



American Public Human Services Association

TODAY'S EXPERTISE FOR TOMORROW'S SOLUTIONS

Horizontal Integration: The Opportunities for System Transformation

2013 CalFresh Forum

February 20, 2013





Who We Are?

About APHSA:

- We are a bipartisan, nonprofit membership organization
- We house nine affiliate organizations
- We represent members before national policy makers, prepare guidance and tools, and manage a member communication strategy.



What is the Environment in Which We Operate?

- An unsustainable trajectory (demand and cost)
- Too often not achieving the results that customers, policymakers, or administrators desire or need
- Relentless financial pressure driving a sense of urgency for change
- A polarized political landscape at the national level



What is APHSA's Vision for Human Services?

- person- and family-centered
- integrated
- modern, cost-effective, and based on the most current business models
- accountable for meaningful results based on data sharing and data analytics
- focused on long-term, sustainable, positive outcomes rather than bureaucratic compliance, and
- funded in ways that sustainably support and incentivize these goals



Pathways:

The Opportunities
Ahead for Human
Services

Our Members'
Policy & Practice Agenda

PATHWAYS

The Opportunities Ahead for Human Services



**Gainful
Employment &
Independence**



**Stronger Families,
Adults, &
Communities**



**Healthier Families,
Adults, &
Communities**



**Sustained Well-being
of Children & Youth**





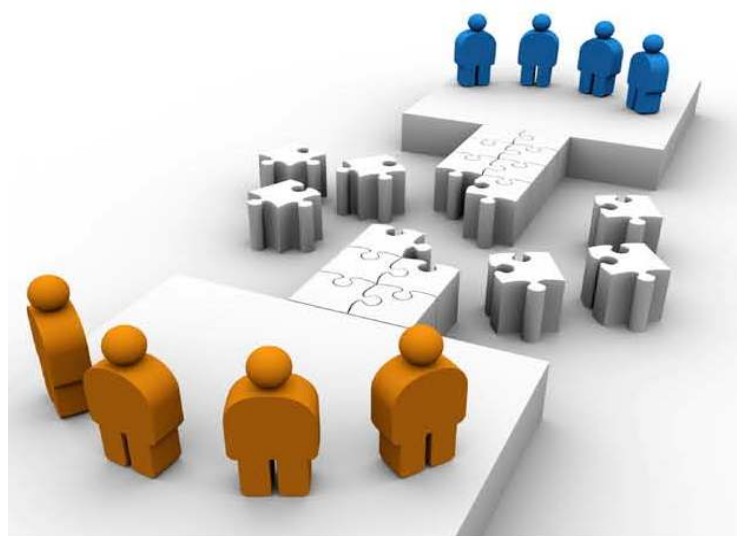
What does Pathways look like in action?

- **Policy Briefs**
- **Innovation Center**
- **Organization Effectiveness**
- **National Workgroup on Integration (NWI)**

