



**Covenant  
House**  
Opening Doors for Homeless Youth



# CHANGE MANAGEMENT



November 2018

# CATALYST FOR CHANGE

- Data analysis – ETO , Youth Surveys
- Strategic Plan – gaps , developmental areas
- External Review

**“Endless conversation about  
CHANGE**

**is the barrier.**

**Actually committing to doing  
something and then acting  
is what is required.”**

**David Jakes**



Two primary areas of focus for change:

1) Substance use policy

2) Service approach

# SUBSTANCE USE/SERVICE MODEL

## FROM

- Abstinence
- High structure/ rule bound
- Strength based, Trauma informed
- Case planning – 1 size fits all

## TO

- Harm reduction
- Relationship focus
- Strength based , more TI
- Individualized approach

# SETTING THE STAGE

- Program Management Team- developed vision, guiding service principles
- Program Staff – why change
- Change Management Team established
- All Staff

# CHANGE PROCESS

- Literature Review
- Development of a Strategy
- Creation of Change Management Team
- Coaching / Training Sessions
- Communication Materials
- Evaluation

# Strategy

Stage One (Unfreeze, Ending)	Stage Two (Move, The Neutral Zone)	Stage Three (Refreeze, The New Beginning)
<ul style="list-style-type: none"> <li>• Establish a sense of urgency</li> <li>• Create the guiding coalition</li> <li>• Assess readiness for change</li> <li>• Develop a vision</li> <li>• Develop strategy               <ul style="list-style-type: none"> <li>- Project strategy</li> <li>- Change management strategy</li> </ul> </li> <li>• Communicate change vision / develop communication strategy</li> <li>• Build in evaluation / impact assessment</li> <li>• Conduct stakeholder analysis</li> <li>• Prepare for resistance</li> <li>• Risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Empowering broad based action</li> <li>• Generate short-term wins</li> <li>• Identify reactions to change</li> <li>• Identify / manage resistance</li> <li>• Transition monitoring team</li> <li>• Everyone plays a role</li> <li>• Reward new / positive behaviours; celebrate success</li> <li>• Utilize change agents</li> </ul> <p style="text-align: center;">Open and Consistent Communication</p>	<ul style="list-style-type: none"> <li>• Consolidating gains and producing more change</li> <li>• Anchoring new approaches in the culture</li> <li>• Everyone plays a role</li> <li>• Reward new / positive behaviours; celebrate success</li> <li>• Sustaining change</li> <li>• Utilize change agents</li> </ul>



# Communication



## Why Change?

*This document is meant to provide a high-level explanation of why we are making changes to our approach with youth. If you have any further questions or concerns, please speak to your supervisor, anyone on the Change Management Team, or Carol, the Director of Programs.*

### focus on the relationship

been doing great work for a lot of youth for over three decades. Yet there are a number of factors that suggest we make some changes. The most important reason is that some youth have consistently told us that our structure interferes with the development of a genuine relationship. As professionals in this field we have a concern for the people we serve and a desire to make a positive impact in their lives. We want to better understand how the

# Communication

## Concerns and Responses

### How will safety of the house be managed?

- Maintaining a safe space for both youth and staff is the top priority. No one is asking staff to tolerate behaviour that makes them or others unsafe. If a youth is acting in a way that compromises the safety of the house, they will be asked to leave.
- We are however, looking at the ways in which particular policies and practices can unintentionally escalate situations and make youth angry. We are seeking to minimize unnecessary power struggles by focusing on relationship building.
- We are providing training and coaching on how to practice with the new model, and welcome additional suggestions for training and capacity building that might better support staff.
- We've been adding more staff to shifts whenever possible, such as on the overnight shift.

### How will we be enacting the Covenant House 5 principles in our new approach?

- The new approach allows us to practice more consistently with the 5 principles as they were originally intended, such as ensuring youth have more choice in their service delivery.

# Change Management Team

- Purpose
  - Involve people from every level of organization for input
  - Communicates up and down
  - Act as role models, local leadership
- Composition
- Activities

# Change Vision

Our vision is to provide a safe and welcoming environment where all youth feel valued, cared for and respected unconditionally. Obtaining basic needs such as food and shelter is a human right that everyone is equally deserving of. Our priority is to develop genuine relationships where youth feel safe to talk to us, and know that there will always be someone there for them that believes in them and their unlimited potential.

We recognize that the needs of the youth vary and that they may be in different places in their life journeys; we therefore provide services that are youth-led and individualized. We acknowledge that the youth we serve are autonomous and control their own lives and identify their own goals. We seek to support youth on their journeys and discover options together, viewing all life experiences as valuable learning opportunities.

# Guiding Principles

1. Relationship-focused / relentless engagement
2. Trauma-Informed / Anti-oppressive
3. Rights-based
4. Choice & Self-determination
5. Strengths-based / growth focused

# EVALUATION

## 1. Key Performance Indicators

- Reasons for leaving, incidents, survey indicators

## 2. Temperature Gauges- Quantitative and Qualitative measures how change is going for these key groups – bi-annual

- a. Youth
- b. Staff

## 3. Impact Assessment

# Implementation Evaluation – Changes to Substance Use Policy

- Staff feel youth are more comfortable engaging with them, especially about substances
- Perception among some that safety decreasing; incidents actually decreased
- Ultimately fears largely unfounded
- Identified need for more training

# KEY LEARNINGS/CHALLENGES





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- Change is a long game- slow and steady wins the race
- Change is a balancing act – responsive to concerns but maintain momentum
- Change needs to attend to process and provide tangible signals

# KEY LEARNINGS/CHALLENGES

- Changing culture in a large program staff group
- Creating change across diverse program areas , diverse skill sets, diverse stages of change
- Balancing change activity with demands of day to day operations
- Communicating changes to other non program departments
- Managing the ripple effect of program change

# KEY LEARNINGS / CHALLENGES

- Leadership is critical (distinct from management)
- Communication
- Fundamental shift / way of doing things – especially difficult for long-term staff
- Focus on big picture, not individual behaviour
- Staff turnover
- Staff dedicated to change process

# Thank You!

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