

Reduce 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.

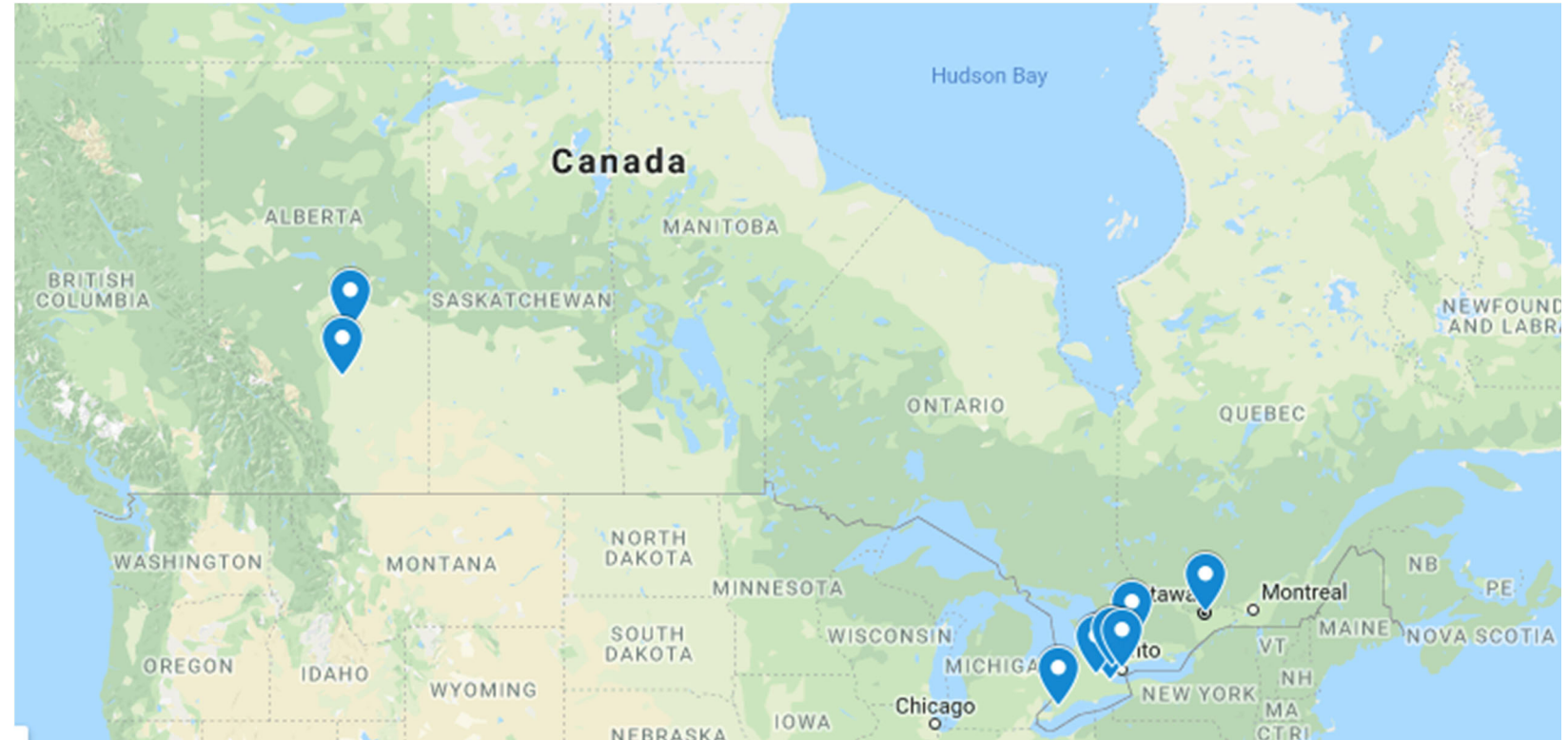


The 20,000 Homes Campaign Learning Session is a diverse, inclusive, accepting and safe space for everyone. We welcome participants from all backgrounds, including people of colour, marginalized groups, and those of diverse sexual orientations and gender identities. We have taken steps to ensure the inclusion 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 is in the Room?

- Chatham-Kent
- Edmonton
- Guelph-Wellington
- Hamilton
- Toronto
- Red Deer
- Peel Region
- City of Kawartha Lakes and County of Haliburton
- Waterloo Region
- Windsor



Your Learning Session Team!



Kerri Kightley
Improvement Advisor



Jessica Brunet
Data Advisor



Tim Richter
President & CEO



Patrick Hunter
EDSC
Senior Policy Analyst



Nate French
Community Solutions
Collaborative Lead



Iain DeJong
OrgCode Consulting Inc.



Natasha Lenzo
EDSC
Senior Policy Analyst



Melanie Lewis Dickerson
Community Solutions
Portfolio Manager



Amanda Buchnea
A Way Home

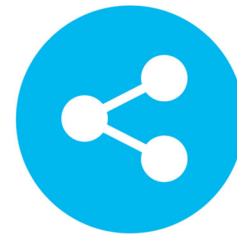


Maximiliano Bonito
EDSC
Policy Analyst

We help you drive a measurable & sustainable end to chronic and veteran homelessness



In-person learning sessions & virtual coaching



Learn from other communities



Custom data and performance management tools



Access to federal agency and partner organizations



Quick answers from your own improvement advisor

Overview of November In-Person Learning Session

Day 1

2:00 – 3:30pm
Opening Plenary

3:30 – 5:00pm
Model for
Improvement

6:30pm
Dinner at Radius

Day 2

9:00 – 10:30am
Aim Statement &
Change Ideas

10:30 – 10:45am
BREAK

10:45 – 12:00pm
Aim Statements
& Change Ideas

12:00 – 1:00pm
LUNCH

1:00 – 2:30pm
PDSA & Tests
of Change

2:30 – 2:45pm
BREAK

2:45 – 4:00pm
Measurement &
Communication

4:00 – 5:00pm
Closing Plenary

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4:00 – 5:00pm
Closing Plenary

Day One Objectives

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

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

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

...understand what to do next on any current projects.

...get excited about how good data and quality improvement tools will help you.

