

Seven Pillars of Value

Human services help people in need change their lives. Thousands of nonprofit human service providers (HSPs) help people in need, free of charge. Billions are spent each year by governments and charities funding scores of programs of service delivered by HSPs helping people in need. The cost of their services is measured to the penny. There are dozens of estimates of the value of services, but the measure rests on seven pillars.



1. The programs of services of HSPs vary widely, but their service delivery processes are similar.
2. HSPs enable both client-specific and program outcomes. Client-specific outcomes are measured in the changes in their condition (CICCs) achieved by clients receiving the services of an HSP. Program outcomes represent client departures (Exits) from service, no longer needing some or all of the help that brought them to services in the first place.
3. CICCs are purposed, varying directly and proportionately with the efficiency and effectiveness of service delivery processes. Exits are consequential, varying directly with service efficiency and effect, but not proportionately. Consequential outcomes are often as much, and more, the result of external social and economic factors as services rendered to clients.
4. The social impact of an HSP's services is the sum of the CICCs and Exits achieved by clients in service, less the sum of CICCs and Exits not resulting from the effect of services rendered.
5. The services of every HSP have social impact; the services have always had impact from the first date of delivery; and HSPs change the rate of social impact (RoSI) of their services constantly from period to period.
6. The value of an HSP's services equals the cost in funding dollars until the HSP increases RoSI.
7. HSPs alone add value to their services by increasing their RoSI. HSPs increase the measure of RoSI, over the baseline measure, by increasing the efficiency and effect of service delivery processes. When HSPs increase their RoSI, over baseline, they create social return, the difference between the measured value of their services and the cost of service funding.

HSPs, themselves, can double the benefit their clients achieve in service, creating a social return of 100¢ per \$1 of services funding.