Data Driven System Transformations

Aras Jizan, Community Solutions

Solutions for Individual Homeless Adults, National Conference

February, 2020

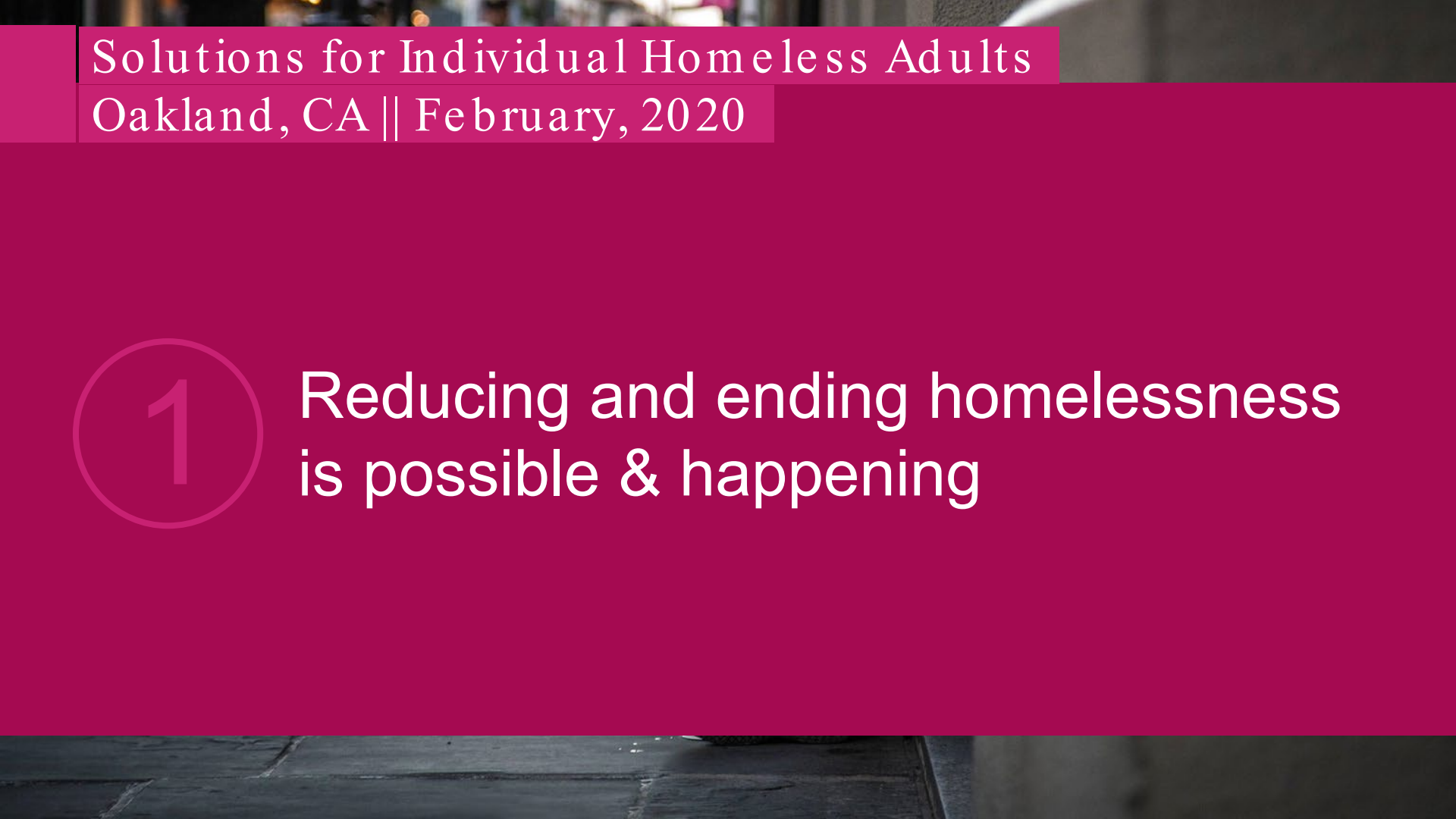
COMMUNITY SOLUTIONS **works for a lasting end to homelessness that leaves no one behind.** We envision a more equitable society where homelessness is never inevitable, inescapable, or a way of life.

Bottom Line Up Front:

