

ACI Strategizing for Change
Series

PROCESS MAPPING!



HAPPY WRATH

Juneteenth

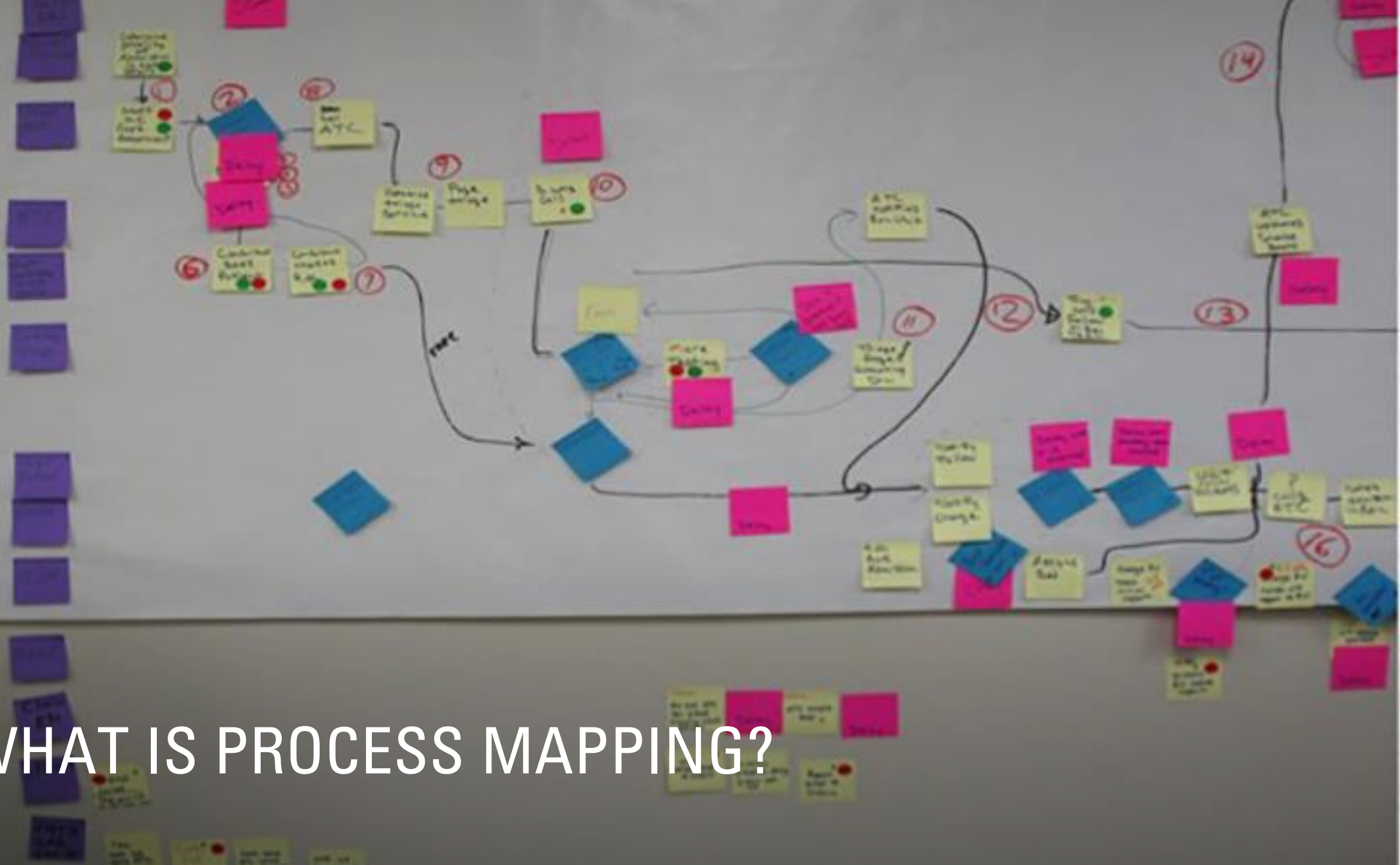
FREEDOM DAY



AGENDA

- What is process mapping?
 - How do I use process mapping to develop change ideas?
 - Involving young people and direct service providers
 - Embedding data
 - Identifying bottlenecks, duplicated efforts, and pinpoint systemic inequalities
