



# NJHSA Scenario Planning: Looking to the Future For Our Network

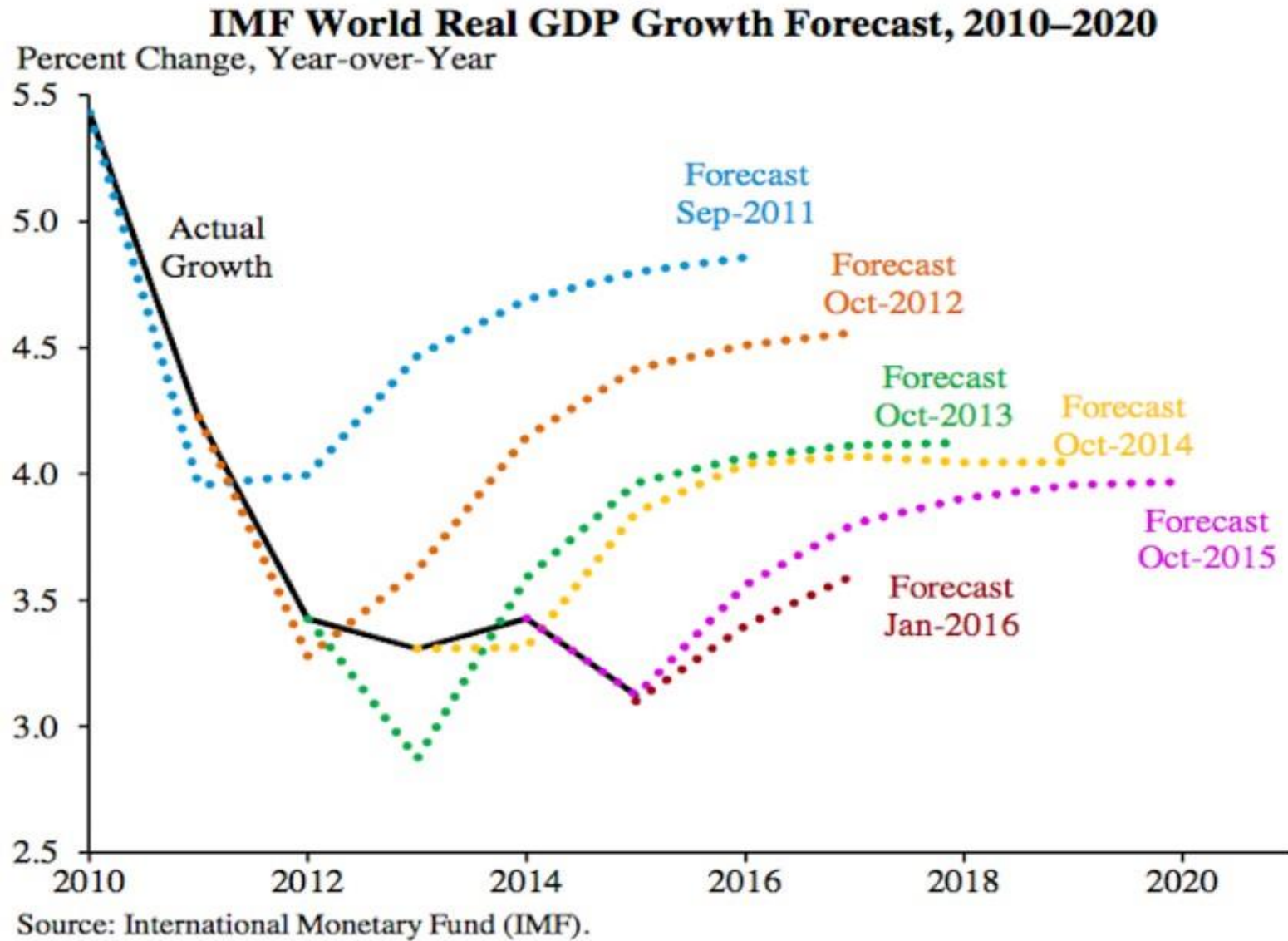
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Participation Date: **10 28 2020**

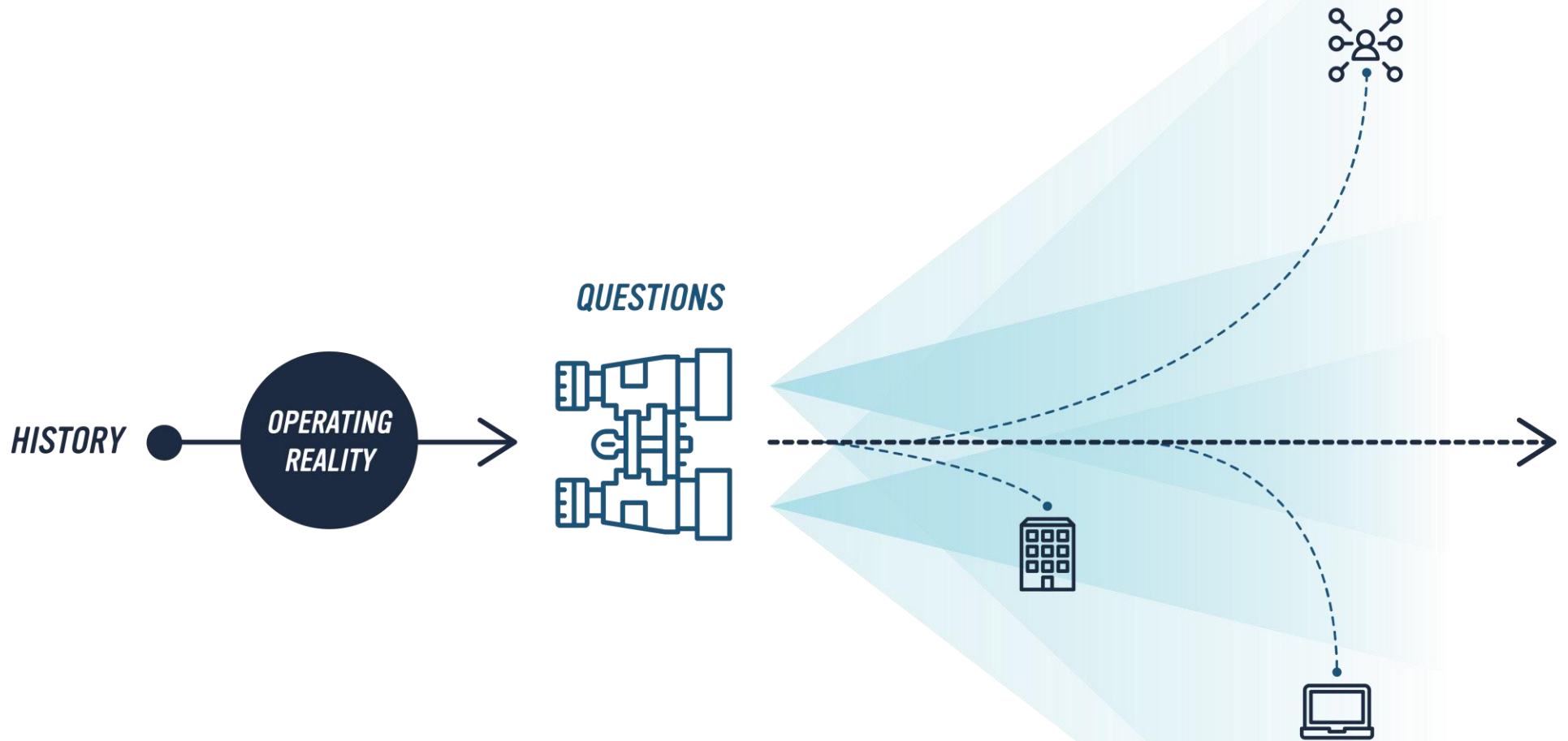
# AGENDA

- 1. Project Goals and Timeline**
- 2. Confirming the Shared Vision**
- 3. Immersing Ourselves in the Scenarios**
- 4. Rehearsing the Future**
- 5. Core Bet Options**
- 6. Additional Insights**
- 7. Bringing Scenario Planning to your Organization**

