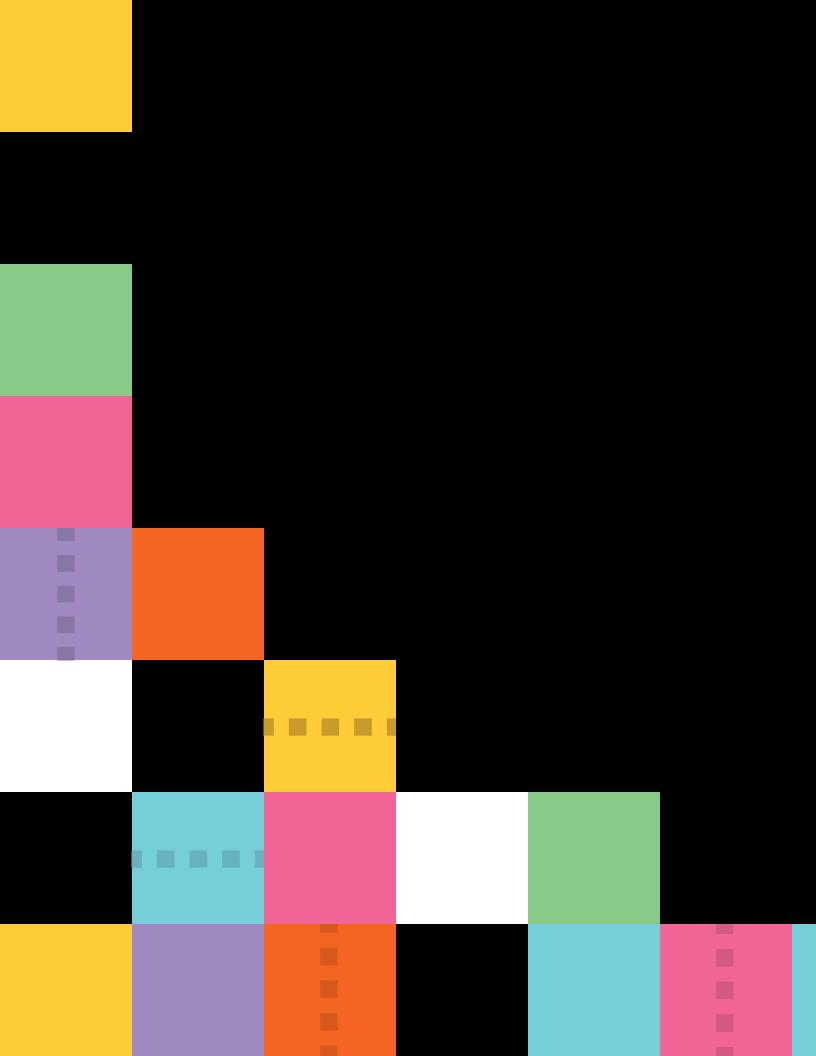
# ANNUAL REPORT

2024

**RE!NSTITUTE** 



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# LETTER FROM OUR CEO

#### DEAR FRIENDS, COLLEAGUES, PARTNERS, FUNDERS AND COLLABORATORS,

When reflecting on this past year, many words come to mind. 2024 was filled with joy, challenges, learning, opportunity, and, most of all, collaboration. RE!NSTITUTE focused this year on building new partnerships and strengthening existing partnerships. Through these efforts, we regrounded ourselves in the meaning of "collaboration".

We collaborated with new partners such as Cloudburst on the Chicago Homelessness Response to New Arrivals project and the New York Youth and Family Fund to End Homelessness on a 100-Day Challenge to improve the efficiency of housing allocation processes.

We strengthened our partnerships with the Illinois Governor's office on Homelessness through a 100-Day Challenge on Encampments and the Oregon Housing and Community Services Department with our work on Rural Homelessness.

Collaboration has been and always will be at the heart of who we are as an organization.

I'd also like to share that I made the difficult decision to resign from my position as Chief Executive Officer here at RE!NSTITUTE. My last day was December 31, 2024. I decided to leave the organization to continue my journey of growth, learning and direct community support.

