

PULSE CHECK!

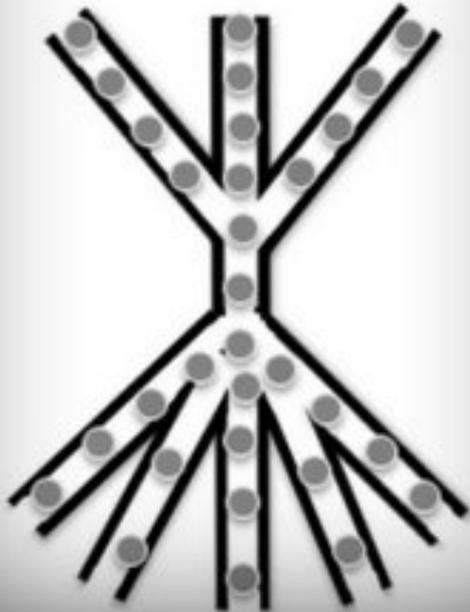
I am confident that I know LA's goals and strategies for ending veteran and chronic homelessness AND my SPA's activities drive towards those goals.

I am confident that we, as a community, can generate and implement catalytic change in our SPA.

I am confident that I understand how we can use data to drive change in our SPA.

I am confident that we, as a community, are empowered to lead our SPA to end veteran and chronic homelessness.

CES



CES Funders Collaborative Year 2 Action Camp & Commissioning!

**Day 1:
Thursday
August 27, 2015
Los Angeles**

Welcome!



Event Partners





Celebrating Year One!





What does this moment represent for you?

- What are you, as leaders, most proud of being/seeing/doing/achieving this past year?
 - NOT JUST NUMBERS!
- What happened that you didn't think was possible?

YEAR ONE

Chronic Homeless

GOAL: 1184

ACTUAL: 1609

+36%

Chronic Veterans

GOAL: 291

ACTUAL: 352

+21%

TOTAL HOUSED: 1738

So...why are we here?

YEAR TWO

Chronic Homeless

GOAL: 2416
+50%

All Veterans

Goal: 832
+62%

TOTAL HOUSING GOAL: **2677**

Have → Do → Be

to

Be → Do → Have

thBOOM! I failed to see the next slide too.









.....

take a
COFFEE
BREAK
you deserve it

.....

**LA's Aims;
Past, Present, & Future Goals**

What is an AIM?

Describes:

- What is to be improved
- How Much
- By When
- For Whom

Should Answer These Questions:

- What are we trying to accomplish?
- How will we know if we're successful?
- What is our timeline?

LA County Aim Statement

Create and sustain* an effective end to homelessness for all populations, beginning with vets by 2015 and chronically homeless persons by 2017.

**establishing systems that ensure homelessness is brief and non-recurring*

Data!!!



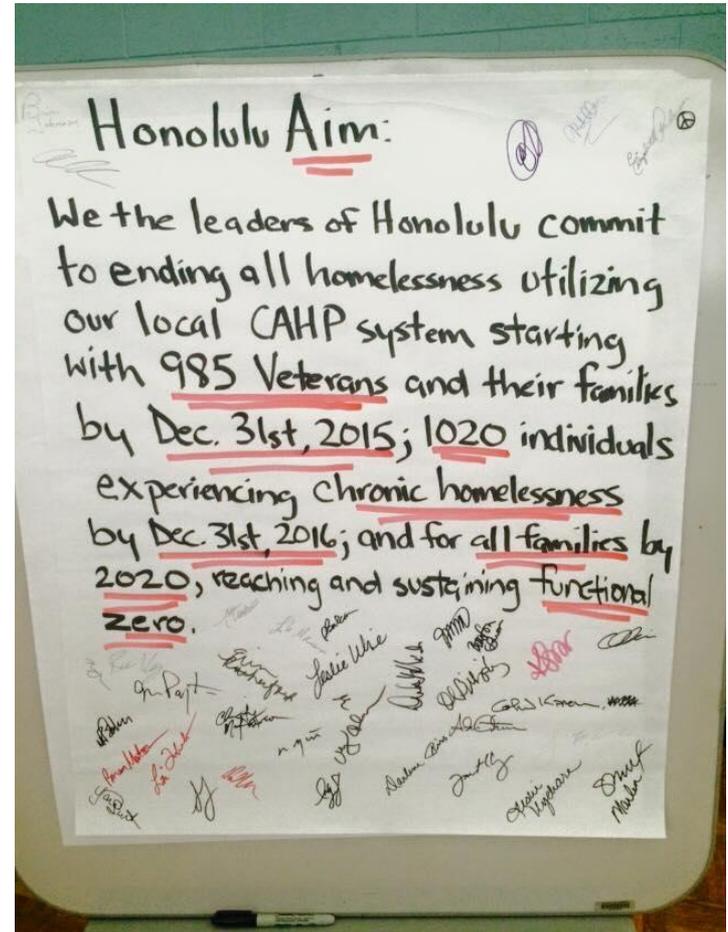


Writing Our SPA Level Aim Statements

Honolulu Example

Objective: Understand the importance of having a shared aim, explicitly stated, in the efforts to end homelessness.

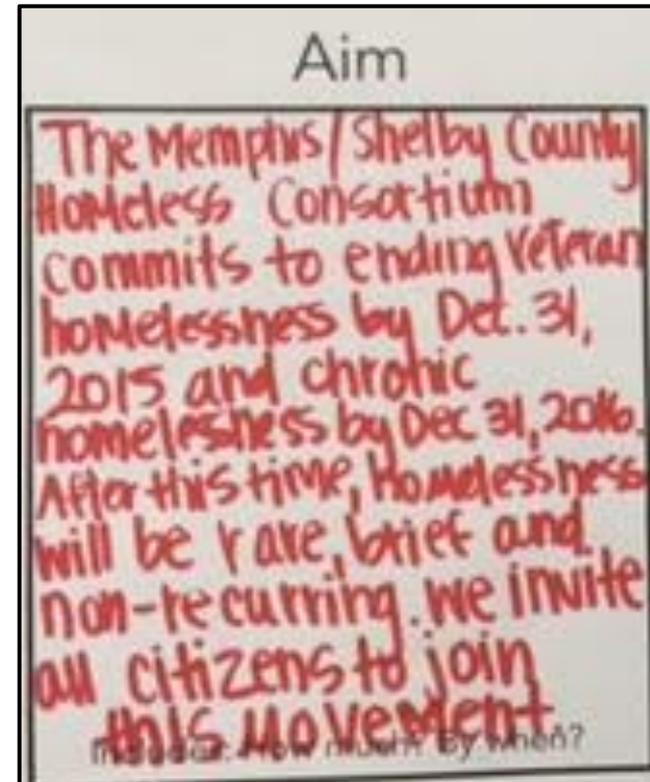
Outcome for this Session:
Complete Aim Statement documented on flip chart and hung on wall. Invitation to participants to sign!



