20KHomes
Canadian Collaborative Description

Over 2017/18, the Canadian Alliance to End Homelessness (CAEH) and eight 20,000 Homes Campaign Communities (Edmonton, Whitehorse, Lanark County, Peel Region, Toronto, Hamilton, Waterloo Region and Windsor) partnered with Community Solution's Built for Zero to test a structured, collaborative, learning/action approach to ending chronic homelessness. This has been called the 20kHomes/BFZ Collaborative. This approach has proven very effective in helping Canadian communities move to quality By-Name Lists and begin the process reducing chronic homelessness.

Building on our learnings from this process, the CAEH is exploring the possibility of scaling and adapting this collaborative model into a fully Canadian collaborative to support ending chronic homelessness for 20,000 Homes Campaign communities. Our intention is to begin to offer a Canadian collaborative beginning as soon as possible in 2018.

Description of the Collaborative Model

The collaborative approach combines and adapts elements of Collective Impact (i.e., common agenda, common progress measures, mutually reinforcing activities, continuous communication and backbone organization) with proven methods of implementation and quality improvement science (developed through the Institute for HealthCare Improvement).

Using the urgency of a campaign-style movement with a collaborative peer learning model we use a mix of in-person learning sessions with expert faculty and action cycles with in-person and virtual coaching to walk communities through a structured process to achieving and sustaining Functional Zero chronic homelessness.

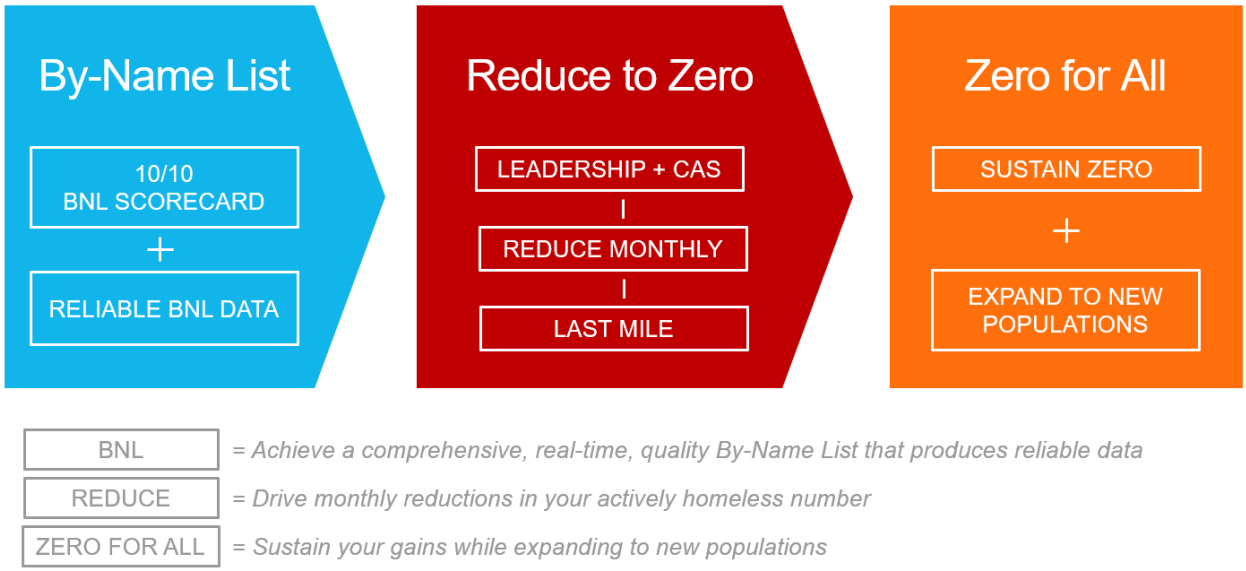
There are five key elements to the Collaborative Model:

1. **Building blocks to ending chronic homelessness -** Ending homelessness is a huge and seemingly impossible task that can be overwhelming to even know where to start. Our approach is to break the problem down into a series of building blocks, using data to drive decisions, and providing robust support to communities throughout the process.

2. **Organizing communities into peer cohorts** tied to the progress they've made toward ending homelessness. These cohorts focus on specific aspects of ending homelessness and group communities with others at a similar stage to facilitate peer learning. The three cohorts include: By-Name List, Reduce and Sustain. Communities will move through the cohorts as they move through the key campaign building blocks.

