


Claude Moore

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CHARITABLE FOUNDATION

# Graphic Artist Capture of Highlights from Richmond Workshop




## Human Services Workforce Workshop


07.14.2022

### Setting the Stage


What We've Heard




Behavioral Health




Social Services



Children's Services



Juvenile Justice



Adult Corrections

**Virginia Human Services Workforce Shortage**


People	Education	Funding
<ul style="list-style-type: none"> <li>Demand is outpacing supply in human services</li> <li>Increasing / changing regulations</li> </ul>	<ul style="list-style-type: none"> <li>Weak pipelines from school</li> <li>Low supply of educators</li> <li>Lack of training opportunities for unlicensed professionals</li> </ul>	<ul style="list-style-type: none"> <li>Outdated local funding</li> <li>NO human service support</li> <li>Better salaries in other industries</li> </ul>

- Establish greater respect, understanding, budgetary support
- Evaluate current workforce needs, use of licenses, prep, graduation prep
- Prioritize well-being and safe work environments
- Address geographic constraints
- Establish mid-career (educational) development
- Lessen many requirements

### Finding our Firetruck

Start with Why

- Share Stories
- Use Why as tool
- Importance of the essential workforce
- "Thank a Human Services Worker" Month
- Create campaigns to educate, market, and promote
- Narrate wide variety of skills / careers within the human service field



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**Key Focus Areas**

- Start with Why, use the framework
- Recognize diverse, provide leadership opportunities
- Services for those who serve: group therapy, peer support
- Respect Employee Autonomy
- Partnership Matters: Schools, Prosecution, Law Enforcement
- Communication: Leaders must own employee's stories

**Persona 1: Sai**  
Behavioral Health Counselor

- Build resiliency and trust across the workforce
- Industry culture focuses on rules and can lack creativity
- Focus on positivity, feeling connection, and working together
- Aim forward to where we want to be now

**Persona 2: Stacy**  
Direct Support Professional

- Expand dramatically the university recruiting
- Creating perks associated with benefits for new experiences
- Value our employees and their unique skillsets
- Provide interesting and out of the ordinary opportunities
- Learn your people and know their strengths

**Persona 3: Maria**  
Juvenile Detention Center Direct Care Worker

- Sense of greater belonging - promote culture / onboarding
- Team respect, and how to increase communication
- Shift rotations and reward systems
- Develop career ladders (tuition reimbursement, micro-credentials)
- Shift differential pay, training, mentorship

**Persona 4: Janice**  
Child Protective Services Professional

- Use mutual value, public services more
- Alternative payment options, loans, advance work
- Better relationships with regulators to protect our employees
- Strong focus on well-being opportunities

**Persona 5: Anna**  
Mobil Crisis Worker

- Often in taxing positions - burnout, need work-life balance
- Peer support, counseling, encouragement
- Leadership awareness - stay connected to the work and the employees
- Technology needs better integration

**Discussion & Reactions**

**What resonated with you?**

- Importance of building a properly funded structure for internship programs
- Employers often funnelled into supervisory roles and away from clinical work
- Employers are legally held accountable to clients' actions
- Competition with large companies
- Identifying to build the recognition of the human services field in a way that makes it attractive for kids. Help encourage youth to aspire to work in human services.

**WE ARE ESSENTIAL**

**Identifying Solutions**

- Building the interest in healthcare careers from an early age - high school engagement
- Investing in building stronger collegial supervisor-roles
- alleviate burden on other employees
- Build up external support resources, such as training for police officers and other first responders
- Regulations can be influenced / updated

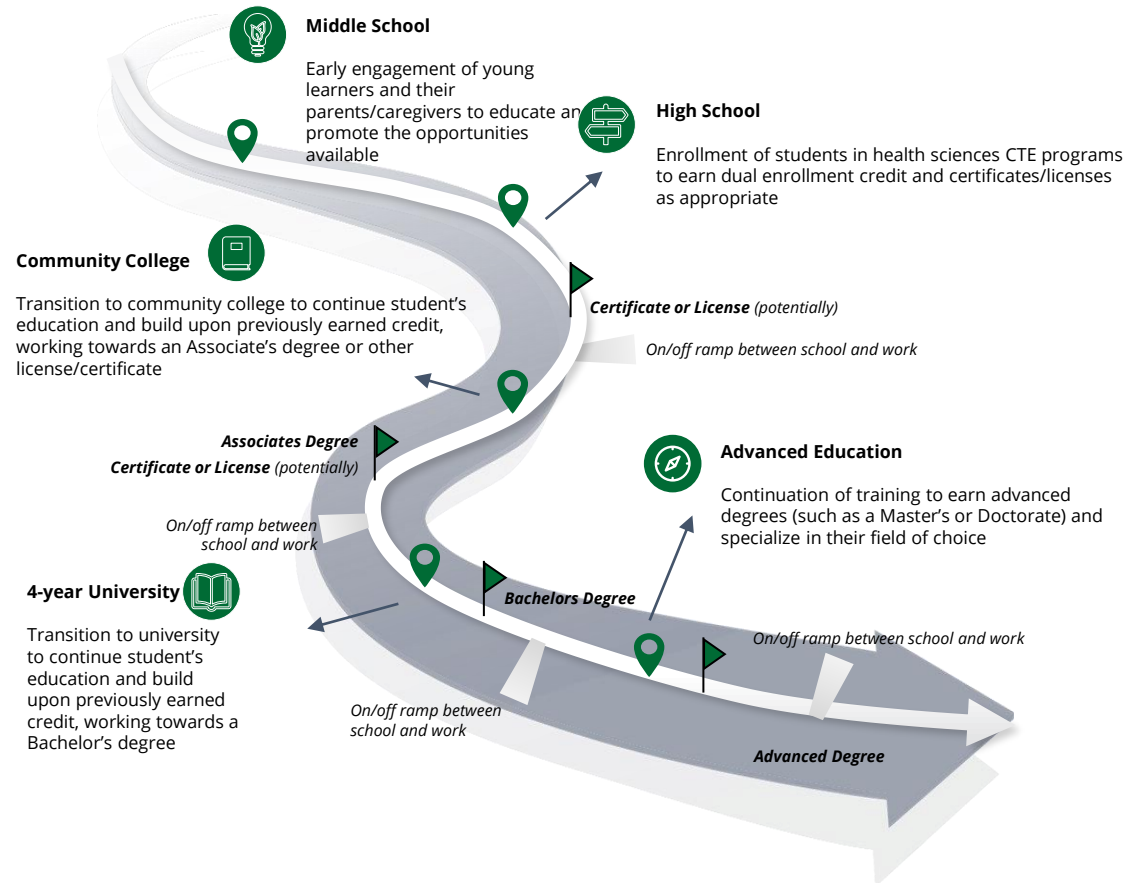
**Are there any existing barriers?**

- Complex education requirements
- Lack of educators
- Supervisory roles for internships are typically non-billable
- Highly specialized supervisory requirements for specific positions
- Entry level / increasing requirements take significant time
- Regulators often side with public and not employees
- Emergency personnel called to assist individuals in their worst times instead of offering support, and then get through every day
- Spirit of the work is dampened by the current process

**Collaborate to create opportunities for individuals and communities to thrive.**

# The Claude Moore Charitable Foundation

Recognized for developing programs and partnerships, the Foundation aims to increase academic competence and encourage leadership abilities to increase opportunity for all Virginians.



