



King County Briefing
03.01.19

Our goal is to reimagine the civic landscape with equity at the center.

We do this by partnering with communities and engaging in comprehensive systems-level transformations that are driven by marginalized communities.

SYSTEMS APPROACH

This means that instead of isolating smaller and smaller parts of the what we're interested in, **SYSTEMS THINKING** works by expanding its view to take into account larger and larger numbers of interactions.

Aronson, 1996

WHY USE SYSTEMS THINKING?

- Privileges outcomes over stated goals
- Allows us to look at both the sum and the parts
- Views structure as a source of behavior

CENTER EQUITY

“Racial equity is not just the absence of overt racial discrimination; it is also the presence of deliberate policies and practices that provide everyone with the support they need to improve the quality of their lives.”

Maguire 2016

King County Homelessness System Redesign

How'd we do it?

HOMELESS SYSTEM REDESIGN

PROCESS OVERVIEW

START WITH NOTHING

Unlike most teams we start with prior knowledge but without base assumptions about what will work.

INFORMATION GATHERING

1. Org charts
2. Policy positions
3. Regulations
4. Interviews

FIRST DX NO THEORY OF CHANGE

DISCOVERY WORKSHOP

STAFF INTERVIEWS

DRAFT TOC

SECOND DX DISTRIBUTED AUTHORITY

THIRD DX FUNCTIONAL CONFUSION

DRAFT ORG STRUCTURE

Theory of Change
Service Types
Final org structure

CUSTOMER WORKSHOPS

customer and frontline staff facing workshops touching ~200 people

ANALYTIC TRACKS

Re-entry/criminal justice
Economic mobility
Behavioral health
Tech innovation
Healthcare
Juvenile justice
Child welfare
Housing

CUSTOMER DIRECTIVES

includes finalized theory of change

WHERE WE ARE



CURRENT STATE

Fragmentation

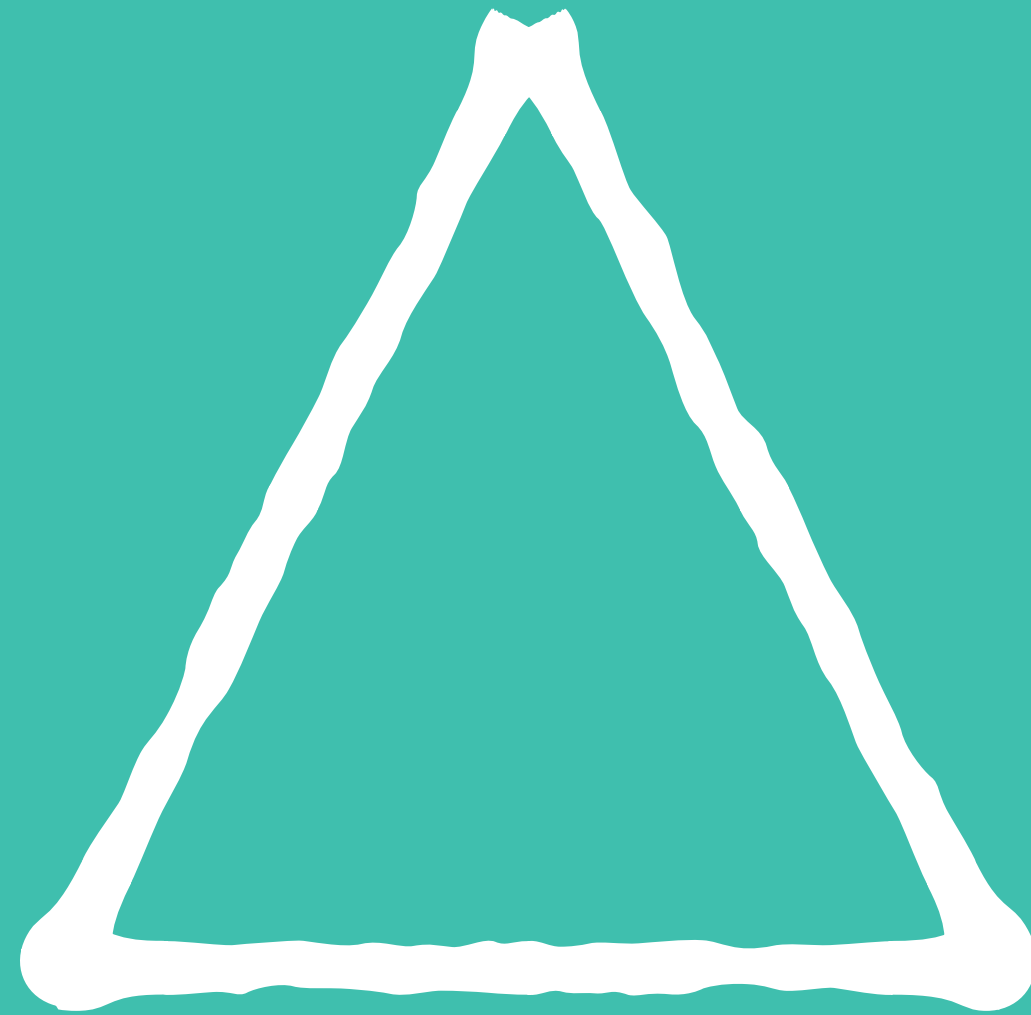
Funding difficulties

Poorly articulated successes

Growing problem

No shared theory of change

WHERE WE'D LIKE TO GO...



