PROCESS MAPPING DEEP DIVE!
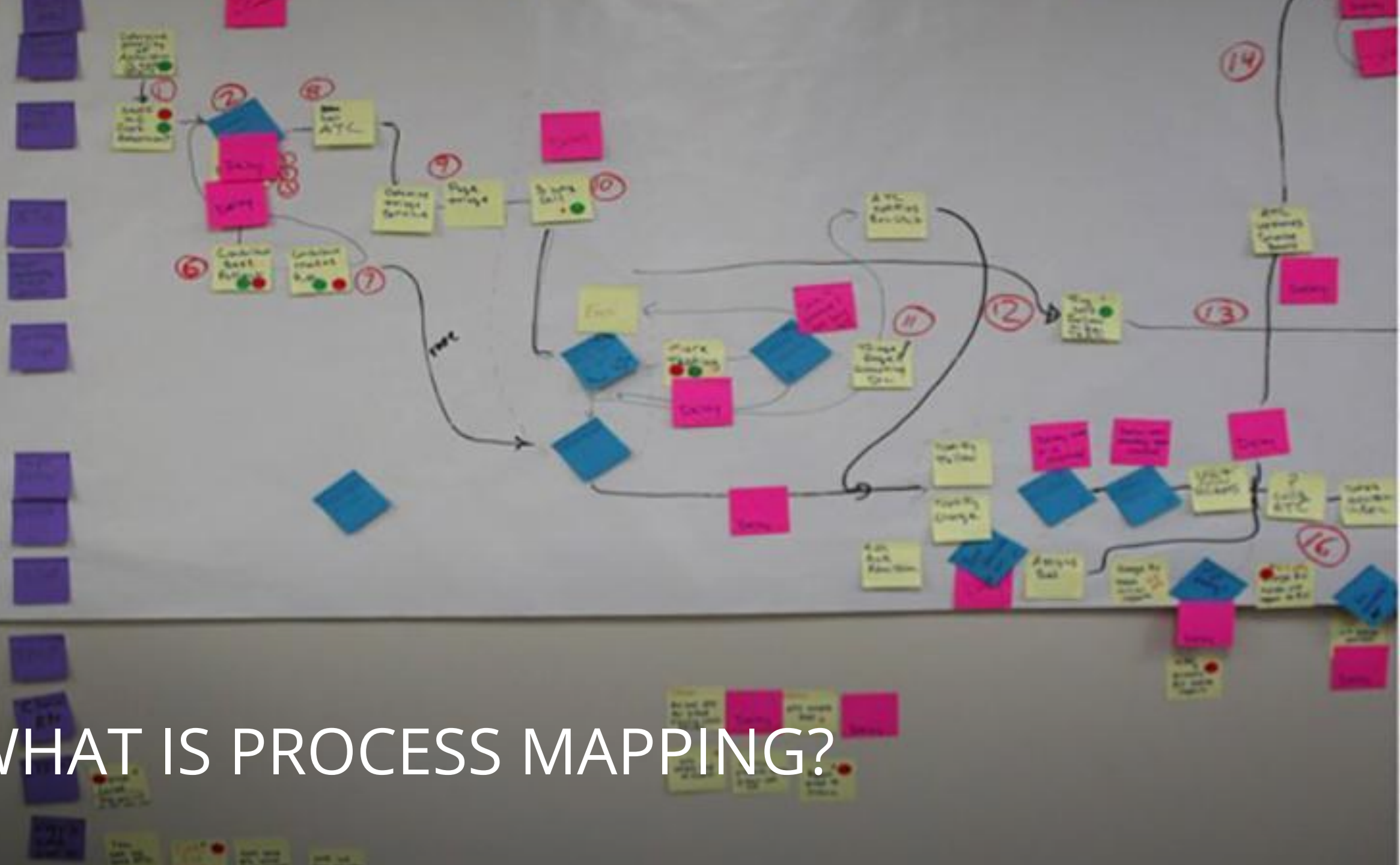
AGENDA

- What is process mapping?

- Planning an ICONIC process mapping meeting

- How do I use process mapping to develop change ideas?

- Future state maps

- Support from ACI

WHAT IS PROCESS MAPPING?

