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Claude Moore
CHARITABLE FOUNDATION

VALHSO Conference:
Virginia's Human Services Workforce

September 29, 2022

What We'll Do Today

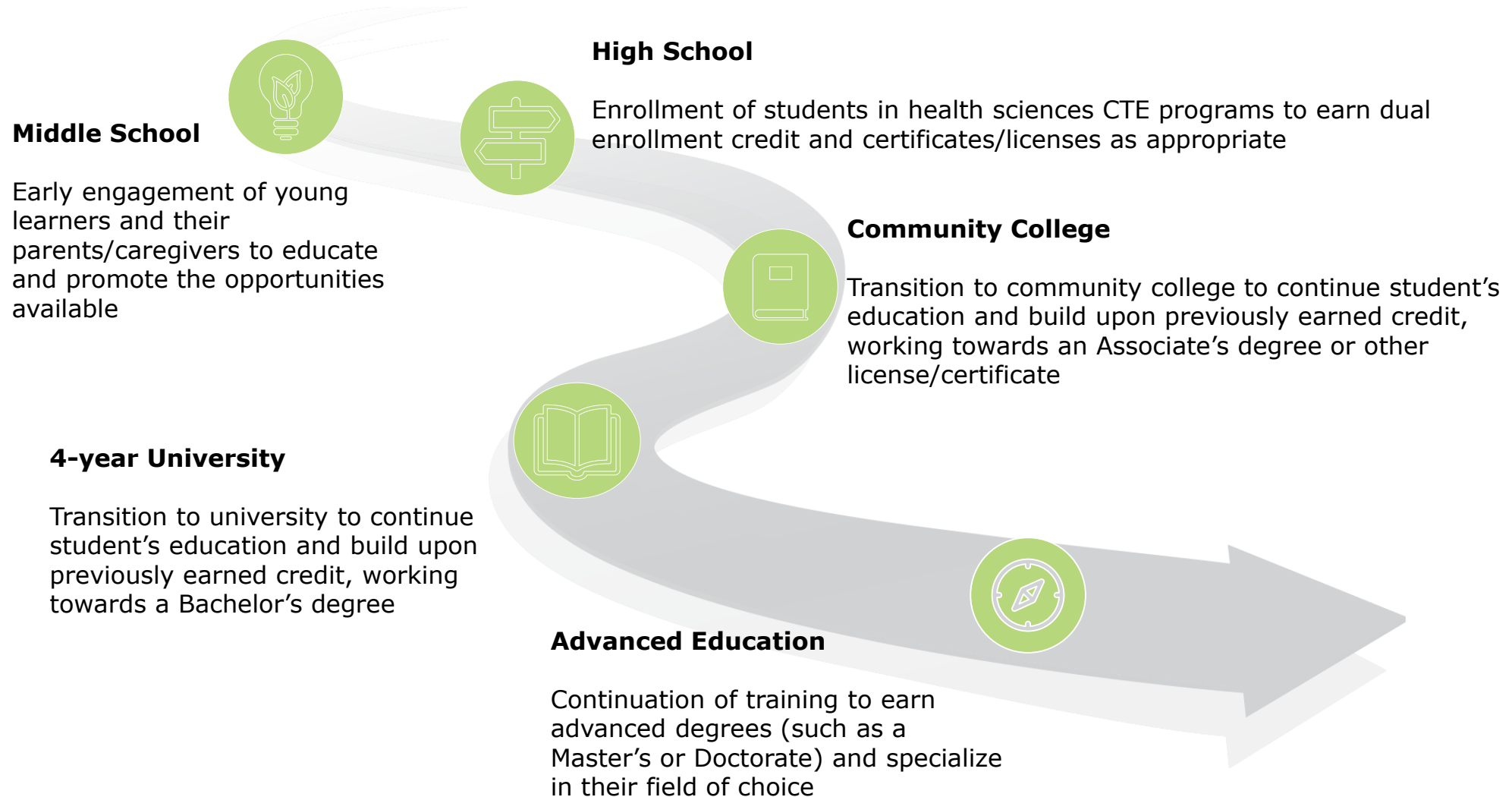
Session Breakdown

Estimated Time	Topic	Primary Facilitator
5 minutes	Opening Remarks and Claude Moore Introduction	Dr. Hazel & Lesley Abashian
20 minutes	Setting the Stage: Discuss human services workforce roadblocks and potential pathways forward	Dr. Hazel
30 minutes	Initial Group Reaction and Discussion	Group Discussion
5 minutes	Transition Break	
30 minutes	Solutions-focused Breakout Groups	Breakout Discussion
25 minutes	Breakout Group Report Out	Table Facilitators
5 minutes	Closing & Next Steps	Dr. Hazel

