






Measured Impact Webinar
Organizational Sustainability: a view from 3 perspectives

Peter Dross, Center for Victims of Torture
 Paul Stein, Denver, CO
 Adeyinka Akinsulure-Smith, Bellevue/NYU Program for Survivors of Torture, New York, NY

September 19, 2018

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Presenters

Peter Dross
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 Bellevue/NYU Program for Survivors of Torture
 New York, NY

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Objectives:

1. Further diversify their program revenue bases to advance financial sustainability.
2. Develop collaborations and integrated partnerships in the field of torture survivor rehabilitation to expand services and enhance long-term sustainability.
3. Recognize and address the warning signs and impact of compassion fatigue and vicarious trauma on staff and the organization.

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Financial Sustainability for
Torture Survivor Rehabilitation
Programs

September 19, 2018

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Sustainability: Diversifying your Program's Revenue Base

Options:

- Contributed Income/Private Funding
- Public/Government Funding
- Program Service Revenue/Billing

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Contributed Income: Types of Potential Donors: Individuals

Individuals

- Small gifts
- Recurring contributions
- Major gifts
- Planned gifts
- Events

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Contributed Income: Types of Potential Donors: Institutions

Foundations, Religious Groups, Corporations, Service Organizations, United Way

- Grant proposals
- Matching gifts
- Similarities and differences to working with individuals



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Individual Donors

Prospective Donor Identification, Cultivation, Solicitation, Acknowledgement, Stewardship

- Requires a fairly substantial investment of time and resources
- Done best by professional development or other management staff—in partnership with program staff
- Must be sustained over time
- Excellent way to generate unrestricted funds
- Generates both funds and other types of allies (advocacy, volunteers, etc.)
- Pays large and increasing dividends over time



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Individual Donor Identification

Locating Potential Donors

- Suggested by Board, staff, volunteers, advisory council members
- Attend events
- Self-identify through media coverage
- Locate you through your web site
- Learn about you on social media
- Annual reports of other organizations



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Individual Donor Cultivation

Building Relationships and Support

- Newsletters (print and electronic)
- Events
- Facility tours
- In-person meetings
- Phone calls

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Individual Donor Solicitation

Asking for Financial Contributions

- In-person
- Mail
- Email
- Newsletter
- Telephone
- Events
- Web site

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Individual Donor Acknowledgement

Thanking the Donor

- In-person
- Mail
- Email
- Newsletter
- Telephone
- Events
- Web site
- Prompt Acknowledgement is Essential

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Individual Donor Stewardship

Ensuring Ongoing Support and Engagement

- In-person
- Mail
- Email
- Newsletter
- Telephone
- Events
- Web site
- Ongoing and Regular Contact is Essential

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Institutional Donors

Prospective Donor Identification, Cultivation, Solicitation, Acknowledgement, Stewardship

- Requires less investment than individual fundraising in terms of time and resources
- Done best through partnerships involving development/management staff and program staff
- Excellent way to generate restricted funds; not so effective for unrestricted funds
- Pays significant dividends in the short term

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Institutional Donor Identification

Locating Prospective Institutional Donors

- State Councils on Foundations
- State Nonprofit Organization Associations
- Annual Reports of Other Organizations
- Networking with Colleagues

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Institutional Donor Cultivation

Building Relationships and Support

- Letters of inquiry
- Meetings at institutions' offices
- Site visits
- In-person meeting preferred
- Objective: to be invited to submit a proposal

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Institutional Donor Solicitation

The Grant Proposal

- Executive Summary
- Organizational History and Background
- Issue Statement, Including your Unique
- Capacity to Intervene
- Project Description
- Project Timeline
- Budget and Budget Narrative

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Institutional Donor Acknowledgement

Thanking the Donor

- In-person
- Mail
- Email
- Newsletter
- Telephone
- Events
- Web site
- Prompt Acknowledgement is Essential

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Institutional Donor Stewardship