In early 2020, the Foundation committed to develop a model **to expand the Claude Moore Scholars Program in a scalable, sustainable way.**

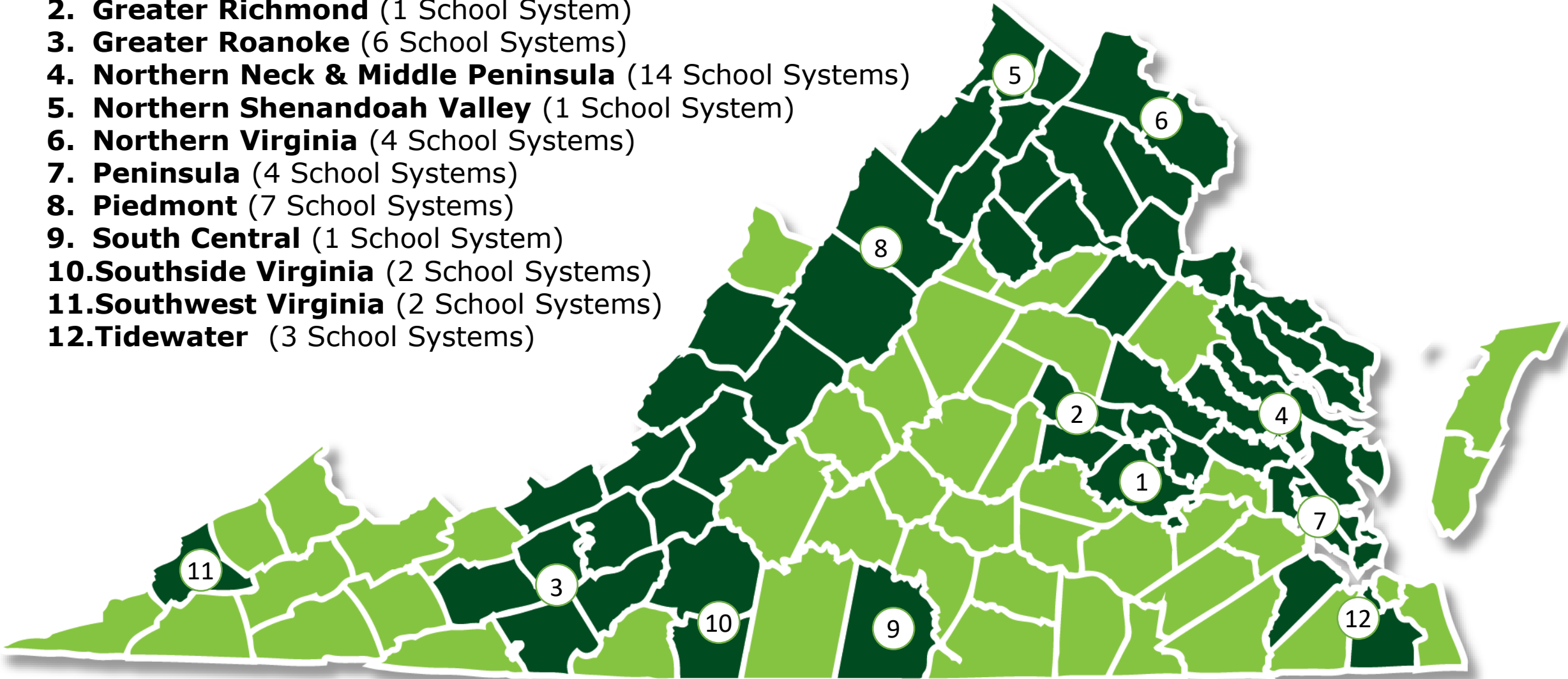
The **health sciences workforce highway enables continuous learning**, beginning with early engagement in middle school and continuing throughout with professional education.

#### Destination:

- "Your community"
- Improved quality of life
- Stronger economy
- Better health
- Meaningful careers

# 2021 – 2022 Claude Moore Scholars Regions

1. **Crater Area** (1 School System)
2. **Greater Richmond** (1 School System)
3. **Greater Roanoke** (6 School Systems)
4. **Northern Neck & Middle Peninsula** (14 School Systems)
5. **Northern Shenandoah Valley** (1 School System)
6. **Northern Virginia** (4 School Systems)
7. **Peninsula** (4 School Systems)
8. **Piedmont** (7 School Systems)
9. **South Central** (1 School System)
10. **Southside Virginia** (2 School Systems)
11. **Southwest Virginia** (2 School Systems)
12. **Tidewater** (3 School Systems)



# Community & Social Services Occupations

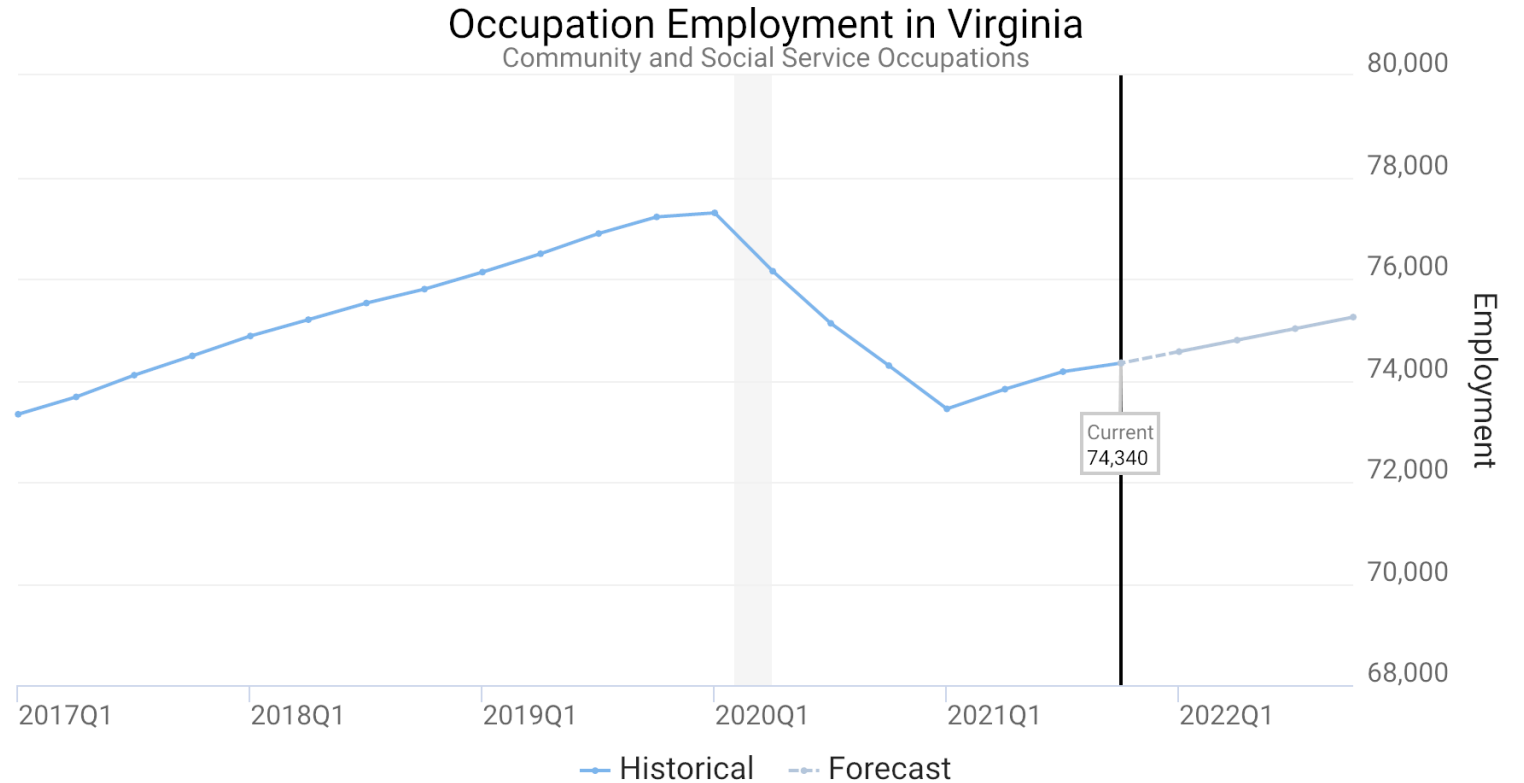
5<sup>th</sup> fastest growing occupation group in Virginia

