Facilitating for Improvement

Ashley Barnes-Cocke, ED M (they/them)
Isaac Sanders, MSW (they/them)
Zane Ellis :D (he/him)

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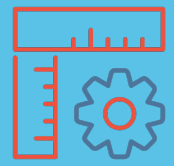
By the end of this training you will be able to...

Structure a meeting agenda focused on improvement design.

Articulate the key components of a solid improvement project plan.

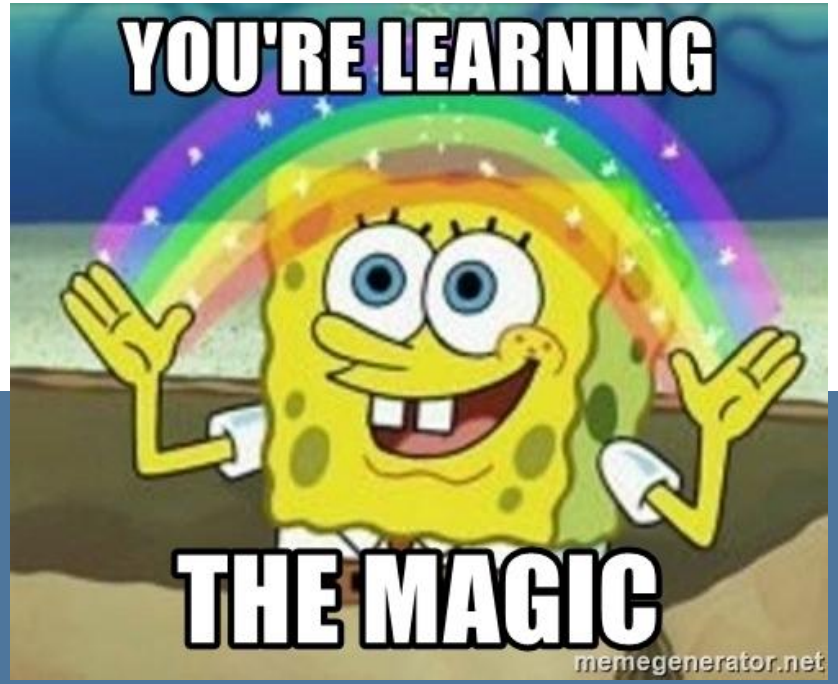


Understand how to measure the impact of improvement projects.

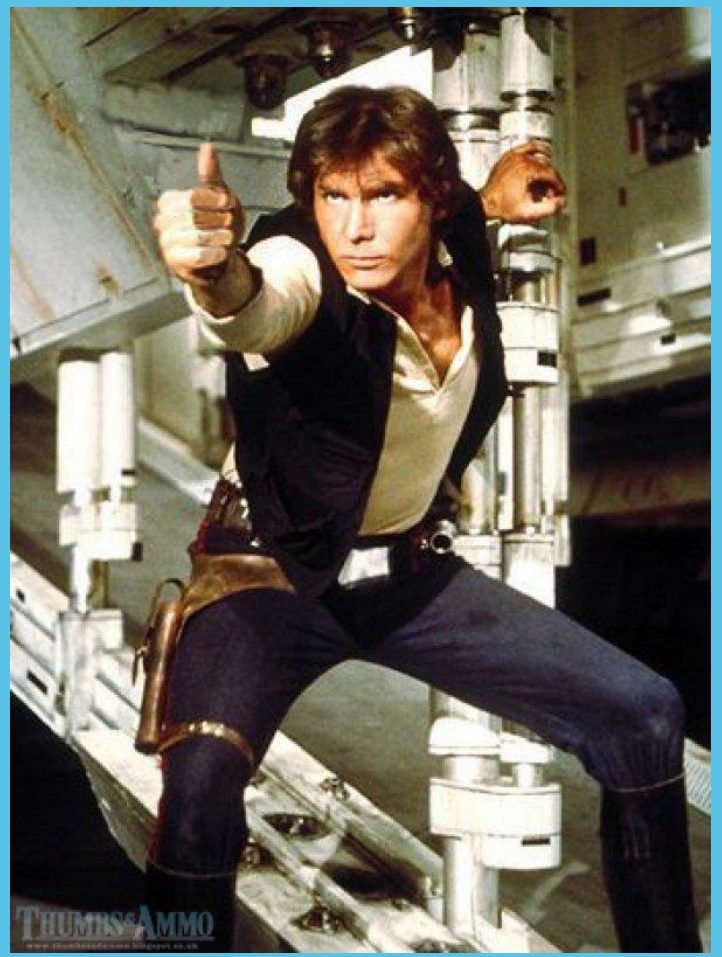
Identify common missteps and hang ups.