PROCESS MAPPING IS…

- Visualize the flow of a single process from start to end
- Articulates what IS happening in this process is – what are the steps, handoffs and decision points, where is time being spent?
- Usually focused on what is happening for a large majority of cases
- Illuminating clear areas of improvement
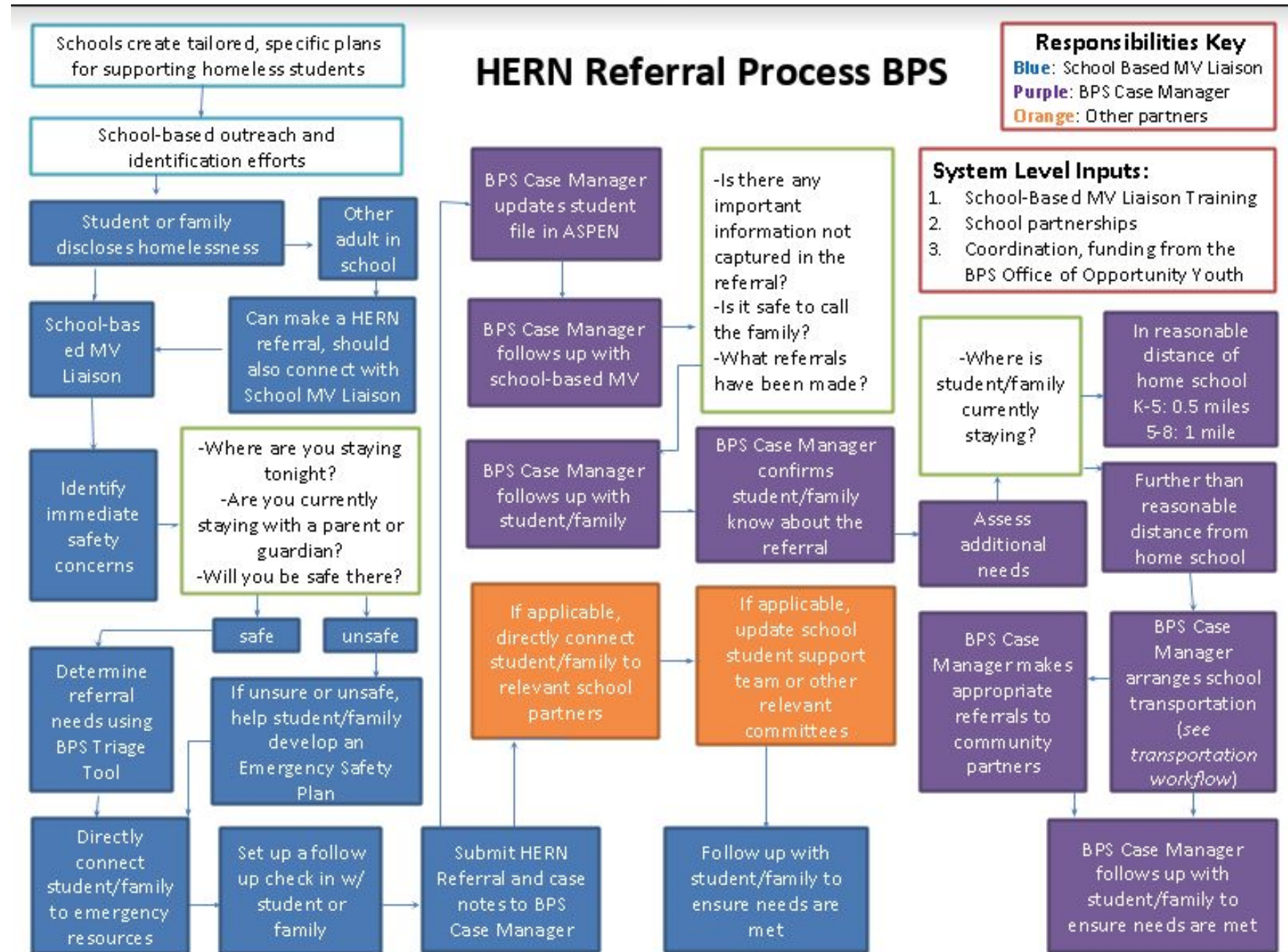
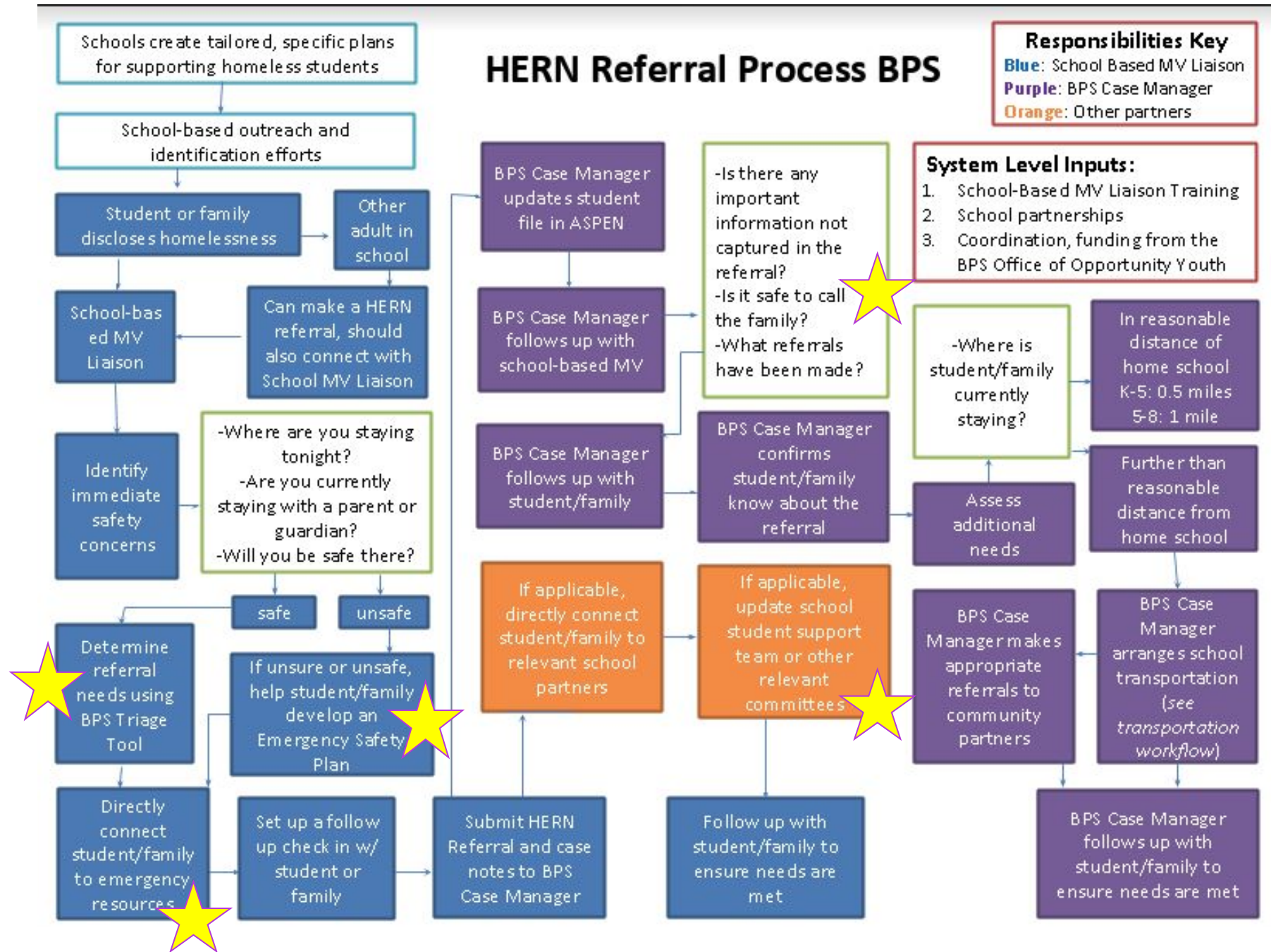Spokane Coordinated Entry Flowchart
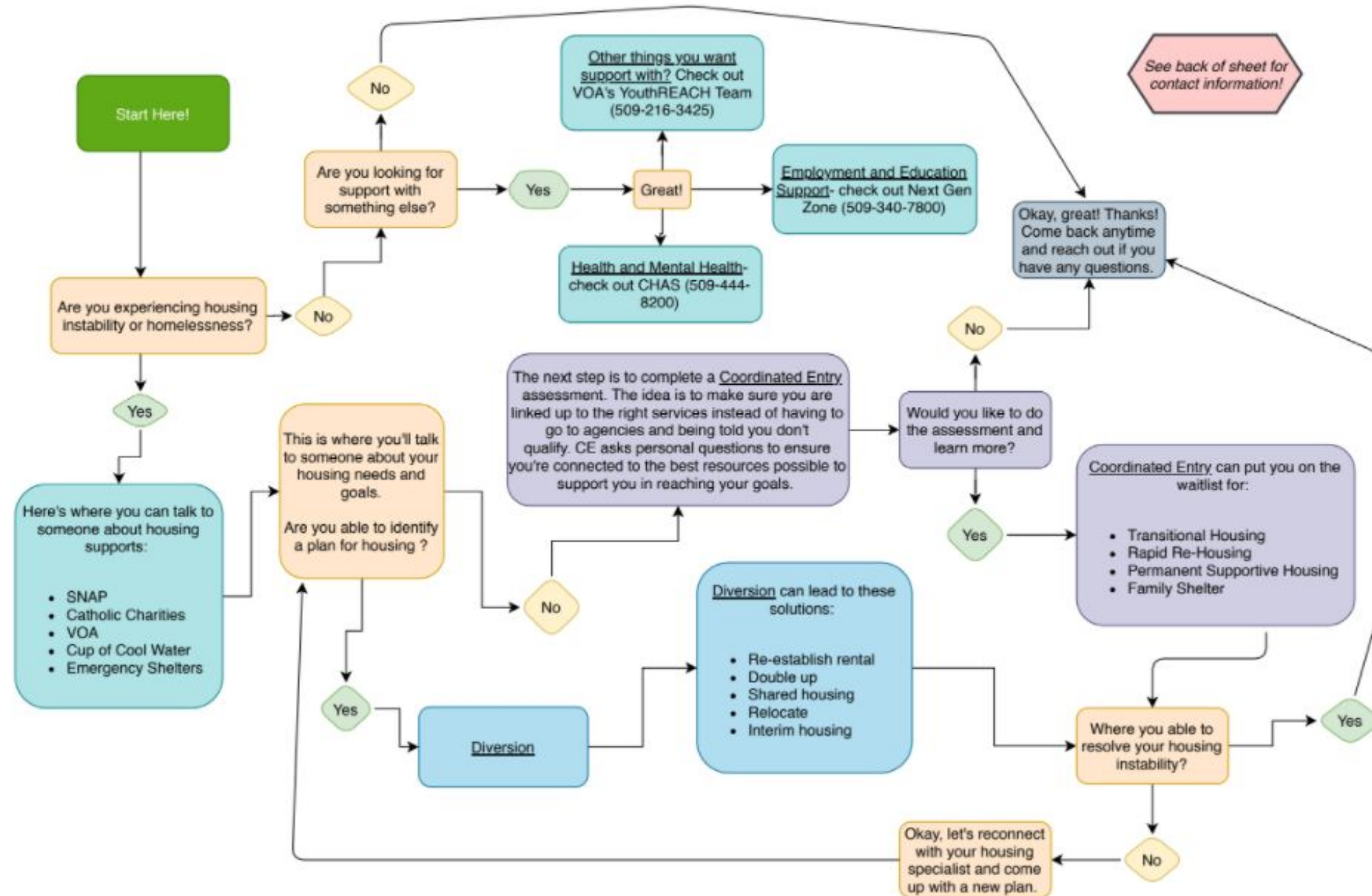
You can process map...

