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**Thriving Together: Cultivating Well-being & Sustainability in the Social Sector**

# Welcome from INP



## Yolanda Coentro

*President & CEO*

Institute for Nonprofit Practice

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**#INP4WellBeing**

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# Thank You to Our Partners



**Much appreciation to our partners at Fidelity Charitable Catalyst Fund and The Boston Foundation for making our Well-being Initiative possible!**

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**With gratitude to our partners at The Boston Foundation and Allstate Foundation for making this event possible!**



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# Welcome from TBF



## Petrina Martin Cherry

*Vice President, Community Engagement  
& External Affairs, Boston Medical  
Center Health System,*

Director, Board of Directors, The Boston  
Foundation



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# Presentation of Key Findings



**Patrick Kirby**

*Chief Strategy & Administration  
Officer,  
Executive Vice President  
Institute for Nonprofit Practice*



**Amber Trout, Ph.D.**

*Senior Associate  
Community Science*

# Our Intent Today



- Present what the research is showing for burnout trends AND bright spots
- Share highlights from INP's Alumni study
- Offer recommendations for taking action



# INP's Well-being Initiative



**LEARN**



**TEACH**



**LEAD**



# Well-being & Burnout Trends



# Burnout is a Cross-Sector Phenomena

- Nearly **6 in 10 employees** feel burned out across the U.S.  
*Kelly, 2023*
- 70% of managers cite organizational barriers, including **rigid company policies, heavy workloads**, a lack of a **supportive culture**, and a lack of **necessary skills** as impeding their ability to adequately support their staff.  
*Deloitte Well-Being At Work Survey, 2023*
- Stress-related **absenteeism** costs employers **\$154B/year**.  
*HHS, 2023*



# Nonprofits Are Losing Talent When They Need It Most...



## THE CHRONICLE OF PHILANTHROPY

### Fewer People Want to Lead Nonprofits. What's the Answer?

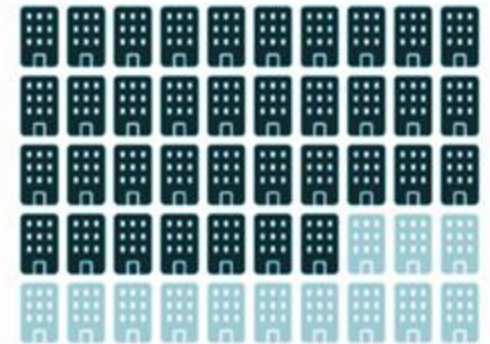
A new study finds that aspiring leaders, especially those of color, aren't being pulled into leadership through support and positive role models but are more often pushed into top positions to escape difficult work circumstances.

By Frances Kunreuther and Sean Thomas-Breitfeld | JANUARY 26, 2024

## Nonprofit Workforce Shortage Continues

# 74%

of over 1,600 nonprofits surveyed in April 2023 reported job vacancies.

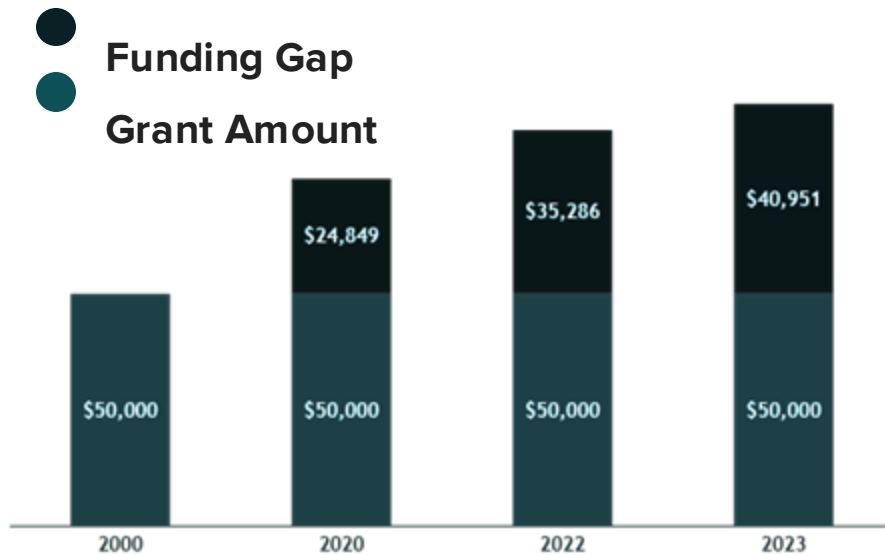


Champions for the public good.

