

Becoming Outcomes-Driven

THE ACT MODEL IN ACTION FOR YMCAs



Agenda



Share your name, organization, & location +
A word that you associate with “outcomes-driven”.



Setting the Stage: Grounding in why outcome-driven focus matters now and what it means for the Y.



Exploring Challenges + Possibilities: Naming current barriers, imagining opportunities, and learning from Cincinnati’s case study.



Applying It in Practice: Connecting insights to real YMCA work through reflection, shared learning, and practical next steps.

Meet Your Facilitators



Kenzie Strong

VP, Impact +
Innovation
ResultsLab



Jorge Perez

CEO
YMCA Greater
Cincinnati



Kate Hanisian

Chief Strategy +
Innovation
Officer
YMCA Greater
Cincinnati



We **bring data to life** with cutting edge, simplified, actionable tools and practices to people working for social good, giving them the mindset and skillset they need **to catalyze change** for those they serve.



Setting the Stage

- **Impact matters** – if the Y is about making a difference, we need to understand and measure it.
- **Data is essential now** – decision-making can't just be based on tradition; it must be data-informed to stay relevant and sustainable.
- **Expectations have changed** – funders, partners, and members want to see results, not just program counts
- **Better stories, smarter choices** – outcomes let us celebrate wins, inspire support, and make improvements where needed.
- **Leadership sets the tone** – outcome focus has to start at the top and be built into staff roles.

Why Invest Time and Resources into Data?

GROUNDING

- 1. Improved Efficiency and Resource Allocation:** Nonprofits that adopt data-driven strategies can improve operational efficiency by up to 43% (Source: NPower).
- 2. Increased Donor Engagement and Fundraising:** Personalized fundraising appeals driven by data analysis can increase fundraising revenue by as much as 40% (Source: The Blackbaud Institute's Charitable Giving Report).
- 3. Grant Success:** Nonprofits that effectively use outcome focused data in their grant applications have a higher success rate in obtaining funding (Source: The Grantsmanship Center Study).
- 4. Program Effectiveness:** Nonprofits that measure their impact using data are more likely to improve their programs and achieve better outcomes for beneficiaries (Source: Bridgespan Group Study).
- 5. Transparency and Accountability:** Data practices can enhance transparency and accountability, which can, in turn, attract more donors. According to GuideStar, nonprofits with a Platinum Seal of Transparency on their profile receive 53% more in contributions than those with a lower level of transparency.
- 6. Program Scaling:** Data-driven scaling efforts can lead to a 5-10 times increase in beneficiaries reached. (Source: Center for High Impact Philanthropy)

The Context:

Data Wishes and Challenges

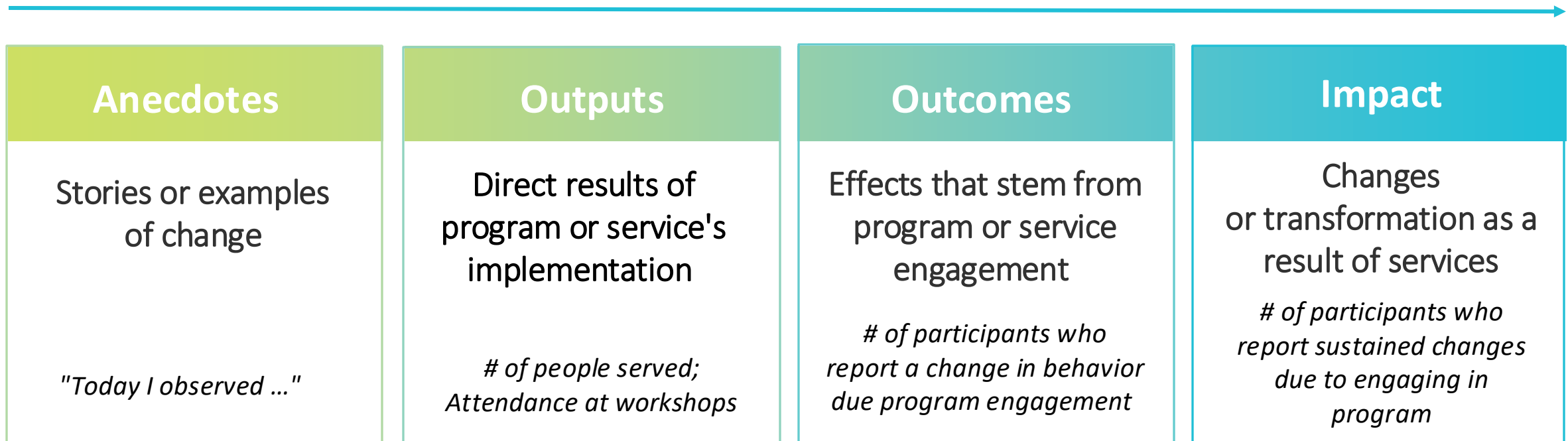
Often organizations come to ResultsLab saying they **want to tell a better story with their data** and have the information needed drive continuous improvement or understand the impact of their programs.

To deliver an effective data story and understand the impact of your programs, we will walk you through a **three-step process you can take** to help ground your data journey.



Data Practice Continuum

A concrete pathway you can use to move towards having data-driven strategy and strengthened services.



By moving along the continuum, you can have ...

Data Driven Strategy: Opportunities to continuously review data to drive decisions, actions, and plans

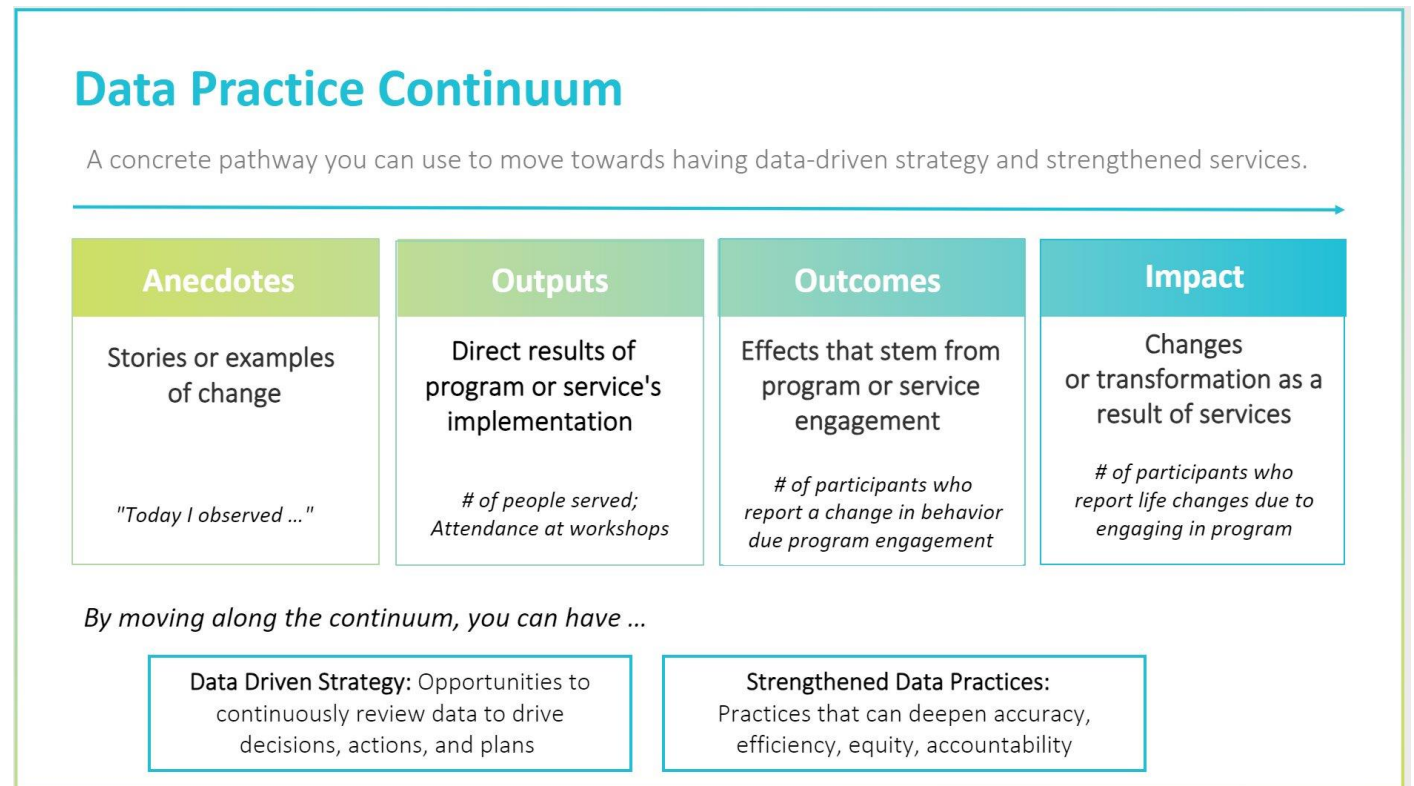
Strengthened Data Practices: Practices that can deepen accuracy, efficiency, equity, accountability