IDEAL STATE

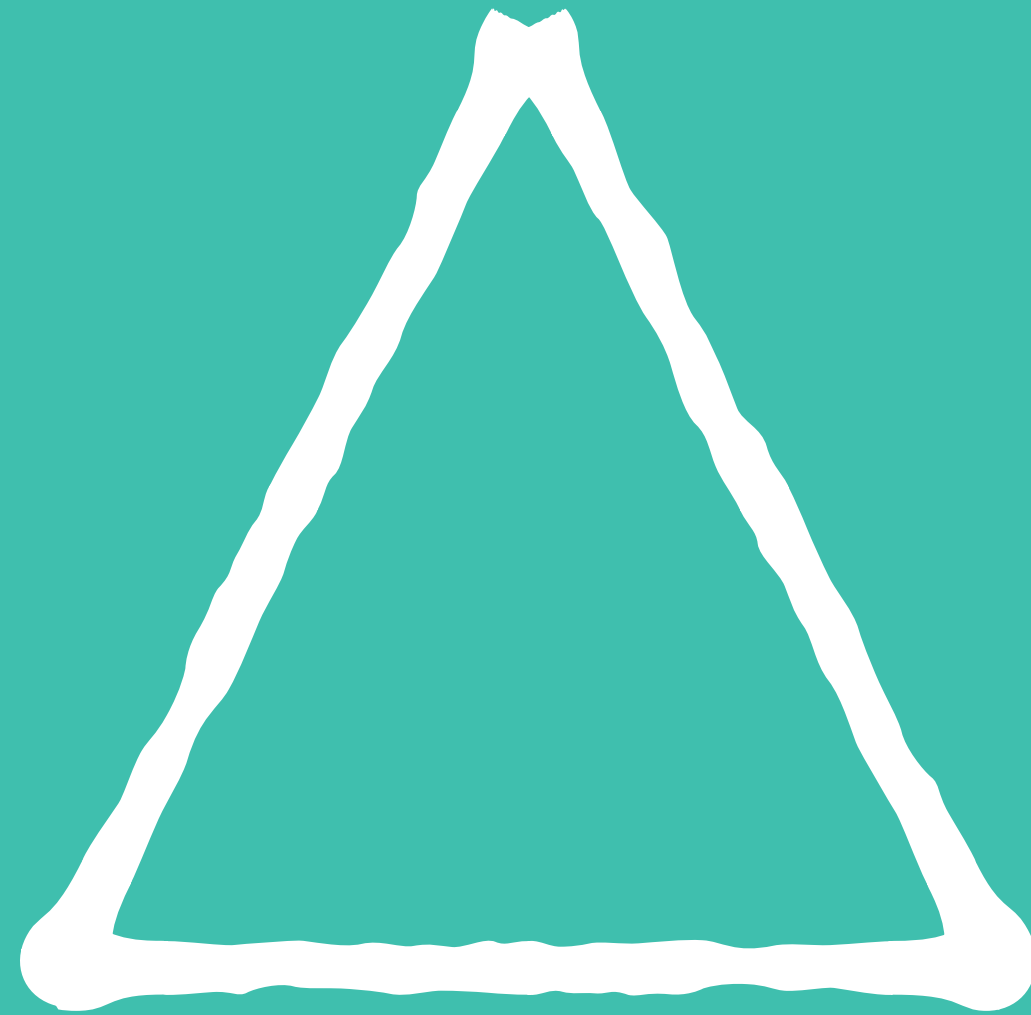
New single entity

Equity-centered

Data-driven

Community-wide commitment

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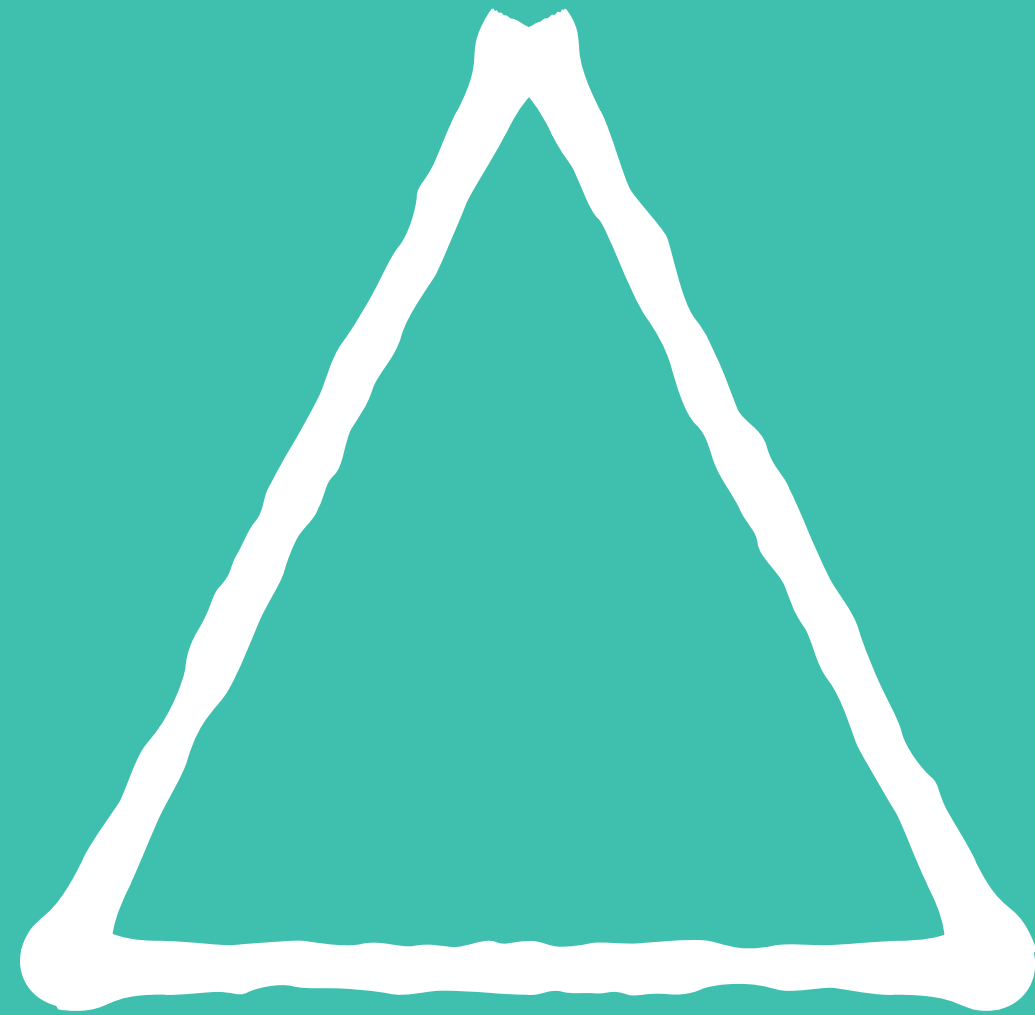
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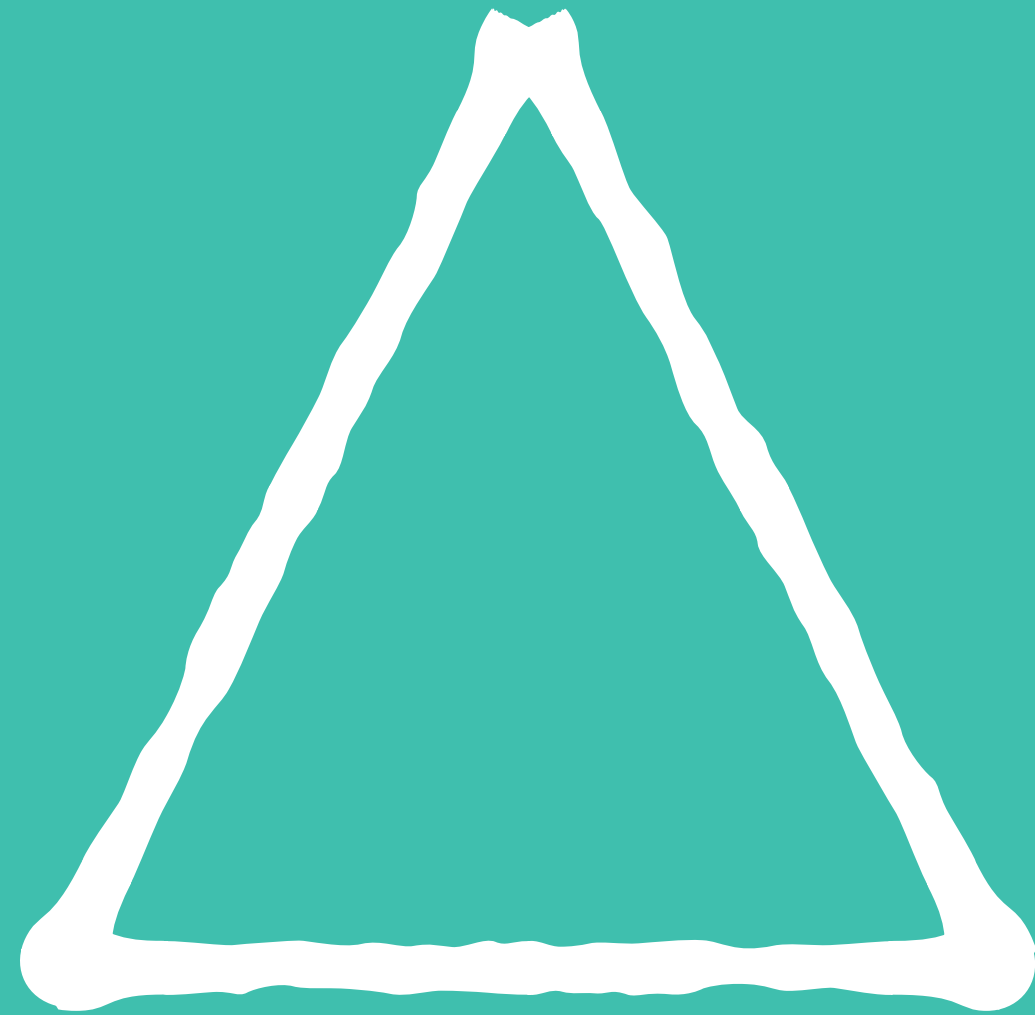
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WHERE WE'D LIKE TO GO...



IDEAL STATE

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COMPLETED WORKSHOPS

13

- 6 Customer**
- 3 Provider**
- 2 Customer and Provider**
- 1 System Administrators**
- 1 Lived Experience Advocates**

207 People
majority customers
& frontline staff



September 26th, 2018 | Seattle, Washington

www.futurelabsupdate.com



Customer Workshops



CUSTOMER PROFILES

In the next few months, I'm trying to achieve (goals):

Financial Stability, apply for 3 universities I'm interested in, Breast Augmentation Consultation.

My overall goal is to:

Build and Maintain stability in my housing, work and finances. I've faced moments in my life where I didn't have that.

The most important services for me are:

Health Coverage/Insurance

Long-term Employment

Being a trans woman

Being a burden.

Feeling heard and humanized.

Homelessness is just one of many traumas.

I find out about most services through:

Our young people, staff, Case managers & our information board.

I'm likely to go to a provider if they:

- are seeking support outside of shelter.
- Estrogen
- Mental Health.

I'm likely to avoid a provider if they:

- do not accept trans health coverage insurance.
- Feel vulnerable.

Something I wish more people knew about

That I came from a family of 22 siblings, adopted raised in Utah by a strict Mormon family. I was hungry to know who I was culturally and exploring my gender identity navigating stability on my

Goals (near and long term)

Service priorities

Things I'm looking for

Provider preferences

WHO DO I INTERACT WITH MOST?

