

VETERAN PEER ACCESS NETWORK ACTION PLAN 2019

MAY 2019



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VETERAN PEER ACCESS NETWORK

ACTION PLAN 2019

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VETERAN PEER ACCESS NETWORK
ACTION PLAN 2019

EXECUTIVE SUMMARY

Background

In early 2018, the Los Angeles County Board of Supervisors unanimously passed a motion directing Los Angeles County to build a Veteran Peer Access Network (VPAN) to improve how veterans and their families access the county's already rich set of resources. LA County partnered with the National Association of Veteran-Serving Organizations (NAVSO), the only organization across the nation who scans the national landscape for best practices in the veteran-serving marketplace, to conduct an analysis of the current situation and convene key leaders across the county that would contribute to the development of an actionable plan and design the structure and implementation for VPAN. The overall goal of this project was to improve veteran well-being in the County.

From September 2018 to April 2019, leaders in Los Angeles County who serve veterans came together to share their expertise and learn from subject matter experts from across the nation to dissect, re-engineer and improve how veterans access services. They served as voices for a broad set of stakeholders and represented inputs from the community.

Way Forward

Over the next 24 months the ground work will be laid for a Veteran Peer Access Network that is broken into two phases: 1-Design and 2-Adapt/Sustain. With the help of LA Community Partners, VPAN will launch with a dozen Veteran Peer Navigators on the ground focused on serving the needs of veterans in the County. As needs are identified and partnerships are secured the network will continue to grow to full-capability.

Over the next 24 months, the County and Community Stakeholders will create a framework that is entrepreneurial in spirit, flexible enough to adapt to the needs of the veterans and incorporate lessons learned so that an enduring, world-class, trusted veteran peer access network is created and ultimately helps veterans live and thrive in Los Angeles County.

Mission

Provide a high quality, coordinated network of care that is easily accessible for Los Angeles County servicemembers, veterans and their families through an enduring, world-class Veteran Peer Access Network.

Vision

Every Los Angeles County servicemember, veteran, and their family can easily find and access the wealth of support services available to them through the Veteran Peer Access Network which enables them to live and thrive in the community.

Service providers in Los Angeles County will use a common agenda and shared approach to coordinate county-wide services that holistically supports the Veteran population.

As the backbone entity for Veteran services and service providers, VPAN will be viewed as a trusted partner of Veterans, their families and Veteran-serving organizations in Los Angeles County.

What's next?

Offices/Rally points: The LA County Department of Military and Veterans Affairs will provide space in Bob Hope Patriotic Hall as the VPAN Headquarters and serve as the central Rallypoint for a hub and spoke system. Peers will be hired, trained and launched into the community to help veterans access services. Rally Points or offices/spaces where veterans can come to seek services and/or convene need to be identified across the County. Ideally, at least one rally point will exist in each supervisory district. This will require extraordinary efforts of public/private partnership so that the VPAN is truly a community-based support network.

Transportation: Peers will have access to various forms of transportation and creative partnerships will be established to support the vast and differing landscape of LA County. Peers will have access to vehicles, given special parking consideration, public transport passes, Uber/Lyft stipend, etc. to ensure mobility so they can meet veterans where they are. Awareness and support across LAPD and LA Metro will be required.



Technology: A technology vendor will be selected that can unite the County’s resources under one umbrella and streamline how veterans access those resources. This technology will facilitate a coalition of partners that will be held accountable to serving the veteran population effectively and efficiently. Peers will need access to smartphones and tablets to have mobile office capability that allows them to enroll veterans in VPAN services on the spot.

Resource Partners: A small coalition of partners will be selected to serve as the initial cohort to test VPAN in the following areas: homelessness, mental health, career services, financial resources, veteran benefits, legal aid, substance abuse, education, and social/volunteering.

VPAN - Measures of Success:

- Number of homeless veterans has decreased -

goal of functional zero

- Veteran suicides have decreased
- Demand for mental health services has increased (treatment works!)
- Veteran unemployment matches or is below local average
- Veterans and military families know about VPAN and can easily access services
- Veterans are engaged and thriving in the community

VPAN is a collaborative effort that will unite the community through partnership, support, and engagement across all levels of government, business, nonprofits, philanthropy and the general public.

INTRODUCTION & OVERVIEW

A Veteran Peer Access Network is an essential and effective model to help ensure that Veterans and their families can gain timely access to diverse services that are embedded within numerous organizational silos. With more than 300,000 Veterans, Los Angeles County has the largest population of veterans of all the counties in the United States. LA County has a rich set of services and support for veterans, including housing, health care, education, and employment, which are spread among numerous government and non-government agencies that predominantly operate independently.

Despite this wealth of resources, LA County's Veteran population continually faces extreme homelessness, housing instability, substance abuse,

poverty, and barriers to care. Some veteran serving entities are engaged in a few countywide efforts to address these challenges, but no single entity has the authority or influence to provide the infrastructure, elicit collaboration, or solidify meaningful coordination.

In close partnership with the VA Greater LA Healthcare System and the VA Long Beach Healthcare System, LA County is positioned to vastly improve the countywide delivery of service to veterans and their families by establishing and empowering a Veteran Peer Access Network (VPAN) to serve as the Coordinating Authority and the essential human connective tissue required to improve veterans access to services. The VPAN conceptual model is depicted in the value stream map below (Figure 1):

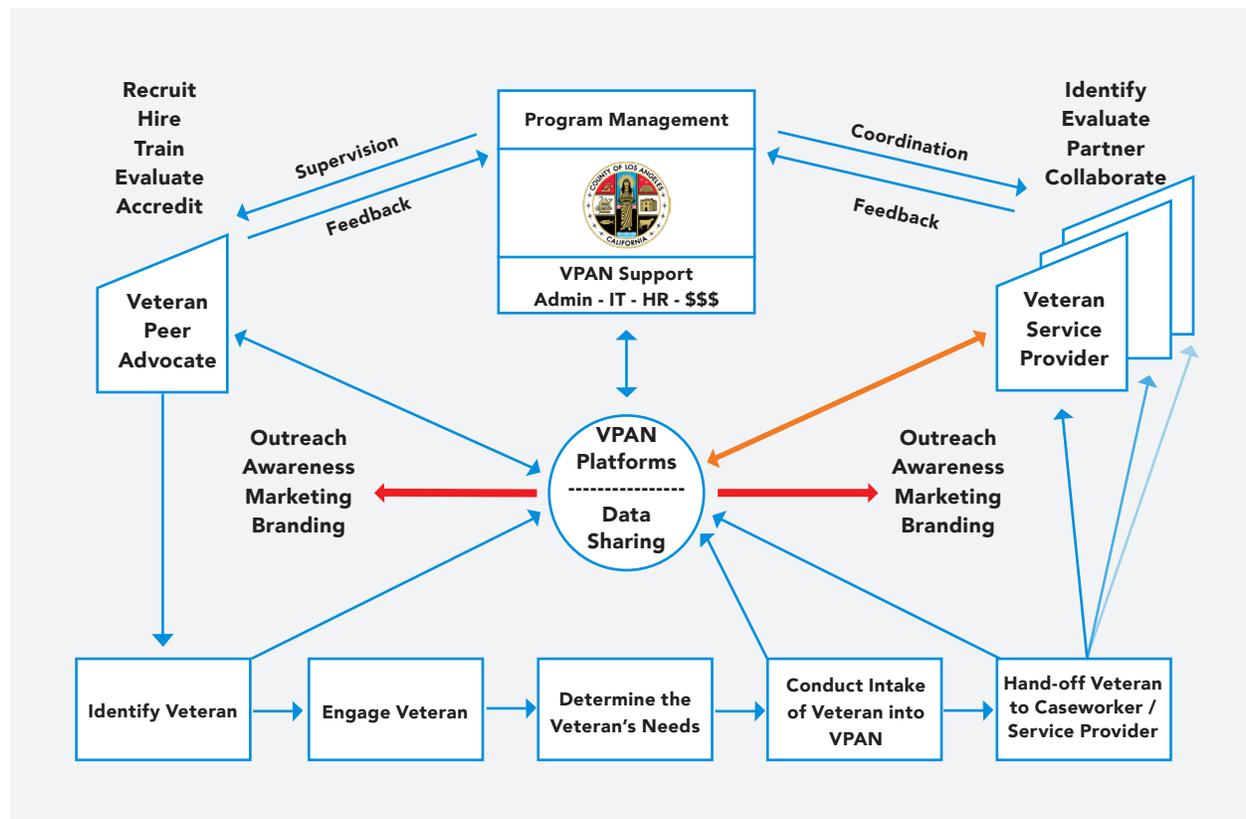


Figure 1. VPAN Value Stream Map



Working alongside the National Association of Veteran-Serving Organizations (NAVSO), LA County’s consultant for this initiative, the VPAN Steering Committee/Advisory Group (SC/AG) convened a series of meetings through which an understanding of the operating environment and solutions was gained, a list of requirements to inform the shaping of VPAN was created, and a list of prioritized investments to underpin successful implementation was developed. Subject Matter

Experts were engaged throughout the process to inform and enhance the group’s knowledge, design, and decision-making abilities. NAVSO convened a landscape analysis summit where a more in-depth look at the relevant gaps, barriers, and opportunities (public and private) were explored. The facilitated discussions and series of exercises were categorically structured to explore Goals, People, Processes, Functionality, and Tools while following the Framework shown in Figure 2.