Outcomes Driven vs ActDriven

- We welcomed 90 members.
- We ran 5 youth basketball leagues this year.
- 80% of youth in our basketball leagues reported stronger teamwork skills and built lasting friendships.
- We held 12 swim classes last month.
- 90% of participants improved swimming ability and felt more confident in achieving a new skill.
- We hosted 3 family nights this summer.
- Families reported feeling more connected to each other and more at home in the Y community.

Activity! – 3 Minutes

1. Where on this continuum do you feel your organization is **currently** with its data practice?
2. What are some of the more useful data points you are capturing?



9 ELEMENTS TO

Becoming Outcomes Driven

An outcomes driven organization is one that **captures operational and outcome data** and **uses the data to drive decisions**.

Decisions may include strategic direction, program design, resource allocation, and data + evaluation.

The Align-Capture-Transform Model provides the steps to become an outcomes driven organization.



Align

Shared clarity on intended goals, outcomes and core activities to achieve these

1

Target population:

Who we serve

2

Services + approach

What they experience

3

Outcomes

How they transform



Capture

Develop and activate **an inclusive measurement plan** to collect data to drive change

4

Key Performance Indicators

Outputs and outcomes

5

Quality tools or practices

to capture KPIs

6

Systems + staff

to capture, organize and analyze data



Transform

Energize team and provide accountability for **informed decision-making and improvement**

7

Dashboards + Communications

to share data

8

Systematic data reviews

with end users of data

9

Leadership

modeling data informed decision making

Areas of Common Challenge

Align – Decide What Really Matters

- What data really matters? Uncertainty about which data points donors, partners, and staff actually need, and whether current metrics show real impact.
- Outputs vs. outcomes. Strong in activity counts, but weaker in showing real change in knowledge, behavior, health, or belonging.
- Staff capacity and literacy. Many staff don't yet see the value of data, or lack training to interpret and act on it.

Capture – Collect Consistently and Purposefully

- Tools and integration struggles. Limited funds for analytics tools, fragmented systems (like Daxko), inconsistent tracking, and difficulty producing clear reports.
- Data quality gaps. Missing historical data, unclear data standards, and questions about whether the data is “clean.”
- Underused storytelling. Powerful member stories aren't systematically collected or integrated with data.

Transform – Use Data to Drive Change

- Vision and aspiration. Desire to build high-integrity, integrated systems and to use data consistently for impact, fundraising, and decision-making.

Putting it into Practice

Kate Hanisian, YMCA of Greater Cincinnati



The Road to Becoming Outcomes Driven



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Transform

Energize team and provide accountability for **informed decision-making and improvement**

The Road to Becoming Outcomes Driven



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Shared clarity on intended goals, outcomes and core activities to achieve these

- ④ Key Performance Indicators
Outputs and outcomes



Capture

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- ⑤ Quality tools or practices
to capture KPIs

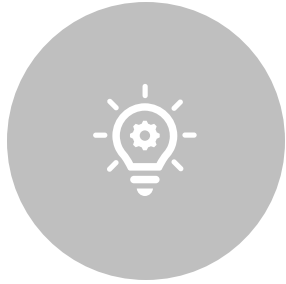


Transform

Energize team and provide accountability for **informed decision-making and improvement**

- ⑥ Systems + staff to capture, organize and analyze data

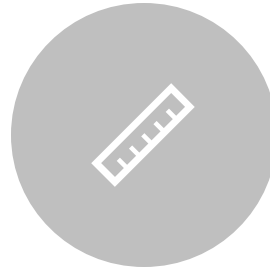
The Road to Becoming Outcomes Driven



Align

Shared clarity on intended goals, outcomes and core activities to achieve these

7 Dashboards + Communications to share data



Capture

Develop and activate an inclusive measurement plan to collect data to drive change

8 Systematic data reviews with end users of data



Transform

Energize team and provide accountability for informed decision-making and improvement