1. Reducing and ending homelessness is possible & *happening*

2. Understanding what's actually driving improvements is *hard*

3. If our movement is going to succeed *we need to change our relationship to data*



Solutions for Individual Homeless Adults

Oakland, CA || February, 2020

1

Reducing and ending homelessness is possible & happening

Built For Zero.
COMMUNITY SOLUTIONS

85 Communities in the US

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COMMUNITY SOLUTIONS

85 Communities in the US

73
Quality Real-Time Data

44
Measurable Reductions

12
Functional Zero

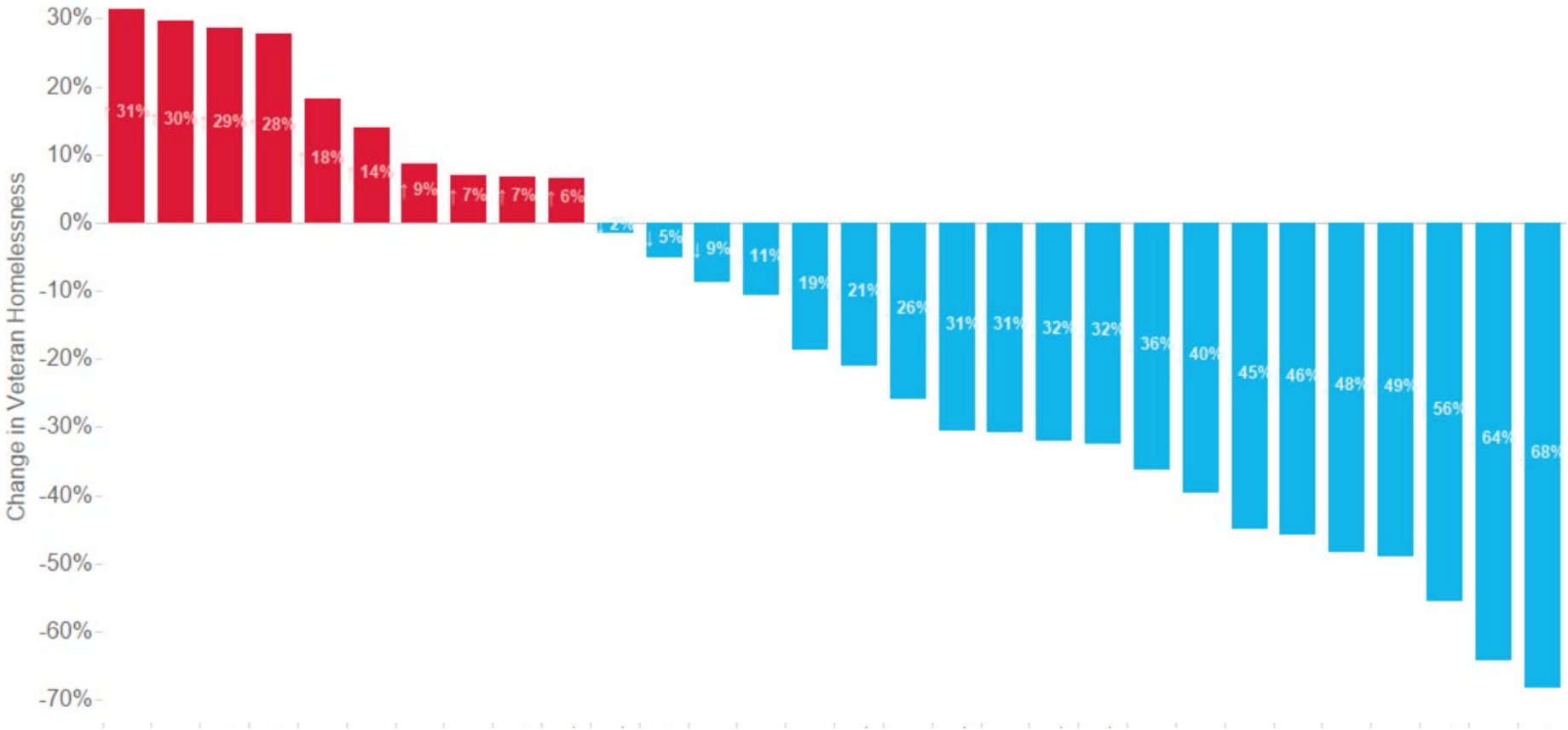
Tracking Dynamic System Data

- INFLOW: NEWLY IDENTIFIED
- INFLOW: RETURNED FROM HOUSING
- INFLOW: RETURNED FROM INACTIVE

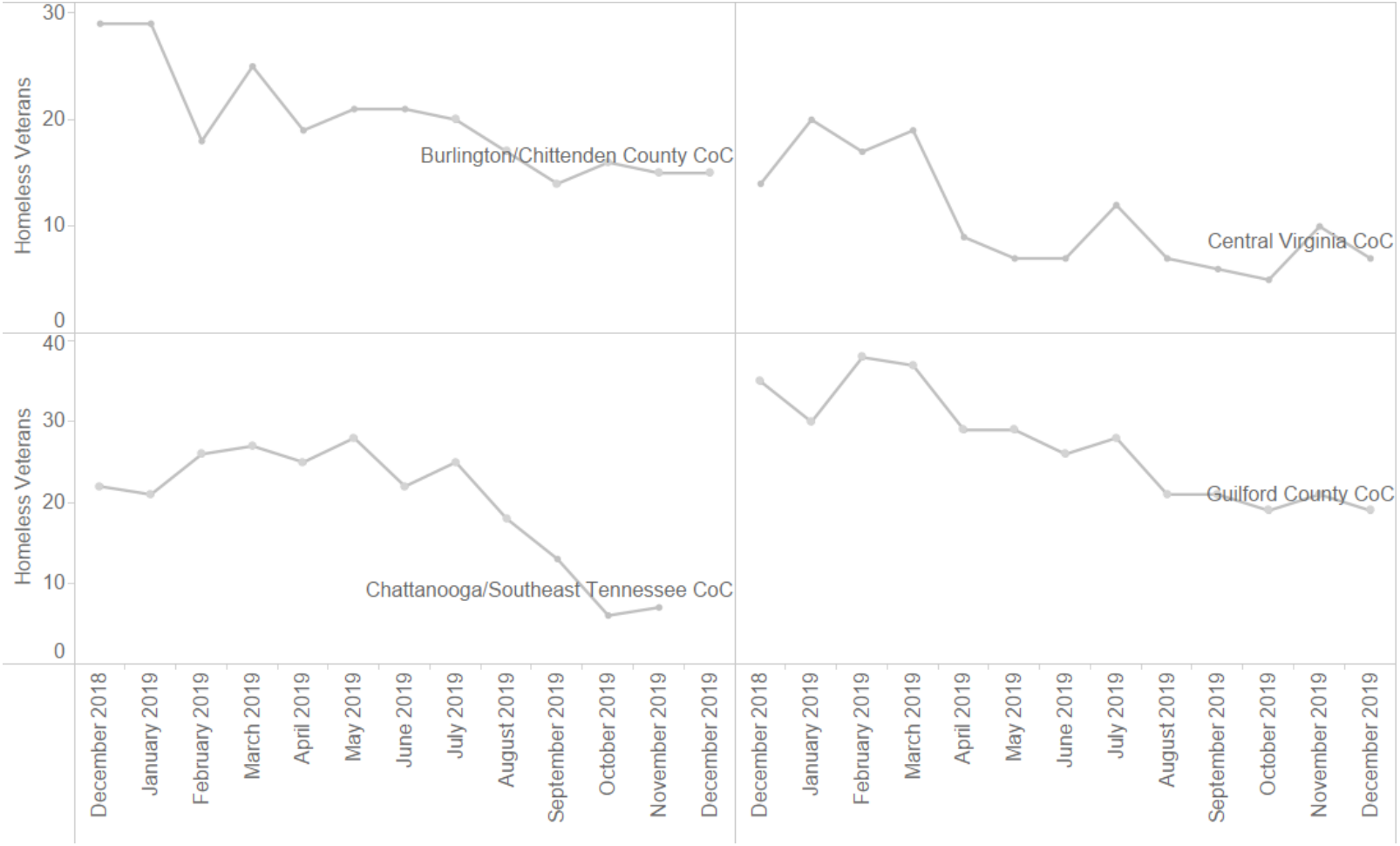
- OUTFLOW: HOUSING PLACEMENTS
- OUTFLOW: MOVED TO INACTIVE
- OUTFLOW: NO LONGER MEETS POP CRITERIA

