



# Navigating Our Way to Better Well-being

Vermont Blueprint for Health  
Burlington, Vermont  
Tuesday, April 11, 2017

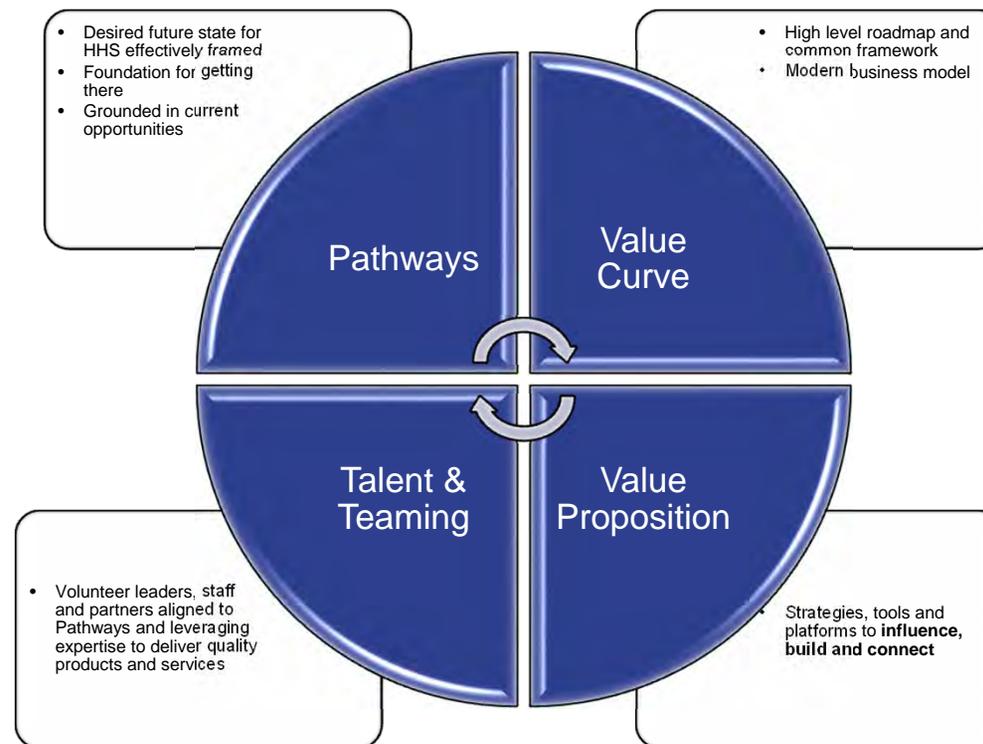
Tracy Wareing Evans  
President and CEO, APHSA

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# American Public Human Services Assn

- Membership Organization of Top Level Public H/HS Service Leaders Across the Nation
- State and Local Councils and Nine Affiliates Representing the Human Services Spectrum
- Three Collaborative Centers Supporting System Transformation
- Partners with a Shared Vision



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# Collaborative Centers

- Develop and advance campaigns for policy change
- Elevate innovations and solutions
- Develop tools and guidance for the field
- Strengthen the drivers of general organizational readiness, continuous improvement, and performance
- Shape and spread key messages using framing science
- Test and refine emerging applications



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# The Destination Matters

## Pathways: A Guiding Framework to the Outcomes We Desire

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



### PATHWAYS GUIDEPOSTS

*We envision a modern, nimble HHS system that is focused on:*

- Person- and family-centered services designed to engage in meaningful ways with families up front and deliver the right services, at the right time, and for the right duration
- Modern, efficient business solutions and customer connections that draw from the best innovations in government and the private sector
- Data-reliant and evidence-informed programs that can achieve better, faster results, provide more targeted interventions, 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, and that leverage common resources and strengths
- Widespread testing to spark innovations and prompt implementation of what works.

