This too shall pass

Planning and adapting for the next way of grief service delivery
Objectives

• Create a principles for decision making
• Review strategies for short/long-term organizational planning
• Discuss the Next Way of grief service delivery
• Explore considerations for being back onsite
Create principles for decision making

• Enables your leadership to make consistent decisions quickly
• Ensures the most important considerations receive proper attention
• Provides a platform for conveying the rational behind key decisions to strengthen confidence and trust

Source: Bridgespan
Create principles for decision making

- Principles to put people first
- Principles to elevate equity
- Principles to focus on financial sustainability

Source: Bridgespan
Create principles for decision making

• Create safety for all our constituents (employees, trainees, interns, families, volunteers, and partner organizations)
• Provide critical community resources and ensure business continuity to the best of our ability
• Adhere to public health guidelines for stopping the spread of communicable disease
• Demonstrate care and concern for constituents
Key Question

What best advances the long-term mission of the organization?

Source: Seachange
Review strategies for short/long-term organizational planning

- Steps to sustainability
- Anticipated funding in 2020
- Cash flow/gap analysis
- Exploring financial options
- Fundraising tips
- Approaches to expense savings

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Steps to sustainability

Assess your current situation
• Involve your board in planning and decision making
• Evaluate your financial situation and risks
• Be honest in evaluating your services short and long term

Take advantage of emergency relief
• Emergency Injury Disaster Loan (EIDL)
• Paycheck Protection Program Loan (PPPL)

Continue fundraising and cultivation
• Communicate with your constituents
• Pivot your case statement to support current needs
• Contact your most loyal donors (5 consecutive years) and major donors

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
## Revenue sources

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Anticipated Funding in 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee for service</td>
<td>Reduced due to disruption in service</td>
</tr>
<tr>
<td>Philanthropy</td>
<td></td>
</tr>
<tr>
<td>• Individuals</td>
<td>Extraordinary generosity, but decline from ‘19</td>
</tr>
<tr>
<td>• Donor Advised Funds (DAFs)</td>
<td>Increase gifting due to response in local needs</td>
</tr>
<tr>
<td>• Foundations</td>
<td>Increase due to emergency response efforts</td>
</tr>
<tr>
<td>Government</td>
<td></td>
</tr>
<tr>
<td>• Contracts</td>
<td>Likely will remain, but may reduce</td>
</tr>
<tr>
<td>• Grants</td>
<td>Omitted in efforts to meet budget</td>
</tr>
<tr>
<td>Cash Reserves</td>
<td>Used to address needs in 2020</td>
</tr>
<tr>
<td>Endowment</td>
<td>Decrease yield, and carry over next 3 years</td>
</tr>
<tr>
<td>Lines of Credit</td>
<td>Increase as organizations turn to this short-term</td>
</tr>
</tbody>
</table>

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Cash flow/gap analysis

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Scenario planning
## Scenario planning

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Revenue</th>
<th>Expense</th>
</tr>
</thead>
</table>
| Good     | 80% Annual Fund/Major Donor  
35% of Event  
90% of Grant | Onsite July 2020  
Reduce cash expenditures 6% |
| Bad      | 70% Annual Fund/Major Donor  
25% of Event  
80% of Grants | Onsite September 2020  
Remove 401k  
Reduce cash expenditures 8% |
| Ugly     | 60% Annual Fund/Major Donor  
20% of Event  
70% of Grant | Onsite January 2021  
Remove 401k/Salary reductions  
Reduce cash expenditures 10% |
## Scenario planning

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Annual Revenue</th>
<th>Annual Expense</th>
<th>Annual Change in Operating Net Assets</th>
<th>2020 Monthly Cash on Hand</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Aug</td>
</tr>
<tr>
<td>Good</td>
<td>$710,000</td>
<td>$765,000</td>
<td>($55,000)</td>
<td>2.9</td>
</tr>
<tr>
<td>Bad</td>
<td>$675,000</td>
<td>$750,000</td>
<td>($75,000)</td>
<td>2.21</td>
</tr>
<tr>
<td>Ugly</td>
<td>$600,000</td>
<td>$700,000</td>
<td>($100,000)</td>
<td>1.8</td>
</tr>
</tbody>
</table>
Explore financial options

- Apply for Emergency Assistance
- Assess your reserves
- Engage in scenario planning
- Consider short-term lines of credit
- Launch special fundraising initiatives
- Consider dipping into endowment

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Fundraising tips

• Overcommunicate with your donors
• Inform your constituents about how/what you are doing
• Talk to your most loyal donors
• Frame the needs of your new case for support
• Use social media
• Be sensitive to the current conditions

