BfZ Rapid Cycle Training - Round 2

Welcome!

Evergreen Info

Bottom Line Up Front (BLUF)

The rapid cycle training (RCT) is a monthly series of peer conversations and self-paced learning for system improvers of all stripes across the BfZ network. Rather than being a comprehensive training program, it is designed to help you develop your **continuous learning muscles**! Learn more about the program in the FAQ.

Peer Sharing Conversation: Every first Tuesday at 1:00 ET (noon CT, 11am MT, 10am PT)

Training Recap Conversation: Every third Thursday at 1:00 ET (noon CT, 11am MT, 10am PT)

System Improver Archetype Guides

These guides are designed to help anchor your role as a system improver and to provide a long-term north star for your system improvement work. They also serve as a roadmap for your skill development as they draw connections between system improvement **competencies** covered in the RCT and specific aspects of each archetype's work.

- System Coordinator
- Data Lead
- Place-Based Coach
- Housing System Coordinator
- Lived Experience Engagement Coordinator
- Health and Homelessness Coordinator

We're glad you're here!
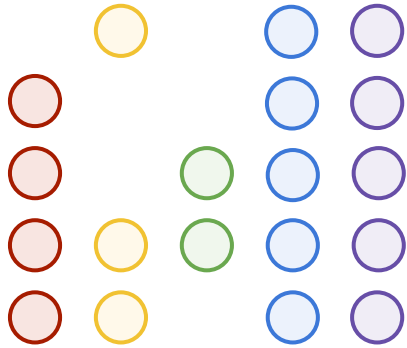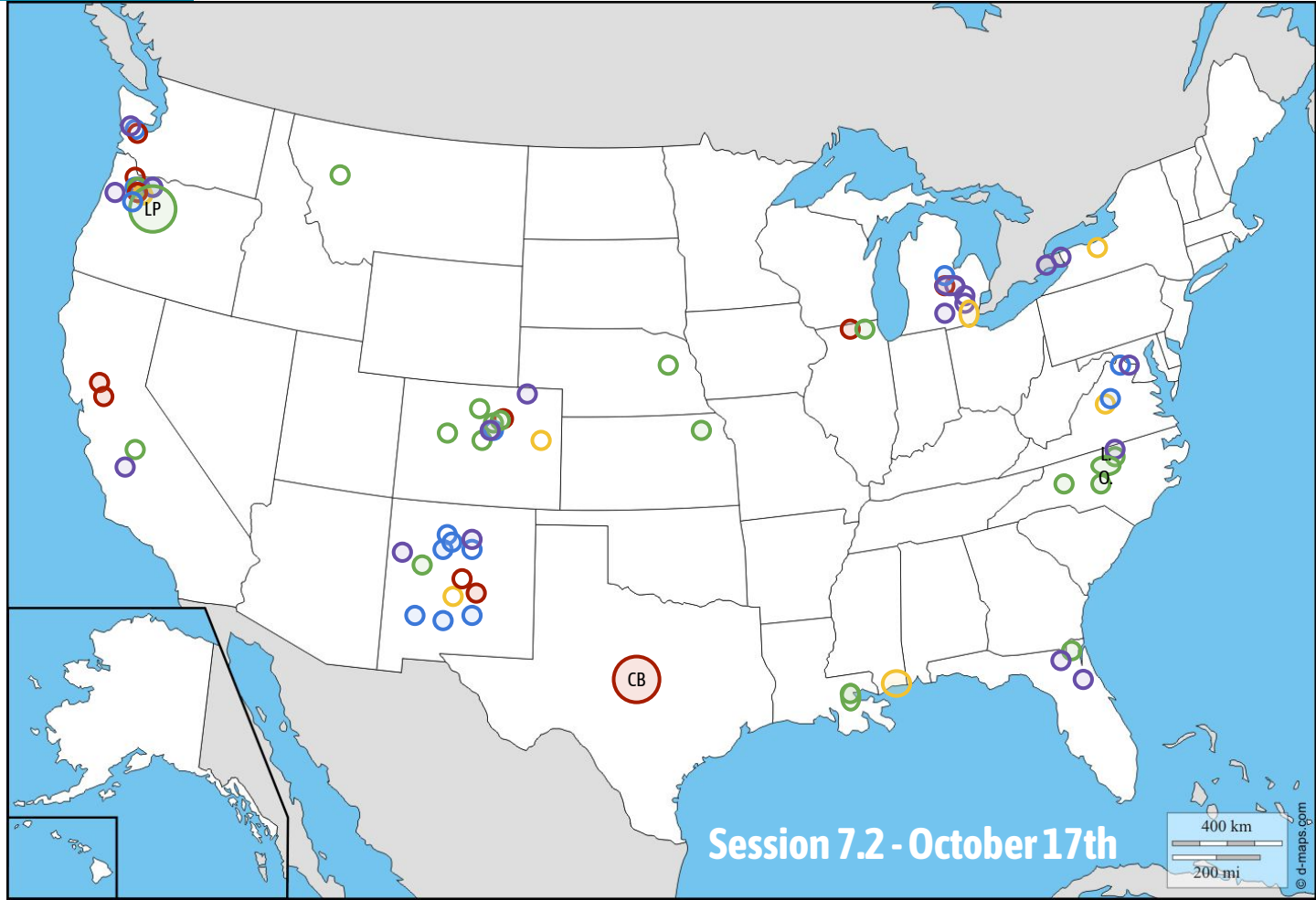
Feel free to drop a dot and type in your initials.

(Keep dropping pins to celebrate showing up 😁)

Primer Question

What does getting into "focus mode" look like for you?

Session 7.2 - October 17th

October 17th RCT Agenda

Welcome! (10 min)

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session
- You Are Here

Cause and Effect Diagram (30 min)

- Summary
- Practice

Action Planning (10 min)

- Learning Session Breakout
- Closing out

System Improvement Competency and Learning Model

System Improvement Competencies

The foundational skill sets used to create lasting solutions to complex social problems at a systems-level

Technical Knowledge

The role, community, and relational knowledge required to successfully leverage system improvement competencies in a community context

+

System Improvement Postures

The interpersonal ways of working that help system improvers get things done.

All three lanes are necessary for successfully strengthening your community system!

Use this to help **identify your skill strengths and gaps** so you can **map a skill-development pathway**.

System Improvement Competency and Learning Model

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Learn From...

- Built for Zero
- StriveTogether
- Collective Impact Forum
- Institute for Health Improvement
  - 🌟 **Where we'll focus for the RCT!** 🌟

The Skills to Build and Improve Systems

- **Quality Improvement:** Taking a structured approach to systems change
  - ↳ *Cause and Effect Diagrams*

- **Facilitation:** Structuring discussions to support problem solving

- **Human-Centered Design:** Involving end users and stakeholders in the design process

- **Data For Improvement:** The science of using data to inform decision making and problem solving

- **Community Backbones:** How place-based partnerships facilitate population-level change

Training Resource Highlight

Institute for Health Improvement (IHI)

The OG continuous quality improvement resource. Long history of refining improvement science methods through testing in healthcare sector.

https://www.ihi.org/resources

Strengths: Learning the foundational concepts and tools of continuous quality improvement (e.g. PDSA cycles, Driver Diagrams)

Cost: Basic concepts and tools (free), self-guided + comprehensive Open School ($)

Offerings: Quality Improvement frameworks, downloadable toolkits, quick videos
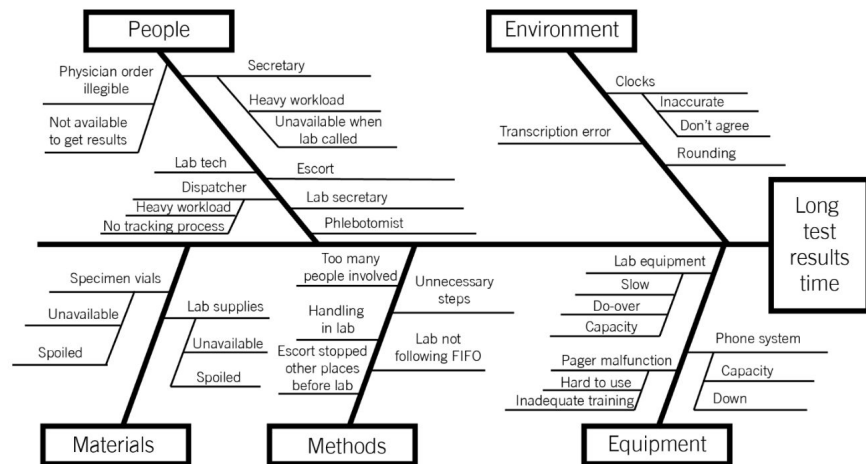
Cause and Effect Diagram

Summary

"A graphic tool used to explore and display the possible causes of a certain effect."

- Structure for brainstorming and organizing contributors to a challenge

- Categories to try:
  - Materials/Equipment
  - Methods
  - Policies/Procedures
  - Environment
  - People
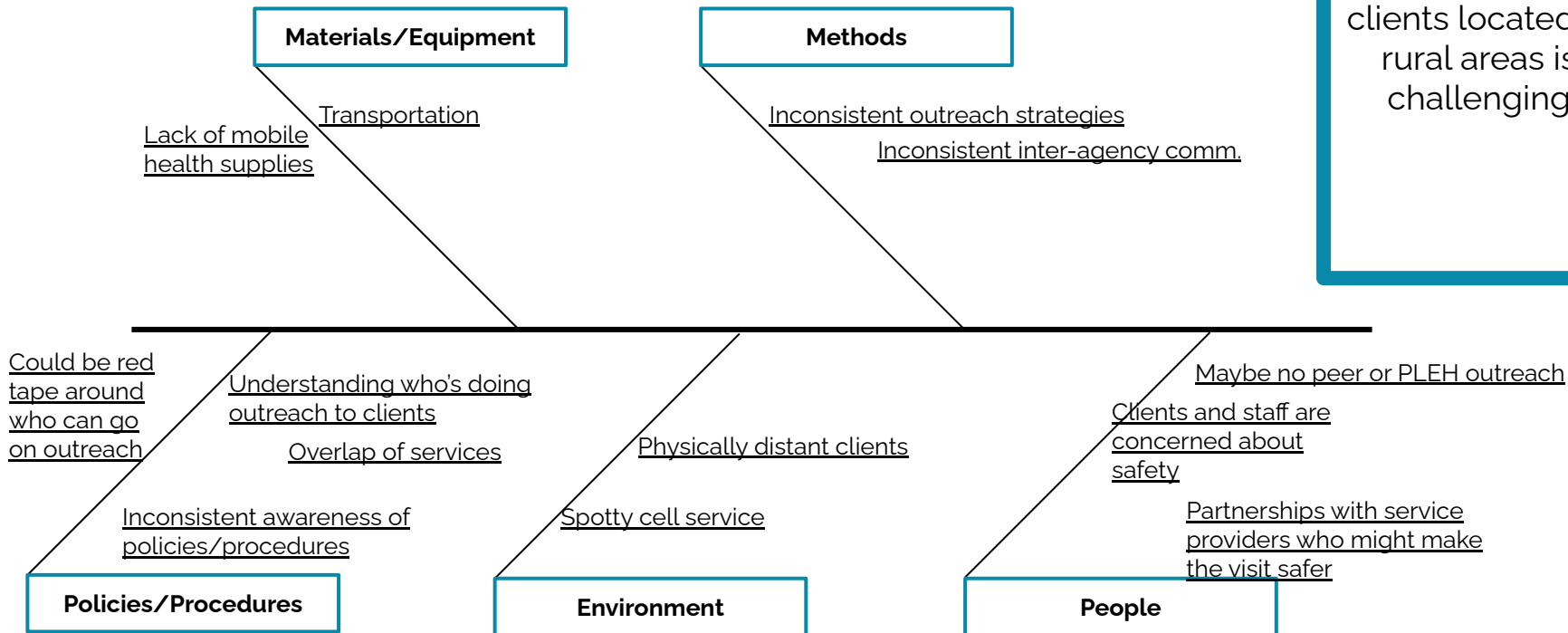- A tool to invite different perspectives to **contribute in the ways they interact** with a system challenge

Example: Cause and Effect Diagram

Cause and Effect Diagram

Challenge: Outreach for Rural Clients

Outreach to clients located in rural areas is challenging

Materials/Equipment

Transportation

Lack of mobile health supplies

Methods

Inconsistent outreach strategies

Inconsistent inter-agency comm.

Could be red tape around who can go on outreach

Understanding who's doing outreach to clients

Overlap of services

Inconsistent awareness of policies/procedures

Policies/Procedures

Physically distant clients

Spotty cell service

Environment

Maybe no peer or PLEH outreach

Clients and staff are concerned about safety

Partnerships with service providers who might make the visit safer

People

Cause and Effect Diagram
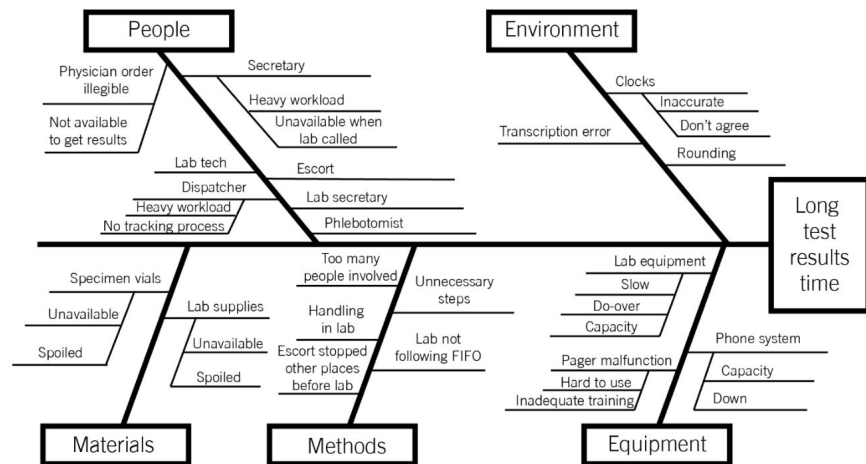
When to use this tool

This tool is helpful at the start of your system improvement journey to **invite in different perspectives** to fill out the whole picture.

By the end, your team will see the contours of **what the system challenge looks like** in everyone's work.
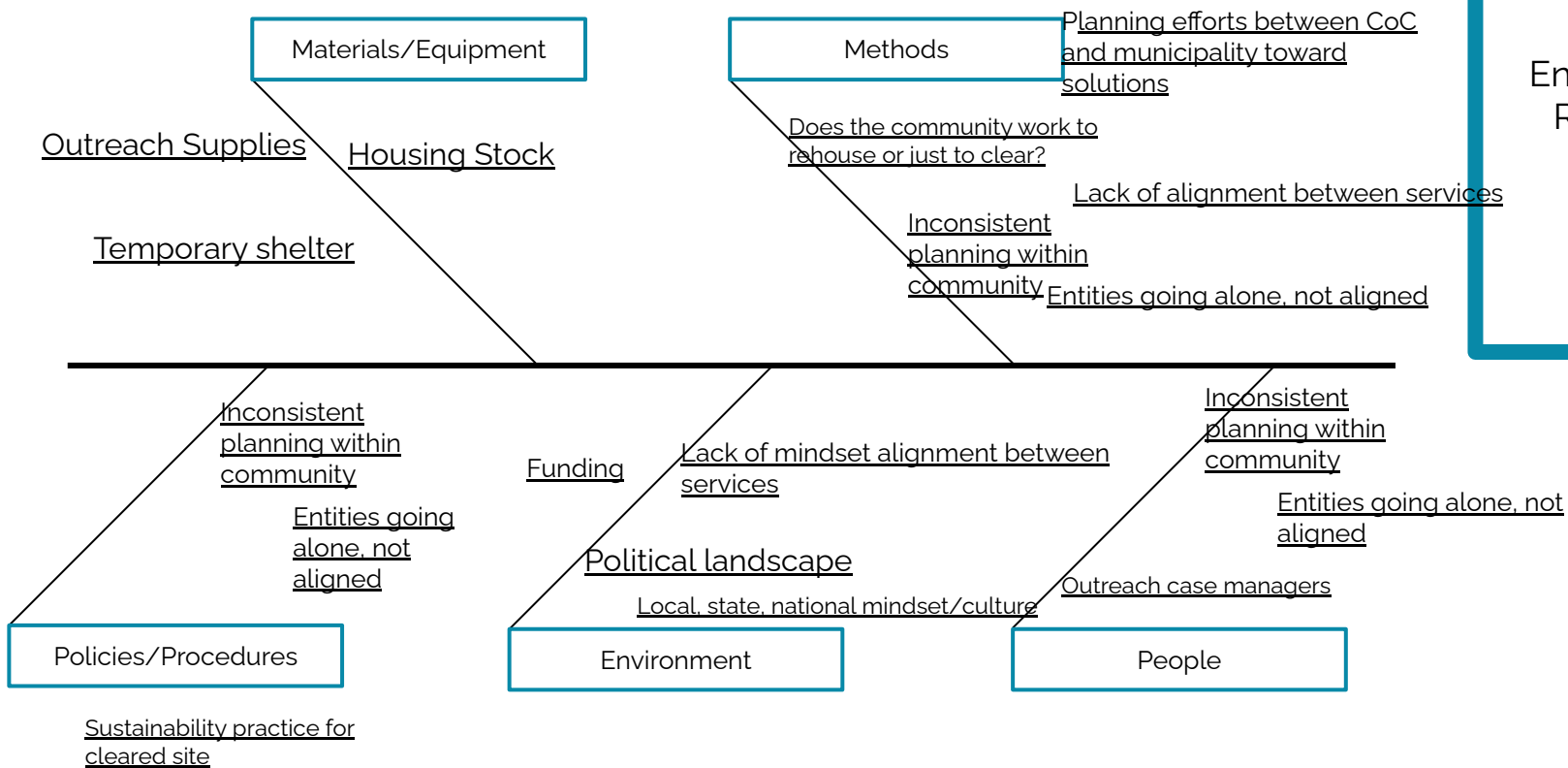
This tool is a *starting point* for...

Understanding the **connections** between different causes, **validating** root causes/factors, and **prioritizing** factors (see: Factor Validation and Impact Feasibility Matrix)

Example: Cause and Effect Diagram

People
- Physician order illegible
- Not available to get results
- Secretary
- Heavy workload
- Unavailable when lab called
- Lab tech
- Dispatcher
- Heavy workload
- No tracking process
- Escort
- Lab secretary
- Phlebotomist

Environment
- Clocks
- Inaccurate
- Don't agree
- Rounding
- Transcription error

Long test results time

Materials
- Specimen vials
- Unavailable
- Spoiled
- Lab supplies
- Unavailable
- Spoiled

Methods
- Too many people involved
- Handling in lab
- Escort stopped other places before lab
- Unnecessary steps
- Lab not following FIFO

Equipment
- Lab equipment
- Slow
- Do-over
- Capacity
- Pager malfunction
- Hard to use
- Inadequate training
- Phone system
- Capacity
- Down

Let's Practice!

Example Cause

Encampment Resolution

Materials/Equipment

Outreach Supplies

Housing Stock

Temporary shelter

Methods

Planning efforts between CoC and municipality toward solutions

Does the community work to rehouse or just to clear?

Lack of alignment between services

Inconsistent planning within community

Entities going alone, not aligned

Policies/Procedures

Inconsistent planning within community

Entities going alone, not aligned

Sustainability practice for cleared site

Environment

Funding

Lack of mindset alignment between services

Political landscape

Local, state, national mindset/culture

People

Inconsistent planning within community

Entities going alone, not aligned

Outreach case managers

What does this make you think of?
What challenges in your community could you apply this tool to?

We're at the Learning Session!

Come check out the **System Improvement Skill-Building** session on Wednesday! We'll talk about:

- The competency lanes for system improvement

- Resources that are out there to build your skills in each lane

- How to connect with other system improvers like yourselves (in spaces like these!)

Closing Out

Thank you!

Recap and Next Steps:

- Use a cause and effect diagram to **invite in different perspectives**

- Practice applying this tool to your systems change work

- Check out other related resources from the [Institute for Health Improvement](#)

- Reconnect with the group Tuesday, November 5th (first Tuesday)

Feedback for Next Time

-

October RCT: Community Conversation

October 1st, 2024

We're glad you're here!

Feel free to drop a dot and type in your initials.

(Keep dropping pins to celebrate showing up 😁)
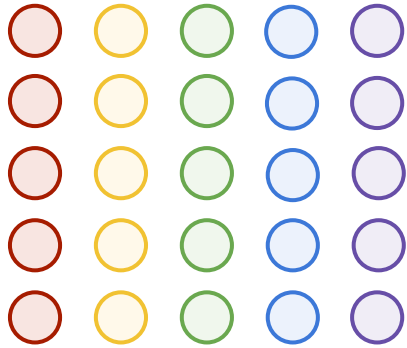
Primer Question
Halloween decorations - now or later?

