



UPSTATE WARRIOR SOLUTION COMPREHENSIVE EVALUATION YEAR 7 EXECUTIVE SUMMARY

INTRODUCTION

America's Warrior Partnership (AWP) is pleased to assist Upstate Warrior Solution (UWS) in monitoring and improving its Community Integration Program through our Comprehensive Program Evaluation. This evaluation examines the use of UWS's program funding, the program's alignment to the Community Integration model, and the organization's deliverables for 2021. Our conclusions include recommendations that are shared best practices and have been proven to support AWP's Community Integration model.

SCOPE & PROCEDURE

All questions asked during the evaluation are to assist the reviewer in understanding the organization's program more fully and/or to identify issues that, if not properly addressed, could result in deficient performance. Each evaluation question received a score between 0-2, with 0 describing no evidence seen, 1 representing minimum expectations were met, and 2 represents best practices have been demonstrated. A weighted scoring system, calculated by the importance of each section, is used to derive the final score.

All files examined during this audit were randomly selected from both open and closed cases. Additionally, an expanded sampling of files were examined to aid in determining whether concerns were isolated events or represent systemic problems.

America's Warrior Partnership has found that Upstate Warrior Solution's program is in alignment with our guidelines and is progressing according to the agreed upon objectives. The following are the scores obtained from each section.

A. PROGRAM PROGRESS = 4 out of 4

UWS is in its 7th year as a Community Integration Affiliate providing holistic support to warriors, their family members, and caregivers throughout their catchment area by coordinating assistance from partners and local providers. UWS is a mature program and has found a balance between steady growth and quality service delivery. They continue to lead the way to create a community that has strong support for veterans.

Recommendation: Keep up the great work!

B. OVERALL MANAGEMENT SYSTEM / STRUCTURE = 14 out of 14

UWS policies and standard operating procedures are up to date, thorough, and reflect the growth and development of the organization.

Recommendation: Continue monitoring outreach, engagement, and case coordination efforts. Regular reviews help ensure the program is on track with growth and quality service delivery. Program logic models, individual key performance indicators, and quarterly check-ins can help align staff to achieve program goals and objectives. Also, documentation is the key to grant acquisition and retention, as well as staff accountability. Remember, if it isn't documented, it didn't happen!

C. OUTREACH AND TARGETING = 14 out of 14

UWS is a mature program and continues to maintain steady growth in outreach to a diverse population of veterans, as demonstrated by the WarriorServe® and their outreach strategy.

Recommendation: America's Warrior Partnership's program team and Salesforce Administrator team is available to discuss barriers and best practices in referral processes upon request.

ASSESSMENTS

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D. CONSUMER ELIGIBILITY = Scored 25 out of 26

UWS's documentation in WarriorServe® demonstrates the great work being done by UWS. In most cases, the documentation found in the contact and case notes has been standardized, and the content is appropriate.

However, the documentation in some of this years' cases does not show the same level of consistency that has been demonstrated in the past. Some documentation in WarriorServe® reveals long time gaps in the relationship when an intern leaves and the new advocate reaches out. Additionally, the reviewer noted some circumstances in which documentation indicated that follow-up was needed. However, no documentation existed that the follow-up was ever completed.

Recommendation: Improve documentation by having Advocates create a task each time they place the word "follow-up" in a case note. The Community Integration model entails more than connecting a warrior to a partner for assistance, it requires follow-up to see if the warrior was assisted, making other referrals if necessary, and documenting all of the follow-up activity.

E. CASE COORDINATION OF SUPPORTIVE SERVICES = 19 out of 22

UWS continues to provide leadership in the veteran space for the Upstate of South Carolina. UWS is a member of the Upstate Veteran Alliance Network (UVAN) that brings together local veteran providers with VA leadership to gain a better perspective of veteran care at the local level. Additionally, their Community Action Boards in Greenville County, Spartanburg County, Pickens County, and Anderson County continue to bring together residents, business owners, professionals, first-responders, and various social service agencies, all of whom support the collective mission to serve local warriors. UWS is currently developing a CAB in Oconee County.

Recommendation: On cases that are opened and closed in one day, have advocates follow-up two weeks after a resource list or a referral is given to another service organization. This follow-up procedure will help to build a long-term relationship. Serving and creating a trusted relationship with a diverse population is essential for the community integration model's success. When relationships based on trust are built, veterans will seek assistance before the crisis occurs, they will seek advice on volunteer opportunities and ways to give back, and they will spread the word and become an active participant of Upstate Warrior Solution.

F. FINANCIAL MANAGEMENT AND COST ALLOWABILITY = 24 out of 24

Overall, the organization continues to improve its financial sustainability. They ended another year with a positive cash flow in 2020, although their total revenue for the year was less than 2019, which is expected due to the COVID-19 pandemic. They continue to be good stewards of their funds, following appropriate financial policies and procedures to maintain checks and balances. Their annual report for 2020 demonstrates diverse income, with the majority of their cash income coming from grants, individual giving, and corporations.

Recommendation: Review the financial policies and procedures with relevant staff on an annual basis to ensure they are up-to-date and continue to meet the ever-changing needs of the organization.

G. POLICY AND PROCEDURES = 10 out of 10

UWS continues to update its policy and procedure manual as necessary. Each employee is notified of the manual when on-boarded. Any changes made to the manual are communicated with employees.

Weighted Audit Score = 96

UWS continues to be the lead organization for veteran support in the upstate. This leadership is demonstrated by Upstate Warriors Solution's leadership roles in the Community Action Boards and UVAN.

UWS continues to refine its policies and procedures to drive long-term engagement, holistic services, and proactive outreach. These efforts have been fruitful for the program and their impact on both individuals and the community as a whole.

CONCLUSION

Comprehensive Evaluation of UWS Community Integration Program Year 7



General Information

Name of Organization: Upstate Warrior Solution (UWS)

Name of Reviewers Performing the Audit:

Program Audit:

Allison Williams

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Organization Staff Consulted During Audit:

James Mulak

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Theresa Thompson

Location of Program Audit:

Virtual via Zoom

Location of Financial Audit:

Virtual via Zoom

Audit Dates: 12/14/2021

Start: 1:00

End: 3:00

A. Program Progress

This section is designed to ensure that activities are being carried out in a timely manner. The number and diversity of veterans, their family members, and caregivers served are consistent with the program agreement.

Item A-1: Is the number and diversity of customers served consistent with the program expectation and deliverable in the signed agreement? (Source: Monthly Report/Quarterly Report, agreement)

A Score of 2- No variance or exceeds variance and has already exceeded service number. Engagement and services are provided to a diverse cross-section of veterans, family members, and caregivers

Item A-1 Comments: According to UWS' organizational goal, 83 warriors (pre & post veterans) should be added each month or 1,000 a year. They also have recently implemented a goal to open two cases per individual served to encourage advocates to focus on holistic service delivery and hearing each individual's story.