CUSTOMER PROFILES

NAME

Karen

daughter

(relationship)

Danfell

(name)

Torrin

VA-Counselor

Staff

Mary's Place

Bryant

son

Reb

North West Justice project

Dad

Dad

mind/encouragement

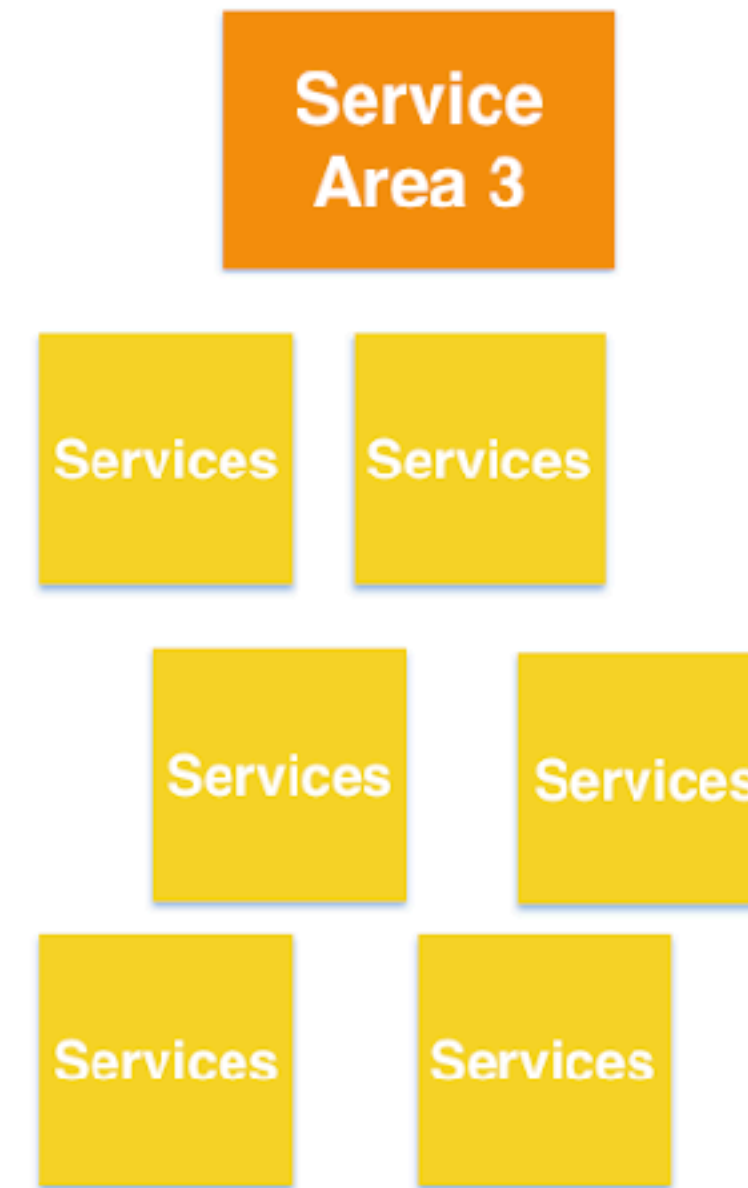
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The people I interact with the most

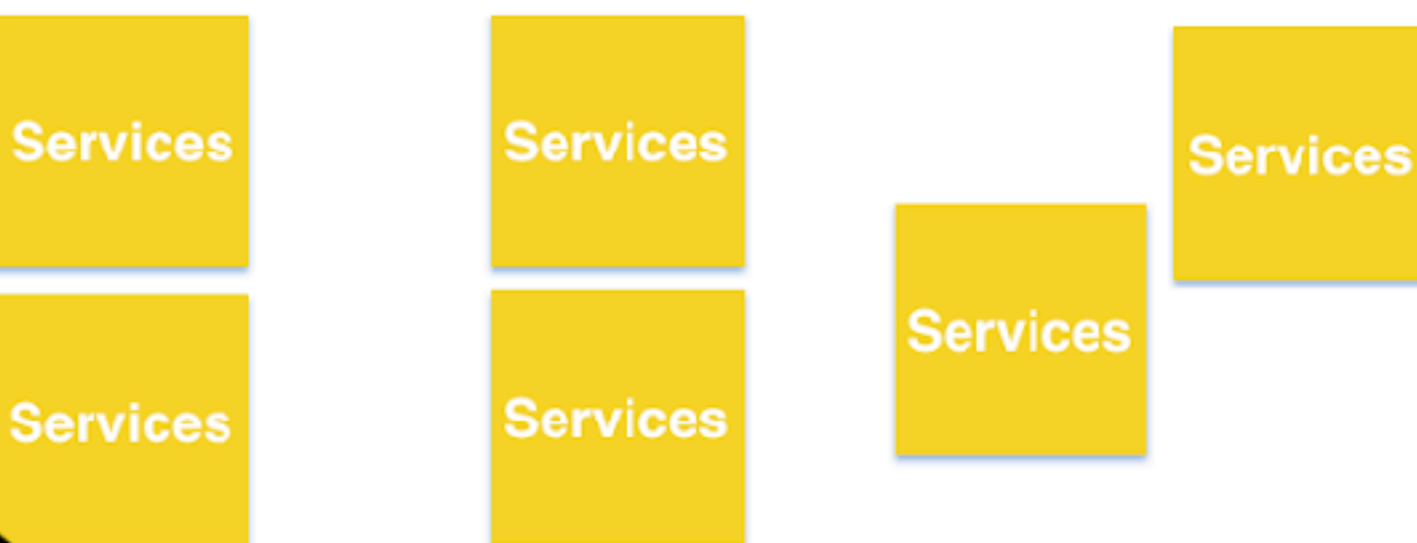
3-4 Most Helpful

How they help me

SERVICE CHOICE: CUSTOMERS



smaller categories will likely exist, but we're looking for the top groupings



Prioritized services

Barriers to access

Known providers



Barriers to Access	
Barrier 1	
Barrier 2	
Barrier 3	
Barrier 4	

Known Providers		
	+	-
Provider	WHY	WHY NOT
Provider		
Provider		
Provider		

Provider Workshops



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long-term Employment
a burden.

asking for help with:

For as young
to feel heard and
ized. Homelessness

is just one of many Traumas.

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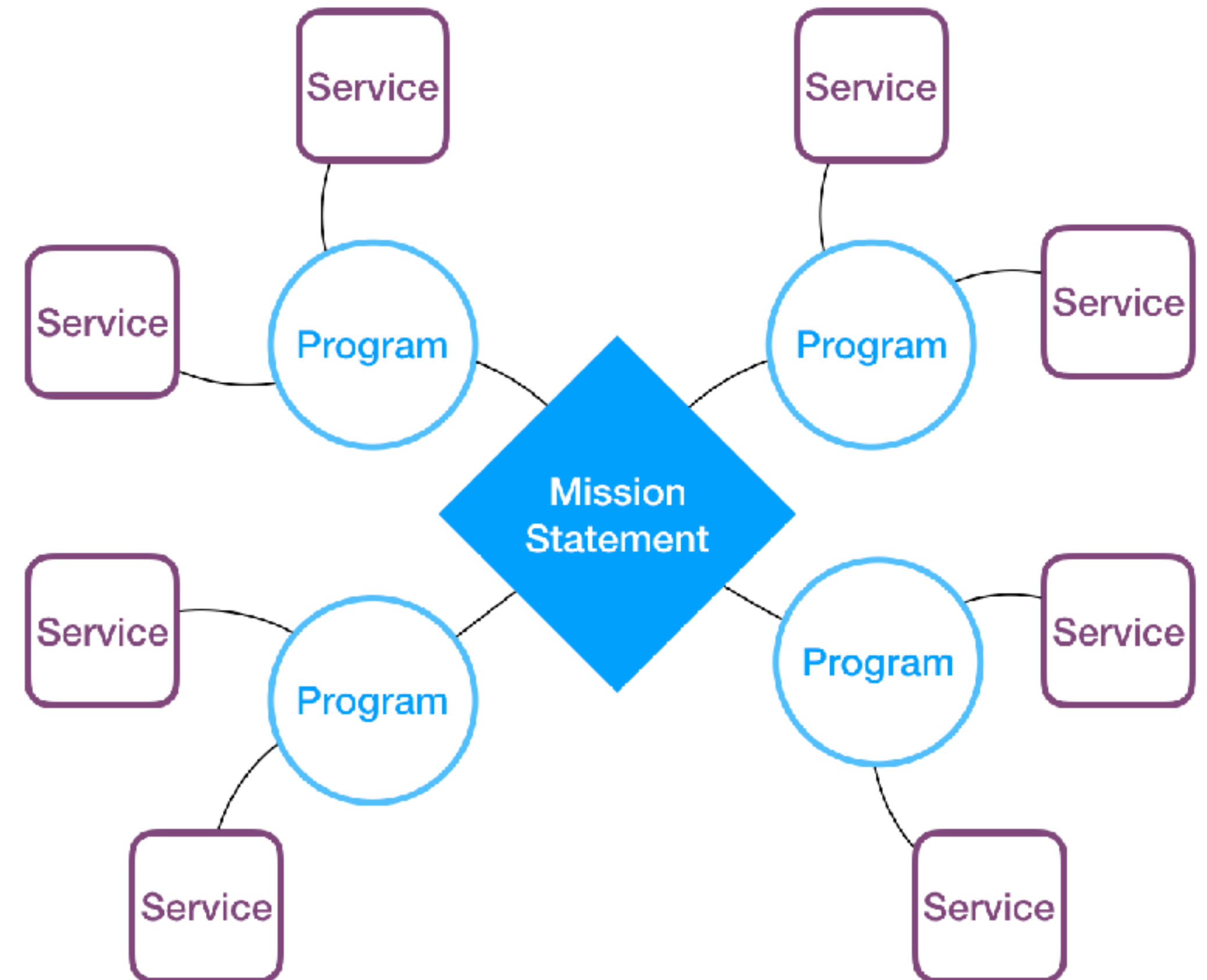
That I came from a family of 22 siblings, adopted raised in Utah by a strict Mormon family. I was hungry to know who I was culturally and exploring my gender identity navigating stability on my

