Strategic Playbook Overview

How We Advance Our Mission & What Guides Us

Updated November 2020
Who We Are

**WE REPRESENT**
The cabinet-level leadership of state and local health and human services agencies and the subject matter experts that help execute their missions.

**MEMBER EXPERTISE**
Our members administer and align services that build resilience and bolster family well-being through access to food, health care, employment, child care, and other key building blocks. They are also leading experts in performance measurement and data analysis, IT systems, workforce development and training, and the legal dimensions of the health human services field.

**WE SEEK TO**
Influence modern policies and practices, help our members build capacity for their teams, and connect them to other human-serving organizations and policymakers.

*We build well-being from the ground up.*
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.
To Deliver Value to Our Members, We Aim to:

**Influence** integrated and outcome-focused policy and practice to advance social and economic mobility.

**Build** more knowledge and capacity in the field through access to professional education and development conferences, technical expertise, publications, and our Organizational Effectiveness practice.

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

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

• We share an unwavering belief that public service is crucial to American society.

• We are committed to evidence and to outcomes rather than ideologies.

• We recognize that involving people in planning their own future is essential to their economic and social success.

• We are committed to tackling and dismantling structural inequities, biases, and harms—and apply a race equity lens in all we do.

• We focus on using data to identify and address root causes.

• We are committed to supporting the human services field in developing a modern workforce that is healthy and well.
What Distinguishes Us

The trusted broker connecting human services leaders at state and local levels of government to federal policymakers, based on long history in facilitating conversations that result in practical solutions and advance sound national policy.

A hub for collective leadership, communication, learning, leadership development, and peer support across a connected network of H/HS executives in states and counties who have first-hand knowledge of and expertise in operating programs and delivering services on the ground.

Proven in 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 expertise in field capacity building through our Organizational Effectiveness Consulting team who provide facilitated support to human services agencies and their community partners using proven tools and methodologies to provide facilitated support to H/HS agencies and community partners to strengthen organizational readiness and drive systems level change.

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

What Guides Our Actions
Our Theory of Action

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

Desired Future State

- Desired future state for H/HS effectively framed and with an explicit emphasis on achieving race equity by overcoming structural biases and resulting inequities.

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.

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.

Value Proposition

- Strategies, tools, and platforms to influence, build, and connect.
Realizing the Potential of All People in All Places

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 the conditions to achieve social and economic mobility, health, and well-being.
We Use Common Frames & Lenses to Keep Our Focus on the Desired State

Through model frameworks and common approaches, such as social determinants of health, whole family approaches, and the Human Services Value Curve, leaders across the country are sharing the journey together—focused on moving human-serving systems upstream to effective preventative and early interventions that enable all families to live healthy lives and thrive in their communities.
VALUES WE AIM TO TRIGGER:

• Every person is born with the potential to build and live a good life (*human potential*).
• There are common sense solutions that we know work (*pragmatism*).
• It make sense to prevent problems from getting worse and costing more by acting early on (*prevention*).
• Every American should have a chance to reach their full potential no matter where they’re born (*fairness across places*).
We Engage with Our Members & Partners to Generate Solutions Together

Executive Governing Board
Sets Strategic Direction

Leadership Council
Guides Policy Positions

Advisory Council to Collaborative Centers
Leverage Partner Expertise & Connect Sectors

State and Local CEO Councils
Provide Leadership, Influence & Peer Learning

Affinity Advisory Councils & Peer Communities
Provide Peer Learning & Discipline Expertise

Discipline Experts
Strategic Partners
H/HS Leaders
Our Strategies

How We Approach The Work
Six Key Levers

INVESTING IN OUTCOMES
Build capacity and increase evidence of what works

MODERN PLATFORMS
Capture insights, create efficiencies, and support informed decisions through modern technology and analytics

SPACE FOR INNOVATION
Encourage ingenuity to spur innovations on-the-ground

INTEGRATED POLICY LEVERS
Align and modernize policies to leverage resources for the most impact

APPLYING SCIENCE & DESIGN
Apply science-based and human-centered design principles to meet people where they are

PARTNERING FOR IMPACT
Co-create solutions to accelerate systems-level change and drive community-informed and family-led outcomes

Each lever must be pulled through a race equity lens.
We Lift Up Place-based Proof Points

We showcase the innovative and proven practices occurring across the country to shine a spotlight on what is already possible, spur further policy changes, and support the spread and scale of effective practices.
We Believe
Partners are Essential to Our Work

We are committed to continuing to build strategic partnerships that help advance our mission.

We are mindful that effective partnerships 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.

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

www.APHSA.org
We Track Our Progress Toward Six Impact Areas

A Healthier Ecosystem
Creating thriving communities by enabling the conditions for social and economic mobility

Productive National Narrative
Promoting productive narratives that facilitate finding common ground and advancing solutions that are locally-adaptable and centered on the whole family.

Modern H/HS Policy
Advancing policy at federal, state, and local levels that is human-centered; rooted in the context of what it takes to be healthy and well in a community; and focuses on achieving social and economic mobility across generations.

