

BREAK THROUGH

ANNUAL REPORT 2017

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Robin Portman Named New Atlas Research President/CEO



In 2017 Atlas Research announced the appointment of Robin L. Portman as president and chief executive officer. She takes over for Atlas founders Ryung Suh and Mark Chichester, who formerly held the CEO and President positions, respectively, and now serve on the company's Board of Directors. Ms. Portman comes to Atlas from Georgetown University, where she served as director of the Strategic Innovation Group and as an adjunct professor in the School of Nursing & Health Studies. She was previously executive vice president and chief growth officer at Booz Allen Hamilton, a Fortune 500 government services company. Ms. Portman serves on the boards of non-profit organizations including Easter Seals of MD, DC, and VA; the Elizabeth Dole Foundation; PsychArmor Institute; the University of Maryland, College Park Foundation; and Service Source, Inc.



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TO OUR STAKEHOLDERS

2017 was a breakthrough year for Atlas, as our growth strategy landed important new clients and milestone contracts with existing clients. We increased our emphasis on helping our clients with innovation and backed that up with an internal initiative to digitize our service delivery. We added capabilities in emerging areas important to our clients and strengthened our leadership team to maximize our speed, agility, and commitment to over-delivering for clients.

Increasing Our Impact

When we look across our client base – which takes in health services, social services, research, and national defense – we see increasing complexity, higher expectations from stakeholders, and legacy processes that lag our society's always-on, instant-access culture.

That's why our clients come to us: for fresh thinking and fast execution in tackling today's challenges.

For example, in 2017 we helped clients with initiatives to prevent opioid addiction, address mental health issues in the military, disseminate health innovations more widely, and assess health risks for underserved populations. And that's just in health care. Our capabilities in risk management brought us a contract with the National Science Foundation to improve operational performance at the nation's academic research organizations. Our human capital experts began helping the Department of Defense's Center for Defense Security Excellence (CDSE), which prepares the security community to anticipate threats on a global basis.

Transforming Performance

Our ability to modernize legacy operations is best illustrated by our work for the Department of Veterans Affairs (VA), where we are helping execute on all five of the department's top priorities. The first is providing greater choice for Veterans, and we're deeply involved in one of the biggest choices of all: allowing Veterans to age at home. This is the kind of complex equation that Atlas excels at solving. We have deep knowledge of health care delivery, the Veteran population, and the challenges of accessing health care in rural communities where millions of Veterans live. We have also trained tens of thousands of family members to care for Veterans at home.

At the same time, Atlas is helping VA modernize its infrastructure, enhance core services, break down bureaucratic walls, and better communicate its value to Veterans. You can read about all these projects in this Report.

Leveraging Expertise

One of our long-term strategies is to leverage the expertise and experience of the extraordinary people working at Atlas. They consistently apply their education and training to new challenges, and in 2017 their capabilities brought us new business with the Centers for Medicare and Medicaid Services,

the Centers for Disease Control and Prevention, CDSE, and also the Psychological Health Center of Excellence within DoD.

While these projects vary, there are clear constants in why clients choose Atlas Research. We thrive in situations with no obvious or single right answer. We are deeply committed to our clients' missions, and to exceeding their expectations, so they don't have to push us to work fast or aim high. In some of our recent projects, we could confidently commit to architecting new process models or implementing newly-enacted legislation in 12 months or less.

Community and Industry Engagement

As a company, Atlas Research is determined to improve the nation's understanding of, and service to, underserved populations. This mission doesn't stop when we leave the office. A good example is the Easter Seals organization, which helps Veterans and others with disabilities to deal with personal challenges such as mental health concerns. Based on strong alignment with this mission, we engage with Easter Seals in the Washington, D.C. area – our own community. Other notable philanthropic engagements are highlighted on page 26.

In 2017, we began innovation-based partnerships with organizations whose capabilities and experience complement our own, so that we can move even more quickly and precisely to meet the emerging challenges

facing our clients. The first wave of partners includes IBM, particularly in the area of artificial intelligence; Amida Technology Solutions, a data science and software business; the AgingWell Hub associated with Georgetown University's McDonough School of Business, AARP, and other organizations; the PsychArmor Institute, which helps our society engage with Veterans; the Elizabeth Dole Foundation, a leading supporter of the nation's Veteran caregivers; and WorkMerk, a training and education company.

Continuing Momentum

Here at Atlas, we most value the positive impact we have for our clients and populations of concern, and that will continue regardless of how fast we grow. In September of 2017, Atlas was named the 12th-fastest-growing company in Washington, D.C. by Inc. magazine. Shortly after the close of the year, Inc. 5000 recognized Atlas Research as the 47th-fastest-growing Veteran-owned firm in the entire nation. In 2018 we are continuing to add expertise and experience that increases our ability to deliver breakthrough work for clients. This is an exciting time to be part of the Atlas team, and I look forward to reporting on our progress again next year.



Robin L. Portman
President and Chief Executive Officer

ATLAS RESEARCH IN 2017



33 Active
contract vehicles



#1,024
Position among Inc. 5000
Fastest Growing Private
Companies



304.6%
3-Year Revenue Growth

BREAKING NEW GROUND

In 2017 Atlas Research added new client agencies while continuing to win milestone contracts with existing clients for new strategic initiatives. These breakthroughs result from our growing capabilities coupled with deep understanding of our clients' challenges.



