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Key learnings from the

# Youth Mental Health Corps

**A New Architecture for National Service**

*to advance well-being and career outcomes for the rising generation*

# Executive Summary

National service has long been one of America's most powerful civic institutions, mobilizing millions of people in service to their communities. But the challenges of this moment demand that we think about it differently, not as a vehicle for volunteerism, but as a coordinated, cross-sector response to the complex problems that our country is facing right now. Communities need support that existing systems cannot provide alone. At the same time, a generation of young adults is searching for purpose, economic footing, and connection. The good news is that the infrastructure to respond already exists, and leaders across the country are beginning to outline a new architecture for what national service can become.

**The Youth Mental Health Corps (YMHC)** is an early demonstration of the future of national service. Co-designed by the **Schultz Family Foundation** and **Pinterest** in partnership with **AmeriCorps** and state service commissions nationwide, YMHC responds to two converging gaps: **communities facing a youth mental health crisis and severe behavioral health workforce shortages, and young adults who need real pathways into meaningful careers.**

YMHC members serve as trained near-peer supporters embedded in schools and community settings, expanding access to connection and mental health support for youth while gaining paid experience, professional networks, credentials, and pathways into education, behavioral health, and public service careers. The initiative is funded through a blend of federal, state, private, and philanthropic dollars. Results from its first two years are promising: partner schools report reductions in chronic absenteeism and behavioral referrals, 91% of alumni report the experience advanced their professional goals, and 92% of alumni are either enrolled in higher education or employed within six months of completing service.

What distinguishes YMHC is both its impact and the architecture of the model itself. Where traditional service models have focused on placing service members in communities and measuring hours and individuals served, YMHC is built as a state-led, multi-sector initiative designed to deliver impact on two fronts simultaneously. Credential attainment is built into the design, and the model is structured to be financed across multiple systems, such as workforce, behavioral health, education, and philanthropy, rather than dependent on any single funding stream.

State service commissions, which are governor-designated agencies responsible for overseeing AmeriCorps programming, serve as backbone organizations, actively shaping the model to reflect the priorities, assets, and needs of their own states and communities. Philanthropy and private sector partners serve as catalytic co-designers, bringing flexible capital, expertise, and networks that accelerate what public systems alone cannot. Together, these elements form something greater than a program: a replicable architecture.

The implications extend well beyond youth mental health. YMHC demonstrates how national service can help states strengthen communities, rebuild connection and belonging, expand opportunity for young adults, and bring together public, private, and philanthropic partners to address complex societal challenges in more coordinated and locally responsive ways. This paper captures the early lessons from building the model and what they suggest about the next generation of national service.

# Background

## Converging Challenges, Coordinated Response

### The Youth Mental Health Crisis

America's young people are facing rising rates of anxiety, depression, loneliness, and disconnection, while schools and communities struggle to meet growing mental health needs<sup>(i)</sup>. Over the past decade, these trends have intensified sharply, pushing youth mental health toward what many leaders now describe as a genuine public health emergency<sup>(ii)</sup>.

Digital environments and social media have fundamentally reshaped how young people experience relationships, identity, and belonging, often amplifying social comparison, isolation, and emotional distress<sup>(iii)</sup>. These forces are unfolding in a period when young people are navigating pressures at school and work, along with heightened stress, isolation, and anxiety in their daily lives<sup>(iv)</sup>. The consequences increasingly show up in schools and communities: students struggling to engage, chronic absenteeism remaining elevated<sup>(v)</sup>, and growing demand for behavioral health support that existing systems are not equipped to meet alone<sup>(vi)</sup>.