Memphis Example

Objective: Understand the importance of having a shared aim, explicitly stated, in the efforts to end homelessness.

Outcome for this Session:
Complete Aim Statement documented on flip chart and hung on wall. Invitation to participants to sign!



Create Our Overall Aim Statement

Who are you?

What will you lead?

What will you do?

By when will you do it?

Data for...

- Accountability
- Research
- Improvement

Create Our Overall Aim Statement

Who are you?

What will you lead?

What will you do?

By when will you do it?

Tell us!

What is your SPA Aim Statement?

What questions do you have?

How do you feel?

Things to Keep in Mind

1. Not By Sheer Effort

Things to Keep in Mind

1. Not By Sheer Effort
2. Not Working Alone



Things to Keep in Mind

1. Not By Sheer Effort
2. Not Working Alone
3. With Supports

Technical Assistance Support in LA



Technical Support in Los Angeles





United States Interagency Council on Homelessness

Preventing and Ending Homelessness in the United States



**KEEP
CALM
AND
TAKE A
LUNCH BREAK**

Reviewing Our Strategies; What is LA's Theory of Change?

Where Are We Going?



LA County Theory of Change

Create and sustain* an effective end to homelessness for all populations, beginning with vets by 2015 and chronically homeless persons by 2017.

**establishing systems that ensure homelessness is brief and non-recurring*

Recognized Demand

Know everyone that is homeless and what they need.

Sufficient Resources

Secure a sufficient supply of resources (housing and services) to meet demand.

Efficient & Effective Processes

Connect people quickly to the resources best suited for them.

Continuous Improvement

Cultivate a culture of learning and continuous improvement.

What is a Driver Diagram?

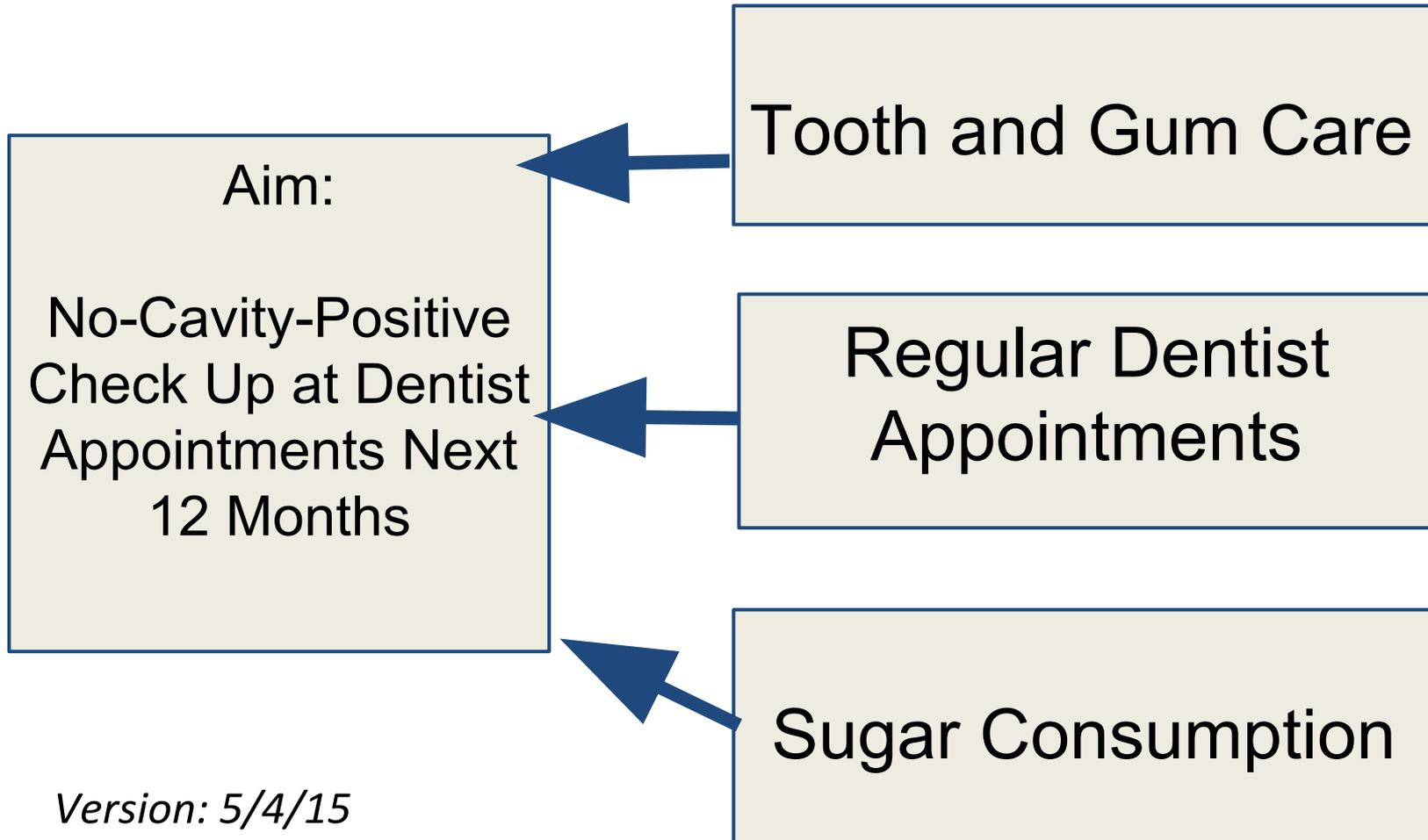
A visual representation of your Theory of Change

Reflects your collective knowledge - revise and date stamp as you learn!

Checklist for an effective Driver Diagram:

- “What by When” aim on the left hand side
- Clear measures noted in aim
- All drivers are necessary and sufficient
- Revision Date!

Example: Taking Care of Your Teeth



Version: 5/4/15

Determine Key Drivers: *How Will We Get There?*



LA County Drivers

Create and sustain* an effective end to homelessness for all populations, beginning with vets by 2015 and chronically homeless persons by 2016.

**establishing systems that ensure homelessness is brief and non-recurring*

Comprehensive Engagement

Know everyone that is homeless and what they need.

Sufficient Resources

Secure a sufficient supply of resources (housing and services) to meet demand.

Efficient & Effective Processes

Connect people quickly to the resources best suited for them.