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Approaches to expense savings

- Limited to adjusting revenue and expense to survive
- Do everything possible before cutting staff
- Cut auxiliary benefits first (parking, retirement, insurance contributions)
- Be creative before layoffs:
  - Rolling furloughs—everyone 1 week unpaid each month
  - Shared reduction—everyone reduces hours 25%
  - Job sharing—two employees split one FTE
  - Level salaries—temporarily set all salaries at the same level

Source: Clifton Larson Allen
Approaches to expense savings

**Furlough**
- Retain talent
- Employed but reduced hours
- Keep benefits
- All employees share the hardship

**Layoff**
- Temporarily separated from employment with possible recall
- May collect unemployment insurance
- Some employers extend benefits

**Reduction in Force**
- Eliminate position without intent to refill
- Can be through termination or attrition
- Layoffs can become reductions

Source: Society for Human Resource Management
Key Question

Have we developed honest scenarios?
Have we explored all possible costs savings?
Are we creatively and sensitively fundraising (including accessing emergency funds)?
The Next Way of grief service delivery

- Use established principles to guide decisions
- Planning now decreases future stress
- Important to employ phased approaches
- Solutions must be nimble and allow seamless transitions to on/offsite work
- Seize opportunities to experiment and be creative
- Collaborate with peers and clients
Possible necessary operations

- Ongoing leadership meetings and monitoring
- Staggered schedules
- Alternative workspace assignments
- Masks
- Daily health screening
- Temperature checks
- Continuous cleaning procedures
Phase One

• Increased remote support
  • GOAL: Offer higher level of service
  • Online activities
  • Virtual group or individual meetings
  • Connections through phone calls and mailings

• Determine ability to meet onsite operational requirements
  • GOAL: Create safety and social distance
  • Appoint a COVID-19 workplace coordinator
Phase Two

- Identify onsite staff/staffing needs
  - GOAL: Bring minimal staff onsite (no families)
  - Program staff have access to more resources
  - Direct/immediate consultation for challenging situations
  - Increase comfort being onsite prior to having families present

- Monitor reaction to increased circulation
  - GOAL: Allow time to assess community response and contagion
  - Adapt practices as new information is received
  - Be prepared to seamlessly transition to remote work
Phases Three, Four, and Five

• GOAL: Slowly allow clients/volunteers who feel comfortable to safely return onsite

• Phase 3
  • Integrate limited face to face service while maintaining remote support
  • Consider ways to support families individually

• Phase 4
  • Increased face to face service while maintaining remote support
  • Consider small groups of specified ages

• Phase 5
  • Assess ongoing programming options and bringing additional staff onsite
Decision making considerations

- Aim to provide a sense of calm to staff
- Reassure staff of the value of their work
- Be transparent about the situation
- Plan for staff retention
- Offer wellness options
- Use established principles to guide decisions
- Ensure all decisions meet state public health, labor, and employment laws

Source: COVID Finance and HR Policies, and Management Implications; Dr. Angela Seaworth 4/16/2020
Key Questions

What are we comfortable with onsite?

What level of risk are we willing to accept for our staff and constituents?
Questions
Thank you!

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Resources

• Baylor College of Medicine COVID-19 Community Resources
  https://www.bcm.edu/coronavirus-preparedness/community-resources

• Bridgespan A Compass for the Crisis: Nonprofit Decision Making in the COVID-19 Pandemic

• CDC: Detailed Disinfection Guidance

• CDC: Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19)

• CDC: Prepare Your Small Business and Employees for Effects of COVID-19

• CDC: Stop the Spread of Germs

• CDC: The National Institute for Occupational Safety and Health (NIOSH) Workplace Resources

• Clifton Larson Allen: Financial Leadership in the Face of Impossible Choices
Resources

- Colorado Department of Public Health and Environment How to conduct a facility health screening
  https://covid19.colorado.gov/symptom-screening
  https://drive.google.com/file/d/1p6SStp1deNzVVjlgAL937f06jHWT9VDM/view
- Greater Houston Partnership - Work Safe – 20 principles to guide – Reopen Houston Safely
- OSHA/DOL: Preparing Workplaces for COVID-19
- OSHA: Control and Prevention
  https://www.osha.gov/SLTC/covid-19/controlprevention.html
- OSHA: Ten Steps All Workplaces Can take to Reduce Risk of Exposure to Coronavirus
  https://www.osha.gov/Publications/OSHA3994.pdf
- Society for Human Resource Management: What is the Difference between a furlough, a layoff, and a reduction in force?
- State of Texas/OpenTexas – Checklist-Office-Based-Employers