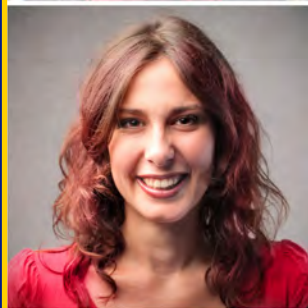
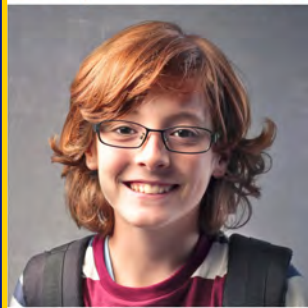




**AmericaServes**  
TRANSPARENCY  
REPORT

**INSIDE THE AMERICASERVES EXPERIENCE:  
HOW IT WORKS. WHY IT WORKS.**





The Institute for Veterans and Military Families at Syracuse University (IVMF) is the first interdisciplinary national institute in higher education focused on the social, economic, education and policy issues impacting veterans and their families post-service. Through our focus on delivering world-class programs and services to service members, veterans, and their families, the Institute provides the nation with impactful analysis of the challenges facing the community, captures and applies best practices, and serves as a national forum to facilitate new partnerships and strong relationships between these individuals and the organizations committed to serving their needs. AmericaServes is driven by the IVMF.

**For more information, visit [ivmf.syracuse.edu](http://ivmf.syracuse.edu).**



Unite US is a technology platform reinventing the delivery of health, employment, and human services. The company is disrupting the fragmented health and human services industry by enabling government agencies and community organizations to coordinate and deliver services through networks of providers who together can better meet the comprehensive needs of their constituents. The software suite allows the utilization of real-time data by communities to make informed decisions that impact outcomes and shape programs.

**For more information, visit [www.UniteUS.com](http://www.UniteUS.com).**



Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology, to help clients improve their performance and create sustainable value for their stakeholders. With approximately 384,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

**For more information, visit [www.accenture.com](http://www.accenture.com).**

<b>AMERICASERVES AND COLLECTIVE IMPACT .....</b>	<b>4</b>
About AmericaServes.....	5
AmericaServes' Collective Impact Pillars .....	7
Evolution of an AmericaServes Network .....	8
AmericaServes Network Services .....	9
What Makes AmericaServes Unique .....	11
AmericaServes Coordination Centers .....	12
How AmericaServes Works for Individuals.....	13
The AmericaServes Journey.....	14
Value to Stakeholders.....	15
In the News.....	17
<b>SCALING AMERICASERVES .....</b>	<b>18</b>
AmericaServes Growth and Milestones .....	19
NYServes – New York City .....	22
NCServes – Metrolina .....	24
NCServes – RDU/Fayetteville.....	26
SCServes – Lowcountry.....	28
NYServes – Upstate New York.....	30
<b>NETWORK SPOTLIGHT: PASERVES-GREATER PITTSBURGH .....</b>	<b>32</b>
PAServes – Greater Pittsburgh.....	33
PAServes – Greater Pittsburgh Anniversary Spotlight.....	36
<b>NURTURING COORDINATION AND MEASURING COMMUNITY PERFORMANCE .....</b>	<b>39</b>
Role of Technology in Data Collection and Analysis .....	40
Streamlining the Delivery of Health and Human Services.....	41
Impacting Communities.....	43
Understanding Our Clients.....	44
Understanding Our Clients' Needs .....	45
Understanding Our Clients' Service Outcomes.....	46
Key Performance Indicator: Efficiency.....	47
Key Performance Indicator: Accuracy .....	49
Key Performance Indicator: Network Health .....	50
Network Insights .....	51
Unique Populations .....	52
Service Correlations .....	53
Partnerships for Change .....	55
AmericaServes Funders.....	56
<b>THE FUTURE STATE: TRANSFORMING SERVICE DELIVERY .....</b>	<b>57</b>
Communities Leading and Learning from One Another.....	58
Where AmericaServes is Going.....	60





## DEAR FRIENDS AND COLLEAGUES,



In October 2016, PAserves-Greater Pittsburgh reached its first anniversary, the third AmericaServes Network to hit this important milestone. Having benefited from the lessons of the two Networks that came before, and sharing new and different knowledge with the many that follow, PAserves-Greater Pittsburgh stands strong, with a coordination center and dedicated service providers who understand and embrace our approach to collective impact in practice. I am proud to celebrate and take a moment to shine a light on the many achievements of all our AmericaServes Networks, and the providers, partners and supporters who make it possible every day.

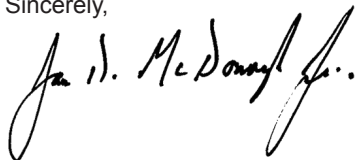
As I look back on our three year journey to this point, I am reminded to take stock of where we started and what we have learned. Back in October 2013, the challenge The Robin Hood Foundation and the City of New York presented to us did not have an easy solution. *How could we transform the way veterans, service members, and their families navigate and coordinate the maze of services and resources that they have earned, and unlock a better, more efficient and person-centered approach for service providers to deliver care?* To answer this question, we worked alongside the City's public, private, and nonprofit leaders to address a fundamental issue: providers across all sectors lacked the bandwidth, tools, and trust to facilitate the cross-sector coordination required to address the needs presented by veterans and their families. We collectively identified the need to digitally connect cross-sector partners to match veterans with the diversity of services they need, and the Institute for Veterans and Military Families' (IVMF) AmericaServes initiative was born.

Three years later, much remains unchanged – we're still pioneering the need for locally-based, integrated Networks and we're still paving the way for a transformation in how veterans, service members, and their families navigate and access services. In other ways, everything has changed. After three years, we've seen this transformation starting to take root, and cross-sector service providers rally behind a lofty, but shared vision. Most importantly, we've witnessed the beginnings of a shift in the discovery and delivery of care to veterans, service members and their families.

These insights have informed our goals for the next three years. We will more rapidly scale AmericaServes to communities from coast to coast, supplementing the services provided by the U.S. Department of Veterans Affairs' 152 VA Medical Centers and approximately 1,400 community-based outpatient clinics. We will meet communities where they are, providing tailored support for a continuum of care coordination versus a 'one size fits all' approach. Most importantly, we will strive to build a brand and national program that veterans, service members, and their families come to equate with high-quality, tailored experience, and comprehensive care coordination.

The progress we've made could not have happened without your support. It is our stakeholders, our philanthropic partners, our public, private and nonprofit partners, and our communities who have made the AmericaServes initiative a reality. For that, we are profoundly grateful. On behalf of IVMF and its AmericaServes team, thank you for your partnership and for enabling us to do this work, and we look forward to continuing this journey together.

Sincerely,



COL James D. McDonough, (U.S. Army, Ret.)

Managing Director, Programs and Services, Institute for Veterans and Military Families at Syracuse University



**AmericaServes**

# AMERICASERVES AND COLLECTIVE IMPACT



# ABOUT AMERICASERVES

AmericaServes is the nation's first, scalable Collective Impact initiative serving the military-connected community. AmericaServes provides a series of place-based efforts focusing on coordination of service and care delivery across fifteen service domains. Utilizing technology and a person-powered backbone of support, AmericaServes streamlines referrals between participating providers by identifying appropriate services for their clients from providers that can actually meet those needs. AmericaServes ensures a positive connection between the client and the providers, and confirms that the clients' needs are addressed.

## **MISSION**

Empower a coordinated Network of service providers across the country and equip them with the technological and informational resources needed to efficiently and effectively guide service members, veterans, and their families to the most appropriate services and resources.

## **VISION**

First, is that every service member, veteran, and their family can easily access the full range of comprehensive services required to achieve their unique goals, and to provide a first-class service experience to match service members and veterans' first-class service to our nation.

Second, is that all public, private, and nonprofit organizations serving veterans and their families are accountable to one another and should embrace formalized communication, coordination, and transparency.