Session 7.1 - October 1st

© d-maps.com

400 km

200 mi
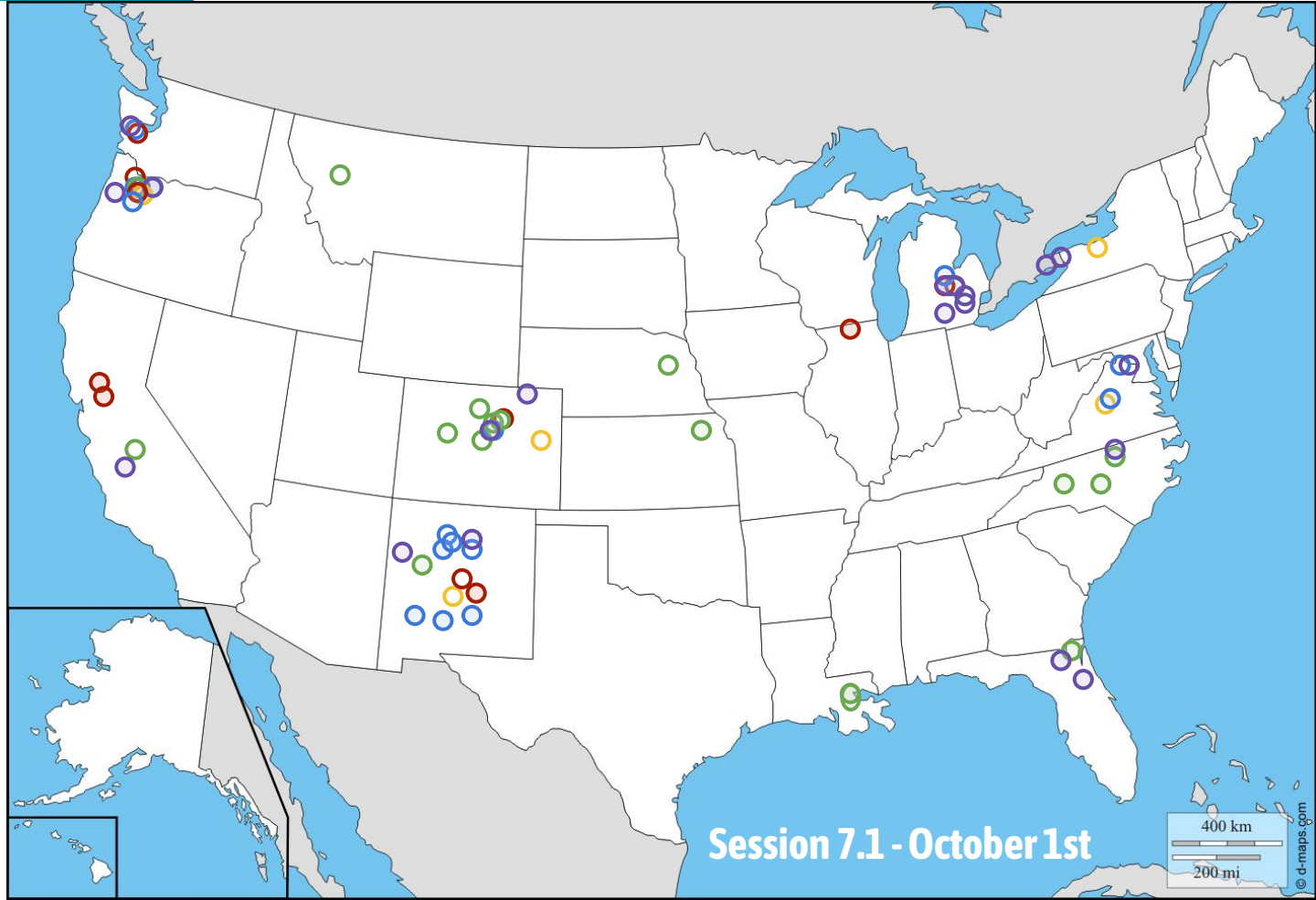
October 1st RCT Agenda

Welcome! (10 min)

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- We'll be recording 🔴 this session
- You Are Here

Community Conversation (30 min)

- The Waters of Systems Change

This Month's Course + Action Planning (10 min)

- Cause and Effect Diagram
- Holding time for yourself
- Closing out

System Improvement Competency and Learning Model

System Improvement Competencies

The foundational skill sets used to create lasting solutions to complex social problems at a systems-level

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  - 🌟 **Where we'll focus for the RCT!** 🌟

The Skills to Build and Improve Systems

- **Quality Improvement:** Taking a structured approach to systems change
  - ↳ *The Six Conditions of Systems Change*

- **Facilitation:** Structuring discussions to support problem solving

- **Human-Centered Design:** Involving end users and stakeholders in the design process

- **Data For Improvement:** The science of using data to inform decision making and problem solving

- **Community Backbones:** How place-based partnerships facilitate population-level change

Training Resource Highlight

Collective Impact Forum

Sector-agnostic collection of system improvement case studies, toolkits, frameworks, etc. building on Collective Impact principles.

https://collectiveimpactforum.org/resources/

Strengths: Starting and building your knowledge of Collective Impact, being inspired by cross-sector success stories

Cost: Mostly free!

Offerings: Whitepapers, videos, downloadable tools, virtual training and office hours (free and $), an actually great podcast
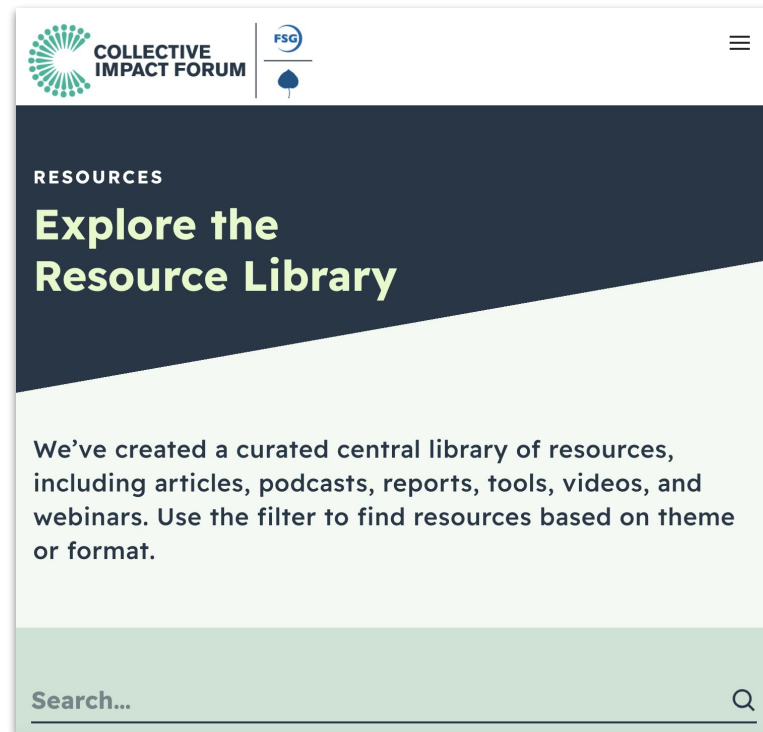
How did you apply these concepts in your community? How'd it go?

What's happening in your community right now that you'd like to share with your peers?

The Six Conditions of Systems Change

"Systems change is about advancing equity by shifting the conditions that hold a problem in place."

Structural Change (Explicit)

- Policies
- Practices
- Resource Flows

Relational Change (Semi-Explicit)

- Relationships & Connections
- Power Dynamics

Transformative Change (Implicit)

- Mental Models

Shifting the Conditions That Hold the Problem In Place
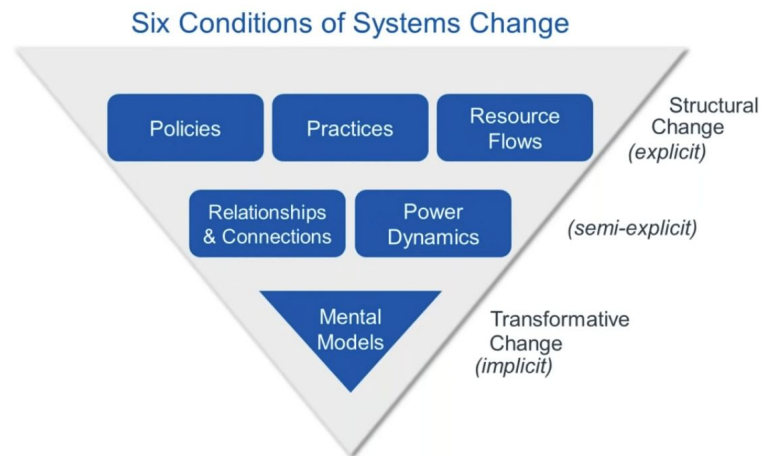
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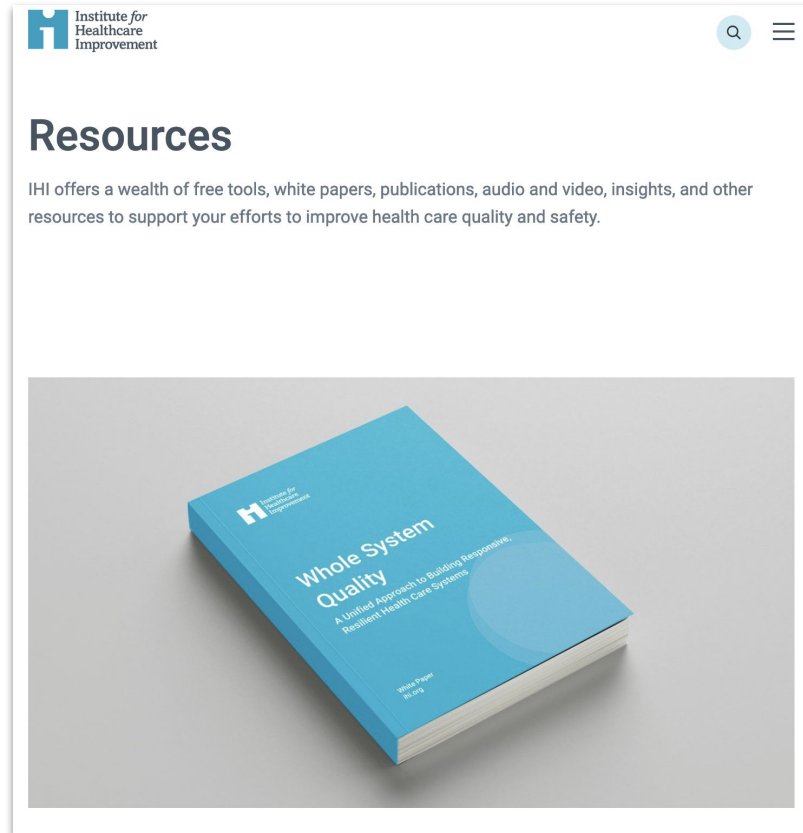
This Month's Training

Cause and Effect Diagram

"A graphic tool used to explore and display the possible causes of a certain effect."

https://www.ihi.org/resources/tools/cause-and-effect-diagram

Specifically:

- Check out the 5 min quick video
- Download the C&E Diagram toolkit
- Spend 20 minutes identifying
  - A challenge your community is facing
  - The categories of contributors
  - Some sub-categories or causes within

Example: Cause and Effect Diagram
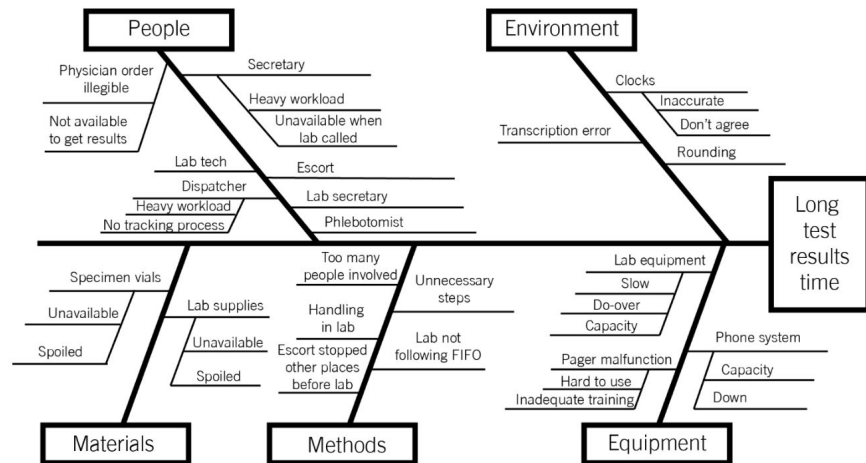
Commitment to Yourself!

Spend the next 90 seconds finding an hour on your calendar in the next two weeks to devote to **your professional development**.

Once you're done, drag a dot (or a few!) indicating your energizers of choice.
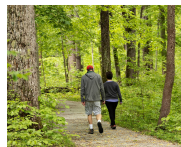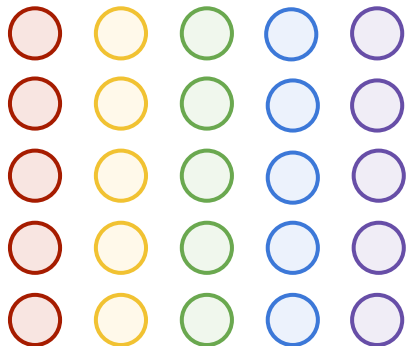
A little ⟵——————————⟶ **A LOT**

Closing Out

Thank you!

Recap and Next Steps:

- Continue practicing applying the Conditions of Systems Change in your community!

- Check out the [Cause and Effect Diagram](#)

- Reconnect with the group Thursday, October 17th (Third Thursday)

- If you're attending the Learning Session, check out System Improvement Skill-building!

Feedback for Next Time

-

September RCT: The Waters of Systems Change

September 19th, 2024

We're glad you're here!

Feel free to drop a dot and type in your initials.

(Keep dropping pins to celebrate showing up 😁)
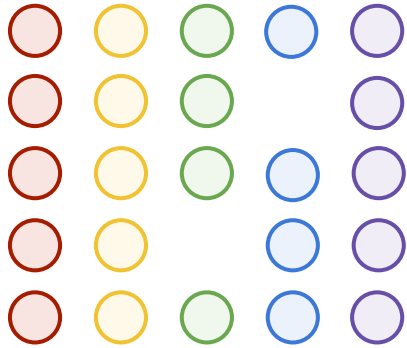
Primer Question

What is your unapologetic Fall favorite?
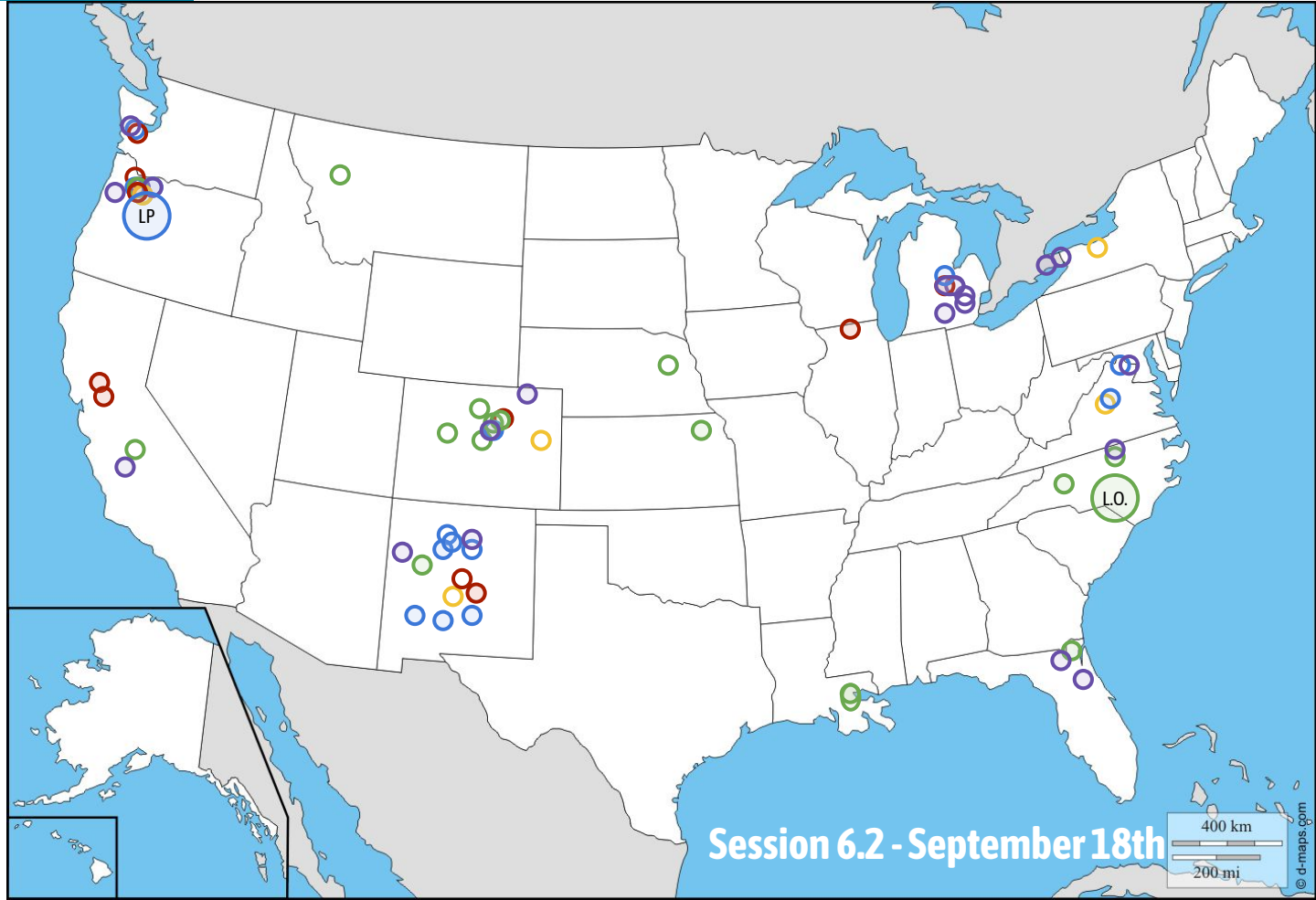
Session 6.2 - September 18th

400 km

200 mi

September 19th RCT Agenda

Welcome! (10 min)

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session
- You Are Here

Recap and Practice (30 min)

- The Water of Systems Change

Action Planning (5 min)

- Discussion
- Closing out

System Improvement Competency and Learning Model

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The Six Conditions of Systems Change

A fish is swimming along one day when another fish comes up and says "Hey, how's the water?"
The first fish stares back blankly at the second fish and says "What's water?"

Structural Change (Explicit)

- **Policies:** The government, institutional and organizational rules, regulations, and priorities that guide the entity's own and others' actions

- **Practices:** The espoused activities of institutions, coalitions, networks, and other entities targeted to improving social and environmental progress.

- **Resource Flows:** How money, people, knowledge, information, and other assets such as infrastructure are allocated and distributed.

Relational Change (Semi-Explicit)

- **Relationships & Connections:** The quality of connections and communication occurring among actors in the system, especially among those with differing histories and viewpoints.

- **Power Dynamics:** The distribution of decision-making power, authority, and both formal and informal influence among individuals and organizations.

Transformative Change (Implicit)

- **Mental Models:** The habits of thought—deeply held beliefs and assumptions and taken-for-granted ways of operating that influence how we think, what we do, and how we talk.
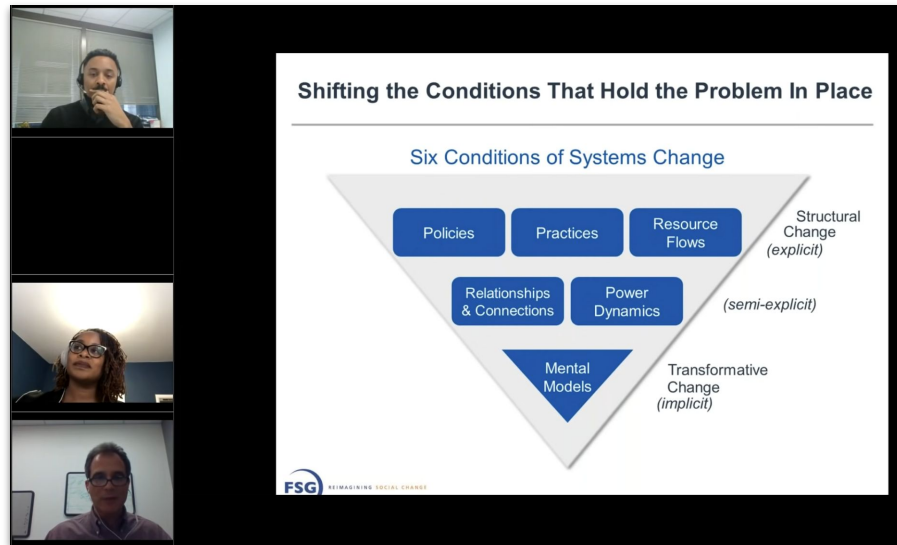
The Six Conditions of Systems Change

Example: The Affordable Care Act

(Paraphrasing) "Large shifts in **policies** and **resource flows** resulted in millions of people gaining access to healthcare.

But looking at the second and third row, there's been less success. We saw some **stronger relationships** between community health providers but it didn't change the relationships between providers, insurers, pharmaceutical companies and patients. It hasn't been successful in shifting **power dynamics** away from monied parties.

Most importantly, it wasn't successful in instilling a **new public narrative** about why Americans deserve access to healthcare coverage."


From 2019....

The Six Conditions of Systems Change

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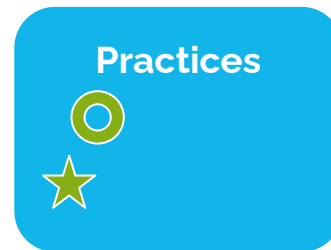...to 2024

Let's Practice!

Your Community Challenge:

Which conditions of system change is your test of change targeting?

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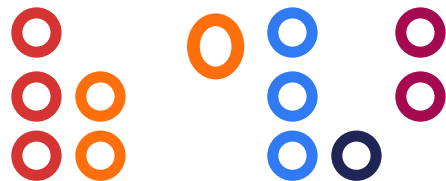
Which conditions of system change could *really* move the needle if shifted?

-

How can you adjust your test of change to target that next level of system change?

-

Structural Change

Policies

Practices

Resource Flows

Relational Change

Relationships & Connections

Power Dynamics
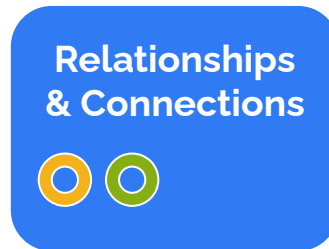
Transformational Change

Mental Models

What does this make you think of?
What challenges in your community could
you apply these concepts to?

Closing Out

Thank you!

