

With Workforce issues continuing to challenge organizations we are providing you a [\(link\)](#) to a BBI Transformational Change Readiness Toolkit Section on **“Providing Training, Technical Assistance, and Workforce Development”** that we Co-authored

WORKFORCE RELATED TRENDS...Staff expect their leaders to:

1. Utilize supervision as a process for teaching, learning, supporting, showing empathy, and incorporating a work/life balance for staff.
2. Train everyone who supervises in the best ways to motivate, encourage, challenge, support, teach, and create a sense of belonging to retain staff
3. Help everyone to learn how to manage anxiety, anger and fear and design ways to promote resiliency within the culture.
4. Commit to developing two-way communications, not just telling staff what needs to be done, but also engaging for their ideas.
5. Reconsider thoughts about onboarding to allow increased support and learning over the first 90 days of employment.
6. Work to ensure the presence of and access to a career ladder that is fair and equitable for everyone in the organization.
7. Work to build inclusiveness as a value into the culture of the organization and then monitor for inclusiveness.
8. Work to install a learning environment that allows for mistakes and offers ongoing support and encouragement.
9. Talk openly about the non-negotiables that we are responsible to deliver and find ways to make them less offensive for the staff.
10. Train all leaders in the importance of self-care and then establish the value of self-care as an element in the organizational culture.

AREAS TO PAY SPECIAL ATTENTION TO...

1. Creating partnerships with school districts to develop and deliver mental health services to children and youth to meet the escalating need.
2. Understanding the prevalence of drug use and the fentanyl crisis in communities by school age youth and partner on strategies to address the issue.
3. Developing specialized services to focus on permanency for the LGBTQ+/Transgender due to the heightened sensitivity across the country
4. Opportunities to diversify funding, create values-based contracting with MCOs in order to ensure on-going organizational viability
5. The need to develop future executive leadership in organizations due to the expected mass retirement of CEO/ED's in the next several years
6. The changing landscape of foster care from caring for young, neglected children to treating youth as part of an intervention
7. The importance of transparency in sharing data, financial health, and strategic information at all levels within the organization
8. The power of work teams, made up of multi-level staff, to identify issues and develop workable solutions that hold the gains
9. The importance of balancing team functioning through face-to-face contact with employee desires to perform their duties remotely
10. Rapidly changing technology, how artificial intelligence is used, staff expectations for equipment/software programs, and the cost to upgrade

CONTINUING TRENDS FROM 2023...

1. Diversity, equity, and inclusion themes will continue to impact staffing, service delivery and Board composition
2. Participation in comprehensive community-wide system redesign efforts that embrace innovation, creativity, and entrepreneurial efforts.
3. Family-driven, permanency-focused, and trauma-informed practices will be needed to achieve desired outcomes.
4. Replicable, cost-effective evidence-based practices, especially in family work, will enable more systems of care collaboration.
5. Helping families to secure sustainable income and affordable housing that is sufficient to meeting their basic needs.
6. Incorporating parent and youth advocates, peer support specialists, community health workers and other non-traditional roles into the workforce
7. Recognizing that one of the biggest public health threats to teens is mental health challenges and suicides rates in youth are increasing rapidly
8. The importance of data in decision making and practice improvement with awareness that data breaches are now occurring in human service agencies
9. The IMD Exclusion Rule for facilities over 16 beds will continue to have significant impact on residential programs.
10. Importance of permanency and extending evidence-based practices to ensure preventative services under FFPSA can be offered close to a youth's home