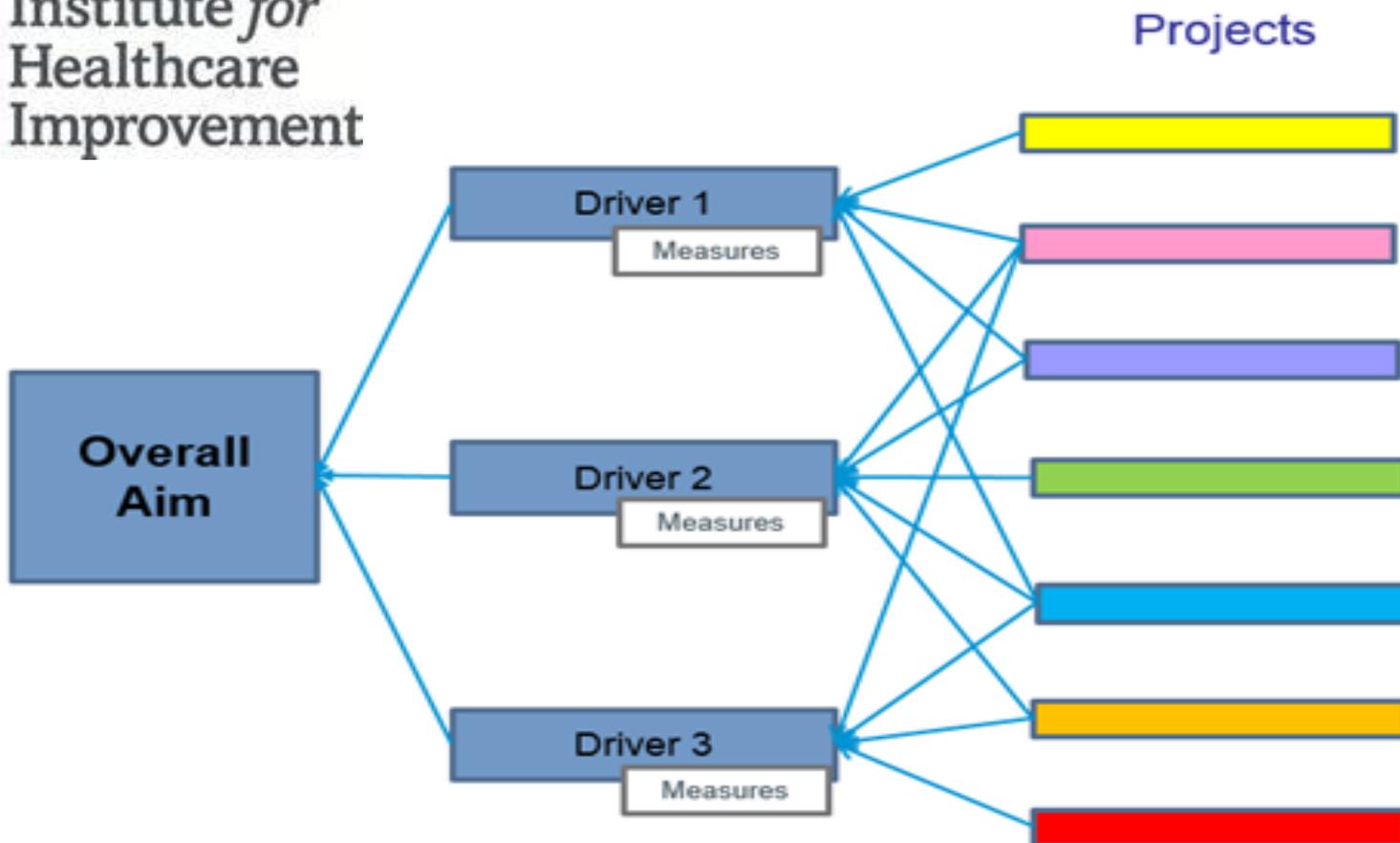
Continuous Improvement

Cultivate a culture of learning and continuous improvement.

**Portfolios of Work;
Affirming LA's Theory of Change**



**Institute for
Healthcare
Improvement**



Graphic compliments of Care Oregon

Break Out!

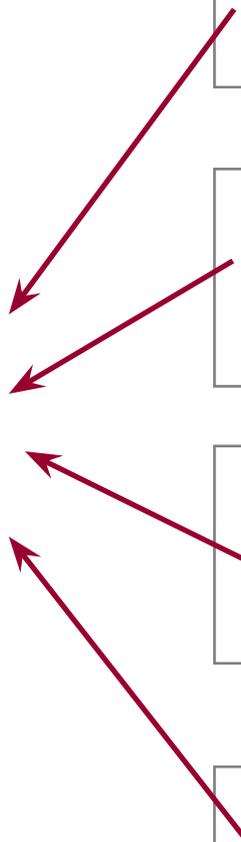
PORTFOLIO EXERCISE

What was affirming or surprising?

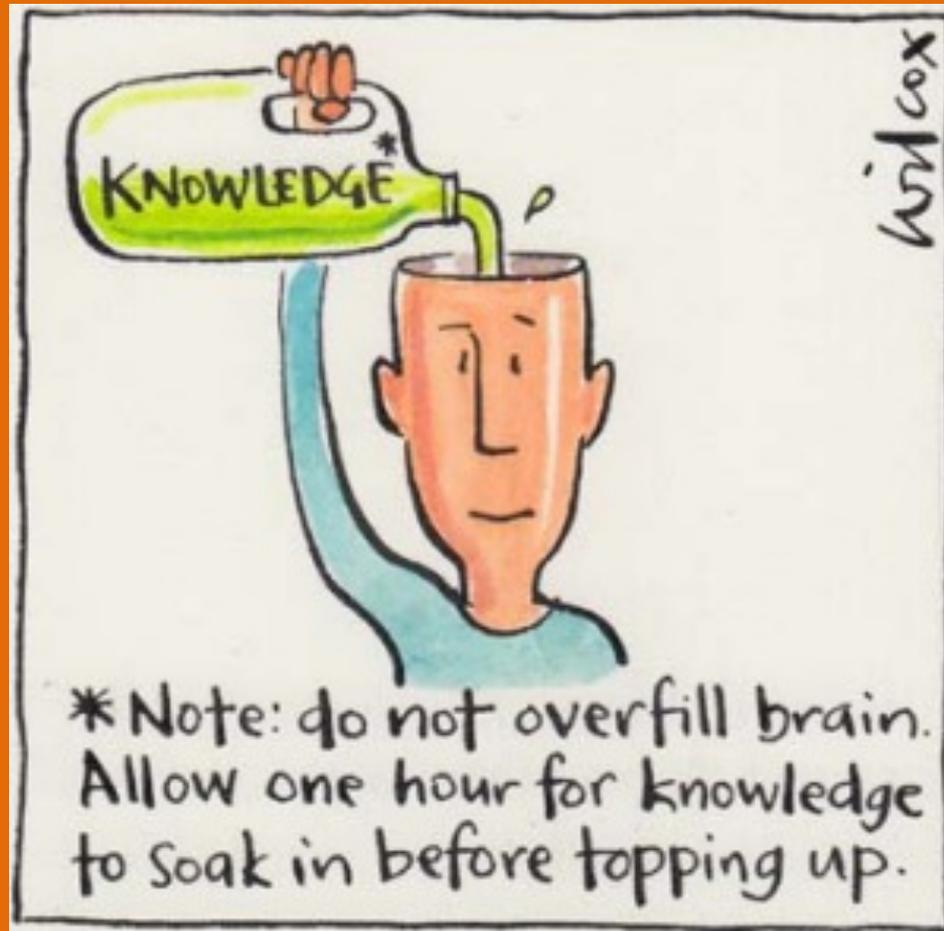
How does it feel to see your work organized this way?