Projected 1-year growth (1.2%) is faster than all other occupations (1%)

Projected shortfalls over next 10 years:

Counselors, social workers,

Marriage & family therapists, counselor (rehab, substance abuse, behavioral disorder, and mental health), social workers, social and human service assistants, community health workers, community and social service specialists



Source: JobsEQ®, Data as of 2021Q4, The shaded areas of the graph represent national recessions.



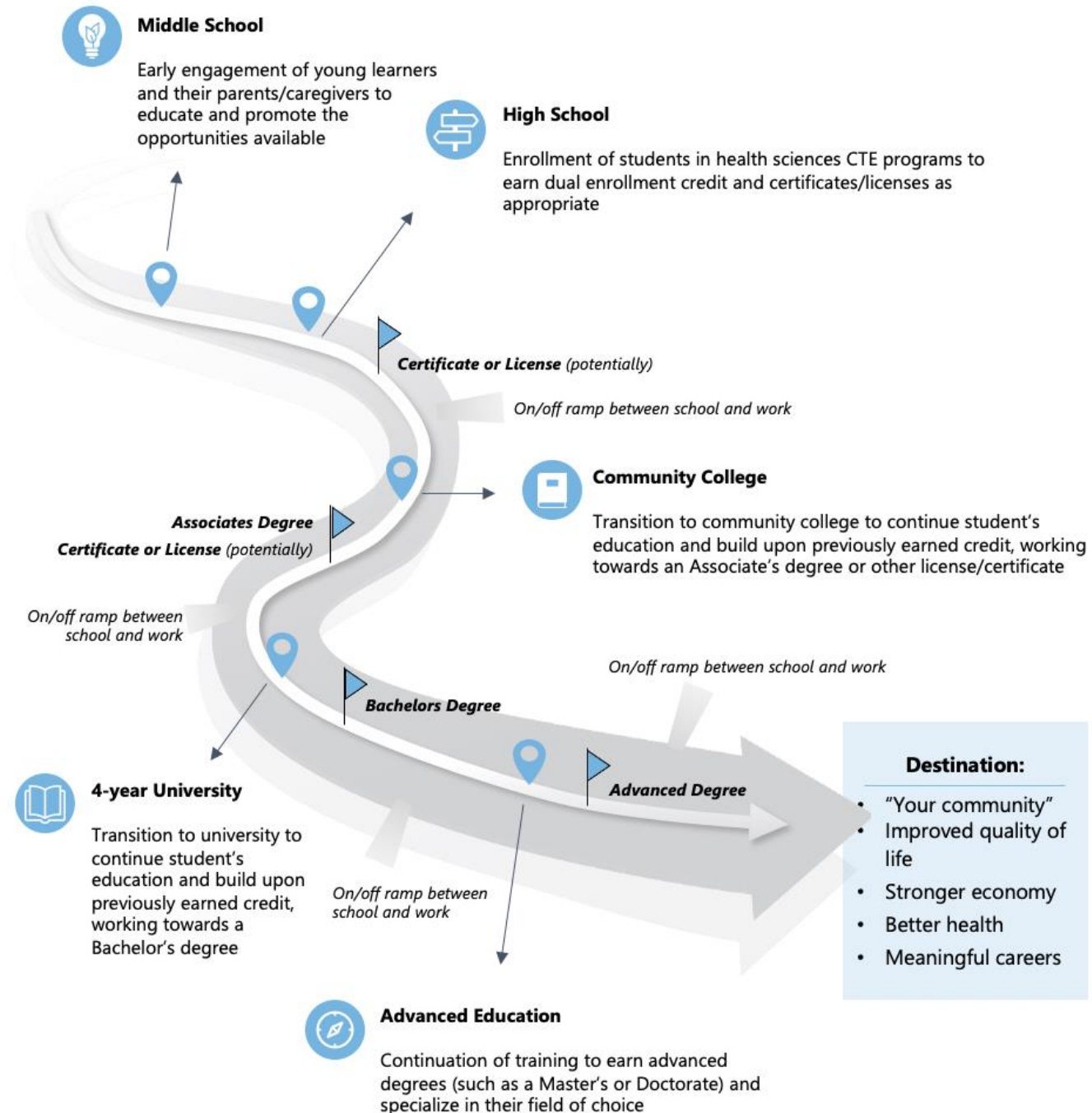
# Proposed Solution: Health Sciences Highway to Support Economic Development

The health sciences workforce highway enables **continuous learning**, beginning with early engagement in middle school and continuing throughout with professional education. It also facilitates **on and off ramps** as students transition between school and work and contribute to the **economic development in local communities**.