Our Overall Goal:

All of us know how to get our groups to come up with impactful improvement projects!



Agenda



ACI Theory of Change

What are Improvement Projects?

- Literally, what are they?
- Necessary Components
- Where does the data fit in?

How do we come up with them?

- Moving from theory to action
- Showing the right data
- Scaling ideas

Practice

BRACE YOURSELVES
VIRTUAL DISCUSSIONS ARE COMING
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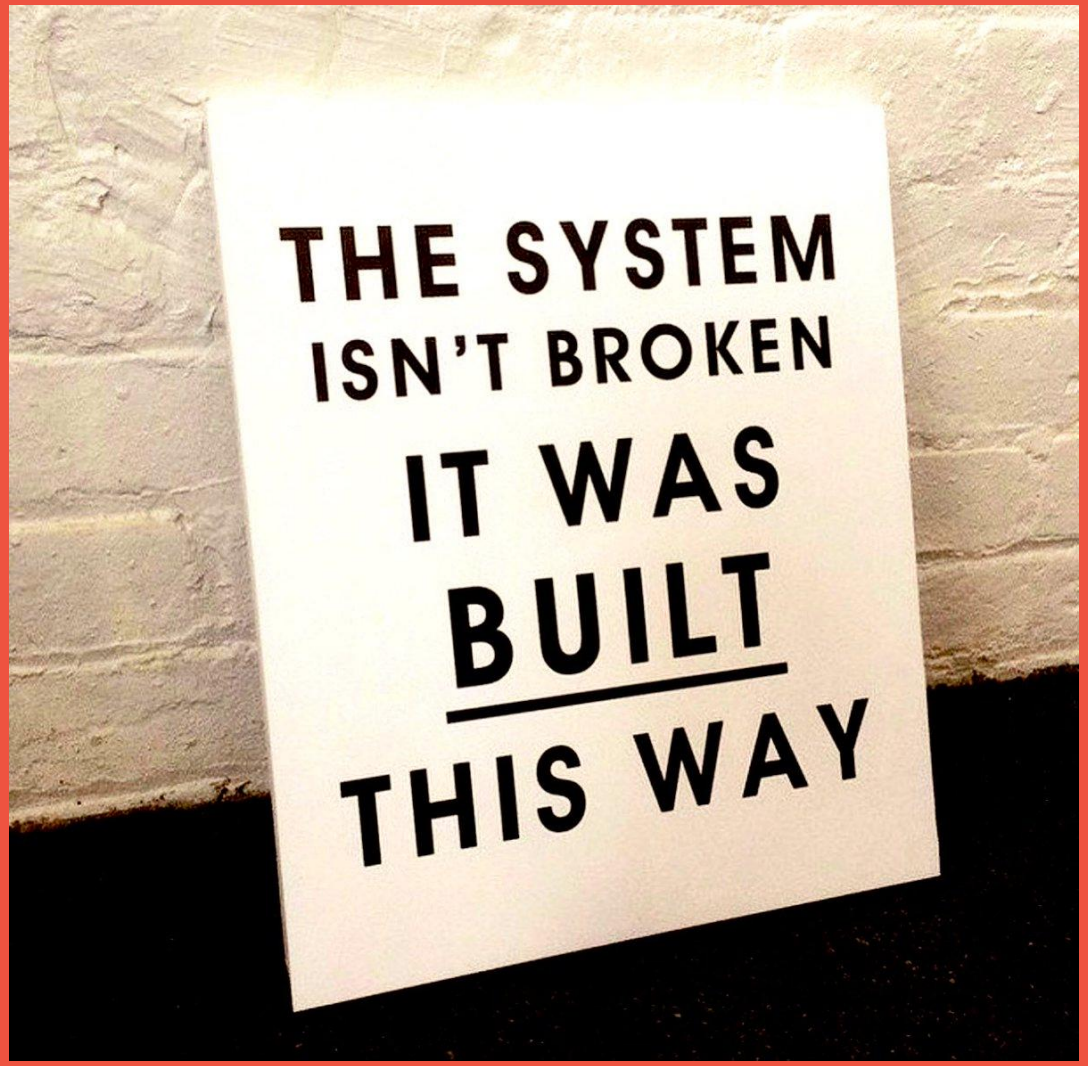
EVERY SYSTEM
IS PERFECTLY
DESIGNED
TO GET
THE RESULTS
IT GETS.
-W. EDWARDS DEMING



By the end of 2022, four communities in Washington state will **end** youth and young adult homelessness.

