Learning Lab

Effective System, Program, and Client Level Communication Strategies for Your Evolving Rehousing Program

August 20, 2024

Today's Agenda

1 Welcome & Overview

2 Intro to Change Management

3 Grounded in Best Practices During Change

4 Why do we need to communicate?

5 Who do we communicate with?

6 Comms Case Study

Facilitation Team

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Learning Lab Goals

- Identify solutions to overcome roadblocks in the program and system development process.

- Implement tools and strategies that will expedite your program and system development

- Increase the capacity of you and your staff to improve the equity and efficacy of your system and your programs.

CHANGE
WELL
PROJECT

PARTNERING TO STRENGTHEN COMMUNITY SYSTEMS

Land Acknowledgement

We recognize and acknowledge the First People of this ancestral and unceded territory – the land that today we call California. With respect to their elders, past and present, we recognize the tribal communities as the original stewards of this land, and who continue to lift up their stories and cultures.

We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with native peoples and local tribal governments.

Adapted from Los Angeles County's
Land Acknowledgment

Labor Acknowledgement

We recognize and acknowledge the labor upon which our country, state, and institutions are built. We remember that our country was built on the labor of enslaved people who were kidnapped and brought to the US from the African continent and recognize the continued contribution of their survivors.

We also acknowledge all immigrant and indigenous labor, including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.

We recognize that our country is continuously defined, supported, and built upon by oppressed communities and peoples. We acknowledge labor inequities and the shared responsibility for combatting oppressive systems in our daily work.

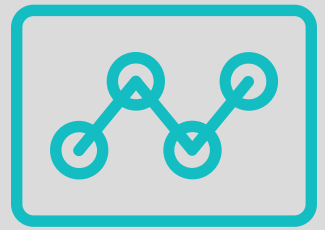Change...

What is Change Management?

Definition

Change management is the organized approach to dealing with evolving program and policies changes and developing a culture of change and adaptivity

Principles of Change MGMT

- Create a culture of change
- Invite thoughtful evolution and updates
- Time to implement and sustain change
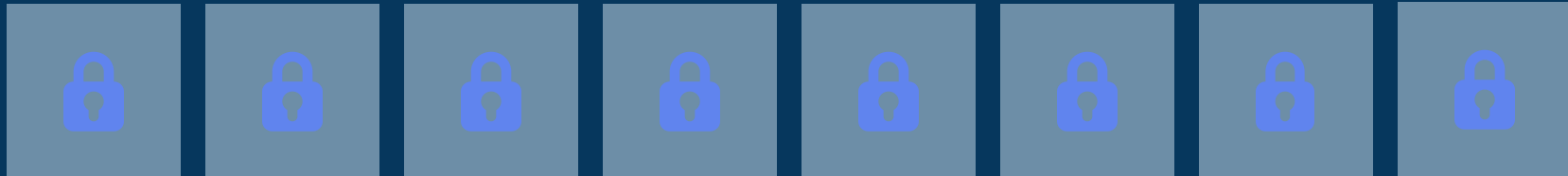- Opportunities to review and reflect

Change Management

Proactive Planning +

Engagement and Feedback +

Training and Support +

Monitoring and Adjustment +

Success factors

Obstacles

Understand the Impact

- Why is the change necessary? What are your key objectives?

- What will the benefits or challenges of the change?

- How could it impact people positively? How could it impact people negatively?

- How could it affect the way that people work?

- What will people need to do to successfully adapt or adopt the change?