PROVIDER
PROFILES

Things I can help with
What I am good at
Expectations
Commitments

Programs and services in your org

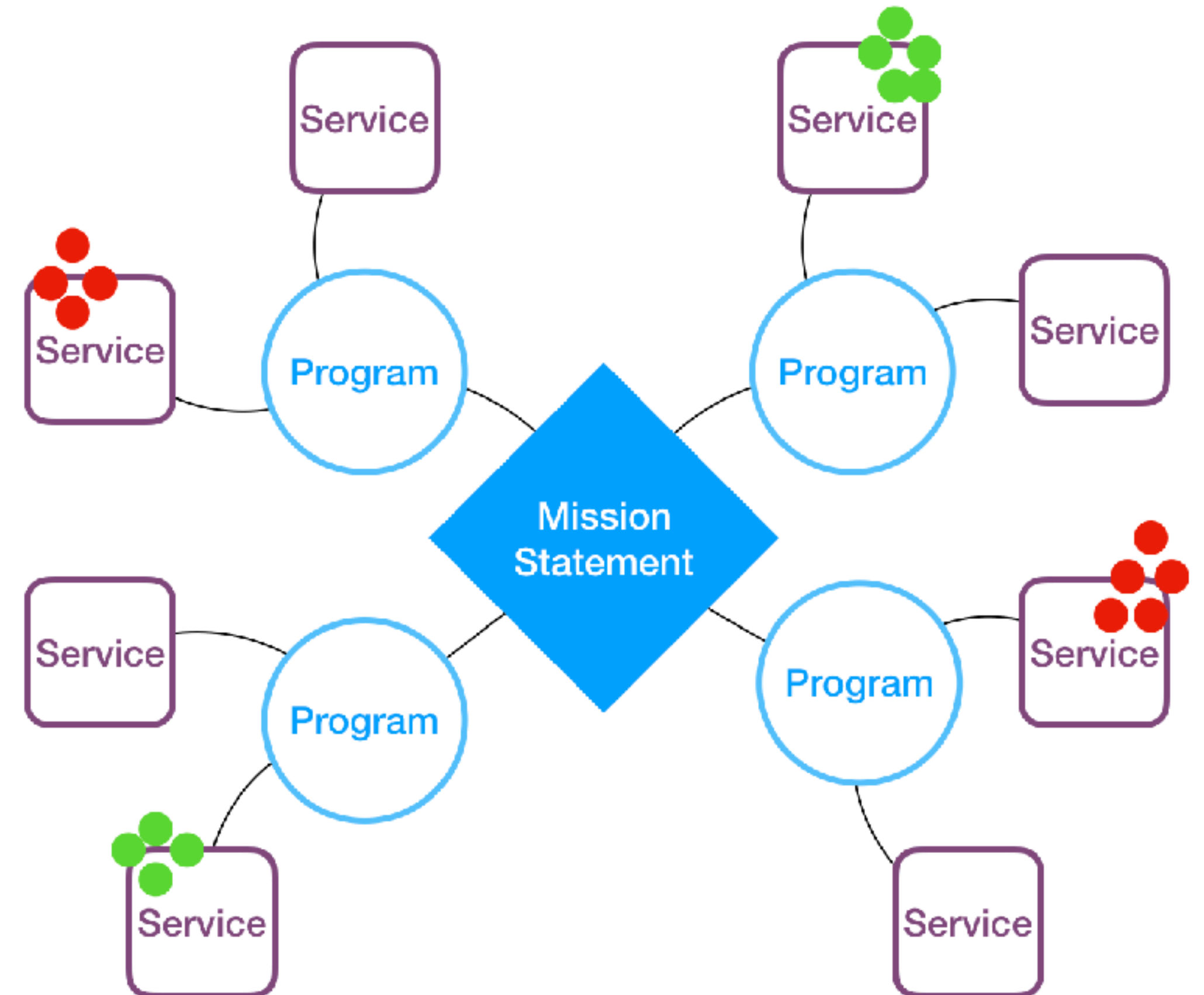
**SERVICE
PROVISION**



Programs and services in your org

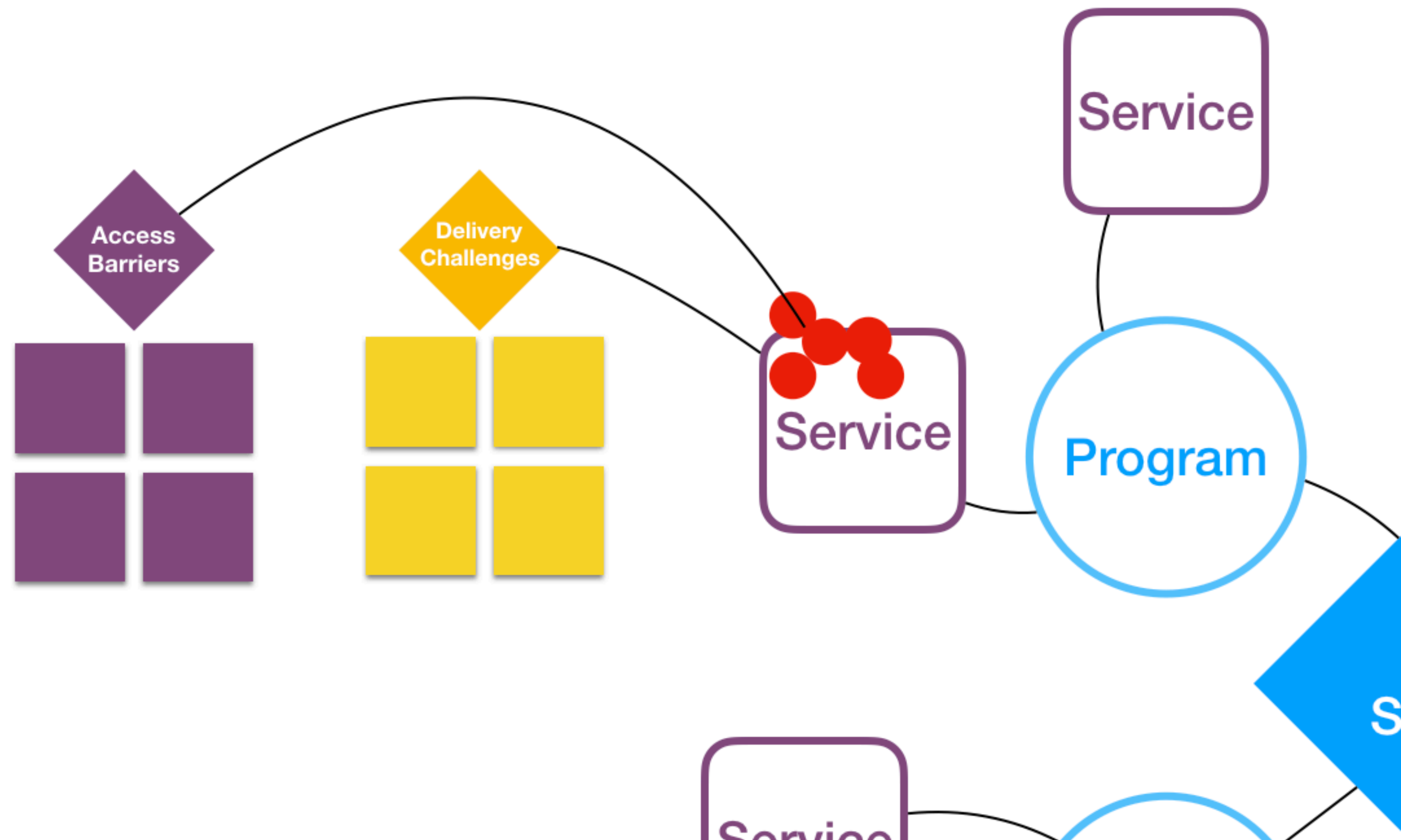
**SERVICE
PROVISION**

- needs improvement
- doing well/successful



For those that need improvement:

- **barriers to access (customer)**
- **delivery challenges (provider)**



REMEMBER

What

Matters

Why are we here?