Research Meets Research

Engaging with the nation's research community to improve business performance

Atlas Research welcomed the National Science Foundation (NSF) to its client community in 2017, winning a multi-year contract that supports oversight of NSF's \$28 billion research award portfolio. Atlas' efficient, risk-based approach to monitoring award recipients also helps at-risk recipients recognize and address operational issues that could affect their performance. So everyone wins: NSF, researchers, and the nation that counts on them to drive scientific discovery and engineering education.

NSF provides more than 11,000 new research awards each year to 1800 academic and private research organizations of all sizes, working across the frontiers of scientific knowledge. Each organization must meet federal requirements for operational performance. Atlas conducts an annual award portfolio risk assessment to identify organizations that need additional business assistance.

Atlas experts then conduct reviews of awardee practices in areas such as general management, operational controls, and regulatory compliance to guide award recipients toward best practices. This strategic, structural approach helps recipients well beyond the term of their current NSF awards – it ensures that the recipients will better administer all federal research funding well into the future.



27%

Share of U.S. federal funding of basic research



11,500

Competitive research awards (fiscal 2017)



41,824

Current portfolio of active awards

Source: NSF; current active data as of March 31, 2018

“Supporting NSF enables us to work directly with the U.S. academic research community to verify that they have appropriate operational controls in place to win and manage NSF research awards. This demonstrates to Congress and the country that NSF is prudently conducting its critical mission of funding leading-edge scientific research in the U.S.”



RICARDO ROQUES

Manager
Atlas Research



Emerging Threats, Constant Preparation

Training security personnel to protect DoD assets worldwide

In 2017, Atlas Research entered dynamic new territory with a contract to support the Department of Defense (DoD) Center for Development of Security Excellence (CDSE). In an ever-changing security landscape, CDSE provides security education, training, certification, and professional development for DoD and other U.S. government personnel, contractor employees, and representatives of foreign governments.

Atlas is helping CDSE achieve its mission by collaboratively developing performance-based learning solutions in the core security disciplines. Atlas teamed with C2 Technologies to win this five-year engagement under the Human Capital and Training

"In the security world, new issues and threats emerge constantly and security professionals need to be able to jump in and address them. We're designing solutions that get people to think critically and apply what they learn—so they can quickly adapt to what could happen, not what has already happened."



RENÉE O'BRIEN
Senior Learning Strategist
Atlas Research

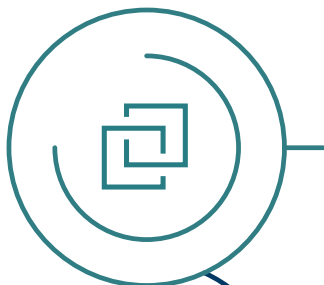
Solutions (HCaTS) contract vehicle, which federal agencies use to order complex human capital and training services.

The Atlas team was selected for its security-related subject matter experts, who bring 25 years of combined experience in supporting CDSE before

joining Atlas. This expertise allowed Atlas to hit the ground running with broad knowledge of CDSE's extensive portfolio of offerings and the large, diverse security community it serves, spanning 31 federal agencies and more than 13,000 cleared contractor

facilities. CDSE provides security education, training, certification and professional development for DoD and other U.S. government personnel at all levels of authority; for contract employees; and for representatives of foreign governments.

The engagement's first year includes the following high-profile projects:



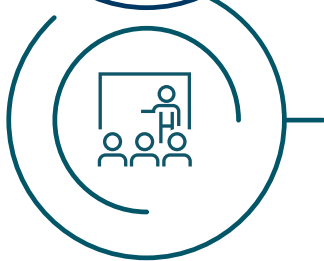
ALIGNING

Aligning the vast CDSE training portfolio to current security policy and making recommendations to address any identified gaps.



RECOMMENDING

Recommending training on workplace violence prevention, assistance, and response capabilities.



DESIGNING

Designing a five-day instructor-led course to teach physical security professionals to think critically and manage risks associated with protecting DoD assets.

CENTER FOR DEVELOPMENT OF SECURITY EXCELLENCE



4.8 MILLION
Website page views



1.35 MILLION
Course completions



539,063
Visits to toolkits

Federal fiscal year 2017; Source: CDSE Annual Report



First, Do No Harm

Crafting critical communications for protecting patients

The Centers for Medicare and Medicaid Services (CMS) Partnership for Patients aims to make hospital care more cost-effective in two ways: by preventing patients from acquiring health conditions in the hospital and by improving the care of patients during transitions between health care settings. Health care organizations contract with CMS to form Hospital Improvement Innovation Network (HIINs) that share best practices among their hospitals.

Skilled communication is essential to the success of the HIIN strategy. Atlas is providing it for the largest HIIN, including more than 450 hospitals associated with Premier Inc., a nationwide health care improvement company. Hospital staffs are already inundated with information – about patients, disease conditions, medications, diagnostics, and care protocols – so it is essential that HIIN communication is carefully crafted and delivered in convenient formats. Timely topics include the sepsis epidemic and opioid addiction crisis.

“HIINs succeed when the communication works for hospitals of all kinds. The people in a 25-bed rural hospital care about improving patient safety as much as those in a 250-bed urban hospital, and we create communications that enable them all to achieve similar improvements.”



