

# Shared Goal

We are here to end homelessness.

How do we do that?

- Increase utilization of existing resources
- Reduce lengths of time that people remain homeless.
- Strengthen relationships between partners & service providers
- Leverage data to tell us if what we are doing is working.
- Recognize business as usual has not made this happen to-date
- Empower all levels of staff and people with lived experience of homelessness to have a seat at the decision-making table.
- Others?

<sup>1</sup>(And even once we have, we can always improve for those Veterans who become homeless or have histories of homelessness once housed.)

# Purpose of Process Mapping

- Work as a team to make the housing process as easy and efficient as possible for unhoused folks with the highest needs
- Streamline the process for remove barriers and burdens for any and all providers and organizations involved in housing process
  - *First step:* Pinpoint exactly where in the process barriers, burdens, and delays are coming up (for individuals who are homeless and provider staff)
- Understand how long each step is taking now (identification to assessment; assessment to referral; referral to voucher issuance; voucher issuance to lease up), so we can use data for improvement
- Jointly design and test solutions/improvement ideas

# Teamwork

**We are working as a Team to problem-solve together, not to point fingers or place blame.**

**In this space, data is for learning and improvement, not for judgment.**

- Keep eyes on the prize:
  - Better service delivery to people in need
  - Highest and best use of scarce and precious resources
  - Making measurable progress on reducing active homelessness
- Listen to and respect the needs and concerns of people who play different roles in the process (e.g., clinical, administrative, etc.) especially those with lived expertise or experience in homelessness
- Act on the assumption that your teammates have the best of intentions (because they do)
- Change is hard, so is the work you all do everyday; practice empathy and compassion - for yourselves and each other.
- Nobody here is low performing. Everyone here is continuously improving.

# What is the hallmark of a process/step that needs to be improved?

**Every system is perfectly designed to get the results it gets.**

- *Edward Deming, Organizational Theorist*

1. Does a protocol, practice, or requirement add more time and/or barriers to helping unhoused individuals move into permanent housing?

**If so,**

2. Can that protocol, practice, or requirement be eliminated?
3. Can that protocol, practice, or requirement be re-designed for greater efficiency?

**IF YES = WE MUST TAKE ACTION TO IMPROVE THE PROCESS**

**In sum - if it takes 150 days to house someone, it is because we've designed our system to do so. So if we want to get to 100 days, we need to re-design it.**

# Compliance

## Compliance is real, and important.

In order to stay funded and continue housing Veterans experiencing homelessness, we need to follow the rules and regulations.

Whose rules and regulations? VA National? VA local? PHA? Other?

How we interpret rules and regulations matters: *May is not Must.*

COVID-19 taught us we can do a lot of things differently and successfully. Let's not return to pre-pandemic ways of being, but invent a post-pandemic way of improving.

Today is about opening ourselves up to new ideas AND remaining within bounds of minimum requirements.

Let's make a sandwich



# One way to look at the housing process (broadly)

IDENTIFICATION

## VA Intake

To advance clients to the next bucket:

- Referral
- Connect to services
- Verify eligibility for VASH
- Assign Case Manager
- Start doc readiness work (e.g., homeless verification letters)

Complete application

## PHA Referral

To advance clients to the next bucket:

- Create case file
- Confirm all docs & income
- Attends briefing
- Complete and Submit Housing Application

Match to resource, pgrm, or housing plan

## Voucher

To advance clients to the next bucket:

- Supportive Services connected
- Locate housing
- HQS Inspection
- Move in

Locate housing and move in

MOVE IN

# The Process Mapping Exercise

Your mission is to map from A to Z, every single step or path it takes to get a Veteran from identification to stably moved in (includes aftercare).

- Each PHA does this on your own, with a VA and/or facilitator staff supporting
- Reference your By the Numbers sheet as a supporting document
- Use non-yellow sticky notes for key steps
- Use a single lime yellow sticky note underneath steps for any additional **detail** where applicable (how, what, where, who, how long)
- All key steps and details are as they are TODAY (real not necessarily ideal)
- Sometimes there may be a path with multiple options/choose your adventure
- Write large and legibly with a Sharpie (we will take pics and digitize this for you)
- We will check-in at 11AM to see where groups are at in their process.
- After you have mapped your process, we will do a Gallery Walk.



# Exercise Objectives

Every day longer or extra step that the process takes is another day or potential that someone remains homeless.

# Roles to step into during a Process Mapping Conversation:

**Subject Matter Expert**

**Curious Questioner**

**Bright Spotter**

**Empowered Advocate**

**Myth Buster**

# Gallery Walk

- ☆ Use a Sharpie to star anything that you want to celebrate about a community's process, including your own.
  - *Ex. It only takes them 3 days on average from Step 3 to Step 4 which is significantly shorter than other PHA's processes.*
  - *Ex. They accept a digital signature in lieu of a wet signature*
- ◎ Use a Sharpie to circle anything you think may be an opportunity to improve.
  - *Ex. They require three meetings with the Veteran to accomplish X requirement when it could be rolled into two meetings.*
  - *Ex. They have additional criteria that are not required by VA or HUD.*
- Over lunch, our team will extract these for each PHA and VA's senior leadership to review. They will have the opportunity to solve for any barriers, gaps or policy changes that get us to our objective. This is your chance to give direct input to how you would change or improve your own program too!

# Feedback

How did that go?

Anyone you want to lift up or show gratitude towards?

What was enlightening or did you learn?

## Next Steps

Go forth and do the things that make it all happen!

We'll convene a Zoom call in 60 days to check-in on progress, offer support and celebrate successes.

# After Action Review

How did that go? What worked well? What can be improved about the exercise and/or facilitation?

Anyone you want to lift up or show gratitude towards?

What was enlightening or did you learn?