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MODELING PROCESSES: STUDY IN A PORTUGUESE NONPROFIT ORGANIZATION

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Project Work report presented as partial requirement for obtaining the Master's degree in Information Management

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MODELING PROCESSES: STUDY IN A PORTUGUESE NONPROFIT ORGANIZATION

by

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Project Work report presented as partial requirement for obtaining the Master's degree in Information Management, with a specialization in Information Systems and Technologies Management

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DEDICATION

This work is dedicated to all "Barnabés" - children and young people who live or have had an oncological disease in their childhood or youth, and to all the parents and families that stay together with their children in this situation of frequent challenges that the oncological disease causes them.

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ABSTRACT

Oncological diseases, particularly the ones affecting children and young people, are a reality that is present in the quotidian thinking of world society. It is vital that during and after the treatment of children and young people with cancer, their quality of life is evaluated, such as in the case of adolescence. The performance of health organizations must consider an effective and efficient management of their processes and activities so that they can meet their mission and values.

In most cases, health organizations are unprofitable, providing services in a way that satisfies a need or following a cause. It is therefore essential to emphasize the concept of social responsibility where organizations, beyond the actions of social transformation, meet the involvement of their stakeholders through a transparent and cohesive relationship where they demonstrate how projects reach the creation of a more significant social impact.

This project work aims to identify and analyze the primary processes of a Portuguese nonprofit organization in pediatric oncology, ACREDITAR, contributing with a set of recommendations to improve its activity performance.

This work was made to follow a case study methodology. The design science research procedure was used as a guide, following five steps: (1) the problem identification and motivation, (2) definition of the objectives, (3) the design and development, (4) the demonstration and evaluation and (5) communication. After a requirement gathering conducted by open interviews, the existing documentation, and participant observation, it was possible to identify the main activities of the organization, that were modeled with the help of the BPM notation (BPMN). The models were then submitted for evaluation, by the organization´s professionals, through semi-structured interviews which by the qualitative analysis of content have combined into a set of several propositions, that were then validated through a questionnaire.

The result of the evaluation of the propositions will help to a future improvement of ACREDITAR performance and can serve as an example to other nonprofit organizations.

KEYWORDS

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LIST OF ABBREVIATIONS AND ACRONYMS

ABPMP   Association of Business Process Management Professionals

BPM   Business Process Management

BPMN   Business Process Modeling Notation

CIOs   Chief Information Officers

CCI   Childhood Cancer International

CSFs   Critical Success Factors

CSR   Corporate Social Responsibility

DSRM   Design Science Research Methodology

EORTC   European Organization for Research and Treatment of Cancer

IARC   International Agency for Research on Cancer

IPSS   Instituições Particulares de Solidariedade Social

INE   Instituto Nacional de Estatística

ISO   International Organizational for Standardization

KPIs   Key Performance Indicators

NCI   National Cancer Institute

NPIs   Nonprofit Institutions

NPOs   Nonprofit Organizations

OMG   Object Management Group

PIPOP   Portal de Informação Português de Oncologia Pediátrica

REDF   Roberts Enterprise Development Fund

RORENO   Registo Oncológico Regional do Norte

ROR-CENTRO   Registo Oncológico Regional do Centro

ROR-SUL   Registo Oncológico Regional do Sul

RON   Registo Oncológico Nacional

SIOP   International Society of Pediatric Oncology

SIOPE   European Society of Pediatric Oncology

SROI   Social Return on Investment

USA   United States of America

WHO   World Health Organization

1. INTRODUCTION

1.1. PROJECT CONTEXT, RELEVANCE, AND MOTIVATION

This work project was developed in a Portuguese nonprofit organization, within the pediatric oncology area. ACREDITAR (Association of Parents and Friends of Children with Cancer) is an organization that assures the rights and promotion of quality of life of children and young people, in the pediatric oncology area. Although it has been carrying out its mission to monitor children and young people with cancer since 1994 and has been establishing a trusting and sustained relationship with its stakeholders, there is no design of the processes of its activities.

To usefully achieve its mission of addressing social problems of childhood cancer disease, a better processes activity management, become a necessity to this nonprofit organization. Nonprofits have an obligation to seek new and ever more effective ways of making tangible progress toward their missions, and this requires building organizational capacity (McKinsey & Company, 2001).

Through the business process management, it is possible to know how the organization works, to understand what processes can be improved, and to ensure that the organization in study fulfills its mission. It seems to be a way to understand the daily activity, especially when using a modeling language, which promotes visual representation of different ideas of the same process.

To that end, it was used the Business Process Management (BPM) approach that is a discipline that combines customer expectations with the values and goals of the organization, by focusing on the importance of end-to-end processes. It will be a useful tool to fulfill the gap mentioned before since BPM helps the organization activities to add value, enhances its performance all along the processes, measures the benefits cost and quality and improves processes that will have a positive impression on the organization´s beneficiaries (Benedict et al., 2013). The improvement of quality, efficiency, and performance and economic sustainability are also some of the measures that some Portuguese health institutions have been carrying out (ACSS, 2017; George et al., 2017; Grupo técnico para a reforma hospitalar, 2011; Instituto Português de Oncologia de Lisboa Francisco Gentil, 2018a, 2018b).

BPMN is a standard that can be explicit for everyone, for example, the end user. From the reading of the graphical diagrams, the meaning, properties, and execution of the processes can be understood (Chinosi & Trombetta, 2012).

In addition to being able to contribute to the increase of the performance of the organization under study by the analysis of its active processes, this study also intends to contribute to the health sector with some insights as it is seen in chapter 5.

1.2. OBJECTIVES

This project work aims to identify and analyze the primary processes of a Portuguese nonprofit organization contributing to a set of recommendations to improve its activity performance. For reaching the main objective, it was necessary to meet some underlying goals such as:

- Understand how the tasks in the organization are performed;

- Modeling and evaluation of the main processes of the organization;

- Creation of guidelines for a future transformation of the processes.

An enhancement is going to be proposed to the ACREDITAR organization processes, leading to a better process management. In the absence of the previous modeling of the association processes, the gathering of the procedures performed in the organization under study was carried out, and later a design and modeling phase of the same activities was developed. These operations will be a support for further review and analysis.

At the end of this project, it is expected to have a vision of the current situation of the organization under study, getting a sense of how the information is managed and how the work is performed, and define what can be changed. It is hoped that this project can serve as an example for other nonprofit organizations in Portugal so that they can meet their mission.

Also, the importance of carrying out this study in a nonprofit organization is related with the continuous communication that this type of organizations has with patrons and interested entities so that they can carry out their activities successfully. This relationship is made since the first contact with these entities until the follow-up and share of information on the effort invested by them in the nonprofit organization.

ACREDITAR is a nonprofit organization in the health area and it is essential that its activity processes are efficient and visible to the different interested entities that have daily contact with the organization, such as health entities, health professionals, community, volunteers, families, and children. The guidelines for a future improvement of processes of the organization in the study will contribute to a better monitoring of children and young people with cancer as well as help ACREDITAR to continue to be a national reference in guaranteeing the rights and promoting the quality of life in pediatric oncology.

1.3. STUDY OUTLINE

Firstly, an introductory chapter is presented. Chapter 2 presents a literature review of the nonprofit organization's management and their social responsibility, as well as the framework of business process management and corresponding notation used for the process modeling. Also, in this chapter, there is a description of the organization where the study was carried out and the introduction of themes related to the area of action of the organization such as cancer disease, cancer survivors and the impact of the disease in children and families. Chapter 3 labels the methodology of this study that consists of a case study that aims to improve the processes of a nonprofit health organization in Portugal, and where the data collection and analysis are shown. After that, in chapter 4, is exhibited the graphical diagrams of the modeled processes of the organization in the study, as well as, the propositions that resulted from the semi-structured interviews. It also presents and discusses the confirmation or denial of previously created propositions through the results of a questionnaire that was made to the organization´s professionals. Chapter 5 describes the main contribution to the study. Lastly, the main conclusions that can be taken, based on the previous step results, are shown in Chapter 6, and the limitations of this study, as well as some recommendations for future work, are listed as well.

2. THEORETICAL FRAMEWORK

2.1. NONPROFIT ORGANIZATIONS

According to the System of National Accounts[1], nonprofit institutions (NPIs) are units that have a legal or social nature, establish to produce goods or services. These organizations primary purpose is not to make a profit, to be a source of income or another financial gain from other institutions that interact with them. NPIs have been receiving attention, by policymakers seeking to improve the quality of public services (United Nations, 2003). This type of organizations belongs to the third sector together with other institutions such as mutual and cooperatives, social enterprises and volunteering or social movements that are performed without any payment (Salamon & Sokolowski, 2016).

Third sector entities have four similar characteristics. They must be private organizations, they are self-governed, non-compulsory, and must be limited from distributing any surplus they earned to stakeholders (European Union's Seventh Framework Programme, 2018b; Salamon, 2000; Salamon & Sokolowski, 2016; United Nations, 2003). The third sector organizations provide renewable and sustainable resources for social and economic problem-solving, democracy, and civic engagement (European Union's Seventh Framework Programme, 2018a).

NPIs also called Nonprofit Organizations (NPOs) are faced with the problem of scarcity of resources, which makes them keep continuously combining the available resources and seek for the highest likely impact of their activities. These institutions should be prepared for changing moments in future (Azevedo, Franco, & Menezes, 2012).

The capacity to innovate will allow nonprofits to respond to the needs of the external or internal environment, to take advantage of and use external resources (Jaskyte & W.Dressler, 2005).

Nonprofit organizations should be concerned about (1) the creation of a suitable organizational structure with efficient methods and procedures, (2) the effort and improvement in the management and decision making by the managers, (3) innovation in the attraction of resources (financial, material or technical), knowing that the community, the State or other stakeholders are increasingly demanding due to the variety of NPOs, (4) networking, capacity to interact with other organizations, sharing ideas, resources and contributing to the development of the sector, (5) the use of the advantages of new technologies in their activities, (6) the need to professionalize employees and attract young talents, with many NPOs being managed based on volunteering and (7) the social responsibility of the organization through proper management, transparency of accountability and social impact assessment (Azevedo et al., 2012).

To have a better vision of NPOs capacity and increase the effectiveness in these organizations, the consultant Mckinsey (McKinsey & Company, 2001) developed a specific model for the analysis of NPO, presenting as crucial variables aspirations, strategies, organizational competencies, human resources, systems and infrastructures, the organizational structure and culture as shown in the Annex 1.

