>> Good afternoon... woo, hello! Good afternoon!

Have a seat. Get comfortable. Our room monitor would like me to ask you all if you have not signed the sign-in sheet yet, if you would raise your hand. That would be helpful, please.

All right, well, on the slide you see, "When the Going Gets Tough Think Sustainability." So if this was the session you planned on being in, you are in the right room. And so you have five of us... one, two, three, four... yes, five of us that are going to be sharing and talking today over the next three hours. You're going to have a break in there, I promise, but if you need to self-manage, please do. We have some interactive activities and some pair and sharing that we're going to do today too. So hopefully we won't just be stagnant for the session.

On the screen you will see the five presenters today. I will not introduce them. I'll let them introduce themselves.S however, I am Terri Patterson, I'm an Aquarius, a parent of a child who have deaf. I'm also the director of chapter support for the organization Hands & Voices. As parts of that, I have a focus around technical assistance and I support training and education as part of the Family Leadership in Language and Learning center, more fondly known as the FL3 center, which is a cooperative agreement with HRSA where we work with you as your EHDI programs and family-based organizations and parent leaders.

Today we're going to focus on component around sustainability. But before we go, you can see up on the slides, those are the objectives that you read in the description, but we'll really interested -- you're in here for a reason, we hope, not just to see Terri speak, although I do have a reputation, but I would like to hear what you all -- just, you know, a couple words. What are you hoping to sustain? What are you hoping to get out of the next three hours or take away as you move throughout the conference? We've got another microphone out there. Raise your hand. When you hear "sustainability," what does that mean to you?

Okay. I'll be the brave one.

>> I'm Joanna Campbell from the Florida School for the Deaf and Blind and we have an Early Intervention Program there, and one of the hurdles we have is trying to keep people on board. We're hiring parent advisers left and right, but we're having such a hard time keeping them. So I'm really hoping to learn some strategies of how we can sort of keep them in the game, that type of thing, I guess.

>> TERRI PATTERSON: Great. Thank you.

>> This is Marianne that from Indiana. Along those lines, how to build up leaders and keep them with us for a long time.

>> I'm Dana from Louisiana, and I think mostly we are concerned about continuing funding or securing funding, so that our program can continue if we don't get it.

>> TERRI PATTERSON: That's great. We would love to talk about all of that. There is a lot of things involved in sustainability, right? But it comes down to the people. The people that make the funding happen and keep the funding going.

So we're touching on three of the dynamics within the conversation around sustainability. And one of those, when we talk about people, how do we keep people, how do we maintain people? Mentoring and coaching. We're going to have realistic stories -- Heidi is going to share experience too on -- it happens informally but how can we be more intentional as programs to ensure that we're providing mentors or buddies or coaches to our existing resource of people, right? So they're getting the skill sets, so they can follow as the next people in our role, potentially, right? And how do we find if we're new in our role or changing a role, how are we really tapping into mentors of our own or coaches, whether that be peer-to-peer. There's a lot of informal, more formalized patterns of that. Burn-out. How many people in the last week either said to themselves or thought, oh, my gosh, I'm so stressed out!?

Yeah. Maybe that happened this morning or two minutes ago or, actually, right now... yeah.

You also think about burn-out, and we use it interchangeably. We're going to spend a few minutes later today talking about what is the difference. You've got to be able to recognize what the symptoms are before they move to that heavy burnout stage, which is really a point where we lose people. They're not engaged. So how do we address that? How do we move forward? Strategies so we address it within ourselves and those that we work with. And then ultimately the planning piece, right? We can't talk about sustainability without addressing succession planning and transition planning, and that involves the funding piece too, right? So it's infrastructure, it's people, it's funding, it's time and energy.

So what we're going to do noun is a warm-up, an icebreaker-ish. But just to get you thinking, if you don't know how you're spending time, how are you going to manage your time, right? All this planning -- we're going to talk about planning left and right, making time to have a plan, following a plan, reevaluating it, strategic plans, there's onboarding plans, there's mentoring plans, right? But you've got to know how you're spending your time. So I'm going to go through a few instructions for y'all. You need something to write on, if you have paper or a pen or maybe your tablet or phone, you're going to record some things for me and I'm going to let you loose for a few minutes.

First I would like you to think about -- and don't overthink it. Five things that you established yesterday. It can be, hey, I pushed the button and finally submitted that grant. Or I took the dog for a walk. Or a lot of you were packing and prepping for a trip. Maybe you've got your family prepped for meals for the next few days. So, five things that you accomplished yesterday, big, small, in between.

Then I'm going to ask you to write down one wasteful thing you did yesterday. It didn't add any benefit to your reaching any goals yesterday. It was a distraction, it kept you from doing something, right? It didn't add value or quality to your life, just something wasteful.

I'm watching for eyes as you come up and give attention. Once you finish that list, find a partner at your table, a neighbor, if you haven't met them yet, introduce yourself, that's always a nice way to start. And compare your lists a little bit and see what those look like. I'm going to give you a couple minutes to do that, and then we're going to come back.

>> TERRI: All right, Terri is back! So, there was a lot of laughing out there. I can imagine, you know, I think a wasteful -- you know, you think you get on TikTok for two or three minutes and then all of a sudden 30 or 45 minutes have passed. You're like, oh... right? But I think you have to recognize and account for and acknowledge the achievements you do do, the things you do get done. How many times do you get to the end of the day and you're like, oh, my gosh, I didn't get anything done! Because all of a sudden... your car broke down and then 50 emails were shot to you, and then all these things are going on and I didn't achieve anything. So you've got to acknowledge... we tend to not account for anything and beat ourselves up because we didn't do anything. So you've got to count those positive accomplishments.

Also you have to recognize how you are wasting your time. And I love time management stuff. I do a lot on it. I'm a very organized listy person. But if you even think of Covey's four quadrants, if you're familiar with that, there's a not important/not urgent quadrant, but recognizing what time wasters are is important. Knowing how much time you spend on those time wasters -- they're not all bad. Sometimes they free you up, right? They get your mind -- they're time management, where I'm going to focus 20 minutes and take 10 minutes off. Once you know where your time is going, you can begin the prioritization. We just wanted to take a couple minutes. Can Candace has a microphone again if you want to share anything you got out of your conversation there. Something like, oh, I didn't accomplish anything yesterday. Then you realized, well, I walked the dog.

>> We drove 8 and a half hours to get here.

>> TERRI: Wow!

>> But I did accomplish something. More of my best friend here, Rebecca, on CMB, so...

>> TERRI: There ya go. What was your time waster? I'm curious, if you want to share.

>> I didn't. I was driving the whole time. Looking at the road.

>> TERRI: There ya go. Thanks. Anybody go, oh, I don't want to admit that to the person next to me? I don't want to (chuckling)... yeah.

>> We sort of decided that there's no such thing as a time waster, it just falls under the umbrella of self-care.

>> TERRI: Excellent. Self-care is huge in this. And that's another -- we could talk a lot about that, because we will be talking about burnout and stress and that sort of thing. It's about organizing, prioritizing, that helps us fight the burnout, right? It's about helping the people we're working with to acknowledge, you did accomplish stuff today, and helping them recognize that.

So thank you for entertaining me there.

So, going in and introducing what we're talking about today, this list of things up on the slides, when I first put those down, I thought, well, let's just get the barriers out of the way? Why are we not doing sustainability planning? Because we're busy. Time. We're by didoing day-to-day, right? All those activities, meeting the objectives. And we have to recognize we have got to make the time to do the planning. Because when we have our nose right down in front of us on what is happening tomorrow or next week, that doesn't build sustainability or a year from now, five years from now, ten years from now. So it's recognizing that.

Sunk cost fallacy. Have any of you... have y'all heard about that? Right?

The phenomena... you know, I already have invested so much time, money, energy in this product, in this program, in this method that we can't stop now. Even when you know abandoning that is going to be the right thing. So it really is, as leaders, as bosses, recognizing that we've got to take the time to stop to evaluate and take it back to the fact of, you know what... it's not working, let's find something new that is working.

Understanding, making sure your team understands why it's important to have that meeting to talk about succession planning or transition planning. If they don't understand that there are consequences to not having that plan, then you're not communicating what needs to happen for the organization and move forward. You're not involving them in that process. Assumptions. There's the assumptions that as a leader or the boss, if you start talking about this, people are going to go, oh, we can replace them now. Because now we know what we need. So you recognize it. It's -- I mean, it makes sense. It's realistic. Or when talking about mentoring and you're coaching and you're actually identifying potential people to take your role, you know, who is going to step into the Executive Director position next? Who is going to be the next EHDI coordinator, right? And so while you are finding those people and identifying them, are you alienating other staff members?

So, I mean, it's legit to worry about that, but keeping that in mind, addressing your needs. Are you not just addressing short-term needs but looking at the long-term plans and objectives? Are you embedding your organizational cultural norms into what your plan is and what you want? Do the people that are going to come after you know your "why"? If it's a nonprofit, do they get the mission? Do they understand, that is part of the plan, rather than just we're going to put a warm body into that position and they need to have the skill set of Excel and, you know, whatever that might be?

So insuring that philosophy and culture and even understanding of 1-3-6, why do we do that, when we know we do that, but what is the purpose of that and how does that affect and impact families?

Your planning, is it too rigid? You're got to be flexible. And it's got to line up with your strategic plan. So thinking, if we make this too rigid and too prescriptive, what happens two years down the line or when the next person is trying to follow it? And accountability. I mean, you can have the best plan, right? We can all have a beautiful plan and package and policy and procedures, but if nobody is following up with it and evaluating it and making sure it's happening, then your plan is not worth a whole lot of anything.

The slide is not moving.

>> Sometimes if you just click that there, then it makes it go.

>> TERRI: Excellent. So future-proofing. I really like this term. So it's referenced down below, but it's achieving success today without compromising the needs of the future. It's that juggling. It's having and developing your plan. We know you have day-to-day work. We know you have emergencies and unknowns that come up. We know you have personnel changes that happen. That stuff is going to be at the top of or your priority list. But how does that...

Keeping your eyes on the prize, right?

What you're doing, is sit having an impact upon what your end goal is? What is your purpose of existence?

Prioritization. Changes happen. You know, we see regularly, EHDI coordinators change. You change roles. Maybe leave. It happens in nonprofits. We're a parent-driven nonprofit, Hands & Voices, right? Families first. Families happen. So changes are always happening. So being flexible enough to ensure that if Janet gets hit by the bus tomorrow, she does this organizationally with us... if Janet were to get hit by the bus, she's the Executive Director at Hands & Voices, tomorrow will Hands & Voices continue? Will it sustain? Are there people that get the philosophy, understand what the process and procedures are, so business keeps going?

That's your colloquial definition of subject. Keep the business going.

Good practice.

Understanding you've got to balance sustainability with innovation. So that flexibility to say, you know where we thought we were going maybe isn't where we're going. But understanding, get it in writing. Make sure you are communicating it with your teams.

