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**Jared McCannell**, CVA is a career nonprofit and public service professional. His areas of expertise include volunteer management, Public Health Emergency Preparedness and program development. Jared brings a special experience specifically with federal public health volunteer response capabilities, including the Emergency System for the Advance Registration of Volunteer Health Professionals (ESAR-VHP) and MRC.



**Dana Litwin**, CVA is a strategic advisor, public speaker, and thought leader in volunteerism and civic service. Since 2002 she has guided organizations in California's Silicon Valley and world-wide to produce breakthrough talent and community engagement programs. She is the Past President of the Association of Leaders in Volunteer Engagement, and a founder of the multi-sector National Alliance for Volunteer Engagement, and the creator of the premiere web series “Priceless Advice for Leaders of Volunteers”.

**Todd McMullin** has a degree in nonprofit Management and has spent the last 25 years designing volunteer systems for communities, schools, corporations, disaster response and healthcare groups including solutions for the Smithsonian (2), Disney, and the USO’s global network. In 2007 he co-founded the Association for Leaders in Volunteer Engagement ([ALIVE](#)) and has since been active in efforts like the National Platform, Peer-to-peer engagement and socialized outcome measurements.





**Practical Dialog**  
On  
**Investment in Volunteer Engagement:  
Benefits & Outcomes**

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**VSys Voices**

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Joan Cardellino



Jared McCannell



Todd McMullin



Dana Litwin

# Learning Objectives

## 1. Holistic Volunteer ROI (Return on Investment)

Explore multiple dimensions of ROI including calculation of hours/\$ AND social/business mission impact benchmarks

## 2. Business Case Development

Review how to assemble information to prove social/business value to decision makers

## 3. Case Studies

Learn from real life success and failure

“ROI/Benchmarking Reports contain quantitative and qualitative impacts, value drivers, and verbatim feedback regarding social value, satisfaction, sales, recruiting, stakeholder relations and brand effects.”

[True Impact](#)

## Volunteer ROI Models



# Corporate Social Responsibility ROI Models



## Samples of ROI Tools

1. **Stand Alone Model:** Volunteer Department ROI data
  - Time/money calculators:  
Google “The value of volunteer time”
  - [The Value of Volunteer Time: Independent Sector](#)
1. **Enterprise Model:** Volunteer Department ROI data incorporated into enterprise ROI/Benchmarking data





# Volunteer ROI Sample Data Sources

- Staff Salary
- Staff Benefits
- Volunteer Program Expenses
- Office Supplies/Equipment
- Training
- Travel
- Other
- Overhead
- Annual Program Cost
- Volunteer Hours
- Skilled Volunteer Hours
- Cash Donations
- In-kind Donations
- Money Saved Clients
- Total Volunteer Value
- Total ROI







## Volunteer ROI Sample Data Sources

### Surveys

HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) “Top Box” and “Star Ratings”

### Certifications/Management Approaches/Accrediting Bodies

The Joint Commission, DNV, Planetree, Studer, Lean Six Sigma, Guidestar

### Local/State/Regions/National Laws and Regulatory Reporting Systems

- California: OSHPD (Office of Statewide Hospital Planning and Development) has hospital volunteer data
- National: Centers for Medicare and Medicaid Services
- National: Internal Revenue Service Form 990/Line 6= Number of Volunteers

# Hospital ROI Sample Data Sources

Sample 1st page (of 25!) from hospital system dashboard for their specific reportable metrics.

