

Foundation Thinking = Start Here!

Concepts and Questions to Focus Visionary and Service Thinking in Organizations

Start with the broad, big, foundational questions; and be as inclusive as possible to have representation from Board, recipients, families & other interested stakeholders, each department within the organization, and all levels of employees. Find your "Type A" personalities, writers, and people interested in accreditation and/or in their own development. Obtain professional facilitation, schedule brainstorming sessions, feed people well, and encourage honest and creative thinking intended to ultimately result in improved recipient outcomes, and organizational performance.

Examples of Facilitation Questions	FROM VISION TO SERVICE PHILOSOPHY	Examples of Products
<p>How would each person describe his/her highest aspirations for services to recipients</p> <p>What would an excellent, high quality program look like? What would be heard in the programs, houses, or on the units? What would recipients be doing?</p> <p>What do each of our funders want to see as results?</p> <p>How would each person describe ideal ethical practice within the organization as a whole, and each program = what are our core principles & values in work with recipients, and with colleagues?</p> <p>Given our vision, mandates, and values = what is our service philosophy, as well as our core practice elements known to be most effective with the persons we serve?</p>	<ul style="list-style-type: none"> • The Organization's Vision: <ul style="list-style-type: none"> ○ Most-desired outcomes or results for recipients = how will recipients be able to better manage themselves, or behave differently, if they are successful in our programs? ○ Intended Impact = why are we in business, and what are we about? Who do we want to serve, can we competently serve them, and what do <i>recipients</i> say about the results <i>they</i> are hoping for? • Funder-Expected Outcomes and Outputs • Define the work: What do we do that directly and positively impacts recipients? At each level of the org? • Values = what concepts or behaviors are important to the organization, and to its recipients & employees? • Ethical Principles & Practice: how you aspire to practice at the highest level, and what you prohibit • Agency Culture: How are your values & ethics seen and felt within programs or units; and within departments? • Indicators of quality and compliance that are crucial to monitor • Service Philosophy: Treatment & Behavior Philosophies <ul style="list-style-type: none"> ○ Best Practices, Evidence-Based Practices = day to day actions and conversations with and for recipients that research has shown to be effective <p style="text-align: center;">Implementation (to be continued)</p>	<p>Mission Statement (The Purpose and Goals of the Organization)</p> <p>Vision Statement (a collective expression of the types of service experiences your organization aims to provide)</p> <p>Outcomes and Outputs for recipients <u>and</u> for departments or operations of the org (outcomes are changes in recipients' behavior, knowledge, or attitudes)</p> <p>Goals & Objectives for the Organization and each program and unit</p> <p>Individual Program Elements; Targets</p> <p>Quality Indicators (start with 1 or 2)</p> <p>Data Source(s) = what to collect?</p> <p>Aggregate Reports</p> <p>Formal Review of results, incidents, etc.</p> <p>Reports</p>