Whats missing? Where do we have to find inspiration for new ideas?

Time to Write Your Drivers!



Take a break!



Generating Improvement & Change Ideas



**All improvement requires
change, but not all change is an
improvement!**

Change Ideas Are...

Specific:

Can you describe who, what, where, when and why the ideas will be put into practice?

Actionable:

Can you envision using the ideas with current resources and authority?

Tuesday Test - What can you start doing on Tuesday?

High Impact:

This idea will create big outcomes!

Aligned to Opportunity:

Which ideas align with an obvious opportunity to create change?

Change Ideas

- Everyone has the capacity to be creative - it can be learned!
- The key is breaking out of normal thought patterns.
- Reactive Change vs. Fundamental Change
 - **Reactive** – gets things back on track and has a short term focus
 - **Fundamental** – requires redesign of normal work tasks and is intended to have impact into the future

Generating Change Ideas: The Techniques

Logical Thinking: Use the Driver Diagram to brainstorm around change ideas

Change Concepts: A general notion or approach found to be helpful in generating change ideas that result in improvement-
There's an App for That! (The Improvement App)

Random Word Game: pick a random word and use stream of consciousness

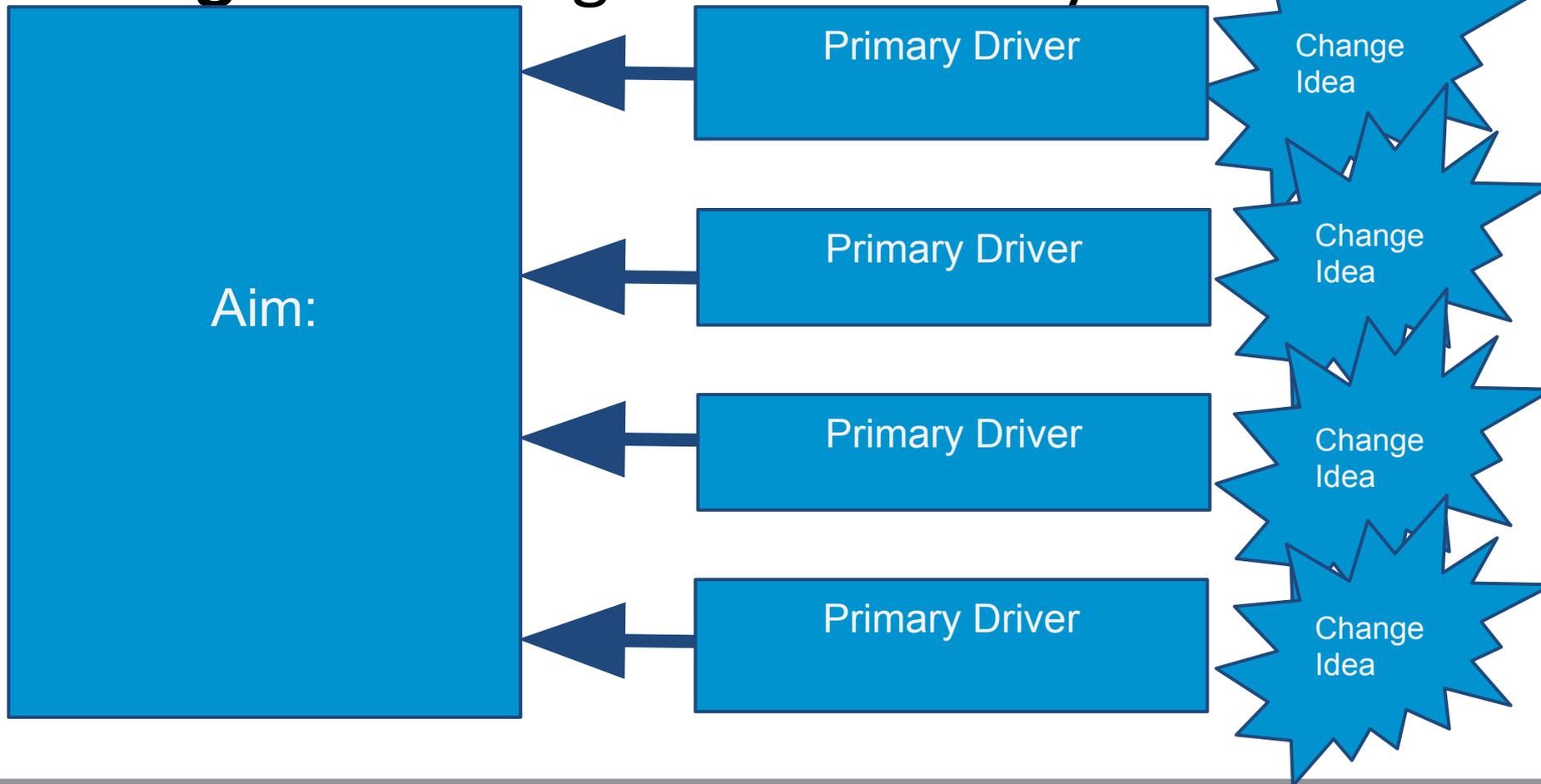
Perfection Provocation: use provocation statements