And then just segueing into Heidi, who is going to talk more about hen toreship. Your best -- talk more about mentorship. Your best resource, if you are trying to cultivate the future leaders or future executives of what you do, your best resource are the people that you are working with now. So why are you not investing time in them and letting them have opportunities for finding a mentor, whether it's formal or informal? Coaching. Getting the skills and talent so we're getting them ready for the next step. Why does it help? Because if stuck session is happening, whether it's -- succession is happening, whether emergency or whatever that looks like, if you're working with these people, it breeds consistency and confidence in your overall organization that they know the people that are going to step into the next role have what they need to keep business going. Expand your network. So it's really about being intentional and developing a mentorship opportunities within your organization. And Heidi was really quick, and I'm handing over to her. She said, oh, we don't have a stunt plan. We don't have a -- we don't have a sustainability plan. We don't have a mentoring plan. Why do you want me to talk about it? But when she talks about it, it's happening informally. We know it's happening. how can we be more intentional about that? I'm going to invite Heidi Klumhouse up to the stage.

Thank you.

>> HEZ: Can everybody hear me okay? Thank you. My name is Heidi Klumhouse, first and foremost a parent of three children. Oldest is 26, son 13 and youngest daughter is nine years old born hard of hearing like myself.

I am the current Executive Director for Arizona Hands & Voices and the By Your Side program coordinator.

I'm going to share my journey how I got to be here where I'm add today standing here before you. It kind of started accidentally, if you will. I was in my last year of university obtaining a degree in public administration and saw a job posting for another nonprofit called the EAC foundation of Arizona. They were advertising for a position of follow-up. At the time the Department of Health and Arizona was outsourcing the hearing case manager for newborn hearing screening. There was such a calling for me, because I always wanted to be part of something in the system. I didn't know what that looked like, but it was something I wanted to do. So I immediately applied. And I was a full-time student, so I started off part-time with them. That's how I met the previous Executive Director for Arizona Hands & Voices.

That was my introduction to Hands & Voices, she was telling me about it, and working side by side with that follow-up piece, really we were trying to integrate some of that parent support into the process of follow-up, and then with that we were working with the Arizona EHDI coordinator, Lilus Olson, who was a project manager on that hearing case management contract. And one of the things that she really tried to encourage as far as the staffing was having parents in that role. So I got to learn a lot just on the 1-3-6 perspective, and then connecting with Nejwa as she brought me on as a parent guide originally and invited me to go to the leadership conference, which is where I really further developed my buy-in.. So those who are thinking who is the next person, who is the person that can continue the role and really grow the skills that they need, you need to think outside the box in creative ways, how to further their passion, further their desire and eagerness to learn. That's what you want to look for when looking for a mentee. Because your role as a mentor is identifying the mentee. Who is the person that has that desire? Who do you know that takes initiative? And one of the things I know Nejwa pointed out about me when she offered this to me, was that I always follow through with what I said I would do. So maybe thinking about that. Who is somebody that you see that has that drive? Maybe they just need to build upon the skills that they have. She presented it to the board and asked me to come to the board meetings. And that's kind of how I got started. She asked them to consider my application as a co-executive to work side by side with her. There wasn't a timeline or a formal plan to it. She didn't have a hard exit date. She just knew at some point she wanted the ability to step down and know that the organization would continue to run and fulfill the mission that we have set out. And so we did that. And we thought it would be maybe a year, kind of not necessarily a hard day, but that was the roundabout date. It ended up being two years. And it had to get to a point she was ready to let go. That's also something you have to think about when you're in the role of a mentor. There has to be a point you're ready to let go and say, okay, this is going to be okay, and I've done what I can, and it's time to let someone else new come in and take on that role. And maybe bring some fresh innovative ideas and do it, you know, just that much better. Because we should always be thinking about taking things a step further.

With Nejwa she had a hard handoff. Her handoff was, here's the email, here's the grant we're working on, here's a couple of passwords. She had to figure out things along the way. And that was something I kind of took note of in my journey with her was realizing, I don't want that for the next person after me, that we have to figure things out. Because a lot of things we put in place together as far as sharing passwords, trying to figure out what -- where we should put things in this newly developed drive that we created, where files are going, those are some of the things that we thought about. And then I continued to develop on when thinking about the next person after me.

So when -- sorry, I lost my train of thought.

So when we talk about moving forward, you want to make sure that the person that is ready to take that role, that they are agreeable, they're flexible. Not just with their time but with their state of mind. Are they open and willing to take feedback and criticism? Or maybe are they set in their ways, or are they able to really be able to take theirselves out of their own situation and reflect on somebody else's pont of view and integrate that and work with that and build upon that? So those are some things you think about when you're thinking about the person that is going to take the role and carry forward.

Of course, all of that is not enough.

So even though I have had that two years, I still continue to be mentored, and to mentor others.

So I work very closely with our Arizona EHDI coordinator, Lilus Olson, who is a tremendous mentor, and I continue to learn from her. And I've done other things like the Leadership to Leadership Program to continue to further develop my own skills but also encourage other people within my staff to develop their skills. Because, you know, we do so much more together as a team. We achieve more. And that's really the whole purpose.

It's one of the things that Lilus was really trying to invest in with me, is to really understand the inner workings with the HRSA grant, the EHDI grant that we work on, how did we get to that point? How are we developing all the directives on there and the deliverables, and who is really going to be accountable for that? Instead of her handing us something and saying, this is what you're going to do, we're part of the process with her. I encourage you to think of that regardless of what your role is. Who is on your teams as far as a family-based organization or if you're the EHDI coordinator, whatever your role is, what part do you play in that? And are you at the table in the planning process? And working side-by-side with the people that are involved with that, so that you have some buy-in to what you are setting out to do. And then also for those that are writing the grant or maybe submitting it and expecting those outcomes, you've got some -- these people that are ready and driven and have an understanding of what the directives are and what their responsibility is. You get better outcomes that way, when they have a part in the say of the planning.

Then we move on to talking about carrying the torch. So when Najwa passed the torch to me and it was hard for her to let go, one of the things I wanted to make sure is I know Najwa left it better than when she got it. So me thinking forward, I want to leave it that much better than when I found it. And we should always be thinking about that. We don't want to go backwards and that can be for any of you regardless of your role. Are you the only one that knows how to do what you do? Terri stole it from me. I was going to say the same thing. If I go out and get hit by a bus tomorrow, who is going to jump in and take over and ensure that Arizona Hands & Voices goes on? We're doing great work and we're insuring that we're meeting the families' needs and getting involved with a system, creating relationships. Who is going to continue those things?

So come full circle, I become the mentor. So now I'm taking in and bringing people in as far as other parent leaders, going back to what Terri said, existing leaders, those are valuable resources. So I have an existing team. Who can I encourage to build their skills?

So I encourage one of miff staff to join the Leadership to Leadership Program with me and we both graduated recently in September. And she has taken off with her leadership skills. She's done astronomical things, and her knowledge and skill set have just gone off the chart. And I can potentially see her being the next coordinator or the next director if need be, if that was something that she wanted to do.

I ensured that there are different people along the journey that are with me and understand the different pieces that we have in place. Our president worked side-by-side with me greatly. Which wasn't happening before. She has an understanding. She knows what all the passwords are. We have drives that are created, we have information there, two people -- two other people besides me have that access, whereas when Najwa got everything, we couldn't figure out passwords to our Facebook page. Just simplest things that you want to think about. I know we struggled with that a little bit with Arizona, too. One, the EHDI website, who is going to run that and manage it and continue to post? Who has access? And when it becomes siloed, it's hard to have a team approach to things. So be thinking about some of those things when setting up anything.

I kind of went over the identifying the mentee. So I saw skills in some of my staff and delegated different things and ensured there's different knowledge levels of -- across the board. And then when it comes to our actual Hands & Voices board, we have several people -- we've grown that over the last few years. I've got several people that are so involved and they're all involved in one way or another. I can't be more appreciative, and I feel at point where I feel excited for where we're going, because we all have some skin in the game, if you will. And I've been sure everybody is doing some part of the journey. We're all a piece of it.

And just, you know, continue to encourage everybody and recognizing that not everybody has the skill. Not everybody wants to step into this big role. they might be okay knowing the information, but they're not okay with the idea of actually being the leader. Or maybe not using that term. Some people are afraid of that term. But just ensuring you're not the only one. Something happens, the mission can still be carried.

And then when it's my time, I hope that I'm ready to let go, knowing that the next person that comes along, you know, they can take it, they find it a little better than when I found it, and they continue to grow it and continue to thrive.

With that, I am going to give this over to Sara. Thank you.

>> SARA: Height adjustment.

Okay, how's that? Good?

I'm Sara Kennedy. I'm the editor of our quarterly newspaper at Hands & Voices, and I have some other duties as assigned. But thank you so much, Heidi, for sharing all that story, mentoring and being a mentor. I think that will feed in pretty well to what I'm going to share today.

I don't know if any of you have been to South Dakota, but these are signs along the road. I see some hands up. Where there's been a fatal traffic crash. And I just was struck by them. It's kind of horrifying. And yet it does make you think as you are going by. And when you are in the world of any of this EHDI work, nonprofits, EHDI programs, etc., the one constant we know we can count on is change. You just never know what is going to happen around the corner. And the reminder to think and plan ahead I thought was a good symbol for our session today.

Leaders manage change through holding on to the vision of what you want your organization to be.

I think that is the main role of a leader, is to keep repeating that vision and keep people on track. It doesn't seem like a huge task in a way, but when folks are getting very involved in their small tasks, small or large tasks, you can lose track of what are we really here about? What is the most important things that we need to be doing? And is all of this extra necessary?

Sometimes something happens where you really have to reevaluate that kind of activity in your own organization, and that is what happened to me. So that is why I am here today.

So I have a story for you of a nonprofit Hands & Voices chapter that survived a big transition, and they are still thriving today.

So, I started out working for Colorado Hands & Voices as a volunteer for a short time, and then I had a very small position regionally as a parent guide, just in a particular area of the state. And as things progressed and Janet was an awesome mentor and gave me opportunities to grow, to present, to write grants, to make connections with community, I accepted the Guide By Your Side coordinator assistant director kind of position. And in 2011, Janet was called up full time to Hands & Voices headquarters and I was offered the position of the chapter director.

So, I was in that position until 2022, last spring. And that's not an untypical trajectory, but I think about who invited me in. It was the parent leaders, but also a professional encouraged me to get involved. So think about those relationships that you have. All your parent leaders and your professionals can help you find that next generation of people.

And I want to think about, as we listen to this story, is important to look for people that already know some of these skills? Or is it important to look for people that have qualities, where they're a lifelong learner maybe. You can see where my bias might be. Kind of over the quality section, not skills.

Thinking about 2011, around 2018 or so, I was told by our EHDI coordinator at the time that she was thinking about transitioning in a few years. And she was looking at sustainability of their EHDI grant and its program, and she knew that she was connected to a university, and that once she retired, they would lose that connection.

