A Nonprofit Guide to Empowering Employees

How technology can help unlock employee creativity and productivity to accelerate your mission

Microsoft

Operation Smile

Introduction

Your employees are critical to the success of your organization. They are creative and empathetic, and have a deep passion for your organization's mission, but do they have access to the right tools and processes to be successful? How can you, as a nonprofit leader, help keep that passion and energy alive day in and day out—even when budgets are tight, donor expectations are high, and you're tasked with finding solutions to the world's most challenging issues?

Thankfully, leading organizations have worked to overcome some of these constraints by empowering their employees, and you can do the same. Technology can be a powerful tool for empowering your employees to be more creative and productive. Although technology alone is not the answer, it can play a powerful role in providing your staff with the tools and infrastructure to be successful and stay focused on the work that matters most—your mission.

This guide was created by Microsoft Tech for Social Impact and Operation Smile to:

- Discuss employee empowerment as a way to **accelerate your mission.**
- Introduce an assessment model to determine your current utilization of **employee productivity and creativity solutions.**
- Provide organizational culture and technology insights that can help you **chart a path** from lagging to adapting to **leading.**
- And finally, focus on four core principles of **empowering employees** with digital technology.

Four Core Principles of Empowering Employees


Access

Collaboration

Security

Innovation

The case for employee empowerment

At Microsoft, **our mission is to help everyone on the planet to achieve more,** and that starts by trying to understand the challenges organizations around the world are facing. The goal of this guide is to provide valuable insights and practical steps for how you can empower your employees with technology, and drive great impact at your organization. But when it comes to empowering employees, leaders are under pressure to do more with less.

Nonprofits have a 19% turnover rate, a challenge that gets harder as employees look to the commercial sector for high-paying jobs.[1]
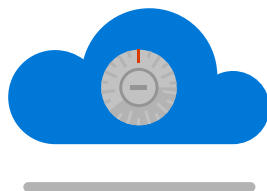
According to the Verizon *2017 Data Breach Investigations Report,* **25% of security breaches involved internal actors.** Nonprofits are often targeted by would-be hackers, but many lack the tools to protect their organization.[2]

Enterprise employees in the United States estimate that they spend only **44% of their work week performing the primary duties of their job.** This drain on productivity is also a significant issue for nonprofits as they struggle to better engage their employees and help them focus on the mission.[3]

At Microsoft,

we are working with our customers and partners to build solutions to tackle these issues. My experience in the nonprofit world helps me understand how to empower employees with the culture, tools, and leadership they need.

I also understand that there is always more work to do.

Thus, I've asked Operation Smile to give you an inside look at how they have built an amazing culture that unleashes employee creativity and productivity to transform life for children around the globe. Chris Bryant, Senior Vice President of Enterprise Applications & Technology at Operation Smile, presents a compelling case for why organizations should empower their employees.

Employees from across Operation Smile will also share how technology, data, and insights allow them to do their best work, innovate together, and advance the mission.

Microsoft's Tech for Social Impact group works to empower nonprofit and humanitarian organizations around the world to **advance their missions through the power of technology.**

We bring together best practices and relationships from Microsoft's philanthropic work, our technology, and our partner ecosystem to create comprehensive solutions that help nonprofits drive greater impact.

Microsoft.com/nonprofits

Erik Arnold
Chief Technology Officer,
Microsoft Tech for Social Impact

Prior to joining Microsoft, Erik was the CIO at PATH, where he led the global IT department for a 1,500+ person global health team operating in more than 70 countries.

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About Operation Smile

Operation Smile has provided **hundreds of thousands of safe surgeries for those born with a cleft lip, a cleft palate, or other facial deformities.** With more than three decades of expertise, Operation Smile creates solutions that deliver free surgery to people where it's needed most.

As one of the largest medical volunteer-based nonprofits, Operation Smile has mobilized thousands of medical volunteers from a wide range of medical specialties from more than 80 countries.

Operation Smile engages public-private partnerships to advance health care delivery, train local medical professionals to provide surgical care for patients in their communities, donate crucial medical equipment and supplies, and increase access to surgical care so that everyone living with cleft is treated.

Visit www.operationsmile.org to learn more.

Operation Smile by the numbers

*For the year ending June 30, 2017

300 full-time employees work for Operation Smile around the globe

7,419 volunteers served in medical and support roles to complete 152 medical missions in 28 countries

21,000+ patients received surgery and dental care in 2017

300,000+ patients have received surgical procedures since the organization was founded in 1982

Chris Bryant
Senior Vice President, Enterprise
Applications & Technology,
Operation Smile

Inspired to do more

"We recognize that in order to support that sense of urgency and apply it to achieve our mission, we have to empower our employees with the right technology, processes, and insights."

