

By-Names List Cohort

Learning Session, Day #1



20,000
HOMES

Welcome!

The City of Hamilton is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the elands protected by the “Dish With One Spoon” wampum agreement.

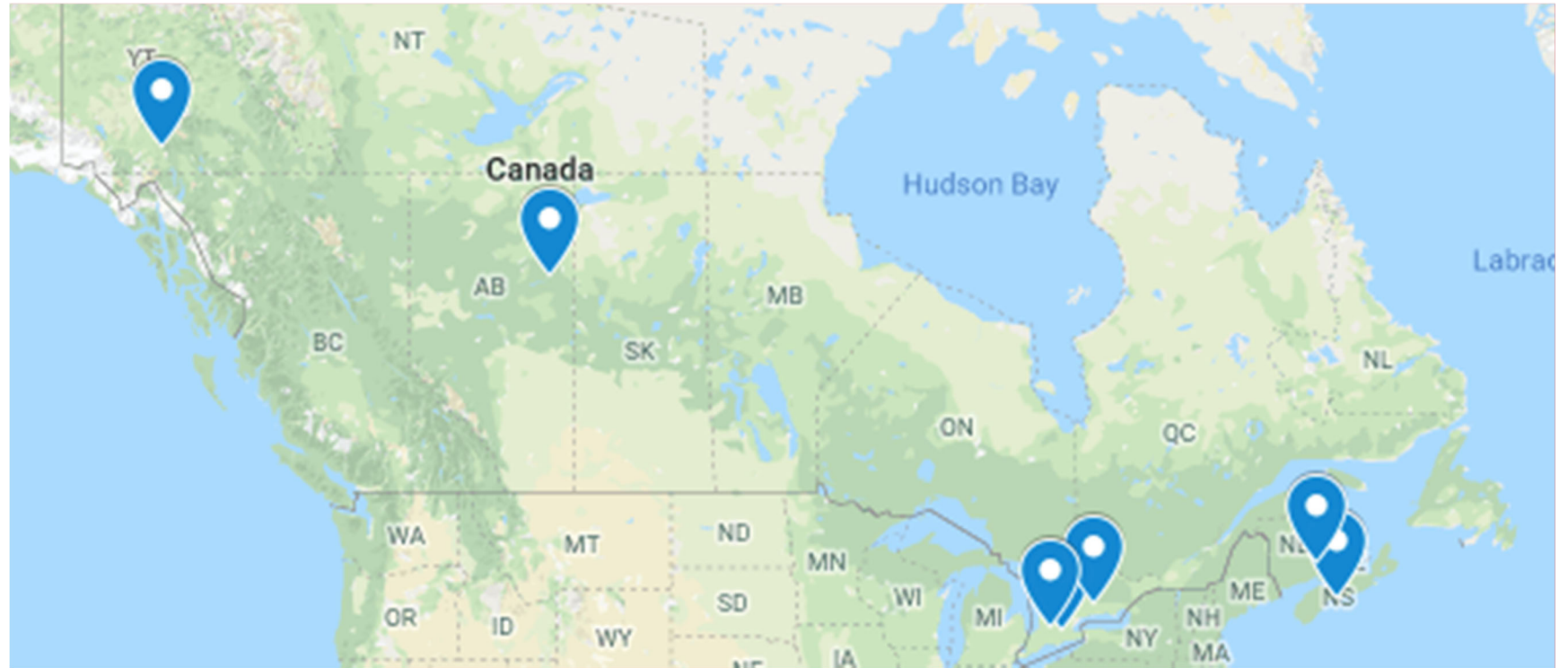


The 20,000 Homes Campaign Learning Session is a diverse, inclusive, accepting and safe space for everyone. We welcome participants from all backgrounds, including people of colour, marginalized groups, and those of diverse sexual orientations and gender identities. We have taken steps to ensure the inclusion of LGBTQ2S people by adding all space on badges to include pronouns and designating gender-neutral bathrooms. We recognize that discrimination and violence in their daily lives simply for existing, and such behaviour will not be tolerated. If any discrimination is witnessed or experienced during this learning session, or if you feel unsafe, please notify the 20,000 Homes staff. If you have suggestions on how we can better make our Learning Sessions a more inclusive space, please let us know.

The 20,000 Homes Campaign is a national change movement focused on ending chronic homelessness in 20 communities and housing 20,000 of Canada's most vulnerable homeless people by **July 1, 2020.**

Who's in the Room?

- Brantford
- Dufferin County
- Fort McMurray
- Halifax
- Moncton
- Peterborough
- Stratford
- Saint John
- Whitehorse



Your Learning Session Team!



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Overview of November In-Person Learning Session

Day 1

2:00 – 3:30pm
Opening Plenary

3:30 – 5:00pm
Tools & BNL
Scorecard 2.0

6:30pm
Dinner at
Anchor Bar

Day 2

9:00 – 10:30am
Model for
Improvement

10:30 – 10:45am
BREAK

10:45 – 12:00pm
Change Ideas

12:00 – 1:00pm
LUNCH

1:00 – 2:30pm
PDSA's

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2:45 – 4:00pm
Share and
Communicate

4:00 – 5:00pm
Closing Plenary

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Day One Objectives

If we've done our jobs, by 5:00 pm you will...

...feel welcomed into the Canadian In-Person Collaborative.

...become familiar with the way we work together and the Collaborative framework.

...become familiar with the tools the you will be using in the campaign.

...understand the new created BNL Scorecard 2.0 and know how your community is scoring.



Introduction to the new Canadian Change Package



Bring out your laptops
& let's take a look



20,000 HOMES ABOUT CONTACT FRANÇAIS JOIN CHANGE PACKAGE

Getting to zero Track our progress Join the movement Resources Connect Support

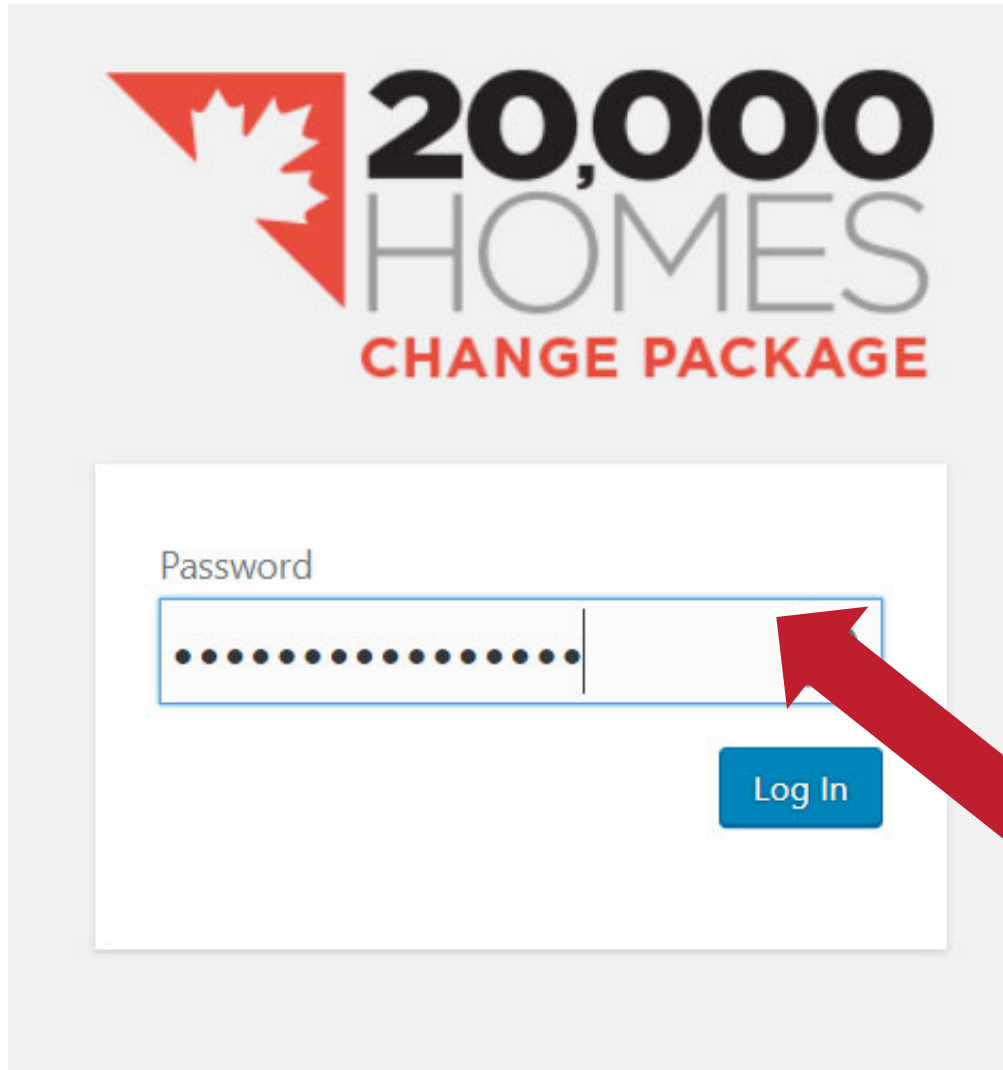
20,000 HOMES CAMPAIGN

BEGINNING THE END OF HOMELESSNESS IN CANADA

JOIN TODAY!

The banner features a photograph of a man in a yellow jacket and a woman sitting at a table, talking. The text is overlaid on this image.

changepackage.20khomes.ca



20,000
HOMES
CHANGE PACKAGE

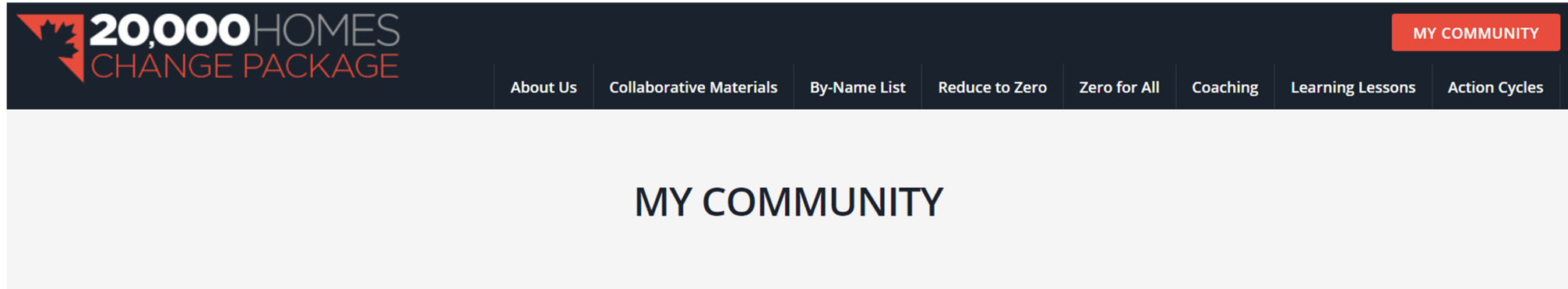
Password

Log In

shifthappens2020

<http://changepackage.20khomes.ca/>

PASSWORD: shifthappens2020



The screenshot shows the website's navigation bar with the logo and menu items: About Us, Collaborative Materials, By-Name List, Reduce to Zero, Zero for All, Coaching, Learning Lessons, and Action Cycles. A 'MY COMMUNITY' button is highlighted in red. Below the navigation bar, the heading 'MY COMMUNITY' is centered on a light gray background.

