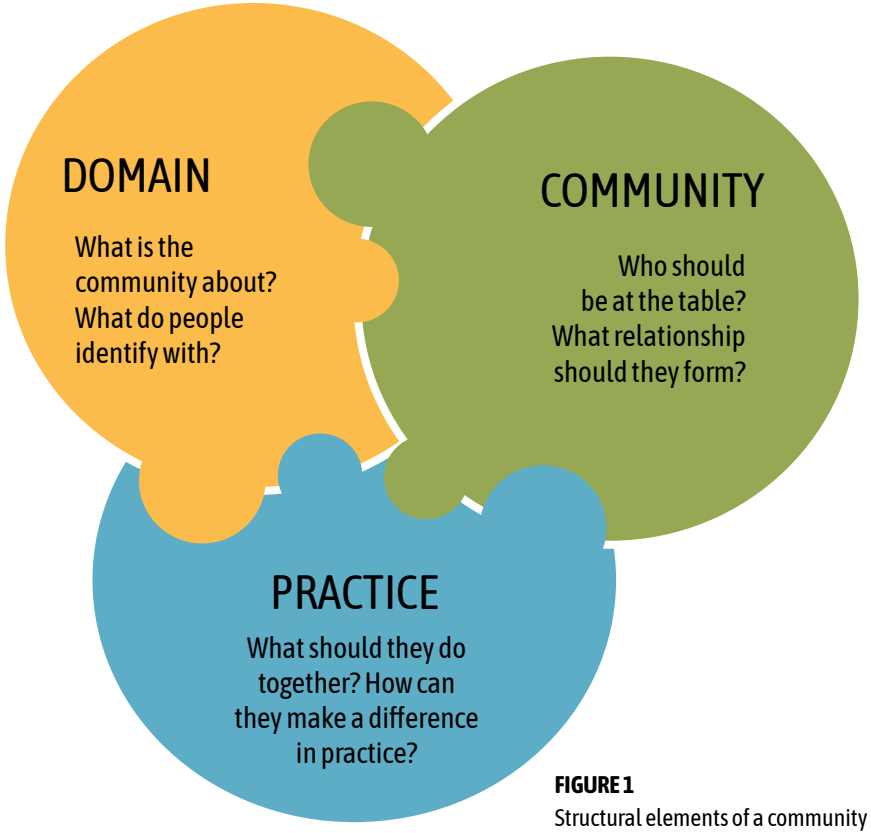
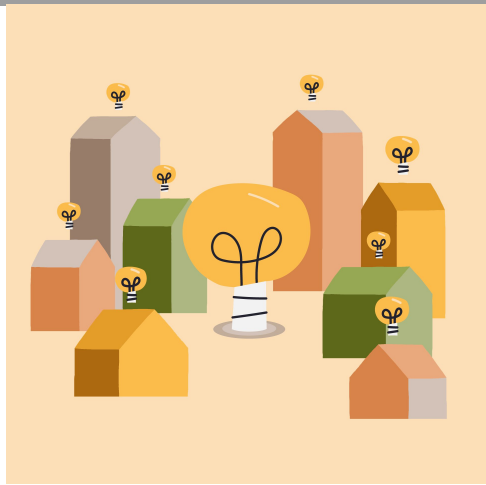


FIGURE 1
Structural elements of a community of practice (Wenger et al., 2023, 12)





Basic Components for a CoP

Enables Practitioners

Take collective responsibility for managing knowledge they need & links learning with performance

Develops a Collective Voice

For strategy & knowledge creation

Innovates & Problem Solves

Create new practices to make improvements overtime

Creates Connections

Connects people across organisational and geographical boundaries

Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.

Basic Components for a CoP

Enables Practitioners

Take collective responsibility for managing knowledge they need & links learning with performance

Develops a Collective Voice

For strategy & knowledge creation

Innovates & Problem Solves

Create new practices to make improvements overtime

Creates Connections

Connects people across organisational and geographical boundaries

Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.