Evidence-Informed Investments
Supporting a culture of evidence in health and human service organizations and generating opportunities for building and spreading services that have been shown to work.

Data Optimization at All Levels
Integrating and leveraging data while building the analytical capacity of health and human service agencies to inform sound policy and practice.

Agile H/HS Workforce
Focused on the critical role of the workforce and enhancing the well-being and overall capacity of staff to deliver on the agency’s mission.

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Our Platforms

How We Accomplish the Work
Collaborative Centers

Designed to create opportunities for collective leadership and impact.

We actively cultivate our Collaborative Centers as a unifying platform and catalyst to connect all aspects of health and human services with related sectors—including health, public health, education, justice, and housing—as well as traditional human services programs and disciplines to advance the outcomes we all desire.

www.APHSA.org
Because effective organizations are foundational to building healthier and stronger communities.

Our OE consultants provide facilitated support to member agencies and their community partners to strengthen organizational readiness and effectiveness to drive systems-level change. The OE practice is rooted in a proven change model with a comprehensive set of tools and has been third-party evaluated for its sustained impact.
Affinity Groups

Accelerate Peer-to-Peer Exchange

Expertise within member agencies also includes:

- Aging
- Behavioral Health
- Children’s Health
- Child Support
- Disability
- Early Childhood Development
- Housing / Homelessness
- Medicaid
- Refugees
Our blog, featuring content from members, partners, and staff, as well as experts from outside the field, focuses on what it takes to build well-being from the ground up.

TO READ THE LATEST BLOG POSTS, VISIT:

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

TO LEARN MORE ABOUT P&P, VISIT:
https://aphsa.org/APHSA/Policy_and_Resources/policy_practice.aspx

Our weekly e-newsletter, also called TWIW, provides essential H/HS legislative updates from the Hill and the Administration.

TO FIND OUT MORE ABOUT OUR E-NEWSLETTERS, VISIT:
https://aphsa.org/APHSA/Policy_and_Resources/e-newsletters.aspx

Our bi-weekly e-newsletter provides updates and resources pertaining to employment & economic well-being, child & family well-being, and H/HS integration.
Webinars & Podcasts

Webinars & Podcasts

APHSA offers a diverse slate of conferences, events, meetings, live webinars, and webinars on-demand designed to educate and inform members and other individuals involved in the field. Learn more.

Podcasts allow us to take a deeper dive into important, timely topics effecting health and human services professionals and supporting their work on the ground. Featured podcasts include APHSA staff and members as guest speakers, partner podcasts, essential listening podcasts, and coming soon—APHSA produced podcasts. Learn more.
MyAPHSA Communities

Online discussion forums for H/HS professionals to share best practices, discuss pressing issues, network with peers from across the country, and more.

OPEN/PUBLIC COMMUNITIES
Available to all stakeholders, including state, local, federal, private industry, and other national partners. Each APHSA Collaborative Center has an open community group in addition to our Hot Topics and APHSA Announcements open community.

CLOSED/PRIVATE COMMUNITIES
Only available to state and local members of APHSA. Each Affinity Group has a closed community in addition to Locals, Deputies Plus, and other special interest groups.
Events & Member Engagement

We provide annual conferences, summits, and retreats as well as virtual web-casted events, webinars, and podcasts that:

• Leverage member and partner expertise in multiple disciplines
• Promote cross-sector and cross-system connections
• Connect state and local leaders to federal policymakers
• Promote shared learning
• Showcase innovations and evidence-informed practices
• Create strong peer communities across the nation
Join Us! 2021 Events & Conferences

**JANUARY–JUNE**
**EVERY 3rd THURSDAY**

Virtual Mini-Series of Health & Human Services Collective Learning
[www.APHSAThirdThursday.com](http://www.APHSAThirdThursday.com)

**SEPTEMBER**
**26-29**

ISM Annual Conference and Expo
Cincinnati, OH
[www.ISMConference.com](http://www.ISMConference.com)

**OCTOBER**
**3-6**

NSDTA Education Conference
Embrace Agility & Advance to New Heights
Spokane, WA
[www.NSDTAConference.com](http://www.NSDTAConference.com)

**OCTOBER**
**17-20**

AAHHSA Education Conference
Columbus, OH
[www.AAHHSAConference.com](http://www.AAHHSAConference.com)

**AUGUST**
**22-25**

Economic Mobility and Well-Being Conference
Shaping Solutions through Research, Policy, & Practice
[www.APHSANAWRSConference.com](http://www.APHSANAWRSConference.com)

**MARCH 23**
**MAY 25**
**JULY 27**
**NOVEMBER 16**

Conversations to Spark Inspiration and Innovation
[www.APHASALEadershipCorner.com](http://www.APHASALEadershipCorner.com)

**VIRTUAL EVENTS**

**HYBRID EVENT**

In partnership with National Association of Welfare Research Statistics (NAWRS)

**Technology**

**Legal**
Questions? Need Assistance?

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(202) 682-0100

We build well-being from the ground up.