

# 5 KEY TAKEAWAYS FOR 2026: A REVIEW FROM APHSA'S OE TEAM



## WHO WE ARE

APHSA's Organizational Effectiveness team empowers human services systems, organizations, and leaders to achieve their vision. Since 2004, we've partnered with over 40 states to deliver training and technical assistance that drives strategic, sustainable impact across agencies and communities.

**The OE team** partners with human services agencies to strengthen leadership, workforce capacity, and organizational practice. Through their work last year, several consistent themes emerged—highlighting where targeted investments can drive meaningful systems change, improve workforce stability, and ultimately strengthen outcomes for children, families, and communities. These five key takeaways capture the strategies and lessons that point to critical levers for impact across the sector.

### 1. Investing in the next generation of human services leaders is critical.

- Through the National Leadership Academy, we strengthened people-centered, community-driven leadership practice, equipping leaders with the competencies needed to drive sustainable systems transformation.

### 2. Deepening investment in supervisors as drivers of workforce stability and growth is a critical systems lever.

- In partnership with Monroe County Department of Social Services, we reinforced the critical role of supervisors by developing and prioritizing training, coaching, and continuous learning—strengthening their capacity to support staff, foster engagement, and sustain effective practice in complex human services environments.

### 3. Building frontline capacity is necessary to support economic stability and whole-family success.

- In the Mississippi Delta, we equipped career navigators with Motivational Interviewing skills, strengthening Career Navigation services and enhancing the workforce's ability to address barriers and promote long-term economic mobility.

### 4. Strengthening cross-system collaboration leads to improving child and family outcomes.

- Utilizing data-driven strategies to align child welfare and legal partners within a state's human services system promotes safety, reduces foster care entries, and shortens time to permanency while modeling shared accountability.

### 5. Embedding trauma-informed approaches into organizational practice should be foundational within human services.

- Partnering with the Oregon Department of Human Services, APHSA helped translate trauma-informed values into actionable priorities through a comprehensive assessment and roadmap aligned with long-term agency vision and measurable impact.



Learn More About APHSA's OE Services  
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