Operation Smile finds children who experience repeated violations of their dignity because they were born with a cleft lip or a cleft palate. We provide a surgery that initiates the restoration of their dignity, that leads them out of the shadows, and that gives them back their personal identity. Sadly, our employees know that some children will die before their cleft conditions can be repaired. This dilemma creates a sense of urgency that inspires our people and drives them to do more.

We recognize that to support that sense of urgency and advance our mission, we must empower our employees with the right technology, processes, and insights. Doing so enables us to deliver more value and impact, gives our people the ability to scale their efforts, and stay connected to the mission.

The start of our digital transformation journey

"This investment has enabled us to bring together people, process, and technology to drive a step change in efficiency and impact.**"**

The culture of your nonprofit is likely one of the single greatest levers for accelerating your mission. At Operation Smile, we've built a culture where employees and volunteers are trusted to take ownership and are inspired to bring about change. Our best ideas come from the people on the frontlines: solutions and innovations born out of the sweat, ingenuity, and at times desperation, of the folks responsible for delivering impact.

In 2002, we partnered with our local teams to launch our first year-round comprehensive care center in Bogota, Colombia. Opening these centers enabled us to shift from mission-only-based care to offering patients and their families sustainable care throughout the year. This effort was a significant milestone for us, but the process was extraordinarily complex, and it didn't scale.

We were sending faxes, scheduling and making phone calls across time zones, managing a flood of paperwork, and trying to use email to orchestrate it all. When we factored in the complexities of local regulations and political processes, it took years to open a new care center. We knew that if we were going to advance our mission, **we had to figure out how to scale.**

So in 2013, we invested in digital technology and began our journey toward digital transformation. **This investment has enabled us to bring together people, processes, and technology to drive a step change in efficiency and impact.** We now have more than 30 care centers in 20 countries.

In this guide, you'll hear from Operation Smile employees about how access to data, tools to collaborate, security and privacy controls, and platforms for innovation gave them the power to **advance the mission.**

Voice of the Employee

Ruben Ayala, MD
Chief Medical Officer,
Operation Smile

The meaning of empowerment

When you enable people to stand on their own two feet, believe that they can achieve the mission, and give them the tools, technology, and resources that match their passions, desires, and talents—that's what it means to be empowered. And that's exactly what Operation Smile has done for me.

I grew up in Panama and never saw a child with a facial deformity until I was 16 years old. I was volunteering as a translator for an Operation Smile surgical mission and was expecting to see a few children in need of care. What I saw instead were hundreds of children with facial deformities, many of whom had been rejected or hidden away from society.

Shocked and angry, I asked, "Where have these kids been? Why hasn't anyone in my country done anything about this?" What I saw in the days that followed was a beautiful transformation, not only in the children, but also in myself and in the Panamanian doctors and nurses. Operation Smile humbly invited us to join them in the mission, and they trusted us to serve alongside them as equals.

I continued to volunteer over the years, and after college, I joined Operation Smile as a program coordinator. A short time later, I returned to Panama as a representative of the headquarters team to see the first Operation Smile medical mission organized by Panamanians. That's a moment that, to this day, still fills me up with pride and joy. **Operation Smile not only empowered me, they also empowered our local teams who are now giving children and families the ability to live healthy, happy lives.**

Principle 1: Prioritize Access

> **"Lack of access to the right technology could mean a delay in care, but it could also mean the difference between life and death for a child."**

With wire and duct tape

This launch is hard as hell. It's only 6 AM on what should otherwise be a lazy, sleepy Sunday morning in mid-October. Back home in Virginia, the first hint of fall is in the air, but the air hangs thick here in the corridors of the Hospital Infantil Albert Sabin in Fortaleza, Brazil, where we will soon be testing the latest version of our electronic medical record (EMR) system.

Our two-person team has worked through the weekend to engineer and test a temporary wireless network connection to help make our patient screening process more efficient. As patients and their families arrive in droves, our best engineering efforts and pretesting fail us as wireless signals deteriorate and our screening stations drop offline. It's time to execute Plan B. Shuffle stations, wire them up, use a lot of duct tape—and proceed with the scheduled tests.

I've been here countless times throughout my career, and it's never easy, but something is different now. I take a brief mental timeout as I do a 360-scan around me. I survey the faces of the kids who've shown up here. I see the hope in their parents' eyes. I know these kids deserve the same access to a happy and full life with the same opportunities as everyone else.

This is why I do what I do. This is what keeps me going no matter how hard it gets. This story also illustrates how access to the right technology and obstacles to connectivity can affect the mission.

The neccessity of access

At Operation Smile, we empower every employee and volunteer by giving them access to the technology and insights they need to accelerate their impact on the mission. This enables them to work together to apply their collective passion to the point of greatest impact—regardless of whether they're serving in support roles or delivering medical care.

We've also created a work environment where it's okay to fail. We fail quickly, course correct, and then convert the lessons learned into formulas for success that can be shared across the organization. Technology enables us to capture these learnings and scale them globally.