Opening Remarks

The Claude Moore Charitable Foundation

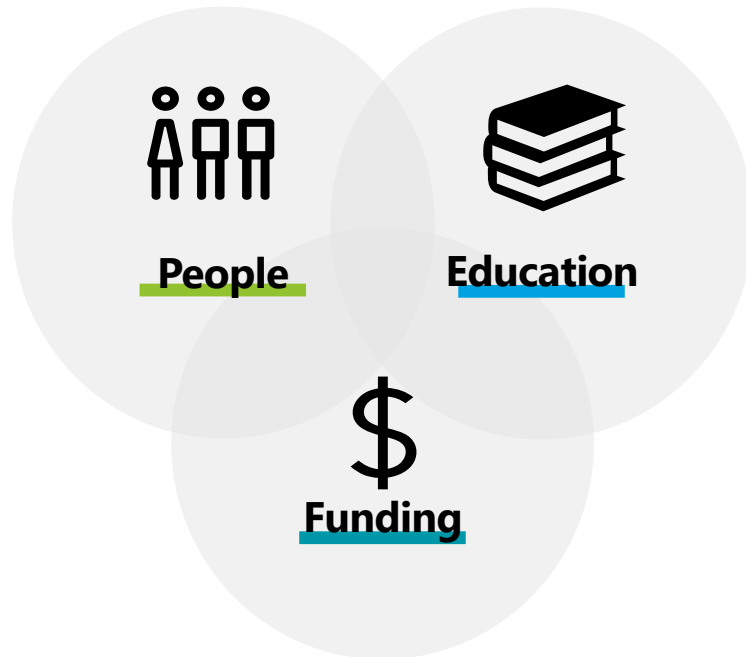
Recognized for instigating programs and partnerships, the Claude Moore Foundation aims to increase academic competence and encourages leadership abilities, with an emphasis on increasing opportunities for all Virginians.



Setting the Stage: Human Services Workforce

Virginia Human Services Workforce Shortage

There are three key categories contributing to the human services workforce shortage in Virginia:



People

- **Demand is outpacing the supply** of human services workers
- High burnout rate, low retention
- Increasing and **changing regulations** have increased barriers in providing service

Education

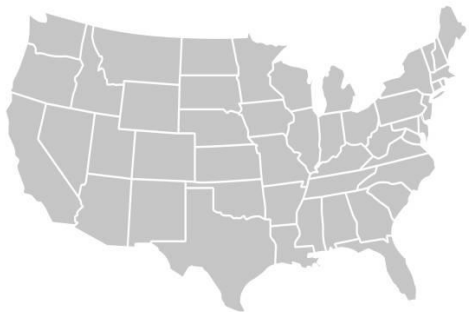
- **Weak pipelines** from high schools and colleges into the healthcare workforce
- Low supply of educators that can train new professionals
- Lack of credentialing and **training opportunities** for unlicensed professionals

Funding

- Local department funding formulas are outdated and **do not adequately support human services demand**
- Salaries from other industries are lucrative and **causing people to leave**

With these categories in mind, let's explore in further detail how these issues are impacting Virginia's Human Services Workforce

Solving Virginia's Human Services Workforce Crisis



Virginia ranks **37th lowest in the country** for the number of psychiatrists, psychologists, licensed social workers, counselors, therapists and advanced practice nurses specializing in mental health care per population.

\$
\$32.6k

The median salary for social and human service assistants is \$32,600, more than \$10,000 below Virginia's median wage.



40%

Only 40% of Virginia's workforce has a college degree yet is a requirement for many Human Services positions.



15%

Virginia local social service departments have an average vacancy rate of 15%, more than double the average for jobs in Virginia overall.



