Appendix: Puzzle Activity Description *(for use in the RFP submission)*

**Hands-On Activity: “The Incomplete Puzzle”**

As a metaphor for traditional outcome measurement approaches, attendees will be grouped and given small physical puzzles (9–12 pieces) to assemble. Each puzzle will be deliberately missing one piece or include an incorrect piece. Participants will attempt to complete the puzzle without initially knowing that it is unsolvable.

Following the activity, the facilitator will guide a short debrief to draw parallels between the puzzle experience and outcome frameworks that lack input from key stakeholders—specifically, youth and families. The missing puzzle piece represents the client voice, which is often left out of quality improvement conversations and metric development.

This activity provides a powerful visual and emotional experience that reinforces the session’s central message: even well-structured systems are incomplete without those most affected by their outcomes.