

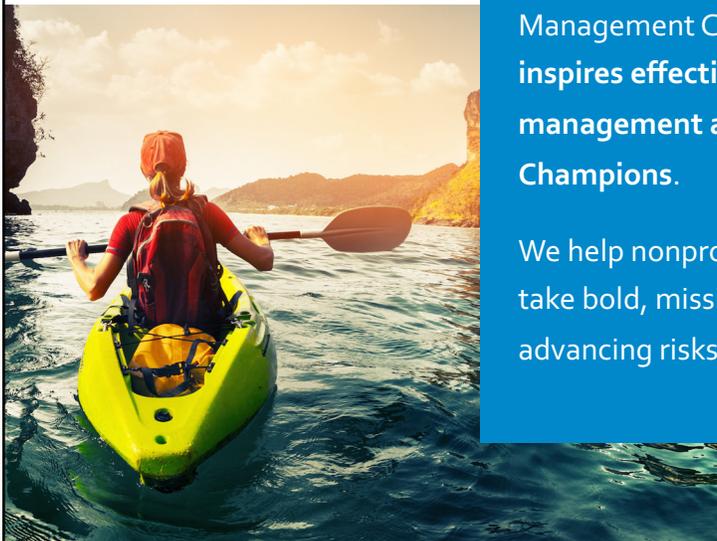
Community Action Partnership of Utah

Considerations for Agencies when Working with Clients Remotely

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The Nonprofit Risk
Management Center
inspires effective risk
management and Risk
Champions.

We help nonprofit teams
take bold, mission-
advancing risks.

2

Workshop Overview



Resources and warm-up questions



Remote Service Delivery: what's the risk?



Risk Strategies



3 Final Tips and Takeaways

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www.nonprofitrisk.org/CAP



Welcome to the Risk Management Portal for community action! This website offers tools and resources to help your agency strengthen risk management. These resources on this site were developed through a partnership between CAP and the Nonprofit Risk Management Center.

Select your next action by clicking on the Continue button in the appropriate panel below.



POLICIES

Draft custom risk policies for your agency within a matter of minutes! Your policies are saved online in your policy 'vault.'

Continue



ASSESSMENT

Use the new version of *My Risk Assessment* to identify and rank risks, and to identify gaps and action steps to strengthen risk management in your agency.

Continue



MEMBER BENEFITS & PORTAL TOOLS

Access NPMRC Member Benefits & Portal Tools, including Account and User Information.

Continue

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Resources! www.nonprofitrisk.org

World-Class Risk Management for Nonprofits
By Melissa Lachwood Herman

RISK eNews
by Melissa Lachwood Herman

Risk Management ESSENTIALS
Tips, Knowledge and Tools for Nonprofit Organizations

Put on Your Thinking Map: Create a Contingency Map in 5 Steps
By Melissa Lachwood Herman

A short plane ride to Columbus on Saturday offered the ideal opportunity to catch up on overdue reading from some of my favorite weekly e-newsletters. One piece from the Eastern Michigan eighth-grader by combining two favorite topics in a single headline: "Six business tip-front contingency planning." The authors of the piece explain that a contingency road map helps leaders create a pathway to update strategy over time by capturing "all the changes that may occur in uncertain markets and when they might occur. Most importantly, they prescribe specific changes your company must make to its strategy under different scenarios."

Many nonprofit leaders tell me that contingency planning is a back-burner issue in their organizations. Why? A common reason is that thoughtful contingency plans take a lot of time to draft. Add peer review and executive team approval... and a short-term project has become a behemoth burden. But the horrible truth about what strategy priorities in our sector is that sometimes we choose the wrong strategy. And sometimes the world around us changes in ways that none of us

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Affiliate Membership

Our Affiliate Members enjoy a buffet of exclusive resources that help them develop in-house risk management expertise and custom risk management plans and policies. Join our Affiliate Member family to show your stakeholders how your nonprofit can thrive in the face of risk.

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Login

We have a new Affiliate Member login process for our new website.
If you have an Affiliate Member account, click the button below to log in with your email and password.

[Affiliate Login](#)

If you do not have an account, but you belong to an [Affiliate Member organization](#), then click the button below to create your account.

 [Create Your Account](#)

Contact us if you need help!