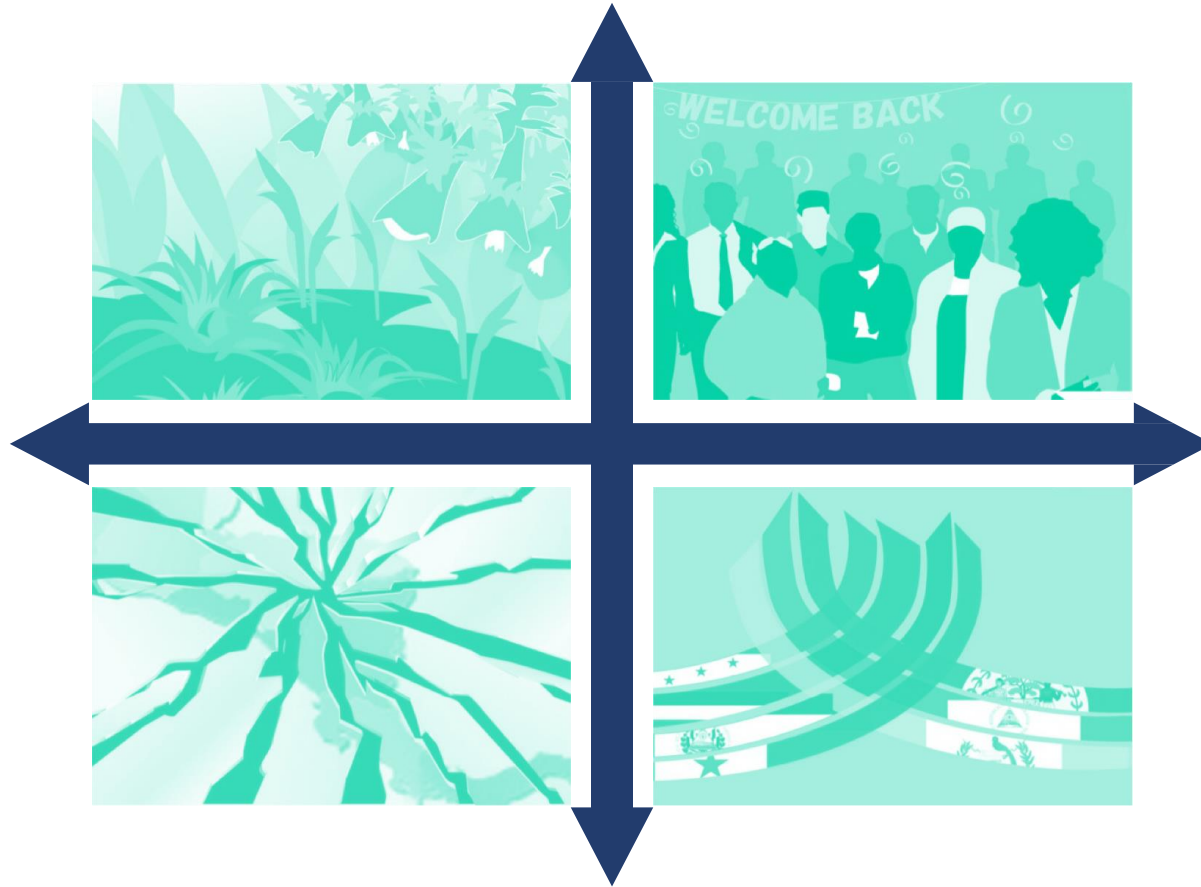
# THE PERILS OF PREDICTION: WHY WE MUST CHANGE THE APPROACH



# SCENARIOS ACKNOWLEDGE A WIDER UNCERTAINTY ABOUT WHAT BUSINESS YOU WILL NEED TO BE IN.....



# SCENARIOS MAP THE PLAUSIBLE RANGE OF STORIES



# PROJECT GOAL: INSIGHTS AND OPTIONS FOR THE PATH FORWARD

## **1. Strategic options, or “Bets” for individual Human Services Agencies**

Potential paths for navigating the coming years, applicable across diverse organizations

## **2. Insights about the long-term direction of the collective NJHSA network**

Bold ideas about the future of the movement, beyond crisis

## **3. Inputs that can be evaluated for NJHSA strategy**

Implications to NJHSA’s own organization, for later

## **4. Applications to individual organization’s planning**

Accelerating decision-making for your own organization, using this work as a starting point

# SCENARIO PLANNING PARTICIPATION REPRESENTS NETWORK DIVERSITY

## **Core Group:**

Carl Josehart, Task Force Co-Chair (Houston)

Karen Mozenter, Task Force Co-Chair (Columbus)

Reuben Rotman (CEO)

Lisa Loraine Smith (CPO)

## **Planning Group:**

Judy Halper, CEO, JFCS Minneapolis, NJHSA Board Chair

Sandra Braham, CEO, JFCS Gulf Coast

Kim Coulter, CEO, JVS Toronto

Limor Schwartz, Executive Director, Raleigh Carey JFS

Basha Silverman, CEO, JFS Delaware

Jane Ginsburg, CEO, JFS of Northeastern NY

Joan Grayson Cohen, CEO, JCS Baltimore

Roselle Ungar, Executive Director, JFS New Orleans

Nancy Gale, Executive Director, JRS, Pittsburgh

David Marcu, CEO, Israel Elwyn

Eli Veitzer, CEO, JFS Los Angeles

Erin Minior, CEO, JCS Rhode Island (Patty Harwood, CPO will serve as alternate for one session)