LENGTH OF TIME FROM IDENTIFICATION TO HOUSING

Change in Veteran Homelessness in 2019



Change in Veteran Homelessness in 2019



Reductive Reducing Recipe

A. Figure out what's working in these places

B. Translate it to my context

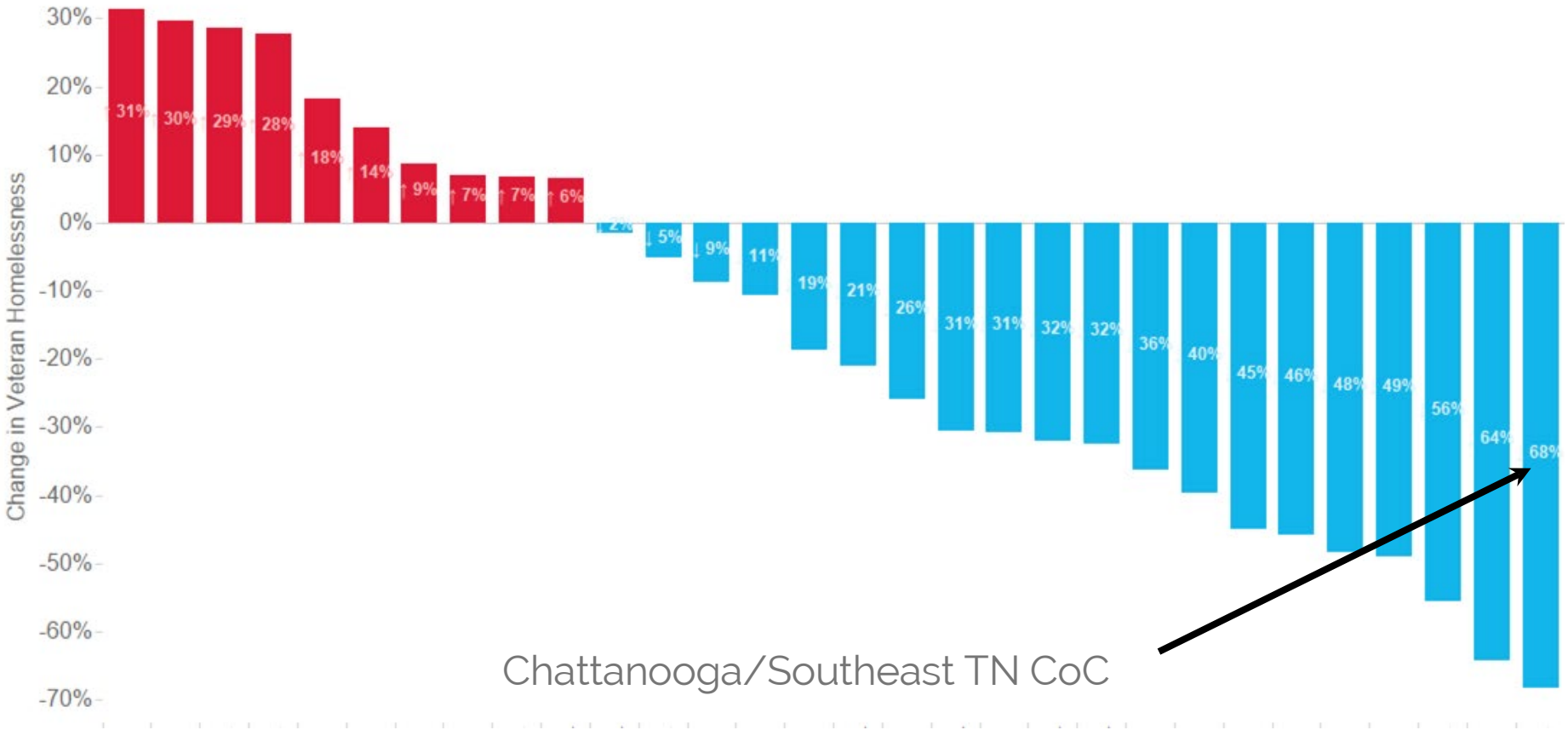
C. Reduce homelessness in my community

Easy as ABC… right?