Kay Nakamura, Director of Client Solutions
703.777.3504 | Kay@nonprofitrisk.org

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Ask A RISK HELP Question

Call our team at 703.777.3504 or use the form below to submit a RISK HELP question by email.
[Click here](#) to review frequently asked RISK HELP questions.

Ask a RISK HELP Question

First Name * Last Name *

Name of Organization *

Email * Phone Number *

RISK HELP Question *

[Submit](#)

Resources Menu

- [Ask A RISK HELP Question](#)
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- [Affiliate Member Directory](#)
- [Webinar Vault](#)
- [Affiliate Member Discounts](#)

Submit a question or send us an email for speedy RISK HELP!

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Sign up for the RISK eNews! nonprofitrisk.org

The screenshot shows the website for the Nonprofit Risk Management Center. At the top, there is a navigation bar with the text "NRMC | Find the answer here" and "About Contact" followed by social media icons. Below this is a menu with "Nonprofit Risk Management Center" and several dropdown options: "Consulting", "Membership", "Events", "Speaking", "Apps", and "Resources". An "Affiliate Login" button is also present. The main heading is "RISK eNews". Below this, there is an article titled "Take 10: Resume and Thrive Strategies" by Melanie Lockwood Herman and Whitney Claire Thomey. The article text discusses the effects of the global pandemic on nonprofits and provides advice on how to pivot and maintain safe social distancing and isolation mandates. It also mentions that nonprofits should consider the preparation necessary to foster a safe workplace grounded in future-forward, mission-advancing principles. Below the article text, there are four icons with text: "Faith in trusted advisors", "Team on a pedestal", "Provide resources", and "Reimagine workspaces". To the right of the article, there are several smaller images representing different content types: "Articles", "Covered Book Review", "World-class Risk Management", "TRAVEL SAFETY", "THE COST OF SAFE OPERATIONAL DECISIONS", "Infographics", and "EFFECT". At the bottom right, there is a "RISK eNEWS" logo with the text "RISK eNews" and a small "9" in the bottom right corner.

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Resources

- "The National Consortium of Telehealth Resource Centers." Tools and Resources. (2020) Health Resources and Services Administration (HRSA)/HHS. <https://www.telehealthresourcecenter.org/>
- American Telemedicine Association. (2020) "Practice Guidelines and Resources." <https://thesource.americantelemed.org/resources/telemedicine-practice-guidelines/>
- "Best Practices in Telephonic Case Management." (2008) *Professional Case Management* (Vol. 13/#4). https://www.nursingcenter.com/wkhlrp/Handlers/articleContent.pdf?key=pdf_01269241-200807000-00002
- "Technology Initiatives That Support Employment Outcomes: Colorado: Web-based Technology for Coaching TANF Participants." (2018). Administration for Children and Families/HHS. [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/IIIESS%20Emerging%20Practice Colorado Final 508 updated.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/IIIESS%20Emerging%20Practice%20Colorado%20Final%20508%20updated.pdf)
- "Treading Through Teletherapy Treatment Topics - <https://naswassurance.org/malpractice/malpractice-tips/treading-through-teletherapy-treatment-topics/>
- "Frequently Asked Questions About Teletherapy" - <https://naswassurance.org/questions-and-answers/>

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What types of services are you providing remotely?



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What are your biggest worries about remote service delivery?



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What are the unexpected *upsides* of remote service delivery?

Think positive

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Remote service delivery:
what's the risk?

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#1 - Service Quality



Perceived (or actual) quality and value of the service provided

- May be offset by convenience
- Quality can be negatively impacted by a range of factors: trust, technology
- Demand: if demand has increased but your capacity hasn't, clients may be frustrated by wait times

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#2 - Comfort

A client who is less experienced with tech tools may not be comfortable using your preferred platform



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#3 - Social Isolation



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#4 – Breach of Privacy

- In a remote delivery environment, you're not in complete control
- Clients may be concerned about privacy risk



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#5 – Technology choice

Key considerations include:

- IT infrastructure of your agency
- Privacy restrictions
- Complexity of information to be communicated
- Caseworker experience
- Technological limitations of clients (e.g., access to the Internet)

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Which is best?

