



# ACTION PLAN

**Our Focus Areas to Advance  
Our Strategic Playbook**

*February 2023*

**INFLUENCE • BUILD • CONNECT**



# Our action plan is grounded in our strategic playbook and furthers our call to advance race equity



**Equity, diversity,  
inclusion, and  
belonging are  
foundational  
in all we do.**



# IN OUR ACTIONS, WE ARE COMMITTED TO...



PEOPLE AND  
PUBLIC  
SERVICE



BUILDING  
COMMON  
GROUND



PARTNERING  
ACROSS  
SECTORS



INFLUENCE • BUILD • CONNECT

# OUR DESIRED STATE FOR HUMAN SERVICES

**Led by People With Lived Experience**

**Driven by a Fierce Commitment to Equity,  
Diversity, Inclusion, and Belonging**

**Human Services that are  
Human-Centered and  
Community-Driven**

**Embedded with a  
Workforce Culture  
of Safety, Well-Being,  
and Belonging**

**Aligned with Other  
Systems to Foster  
Thriving Communities**

# OUR FOCUS AREAS

## **Moving Human Services Upstream**

Proactively Promoting  
Well-Being

## **Advancing Social & Economic Mobility**

Co-Creating Pathways  
for Long-Term Success

## **Strengthening the Human Services Sector**

Supporting People  
and Systems to  
Move Us Forward

## Moving Human Services Upstream

Proactively Promoting  
Well-Being

# OUR APPROACH TO THE WORK

Focus on Primary Prevention and Early Intervention

Align Systems to Advance Child and Family Well-Being

Champion Strategies to Eliminate Disparate Outcomes for BIPOC Communities

Promote Community-Led Services and Decision-Making

### BUILDING BLOCKS

- Concrete and economic supports
- Quality early childhood supports
- Food and housing security
- Behavioral health supports
- Delivery mechanisms that meet people where they are and reduce stress
- Alternate pathways in response to risk of child maltreatment
- Continuum of care that supports all families
- Bundling services to support people through critical life events

### POLICY OPPORTUNITIES

- Multi-system approach to child welfare prevention
- 2023 Farm Bill
- Child care and early childhood congressional action
- Community-based behavioral health solutions for kids and youth
- Pushing prevention further via Family First implementation
- System alignment strategies with Medicaid, juvenile justice, housing, and maternal and child health

## Advancing Social & Economic Mobility

Co-Creating Pathways  
for Long-Term Success

# OUR APPROACH TO THE WORK

Focus on Whole Family Approaches

Eliminate Benefit Cliffs

Champion Strategies to Eliminate Disparate Outcomes for BIPOC Communities

Promote Community-Led Services and Decision-Making

### BUILDING BLOCKS

- Stability as a foundation for mobility
- Food and housing security
- Education and skill development
- Employment and training services
- Affordable and accessible early childhood supports
- Broadband and transportation access
- Financial asset and credit-building
- Partnerships to foster pathways for upward mobility

### POLICY OPPORTUNITIES

- TANF Modernization
- 2023 Farm Bill
- Aligning federal agencies around benefit cliff strategy
- Streamlining rules across benefits and services
- Family-centered child support policies across human services
- Aligning HHS-Labor-Education continuum of benefits and services
- Intersection of human services and other cash and near-cash transfers



## Strengthening the Human Services Sector

Supporting People  
and Systems to  
Move Forward

# OUR APPROACH TO THE WORK

Advance Narratives Grounded in Potential of People and Systems

Invest in the Human Services Workforce

Champion Strategies to Eliminate Disparate Outcomes for BIPOC Communities

Promote Community-Led Services and Decision-Making

### BUILDING BLOCKS

- Workforce well-being
- Data insights and interoperability
- Culture of equity and belonging
- Adaptive leadership
- Public/community-based organization partnerships
- Modern tools and technology
- Organizational alignment across people, policies, and processes
- Resources and supports focused on community-driven leadership

### POLICY OPPORTUNITIES

- Customer-centered tech modernization via federal Customer Experience efforts
- Investing in the public and nonprofit human services workforce
- Integrating lived experience within processes and decision-making
- Embedding resiliency and lessons learned from Public Health Emergency
- Financing and procurement reform
- Shared metrics to benchmark progress advancing EDIB in human services
- Removing federal data sharing barriers
- EBT infrastructure modernization

# EXPLORE HOW WE ADVANCE OUR ACTION PLAN

APHSA conferences, convenings, and webinars

Policy and practice meetings with federal, state, and county agencies and other strategic partners

Peer-to-peer learning and support through APHSA Affinity Groups and Peer Communities

Focused efforts to advance state and local practice in key areas of human services policy implementation

Training and technical assistance through our Organizational Effectiveness Practice

THRIVE Learning Management System

Policy briefs and reports

Practice and process innovation

Leadership workshops

Interstate Compact management and data exchange platform

Publications including *Policy and Practice* magazine, *This Week in Washington* and *The Connection* newsletters, *The Catalyst* blog, and *A Dream Deferred* and *Disrupt the Dialogue* podcasts



**Learn more about  
APHSA and our partners**

[www.aphsa.org](http://www.aphsa.org)