So they came to us and said, would you as a chapter be willing to apply for the grant? And I had to think about that for a good few weeks. But we talked to our board. Everybody was on board, and we had a plan, if we did receive it, and if we didn't receive it, kind of worst-case scenario type thing. And we decided to write the plan together, and lots of our board members and staff were involved. And obviously other partners were involved as well.

When I was ready to get on the plane for the 2020 EHDI conference we did learn that we did not receive that grant. And it went to another state agency that had a competing application. And we don't have time today to talk about the five stages of grief. So just believe that. But things have to be done, right? So I went back to my board and said, we've got to make a plan. This is not sustainable at our current level. It was about 70% of our budget. So while we had some external funding, it wasn't enough to continue all the things that we were doing. So I made kind of a proposal. We talked about it together. We made a better plan. And we came up with just the essential activities that could still be done given our lesser budget. And some plans going forward. So we had like a three-year plan with ideas about if we did get ever any additional EHDI grant funding we could do these things. If not, we're going to continue with this kind of plan. Obviously, with having had 11 parent guides all over the state and advocates, I had to let some folks go. Not a good day. But in that moment of transition, you do find who is willing to go the distance with you, and maybe who isn't.

So some people sort of self-selected out, thank goodness. And some did not. And those were difficult conversations, but that is part of being a leader, right?

So moving forward, my new Guide By Your Side coordinator was a parent that I had seen a few years before. You just see something in people sometimes, and I invited her to speak to our health department. And I knew when she could hold her toddler and hold the attention of the group and share about CMV, that she was a possible next leader. So I gave her every opportunity. And I want to say don't disqualify people. You know, you might think she has a new baby, significant medical issues. Don't ask her. But she was very interested. So she became a guide, and then eventually I made her the Guide By Your Side coordinator. And that is the person who is now the Colorado chapter director.

So it was a beautiful period of mentoring and teaching, and we also didn't just assume that she would be the next person. We did do a public call for candidates and had a couple other folks apply, and one other interview. And I think that was good for the board and for Jamie Frieze, who you might meet here at EHDI, owho just felt more confident she had been through a process, the board had been through a hiring process, and I think everybody grew.

One thing we definitely learned was that it was so important to keep refreshing your board members. We had at the time that all this happened, the average length of tenure of our board was like 15 years. So people were very motivated, and found Hands & Voices valuable, but they needed to make room for new energy and fresh ideas and fresh connections as well. So luckily we had two fairly new board members help see us through the transition, and many of the board members stayed for the transition and put in their resignations. So there's fairly new board but some continuity today.

So I wondered, if this happened to your organization, what would you do if you found out on one day that you had lost 70% of your funding? I mean, that's something you maybe don't ever have to address. And I don't know all your lines of work, but it could easily happen, budget cuts, stuff happens.

So I want you to think about what is the most essential thing that we need to do? And how could we proceed if that kind of budget cut happened?

So I have a little activity for you.

This -- the little worksheet that is on your table I saw something very similar back in 2016, where it's just a list of the people you currently have in your organization, and if you don't have a copy at your table, maybe raise your hand and maybe Candace will help me. It's pretty simple Excel sheet.

So you're looking at the brain trust that is on tap with your organization right now, and filling out kind of their qualities, their skills, a mix of criteria along the one side. And as you fill that out you might get a sense, oh, we need someone who does this kind of thing, or we need someone who has these connections. So think about that.

And I'm going to give you about four minutes to work by yourself and just think about your own organization. And then we'll share with the neighbor, and then we'll report out a little bit.

So I will let you work on that.

>> SARA: Okay, that was about four minutes. So if you can choose a partner at your table, or even a group discussion, that's fine with me, maybe share anything you noticed, anything that popped out at you. Is there a real gap in your current group? Is there someone you could be nurturing to take on more responsibility, or who needs that opportunity to grow? Think about that.

>> SARA: Okay, I'm going to pull you in again. What did you notice looking at that chart? Is your name checked on every box and there's no one else who knows what you know? That's a problem.

I want to invite any group who would like to share out to just share any insights that your group found.

And Candace will get a mic to you.

>> TERRY: Hello, I'm Terry Urban in Virginia, I'm with Hands & Voices. I kind of focus on what our board members do not have. We have a lot of these things. We would check all of these boxes. But what don't we have that we need to work on? And a lot are like program management, fundraising, grant writing, advocating in different, you know, Part C and Part B. So I kind of look at this and think, what am I going to do with this? So we have a board meeting coming up in two weeks, and I'm going to show them this and say, these are things that we need to work on. So if people want to step up, this is where you can step up.

We also are kind of faced with the problem where all of a sudden people are wannabe on our board. People are literally, I want to be a part of this, what can I do? And I'm thinking, what am I going to give -- what am I going to have these people do? I ask them, what are your tasks, what are your strengths what do you see submitting to this organization? But this is a perfect guiding document to say, okay, we would love to have you on our board. Are you good with... this, this, and this? Because these are really the areas we need to focus on. So that's what I came up with.

>> SARA: That's great. And I will warn you, when I first saw this document, something very similar to this document, that got me thinking about succession planning and who do I need to put in place. So it may start things rolling in a very good way in your chapter.

Anybody else?

Did you find any gaps that you see you need to fill?

I see heads nodding.

Don't let Candace just stand there.

>> CANDACE: I need my steps.

Here I come.

>> MARIANNA: This is Marianna in Indiana, just a thought, I served as the Hispanic parent guide in my state, and replacing myself has been extremely hard. I know I have someone from Indiana here who I adore. And we finally were able to find one person that kind of checks all the boxes, and I was just talking to the Executive Director saying, I have a huge fear of a difference in standard of care for my community, you know, I'm kind of picky, and I really push people because I want equal access for that community. And she gave me really wise words. She said, listen, it's going to be different, but you have to accept that and you have to build that person. I have learned maybe it's not perfect today, but we can shoot for that, and have the patience and let it go. It's really hard, Heidi.

>> SARA: It is hard, but you have been communicating that vision for years now, so I bet some of that culture is just going going to stay.

>> CANDACE: If I can add, too, I was going to say, on my first day I'm sure I didn't have the skills that I wanted or needed, so allowing that evolution to happen naturally.

>> SARA: Isn't that the truth? I don't feel I understood what it was to be a parent guide until I was a guide coordinator, and then didn't really understand that until I was a chapter director and knew what I needed from that person.

So there's some human nature going on as well.

I don't think I've heard from several other tables. There's some hands.

>> Heidi and I were talking about this, making sure there's a common understanding of what each of those skills have. So somebody may not go ahead and say, hey, I have this skill, but they have two-thirds of it or three-quarters of it, and they may not have the confidence to go ahead and say, yes, I have that skill. And on the opposite side, because of misunderstanding, maybe I have the skill and actually have a third of it. And so having ing meeting to make sure you discuss those skills beforehand, before filling it out, is good because you get everyone on the same page.

>> SARA: Good.

>> So I will piggyback off your last comment about learning what the different skills are. I saw this thing called PIP decks, performance improving, I think, something... it's called PIP decks and it has a bunch of different activities. And one of those is called a skills market. Literally they ask people to set up a little market stall, like decorate it, like at a flea market, and list the skills that you are interested in doing and that you have. List the skills that you would want to learn. And it's kind of where people can walk around and they have these conversations, just a creative way to figure out who as them, who wants to learn them, and so you compare those within your organization.

So we're thinking about doing that as one of our team building exercises, just so that we can see who on our team is interested in doing things, so we're not volunteering or voluntold or telling people to work on different projects and they can actually help with a project that they're interested in doing.

>> SARA: That's a great idea. You never know what is in the brain trust among you if you haven't asked about that. Sometimes you can be surprised.

>> We have a lot of great strengths across -- it took me a minute to think about, all right, who should I put on here? How should I frame this? But once I did, I was like, oh, wow, we have a lot. But there are three main areas that we definitely have gaps. And that's what Marianna from Indiana mentioned in terms of finding diversity for our parent leaders and our EHDI team, and adjacent cross the board, you know, in the EI and EHDI system, Spanish-speaking leaders, other BIPOC you know, members of the community, and so that has been a challenge, and we're trying to get creative about -- you know, trying to meet families where they're at to better -- rather than expecting people to come to us, like how do we... that's something we're trying to explore.

And then also just framing, like, cultural competence in a different way and thinking more about it as cultural humility. Because nobody can ever be competent in everything, right? Whether it's the deaf and hard of hearing community, and me being someone who only had family friends who were deaf and hard of hearing and that's it, like I know I was like totally imposter syndrome, you know, the first two years, where I'm like... am I the right person for? Like, I don't know.

Like a deaf leader in our stakeholder network that had been with us for a long time with the Kentucky Commission for the Deaf and Hard of Hearing, she was like, it's just a willingness to learn. It's just caring and showing up and being authentic, you know? And so I think we're trying to, like... it's difficult to get, like, that collaboration with the third challenge, which is Part C, where there is like other stakeholders, where it's almost like that feeling of like that competency, right? And just backing down when there's any defensiveness rather than being accepting of the fact that we all are learning and growing through the many intersections of this. So that's a challenge we are definitely facing right now, getting everybody willing to be like you know, let's just work on it. I don't know how to do it, but let's do it.

>> SARA: That's great. I kind of want to close right there. (chuckling)

And I'm out of time. So it's perfect.

But I just wanted to offer, if you have any other questions about my own story or any of the things that you heard, feel free to catch me at the break. And next I need to bring Terri up.

>> TERRI: It's me again. It won't be me the rest of day. But we're talking about people, right? And resources. And we talked earlier, how do we keep the people? There's always a problem, how do we get the people? How do we get the right people? How do we find the skill sets? How do we get that diversity? How are we recruiting? But then it's keeping the people. So it's offering opportunities to mentor. Once we get those bodies involved, how are we cultivating them? How are we encouraging them? How are we not just putting -- it happens on boards a lot, nonprofit boards. Okay, we've got board members, right? You're here. And then we forget to communicate with them until we remember, oh, we need to schedule a board meeting. And in the meantime, they came on because they are really jived on what the philanthropic piece, they want to be involved, they have time, they have energy, but nobody is providing them any direction or connection to do those things, or we're not tapping into those skill sets or those desires and passions they have.

So I think another thing about keeping people -- this is kind of twofold, we're going to talk about stress and burnout, but we have to learn to recognize it not only in ourselves, because we set an example for our teams, and if we're running around all the time, I'm just so stressed out, I'm burnt out, I don't want do this anymore, how do we expect the people we work with to want to do it? So we have to check in with ourselves and be aware of those around us that we're working with, we're checking in on them. How do we keep people? It's satisfaction. Yeah, it's paycheck, we got to work, I've got bills to pay, so I have to work, but we're going to get burnt out unless we find ways that we find satisfaction.

