



**Proof Points: Lessons from  
The First Three Years of Built for Zero  
May 9, 2018**

# Presented By...

**Built  
For  
Zero.**  
COMMUNITY  
SOLUTIONS



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Principal  
Community Solutions

[Proof Points Report](#)

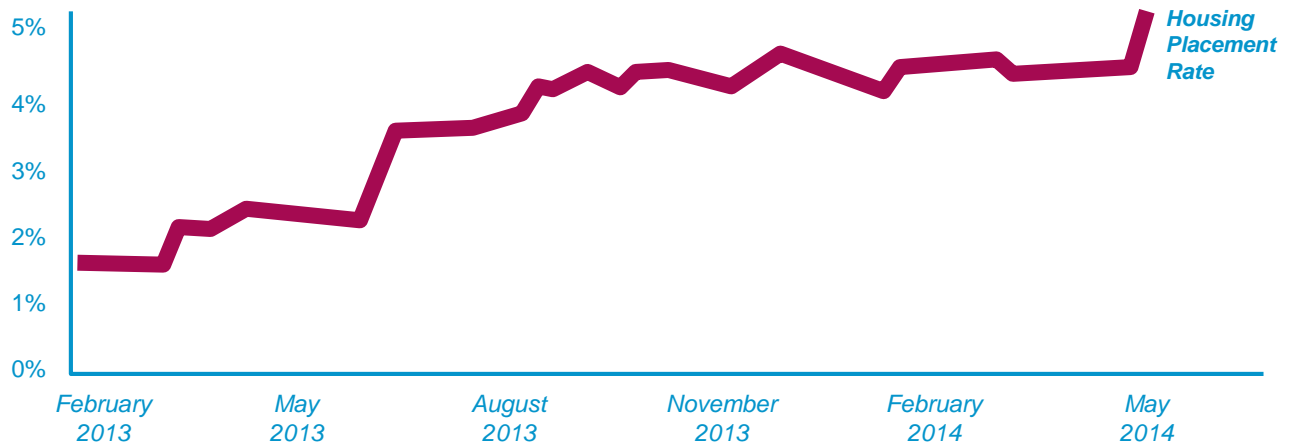
# GETTING TO PROOF POINTS KEY LEARNING FROM THE FIRST 3 YEARS OF BUILT FOR ZERO



# DEFINING A CLEAR END STATE

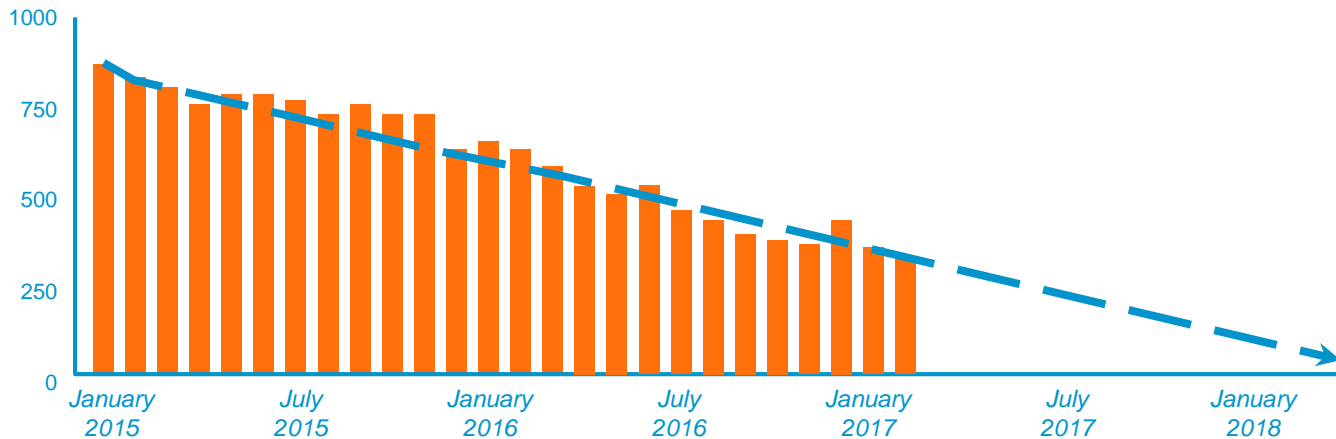
# The Key Lesson of 100khomes

The 100,000 Homes Campaign proved that communities could increase their housing placement rates, but this did not automatically reduce homelessness.



