The Whole Community Approach
To Serving Our Military and Veterans

May 25, 2016
Bill York
Executive Vice President
2-1-1 San Diego
Los Angeles Times

Special Report:
U.S. military and civilians are increasingly divided

“
We've disconnected the consequences of war from the American public.
— Mike Haynie, director, Institute for Veterans and Military Families, Syracuse University

”
“While the U.S. waged a war in Vietnam 50 years ago with 2.7 million men conscripted from every segment of society, less than one-half of 1% of the U.S. population is in the armed services today — the lowest rate since World War II.”

Los Angeles Times • May 24, 2015
U.S. Military and Civilians are Increasingly Divided

“As the size of the military shrinks, the connections between military personnel and the broad civilian population appear to be growing more distant, the Pew Research Center concluded after a broad 2012 study of both service members and civilians.”

Los Angeles Times • May 24, 2015
U.S. Military and Civilians are Increasingly Divided
“One percent of the American population goes into the military,” said Daniel Pitasky, executive director of the Schultz Family Foundation. “Only 10 percent of those feel their service is understood. In fact, only a third of the country under 30 knows somebody in the military. That speaks volumes to the challenge we’re up against.”

Starbucks Newsroom ● April 14, 2016
What’s the Data Say?

Connecting veterans/families with the greater community:

- More than half of our men and women who have served feel disconnected from the community in which they now live.

- A third describe transition from the military as difficult or very difficult.
What’s the Data Say?

There is particular need for veterans to find better fitting jobs and VCC can play an important role.

40% describe employment transition as difficult or very difficult

50% of veterans are leaving their employment within their first year

47% of post 9/11 veterans report they are not working in their preferred career field

80% of jobs are never advertised but found thru networks.
Misperceptions Americans have of veterans hinder their full integration into a community.

A majority of Americans view veterans as either broken or heroic.

83% of Americans think veterans are more likely than civilians to suffer from mental illness.

- 14% of general population has mental illness.
- 15% of military population

77% of Americans feel veterans are more likely to commit suicide

- 117 Americans die by suicide each day,
- 22 vets a day, 21 of which are Vietnam era
The Context

Veterans’ Context:

• Many veterans and military family members face unique and differing needs when they return home.

• With more than 40,000 veteran service organizations, vets and family members are “drinking from a fire hose” trying to navigate and sort out priorities and determine quality and relevance:
  ✓ Sorting thru online can be overwhelming
  ✓ Veterans often miss out on local resources simply because they don’t know they exist.
  ✓ Veteran and family needs are not exclusively “crisis” needs

  *Many veterans and their families would prefer assistance, not in the form of charity, but with opportunity and connection to the greater community.*

Civilians’ Context:

• Most Americans are supportive of our troops.

• They want to do more than say “thanks for your service,” but many have limited time and resources to do so.

  *Americans are looking for avenues to offer meaningful assistance to veterans within those parameters.*
Successful Veteran and family reintegration goes beyond “crisis” aspects. Veterans and family members, like most of their fellow citizens:

1. **Want to feel a sense of purpose**
   - Meaningful jobs
   - Education
   - Contributing to their communities through volunteer and other channels

2. **Want to provide for themselves and their families**
   - Financial/legal stability
   - Shelter
   - Access to goods and services

3. **Want social and personal relationships that make them feel part of the community to which they belong**
   - Family stability
   - Spirituality
   - Social networks
   - Cultural outlets
   - Physical and mental health
The San Diego Chamber of Commerce financed a study on behalf of ‘Vets’ Community Connections’ to examine how veterans and military family members could tap the experience of a greater number of community members to make reintegration easier. The results, available January 2015, overwhelmingly supported a role for the greater community in assisting veterans and their families transition from the military:

**KEY FINDINGS 1:**
There is clearly a role for the greater community in local veteran reintegration

**SUPPORTING DATA:**

**Top difficulties Veterans/Family Members report when transitioning from the military:**
- Loss of community
- Lack of structure
- Loss of support network
- Civilians don’t understand the military or military experience
- Difficulty translating military skills to civilian jobs

**Top areas Veterans/Families would like to see increased community support:**
- Demonstrate more tangibly they care about returning veterans and military families
- A central point of contact for transitioning veterans/military families can go to for assistance
- Make it easier for veterans/military families to assimilate and become part of the community
- Let transitioning veterans/military families know the community members are willing to use their experience/expertise to make their transition easier
- Recognize and give credit for leadership skills returning veterans/military families offer
KEY FINDING 2:
Veterans and military families want to tap a broader spectrum of community experience/expertise to make the transition easier.

SUPPORTING DATA:

**Top ways Veterans/Family Members feel the greater community can assist them:**
- Help translate military skills to civilian jobs
- Job networking
- Volunteer time and expertise
- Better understand the skills and discipline returning veterans have

**Top ways returning veterans and military families feel they could have benefited from assistance but did not know where to find:**
- Career advice
- Money management, finance, budgeting
- Assistance with trade professions
- Mentoring and networking opportunities
- Guidance for building family strength
- Connecting with opportunities to volunteer
- Legal advice
Respondents overwhelmingly reported that current online or web-based resources do not provide them and their family with enough personal information to meet their needs in transitioning from military to civilian life.

**Their key reasons:**

- Would rather talk/get help from a real person
- Would rather get assistance talking to someone that went through a similar experience
- Web tools provide incomplete answers
- Many answers aren’t found on the web
- Web tools often are geared toward civilians and not returning veterans
KEY FINDING 4:

Overwhelming support for a concierge service that would connect them with individuals in the community.

