



Bryn Sadownik, **Vancity Community Foundation**

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# Social Enterprises: Passionate, value-based business that creates complex, multifaceted value

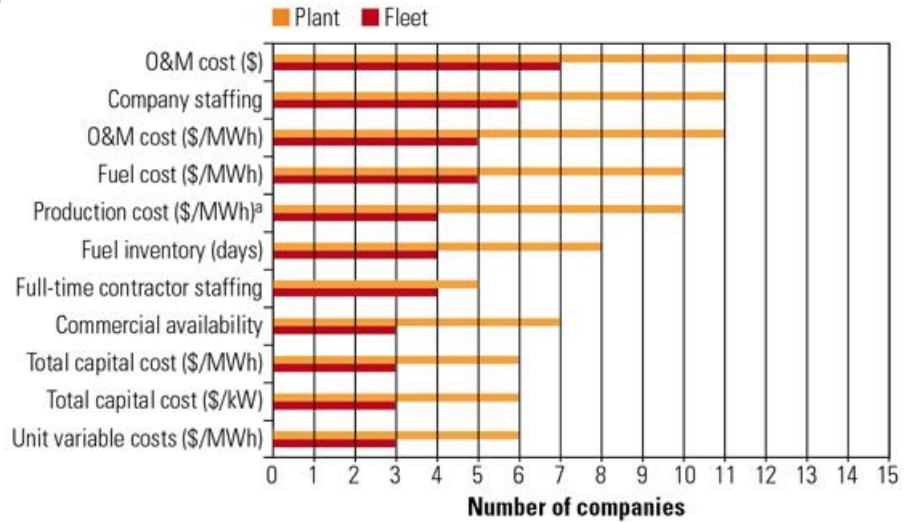


Social value is often created not just through the stated mission but through many actions and decisions – purchasing, operations, partnerships, informal relationships, hiring, volunteers, location choices, and more. It's important that measurement capture this value creation.

# Is this measurement?

Dashboard Strategy / Performance Measures

Core Strategy	Measures	Freq	CY06 Q1	CY06 Q2	CY06 Q3	CY06 Q4	Target Comparative	Status	
Quality / Safety Excellence	Mortality	Q						↑	
	Pneumonia	Q						↑	
	Heart Failure	Q						↑	
	Acute Myocardial Infarction (Heart Attack)	Q						↑	
	Surgical Site Infection	Q						↑	
	Hand Hygiene	Q						↑	
	Ventilator Associated Pneumonia	Q						↑	
	Central Line Infections	Q						↑	
	Number of Rapid Response Teams Called	Q						↑	
	Percent of Unreconciled Medications	Q						↑	
	Patient Falls	Q						↑	
	Service Excellence	Overall Rating of Hospital	Q						↑
		Care From Nurses	Q						↑
		Care From Physicians	Q						↑
		Hospital Environment	Q						↑
		Pain Control	Q						↑
Patient Compliants Per Patient Day x1000		Q						↑	
Hours Emergency Room on Divert This Month		Q						↑	
Number of New Missing Items Claims		Q						↑	
Number of Malpractice Claims Outstanding		Q						↑	
Employee / Safety Satisfaction		Number of Workers Compensation Claims	Q						↑
	Employee Turnover Rate	Q						↑	
	Nurse Vacancy Rate	Q						↑	
	Number of Needle Related Injuries	Q						↑	
	Employee Satisfaction (Percent at Top Score)	Q						↑	
Finance / Operation Viability	Total Operating Margin	M	Last Quarter	Jan 06	March 06	April 06	Target Comparative	↑	
	Cash Flow	M						↑	
	Net Days Revenue in Accounts Receivable	M						↑	
	Operating Expense/Adjusted Patient Day	M						↑	
	Total Paid Hours /Adjusted Patient Day	M						↑	
	Total Compensation/Total Patient Revenue	M						↑	
	Cost Per Adjusted Patient Day	M						↑	
	Maximizing Growth	Patient Revenue Increase Year-to-Year	M	Last Quarter	Jan 06	March 06	April 06	Target Comparative	↑
Occupancy Rate		M						↑	
Number of Admissions		M						↑	
Average Daily Census		M						↑	
Emergency Department Visits		M						↑	
Status		At or better than target		Area of Concern		Not meeting target			



Note: Non-fuel O&M + fuel

My definition is broader – It represents more systematically tracking things in your organization to use in decision-making and communications. It isn't limited to numbers, metrics and targets.