Model For Improvement An Overview



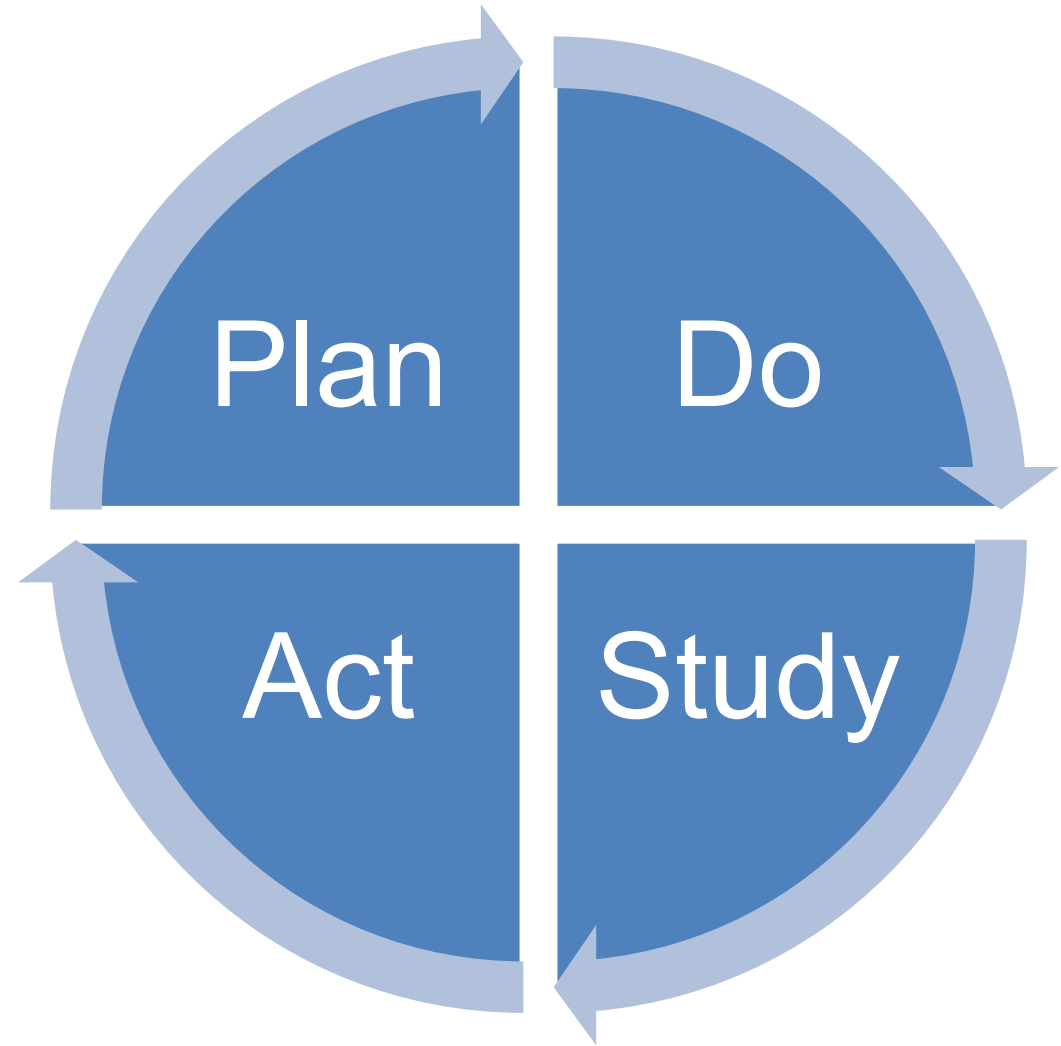


Tennis Ball Activity

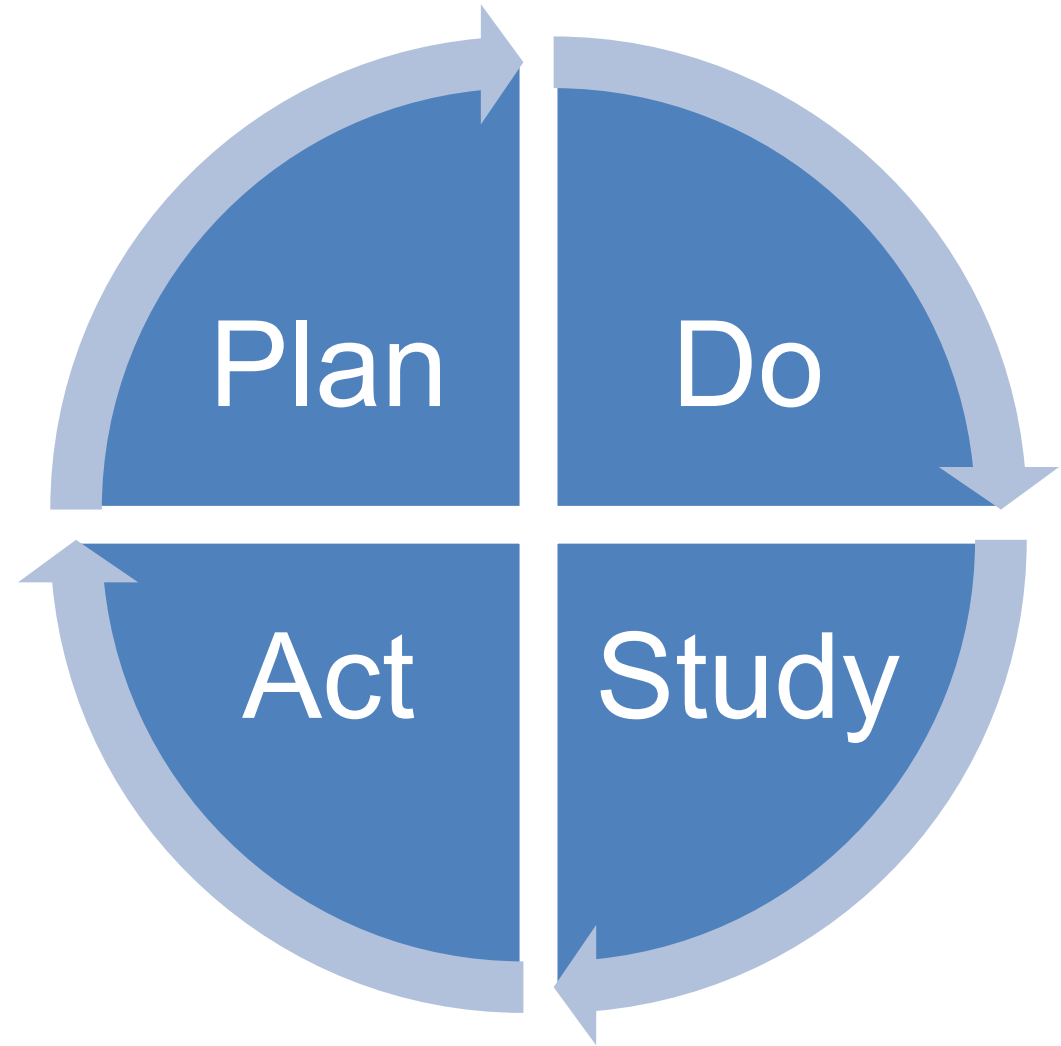


- Each person on the team must touch each ball once
- Each person on the team must touch each ball in the same order each time
- No person on the team can hold the balls the whole time