 - Building a future state map
 - Put change on the agenda
 - Practice!
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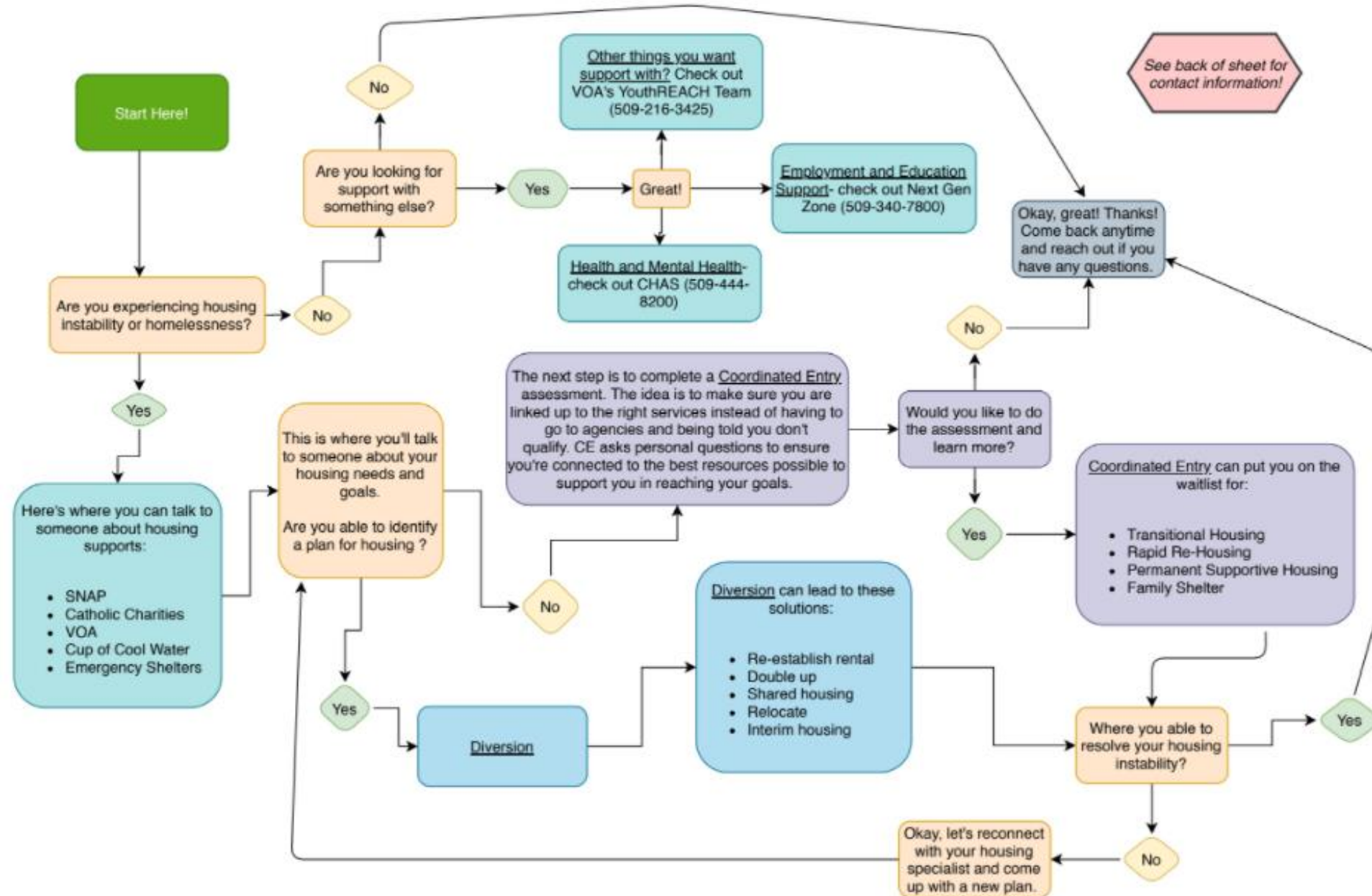
WHAT IS PROCESS MAPPING?



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
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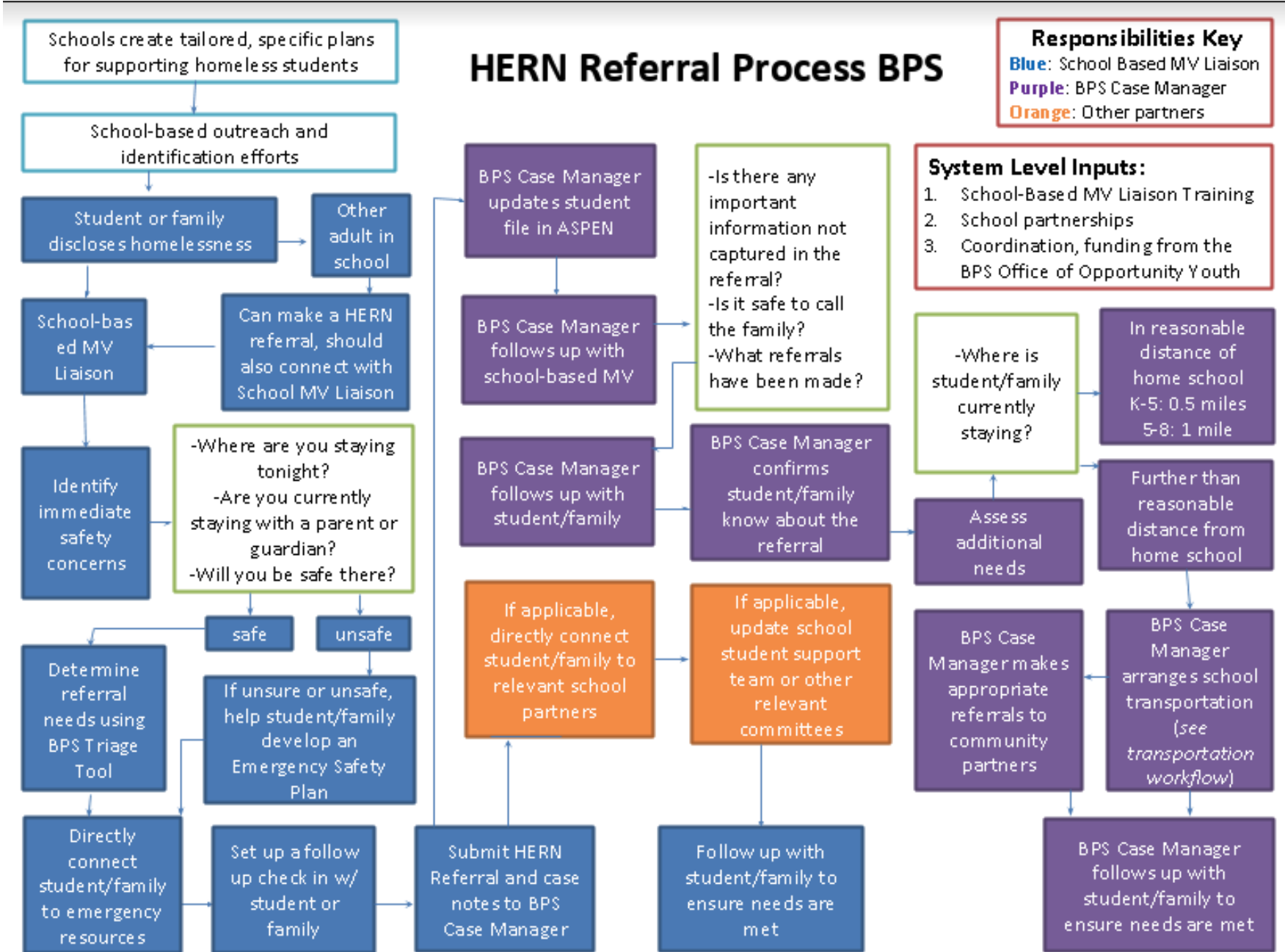
Spokane Coordinated Entry Flowchart