ANITA MAKKENCHERY
Technical Advisor
Atlas Research

Atlas won this work with its broad range of sophisticated communication skills combined with deep knowledge of health care delivery. The Atlas team is working across a range of media and making content flexible and adaptable for individual hospitals. HIIN organizations are tasked with reaching ambitious quantitative goals for improving the safety of patient care, and Atlas is helping to achieve them in hundreds of hospitals across the country.



16
Hospital Improvement
Innovation Networks (HIINs)



4,000
Participating hospitals

Architects of Efficiency

Digital solutions that cut through complexity to improve customer service

Imagine if you decided to visit a new doctor, insurer, lender, or financial advisor, and they could instantly call up an accurate, approved, up-to-date digital profile for you. Imagine if you changed your address or took a spouse's name, and all your service providers instantly had the new information.

That's what's coming for the 9 million U.S. Veterans who use services offered by the Department of Veterans Affairs (VA) – and the 375,000 VA employees who serve them. A sophisticated data architecture developed by Atlas Research for the Veterans Experience Office (VEO) gives every Veteran a master



customer record across all lines of business, including health care, education and training, insurance, lending, disability compensation, and more.

As VA developed these services, it also amassed more than 200 contact centers and more than 1700 sites of care, many with their own databases. The new data architecture syncs them all, so that contact and military service data for Veterans will be correct wherever they go within VA. When this data is updated anywhere, it will be automatically updated everywhere. In addition to improving customer service for Veterans, the new master customer record is also eliminating costly operating problems of the past, such as postage wasted on misaddressed mail.



200+

Contact centers Veterans use to access and manage benefits



ONE

Master digital profile for each Veteran across all benefits and services

“Enterprise data management is much more than organizing data and computers more efficiently. It transforms how people interact with information, so they can spend less time dealing with data and more time doing the high-value work they were educated and trained for.”



RUDY MARTINEZ
Senior Manager
Atlas Research

TRANSFORMING ORGANIZATIONS, IMPROVING PERFORMANCE

Atlas Research helps clients transform their organizations and improve their performance, from back office systems to the far reaches of customer service, all with precision, speed, and agility. Grounded in deep understanding of our clients' operational, technical, and cultural issues we help modernize legacy systems, improve quality and efficiency, launch new functions, manage activation of campus-scale infrastructure, drive engagement with core constituencies, and more.





It's About Time

Driving rapid implementation of the historic "Forever GI Bill"

One of the most popular and successful laws ever enacted in the U.S. got a huge update in 2017, and Atlas is helping turn the legislation into regulations, operational programs, and successful utilization by Veterans. The Harry W. Colmery Veterans Education Assistance Act of 2017 updates the so-called GI Bill, enacted during World War II, which offered tuition assistance to Veterans.

The updated law is known as the "Forever GI Bill" for one of its key benefits: removing the time limit for Veterans to use tuition assistance. But there's much more. Among its eleven major provisions, the bill extends some benefits to Veteran family members, provides extra funding for students enrolling in science and technical fields, and includes a pilot program to guide Veterans toward high-tech jobs in understaffed industries.



ZERO

Votes against the bill in the Senate and House of Representatives

"The 'Forever GI bill' mandates substantial long-term benefits for Veterans, their families, and the economy. Yet the legislation specified little about how to implement them. Atlas is drawing on its deep knowledge of Veterans affairs, public policy, human capital, and communications to help bring the bill to life in rapid fashion."



NATASHA EFRAT
Senior Manager
Atlas Research

Atlas Research (with partners Sprezzatura Management Consulting and Prometheus Federal Services) is helping the Veterans Benefit Administration in three fundamental, interconnected areas: drafting regulations that will accomplish the bill's intentions; providing operations expertise and training for implementing the bill; and communicating to Veterans about how to take advantage of it.

Congress wants most benefits in the Forever GI Bill to be operational in the summer of 2018, just a year after it became law. This high-profile, high-impact work perfectly fits Atlas' mission to help clients succeed with their most pressing challenges.



Go Direct. Then Go Big

Scaling up a major success in improving service to Veterans

In 2017 Atlas Research helped the Veterans Health Administration (VHA) rapidly scale up one of its biggest recent successes: allowing Veterans to schedule appointments for medical specialties without first seeing a primary care physician. It's an outstanding example of how Atlas is helping the Department of Veterans Affairs (VA) succeed with top priorities, including giving Veterans greater choice and enhancing services at the core of VA's mission.

Atlas originally helped VHA launch "patient self-referral direct scheduling" (PSDS) in 2016 for audiology and optometry care – two of the specialty offerings available in 143 participating VHA facilities. The results were dramatic: wait times for appointments fell by two to three weeks, and primary care physicians were freed from 16,000 "pass-through" patient visits a month.

"The direct scheduling project demonstrates Atlas' ability to scale up innovations that require buy-in and behavioral change throughout a large organization. It also shows the importance of our speed and agility, because VHA dramatically increased the scope of the project, and with a rapid timeline."



JENNIFER PRYOR-ABRAHAM
Manager
Atlas Research

By the end of 2017, VHA was able to offer PSDS for specialty clinics including podiatry, nutrition and food services, and amputees and wheelchair-bound patients. In 2018, the option will extend to oncology services, mammography screenings, weight management, smoking cessation, PACT clinical pharmacy specialist services, orthotics and prosthetics, and social work. As Veterans get better service and gain greater control over their health care, VHA becomes more efficient and its primary care physicians become more productive.