The past nine and a half years have been incredible. As a person with lived experience of homelessness and substance use disorder, I was unsure of my future and its possibilities. RE!NSTITUTE (at the time Rapid Results Institute) offered me a chance to give back in the most meaningful way. A chance to support people across the country who are working in the sector that changed my life. I will forever be grateful.

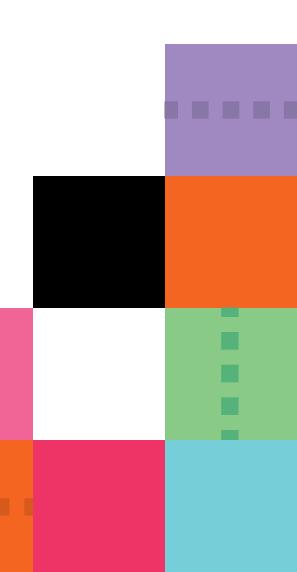
I am so pleased that Sarah Robens has been selected by the Board to be the CEO of RE!NSTITUTE. Coming into this position from her previous role as our Global Director of Learning and Improvement, she brings an extensive understanding of our work and how to optimize its success. Her background in systems change work in social systems across the world means that she brings to this work in-depth knowledge of how best to support communities through transformative processes. I look forward to seeing the next steps for RE!NSTITUTE.

All of the team are so grateful for your continued support and partnership.

With thanks,



Sean Whitten, CEO, RE!NSTITUTE 2021-2024





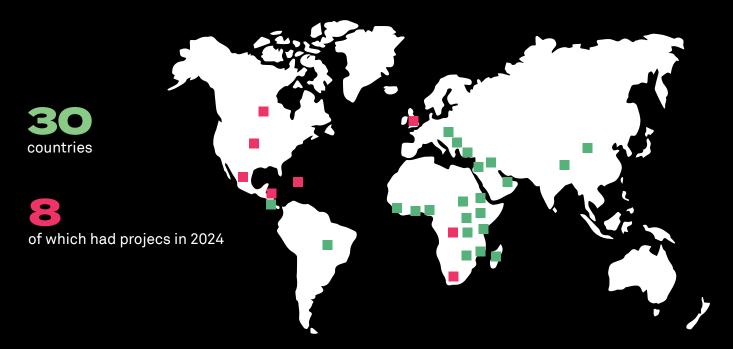
In 2024, RE!NSTITUTE's impact in numbers highlights included:

Systems Change Participants

Systems Change Innovations

100-Day Challenges

#### **RE!NSTITUTE** has worked across:



#### **Americas**

Canada

**United States** 

Dominican Republic

Honduras

Nicaragua

Brazil

#### Europe & Asia

**United Kingdom** 

Slovakia Romania

Turkey

Jordan

Iraq

**United Arab Emirates** 

Nepal

China

#### **Africa**

Sierra Leone

Ghana

Nigeria

Eritrea

Sudan

Ethiopia

Uganda

Demoratic Republic

of Congo

Rwanda

Kenya

Zimbabwe

Mozambqie

Madagascar

South Africa\*

#### HIGHLIGHTS OF 2024:

# CHANGING SYSTEMS THROUGH...

#### 100-Day Challenges

Producing outstanding results in 157 communities while shifting how systems work, working on structures, relationships and behaviors.

- Increasing the rate at which housing packages for families are approved in New York City.
- Working in partnerships, for example supporting Built for Zero communities to cross the finish line to functional zero.

#### Strategic Facilitation

Facilitating collaborative conversations to create and drive strategy.

- Facilitating conversations that resulted in 14 actionable recommendations to integrate the needs of new arrivals into Chicago's existing homeless response system.
- Providing strategic facilitation, project management, and continuous learning to ensure successful outcomes and longterm community impact emerge from the Community Health Equity Accelerator convened by Yale School of Medicine.

#### **Active Learning**

Building learning into everything we do.

- Creating learning communities in Oregon to spark continuous collaborative learning alongside our 100-Day Challenge.
- Training future in-house coaches as part of the sustainability process of our Latin America work.