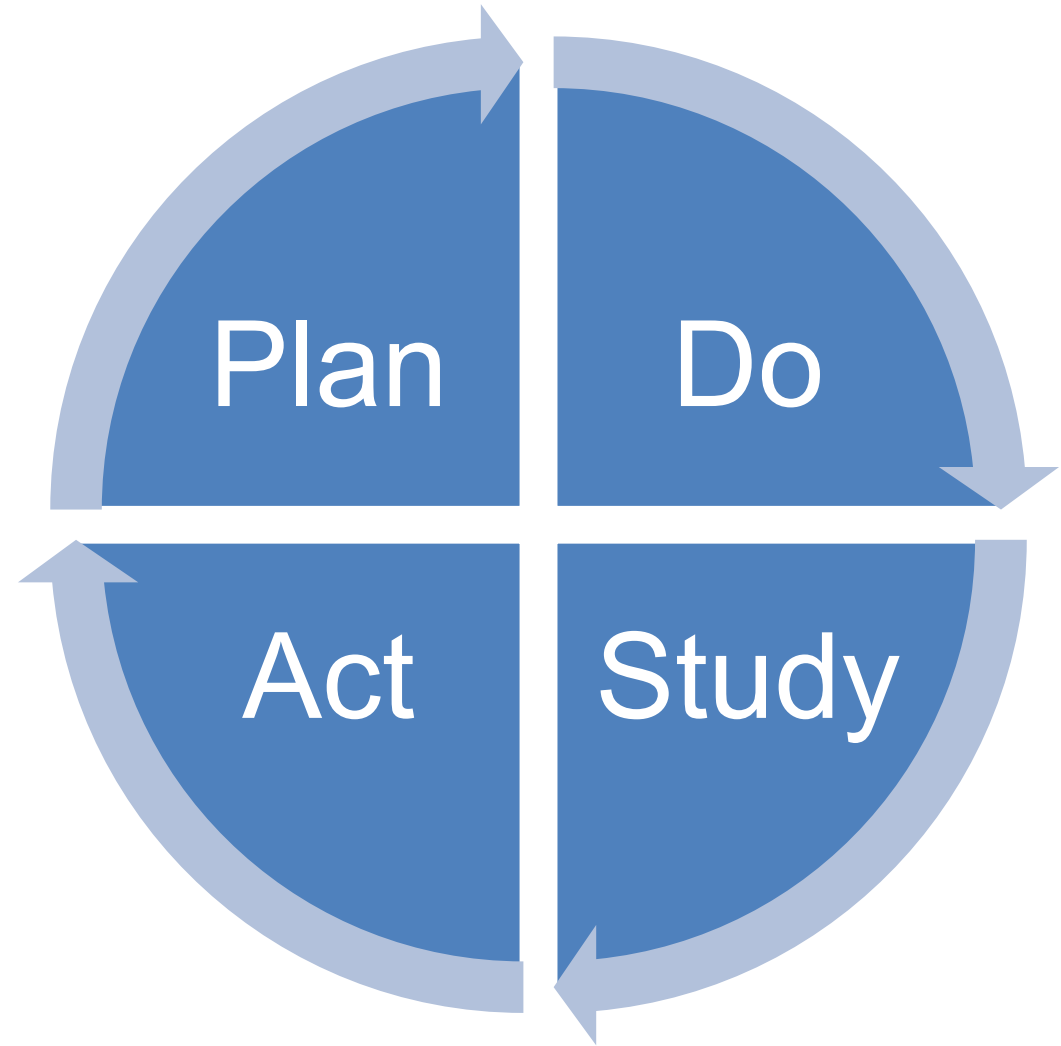
Tennis Ball Debrief



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

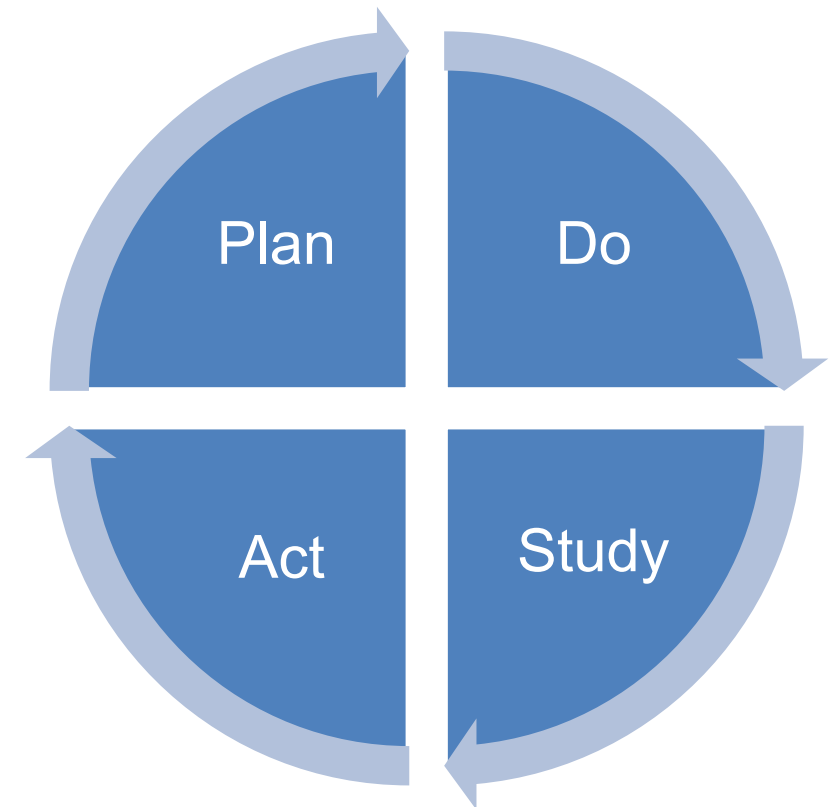
Solving complex problems starts with a **measurable end state and works backward**. Strategies and activity come last and shift repeatedly in service of the aim.

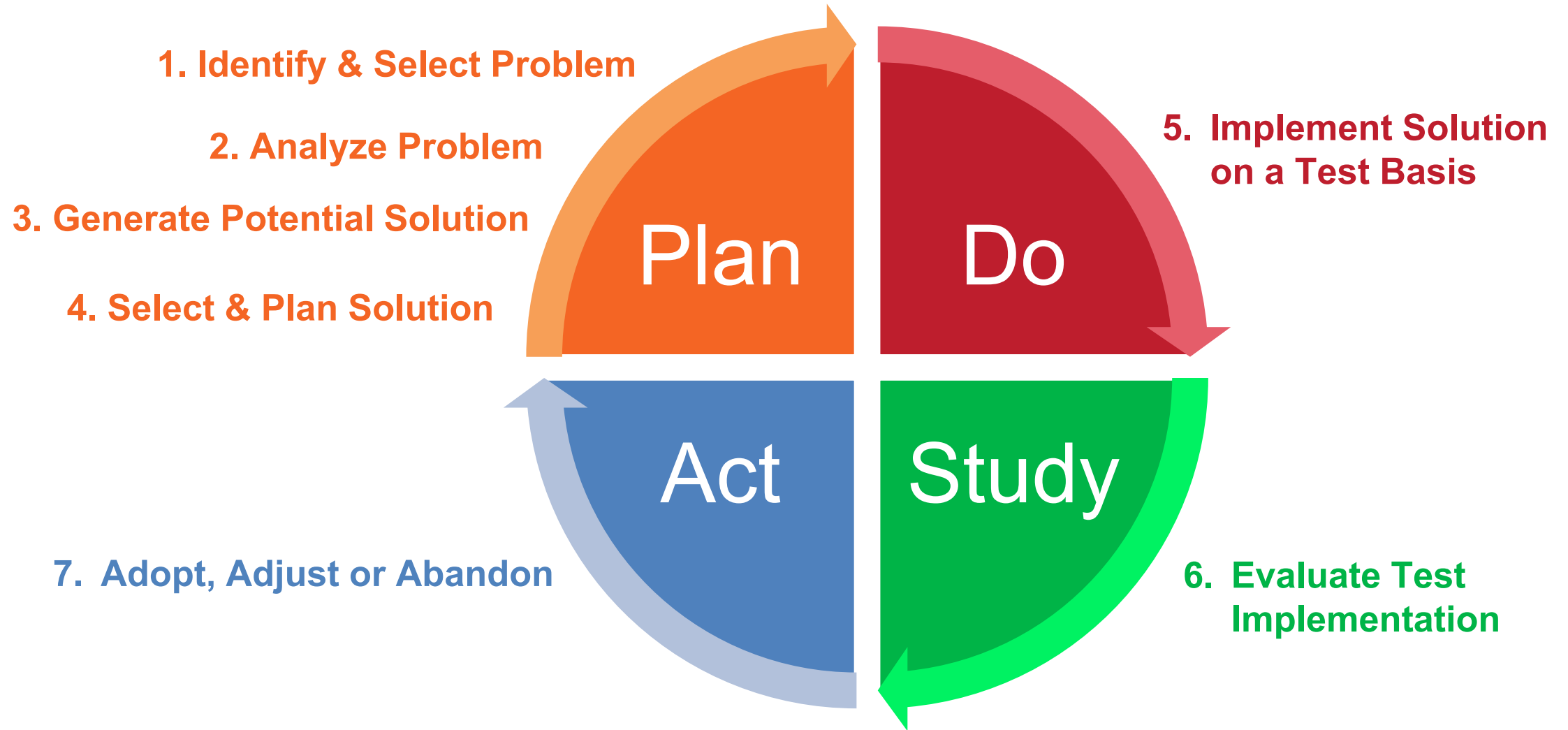
#throwingbirds

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?





Questions?



