

TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

Dallas, Texas

As the leading pediatric orthopedic center in Texas, TSRHC has treated more than 210,000 children since its inception, with more than 40,000 clinic visits each year. The hospital takes a multidisciplinary approach to care, tailoring treatment to the individual needs of each child and family. Using various research methodologies, I was able to tailor a specific solution that met the needs of both the hospital and the volunteers.

EXECUTIVE SUMMARY

During the Spring 2014 of my senior year at the University of North Texas I was challenged to create a thoughtful, research based outcome for a locally based not-for-profit organization that went beyond the traditional scope of work. The course challenged me to think beyond pure aesthetics and develop a strategy that would best fit the needs of all key stake holders involved. Designers are frequently caught presenting “solutions” with little justification. The goal of this project was to push those boundaries.

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1 OUT OF EVERY 260 CHILDREN BORN THIS YEAR WILL BE BORN WITH SOME SORT OF PEDIATRIC ORTHOPEDIC CONDITION OR WILL DEVELOP ONE BEFORE THE AGE OF 13

— Pediatric Orthopedic Society of North America

SINCE 1921

Texas Scottish Rite Hospital for Children

has been a world leader in the treatment of pediatric orthopedic conditions. They strive to improve the care of children worldwide through innovative research and teaching programs, training physicians from around the world.

TSRHC treats children with orthopedic conditions, such as scoliosis, clubfoot, hand disorders, hip disorders and limb length differences, as well as certain related neurological disorders and learning disorders.

The hospital was established in 1921 when a group of Texas Masons approached Dallas' first orthopedic surgeon Dr. W. B. Carrell about caring for children with polio regardless of the family's ability to pay. With the introduction of the Salk and Sabin vaccines in the mid-1950s, which virtually eradicated polio in the

Western Hemisphere, TSRHC broadened its focus to other orthopedic conditions.

As a leading pediatric orthopedic center, the hospital has treated more than 225,000 children since its inception, with more than 40,000 clinic visits each year. The hospital takes a multidisciplinary approach to care, tailoring treatment to the individual needs of each child and family.

Admission is open to children from birth up to 18 years of age. TSRHC, the only Scottish Rite hospital in the world, is not affiliated with the Shriners Hospitals for Children.

Scottish Rite doctors and researchers have been seeking ways to provide the best quality care for our patients. The Center for Musculoskeletal Research consists of five centers for excellence.

TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN // INTRODUCTION



Volunteers make Texas Scottish Rite Hospital for Children a special place for patients and families and are an integral part of the hospital's daily activity. Though our volunteers' backgrounds are diverse, they're united in the desire to contribute their time and talents to our children and their families. TSRHC is an active member in their community. They hold more than 250 special events each year

benefiting the hospital and the patients they treat. Their annual events and fundraisers help make it possible for thousands of children to receive treatment regardless of the family's ability to pay. Many of these events are open to the public, and we welcome you to attend. Scottish Rite hospital offers a unique environment from every perspective imaginable. The hospital is 7 floors, but four of the floors are built underground so that the hospital appears less intimidating. The smell of fresh popcorn invites children into a fun

hospital that children want to be. Each clinic has a theme and is decorated accordingly. There are six clinics at TSRHC, the Great Outdoors, Trophy, Olympic, Summer, Winter and ABC's. All clinic themes are carefully considered, such as the radiology clinic is themed like a futuristic outer-space experience similar to what is felt when getting an x-ray. The very bottom floor in the basement is appropriately themed "under the sea" and that is where all custom prosthetics are constructed and fitted to patients.

OPENED IN 1921, SCOTTISH RITE IS THE WORLD LEADER IN PEDIATRIC ORTHOPEDIC CARE



Only Texas residents under 18 years of age may be admitted to the hospital

Care is 100% free of charge to all patients

researched-based graphic design is fundamental in producing informed communication choices rather than producing artifacts rooted solely in aesthetics

TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN // **PROJECT OVERVIEW**

RESEARCH-DRIVEN GRAPHIC DESIGN //

The overall mission of this project is to produce a thoughtful, research-driven, graphic design solution. What is research-driven graphic design? In order to support the overall concept as well as measure the effectiveness of finished the project, I will be using research to drive my approach and help define the way I solve the proposed problem and illustrate the value of those solutions.

I used various primary and secondary research methodologies to gather a comprehensive understanding of Texas Scottish Rite Hospital for Children along with the problems at hand. Those research strategies include a competitor analysis, ethnographic study , marketing research, user testing and visual explorations.

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the goals of the work

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◀◀ **WHO I AIM TO HELP**
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 400 + volunteers are the true “super heroes” of the hospital. Filling various full-time and part-time roles, they assist with everything from giving out free popcorn to helping with finances. The only difference between the volunteers and the hospital staff is merely a paycheck. **SEE PAGE 26**



TAKEAWAY

After casting a wide net with my preliminary research **SEE PAGE 22** I narrowed the stake holders I would target to the volunteers at Texas Scottish Rite Hospital for Children. Following my preliminary research, I had several follow up interview with various volunteer coordinators and hospital staff along as well as surveyed a number of volunteers to conclude my primary research. **SEE PAGE 24** The key points I took away from both the preliminary research and primary research was the lack of community among volunteers at Scottish Rite. Volunteers are being valued at a surface level without much effort to add value to the volunteer experience. With a variety of backgrounds, each volunteer demands a specific set of needs. Volunteering is a mutual relationship between an Texas Scottish Rite Hospital for Children and the individual where they both benefit, just in different ways. With over 400 volunteers, with the subtle difference of a mere pay check separating them from the hospital staff; there isn't enough effort put into motivating and establishing "community" within the hospital.