Telephone:

- Familiar
- Privacy
- Low-tech equipment works

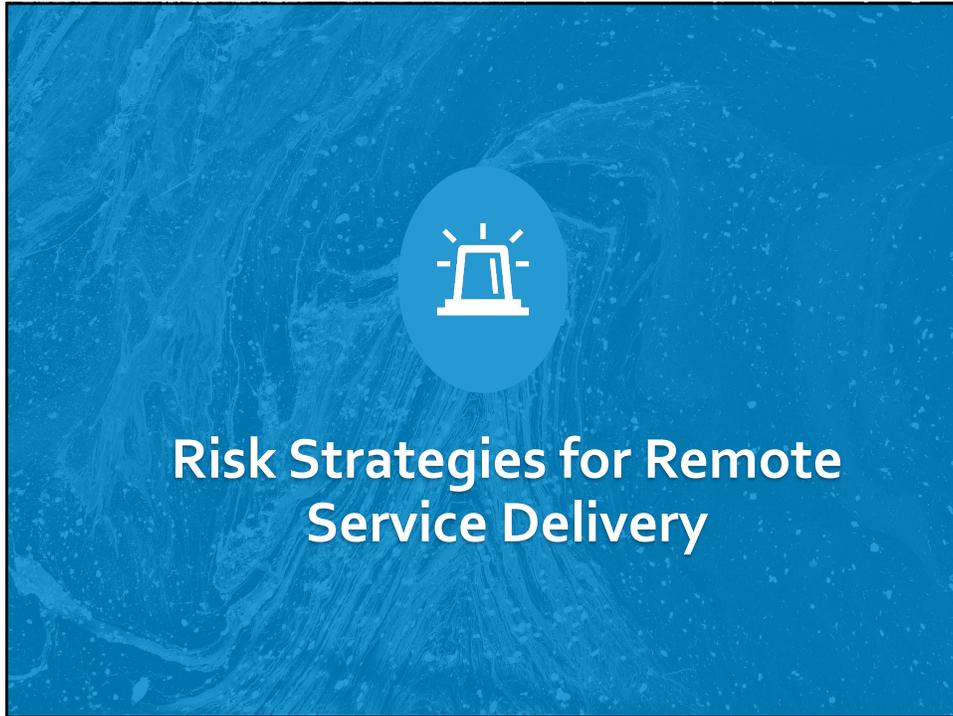


Video Conference:

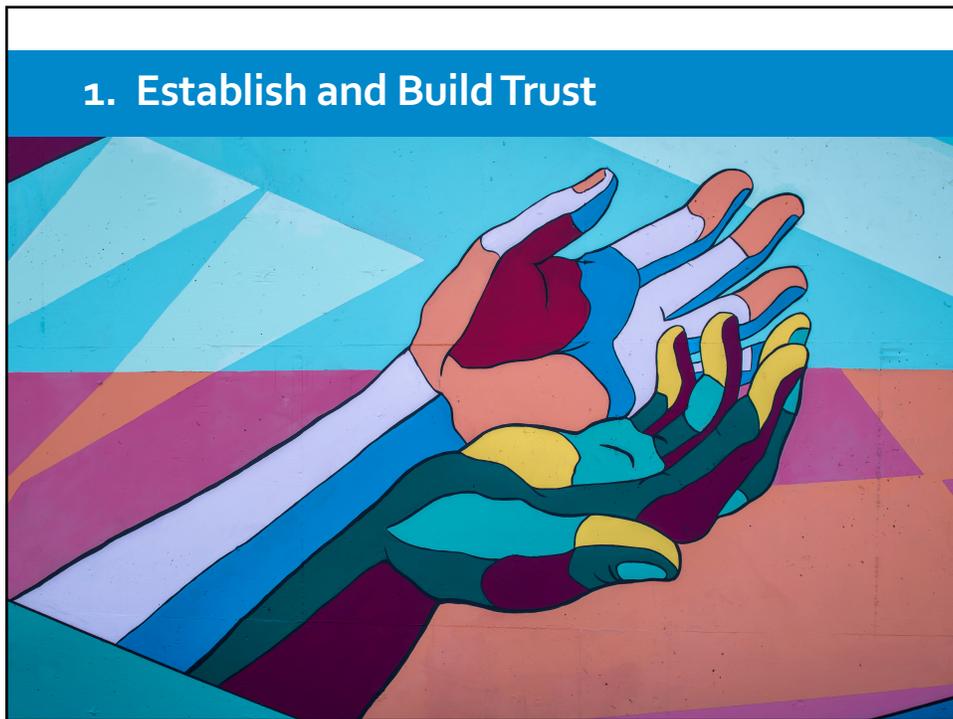
- Ability to gauge a client's safety or well being
- Opportunity to read interpersonal cues, body language
- High-speed broadband connection
- 27 percent of older clients and 20 percent of lower income Americans do not use the Internet