Hamilton Bright Spot



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

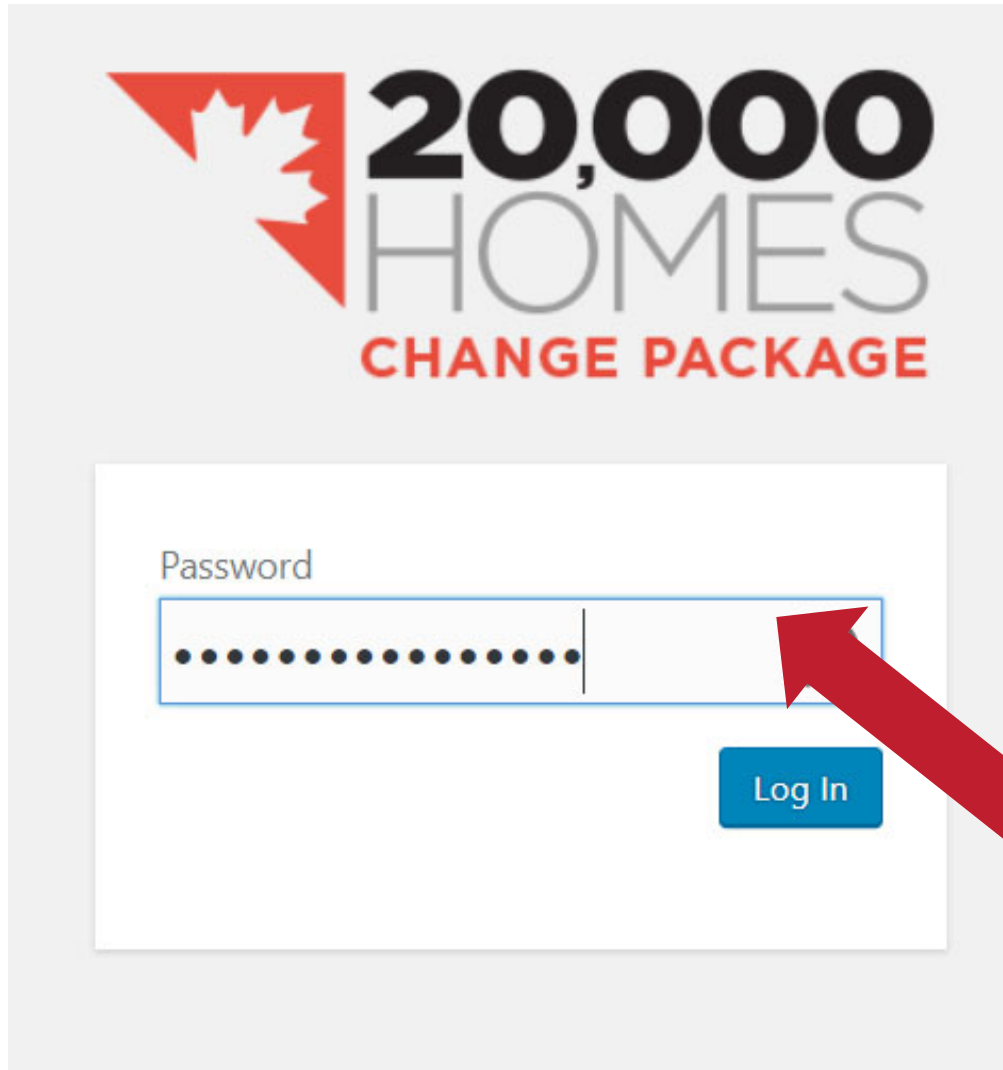
20,000 HOMES CAMPAIGN

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

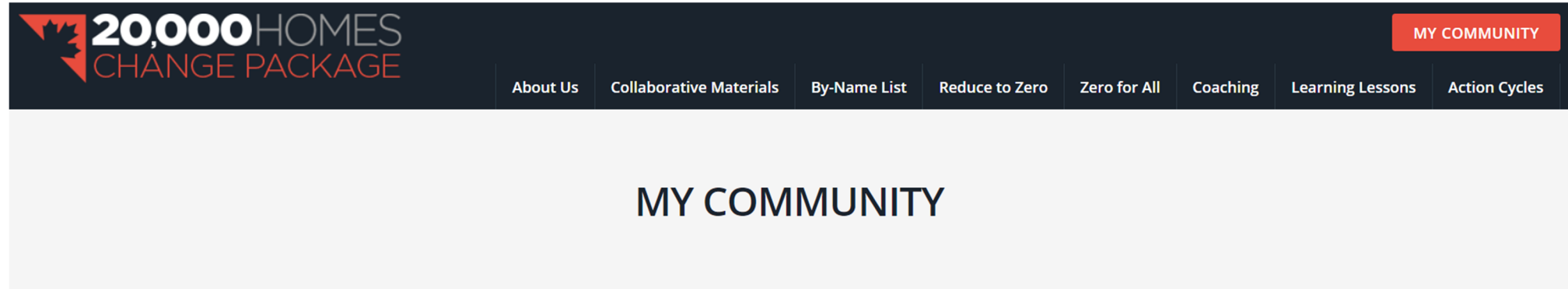
Password

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

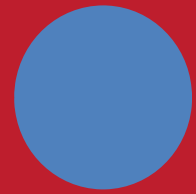
Brantford	Cape Breton	Chatham-Kent	Dufferin
Edmonton	Fort McMurray	Guelph-Wellington	Hamilton
Halifax	Kamloops	Kawartha-Haliburton	Medicine Hat

Questions?

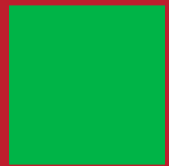


Group Work: Review of Past Projects

Wrap-Up



= What's "Circling Around"/Confusing



= What's "Squared Away"/Clear



= What could we 'tri' to improve for the future?

What are your hopes for tomorrow?



Share the Love!



Dinner 6:30pm – Anchor Bar
120 King Street West

Reduce Cohort

Learning Session, Day #2



 **20,000**
HOMES

Welcome!

Insert Slide with land statement

Insert slide with inclusivity 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.**

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of Change

2:30 – 2:45pm
BREAK

2:45 – 4:00pm
Measurement &
Communication

4:00 – 5:00pm
Closing Plenary

Day Two Objectives

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

- ...be comfortable working in your Community Portfolio
- ...understand where to find resources and awesomeness in the Change Package
- ...set an AIM Statement for reaching functional zero on chronic homelessness
- ...something about identifying Change ideas
- ...know how to develop a PDSA (hint: check out the worksheet!!)