20,000 HOMES

Goal: Graduate through the Cohorts



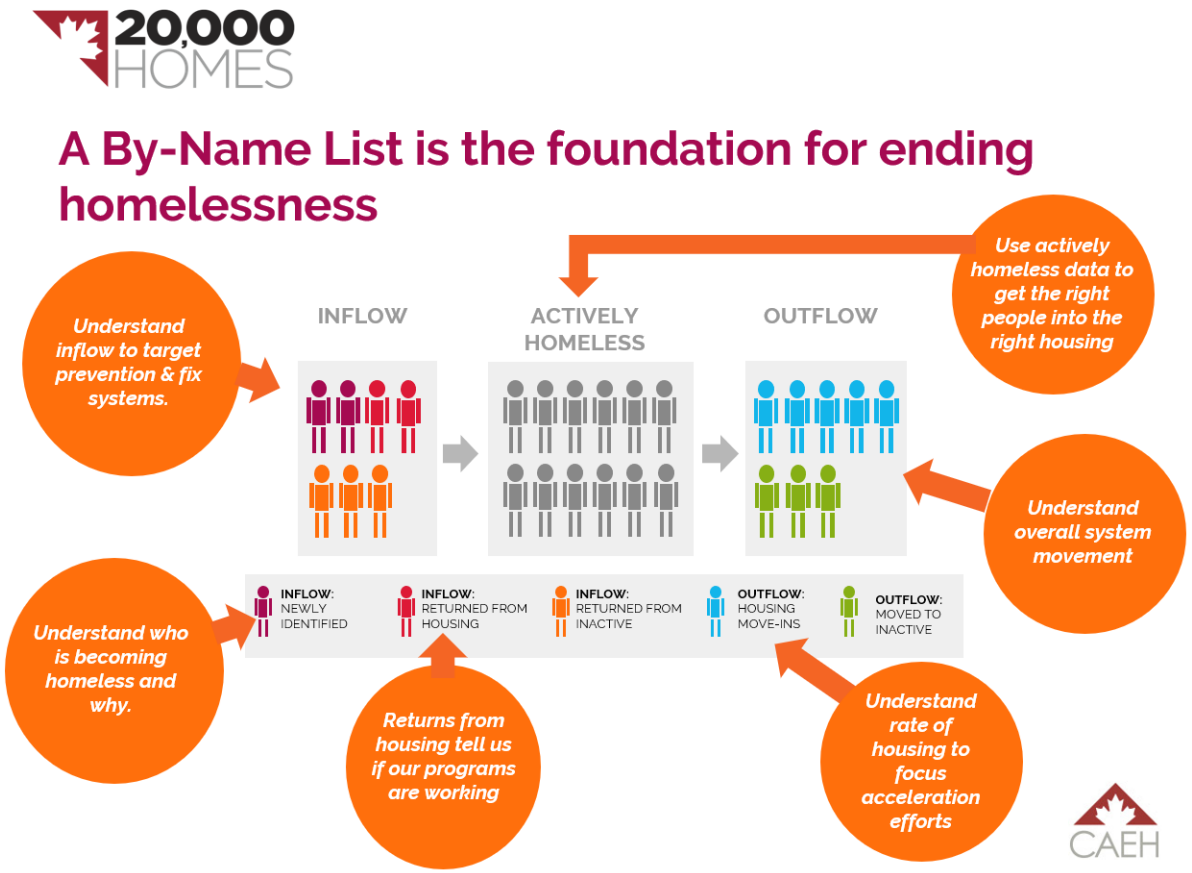
BNL	= *Achieve a comprehensive, real-time, quality By-Name List that produces reliable data*
REDUCE	= *Drive monthly reductions in your actively homeless number*
ZERO FOR ALL	= *Sustain your gains while expanding to new populations*

CAEH

Communities begin in the **By-Name List phase** because we believe real-time data is the foundation for ending homelessness. Communities start by getting to know all their homeless neighbours by-name, documenting their needs and prioritizing those with the greatest needs for housing first. While housing those with the greatest needs, communities begin reporting their progress. We support them to develop real-time data and to use that data to begin the coordination of their homeless system. With visibility of inflow, outflow and actively homeless numbers, communities have the data they need to set housing goals, target housing interventions, target prevention efforts and focus on achieving monthly reductions in chronic homelessness.

In the **reduction phase,** we work with communities to set reduction goals, accelerate housing move-ins and reduce inflow. Communities work to continuously improve their local systems, problem solve through rapid-cycle testing and improve performance toward achieving functional zero.

In the **sustain phase**, those who achieve functional zero are supported to sustain their gains and begin to shift focus to other homeless populations toward ending homelessness completely.