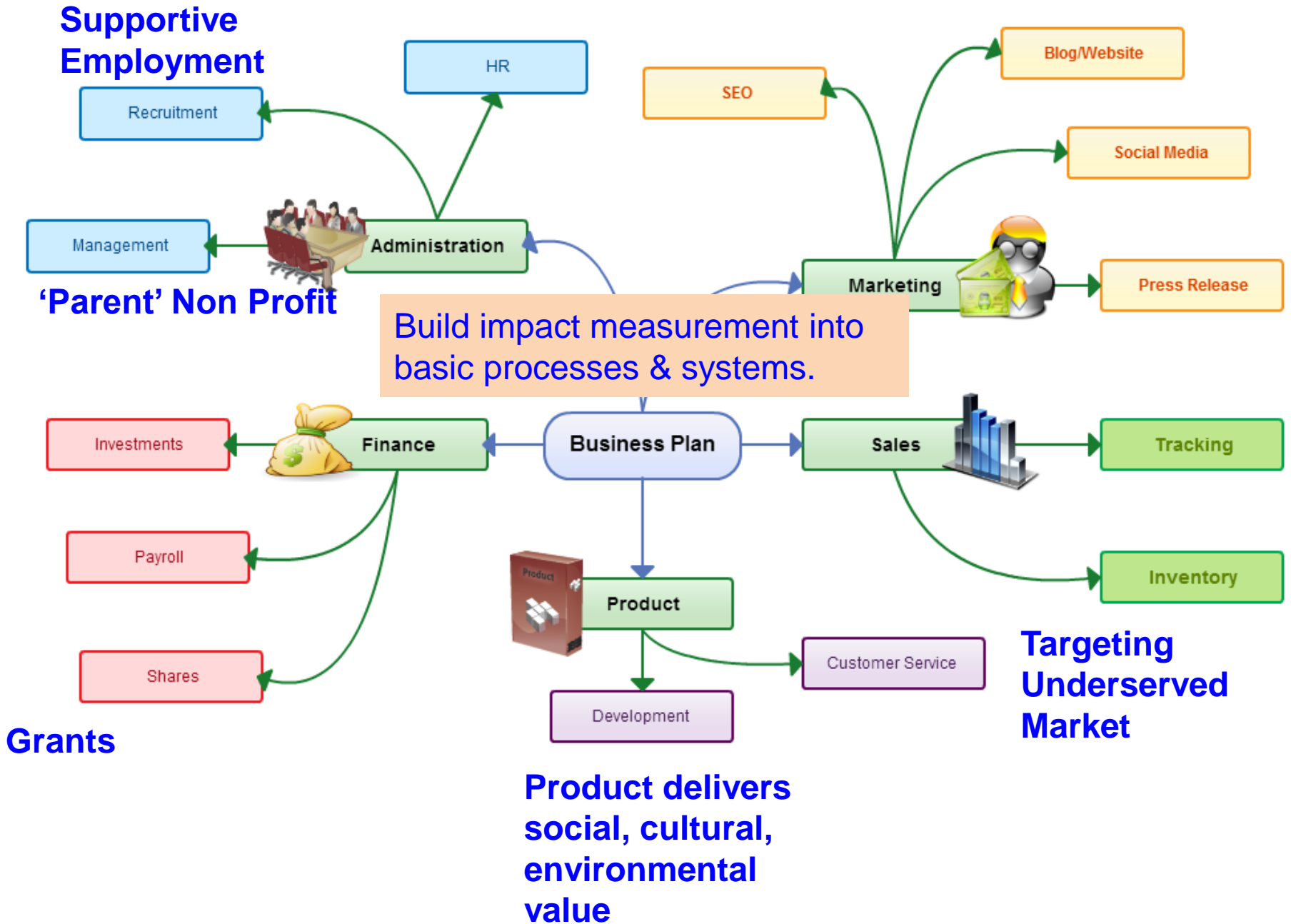


# It's about taking control



Measurement has to ultimately make the enterprise stronger and not be a distraction or diversion.