After casting a wide net with my preliminary research **SEE PAGE 22** I narrowed the stake holders I would target to the

VOLUNTEER SURVEY //

Because of the ease of use, desire to reach a large audience and need for prompt responses, I decided to create an online survey to gather insight into the thoughts of 30 volunteers. When revising my initial survey, I was limited to the questions I could ask to avoid provoking negative responses. One question I was asked to remove was. "Do you feel appreciated by the hospital administration and staff? If not, what more could be done?" I was told to remove the "If not". This led me to believe there may be doubts about the level of appreciation they show volunteers.

92% of all volunteers surveyed would rate the volunteer experience to be "excellent".

78% of all volunteers surveyed have volunteered for more than 1 year and 18% had volunteered for more than 5 years

46% of all volunteers surveyed felt that hospital could improve the sense of community among volunteers

31% of all volunteers surveyed think the hospital could provide added rewards/incentives to show their appreciation

WHILE VOLUNTEERS ARE HAPPY WITH THE OVERALL EXPERIENCE, THERE IS A LACK OF COMMUNITY WITHIN THE HOSPITAL



Although there is annual volunteer banquet, but currently no recognition or reward program in place.

There currently is no way for volunteers to show their status or accomplishments within the hospital

Besides volunteer orientation, volunteers are given few tools to ensure their success at Scottish Rite Hospital

THE PROBLEM

Volunteers at TSRHC are separated into different areas of the hospital, thus losing the sense of community. It is crucial To show volunteers appreciation in order to keep moral up and productivity high. Lastly, it is important for volunteers to display their role within the hospital and the accomplishments they have earned for self empowerment.

SIGNIFICANCE //

After completing an extensive preliminary and primary gathering of research **SEE PAGE 24-30**, it was apparent that there was a lack of community within TSRHC. By altering the perception volunteers have about their experiences at Scottish Rite, both the volunteers and the hospital would mutually benefit from an increased productivity and active sense of appreciation. I used a triangulation method to compare finding common among volunteers, hospital staff and personal observation to form an area of convergence and gather an apparent truth. A defined group of personas were used when developing the design intervention.

INTERVENTION

The area of intervention within Texas Scottish Rite Hospital for Children would be the Volunteer Services Department. The final solution would intervene with the existing systems that have in place to ensure each volunteer is acknowledged for his or her accomplishments but also feel apart of a larger community. Many volunteers are more than qualified, have previous volunteer experience and come from high level professional careers. The volunteers are a resource they have an infinite number of possibilities and need to be appreciated.

DESIRED OUTCOMES

The desired outcome would be a win - win for both parties involved (the volunteers and the hospital) The volunteers would ideally feel apart of a larger community and an increased sense of appreciation. Given the diversity of backgrounds and ages of volunteer, they would feel apart a family both inside and out of the hospital. The volunteers would leave each day knowing they have made a positive impact towards the hospital's mission of helping children, but also know their contributions didn't go unnoticed.

FACILITATORS

The finished system would consist of a customized volunteer welcome kit that would "officially" welcome them to the family. The welcome kit would also include their very own uniform, to be worn with pride. A volunteer field guide would provide the tools to be successful while allowing them document experiences while volunteering. A name badge would allow the volunteer to display award or recognition stickers. Within the kit would be the acceptance letter and clinic placement. Along with a system of rewards.