When we talk about stress and burnout, I thought this was a great way to think about it. Stress is too much. You know, it's anxiety of I've got to meet this deadline and I have too many things to do, how am I going to check this off the bank account? All these things and we become overactive and overstressed and overthinking and overtasked, and it causes sleep -- I mean, we talk about stress and I'm going to show a visual on the next slide, and it shows there's a lot of crossover. When you begin crossing over to burnout, that's when the emergency goes the opposite direction. You start becoming numb. The difference is you can talk about the exhaustion. I'm exhausted. If you're stressed out, you can get some sleep. You can check off your lists. You Catch up with things and then that helps you recover and you move forward. When it switches to chronic exhaustion and physical issues and are the difference is disillusion. All of a sudden you are not having the satisfaction. Work isn't filling your bucket. We all have to do stuff we don't want to do, but thinking stress is that high-power thing. But burnout, it's just

 you just don't care anymore. And that's when you lose people. And if you're not checking in, you're going to lose people.

I like this one. You can find charts all over the place. You already know. But there is a lot of overlap. And it usually is being tired. It's fatigue. Right? Whether that is emotional fatigue, mental fatigue, physical fatigue, because it does play out, I'm not getting sleep. And I had to throw in, I was up at 2:30 this morning because Is was afraid I was going to miss my alarm at 4:30 this morning. I'm like, how am I going to talk about this today because I'm so stressed out about this presentation? Right? I'm like, oh, it goes until 10:00 tonight, what are we going to do? But you find ways to push through it. When we've stressed, sometimes the stress is good. Stress can be a positive thing. It gets the serotonin pumping and adrenaline going so you get things done. But it's when all of a sudden you're not getting the satisfaction, the work that you are doing isn't -- it's just not achieving the goals that fit with you, and it becomes a lot more physical, physical pains, bad backs, not sleeping, getting sick, right?

And then it leads potentially to mental illness. When we get into talking about anxiety, that plays in there too. But when we're moving into the stage of depression and numbness, that is where we -- if that's someone we're working with ourselves, where we need to seek help.

So what do we do? You saw the list of things up there, overactivity. Again, stress is when... it's more personal. It's internal, it's in our heads. And then it comes out in stress, I'm not sleeping or eating right or taking care of myself, and that's where that self-care comes back in, right? And I could talk all day about self-care. Self-care is not taking a bubble bath at the end of the day if you don't like taking a bubble bath. Self-care is figuring out ways that you are doing something that -- I apologize for this -- but filling your bucket. And it might be work-related. It's thinking about -- we do a lot of things because it's our job description that we may not like, it's not a good fit. But we also have things or should have things that we do in our day-to-day that we enjoy, that we have passion around, that is filling our bucket. And so knowing how to balance those things, right?

So I really like the whole idea of recognize, reverse and resilience. And I was doing a lot of reading and stuff, background on this, and even with stress, when you think about it you know there's an endpoint. So the EHDI conference, a lot of stress leading up to the EHDI conference. Oh, my gosh, I've got to get my family ready, I've got to get presentations ready. I've got to plan my travel, deal with weather, whatever that is, stress leading up to it. We know we're going to get to EHDI, unless a blizzard comes across but not sure how we're going to make it through that week leading up to it, because there are not enough hours in the day, and all of a sudden my EHDI coordinator told me they may not have the money to send me or you know, those things. So it's about recognizing it in yourself.

So those symptoms. And it's easy to say, yeah, nah, I'm fine... I'm fine... I'm fine... but recognizing when you are running down an stressed, that's where the strategies like time management comes into play, right? That's that whole 'nother thing. But finding ways to manage and prioritize your own time. Going back to time wasters. We know we waste time. We know we need distractions, but being more intentional about figuring out how we fit that in and piratize our time. And -- prioritize our time. Go on and Google it. Maybe it's setting a timer at your desk. And we'll have strategies at the end, but you've got to recognize it in yourself. Opinion and you need to do check-ins with your people.

We have a tendency -- we have Sal meeting one-on-one or a meeting with our team, and we get right into that agenda, don't we? You've got to be mindful of time. Everybody is busy, whether a nighttime board meeting or staff meeting, we've got a long agenda and we've got to get through it.

And if we're talking about how do we keep people, you got to check in. You got to devote and invest some time to really checking in with your people. It's about a relationship. There are a lot of people that are only doing their job because they love the people that they are working with. Right?

I can get by doing a lot of junk work that I might not like, but I have a lot of fun with these people. And I know when I need a mentor and I need advice, I know that I've got someone that I can go to and get an answer.

So think about in your next meeting that you stop the first five to ten minutes as a check-in. Maybe that's not how your time allows you to do. Make sure you are reaching out to your individual team members. Some people don't want to talk in a -- you know, maybe something is really going And you're kind of picking up on it. Be mindful. Don't put them on the spot in the middle of a meeting. But there are ways you can really think how you can say, hey, how's it going? Allow the fact, I know you're my employee, I know you're my volunteer, but how are you doing? And what are your frustrations? What five things did you achieve yesterday? What did you do? What did you accomplish? Do a little activity, right? But check in with your people. You've got to recognize it first. Then it's reversing and recovering. It's what do we do once we're in that. So my week leading up to EHDI. I've got to get ready for this and another session. I've got to get ready for all the other meetings. I've got to be in the right headspace. Oh, my brother decided to fly in from Costa Rica where he lives, I haven't seen him in two years. And guess where he's going to be. At my house. Yesterday and today. And today is his birthday. I want to spend family time but I can't. And a best friend had a 50th birthday party, I'm planning on that. I don't want to sit and work on a presentation for you all, but I have a responsibility. When you're feeling that stress, that is where you rely on your resilience. So that is where -- we're going to do a little activity here on resiliency. But once we get to that spot, before it gets too far or an employee does, we've got to stop and recognize it and say, okay, you know, what do you need? That's where you have support networks. You get your people connected to each other.

You make sure that they have someone. Sometimes if it's a really traumatic thing that might be going on with a family or you just see someone struggling, sometimes it gets to the point of finding some professional support for that person. But we're in a pretty good field for that, I think, for connecting families and parents and two professionals. But it's reversing that before it turns into burnout. And resilience is really... it's very complicated. It's very complex. And it's very personal on how you build your own resiliency. And you've got to practice it. You have to figure it out so you can come back from those times where you're like, I don't know... so an example. So I knew I had to prepare. I know for me, I had to be packed two days early. I worked and practiced and got all my stuff ready, so I could spend time with my brother yesterday and still be prepared. I knew I needed that. I also knew I needed sleep, so I went to bed at 9:00 o'clock last night. It backfires. Sometimes you wake up, right? But you have to have a backup plan.

So here, again, I like lists. I'm very time management oriented. We're going to take some time... we've got about 10 or 15 minutes I want you to do. So I found this online and I really liked it. So I hope you like it. But I want you to think about three things that are maybe distressing you. Maybe -- hopefully it's not sitting in this room for another hour and a half, but something that is flowing over -- I hope my kids are okay at home, or it could be work-related. It could just be something personal. You can share, don't have to share. Three things, just a few things, that are just bugging you, and it's just a barricade, you're blocked right now. It might be at work. I don't know how we're going to get that carryover funding. I don't know how I'm going to fulfill my obligations for the end of the year.

And these are just some questions to kind of think about as you process your thought. Why is it causing pressure? What is distressing to you? And take a few minutes on that.

>> SARA: All right, as you are thinking about these things -- looks like a lot of people are looking up, and this is a flow-through time. You know, when you... checking out on burnout, a lot of it is like when it's lack of control, you know? It's...

Lack of clarity. Lack of skill set, right? We have to do things that we don't like. We talked about that, right? But hopefully we get to do things that we do like. And a lot of people are self-care. So before we move forward on this, if you're still kind of thinking about these, I just read a book Janet recommended, and we may be doing it as a group. It's "The Six Types of Working Geniuses." And he's also -- the author -- and I'm blank on his book right now -- his name. Dysfunctional teams, he's done a lot of work on that. But really it talks about your geniuses, which is if you look at other assessments, involving other assessments, your strengths or talents, if you're talking Clifton strengths. So those innate things in you that you're just good at, and you can get better at them or you practice, but just a skill set. And then there's competencies that you carry. You know what, I can do it, I'm okay doing it. I get it. It's not my favorite thing to do, but I can do it.

And the third is frustrations.

And those are things that I don't have the skill set to do. I have no desire to do. And I really am not suited to do that. And if we spend too much time in those frustrations, that's where we begin to burn out, because we're sitting in "I don't like doing this, I don't want to do this" and we're not using -- we don't have the fun piece in it that is filling our bucket. So frustrations, that is what lies within these distressed activities, times, feelings.

So hold on to those, you are going to want to come back to these.

Now I want you to think about things that invigorate you, things that you enjoy. Maybe there are things that are currently part of what you do in your life. You know, I go hiking on the weekends and that fills me up. I might be things that I wish I had time to do XYZ, but I never do it. So thinking about things that are fun for you. Things that relax you, that you enjoy. And make a list of those things. It might be work-related. Maybe you really like to work on Excel sheets and spreadsheets. I have a friend who does, and she's very good at it. I hate it.

So it might be work-related activities. You get to do them all the time or not, but it might be personal. Thinking self-care, I mean, this is what we're talking about. What renews you?

>> TERRI: So this should be a really long list. So when we talk about self-care, this is self-care. It looks different for everybody, right? It's something that you do... some people it's running. I hate running. Running hurts. It stings. I don't like it. But I have people that I know right in front of me that could run for three hours straight and would be like "woo! "

Different things feel you up. For me it's hiding away and read a book. Mean, if I didn't have to work I would make it through two or three books a day. It wouldn't be informational books. It would be stupid historical fiction or comedy memoirs, right? That fills me up. It's finding those and recognizing them. It's just as important to prioritize the good things as it is the work things that have to get done. So now you have a list of both. Notice I said make a list of these and I only let you have three of the other ones.

So now -- we're going to talk about this a little afterwards, but go back to the first list. So these are things that are happening in your life. It might be personal. It might be family or work. And you just started thinking -- your brain started switching to things that, oh, yeah, I should do that more often. So they're not always going to solve that problem. But resiliency is adapting to those challenging sometimes traumatic hard no fun things that have to get done. So it's finding ways to balance that or look at it differently. So I want you to pick one of those. I mean, pick all three if you are savvy and ready to go, but think about an action plan. And I like these questions. You know, what if I ignored it? Well, it would be nice, but a lot of times -- you know, my brother came to town. I can't ignore him. He's in my house and staying, right?

I have to have contact. But, you know, what can I change about how it bothers me? So maybe you can't physically say, you know, that's not a priority. You know, that's on the bottom of our to-do list or our objective list, and we're just stressing ourselves out trying to find people and time and money to do it. Does it really relate back to the objective we have to report on? Or is it just something that, that would be a really cool activity and it's stressing everybody out.

So that's something. Let's just change it. Let's adapt it. So I think looking at agendas and meeting objectives, writing your strategic plans. Are you trying to do too much? And where you can take it away.

So look at that list and think about some of these questions. Maybe there are other answers on how you can avoid it. Maybe you can hand it off to somebody else. What a great mentoring opportunity. I'm going to pick Susie to do that, because I hate it. Or, you know, Susie really likes Excel sheets. I didn't know that about her, but I spent some time on the check-in seeing how she is, and she really likes it and I hate it, so why am I not working with her and finding a way to really bring joy and happiness into her, and so she's feeling productive, and I'm taking away that frustration.