In 2017, Operation Smile conducted 152 medical missions with more than 7,000 volunteers in 28 countries. The logistical complexity of each of these missions was extraordinary, and lack of access to the right technology could have caused a delay in care like we experienced in Brazil. It could also mean the difference between life and death for a child.

Voice of the Employee

Joseph Feduniewicz,
Director of International
Programs, Operation Smile

The power of trust

I joined Operation Smile as a program coordinator in my early 20s. They saw something in me, trusted me and trained me. Two months later I was on the ground in Bhubaneswar, India, with a team of a 100 plus volunteers taking care of hundreds of kids.

Along the way, there have been times when I have failed, mishandled logistics, or misrepresented the organization in some unintended way. And that's okay. What has made the difference for me is that I know Operation Smile trusts me and has believed in me from day one. They saw my potential and invested heavily in my success without expecting me to be perfect.

Today, six years later, I have the privilege of leading a team of 20 program coordinators who manage over 150 local and international programs in more than 30 countries with a team of 10,000 volunteers from 80 countries. I trust each member of my team to successfully manage highly complex global medical missions—from planning and logistics to execution and mission wrap-up.

We rely on continuous access to technology, data, and insights to collaborate, communicate, and advance the mission.

"When we take program data, uncover the insights hidden within it, and bring it to life with stories about the reality of our patient's lives, data really does become a mechanism for empowering employees."

Data to see the unseen

Your employees are passionate about your mission, and helping them see how they're making a difference is critical—particularly when they're physically distant from the point of impact. The more they understand how they're contributing to the mission, the more they're empowered to do. Employee satisfaction that comes from delivering impact is key to fueling innovation, loyalty, and continued commitment to the mission. Access to data across the organization gives employees insight into their contribution and drives increased satisfaction.

Translating data into something that compels action is hard work. When we take program data, uncover the insights and bring it to life with patient stories, data really does become a mechanism for empowering employees. These insights enable us to:

- Make decisions that advance the health and well-being of the patient through clear reporting and visualizations of trends.

- Infuse a sense of purpose across the organization, particularly in roles that aren't directly involved with surgical care by helping everyone understand their contribution.

- Uncover opportunities to create, innovate, and disrupt current operating models, programs, and technologies.

Voice of the Employee

Kristin Hatcher
Associate Vice President of
Strategic Initiatives & Metrics,
Operation Smile

The power of data to transform lives

When our employees and volunteers gather information from a patient, it's another way of saying, "I see you." There's a connection between dignity and being seen, so in a way, **data collection can play a role in the restoration of a person's dignity.**

That's the power of data at Operation Smile. It's imperative that we share that data—while maintaining privacy and security—across the organization so that the patient's experience can inform the work we do and the care we deliver.

"Does your technology help give workers autonomy, mastery, and purpose, or are you frustrating these needs? Technology managers typically see and measure what they're accountable for, such as minimizing costs and security risks, rather than employee productivity. Few technology organization leaders understand the psychology and neuroscience of motivation and flow, and as a result, they can undermine the very purpose of technology in the workplace to begin with: employee effectiveness.**"**

David K. Johnson, Principal Analyst, Forrester Research,
Engineer Your Technology Environment To Improve Employee Productivity And Flow, December 15, 2017

Take action

You can empower your employees by giving them authority to act and access to the technology and insights they need to excel in their jobs. Here are a few simple things you can do to get started:

Read **Why High Performance People Need High Performance Technology**, written by David K. Johnson at Forrester Research, to understand the strong link between happiness and productivity.
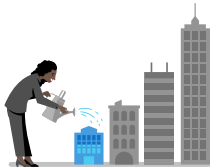
Implement a digital strategy that brings together people, process, data, and technology to drive exponential impact. Read **The New Imperative of Nonprofit Digital Transformation** to learn more.

Explore NetHope's **Digital Skills Framework** to discover the critical competencies your nonprofit employees need for advancing the mission. These include technical literacy, highly-adaptive collaboration, creativity, and innovation.

Cintia didn't understand what was wrong with her daughter, Britany

Britany before her first Operation Smile surgery

Britany was born with a cleft lip and a cleft palate, conditions her mother, Cintia, had never seen or heard of before. **"I felt like my family didn't show me any support,"** Cintia said. "They were looking at this problem as if it was nothing. I felt very lonely."

Cintia lives with her 4-year-old twin sons and her 11-year-old daughter Britany, on the outskirts of Tegucigalpa, Honduras. Her husband works in another city and returns home once a month. Cintia works as a street vendor selling cakes. When Britany was 4 months old, she received surgery to repair her cleft lip. However, **the surgery was not performed by a plastic surgeon** and the stitches broke open, leaving her with an open wound.

Cintia did not lose hope. "I was told about Operation Smile Honduras and that they had a specialist team that could do this at their center," Cintia said. **"I went there and they gave her a medical evaluation. When Britany was 10 months old, her lip was repaired again."**

Since then, the staff at Operation Smile Honduras's year-round cleft care center have performed additional surgeries to correct Britany's cleft palate, and she has come to the center regularly for comprehensive care.

