Supportive Services for Veteran Families (SSVF) Webinar

*Cultivating Sustainable Leadership in Systems*

May 10th at 2pm EST

Audio Link
Webinar Format

• Webinar will last approximately 90 minutes
• Participants’ phone connections are “muted” due to the high number of callers
  – Questions can be submitted during the webinar using the Q&A function
• Questions can also be submitted anytime to SSVF@va.gov
Submit questions and comments via the Questions panel.
Presenters & Agenda

- Welcome & Introductions
  - Tamara Wright, SSVF Regional Coordinator

- Topic: Cultivating Sustainable Leadership in Systems
  - Adrienne Nash Melendez, Health Care for Homeless Veterans Program Specialist, Coordinated Entry
  - Robert Pulster, Regional Coordinator, National Initiatives, United States Interagency Council on Homelessness
  - Sally Hammitt, LISW-S, Director, Community Outreach Division, Cincinnati VA Medical Center
  - Scott Hall, Homeless Solutions Manager, City of Phoenix
  - TJ Reed, HMIS Senior Systems Specialist, Crisis Response Network
  - Brenton Hutson, Division Director, Veterans and Supportive Services
Cultivating Sustainable Leadership: Leadership Models

Adrienne Nash Melendez, Program Analyst (detail), Health Care for Homeless Veterans
Leaders in Our Lives and Communities

• **Who is a leader who has had an impact on your life or your community?**
  – How did they impact you?
  – Was their influence positive or negative?
  – Why did you chose them?
  – What qualities did they display?
  – What was the situation or context?

• **Who is a leader?**

• **What is leadership?**
Virtues and Character Strengths

VIA Classification of Character Strengths and Virtues

**Virtue of Wisdom**
- **Creativity**
  - Original, adaptive, ingenuity, seeing and doing things in different ways
- **Curiosity**
  - Interest, novelty-seeking, exploration, openness to experience
- **Judgment**
  - Critical thinking, thinking through all sides, not jumping to conclusions
- **Love of Learning**
  - Mastering new skills & topics, systematically adding to knowledge
- **Perspective**
  - Wisdom, providing wise counsel, taking the big picture view

**Virtue of Courage**
- **Bravery**
  - Valor, not shrinking from threat or challenge, facing fears, speaking up for what’s right
- **Perseverance**
  - Persistence, industry, starts, overcoming obstacles
- **Honesty**
  - Authenticity, being true to oneself, sincerity without pretense, integrity
- **Zest**
  - Vitality, enthusiasm for life, vigor, energy, not doing things half-heartedly

**Virtue of Humanity**
- **Love**
  - Both loving and being loved, valuing close relationships with others, genuine warmth
- **Kindness**
  - Generosity, nurturance, care, compassion, altruism, doing for others
- **Social Intelligence**
  - Aware of the motives and feelings of oneself and others, knows what makes others tick
- **Teamwork**
  - Citizenship, social responsibility, loyalty, contributing to a group effort

**Virtue of Justice**
- **Fairness**
  - Adhering to principles of justice, not allowing feelings to bias decisions about others
- **Leadership**
  - Organizing group activities to get things done, positively influencing others

**Virtue of Temperance**
- **Forgiveness**
  - Mercy, accepting others’ shortcomings, giving people a second chance, letting go of hurt
- **Humility**
  - Modesty, letting one’s accomplishments speak for themselves
- **Prudence**
  - Careful about one’s choices, cautious, not taking undue risks
- **Self-Regulation**
  - Self-control, disciplined, managing impulses, emotions, and vices

**Virtue of Transcendence**
- **Appreciation of Beauty & Excellence**
  - Awe and wonder for beauty, admiration for skill and moral greatness
- **Gratitude**
  - Thankful for the good, expressing thanks, feeling blessed
- **Hope**
  - Optimism, positive future-mindedness, expecting the best & working to achieve it
- **Humor**
  - Playfulness, bringing smiles to others, lightheartedness – seeing the lighter side
- **Spirituality**
  - Connecting with the sacred, purpose, meaning, faith, religiousness

Source: VIA Character Strengths and Virtues
Leader, Follower, Situation

Leader

Situation

Follower
Who do you want to follow?
Servant Leadership

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.”

–Robert Greenleaf

“What you do makes a difference, and you have to decide what kind of difference you want to make.”

–Jane Goodall
Full-Range Leadership & Transformational Leadership

The Full Range Leadership Model™

The size of each box matters: Its volume represents the exhibited frequency of that style.

Suboptimal —— Optimal

EFFECTIVE

5I’s

Profound Impact on Others

Passive

Transactional

ACTIVE

INEFFECTIVE

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Cultivating Sustainable Leadership: A Federal Perspective

Robert Pulster, Regional Coordinator, National Initiatives, USICH
Building Community Leadership

Robert Pulster, National Initiatives Team
United States Interagency Council on Homelessness
May 10, 2018
Shared Vision: End Veteran Homelessness

• Everyone who has fought for America deserves to have a safe and stable home in America.