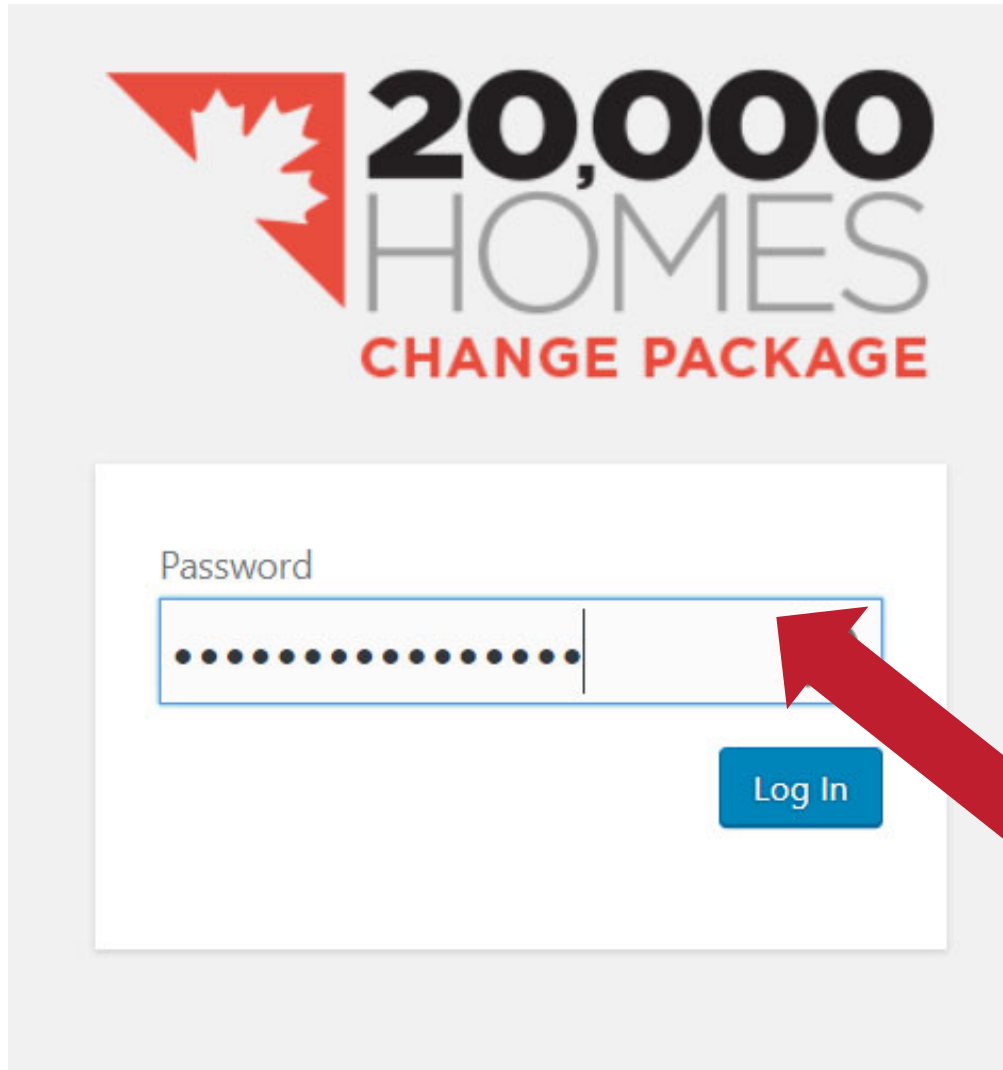


Pulse Check



Anchor Charts

changepackage.20khomes.ca



20,000
HOMES
CHANGE PACKAGE

Password

Log In

shifthappens2020



20,000 HOMES ABOUT CONTACT FRANÇAIS

JOIN CHANGE PACKAGE

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

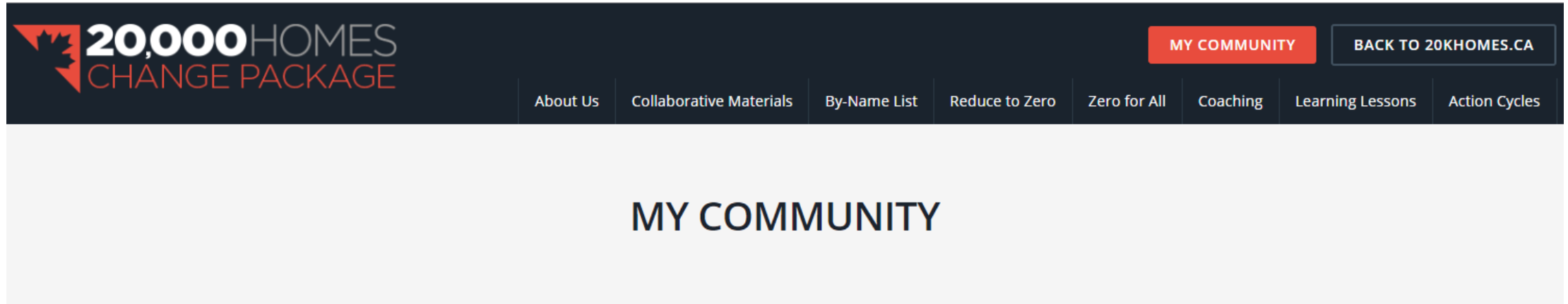
20,000 HOMES CAMPAIGN

BEGINNING THE END OF HOMELESSNESS IN CANADA

JOIN TODAY!

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Your Community Hub



20,000 HOMES CHANGE PACKAGE

MY COMMUNITY BACK TO 20KHOMES.CA

About Us Collaborative Materials By-Name List Reduce to Zero Zero for All Coaching Learning Lessons Action Cycles

MY COMMUNITY

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

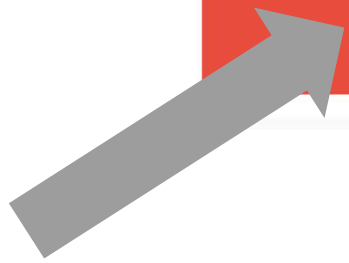
COMMUNITY
SUPPORT PLAN

Archived Materials

- [Improvement Portfolio - June 2018](#)

Online Scorecards

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



Your Community's Portfolio

TOOLS FOR CHANGE


GUELPH-WELLINGTON

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.

BASELINE

174

DATE BASELINE SET

4/1/2018

CHANGE IDEAS

In the space below, prioritize three change ideas from driver diagram and type them below under 'change idea'

CHANGE IDEA	TEST OF CHANGE	START DATE	END DATE	PROJECT LEAD

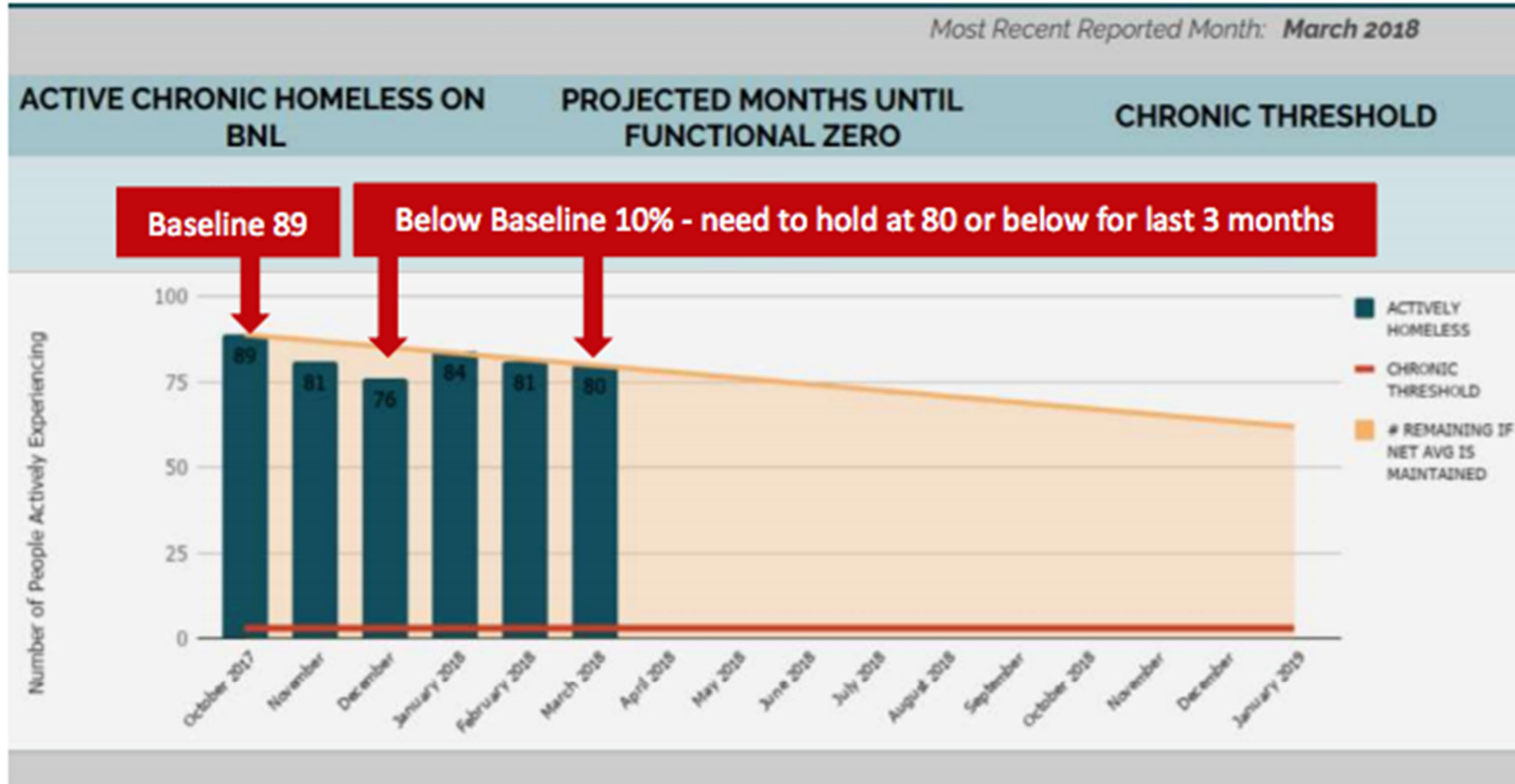
What does 'reduce' mean?

- Reduce refers to making reductions in the number of people actively experiencing chronic homelessness
- To begin reliably and consistently monitoring reductions:
 - Quality By-Name List
 - Baseline month
- Two ways 20K measures and reports on “reducing”

Initial Baseline Reductions

- Total # of Communities with a Quality Baseline Month
 - Reasonably accurate number
 - Used to compare on-going progress
- Total # of Communities Below Baseline
 - # of active chronic homelessness being below the quality baseline number for the most recent past three months
 - Scope of reduction:
 - 500 + baseline – 5% below baseline in the past three months
 - 50-499 baseline – 10% below baseline in the past three months
 - 1-49 baseline – 15% below baseline in the past three months

Initial Baseline Reductions



REDUCE

Your Community's Portfolio

GUELPH-WELLINGTON

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].

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CHANGE IDEA	TEST OF CHANGE	START DATE	END DATE	PROJECT LEAD
-------------	----------------	------------	----------	--------------