Now in sixth grade, Britany enjoys her studies and playing with her friends. She dreams of one day becoming a police officer, so she can help people. Britany wasn't the only person in her family whose life was changed by Operation Smile Honduras. Inspired by Britany's treatment at the care center, her mother, Cintia, is currently studying to become a nurse. **Cintia said she wants to be able to give back to others what she has received from Operation Smile** and one day she hopes to become a medical volunteer for the organization. Above all, she is grateful that her daughter received her **life-changing surgeries** and continues to benefit from the ongoing care she deserves.

"I am so happy because she has been able to live a normal life—she doesn't feel any shame, she has no problems, and she is just a happy girl," Cintia said. "I imagine that if she didn't have those surgeries, her life would have been very difficult, filled with bullying. Children who can't speak properly are bullied at her school. She has good speech and she is in good health. I really want to thank God and Operation Smile. Without them, she wouldn't be happy like this."

Britany at 10 years old

Principle 2: Enable Collaboration

"To empower our employees to do more together, we provide them with freedom, flexibility, accountability, and the technology platform to support their work preferences."

The tools employees need to advance the mission together

We believe it's critical that employees have access to the right technologies on their very first day of work. This enables them to quickly become immersed in our community and become a vital and contributing member of the team. We believe this commitment has a significant impact on employee retention because it enables them to clearly see that they are advancing the mission from day one.

"We have the ability and resources to complete and continue small actions. Any form of success, even if trifling and incremental, is important at first. Momentum builds on any success; nothing succeeds like success, and it feels great, too."

Richard Smith, Ph.D., Professor of Psychology, University of Kentucky

The tools employees need to advance the mission together

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> **"**When we toggle between tasks, the process often feels seamless—but it requires a series of small shifts...Not only does this waste time, it decreases your ability to be creative. Innovative thinking, after all, comes from extended concentration, i.e. the ability to follow an idea of thought down a network of new paths.**"**
>
> **Earl Miller, Ph.D., Professor of Neuroscience, MIT[5]**

Your employees make decisions that impact their focus:

- **Where will I work** today and how does that environment affect my ability to do my job?

- **What work style do I prefer?** Am I empowered to reach my highest level of productivity?

- **How will I communicate and collaborate** with my team and my stakeholders?

- **What tools and workflows will I use** to manage projects and deliver results?

- **How will I measure the impact** of my work to ensure it's making a difference?

- **How will I protect** donor, employee, and beneficiary data from hackers?

The micro actions each employee takes **have a macro effect on your nonprofit's mission.** Expand that to every employee in your nonprofit, and you'll have an infinitely complex web of decisions and actions that can advance or detract from your mission.

Our goal is to **provide expert surgical care to as many individuals as possible.** One surgery requires weeks and sometimes months of coordination across employees from headquarters to the field. To get the patient in the operating room with the best surgeon possible, **we must rely on technology** to bring together staff, volunteers, patients, and their families.

Voice of the Volunteer

Dr. Kevin Calder
Plastic Surgeon Volunteer,
Operation Smile

Freedom to focus on creating the best possible smile

The most amazing thing that I get to do as a plastic surgeon volunteer on an Operation Smile mission is to just focus on one patient, and to put all my heart and soul into repairing that child's cleft lip. The most precious thing that Operation Smile affords me is that focus. I have one patient in front of me, and I'm able to focus on giving them the best smile, the best lips, the best nose, the best appearance that I can at that time with the best materials, and the best people around me.

Out all of the surgeries I do, repairing a cleft lip is the most amazing because it has the most dramatic effect not only on the person, their face, and their appearance, but also their self-esteem, their self-worth, and their ability to get a job. It also affects their family, their social system, and their community.

Operation Smile and its network of employees, volunteers, and supporters spend months in advance of a mission, recruiting patients and their families, educating them, caring for their health, fact-finding to establish partnerships with high-quality hospitals, and coordinating the delivery of equipment and surgical supplies. **They use technology as a powerful lever to empower every employee and volunteer to focus on doing his or her best work. This focus is critical to accelerating the mission.**

Going from "me" to "we"

Each employee has unique preferences for working, collaborating, and communicating. If you're an international nonprofit, your teams are likely dispersed across the globe—perhaps working in countries with limited connectivity and limited access to data. This introduces significant challenges to individual focus and to critical tasks like communicating, knowledge sharing, coauthoring documents, and managing projects and logistics.

At Operation Smile, we invest in getting to know our co-workers, so we can function effectively as a unified team. We strive to understand when, where, and how our teammates work most efficiently, and we ask individual team members about their communication preferences, so we can collaborate most effectively.

- Some do their best work in the office while others prefer to work remotely via mobile, tablet or laptop.

