

DEMONSTRATING THE VALUE OF YOUR WORK TO FUNDERS

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Objectives

- Set the stage – why funders need us to unpack our results for them
- Learn the differences between productivity, quality and outcome measurements
- Narrate your story - demonstrate your value. Remember the storytellers in your “suitcase” – patients, volunteers, collaborative partners, other funders, etc.
- Paint a picture with data
- Explore resources

Foundation Interest in Results is Increasing

- Paradigm shift; we have entered the world of outcomes funding
- National trend: increased accountability for effectiveness and collecting outcome data
- **Fifty percent** of foundations said that evaluation investments for grantmaking had increased in the past two years. (*Foundation Review*, 2013)

Example

- The typical clinic can reduce HbA1c levels in about 30% of diabetic patients.
- When Methodist Healthcare Ministries found a program that was doing so for 80% of its diabetic clients, we were interested!
- Proyecto Juan Diego's focus on results got them funded.



Donor Interest in Results is Increasing

- Hundreds of thousands of individual donors rely on Charity Navigator to help them make decisions about giving.
- In 2013, Charity Navigator stopped rating nonprofits just on financial and business measures, and added *results*.
- “...Because **mission-related results are the very reason that charities exist!** Effective charities have a strong focus on results; on the outcomes and impact resulting from their work.”
 - Charity Navigator, “The Third Dimension”



Results are Why Nonprofits Do the Work They Do

- None of us went into the nonprofit world to count heads.
- We do this work to change lives and save lives.
- Nonprofits that can demonstrate positive outcomes are more likely to gain or maintain funding from multiple sources, increase public profile – gain support from clients and the general public, and retain and successfully recruit high-quality staff.

Beyond Head-Counting

- If you can demonstrate **results**, you provide a more complete picture of your program's value.
- How are you making a difference?



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Show Your Value = Tell Your Story

- Questions to answer:
- What's your story? (vision, mission and strategies)
- Brainstorm how you matter; “What would happen if our organization disappeared?” What differentiates you?
- What information is important to your stakeholders?
- How can information (data) be used?
- What information do you need to foster and maintain the support of your organization?

DEFINITIONS



What's an Outcome?

- How will your program make a difference?
- Outcomes, or results, are *changes in client or patient condition*.
- Outcomes are the expected results of the grant work that are observable and measurable.

Outcomes vs. Productivity

- **Productivity** goals are about what you will do (and how much of it you will do).
- **Outcome** goals are about the *results* of what you do.

Outcomes vs. Quality

- **Quality goals** are about *how well* you do your work. (Also called process measures)
- **Outcome goals** are about the *results* of your good work.



*Cleaning under the cushions:
That's thorough, quality work.*

Not Outcome Goals

- We will provide 500 visits per week. (Productivity goal)
- We will score at least 85% positive on client satisfaction surveys. (Quality goal)

These are Outcome Goals

- Sexually abused children and family members receiving at least six counseling sessions during 2016 will report an improved sense of emotional well-being (as measured by the Trauma Symptom Checklist) at 6-month re-assessments.
- There will be a 50% reduction in the number of mental health hospitalization days among clients remaining in the program at least 6 months during 2016, as measured by patient records.

Pop Quiz: Productivity, Quality or Outcome Goals?

- 90% of respondents will report positive customer satisfaction.
- Redwoods Health Center provided 600 hearing tests in Quarter 1.
- Seventy-five percent of the patients enrolled in the “Heart Matters” courses will remain on a heart healthy diet six months after education programming ends, losing an average of 10 pounds.

GETTING STARTED



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Begin with the End in Mind

- The first phase of outcome measurement involves outlining your goals and the outcomes you would like to achieve.
- Plan before activities are underway.
- Involve stakeholders early on – gains “buy-in” and coordination of effort.

Keep in Mind

- “There is no definitive formula for writing outcomes. It is not a science; rather, it is an experiential process – a way to learn through doing.”

- Greater Texas Foundation



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Picking a Meaningful Goal

- What challenges are you facing in your program? (Set goals based on what *you* would like to **improve**)
- What do you see as your program's most important benefit to the clients? (Set goals based on ways you are already **succeeding**)
- Time is a significant factor; use early results as milestones to the important longer-term results

Different Funders, Different Goals?

- Family foundations – may be new to outcomes
- Large regional or national foundations – interested in outcomes
- Government agencies – require outcomes
- Business funders – interested in outcomes; also interested in how much money your program saves the community.