• Our progress in ending Veteran homelessness shows that it is possible to end homelessness for everyone in America.
Veterans Day is a time to reflect on the sacrifices our service members have made for us, and what we owe them for that sacrifice. I think I speak for all Americans when I say that one thing we certainly owe them is the opportunity of a place to call home.

Matthew Doherty, USICH
"We always say we're never going to leave a soldier on the battlefield... We shouldn't leave him on the streets of America, either."

New Orleans Mayor Mitch Landrieu, on why his city became the first in America to end veteran homelessness by giving them housing.
Leadership

The activity of mobilizing the community to tackle tough problems.

Managers manage existing processes and procedures.

Leaders lead through complex environments that require experimentation, innovation, and adaptation.
Building Community Leadership: Know-How and Resources

Rental assistance and supportive services provided through HUD-VASH and SSVF are critical resources for local communities in ending homelessness among our nation’s Veterans.

- More than 87,000 HUD-VASH vouchers have been funded since 2008.

Leadership Theory: Technical Problem vs. Adaptive Challenge

• A technical problem can be addressed through use of standard operating procedures and/or management directives.

• An adaptive challenge requires a change in people’s attitudes or behavior, such as:
  - Getting people on the outside or inside to agree to policy and structural changes
  - Designing new system and procedures
  - Dealing with a number of complicated people-management issues and stakeholder relationships
A Platform for Moving Forward

• Have mutual respect for all partners
• Invite all the right stakeholders to the table
• Create environments that are safe and that build trust
• Encourage openness and truth-telling
• Be open to change and trying new ways of doing business
Collective Action

• Establish working group of direct service staff to coordinate service delivery and monitor progress
  • All hands on deck acting with focus and urgency
  • Use data to drive action
  • Come prepared with information and updates
Collective Action

• Leverage authority and ability of community leaders to deliver resources and help solve problems
  • Elected officials
  • Agency heads/CEOs
  • Government partners
USICH National Initiatives Team

• Provide federal perspective on current strategies to community stakeholders
• Bring in other federal partners, as needed
• Explain federal criteria and benchmarks and process for confirmation
• Engage elected officials to gain their buy-in and support
• Coordinate tactics with HUD or VA technical assistance
• Coach local leaders through strategic challenges and opportunities and facilitate peer-to-peer dialogue
Action Learning Through 100-Day Challenges

• Rapid Results Institute model supports communities to accelerate progress through 100-day challenges:
  • Develop a shared mission
  • Build team approach
  • Set ambitious goals
  • Test and build more efficient and accelerated systems
  • Execute, learn, refine/modify, repeat
Mayors Challenge

• Provided Mayors the platform and opportunity to lead local initiative with community partners
• Mobilized a highly coordinated effort with a sense of urgency and focus
• Established a universal goal through USICH criteria and benchmarks for what it means to end Veteran homelessness
• Offered the ability to ask for help and resources
Appreciate ‘The View from the Balcony’

• The capacity to take distance by looking ‘from the balcony’

• Promotes self-reflection on what’s happening in the community and at meetings including the efficacy of your role as well as others, and seeing what’s working and what is not.

• Allows self-assessment and continuous learning.
Closing Thoughts

“Yesterday's adaptations are today's routines.”

“Exercising adaptive leadership is about giving meaning to your life beyond your own ambition.”

Let’s Stay in Touch

Robert.pulster@usich.gov

www.usich.gov

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Building Sustainable Leadership: A Local VA Perspective

Sally Hammitt, LISW-S, Director, Community Outreach Division, Cincinnati VA Medical Center
Evolution of the Veterans CoC Leadership Subcommittee
Cincinnati, Ohio

Sally R. Hammitt, LISW-S
Director, Community Outreach Division
Cincinnati VA Medical Center
Where We Began

MISTRUST

- Poor Communication
- No Transparency
- Inflexibility
- Sporadic Involvement
A Path Forward

- Strong interpersonal skills
- Curiosity and excitement
- Listening
- Responsivity
- Flexibility
- Transparency
- Embracing conflict
- Humor
- I-CARE Values
2014
Creation of Veterans CoC Workgroup

2016
SSVF Grantee becomes Chair of Veterans CoC Workgroup

2016-2017
BNL
SSVF and GPD on Central Access Point

2017
Developed Leadership Subcommittee

2018
Active Veterans CoC Workgroup with Shared Vision
Leadership Actions

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Cincinnati

45 Day Challenge

Housing 45 Veterans in 45 Days
Goals of this challenge:

• 45 homeless Veterans housed in 45 days!

