AmericaServes National In-Practice Review

Partnering to Improve the Marketplace of Health & Human Services for America’s Military Connected Populations

People. Providers. Communities.
Today’s Speakers

Mike Haynie
Vice Chancellor, Strategic Initiatives & Innovation, Syracuse University
Executive Director, IVMF

Jim McDonough
Managing Director, IVMF

Gilly Cantor
Program Evaluation Manager, IVMF
Today’s Themes

- Welcome
- Our ‘Why’
- Scope and Scale
- Practice
- How AmericaServes Works
- Looking Forward
In Memoriam – James E. Prosser
Current State:
Great Team, Great Networks, Great Impact

2018:
- 14 networks operating for the full year
- Nearly doubled in scale of requests and clients
- Maintaining or improving performance at scale
- New teammates!

- 14 networks operating for the full year
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<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networks</td>
<td>3</td>
<td>7</td>
<td>13</td>
<td>17+</td>
</tr>
<tr>
<td>Providers</td>
<td>150</td>
<td>300</td>
<td>670</td>
<td>875</td>
</tr>
<tr>
<td>Clients</td>
<td>1,837</td>
<td>5,990</td>
<td>12,808</td>
<td>22,123</td>
</tr>
<tr>
<td>Service Requests</td>
<td>2,847</td>
<td>10,904</td>
<td>24,493</td>
<td>45,875</td>
</tr>
<tr>
<td>Time to Match (Average Days)</td>
<td>8.97</td>
<td>8.21</td>
<td>5.75</td>
<td>5.53</td>
</tr>
<tr>
<td>% Resolved Requests</td>
<td>43%*</td>
<td>70%</td>
<td>72%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Our ‘Why’:
Origins & Nexus of AmericaServes
Underpinning our Current State:
*The AmericaServes Theory of Change*

- Community without network
- Network creation
- Improved holistic care
- Transform health and human services

Sustained community conditions + Ongoing community of practice
Underpinning our Current State: The AmericaServes Theory of Change

Levels/Categories of Measures & Outcomes

<table>
<thead>
<tr>
<th>Support</th>
<th>Baseline</th>
<th>System</th>
<th>Individual</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local leadership, provider buy-in, financial support</td>
<td>Baseline measures of service delivery and wellness.</td>
<td>Timely and appropriate referrals to providers, at scale.</td>
<td>Improved well-being for clients across service categories.</td>
<td>More efficient and effective service delivery in communities.</td>
</tr>
</tbody>
</table>

Support:
- Local leadership
- Provider buy-in
- Financial support

Baseline:
- Community without network

System:
- Network creation

Individual:
- Improved holistic care

Population:
- Transform health and human services

Learning:
- Successful dissemination of knowledge

Sustained community conditions + Ongoing community of practice

Underpinning our Current State: The AmericaServes Theory of Change

Support:
- Local leadership
- Provider buy-in
- Financial support

Baseline:
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System:
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- Successful dissemination of knowledge

Sustained community conditions + Ongoing community of practice
### Priorities:
*Driving Performance and Practice through Insights*

### Performance: The work of producing positive outcomes

<table>
<thead>
<tr>
<th>Performance Goal 1</th>
<th>Measure</th>
<th>2019 Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>COORDINATION CENTER ACTIVITIES</td>
<td>Accuracy: % of referrals served by the first provider</td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td>Time to match: Average days to match a client to the appropriate provider</td>
<td>5.0 days</td>
</tr>
<tr>
<td></td>
<td>Providers Receiving: % of providers receiving referrals</td>
<td>75%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Goal 2</th>
<th>Measure</th>
<th>2019 Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROVIDER ACTIVITIES</td>
<td>Provider Referrals: % of requests that come from providers</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Providers Making: % of providers making referrals</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Active Providers: % of providers making OR receiving referrals</td>
<td>80%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Goal 3</th>
<th>Measure</th>
<th>2019 Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROWTH</td>
<td>New clients: % growth of unique new clients</td>
<td>5-10%</td>
</tr>
<tr>
<td></td>
<td>New requests: % growth of new service requests</td>
<td>5-10%</td>
</tr>
<tr>
<td></td>
<td>Market share: % of veteran population in the service area that are network clients</td>
<td>+1 % pt</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Goal 4</th>
<th>Measure</th>
<th>2019 Aim</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECEPTIVE CONDITIONS</td>
<td>Support: Local community champions and leadership (e.g. advisory committees, inclusion in community meetings)</td>
<td>Y/N</td>
</tr>
<tr>
<td></td>
<td>Sustainable funding: % of funding after 2 years delivered directly to market</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>Provider buy-in: Non-active providers engaging in other network activities</td>
<td>Y/N</td>
</tr>
</tbody>
</table>
Theory & Practice in Action:
Current Scope and Scale
17+ Communities. 12+ States. 1 Solution.