- CE
- Outreach system/front door
- Case Conferencing
- **One component of any of these**

Boston Public Schools process for connecting homeless students to services

Boston Public Schools process for connecting homeless students to services

HERN Referral Process BPS

Responsibilities Key
Blue: School Based MV Liaison
Purple: BPS Case Manager
Orange: Other partners

Schools create tailored, specific plans for supporting homeless students

School-based outreach and identification efforts

Student or family discloses homelessness

Other adult in school

School-based MV Liaison

Can make a HERN referral, should also connect with School MV Liaison

Identify immediate safety concerns

-Where are you staying tonight?
-Are you currently staying with a parent or guardian?
-Will you be safe there?

safe   unsafe

Determine referral needs using BPS Triage Tool

If unsure or unsafe, help student/family develop an Emergency Safety Plan

Directly connect student/family to emergency resources

Set up a follow up check in w/ student or family

Submit HERN Referral and case notes to BPS Case Manager

BPS Case Manager updates student file in ASPEN

BPS Case Manager follows up with school-based MV

BPS Case Manager follows up with student/family

If applicable, directly connect student/family to relevant school partners

Follow up with student/family to ensure needs are met

-Is there any important information not captured in the referral?
-Is it safe to call the family?
-What referrals have been made?

BPS Case Manager confirms student/family know about the referral

If applicable, update school student support team or other relevant committees

-Where is student/family currently staying?

Assess additional needs

BPS Case Manager makes appropriate referrals to community partners

System Level Inputs:
1. School-Based MV Liaison Training
2. School partnerships
3. Coordination, funding from the BPS Office of Opportunity Youth

In reasonable distance of home school K-5: 0.5 miles 5-8: 1 mile

Further than reasonable distance from home school

BPS Case Manager arranges school transportation (see transportation workflow)