BUT HOW THO?

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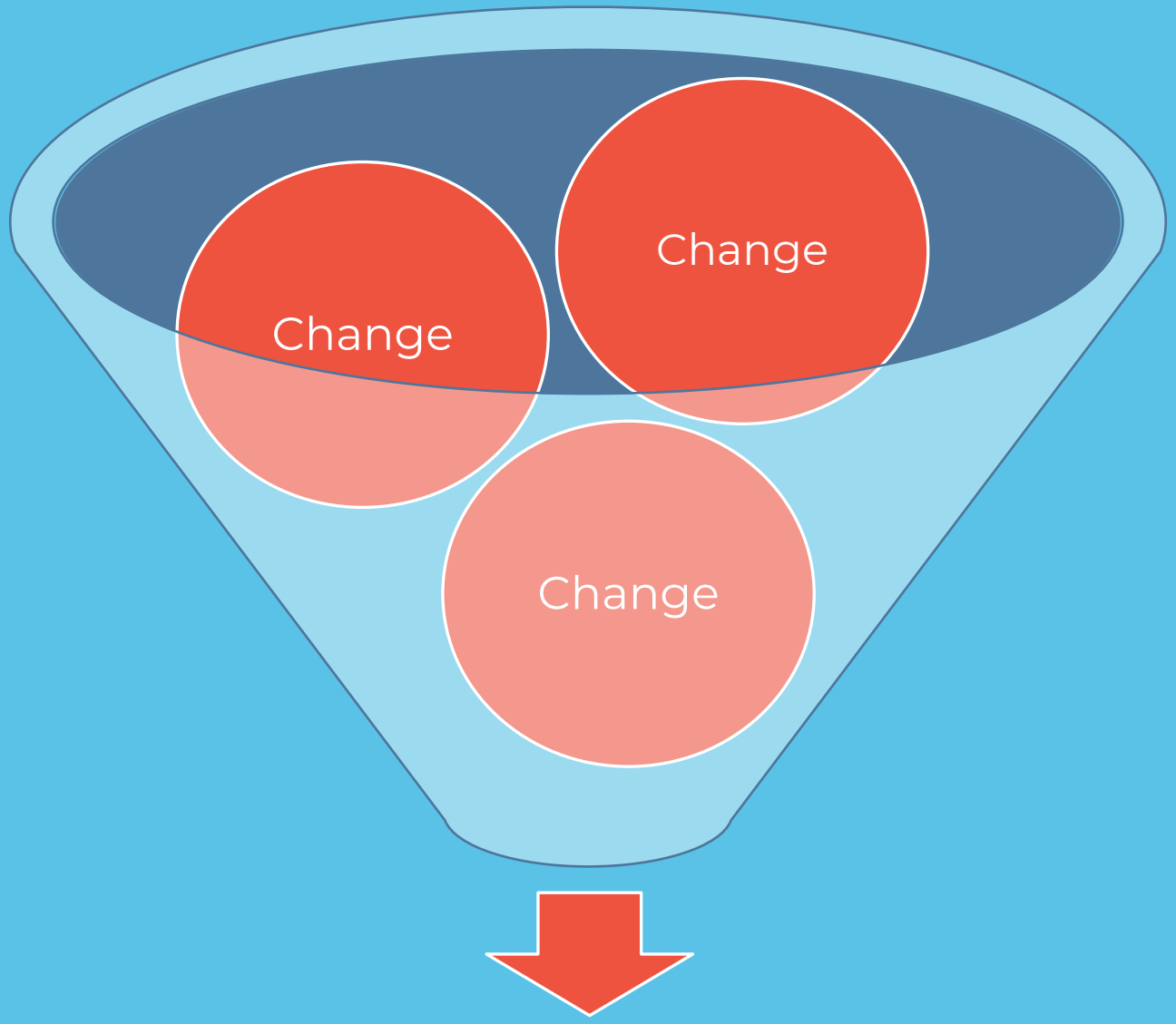


System Improvement

ACTION CYCLE

Functional Zero by the end of 2022.

Goal/Aim:

Increase our housing placement rate by 30% by end of September 2020.