Faye Dresner, COO, JFCS Atlanta

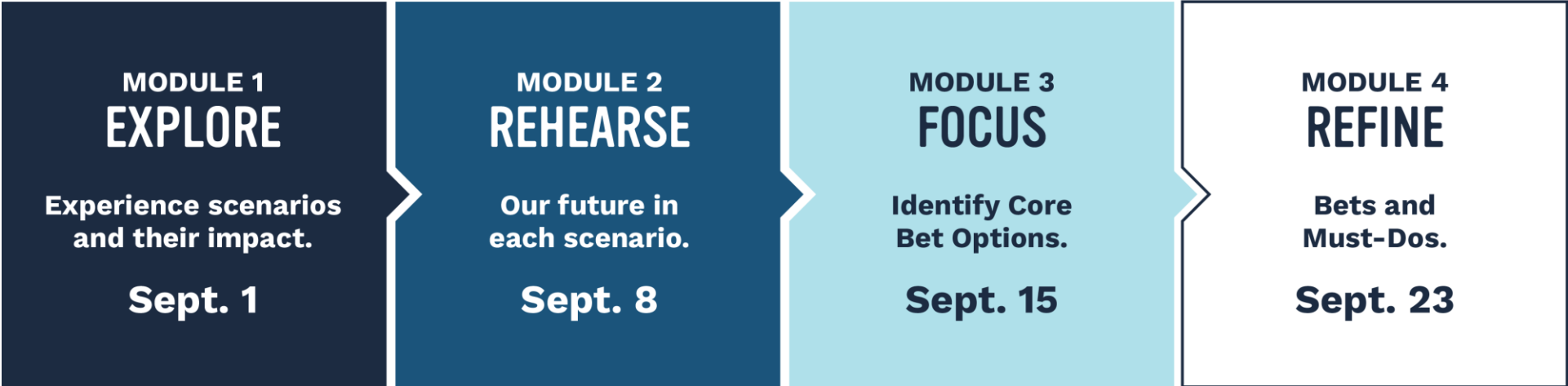
## **Outside Creatives:**

June Gutterman

Deena Fuchs, Jewish Funders Network

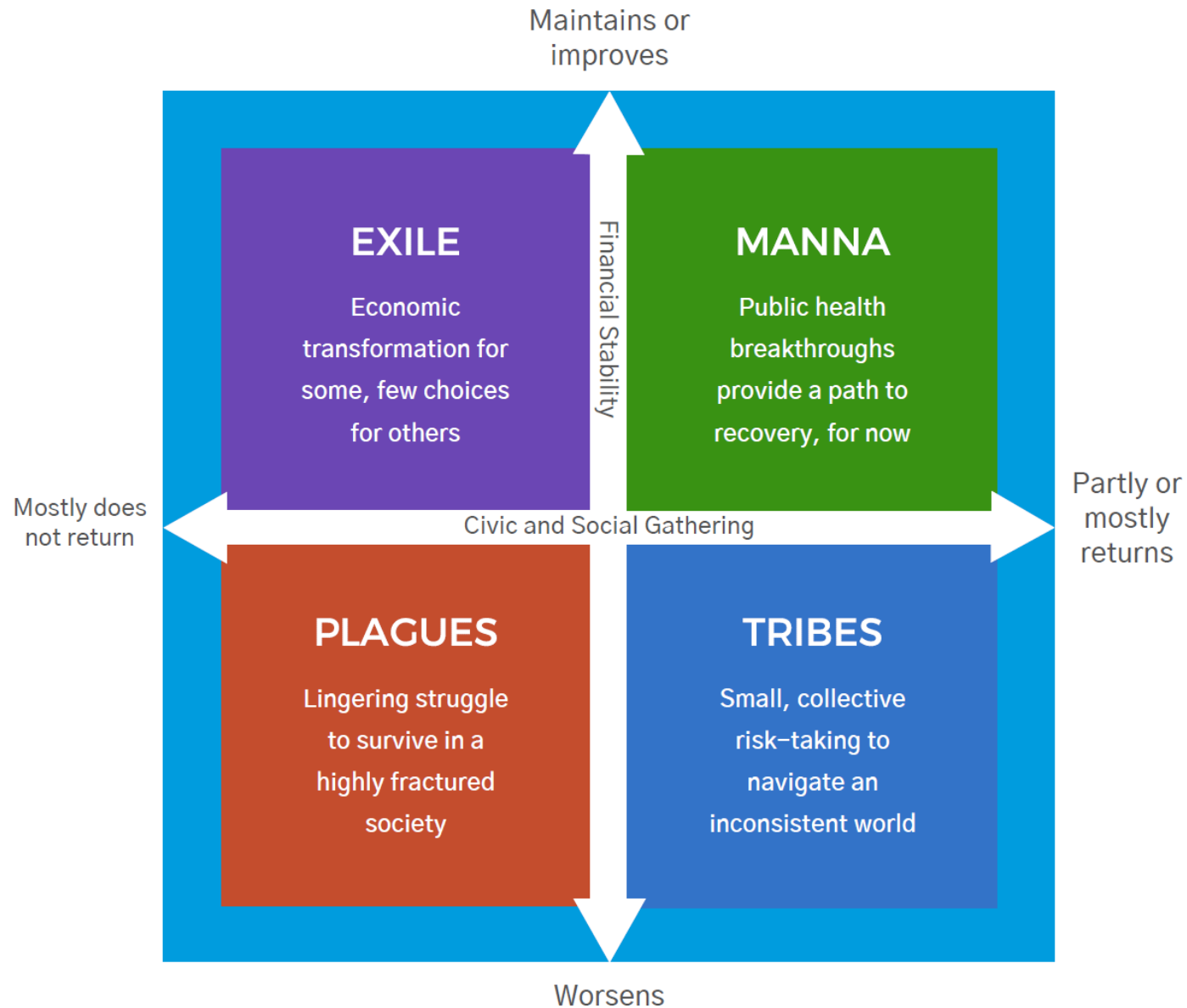
Andre Fowlkes, Start Co

# SESSION FLOW AND TIMELINE





# RE-INTRODUCING THE SCENARIOS



# HEADLINES FOR THE FUTURE: IMMERSING OURSELVES IN THE SCENARIOS

## EXILE

*“The opportunity gap has become the opportunity chasm”*

“Exodus: The story of a family forced out of the U.S. to survive”

## MANNA

*“Big Brother is watching”*

“Local government assumes responsibility for social services, resulting in non-profit providers closing”

## PLAGUES

*“We thought the vaccine mattered”*

“Independent watchdog pronounces news outlets as being government controlled”

## TRIBES

“Where did they go? Death of the small business in America”

“From Protests to Revolution: The making of a third political party”

# SEEK TO UNDERSTAND FIRST: IMPACT ACROSS SCENARIOS

## The Client: “Sierra”

Sierra is a single mother of two teenage sons. When her boys were little, they lost their father to gun violence. She makes \$28,000/year as an administrative assistant. Her youngest son struggles with anger management and often skips school. Her eldest son should graduate high school this spring. Sierra hopes he will pursue a technical degree at a community college.

### Sierra’s Life in PLAGUES:

- Financial collapse, still unemployed
- Son #1: Joined a gang
- Son #2: Quit school because there was no wifi, works to support the family
- Food pantries don’t have supplies, depend on the secondary market
- Moved apartments more times than she can remember

### Sierra’s Life in EXILE:

- Underemployed, just got a full-time job
- Living in constant fear: One day away from financial collapse
- Son #1: Finished high school but no job, mental health crisis
- Son #2: Quit school because there was no wifi, works to support the family
- Food pantries are critical support

# REHEARSING THE FUTURE ACROSS SCENARIOS

**In all scenarios, our clients face significant, multi-faceted, lasting challenges that only Human Service Agencies are equipped to address directly**

<b>Common Elements Across Scenarios</b>	<b>Diverging Elements Across Scenarios</b>
Client Needs and Human Suffering Increase	Funders of Our Work
Transformation of Work	Number of People Impacted
Technology as a Driver Across All Aspects of Life	How and Where Clients Live and Work
Digital Divide Impacts Client Experience and Access to Services	Level of Access to Services and Ability to Meet Basic Needs
Affirmation that Our Work Is Critical	Social and household structures

# REHEARSING THE FUTURE: WHAT MIGHT EACH ORGANIZATIONS START, AMPLIFY OR STOP?

## EXILE

*Keeping clients safe at home, wherever they are*

Social services for the gig economy

Outsourced recruiting for the displaced workforce

## MANNA

Focus on health outcomes for specific populations

Recruit for the new workforce

Contract our Services: Provide to municipalities, corporations, insurance companies

## PLAGUES

Become the hub for accessing basic needs

Hyper-localized workforce services

Broker for the basic needs economy

## TRIBES

Workforce services focused on the gig, digital economy

Bringing services to vulnerable populations where they are

Represent the voice of vulnerable populations (w/ disabilities)

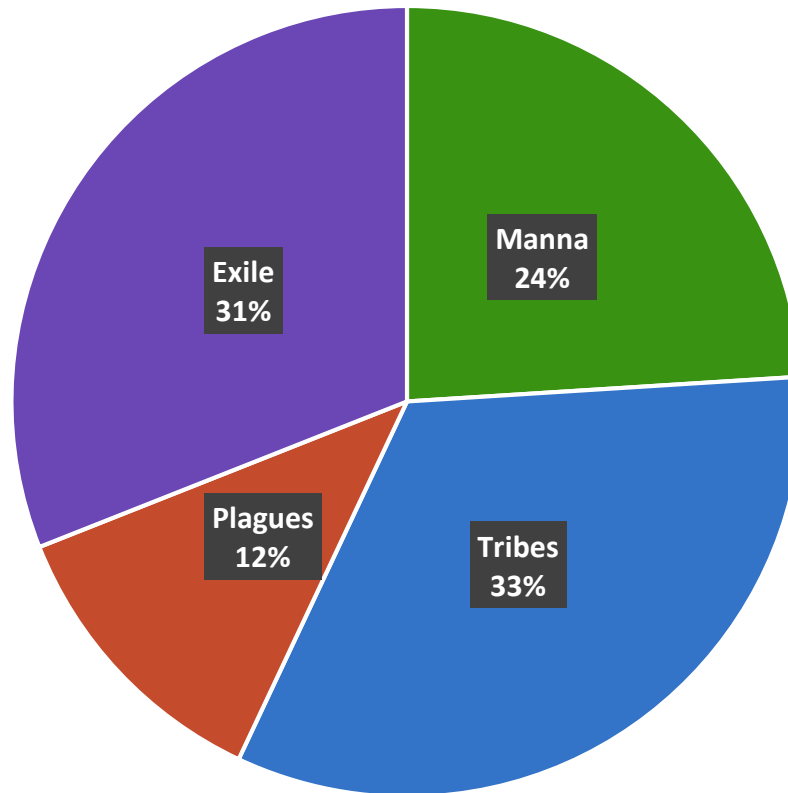
# WHAT WE BELIEVE ABOUT THE FUTURE SHAPES OUR BETS.... AFTER REHEARSING THE FUTURE