Specific Challenges to Address

- ✓ Compensation inequities
- ✓ Regulatory barriers
- ✓ Worker burnout and secondary trauma
- ✓ Worker safety
- ✓ Limited public exposure of the field
- ✓ Lack of educational career pathways



The Issue

Virginia is facing a critical shortage of Human Services workers while experiencing historic increase in Human Services needs



Underlying Factors

The Human Services field suffers from lack of resources, overly burdensome regulatory environment, hindering recruitment and constraining retention within the field.



Key Stakeholders Needed

Strategic recommendations are aligned to Virginia's executive office, legislators, regulators, and employers, state agencies, and philanthropic and community organizations.



Virginia Stakeholder Insights: Overarching Themes

Across stakeholder interviews and survey responses, leaders voiced that Human Services organizations are more constrained than ever to recruit and retain satisfied workers.

1 Recruitment has never been harder

Leaders reported historic workforce vacancies and a more challenged recruiting environment, receiving fewer and less qualified applicants than in the past.

2 Regulations hinder talent acquisition

Federal, state, and professional licensing rules have all impacted employers' abilities to access a willing and able workforce.

3 Collaboration is key

Integrating with schools, public safety, and other sister agencies is critical to Human Services success in the community.

4 Licensing and certification processes can be improved

The administrative burden for licensing and QMHP requirements can sometimes hinder services.

5 Retention is challenged by a multitude of factors

Secondary trauma, high workloads, low pay, inability to compete with higher paying and more flexible agencies, limited budgets, and increased violence have all contributed to poor retention.

6 Unintentional administrative burden

A "regulation snowball" intended to increase quality of care has resulted in staff spending more time completing compliance requirements than with their cases and people they are serving. This has also exacerbated an existing need for additional support staff.

7 There is a lack of educational incentives & effective degrees

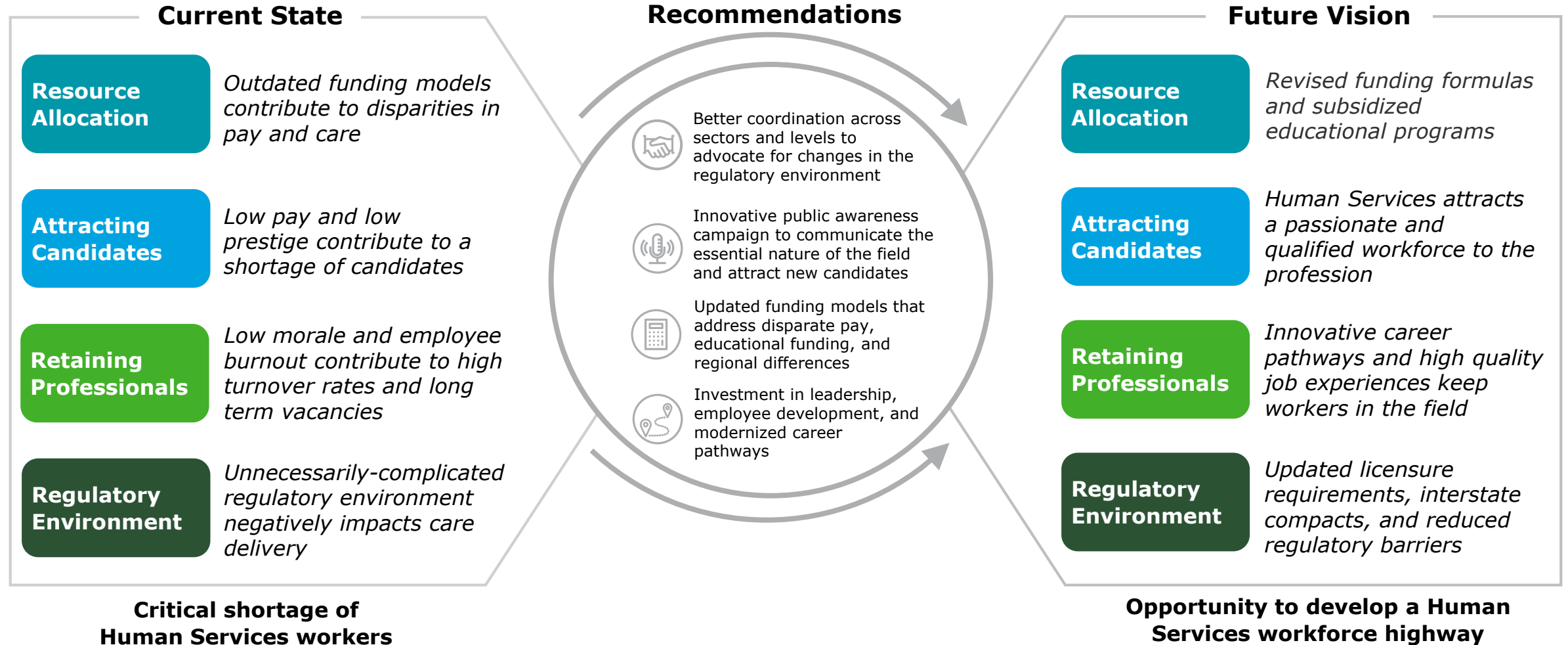
There is an opportunity to create employer-education relationships to foster engagement and career pathways through all levels of the educational system.

