
Strategic Playbook

Guiding Our Work for 2018-2022

Approved by APHSA Executive Governing Board

December 2017



Table of Contents



- 1 Purpose of Strategic Playbook
- 2 Why We Do What We Do
- 3 What Distinguishes Us
- 4 How We Deliver Value
 - Our Theory of Action
 - How We Are Organized
- 5 How We Define Success and Measure Our Progress
- 6 Annual Priorities
- * Appendix with Additional Resources



Playbook Overview

The Playbook is supported by a number of foundational documents and resources that further guide how we carry out our work with and through our members and strategic partners. Annually, the association-wide priorities are incorporated into the Playbook.

The APHSA Strategic Playbook – as approved by the Executive Governing Board of Directors – serves as guidance for our members, volunteer leaders, key partners, and staff.

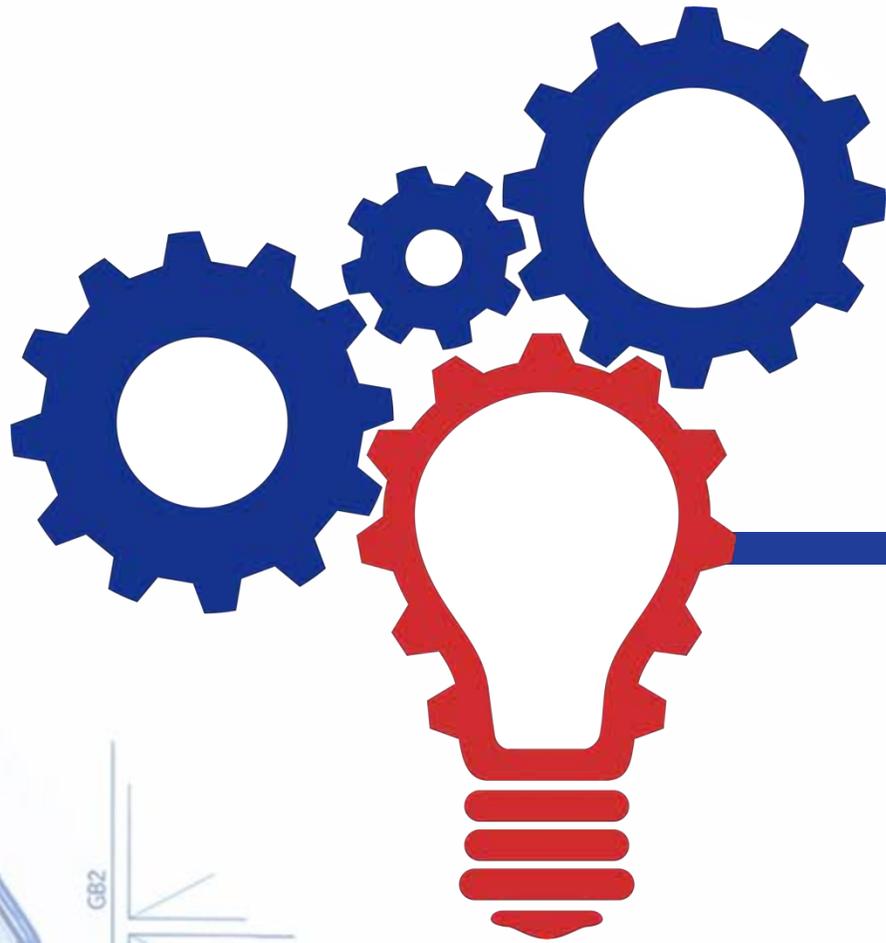
It is intended to keep our focus on the core mission of the Association, assure our work is aligned with the desired future state of the health and human services field, connect us through common tools and language, and provide clear direction as to how each of us – in our respective and collective roles – can best contribute.

The Playbook is intended to be a living document that is adaptable to current contextual factors and that is regularly updated based on our commitment to continuous learning.

**INFLUENCE
BUILD
CONNECT**

Why We Do What We Do

- The Desired Future State
(Vision)
- The Core of Our Work
(Mission and Focus)



Our Vision

Thriving Communities
BUILT on Human Potential

Our Mission

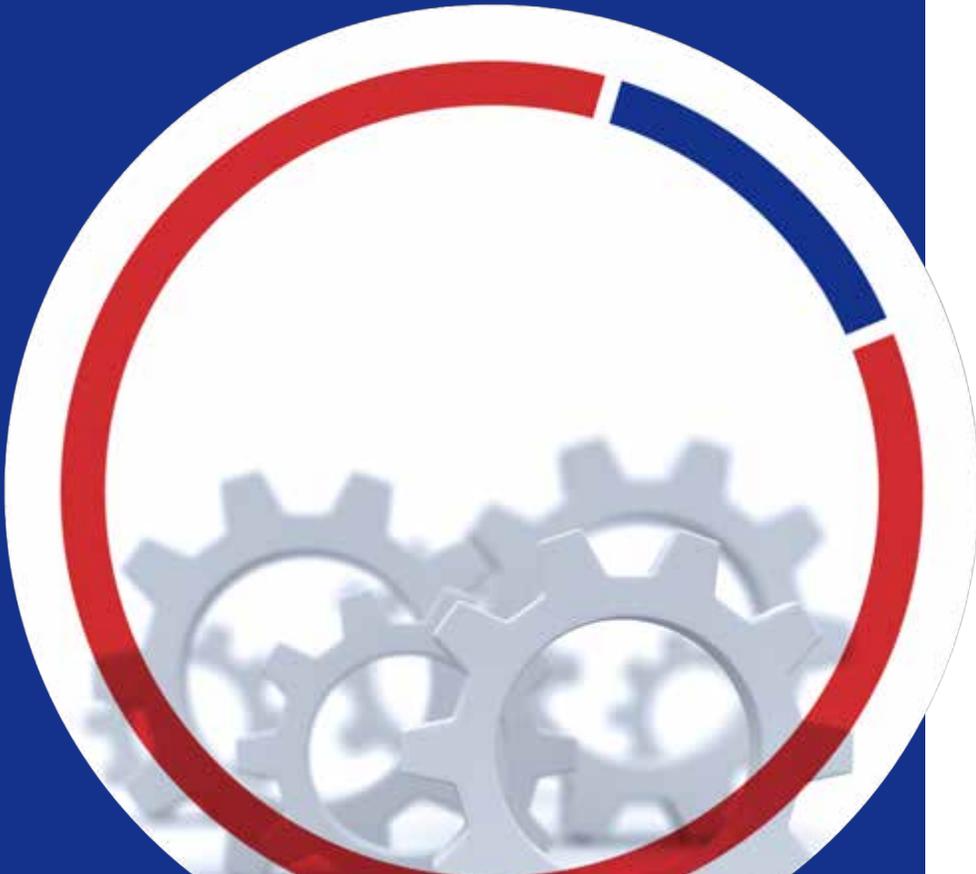
American Public Human Services Association advances the well-being of all people by *influencing* modern approaches to sound policy, *building* the capacity of public agencies to enable healthy families and communities, and *connecting* leaders to accelerate learning and generate practical solutions together.

... Because we build well-being from the ground up.



What Guides Our Work?

Guiding Principles for how we – as individuals and as an organization – can be expected to behave.



We are relentless in our pursuit of the limitless possibilities of human potential.

- We are committed to having individuals and families be intimately involved in planning for their own future economic and social success.
- We are data-driven and focused on identifying root causes.
- We are non-partisan and committed to outcomes rather than ideologies.
- We are committed to tackling structural inequities and bias.
- We believe in the power of generative partnerships and are committed to working within and across sectors and systems to optimize our impact.
- We strive to produce high quality work in a teaming environment by communicating proactively, intentionally coordinating our actions, listening to other view points, and enabling shared decisions.
- We promote collective learning, always considering how to do our work even better, making mid-course adjustments when necessary, and keeping a constant pulse with our members to ensure we are effectively delivering on our value proposition.



Our Shared Focus: At the Core of Work

At the core of our work is the desire to build a modern, responsive Health and Human Services (H/HS) system that leads to the well-being of families and communities.

As H/HS leaders, we share a core belief that all people should have the opportunity to live healthy lives and be well regardless of where we live, what our histories are, or what our life experiences have been.



The nation’s H/HS system is a cornerstone to building a strong, dynamic, and healthy nation made up of thriving communities.

In coordination with other “human serving” systems – including education, employment, and justice – we can provide all Americans with the opportunities and tools to live well and build a sustainable future for ourselves and our families.

As leaders, we also recognize that to achieve this desired state, we must evolve our H/HS system from a traditional “regulative model” rooted in regulatory compliance and programmatic outputs and beyond a “collaborative model” focused merely on integrated needs assessments and eligibility determinations, to what we refer to through the Human Services Value Curve, as a “generative approach,” which works seamlessly across sectors and engages whole communities in addressing the multi-dimensional socioeconomic issues faced by individuals and families.



**INFLUENCE
BUILD
CONNECT**

What Distinguishes Us

What is it about APHSA that brings value to members and partners?

- Key Distinguishing Factors
- A Shared Journey with Members and Partners

Key Distinguishing Factors

Our connected network of H/HS executives in states and counties who have first-hand knowledge of and expertise in operating H/HS programs and delivering services on the ground.

Our ability to distill and showcase how H/HS leaders across the country are spurring innovation and leading field transformation, including through the lived experiences and authentic voice of families and community leaders.

Our long history in creating space for values-based conversations, advancing sound national policy, and as the trusted broker connecting H/HS leaders at state and local levels of government to federal policymakers.

Our evolving Collaborative Centers as a unifying platform and catalyst for connecting sectors and systems (including health, public health, education, justice, and housing) as well as traditional Human Services programs and disciplines.

Our Organizational Effectiveness Consulting practice, which – through common frames and tools, including the Human Services Value Curve – is helping distill the protective and risk factors at play in communities and enabling a shared space for learning and advancing healthy ecosystems.

Our commitment to strategic partnerships with related sectors and systems toward population health and well-being, using collective impact approaches and shared models.

Our Members and Partners Are on a Shared Journey

Through model frameworks and common approaches, such as social determinants of health, whole family approaches, and the Value Curve, H/HS leaders across the country are sharing the journey together – focused on moving the H/HS systems upstream to effective preventative and early interventions that enable all families to live healthy lives and thrive in their communities (the generative state).

The Human Services Value Curve Used Nationwide



**INFLUENCE
BUILD
CONNECT**

How We Deliver Value

- Our Theory of Action
- How We Are Organized

Our Theory of Action

The theory that guides the actions we take with and through our members and partners.



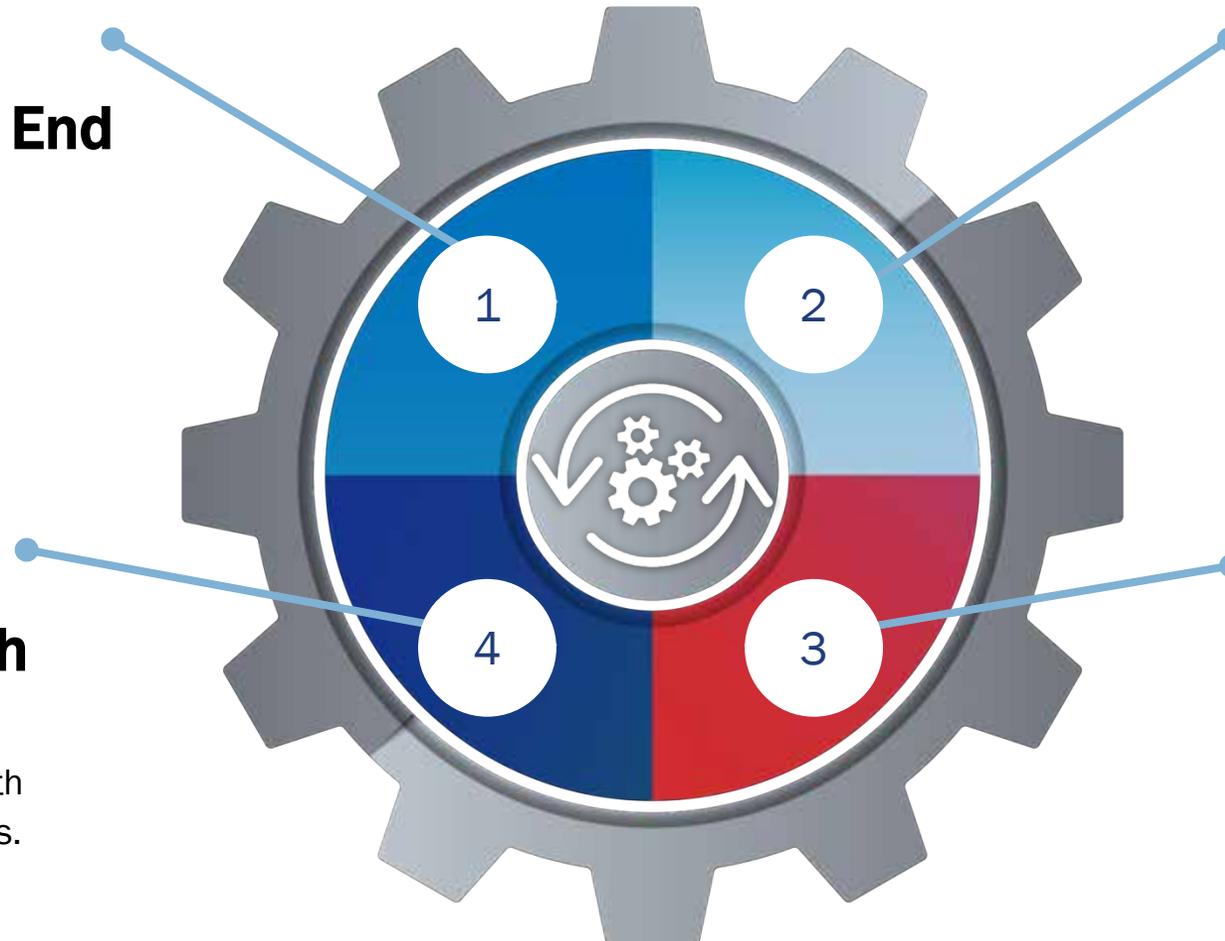
Our Theory of Action Shows Us...

WHY and To What End

A clear line of sight to population health and well-being using framing principles.

WHO We Do It With

What co-creation of solutions looks like with members and partners.



HOW We Get There and Where We Are

What human serving ecosystems look like as they progress to population health and well-being and where we are today.

WHAT We Can Do

What APHSA looks like when it helps members and partners.

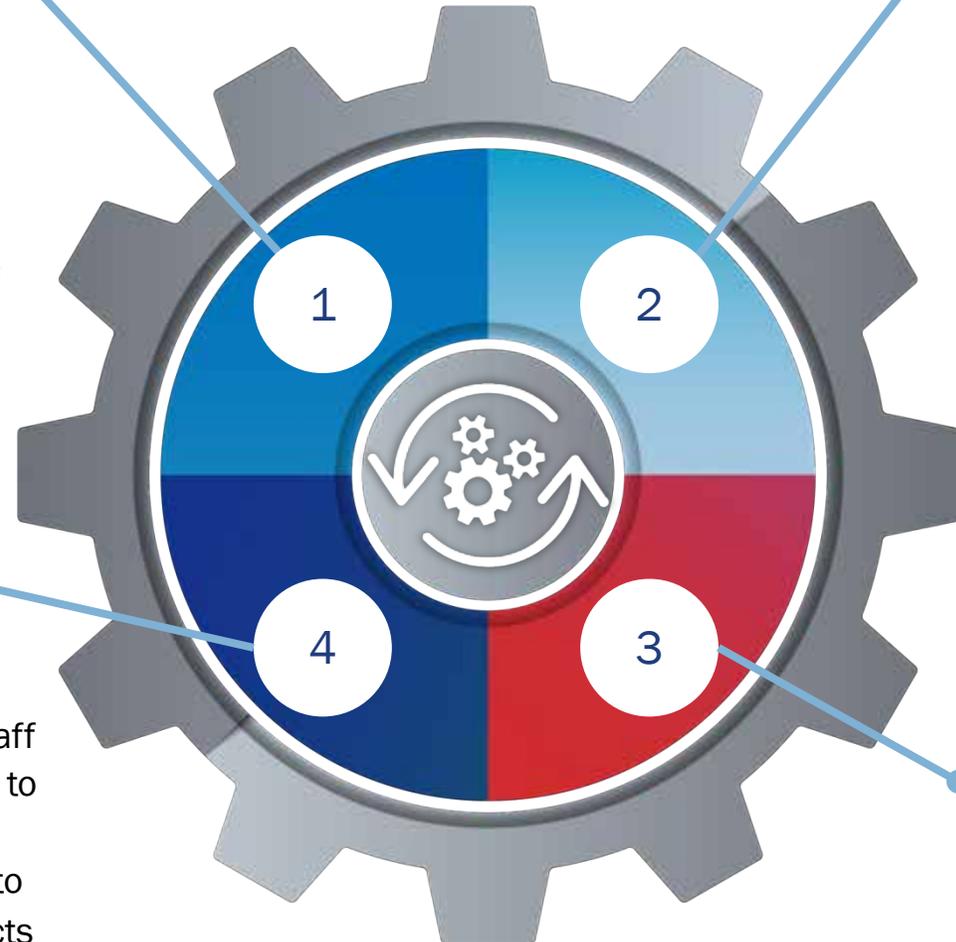
Our Theory of Action

Desired Future State

- Desired future state for H/HS effectively framed and *with an explicit emphasis on overcoming structural biases and the resulting inequities.*

Talent and Teaming

- Volunteer leaders, staff and partners aligned to desired state and leveraging expertise to deliver quality products and services through a commitment to continuous learning.