SELECT YOUR COMMUNITY IN THE LIST BELOW TO ACCESS YOUR DASHBOARD

Brantford	Cape Breton	Chatham-Kent	Dufferin
Edmonton	Fort McMurray	Guelph-Wellington	Hamilton
Halifax	Kamloops	Kawartha-Haliburton	Medicine Hat

BNL Scorecard 2.0

Basic Quality - Chronic

0 /11

Advanced Quality - All

0 /12

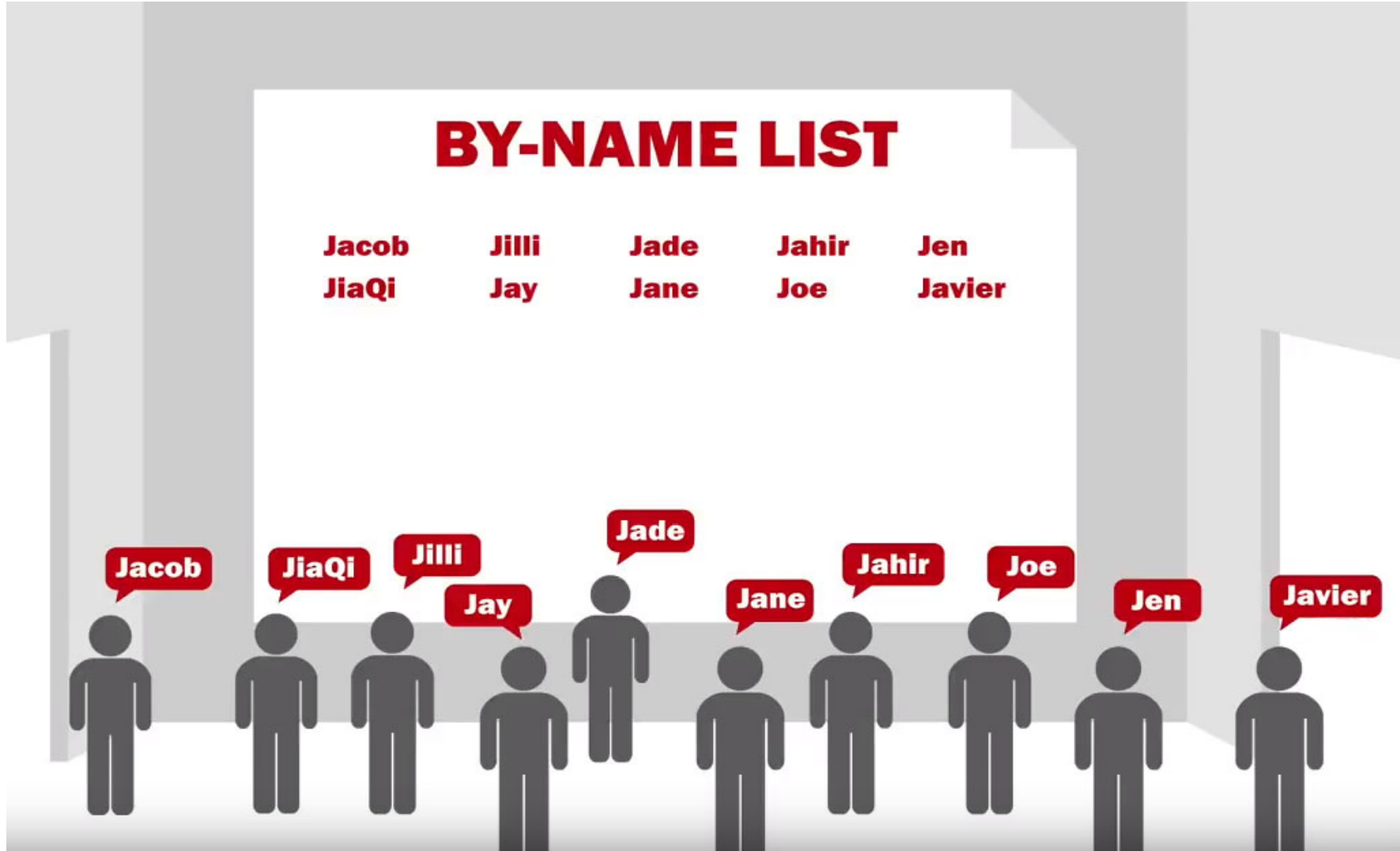
**click on a box to check it, click again to uncheck it before selecting another response (some boxes will autopopulate)

#	QUESTION	RESPONSE						NOTES		
MAXIMIZE PROVIDER PARTICIPATION	BASIC	1.1 A	What % of homeless-specific providers are using a common assessment tool (or referring to others using a common assessment tool) for the purposes of the BNL?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
		1.1 B	What % of homeless-specific providers are, 90%+ of the time, adding or referring all people experiencing chronic homelessness to the BNL, at minimum once a month?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
		1.1 C	What % of homeless-specific providers are, 90%+ of the time, updating information on all people experiencing chronic homelessness to the BNL, at minimum once a month?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
		Point toward Basic Quality - Chronic		Yes <input type="checkbox"/>			No <input checked="" type="checkbox"/>			
		1.2 A	What % of homeless-specific providers are, 90%+ of the time, adding or referring ALL people experiencing homelessness to the BNL, at minimum once a month?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
	ADVANCED	1.2 B	What % of homeless-specific providers are, 90%+ of the time, updating information on ALL people experiencing homelessness to the BNL, at minimum once a month?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
		1.3 A	What % of other system providers , are 90%+ of the time, adding or referring ALL people experiencing homelessness to the BNL, at minimum once a month?	Less than 25% <input type="checkbox"/>	25-49% <input type="checkbox"/>	50-74% <input type="checkbox"/>	75-89% <input type="checkbox"/>	90-95% <input type="checkbox"/>	96-100% <input type="checkbox"/>	
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Questions?



By-Name List Scorecard 2.0



A By-Name List is a real-time list of everyone experiencing homelessness.

1


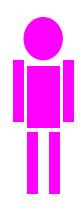
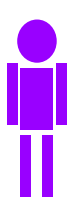


Provides information at the system-level

2

Provides information at the person-level

System Understanding – Inflow, Outflow, Active



 INFLOW: NEWLY IDENTIFIED	 INFLOW: RETURNED FROM HOUSING	 INFLOW: RETURNED FROM INACTIVE	 OUTFLOW: HOUSING MOVE-INS	 OUTFLOW: MOVED TO INACTIVE
--	--	--	---	--

[Canadian BNL & Functional Zero Chronic Video](#)

1

Without Reliable System-Level Data You Can't:

- Understand where you are relative to the goal of ending homelessness
- Make projections or set meaningful reduction goals
- Know what is or isn't working in your community
- Get to zero AND stay there!

2

Without Reliable Person-Specific Data You Can't:

- Operate an effective coordinated access system
- Have a complete picture of who's out there and where to find them
- House people as quickly as possible based on your local priorities
- Quantify exactly what housing resources are needed to end homelessness in your community

By-Name List Nesting

Everyone that is homeless



Unknowable

Those you know exist but have not yet consented



Anonymous/Aggregate

System Level Data & Master List

Those that consent

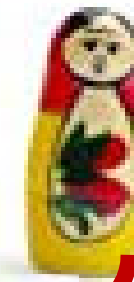


Coordinated Access List

Those eligible & engaged



Those you have all paperwork done



Single Adults

Youth

Families

Priority List

Count

Outreach

Engage

By Name List

Benefits of a By-Name List – In Summary

Smarter Triage	<ul style="list-style-type: none">▪ Target limited housing resources to the most vulnerable individuals and families▪ Stretch resources further by connecting people to the most cost effective support to meet their needs
Improved Systems	<ul style="list-style-type: none">▪ Use aggregate data to see trends, flag bottlenecks, and identify improvement opportunities across your system▪ Test new strategies and know quickly whether your efforts are reducing homelessness
Resource Advocacy	<ul style="list-style-type: none">▪ Ground your advocacy in concrete data▪ Use monthly data trends to make stable projections and quantify your projected resource gaps

Having a quality By-Name List is the first step to ending homelessness



But what is quality?

What makes a By-Name List “quality?”

Full Coverage	<ul style="list-style-type: none">▪ All agencies and programs are represented▪ List includes people sleeping in shelters, streets, and provisionally accommodated
Real-time Updates	<ul style="list-style-type: none">▪ List is updated monthly, at a minimum▪ As people’s housing status changes, those changes are reflected on the list
Person-specific	<ul style="list-style-type: none">▪ Each person has a file that includes their name, history, health, and housing needs▪ Each person can be followed through the system to ensure they get the help they need

2 Key Indicators of Quality Data

1. Qualitative: BNL Scorecard/
Improvement Framework
2. Quantitative: Data
Reliability



Current By-Name List Scorecard

1. List all known individuals
2. Implement an inactivity policy
3. Track status changes
4. Coordinate outreach coverage
5. Maximize provider participation
6. Include unique identifier
7. Track newly identified individuals
8. Track without a full assessment
9. Track those becoming homeless after initial assessment
10. Track returns from list

New (almost final) By-Name List Scorecard 2.0

COMMUNITY PARTICIPATION & COVERAGE

1. Maximize provider participation
2. Reach unsheltered homeless
3. List all known homeless

POLICIES & PROCEDURES

4. Inactive policy
5. Track without full assessment
6. Timely/accurate data updates

DATA INFRASTRUCTURE

7. Unique identifier
8. Track populations & changes over time
9. Track inflow
10. Track key connections at inflow
11. Track homeless status and outflow
12. Track time on list

Legend:

1. **Bolding** and underlining for emphasis in questions. **Bolding** in answers shows what is required for a “yes”.
2. Scorecard elements in Blue and Regular Font:
 - Basic quality for chronic homelessness
 - Most of the original scorecard elements but more clearly defined – some new items.
3. Scorecard elements in Orange and *Italics*:
 - *Builds on the basic quality By-Name List for chronic homelessness and works towards an advanced quality By-Name List of all people actively experiencing homelessness – continuous improvement*
 - *All homeless defined - To provide a complete picture of homelessness at the aggregate level (generally possible where using HIFIS/HMIS) and a list of homeless that are unable to quickly self-resolve based on progressive engagement for the purposes of Coordinated Access.*

1 BNL Scorecard – 2 Levels of Quality

COMMUNITY PARTICIPATION & COVERAGE

- 1. Maximize provider participation
- 2. Reach unsheltered homeless
- 3. List all known homeless

POLICIES & PROCEDURES

- 4. Inactive policy
- 5. Track without full assessment
- 6. Timely/accurate data updates

DATA INFRASTRUCTURE

- 7. Unique identifier
- 8. Track populations & changes over time
- 9. Track inflow
- 10. Track key connections at inflow
- 11. Track homeless status and outflow
- 12. Track time on list

Blue – basic – out of 11

Orange – advanced – out of 12

Walk Through Each Bucket

Community Participation
and Coverage

Policies and Procedures

Data Infrastructure

Walk Through Each Bucket – First Bucket

Community Participation
and Coverage

Policies and Procedures

Data Infrastructure

Community Participation and Coverage Includes:

1. Maximize Provider Participation
2. Reach Unsheltered Homeless
3. List All Known Homeless People

1. Maximize Provider Participation – Updated

Part 1.1: Adding and Updating Chronic to the BNL – Homeless-Specific Providers

a) What % of homeless-specific providers are using a common assessment tool (or referring to others using a common assessment tool) for the purposes of the BNL?

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

b) What % of homeless-specific providers are, 90%+ of the time, adding or referring all people experiencing chronic homelessness to the BNL, at minimum once a month?

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

c) What % of homeless-specific providers are, 90%+ of the time, updating information on all people experiencing chronic homelessness to the BNL, at minimum once a month?

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

Overall: **Yes** **No**

1. Maximize Provider Participation – Updated

Part 1.2: Adding and Updating All Homeless to the BNL – Homeless-Specific Providers

a) *What % of homeless-specific providers are, 90%+ of the time, adding or referring all people experiencing homelessness to the BNL, at minimum once a month?*

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

b) *What % of homeless-specific providers are, 90%+ of the time, updating information on all people experiencing homelessness to the BNL?*

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

1. Maximize Provider Participation – Updated

Part 1.3: Adding and Updating to the BNL – Other System Providers

a) *What % of other system providers are 90%+ of the time, adding/referring all people experiencing homelessness to the BNL, at minimum every month?*

Less than 25% 25%-49% 50%-74% **75%-89%** **90-95%** **96-100%**

b) *What % of other system providers are 90%+ of the time, updating all people experiencing homelessness to the BNL, at minimum every month?*

Less than 25% 25%-49% 50%-74% **75%-89%** **90-95%** **96-100%**

c) *What % of those other system providers (participating in “a” and “b” above), are using the BNL common assessment tool (or refer to others using the BNL common assessment tool)*

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

1. Maximize Provider Participation - New

Part 2: Housing from the List

a) Of the homeless-specific providers that provide housing, subsidies and/or housing/case management support, which % are committing all of those resources to house people prioritized from the BNL?

Less than 25% 25%-49% 50%-74% 75%-89% **90-95%** **96-100%**

b) Of the other system providers that provide housing, subsidies and/or housing/case management support, which % are committing some or all of those resources to house people prioritized from the BNL (where they also meet their mandate)?