Recap and Next Steps:

- Systems change requires **influencing the implicit** in addition to the explicit

- Practice applying this framework to your systems chane work

- Check out other related resources from the [Collective Impact Forum](#) and read the [full report](#)

- Reconnect with the group Tuesday, October 1st (first Tuesday)
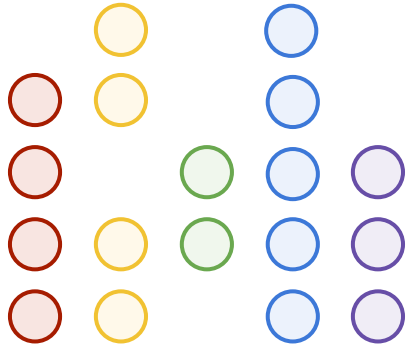
Feedback for Next Time

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September RCT: System Improvement Skill Development and RCT Re-Level Setting

September 3rd, 2024
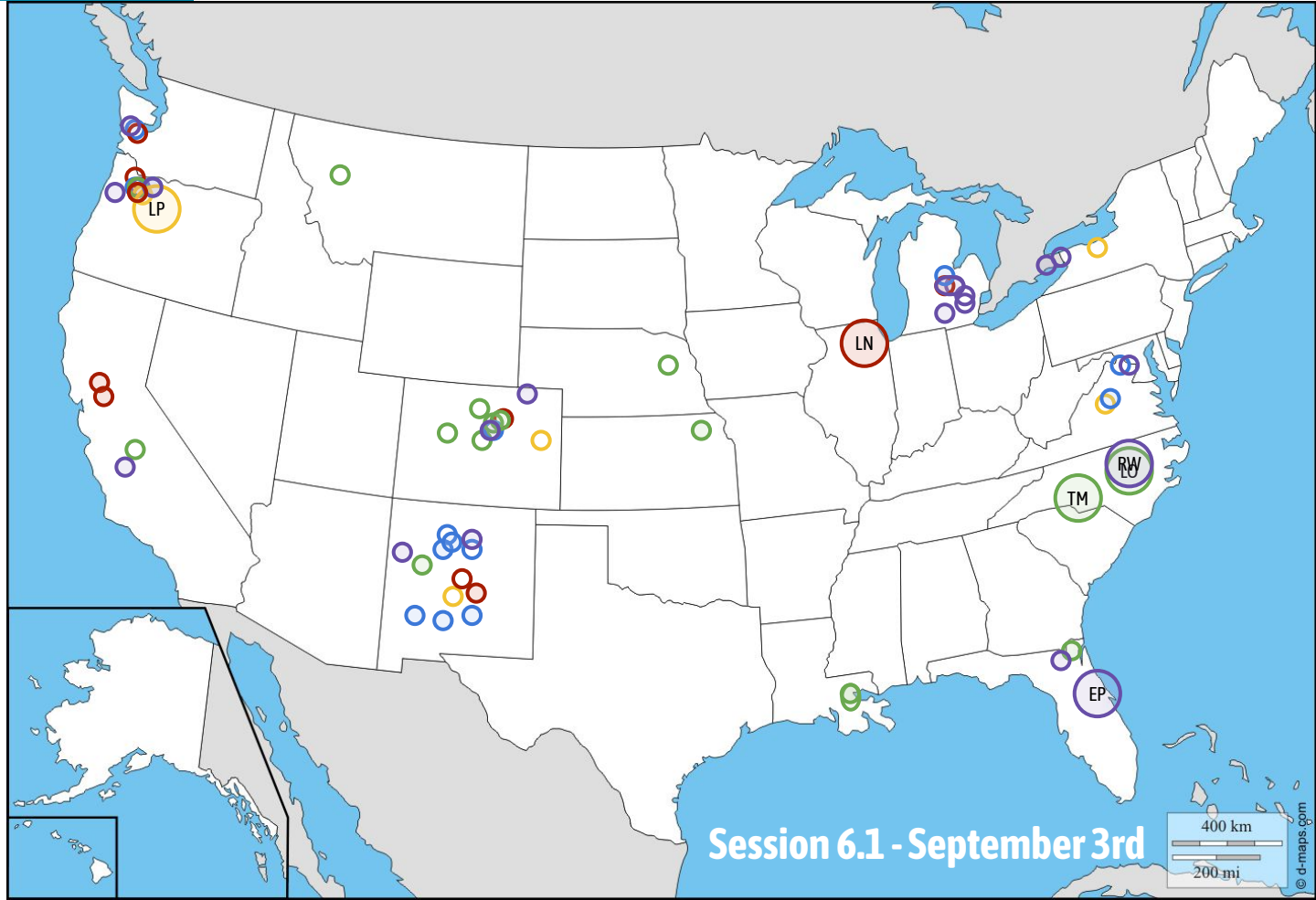
We're glad you're here!

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Primer Question

What will you miss most about summer?

Session 6.1 - September 3rd

September 3rd RCT Agenda

Welcome! (10 min)

- RCT Coffeeshop Pinboard
- We'll be recording 🔴 this session

You Are Here ◎ (10 min)

- Placing skill development in long-term context
- RCT as learning muscle training

Peer Sharing (10 min)

- Your favorite training moments

This Month's Course + Action Planning (10 min)

- Preview and framing
- Holding time for yourself
- Closing out

What is the RCT for?

What we heard from communities

"Coordinating between a wide range of stakeholder groups requires being a jack of all trades and **splits time/energy across different priority lanes**."

"With few roadmaps and how challenging it can be to **center the long-term objectives of system-building work**, it's tough to identify how to **grow professionally** to accelerate system-level outcomes."

"Being a system leader means **carving a new path** that's never existed before and working to change entrenched behaviors, mentalities, and systems."
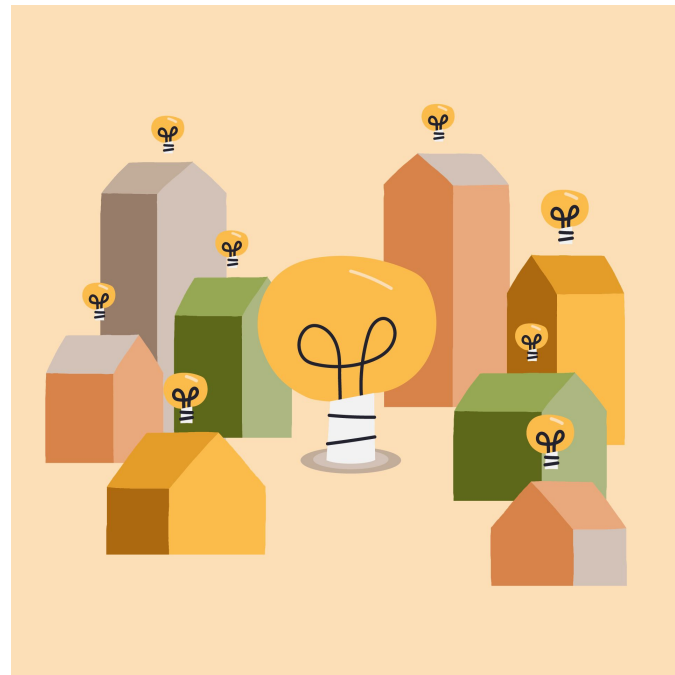
RCT Design Objectives

- **Fit busy schedules:** 30-45 minutes of self-directed training each month

- **Create practice spaces:** Recaps of trainings and space to test out concepts with other learners

- **Facilitate conversations:** Space to share ideas with other communities and to talk through challenges using our shared learning

- **Develop continuous learning habits:** RCT is a learning habit-strengthening space... use it to springboard to your next developmental level!

What is the RCT for?

Round 2 Objectives

- **Keep the Bite-Sized Training:** Maintain short training facilitation and practice space
- **...and See the Long View:** Establish the context of long-term skill development and facilitate self-directed learning

- **Build the Conversation Space:** Maintain a space to share ideas across communities
- **...and Cultivate Diverse Participation:** Cross- share RCT with BfZ coaching initiatives to use Tests of Change as practice opportunities

System Improvement Competency and Learning Model

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Technical Knowledge

The sector, role, community, and relational knowledge required to successfully leverage system improvement competencies in a community context

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System Improvement Postures

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🌟 **We'll focus primarily on System Improvement Competencies for the RCT!** 🌟

System Improvement Competency and Learning Model

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🌟 **RCT Focus Area** 🌟

- **Quality Improvement:** Taking a structured approach to systems change

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System Improvement Competency and Learning Model

The Essential Context-Specific Know-How

Some categories of critical technical knowledge:

- **Role- and Sector-Specific Skills:** HMIS management, case conferencing design, knowledge of HRS functioning (e.g. diversion, property manager engagement)

- **Community Knowledge:** Client/served population, deep and recent community history, community relationships (interagency, with government)

- **Organizational Culture:** How to navigate norms, policies, histories, relationships, decision-points, strategic plans within your agency

Technical Knowledge

The sector, role, community, and relational knowledge required to successfully leverage system improvement competencies in a community context

Learn From...

- Built for Zero
- National Alliance to End Homelessness
- National Center for Homelessness Education
- Homeless and Housing Resource Center

System Improvement Competency and Learning Model

Ways of Being that Lead to Systems Change

- **Curiosity:** Listening and asking questions to draw out the nuances of the current state

- **Humility:** Approaching stakeholders as strong, resourceful people with a history of solving problems

- **Problem Solving:** Focusing the conversation on solutions that might address the surfaced problems

- **Bias Toward Action:** Continuously moving the conversation toward the concrete next step

- **Applying a Racial Equity Lens:** Maintaining a perspective that resources must be shifted so marginalized races and ethnicities are effectively engaged and included in systematic decision making

System Improvement Postures
The interpersonal ways of working that help system improvers get things done.

Getting the Most Out of RCT

Flex your learning muscles!

- **Hold space for yourself:** Each month, commit one hour to your professional development

- **Practice practicing:** Use the RCT space, BfZ coaching spaces, your own projects to test out concepts and tools

- **Learn together:** We all learn much more when we offer our own perspectives, questions, insights, and uncertainties on these new concepts

- **Go one step further!** If there's a resource that looks interesting, bookmark it and come back later

What motivates you to learn?
What have been your favorite learning moments in your career?

September's Training

The Six Conditions of Systems Change

"Systems change is about advancing equity by shifting the conditions that hold a problem in place."

- **Video:** For our next conversation, watch through 14:00 (at least!)

- **Primer Questions:** Which system conditions are you influencing right now in your community? Which ones are the most challenging to influence?

- **Optional Full Report:** For deeper understanding, check out the full report (from the Collective Impact Forum)
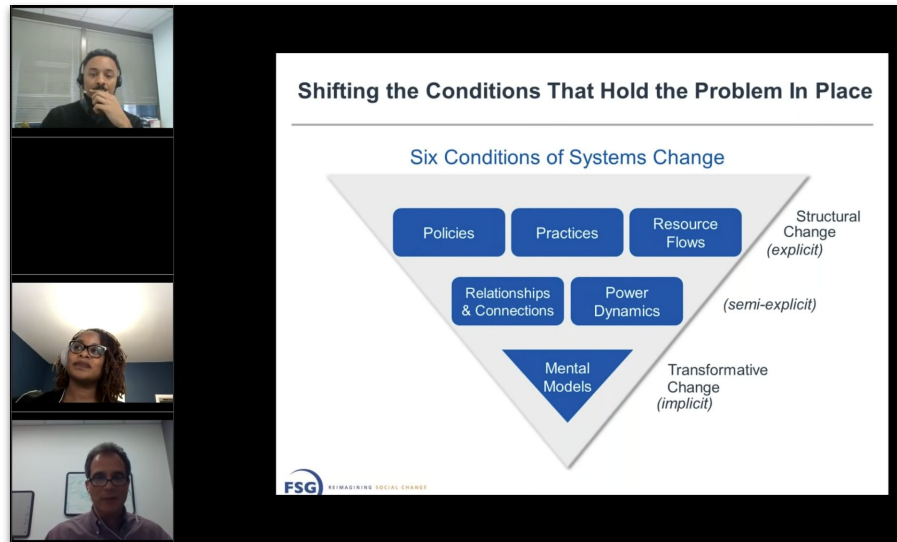
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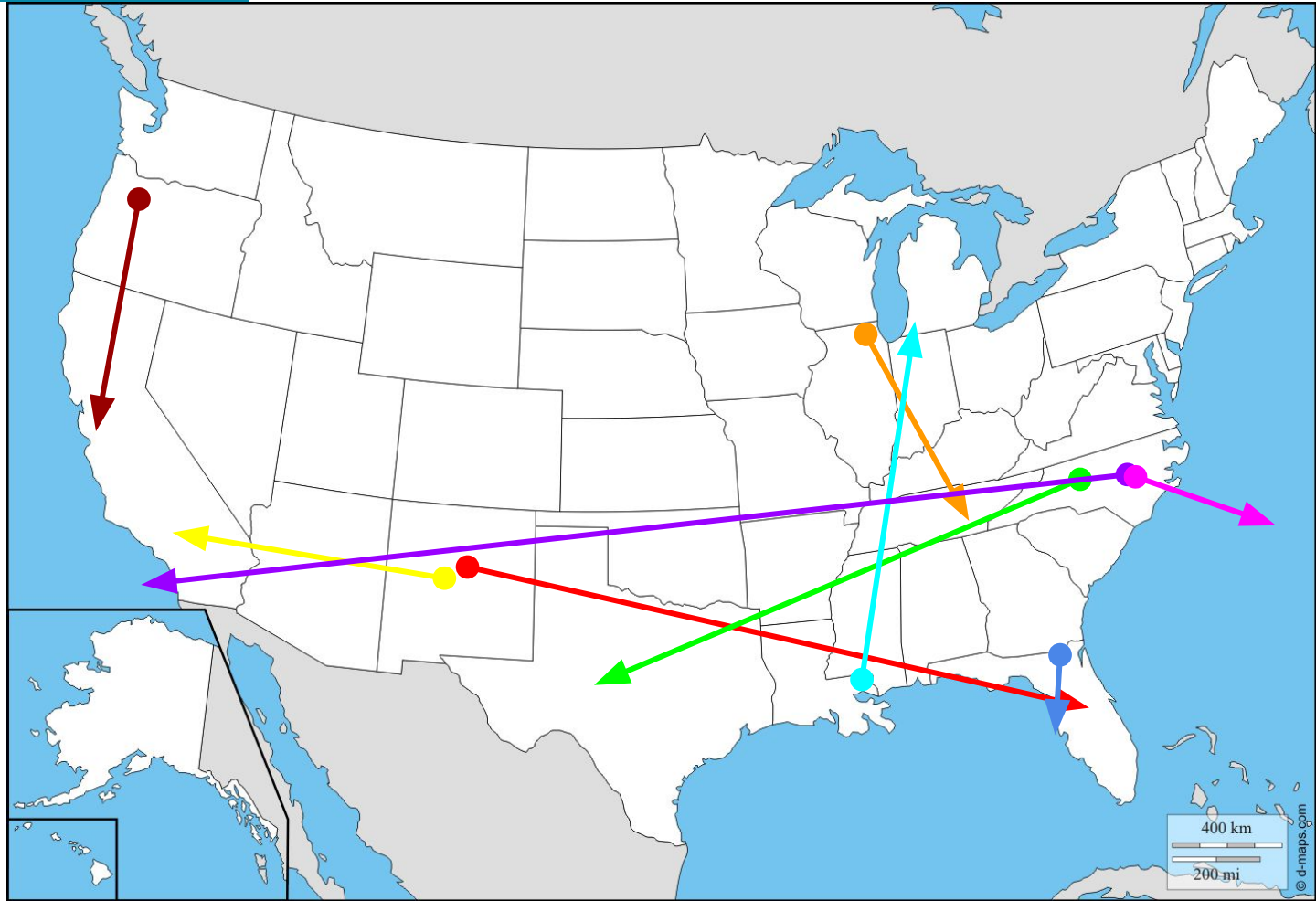
Closing Out

Thanks for showing up!

Recap and Next Steps:

- RCT is a learning muscle-strengthening program

- Watch **The Six Conditions of Systems Change** up to 14 minutes

- Reconnect with the group Thursday, September 19th (link to calendar invite)

Feedback for Next Time

-

No RCT on Thursday, August 15th!

We'll be back and refreshed Tuesday, September 3rd

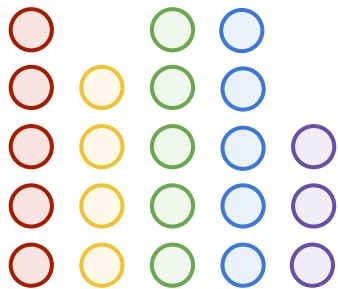**BfZ Rapid Cycle Training**

Welcome!

August RCT: System Improvement Toolbelt

Peer Sharing Conversation: Aug 6th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

Primer Question
What fake Olympic event would you win gold in?

Session 5.1 - August 6th
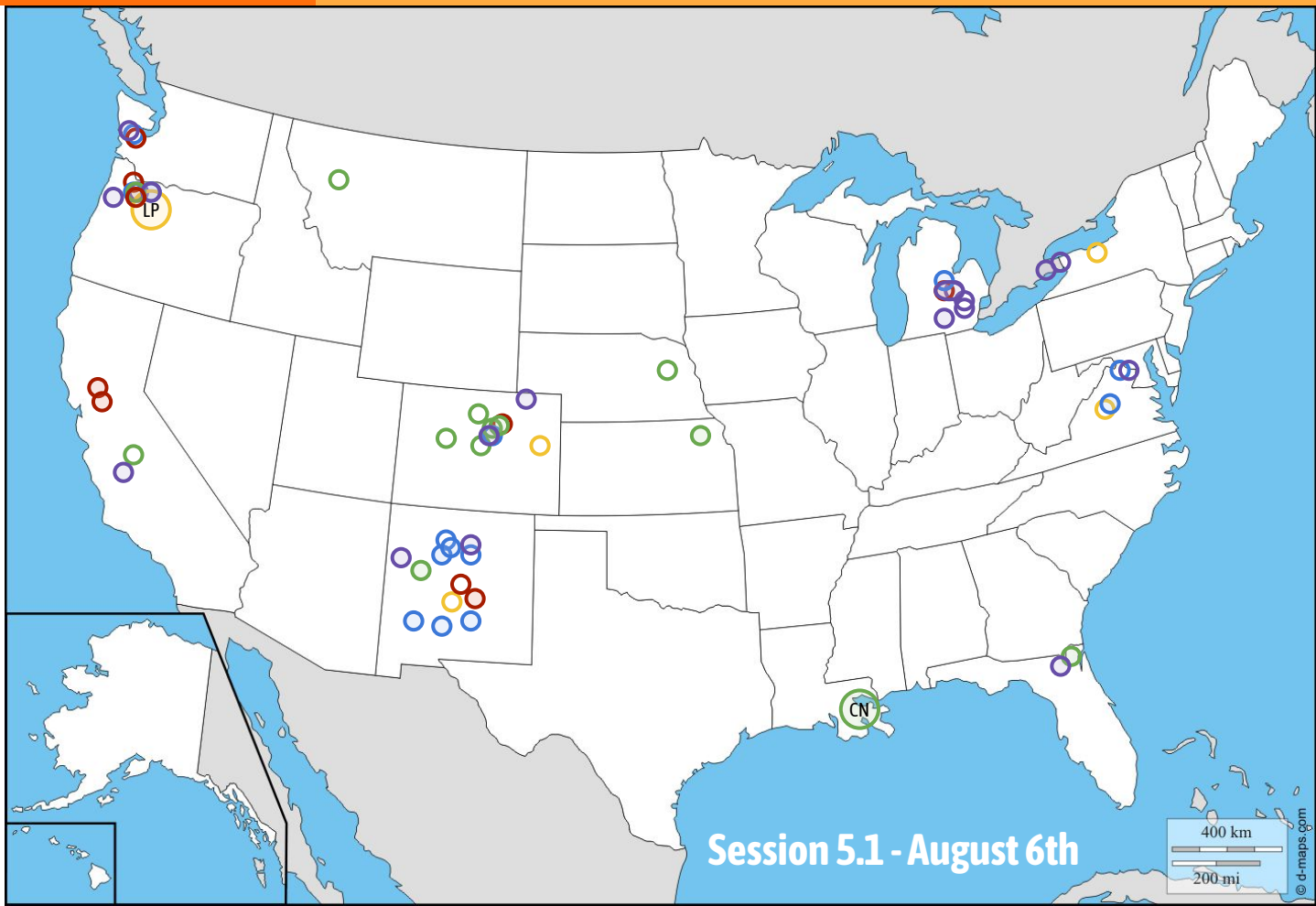
RCT August Agenda

Welcome! (5 min)

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Peer Sharing and Troubleshooting (20-30 min)

- Developing a Strategy Hypothesis
- Measuring the Impact of Your Work

Action Planning (10 min)

- Your System Improvement Toolbelt
- Closing out

PDSA

- **Results Statement**: All system improvers in the BfZ Network develop their system improvement skills and peer relationships.

- Refreshing the RCT at 6-month mark (September)

- What would continue to make this space useful?

Easy Retro

How did you apply these concepts in your community? How'd it go?

What's happening in your community right now that you'd like to share with your peers?

Peer Sharing and Troubleshooting

Developing a Strategy Hypothesis

- What you think will make an impact (based on data, research, and experience)

- Articulates connections between action and impact and identifies needed data

- Comprised of:
  - Result Statement
  - Focus Population
  - Prioritized Factor
  - Testable Strategy

SIF **System Improvement Foundations**: Hypotheses are the foundation of evidence-based intervention design

Measuring the Impact of Your Work

- Performance measures are data that inform changes to your strategy and should be connected to your **results, factor,** and **strategy**

- Four types of process measures:
  - Strategy-level Quantity
  - Strategy-level Quality
  - Factor-level Impact
  - Results-level Impact

DFI **Data For Improvement**: Defining process measures helps lift up what data will be needed to track progress

How did you apply these concepts in your community? How'd it go?

What's happening in your community right now that you'd like to share with your peers?

RCT Topics So Far

In your system improvement toolbelt, you have...

- **System Elements:** Interplay of mental models, behaviors, and structures

- **Uncovering Systemic Root Causes:** Identifying the underlying factors to a phenomenon

- **Factor Validation:** The characteristics of a strong factor (rooted in data, etc.)

