

# Connecting the Dots, Creating Efficiency

## NEW MOMS

QUOTES COURTESY ANNE SCHULZ • DIRECTOR OF PERFORMANCE MANAGEMENT

**New Moms** takes a unique wrap-around approach to its work with young mothers, and has always been an organization that values performance management and makes data-driven decisions. New Moms leveraged the guidance and expertise of Exact Change Strategies (ECS) to upgrade and build a custom system that aligns with their performance indicators and goals. As a result, their client data is integrated across programs, they have ready-made reports for funders at their fingertips, and overall staff efficiency has improved, allowing the team to focus on one of their community's most vulnerable populations.

New Moms is based in Chicago, Illinois and serves young mothers ages 24 and under who live in extreme poverty. They are the leading Chicagoland agency directly working to interrupt the cycle of poverty

for two generations, transforming the story and trajectory so that those they serve have safe places to live, quality jobs, and brighter futures for their children.

Many of the women that New Moms serves are experiencing homelessness, 70% are victims of domestic or sexual abuse, and 80% have dropped out of high school. The New Moms model includes critical housing, job training, and family support services. As of January 2019, New Moms will be in 4 locations across the Chicago area. ▶

*“Our favorite part of working with ECS was the team. They are innovative, really listen, have great ideas, exceptional teamwork, and are fun to talk with. The length and breadth of their experience and expertise was invaluable.”*

## NEW MOMS

**The mission of New Moms is to express the love of God by surrounding young moms and their children with everything they need to transform their lives.**

**800**  
mothers and children  
served annually

**50**  
staff members

**\$4M**  
budget

*“Performance management is about making sure that staff deliver the best possible service and are held accountable to that. The numbers are not numbers, they're the faces of our participants. We have always used performance management internally and externally.”*

*“We really liked the ECS Performance Management Framework process. We talked to at least 6 other possible consultants and this approach stood out. The tipping point for us is the diversity of experience on the ECS team. They have ETO experts who actually helped to build the software and team members who have experience as nonprofit leaders.”*

*“ECS really took the time to learn our programs and figure out what would work for us. Our programs are all integrated, not separate. That makes us different. A family may engage in 2 or 3 services at the same time. ECS really made sure they created Performance Management Frameworks that were in our best interests.”*

They offer the following services to over 800 young mothers and children each year.

**Housing:** providing housing and supportive services for 73 homeless mothers and their 125 children at any given time

**Job Training:** a 16-week program that includes paid classroom-based and on-the-job training at New Moms’ social enterprise candle company, Bright Endeavors

**Family Support:** services to support young moms, including doulas, prenatal education, and the Parents As Teachers home visiting and parenting education model

### **A Deep Dive into Performance**

New Moms has a longstanding history of valuing performance management and continuous quality improvement (CQI). They had been using a data-driven approach and an Efforts to Outcomes® (ETO) system for a number of years when they decided it was time for a system upgrade and overhaul. Specifically, they were looking for a way to become more efficient in data tracking, reporting, and use. Given their various government contracts and funding streams, they were accustomed to tracking and analyzing outcomes, but they needed a way to produce accurate reports more quickly and automate as much of the process as possible.

ECS offers a unique approach called the Performance Management Framework. This goes beyond a traditional logic model tool and takes a deep dive into how an organization defines success, progress, and stellar performance. The leadership at New Moms was intentionally thoughtful in choosing the right consultant to guide them through the process. From the outset, they saw the value in ECS’ Framework and were impressed by the expertise of the team, which includes consultants who formerly designed, built, and supported ETO and other systems and have direct experience in a variety of nonprofit settings. ▶

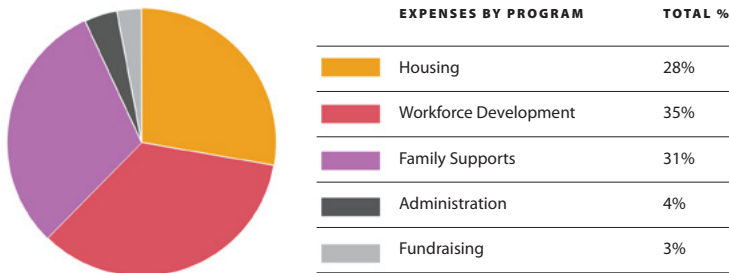
*“We were looking for a system that would track data better. We’ve had government contracts since 1983 and always tracked outcomes. We know the benefit of CQI, but how could we do it more efficiently and have real time data?”*

	<p><b>Housing</b> provides young moms and their children a safe place to live and build life skills to support and maintain families.</p>
	<p><b>Job Training</b> along with employment support links young moms to permanent jobs and economic independence.</p>
	<p><b>Family Support</b> through home visits, doula services, and parent education, provides skills and support needed to build strong families.</p>

GRAPHIC COURTESY: NEW MOMS

With the guidance of the ECS team, New Moms was able to analyze and identify how to align all of their goals, outcomes, and reporting requirements into one integrated system. The process included reflective conversations with key stakeholders on staff about how their programs operate on a daily basis as well as how the young mothers that they serve flow through services and experience touchpoints with staff. By building a Framework in collaboration with staff and, subsequently, a custom ETO implementation to match, ECS could be confident that New Moms had a system that supported and streamlined their work.