• Kick start the push to officially end Veteran Homelessness in Cincinnati, Ohio
  ➢ Re-ignite the Mayor’s Challenge

• Engage new partners in the fight
  ➢ Landlords
  ➢ Agencies
45 Day Challenge Partners
Cincinnati Leadership Team

- Relationship Building
- Strategic Thinking
- Executing
- Influencing

High Performing Leadership Team
Thank You for Your Service

Sally.Hammitt@va.gov
Creating Sustainable Leadership: A Community Perspective

Scott Hall, Homeless Solutions Manager, City of Phoenix

TJ Reed, HMIS Senior Systems Specialist, Crisis Response Network
Ending Veteran Homelessness
Workgroup: Phoenix, AZ

THE MISSION WOULD NOT BE POSSIBLE WITHOUT THE RIGHT PEOPLE AND THE RIGHT COMMITMENT.

By: Scott Hall and TJ Reed
The Framework

- Knowing the mission
- Getting the right people to commit and stay committed to the mission
- Safe place to communicate
- Vulnerability and Honesty
- Educating those on the team that don’t understand
- Get your data accurate
- Stay the course
- Find successes to inspire
The Team

GOVERNMENT
- Phoenix VA
- City of Phoenix
- City of Mesa
- Maricopa Association of Governments Continuum of Care

PROVIDERS
- Community Bridges Inc.
- Human Services Campus
- U.S. Vets
- Crisis Response Network
- CASS Vets
- MANA House
- UMOM
- Save the Family

COMMUNITY
- Community Solutions
- Cloud Break Communities
- Arizona Housing Coalition
The Data

March 2018

Inflow: 195
- New: 114
- Returned from Housing: 12
- Returned from Inactive: 69

Active: 489

Outflow: 182
- Housed (placements and positive exits): 133
- Moved to Inactive: 49
Veteran Housing Placements

Veteran- Housing Placements

<table>
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No
Yes
The Change

From:
- We have always done it this way
- Our Policies say we can’t do that
- We don’t have the funding to do that
- Our funding source won’t allow us to do that
- We don’t have the time
- I am not authorized to make that decision

To:
- We are going to work together through our Ending Veteran Homelessness Workgroup
- Creating new policies that make the appropriate changes to support our effort
- Prioritize our resources through Case Conferencing
- Let us talk to our fund source about that (our fund source said yes)
- We will make the time
Successes

- Workgroup developed policies and procedures to ensure consistency
- Case Conferencing was established
- Quality Data
- Increased resources
- VA signed a Partnership and Data Sharing Agreement
- VA started entering data into HMIS
SPEED IT UP
THANKS!

ACHIEVING

The big secret in life is that there is no big secret. Whatever your goal, you can get there if you're willing to work.

Oprah Winfrey (1954 - )
Cultivating Sustainable Leadership: An Agency Perspective

Brenton Hutson, Division Director, Veterans and Supportive Services, Volunteers of America Colorado
Leveraging relational leadership to foster meaningful, sustainable systems progress in rural communities.

Rural Systems Change

Leveraging relational leadership to foster meaningful, sustainable systems progress in rural communities.
Lessons from the Field

Examples:
• The Awakening Movement – Iraq, 2006
• Savior Complex – India, 2010
• Distrust and Miscoordination – Rural Colorado, 2012
Background and Need

- Rural Colorado
  - Geography
  - Ideology
  - History
- Institutionalized Divides
  - Urban versus rural
  - Absence of CoC direction and organization
  - All quantities unknown

Distrust
Progress Through Relationships

• **Grassroots Engagement**
  • Prioritizing relational development
  • Learning about, and integrating into community
  • Establishing a track record (integrity, work ethic, intention)

• **Leveraging Relationship**
  • Identifying opportunities for leadership
  • Allowing the community’s agenda to become your agenda as well
  • Promoting progress

• **Sustainable Change**
  • Encouraging established local leaders to take up the mantle of change agent
  • Working with varied stakeholders (especially funders) to align around progress
Rural Colorado Today

- Progress To-Date
  - SSVF personnel in leadership throughout entirety of CO
  - BNLs and CE standing up throughout CO (varied progress)
  - Communities have oriented themselves towards progressive service models and critical systems change
  - Statewide leadership and funders have responded in turn, offering additional resources to support promising practices
Synopsis

• **Synopsis:**
  • Sustainable progress in rural communities must originate from within, as a conscientious choice.
  • It is critical to be willing to ask questions, not just provide presupposed answers.
  • The development of meaningful relationships rooted in community integration and experience is critical to achieving long-term systems change in rural communities.
Leadership Resources

- [https://www.hks.harvard.edu/faculty/ronald-heifetz](https://www.hks.harvard.edu/faculty/ronald-heifetz)
- [www.greenleaf.org](http://www.greenleaf.org)
- [https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf](https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf)
Q & A

We will use the remaining time to address the questions submitted during the webinar.

Thank you!

Additional Questions?
Email: ssvf@va.gov
Website: www.va.gov/HOMELESS/ssvf.asp
Additional Questions?

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Includes link to SSVF University