Less than 25% 25%-49% 50%-74% **75%-89%** **90%** **100%**

Overall: (for 1.2, 1.3 and Part 2)

Yes **No**

2. Reach Unsheltered Homeless - Updated

Completed a mapping exercise with all those reaching out to those experiencing unsheltered homelessness for the purposes of adding and updating your By-Name List:

- a) Have hotspots and coverage needs been clearly mapped out, informed by your data and regularly assessed, to ensure you are clear on where to focus efforts to reach all unsheltered individuals within your community? Yes No
- b) Has the coverage of your current reach been assessed against this map and have you coordinated efforts to ensure services are deployed at the locations and the times that they are mostly likely to effectively engage with unsheltered homeless individuals, while minimizing duplication between providers? Yes No
- c) *Do you have a documented policy that clearly states how your reach to unsheltered individuals will be deployed and how they work with each other to swiftly connect individuals to housing?* Yes No

Overall: Yes No

Overall: Yes

No

3. List All Known Homeless - Updated

Does your By-Name List receive data from each of these locations and include all known people experiencing homelessness:

- People who are unsheltered, living in a place not meant for human habitation (e.g., street, cars, abandoned buildings, campsites etc.).
- People in shelter, safe havens, seasonal or overflow beds; or hotel paid for by a service provider.
- People in transitional housing (where it exists and there is a clear service end-date that if other housing is not found, the person could be discharged to homelessness). Please note, the community should continue to include them on the By-Name List until they are permanently housed.
- People on your list who are entering an institution, e.g., jail or hospital, where they will remain for 90 days or fewer (if stay exceeds 90 days, you may change their status to inactive).
- People experiencing hidden homelessness (those living temporarily with others but without guarantee of continued residence or immediate prospects for accessing permanent housing).
- 90%+ of all known and consenting people experiencing chronic homelessness – including:
 - Adults Youth Families
- 90% of all known and consenting people experiencing homelessness – including:*
 - Adults* *Youth* *Families*

Overall: Yes No

Overall: Yes No

Walk Through Each Bucket – Second Bucket

Community Participation
and Coverage

Policies and Procedures

Data Infrastructure

Policies and Procedures

4. Implement an Inactivity Policy
5. Track Without a Full Assessment
6. BNL Guidelines for Timely and Accurate Updates

4. Implement an Inactivity Policy – No Change

Has your community established a written policy that specifies the number of days of inactivity (i.e. the person cannot be located) after which a person's status will be changed to "inactive," and which includes protocols to attempt to locate an individual before they are moved to inactive status?

a) Written policy?

Yes No

b) Implemented policy?

Yes No

Overall: Yes No

5. Track Without a Full Assessment – Updated

Does your By-Name List include:

a) People who have provided consent but have not yet completed a full assessment?

Yes

No

b) An anonymous count of people experiencing chronic homelessness who have not yet provided consent to service and/or to have their name or information shared with others?

Yes

No

Overall:

Yes

No

Overall:

Yes

No

6. By-Name List Guidelines – New Item

Has your community implemented an approach for keeping your BNL up-to-date and accurate, including timelines for provider data submission and ongoing quality assurance and has this approach been documented in guidelines/ policies/ procedures?

a) Implemented?

Yes No

b) *Documented?*

Yes *No*

Overall:

Yes No

Overall:

Yes No

A Look at Each Bucket – Third Bucket

Community Participation
and Coverage

Policies and Procedures

Data Infrastructure

Data Infrastructure – Includes:

7. Unique Identifier
8. Track Population and Changes Over Time
9. Track Inflow
10. Track Key System Connections at Inflow
11. Track Homeless Status and Outflow
12. Track Time on List

7. Unique identifier – No Change

Does your By-Name List include a HIFIS/HMIS ID or other unique identifier to prevent duplication of client records and facilitate coordination between HIFIS/HMIS and the By-Name List?

- Yes No

8. Track Populations and Changes Over Time - New

a) Does your By-Name List track populations, including at minimum:

current chronic homelessness (a condition more than a population) (need as key focus for Campaign)

gender (need as often important for housing programs that are gender specific – also need for HIFIS)

Indigenous (need for specific housing resources, also HIFIS and reconciliation)

veteran (need as often specific-resources available to assist with housing – also HIFIS and national interest)

age (need for specific housing resources)

single or family (often need for specific housing resources/unit size)

multiple populations at once (e.g. chronic homeless AND youth)

Others for which you have population/condition specific housing resources (if any)

b) Does your By-Name List account for changes in populations after someone has already been added, specifically:

Persons who become chronically homeless after they are added to your By-Name List?

Persons who started with one population when they were added to your By-Name List but over time their status changes (e.g., youth to adult or single to family)?

Overall:

Yes No

Overall:

Yes No

9. Track Inflow – Combined But No Change

Does your by-name list track the total inflow into homelessness each month? This includes the number of newly identified (not necessarily assessed) people experiencing homelessness as well as those who returned to active homeless within the past month (i.e., a person was previously designated as “Housed” or “Inactive” and began seeking housing or services again). These three data points represent your monthly inflow.

- a) Track “newly identified” people
- b) Track returns from “Housed”
- c) Track returns from “Inactive”

Overall: **Yes** No

10. Track Key Connections at Inflow – New

Does your By-Name List include a mechanism to track connections with the following at inflow (at minimum) to understand opportunities for diversion, prevention, and system engagement/improvement?

hospital, inpatient facility, or residential rehabilitation

corrections/justice/prison

child protection

family violence shelter/program

from housing (new - not returning)

from another community

Overall:

Yes **No**

11. Track Homeless Status and Outflow – Updated

Does your community's By-Name List track the 'homeless/housed/inactive status' of all people experiencing homelessness on your By-Name List (including the date each status was changed as in #12)? Homeless status fields should include at minimum homeless as well as the two status' that represent your monthly outflow - those who move into permanent housing and those who become inactive, per your inactive policy.

- a) Track homeless status
- b) Track permanent housing move-ins
- b) Track moved to inactive

Overall:

- Yes** **No**

12. Track Time on List – New Item

Does your By-Name list track key dates in the housing process so that you can track the length of time for those processes and overall length of time on the By-Name List?

- a) Date first added
- b) *Date first assessed (common assessment tool and any other)*
- c) *Date document ready*
- d) *Date matched to support/housing*
- e) *Date accepted support/housing*
- f) Date moved to outflow (housed or inactive) (covered in #11)
- g) Date reactivated on the list from housing or inactive status

Overall:

Yes No

Overall:

Yes No

Questions?





Share the Love!



By-Names List Cohort

Learning Session, Day #2



20,000
HOMES

Welcome Back!

Debbie – those two slides 😊

The 20,000 Homes Campaign is a national change movement focused on ending chronic homelessness in 20 communities and housing 20,000 of Canada's most vulnerable homeless people by **July 1, 2020.**

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Your Learning Session Team!



Ashley Van Der Mark
Improvement Advisor



Jessica Brunet
Data Advisor



Marie Morrison
Director, 20KHomes



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Communications Advisor



Aras Jizan
*Community Solutions
Product Design and
Implementation Manager*



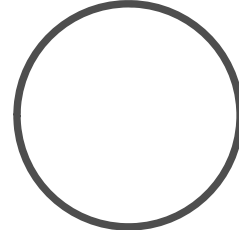
Nathalie Couture
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Senior Planning Officer



Ali Ryder
Acre Consulting



Adam Anderson
EDSC
Policy Analyst



Yalé Touzin
EDSC
*Management Info
Systems Coordinator*



Kaite Burkholder Harris
*Canadian Observatory
on Homelessness*



Pulse Check

Day Two Objectives

If we've done our jobs, by 5pm you will...

...be familiar with the model for improvement.

...have confirmed your Action Cycle Aim and overall Functional Zero Aim.

...landed on three changes ideas for your community.

...developed a strong test of change for at least one of your change ideas.

...worked with your community to start a communication plan.

...leaving energized to end chronic homelessness!!!!!!!