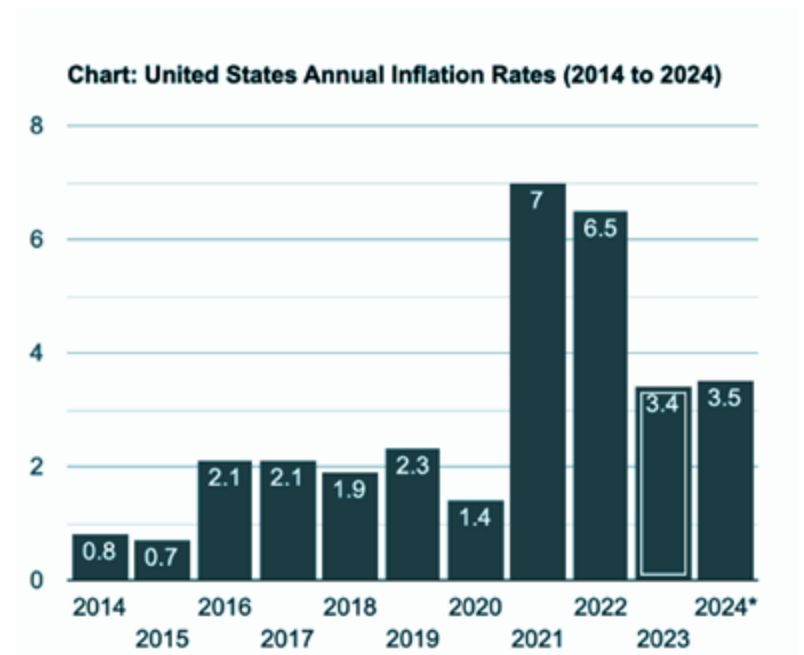
# Inflationary Effects on Nonprofits



## Buying Power Over Time



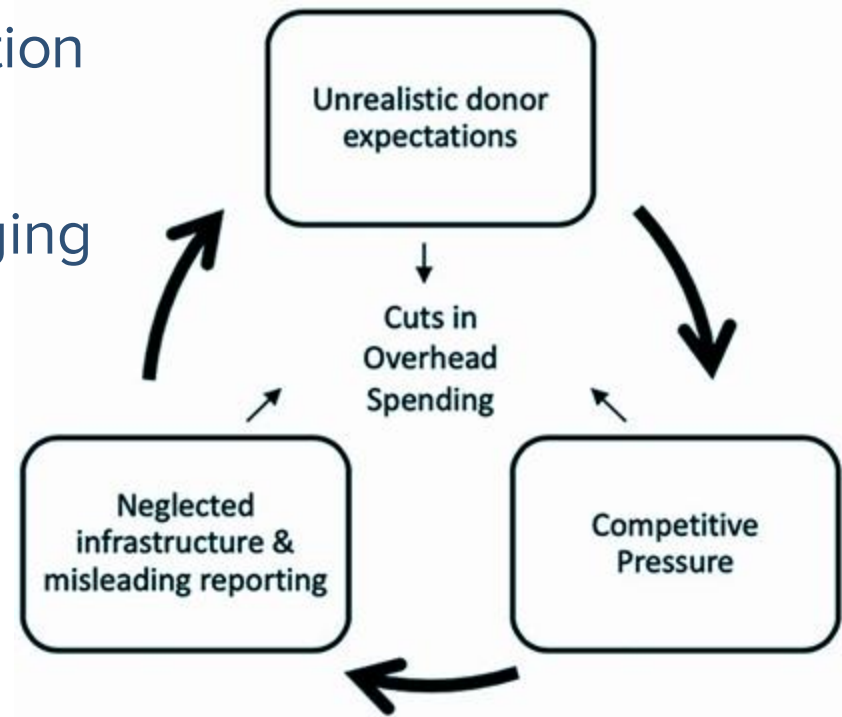
CPI Inflation Calculator, U.S. Bureau of Labor Statistics