At its essence, AmericaServes is a Collective Impact initiative that allows communities to align their resources to effectively and efficiently address the complex needs of their military-connected populations. AmericaServes offers a strategy built upon the five pillars of Collective Impact and endeavors to transform the delivery of and access to veteran and military family services and resources through a coordinated, Collective Impact model.

**“Collective Impact represents a paradigm shift in how communities address complex social issues. Collective Impact Initiatives unite groups of actors from different sectors through a formalized, long-term commitment and common agenda to address a particular social problem.”**

*(Kania & Kramer, 2011, p. 39)*







# AMERICASERVES' COLLECTIVE IMPACT PILLARS

**COMMON AGENDA:** AmericaServes works with local providers and funders to develop a shared vision and goals for how to best serve their military-connected population.

**SHARED MEASUREMENT SYSTEMS:** AmericaServes is supported by strong data collection and progress reporting that is available to all stakeholders involved in the initiative, allowing them to gain a transparent view into how they're doing and how best to reinforce their strength and take on opportunities for growth.

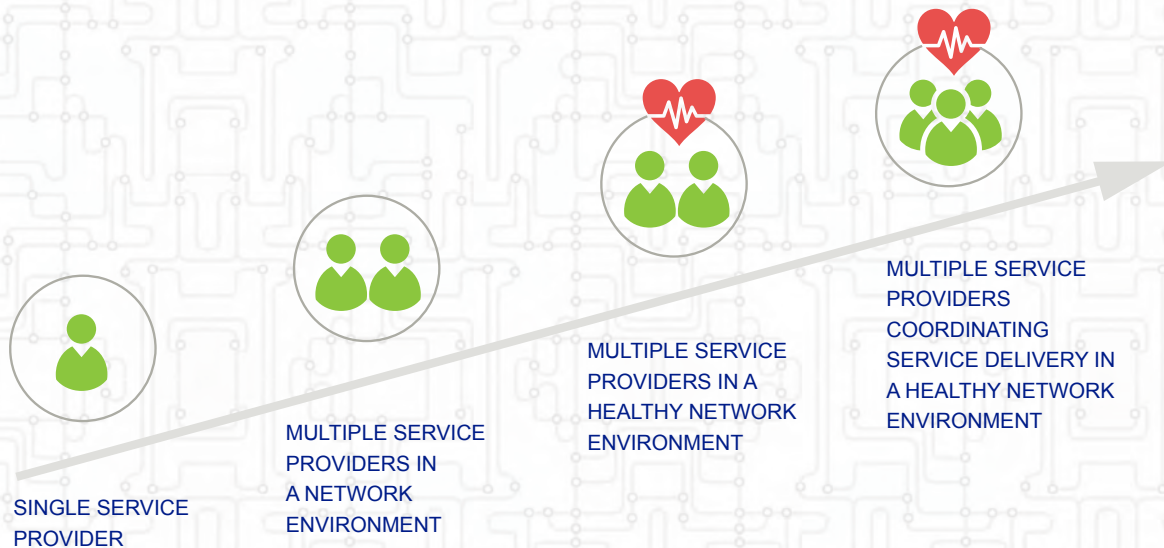
**MUTUALLY REINFORCING ACTIVITIES:** AmericaServes allows each organization to focus on what it does best — simply, what their mission mandates — appreciating that any additional client needs discovered that fall outside their scope will be provided through a Network of trusted providers.

**CONTINUOUS COMMUNICATION:** Through real time updates on the technology platform, recurring newsletters, focus groups and quarterly data reviews, AmericaServes ensures that all stakeholders are apprised of the Network's progress and are seamlessly connected with each other and the Network.

**BACKBONE SUPPORT ORGANIZATIONS:** A person-powered backbone organization called the Coordination Center utilizes a tailored technology platform to triage referral requests and disseminate to appropriate providers. The Coordination Center also serves as a community leader to ensure the success and sustainment of the initiative.

# EVOLUTION OF AN AMERICASERVES NETWORK

AmericaServes develops an integrated service delivery strategy that capitalizes on the strengths of each participating provider. Over time, individual organizations become a connected ecosystem of providers that develop new, collaborative pathways of care and establish a higher standard of service through coordination, transparency and accountability.

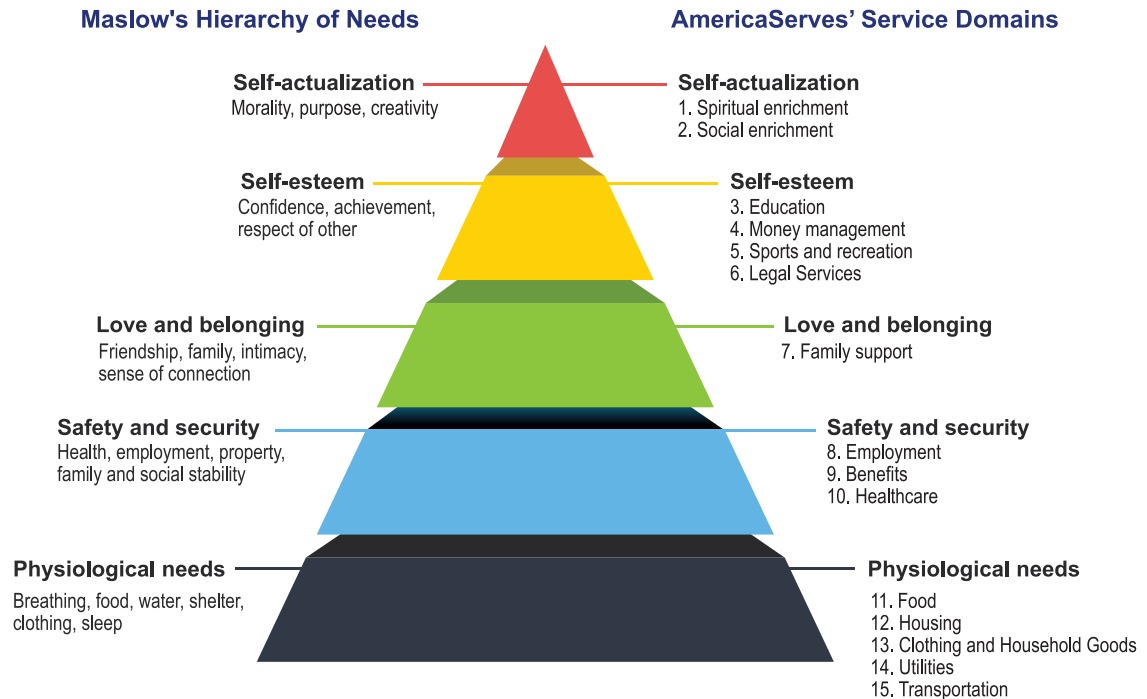


AmericaServes aims to meet more than just the basic needs of a person. It looks to provide comprehensive resources to prevent an individual from reaching a crisis state. In fact, it aims to assist a person to achieve their full potential, as illustrated in the Maslow's hierarchy of needs.



# AMERICASERVES NETWORK SERVICES

AmericaServes Networks provide the services, resources and care needed to cover the spectrum of the military-connected community's needs.







## WHAT MAKES AMERICASERVES UNIQUE

- AmericaServes **meets communities where they are**, responds to their unique needs and requirements, and helps them **move from collaboration to coordination**.
- AmericaServes **invests in communities** that are looking to implement a Collective Impact model and **raises the funds** necessary to support the initiative.
- The **technology layer** of AmericaServes, provided by Unite Us, enables **data tracking and reporting**.
- Data is analyzed and **outcomes are periodically shared** with stakeholders through quarterly In Progress Reviews (IPRs), allowing higher levels of transparency and providing insights into the **key performance indicators (KPIs)** of the Network and the needs of the community.
- AmericaServes Networks serve all veterans, military families, and service members regardless of era served or discharge status. There **are no barriers or conditions for accessing services** through the Network.
- The local **community competitively selects the Coordination Center**, which serves as the expert in the local landscape of veterans services, serving as a resource to both clients and providers.
- AmericaServes **expands provider reach** and increases discoverability and access.
- AmericaServes facilitates the connection between U.S. Department of Veterans Affairs (VA), the Department of Defense (DOD), and local community. **Strengthens trust and confidence between providers** through transparency and open communication.