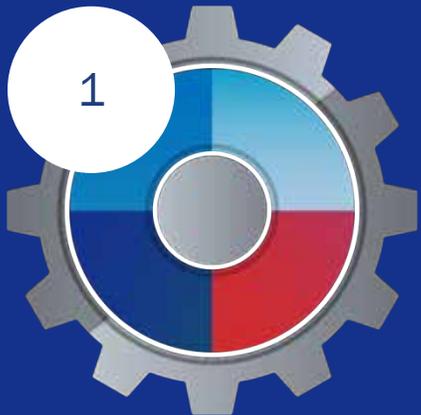
Shared Models

- Shared frameworks and common approaches that provides the field with a high level roadmap and common models of interpretation.
- Grounded in current opportunities with pathways to get there.

Value Proposition

- Strategies, tools and platforms to influence, build and connect.

Realizing the Potential of All People in All Places



Washington DC Metro Area

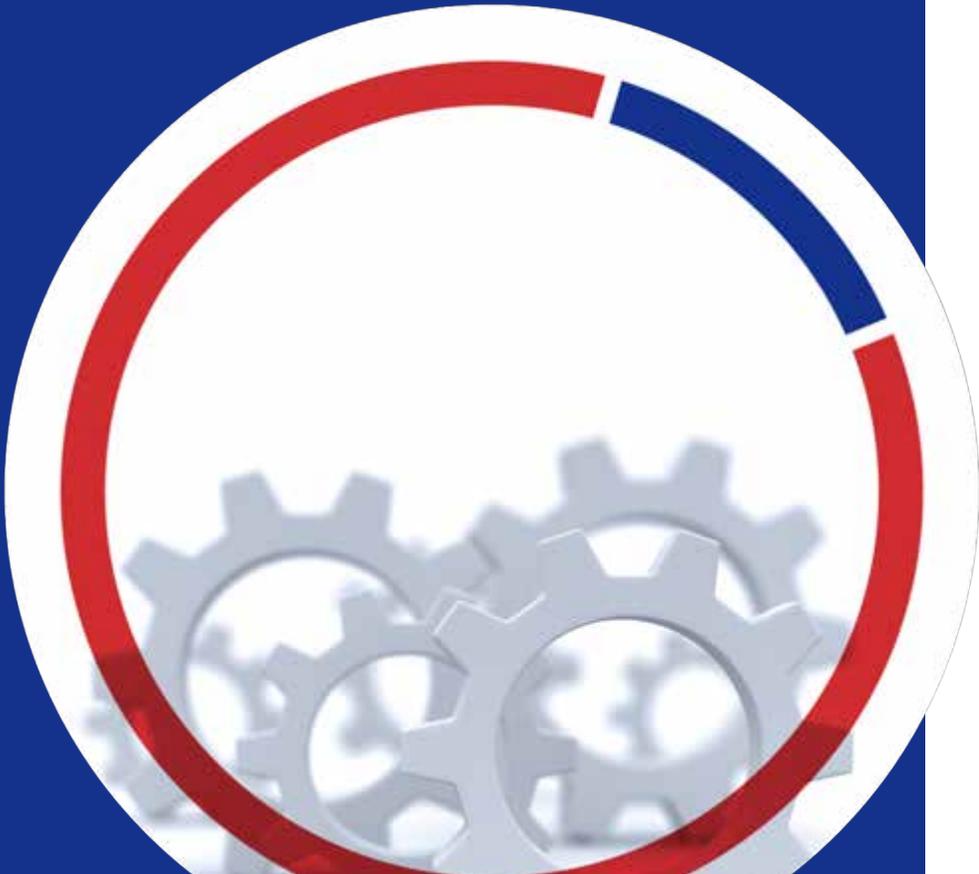
DESIRED OUTCOMES

- Gainful employment and economic well-being.
- Child and family well-being.
- Overall population health and well-being.

Our line of sight to the desired future state ... grounded in where we all live, learn, work, play, and age and focused on enabling social and economic mobility.



Our Guideposts – To Get There We Must Focus On:

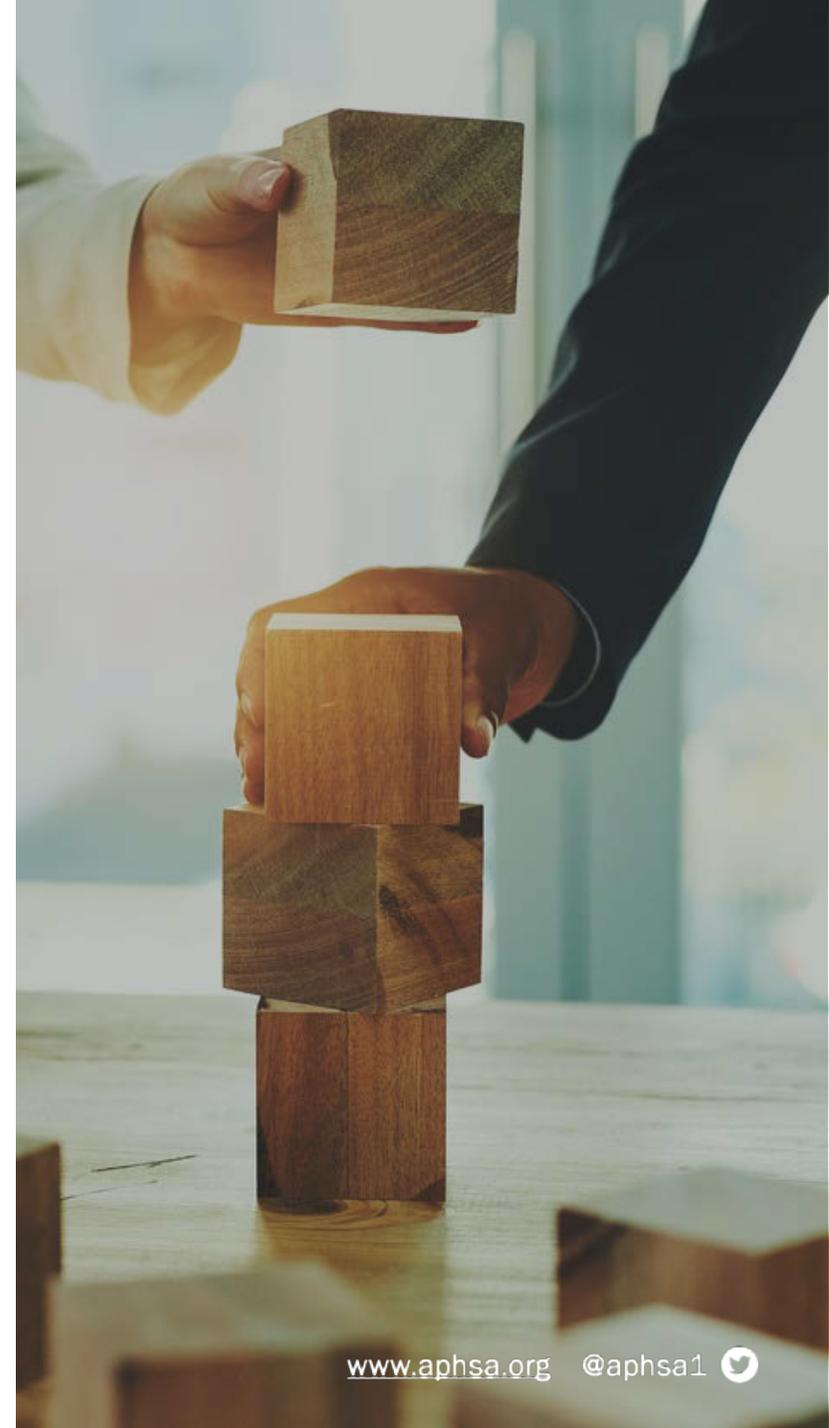


- **Person- and family-centered services designed to engage in authentic and meaningful ways** with families and to advance social and economic mobility.
- **Modern, efficient business solutions and enabling technologies** that draw from the best innovations in government and the private sector.
- **Data-reliant and evidence-informed programs and services** that can enable better, faster results, provide more targeted interventions, address structural inequities, and reduce costs.
- **Application of decades of research in brain science and understanding** of executive functioning to improve the ways we engage and empower families.
- **Accountability for sustainable outcomes**, return on taxpayer investment, and impacts that matter rather than for compliance with processes and outputs.
- **Generative partnerships that bridge traditional divisions** both within government agencies and across the public-private sectors (both for-profit and community-based), and that leverage common resources and strengths.
- **Widespread testing to spark innovations** and prompt implementation of what works.
- **Advancing policies at all levels of government in support of these approaches.**

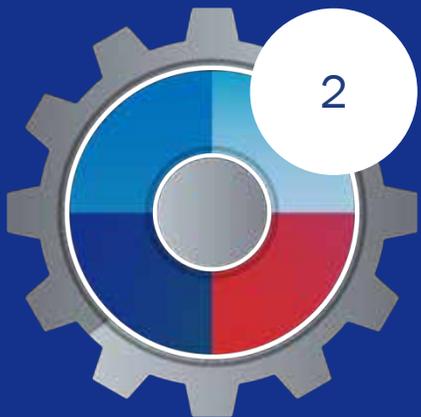
We Use a Tested Metaphor to Help People “See” How Human Services Work:

CONSTRUCTED WELL-BEING

We Apply the Formula:

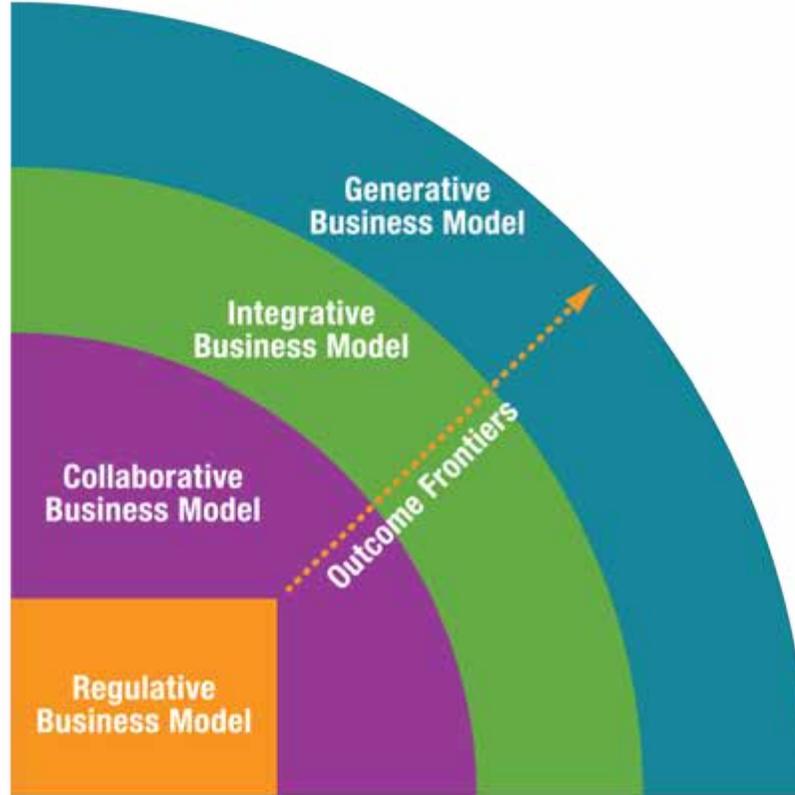


The Value Curve Serves as a Shared Model of Interpretation



HUMAN SERVICES VALUE CURVE

Efficiency in Achieving Outcomes



Generative – BIGGER THAN FAMILY

Integrative – ROOT CAUSES

Collaborative – SERVICE TO CUSTOMER

Regulative – INTEGRITY

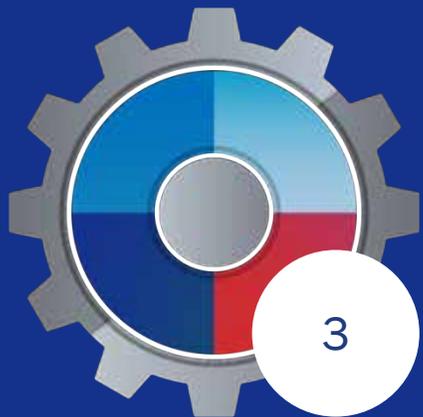
Effectiveness in Achieving Outcomes

The Value Curve Lens is Highly Adaptive:

- At system level and at individual level.
- By sector, function, program, and role.
- The stages are holistic and form a learning cycle.

© Leadership for a Networked World. 2011. Antonio M. Oftelie.
The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services:
A Report from the 2011 Human Services Summit on the Campus of Harvard University.

To Deliver Value to Our Members. We Aim to:



Influence integrated and outcome-focused policy and practice to advance system-level transformation in H/HS.

Build knowledge and capacity in the field that enables Value Curve Progression and fosters the desired outcomes.

Connect members, peer communities, and partners with each other to accelerate learning and generate solutions together.





We Understand that Context Matters

Key Strategy

The pace of change today and the accompanying uncertainty that comes with that change impacts members' wants and needs.

Delivering on our value proposition requires that we be acutely aware of and adaptive to the context in which we are operating at all levels – individual, community, county, state, national, and, even global.

Our strategy must include identifying when ideas and issues are ripe for movement.



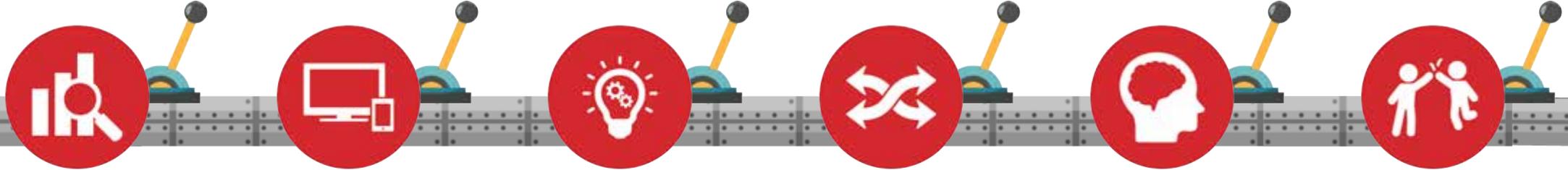
Like a QB in football, we also need to be able to call an “audible” when unexpected opportunities arise in the middle of a play.