# The Challenge of Counting Down

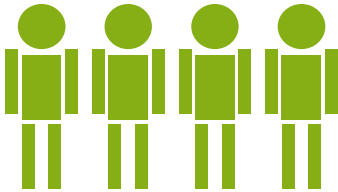
Built for Zero is designed to help communities **count down to zero** — a more complex challenge that requires a clearly defined end state for communities to shoot for.



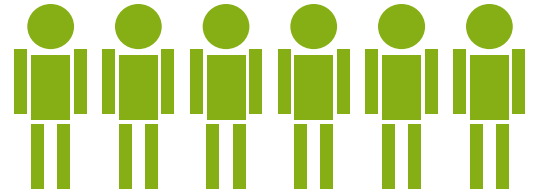
# Starting Criteria for a Definable End State

- Dynamic end zone
- Objectively measurable across contexts
- Simple and easily assessed to enable actionable data for improvement

# Functional Zero for Veterans



# Actively  
Homeless Veterans



6-Mth Avg. Housing  
Placement Rate



# Functional Zero for Chronic Homelessness

 $\leq$   $\left[ \begin{array}{c} 0.1\% \text{ of} \\ \text{individual} \\ \text{PiT Count} \end{array} \right]$  or  $\left[ \begin{array}{c} 3 \text{ people}^* \end{array} \right]$

*\*Whichever is greater*



BY-NAME,  
REAL-TIME DATA

# Defining a Quality By-Name List

## FULL COVERAGE

- All agencies and programs are represented
- List includes people sleeping in shelters and on the streets

## PERSON-LEVEL DATA

- Each person has an entry that includes their name, history, health and housing needs
- Each person can be followed through the system

## RELIABILITY

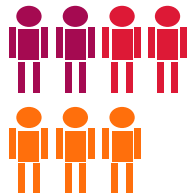
- Data balances month over month, just like your checkbook

## REGULAR UPDATES

- List is updated monthly, at a minimum
- As people's housing status changes, so do their list entries