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[1] The System of National Accounts, 1993 is a set of international guidelines for the development of economic accounts of member countries and for reporting such statistics to international organizations in a manner comparable across countries (United Nations, 2003).

Organizations are paying more attention to social issues since they see in people´s work a crucial way to achieve profit and the introduction of social impact evaluation in corporations´ business proceedings, can become a competitive advantage (Andrade, 2018; Gilligan & Golden, 2009). There is also the concern by consumers for companies to shape their business according to socially responsible procedures (Bassi & Vincenti, 2015) as well as stakeholders that are more strict and expect performance and impact evaluation from organizations they support and also transparency (Machado, 2015). Social and environmental performance is also reported by organizations (Andrade, 2018; Crane, Matten, McWilliams, Moon, & Siegel, 2008).

A socially responsible institution feels susceptible to society by presenting its corporate social responsibility (CSR). CSR is demonstrated through philanthropic activities such as charitable gifts or donations (Andrade, 2018; Schnurbein, Seele, & Lock, 2016), employee´s volunteerism, networking and development of environmental subjects (Andrade, 2018; Deigh, Farquhar, Palazzo, & Siano, 2016). The purpose of a social organization is the establishment of social value, besides aiming for-profit activities, which guarantees sustainability and enables the development of innovative opportunities (Andrade, 2018; SAGE, 2012).

The need for an organization to evaluate its social impact performance, ables it to find out progress against the mission, learn how to improve, secure funding, inspire staff and improve their work, raising the profile and contribute to the knowledge of what works (Rickey, Lumley, & Ógáin, 2011). The purpose of social impact assessment is to analyze, monitor and manage the economic, social and environmental consequences of a business activity, positive or negative, independently of the scope of the operation, helping the decision-makers to evaluate the advantages of ongoing with their business and old evaluations procedures of activities undertaken (Florman, Kingler-Vidra, & Facada, 2016).

The importance of measurement force to the development of tools that allow organizations to measure their social impact (SAGE, 2012). Impacts mean the long-term adjustments organizations produce in their stakeholders due to their interventions (Charity Finance Group Institute of Fundraising, 2012).

Good impact reporting helps beneficiaries, volunteers, donors, and other stakeholders understand and engage with an organization. It also motivates staff and volunteers to focus on results and work to achieve their vision (Charity Finance Group Institute of Fundraising, 2012; NCVO, 2013). An institution that can launch and describe its impact has a solid foundation for communicating its work as well as managing it to achieve the highest effect (Charity Finance Group Institute of Fundraising, 2012).

One of the many different impact methods is Social Return on Investment (SROI), which is the method that the nonprofit organization in this study resorts for their houses´ social impact as it can be seen in Chapter 2.3.5.

As social enterprises, they come under increasing pressure to measure their performance and value by their stakeholders. SROI has been encouraged to capture this value. Measuring and monitoring effectiveness are crucial elements in assessing the success of social organizations (Manetti, 2014). SROI is a way to enable the social enterprise sector to understand the broader impacts of service delivery better and quantify that value in monetary terms (Manetti, Bellucci, Como, & Bagnoli, 2015; Millar & Hall, 2013).

Initially developed by the Roberts Enterprise Development Fund (REDF) (Florman et al., 2016; Long, Clark, Rosenzweig, & Olsen, 2004; Manetti, 2014; Manetti et al., 2015; Millar & Hall, 2013), SROI is a framework for measuring and accounting for value, seeking to decrease inequality, environmental deprivation and develop wellbeing by combining social, environmental, economic costs and asset. It

describes the feature of how change is being implemented through the measure of social, environmental and economic outcomes (Nicholls et al., 2012), that are the changes that happen to social systems (Olsen & Galimidi, 2008). In Annex 2 it is possible to see a proposal for a standard for social return on investment analysis according to (Olsen & Lingane, 2003).

SROI supports the development of a cost-benefit analysis of a social project in an organization by the study of its impact on the community, assigning monetary values to social and environmental returns to establish broader value creation (Florman et al., 2016; Millar & Hall, 2013; Olsen & Lingane, 2003; SAGE, 2012; Wright, Nelson, Cooper, & Murphy, 2009). It is based on seven principles (Nicholls et al., 2012): (1) involve stakeholders, (2) understand what changes, (3) value the things that matter, (4) only include what is material, (5) do not over-claim, (6) be transparent and (7) verify the result.

The SROI methodology can serve several purposes such as be used as an instrument for strategic planning and improving, to communicate the organization´s impact and attract new sources of investment, or for making investment decisions. Additionally, SROI can promote the organizations´ activities by understanding and maximize the social value of a service, helping to manage unexpected outcomes, demonstrating the importance to work with networked companies and people involved in change creation and creating good relations with stakeholders (Nicholls et al., 2012).

The SROI approach measures the economic value of social benefits by translating an organization´s social objectives about the relative cost of achieving those benefits (Manetti, 2014; Nicholls et al., 2012; Wright et al., 2009) as it can be seen in the formula in Annex 3.

2.2. THE IMPORTANCE OF BUSINESS PROCESS MANAGEMENT IN NPO´S

Before addressing the topic of business process management and its importance to nonprofits, it is essential to take into consideration what a business process is. According to Davenport (1993), a process is a set of activities that are developed across time and in a place, that have a beginning and an end, transforming inputs into aimed outputs (Zairi, 1997). In a business environment, the result of these activities should create value to a customer (Hammer, 1997) or fulfill other strategic objectives or outcomes (ABPMP, 2013; Guha, Grover, Kettinger, & Teng, 1997; Strnadl, 2006; Trkman, 2010).

A business process can be categorized into three different types: primary processes, support processes or management processes (Benedict et al., 2013). The basic procedures are developed from the beginning to the end of an activity, end-to-end operations, and are the ones that carry value to the customer because they characterize the essential services and the value chain of an organization. Then, the support processes, help to handle resources or infrastructures needed by the primary means. These are associated with functional areas, and they are not involved in the direct creation of value to customers. Lastly, the management processes, are intended to measure and control business activities, to ensure that primary and support processes are demonstrated and implemented in a way that the organizational objectives are efficiently achieved.

By following a business orientation, a process should include some components such as the elements of the structure, focus, measurement, ownership, and customers (Davenport, 1993). The effectiveness of a business process has been chosen to support the measure of the organization performance (Hafeez et al., 2002; Möller, 2006; Trkman, 2010). The process view allows the analysis, design, management, and optimization of the dynamic structure of a business. (Strnadl, 2006; Trkman, 2010). From a process perspective, BPM is frequently viewed as a best-practice

management value to support companies sustain competitive advantage (Hung, 2006; Trkman, 2010).

Organizations are disposing to start to go for a management approach focused on processes rather than a functional approach due to some factors, such as, the increase in product development occurrence, the need for a quick information disclosure and a quick decision making, the need to adapt to changes in demand and an increasing number of international competitors (de Pádua, da Costa, Segatto, Júnior, & Jabbour, 2014; Lahajnar & Rozanec, 2016; Seethamraju & Marjanovic, 2009).

2.2.1. BPM

According to a survey made by Deloitte in 2016, the primacy of Chief Information Officers (CIOs) were customers, organization growth, and performance, cost and innovation. By creating value through the combination of IT and business standards, CIOs were also concern about the improvement of business processes, costs reduction and reach efficiency, the maintenance of IT systems, cyber security management and business innovation (Deloitte, 2016).

BPM is defined as a management discipline involving identifying, designing, modeling, automation, execution, control, measurement and optimization of business activity flows. It has the primary focus on end-to-end processes, by combining the organization objectives, culture, and strategy with the customer's expectations (ABPMP, 2009; Benedict et al., 2013; Bizagi US, 2018; Chinosi & Trombetta, 2012; de Pádua et al., 2014; T.Dwyer; G.Rock, 2015). The analysis, design, implementation, control and constant improvement of end-to-end processes such as marketing, communications or other operations activities, leads to good process governance (Benedict et al., 2013; Trkman, 2010; Zairi, 1997).

Zairi (1997) referred that for the success of a BPM culture there has to be an arrangement of the primary objectives and the collaborators´ work should focus on adding value to the end customer. The success of BPM also corresponds to the constant achievement of set goals, following a defined project scope over a period (Trkman, 2010). Some studies have exposed that there is a definite correlation between process management and business success. (Hernaus, Škerlavaj, & Dimovski, 2008; K. McCormack et al., 2009; K. P. McCormack & Johnson, 2001; Trkman, 2010).

BPM delivers governance of a business's process environment to increase agility and operational performance (Aalst, 2013; Chinosi & Trombetta, 2012; de Pádua et al., 2014; Neubauer, 2009; Recker & Mendling, 2016). For an efficient business process management, there must be a connection between business processes, people, and technology. The principle of BPM is that organizational objectives can be achieved through the focus on the management of business processes. An organization, regardless of whether it has as its primary objective the profit or not, its purpose must always be to create value for its customers in the form of products or services (Benedict et al., 2013; de Pádua et al., 2014; K. P. McCormack & Johnson, 2001). BPM is useful in eliminating recurrent day-to-day tasks, improving employee efficiency, getting products to market faster and improving the customer experience (Bizagi US, 2018).

In Annex 4, it is shown the benefits of BPM for four different groups of stakeholders that often interact with the BPM practice. For example, for an enterprise, one of the benefits of using BPM is the performance management benefits cost and quality. In customer perspective, improved processes will positively impact customer satisfaction.

2.2.2. BPM critical success factors

Critical success factors (CSFs) be defined as areas in which outcomes guarantee successful performance (Alazmi & Zairi, 2003; Trkman, 2010). BPM is successful if it continually meets the fixed objectives and if it combines some factors such as business processes, organizational management, and technology (Benedict et al., 2013; Trkman, 2010). BPM methodology has the potential to overcome regulatory barriers by improving the relationship between stakeholders inside and outside the organization (Jeston & Nelis, 2006).

Jeston and Nelis (2006) defined some CSFs that can be useful for BPM tasks development such as leadership, BPM experienced business project manager, alignment to organization strategy, process architecture, a structured approach to BPM implementation, people change management, people empowerment, project initiation and accomplishment, sustainable performance, and delivery of value. Other CSFs such as the value chain and business process; organization goals; executive sponsorship and governance; process ownership; metrics, measures, and monitoring can also be applied (Benedict et al., 2013) Annex 5.

