

Vision and Mission



- Better, healthier lives for children, adults, families and communities
- Excellence in health and human services by supporting state and local agencies, informing policymakers, and working with our partners to drive innovative, integrated and efficient solutions in policy and practice

Our Member Expertise



- State human service agency leaders
- Local human service agency leaders
- Specialized program expertise through the administrators of:
 - **Child Welfare; Interstate Placement Compact**
 - **SNAP; TANF; child care; quality assessment**
 - **Center for Workers with Disabilities**
 - **Information system professionals**
 - **Attorneys; staff development; health services**
- Individuals who work in or support the field

Rethinking our Work: The Opportunities Ahead



The Policy and Practice Landscape



- Demand is up and is unlikely to decline soon
- Record caseloads; health care reform will add more
- The long-term – if not permanent – budget outlook:
 - **Fewer dollars, under almost any budget scenario**
 - **Increased public concern, criticism, expectations**
 - **More federal and state oversight, transparency**
- Needs are often complex and deep-seated
- Many problems get dumped at our doorstep
- *So just where are these “opportunities”??*

Opportunities ...



- Our work can be made more efficient and more effective in numerous ways – it's now...
 - too complex
 - too different from one program to the next
 - has too many conflicts among programs
 - is too tied to process compliance, not the real results we make in people's lives
- A major chance for reform and to get it right

Opportunities ...



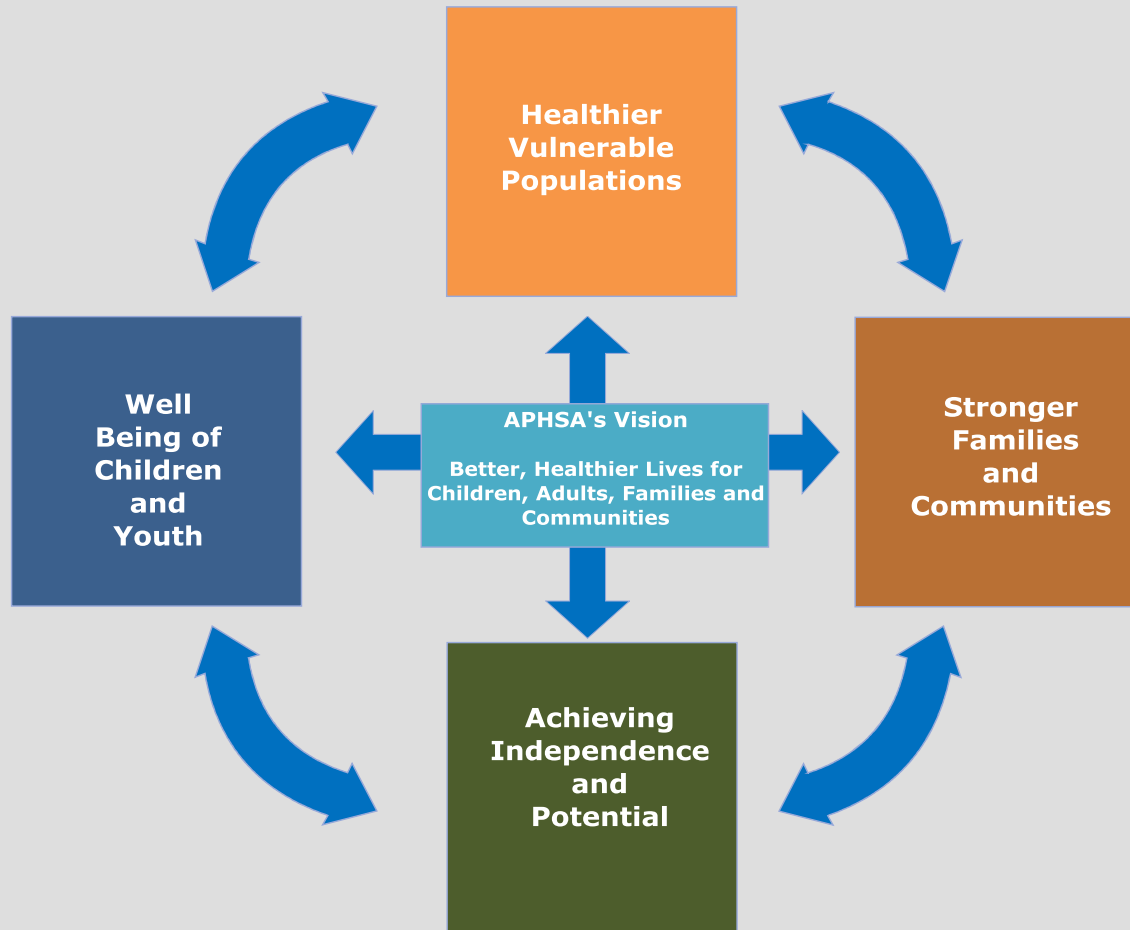
- New money is unlikely, so more efficiency, effectiveness, creativity *must* occur
- And these things *are occurring now* – but far too infrequently and not on a national scale
- Our long-standing policy proposals – more flexibility, fewer administrative barriers, simpler rules – are no longer “nice to have,” but *essential*
- Coalitions: linking with those beyond our walls
- Many officials in this Administration “get it” and are standing with us

