BUILDING A BY-NAME LIST
TO END VETERAN HOMELESSNESS
One Plan: THREE STRATEGIES
Background

Over more than 25 years, we’ve shifted from a strategy focused solely on real estate development to one focused on **reinventing the range of systems and resources** communities need to end homelessness.
A Movement Built on Counting Up

We designed the 100,000 Homes Campaign to help communities reach a large, aggregate housing total together. **Only one metric mattered:** monthly housing placements.
Goal setting was based on housing placement targets.

This was our best attempt to **project** the number of people who would need to be housed for a community to end homelessness.
The Trouble with Moving Targets

RUNNING BOSTON SINCE 1983

START

BOSTON

FINISH
The Shift to Counting Down

Built for Zero is designed to help communities **count down to zero** — a much more complex challenge. To end homelessness, communities must measure many variables, not just one.

![Graph showing the shift to counting down](image)

- **Current 6-month average housing placement rate**
- **# of veterans on By-Name List**
- **actively experiencing homelessness**
- **Estimated path to functional zero**
  - if average monthly reduction remains the same

**Functional Zero**
One Plan: THREE STRATEGIES
Scorecard questions for improvement

VETERAN BNL
1 All known Veterans listed
2 Inactive policy
3 Tracking homeless status
4 Documented, coordinated outreach
5 Common assessment tool adoption
6 Unique identifier
7 Tracking inflow
8 Tracking without full assessment
9 Veterans experiencing chronic homelessness
10 Tracking returns to list

QUALITY IMPROVEMENT
Testing and evaluating each idea with data
ONE PLAN, THREE STRATEGIES

STRATEGY ONE: Know Who Is On Your List
Ensuring all veterans experiencing homelessness are on your BNL

Outreach

Provider participation

Scorecard Questions

1 → List all known veterans

4 → Document + coordinate outreach

5 → Providers report data to BNL

6 → Use unique identifier
All veterans on list:
Coordinated and Documented Outreach

Common Outreach Barriers:
- Coordination in regards to mapping and scheduling
- Lack of staff
- Most difficult to serve not being added
All veterans on list: Provider Participation

Common Provider Barriers:
- Data sharing across agencies
- Process for cross-referencing VAMC data with BNL data
ONE PLAN,
THREE STRATEGIES

STRATEGY TWO:
Establish a Common Language
Make sure everyone working on the problem is speaking the same language

- Common Assessment Tool
- Shared understanding of terms and workflow

**Scorecard Questions**

2 → Implement inactive policy
3 → Track homeless status
5 → Adopt Common Assessment Tool
9 → Track chronic status
Common CAT Barriers:

- Selection and implementation of a tool
- Determining when someone should be assessed
Shared Understanding of Terms and Flow

Common Terms/Flow Barriers:

- Timely updates to homeless status
- How and when to move to Inactive
- How and when to determine chronicity
ONE PLAN, THREE STRATEGIES

3

System Flow + Data Quality

STRATEGY THREE:
Understanding System Flow

Tracking Outflow
- Moved to inactive
- Housing placements

Tracking Inflow
- Newly identified
- Return from housing
- Return from Inactive

Scorecard Questions
2 → Implement inactive policy
7 → Track newly identified
8 → Track without full assessment
10 → Track returns to BNL
Common Outflow Barriers:

- Timely updates to homeless status
- How and when to move to Inactive
Common Inflow Barriers:

- Training staff to track date of intake
- Lack of date field in BNL
- Inability to sort and filter list
- Adding those who can't/won't complete an assessment
Tracking the Whole System using a By-Name List

Actively Homeless:

Outflow: Placements

Designated as “Inactive”

Returned to Active List

Inflow:

New to System
System Dynamics

MONTHLY OUTFLOW
- # of veterans permanently housed
- # of veterans moved to the inactive list

MONTHLY INFLOW
- # of veterans newly identified as homeless
- # of veterans returning to the active list (from housing or inactive)

<table>
<thead>
<tr>
<th>Month</th>
<th>Outflow</th>
<th>Inflow</th>
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<tbody>
<tr>
<td>September 2016</td>
<td>150</td>
<td>0</td>
</tr>
<tr>
<td>October 2016</td>
<td>75</td>
<td>0</td>
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<td>November 2016</td>
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# Data Quality - Balance Check

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<th></th>
<th>ACTIVELY HOMELESS</th>
<th>PLACEMENTS</th>
<th>MOVED TO INACTIVE</th>
<th>INFLOW</th>
<th>RETURNED TO ACTIVE</th>
<th>NET MONTHLY CHANGE</th>
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<tr>
<td><strong>January 2016</strong></td>
<td>200</td>
<td>35</td>
<td>5</td>
<td>30</td>
<td>4</td>
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<tr>
<td><strong>December 2015</strong></td>
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<td>30</td>
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<td>32</td>
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\[206 - 35 - 5 + 30 + 4 = 200\]
What is it good for?
Using the BNL to drive down actively homeless numbers

- Prioritization Policy
- Case Conferencing
Reduce Inflow

MONTHLY OUTFLOW
- # of veterans permanently housed
- # of veterans moved to the inactive list

MONTHLY INFLOW
- # of veterans newly identified as homeless
- # of veterans returning to the active list

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Reduce Inflow

- **Qualitative and quantitative research**, leveraging local data to target upstream system failures

- **Goal**: make inflow an outcome measure for mainstream systems (criminal justice, foster care, etc.)

- **Small tests of change**, scale as we learn

- Widespread adoption of **new mindsets around shelter diversion**
ONE PLAN, THREE STRATEGIES

Operationalizing the Goal
Planning and Driving Large-Scale Change

- Communities working toward a **Quality Veteran By-Name List**
- Communities working toward **Reducing** Veteran By-Name List
- Communities **Surging** to Veteran Zero
- Communities **Sustaining** Veteran Zero
One Plan:

THREE STRATEGIES

1. Know Who Is On Your List
2. Establish a Common Language
3. System Flow + Data Quality
Resources

- https://www.community.solutions/what-we-do/built-for-zero
- https://www.community.solutions/what-we-do/built-for-zero/resources/additional-resources
- https://www.youtube.com/user/100khomesCampaign
- https://www.facebook.com/groups/100khomes/
Thank You!