Consulting Service: Webinar Series

Making the Case for Arts in Healthcare within Your Healthcare Institution

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Making the Case for Arts in Healthcare Within Your Healthcare Institution

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In this job you will wear many hats.

You are:
the fundraiser,
the Healing Arts advocate,
the mediator,
the negotiator,
the facilitator
and even, at times, the agitator.

And your job will never be dull, so you will need chocolate and lots of it to sustain you.
Challenges:

- Securing funds to support your programs
- Forging partnerships/relationships within your institution
- Gaining the support of upper management for integrating the arts into the hospital setting
- Creating awareness of the value of the healing arts in your hospital and building support from staff at all levels
- Forging partnerships/relationships within your community
Every Institutional Culture Is Different

- There is no one business model for your program
- There is no one institutional model for your program
- THERE IS NO "ONE SIZE FITS ALL" CHAMPION FOR YOUR PROGRAM
- Be creative – be savvy
Who Are Your Champions?

- Who are the key persons to connect with in your institution?
- Your CEO, someone in upper management, a Clinical Manager, a nurse executive, the Development Director, Volunteer Services...
- Whomever it is, make sure you connect with the right person who can help you pave the way.
Convincing your CEO, Division Chief, Clinical Manager or other decision maker in your institution:

Why spend money on the arts?

What is the value of incorporating a healing arts program into your institution?

What are the costs?

What are the benefits for the hospital?

What do you bring to the table?

There are many competing interests for funding. How do you convince management to invest in the arts?
Things to Consider…

• How stable is your hospital leadership?
• Who has discretionary funds?
• Who has demonstrated support for the arts within your institution?
• Who gets things done – takes risks?
• Who inspires staff and is a true leader?
Your Argument

- Improve patient & staff satisfaction
- Increase philanthropy
- Set yourself apart from other hospitals as a front runner; attract patients
- Increase corporate and community support
- Sustain substantial strategic and business advantages over competitors
- Provide optimal environments for patients and their families and supporters, as well as healthcare staff
- Improve clinical outcomes and reduce costs

continued…
Your Argument Continued...

- Help to recruit and retain staff

- Joint Commission accreditation reviews the Environment of Care

- Hospital arts appeals to Board of Trustees; arts give stature to those who help to bring them to fruition -- all feel part of and invested in programs they have helped to support and promote.

- Staff satisfaction (correlated to patient satisfaction, high cost of turnover, impending crisis of baby-boomer retirement, improved patient attitudes).

- Arts provide opportunities for a new dialogue between patient and staff other than medical issues; i.e., a painting in a patient room can be an opener for questions about the artwork.
Your Argument Continued...

• Board and senior hospital management tend to be conservative. It is up to you to convince them of the value of incorporating a healing arts program at their institution and to present a solid argument with good support material.

• The hospital board can be helpful in making community connections. For example, the board can often help open doors to local banks, corporations and local businesses.

• Connections and collaborations can also be forged with local arts organizations, museums, and colleges and universities.

Do your homework: Go in armed with statistics, research, information about other hospital arts programs, to support your proposal. Go onto SAH website and database. Review research data, papers, etc.
Making the Case

- Statistics – How many and what kinds of programs are out there?
- Best practices – model programs
- Research – What evidence is out there? What does it tell us?
- Business case for arts in healthcare
- Testimonials, feedback, stories…
Collateral Benefits for Patients

- Happier patients = happier staff
- Stress management
- Psycho-social support
- Improved patient safety
- Better compliance with directives and fewer readmissions
- Boosting patients’ sense of control and making them better partners in the management of their care
- Improved cognition and decreased confusion
Resources

- Society for the Arts in Healthcare research bibliography
- State of the Field Report
- Society for the Arts in Healthcare member services and website
- Arts and Health Journal
- Web search
- Model programs
Securing Funds...
Any Way That You Can!

One of your biggest challenges will be securing funds to support a Healing Arts program. Have a budget and a plan...

Push for the staff positions to be funded by the institution. You need to have stable funds to support staff. There will be opportunities for donors and grants to fund individual arts programs. It is important to build a stable base of support and find ways to sustain it.
Making Connections within the Hospital

- Convincing your development office to seek support for a healing arts program and to target donors with special interests in the arts. Development often has information about hospital donors and what their interests are and can then target specific individuals to support a particular hospital arts program that may interest them. For example, a hospital donor/trustee may also be on the board of the local art museum and warm to supporting such a program.