STRENGTHEN THE CORE					
METRIC	ACTUAL	YTD THRESHOLD	YTD OUTSTANDING	YEAR-END THRESHOLD	YEAR-END OUTSTANDING
First-year Overall Turnover					
Caregiver Engagement - Highly Sustainably Engaged				50.0%	51.0%
Caregiver Engagement - Resonance with the Mission				76.0%	77.0%
Mission Formation - % of Leaders Engaged in Initial & Ongoing Formation Annually				33.0%	34.0%
Clinical Care					
Safe (# Health Care Acquired Infection Harm Events)				2,022	1,961
Effective (Sepsis O/E Mortality Ratio)				1.02	1.01
Compassionate (Composite of Press Ganey Overall Rating Top Box Scores for ambulator..				77.1%	77.5%
Seamless (Readmission O/E Ratio for CMS Conditions)				0.79	0.78
Personalized (Patient Reported Outcomes)	2,656	2,083	2,333	25,000	28,000
High Value Care (disparate data system alignment underway)				\$11,700.0K	\$31,800.0K
Provider Engagement				75.0%	80.0%
Operating EBIDA (\$)	\$117.0M	\$107.3M	\$109.9M	\$1,449.7M	\$1,475.9M
Operating EBIDA (%)	5.9%	5.6%	5.7%	6.2%	6.3%
Commercial Growth (2018)				21 of 28	28 of 28
Philanthropy Production				\$205.0M	\$225.0M
<div> <div>STATUS (YTD)</div> <div> <div>BELOW THRESHOLD</div> <div>OUTSTANDING</div> <div>NOT REPORTED</div> <div>DATA NOT AVAILABLE</div> </div> </div> <div> <div>3-mo PERFORMANCE</div> <div> <div>PERFORMANCE DECLINED</div> <div>PERFORMANCE IMPROVED</div> <div>PERFORMANCE FLAT</div> <div>NOT AVAILABLE</div> </div> </div>					



# VSys One User Manual

## VSys One: Volunteer Management Software

### Examples

These example measurements are based on the work of **Doug** Della Pietra at Rochester General Hospital, Rochester, New York (dougellapietra@gmail.com) and appear here courtesy of **Doug** Della Pietra.

1. Define each volunteer position/role (job).

Measurements/metrics

Value of each volunteered hour: 14.75 [Hourly values in the past](#) ☐ Don't track miles Default miles: 0

☐ Use accounts from job group Accounts and outcomes: Meal trips, Medical trips [Add](#)

Job value measurements: Community-focused, Family-focused, Organization-focused, Patient-focused

Community-focused: 1 [Past values](#) Family-focused: 0 [Past values](#) Organization-focused: 0 [Past values](#) Patient-focused: 0 [Past values](#)

Volunteer-focused: 0 [Past values](#)

2. For each volunteer position/role, check the **JOB VALUE MEASUREMENTS** applicable to this job.

- Put the number "1" in **COMMUNITY-FOCUSED** if the volunteer position/role exists to meet community needs.
- Put the number "1" in **FAMILY-FOCUSED** if the volunteer position/role exists to meet family needs.
- Put the number "1" in **ORGANIZATION-FOCUSED** if the volunteer position/role exists to meet the needs of your organization.
- Put the number "1" in **PATIENT-FOCUSED** if the volunteer position/role exists to meet patient needs.
- Put the number "1" in **VOLUNTEER-FOCUSED** if the volunteer position/role exists to the needs of volunteers.

3. Save each job when done changing it.

### Examples



*Thinking outside the box*



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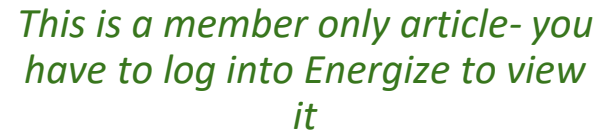
**Investment in  
Volunteer  
Engagement:**

**Benefits & Outcomes**

## Dimensions of ROI Beyond Time/Money

- Accreditation
- Advocacy
- Awards
- Community benefit
- Compliance
- Credentialing
- Licensing
- Legal/Regulatory
- Patient/family experience
- Philanthropy
- Quality
- Safety
- Think tank/management philosophy
- Workforce
- Mission/goals/objectives





## Italy: Camp Dynamo SIROI Study



## Discussion Questions

1. How can your agency's volunteer engagement be better resourced and supported (by funding or personnel)?
2. What volunteer metrics and data are measured and shared with C-Suite now?
3. What other metrics and data could be measured to better reflect volunteer efforts on mission impact?

## Discussion Questions

1. To whom do you provide the information required on line six of your organization's annual 990 report to the IRS?

Internal Revenue Services (IRS) Form 990 Line 6 - **"Number of Volunteers"**?

2. In this age of consumerism, how is sharing your ROI/Benchmarking data with the public as important as sharing it with your C-Suite?

3. What role does "storytelling" play in ROI/Benchmarking measurements?



## Additional Resources

[VolunteerPro Tobi Johnson ROI for Volunteer Programs](#)

[Sterling Volunteers ROI Calculator Tool](#)

[Funder's Voice in Volunteer ROI - Leighty Foundation](#)



## VSys Affiliates





Thank you!

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