- **Factor Prioritization:** Impact x Feasibility matrix

- **Identifying Populations for Change:** Whole populations vs. program populations, focus populations

- **Developing a Results Statement:** Framework for creating an actionable goal

- **Developing a Strategy Hypothesis:** Articulating cause-effect relationships

- **Measuring the Impact of Your Work:** Types of process measures

What Comes Next?

Ideas for Next Time

-

Thank you!

Recap and Next Steps:

- Keep practicing with these concepts!

- **Pausing until September** (launching the next version of the RCT!)

- Add your feedback to the Easy Retro board so we can make this space more valuable to you and your peers
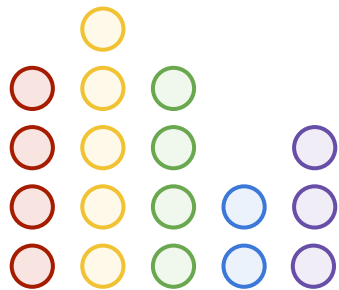
July RCT: Developing a Strategy Hypothesis & Measuring the Impact of Your Work

Recap Conversation: July 18th, 2024
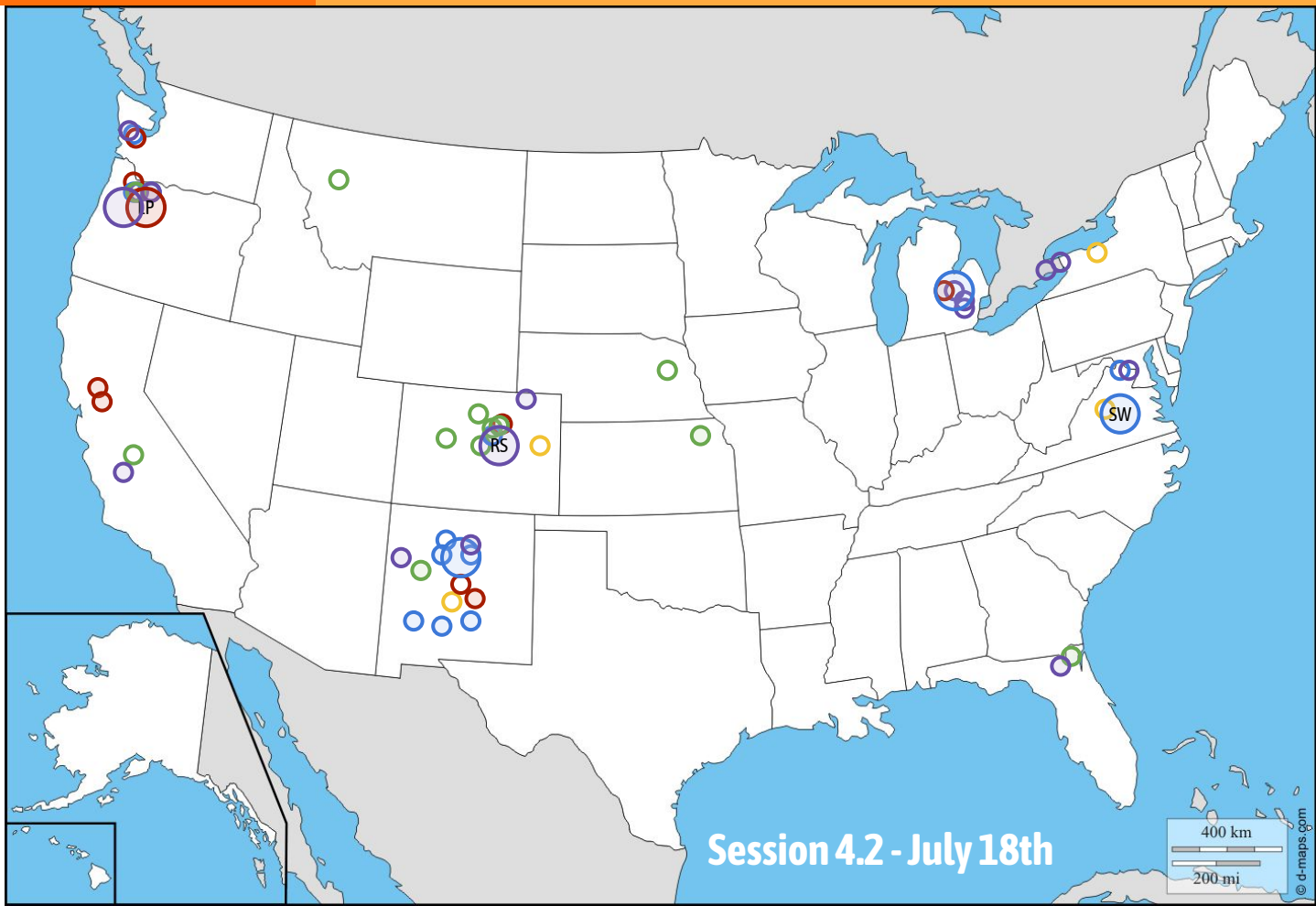
Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

Primer Question

What's something about you that someone wouldn't pick up right away?

Session 4.2 - July 18th

400 km

200 mi

© d-maps.com

RCT July Agenda

Welcome! (5 min)

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Recap and Practice (20-30 min)

- Developing a Strategy Hypothesis
- Measuring the Impact of Your Work

Action Planning (10 min)

- Recap of topics so far
- General action planning
- Previewing next version of RCT
- Closing out

Developing a Strategy Hypothesis

Concepts

- What you think will make an impact (based on data, research, and experience)

- Articulates connections between action and impact and identifies needed data

- Comprised of:
  - Result Statement
  - Focus Population
  - Prioritized Factor
  - Testable Strategy

If we… connect chronically absent Hispanic students with teachers and school staff as mentors to check-in regularly, let them know they are glad to see them as school and provide help/support… **[STRATEGY]**

Then… the students will feel like they are welcome and belong at school so they will start coming to school regularly… **[FACTOR]**

And ultimately… graduate from high school on-time. **[RESULT]**

SIF **System Improvement Foundations**: Hypotheses are the foundation of evidence-based intervention design

Let's Practice!

| **Population Results Statement:** All veteran clients in the DC region experience CES assessments in a trauma-informed way |

Strategy Hypothesis
SMARTIE: Increase percent of monthly veteran clients experiencing trauma-informed assessment protocols from 60% to 95% by December 31, 2024.

Prioritized Factor: Assessment protocols		**Strategy:** Increase in-person (!) training in trauma-informed practices for staff	
If we do [*this action*]...	then [*this direct result*] will happen.	As a result, [*this behavior*] will shift	and ultimately [*this population*] will experience [*this benefit/outcome*].
If we increase in-person training of trauma-informed practices and teach staff why veterans sometimes avoid services...	Staff will more accurately capture the vulnerabilities of veterans and genuinely interact with clients.	**Veterans might feel more comfortable** interacting with the system and re-engaging with the system, **veterans feel like they are actually cared** for vs. only surface-level	(*We are making an assumption about how this impacts clients*) More veteran clients are experiencing trauma-informed assessments - at least closer to 95%! **Could also help veterans stay housed - better matching of resources to needs**

Let's Practice!

Population Results Statement:			
Strategy Hypothesis			
SMARTIE:			
Prioritized Factor:		**Strategy:**	
If we do [*this action*]...	then [*this direct result*] will happen.	As a result, [*this behavior*] will shift	and ultimately [*this population*] will experience [*this benefit/outcome*].

Concepts

- Performance measures are data that inform changes to your strategy and should be connected to your **results, factor,** and **strategy**

- Four types of process measures:
  - Strategy-level Quantity
  - Strategy-level Quality
  - Factor-level Impact
  - Results-level Impact

Factor: COVID-19 Vaccination	Strategy: Community-Based Ambassadors
Performance Measures	
Impact - Result Level Who is better off? 1. Number/Percent of all families who are healthy 2. Number/Percent of Hispanic/Latine families who are healthy	**Impact - Factor Level** What difference was made? 1. Number/Percent of Hispanic/Latine people receiving a COVID-19 Vaccination 2. Number/Percent of Hispanic/Latine people who are hospitalized due to COVID-19
Process Quantity - Strategy Level How much of the strategy was executed? 1. Number of community ambassadors hired and trained 2. Percent of community members engaged by an ambassador 3. Number of conversations about COVID-19 vaccine	**Process Quality - Strategy Level** How well was the strategy executed? 1. Number/Percent of community members reporting conversation with ambassador improved their understanding of the vaccine 2. Number/Percent of community members recommending a friend or family member speak with an ambassador 3. Percent of ambassadors feeling successful and supported in their work

DFI

Data For Improvement: Defining process measures helps lift up what data will be needed to track progress

Let's Practice!

Strategy Hypothesis			
Prioritized Factor: Assessment protocols		**Strategy:** Increase in-person (!) training in trauma-informed practices for staff	
Strategy Quantity "How much of the strategy was executed?"	**Strategy Quality** "How well was the strategy executed?"	**Factor-Level Impact** "What difference was made?"	**Result-Level Impact** "Who was better off and by how much?"
- Number of in-person trainings - Recorded training - How many people attended	- How comprehensive is the training? (viable sources the material pulls from) - Confer with people who do a good at trauma-informed care job with these trainings, vet the training first or - Real-time practice/role play -	- Are you (clients) receiving a better quality of service? - Improved data quality capture - Do providers feel more satisfied in their work? Do they feel more connected to the work?	- LOT housed - LOT to housing -

Let's Practice!

Strategy Hypothesis			
Prioritized Factor:		Strategy:	
Strategy Quantity "How much of the strategy was executed?"	**Strategy Quality** "How well was the strategy executed?"	**Factor-Level Impact** "What difference was made?"	**Result-Level Impact** "Who was better off?"

What does this make you think of?

What challenges or questions in your community could you apply these concepts to?

Action Planning! Think about strategy hypotheses in your own life...

If I do [*this action*]...	then [*this direct result*] will happen.	As a result, [*this behavior*] will shift	and ultimately [*this population*] will experience [*this benefit/ outcome*].
If I run and play more basketball over the next few weeks	My cardio will hopefully return		

Feedback for Next Time

-

Thank you!

Recap and Next Steps:

- Put these concepts into practice, let's talk about it next time

- Give feedback, tell your friends

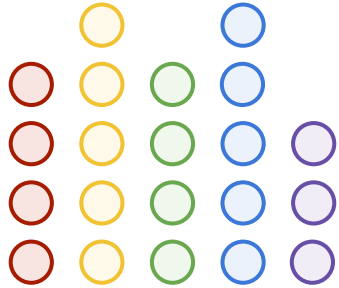- Reconnect with the group Tuesday, August 6th (first Tuesday)

July RCT: Identifying Target Populations & Developing a Results Statement

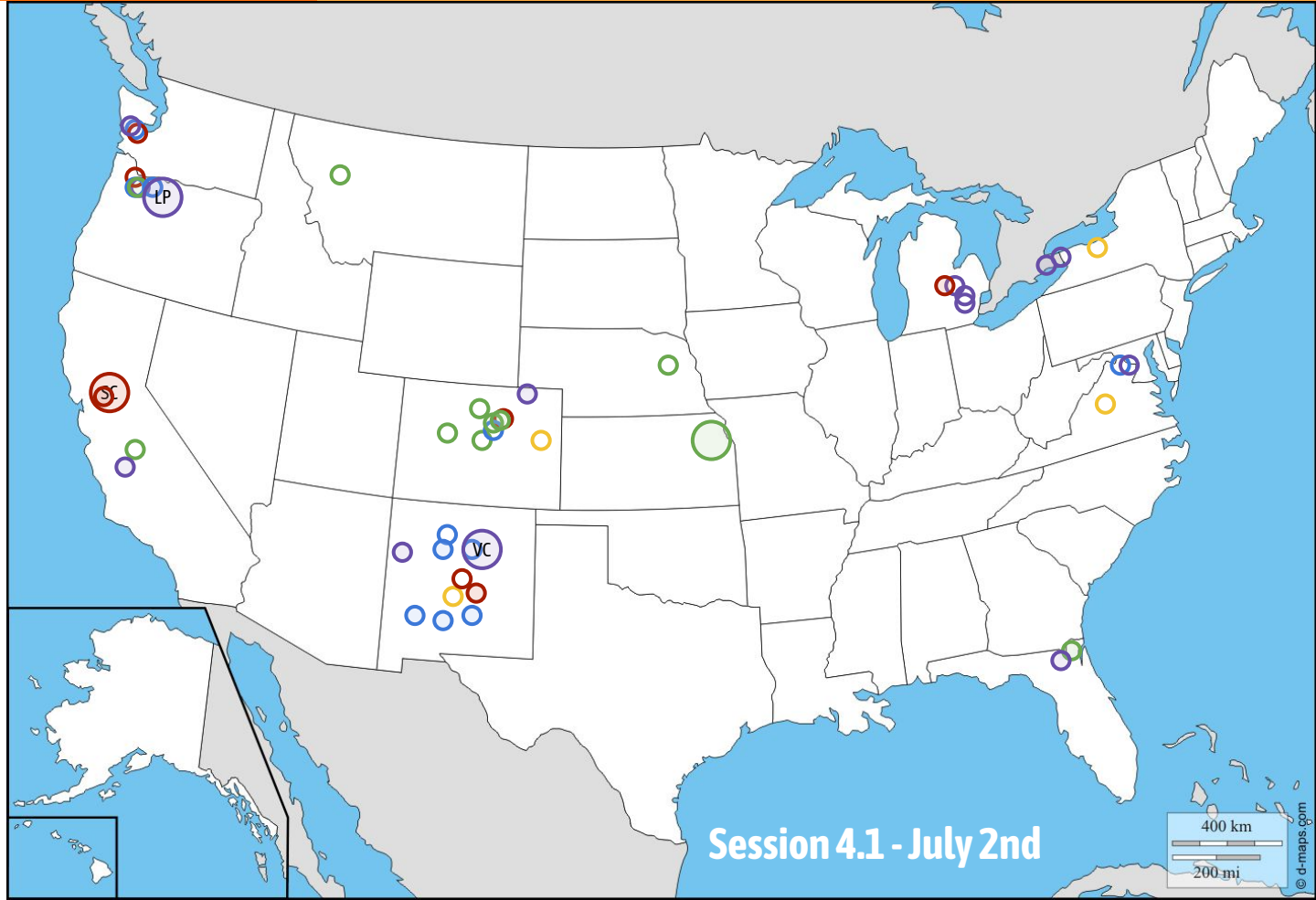Application Conversation: July 2nd, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

Primer Question

What was a time when you felt like your unique perspective was heard?

Session 4.1 - July 2nd

RCT July Agenda

Welcome! (5 min)

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Quick 3-Month Check-in

- Initial ideas and timeline

Peer Sharing and Troubleshooting (20-30 min)

- Identifying Target Populations
- Developing a Results Statement

This Month's Courses + Action Planning (10 min)

- Preview and framing
- Holding time for yourself
- Closing out

PDSA

- **Results Statement**: All system improvers in the BfZ Network develop their system improvement skills and peer relationships.

- Refreshing the RCT at 6-month mark (September)

- What would continue to make this space useful?

Easy Retro

How did you apply these concepts in your community? How'd it go?

What's happening in your community right now that you'd like to share with your peers?

Peer Sharing and Troubleshooting

Identifying Target Populations

- **Whole Population**: The entire group of people connected to and impacted by your place-based partnership and its work

- **Program Population:** A group of people`within your whole population experiencing challenges

- **Target Population**: A prioritized group of people experiencing significant challenges with the system

SIF — **System Improvement Foundations**: Defining your focus population helps lift up the systems they interact with

Developing a Results Statement

- **Results Statement**: Communicates intention, builds consensus, is outcome-focused, and is measurable

- **Components:** Population, Place, Condition of Well Being, and Equity Dimension

- "All families with single HoH in Albuquerque have autonomy over their lives and their families' lives."

SIF — **System Improvement Foundations**: Results statements contain the guiding information for intervention design

How did you apply these concepts in your community? How'd it go?

What's happening in your community right now that you'd like to share with your peers?

July's Courses

Developing a Strategy Hypothesis (10 Min)

"Showing the connection between strategy, system factor, and result"

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ Human-Centered Design
- ❏ Data Analysis & Data for Improvement

Preview framing: Now that we've identified a target population, a desired result, and a system factor, how do we tie it all together?

Measuring the Impact of Your Work (20 Min)

"What are performance measures and how do they help you understand the impact of your strategies?"

- ❏ System Improvement Foundations
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ Human-Centered Design
- ❏ **Data Analysis & Data for Improvement**

Preview framing: What are the different kinds of performance factors we can set?

What Comes Next?

Commitment to yourself!

Spend the next 90 seconds finding an hour on your calendar in the next two weeks to devote to **your professional development**.

Once you're done, drag a sticker onto where you go to recharge or refresh (or claim a space and make it your own!).
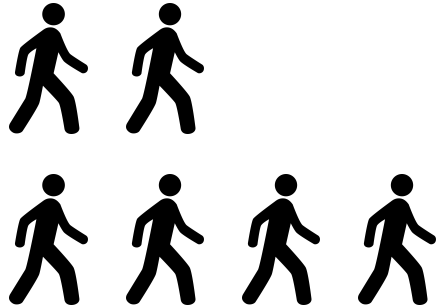
What Comes Next?

Ideas for Next Time

- How do we get to consent around north star-style statements? How do we develop buy-in to get on the same page?

Thank you!

Recap and Next Steps:

- Keep practicing with these concepts!

- Take **Developing a Strategy Hypothesis** and **Measuring the Impact of Your Work**

- Reconnect with the group Thursday, July 18th (third Thursday)

- Add your feedback to the Easy Retro board so we can make this space more valuable to you and your peers!
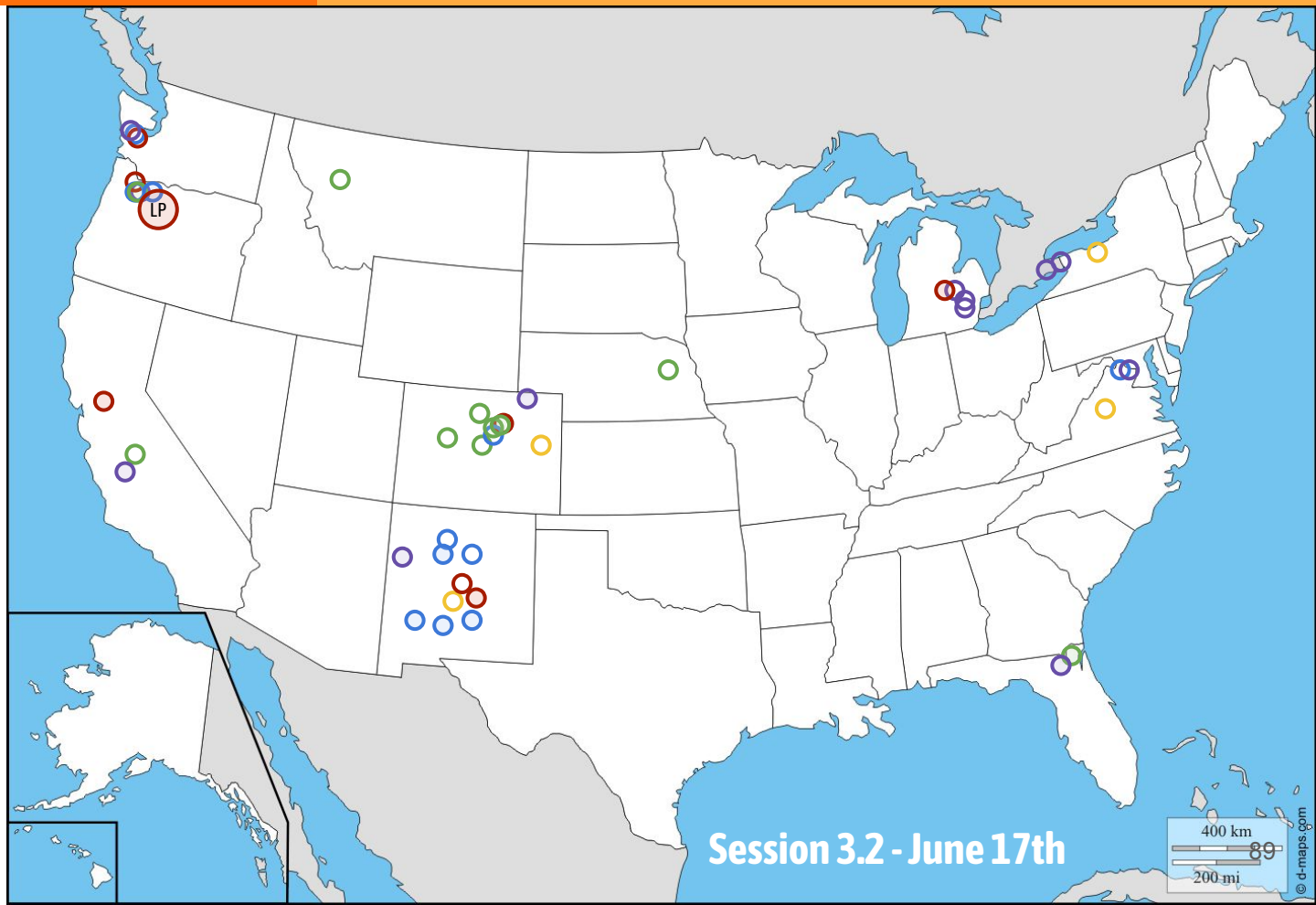
June RCT: Identifying Target Populations & Developing a Results Statement

Recap and Application Conversation: June 17th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

LP

Session 3.2 - June 17th

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RCT June Agenda

Welcome! - 2 min

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Recap + Conversation - 30 min