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



The background is a dark blue field filled with numerous glowing particles of various colors, including red, orange, yellow, and white. These particles are interconnected by a network of thin, translucent lines that create a sense of depth and movement, resembling a complex network or a data visualization. The overall effect is vibrant and dynamic.

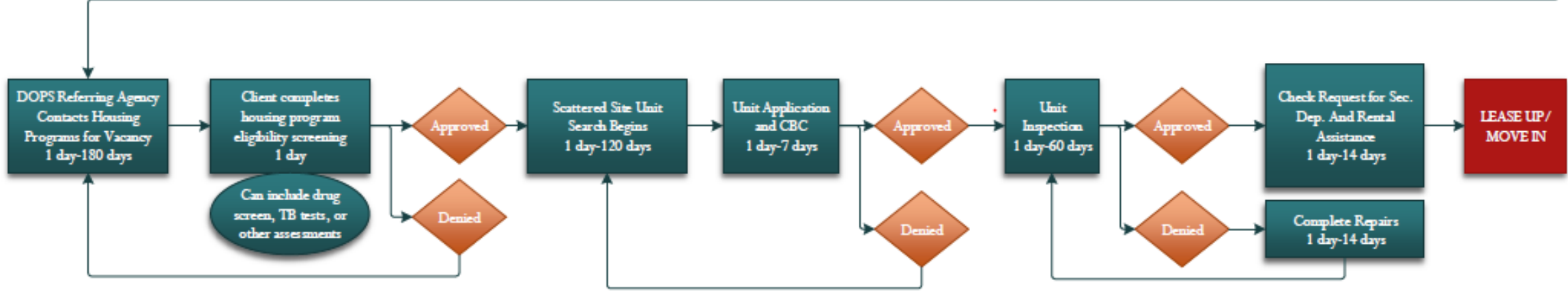
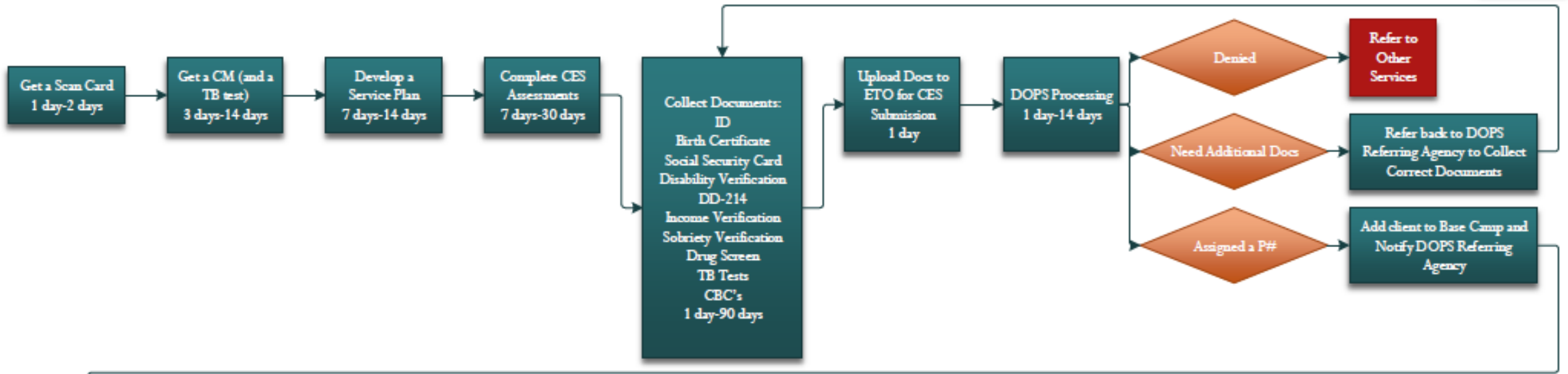
WORKFLOW VS PROCESS MAP?