- 1. System-wide Theory of Change**
- 2. Consolidate into joint entity**
- 3. Center the customer**
- 4. Prioritize economic stability**
- 5. Digital Transformation**

6. Redesign intake

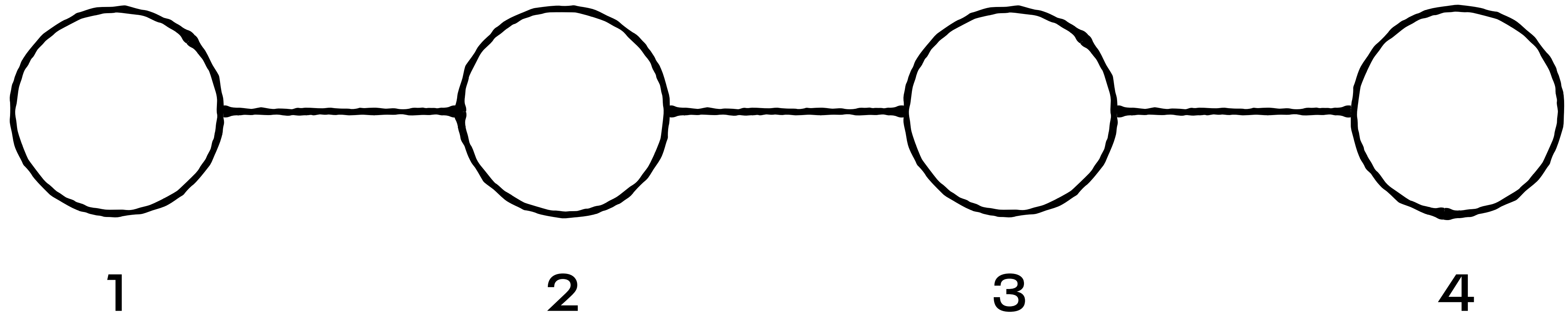
7. Expand health services

8. Public/Private partnership

9. Increase rate of housing development

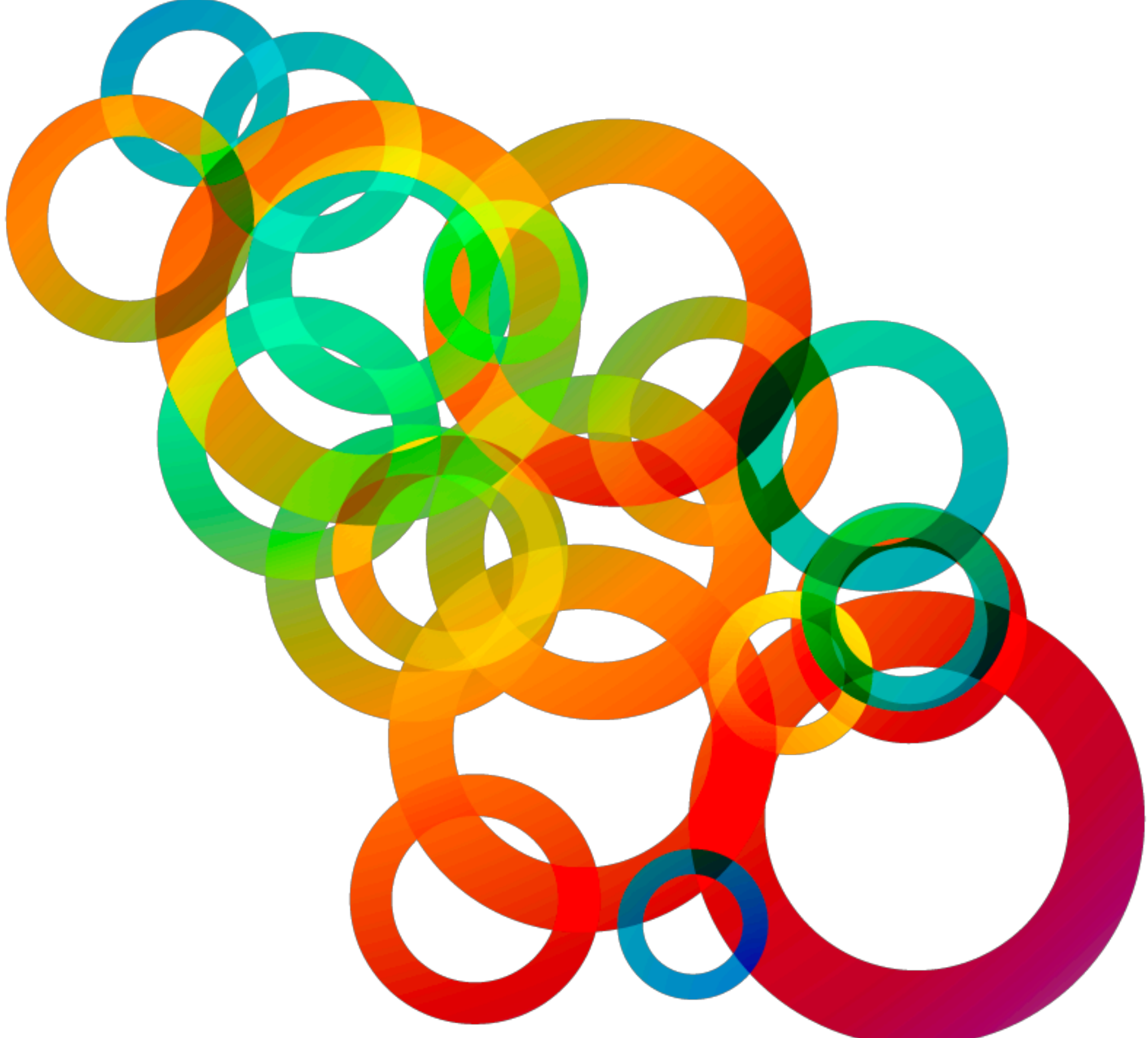
10. Institutional alignment

How these do **NOT** work