## Placing our "Chips": Where will we be in 24 months?

EVIDENCE DRIVER  
**Vaccine and health outcomes**

EVIDENCE DRIVER  
**Economics through prior recessions**

EVIDENCE DRIVER  
**Politics and the election**

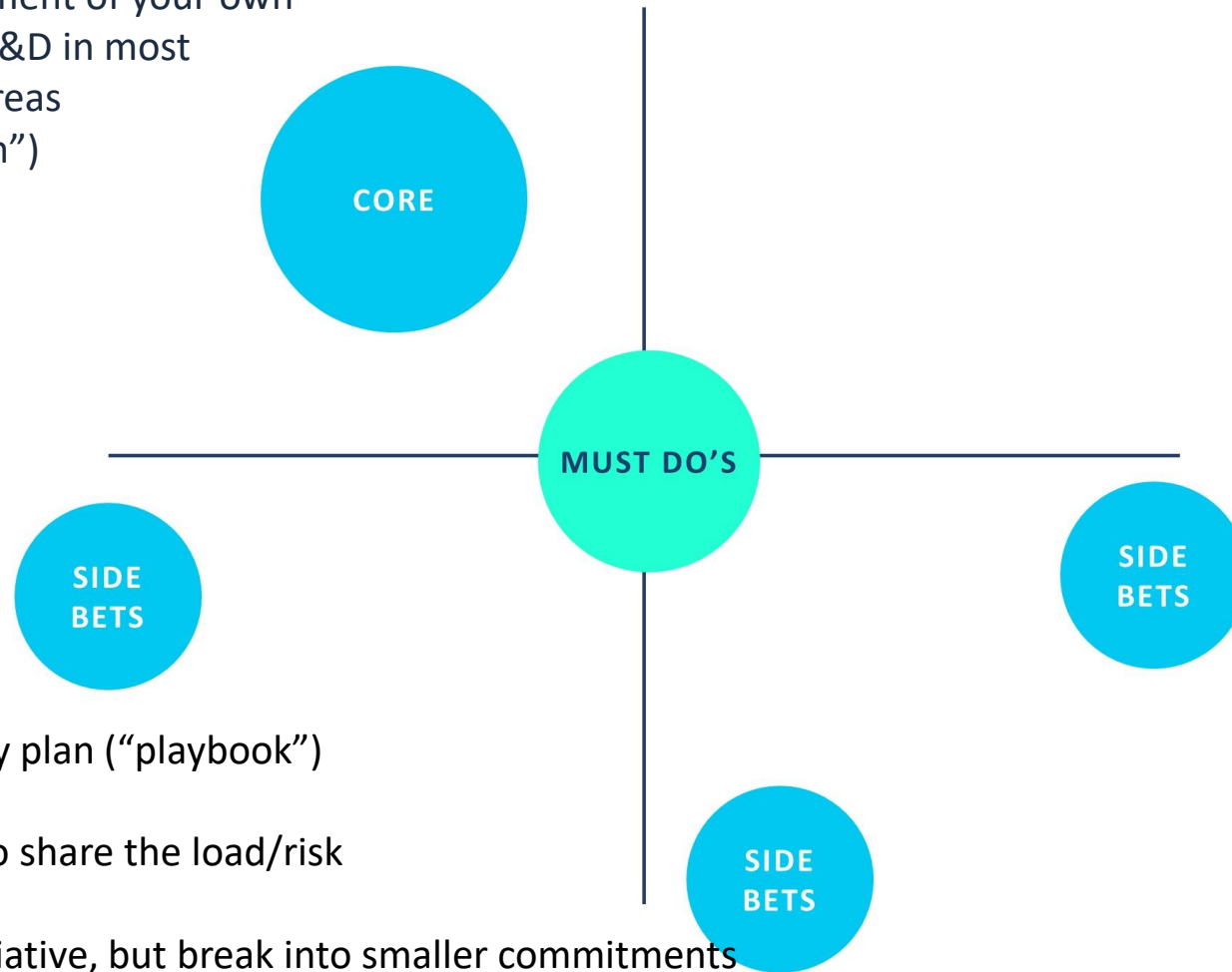


EVIDENCE DRIVER  
**Social Cohesion: Local, regional, and national**

EVIDENCE DRIVER  
**Natural sense of optimism**

# CORE AND SIDE BETS IN ORGANIZATIONS

Requires investment of your own resources and R&D in most distinguishing areas (“doubling down”)



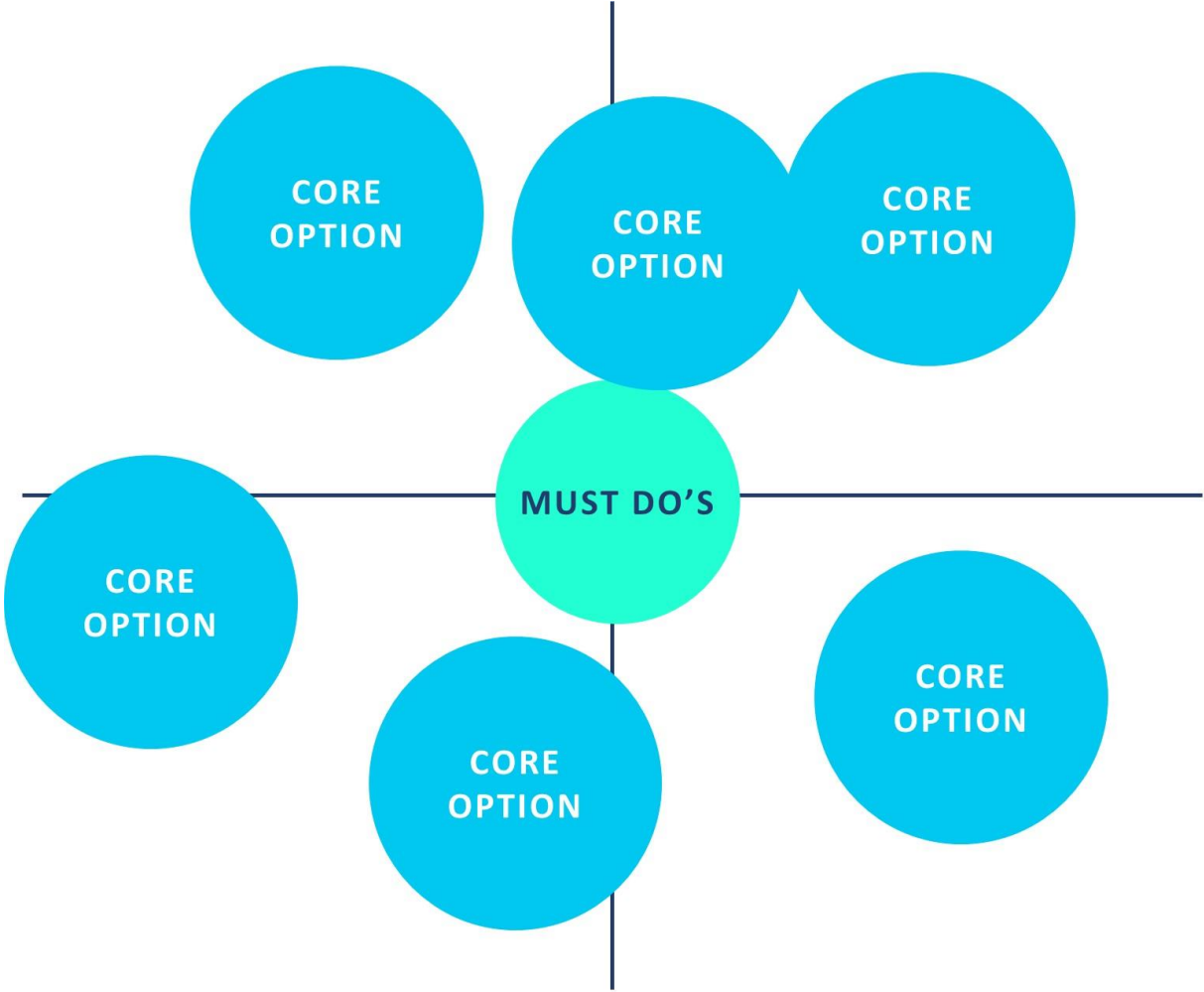
Create a contingency plan (“playbook”)