A HEALTHCARE EDUCATION PROGRAM

**Deloitte.**



# Overview: Amazon Tech Talent Pipeline

## KEY POINTS:

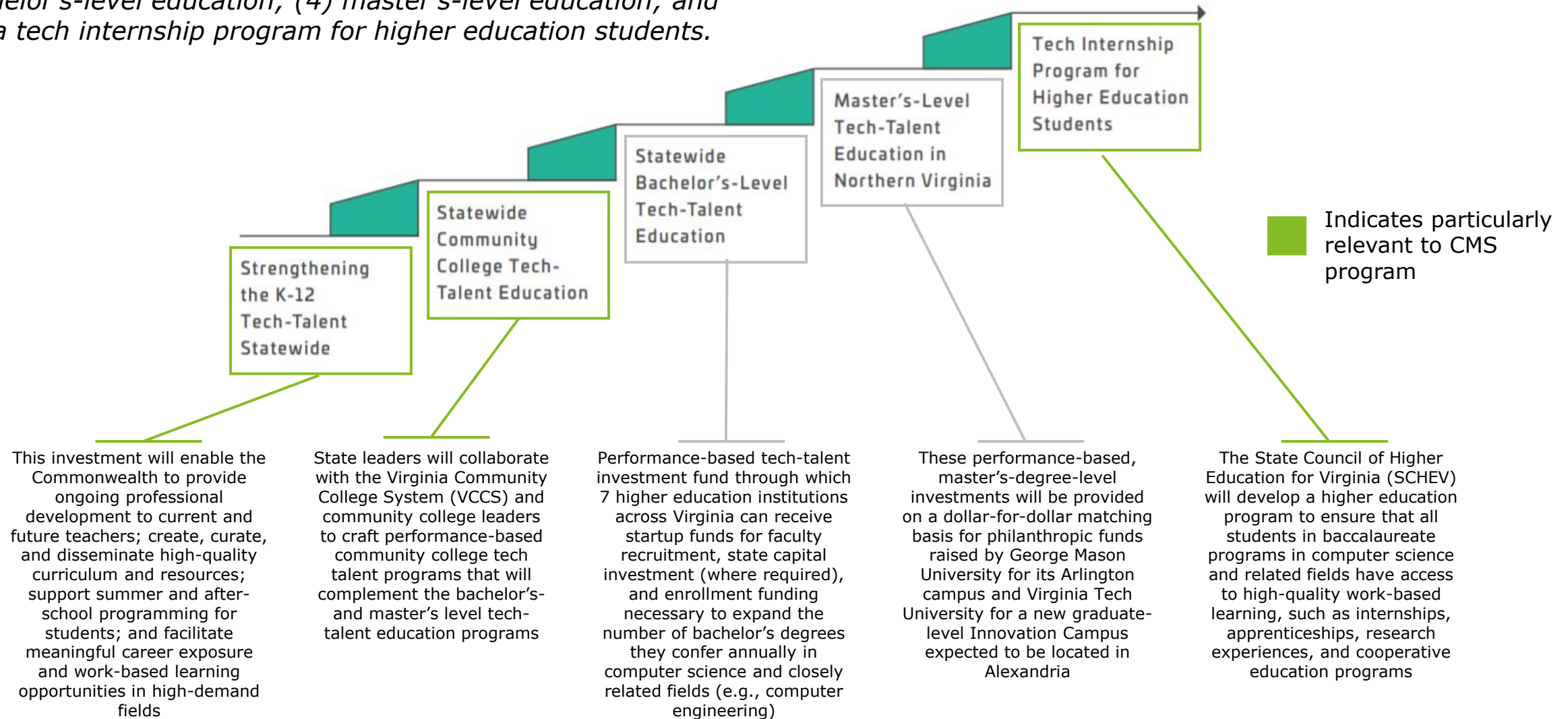
- Initiative will help to produce an additional **31,000** technology graduates over the next **20 years**
- 11 universities are expected to share a total of \$961.5 million in state funding over the next two decades for the **expansion of their degree programs** and **construction of new facilities**
- The funding will be awarded on an **annual** basis and is subject to the universities meeting certain enrollment and fundraising **targets** set by the state
- Partners are subject to **performance-based** agreements to be negotiated with each public community college, four-year college, and university across Virginia that wants to participate
- State funding will be provided to recruit **faculty**, address **capital** needs, and provide ongoing **enrollment** support

## ADDITIONAL INFORMATION:

- [https://www.nvtc.org/ThemeDev/Insights/Tech\\_Talent\\_Initiative\\_Workforce\\_Development.aspx](https://www.nvtc.org/ThemeDev/Insights/Tech_Talent_Initiative_Workforce_Development.aspx)  
(shared from Tammie)
- [https://hqnova.com/assets/pdfs/NOVA\\_Higher-Ed.pdf](https://hqnova.com/assets/pdfs/NOVA_Higher-Ed.pdf)
- <https://www.insidehighered.com/news/2019/11/08/virginia-pledges-1-billion-computer-science-degree-expansion>

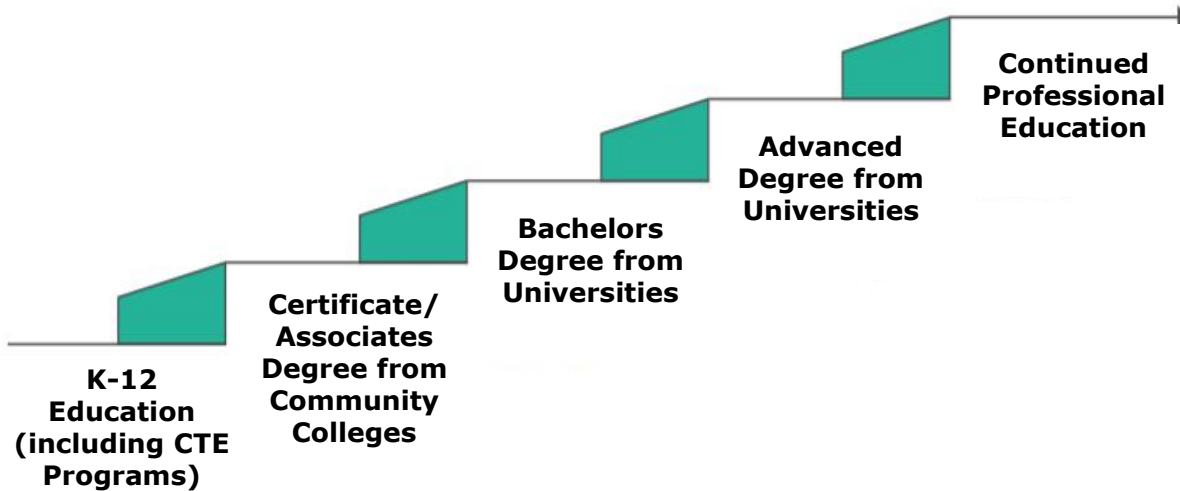
## Program Design: Amazon Tech Talent Pipeline

The overall program includes five components: (1) a K-12 tech-talent pipeline initiative; (2) a community college program; (3) bachelor's-level education; (4) master's-level education; and (5) a tech internship program for higher education students.





# What Do We Mean By “Healthcare Workforce Pipeline”?



## ***Throughout the pipeline:***

- Work-based learning opportunities (e.g., internships, apprenticeships)
- Stackable credentials (e.g., degrees and certificates)
- Virtual learning
- Professional and career development (e.g. application & interview prep)
- Mentorship

- Populations engaged throughout pipeline:**
- Students: K-12, Community college, Universities
  - Adult learners
  - Displaced workers
  - Professionals
  - Military populations and veterans
  - Ex-offenders

Other initiatives related to developing the VA workforce pipeline:	
<b>AHECs</b>	VA Area Health Education Centers that support for health career education, advancement, pipeline development and job placement; led by VHWDA
<b>G3</b>	Governor’s “Get Skilled, Get a Job, Give Back” initiative that gives financial support to low- and middle-income students for community college
<b>Virginia Ready</b>	Retraining initiative to support unemployed and displaced workers to combat COVID-19 job losses; supported by coalition of leading businesses
<b>GO Virginia</b>	State-led Growth and Opportunity program with regional offices; launched by business leaders to drive private-sector growth and foster regional collaboration
<b>Health Accelerators</b>	A program with the Community Colleges where MFA is a partner
<b>Roanoke Pilot</b>	2020 pilot program led by Del. Austin and Cynthia Lawrence with 3 public school systems and 5 employers; currently have state funding, with future funding flows TBD