Characteristics of a CoP



Characteristics of a CoP



Developed knowledge, skills, & expertise to address objectives

Members actively contribute & take responsibility for its functioning

Collective knowledge, networks & connections to access resources to sustain initiatives

Characteristics of a CoP

Collaborative culture of learning, problem-solving, & peer mentoring

Collaboration & Mutual Support

Continuous improvement culture that adapts practices based on evolving needs

Continuous Learning & Adaptation

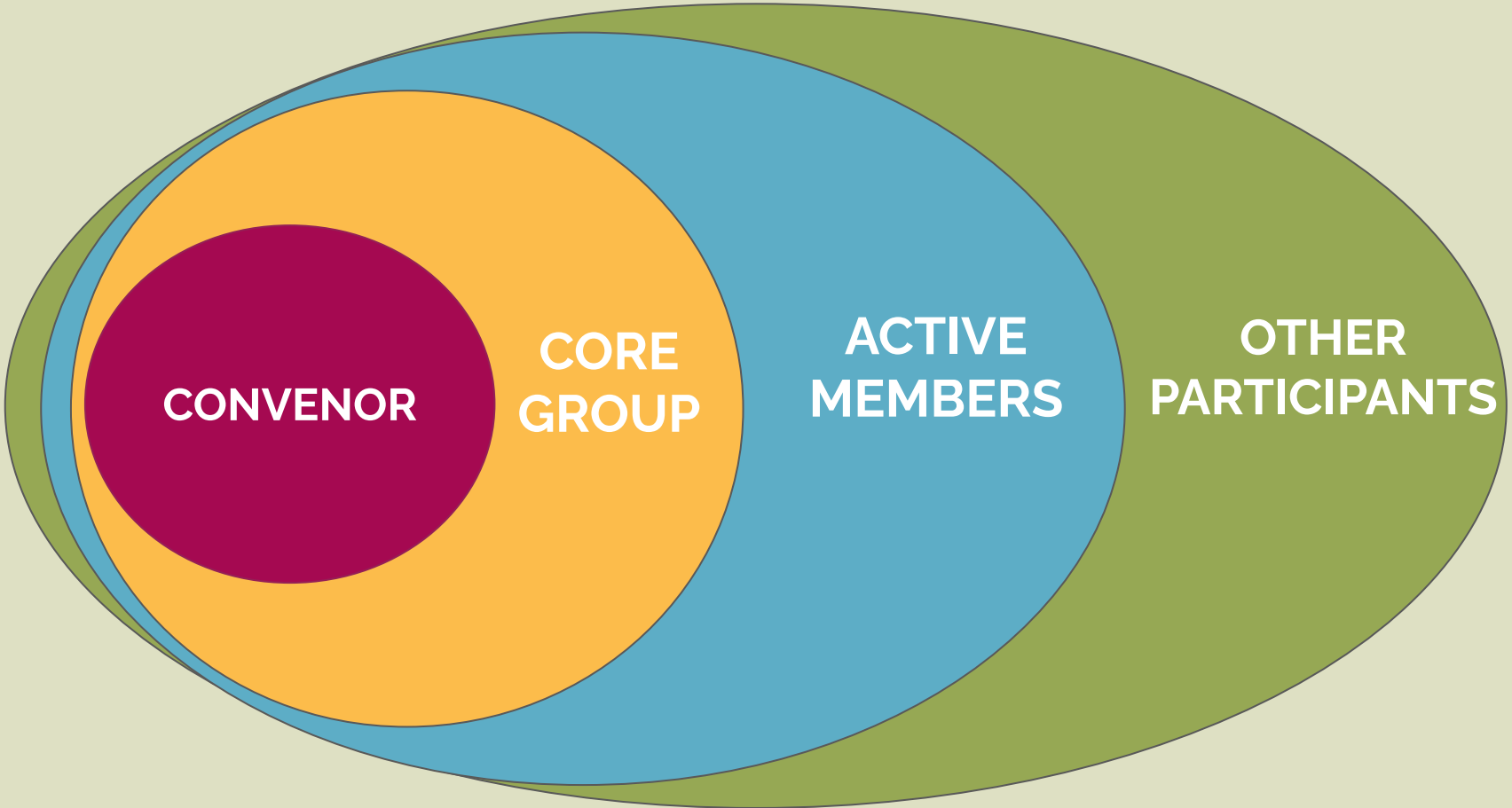
Strategies to sustain efforts for continued operations

Long-term Planning & Strategy

Mechanisms to ensure knowledge transfer

Succession Planning

What resonated with you here?