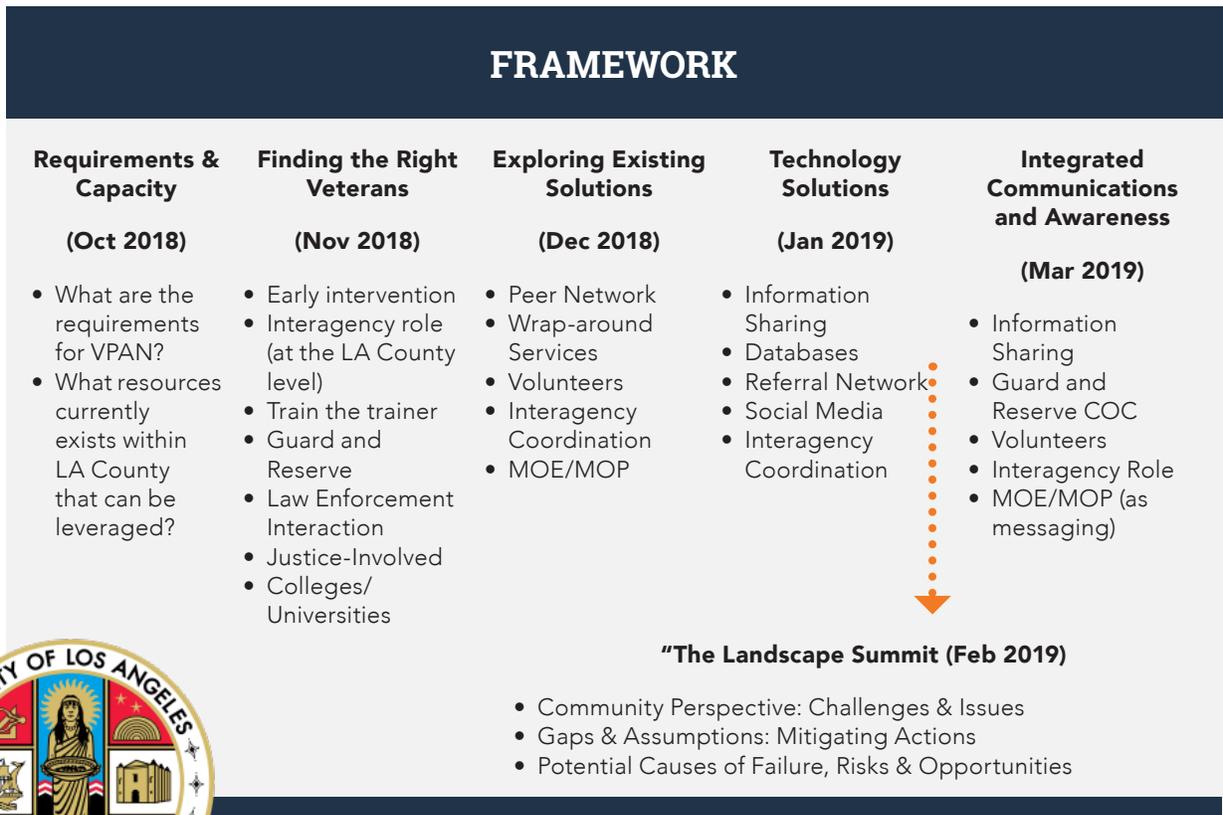


Figure 2. Historical Scan of LA County VPAN Development

The first section of this project plan is the Purpose & Scope, which presents the vision, mission, and core values of VPAN, along with the strategic goals and actions to stand-up and pilot VPAN in LA County. The second section, Project Phases, provides information on the implementation approach and three phases associated with the Action Plan. The final section details the Implementation aspects, which includes the communication requirements, project schedule, initial investments, technology, training, evaluation, and project workflow to establish and pilot the VPAN program through the first two years. Appendix A details the Viability Considerations, which lays out the program standards, identifies the key stakeholders, and discusses the resource management considerations. Appendix B details the findings of the Landscape Analysis, including the gaps, assumptions, and risks the program faces.

PURPOSE & SCOPE

This Action Plan is a dynamic and enduring component to fulfill LA County's intent to establish a countywide Veteran Peer Access Network (VPAN) specifically designed to be a long-term solution to improve and maximize client access to housing, wrap-around services (i.e. health, mental health, substance abuse support, education, training, employment, benefits, legal), and Veteran Service Organizations. *We envision an LA County unified by shared intention and cross-sector collaboration that helps Veterans and their families heal, grow and flourish by providing easy access to the right services and the right opportunities from the right people in the right places at the right time.* Managing the complexity of designing and establishing an adaptive and agile organization to meet the diverse challenges of LA County will require balancing the traditional path for standing-up an organization with a more entrepreneurial, flexible, proactive and anticipatory approach to ensure rapid and sustainable delivery of services that make an immediate impact.

We undertake this pursuit with a wide range of deeply committed partners who will help guide, complement and supplement our efforts,

including fellow County departments, government entities at the local, state, and federal levels, families, advocacy groups, academic institutions, the media, a vast network of providers, and many others in the public and private sectors. It is through integrating and synchronizing our collective efforts across LA County that will allow us to dismantle existing barriers, create easily identified and navigated access pathways, and embed enough quality resources in communities for those most in need.

The primary purpose of the efforts detailed in this Action Plan is to stand-up, stabilize, and position VPAN for efficient expansion in the coming years. The scope of this initial undertaking includes:

- The primary focus on improving the well-being of Veterans and their families;
- Pilot VPAN with an initial cap of \$5M and a cohort of 10-12 Veteran Peer Advocates;
- Seek feedback from service providers to identify areas of need and organizational capacity crucial for successful implementation;
- Act with a sense of urgency and build the network to immediately infuse help;
- Consider ways to ensure Veterans who need services the most are reached;
- Identify and tap into existing, funded solutions that can be used immediately;
- Fully explore technology solutions used by other communities but also identify any unique or different functions that LA County needs;
- Create an integrated communication plan that will: attract and retain Veteran Peers; raise awareness among Veterans and their families; engage partners, providers, and agencies; and generate buy-in for VPAN among the stakeholders and community.

In particular, VPAN will serve as a catalyst to improve the hope, wellbeing, and life trajectory of LA County Veterans and their families by:

- Building an access network to bridge resource gaps in the community through a continuum of outreach, engagement, navigation,

and advocacy initiatives with major peer involvement;

- Increasing the availability of effective care by expanding awareness, access to, and collaboration between the distribution and current capacity of evidence-based treatments, intensive support services and enriched housing;
- Identifying and vetting new paradigms and providers for services and healing to augment those currently in place, including:
 - a) innovative treatment-oriented approaches;
 - b) novel, welcoming platforms for service delivery; and,
 - c) dignified, nurturing environments for intentional, and purposeful living; and,
- Providing a platform for our Veterans and their families to have purpose and belonging when they depart military service and return to LA County.

Vision & Mission Statements

Mission

Provide a high quality, coordinated network of care that is easily accessible for Los Angeles County servicemembers, veterans and their families through an enduring, world-class Veteran Peer Access Network.

Vision

Every Los Angeles County servicemember, veteran, and their family can easily find and access the wealth of support services available to them through the Veteran Peer Access Network which enables them to live and thrive in the community.

Service providers in Los Angeles County use a common agenda and shared approach to coordinate county-wide services that holistically supports the Veteran population.

As the backbone entity for Veteran services and service providers, we will be viewed as a trusted partner of Veterans, their families and Veteran-serving organizations in Los Angeles County.

Core Values

- Veterans first - The Veterans of LA County are our highest priority
- Integrity - We treat our Veterans and their family members in a fair and honest manner.
- Collective Impact - The power of the community allows us to exceed our goals. We are committed to aligning our activities with the community.
- Highest Quality Care & Service - We are focused on milestones, metrics and measurable outcomes to increase the impact of our work.

Strategic Goals & Actions

Goal 1: Stand-up and establish the foundation to sustain and organically grow VPAN

- * **Strategic Action 1.1:** Establish a Project Management Team to stand-up and pilot the VPAN program
- * **Strategic Action 1.2:** Create and validate a Project Management Plan to implement VPAN in LA County
- * **Strategic Action 1.3:** Establish governance and oversight of the VPAN Implementation Project`
- * **Strategic Action 1.4:** Determine and communicate the requirements for technology systems, training, access, and support
- * **Strategic Action 1.5:** Coordinate with the Program Manager, Operations, and supporting stakeholders to implement the Strategic (Action) Plan

Goal 2: Establish effective and enduring governance

Objective 2.1: Create and implement a coherent governance framework

- * **Strategic Action 2.1.1:** Develop and adopt a governance structure and accompanying charters, including a Program Charter

- * **Strategic Action 2.1.2:** Establish the organizational structure, reporting lines, and organizational chart
- * **Strategic Action 2.1.3:** Develop and delineate governance principles, processes, controls, and hierarchical roles/relationships
- * **Strategic Action 2.1.4:** Develop and establish program roles
- * **Strategic Action 2.1.5:** Identify and put in place an effective leadership team and governing body

Objective 2.2: Develop and implement effective governance oversight

- * **Strategic Action 2.2.1:** Determine and establish the duties and responsibilities of the Steering Committee and sub-committees
- * **Strategic Action 2.2.2:** Determine and establish the business practice accountability and authority of Management
- * **Strategic Action 2.2.3:** Establish Steering Committee responsibilities

Objective 2.3: Establish operational guidelines aligned with the vision and mission of VPAN

- * **Strategic Action 2.3.1:** Develop operating principles, risk management standards, organizational values, and core beliefs
- * **Strategic Action 2.3.2:** Establish leadership and talent acquisition, assessment, development, and performance management programs
- * **Strategic Action 2.3.3:** Align staffing compensation, benefits, performance appraisals, and incentives with governing policies, rules, and regulations

Objective 2.4: Establish program performance infrastructure

- * **Strategic Action 2.4.1:** Develop internal policies and procedures
- * **Strategic Action 2.4.2:** Establish internal communications, reporting, and information

management requirements and procedures

- * **Strategic Action 2.4.3:** Determine business performance standards, measures, metrics, and evaluation criteria
- * **Strategic Action 2.4.4:** Determine and communicate the requirements for technology systems, training, access, and support

Goal 3: Ensure fiscal responsibility and long-term financial stability

- * **Strategic Action 3.1:** Establish and implement budgeting processes
- * **Strategic Action 3.2:** Establish long-range funding
- * **Strategic Action 3.3:** Identify and attract new funding sources to ensure long-term financial stability
- * **Strategic Action 3.4:** Determine and communicate the requirements for technology systems, training, access, and support

Goal 4: Operational effectiveness

Objective 4.1: Develop and establish relevant business plans and oversight

- * **Strategic Action 4.1.1:** Coordinate with the Project Management Team to implement the Strategic (Action) Plan
- * **Strategic Action 4.1.2:** Identify, define, and align the operational concept with the community needs
- * **Strategic Action 4.1.3:** Develop and implement an Operational Plan aligned with the Program Charter, Strategic (Action) Plan, and VPAN Implementation Project Management Plan
- * **Strategic Action 4.1.4:** Identify and establish the means to ensure compliance requirements are met
- * **Strategic Action 4.1.5:** Create and implement an Internal Communication Plan
- * **Strategic Action 4.1.6:** Develop and implement a Long-Range Program Plan



Objective 4.2: Establish the operational scope, delivery, and evaluation of services

- * **Strategic Action 4.2.1:** Determine the VPAN program component options
- * **Strategic Action 4.2.2:** Create and implement a Service Delivery Model
- * **Strategic Action 4.2.3:** Develop and implement a VPAN program Performance Framework with evaluation criteria

Objective 4.3: Build a competent, proficient, and high performing team

- * **Strategic Action 4.3.1:** Determine staffing requirements and job descriptions
- * **Strategic Action 4.3.2:** Coordinate with DHR to establish and implement the staff acquisition, onboarding, and performance management processes
- * **Strategic Action 4.3.3:** Coordinate with DHR and SMEs to develop and initiate Veteran Peer Advocate training and accreditation programs
- * **Strategic Action 4.3.4:** Recruit and hire initial staff

Objective 4.4: Create and implement an effective partnering program

- * **Strategic Action 4.4.1:** Develop partnering criteria for partner organizations

- * **Strategic Action 4.4.2:** Identify community partnerships for required services and secure MOUs

- * **Strategic Action 4.4.3:** Develop and implement a Partner Engagement Plan

Objective 4.5: Effectively meet the program's infrastructure and operational needs