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**



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



Focus in on your target



Functional End to Chronic Homelessness



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.**

Input Aim Statements in the Portfolio



Pulse Check

Portfolio – Driver Diagram

GUELPH-WELLINGTON

DRIVER DIAGRAM

DRIVER DIAGRAM

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	

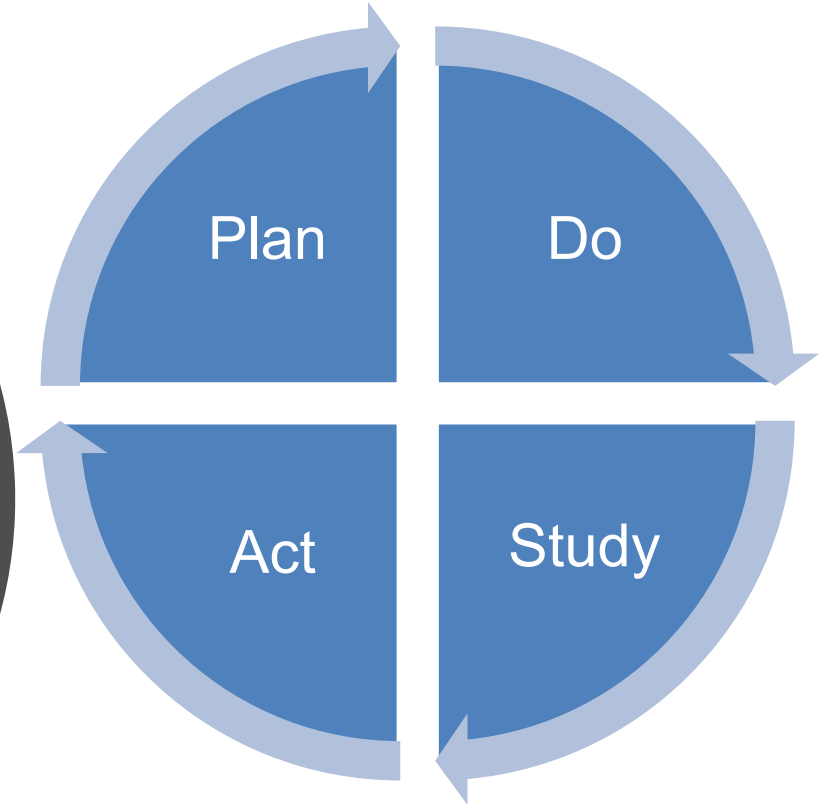
CHANGE IDEAS

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?





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

Not all change ideas
are a good idea.

Not all good ideas
are change ideas.

Group Work – Choosing Change Ideas

Pre-Populated Driver Diagram on Table

Add any local Secondary Drivers

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



Anchor Charts



Time for a Snack!



Pulse Check



PLAN

Gather information and choose a course of action that has a predicted impact.

How will you know change is happening?

DO

Carry out the course of action in a controlled environment

STUDY

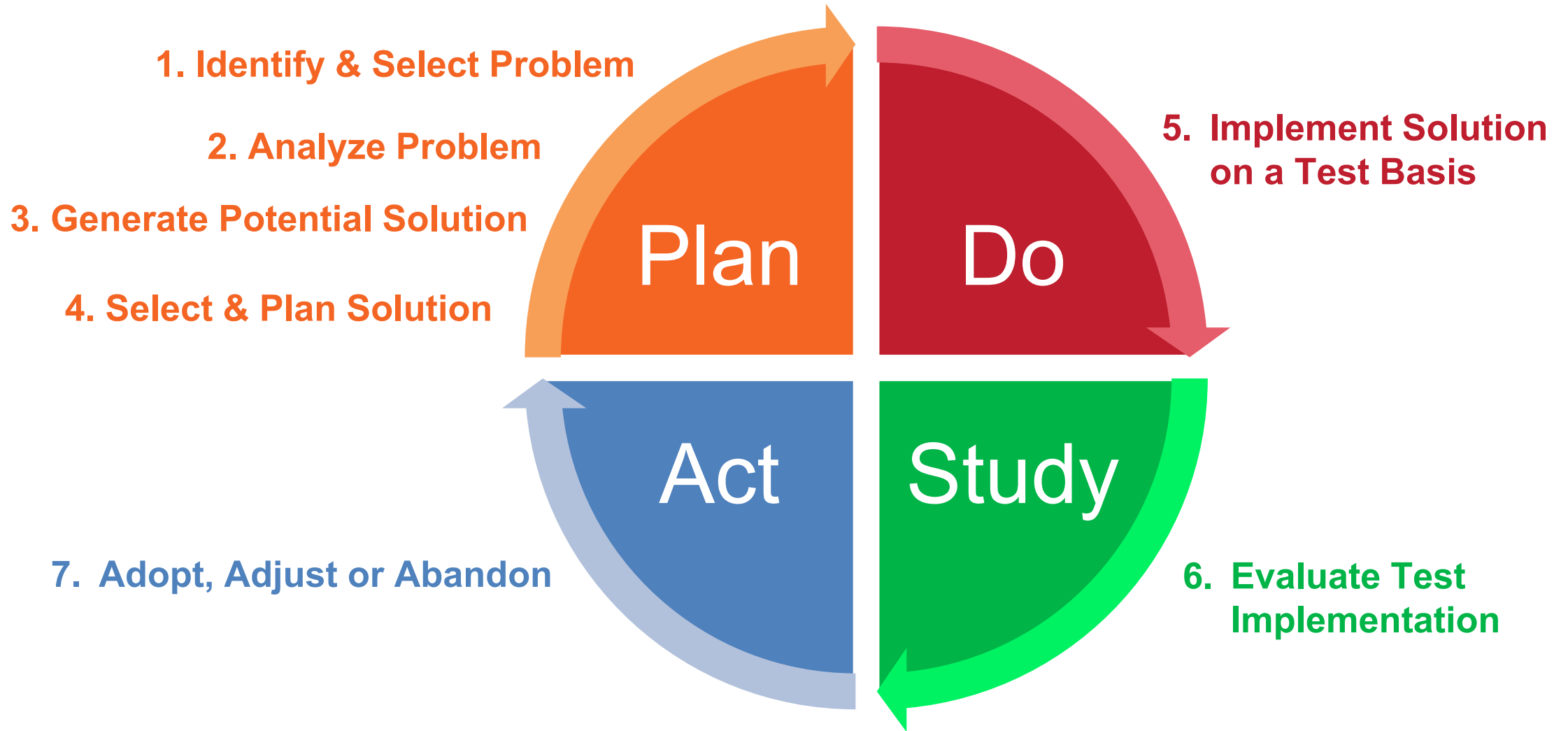
Gather data to determine if any change is happening

What are the conditions?

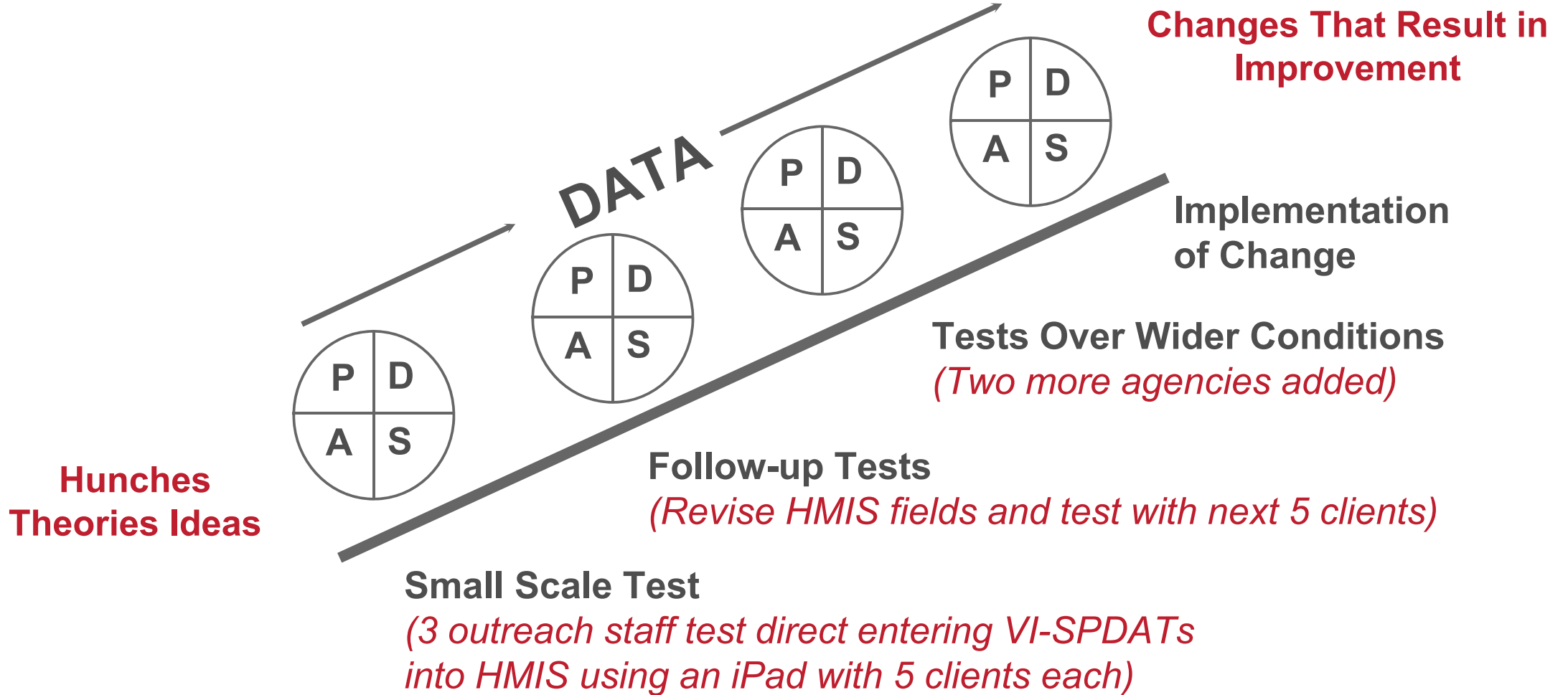
What happened that we didn't plan for?