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# Making Our Way Upstream



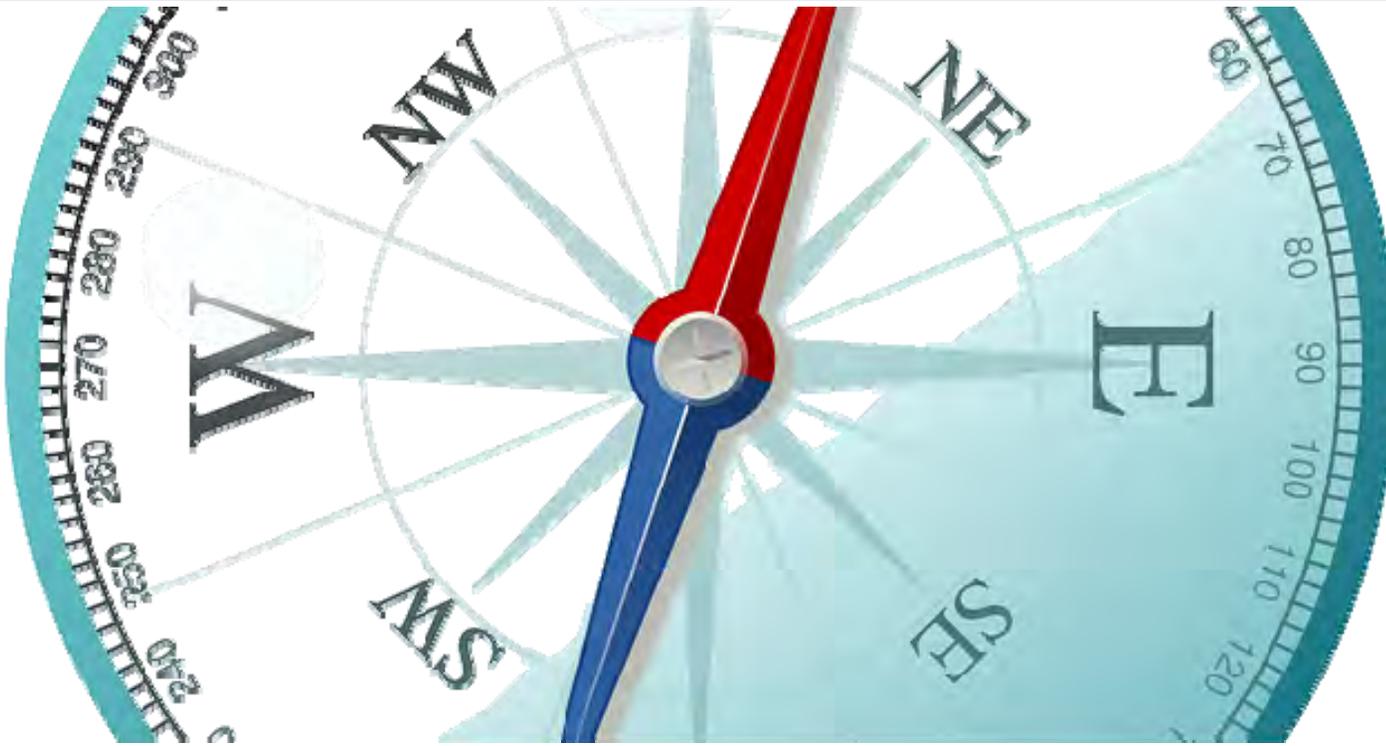
Imagining A New Human-Serving Ecosystem

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# Navigation Matters



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# Context Matters



The Pace of  
Change Today:

**Velocity**

**Volume**

**Variety**

# H/HS in Transition

## *Biggest Challenges*

- Changing demographics / aging population
- Multi-dimensional socioeconomic issues / persistent inequities
- Complex and pervasive mental health issues
- Substance misuse / opioid epidemic
- Reduced resources / new deep budget cuts in some states
- Antiquated legacy IT systems
- Governance structures and business operations lagging technological advances
- Outmoded and misaligned laws and regulations
- Deeply-embedded cultural mindsets