HOW EXACTLY DOES THAT STEP
HAPPEN????

WHY DOES IT HAPPEN LIKE THAT??

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

Homeless Individual/
Family



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

Total Time
27 days-561 days

Credit: Michelle and CSH

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?
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BASIC TIPS FOR PLANNING AN ICONIC PROCESS MAPPING MEETING

- Define a **clear improvement goal** and define the process being mapped
 - Who needs to participate? What **perspectives** have to be present to get an accurate picture of what is happening in practice?
 - Set **expectations** around improvement and prep for conversations about disproportionality
 - Add **detail** to the current process, including decision points, paperwork, referrals, handoffs, who is involved, how long each step takes
 - Ask the group to lay out **WHY** we do each step
 - Leave with **change ideas** to test
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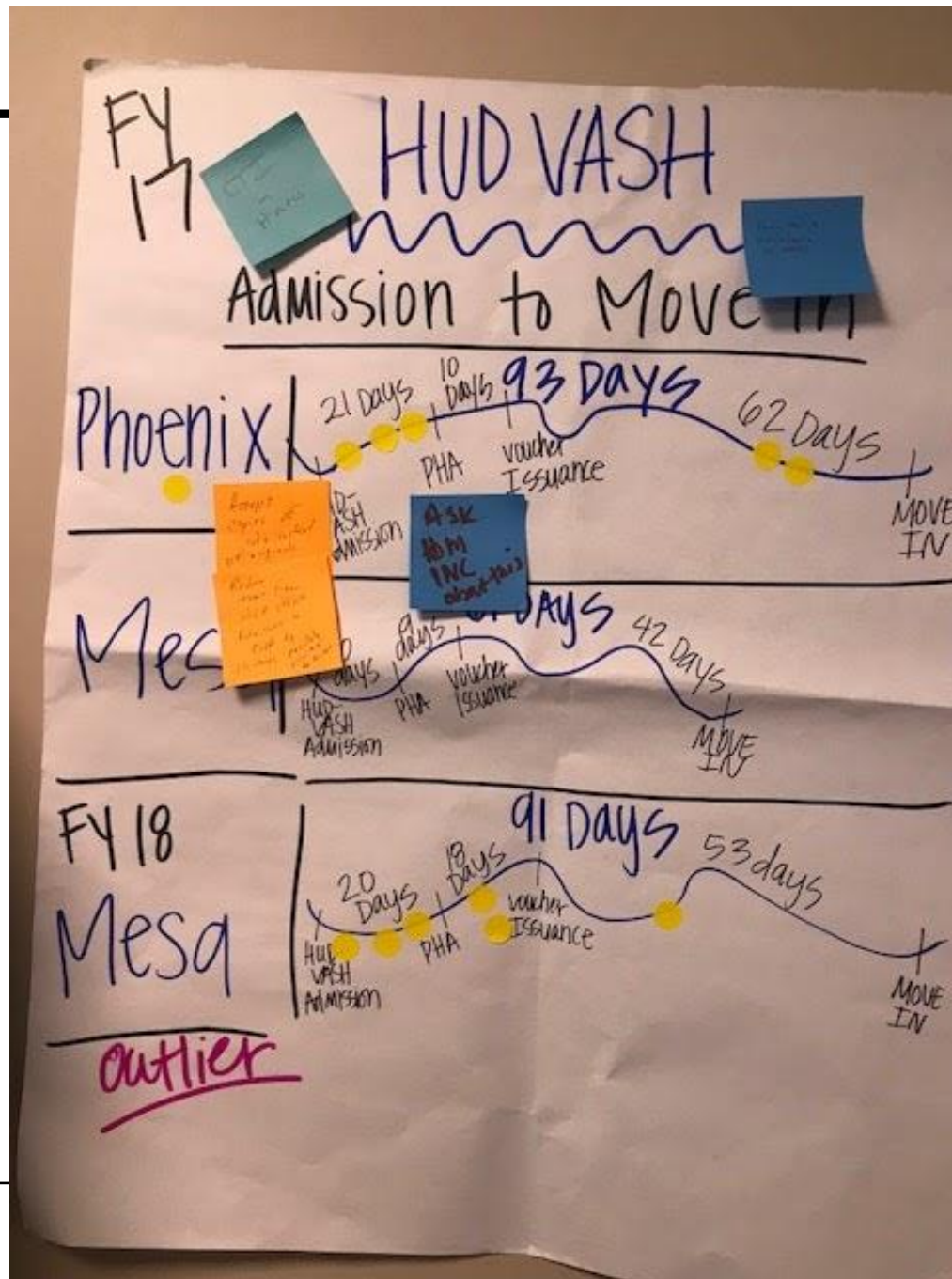
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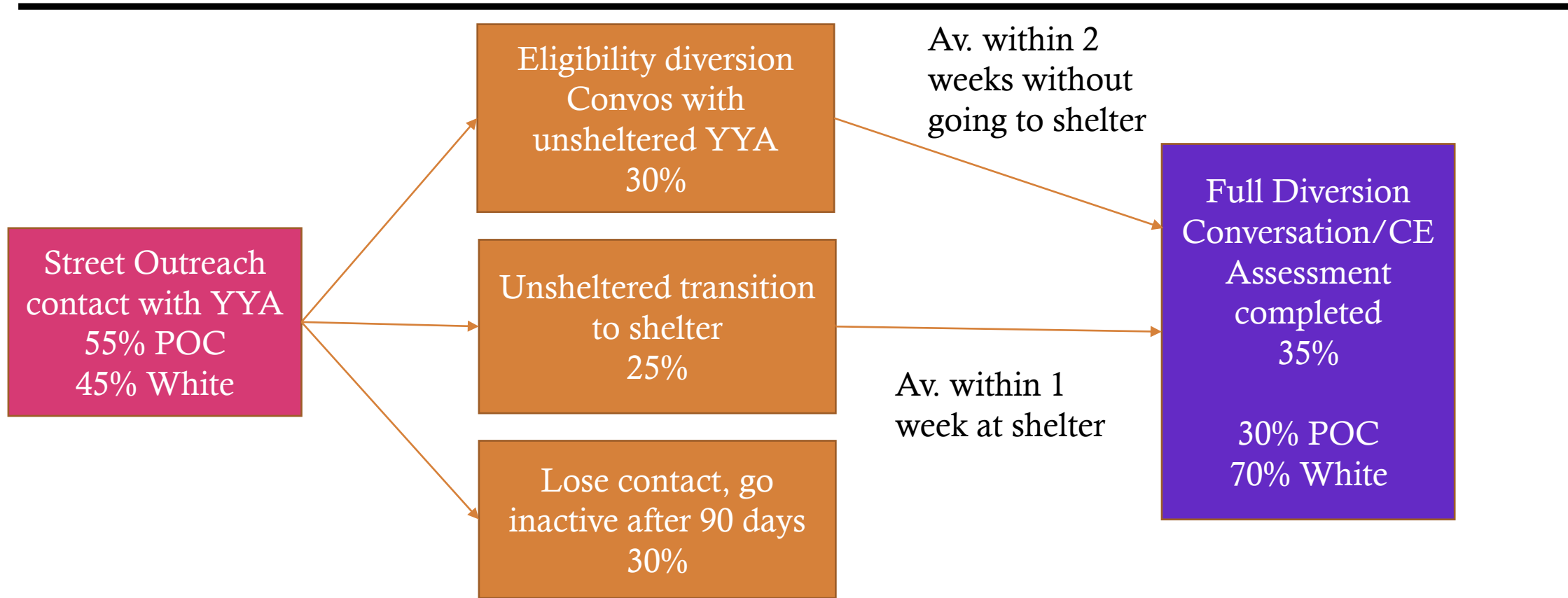
USING A PROCESS MAP TO DEVELOP CHANGE IDEAS