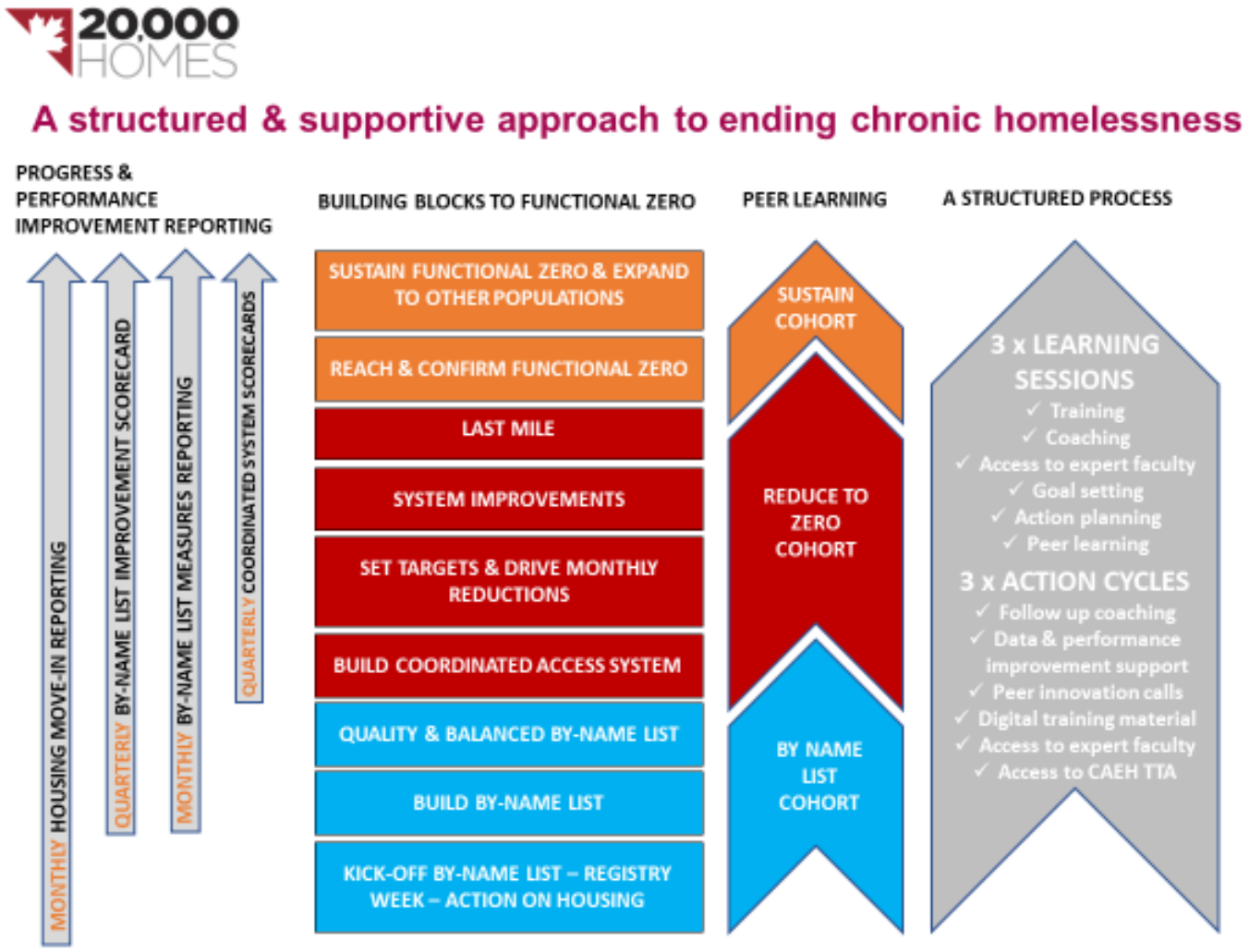


3. **Learning Sessions**: We will offer a total of six or seven in-person Learning Sessions over 2018-2020. Communities will form "travel teams" (a minimum of 2 people and a maximum of six people) who will attend these sessions to learn the science of rapid cycle testing, access hands-on coaching and expert faculty support relating to the work of their cohort, engage in robust peer exchange, set clear 4-month goals, and develop detailed Action Cycle work plans.

4. **Action Cycles**: A total of five or six Action Cycles will occur in between the Learning Sessions over 2018-2020. Travel teams return to their communities to share their learning and implement their work plans with their "home team". In the Action Cycle, communities are given hands-on follow-up coaching and support, including robust data and performance management support along with a menu of peer innovation calls, digital implementation materials, and faculty support.