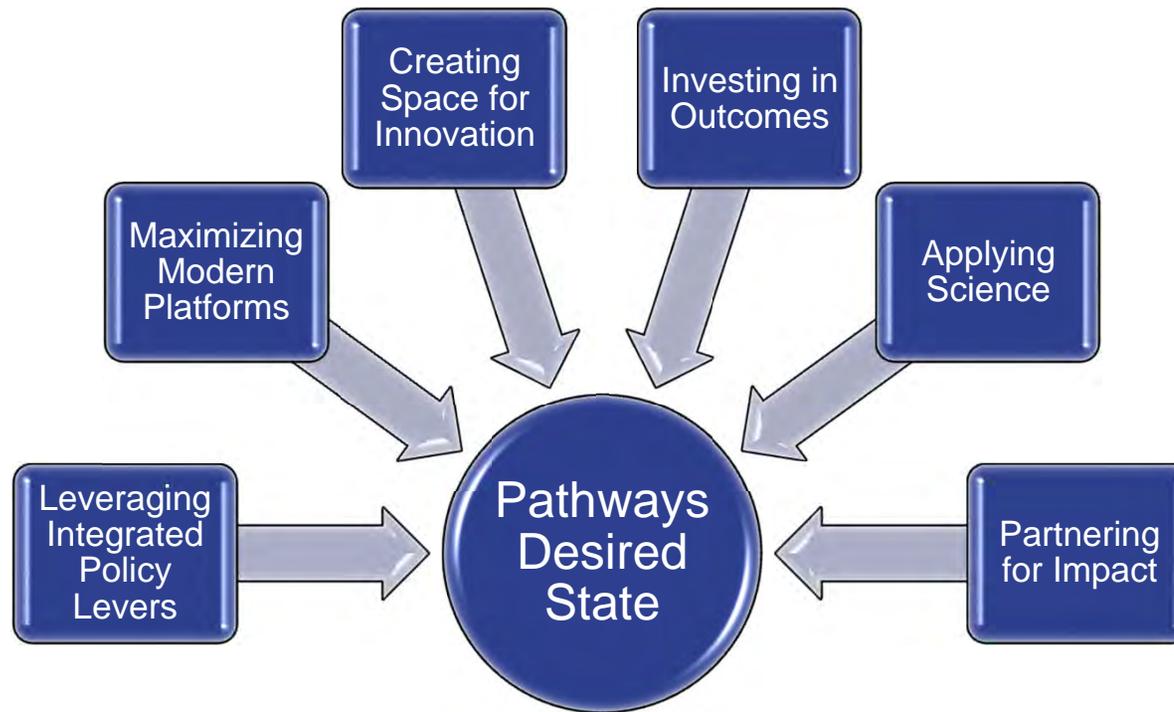
## *Smartest Solutions*

- Focus on Population-based health / SDOH / Two Generation approaches
- Advances in brain science / Trauma-informed systems / authentic family voice
- Applying behavioral science
- Systems integration / enterprise platforms / modular deployments
- Data analytics / data visualization
- Linking payments to outcomes
- Mobile technologies / Apps / smart devices / the sharing economy
- Repurposing resources to generate innovation
- Creating more seamless and permeable boundaries across sectors

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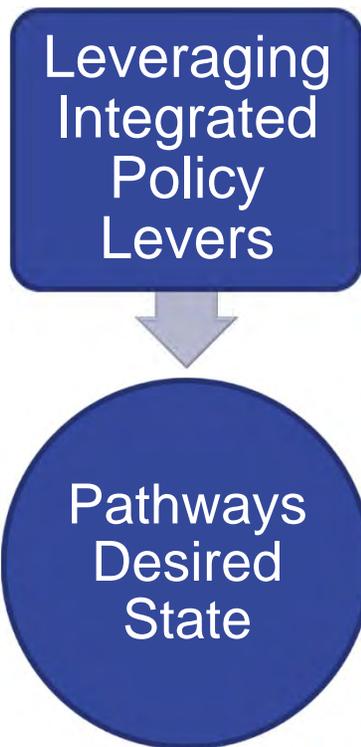


# Ripeness Matters



*Capitalizing on Converging Opportunities*

# Key Policy Levers



- Increasing focus on population-based health / SDOH framework
- Bi-partisan Report from Commission to Eliminate Child Abuse & Neglect Fatalities / focused attention on reducing youth and family violence
- Growing interest in 2-Gen / Multi-Gen approaches
- Elevated national conversation on economic mobility and addressing generational poverty / Potential for alignment of TANF and WIOA
- National attention on opioid epidemic