# Six Key Data Points

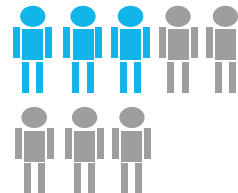
## INFLOW



## ACTIVELY HOMELESS



## OUTFLOW



**INFLOW:**  
NEWLY  
IDENTIFIED



**INFLOW:**  
RETURNED  
FROM HOUSING



**INFLOW:**  
RETURNED  
FROM INACTIVE

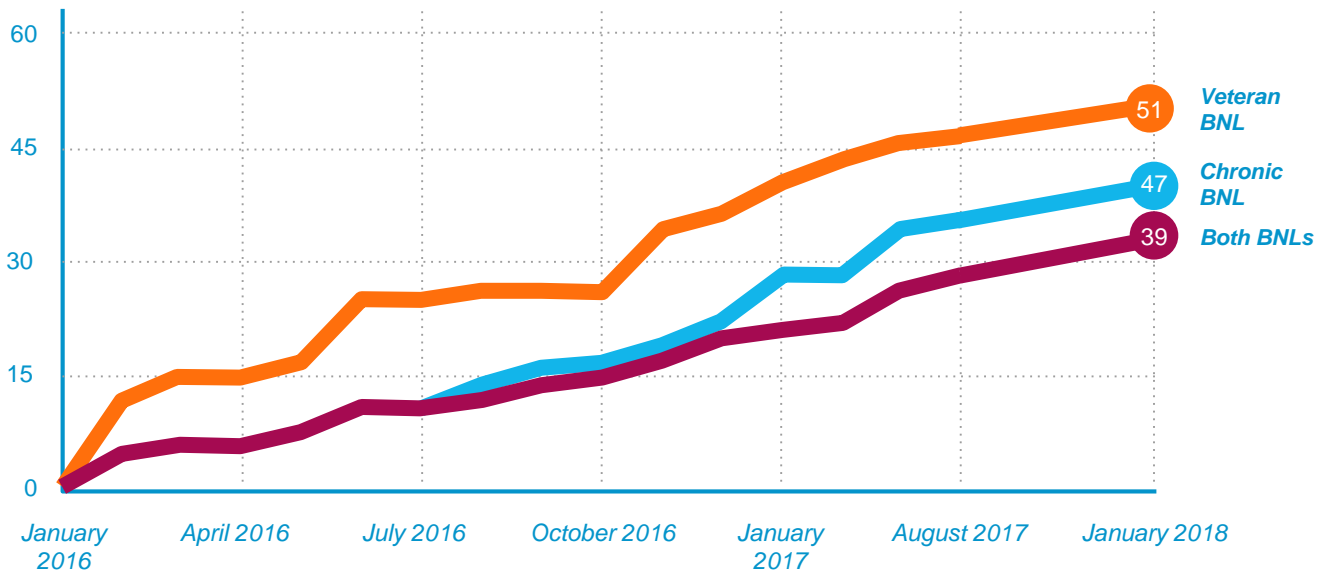


**OUTFLOW:**  
HOUSING  
PLACEMENTS



**OUTFLOW:**  
MOVED TO  
INACTIVE

# The By-Name List Revolution



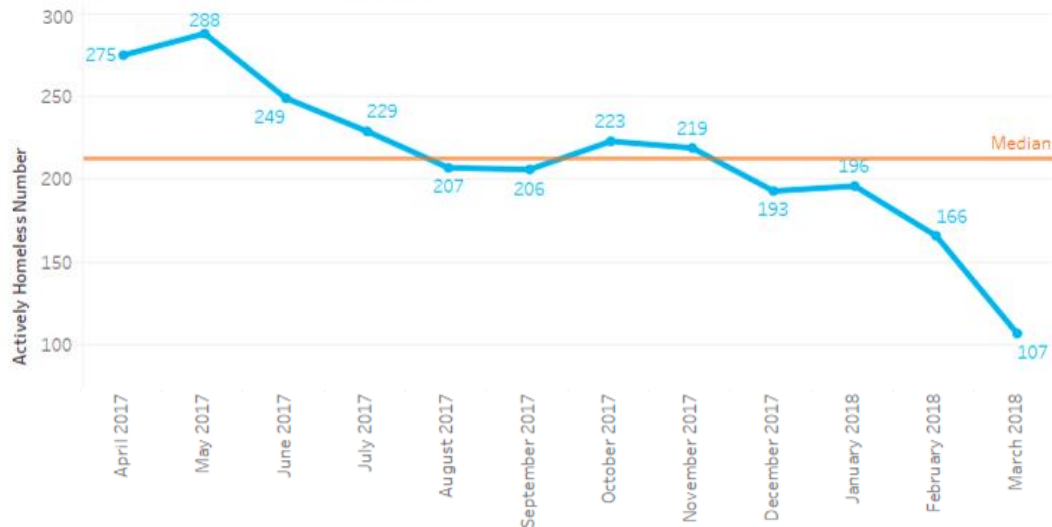
A photograph of a group of people in a meeting or conference. They are seated and looking towards the left. An orange banner with white text is overlaid on the image. The background is a plain wall.

# DRIVING MEASURABLE REDUCTIONS

# The Shift from Program to System

Jacksonville-Duval, Clay Counties CoC

Actively Homeless # for Chronic

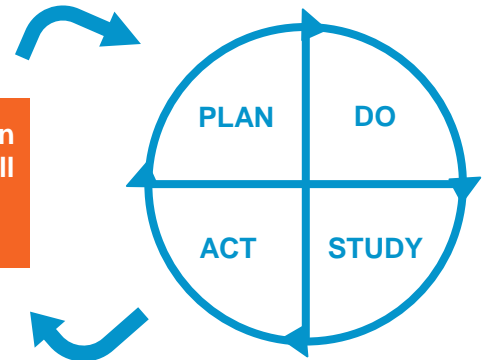


# The Shift from Technical Solutions to Iteration

What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?