Ensuring Ongoing Support and Engagement

- In-person
- Mail
- Email
- Newsletter
- Telephone
- Events
- Web site
- Somewhat Regular Contact is Essential

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Public/Government Funders

Options

- Local: City and County
- State
- Federal

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Public/Government Funders

Relevant Agencies and Departments

- Health
- Human Services
- Economic Development/Security
- Human Rights
- Education
- Public Safety

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Public/Government Funders

Tips for Engaging with Government

- Key words and phrases: refugees, immigrants, health, mental health, health disparities
- Find a champion(s) in the bureaucracies
- Build relationships with elected officials
- Need to manage both political and professional staff relationships
- Sign up for listservs of grant and contract announcements
- Grants/contracts vs appropriations
- VOCA/VAWA



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Program Service Revenue/Billing

Medical Billing

- Provides reimbursement for rehabilitative services including: diagnostic assessments; individual, group and family psychotherapy; psychiatry/medication management; medical care; psychologist consulting with physician; interpreters
- Refugee Medical Assistance: coverage up to eight months
- State and Federal Medicaid: income and residency/citizenship restrictions



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Program Service Revenue/Billing

Targeted Case Management

- Federal Medicaid program managed by states; part of state plan to CMMS
- Serves adults and children
- Aims to keep persons with serious and persistent mental illness out of the hospital and functioning independently in the world
- Eligibility and program objectives vary by state



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Program Service Revenue/Billing

Billing Cons and Pros

- Complex
- Requires infrastructure
- Requires changes in clinic functioning
- Can be contracted out or done in-house
- Contracted services produce net revenue and are a good way to get started
- Contracted services don't produce maximum revenue
- Billing can produce a lot of income



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Some Additional Resources

Association of Fundraising Professionals: <http://www.afpnet.org/>

Council on Foundations: <https://www.cof.org/>

Foundation Affinity Groups: <https://www.cof.org/organization-type/affinity-group>

Refugee Health Technical Assistance Center: <https://refugeehealthta.org/physical-mental-health/mental-health/>

Medical Billing and Coding: <https://www.medicalbillingandcoding.org/about/>



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Contact Information

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Questions?

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The CENTER for VICTIMS of TORTURE with VERITAS Harvard Program in Refugee Trauma BELLEVUE/NYU PROGRAM FOR SURVIVORS OF TORTURE

Measured Impact Webinar
Organizational Sustainability
Through
Effective Community Partnerships

September 19, 2018

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Presentation Goals

- Increased **organizational navigation** of a community engagement framework
- Increased **organizational analysis** of where you are, in order to plan where you will go
- Increased **organizational application** of specific platform tactics

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What Is Community Engagement?

Community engagement is a process.

It is the detailed process of working collaboratively with and through evolving groups of people affiliated by geographic proximity, special interest, or similar situations, to address issues affecting the well-being *for all* of those people.



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What Is Community Engagement?

Community engagement is local.

It is place-based and relational, and so the scale of engagement, and the size of the geographic area, are virtually never larger than a city or county, frequently as small as a neighborhood, and with impacts and benefits *for all*.



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What Is Community Engagement?

Community engagement requires choice.

Change occurs at the intersection of urgency and preparation, and the greater the benefits *for all* in the community, the greater the possibility of elevating the urgency of your issue to prepare for limited resources.



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What Is Community Engagement?

Community engagement develops **change**.

It is not undertaken to affirm the status quo, but rather to build the changed conditions necessary to achieve a collective goal that is bold and broad enough to provide mutual benefits *for all* in the defined communities.

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Community Engagement Framework

A framework is a set of organizing principles that mobilize resources and actions to achieve common goals.

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Community Engagement Framework



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Community Engagement Platforms

In order to effectively implement tactics that achieve the strategy to increase community partnerships, we must first acknowledge that every organization is at a different stage in its organizational life cycle and partnership development. "Platforms" are a means to distinguish and leverage differences.



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What Are Platforms?