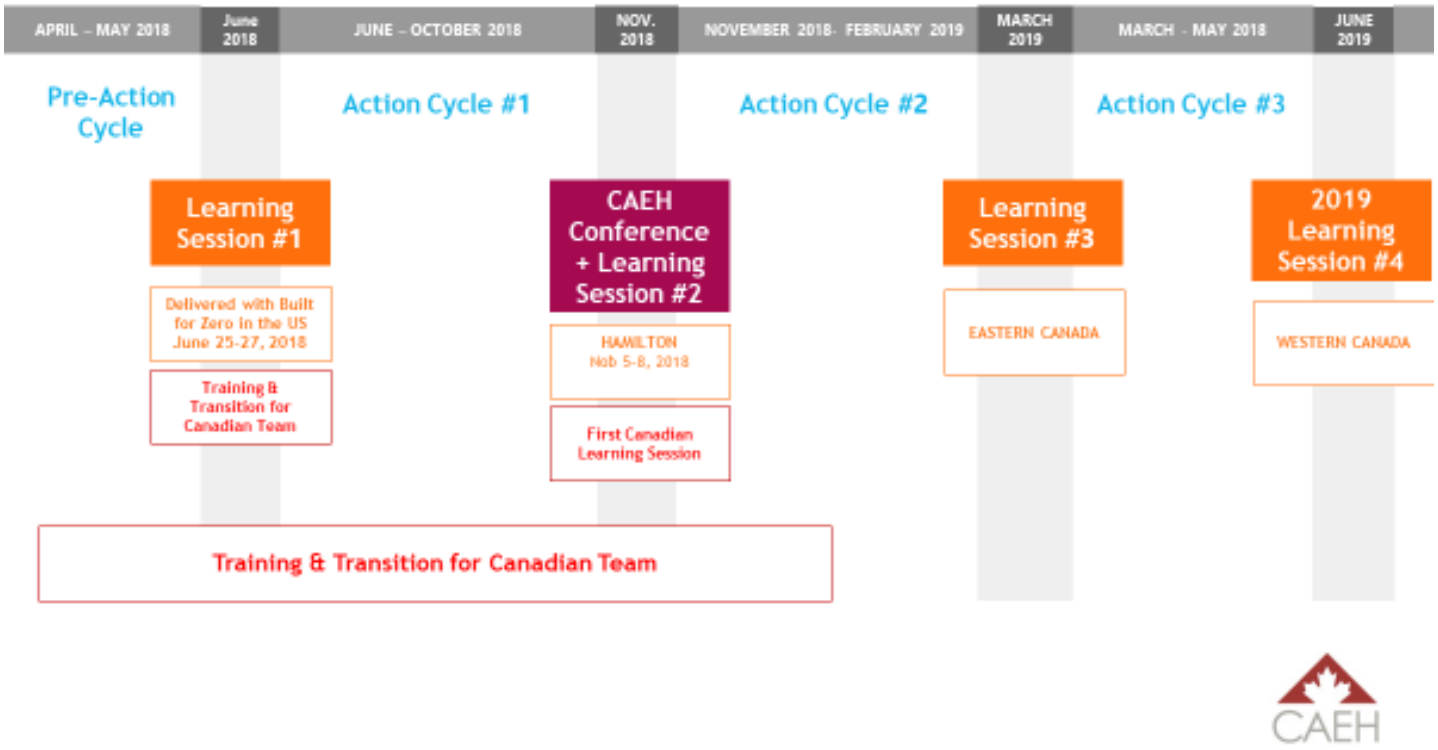
5. **Regular reporting and assessment to track progress and support performance improvement:** Throughout our process, communities are asked to submit monthly reporting on housing move-ins and when they're ready, on By-Name List measures (inflow, outflow and actively homeless numbers). This reporting allows our team and communities to track progress and improve performance. We also ask communities to complete different

self-assessments like the By-Name List and Coordinated Access scorecards. We use these scorecards with communities to assess progress through the key building blocks of ending homelessness which in turn helps us target our coaching and training activities.



We have begun to map out what the transition to a fully Canadian Collaborative would look like.

Collaborative Timeline 2018/19



Support in the Canadian Collaborative will be provided by expert trainers and coaches. Coaches will be experienced professionals hired by CAEH who have received training and their own on-going coaching from Community Solutions. Other implementation partners (such as Canadian Observatory on Homelessness, A Way Home, OrgCode, CAEH Training and Technical Assistance Trainers, Community Solutions and others) will assist in delivering Learning Session content. Communities will also benefit from sharing expertise with each other and potentially from other international communities. Communities will experience a quality Canadian approach that uses and builds on the tools and experience of the US Built for Zero Collaborative.

Further information is available on the 20KHomes website about the Collaborative experience. If you have questions or want further information, please contact Marie Morrison at marie@caeh.ca.