### **BRIDGING SILOS**

# Yale Community Health Equity Accelerator (CHEA)

In 2024, RE!NSTITUTE played a pivotal role in supporting the Yale School of Medicine Office of Health Equity Research (YSM OHER) to deploy a \$150,000 grant to a team of clinicians and community providers to implement a multi-level intervention aimed at improving pediatric asthma management for patients with inequitable health outcomes. This intervention implements a community health worker program and deploys a new pediatric clinical pathway.

This is the second cycle of grants for which RE!NSTITUTE has helped facilitate the development and dissemination of the RFP, the candidate selection process, and regular updates with the implementation team. Additionally, RE!NSTITUTE facilitates ongoing monthly meetings with the community research steering committee and helps strengthen collaboration between community leaders and the YSM OHER team.



- Collaboration Across Silos: One of the project's
  defining features is its focus on facilitating
  collaboration between clinicians, community
  providers, advocates, and health equity experts.
  RE!NSTITUTE's ability to bring together diverse
  partners and create enabling conditions—while
  ensuring a shared focus on the goal—is a hallmark of
  our expertise.
- Managing Trust & Sensitivity: A key feature of CHEA is the sharing of power between researchers and community partners. RE!NSTITUTE's facilitation role includes ensuring that community members feel heard and respected, which is essential for maintaining trust and securing long-term, sustainable partnerships.
- Dynamic, Adaptive Model: The CHEA model is continuously evolving based on feedback from participants. RE!NSTITUTE's emphasis on learning, reflection, and continuous improvement demonstrates our commitment to building flexible models that can be tailored to the specific challenges and opportunities of each community.



- Cycle 2 Grantee Selection: The team is currently finalizing awardee selections for the second grant cycle, which focuses on hypertension.
- Cycle 3 Topic Selection: RE!NSTITUTE is supporting the OHER team and CHEA steering committee in selecting the topic for the final round of grants, taking into account insights from Cycles 1 and 2 and the uncertainty of the current political, policy, and funding climate.
- Evaluating the Model: RE!NSTITUTE is supporting a comprehensive evaluation of both the intervention's impact and the funding model itself. This reflective process will help shape future iterations of the Community Health Equity Accelerator, ensuring that it remains responsive to community needs and effectively bridges gaps between research and realworld health outcomes.

# CROSS-SYSTEM COLLABORATION

### Chicago Homelessness Response to New Arrivals

RE!NSTITUTE partnered with the Illinois Office to Prevent and End Homelessness on a large-scale project to develop recommendations and implementation plans to meet the needs of New Arrivals (migrants from the southern US border) experiencing homelessness in Chicago. RE!NSTITUTE's role was to facilitate the alignment of two distinct systems: the traditional homeless response system and the emergency response system set up for New Arrivals.





- Complex Systems Integration: The project was unique in that it required integrating two complex systems with different funding structures and political challenges. RE!NSTITUTE's facilitation was crucial in bringing together stakeholders from diverse backgrounds. By fostering collaboration, RE!NSTITUTE helped surface and hone actionable recommendations that aligned resources and strategies.
- Facilitation in Politically Sensitive Environments: RE!NSTITUTE was selected for this initiative due to years of expertise in the industry, as well as prior successful relationships with local partners from previous projects, including the Chief Homelessness Officer for the state of Illinois. Our experience working within politically sensitive environments allowed us to navigate complex dynamics between city, county, and state officials, service providers from both systems, and community advocates by facilitating discussions around practice, policy, and resource allocation, as well as foundational principles about support those most in need in Chicago.
- Frontline Engagement & Lived Experience: A distinguishing feature of this project was the emphasis on bringing frontline staff into the decisionmaking process. By creating a consumer advisory board that included individuals with lived experience from both systems, RE!NSTITUTE ensured that the voices of those directly impacted by homelessness were integral to shaping the system redesign.



- Building Long-Term Relationships for Sustained Learning: One of the most valuable outcomes of this project has been the strengthening of long-term relationships between key system integration partners. RE!NSTITUTE's work has laid the groundwork for sustained collaboration, and maintains communication with partners and providers on the ground, receiving updates on sustained progress and learning.
- Sustained Outcomes: An important immediate outcome shared is that the number of total beds available in the integrated homeless response system has more than doubled the previous rate.