- * **Strategic Action 4.5.1:** Identify and resource the infrastructure and operational needs of the program, including technology, transportation, workspaces, and acquisition of a home office

- * **Strategic Action 4.5.2:** Establish and institute data collection and management methods, processes, and procedures

- * **Strategic Action 4.5.3:** Create and implement a data sharing plan

- * **Strategic Action 4.5.4:** Establish the means (e.g. technology solutions) to sufficiently collect, share, safeguard, and analyze VPAN program data

- * **Strategic Action 4.5.5:** Determine and communicate the requirements for technology systems, training, access, and support

Goal 5: Build the foundation for sustainable client acquisition

***Strategic Action 5.1:** Identify and engage potential client sources

***Strategic Action 5.2:** Develop and implement customer acquisition plans

***Strategic Action 5.3:** Determine and communicate the requirements for technology training, access, and support

Goal 6: Establish effective marketing and community awareness

Objective 6.1: Engage LA County to create and enhance awareness, understanding, and participation

***Strategic Action 6.1.1:** Develop, launch and perfect the VPAN brand

***Strategic Action 6.1.2:** Develop and implement VPAN's strategic marketing & communication plan

***Strategic Action 6.1.3:** Develop and implement community marketing, awareness, and education campaigns

Objective 6.2: Determine and establish effective technology solutions

***Strategic Action 6.2.1:** Develop and establish effective social media platform(s)

***Strategic Action 6.2.1:** Determine and communicate the requirements for technology systems, training, access, and support

Goal 7: Ensure technology solutions are integrated, agile and effective

***Strategic Action 7.1:** Identify, develop, and provide integrated technology solutions that are agile, effective, and user-friendly

***Strategic Action 7.2:** Obtain adaptive and effective technology hosting and support capabilities

***Strategic Action 7.3:** Develop and deliver effective technology systems, training, access, and support to system users



PROJECT PHASES

Implementation Approach

The Veteran Peer Access Network will be implemented over a two-year period using an initial pilot program with a proof-of-concept perspective, which will allow establishing a solid foundation while optimizing the time, cost and energy needed to stand-up, stabilize, and position the program for future expansion. The implementation approach is highlighted by three distinctive features:

- Use professional Project Management techniques;
- Pilot the program with 10-12 Veteran Peer Advocates; and,
- Implement the program in three phases.

Design Phase

The Design phase covers a period of 3-months and its purpose is to identify and understand the key resources, requirements and actions to successfully establish an enduring VPAN program. This phase highlights the scope, objectives and key planning considerations, including the integration of activities between functional areas and key stakeholders. Ultimately, the outputs from this phase will clarify the tasks and roles of the VPAN team members.

Key Outputs:

- Actionable VPAN Implementation Project Management Plan
- VPAN program and project charters
- List of identified infrastructure and operational needs

Develop / Implement Phase

The Develop / Implement phase is expected to take 9-months to complete. During this phase the governance structure, resources, infrastructure, and the operating processes are put in place and the program is launched. In particular, the leadership team is brought onboard, the key

processes are established, and the initial group of Veteran Peer Advocates are trained, certified, and sent out. The outputs from this phase will provide the first delivery of services to the community and produce feedback for evaluating, adjusting, and improving the program.

Key Outputs:

- Governance Structure and Leadership Team in place
- Initial group of Veteran Peer Advocates trained and accredited
- Operational infrastructure and technology in place
- Partnerships established with the initial set of community providers
- Outreach plan to connect with Veterans implemented

Adapt / Sustain Phase

The Adapt/Sustain phase is projected to take 12-months and is designed to focus on assessment, modification, and improvement of the various aspects of the program. Notably, this time period provides for evaluating, stabilizing, and making the necessary plans and adjustments to facilitate the expansion of VPAN through out LA County.

Implementation

“There is no power for change greater than a community discovering what it cares about.”

Margaret J. Wheatley, PhD

Change Management

Establishing VPAN in LA County represents substantial change for the community, both in terms of the activity of providing services to LA County Veterans and their families and in terms of a significant transformation of the social processes within the community. Successful implementation will require effective change management from a Project Management perspective to stand-up and pilot VPAN and from

the Program Management perspective to oversee the implementation, expansion, and transition into an enduring and value-adding proposition. However, this undertaking will follow a non-linear trajectory. Success will require close coordination, collaboration, agility, foresight and attention to detail to ensure the various participants, components, and functional activities remain aligned, coherent, and within the purpose, scope and strategic direction envisioned for VPAN.

Dr. John Kotter (2012) points out that useful change is most often brought about through a multi-step process creating enough energy and motivation to overcome the existing inertia. This can only be done through the interactive synergy of excellent management and high-quality leadership. He describes and distinguishes the two concepts in the following manner:

Management – a set of processes that can keep a complicated system functioning properly. It consists primarily of:

- “Planning and budgeting;
- Organizing and staffing; and,
- Controlling and problem-solving” (Kotter, p. 28).

Leadership – a set of processes through which a group can form or adapt to change. It consists primarily of:

- Establishing the vision and direction;
- Aligning people with the vision and strategy; and,
- Motivating and inspiring the team (id).

VPAN’s success is reliant on expertly and professionally handling the changes required to implement the program. Moreover, managing too many complex changes simultaneously, not ensuring all the implementing activities are strategically aligned, or failing to spur collaboration consistent with the guiding vision will all lead to project and program failure.

“[I]n this world of chaos and complexity we appear to need leaders rather than bosses; people who assist their employees in embodying organizational values and carry a strong sense of purpose. Policies and

procedures curtail creativity and end up failing to control as effectively as a strong sense of purpose and some clear, hard rules.” Cameron & Green, p. 384, 2015 (internal citation omitted).

In simple terms, implementing VPAN successfully will require inspirational leadership and superior management. Kotter’s (2012) Eight-Step Change Management process provides an effective framework, which is as follows:

1. **Generate a sense of urgency** - place particular emphasis on rapid service delivery, managing interdependencies, adaptively making course corrections, and proactive communications;
2. **Establishing a guiding coalition** – bring together an affectively committed, like-minded core team with the collective power, authority and wisdom to lead change;
3. **Create a vision and strategy** – ensure they are coherent, complimentary, and inspirational to cast the vision and generate the necessary changes;
4. **Clearly and consistently communicate the vision** – constantly remind the stakeholders, participants, and community through multiple means and role modeling;
5. **Empower action across the entire community** – encourage innovation, entrepreneurialism, removal of obstacles, and changing thoughts, ideas, and structures that undermine the vision;
6. **Produce short-term wins** – execute plans for immediate and future visible short-term wins that will energize, create optimism, and build the confidence of the customers and community;
7. **Consolidate and build on the gains** – aggressively leverage the lessons learned to improve on and obtain better systems, processes, and talent; and,
8. **Anchor success in the culture** – recognize, communicate, celebrate, and incorporate the values and behavior arising from VPAN to transform LA County into a collaborative culture of care.

Project Schedule

The VPAN Implementation Project Schedule is shown by functional area in Tables 1A–1G below:

Project Management:

Strategic Goal #1	Objective	Strategic Action	Responsibility	ECD
Goal 1: Stand-up and establish the foundation to sustain and organically grow VPAN	N/A	Strategic Action 1.1: Establish a Project Management Team to stand-up and pilot the VPAN program	Program Manager	C+60
	N/A	Strategic Action 1.2: Create and validate a Project Management Plan to implement VPAN in LA County	Project Manager	C+90
	N/A	Strategic Action 1.3: Establish governance and oversight of the VPAN Implementation Project * Perform Weekly Internal Progress Review Meetings (IPRs) throughout	Program Manager & Project Manager	C+30
	N/A	Strategic Action 1.4: Determine and communicate the requirements for technology systems, training, access, and support	Project Manager	C+60
	N/A	Strategic Action 1.5: Coordinate with the Program Manager, Operations, and supporting stakeholders to implement the Strategic (Action) Plan	Project Manager	C+0-720 (ongoing)

Table 1A. Project Schedule - Project Management

Governance:

Strategic Goal #2	Objective	Strategic Action	Responsibility	ECD
Goal 2: Establish effective and enduring governance	Objective 2.1: Create and implement a coherent governance framework	Strategic Action 2.1.1: Develop and adopt a governance structure and accompanying charters, including a Program Charter		C+90 (develop) C+240 (formalize)
		Strategic Action 2.1.2: Establish the organizational structure, reporting lines, and organizational chart		C+180
		Strategic Action 2.1.3: Develop and delineate governance principles, processes, controls, and hierarchical roles/relationships		C+60 (develop) C+180 (formalize)
		Strategic Action 2.1.4: Develop and establish program roles		C+90
		Strategic Action 2.1.5: Identify and put in place an effective leadership team and governing body		C+120 (LT) C+300 (GB)
	Objective 2.2: Develop and implement effective governance oversight	Strategic Action 2.2.1: Determine and establish the duties, responsibilities, and authority of the Board and Committees		C+90 (develop) C+180 (formalize)
		Strategic Action 2.2.2: Determine and establish the business practice accountability and authority of Management		C+90
			Strategic Action 2.2.3: Establish Steering Committee responsibilities	

	Objective 2.3: Establish operational guidelines aligned with the vision and mission of VPAN	Strategic Action 2.3.2: Establish leadership and talent acquisition, assessment, development, and performance management systems	C+60
		Strategic Action 2.3.3: Align staffing compensation, benefits, performance appraisals, and incentives with governing policies, rules, and regulations	C+60 (align) C+360/600 (verify)
	Objective 2.4: Establish program performance infrastructure	Strategic Action 2.4.1: Develop internal policies and procedures	C+90 C+270 (clarify)
		Strategic Action 2.4.2: Establish internal communications, reporting, and information management requirements and procedures	C+90 (establish) C+450 (formalize)
		Strategic Action 2.4.3: Determine business performance standards, measures, metrics, and evaluation criteria	C+90
		Strategic Action 2.4.4: Determine and communicate the requirements for technology systems, training, access, and support	C+90

Table 1B. Project Schedule - Governance

Finance:

Strategic Goal #3	Objective	Strategic Action	Responsibility	ECD
Goal 3: Ensure fiscal responsibility and long-term financial stability	N/A	Strategic Action 3.1: Establish and implement budgeting processes		C+90
	N/A	Strategic Action 3.2: Establish long-range funding		C+360
	N/A	Strategic Action 3.3: Identify and attract new funding sources to ensure long-term financial stability		C+180-720 (ongoing)
	N/A	Strategic Action 3.4: Determine and communicate the requirements for technology systems, training, access, and support		C+90

Table 1C. Project Schedule - Finance

Operations:

Strategic Goal #4	Objective	Strategic Action	Responsibility	ECD
Goal 4: Operational Effectiveness	Objective 4.1: Develop and establish relevant business plans and oversight	Strategic Action 4.1.1: Coordinate with the Project Management Team to implement the Strategic (Action) Plan		C+0-90 (ongoing)
		Strategic Action 4.1.2: Identify, define, and align the operational concept with the community needs		C+90
		Strategic Action 4.1.3: Develop and implement an Operational Plan aligned with the Program Charter, Strategic (Action) Plan, and VPAN Implementation Project Management Plan		C+180
		Strategic Action 4.1.4: Identify and establish the means to ensure compliance requirements are met		C+90

		Strategic Action 4.1.5: Create and implement an Internal Communication Plan		C+150 (Initial) C+450 (formalize)
		Strategic Action 4.1.6: Develop and implement a Long-Range Program Plan		C+540
Objective 4.2: Establish the operational scope, delivery, and evaluation of services		Strategic Action 4.2.1: Determine the VPAN program component options		C+90
		Strategic Action 4.2.2: Create and implement a Service Delivery Model		C+150
		Strategic Action 4.2.3: Develop and implement a VPAN program Performance Framework with evaluation criteria		C+180
Objective 4.3: Build a competent, proficient, and high performing team		Strategic Action 4.3.1: Determine staffing requirements and job descriptions		C+60
		Strategic Action 4.3.2: Coordinate with DHR to establish and implement the staff acquisition, onboarding, and performance management processes		C+60
		Strategic Action 4.3.3: Coordinate with DHR and SMEs to develop and initiate Veteran Peer Advocate training and accreditation programs		C+90
		Strategic Action 4.3.4: Recruit and hire initial staff		C+180

	Objective 4.4: Create and implement an effective partnering program	Strategic Action 4.4.1: Develop partnering criteria for partner organizations	C+90
		Strategic Action 4.4.2: Identify community partnerships for services to include - Secure MOUs	C+120
		Strategic Action 4.4.3: Develop and implement a Partner Engagement Plan	C+180
	Objective 4.5: Effectively meet the program's infrastructure and operational needs	Strategic Action 4.5.1: Identify and resource the infrastructure and operational needs of the program, including technology, transportation, workspaces, and acquisition of a home office	C+180
		Strategic Action 4.5.2: Establish and institute data collection and management methods, processes, and procedures	C+180
		Strategic Action 4.5.3: Create and implement a data sharing plan	C+270
		Strategic Action 4.5.4: Establish the means (e.g. technology solutions) to sufficiently collect, share, safeguard, and analyze VPAN program data	C+180
		Strategic Action 4.5.5: Determine and communicate the requirements for technology systems, training, access, and support	C+90

Table 1D. Project Schedule - Operations

Customer Acquisition:

Strategic Goal #5	Objective	Strategic Action	Responsibility	ECD
Goal 5: Build the foundation for sustainable client acquisition	N/A	Strategic Action 5.1: Identify and engage potential client sources - "Messaging" & "Talking Points"		C+90
	N/A	Strategic Action 5.2: Develop and implement customer acquisition plans - "Outreach Plan"		C+90 (develop) C+180 (implement)
	N/A	Strategic Action 5.3: Determine and communicate the requirements for technology training, access, and support		C+90

Table 1E. Project Schedule - Customer Acquisition

Marketing & Community Awareness:

Strategic Goal #6	Objective	Strategic Action	Responsibility	ECD
Goal 6: Establish effective marketing and community awareness	Objective 6.1: Engage LA County to create and enhance awareness, understanding, and participation	Strategic Action 6.1.1: Develop, launch and perfect the VPAN brand		C+90 (develop) C+180 (finalize)
		Strategic Action 6.1.2: Develop and implement VPAN's strategic marketing & communication plan		C+90
		Strategic Action 6.1.3: Develop and implement community marketing, awareness, and education campaigns - Promos & "Sell to Stakeholders"		C+90 (develop) C+120 (build awareness) C+210-270 (launch)
	Objective 6.2: Determine and establish effective technology solutions	Strategic Action 6.2.1: Develop and establish effective social media platform(s) - VPAN Website		C+90 (establish) C+120 (website)
		Strategic Action 6.2.2: Determine and communicate the requirements for technology systems, training, access, and support		C+90

Table 1F. Project Schedule - Marketing & Community Awareness

Technology:

Strategic Goal #5	Objective	Strategic Action	Responsibility	ECD
Goal 7: Ensure technology solutions are integrated, agile and effective	N/A	Strategic Action 7.1: Identify, develop, and provide integrated technology solutions that are agile, effective, and user-friendly		C+90 (procure) C+180 (provide)
	N/A	Strategic Action 7.2: Obtain adaptive and effective technology hosting and support capabilities		C+60 (procure) C+180 (provide)
	N/A	Strategic Action 7.3: Develop and deliver effective technology systems, training, access, and support to system users		C+180 (provide)

Table 1G. Project Schedule - Technology

Major Milestones

Major milestones are points in a project or program indicating completion of a significant event or delivery of a major deliverable. The major milestones are depicted in Table 2 below:

Goal	OBJ	SA	Major Milestone	Phase	ECD
1 - Project Management		1.1	Establish Project Management Team	1	C+60
		1.2	Approve Project Management Plan	1	C+90
2 - Establish Governance	2.1	2.1.1	Formalize Governance Structure & Program Charter	2	C+240
		2.1.2	Formalize Organizational Chart	2	C+150
		2.1.5	Establish Leadership Team (LT)	2	C+120
		2.1.5	Establish Governing Body (GB)	2	C+270
	2.2	2.2.1	Formalize GB Duties, Responsibilities & Authorities	2	C+180
	2.3	2.3.2	Implement Leadership & Talent Management Systems	1	C+90
	2.4	2.4.1	Clarify Internal Policies & Procedures	2	C+270
	3 - Fiscal Responsibility & Financial Stability		3.1	Implement Budgeting Process & Create Initial Budget	1
		3.2	Establish Long-Range Funding	2	C+360
4 - Operational Effectiveness	4.1	4.1.4	Implement Compliance System & Procedures	2	C+180
		4.1.5	Validate the Long-Range Program Plan	3	C+540
		4.1.6	Implement the Long-Range Program Plan	3	C+720
	4.2	4.2.2	Formalize the Service Delivery Model	2	C+360
		4.2.3	Implement Program Performance Framework	2	C+180
	4.3	4.3.3	Implement the Peer Training & Accreditation Programs	1	C+180
		4.3.4	Certify the initial set of Veteran Peer Advocates	2	C+180
	4.4	4.4.1	Adopt Partnering Criteria	1	C+90
		4.4.3	Implement the Partner Engagement Plan	2	C+180
	4.5	4.5.1	Resource the Program Infrastructure & Operational Needs	2	C+180

Goal	OBJ	SA	Major Milestone	Phase	ECD
		4.5.1	Update Resourcing of Program Infrastructure & Operational Needs	3	C+391
		4.5.3	Institute the Data Sharing Plan	2	C+180
		4.5.3	Review, Verify Compliance & Amend Data Sharing Plan	3	C+660
		4.5.4	Implement Data Management Systems & Controls	2	C+270
		4.5.4	Validate Effectiveness & Revise Data Management Systems & Controls	3	C+510
		4.5.5	Re-assess, Obtain & Adjust Operational Technology Requirements	3	C+540
5 - Customer Acquisition		5.2	Implement the Veteran Outreach Plan	2	C+180
		5.3	Assess, Obtain & Adjust Technology Requirements	2	C+360
6 - Marketing & Community Awareness	6.1	6.1.2	Implement Strategic Marketing & Communication Plan	1	C+90
		6.1.2	Evaluate & Revise Strategic Marketing & Communication Plan	3	C+450
	6.1.3	6.1.3	Launch Marketing Campaigns	2	C+210
		6.1.3	Launch Community Education & Awareness Campaigns	2	C+270
		6.2	6.2.1	Launch VPAN Website	2
7 - Technology		7.1	Provide Integrated Technology Solutions	2	C+180
		7.1	Assess, Upgrade & Provide Adjusted Technology Solutions	3	C+720

Table 2. Major Milestones

Initial Investments

The proposed “rough order of magnitude” set of prioritized initial investments is shown in Table 3 below. The list was developed by the ad hoc Steering Committee during the first four committee meetings using a consensus-based approach. This estimated proposal lays the groundwork for establishing streamlined

Veteran access to services and will be modified as appropriate during the VPAN implementation. All program or budgetary items that are not included on this list (e.g. overhead, operating, HR, transportation) are assumed to be provided by other sources, including county and governmental agencies.

Functional Area	Priority	Purchase Item	Unit Cost	Quantity	Total Cost
Project Management	3	Project Manager	\$217,046	1	\$217,046
Governance	3	Program Manager	\$217,046	1	\$217,046
Finance	10	Budget (Project costs incorporated into management staff)	\$0	1	\$0
Operations	2	Veteran Peer Advocate	\$93,492	12	\$1,121,909
Operations	5	Initial Training - Veteran Peer Advocates	\$20,000	1	\$20,000
Operations	8	Certification - Veteran Peer Advocates	\$20,000	1	\$20,000
Operations	4	List Purchasing & List Share Agreements	\$40,000	1	\$40,000
Operations	9	MOUs with Community Partners	\$0	1	\$0
Marketing & Community Awareness	1	Strategic Communication Plan and Engagement Branding	\$115,440	1	\$115,440
Technology	7	Resource Database & Engagement Management Tool	\$20,000	1	\$20,000
Technology	6	Website	\$40,000	1	\$40,000
			Total Annual Cost		\$1,811,441

Table 3. VPAN Initial Investments (Year 1)

Communication Requirements

Planning and managing communications are vital aspects of program and project management but can be easily forgotten unless deliberately addressed. Communications must be planned, managed, and controlled to ensure information and messages are timely and properly created, exchanged, acted upon, followed up, and stored. To be effective, the stakeholders, environment, culture, expectations, information requirements, and means of communication must be considered. In addition, the efficiency and effectiveness of the organization's communications must be assessed and analyzed to understand the value they add and to allow for improvement.

“Top managers need to do more than simply state the facts and figures; they need to employ all sorts of methods of communication to enhance relationships, establish trust, get people to think and innovate together and build commitment to a joint future. They also need to use all the avenues available to them....” Cameron & Green, p. 272, 2015.

A Communications Plan is the formal document that provides a structured plan for communicating key information and messages to the right people at the right time. A clear Communications Plan is a critical element for the success of an organization, program or project. Most communications plans depict the required communications among key parties, describes the objectives of each communication, how to achieve those objectives, who is responsible, the timeline, and how success will be measured. Most importantly, success requires constant communications:

“Once the announcement was eventually made to all employees I just wanted to get on with things. I had so much enthusiasm for the deal. There was just endless business potential.

The difficulties came when I realized that not everyone shared my enthusiasm. My direct reports constantly asked me detailed questions about job roles and terms and conditions. It was beginning to really frustrate me that they couldn't see the big picture.