80% is VHA's target for percentage of new specialty care appointments that are not linked to a primary care consultation

Themes Emerge for LGBTQIA Care

Advancing research to better meet the sexual and reproductive health needs of sexual minorities

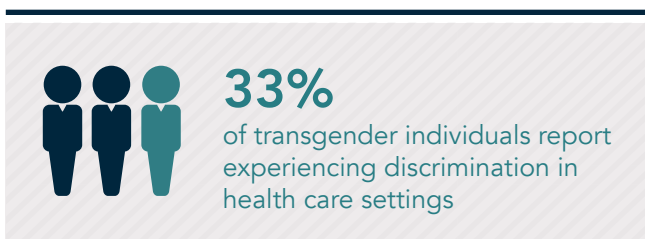
When it comes to sexual health and reproduction, sexual minorities not only need good advice and clinical care but may have unique health care needs that need to be addressed. Unfortunately, lesbian, gay, bisexual, transgender, queer/questioning, intersex and asexual (LGBTQIA) people often face cultural perceptions leaving them feeling anxious, unwelcome, or distrustful in clinical encounters. While this can result in negative interactions with the health care system and disparities in health outcomes, there has been little research that could improve the situation.

To gain more insight, the Health and Human Services (HHS) Office of the Assistant Secretary for Health's Office of Population Affairs tasked Atlas Research



with conducting a systematic review of relevant peer-reviewed literature as well as published clinical guidelines regarding the provision of family planning services to sexual minorities.

Clear themes emerged, particularly regarding emphasis on culturally competent care, medical confidentiality, and positive attitudes towards LGBTQIA clients on the part of providers. Atlas published the findings from both reviews in [Contraception](#) and [LGBT Health](#), and aims to continue advancing society's understanding of how to improve reproductive health and family planning for the many women and men who identify as sexual minorities.



Source: National Transgender Discrimination Survey

"In communities across the country, family planning clinics offer key health care services to individuals who need them most. At Atlas, we help our clients understand the best available evidence to support high-quality family planning services for all people."



NIKITA MALCOLM
Senior Consultant
Atlas Research

From Risks to Rewards

Helping VHA shift from crisis response to crisis prevention



Topflight organizations don't wait for potential risks to become damaging reality – they proactively turn them into opportunities for quality improvement. As part of its ongoing organizational transformation, the Veterans Health Administration (VHA) formed the Office of Internal Audit and Risk Assessment (OIARA) in 2016 to provide oversight of VHA's most pressing clinical and operational issues. One of IARA's first major decisions was turning to Atlas Research to ensure a fast ramp-up and obtain risk assessment and internal audit expertise.

With its extensive experience and capabilities in program management and risk assessment, Atlas

ensured that IARA would achieve the two major goals for its twelve months: setting up a program management office and conducting an inaugural audit of risks related to VHA's ability to provide excellent care to Veterans.

To determine the focus of the inaugural audit, the team developed a VHA-wide risk assessment by sifting through more than 700 VHA audit reports containing 4,000 findings, compiling and grouping related findings to develop risk statements, and scoring them to identify the most significant risks to VHA performance. At the same time, the team monitored its own work for cost-effectiveness, process quality, and client satisfaction. In 2018, the team will refine its data collection processes to ensure that the risk assessment is comprehensive, deliberative, and forward-looking to help VHA focus on the risks that matter most.

"IARA must provide VA and its stakeholders with expert, objective assurance when things are working well – and insightful recommendations when things are not working as planned. Atlas is helping execute the strategy as both a trusted expert and long-standing advocate for Veterans."



MICHAEL AUSTIN
Senior Manager
Atlas Research

IARA RISK MANAGEMENT PROCESS





Facility Transformed

Driving activation of VA's newest replacement medical center

One of the most ambitious projects ever, for one of the largest health care centers of the Veterans Health Administration (VHA), is now approaching completion. Atlas Research is in the thick of it. The VHA's new Rocky Mountain VA Medical Center near Denver, Colorado is a brand new replacement medical facility. It includes 1.2 million ft² in nine buildings plus parking and site infrastructure. Soon it will serve nearly 400,000 Veterans in Colorado and adjacent states.

In 2017 Atlas Research continued to provide quality assurance and quality control management of the process of transforming the project's bare-walled buildings into working, state-of-the-art medical and research facilities. Known as "activation," this process ranges from procurement, delivery, and installation of furnishings and equipment to hiring and training employees to establishing a complete set of policies and procedures for operations, maintenance, and safety. The final phase is staff moving into and opening the new medical center to serve Veterans.

"Health facility activation is really hundreds of tightly interlinked, massively detailed projects that have to proceed together like clockwork. Our approach at Atlas is to take this weight completely off the shoulders of the client, so they can focus on caring for Veterans and running their business."



CONNIE HEYER
Director, Facility Transformation
Atlas Research

The Atlas team has abundant expertise to manage this massive logistics challenge: more than 100 years of combined experience, 30 previous activations, and custom-built IT tools for data management, quality control, and progress reporting.

In 2017 the energy plant and research center opened, and staff moved in. Diagnostics and testing, clinic, and inpatient facilities will follow in early 2018. The entire campus is on track for full activation in the summer of 2018. The Atlas activation team will then turn to its next big project: a new VA Medical Center in Omaha, Nebraska.