How these *Do* work

Interconnected
& reinforcing

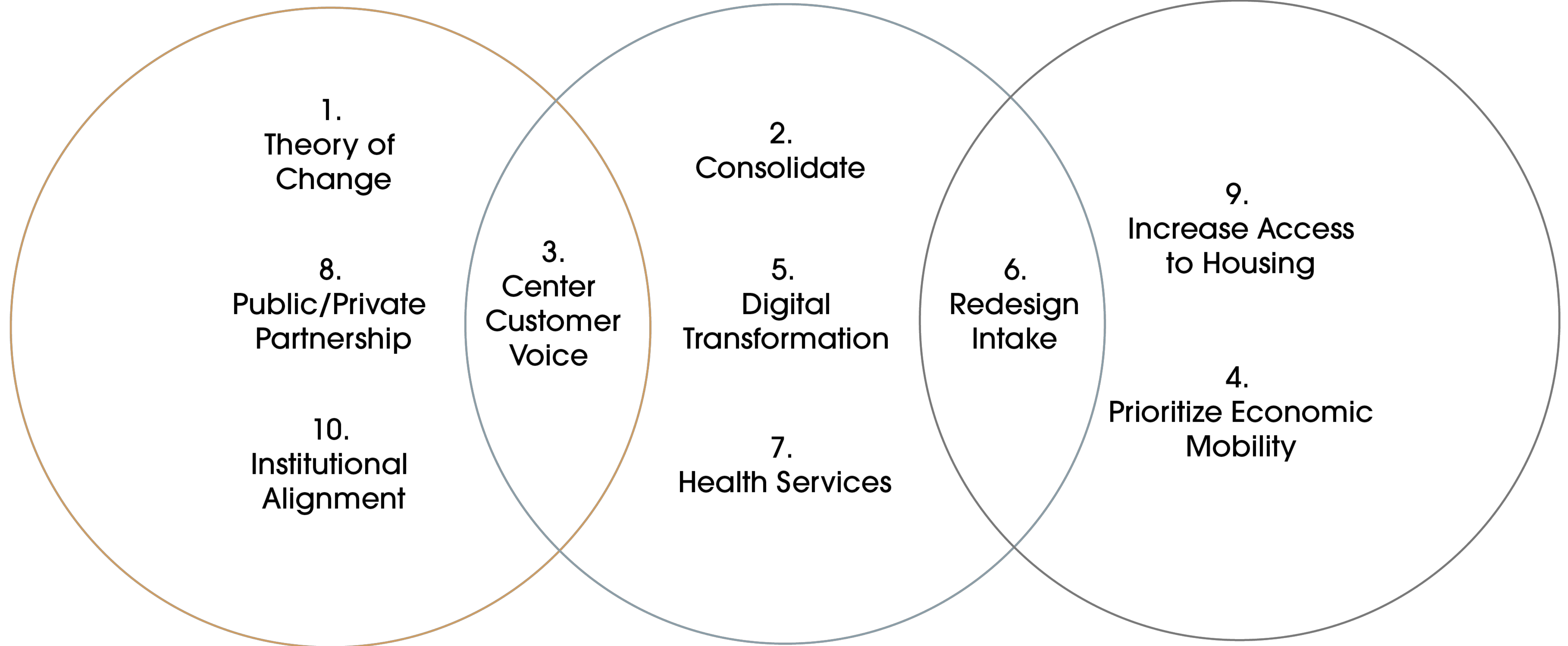


How these **Do** work

ORIENTATION

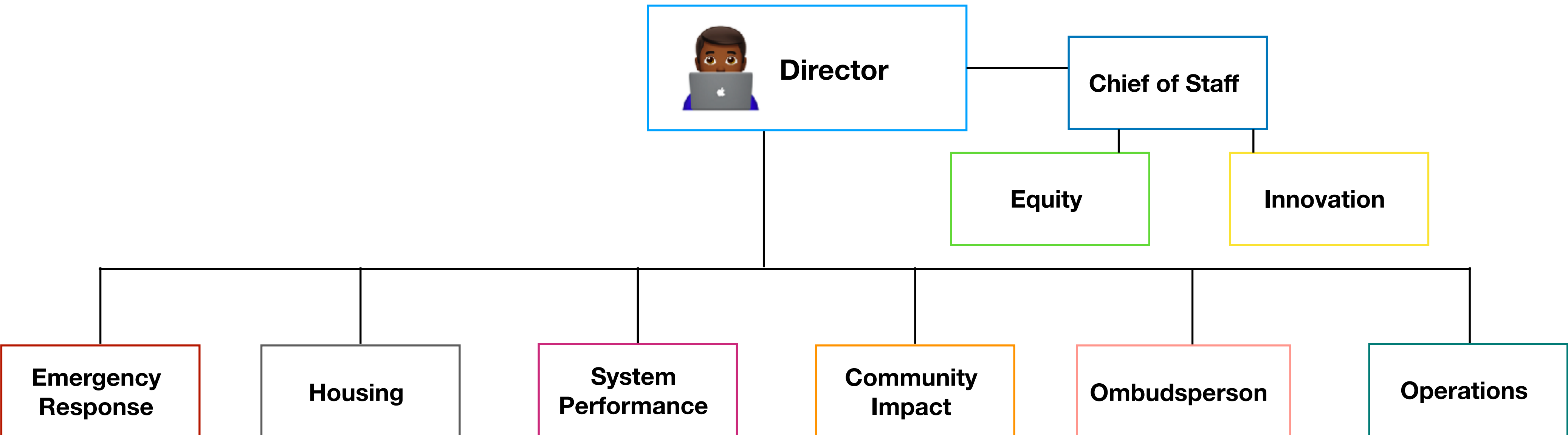
TRANSFORMATION

CONNECTION



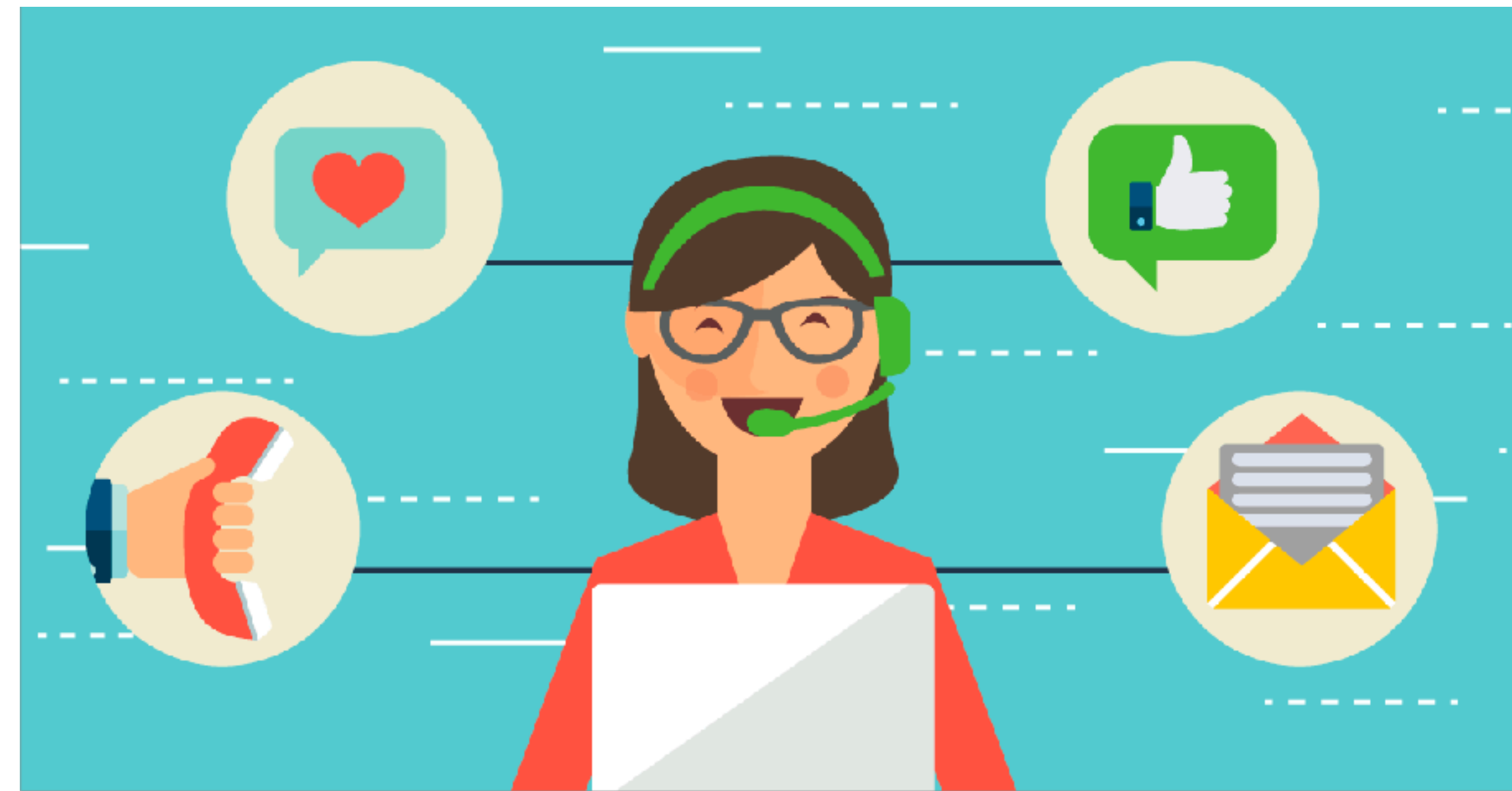
If we create a homelessness response system that centers customer voice, **then we will** be able to focus on responding to needs and eliminating inequities, **in order to** end homelessness for all.