9 Leadership modeling data informed decision making

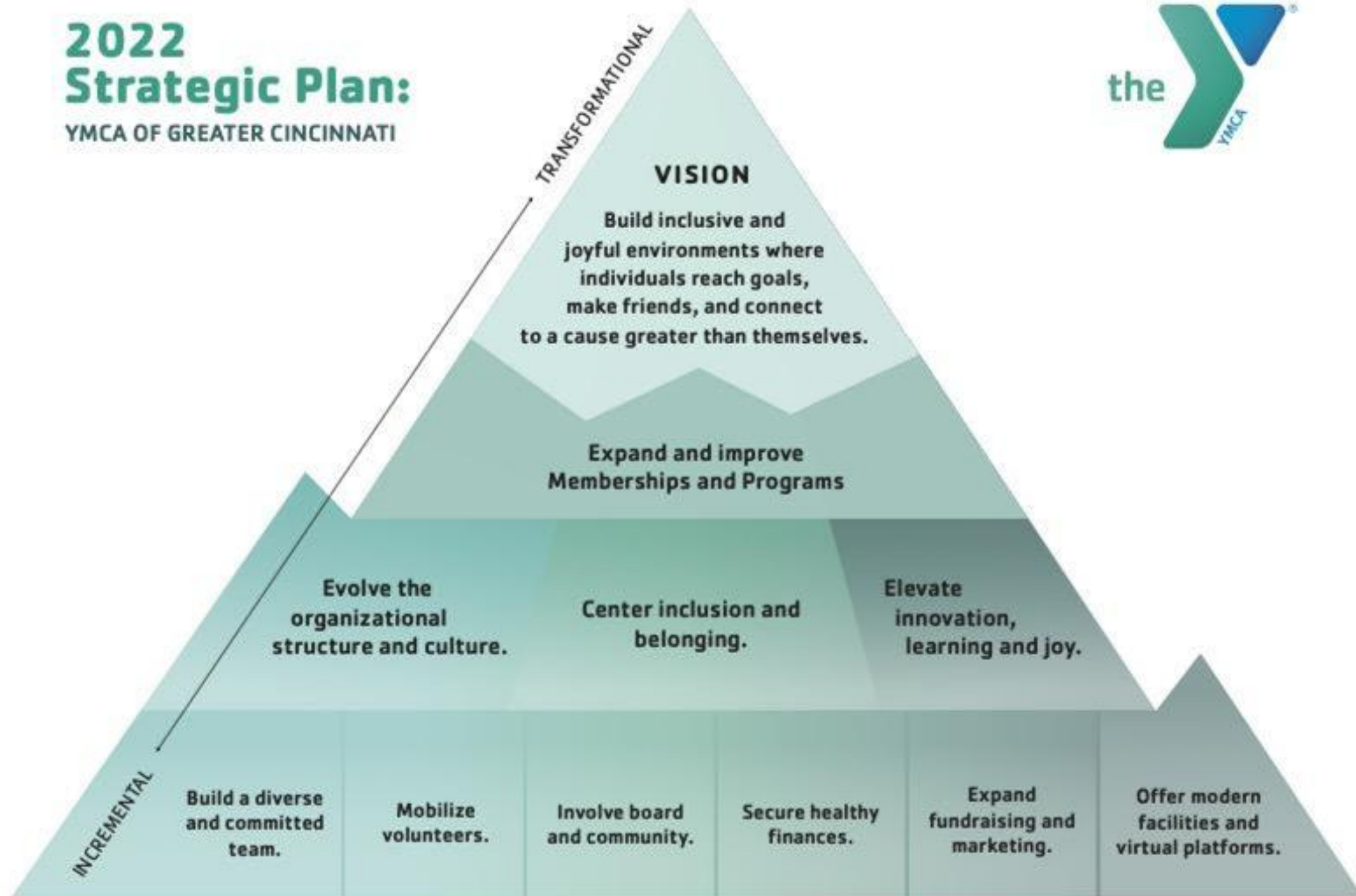
OVERVIEW

- How does strategy relate to outcome data?
- What is our unique mission opportunity?
- What is a theory of change and how does data connect to it?
- What does it take to implement a data-driven practice from the ground up?



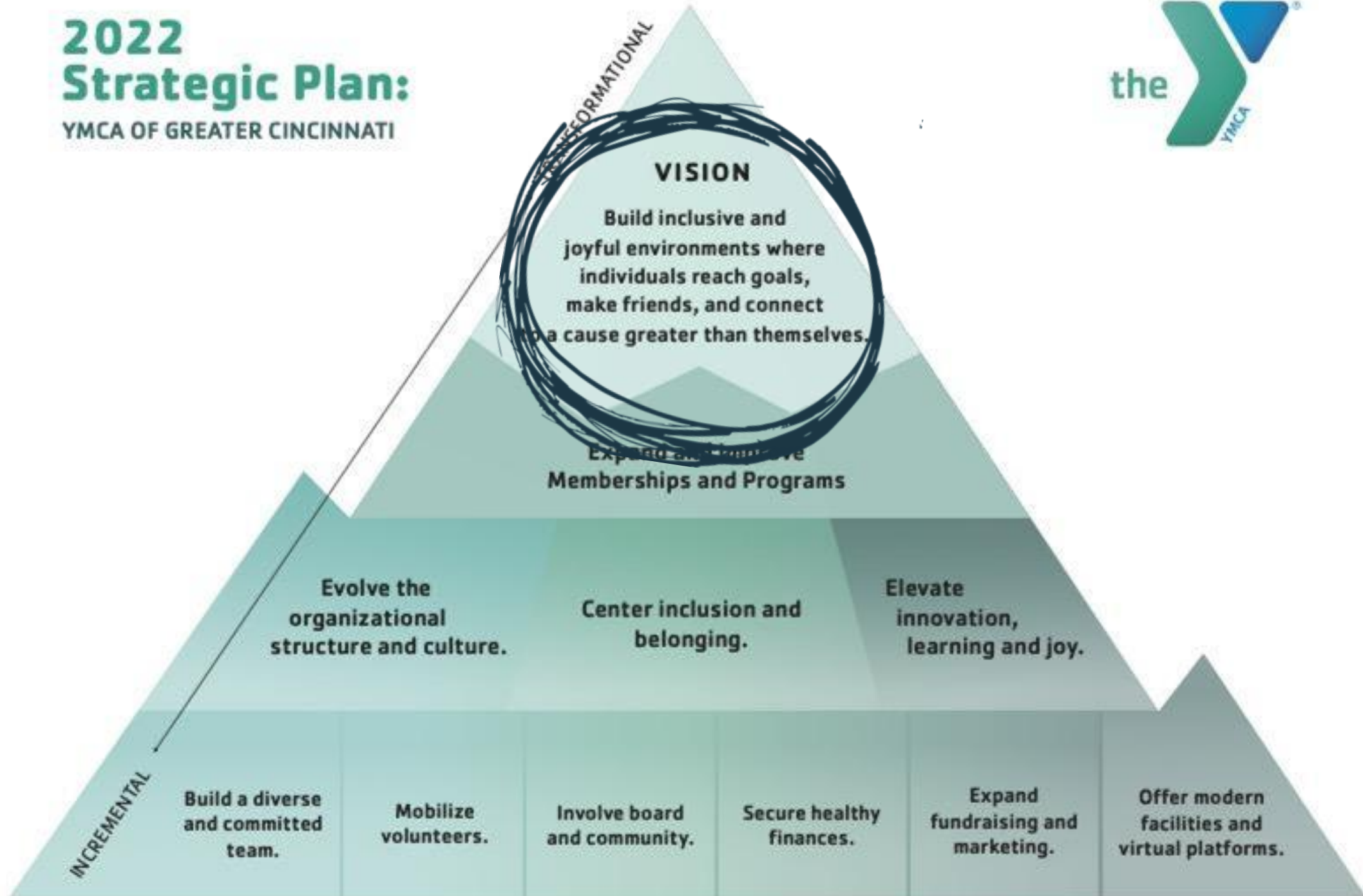
2022 Strategic Plan:

YMCA OF GREATER CINCINNATI



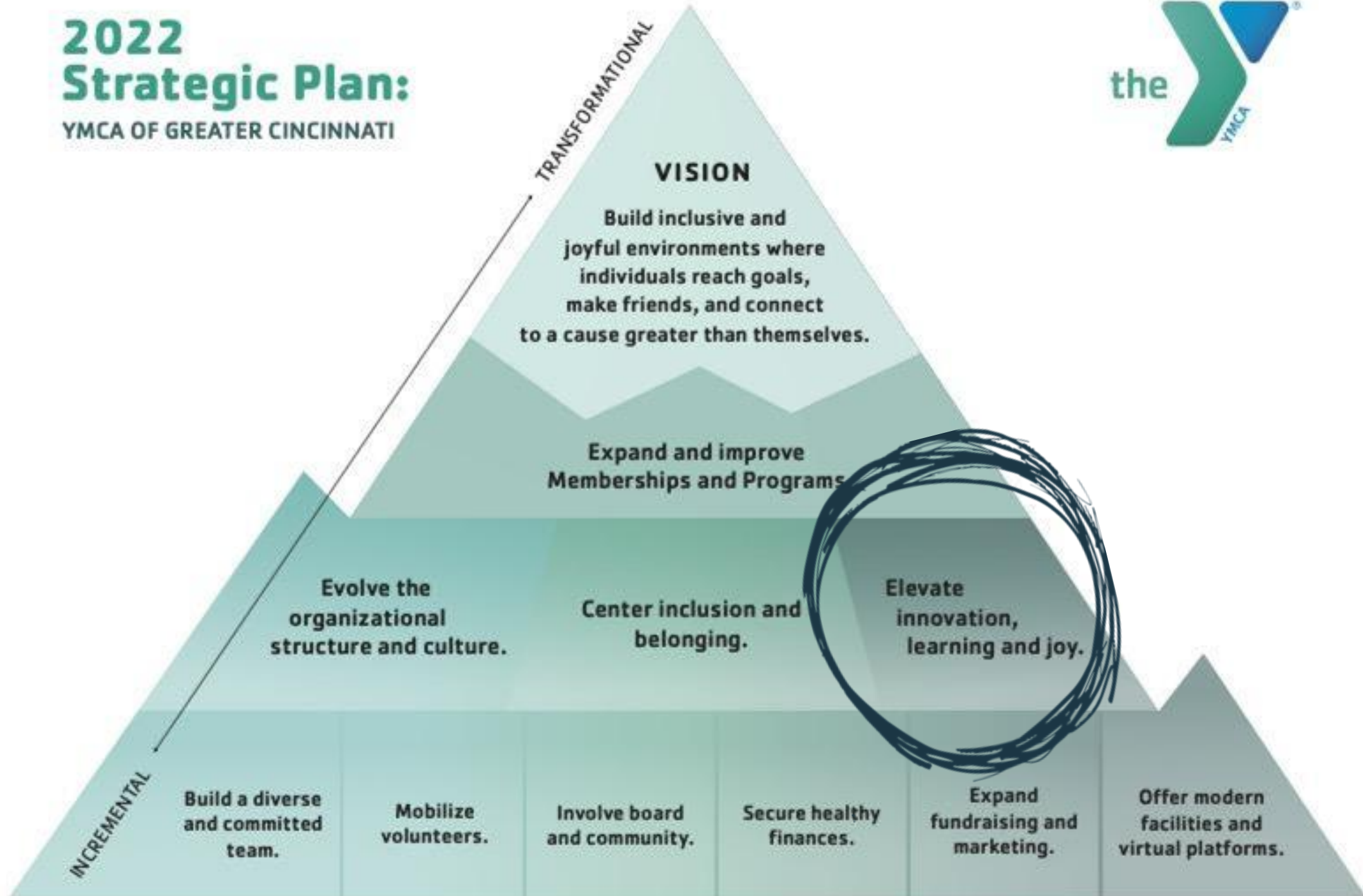
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ACHIEVE, RELATE, BELONG