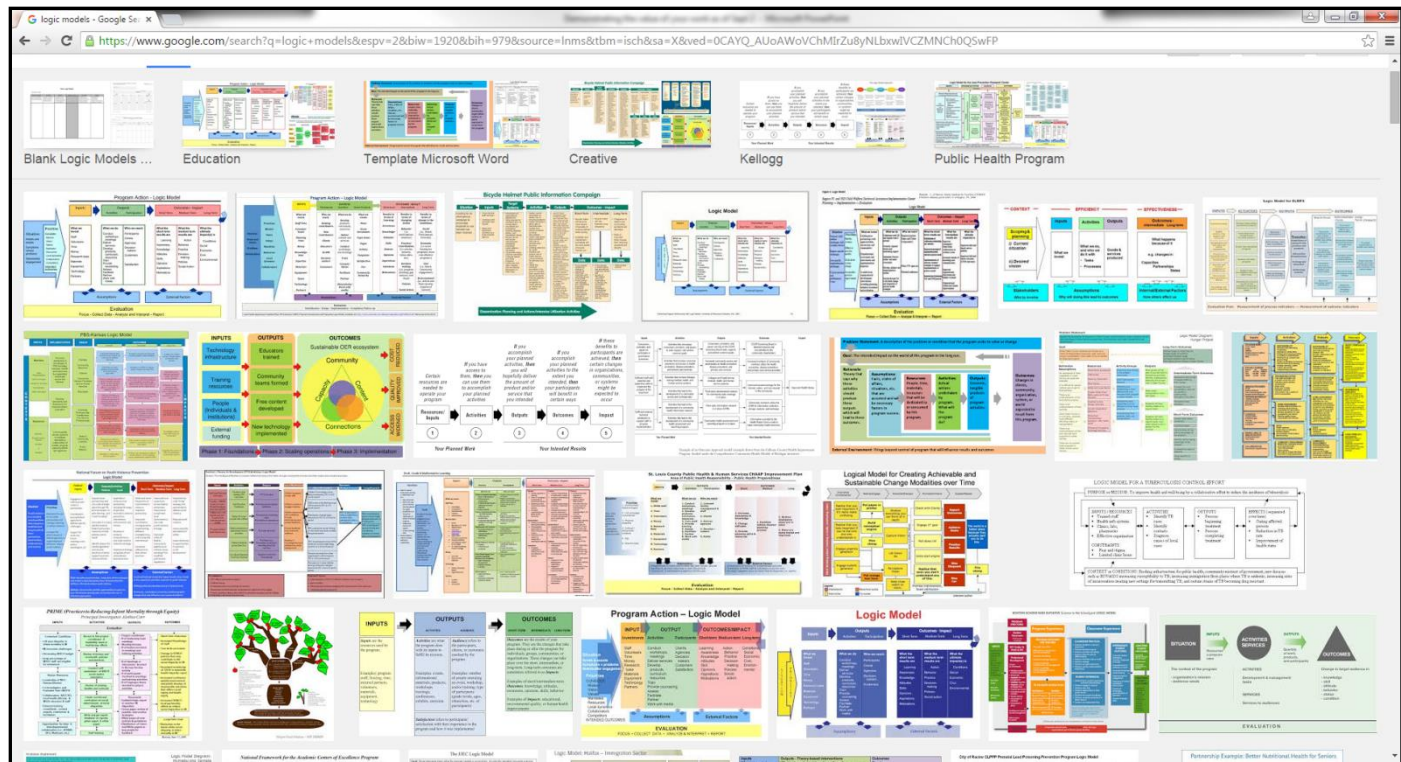


Plan Ahead: Data is Your Friend

- How often will you need to collect data?
- **Can you use data already gathered (for example, in your EMR), so you don't have to collect anything new?**
- If you must add a question to your client surveys, do it at the *beginning* of the time frame being evaluated.

Logic Models & More, Oh My!

- Logic Models – graphical depiction of the logical relationships between the resources, activities, outputs and outcomes of a program



The Fantastic Four: The Main Parts of a Basic Logic Model

- Inputs (resources) - In order to accomplish our set of activities we will need...
- Activities – in order to address our problem or asset we will accomplish the following activities...
- Outputs – once we accomplish these activities, we will provide the following evidence or service delivery...
- Outcomes (short and long-term) – We expect that if we accomplish these activities we will lead to the following changes in 1-3 then 4-6 years
- A welcome “Fifth” part – Impact – 7-10 years...