2

Understanding what's actually driving improvements is hard

Change in Veteran Homelessness in 2019



Chattanooga/Southeast TN CoC Reduced Veteran Homelessness by 68% in 2019

Chattanooga/Southeast Tennessee CoC

CoC Geography:
Cities: 47; Counties: 12;
Total Population: 699,988

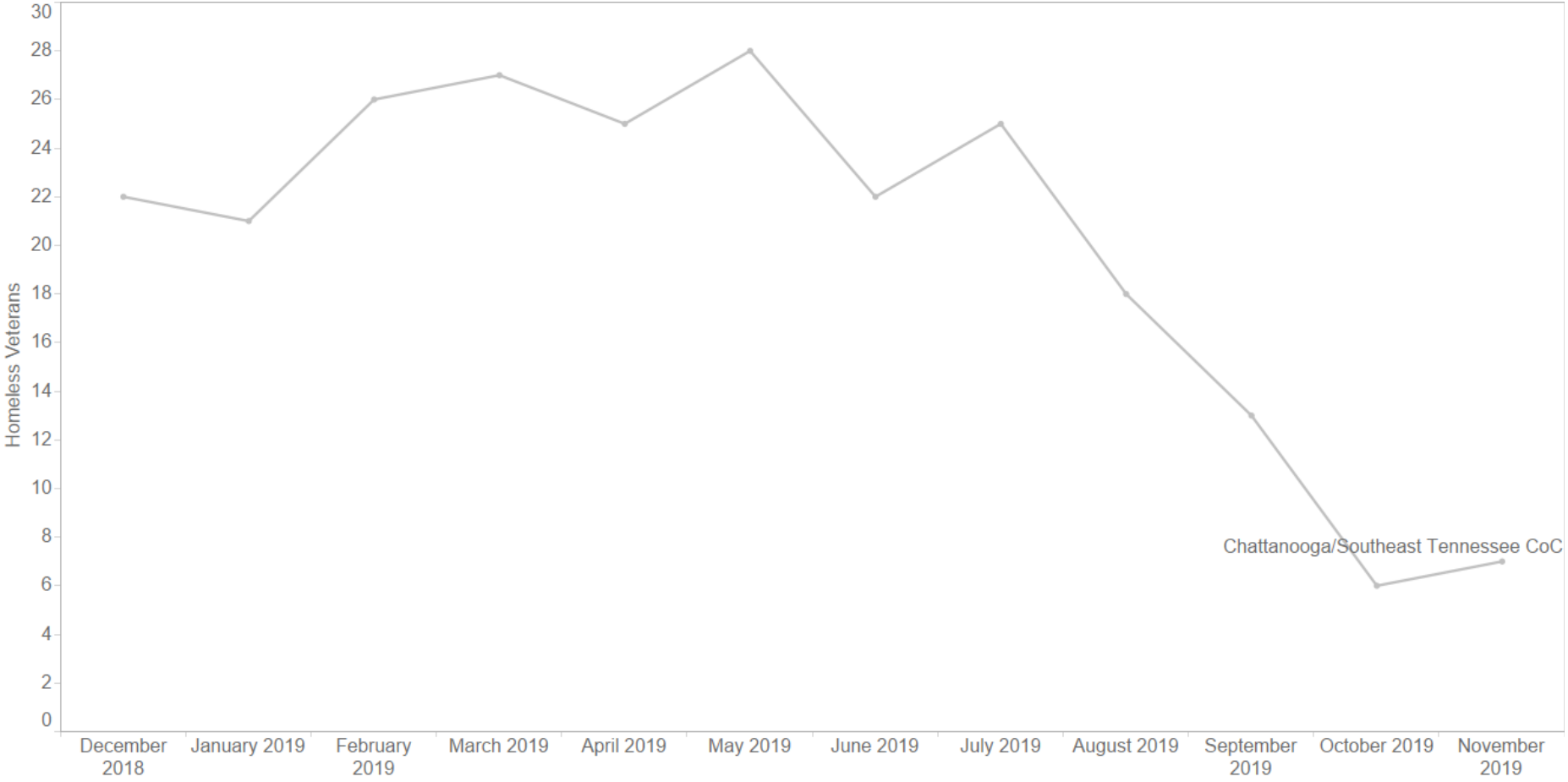
Community and Data Lead:
Emma Beers

Veteran Improvement Team:
Jamie Ascarte, Tony Eubank, Carla Mohammed-Lawson, Whitney Riddell, Royal Sanchez, Casey Tinker, Sam Wolfe