I found that I had to talk about our visions for

the future and our schedule for sorting out the structure at least five times a day, if not more. People needed to hear and see me say it, and needed me to keep on saying it. I learnt to keep my cool when repeating myself for the fifth time that day.” Cameron & Green, p. 273, 2015 (internal citation omitted).

Communications take place internally and externally as well as vertically and horizontally. Failing to account for these various communications flows can lead to misappropriation of resources, service delays, lost opportunities, and program or project dysfunction. Coherent policies, processes and procedures will need to be formulated and adopted. Hence, the project and program managers will be required to handle communications using a structured but agile approach to account for LA County's diverse requirements and unique circumstances.

“In almost every study, communication-related issues are the most frequent problems a project manager has on a project.” Mulcahy, R., et al., p. 381, 2013.

The scope and reach of the VPAN program will also require multiple Communications Plans that are attentively coordinated and integrated to enable and ensure rapid response and timely information exchange. A Communications Strategy will need to be developed to ensure strategic alignment with the vision, mission, purpose, and core values of VPAN. The Communication Strategy describes how the leadership team intends to interact with the Governing Body, customers, partners, stakeholders, and the community as a whole, which will help maximize the program's impact and produce:

- Better decision making through open communications and feedback with the governing body;
- Increased customer participation and satisfaction;
- Better management and better results;
- Improved partnering, connections, and access to resources and funding;

- Credibility and legitimacy of the VPAN program; and
- Higher levels of community awareness and engagement.

In other words, the managers and members of the guiding coalition must communicate constantly and must know the plan, the program, and the approach with enough clarity and understanding to engage, energize, and help the team see and catch the vision. In particular, the team must carefully consider and select the technology, methods, coordination meetings, communication channels, communication blockers, and performance appraisal system that will be used. Guidance for establishing an effective communications management system for the VPAN Implementation Project can be found in the Project Management Body of Knowledge (Project Management Institute, 2013) and the PMP Exam Prep book (Mulcahy et al., 2013).

Technology

As shown in the Value-Stream Map, Figure 1 above, technology is the mainstay and workhorse that will power and ensure VPAN is integrated, synchronized and operating effectively across all the functions and domains. In simple terms, technology is the backbone for all communications and is what keeps the program and people connected, informed, and able to function.

Establishing and using technology can be extremely time, talent, and cost intensive, especially when attempting to establish cross-channel communications among multiple, dissimilar platforms and systems. As a result, the managers must be aggressive and forward thinking in getting capable but compatible systems in place. Moreover, the technology used must be able to adapt and grow with the program, ensure connectivity among the various functions, partners, and stakeholders, and must be emplaced and field tested well in advance of the actual usage requirement date.

Key considerations include the following:

1. Identify and leverage existing solutions when practicable and sensible;
2. Select solution options that overcome the Program Challenges, bridge the Program Gaps, and mitigate the Program Risks and potential Causes of Failure;
3. Focus on technology solutions that can ensure satisfactory management, exchange, and protection of VPAN data and privacy;
4. Host and enable community marketing, awareness, and education campaigns;
5. Allows effective identification, intake, updating, and hand-off of customers;
6. Provide for interoperability and delivery of wrap-around services;
7. Support seamless flow and exchange of data across multiple systems, platforms, and agencies with minimal cost, maintenance, or risk of malfunction;
8. Allow rapid and effective coordination and communication between partners and agencies; and,
9. Capable of supporting internal and external Program processes, documentation, and functions, including budgeting and finance, funding activities, staffing models, training and accreditation, operational planning and communications, delivery service models, program and staff performance appraisal and management, core servicing models, and compliance and oversight functions.

As depicted in the Project Workflow, Figure 5 below, the technology solutions must be in place and capable of performing effectively early on. Collateral technology needs that will have to be met include user access, data collection and management, communications, training, set-up, maintenance, and day-to-day support. Capabilities that should be considered as a minimum:

- Voice and digital communications – mobile and land based;
- Administrative and management information systems;
- Crisis reporting and response;



- Data collection, management, sharing, analysis, and storing;
- Marketing across multiple and diverse mediums to customers, partners, stakeholders & communities;
- Internal and external communication, coordination, collaboration, and information exchange;
- Websites, confidential helplines, apps, social media, and other personal devices;
- Newsletters, e-mail, notice boards, conferencing, project & program management, presentations, team briefings, town halls, and Q & A sessions; and,
- Continuous connectivity with monitoring and tracking for Veteran Peer Advocates.

Numerous communication and management

capabilities across the various functions, including governance, operations, marketing, and client acquisition, will have to be effective and reliable enough to ensure customer needs and program requirements are satisfied. Likewise, the technology systems, solutions and performance must be of high enough quality to ensure the VPAN Purpose and Program Standards can be fulfilled at a world-class level.

Training

The following section summarizes the training that is required to successfully pilot the VPAN Program. Development and delivery of the various courses and content will be coordinated through LA County's Department of HR with the input and guidance of the VPAN Program Manager and Subject Matter Experts.

Participants	Course	Key Topics	Method
VPAN Pilot Project Team	Implementing VPAN	*VPAN Strategic Action Plan - implementing the Pilot * VPAN Project Plan - managing the detailed actions * Project Kick-Off	Classroom
VPAN Managers VPAN Staff Veteran Peer Advocates	VPAN Strategic Action Plan: Pilot Program Implementation	* VPAN Program in Detail - Vision, Goals & Standards * Challenges, Gaps, Failures & Risks * Pilot Program & Project Management process * Strategic Action Plan - implementation & sustaining	Classroom
VPAN Managers VPAN Staff Veteran Peer Advocates	VPAN Functionality and Business Operations	* Program Roles, Policies, Standards & Processes * Business Operations: Day-to-day operational execution * Functional area overviews & actions * Identify, intake, and provide service to Veterans * Partner & Stakeholder engagement & collaboration * Integrated communications & teamwork	Classroom
VPAN Managers VPAN Staff Veteran Peer Advocates	VPAN Communications, Computing & Technology Systems and Procedures	* Technology systems, policies & processes * Communication systems, policies & processes * Data management & safeguarding	Online
VPAN Staff	Staff Development Training	* Functional Area Specific knowledge & Skills	Online
Veteran Peer Advocates	Veteran Peer Advocate Training & Accreditation	* Veteran Peer Advocacy Basics * Work Process: Identify, engage, intake & hand-off * Crisis Recognition & Response * Hazards, Conflict Management & Emergency Actions * Accreditation Standards, Requirements & Process	Classroom OJT Shadowing
Partner Representatives	VPAN Program Introduction & Partner Collaboration Training	* Introduction to VPAN: Vision, Goals & Standards * Partnering Duties, Roles & Responsibilities * VPAN Process Flows & Operations * Communication & Technology: Processes & Integration * Coordination, Collaboration & Conflict Resolution	Townhall
VPAN SC/AG LAC Department Heads Key Stakeholders Program Partners	VPAN Program Introduction: Insiders View	* Introduction to VPAN: Vision, Goals & Standards * Importance of Participation * Implementing VPAN * Community Challenges & Transformation	Townhall
Veterans & their Families Community Members Other Interested Parties	VPAN Program Introduction: Community View	* Introduction to VPAN: Vision, Goals & Standards * Importance of Participation * Implementing VPAN * Community Challenges & Transformation	Townhall

Table 4. VPAN Training Requirements

Quality Management

Quality is the degree that a product or service meets the customer's requirements or needs. Reams upon reams of empirical data consistently demonstrate that higher levels of quality drives higher levels of customer satisfaction. Achieving high levels of quality is best achieved with a proactive quality management system or approach that is strategically aligned with the Program's aims. More importantly, planning for quality is more effective and less costly than inspecting to try to find quality problems. In simple terms, the goal is to satisfy the customer.

The purpose of VPAN's Quality Management System (QMS) is to maximize the quality of service provided to LA County Veterans and their families. The Project Management Team should develop a Quality Management Plan to define the structure of the VPAN QMS. As a minimum, the Quality Management Plan must include:

1. **Quality Standards:** The documents that specify the standard requirements, specifications, and guidelines that must be achieved to meet the customer's needs;
2. **Quality Assurance:** Planned and systematic activities that focus on the processes through which services are provided in order to prevent defects; and,
3. **Quality Control:** Focuses on the services delivered to determine if they are defective.

Meeting Quality Assurance goals requires an effective prevention program, which can include 1) Training to improvement knowledge, skills, and ability; 2) Pilot projects to identify and build on lessons learned; 3) Continuous improvement to create better service capability and service performance; 4) Failure Modes and Effects Analysis; and, 5) Designing for Quality. Quality Control relies on an appraisal program, which typically consists of ongoing inspections, testing, and sampling of the services that are delivered.

In sum, **Quality Assurance (QA)** is a defect prevention activity that looks at and attempts to improve processes and systems, whereas **Quality Control (QC)** is a corrective action that attempts to find defects before they reach the customer.

Simply put, proactive and aggressive QC and QA actions will be required to ensure the VPAN Program effectively and affordably meets the needs of LA County's Veterans.

Risk Management

Risk is often described as the effects that uncertainty can cause on an organization's goals or objectives. Risk management is a systematic practice of identifying, evaluating and prioritizing risks in order to help avoid or reduce the impact of risk. Risk is a key element for planning, and executing the day-to-day operations – failing to diligently manage risks can lead to disastrous results. The key concept in risk management is to identify and take action before potential problems occur. However, risk management must be proactive and continuous throughout the life of the program.

To successfully implement and sustain VPAN in LA County, the team will have to carefully manage both the **project-only** and the **program-level** risks. The **project-only** risks are those risks that are unique to the implementation of the VPAN program. These risks must be identified, assessed, and handled by the Project Team during the implementation project to ensure the VPAN program is successfully stood up.

Understanding the **program-level** risks can impact the management of the entire program, including: 1) allows the Program Manager to make adjustments in the schedule and budget to account for uncertainty; 2) reveals to the Program Manager where critical resources are needed; 3) provides guidance on how and what resources might be needed to mitigate or avoid risks; and, 4) enables the team to make better risk-based decisions.

A dual-purpose Enterprise Risk Management (ERM) system should be designed and established to deal with both the project-only and program-level risk. ERM is a holistic approach that comprehensively manages risks across the entire footprint, including all the silos encompassed within the program. This method provides a "proven, sustainable framework to proactively



understand and deal with complex business risks, both tangible and intangible, existing and emerging across the entire organization” (Fraser et al., p. 42, 2015; *internal citation omitted*). Moreover, the ERM principles are consistent with the VPAN vision and purpose:

- Value creation;
- Leverage LA County’s unique strengths;
- Utilize and work within the existing organizational structure;
- Recognize that risks present opportunities; and,
- Establish partner alignment and accountability (id.).

As a minimum, the VPAN Program Manager can expect to face the five main business risks:

- Strategic Risk – the risk that the Program’s strategy or execution are not effective enough to achieve the strategic goals and objectives;
- Compliance Risk – the risk that VPAN does not keep in compliance with the applicable laws, rules, and regulations governing the program;
- Operational Risk – the risk that VPAN’s day-to-

day operations fail;

- Financial Risk – the risk that VPAN will not remain financially viable;
- Reputational Risk – the risk that VPAN is not able to establish a credible and trustworthy reputation, particularly LA County Veterans, partners, stakeholders, and the community.