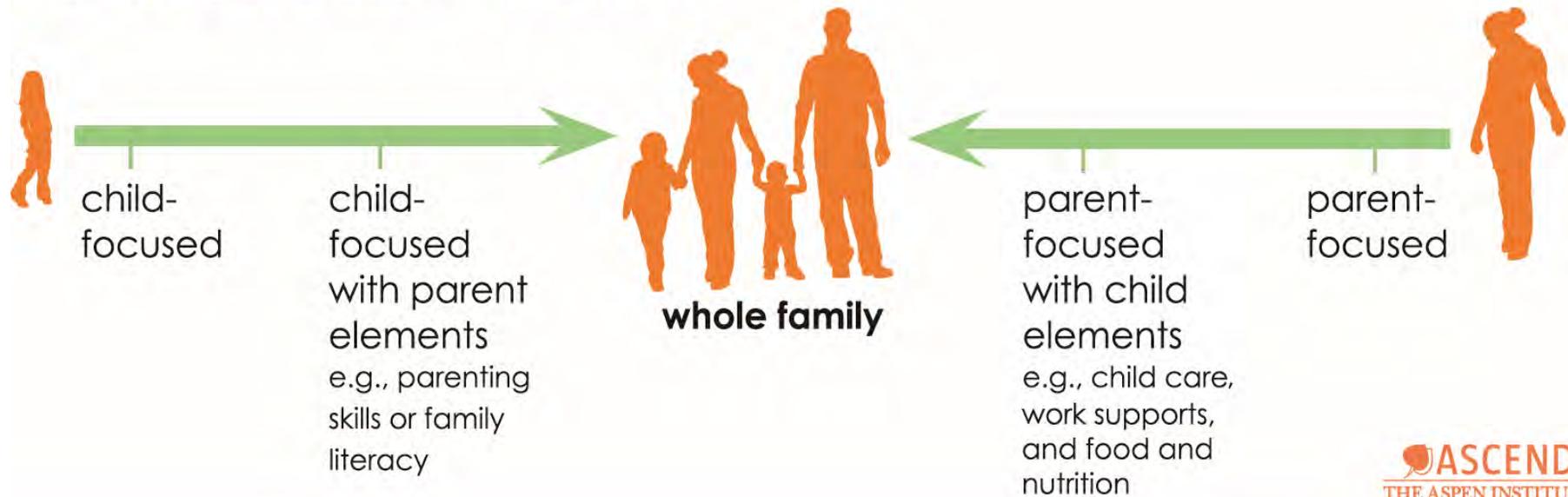
# Focus on Social Determinants

SDOH: Conditions in the environments in which people are born, live, learn, work, play, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks



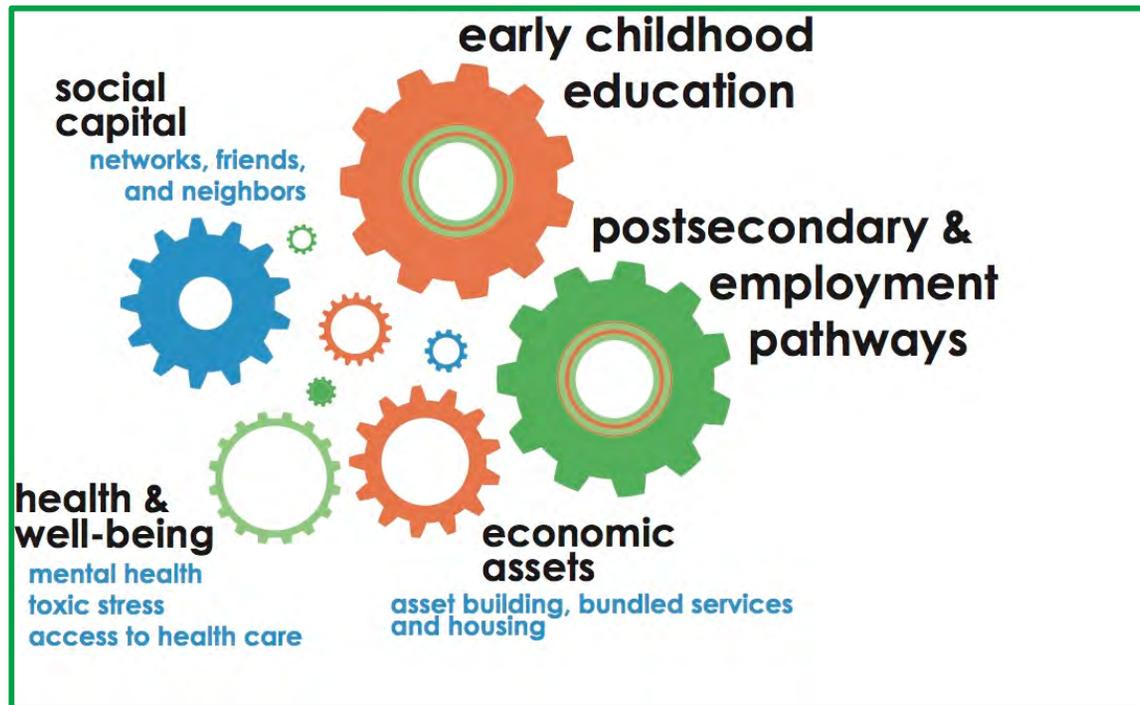
# Two Generation Approaches

## The Two-Generation Continuum



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THE ASPEN INSTITUTE

# Two Generation Approaches



Reprinted from Ascend, Aspen Institute. See [www.ascend.aspeninstitute.org/](http://www.ascend.aspeninstitute.org/)

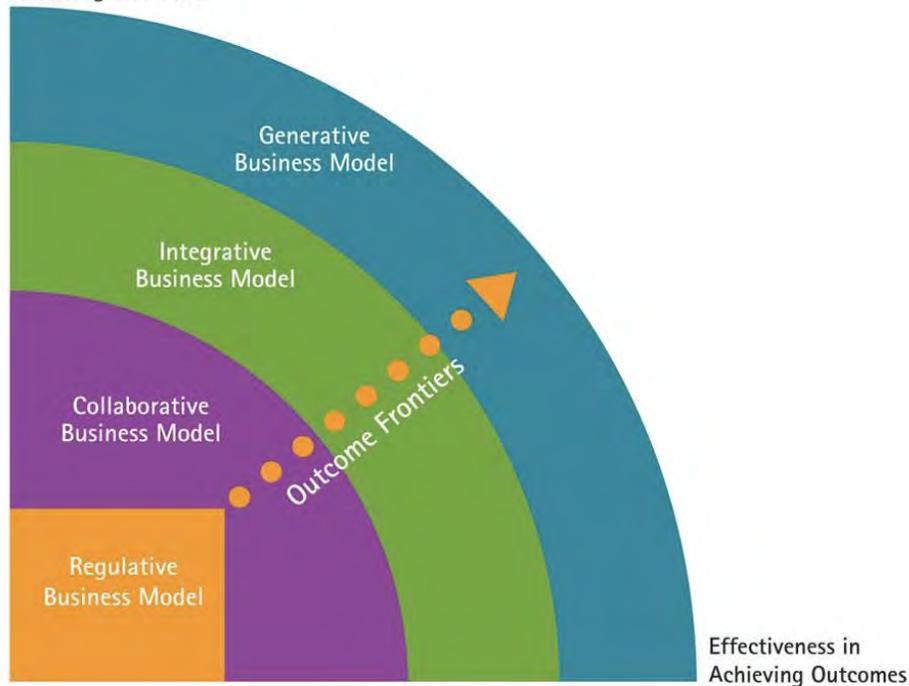
- Focus on well-being across systems:
  - Housing
  - Education
  - Health
  - Employment
  - Social & Community
- Focus on well-being across the life cycle

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# Child Care -- through the Lens of the Value Curve

Efficiency in Achieving Outcomes



## Generative

Deeper assessment of community demographics (population level data) notes substance abuse and unemployment spike in community - Identify opportunities/strategies on preventing DV, counseling and developing career counseling, training, and business development for community

## Integrative

Worker probes applicant and identifies domestic violence as a root cause – Engages applicant in treatment planning and goal setting that includes interim housing support workforce reentry