Anchor Charts

Model For Improvement An Overview



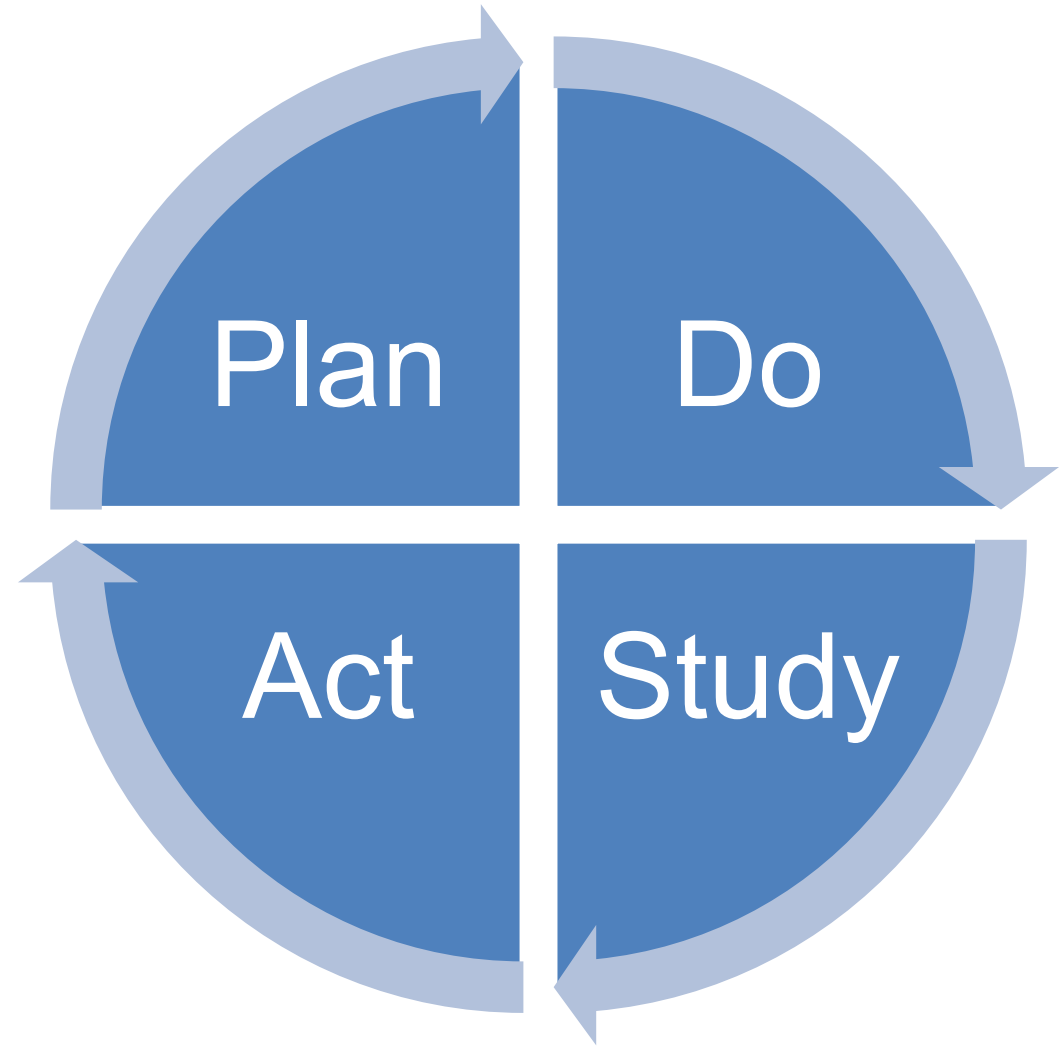


Tennis Ball Activity

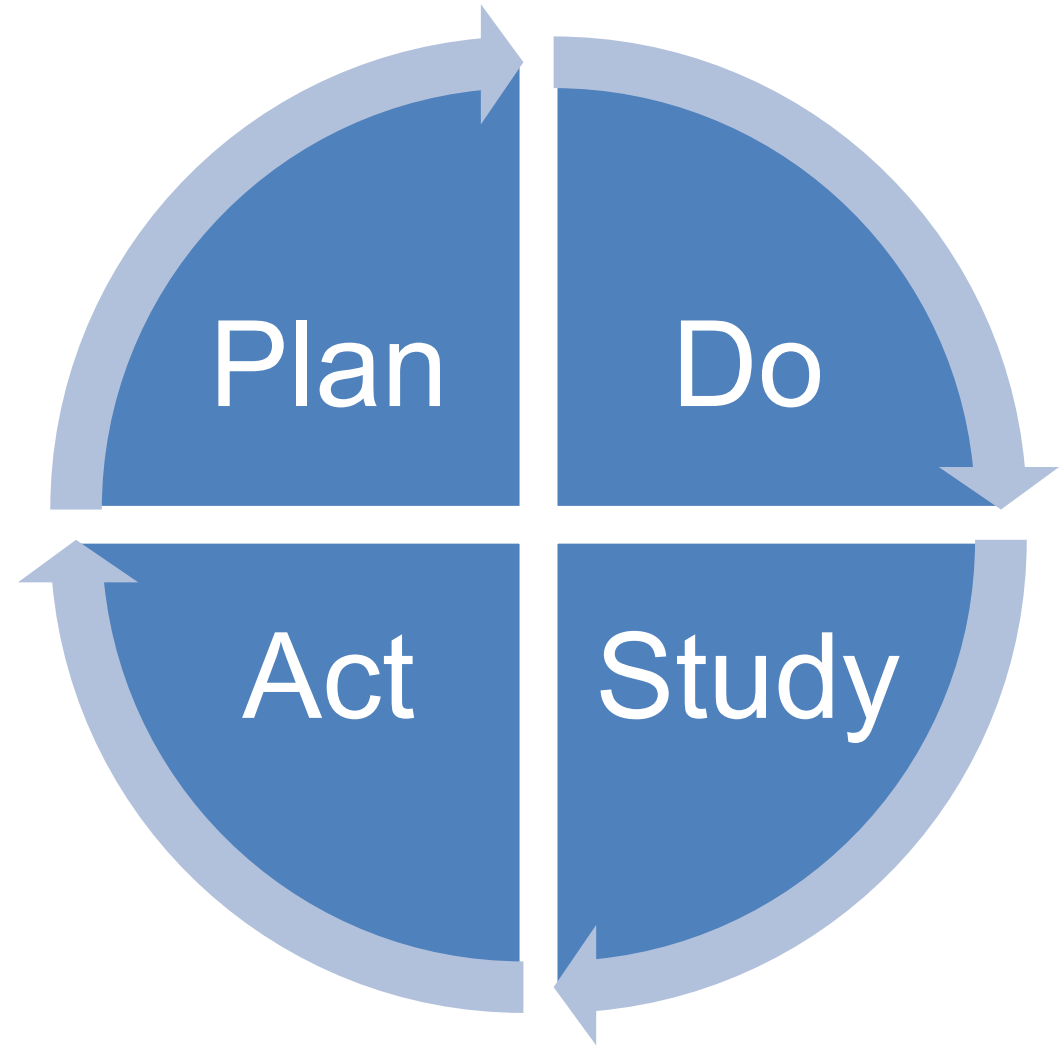


- Each person on the team must touch each ball once
- Each person on the team must touch each ball in the same order each time
- No person on the team can hold the balls the whole time

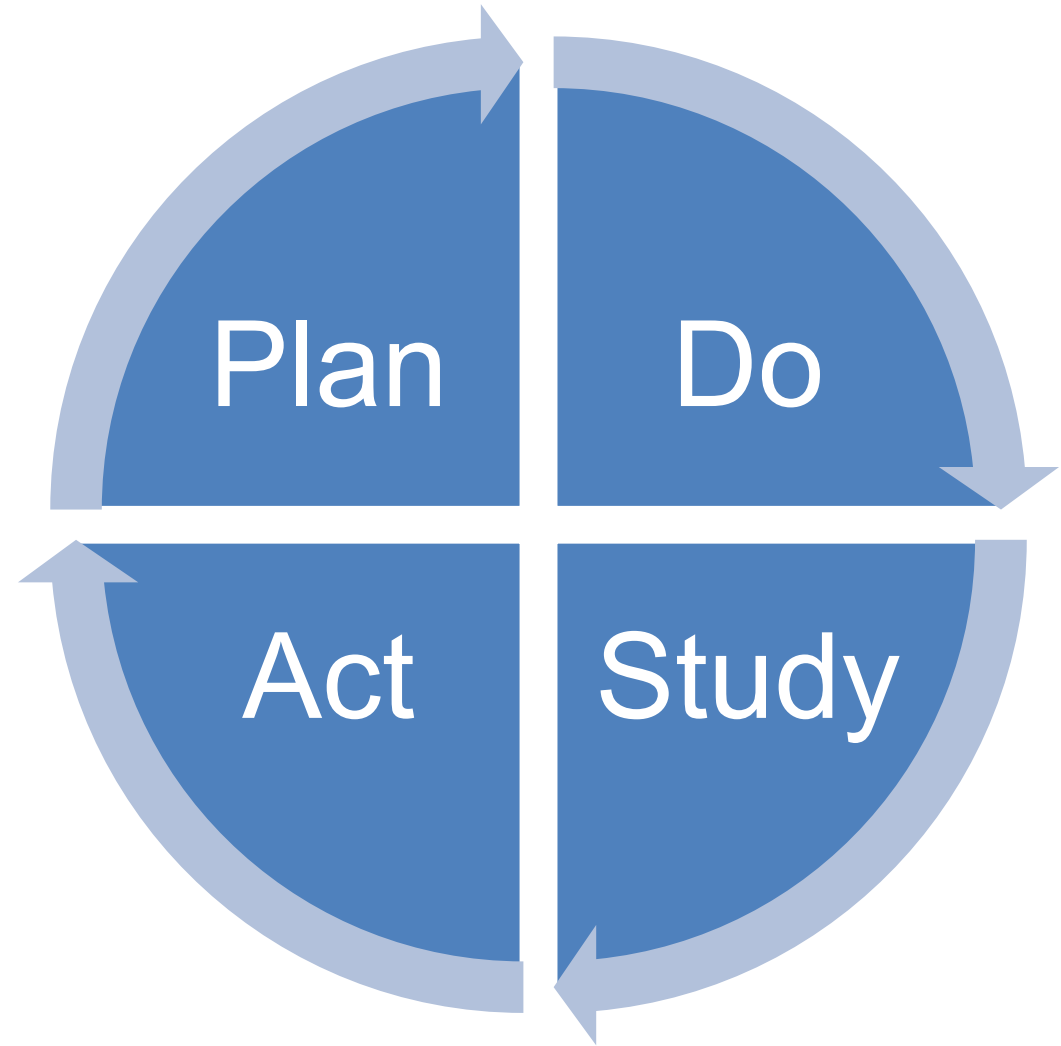
Tennis Ball Debrief



Tennis Ball Debrief



Tennis Ball Debrief



Model for Improvement

"Every system is perfectly designed to get the results
it gets"

- W. Edwards Deming

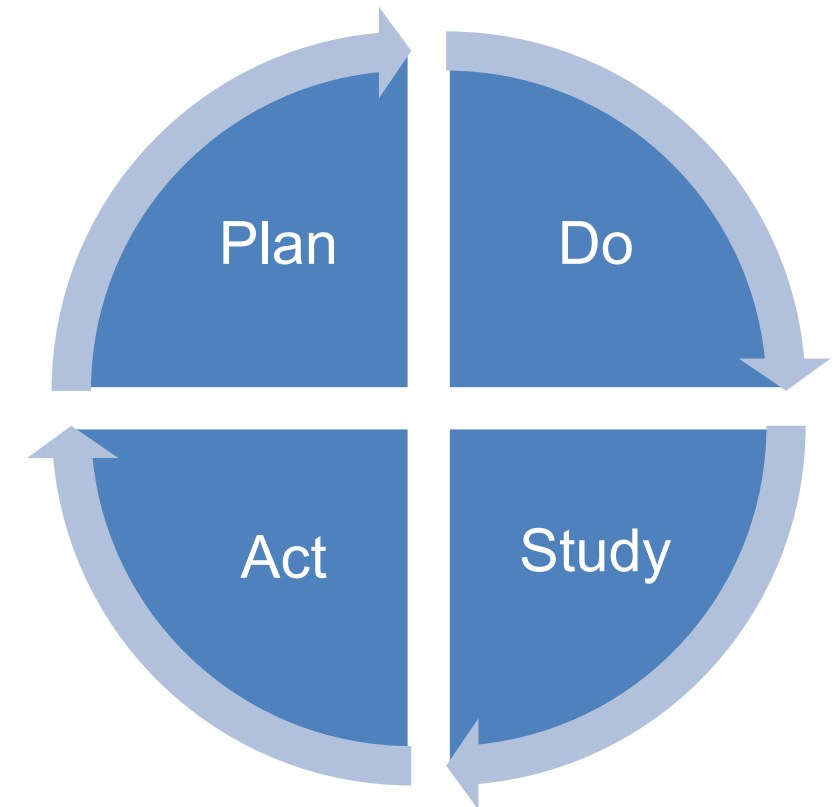
Model for Improvement

Solving complex problems starts with a **measurable end state and works backward**. Strategies and activity come last and shift repeatedly in service of the aim.

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?



Model for Improvement

**Aim: What are
we trying to
accomplish?**



Predicted Outcome

How will we
know a
change is an
improvement?



Plan / Do/ Study / Act

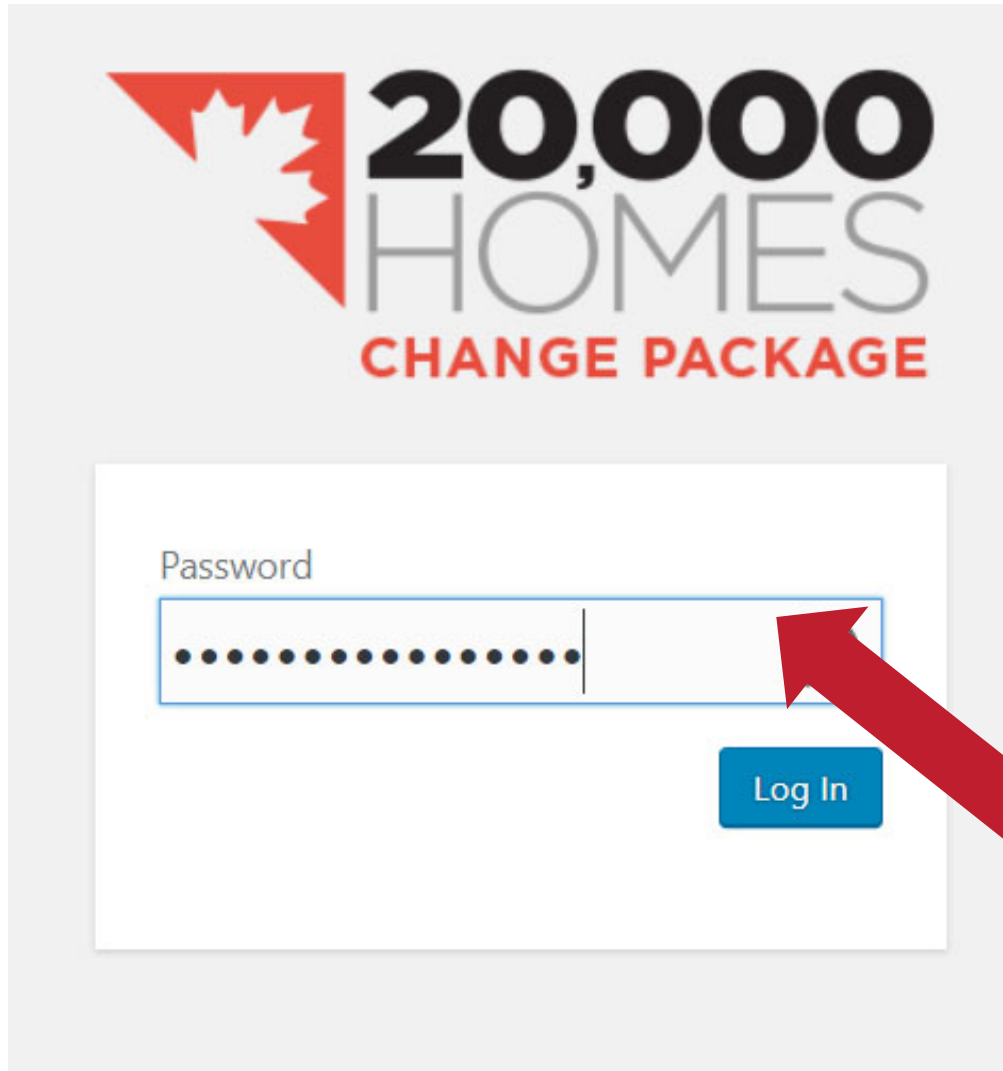
What change
can we make
that will result in
improvement?



Questions?