Change Concepts

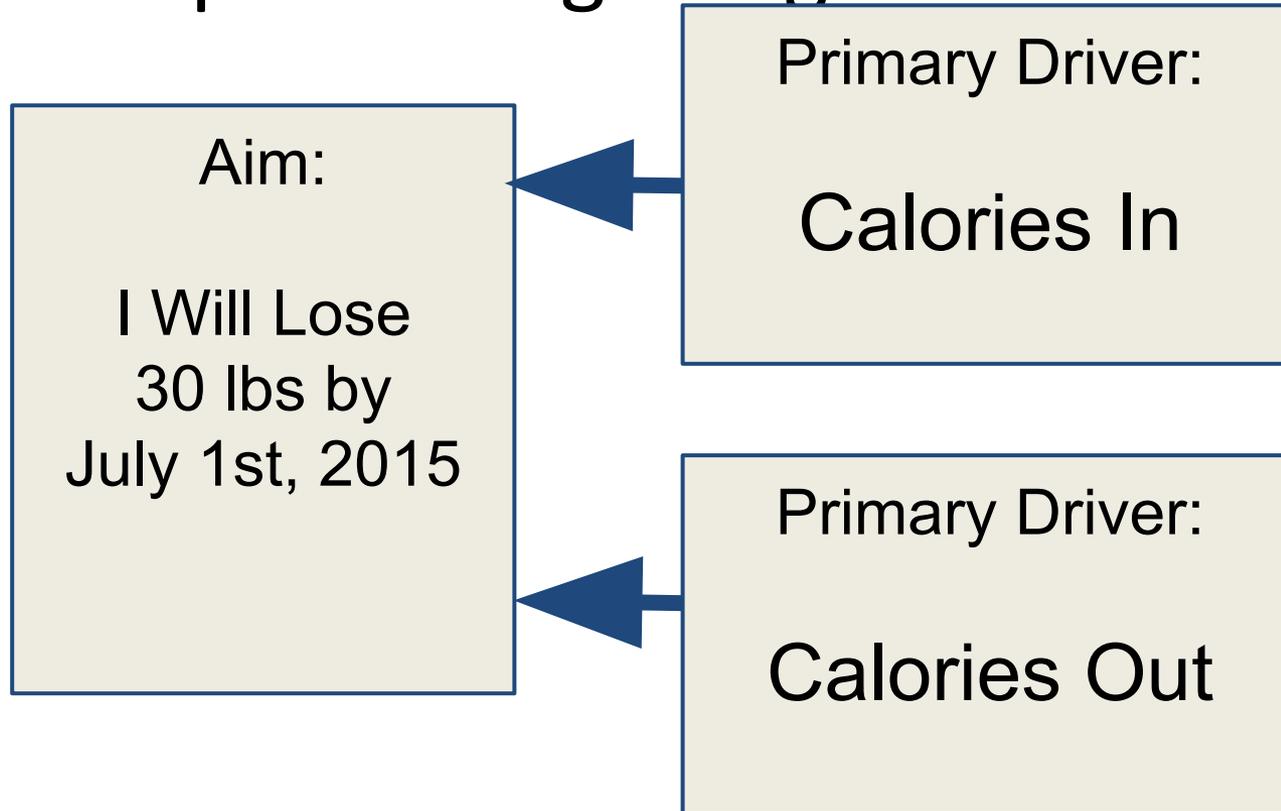
1. Eliminate things that are not used.
2. Eliminate multiple entry.
3. Reduce or eliminate overkill.
4. Reduce controls on the system.
5. Recycle or reuse.
6. Use substitution.
7. Reduce classifications.
8. Remove intermediaries.
9. Match the amount to the need.
10. Use sampling.
11. Change targets or set points.
12. Synchronize.
13. Schedule into multiple processes.
14. Minimize handoffs.
15. Move steps in the process close together.
16. Find and remove bottlenecks
17. Use automations.
18. Smooth workflow.
19. Do tasks in parallel
20. Reduce the number of steps.
21. Reduce the number of people.
22. Reduce the number of locations.
23. Reduce the number of materials.
24. Reduce the number of processes.
25. Reduce the number of decisions.
26. Reduce the number of approvals.
27. Reduce the number of handoffs.
28. Reduce the number of interfaces.
29. Reduce the number of touchpoints.
30. Reduce the number of touchpoints.
31. Reduce the number of touchpoints.
32. Reduce the number of touchpoints.
33. Reduce the number of touchpoints.
34. Reduce the number of touchpoints.
35. Reduce the number of touchpoints.
36. Reduce the number of touchpoints.
37. Develop alliances and cooperative relationships.
38. Listen to customers.
39. Coach customers to use product/service.
40. Focus on the outcome to a customer.
41. Use a coordinator.
42. Reach agreement on expectations.
43. Outsource for "free".
44. Optimize level of inspection.
45. Work with suppliers.
46. Reduce setup or startup time.
47. Set up timing to use discounts.
48. Optimize maintenance.
49. Extend specialist's time.
50. Reduce wait time.
51. Standardization (create a formal process)
52. Stop tampering.



Change Ideas Aligned to Primary Drivers



Example: Losing Weight

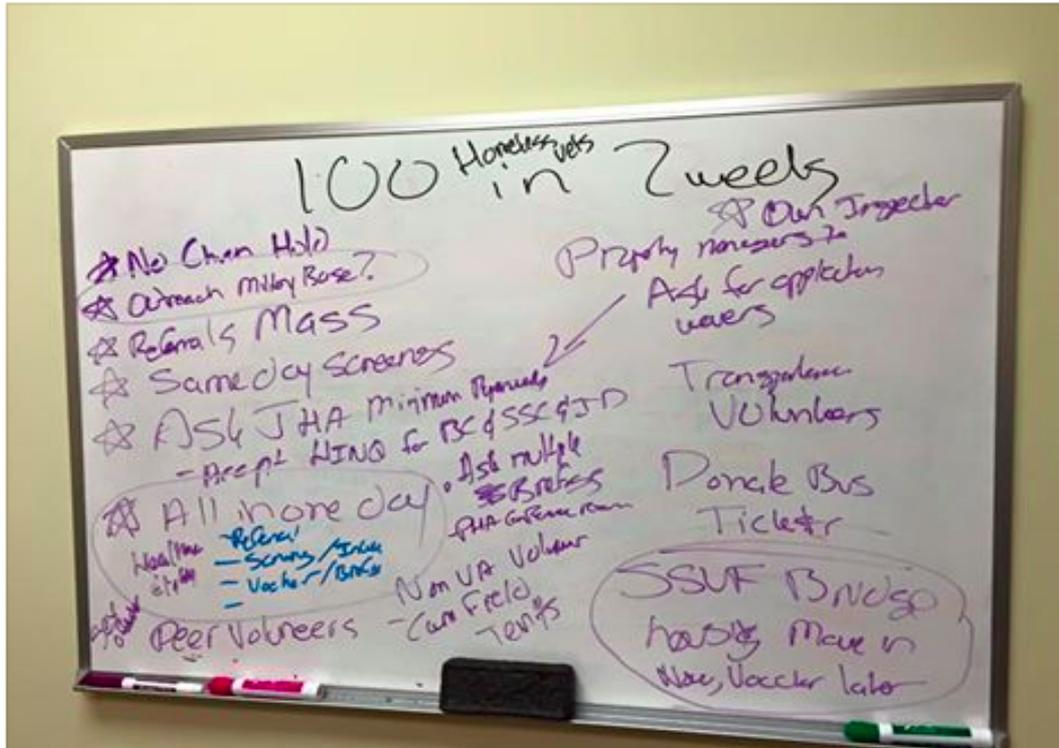




Shawn Liu

15 mins · Jacksonville, FL · 🌐

Perfection Provocation: what my team needs to house 100 homeless vets in 2 weeks



Focus on Goals

End homelessness among veterans
by 12/31/2015.

