

ATA 265 – Introduction to Arts Management

Final Project

Healing Hands

For my arts organization, I knew I wanted to do something that catered to a specific population that I can identify with – survivors of Traumatic Brain Injury (TBI). Therefore, I did so with the tentative arts organization, Healing Hands.

Healing Hands' mission is to come alongside and empower survivors of traumatic brain injuries by using the arts as a medium of both rehabilitation and therapy in order to help them reach their highest level of possible functioning while enjoying life to the fullest as well.

We at Helping Hands envision a community that supports survivors of traumatic brain injuries and encourages them to attain the highest level of functioning possible. This is our vision.

In order to accomplish this vision, we will have the following two goals. Our first goal will be to provide opportunities for TBI survivors to express themselves through the arts in spite of the challenges presented by TBI. Our second goal will be to enable TBI survivors to pursue arts activities safely, each according to their individual priorities and limitations.

The location of this organization will be Greenville, SC, because that is where Roger C. Peace Rehabilitation Hospital is, one of the premiere facilities for brain injury rehabilitation in the United States.

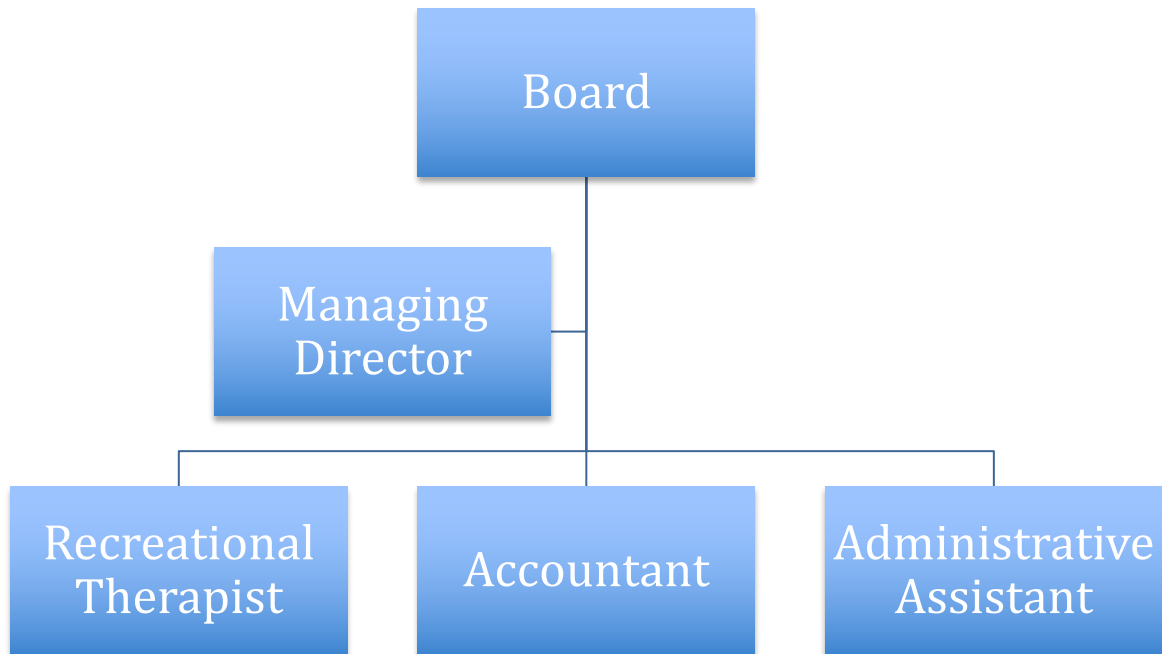
According to PRIZM, the most common segments for 29605 (the Greenville area) are primarily individuals without children, both downscale and upscale. The population within the city of Greenville as of 2014 according to census.gov was around sixty-two thousand. However, according to westerwelle.net, the population of Greenville County was around three hundred

eighty-four thousand. This difference is important because, due to the lack of brain injury rehabilitation centers in the area, survivors come from outside the immediate local area, so we need to know the demographics of more than just the city. The population is mostly white, at 64%, while around 30% is Black or African American. Another significant population, I believe, is that from 2010 to 2014, there were roughly three thousand veterans in the city of Greenville. While brain injury is not unique to veterans, they are more susceptible to brain injury than the everyday person.

In the beginning, I would like to host Healing Hands events at Roger C. Peace's Rehabilitation Center (their outpatient center). It is already equipped with a gym and a "family room." The family room is basically a large room with chairs where patients sit as they wait for their different therapists. However, I know that when I attended, they also put on workshops in this room as well, so it's already capable of seating a reasonable amount of people.

Our salaried staff would consist of a director, an administrative assistant, an accountant, and a recreational therapist. The director will be a managing director, overseeing all of the daily going-ons of the organization. She or he will focus on the day to day, while the board will focus on the bigger picture. The administrative assistant will handle tasks such as general clerical work, answering phones, and so forth. We will also have an accountant who will be in charge of everything related to money. (However, there will be some sort of checks and balances in order to maintain accountability.) Last but definitely not least, we will have a recreational therapist on staff. Recreational therapists are therapists whose focus is the safe pursuing of recreational activities. Because TBI affects so many aspects of a person's life, I believe that this person will be one of the integral parts of our organization in order to effectively pursue and meet our goals.

Pasted below is a copy of our organization chart.



Unconnected to the chart would be contract workers such as art teachers and theatre instructors, because they would be hired on an as-needed basis and therefore, not be salaried.

Pasted below is a copy of one year's budget.