### LEARNING + DATA

# Oregon Rural Homelessness

In 2024, RE!NSTITUTE began collaborating with rural communities in Oregon to address homelessness. 100-Day Challenges were completed in three key rural areas—Lincoln County, Curry County, and Lebanon. These communities, which are part of Oregon's "balance of state" (areas not covered by Continuums of Care), face unique challenges due to underresourcing, a lack of providers, and limited funding.





- Rural Context and Systemic Gaps: Oregon's rural communities face particular barriers, including limited access to services, fewer providers, and a lack of funding. These areas often face outsized unsheltered homelessness due to a lack of shelter space and limited housing resources. RE!NSTITUTE's focus is on building foundational systems that can help improve outcomes, such as developing clear referral practices.
- Equity-Centered Conversations: This project emphasized equity and inclusion in every aspect of the work. Lincoln County, for instance, used conversations on equity to drive discussions on better data collection practices and the inclusion of lived experience. Efforts to create more equitable resource allocation were supported by improved skills in navigating difficult conversations, strengthened throughout the Challenge.
- Oregon Learning Sessions: RE!NSTITUTE facilitated a community of practice in which representatives from rural communities could come together to share successes, challenges, and innovative approaches. Monthly learning sessions included topics such as data-driven decision-making, rapid rehousing, and the implementation of innovative solutions. The platform Civic Roundtable, provided a forum for resourcesharing and collaborative brainstorming, bringing together 35-40 participants every month.

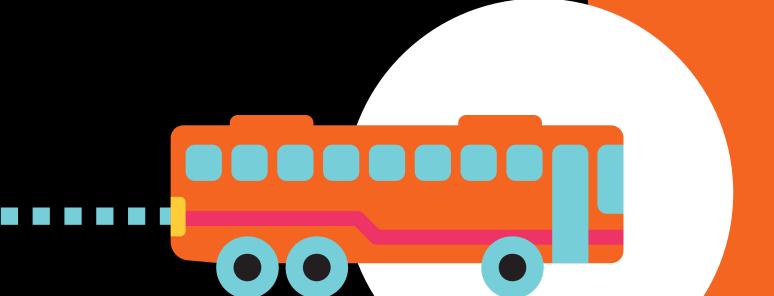


- Cross-Community Collaboration: Participants
   expressed a strong desire to maintain relationships
   beyond the formal end of the Challenge. This
   collaborative spirit is essential for sustaining progress
   and fostering long-term systemic change.
- Ongoing Learning and Support: The project will continue to support these rural communities as they implement the innovations developed during their Challenges. Moving forward, RE!NSTITUTE will focus on assisting communities with implementing the strategies they have developed, particularly around data integration and building sustainable, locally-driven systems.
- Cohort 2: In December 2024, RE!NSTITUTE engaged two more communities to begin 100-Day Challenges: Union County (focusing on young adults) and Mid-Columbia (focusing on medically vulnerable people experiencing unsheltered homelessness).

## 100-DAY CHALLENGE

#### **Illinois Encampments**

In Illinois, RE!NSTITUTE has done several 100-Day Challenges addressing unsheltered homelessness in key urban areas, including Rockford, Springfield, Joliet, and South Cook County. Through collaboration with these communities, RE!NSTITUTE has facilitated connections between service providers and community members, ensuring that key interventions are responsive to local needs. RE!NSTITUTE's involvement includes guiding communities in data-driven decision-making, strengthening the use of peer support programs, and building multi-sector collaborative systems that contribute to long-term change.





- Prior 100-Day Challenge Experience: Two of the communities, Joliet and Suburban Cook County were previous 100-Day Challenge participants, which positioned them to make more meaningful progress during their engagement with RE!NSTITUTE. Both communities were able to very quickly rally a significant "coalition of the willing" due to their previous Challenge successes.
- Elevating Lived Experience: In Joliet, the project leveraged a new lived experience advisory council to guide service providers in partnering with peer leaders to improve the effectiveness of street outreach programs. This approach not only enhances the street outreach process but also ensures that those with lived experience are central to designing solutions.
- Building New Partnerships: A unique aspect of the project in Suburban Cook County was the development of new partnerships, notably with Metra (Chicago's transportation authority), which plays a critical role in supporting unsheltered individuals using public transit. This collaboration allowed for a more holistic approach to addressing homelessness, connecting individuals with resources in transit hubs and training officers on best practices that protect the dignity and safety of all transit users.