The Model for Improvement was developed by **Associates in Process Improvement** and taught to us by the **Institute for Healthcare Improvement**. Thank you!



# Four Things Every Community Needs

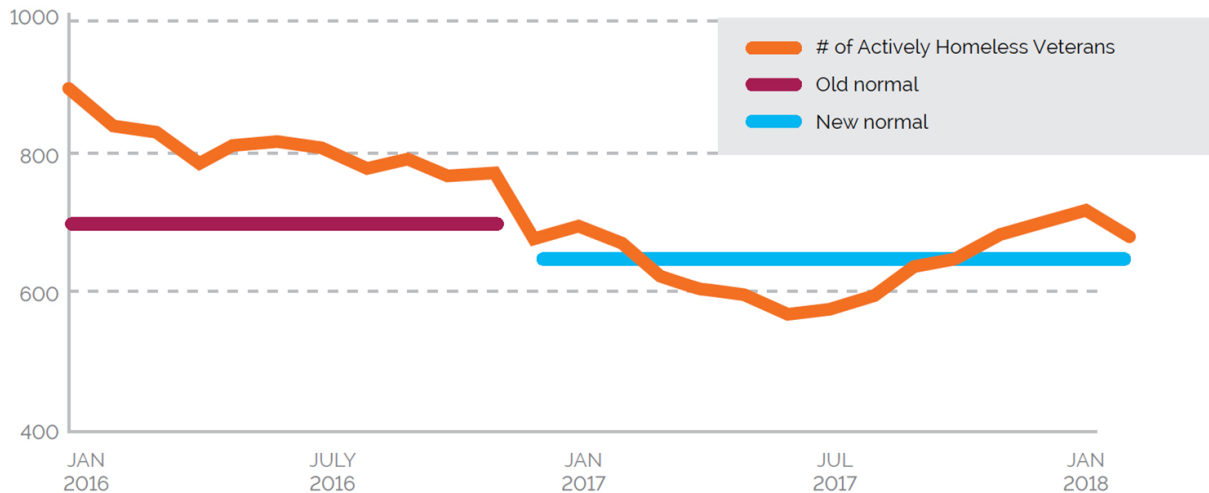
Real-time, by-name feedback loop

Nimble, command center-style team

Flexible arsenal of resources that can be shifted in response to data

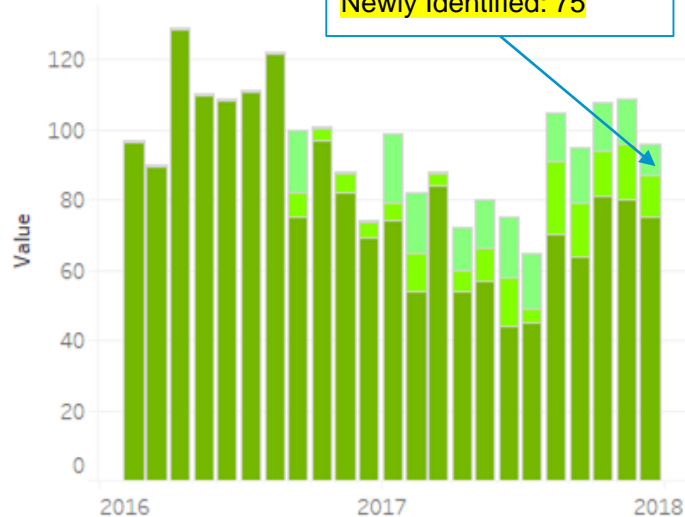
Menu of proven technical strategies for testing as appropriate