Revenue	
Individual Donor A	3000
Individual Donor B	1500
Grant A	2500
Grant B	1000
Grant C	5000
Grant D	500
Fundraiser A	1500
Fundraiser B	2000
Fundraiser C	1000
Ticket	
Sales	1000
Total Revenue	19000
Expenses	
Rent	1000
Salary - Director	7,000
Salary - Recreational Therapist	5,000

Salary - Accountant	1,000
Salary - Administrative Assistant	2,000
Contract Workers	500
Total Expenses	16,500
Balance Remaining	2,500

Yes, the salaries for the different employees are low, but that is because I believe they would be pursuing other sources of income as well. Also, as you can see, at the end of one year, we will have a surplus of two thousand five hundred dollars, which will be saved in order to use in the future to either rent or buy our own space at some point. I put in one thousand dollars rent for right now, because I would like to compensate Roger C Peace for the use of their space. I am not at all sure if this is a realistic number, but I at least wanted to put something in.

Healing Hands will address the three central components of outpatient therapy – physical, occupational, and speech therapies – but by using the arts as the vehicle of rehabilitation. We will host various workshops throughout the year and offer programming that changes with the seasons. So, for fall, we will offer writing workshops in conjunction with National Novel Writing Month, which is November, (Speech therapy) and pumpkin painting (Occupational therapy). During winter, we will have an ornament decorating session (Occupational therapy) as well as a one-act play (Speech and Physical therapies). During the spring, we will have poetry writing (Speech) and gardening (Physical) emphases. During the summer, we will have swimming (Physical) and another one-act play (Speech and Physical). Though these are our season specific, larger programs, we will also offer general workshops throughout the year, such as for writing, theatre, dance, and crafts.

Because we are working with Brain Injury survivors, something important to keep in mind is to minimize frustrations, which is why I made many of my choices for programming.

One example is the choice of a one-act play instead of a longer play. Also, the choice of pumpkin painting instead of pumpkin carving during fall is important, so as to minimize the potential for injury.

For volunteers, I would like to reach out to local schools – both schools with nursing programs and high schools. We would utilize these volunteers in different ways. The nursing school students would be on site for medical problems if/when they arise, because they would be more likely to know what to do in such a situation. The high school students would act more as behind the scenes (for example, keeping the space picked up and so forth). This sort of volunteering would be beneficial to them because it gets them out of their little bubble (that so many of us continue to reside in) in order to see the vastness of the larger world with its myriad problems. Also, I would like to specifically reach out to programs for aspiring PTs, OTs, STs, and RTs. I would also like to reach out to the contract workers and see if they would either donate their time and talents or offer it at a discounted rate.

The advertising strategies would be as follows. We would have pamphlets scattered around various hospitals and doctor's offices (such as neurologists). We would also secure daytime TV ad spots, such as on that channel that always plays in doctor's offices while one is waiting for one's appointment. Another place we would advertise is Vocational Rehab. Voc Rehab is a service outside of even outpatient. It works with members of the greater community, such as those people who have already exited Outpatient, with continuing support and education. I know that the Vocational Rehab in Lyman/Wellford is alive and well, and would most likely be willing to accept some informational pamphlets to hand out.

Our main source of funding will be grants. Other sources of funding will be fundraisers, such as dinners and charging admission fees for the one-act plays. I also know that at the

Outpatient Center, one thing we did was bake cookies in the Co-Op. This activity helped promote dexterity as well as time management. We could do that at Healing Hands as well in order to generate revenue. Also, I wanted to give the brain injury survivors the opportunity to sell their creations, such as at a Holiday Market in order to support the organization. This would not be a requirement, but I know that I, personally, have enough stuff around my house, and though I would want the opportunity to create items, I would not want to feel obligated to keep them and would want to donate them in order to be sold. Also, as an aside, one way to minimize costs would be to accept in-kind donations, such as art supplies or flowers for gardening. This would both reduce our overhead and give local businesses a philanthropy plug.

During the first year, we will focus on establishing ourselves and building our name and brand. During the second year, we will focus on the programs we are offering, on making sure that we offer a variety of programs addressing different topics. We will also especially use this year for fundraising. During the third year, we will focus on community awareness of the issue of brain injury. During the fourth year, we will focus on continuing to expand programming. Finally, during the fifth year, we will focus on fundraising once more.

I hope and believe that Healing Hands will have an important social impact on the local community of Greenville. It will definitely impact the community of individuals impacted by TBIs as they express themselves through the arts, as well as their friends and family when they see how these programs help the TBI survivors express themselves through the arts. I believe it is empowering both for the survivors and their loved ones to realize that yes, they can do such things again. They may need accommodations, but it is still entirely possible to live a fulfilling life. Also, I believe that this organization may promote awareness about the existence of TBIs

(what TBI is and how TBI affects its survivors) and hopefully move the community toward lessening the stigma surrounding TBI survivors.

As for the organization's economic impact, local businesses will most likely profit from increased traffic due to the increase in people visiting the area. I know that there are some restaurants in the local vicinity, so TBI survivors and their families could make the workshops special excursions or day trips by combining the two so as to minimize the unfortunate reality of why they are going there to begin with.

All in all, I believe that Healing Hands will provide an excellent corollary to a pre-existing system to help TBI survivors. Because of Healing Hands' proximity to Roger C Peace Rehabilitation Hospital and Outpatient Center, we believe we will be able to provide a much needed extension to the services rendered at the hospital and the outpatient center. However, we will endeavor to make the rehabilitation more enjoyable by incorporating the arts into rehabilitation programs.