BPS Case Manager follows up with student/family to ensure needs are met
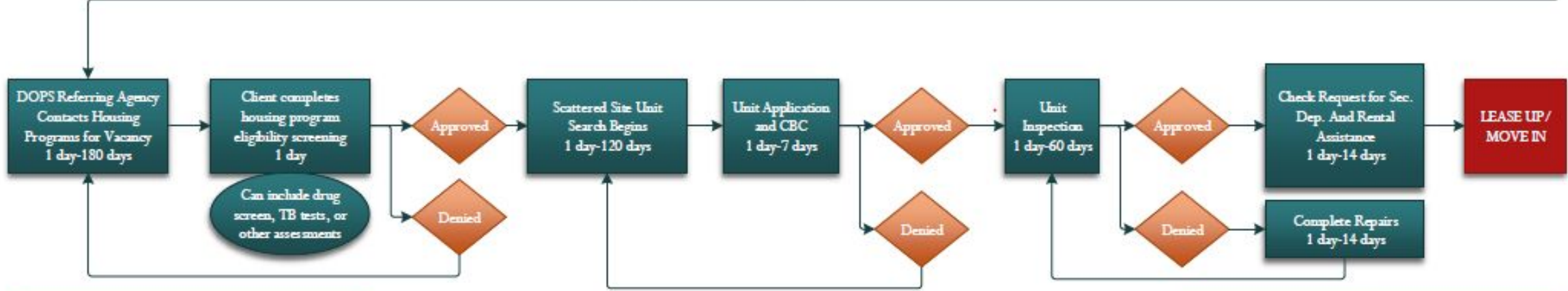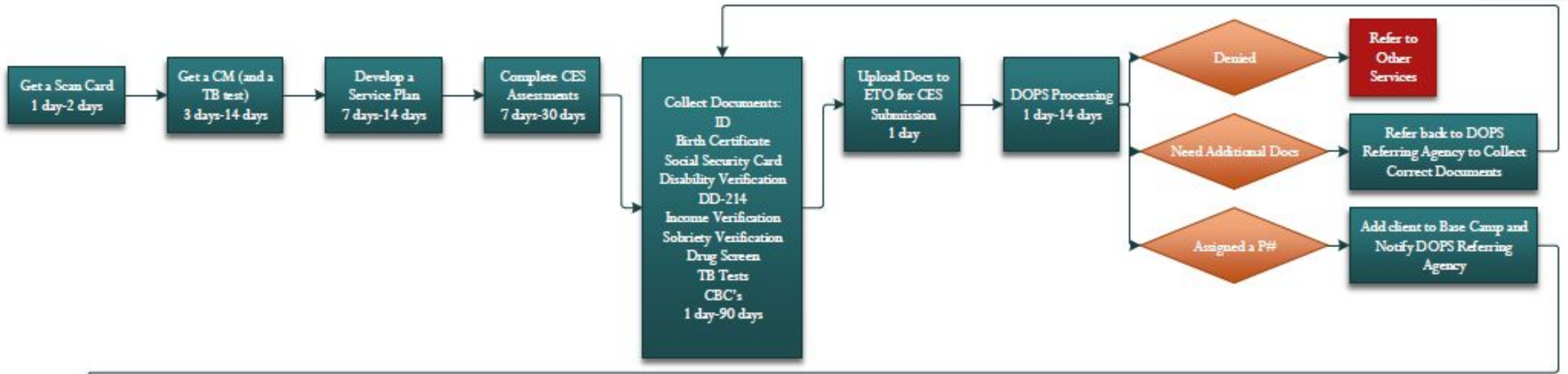
WORKFLOW VS PROCESS MAP?

HOW <u>EXACTLY</u> DOES THAT STEP HAPPEN????

WHY DOES IT HAPPEN LIKE THAT??

FT. Worth Access to Housing Process- 7/14/16

Homeless Individual/ Family

| TCHC Hotline | SOS Outreach | JPS Outreach | PATH Outreach | Hands of Hope Outreach | DRC/ True Worth | 2 DV Shelter | TSA-Ft. Worth | TSA-Arlington | ACH | DNS | UGM | Arlington Life | CTL | MHMR Homeless Clinic | VA | Other Non-Homeless Service Providers |

Get a Scan Card
1 day-2 days

→ Get a CM (and a TB test)
3 days-14 days

→ Develop a Service Plan
7 days-14 days

→ Complete CES Assessments
7 days-30 days

→ Collect Documents:
ID
Birth Certificate
Social Security Card
Disability Verification
DD-214
Income Verification
Sobriety Verification
Drug Screen
TB Tests
CBC's
1 day-90 days

→ Upload Docs to ETO for CES Submission
1 day

→ DOPS Processing
1 day-14 days

Denied → Refer to Other Services

Need Additional Docs → Refer back to DOPS Referring Agency to Collect Correct Documents

Assigned a P# → Add client to Base Camp and Notify DOPS Referring Agency

DOPS Referring Agency Contacts Housing Programs for Vacancy
1 day-180 days

→ Client completes housing program eligibility screening
1 day

Can include drug screen, TB tests, or other assessments

Approved →

Denied

→ Scattered Site Unit Search Begins
1 day-120 days

→ Unit Application and CBC
1 day-7 days

Approved →

Denied

→ Unit Inspection
1 day-60 days

Approved →

Denied → Complete Repairs
1 day-14 days

→ Check Request for Sec. Dep. And Rental Assistance
1 day-14 days

→ LEASE UP/ MOVE IN

*Time should be included for those accessing housing through MHMR or the VA

Total Time
27 days-561 days

Credit: Michelle and

WHAT IS OUR PROCESS MAPPING GOAL?

- Shortening the length of time from assessment to move in in our CE process?

- Streamlining our process for enrolling people on our BNL?

- Improving the number of outreach contacts with queer youth or youth of color?

- Identifying specific manifestations of racism in our assessment process?

- Improving the number of housing matches identified in case conferencing that result in a move in?

BEFORE THE MEETING

- **Pick the target for improvement**: what is the start and end of the process you are mapping?

- **Identify who needs to participate**: should be a specific and intentional group

- **Set expectations** that this is an improvement-focused meeting

- **Decide how to present/create the visuals**: how will you facilitate the group to track improvement ideas and inefficiencies

- **Schedule it**: your only focus should be on completing the map

- **Get the data**: this shows how your process is operating NOW

- Pro-tip: come with a **skeleton map**

FACILITATING THE MEETING

- **Framing**: what is your meeting objective and your goal?

- **Mapping the process**:
  - High level steps
  - Layer in data
  - Add details – decisions, referral points, paperwork, handoffs, how long steps should take and WHY we do each step
  - Pinpoint the bottlenecks, improvement areas and inefficiencies

- **Identify Changes**: what changes do we think will get us closer to our goal?

- **Set up a test cycle/s**!

KEY QUESTIONS

- Where in these steps do you spend most of your time and why?

- Where in the process do you repeat work? How often and why?

- What was intended to happen during this step? What actually happens?

- When pressed for time, what steps in the process are skipped?

- What do people want or need from the process? What pains does the process cause?

- Where do cycle time delays take place?

AFTER THE MEETING

- Prioritize Improvements
- Identify the red ball holder
- Take action!