Platforms are a continuum of spaces for taking inventory of resources that are available for various iterations of community engagement, and building the most efficient, effective, and elegant relationships and programs possible with those resources.



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What Are Platforms?

Platforms acknowledge that community engagement is a cumulative and cyclical process of continuous building, with evolving stakeholders, in order to produce the changed conditions that will achieve a collective goal.



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What Are Platforms?

Platforms are **not steps, or stages, or levels**, because community engagement is not a progressive race to a finish line, or a means to prioritize and judge one set of actions against another.

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Inform – Involve – Invest - Platforms

EQUALITY VERSUS EQUITY VERSUS CHANGE

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

INFORM INVOLVE INVEST

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This image was adapted by Paul Stein from other adaptations of the original 2012 illustration by Craig Vanderka.
<http://ajlun.org/ajlun.com/CraigVanderka/Photos/Website/>

Inform – Involve – Invest - Platforms

TACTICS TO INCREASE COMMUNITY COLLABORATIONS		
INFORM	INVOLVE	INVEST
<p>Connect with contacts in multiple organizations representing siloed sectors along separate integration pathways, to establish two-way channels for periodic communications and outreach that cultivate empathy.</p> <p>Build understanding and trust with other communities about their members, about the needs and strengths of the people they assist, about the differences and similarities in their organizational cultures, and about the constraints and flexibilities in their organizational mandates.</p>	<p>Connect with collaborators in prioritized organizations and sectors representing multiple integration pathways, to co-create efforts and programs that meet the holistic needs of refugees and immigrants.</p> <p>Build access to programs and resources in other communities, to new allies and ambassadors, to new networks that leverage leadership and communications, to new ways to better deliver services, and to new ways to design and measure programs with other communities.</p>	<p>Connect with partners in cross-sector and cross-program leadership positions representing frameworks other than integration or welcoming, to develop collective impact solutions that address complex social problems.</p> <p>Build opportunities that benefit from long-term collective impact projects that are based on innovation and social entrepreneurship in broad ecosystems, and that develop new service systems, program metrics, and community assets.</p>

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Community Engagement Tactics

Example 2: Involve Platform. You have developed or want to develop a partnership with a municipal senior center. How do you organize this?

Tactic #6 Trusted Convener

A trusted convener (such as a community foundation, another nonprofit, a leader in the faith community, or a prominent business executive), is a valuable source not just for funding, but also for insights about potential partnerships. Develop the capacity to absorb new information from the perspective of other programs.

Tactic #7 Communications and Data

Become immersed in the language and data points of your partners, and reflect this in your own communications. Co-developed services are sustainable only to the extent that they are co-measured. Take the time to acknowledge the hard work and accomplishments of your partners, as much as your own work.



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Community Engagement Tactics

Example 3: Invest Platform. You have participated or want to participate in health equity planning. How do you add value for collective impact?

Tactic #3 National Thought Leadership

Research national thought leadership on this issue, and explore how its proponents are working in your community through foundations and government. Research the grants and awards that are received by colleagues for their collaborations in other communities, and develop a community of practice to learn from your colleagues.

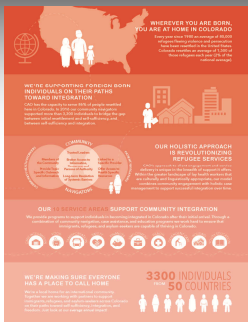
Tactic #7 Community-Based Participatory Research (CBPR)

Use CBPR to formalize and measure your relatively priceless asset, which is the profound trust and understanding that you have with refugee communities. Develop consensus among key community partners, and especially including refugees, about the core questions that can and should be answered through research.