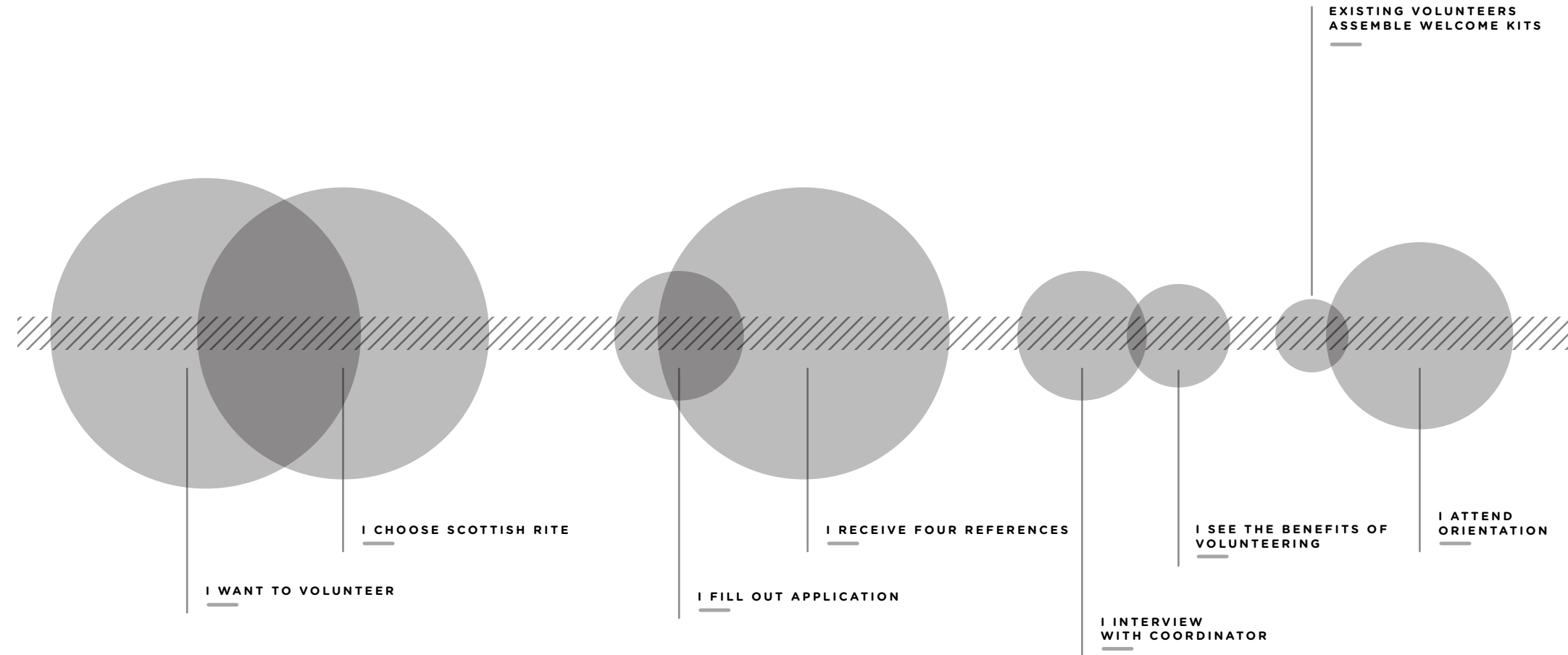
CREATING A WELCOME KIT TO BE GIVEN TO VOLUNTEERS WOULD OFFICIALLY PROVIDE A SENSE OF BELONGING, APPRECIATION AND INVESTMENT



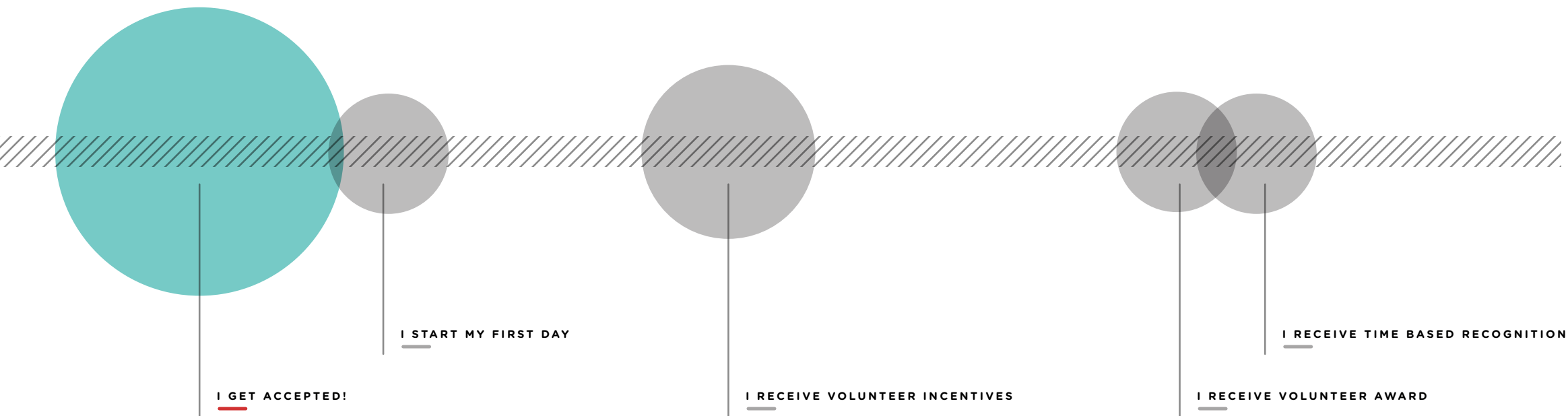
I plan to intervene with the existing volunteer program in order to establish a sense of community and appreciation among volunteers. I plan to accomplish this with a welcome kit and volunteer reward/incentive based program.

VOLUNTEER JOURNEY // TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

By visualizing the volunteer journey framework, I was able to predetermine the sequence of the volunteers actions when interacting with the Scottish Rite Volunteer Program. The framework shown guides the viewer from the volunteers first thoughts about volunteering long into receiving various awards and recognitions. After an individual realizes they want to volunteer, each volunteer must decide what organization is right for them. After choosing Scottish Rite, the volunteer must fill out an extensive application along with a detailed background check. After receiving four references, the candidate will have a one on one interview with the volunteer coordinator to ensure Scottish Rite is the best fit. Here they also see they engagement benefits poster hanging in the volunteer offices. All candidates will then complete an orientation discussing everything from the hospitals mission to specific rules and procedures. Not until each candidate has successfully completed orientation do they find out if they have been accepted. This is when they volunteer first interacts with my intervention in the form of the Texas Scottish Rite Hospital for Children Volunteer Welcome Kit. Many will then go on to lead successful volunteer experiences.



**VISUALIZING THE VOLUNTEER FRAME-
WORK HELPED ME BETTER UNDER-
STAND WHEN THE VOLUNTEER WOULD
INTERACT WITH THE INTERVENTION**



The volunteer acceptance process is long. The volunteer welcome kit provides an added level of investment from the hospital.