Item A-2: Is staffing level appropriate to implement the community integration model? (Source: program budget and interviews)

A Score of 2- Staffing level is proportional to the number of warriors (veterans, their family members, and veteran caregivers) served. The organization can fully implement the community integration model.

Item A-2 Comments: UWS has fourteen full-time and five part-time employees. Additionally, they have interns and volunteers. UWS combined the outreach and case coordinator roles into advocates two years ago. The restructure has been positive for their community. All advocates are versed in all service pillars but "specialize" in pillars based on background, interests, and expertise. 50% of the advocate's time is casework, and 50% is outreach. This job shift helps keep the volume of outreach and casework under control to ensure quality services. Nate leads the community outreach program, and James leads the veteran outreach program. They play a dual role in leading the advocates.

Section A. Overall Comments:

UWS is a mature program and has found a balance between steady growth and quality service delivery. They continue to lead the way to create a community that has strong support for veterans.

B. Overall Management Systems/Structure

This section is designed to assess the organization's overall management system and structure to ensure compliance with program requirements and the achievement of stated goals.

Item B-1: Does the organization have written procedures describing the scope and delivery of services, including a description of America's Warrior Partnership Community Integration Initiative, program goals, description of services to be provided, identification of population to be served? Describe and cite source documentation. (Source: Policy and Procedures manual, organization program handbooks, organization program brochures, website)

A Score of 2 – The policies and procedures are well-organized, clear, and thorough. Policies and procedures are easily accessible to all Community Integration staff and often reviewed.

Item B-1 Comments: UWS has a Policy and Procedures Manual that guides all the daily operations and processes related to warrior service and care. The policy and procedures have evolved and continue to reflect the relevant standards to ensure best practices are followed throughout the organization. The policy and procedure documents are updated and reviewed as needed throughout the year. This document is located in their Google Docs. This manual is shared with staff during the onboarding process. When changes are made and approved, they are shared with staff.

Item B-2: Describe how the organization obtains input from veterans, their family members, caregivers served, and other community stakeholders. Does the organization utilize community stakeholders' input to improve the program's performance? (Source: satisfaction surveys, demonstration of participation in advisory groups, conferences, presentations to stakeholders, suggestion boxes, strategic planning documents, partner feedback)

A Score of 2 – The organization has an internal survey and community action board meetings to obtain stakeholders' input. The organization holds quarterly meetings to obtain community partners' input. The organization uses feedback from stakeholders to enhance the Community Integration program.

Item B-2 Comments: UWS obtains regular input from its veterans/family members/caregivers and the community level stakeholders to improve its program's performance. They participated in America's Warrior Partnership annual Community Integration survey and annual program evaluation to make program modifications.

Additionally, they have a survey sent at the end of all cases closed and send out ad hoc surveys to understand a need to expand or enhance their programs.

UWS has established four Community Action Boards (CAB) and are working on the 5th in Oconee County. They have most recently created the CAB for Anderson County. These CABs are community-specific and are composed of residents, business owners, professionals, first respondents, and various social service agencies dedicated to collectively serving local warriors. This year they have focused a single staff person, the director of community engagement, to lead the CABs in providing consistency and aligning goals.

Item B-3: Does the organization have procedures for preventing, reporting, and remediating critical incidents, including incidents related to persons served? Critical incidents may include events involving injury, aggression or violence, suicide, or attempted suicide, abuse, neglect. (Source: Organization Policies and Procedures manual, copies of incident reports if relevant, documentation of staff training, interview)

A Score of 2 – The organization has a clear procedure in place, and the staff is aware of how to handle a critical incident. The organization closely monitors risk as part of its regular operations.

Item B-3 Comments: UWS has a straightforward procedure in place that can be found in their Policy and Procedure Manual, along with a suicide assessment and protocol. Additionally, they utilize the special handling instructions in WarriorServe® to prevent critical incidents and inform advocates of warriors that may need special care and/or immediate attention.

Item B-4: Does the organization have procedures for providing and documenting the supervision of personnel delivering services to consumers? (Source: documentation of meetings or team meetings, records of competency-based training, interview, organization policies and procedures)

A Score of 2 – The organization provides regular supervision, yearly employee evaluations, and conducts training relevant to America's Warrior Partnership services.

Item B-4 Comments: UWS continues its policy to audit all critical level closed cases. All critical level closed cases are pending until a supervisor approves them.

UWS conducts yearly employee performance reviews. The Director of Warrior Advocacy meets with each advocate weekly to review cases and caseload. Each Warrior advocate receives a semi-annual one-on-one review. If a complaint is

received regarding a case, the Director of Warrior Advocacy completes an audit of all the advocate's cases and remediates as needed.

Fellows are evaluated with their partner organization and the fellowship Program Manager at 90 days, monthly, and at the end of their nine months.

UWS conducts monthly training for all staff and fellows.

Item B-5: Are the duties for Community Integration Initiative personnel up to date and defined by job descriptions? (Source: current job descriptions)

A Score of 2 - Organization has job descriptions that match the staffs' duties, reviews the job descriptions annually, and updates if the job duties change.

Item B-5 Comments: UWS has job descriptions that match the duties of the staff.

Item B-6: Does the organization's governing body or board of directors have policies that include a signed conflict of interest and ethical code of conduct declarations? (Source: Organization Board Policies, or annual signed conflict of interest declarations, annual signed ethical conduct declarations, interviews, board meeting minutes)

A Score of 2 - The organization is able to provide policies related to its board/governing body pertaining to conflict of interest and ethical codes of conduct. Policies are reviewed regularly and provided to new board members.

Item B-6 Comments: UWS has written policies related to its board/governing body pertaining to conflict of interest and ethical codes of conduct that are reviewed regularly and provided to new board members.

Item B-7: Is the organization's governing body or board of directors involved and invested in America's Warrior Partnership Community Integration Initiative? (Source: Organization Board Policies, or annual signed conflict of interest declarations, annual signed ethical conduct declarations, board meeting minutes, interview, social media post.)

A Score of 2 - The organization is able to demonstrate that the organization's board is involved and invested in America's Warrior Partnership Community Integration Initiative through meeting notes and active involvement in America's Warrior Partnership Community Integration Initiative.

Item B-7 Comments: UWS' board members are actively engaged in the organization. The board meets quarterly. In addition to providing governance and fiduciary oversight, the board facilitates community awareness and community partnerships. For example, one of the UWS' current board members initiated the current partnership with Prisma Health.

