



# AN OCCUPATION-BASED APPROACH TO NONPROFIT ADMINISTRATION



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SITE MENTOR: DR. KILEY HANISH, OTR/L, PMH-C

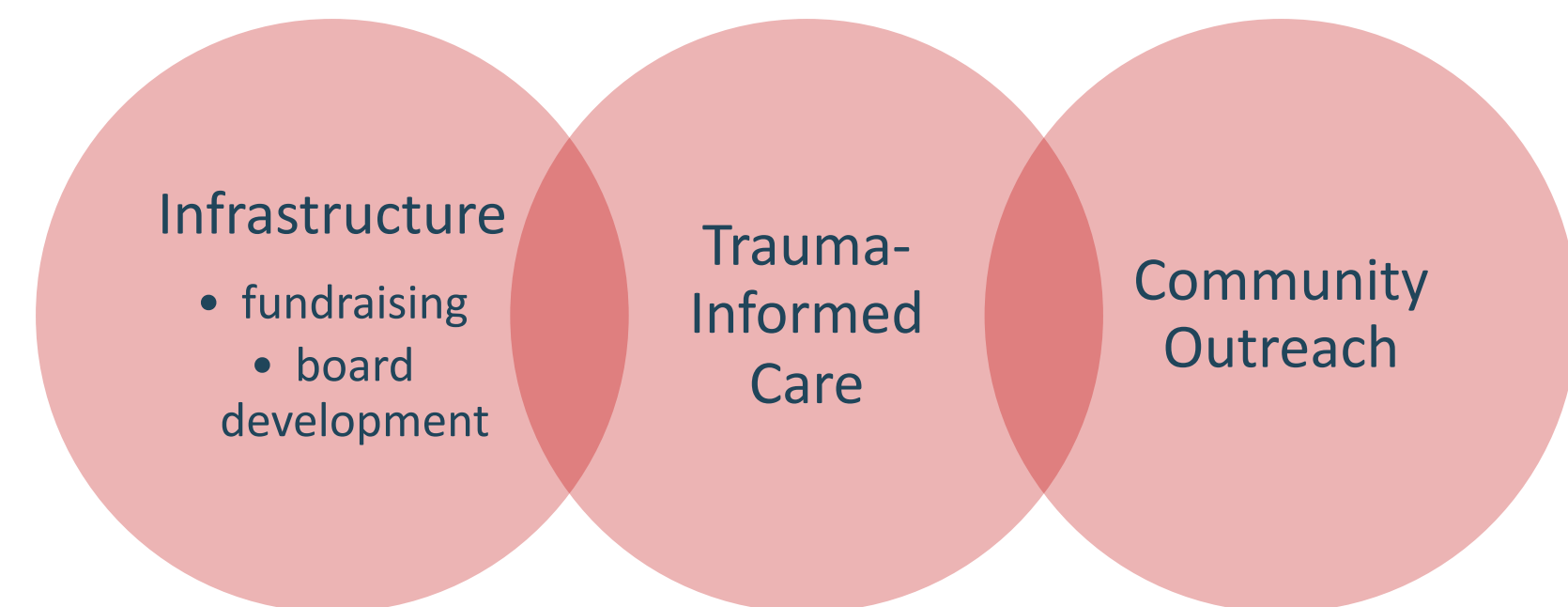
FACULTY MENTOR: DR. BIANCA CALLIER, OTR/L

## SITE DESCRIPTION



- 501c3 nonprofit organization founded by Dr. Kiley Hanish, OTR/L, PMH-C in 2018
- Mission: To engage a global community of bereaved parents and their healthcare providers to improve mental health outcomes, while also advancing pregnancy and infant loss awareness, education, and support
- Services: virtual support groups, webinars, and educational materials for bereaved parents and the healthcare providers who care for them

## IDENTIFIED NEEDS



## STUDENT LEARNING OBJECTIVES

By the end of the doctoral capstone experience, the student will:

- Execute the application of a trauma-informed care approach to administration and management within an OT-based nonprofit organization
- Improve leadership skills within a group of interprofessional stakeholders
- Increase administrative management skills in a non-traditional OT setting

## LITERATURE REVIEW

- As new areas of practice continue to emerge, many OT practitioners will need to become entrepreneurs, but **resources and support are limited for OTs engaging in business development** and administration. (Anderson & Nelson, 2011)
- Awareness about **why trauma-informed care should be implemented** across health care settings is becoming more commonplace, but there is far less understanding about **how to implement a trauma-informed approach** within an organization. Trauma-informed training was most effective when paired with other components such as organizational policy changes. (Purtle, 2018)
- Shared leadership is an evolving leadership model that focuses on **mutual influence, shared decision making, and a culture of collaboration** to achieve organizational goals. Evidence indicates that organizations with shared leadership in place show **improved team effectiveness, productivity, satisfaction, and decision quality**. (Freund, 2017)

References:



## PROJECT PLAN

- |                      |                                                                                                                                                                                                                                        |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fundraising          | <ul style="list-style-type: none"><li>Design a comprehensive annual fundraising program</li><li>Conduct in-service training about fundraising for leadership staff and board members</li></ul>                                         |
| Board development    | <ul style="list-style-type: none"><li>Restructure the board of directors and establish four new board subcommittees</li><li>Plan and facilitate a board retreat</li><li>Create an onboarding program for new volunteers</li></ul>      |
| Trauma-informed care | <ul style="list-style-type: none"><li>Develop an implementation guide for trauma-informed care at all levels of the organization</li><li>Facilitate the implementation of trauma-sensitive practices, policies, and language</li></ul> |

## PROJECT OUTCOMES

Client:	Return to Zero: HOPE
Meaningful Occupations:	support groups; provider education; business administration
Context / Environment:	exclusively online/virtual; everyone has lived experience of baby loss
Client Factors:	Supports: strong mission and values, committed staff and volunteers Barriers: lack of nonprofit management experience, infrastructure, and funding
Goals:	<ul style="list-style-type: none"><li>implement trauma-informed care and collaborative leadership models</li><li>increase sustainability through fundraising and infrastructure design</li><li>improve board development and engagement</li></ul>

### POST-DCE SURVEY RESULTS

- 80% of board members surveyed reported being extremely satisfied with the new board structure and committees
- 80% reported being very/extremely satisfied with collaborative leadership efforts
- 100% were very/extremely satisfied with trauma-informed care integration efforts

Figure 2. Word cloud of board members' feelings about fundraising BEFORE in-service.

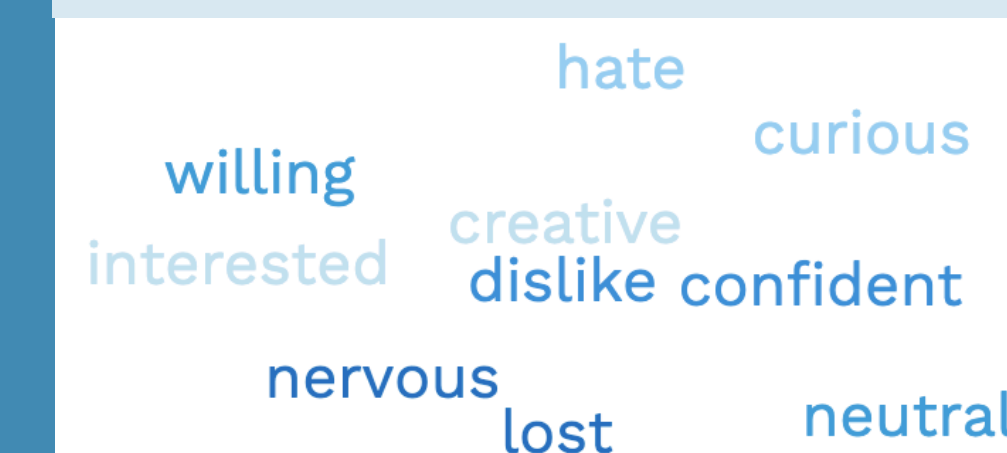


Figure 1. Word cloud of board members' feedback about the board retreat.



Figure 3. Word cloud of board members' feelings about fundraising AFTER in-service.



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|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Focus Group Themes: | <ol style="list-style-type: none"><li>OT lens helped clarify roles, performance skills, and patterns</li><li>Created infrastructure in many areas where it was lacking</li><li>Structure and tools created will have lasting impact for the organization</li></ol> |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## SCHOLARLY DELIVERABLES

There were many scholarly deliverables for this project, including (partial list):

- Year-long calendar of donor solicitation and stewardship activities
- Templates of solicitation and acknowledgement letters
- Fundraising toolkit and recorded in-service presentation
- New board member onboarding program presentation
- Trauma-informed care implementation guide and organizational assessment



To view all deliverables:



## CONCLUSION

Many **emerging practice areas** for occupational therapists are **currently served by community-based nonprofit organizations**. OTs interested in working in these areas may not only need to advocate for the profession, but also have the skills to help **build financial capacity and infrastructure within organizations to support the addition of OT services**.

By **viewing the organization itself as the "client"** and **applying the occupational therapy process and framework**, OTs can help organizations **identify long and short-term goals; develop structures, systems, and tools to achieve those goals; and support those in the organization in better understanding their roles**. In doing so, organizations can become more adaptable and sustainable. Many OTs, however, may not have strong business administration skills. It would be beneficial to OT students and the profession for more OT schools to **include business administration courses** in their curricula.

This project can serve as a model for other occupational therapy professionals and entrepreneurs who wish to **build robust community-based nonprofit organizations** that are adaptive, sustainable, and have the infrastructure needed to make their services accessible to diverse communities and populations. **By offering nonprofit organizations clinical practice skills as well as leadership and administration skills, OTs have much to contribute to clients, employers, and the profession at large.**