CONVENOR
CORE GROUP
ACTIVE MEMBERS
OTHER PARTICIPANTS

CoP Roles & Responsibilities

CONVENOR	CORE GROUP	ACTIVE PARTICIPANTS	OTHER PARTICIPANTS
• Part of the "engine room" • Co-creates processes • Holds CoP Functions • Ensures operations (meetings; standards; etc) • Onboards new Facilitators & BNL workers	• Part of the "engine room" • "Inner group" • Consistent participation • Co-creates processes • holds CoP Functions • Ensure operations & knowledge sharing	• Part of SC and/or improvement group • Zero Project leaders/ champions • Active to occasional participation - based on expertise/ discussions/need	• Learning opportunities • low/one-off participation • "Intellectual neighbours" • Receivers of the services & information discussed at CoP

CoP Functions

CONVENOR	CORE GROUP

FUNCTIONS	EXAMPLES
Filters information	What information is worth paying more attention to?
Convenes people	Brings together different groups of people from diverse geographical regions
Amplifies information	What new, little known or little understood information needs to be discussed/given a platform?
Creates resources	What resources would be useful to develop?
Builds values	Promotes and sustains values of individuals and organisations
Problem solves	How can we..?

Adapted from Edmonton Regional Learning Consortium http://www.communityofpractice.ca/background/lifespan/

CoP Functions

CONVENOR	CORE GROUP

FUNCTIONS	EXAMPLES
Answers requests for information	Where can I find an example of..?
Experience sharing	Has anyone had a similar experience?
Reuse & creating templates/assets	I have materials from a similar session that can be used as a starting point
Enhances collaboration	Can we combine or work together? Can I visit your practice?
Discuss & make developments	What do you think of…?
Map knowledge & identify gaps	Who knows what and what are we missing?

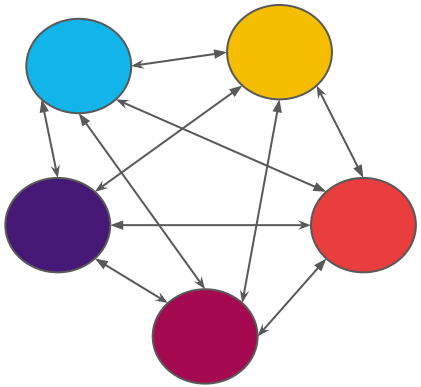
Adapted from Edmonton Regional Learning Consortium http://www.communityofpractice.ca/background/lifespan/

CoP Roles & Responsibilities

CONVENOR	CORE GROUP	ACTIVE PARTICIPANTS	OTHER PARTICIPANTS
• Part of the "engine room" • Holds CoP Functions • Ensures operations (meetings; standards; etc) • Onboards new Facilitators & BNL workers Launch	• Part of the "engine room" • "Inner group" • Consistent participation • Co-creates & holds CoP Functions • Ensure operations & knowledge sharing SC Facilitators BNL workers	• Part of SC and/or improvement group • Zero Project leaders/ champions • Active to occasional participation - based on expertise/ discussions/need	• Learning opportunities • low/one-off participation • "Intellectual neighbours" • Receivers of the services & information discussed at CoP

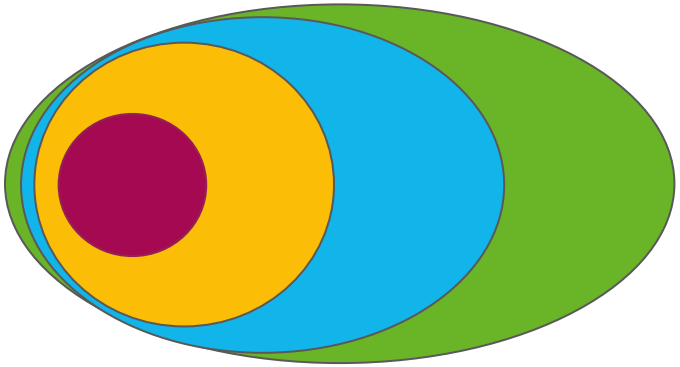
Team vs. CoP

Team



Share a common goal & act as a cohesive unit. Held together around a task

Community of Practice



Share knowledge to develop collective voice & problem solve. Held together around learning