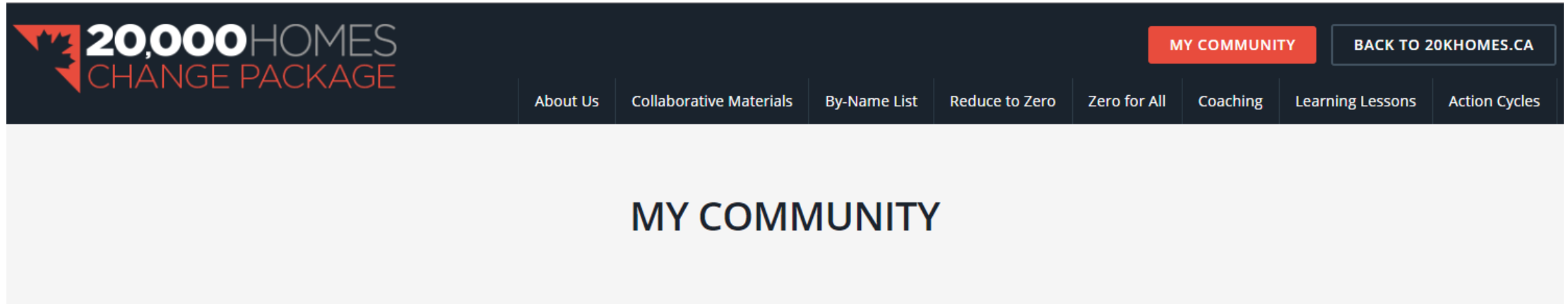


changepackage.20khomes.ca

A screenshot of a login page for the "20,000 HOMES CHANGE PACKAGE". The page has a grey background. At the top, there is a logo with a red maple leaf icon, the text "20,000" in large bold black font, "HOMES" in grey font, and "CHANGE PACKAGE" in red font below it. Below the logo is a white rectangular login form. Inside the form, the word "Password" is written in grey. Below it is a password input field with a blue border and a vertical line on the right side. The field contains a series of black dots. Below the input field is a blue button with the text "Log In" in white.

shifthappens2020

Your Community Hub



The screenshot shows the top navigation bar of the 20,000 HOMES CHANGE PACKAGE website. On the left is the logo. To the right are navigation links: About Us, Collaborative Materials, By-Name List, Reduce to Zero, Zero for All, Coaching, Learning Lessons, and Action Cycles. A red button labeled 'MY COMMUNITY' and a button labeled 'BACK TO 20KHOMES.CA' are also present. Below the navigation bar is a large grey box with the text 'MY COMMUNITY' centered.

SELECT YOUR COMMUNITY IN THE LIST BELOW TO ACCESS YOUR DASHBOARD

Brantford	Cape Breton	Chatham-Kent	Dufferin
Edmonton	Fort McMurray	Guelph-Wellington	Halifax



Your Community's Improvement Portfolio

TOOLS FOR CHANGE

PERFORMANCE
MANAGEMENT TRACKER

MONTHLY
DATA FORM

IMPROVEMENT
PORTFOLIO

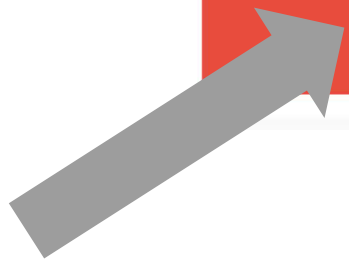
COMMUNITY
SUPPORT PLAN

Archived Materials

- [Improvement Portfolio - June 2018](#)

Online Scorecards

- [By-Name List Scorecard 2.0 - coming soon!](#)
- [Coordinated Access System Scorecard](#)



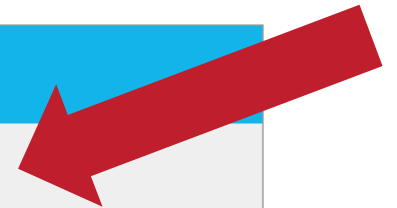
Your Community's Portfolio

PROJECTS OVERVIEW

OVERALL AIM STATEMENT - FUNCTIONAL ZERO CHRONIC HOMELESSNESS

In the space below, please type your community's aim for reaching a functional end to chronic homelessness

[Our community] will reach functional zero on chronic homelessness by [Date].



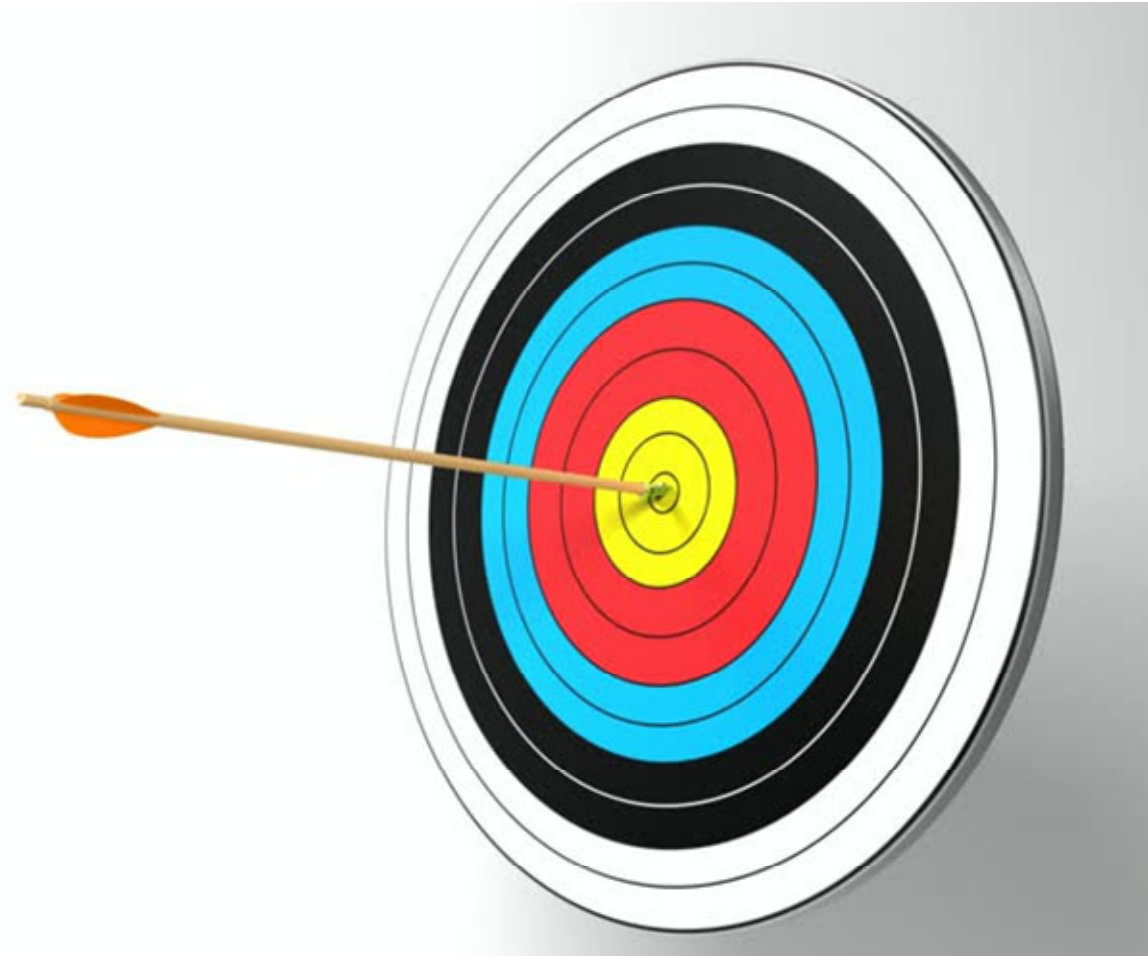
ACTION CYCLE AIM STATEMENT - REDUCING CHRONIC HOMELESSNESS

In the space below, please type your community's reduce aim for this action cycle

[Our community] will reduce chronic homelessness by [e.g., %, #, below baseline] by February 28th, 2018.

Aim Statement

**Aim: What are
we trying to
accomplish?**







20K Homes Aim Statement

The 20,000 Homes Campaign is a national change movement focused on ending chronic homelessness in 20 communities and housing 20,000 of Canada's most vulnerable homeless people by **July 1, 2020.**

Functional End to Chronic Homelessness



Overall Aim Statement

**Aim: What are
we trying to
accomplish?**

**Functional Zero
Chronic Homelessness**



*“**[Our Community]** will reach functional zero on chronic homelessness by **[date]**.”*

Action Cycle Aim Statement

**Aim: What are
we trying to
accomplish?**

**November - February
Action Cycle**

*[Community Name] will reach a
[score/11] on the "basic chronic"
By-Name List Scorecard 2.0 and/or
[reliable data] for people
experiencing chronic
homelessness by February 28,
2019*



Setting Your Aim

As a group, take 10 minutes to decide on....

1. Functional Zero Goal
2. Action Cycle Goal



Don't forget to add them to your portfolio overview



Anchor Charts



Time for a Snack!



Pulse Check

Driver Diagram

DRIVER DIAGRAM

DRIVERS

START
HERE!

CHRONIC FUNCTIONAL ZERO AIM STATEMENT

[Our community] will reach functional zero on chronic homelessness by [Date].

RELIABLE BY-NAME LIST DATA

PRIMARY DRIVERS

Accelerating housing move-in's

Reducing inflow

Preventing Chronic Homelessness

SECONDARY DRIVERS

- 1.1 [Gather & target housing resources](#)
- 1.2 [Implement Housing First practices](#)
- 1.3 [Expand access to affordable units](#)
- 1.4 [Coordinate services & efficient processes](#)
- 1.5

- 2.1 [Diverting individuals from homelessness](#)
- 2.2 [Support housing retention](#)
- 2.3 [Intervene farther upstream](#)
- 2.4
- 2.5

- 3.1 [Build at-risk list & data infrastructure](#)
- 3.2 [Develop & target housing interventions](#)
- 3.3 [Coordinate & target resources](#)
- 3.4
- 3.5

CHANGE IDEAS

Drivers

Represents a high-level strategic area of focus

Together represent our theory of change for a community to reach the next milestone in the journey to ending homelessness.

Drivers

Community Participation
and Coverage

Policies and Procedures

Data Infrastructure

Drivers

Community Participation and Coverage

Policies and Procedures

Data Infrastructure

★ Data Reliability

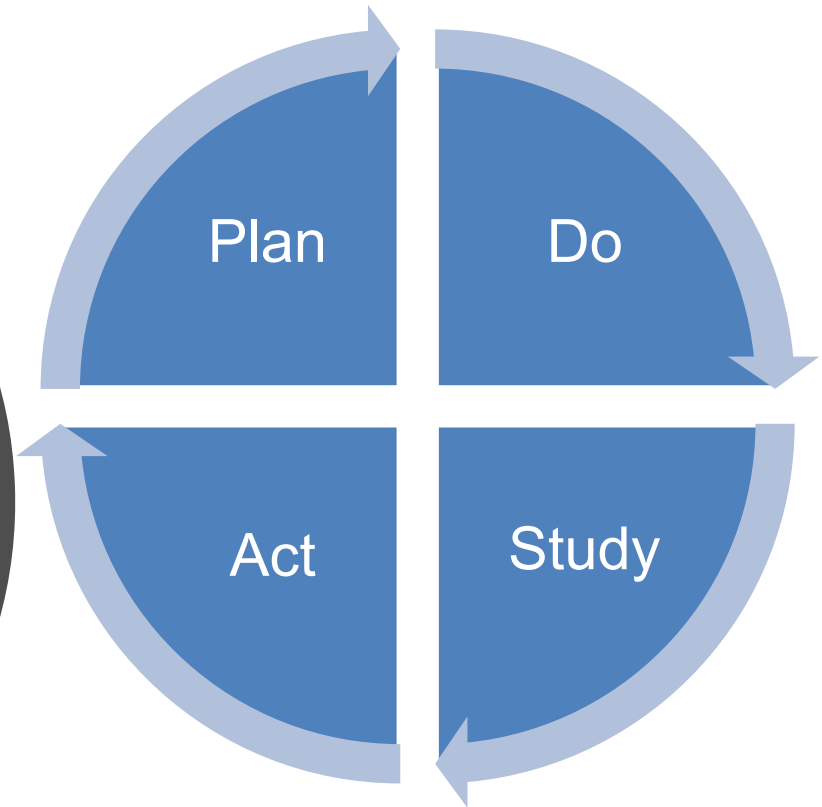
Energizer Time!

Model for Improvement

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?



What is a Change Idea?