# Social Enterprise Processes & Systems

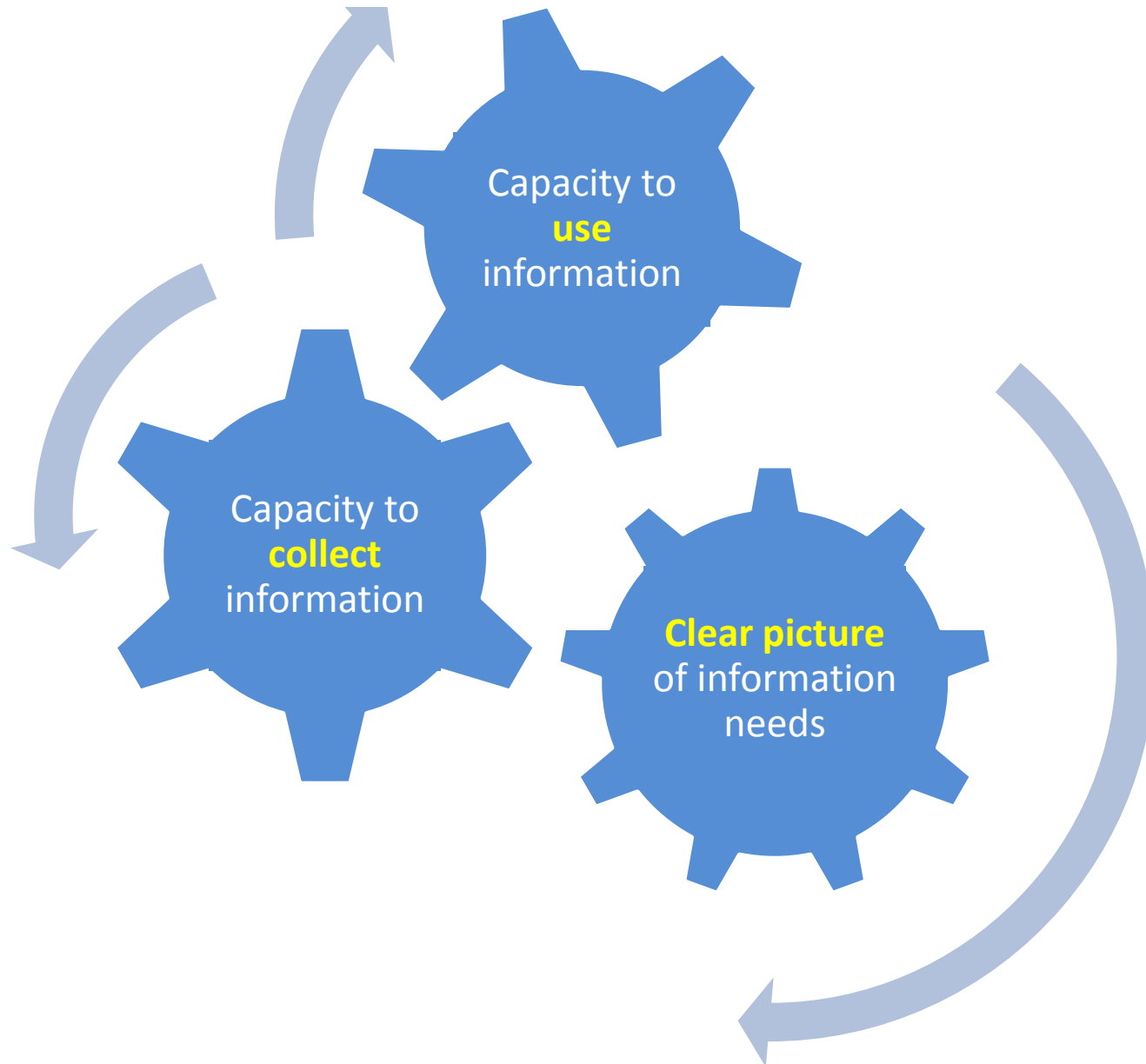


# What's realistic? What's a priority?



Measurement can get complex quickly, particularly around impact. It's important to prioritize and focus in on what is most useful for your immediate needs.

Take a systems building capacity. You need all three of these things:



# What do you want to **know and show?**

Start by asking this question. By being precise about what you need and why, it is often fairly easy to work out what to measure and how, and what you already have on hand that is helpful.



# What information is useful?

This lens can help focus what may be important to collect, keeping in mind that as a social enterprise you have objectives related to both financial and social value, and that it is critical to have information to see these 'bottom lines' clearly. It is also important to know if you are sustainable as an organization and are building the systems and capacity to sustain the enterprise in the long term.



# Be clear about audience and use

This lens can help you think about who you are collecting information for. Often it is the same information, but at different resolutions for different audiences.



The next slides are 3 measurement examples with 3 social enterprises working in different areas.

# The Cleaning Solution

## Examples of what they want to know and show

- Are we growing our customer base while maintaining and nurturing existing customers?
- Are we sustaining and retaining a stable workforce?
- Are our employees receiving the support they need?