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- So as in any crisis, we must reassess *what is* and look for *what can be*
- APHSA has begun writing a new policy analysis and policy recommendations paper, *Pathways* – initial version late this year
- Key themes of our new framework –
 - *Begin with needs, not programs*
 - *An integrated structure*
 - *Goals and measures based on meaningful outcomes, not process requirements*

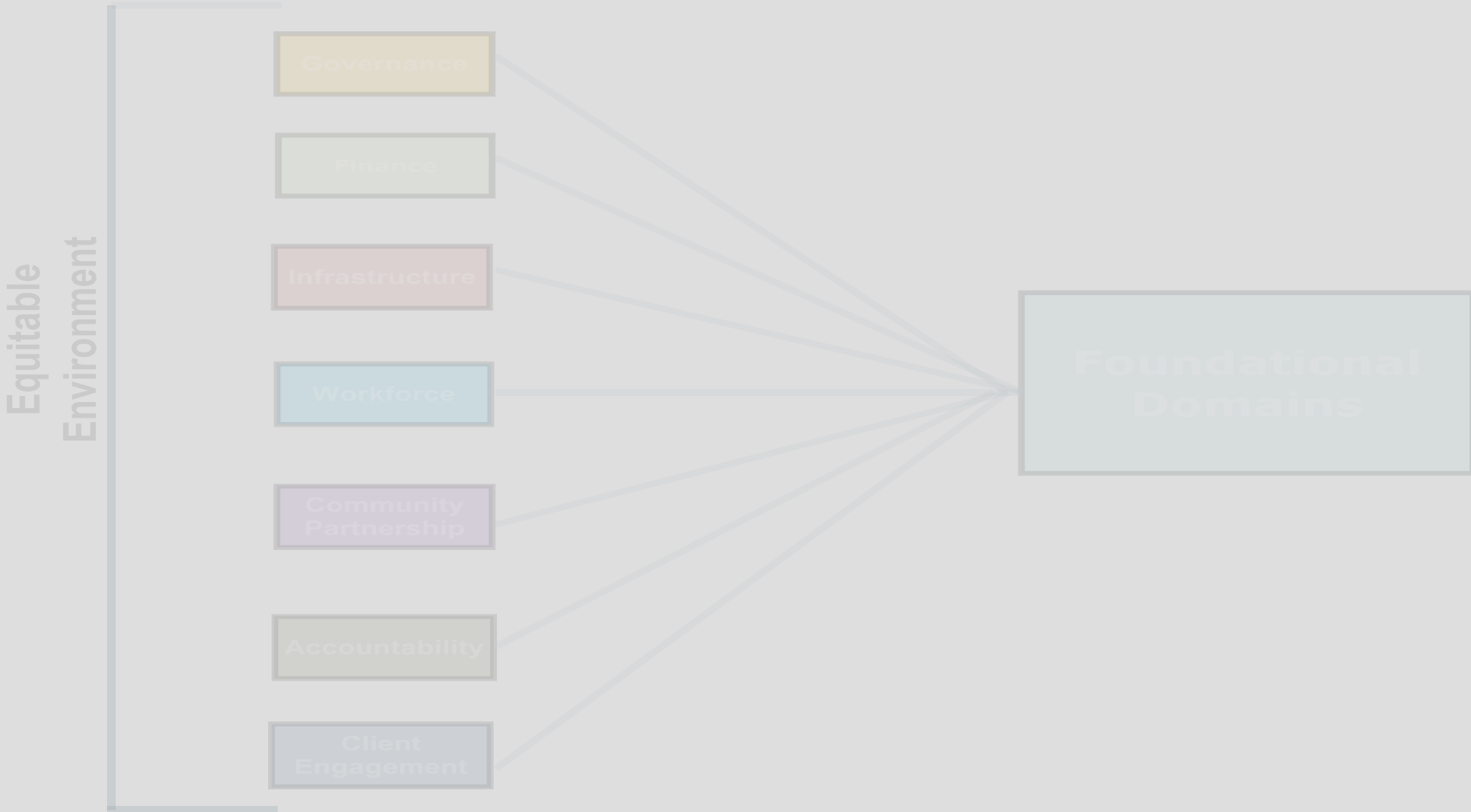
Pathways: Priority Outcome Areas



Elements of Effective Policies and Programs



Foundations



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Integrated benefits and services ...

- Benefits and programs that can be administered and delivered together
- Minimal duplication and conflict (common application, shared data, shared verification)
- Fewer silos and fragmented funding streams
- Flexible, pooled use of funds tied to outcomes
- Quantum leap in use of technology – for us and for clients

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*Services and benefits that meet the needs of
people, not programs ...*

- A client-centered model that begins with the real needs of real people, not whether clients fit the often narrow definitions of programs
- A real and workable “no wrong door” approach – and, with fewer and fewer separate doors

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Meaningful outcomes, not process-based outputs

- Goals that represent true movement toward health, well-being, self-sufficiency, or the most dignified living situation possible
- Flexibility to use a variety of means to achieve those ends
- Accountability – *for results that bring positive and lasting change*

