

THEATER OF GENEROSITY **TOOL #2** METRICS

This tool provides a way of thinking about the broad impact of generosity in our organization and sample **METRICS** by which to measure progress.



Generosity benefits our organization in the form of resources that flow to us—both money and time. But it also returns other strategic benefits that may not be as well understood. In some cases, these are more important than the total dollar value of philanthropy. By designing and tracking broad impact, we attain a more encompassing picture of how we are doing.

ENHANCE PATIENT & CAREGIVER SATISFACTION

Evidence suggests it is not only specific things like clean floors and clear communication that influence patient satisfaction scores. It is the overall experience. As we surround patients with more beauty, inspiration, wisdom, and gratitude, it impacts the way they perceive each particular aspect of care. In a generosity prototype unit, the physical space and aesthetics hold the energy of abundance. And a diverse array of volunteers contributes as integral members of the caregiving team.

Artists, musicians, cosmetologists, storytellers, listeners, readers, gardeners, massage therapists, chefs, baristas, and others share their core gifts. Each patient and family, regardless of whether they receive any particular amenity, understands that people are going above and beyond for them. Caregivers themselves may receive these same generosity experiences. One small impact on their vitality and engagement may be as important as anything we can otherwise do with generosity.

- **HCAHPS OR PRESS GANEY SCORES** before and after generosity innovations are integrated on a prototype unit or across the whole organization
- **SATISFACTION AND RETENTION** of employees on generosity prototype units or throughout the whole organization
- **FINANCIAL IMPACT** to the organization of an increase in satisfaction
- **PERCENT OF EMPLOYEES** who are attracted to the generosity purpose of the foundation and engage as partners (co-designing innovations, communicating gratitude to a donor, making referrals, giving, etc.)

ATTRACT RESOURCES

Most donors have personal experiences with healthcare that lead to their philanthropic investment and desire to make care even better for others. Yet many people who would invest do not invest because there is nothing that captures their imagination or creates a heart connection to generosity during their care. Most foundations attempt to initiate a relationship weeks or months later by sending a letter asking for money. But we can form relationships earlier and more powerfully by integrating generosity more creatively into the care experience. And we can redesign what happens after a person gives so those who initially invest with us want to continue.



- **NUMBER OF NEW DONORS** attracted to participate with the foundation
- **INCREASE** in funds raised
- **PERCENT OF PATIENTS** who can describe some way generosity enhanced their care (the beginning upon which the foundation can build deeper engagement

BROADEN COMMUNITY ENGAGEMENT

Most people in our community see themselves only as consumers. Their relationship with us is limited to the time they walk in our doors and need a service. We want more people to invest and design with us—to feel a sense of emotional ownership and participation. If community members feel the hospital is their asset, they will protect it from political and other assaults. Our success is reflected not only in how much money we raise, but the extent to which we create cords of connection. It is more valuable in some ways to have 5,000 people invest \$100 than to have one person invest \$500,000. If we only evaluate funds raised, we miss this measure of how broadly we are building engagement and emotional ownership.

- **PERCENT OF OUR COMMUNITY** who invests time or money in our organization
- **NUMBER OF HIGH-LEVEL STRATEGIC PARTNERSHIPS** with corporations or other community organizations
- **NUMBER, DIVERSITY, AND RETENTION** of volunteers we attract



ABOUT THIS TOOL

This tool is part of a series designed to help change the way people experience generosity.

Often when patients enter a hospital or clinic, they don't consciously think about generosity. They know little about the people who have given to make a particular service possible. They rarely learn about the remarkable ways the people caring for them—from physicians to housekeepers—live generously. And there is nothing that creatively describes the generosity of the organization itself. No wonder so many people perceive hospitals and clinics as profit-centered institutions.

Generosity heals. We are only just beginning to discover its power to transform our culture and relationships, enhance the patient experience, connect the community, and even alter clinical outcomes. It's not just about fundraising. As we think differently, we discover greater potentials.

POTENTIATE DONORS

The core purpose of our health system is healing. Therefore each encounter should be healing and transforming—including those with the foundation. We want our philanthropic allies to be better off because of their relationship with us. If we raise a great deal of money but do not have a healing and potentiating impact on the donor investor, we miss part of our purpose. We only fully succeed when we enable donors to bring greater meaning to their life story, unfold a dream, attain a new insight, experience the world in a more expansive way, or move into more gratitude and bliss. To do this we must reach beyond our own needs and focus on the donor's life.

- **PERCENT OF DONOR INVESTORS** who say we focus on their purpose and dreams as much or more than our organizational needs
- **PERCENT OF DONOR INVESTORS** who have at least one extraordinary personalized experience with us during the year—something that is surprising, memorable, and deeply impactful
- **PERCENT OF DONOR INVESTORS** who receive five (or other target number) communications of gratitude and impact for every time we ask for money
- **PERCENT OF DONORS** who find the relationship with us meaningful enough they renew or upgrade their gift



IMPROVE IMAGE

Many hospitals are not viewed as generous organizations. They are seen as self-serving, profit-driven institutions out of touch with community needs. Never has the not-for-profit status and tax exemption of hospitals been so at risk. We can make our organization's generosity more important and more visible. Acts of goodness often buried and then forgotten in community benefit reports can become part of the story told in every corridor, waiting area, and patient room.

This is not only for purposes of image building, but because when we define ourselves in part by our generosity, we increase its centrality and importance. We become what we say we are. Our broad responsibility for generosity includes not only increasing the ways other people are generous to us, but the ways we live generosity ourselves.

- **AMOUNT OF GENEROSITY** returned to the community by our organization
- **PERCENT OF PATIENTS** who believe the hospital is a generous organization that places purpose before profit
- **PERCENT OF PATIENTS** who can describe one or more ways we give to the community
- **PERCENT OF PATIENTS** who can describe the generosity and motivating purpose of someone who took care of them

IMPACT CLINICAL OUTCOMES

An emerging body of research suggests that generosity heals—not just the one who receives, but also the one who gives. There is no time when a person is too weak, too poor, or too powerless to give. And giving often enables a person to shift their experience of limitation, pain, and disability. Hundreds of studies document the clinical impact of giving in patients with things as diverse as AIDS, organ transplantation, and chronic disease. Patients who engage in some kind of generosity to support other patients often do better clinically. A future frontier is for organizations to approach generosity as a therapy with clinical value, not only a funding stream for other things that heal.

- **CHANGE** in pain, depression, functionality, or disease among patients who choose to give more intentionally as part of their healing

About the AUTHOR:

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