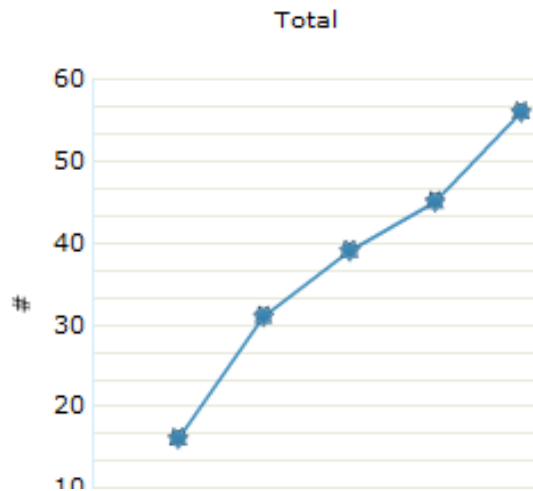
Select Indicator

Total

New

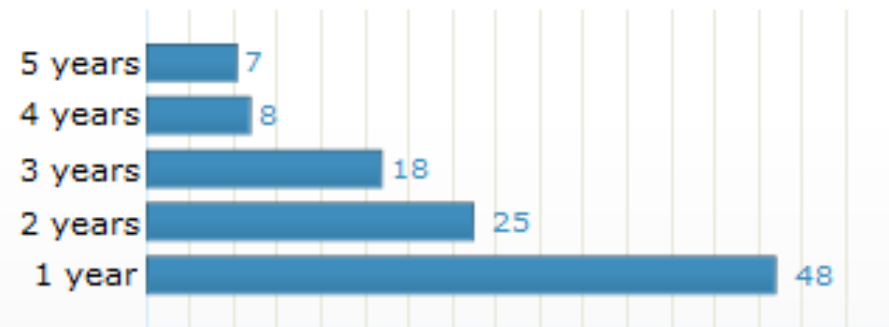
Returning

most recent year is YTD



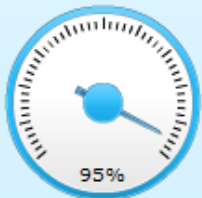
### Employment Tenure

# of employees who have stayed longer than:

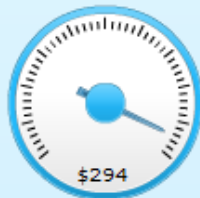


### Employee Support Provided by the Cleaning Solution

Key Performance Indicators



Employees with wellness plans  
Q4



Support costs per employee (\$)  
Year to Date



# DreamRider Productions

## Examples of what they want to know and show



- Are kids developing environmental values?
- Are kids acting on these values?
- Are they encouraging others to act?
- Do teachers see us as valuable educationally?