QUESTION BREAK

USING A PROCESS MAP TO DEVELOP CHANGE IDEAS

INVOLVING YOUNG PEOPLE AND DIRECT SERVICE PROVIDERS

- Conversation more about **what IS happening** than what theoretically should be happening

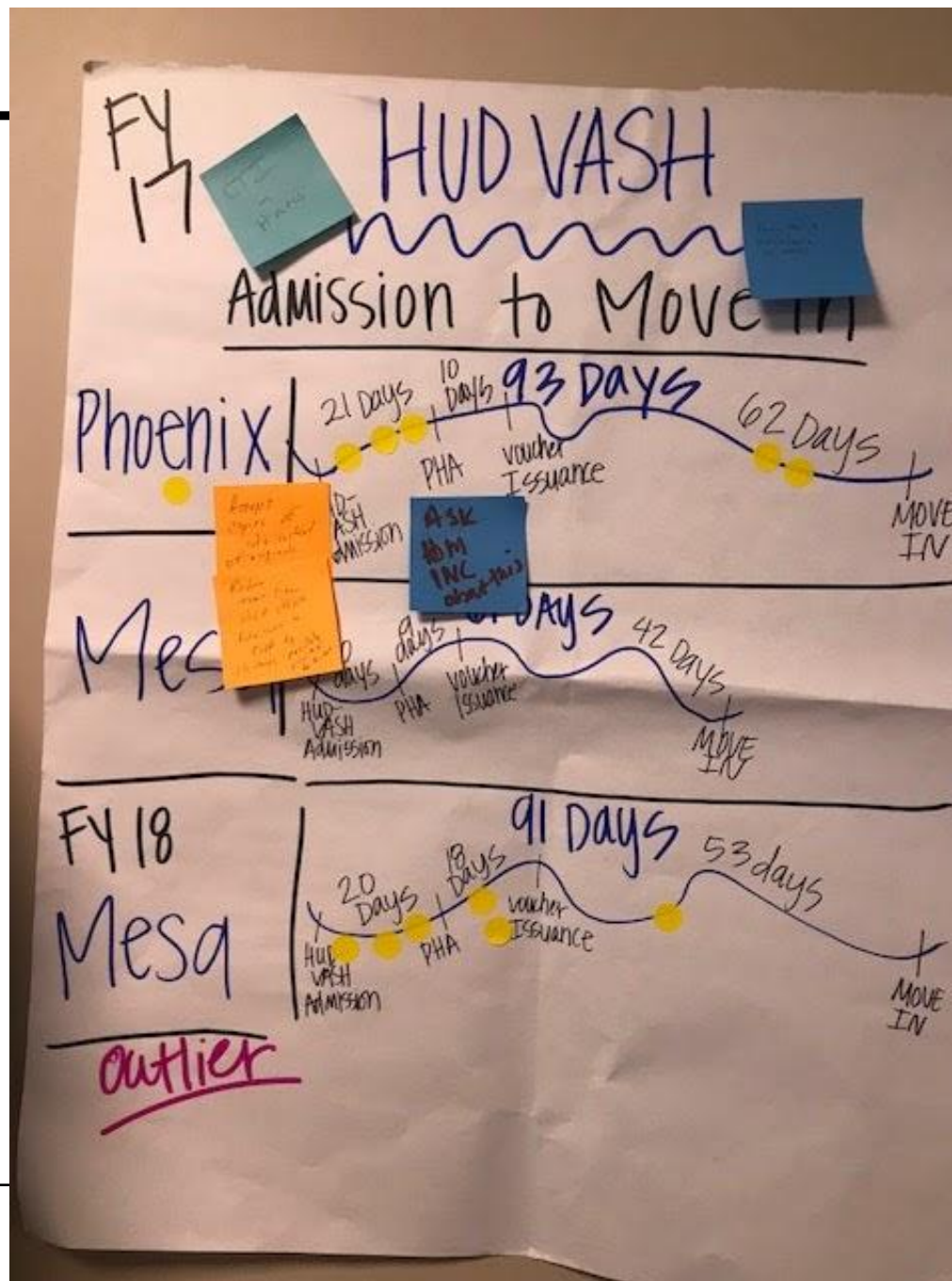- Diverse vantage points on the process highlight different types of concerns
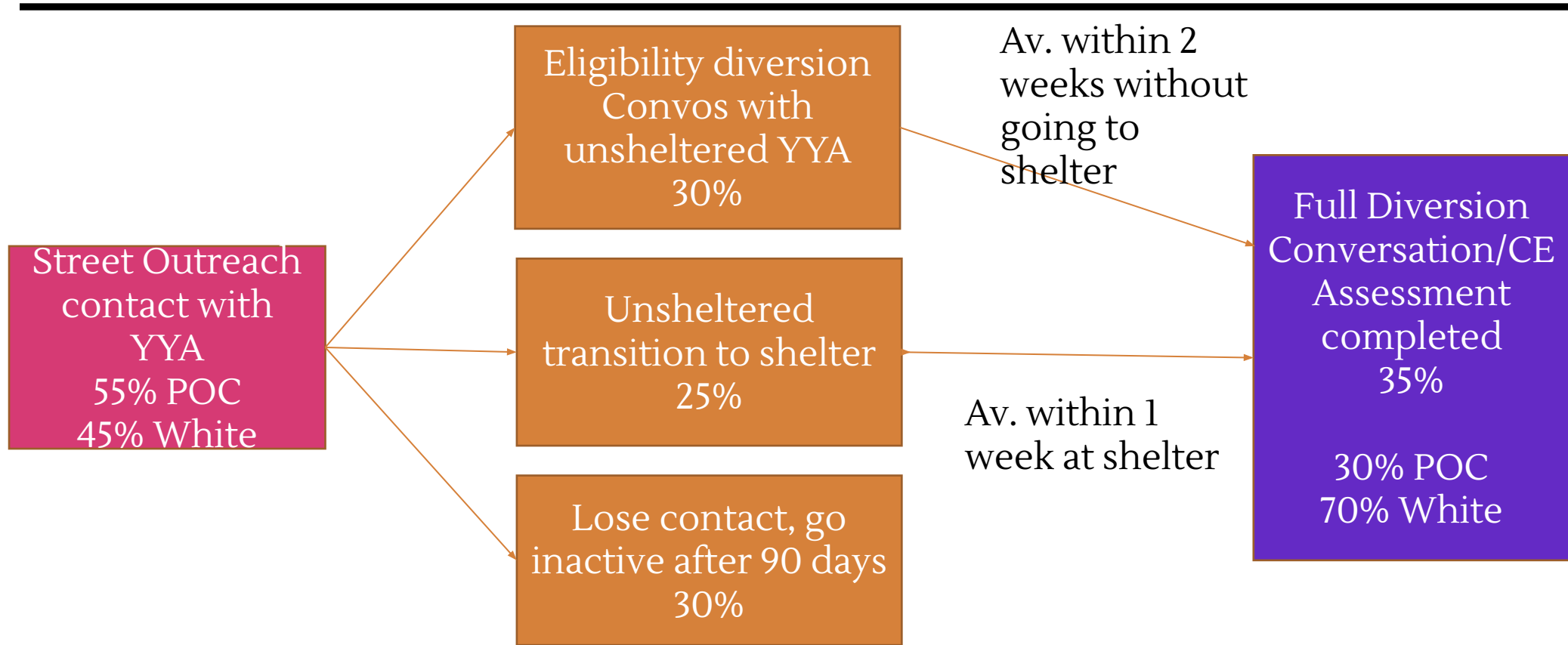
HOW TO ENGAGE YOUNG PEOPLE!

