



IMPACT REPORT 2 0 2 2

Volunteers of America®



Healthy Communities for All means focusing the full strength of more than 16,000 professionals on three key areas: health, housing, and human services.

Dear Friend,

The last few years have come with unprecedented challenges. The COVID-19 pandemic threatened not only our health, but also our economic stability and access to institutions that support those most in need. The pandemic revealed the inequities of our society as well as current systems and infrastructure needed for everyone to build healthy and thriving lives.

We take great pride that Volunteers of America (VOA) faced these obstacles head-on, not only maintaining our services, but expanding to assist more people who needed help. But addressing current needs isn't enough. Maintaining current systems isn't enough. We must dismantle systems of inequity that for too long have prevented many from fully accessing the services and supports needed to be healthy and to thrive. We must reimagine the inextricable link between health, housing, and human services.

Sincerely,

Mike King
NATIONAL PRESIDENT AND CEO
VOLUNTEERS OF AMERICA

We must put the individual, the family, and the community at the center of that new system. We must realize a vision for the future in which all people in our communities live with social, emotional, and physical well-being; spiritual fulfillment; justice; and hope.

At Volunteers of America, we're calling this bold new vision "VOA Healthy Communities for All," a 10-year plan to grow the impact we have across communities. Central to this vision is VOA's new Service Center at the Point, co-located with our new national Mission Innovation Center in Washington, D.C., which will serve more than 110 senior and veteran families in need of secure housing with increased access to health and wellness programs.

We invite you to join us in building a new, more equitable future that achieves a vision of Healthy Communities for All! Thank you, and God bless you.

Karen Dale, R.N., MSN
CHAIR, NATIONAL BOARD OF DIRECTORS
VOLUNTEERS OF AMERICA

At Volunteers of America, we are more than a nonprofit organization.



Since 1896, we have served this country through two world wars, the Great Depression, natural disasters, and now, through COVID-19. As we emerge on this side of the pandemic, we continue to innovate to meet the needs of America's underserved communities, touching the lives of 1.5 million people annually in over 400 communities across 46 states, including the District of Columbia and Puerto Rico.

Our human services, housing, and healthcare programs—staffed by nearly 16,000 paid professionals—support a diverse range of people, including veterans, youth, older adults, individuals returning from prison, families experiencing homelessness, people with disabilities, and so many more. Our work touches the mind, body, heart—and, ultimately, the spirit—of those we serve, integrating our deep compassion with highly effective programs and services.



ABOUT THE WORD "VOLUNTEER"
When Volunteers of America was founded in 1896, "volunteer" referred to anyone who served others as a vocation through a commitment to a mission. Today, we are still staffed by mission-driven professionals working to empower individuals and build thriving communities.



650,000 PEOPLE RECEIVED COVID RELIEF

7,000 SENIORS PROVIDED WITH SKILLED NURSING CARE AND ASSISTED LIVING

2M MEALS AND SERVICES FOR FORMERLY HOMELESS INDIVIDUALS

25,000 VETERANS HELPED NATIONWIDE

5,000 CHILDREN AND THEIR FAMILIES RECEIVED EDUCATION SERVICES

**Figures collected from July 1, 2020 - June 30, 2021.*

Our programs are designed to support:



CHILDREN AND YOUTH

- Early intervention
- Crisis intervention
- Long-term services



COMMUNITY ENHANCEMENT

- Information and referrals
- Food and prepared meals
- Thrift stores
- Collaborations with the faith community



CORRECTIONAL SERVICES

- Residential re-entry centers
- Work release programs
- Diversion and pre-trial services
- Residential treatment
- Family support
- Dispute resolution and mediation services



EMPLOYMENT AND TRAINING SERVICES

- Adult literacy
- Computer centers
- Work experience programs
- Counseling
- Job placement
- Supportive employment for individuals with disabilities



HEALTHCARE

- Long-term nursing care
- Assisted living and memory care
- Preventative healthcare
- Alzheimer's treatment



HOMELESS SERVICES

- Eviction prevention
- Emergency services
- Shelters and emergency housing
- Transitional housing
- Permanent affordable housing



HOUSING

- Elderly housing
- Family housing
- Housing for those with disabilities
- Veteran housing
- Housing for those experiencing homelessness



MORAL INJURY

- Support services
- Resilience Strength Time (ReST) training
- Veterans services



BEHAVIORAL AND MENTAL HEALTH

- Crisis counseling
- Hotline programs
- Day programs
- Drop-in centers
- Transportation
- Supported independent living



SUBSTANCE USE DISORDER

- Residential recovery centers
- Outpatient services
- Opioid addiction treatment



SENIOR SERVICES

- PACE (Programs of All-Inclusive Care for the Elderly)
- Professional long-term care
- Assisted living
- Home healthcare
- Nursing home care



VETERANS

- Supportive housing
- Mental health and addiction treatment
- Employment training

Powered by local affiliates,
we are in community.