See web site: <http://www.aphsa.org/Policy/pathways.asp>



National Workgroup on Integration

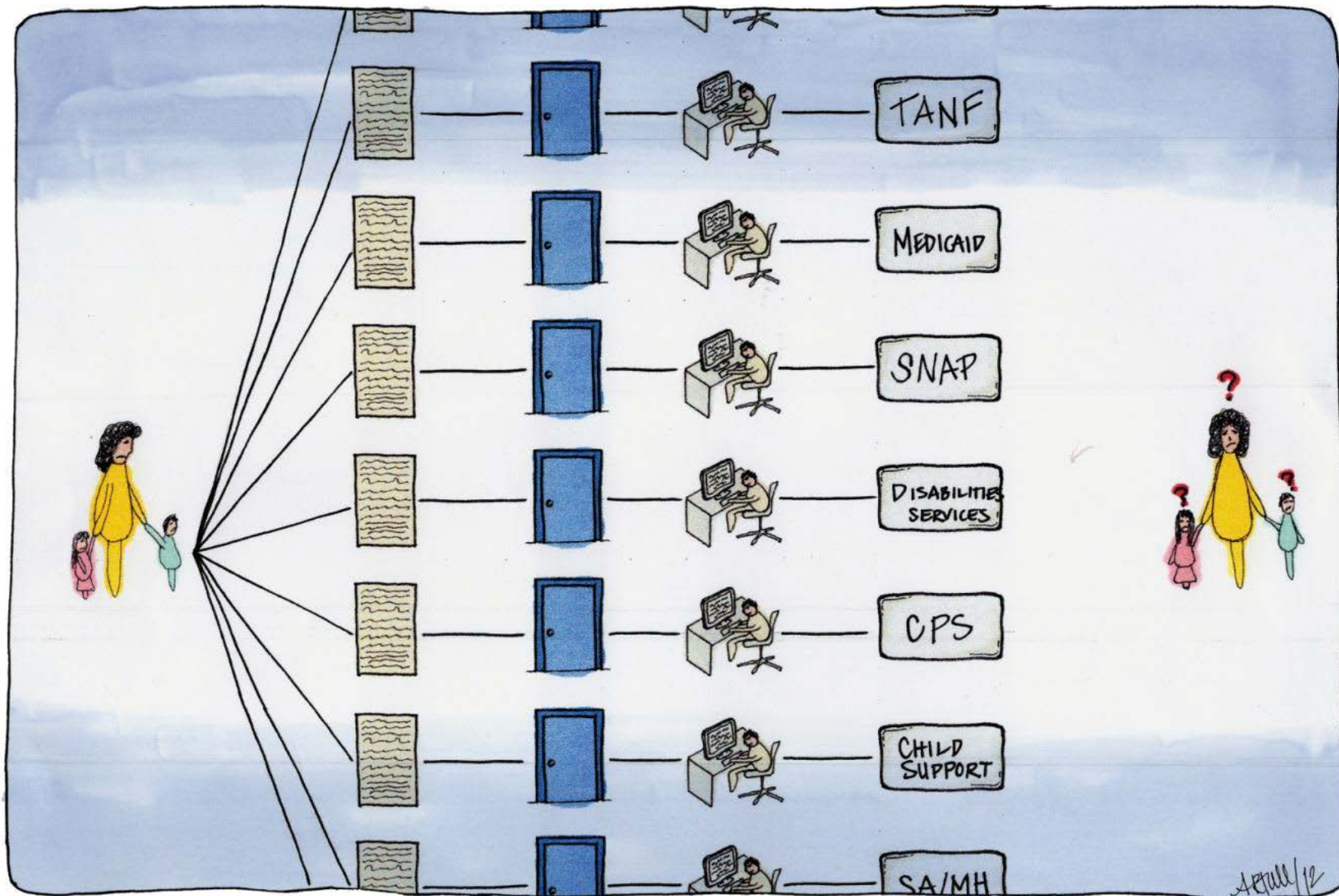


Published three
Guidance chapters

Worked with
Administration to clarify
application of A-87 cost
allocation exception