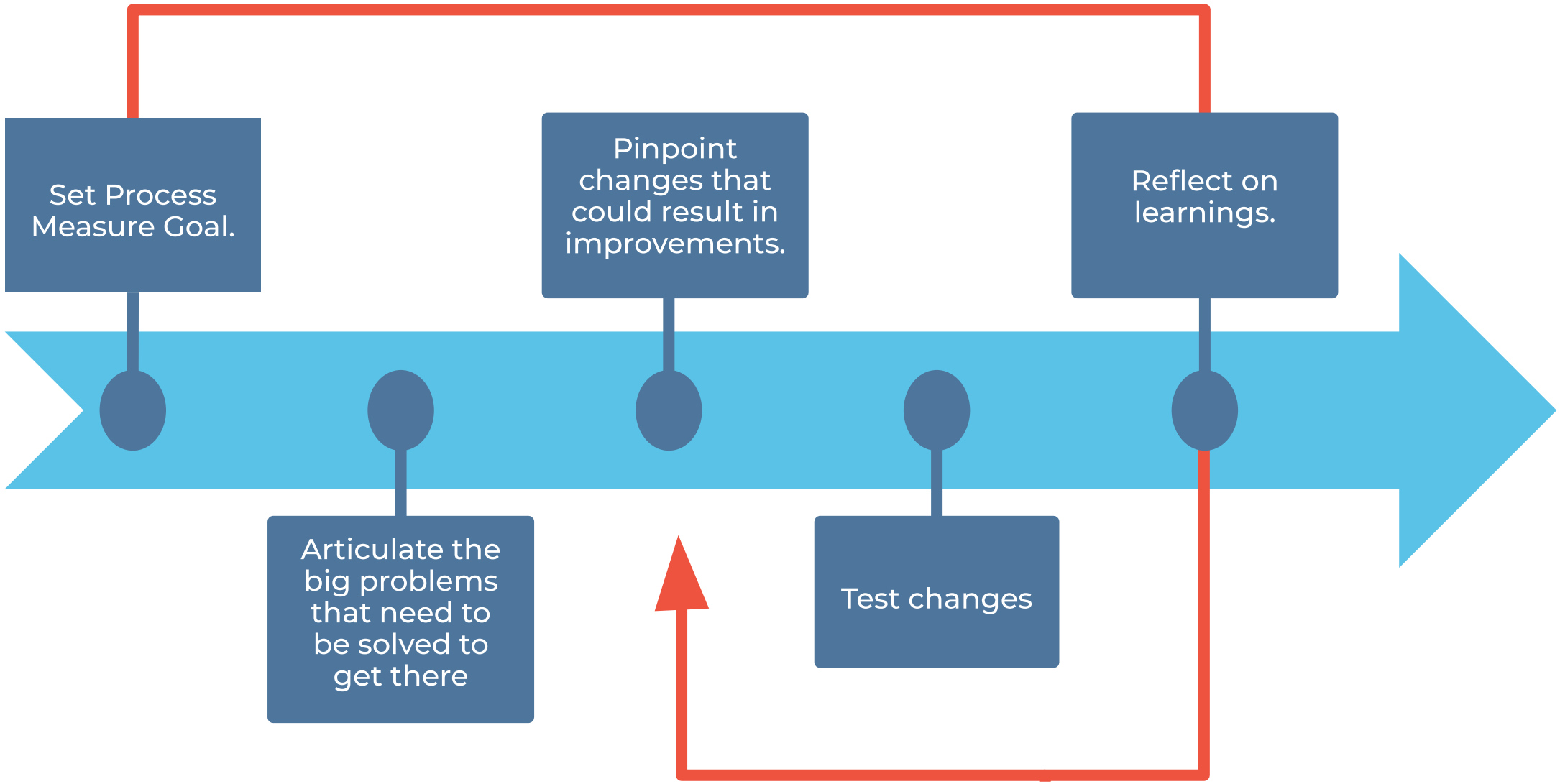
Areas of improvement

- Better Utilize Diversion resources.
- Remove barriers to accessing housing programs.
- Decrease the number of failed CE referrals.

Change ideas

- Make a change to the Diversion conversation guide and test with 5 clients.
- Street Outreach team to talk to 10 unsheltered YYA about diversion resources in the next week.
- Add a field to the housing referral paperwork for preferred name and pronouns.
- Invite one RRH provider to give clients a 30-day window to provide their vital documents.
- Have 1 housing provider reach out to YYA to set housing appointment.
- Provide all CE access points with updated eligibility information.

Reflect on and improve YYA engagement and equity lens.



IS THERE ACTUALLY CONSENSUS
ON WHAT THE BASIC PROBLEMS ARE?
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What is an Improvement Project?