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**NPS is
131 pts
higher**

-52

79

Needs Improvement (-100-0)

Good (0-30)

Great (30-70)

Excellent (70-100)

(24.5K survey results, August 2019 – August 2023)



ACHIEVE, RELATE, BELONG

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(24.5K survey results, August 2019 – August 2023)



ACHIEVE, RELATE, BELONG

**NPS is
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2X
as likely to
volunteer

\$1000
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average
lifetime
giving

Retention
is **20%**
higher

-52

79

Needs Improvement (-100-0)

Good (0-30)

Great (30-70)

Excellent (70-100)

(24.5K survey results, August 2019 – August 2023)





RESULTS LAB

ACCELERATING IMPACT

YMCA of Greater Cincinnati Impact Plan





RESULTS LAB

ACCELERATING IMPACT





RESULTS LAB

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SENIORS

MEMBERSHIP

SCHOOL AGE

**EARLY
CHILDHOOD**





MISSION

We put Christian principles into practice through programs that build healthy spirit, mind and body for all.

VISION

We build inclusive and joyful environments where all people reach goals, make friends, and connect to a cause greater than themselves.

EQUITY

We are a place for all, regardless of ability, age, cultural background, ethnicity, faith, gender identity, ideology, income, national origin, race, or sexual orientation.