# COORDINATION CENTERS

Sometimes referred to as the “Quarterback,” Coordination Centers serve as the hub between all the providers and referrals in the Network. Each local Network has a local Coordination Center that is selected by the local community through a competitive Request for Proposal (RFP) process, and provides leadership in the Network by fulfilling the following responsibilities:

- Cultivate relationships throughout the community to build trust, advocacy, and interest in Network participation.
- Comprehensively understand the programs and eligibility criteria of every participating provider.
- Communicate regularly with providers to stay up-to-date on their capacity and offerings.
- Follow up with providers receiving referrals to ensure they are addressing the clients’ needs.
- Conduct strategic outreach to veterans and clients to both capture necessary information to assign quality referrals and confirm their needs are being met.
- Coordinate regular meetings and in-progress reviews to share achievements, areas of improvements, and news with the community of providers.
- Assess service provision gaps, and recruit new providers to fill them.





# HOW AMERICASERVES WORKS FOR INDIVIDUALS

AmericaServes uses technology and a people-powered Coordination Center to facilitate referrals from and to Network providers:

1. The client enters the Network by submitting a web form on [americaserves.org](https://americaserves.org), calling a toll-free number, or by visiting a Network provider in person.
2. Client submits a consent form, and shares their information, such as discharge status and address, only once to access multiple services within the Network. Information is stored in the Network's secure, HIPAA-compliant technology platform.
3. The Coordination Center reviews the referral request. If required, the Coordination Center contacts the client to capture missing information or identify additional service needs.
4. Once a referral request is completed, the Coordination Center considers the needs, eligibility, and capacity, and subsequently sends the referral to a Network provider that can help.
5. The Network provider either accepts the referral, or if unable to serve the client, declines it so that the Coordination Center can re-assign to another provider.
6. Once a positive match is made, the client is notified and the provider reaches out to them to provide services.
7. The Coordination Center monitors the service delivery and confirms that the client has received the services needed.

# THE AMERICASERVES JOURNEY

Every day, AmericaServes communities coordinate services, resources, and care for veterans of all eras. Jason, a Post 9/11 veteran, is one of thousands who are struggling. He needs both financial and legal assistance. He submitted an online assistance request to his local AmericaServes Network stating, “I need help with many things. I’m all alone and cannot really depend on anyone.”



Jason searches the web and finds his local AmericaServes Network’s self-referral page, and requests assistance with Legal and Financial services. He electronically signs the informed consent and submits his request for assistance.

The request is immediately routed to the local Coordination Center for action. The Coordination Center assesses the request and contacts Jason to complete the intake assessment.

Jason provides his information, preferences, and eligibility criteria to the Network.



The Coordination Center monitors Jason’s referrals on the AmericaServes technology platform. Once his needs are met, the referrals are marked as closed. Through the Coordination Center’s efficient approach, Jason received accurate services for his needs.

The legal and financial providers each accept their referral and contact Jason to further assess his needs and provide assistance. Jason works with the providers to access legal and financial services.

With this info, the Coordination Center creates two electronic referrals for Jason; one for legal services, and one for financial services.





# VALUE TO STAKEHOLDERS



## FOR CLIENTS

- Simplifies service navigation.
- Seamlessly coordinates accurate solutions.
- Considers provider preference and location.
- Monitors to verify spectrum of services and care are addressed.
- Provides real time feedback throughout service navigation process.



## FOR PROVIDERS

- Easier to make accountable and transparent referrals.
- Empowers each organization to focus on what they do best.
- Develops trust and greater confidence among providers.
- Enhances individual brand and community position.
- Collects key data which enables providers to understand the needs and trends of the community and prepare accordingly.



## FOR COMMUNITIES

- Provides a 'tried and true' model to replicate for other supportive services and disadvantaged populations, and an opportunity to lead America's cities in how they address the needs of their constituents.
- Offers access to IVMF's dedicated resources with acute ability to improve upon performance by providing ongoing feedback and data collection and analysis.
- Imparts invaluable data that allows communities an ongoing advantage to better understand and address client characteristics and trends in both service requests and service delivery.

“It [NYServes-New York City] is maybe poised to be the most catalytic [investment of Robin Hood Foundation’s Veteran Portfolio]... The premise [of NYServes – New York City] is to link the Veterans Administration, which obviously is the elephant in the room, with the city and city organizations, to make sure that vets don’t fall through the cracks.”

**Eric Weingartner**

Former Managing Director at Robin Hood Foundation  
*(for an interview for Bloomberg, published on 10 November 2015)*

“I am so impressed that you were genuine in the time you spent listening to our situation. We are in a difficult place and you all have been so helpful. I had no idea we could get so much help by reaching out to one place...”

Excerpt from an e-mail sent by a 50-year-old Navy veteran and his wife, who were newly married with young children and were facing several hurdles with housing, employment, healthcare, and spousal support. By reaching out to AmericaServes, they were able to work towards gaining employment and receive housing and emergency financial assistance.

# IN THE NEWS



“As the preferred approach for solving complex social problems, Collective Impact initiatives are starting to address issues such as simplifying human services delivery systems, educating America’s youth, reducing recidivism, and transforming health care”

—‘To address veterans issues, it takes more than a village’ (*The Charlotte Observer*, 19 August 2016)

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## Pittsburgh Post-Gazette®

“...it’s a better way to track candidates coming to us through a more formal manner. They won’t be slipping through the cracks.”

— ‘PAServes hopes to bridge veterans, area aid services’  
(*Pittsburgh Post-Gazette*, 29 September 2015)



“we have a winning formula to attract veterans and help them make North Carolina their new home.”

—‘Governor McCrory Forms Public-Private Partnership to Help Transitioning Veterans and their Families’ (*governor.nc.gov*, 1 September 2015)

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## The Post and Courier

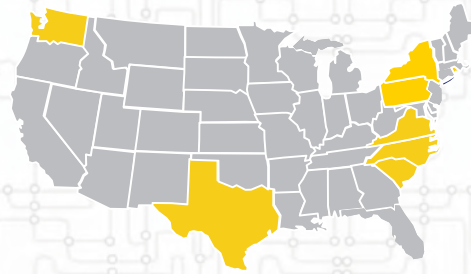
“The initiative, called SCServes Lowcountry, will connect veterans to resources in the community that may address their housing, employment and health care needs.”

— ‘New nonprofit will serve veterans and families’ (*The Post and Courier*, 2 August 2016)



**AmericaServes**

**SCALING AMERICASERVES**



# AMERICASERVES GROWTH AND MILESTONES

In under two years, AmericaServes went live in six communities with funding to expand into an additional six communities before the end of 2017.

To date, **over nine million dollars** has been raised towards implementing local and regional AmericaServes Networks from nationally recognized investors, including: the Walmart Foundation, the Robin Hood Foundation, The Heinz Endowments, the Schultz Family Foundation, USAA, Accenture, Foundation for the Carolinas, the Leon Levine Foundation, Wounded Warrior Corps, NYSHealth Foundation, Hillman Family Foundations, Commonwealth of Pennsylvania’s Department of Military and Veterans Affairs, DSF Charitable Foundation, and private family foundations.