Six Key Levers

We Keep Our Finger on the Pulse
of Converging Opportunities



Six Key Levers



INVESTING IN OUTCOMES

- Incentives aimed at increasing evidence-informed practices
- Application of factor modeling to drive investment decisions
- Application of rapid cycle evaluation and other modern approaches to research that accelerates adoption of what works
- Exploration of alternative financing methods

MODERN PLATFORMS

- Application of advanced analytics to inform decision-making
- Reuse opportunities in shared platforms and open data sources
- Continued focus on interoperability and IT support for integrated H/HS systems and Data-sharing

SPACE FOR INNOVATION

- Increased opportunities to incentivize innovation and generate solutions, especially through lived experiences
- Repurposing resources to spur innovation and create a culture that encourages creativity and a safe space for testing new ideas

INTEGRATED POLICY LEVERS

- Focus on social determinants of health / well-being
- Adoption of two generation / Whole-family approaches
- Employment and housing as engines to economic and social mobility
- Modernization of fiscal policy

APPLYING SCIENCE & DESIGN

- Deliberate application of neuroscience and executive functioning research to redesign service delivery models
- Use of framing research and evidence-informed narratives
- Use of Human-centered design principles
- Use of behavioral insights to design and test more effective interventions

PARTNERING FOR IMPACT

- Creating more seamless boundaries across public and private sector efforts
- Leveraging expertise, reach and nimbleness of social-serving sector and private industry
- Application of collective impact strategies
- Contributions from social enterprise

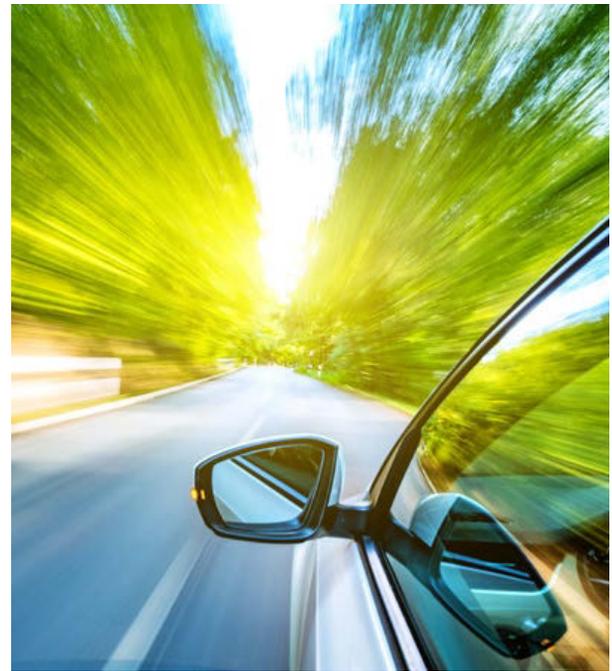


We recognize that the answers to adaptive challenges are rarely in the rearview mirror and require new approaches or alternative routes.

Our work requires us to constantly zoom in and zoom out and to assess the view from multiple vantage points and see the full landscape, *especially as to the potential impact of structural bias and inequities.*

We Help Recognize & Tackle Adaptive Challenges

Key Strategy





**Influence Sound Policy
and Practice that Fosters
Integrity and Effective
Service Delivery**

AND

**Co-create Larger
System-level Change
Focused on Population
Health and Well-being**

- Bi-partisan national membership association of top level H/HS leaders in state and county agencies including executives in charge of key program and cross-enterprise areas (*Affinity Groups*).
- Working with traditional partners in human services to advance sound policy and practice and strong foundational operations.
- *SHORING UP Regulatory and Collaborative Stages.*
- Co-creating solutions with peers and partners beyond the traditional H/HS sector.
- Grounded in realizing the potential of people across the life cycle in the places where we all live, learn, work, hope, love and play.
- *CREATING CAPACITY for Integrative and Generative Stages.*

**We Aim to
Meet Our
Members
Where
They Are:**

Key Approach

Our Affinity Groups Accelerate Peer-to-Peer Exchange

Key Platforms



Expertise within member agencies also includes:

- Aging
- Behavioral Health
- Children's Health
- Child Support
- Disability
- Early Childhood Development
- Housing / Homelessness
- Medicaid
- Refugees



American Association of Health and Human Services Attorneys (AAHHSAs)



Who We Are

The American Association of Health and Human Services Attorneys (AAHHSAs) is a professional organization of attorneys who represent the state and local government agencies that administer health and/or human services programs. AAHHSAs facilitates the exchange of information between attorneys and promotes pragmatic innovation in the field of H/HS services.

Our Purpose

To advocate for, and enact policies and practices that enhance the delivery and quality of human services programs. AAHHSAs encourages the discussion of legal matters and the cordial exchange of experience and knowledge to accelerate learning and generate practical solutions.

Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC)



American Public Human Services Association

Association of Administrators
of the Interstate Compact on
the Placement of Children

Who We Are

The Interstate Compact on the Placement of Children (ICPC) establishes uniform legal and administrative procedures governing the interstate placement of children and is statutory law in all fifty-two member jurisdictions and a binding contract between member jurisdictions. Established in 1974, the Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC) was given the authority to carry out the rules and terms of the Compact more effectively.

Our Purpose

AAICPC consists of members from all 50 states, the District of Columbia and the U.S. Virgin Islands. The AAICPC obtains its Secretariat Services as an affiliate of APHSA. The Secretariat to AAICPC provides ongoing administrative, legal and technical assistance to individual states that administer the Compact. The Secretariat provides resources and information to resolve problems of mutual concern and formulate standard policies, practices, and goals.

American Association of SNAP Directors (AASD)



Who We Are

The American Association of SNAP Directors (AASD) is dedicated to strengthening the administration and management of the Supplemental Nutrition Assistance Program, advocating for practical, pragmatic enhancements to the program and providing professional development and educational opportunities for its members.

Our Purpose

To promote the exchange of experience and knowledge among federal, state, and local government agencies administering SNAP by providing expert advice and consultation on SNAP and other income and nutrition assistance issues.

IT Solutions Management for Human Services (ISM)



Who We Are

IT Solutions Management for Human Services (ISM) is a global group of Health and Human Services Information Technology (IT) professionals committed to advancing the H/HS system through technological innovation. ISM members are federal, state, local government and private sector IT leaders.

Our Purpose

To promote IT solutions and best practices that enhance the delivery of health and human services. ISM advocates on behalf of state and local H/HS agencies for improvements in policies, processes and procedures. We share innovative solutions, provide peer-to-peer learning opportunities and collaborate with our private sector partners to create a modern, responsive H/HS system.

National Association of Public Child Welfare Administrators (NAPCWA)



Who We Are

The National Association of Public Child Welfare Administrators (NAPCWA) represents state and local public child welfare agencies through their child welfare administrators, deputies and other agency staff who are responsible for administering a continuum of safety, permanency and well-being supports and interventions for children and families.

Our Purpose

To provide children with the opportunity to live a healthy life, be well and reach their full potential, NAPCWA provides national leadership for the development of sound policy, innovative practices, and critical capacity building to improve outcomes for children and families.

National Association for Program Information and Performance Measurement (NAPIPM)



Who We Are

The National Association for Program Information and Performance Measurement (NAPIPM) is dedicated to assisting professional public human service agency staff and other stakeholders who are engaged in assessing and improving program information, performance and outcomes. Our membership is open to agencies and individuals interested in enhancing the integrity and outcomes of human service programs.

Our Purpose

To achieve better outcomes for those served by human services programs by strengthening program integrity, accountability, data analysis, and outcome measures.

National Association of State Child Care Administrators (NASCCA)



Who We Are

The National Association of State Child Care Administrators (NASCCA) enhances and sustains legislative, regulatory, and fiscal policies supportive of effective child care programs.

Our Purpose

To support state and local leaders in developing child care resources designed to meet the needs of children from birth through school age and their families. With a focus on quality and access, NASCCA works to build a child care system that invests in children's well-being and potential through safe and affordable care.

National Association of State TANF Administrators (NASTA)



Who We Are

The National Association of State TANF Administrators (NASTA) provides national leadership for the development of sound policy, successful and innovative practices, and critical capacity building to improve agency performance and consumer outcomes. NASTA promotes informed decision making through the distribution of best practices and research to enhance the professional development of both its members and the federal policy making process.

Our Purpose

To ensure that the Temporary Assistance to Needy Families (TANF) and related employment and economic support programs are responsive and accountable to the needs of the communities and the people they serve.

National Staff Development and Training Association (NSDTA)



Who We Are

The National Staff Development and Training Association (NSDTA) is a global membership group that supports professionals responsible for human service training and organizational development on the local, state, or federal level.

Our Purpose

To build professional and organizational capacity in human services through a global network of membership sharing innovative ideas and resources on organizational development, staff development, and training.

Our Collaborative Centers

Key Platforms



Designed to Advance Our Value Proposition and Create Opportunities for **Collective Leadership and Impact**. We are actively working to cultivate our Collaborative Centers as a unifying platform that connects all aspects of H/HS with related sectors, is rooted in our Organizational Effectiveness practice, accelerates Value Curve Progression, and creates a healthier ecosystem that fosters the outcomes we all desire.





Our Collaborative Centers

Key Platforms



**Accelerants to
Realizing the
Generative
Stage**

Center for Child and Family Well-Being (CCFWB)



Our Focus

The Center for Child and Family Well-being serves and connects our members and partners who share responsibility for healthy child development, preserving and supporting families, and empowering communities.

We Aim To

Reconfigure the structure of the service delivery system to better promote the social and emotional well-being of children and families.

Create healthier environments for all through social engagement and community supports that build health and wellness.

Build a national peer network to advance policy and practice solutions across sectors aimed at enhancing family functioning and sustained outcomes.

Center for Employment & Economic Well-Being (CEEWB)



Our Focus

The Center for Employment & Economic Well-Being provides a platform for connecting members and partners advancing solutions to connect families to workforce and economic opportunities to support economic wellbeing and mobility.

We Aim To

Reconfigure the structure of the service delivery system to better promote the social and emotional well-being of children and families.

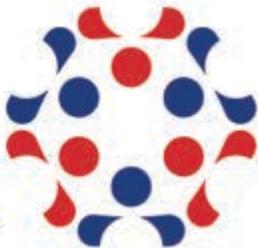
Create healthier environments for all through social engagement and community supports that build health and wellness.

Build a national peer network to advance policy and practice solutions across sectors aimed at enhancing family functioning and sustained outcomes.

National Collaborative for Integration of Health & Human Services (NC)

**NATIONAL
COLLABORATIVE**
FOR INTEGRATION OF
HEALTH & HUMAN SERVICES

APHSA COLLABORATIVE
CENTERS
American Public Human Services Association



Our Focus

The National Collaborative engages partners sharing innovation that enable better outcomes through the integration of health and human services and systems anchored in seamless, streamlined information exchange, shared services, coordinated care delivery, and payment models that are person- and family-centered.

We Aim To

Provide guidance and tools, act as a space to share learning, improve the customer experience, reconfigure access, and increase administrative efficiencies.

Support the evolving health and human services ecosystem within communities across the nation that focus on social determinants of health by using whole family approaches.

Advance sound policy that furthers integration and alignment of health and human services through collective impact aimed at population health and well-being.

Organizational Effectiveness (OE)

“...because effective organizations are foundational to building healthier and stronger communities”



Our Focus

To provide technical assistance and supports that is just the right size to every locality committed to improving organizational effectiveness.

We Aim To

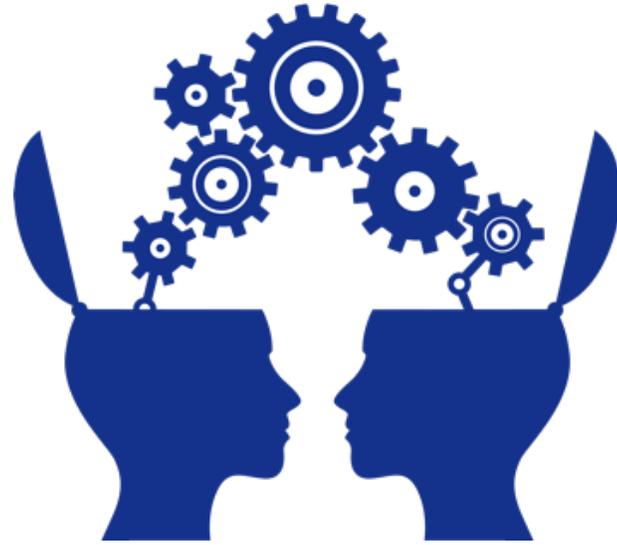
Partner with a team, organization, or community to close the gap between the results and vision they desire from where they are today.

Engage leaders at all levels in learning and applying a set of foundational, practical, and field-tested methods and tools that build momentum and shared ownership for continuous learning and change.

Mobilize knowledge for impact though leveraging the resources, insights, and skills that leaders and their organizations bring to solve problems, so they stay solved.

Additional Technical Assistance Supports

Key Platforms



KNOWLEDGE
MANAGEMENT

We help mobilize knowledge across the H/HS field by showcasing case studies from the field and capturing factors that enable Value Curve Progression and systems change. We also help incubate novel ideas and applications from other sectors.

Our Communication Tools

Key Platforms

We leverage multiple platforms to alert members and partners to key happenings in national policy, communicate our members' policy priorities, share innovative and evidence-informed approaches, spotlight success stories, distribute new research and tools, challenge norms, and connect peer communities to each other. We are committed to expanding our use of social media, video content, podcasts, and other digital communication tools to extend our reach and modernize our platforms.



Our Communication Tools

Key Platforms



THE CATALYST

Trending Transformations: A Blog by APHSA & Co.

Our blog, authored by the APHSA staff, members, and partners, which provides readers with the latest experiences, ideas, and innovations in H/HS.

POLICY & PRACTICE

Policy & Practice

The most authoritative magazine in H/HS providing insight from top experts on issues that affect H/HS professionals and the people that they serve.

THIS WEEK IN WASHINGTON

This Week in Washington

Our weekly e-newsletter provides essential updates from the Hill and the Administration in H/HS as well as the latest reports from today's field experts.



Our Communication Tools

Key Platforms

APHSA Website

*New Site Launched
February 2018*

The screenshot shows the APHSA website homepage. At the top left is the APHSA logo (American Public Human Services Association). To the right are links for SIGN IN, CONTACT, and CAREER CENTER, along with a Keyword Search box. Below this is a dark blue navigation bar with links for AFFINITY GROUPS, COLLABORATIVE CENTERS, POLICY & RESOURCES, PARTNERS, EVENTS, ABOUT, and MEMBERSHIP. The main content area features a large banner image of the US Capitol building at night with the text "This Week in Washington" and a sub-headline: "Our weekly e-newsletter bringing you important updates from the Hill and the Administration in health and human services". Below the banner are four red circular icons representing different services: Organizational Effectiveness (magnifying glass), Collaborative Centers (two people), Events & Conferences (calendar), and NCLHSA (map of the US). Each icon is followed by a title, a short paragraph of text, and a "Learn More" button.

Our Events

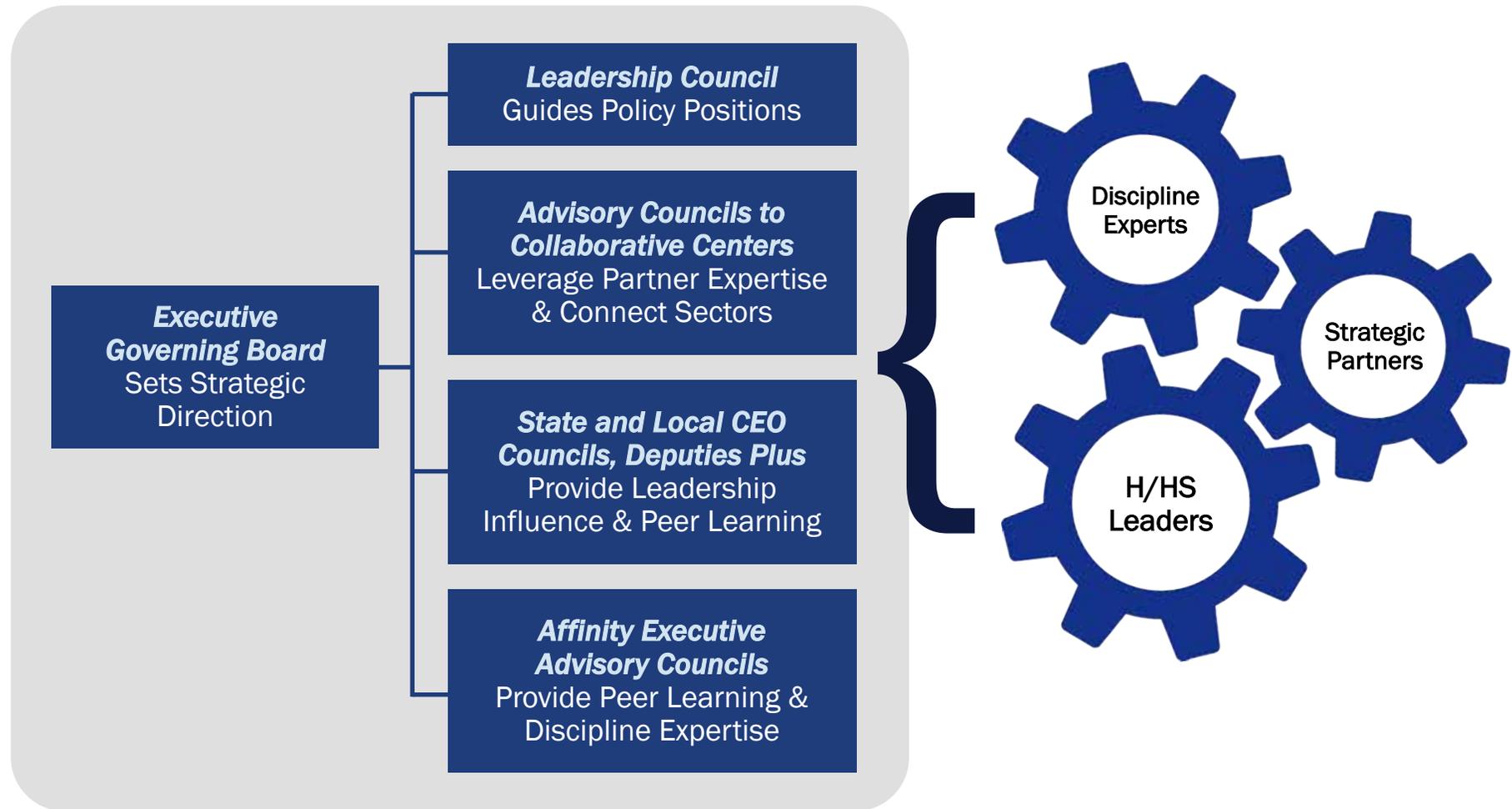
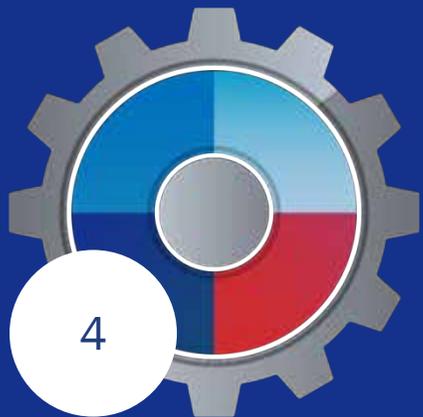
Key Platforms

We provide annual Annual Conferences, Summits & Retreats for leaders...