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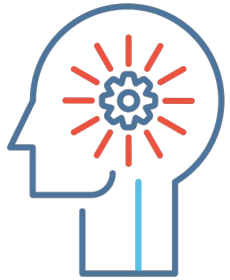
Improvement Projects are **changes to the system.**

Small tests of change that we think could have an impact on our system.



Based in data AND our knowledge of the system.

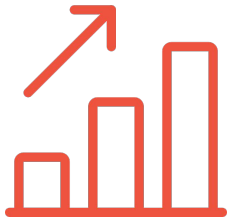
Explicit prediction of how the change will impact the outcome.

Improvement Project Key Points

Cannot be too small.

One Improvement Project will always lead to another.

Helps us learn from our work.



Can produce rapid results.

Testing v implementation.

What have you noticed your groups doing when we try to talk about improvement projects?

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Common Pitfalls

Defensiveness

Project is too big or would take too long.

Talking about lots of ideas, never getting to steps.

Feeling like we have to have a full plan to start executing one change.

Defeated before we start.

Just do it!

Components of a solid test of change

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A solid test of change includes...

- **Idea** for a change
- **Baseline data** - where are we at?
- **Predicted impact** - where do we think we will be?
- **Start** and **End** date
- Clear **action steps** and roles

Things your group should reflect on are...

- How does this project fit into the problem you are trying to solve?
- How are we addressing disproportionality?
- Have we asked young people about this idea?
- Do we have the right people at the table to execute this idea?

ARE WE HAVING FUN?

Street outreach will talk to unsheltered YYA about diversion resources.

What information is here?

Street outreach team to talk to 10 unsheltered YYA about diversion resources in the next week.

What information is here?

“Some is not a number, soon is not a time.”

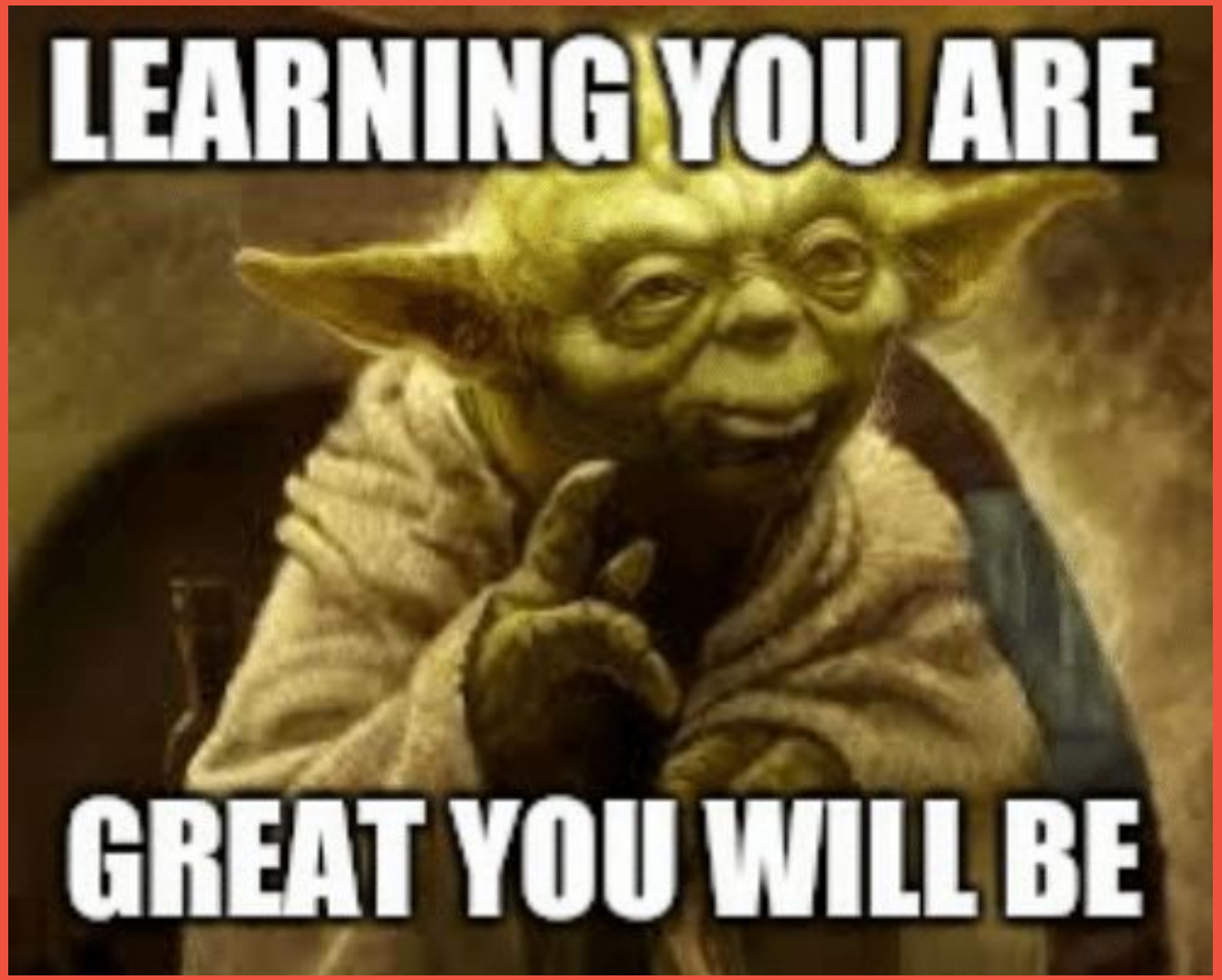
Mike and Elisha from BMAC to talk to 10 unsheltered YYA about diversion resources between 6/30 and 7/6, and have a full diversion conversation with any interested and eligible YYA by 7/8.