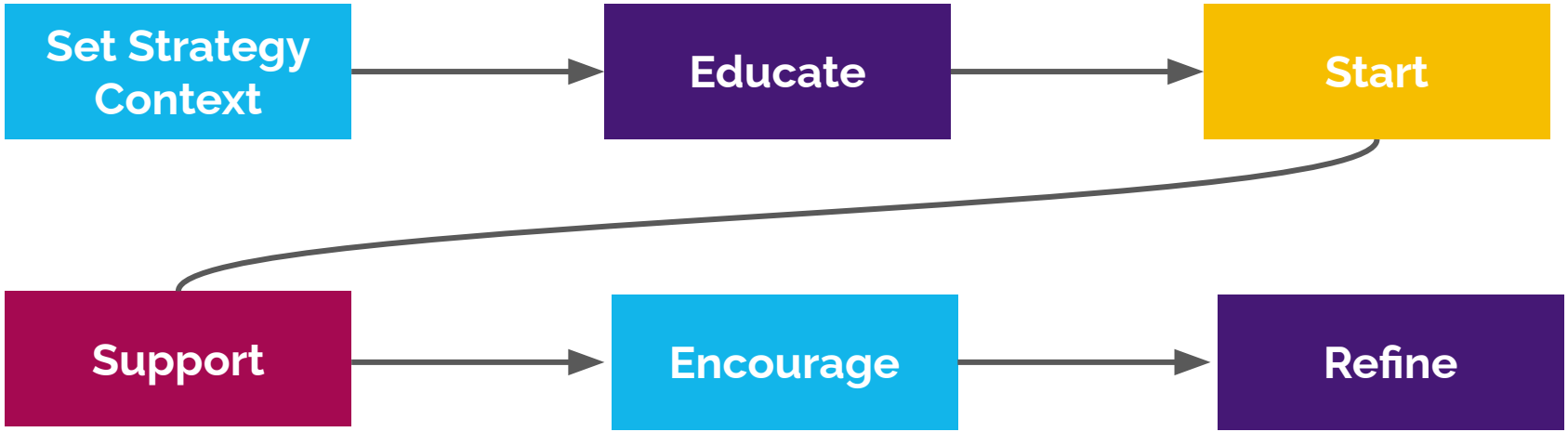
Benefits of a CoP

- Helps to **execute strategic plan**
- Retention of knowledge
- Develops community capabilities
- Creates an **arena for problem solving**
- Improves **quality of decisions** (more perspectives on the problem)
- Allows for coordination & standardisation of practices
- Improves experience of work
- **Fosters professional development** as it expand skills, expertise & network, and brings a sense of belonging

Adapted from: Wenger (2012) Communities of Practice and Social Learning Systems
https://wenger-trayner.com/wpcontent/uploads/2012/01/09-10-27-CoPs-and-systems-v2.01.pdf

Establishing a CoP

- Start small
- Ensure core group is dedicated
- Complete these 6 steps from the beginning:



Adapted from Wenger (2002) Cultivating Communities of Practice a quick start-up guide https://wengertrayner.com/quick-cop-start-up-guide/

Establishing a CoP

1. Define CoP goals/objectives
2. Ensure dynamic membership
3. Solve structural issues
4. Solve practice-related concerns

Adapted from Implementing Communities of Practice. How to successfully create a platform for knowledge sharing and business growth. A guide for Leaders and Executives. Evolution4All

Establishing a CoP

Defining CoP goals/objectives

- *What specific topics does the community want to learn about?*
- *Who will these topics be relevant to?*
- *What is the scope of the domain?*
- *What are the objectives?*

Ensure dynamic membership

- *Who will be the members? Who must attend? Who should attend?*
- *How will new members be introduced?*
- *How will they connect?*
- *How will it improve their work?*
- *How will it help them develop professionally?*

Adapted from Implementing Communities of Practice. How to successfully create a platform for knowledge sharing and business growth. A guide for Leaders and Executives. Evolution4All

Establishing a CoP

Solving structural issues

- *What are the necessary activities?*
- *Who will be the BRB holder for the CoP?*
  - *Is responsibility connected to a role? How will we decide who takes on a role?*
- *How do we identify which knowledge partners are best-placed (considering expertise, mandate, and availability) to respond to the learning needs of the members?*
- *Format: How often will the CoP meet?*
  - *What is the format of the meeting?*
- *How will they resolve conflicts?*

Adapted from Implementing Communities of Practice. How to successfully create a platform for knowledge sharing and business growth. A guide for Leaders and Executives. Evolution4All

Establishing a CoP

Solving practice-related concerns

- *How will the CoP share, store, use, and update knowledge?*
- *How will they evaluate the effectiveness of their CoP?*
  - *How will we make sure we achieve our objective?*
- *How will regular communication between members be enabled?*
- *How will this help with advocacy for AtoZ? How will we achieve this?*
- *What else does this community of practice need?*
- *Modification: Under what circumstances should this community of practice modify its objectives?*
  - *How will we manage transitions?*
  - *How will we know this community of practice is no longer necessary?*

Adapted from Implementing Communities of Practice. How to successfully create a platform for knowledge sharing and business growth. A guide for Leaders and Executives. Evolution4All

What resonated with you here?

