Using the Learning Collaborative Model to Promote Organizational Change

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Workshop Outcomes

• What is a *Learning Collaborative*?
• Why should you implement one?
• How to create a Learning Collaborative
  – Developing a timeline, an application
  – Selecting participants
• Generating interest, getting people to embrace the concept
• Lessons learned
The Virginia Learning Collaborative Model

• Reducing Homelessness in Virginia
• Shifting resources, changing practice
• Benefits of the Learning Collaborative
  – Intense, on-going technical support
  – Learn from experts, learn from each other
  – Peer support
  – Participants see RRH as an intervention not just a source of funding
Outcomes of Virginia’s Learning Collaborative

- More cohesive homeless assistance service system
- Working from the same playbook – consistent message
- Creates energy, synergy
- Households with Children decreased by 25.7% 2010-2014
Developing a Learning Collaborative:
Setting the Stage
Why a Learning Collaborative

• Opportunity for participating organizations to learn from each other and from trainers, while setting and achieving bold goals for their own organization to advance rapid re-housing efforts.

• Designed to close the gap between what we know about housing homeless households and how practice changes the homeless assistance system
Rapid Re-Housing Learning Collaborative Goals

1. **Reduce length of stay** from homeless system entry to exit to permanent housing

2. **Increase** the number of families being rapidly re-housed

3. **Inclusive** rapid re-housing programs that can serve anyone
Learning Collaborative Design

• One learning collaborative is made no more than 7-8 rapid re-housing organizations

• Organizations commit to participating over the year long learning collaborative process

• Participating organizations are the seven Collaboratives established based on Continuums of Care that compose geographic regions
Keys to Success

- Robust participant training on rapid re-housing
- Deep facilitator knowledge of rapid re-housing
- Support from community and organizational leadership
- Frequent data collection and reporting
- Commitment to the rapid re-housing model by participating organizations
Thinking about doing a Learning Collaborative?

1. Minimum of one year timeline
   • Be strategic in your timing

2. Organization Commitment
   • Organizational Teams of 3-4 individuals commit to the process

3. Staff Roles
   • Administrative Role
   • Technical Facilitator Role
Are you ready for a Learning Collaborative?

1. Has your community created policies and procedures around rapid re-housing?

2. Have you provided systemic standards and training for rapid re-housing?

3. Are providers generally familiar with the implementation of the core components of rapid re-housing?
Using the Learning Collaborative Model to Promote Organizational Change: 6 Phases

1. Planning Phase
2. Pre-Work Phase
3. Session One and Action Phase
4. Session Two Phase
5. Rapid Re-Housing Challenge Phase
6. Final Event and Challenge Announcement
Planning Phase (50 hours)
2-3 months before Session One

- Establish the time line
- Announcements to the community
- Communication with local organizations
- Create and disseminate the application
  - Identifies team structure and commitment
- Preparation conference calls with interested organizations
- Review of applications
  - Accept and notify applicants
## Time Line: Sample

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
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<tbody>
<tr>
<td>Sept – Oct</td>
<td>Announcement, Application mailed and Returned, two conference calls, organizations accepted</td>
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<tr>
<td>November</td>
<td>Pre – work package mailed and returned, pre-work call, base line metrics</td>
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<tr>
<td>December</td>
<td>First Learning Session</td>
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<tr>
<td>Jan – April</td>
<td>First Learning Session Action Period; teams meet regularly, changes implemented, LC monthly calls, Organizational and LC TA, Webinars, shared strategies, monthly reporting (in and out)</td>
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<tr>
<td>April</td>
<td>Preparation for RRH Challenge, announcement for 100 day challenge period, pump people up, publicity materials developed, website developed.</td>
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<tr>
<td>May</td>
<td>Second (RRH Challenge) Learning Session</td>
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<tr>
<td>June-Sept</td>
<td>100 day RRH Challenge</td>
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<tr>
<td>October</td>
<td>Event to announce Challenge results</td>
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Application

- Overview of the Learning Collaborative goals and process;
- What type of organizations should apply;
- Who should be on the organization’s team;
- What the team member and team leader commitments are;
- Short responses to interest and commitment to participate;
- A statement signed by the organization’s executive director agreeing to these commitments; and
- A short assessment of the organization’s current rapid re-housing strategy
Team Member Commitment

- Attend all sessions;
- Meet between two and four times a month with your team to share successes, identify challenges and discuss next steps for practice and system improvements;
- Communicate with other teams and faculty in the Learning Collaborative;
- Participate in conference calls once per month;
- Use data collected for progress reports to measure progress; and
- Share results on a regular basis with the Collaborative.
Conference Calls

• First call: Pre-application
  – Review purpose of participation
  – Time commitment
  – Who should apply

