



# **Driving Systems Change through Leadership and Collaboration: Chicago's Homeless System**

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Officer of All Chicago**



All Chicago prevents and ends homelessness through our four signature strategies:

- Emergency Financial Assistance
- Community Partnerships
- Data Analytics
- Training and Research



## The Continuum of Care

- A community's plan to organize and deliver housing and services that meet the needs of the community.
- Membership group
- All Chicago's Role



## Collective Impact

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Backbone Organization
- Communications



**We're seeing success!**

**17% reduction in homelessness  
since 2015.**



## Ending Veteran Homelessness Initiative (EVHI)

- 3,478 Veterans Housed
- 568 Veterans on “One List”
- Inflow reduced from 127 to 80 per month



## EVHI and Strategic Leadership

### Critical Partnerships:

- DFSS
- Chicago Mayor's Office
- All Chicago
- Veterans Administration
- Department of Housing and Urban Development
- Chicago Housing Authority



## Lessons from EVHI

- Data-driven decisions
- Systems framework
- Innovations that work





## Coordinated Entry

- Piloted with EVHI
- Bringing to scale in 2017



## Strategic Leadership

- Having the right people at the table:
  - EVHI leadership team
- Having input from a broad base of stakeholders:
  - Lived Experience Commission
  - Service Providers Commission
- Distributed Leadership:
  - Case managers have an opportunity to give input:  
Community team from the EVHI



Effective Governance and efficient leadership provide an organizational environment conducive to the reproduction of ownership by championing relationship development, distributed leadership and knowledge transfer.



The **reproduction of ownership** by participants in a collaboration is evidenced by three specific behaviors:

- Rule Breaking
- Rule Making
- Appreciative Behaviors



## Three Elements of Psychological Ownership:

- Control
- Knowledge
- Investment

*Jon Pierce*



Collaboration is really hard.

- Nobody wants to pay for it
- Everyone thinks they're right

Collaboration creates tension.

# Questions?

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