The value of an effective Risk Management system is one that allows the team to focus on preventing problems instead of solving problems, which in turn will preserve VPAN and maximize the benefit to Veterans and their families. In simple terms, Risk Management must be understood, practiced and improved upon as the way VPAN does business.

Evaluation Plan

The proposed measurement and evaluation strategy is based on Kaplan & Norton’s (1996) Balanced Scorecard approach to measure the program’s efficiency and effectiveness at meeting VPAN’s strategic goals. The VPAN Program metrics are broken into four categories: 1) Learning & Development, 2) Processes, 3)

Customer and 4) Community Impact.

Data for each metric will have to be collected and tied to the program’s desired business outcomes through objective analysis (Hubbard, 1997). The strategy tools will need to include surveys, knowledge checks, exams, observations, focus groups and ROI calculations. Where feasible and coherent, the efforts should be supported by external subject matter experts and neutral observations.

Program Results

Program Results Metrics are qualitative and quantitative data used to demonstrate the effectiveness of VPAN’s business processes. The Business Result Metrics derived from this project are tied to Community Impact and include:

1. **VPAN Program ROI** – The Return on Investment (ROI) attributable to the learning & development delivered by this project, which is the ratio of the estimated monetary value of services delivered to Veterans and

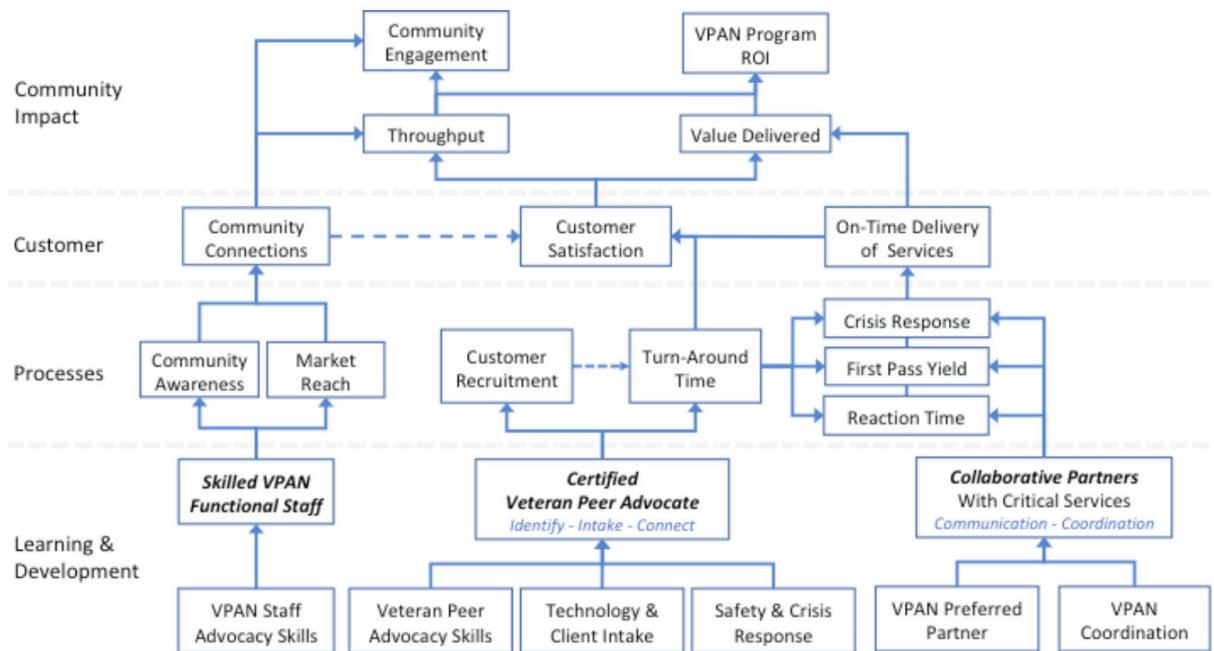


Figure 3. VPAN Balanced Scorecard

Balanced Scorecard Strategy

The Balanced Scorecard Strategy (Kaplan & Norton, 1996) provides a method for identifying and better understanding the complex cause and effect relationships between the activities and actions within the program. The design incorporates the interrelationship between VPAN’s three primary lines of effort: Functional Support, Peer Advocacy, and Community Partnering. The metrics suggested for the VPAN Program are depicted in Figure 3.

their families by VPAN to the estimated VPAN Program costs for connecting those customers to the services received.

2. **Community Engagement** – Community engagement is the extent to which members of the LA County community feel passionate about supporting Veterans, are committed to the VPAN Program, and put discretionary (I.e. voluntary) effort into achieving VPAN’s vision and mission. This is a qualitative measure that can be converted to a quantitative scoring using a Likert Scale or similar device.

- 3. **Throughput** – The cost effectiveness of VPAN based on number of Veterans and the services they receive during the evaluation period.
- 4. **Value of Services Delivered** – The monetary value of all the services actually provided to Veterans by service providers that is directly attributable to VPAN actions.

Key Performance Indicators (KPI)

Key Performance Indicators are quantifiable indicators of behaviors that provide evidence or proof of business results, although not every KPI can be quantified in financial terms. The KPIs suggested for the VPAN Program are shown in Table 5:

Category	Functional Support	Peer Advocacy	Community Partnering
Customer	Community Connections	Customer Satisfaction	On-Time Delivery of Services
	Community Awareness	Customer Recruitment	Crisis Response
	Market Reach	Turn-Around Time - time it takes from identifying to handing off a customer	First Pass Yield - % of services provided without errors on the 1st attempt
Processes			Service Provider Reaction Time

Table 5. VPAN Key Performance Indicators (KPIs)

Implementation Workflow

The Implementation Workflow is depicted in the Gantt Chart in Figure 4 below: (sent as separate attachments to the VPAN Project Manager)

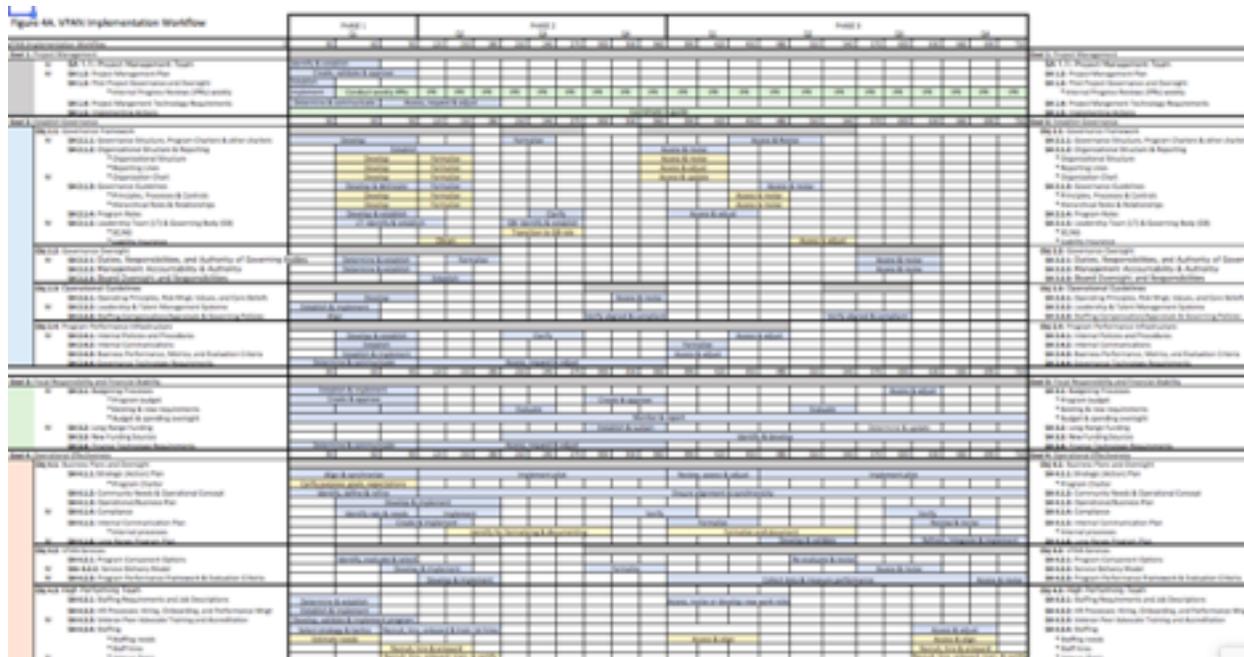


Figure 4. Implementation Workflow

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APPENDIX A

VIABILITY CONSIDERATIONS

Program Standards

The VPAN program will be guided by the following standards:

- Adherence to VPAN's Vision, Mission, Core Values, Goals and Scope;
- Total person concept and wrap-around service provision: health, mental health, substance abuse support, education, training, employment, benefits, legal services, family support, and housing;
- Address homelessness and suicide prevention head-on;
- Interoperability, triage, and referral capability;
- Create an enduring long-term solution but infuse help now where it is most needed;
- Aggressively find and tap into available resources (e.g. unused federal vouchers, existing databases, philanthropists, law enforcement interactions with homeless);
- Collaborative community effort across LA County – finding and breaking down silos;
- Recognition of and compliance with Departmental and governing standards and ethics;
- Proactively identifying Veteran participants and key service providers;
- Inclusion of all LA County Veterans and their families, regardless of era, gender, service component, or type of military discharge;
- Provide access to Veteran Service Organizations and all local state and federal agencies;
- Creating standardized requirements and expectations across LA County;
- Fully trained and accredited Veteran Peer Advocates;
- Common intake and data sharing;
- Integrated marketing and use of social media;

- Leverage technology to increase impact and produce better results.

Client Audience

LA County has a diverse and unique population of Veterans and families. The Program's viability and success is dependent on actively finding, engaging and connecting Veterans and their families with effective service providers. The VPAN program is committed to proactively seek out and include all LA County Veterans and their families, regardless of their era, gender, service component, or type of military discharge. When necessary, Veteran Peer Advocates will be afforded specialized training and provisioning to help ensure all LA County Veterans and their families are provided for.

Project Team

The Project Team is led by the Project Manager and consists of the individuals responsible for working together to successfully complete the VPAN Implementation Project. The suggested charter members of the Project Team are listed in the table of the following page.

The Project Team can be comprised of county employees, contractors or hired by partner organizations and report in to the VPAN structure. The goal should be to get the minimum viable product moving as fast as possible so that organizational structure can be tested and lessons can be learned while creating the most impactful and flexible organization supporting LA County veterans and their families.

Consideration should be given to diversity in hiring across the project team especially at the peer level to include: both males and females, ethnicity/race, personal experience, branch of service, as well as a military spouse or family member who might navigate resources or conduct outreach differently.