ACT

Time to decide whether to Adopt Adapt Abandon



Sequence of Improvement



Go to PDSA Example Sheet

PDSA Worksheet - Plan

CHANGE IDEA

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

Identify individuals who are 4 months homeless to develop housing plan to prevent them from reaching chronic homelessness

TEST OF CHANGE

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

In women's shelter A, identify 5 clients that with 4 months accumulative homelessness and develop housing stability plan and move into housing

PLAN

TEST PLAN

Predicted Impact	5 clients to avoid aging into chronic homelessness
Project Lead:	Kerri
Start Date:	11/12/2018
End Date:	12/10/2018

MEASUREMENT PLAN

What will you measure?	# of identified clients housed before 01/14/2019
Who collects data?	Randalin
Baseline measure on start date:	0 clients housed
Goal measure on end date:	5 clients housed
How often will data be collected?	Weekly

FIRST STEPS

- Attend shelter staff meeting on Nov 12th to review the project and identify five longer stay shelter residents for the PDSA.

Drill down to a test of change!

Accelerate
Housing
Placements



Increase
Housing
Stock



Hire a Landlord
Liaison to engage
new landlords



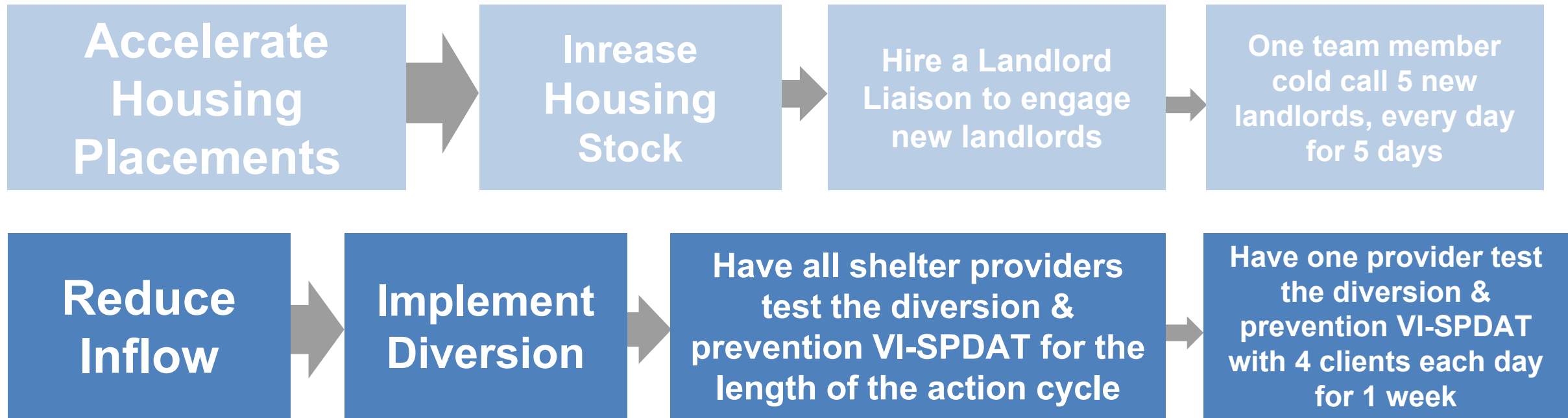
One team member
cold call 5 new
landlords, every day
for 5 days

TEST OF CHANGE



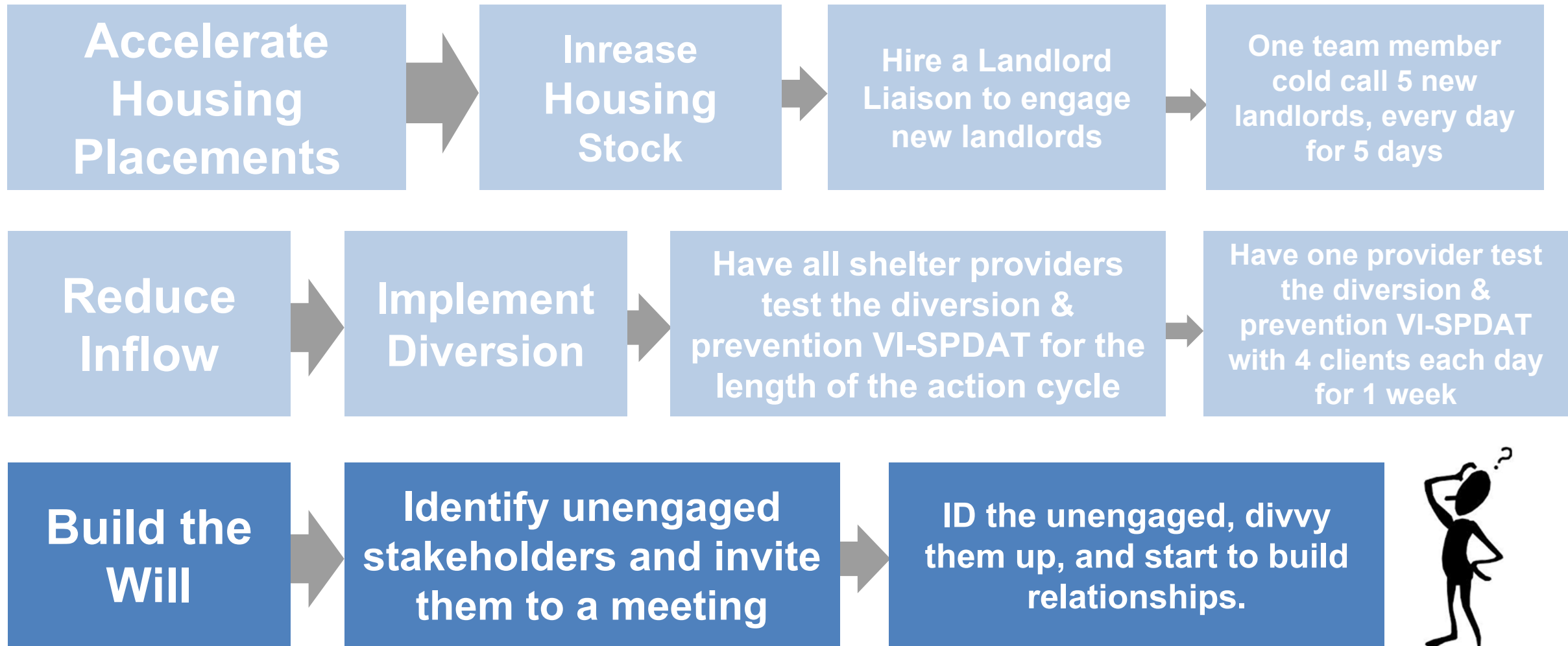
Drill down to a test of change

TEST OF CHANGE



Drill down to a test of change

TEST OF CHANGE



Group Discussion – The PDSA – Test Plan

- **Test of Change:** **Pick a test of change that you can start to implement next week!
Don't pick a test that you can't begin yet.. Scope it down to a "Phase I"
- **Predicted impact:** Predict the concrete next thing that you expect to happen once you implement. The think about how this will move you closer to ending all homelessness. If it doesn't change the big picture, is it the most important project you can do right now?
- **Project Lead:** Start with folks who are here. One project per Project Lead.
- **Start/end dates:** Challenge yourself with short projects. Extend them if data suggests that you're on the right track.
- **First Steps:** What needs to happen for the Test of Change to begin?



Pulse Check



Anchor Charts



Share the Love!





Feed your Mind, Body, & Soul!