- What are the negative outcomes if we do not make a change?
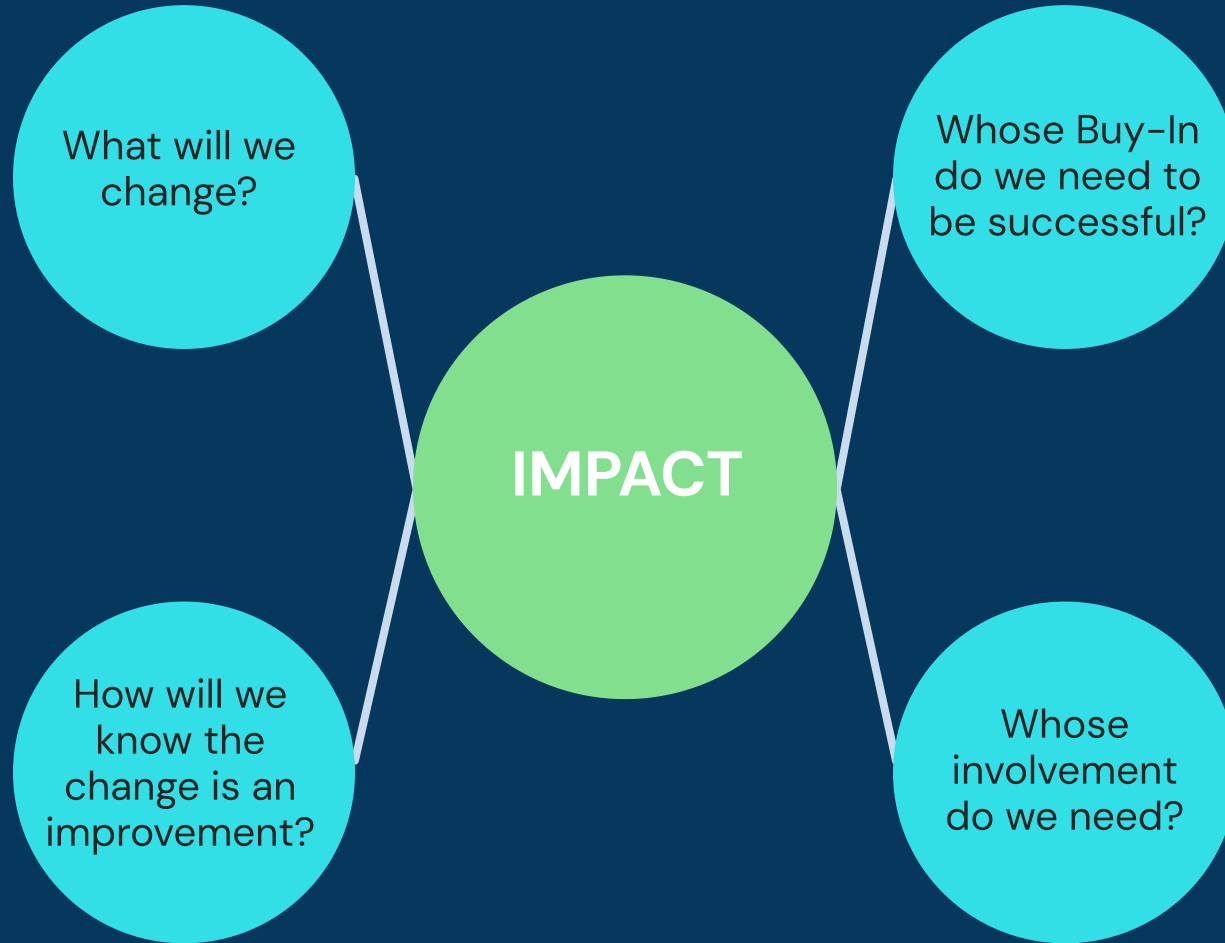
1 What are we trying to accomplish?

2 How will we know that change is an improvement?

3 What change can we make that will result in improvement?

PDSA Cycle
Plan • Do • Study • Act

4 Act
- Adopt, adapt or abandon cycle
- If adopting the change, roll out/scale the imrpovement
- If adapting, move to Plan phase of a new cycle

1 Plan
- Set and improvement goal
- Predict what will happen and ask questions
- Plan the cycle (who, where, what, how)
- Decide what data to gather
- Decide what you will measure to know a change is an improvement

3 Study
- Analyze what happened
- Compare acutal data to predictions
- Document what you learned

2 Do
- Carry out the plan
- Document any problems or observations
- Gather data

4 1 3 2

SMARTIE Goals

S — SPECIFIC — What do you want to do?

M — MEASURABLE — How will you track your progress?

A — ATTAINABLE — How will you do it?

R — RELEVANT — Is this relevant to your mission?

T — TIMELY — When do you want to do it?

