Value Curve Progression:
Desired State Markers by Theme and VC Stage

Theme/Stage	Stage One: Integrity	Stage Two: Service	Stage Three: Root Causes	Stage Four: Bigger than the Family
Objectives, Goals and Measures	Timely, accurate, user-friendly and cost-effective benefits and services that are delivered within the given rules.	Customers are in the "center" of a comprehensive assessment and service model, and find it relatively easy to do business with the agency.	The well-being of participants, their families, and their neighborhoods is achieved through testing and refining the root causes of presenting symptoms and challenges.	Impacting determinants of health, self-sufficiency and economic competitiveness through testing and refining root causes and remedies for a range of populations.
Data, Analysis and Information	Customer case files and output targets are well-tracked and monitored.	Balancing privacy and confidentiality with desired health and human services outcomes.	Guidance, tools and funding flexibility that support modeling of risk factors and protective factors.	Population-level data and analysis enables testing and refining a Theory of Change connecting services, risk or protective factors and outcomes.
Strategic Partnerships	Healthy partnerships are formed around contractual priorities and performance standards within given program and service areas.	Partnerships are formed around shared needs assessments and service planning.	Partnerships are formed around customized service plans that may draw on unconventional community resources.	Strategies and budgets link all HHS departments, and entities like education, public safety, corrections, and employers.
Internal and External Messaging	Messaging is timely, accurate, and clear.	Messaging employs modern methods, including virtual ones.	Messaging is enabling a two-way dialogue between leadership and staff and between the agency and its constituents.	Messaging drives the spread and scale of improvements and innovations throughout the system of care.
Agency Culture and Climate	Staff understand what's expected of them.	Staff understand how their roles and work link to the overall agency strategy.	The culture encourages active problem-solving and testing of innovative solutions through a shared critical thinking approach.	Shared efforts by all staff and community partners towards a culture of wellness both within and outside the agency.
Agency Workforce Development	Staff are subject matter experts in the program and functional areas assigned to them.	Staff actively team across programs and functions and use effective relational skills.	Staff collaborate, consult, broker broad and customized services, and monitor and adjust service plans with empowered participants.	Staff serve on internal and community-wide committees that co-create solutions to broader environmental challenges.
Business Processes	Business processes enable efficient and reliable transactions, freeing up energy for higher-value activities.	Seamless, streamlined processes and tools that enable staff to deliver person-centered service.	Methods and tools support consultative engagement, customized service planning and ongoing service plan refinement.	Methods and tools enable the spread and scale of knowledge and best practices for broader impact across the system.

Theme/Stage	Stage One: Integrity	Stage Two: Service	Stage Three: Root Causes	Stage Four: Bigger than the Family
Service and Servicing Models	Models ensure prompt, error-free and competent delivery of a given program or benefit.	Casework practices and community-services delivered as a comprehensive and service-oriented system of care.	Engagement occurs pre-trauma and is designed to identify goals, strengths and risks, root causes, general remedies, plans, resources, and ways to monitor and adjust.	Broad, preventative, capacity-building strategies are established to reduce or eliminate chronic poverty.
Equity and Inclusion	Representation and authority within agencies and communities reflects the demographic makeup of the populations served.	Decision-making is approached as a consensus-building effort that inclusively draws upon diverse perspectives.	Environmental and structural root causes of inequity by race and/or place are understood along with individual and family-specific root causes and remedies.	Population-level data, analysis and messaging call out structural inequities "hiding in plain sight" and seek to evolve cultural and structural norms.
Organizational Structure	By program and functional area. The chains of command are defined by the zones of competence needed to deliver discrete services with integrity.	Client service objectives define the supporting business processes, staff co-location and cross-departmental service teams that are organized.	Cross-program and functional sponsor groups, assessment and planning teams, and implementation teams are formed as needed for complex challenges and opportunities.	Community-wide sponsor groups, assessment and planning teams, and implementation teams are formed to advance population-wide prevention and capacity-building strategies.
Budgets	Built around high-integrity accounting standards, by program or functional department.	Built in a way that enables blending and braiding of resources across departments in order to best serve shared clients.	Include specialized and creative financing categories that support solutions being developed and implemented for complex challenges and opportunities.	Enable resource sharing across community entities as prevention and capacity-building strategies are identified and deliver a solid return-on-investment.
Procurement	Proposal requests are developed in-house and with predetermined specifications.	Such requests are clearly linked to strategic goals and objectives as are the related decision-making protocols.	Such requests are framed as opportunities for vendors to develop and propose novel solutions for achieving system goals.	Procurement is an iterative process that draws multiple partners into the solution-making process if needed.
Performance Management	Goals, objectives and measures are clear and tracked efficiently and effectively; focus is on outputs and compliance.	Shared goals, objectives and measures across operational units; focus is also on client experience and satisfaction.	The root causes of the gaps between current and desired results drives the testing and refining of solutions.	Goals and objectives evolve to a population or whole community level as case-specific results are being achieved.
Supervision	Staff expectations are clear and consistently evaluated.	Staff are guided to using effective relational and collaborative skills.	Coaching regularly takes place for staff to address underlying performance barriers.	Staff are also developed for larger roles in the system and "exported" accordingly.
Leadership	Leadership is directive and focused on staff performance within one's span of control.	Leadership is directive and also focused on staff understanding how their work connect to the whole system.	Leadership is adaptive and solutions are driven through empowerment of planning and implementation teams.	Leadership is adaptive and engages colleagues and partners across spans of control and jurisdictional lines as needed.