

Stress, Science, Saliva, and a Symphony

TEACHER NOTES

Learning Objectives

- Assert the benefits of education and community outreach efforts of an arts organization.
- Assess the value of a community initiative within an organization's portfolio of education and outreach programs.
- Explain how research studies can impact a civic outreach initiative and affect overall funding opportunities.
- Manage constituents involved in a community outreach program.
- Propose an expansion of an outreach program that is testing successfully.

Topics For Discussion

Community Outreach Portfolio

The Phoenix Symphony is Arizona's only full-time professional orchestra and offers over 200 formal concerts annually. Relative to other symphony orchestras in the United States, the organization places special value on improving the lives of its residents, whether or not these people attend concerts in Symphony Hall. TPS's goal to make a difference in the citizens' lives has resulted in various outreach programs, some of which are outlined in the case study. These programs have direct and measurable impact on Phoenix's local economy, in schools, and in facilities for the city's most vulnerable residents.

- Community, education, and outreach programs are scarcely profit centers for an arts organization and therefore require funding to support. The CEO of TPS, Jim Ward, has described the funding landscape in the Phoenix market with the saying "People, Pets, then Arts." What does he mean by this? How does TPS negotiate the position of the arts in the state and local grant-making environment? How does Arizona's demography further complicate the ecosystem of philanthropy?
- The case describes the "Mind over Music" initiative as well as program efforts under the umbrella "B-Sharp Wellness." All of these programs and more are administered by the department of Education and Community Engagement directed by Valerie Bontrager. What are the goals of each program? How successful has each been? Invite students to search for the broader portfolio of outreach programs that TPS offers. From what can be gathered within and outside the case, what initiatives seem most in line with TPS's mission of providing civic value to Phoenicians? Imagine the daily dynamics of the department of Education and Community Engagement. How do students suspect that work is divided and completed in this department?

Alzheimer's Program and the Research Process

About three quarters of the case study examines TPS's commitment to a program designed to increase the well-being of patients with Alzheimer's disease and related dementias (ADRD). The narrative traces the earliest stages of this effort through a pilot study, additional phases, and expansion considerations.

- Why did TPS focus on Alzheimer's? How is involvement with ADRD patients consonant with the mission of the organization? What steps did TPS take to address the possibility of making a difference in the lives of those suffering from ADRD? What role did researchers play in the collaboration? What insights were to be tested? What measurements were to be collected?
- Involvement from musicians was crucial for the success of the Alzheimer's pilot study. TPS has 66 full-time players who could have participated, with about one-third offering to assist. What is the incentive for members to sign up and serve this program? Why was TPS management particularly invested in seeing its musicians involved in the ADRD research study?
 - ♦ How did musicians train for the intervention process?
 - ♦ What role did musicians play in care facilities? How does it differ from that of music therapists?
 - ♦ What facts in the case reveal the success the musicians were having with ADRD patients?
- TPS joined forces with a consortium as part of the Alzheimer's program. Researchers were a constituency with which the organization was not accustomed to dealing. These investigators were pleased with the early signs of success but insisted on follow-up studies to refine the results. What additional considerations were brought to the Maravilla Care Center following the study at Huger Mercy Living Center?
- As the studies transpired, the encouraging qualitative results could point to major policy changes for assisted living facilities. What could the role of the arts play in these environments? How could a pitch be made for music intervention?
- **Appendix 1** demonstrates the kind of topline report that researchers might share among their colleagues. What insights are presented that could be useful for TPS management and stakeholders in the Alzheimer's pilot project? How can members of the consortium interact with TPS most effectively?

Program Expansion

The case explains that the upward momentum of the music intervention initiative targeting ADRD patients and their caregivers was palpable. The logical path forward seems to be growth in some direction to highlight this improvement in the quality of life using music and scientific proof of its efficacy. The notion of expansion, however, created a new set of considerations at TPS, as well as some internal tension to grow the Alzheimer's program.

- Although the ADRD program has great promise, there is a major question of human resources at TPS. The enlisted musicians required training, and it is unlikely that more musicians will register with the program. New care facilities could

be involved in the study or as part of a growth strategy, but how could TPS supply musicians?

- ♦ It has been suggested that music professionals from other arts organizations in Phoenix could be recruited. Amateurs might also be a possibility. What drawbacks could come from opening the doors to other volunteers to provide music intervention?
- ♦ What role would the TPS's department of Education and Community Engagement play if musicians beyond the symphony were trained to participate in the Alzheimer's program?
- The consortium of partners in the ADRD study consisted of assisted living representatives, researchers from Arizona State University and other institutes, TPS musicians, TPS representative Valerie Bontrager, and TPS CEO Jim Ward. These parties had different kinds of stakes in the study but were united around improving the quality of life for ADRD patients. From the perspective of TPS, it needed to sustain organizational enthusiasm for the program among musicians and donors as the study entered subsequent phases.
 - ♦ Invite students to anticipate the perspectives of TPS musicians, donors, and even patrons. How can each group be addressed as research continues?
 - ♦ Examine the press article in *Provider Magazine* in **Appendix 2**. Break students into groups to discuss the role of public relations and publicity in community programs.
- CEO Jim Ward is eager to get to a point with the ADRD program consortium that TPS can apply for federal grant funding from the National Institutes of Health. It would be a triumph for a symphony orchestra (or any arts organization) to achieve federal funds for this purpose, but the prospect is approaching on the horizon. Structure a class debate of ways that the Alzheimer's program could be scaled with an infusion of grant funding.
- Valerie and Jim have also begun to think about growth opportunities beyond assisted living facilities with ADRD residents. Conversations have begun about other groups of underserved populations in Phoenix. End-of-life care facilities have been explored as a potential new outlet for live music intervention. Veterans have also been raised as a high priority among vulnerable Phoenixians. Why might these groups of people and locations be strong choices, flowing from the success of the Alzheimer's model?