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
 - Low v high barrier strategies
 - Always try to test at least some changes YYA come up with
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EMBEDDING DATA



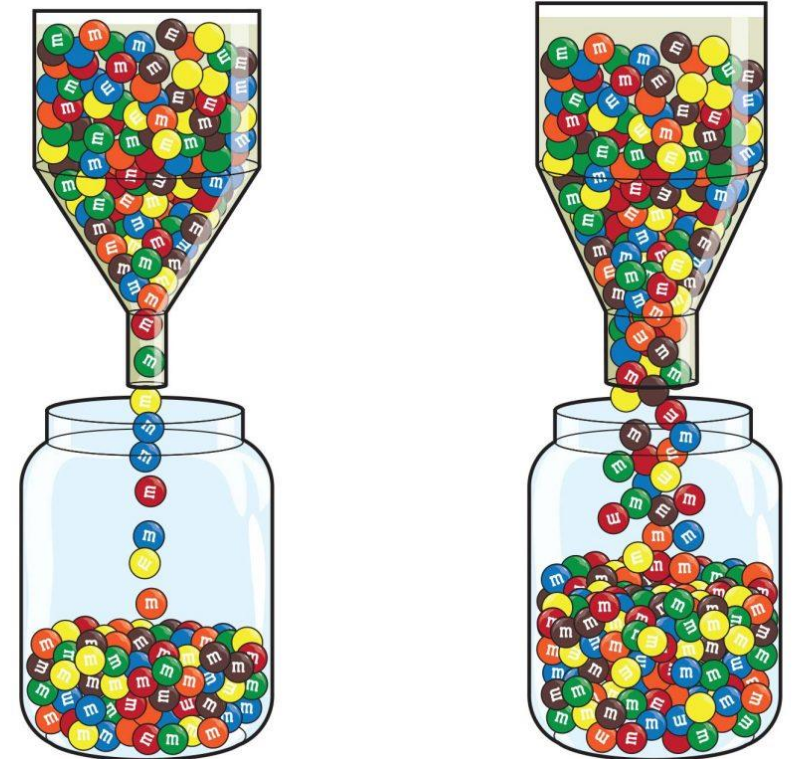


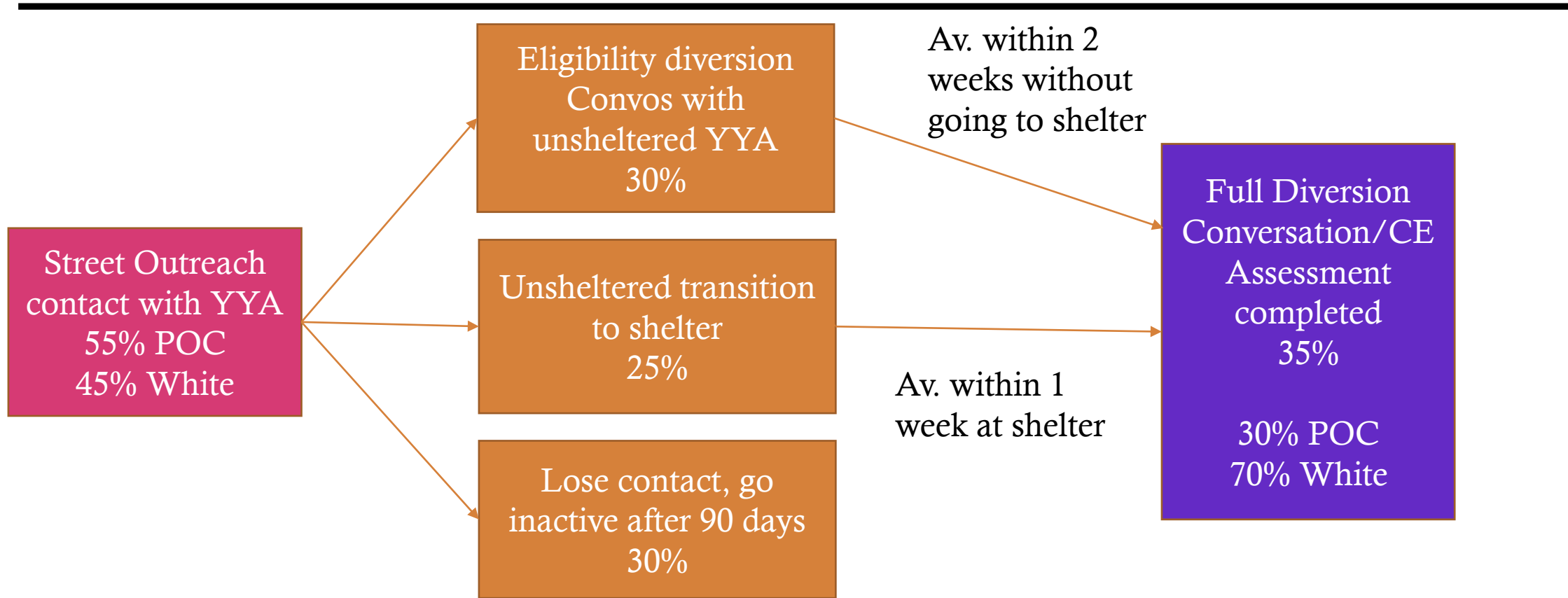
AVERAGE LENGTH OF TIME FROM CONTACT – ASSESSMENT FOR UNSHELTERED = 30 DAYS