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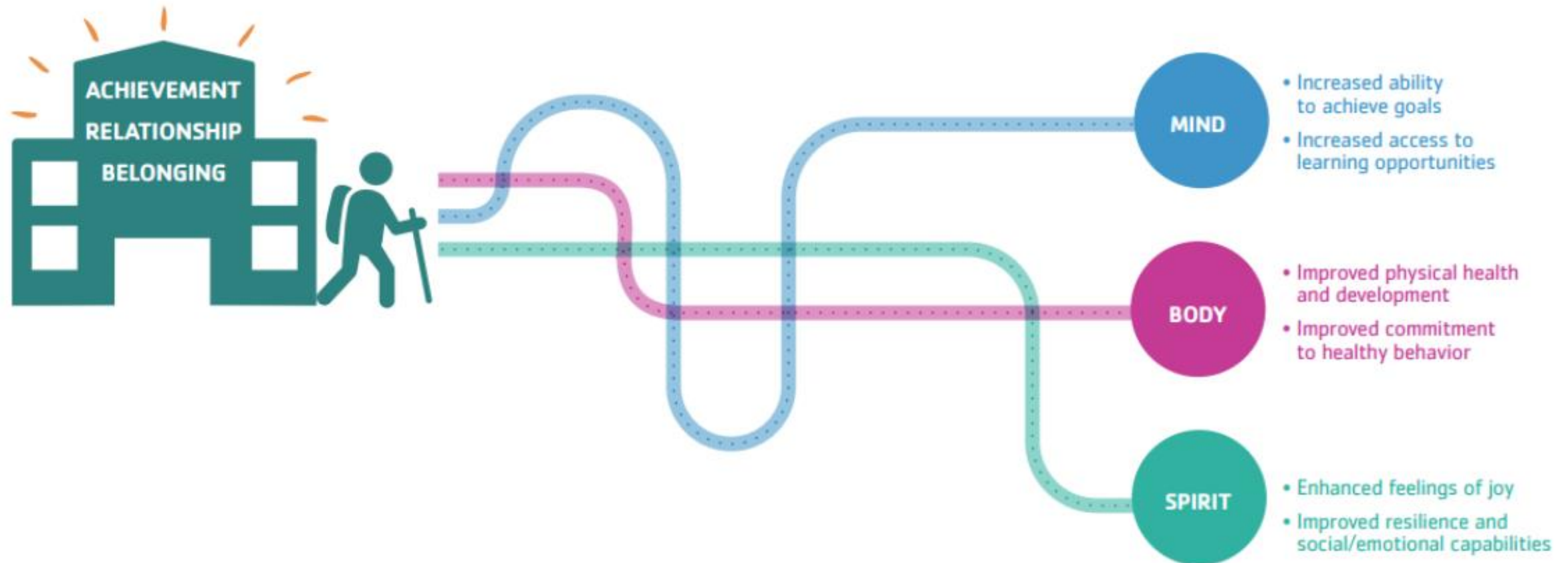
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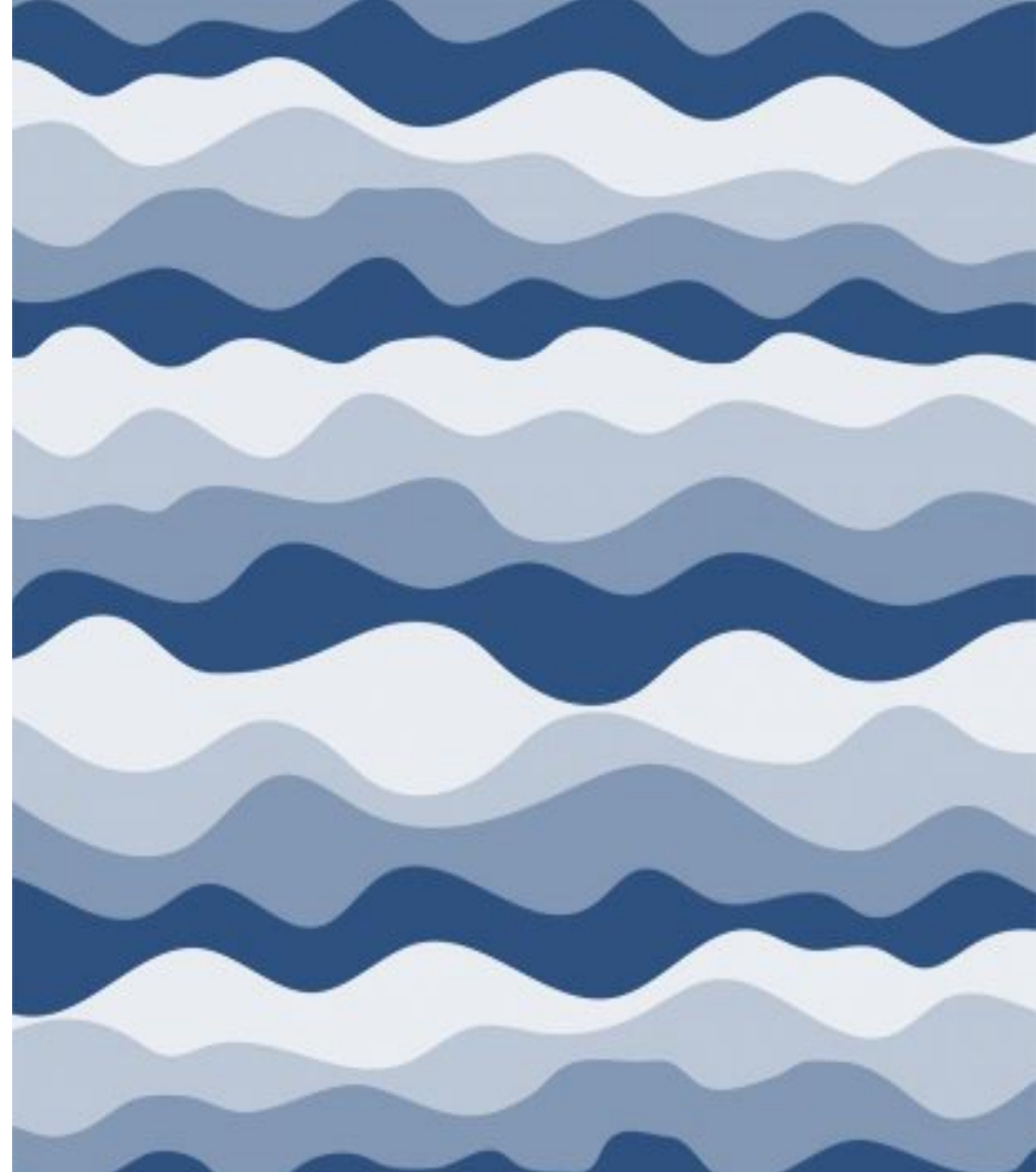
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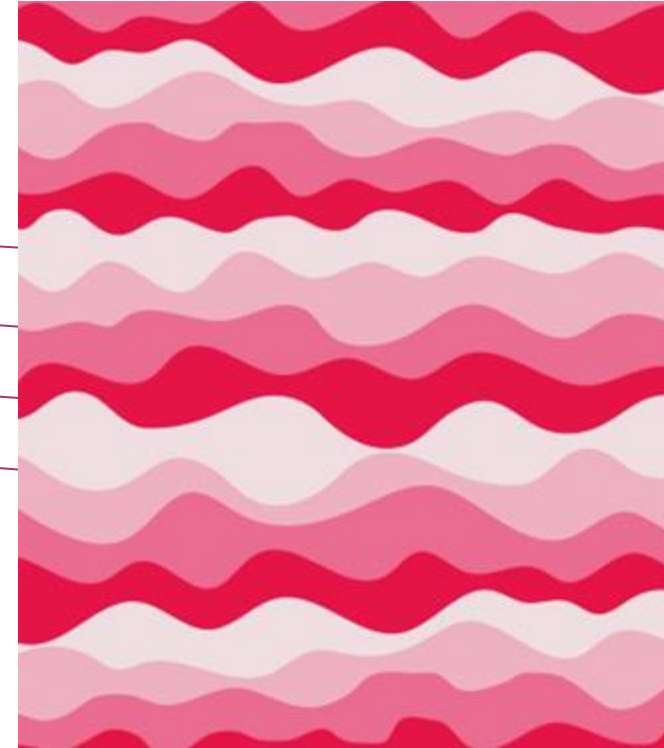
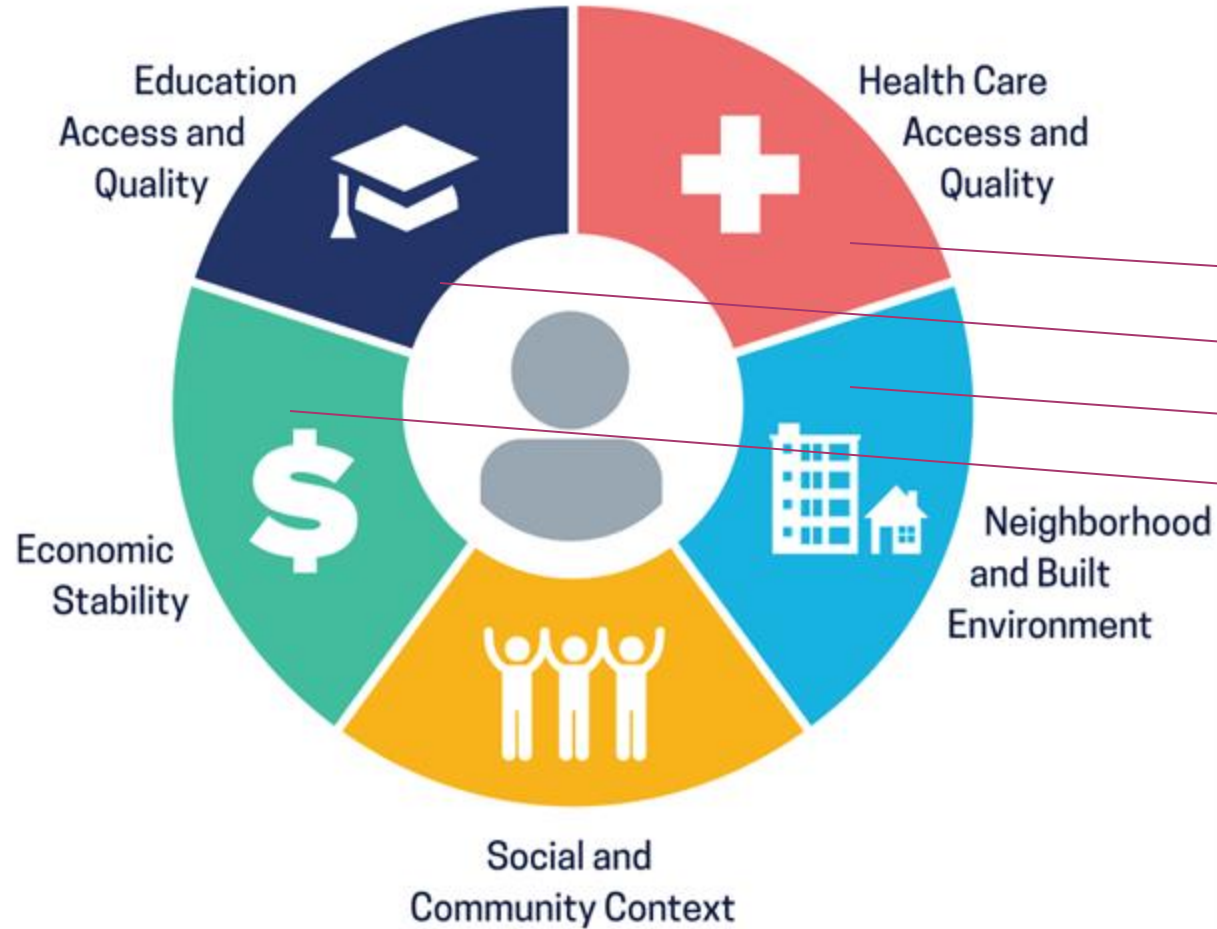