## Collaborative

Child care application triggers eligibility for additional supports and services

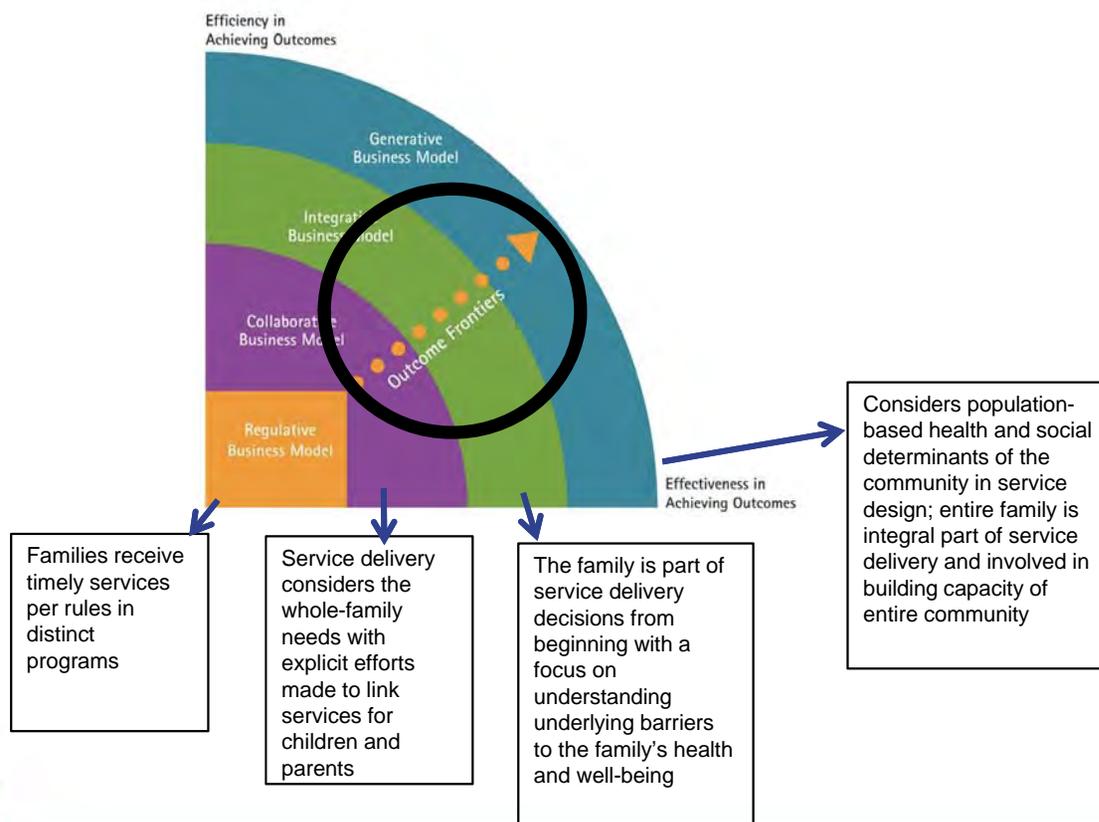
## Regulative

Child care application successfully processed

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# 2 Gen Approaches -- through the Lens of the Value Curve



# Modernization Matters

Maximizing  
Modern  
Platforms

Pathways  
Desired  
State

- Application of advanced analytics to inform decision-making
- Designing Apps supporting modern customer interfaces
- Aligning workforce capacities with modern approaches
- Continued focus on interoperability and IT support for integrated HHS systems
  - Modernizing legacy systems
  - Consideration of shared platforms and open data sources

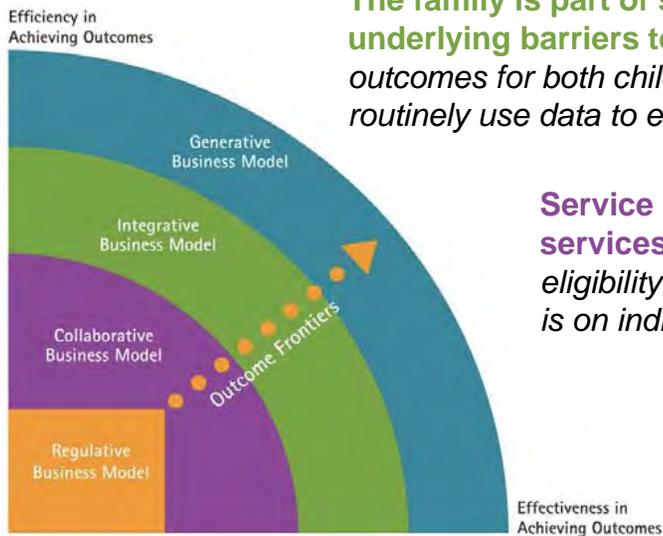
# How *Data Systems and Usage* Supports Value Curve Progression