- Changes that can be made to your system to improve towards your aim
- Actionable, specific idea for changing a process
- Actions you hope will result in improvements that are easily implemented, time-bound, and measurable

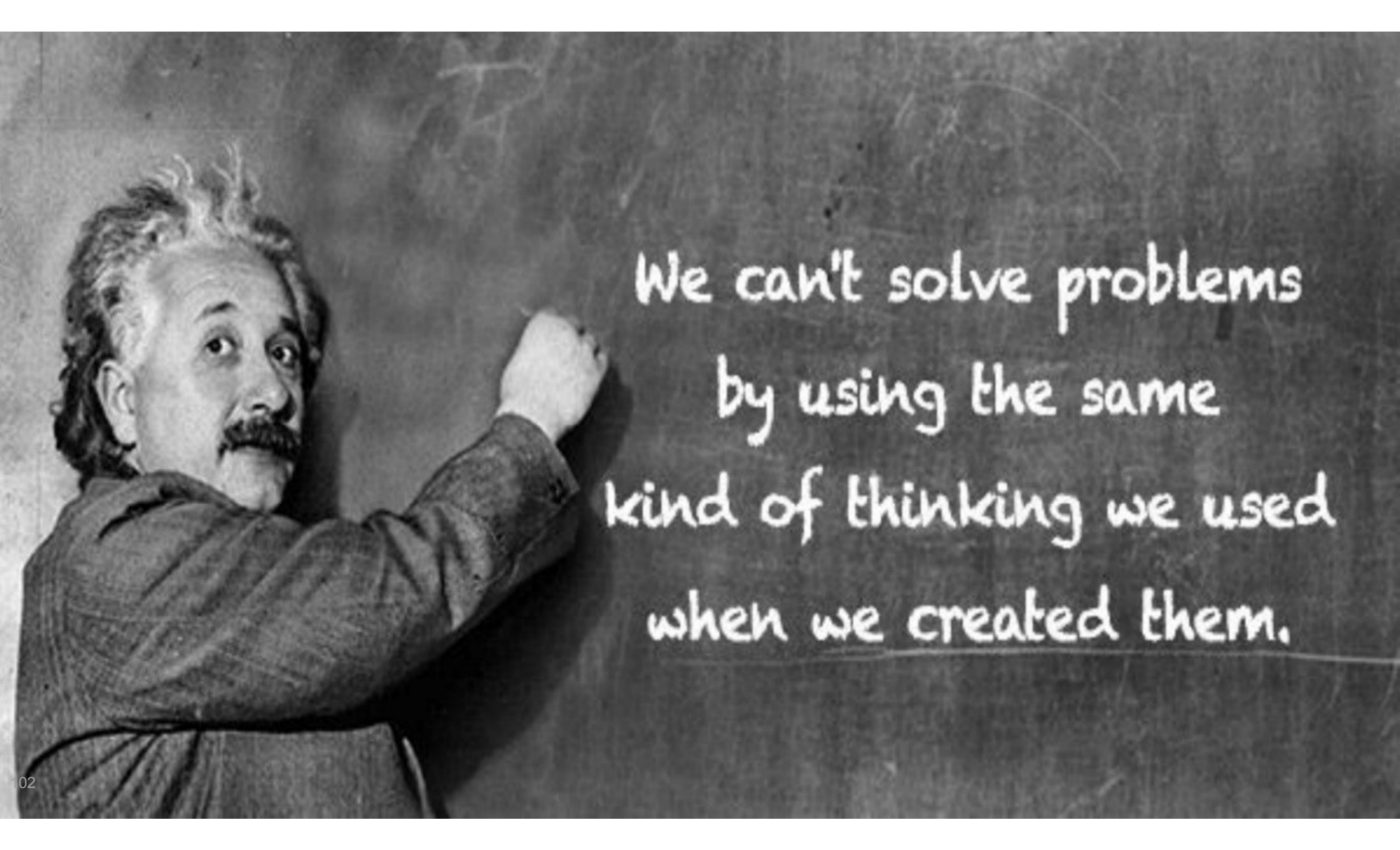
Not all change ideas
are a good idea.

Not all good ideas
are change ideas.

BNL Change Idea Example

CHANGE IDEA

Example: Train providers to use a common assessment tool (CAT) and to submit required paperwork to add people to the By-Name List (#1 Maximize Provider Participation).

A black and white photograph of Albert Einstein, looking towards the camera with a thoughtful expression. He is pointing his right hand towards a chalkboard. On the chalkboard, a quote is written in white chalk. The quote reads: "We can't solve problems by using the same kind of thinking we used when we created them." The text is arranged in four lines, with the first line being the longest and the last line being the shortest. The chalkboard has some faint, illegible markings on it.

We can't solve problems
by using the same
kind of thinking we used
when we created them.

Change Package

MY COMMUNITY

SELECT YOUR COMMUNITY IN THE LIST BELOW TO ACCESS YOUR DASHBOARD

[Brantford](#)[Cape Breton](#)[Chatham-Kent](#)[Dufferin](#)

Change Package

QUALITY BY-NAME LIST

This section of the change package includes change ideas related to the 12 elements of the By-Name List Scorecard 2.0.

BY-NAME LIST

Quality By-Name List

For further information on By-Name Lists, see the 20KHomes website [By-Name List page](#).

Scorecard Elements

Community Participation and Coverage

1. Maximize provider participation
2. Reach unsheltered homeless
3. List all known individuals

Policies and Procedures

4. Implement an inactivity policy
5. Track without a full assessment
6. Timely/accurate data updates

Data Infrastructure

7. Assign unique identifier
8. Track populations and changes over time
9. Track inflow
10. Track key connections at inflow
11. Track homeless status and outflow
12. Track time on list



Questions?



Group Work - Choosing Change Ideas

- On Yellow Post-its – write down all change ideas that you have (5 mins)
- Group like change ideas (5 mins)
 - Link change ideas to Secondary Drivers (5 mins)
- Prioritize change ideas (10 mins)
 - Test all change ideas – (how it links back to aim, measurable, able to run test within action cycle) (5 mins)
- Finalize Change idea and add to overview tab

Group Share

Who would like to share their groups top change idea?



Pulse Check



Anchor Charts



Feed your Mind, Body, & Soul!



Pulse Check

Overview of November In-Person Learning Session

Day 1

2:00 – 3:30pm
Opening Plenary



3:30 – 5:00pm
Tools & BNE
Scorecard 2.0



6:30pm
Dinner at
Anchor Bar



Day 2

9:00 – 10:30am
Model for
Improvement



10:30 – 10:45am
BREAK



10:45 – 12:00pm
Change Ideas



12 – 1:00pm
LUNCH



1:00 – 2:30pm
PDSA's

2:30 – 2:45pm
BREAK

2:45 – 4:00pm
Share and
Communicate

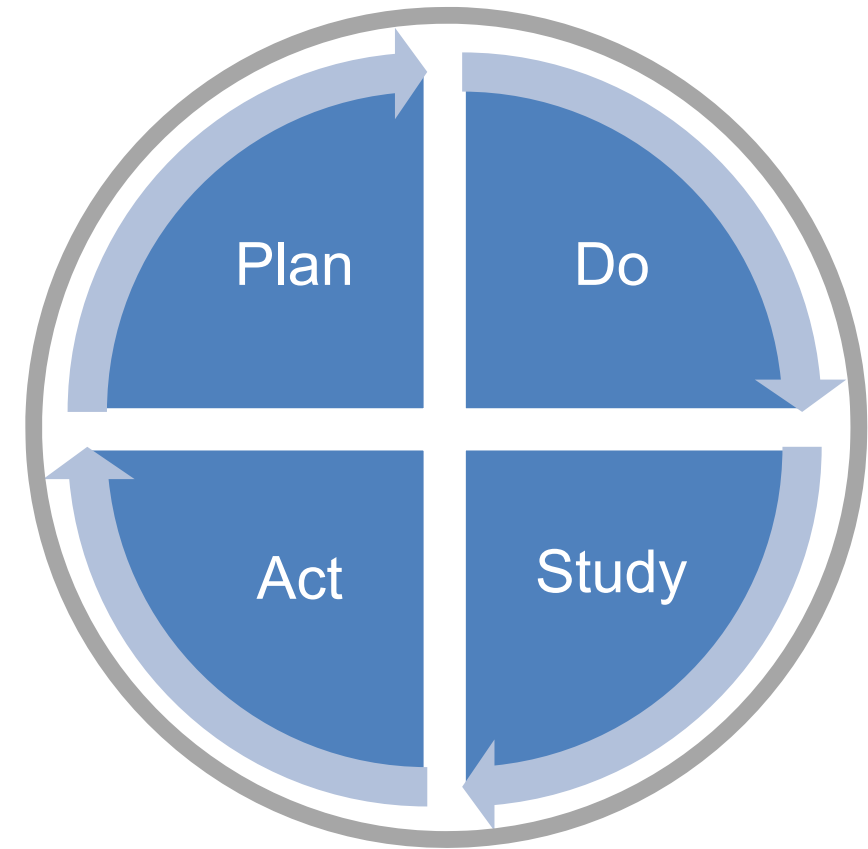
4:00 – 5:00pm
Closing Plenary

Model for Improvement

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?



What is a PDSA?

A time-limited test of change to your system

- Specific, actionable, and **measurable**
- Involves **testing** one or multiple change ideas
- **Quickly** confirms your thinking or leads you to pivot
- Applies to a system, not a one-time event
- Keeps you from getting stuck



Drill down to a test of change!

Accelerate
Housing
Placements



Increase
Housing
Stock



Hire a Landlord
Liaison to engage
new landlords



One team member
cold call 5 new
landlords, every day
for 5 days

TEST OF CHANGE



Drill down to a test of change

**Accelerate
Housing
Placements**

**Increase
Housing
Stock**

**Hire a Landlord
Liaison to engage
new landlords**

**One team member
cold call 5 new
landlords, every day
for 5 days**

**Reduce
Inflow**

**Implement
Diversion**

**Have all shelter providers
test the diversion &
prevention VI-SPDAT for the
length of the action cycle**

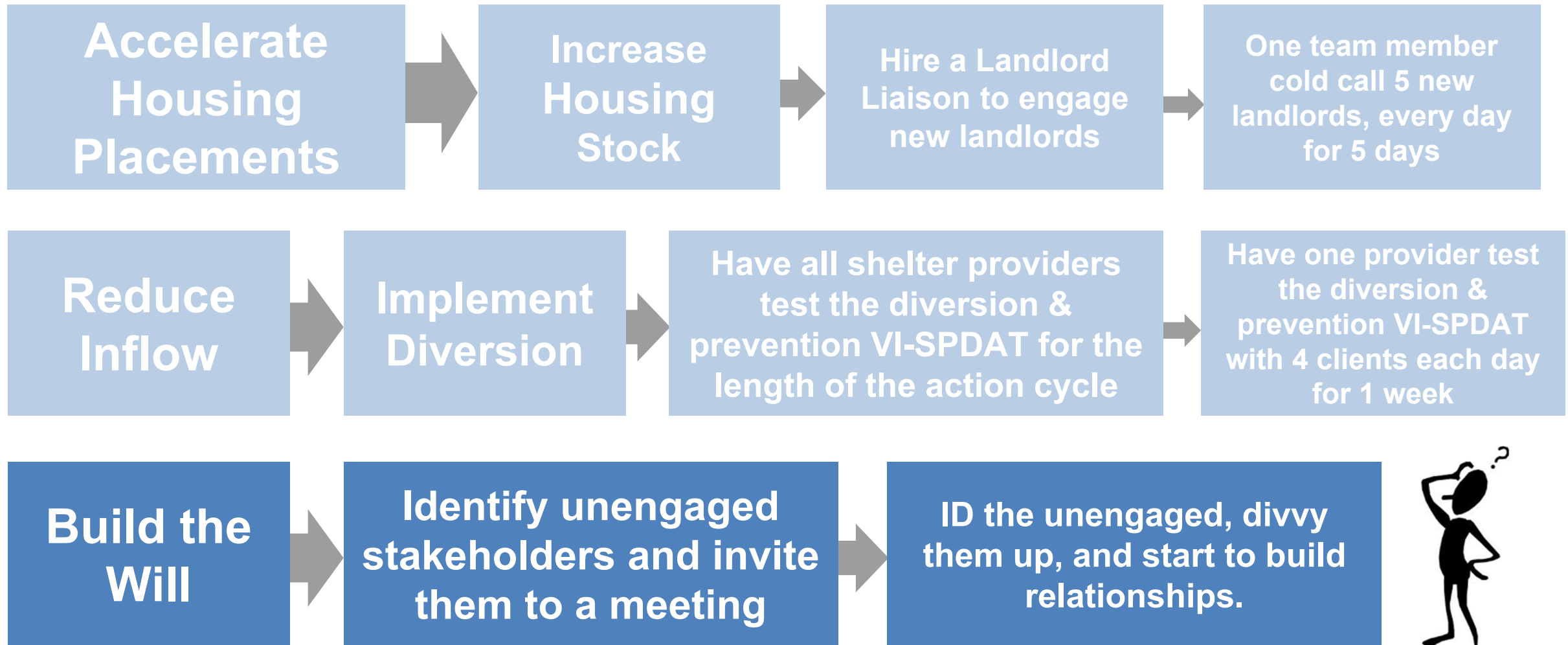
**Have one provider test
the diversion &
prevention VI-SPDAT
with 4 clients each day
for 1 week**

TEST OF CHANGE



Drill down to a test of change

TEST OF CHANGE



Go to your Change Package

- <http://changepackage.20khomes.ca/>
 - Password: shifthappens2020
- Open your Improvement Portfolio
- Take a look at the PDSA Worksheets

CHANGE IDEA

Actions you hope will result in improvements that are easily implemented, time-bound, and measurable.