150,000
Pieces of equipment and furnishings to be purchased, delivered, and installed



40,000
Person-hours of staff training to be coordinated and tracked

ADVANCING KNOWLEDGE, ENABLING SOLUTIONS

With deep roots in research and evaluation, Atlas Research quickly and rigorously mines existing research findings for new insights that help clients design and implement more effective programs. We also develop new bodies of focused knowledge that help clients and their constituencies achieve greater success in their core missions.



Communication Becomes Core

Reaching out to Veterans like never before

The transformation of customer service at the Department of Veterans Affairs (VA) took another leap forward in 2017 with the launch of VA's "Choose VA" campaign, and Atlas Research played a key role.

Previous initiatives had focused on changing VA processes and attitudes internally, to make customer service more Veteran-centric and employee-driven. "Choose VA" turns the focus outward with a communications campaign aimed at convincing Veterans – particularly including Millennials – to make VA a first choice for health care, financial services, employment, and more.



20 MILLION

U.S. Veterans as of 9/30/17

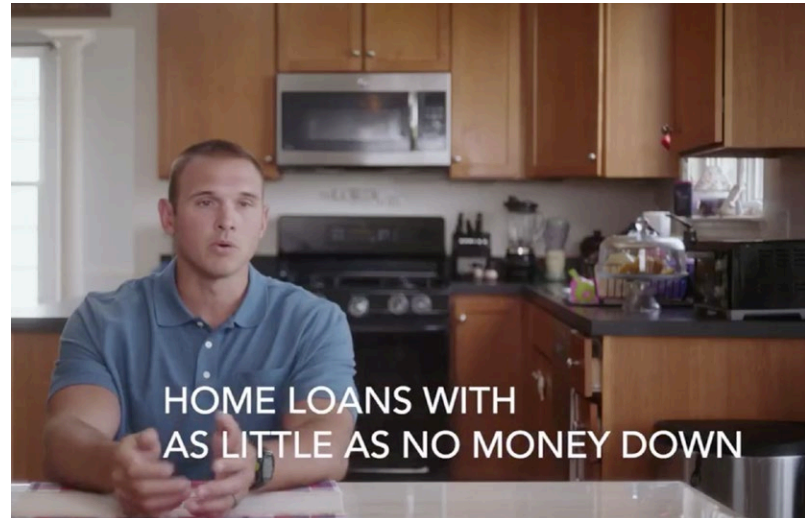


1.95 MILLION

Millennial Veterans
(born 1982-1997)

Source: National Center for Veterans Analysis and Statistics

Excerpt from Choose VA Outreach Video



To succeed with this new strategy, VA turned to Atlas Research for its communications expertise matched with deep experience of Veterans and VA communications channels. Atlas had already demonstrated its ability to work fast at transforming VA-Veteran communications, such as in guiding the Department to a successful overhaul of its nationwide call center operations.

Atlas (with subcontractor Burson-Marsteller) responded just as fast for Choose VA, with a national marketing communications campaign. The team created a logo and initial set of videos within weeks of winning the contract, then kept up the pace with more videos, advertising, and printed materials for VA locations. In 2018, the team is producing online webinars aligned with VA's top priorities and aimed at VA managers, so that they train their workers to further reinforce VA's new focus on communications.

"Choose VA is fundamentally redefining how VA thinks about communications. No longer is communication viewed merely as a support function. It's a core business process, integral to VA modernizing its systems, engaging employees, and increasing Veteran trust and confidence."



TIM TINKER
Director of Strategic Communications
Atlas Research



Choice Comes Home

Enabling Veterans to choose home and community for covered health care

The Department of Veterans Affairs (VA) needs just two words to state its first priority for improving Veterans' health care experience: "greater choice." Atlas Research is helping deliver on one of the biggest promises of that priority: enabling Veterans to receive care at home, from providers inside and outside the VA itself.

Atlas began tackling this challenge in 2011, with the advent of VA's National Veteran Caregiver Training Program (NVCTP). Under NVCTP, Atlas and its partner organizations have trained and certified more than 40,000 unpaid family caregivers who look after post-9/11 Veterans. Atlas further engaged with Veterans and their caregivers through projects with, and support of, the Easter Seals organization and the Elizabeth Dole Foundation.

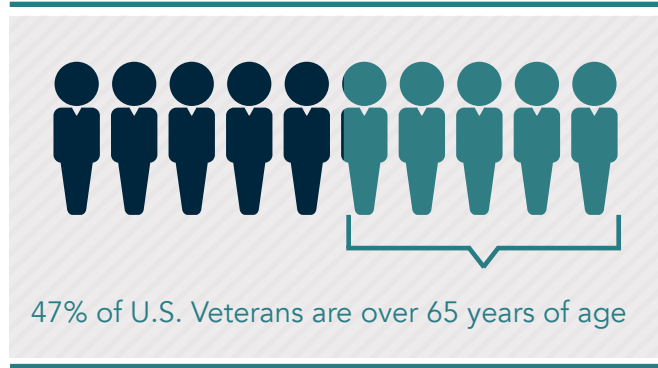
"Unlike many government initiatives, Choose Home is being shaped by people on the ground who are already serving Veterans in their homes. We're helping them influence what program leaders know and do, which is critical to the success of the whole initiative."



KATE VIGGIANO
Senior Manager
Atlas Research

Atlas also supports a contract to help VA accelerate and expand its Veteran-Directed Home and Community-Based Care program, which enables family- or community-based caregivers to receive compensation from VA. Atlas is providing financial analysis, policy analysis, technical assistance, and training, and also providing internal controls to make sure that both Veterans and VA are benefiting from the program as planned.