Trkman (2010) as also defined, in a case study of a financial organization, some CSFs by the application of three theories: contingency, dynamic capabilities, and task-technology fit, as it is explicit in Annex 6.

Due to the multiple BPM initiatives in enterprises of all sizes and from different markets, BPM feels the necessity for some corresponding elements to be addressed for its successful and continuous development. Vom Brocke and Roseman (2010) designated six core elements in which each represents a critical success factor for BPM as it is possible to see in Annex 7.

2.2.3. BPM lifecycle

ABPMP (2009) refers that the management proceeding of BPM it is characterized as a continuous lifecycle of combined BPM activities, such as planning, analysis, design and modeling, implementation, monitoring and control, and refinement Annex 8. During this lifecycle, business processes are influenced by some factors, just as values, beliefs, leadership, and culture.

This lifecycle and its phases descriptions can diverge relying on different authors (de Pádua et al., 2014). In this project work, it will be used the ABPMP (2009) BPM cycle phases description.

Planning and strategy: In this phase, it is established a process strategy and plan for the organization. The plan helps to understand how organizational strategy delivers value to the customers and guarantees the alignment with a corporate approach connecting strategy, people, processes and systems across functional conditions. It is defined the policy and direction for the BPM process and the identification of suitable BPM organizational roles and responsibilities, objectives, expected performances measures and methodologies.

Analysis: Integration of methodologies to comprehend the existing organizational processes, in the context of the intended organization objectives, by searching for information for example from strategic plans, process models, performance measurements or environmental changes.

Design and Modeling: The design activities focus on the thoughtful design of how end-to-end work occurs, with the purpose of delivering value to customers. It is also essential to guarantee that the right management controls and metrics are in place for agreement and performance measurement. Understanding the process includes the activity of process modeling and a valuation of the environmental factors which influence the process, on the condition of the organization´s degree of maturity.

Measuring and Monitoring: In this phase, process managers can handle the resources to meet process objectives by gathering the information generated by the measure and monitoring of business processes. The process performance analysis can allow for improvement, redesign or re-engineering of the processes and provides valuable insights into the other activities in the life cycle.

Transformation: Process transformation generates the output of the iterative analysis and design cycle. It approaches organizational change management tasks and is expected at continuous improvement and process optimization.

This research will focus on the modeling phase and as contribution will try to add value to all entities that are in touch with the organization under study.

2.2.4. BPM areas

According to the Association of Business Process Management Professionals (ABPMP), there are defined eight BPM areas: process modeling, analysis, design, performance measurement, transformation, management organization, enterprise process management, and BPM technology (ABPMP, 2009; Benedict et al., 2013).

Process Modeling: Business process modeling is the determined number of activities involved in creating representations of an existing or proposed business process. It can provide an end to- end perspective or a segment of an organization's primary, supporting, or management processes. It enables enterprises to get to know the higher value of their business processes and people to understand, manage, measure and communicate the primary components of business processes (Benedict et al., 2013).

For a model, it is understood as a clear representation of a thing, concept, or activity. Business process modeling has the purpose to create a representation of the process that describes it precisely and suitable for the task at hand (ABPMP, 2009; Benedict et al., 2013).

Some benefits that result from modeling are: models are easy to understand, it can provide a guide for measurement and for process performance analysis (ABPMP, 2009; Benedict et al., 2013).

Process Analysis: A process is a defined set of sequential or parallel activities or behaviors to achieve a goal. Following this idea, process analysis provides an understanding of the process activities and measures the results of those activities in meeting the organization's goals (ABPMP, 2009; Benedict et al., 2013).

Process analysis is achieved through several techniques such as interviewing, simulations and other analytical techniques and procedures. It is also, sometimes, necessary to study other factors that are related to the organization´s environment and culture (ABPMP, 2009; Benedict et al., 2013).

Process analysis is an essential instrument to evaluate how efficiently the organization´s business is, producing the information necessary for the organization to make informed decisions, measuring its business's activities (ABPMP, 2009; Benedict et al., 2013). By the assessment based on documented, validated facts, current-state analysis, it can help the organization to the redesign of processes and consequently to efficiently meet the goals of its business (ABPMP, 2009).

Process Design: Process design is the formal definition of the goals, deliverables, and organization of the activity and rules needed to produce some product, service, or outcome. It also includes the gathering of all activity into flow based on activities' relationships between each other, and the identification and combination of skills, instruments, and support needed to perform the activity (Benedict et al., 2013).

It is during this phase that the organization´s strategy for the request processes state is developed whether it is for a process redesign or the development of a new process (ABPMP, 2009).

Process Performance Measurement: Process performance management is normally used to indicate the management of the business operation at both a process level (cross-organizational) and a workflow level within a given business unit (Benedict et al., 2013).

In BPM background, this can also link to identify some work redistribution or quality problems in time that have to be rectified. It will imply control over the way work moves, consistent response to events, quality measurement (real-time) and control over the rules that direct work (Benedict et al., 2013).

Two important concepts emerge during this BPM area: process maturity and process performance. Process maturity is the characteristics and capabilities that define the current state of the company's move to understanding and managing processes (Benedict et al., 2013). The process maturity level of an organization goes from non-existence (not formalized) to optimized (continuous and effective, automated). Process performance can be characterized as the measurement of some characteristics, defined by key performance indicators (KPIs), standards, industry best practices, ISO, and others (Benedict et al., 2013).

Process Transformation

Process transformation is the fundamental rethinking of a process. The purpose is to innovate and to make the function of new business approaches, techniques or technologies. Process transformation is cross-organizational, the scope will include all the business units that are part of the process (Benedict et al., 2013).

2.2.5. Business process model and notation (BPMN)

The notation is understood as a standardized set of symbols and rules that defines how the symbols represent something else (Benedict et al., 2013). Business Process Modeling Notation (BPMN) is a notation that labels the logic of the phase in a business process, by coordinating the sequence of processes and messages that flow between participants in different activities (BPM, 2017). BPMN give the organizations the ability to communicate their business procedures in a standard manner (Object Management Group, 2018), and to be able to analyze and improve the current processes (Chinosi & Trombetta, 2012).

The primary objective of BPMN is to provide a standard graphical notation that is readily noticeable by all business users. In this way, it simplifies the understanding of the business processes performance, reducing the gap and discrepancies between business processes and their implementation (BPM, 2017; Chinosi & Trombetta, 2012; Meek, Jackson, & Leibovici, 2016; Object Management Group, 2018; White, 2004).

The modeling notation chose for this project work is the Business Process Model and Notation 2.0 that is a standard that was created by the Object Management Group (OMG). BPMN 2.0 provides a compelling set of symbols to different model features of business processes, by describing well-defined relationships (Benedict et al., 2013).

Several graphical elements support the process modeling of business processes following the BPMN 2.0 notation, as it can be seen in Annex 9.

2.3. A NONPROFIT ORGANIZATION IN THE HEALTH AREA

Although there are several types of nonprofit organizations, in this project a study was done in a health association, more specifically in pediatric oncology. Therefore, it is important to contextualize some concepts related to this topic.

2.3.1. Oncology

Cancer is usually called to a collection of related diseases. It is characterized by the spread of body´s cells into surrounding tissues that begin to split without stopping and in some types of cancer, it can form some solid tumors that can be malignant or benign (National Cancer Institute, 2018). This kind of disease is still dread by society, for being unpredictable and its treatments are too long and intensive, such as chemotherapy, radiation therapy or transplantation, and result in different side effects (Pinheiro, 2015). Despite its constant improvement of the knowledge, new technologies in treatment such as nanotechnology, and a reduction of deaths caused by this disease (Eschenbach, 2004), the loss of quality of life is still a consequence of this illness (Pinheiro, 2015). It has been in the interest of society for a long time to have better research on cancer and to fight this disease by investing in the early detection and proper treatment of cancer, as defined in the United States National Cancer Act in 1971 (Eschenbach, 2004).

Together with cardiovascular diseases, chronic respiratory diseases, and diabetes, the oncological illness is one of the deadliest diseases in the world. By 2015, the World Health Organization (WHO) predicted that this trend would continue, a year marked by the death of 9 million people with the oncological disease (World Health Organization, 2016). According to the WHO, chronic diseases are the ones that are permanent, produce residual disability or deficiencies, are caused by irreversible pathological changes, require specialized training of the patient for rehabilitation, or may require long periods of supervision and observation (Direção Geral da Saúde, 2010).

In agreement to the International Agency for Research on Cancer (IARC), through the Globocan[2] project in 2012, the Asian and European continents presented a higher number of cancer incidents and also a higher number of deaths due to cancer diseases (Globocan, 2012). This study also reveals that lung, breast and colorectal cancer were the most commonly detected types of cancer and that cancer in the liver, lungs, and stomach was associated with a higher number of deaths (Globocan, 2012). In 2013, cancer was also, one of the leading cause of deaths in European countries, is the lung cancer the most common on men and the breast cancer the most common on women (OECD, 2016). In the United States of America (USA), there were expected 1 688 780 new diagnosed cancer cases and 600 920 deaths from cancer, in 2017 (American Cancer Society, 2017).

At the Pediatric level, there are different types of cancer. About half of all childhood cancers in the world are cancers in blood cells, such as lymphomas and leukemias, as well as some tumors of the central nervous system. Unlike in adults, breast, lung or stomach cancer is rare in children (Cancer, 2016). In USA 1 190 deaths were expected for childhood cancer, the second leading cause of death following the accidents (American Cancer Society, 2017). The search and investigation for adult and childhood cancer are still crucial for example in countries of Latin America (Denburg et al., 2017).

In Portugal, the cancer disease is also present in the daily life of the Portuguese people. (Direção-Geral da Saúde, 2016). In 2010, 46724 new cases of cancer were diagnosed in the country, 4.5%

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[2] This project aims to provide estimates of the incidence, mortality and prevalence of major cancers at the national level in more than 184 countries worldwide (Cancer, 2012).

more than in 2009 (Norte, 2016). The most frequent types of cancer at the national level were prostate, breast, colorectal and lung cancer (Norte, 2016). In the future, it is predictable that the number of cases of this disease will continue to increase (Direção-Geral de Saúde, 2015).

According to a study by the Portuguese National Statistical Institute (INE) in 2014, 0.5% of all deaths were individuals under 20 years old (Carrilho, 2015). Malignant tumors were also a leading cause of childhood death at the national level, from 2002 to 2013, and were the leading cause of childhood death among children aged 5 to 9-year-old (Carrilho, 2015). Also in the adolescent age group, from 15 to 19-year-old, malignant tumors assumed a high percentage of cases of infant death (Carrilho, 2015).