Identify partner(s) to share the load/risk

Keep a program/initiative, but break into smaller commitments

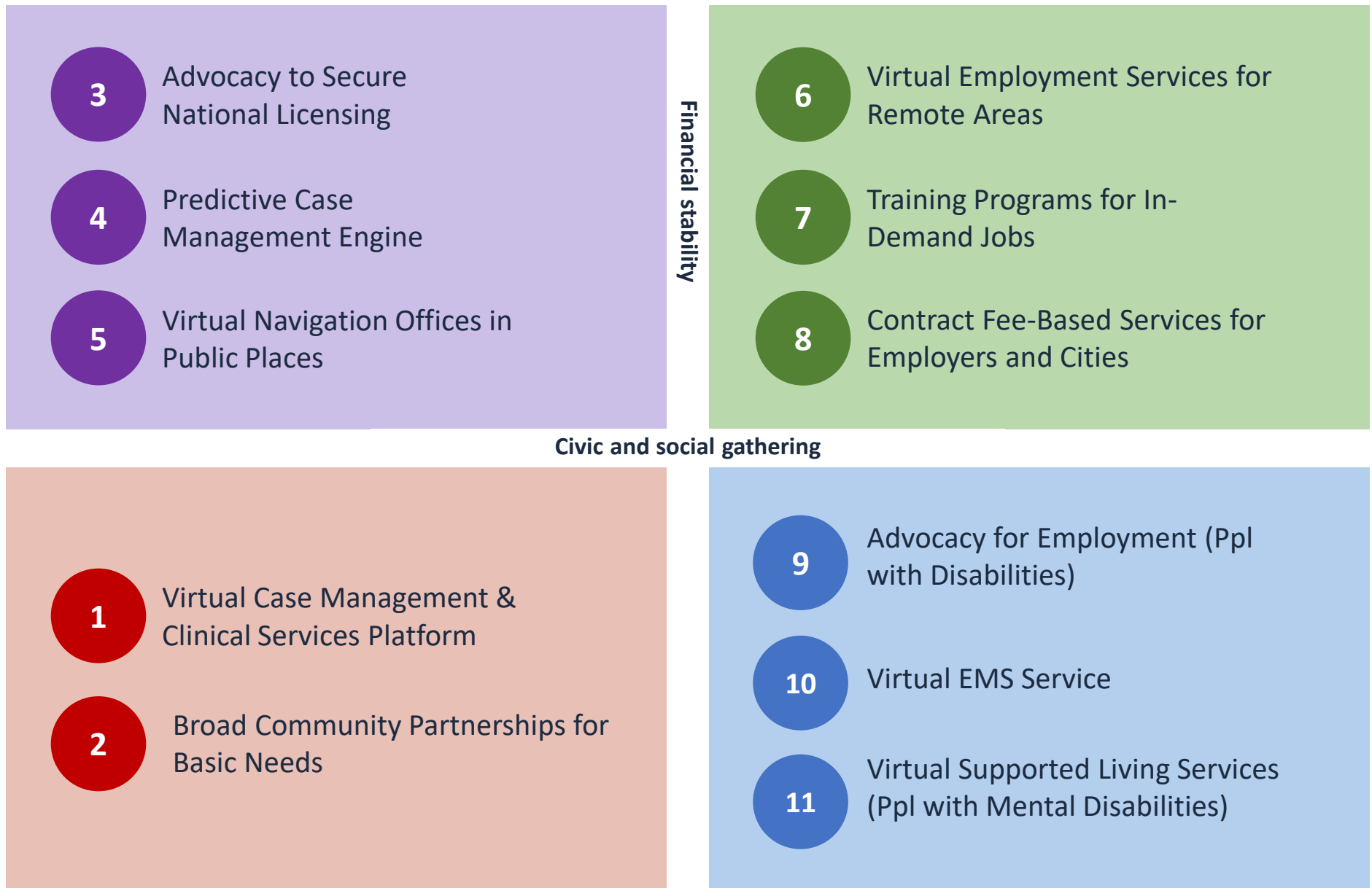
Start something new  
your self, in a small way

# OUR JOB HERE IS A LITTLE DIFFERENT: PROVIDING OPTIONS ACROSS THE NETWORK





# OPTIONS REPRESENT POTENTIAL BETS ACROSS SCENARIOS, GEOGRAPHY



# PLAGUES

1

## **Virtual Case Management & Clinical Services Platform**

Mental wellness services focused on vulnerable populations of all ages, through digitally based clinical services and case management.

We will provide a nationally integrated digital platform and our primary roles will be a referral to service providers to agencies in the Network

2

## **Broad Community Partnerships for Basic Needs**

Partnerships with non-Jewish community organizations to deliver concrete supports and services, providing access to supports and services that address basic needs.

We will provide food and other personal care products, and access to case management. Our primary roles will be providing bulk product to other organizations to distribute, and social work/case management support to individuals via telehealth

3

## **Advocacy to Secure National Licensing**

Access to comprehensive telemental health services, by securing national licensing for social work services through advocacy. We will provide telemental health services and our primary roles will be facilitating clinical services and billing insurance and other payors

4

## **Predictive Case Management Engine**

Using data that we collect to be more proactive with clients, forecasting case management recommendations when crisis happens with the right mix of solutions. Our primary roles will be assessing client needs through data mining and providing industry expertise to make sure its relevant.

5

## **Virtual Navigation Offices in Public Places**

Close traditional office space & establish virtual offices in public gathering places (e.g. schools), providing wrap around social services in collaboration with healthcare (health, mental health, workforce). Our primary roles will be delivering services/making services accessible/serving as navigators

6

## **Virtual Employment Services for Remote Areas**

Provide virtual employment services and build capacity nationally by training agencies in smaller or remote communities on counselling and workforce development, who currently have limited employment services in their community

7

## **Training Programs for In-Demand Jobs**

Focusing on dislocated workers, providing training to transition their skills and experience into the new economy. Developing modules that lead to certifications, delivered virtually, and can be leveraged by all network members.

8

## **Contract Fee-Based Services for Employers and Cities**

We will provide counseling, wrap-around supports, talent recruiting, and senior supports directly in contract with employers and municipalities. Our primary roles will be service providers to provide support for key populations (employees / community members)

9

## **Advocacy for Employment: People with Disabilities**

Diminished access to previously available services for people with disabilities can be addressed through a robust advocacy system, focused on employment services through workforce programs. We will provide legislative/policy advocacy across states and federal departments, through chambers of commerce and industry-based groups.