At the same time, behavioral health professionals are in critically short supply. More than 70% of U.S. counties do not have a child or adolescent psychiatrist<sup>(vii)</sup>, and school student-to-counselor ratios reach as high as 570:1 in the states with the greatest shortages, with low-income students disproportionately bearing the burden<sup>(viii)</sup>. Schools, healthcare systems, and community organizations are being asked to respond to growing need with overstretched workforces and limited capacity<sup>(ix)</sup>. In this environment, investments in youth mental health and well-being – including long-standing commitments from philanthropic and private sector partners – are becoming increasingly essential to how communities support young people. These investments are not a substitute for public funding; they are the catalytic capital that proves what is possible, builds the evidence base, and creates the conditions for public systems to invest at scale.

<sup>(i) – (x)</sup> = see References Cited on P. 11

### A Generation at a Crossroads

A second crisis is unfolding alongside the youth mental health crisis. Artificial intelligence, economic uncertainty, and weakening pathways into stable careers are reshaping how young adults experience work and economic mobility. Nearly 5 million young adults between the ages of 16 and 24 are unemployed and not enrolled in school<sup>(x)</sup>, while many more are underemployed or disconnected from meaningful career advancement.



For many young people, work no longer reliably provides a clear path to stability, purpose, connection, or long-term opportunity. Young adults are increasingly searching for opportunities that offer income, alongside meaningful experiences, professional networks, practical skills, and a stronger sense of direction in an uncertain economy.

Economic anxiety is converging with broader social disconnection. Young adults report lower levels of civic engagement, community belonging, and institutional trust than previous generations, and many feel that the systems designed to support them – higher education, workforce programs, traditional career pathways – were built for a world that no longer exists.

# National Service

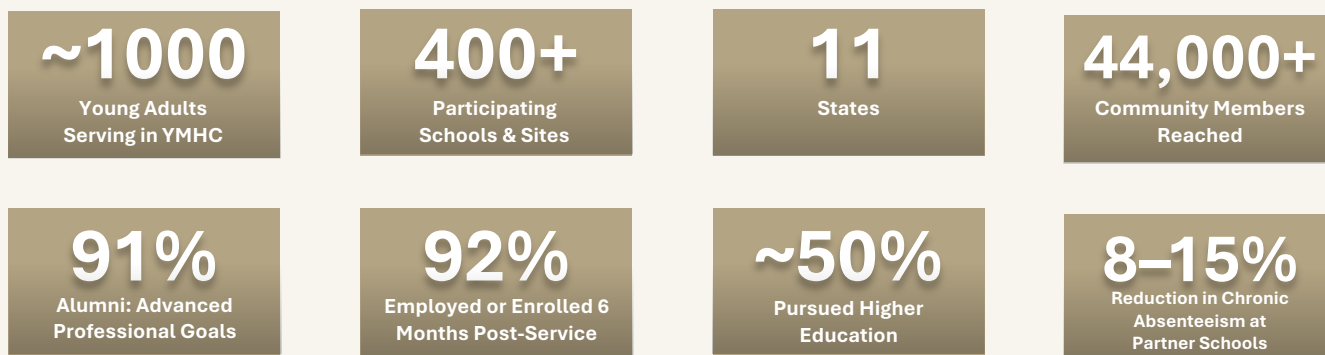
## For A New Era

YMHC was intentionally designed to respond to these overlapping challenges in a coordinated way. Launched in partnership by the Schultz Family Foundation, Pinterest, and national and state leaders, the model brings together national service, state leadership, community organizations, and cross-sector partnerships to help states address urgent local needs while creating stronger pathways and connection for young adults. The work is supported through the YMHC Collaborative, a national partnership led by the Schultz Family Foundation and Pinterest and supported by a broader network of national partners, focused on shared learning, model development and iteration, and cross-state implementation.

Too often, national service is misunderstood as volunteerism alone. In practice, high-quality service models can be intentionally designed to prepare and support young adults to meet urgent community needs while simultaneously creating pathways into long-term opportunity. When built with intention and rigor, national service is the modern infrastructure we need for the 21st century, flexible enough to address complex challenges, durable enough to scale, and valuable enough to be sustained for communities and the young adults who serve.