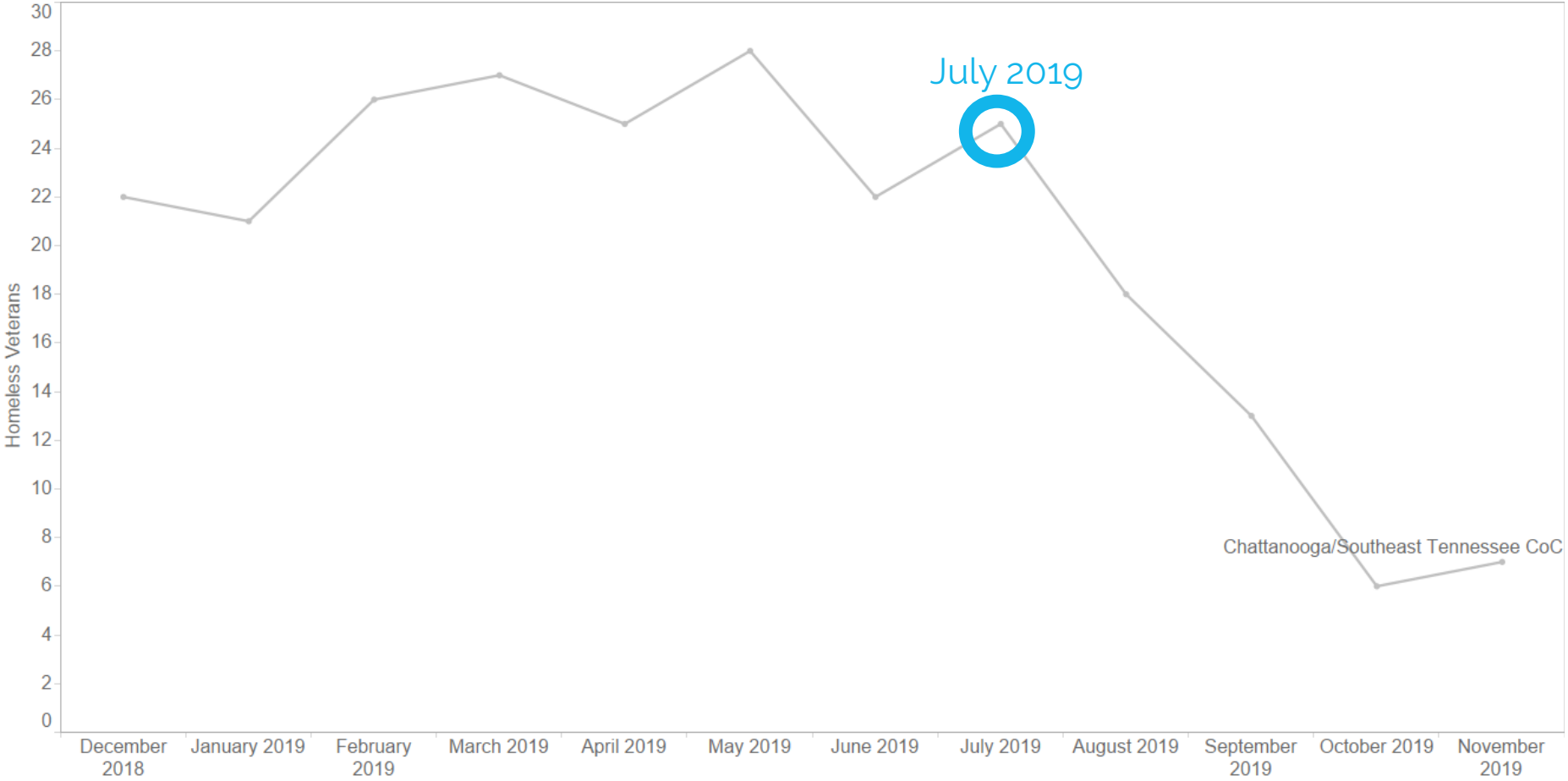
CoC Champion: Mark Williams

BFZ Improvement Advisor: Eddie Turner

Veteran Homelessness in Chattanooga/Southeast TN CoC



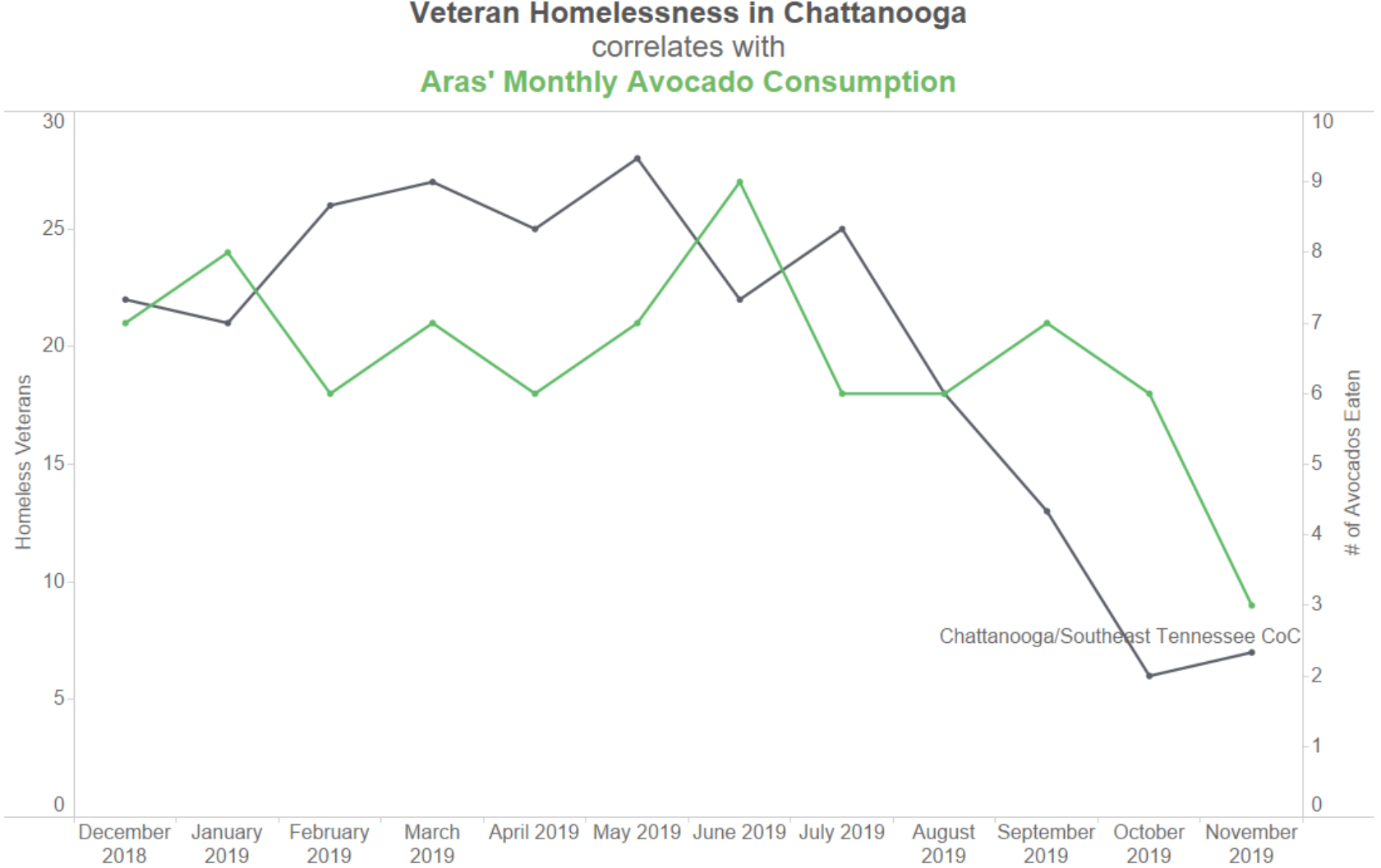
Veteran Homelessness in Chattanooga/Southeast TN CoC