GOAL: 20 DAYS

IDENTIFYING BOTTLENECKS, DUPLICATED EFFORTS, AND PINPOINT SYSTEMIC INEQUALITIES

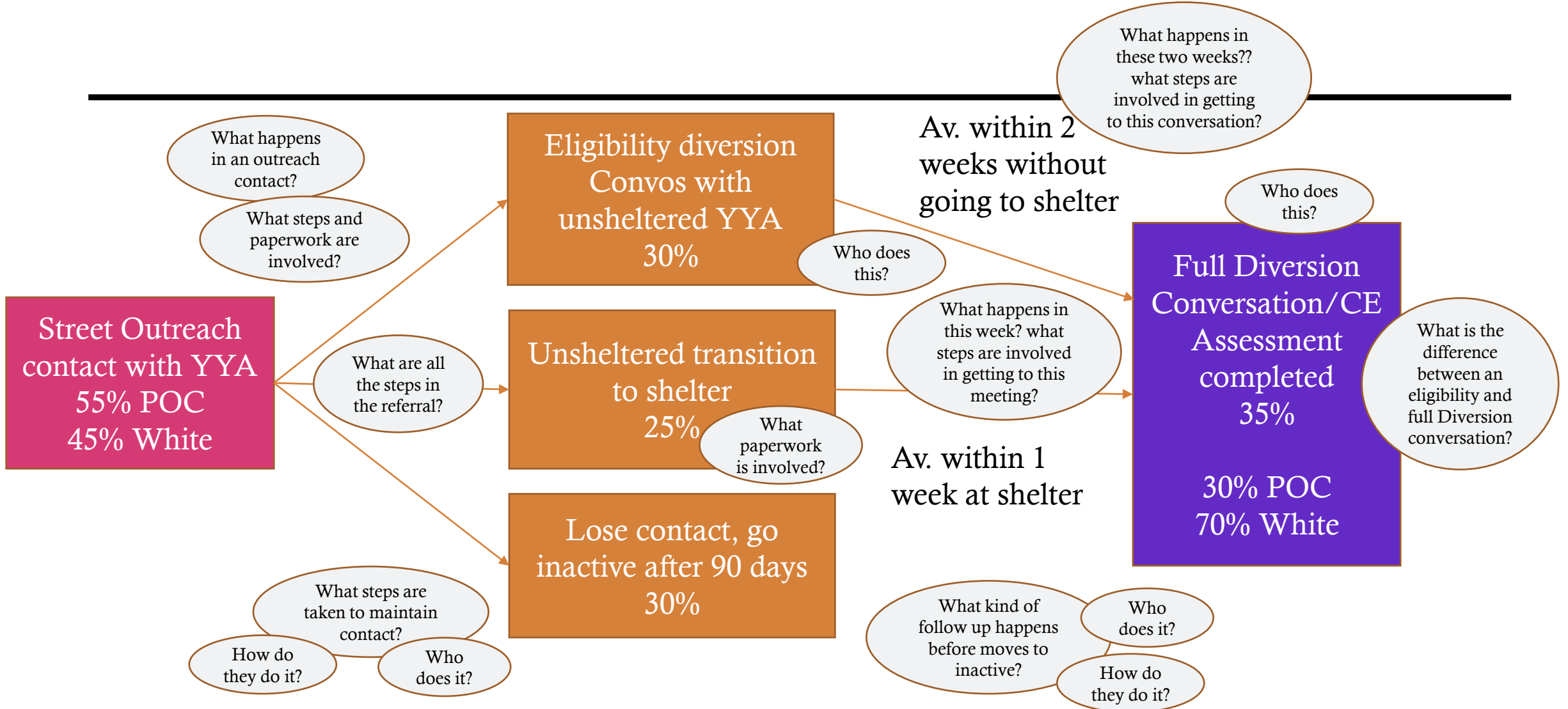
- Where are we doing the same paperwork twice?
- Where can we cut down the number of referrals?
- Are there singular places/people everyone has to go through to get served?
- **LAYER IN DEMOGRAPHIC DATA!!**