# A Perfect Storm of Headwinds

- Racial reckoning & SCOTUS backlash
- Global health pandemic
- Inflationary pressures (compensation levels, goods & services, etc.)
- Increasing demands from a changing workforce
- Decreased philanthropic giving
- Increased polarization
- Rising rates of mental health challenges

## The Nonprofit Starvation Cycle





# Bright Spots

Joy =  
sustained  
emotional  
well being

... you  
... of  
work  
far w  
... con

Write light moments, lessons  
learned, commitments and  
inspiring messages for your INP  
community on the square pieces of  
paper on the table.

Use the clothespins to clip them  
onto the frame in the center of the  
table throughout the day.

# Gallup's 3 Keys to Fostering Well-Being

1. When employees **perceived their organizations cared** about their well-being...
  - 5x more likely to trust leadership
  - 71% less likely to experience burnout
  - 36% more likely to thrive in their overall lives
1. With **effective supervision** from their manager...
  - 3x more engaged at work
1. When **each person's strengths** were celebrated...
  - 6x more engaged
  - 8% more productive

# The “Manager Effect”

## Impact on Well-being

**69% manager**

69% spouse

51% doctor

41% therapist



# Cohort-Based Learning

The research is clear that fostering strong, supportive relationships through **community-building** activities, **retreats**, development of **peer networks**, and **mentorships** can boost well-being and mitigate burnout.



# INP Alumni Data

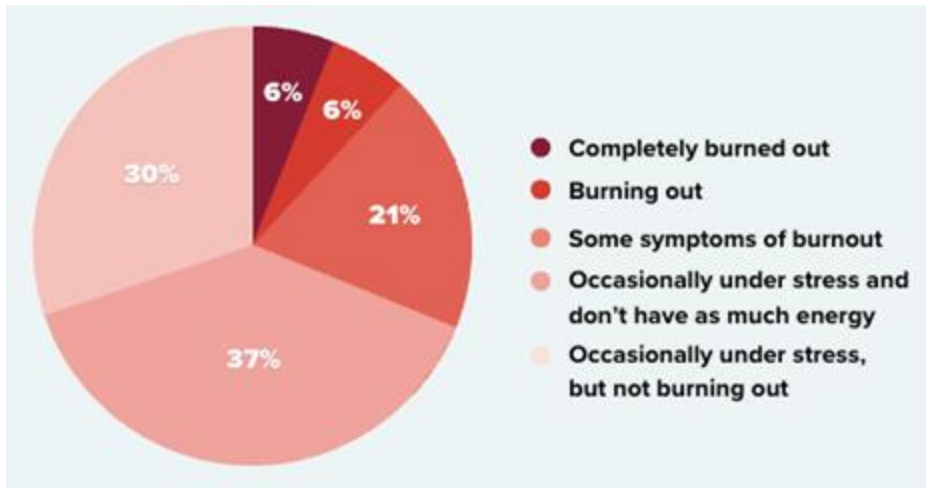


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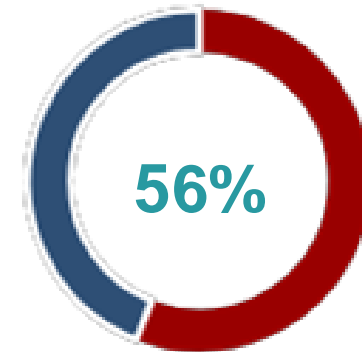
# Burnout Rate Comparison