**LIVE NETWORKS: SERVING 4,731 INDIVIDUALS, MEETING 7,595 SERVICE REQUESTS.**



*\*Does not include NYServes-Upstate New York data*

**SINCE START OF STRATEGY  
DEVELOPMENT IN JANUARY 2013**

NETWORKS: 1  
 NETWORK PROVIDERS: 16  
 TOTAL INVESTMENT: \$1,268,000  
 REACH  
**215 INDIVIDUALS**



**TODAY**



NETWORKS: **6**

NETWORK PROVIDERS: **288**

REACH

**4,731 INDIVIDUALS**

From Market Launch in 2013 to Present, a 68% Cost reduction in servicing individuals

*\*Does not include NYServes-Upstate New York data*



**AmericaServes**

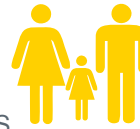
# NETWORK OVERVIEWS



**SINCE JANUARY 2015**

**1.3**

ADDRESSED  
AVERAGE NEEDS  
PER PERSON



**90**

PARTICIPATING  
ORGANIZATIONS

**247**

PRACTITIONERS

SERVED

**2,034**

UNIQUE INDIVIDUALS

ADDRESSING

**2,734**

SERVICE REQUESTS

ACROSS

**12**

SERVICE CATEGORIES

RESULTING IN

**1,320**

POSITIVE OUTCOMES

**BREAKTHROUGH MOMENTS**

**A New Department for New York City:** Local Law 2015/113 officially established the first city agency dedicated to serving veterans and their families on April 8, 2016.

**VetConnectNYC:** New York City's Department of Citywide Administrative Services (DCAS), acting on behalf of the Department of Veterans' Services (DVS) is currently entering into a negotiated acquisition with the IVMF to ensure the continued operation of VetConnectNYC (currently NY Serves-NYC).

First AmericaServes network to serve **more than 2,000 veterans and military family members!**





Public and nonprofit stakeholders competitively selected Northwell Health, the State's largest private employer, to serve as the Coordination Center for NY Serves-New York City during its transition to its sustainment period. Northwell Health will deploy two of their elite business units, the Office of Military and Veterans Liaison Services and Northwell Health Solutions to manage the NY Serves-New York City Coordination Center.





### BREAKTHROUGH MOMENTS

**Veterans Benefits Network Act:** North Carolina Congresspersons Alma Adams and Robert Pittinger introduced the bipartisan Veterans Benefits Network Act (H.R.3312), endeavoring to allocate federal funds to an eligible entity to establish or expand a regional technology system to provide an active database and enrollment system that can be used by a network of private, public, and nonprofit entities to assist veterans and their family members in applying for benefits and services offered by such entities. This bill utilized the success of AmericaServes in North Carolina as its baseline.

### Dedicated Staff at Mecklenburg County Veterans

**Service Office (MCVSO) to Support NCServes-Metrolina:** To address the countless hours spent trying to find alternate resources for veterans when the MCVSO could not serve them, the County was able to secure a full time resource dedicated to making and receiving referrals to the Network, resulting in the ability to serve more veterans in less time.

**Collaboration with State NC4VETS.com initiative:** NCServes-Metrolina marks the first of four North Carolina Networks that are directly tied to the state's NC4VETS.com initiative. As a result, when a veteran or family member calls the State's veteran hotline and requests services within one of the NCServes' regions, the call is routed to the respective Network.

**Supporting Leaders:** Goodwill Industries of the Southern Piedmont assumed a larger leadership position within the Network. As both a high performing provider and community leader, the AmericaServes team has positioned Goodwill Industries of the Southern Piedmont as a business case for Goodwill organizations around the country to emulate. The result has positively impacted AmericaServes' ability to scale and demonstrate to large, national nonprofits the benefits to participating in AmericaServes.

### SINCE AUGUST 2015

2.2

ADDRESSED  
AVERAGE NEEDS  
PER PERSON



56

PARTICIPATING  
ORGANIZATIONS

133

PRACTITIONERS

SERVED 1,406 UNIQUE INDIVIDUALS

ADDRESSING 3,038 SERVICE REQUESTS

ACROSS 12 SERVICE CATEGORIES

RESULTING IN 1,842 POSITIVE OUTCOMES





**CHARLOTTE BRIDGE HOME**  
Connecting veterans with resources, community, success

Charlotte Bridge Home was competitively selected as the Coordination Center for the Charlotte area in May 2015. CBH works to successfully transition veterans home after military service by identifying their individual needs and goals, and connecting them to available community, state and federal resources. As the NCServes-Metrolina Coordination Center, they support over 50 local organizations and 125 practitioners to leverage the best-in-class local resources available to our military and veteran families.





### BREAKTHROUGH MOMENTS

**Moving Upstream:** Through the preexisting presence that the Coordination Center, USO of NC, has with the local area military installations, the Network is able to work with service members and active duty spouses at the world's largest military installation (Fort Bragg) prior to their separation.

### Responding to the Unique Needs of the Community:

Demonstrated demand from the female population – encompassing 28% of service requests, i.e., above the statewide average of female veterans (10%). In addition, Dress for Success, Triangle NC has demonstrated the largest number of referrals into the Network.

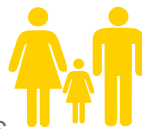
**Forming Regional Networks:** In September 27, 2016, Fayetteville joined RDU/Fayetteville adding an additional 5 providers to the Network.

**Realizing Efficiencies:** Fastest inception to launch of the current live Networks.

### SINCE JUNE 2016

1.8

ADDRESSED  
AVERAGE NEEDS  
PER PERSON



31

PARTICIPATING  
ORGANIZATIONS

71

PRACTITIONERS

SERVED **171** UNIQUE INDIVIDUALS

ADDRESSING **314** SERVICE REQUESTS

ACROSS **12** SERVICE CATEGORIES

RESULTING IN **171** POSITIVE OUTCOMES



North Carolina



North Carolina

The USO of North Carolina strengthens America's military service members by keeping them connected to family, home and country. Founded in 1941, the USO of NC is a nonprofit, charitable organization, relying on the generosity of North Carolinians to support its programs and services. The USO of NC serves the fourth largest military population in the U.S., touching more than 575,000 lives annually, helping our service members and their families through education, wellness, transition assistance and resiliency programs across the state.



Military to Civilian Crossroads Coaching  
Veterans | Spouses | Students | Corporate





### BREAKTHROUGH MOMENTS

**Continuous Improvement:** The launch of SCServes–Lowcountry coincided with the rollout of Unite US’ latest software version. The Network is the first to benefit from an improved user interface and workflow, an electronic client Face Sheet, streamlined Referrals and Cases, updated service domains including clothing and household goods, food, spiritual enrichment, transportation, and utilities.

**Introducing New Services:** SCServes is the first Network to offer faith-based services, tailoring its offerings to the unique needs of the Lowcountry region military-connected community.

### SINCE AUGUST 2016

1.4

ADDRESSED  
AVERAGE NEEDS  
PER PERSON



38

PARTICIPATING  
ORGANIZATIONS

104

PRACTITIONERS

SERVED **171** UNIQUE INDIVIDUALS

ADDRESSING **235** SERVICE REQUESTS

ACROSS **15** SERVICE CATEGORIES

RESULTING IN **55** POSITIVE OUTCOMES



Military Community Connection (MCC) was established in 2015 to provide the holistic support that a Veteran requires to be a self-sufficient and fulfilled member of society outside of

the military. Over 60 Lowcountry providers currently work with Military Community Connection offering services and resources to veterans across needs. Through vigilant communications with each provider organization and understanding their procedures and operations, MCC succeeds in making intelligent and efficient referrals to lead the veteran in the appropriate direction for his/her unique needs.

LOWCOUNTRY HOMELESS COALITION



Your Non-Profit Hospice

HOSPICE CARE OF THE LOWCOUNTRY





### THE NEWEST NETWORK, OCTOBER 2016



**27** PARTICIPATING ORGANIZATIONS  
**MORE THAN 80** PRACTITIONERS



“ Person-centered care has been the center of our mission at the Veterans Outreach Center, and working with the IVMF on a coordinated care network for this community couldn’t come at a better time. Our providers are ready, willing, and excited to collaborate, and having the AmericaServes model and IVMF support to guide us has been critical to a successful launch. We also see this as an example for the larger service community working across all our vulnerable populations. This is a game changer for Upstate NY, not just in the Veteran community. ”

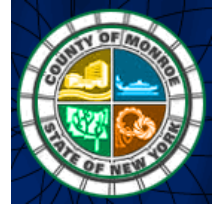
**TODD BAXTER**

Executive Director, Veterans Outreach Center





CONSUMER CREDIT  
COUNSELING SERVICE  
OF ROCHESTER



Initially established in 1973, as a collaboration between the City of Rochester and Action for a Better Community. Veterans Outreach Center (VOC) became an independent organization in 1979 through the dedicated efforts of many Vietnam veterans, including Thomas Cray. VOC provides comprehensive resources to current and former members of the U.S. Armed Forces and their families through direct service, community collaboration, and advocacy.