End homelessness among people experiencing chronic homelessness
by 12/31/2017.

Remember:

Specific:

Can you describe who, what, where, when and why the ideas will be put into practice?

Actionable:

Can you envision using the ideas with current resources and authority?

Tuesday Test - What can you start doing on Tuesday?

High Impact:

This idea will create big outcomes!

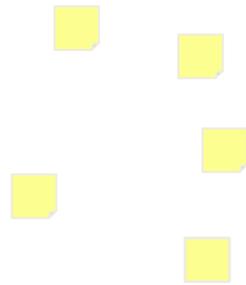
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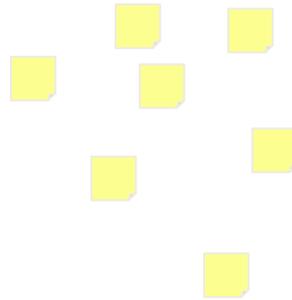
4 Techniques to Generate Change Ideas

1. **Logical:** Grab some stickies and a pen. On your own, think about change ideas for each driver and stick them on the charts.
2. **Change Concept**
3. **Random Word Game:** example -- Campfire
4. **Perfection Provocation:** “Imagine you had 1 week to achieve goal”

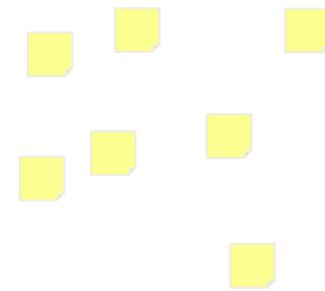
Driver #1



Driver #2



Driver #3



Break Out!





ขอขอบคุณคุณ

Thank You!

Grazie!

Merci!

Danke!

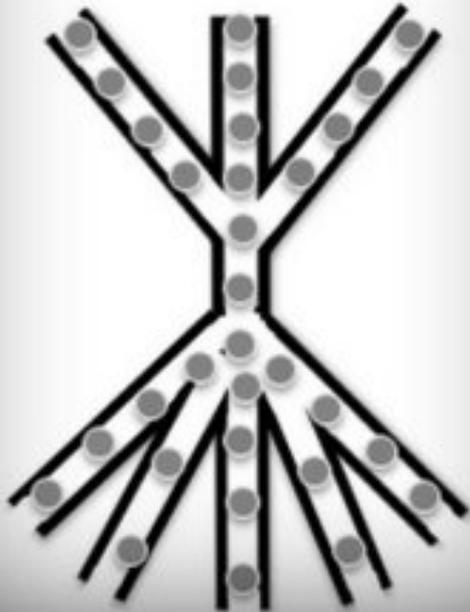
Obrigado!

Gracias!

Mio Kudo Xwe!

Спасибо!

CES



CES Funders Collaborative Year 2 Action Camp & Commissioning!

Day 2:

Friday

August 28, 2015

Los Angeles



**KEEP
CALM
WE'RE
BACK**

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2ND EDITION

the
IMPROVEMENT
GUIDE



A PRACTICAL APPROACH to
ENHANCING ORGANIZATIONAL PERFORMANCE

GERALD J. LANGLEY, RONALD O. MOEN, KEVIN M. NOLAN,
THOMAS W. NOLAN, CLIFFORD L. NORMAN, LLOYD P. PROVOST

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LA County Drivers

Create and sustain* an effective end to homelessness for all populations, beginning with vets by 2015 and chronically homeless persons by 2017.

**establishing systems that ensure homelessness is brief and non-recurring*

Comprehensive Engagement

Know everyone that is homeless and what they need.

Sufficient Resources

Secure a sufficient supply of resources (housing and services) to meet demand.

Efficient & Effective Processes

Connect people quickly to the resources best suited for them.

Continuous Improvement

Cultivate a culture of learning and continuous improvement.

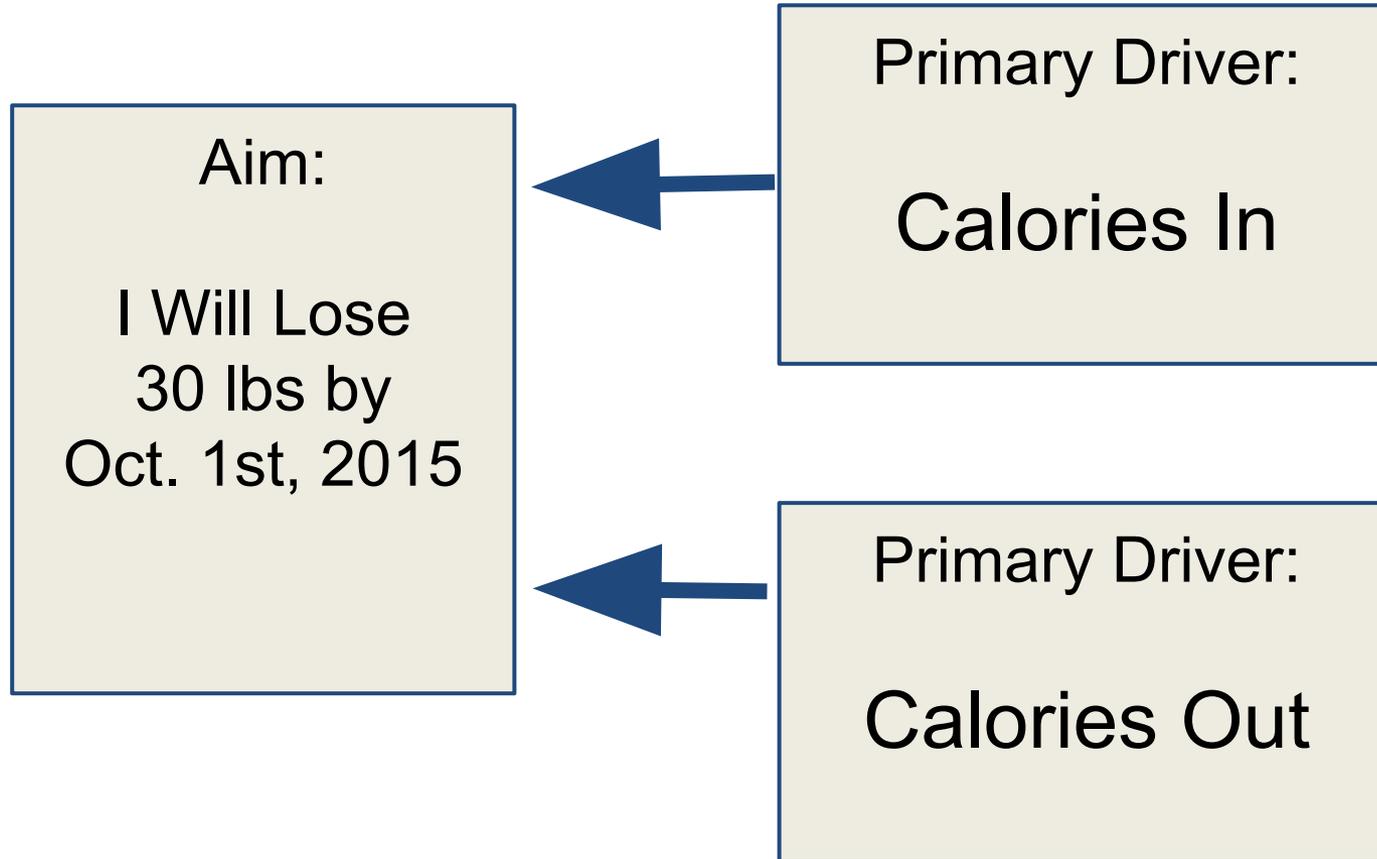
What are Primary Drivers?