>> TERRI: I see a lot of eyes coming up. So how many of you out there were able -- actually maybe thought about a new solution to one of your issues?

Oh, that's not good. So, come on, resiliency, people!

It is a challenge, right? I mean, we've got to practice this. And we do it, right? It's our coping mechanisms.

So who wants to... who wants to share what one of their issues was?

What is something that is concerning them? Some of these may be very personal and I'm not going to force that, or maybe it is related to someone you work with that might be in the room and you don't want to do that either. Janet, don't do that... (chuckling).

Do you have a microphone?

And then how did you overcome it? Let's start there.

Janet.

>> JANET: Sorry, oh, my gosh... sorry.

>> JANET: So I don't really want to share what is bothering me right now. But as I was looking at the list, I was interesting because I thought in some ways I was going down the list and feeling like, no, can't ignore it, avoid contact... well, that will only delay, that's not going to...

But I really like that fourth bullet. What could I change about how it bothers me? And I think you were talking about, like, things that are out of your control. And that really made me think about, you know, whether it's making up scenarios in a vacuum when you don't have all the information, like I wonder what that person is thinking, I wonder what is going on over there... rather than all of that, how can I change how it bothers me? And I thought of all those things, that is one place where I could really find control. So kind of going back to centering yourself or finding, you know, what fills you or meditating or whatever, just I want to mention I like that number four.

>> TERRI: Wow, you really love this exercise, didn't you? Okay, Bradley.

>> BRADLEY: So I'll keep it pretty vague, but one thing that is just constantly distressing me is trying to manage people who don't like to be managed.

I mean, yeah, it's just pretty constant in my life, and I don't... I have really good strategies. Maybe other than, like, ignore it a little bit. Like, I don't know... things I try just don't work and it's a big thing. It's a barrier in my work I would say.

>> TERRI: So, anybody have an answer? So we've got people like that, right? You're not the boss of me. Well, kind of I am the boss of you, kind of. So, are there ways that you can back up through these conversations and say, okay, you know, checking in with them, you know, what fills you up doing some of these activities? Even if it's an evaluation or what do you like about your job? What do you not like about your job? And you are walking through that process to really kind of get a handle on, oh, well, you know what... this person doesn't want to listen to me because they don't care and they don't want to do that job. Finding skill sets -- I'm being kind of vague, but looking at the leadership skill set and say, hey, you fill this out. You know, tapping in. Because you still have got to do your job, Bradley, right? You're still managing people. Sara, yeah?

>> SARA: Just a thought about managing people that don't want to be managed. The regular check-this is a very helpful tool I found that, you know, you meet with this person every two weeks or even once a month and they need to give you a rundown on their current projects and deadlines and that kind of thing. And it just keeps it from coming up into a bigger boil. I don't know if you find that helpful.

>> I just wanted to share, in Arizona, we meet on a weekly basis with our EHDI coordinator, Lylis, and so we have several of us that we meet regularly, a standard meeting on our calendar, every time every week, and sometimes it's ten minutes and sometimes an hour. But we have the hour blocked out and it's just to make sure we're on the same page of what is going on, what is happening in if community, what do we have planned or what do we need in the other person and vice versa. But I think that helps go a long way too. I'll be the first one to admit, I kind of dig my heels in a little bit, but Lylis, if you don't know her, her mind works in amazing ways, and it takes me a while to kind of get to that point where I'm like, oh, I see why now. And I do tend to dig my heels in that little bit, but having that ongoing check-in, it's really created a trust and a bond and understanding that we all know what we're doing, we're all going to get to the outcomes in some way. So that might be something to think about, the possibility of where the relationship comes in.

>> TERRI: Thanks, Heidi. We've got a couple other hands.

>> So I am a self-proclaimed anti-managed someone. I do not like to be managed by someone else (chuckling).

I'm Katie from Utah. So you can sympathize with Stephanie. I think my biggest frustration at being managed is not feeling heard. And like the barriers that I have to face managing things from like where I'm at versus what someone above me has to take care of are not always the same thing. So finding like a common ground really helps me feel like I'm more willing to be more flexible at being managed than when I don't feel heard or when I'm not having a conversation with the people above me about what is it that I am missing that you need. Because sometimes I feel like I am doing what they're asking me to do, and they're feeling like I'm not. And so I think it's just usually a disconnect in communication for me, from my perspective, but I...

>> TERRI: We have another hand. This is a strategy right here. Fund peers, have the conversation. What do you do? What do you do? And get ideas. Some stick and some are going to bounce right off. But new things to try, right?

>> First of all I think it's amazing that you admit that. That is self-awareness, right? So I think self-awareness is part of it. But let's be realistic. Sometimes you have done, Bradley, all the things that these people in the room are talking about and it has to go a different direction than you want it to go. You have tried the routine check-ins, listening, you've heard. You've basically hit a stone wall. And you can't move because you have requirements and you're focused on making sure that families have what they need. And that person may be motivated by that, but they also may not be motivated by that. And I think it's important to recognize when you have exhausted all of the efforts and seek your -- seek supervision and direction from your management to be able to address it if it's not able to be salvaged.

>> I work from home. I mean, not in anything like this setting, but my manager always said "no news is good news." So we're not micro-managed. It's just like, you're doing your job, I know you're doing your job, so I don't need to talk to you unless something happens. So "no news is good news," maybe that's something to relay on to people, I don't...

>> TERRI: Let's get those steps in!

>> To build on that for the "no news," there's a great business ad it's "no surprises." It goes both ways. No surprises to your teammates and no surprises from your teammates coming to you. If there's no surprises, that means you have to have an established communication line. That's the only way not to be surprised. And to build on what you were saying as far as motivation, that really comes down to -- I should say this is Bradley -- that comes down to the "why," making sure everyone is aligned. And that can happen during your check-in, and then your "what." All the "hows," push it to the side, make sure as far as motivations and why, what we hope to accomplish, and the "hows" can be helped off.

>> TERRI: Thanks, Tony. You have to ask the questions. Is it circumstantial right now? Is it one particular project that I'm having this issue about? Is it task oriented? Is it not a good fit with the person and what they are being asked? And without the communication. And takes time. People are hard, right? We're all different. We learn differently. But if we're not checking in, why don't you answer my emails? Because I only check email once a week. I check my texts 20 times a day. All those -- learning how people communicate, and you've got to just step back and have those conversations that are hard and say, okay, what is going on?

And you just rely back on all your policies. But I think resilience too, it's finding those ways and being aware where your frustrations lie and why they are frustrating. Is sit on me? Is it just the way I'm receiving it, because I really hate when people are late, and so when they're late, I'm already irritated. That is something that I can control. I can back up until it becomes an issue or I can address with human resources or whatever, right? But it's finding that. And it's insuring that even when we have to do the yucky stuff, that we have ways to refill ourselves, and that's self care. That's how you build resiliency. And it's working this and working with the people that you are supporting and working with that are going to make the difference. So I appreciate you indulging me in that activity.

So we're going to go to break right after this. Just some strategies I wanted to share. And you all said it already. Check in. Check in with yourself. If you're stressed, find somebody. Is it your family, is it your partner, is it a friend? Is there a need for some professional support? Right?

And checking in with your people. Checking in to make sure they are finding satisfaction, that they feel there is a good fit, that they feel they're in a safe environment to be honest with you.

This is something that just came up. And I want to take a minute to read something to you. So consider regular shutdown periods. So there are different ways, but Janet came to us a while back, and another organization she had seen an email -- and if I misrepresent it, let me know. So an organization had an email that they put out, and they started a new kind of policy with their people. I'm going to read what the email said. It's just brief.

In order to help keep up, I have asked all staff to implement a quiet time each week during which they will not be available for meetings or calls and may be less than responsible to E meal than usual. Each staff member will choose their own time during the week to set aside for this and will detail it in their email signature so that everyone is aware. It's important that our staff have the time and space to address outstanding items in their workloads so they can be sure that all activity is being addressed as timely as possible. Even as new items come up.

Something to think about. Would it work? Right?

You know, every Tuesday from 3:00 to 5:00 is my quiet time. Right?

But it's about communicating. So there are several things in there. They are putting in a signature line, so when you get an email, you know, they're not going to respond to me right now because they're having a quiet time. It's time for deep work. Can you go to that extreme and do that? Maybe. Maybe not. But what you can start thinking about even just personally is setting aside time going you know what... I'm going to put my phone away. I'm going to not -- every time my email chimes, I'm not going to switch over to that screen. I'll turn the chime off. But really manage your time and say for the next two hours, I am going to put my head down into writing this article, collecting this data you know, returning emails it might even be. And that's all fine. It's good on a personal level, right? Because you are digging in and you are committing to the point where I'm not going to let these other distracttions -- I'm not going to let TikTok creep over and go, I don't want to answer that email, so I'm just going to watch one or two videos, right? It's allowing yourself that time.

But if you are working with a team, you have to communicate this with your team. Because if something does come up and there is an emergency and a parent really needs me or a leader and Janet is trying to get ahold of me but, sorry, I've got everything turned off, but she wasn't aware of that, that has impact upon what I do and impact on a family. So you've got to communicate that, and Janet is really good about that. Again, another mentor activity of saying, hey, I got to get this done in the next three hours, I'm not really going to look at my phone and emails, but if you really need something, call me on the office phone, so that you're available, but you allow yourself time off and you let everybody else know. And you've got to do that for your people. If they're working orange a project, think about allowing some -- working on a project, think about allowing time that is your catch-up time. Every Monday from 9:00 to 11:00, we're not going to have meetings or phone calls unless it's an emergency. That is time for you to catch up.

Just real quickly, vicarious trauma. So that is not something that is directly happening to me, right? But it's happening to somebody else.

So here is an example that is outside of a professional setting. My father-in-law is really progressing with dementia and Parkinson's, and this is new and very rapid. And that's distressful to watch that. And they live out of state. And my mother-in-law is struggling with that relationship. And so there's anger, there's sorrow, there's grief, there's fear, all of that so she is adjusting. Well, so my husband then is out of state and he's trying to support his mom in all this trauma that she is going through, trying to support his dad, right? But at the same time there is that vicarious trauma that he is feeling, because he is trying to make sense of his father. He is trying to support his mom, and the way he reacts is he just gets mad. Oh, my God, she's such a... B-I... you know where I'm going... to me. Why is she always so angry? Because he doesn't know how to quite process the fear she is going through. So it's talking about it. 9/11, a whole other thing. There is a lot of vicarious trauma there. Just an example out there.