Item B-8: Does the organization have policies and procedures ensuring that confidential information, including records of persons served, is secure and protected? (Source: Visual observance, organization policies addressing confidentiality, interview, electronic records)

A Score of 2 - The organization has policies and procedures written and implemented to ensure the security and protection of confidential information. Organization staff received training on HIPAA standards and/or confidentiality training.

Item B-8 Comments: All warrior documentation is secured through WarriorServe®. All hard copy information is kept in a locked cabinet within a locked room. Training is held monthly, and confidentiality training is addressed during these meetings.

Section B. Overall Comments:

UWS' policies and standard operating procedures are up to date, thorough, known by the relevant staff, and reflect the growth/development of the organization.

Recommendation: Continue monitoring outreach, engagement, and case coordination efforts. Regular reviews help ensure the program is on track with growth and quality service delivery. Program logic models, individual key performance indicators, and quarterly check-ins can help align staff to achieve program goals and objectives. Also, documentation is the key to grant acquisition and retention, as well as staff accountability. If it isn't documented, it didn't happen!

C. Outreach and Targeting

This section is designed to assess outreach services, as described in the Agreement and Playbook. Organizations must provide outreach services and use their best efforts to ensure that hard-to-reach warriors are identified, engaged, and provided support services. Outreach services must include active liaison with local VA facilities, state, local, tribal (if any), nonprofits, and private agencies and organizations providing supportive services to warriors and their families in the area or community served by the organization.

Item C-1: Does the organization's documentation show where outreach is conducted and the frequency of outreach activities? (Source: Organization Program Files, website, social media, and Interview)

A Score of 2 – The organization has documentation showing where outreach is conducted and the outreach frequency to both community agencies and potential program consumers. The organization has a regular, consistent outreach schedule supported by program leadership.

Item C-1 Comments: UWS sends out monthly newsletters to their contacts in WarriorServe®, keeps an updated calendar on its website, tracks events and participation using the "lead source" field in the WarriorServe, and advertises upcoming events on their social media pages. They have most recently partnered with the local detention centers to proactively support those veterans who are incarcerated. Additionally, they continue to grow their relationships with community employers proactively reach veterans within the workforce. They currently have three office locations. Their service area includes five main counties (Anderson, Oconee, Pickens, Greenville, and Spartanburg) and five rural counties (Cherokee, Union, Laurens, Greenwood, and Abbeville), where they work closely with CVSOs. Greenville is the biggest county.

Item C-2: Does the organization provide consistent outreach efforts in the community that target the populations identified in their agreement? (Source: program files, Census Data, and interviews)

A Score of 2 – The organization provides consistent and regular outreach in the community as identified in the agreement. The organization is adequately targeting community agencies and potential program users. The program's leadership reviews outreach activities.

Item C-2 Comments: UWS meets its outreach goal to engage 83 new warriors each month. Outreach partners include Prisma Health, CVSOs, local law enforcement/detention centers, top employers within the community, and a new

relationship with Spartanburg Regional. UWS continues to explore ways to proactively reach veterans from their offices and throughout the surrounding counties.

Item C-3: Does the organization provide outreach services to find and engage warriors and their families on a routine basis in a variety of community venues?

(Source: program files, website, and Interviews)

A Score of 2 – The organization demonstrates outreach services to find and engage warriors and their families on a routine basis in a variety of community venues.

Item C-3 Comments: UWS is a mature program and therefore has strong relationships with community members. They often host events with other organizations to promote outreach. These events are varied and show that they provide service and outreach to warriors of all eras. They offer monthly opportunities for all veterans to connect and network.

Item C-4: Does the organization conduct and engage in outreach activities with the local VA? (Source: Organization Program Files and Interview)

A Score of 2 – The organization conducts and engages in outreach activities with VA agencies, including VA Medical Center, warrior Benefits Administration, and Vet Centers. The organization demonstrates a strong relationship with the local VA systems.

Item C-4 Comments: UWS collaborates with the VA's Veteran Justice Outreach program through UWS' Justice-Involved Veteran Outreach Program. Throughout this year, UWS continued to collaborate with the local VA to meet the needs of veterans in their catchment area.

Item C-5: Does the organization conduct and engage in outreach activities with state and local government agencies? (Source: Organization Program Files and Interview)

A Score of 2 – The organization engages in outreach activities with state and local government agencies. The organization demonstrates a strong relationship with the state and local government agencies

Item C-5 Comments: UWS demonstrates strong relationships with the local law enforcement agencies, community organizations, the local detention centers, and the court system in developing the Justice-Involved Veteran Outreach Program. This program involves regular attendance at roll calls and group meetings with local law enforcement agencies to connect with veterans/coordinate services and weekly

visits to the detention center in the five upstate counties for outreach to incarcerated veterans.

Item C-6: Does the organization conduct outreach to private agencies and organizations that serve warriors and their families? (Source: Organization Program Files and Interview)

A Score of 2 – The organization engages in outreach activities with private agencies and organizations. The organization demonstrates a strong relationship with private agencies and organizations.

Item C-6 Comments: UWS has developed strong relationships with many local private agencies and organizations that serve veterans. They are a part of the Upstate Veterans Alliance Network, a collaboration of community organizations across the Anderson, Greenville, and Spartanburg counties to provide services to their local veteran community.

Item C-7: Is the population of veterans, their family members, and caregivers currently being served consistent with the target population in the approved application? (Source: Agreement and Monthly Report)

A Score of 2 - The organization demonstrates the ability to effectively target the population in the approved application (within 10% of the target).

Item C-7 Comments: UWS continues to reach a diverse population of veterans, as demonstrated by WarriorServe.

Section C. Overall Comments:

UWS is a mature program and continues to maintain steady growth in outreach to a diverse population of veterans, as demonstrated by the WarriorServe® and their outreach strategy. They would like to discuss best practices regarding partner and veteran self-referrals into WarriorServe® to ensure they maximize the technology and are confident in the operations.

Recommendation: America's Warrior Partnership's program team and Salesforce Administrator team is available to discuss barriers and best practices in referral processes upon request.

D. Consumer Eligibility and Documentation

This section is designed to assess if veterans' eligibility has been documented and if veterans, their family members, and caregivers wants/needs are being determined and adequately assessed and documented.

Item D-1: Describe the process for determining a veteran's eligibility. (Source: program files and interview)

A Score of 2 - The veteran eligibility policies with procedures for eligible and ineligible veterans are documented. Staff can clearly and consistently describe the process.

Item D-1 Comments: UWS consistently documents that the veteran's status is verified in the "Special Handling" section of the contact information in WarriorServe. They verify each veteran's status by their DD214 or VA's Veteran Verification card.