8 The System is struggling to provide needed integrated support services

One stakeholder noted: *"When people are part of a system, they are impacted by systemic breakdowns that ultimately influence their ability to do their job well."* The System can increase worker impact by integrating resources to elevate efficacy.

Bridging the Gap from Today to Tomorrow

These strategic options will empower the Virginia Human Services workforce and help address the challenges facing the workforce today.



Initial Group Discussion & Reaction

Initial Discussion: Reflecting on the Human Services Stakeholder Insights

CHALLENGES & PRIORITIES

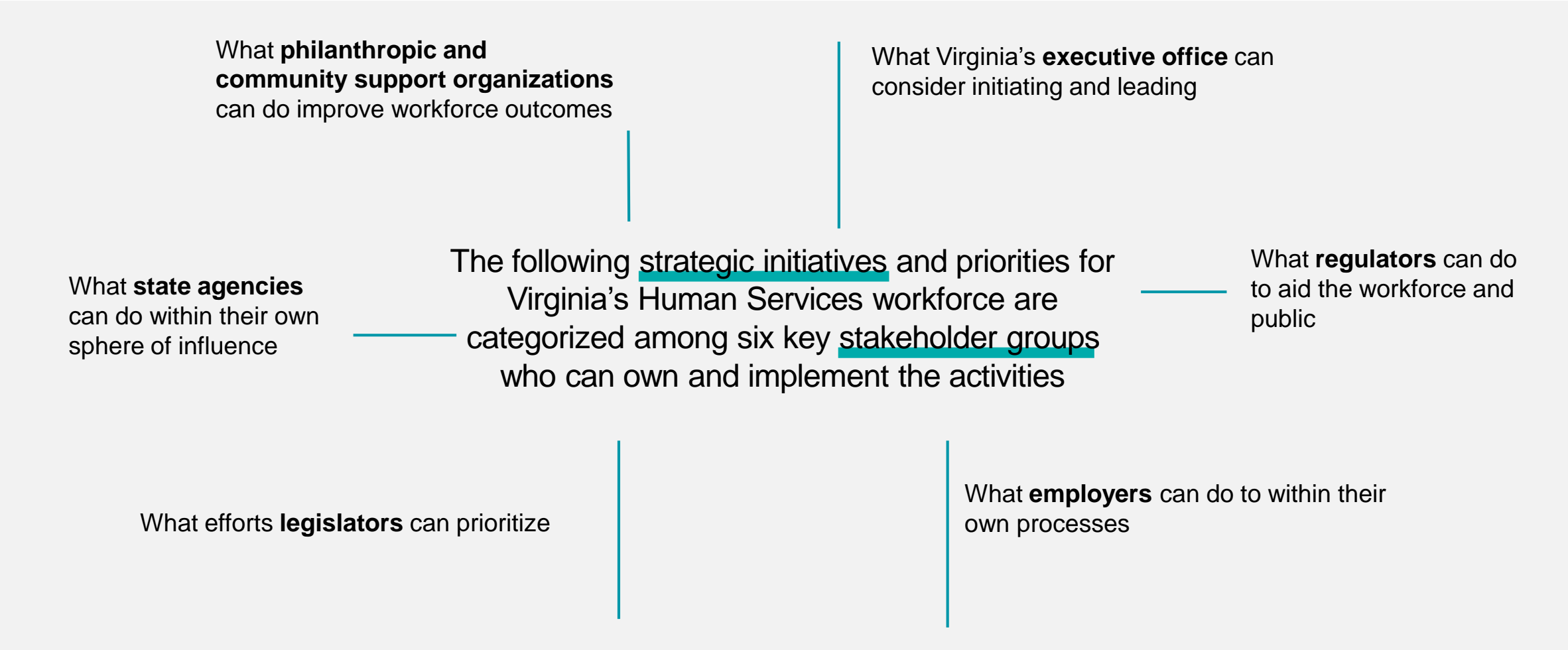
- ✓What **resonated** with you from the challenges presented?
- ✓What do you feel are the **deepest challenges** that need to be overcome?
- ✓What **priorities** do you foresee as most urgently needing focus and resources?