AMERICASERVES BY THE NUMBERS

SCALE TO DATE
17+ NETWORKS IN 12+ STATES
SUPPORTING APPROXIMATELY
850+ PROVIDERS
IMPACTING COMMUNITIES
22,000+ UNIQUE MILITARY-CONNECTED CLIENTS
45,000+ UNIQUE SERVICE REQUESTS

OUTCOMES
72% REQUESTS RESOLVED SUCCESSFULLY IN 2018
IN 2018, A CLIENT IS TYPICALLY MATCHED TO AN APPROPRIATE PROVIDER IN
5.5 DAYS
MATCHED TO PROVIDERS (2015–2017) 6.6 DAYS
DURATION OF SERVICES (2015–2017) 17.8 DAYS

69% REQUESTS RESOLVED SUCCESSFULLY (2015 - 2017)
IN 2018, CLIENTS WERE TYPICALLY SERVED IN
15.8 DAYS

AmericaServes
SYRACUSE UNIVERSITY
Key Performance Indicator: Coordination Center Activities

Network Spotlight on ServingTogether

**TIMELY REFERRALS**

The network ensures that clients are connected to the right provider for the right service, more quickly.

- **Average days:** 4.81
- **Median days:** 17.08

**Time to Match (Average days)**

<table>
<thead>
<tr>
<th>Most Requested Services</th>
<th>Other Service Categories* (in decreasing order of demand)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>7.35 - Individual &amp; Family Support</td>
</tr>
<tr>
<td>3.59</td>
<td>4.73 - Food Assistance</td>
</tr>
<tr>
<td>Housing &amp; Shelter</td>
<td>N/A - Transportation</td>
</tr>
<tr>
<td>9.66</td>
<td>2.15 - Education</td>
</tr>
<tr>
<td>Income Support</td>
<td>N/A - Utilities</td>
</tr>
<tr>
<td>5.06</td>
<td>0.18 - Clothing &amp; Household Goods</td>
</tr>
<tr>
<td>Benefits Navigation</td>
<td>N/A - Social Enrichment</td>
</tr>
<tr>
<td>8.93</td>
<td>N/A - Money Management</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>N/A - Sports and Recreation</td>
</tr>
<tr>
<td>7.35</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
</tr>
<tr>
<td>2.70</td>
<td></td>
</tr>
</tbody>
</table>

Time measures are calculated based on when a service request is closed.

*A timing data is measured in days, inclusive of weekends and holidays.

Presented at the ServingTogether (National Capital Region) 6-Month IPR on December 12, 2018
Key Performance Indicator: Provider Activities

Network Spotlight on NCServes-Coastal

NCSERVES-COASTAL HAS GROWN FROM 15 TO 75 REGISTERED PARTICIPATING ORGANIZATIONS (130 Unique Programs)

Since launch:
39
52% of providers have made a referral
66
88% of providers have received a referral
68
91% of providers have made or received a referral

Providers Making Referrals

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q5</th>
<th>Q6</th>
<th>Q7</th>
<th>Q8</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>12</td>
<td>12</td>
<td>14</td>
<td>13</td>
<td>15</td>
<td>27</td>
<td>20</td>
</tr>
</tbody>
</table>

Providers Receiving Referrals

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q5</th>
<th>Q6</th>
<th>Q7</th>
<th>Q8</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>23</td>
<td>24</td>
<td>28</td>
<td>22</td>
<td>24</td>
<td>42</td>
<td>31</td>
</tr>
</tbody>
</table>

Share of Providers Making or Receiving Referrals
Aim (2019) 80%
Where We Are (2018) 55-95% (wide variance)

Presented at the NCServes-Coastal 2-Year IPR on January 10, 2019
Key Performance Indicator: Growth
*Network Spotlight on TXServes-San Antonio*

**WHO ARE WE SERVING?**
TXServes-San Antonio fielded 2,081 requests from 1,055 unique clients in its first year.

**NOTABLE STATS ABOUT MILITARY AND VETERAN CLIENTS**
- **16%** - Female
  - Local Vet Pop – 16% Female
  - In Q5, there were 520 new requests and 281 new clients.