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Community Engagement Tactics



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Colorado African Organization

Inform Platform:

Infographic about Community Navigation services

Community Engagement Tactics



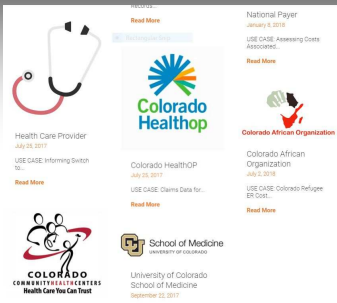
Colorado African Organization

Involve Platform:

Elder Refugee Program
a partnership with the
Denver Regional Council
of Governments

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Community Engagement Tactics



Colorado African Organization

Invest Platform:

Colorado Center for
Improving Value in
Health Care
"Change Agent"

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Additional Resources

The full *Community Engagement Toolkit*, a *Get-Started Guide*, and examples of *Toolkit* tactics in practice can be found on the Welcoming Refugees website at:

<http://www.welcomingrefugees.org/community-engagement-toolkit>

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Questions?

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The CENTER for VICTIMS of TORTURE *with* VERITAS Harvard Program in Refugee Trauma BELLEVUE/NYU PROGRAM FOR SURVIVORS OF TORTURE

Measured Impact Webinar
Addressing the Cost of Caring in Survivors of Torture Programs

Adeyinka M. Akinsulure-Smith, PhD, ABPP
September 19, 2018

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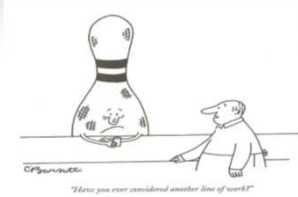
Overview

- ❖ Part 1: Understanding the Cost of Caring
 - ❖ Why we do what we do
 - ❖ Why discuss self-care?

- ❖ Part 2: Addressing the Cost of Caring within Torture Treatment Programs
 - ❖ Practical strategies for addressing retention and promoting self-care within the organization

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Part 1: Understanding the Cost of Caring



© 2008/2009
"Have you ever considered another line of work?"

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REFLECTION...

- WHY HAVE YOU CHOSEN THIS WORK?
- WHAT DO YOU LIKE BEST ABOUT YOUR WORK?
- WHAT IS THE HARDEST THING ABOUT IT?
- WHY DO YOU STAY?

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REFLECTION... YOUR STAFF...

- WHY HAVE THEY CHOSEN THIS WORK?
- WHAT DO THEY LIKE BEST ABOUT THEIR WORK?
- WHAT DO THEY SAY IS THE HARDEST THING ABOUT IT?
- WHY DO THEY SAY THEY STAY?

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❖ BURNOUT?

❖ SECONDARY TRAUMATIC STRESS (STS)?

❖ VICARIOUS TRAUMA (VT)?

❖ COMPASSION FATIGUE (CF)?

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Burnout

The stress and frustration caused by the workplace.

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Secondary Traumatic Stress (STS)

The result of bearing witness to a traumatic event (or series of events), which can lead to PTSD-like symptoms.

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Vicarious Traumatization (VT)

Describes the transformation of our view of the world due to cumulative exposure to traumatic images and stories.



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Compassion Fatigue (CF)

Refers to the **profound** emotional and physical erosion that takes place when helpers are unable to refuel and regenerate.



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The definitions of both CF and VT include loss of meaning, purpose and hope.



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Examples of CF/VT

- ❖ A female case manager working with women who have been sexually assaulted assumes that all the men she encounters are unsafe.
- ❖ A counselor finds himself thinking, "Yeah, right – whatever," in response to a story told by a friend/client/colleague with whom he has always had a trusting relationship.
- ❖ A social worker whose favorite way to relax is to spend time with her children finds herself wishing they would go away.
- ❖ An outreach worker has nightmares about the traumatic experiences of her clients.

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What do we know about this issue?

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Helpers in *MANY* professions are vulnerable to CF/VT:

- > Teachers
- > Physicians
- > Nurses
- > Social Workers
- > Animal Shelter Workers
- > Paramedics
- > Psychologists
- > Shelter Workers
- > Prison Therapists
- > Judges
- > Police Officers
- > Chaplains...