Role	Name	Department / Organization
Project Manager		DMH - VPAN
HR Staffing Coordinator		DHR
Curriculum & Training Manager		
Quality, Risk & Change Manager		
Governance Coordinator		
Resource & Finance Coordinator		
Operations Coordinator		
Partner Provider Coordinator		
Customer Coordinator		
Communication & Marketing Coordinator		
Technology Coordinator		
Data Manager/Analyst		
Business Analyst		
Peers		

Table 6. Project Team

Stakeholders and Partners

Those Stakeholders and Partners that have committed to be actively and productively involved with successfully launching and sustaining the VPAN program are listed in Table 7. The list includes people, organizations, agencies, and governing bodies from the public and private sectors, including both for-profit and nonprofit entities.

Resource Management

Effective and efficient use of Program resources – human, technology, financial, infrastructure, partnerships – is critical to serving LA County’s Veterans, attracting committed Partner Organizations, and ensuring the trust and confidence of our Stakeholders and Community members is earned and retained. Establishing

good governance, strong leadership, and attracting affectively committed team members will provide the foundation. Accountability and reliability will be woven into the fabric of the VPAN Program from the outset.

The leadership and management teams will create a climate and culture steeped in active listening, clear and timely communications, and rapid response to customer needs. In addition, actions will be taken to identify and make the most of available resources, including:

- Employ an agile, proactive, and anticipatory approach to meeting our Veterans’ needs;
- Prioritize and coordinate resources from all sources to improve access countywide;
- Identifying and re-allocating existing or excess County capabilities;

Key Stakeholders	Point of Contact	Partner Service Providers	Point of Contact
LA County Supervisors	All	LA County Dept of Military Affairs	George Dixon
LA County Community		LA County Dept of Mental Health	Keri Pesanti
LA County Govt & Congress Reps		VA Greater LA Healthcare System	Sharon Birman & PJ Stigers
City of Los Angeles	Larry Vasquez	VA Long Beach Healthcare System	Jessica Zuehlke
LA Metropolitan		LA Homeless Services Authority	Melanie Martins
LA County DMH	Dr. Jon Sherin	US Vets	Steve Peck
LA County Dept of Military Affairs	Ruth Wong	Vet Hunters	Joe Leal
VPAN PM	Jim Zenner	LA Community Development	Emilio Salas
NAVSO	Kelly Störmer	WEConnect	Daniela Tudor
Powell Strategies	John Williams	Volunteers of America, LA	Karl Calhoun
SoCal Grant Writers	Mike Dowling	We Are the Mighty	Chase Milsap
Long Beach VA	Walt Dannenburg	JVS SoCal	John Gutierrez
West LA VA	Ann Brown	Long Beach Government	Shannon Parker
Dept of Labor		Mental Health America	Yvonne Oien
LAC ODR	Judge Peter Espinoza (ret)	PATH	Craig Joyce & Jennifer Lee
City of Downey		New Directions	Susan Michaels
City of Long Beach		DOL Vets	Jeffrey Chao
DPSS	Mario Uribe	UCLA	Tess Banko
		USC	Gisele Correto
		Metro	Dennis Tucker
		211LA	Maribel Marin
		Community Veteran Justice Project	Jodi Galvin
		LA Veteran Orientation	Gisele Correto
		Region 7 & 8 College & University	Patricia D'Orange & Nancy Montgomery
		CalVets	Anthony Rodriguez

Table 7. Stakeholders and Partners

- Identifying and tapping into existing resources that are immediately available;
- Proactively increasing community awareness and participation;
- Create alternative modes of transportation and service delivery;
- Optimize the use and development of technology solutions where possible;
- Maximize opportunities to identify and create new funding streams;
- Explore opportunities for resource sharing and collaboration;
- Conducting assessments and utilizing continuous improvement practice

APPENDIX B

LANDSCAPE ANALYSIS

Challenges

Fifteen key challenges facing the VPAN program were identified during the landscape analysis summit. Using the Social Process Triangles model shown in Figure 5, the challenges were developed through group analysis and synthesis across the arenas of Culture, Economics, and Politics from the unique context of implementing an enduring VPAN within LA County.



Figure 5. Social Process Triangles. Reference: Jenkins, J. C., & Jenkins, M. R. (1997). The social process triangles. The Netherlands: Imaginal Training

As shown in Figure 5, each arena is composed of three sub-arenas with their own specific meanings. For example, the meaning of “Welfare” in the Political arena refers to how “we” - the community of LA County as a whole – take care of the people of LA County. From the welfare perspective, the inquiry looked at the challenges the community of LA County might face in implementing an

enduring VPAN program as a means to improve the welfare of LA County Veterans and their families.

The challenges identified in the arena of Culture, including the specific sub-arenas and contextual factors describing each challenge, are shown in Table 8A:

Culture	Challenge	Identified By:
Culture - Styles, Identity & Knowledge	Aligning what we do and how we do it so that it is person-centric	<ol style="list-style-type: none"> 1. The Veteran Peer's role pertaining to the person in need 2. Using health information & data to facilitate recovery 3. Involving Veterans & families in VPAN decision making 4. Having resources & technology that provides real time support: when, where & how the person needs it 5. Streamline interoperability & understand the ecosystem so SDOH metrics can measure & communicate success, pain points and learning across diverse systems
Culture - Styles, Identity & Knowledge	Clearly defining VPAN's framework, service, and standards of performance	<ol style="list-style-type: none"> 1. Loosely defined terms - defining what VPAN is 2. Terms of service not clearly defined (What will peers be doing for VPAN?) 3. What is the impact of choosing VPAN providers and how to make it fair 4. Determining the standards of care
Culture - Styles	Creating an affectively committed empowerment culture	<ol style="list-style-type: none"> 1. Collaboration 2. Finding & training staff 3. Retaining qualified staff 4. Reducing burnout
Culture - Knowledge	Gap Analysis: Knowing what you don't know	<ol style="list-style-type: none"> 1. Educating Veterans on available resources (Fed, State, County, NGO) 2. Veteran -> access correct/right service 3. Peer -> educator to access service 4. System -> Regular data evaluations = improved course corrections
Culture - Identity & Knowledge	Identity = Access (24/7)	<ol style="list-style-type: none"> 1. Military members need to ID as: veteran, family, woman, etc. 2. Outreach / educate community = more access, connect to community, right services & support, etc. 3. Everyone engaged = awareness, data, acceptance

Table 8A. VPAN Implementation - Challenges in the Culture Arena

The challenges identified in the Economics arena, including the specific sub-arenas and contextual

factors describing each challenge, are shown in Table 8B below:

Economics	Challenge	Identified By:
Economics - Markets	Serving a transient heterogeneous population	<ol style="list-style-type: none"> 1. Demographic = age, geo-location, race, ethnicity, gender, SES, history, culture, isolated 2. Health = mental, physical, spiritual, timing 3. Define Veteran = military connection? 4. Social stressors = reintegration, marital, employment, lifestyle, relationship, culture clash, housing
Economic - Market	Inclusion: Knowing who we will serve	<ol style="list-style-type: none"> 1. Finding / identifying veterans 2. Expanding the definition of a Veteran: Vat, Family, Spouse, Women 3. Raising awareness of Veteran Issues 4. Integrated Communications Plan
Economics - Operations	System Design: ensuring focus and fidelity	<ol style="list-style-type: none"> 1. Defined purpose and value proposition 2. Meaningful mapping--> Functional engagement 3. Progressive impact measurement 4. Defining the ROI
Economics - Operations	Providing proper training, adequate resources & quality care	<ol style="list-style-type: none"> 1. Fragmented care 2. Lack of resources 3. Communications & access 4. High turnover of Peers
Economic - Operations & Resources	Effective operations & sufficient resources	<ol style="list-style-type: none"> 1. Identifying the best resources & means to coordinate comprehensive services to cut through bureaucracies 2. Increase access to integrated care 3. Peers: Identify, train, and sustain 4. Homeless: Provide services - shelter, medical 5. Transportation and locations of services
Economics - Resources	Creating a Veteran-centric communication architecture	<ol style="list-style-type: none"> 1. Inadequate Veteran-Services interface 2. Poor data sharing between providers 3. Lack of knowledge about other service providers 4. Personal touch with Veterans: on time, face-to-face, on their terms

Table 8B. VPAN Implementation - Challenges in the Economics Arena

The challenges identified in the Political arena, including the specific sub-arenas and contextual factors describing each challenge, are shown in Table 8C below:

and sharing of Veteran data, which could have various consequences, including enhancing, circumventing or neutralizing the aims and activities of the program.

2. Non-governmental funding – the amounts,

Political	Challenge	Identified By:
Political - Welfare, Governance, Decision Making	Maintaining the proper focus	<ol style="list-style-type: none"> 1. Identifying crucial areas of focus 2. Right Authority: Ensure VPAN has political power, resources & buy-in 3. Establish VPAN as the Go-To entity 4. Collect data 5. Homelessness
Politics - Welfare, Governance, Decision Making	Preventing disconnects between the strategic & tactical levels	<ol style="list-style-type: none"> 1. LA Politics (WE = Civic assets) 2. Organizational Accountability (Public & transparent) 3. Organizational Collaboration (Unite the clans / herd the cats) 4. Design for sustainability (\$s to scale) 5. Universal program eligibility (Decrease the # that fall through the cracks)
Politics - Decision Making	Internal Leadership: Decision making authority & effect	<ol style="list-style-type: none"> 1. Multiple organizations 2. Priorities 3. Goals 4. Unified Command
Politics - Governance	External Leadership: Vetting the process, final determination, then re-evaluate in 2-years	<ol style="list-style-type: none"> 1. Metrics, ROI, Data, Roadmap 2. Successes & Vet Rating Scale 3. Best practices - use of best practices 4. Learn from failure

Table 8A. VPAN Implementation - Challenges in the Political Arena

External Influences

The external factors that could impact the implementation of VPAN include:

1. State or Federal restraints – regulatory, legal and participatory actions, limitations, and requirements could impact program performance, funding and sustainability but could also inhibit or allow the collection, use,

frequency and stability of non-governmental funding could alter, distort or confound program performance and the sustainability of the network.

3. These external influences will be evaluated at the outset and continually throughout the program’s implementation to determine impact and actions that should be taken to counter or mitigate the effects.