- Some team members work best in silence with limited interruptions, and others thrive in an environment with constant interaction.

- Some employees prefer in-person conversations while others prefer email or instant messaging.

"When exploring the differences between engaged and disengaged workers, a consistent theme emerged across diverse data: The more employees feel a sense of control over where and how they work, the more engaged and satisfied they are with their workplace."

Steelcase Global Report, Engagement and the Global Workplace[6]

To empower our employees to do more together, we provide them with freedom, flexibility, accountability, and the technology platform to support their work preferences. We build our teams and workflows in ways that leverage everyone's strengths and enable each person to focus on delivering impact. This enables our diverse global workforce to work together more effectively to advance the mission—**which is why we all show up to work every day.**

Voice of the Employee

Aimee Berniard
Manager, Digital
Innovation and Technology,
Operation Smile

Empowering teams to do more together

I serve on our Operation Smile cultural committee. We work across every department to ensure everyone feels empowered. Supporting modern work styles through technology is a critical part of that. **Getting everyone on board with the same technologies has been a game changer in our efficiency, in our workflows, and in maintaining institutional knowledge as employees grow into and out of roles.**

We work hard to support the way individuals want to work, but when I started here, it was a free-for-all when it came to technology. "Whatever works for you works for you. If you want to use your personal file-sharing tool or instant messaging app, that's totally fine." At the end of the day, while this may work for the individual, it's not effective in a team environment where collaboration, scalability, privacy, security, and access to data are critical to achieving the mission.

Today, employees still enjoy the freedom and the flexibility to work the way they want to work, but with a consistent set of tools—from pretty much anywhere on the planet. Microsoft Office 365 has been incredibly valuable, helping us collaborate seamlessly and disseminate the right information to the right people at the right time. The result is that we're bringing everyone together as a unified team to make life better for patients, their families, and their communities.
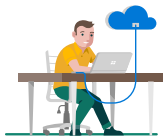
Take action

Survey your staff to understand individual preferences and encourage team members to share their preferences with others.

Establish a technology and culture committee that evaluates and supports staff at all levels to ensure everyone is empowered with freedom, accountability, and a common set of technology solutions to do their best work.

Be considerate of those working remotely and use technology and process to help them overcome isolation and enable them to feel like part of the team.

Principle 3: Advance Security

> **"**While it's critical to establish a culture of security, you can give employees the freedom to focus on impact with a smart security fabric composed of controls, workflows, and technology running seamlessly in the background.**"**

Every employee, protecting the mission

Nonprofits often collect sensitive data, creating attractive targets for both state and criminal actors. At the same time, malicious actors know that many nonprofits lack the resources to modernize their technology and protect themselves, making them easy targets for attack.

- Data breeches could seriously damage donor confidence and dramatically affect funding.
- If hackers steal data, your employees or volunteers could be at risk of identity theft or worse, especially for employees working in and around conflict zones or other high-risk situations.
- Theft of beneficiary data could prevent you from providing services to those in need.

The Cisco TacOps team provides round-the-clock advanced security protection to more than **60 connectivity centers supporting over 400,000 refugees in Greece.** In 2016, they reported blocking 320,000 intrusion attempts a month.[6]

Workers in the field often do not have perfect awareness of organizational compliance requirements. Although it's essential to establish a culture of cybersecurity, you can do so and still give employees the freedom to focus on impact. A smart security strategy composed of controls, workflows, and technology running seamlessly in the background, enables employees to comply with organizational policy, local laws, and global security and privacy requirements, without losing focus on the mission.

> According to the Verizon 2017 Data Breach Investigations Report, 25 percent of security breaches involved internal actors. Nonprofits are often targeted by would-be hackers for malicious attack, but many lack the tools to protect the mission.[3]

Using the cloud to protect the mission

When our teams are on a medical mission, they need instant access to our data for logistical and tactical purposes. At the same time, our headquarters team needs to access that data for analytics and causal analysis, and we couldn't do that without the cloud. Microsoft Azure not only provides access to data for employees around the world, it also enables us to secure this data and provide patients with the same level of privacy we expect in our home countries.

This enables us to:

- Help medical volunteers and employees focus on **delivering impact without spending an inordinate amount** of time worrying about security.

- **Provide greater continuity of care** through electronic records that synchronize data across disconnected and connected environments in a reliable way.

- Match the **right surgeons to the right patients** with certainty that we are working with the best data.

- Improve program management through **streamlined outcome evaluations.**

- Improve the quality of surgery by **helping surgeons see how they compare to benchmarks.**

Take action

Microsoft research indicates it takes an average of 80 days to fully recover after detection of a cyber intrusion. Read the **Nonprofit Guidelines for Cybersecurity and Privacy** whitepaper to learn what you can do to avoid an attack.

Is your nonprofit compliant with the General Data Protection Regulation (GDPR)? As of May 2018, this privacy law may apply to your organization no matter where you are located. Find out what you need to do to prepare by completing the **Microsoft GDPR Assessment**.