It is UWS policy to only collect a copy of DD214 from veterans seeking assistance and services in which this document is required.

Item D-2: When a veteran served is found ineligible for services, does the organization have a process to inform the veteran as to the reasons, recommend alternative services, notify the referral source, if applicable (Source: program files and interview).

A Score of 2 - The organization has a process for ineligible persons that notifies the veteran as to the reasons, recommends alternative services, and informs the referral source if applicable. Alternative resources provided to the veteran are related to the veteran's needs and is a direct referral.

Item D-2 Comments: UWS procedure includes giving the veteran a list of alternative services and making referrals to partners as needed. Documentation in WarriorServe files confirms UWS' policy and process for veterans who are ineligible for services.

Item D-3: Where does the organization refer warrior families who are determined to be ineligible to participate? (Source: program files and interviews)

A Score of 2 - The organization has a thorough referring process complete with tools (like pamphlets) and direct referrals for ineligible applicants.

Item D-3 Comments: Varies per county per need.

Item D-4: Do the files reviewed adequately document that the veteran's DD214 is

obtained. (Source: program files)

A Score of 2 - All files requiring a DD214 to provide services are maintained.

Item D-4 Comments: UWS only collects DD214 from warriors seeking services that require this documentation. These files are uploaded and attached to the warrior's file in WarriorServe. If the hard copy document is saved, it is stored in a locked drawer in a locked room.

Item D-5: Do the files reviewed adequately document that the veterans seeking housing are housed? (Source: program files)

A Score of 2 - The files contain clear and consistent documentation that veterans occupy permanent housing with appropriate backup documentation.

Item D-5 Comments: The files document that veterans seeking housing cases are open. Most case files adequately document that veterans seeking housing are housed. However, one case was closed, and the case outcome was documented as "Provided Housing Resources." Documentation in the examined case showed that the veteran was housed after the case was closed. Housing cases that are opened and closed on the same day with a case outcome of "Referred to Partner Agency" or "Provided Housing Resources" are not a successful resolution of a Homeless Case.

Recommendation 1: Housing cases should not be closed until the case's resolution is known. Providing the veteran with a referral to a partner agency does not mean that they will be housed. The reviewer noted some housing cases marked closed and marked "Resolved - Community Help" with case outcome listed as "Connected to HUD/SSVF Services" or "Provided Housing Resources." If the SOP is to close the case with the outcome of "Connected to HUD/SSVF," the case notes should contain documentation that follow-up was completed after the case was closed to assess whether or not the veteran was actually housed.

Recommendation 2: The contact record should be updated to reflect the current living status. Updating the contact record will allow accurate reports to track the number of warriors that UWS has assisted with permanent housing and provide a count of the number of homeless veterans vs. stably housed veterans within the system.

Item D-6: Do the files reviewed adequately document that the veterans are enrolled in education? (Source: program files)

A Score of 2 - Clearly and consistently documented with appropriate backup documentation.

Item D-6 Comments: UWS' WarriorServe files demonstrate clear and consistent efforts to enroll warriors in education and provide assistance with education benefit information. Documentation demonstrates that they have partner relationships with several technical colleges in their catchment area.

Recommendation: Create a "Warrior Education" record on contacts UWS assist with enrolling in education. Creating a Warrior Education will allow UWS to accurately track the number of veterans that are on track to graduate and help UWS with reporting the number of individuals actively enrolled in school, those that have graduated, their degree concentration, etc.

Item D-7: Do the files reviewed adequately document that veterans are employed or unemployed? (Source: program files)

A Score of 2 - Clearly and consistently documented with appropriate backup documentation.

Item D-7 Comments: UWS's WarriorServe files document that warriors are employed or unemployed. When appropriate, resumes are uploaded into the system.

Recommendation: When a case is closed and a veteran is employed, the contact page in WarriorServe should be updated by editing the page to reflect this change in job status. This will help with report creation to accurately understand how many are employed vs. unemployed.

Item D-8: Do the files reviewed adequately document that veterans are enrolled in the VA? (Source: consumer files)

A Score of 2 - Clearly and consistently documented with appropriate backup documentation.

Item D-8 Comments: UWS's WarriorServe files document that warriors are enrolled in the VA.

Recommendation: When an "Enroll in the VA" case is closed, and the veteran is successfully enrolled in the VA, the contact page in WarriorServe® should be updated by editing the page to reflect this change.

Item D-9: Do the files reviewed adequately document that veterans are enrolled in eBenefits? (Source: program files)

A Score of 1 - Most files document that veterans are enrolled or not enrolled in eBenefits.

Item D-9 Comments: In the past, it was UWS' policy to suggest and assist veterans in enrolling in eBenefits strongly. The reviewer found one case that listed "Enroll e-benefits as the Community Case Type. In this case, a staff person assisted the veteran with enrollment. However, the contact information was not updated to "Yes." Of the 20 warrior contact files from the submitted warrior list, 12 of the contacts documented eBenefits as no or unsure.

Recommendation: Assist veterans with enrollment and encourage veterans to enroll in eBenefits. Cases to enroll in eBenefits for those not enrolled have not been created. UWS should document a proactive approach to enrolling veterans in eBenefits and educating veterans on the value of enrollment. If the veteran is not interested in enrolling in eBenefits, document that education was provided; however, the individual is not interested in enrolling in eBenefits. This documentation will help if there is a change in advocate. Additionally, UWS can collect information as to why individuals decline enrollment and help educate the VA on the concerns raised.

Once UWS has confirmed that a veteran has been enrolled in eBenefits, the contact should be updated to reflect this change in status.

Item D-10: Do the files reviewed adequately document that the veterans and their family members are enrolled in recreation/peer support programs? (Source: program files)

A Score of 2 - Clearly and consistently documented with appropriate backup documentation.

Item D-10 Comments: The files document that veterans and their family members are enrolled and actively participating in events. In addition to UWS's monthly hiking events, Soles Sister annual hike, and monthly family events, UWS has collaborated with organizations like American Gold Star Moms to provide supportive services and recreational opportunities to military spouses and family members.

Item D-11: Do the files reviewed adequately document that veterans are identified as pre versus post-9/11 warriors? (Source: program files)

A Score of 2 - Clearly and consistently documented with appropriate backup

documentation.

Item D-11 Comments: 100% of their warriors are documented as pre or post 9/11.

Item D-12: Do the files reviewed adequately document the appropriate follow-up for each veteran, their family member, or caregiver served? (Source: program files/case notes, and interviews)

A Score of 2 - Case files adequately document follow-up every three months for those actively receiving services and annually for those not requesting services. Critical cases are reviewed and signed off by program management.