The continuing, shared success of both of these contracts paved the way for an exciting new contract awarded to Atlas in 2017. Choose Home is an ambitious initiative to give Veterans, caregivers, and families a unified plan for keeping an aging or severely injured Veteran in their own home if they don't want to move into an institution. The Atlas team is supporting Choose Home through three work streams: matching homecare needs to VA resources; facilitating plan development with organizations inside and outside VA; and establishing a VA Center of Excellence for Veteran homecare.



Source: National Center for Veterans Analysis and Statistics

ATLAS' SUPPORT OF GREATER CHOICE



CHOOSE HOME

Integrating clinical and non-clinical care and other VA services into a single comprehensive, coordinated plan to support Veterans who choose to remain in their homes

100 Veterans "fast-tracked" on the plan in early 2018

VETERAN-DIRECTED HOME AND COMMUNITY-BASED CARE

Allows Veterans more access, choices, and control over the care they receive in their homes and communities

21,000 Veterans participating in 34 states

NATIONAL VETERAN CAREGIVER TRAINING PROGRAM

Providing caregivers with skills in direct care, health and wellness, technology, behavior/stress management, and problem solving

Over 40,000 family Veteran caregivers trained since 2011

"Atlas has abundant expertise and experience in supporting VA's Caregiver Training Program, but the human element is equally powerful. We talk directly with caregivers who need help caring for someone they love, right now. That connects us to the mission at a deep level."



MEREDITH DEVINEY
Manager
Atlas Research

Coming Home, Staying Home

Improving community-based success in eliminating Veteran homelessness



In 2017, Atlas completed year four of a five-year project to increase the success of hundreds of community-based organizations that help Veterans and their families avoid or escape homelessness.

These non-profits receive grants from the Department of Veterans Affairs (VA) National Center on Homelessness Among Veterans, through a program known as Supportive Services for Veteran Families (SSVF). The grantees help homeless and at-risk

Veterans and their families address a broad range of risk factors for homelessness.

Atlas (with partners Technical Assistance Collaborative and Abt Associates) designed and executed a rigorous process for monitoring how effectively grantees comply with SSVF requirements and regulations. Individual grantees receive customized feedback on how to improve, while the Atlas team continually analyzes the monitoring data for trends and best practices that could benefit grantees across the country.

One of the clearest trends to emerge from the data is the success of the mission that drove Atlas from the beginning: grantees are now much better able to meet SSVF requirements, deliver services, and help end homelessness for Veterans and their families.

“SSVF grantees are remarkably innovative in addressing Veteran homelessness in their communities. By helping them improve their operating performance and compliance with program requirements, we empower that innovation to achieve even greater impact.”



SAMANTHA RUDNICK
Manager
Atlas Research



293 Community-based organizations receiving SSVF grants



50 States with grantee organizations (plus Guam, Puerto Rico and U.S. Virgin Islands)



\$343.7 MILLION
Total funding of grants awarded

Data for federal fiscal year 2017

Policy Gets Personal

Modernizing policies and practices for treating behavioral health

Atlas is taking its proven expertise in policy, research, and health care into new arenas. In 2017 the Department of Defense (DoD) Psychological Health Center of Excellence (PHCoE) contracted with Atlas (in partnership with ICF) for multi-year support in addressing a critical challenge: nearly 15% of active duty Service Members receive diagnoses for behavioral health conditions. These conditions, typically associated with high stress, range from alcohol-related disorders to Post Traumatic Stress Disorder (PTSD).

While DoD has mandated that the four military services must follow policies for combat and operational stress control (COSC), the services execute the policies and gather associated data in different ways. Atlas experts are reviewing and analyzing compliance activities across the services to identify effective COSC programs and metrics that all the services could standardize on. This will make DoD more efficient and the care for individual service members more effective.

Atlas is also supporting PHCoE in eliminating attitudinal barriers that Service Members experience when seeking help for behavioral health issues. For example, some DoD policies still use outdated, derogatory language about people with mental health conditions. So Atlas public health experts developed a methodology for DoD to help identify and update policies that contain mental health stigma language.



1.48 MILLION

Active duty service members (ADSMs)



220,972

ADSMs with a mental health diagnosis



52%

Increase in mental health diagnoses since 2005

Source: Military Health System Data Repository; data as of 2016

“Behavioral health conditions such as PTSD start developing long before there is a diagnosis. We’re helping the military with policies that look for the stress reactions which signal the onset of these conditions, so beneficial interventions can minimize the harm to Service Members.”



JANICE PATTERSON

Public Health Analyst
Atlas Research





New Knowledge, Now

Bringing fresh insights to health care researchers, policy-makers, and providers

Atlas continues to add to its unparalleled expertise and experience in public health and health care research and evaluation across multiple federal agencies. Atlas experts match the right research and evaluation methods — including quantitative, qualitative, and mixed-method approaches — to client objectives and can apply both time-tested and innovative methodologies based on the questions to be answered. Most importantly, Atlas translates research and evaluation findings into clear and actionable strategies.

Atlas is also a trusted advisor, known for nuanced handling of sensitive topics and engaging research into the concerns and conditions of underserved

“Atlas thoughtfully engages vulnerable populations as well as leading health care subject matter experts to enrich our research and ensure its relevance. This collaborative approach gives our clients stronger, data-driven evidence for improving delivery of health care and social services.”