- Expansion of Cohorts: The success of the initial cohorts has led to the formation of a third cohort, focused specifically on Veterans, which will kick off in January 2025. This expansion signifies the growing reach and impact of our methodology as it continues to address diverse homelessness issues across Illinois.
- Statewide Veterans Initiative: RE!NSTITUTE is collaborating with Community Solutions to launch a statewide initiative in Illinois focused on improving the quality of Veteran homelessness data in an effort to more quickly reach functional zero- the point at which a community is able to rapidly address each instance of homelessness. Led by several state agencies focused on homelessness, RE!NSTITUTE will bring not only our 100-Day Challenge methodology to a number of communities, but also additional facilitation to support the strengthening of collaboration between state leaders, local communities, and external technical assistance partners.

# STRENGTHENING COLLABORATION

# Honduras Criminal Justice System

The Honduras 100-Day Challenge focused on increasing the resolution of cases involving domestic violence, sexual crimes against women, children, and adolescents, and disobedience/violations in Comayagua. Additionally, the Challenge aimed to resolve homicide, drug trafficking, and robbery cases within the same timeframe. Special emphasis was placed on strengthening the investigation process and improving the reporting culture to ensure greater accountability and victim protection.





- Improved Victim Protection and Coordination: The teams placed a special focus on protecting victims of gender-based violence (GBV), ensuring they were supported through every stage of the judicial process. This effort reduced re-victimization and helped prevent cases from stalling or being abandoned by victims.
- Enhanced Coordination Among Stakeholders: The initial lack of police participation posed a challenge, but through continuous coaching and direct meetings, the teams were able to strengthen their collaboration with law enforcement. This improved communication and coordination between prosecutors, investigators, and police ultimately led to the successful resolution of several high-priority cases, including robberies and homicides.
- Shift in Drug Trafficking Approach: The 100-Day Challenge was instrumental in shifting the criminal justice system's approach to drug trafficking by emphasizing the need for addiction treatment rather than solely criminalizing drug possession and use. This change, supported by CSOs, helped offer a more holistic solution to drug-related offenses.



- Local Trainee Development: As part of this initiative, RE!NSTITUTE trained a group of local operators, including court staff and prosecutors. These trainees completed Level 1 training and played a key role in coaching 100-Day Challenge teams, facilitating workshops, and following up on data collection.
- Hybrid Training Approach: The training process was delivered in a hybrid format, combining virtual sessions and in-person workshops. This flexible approach allowed trainees to continue their professional duties while also participating in the 100-Day Challenge.
- Plans for Certification: In 2025, RE!NSTITUTE plans to move forward with Level 2 training to certify the group of trainees as catalysts. These certified trainers will be able to independently implement the 100-Day Challenge methodology within Honduras' criminal justice system. The training process has demonstrated the trainees' capacity, though the high turnover and workload challenges underscore the need for a larger pool of trained facilitators to ensure sustainability.

## TRANSFERRING KNOWLEDGE

#### **ConJusticia Training**

The 100-Day Challenge trainings served as pivotal opportunities for trainees from various states to receive hands-on training and apply their skills as facilitators. This initiative was designed to transition participants from a consultant role—focused on providing technical advice and directing activities—to that of a facilitator. The goal was to empower local teams to create their own solutions and drive positive change, fostering greater collaboration and autonomy within criminal justice systems.





The training group for the 100-Day Challenge was composed of personnel from the Attorney General's offices across five states.

- Level one Trainees: Four of the states had participants who had already completed Level one training as coaches. These individuals used the 100-Day Challenge as an opportunity to strengthen their facilitation skills and move toward Level two certification.
- Level two Trainees: These participants were at the forefront of implementing the 100-Day Challenge methodology as facilitators. By the end of the program, they were considered candidates for certification and expected to continue facilitating 100-Day Challenges within their state's criminal justice systems and Attorney General's offices.
- Local Civil Society Organization (CSO) Trainees: The remaining state's participants were members of a CSO, undergoing Level one training during the 100-Day Challenge. They had the unique advantage of receiving coaching support from RE!NSTITUTE catalysts, which provided additional guidance and mentorship as they worked with their teams.