Item D-12 Comments: In critical cases, documentation support that the UWS advocates follow up every seven days while the case is open. For open non-critical cases, documentation supports follow-up occurred within a month while the case was open. The case notes mention follow-up for non-critical cases that were opened and closed in a day with resources or information supplied. However, the documentation does not always support that the follow-up is being done.

Recommendation: Complete outstanding follow-up tasks. In many cases, the follow-up tasks listed are overdue. Complete all assigned tasks in a timely manner.

Item D-13: Do the files reviewed adequately document the case resolution for each veteran, their family member, or caregiver served? (Source: program files/case notes)

A Score of 2 - Case files adequately document case resolution. Notes document the resolution and the outcome of each case.

Item D-13 Comments: UWS utilizes the “case close-reasons” and “a case outcome” field added to WarriorServe®.

Recommendation: All cases that are opened and closed in one or two days should have a follow-up task to obtain the actual outcome and include a case note regarding the outcome. Handing someone a list of resources and not following up is not good practice for engagement over time. Building a trusted relationship takes more than handing a veteran a piece of paper. If the outcome was achieved, documentation should support it. Without a follow-up note, one cannot know if the veteran’s case was truly resolved.

Section D. Overall Comments:

UWS's documentation in WarriorServe demonstrates the great work being done by UWS. In most cases, the documentation found in the contact and case notes has been standardized, and the content is appropriate. The reviewer noticed documentation issues when an intern leaves. The procedure demonstrated in WarriorServe is for the intern to email the service member of the change in advocate. At this point, the new advocate should reach out to the service member to complete the introduction. The documentation in WarriorServe reveals long time gaps in the relationship when an intern leaves and the new advocate reaches out.

Additionally, the reviewer noted many circumstances in which documentation indicated that follow-up was needed. However, no documentation existed that the follow-up was ever completed.

Recommendation 1: Create an SOP in which advocates create a task each time the word "follow-up" is mentioned in a case note. This task should be assigned to a specific person, dated, and given an early morning time so that the task will appear on the advocate's home page when they log into WarriorServe.

Recommendation 2: To assist with the annual follow-up of all warriors. Creating a workflow and email template in WarriorServe® that automatically sends an email on the year to date of the contact creation. This automatic workflow will serve the purpose of yearly follow-up and provide the follow-up documentation within WarriorServe®. A yearly email or call could double task as a check-in for the Quality of Life Assessment.

Recommendation 3: Files indicate that critical housing cases have been closed and marked "Resolved - Community Help" with case outcome listed as "Connected to HUD/SSVF Services" without further documentation that the veterans were housed. If the SOP is to close the case with the outcome of "Connected to HUD/SSVF," the case notes should contain documentation that follow-up was completed after the case was closed to assess whether or not the veteran was actually housed. If the veteran was housed, proper close-out notes should reflect the situation and tell the whole story.

E. Case Coordination of Supportive Services

This section is designed to assess the organization's performance in conducting on-going veterans, veteran family members, and caregivers' need assessments. Along with coordinating the supportive services identified in the approved agreement.

Item E-1: Describe the supportive services coordinated on behalf of veterans, their family members, or caregivers. (Source: organization application, interviews)

A Score of 2 – The organization coordinates supportive services based on the needs as a result of a comprehensive assessment.

Type of Benefits/Services Provided:

	Provided Internally by Organization	Provided Using Referrals to Other Organizations	Not Provided
VA Health care services (Physical)	Assist with application	X	
VA Health care services (Mental)	Assist with application	X	
Daily living services (ADL)	Assist with application	X	
Personal financial planning services	X	X	
Transportation services	X	X	
Income support services	X	X	
Legal services	Collaborates with VTC	X	
Childcare		X	
Housing counseling, housing search	X	X	
Educational Assistance/Support	X	X	
Employment Assistance/Support	X	X	
WWP Alumni	X		
Outreach	X	X	
Access to Recreation/Volunteer/Peer Support	X	X	

Other benefits/services offered internally by the organization:

- Outdoor Recreation Opportunities
- Family Support
- Caregiver Support
- Volunteer Opportunities

Item E-1 Comments: UWS continues to provide support to individuals and the

community based on need. They do not duplicate efforts that are already existing in the community. If they need to provide support when a resource is lacking or over-utilized, they ensure their work is collaborative.

Item E-2: Describe the location where case coordination of services takes place: Does the organization have space, materials, and staffing available to provide the appropriate level of coordination? (Source: organization's agreement, interviews, and visual observance, community map of all available resources within the service area ex: Community Profile Map)

A Score of 2 - The organization coordinates services with the appropriate space, materials, and/or staffing. The organization's services are flexible and coordinated in the agency's community, dependent on consumers' needs.

Item E-2 Comments: UWS has four office locations.

Item E-3: Is there a coordinated, holistic plan that is developed with the active involvement of each veteran served that identifies:

Overall goals

Specific measurable objectives

Methods/techniques to be used to achieve the objectives

Those responsible for the implementation

(Source: case notes, files, and interviews, Community Map or Resource List)

A Score of 2 - The holistic plan is directly related to identifying overall goals, identifying specific measurable objectives, the methods/techniques to achieve the objectives, and identifying those responsible for the implementation. The holistic plan is reviewed with the veteran on a regular basis.

Item E-3 Comments: UWS' plan includes an initial background note stating what the veteran is seeking. The plan continues with the opening and assigning of cases to the appropriate advocate with a goal of two cases per individual to ensure the advocate is holistically supporting the individual. Follow-up is noted as needed. Cases are closed with the appropriate reason that indicates success or failure, and case outcomes indicate achievement or failure of the goal.

Warriors who are not actively engaged in the process and are unresponsive to calls and emails are closed. When such cases are closed, they receive an email or letter that their case has been closed due to lack of engagement.

Item E-4: Are veterans, their family members, and caregivers provided with referrals and related activities to help them obtain needed support services? (Source:

program files, staff, and consumer interview)

A Score of 1 - The files reviewed adequately document that warriors were provided referrals and related activities to help warriors obtain needed supportive services.

Item E-4 Comments: Documentation in the case files demonstrates that UWS typically offers the warrior phone number and information about the support services but rarely gives a warm handoff or a direct referral. Some of the files reviewed did not document whether the warrior followed through with the referral. The UWS team has stated they would like to utilize WarriorServe® to better send and receive referrals as well as track them through to follow-up, closure, and measuring outcomes.

Recommendation 1: All fellows, interns, and staff should create a task to call/text/email two weeks after referrals are made/education on resources has been shared for non-critical support services cases. This follow-up reminder will assist with documentation and building a long-term, trusted relationship.