SOLUTIONS

- ✓What **solutions has your organization attempted incorporating?** What success did you have?
- ✓What **barriers exist** to implement these ideas?

Solutions-focused Breakout Groups

Guide to the Solutions Framework



Strategic Initiatives: Executive Office

Objective

The Governor and his administration have an opportunity to drive and lead impactful, prioritized Human Services workforce development efforts

Timing

Executive Actions and initiatives can range from short- to long-term efforts, as such the following goals can be scaled based on time available

Executive Office Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5	Strategy 6
Activity	Elevate public understanding, respect, and financial value of Human Services work through public awareness and marketing campaigns	Examine ways to blend and braid funding for when EMTs or police officers lean in for social services work, particularly in rural areas where resources are limited	Foster information sharing and strong, productive working relationships with sister agencies , namely public safety	Convene business community leaders to find avenues for mutually beneficial investment in community wellness	Assess what technology and data analytics needs to be updated to allow for systems integration, reduce data entry burden on staff, and support an increasingly mobile workforce	Improve connectivity for rural staff
Rationale	The public needs to understand who Human Services workers are, and what they do. This will inform citizens about services, careers available, and foster increased financial value for the field	Partnering for responsibilities like joint CPS investigations with law enforcement, should be more incentivized in Virginia and can boost smaller agencies	Not all agencies fully leverage the information sharing and strong working relationships with sister agencies that can improve service delivery	The business community has a need for a healthy and strong community, both for business and its workforce. Investing in communities' social well-being is a way to ensure business thrive alongside its community	Technology has inhibited staff, rather than served as an enabler. Ensuring technology integration and access will unlock information, save time, and drive a culture of investing in tools that matter. Human Services professionals who meet patients' needs in the field would benefit from mobile technology and increased data insight	Rural staff may have mobile hardware but are still hindered by lack of connectivity throughout their regions. This also has safety implications for home visits
Challenges Addressed	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Job quality and experience 	<ul style="list-style-type: none"> ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Job quality and experience ✓ Retention 	<ul style="list-style-type: none"> ✓ Job quality and experience ✓ Resources ✓ Retention 	<ul style="list-style-type: none"> ✓ Job quality and experience ✓ Retention 	<ul style="list-style-type: none"> ✓ Job quality and experience ✓ Retention

Strategic Initiatives: Regulatory

Objective

The ideas and solutions below benefit the Human Services workforce and fall under regulatory purview, which includes licensing boards