Stars indicate Volunteers of America affiliates across the country.
Our affiliate offices coordinate services in 400+ communities across the nation.



We are proud to serve our community.

VOA launched **Resilience Strength Time**, more commonly known as **VOA|ReST**, in the summer of 2020 in response to unprecedented stress experienced by frontline healthcare workers during the COVID-19 pandemic.

VOA|ReST is a free, confidential group process that supports emotional resilience in people struggling with isolation, fatigue, frustration, anxiety, and a sense of inadequacy or failure. Peer facilitators guide the conversations. As participants share difficult experiences and listen to others, they feel understood, empathize with others, and recover a sense of commitment and gratitude for their relationships and work.

In addition to frontline healthcare workers, VOA|ReST has expanded to focus on other peer groups that often experience profound stress, such as **veterans**, **older people** who have fallen victim to financial scams, and **first responders** like police, firefighters, and EMTs.

About VOA|ReST 4 First Responders

First responders do high-stakes work, but rarely access available resources to navigate how they feel if things go wrong or if stress becomes overwhelming. Stigma around mental health treatment, lack of confidentiality, and fear of hurting future career prospects are just a few of the reasons why some may not reach out for help.

VOA|ReST 4 First Responders is the latest customization of VOA|ReST. Supported by the HCA Healthcare Foundation, VOA|ReST 4 First Responders builds upon the success of previous programs by facilitating meetings just for first responders to maintain well-being in the face of important and challenging work. Sessions provide a safe place to support peers in a private, worry-free environment.



LENOX'S PARENTS TURNED TO VOA'S *SUPPORTED LIVING SERVICES* TO HELP HIM LEARN TO LIVE INDEPENDENTLY, WITH DIRECT SUPPORT THAT COMES TO HIS HOME.



VOA'S *COMMONWEALTH VETERANS RESIDENCE* HELPED ROBERT RECOVER FROM SUBSTANCE USE DISORDER AND HOMELESSNESS.





The future of health, housing, and human services.

Vision for the Future

VOA is embarking on the VISION FOR THE FUTURE CAMPAIGN, a historic \$83 million project to construct a new affordable housing and service center at Buzzard Point, Washington, D.C.

The VOA Service Center at the Point will be dedicated to serving those in need. The center will house more than 110 families, providing them with a safe place to live as well as increased access to VOA services, including health and wellness programs.

Affordable housing for seniors

To continue VOA's legacy of serving those in need and maximizing our impact during these challenging times, we plan to construct much-needed new housing for seniors in Washington, D.C. The availability of affordable housing for seniors is decreasing as the demand increases with an aging population.

This new shared campus will bring together our dedicated leadership, deserving senior residents, and an outstanding care team under one roof, offering a new model for VOA to achieve, demonstrate, and innovate its impact.

A great location, plus services

Located in what is soon to be a thriving mixed-use and mixed-income neighborhood, this new facility will offer residential services, a care unit, and strategic programming initiatives.

To maximize efficiencies, promote collaboration, and combine resources, the VOA Service Center at the Point will be co-located with VOA's Mission Innovation Center. This will serve as base for staff of VOA Inc., VOA National Services, and the VOA Chesapeake & Carolinas regional affiliate employee teams.



WITH THE HELP OF VOA'S RESIDENTIAL SUBSTANCE ABUSE PROGRAM, ZELLA WAS ABLE TO REACH SOBRIETY AND HAS EARNED A BACHELOR'S DEGREE IN SOCIAL WORK.



DESPITE YEARS OF WORK AND TWO MASTER'S DEGREES, STEVE, A NAVY VETERAN, BECAME HOMELESS. VOA'S VETERANS FACILITY HELPED HIM GET BACK ON HIS FEET.





Strategic Pillars



1 LEAD WITH EQUITY

We will lead with equity and promote diversity internally and externally, monitoring progress while providing transparency and accountability.