Volunteers are educated once about the fundamental rules and mission of the hospital. The volunteer field guide gives volunteers the tools to ensure their success at Scottish Rite Hospital

Fellow volunteers are the very ones assembling the welcome kits. It is important to have a kit that is quickly and easily assembled.

Volunteers need to be motivated to ensure they are efficiently completing tasks. The Engagement benefits time line allows volunteers to look forward to a future goal, incentive or recognition.





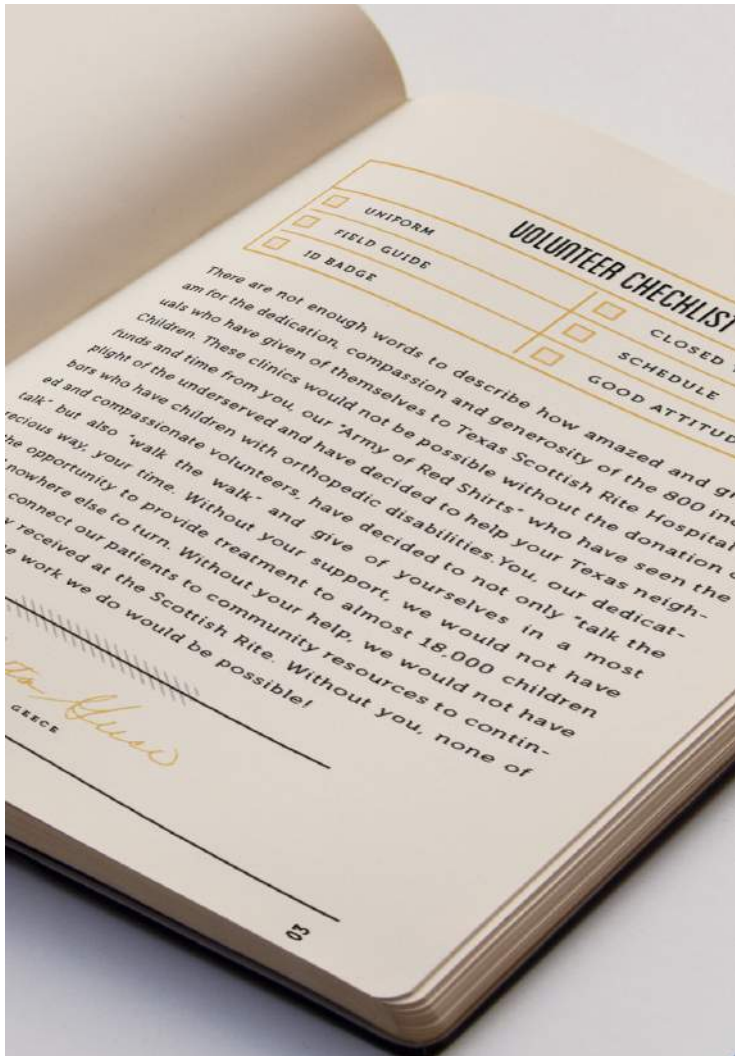
THE KIT //

Bound by a cardboard band and a long narrow sticker, the Scottish Rite Volunteer Welcome kit provides everything a volunteer needs to get started. Enclosed is the volunteer's welcome letter along with their placement card sealed in an envelope. Volunteers are encouraged to get to know a little about their clinic before their official start date.



// THE FIELD GUIDE

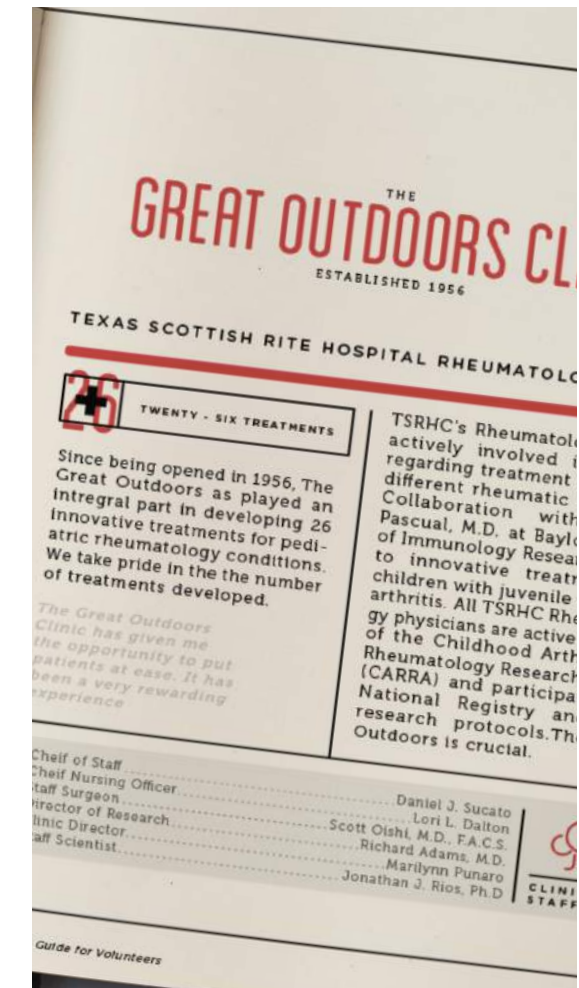
The Field Guide for Volunteers is an all in one book that allows volunteers to do everything from learn more about the hospital clinics, catalog special memories and organize their volunteer schedule. The vintage handbook style appeals to volunteers young and old.