Timing

Regulatory changes can take multiple years to pursue and implement

Regulatory Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Activity	Reinstate cross-supervision and consider virtual supervision for obtaining licensure under non-reimbursable time	Develop interstate licensure compacts for licensed Human Services professionals and reciprocity agreements for military spouses	Assess QMHP requirements and distinction, including: <ol style="list-style-type: none"> 1) The distinction between QMHPa and QMHPc could be replaced by cross-training 2) Experienced QMHPs should be able to provide supervision 3) Expand ability to be a QMHP to more graduates and have a 3-hour course to include other majors 	Develop a clinically qualifying and billable college-level internship or provisional licensure that is state approved that can benefit both the agency and the student	Study and activate opportunities to streamline processes where barriers exist to obtaining licensure
Rationale	Employers already short on staff struggle to comply with regulations that prevent cross-supervision	Social work associations are currently pursuing a social work interstate compact. A compact should also exist for all licensed Human Services workers to minimize friction in talent acquisition	Employers are restricted by strict QMHP requirements. Streamlining the QMHP distinction with cross-training, allowing QMHPs to supervise staff pursuing QMHP status, and creating a solution to expand QMHP degree requirements would aid employers and candidates	Allowing for billable internships helps both students and employers	The Commonwealth is protected by the rules and processes in place that ensure licensure is legitimate. Virginia must ensure that barriers to entry into the Human Services field are minimized
Challenges Addressed	<ul style="list-style-type: none"> ✓ Regulatory barriers ✓ Recruitment 	<ul style="list-style-type: none"> ✓ Regulatory barriers ✓ Recruitment 	<ul style="list-style-type: none"> ✓ Regulatory barriers ✓ Recruitment 	<ul style="list-style-type: none"> ✓ Regulatory barriers ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Regulatory barriers ✓ Recruitment ✓ Career pathways

Strategic Initiatives: Employer (1 of 2)

Objective

The ideas and solutions below can be acted on by employers without necessarily requiring the aid of legislative or external bodies

Timing

Within the bounds of an employer's own processes, the below goals could be acted on within a year

Employer Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Activity	Work with Human Services staff to identify and implement solutions to mitigate safety risks and work with sister agencies and governing bodies to fill resource gaps	Develop communications including an onboarding program and periodic outreach that promotes new and existing benefits of the organization	Invest in leadership development to foster trust-based leadership and improved working conditions	Convene and organize with similar sector employers to develop a strategy to work collaboratively to solve common workforce issues that burden all stakeholders, instead of competing for talent	Cultivate an intentional work culture that allows for staff connection and encourages professional self-care
Rationale	Human Services workers can be faced with dangerous working conditions due to the frontline nature of their work. While already a priority for many employers, achieving worker safety does not have to be accomplished alone.	Ensure that employees are aware of and leveraging existing benefits (e.g., EAP programs, leveraging health insurance) to increase benefits usage	Ensure that leaders have the resources and tools to serve and support their staff can instill a culture that focuses on people and well-being	Employer collaboration can mean information sharing and program partnership rather than competition over job candidates	Developing a sense of belonging amongst staff can instill resilience, pride, and the space to process traumatizing events with others. Invest in resources that support mental health for staff
Challenges Addressed	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience 	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience 	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience ✓ Burnout ✓ Secondary trauma 	<ul style="list-style-type: none"> ✓ Retention 	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience

Strategic Initiatives: Employer (2 of 2)

Objective

The ideas and solutions below can be acted on by employers without necessarily requiring the aid of legislative or external bodies

Timing

Within the bounds of an employer's own processes, the below goals could be acted on within a year

Employer Goals

	Strategy 5	Strategy 6	Strategy 7	Strategy 8
Activity	Promote innovative thinking among staff by holding working sessions to develop and prioritize creative solutions for workplace challenges	Ensure that organizational models support staff supervision, training, and development	Implement a career development plan , including developing pathways to allow for career progression in direct care rather than into administrative work. Additionally, re-evaluate pay scales to reward employees based on performance and length of service	Establish internal peer and clinical support resources , modeled after public safety
Rationale	Including staff in the development of solutions will incorporate staff feedback into culture and program changes. Creative solutions that are developed alongside staff ensure staff have the variety they seek in their work and are invested in the organization	It is important to understand if employers are utilizing proper organizational models, including where supervisors have the bandwidth to support staff, and how to support employer change	For those considering Human Services careers, understanding career pathways is essential. For those in the field, understanding a path forward is key to retention	Staff operating in traumatic environments need clinical support resources to ensure they can process work events. Public safety has invested in group therapy, peer groups, and mental health counselors to support their staff
Challenges Addressed	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways ✓ Job quality and experience 	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Retention ✓ Burnout ✓ Secondary trauma

Strategic Initiatives: Legislative and Funding

Objective

The ideas and solutions below cannot be acted on by employers alone and call for legislative priority and engagement