Through some data available in the Portuguese pediatric oncology information portal PIPOP, it can be concluded that in 2005, the age group of adolescents was the class with the highest incidence of childhood cancer and that leukemias and lymphomas were the types of childhood cancer with higher percentages (Castro, 2010).

In 2010, the last Portuguese cancer registry available, there were 407 new cases of childhood cancer, up to 19-year-old. Of these 407 occurrences, it is highlighted by the class of adolescents, 15-19-year-old, with the highest number of cases. The most prevalent types of cancer were cancer in the connective tissue and soft tissues, cancer of the brain and central nervous system, lymphoid leukemia, bone and cartilage cancer, and Hodgkin´s lymphoma (Norte, 2016).

2.3.2. Cancer survivors

There are several definitions for cancer survivors. The European Organisation for Research and Treatment of Cancer (EORTC) uses this term to define patients who have completed their first oncology treatment (Moser & Meunier, 2014). For the National Cancer Institute (NCI), a cancer survivor is someone who has had cancer since the time he is diagnosed through the rest of their lives (Moser & Meunier, 2014; Vollmer Dahlke, Kellstedt, & Weinberg, 2014). IARC defines three-stage cancer survivor: initial treatment, clinical follow-up, and cure (Moser & Meunier, 2014). In recent years, there has been a substantial increase in the number of cancer survivors (Armstrong et al., 2014; Martinez & Hebl, 2015).

By 2014, there were about 30 million cancer survivors in the world (Moser & Meunier, 2014). Only in the USA, it is projected that the number of cancer survivors grows to 18 million by the year of 2022 (Cowens-Alvarado et al., 2013; McCabe et al., 2013; Vollmer Dahlke et al., 2014). This situation is a result of early detection and screening, innovative clinical research techniques and extended access to care and treatment (Jacobs, Palmer, Schwartz, Demichele, & Mao, 2009; Jacobs & Shulman, 2017; Vollmer Dahlke et al., 2014).

The increasing number of cancer survivors leads us to a new paradigm. It is necessary to think about the life of these people (Geenen et al., 2007; Mayer, Birken, Check, & Chen, 2015) since many survivors, although the treatment of this disease was a success, suffer side effects like physical, social, financial or psychological, after the illness (Aaronson et al., 2014; Armstrong et al., 2014; Cowens-Alvarado et al., 2013; Geenen et al., 2007; Jacobs & Shulman, 2017; McCabe et al., 2013; Vlachioti, Perdikaris, Megapanou, Sava, & Matziou, 2016; Vollmer Dahlke et al., 2014). Some physical side effects may be, for example, cardiovascular (Vrooman, Lipshultz, & Sallan, 2014), cognitive, or even other malignant tumors. These ex-patients are also discriminated against by their society after treatment that affects them in a diversity of situations, such as getting a job (Martinez & Hebl, 2015), their education, applying for health insurance or a loan to the bank (Moser & Meunier, 2014).

In most of the times, cancer survivors and their families remain to require support and information to reach healthy survivorship and quality of life after the conclusion of the treatments because many of them don't have the help they need and are left adrift (Jacobs & Shulman, 2017; McCabe et al., 2013; Vollmer Dahlke et al., 2014).

There is a need for a survivorship follow-up care and a quality of life assessment after a cancer disease and the monitoring of studies of the quality of life of cancer survivors should be noted because its importance in identifying cancer survivors needs, monitoring the long-term effects and treatments, in an individual and familiar environment (Geenen et al., 2007; Gibson, Aslett, Levitt, & Richardson, 2005; Jacobs et al., 2009; Jacobs & Shulman, 2017; Pinto & Ribeiro, 2006).

2.3.3. The impact of the disease in children, young people, and families

The treatment of oncological disease undertakes some therapies such as chemotherapy, radiotherapy, surgery, immunotherapy and in some cases, there may also be a need to perform bone marrow transplantation. In the fact of pediatric cancer, there is the specificity that the child´s body is still growing. Due to the treatments, it can happen some short side effects such as nausea, vomiting, and fatigue or long side effects such as vision, heart (Armstrong et al., 2013), growth development effects. A pediatric cancer survivor also has a higher risk of developing another kind of cancer than someone that never had an oncological disease before (Pinheiro, 2015) and consequently the risk of death by that second cancer incidence (Reulen et al., 2010).

According to Pinheiro (2015), there is a more significant impact, especially in adolescents as they are at a stage of their life in which they pretend to acquire autonomy from their parents, spend more time with friends and establishing relationships. With the experience of the oncological disease, these young people lose the freedom they had before, and the psychological impact of the illness can expose the identity and the meaning of their lives leading to the isolation or breaking of relationships. It is essential to promote and maintain the social network and contact with friends.

As previously mentioned, cancer disease also has an impact on the entire household, leading to changes in the family´s activities and their lifestyle, specifically at an economic, professional, personal, emotional and social context. Families are forced into restructuring and reorganization in their lives due to the cancer disease impact (Pinheiro, 2015). To help find the effects that a chronic disease can bring to a family, Rolland (1987) created a conceptual framework that assesses the relationship between family´s activities and chronic illness as shown in the figure below. These categories were defined as onset, course, outcome, and incapacitation of disease, and were shaped to be the most psychological significant as possible in the relationship between the family and the illness, as it is seen in Annex 10.

Rolland complements his previous conceptual model, with a scheme of the timeline and phases of illness as it can be seen in Annex 11. There are three main phases in this scheme that are a crisis, chronic and terminal phases, where each stage has its psychosocial developmental tasks that will require from the families different attitudes and changes during the chronic disease (Rolland, 1987).

In the context of pediatric oncology, the terminal stage has been replaced by the survival phase due to the increased cases of childhood cancer survivors. The last period is no longer a reality for many families who are now concerned with the quality of life of the cancer survivors but also with the fear of a possible recurrence.

2.3.4. Deprivation of young people in hospitals

Young people who lived the disease, especially the adolescents, may have physical and psychological consequences of the treatments, consequently reducing their quality of life (Moruno Miralles, Ramón, & Valero, 2016).

The treatment of cancer has a significant impact on children and young people, as it translates into several procedures performed over an extended period. This leads to changes in their lives, where they may lose the opportunity to present activities related to their age, such as education, that is one of the most relevant areas for this age group because it promotes social integration, primarily when these young people are treated in adult wards (Kim, 2017; Moruno Miralles et al., 2016).

Another problem begins when adolescents have to deal with stressful circumstances such as numerous hospital visits, painful treatments and effects (Gameiro, 2012), moving from different treatment areas or from different hospitals in a short period of time, not finding a place of stability and safety, as they go through this critical phase of life where they want to try something new, travel, think about their future, career (Cho & Park, 2016) and also where peer acceptance, self-image, and independence are their major constant concerns (Gameiro, 2012; Lehmann et al., 2014).

Most of the time these young people just want to find a place identical to their homes or where they are with their friends, like in school. When experiencing this disease, they are more encouraging to situations of deprivation and isolation (Moruno Miralles et al., 2016).

2.3.5. Case Study: Organization of pediatric oncology

ACREDITAR (Association of Parents and Friends of Children with Cancer) is an organization that assures the rights and promotion of quality of life of children and young people, in the pediatric oncology area. It is present in four cities, Lisbon, Porto, Coimbra, and Funchal, near the pediatric treatment health centers.

It´s mission is to ""Treat the child or young person with cancer and not only cancer in the child or young person, promoting their quality of life and family" and has the vision to be the Portuguese national reference organization in guaranteeing the rights and promoting the quality of life in the pediatric oncology area (ACREDITAR, 2016a).

It works from the following values: cooperation, privacy, transparency, solidarity, innovative spirit, and respect.

It is ACREDITAR's policy to support children and young people with cancer and their families in their needs, in a timely manner and with the best quality, continuing the continuous improvement of their services through the domain of processes and the involvement of employees. To this end, it is committed to ensuring an effective resource management that allows the balance between the development of the institution's activity, the well-being of all who participate in it and the environment (ACREDITAR, 2016a).

ACREDITAR is a social solidarity private institution (IPSS), that is an organization of a private character, non-profit making and self-governing, with the purpose of responding in a structured way to the moral duty of solidarity and justice among individuals in society (Segurança Social, 2017). The organizations act on some values such as solidarity, respect, privacy, cooperation, innovation and transparency (ACREDITAR, 2016a).

Through an active link with individuals, organizations, State, etc., ACREDITAR seeks to engage and spread its work to more people every day. Through awareness, it makes the community well informed for a better reintegration of children, young people and their families that are living or lived with the oncological disease (ACREDITAR, 2016a).

ACREDITAR has a global vision and is also aware of what is happening in the world, in pediatric oncology. It is also a member of the CCI (Childhood Cancer International) that is a worldwide organization of parent groups of children with cancer (CCI, 2017). ACREDITAR also participates in some international conferences such as conferences promoted by the CCI, SIOPE (European Society for Pediatric Oncology) or SIOP (International Society of Pediatric Oncology), where there is an opportunity for meeting with those who are part of pediatric oncology (ACREDITAR, 2015).

The children or young person that is facing or have faced the cancer disease are known in the organization as Barnabés.

Barnabés are a group of children and young people who live or have had an oncological disease in their childhood, adolescence or youth; they are the leading cause that leads ACREDITAR to exist. They are united by common experience in life, with the objective of being active participants in the fulfillment of ACREDITAR mission, living independently and to participating actively in the subjects that directly concern them in the daily life. Barnabés are present in the four cores of ACREDITAR and promote activities at the regional and national level, such as group meetings, outreach, and awareness raising events and volunteering. (ACREDITAR, 2016a).