Creating a Self-Sustaining CoP!

Key Components We Will Create Today

- Set goals & objectives
  - Clear & written
- Discuss roles & responsibilities
  - Key convenor and core group responsibilities
- Discuss membership
  - Ensuring commitment
- Set cadence
- Draft agenda

Set Goals & Objectives

What are the objectives of this community of practice?

- *Developing and maintaining a baseline standard for an Advance to Zero Service Coordination practice model*
- *Optimizing practice with the objective of achieving functional zero rough sleeping homelessness*
- *Developing practice when the objective moves to other living situations*

Membership of the CoP

Who must be part of this community of practice?

- Who could be part of this community of practice?

  **think about core group, active members, & other participants*

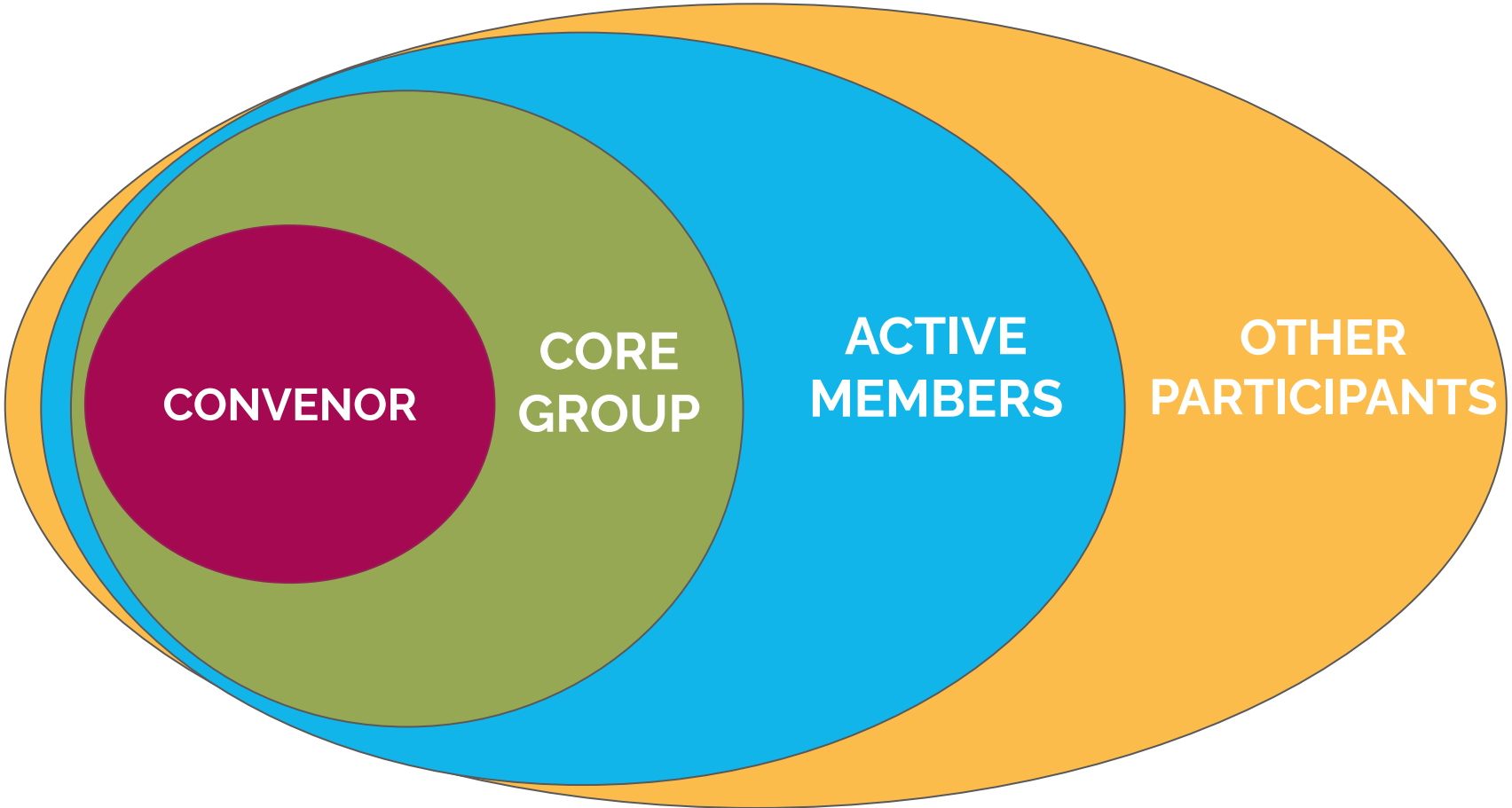
- How will new members be introduced?
- How will they connect?
- How will it improve their work?
- How will it help them develop professionally?
- **How do you ensure dynamic membership of the CoP?**