10

## **Virtual EMS Service**

Providing virtual and seamless crisis intervention to address immediate de-escalation of situations impacting mental health and physical safety. We will provide licensed therapists, crisis counselors, and an emergency response team to connect families and bring providers as the situation unfolds.

11

## **Virtual Supported Living Services**

Individuals with intellectual, developmental and psychiatric disabilities continue to connect to family, community, and work on skill-building goals through virtual services. We will provide equipment, training, education and direct assistance

# DIFFERENT BETS HAVE LOCAL AND NETWORK-WIDE ROLES

## Primarily Individual Organizations

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- 5 Virtual Navigation Offices in Public Places
- 8 Contract Fee-Based Services for Employers and Cities
- 10 Virtual EMS Service

## Highly Collaborative

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- 1 Virtual Case Management & Clinical Services Platform
- 2 Broad Community Partnerships for Basic Needs
- 6 Virtual Employment Services for Remote Areas
- 7 Training Programs for In-Demand Jobs
- 9 Advocacy for Employment\*
- 11 Virtual Supported Living Services\*

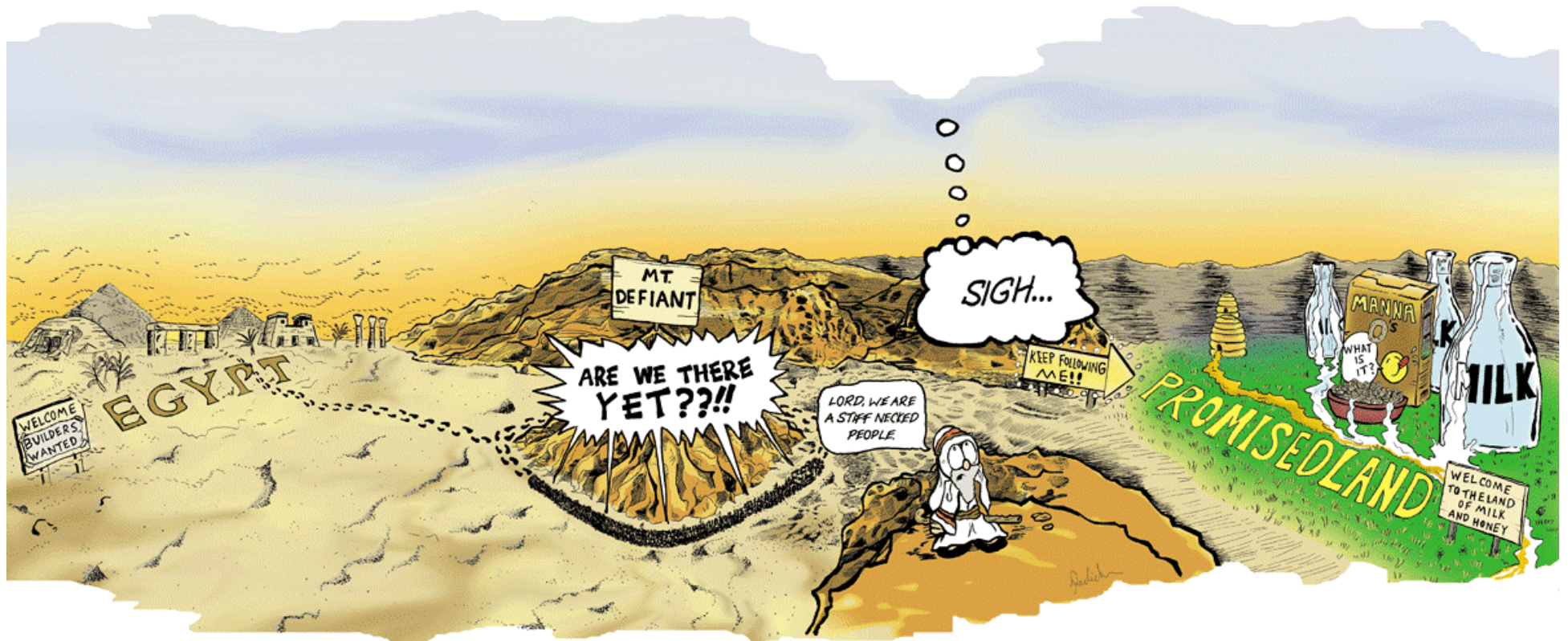
## Primarily Centralized (NJHSA)

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- 3 Advocacy to Secure National Licensing
- 4 Predictive Case Management Engine

“It is good to have an end to journey toward; but it is the journey that matters, in the end”

-Ernest Hemmingway



*The right way is frequently shorter. (Numbers 32:13)*

# HOW CAN WE MAKE THIS WORK MOST VALUABLE TO THE NETWORK?

## 1. Integrate the language and process into our culture

Town hall meetings, quarterly updates, affinity groups can all utilize and build upon the work

## 2. Build an action plan for a few key bets nationally

Prioritization and focus are key!

## 3. Make it practical for our members

Suggestions on how to use the tools, trainers for the toolkits, agenda for CEO calls

## 4. Evaluate bets with the Network's current strategic plan

Accelerating decision-making for your own organization, using this work as a starting point



# BRINGING IT HOME: APPLYING SCENARIO PLANNING LOCALLY



**Evaluate outcomes for your own existing plans and “Bets”**



**Utilize the toolkit and NJHSA scenario planning outcomes to go through your own planning process more efficiently**



**Awareness of the possibilities: Consider alternatives and how you might change course**

## Download it now!

# COVID-19 COMPANION TOOLKIT

June 2020 / Tammuz 5780 | v1.0

Jewish Together

### 2 Plagues

Generate possible options

Given the conditions described on the previous page, identify the things you might stop, continue, or start doing in this scenario. Consider this for the people you serve, the work you do, how you operate, and the partnerships you might have or form. Keep the focus on an organizational level, rather than a community-level level.

Consider "what-if-then" scenarios with "if" conditions, "offer more digital education and train in person."

Stop or Phase	Continue or Amplify	Start or Create

### 2 Plagues

Customize the scenario

Assess where things in Plagues. What would be the impact to...?

Identify the best of the people in your community, across, crossable populations, including:

- What people are looking for to build the community, voluntary engagement, education?
- Who are the most skilled, access to infrastructure, funding?
- Who are the most engaged in community, social, financial, health, and other?

Identify the best of the people in your community, across, crossable populations, including:

- What people are looking for to build the community, voluntary engagement, education?
- Who are the most skilled, access to infrastructure, funding?
- Who are the most engaged in community, social, financial, health, and other?

### 3 Evaluate and prioritize the core bet

Once you fill in the four data sections to focus on first, you'll have your **core bet**.

A **core bet** is the primary strategic path you'll take. This is where you'll invest the majority of your resources, such as people and funding. A core bet:

- Has a 1-3 year timeline
- Represents your greatest risk
- Is your most significant

If the four data sections are different in year 1 and 2, year 1 becomes the core bet and year 2 becomes a pilot bet. You'll learn more about this in the next page.

### 3 Core bet fill-in-the-blank

Describe the core bet

Given the most likely scenario, describe your **core bet**, which must be a 1-3 year bet that involves at least 2. You can phase these ideas as further research and you can change this over time.

Remember: You've been in the 2020, focused on essential capacity, and will have an opportunity to rebuild with digital health capacity. Write the core bet you want to focus on for the next 1-3 years, and then write the 1-3 year plan for that bet.

Our core bet is \_\_\_\_\_ this week about when to start and will focus on \_\_\_\_\_ health system work starting with \_\_\_\_\_ (include the first 3 months).

We're the right ones to do this because unlike others, we have the \_\_\_\_\_ (what makes us unique) enabled by our \_\_\_\_\_ (capabilities, skills, resources, partnerships, etc.) to make it happen.