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Telemental Health Informed Consent

I, _____, hereby consent to participate in telemental health with, _____, as part of my psychotherapy. I understand that telemental health is the practice of delivering clinical health care services via technology assisted media or other electronic means between a practitioner and a client who are located in two different locations.

I understand the following with respect to telemental health:



- 1) I understand that I have the right to withdraw consent at any time without affecting my right to future care, services, or program benefits to which I would otherwise be entitled.
- 2) I understand that there are risks, benefits, and consequences associated with telemental health, including but not limited to, disruption of transmission by technology failures, interruption and/or breaches of confidentiality by unauthorized persons, and/or limited ability to respond to emergencies.
- 3) I understand that there will be no recording of any of the online sessions by either party. All information disclosed within sessions and written records pertaining to those sessions are confidential and may not be disclosed to anyone without written authorization, except where the disclosure is permitted and/or required by law.



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- 4) I understand that the privacy laws that protect the confidentiality of my protected health information (PHI) also apply to telemental health unless an exception to confidentiality applies (i.e. mandatory reporting of child, elder, or vulnerable adult abuse; danger to self or others; I raise mental/emotional health as an issue in a legal proceeding).
- 5) I understand that if I am having suicidal or homicidal thoughts, actively experiencing psychotic symptoms or experiencing a mental health crisis that cannot be resolved remotely, it may be determined that telemental health services are not appropriate and a higher level of care is required.
- 6) I understand that during a telemental health session, we could encounter technical difficulties resulting in service interruptions. If this occurs, end and restart the session. If we are unable to reconnect within ten minutes, please call me at _____ to discuss since we may have to re-schedule.



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7) I understand that my therapist may need to contact my emergency contact and/or appropriate authorities in case of an emergency.

Emergency Protocols

I need to know your location in case of an emergency. You agree to inform me of the address where you are at the beginning of each session. I also need a contact person who I may contact on your behalf in a life-threatening emergency only. This person will only be contacted to go to your location or take you to the hospital in the event of an emergency.

In case of an emergency, my location is: _____

and my emergency contact person's name, address, phone: _____

I have read the information provided above and discussed it with my therapist. I understand the information contained in this form and all of my questions have been answered to my satisfaction.

Signature of client/parent/legal guardian

Date

Signature of therapist

Date

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2. Develop a Communications Plan



- Update your communications plan to reflect remote service delivery
- Schedule regular check-in conversations; increase the frequency of check-ins!
- Let clients know the best way to contact you and your typical hours; learn about your client's habits and preferences

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3. Establish milestones



- Milestones create shared expectations and accountability
- Create a 'roadmap'
- Use an agenda for group meetings

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Virtual Group Expectations:

- Assume good intentions for yourself, each other and your families.
- If not talking, keep the microphone muted.
- Maintain confidentiality-no names or identifying information.
- Monitor air time. We will start on time and end on time.
- Use chat features for questions.
- Unmute when you want to contribute to the conversation.

Purpose of Group: I want to support all of you through this difficult time. We are not the experts in how to deal with this as we are all learning alongside each other on how to best handle this situation. This space is intended to provide support, ideas and collaboration to students around the topic of school closure and how we can support each other during this time.