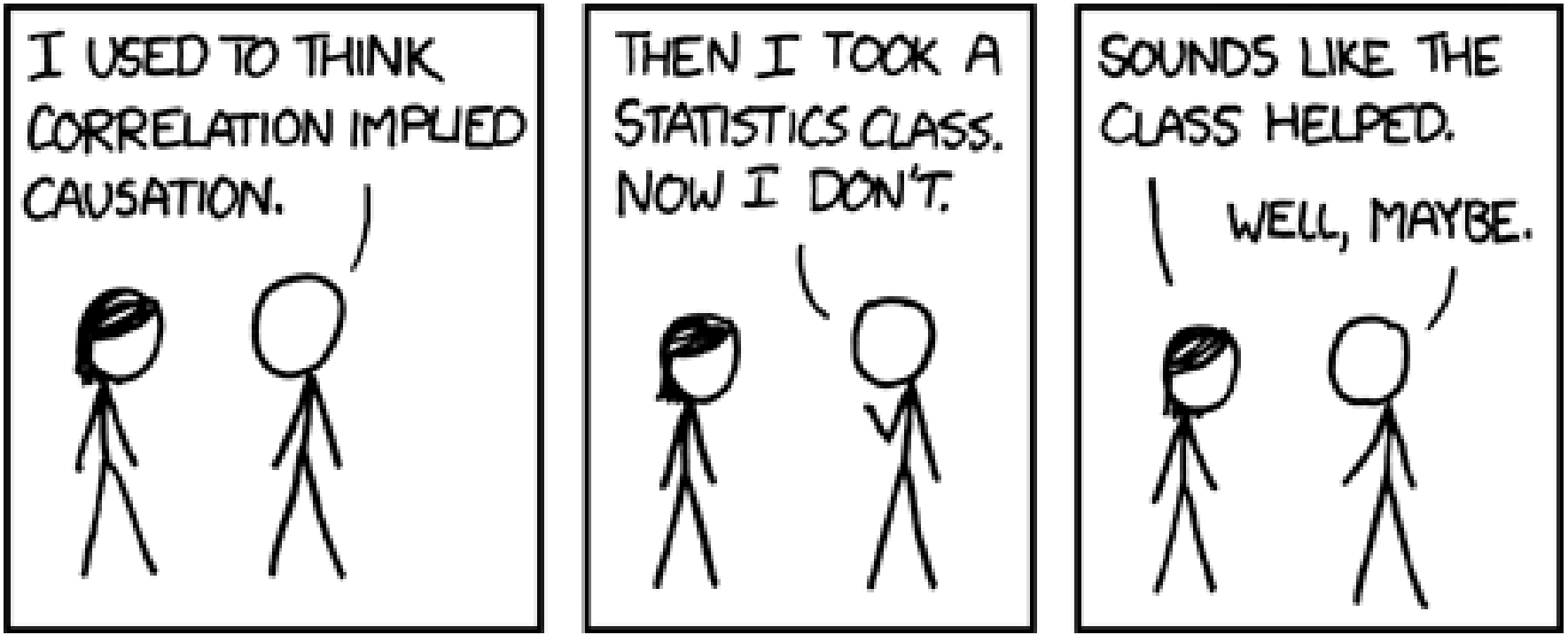


Veteran Homelessness in Chattanooga/Southeast TN CoC

Tennessean.
PART OF THE USA TODAY NETWORK

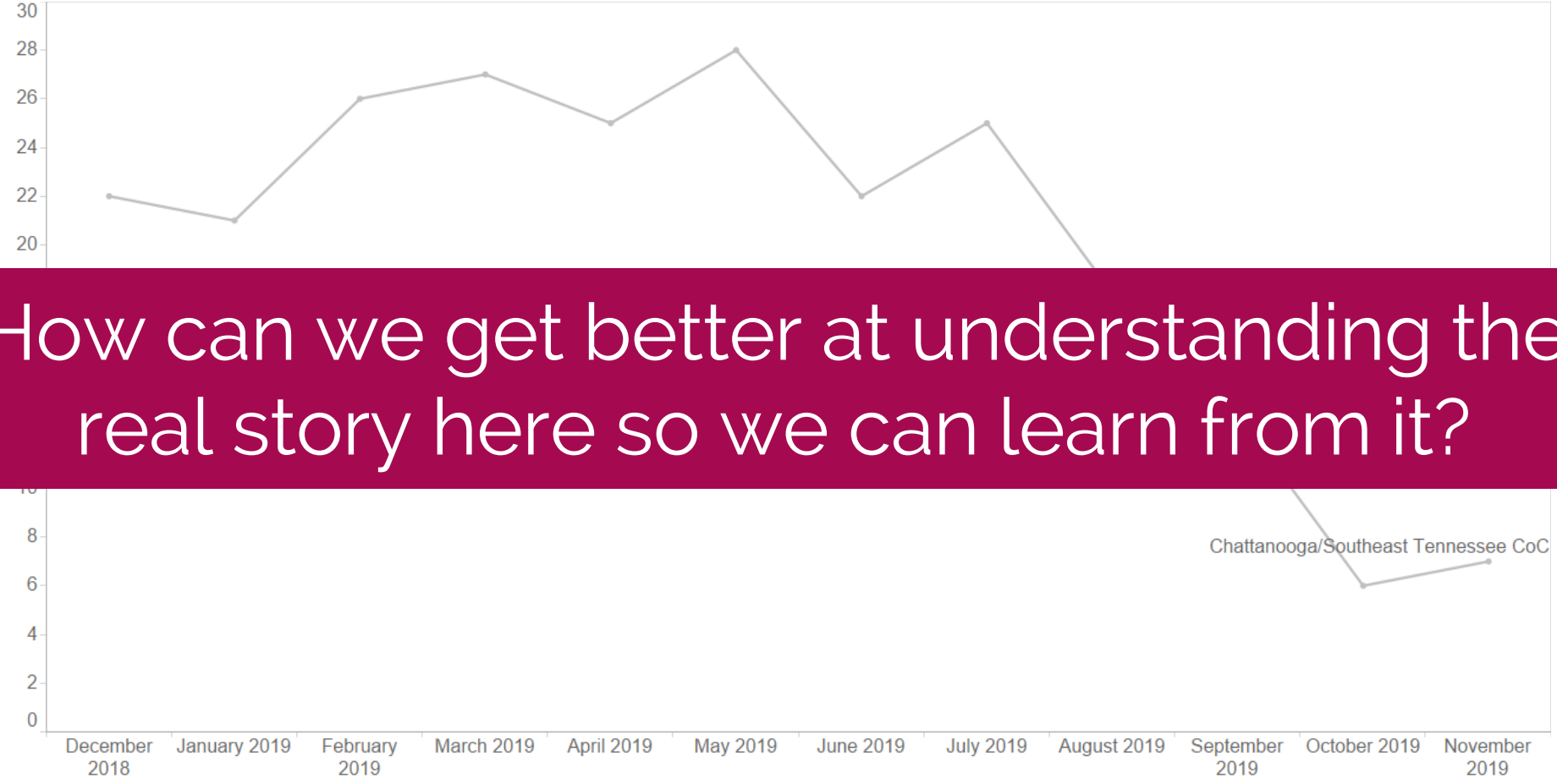
From phones in cars to online gambling, here's a look at new Tennessee laws taking effect July 1