Pulse Check

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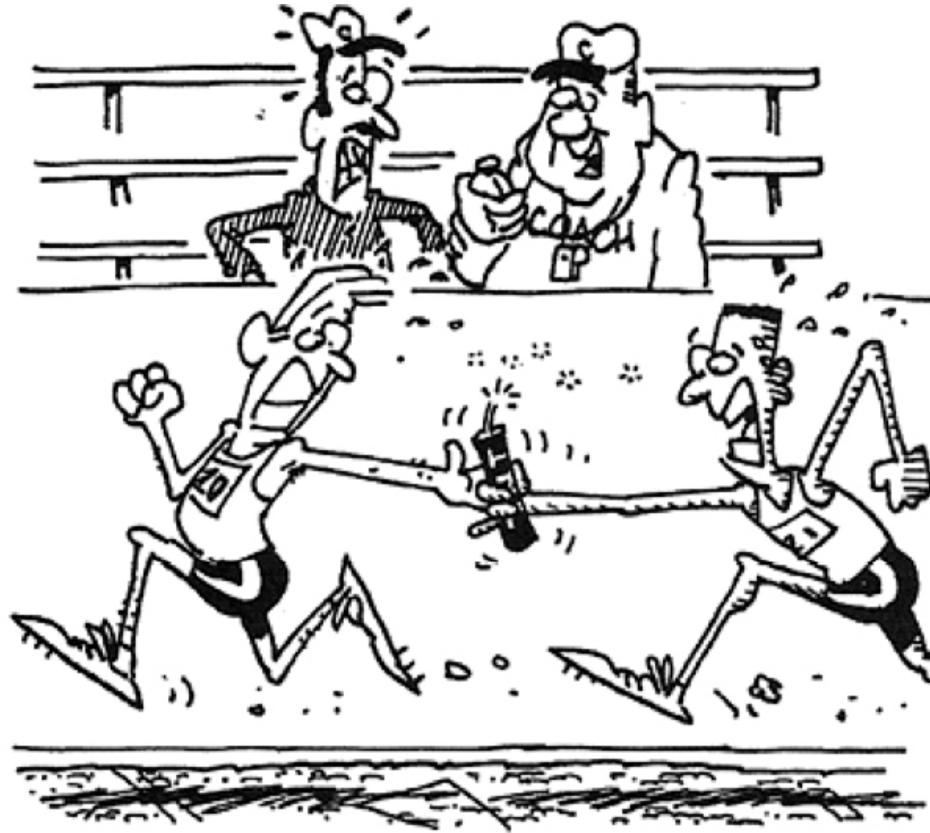
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PDSA & Tests
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2:30 – 2:45pm
BREAK

2:45 – 4:00pm
Measurement &
Communication

4:00 – 5:00pm
Closing Plenary

Testing your Test....



"USING DYNAMITE AS A BATON HAS
DRAMATICALLY IMPROVED THEIR TIME."

Copyright © American Greetings Corporation. Used with permission.

Windsor Bright Spot

Group Discussion – The PDSA – Measurement Plan

CHANGE IDEA

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

Identify individuals who are 4 months homeless to develop housing plan to prevent them from reaching chronic homelessness

TEST OF CHANGE

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

In women's shelter A, identify 5 clients that with 4 months accumulative homelessness and develop housing stability plan and move into housing

PLAN

TEST PLAN

Predicted Impact	5 clients to avoid aging into chronic homelessness
Project Lead:	Kerri
Start Date:	11/12/2018
End Date:	12/10/2018

MEASUREMENT PLAN

What will you measure?	# of identified clients housed before 01/14/2019
Who collects data?	Randalin
Baseline measure on start date:	0 clients housed
Goal measure on end date:	5 clients housed
How often will data be collected?	Weekly

FIRST STEPS

- Attend shelter staff meeting on Nov 12th to review the project and identify five longer stay shelter residents for the PDSA.

- **What will you measure?**
- **Who collects data?**
- **Baseline measure on start date**
- **Goal measure on end date**
- **How often will data be collected?**

Example

CHANGE IDEA

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

Identify individuals who are 4 months homeless to develop housing plan to prevent them from reaching chronic homelessness

TEST OF CHANGE

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

In women's shelter A, identify 5 clients that with 4 months accumulative homelessness and develop housing stability plan and move into housing

PLAN

TEST PLAN

Predicted Impact	5 clients to avoid aging into chronic homelessness
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What will you measure?	# of identified clients housed before 01/14/2019
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Baseline measure on start date:	0 clients housed
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How often will data be collected?	Weekly

FIRST STEPS

- Attend shelter staff meeting on Nov 12th to review the project and identify five longer stay shelter residents for the PDSA.

*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

PDSA Worksheet - Do

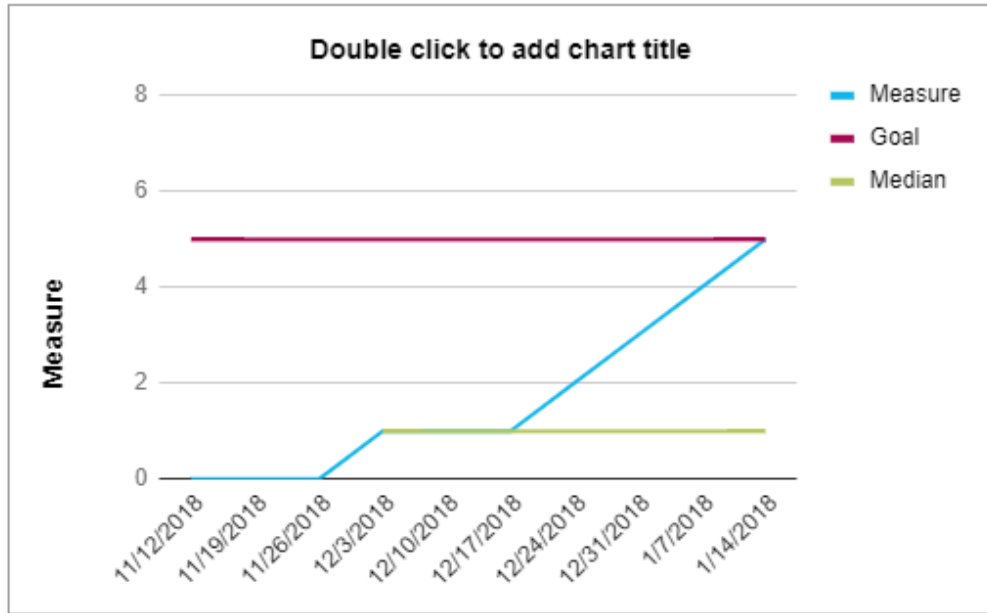
DO

TEST DATA			
Date	Measure	Goal	Test Run/Notes
11/12/2018	0	5	5 clients identified
11/19/2018	0	5	all housing stability plans complete
11/26/2018	0	5	
12/3/2018	1	5	first client housed
12/10/2018	1	5	
12/17/2018	1	5	
12/24/2018	2	5	second client housed
12/31/2018	3	5	third client housed
1/7/2018	4	5	fourth client housed
1/14/2018	5	5	fifth client housed

NOTES
Document results and any unexpected observations
<p>Took one week to identify 5 clients and another week to develop housing stability plans with them.</p>

PDSA Worksheet - Study

STUDY



OBSERVATIONS

Analyze the results and compare them to your predictions.

It took about one week per client to move them into housing.

PDSA Worksheet - Act

ACT

NEXT STEPS	
<input type="checkbox"/>	Adapt (make modifications and run another test)
<input checked="" type="checkbox"/>	Adopt (test the change on a larger scale)
<input type="checkbox"/>	Abandon (don't do another test on this change idea)

*** If you're adapting or adopting this project, add a new sheet to re-start the PDSA cycle. If you're abandoning, you can archive or remove this project. See instructions for further details.

MODIFICATIONS
Based on what you learned from the test, make a plan for a next step.
<p>Try a test of change with 10 identified clients in two months to see if we can increase to two clients housed per week</p>



Anchor Charts



Time to Fuel!



Pulse Check

Group Discussion – The PDSA – Test Plan

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Anchor Charts



Getting Your Community On-Board!

Communication Plan

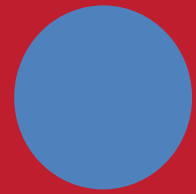
- Insert Stefania's Communication Plan slides

Group Discussion

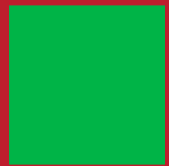


Anchor Charts

Wrap-Up



= What's "Circling Around"/Confusing



= What's "Squared Away"/Clear



= What could we 'tri' to improve for the future?

What are your hopes for tomorrow?



Share the Love!



Thank You

For more information, please contact us.