Principle 4: Unlock Innovation
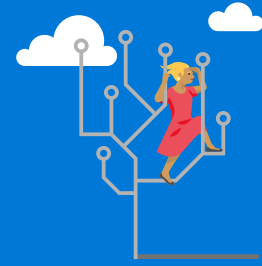
"**"**Our employees and volunteers never rest. They are driven to do more for our patients. And we believe that by working together as a team and building on the Microsoft platform, we can do more.**"**

Innovating for the future

Innovation and creativity are critical to advancing the mission. As I mentioned earlier, some of the most successful advances at Operation Smile came from the people on the frontlines. Because we've empowered employees to solve big problems and equipped them with the technology to do so, they are creating, innovating, and disrupting current models in ways that will enable them to exponentially increase their impact.

We find that these grassroots solutions are more easily transferred across geographical and cultural boundaries than solutions we create from a distance. This effort requires humility as we highlight and celebrate the innovations that occur in the field, while recognizing that we don't have all the answers.

At the same time, we must create scalable solutions while addressing national, regional, and international constraints and regulations. With that in mind, our headquarters team partners with local change agents to refine their ideas and ensure relevance and feasibility of their solutions for application across other cultures and teams. Once these ideas are refined, we use technology to apply them globally—all in a way that enables everyone to accelerate and scale their impact without compromising patient safety, employee productivity, or organizational security.

Voice of the Employee

Kristin Hatcher
Associate Vice President of
Strategic Initiatives & Metrics,
Operation Smile

Overcoming constraints through innovation

We've uncovered many barriers that a patient must overcome to access surgery, including the cost of transportation or the distance to a hospital.

We've developed programs that address a number of these barriers and increase the accessibility of surgery. As we spoke with hundreds of patients' families across multiple countries, the reality of seeking care within the context of poverty came into focus. In the end, the constraints necessitated a human solution to address a complex interplay of many barriers that were highly variable at an individual level. We were left scratching our heads and asking, "What in the world do we do about this complexity, particularly given that many of our patients and their families live in rural areas with limited connectivity and no access to technology?"

In response to these constraints, we built a network of patient advocates—parents whose children have already received care—across Honduras. These advocates are dispersed across the farthest reaches of the country, and we've empowered them to help provide access to those previously unseen. To enable their work, we turned to a simple technology that we often take for granted, the mobile device. This enables patient advocates to stay in close contact with our care center in Tegucigalpa. **Today, we have a referral network that extends across the country, and data shows we're increasing access to surgery in some of the poorest regions of Honduras.**

Operation Smile employees and volunteers are innovating by:
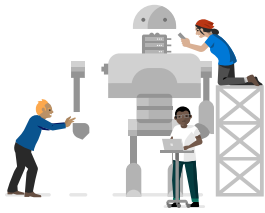
Leveraging artificial intelligence to improve quality of care

Today, we're improving patient care by analyzing postsurgical facial symmetry data to give surgeons feedback on their performance related to benchmarks. We're exploring artificial intelligence (AI) capabilities and leveraging the power of machine learning with a goal of providing instantaneous feedback to surgeons so that they can improve their techniques from one surgery to the next.

Advancing the mission with augmented and virtual reality

We're excited about exploring ways we can leverage augmented reality (AR) technologies, like Microsoft HoloLens, and virtual reality (VR) to re-create medical mission experiences in a high-fidelity way. These technologies could enable us to provide advanced training to surgeons, medical staff, and volunteers while also increasing engagement for donors and non-mission employees through immersive experiences that create emotional connections.

Extending our reach with machine learning

We dream of a future when we have electronic case data from hundreds of thousands of surgeries. We could then train an algorithm to suggest the safest and most effective technique that a surgeon should consider to help achieve an optimal surgical outcome for each patient.

There's always more to do

Our employees and volunteers never rest. They are driven to do more for our patients; to provide better care and higher levels of safety, and to someday find a cure for cleft lip. Our Co-Founder, Dr. Bill Magee, is constantly encouraging us to challenge ourselves on ways to deliver even more impact. In his vision, a child whose cleft we've repaired pleads with us, 'Hey, don't forget about my mom; she needs a C-section. Don't forget about my dad; he has a hernia and can't work. Don't forgot about my grandma; she's blind with cataracts.'

In that vision, we go with them back to their village to meet those needs. We must do more, and we believe that by working together as a team, our employees can do more.

Operation Smile

Getting Started—The Assessment Model for Empowering Employees

Erik Arnold
Chief Technology Officer,
Microsoft Tech for Social Impact

I'm deeply grateful to Operation Smile for sharing their experiences and rich insights. Transforming the employee experience isn't easy, but Operation Smile has provided clear guidance for how you can advance your mission by building a culture that trusts its people, provides them with the technology and insights they need to protect the mission, and frees them up to drive impact together.