Veteran Homelessness in Chattanooga
correlates with
Aras' Monthly Avocado Consumption
Homeless Veterans
# of Avocados Eaten
30
25
20
15
10
5
0
10
9
8
7
6
5
4
3
2
1
0
Chattanooga/Southeast Tennessee CoC
December 2018
January 2019
February 2019
March 2019
April 2019
May 2019
June 2019
July 2019
August 2019
September 2019
October 2019
November 2019

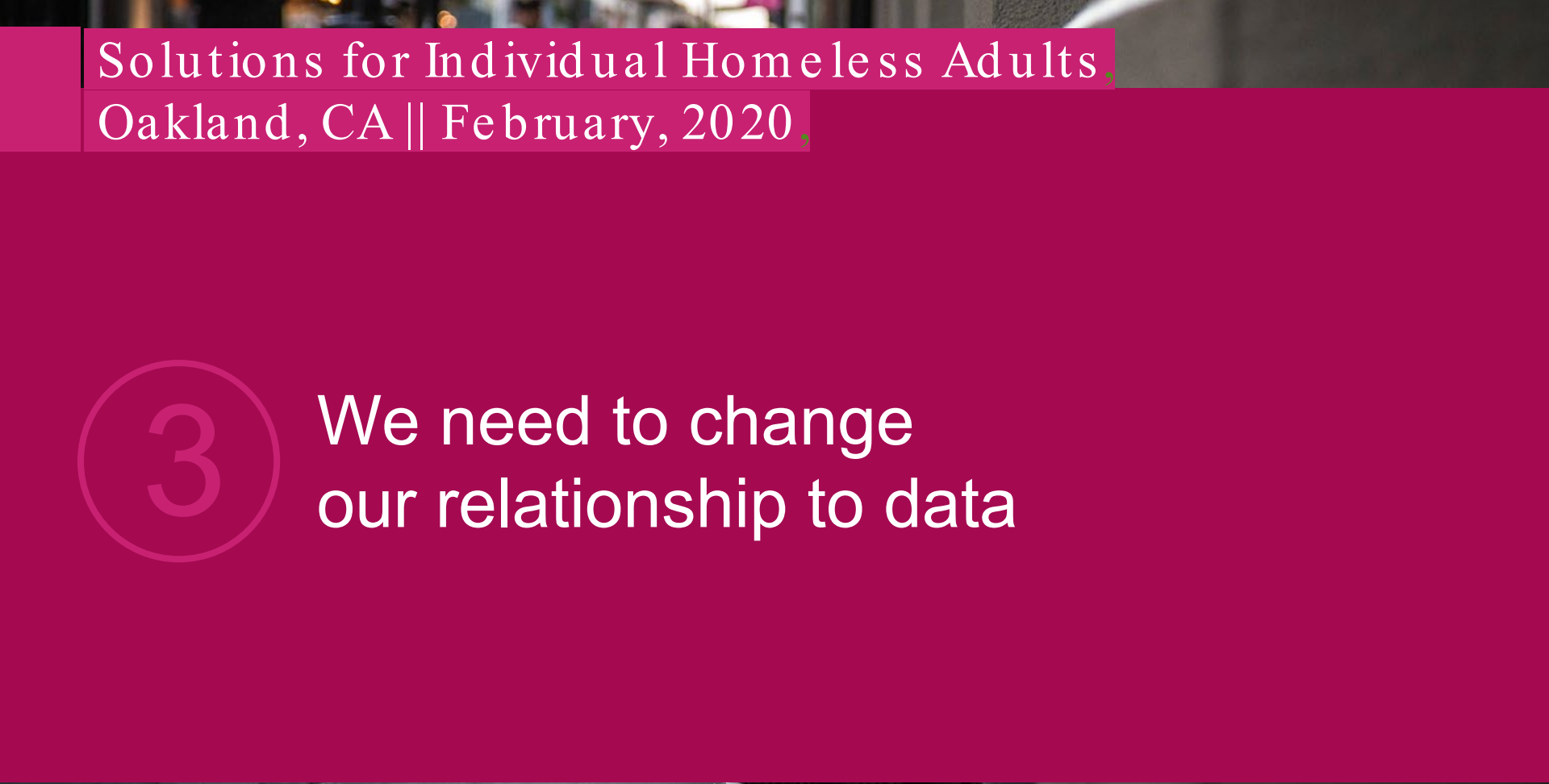


Source: xkcd by Randall Munroe

Chattanooga Veteran Homelessness in 2019



How can we get better at understanding the real story here so we can learn from it?