Benjamin, Grade One, says "I liked learning about throwing garbage away."

### Measurement built into the game:

Feel like real-life Planet Protectors: 83%

Kids turning off lights more: 76%

Family turning off lights: 55%

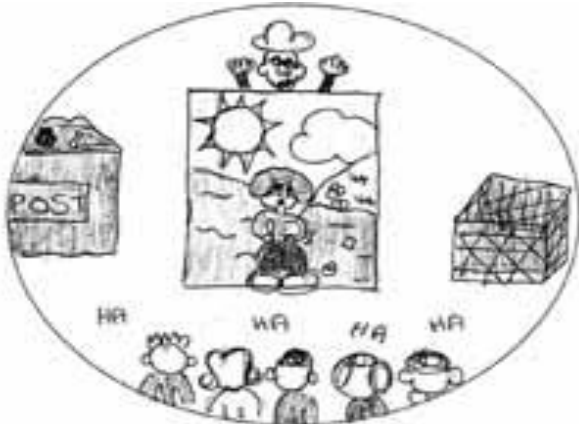
Pledge to turn off lights: 89%

### Teachers are surveyed annually:

100% say we're effective.

95% say we're very good/outstanding

97.5% say we're very or extremely valuable educationally



# Comox Valley Farmers Market

## Examples of what they want to know and show

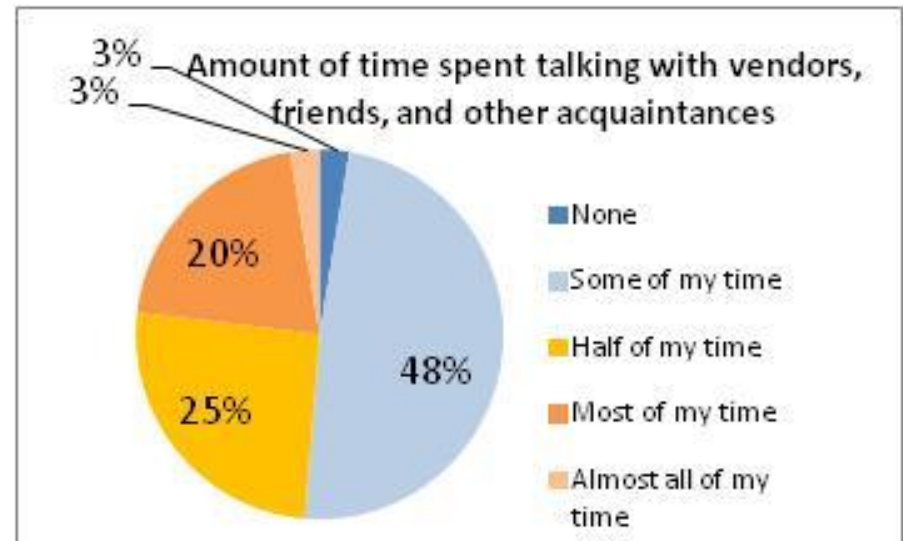
### Vendor Profile

Vendor turnover rate: 10%  
Vendor growth rate: 4%  
Share regular vendors: 59%  
Registered vendors: 88  
Average number of vendors: 38