2 ACCELERATE WHOLE-PERSON SERVICES GROWTH

We will expand the breadth and access to whole-person services for those who need them most.

3 "VOA HEALTHY COMMUNITIES FOR ALL" BRANDING, PARTNERSHIPS, AND ADVOCACY

We will generate the partnerships, engagement, financial resources, and policy change needed to realize a vision of Healthy Communities for All.

Healthy goes far beyond the word healthcare.

90% of our residents said their communities met or exceeded their expectations.

Studies say 80% of health happens outside of traditional care systems—meaning a person's health is affected by many external factors, including access to healthy and nutritious food, safe housing, and adequate transportation. Our Treatment In Place program model provides behavioral health services to support the mental health needs of an aging population. Our average housing quality performance is a strong 93%, compared with the national average of 86%.

Longer, healthier lives with the aid of technology.

Volunteers of America National Services (VOANS) has been working to bring health equity, digital resident services, social connectivity, and partnerships to low-income seniors, enabling them to live longer, healthier lives. Aging with Options is a community-based chronic disease intervention model that teams a wellness nurse, community health worker, and technology to combat social isolation and improve health outcomes. VOANS is revolutionizing the role of community health workers in this model by intersecting it with the

role of a digital navigator to empower seniors and people with disabilities to use technology to achieve their personal health goals.

In May 2021, VOANS launched the first-of-its-kind program with the generous support of the Parker Health Group for a 100-unit affordable senior housing property in Jersey City, New Jersey, where residents received free internet, tablets, and Google smart speakers. VOANS is conducting a three-year evaluation of the program with LeadingAge LTSS Center to prove the health outcomes of and business case for providing technology to seniors.



SHEILA'S TRAINING IN DISASTER RESPONSE AND MENTAL HEALTH HELPED RESIDENTS AT VOA'S MEADOWS APARTMENTS STAY CALM DURING THE PANDEMIC.



AS A VOA FRONTLINE HEALTHCARE WORKER, PAM BANDED TOGETHER WITH HER COWORKERS TO MAINTAIN THEIR MENTAL HEALTH DURING THE PANDEMIC.





Addressing current needs isn't enough. Maintaining current systems is not enough.

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—Mike King, VOA National President & CEO

5 innovative programs helping to create Healthy Communities for All.

Peer support for frontline workers

VOA|ReST uses trained peers to support other frontline workers experiencing feelings of moral distress. Feelings of moral distress can be set aside in times of chaos when focusing on the present emergency takes all people's attention. But as that distress accumulates, self-confidence and moral resilience are compromised. VOA|ReST enables participants to share their distress with others and stay resilient.

A safe space for the formerly incarcerated

A journey that is shared can often make the distance easier to travel. Amicus Groups provide specialized services and peer support for those leaving incarceration, coming together to discuss challenges and offer each other ideas on building a healthy lifestyle. Their shared experiences can build connections and trust while providing the mutual support to help each other succeed.

Repairing harm through restorative justice

Restorative Justice Louisville (RJL) is the first nonprofit in Kentucky to provide an alternative to our criminal justice system. While the traditional criminal justice system asks what laws have been broken and what punishment is deserved, RJL asks what harm has been done, who is responsible for repairing that harm, and how can that harm be repaired? Several studies have shown that those referred to restorative justice programs

fared better than those who remained in the traditional court process. This impact was evident regardless of age, race, gender, and type of offense.

Improving the health of the homeless

Hope Has a Home™ is an innovative, low-barrier program with medical, behavioral health, and social support services for homeless individuals. Its primary focus is the long-term reengagement of participants, with the goal that they secure supported permanent housing upon completion of the program. In collaboration with AmeriHealth and others, Hope Has a Home provides temporary housing and short-term medical care in a safe and supportive environment to help participants through their recovery.

Improving health equity

Optimal health is achieved when the needs of the whole person are addressed. As part of our goal to achieve health equity, VOA launched Determined Health, our community health worker approach. We define a community health worker (CHW) as someone who is a trusted member of the community they are serving. The CHW works with members of the community to help them access healthcare services as well as health impact services such as healthy food, safe housing, and adequate transportation. CHWs are the bridge from the community to the provider, and can assist in improving overall health and reducing unnecessary healthcare visits.