SUPPORTING DATA:

Respondents overwhelmingly thought there was a need for a concierge service where veterans could speak to a returned veteran or military family member who could listen to their questions and direct them to a specific individual or organization in the community who could help answer or address their question.

- Veterans/military families would be willing to use this service
- Main reasons why:
  • They can trust and rely on the advice of another veteran or veteran family member
  • Having one number to call for everything
  • It simplifies things and saves them time
What is Community?
com·mu·ni·ty
/kəˈmyooənəti/
noun
1. a group of people living in the same place or having a particular characteristic in common.
   "Rhode Island's Japanese community"
   synonyms: group, body, set, circle, clique, faction; More
2. a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals.
   "the sense of community that organized religion can provide"
How do we aspire to create a Community?
Who here has been a part of a collaboration?
What is Collaboration?
Collaboration

- Mutually beneficial relationship
- Integrated approach
- Shared responsibility
- Working together
- Network of agencies
- Unique strengths
- Partners rather than competitors
Types of Collaborative Partnerships

- Departmental
- Multi-agency
- Single Sector
- Cross-Sector
  - Public/Private

Continuum of partner formalizations

Verbal  Handshake  LOS  MOU  Contract
### The Collaboration Continuum

<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition for clients, resources, partners, public attention.</td>
<td>No systematic connection between agencies.</td>
<td>Inter-agency information sharing (e.g. networking).</td>
<td>As needed, often, informal, interaction, on discreet activities or projects.</td>
<td>Organizations systematically adjust and align work with each other for greater outcomes.</td>
<td>Longer term interaction based on shared mission, goals; shared decision makers and resources.</td>
<td>Fully integrated programs, planning, funding.</td>
</tr>
</tbody>
</table>

**TURF**

**Loose** — **Tight**
VCAT Process

Leadership Environment
- Leadership: Leaders work separate from leaders in other organizations.
- Providers: Providers act independent of providers in other organizations.
- Outreach & Service Information: Outreach and service information (OSI) is intra-organizational.
- Inter-Organizational Processes: Organizations' processes are separate from other organizations’ processes.

Collaboration
- Core leadership group collaborates together for a common cause.
- Initial provider network works together using basic collaborative processes/tools.
- OSI is shared inter-organizationally and externally.
- Organizations use collaborative processes to work with other organizations for a common cause.

Coordination
- Core leadership group transforms to permanent status & works facilitating a coordinated approach.
- Representative provider network works together using intermediate processes/tools.
- In addition, OSI is coordinated among providers, jointly developed.
- Organizations work with other organizations using coordinated processes & tools.

Integration
- Permanent leadership group oversees integrated/continuing operations.
- Comprehensive provider network works together using advanced processes/tools.
- In addition, OSI effectiveness is enhanced by advanced criteria-matching capabilities.
- Organizations work with other organizations using common processes & tools.

Outcomes
Veterans and their families locate services easier and sooner.
The quality of service improves.

VCAT PROCESS
- Community Assessment
- Coalition Formation
- Action Planning
- Workgroup Development
- Implementation
- Monitoring and Evaluation
Connecting Service Providers in Collaboration

- Public Benefits
- Housing
- Health Benefits
- Military / Veteran Services
- Meals
- Public Benefits
- Transportation
- Childcare
- Aging Services
- Disaster Coordination
- Crisis Services
- Utility Assistance
- Community Services

REAL PEOPLE. REAL CONNECTIONS. REAL HELP.
Integrated Public/Private Cross-Sector Collaboration

Shared Aim: Integrated Whole Person View

- Easily Accessible
- High volume
- Community Backbone
- Efficient
- Cross-Sector – Vertical insights across social, health and government sectors
- Community-wide
- Holistic

Real People. Real Connections. Real Help.
What are Some Best Practices?
Community Integration and Tenants

To expand community networks of individuals willing to advise and assist vets and their families as they return home—enabling the broader community to participate meaningfully in community reintegration.

Core Tenants:

Simple

Human

Builds trust

Inclusive

Low Cost

Community owned and designed

Does not duplicate or replace existing programs, but works with them

Builds upon existing resources
Communication, collaboration and cooperation
Multi-stakeholder Community Building
Asset mapping resources and delivery system
Coordination of care among Veteran nonprofits and other stakeholders
Deeper level of navigation and peer support
Advocacy
Reactive program creation for complicated needs
Best Practices for Success

- Clarify purpose and agency goals
- Build on points of agreement
- Involve stakeholders
- Understand cultural differences
- Build trusting relationships
- Communicate timely and effectively
- Anticipate problems and disagreements
- Celebrate successes
Holistic Approach - Person centered care, integrated whole person view

Increased cross-sector coordination (non-profit, county, state, federal, informal councils, Veteran groups) resulting in more comprehensive services, reducing duplication, and increasing efficiency
Outcomes for the Whole Person View

Shared Vision:

Enhance Service Delivery to Individuals and Families to Improve Social, Health and Economic Outcomes by:

• Providing Backbone for Collective Impact Efforts Across Sectors
• Creating Comprehensive Data Repository with Longitudinal Client Record for Use by all Social Service Organizations
• Producing Data Useful for Community Planning
“The last decade of war has affected the relationship between our society and the military,” Gen. Martin Dempsey, chairman of the Joint Chiefs of Staff, wrote in a commentary in 2013. “As a nation, we've learned to separate the warrior from the war. But we still have much to learn about how to connect the warrior to the citizen.... We can't allow a sense of separation to grow between us.”

Los Angeles Times • May 24, 2015
U.S. Military and Civilians are Increasingly Divided
Questions?