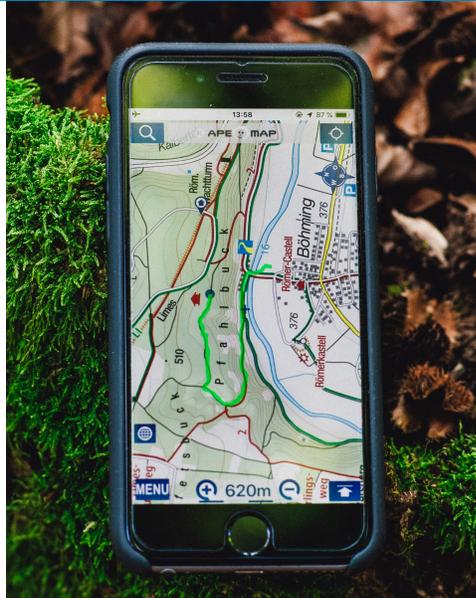
Time	Topic	Notes
5 Minutes	<ul style="list-style-type: none"> • Welcome and Icebreaker • Purpose • Expectations 	
20 Minutes	What are you and your family doing to support each other during school closure?	
15 Minutes	How are you communicating with people outside your home?	
15 Minutes	How can I best support you and your family during this time?	
15 Minutes	How have you been dealing with intense emotions? Anger, depression, anxiety?	
10 Minutes	Final questions or requests?	

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4. Test and re-test Tech Tools

- Systems issues will erode confidence!
- Providers should be using agency-provided devices, not personal devices



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Choosing a tech platform

- How secure?
- How to get rid of unwanted guests?
- How to establish secure connections?
- If you have a VPN, does that interfere with your virtual communications platform?
- How to control/share links? Through email? Is it a webpage?
- What are the differences between platforms (cost per user, etc.)?
- How does the platform handle screen sharing? Muting participants? Video?

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<https://blog.zoom.us/keep-uninvited-guests-out-of-your-zoom-event/>



Zoom

Follow



CLOUD MEETING ADVICE

How to Keep Uninvited Guests Out of Your Zoom Event

March 20, 2020 · 7 mins read



June 25, 2020 | 31

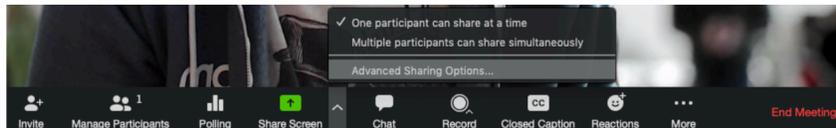
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Manage screen sharing

The first rule of Zoom Club: Don't give up control of your screen.

You *do not* want random people in your public event taking control of the screen and sharing unwanted content with the group. You can restrict this – before the meeting and during the meeting in the host control bar – so that you're the only one who can screen-share.

To [prevent participants from screen sharing](#) during a call, using the host controls at the bottom, click the arrow next to Share Screen and then Advanced Sharing Options.



Under "Who can share?" choose "Only Host" and close the window. You can also lock the Screen Share by default for all your meetings in your web settings.

Screen sharing
Allow host and participants to share their screen or content during meetings

Who can share?
 Host Only All Participants

Who can start sharing when someone else is sharing?
 Host Only All Participants

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5. Don't assume your clients know how to engage using digital tools



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6. Review the rules!

- Make sure you are fully dressed
- Wear what you would wear to an in-person meeting
- Choose a quiet, private location in your home
- Purpose and focus: clinical appointment, professional interaction



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7. Be flexible!

Ex: shorter, more frequent meetings if childcare is a challenge



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8. Remember ethical considerations

Service delivery should be consistent with your profession's code of ethics and values