Train providers to use a common assessment tool (CAT) and to submit required paperwork to add people to the By-Name List (#1 Maximize Provider Participation).

TEST OF CHANGE

This is the question you want answered. If you do this, you would expect to see an improvement.

Train 20 homeless-specific providers (over an 8 week period) to use the common assessment tool (CAT) and to submit people to the By-Name List.

PLAN

TEST PLAN		MEASUREMENT PLAN	
Predicted Impact	90% of homeless-specific providers will be using the common assessment tool and adding people to the BNL because training is an efficient way to encourage provider participation	What will you measure?	# of homeless-specific providers submitting to BNL using CAT
Start Date	11/12/2018	Who collects data?	Jessica
End Date	12/31/2018	Baseline measure on start date:	5 homeless-specific providers submitting to BNL every week
Project Lead:	Ashley	Goal measure on end date:	20 homeless-specific providers submitting to BNL every week
		How often will data be collected?	Weekly

FIRST STEPS

- Talk to the five homeless-specific providers already submitting BNL every week to get input on what helps or hinders their participation and their tips for training. Ask them to have a champion attend each of the training dates.
 - Discuss project at agency leadership table on Nov 12. Create a fun name for project together, decide on training dates, and create a fun challenge.
 - Send an e-mail with training dates and ask agencies to sign-up.
 - Design the first training.
 - Deliver first training. Get feedback to inform the future trainings.

DO

TEST DATA			
Date	Measure	Goal	Test Run/Notes
11/12/2018	5	20	Baseline
11/19/2018	6	20	Trained 5 agencies
11/26/2018	7	20	Trained 5 agencies
12/3/2018	9	20	
12/10/2018	12	20	Trained 10 agencies
12/17/2018	16	20	
12/24/2018	16	20	Vacation / offices closed
12/31/2018	20	20	

NOTES

Document results and any unexpected observations

Nov 28/18 - while training a few agencies who volunteered at the beginning in smaller tests of change helped us to improve our training over time and demonstrate success to others trained later, it is too time consuming to train small numbers of agencies on an on-going basis; train more agencies at one time in the future

Dec 24/18 - no data collected - offices closed

Dec 31/18 - reached our goal!

STUDY

Double click to add chart title

OBSERVATIONS

Analyze the results and compare them to your predictions.

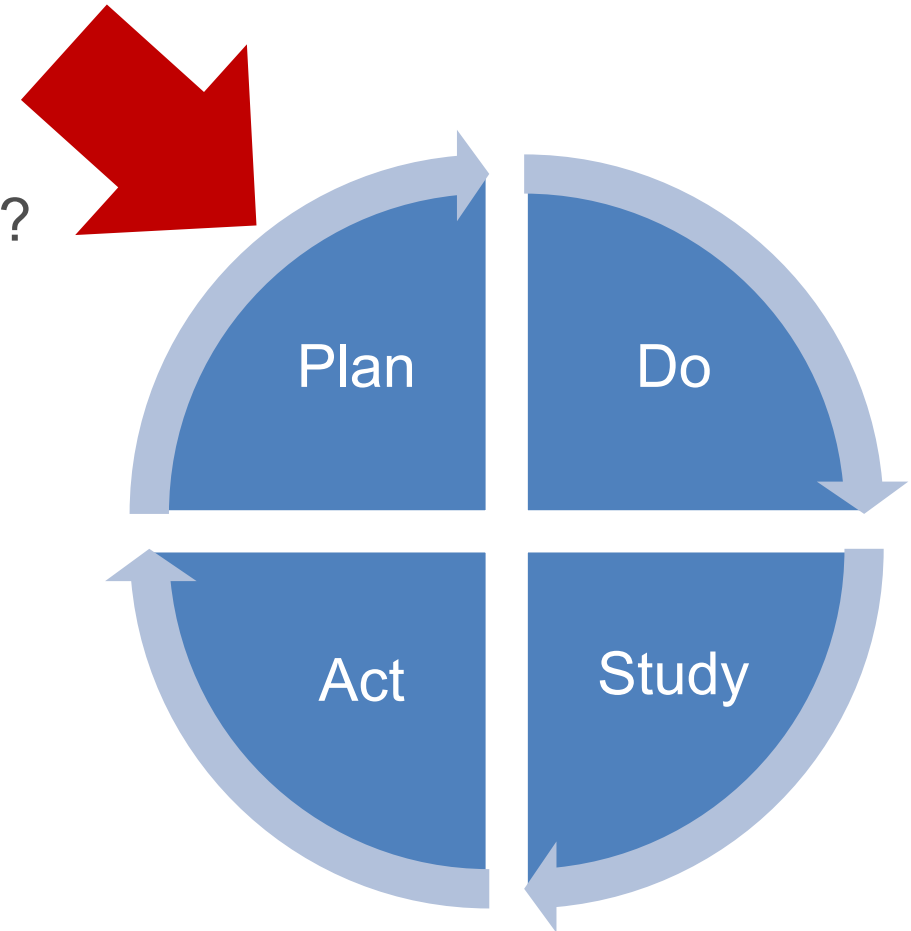
**"It is a capital mistake to theorize
before one has data"**

- Sherlock Holmes, A Study in Scarlet
Sir Arthur Conan Doyle

Plan

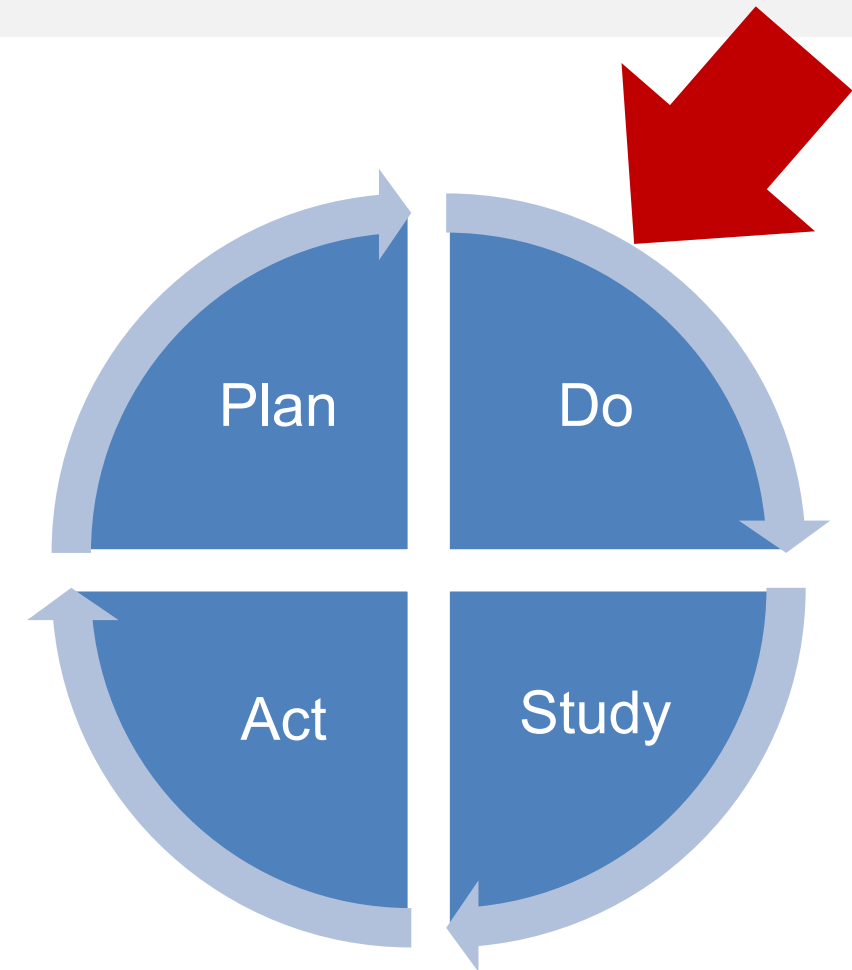
Briefly describe the test

- How will you know that the change is an improvement?
- What driver does the change impact?
- What do you predict will happen?
- List the tasks necessary to complete the test (what)
- Person responsible (who)
- Timeline (when)
- Where
- Plan for data collection



Test the changes

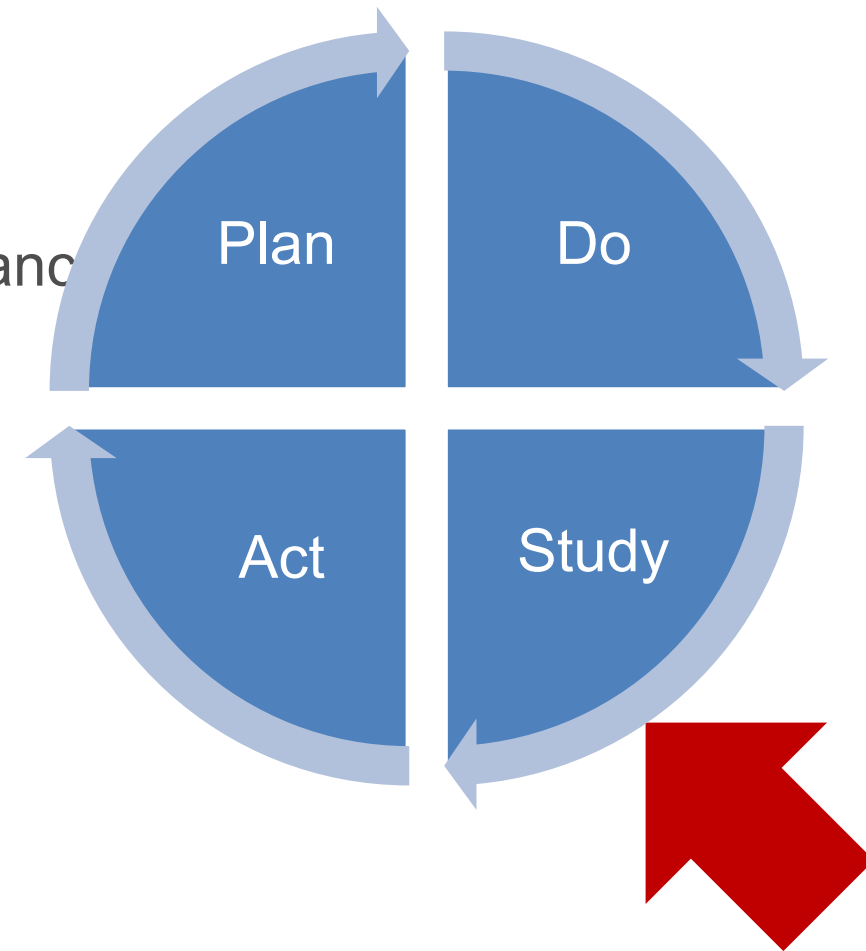
- Record data and observations
- Was the cycle carried out as planned?
- What did you observe that was not part of the plan?