Timing

Considering the processes that drive legislation, legislative efforts can take varying spans of months or years to complete

Legislative Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5	Strategy 6
Activity	Establish creative solutions such as grants and state funding to support supervision for licensing and development	Provide funding to implement shift differential pay for less desirable shifts	Provide appropriate funding levels for local Human Services departments	Expand educational stipend programs beyond foster care and prevention to broader Human Services careers	Provide incentives for local governments to develop student loan repayment programs	Expand SB1395 , which provides that threats of death or bodily injury to health care providers is a Class 1 misdemeanor, to include all Human Services workers.
Rationale	Employers would be more willing to hire employees pursuing licensure if they were subsidized for hiring nonbillable staff, and would also serve to expedite licensure	Employers struggle to staff off-hour shifts, and not all can afford to pay shift differential pay as an incentive	The current funding formula's low match rate leaves some less-resourced jurisdictions struggling to provide appropriate compensation and adequate resources	While educational stipend programs like Title IV-E do exist, the scope of qualifying Human Services careers is too limited	Funding student loan repayment programs state-wide would both relieve and incentivize Human Services students	Just as health care workers experience verbal and physical threats in the workplace, so too do Human Services workers
Challenges Addressed	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention 	<ul style="list-style-type: none"> ✓ Agency funding ✓ Compensation inequities 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Retention ✓ Job quality and experience

Strategic Initiatives: State Agency (1 of 2)

Objective

Executive Office agencies can initiative, drive, and lead impactful, prioritized Human Services workforce development efforts

Timing

Agency-wide initiatives can range from short to long term efforts, as such the following goals can be scaled based on time available

Agency Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Activity	Invest in comprehensive compensation studies and act on results by adjusting pay	Invest in a study of Human Services job classifications and reassess alignment between job duties and skills, education, and experience required	Complete a benchmarking study to assess existing challenges (e.g., fingerprinting) to entering the field	Reduce the paperwork for barrier crimes that cut out capable, willing, and skilled candidates	Create a culture of collaboration between licensing boards and providers
Rationale	Benchmarking Virginia’s Human Services wages against peer states, as well as with other fields, will inform necessary pay adjustments. Acting on findings is needed to drive workforce development	Having a standardized reference point of ideal entry requirements for Human Services positions will serve as a guide where current requirements exceed or differ from actual needs	Understanding the barriers and slowdown points to entering the Human Services field will help identify where candidates are being lost in the acquisition process	Barrier crimes, while important in intention, may be too stringent at current levels and prohibit candidates who otherwise would be uniquely qualified to thrive as Human Services workers	The Human Services workforce and public would be best served by licensing boards and providers that optimize resources and align efforts, ensuring strong communication
Challenges Addressed	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention 	<ul style="list-style-type: none"> ✓ Education pathways ✓ Career pathways ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Career pathways ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Regulatory barriers

Strategic Initiatives: State Agency (2 of 2)

Objective

Executive Office agencies can initiative, drive, and lead impactful, prioritized Human Services workforce development efforts

Timing

Agency-wide initiatives can range from short to long term efforts, as such the following goals can be scaled based on time available

Agency Goals

	Strategy 6	Strategy 7	Strategy 8	Strategy 9	Strategy 10
Activity	Initiate a policy and business practices audit to address and identify the regulations that hinder service delivery	Reach the potential workforce earlier – expose middle and high schoolers to the work	Collaborate with a cross-sector network , including philanthropic and educational partners	Identify and work to overcome obstacles preventing high school-aged students from participating in paid internships	Engage local workforce development boards to better collaborate across regions to share best practices for engaging cities and counties to determine workforce needs
Rationale	Prioritizing the specification of what regulations Human Services leaders are hindered by will allow for a targeted action plan moving forward	Human Services has an opportunity as a profession to engage K-12 students so they are aware of the career field and understand early, paid career pathways into Human Services	Strategic partnerships across sectors, including philanthropy and education can elevate the Human Services profession within the education system	Exposing high school students to the field and connecting them with paid opportunities that lead to education and career options gives students an elevated opportunity to choose Human Services	Workforce development boards can help to increase recruitment by facilitating partnerships among local businesses and organizations with similar training needs and focusing resources on skill training for high growth industries, such as Human Services
Challenges Addressed	<ul style="list-style-type: none"> ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Job quality and experience ✓ Education pathways ✓ Career pathways ✓ Resources 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Education pathways ✓ Career pathways ✓ Regulatory barriers 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Job quality and experience ✓ Career pathways