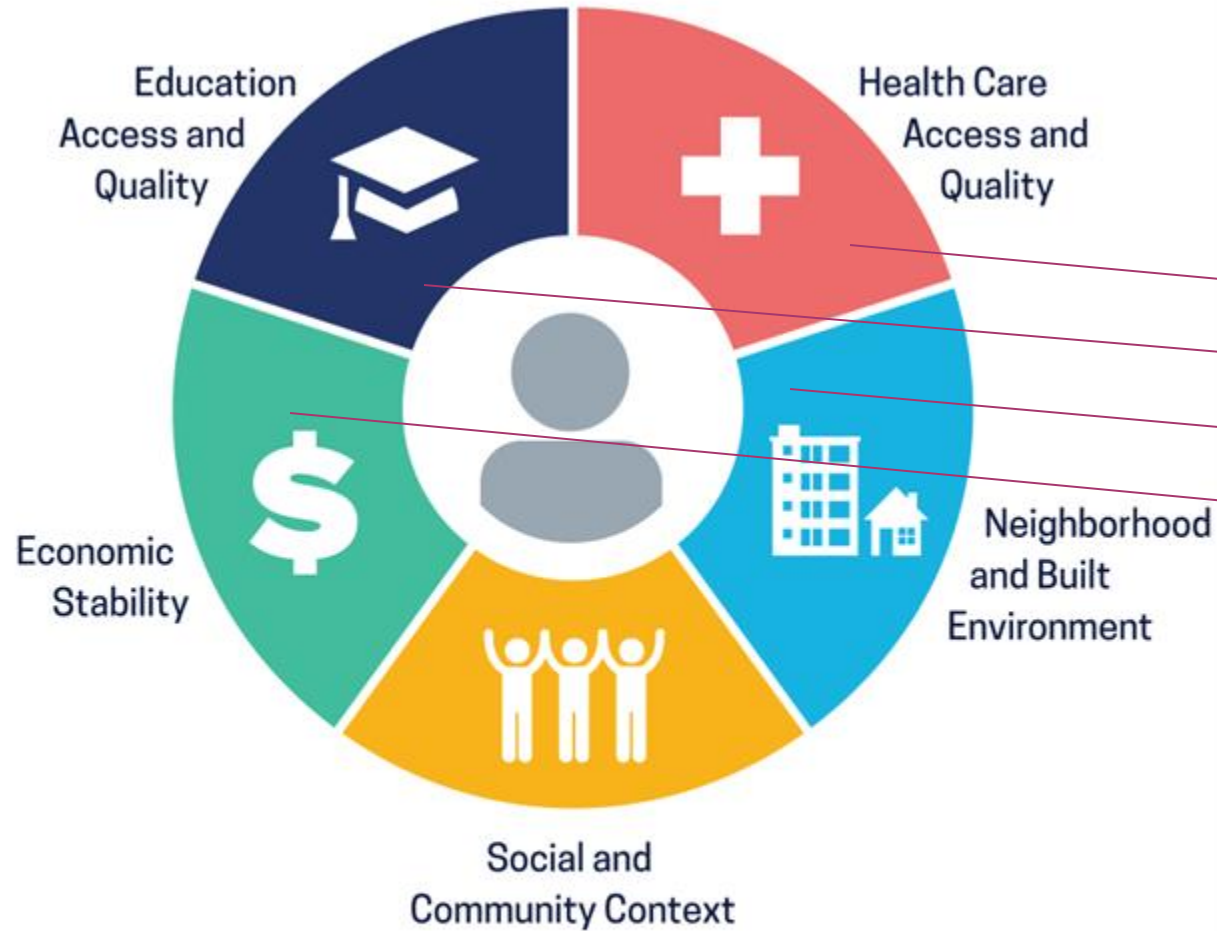
SOCIAL DETERMINANTS OF HEALTH



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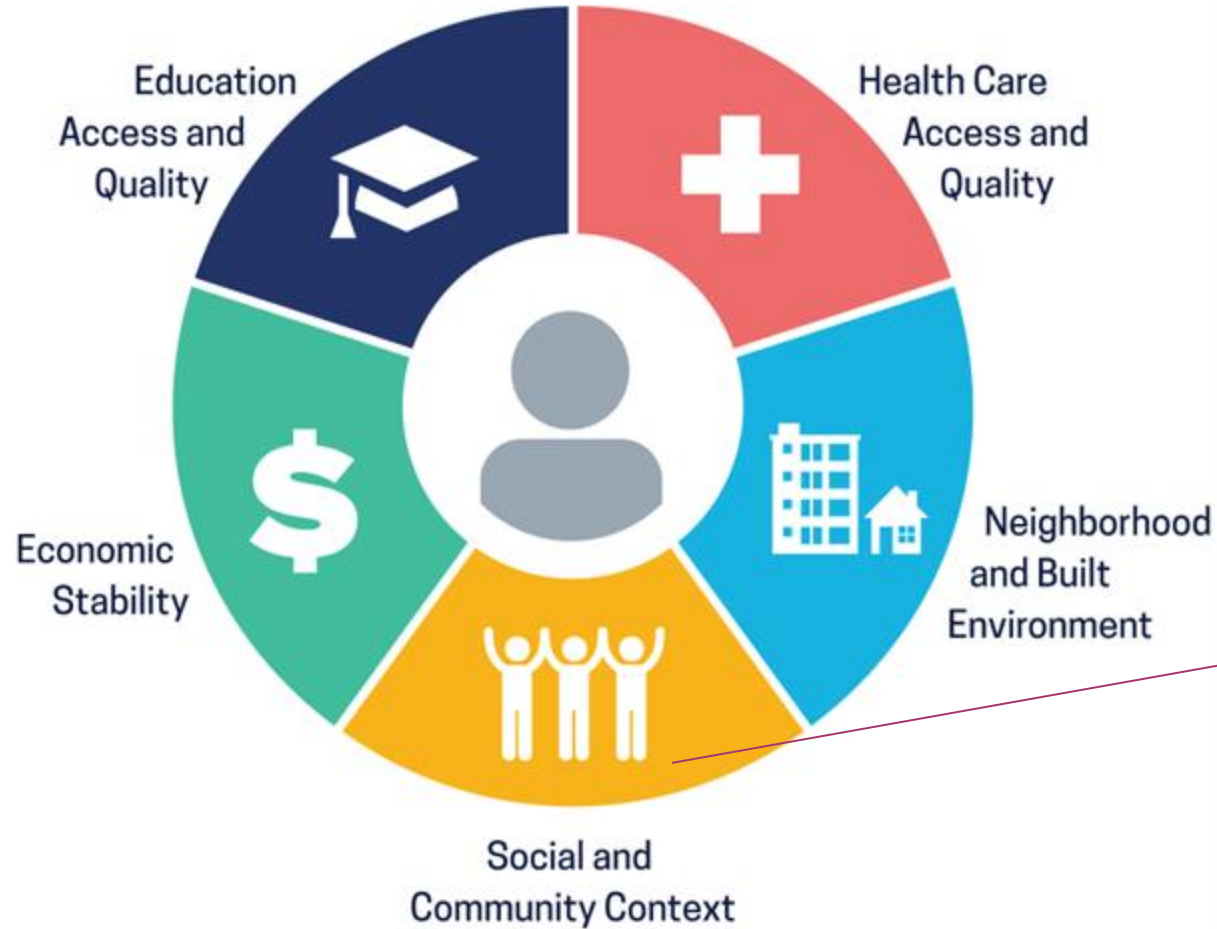
Government
of Canada