### Customer Profile

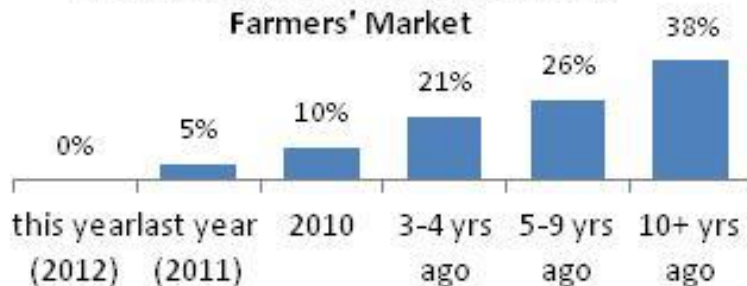
•75% of customers agree or strongly agree that they reliably find what they are looking for.  
•Average customer spend: \$43.86

- Are we matching customer needs with supply?
- How does the market build community?



*“Once you become acquainted with the vendors and shoppers, when you see them in town they are like old friends.”*

Customer Retention: How long have customers shopped at Comox Valley Farmers' Market



# Performance Snapshot

## Comox Valley Farmers' Market Overview

### Market Mission/Vision:

The CVFM is about food and farm and garden products that are produced and/or harvested, locally, with caring hands. It is about social interaction between consumers and local farmers, producers and fishers. It is about community, education and about promoting rural business. And, we will do all of this in a fun, friendly, and safe, family oriented environment.

### Vendor Criteria:

All products (except fish) must be grown or produced in the Comox or Strathcona Regional District, and must be an agricultural or food product. Vendors must produce what they sell.



Measures are brought together in one summary document/report

Photo: Comox Valley Farmers' Market facebook page

### The Market Numbers

<b>Annual Budget (2012):</b>	<b>\$74,400</b>
Budget from Operations:	\$65,900
Grants, donations, etc:	\$3,500
Budget growth from 2011:	19.7%

Vendor turnover rate:	10%
Vendor growth rate:	4%
Proportion of regular* vendors:	59%
Registered vendors:	88
Average number of vendors:	38

\*Regular vendors attend the market most weeks.

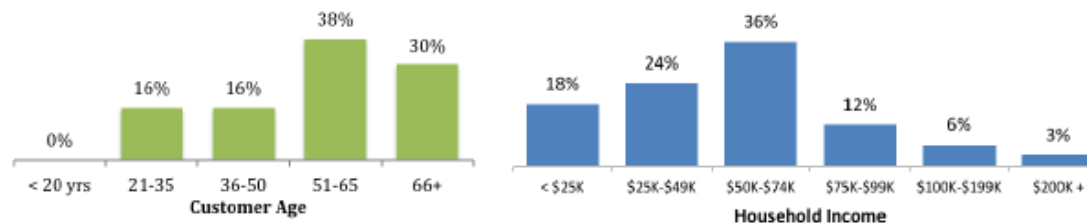
Years in Existence	over 20
Market days per year:	67

The farmers' market is included in the *Vancouver Island Coast Regional Agriculture Framework for Action* and *Comox Valley Economic Development Society's Agri-Tourism Plan*

