

Aligning Volunteer Programs with Hospital Strategy

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Learning objectives

- Attendees will learn how to propose programs that align to strategic plans
- Attendees will learn how to measure success so program value can be quantified.
- Attendees will learn how to set annual goals and 90-day action plans to keep you on track.

Programs of yesteryear, or solutions for tomorrow?

- Demands on hospitals are increasing daily, while expectation of high quality and positive outcomes is constant.
- Are you aware of your hospital's strategic directives?
- Do you have strategic goals for your department and for yourself?
- If someone asks for a service that does NOT align with strategy, can you say no?

Your Leadership Goals are created in support of the Strategic Goals established by your organization

- If your hospital has a patient safety goal relative to patient falls, can unit-based volunteers participate in educating patients and families?
- If your hospital has a goal to increase family/visitor satisfaction, is it possible for you to introduce a shuttle cart service in the parking lot, or guest ambassador program in the lobby?
- Are you involved in your hospital's Community Based Patient Advisory Boards or Groups?
- Are you being reactive or proactive in your approach?

Elements of an actionable goal

Think

S * M * A * R * T

S - Specific

Target a specific area for improvement

Answer the five “W” questions:

What? What do I want to accomplish?

Why? Specific reasons, purposes or benefits of accomplishing the goal

Who? Who is involved?

Where? Identify a location

Which? Identify requirements and constraints

M - Measurable

If the goal is not measurable, it is not possible to know whether the team is making progress toward successful completion

How much?

How many volunteers at a specific assignment.

How many?

How many days or hours are they needed?

How will I know when it is accomplished?

Is there a measure in place so you will know the goal has been reached?

A - Attainable

Goals should be realistic and attainable. We can stretch in order to achieve a goal, but it should not be extreme.

Example: Increase volunteer hours by xx%.

Can you increase hours by 50% in one year? Probably not

Can you increase hours by 10% in one year? Maybe. It depends on where you plan to grow and how many applicants, etc you get annually.

Remember that growing your program does not necessarily mean you have to add volunteers. Perhaps you can grow by improving attendance of existing volunteers.

Know the possibilities and be realistic.

R - Relevant

- A relevant goal can answer yes to these questions:
 - Does this seem worthwhile?
 - Is this the right time?
 - Does this match our other efforts/needs?
 - Are you the right person?
 - If you are the right person to lead the discussion, that does not mean you have to do all the work alone!

T - Timely

- **When and/or how often the task or activity will occur are clear.**
- **If a volunteer is needed for a new department, start with their busiest times and build from there. Be clear that you can't go from 0-100% coverage in one jump.**
- **This part of the SMART goal criteria is intended to prevent goals from being overtaken by day-to-day crises**

Goals in Volunteer Services

- Growth goal: To increase Volunteer Hours to the amount of 158,000 as measured by monthly volunteer statistics reports.
- 90-day action steps:
 - Support expansion of Cancer Center volunteer program. Track results.
 - Increase volunteers in ED, particularly for June and July during renovation changes. Track results/hours.
 - Monitor Junior volunteer attendance and hours to ensure adherence to schedules.

What goals do you want to quantify?

- Growth
- Quality
- Finance
- Service
- People

Getting a handle on Key Performance Indicators (KPI)

1. Do you know the process you are managing?
2. How is that processing performing?
3. How SHOULD that process be performing?

Questions and Discussion

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