Recommendation 2: America's Warrior Partnership is available to discuss ways to streamline referral tracking through WarriorServe upon request.

Item E-5: Is a list of resources that identifies partner organizations that provide services to veterans, their family members, and caregivers available? (Source: organization agreement, interviews, and Community Resource List)

A Score of 2 - The list of organizations the organization is working with is a comprehensive list that will provide supportive services to consumers, including VA services and mainstream services. Most of the organizations are functioning as partners.

Item E-5 Comments: UWS has a growing list of partner organizations. They are a founding member of Upstate Veterans Alliance Network, which is a collaboration of 200 community organizations across ten counties of Upstate South Carolina. This organization meets quarterly. All areas of the holistic wheel are covered, including community-based supportive services and VA services.

Recommendation: America's Warrior Partnership can assist with importing the resource directory into WarriorServe® if UWS is interested in that feature.

Item E-6: Are veterans provided assistance in obtaining any benefits from VA for which they are eligible? Including but not limited to the following:

Vocational and rehabilitation counseling

Employment and training service
Educational Assistance
Health Care Services

(Source: program files, interviews)

A Score of 1 - The files reviewed adequately document that consumers were provided assistance in obtaining any VA benefits for which the consumer is eligible.

Item E-6 Comments: Cases are referred to the VA and then closed as resolved without follow-up to see if the benefit was received. Often VA cases are opened and closed on the same day. The Case Outcome shows that UWS “Provided Education Resources” or “Provided Information/Application,” however, most cases lack the follow-up to document whether the warrior obtained the benefit.

Recommendation: Have fellows/staff create a task to call/text/email two weeks after referrals are made/education on resources was provided and a task for 30 days later to determine whether or not the veteran received the VA benefit. This follow-up reminder will assist with documentation and help develop a long-term, trusted relationship.

Item E-7: Are veterans, their family members, and caregivers provided with assistance in obtaining and coordinating the provision of public benefits? Including but not limited to the following:

- Health care services (Physical and Mental health)
- Daily living services
- Personal financial planning services
- Transportation services
- Income support services
- Fiduciary and representative payee services
- Legal Services
- Child Care
- Housing
- Counseling
- Educational assistance/support
- Vocational assistance/support
- WWP Alumni Program
- Recreation/Volunteer/Peer support

(Source: program files, interviews)

A Score of 1 - The files reviewed adequately document that veterans, veteran family members, and veteran caregivers were provided assistance in obtaining any public benefits for which they are eligible.

Item E-7 Comments: Most of the files reviewed lack documentation showing whether

the warrior received the benefit. The files show that cases are opened and closed with a list of resources provided but no follow-up to see if the person called the resources or received the benefit or not.

Recommendation: Staff/fellows should create a task for any follow-up action required.

Item E-8: Are the supportive services being coordinated consistent with Community Integration Program Deliverables? (Source: program files, interviews, agreement, and Monthly Reports)

A Score of 2 - The supportive services provided are consistent with those described in the approved application. The supportive services provided are consistently and regularly reviewed by program leadership.

Item E-8 Comments: UWS continues to use its case closure approval system for critical cases. Leading advocate supervisors must review cases before the official closing of the case. UWS continues to use an approval button in WarriorServe® to track cases reviewed. Documentation in WarriorServe® supports this approval procedure.

Item E-9: Does the organization conduct on-going assessments of each veteran, their family member, or caregiver supportive services needs and reviews the coordinated holistic plan with respect to expected outcomes? (Source: program files and interviews)

A Score of 2 - The organization conducts on-going assessments of the supportive services and reviews the holistic plan with respect to outcomes with the veteran, veteran family member, or caregiver. The organization modifies the holistic plan as new needs are identified or outcomes are achieved.

Item E-9 Comments: Documentation in the WarriorServe® files supports on-going modification of the holistic plan. The reviewer noted new cases are opened and closed over time as new needs are identified, and outcomes are achieved. Closed cases are documented to the successful or unsuccessful resolution, and case outcomes have been added to further document the actual results of the case. UWS recently set a goal to have each advocate open at least 2 cases per individual to ensure they are supporting them holistically.

Recommendation: A quick Quality of Life survey should be completed at the initial intake assessment, every 90 days when a veteran is actively seeking access to service or support, and annually, by proactively monitoring veterans' well-being. Community Integration organizations can catch signs of hopelessness early and stay

upstream in suicide prevention. Quality of life is a long-term goal of Community Integration for the overall veteran population; however, you may also see a change in each individual over time. Having both a quantitative and qualitative story of your program's success will help raise cause for support for your efforts and help improve your program's efficiency.

Item E-10: Is the organization modifying its strategies for outreach and engagement for each applicable program deliverable based on reported barriers? (Source: Monthly Reports, interviews, and organization's agreement)

A Score of 2 - Outreach and engagement strategies have been modified and implemented based on program outcomes and barriers.

Item E-10 Comments: UWS continues its relationship with Prisma Health, resulting in high outreach numbers. UWS has initiated a relationship with Spartanburg Regional Hospital as well. They continue their outreach to incarcerated veterans at jails through the justice-involved veterans' outreach program. They are in the process of refining their proactive approach through early identification, resource referral, and case coordination. UWS' fellowship program continues to support its outreach efforts. The program has grown to 8 fellows, including an in-house family service fellow and an employment fellow.

Item E-11: Is the organization updating its community list of all available resources within the service area accordingly based on what barriers they have encountered in achieving the program deliverables? (Source: Monthly Reports and Community map of all available resources within the service area.)

A Score of 2 - The list of available resources has been fully updated.

Item E-11 Comments: The UWS and Upstate Veterans Alliance Network Steering Committee (UVAN) promotes and supports opportunities to benefit veterans and the community by focusing on issues surrounding all areas regarding veterans' quality of life: health and wellness, basic needs assistance, educational and vocational training, employment, and continued support.

UVAN exists to increase awareness of services and referral criteria between and among veteran support organizations, to facilitate more effective referrals for veterans, to meet their needs and to identify unmet needs, work to fill the gaps, and foster partnerships between and among organizations. In partnership with members of UVAN, UWS works to maintain a comprehensive veteran resource directory.

Recommendation: America's Warrior Partnership can assist with importing the

resource directory into WarriorServe® if UWS is interested in that feature. This will allow the directory to be updated in real-time.

Veteran Verification Calls:

The reviewer randomly selected 25 veteran files via WarriorServe® and determined that the assistance being provided to veterans is holistic and supportive.

The reviewer conducted an in-depth analysis of the information obtained and documentation (i.e., outreach, follow-up, and case coordination efforts). Following a comprehensive review of the documentation, America's Warrior Partnership staff contacted 10 out of the 25 files.