# Example: Chicago, IL



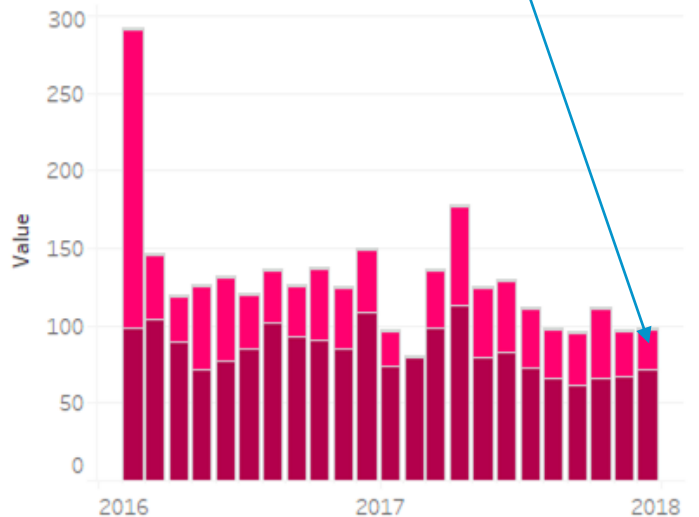
# Chicago CoC Inflow for Veteran

**December 2017**  
 Total inflow: 96  
 Return from Housing: 12  
 Return from Inactive: 9  
 Newly Identified: 75



# Chicago CoC Outflow for Veteran

**December 2017**  
 Total outflow: 98  
 Moved to Inactive: 26  
 Housing Placements: 72



# Results to Date

7

COMMUNITIES  
ENDED VETERAN  
HOMELESSNESS

3

COMMUNITIES  
ENDED CHRONIC  
HOMELESSNESS

12

COMMUNITIES  
REDUCING ACTIVELY  
HOMELESS NUMBER  
VETERANS

7

COMMUNITIES  
REDUCING ACTIVELY  
HOMELESS NUMBER  
CHRONIC

59

COMMUNITIES  
WITH REAL  
TIME DATA

89%

COMMUNITIES  
SUSTAINING

90,000

TOTAL  
PEOPLE  
HOUSED



# BUILDING A NEW DISCIPLINE FOR SUSTAINABILITY

# Sustainability: A Working Definition



$\leq$

# actively homeless  
vets when functional  
zero reached



$\leq$

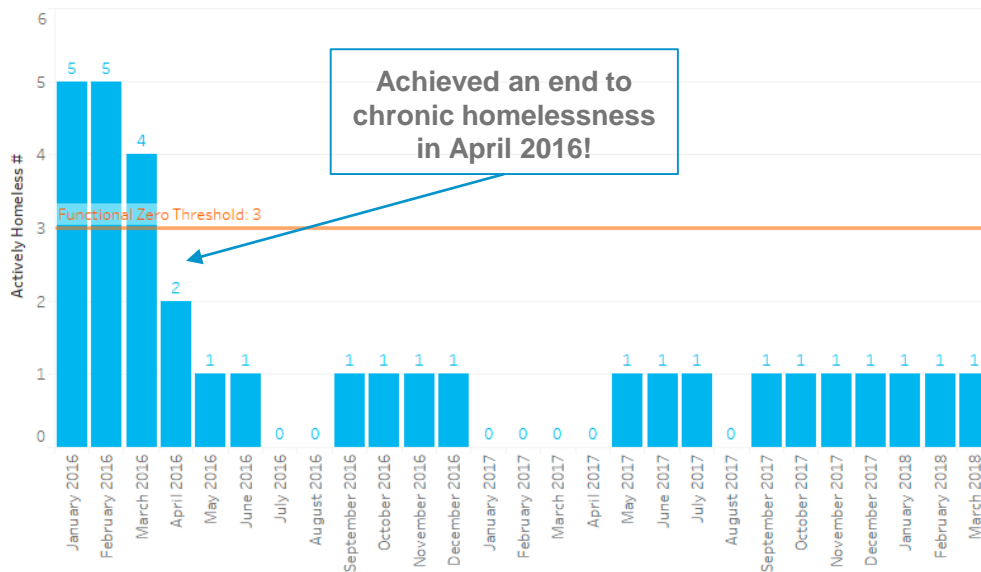
3 chronic or .01% of  
individual PiT count

# Why Study Sustainability?

- Dimension ongoing resource investments needed to maintain an end to homelessness over time
- Understand nature of inflow
- Test how homelessness might be ended for multiple populations at once
- Help the public believe an end to homelessness is really possible