The Housing Council  
at PathStone



SHARED ADVENTURES  
FOUNDATION  
SERVING VETERANS AND COMMUNITY





**AmericaServes**

# NETWORK SPOTLIGHT



In recognition of an important milestone achieved, PAServes-Greater Pittsburgh serves to represent all the great work being achieved by our Networks around the country. We are proud to congratulate Pittsburgh Mercy Hospital and the Providers of Greater Pittsburgh on their dedicated effort to serve Veteran Families in their community, and spur a larger movement toward person-centered care and collective impact.

## **PASERVES-GREATER PITTSBURGH HISTORY**

### **September 2014**

Stemming from its commitment to serve Pittsburgh's veteran community, the Heinz Endowments provided a planning grant for a local AmericaServes Network.

### **October 2014**

The Heinz Endowments and Hillman Family Foundation hosted a large convening, bringing together providers and supporters from the local Pittsburgh community to discuss the opportunity, the Network requirements, and the geographic region.

### **January-March 2015**

Initiated a series of IVMF facilitated strategy sessions, during which the community defined the requirements of their local AmericaServes Network.

### **April-June 2015**

The Coordination Center RFP was released in April, and through a competitive process, Pittsburgh Mercy was selected.

### **July-September 2015**

Coordination Center and Network Providers received training on how to use the technology platform to make and receive referrals.

### **October 2015**

After completing implementation requirements, the Network went live.



### BREAKTHROUGH MOMENTS

**Strong Partnership with the Pittsburgh Veterans Benefits Administration (VBA) and Pittsburgh's Veteran Health Administration (VHA):** VHA and VBA are two of the highest performing providers in the Network. In addition, the Pittsburgh VBA has introduced the ability to provide proof of service for providers seeking to validate individual eligibility. The result has been more efficient and seamless services for veterans.

**First Inter-Network Referral:** First inter-Network referral initiated in PAserves-Greater Pittsburgh from Veterans Leadership Program to NCServes – Metrolina's local Veterans Affairs. The ability to share secure data across communities brings to fruition AmericaServes' long-term vision to connect resources across the country with trust, transparency, and efficiency.

**Serving a Range of Providers:** Smaller nonprofits have been able to utilize the Network more holistically for their operations. For example, Operation Troop Appreciation is the first provider in AmericaServes to run all referral and requests through the Network. Operation Troop Appreciation utilizes the technology platform and is able to track their clientele, measure impact, and capture outcomes.

### SINCE OCTOBER 2015

1.3

ADDRESSED  
AVERAGE NEEDS  
PER PERSON



46

PARTICIPATING  
ORGANIZATIONS

127

PRACTITIONERS

SERVED **949** UNIQUE INDIVIDUALS

ADDRESSING **1,274** SERVICE REQUESTS

ACROSS **10** SERVICE CATEGORIES

RESULTING IN **860** POSITIVE OUTCOMES



Pittsburgh Mercy is a people-centered, integrated health care home. Pittsburgh Mercy offers community-based help to people with physical and behavioral health challenges, intellectual disabilities, homelessness, abuse, and other forms of trauma. Pittsburgh Mercy meets people where they are and empowers them to lead healthy, fulfilled lives. As home of the PAServes-Greater Pittsburgh Coordination Center, Pittsburgh Mercy works to connect the military community and their families to the services they need.



## FUNDER SPOTLIGHT: THE HEINZ ENDOWMENTS

“ As a key founder of the AmericaServes’ Greater Pittsburgh Network, The Heinz Endowments has witnessed our service sector’s remarkable transformation during the past year from a set of individual organizations into a cohesive, collaborative Network of nearly 40 trusted partners united in their goal. With the launch of our Network in October 2015, we asked service providers to fundamentally alter the way they do work on a daily basis and they responded. Although we still have much work to do, the achievements to date are exciting and we are proud to support AmericaServes’ Greater Pittsburgh and the work of Syracuse University’s Institute for Veterans and Military Families. ”

*Megan Andros  
Program Officer  
Community and  
Economic Development*

*\*Source: Lindstrom, Natasha. ‘PAServes Greater Pittsburgh Network Aids Veterans in Finding Help’ (Tribune live, 23 July 2016)*





### **VETERAN SPOTLIGHT:**

ANTONIO CERSOSIMO

“ Working with PAServes to get connected to the Veterans Leadership Program (VLP) was a real relief. When my family needed help finding housing, being able to make one phone call and then get the support we needed really made a difference. We were able to obtain temporary housing for 90 days with VLP’s assistance. It was reassuring to know that my kids and wife were taken care of, and I was in a position to provide. During that time, I was able to secure a more permanent living situation for my family. I will definitely use the services provided through PAServes again if I need help; it’s comforting to know I have that option. ”

### **COORDINATION CENTER SPOTLIGHT:**

PITTSBURGH MERCY

“ Pittsburgh Mercy jumped at the chance to be a central figure in standing up a coordinated Network of service providers to support the veterans and military-connected families of the Greater Pittsburgh area, and is excited to be celebrating the 1-year anniversary of our launch. We have seen first-hand the positive impact on our service to veterans and their families, on our efficiency and capacity, and our knowledge and breadth of understanding that has grown with each passing quarter. We are honored to partner with such passionate providers in the community, and constantly strive to increase the engagement, raise the bar of service, and come together as distinct organizations with a common mission to serve veterans and military families in their reintegration into civilian life. ”

*Jean Coyne, MSED, Network Director*

### **PROVIDER SPOTLIGHT:**

VETERAN LEADERSHIP PROGRAM OF WESTERN PENNSYLVANIA

“ The implementation of the AmericaServes model into the Veteran-centric human service landscape of Western Pennsylvania has proven to be a paradigm shift for us at Veterans Leadership Program, both in service and program delivery. Thanks to PAServes, we now have an invaluable resource for inter-agency coordination and communication, allowing our program staff to focus on client care, rather than chasing down emails and phone calls regarding referrals. The homegrown Network also provides a level of accountability and transparency that we have never seen before in working inter-organizationally. Being a part of the AmericaServes Network allows us to effectively utilize our resources to maximize our impact and focus on our mission, which means better care and support for the Veterans and families we serve. ”

*Benjamin Stahl, Executive Director*







**AmericaServes**

# NURTURING COORDINATION AND MEASURING COMMUNITY PERFORMANCE



## ROLE OF TECHNOLOGY IN DATA COLLECTION AND ANALYSIS



The vetted Unite US technology platform provides a coordinated case management platform that enables providers to create, send, receive, and follow-up on electronic referrals with trusted partners within a closed Network.



The AmericaServes technology platform is HIPAA compliant, providing a secure medium to exchange information.



Unite US provides robust and comprehensive real-time data capture of every action within the case management workflow, enabling extensive flexibility and analytics based on community needs.



It generates easy-to-read visualizations of service provision activity and outcomes, population demographics, and attributes.



# STREAMLINING THE DELIVERY OF HEALTH AND HUMAN SERVICES

Unite US partners with innovative communities and provides best-in-class management and care coordination solutions. Empowering people to help people and letting technology do the rest.



**YOUR COMMUNITY, ONE CENTRALIZED SYSTEM**  
Unite US brings the fragmented health and human services industry onto an integrated software platform, connecting service providers locally and nationally.



Coordinated Care



Custom Intake Form



Data Analysis



HIPAA Compliant



“ With every new community, we learn and develop smarter ways to support health and human services providers. Our goal is to help break down barriers between organizations to enhance their collaboration and data-sharing in a compliant and secure way that ultimately benefits the client. If we can continue to remove providers’ pain points with state-of-the-art software tools, we can increase their capacity and efficiency so they can focus on what they do best. Ultimately, this is about people helping people; and Unite US builds the technology to do the rest.”