The following script was used:

"Hi, my name is _____; I'm calling on behalf of UWS. I am with a third-party organization conducting a program review for them. Have you heard of UWS?"

(If yes) Have you been pleased with the information and the services they have provided? Are there any other services or programs that you would like UWS to provide or connect you with?

(If no) UWS is committed to assisting veterans in the Upstate of South Carolina. You can find out more about them at Upstatewarriorsolution.org.

Thank you for your service and for your time. Have a great day!"

(The following voicemail was left if the veteran did not answer.)

"Hello, I am calling on behalf of UWS. I would like to take this opportunity to thank you for your service."

Their responses are listed below:

M.G. did not answer.

C.B. did not answer.

J.L. did not answer.

T.J. is pleased with UWS and the information/services provided. T.J. mentioned they have been provided the information needed, but the outcome has not been achieved

yet. While they are waiting, T.J. would like to explore other options for support in the meantime. T.J. is currently navigating community services on their own.

W.S. an individual answered the phone and then hung up after the evaluator announced their name and that they were calling on behalf of UWS.

J.M. did not answer.

J.H. did not answer.

R.H. is pleased with UWS and the information/services provided. R.H. did not need any additional services or information at this time.

M.P. did not answer.

M.P. has heard of UWS. M.P. mentioned before the pandemic that they had reached out to get a copy of their DD-214. M.P. mentioned they lost touch with UWS. M.P. would like someone to reach out regarding the DD-214 request.

Section E. Overall Comments:

UWS continues to provide leadership in the veteran space for the Upstate of South Carolina. UWS is a member of the Upstate Veteran Alliance Network (UVAN) that brings together local veteran providers with VA leadership to gain a better perspective of veteran care at the local level. Additionally, their Community Action Boards in Greenville County, Spartanburg County, Pickens, and Anderson continue to bring together residents, business owners, professionals, first-responders, and various social service agencies, all of whom support the collective mission to serve local warriors. They are developing a CAB in Oconee County.

Upstate Warrior Solution served their community's veterans throughout the COVID-19 pandemic. They conducted over 4,500 warrior check-ins and partnered with Premier Foundation to distribute a \$60,000 COVID-19 relief fund to 80 local veterans who were furloughed or experienced financial hardship due to COVID-19.

Recommendation 1: Follow-up on cases in which information or resources were given and closed in one day. Have fellows/staff create a task to call/text/email two weeks after a resource list is provided, or a referral is given to another service organization. This follow-up procedure will assist with documentation and help to build a long-term relationship. A little follow-up to gauge the success of the referral list assists in building a trusted relationship and helps evaluate the service providers. When relationships based on trust are built, veterans will seek assistance before the crisis occurs, they will seek advice on volunteer opportunities and ways to give back, and they will spread the word and become active participants with UWS. Lack of follow-

up leaves a negative impression, especially when the referred organization fails to provide or is unable to provide a service. It also can lead to a veteran falling through the cracks. Follow-up is imperative.

Recommendation 2: Conduct a quick Quality of Life (QoL) survey at the initial intake assessment, every 90 days when a veteran is actively seeking access to service or support, and annually. When organizations serve veterans in their community holistically over time, needs and wants are identified and fulfilled, and veterans' quality of life increases. Through this increased quality of life and earned trust, issues are identified early before they become a crisis. When veteran support organizations practice the Community Integration Model of veteran empowerment, you will see an increase in protective factors that can reduce suicide within the community. The QoL survey will help you track program efficiency with an individual as well as for the veteran population within the community.

F. Financial Management and Cost Allowability

This section is designed to review the organization's financial management system and expenditures. This section is designed to review the organization's cost allocation to verify that its procedures comply with contractual obligations and program budget.

Item F-1: Does the organization have written procedures for recording financial transactions, a current accounting manual, and a chart of accounts? (Source: Organization policy manual, organization interview)

A Score of 2 - Procedures for financial management are clearly written and include action steps. There is evidence that the policies and procedures for financial management are communicated to staff and regularly reviewed.

Item F-1 Comments: Theresa Thompson, Deputy Director of UWS, stated there have been no major changes since last year on this policy and procedure.

Item F-2: Does the organization maintain a policy manual covering the authority for approving financial transactions? (Source: Organization policy manual, organization interview)

A Score of 2 - The organization maintains a policy manual covering authority for approving financial transactions; there is evidence that the manual is periodically reviewed by relevant staff.

Item F-2 Comments: The organization continues to use the same spending authority matrix created based on recommendations from America's Warrior Partnership.

Item F-3: Does the organization have written procedures regarding the maintenance of accounting records? (Source: Organization Policy Manual)

A Score of 2 - Procedures are clearly written with action steps regarding the maintenance of accounting records. There is evidence of communication to and periodic review by relevant staff.

Item F-3 Comments: The organization stated there have been no major changes to the maintenance of accounting records. The office manager, Sandra Drake, continues to do in-house tracking and sends the information to the bookkeeper, Greyrock Accounting. Financials are located on the website to include all audited financials and 990s.

Item F-4: Are the organization's fiscal records and valuables secured in a limited access area? (Source: Organization Policy Manual, Interview and Visual Observance)

A Score of 2 - The organization's fiscal records/valuables are secured in an area with limited access by relevant management and fiscal staff.

Item F-4 Comments: The organization uses the triple lock system to secure valuables. Individuals needing access to secure valuables still come into the office during the COVID-19 pandemic. No changes have been made to the security procedures during COVID-19.

Item F-5: Does the organization identify expenditures in its accounting records according to program activities?

(Source: Organization Program Files, Fiscal Records, and Approved Program Budget)

A Score of 2 - The organization has accounting records that clearly identify expenditures based on the most recent program budget. The organization regularly monitors actual expenditures to compare with the program budget.

Item F-5 Comments: The organization's 990 and audit clearly identified expenditures. The organization monitors actual expenditures on a monthly basis by a review board.

Item F-6: Are charges to the program budget for salaries and wages, whether treated as direct or indirect costs, based on payroll documentation and approved by a responsible official(s) of the organization being monitored? (Source: Organization Program Files)

A Score of 2 – The organization has documentation of wages based on payroll that identifies employees, time worked in the program, and deductions that have been approved by responsible staff. The organization provides evidence of periodic review of salary charges and comparison of actual services provided.

Item F-6 Comments: The organization allocates a percentage of each employee's time to activities and programs. These percentages are reviewed by supervisors as well as the review board on a monthly basis.

Item F-7: Are payments for employee salaries supported by timesheets indicating actual times, or is there an appropriate process for management and supervisors to document salary allocation? (Source: Organization Program Files)

A Score of 2 – The organization provides time sheets or an appropriate process that indicates time worked for each employee is paid with CI funds. Timesheets are signed, and salary allocation is approved by the employee and supervisor and approved by fiscal staff.