Medicaid



SOCIAL DETERMINANTS OF HEALTH



the



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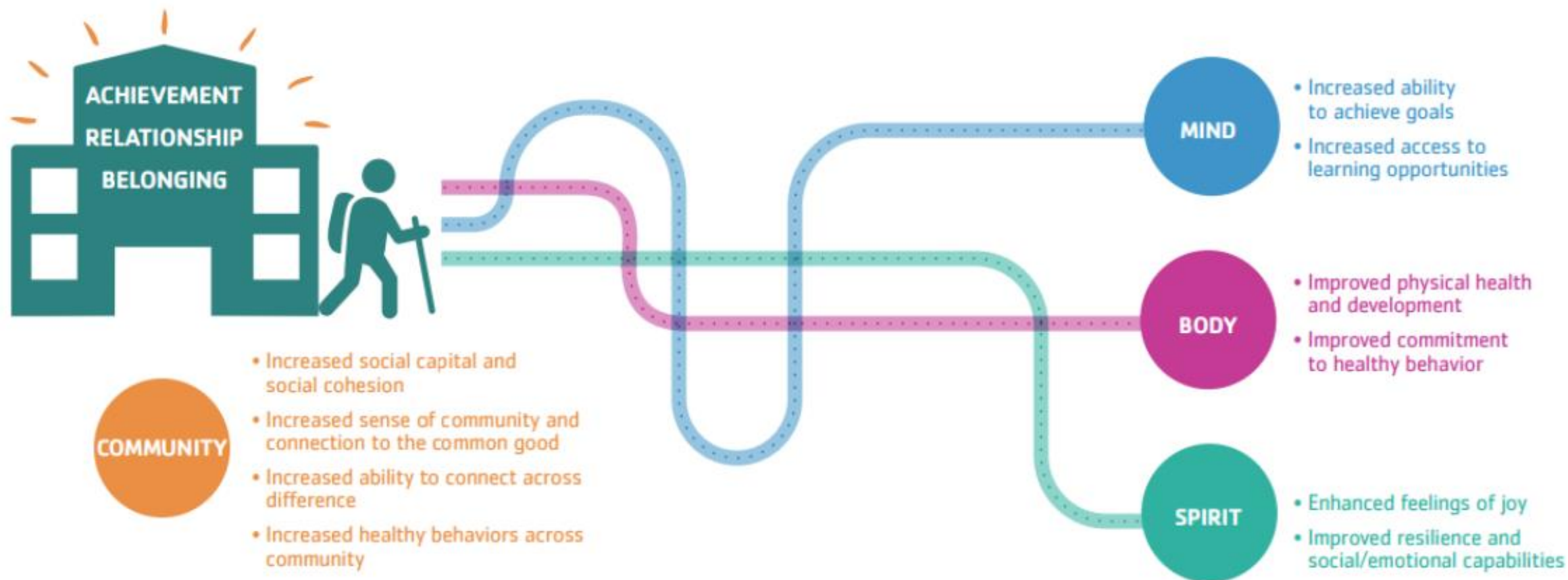
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Measurement | Core Indicators



Who we Serve

individuals served
(members, participants,
other)

Demographics:
*Age, gender, race,
ethnicity, ability type,
sexual orientation,
income, geography,
family size/type, veteran
status*

What they experience

Quality Services

- Net Promoter Score

Achievement

- #/% making progress toward goals or growth
- #/% gain valuable learning to support well-being

Relationships

- #/% of YMCA participant gain positive connection with others through the YMCA

Belonging

- #/% of members who report engaging in community initiative (cause, group, volunteer)
- % report Y as welcoming and inclusive
- % report Y as a safe and supportive environment

Quantity Services:

- #/type services experienced by individuals
- # hours, days per month of YMCA activity
- # of months of membership/ participation

Advocacy + Outreach

- # reads, forwards, action in education campaigns
- # of partners engaged by type of engagement

How they transform

Body:

Strengthen physical well-being

- % who report/demonstrate increased healthy lifestyle
- % who report increased confidence to take care of their health and their family's health

Spirit:

Strengthen spiritual well-being

- #/% Individuals that find joy through their Y experience
- #/% who report connection with something greater than self
- #/% of individuals develop social emotional skills & competencies

Mind:

Strengthen mental well-being

- #/% of individuals who achieve their goals

Community:

Experience + strengthen community

- % who report they have others to lean on when needed
- % who report a sense of shared purpose with others (in their social circle and outside of)
- % report influencing others to engage in healthy practices (mind, body, spirit)

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Senior Services | Model

At the YMCA we are *Program offerings address whole-person wellbeing by offering seniors a space to give back to the community, find their own community, educate themselves, connect with others, and improve or maintain their physical health*

Who we serve | Target Population

We serve seniors aged 60+ across all races, ethnicities, genders, sexual identities, socio-economic levels, abilities who are looking to make connections and work on their whole-person wellbeing. Activities are either inclusive of all physical abilities or tailored to different mobility types and aim to be inclusive of different interests as well as different age groups within the senior population. The goal is to have staffing in place at all locations for the senior engagement to grow successfully with passion and with purpose.

What they experience | Core Program Components

Learning and Awareness of Services YMCA staff enter the community to offer learning opportunities and raise awareness of services and healthy senior living through branches senior center engagement	Social Responsibility and Community Outreach Community Volunteer Experiences to connect people across differences to help support one another, encourage leadership, and facilitate a sense of belonging	Accessible Pricing Model Providing opportunities for seniors to attend YMCA branch location for free through the Silver Sneakers Fitness, Renew Active, and Silver and Fit programs offered by various health care providers.	Holistic Wellbeing Programs that promote wellness through healthy living, adult fitness programs / classes / equipment use, personal training, adult sport programs, and preventative health	Connectedness and Belonging On and off—site activities such as walks, lectures, games, crafting, social events, lunch outings, and bus trips that facilitate a space of inclusion and connection.	Healthy, Safe, and Accessible Environment Branch locations are clean and accessible for a wide variety of mobilities and abilities
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How they transform | Outcomes



Seniors increase their ability to achieve their goals
Seniors decrease stress and isolation
Seniors gain access to meaningful learning and engagement opportunities



Seniors improve physical health and mobility by committing to healthy behaviors



Seniors experience enhanced feelings of joy and empowerment

Seniors experience increased social emotional capabilities



Seniors gain increased social capital and social cohesion, including an ability to connect across differences

Seniors feel an increased sense of community and connection to the common good

Our approach

YMCA design's programming to elevate three core practices that have the capacity to improve overall well-being and healthy human development:

- **Achievement:** Setting and reaching goals
- **Relationships:** establishing caring and supportive connections
- **Belonging:** finding a community to share our gifts/talents

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Accessible Pricing Model

Providing opportunities for seniors to attend YMCA branch location for free through the Silver Sneakers Fitness, Renew Active, and Silver and Fit programs offered by various health care providers.

Holistic Wellbeing

Programs that promote wellness through healthy living, adult fitness programs / classes / equipment use, personal training, adult sport programs, and preventative health

Connectedness and Belonging

On and off—site activities such as walks, lectures, games, crafting, social events, lunch outings, and bus trips that facilitate a space of inclusion and connection.

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**National curriculum evaluations
Member and program participants**