The high level factors or components of a system needed to achieve the AIM

Primary Drivers Answer These Questions:

- What are the things necessary and sufficient to get us to the goal?
- What are the things stopping you from achieving this AIM?
Then flip it into a driver!

Example: Losing Weight



Version: 8/15/15







U.S. Department
of Veterans Affairs

Finalize Change Ideas

Ending Veteran Homelessness; Choosing Change Ideas & Work Planning



Veteran Theory of Change

End veteran homelessness by
December 31, 2015.

Know every veteran that is homeless & what they need.

Secure a sufficient supply of resources (housing and services) to meet demand.

Connect people quickly to the resources best suited for them.

Cultivate a culture of learning and continuous improvement.

Vet Surge Drivers & Change Ideas

- **Driver #1:** Consider vet outreach event/registry in Oct.
- **Driver #2:** Set clear protocols for accessing flex funds
- **Driver #3:** Rally around CEE's, create dedicated space for veteran case conferencing (include GPD)
- **Driver #4:** Please help match off your list - update status and contacts for vets

AIM

End homelessness for Veterans by the end of 2015.

Primary Driver

Efficient Processes & Connections
Reduce length of VA Admission and VASH Voucher issuance to 1 day

Change Idea

Use stand downs & CEEs as sites where VA and PHA staff can immediately process vets with all prepared doc's

Measurement

Amount of time it takes for a veteran that brings all doc's to a CEE to receive VASH voucher.

Action Steps

(YOU ARE HERE!)



Work Plan!

Example:

Primary Driver: Sufficient Resources

Commitment of 30 new units of market units prioritized for veterans in the next 30 days.

Change Idea: Host a housing summit to educate and recruit landlords to target and prioritize for veterans over the next 4 months.

Measurement: How many units have been committed?

How long is it taking between commitment and use? What

% are successfully leased up?

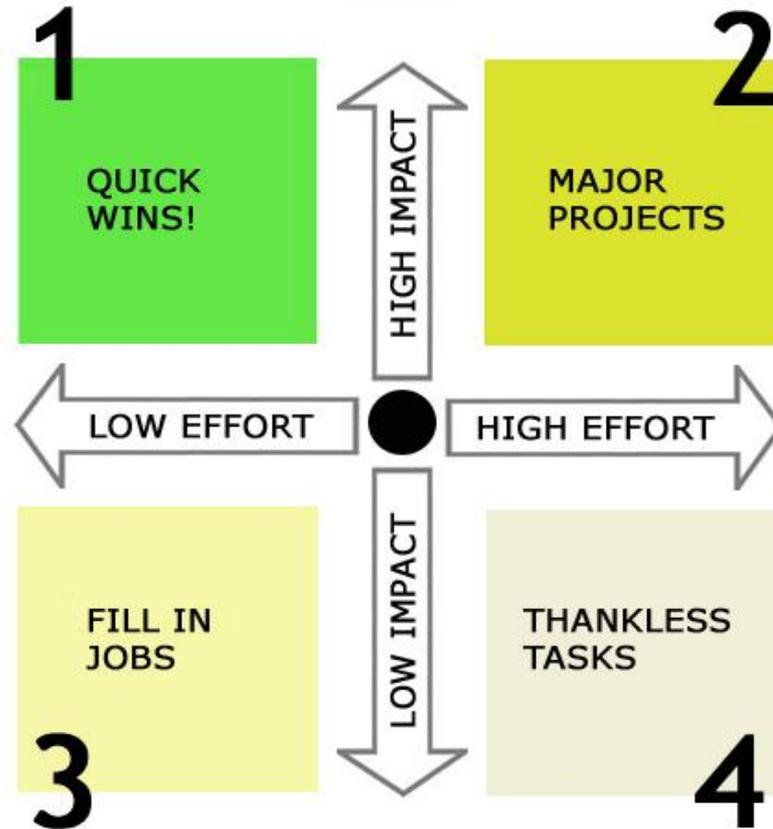
Select 10 Ideas!



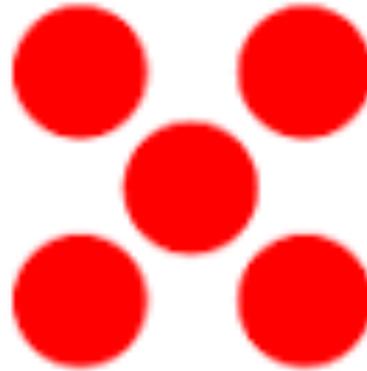
**TAKE A
BREAK
AND
HAVE A CUP
OF COFFEE**

Selecting Improvement & Change Ideas

Selecting Changes: Focus on High Impact



Vote Wisely! (you get 5 dots)



How to Select Change Ideas

Specific:

Can you describe who, what, where, when and why the ideas will be put into practice?

Actionable:

Can you envision using the ideas with current resources and authority?

Tuesday Test - What can you start doing on Tuesday?

High Impact:

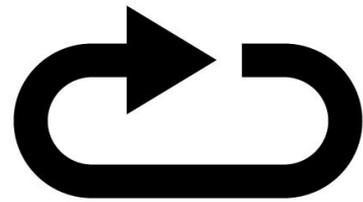
This idea will create big outcomes!