I — INCLUSIVE — What new perspectives would non-represented groups bring?
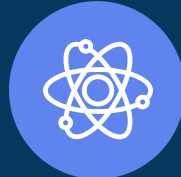
E — EQUITY MINDED — How can you change the goal to incorporate equity and inclusion?

Adaptive Changes

Adaptive changes are small, incremental changes organizations adopt to address needs that evolve over time.

Transformational Changes

Larger in scale and scope than adaptive changes, transformational changes involve major shifts in mission, strategy, structure, performance, and processes.

Most program change is Adaptive Change.

Source: Harvard Business School Online

Communicate the Change

Awareness

Desire

Knowledge

Ability

Reinforcement (Reward)

Source: Prosci ADKAR Model

Quality Improvement should be Person-Centered

Repetition for Understanding

Increase Engagement

Support Participant Choice

Person Centered

Support Multiple Ways to Recieve Info

Multiple Opportunities for Discussion and Feedback

Support Housing Retention

Clear Communication = Person-Center Approach

Trauma Informed Practices Universal Guiding Principles

- SAFETY

- TRUST & TRANSPARENCY

- PEER SUPPORT & MUTUAL SUPPORT

- COLLABORATION & MUTUALITY

- EMPOWERMENT, VOICE & CHOICE

- CULTURAL, HISTORICAL, & GENDER

PARTICIPANT LEVEL

PROGRAM LEVEL

SYSTEM LEVEL

HOUSING FIRST CORE COMPONENTS

HOUSING NAVIGATION

#1 Tenant Screening

#2 No Rejection for Perceived "Housing Unreadiness"

#3 Partnerships

#8 Prioritization

#11 Participant Accommodation

DIRECT FINANCIAL ASSISTANCE

#6 Tenants have Leases

#7 Use of Alcohol and Drugs

SUPPORT SERVICES

#5 Participation is not Required

#4 Services are Tenant-Driven

#9 Effective Practices

#10 Harm Reduction Philosophy

Considerations with Program Communication

1 Proactive Messaging to anticipated changes

2 Message to different types of learners and for understanding

3 Repeated, consistent messaging in various channels

4 Opportunities for questions and feedback

5 Ensure team members and all partner have shared understanding

6 Repeat, Repeat, Repeat

Intented Audiences

Participant Level

Program Level

System Level

Participant Level

Program Changes
Ensure participants are aware of updates

New Policies
Alert participants to new program, local or state policies that effect them

Build Trust & Engagement
Invite participants to engage in the program and fully utilizie all services

Next Steps
Support participants with next steps after the program to ensure long-term success.

Program Level

Engage Staff
Bring staff members in on changes and updates

Shared Understanding
Ensure all staff members and program leadership have shared understanding and language

Collaboration
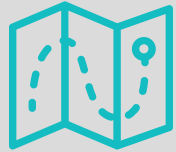Create space for staff to be involved in the change process and feedback

Communicate Out
Equip staff with the understanding, tools and ability to communicate to participants and partners

System Level

Policy Alignment
System-wide partners share understanding of policies and practices