Gaps & Assumptions

Gaps that may hinder the program's implementation and success are listed in Table 9 below:

Item	Function	VPAN Program Gaps	Actions to Close the Gap
1	All Functions	No infrastructure in place	<ul style="list-style-type: none"> * Identify and build the right infrastructure * Identify and put in place the right technology
2	Customer Acquisition	Customer acquisition plan	<ul style="list-style-type: none"> * Use consumer/veteran participatory approach to develop plan
3	Customer Acquisition	Implementation focused on serving veterans	<ul style="list-style-type: none"> * Paid/focused advertising & marketing
4	Customer Acquisition	Communication network to support outreach	<ul style="list-style-type: none"> * Develop a communication network to facilitate outreach
5	Governance	Program Vision & Mission statements unclear	<ul style="list-style-type: none"> * Develop clear and concise Vision & Mission Statements that address the needs of veterans: reflect the language in the field
6	Governance	Oversight structure	<ul style="list-style-type: none"> * Define leadership and governing body * Define sustainability * Define communication of governance
7	Governance	Leadership - passionate, Veteran	<ul style="list-style-type: none"> * Recruit a Veteran with passion and leadership qualities: 1. Experienced working with Veterans and peer support; 2. Demonstrated leadership success & compatibility
8	Governance	Start of assessments (must be earlier than Phase 3)	<ul style="list-style-type: none"> * Quarterly assessments with defined markers
9	Governance	Measuring reliability	<ul style="list-style-type: none"> * Survey
10	Marketing	Veteran community buy-in	<ul style="list-style-type: none"> * Engage Vets / Community (pilot case)
11	Marketing	Need a Social Media manager for VPAN	<ul style="list-style-type: none"> * Identify a social media manager at least 4 weeks early
12	Operations	No business plan or strategy to operate by	<ul style="list-style-type: none"> * Create a business/operational plan and strategy
13	Operations	Lack of plan to provide ongoing supervision, support, and training for staff, peers and the leadership team	<ul style="list-style-type: none"> * Develop a supervisory support plan that leaders will follow. * Ensure self-care is discussed * Identify & bring on external leadership
14	Operations	Need a staffing model: do staff identify as Vet/Peer?	<ul style="list-style-type: none"> * Implement a staffing model with qualifications & standards: administrators, trainers, HR, Peers, evaluators, supervisors * Complete recruitment and hiring * Level of experience (i.e. peer support)
15	Operations	Veteran service requirements and Community Concept needs have not been identified	<ul style="list-style-type: none"> * Determine Requirements & Community Concept Needs * Ensure the wide range of Veteran input is included

Item	Function	VPAN Program Gaps	Actions to Close the Gap
16	Operations	No process for finding, vetting, engaging, and onboarding Partners	<ul style="list-style-type: none"> * Define Program Roles: are there other providers? * Identify team members and services they provide * Establish a long-term partnership & engagement plan * Determine who will conduct the marketing (e.g. County PIO)
17	Operations	No established training standards, curriculum, or training program	<ul style="list-style-type: none"> * Establish the training program before 1st hires are in place * Establish Peer roles & responsibilities * Establish accreditation program & standards * Establish oversight of accreditation
18	Operations	Lack of time to adequately train peers, build relationships, and familiarize with resources prior to enrolling clients	<ul style="list-style-type: none"> * Build an ongoing continuum of training with continuing education requirements
19	Operations	No established standards or definitions for Veteran Peer certification and advancement	<ul style="list-style-type: none"> * Develop Peer accreditation program with definitions and categories for certification and advancement
20	Operations	Veteran Peer Advocate Referral	<ul style="list-style-type: none"> * Develop a referral system for Peers / SMEs
21	Operations	No effective means for Vets to contact Peer 24/7 for services & support; no 24/7 website	<ul style="list-style-type: none"> * Provide redundant and diverse means for 24/7 contact * Partner with Vets4Warriors to outsource 24/7 needs * Create web based 24/7 site modeled after Vets4Warriors
22	Technology	Lack of easily accessible & simple to navigate technology and software systems	<ul style="list-style-type: none"> * Pilot technology & software solutions
23	Technology	Data sharing & technology are out of synch & not integrated	<ul style="list-style-type: none"> * Create the data sharing plan earlier in the project * Establish technology before finalizing data sharing plan
24	Technology	Not enough details about logic model or data collection	<ul style="list-style-type: none"> * Define data metrics & outcomes * Aggregate existing data

Table 9. Program Gaps

Key assumptions and validation questions are listed in Table 10 below:

Item	Assumption	Questions to Help Validate
1	The strategic plan aligns with already established actions	* What is the overarching goal of VPAN?
2	The Vision will be defined	* How is vision defined? * <u>Who's</u> feedback is required?
3	VPAN is the way to go and can help solve all the issues; things will be different with VPAN: operations, find Vets, communications improve	* What are the best evidence-based practices supporting Veterans within LA County? * Where's the data to identify issues? * Who will manage the communications & operations?
4	We have the budget \$ for the program	* How is it being funded? * How long?
5	Budget items not included in the initial investments will be funded through existing moneys or means	* What is the obligated/guaranteed budget and funding sources to cover costs not in the initial investments?
6	County Departments will provide infrastructure, services, and support not specifically delineated in the Strategic Action Plan: HR, IT, Payroll, Facilities, training, transportation, etc.	* What documentation (i.e. MOU, MOA, Directives) exists to validate this assumption? * Which items are in the LAC Dept budgets or taskings?
7	Services will exceed the cost of administration overhead	* What % of funding will go to services vs overhead?
8	The DMH Director will be in charge of final hire for VPAN Leadership	* Who will be in charge of hiring? * Will there be a panel to determine qualifications?
9	The leadership team will be in place at the right time	* How soon can we get VPAN leadership in place? * Are there candidates already in mind?
10	Internal Policies will not be needed in Phase 1	* How do we quilt together the existing resources into a network to provide a blanket for diverse veteran needs?
11	Concept & Community Need will be on time with a wide range of Vet community input	* What are the Community Concept Needs * Who will market the engagement plan?
12	Functional Actions can be moved (maintain integration & synchronization)	* Will flex timing and adaptive planning be used?
13	Operations actions will occur on time - flexible timing will be used in the implementation	* How do we operationalize VPAN? * Have we Identified Technology, Partners, & infrastructure? * Are the implementation actions integrated & synchronized properly? * Do we have proper project management occurring?
14	Silo operations will be discontinued	* Can and how do we stop operating in silos? * How do we integrate the systems? * How do we establish and ensure coordination & collaboration?

Table 10. Key Assumptions (continued)

Item	Assumption	Questions to Help Validate
15	All staffing will occur at once	* Who is going to do the training and what will be trained?
16	Hiring & training of peers will be synchronized with marketing and County HR, HHS, Cal Vet, VSOs	* Who is going to do the training and what will be trained?
17	Qualifier to be a Peer can be established	* What are the qualifications to be a Peer? (i.e. Lived experience, mental health, Veteran, caring for a veteran)
18	Recruitment for Peer Model will be based upon Vet to Vet experience and not necessarily based on other lived experience such as MI or Homelessness	* What will recruitment look like? * What are peer roles within VPAN? * Should we be looking at other types of Lived exp? * Who do Peers report to?
19	Staff training and accreditation processes will be defined beforehand	* How to support effective screening and referral? * What is the accreditation process?
20	Sources of Vets will be determined while outreach is developed	* How do we address & manage the geographic challenges of LAC?
21	New sources of Vets will be continual, evergreen	* Vetting process for partners? * Who are our partners? VSO, County, State, VA?
22	Initial customer acquisition will have consumer/veteran participation approach to develop the plan	* Who will be organizing the development of the plan? * How will success be measured?
23	Veteran intake will occur	* Who will be conducting Veteran intake? Peers?
24	IRB is not needed/will be provided on time for data collection	* Who will determine & provide the IRB?
25	Data sharing plan will be feasible / accepted	* Can all LA County providers support the technology?
26	Infrastructure will be put in place: people, places, technology, resources	
27	Communications systems will be integrated	* Can all the data communications systems be integrated?
28	Staff, Peers, & Providers will have access to the portal, will know how to use it, and they will use it	* How do staff and partners use the portal? * Who will be operating the portal? (users, providers, orgs) * Who is maintaining/updating resources?
29	Effective social media platforms will be used (i.e. Chat rooms)	* Who will design our platforms? * Who will host?

Table 10. Key Assumptions

Risks & Program Failure

Risks to the program and actions to help mitigate are identified in Table 11 below:

Program Risk (Scores: 1=low; 10=high)	Likelihood	Harm	Mitigation
1. Not enough resources in right place at right time (9)	4	5	* Expand net for resources: Tiger Team, Vet-focused urgency, be innovative in partnering
2. No course correction when things go wrong (9)	5	4	* Flexibility to adjust
3. Lack of timeliness of actions (9)	5	4	* Garner community support & proper leadership
4. Can't Exchange Data (8)	5	3	* Single data platform easily bridged * Build a constituency for policy change to allow program specific data sharing (advocacy + tie-in)
5. Sustainability of funding (8)	3	5	* Engage public/private partnership * Advocate at state and federal level for funding
6. Critical Preferred Partners in Place (8)	4	4	* Focused partner recruiting: Tiger Team, Criteria, Vetting, Fast Track, Results
7. Lack of community education: in-crisis navigation/suicide prevention (7)	5	2	* Include Community Engagement in Strategic communication plan
8. Potential crisis @ peer level (7)	3	4	* Include in peer training
9. Critical services that don't work (7)	2	5	* Hold partners accountable to KPIs
10. Lack of community support for access to services that may benefit vets (6)	3	3	* Transparent communication about needs
11. System Imbalance (6)	3	3	
12. Interdependencies: Resources, Government, Partners, Regulations (5)	2	3	
13. Complacency (5)	3	2	
14. Program execution day to day & long run (3)	1	2	

Table 11. Program Risk

Potential causes of catastrophic failure of the program are listed in Table 12 below:

Cause of Failure	Factors	Preventions
1. Failed Leadership	Poor transition	* Having the right team
2. Management - Not a clear delineation of structure	-Unclear org chart	* Set a clear reporting structure
3. Improper Structure	-Ego - Silo in their ways - "Why am I not chosen" -Competitiveness -Not putting agencies aside	* Shared Mission/Vision
4. Poor Accountability	-Unclear accountability metrics	* Major league performance * Provide Inspirational Leadership * KPI driven
5. Bad Data	-Data fidelity: real time, accurate, complete, measures right thing -Data sharing	* Ensure data fidelity * Create a collaborative data sharing culture * Focused effort to get consent and/or limited legal authority
6. Failure to properly cultivate relationships	-Not a directory of resources -Engaging professionalism -Know what we're providing	* Participatory feedback from partners, the community and most importantly veterans
7. Failure to get partner buy-in	-Poison pill: false bias against vet peers -Agendas: hidden, personal	* Provide Inspirational Leadership
8. Veterans Not Buying In	-Marketing (Lack thereof) -Culturally competent marketing -Not informing -Not relevant to military culture	* Delivering Expectation Management * Engage Veterans in the Process * Hire Veteran Peers
9. Flawed Marketing	-Not focused marketing -Bad platforms	* Conduct Focus Groups * A/B Test Materials
10. Bad Service	-Model doesn't work -Poor quality	* Flexibility to Adapt & Grow * Learn from Mistakes
11. Hiring the wrong peers	-Inadequate training and support	* Partner with Other Peer Model Organizations

Table 12. Potential Causes of Program Failure



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