- Engage young people <u>who have experienced the process</u>

- Separate space for young people or inviting young people to the meeting?
  - Why not both?

- Low Barrier strategies:
  - Pulse checking core problems
  - Pulse checking change ideas
  - Surveys

- Higher barrier strategies
  - YAB or Focus group meeting just to map the process themselves, and/or to create a perfect process map
  - Invite YYA to participate in a combined process mapping meeting

- Always test some YYA ideas

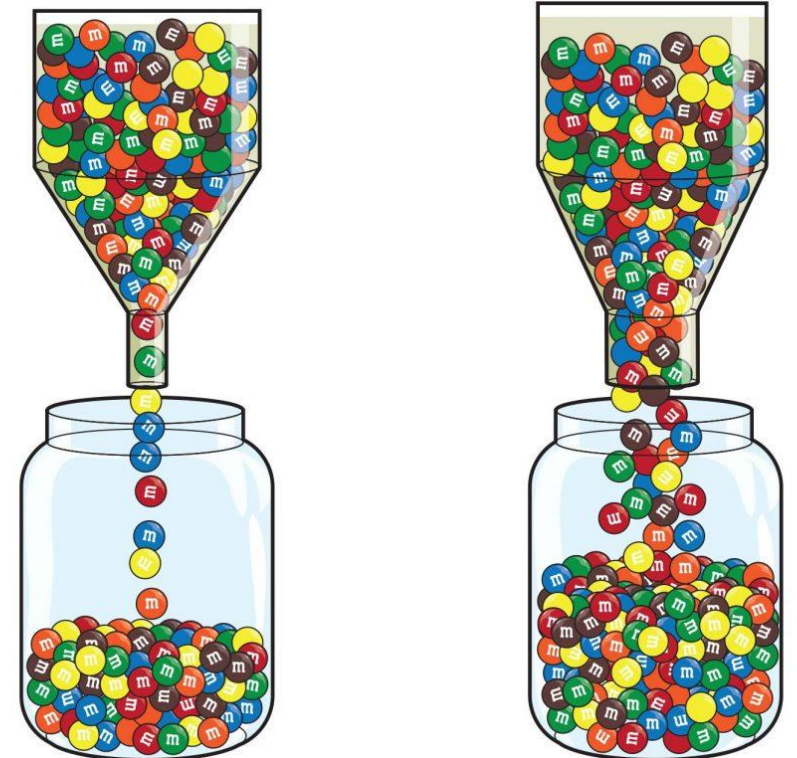Remember to always stipend young people!

EMBEDDING DATA

Street Outreach contact with YYA
55% POC
45% White

Eligibility diversion Convos with unsheltered YYA
30%

Unsheltered transition to shelter
25%

Lose contact, go inactive after 90 days
30%

Av. within 2 weeks without going to shelter

Av. within 1 week at shelter

Full Diversion Conversation/CE Assessment completed
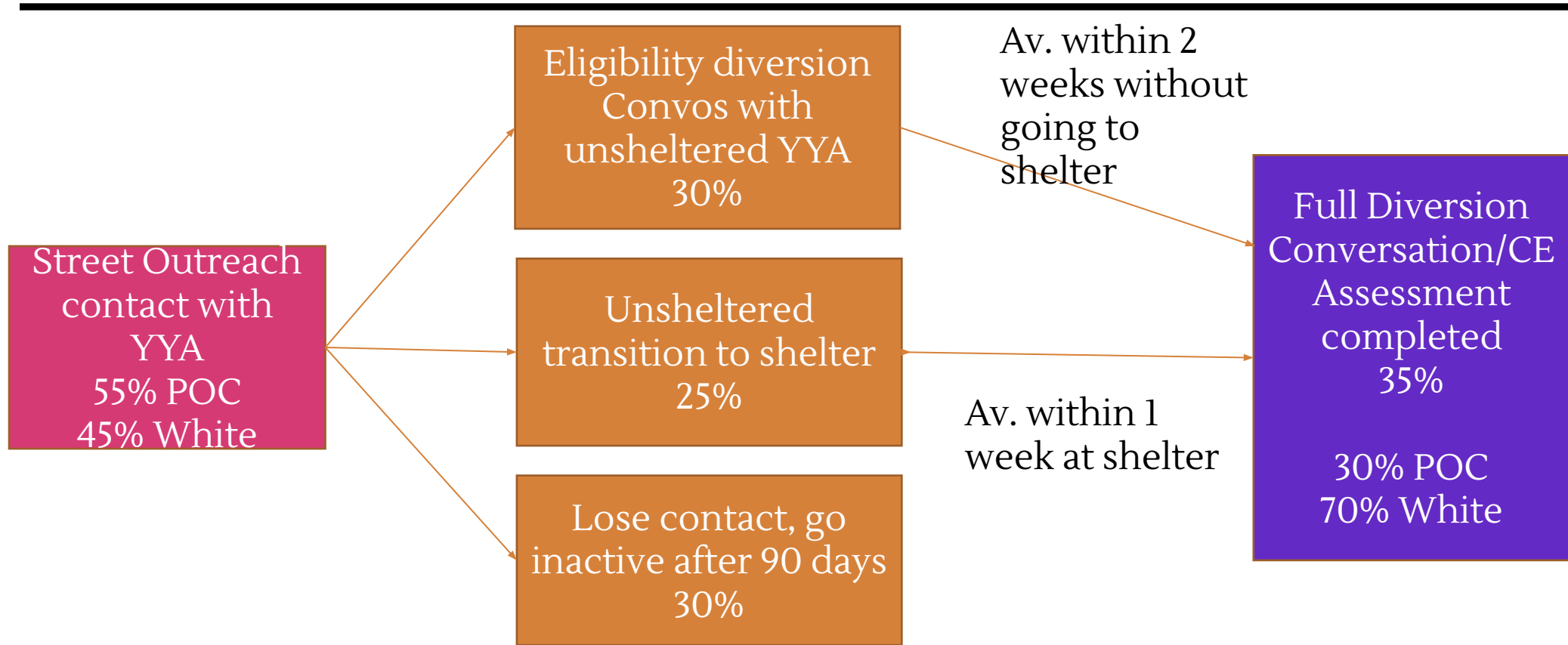35%