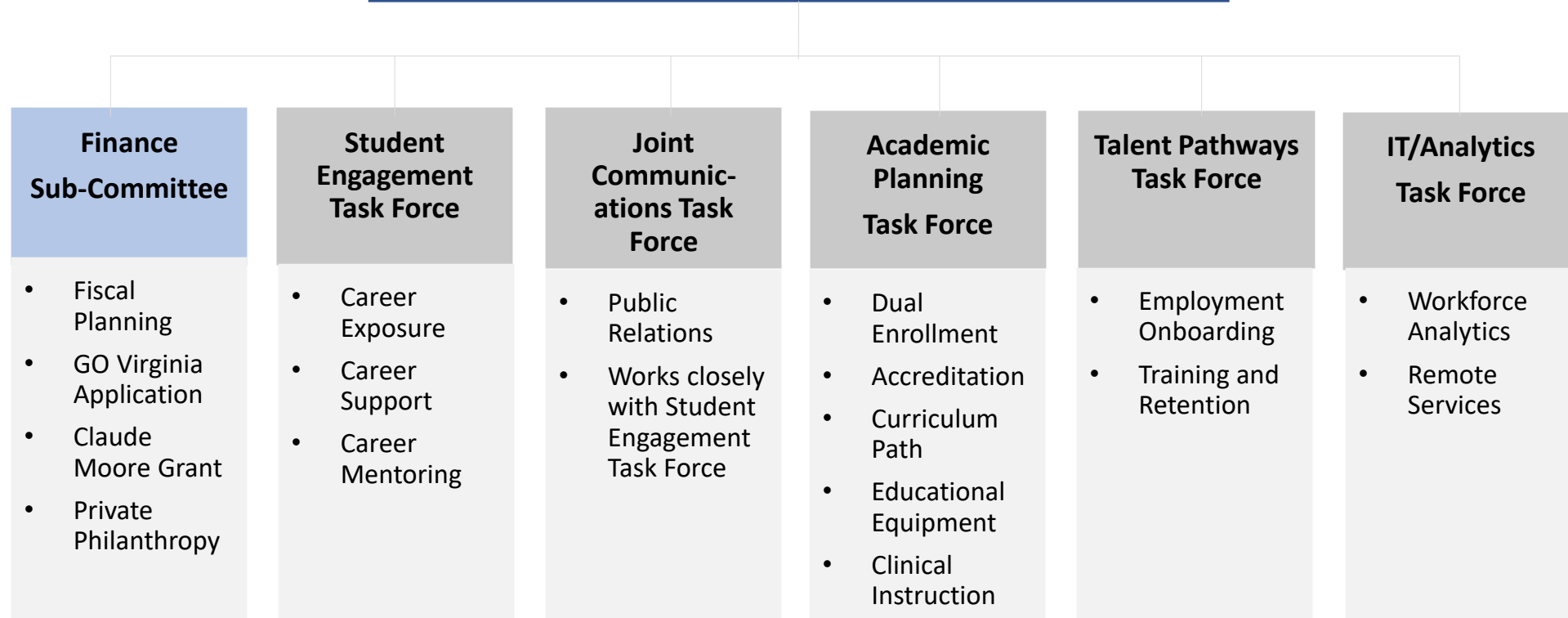


A regional collaboration of educators, employers and economic development professionals committed to raising the rigor and aligning health sciences education to meet the employment needs for the Health & Life Sciences industry.



# Blue Ridge Partnership for Health Science Careers Executive Committee

Career Pathways Coordinator + Project Manager



Carilion Clinic's Enterprise Project Management Office (EPMO) is supporting the establishment of the BRPHSC.

# Human Services Leaders from Across Virginia Convened in Richmond to Focus on Workforce Challenges and Solutions

**40+**

Workshop participants

**4**

Existing and prior  
Secretariats in attendance

**1**

Elected state official

**35+**

Potential solutions discussed



**Note: not all participants pictured**

# Executive Summary

Claude Moore and Deloitte convened Human Services leaders from across Virginia to **understand current challenges** and **identify a variety of solutions**.



## Current Problem

Virginia's Human Services field is facing a **critical shortage** of workers while experiencing a **historic increase in Human Services needs**.

To maintain and **improve service delivery, grow the workforce, and develop and retain** the dedicated **staff** already in the field, a cross-sector champion is necessary to **galvanize momentum across multiple stakeholder groups**.



## Key Challenges to Overcome

Agencies and organizations struggle to **recruit** and **retain** enough qualified staff. Factors include:

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

This report details the key workforce challenges the Human Services field must overcome.



## Prioritized Recommendations

This report recommends changes that impact the following areas:

- **Resources**
- **Recruitment**
- **Retention**
- **Regulation**

Recommendations are assigned to Virginia's **executive office, legislators, regulators, and employers** (public and private), **state agencies, and philanthropic and community organizations** to overcome Human Services workforce challenges.

# Why Now: State and Local Government Workforce Pipelines Are Suffering—including the Human Services Field

## National Statistics



In state & local government in the US, the **job opening rate is 5.6%**. This 1.8% increase from March 2020 is more than the 1.1% increase over the 13-year period from 2007-2020.<sup>1</sup>



Employees are **leaving at the same rate they are being hired**, at **1.9%**.<sup>2</sup>



From January 2020—to January 2022, **government lost more than 600,000 workers**—more than manufacturing, wholesale trade, and construction *combined*.<sup>3</sup>



In a 2021 survey of state and local government agencies, **38%** said their retirement-eligible employees are **accelerating retirement plans**—the **highest percentage** since 2009.<sup>3</sup>

## Virginia Human Services



Virginia ranks **37<sup>th</sup> 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.<sup>4</sup>



Virginia local social service departments have an average **vacancy rate of 15%, more than double** the average for jobs in Virginia overall.<sup>5, 6</sup>



In Virginia, there are only **14 child and adolescent psychiatrists** available per 100,000 children below the age of 18.<sup>7</sup>

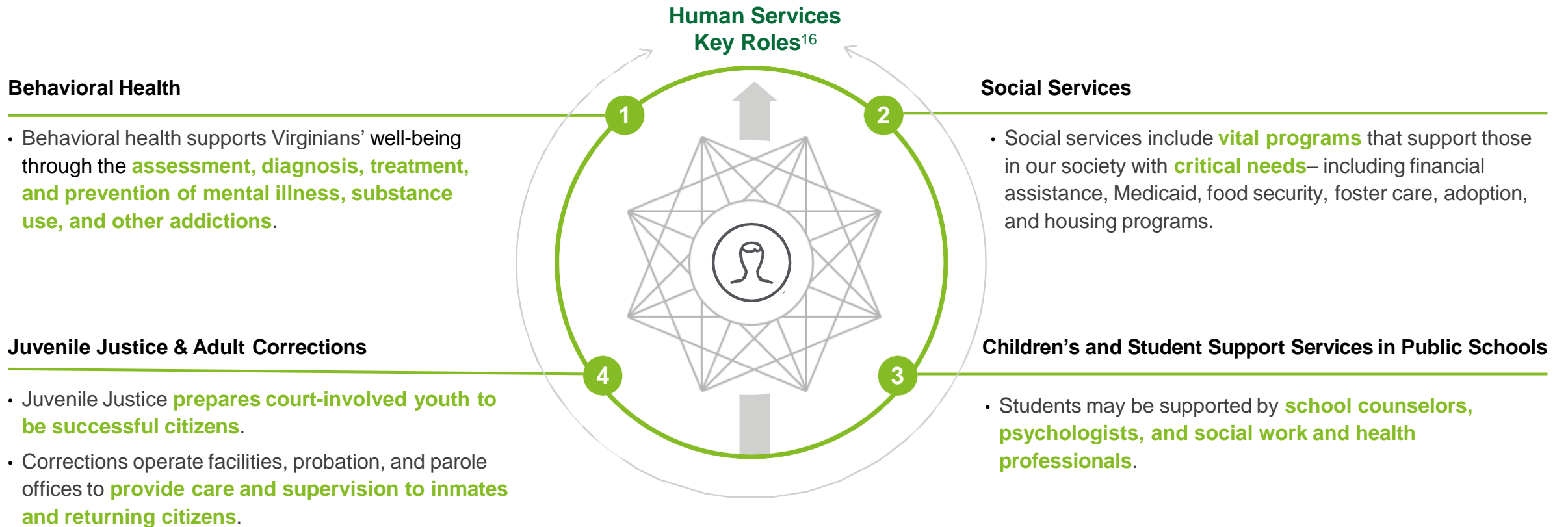


A large and disproportionate number of Virginia's licensed BH professionals are at or **nearing retirement age** (*61% of Psychiatrists are age 55 or older*).<sup>8</sup>