By building a team of local facilitators and coaches, the initiative was better positioned for long-term success. Participants were empowered to drive change within their own criminal justice systems. This collaborative approach helped ensure the methodology would be adapted and implemented with greater ownership, leading to lasting impact across the region.

The 100-Day Challenge training represented a crucial moment in the development of facilitators across multiple states. By focusing on the transition from consultant to facilitator, the program empowered participants with the tools to foster collaboration and autonomy in local teams. The sustainability of this effort was strengthened by recruiting local staff who understood the methodology and were incentivized to apply it in their institutions, ensuring a lasting impact on criminal justice reform in the region.

#### 2024

# SUMMARY

Continuous learning and improvement have always been at the heart of our work, and in 2024, we pushed this further, expanding our ways in which to be a critical facilitator for systemic change, tackling complex issues in healthcare, homelessness, and criminal justice by bringing together diverse stakeholders and empowering communities to drive their own solutions.

This year's report emphasizes particular elements at the heart of our methodology.



#### **↑** Bridging Silos:

Our work this year has demonstrated in different ways how our catalysts excel at breaking down barriers between different systems and organizations. Our projects have brought together clinicians, community providers, advocates, and individuals with lived experience, fostering communication and shared goals depending on need. A great example of this is in our work in New York, which has brought together staff working on the same process across different organizations to improve process efficiency, thereby increasing the speed at which families can be safely housed.



#### **Community-Centered** Approach:

All of our projects focus on how best to place community voices at the heart of decision-making processes and leverage local knowledge to create culturally relevant and sustainable solutions. This is exemplified by the use of community health workers in the Yale project, the inclusion of a consumer advisory board in the Chicago homelessness project, and lived experience advisory councils in the Illinois encampment initiatives.



#### **Data-Driven Strategies:**

Data is always central to our systems change efforts, whether to track progress, identify areas for improvement, or refine strategies over time. We continue to extend our offer to communities to dig more deeply into the information they need to make decisions. In Illinois this year, we worked with communities to improve the quality of homelessness data and track progress towards functional zero alongside Built for Zero. Our New York work has really dug deep into data processes, identifying how best to access the data needed to make decisions. And training in Latin America included focused data modules.



#### **Adaptability and Context:**

We recognize that solutions to any problems need to be tailored to the specific challenges and opportunities in each community. Our approach is certainly not one-size-fits-all, and even in our approach to spreading and scaling good ideas, we understand that they need to be adapted to the needs of each community.



#### **Building Local Capacity:**

A critical part of our approach is building the capacity of local leaders and empowering them to drive their own solutions. This year, our Latin America work has been a testament to this, focusing on building capacity through training trainers who can independently implement the 100-Day Challenge methodology. We have also run refresher training for coaches in the Democratic Republic of the Congo, enabling them to deliver new 100-Day Challenges and continue their own work in their communities.

#### ULTIMATELY,

RE!NSTITUTE's work is about lasting systemic change. We facilitate conversations, build relationships, and guide the strategic use of data. In doing so, RE!NSTITUTE empowers communities to develop and implement their solutions, resulting in more equitable and effective systems for everyone. 2024 has provided us with the opportunity to develop further our systems change methodologies, and we look forward to further expansion in 2025.

### LOOKING AHEAD: 2025



#### FROM NEW CEO: SARAH ROBENS

As the new CEO of RE!NSTITUTE, I'm excited by the opportunities that the new and strengthened partnerships of 2024 bring to our work in 2025. We have expanded our offer, building on the in-depth learning we have about what makes our 100-Day Challenges so successful, always focusing on how to drive sustainable systems change, but whilst producing rapid, tangible results.

Our strategy for 2025 focuses on delivering outstanding systems change results, building partnerships to improve outcomes for the communities we serve, and developing learning systems to better use our learning to support communities and partners.