2. CONSOLIDATE



**Deep and meaningful
accountability through
metrics, community
engagement, and
system-wide
responsiveness**

3. BECOME ACCOUNTABLE
TO CUSTOMERS

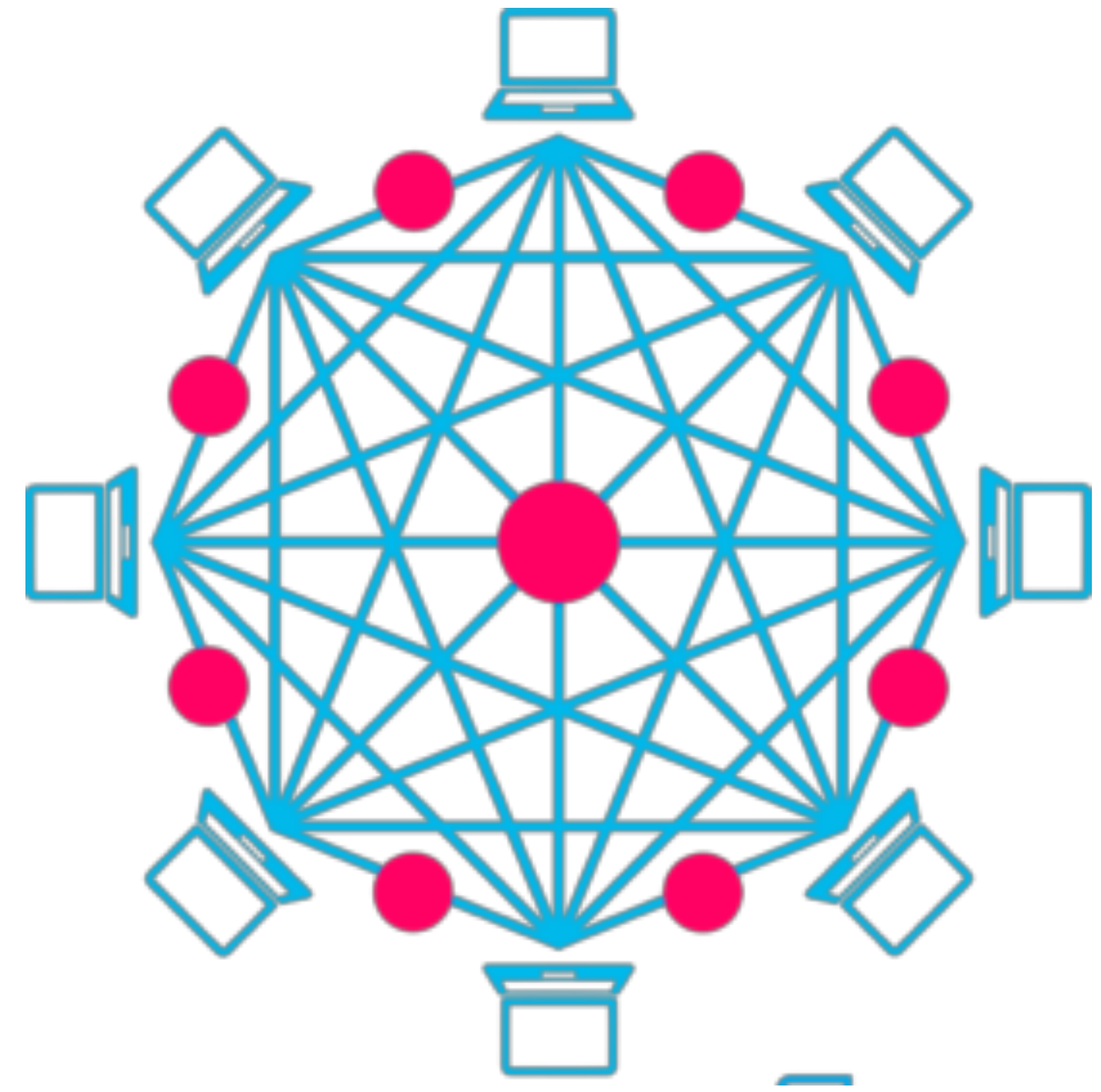


4. PRIORITIZE
ECONOMIC STABILITY
TO REDUCE INFLOW



Customer controlled digital identity

5. DIGITAL TRANSFORMATION



Redesign all intake processes to be connected, customer-centric, and radically accessible.

6. REDESIGN
INTAKE



Development of new health and behavioral health resources and programs



Align all funding to common goals and frameworks

8. PUBLIC/PRIVATE PARTNERSHIP

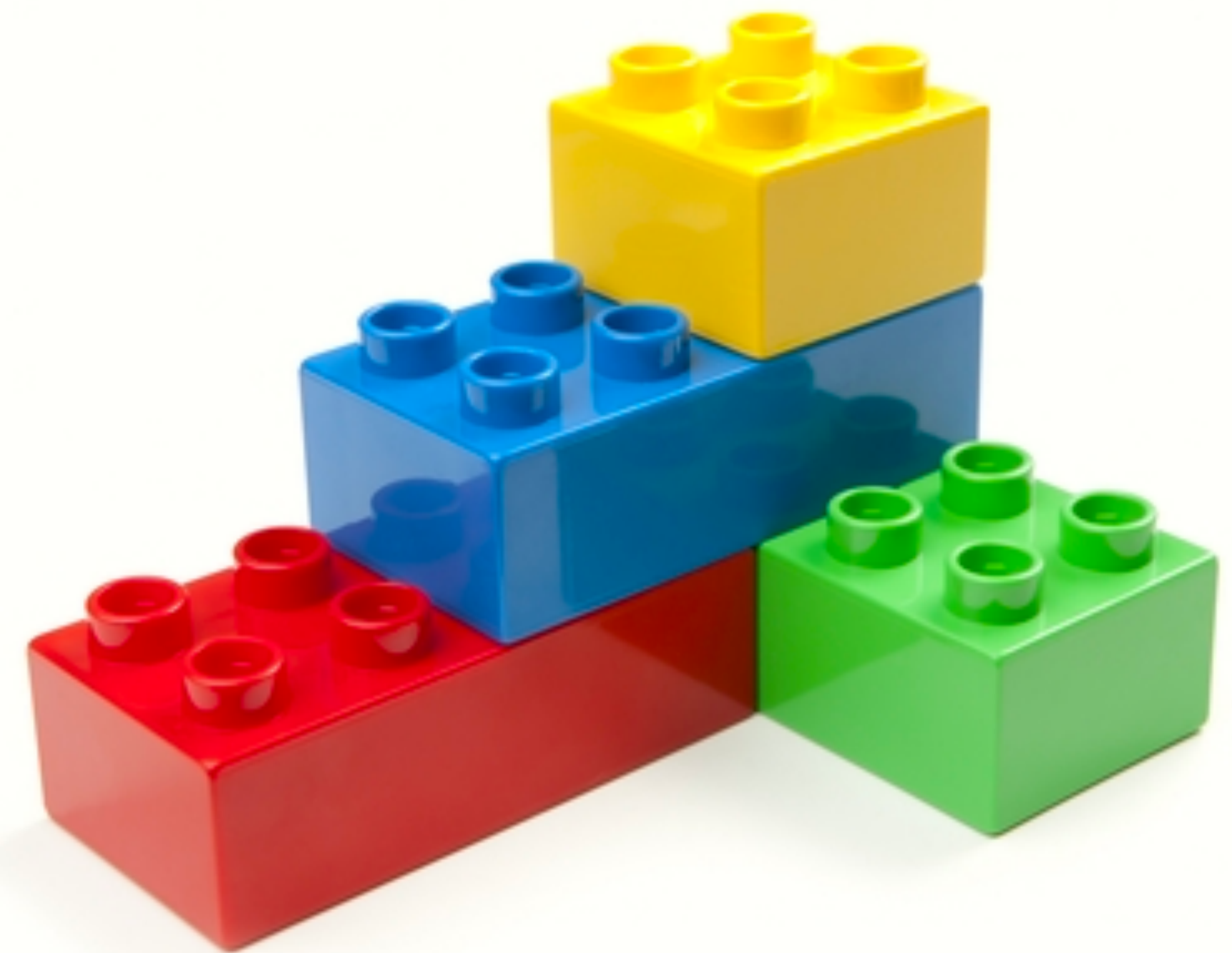


Seriously though.

The goal is always housing.