GRAPHIC COURTESY: NEW MOMS



### Making Connections, Overcoming Obstacles

From early on in the project, the New Moms team had planned to migrate their old data into the new system. Despite advocacy and support from ECS, they learned that this was not possible, and were faced with a decision: remain with their old system, or build an entirely new system from the ground up. Given their confidence in ECS’ Performance Management Framework approach and expertise to implement it, they decided on a new custom system.

The new ETO system that ECS and New Moms leaders designed has clear value added benefits over their old system. It removes silos and integrates all programs together to reflect how their clients actually access and use services. It also has custom reports for each funding source, data dashboards, and interacts with funders’ data systems directly. Beyond those practical gains, it also touts a more user-friendly experience for all staff users, one that supports and advances the organization’s CQI practices and focus on performance across the board. ▶

*“ECS had some really great ideas about different things we could do. For example, they made an ETO manual for us with a clickable workflow. They also had some really good ideas on what we could do with dashboards and reporting.”*

*“ECS is super responsive. I never wait more than 24 hours to hear back from anybody.”*

*“Not only do we have performance and data by program, we have it sorted by funder. It’s saving an enormous amount of time for program supervisors and staff.”*

*“The ECS leaders really went to bat for us. And they presented us with our options [for the upgrade]. We knew what we liked from the old site and what we wanted to change.”*

*“We always had access to the data, but now we have access to it in real time. In our job training program, for example, any staff can know in an instant who is in the program, their attendance, and their employment.”*

As the New Moms team prepared to launch their new system, they again looked to ECS for support. ECS came in to offer training to ensure that everyone on staff was clear on the operation and potential of their upgraded ETO system, as well as comfortable using it from the outset. This in-person training and guidance eased the transition between systems and minimized any disruption in services. ECS also provided practical tools, like a clickable system user manual based on typical workflows and strategic reporting dashboards.

New Moms sees a direct positive impact as measured over a 12-month period following time with New Moms:

**82% Housing Retention** (compared with a 60% national average)

**73% Job Retention** (compared with a 39% median nationally)

**5.5% Decrease in Repeat Pregnancy** (compared with a national average of 20%)

### Visible Impacts

After only a few months, New Moms has seen clear results from their new system. These include:

- Efficiency across the board
- Access to real-time data
- Integrated data across programs
- Ease of reporting for various funders

New Moms has always had an eye on their performance and taken a data-driven approach; now they are even better equipped to be a learning organization and showcase their successes. ●

*“It’s really worth the money to get a team that really knows their stuff. When I ask for a report, they give me even more than I ask for, things I didn’t know to ask for.”*

**SPECIAL THANKS** to Anne Schulz, Hilary Morreale and everyone on the New Moms team.

## CONTACT

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Our repeat pregnancy rate was just  
**5.2%**  
 COMPARED TO A NATIONAL  
 AVERAGE OF 20%



**287**  
 moms served  
**361**  
 children served

New Moms offers services at  
**3 locations**  
 in Chicago and Oak Park!

- New Moms Transformation Center
- Chicago, Austin
  - New Moms Oak Park Center
  - Oak Park
- Bright Endeavors
- Chicago, Garfield Park
- Breaking ground on a new facility this spring!
- Oak Park



**83%** of young moms who received home visiting services for at least 6 months practiced appropriate parenting skills.



**93%** of children we serve were up to date on immunizations at the time of exit.  
 COMPARED TO A NATIONAL AVERAGE OF 77%



**56 young moms**

were placed in permanent jobs, an increase of **24%** over last year.  
**56% REMAINED EMPLOYED FOR AT LEAST ONE YEAR, COMPARED TO SIMILAR PROGRAMS AT 39%**



We logged  
**2055+**  
**hours**  
 of volunteer support this year!

Participants earned  
**\$73,758**  
 in wages during Bright Endeavors transitional jobs.



**82%** of young moms had stable housing when they exited New Moms.  
**81%** of young moms retained stable housing for 1 year after exit.

**46%** increase in Bright Endeavors sales from 2016!