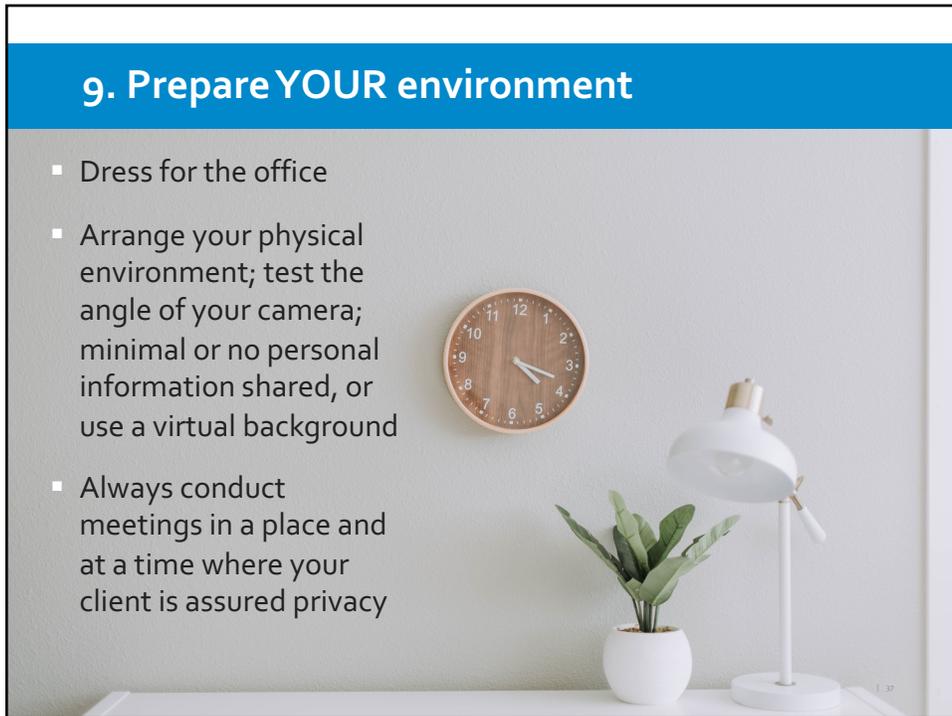
- Respecting the dignity and worth of all persons, the importance of human relationships, and the importance of trustworthiness
- Respect clients' self-determination; some clients may never feel comfortable with video sessions
- The Standard of Care is the same!
- Documentation should note that services were provided via telephone/video rather than in person

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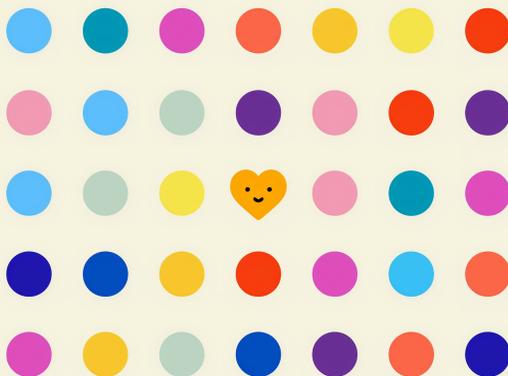
9. Prepare YOUR environment

- Dress for the office
- Arrange your physical environment; test the angle of your camera; minimal or no personal information shared, or use a virtual background
- Always conduct meetings in a place and at a time where your client is assured privacy



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10. Be patient



YOUR KINDNESS IS CONTAGIOUS.



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Seize the day!

- How can you leverage the *upsides* of remote service delivery?

A woman with long brown hair, wearing a white button-down shirt and a black skirt, is shown from the waist up. She is looking upwards and to the right, with her right hand raised as if interacting with a futuristic, glowing blue interface. The interface consists of several glowing blue squares and circles, some of which are slightly out of focus, creating a sense of depth and movement.

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Lead like an introvert

- Ask more questions: spend your prep time developing better questions

“Introverts lead people to their own solutions, whereas extroverts are more likely to ask leading questions that push people toward the solutions they want them to enact.” – Krister Ungerbock, “Why introvert leaders excel during a crisis,” *Fast Company*, May 2020

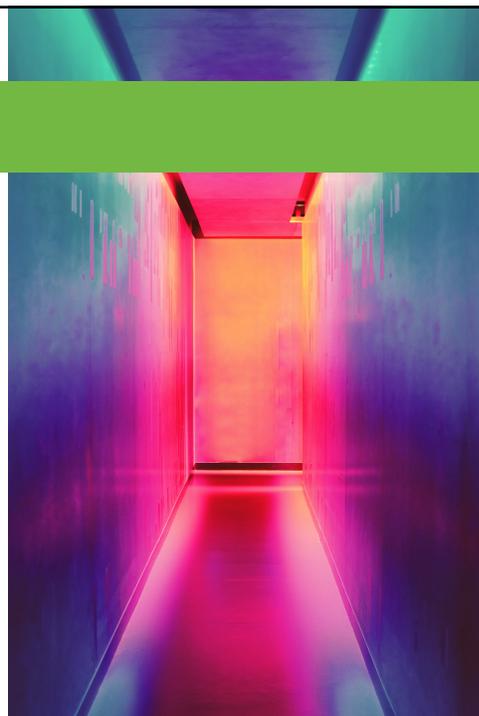


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Resolve to learn!

“Experience is inevitable;
learning is not.”

– Paul Schoemaker



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Thank you!

Melanie Lockwood Herman

—
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