But be aware of when that is happening to the people around you. Share with your colleagues, hey, something could be going on. Keep your eye on your teammates. Keep your eye on if you notice something, reach out to them and talk to them. Because all of that trauma then starts building up to the burnout. And ultimately burnout, we burn out, what do we do? Hopefully it's not a medical physical mental illness that really gets out of hand. It might just be the point of someone quits. They leave. I'm done. They don't explain. Because we're too far down. So thinking about how we can address these things before they to that point. It's a people thing. And we're going to move on and talk about the funding issue and all of that after we come back from beak. So we'll get into the nitty-gritty. But it's the people, right? So thinking about burnout, thinking about finding mentors and sharing mentors and creating strategies.

Strategies, strategies, planning, planning, planning... we talk about it a lot, right? But Google it, figure out a way to prioritize things that work for you. And it's not better to burn out than fade away. Even Neal Young seems to think it is.

But I'm Aquarius and I like music. Take a break, 15 minutes, come back at 3:05. Take time for self-care. Put the phones down. Don't answer those emails. Go take a walk or get a breath, have a soda, doing something that fills you up and we'll see you in a little bit.

[ Break ]

>> If everyone can find their seats and sit down, we'll finish out for the day.

>> JANET: I'm Janet DesGeorges, I'm the Executive Director for Hands & Voices headquarters. I'm the mom of three daughters. Our youngest daughter is now engaged to be married. I'm so excited. Living her best life.

You know, when we talked about a topic for the instructional session here at EHDI at Hands & Voices and the FL3 center, we always like to think about a topic that is a hot topic going on in our world, and sustainability really seemed to be a conversation that kept coming up in a lot of different ways. I'll describe that. But I already have a note for next year's presentation will be called "How to Manage People Who Don't Like to Be Managed." So if somebody can put in that abstract, I thought that was a great conversation we had. And something we always believed in here at Hands & Voices is the wisdom among us.

So I know you just want me here in the next 22 minutes to tell you how to financially sustain anything, but... so I've got a few little tips here today. But when we think about sustainability, what have we talked about today? We have talked about sustaining ourselves. Like if we want to make an impact in the work that we are doing, we need to figure out how we can be in it for the long haul. Sustaining others, for those in leadership positions, managing other individuals, or even peer relationships, thinking about the sustainability factors of that, and then also sustaining projects or organization. We all are working in different things and activities and activities sometimes ebb and flow. We somewhere a product or a project we're working on, and then it ends. Or maybe it doesn't end. I mean, one of the classic examples is committees that get started that have a very clear purpose and vision and reason for meeting, and you gather the right people for that, and then there is no end date in mind, and then you sort of finish the thing you were doing like, all right, what are we going to do next together? And maybe that committee doesn't really -- shouldn't be sustained, but we tend to start things and then figure out how to sustain it no matter what. So we're going to delve into these topics a little bit here over the next few minutes.

We're going to talk a little bit more about succession planning. I'm just going to give you a little story of what is going on in our organization around that. We'll touch on financial viability, and some of the things just to be thinking about over time. And so the attachment of money and finances to keep something going.

And then in the end there is a lot of resources that I just have listed. We're going to make sure that -- do you have access to the slides today? Anyway, we'll make sure you do, because there's some really good resources. You might hear me as we go through mention a book that I've read or something that helped me. A lot of the work that I'm doing today was not -- did not come from school. It came from life experience or sometimes a cross from a crisis in front of me, how do I manage that? I love the question, how do you manage people who don't want to be managed? A lot of sustainability has to do with relationships and how to maintain those and how to make sure you engage people. So let's just go through these three things together, shall we?

I just wanted to mention, I remember reading a statistic that 95% of nonprofits go out of business in the first five years. Like that shocked me. And I think one thing you have to think about in your work that is hard around sustainability, is that if you don't pay attention to it, it won't just naturally go on and on without that effort. So you have to intentionally as leaders, if you're Al director in a nonprofit or you have a position in your agency that does require you to sustain something, you have to give some time and attention to sustainability. It will be worth it.

All right, so we have a little bit of a violence theme going on here today. I think we talked about getting hit by a truck. We used to like to say in the beginning of Hands & Voices, the other co-founder, who has since transitioned on to other things in her life, we used to like to say, if we go down in the plane, this whole thing is going to end.

You might be sitting there -- actually, there may be some truths to where you are at in your organization or your particular job that really if you did leave, I would not sustain. So let's explore that a little bit about some things you need to just be self-evaluative about your role in leadership, because when I say, do we feel good when we say... have you ever noticed how really busy people are never too busy to tell you how really busy they are? And one of the things when you're a leader and growing in your leadership role, you begin to have some self-identity around what you are doing and who you are as a leader, and it feels good and you're gaining your skills, you're able to go to a meeting and make an impact, and you're really excited about that. And there is a piece of sustainability and succession plan that requires you to let go of ego. So at Hands & Voices we have a new podcast series and I interviewed one of our staff who had really a lot of interesting sort of life thoughts about letting go of ego. If you ever get a chance to listen to that, do that. But I think when it comes to sustainability and succession planning you need to begin to -- just like we always say, "keep your eye on the prize," while you should feel really proud and confident of any work that you are doing, anything that you have built within your state EHDI system or your nonprofit or family-to-family support, there is a part of the process where you have to at some point in your career begin to say, the best legacy that I can leave behind is that when I go, there might be like, oh, yeah, she's not here anymore? Oh, well.

I'm being a little facetious. I hope people remember me when I'm gone, but actually the organization needs to be running forward and moving forward ten years from now when I'm not here, or the EHDI system that you have given your life to to understand that one of the greatest gifts you can give is when you are gone, how is it going to keep moving forward? So that's really what I think sustainability is. And so I do think that we need to think about the challenge and a little bit the bravery takes at times to think about succession planning is really about letting go of what you personally have built.

So I have got a couple quotes today that I liked as I was thinking about sustainability and succession building. Sec session planning.

The goal of the process is not to make current management replaceable, but to secure the continuity and continued growth and success of an organization.

I remember reading something that said, leaders when they come into a position -- I wish they could figure out how to turn that down over there. We've asked like three times.

I think Christine went to ask again. They just keep cranking it up.

Anyway, I'm projecting, right?

So let's see...

So, thinking about the continued growth and success of an organization. There's five qualities, when you're thinking about how are we going to sustain something to keep it going... I really like these.

Being clear with your mission and purpose. One of the things that can happen in terms of sustainability or capacity is having somebody within your organization or a group of people and/or just a staff to have this conscious, which is a lot of great ideas are going to be coming at you. Why can't we do this? Wouldn't it be great if you could start doing, you know, this project, or that? And if you are really good at keeping clear your mission and purpose, it will help you filter through the -- some of the things that are great ideas, and some people are really forceful about, like, there is a need here, families need this, we need to be doing more of this. And so if you have a really strong understanding and a filter within your organization what is our mission an purpose here, and you can take good ideas and say, we'll think about maybe how could we incorporate that. I literally had a person stop me in the hallway today and wanted ten minutes of my time because she has a great idea for parent support in a research project she's doing. And I was fantastic. As she's sitting across me, I have to filter. I have to filter capacity, sustainability. I have to ask myself, can I put one more thing on Terri before she goes running and screaming from the building?

You know, as leaders, we need to create a culture of pace, so that we're not just always piling on new and great ideas because we really want to do it. Conversely, we still have to keep the enthusiasm going. So it's really a balance of both capacity, what do we have the capacity to do, and if we're always putting our hand out, like, no, nope, can't do anything else. Then you really lose your innovation as well. But I love these five qualities. So clear mission and purpose. Strong practices, like procedures and policies, finance governance. These will help you to sustain when you have -- how does policy get created in nonprofits? Usually a crisis. What is your policy on that? We'll get back to you tomorrow. How you deal with conflict within a board? Like what is the policy on that? Policy is great. Because you can always go back to it in a time of need and say, all right, here is our starting point that we're going to use around this policy. And then you're working with people, so you figure out how to be flexible. But when you're thinking sustainability as an organization, you do need over time -- and this takes a while -- but to think about your practices, your procedures and your policies. We have had different people in our group that were real creatives, and all they did was come up with amazing ideas that they wanted to implement, and other people who are very strong in procedures. Like what is the procedure for that? What is our policy around making that happen?

And the thing is, those two people can drive each other crazy, but you actually need both of those people in your organization so that you have how you are going to implement the really great ideas.

Staffed and managed by good people. Mobilizing others in a culture of learning.

And so when you think about how we as an organization have sustained -- we're I think in our 27th or 28th year at Hands & Voices, defying all the odds. And what we do at headquarters really is help sustain the other 42 chapters with their own nonprofits, and then with the FL3 Center, we're stakeholders in the partnerships of the EHDI system. So to be thinking about sustainability in that way.

Here is another quote. "One of the things we often miss in succession planning is that it should be gradual and thoughtful with lots of sharing of information and knowledge and perspective." So that's almost a non-event when that happens. Our organization, about three years ago, started talking about both individual and organizational succession planning. That we as a team at Hands & Voices headquarters, we have gone anywhere from like 9 to 13 staff, over the years has really remained pretty stable. We did not have much change at all.

And then just looking at where we all are in our careers, understanding that as we bring new people in, we wanted more diversity. We wanted diversity in age, diversity across culture, all different kinds of things. We began to say, we need to be intentional about how that happens. So I would say our intention was basically conversations that we started to have at staff meetings, at board meetings, at retreats. We talked and we talked and we talked. And I remember this bubble went off in my head one day, where we were talking about the need for succession planning, and I remember thinking, a plan, a plan... that sounds actually like something in writing some point. So the really good thing was that year of conversations about where is our organization going in, where do we want to get to, in terms of people, and like that whole concept we talked about earlier today about mentoring and bringing along new people, you know, at some point we need to start thinking about the plan for that.

So we took all of those conversations and we began to write a succession plan. I was really hoping today to share our derived version from ours that would be like kind of a template that you could look at and maybe take out some of the specifics of Hands & Voices headquarters that wouldn't apply to you.

We have been working on this for almost a year. It's gotten delayed in its final approval. So I had to live with that. I'm not going to mention who delayed it, the board anyway -- sorry, I only said that because there are some board members here. But it took us through our paces to think about transition of top-level leadership within the organization, how is that going to look?

As people begin to lead within the organizations, there are some things about communication to stakeholders. Like we had three people quit last year at Hands & Voices for different reasons, but that was kind of a first for us in a really long time. I just can't imagine that there was anybody sitting in any corner going, what is Janet doing to the staff over there? They're all jumping ship.

But you might need... that was supposed to evoke a laugh. Because we have a really great staff. But there's just some timing in it. There's different reasons and it's all a really good thing, but you should think about in terms of succession planning, how are we communicating that to others? If you are working in an EHDI program and you have people that are just left and you don't -- and nobody knows or you haven't told anyone or you haven't gone to a stakeholder meeting to say, hey, we're having some transition, here is our plan for this, to be best of your ability that you can do. We did finally in our succession plan have its title, subheader "if Janet goes down in a plane..."

It's not that. It's called emergency succession planning. You can Google it. There are good documents about what about in an emergency. Short-term, unexpected absences, long-term unexpected absences, short-term expected absences, long-term expected...

You can just go through. Our document is 14 pages, but it reads pretty clearly, like in a moment when we need it, we need to have short-term emergency planning.