Whether you're just beginning your journey to digital transformation or are already well on your way, we want to help your nonprofit advance its mission. Here are a few suggested next steps:

1. Assess your approach to empowering employees

To help you take the next step at your nonprofit, Microsoft has created an assessment tool to help you evaluate your approach to empowering employees with technology across the core principles in this guide. To get started, visit page **A0** in the appendix.

2. Get deeper insight into Operation Smile's technology strategy

I'd like to invite you to a webinar where Chris Bryant and I will explore Operation Smile's technology strategy. We'll also take a detailed look at how they are using Microsoft Office 365 and Azure to help employees accelerate their impact through access, collaboration, security, and innovation.

Join us to find out how your nonprofit can:

- Support employee collaboration through access and availability of data from field to office.
- Utilize familiar and connected productivity tools so your employees can spend more time on mission-critical work.
- Support multiple platforms, devices, and geographies while ensuring security and privacy.

    Watch the webinar

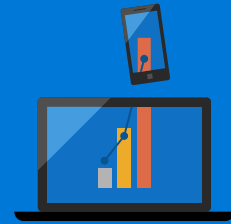## 3. Learn about nonprofit offers from Microsoft:

    Microsoft.com/nonprofits

Sources

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(2) How Email, Meetings & Automation Are Shaping the Future Of Work: 2017-2018 State Of Enterprise Work Report: U.S. Edition https://resources.workfront.com/project-management-blog/how-email-meetings-automation-are-shaping-the-future-of-work-2017-2018-state-of-enterprise-report-u-s-edition

(3) "2017 Verizon Data Breach Investigations Report Executive Summary." Verizon Enterprise, 2017

(4) Here's Why You Shouldn't Multitask, According to an MIT Neuroscientist Earl Miller - http://fortune.com/2016/12/07/why-you-shouldnt-multitask/

(5) Steelcase Global Report Steelcase Inc. - https://info.steelcase.com/global-employee-engagement-workplace-comparison

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The Nonprofit Assessment Model for Empowering Employees

Assess your organization's digital technology approach to engaging employees with the Nonprofit Assessment Model below. The average score for each area will enable you to identify your most pressing need, help to drive organizational buy-in and priority setting, and help you advance your digital transformation.
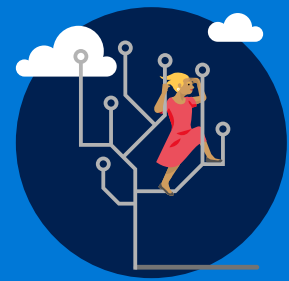
Access   **Collaboration**   **Security**   **Innovation**

1 / Lagging

The organization hasn't yet prioritized investments in technology for employee empowerment. Consider focusing your organization's digital transformation strategy on empowering employees with tools to drive productivity and creativity.

2 / Adapting

The organization is making strides in employee empowerment through technology. Focus ongoing digital transformation efforts on low scoring areas.

3 / Leading

The organization is successfully driving employee empowerment through technology. Continue your digital transformation in other key areas like optimizing operations, engaging donors and beneficiaries, or innovating for impact.

Access

	1 - Lagging	2 - Adapting	3 - Leading	Score
Mobile Productivity	We provide access to data within our campus but don't provide remote access.	We provide remote access to our network from a single approved device via VPN. All employee devices are managed by a central IT team.	We have "bring your own device" (BYOD) programs and provide secure access to our data from any device.	
Mobile Optimized Technology	Our applications are not responsive and are dependent upon connectivity.	We have responsive applications and pages for data collection but require high-bandwidth connectivity.	We have applications, including data collection and survey tools, that are mobile responsive, and can be operated in a low-bandwidth environment.	
Key performance indicators (KPIs) and dashboards	Our organizational and project KPIs are set individually at the project or department level. Reports are static and distributed via email weekly, monthly, or quarterly.	Our KPIs are more strategic and support cross-organization goals. A few data-savvy employees publish dashboards for their projects, but the practice has not been adopted across our organization. Most of our staff rely on distribution of static reports.	Our KPIs are strategic, and we use data dashboards across the organization. Our employees can view metrics at any time, from any device. We use dashboards to investigate trends and make decisions.	
Data-driven decision making	Our data quality is generally poor or inconsistently gathered. Our employees don't have access to training or resources on analytical tools. We use tools that don't support consistent data gathering or cross company insights.	Our employees rely on a centralized team to drive insights, but data quality is poor and data collection is inconsistent. Our employees are not incentivized to use common dashboards to make data-driven decisions. We do not have training and capacity building.	Our employees have the information they need readily available. Our data from across the organization is shared and used to drive insights. Our employees are incentivized to use dashboards to make data-driven decisions, and data use is part of our culture.	
Information Dissemination	We use email as the "system of record" for the latest news, information, and documentation.	We use email for communication with legacy distribution lists where members must be added or deleted over time. We have an intranet site and regular all-hands meetings.	We use an intranet site, enterprise social networks, and shared inboxes so all our employees have access to information and updates at any time.	
			Access Score:	**/15**