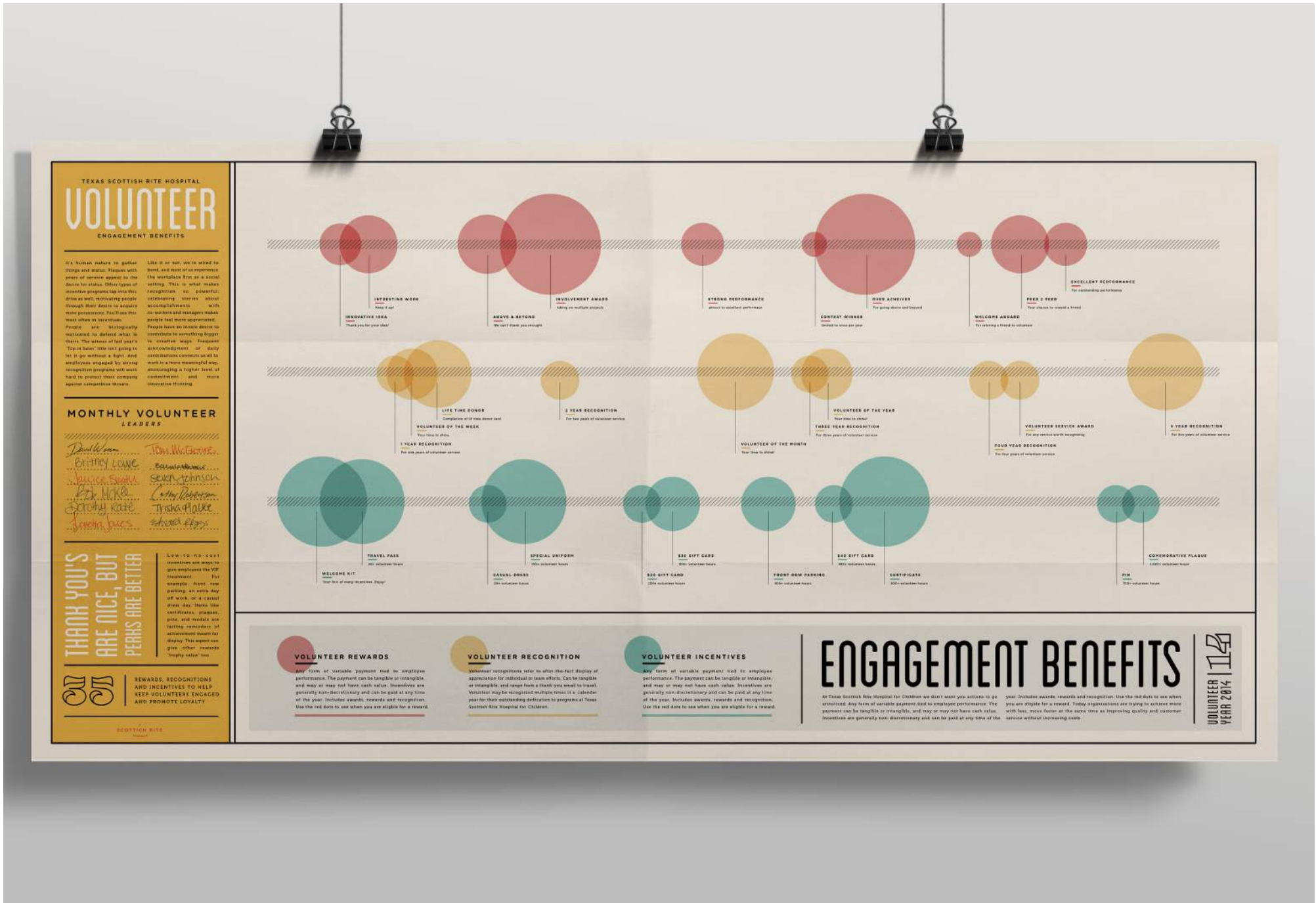




THE FIELD GUIDE //

The volunteer coordinator has the ability to stamp each volunteers field guide for when they are next scheduled to volunteer along with what clinic they will be volunteering at. Giving the volunteers tools to succeed helps ensure the success of the volunteer program.