# Bergen County, NJ

Actively Homeless # for Chronic

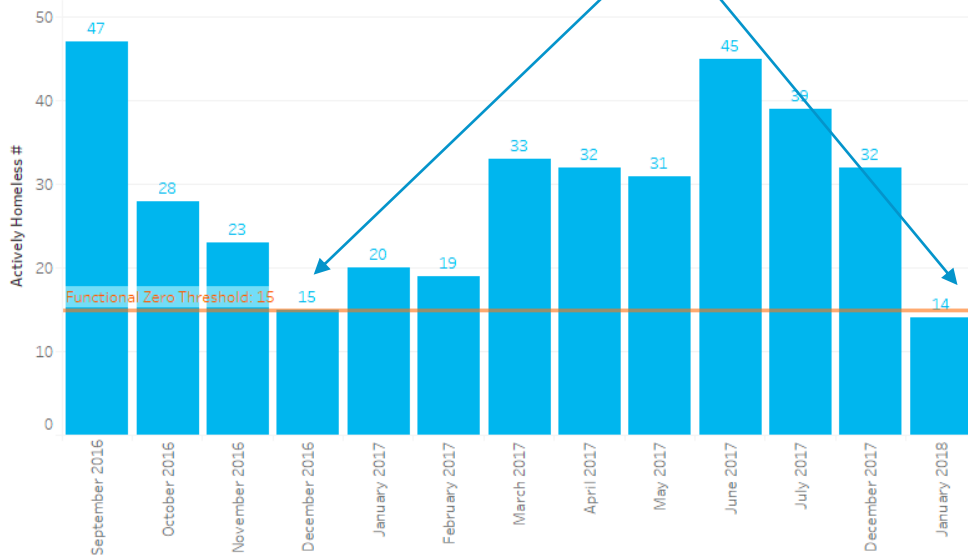




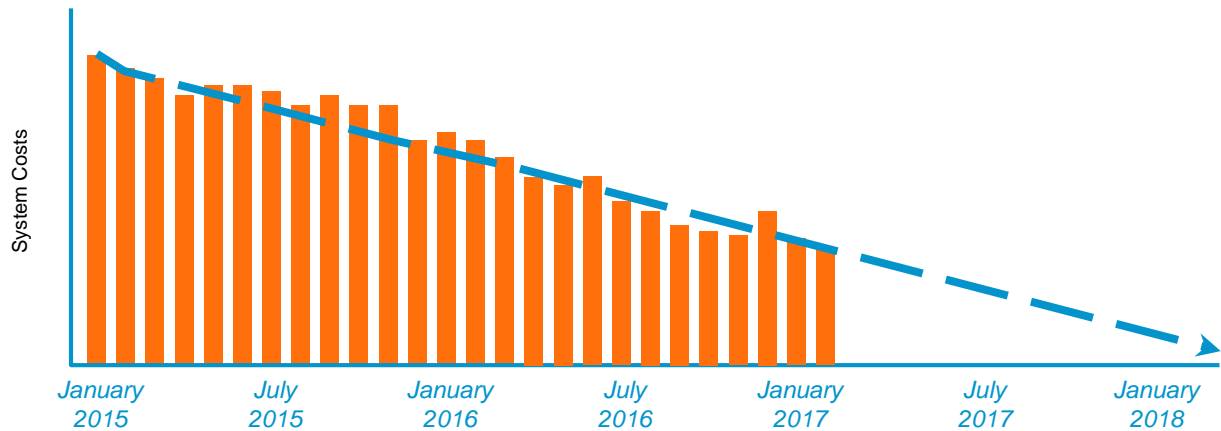
# Riverside, CA

Achieved an end to veteran homelessness in December 2016, re-established January 2018

Actively Homeless # for Veteran



# The Value of Zero Chronic Homelessness



“Forty years ago, we had just started to wrap our heads around the idea of complexity. Since then, we have learned a lot. Complexity is the norm for us—not an anomaly—and there is no returning to a simpler, ‘non-wicked’ time.”

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**Zaid Hassan**  
*The Social Labs Revolution*

# Thank You!



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