



National Veterans'  
Technical Assistance Center

# National Veterans' Technical Assistance Center (NVTAC): Outreach, Partnerships, Enrollment, and Case Management

July 23, 2024

# NVTAC Coaches



**Sarah Chung**

Training and Technical Assistance Coach

✉ [contact@nvtac.org](mailto:contact@nvtac.org)



**Temitope Fagbemi**

Training and Technical Assistance Coach

✉ [contact@nvtac.org](mailto:contact@nvtac.org)



**Chris Taylor**

Training and Technical Assistance Coach

✉ [contact@nvtac.org](mailto:contact@nvtac.org)



**Miranda Moffat**

Outreach Coach

✉ [contact@nvtac.org](mailto:contact@nvtac.org)

# NVTAC Overview

---

# NVTAC Overview (1 of 2)

- Provide technical assistance designed to increase grant recipients' ability to establish and operate successful Homeless Veterans' Reintegration Program (HVRP) grants
- Support HVRP grant recipients throughout their period of performance to ensure that challenges are resolved quickly
- Provide effective training and peer-to-peer learning opportunities that result in increased knowledge and adoption of innovative practices among HVRP programs nationwide

# NVTAC Overview (2 of 2)

- Provide technical expertise to federal staff to assist in policy development in support of program oversight and strategic planning for the future of HVRP
- Quantify grant recipients' customer satisfaction, and share promising practices and lessons learned

# Technical Assistance

- NVTAC provides individualized one-on-one technical assistance, customized training, web-based training, best practices, a robust Community of Practice (CoP), and much more!

# New Grant Recipient Consultations

- New program year (PY) 2024 grant recipients will receive an email from NVTAC with information on requesting a 15-minute NVTAC consultation
- New grant recipient consultations will take place during the first quarter of PY24
- Any questions regarding NVTAC consultations can be sent to [contact@nvtac.org](mailto:contact@nvtac.org)

# New NVTAC Resources

- [2024 Grant Recipient Welcome Packet](#)
- [2024 Grant Recipient Program Guide](#)
- [Participant Training Desk Guide](#)
- [HVRP Eligibility Form](#)
- [HVRP Assessment Tool](#)



# Introduction to Outreach

# Forms of Outreach

- Enrollment-Focused
- Employment-Focused
- Resource-Focused

# Outreach Methods

- Direct Engagement
- Engagement with Secondary Providers
- Marketing/Public Awareness

# Outreach Strategy

- Establish relationships with key partners
  - Have a clear ask when approaching potential partners
  - A few well-developed connections are more beneficial than a network of strangers
- Maintain relationships with follow-up and follow-through
  - Create standing meetings to check in
  - Meet mutually agreed-upon deadlines and requests for assistance
  - Provide quality services that benefit their program or meet the needs of the veterans they are referring to you
- Target Audience
- Message
- Timing
- Location
- Methods
- Follow-Up

# Enrollment-Focused Outreach

# Enrollment-Focused Outreach (1 of 4)



- Effective outreach is necessary to achieve participant enrollment goals for HVRP grant recipients
- Enrollment-focused outreach requires creating a strategic plan to engage and enroll veterans in your service delivery area (SDA) who meet eligibility requirements and would benefit from employment services

# Enrollment-Focused Outreach (2 of 4)

## Outreach Method

1. Direct Engagement
2. Engagement with Secondary Providers
3. Marketing/Public Awareness

## Application

1. One-on-one outreach at an encampment, shelter, etc.
2. Establish partnerships with Supportive Services for Veterans Families (SSVF), Grant and Per Diem (GPD), Housing and Urban Development - Veteran Affairs Supportive Housing (HUD-VASH), Health Care for Homeless Veterans (HCHV), etc.
3. Advertise services on social media, post flyers in areas frequented by your target population, etc.

# Enrollment-Focused Outreach (3 of 4)

## Keys to Effective Outreach

- Engage with veterans where they are.
  - Sheltered or unsheltered, outward or inward
- Use a variety of methods.
  - In-person, phone, video, social media, etc.
- Connect with agencies that serve your target populations.
  - Veteran service organizations, shelters, food banks, etc.
- Provide consistent and high-quality services to the veterans you enroll
  - Dependability creates community trust and interest



# Enrollment-Focused Outreach (4 of 4)

## Keys to Effective Outreach

- Accessible
  - Consider barriers to accessing or engaging in services
- Non-threatening
  - Focus on building rapport and go at the veterans' pace
- Flexible
  - Use multiple modalities: in-person, phone, email, social media, etc.
- Client-Centered
  - Tailor the information and your delivery to the client's needs