What information is here?

Mike and Elisha from BMAC to talk to 10 unsheltered YYA about diversion resources between 6/30 and 7/6, and have a full diversion conversation with any interested and eligible YYA by 7/8. We expect 4 YYA to be interested in diversion.

Results:

- 1 YYA is interested?
- 6 YYA are interested?
- Street outreach couldn't talk to 10 unsheltered YYA about diversion?


LEARNING YOU ARE
GREAT YOU WILL BE

The Data...

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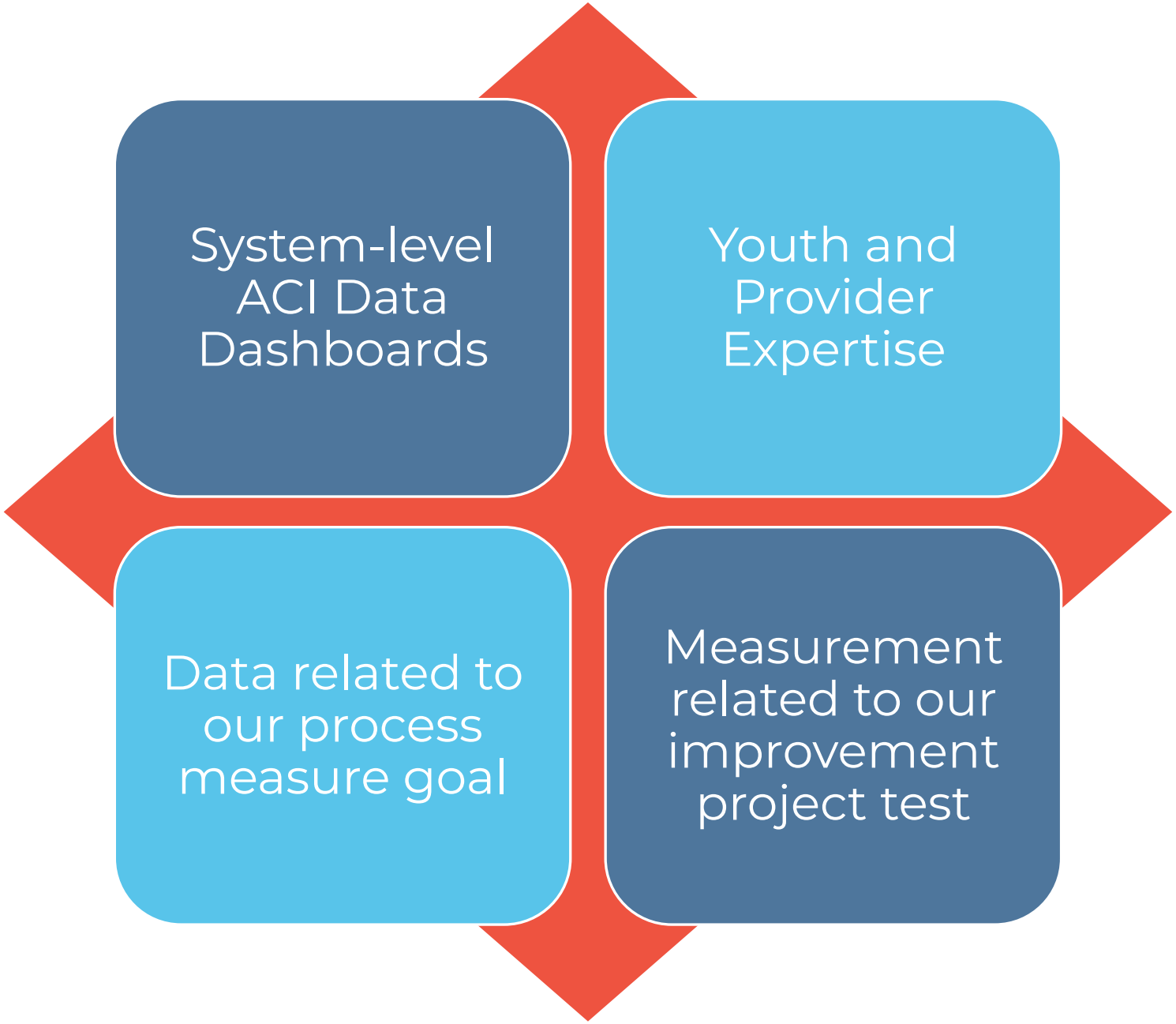
Data We Use