Item F-7 Comments: The organization tracks 1099 worker time based on timesheets. The remainder of the staff's time is allocated based on a regularly reviewed percentage.

Item F-8: If salaries are paid from more than one source, do the fiscal records clearly define payments among the funding sources? (Source: Organization Program Files)

A Score of 2 – The organization provides timesheets that indicate the time worked by each employee and clearly define programs for which salaries are being paid. Timesheets are signed by the employee and supervisor and approved by fiscal staff.

Item F-8 Comments: The organization's review board ensures salaries are categorized based on programs and activity during a monthly review meeting.

Item F-9: Is there evidence in the financial records of any cash payments being provided directly to the veterans, their family members, or caregivers?
(Source: Organization Program Files and Consumers Files)

A Score of 2 - Payments of cash or gift cards given directly to consumers are not evident in financial records. Procedures exist to mitigate ineligible expenses.

Item F-9 Comments: There is no evidence of cash payments. Theresa Thompson and James Mulak stated that the organization does not distribute cash to veterans directly.

Item F-10: Do program funds received match program funds expended? (Source: Organization Program Files, Financial Reports)

A Score of 2 - The organization has backup documentation to support program funds received and documentation linking expenses to CI program files.

Item F-10 Comments: The organization's financial statements demonstrate a positive net asset at the end of 2020.

Item F-11: Does the organization participate in an annual financial audit performed by a Certified Public Accountant (CPA)? (Source: Organization Program Files, Financial Reports)

A Score of 2 - The organization receives an annual financial audit from a CPA. The most recent report stated they are in good standings.

Item F-11 Comments: Martin Smith and Company CPA completed the UWS audit. The audit letter revealed UWS is in good standings. Greyrock Accounting manages the books.

Item F-12: Does a review of the organization's expenditures indicate that costs related to lobbying political activities have not been charged to the program? (Source: Organization Program Files and Approved Program Budget)

A Score of 2 - Costs related to lobbying are not evident in financial records, and procedures exist to mitigate payments of these costs to the CI program.

Item F-12 Comments: Theresa Thompson certified that UWS does not participate in any political lobbying activities, and costs related to lobbying are not evident in the 990 or audit.

Section F. Overall Comments:

Overall, the organization continues to improve its financial sustainability. They ended

another year with a positive cash flow in 2020, although their total revenue for the year was less than 2019, which is expected due to the COVID-19 pandemic. They continue to be good stewards of their funds, following appropriate financial policies and procedures to maintain checks and balances. Their annual report for 2020 demonstrates diverse income, with the majority of their cash income coming from grants, individual giving, and corporations.

G. Policy and Procedures

This section is designed to review the organization's policies and procedures to ensure compliance with program requirements and the achievement of program goals.

Item G-1: Does the organization have procedures that describe how outreach is conducted to target the populations described in the approved agreement?

A Score of 2 – The organization has written procedures for conducting outreach; there is evidence procedures are communicated to and practiced consistently by relevant staff.

Item G-2: The organization has written policies and procedures defining access to services that include:

- Where intake will be conducted;
- How intake will be conducted;
- How external referrals are made;
- How to determine staff that is responsible for warriors services; and
- Who is responsible for follow-up?

(Source: organization's policy manual, program files, and interviews)

A Score of 2 – Policies and procedures are clearly written with action steps regarding access to services. There is evidence that these policies and procedures are communicated to staff and periodically reviewed.

Item G-3: The organization has policies and procedures that describe how case coordination is delivered to veterans, their family members, and caregivers that include:

- Coordination of housing stabilization services;
- Assistance with achieving goals;
- Assistance with accessing community resources;
- Provision of linkages to enhance well-being; and
- Coordination when more than one case coordination provider exists.

(Source: organization's policy manual, program files, and interviews)

A Score of 2 – Policies and procedures are clearly written with action steps regarding case coordination. There is evidence that these policies and procedures are communicated to staff and periodically reviewed.

Item G-4: The organization has procedures regarding the sharing of information with other individuals or agencies that includes identification of information to be shared and forms to authorize the release of information that identify at a minimum: Name; Content; Purpose; Date upon which authorization will expire; and Signature of person authorized to sign the release. (Source: organization’s policy manual, program files, Release of Information form)

A Score of 2 – The organization has a written policy and procedure for sharing information with other individuals or agencies that contains all elements. There is evidence that the procedure is communicated to and practiced consistently by relevant staff.

Item G-5: The organization has written policies and procedures describing case closure and follow-up procedure? (Source: organization’s policy manual, program files, interview)

A Score of 2 – The organization has a written policy and procedure that contains action steps for case closure and follow-up. There is evidence that this policy is communicated to staff and periodically reviewed.

Item G-5 Comments: According to UWS, 100% of closed cases go through a review.

Section G Overall Comments:

UWS continues to update its policy and procedure manual as necessary. Each employee is notified of the manual when onboarded. Any changes made to the manual are communicated with employees.

OVERALL EVALUATION REMARKS.

UWS continues to be the lead organization for veteran support in the upstate. This leadership is demonstrated by Upstate Warriors Solution’s leadership roles in the Community Action Boards and UVAN.

UWS continues to refine its policies and procedures to drive long-term engagement, holistic services, and proactive outreach. These efforts have been fruitful for the program and their impact on both individuals and the community as a whole.

Areas of improvement:

1. Continue to improve follow-up and documentation on current cases and recently closed cases. Utilize tasks to remind staff to call/text/email two weeks after an individual receives education about a resource, or a referral is given to another service organization to ensure outcomes are achieved. Especially on cases that are opened and closed in one day. Follow-up is the key to a high-quality Community Integration program and ensuring service is upstream. Lack of follow-up may lead to a negative experience for the individual, especially when the referred organization fails to provide or is unable to provide the service.
2. Consistently conduct the QoL survey at intake, every 90 days while a case is open, and annually for every veteran served. The QoL survey is a quick three-question survey located within WarriorServe that can easily be collected in the field or over the phone. This survey has been correlated to the Synder's Adult Hope scale according to the America's Warrior Partnership Annual Warrior Community Integration Survey. Those with a low quality of life score have been shown to also score lower on the hope scale, and conversely, those with a high quality of life score have been shown to also score higher on the hope scale. Qualitative data can help provide context to the large amounts of quantitative data collected by UWS, which is essential to key stakeholders within the community and funders.
3. Reminder that the AWP Network is available to support access to national resources in collaboration with UWS if a resource does not exist or has been exhausted.

Total Weighted Score = 96%