Assigning Roles & Responsibilities

What are the roles and responsibilities in delivering on the purpose?

**think about core group, active members, & other participants*

- Who is the BRB holder? (aka convenor)
  - How do we decide who takes on the role?
  - What are their key functions?
- What are the other roles?
  - What are the key functions?


CONVENOR
CORE GROUP
ACTIVE MEMBERS
OTHER PARTICIPANTS

Does this sounds & feel right?

Set Cadence & Draft Agenda for CoP

Setting the cadence

- How often?
- What format?

Setting the agenda

1. *Practice development including training targeted at different levels of expertise*
2. *Knowledge exchange*
3. *Sharing of resources*
4. *Systematic review of progress*

Ensuring Commitment to the CoP

Commitment to the process from all participating members: existing and future

- What do we need to put in place for this to occur?

Suggestions:

- *MOU*
- *Intro to CoP and Service Coordination Onboarding*
- *Agree on characteristics (act as values)*

Next Steps Questions

Structural	• How will they resolve conflicts? • How do we identify which knowledge partners are best-placed (considering expertise, mandate, and availability) to respond to the learning needs of the members? • What are the necessary activities? • How will regular communication between members be enabled?
Knowledge Management	• Where will we store our developing resources? • Will they be accessible to all members? • Who has responsibility? • How will the CoP share, store, use, and update knowledge?
Advocacy	• What else does this community of practice need? • How does it achieve that?

Next Steps Questions

Modification	• Under what circumstances should this community of practice modify its • objectives? • How will we manage transitions? • How will we know this community of practice is no longer necessary?
Evaluation	• How will they evaluate the effectiveness of their CoP? • How will we make sure we achieve our objective? • How will we know how we are going?

Fitness Test

Criteria	Concrete check questions
Purpose	■ Are the selected topics of interest to all members? ■ Is the domain strategically relevant to the involved organisations? ■ Do all members have their own practice in the domain?
Members of a CoP	■ Is the relevant experience on board? ■ Is the heterogeneity of the members assured? ■ Is the CoP open to new members?
Norms and rules	■ Are roles and accountability defined in a common agreement? ■ Are both distant contacts and face-to-face meetings possible? ■ What is the balance between giving and taking among members?
Structure and process	■ Is the chosen structure clear and flexible enough? ■ Are key roles in the core group defined, such as owner, manager, facilitator, and expert? ■ Is the step-by-step planning process open and transparent?