The YMHC model demonstrates what that modern infrastructure can look like in practice. Young adults, trained as near-peer supporters, bring connection, belonging, and trusted relationships into schools and communities, filling a critical gap in access to mental health support while gaining real-world experience, credentials, and career pathways in behavioral health, education, and public service. Members also serve alongside cohorts of peers working toward shared purpose — building professional identity, relationships, and a sense of belonging within the broader youth-serving ecosystem that outlasts the service year itself.

The early results are compelling. In two years, nearly 1000 young adults have served across more than 400 schools, community-based organizations, and healthcare settings in 11 states, reaching more than 44,000 community members. YMHC has attracted bipartisan support from governors, education and workforce leaders, and state-level implementation partners — and with plans to expand to 16 states in 2026 and 27 states by 2027, the model is continuing to grow.



Ultimately, YMHC offers a proof point for a broader idea: that national service can become a powerful platform for strengthening communities, expanding opportunity for young adults, and enabling states to respond to complex social challenges in ways that are locally adaptable, cross-sector, and sustainable.

This paper captures the early lessons from building YMHC and what they suggest for anyone working to reimagine national service as a response to the defining challenges of our time.

# The Model

## What Makes YMHC Different

**YMHC is built on five interconnected design principles that together create a model that is both adaptable and durable:**

### 01 National Platform, Local Execution

One of YMHC's most consequential design choices was to build a framework rather than a one-size-fits-all program. The YMHC Collaborative established the core design of the model, including shared principles, common data standards, training requirements, credentialing pathways, and the broader framework through which state programs operate. States, led by the state service commission, then implement within their own policy, demographic, and institutional contexts. The result is a model that is coherent enough to replicate and flexible enough to work.

In rural states with sparse behavioral health infrastructure, commissions have partnered with community health systems and telehealth providers to extend their reach into communities where in-person clinical services are unavailable. In urban states, Corps members have been integrated into multi-tiered support systems (MTSS), with formal referral pathways to school-based mental health professionals. States with strong workforce development systems have connected YMHC with Workforce Innovation and Opportunity Act (WIOA) programs to create seamless service-to-career pipelines while states with significant tribal and Indigenous communities have adapted the near-peer model to culturally specific contexts, incorporating training in historical trauma and Indigenous healing practices.

What holds these adaptations together is not rigid uniformity but a shared architecture: common standards, shared learning, and a national network of peers supporting one another across states.

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### 02 State-Led Leadership

Many of the most pressing challenges are felt broadly across the nation but solutions require local adaptation, rapid innovation and learning, and coordination across education systems, state agencies, nonprofits, and philanthropy. In YMHC, state service commissions serve as backbone organizations: strategic cross-sector leaders who drive coordination across partners, align stakeholders around shared goals, and steward quality implementation while allowing adaptation to local context.

The power of this approach is that states are well-positioned to build the new architecture of national service. State service commissions already exist. The new architecture for national service requires state service commissions to function in new ways; YMHC expands their role as statewide conveners and strategic leaders. Within this architecture, commissions function as cross-sector leaders capable of building the partnerships that sustained impact requires. Importantly, the YMHC Collaborative provides commissions with a shared framework, common data standards, peer learning opportunities, and the support of a national network – ensuring that even as implementation adapts to local context, the model retains shared direction and accountability across states.

### 03 Earn-and-Learn Pathways

Members earn a stipend while they serve and build skills, credentials, professional networks, and clear on-ramps into careers in behavioral health, education, and public service. YMHC partners with community colleges, universities, and credentialing bodies to ensure that the learning embedded in a service year translates into a recognized qualification, such as Community Health Worker, Peer Support Specialist, Behavioral Health Technician, Youth Peer Advocate, and in some states, academic credit toward behavioral health degrees.

This reflects a more intentionally integrated approach to service, workforce development, and economic mobility. By connecting service directly to professional experience, career exploration, and meaningful economic opportunity, the model becomes more accessible and more compelling – especially for young adults who cannot afford to dedicate a year of service without clear personal and professional benefit.