JULIA ROLLISON
Senior Principal
Atlas Research

populations. Atlas combines this sophistication with deep understanding of its clients' goals and strategies. The result is high-value information that clients can rely on to inform and improve policy development, implementation strategies, and execution.

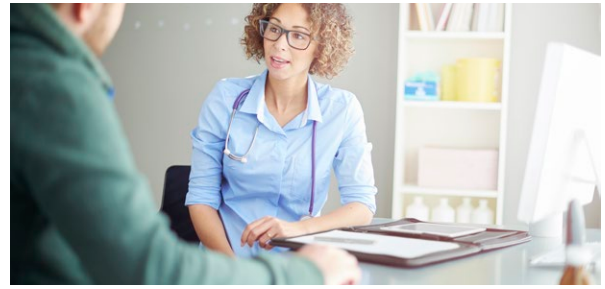
In 2017, Atlas completed or continued work on the representative projects highlighted on the next page.



FOCUS Transgender women at risk for HIV

Client: Department of Health and Human Services (HHS) Centers for Disease Control and Prevention (CDC)

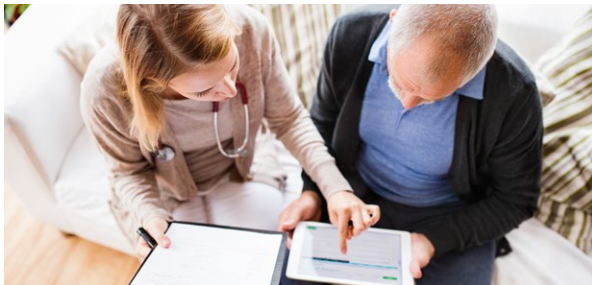
Atlas completed data collection on a qualitative research study to better understand the barriers and facilitators to HIV prevention, care, and treatment among transgender women, a population severely affected by the disease. Study findings and associated publications will provide crucial information to ensure that future HIV prevention, care, and treatment efforts are culturally competent and successful in reaching and engaging transgender women.



FOCUS CREATE Program

Client: Department of Veterans Affairs (VA) Health Services Research & Development Service (HSR&D)

Atlas completed a multi-year qualitative process and outcome evaluation of HSR&D's CREATE program (Collaborative Research to Enhance and Advance Transformation and Excellence), which funds partnered research projects in high-priority areas such as Post-Traumatic Stress Disorder (PTSD), women's health, and long-term care. The client will use the findings to inform decisions about CREATE's program structure, operations, and future funding.



FOCUS Evaluating Training for Research Nurses in Post-Acute Care Settings

Client: Department of Health and Human Services (HHS) Centers for Medicare and Medicaid Services (CMS)

Atlas evaluated staged trainings delivered to research nurses and field staff in support of a CMS initiative to improve standardization in post-acute care settings. Atlas utilized a mixed-methods approach to evaluate data elements as well as the training approaches used; analyzed data on their effectiveness; and provided recommendations for developing training content and delivering it for the initiative's national rollout.



FOCUS Military Sexual Trauma among Racial and Ethnic Minorities

Client: Department of Veterans Affairs (VA) National Center for PTSD

Atlas helped develop protocols and supported recruitment for an examination of health care and other experiences of racial and ethnic minority Veterans who had unwanted sexual experiences during their military service. Atlas conducted over 35 interviews with these Veterans to gather qualitative data to inform and enhance educational and outreach efforts to ensure all Veterans who have experienced military sexual trauma feel supported and welcomed at VA.

PROFILE

Atlas Research is a sought after and trusted partner to federal clients challenged to deliver results on high-stakes organizational transformation and performance improvement initiatives. We combine analytic rigor and proven methodology to deliver evidence-based, future-ready solutions that endure. Our bright, committed, and adaptive employees are passionate about the work and the opportunity to help bring about meaningful change.



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COMMUNITY ENGAGEMENT

Community engagement is fundamental to Atlas' corporate character. It is part of our ethos and reflected in the actions of our people. From our stewardship of those facing health disparities to our support of organizations and programs that benefit Veterans, we work to make a difference in the health and wellness of people and communities that we touch through our work.

- Easter Seals for the District of Columbia, Maryland, and Virginia
- National Disabled Veterans Winter Sports Clinic
- Tragedy Assistance Program for Survivors
- Military Kids Holiday Wish List Program
- Remembrance Wreath Laying Ceremonies
- Toys for Tots Gift Drive
- Jim Schatz Memorial Trail 10K on Veterans Day Weekend
- Veterans Moving Forward Sponsor Appreciation Dinner
- 2017 Light the Night Walk
- Dog Tag Bakery Mock Interview Day
- 33rd Annual Army Ten Miler in partnership with Tragedy Assistance Program for Survivors (TAPS)
- Pancake Breakfast at the Walter Reed Fisher House
- Vietnam Veterans Memorial Name Etchings
- Beautifying the WWII Memorial with Got Your 6
- Erin Leigh Boyle Foundation Second Annual Fellowship Award Celebration
- Honor Flight Network Greeting at Reagan National Airport
- Winterhaven Stand Down
- Opioid addiction environmental scan with the S.A.F.E. Project
- Support for the Board of Directors - PsychArmor Institute

ATLAS SERVICES



DATA MANAGEMENT AND INTEROPERABILITY

We help clients unlock data and use it in new ways to serve their core constituencies. We enable organizations to create new digital capabilities using their existing data assets to expand services and facilitate integration between business processes that were never designed to “talk” to each other. These solutions give rise to opportunities for policy and process efficiencies.