**Considers population-based health and social determinants of the community in service design; entire family is integral part of service delivery and involved in building capacity of entire community** *Cross sector data sharing arrangements are robust and integrated systems exist across sectors; analytics tools exist at all levels of an organization and with families, utilizing population-based information to drive community decisions and child/parent data to empower whole family success*

**The family is part of service delivery decisions from beginning with a focus on understanding underlying barriers to the family's health and well-being** *Data systems are focused on measuring outcomes for both children and parents; multiple cross sector data sharing arrangements in place; line staff routinely use data to engage more effectively with families; data analysis focuses on identifying root causes*

**Service delivery considers the whole-family needs with explicit efforts made to link services for children and parents** *Data-sharing arrangements and/or integrated eligibility systems help assure families are connected to available services; outcome focus is on individual programs*

**Families receive timely services per rules in distinct programs** *Data systems enable accurate reporting on program requirements and produce reports that tell agencies how they are doing on outputs and help inform improvement plans*



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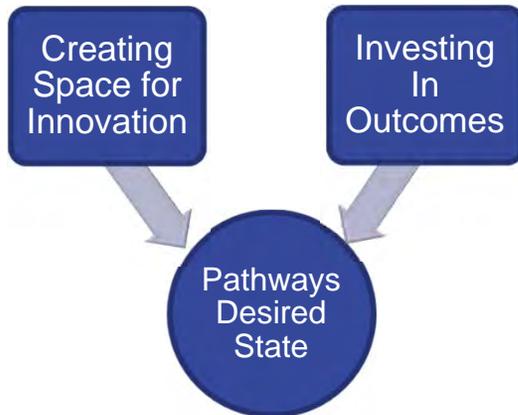


# HIE Investments



- Should include human service programs and providers
- Create key linkages to existing service arrays

# Focusing on What Works



- Increasing grant opportunities designed to generate innovation
- All levels of government repurposing resources to supportive innovative strategies
- Increasing expectations for use of evidence-informed practices
- Application of rapid cycle experimentation and other modern approaches to research

# Applying Behavioral Economics



Rapid cycle evaluations

Small, low cost program changes designed to improve outcomes

See HHS BIAS project

<https://www.acf.hhs.gov/opre/research/project/behavioral-interventions-to-advance-self-sufficiency>

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# Impact of Scientific Advances

Applying  
Science



Pathways  
Desired  
State

- Neuroscience
- Trauma-informed systems
- Framing science
- Implementation science

# Applying Neuroscience



Executive functioning

Adverse Childhood Experiences

Trauma-informed care

Resiliency

Motivational interviewing/  
Family-centered coaching

# Understanding the Impact of Trauma



- How trauma affects individuals, families, and communities?
  - disrupting healthy development
  - adversely affecting relationships – personal and workplace
  - contributing to mental health issues and substance misuse
  - loss of wages/employment
  - loss of sense of safety

# Developing Generative Partnerships



- Collaborative discovery
- Evolving governance structures - creating more permeable boundaries across systems
- Role of the non-profit sector
- Role of the for-profit sector / employers

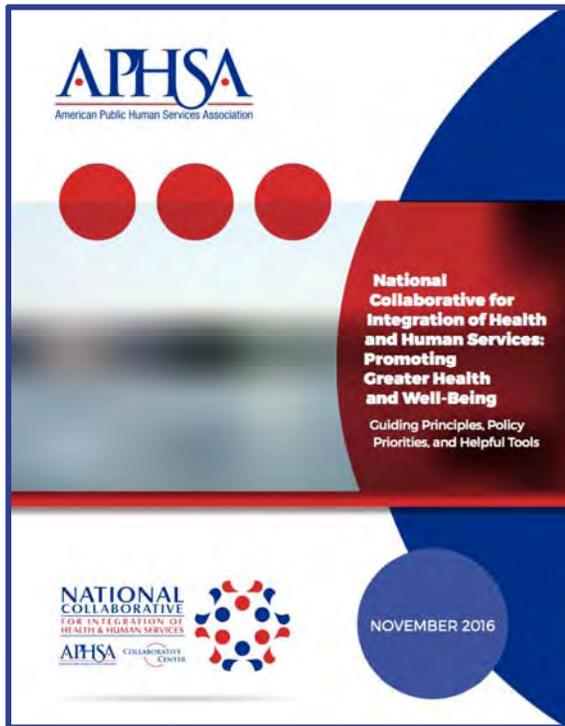
# Partnering for Collective Discovery

## Collective Impact



- New and sometimes unlikely alliances
- Eyes on the same prize – shared ownership in measuring and articulating impact
- Shift from linear/contractual to dynamic/outcome driven partnerships