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Human services: a shared problem with shared responsibilities

- Linking not just programs, but other parts of government as well – *every* department of government is the “Dept. of Human Services”
- Essential partners: nonprofit groups, the faith community, the private sector
- The society at large has a tremendous stake in our success – we depend on each other

Is any of this really happening now? YES



- Partnership Fund for Program Integrity Innovation: supporting pilots of administrative innovations with a focus on saving dollars and increasing integrity
 - Details: Collaborativeforumonline.org
- Presidential memo on flexibility: encouraging innovations with a broad focus on state/local flexibility, client service, and cost-allocation reforms
- APHSA is playing an active role in both

Is any of this really happening now? YES



- APHSA's work with Harvard University and private partners: moving to a generative leadership model
- APHSA center on innovations
- APHSA National Workgroup on Integration – horizontal integration between health and h.s.
- Many state and local agencies are seizing the initiative – including Erinn Kelley-Siel and Bruce Goldberg here in OR, and Susan Dreyfus in WA
- New funding models, new partners, and new linkages with other sectors

And in addition ...



- APHSA continues its strong and proactive presence in today's policy and funding debates
- We are constantly engaging Congress, the Administration, and key national partners
- Current specific areas of focus:
 - child welfare funding reform
 - integration of health and human services
 - TANF, child care, child support, SNAP
 - reforms in audits, QC, and other oversight

Questions, suggestions ...



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