**Structure permanent
decision making points
for the flow of supports
around people
experiencing
homelessness**



[Read about our methodology & process](#) →

01 Institute a system-wide theory of change →

02 Consolidate homelessness response systems under one regional authority →

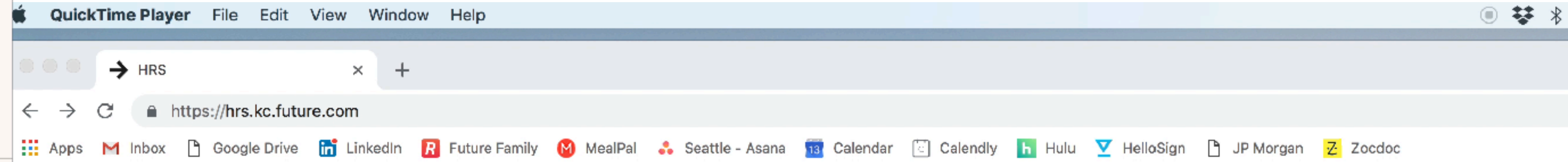
03 Become accountable to customers →

04 Prioritize economic stability to reduce inflow →

05 Improve customer outcomes through a comprehensive



The deliverable



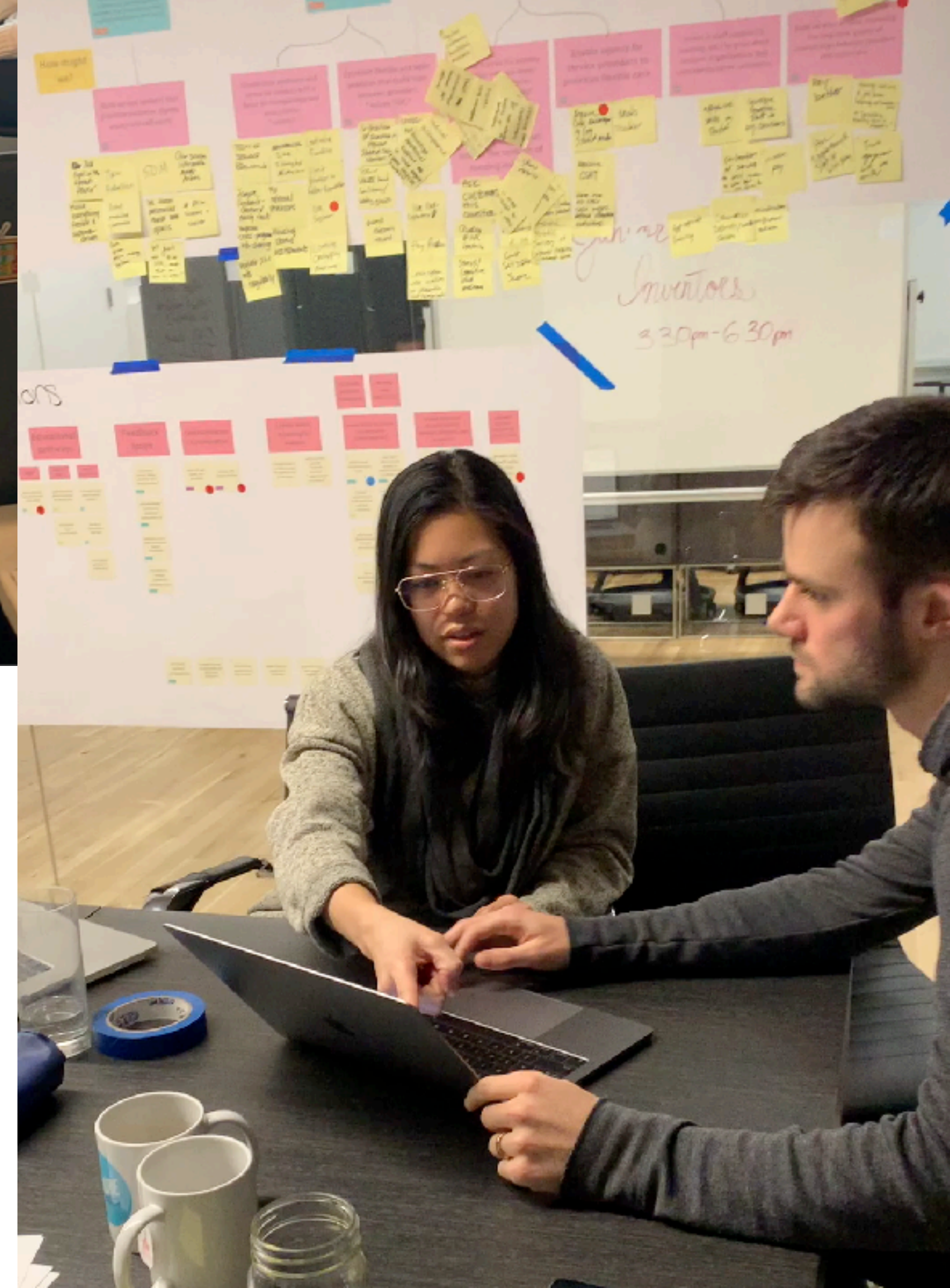
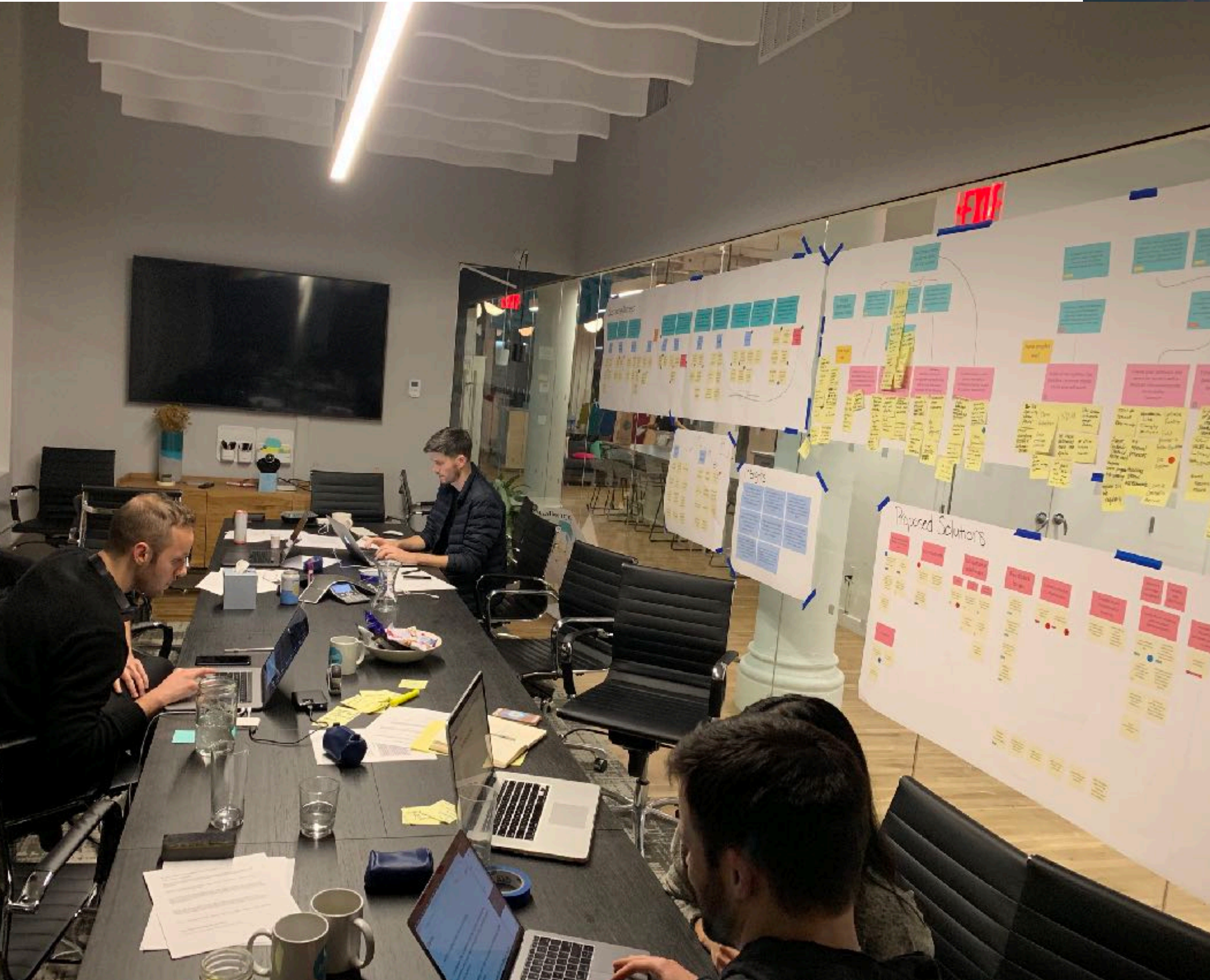
The City of Seattle and King County are committed to ending homelessness. In August of 2018 they partnered with [Future Laboratories](#) to launch a community-driven process of listening and, ultimately, designing a stronger regional response.

This website captures the results of this collaborative journey and lays out 10 Actions necessary to move forward. In 2019, dozens of partners across the region will come together to build a regional Homelessness Response System that can achieve greater levels of equity and impact.

Working together, we can end one of our country's most unacceptable realities.

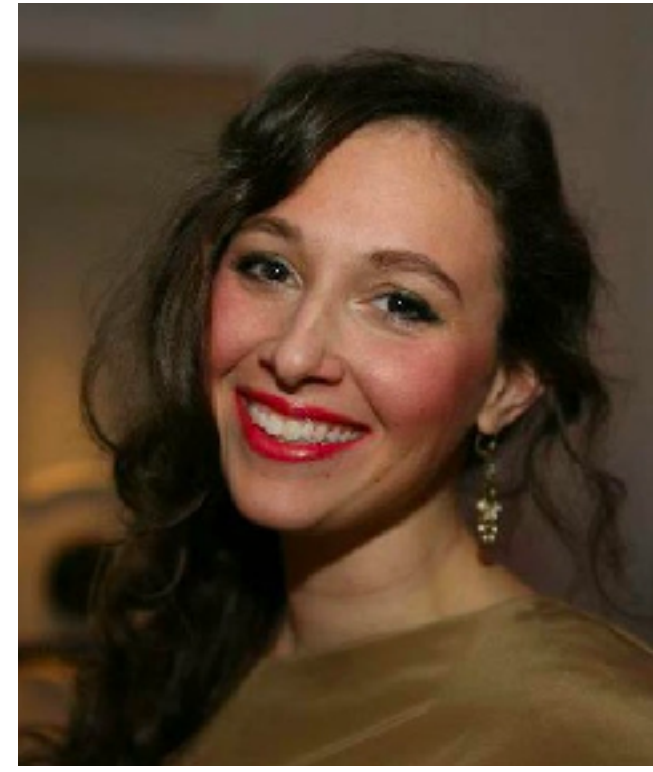
[Here's how](#) →

It takes a village...





NIS Team AND PARTNERS



THANK YOU