• Second call: Application Review
  – Reviews actual application for clarification
Pre-Work Phase
Pre-Work Phase (15 hours)
8 weeks prior to Session One

- Collect **baseline data**
- Read or watch educational materials
  - Watch **five short training modules** on rapid re-housing.
- Take a survey or self-assessment
- Assemble relevant policies, procedures or job descriptions that may need to be revised or reworked at the first meeting to improve their rapid re-housing programs.
- Schedule pre-work calls
- Location and meeting set-up logistics
Metrics

• Measure outcome of Learning Collaborative Goals
• Measure the same thing reported during Learning Collaborative
• Submit Data from 3 months prior to start of collaborative
  – Length of time from shelter entry to housing placement
  – Number of households placed in housing each month
  – Number of landlord partners
  – Average amount of financial assistance provided
Pre-Work Calls

One with all team members to answer general questions

• One with team leaders only to discuss their role and the preparation and materials needed for session one

• One with the person responsible to gather data for the monthly metrics
Logistics of Location

• Room set up in rounds so teams can work together
• Food Food Food
• Adequate Outlets – ask participants to bring laptops/tablets to work on
• Lots of flipcharts, markers and “sticky notes
Session One and Action Phase
Session One & Action Phase (90 hrs)
4 months (ex. June-Oct)

1. Day long training session
   - A one-day, interactive session with team reviewing materials and completing a “model for improvement.”

2. Action Phase
   - Teams began implementing their model for improvement, shared progress via monthly conference calls
Training Session

ESTABLISH LEARNING COLLABORATIVE GOALS

1. **Reduce length of stay** from homeless system entry to exit to permanent housing

2. **Increase** the number of families being rapidly re-housed

3. **Inclusive** rapid re-housing programs that can serve anyone
Training Session

Interactive Activities to Align with LC Goals

• Review core components and best practices

• Agree on collaborative benchmarks to meet LC goals

• Reviewed and change organizational and practices for alignment with best practice (eligibility, barrier assessment tools, policies and procedures, job descriptions)

• Establish organizational action plans with 30, 60, & 90 day benchmarks to align with collaborative benchmarks
Teams meet regularly to implement changes and goals

- Develop Job Descriptions with rapid re-housing focus
- Voluntary Services
- Revise Policies and Procedures
- Revised Barrier Assessment
- Accountability – monthly reporting to NAEH and each other
Keeping the Momentum

- Lead conducts monthly check-in group calls with team leaders
- Share ideas and tools with other teams
- Webinars
- Shared work space (google docs or dropbox)
- Monthly metrics collection and reporting

All LC: Average length of time from entry into shelter to placement in unsubsidized permanent housing (in days) per month

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<tr>
<th>Month</th>
<th>Baseline</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
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<tr>
<td>Length</td>
<td>94.0</td>
<td>93.9</td>
<td>63.3</td>
<td>55.5</td>
<td>47.6</td>
<td>0.0</td>
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343 families housed in unsubsidized housing
Session Two Phase
Session Two Phase (65 hrs)

• Prepare for Rapid-Re-Housing Challenge Session
  – Set goals to house as many families as possible over 100 days without additional resources
  – Identify additional invitees
  – Create energy to build on changes made to house even more families
  – Create marketing materials
  – Develop Agenda and Materials

• Conduct Session Two
Session Two – CREATE ENERGY

• All team members attend first part of day
  – Share LC success and lessons learned
  – Challenged to be bold, be creative, and be specific
  – 3 groups with member from each organization set initial challenge goal
  – Teams regroup to establish final “bold goal” and what they will do differently to attain that goal

• Additional community leader invited for “challenge announcements”
  – Creative announcements and recording of individual organizational goals and final goal
RRH Challenge (100 hrs-100 days)
Create Energy and Focus

Weekly activities

• Numbers housed submitted
• Webpage updated to track organization progress
• Tweet (#housing challenge)
• “Weekly Focus Question” emails
• Team meetings and incentives (share ideas and pictures)
• “Shout-outs” to recognize creatively, accomplishments, etc.
RRH Challenge
Creating Energy and Results
100 Day RRH Challenge Event Announcement
100 Day RRH Challenge Results (10 hrs.)

Plan Event
- Strategic Location
- Regional Event
- Invite “dignitaries”

Announce Results
- Board
- Newsletter
- Local Media
100 Day RRH Challenge Results
32 Participating Organizations

• Depleted waiting lists
• Leveraged new partners
• Shifted organizational practice
• 545 Families Housed in 100 days (plus 102 single households)
• 52% increase in rate of families rapidly re-housed
For More Information on the Learning Collaborative Model

Follow the Blog

http://www.endhomelessness.org/pages/learning-collaborative-toolkit
Questions?

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THANK YOU!