At the same time, YMHC recognizes that young adult development is rarely linear. Service-to-career pathways allow members to explore different futures while still building transferable skills, relationships, confidence, and a stronger sense of direction. Even for members who ultimately pursue careers outside of behavioral health, the experience creates lasting connections to service, community, and civic participation.

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### 04 Near-Peer Support

Young adults embedded in schools and communities build trusted relationships that fuel youth well-being. Near-peer models work because young adults offer something licensed professionals often cannot: relatability, generational proximity, and the ability to show up consistently in the spaces where youth are.

Relationship-centered and prevention-oriented, this approach reaches youth where formal clinical services often don't. Corps members are not therapists, nor do they replace highly educated professionals. Instead, they are trained, supervised near-peer supporters who recognize warning signs, provide social connection, facilitate peer groups, and build the kind of trusting relationships that make youth more likely to seek help when they need it. Corps members are the connective tissue between youth and the formal support systems that exist to serve them.

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### 04 Member Cohort and Community

YMHC recognizes that young adults are looking for work experience, as well as a sense of purpose, belonging, connection, and community. The model intentionally creates cohorts of young adults working toward shared purpose and invests in sustaining those relationships throughout and beyond the service year. Members support one another through shared challenges, building trust, confidence, leadership skills, and deeper commitment to the work.

That sense of shared identity is essential to the model's success; it strengthens both the member experience and the support provided to young people and communities. Virtual convenings, a member learning community, Leadership Fellow opportunities, and national member recognition help reinforce connection across the broader network. A Corps member in rural Iowa and a Corps member in Detroit may be serving in very different contexts, but they remain connected through a larger community of service.

Member and alumni feedback is also central to how the model continues to learn and evolve to better support Corps members. Regular surveys and feedback loops help identify what is working, where additional support is needed, and how the model should continue adapting alongside the communities and young adults it serves.

# Preliminary Learnings

**YMHC has evolved through its first two years of implementation and will continue to evolve as the initiative continues to grow within and across states.**

These six early learnings are designed to offer insights into the necessary architecture required for national service to be an effective state response to complex challenges. These lessons draw on implementation data, member and alumni surveys, host site feedback, and the experience of teams across the eleven states with an active YMHC in Spring 2026.

## 01 **Where state service commissions stepped into a leadership role, results were striking.**

**Implementation revealed a clear pattern:** in states where commissions stepped into strong cross-sector leadership roles – bringing together education agencies, behavioral health systems, schools, nonprofits, workforce partners, and philanthropy around shared goals – implementation moved faster, partnerships deepened, and outcomes were stronger.

Not every commission is positioned to play that role from the start. Doing so requires dedicated capacity, cross-agency relationships, and a broader statewide leadership role than many commissions have historically been resourced to play. Where those conditions existed, the impact was visible. Where they did not, building them became part of the work. The lesson for funders and policymakers is clear: this kind of coordinated state-level leadership depends on institutions with the relationships, credibility, and strategic capacity to bring unlikely partners together around shared priorities. The commissions that thrived were led by people who saw convening, partnership building, and cross-sector alignment as core to their mission – not peripheral to it – and who had the persistence and systems thinking needed to sustain collaboration over time.

### **What we recommend**



*Invest in the leadership and convening capacity of state service commissions, providing the resources, relationships, and staffing needed to help commissions function as strong statewide leaders and cross-sector coordinators alongside their program administration responsibilities.*

## 02 Earn-and-learn pathways can be a powerful design principle for the next generation of national service.

When young adults can earn a stipend, build credentials, explore careers, and develop professional networks through a single experience, national service becomes a far more compelling proposition, especially for young people navigating an uncertain economic landscape.

Service-to-career pathways also offer something workforce programs alone often do not: real experience in real settings, working alongside professionals, building practical skills, and developing a genuine understanding of the fields they are entering. That hands-on foundation combined with credentials and professional networks creates a direct and grounded ramp into careers.