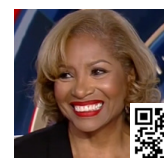


We advocate for those who cannot.



VOA's policy priorities for the 118th Congress focus on helping all Americans achieve their full potential. Our priorities are affordable housing; veterans services and moral injury, Medicare and Medicaid; and senior services.

Our collective voice on behalf of America's most in need regularly places us in a position to impact public policy. VOA is a founding member of #Relief4Charities, an action group that advocated to expand the charitable deduction in the CARES Act during COVID-19.



FOX NEWS INTERVIEWED EXECUTIVE VICE PRESIDENT OF EXTERNAL AFFAIRS JATRICE MARTEL GAITER ON SERVING OUR VETERANS, FIRST RESPONDERS, AND FAMILIES DURING THE HOLIDAYS.



As part of our 10-year vision to support healthy and thriving communities, VOA has committed to building a more equitable and inclusive future for our organization and those we serve. We have made intentional efforts to partner with socially-conscious organizations committed to social justice, anti-racist leadership, and spiritual diversity. Throughout 2021, more than 4,000 VOA staff, executives, and board members attended DEI training sessions and discussion forums focused on unconscious bias, anti-racist leadership, LGBTQ+ inclusion, stopping AAPI hate, health equity, the criminal legal system, and allyship, among other topics. Additionally, we have awarded more than 50 scholarships toward anti-racist leadership training for affiliates and community partners nationwide.

Diversity, Equity, and Inclusion (DEI) is important for not only our children's futures, but our own.

We continue our commitment to establishing a leadership team that reflects the staff and communities we serve, far exceeding the national average for both racial and gender diversity among nonprofit boards. Our National Board of Directors increased from 26% to 48% in racial diversity, while remaining at 50% gender diversity. Our national leadership team increased its racial diversity to 38%, and increased its gender diversity to 65% in 2021.

As we look to the future, we will continue to incorporate health equity into programs and services at the community level while also expanding diversity-aligned partnerships and engaging diverse suppliers.

VOA'S *FREEDOM HOUSE* HELPED CHALY REUNITE WITH HER CHILDREN. SHE HAS SINCE BECOME A SPOKESPERSON FOR EARLY INTERVENTION TO PREVENT INCARCERATION.



Empowering women
and strengthening
communities.



Volunteers of America was cofounded by a woman, Maud Booth, and she wrote into our bylaws that every position with the board and staff had to be equal for men and women. That was in 1896, when women couldn't even vote. So joining with the LPGA was in perfect alignment with our values regarding equity and inclusion as a nonprofit organization.

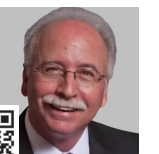
—Mike King, VOA National President & CEO



In 2022, Volunteers of America continued its partnership with the LPGA, sponsoring the Ascendant LPGA benefiting Volunteers of America. Top professionals competed for a \$1.5 million purse at the Old American Golf Club at The Colony, Texas. The annual event raised awareness and donations for VOA and included programming to bring the community together, such as a junior golf clinic, a Women's Leadership Summit, and an international media day. The partnership dates back to 2013 and signifies the LPGA's dedication to bringing awareness to the essential services VOA provides 1.5 million people each year, including veterans, older adults, people facing homelessness, and people with disabilities.

Above: Mike King is interviewed by the Golf Channel's on-air host, Grant Boone.

SCAN TO WATCH MIKE KING WIN THE LPGA'S PRESTIGIOUS COMMISSIONER'S AWARD AT THE 2022 ROLEX LPGA AWARDS.





We can't do it alone, and thanks to our partners, we don't have to.

We are deeply grateful to our corporate partners for their generous contributions of time, goods, and funds—all of which allow us to continue our mission of servicing those who need help the most. Together, we address complex issues and successfully leverage our resources to provide essential programming and services. With the support of our partners, we can continue to fund existing programs, and create new services in response to emerging needs—all with attention to both the quantity and quality of the assistance we provide.

Through the help of our corporate partners, VOA supports hundreds of human service programs.



Our work touches the mind, body, heart, and, ultimately, the spirit of those we serve, integrating our deep compassion with highly effective services.