30% POC
70% White

AVERAGE LENGTH OF TIME FROM CONTACT – ASSESSMENT FOR UNSHELTERED = 30 DAYS

GOAL: 20 DAYS

IDENTIFYING BOTTLENECKS, DUPLICATED EFFORTS, AND PINPOINT SYSTEMIC INEQUALITIES
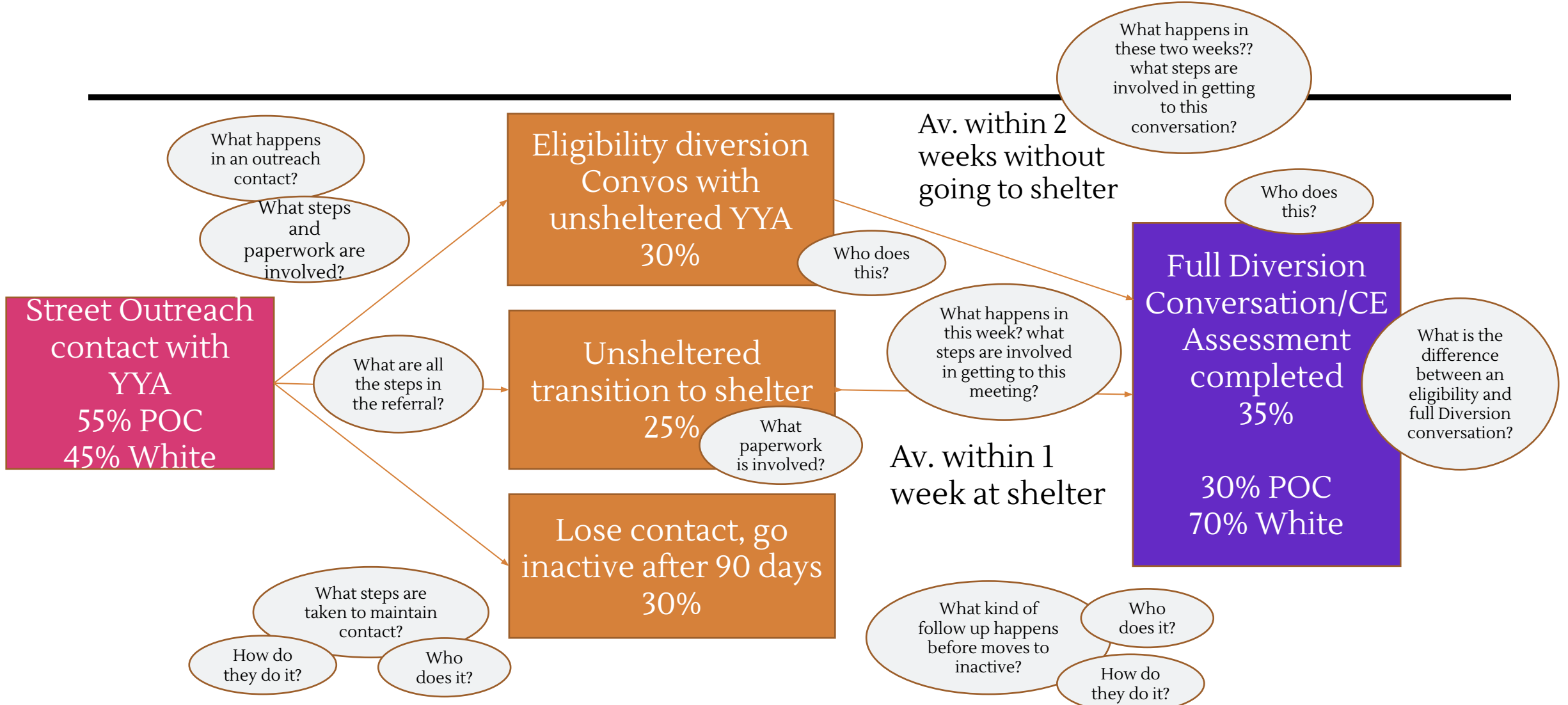
- Where are we doing the same paperwork twice?

- Where can we cut down the number of referrals?

- Are there singular places/people everyone has to go through to get served?

- LAYER IN DEMOGRAPHIC DATA!!