State licensing

Attendance

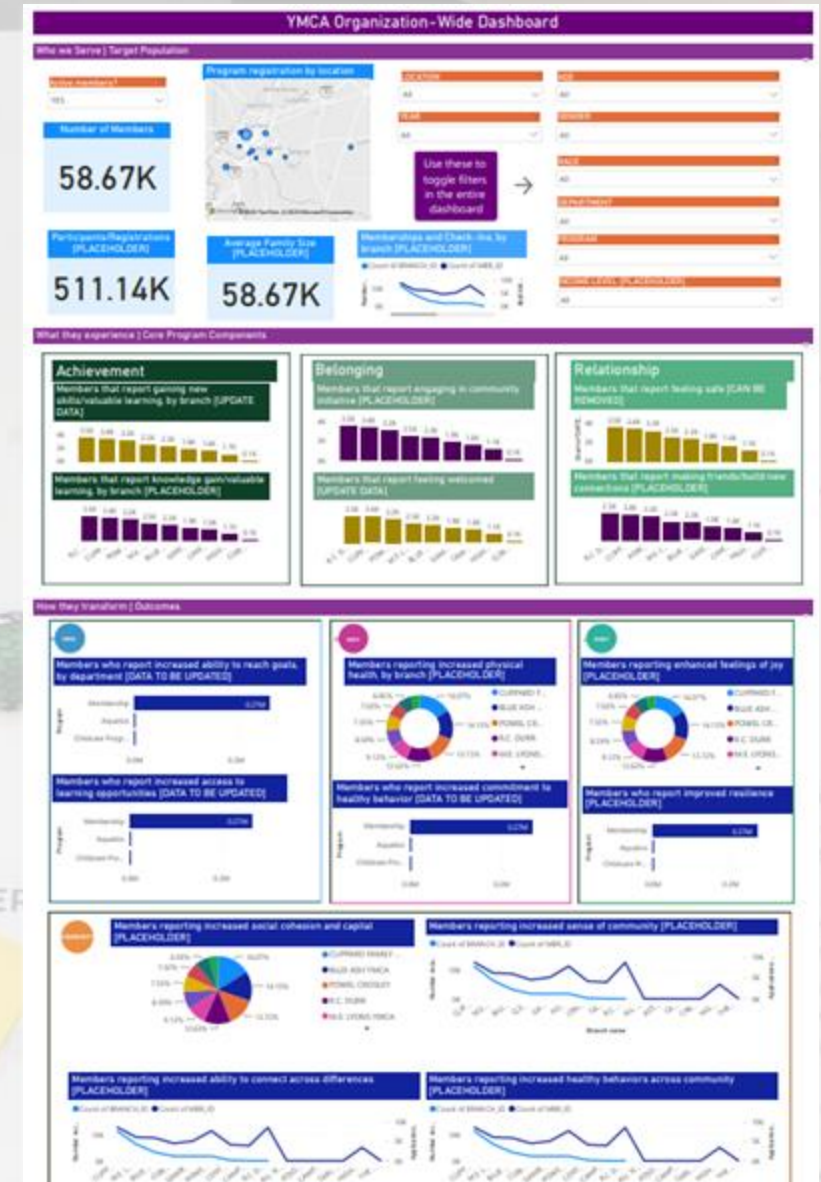
CRM management

Demographics

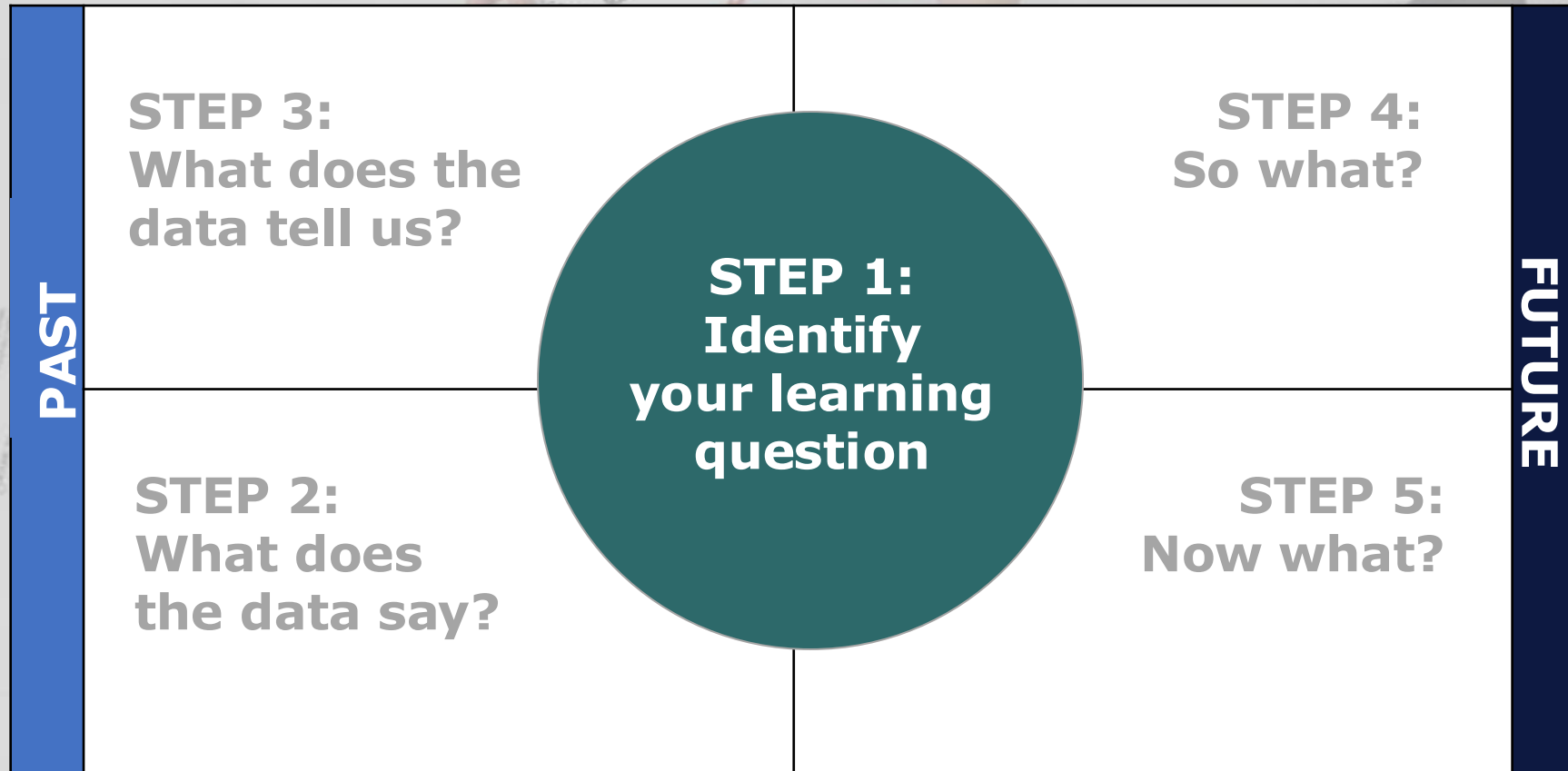
Financials

Retention rates

Listen360 data (ARB results)



DATA USE SESSIONS



MEASURING BELONGING



Cincinnati
Children's
Hospital Medical Center



the



KEY LEARNINGS

- Must have CEO buy-in
- Needs an influencer/across silos at the leadership level
- Needs a full-time position
- Strong IT capabilities
- Culture must change with it



Reflect + Connect

What **challenges** are you facing in becoming more data driven or outcomes focused?

What **promising practices, wins, or learnings** have you experienced or considered with your data or outcomes practice?

What is one step you'd like to take forward for **your YMCA** to take your data practice to the next level?

What do you believe would be a valuable step we could take forward as a **YMCA movement** to take our data practice to the next level? *(Capture this on a sticky)*

Considerations as you take your practice forward



Start small + focused. Select 2-3 key outcomes you want to measure—ideally outcomes your team is most interested in (and align with your theory of change). Build a full practice around these from capturing to sharing and using the data. Add more outcomes over time as your team gets into flow.

Start with easy wins. Identify where you have natural access to outcome data (i.e. secondary sources), required data collection tools (i.e. partners), or outreach that may already be taking place in which you can add a focus on outcomes.

Leverage your resources. You have natural alignment on outcomes across the Y network. Share indicators, tools, and systems that are working well, and build from there. And, don't shy away from the broader suite of research and data that exists that can be tied to your outcome story. Remember, you don't need to measure it all.

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Shared clarity on intended goals, outcomes and core activities to achieve these



Capture

Develop and activate **an inclusive measurement plan** to collect data to drive change



Transform

Energize team and provide accountability for **informed decision-making and improvement**

Reflection - Take Your Practice Forward

AH-HA! MOMENTS

What is **something that stuck out** to you from today's content or from your conversation with people in the room?

Drawing from this content, reflect on **one follow-up action you want to take** upon your return home.

Thank you!

Please reach out.



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Kate Hanisian

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Share Out.
Just one action.





ACT Align
Capture
Transform

LEARNING SERIES

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ACT Model Workbook
Dedicated ACT Coach
8 Hours Coaching / Technical Assistance

ACT Workbook

Impact Strategy + Program Model

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