

## Corporate Measurement & Evaluation Community of Practice

# Humana Foundation

### CORPORATE M&E CASE STUDY

## Overview

Established in 1981, the Humana Foundation is the philanthropic arm of Humana Inc. The Humana Foundation works to ensure that seniors, veterans and school-aged children live connected, healthy lives by removing unnecessary and unjust barriers to health and healthcare. Through research and grantmaking, as well as disaster philanthropy, the Humana Foundation focuses on improving emotional health and social wellbeing, nutrition, and serving as a steward of good health.

## Humana Foundation

### AT-A-GLANCE

#### GRANTMAKING

Annual Grantmaking	\$25 Million Annually Including Employee Engagement
Average Grant Size	\$200,000
# of Grantees	30 – 60 (Many grants are multi-year)
Grant Focus Areas	Connected Healthy Lives, Health Equity, Disaster Philanthropy, Research
Geographical Focus Areas	Louisville, KY, Texas, Florida, Louisiana

#### MEASUREMENT & EVALUATION (M&E)

M&E Focus	<ul style="list-style-type: none"> <li>Grants &amp; Partnerships</li> <li>Community Indicators</li> </ul>
# FTEs Devoted to M&E	2
Key M&E Audiences	Program Staff, Board, Community & Field
Learn More:	<a href="https://www.humanafoundation.org/">https://www.humanafoundation.org/</a>

# Measurement & Evaluation Practices

*Evaluation practices are held by the Impact & Publication team within the Foundation. Through this team, the Humana Foundation has implemented the following measurement and evaluation practices that have helped them develop a meaningful strategy that fosters understanding and inspires them to thoughtfully recognize and respond to community assets and needs.*

## PRACTICES

### 1 Conducting an Annual Landscape Assessment as a Cross-Functional Exercise

#### VALUE

Deep understanding of community context, assets, and needs helps the Humana Foundation develop meaningful philanthropic strategies.

#### DESCRIPTION

Each year the Humana Foundation conducts an Annual Landscape Assessment, aimed at understanding the needs and contexts of community, and developing effective strategies. Each year, the team focuses on two primary markets (i.e. business geographies) in a multi-phase and cross-functional approach that includes partner site visits, gathering input from community partners, analysis of population-level data and trends, as well as in-house insurance claims and member data. Learning is central to this process, with the program teams, business leaders and Impact & Publication (Measurement & Evaluation) team coming together to listen, learn, reflect, and strategize together. These assessments enable the Humana Foundation to develop a deep and nuanced understanding of what is happening at the community level, progress on key indicators, and co-develop strategies to drive toward progress.

The recent **Corporate M&E Community of Practice Benchmarking Study** found that the leading reason companies engage in evaluation is for shared learning, collaboration and to strengthen their work.

### 2 Surface Learnings With and From Grantees

#### VALUE

Grantees have a direct line of sight into community context. By going beyond transactional reporting and performance metrics, the Humana Foundation is able to develop a shared understanding of community needs and strategy effectiveness.

#### DESCRIPTION

The Humana Foundation uses progress and annual reports, meetings and site visits to gather information from grantees throughout the year and grant cycle. But ongoing progress reporting isn't only about measuring the outcomes and success of the grant. The Humana Foundation asks targeted questions like "What are you learning about what this community needs?" and "What surprised you?" to elicit insights about the community and the work being done. This helps the Humana Foundation and their partners understand what is happening in the community and in the broader contextual environment. Elevating the learning also serves to support nonprofit partners, who come to the table with varied Measurement & Evaluation experience. In order to support grantee capacity and reduce administrative burden, the Humana Foundation has developed a resource library of FAQs and resources to support reporting. They offer webinars and partner bulletins to provide grantees with relevant, timely information.

By emphasizing learning in the context of reporting, grantees are able to reflect and engage in thought partnership together with Humana.

The **Benchmarking Study** found 25% of companies regularly involve their nonprofit partners in the interpretation of findings.

### 3 Impact & Program Team Work and Learn Together

#### VALUE

The Humana Foundation is better able to build and refine effective philanthropy strategies.