Aligned to Opportunity:

Which ideas align with an obvious opportunity to create change?



Workplanning



REPORT BACK

You Should Have:

Two Awesome Change Ideas

pointing toward your

Four - Primary Drivers

which are necessary and sufficient

to get you to your

Aim!

Workplanning!

- Getting down to details!
- Specific Actions for each Change Idea
 - Each Action will have its own:
 - Date
 - Lead person



AIM

Primary Driver

End homelessness for Veterans by the end of 2015.

Change Idea

Efficient Processes & Connections
Reduce length of VA Admission and VASH Voucher issuance to 1 day

Measurement

Use stand downs & CEEs as sites where VA and PHA staff can immediately process vets with all prepared doc's

Amount of time it takes for a veteran that brings all doc's to a CEE to receive VASH voucher.

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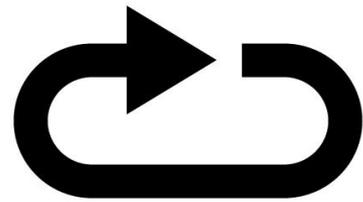
Change Idea: Host a housing summit to educate and recruit landlords to target and prioritize for veterans over the next 4 months.

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How long is it taking between commitment and use? What

% are successfully leased up?

Break Out!

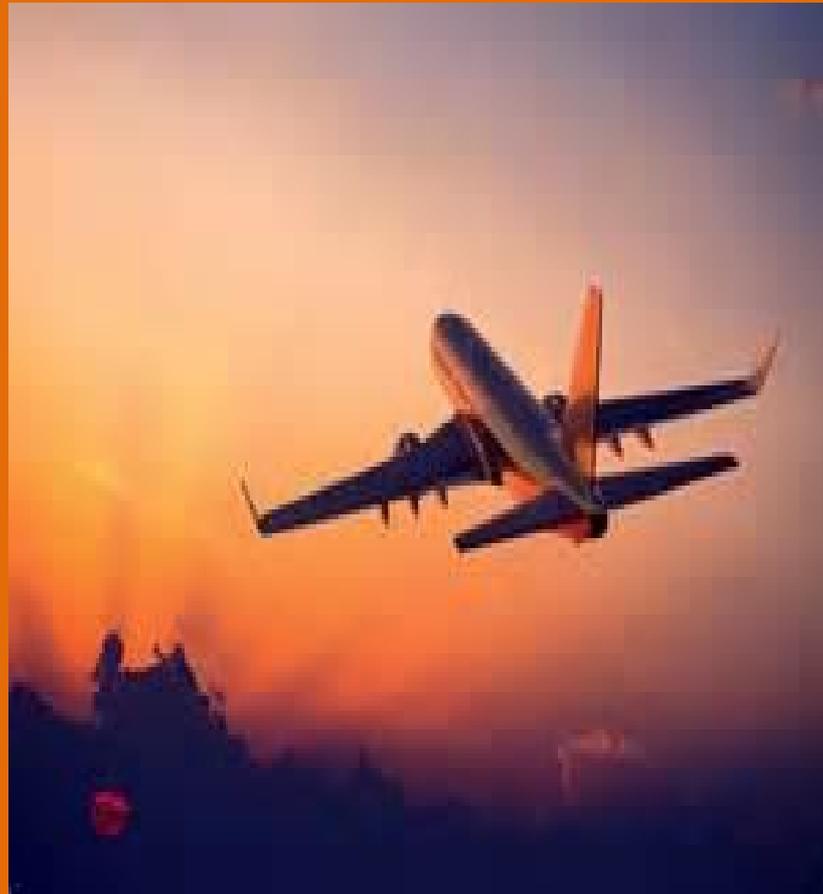


REPORT BACK

Take a Break!



Airplane Activity



Introduction to Measurement: Airplane Activity

Aim: To design the farthest flying paper airplane in the room

Measure: Distance of each flight

Instructions:

1. Design a paper plane using only the materials provided.
2. Fill out the “pre-flight” section of the grid.
3. One member of your team should be the designated “flyer.”
4. After each test flight, measure the distance the plane traveled and record this on the form.
5. Based on the measurements, review the design of your plane and look for improvements. Make just ONE change to the design of the plane.

Introduction to Measurement



You Should Have:

Two Awesome Change Ideas

pointing toward your

Four - Primary Drivers

which are necessary and sufficient

to get you to your

Aim! AND A WORKPLAN!!!

Measuring Your Change Idea

For Each Change Idea:

- What is outcome are we hoping for in pursuing this change idea?
- How will we know we've succeeded?
- Put a number on it! (i.e. 5 new landlords, 12 new units of housing, 7 new partners participating in case conferencing)
- Put a date on it!

Example:

Primary Driver: Sufficient Resources

Commitment of 30 new units of market units prioritized for veterans in the next 30 days.

Change Idea: Host a housing summit to educate and recruit landlords to target and prioritize for veterans over the next 4 months.

Measurement: How many units have been committed?

How long is it taking between commitment and use? What

% are successfully leased up?

Workplanning!

- Getting down to details!
- Specific Actions for each Change Idea
 - Each Action will have its own:
 - Date
 - Lead person
 - **Measures – how will we know the action was successful?**
 - **Role of Measurement: Is this action valuable to our DRIVER?**
Are we making progress on this idea?
 - **Who will be the “Fitbit” of our improvement idea?**



Plan Your Work and Work Your Plan

Break Out!

Next Steps & Commissioning

PULSE CHECK!

I am confident that I know LA's goals and strategies for ending veteran and chronic homelessness AND my SPA's activities drive towards those goals.

I am confident that we, as a community, can generate and implement catalytic change in our SPA.

I am confident that I understand how we can use data to drive change in our SPA.

I am confident that we, as a community, are empowered to lead our SPA to end veteran and chronic homelessness.

Our Aim

Begin formally equipping each SPA's CES leadership to be effective backbone organizations/leaders toward collective impact:

Drivers in Collective Impact

1. **Hold & Communicate Aim**

Common Agenda / Shared Measurement

2. **Establish Drivers and Prioritize Activities**

Mutually Reinforcing Activities

3. **Generate & Implement Change Ideas**

Mutually Reinforcing Activities

4. **Track & Measure Progress**

Shared Measurement / Constant Communication

Be a Strong Action Camp Team!

- Affirm your fearless Change Idea Leaders
 - One for each Change Idea
- Who else needs to be a part of this change idea team?
- How will updates be communicated to the team?
- How often will your Action Camp Team meet?
- Are there existing meeting structures that can be used?



ขอขอบคุณคุณ

Thank You!

Grazie!

Merci!

Danke!

Obrigado!

Gracias!

Mio Kudo Xwe!

Спасибо!

Commissioning