## 2023 INP Alumni Study



## National Workforce Burnout Rate



2021 Mental Health at Work Report, Mind Share Partners

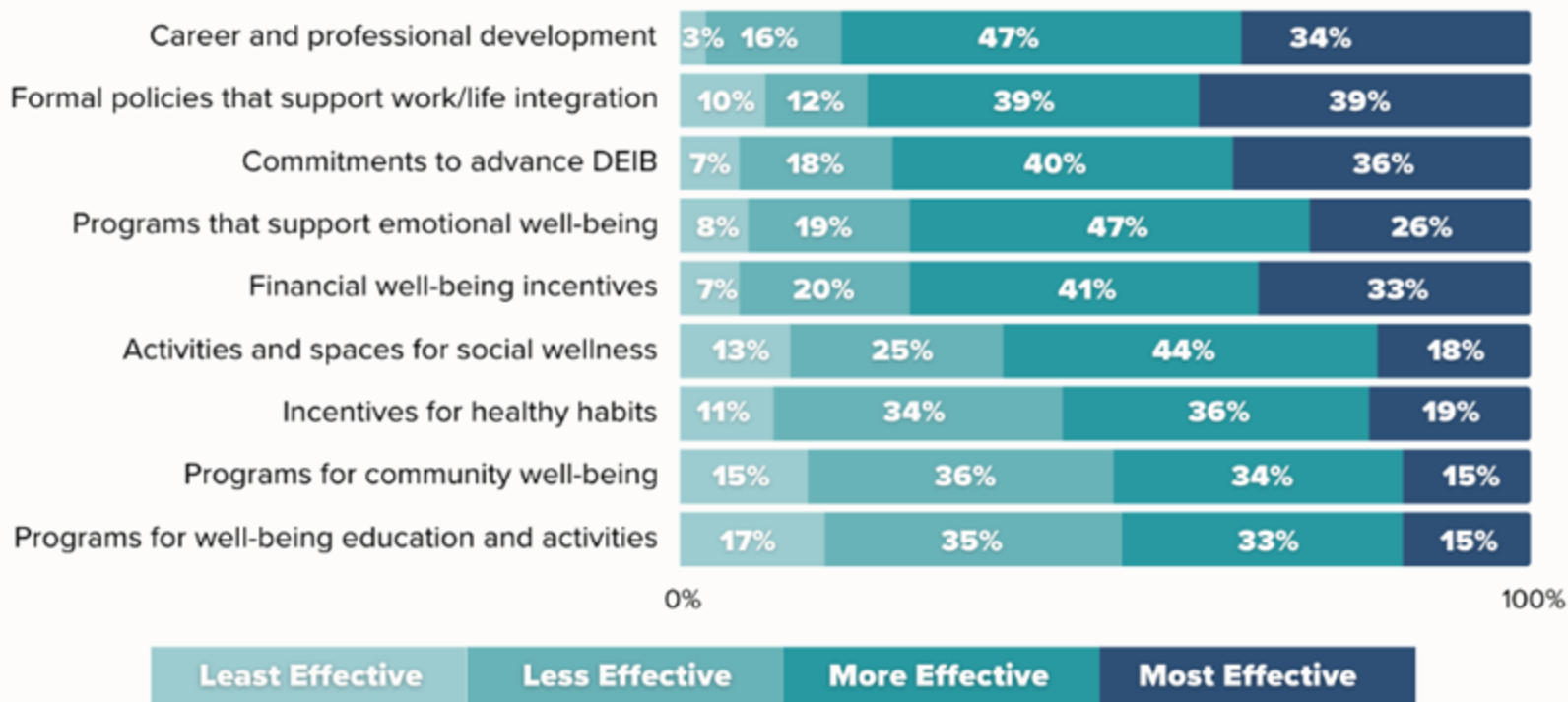