- **16%** - Over 65
  - Local Vet Pop – 34% Over 65

**% Increase in the Number of New Clients**

**Aim (2019)**
5-10% per network

**Where We Are (2017 to 2018)**
13% per network, on average

Presented at the TXServes-San Antonio 1-Year IPR on November 6, 2018
Key Performance Indicator: Impact
Network Spotlight on PAServes-Greater Pittsburgh

SUCCESSFUL OUTCOMES
Since launch, 86% of service requests have been resolved by the network.

HIGHLIGHTS
- Share of resolved requests has increased year over year, on average
- Most common resolved outcome is client having received services (50% of all closed)
- Second most common outcome is received information (16% of all closed)

UNRESOLVED TRENDS
The four most common unresolved outcomes to date:
- Unable to Contact – 486 (8% of all closed)
- Other – 238 (4% of all closed)
- No Applicable Services – 41 (0.7% of all closed)
- Client Refused Services – 39 (0.7% of all closed)

% Resolved Favorably (out of 5,880 closed requests)

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<th>Other Service Categories* (in decreasing order of demand)</th>
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<tbody>
<tr>
<td>Individual &amp; Family Support</td>
<td>98% - Transportation</td>
</tr>
<tr>
<td>Housing &amp; Shelter</td>
<td>69% - Legal</td>
</tr>
<tr>
<td>Money Management</td>
<td>78% - Health</td>
</tr>
<tr>
<td>Clothing &amp; Household Goods</td>
<td>85% - Income Support</td>
</tr>
<tr>
<td>Employment</td>
<td>76% - Social Enrichment</td>
</tr>
<tr>
<td>Benefits Navigation</td>
<td>82% - Education</td>
</tr>
<tr>
<td>97%</td>
<td>89% - Utilities</td>
</tr>
<tr>
<td>96%</td>
<td>93% - Food Assistance</td>
</tr>
<tr>
<td>76%</td>
<td>75% - Sports &amp; Recreation</td>
</tr>
<tr>
<td>77%</td>
<td></td>
</tr>
<tr>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>79%</td>
<td></td>
</tr>
</tbody>
</table>

Share of Requests Resolved Successfully

Aim (2019) 75%
Where We Are (2018) 72%
2015 to 2017 69%

Presented at the PAServes-Greater Pittsburgh 3-Year IPR on October 16, 2018
Practice Drives Performance:
Creating a Stronger Foundation
We affect our *downstream* goals by acting on *upstream* indicators. The *how* is determined at the community level.
Priorities: Driving Performance and Practice through Insights

Our practice activities underpin performance by collecting, organizing, and sharing what we learn from research, past practice, performance data, and our partners.

The value of our practice lies in its ability to translate inputs into meaningful insights that inform strategy for AmericaServes, health and human services, and academia.

Disseminate Knowledge
Curate Knowledge
Obtain Knowledge
Creating the Conditions for Continued Success: National Community of Practice Symposium

October 24-25, 2018
Equest in Dallas, TX

Representation from every network and affiliate, several prospective networks, funders and stakeholders, and distinguished guest speakers
How AmericaServes Works:
A Case Study of Hurricane Florence
As a senior leader of Community Services at Camp Lejeune recently noted, “We, on base, used to pride ourselves in being self-sufficient—Hurricane Florence changed that and created a new reliance on community collaboration.”

*NC Serves Coastal is a proud part of that collaboration.*

-Jacksonville Daily News, Editorial, Jan 7, 2019
DISASTER & RECOVERY

96 clients across North Carolina made 207 service requests, the vast majority of which were specifically reported as disaster related.