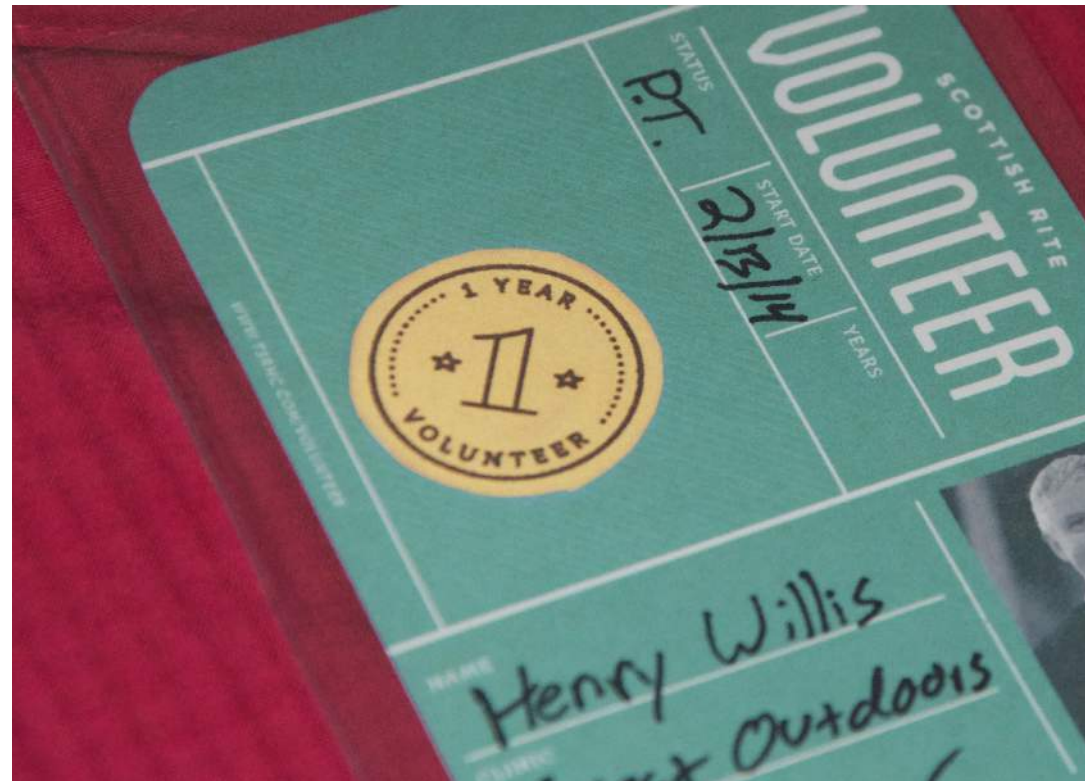


// ENGAGEMENT BENEFITS

Located inside the volunteer offices is a volunteer engagement benefits poster. The poster serves as a tool to recognize monthly volunteer leaders as well as visualize and map volunteer rewards, recognitions and incentives. The engagement benefits help motivate volunteers, keep them engaged and promote loyalty to the hospital.

// BENEFITS

Volunteers receive certain stickers recognizing achievement or loyalty that they can place on their name badge to show off in the community of volunteers. A travel pass received after a minimum amount of volunteer hours allow the volunteers to travel within the hospital and try something new.



METRICS FOR SUCCESS // TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

WHY IT IS IMPORTANT //

Metrics for success refers to the steps one would take to gauge the effectiveness of a particular system. Without a way to measure the overall success of a given campaign, one would have an increased difficulty determining its actual effectiveness. Incorporating this process into the overall scope of the project will help assure the client that indeed their communication dollars were well spent. Gauging the success of the system year after year will allow the system to be altered to successfully achieve the desired outcome.

THE FOLLOWING METHODS WOULD BE USED TO GAUGE THE SUCCESS OF THE DESIGN INTERVENTION PROPOSED FOR TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

VOLUNTEER SURVEY

Internally Administered

Volunteers could be surveyed bi-annually to get feedback as to whether or not they feel like they are being more appreciated / feel like they are getting the most out of their volunteer experience.

Based on the feedback from the volunteer the hospital could make changes where they see fit. Gathering this crucial feedback would gauge the effectiveness of the proposed intervention

PRODUCTIVITY ANALYSIS

Internally Administered

The hospital could measure the progress and the efficiency of volunteers and the quality of work the volunteers are producing. If the volume of work goes up or the quality of care the volunteers are providing to the patients goes up, the hospital could conclude that the system is effective or where modifications could be made.

Productivity is directly linked to work environment. If the volunteers are happy it should be apparent by the quality of services they are able to offer Texas Scottish Rite hospital.



CONCLUDING STATEMENT

Research is needed to understand a client, the people they wish to communicate with and the reasons behind the need for communication. By employing the methods, tactics and resources displayed one can assure they can successfully meet the demand of any client. Research driven design helps eliminate subjectivity and produce meaningful solutions specifically designed to produce successful to fit any need, time frame or budget.

APPENDIX

For an in-depth look at additional research, see the following pages.

PRELIMINARY RESEARCH // TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

CASTING A WIDE NET //

When beginning my preliminary research, it was important for me to start with a broad scope of both primary and secondary research. The research was intended to be somewhat exploratory so that I could gain insight into key issues at Scottish Rite and help define an eventual question. There are a number of research tactics I could have used but decided to include literature reviews, interviews and observations. Because of time constraints and availability of select individuals, these methods were most appropriate.

The primary goal of this preliminary interview was to get a broad understanding of the day-to-day operations of the hospital, where they see themselves in the future and any areas/departments they could improve.

THE FOLLOWING METHODS WERE USED AS PART OF MY PRELIMINARY RESEARCH. WITH THESE RESEARCH TACTICS CAME GREATER FOCUS. THIS IS WHAT I GATHERED.



LITERATURE REVIEW

2013 Progress Report, monthly newsletter, marketing material, donor/volunteer material

Texas Scottish Rite was founded by a group of Texas Masons in 1921.

The hospital relies 90% on the charitable donations from individuals and corporations to maintain their 120 million dollar a year operating expenses and able to provide all their patients with care free of charge.

A network of more than 400 volunteers keep the hospital functioning on a daily basis.

They treat neurological disorders such as dyslexia, not just orthopedic conditions.