# Benefits Derived from INP Community



- A little
- A fair amount
- A great deal

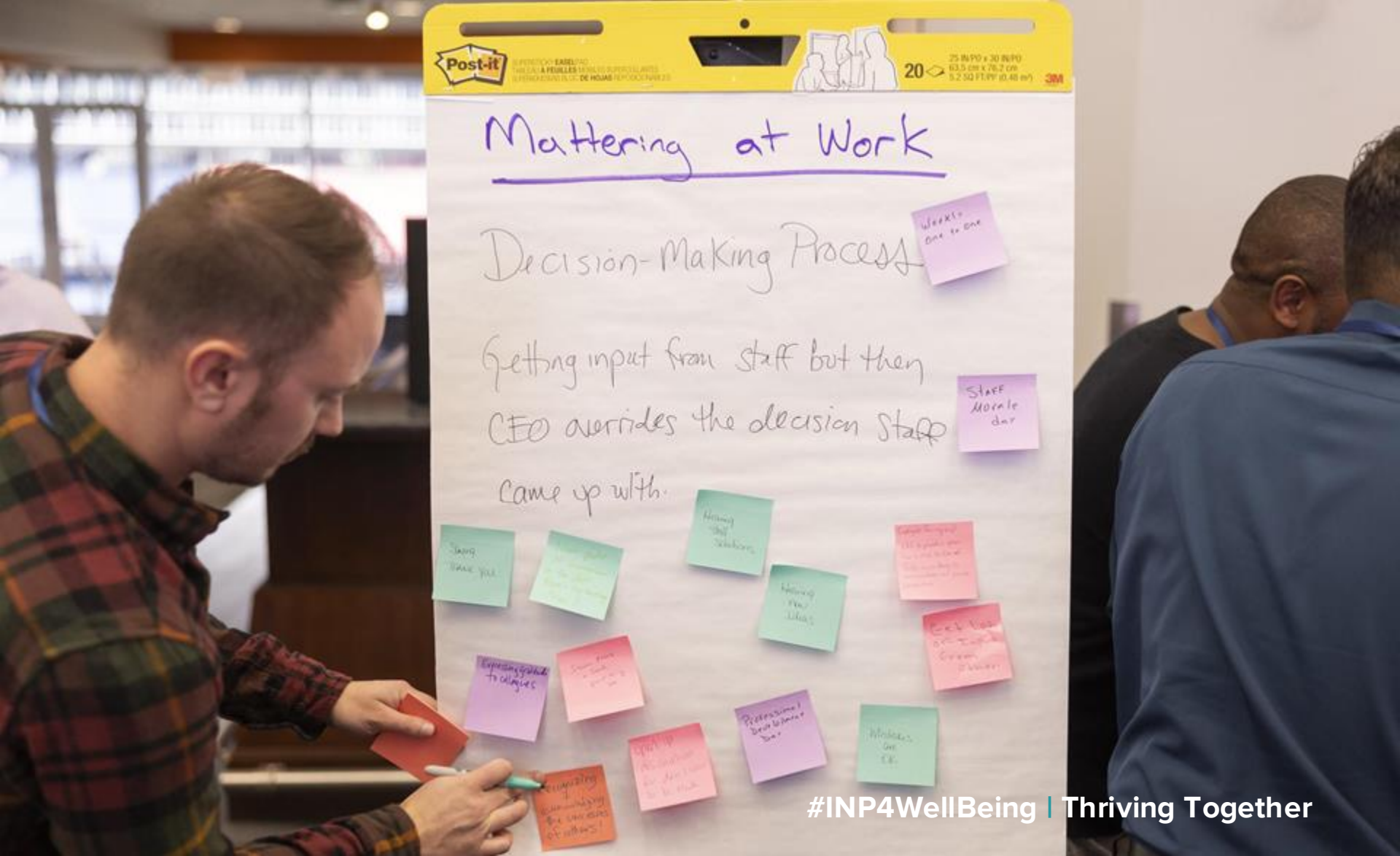
# Interventions for Fostering Well-being