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

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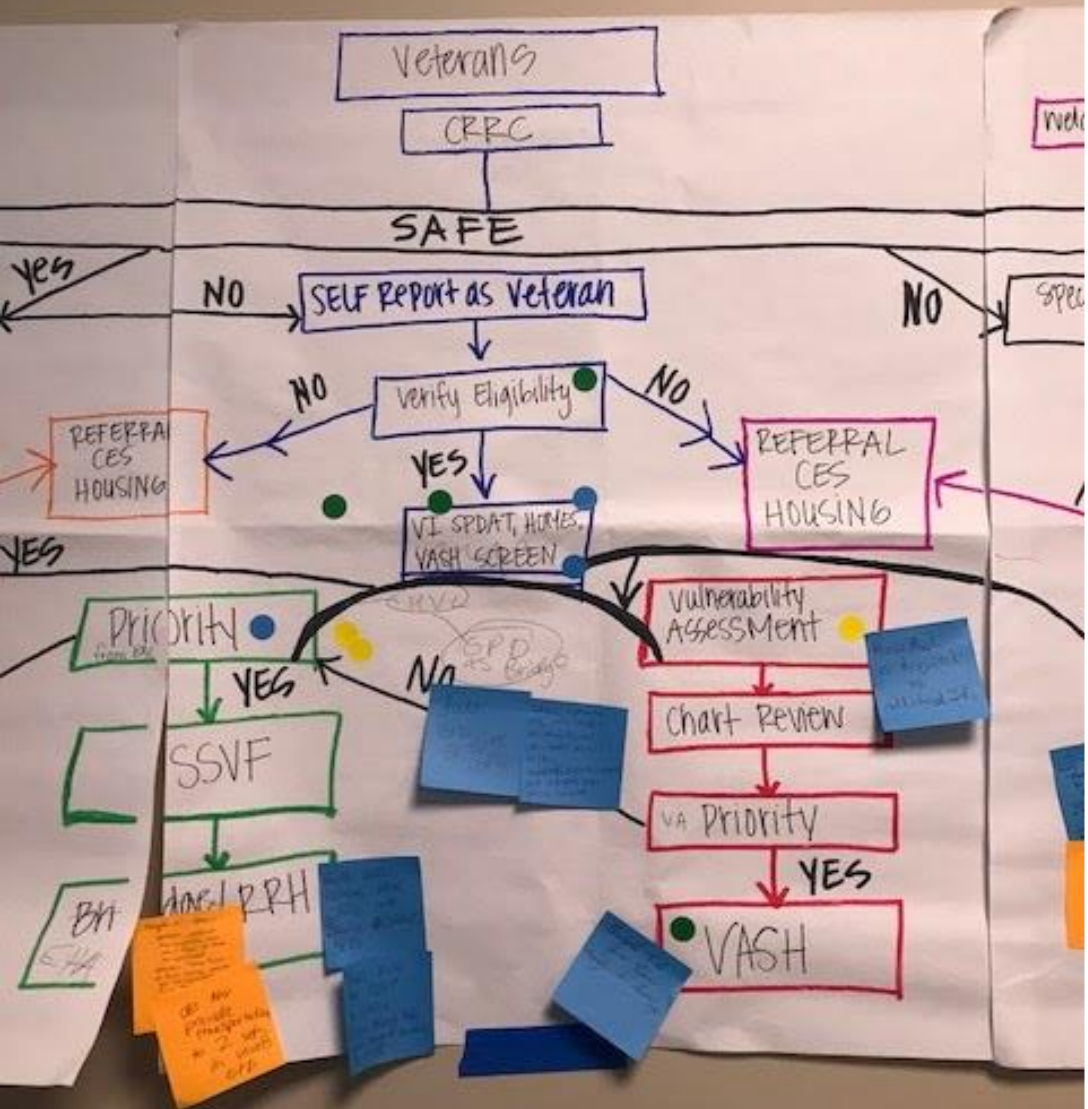
GOAL: 20 DAYS

BUILDING A FUTURE STATE MAP

- What would our ideal process look like?
- What steps can we make to move closer to this future state?