But overall our succession plan is looking out ahead over ten years to say, how and where do we want this organization to go in terms of leadership?

So, you know, back to the conversation, again, about thinking about letting go of your own ego. When you're in conversations, when people are talking about you not being there anymore, you know, I -- it was kind of hard for me at first, before I really began to -- really self-evaluate. Janet, when you are done at Hands & Voices, do you want it to be about you so that everything sort of is falling apart? Or are there people ready to stand up and be ready to take this organization where it needs to go in the next season? Our first Executive Director, LeeAnn Seaver I always felt was the right person for the job at that time, with her background, her skills and her just skill set for the first very few years of our organization sort of was what we needed. I remember being in a hotel room when she said we have to start this thing called Guide By Your Side. I'm like, we don't have the capacity for it, we don't have the staff. And I was sort of a back-and-forth. I know I have been the right Executive Director for this season of our organization, and maybe one of you who are sitting in this room who is the next Executive Director of Hands & Voices headquarters will be the right person for the next phase.

So our job, wherever you are at in your space right now is to be thinking about the longevity and success of the organization of itself.

So just thinking a few things, a few thoughts about succession planning. Again, I mentioned short-term emergency planning. It's better to have something written down so that in an emergency, most people have some level of sort of emotional state as well, so if you have something to go back to to say, this is what we're going to do in the short-term. Bottom-up planning, when you're not in control. So I know some of you are in positions where you're actually not the boss of directing how things go. You might be working with somebody who is not really doing their job and you don't have the ability to fire them or help them move on to find the next best thing for them.

But sometimes when you are not in control, it doesn't mean that right now you shouldn't be thinking about what your position is for that next person that comes along.

Scopes of work are really important, but they begin to be really dusty because everybody's job has other duties as assigned, and over time you go back and look at somebody's scope of work and I just doesn't even fit anymore. So it's important, some of the little tasks that you do to say, okay, what is this scope of work for this position? I have a whiteboard in my room right now, staff doesn't know this, in the office, it has everybody's name will be everybody's projects under it and sort of what they are responsible for. Because it's easy for me to begin to lose track of what everybody is doing.

So, you know, we have an organizational structural thing, but it just isn't a living breathing thing. So thinking about have we stopped to really say, okay, what are the projects you are working on, you are working on, everybody in our organization has different times and hours allotted. So just be really thinking about having sort of that bottom-up planning, if you're in a position where you're not the boss, but also be thinking about kind of how that -- how you can be planning that as you go.

Thoughtful transitions. Change is situational. Transition is psychological. So you can say, so and so has left this position and now we have hired someone new.

So that is the situational change, but people have to go through a process of transition from letting go to being in kind of a neutral zone of, okay, how is this going to look now? To then moving for war into the next phase. You cannot go from letting go to moving forward without giving a little space to individuals, peoples and orgs to just go, okay, something new is happening here. Let's check in with each other. There are -- sometimes someone is let go or quits, and there's some emotional grieving of the rest of the staff, and just to all of a sudden come to work the following Monday and go, okay, let's go! We're moving forward! This is all good! You know? You also have to be sort of aware of people's emotions.

Unexpected departures, we talked about that.

And then system succession planning, I don't have a lot to say about this, but I am interested in the idea that all of us at the EHDI conference ten years from flow, some of us in this room will be here, some of us will be gone and there will be a whole bunch of new people in the EHDI system. How are leaving our legacy of what the system should look like? Are we incorporated policies, laws, procedures, so that the system keeps moving forward. Honestly, you know, 25 or 30 years ago about 1-3-6 emerged and everyone was really focused on screening, that pretty much has become institutionalized. I know we're still working on loss to follow-up and early intervention, connecting families to other families or deaf/hard of hearing adults, but we have to keep pressing the system systematically and thinking about how are we leaving the system better than when we left it, so that every family who comes through that will have an experience that is better than it was ten years ago.

All right, let's talk about financial viability. Here is what I came up with. Grant writing and other fables.

Turn to page 36 and describe how you will sustain this project once the funding goes away.

We wouldn't be asking for the money if we could do this without money. I have literally benefitted from centers that were federally funded, and then that center lost the funding and then they were gone. Like, that doesn't exist anymore. They were so tied to the funding stream to which it was geared that there was -- it was gone.

And so when you think about funding, you have to think about...

I think... I don't think it's a bad practice that grantors ask us to think about how are you going to sustain this once the funding is gone. It's a legitimate question. I don't know how many grant writers are in the room. Sometimes you get a little vague. Yeah, we're going to make sure this keeps going. But the honest truth is that if you have some funding and you lose it -- and Sara sort of told already story a little bit. They had to downsize. Sometimes you have to -- it forces you to prioritize. What are the essential things we need to do here? And sometimes you have to think, sometimes we're going to have to let things go so that we can rebuild. I think there are a few things you can think about. Obviously integration of your current mission an goals. So we're always when seeking funding streams, to think about, okay, we have this project to translate our educational advocacy book into Spain. So we're really excited to get that. But that's a one-time short-term grant that is going to be gone. Once that is translated, we know advocacy requests from families in Spanish are probably going to increase. So we have to think about, how are we going to sustain what we started? We started a new product that is going to result in some more things. So when we're thinking about grant writing or other funding streams, we're like, so let's connect the dots to what we already have done to where we want to go as well. Because it's easy sometimes to think you have to project out there a brand-new idea or concept that we'll do with a new set of money. So to always be integrating the funding with projects that may have a short-term limited funding, and always with your mission and goals in mind. I mentioned that before as well. I'm going to wrap up here in a second.

Patchwork funding, which is having funding from different streams of funding, so that if one drops, you have some funding to keep things going. Partnerships. You know, sometimes when funding streams get lost, your partnerships are what is going to sort of pull you up, especially if you have done well with the funding that you have had, and then sometimes you can beagain to look at those opportunities with partnerships to bring in some other funds.

You have to prioritize. Again, this has to do with up-and-down funding as a fact of life. It's just going to happen. I mean, if you looked at our organizational budget over the last ten years, it's pretty sustained money-wise, and when I looked at that, I was a little surprised, because you cannot believe the agony I have gone through of getting a grant, and then that grant -- losing a grant orphaning stream that was supposed to come through -- or a funding stream that was supposed to come through and didn't come through. So just understand that funding is a part of sustainability. You can sustain your efforts through volunteers and other things, and through partnerships, but funding will help you sustain that over time.

So I know some of you wanted like the magic bullet, how do you do that, but you just have to keeper severing, keeping persistent, keep coming back to conversation that we started this project, it seemed good at the time, is it still making an impact? You have to look at impact evaluation rather than just satisfaction surveys. It is what we created still having the impact that we wanted it to have.

So we're going to make sure that you get these resources, and when we are able to share -- if you're particularly interested in that idea of a succession plan template, just email me, and as soon as I can share like a derived version of this, almost everything we do at Hands & Voices, we love to share out with others, so that you don't have to reinvent the wheel. There are parts of this that Sara sent to me from their Coloradoing succession plan that I sort of tweaked and included.

So I think I just want to close. Candace going to come up here. I'll just close by saying if you are really struggling with sustainability, I would guess that you haven't really given it enough time and attention in your job as a leader or within your area of scope. You can read good books, do some reading, just even a little step every month or every year. It takes time, but just pay attention to the efforts that really will sustain you over time. Thanks. Candace.

>> CANDACE: Thank you, Janet. That was great. We could probably go on a lot longer talking about financial sustainability and succession planning. Trust me, I'm aware of the necessity for all of that. But just to introduce myself, I'm Candace Davies, director of outreach for Hands & Voices headquarters, and Minnesota parent of an adult who is deaf and other additional health challenges. I'm Capricorn if we're going to disclose that information. And I might have gotten slipped a real caffeinated beverage this morning, so I'm going to try not to talk too fast, but I'm not used to that.

I've broken the mic. Oh, there we go.

But I get to talk to you about a case study, another case study like Sara had done, and you've heard some of this already, but I just want to bring it home a little bit further, because we have talked a bit about personnel, right? And Terri said exactly what I wanted you to hear, was that I also agree that personnel, staffing issues, those human resources are the most important piece of your organization. So we really couldn't spend enough time on that.

In addition to that, we had Janet talk about succession planning, extremely important, financial security. We've got to keep the lights on, folks. The paychecks need though keep coming, all the programs and services do cost something even if it's a nonprofit, right? It's a business and we need to be able to sustain that.

But also in terms of sustainability is the idea of infrastructure. And this is probably not the sexy part of the conversation, because it's a little bit more you know, nuts and bolts, getting into the nitty-gritty, but like Janet alluded to, there are pieces of it that are super important and will save you in some situations when things get tough. And so I literally titled this, you know, "Lessons Learned and the Scars to Prove It" because you are going to hear me talk about infrastructure building after 16 years of running Minnesota Hands & Voices from its start top growth and expansion and hopefully launching it to successful continuation.

I did that 16 years, maybe I was a slow learner and took me a while to get that foundation, but it's still going after 22 years and it's still going. You know, lifespan for most nonprofits, you know, I hope something along the way went well.

There are so many reasons we want to talk about infrastructure and sustainability together, and, you know, that can be that, you know, obviously we want to see programs and services continue. And we also, like we talked about earlier, we want to move on too. And I remember being plagued by this idea of like, I've got more to do! I've got to keep going! I've got to keep laying the foundation. And actually like job opportunities came up and felt like I couldn't even hand it over because it wasn't done yet.

Part of it is realizing that it is never actually always going to be -- there's always going to be something to be worked on, but at some point you want to feel like you've put some solid ground down too.

And I'm going to talk about my experience with Minnesota Hands & Voices and family support, but I hope, because I know we've got a really diverse crowd here, that you can take some of the components and things I'm talking about and really apply them to whatever you are talking about as far as sustaining whatever program and services it is.

So I'm going to use, for example, on your table you will see a little handout there that has a QR code. And so if you wouldn't mind, if -- yeah, Sara is being Urbana.

If you have a phone and click on the QR code and bring that up and just be ready for it. Because I think it will be helpful when we get to the point where we're going to do a little activity in just a few minutes. I'm going to talk first and then we'll move to the activity. What you're pulling up is the family -- the FL3 Center, part of Hands & Voices. We developed family-to-family support guidelines. Again, specific to family-to-family support. Hopefully this is very helpful for many of you. But when you look at the table of contents, it's a lot of what we have been talking about as far as hiring the right people, you know, onboarding the right way, kind of making sure that their training and cross-training is done well. This could be applied to family-to-family support. It can be applied to almost anything, really, when you think about it. In fact, the predecessor to this was guidelines for deaf and hard of hearing adult to family services. So you also have that at your disposal if that's something you are working on as well.

So I'm going to talk about three things. One is going to be stakeholder support. And we've heard a little bit about that already in board development. I'm going to talk about strategic program design and components. And that does include policies and procedures, what Janet has touched on, but I'm going to share stories of my own. And then adequate program evaluation and reporting. Those are three big things, right, for most programs.

