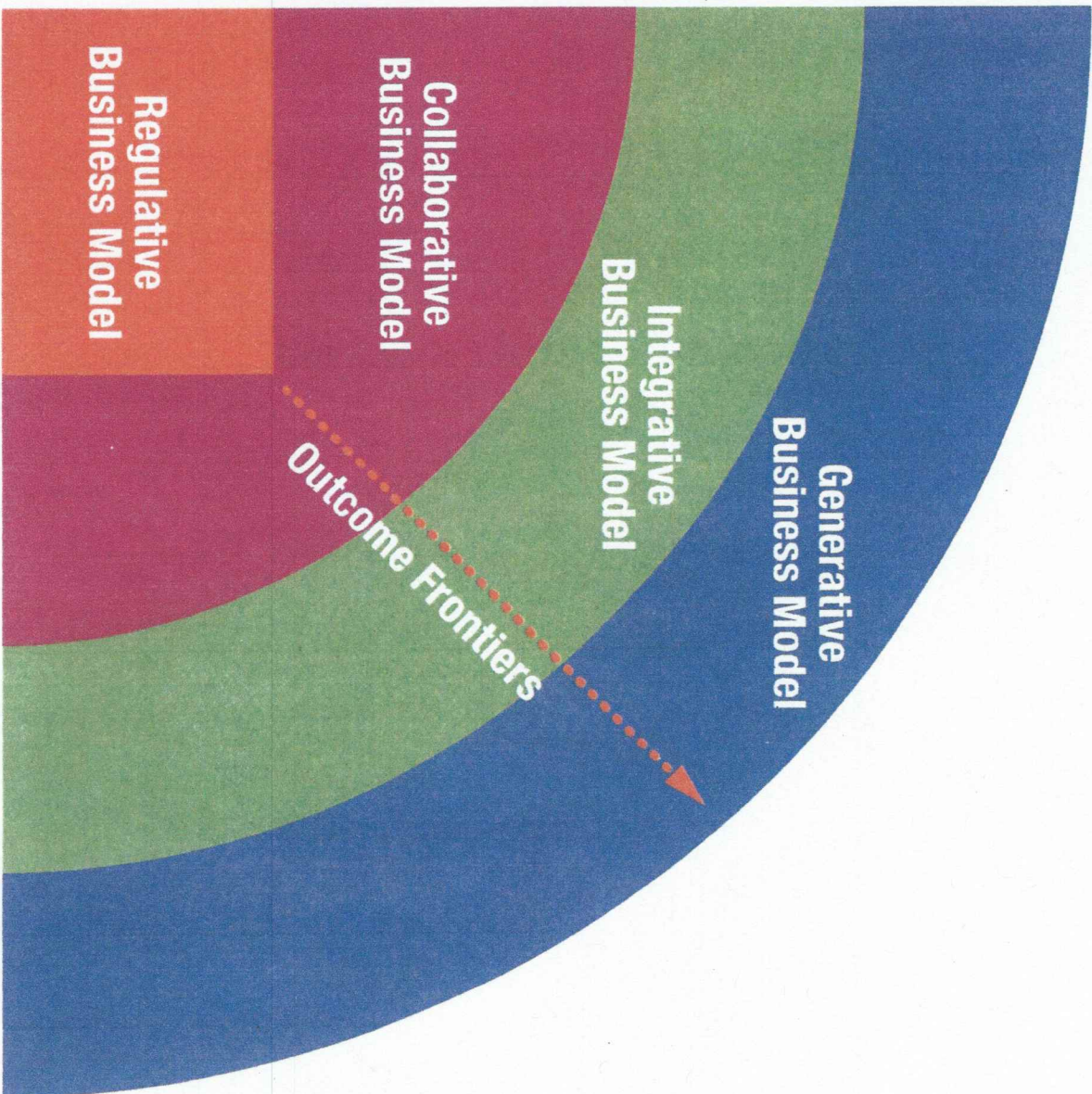


The Human Services Value Curve

**Efficiency in
Achieving Outcomes**



**Effectiveness in
Achieving Outcomes**



Brief Description of the Human Services Value Curve and Transformation

Health and human services are provided at **four progressive levels of value**, each building off of and expanding the value delivered at the less evolved levels.

This can best be described from the point of view of the consumer:

- At the **regulative level**, consumers receive a specific product or service that is timely, accurate, efficient and easy to understand.
- At the **collaborative level**, consumers “walk through a single door” and have access to a complete array of products and services that are available “on the shelf.”
- At the **integrative level**, products and services are combined into packages, and designed and customized with input from the consumer themselves, delivered in the most convenient ways, with the objective of best meeting the consumer’s true needs and driving positive outcomes.
- At the **generative level**, those providing products and services are joining forces to make the consumer’s overall environment better for them, resulting in value that is broader and more systemic than an individual or family might receive.

The path to moving up this “value curve” as an agency, community and entire system is **transformative** at each stage of transition and evolution:

- At the **regulative level**, agencies focus on program-specific compliance and effective delivery.
- At the **collaborative level**, agencies with their partners focus on cross-programmatic effectiveness, oftentimes requiring transformative operational innovations.
- At the **integrative level**, they focus on consultative consumer engagement and product and service flexibility, towards early intervention and preventing problems versus fixing them downstream. In our field this requires transformative changes to casework practice, technology, data sharing and mining, and adaptive program design and funding mechanisms.
- At the **generative level**, agencies with their partners focus on consumer advocacy, and co-creating capacity at a more systemic level as a means to meet consumer needs. This requires efforts targeted at community-level infrastructure and societal beliefs and norms.