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

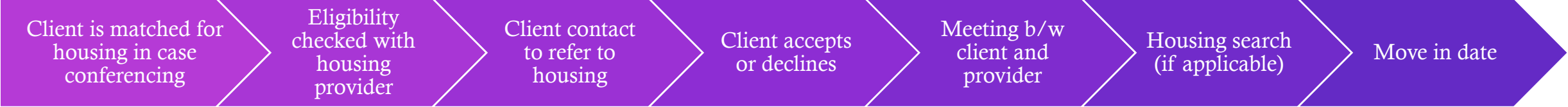
Subcomandante Marcos



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



- 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

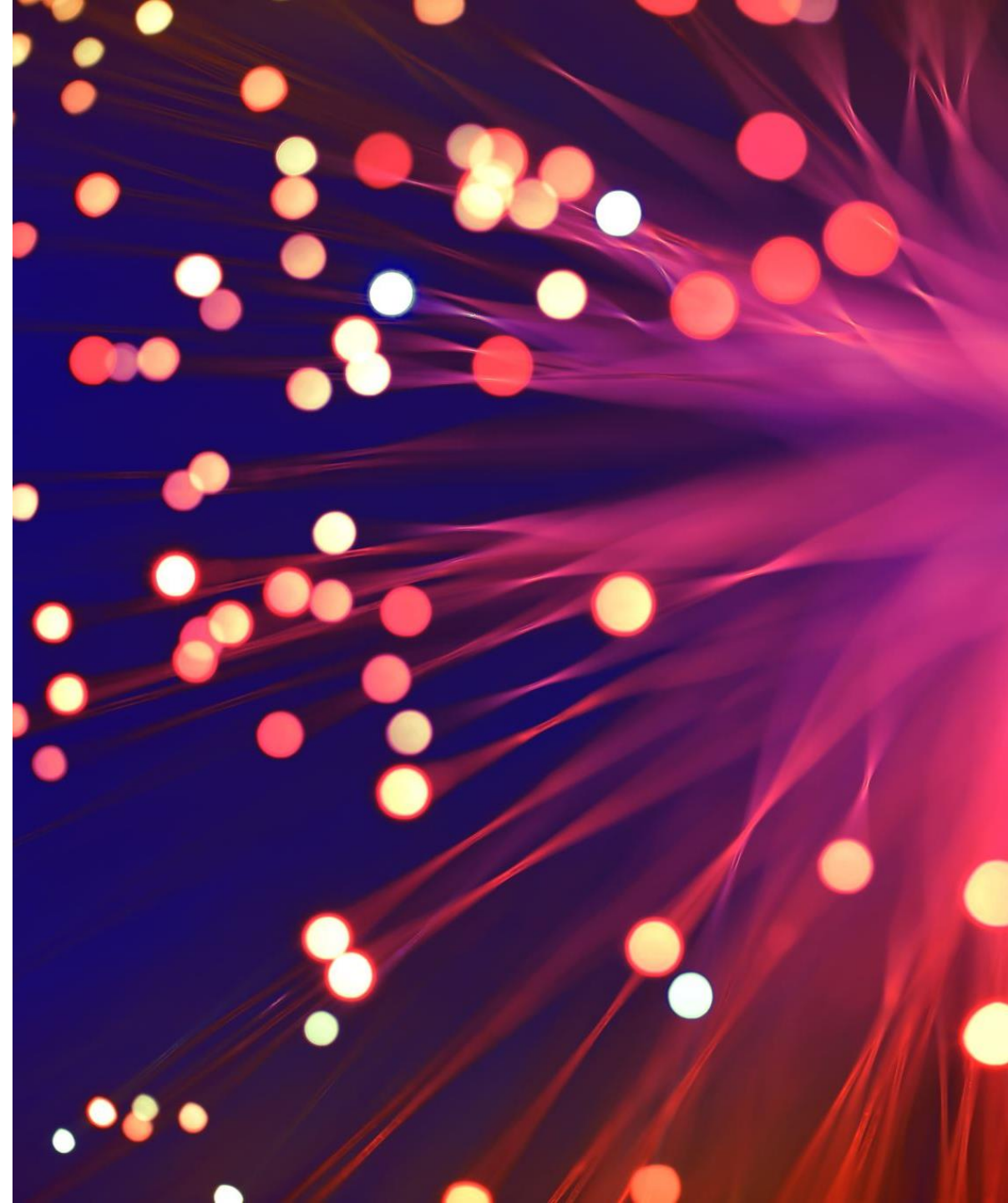
- Client signs lease/housing agreement
- Case Manager exits client in HMIS (if applicable)

Clients matched with housing:
52% POC
48% White

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

PRACTICE

1. WHAT DO YOU **NOTICE** ABOUT THIS PROCESS? WHAT JUMPS OUT AT YOU?
 2. WHAT **DISPARITIES** DO YOU SEE?
 3. ARE THERE CLEAR **BOTTLENECKS OR DUPLICATIONS**?
 4. WHERE IS ONE PLACE YOU WOULD WANT TO **TARGET** AN IMPROVEMENT EFFORT?
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DEBRIEF

1. WHAT IS SOMETHING BIG THAT **JUMPED** OUT AS A POSSIBLE AREA OF IMPROVEMENT?
 2. WHAT INFO WAS MOST **HELPFUL** TO HAVE TO GENERATE IDEAS?
 3. WHAT **ADDITIONAL INFO** WOULD HAVE BEEN HELPFUL?
 4. WHAT IS SOMETHING YOU ARE GOING TO **BRING BACK** WITH YOU?
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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](#)
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