#### DESCRIPTION

At the Humana Foundation, learning is everyone's job – not just the Impact & Publication Team. The Impact & Publication team works closely with the Program (Partner Management) team to share in learning and strategic interpretation, participate in program site visit and landscape assessments, and review progress reports. They conduct their own reviews and analysis, and then come together for joint learning sessions, in which they develop collective reflections and learnings. This sets them up with robust understandings of grantee context paired with the needs of internal stakeholders that ultimately lead to the development and refinement of strategy.

The **Benchmarking Study** found that 50% of companies have no full-time evaluation staff, and 33% have 1 person.

# Lessons Learned

1

## **Don't be afraid to ask for help and draw on your company's expertise.**

Starting out as a one-person impact measurement team was a challenge. To build capacity and expertise, it was important to ask for help from inside and outside the company. The team considered Humana's strengths and core capabilities, and identified expertise it could capitalize on. For example, the company has a robust expertise in understanding and measuring population health, along with Health insurance claims data, that the Humana Foundation has been able to tap into to inform metrics, and understand what communities need.

2

## **Embrace the imperfection with emphasis on learning.**

Measuring impact can be messy because this is about real people and real-life problems. It will be difficult to draw clear causation and connection; it is essential to manage expectations for the social impact teams and stakeholders. Shifting the board's understanding and expectation for impact has been critical. While boards will always have a vested interest in final results, the Impact & Publication team has evolved the conversation to emphasize the change that is created through the work. One practice they have adopted is asking a Humana Foundation board member to conduct a learning interview with a grantee during quarterly board meetings. This helps bring the emphasis on learning and emphasis to life. The Humana Foundation has found that by shifting the emphasis from accountability to learning, and from perfection to improvement, they have been able to cultivate a learning culture that supports strategy and implementation across leadership levels.

3

## **Start with understanding internal stakeholders.**

Impact Measurement at the Humana Foundation has been successful because they started with their internal stakeholders – understanding their needs, expectations and building relationships. Through one-on-one meetings with most board members, all Foundation staff and CEO, as well as other business leaders and key experts within the business, the Impact & Publication team is able to understand where to connect and how to pull in stakeholders. The team identified those with the largest stake in impact and the greatest potential for influence within the company, and continue to conduct regular touchpoints and partnerships.

## *Humana Foundation's:*

### **Evaluation Superpower**

Developing visibility into the needs and challenges of target geographies and leveraging in-house expertise and partner data to develop strong strategies to address those needs.

### **Notable Evaluation Challenge**

Starting out as a small team.

**To learn more about the Humana Foundation's approach, see [Appendix 1](#)**

 **Explore the complete Case Study series here [www.tccgrp.com/resource/csr-case-studies/](http://www.tccgrp.com/resource/csr-case-studies/)**

#### **NEWYORK**

333 7<sup>th</sup> Avenue, 9<sup>th</sup> Floor  
New York, NY 10001  
P: 212.949.0990