3

We need to change our relationship to data

Common Uses of Aggregate Data

- Data for evaluation
- Data for research
- Data for advocacy
- Data for strategic planning
- Data to inform policy

Missed opportunity: data for improvement

Data for Improvement

- Purpose: to provide usable information for improving the processes represented in our working theory.

- Therefore, we need to consider:

What is measured:

Needs to be closely aligned to the actual work

How & *when* it is measured:

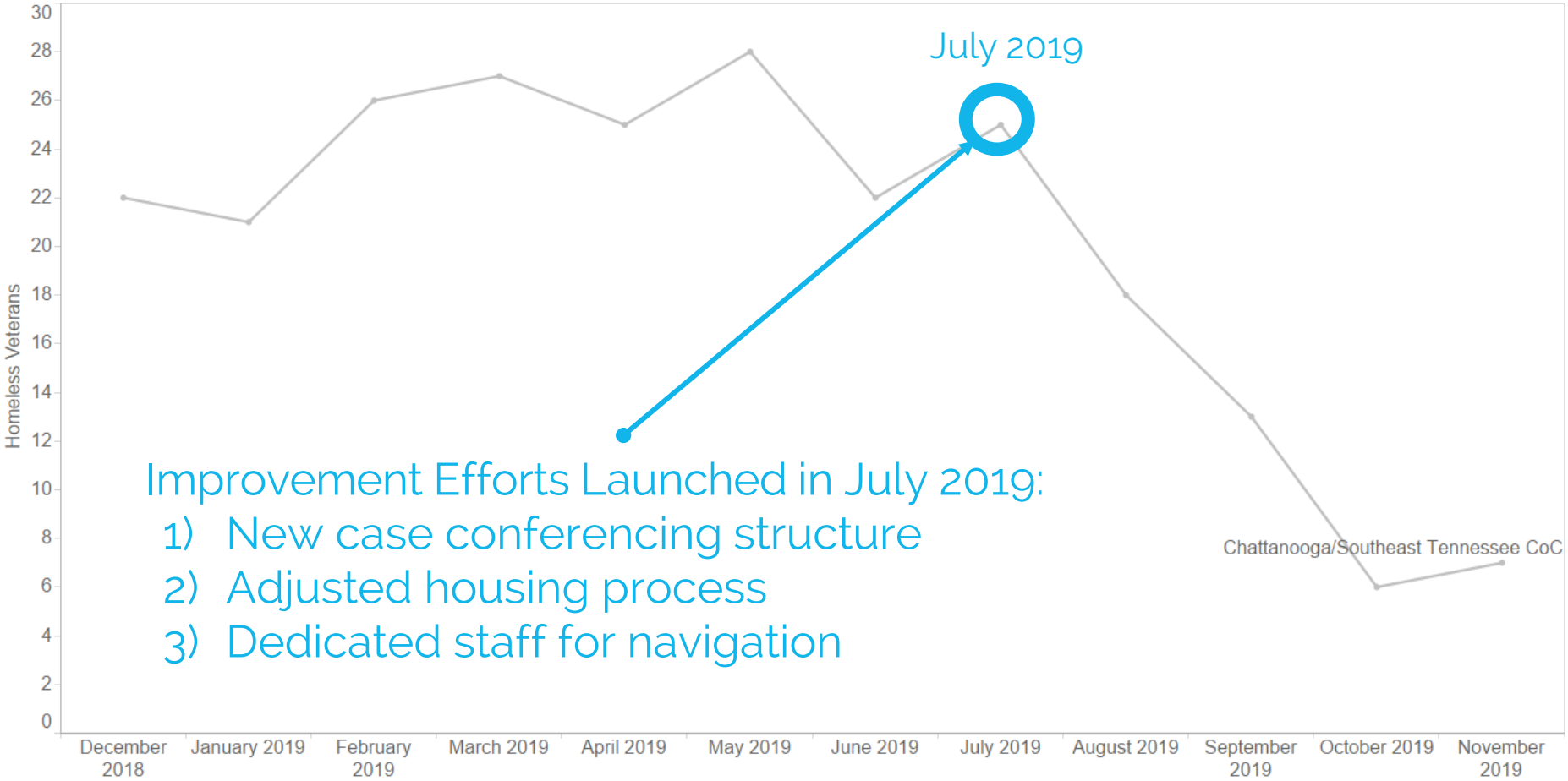
Needs to be embedded in the daily workflow

Social processes shaping use:

Requires transparency, low stakes, and the safety to take risks

Credit: Ninon Lewis, Institute for Healthcare Improvement

Veteran Homelessness in Chattanooga/Southeast TN CoC



Improvement Efforts Launched in July 2019:

1) New case conferencing structure
2) Adjusted housing process
3) Dedicated staff for navigation

Improving Case Conferencing

Test of Change:

- Segmented the 1-hour meeting into 20 minute blocks focused on: engagement, income maximization, and housing navigation

Result:

- Increased provider participation and helped identify two process bottlenecks

Tackling Process Bottlenecks

Test of Change:

- Instead of waiting to start housing search/navigation until after the income maximization phase, do processes in parallel

Result:

- Reduced the length of time between engagement and housing placement

Dedicated Staff for Navigation

Test of Change:

- Dedicate one outreach worker to specialize in housing navigation for whole team

Result:

- Decreased length of time homeless and increased housing placements

So What?

- Building more housing is hard, building better relationships + processes is easy*
- Every meeting is a chance to embed data for improvement in your team's work
- The people closest to the work (front-line staff, people with lived experience) often already know why things aren't working — ask them!