This design principle is not unique to mental health career pathways. The same earn-and-learn logic could be applied to climate resilience, early childhood education, housing, public health, and other fields facing both urgent workforce shortages and growing community need. Early outcomes from YMHC suggest the model works: across all states, 91% of Corps alumni report it advanced their professional goals, 92% were either enrolled in higher education or employed six months after service, and nearly half went on to pursue higher education. These numbers point toward a replicable approach for connecting national service to workforce development.

### What we recommend



*Consider earn-and-learn design as a powerful strategy for future national service initiatives, intentionally connecting service experience to workforce pathways, higher education, mentorship, and career development where aligned with community and workforce needs.*

## 03 Institutions that invest in young adults get more than help—they help develop future talent.

One of the most important mindset shifts YMHC has catalyzed is among its partner institutions. Schools, government agencies, nonprofits, and healthcare providers that engage Corps members are gaining short-term capacity while cultivating the next generation of professionals and leaders in fields facing severe and growing workforce shortages.

This reframing matters. When a school or behavioral health organization sees a Corps member as a future counselor, social worker, or teacher – rather than simply temporary support – the relationship changes. Investment in training, supervision, and mentorship increases. Career pathways become more intentional. And institutions become more invested in supporting the next generation entering these fields.

Evidence of this shift is visible in YMHC partner data. Schools where Corps members are well-supervised and well-integrated report stronger member outcomes, higher student attendance improvements, and greater interest in hosting future Corps members. The quality of the member experience directly shapes outcomes – and the institutions that invest most deeply in supporting members get the most back.

### What we recommend



*Encourage and incentivize schools, government agencies, nonprofits, and healthcare providers to approach national service partnerships as long-term talent and leadership development investments. Support these institutions in building the supervision, mentorship, and career development structures that make those pathways possible.*

#### 04 **Models that operate across multiple systems have a sustainability advantage – but only if they build champions within each one.**

AmeriCorps funding has been essential to launching and scaling YMHC, but sustaining the work over time requires investment from the many systems that benefit from it.

The demand for change is real and growing. Young adults are looking for meaningful opportunities that offer real experience, career direction, and economic stability. At the same time, the youth mental health crisis, workforce shortages, and broader community needs continue to intensify. YMHC sits at the intersection of these challenges, which is precisely what makes the model valuable – and creates opportunities to align support across workforce, education, behavioral health, healthcare, philanthropy, and national service systems.

A workforce leader sees a talent pipeline. A behavioral health partner sees prevention and early intervention. An education leader sees student engagement and support. Community leaders see stronger local connection and capacity. Each is a legitimate entry point toward building sustainability, but turning that interest into support requires champions within each system who are willing to build relationships, align priorities, and help create shared ownership around the model. That does not happen automatically; it requires intentional investments in the partnerships and relationships that make cross-sector collaboration and funding possible.

### What we recommend



*Help states identify and cultivate champions across workforce, behavioral health, education, and philanthropy, equipping them with the tools and relationships needed to unlock cross-sector collaboration and funding for YMHC and future national service initiatives.*

#### 05 **Continuous learning and evaluation are not overhead—they are how the model improves.**

Scaling a new model without investing in the ability to understand what is working – and what is not – is a missed opportunity. YMHC has begun to build a culture of learning across states, but the full potential of those systems is still being realized.

A strong continuous learning approach has several components working together. Cross-state peer learning communities allow state implementation teams to share what they are learning in real time, troubleshoot common challenges, and accelerate innovation without every state having to reinvent the wheel. Corps member and alumni surveys capture the lived experience of members, surfacing shifts in confidence, career direction, and professional identity that outcome data alone cannot. Consistent tracking of participation, reach, and engagement helps build the evidence base that funders and policymakers need. At the same time, longer-term evaluation helps identify how the model influences both young adult outcomes and community systems over time.