# Strengthening National Partnerships for Research and Advocacy

In 2025, we're expanding national collaborations around our housing and homelessness work in the US, leveraging our expertise alongside key partners like the National Alliance to End Homelessness and USICH. By integrating research, policy, and advocacy efforts, we aim to shape best practices through national-level analysis and research projects informed by our 100-Day Challenge engagements.

#### **Building Learning Networks**

We're creating dynamic, community-driven Learning Sessions through mid-2025, connecting homeless response leaders to tackle shared challenges. Topics are sourced directly from communities, with 100-Day Challenge alumni sharing realworld successes and lessons learned. By partnering with platforms like Civic Roundtable we're fostering spaces for practical knowledge exchange.

### Driving Youth Homelessness Prevention

With HUD's 2025 Youth Homelessness
Systems Improvement funding, we're
partnering with three communities to
jumpstart youth homelessness prevention.
Traditionally underfunded, prevention and
diversion efforts for young people (18-24)
are gaining momentum. We're excited to see
increased investment and innovation, building
on trailblazing initiatives like Point Source
Youth's Direct Cash Transfers as Prevention
and USICH's first-ever prevention framework.

Looking ahead at our possibilities for growth, learning and partnership, I am grateful for the opportunity to continue Sean's fantastic work at RE!NSTITUTE, and look forward to year of collaboration, learning and systems change.

#### Global Engagement

We are continuing our collaboration with iResults in South Africa as they continue to drive the national strategy to reduce Gender-Based Violence using 100-Day Challenges, training another cohort of coaches in Honduras, and looking into the extension of our trainee certification work in West Africa. We are also expanding our reach in the UK, building partnerships to promote 100-Day Challenges within the national "test and learn" strategy, and creating momentum to engage in the housing and homelessness space.

#### Scaling and Spreading Innovation

With our spread and scale offerings, we're ensuring communities can adapt proven strategies rather than reinvent the wheel. These new projects focus on helping communities scale innovations that have emerged from 100-Day Challenges in ways that fit their needs, budgets, and capacities.

#### OUR

# FUNDERS+ PARTNERS

#### Thank you to all of our partners in 2024:

NYC Fund to End Family and Youth Homelessness

DAI Global

Ford Foundation

Fortis Consultoría

iResults (South Africa)

The World of Impact (South Africa)

MSI, a Tetra Tech Company

United Nations Development

Programme (UNDP)

Pond-Deshpande Centre (PDC) - Canada

United States Agency for International Development (USAID)

Yale School of Medicine

Palm Beach County Community Services

Health Innovation South West

Devon Integrated Care System, National Health Service, UK

Illinois Office to Prevent and End Homelessness

Supportive Housing Providers Association (SHPA)

Aids Foundation of Chicago (AFC)

Oregon Housing & Community Services Department (OHCS)

Community Solutions - Built for Zero

#### A huge thank you to all of our 2024 Donors who supported our work:

**Greg Hendrick** 

Baldwin Risk Partners

Gary Kaplan

The Blackbaud Giving Fund

Adam Pisoni

Linda Ritacco

Give Lively Foundation Inc

Nan P. Roman

Thomas J. Bobak, Jr.

Aye Aye Thwin

Mary Houghton

Irina Valassi Diaz

Nadim Matta

#### OUR

# TEAM + BOARD

#### Staff:

Adrian Sanchez Olaiz Catalyst\*

Cosmos Cranston Catalyst\*

Echo Collins-Egan Chief Impact Officer\*

Jennifer Shteiwi Associate Director, US Housing & Homelessness

Jordan Marino Operations Manager

Jose Alberto Hernandez Chanona Program Coordinator, Latin America

Linda Ritacco Finance Manager\*

Luis Sosa Communications Manager

Magdolna Mingo Data Analyst Coordinator

Mariana Rios Palafox: Catalyst, Latin America\*

Peter Muse: Catalyst

Rachael Hilderbrand: Operations Manager\*

Rebeca Fernandez:

Sector Lead, Mexico Justice

Sarah Hennessy MEL Regional Manager

Sarah Robens MEL Global Director

Sean Whitten
Chief Executive Officer\*

Alrien Van Der Walt Catalyst

#### **Board Members:**

Gary Kaplan Board Chair

Nadim Matta President Emeritus and Founding Board Member

Mary Houghton Treasurer

Malcolm Butler Chair Emeritus and Founding Member

Sean Whitten President

Aye Aye Thwin Board Member

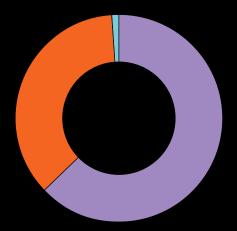
Irina Valassi Board Member

Nan Roman Board Member

<sup>\*</sup>Individuals were part of RE!NSTITUTE's Team for part of 2024.

