The Science & Art of Effective Volunteer Management

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Provide a compelling 10-second, fact-based, data-informed justification for why your hospital or system should not just completely do away with its volunteer services function.

Downsized?  Demoted?  Expanded Scope?
HOSPITALITY IS EVERYWHERE
The World's Most Adventurous Business School
Human Resource (HR) management and strategy

Labor/employment relations
I apply my disciplinary expertise (in HRM and workplace relations) to the context of **Volunteer Resource Management (or VRM)**
That said, I come from a slightly different world...

...than most academics who study volunteers!

– Some different theories
– Some different conceptualizations or “models”
– Some different assumptions and expectations
– Some different words
– Some different predictor, pathway (mediating), and outcome variables
– SOME DIFFERENT QUESTIONS
A key question for VRM: So what?

- Should organizations (hospitals) pay attention to how they conduct volunteer management? Why?
- Does higher quality VRM truly matter for outcomes?
  - Organization-related?
  - Volunteer-related?
  - Staff-volunteer relations related?
  - For other stakeholders?
- If so, how?
  - In what ways can healthcare organizations and executives, together with volunteer administrators, strive to enhance outcomes?
Q: Should healthcare organizations and leaders care about volunteer management?
Yes! Hospital leaders ought to pay attention to volunteer management.

Because...

- Volunteer management in hospitals can now be empirically tied to patient satisfaction!

- How well volunteer efforts are managed can influence the value volunteers add to a hospital’s bottom line
SCIENCE + ART = EFFECTIVE VOLUNTEER MANAGEMENT
What we’ll discuss during this session...

• A couple of things to remember (or to know) about volunteers and volunteer work

• Challenges & opportunities in healthcare VRM
  – Rogers et al., *Hospital Topics*, (2013)

• Strategy, hospital VRM, and patient satisfaction

• Administrative characteristics and VRM utilization

• Future directions and Q&A
Volunteers are not all the same. They’re different!

Leverage volunteer “diversity” for your advantage

- Motivation
  - (1) Value actualization/altruism, (2) learning and experience enhancement, (3) social fulfillment, (4) career development, (5) psychological protection, (6) personal understanding and growth

- Orientation
  - Short-term/episodic vs. long-term
Thing to remember #2

• Volunteer work and volunteer roles often have less “structure” or “design” than does paid work
  – Tendency to not pay as much attention when actually designing the work volunteers will perform, and the working environments in which they’ll operate
  – This is true even when volunteer and paid jobs coexist in the same organization, and when volunteer and paid roles are managed by the same person!
  – Task, knowledge/skill, and social characteristics
Sample and data for the 3 studies

• Paper surveys mailed to 496 hospital volunteer administrators
  – Two waves, between October and December 2016
  – New Jersey, New York, Pennsylvania, Delaware, Arkansas
  – 131 completed surveys; between 104-122 usable for analysis
    • Researchers need your help...Please respond and participate!

• Patient Satisfaction
  – Combination of overall hospital rating, and willingness to recommend hospital to others
Q: What do YOU view as the most pressing challenges for hospital volunteer administration?
Challenges
Opportunities
Challenges and Opportunities in Healthcare Volunteer Management: Insights from Volunteer Administrators

SEAN E. ROGERS, CARMEN M. ROGERS, and KAREN D. BOYD

Abstract. Volunteer administrators from 105 hospitals in five states in the northeast and southern United States provided open-ended survey responses about what they perceived to be the most pressing challenges and opportunities facing health shop operations and small-scale fundraising, more and more hospitals are currently relying on volunteers to provide increased professional and support
Q: How can volunteer management help enhance patient satisfaction and the patient experience?
By making volunteer administration (YOUR ROLE) a vital and strategic partner in the service delivery process at your hospital!