Strategic Initiatives: Philanthropy and Community Support

Objective

Philanthropic and community organizations have the unique position of being able to contribute private funds to address some of the challenges facing the Human Services field

Timing

Taking funding levels into consideration, these strategies could be implemented within a year

Philanthropy Goals

	Strategy 1	Strategy 2	Strategy 3	Strategy 4	Strategy 5
Activity	Optimize foundation and private funding to support both public and private university graduates	Undertake and provide funding for assessments to analyze the resource needs of regional and local Human Services providers	Incentivize partnership and coordination among Human Services stakeholders through grant making	Invest in a Human Services data hub to promote dashboard development and relevant workforce data analysis	Invest in public awareness and marketing campaigns to better elevate the public understanding, respect, and financial value of Human Services work through
Rationale	Foundations and private funding sources may be open to investing in community health issues, one of which is lack of sufficient specialized graduates in urban and rural Virginia alike	Given the unique characteristics and needs of each city and county in the Commonwealth, a detailed assessment of the resource gaps would provide specific solutions accordingly	A collective impact model that incorporates a broad set of leaders will enhance collaboration and improve workforce results in the Commonwealth	A centralized entity to develop and publish data-driven insights relevant to Human Services will foster increased transparency and enhanced visibility into the current state of the workforce	The public needs to understand who Human Services workers are, and what they do. This will inform citizens about services, careers available, and foster increased financial value for the field
Challenges Addressed	<ul style="list-style-type: none"> ✓ Recruitment ✓ Education pathways ✓ Career pathways 	<ul style="list-style-type: none"> ✓ Resources ✓ Recruitment ✓ Retention 	<ul style="list-style-type: none"> ✓ Job quality and experience ✓ Resources 	<ul style="list-style-type: none"> ✓ Resources 	<ul style="list-style-type: none"> ✓ Recruitment ✓ Retention ✓ Job quality and experience

Solutions-focused Breakout Discussion

At your table, review the solutions and answer the following questions using the template provided.

- 1** Of the solutions presented, if you had to prioritize the **most critical option** to focus on in the short term, what would it be?
- 2** What would be the **first three action steps** to gain momentum in the short term?
- 3** What additional action steps should be a priority over the **long-term horizon** (12-18 months)?
- 4** Which solution poses the most significant **challenges for specific implementation**?



Selected Option: _____



Short Term Action Steps:

- 1.
- 2.
- 3.



Long Term Action Steps:

- 1.
- 2.
- 3.

Critical Success Factors:

Summary and Report-out

Choosing a Champion

A cross-sector champion with stakeholder buy-in is necessary to maintain momentum across multiple groups



1

Executive and State Agency Actions

A Governor's Executive Directive or Order can drive agency action and statewide policy changes. Leveraging the Governor's significant leadership position to initiate and organize convenings can ensure the Human Services workforce needs are understood and that ideas for change are acted upon.

2

Regulatory and Legislative Efforts

While regulatory efforts can be longer term initiatives, there is no time to wait in organizing around prioritized, impactful efforts that will boost Human Services workforce efforts and service delivery for the public. Legislative efforts can provide several quick wins for the Human Services workforce.

3

Employer-Led Change

Many initiatives can be led by employers, local agencies and organizations, and public institutions within their own scope of influence. While many root causes may need to be solved at levels beyond the local level, working alongside employees to foster a strong, trust-bound, and supportive culture is key to employee recruitment and retention.

Closing our Day Together

Thank you to everyone who shared throughout the day and helped create strong initiatives and recommendations for us to address our workforce issues to set Virginia up for a strong future human services workforce pipeline.

What are your takeaways from today?

What is one thing you hope this group keeps sight of from our discussions today?



What risks do we need to be aware of moving forward?



Next steps

VALHSO will be incorporating today's discussion outputs into a report out to share to continue momentum on this important topic.