# Key Functions of Human Services

According to Virginia Association of Local Human Services Officials (VALHSO), Human Services are defined as a broad array of services that are delivered to the public by local government and which may include but are not limited to:

Health, **Behavioral Health**, **Social Services**, Parks & Recreation, Libraries, Housing and Neighborhood Revitalization, **Children's Services**, **Juvenile Justice and Adult Corrections** and other such functions.



# 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.

## 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.

## Regulations hinder talent acquisition

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

## Collaboration is key

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

## Licensing and certification processes can be improved

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

## 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.

## 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 additional support staff.

## 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.

## 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.



# Virginia Stakeholder Survey Insights Highlight the Need for Change

We heard from 60+ Human Services stakeholders detailing their workforce challenges and ideas.

Respondents were asked to prioritize the challenges that the Human Services workforce faces:

1. Compensation
2. Professional hazards impacting staff (e.g., burnout, secondary trauma)
3. Benefits and programs to support employees
4. Elevated public perception (e.g., nursing)

Respondents noted **recruitment (86%)** and **retention (78%)** as critical threats to service delivery. Further, **95% reported having current vacancies**.

Themes that emerged as inhibitors to recruitment and retention include:

- **Compensation**
- **Workload, burnout, and mental health**
- **Lack of training**
- **Licensing**
- **Benefits (health insurance cost)**
- **Lack of public understanding and respect**
- **Worker safety**
- **Telework**

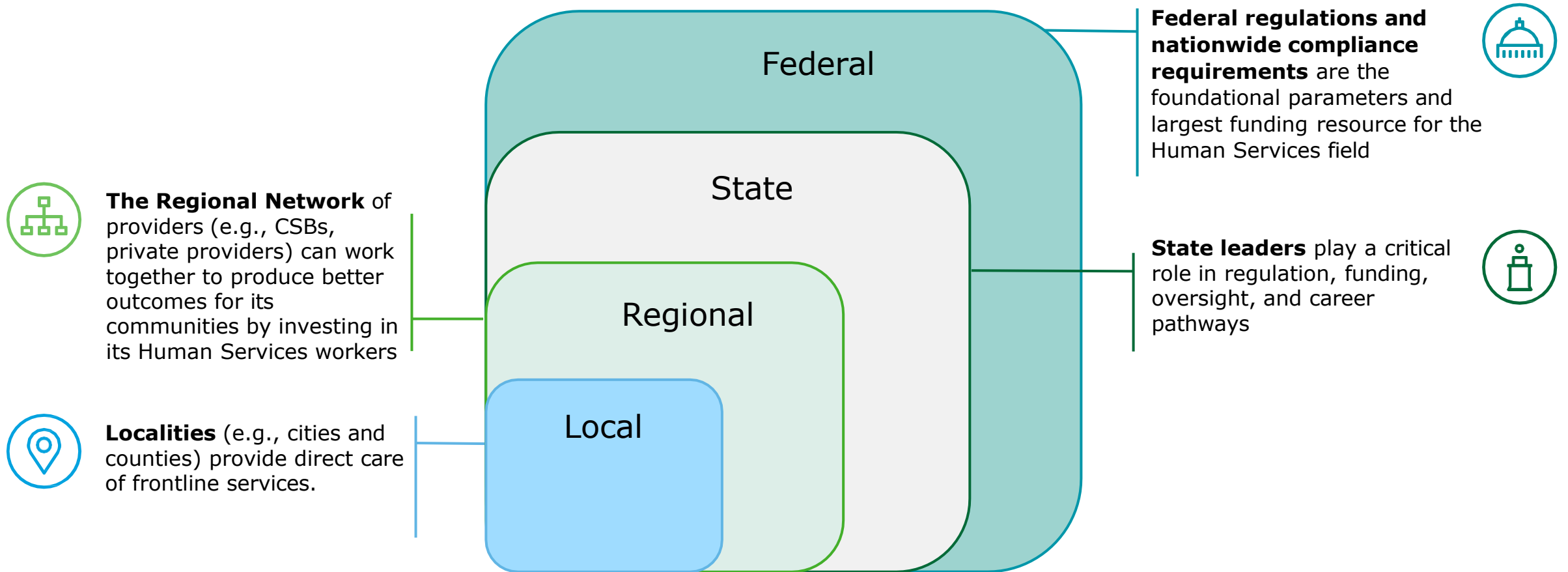
Key roles identified as suffering recruitment and retention challenges include **family services workers, licensed staff, degreed staff, direct care workers, child and adult protective services, and administrative roles.**



## Notable Quotes:

- “The job is starting to feel impossible, and it is hard for workers to feel job satisfaction.”
- “It is as if there is no monetary incentive to work.”
- “[New staff] get hired until their training is up and then they leave for a job paying more for less work.”
- “We have never had the number of ‘job abandonments’ or unplanned separations as we do now.”