OBSERVATION

February 4, 2014 Hospital Tour

I noticed there was little or no recognition they volunteers were able to display in public

Doctors, nurses and hospital equipment were hidden in the interior of the hospital out of sight from children further enhancing the patients perception of the often intimidating hospital.

The volunteers seemed distant from one another, each clinic's volunteers and staff interacted, but there was little interaction among separate clinics.

The staff was insightful and could tell they were committed to the success of the hospital.

■ **WHAT IS A TYPICAL DAY LIKE AT TSRHC?**

90% of all operating expenses is privately donated, the remaining 10% is comprised of royalties related to their 22 patents they hold and from some grants. Just last year was the first time they ever collected insurance from a child's provider. Previously, they would never charge a child's insurance company, even if they had coverage because the insurance companies would then have a say on the treatment the child deserved. When privately funding the care of the child, the doctors and staff can do *whatever* is best for the child.

■ **WHAT ARE SOME AREAS YOU CAN IMPROVE?**

There are two major areas of improvement that immediately came to mind. First, communication. Since having started to charge for select patient treatments, it has been a struggle to communicate to patients that while their insurance company may be involved the treatment is still always of no cost to the patient and Scottish Rite Hospital will often cover the deductible for the treatment. Second, like all nonprofit organizations, funding. The hospital continues to expand and grow both physically and the number of patients, to maintain the level of care, innovation and availability to its patients they need over 120 mil. a year annually. They would like to raise even more to go back to not having to collect from insurance companies. Additionally, they would like to expand awareness to the community.

■ **WHAT MAKES YOU DIFFERENT?**

There are many hospitals that specialize in pediatric orthopedics, what makes TSRHC different is their commitment to the absolute best pediatric orthopedic care regardless of the cost. Currently they have 40 research projects ranging from scoliosis, hip, club feet and learning disabilities such as dyslexia. They hold 22 patents for innovative treatment of these orthopedic conditions. They have 30 full time physicians and 6 physicians studying/learning.



INTERVIEW #1

February 4, 2014 // Mike Stimpson // Director of Development

TSRHC has many daily operating expenses. To remain free of charge to all of their patients they need additional funding for operations and research.

Communication to patients, physicians and to the community is a struggle they want to overcome. Along with more effectively utilizing their existing volunteers

In order to remain number #1 they must remain competitive with large medical centers with networks of physicians.

Volunteers are the heart and should of the hospital and without them, the hospital simply would not function.

■ **WHAT DOES THE FUTURE HOLD?**

TSRHC's primary goal for the future is to remain the #1 pediatric orthopedic hospital. The only way they will be able to do this is continuing to be the leading innovators in this practice. They will have to do this without merging resources like many large medical conglomerates such as Baylor Medical Centers of Texas Health resources that have a large network of doctors and hospitals that can share resources.

A method known as triangulation was used to determine the direction I was going to focus on. By examining key words used in all three preliminary research methods, I concluded volunteers could benefit from a design intervention.



PRIMARY RESEARCH // TEXAS SCOTTISH RITE HOSPITAL FOR CHILDREN

VOLUNTEER INSIGHT //

After my preliminary research and asking general questions about the overall operations, values and success of the hospital I began to further examine the volunteer program at Texas Scottish Rite Hospital for Children. The goal of the primary research geared towards volunteers was to see if the hospital staff and the volunteers had the same view on a specific list of questions. I chose to interview the volunteer coordinator at both Texas Scottish Rite and another children's non-profit as a competitor analysis. I used an online survey for the large reach and ease of use when gathering data from the volunteers.

THE FOLLOWING INTERVIEWS WERE CONDUCTED DURING MY PRIMARY RESEARCH. WITH THESE CAME GREATER INSIGHT INTO THE VOLUNTEERS OF TEXAS SCOTTISH RITE HOSPITAL.



INTERVIEW #2

February 16, 2014 // Jennifer Wilkinson // Volunteer Coordinator

Some volunteers would like to volunteer more than there are opportunities

Volunteers are motivated by offering constant feedback, positive reinforcement, and recognition for the work they are putting in. We offer volunteers tickets to our events, gift cards, and “thank yous” are a must.

Volunteers provide many intangibles that cannot be easily quantified



INTERVIEW #3

February 20, 2014 // Meg Paxton // Volunteer Coordinator

To build loyalty, volunteers are included in communication updates from the Executive Staff.

TSRHC offers meaningful service opportunities, social interaction and education, add a value to their volunteers.

Tremendous effort is taken to identify and understand the strengths and talents of our volunteers, however, there is always room to improve in this area.



INTERVIEW #4

March 3, 2014 // Mike Stimpson // Director of Development

primary means of motivation of their volunteers comes from the pleasure they get from the task itself of the sense of satisfaction of completing or even getting to be apart of / work on a task.

They want to form better relationships with their volunteers and better understand how they feel / participate in the existing tasks they are given



PERSONAS //

Because of the diversity of the volunteers, I decided to create three personas I could use throughout the design process. I will use these personas to align the project goals with the volunteer audience as well as help guide decision making.



PERSONA 1

Meaghan is a 17-year-old High School Junior. She has two younger brothers Andrew and Zachary. She was recently selected to represent her class as Vice President and just completed her Girl Scout "Gold Award". Meaghan is quite familiar with volunteering as she actively volunteers at her church and has participated in numerous community service projects. After High School, she plans to attend nursing school to become a pediatric nurse. Few things are as important to her as her academics and family. Her youngest brother Zachary was diagnosed with a mild case of autism several years ago, the patience and attention she gives to her brother translates well when volunteering at Scottish Rite Hospital.



