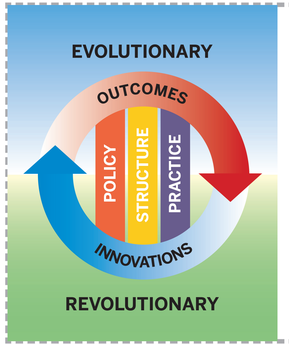


Human Services 2.0 Theory of Change

A Model to Prepare Objectives, Strategies and Plans

Policy: The principles or rules that guide decisions by which human sevices organizations define how they will achive desired outcomes across the range of programs, activities and disciplines.

Structure: The way public and private human services systems design, organize and implement work processes and to achieve policy and practice goals.

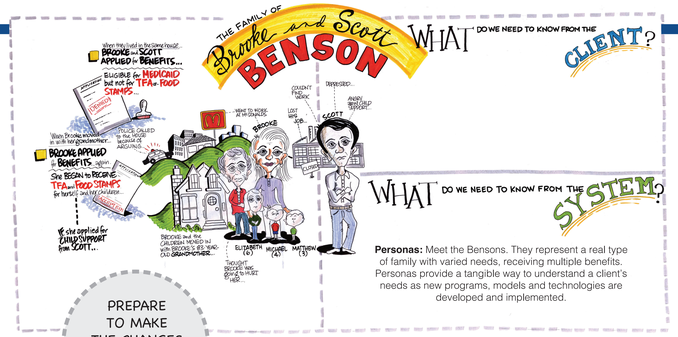
Practice: The way public and private human services organizations deliver services and care, monitor and report results and achieve intended outcomes.

Stewards of Change
INSTITUTE

Our Models and Methods

Tools You Can Use

InterOptimability™ Connecting Systems to Optimizing Outcomes
Interoperability + Optimization = InterOptimability



Personas: Meet the Bensons. They represent a real type of family with varied needs, receiving multiple benefits. Personas provide a tangible way to understand a client's needs as new programs, models and technologies are developed and implemented.

PREPARE TO MAKE THE CHANGES YOU'VE ENVISIONED

Our Six Core Domains

1. Human and Social Services
2. Public Health
3. Public Education
4. Public Safety
5. Emergency Medical Services
6. Health Information Technology

Get to Know the Top 10 InterOptimability Drivers

1. CUSTOMER-CENTRIC FOCUS makes better client outcomes the foremost goal of the InterOptimability process. By improving organizational awareness of, and sensitivity to, consumers' strengths, limitations, resources, needs and preferences, it helps ensure that clients can communicate openly with agency personnel and that services are delivered in a meaningful and satisfying manner.

2. BRIDGING SERVICE SILOS involves planning and providing in a streamlined, coordinated way across multiple programs. It addresses the organization's ability to work holistically and collaboratively across programs, increasing date portability and securely linking people, information and services to maximize efficiency and effectiveness.

3. BUILDING OPEN & INCLUSIVE PROCESSES refers to the degree to which all external stakeholders, including those outside the organization — the courts, funders, legislators, private providers and the public at large — can access information about a department's services and accountability measures. It also relates to the depth of communication and collaboration in which the organization routinely engages.

4. CONFIDENTIALITY & PRIVACY INFORMATION MANAGEMENT addresses an organization's need to store, use and share regulated information. It covers policies and practices about safeguarding sensitive data and maintaining confidentiality within legal bounds. It also encompasses employee knowledge, beliefs and attitudes about the policies and boundaries of information sharing.

5. DATA & PERFORMANCE MEASUREMENT SYSTEMS help determine how much and how well the organization and its users work with data, including data collection, storage, access, sharing, usage and analysis. The output from this drier informs performance metrics for individual workers, programs and the organization as a whole.

6. PUBLIC & POLITICAL WILL refers to the degree to which government leaders and their constituents understand and have confidence in the organization. Contributing factors include the groups' belief in that direction, and the ability of the organization to deliver the results promised.

7. FUNDING & RESOURCING focuses on the organization's ability to pay for the people, systems and tools fundamental to ongoing operations and innovation. It includes the department's ability to maximize funding from local, state, federal and alternative sources.

8. WORKFORCE, WORKFLOW & TRAINING relates to the systems and supports necessary for workers to do their jobs effectively, meeting responsibilities to both the organization and its customers. It encompasses worker satisfaction and retention as well.

9. LEADERSHIP & GOVERNANCE are intimately linked to the organization's ultimate mission and vision. Governance provides the policies, systems and decisions that establish that vision, authority and responsibility, and affects how initiatives are measured. Leadership guides the implementation and strategies provided by the governance structure.

10. TECHNOLOGY FRAMEWORK encompasses all hardware and software architecture, systems and functionality that enable the organization's IT processes, including date collection, storage and sharing.

Baseline Readiness Assessment

Change Driver Analysis

Driver	Priority (Level 1-4)	Competency (Level 1-5)
Consumer Centric		
Bridging Service Silos		
Building Open and Inclusive Processes		
Confidentiality & Privacy		
Data & Performance Management		
Public & Political Will		
Funding & Resources		
Workforce, Workflow & Training		
Leadership & Governance		
Technology Framework		

Organizational Maturity Matrix

Mastery (5)				
Proficient (4)				
Competent (3)				
Needs Development (2)				
Weakness (1)				
	Not Too Important (1)	Somewhat Important (2)	Very Important (3)	Critically Important (4)

Stewards of Change has developed the Change Drivers over the past decade. They are used to assess and communicate an organization's readiness for change and development needs. They provide a common vocabulary and help identify critical success factors for building a person-centered culture and enabling interoperability.

The drivers are used as part of an overall self-assessment, including a SWOT analysis that is part of our Strategic Training and Enhanced Planning System (STEPS) situation analysis. Along with other data, they are used to assess strengths and development needs. Collectively they provide a way to measure change over time.

The drivers are used to help develop objectives, create action plans, measure progress, and identify areas for developing skills and competencies.

Strategic Training and Enhanced Planning System

STEPS provides a flexible approach to thinking through and creating actionable solutions for any problems or opportunity. The process begins with a situational analysis, followed by identifying what you want to achieve (objectives), best ways to accomplish and implement (strategies), detailed action plans and, finally, tracking, measuring and refining results. STEPS enables organizations to adapt to the complexity of virtually any situation.