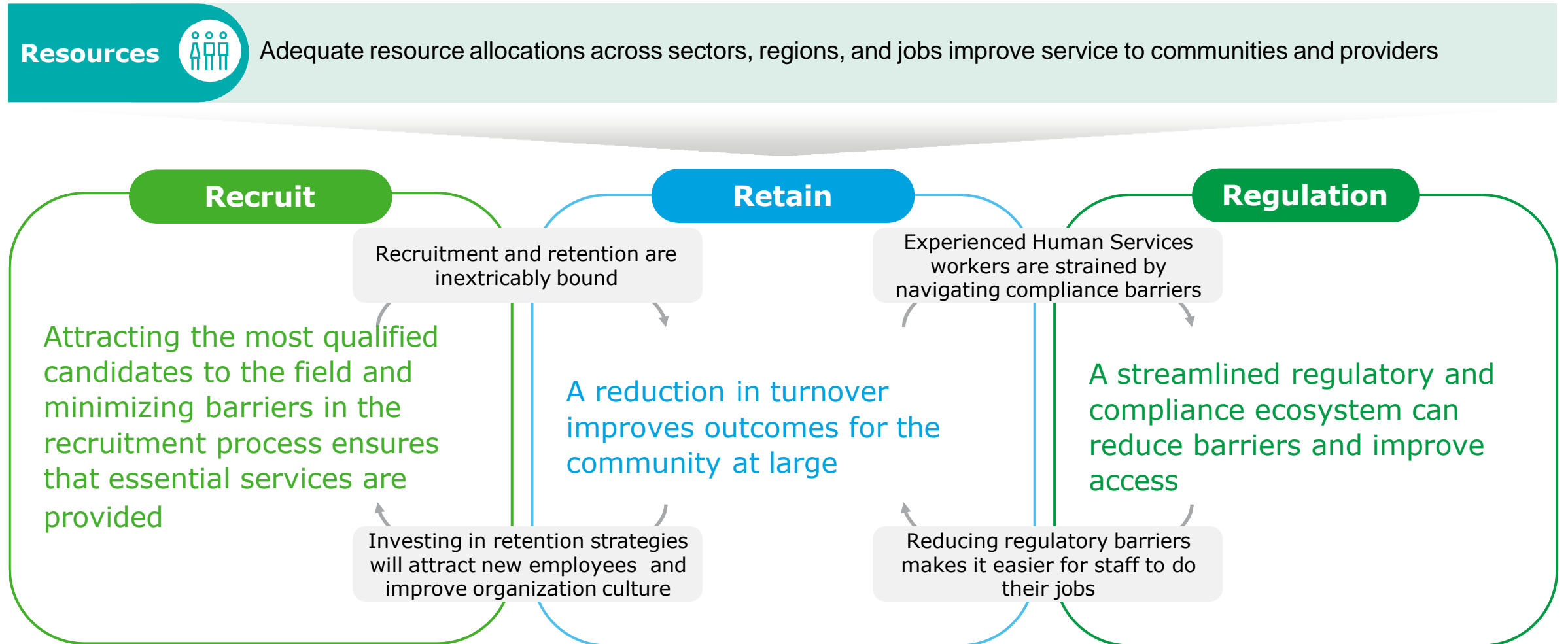
# The Human Services Workforce Touches All Levels of Government



Stakeholders at all levels of government will be instrumental in executing key strategic initiatives to address the Human Services workforce challenges in the Commonwealth

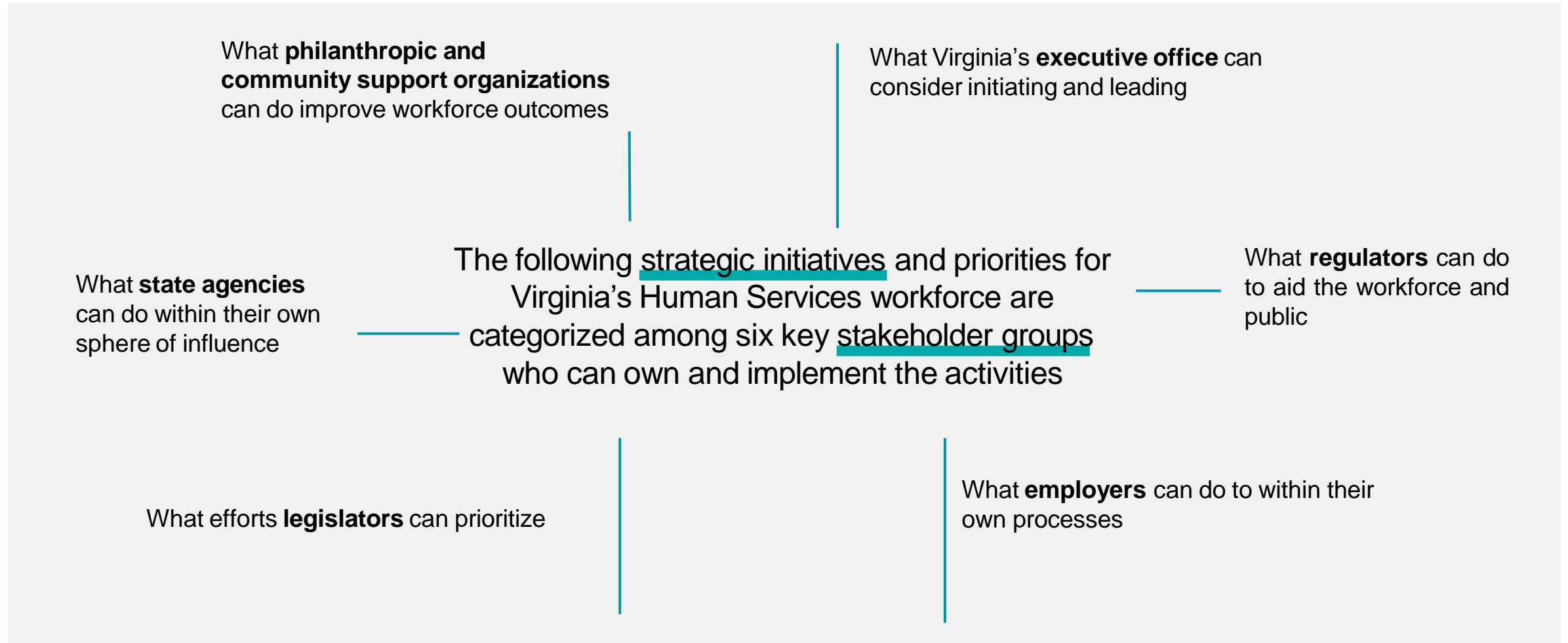
# Change Can Be Achieved Through Four Interconnected Strategic Pillars: Resources, Recruitment, Retention, and Regulation

- Legend**
- Resources
  - Recruitment
  - Retention
  - Regulation



# Guide to the Solutions Framework

- Legend**
- Resources
  - Recruitment
  - Retention
  - Regulation



# 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 <b>public awareness and marketing campaigns</b>	Examine ways to <b>blend and braid funding</b> 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 <b>sister agencies</b> , namely public safety	<b>Convene business community leaders</b> to find avenues for mutually beneficial investment in community wellness	Assess what <b>technology and data analytics</b> needs to be updated to allow for systems integration, reduce data entry burden on staff, and support an increasingly mobile workforce	Improve <b>connectivity</b> 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"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job quality and experience</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job quality and experience</li> <li>✓ Resources</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job quality and experience</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job quality and experience</li> <li>✓ Retention</li> </ul>

# 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 <b>cross-supervision</b> and consider <b>virtual supervision</b> for obtaining licensure under non-reimbursable time	Develop <b>interstate licensure compacts</b> for licensed Human Services professionals and reciprocity agreements for military spouses	Assess QMHP requirements and distinction, including: <ol style="list-style-type: none"> <li>1) The distinction between QMHPa and QMHPc could be replaced by <b>cross-training</b></li> <li>2) Experienced QMHPs should be able to provide <b>supervision</b></li> <li>3) <b>Expand ability to be a QMHP</b> to more graduates and have a 3-hour course to include other majors</li> </ol>	Develop a clinically qualifying and billable college-level <b>internship or provisional licensure</b> that is state approved that can benefit both the agency and the student	Study and activate opportunities to <b>streamline processes</b> where <b>barriers</b> exist to <b>obtaining licensure</b>
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"> <li>✓ Regulatory barriers</li> <li>✓ Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> <li>✓ Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> <li>✓ Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> <li>✓ Recruitment</li> <li>✓ Career pathways</li> </ul>

# 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 <b>implement solutions to mitigate safety risks</b> and work with sister agencies and governing bodies to fill resource gaps	Develop communications including an <b>onboarding program</b> and <b>periodic outreach</b> that promotes new and existing benefits of the organization	Invest in <b>leadership development</b> to foster trust-based leadership and improved working conditions	<b>Convene and organize with similar sector employers</b> to develop a strategy to work collaboratively to solve common workforce issues that burden all stakeholders, instead of competing for talent	Cultivate an <b>intentional work culture</b> that allows for <b>staff connection</b> and encourages <b>professional self-care</b>
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"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> <li>✓ Burnout</li> <li>✓ Secondary trauma</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>