- Leverage member and partner expertise in multiple disciplines
- Promote cross-sector and cross-system connections
- Connect state and local leaders to federal policymakers
- Further Value Curve Progression and learning
- Showcase innovations and evidence-informed practices
- Create strong peer communities across the nation



We Engage with Members & Partners to Generate Solutions Together





We Believe Partners are Essential to Our Theory of Action

Key Partners

- Academia & Research
- Business & Industry
- Community Participants
- Federal Administration & Congress
- Media
- Philanthropy
- Sister Associations
- Other Public Sectors – Such as Public Health, Early Childhood Learning, Education, Justice, Housing, Law Enforcement, Transportation, Urban Planning

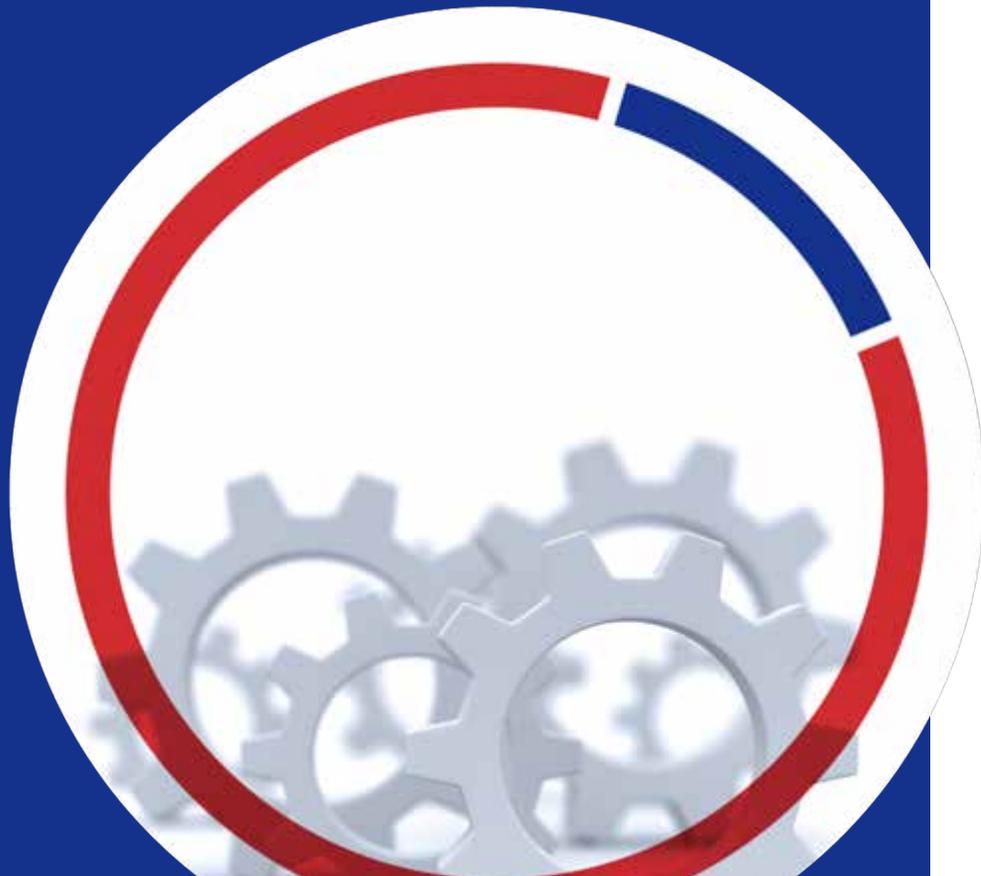
We are committed to continuing to build strategic partnerships that help advance Value Curve Progression.

We are mindful that effective partnerships, especially those operating at the generative stage, take time, relationship-building, and shared wins to be impactful and long-lasting.

We routinely assess our core partnerships and consider whether new partnerships are needed, and what it will take to find and develop them.



We Believe Partners Are Essential to Our Theory of Action



**Some Partnerships
Emerge Organically**

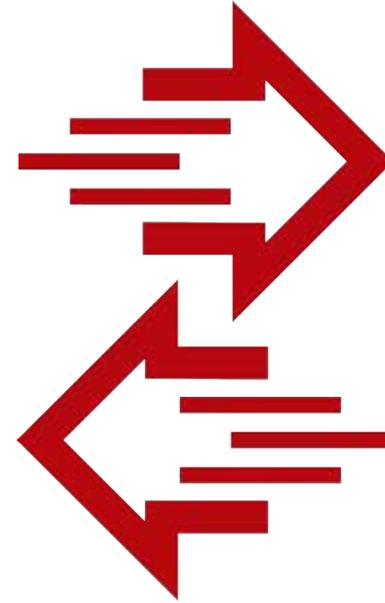
**Others We Pursue
Proactively**



We Foster Strategic Partnerships That Generate Solutions & Resources



Collective Discovery



Collaborative Processes



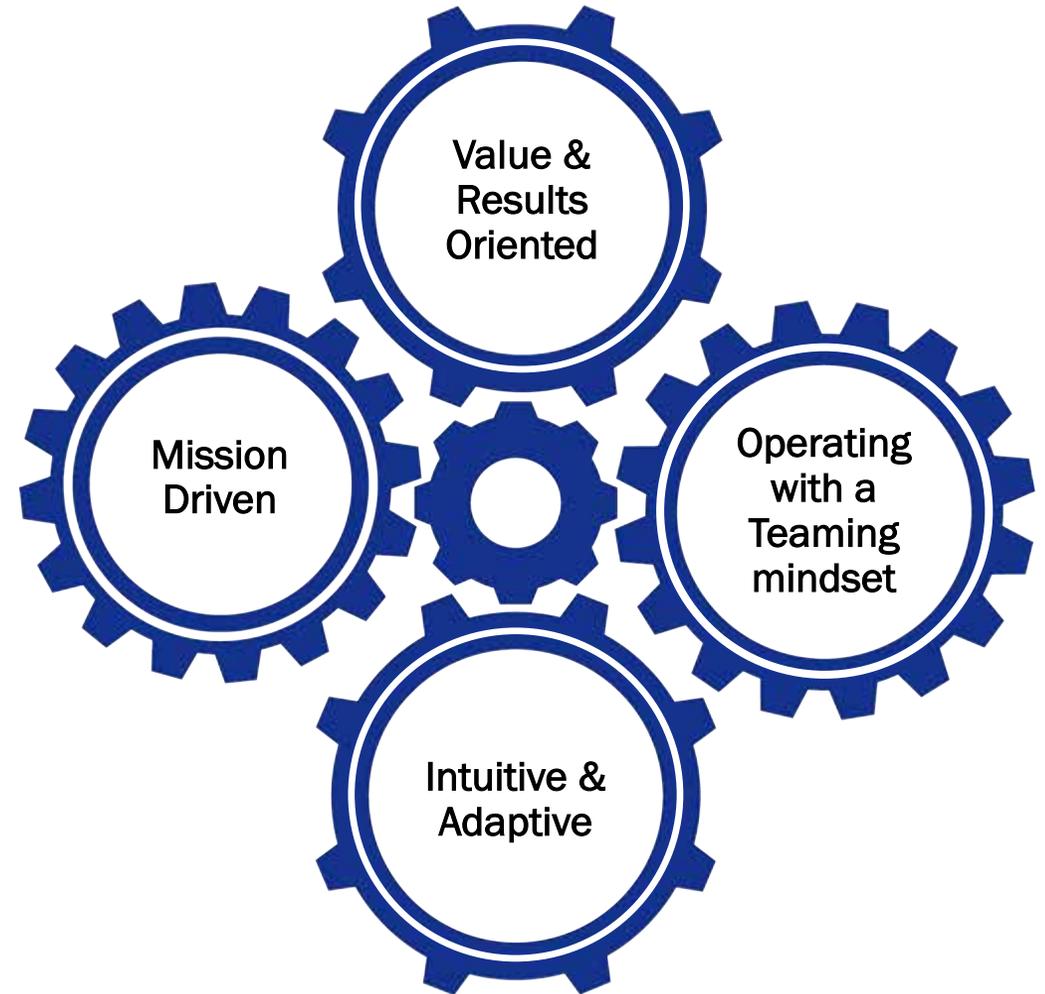


How Our Staff Delivers on the Value Proposition

Our team is highly motivated by the desired future state for the field and utilizes the Value Curve as a guiding lens.

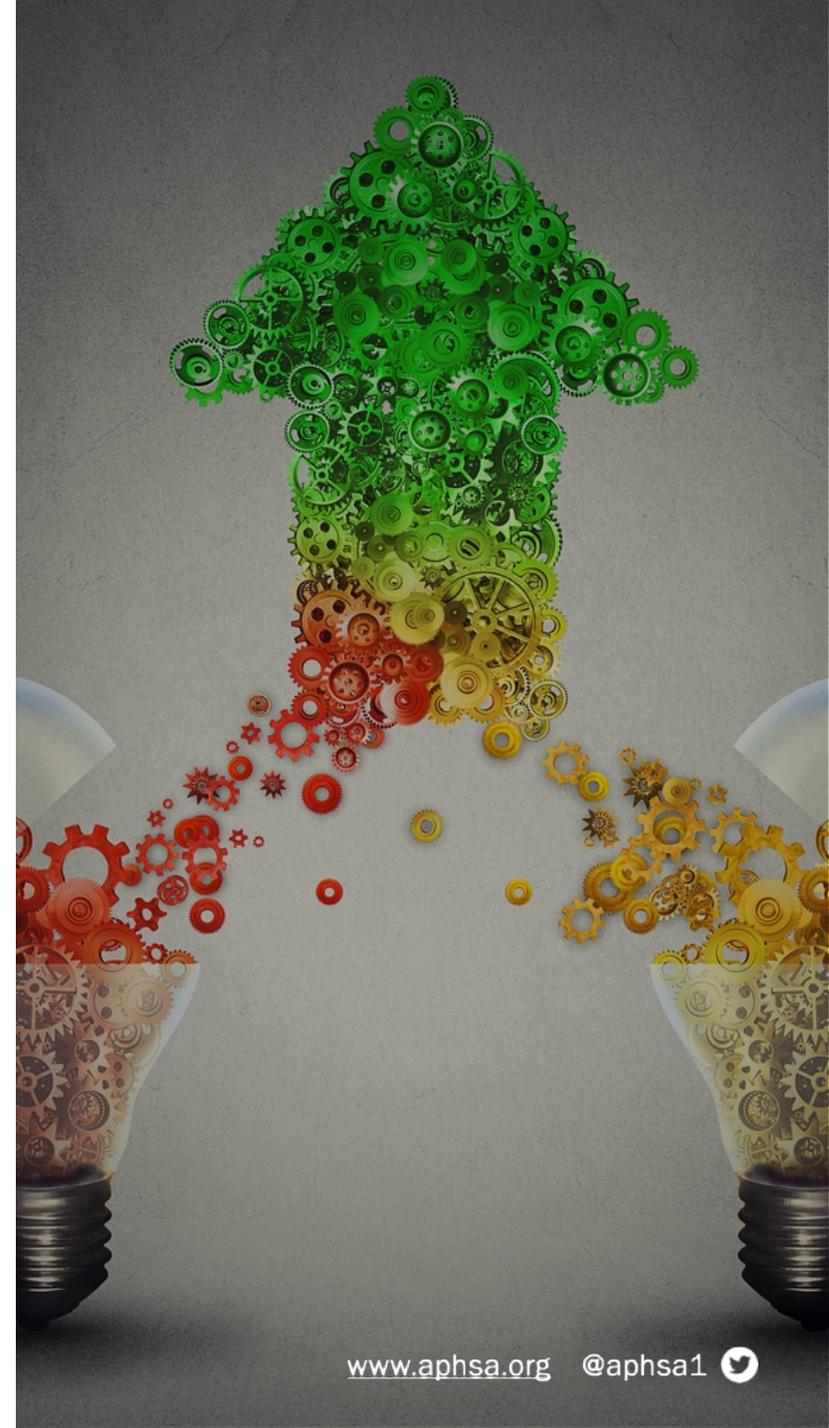
Our team is solution-oriented, agile, and focused on meeting member expectations and delivering high quality, relevant products and services.

We organize to learn and innovate through a teaming mindset, adapting as we need to do so to effectively deliver on our value proposition.