- Identifying Target Populations
- Developing a Results Statement

Reflections + Action Planning - 10 min
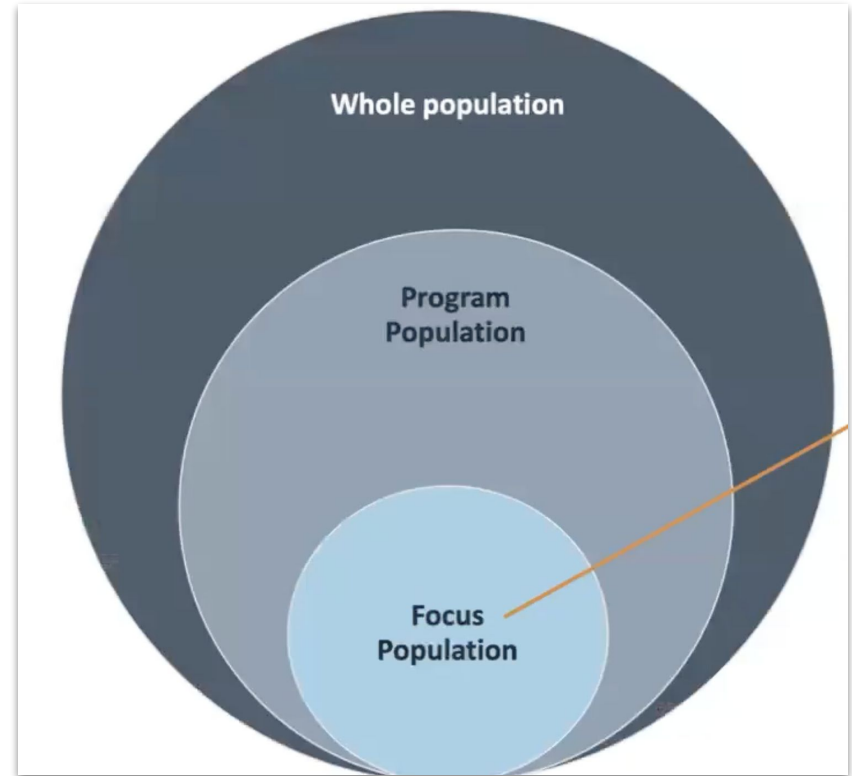
- Conversation
- 3-month Check-in
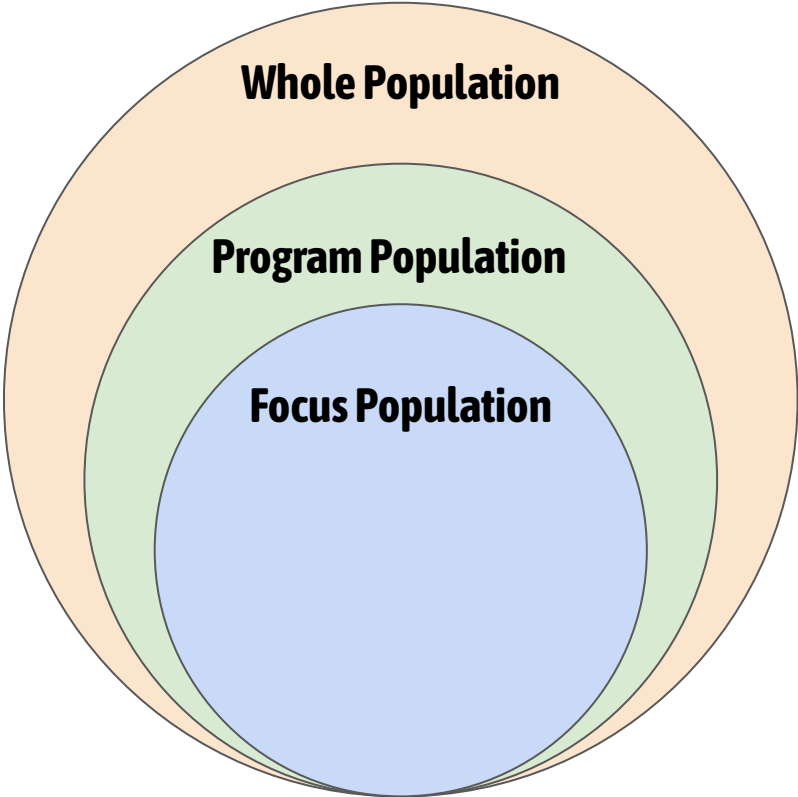
Coming Up Next! - 5 min

Concepts

- **Whole Population**: The entire group of people connected to and impacted by your place-based partnership and its work

- **Program Population:** A group of people within your whole population experiencing challenges

- **Focus Population**: A prioritized group of people experiencing significant challenges with the system

SIF **System Improvement Foundations**: Defining different populations helps lift up the systems they interact with

Let's Practice!

Whole Population Unhoused individuals in Albuquerque	**Whole Population**
Program Population ...families	**Program Population** ...youth
Focus Population ...encountering addiction/mental health struggles ...women-identifying individuals ...single HoH (esp. Single moms)	**Focus Population** ...individual youth, youth with siblings ...undocumented youth ...interacted with the juvenile justice system or foster system ...different age cohorts

Concepts

- **Results Statement**: Communicates intention, builds consensus, is outcome-focused, and is measurable

- **Components:** Population, Place, Condition of Well Being, and Equity Dimension

Population
Individuals or specific groups in a community

Place
Location where population is found

Result Statement

Condition of Well Being
Desired quality of life

Equity Dimension
ALL should experience

"All individuals with low-income in the Greater Cincinnati metropolitan area can get where they need to go."

SIF

System Improvement Foundations: Results statements contain the guiding information for intervention design

Let's Practice!

Intervention:	
Population Individuals or specific groups in a community	**Place** Location where the population is found
Condition of Well Being Desired quality of life	**Equity Dimension** All should experience

Results Statement: All...

Intervention:	
Population Families with single HoH	**Place** Albuquerque
Condition of Well Being Having a choice in programs, housing, services, healthcare, school districts. Parents have the ability to make decisions for their children (vs. the school, etc.). Families have the proper support system (e.g. safe, reliable childcare)	**Equity Dimension** All

Results Statement: All families with single HoH in Albuquerque have autonomy over their lives and their families' lives.

What does this make you think of?

What challenges or questions in your community could you apply these concepts to?

What did we hear from communities?

"With few roadmaps and how challenging it can be to **center the long-term objectives of system-building work**, it's tough to identify how to **grow professionally** to accelerate system-level outcomes."

Rapid Cycle Training
- Builds system improvement competencies
- Offers group accountability for your professional development
- Creates peer learning/connection opportunities

After 3 Months...

What's worked well?

- It's helpful when there are people from other communities (e.g. how to apply BfZ concepts to their communities in their own words, first-hand experiences)
- It's validating to sit in the struggle with peers
- It's good to have awareness of how other communities are approaching challenges, the program - even the light-touch practices, hearing first thoughts from others is helpful
- The visuals are helpful - it makes more sense when there's something to look at
- Helpful to walk through your own experiences in the example, good to offer seed ideas
- Good to have the slides ready ahead of time

What can we change?

- Ensure there's a wide diversity of perspectives

Close Out

Last Thoughts?

-

Thank you!

Recap and Next Steps:

- Put these concepts into practice, let's talk about it next time

- Give feedback, tell your friends

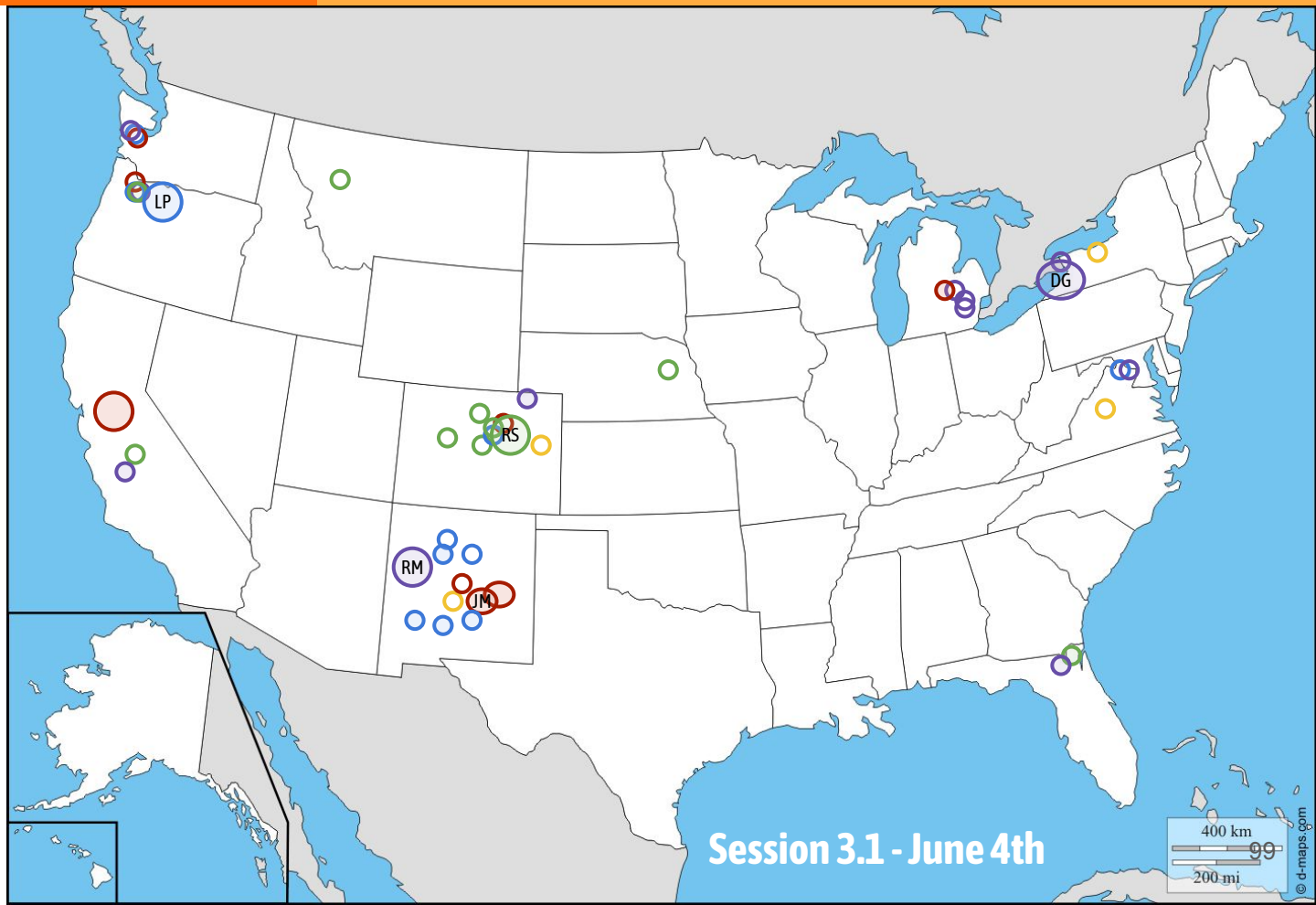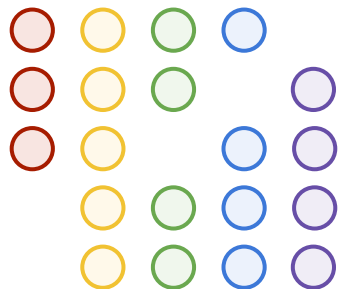- Reconnect with the group Tuesday, July 2nd (first Tuesday)

June RCT: Identifying Populations & Developing a Results Statement

Peer Sharing and Framing Conversation: June 4th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

Session 3.1 - June 4th

RCT June Agenda

Welcome! (5 min)

- Feel free to put your name and community in the chat
- We'll be recording 🔴 this session

Peer Sharing and Troubleshooting (20-30 min)

- Factor Validation and Factor Prioritization
- What's coming up in your communities?

This Month's Courses + Action Planning (10 min)

- Preview and framing
- Holding time for yourself
- Closing out

How did you apply these concepts in your community? How'd it go?

or

What's happening in your community right now that you'd like to share with your peers?

or

Is there something else on your mind?

Peer Sharing and Troubleshooting

Factor Validation

- **What makes for a strong factor**: Rooted in data, systems-focused, and based on lived experience

- **When a factor needs validation:** Lack of data to support the factor

- **Ways to validate factors**: Quantitative and qualitative methods

Factor Identification

- **Impact**: How much positive change focus population would experience if the factor is focused on

- **Influence:** Your community's ability to change or shift the factor

- **Impact x Influence Grid:** A tool to help ID high-leverage opportunities

HCD **Human-Centered Design**: Operationalizing human experience so the phenomenon can be examined

PM **Project Management**: Strategic prioritization and resource allocation

How did you apply these concepts in your community? How'd it go?

or

What's happening in your community right now that you'd like to share with your peers?

or

Is there something else on your mind?

Identifying Populations (15 Min)

"How to identify the whole, program and focus populations connected to your place-based partnership's work"

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ Human-Centered Design
- ❏ Data Analysis & Data for Improvement

Preview framing: How do we define a target population so we can focus our efforts?

Beyond definitions like "chronic", how can we articulate who we are serving so we can match resources to specific needs?

Developing a Results Statement (15 Min)

"How to write a strong results statement that includes 5 key elements: the population, the place, the condition of well-being, the equity dimension, and a measure."

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ **Human-Centered Design**
- ❏ Data Analysis & Data for Improvement

Preview framing: What makes for a results statement that spurs action?
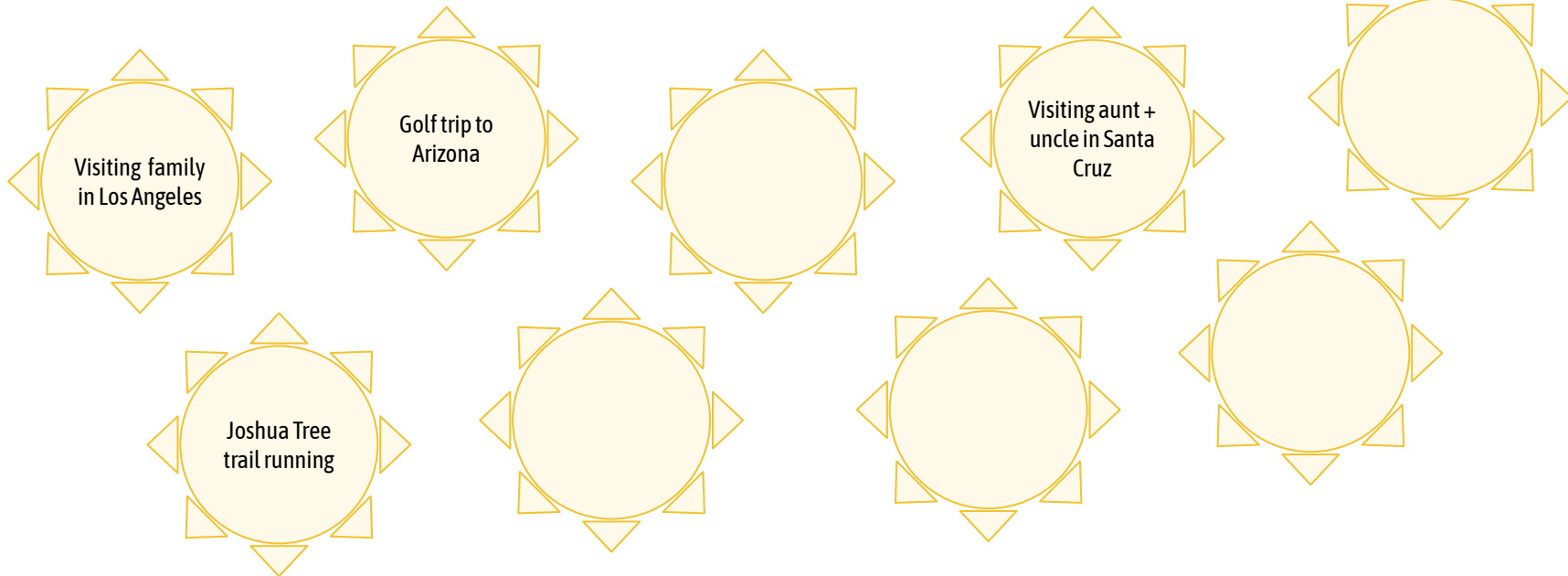
How do I articulate the goal of my property manager engagement program so that it is targeted and effective?

Look for the **Planning for Actionable Systems Change** lesson plan!

Commitment to yourself!

Spend the next 90 seconds finding an hour on your calendar in the next two weeks to devote to **your professional development**. Once you're done, share one summer plan you're excited about (so we can all vacation vicariously).

Visiting family in Los Angeles

Golf trip to Arizona

Visiting aunt + uncle in Santa Cruz

Joshua Tree trail running

What Comes Next?

Last thoughts?

-

Thank you!

Recap and Next Steps:

- Sign up for **Planning for Actionable Systems Change** lesson plan and take **Identifying Populations** and **Developing a Results Statement**

- Reconnect with the group Thursday, June 20th (third Thursday)

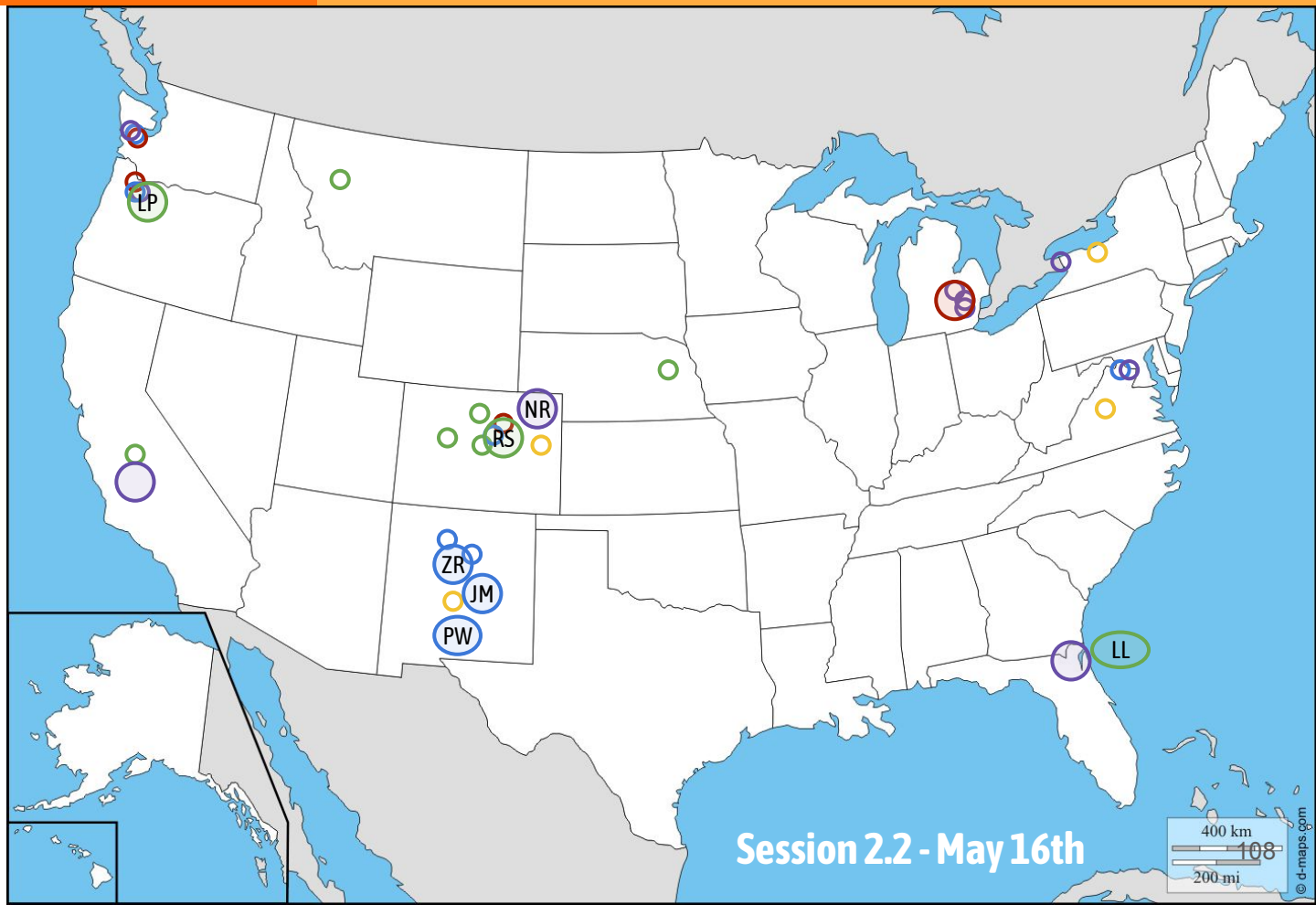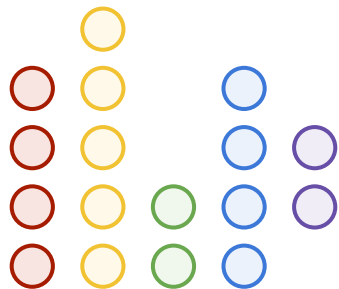- Next session will include **iterative design moment** for the RCT

May RCT: Factor Validation & Factor Prioritization

Application Conversation: May 16th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!

(Keep dropping pins to celebrate showing up 😁)

Session 2.2 - May 16th

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Welcome! - 2 min

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Recap + Conversation - 30 min

- Factor Validation
- Factor Prioritization

Reflections + Action Planning - 10 min

- Applying concepts in your community
- Action planning

Closing Out - 5 min

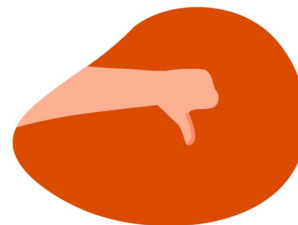- June's courses
- How can we make this better?