We have these data sources.

What questions can we answer with each?



System-Level ACI Data Dashboards

Questions

1. Which area of our system should we focus on?
2. Are our improvements impacting our overall progress towards our goal?

Example

Our median monthly housing placement rate is 22 YYA.

Make a specific change to our case conferencing prioritization criteria for one meeting, and see if it results in more housing placements for YYA of color

What is the baseline data?

What might be an outcome we expect to see?

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Remove an unnecessary intake question about immigration status for one outreach program's intake for 2 weeks to see if that results in improved access for youth of color

What is the baseline data?

What might be an outcome we expect to see?

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collecting
data
because my
coaches told me to
collecting
data because
I want to know
if the change
worked and why!
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Facilitation Skills

You were not in the meeting!

it should have been an email.

“Where do I hope we are by the end of this meeting?”

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What is the right data to show teams?

- Think about a time you have seen data shared in a Core Team Meeting.
- What went well or not well?
- What should we take into account when bringing data to our teams?

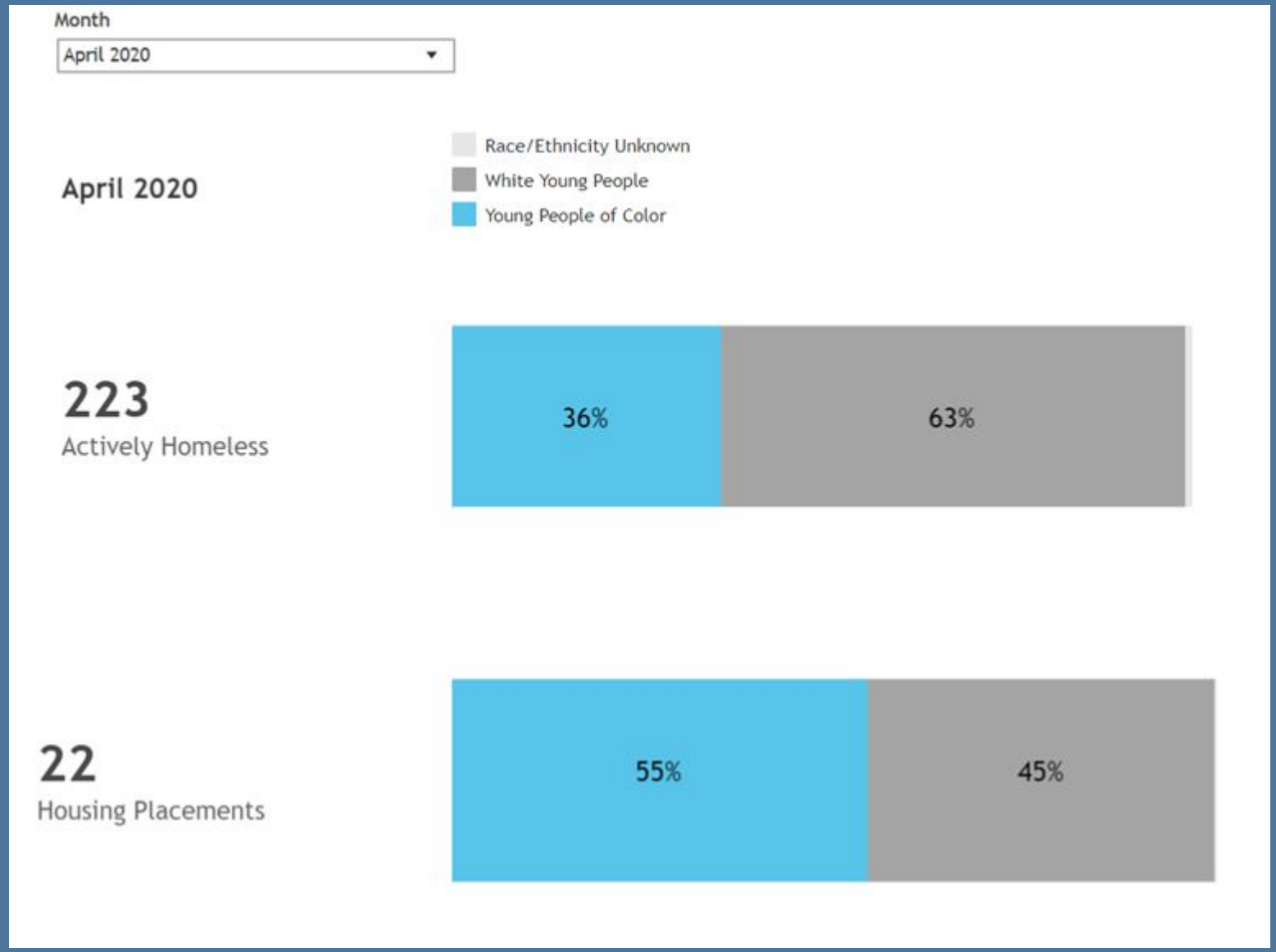
What do you find yourself focusing on?