- Educate upper management regarding the importance of having salaried staff, not a staff of volunteers, therefore the need for sustained financial support. Would they want volunteer doctors and nurses?
Making Connections within the Hospital

- Educate/convince hospital staff (nurses, social workers, child life, etc.) of the value/importance of a healing arts program. Let them sample the programs. Keep them in the loop. What’s in it for them?

- Seek community resources/outreach (colleges, YMHA-YWHA, museums, libraries, local arts organizations, etc.) to partner with the hospital. Why? What’s in it for them? Why collaborate? Fulfills outreach missions, venues for their staff and artists, exposure.

- Educate marketing/communications staff that a healing arts program is a good marketing/public relations tool for them. Provide them with examples of what leading institutions are doing.
Building Institutional Support

- Employee art show
- Galas and fundraisers
- Grand rounds
- Teaching medical school electives
- Hospital book clubs
- Original musicals, choirs, orchestras
- Hospital-wide art making projects
- Naming contests for original artwork
- Community lectures
Your Business Plan

- Be prepared with a business plan.
- Include targeted income sources as well as expenditures.
- A three-year pilot good way to begin.
- Include evaluation component.
- Be realistic – allow room to grow!
- Don’t promise what you cannot deliver.
- Tap discretionary funds and gift accounts.
- Your leadership will need to make it a priority for Development to seek funding – easier in Cancer Centers, Children’s Hospitals and specialty care such as Heart Centers.
First ask yourself some important and crucial questions.

- Are you up to this? Do you need someone to partner with who has skills you may lack? Be realistic about your skill set.

- What is your vision for an Arts and Healthcare program in your hospital?

- What are your short-term and long-term goals?

- What, if any, are your resources in the hospital? (Volunteer dept., Development, Child Life, Marketing)

- What, if any, are your community resources? Would it be worthwhile to tap into them or partner with them?

- Who would be your allies in the hospital? (Child Life, Nurses, Social Workers, Doctors, Development)
• Who is your audience? Patients, families, staff, all?

• What type of program do you first want to begin with?
  (Develop Art Collection, Healing Arts programs, Community Collaborations, etc.) Stay focused! Piloting a program is always a good way to begin. A six-month trial program can introduce a hospital to a Healing Arts program and all the positive aspects of such a program.

• What funding support are you seeking from your hospital? Does development know any community philanthropists already involved with the hospital who have an interest in the arts?

• Would it be helpful to develop a questionnaire to distribute to staff, patients, and families asking what type of arts programming they would be interested in seeing at the hospital? If you do this, keep it under 10 questions and direct participants in a positive manner (e.g., Would you like your loved one to have a musical experience while in the hospital?)
HERE ARE SOME BIG POSITIVES!

- The general public and trustees will like the idea of healing arts. The arts are image building for the institution. The public may see the hospital in a new and more positive light. Community partnerships often benefit both institutions.

- Patients want to come to an institution that values the arts and sees them as an important component to the entire healing process (empathetic, caring facility).

- Philanthropic people can donate to and support programs, which make them feel good. Development staff can tap into community philanthropists who are interested in the arts.

- The arts are not a revenue-producing department, but they may indirectly influence positive outcomes through patient and staff satisfaction and increased volume and save resources through shorter length of stay, lower use of pain medication and fewer readmissions.
• Early successes will begin to spread the word; for example a traveling art cart that visits patients makes nurses very aware of the program’s value.

• Students and others will eagerly volunteer to work in this type of program.

• Such programs provide staff with opportunities to see patients as individuals with interests (e.g., the ability to create their own artworks and select art for their rooms), not just people with medical problems. They also provide opportunities of new dialogue between patient and staff, beyond medical issues.

• The arts give stature to those who help bring programs to fruition. All become invested in the programs they have helped to support and promote.
And there will be days when nothing goes right. You will feel underappreciated, grants will be turned down, development will be unsupportive. You may want to scream and run away......
...but don’t give up. Stay optimistic, and remember that it is better to start small than not start at all.