By empowering and enabling your volunteer workforce to perform its best, highest-quality work! This is done through the use of strategic volunteer management practices.
“Strategic” Volunteer Management

• Strategic HRM: “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.”
  – Purpose-driven and outcomes-based human resource management (as opposed to administrative HRM)

• Strategic VRM: a deliberative, purpose-driven, goal-oriented approach to managing volunteers
Strategic Human Resource Management

Worker attitudes and behaviors (performance)

Organizational outcomes
Productivity

Decreased Turnover

Sales Growth

Greater Helping Behaviors

Improved Financial Performance
Hospital outcomes volunteers can contribute to...?

- Patient satisfaction/experience
- ...
- ...
- ...

- You **must** begin to identify those organizational objectives volunteers can add value to
- Look to hospital’s own mission/vision/goal statements for guidance
Q: How can **volunteer management** help enhance patient satisfaction and the patient experience?
Strategic volunteer management practices

Volunteer...
Ability to perform
Motivation to perform
Opportunity to perform

Patient Satisfaction
Volunteer...

Ability to perform
Motivation to perform
Opportunity to perform

“A-M-O” model of worker performance (Blumberg & Pringle 1982)

– Work performance depends upon a person’s...
• **Ability** to Perform
  – Knowledge, skills, and competencies necessary to perform a task well

• **Motivation** to Perform
  – A person’s motivation to exert some level of effort to her or his work

• **Opportunity** to Perform
  – The extent to which individuals feel empowered to perform assigned tasks, as well as the level of autonomy they feel they have to complete their work
  – The working environment; climate; culture
The management practices you use (or don’t use) will directly impact your volunteers’ ability to perform, motivation to perform, and opportunity to perform... and ultimately worker performance and organizational outcomes.
Examples of “strategic” volunteer management practices

• Job Design
  – Written volunteer department mission/vision/goals statements that are aligned with hospital M/V/G
  – Periodic formal needs assessments to determine how volunteer services ought to support the organization’s mission
Examples of “strategic” volunteer management practices (cont.)

- Recruitment and Staffing
  - Written service guidelines (job descriptions) for ALL volunteer roles in your department
  - Volunteers are proactively sought out for specific skills that match position requirements, or some specified need
Examples of “strategic” volunteer management practices (cont.)

• Orientation & Training
  – Sessions for *paid staff* on how to successfully engage with volunteers

• Performance Management & Communication
  – Written conflict resolution/grievance procedures for volunteers
  – Top volunteer administrator involved in hospital-level planning and strategy activities (has a seat at the table)
  – Intense supervision and monitoring of volunteers (R)
Strategic Human Resource Management of Volunteers and the Link to Hospital Patient Satisfaction

Sean E. Rogers¹, Kaifeng Jiang², Carmen M. Rogers³, and Melissa Intindola⁴

Abstract
This article uses strategic human resource management theory to consider the ways in which volunteers can potentially enhance hospital patient satisfaction. Results of a structural equation modeling analysis of multi-source data on 107 U.S. hospitals show positive associations between hospital strategy, volunteer management practices,
Administrative characteristics and VRM

- Volunteer administration’s location on the org chart did not make a difference for management practices
  - HR, marketing, foundation, directly to C-suite, other areas
- Size of paid volunteer management staff (2 vs. 1, 1 vs. none, etc) directly related to the extent to which strategic management is utilized
  - Given the aforementioned benefits of strategic VRM, this finding can help make the case for more resource investments in volunteer management
- Similarly, scope of responsibility (sole or add-on) influences use of strategic VRM
  - Wider scope results in lower usage
The times they are a-changin!
Volunteer departments must clearly understand, and aggressively articulate, their ROI and “value-add”
Volunteer services must obtain a “seat at the table”
Strategic volunteer management can help enhance key hospital outcomes by positively impacting volunteer ability, motivation, and opportunity to perform
What is your compelling 10-second, fact-based, data-informed justification for why your hospital or system should not just completely do away with its volunteer services function.

What is YOUR value proposition?
Thank you! Questions?