# FINANCIALS

Total Income in 2024	\$ 2,884,971
Total Expenses in 2024	\$ 2,818,397

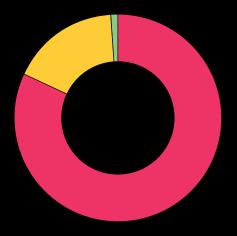


#### Sources of Revenue:

63% Non-Government Sources

36% **Government Sources** 

1% Contributions



#### **Allocation of Expenses:**

82% **Programming** 

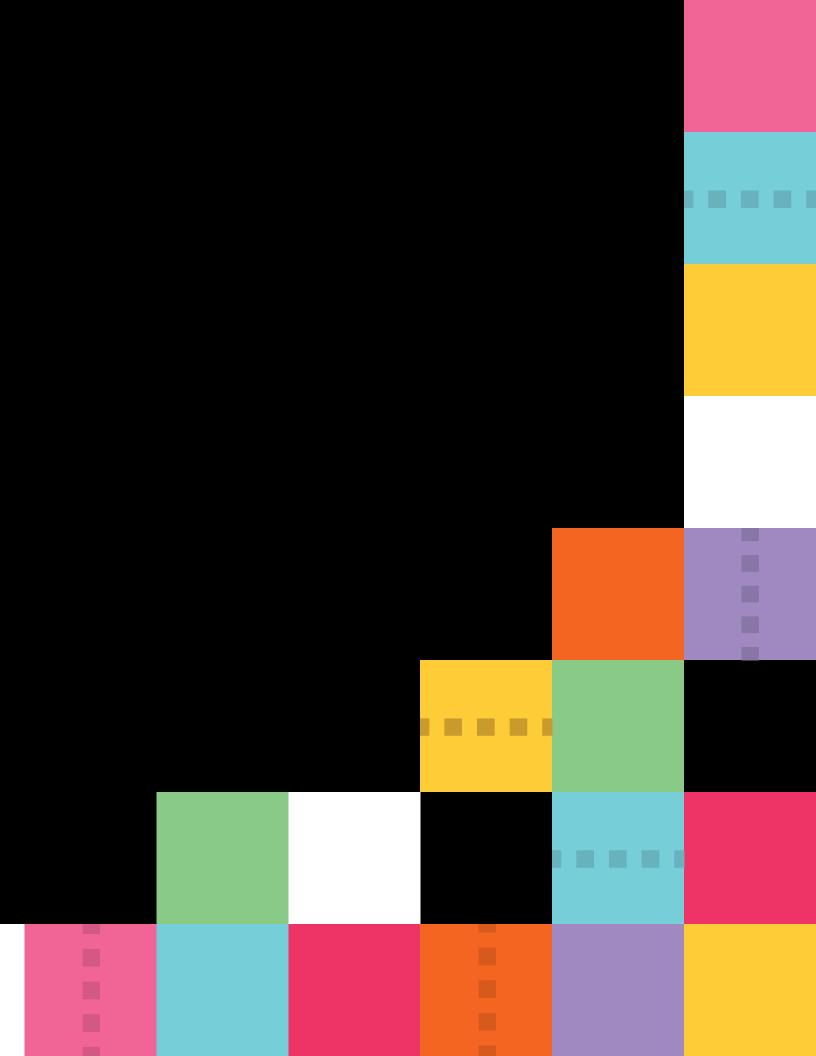
Admin **17%** 

1% **Fundraising** 

Platinum Transparency 2025



RE!NSTITUTE's financial performance and accountability are recognized by leading charity rating organizations.



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Designed by Brevity & Wit

## RE!NSTITUTE