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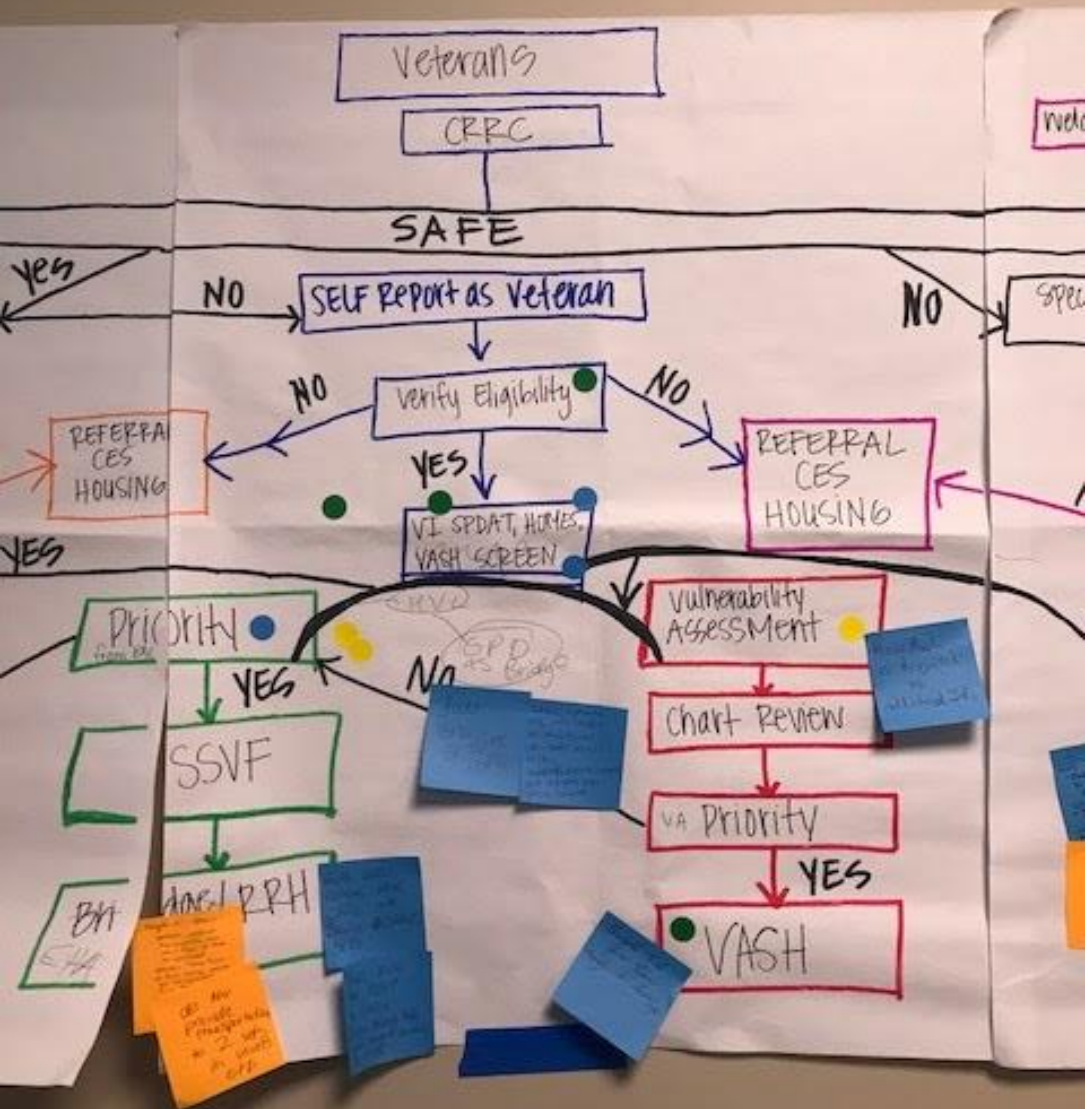Full Diversion Conversation/CE Assessment completed
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AVERAGE LENGTH OF TIME FROM CONTACT – ASSESSMENT FOR UNSHELTERED = 30 DAYS

GOAL: 20 DAYS

PUT CHANGE ON THE AGENDA

- What change do we want to try?

- How would we know if this change was successful?

- What data will tell us if this is successful? Who will get it?

- When will the test start and when will we review the results?

- What are the action steps?

- Who holds the red ball?

We are an army of dreamers, and that's why we're invincible.

Subcomandante Marcos

BUILDING A
FUTURE STATE MAP

WHAT WOULD IT TAKE FOR US TO BE TRULY DIVERSION FIRST?

***What would it take** for every YYA to be engaged in a diversion conversation within 72 hours of first contact with system????*

- Everyone on **all outreach teams trained to access**, and all currently unsheltered clients need to be offered a diversion conversation in the next week

- Update **intake** paperwork

- Diversion needs to be central in **case conferencing** planning every week, and we need to update our tracking

- Diversion conversations need to happen at every **CE satellite site**

- Diversion conversations need to happen **prior** to exit from partner systems of care

- Diversion conversations need to be **effective**

AWHWA HAS YOUR BACK

- Wanna process map something? Ask us to help!!
  - Planning
  - Feedback
  - Neutral facilitation

- Resource Hub Resources:
  - [Facilitating an Iconic Process Mapping Meeting](#)
  - [Engaging Young People in Process Mapping](#)
  - Following up you your process mapping session? Check out our [sample Improvement Meeting agenda](#)

REFLECTION TRIOS!

WHAT IS THIS MAKING YOU THINK ABOUT?
IN YOUR COMMUNITY, WHAT PROCESS WOULD YOU WANT TO IMPROVE?

APPRECIATIONS!

SLIDE GRAVEYARD

Goal: Shorten the housing match – move in time from average of 55 days to **average of 40 days**

Client is matched for housing in case conferencing	Eligibility checked with housing provider	Client contact to refer to housing	Client accepts or declines	Meeting b/w client and provider	Housing search (if applicable)	Move in date

- Providers attend case conferencing meeting
- Client matched
- Housing navigator completes and sends the referral to housing provider 1-2 days

- Housing Navigator reaches out to housing provider to check client's eligibility 1-2 days
- Housing provider follows up with eligibility confirmation 1 day

- Housing navigator reaches out to case manager to confirm the housing match 1 day
- Case manager attempts to contact client 1-4 days

- Declines: Case manager notifies Housing Navigator via email; housing navigator notifies Case Conf. facilitator 2-3 days
- Accepts: Case Manager sends the referral paperwork to housing provider; YYA emails housing provider to set up meet and greet 1-2 days
- Case manager works with client to collect documents 2-25 days
  - State ID
  - Birth Certificate
  - Income verification
  - SS card
  - Homeless verification
  - Drug screen

- Housing provider schedules meeting w client 7-14 days
- Meet and greet 1 day
  - Intake paperwork
  - Documentation review
  - Tour (if applicable)
  - Housing provider shares how they can support with housing search (if applicable)
  - Housing provider shares housing search tips (if applicable)

- Client search and apply for open units 7-30 days
- Unit inspection scheduled 2-5 days
- Unit inspection completed 1 day
- Move in date scheduled

- Client signs lease/housing agreement
- Case Manager exits client in HMIS (if applicable)

Clients matched with housing:
52% POC
48% White

Clients successfully exiting into housing program:
35% POC
65% White