How We Are Organized

How Our Members, Partners,
and Staff Work Together



Our Strategic Direction is Guided by Our Executive Governing Board of Directors

DUTIES

- Sets strategic direction
- Approves association-wide priorities and objectives
- Approves governing-level policies
- Oversees finances
- Hires and sets condition of employment for CEO/President
- Establishes and authorizes board committees, advisory councils, and affinity groups

COMPOSITION

- Chair of Leadership Council
- Chair of Local Council
- Affinities Council Designee
- Immediate Past Chair
- CEO/President
- 2 to 6 at-large members appointed by Board



OFFICERS

- Chair
- Vice-Chair
- Treasurer

Nominated by Board and elected by Membership

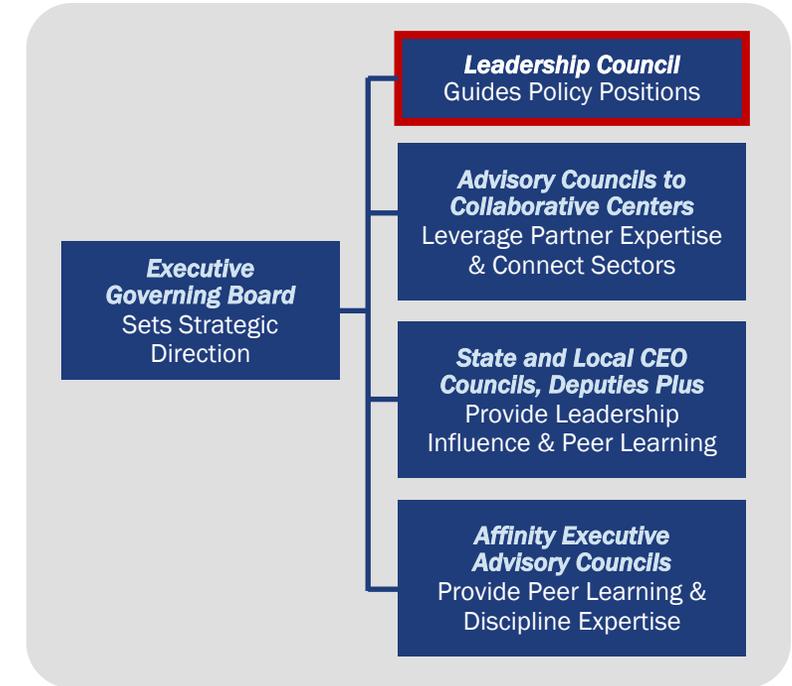
Our Leadership Council Executes Our Policy Strategy & Priorities

ROLES & RESPONSIBILITIES

- Coordinating entity within APHSA for setting policy priorities per the Board-approved Strategic Playbook
- Oversees and helps execute that policy agenda
- Approves official policy positions as required

COMPOSITION

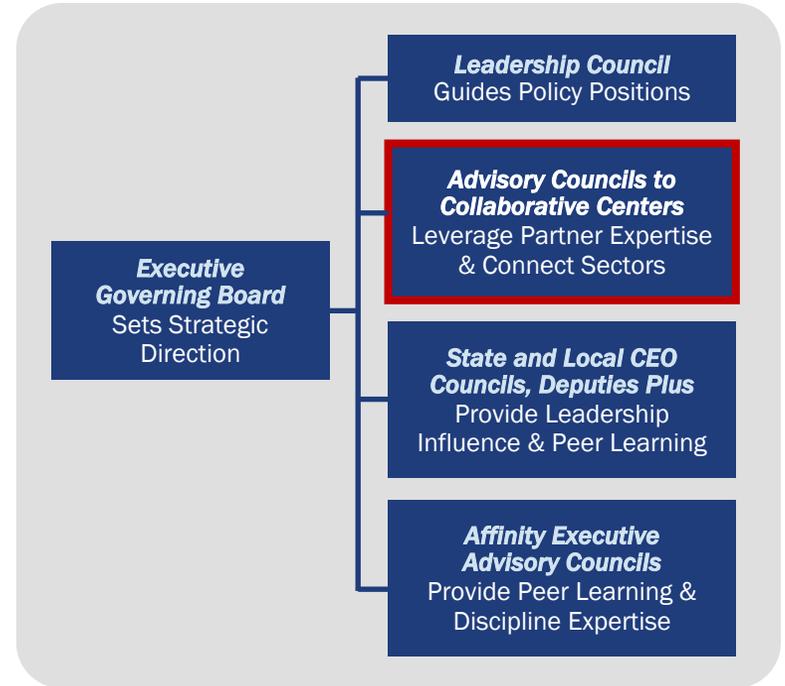
- 25 representative-based membership
- State CEOs (supported by deputy-level designees)
- Up to 7 local CEOs (supported by deputy-level designees)
- Representatives from each of the 9 Affinity Groups
- Chair elected by the body that also serves on APHSA Board



Our Collaborative Centers Broaden Our Lens, Expertise, & Capacity

RESPONSIBILITIES OF COLLABORATIVE CENTER ADVISORY COUNCILS

- Provide insight into promising field innovations and new evidence-informed practices.
- Contribute to quality development of guidance, products, webinars, articles, etc.
- Help assure our perspective reaches beyond the traditional H/HS programs and services.
- Create bridges that connect sectors and related systems.
- Incubate new ideas or application of proven practices in other fields.
- Identify opportunities for research, especially those utilizing rapid cycle evaluations and other new methodologies providing meaningful guidance to the field much faster.





Our Peer Leadership Communities Share Learning with Each Other AND Contribute to Systems Transformation at All Levels

Washington DC Metro Area

STATE CEO COUNCIL

- Provides a forum for governor appointed human service leaders to exchange knowledge and experiences.
- Contributes to and advances national policy and practice agenda (e.g., meet with national policymakers, testify on the Hill, speak at APHSA and sister association events).
- Holds regular retreats as well as gatherings at major APHSA events.
- All state CEOs are members; non-dues paying members are invited to participate in Retreats.
- Staffed by Collaborative Center Team.

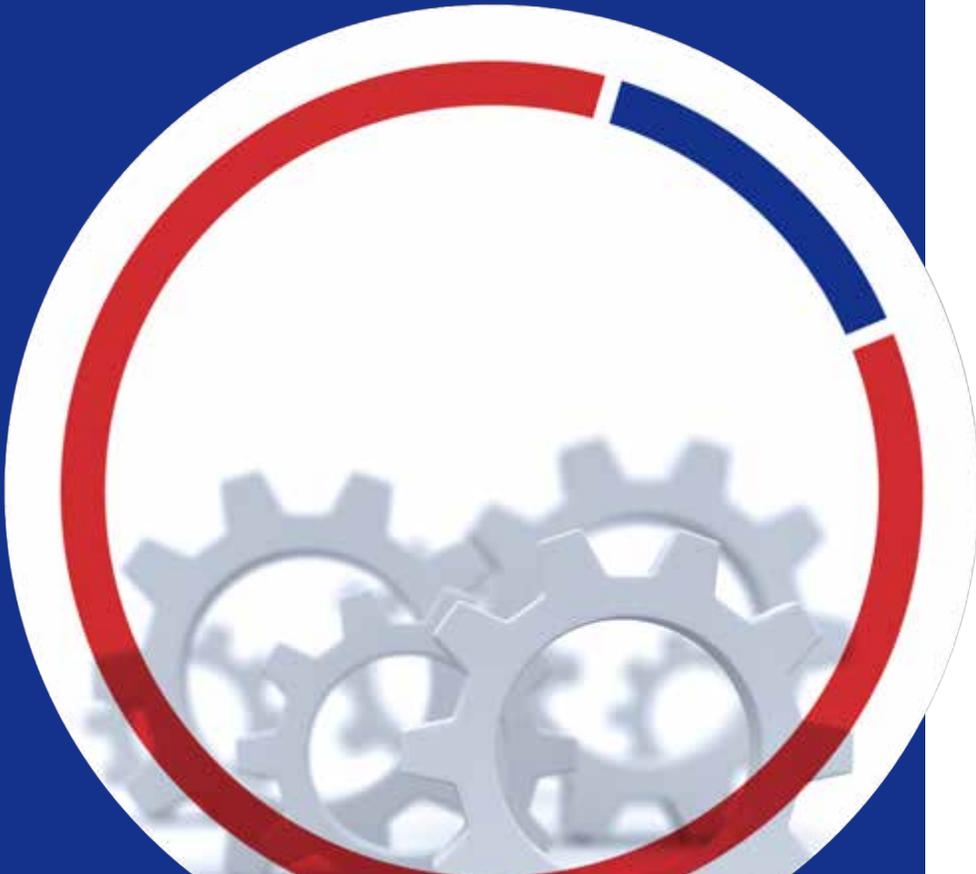
LOCAL CEO COUNCIL

- Provides a forum for local (county or city) human service leaders to exchange knowledge and experiences.
- Contributes to and advances national policy and practice agenda (e.g., lead field demonstrations, provide input to national policymakers from local perspective, speak at APHSA and sister association events).
- Holds an annual retreat as well as gatherings at major APHSA events.
- All dues paying Localities are members.
- Led by an Executive Committee.
- Staffed by Local Advance Team.

DEPUTY PLUS INITIATIVE

- APHSA's Deputies Plus initiative is a peer community developed for executives at the deputy, chief of staff, or senior leadership level.
- As a part of this peer community, members have access to tailored resources and a growing network of colleagues across the country who share similar responsibilities and challenges.
- Staffed by OE Team in coordination with Connect Team.

Our Peer Affinity Groups Provide Expertise on Policy, Practice, & Operations



AFFINITY GROUPS

- Peer leaders of H/HS programs/disciplines and enterprise-wide agency supports.
- Responsible for advancing policy, practice, and operations in areas of expertise through peer exchange as well as coordination with federal partners.

EXECUTIVE ADVISORY COUNCILS

- Guide the work of each Affinity Group pursuant to the APHSA Strategic Playbook and consistent with APHSA's governing bylaws.

AFFINITIES COUNCIL

Serves as the coordinating entity within the APHSA structure for advancing the mutual commitments set forth in the APHSA-Affinity group charters.

- Builds cross affinity group connections and relationships.
- Identifies ways to better leverage the resources of the Association and ensure consistency in operations.
- Meets virtually at least quarterly and once a year with the Executive Governing Board.
- Affinity Group Chair OR Designee.
- Staffed by APHSA Membership Department.

Our Affinity Groups



American Association of Health and Human Services Attorneys (AAHSA)

Facilitating the exchange of information between government attorneys to promote collaboration and innovation in representing agencies administering health and human services



IT Solutions Management for Human Services (ISM)

Promoting collaboration and innovation in Health and Human Services Information Technology systems



National Association of State Child Care Administrators (NASCCA)

Advancing federal, state, and local policies and programs that improve access to and quality of child care and support families in today's rapidly changing environment



Association of Administrators of the Interstate Compact on the Placement of Children (AAICPC)

Establishing uniform legal and administrative procedures governing the interstate placement of children



National Association of Public Child Welfare Administrators (NAPCWA)

Developing and influencing national policy, strengthening leaders, and advancing innovative practices to build capacity, resilience and protective factors, healthy child development and strengthen communities



National Association of State TANF Administrators (NASTA)

Helping families obtain temporary cash assistance and skills for gainful employment leading to self-sufficiency



American Association of SNAP Directors (AASD)

Providing expert leadership and consultation on SNAP, nutrition and/or income assistance issues



National Association for Program Information and Performance Measurement (NAPIPM)

Achieving better outcomes for children, families and communities by strengthening program integrity, accountability, data analysis, and measurement



National Staff Development and Training Association (NSDTA)

Improving the well-being of children, families and communities through innovations in staff and organizational development



*Emerging
Leaders*



Preparing Tomorrow's HHS Executives

Advancing Support for Other Peer Communities

The APHSA Emerging Leaders (EL) Program is a recent effort to identify, develop, and connect rising leaders within the government and private sectors, provide specialized professional development, and encourage networking and collaboration among peers.

The EL program is part of the ISM Annual Conference and features special sessions and peer to peer engagement.

Other peer communities of interest to members involve leaders of *aging, child support, disability, early learning, fatherhood, housing, and refugee resettlement programs* as well as cross enterprise leaders such as PIOs and finance directors.

Through our Collaborative Center structure and existing platforms we aim to connect leaders within and across these disciplines. We do not aim to reinforce siloed communities but rather to support the interconnectedness of these programs in supporting people throughout the life cycle.

A circular logo with a white border and a blue background. The text "INFLUENCE BUILD CONNECT" is written in white, bold, uppercase letters, stacked vertically in the center of the circle.

**INFLUENCE
BUILD
CONNECT**

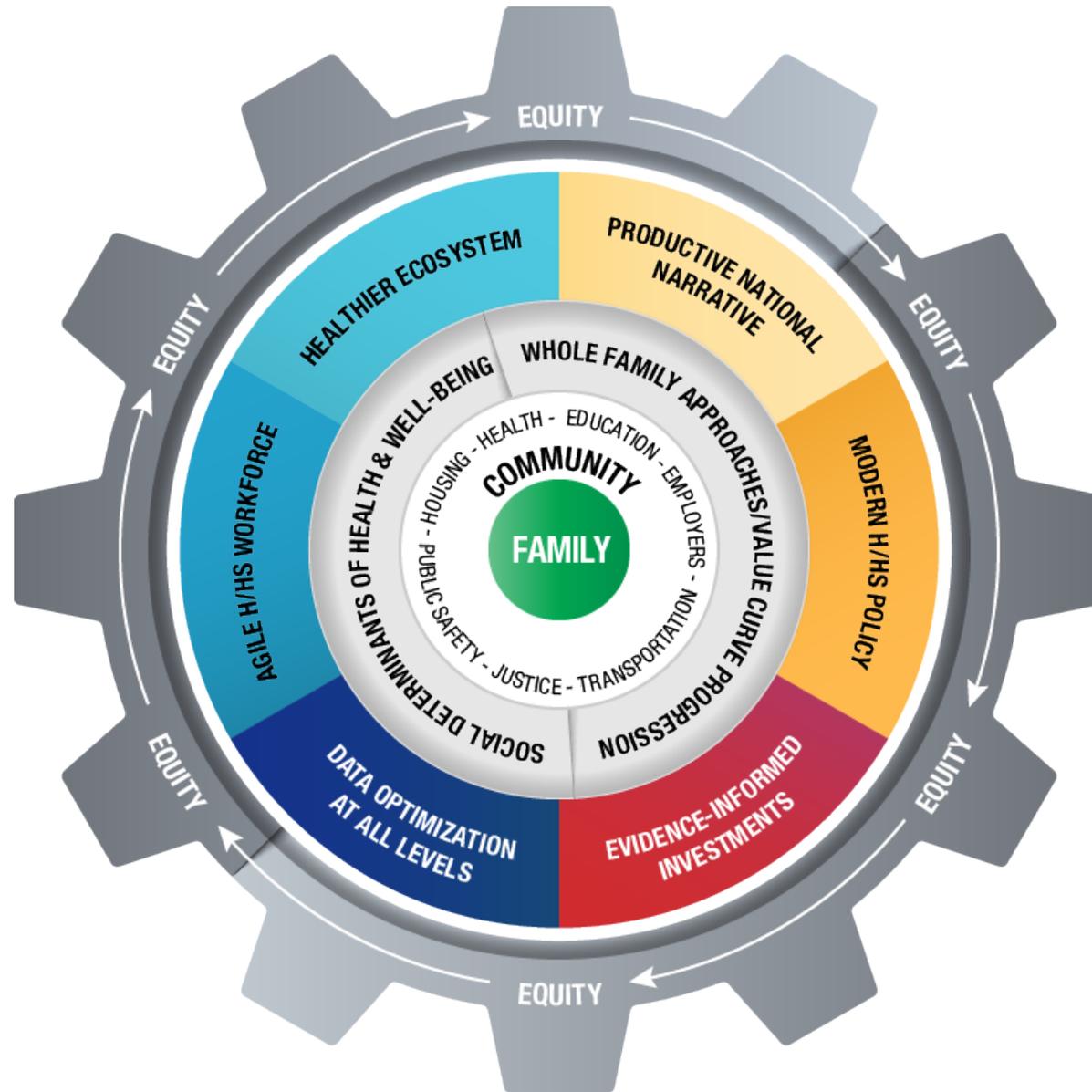
How We Define Success & Measure Our Progress

The Ways in Which We Hold Ourselves Accountable

- What Success Looks Like in 2022
(End of Five-Year Plan)
- How We Measure Our Progress