PERSONA 2

Kathy is a 53-year-old mother of 3. She is a stay at home mom and she has been since she had her first child 16 years ago. Kathy's second born child Christopher was born with a severe case of hip dysplasia prohibiting his hips from functioning correctly. Their family was referred to Scottish Rite hospital by his pediatrician who told him Christopher would never be able to walk. Last year Christopher finished his Freshman Year at Little Elm High School where he played tight end for the freshman football team. Kathy believes that Miracles really do come true. Kathy and her husband Richard have made several small donations to the hospital over the past 10 or so years, but she feels the biggest way she can give back is her time.



PERSONA 3

Frank is a 68-year-old senior, originally from Pittsburgh, Pennsylvania. He and his wife Dorothy migrated to Texas in the mid 90's for Frank's work and they have called it home ever since. They currently have 7 grand kids with one on the way. Frank and Dorothy live in a small home in Highland Village. Frank served in Vietnam and now he and his wife are retired. He golf's twice a week with his long time buddies Arthur and Rich. Back in Pittsburgh he was pretty involved with the Masons, so when he came down to Texas he wanted to get involved any way he could. He likes it at Scottish Rite because he feels like he is truly useful and so does Dorothy. She says it keeps him out of her hair.

HOW COULD I ELEVATE THE VOLUNTEERS FEELING OF APPRECIATION AND COMMUNITY WITHIN THE HOSPITAL?



TSRHC has a diverse range of volunteers that come together with their common interest to see the hospital succeed. There could be added value to existing program that further establishes a sense of community within Scottish Rite.



VOL·UN·TEER *A PERSON WHO FREELY OFFERS TO TAKE PART IN AN ENTERPRISE OR UNDERTAKE A TASK OR A PERSON WHO WORKS FOR AN ORGANIZATION WITHOUT PAY*

It is important to first understand what the motivations and needs of volunteers are before trying to think of a solution that would best fit them. A study done by the University of Notre Dame identified volunteerism having 6 psychographic segments that are based on volunteering motivations. The resulting segments include “classic volunteers,” whose motivations are threefold: doing something worthwhile; personal satisfaction; and helping others. “dedicated volunteers” perceive each one of the motives for volunteering as relevant, while “personally involved volunteers” donate time because of someone they know in the organization, most likely their child. “volunteers for personal satisfaction” and “altruists” primarily wish to help others, and finally, “niche volunteers” typically have fewer and more specific drivers motivating the to donate their time, for example, to

gain work experience. The segments are externally validated and demonstrate significantly socio-demographic profiles. Consequently, it seems that motivation-based, data-driven market segmentation represents a useful way of gaining insight into heterogeneity amongst volunteers. Such insight can be used by volunteering organizations to more effectively target volunteers. The organization must make an investment in their volunteers if they expect those volunteers to do the same for their organization. Volunteering is an incredibly fulfilling and worthwhile experience for the community and the volunteer. Not only does the volunteer's work contribute to something bigger than themselves but they are given the chance to interact with local people from diverse backgrounds as well as gain new skills. People volunteer for many reasons, sometimes

altruism, sometimes personal, but always for a purpose. For many it's a way of giving back. Have you ever heard someone say, "My mother received excellent care in this hospital and I want to repay some of that kindness"? Or "When I was growing up, I had a coach who made a difference in my life and I want to have the same influence on a young boy or girl"?

In the "old days", volunteers were often people who had lots of time to spare and were looking for something to do. Although this may have been the case decades ago when many women hadn't yet entered the

workplace, this stereotype no longer fits. Women still volunteer more than men, and people between the ages of 35 and 44 are the likeliest to volunteer. Time is a precious commodity among all of us – and those members of the "likeliest group" to volunteer have little to spare – often trying to balance careers with raising families, taking care of aging parents, going to the gym, and keeping up with e-mail!

Many volunteers are looking to meet people – plain and simple. They might have just moved to an area or become "empty-nesters". They want to meet people who they can share time enjoying the same kinds

of interests with. Some people find these relationships in the gym; some find them in the workplace; many also find them in the volunteer setting. Volunteering is a two-way street. It shouldn't only be the organization that benefits from a volunteer – the volunteer should benefit as well. Though the best volunteers usually have the desire to serve others, it does not exclude other motivations as well. Instead of considering volunteering as something one does only for people who are not as fortunate, one needs to think of it more as an "exchange."



NEEDS OF VOLUNTEERS

Volunteers have needs just as the organization does.

Volunteers are sophisticated just like the hospital, they need a multi layered volunteer experience not meaningless tasks.

Volunteers need to be shown they are invested in order for them to invest in the hospital themselves

Volunteers need to be understood as well as what they are capable of

Volunteers need recognition, rewards and incentives to shown that they are appreciated and their work doesn't go unnoticed

Volunteers need to feel like they apart of a community working together

VOLUNTEERS COME FROM DIVERSE BACKGROUND AND IT IS IMPORTANT THE EACH ONE FEELS JUST AS IMPORTANT AS THE OTHER



Volunteering is a mutual relationship between an organization and an individual where they both benefit, just in different way.

Volunteers give their time for a variety of different reason not just to "give back".

The organization must make an investment in the volunteer in order for them to be invested themselves