Share Progress
Programs are working collaboratively with partners to ensure participant success
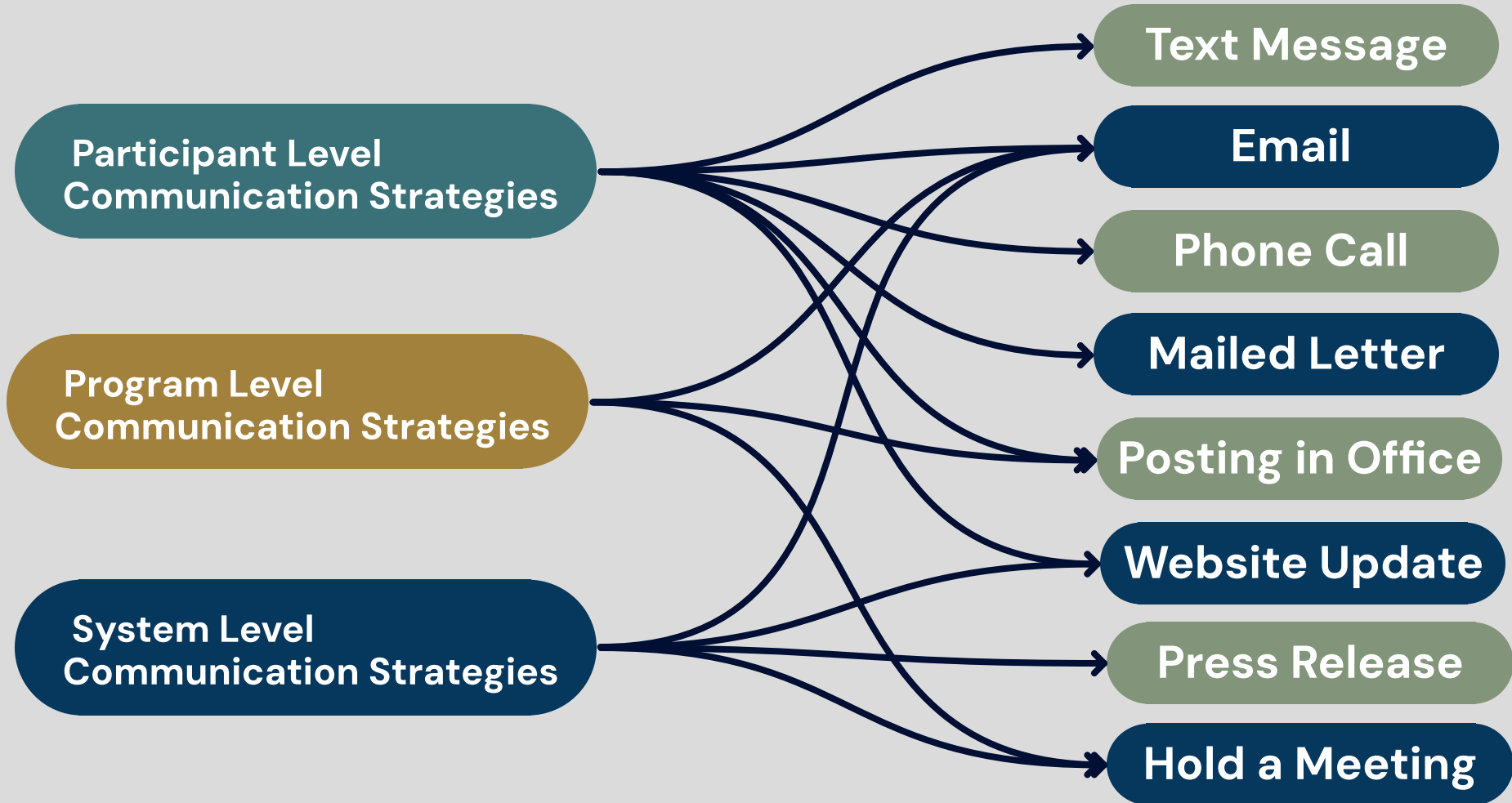
Advocacy for Resources and Support

Program is working with system partners to advocate for necessary funding and resources/support for participant success.

Responsible	- The person who is carrying out the task assignment - Responsible for getting the job done
Accounted	- The person who is ultimately accountable for process or task being completed appropriately - Responsible person(s) is accountable to this person
Consulted	- People who are not directly involved with carrying out the tasks, but who are consulted - May be partner or subject matter expert
Informed	- Those who receive output from the process or task or who have a need to stay informed.

Mechanisms for Communication

Participant Level Communication Strategies

Program Level Communication Strategies

System Level Communication Strategies

Text Message

Email

Phone Call

Mailed Letter

Posting in Office

Website Update

Press Release

Hold a Meeting

How are we ensuring that communication is trauma-informed?

- SAFETY

- TRUST & TRANSPARENCY

- PEER SUPPORT & MUTUAL SUPPORT

- COLLABORATION & MUTUALITY

- EMPOWERMENT, VOICE & CHOICE

COMMUNICATION CASE STUDY EXAMPLE

Situation:

The Program is at full capacity and the waitlist is far exceeding the spots that the program will have in the next year.

Change to Program:

The waitlist is going to be closed to new referrals starting now.

Question 1:

Who is going to be impacted by this program update?

Question 2:

What do we need to communicate about this program update?

Question 3:

How are we going to communicate?

Q&A

Get in Touch!

CHANGE WELL PROJECT

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