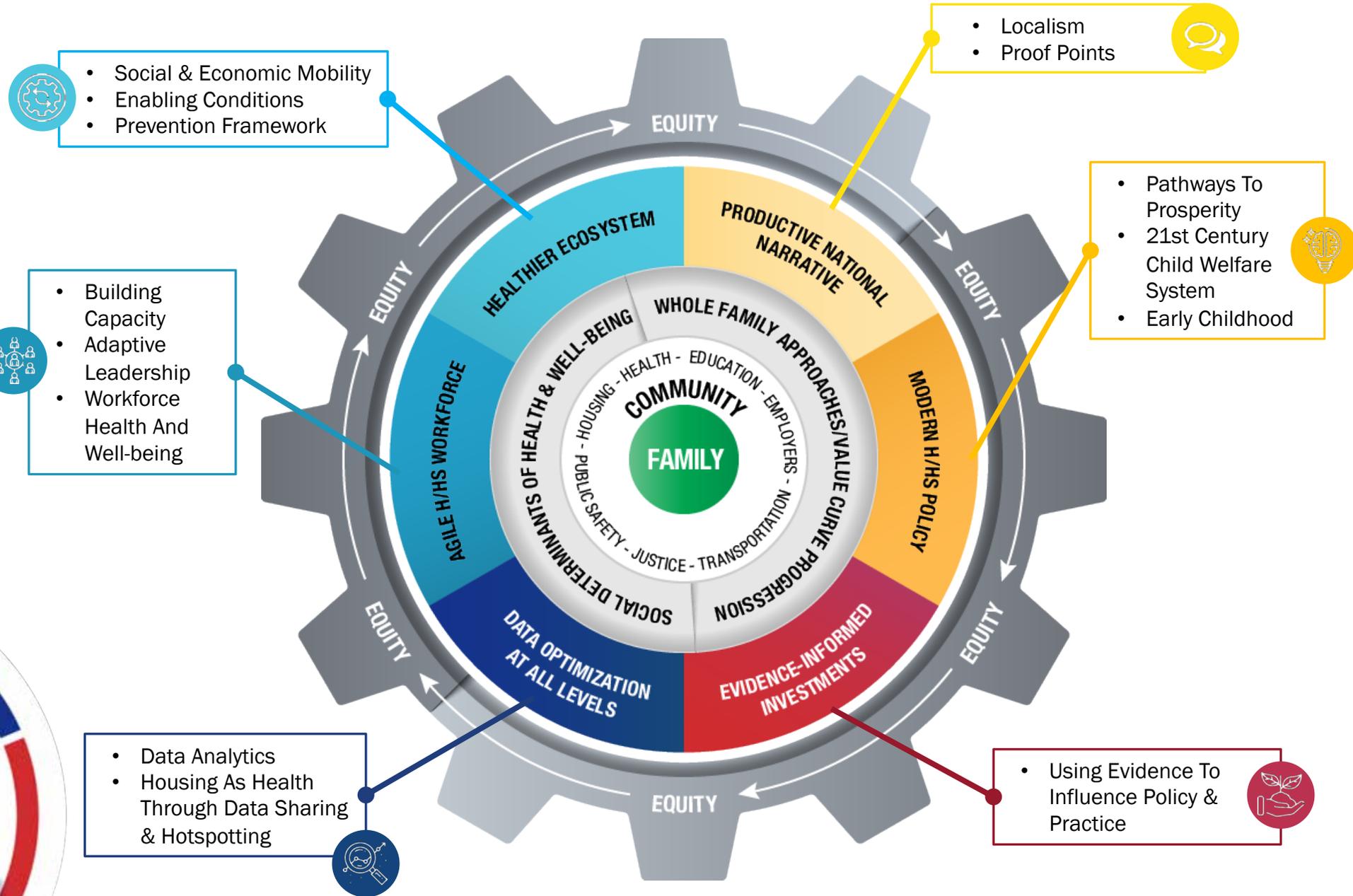
Defining Success by 2022

Moving Toward a Generative State



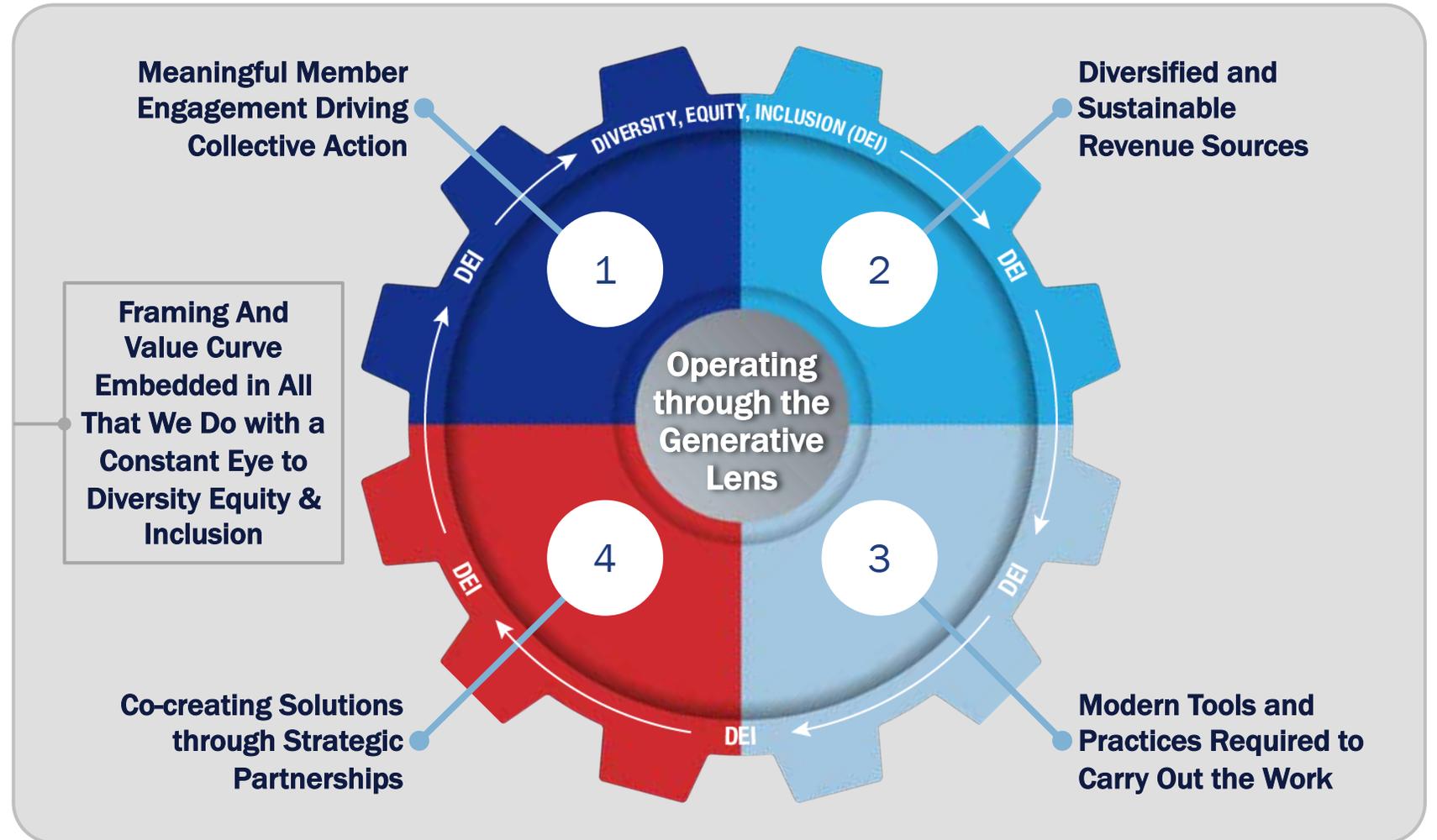
2019 Local Priorities

Localism in Action



Defining Success by 2022

Optimizing Our Association Capacity



Measuring Our Progress

The following five slides are designed to define the future state for each one of these indicators and identify key markers of progress along the way.

These markers will serve as a baseline dashboard. As our data sophistication grows, we will identify additional ways (qualitative and quantifiable) to measure our success through the lens of the Value Curve.

Defining Success by 2022

Moving Toward a Generative State



Productive National Narrative

By 2022

APHSA membership is viewed as a key influencer/driver of a meta-narrative that facilitates finding common ground and advancing solutions that are locally-adaptable and centered on the whole family.

Success Markers Include

Continued requests from member and partner agencies to provide TA support on framing; increased numbers of members and partners operating under a broadly shared meta-narrative; advancement of bi-partisan policy changes through this shared narrative; and increased use of stories to lift the experience and needs of consumers through their own voice told across the life cycle.

Modern H/HS Policy

By 2022

National policy is increasingly focused on whole family approaches and addresses social determinants across sectors and systems; it also incentivizes and enables use of the latest technology, provides for optimum use of data to drive decisions through a race equity lens, and supports cross-sector partnerships.

Success Markers Include

Policymakers are using the lens of the Value Curve to discuss and advance the necessary policy changes (law and regulation) in coordination with end-users; there are increased opportunities through national funding and practice that incentivize use of agile and modular IT systems; jurisdictions are modernizing procurement processes that better leverage resources and partners.

Defining Success by 2022

Moving Toward a Generative State



Evidence-Informed Investments

By 2022

We have established strong, strategic relationships with multiple researchers/ academia who are using modern research methodologies to help identify and spread evidence-informed factor models and front-line practices. We have also further validated the impact of the Value Curve and our Organizational Effectiveness practice through third party evaluation.

Success Markers Include

Increased opportunities for demonstrations that enable innovative partnerships with universities and think tanks focused on evaluating what works (especially through rapid cycle testing); increased ability of public agencies to quickly and effectively incorporate evidence-informed approaches into practice; modernizing our own methods/platforms for sharing information (e.g., podcasts; video storytelling).

Data Optimization at All Levels

By 2022

Broadly, we observe a shift of policy and program design from political/partisan to practical, data-informed decisions that drive the desired outcomes: more timely, accurate and compliant program delivery (stage 1); any door into the system allows for comprehensive needs assessment (stage 2); high-need individuals and families triaged into consultative service planning and mutual engagement tailored to achieve economic and social mobility (stage 3); and places and populations experiencing chronic cycles of poverty are developing more effective ecosystems to change this pattern (stage 4).

Success Markers Include

We observe data and analysis being increasingly used across the Value Curve stages to understand and improve program-specific integrity (stage 1); client service and satisfaction (stage 2); root cause-driven solutions at the family level (stage 3); root cause-level strategies at the environmental and structural level (stage 4); Both Summit and ISM content is a good litmus test for this progression.

Defining Success by 2022

Moving Toward a Generative State



Agile H/HS Workforce

By 2022

Broadly, we observe an increased focus and capacity within agencies and communities regarding executive functioning and resilience; we observe more adaptive, empowering leadership style between areas of formal authority; we see a focus on advancing a race equity culture; we see increased tools for brokering solutions across jurisdictions and at the population-wide level; and we see staff routinely scanning and learning from sources outside of one's own agency, community and field.

Success Markers Include

We observe: progressive levels of how leadership is defined and practiced; agency staff using progressively more advanced tools to do their jobs; and progressively more sophisticated methods for staff development; Content of NSDTA is a good litmus test for this progression.

A Healthier Ecosystem

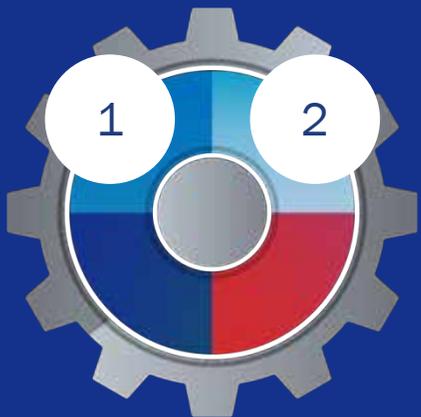
By 2022

Broadly, we observe peer learning communities, especially at county and city levels, continuing to evolve and scale up; we observe federal-level trust in states and localities as well as related decision-making become more empowering and "purple;" we see the field as a whole adapt more readily to emerging trends and science being generated from other fields.

Success Markers Include

We start to observe resources being managed in accord with the levels described above; we observe decision-making patterns evolve along the Value Curve as follows: individual leaders making decisions for one's own area of formal authority (stage 1); teams making decisions for their own area of formal authority (stage 2); decisions being made with clients and not for them (stage 3); decisions being made for the community as a whole and across jurisdictional boundaries (stage 4).

Markers of Progress for Optimizing Our Association Capacity



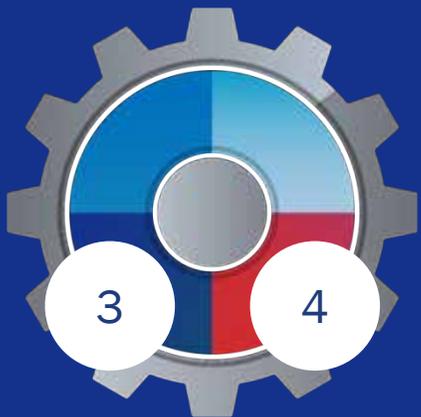
Meaningful Member Engagement

- Increased awareness of and engagement with our strategic platforms and service array (using the 2017 survey data as a baseline).
- Increased top level leaders interested in serving on the Board, Leadership Council, Local Council, Affinity Groups, etc.
- Increased number of county members in all states, not just county-administered.
- Increased paths to membership (e.g., like Deputies Plus and Emerging Leaders) and developing partnerships with groups like education (especially as to early childhood), housing and other key sectors.

Diversified and Sustainable Revenue Sources

- Increased grants from and collaboration with funders interested in addressing root causes and shifting field-wide efforts towards prevention and social mobility.
- Increased financial support from Strategic Industry Partners interested in advancing the capacity of the field/new relationships with businesses with a social enterprise focus.
- Continued expansion of earned revenue from our TA supports, including OE.
- Member dues paid timely and with increased consistency.

Markers of Progress for Optimizing Our Association Capacity



Co-creating Solutions Through Strategic Partnerships

- Increased number of strategic partners aligned to desired future state, including global partners.
- Collaborations lead to desired policy change(s) that positively impact across sectors and systems.
- Collaborations lead to new research demonstrating evidence-informed programs/services and ROI/we have increased capacity to disseminate through connected networks and influencers.

Modern Tools & Practices Required to Carry Out the Work

- Increased capacity to lift stories of what is working through modern storytelling – e.g., podcasts, blogs, vlog, video content, etc.
- On-line peer communities are up and running with increasing participation of both long-standing members and members not previously engaged.
- More agile website with content linked to social media / increased capacity to share real-time information with members and partners.
- Increased sophistication of knowledge management and mobilization that leverages existing resources and partnerships to maximize impact and relevancy of content.

**INFLUENCE
BUILD
CONNECT**

APHSA – 2019 Focus Areas & Deliverables

Key Objectives for Advancing Our Members' Playbook in the Year Ahead

- A Landscape View
- Main Focus Areas
- Strategies & Platforms to Get There

Our Landscape View of 2019

MOST SIGNIFICANT CHALLENGES	AREAS OF GREATEST OPPORTUNITY	
<p>Enduring – Evergreen – Issues</p> <ul style="list-style-type: none"> • Supporting the H/HS Workforce • Navigating Outmoded, Misaligned Laws & Regulations • Managing Fiscal Uncertainty & Further Threats to Funding • Addressing Deeply Embedded Structural Inequities & System Bias • Working with Antiquated IT Systems & Lack of Data Sophistication <p>Current & Emerging Issues</p> <ul style="list-style-type: none"> • Prolonged Govt Shutdown / Policymaking Paralyzed at Federal Level • Heightened National Tensions • Evolving Immigration Policy / Ripple Effects • A Gig Economy / Changing Job Landscape • Uncertainty of Work Requirements on H/HS • Lingering Opioid Epidemic • Lack of Affordable Housing 	<p>Ripe Levers</p> <p>Leveraging Modern Platforms </p> <p>Investing in Outcomes </p> <p>Partnering for Impact </p>	<p>Key Approaches Aimed at Root Cause</p> <ul style="list-style-type: none"> • Leveraging Localism to Advance Community-wide and Community-relevant Outcomes that Address Structural Bias and Inequity • Adjusting Fiscal Policy to Incentivize Prevention/Early Intervention • Optimizing Data – at Individual and Community Levels and through Population Level Data Sets • Applying Human-centered Design Principles • Understanding and Addressing the Social Determinants that Affect Health and Well-being • Applying Multi-generational and Whole Family Approaches • Using the Neuroscience of Trauma and its Impact on Executive Function to Strengthen Resilience

Defining Success by 2022

1. Toward a Productive National Narrative



2019 Strategies & Platforms

- Continued application of framing through Strategic Playbook.
- On-the-ground TA through our framing and OE tools.
- Leverage strategic partnerships with sister organizations to accelerate and spread narrative.
- Strengthen media relations.

2019 Focus Areas

- Support onboarding of new state leaders.
- Advance localism through infographic, meta-narrative, and shared models.
- Secure resources to develop video/tele-illustration for use by members.

Defining Success by 2022

2. Toward Modern H/HS Policy & Practice



2019 Strategies & Platforms

- Stand up and scale demonstration opportunities to test innovations & integrated approaches through a social determinants of health frame.
- Leverage events (ours and partners) to showcase what is already working (i.e., Proof Points) and provide peer to peer TA.
- Advance social and economic mobility/family well-being through major reauthorizations, implementation of new laws, and regulatory reform.

2019 Focus Areas

- 0 to 3 prevention strategies.
- Transitioning youth strategies.
- Economic mobility demonstrations.
- Housing as health.
- Data Integration 2.0.
- Useful toolkits & practice models.

2019 Collaborative Centers Policy & Practice Priorities

*Toward Modern
H/HS Policy &
Practice*



Data Optimization Culture of Analytics Evidence-based Policymaking

CHILD AND FAMILY WELL-BEING

- Family First Implementation
- Child Abuse Prevention & Treatment Act
- CCWIS Data Systems & AFCARS Reporting
- Population Health Strategies in Child Welfare
- Child Care Development Fund Implementation

EMPLOYMENT AND ECONOMIC WELL-BEING

- Temporary Assistance for Needy Families (TANF) Reauthorization
- Farm Bill Implementation
- TANF/WIOA Coordination
- Work Requirements

NATIONAL COLLABORATIVE

- Medicaid Policy
- Substance Use Disorder and Behavioral Health
- Social Determinants of Health

Defining Success by 2022

3. *Toward Evidence-informed Investments*



2019 Strategies & Platforms

- Broker opportunities for new or expanded research in the field.
- Disseminate results / showcase evidence-based and evidence-informed programs.
- Influence evidence-based policy development, especially as to need for aligned fiscal and procurement reforms.

2019 Focus Areas

- Support cross sector & intergovernmental forums to share, scale and generate EBPs.
- Finalize and share results of non-standard work hours study on child care.
- Support member input into economic mobility study.