# 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"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> <li>✓ Job quality and experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Burnout</li> <li>✓ Secondary trauma</li> </ul>



# 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 <b>supervision for licensing and development</b>	Provide funding to implement <b>shift differential pay</b> for less desirable shifts	Provide <b>appropriate funding levels</b> for local Human Services departments	Expand <b>educational stipend programs</b> beyond foster care and prevention to broader Human Services careers	Provide incentives for local governments to develop <b>student loan repayment programs</b>	<b>Expand SB1395</b> , which provides that threats of death or bodily injury to health care providers is a Class 1 misdemeanor, <b>to include all Human Services workers.</b>
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"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Agency funding</li> <li>✓ Compensation inequities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>

# 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 <b>comprehensive compensation studies</b> and <b>act on results</b> by adjusting pay	Invest in a study of Human Services job classifications and <b>reassess alignment between job duties and skills, education, and experience required</b>	Complete a <b>benchmarking study</b> to assess existing challenges (e.g., fingerprinting) to entering the field	Reduce the paperwork for <b>barrier crimes</b> that cut out capable, willing, and skilled candidates	Create a culture of <b>collaboration</b> 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"> <li>✓ Recruitment</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Education pathways</li> <li>✓ Career pathways</li> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Career pathways</li> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulatory barriers</li> </ul>

# 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	<b>Initiate a policy and business practices audit</b> to address and identify the regulations that <b>hinder service delivery</b>	Reach the potential workforce earlier – <b>expose middle and high schoolers to the work</b>	<b>Collaborate with a cross-sector network</b> , including philanthropic and educational partners	Identify and work to overcome obstacles preventing <b>high school-aged students</b> from participating in <b>paid internships</b>	Engage <b>local workforce development boards</b> 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"> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Job quality and experience</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> <li>✓ Resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> <li>✓ Regulatory barriers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Job quality and experience</li> <li>✓ Career pathways</li> </ul>

# 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 <b>foundation and private funding</b> to support both public and private university graduates	Undertake and <b>provide funding for assessments</b> to analyze the resource needs of regional and local Human Services providers	<b>Incentivize partnership and coordination</b> among Human Services stakeholders through grant making	<b>Invest in a Human Services data hub</b> to promote dashboard development and relevant workforce data analysis	Invest in <b>public awareness and marketing campaigns</b> 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"> <li>✓ Recruitment</li> <li>✓ Education pathways</li> <li>✓ Career pathways</li> </ul>	<ul style="list-style-type: none"> <li>✓ Resources</li> <li>✓ Recruitment</li> <li>✓ Retention</li> </ul>	<ul style="list-style-type: none"> <li>✓ Job quality and experience</li> <li>✓ Resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Resources</li> </ul>	<ul style="list-style-type: none"> <li>✓ Recruitment</li> <li>✓ Retention</li> <li>✓ Job quality and experience</li> </ul>

# Human Services Leaders from Across Virginia Convened in Richmond to Focus on Workforce Challenges and Solutions

**40+**

Workshop participants

**4**

Existing and prior  
Secretariats in attendance

**1**

Elected state official


**35+**

Potential solutions discussed



**Note: not all participants pictured**

# Graphic Artist Capture of Highlights from Richmond Workshop




## Human Services Workforce Workshop


07.14.2022

### Setting the Stage


What We've Heard




Behavioral Health




Social Services



Children's Services



Juvenile Justice



Adult Corrections

**Virginia Human Services Workforce Shortage**


People	Education	Funding
<ul style="list-style-type: none"> <li>Demand is outpacing supply in human services</li> <li>Increasing / changing regulations</li> </ul>	<ul style="list-style-type: none"> <li>Weak pipelines from school</li> <li>Low supply of educators</li> <li>Lack of training opportunities for unlicensed professionals</li> </ul>	<ul style="list-style-type: none"> <li>Outdated local coding</li> <li>NO human service support</li> <li>Better salaries in other industries</li> </ul>

- Establish greater respect, understanding, budgetary support
- Evaluate current workforce needs, use of licenses, prep, graduation prep
- Prioritize well-being and safe work environments
- Address geographic constraints
- Establish mid-career (educational) development
- Lessen many requirements

### Finding our Firetruck

Start with Why

- Share Stories
- Use Why as tool
- Importance of the essential workforce
- "Thank a Human Services Worker" Month
- Create campaigns to educate, market, and promote
- Narrate wide variety of skills / careers within the human service field



## Claude Moore

CHARITABLE FOUNDATION

**Key Focus Areas**

- Start with Why, use the framework
- Recognize diverse, provide leadership opportunities
- Services for those who serve: group therapy, peer support
- Respect Employee Autonomy
- Partnership Matters: Support, Praise, Pledge, and Encouragement
- Communication: Leaders must own employee's stories

**Persona 1: Sai**  
Behavioral Health Counselor

- Build resiliency and trust across the workforce
- Industry culture focuses on rules and can lack creativity
- Focus on positivity, fueling connection, and working together
- Aim forward to where we want to be now

**Persona 2: Stacy**  
Direct Support Professional

- Expand dramatically the university recruiting
- Creating perks associated with benefits for new experiences
- Value our employees and their unique skillsets
- Provide interesting and out of the ordinary opportunities
- Learn your people and know their strengths

**Persona 3: Maria**  
Juvenile Detention Center Direct Care Worker

- Sense of greater belonging - promote culture / onboarding
- Team respect, and how to increase communication
- Shift rotations and reward systems
- Develop career ladders (tuition reimbursement, micro-credentials)
- Shift differential pay, training, mentorship

**Persona 4: Janice**  
Child Protective Services Professional

- We must value public services more
- Alternative payment options, loans, advance work
- Better relationships with regulators to protect our employees
- Strong focus on well-being opportunities

**Persona 5: Anna**  
Mobil Crisis Worker

- Often in taxing positions - burnout, need work-life balance
- Peer support, counseling, encouragement
- Leadership awareness - stay connected to the work and the employees
- Technology needs better integration

**Discussion & Reactions**

**What resonated with you?**

- Importance of building a properly funded structure for internship programs
- Employers often funnelled into supervisory roles and away from clinical work
- Employers are legally held accountable to clients' actions
- Competition with large companies
- Compensation structure lacks appeal
- Working to build the recognition of the human services field in a way that makes it attractive for kids. Help encourage youth to aspire to work in human services.

**WE ARE ESSENTIAL**

**Identifying Solutions**

- Building the interest in healthcare careers from an early age - high school engagement
- Investing in building stronger collegial supervisor-roles
- Reduce burden on other employees
- Build up external support resources, such as training for police officers and other first responders
- Regulations can be influenced / updated

**Are there any existing barriers?**

- Complex education requirements
- Lack of educators
- Supervisory roles for internships are typically non-billable
- Highly specialized supervisory requirements for specific positions
- Entry-level / increasing requirements take significant time
- Regulators often side with public and not employees
- Emergency personnel called to assist individuals in their worst times instead of offering support, and then get through every day
- Spirit of the work is dampened by the current process

**Collaborate to create opportunities for individuals and communities to thrive.**