# Employment-Focused Outreach

# Employment-Focused Outreach (1 of 3)



- HVRP grant recipients should engage in outreach and network with employers in their SDA that represent prevalent or growing industry sectors
- Focus on employers that have wage progression models, benefits, and strong unions or worker's rights

# Employment-Focused Outreach (2 of 3)



## Outreach Method

1. Direct Engagement
2. Engagement with Secondary Providers
3. Marketing/Public Awareness

## Application

1. Visit a business in person and speak to management or frontline workers
2. Become a member of your local Chamber of Commerce
3. Build a positive reputation in the community and with well-established employers in the area

# Employment-Focused Outreach (3 of 3)



## Tips and Strategies

- Identify good quality employers and establish connections
- Prepare all grant staff working with employers, with marketing points and materials (flyers, etc.)
- Present HVRP's benefits and the value added for employers: trained staff, case management, retention support, etc.
- Maintain open communication with employers from outreach to employment and beyond
- Become an asset to the community beyond employment through membership with local organizations, volunteering, etc.

# Resource-Focused Outreach

---

# Resource-Focused Outreach (1 of 3)

- Completed on behalf of HVRP participants to facilitate the delivery of effective job training and other wrap-around services that are necessary for or support the veterans' employment goals and reintegration into the labor force
  - Examples: housing, transportation, child care, health services, mental health services, legal services, etc.
- Requires coordination with support service providers at the local, state, and federal levels that address barriers to employment

# Research-Focused Outreach (2 of 3)

## Outreach Method

1. Direct Engagement
2. Engagement with Secondary Providers
3. Marketing/Public Awareness

## Application

1. Contact your local food pantry, legal aid clinic, etc. for information on how to refer
2. Establish a relationship with the U.S. Department of Health and Human Services (HHS), U.S. Department of Veterans Affairs (VA), etc.
3. Distribute flyers and marketing materials, volunteer at local organizations, host an open house, etc.



# Resource-Focused Outreach (3 of 3)

## Tips and Strategies

- Make connections with a diverse range of partners to ensure support services are equity-based
- Partner with organizations that employ and partner with individuals with lived experience of homelessness, veteran status, marginalized status, etc.
- Focus on resource providers that address the most common barriers faced by clients in your area

# Partnership Development

---

# Partners for HVRP

- Housing and homelessness providers
- Local, state, and federal workforce agencies
- Veteran service agencies
- Jails and prisons
- Mental health clinics and services
- Domestic violence services
- Community colleges
- Employers
- Community-based organizations (CBO) providing employment services
- VA Community Employment Coordinators (CEC)

# Building Rapport

- Practice active listening
- Lead with empathy and respect
- Find commonalities
- Developing trust is the goal
- Mutually valuing employment is a key component to ending homelessness and housing instability

# Sustaining Partnerships

- Talk over needed resources on both sides
- Identify clear reasons to collaborate
- Coordinate connections with other partners in areas of need
- Share an overage of resources
- Discuss program goals
- Set clear meeting agendas
- Set consistent meeting and/or appointment schedules
- Share meeting notes
- Follow up on planning efforts

# Leveraging Partnerships

- Refer out for the resources the veteran needs that HVRP does not provide
- Find providers with common values to work with
- Ensure that both sides have mutual benefit
- Find ways to co-promote when doing outreach
- Always engage in work talk

# HVRP Enrollment Strategies

# Strategies (1 of 3)

- **Verify veteran status first:**
  - If an individual does not meet the HVRP definition of veteran, homeless status is irrelevant
  - The preferred method of veteran status verification is a DD-214



# Strategies (2 of 3)

- **Take your time:**
  - The decision to enroll doesn't have to be made during the first meeting with the veteran
  - The veteran might not be ready to commit today but may be ready next week
  - Collect only what is essential at the first meeting (e.g., how to contact the veteran) and focus your energy on having a conversation and making a connection, not filling out a form

# Strategies (3 of 3)

- **Information sharing:**
  - If a participant is referred by a partner, such as an American Job Center (AJC) or a housing provider, ask them to share basic information, so the veteran doesn't have to repeat themselves
    - In order to share information, make sure to have the veteran sign a release of information (ROI)
  - When possible, have representation from the referring partner at the initial meeting with the veteran to simplify the process

# Case Management

---

# Required HVRP Case Management Activities

- Outreach and Engagement
- Assessment and Intake
- Developing an Individualized Employment Plan (IEP)
- Job Search
- Job Placement and Retention

# Documenting HVRP Case Management Activities

---

# Documenting HVRP Case Management Activities

- File maintenance and process
  - If you did not document it, it did not happen
  - Try to do case notes right after your meeting
  - Avoid making assumptions about how the person is feeling in your notes
  - Follow the standardized agency process for file maintenance
  - Be detailed and specific