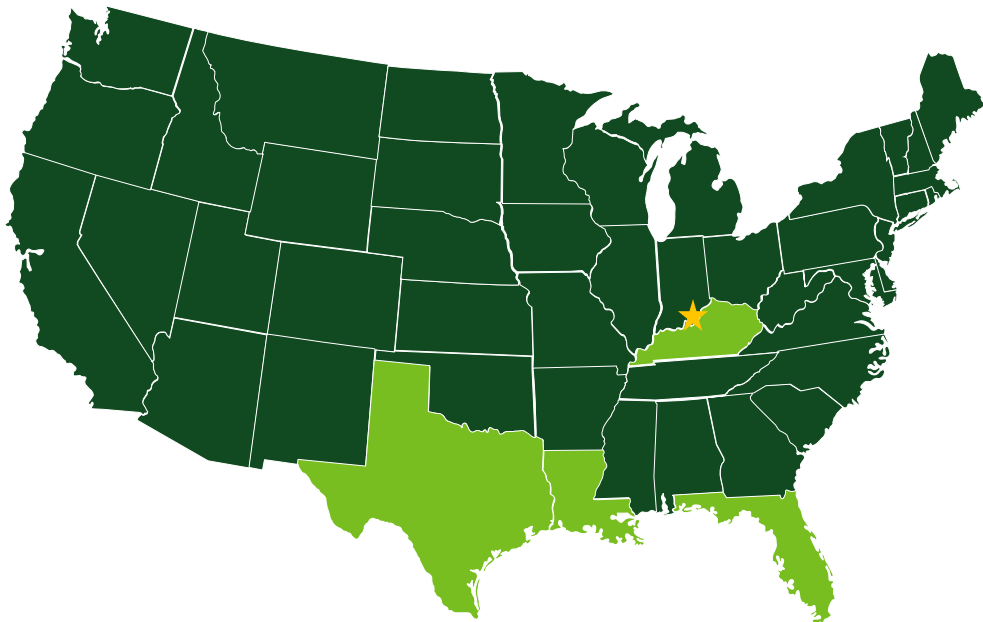
#### **PHILADELPHIA**

123 South Broad Street  
Suite 1800  
Philadelphia, PA 19109  
P: 215.568.0399

#### **www.tccgrp.com**

info@tccgrp.com  
facebook.com/tccgrp  
linkedin.com/company/tcc-group  
twitter.com/TCCGROUP

# The Humana Foundation makes high-impact investments in key communities and drives innovative health solutions nationally



## Focus geographies

- Louisville
- Florida
- Louisiana
- Texas

The Foundation will consider certain other grants, regardless of geography, under the following funds:

1. Humana Foundation Research Fund for partnerships with Universities for translational and academic research
2. Humana Foundation Health Equity Innovation Fund to scale and test system-level pilots.

## Strategic focus: Health Equity

Creating healthy emotional connections

Shaping a healthier approach to nutrition

With an emphasis on **seniors, veterans, and school-aged children**

## Supporting functions












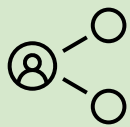
Employee giving and volunteering (matching gifts, scholarship)

Disaster philanthropy for vulnerable communities

Local support for communities in Louisville

Solution-focused research

# Our approach to learning and disseminating our learnings

 Learn	 Community Analysis	 Share
<div data-bbox="122 386 224 454"></div> <div data-bbox="275 386 830 529">We talk to community organizations and individuals to understand their health needs.</div> <div data-bbox="122 654 224 753"></div> <div data-bbox="275 629 830 772">We conduct site visits to learn about environmental conditions and community impact.</div> <div data-bbox="147 843 244 943"></div> <div data-bbox="275 843 830 986">We review written annual progress reports from grant partners.</div> <div data-bbox="137 1086 843 1386"><p><i>“We take listening approach to our work and spend time talking to community to hear from them about needs. We believe that learning drives progress.”</i></p><p><i>Danielle Neveles-McGrath,</i> <i>Chief Impact Officer</i></p></div>	<div data-bbox="930 411 1042 486"></div> <div data-bbox="1065 396 1633 686">We evaluate the effectiveness of grant programs based on evidence-based tools for measuring our target health outcomes in emotional health and nutrition.</div> <div data-bbox="922 786 1003 868"></div> <div data-bbox="1065 768 1633 958">The Impact Team analyzes the data from grantee progress reports to determine insights and evaluate program effectiveness.</div> <div data-bbox="937 1048 1021 1143"></div> <div data-bbox="1052 1053 1633 1296">The Impact Team analyzes public health data and Humana Inc. insurance health claims trends to understand how the community is being served or helped.</div>	<div data-bbox="1671 401 1773 476"></div> <div data-bbox="1824 411 2384 554">We convene partners to share insights and learnings across our portfolio.</div> <div data-bbox="1714 701 1786 796"></div> <div data-bbox="1829 696 2410 939">We publish our learnings through various communications channels to elevate understanding across the ecosystem.</div> <div data-bbox="1696 1043 1824 1168"></div> <div data-bbox="1837 1039 2333 1182">We share learnings from the community and our partners with the board annually.</div>

# How We Measure Program Effectiveness



We continuously learn and research the health outcomes communities aspire to and the evidence-based tools to evaluate those outcomes.

# Questions We Ask Partners to Guide Learning

- What have you learned about the issue(s) you are working to address?
- What has changed about the needs of the community that you serve?
- How have you applied learnings and community feedback to adjust your services/activities?
- What have you learned about scaling your services/activities?
- How is the community better because of your organization's efforts?
- What do you wish you knew before starting this work?