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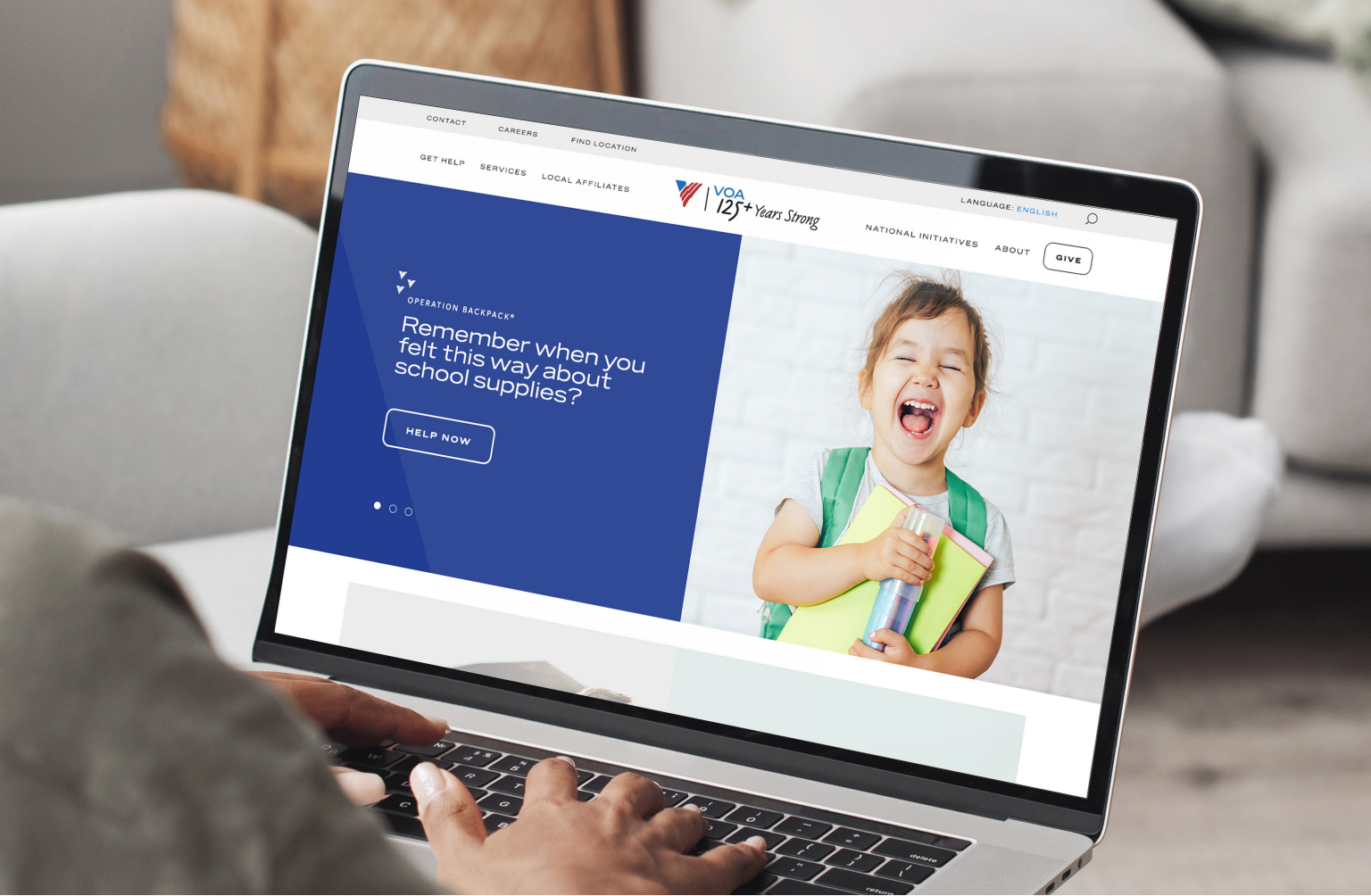
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We put a
new face on
our digital
space.

Welcome to the new **VOA.ORG** website! In an effort to brighten our image and make our programs and services easier to find, in 2022, we embarked on a major website overhaul. From the moment visitors land on our homepage, they’ll notice that beyond a simple redesign, we’ve reinvented the way services can be found. Using our lightning-fast VOA Service Navigator, visitors can now search and find programs and services locally—whatever they need, in their location. The Service Navigator streamlines all of VOA, from our national office, VOA National Services, local affiliates in more than 400 communities across the U.S. and Puerto Rico, as well as virtual services.



Helping rebuild
1.5 million lives
a year since 1896.

Volunteers of America®

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