



OVERVIEW

Hybrid Service Delivery Models and Key Considerations

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INTRODUCTION

A hybrid in-person/digital service delivery model can help organizations in the migrant worker support services sector create accessible, flexible and more choices for clients to access the services that they need. There are a number of considerations that organizations should take into account before designing and implementing any service delivery solution, innovation or program iteration.

APPROACHING SERVICE DELIVERY

TOOL: THE SPIRAL MODEL

- The Spiral Model of popular education and participatory community engagement is built on the assumption that the best source of knowledge about client needs and potential solutions is the clients themselves.
- By centering the client, the Spiral Model can help challenge power relations and the issues of equity and inclusion, disconnect and divides in our society.
- This differs from a top-down model where an organization designs solutions based on its own perceptions of client/customer/community needs.

Source: Burke, Bev et al. *Educating for a Change, 1991, Between the Lines and the Doris Marshall Institute for Education and Action*, co-published by *Between the Lines*.

APPLYING THE SPIRAL MODEL TO SERVICE DELIVERY DESIGN

- Start with the experience and knowledge of your clients.
- Ask: who are we serving? What do we know about their:
 - *Digital habits*
 - *Information-seeking practices*
 - *Communication preferences*
 - *Access to devices*
 - *Preferred language*
- From that experience and knowledge, identify patterns.
- Add new information and theory (e.g. from your experience as an organization in the migrant worker support services sector).
- Learn, iterate and adjust as the process progresses.

WHAT IT MEANS TO BE DIGITAL OR HYBRID/BLENDED

NetHope's model for the digital non-profit, and how it can apply to the Migrant Worker support sector in 6 core areas:

People: prioritizing good digital skills for personnel

Priority—Professional development: building a competencies framework for our work, including knowledge mobilization and transfer.

Processes: reimagining how to achieve mission with scale and speed

Priority—Digital/data maturity and risk frameworks: Frameworks we can build on and learn from, borrow, customize and implement in our sector.

Technology: enabler of change vs. driver of automation

Priority—Digital inclusion and equity: aligning with our sector values of access, anti-oppression and inclusion

Data: a critical, protected asset to improve and impact operations

Priority—Client-centric data: fully understanding our clients and communities, in order to create a seamless client settlement journey.

Investment: nimble, forward-looking and triggered by impact

Priority—Three I's of immigrant integration: intentionality, instruments and investments. Need to be strategic and intentional about our work. We need to have the right instruments, tactics, or technologies in order to address what we're being intentional about. We need investments in those instruments and strategy in order to make it happen.

Readiness: motivation to undergo digital transformation

Priority—Baselines in hybrid service delivery: common minimum standards or floor of infrastructure and competencies that no agencies and no individual should fall below. We can strive to exceed those baselines, but at their core, we all have access to be able to build those baselines.

QUESTIONS TO ASK

Where is your organization on the digital journey?

How digitally literate is your staff?

What and how do you communicate with the people and communities you serve?

To learn more about NetHope's Digital Nonprofit Ability Models, visit:

<https://solutionscenter.nethope.org/the-center-for-the-digital-nonprofit-survey>

RESOURCES

From Silos to Solutions: Toward Sustainable and Equitable Hybrid Service Delivery in the Immigrant & Refugee-Serving Sector in Canada (2021)

<https://km4s.ca/publication/from-silos-to-solutions-toward-sustainable-and-equitable-hybrid-service-delivery-in-the-immigrant-refugee-serving-sector-in-canada/>

COVID & Canada's Settlement Sector: Report (2020)

<https://km4s.ca/publication/covid-canadas-settlement-sector-report-2020/>

The Future of Settlement isn't Just Digital. It's Collaborative and Seamless

<https://km4s.ca/2021/03/the-future-of-settlement-isnt-just-digital-its-collaborative-and-seamless/>

Using Digital Messaging to Support Newcomer Communities - A Toolkit for Individuals and Organizations

<https://km4s.ca/good-idea/using-digital-messaging-to-support-newcomer-communities-a-toolkit-for-individuals-and-organizations/>

Refugee 613's Digital Messaging Summit - session recordings

<https://km4s.ca/2021/09/refugee-613s-digital-messaging-summit-session-recordings/>