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Some of the Professions that are *MOST* vulnerable to CF/VT:

- Healthcare providers
- Mental health professionals
- Emergency service personnel
- Firemen
- Police
- Search & rescue teams

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WHY FOCUS ON THESE TOPICS TODAY?

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Akinsulure-Smith, A.M., Keatley, E., & Rasmussen, A. (2012). Responding to secondary traumatic stress: A pilot study of torture treatment programs in the United States. *Journal of Traumatic Stress, 25*, 232-235. DOI: 10.1002/jts.21684

Akinsulure-Smith, A.M., & Keatley, E. (2014). Secondary trauma and local mental health professionals in post-conflict Sierra Leone. *International Journal for the Advancement of Counseling, 36*(2), 125-135. DOI: 10.1007/s10447-013-9197-5

Akinsulure-Smith, A.M., Chu, T., Espinosa, A., & Hallock, R. (2018). Secondary traumatic stress and burnout among refugee resettlement workers: The role of coping and emotional intelligence. *Journal of Traumatic Stress, 31*(2), 202-212.

Espinosa, A., **Akinsulure-Smith, A.M.,** & Chu, T. (in press). Emotional intelligence and occupational stress among refugee resettlement workers: The mediating role of coping behaviors. *Psychological Trauma: Theory, Research, Practice, and Policy*.

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Main risk factors for CF/VT

- 1) Exposure to the stories (or images) of traumatized people
- 2) One's empathic sensitivity to other people's suffering, and
- 3) Any unresolved emotional issues that relate (affectively or symbolically) to the suffering seen.

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Warning Signs of CF/VT*

- Physical
- Behavioral
- Psychological

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*Saakvitne & Pearlman, 1996
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Physical Signs

- Physical exhaustion
- Insomnia or hypersomnia
- Headaches and migraines
- Increased susceptibility to illness
- Somatization and hypochondria

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Behavioral Signs and Symptoms

- Increased use of alcohol and drugs
- Other addictions
- Absenteeism
- Anger and irritability
- Exaggerated sense of responsibility
- Avoidance of clients

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Behavioral Signs and Symptoms (Cont'd)

- Impaired ability to make decisions
- Forgetfulness
- Problems in personal relationships
- Attrition
- Compromised care for clients
- The silencing response

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Psychological Signs and Symptoms

- Emotional exhaustion
- Distancing
- Negative self-image
- Depression
- Reduced ability to feel sympathy and empathy
- Cynicism and embitterment
- Resentment
- Dread of working with certain clients
- Feeling professional helplessness

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Psychological Signs and Symptoms (cont'd)

- Diminished sense of enjoyment/career
- Depersonalization
- Disruption of world view/heightened anxiety or irrational fears
- Increased sense of personal vulnerability
- Inability to tolerate strong feelings
- Problems with intimacy
- Hypervigilance
- Intrusive imagery
- Hypersensitivity to emotionally charged stimuli
- Insensitivity to emotional material
- Loss of hope
- Difficulty separating personal and professional lives
- Failure to nurture and develop non-work-related aspects of life

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Warning signs of CF/VT on Torture Treatment Programs

- High rates of staff turn-over
- High rates of absences or tardiness
- Lack of communication and frequent miscommunication between co-workers and/or departments
- Increase in interpersonal conflicts between co-workers and/or between various parts of the organization
- Missed deadlines

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Warning signs of CF/VT on Torture Treatment Programs (Cont'd.)

- Incomplete work
- Poor quality of work or service delivery
- Increase in customer/client complaints
- A negative atmosphere/low morale
- Less energy and motivation to do "extra" or to take sufficient time to do quality work as an organization
- A lack of emotional and/or physical safety in the organization

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Questions?

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Thank you for attending this webinar
Todays presenters were

- Peter Dross, The Center for Victims of Torture pdross@cvt.org
- Paul Stein, Independent Consultant paulsteinrefugees@gmail.com
- Adeyinka Akinsulure-Smith, Bellevue/NYU Program for Survivors of Torture Adeyinka.Akinsulure-smith@nyumc.org

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