Although most of Acreditar's work in monitoring children and families is done by volunteers, the organization is also composed of a small and cohesive team of national-level professionals. It operates with four cores: North, Center, South, and Madeira, that report to a General Director, reporting this to the other board of directors as you can see in the figure below.
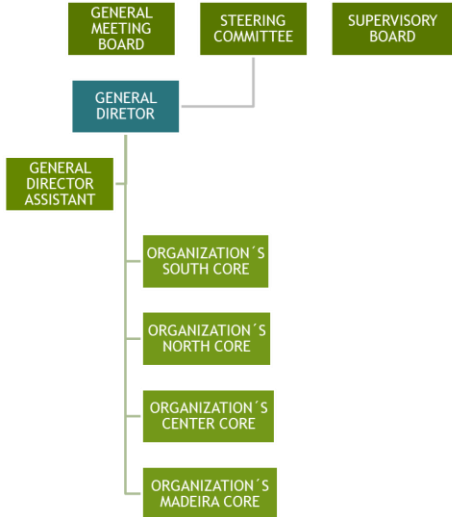
Figure 1 - ACREDITAR Organizational Chart

Source: Made by the author

In every ACREDITAR core´s some functions are represented in the four cores like the Professionals, the Barnabés, and the Volunteers. Together with these people, there is also the local community because as mentioned before, ACREDITAR solidifies its activity through many supports received by civil society. For a higher detail of the organograms of the four different cores, it can be seen in Appendix A, Appendix B, Appendix C, and Appendix D.

3. WORK PLAN

3.1. DESIGN SCIENCE RESEARCH METHODOLOGY

According to Alan et al. (2004), in a design process, there are some activities that result in an innovative product or design artifact. This artifact is evaluated and where form that evaluation is obtained feedback information and a better knowledge of the problem in question, leading to the improvement of the quality of the product and the design process. In this work project, all the organization in study activities that are designed will be later evaluated, where the feedback received after this evaluation will contribute to the improvement of the organization´s processes.

In Information Systems research, there are two commonly used paradigms: Behavioral and Design Science, where both tries to improve effectiveness and efficiency between people, organizational characteristics and practices, and technology, leading to better knowledge acquisition. The behavior-science pattern has the objective of developing and validating theories about human or organizational behavior. In another hand, design-science research pursues to create new artifacts, increasing human and organization competencies by building and applying a designed model (Alan et al., 2004).

In this project, it was followed the Design Science Research Methodology (DSRM). This methodology has the objective to improve the production, presentation, and evaluation of Design Science Research (Geerts, 2011).

According to Alan et al., (2004) there are seven guidelines for the information systems design-science research, as you can see in Annex 1. Firstly, they mention that this type of research needs to create innovation by building an artifact that is applied to a specific problem. Then, there must be an evaluation of the artifact, to see its utility. Other characteristics as the innovation, the rigor, coherence, and consistency should be applied in the design-science research artifact. In the construction process of the artifact, it is included a search process where it is defined as a problem and a methodology to find a practical solution for it. Finally, there is a communication of the results of the research.

More recently, Peffers, Tuunanen, Rothenberger, & Chatterjee, (2008) presented a new model for this type of research, the design science research methodology. It includes a sequence of six procedures that identify problem and motivation, define the objectives of a solution, design, and development, demonstration, evaluation, and communication (Kao et al., 2016; Peffers et al., 2008). Annex 14 illustrates a description of the six DSRM activities and how these activities can be executed.

The first activity is the problem identification and motivation, where it is described the specific research problem and explained the main contribution of the solution. After that, it is defined the objectives of the solution. In the design and development activity, it is where the artifact occurs. It includes figuring out the artifact´s purpose and its construction and then generates it.

The activity in Annex 15 is the demonstration where according to Peffers et al.,(2008), it should be demonstrated " the use of the artifact to solve one more instance of the problem. This could be present in some methods such as a case study, a simulation or experimentation. After the demonstration, we will have to see how well the artifact supports a solution to the problem by evaluating it. Through some metrics and analysis techniques, the artifact usage results, through the demonstration, are now compared with the objectives of the solution. The last activity of the design-science research methodology is communication.

3.2. PROJECT PHASES

Based on this last model and the guidelines for the Design-Science Research, a new model was adapted for this work project, as you can see in Table 1.

DSRM activities	Activity description
Problem identification and motivation	➡ Contribute to better monitoring of children and young people facing a cancer disease; ➡ Modeling and analyzing a nonprofit organization in the pediatric oncology area; ➡ Willingness to supply to the health sector some insights with a BPMN approach.
Objectives of the project	➡ Case study; ➡ Definition of the sample; ➡ Understand how the work in the organization is performed; ➡ Guidelines for a future transformation of the processes to a better focus on the mission of the organization.
Design and development	➡ Functional analysis of the organization; ➡ Gathering of requirements; ➡ Definition of processes; ➡ Processes Modeling; ➡ Presentation of the processes modeled to the sample; ➡ Evaluation of the sample on the modeled processes; ➡ Proposition formulation.
Demonstration and Evaluation	➡ Confirmation or denial of propositions and analysis; ➡ Creation of guidelines for a future improvement of the organization processes.
Communication	➡ Presentation of the results and contributions of the study to the organization.

Table 1 - Applying DSRM to this work project
Source: Made by the author, adapted from (Alan et al., 2004; Geerts, 2011)

3.2.1. Objectives of the project

Based on what was the first research step, it makes sense to continue the work project as described in the steps of the previous table.

The purpose of the project is to identify and analyze the primary processes of ACREDITAR, a Portuguese nonprofit organization, contributing to a set of recommendations to improve its activity performance.

This project will be based on a case study approach. The advantage of a case study is that it characterizes an ideal strategy when *how* and *why* questions are asked about a contemporary set of events in some real-life context, over which the investigator has little or no control (Trkman, 2010; Yin, 2009).

The case study relies on techniques used by historical research, as well as two sources of evidence: direct observation and regular series of interviews. It differs in its facility to deal with an extensive variety of evidence such as documents, artifacts, interviews, and observations, that is, it goes beyond what is available in traditional historical studies (Yin, 2009).

The choice of this type of study relies on the fact that it was understood how a nonprofit organization works in the health area and how its professionals interact. This choice was also influenced by the fact that it could be used different sources of data collection, such as participant observation, organization´s documentation, interviews, as well as some quantitative methods, for example, a questionnaire.

Following what was mentioned previously, it was used a mixed methods approach in the data collection, that involves the collection of both quantitative and qualitative data. This combination of qualitative and quantitative methodologies provides a better understanding of the investigation problem than either approach alone (Creswell, 2014).

Sometimes, qualitative data has the susceptibility to be open-ended without predetermined answers while quantitative data usually includes closed-ended responses such as found on questionnaires. (Creswell, 2014).

This type of research has the purpose to rely on the participants´ views of the topic being studied, in order to interpret their vision. The questions become broad and general so that the participants can construct the meaning of a situation, typically forged in discussions or interactions with other persons. (Creswell, 2014).

3.2.1.1.Sampling

The target population of this study consists of the ACREDITAR professionals.

This target population definition is chosen since these group of people is the one that is more linked to the daily activities related to the monitoring of children and young person who are in the treatment of the oncological disease.

3.2.2. Design and development

3.2.2.1.Data collection

In this stage, for data collection, it was used the methodological triangulation. This approach uses several methods to study a research problem, such as qualitative and quantitative methods that

could be used at the same time (Drouin, Stewart, & Van Gorder, 2015; Greene & Caracelli, 1997; Joslin & Müller, 2016; Norman K. Denzin, 1970). Each of the various sources of data shows a different perspective of the phenomenon but when they are combined, then spread a more comprehensive view (Drouin et al., 2015). Methodological triangulation was also used by some authors in their studies (Caldas, 2014; Drouin et al., 2015; Hargis, Cavanaugh, Kamali, & Soto, 2014; Izmirli & Yurdakul, 2014; Ploeg et al., 2010; Ramaekers, Van Keulen, Van Beukelen, Kremer, & Pilot, 2012; Schaap, de Bruijn, van der Schaaf, Baartman, & Kirschner, 2011).

As mentioned in the previous chapter, a mixed methods approach was used for the collection of data. This approach relies on the fact that all methods have some weaknesses, and the collection of both quantitative and qualitative data neutralized the weaknesses of each data type. In this investigation, by triangulating the data sources, it is sought to seek convergence across qualitative and quantitative methods (Creswell, 2014). In Annex 15, it is shown the advantages of a mixed methods approach.

The choice of using a mixed method approach in this study relies on the fact that in this way, it will be possible to capture important information that would not be able to get with one only method alone (Fay Twersky, Jodi Nelson, 2010).

This investigation follows an exploratory sequential mixed method, that is a design in which the researcher first begins by exploring with qualitative data and analysis and then uses the findings in a second quantitative phase. In this strategy, the data collection would occur in two phases with the initial qualitative data collection followed by the second quantitative data collection (Creswell, 2014), as it is shown in Annex 14. The purpose of this strategy is to achieve better measurements with specific samples of populations and to understand if data from a few individuals, in the first phase, can be generalized to a large sample of a population, in the second phase (Creswell, 2014).

Qualitative data

Qualitative researchers typically gather multiple forms of data, such as interviews, observations, or documents, rather than rely on a single data source. Then they review all of the data, interprets the collected data, and organize it into categories or themes that cut across all of the data sources (Creswell, 2014).

First, at this stage, trough the review of organization documentation, website, and social networks presence, a functional analysis of the organization was carried out to understand how the work is done in ACREDITAR, what is its mission, vision and what are the functions of its collaborators. Also, due to the investigator presence in the organization in the study, such as in volunteering activities and in internal projects, it was possible to define some details related to the activities that are developed in the organization.

Through this qualitative research technique, called participant observation, the researcher takes part in the daily activities and interactions of a group of people (Kathleen M. DeWalt, 2011; Spradley, 2016) and becomes an investigative tool which lets him collect data at the same time he is among the study group (Vilelas, 2017). This allows the researcher to learn explicit and tacit features of the group practices and culture (Kathleen M. DeWalt, 2011).

Established by means of anthropology to acquire data in ethnographic fieldworks, it has been used for gathering data about human behavior in several qualitative studies types (Berthelsen, Lindhardt, & Frederiksen, 2017; Chamaz, 2006; Spradley, 2016), such as in health area (Walshe, Ewing, & Griffiths, 2012).

With this technique, there is the facility of quick access to data and the register of current procedural detail and there may be the possibility of uncovering activities and tasks that occur in day-to-day work, that otherwise might not be recognized, for example by an external investigator. (Benedict et al., 2013; Vilelas, 2017).

This data collection technique will enhance the quality of the data obtained during the fieldwork and the quality of data interpretation (Kathleen M. DeWalt, 2011). In a later data analysis phase, it will be possible to have a perception of the situation of the different organization activities in which the researcher is introduced and to be able to stimulate the growth of knowledge in the organization in the study (Vilelas, 2017).