Concepts

- **What makes for a strong factor**: Rooted in data, systems-focused, and based on lived experience

- **When a factor needs validation:** Lack of data to support the factor

- **Ways to validate factors**: Quantitative and qualitative methods

Factors:
- Rooted in data
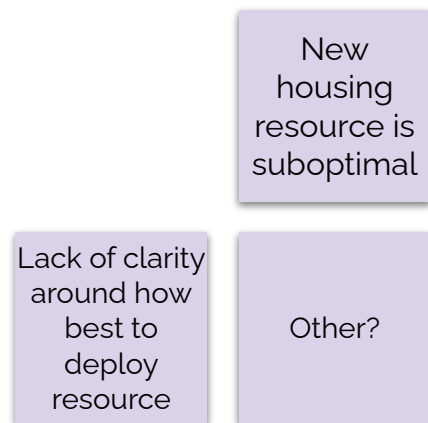- Rooted in a system
- Based on lived experiences

Non-Factors:
- Simply based on ideas (mental models)
- Preconceived strategies
- Vague or unobservable

HCD   **Human-Centered Design**: Operationalizing human experience so the phenomenon can be examined

Let's Practice

Your community is noticing a <u>high return from housing rate for senior clients</u> and there are lots of ideas around what the underlying factors are. Which factors are **strong** (and why?) and what **methods could we use** to validate them?

New housing resource is suboptimal

Lack of clarity around how best to deploy resource

Other?

Factor 1

Recent clients are more challenging than usual

Poor client-resource match

Qualitative Methods: Talking to service providers

Quantitative Methods: Get more specific (what does that look like?) Evictions? Are seniors less likely to access certain resources? Access to resources that have better outcomes?
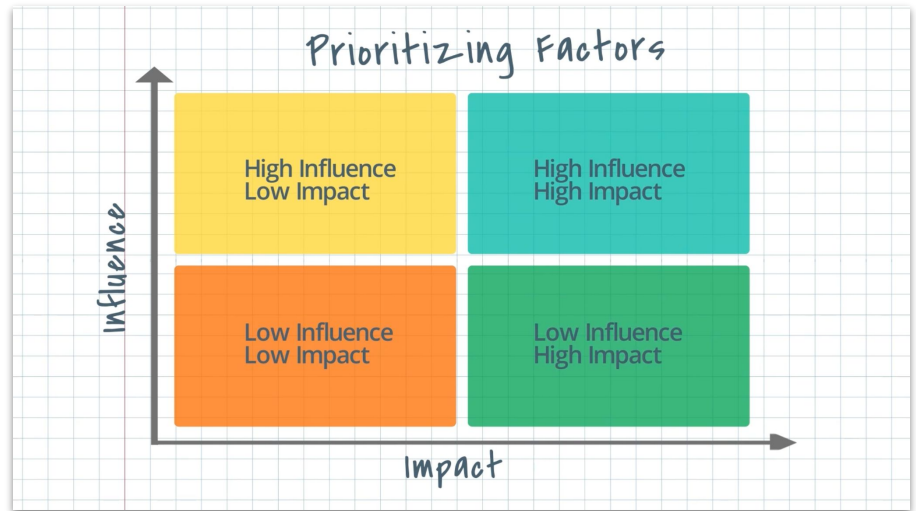
Factor 2

Property managers are evicting at high rates

Qualitative Methods: Talk to the people getting evicted! Why are people being evicted? How are local rental policies impacting people's experience? Accessing court records

Quantitative Methods: Rooted in data, easy to track, increase in inflow, increase in requests for rental assistance, accessing court records
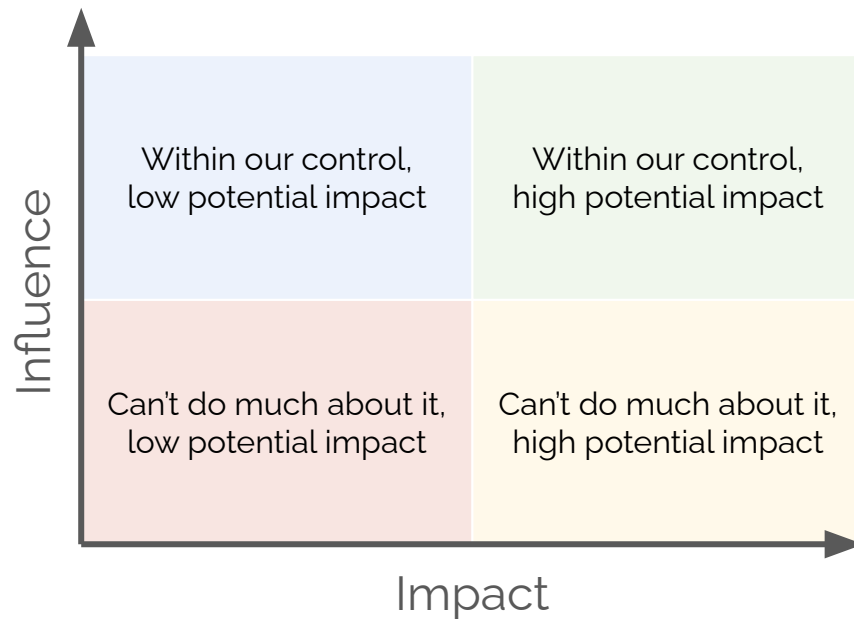
111

Concepts

- **Impact**: How much positive change your focus population would experience if the factor is focused on

- **Influence:** Your community's ability to change or shift the factor

- "If we could focus on this factor, we expect…"

Prioritizing Factors

High Influence Low Impact | High Influence High Impact
Low Influence Low Impact | Low Influence High Impact

Influence (y-axis) / Impact (x-axis)

PM **Project Management**: Strategic prioritization and resource allocation

Let's Practice

We'll break into small groups and over **7 minutes**:

1) Identify a challenge a focus population is facing in <u>one</u> of your group's communities

2) List a number of potential factors that could be contributing to that challenge

3) Map the factors onto the Impact x Influence grid and talk about why it's there

4) Nominate <u>someone else</u> in your group to walk everyone through how the different factors in the grid relate to each other

Within our control, low potential impact

Within our control, high potential impact

Can't do much about it, low potential impact

Can't do much about it, high potential impact

Influence

Impact

Breakout 1

We'll break into small groups and over **7 minutes**:

1) Identify a challenge a focus population is facing in <u>one</u> of your group's communities
2) List a number of potential factors that could be contributing to that challenge
3) Map the factors onto the Impact x Influence grid and talk about why it's there
4) Nominate <u>someone else</u> in your group to walk everyone through how the different factors in the grid relate to each other
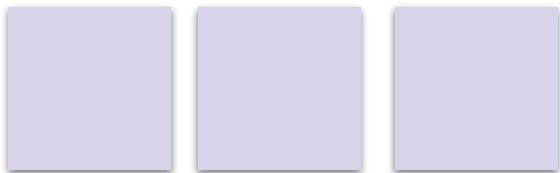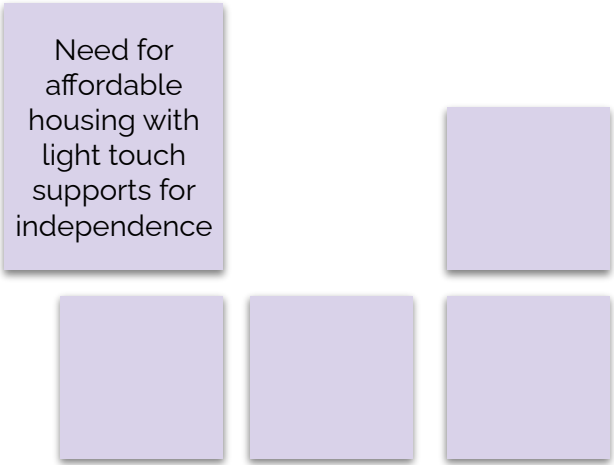
Community: Albuquerque

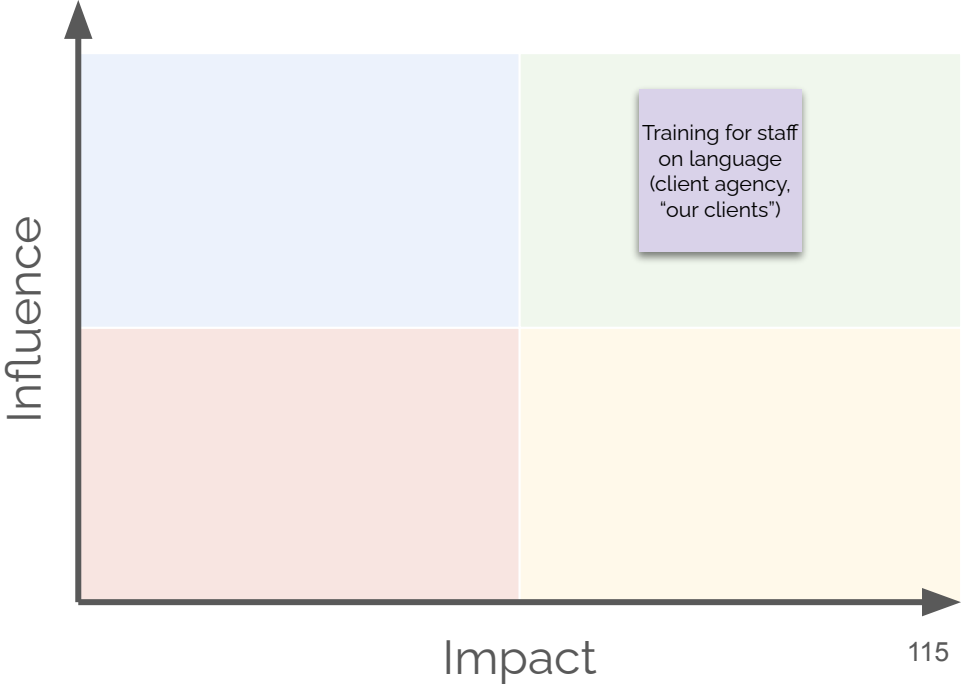**Target Population: Families**

Challenge:

114
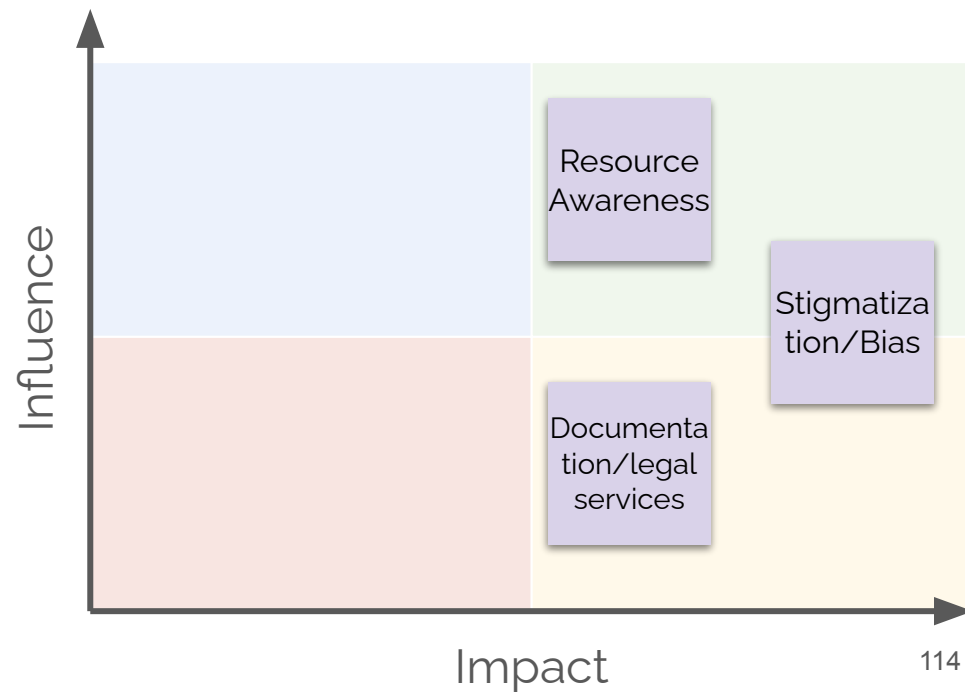
Breakout 2

We'll break into small groups and over **7 minutes**:

1) Identify a challenge a focus population is facing in <u>one</u> of your group's communities
2) List a number of potential factors that could be contributing to that challenge
3) Map the factors onto the Impact x Influence grid and talk about why it's there
4) Nominate <u>someone else</u> in your group to walk everyone through how the different factors in the grid relate to each other

Need for affordable housing with light touch supports for independence

Community:

Target Population: Veterans

Challenge:

Training for staff on language (client agency, "our clients")

Influence

Impact

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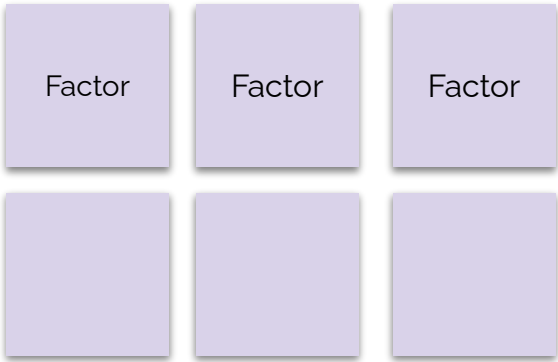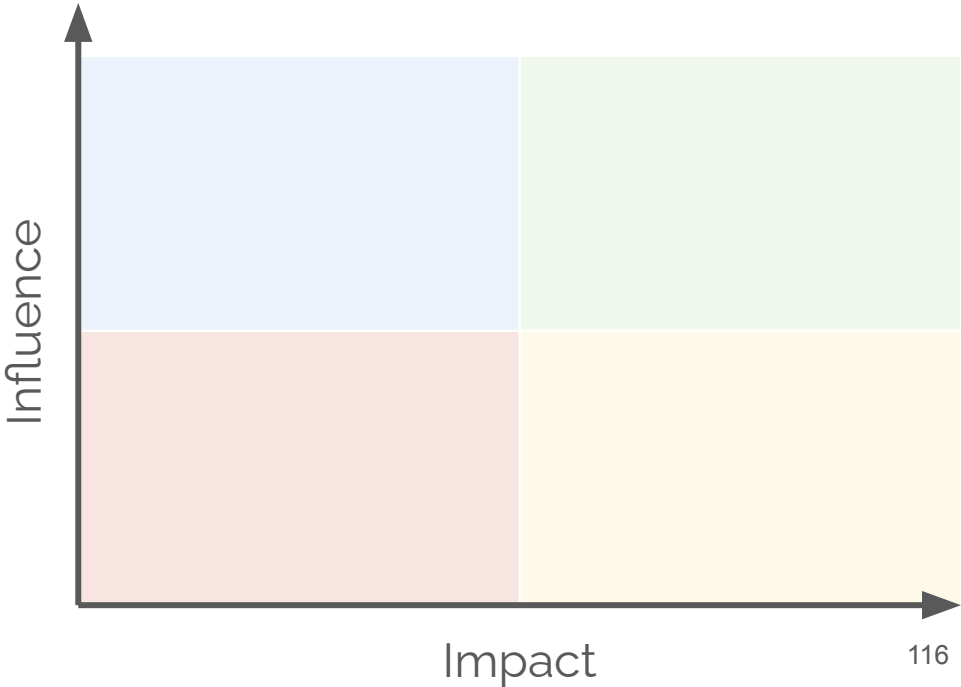## Group 3

We'll break into small groups and over **7 minutes**:

1) Identify a challenge a focus population is facing in <u>one</u> of your group's communities
2) List a number of potential factors that could be contributing to that challenge
3) Map the factors onto the Impact x Influence grid and talk about why it's there
4) Nominate <u>someone else</u> in your group to walk everyone through how the different factors in the grid relate to each other

Factor	Factor	Factor

Community:

Target Population:

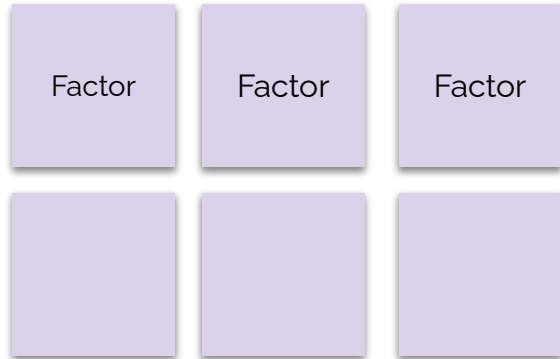**Challenge:**

Influence (vertical axis) × Impact (horizontal axis)

Group 4
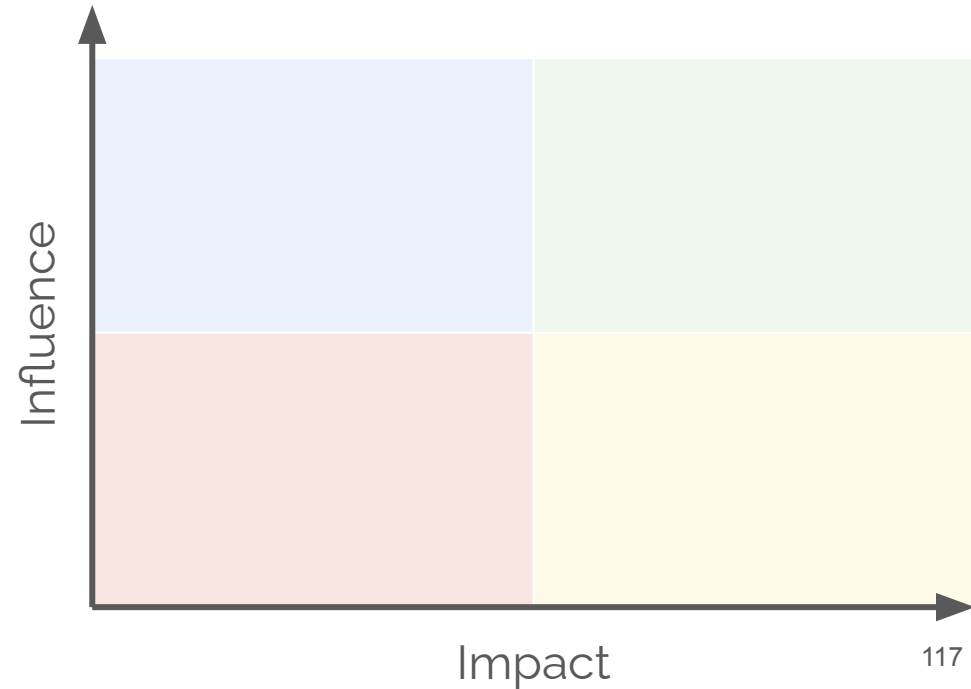
We'll break into small groups and over **7 minutes**:

1) Identify a challenge a focus population is facing in <u>one</u> of your group's communities
2) List a number of potential factors that could be contributing to that challenge
3) Map the factors onto the Impact x Influence grid and talk about why it's there
4) Nominate <u>someone else</u> in your group to walk everyone through how the different factors in the grid relate to each other

Factor	Factor	Factor

Community:

Target Population:

Challenge:

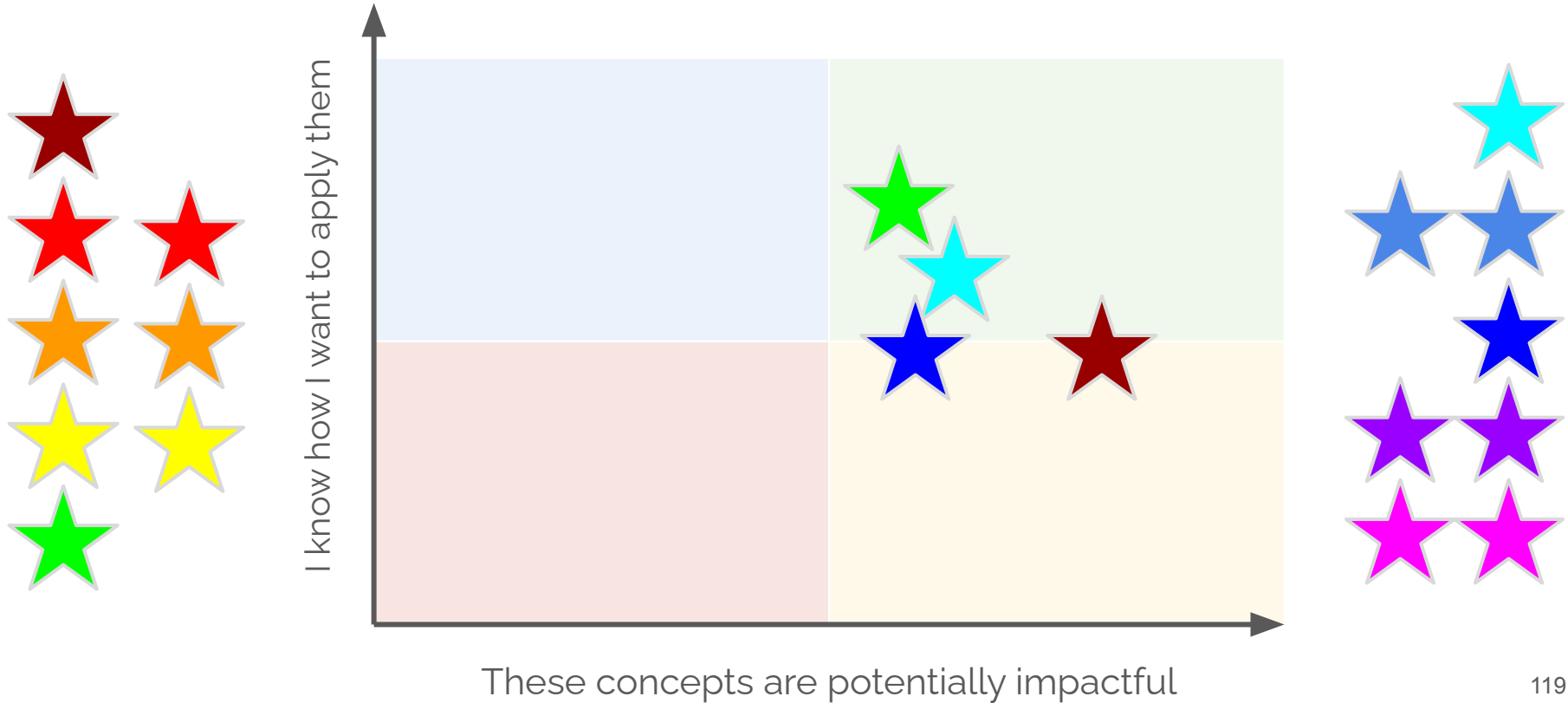Influence (vertical axis) × Impact (horizontal axis) grid

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What does this make you think of?