Defining Success by 2022

4. *Toward Data Optimization at All Levels*



2019 Strategies & Platforms

- Help build culture of analytics through APHSA events and communication platforms.
- Showcase success stories.
- Exemplify impact of cross-state interoperability through the NEICE-ICPC.

2019 Focus Areas

- Second Data Analytics Symposium and related TA.
- White paper on next generation of interoperability innovation opportunities and other work product of National Collaborative.
- ISM Conference Content.

Defining Success by 2022

5. Toward an Agile HHS Workforce



2019 Strategies & Platforms

- Build on success and interest in Igniting the Potential of the H/HS Workforce.
- Showcase success stories.
- Support data analytics capacity of the H/HS workforce.

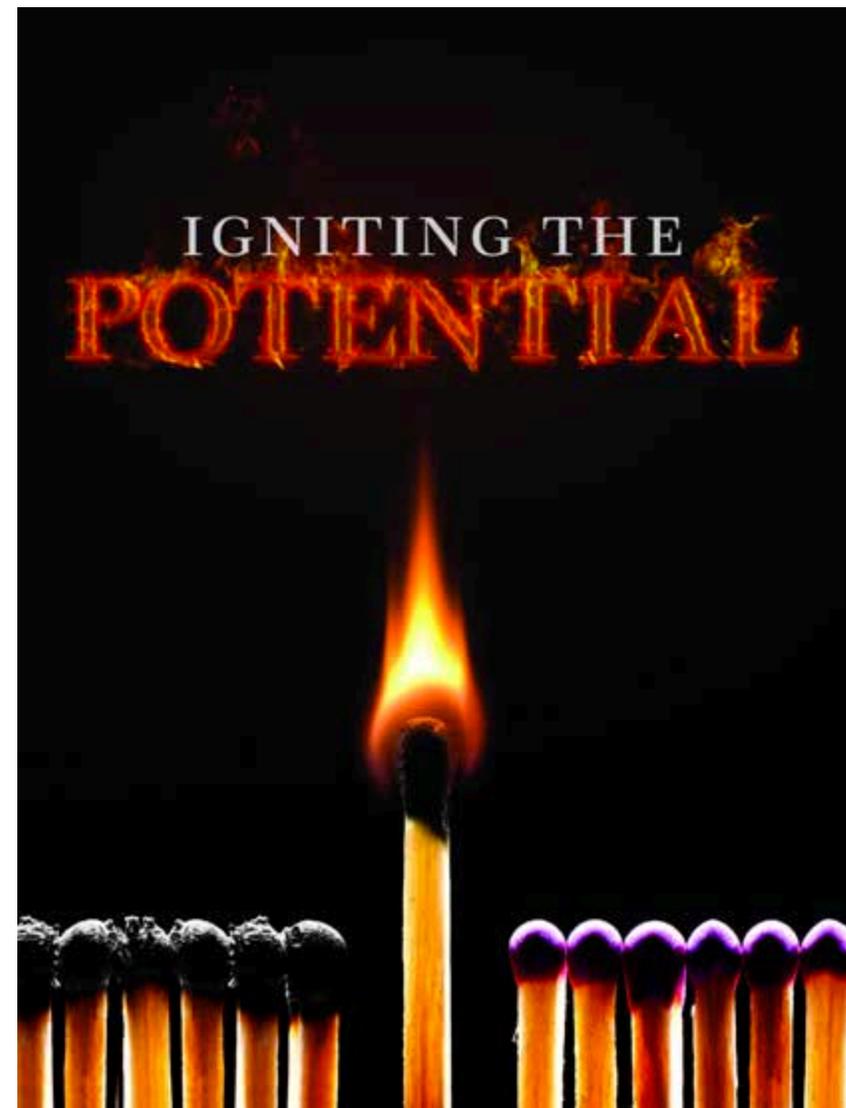
2019 Focus Areas

- H/HS Workforce Health and Well-being model.
- Focus on connectivity to building data capacity and implementing evidence-based practices.
- NSDTA Conference Content.

APHSA's HHS Workforce Initiative

Launched 2018

- Elevate the voice and role of the H/HS Workforce.
- Share success stories through *Policy & Practice* and annual APHSA events.
- Leverage the expertise of APHSA's affinity group, NSDTA.
- Partner with experts, including Dr. Beth Cohen and University of California-Davis Continuing and Professional Education, Center for Human Services, to help build new models and tools to build health and well-being.



Defining Success by 2022

6. Toward a Healthier Ecosystem



2019 Strategies & Platforms

- Advance field knowledge of enabling factors through the Value Curve always with consideration of structural bias and race equity.
- Convene leading innovators and ecosystem pioneers to share learning.
- Support capacity building in the field through cross sector and cross system partnerships.
- Provide thought leadership through APHSA communication platforms.

2019 Focus Areas

- Kresge ecosystem sites and evaluation conducted by NORC at the University of Chicago.
- OE Structural Inequity Toolkit.
- Refreshed blog (the Catalyst) through a social determinants frame.
- Cross sector uptake of National Imperative North Star recommendations.



2019 Events

APHSA
American Public Human Services Association

2019 EVENTS & MEMBER ENGAGEMENT OPPORTUNITIES

APRIL 29-MAY 2
AAICPC Business Meeting and Child Welfare Conference
INDIANAPOLIS, IN
INTERSTATE PLACEMENT

MAY 19-22
National Health and Human Services Summit
ARLINGTON, VA

JUNE 19-21
Local Councils Retreat (by invite)
CHARLOTTE, NC

AUGUST 5-8
NAPIM Education Conference
MEMPHIS, TN
PROGRAM INTEGRITY

AUGUST 25-28
AASD/NASTA Education Conference
CHARLOTTE, NC
SNAP/TAMP

SEPTEMBER 22-25
ISM Annual Conference
MILWAUKEE, WI
TECHNOLOGY

OCTOBER 20-23
NSDTA Education Conference
LONG BEACH, CA
ORGANIZATIONAL EFFECTIVENESS

OCTOBER 25-27
Leadership Retreat and Harvard HHS Summit (by invite)
CAMBRIDGE, MA

OCTOBER 27-30
AAHSA Education Conference
ARLINGTON, VA
LEGAL

REMEMBER TO MARK YOUR CALENDARS!

CONNECT WITH US
Receive the latest notifications and updates by following APHSA on Twitter and LinkedIn.
@APHSA1

BECOME A MEMBER OR SPONSOR
www.APHSA.org

ALL-CONFERENCE SPONSORS

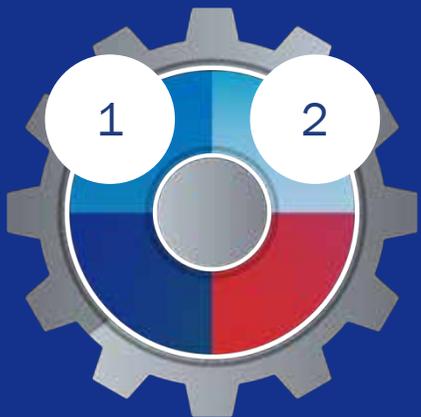
GOLD C!A
Change & Innovation Agency

SILVER casebook CITI

BRONZE accenture LexisNexis OPTUM

Optimizing Our Association Capacity

2019 Priorities



1. Meaningful Member Engagement

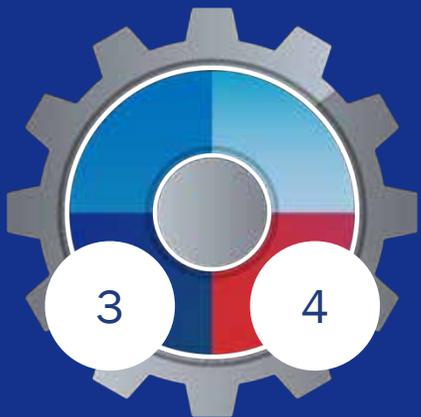
- State CEO Transitions/Orientation.
- Local Member Regional Campaign.
- Refresh Deputy-Plus.
- Refresh Affinity Council purpose and opportunities for shared learning.

2. Diversified & Sustainable Revenue Sources

- Non-dues fund development focused on capacity-building and Playbook execution.
- Create Strategic Research & Evidence Partnership program.
- Business model evolution in partnership with Board.

Optimizing Our Association Capacity

2019 Priorities



3. Co-creating Solutions through Strategic Partnerships

- Expand research & university partners.
- Further public-private partnerships.
- Focus on cross sector partnerships, especially with public health, housing and employment.
- Interstate compacts.

4. Modern Tools & Practices Required to Carry Out the Work

- Build human capital & team resources/redundancies.
- Launch peer communities.
- Test podcasts.
- Update accounting software & automated bill paying system.
- Build media contacts & strategy.
- Complete SOPs / Business Manual updates.

Prior Year Priorities & Progress

The section that follows this slide serves as an supplement to the 2018-2022 Strategic Playbook, capturing prior year priorities & progress.

A separate Appendix includes several supporting documents and internal resources essential to carrying out the work.



Igniting the Potential of the H/HS Workforce

Special Initiative Launched in 2018 Focused On:

- Shining a spotlight on the role of the H/HS workforce in igniting and unlocking the potential of people and places.
- Designing with clinical and field experts the indicators of a healthy H/HS workforce.
- Providing new tools/guidance for agency leaders to support the professional development of the workforce/what the future workforce needs to look like (mindsets and skillsets), *including what it takes to be data-driven.*
- Infusing content focused on supporting the H/HS Workforce in all APHSA-sponsored 2019 conferences and events and as part of our *Policy & Practice* magazine.
- Leveraging peer communities who have influence on H/HS workforce (e.g., Deputies Plus, National State Development and Training Association).



Show Not Tell What Value Curve Progression Means



Using our communication platforms to mobilize knowledge across H/HS we will:

- Record the real time case stories from the field to learn how the Value Curve is used to strengthen organizational effectiveness and impact.
- Use the Value Curve as a lens to draw a line of sight to our policy priorities and strategic agenda.
- Showcase how leaders and their teams prioritize, partner, and implement plans that boost readiness to improve the housing, health, and economic well-being of people who live in a community.
- Catalyze our collective learning to develop Value Curve 2.0 – as a method to incubate novel ideas and applications from other sectors about effective ecosystems.



Influence – 2018 Policy & Practice Priorities

Focus Areas

- Implication of Work Requirements Across Programs.
- Regulatory Reform (Child Care; Employment as a means to Economic Mobility).
- Major Reauthorizations (SNAP, TANF).
- National Imperative Report/Procurement Reforms/Alternative Financing.
- Policies Related to Opioid Epidemic/Substance Misuse and Behavioral Health.
- Implementation of Families First (recently based child welfare legis.); Child Welfare waivers.
- Implementation/Use of New Child Care Dollars.
- Connecting states to the NEICE (electronic database for placement of children across state lines).
- TANF/WIOA Coordination (building a toolkit).
- Respond to proposed changes to Public Charges.
- Immigration impact on child welfare/UAC policies.
- Monitor Other Immigration and Tax Reform Impacts.
- Other Affinity Group Priorities.

Strategies & Field Organizing

- Promote support for demonstrations at community level, especially through the Local membership peer community and necessary state-level sponsorship.
- Advance practices in context of current and emerging issues and in relation to consequences/opportunities of federal budget decisions per our member-driven guiding principles.



Build – 2018 Focus Areas & Product Development

Increase Ownership and Buy-in for Using the Value Curve to Drive Transformation

- Lead the “Show not Tell” efforts for Value Curve progression.
- Increase access to consultation and strengthen supports provided to current clients and partners.
- Ensure “plain talk” plans for communicating the Value Curve are used.
- Continue to help our own organization use Value Curve, Organizational Effectiveness and Framing concepts in practice.
- Monitor Other Immigration and Tax Reform Impacts.
- Other Affinity Group Priorities.

Contribute to Value Curve 2.0, Through a Focus on Learning About Effective Ecosystems

- Develop the enablers/barriers to advancing social and economic mobility (“factor modeling”).
- Design next phase of ecosystem work with Kresge Foundation and other “good-fit” partners.
- Align adaptive and technical tools/TA to support root cause analysis at the family and community levels.
- Develop racial equity and structural inequity blueprint.



Connect – 2018 Priorities & Events

- Deliver on Education / Engagement Opportunities.
 - Webinars, Affinity Groups, National Summit, Retreats.
 - Support infusion of H/HS Workforce into conference content.
- New website (*launched February 2018*) and peer communities launch (*second quarter*).
- Continue to enhance Deputy Plus and Emerging Leader communities.
- Support member engagement and recruitment.
- Collaborate with Strategic Industry Partners to support content and peer learning through enhanced industry partner program.





Mission Support – 2018 Priorities

Complete or Close-out the Following Modernization and Capacity-building Efforts Started in 2017

HUMAN RESOURCES

- HRIS Systems (make optimum use of all features in 2018, including performance management and inventory of company assets).
- Pension closeout (final coordination with vendor).
- Closeout 403b plan.
- Organizational adjustments and new hires per strategic planning.

FINANCE & ADMINISTRATION

- Transition to Tate & Tryon as interim controller and CFO/role clarity internally for admin tasks.
- Troubleshoot glitches experienced with AnyBill/Improve processes as required.
- Credit Card transition from AMEX to Visa.
- QuickBooks online integration.
- New cash receipts procedures.

IT/DATABASE

- Implementation/optimum usage of upgraded iMIS database.
- Rollout of new leasing arrangement for laptops.

OFFICE MANAGEMENT

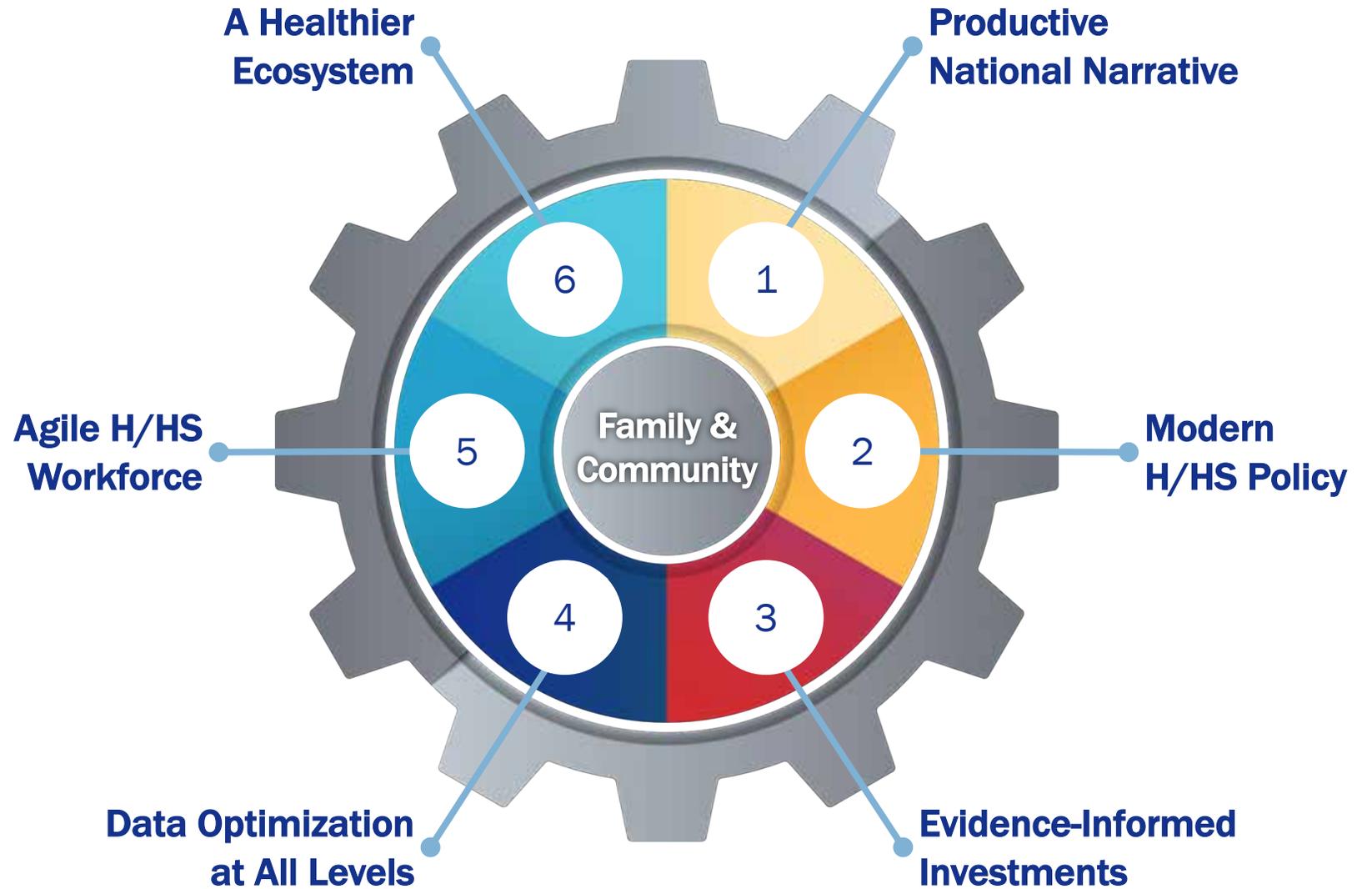
- Remote team support/use of Skype to bring in remote team members.
- Closeout of Iron Mountain offsite storage.
- Continue onsite purging.

