

Scope of Work
Developing and Testing a Practice Model

August 2012

Work Support Strategies Committee

Implementation Team: Practice Model

Creating and Implementing a Practice Model

Membership:

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Estimated Project Completion Date:

Draft Practice Model: October 22, 2012

Final Practice Model: December 1, 2012

Background

The purpose of an effective Practice Model is to identify the outcomes, principles, values, strategies, and skills necessary to ensure that the unique needs of those served by the Department of Social Services are met. The objective of the Practice Model is to promote consistency in practice and is guided by values and principles that center on a positive client experience. The Practice Model defines standards of practice, identifies ways in which direction and evidence-based strategies can help guide the efforts of the agency, and sets forth clear, measurable performance measures and outcomes. It is developed with input from the agency's customers, partners and staff at all levels and from all functions.

The WSS Leadership team will produce a Practice Model through state and county collaboration that will identify and document core expectations across the state and help empower county agencies to innovate and customize their processes in accordance with the goals of WSS. More specifically, the Practice Model will lay forth initial expectations for counties; define success in terms of customer experience and outcomes, and provide counties with key measures with which to self-assess; provide key competencies for staff (i.e. critical thinking and problem solving skills); include an implementation/rollout plan for building the infrastructure to support continuous improvement; and provide the structure and design for an on-going, sustainable effort.

It is important to note that this will be a "living" Practice Model. The components contained within it will continuously evolve through the learning process that staff will undertake to implement it, as well as ever changing conditions and values in North Carolina.

Project Scope and Components

The WSS Committee has identified the following priorities around development of the Practice Model:

- I. Task 1: Define the Key Components of the Practice Model
 - a. Facilitate two (2) planning sessions with Practice Model IT
 - b. Review practice models from other fields and propose a format and framework for the Practice Model.
 - c. Facilitate the development of key components, values, principles, and outcomes of an effective Practice Model.
 - d. Develop initial drafts of components of the practice model. (To do this, we will rely on existing sets of nationally recognized standards, academic literature, and the resources and experience of team participants and experts to identify criteria and content for developing standards).
 - e. Validate draft practice model with IT

- II. Task 2: Test components of the draft Practice Model.
 - a. Determine two pilot counties who would be willing to validate practice model components with staff and stakeholders.
 - b. Develop process for county staff, stakeholders, and clients to give input on important elements and validate values.
 - c. Facilitate information gathering sessions with above stakeholders.

- III. Task 3: Finalize Practice Model
 - a. Finalize and prepare the final draft practice model for presentation at the NCSSA Social Services Institute.

Milestones

An initial Practice Model will be drafted and ready to deploy to two (2) chosen counties by October 8, 2012. The Practice Model will be validated with staff and information will be ready to share by the NCSSA Institute October 24-26. The final Practice Model will be completed and ready for implementation by December 1, 2012.

Final Deliverable

The final deliverable for this Implementation Team for Communications will be: (1) a Practice Model with the specific information and outcomes that counties will need to deliver effective and efficient services.

Appendix I

Questions for Consideration:

- What are the key components, values, principles and outcomes of an effective Practice Model for North Carolina?
- What is the service array of an effective Practice Model?
- What are the minimum levels of service that a Practice Model must assure?
 - For timeliness in application processing
 - For scheduling of appointments vs. walk-ins
 - For addressing phone calls
 - For methods of application
- What is the work required and what are the standards, e.g., service protocols, process and quality of service?
- What are the critical tools, guides, materials and templates that support the Practice Model and what are the standards for them?
- How often and for what reasons should a Practice Model be updated?
- Who are the critical stakeholders in the Practice Model and what do they need and value?
- What are the roles and responsibilities for staff at all levels in the agency related to the Practice Model including what decisions are made by whom and under what conditions?
- Where and with whom should responsibility be vested for the implementation, monitoring and continuous improvement of a Practice Model?
- When and in what ways should the Practice Model be communicated to staff and other critical stakeholders?
- What factors may enhance or hinder the effort to implement, monitor and continuously improve the Practice Model and how should these be handled?