Launched webinar
series

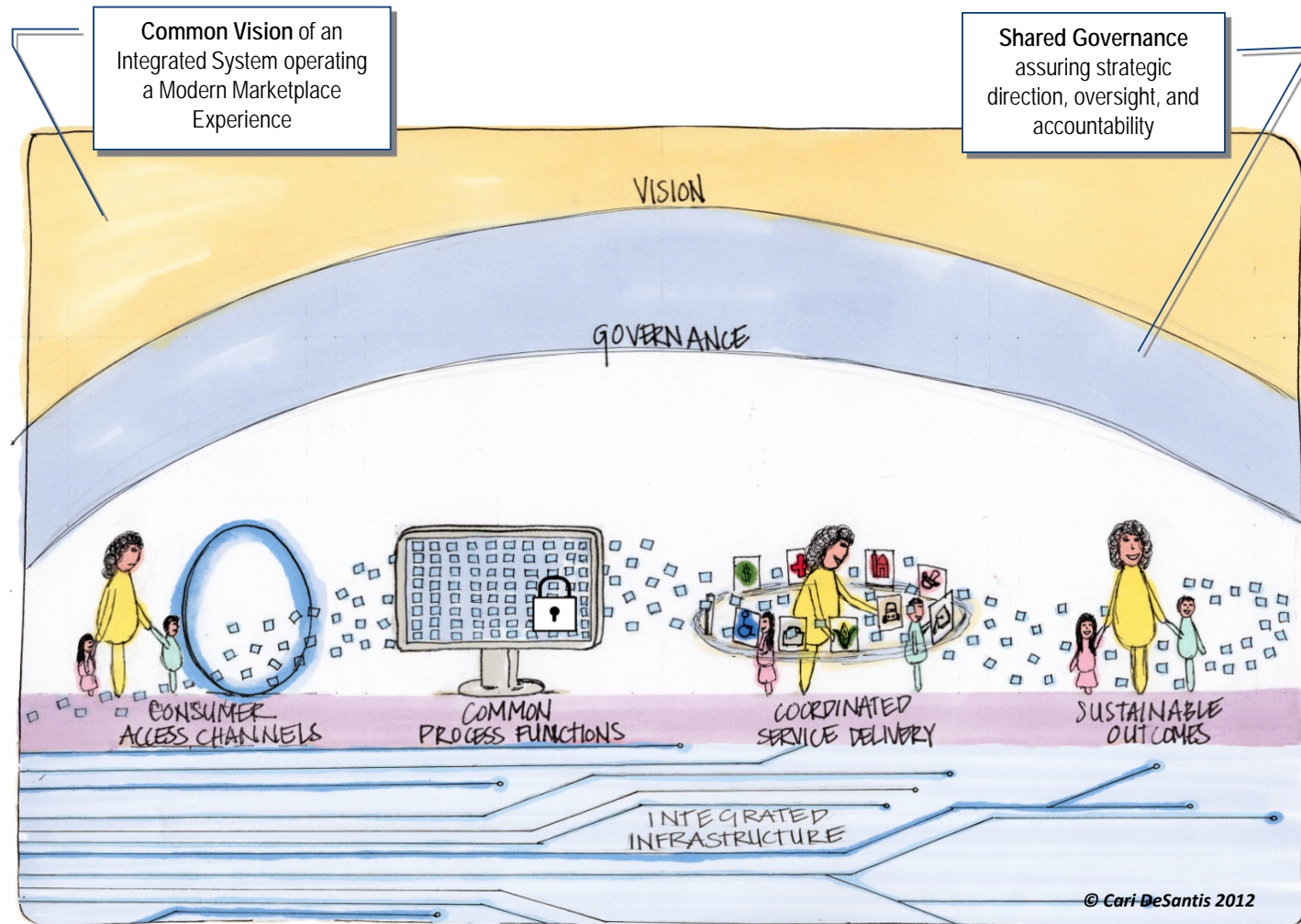
See nwi.aphsa.org



THE CURRENT HEALTH & HUMAN SERVICES SYSTEM.

April 12

APHSA's 21st Century Business Model



NEW BUSINESS MODEL FOR INTEGRATED HEALTH & HUMAN SERVICES SYSTEM.



APHSA'S HEALTH and HUMAN SERVICES INTEGRATION MATURITY MODEL

	MATURITY LEVELS			
	REGULATIVE Level 1	COLLABORATIVE Level 2	INTEGRATIVE Level 3	GENERATIVE Level 4
FOCUS	Comply with categorical policy and program regulations.	Work across agency and programmatic boundaries to provide mix of services.	Solve root causes of client needs by coordinating and integrating services.	Generate healthy communities via solutions designed to address family and socio-economic challenges.
Key Features	CHARACTERISTICS OF EACH MATURITY LEVEL'S KEY FEATURES			
VISION	Provide services defined as inputs under existing statutes and regulations.	Provide collaborative services to those who qualify by making themselves known to members of the collaborative.	Provide enterprise-wide, outcome-oriented services by reaching out proactively.	Provide enterprise-wide, outcome-oriented services and generate solutions to positively affect social determinants of health, bend health/human service cost curve by 2025.
GOVERNANCE	Internal, senior leadership. Vertical, top-down decision-making.	Internal leadership with views of collaborating entities represented.	Representative of the enterprise as a whole. Shared decision-making by all components.	Representative of the enterprise as a whole, including outside stakeholders who also generate forward-thinking solutions.
ADAPTIVE LEADERSHIP	Values uniformity and cohesiveness in approaches to problem-solving.	Values cross-boundary collaboration to address horizontal and vertical challenges.	Values enterprise-wide, holistic solutions driven by outcome goals.	Values enlisting support of external resources to generate innovative approaches to addressing challenges.



Observations from NWI



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1. LEADERSHIP
2. Stakeholder Involvement
3. Business Model drives –
technology supports
integration



Opportunities to Move the Needle: Stovepipes to Integration

- A-87 Exception Utilization
- ACF's S2I2 Grants
- Work Support Strategies Grants (Urban Institute & Ford Foundation)



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What Does This Mean for SNAP

- Mutual consultation with federal partners to advance policies that support an integrated health and human services system
- Develop appropriate accountability for outcomes rather than outputs within the program
- Look for and maximize opportunities for state and local innovations



Questions and Comments

