FROM STRATEGY TO REALITY: Ensuring Your Plan is Put Into Place, Not Placed on a Shelf

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COMMUNITY INTEGRATION

Vision: People with disabilities will have access to a wide range of options in choosing their own community supports as alternatives to institutional care settings.

Goal: Maryland citizens with disabilities will be served in the most integrated setting appropriate to their needs.

Outcome 1: People with disabilities will be transitioned or diverted from institutions at a reasonable pace.

Key Strategy 1.1 Assess individuals to determine their individual preferences and needs for living in the community.

Action Steps: 1.1.1 By July 1, 2006, and by July 1 each year thereafter submit a plan to effectively promote, facilitate, and support community integration statewide for individuals in the most integrated setting appropriate to their needs. Scope of plan shall include existing programs and services that have an assessment of long-term care service needs for people with disabilities as a primary function or component.
Why do our strategic plans fail?
Analytical thinking assumes we can study the performance and problems of a system by understanding the performance and problems of each part of the system - how the parts act separately. Systems thinking is the opposite of analytical thinking. It assumes that to understand the performance and problems within a system, we must study how the parts interact, never on how the parts act separately.

~ Professor Russel Ackoff
6 REASONS

R - Relationship between problems we face is not understood
E - Everything becomes a priority and focus
M - Management time and attention is spread too thin
O - Omission of the ambitious target
V - Vacuum between the correct data and too much of the wrong data
E - Execution and operations is decoupled from strategy
5 STEPS: VOICE

Vicious cycle
One focal point
Identify the pros and cons for changing criteria for success
Execution
SOCIAL SERVICES UNDESIRABLE EFFECTS

Case Worker

✓ High workload
✓ High turn over
✓ Administrative demands
✓ Competing demands from various stakeholders (judges, agencies)
✓ Pressure to Comply
SOCIAL SERVICES UNDESIRABLE EFFECTS

Client/ Customer

✓ Lack of understanding of the ‘State’ motivation and process
✓ Slowness / insufficient communication about their status
✓ Legal guiding document is offensive
✓ Doesn’t feel alignment / teaming with agency
✓ # of hoops to jump through (regimented)
✓ Plans and interventions feel irrelevant or unhelpful
Social Services Vicious Cycle

Cases are difficult, not standardized, and information is not available/shared by customer.

Minimal contact during triage hinders the ability to develop a trusting relationship and relevant plan, impacting issue resolution, full kit, and expands the overall time to achieve customer success.

Becomes more difficult and takes longer to create and implement a meaningful plan with a long-term impact. Case information trickles in.

Progress toward the plan can take longer than necessary and may not be relevant.

Limited budgets and demand on services cause case managers to multitask between cases. Result is low touch time, dosage and intensity.

Plans and interactions between the customer and agency are not meaningful and do not impact recidivism.

New customers and people cycling back into the system add pressure to caseload demands.
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Highly Effective Social Services

Be Responsive to all my Customers Needs

Help Each Customer Become Successful

Work with Many Customers at the Same Time

Focus on One Customer at a Time
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- Generate Capacity for Case Workers
- Increase Customer Engagement to Build Trust, Ownership & Better Plans
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Generate Capacity for Case Workers
- Low WIP Execution (Focus)
- Offload Key Resources
- Milestone Management
- Type (Evidenced based content)

Increase Customer Engagement to Build Trust, Ownership & Better Plans
- Front-Loading (Time)
- Increased Frequency & Intensity (Dosage)
- Communicate to build trust and identify
- Full Kit Plan (Prioritized and Sequenced)
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Giving your strategy a VOICE
Questions