Performance Snapshots

- Performance Snapshots – a communication tool that you can develop to present the performance and value of your organization to funders – or staff, or board...
- Customize for your audience
- Highlight key trends and relationships in data

Vision:

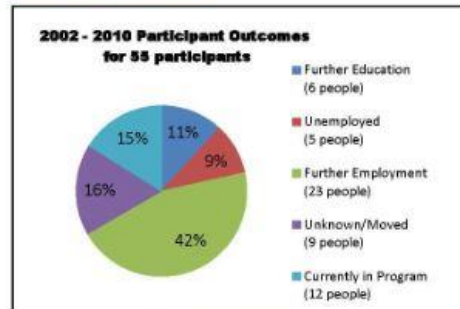
Our vision is an inclusive and healthy community that balances social and economic development.

Mission:

The Skills Centre is a community leader in social economic development and learning.

**The Greater Trail Community Skills Centre
The Right Stuff – *Cumulative* Snapshot
April 2002 – March 2010**

Social Mission



Organisational Sustainability



Quick Facts

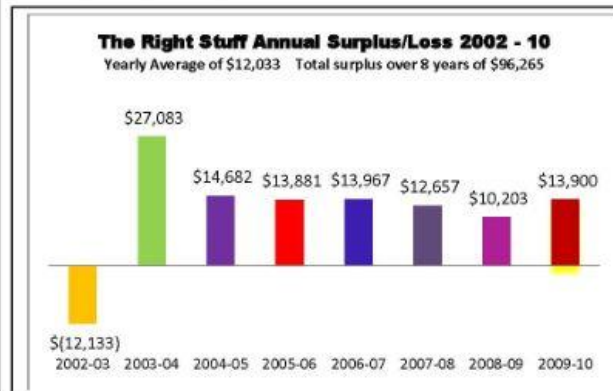
- 8 years payroll = \$1,235,837
- Approximately 51,697,600 paper sections/flyers handled
- 688,000 km driven delivering the paper to drop points

Community Acceptance

*Community services personnel approach us with potential employees and we receive positive feedback from businesses who have recruited our employees.

*Our drivers are generally mature members of the community who previously had little contact with the youth we employ. Initially there was some discomfort with the new relationship for both parties. Through their contact at work they have developed mutual bonds and learned to trust, value, and appreciate each other and the wider community they share and live in.

Business Performance



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Credit:
demonstratingvalue.org

ONCE YOU HAVE YOUR RESULTS...

How to present results in a grant proposal



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Let Them Sing

- Present your results as the return on the funder's investment.
- State that you have proven results
- Keep the funder and reviewers in mind: Be concise, be accurate, and be clear – not the time for jargon or complicated analysis

Paint a Picture

- The literal: If not constrained by reporting templates, you can present your data with graphical presentations – remember logic models, performance snapshots
- The “not so” literal: patient testimonials, interviews, videos

Resources

- **Charity Navigator** – Founded in 2001, Charity Navigator has become the nation's largest and most-utilized evaluator of charities.
<http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=1193#.VfBVZP7luUk>
- **Demonstrating Value** – a grassroots initiative, designed to assist those working in community – social enterprises, non-profit and public programs, social ventures, community investors – to track and express their success.
www.demonstratingvalue.org
- **Grant Craft** – (a service of the Foundation Center) combines the practical wisdom of funders worldwide with the expertise of Foundation Center to improve the practice of philanthropy. **Mapping Change: Using a Theory of Change to Guide Planning and Evaluation**
<http://www.grantcraft.org/guides/mapping-change>



- **Grant Space** (a service of the Foundation Center) – provides easy-to-uses, self-service tools and resources to help nonprofits worldwide become more viable grant applicants and build strong, sustainable organizations.
www.grantspace.org
- **W.K. Kellogg Foundation** –The Foundation has developed a Logic Model Development Guide and downloadable as a pdf on their website:
<https://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>
- **Strengthening Nonprofits** -
<http://www.strengtheningnonprofits.org/resources/guidebooks/MeasuringOutcomes.pdf>
- **Urban Institute** - The Institute’s mission is to open minds, shape decisions, and offer solutions through economic and social policy research.
www.urban.org



Outcomes don't just matter to funders: They matter to the people you serve!

- www.youtube.com/watch?v=mmsYPQTk2Eo



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John Wesley

“Do all the good you can, by all the means you can, in all the ways you can, in all the places you can, at all the times you can, to all the people you can, as long as ever you can.”



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Questions?



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