Subsequently, the gathering of processes was accomplished to understand the main activities of the organization, through some open interviews with the former coordinator of the organization's southern core, which fulfilled its function until the end of 2017. The choice of this person fell on their availability at the time these interviews were made and for the influence, it had on various activities of the organization over several years, before it was in this role.

These unstructured or open interviews have exploratory purposes and are used to deepen questions about some topics (Vilelas, 2017). With this method, the questions and the answers rely on the social interaction between the researcher and the respondent, where the researcher is exposed to unexpected themes. However, it helps him to understand the interviewee's social reality and perspectives (Wildemuth, 2017). This type of interviews is used as a mean of understanding the multifaceted behavior of people without imposing any labeling, and to explore people´s interpretations and senses of events and circumstances (Punch, 2014).

Unstructured interviews were used to the definition of the main activities of ACREDITAR by asking the former coordinator as much general information as possible about the different processes of the organization's activity, actors, and systems as it is possible to be seen in Appendix E (1).

After the functional analysis of the organization and the accomplishment of the open interviews, the primary and supporting processes of ACREDITAR were then defined, following the Mlearn approach, which is more detailed in chapter 4. From these processes were modeled eight primary processes and five subprocesses, through the good standards of the BPMN 2.0.

With the purpose of evaluating the previous modeled processes, some semi-structured interviews were made to fourteen organization´s professionals. Semi-structured interviews are characterized by a formal conversation which follows a list of open and closed questions that are previously defined by the interviewer (Cohen & Crabtree, 2006; Nicholas Clifford, Meghan Cope, Thomas Gillespie, 2016; Vilelas, 2017).

Besides following a structured script, this type of interview offers its participants the opportunity to ask other questions and explore other topics they think are important to the study. As well as focus groups, semi-structured interviews can be applied as a means for triangulation in multi-methods research (Nicholas Clifford, Meghan Cope, Thomas Gillespie, 2016).

Through the feedback of these collaborators, it was possible to be aware of the individual perceptions of the participants about their knowledge concerning to the different activities developed by ACREDITAR and to take into consideration their level of agreement of the presented processes relative to the reality of the organization. At the end of the validation of the modeled processes, some propositions were defined.

Quantitative data

For the confirmation or denial of the propositions, previously defined, a questionnaire was taken. This method allows obtaining information about the study population and the variables that are the object of study, through questions developed in a systemic way (Vilelas, 2017).

3.2.2.2. Data analysis

Qualitative analysis

For the analysis of the qualitative data, collected by the interviews to the ACREDITAR professionals, some steps were made, following the qualitative analysis of (Creswell, 2014):

- Organization of the data for analysis. It was transcribed the previous semi-structured interviews that were made to the ACREDITAR´s collaborators;

- Review of all the data. Reflection of its meaning and observation of the transcripts and observational field notes;

- Start coding all of the data. Coding is the process of organizing the data by linking blocks (text or image segments) and writing a word representing a category;

- Use the coding process to determine a description of the setting as well as categories or themes for analysis;

- Definition of Propositions.

The data validity has been verified since it was used the triangulation of the different data sources of information by examining evidence from the sources and using it to build a coherent justification for themes. Also, the validity of this data relies on the chosen themes that had been established based on converging different sources of data or perspectives from participants (Creswell, 2014).

Quantitative analysis

For a better characterization of the study population, it was asked in the questionnaire some topics such as gender, age, literary abilities and the antique in the organization.

Then, the questionnaire presents several questions related to the propositions previously found through the validation of the modeled processes. These propositions were then evaluated through a satisfaction scale, Likert scale.

Likert scales were introduced by Rensis Likert (1932) and have been used for psychometric objectives (Rinker, 2014). This scale emerges in response to the difficulty of measuring character and personal attributes as well as assigning this trait into a quantitative measure for data analysis intentions (Boone & Boone, 2012).

This scale is a psychometric response used in questionnaires, where the respondents establish their level of agreement or disagreement for a determined set of statements. It provides feedback on how successful the assessments were and its analysis can support the investigators study answering why some elements did not work particularly well and recommend ways to improve them (Barua, 2013; Bertram, 2007; Brooke, 1996; SurveyMonkey, 2018). Likert scale usually has five alternative responses: strongly approve, approve, undecided, disapprove and strongly disapprove (Bertram, 2007; Boone & Boone, 2012; Brooke, 1996; Clason & Dormody, 1994; Croasmun & Ostrom, 2011; Rinker, 2014; SurveyMonkey, 2018).

Typically, there is a neutral midpoint which lets the respondents do not feel forced to have an opinion if they do not have one (Croasmun & Ostrom, 2011; SurveyMonkey, 2018).

3.2.3. Demonstration and evaluation

In this stage, there is the confirmation or denial of propositions and analysis as well as the creation of guidelines for a future improvement of the organization processes.

3.2.4. Communication

In the end, the results of the project were presented to the organization and the guidelines for future improvement for the organizations' processes management.

3.3. TOOLS

For the modeling of the organization processes, the Bizagi Process Modeler Tool will be used. Bizagi Modeler is an organized process modeling tool that uses BPMN (Business Process Model Notation) that is recognized worldwide (BIZAGI, 2017).

For the questionnaire, it was utilized the Google Forms platform (Google, 2018).

4. PROJECT DEVELOPMENT

4.1. FIELDWORK

4.1.1. AS-IS description

The work started with an AS-IS process description, in order to identify the current situation of what the work in the organization is. This state can be achieved through several techniques such as interviewing, simulations and other analytical techniques and procedures. It is also, sometimes, necessary to study other factors that are related to the organization´s environment and culture (ABPMP, 2009; Benedict et al., 2013).

The need for improvement is a move to understand the actual business operation and not just a theoretical concept of how the business should be operating. The modeling technique can be applied, beginning with the creation of "As Is" or "Current State" models of the business, to support the design of how the process should be and to propose the best option of changes to be implemented in the organization to support the design of how the process should be and to propose the best option of changes to be implemented in the organization (ABPMP, 2009; Benedict et al., 2013; de Pádua et al., 2014).

4.1.1.1. MLEARN

In this study, the processes collection was achieved with the support of the Mlearn technique. This technique is used to carry out interventions in organizations, in a unified and systemic overview, through a business process way, aiming to achieve a continuous improvement system that provides better efficiency and effectiveness (Coelho, 2003). There is also the intention to involve the organization collaborators and stakeholders in the processes that will be analyzed to help the continuous improvement (Coelho, 2003). The main and support processes of the organization in this study were then defined, as you can see in Figure 2.
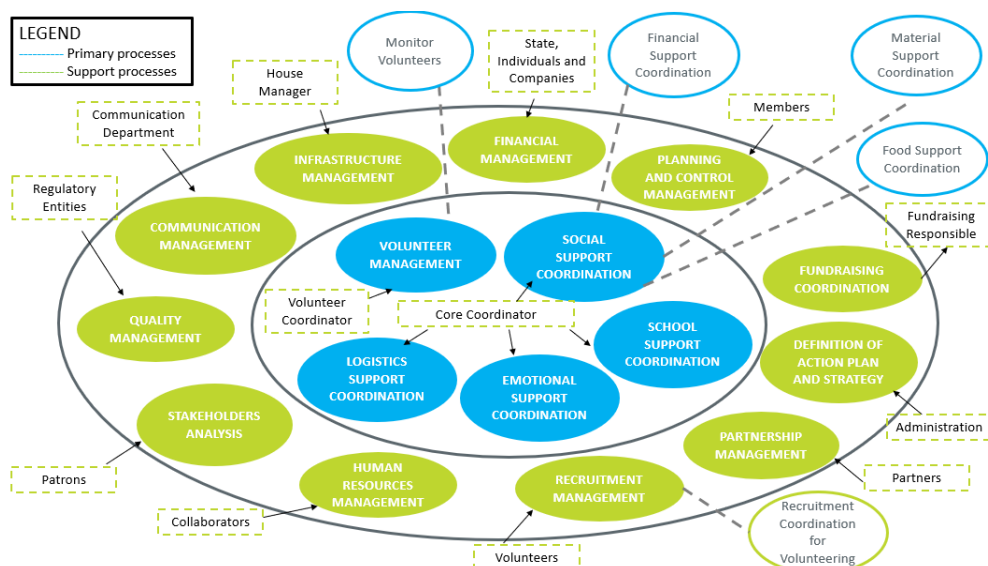

Figure 2 - First Mlearn approach of ACREDITAR processes.
Source: Made by the author

After the definition of the processes, following the Mlearn procedure, then they were modeled, through the good standards of the Business Process Modeling Notation (BPMN).

4.1.1.2. Processes

Based on the information previously collected, the modeled processes were: (1) Social support coordination; (2) Logistics support coordination; (3) Volunteer management; (4) Definition of action plan and strategy; (4) Communication management; (5) Analysis of stakeholders; (6) Fundraising coordination and (7) Recruitment management.

In this project work, it is followed a bottom-up approach for process modeling since the non-existing documentation of organization processes having been necessary to understand what the process is and how it occurs (ABPMP, 2009; de Pádua et al., 2014).

To reduce the complexity of the analysis, some of the processes were also decomposed in subprocesses (Coelho, 2003).

In these processes' characteristics gathering, there was also the change of ideas by email between the investigator and some collaborators of specific areas, such as the fundraising responsible, Appendix E (2), and the sharing of other documents, provided by the volunteering responsible, Appendix E (3).

1. Social Support Coordination

With the obstacles that oncological disease imposes, families seek to reorganize their daily activities and have more difficulty in satisfying their needs.

By reference to the oncological hospital social services, ACREDITAR provides concrete social support to families, including material support (technical health material, clothing, etc.), food (monthly baskets of food and hygiene products) and financial support (medication, or essential household expenses) (ACREDITAR, 2018). There is the necessity to adapt the respective type of support to each family needs.

In Portugal, children and young people with cancer are protected by the current legislation in force for children and young people with disabilities, within the scope of General Family Support.

This support is critical in ensuring the family's quality of life since parents should be available for monitoring their sick child. In 2017, ACREDITAR supported 149 families with material support, technical aids and clothing, 85 families were financially supported, 84 received food support and 78 received school support (ACREDITAR, 2018).

In this process, there is the interaction between three main actors: the social worker, the core coordinator, and families.