What challenges or questions in your community could you apply these concepts to?

Action Planning! Think about factors to validate and prioritize…

Identifying Populations in Your Work (15 Min)

"How to identify the whole, program and focus populations connected to your place-based partnership's work"

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ Human-Centered Design
- ❏ Data Analysis & Data for Improvement

Developing a Results Statement (10 Min)

"How to write a strong results statement that includes 5 key elements: the population, the place, the condition of well-being, the equity dimension, and a measure."

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ **Human-Centered Design**
- ❏ Data Analysis & Data for Improvement
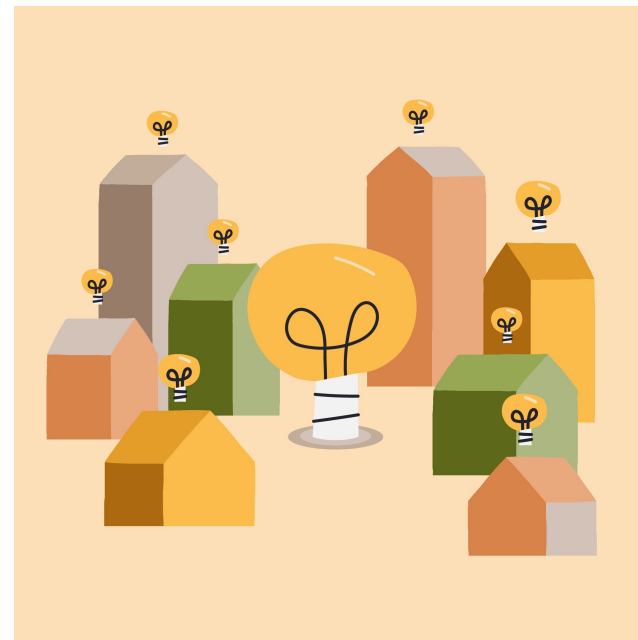
Competency Mapping: Check out the Job Archetype Guides at the start of this deck to see how these competencies will support your system improvement work!

Feedback for Next Time

-

Thank you!

Recap and Next Steps:

- Put these concepts into practice, let's talk about it next time

- Give feedback, tell your friends

- Reconnect with the group Tuesday, June 4th (first Tuesday)

May RCT: Factor Validation & Factor Prioritization

Peer Sharing and Framing Conversation: May 6th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat, then drop a dot and type in your initials!
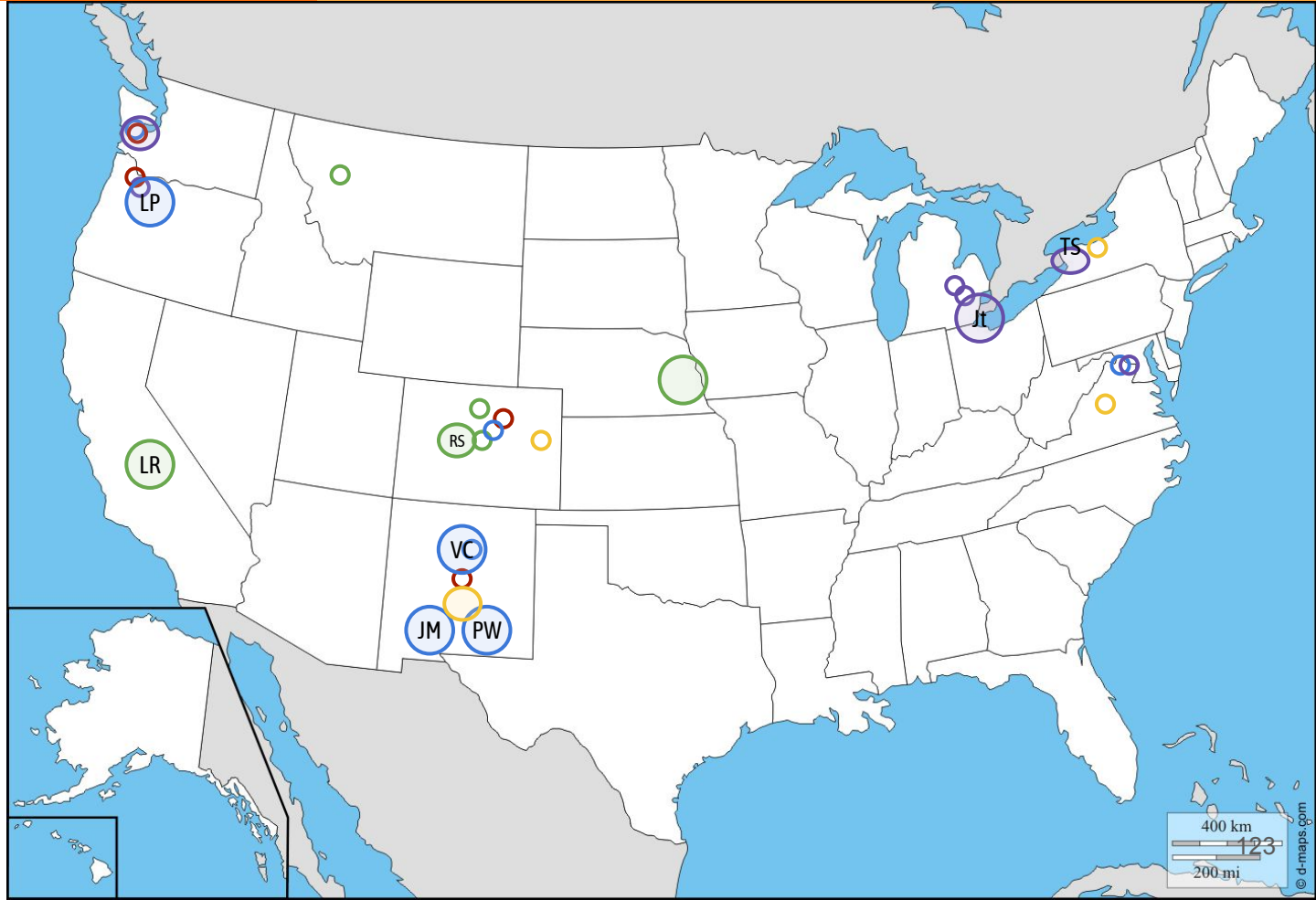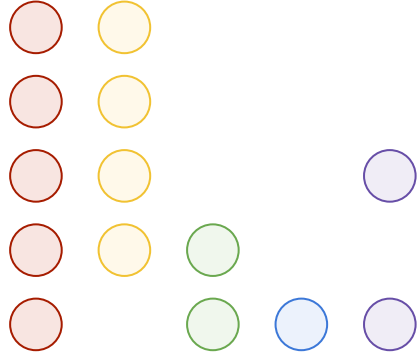
RCT May Agenda

Welcome! (5 min)

- Feel free to put your name and community in the chat
- We'll be recording 🔴 this session

Peer Sharing and Troubleshooting (20-30 min)

- System Elements & Uncovering Systemic Root Causes
- What's coming up in your communities?

This Month's Courses + Action Planning (10 min)

- Preview and framing
- Holding time for yourself
- Closing out

How did you apply these concepts in your community? How'd it go?

or

What's happening in your community right now that you'd like to share with your peers?

or

Is there something else on your mind?

Peer Sharing and Troubleshooting

System Elements

- **Closed Systems vs. Open Systems**: Singularly-focused, purposeful entity vs. a geographic space with a multi-faceted focus

- **Mental Models:** Attitudes, beliefs, morals, expectations, and values that shape systems

- The interconnectedness of **Mental Models, Behaviors,** and **Structures**

Uncovering Systemic Root Factors

- **Factor Analyses:** The process of examining the underlying root causes of an outcome for a focus population

- **Hypothesis:** A tentative explanation for an observation or phenomenon that can be tested by further investigation

- Ways to surface underlying **mental models**

HCD — **Human-Centered Design**: Identifying the connections between human beliefs and built systems

DFI — **Data for Improvement:** Crafting testable hypotheses from observations

How did you apply these concepts in your community? How'd it go?

or

What's happening in your community right now that you'd like to share with your peers?

or

Is there something else on your mind?

May's Courses

Factor Validation (15 Min)

"What is factor validation and why is it important?"

- ❏ System Improvement Foundations
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ **Human-Centered Design**
- ❏ Data Analysis & Data for Improvement

Preview framing: What are the characteristics of a well-defined vs. poorly-defined factor?

There is a hypothesis that *suboptimal client-resource matching* is leading to increased returns from housing. What would an evidence-building plan to validate this factor look like?

Factor Prioritization (15 Min)

"Why is prioritizing factors is important and how do you do it?"

- ❏ System Improvement Foundations
- ❏ Facilitation & Coalition-Building
- ❏ **Project Management**
- ❏ Human-Centered Design
- ❏ Data Analysis & Data for Improvement

Preview framing: Which factors have the highest influence and impact for an outcome?

With all of the different factors influencing returns from housing, which should be prioritized and why?

Commitment to yourself!

Spend the next 90 seconds finding an hour on your calendar in the next two weeks to devote to **your professional development**. Once you're done, drag a sticker onto the character that's resonating with you today (or mix and match!).

What Comes Next?

Feedback for Next Time

-

## Thank you!

Recap and Next Steps:

- Keep practicing with these concepts!

- Take **Factor Validation** and **Factor Prioritization**

- Reconnect with the group next Thursday, May 16th (third Thursday)

- Spend the next 10 minutes doing some planning for Mothers' Day 😁

April RCT: System Elements & Uncovering Systemic Root Causes - [Recording](#)

Application Conversation: April 18th, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat and drop a dot!
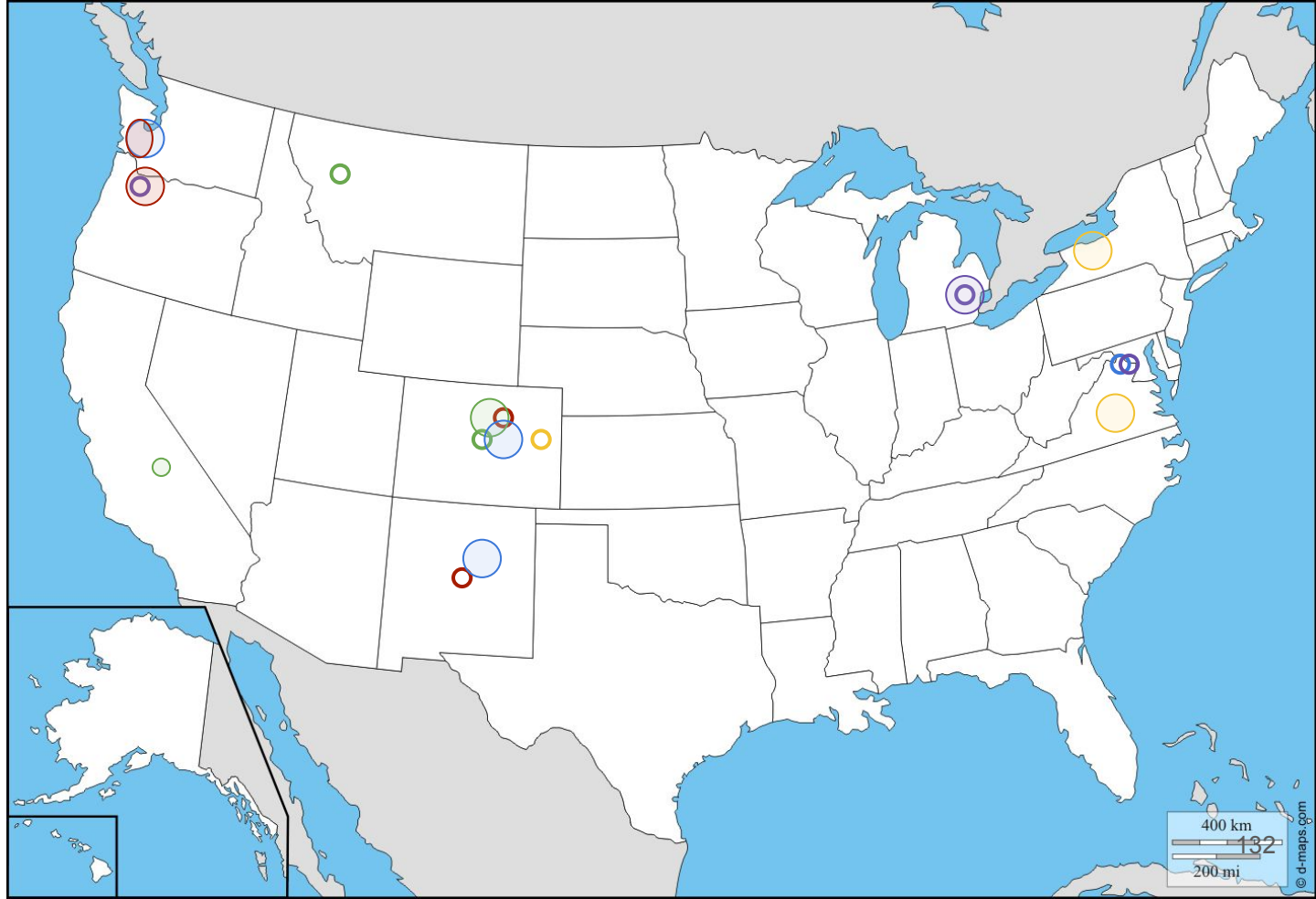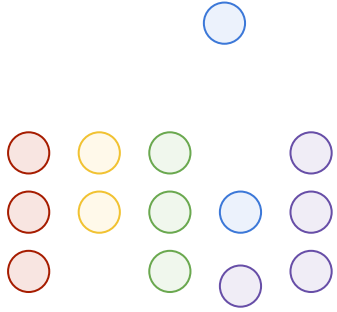
Welcome! - 2 min

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Recap + Conversation - 30 min

- System Elements
- Uncovering Systemic Root Causes

Reflections + Action Planning - 10 min

- Applying concepts in your community
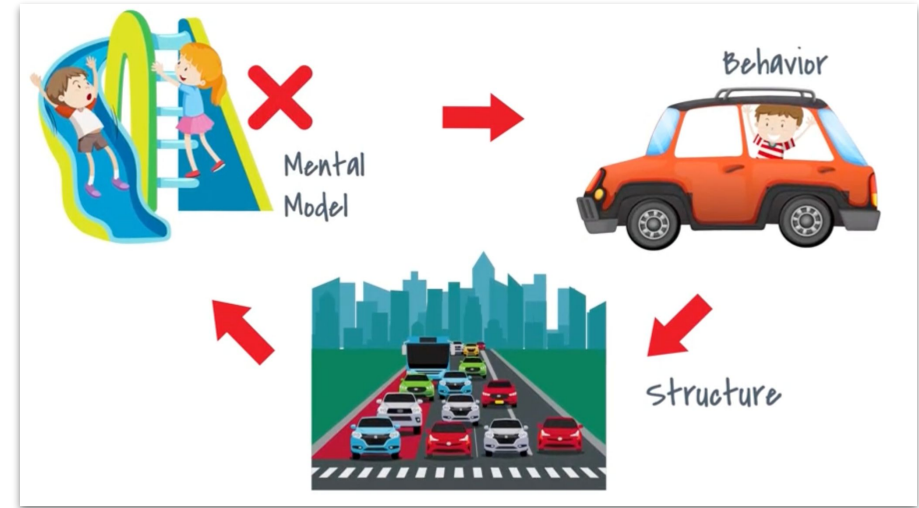- Paving the way for others
- Action planning

Coming Up Next! - 15 min

- May's courses
- Picking June's courses
- How can we make this better?

Concepts

- **Closed Systems vs. Open Systems**: Singularly-focused, purposeful entity vs. a geographic space with a multi-faceted focus

- **Mental Models:** Attitudes, beliefs, morals, expectations, and values that shape systems

- The interconnectedness of **Mental Models, Behaviors,** and **Structures**

HCD **Human-Centered Design**: Identifying the connections between human beliefs and built systems

Simple System Example

Click each heading to review the unseen factors in this simple system.

Simple System: Mapleton County Schools	Event: Low Third-Grade Literacy Rates

MENTAL MODEL	SYSTEM STRUCTURE	BEHAVIOR PATTERN
- Kids will read when they are ready - Teacher can learn how to teach reading in the classroom - STEM is more important now - Kids do not need early childhood education, they need to be at home with mom - It's okay to miss a few days of school	- Teacher prep does not include literacy instruction - Widely published books are not culturally representative - Not enough funding of preschool - High cost of quality child care - Lack of literacy access at home or in neighborhood - Neighborhood and school libraries are under-funded - Imbalance of investment for general education, special education, and gifted/talented	- Passing children to next grade without addressing reading deficiencies - Children not engaging with books/literacy activities - Children not attending class regularly - Parents or guardians not reading to children - Parents or guardians not modeling adequate literacy

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Let's Practice

What are some mental models that exist in your HRS or community? How do they influence system structures and how do those result in behavior patterns?

Simple System: **Your Community HRS**	Event: **Ex. High Returns from Housing**

Mental Models

- Data entry into HMIS is not time well spent vs. helping clients

- Diversion "Why would I spend time diverting a vet when I could move them into housing?"

- "There isn't going to be much change in our clients" "They don't care about making the next step into housing"

- Prevention: People see the visibly homeless individuals and that shapes their perspective

System Structures

- HMIS data training is not a part of regular staff onboarding

- "It's what we've always done!" Behavioral norms within a community

- Other orgs are looking to fund outreach positions because it's not the right fit

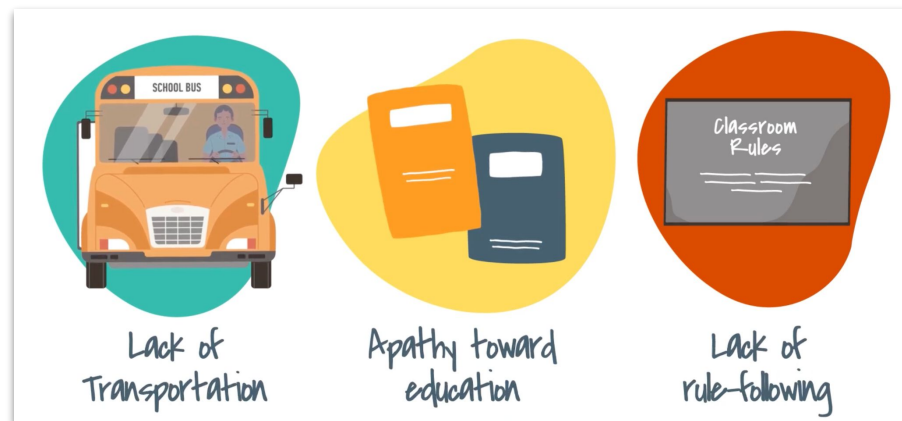- Extrapolating individual experience across the entire population

Behavior Patterns

- HMIS data entry is inconsistent

- We don't divert vets and we put them into being homeless

- No one wants to refer clients who could be PATH eligible

Concepts

- **Factor Analyses** The process of examining the underlying root causes of an outcome for a focus population

- **Hypothesis:** A tentative explanation for an observation or phenomenon that can be tested by further investigation

- Ways to surface underlying **mental models**

Lack of Transportation

Apathy toward education

Lack of rule-following

DFI

Data for Improvement: Crafting testable hypotheses from observations

Let's Practice

What are some inequities that exist in your community and what are the **underlying mental models** around why those inequities exist? How can we reframe mental models into **testable hypotheses**?

#1 What inequalities exist in your community?

#2 What is the evidence that tells you that?

#3 What are some of the mental models you hold about why these inequities exist?

#4 What are some of the mental models in your community that are used to explain these inequities?

#5 What do people say out loud about these inequalities, the reasons for them?

#6 What do they say behind closed doors?

Uncovering Systemic Root Causes

What inequities exist in your community? What is the evidence?	What are some MMs **you** hold about why these inequities exist? What are some MMs **in your community** used to explain these inequities? What do people say **out loud**? What do people say **behind closed doors**?	How can you reframe this mental model into a **hypothesis?**
Asian American/Pacific Islander (AAPI) clients have a longer LOT to housing than the median client according to our monthly data.	I believe there is inadequate supply of available units near historically AAPI neighborhoods. Others in my community believe language barriers are making it overall more time consuming to lease up.	Hypothesis: Increased supply in areas in and around historically AAPI neighborhoods will improve LOT to housing for AAPI clients. Hypothesis: Creating lease up process materials in languages spoken natively by AAPI clients will streamline lease up.
People with co-occurring disorders are more frequently DNRed than the median client.	The shelter operates on 90% volunteers, not trained staff.	Increasing salaried trained staff will decrease DNR rate
Trans-identified pops don't interact with services in a proportional manner	People just aren't asking the question due to lack of cultural competency/confidence.	Making cultural competency training mandatory would reflect in the data that there are more LGBTQ+ identifying individuals interacting with the HRS. Would also increase utilization of services by those individuals.

What does this make you think of?

What challenges or questions in your community could you apply these concepts to?

Action Planning! I will...

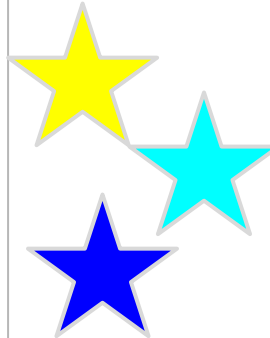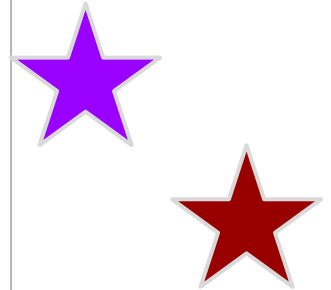| Talk to a colleague or friend about these concepts	Sketch out a system I'm trying to change using these concepts	Facilitate a team conversation incorporating these concepts	Revisit the courses later to lock in these concepts	Something else!