<table>
<thead>
<tr>
<th>Service Category</th>
<th># Requests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing &amp; Shelter</td>
<td>36</td>
</tr>
<tr>
<td>Income Support</td>
<td>21</td>
</tr>
<tr>
<td>Clothing &amp; Household Goods</td>
<td>20</td>
</tr>
<tr>
<td>Food Assistance</td>
<td>19</td>
</tr>
<tr>
<td>Utilities</td>
<td>14</td>
</tr>
<tr>
<td>Mental/Behavioral Health</td>
<td>9</td>
</tr>
<tr>
<td>Individual &amp; Family Support</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>6</td>
</tr>
<tr>
<td>Employment</td>
<td>6</td>
</tr>
<tr>
<td>Benefits Navigation</td>
<td>6</td>
</tr>
<tr>
<td>Money Management</td>
<td>5</td>
</tr>
<tr>
<td>Wellness</td>
<td>5</td>
</tr>
<tr>
<td>Legal</td>
<td>5</td>
</tr>
<tr>
<td>Physical Health</td>
<td>4</td>
</tr>
<tr>
<td>Spiritual Enrichment</td>
<td>3</td>
</tr>
<tr>
<td>Social Enrichment</td>
<td>1</td>
</tr>
<tr>
<td>Sports &amp; Recreation</td>
<td>1</td>
</tr>
<tr>
<td>Transportation</td>
<td>1</td>
</tr>
</tbody>
</table>

16 Clients had previously sought services within NCServes prior to the hurricanes.

173 Requests were served by NCServes-Coastal with the help of its sister networks.

Spotlight on NCServes-Coastal’s Hurricane Response:

- 62% of requests came from providers as opposed to individual clients
- The top 7 service categories made up 75% of the requests for services. These categories represent fairly high urgency needs (see table)

94% of the requests that came in during this time period have been closed. Of the closed requests, 91% have been resolved favorably.
NCerves and Hurricane Florence

A STATE INTERCONNECTED BY PEOPLE AND TECHNOLOGY

Blake Bourne
Executive Director
Veterans Bridge Home

Paul Berry
Network Director, NCServes-Central Carolina
USO of North Carolina

Brandon Wilson
Network Director, NCServes-Western
Asheville Buncombe Community Christian Ministry

Jerrick Vernon
Network Director, NCServes-Coastal
Eastern Carolina Human Services Agency

Sheri Badger
Disability Integration Specialist
NC Department of Public Safety, Division of Emergency Management

David Laws
Service to the Armed Forces Officer
American Red Cross

Lindsay Gress
Career Center Manager
NCWorks – Division of Workforce Solutions
Hurricane Client Story
“Community-based supports are vital to ensuring victims of disasters such as Hurricane Florence can recover from losses incurred. Survivors in shelters with significant community involvement and highly positive Red Cross managers and staff were better equipped to endure the stressors they were facing than those in shelters that did not provide this level of support.”

Notable Recommendations:
• Counties should include their non-governmental community partners in preparing annual disaster plans.
• Local DSS should staff all shelters from the outset until they are no longer needed to support direct service providers, offer information and resources, and coordinate effective and efficient response efforts.

Excerpts from report by Disability Rights North Carolina:
The Storm after the Storm – Disaster, Displacement and Disability Following Hurricane Florence
And we do it every day...
Looking Forward
Growing While Learning: 
*The Key to Fostering Success*

- **Moving Upstream Through Partnerships**
  - Full Onward to Opportunity integration by end of 2019
  - Protocols from O2O integration easily replicable to USO Pathfinder and beyond
  - Goal: wraparound services for more IVMF program participants through AmericaServes networks

- **Smart Growth and Expansion**
  - TXServes-Rio Grande Valley newest member of the team!
  - Goal: more networks in Texas
  - Goal: more coverage in our existing networks
Growing While Learning: The Key to Fostering Success

Drive 2019 Aims Across the Enterprise

Performance
- Coordination Center driven engagement plans
- Better tools for IVMF and Coordination Centers to monitor and share progress

Create Better Diffusion of Learning

Practice
- Regional Community of Practice has kicked off!
- Better integration of the Community of Practice layers (local / regional / national)
Studying and Communicating our Work: 
*The Keys to Demonstrating Success*

**Scholarship and Thought Leadership**
- PAServes Case Study – understand network formation process, value of VA partnership, network health
- Third-party evaluation in partnership with Syracuse University and other universities and research institutes
- Driving Community Impact 2.0 with Accenture

**Establishing Broader Sector Relevance**
- 2019 CIE Summit hosted by our partners 2-1-1 San Diego
- Seek presentation opportunities through Public Health and Coordinated Care conferences
- Develop capacity to become trusted data intermediary in mil-vet space (APIs, data management)
Thank You!

Please take home your copy of the 2019 Transparency Report. A follow-up note will be sent next week with digital materials.

For more information:

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