

Solving Complex Problems Using Quality Improvement

Homelessness is a health crisis, yet no proven framework has historically existed for reducing it. We continue to misidentify homelessness as a fixed, technical problem, rather than a complex one requiring an adaptive problem-solving approach. Our team initially worked to improve a single metric across a national network of communities— monthly housing placements among chronically homeless adults. By teaching best practices and process improvement techniques, our communities improved by 267%, on average, but did not achieve population-level reductions. A new approach to real-time, multivariate data tracking has helped communities iterate more targeted strategies. Nine communities have now achieved zero.

AIM:

Achieve a population-level end to a complex social problem.

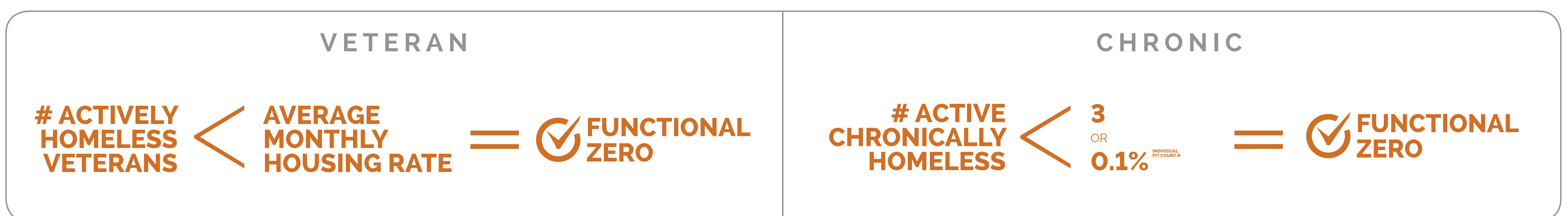
STRATEGIES:

- Reframe homelessness as a complex social problem
- Develop dynamic end state + sustaining measures
- Design collaborative-based coaching strategy to:
 - Help communities achieve reliable, real-time feedback loop
 - Embed QI in local, multi-agency teams to facilitate system performance improvement
 - Create a dynamic change package to support adaptive problem-solving

SUMMARY OF RESULTS:

- 14 communities have achieved a shift since January 2018
- 9 communities have achieved functional zero for a population
- 6 communities currently sustaining an end to homelessness for a population