Collaboration

	1 - Lagging	2 - Adapting	3 - Leading	Score
File Sharing	We rely on email to share documents and collaborate.	We leverage some organizational or personal cloud-based solutions to store and share work, but there is no consistent platform or central repository of documents.	We store, share, and access documents on any device, anywhere. Our employees can safely share content with colleagues inside and outside the organization.	
Calendar Sharing	We don't have shared calendars or real-time calendar availability information.	We have real-time availability/ presence information and team calendars in place, but there is low usage internally or we lack the ability to integrate with team members external to the organization.	We use real-time availability/presence, shared calendars, and intelligent tools to automatically find available time with internal and external colleagues.	
Meetings	Our meetings take place face-to-face or over the telephone. Our agendas and prep work are included in the email invitation.	We have access to some internet-based technology call and chat tools but they aren't used consistently. Our usage is mostly driven by personal preferences.	We use rich audio and video meeting capabilities across the organization, including screen sharing and digital whiteboarding. Our meeting attendees can connect over persistent chat before, during, and after meetings.	
			Collaboration Score:	**/9**

Security

	1 - Lagging	2 - Adapting	3 - Leading	Score
User Security	We don't have a global security policy or a centrally managed domain identity.	We have centralized management of security policies. We maintain user access with a central domain identity and global policy that determines what actions users can perform on company provided PCs. We have a very restrictive enterprise perimeter with firewall rules for both inbound and outbound access.	Our users can access enterprise resources via the internet from anywhere, and we have a strong trust in the security of our users' identities. Our users can access enterprise resources from the internet. Our users have self-service capabilities for requesting and granting access to resources. We have strong identity controls, like password policy and multifactor authentication, and we have a high-level of assurance in user identity.	

Security - Continued

	1 - Lagging	2 - Adapting	3 - Leading	Score
Secure and detect threats	Our organizational IT systems aren't well documented or managed. Our systems vary from location to location with little to no compliance and security measures in place. Our PC sprawl is the biggest concern for the protection of mission critical organizational and customer data.	We have servers deployed with different operating systems (OSs). Each OS has multiple management suites and products, and each point solution protects a different vector of the enterprise for monitoring, patching backup, and identity. Our organization must manage each of these suites individually for phishing attacks to be filtered and identified.	We utilize SaaS, PaaS, and IaaS cloud platform and infrastructure to outsource commodity security requirements to the cloud provider, such as physical security of the data center. We have remote configuration and monitoring tools to help ensure security and privacy of data. We send all email links to a detonation chamber. We use SaaS and PaaS capabilities over IaaS whenever possible. We reduce threat surface area, and when virtual machines or containers are required, limit TCP/IP ports, and maintain software and OS patches. We can identify zero-day attacks by monitoring abnormal network patterns.	
Backup data	We back up PCs and files on portable media and only on an ad-hoc basis. We don't measure data loss and restores are not tested. We do not have a formalized disaster recovery plan or policy in place.	We have centralized management of backup and recovery procedures and plans. Our server backups are done on a schedule; they incorporate full and incremental backups, with centralized monitoring. We use restore testing but it can bring major disruption to the network.	We use SaaS and PaaS backups with geo-redundancy. We protect against virus corruption, like the WannaCry virus. We have backup virtual machines, individual row and file restore, and geo-redundancy of IaaS VMs.	
Get insights from logs	We monitor the network perimeter for any traffic coming into or out of the internal network.	We monitor power and hardware utilization to assist in capacity management.	We monitor all network, operating system, and application traffic and events, and consolidate the logs into a SIEM for evaluation as needed. We can train threat intelligence from event logs. We use machine learning and experiments to identify which indicators could turn into monitoring alerts that would trigger automation, resolve security threats automatically, and detect zero-day sophisticated attacks by having known events trigger known resolutions.	
			Security Score:	/12

Innovation

	1 - Lagging	2 - Adapting	3 - Leading	Score
Program ideation and content creation	Our brainstorming and ideation meetings are conducted face-to-face on an annual or infrequent basis.	We rely primarily on email to share ideas and get feedback.	We use real-time co-authoring features, like digital whiteboarding, in Office to collaborate and innovate in real time.	
Projects and virtual teams	Our projects are run through email, conference calls, or face-to-face meetings. Our files and updates are emailed to external project members.	Our internal and external project teams use a central site for storing project documents and updates, but we rely on email and conference calls to meet and make progress.	Our internal and external project members can self-form teams in a shared virtual workspace. We collaborate and access information in shared workspaces and can easily share project details and announcements with the larger organization through these workspaces. Our cross-functional project teams can be formed with sanctioned support and metrics on the effectiveness of the team.	
			Innovation Score:	**/6**