What did you think of these courses?

System Elements (Iceberg)

-

Uncovering Systemic Roots

-

What would be good for someone to know going in?

System Elements (Iceberg)

- Brainstorming ahead of time to think about situations in their community in advance
- Maybe there's something to doing the course right before! +1
- Take a peek (or another peek!) right before you hop on.

**Uncovering Systemic Roots**

-

Factor Validation (15 Min)

"What is factor validation and why is it important?"

- ❏ System Improvement Foundations
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ **Human-Centered Design**
- ❏ Data Analysis & Data for Improvement

Factor Prioritization (15 Min)

"Why is prioritizing factors is important and how do you do it?"

- ❏ System Improvement Foundations
- ❏ Facilitation & Coalition-Building
- ❏ **Project Management**
- ❏ Human-Centered Design
- ❏ Data Analysis & Data for Improvement
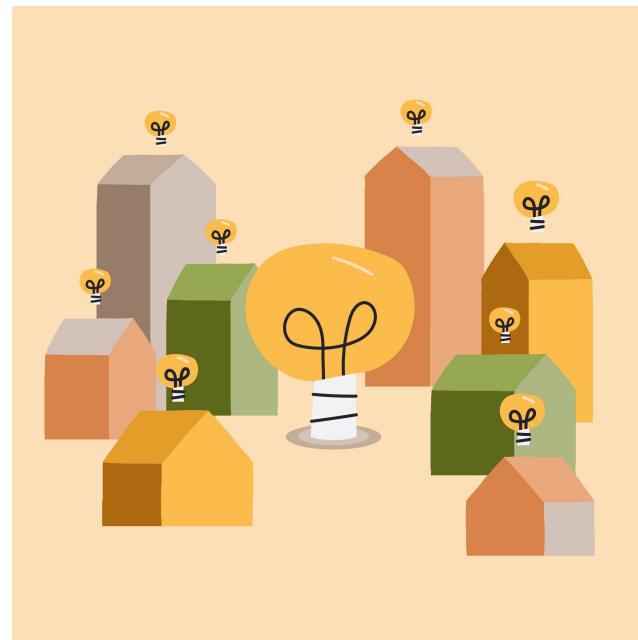
Live Q&A with Strive: There is a live Q&A with Strive coaches on Identifying Systems Factors on Wednesday, May 29th. Sign up to hear how other system improvers are leveraging these skills!

What Courses Should We Take?

Planning for Actionable Systems Change (2 Months)

"This mini course provides an overview of collaborative improvement. In the collaborative improvement process, teams test new ideas, observing the impact of their actions and using data to make adjustments"

- Identifying Populations In Your Work (10 min)
- Developing a Results Statement (10 min)
- ✅ System Elements (15 min)

- -

- Developing a Strategy Hypothesis (10 min)
- Measuring the Impact of Your Work (20 min)

- ❏ **System Improvement Foundations**
- ❏ **Human-Centered Design**
- ❏ **Data Analysis & Data for Improvement**

Facilitating for Collaborative Work (1 Month)

"In this mini course you will learn the foundational skills for becoming a Results Based Facilitator including facilitation techniques and how to support groups to make collaborative decisions that moves their work forward."

- Preparing Self and Others for Facilitation
- Designing Conversations
- Facilitating to Action

- ❏ **Facilitating and Coalition Building**
- ❏ **Project Management**

What Comes Next?

General Feedback

How did this structure work? What would work better next month?

- Consistency is good! Helps get our brains in the right mindset. +4
- Framing conversation: what will it be for?

## Thank you!

Recap and Next Steps:

- Find a moment to use some of the concepts from this month to lock it in!

- Continue with **Factor Validation** and **Factor Prioritization**

- Check out the Training Bulletin Board at the start of the slides

- Reconnect with the group on May 7th (first Tuesday)

April RCT: System Elements & Uncovering Systemic Root Causes - [Recording](#)

Framing Conversation: April 2nd, 2024

Rapid Cycle Training: Welcome!

Feel free to put your name and community in the chat and drop a dot!

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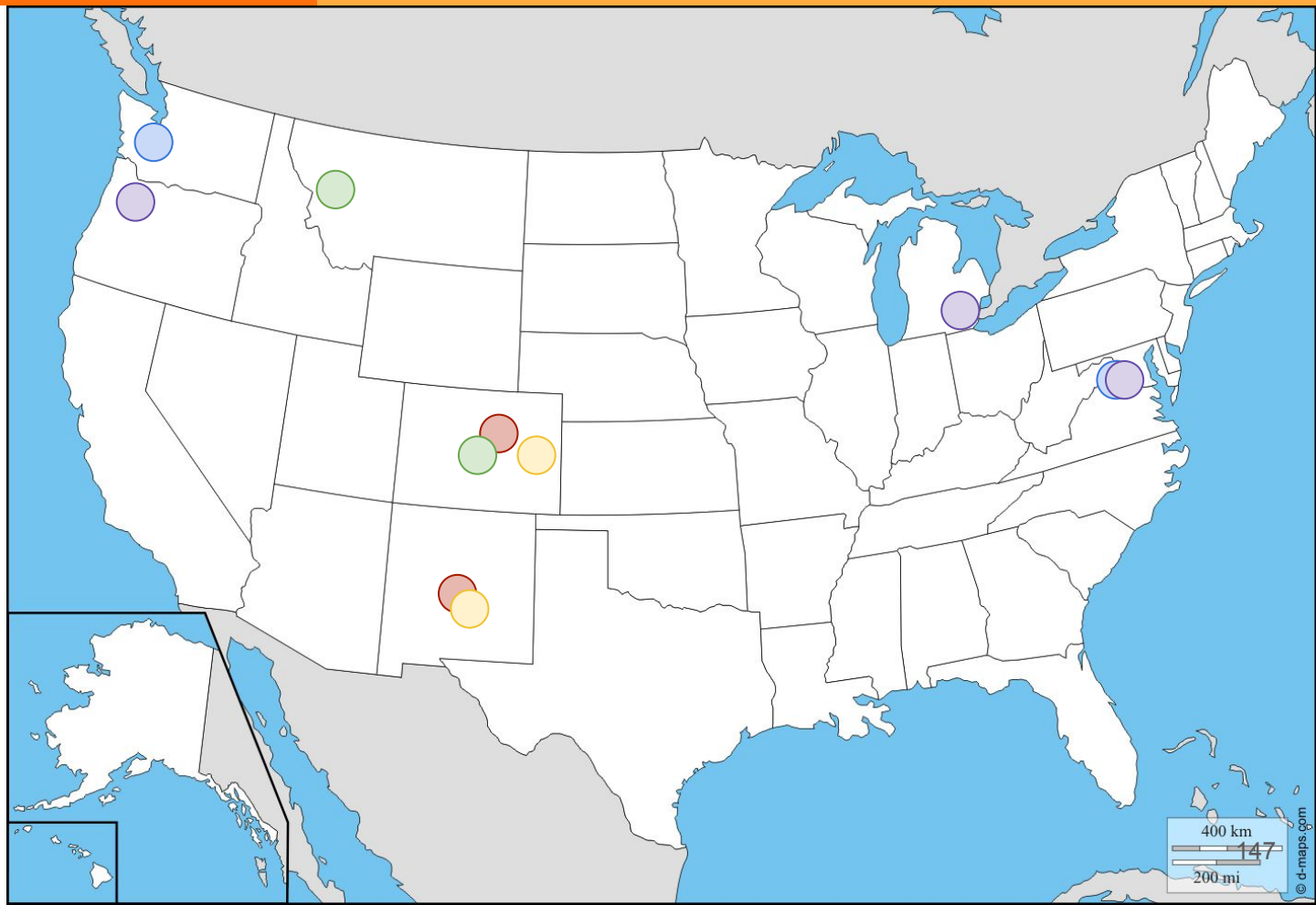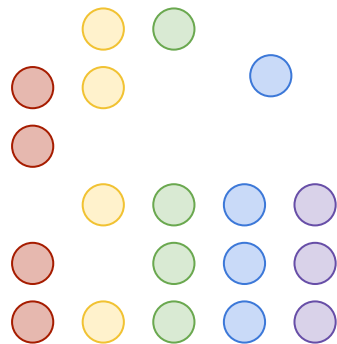
Welcome! - 2 min

- Feel free to put your name and community in the chat!
- We'll be recording 🔴 this session

Introduction to RCT - 15 min

- What did we hear from communities?
- What is the RCT? How does it work?

April's Skills - 15 min

- System Elements & Uncovering Systemic Root Causes
- How to sign up

What Comes Next? - 15 min

- Commitment to yourself
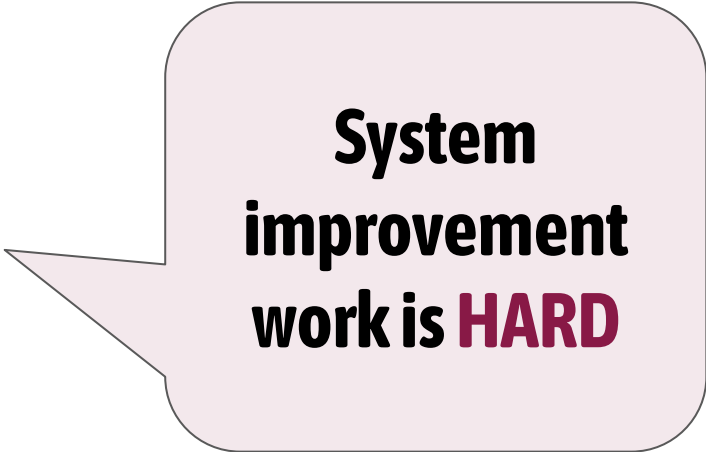- Application Conversation Preview & Closeout

What did we hear from communities?

"Coordinating between a wide range of stakeholder groups requires being a jack of all trades and **splits time/energy across different priority lanes**."

"With few roadmaps and how challenging it can be to **center the long-term objectives of system-building work**, it's tough to identify how to **grow professionally** to accelerate system-level outcomes."

"Being a system leader means **carving a new path** that's never existed before and working to change entrenched behaviors, mentalities, and systems."

> **System improvement work is HARD**

What did we hear from communities?

"Coordinating between a wide range of stakeholder groups requires being a jack of all trades and **splits time/energy across different priority lanes**."

"With few roadmaps and how challenging it can be to **center the long-term objectives of system-building work**, it's tough to identify how to **grow professionally** to accelerate system-level outcomes."

"Being a system leader means **carving a new path** that's never existed before and working to change entrenched behaviors, mentalities, and systems."

Job Archetype Guides

- Centers system improvement work

- Lays out generalized theory of execution for system improvement

- Provides **competency map** to guide professional development
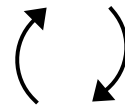
Rapid Cycle Training

- Builds system improvement **competencies**

- Offers group accountability for your professional development

- Creates peer learning/connection opportunities

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What brings you to the Rapid Cycle Training? What are you hoping to get out of this experience?

Always grateful for new tools and support in approaching new projects I'm on. Helps to know others are learning too.	Understand what has worked, what is currently in the works, and what hasn't worked for peers when tackling systemic change.	I find that having shared accountability through peers is a really motivating factor for doing professional development!		Curious to see what they are all about :)	Learning more about data analysis specific to CS
				Skill improvement and learning from colleagues doing similar jobs.	
	Systems improvement training is limited so I was excited to see something like this for professional development		Understanding my job and how to move forward in a complex environment with a lot of moving pieces		

	1	2 ☆	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Rapid Cycle Training Cadence

⊙ **Peer Sharing Conversation:** (You are here ⭐) Create space for peer learning from last month's skill, introduce this month's course, create space for setting learning mindsets

⊙ **Self-Paced Training:** Take the training sometime over the next two weeks

⊙ **Application Conversation:** Discuss how we can apply this skill to our work, give feedback to clear the path for others to get the most out of the course, collectively action plan

⊙ **Lock In That Skill:** Identify opportunities to practice your new skill in your community!

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Rapid Cycle Training Cadence

Each month will feature one or two trainings (~30 minutes total) to help grow your system improvement competencies. Future months will be determined by the group, ideally touching on different competencies each month.

|	Apr	May	Jun	July	Aug	Sep
Course Name	System Elements and…	Factor Validation and…	*TBD*	*TBD*	*TBD*	*TBD*
System Improvement Foundations	■	■			▢	
Facilitation & Coalition Building			▢		▢	▢
Project Management		■	▢			▢
Human-Centered Design	■	■		▢	▢	
Data Analysis & Data for Improvement	■			▢		

System Elements (15 Min)

"Simple and Complex Systems and how they impact populations differently. How mental models, structures of the system, and patterns of behavior drive systems."

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ **Human-Centered Design**
- ❏ Data Analysis & Data for Improvement

Uncovering Systemic Root Causes (20 Min)

"How to conduct a factor analysis based on your data. How to create a trend line to examine the factors that are contributing to or restricting improvements for your population."

- ❏ **System Improvement Foundations**
- ❏ Facilitation & Coalition-Building
- ❏ Project Management
- ❏ Human-Centered Design
- ❏ **Data Analysis & Data for Improvement**
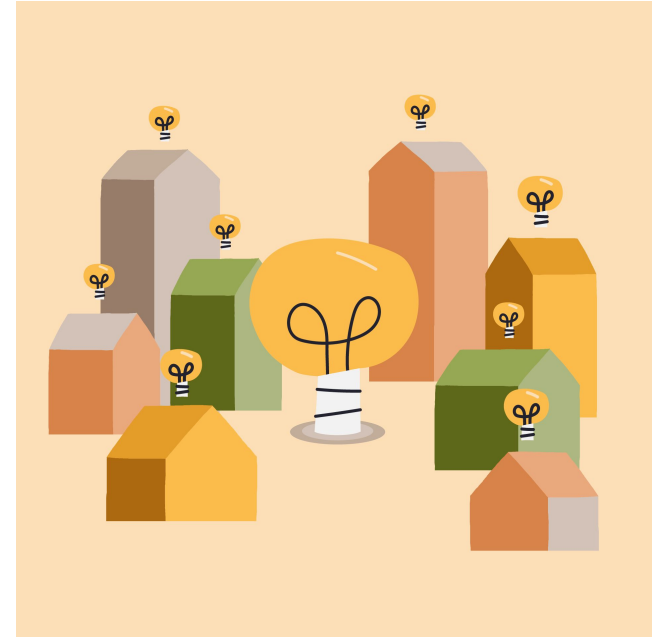
Competency Mapping: Check out the Job Archetype Guides at the start of this deck to see how these competencies will support your system improvement work!

Register for the Training Hub

❏ Go to
https://thetraininghub.strivetogether.org/learn

❏ Click Register and complete the forms
- Select "Non-Network Member"

❏ Check your email to complete the registration

❏ Go back to the training hub to sign in
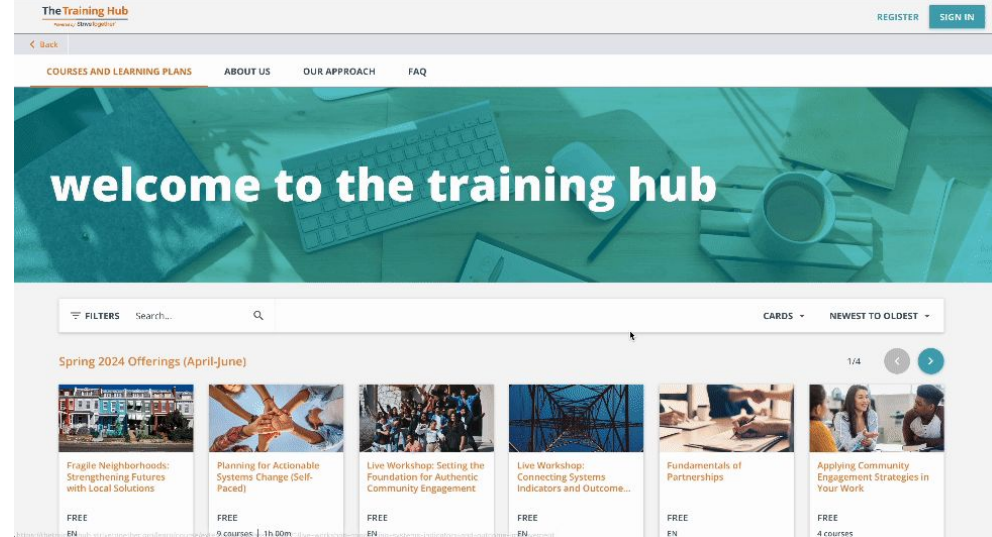
Find Identifying System Factors

❏ Use the menu in the top left and go to "Course Catalog"

❏ Use the *small search bar* (not the one at the very top of the page) and type in "Factors"

 OR

 Use this link to go directly there

❏ Click into the "Identifying Systems Factors (Self-Paced)" learning plan

❏ Click **Enroll** to add the learning plan to your page.

April's Courses

Start Your Course!

- ❏ Skip the "Live Q&A: Identifying Systems Factors" for now

- ❏ Feel free to take or skip the "Pre-assessment" and "Introduction" courses

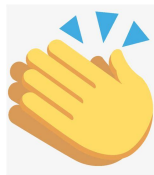- ❏ Click PLAY on **System Elements (Iceberg)** to start the course!

   OR
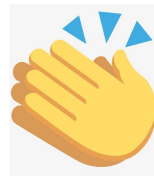
   Click this link to go directly to the course
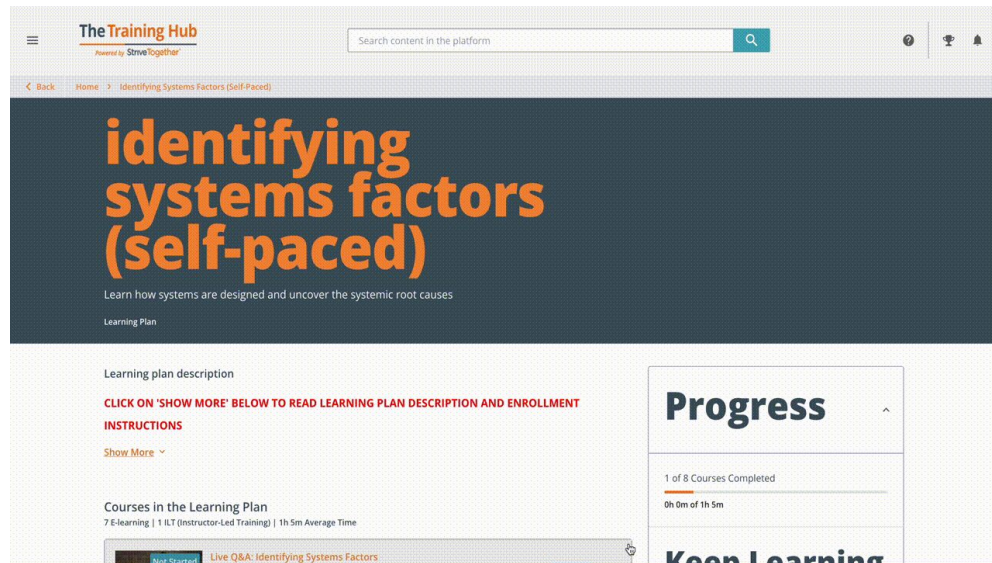
Commitment to yourself!

Spend the next 60 seconds finding an hour on your calendar in the next two weeks to devote to **your professional development**. If you would like, drag a sticker over to celebrate saving time for yourself! 🙌

I blocked off time for MY GROWTH 😤

01:00

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## Application Conversation

What we'll cover during the application conversation:

- **Recap the course concepts** and what they brought up for you when thinking about your community

- **Discuss how these concepts could apply** to ending homelessness in our communities - and how you would help others get the most out of this training

- **Action Planning** - planning on locking in your new skill through real-life practice

- **Setting June/July's training** through live voting

What Comes Next?
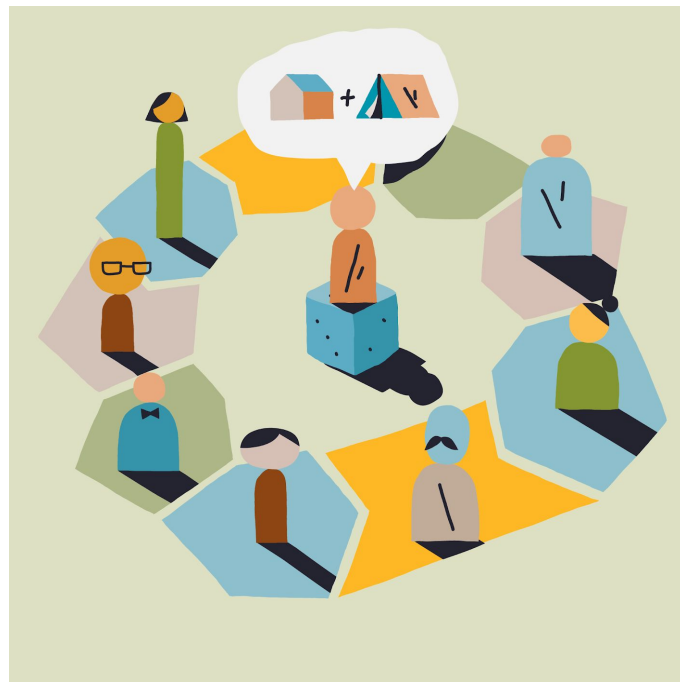
Sound like a plan?

Feel excited to take these courses with your peers?

- The framing of the training seems like it could be effective to keep people engaged
- Excited to hear about how people apply these skills!

Anything missing?

- Ensure time to share experience with the training with peers

Thank you!

Recap and Next Steps:

- Check out the Job Archetypes at the start of the slide deck

- Sign up for **System Elements** and **Uncovering Systemic Root Causes** and complete the courses!

- Reconnect with the group on April 18th (third Thursday) to talk about how to apply our new skills