Definitions of an End to Chronic and Veteran Homelessness

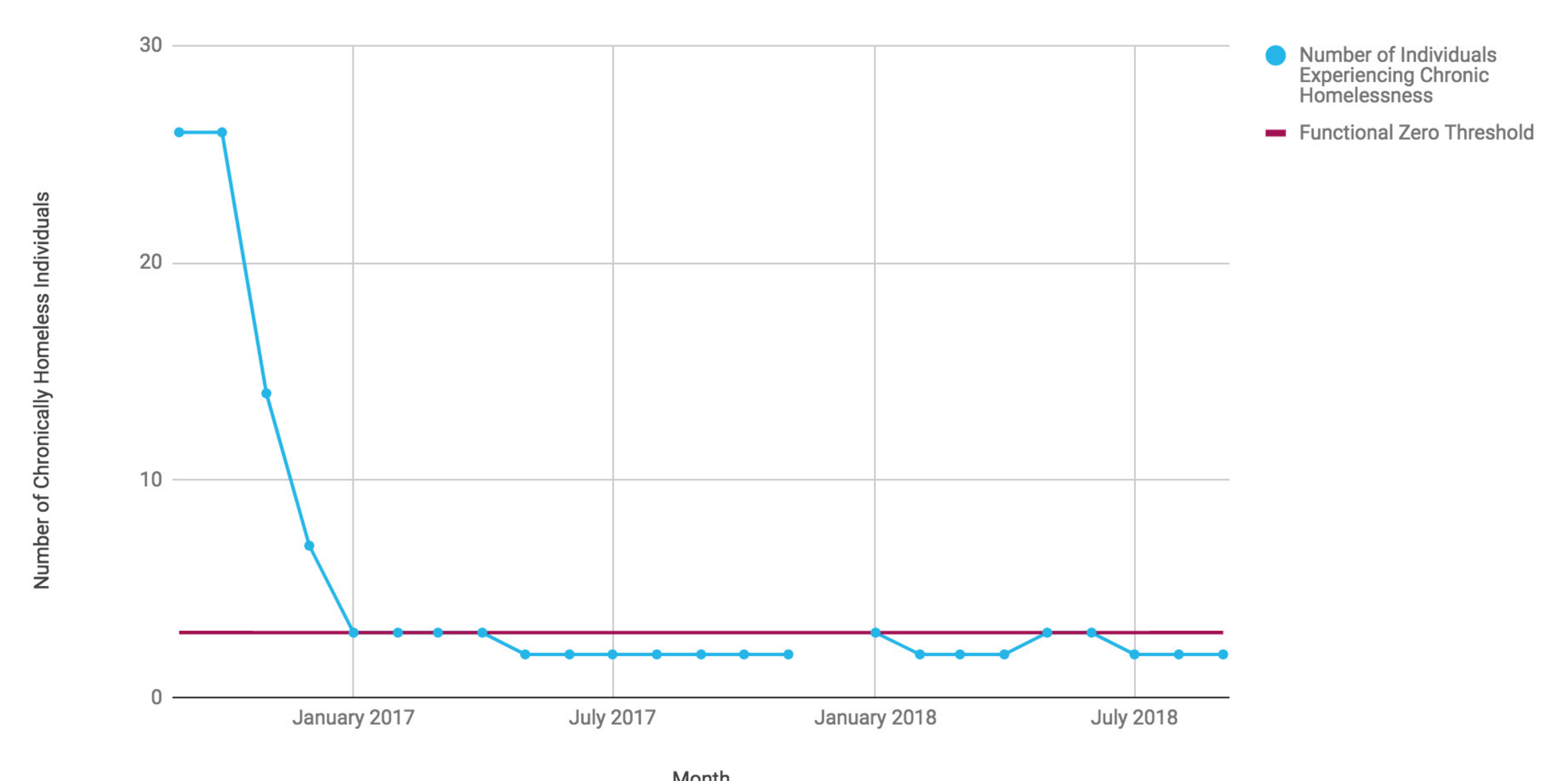


A community has ended veteran homelessness when the number of veterans experiencing homelessness is less than the number of veterans a community has proven it can house in a routine month. It has ended chronic homelessness when the number of people experiencing chronic homelessness is zero, or if not zero, then either 3 or .1% of the total number of individuals reported in the most recent point-in-time count, whichever is greater.

Real-Time, Population-Level Monitoring



Rockford, IL - Ending Chronic Homelessness



Using Quality Improvement to End Homelessness

Over 70 communities engaged in Built for Zero, a national campaign to end homelessness, are using quality improvement methods to track progress and drive strategy. This workshop will explore the tools that communities are using to leverage their real-time data to track reductions in homelessness methodically over time, target key resources, and capture their learnings.

AIM:

Develop a suite of data tools to help communities drive and monitor reliable, population-level reductions in homelessness.

STRATEGIES:

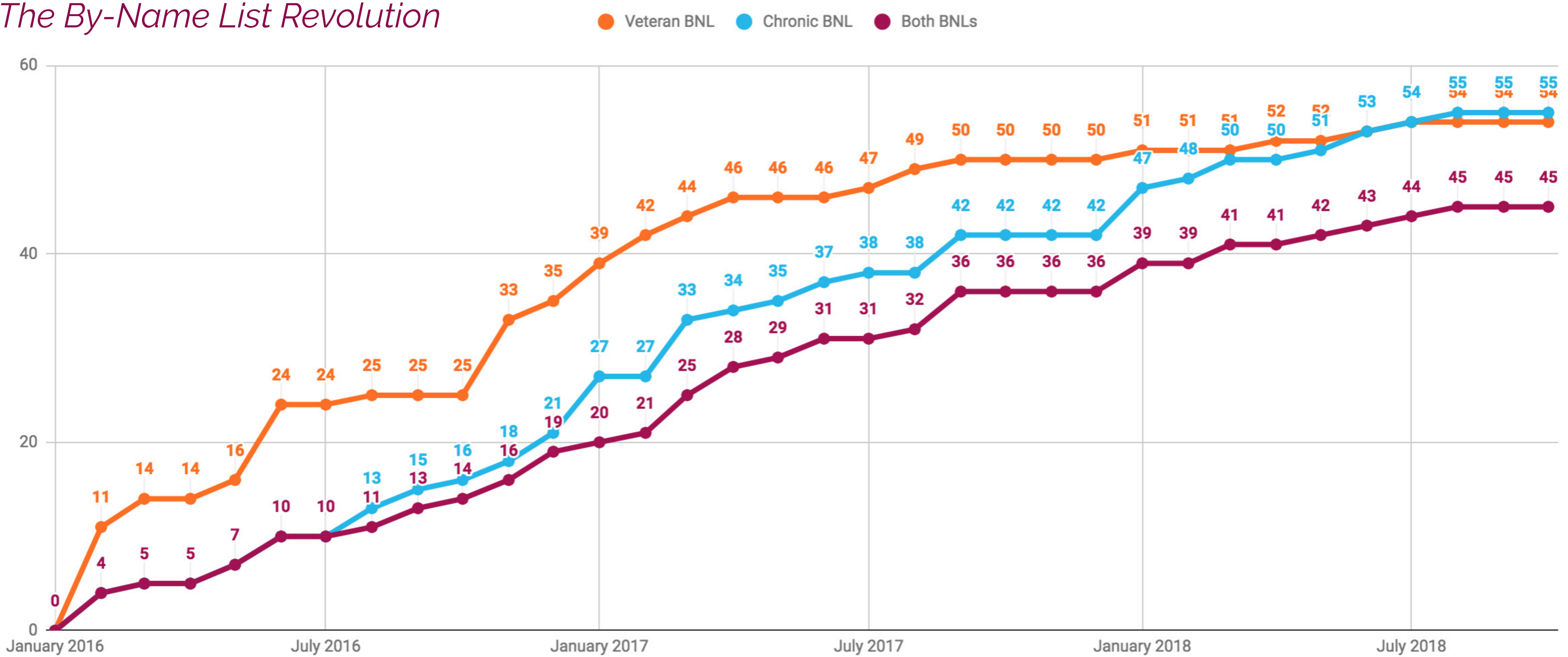
Implement data infrastructure and coaching as follows:

- Population-level measurement strategy using QI to help communities improve homeless system performance
- Scorecard to assess real-time, population-level data quality
- Digital dashboards to track community progress and disaggregate key data points
- Digital Project Portfolios to facilitate and track local improvement projects in real time

SUMMARY OF RESULTS:

- All Built for Zero communities have a robust data infrastructure
- 64 communities have achieved a veteran and/or chronic quality by-name list
- 40 communities have designed an improvement project, selected relevant measures, and started implementation
- 17 communities ran a test of change

The By-Name List Revolution



Performance Management Infrastructure