# Case Management Implementation Strategies

---

# Engage in Work Talk

- Work talk means engaging in purposeful conversation with veterans about work
- It challenges veterans and staff to change their perspective and think differently about their experiences
- Work talk may include discussing previous successes and failures or encouraging participants to explore new possibilities



# Case Conferencing

- When possible, have case managers from each applicable program come together to discuss common clients
- Case conferencing ensures the different plans complement instead of compete with one another
- Case conferencing ensures everyone has the same information, leading to better outcomes

# Tips for Co-Enrollment

---

# Tips for Co-Enrollment

- Ensure all decisions are veteran-centered
- Make sure you and the veteran sign an ROI
- If possible, have all parties working with the veteran attend case planning and review meetings
- Schedule consistent check-in meetings to ensure everyone is on the same page
- As the veteran's goals shift, make sure everyone is informed

# Developing an IEP

---

# IEP (1 of 3)

- The IEP is crucial to successful employment outcomes in HVRP
- Developed collaboratively by the case manager and veteran
  - Often including input from other partners and stakeholders in the veteran's employment search

# IEP (2 of 3)

- The IEP identifies and lays out a strategy for achieving the veteran's overall employment goal
  - The strategy includes the overall goal, broken down into manageable steps
  - A brief description of the activities or services required, timelines for completion, and the people responsible for each action
- The IEP is not a static document, either forgotten or rigidly adhered to after completion

# IEP (3 of 3)

- To be effective, the IEP should be discussed, reviewed, and updated throughout participation in HVRP
- Some HVRP participants may lack a clear vision or be unprepared to develop an employment goal
- Case managers may use motivational interviewing or other strategies to help them explore their interests, skills, and abilities

# The Key Elements of an IEP (1 of 3)

- Overall Employment Goal
  - What are the industries and occupations, salaries, full- or part-time placement, and target start date of where the veteran will work?
- Basic Education
  - What foundational skills (math, literacy, time management, and financial literacy) does the veteran have, and what skills do they need to be successful?



# The Key Elements of an IEP (2 of 3)

- What Skills Training
  - What skills does the job/career require, and how will the veteran get them?
- Housing
  - What housing options are available, and how will the veteran access them?

# The Key Elements of an IEP (3 of 3)

- Supportive Services
  - What other services are required to address the veteran's barriers?
  - This may include health care, treatment for substance use, clothing, legal services, etc.
  - How will you connect them to those services?
- Job Search
  - How will the veteran identify and apply for relevant positions?

# Implementation Strategies for IEP (1 of 3)

- Start Small
  - Breaking goals down into smaller, more easily accomplished components leads to early success and builds confidence
- Promote Accountability
  - Including timelines and expectations about what needs to be done, when, and by whom allows veterans and case managers to track progress and hold each other accountable

# Implementation Strategies for IEP (2 of 3)

- Build Buy-in
  - Developing the IEP is a collaborative process that requires negotiation and flexibility from the veteran and case manager
  - If the veteran is not invested in the plan, progress will be intermittent and slow, or worse
  - To demonstrate their commitment to the plan, the case manager and veterans should sign the IEP
    - This will also give the veteran the opportunity to review the document to ensure it reflects their interests in, and understanding of, the process

# Implementation Strategies for IEP (3 of 3)

- Connect with Partners
  - Veterans may be working with multiple providers to assist them with their job search or to address other barriers
  - Collaborating and sharing information with those partners prevents duplication of services and ensures everyone is working together to help the veteran

# IEP Components (1 of 2)

- All agency partners should work together with the client to develop an IEP, which may include the following components:
  - Barriers
  - Short- and long-term goals/objectives
  - Tasks to be completed by the client
  - Time frames for each event
  - Dates when reviews of the plan will take place
  - Lists of other partners/organizations who will be involved
  - Projected employment date

*Can't obtain the end goal without all or most barriers resolved*

# IEP Components (2 of 2)

- The IEP is maintained and updated in the client's case management file
- The IEP should be considered a living document and updated regularly:
  - When the client overcomes a barrier/meets a goal, or when another barrier/goal has been identified
  - When additional client needs are identified requiring a plan of action
  - When working on goal planning

# IEP Quick Tips

- Based on veteran choice
- Identifies job strengths and barriers to achieving goal
- Identifies all resources/supports/stakeholders that can aid in the process
- Lists both long- and short-term goals leading to employment outcome: **Specific, Measurable, Achievable, Relevant, Time-bound**





**Questions?**

# Thank You!

---