**Dan Brillman**  
CEO/Co-Founder  
Unite US

# IMPACTING COMMUNITIES

The technology platform enables AmericaServes to see the top service categories requested in each Network and across all AmericaServes Networks. This data indicates the unique needs of the local and national military-connected population, creating an evidence-based approach to serving a community's constituents.

**SINCE JANUARY 2015**

Served

**4,731** 

UNIQUE MILITARY-CONNECTED CLIENTS

Coordinated referrals for:

**7,595** 

UNIQUE SERVICE REQUESTS

**SUPPORTED BY:**

**288**  
ORGANIZATIONS



**760+**  
PRACTITIONERS

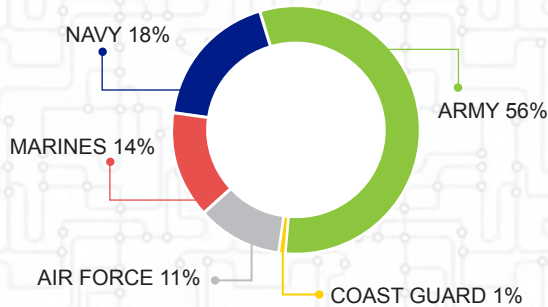
**ACROSS 15**  
SERVICE CATEGORIES



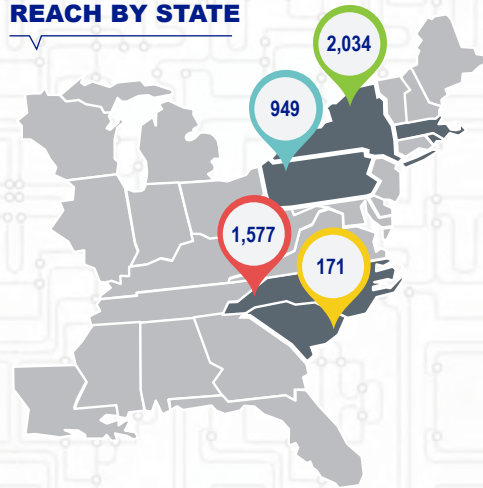
# UNDERSTANDING OUR CLIENTS

In real time, we're able to gather snapshots on who is requesting services, where they come from, and their basic demographic profile. With this understanding, AmericaServes is able to ensure service provisions that meet an individual's unique needs.

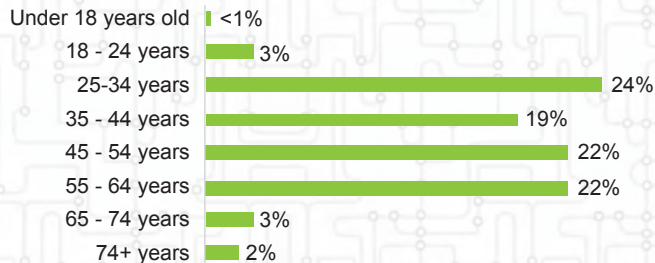
## BRANCH OF SERVICE



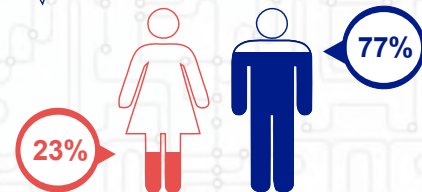
## REACH BY STATE



## AGE



## GENDER

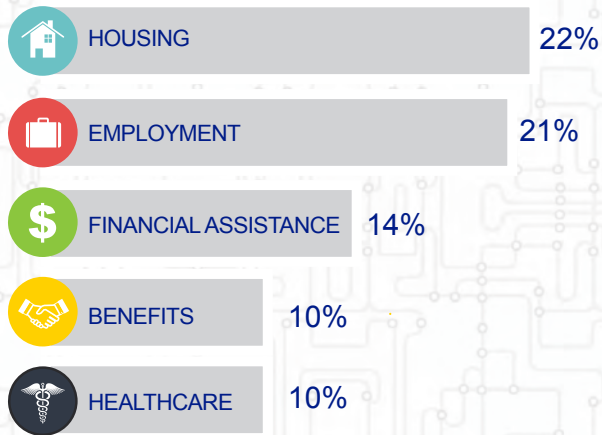


Demographics data does not include SCServes-Lowcountry and NYServes-Upstate New York City. Percentages calculated for individuals who self identified.



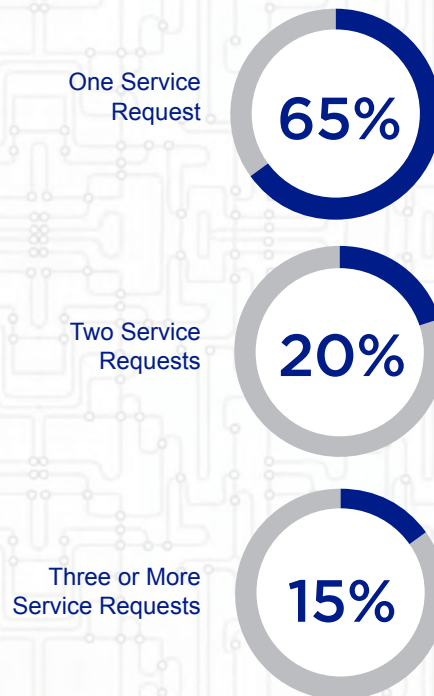
# UNDERSTANDING OUR CLIENTS' NEEDS

## TOP 5 REQUESTED SERVICES



(percentages calculated for total services requested)

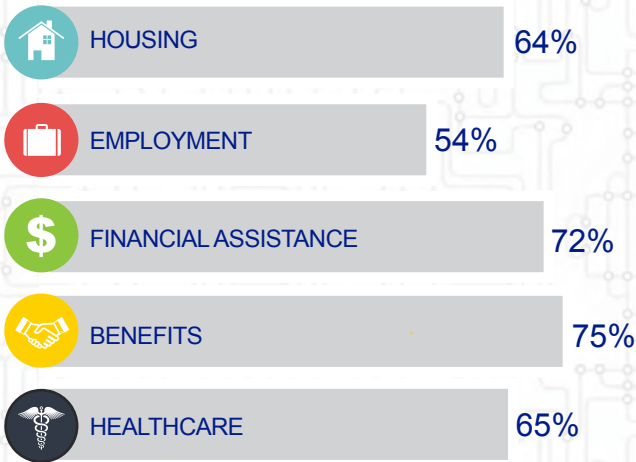
## MANY CLIENTS NEED MORE THAN ONE SERVICE



# UNDERSTANDING OUR CLIENTS' SERVICE OUTCOMES

The technology platform helps us understand referral outcomes – simply, what happened after a match was made. Coordination Centers monitor outcomes to ensure that Network clients have a positive service experience.

## TOP 5 SERVICES RATE OF POSITIVE CLOSURES



*(calculated as percent of total closed referrals)*

## SAMPLE POSITIVE OUTCOMES

- ✓ Received permanent housing 
- ✓ Obtained employment or career counseling 
- ✓ Received subsidy or financial info 
- ✓ Received counseling 
- ✓ Received healthcare services 





# KEY PERFORMANCE INDICATOR: EFFICIENCY

An important aspect of assessing the impact of the Network is to measure how accurately it is able to match service requests to Network providers who can provide them, and how quickly this match is made.