## ACTIONS FOR IMPROVING WELL-BEING





# Recommendations



# Executive Team Recommendations

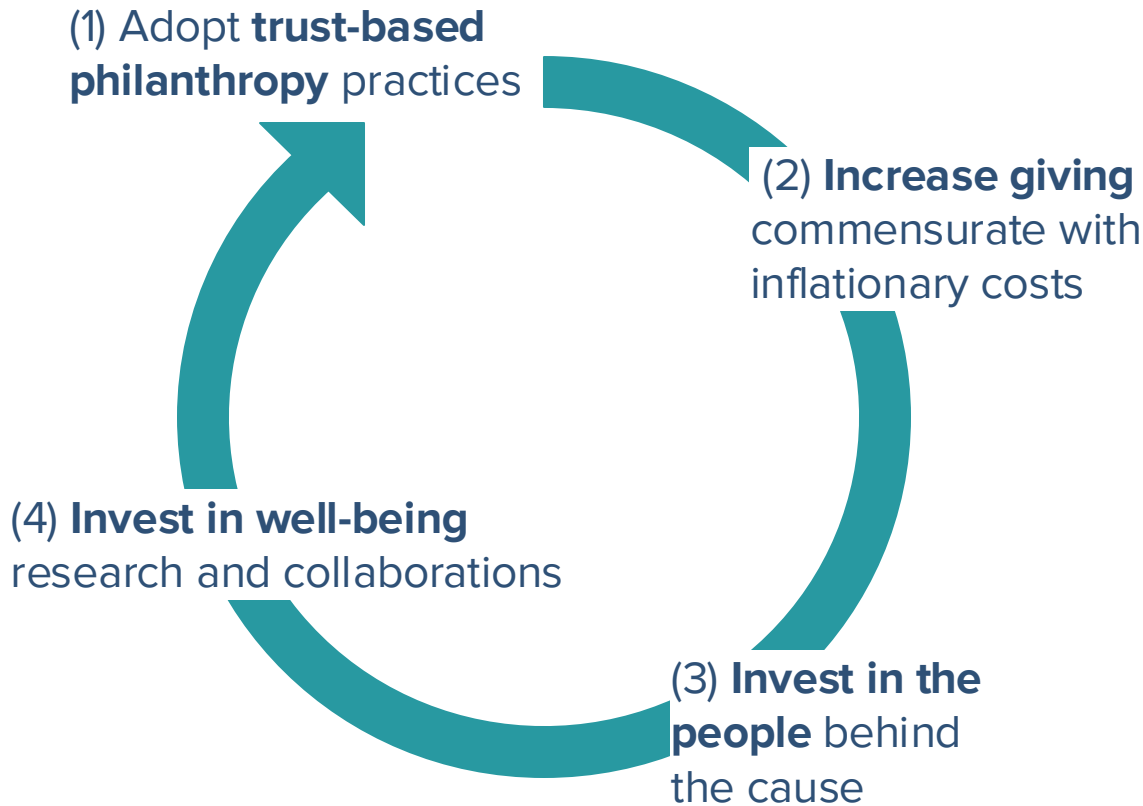


# Manager Recommendations



- Model well-being in practice
  - Transparency and authenticity
  - Regular workload check-ins
  - Invest in ongoing PD
- Mastery, agency, and purpose
- Model, scaffold, and coach

# Funder Recommendations



**THANK YOU!**

# Meet Our Panelists



**Yolanda Coentro**  
**(Moderator)**

*President & CEO*  
Institute for Nonprofit Practice



**Grace Nicolette**

*Vice President of Programming  
& External Relations*  
Center for Effective Philanthropy



**Kien Lee**

*Vice President of Consulting*  
Community Science



**Shaheer Mustafa**

*President & CEO, HopeWell, Inc.*  
*Chair, Board of Directors, Providers' Council*