HUMAN CAPITAL SOLUTIONS

We offer clients expert solutions for organizational assessment and design, workforce planning, and evaluation of human capital programs. We maximize learning and performance programs and leverage deep experience to help clients with strategic planning, policy analysis, and performance metrics.



INNOVATION AND MODERNIZATION

We apply our public/private sector experience and insights to every engagement to create powerful solutions. We use a data-driven, science-led approach to solve complex business problems and drive outcomes. We harness the power of analytics tools to enable smarter, more actionable decision-making.



MARKETING INSIGHTS AND DIGITAL MEDIA STRATEGIES

We create strategic communications that energize our clients’ vision, strategy, growth, and confidence. We act as trusted advisors in strengthening relationships and mobilizing support. We help drive action, move opinion, lead change, achieve objectives, and anticipate and respond to what’s next.



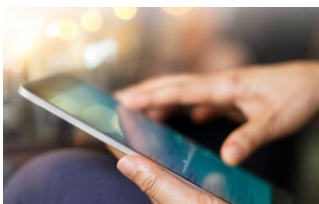
ORGANIZATIONAL EXCELLENCE AND TRANSFORMATION

We use Lean Six Sigma and Continuous Process Improvement principles to help clients evaluate performance, develop solutions, and accomplish organizational transformation. We develop strategies for excellence and provide training and technical assistance to support full implementation and adoption.



RESEARCH AND EVALUATION

We have unparalleled expertise in public health and health care research and evaluation across multiple federal agencies. We specialize in engaging underserved and hard-to-reach populations and develop tailored reports and presentations to get evidence-based solutions to the right audiences.



TECHNOLOGY EFFECTIVENESS

Our clients face compounding pressure to deliver high-quality services faster, with better outcomes. Their challenge is how to concurrently modernize IT systems, adopt industry best practices, and speed up development and deployment – all while delivering on their public mission. We help at every stage of the IT transformation, wherever the technology meets the stakeholder.

CONTRACT VEHICLES

GOVERNMENT-WIDE

GSA – Professional Services Schedule

GSA – Advertising and Integrated Marketing Solutions (AIMS)

GSA – Human Capital and Training Solutions (HCaTS) Pools 1 and 2

GSA – Human Capital and Training Solutions Small Business (HCaTS SB) Pools 1 and 2

GSA – Performance Management and Continuous Process Improvement (PM/CPI)

GSA – Schedule 70 (IT 70), Health IT Services

NIH – Chief Information Officer-Solutions and Partners 3 (CIO-SP3)

DEPARTMENT OF VETERANS AFFAIRS

Transformation Twenty-One Total Technology Next Generation (T4NG)

Program Management Lean Six Sigma (PMLSS) Subject Matter Experts

Agile Delivery of VA Imminent Strategic and Operational Requirements (ADVISOR), Service Groups 1-3

National Center for PTSD Educational Products

VA Survey Analysis Services

DEPARTMENT OF HEALTH AND HUMAN SERVICES

AHRQ Accelerating Change and Transformation in Organizations and Networks (ACTION) III

AHRQ – Evidence-Based Practice Center V

AHRQ – Planning Evaluation & Analysis Task Order Contract (PEATOC)

CDC – Qualitative Inquiry Methods to Understand Issues in HIV Prevention, Care, and Treatment

CDC – Rapid Communications Services and Support for Sudden and Ongoing Environmental Health Urgent and Emerging Issues

CMS – Federally Funded Research and Development Center

CMS – Measure and Instrument Development and Support (MIDS)

CMS – Research, Measurement, Assessment, Design & Analysis (RMADA)

CMS – Strategic Partners Acquisition Readiness Contract (SPARC) IDIQ

FDA – Scientific Computing

HHS – Program Support Center

HHS – Technical Services for ASPE, AHRQ, and ONC

HRSA – Evaluation Studies Services II, Domains 1-2

SAMHSA – IDIQ, Domains 1-5

CLIENT PORTFOLIO

DEPARTMENT OF DEFENSE

Air Force Medical Services Clinical Advisory/
Technical Services (CATS)

Military Health Performance Improvement
Support Services IDIQ

Navy Bureau of Medicine and Surgery (BUMED),
Military Health Performance Improvement
Support Services

OTHER

NeighborWorks America – Education, Health
and Workforce Development Sector Subject
Matter Expertise

Medicare Payment Advisory Commission
(MedPAC) – Advisory and Assistance Services
in the Areas of Health Care Financing and
Medicare

Patient-Centered Outcomes Research Institute
(PCORI) Analytical and Operational Support for
the Engagement of the Public and Patients

FEDERAL

U.S. Department of Veterans Affairs

U.S. Department of Health and Human
Services

U.S. Department of Defense

U.S. Department of Labor

U.S. Small Business Administration

National Science Foundation

COMMERCIAL/NON-PROFIT

Commission on Accreditation of
Healthcare Management Education

Deloitte Center for Health Solutions

District of Columbia, Department of
Health Care Finance

Georgetown University

National Association of Community
Health Centers

Precision for Medicine

The Commonwealth Fund

United Service Organizations

University of Michigan Health System

West Virginia State Legislature



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