Critically, the learning must cover both sides of the double bottom line. Are young adults genuinely growing, gaining skills, and finding pathways to opportunity? And are the communities they serve experiencing real impact? Neither tells the full story on its own. Together, they help to determine whether the model is delivering on its promise and ready to scale responsibly.

### What we recommend



*Invest in the leadership and convening capacity of state service commissions, providing the resources, relationships, and staffing needed to help commissions function as strong statewide leaders and cross-sector coordinators alongside their program administration responsibilities.*

## 06 Private sector partnership is a catalyst for scale, not a funding gap filler.

National service models have traditionally relied on federal and state funding to launch and grow, relying on philanthropic donations to fill gaps as needed. YMHC points toward a more expansive approach, one in which private sector partners play an active role from the beginning, as catalysts that accelerate innovation, strengthen the model, and attract broader investment.

YMHC is a true public-private partnership: AmeriCorps funding has been foundational to the launch and expansion of YMHC, providing the core public infrastructure that allows states and communities to build and sustain service programs. YMHC also demonstrates that public funding alone is often not enough to launch new models at the pace, scale, and level of innovation that today's challenges require. The Schultz Family Foundation and Pinterest provided the early seed capital, strategic vision, and flexible support needed to design and launch a new model before traditional public funding mechanisms were positioned to support it at scale. Both partners came to the table with longstanding commitments to youth mental health and well-being, shaping the model's emphasis on prevention, belonging, and meaningful pathways for young adults.

That founding partnership helped establish the proof of concept that has since attracted a growing community of co-investors, including Ballmer Group, Pivotal, Mae Philanthropies, and Dream Machine Innovation Lab. Together, these partners have contributed resources, relationships, expertise, and broader visibility that have strengthened and accelerated the model's growth.

The next frontier is deeper engagement with corporations and health systems as strategic partners and funders. Companies like Pinterest bring far more than capital – they contribute expertise, platforms, and a direct stake in supporting youth well-being and the future workforce. In Pinterest's case, that longstanding commitment includes creating pathways into employers and fields that share its vision of helping young people feel more safe, seen and celebrated – online and offline – while also opening doors to future employment opportunities for Corps members completing their service year.

Health systems bring an equally important set of assets: community infrastructure, clinical networks, and pathways toward long-term sustainability through healthcare financing mechanisms such as Medicaid. When partners are deeply invested in the model's success, they help build relationships and opportunities that extend well beyond a single grant cycle.

### What we recommend



*Develop a deliberate private sector engagement strategy for national service initiatives, identifying philanthropic partners, corporations, and health systems whose missions align with the model and engaging them as early co-investors and long-term sustainability partners rather than episodic funders.*