Study

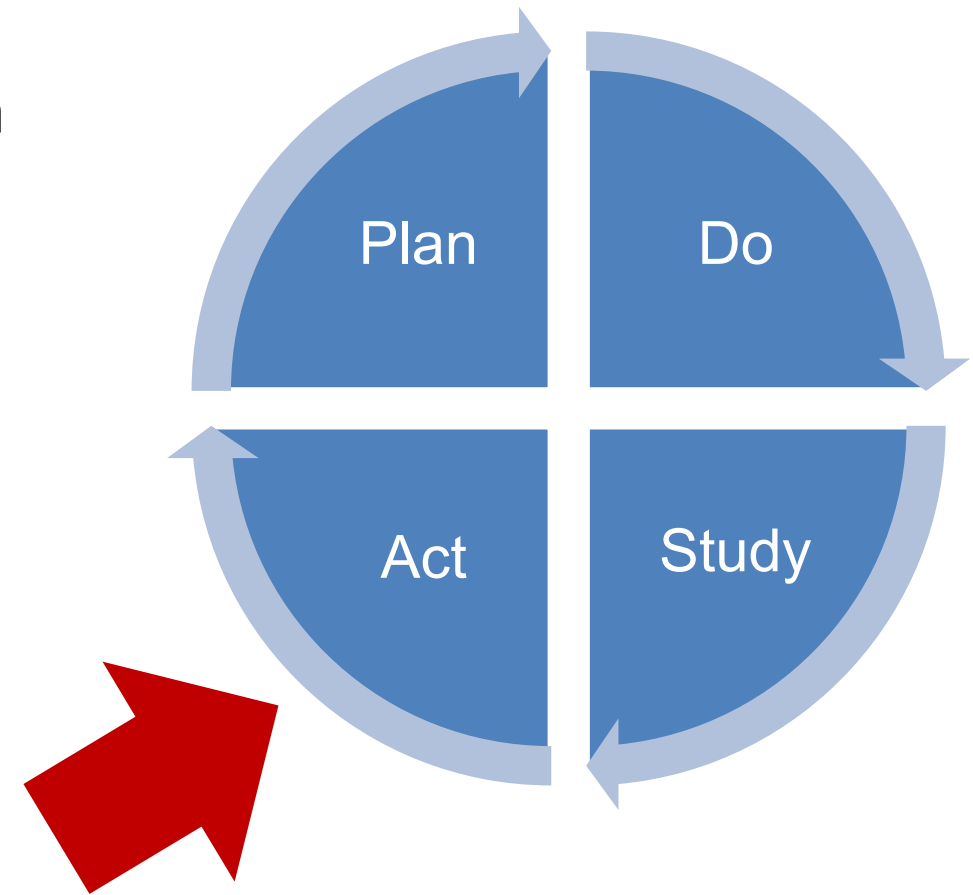
Learn from your experience

- Did the results match your predictions
- Compare the results of your test to your previous performance
- What did you learn?



Decide to adopt, adapt, or abandon

- **Adapt:** Improve the change and continue testing plan
- **Adopt:** Select changes to implement on a larger scale and develop an implementation plan and plan for sustainability
- **Abandon:** Discard this change idea and try a different one



Questions?



Let's Plan!

- Use this time to focus on PLAN section of the PDSA Model
- There is room in your Change Package for 3 PDSAs – plan 1 to 3 right now. Remember, it is better to have one great PDSA than 3 mediocre ones
- Tests should take max. 8 weeks to complete for this action cycle
- Use the people in the room to your advantage! Ask questions; ask for help; talk it through!





Anchor Charts



Time to Fuel!



Pulse Check

Group Sharing

Community 1 share their test of change (5 mins)

Feedback (5 mins)

Community 2 share their test of change (5 mins)

Feedback (5 mins)

Group Work

Finalize your test and add to your portfolio
(10 mins)



Getting Your Community On-Board!

Communication





Pulse Check



Share the Love!





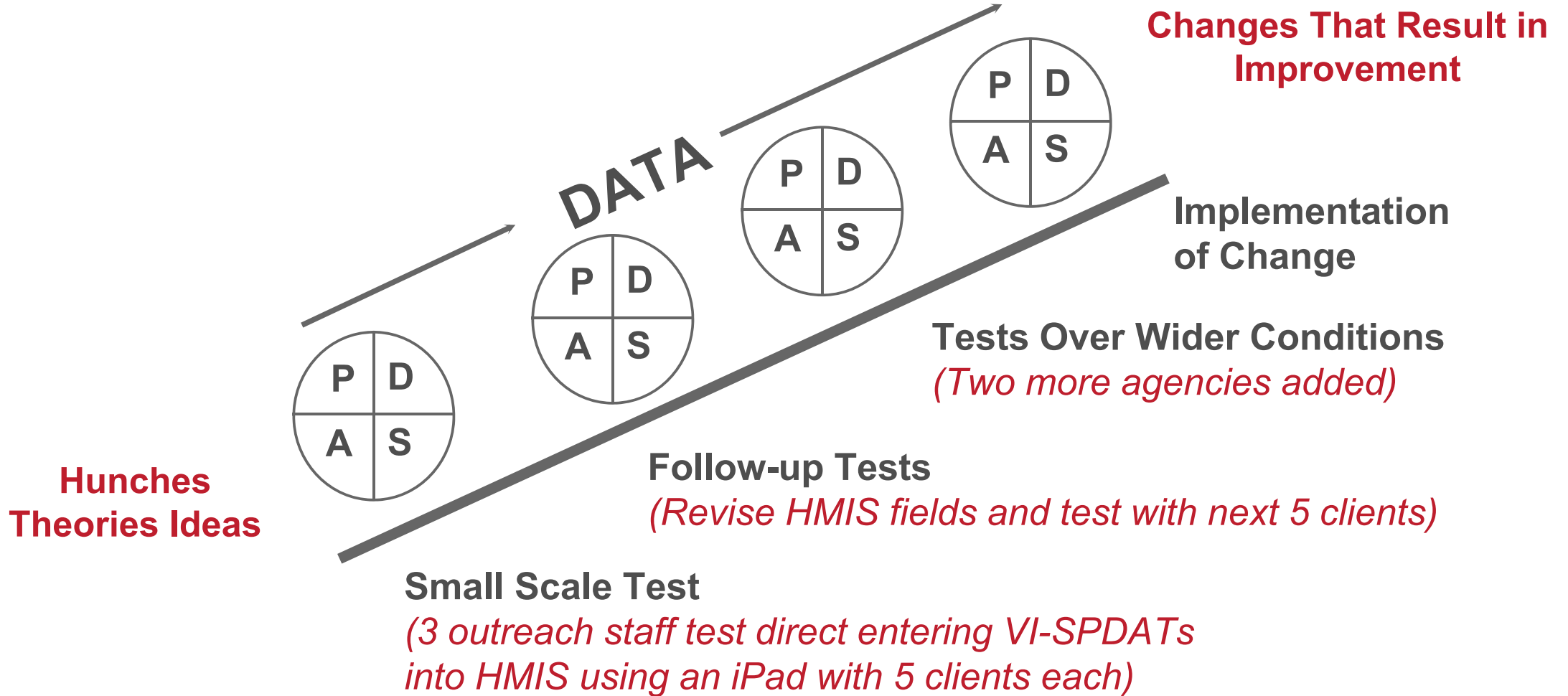
Let's Do This!

Thank You

For more information, please contact us.



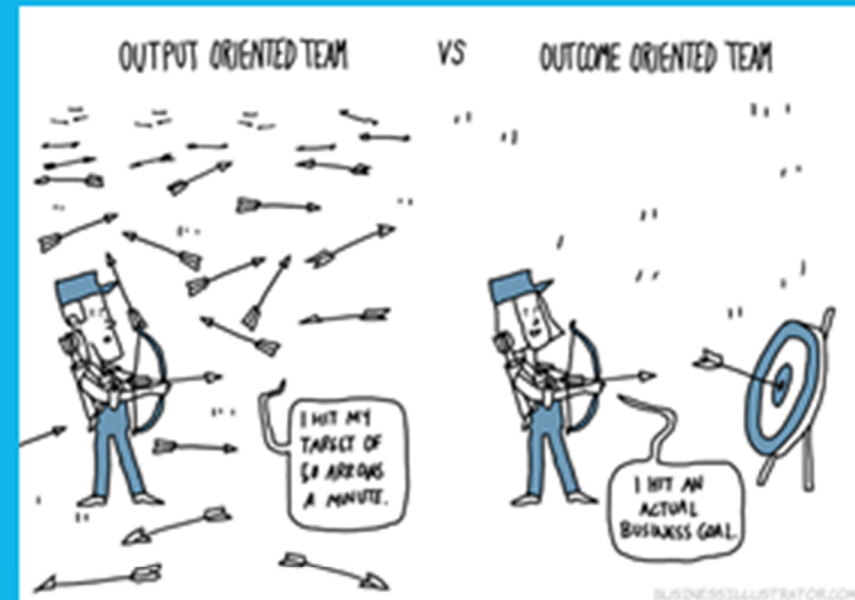
Sequence of Improvement



What you measure, you care about

Measurement is the only way to know if a change is an improvement

No gut feeling, no intuition, no common sense will tell you if the change is making the difference you wanted it to



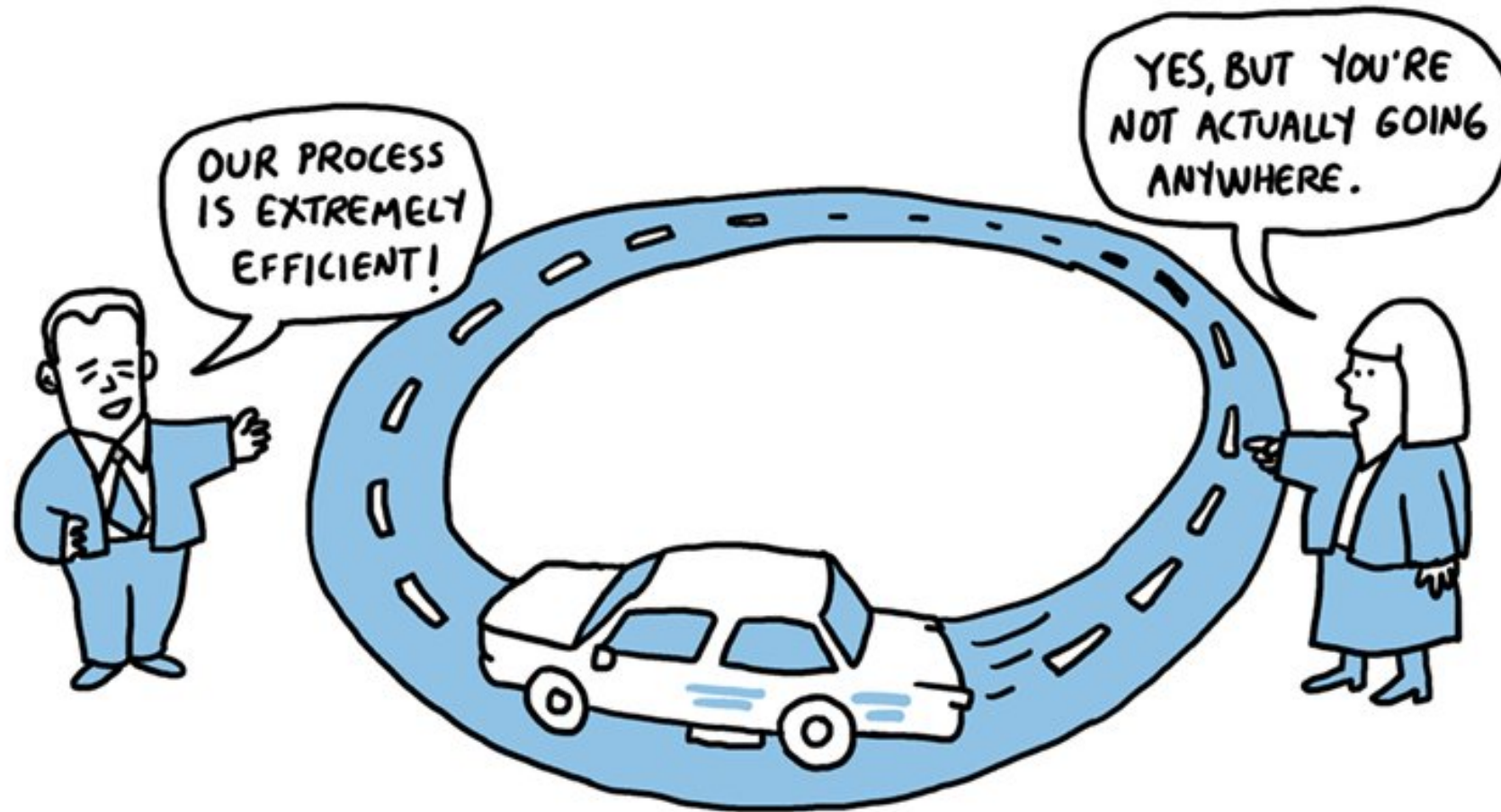
Remember, this is an improvement project.

- This is not a telethon / donation drive.
- Don't put a goal there just because we told you to.
- When you put a Functional Zero goal there, make sure it's one that energizes and motivates you.

GOAL!



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