So does any of that resonate with any of you? Are those areas where you're like, oh, yeah... do I get a couple amens?

Okay, good.

All right, so stakeholders. I'm going to start there. The strength of our stakeholder support really is critical. And we have talked about the fact that when trying times come up, your stakeholder support could be what is going to carry you through that trying time. And so I've heard -- I've learned the hard way that if I didn't have the right group of people, the right mixture of people in my midst there could be possibly a moment where someone could question what we're doing and I don't have the right people to come together and defend what we are doing, because I am missing a big stakeholder group that just needs to be at table. And it literally happened to us. And I can say that it happened at a time when I just happened to have a really good group of people that had that very diverse background and perspective. And so what happened, honestly, use guys, I'll just be vulnerable, somebody came and said, a very prominent stakeholder in our community and said -- outside of our organization, mind you -- but said, I'm not so sure about your neutrality. I'm not sure about the information that you are delivering to families. I'm not sure that it's really neutral. And what I was able to do -- because I get defensive, I get super-sensitive, if you know me, I'm like, oh, my gosh, what did we do? And I literally turned it over to our board and I said, you guys help me, I'm having a real emotional reaction to this. Because I work so hard to make sure we're neutral about things! And am I? Did I do something wrong?

And what was so beautiful, you guys, is our board took our past communications, and literally I'm not kidding, they created a spreadsheet and broke it down, everything we did over the last couple communications and they could say, this is what we had, and this is what we shared, an this is another thing we shared, and this is how... and they could defend it. They did it. Not me. That was the beautiful part. I have their defense. They are the ones that responded and said, we, someone who can represent this group and this group and that group, we came together and we said, no, we think we're doing the right thing. And you know what... it turned out to be somebody was offend by a tagline of something that we shared. And they responded and said, we aren't the tagline police you guys. That is what they do. That organization does that. We can't make them do something different. We wouldn't want them to do something different. But you can see the diversity of the information that was shared and therefore we feel that we did the right thing. And that person did back down and actually realized that, yeah, you're right, I don't have the ability to police somebody's tagline. That's not what Hands & Voices does.

So that's one thing, stakeholder support. It is key to sustainability.

Program design is another thing. Again, found out the hard way. I realized that pretty early on that all the knowledge and sport that was in my head, -- knowledge and support that was in my head had to be delivered on paper. So I won't wax long about this, but it literally came to us putting policies and procedures and how we do things down on paper, and it served us for so many reasons, not just to have policy and procedures to refer back to. It helped with onboarding. It helped with training. If we could describe easily and had a checklist of things, all these things could be derived from that if we just spent that extra time and effort and put things down in writing, so that we could have tools like that for our staff to use. And it led to event procedures and forms that people had to fill out. But it really kind of took a life of its own in order to really show what some to have nitty-gritty things needed to be and was able to really help us moving forward, and making sure that everything that we were doing was aligned with what our EHDI program was doing. Because literally we have to be all driving in the same direction, right? So we always do the check back about, okay, is that advancing what EHDI needs to do?

And then the last thing I wanted to talk about was program evaluation and reporting. Again, not a super sexy topic, but I knew pretty early on that some of the things we were doing was really super inefficient. And so we were asking our staff with limbed hours to do the same thing over and over again, you know, and it just wasn't working. So they were spending more time putting information down than actually -- I mean, I'm being facetious here, but then what appeared to be was actually serving families, you know, we had such a reporting requirement that it was getting kind of tedious.

And so one thing that we did is we invested in some data management reporting tools that could help us be more efficient, staff time could be allocated to, you know, doing other things than reporting the same thing over and over again. And honestly we used some of those reporting tools for all sorts of other purposes, grant writing purposes. We talked about how important that is. You've got to keep the lights on. And so that really helped to -- but not forgetting the fact that there's still more stories at the bottom of all this too. Each family endowntowner has a story and on. We need to show the human side of what we do and going back to the legislature for more funding or grant writing purposes. So, again, stakeholder support is important. Program design and components are important. And then evaluation and reporting is also very important.

And did want to say it was my fourth database, so it's not like I learned it really quickly, you guys. It a took me a while to get that going.

I wanted to lead you through a little activity, because I think we still have a little bit of time here. Yes, we do. Not much, but a little. I wanted you to take a look at the family support guidelines. Again, look at the table of contents. Pick one area, one thing, non-personnel related, because we're trying to get to the infrastructure. Is there one area that, boy, if we could focus some time and attention on that, that would be helpful to our sustainability. It would really keep us moving forward

And then flip to the section of that where it goes into detail about the recommendations. And this is something you can do on your own, so even if we don't have enough time here today, you can certainly bring that back and work on it. And look at the recommendations, again, maybe that will generate some ideas about mm-hmm, what are some things that we could do that? Maybe we need to shore up stakeholder support. Maybe we do need to go after a demographic certain stakeholder perspective that we don't currently have. So think about that for a few minutes and then I'm going to call you back together.

We do have a couple extra copies of the family support guidelines, so if it's hard to do it on your phone, Sara does have a couple copies. So if anyone wants, just raise your hand and Sara will run over to you.

>> CANDACE: I know that was really quick and not fair and not enough time to really scroll through all those pages. I'm just curious, show of hands, who was feeling like stakeholder work is something that you need to spend some time on? there we go, a couple over here. Okay.

How about program design and components? Anyone resonating with that? Or you feel like that's pretty good? A little bit, okay, all right.

How about that lovely reporting and evaluation stuff? Anyone working on that? A little bit over here?

This is an ongoing process. It's never finished. You're going to be working on it for some time. I'm just curious, if we do have a moment, just maybe one or two comments. Thank you, Terri, for being my mic runner. Any thoughts come to mind? Any a-ha moments, like I need to spend time on this and ideas Lou you might deal with it? Katie?

>> KATIE: I just had a thought. I'm from Utah, and we have a very unique model in Utah, because we don't have a Hands & Voices chapter, and our program, our family-based organization is with a private non-profit. So they have their own board. They run several other projects in addition to ours. And so I think -- I was specifically thinking about stakeholders and the board, and just how does that represent our population at all. And just kind of reflecting on what -- I think going back to what Janet said about what can I control with our program and with our role, and how much control do I have over the influence of who our stakeholders are, since we're under a different umbrella. And so I think it's just good food for thought for me, but also for our director and how our program works, what can we do better and how can we represent our community better and be a bigger voice under the umbrella we have?

>> CANDACE: Right, and that's a really good point, Katie. I was kind of in a similar situation, a little different, though. I won't go goo detail, but I think it's so important that we're an advocate for how we need to get you know, a variety of people in the room and why, so we can be that advocate. The other thing that comes to mind is the fact that that changes over time, right? The demographic in Minnesota, we're pretty lily white, although it's evolving over time, so we have to take a look at our demographic and see how that's shifting and where populations are moving and how can we engage more people from those communities to make sure we're being representative. Good point. I know I'm getting close on time, actually I'm over on time. Maybe I'll leave it there unless someone has a burning comment to share.

Quick, over here. Go, go...

>> I have an overall question. Since I am a mom, I have dabbled in a little bit of doing the parent guide program in Wisconsin. I got too overwhelmed so I kind of took a step back, but now I feel more comfortable to being more in the professional area of helping and advocating and getting... I mean, I want to be a full-time job where I'm actually getting paid to do something that I want to do, but where do I start? Where do I go? I don't... like it's just kind of overwhelming. I can't do a little and then do everything else. Because I have three kids and, you know, everything else is going on, I have a full-time job. So I just don't know where to begin. Does that make sense?

>> CANDACE: It does, and it's a big question and I'm not sure I have the capacity to answer it, to do it justice here. But I know what you're saying, and I think a lot of us evolved from very part-time positions and then had to either make it our own or slice it together with a couple other things to make it work. But it's a very interesting industry to be in. Just because, you know, often there isn't necessarily funding for positions that we would want over time. Do you have any comments or thoughts?

>> We can talk more. So we're very close.

>> Wisconsin, yeah. And I know Karen from Hands & Voices, is she still the president? Yeah, an I thought about getting on that... okay. But anyways, I can't allot that much time to it, if that makes sense.

>> I don't really have an answer to your question, but it reminded med of when you're in need of sustainability and drawing more people to be a part of it, there are people out there who want to contribute. And so sometimes when we say we can't find people, we need to re-think about how we're drawing people in, how we are ensuring that the reason and the passion that people want to get involved is still front-and-center in all the work we do.

So, we're wrapping things up here for today. I just wanted to ask any of you if you have any final comments or things that you're going to walk out the door together? Look, we know sustainability is a big conversation and has a lot of different elements to it, but just what is one thing that sort of helped you today in context to where you're at and in your life?

Yeah?

>> Hi, Anika from Minnesota Department of Health, and this has really a lot of flashes in my brain here and a lot of stuff I want to follow up on, so I really appreciate the opportunity. One thing I did several years ago is we heard comments about "get hit by a bus" or the plane goes down, it's a negative. And I flipped it to a positive. My boss every time brings it up and quotes me... "if they win the lottery...."

>> Good point.

>> If you win the lottery, donate to your favorite family-based organization.

>> Sorry, one last thought. That just made me think of never underestimate the influence that you have. I think Terri talked about we so often under-value what we do and overvalue the things we feel we fall short on. And I think you just never know who is impacted by what you do in what way, and that just keep going and -- kind of like in an emergency, like what can you do right now with what you have where you are? And just maximizing your time and just understanding someone somewhere is paying attention and is benefitting.

>> Beautiful. I love that.

Another... did you... no?

She made the mistake of fixing her hair. You have to say something.

One final comment before we close?

>> Thank you, go ahead.

>> We've got two minutes and we're going to use them.

>> So we -- I'm with the Wyoming EHDI program, and we are in the process of doing this, it's kind of just constant thing that we try to do, but I guess I really want to thank you for this, because at Hands & Voices headquarters, I'm just going to use that, you guys are just very thoughtful, and you think about these things, and so I just -- I came here today to learn you know, basically. So when that template is ready, I would love to see it.

>> CANDACE: Yes. Listen, the work we do is really hard. There are things that are broken that never get fixed. We tried four times to get the noise over in that other room down. You will experience frustration, sometimes panic, sometimes despair, and the thing that I think always for us anyway at Hands & Voices that always keeps us going is sometimes we'll just say, Well, today we're just going to get up and do some good for families.

Because systems are complicated. Agencies, federal government, there's so much complexity to the work that we do that it's just hard. So just keep your eye on the prize. We all have moments in our work where we touch a family's life an get off the phone and we're like, yep, that's why we do what we do. And for those of you who are a part of a system where you don't really get that contact with the families, just know that the work that you walk into your cubicle or your penthouse office or wherever you are at, that you are also a part of the system that is really helping families every day in this journey of raising a child who is deaf or hard of hearing. Thank you guys for giving three hours of your valuable time. We hope you have a great conference. Thank you to our staff and our team for your time and this presentation. So thanks, everybody!