NEW IN 2018

- Update employee handbook.
- Explore next office space options (community space; much smaller footprint).
- Update all onboarding and orientation materials per new Playbook.
- Identify core competencies required for all staff and provide training.
- Support executive-level succession planning.
- Work with CEO on developing strategic fundraising campaign.

2018 Year-end Progress Report

*Tracking Our
Progress Toward
Our 2022 Desired
State*



Toward a Productive National Narrative

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact	
<p>APHSA membership is viewed as a key influencer/driver of a meta-narrative that facilitates finding common ground and advancing solutions that are locally adaptable and centered on the whole family</p>	<p>STRATEGIC PLAYBOOK LAUNCH: Applied framing research to final design and launch of <i>Strategic Playbook</i> and embedded <i>Playbook</i> framing elements and design into our communication platforms, including new website</p>		<p>Several members are using elements of the <i>Playbook</i>, including the shared narrative, for strategic work in their own agencies</p>	
	<p>LOCAL INFOGRAPHIC AND META-NARRATIVE: With the Local Council, designed an infographic and accompanying meta-narrative; Created toolkit for use by member agencies in their own communities</p>		<p>Local members are using within their communities; a helpful tool for meetings with federal partners and philanthropy (e.g., recently shared with Kresge Board of Trustees and with ACF)</p>	

Toward a Productive National Narrative

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact
	<p>EMBEDDED IN THEORY OF ACTION: Continued to embed framing work in all we do and highlight as critical part of <i>Theory of Action</i> in speaking engagements, OE practice, and written materials.</p> <p>OE team applied research to marketing tools/website.</p> <p>Updated framing training curricula and tools based on field experience.</p>		<p>APHSA showcased by sister associations for our use of framing.</p> <p>Multiple examples of framing research being applied by APHSA members and partners.</p> <p>Continued demand for framing support from members and partners.</p>

Toward Modern H/HS Policy

Markers of Progress
as of Q4, 2018



Desired Future State by 2022	Actions Taken	Current Impact
ADVANCE POLICY PRIORITIES		
<p>National policy is increasingly focused on whole family approaches and addresses social determinants across sectors and systems; it also incentivizes and enables use of the latest technology, provides for optimum use of data to drive decisions through a race equity lens, and supports cross-sector partnerships.</p>	<ul style="list-style-type: none"> Submitted input to ACF on EO on Economic Mobility, emphasizing whole family and SDOH approaches Analyzed and responded to SNAP and TANF reauthorization bills; both included recommendations from our prior policy papers Issued position statement on family separation policy and subsequent letters to ACF reflecting member concerns Provided input to Children's Bureau on (1) development of clearinghouse of EBPs, and (2) proposed rulemaking on AFCARS 	<ul style="list-style-type: none"> Several SNAP modernization recommendations had been included in House Agriculture and Nutrition Act, but that version did not move forward in 2018. Several TANF recommendations were included in JOBS Act, but ultimately did not pass.

Toward Modern H/HS Policy

Markers of Progress
as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact	
ADVANCE POLICY IMPLEMENTATION				
<p>National policy is increasingly focused on whole family approaches and addresses social determinants across sectors and systems; it also incentivizes and enables use of the latest technology, provides for optimum use of data to drive decisions through a race equity lens, and supports cross-sector partnerships.</p>	<ul style="list-style-type: none"> • Developed “use cases” in support of A-87 cost allocation extension; worked with partners to make the case for extension; now shifting strategy to achieve same impact, but through alternative mechanisms. • Provided opportunities at National Summit/webinars to discuss Families First legislation; continued to broker member questions with Children’s Bureau. • Held webinar supporting ideas using CCDBG fund increases. • Through ACF grant support to BHL, helping design TANF/WIOA toolkit. • Continued to on-board states to the NEICE; extended federal grant support. • Prepared letter to Equifax regarding inconsistent billing practices with “Work Number” service. 		<ul style="list-style-type: none"> • ACF acknowledged support for cost allocation exception; CMS, however, stated unequivocally that it would end and it ultimately was not extended. • Now have 27 states “live” on the NEICE with several more in process. 	

Toward Modern H/HS Policy

Markers of Progress
as of Q4, 2018



Desired Future State by 2022	Actions Taken	Current Impact
ADVANCE FIELD LEARNING		
<p>National policy is increasingly focused on whole family approaches and addresses social determinants across sectors and systems; it also incentivizes and enables use of the latest technology, provides for optimum use of data to drive decisions through a race equity lens, and supports cross-sector partnerships.</p>	<ul style="list-style-type: none"> Supporting field research to inform policy work. Current efforts include working with: <ul style="list-style-type: none"> AEI on implications of nonstandard work hours on child care (RWJF funded) Migration Policy Institute on the impact of immigration policy on child welfare; hosted webinar with Immigrations and Customs Enforcement Continuing to ensure wide dissemination and uptake of the National Imperative report (co-sponsored with the Alliance) through multiple speaking engagements, webinars, and media engagement, including the entire Community Action Partnership Network and the United Way. 	<ul style="list-style-type: none"> Several member agencies are actively working with community-based organizations (CBOs) to advance the North Star recommendations in the National Imperative report. Indiana, Rhode Island, and Hawaii are among the states convening CBOs and state agencies to advance the work.

Toward Evidence-Informed Investments

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken	Current Impact
MOBILIZE ACADEMIA & RESEARCH OPPORTUNITIES		
<p>National policy is increasingly focused on whole family approaches and addresses social determinants across sectors and systems; it also incentivizes and enables use of the latest technology, provides for optimum use of data to drive decisions through a race equity lens, and supports cross-sector partnerships.</p>	<ul style="list-style-type: none"> • Several research partners included as part of National Summit and Affinity conference content. • Actively working with multiple academia and research partners on specific initiatives, including Chapin Hall, UC Davis, Harvard, AEI, MDRC, and BHL. • Worked to secure a major grant opportunity with Mathematica (ultimately not awarded). • Supported Alliance’s efforts through Blue Meridian and Youth Villages to spread and scale the YV Lifeset (evidence-based) for transitioning youth. 	<ul style="list-style-type: none"> • Increased breadth and depth of research partners, with initial plans to create (in early 2019) a formal Strategic Research Partnership program similar to the Strategic Industry Partner Program.

Toward Evidence-Informed Investments

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken	Current Impact
VALUE CURVE LEARNING & VALIDATION		
<p>We have established strong, strategic relationships with multiple researchers/academia who are using modern research methodologies to help identify and spread evidence-informed factor models and front-line practices. We have also further validated the impact of the Value Curve and our Organizational Effectiveness practice through third-party evaluation.</p>	<ul style="list-style-type: none"> • Initiated ecosystem work with Kresge (see slide 11) and identified third-party evaluator. • VC progression highlighted as part of conference content (at all APHSA-sponsored events) and in Policy & Practice columns and features. • Actively applying factor modeling (understanding both enabling factors and barriers) to collect field learning, especially through Local Council members. 	<ul style="list-style-type: none"> • Organizational Effectiveness team supporting field work in NH (in partnership with the Alliance); Alexandria, VA; Hennepin County; King County; Mecklenburg County; Milwaukee County; Minnesota; Monterey County, CA; Montgomery County, MD; Solano County, CA; Virginia, among others.

Toward Data Optimization

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact	
<p>Broadly, we observe a shift of policy and program design from political/partisan to practical, data-informed decisions that drive desired outcomes: more timely, accurate, and compliant program delivery (stage 1); any door into the system allows for comprehensive needs assessment (stage 2); high-need individuals and families triaged into consultative service planning and mutual engagement tailored to achieve economic and social mobility (stage 3); and places experiencing chronic cycles of poverty are developing more effective ecosystems to change this pattern (stage 4).</p>	<p>ADVANCING H/HS INTEGRATION:</p> <ul style="list-style-type: none"> Published results of third national survey through the National Collaborative to understand where state and local H/HS agencies find themselves along the road to service integration and data interoperability. <p>BUILDING A CULTURE OF DATA ANALYTICS:</p> <ul style="list-style-type: none"> In partnership with Optum and Chapin Hall, held highly successful symposium on data analytics, which will be repeated in 2019. 		<ul style="list-style-type: none"> Survey results tell story of gaps and opportunities for accelerating. Data Symposium and APSHA Leadership Retreat highlighted the art of the possible today, and supported planning and capacity-building for state and local jurisdictions ready to go to the next level in the data optimization efforts; Optum and Chapin Hall have agreed to continued partnership and second year of Symposium. 	

Toward Data Optimization

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact	
<p>Broadly, we observe an increased focus and capacity within agencies and communities regarding executive functioning and resilience; we observe more adaptive, empowering leadership style between areas of formal authority; we see a focus on advancing a race equity culture within agencies; we see increased tools for brokering solutions across jurisdictions and at the population-wide level; and we see staff routinely scanning and learning from sources outside their own agency, community, and field.</p>	<p>LAUNCHED IGNITING THE POTENTIAL INITIATIVE:</p> <ul style="list-style-type: none"> • Infused content focused on supporting the H/HS workforce in all 2018 conferences and as part of Policy & Practice. Articles have highlighted workforce initiatives from member states, including MN and VA and research from thought leaders, including FEI. More to come! • Held first design session at Leadership Retreat to help inform indicators of healthy workforce. • Entered into partnership with UC Davis to further support indicators design work with on the ground input from CA counties. 		<ul style="list-style-type: none"> • Too early for meaningful measurements. 	

Toward Data Optimization

Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken		Current Impact	
<p>Broadly, we observe an increased focus and capacity within agencies and communities regarding executive functioning and resilience; we observe more adaptive, empowering leadership style between areas of formal authority; we see a focus on advancing a race equity culture within agencies; we see increased tools for brokering solutions across jurisdictions and at the population-wide level; and we see staff routinely scanning and learning from sources outside their own agency, community, and field.</p>	<p>LAUNCHED IGNITING THE POTENTIAL INITIATIVE:</p> <ul style="list-style-type: none"> • Infused content focused on supporting the H/HS workforce in all 2018 conferences and as part of Policy & Practice. Articles have highlighted workforce initiatives from member states, including MN and VA and research from thought leaders, including FEI. More to come! • Held first design session at Leadership Retreat to help inform indicators of healthy workforce. • Entered into partnership with UC Davis to further support indicators design work with on the ground input from CA counties. 		<ul style="list-style-type: none"> • Too early for meaningful measurements. 	

Toward a Healthier Ecosystem

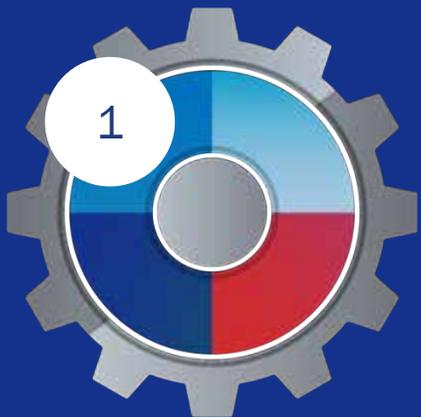
Markers of Progress as of Q4, 2018



Desired Future State by 2022	Actions Taken	Current Impact
<p>Broadly, we observe peer learning communities, especially at county and city levels, continuing to evolve and scale up; we observe federal-level trust in states and localities as well as related decision-making become more empowering and “purple.” We see the field, as a whole, adapt more readily to emerging trends and science being generated from other fields.</p>	<p>KRESGE ECOSYSTEM SITES IDENTIFIED:</p> <ul style="list-style-type: none"> • Dakota County, MN • Fairfax County, VA • Jefferson County, CO • Mecklenburg County, NC • Montgomery County, MD <p>THOUGHT LEADERSHIP:</p> <ul style="list-style-type: none"> • APHSA staff with national speaking engagements and forums (NGA, NACo, Community Action Partnership) and contributions to <i>Policy & Practice</i> <p>NORTH STAR CONVENING:</p> <ul style="list-style-type: none"> • Held first of six convenings bringing grantees from its human services portfolio together to discuss major themes critical to ecosystem work; the first convening focused on race equity 	<ul style="list-style-type: none"> • Too early for meaningful measurements, but critical foundations laid in 2018 for APHSA to be a lead in driving opportunity ecosystems through communities at the ground level and through national partnerships, with a focus on addressing structural inequities and bias.

Optimizing Our Association Capacity

Markers of Progress
as of Q4, 2018



Diversified and Sustainable Revenue Resources

Several state member agencies re-engaged or increased engagement (Ohio, Missouri, New Hampshire, Idaho).

Note: increased turnover at top levels with interim or short-term CEOs stepping into leadership roles until November elections has stymied engagement with some states, but is expected to pick up in early 2019.

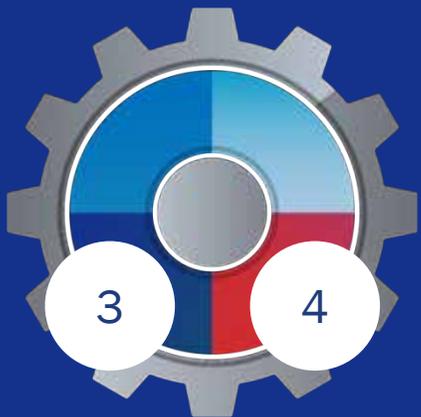
Generally on target for conference attendance overall; a few events exceeded expectations; some target numbers underperformed slightly.

New meaningful engagement opportunities: Data Symposium; webinars with direct access to federal partners like ICE.

New or enhanced peer communities: Emerging Leaders program at ISM continues to evolve and is being driven by former participants; Deputies Plus has been stymied because of staffing challenges.

Optimizing Our Association Capacity

*Markers of Progress
as of Q4, 2018*



Diversified and Sustainable Revenue Resources

Strongest showing of membership dues collection in past 10 years.

Completed rollout of enhanced Strategic Industry Partner program with 100% retainment of partners; five partners agreed to join at the Diamond level.

Secured new grant and sub-grantee dollars: Kresge (\$1.46M – based on recent amendment to include Next Gen work in Detroit for \$200,000); served as sub-grantee on three new initiatives under Collaborative Centers.

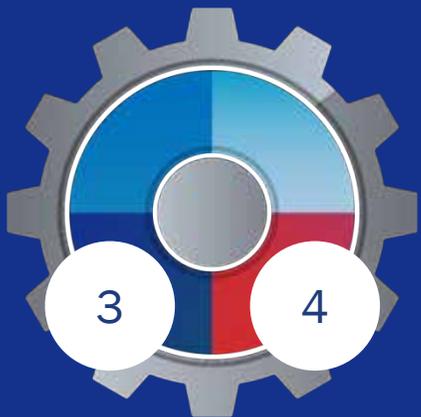
Secured new dollars to further specific opportunities such as the Data Analytics Symposium (funded by Optum).

On track for conference net revenues (micro-budgets developed for each event; strong sponsorship; managing expenses).

Secured sub-tenant for office space and secured new “collaborative” work space designed to enhance cross-department, teaming work and significantly reduce our occupancy expenditures.

Optimizing Our Association Capacity

Markers of Progress
as of Q4, 2018



Co-creating Solutions Through Strategic Partnerships	Modern Tools and Practices Required to Carry Out the Work
National Imperative dissemination and action on North Star recommendations with the Alliance.	New website successfully launched and aligned with <i>Playbook</i> .
Optum & Chapin Hall Data Symposium.	Launched peer community platform on new website (<i>as yet unable to complete this year</i>).
Expanded global connections with ESN-Webinar and Phil's requested attendance at convening in Brussels; exploring formal reciprocal membership.	Continued successful use of webinars as shared learning platforms.
Routine coordination with NGA, NACo, Ascend, and others on policy strategies and advancing opportunities for systemic change.	Alignment of e-newsletters with <i>Playbook</i> .