# Promoting Greater Better Health & Well-being



For all of us, health and well-being are key factors to living well and having a prosperous life. Where we are born, the quality of our schools, the health and safety of our communities, the availability of jobs, livable incomes, and the levels of stress on ourselves, our families, and our colleagues are among the many factors that impact our health from a young age through adulthood and beyond. **Understanding how these determinants affect our health and well-being, and connecting them holistically to helpful supports along the way, are key to ensuring that each of us can achieve our full potential.**

Human service programs already in place are uniquely positioned to provide valuable contributions to improving overall health outcomes if they are effectively linked to, and integrated with, the traditional health system.

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# National Collaborative

Our **vision** is to strengthen our country's human-serving eco-system to provide a client-centric, modern marketplace experience designed to improve individual and population well-being while simultaneously bending the cost curve with the assistance of seamless information exchanges, shared services, flexible payment models and coordinated care focused on outcomes rather than outputs.



<http://www.aphsa.org/content/APHSA/en/pathways/NWI.html>

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# Moving Upstream

## Integrated Service Delivery

- Single or coordinated points of access
- Utilize existing delivery infrastructures across systems
- More than referrals!
- Leverage human capital already in place
- Reduce administrative costs for both sectors

## Person Centered Models of Care

- Care coordination beyond physical health care
- Address root causes
- Reduce complexity of navigating systems
- Enable individuals to achieve their own better health and well-being



**LIVE WELL**  
SAN DIEGO

**Building  
Better  
Health**

**Living  
Safely**

**Thriving**

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*Healthy Families = A Healthy Hawai'i*



THE DHS ENTERPRISE SYSTEM & *'Ohana Nui*  
are integrated, whole picture approaches

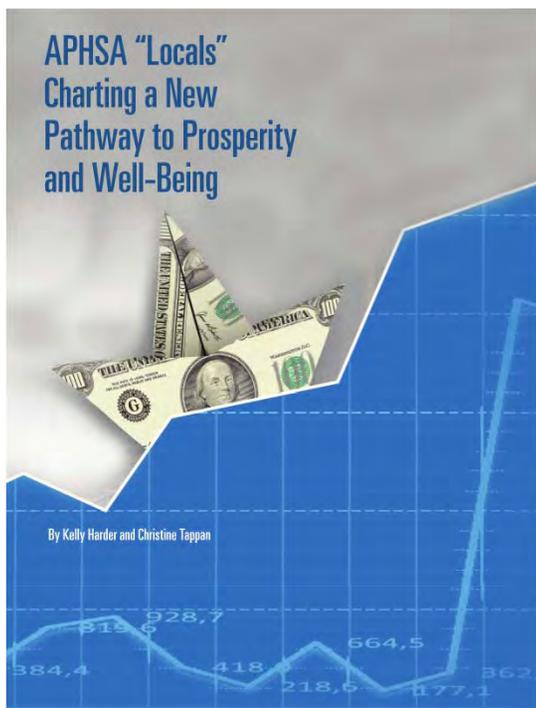


FOR A HEALTHY HAWAI'I

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# A New Pathway to Prosperity & Well-Being



**Assessment as the Keystone of Well-Being:** The Self-Sufficiency Matrix

**Tools for Constructing Well-Being:** The Self-Sufficiency Financial Calculator and the Financial Cliff Forecaster

**The Role of Housing in Constructing Well-Being**

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# Leadership Matters



*Adaptive leaders are ideally suited to drive creative approaches in complex environments*

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# Adaptive Leaders

- Seek Common Purpose in Complex Systems
- Find a Level of Productive Disequilibrium
- Embrace Ambiguity
- Deemphasize Hierarchy
- Practice Collective Discovery
- Focus Down Range





## Navigating Our Collective Way Ahead

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