# TOOLKIT PROCESS

1

Analyze



Understand our organization **today**

2

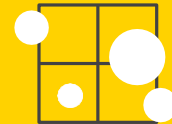
Rehearse Each Future and Generate Options



Explore **Future Possibilities**

3

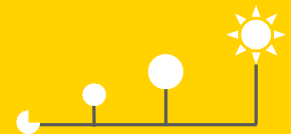
Evaluate and Prioritize



Narrow the **list**

4

Plan



Define our organization **tomorrow**



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## HEADLINES FROM THE FUTURE:

How the world may change using specific examples

**What headlines might we see in this scenario? Think in terms of your own community** (e.g., city, state, region, but not your organization itself) during the next 2 years.

(See previous slide for examples)

Type in your headlines here...



## CHANGES TO WHAT WE CURRENTLY DO

## NEW THINGS WE COULD PURSUE

### GENERATE OPTIONS

Consider:

The people you serve

The work you do

How you operate

The partnerships you  
might have or form

(See previous slide for instructions)

**Stop or Pause**

**Continue or Amplify**

**Start or Create**

Type here...

Type here...

Type here...

### **How might we...**

Increase participation in organized Jewish life? Provide other organizations what they need to get their work done? Get involved with a bold new area? Mitigate the downside of this scenario or accelerate the upside?

# CORE BET “FILL IN THE BLANK”

## Your names and scenario:

Our core bet is \_\_\_\_\_ Type here \_\_\_\_\_ (few words about what it is) and will focus on \_\_\_\_\_ (people / group we're serving) with \_\_\_\_\_ (problem they have / need).

We will provide \_\_\_\_\_ (types of offers / products / services) and our primary roles will be \_\_\_\_\_ (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the

\_\_\_\_\_ (what makes us unique) enabled by our \_\_\_\_\_ (capabilities, skills, systems, partnerships, etc) to make it happen.

Some examples of programming strategy/scope: \_\_\_\_\_

What we would NO longer be doing: \_\_\_\_\_

# APPENDIX MATERIALS: ACTUAL INPUTS FROM SCENARIO PLANNING

# STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE

## SCENARIO: **PLAGUES**

1	2	3
<b>Become the “Hub” for accessing basic services and goods</b>	<b>Regionalize workforce services</b>	<b>Broker for the “Basic Needs” economy</b>
<ul style="list-style-type: none"><li>• <b>Digitally-based clinical service/case management</b></li><li>• <b>Care coordination</b></li><li>• <b>Partner with basic needs orgs to provide tangible goods to people in need</b></li><li>• Hotel variety of nonprofits together in our buildings</li><li>• Larger organizations become hub across geography, merge to create “satellites” in smaller footprint (JFS/JVS)</li></ul>	<ul style="list-style-type: none"><li>• Vocational services focused on high-demand industries, regionally</li><li>• Partnerships, combinations across Human Service Agencies</li><li>• Eliminate geography as a barrier to work: Multi-state corporations using regional humans service agencies</li><li>• Technology partnerships reduce geography barriers</li></ul>	<ul style="list-style-type: none"><li>• <b>Digitally based clinical services</b></li><li>• Home sharing for seniors</li><li>• Group purchasing for low-income populations</li><li>• Tele-health services for low-income populations</li><li>• Population health consultants</li><li>• Compete with Employee Assistance Programs (EAP)</li></ul>



# STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE

SCENARIO: **TRIBES**

1	2	3	4
<b>Bringing Services to the Consumer/Home: Vulnerable Populations</b>	<b>Workforce / Employment: Focus on Digital, Gig Economy</b>	<b>Digital Navigation of Social Services</b>	<b>Represent the Voice of Vulnerable Populations</b>

- Mobile / satellite mental health, food, physical health - to your door
- Tele-mental health
- Digital skills training for social isolation and navigation
- Shared senior housing
- In-home services

- Stacking credentials / certifications, virtually
- Tech partners (e.g. indeed) to match opportunities with skill sets (database)
- Consult employers, chambers of commerce on new work models, digital culture, skills, creativity
- Skills training for the digital, gig economy

- Virtual case management system, without geographic borders
- Tele-mental health
- Care coordination, clinical services
- Partner w/ tech companies - digital / virtual proficiency skills
- Referral network to ensure revenue not impacted by geography

- Drive policy agenda
- Disability rights and services advocacy
- Immigrant / Refugee rights
- Lobbying services for across communities
- Wrap-around services for individual and families of vulnerable populations

# STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE

SCENARIO: **MANNA**

1	2	3	4
<b>Focus on Health Outcomes for Specific Population</b>	<b>Recruit for the new workforce</b>	<b>Social Services For Gig Economy</b>	<b>Pick a service, eliminate geography</b>
<ul style="list-style-type: none"><li>• Gov't &amp; private partnerships to provide behavioral health services</li><li>• Mobile / satellite mental health, food, physical health services</li><li>• Integrate services into public and private health systems or other nonprofits</li><li>• Fee-based concierge personal care services</li></ul>	<ul style="list-style-type: none"><li>• Provide outsourced recruiting</li><li>• Become a consulting firm, using talent from dislocated professionals to provide contract services</li><li>• Consult/contract with employers on new work models, digital culture, skills, creativity</li><li>• Focus on emerging workforce</li><li>• Partner with voc/ed institutions for training, certifs. &amp; supports</li></ul>	<ul style="list-style-type: none"><li>• Replace or supplement EAPs with psychosocial, mental health services</li><li>• Provide real-time support to essential workers across various industries</li><li>• Emergency assistance for employees</li><li>• Provide services to municipalities, corporations, insurance companies, etc.</li></ul>	<ul style="list-style-type: none"><li>• Pick a singular core issue / population</li><li>• Eliminate geographic barriers to services; expand to geographic areas not currently being served (e.g., smaller cities)</li></ul>

# STEP 5: THEMES IN PREPARATION FOR CORE BET EXERCISE

SCENARIO: **EXILE**

1	2	3	4
<b>Focus on Health Outcomes for Specific Population</b>	<b>Keeping Clients Safe and Stable at Home, Anywhere</b>	<b>Social Services For Gig Workers</b>	<b>Recruit for the Displaced Workforce</b>
<ul style="list-style-type: none"><li>• Pick a single population to focus</li><li>• Gov't &amp; private partnerships for behavioral health</li><li>• Mobile / satellite mental health, food, physical health services</li><li>• Integrate into public and private health systems, human service agencies, etc.</li></ul>	<ul style="list-style-type: none"><li>• Wraparound services coordination and case management, virtual / digital first</li><li>• Licensure across states and / or referral network</li><li>• Keeping people in their homes - homelessness</li></ul>	<ul style="list-style-type: none"><li>• Offer Employee assistance services for gig workers and corporations</li><li>• Essential worker support: real-time response to their needs</li><li>• Emergency assistance for employees</li><li>• Wrap around services for gig workers, not provided by corps.</li></ul>	<ul style="list-style-type: none"><li>• Provide outsourced recruiting - displaced professionals</li><li>• Consult employers on new work models, digital culture, skills, creativity</li><li>• Focus on emerging workforce</li><li>• Partner with tech firms for retraining</li></ul>

# Core Bets Consolidated

[JewishTogether.org](https://www.jewishtogether.org)

# CORE BET FILL IN THE BLANK

## BET #1: Virtual Case Management & Clinical Services Platform

### Scenario: **PLAGUES**

Our core bet is providing **mental wellness services** (few words about what it is) and will focus on **vulnerable populations of all ages** (people / group we're serving) with **digitally based clinical services and case management** (problem they have / need).