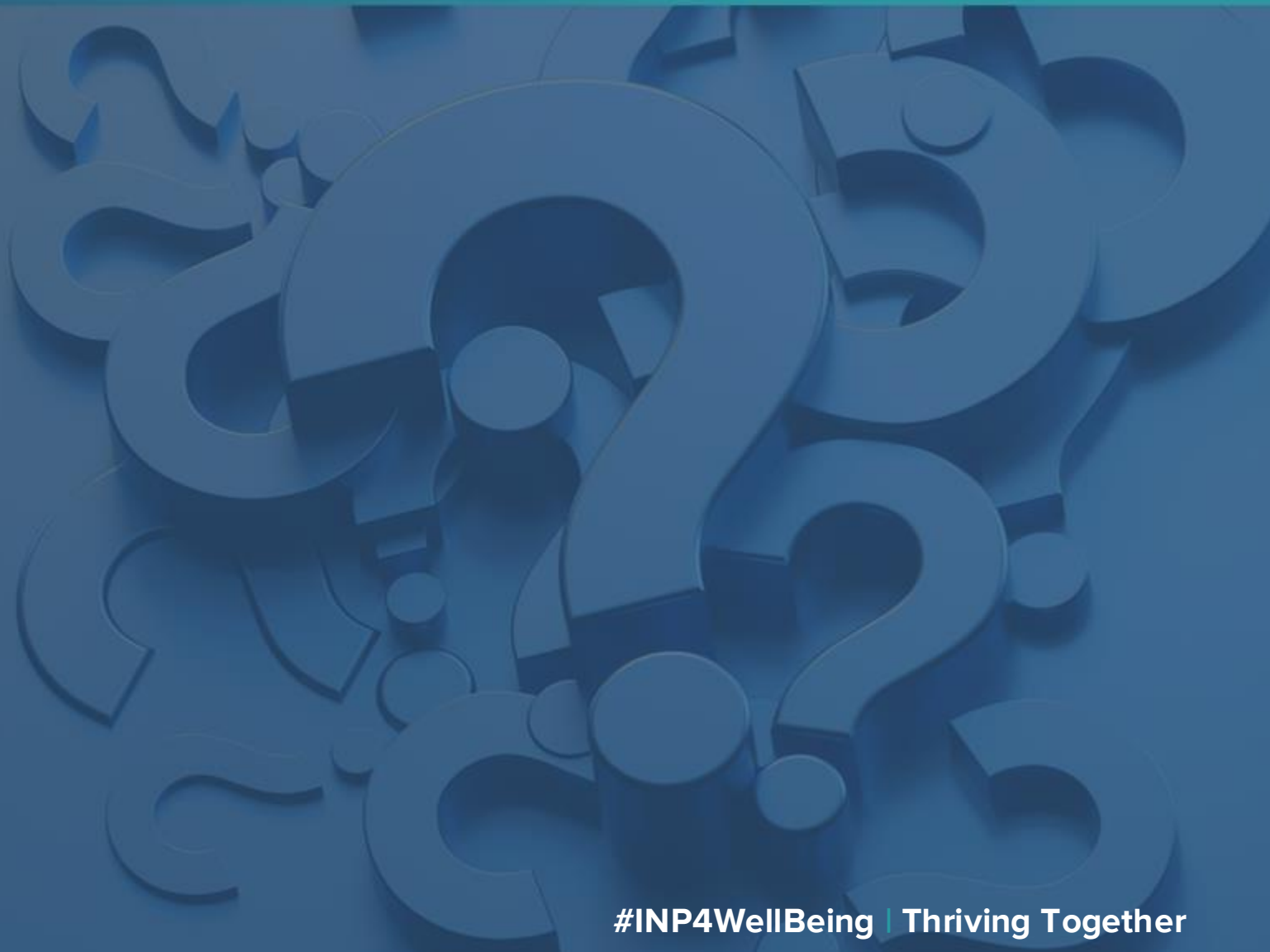


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Q&A

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# Closing Remarks



## Leigh Handschuh

*Senior Program Officer,  
Nonprofit Sector Infrastructure  
The Boston Foundation*

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**To access INP's well-being report,  
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