# References Cited

- 01 America's young people are facing rising rates of anxiety, depression, loneliness, and disconnection, while schools and communities struggle to meet growing mental health needs *(i)*.  
*<sup>i</sup> Surgo Health, Youth Mental Health Tracker (2024): 45% of young people ages 10 to 24 reported struggling with their mental health within the past two years*
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- 02 Over the past decade, these trends have intensified sharply, pushing youth mental health toward what many leaders now describe as a genuine public health emergency *(ii)*.  
*<sup>ii</sup> U.S. Surgeon General's Advisory, Protecting Youth Mental Health (2021): from 2009 to 2019, the proportion of high school students reporting persistent feelings of sadness or hopelessness increased by 40%, and the share seriously considering suicide increased by 36%*
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- 03 Digital environments and social media have fundamentally reshaped how young people experience relationships, identity, and belonging, often amplifying social comparison, isolation, and emotional distress *(iii)*.  
*<sup>iii</sup> U.S. Surgeon General's Advisory on Social Media and Youth Mental Health (2023): issued specifically to address the impact of social media platforms on adolescent mental health, calling for immediate national awareness and action*
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- 04 These forces are unfolding in a period when young people are navigating pressures at school and work, along with heightened stress, isolation, and anxiety in their daily lives *(iv)*.  
*<sup>iv</sup> CDC Youth Risk Behavior Survey data: one in five adolescents experienced anxiety symptoms severe enough to affect their daily lives*
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- 05 The consequences increasingly show up in schools and communities: students struggling to engage, chronic absenteeism remaining elevated *(v)*.  
*<sup>v</sup> American Enterprise Institute / Return to Learn Tracker (2025): chronic absenteeism surged from 15% nationally before the pandemic to nearly 28% in 2022 — almost double the pre-pandemic rate — and while it has declined since, it remains well above pre-pandemic norms at approximately 23–24% as of 2024.*
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- 06 and growing demand for behavioral health support that existing systems are not equipped to meet alone *(vi)*.  
*<sup>vi</sup> National Center for Education Statistics, 2024–2025: just over half (53%) of public schools reported a rise in the share of students seeking school-based mental health services, yet only 52% said they are effective in providing those services to all students in need.*
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- 07 At the same time, behavioral health professionals are in critically short supply. More than 70% of U.S. counties do not have a child or adolescent psychiatrist *(vii)*.  
*<sup>vii</sup> American Academy of Child and Adolescent Psychiatry (2023): 70% of U.S. counties have no child and adolescent psychiatrist, and the overall behavioral health workforce meets less than a quarter of national need.*
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- 08 and school student-to-counselor ratios reach as high as 570:1 in the states with the greatest shortages, with low-income students disproportionately bearing the burden *(viii)*.  
*<sup>viii</sup> American School Counselor Association (ASCA), School Counselor Roles & Ratios, 2024–25 data. U.S. Department of Education, National Center for Education Statistics.*
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- 09 Schools, healthcare systems, and community organizations are being asked to respond to growing need with overstretched workforces and limited capacity *(ix)*.  
*<sup>ix</sup> Commonwealth Fund (2023): as of March 2023, 160 million Americans live in areas designated as mental health professional shortage areas, with more than 8,000 additional providers needed to meet minimum federal standards*
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- 10 A second crisis is unfolding alongside the youth mental health crisis. Artificial intelligence, economic uncertainty, and weakening pathways into stable careers are reshaping how young adults experience work and economic mobility. Nearly 5 million young adults between the ages of 16 and 24 are unemployed and not enrolled in school *(x)*.  
*<sup>x</sup> Aspen Institute Forum for Community Solutions, Who Are Opportunity Youth? Available at: [aspencommunitysolutions.org/who-are-opportunity-youth](https://aspencommunitysolutions.org/who-are-opportunity-youth).*  
**See also:** Annie E. Casey Foundation, *Who Are Opportunity Youth? (2024)*, which estimates more than 1.2 million older teens ages 16–19 and an additional 3 million young adults ages 20–24 are currently disconnected from both education and employment.

# Looking Ahead...

**With plans to expand to 16 states by the end of 2026 and 27 states by 2027, the model is moving from early proof of concept to broader national momentum. Shared learning systems are strengthening, new financing partnerships are emerging, and a growing community of leaders in state government, philanthropy, health systems, and the private sector sees YMHC as both a program worth funding and a model worth replicating.**

The lessons from these first two years point toward a broader opportunity for national service: models that combine state-led leadership, local flexibility, and shared architecture connect service to meaningful opportunity for young adults and bring together partners across sectors to address urgent community challenges in coordinated ways. YMHC suggests that when these elements are intentionally aligned, national service can become a more powerful tool for strengthening communities, rebuilding connection and belonging, expanding opportunity, and building long-term civic capacity.

None of this is simple, but the appetite is real. States are leaning in and young adults are raising their hands. Communities have needs that are not being met and many of the core building blocks already exist: national service, state service commissions, AmeriCorps, community organizations, and cross-sector partnerships.

The question for funders and policymakers is not whether this model works. The early evidence suggests it does. The question is whether leaders are prepared to invest in the partnerships, systems, and long-term capacity needed to bring high-quality national service models to the scale this moment demands.