IT TAKES AN AVERAGE OF

**5.4 DAYS**

TO MATCH A REFERRAL TO A PROVIDER

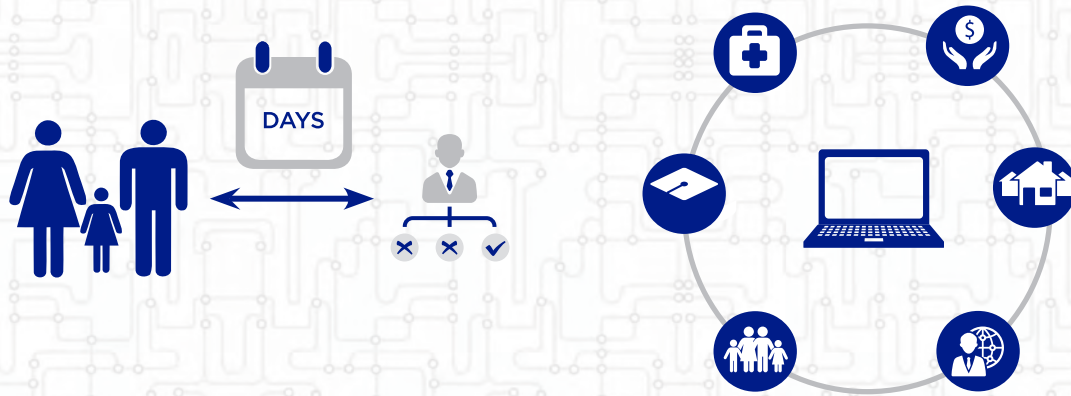


## SEAMLESS EXPERIENCE

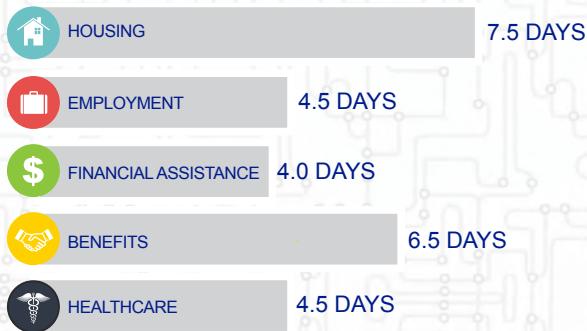
While an internal referral from the Coordination Center to a provider could get rejected – due to unforeseen capacity or eligibility constraints - the client is only notified when a positive match is made and the referral is accepted by a provider who can serve them.



AmericaServes captures data at every point of the service delivery lifecycle. We know how long it takes from when a request for services is made to when it is accepted by the service provider. This helps the Network understand whether it needs to include more Providers to meet certain requests.



**TOP 5 SERVICES REQUESTED ARE ACCURATELY MATCHED TO NETWORK PROVIDERS WITHIN:**



Days calculated include days off and holidays

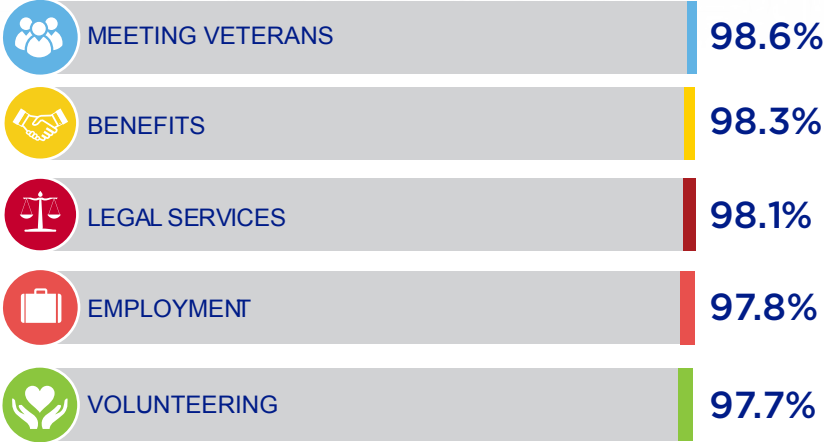




# KEY PERFORMANCE INDICATOR: ACCURACY

The technology platform helps us understand the Network’s ability to match a client’s need with a known, vetted provider – simply, what happens when the Coordination Center makes a connection to a provider. The Coordination Center then monitors the client’s service experience with the provider to ensure their needs are met.

### TOP 5 SERVICES ACCURATELY MATCHED TO A PROVIDER



# KEY PERFORMANCE INDICATOR: NETWORK HEALTH

As we expand across the country, we have begun to track trends and develop benchmarks around what a “healthy community” might look like.

## NETWORK HEALTH MEASURED THROUGH:

ACCURACY



**96.2%** of  
referrals were accurately  
matched to a provider

&

SPEED



**5.4 DAYS**  
to match a referral  
to a provider



The IVMF team has begun to create data standards by which we can compare and contrast community health. Notably, these are new standards that the Institute endeavors to introduce into communities to help establish performance attributes within the health, human, and social service sector.



The outcome and output data is cross-walked with qualitative inputs from Coordination Centers and Network providers to develop an emerging picture of a community's health.



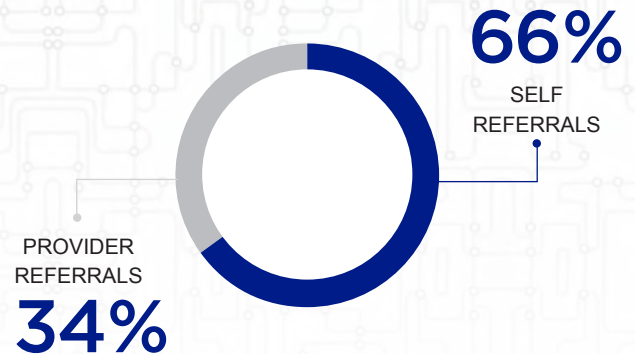
As AmericaServes continues to evolve, we plan to analyze, research, and share indicators by which to measure success and spotlight performance.



# NETWORK INSIGHTS

## TECHNOLOGY

66% of Network service requests are coming directly from clients through the AmericaServes website. This underscores the importance of providing access to technology and creating streamlined sources of information and access to services and resources online. AmericaServes meets this unique need as evident from the high percentage of individuals accessing it online.

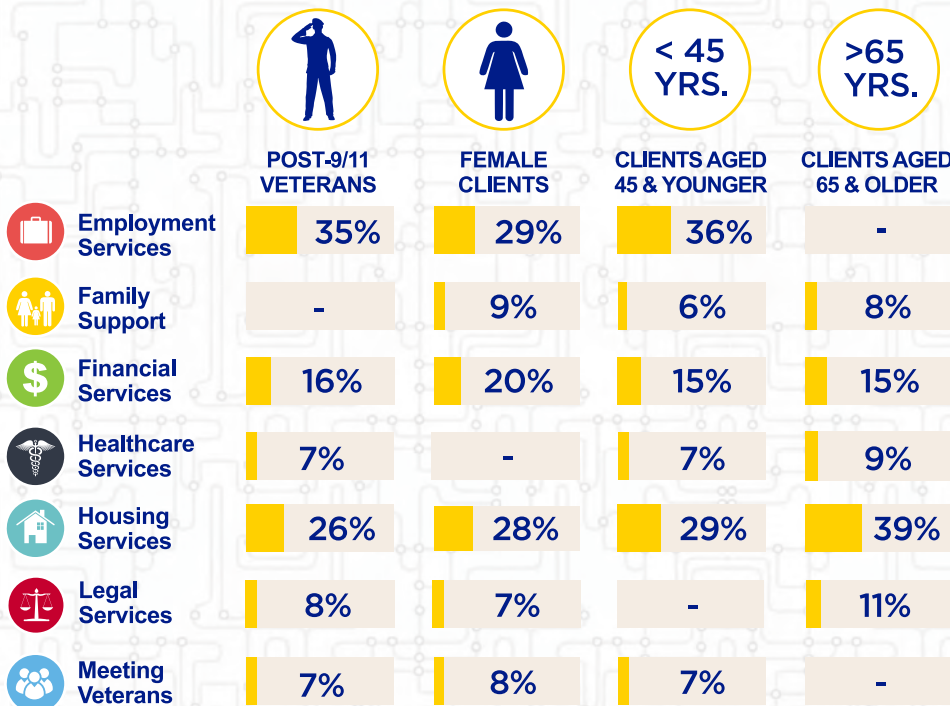
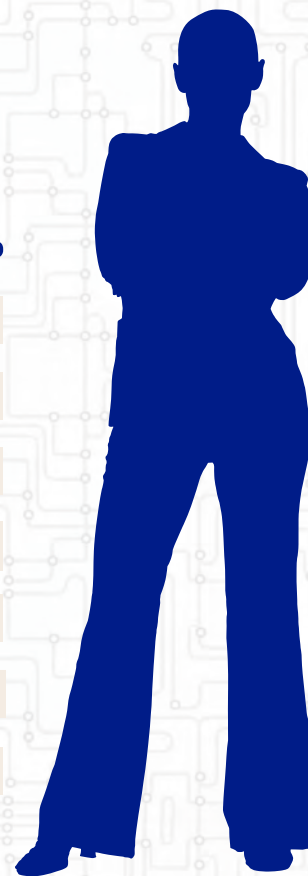


## PREVENTION

AmericaServes strives to match military connected members to resources before their situation becomes a crisis. One way to achieve this is through helping transitioning service members explore their employment, benefits, housing, and other options prior to separation. Currently, 4% (202) of AmericaServes' clients are transitioning service members.