It is notable the interaction between families, the organization and the hospital center social worker. The social worker starts by knowing the family social networks and makes the family´s social diagnosis to evaluate their needs. In the case of some lack of support, this person contacts with ACREDITAR for helping to fulfill the family´s needs. The organization is always on touch with the social worker, that makes the monitoring of the family from the beginning of the process until its end.
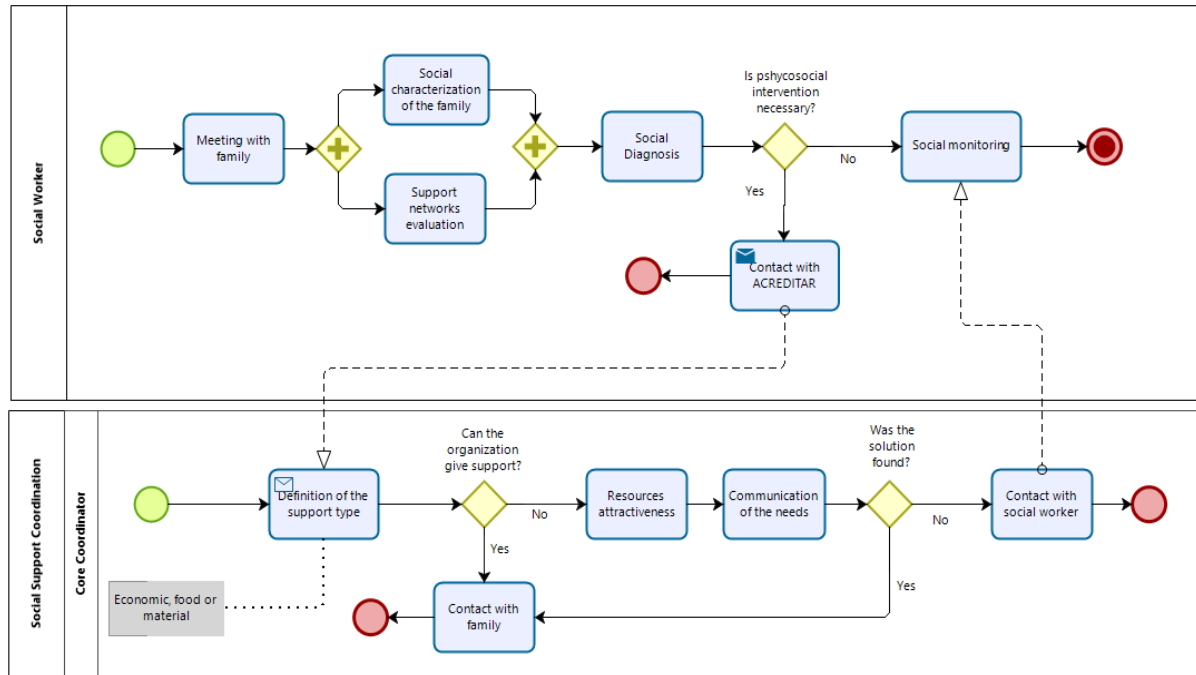
Figure 3 - Social Support Coordination

2.Logistics Support Coordination

Through the accommodations of ACREDITAR, the organization aims to provide a space where families and children can feel comfortable and accepted, reducing the suffering caused by cancer. These houses are located next to each pediatric oncological hospital and are meant to all children and families living far away from the centers where they are followed, or that for physical, social or economic constraint they cannot go back to their house in the outpatient period (ACREDITAR, 2010, 2011, 2016b).

The accommodation is free, and the families are responsible for the maintenance and storage of the spaces they occupy.

In 2017, 217 families were received in the three ACREDITAR accommodations (56 in Lisbon, 138 in Coimbra and 23 in Oporto), with the particularity that the Oporto´s house was only being inaugurated in February of that same year (ACREDITAR, 2018).

Similarly, to the process previously described, also in logistical support, there is an interaction between the social worker, the core coordinator, and families. In addition, and because the action is mainly in the ACREDITAR accommodations, the house manager (and the case of Lisbon, her assistant) has, in the same way, a main contributor in the process.

As mentioned before, the figure of the social worker is quite important. From the very beginning of the process, when she finds out that some family needs an accommodation to stay, she contacts ACREDITAR, and keep tracking of families' situation until they leave, in case of a positive answer from the organization. On the other hand, if there are no rooms available in the house, the social worker will try to find out another solution for the family.
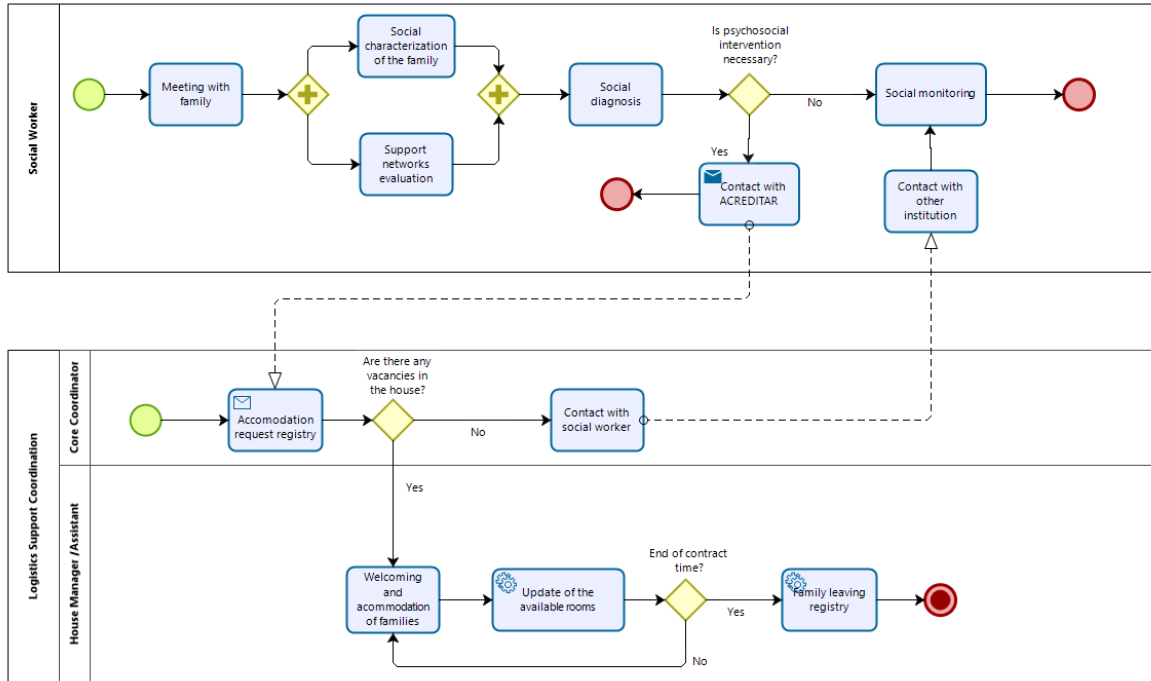
Figure 4 - Logistics Support Coordination

For the organization to know more about how the subsidized money is applied in the ACREDITAR´s accommodations, it is used annually, the Social Return on Investment (SROI) method. This method is planned to understand, manage and report on the social, environmental and economic value that is created by an organization. With this, the organization will better realize the various impacts of service delivery and quantify that amount.

In 2014, through an audit of an external consultancy, the SROI ratio of ACREDITAR houses was 1:8,38€. This value was updated for 1:9,40€ in 2015 and 1:7,70€ in 2016. It means that for example in 2016, for each 1€ invested there were generated 7,70€ of benefits (ACREDITAR, 2014, 2015, 2016b).

In 2017, the organization has maintained the SROI ratio, of 1: 7.70 € registered in the previous year since now they only update this ratio every two years (ACREDITAR, 2018).

In Appendix F and Appendix G, it is shown some results of the monitoring and evaluation work that helped ACREDITAR to reach this values of SROI of its houses from 2014 to 2016. This method allows the organization to access updated data related to their stakeholders, so then they can make the necessary modifications in the management of ACREDITAR infrastructures that are needed to maintain the return on investment that is made there (ACREDITAR, 2015).

3. Volunteer Management

As previously mentioned, ACREDITAR as a private institution of social solidarity carries out a large part of its mission in actions supported by volunteers. It is in this way that there is a link between the organization of children, young people with cancer and their families, contributing to a better quality of life, applied at the hospital level, in the ACREDITAR´s accommodations, and at home support.

Being characterized by its dynamics and diversity, volunteers are a key resource for ACREDITAR to be able to respond to the multiple families needs. This volunteer activity can be carried out in

different ways, such as the presence in the pediatric hospital´s services, the support in the organization´s accommodations, the presence in the families households, in food support or in the disclosure and awareness of the activities of the organization itself (ACREDITAR, 2018).

Also included in the volunteer group are volunteers who have already experienced childhood illness or parents of childhood cancer survivors.

In addition to volunteer shifts, volunteers are monitored throughout their performance in the organization by initial and continuing training sessions, as well as, regular meetings with their volunteer coordinator. The organization makes an effort for a higher investment in the training and monitoring of volunteers, to ensure the best support and promote creativity in the responses that are made available for the families.

Some public or private entities provide as well, voluntary human or material resources to meet the needs of children and families (ACREDITAR, 2012, 2014, 2015).

For the volunteering theme, it was modeled a primary process, Volunteer Management, where features the beginning of the volunteering process, as well as the definition of the profile of the volunteer that is needed and the information disclosure for applications.

The role of volunteering responsible can be performed by the national volunteering coordinator, in the case, it is related with hospital volunteering or, or in another hand, by the house manager, if it is related with organization´s accommodations volunteering.

Since it is an area of bigger focus in this organization, as explained previously, and by the experience of the researcher as a volunteer in the same organization, it was necessary to divide this first process into four subprocesses: monitoring volunteers, volunteer's performance evaluation, continuous training management, and annual evaluation management. This division´s purpose was to clarify the information to be applied during the next work phases.

In Figure 5 it is shown the dynamics of the volunteering responsible since the need's assessment and planning, through the disclosure of information for volunteer´s applications, the recruitment, until the monitoring of the new candidates and future organization´s volunteers.

Following the needs assessment, a description of the function and of the profile of the volunteer is elaborated. At ACREDITAR's website, the general profile and the internal regulation of volunteering are always available, as well as, the volunteering application sheet. The site should always report on the status of resource campaigns in each core, whether open or closed.