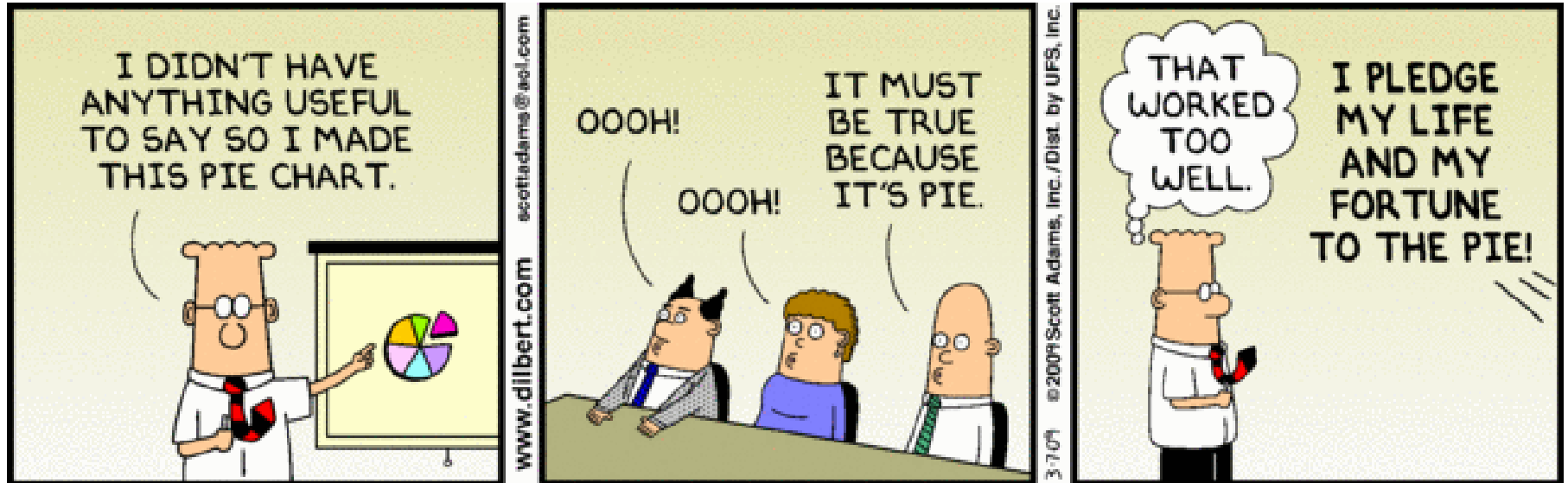
### Customer Demographics

Customers traveled an average of **31 km** to the market

**85%** of customers traveled under 10 km to the market



# Not just pretty pictures





# So....

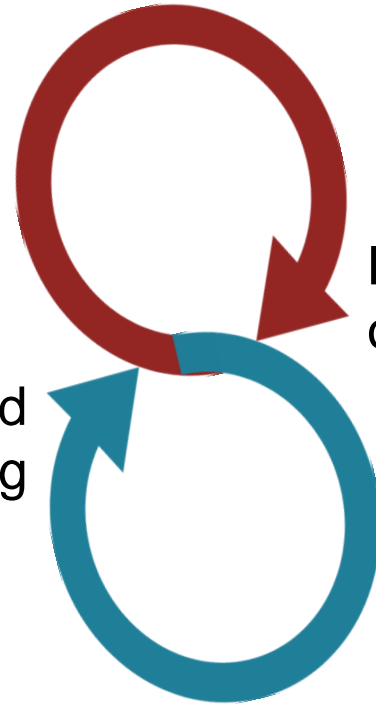
What about investors, funders,  
intermediaries, sector associations...?

1. Support social enterprise capacity and learn from the bottom-up
2. Make the connections and research collective impact

# Elaboration of how the measurement needs of investors should connect to the needs of social enterprises

Management

Align your resources to the value you want to create



Learn from investee operations

Apply shared learning

Impact Reporting

Demonstrate the value of your investment portfolio

[www.demonstratingvalue.org](http://www.demonstratingvalue.org)

2  
3



Demonstrating  
Value

## ANALYSIS & REPORT TEMPLATES

- **Snapshot Examples**
- **Excel Templates**
- Training and support

## GUIDES FOR LEADERS AND CONSULTANTS

- **The “Demonstrating Value Workbook”**
- Guide to Financial Intelligence for Social Enterprise
- “Map your information blueprint”
- Guide to privacy and confidentiality in monitoring

## RESEARCH ON INDICATORS

- **Sector Guides**
- Organizational Assessment tools
- Information flow assessment
- Relationships with parent orgs

## DATA COLLECTION TOOLS

- **Data collection tips and methods**
- Surveys for customer feedback, client engagement
- Employment support tracking tools
- How to choose a CRM system