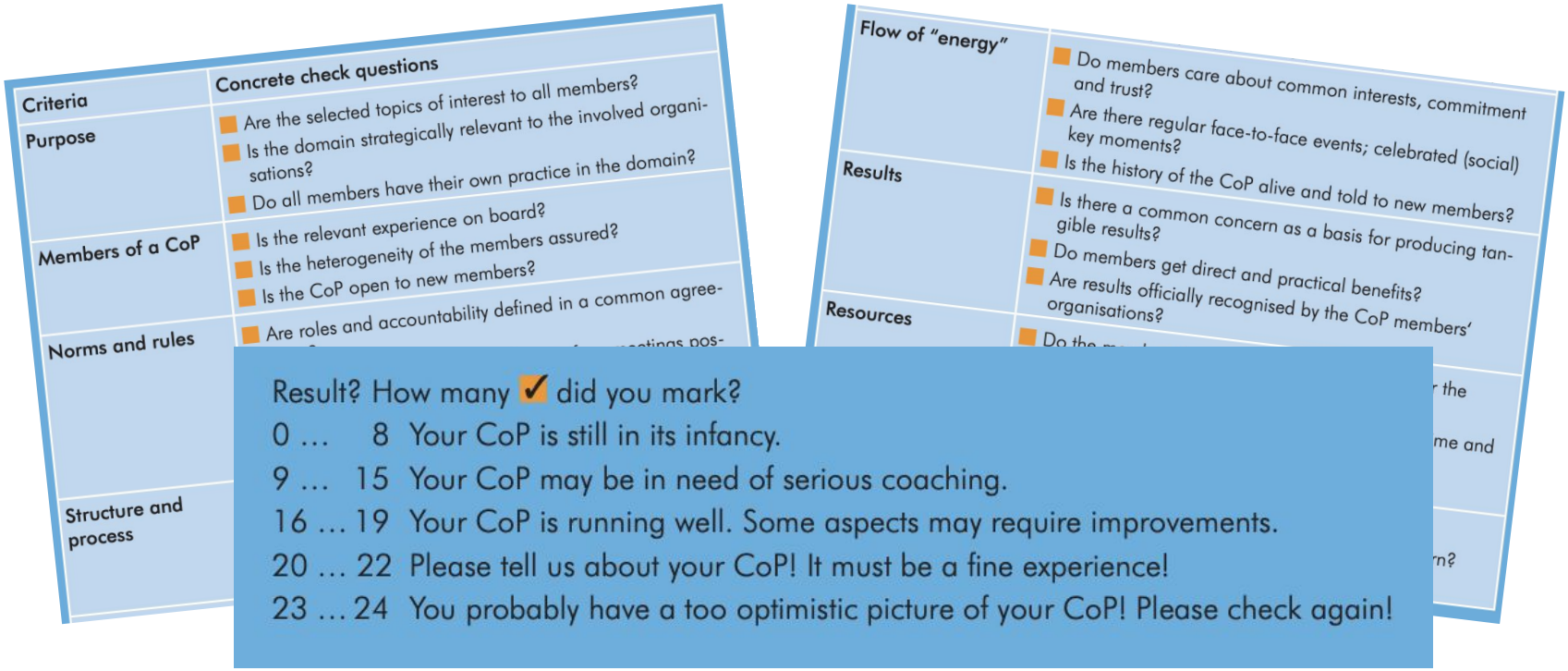
Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.

Fitness Test

Flow of "energy"	■ Do members care about common interests, commitment and trust? ■ Are there regular face-to-face events; celebrated (social) key moments? ■ Is the history of the CoP alive and told to new members?
Results	■ Is there a common concern as a basis for producing tangible results? ■ Do members get direct and practical benefits? ■ Are results officially recognised by the CoP members' organisations?
Resources	■ Do the members have a sufficient time budget for the CoP? ■ Are the member organisations willing to provide time and money? ■ Is the facilitation attractive and stimulating?
Values in a CoP	■ Is listening to others a living virtue? ■ Are members willing to give without immediate return? ■ Is diversity in thinking and practice validated?

Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.

Fitness Test



Criteria	Concrete check questions
Purpose	☐ Are the selected topics of interest to all members? ☐ Is the domain strategically relevant to the involved organisations? ☐ Do all members have their own practice in the domain?
Members of a CoP	☐ Is the relevant experience on board? ☐ Is the heterogeneity of the members assured? ☐ Is the CoP open to new members?
Norms and rules	☐ Are roles and accountability defined in a common agree-
Structure and process	
Flow of "energy"	☐ Do members care about common interests, commitment and trust? ☐ Are there regular face-to-face events; celebrated (social) key moments? ☐ Is the history of the CoP alive and told to new members?
Results	☐ Is there a common concern as a basis for producing tangible results? ☐ Do members get direct and practical benefits? ☐ Are results officially recognised by the CoP members' organisations?
Resources	☐ Do the

Result? How many ☑ did you mark?

0 … 8 Your CoP is still in its infancy.

9 … 15 Your CoP may be in need of serious coaching.

16 … 19 Your CoP is running well. Some aspects may require improvements.

20 … 22 Please tell us about your CoP! It must be a fine experience!

23 … 24 You probably have a too optimistic picture of your CoP! Please check again!

Goodhue, R., & Seriamlu, S. (2021). A quick guide to establishing a Community of Practice. ARACY. Canberra.



THE FLAWED NOTION THAT PROGRESS HAPPENS IN LEAPS AND BOUNDS IS AN **ORGANIZATIONAL CURSE**. REAL PROGRESS STARTS AND ENDS WITH TEAMS COMMITTED TO TAKING **ONE STEP AT A TIME** TOGETHER.