# UNIQUE POPULATIONS

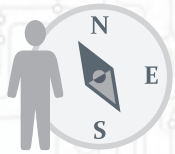
We're able to identify trends and service request correlations among unique populations within the military-connected community.



(percentages calculated for top 6 most requested services for each group)

# SERVICE CORRELATIONS

By identifying services that are frequently requested together, AmericaServes Networks develop a tailored service plan to assist clients in meeting their needs. Through these correlations, we identify additional providers to supplement demand and need.



## In NYServes-New York City

**36%** of clients requesting education services also request employment services



## In NCServes-Metrolina

**70%** of clients requesting to meet with other veterans also request employment services



## In NCServes-RDU/Fayetteville


**50%** of clients requesting public benefits services also request employment services



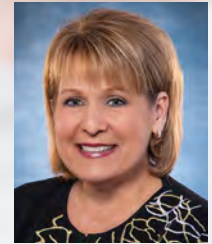
## In PAServes-Greater Pittsburgh

**27%** of clients requesting healthcare services also request public benefits





**“The AmericaServes initiative is a groundbreaking step forward in accountable, transparent, and efficient service delivery for an extremely important and deserving population. The Walmart Foundation is proud to support the Institute of Veterans and Military Families on this essential work, and congratulate them on their 5-year anniversary and many accomplishments toward better access to resources for those who have sacrificed so much.”**



**Kathy Cox**  
Senior Manager, Walmart Foundation

**“The ability to lean on providers who offer services outside of my scope in Greater Pittsburgh is innovative; the ability to point veterans seeking help to services not only in Greater Pittsburgh, but also in communities around the country is transformative. That’s what AmericaServes does.”**

**Randy Levander**  
Air Force Service Member  
Provider in PAServes-Greater Pittsburgh





# PARTNERSHIPS FOR CHANGE

There are many stakeholders that contribute to the success of an initiative. AmericaServes would like to acknowledge the support of the partners and organizations that have helped nurture and grow the Network directly and indirectly.



In addition to serving as the technology partner for AmericaServes, Unite Us has provided strategic support to the project since its very beginning.



By providing both cash grants and pro bono consulting support, Accenture has helped IVMF move AmericaServes from conception to implementation and expansion.

**Metis and Associates and gothamCulture:**

By providing measurement and evaluation support to AmericaServes' first Network in New York City, Metis and Associates and gothamCulture offered observations and recommendations that helped grow and strengthen the New York City and subsequent Networks.

**FSG:** As a thought leader in Collective Impact research, FSG supported the exchange of learning in communities by presenting at AmericaServes events in various cities.



**AmericaServes**

AmericaServes is funded by meaningful philanthropic and corporate partners, as well as key Public Sector entities. Their collective investments have transformed how veterans, service members, and military families are served within their communities and across the country.

**THE HEINZ ENDOWMENTS**  
HOWARD HEINZ ENDOWMENT • VIRA I. HEINZ ENDOWMENT



**DSF Charitable Foundation**



**ROBIN HOOD**



**HILLMAN FAMILY FOUNDATIONS**



**SCHULTZ  
FAMILY  
FOUNDATION**

**THE  
LEON  
LEVINE  
FOUNDATION**



**pennsylvania**  
DEPARTMENT OF MILITARY  
AND VETERANS AFFAIRS

**accenture**



**AmericaServes**

**THE FUTURE STATE:  
TRANSFORMING SERVICE DELIVERY**



# COMMUNITIES LEADING AND LEARNING FROM ONE ANOTHER



Coordination Centers provide firsthand experience and insights to communities interested in establishing local Collective Impact Networks.



Providers in new communities are able to connect with AmericaServes Providers and Coordination Centers to learn about the initiative and the impact on their mission, capabilities, and capacity.



Providers in AmericaServes are referring to other Providers with whom they have not worked before.



Quarterly: In Progress Reviews (IPRs) and annual impact reports help communities learn about each other's accomplishments and best practices.



IVMF disseminates learnings from the AmericaServes experience. For example, the Institute leveraged academic research from the public health and management fields to highlight the promise of greater coordination, transparency, and data-driven practice in its Driving Community Impact White Paper.

“ The Serves Network and the elegant UniteUS web interface provided a ready-made Network of service providers who work with veterans. For the first time, I began to experience the power of integrated care. Having access to this Network has allowed me to refer with confidence for issues my organization cannot address. That, in turn, allows me to focus my efforts on what we do best – supportive housing. I am extremely excited as AmericaServes begins to roll out nationwide. That rollout adds more and more layers of potential care.

For instance, I have worked with 7-10 veterans who gave up on the idea of living in New York City and decided to move elsewhere. Before moving, they called to ask if I could continue to work with them, even if they moved to another state. My response was always, “I’m sorry, but once you move from the city I don’t know of any services other than the VA.” The America Serves Network [removes] the “I’m sorry.” Now, if one of my veterans moves to North Carolina, for instance, I will have the ability to contact a Serves affiliate there and handoff the veteran.”

**Kevin Fisher**

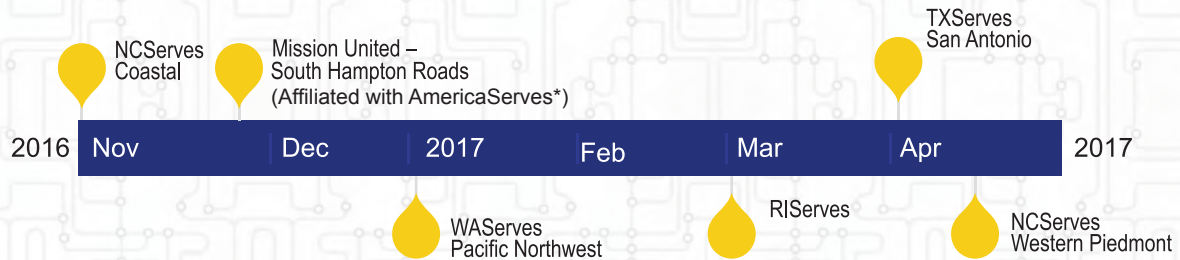
Program Director, The Bridge  
New York City



# WHERE AMERICASERVES IS GOING

- Implement key performance indicators that measure Network health – focusing efficiency and efficacy.
- In the next three years, AmericaServes aims to expand to 15 new communities, providing access to coordinated services and resources to military-connected communities around the nation.
- Expand partnerships with the VA and Department of Defense – enabling AmericaServes to reach more veterans and transitioning service members.
- Explore and secure long-term sustainable funding opportunities from the public sector.
- Deliver tailored solutions that meet communities where they are.
- Enhance and evolve the AmericaServes technology platform to further streamlined access, usage and reporting.

## AmericaServes Future Growth:



*\* Sharing statistical data and best practices*

**“...we will strive to build a brand and national program that veterans, service members, and their families come to equate with high-quality, tailored experience, and comprehensive care coordination.”**

**COL James D. McDonough (U.S. Army, Ret.)**

Managing Director, Programs and Services at IVMF



**AmericaServes.org**

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