We will provide a **nationally integrated digital platform** (types of offers / products / services) and our primary roles will be a referral to **service providers to agencies in the Network** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have **deep experience in case management**, (what makes us unique) enabled by our **strong professional expertise** (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because **this represents a national strategy to deliver on our core capabilities.**

# CORE BET FILL IN THE BLANK

## BET #2: Broad Community Partnerships for Basic Needs

### Scenario: **PLAGUES**

Our core bet is **develop/enhance partnerships with non-Jewish community organizations to deliver concrete supports and services** \_\_ (few words about what it is) and will focus on \_\_ **individuals and households across our city**\_\_ (people / group we're serving) with **accessing supports and services to address basic needs** (problem they have / need).

We will provide **groceries and other personal care products and access to case management**\_\_ (types of offers / products / services) and our primary roles will be **providing bulk product to other organizations to distribute, and social work/case management support to individuals via telehealth** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the \_\_ **relationships with community community orgs** and with **funders/donors**, enabled by our **expertise and experience**. (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different because it **also build bridges between the Jewish community and other communities which is an important benefit in an increasingly fractured society.**

# CORE BET FILL IN THE BLANK

## BET #3: Advocacy to Secure National Licensing Scenario: EXILE

Our core bet is **Advocacy to secure National licensing for social work services** (few words about what it is) and will focus on serving **all** (people / group we're serving) with **access to comprehensive telemental health services** (problem they have / need). We will provide **telemental health services** (types of offers / products / services) and our primary roles will be **facilitating clinical services and billing insurance and other payors** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc). We're the right ones to do this because unlike others, we have the **national Network of highly skilled providers** (what makes us unique) enabled by our **technical know how and expertise in providing clinical services for diverse populations** (capabilities, skills, systems, partnerships, etc) to make it happen.

Some examples of programming strategy/scope: **pool of clinicians with expertise in working with all populations and demonstrated excellence in transition to comprehensive telemental health**

What we would NO longer be doing: **feeling limited with out of state referrals**

# CORE BET FILL IN THE BLANK

## BET #4: Predictive Case Management Engine Scenario: EXILE

Our core bet is a \_\_\_\_\_ Data driven case management recommendation engine \_\_\_\_\_  
(few words about what it is) and will focus on **using data that we collect to be more proactive with clients**\_ (people / group we're serving) with forecasting when crisis happens with the right mix of solutions\_ (problem they have / need). We will provide \_\_\_**data driven solutions to client needs**\_ (types of offers / products / services) and our primary roles will be \_**assessing client needs thru data mining and providing industry expertise to make sure its relevant**\_\_\_ (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the \_**industry expertise**\_\_\_ (what makes us unique) enabled by our \_**combining data with expertise** - (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different because we are not reactive, but **will be using artificial intelligence and data to address client crises**.



# CORE BET FILL IN THE BLANK

## BET #5: Virtual Navigation Offices in Public Places Scenario: **EXILE**

Our core bet is **close traditional office space & establish virtual offices in public gathering places - schools, etc.** (few words about what it is) and will focus on the **entire family unit\_** (people / group we're serving) with **\_social services - health and mental health and workforce** (problem they have / need). We will provide **\_\_\_wrap around\_\_ services in collab with healthcare** (types of offers / products / services) and our primary roles will be **delivering services/making services accessible/serving as navigators** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the **\_expertise in service coord/provision\_** (what makes us unique) enabled by our **person centered values** - meeting clients where they are (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because **\_\_\_ensuring greater access, reducing barriers in the digital divide**

# CORE BET FILL IN THE BLANK

## **BET #6: Virtual Employment Services for Remote Areas Scenario: MANNA**

Our core bet is to provide **virtual employment services nationally** and build capacity by **training smaller agencies on counselling and workforce development** (few words about what it is) and will focus on serving **smaller and remote communities** (people / group we're serving) who currently have **limited employment services** in their community (problem they have / need).

We will provide **career and employment counselling and workforce development strategies** (types of offers / products / services) and our primary roles will be both **providing counselling and training to other agencies on counselling and workforce development** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the **skills , experience , expertise** and **capacity** to deliver virtually\_ (what makes us unique) enabled by our **technology** (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because **is it is integrating digital solutions to an in-person model.**

# CORE BET FILL IN THE BLANK

## BET #7: Training Programs for In-demand Jobs Scenario: **MANNA**

Our core bet is **training programs for in-demand jobs in the new economy** (few words about what it is) and will focus on **dislocated workers & upskilling** (people / group we're serving) with **transitioning their skills and experience into the new economy** (problem they have / need).

We will **partner with voc ed, tech training & employers to develop training programs/modules that lead to certifications and can be used by all network members and delivered virtually** (types of offers / products / services) and our primary roles will be **\_training, facilitation, and support for job seekers; sell training to local employers & national employers** (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

This is boldly different than what we are doing today because **very hard to do individually (especially for smaller agencies)** but we can leverage the power of the network; we have the skills.

# CORE BET FILL IN THE BLANK

## BET #8: Contract Fee-based Services for Employers Scenario: **MANNA**

Our core bet is to **provide contracted fee-based services as a network to employers** with \_\_\_\_\_  
(problem they have / need).

We will provide **counseling, wrap-around supports, talent recruiting, senior supports**; **combination of virtual + local/in person** (types of offers / products / services) and our primary roles will be \_\_\_\_\_ (what we're mostly doing: curating..., creating / designing..., convening..., owning / operating..., etc).

We're the right ones to do this because unlike others, we have the **leverage/negotiating power by virtue of our broad geographic coverage and range of services** (what makes us unique) enabled by our **national plus local capabilities; strong local reputations** (capabilities, skills, systems, partnerships, etc) to make it happen.

This is boldly different than what we are doing today because \_\_\_\_\_

# CORE BET FILL IN THE BLANK

## BET #9: Advocacy for Employment of those w/ Disabilities

### Scenario: TRIBES

Our core bet is to **build a robust advocacy system**\_\_ (few words about what it is) and will focus on **employment services for people with disabilities with diminished access to previously available services through workforce programs and access to full employment opportunity.** (problem they have / need).

We will provide **legislative/policy advocacy across states and federal departments**, through **chambers of commerce and industry based groups.**\_\_\_\_ (types of offers / products / services)

We're the right ones to do this because unlike others, we have the **structure existing within the network**, with our tie to JFNA, however this should be only **starting base that needs to be expanded to the larger national disability network** enabled by our to make it happen.

This is **boldly different than what we are doing today** because of our connections across the country and also ties **federal, state and employers into an advocacy and policy network**

# CORE BET FILL IN THE BLANK

## BET #10: Virtual EMS Service Scenario: TRIBES

Our core bet is to **provide virtual and seamless crisis intervention** and will focus on **intact, multigenerational family units** with **comprehensive case management** services to address **immediate de-escalation of situations impacting mental and physical health and safety.**

We will provide **licensed therapists, crisis counselors, connections to law enforcement, and an emergency response team** that can be onsite within the hour and our primary roles will be **connecting families to the initial contact** and **bringing providers online** to engage with the family almost as the situation unfolds.

We're the right ones to do this because unlike others, we have the **history and broad base of services** enabled by our shared values, collective resources and **extensive network of trusted partners** to make it happen.

This is boldly different than what we are doing today because **we cannot share client data outside of our organization.**

# CORE BET FILL IN THE BLANK

## BET #11: Virtual Supported Living Services Scenario: TRIBES

Our core bet is to provide supportive living services that are primarily virtual and will focus on individuals with **intellectual, developmental and psychiatric disabilities** with **remaining connected to family and community** and continuing to work on **skill-building goals** through virtual means.

We will **provide equipment** such as ipads or cell phones **and training** in how to use them to access zoom and similar technologies and our primary roles will be **obtaining equipment** through grant funding, **education, and assistance** with setting goals for connecting.

We're the right ones to do this because unlike others, we have **extensive experience in conducting services remotely** and **engaging technologically challenged populations** enabled by a strengths based, **collaborative peer support approach** to make it happen.

**This is boldly different than what we are doing today because it assumes that in-person services are not the gold standard and that persons with intellectual disabilities are capable of building their own virtual communities.**