Write it down

Category	Metric	TOTAL	Young People of Color	White Young People	Race/ Ethnicity Unknown
Inflow (cumulative for last month)	Total number of young people newly identified as homeless	17	11	6	0
	Number of young people returning to homelessness from housing destination	0	0	0	0
	Number of young people returning to homelessness from inactive	17	11	6	0
	Total number of young people returning to homelessness	*17*	*11*	*6*	*0*
	Total inflow in last month (total returns + newly identified)	*34*	*22*	*12*	*0*
Actively Homeless (as of last day of the month)	Number of young people unsheltered	1	1	0	0
	Number of young people sheltered	1	0	1	0
	Number of young people doubled-up/couch surfing	1	0	1	0
	Number of young people in unknown/other	62	41	20	1
	Total number of young people actively homeless (in all situations)	*65*	*42*	*22*	*1*
	Number of young people on active list for over 90 days	14	9	5	0
Outflow (cumulative for last month)	Number young people moved to non-time-limited/ permanent housing destinations	1	1	0	0
	Number of young people moved to inactive	0	0	0	0
	Number of young people no longer meet population criteria	3	3	0	0
	Total number of young people moved off active list last month	*4*	*4*	*0*	*0*
	Average length of time from identification to non-time-limited/permanent housing destination	6	1	0	

What do you find yourself focusing on?

Write it down



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Eliciting Discussion from Groups

- Clearly frame the question we are trying to answer/the thing we are trying to accomplish with the meeting.
- Show the right data.
- Ask tangible questions.
  - (Pro-Tip: try to answer your own questions as you are planning the agenda)
- Listen for the core problem or idea people are describing.
- Summarize, following with a question.

Scaling Down to a Test Size

What is the **smallest** thing we can do to test if this change will have the impact we expect?

Facilitative questions:

- What can we change by next Tuesday?
- Can we try this change in one program?
- Can we try this with one person?
- Can we try this with 10 YYA?
- Can we try this for 1 week
- What can we try that doesn't require any outside approval?

Improvement Project Workshopping

Components:

- Idea for a Change
- Baseline Data (Where are we now?)
- Predicted Impact (Where do we think we will be?)
- Start and End Date
- Action Steps and Roles [including Project Lead]

Improvement Project Reflection Tool

Improvement Project Reflection Tool

ANCHOR COMMUNITY INITIATIVE

Do you have a solid plan for your Improvement Project?

Your team has come up with an Improvement Project idea? Rad!
Use these 10 questions to think through all of the important considerations to make your improvement project successful!

1. What is the specific problem in the system that you are trying to solve, and how does the idea you are testing fit in?
2. How does this project address disproportionality for youth of color, LGBQ youth and/or gender diverse youth?
3. Have you asked youth and young adult experts about his idea?
4. What do you expect to see change because of this improvement? What is your goal?
5. What baseline data are you using to measure success?
6. When is your improvement project test going to start and end?
7. Who is the lead for this improvement project?
8. What are the action steps required to implement this project?
9. Do we have the right people at the table to execute this project? If not, how do we get these people to the table?
10. Are we having fun?

Facilitating an Iconic Core Team Meeting

THANK
YOU!