During the process is carried out some interviews with the candidates. Subsequently, the interview responses are sent by email where, in a positive case, the volunteer is informed about the dates and the program of the initial training.
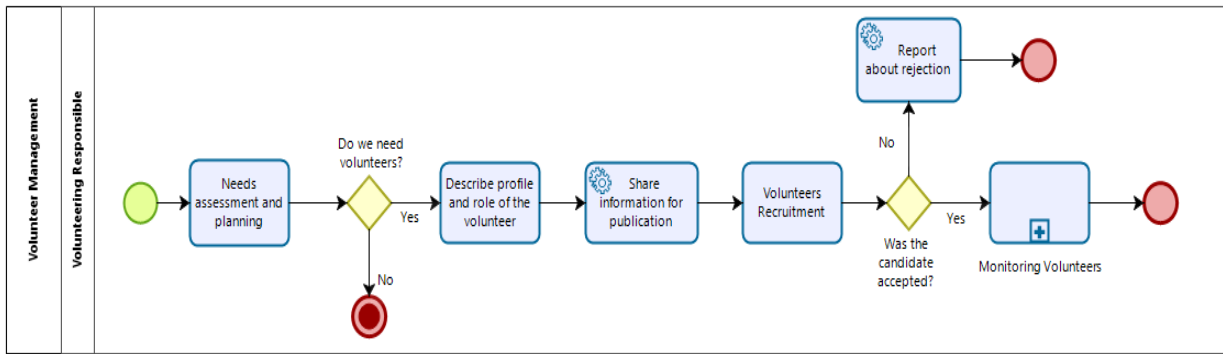
Figure 5 - Volunteer Management

In the initial formation, the candidates are welcomed, and they are approached by several topics related to the action that they will develop in the future, as well as some necessary procedures. At this stage, some documentation of the volunteers is also collected, for example, their criminal registry.

After this first stage, volunteers begin to do an internship and are integrated into a group of already active volunteers. This internship lasts two months and during this time and at this same period, there are two more training that relies on some different approaches, such as childhood cancer, nursing or ethics in volunteering.

In this subprocess, there is the condition that if an applicant was not present in the three training modules, then this person must terminate its application.

After this stage of training and internship, the volunteer´s responsible and the volunteer candidate will evaluate its performance and decide if there is the possibility of becoming a permanent volunteer. If so, the volunteering agreement is signed, as well as, the insertion of volunteer´s data into the organization's database.

Throughout its volunteer career, there will take place some continuous training and will also be monitored by meetings with its volunteer responsible. The volunteer has also the opportunity to participate in volunteer´s meetings and other activities such as the organization´s awareness-raising activities.
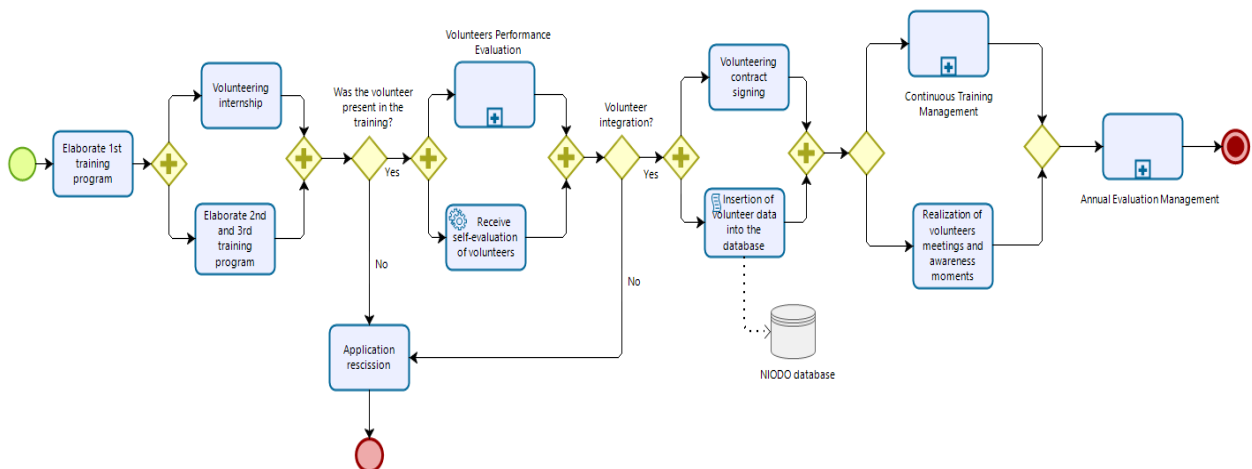
Figure 6 - Monitoring Volunteers

To get more information about the volunteer candidate performance during this previous stage, the volunteer´s responsible is informed by an active volunteer that is responsible for the applicant during its internship.
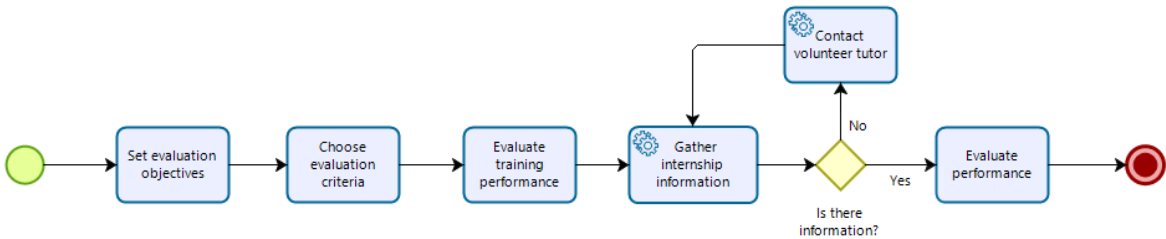
Figure 7 - Volunteers Performance Evaluation

For ongoing training, there is a follow-up of an annual plan, that is pre-prepared and can be readjusted with suggestions by volunteers if they feel the need. Throughout the year there may happen, other external training of interest to volunteers.
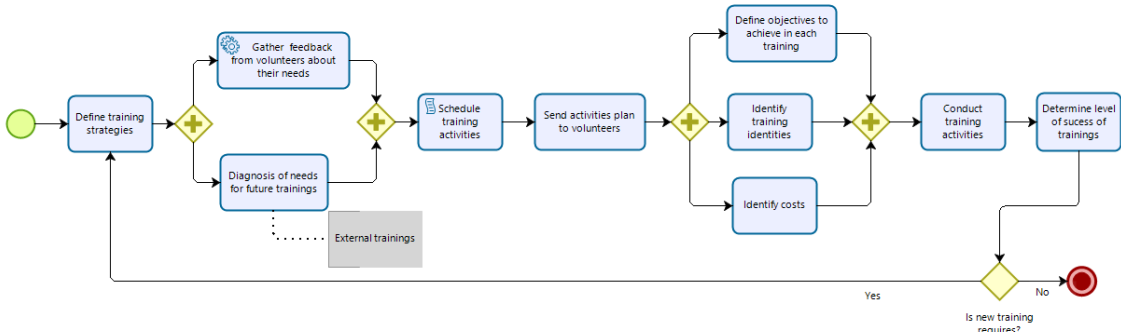
Figure 8 - Continuous Training Management

As an annual evaluation of volunteering, there are satisfaction surveys for all stakeholders who are in contact with volunteering activities, such as families, health professionals and the volunteers themselves.

If a volunteer wants to leave its volunteering activity in the organization, a letter of thanks is sent and is asked to fulfill an evaluation survey.
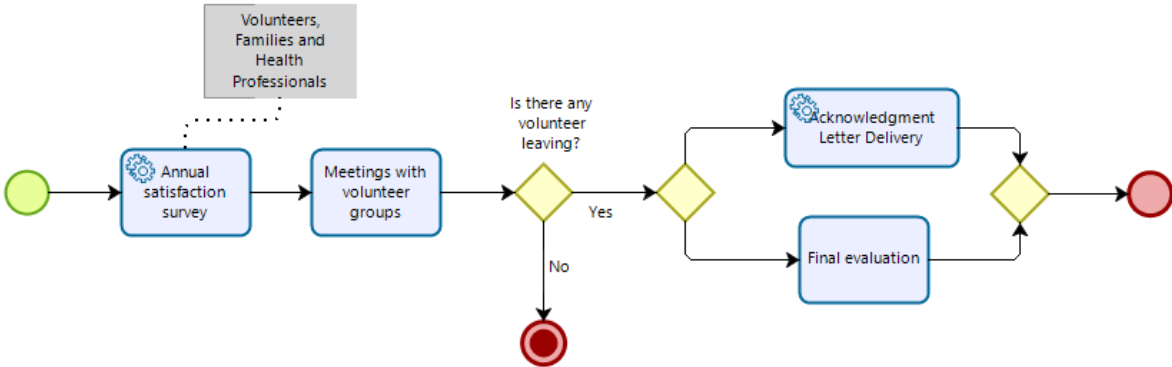
Figure 9 - Annual Evaluation Management

In 2017, 620 people joined ACREDITAR for a total of 46,986 hours of volunteering work, which results in (ACREDITAR, 2018)

4. Communication Management

At the communication level, it is essential for ACREDITAR to have a consistent and effective disclosure, spreading its mission and values, as well as its name and image, that are present in for example in awareness-raising campaigns, newsletters, in social networks or in social media content. In the same way, communication also plays the role of sharing and advising civil society about the issues related to childhood cancer and childhood cancer survivors.

ACREDITAR solidifies its activity, mainly through the support this organization receives from civil society. The organization builds a relationship of loyalty and trust with people and other organizations that are not indifferent to childhood cancer, and actively seeks to expand this community by the disclosure and clarification of the childhood cancer theme, through awareness campaigns. The better informed and set the families and children´s support network is, the better they will feel integrated and dignified, either on the time of illness or in the return to their normal life (ACREDITAR, 2015).

The organization is also focused to the development of the digital instruments, which are explored for example in the communication area, in the exposure of essential information about ACREDITAR, as in the organization´s website or in sharing videos on Youtube. Also, the presence in the social network Facebook has been a strategy of the organization, where since 2013 have already been created and made known some important initiatives (ACREDITAR, 2013).

Regarding the response to the mission of warning and stimulate civil society to issues related to childhood cancer, the organization makes available its publications. These books, offered by ACREDITAR to the families, delivers essential information in a reachable language, thus providing a very effective way to make known the main aspects of living the disease The organization also remains to provide communication with partners, patrons, families, volunteers and friends through the biannual edition of a Newsletter that gives a general idea of the main activities established and grants reflections on pediatric oncology in Portugal (ACREDITAR, 2013).

In Figure 10 it is shown how the communication is made by the communication department of the organization. Relying on the purpose and the type of communication of a certain communication situation, there may exist several tools that the organization uses in its communication activity with its stakeholder's community.
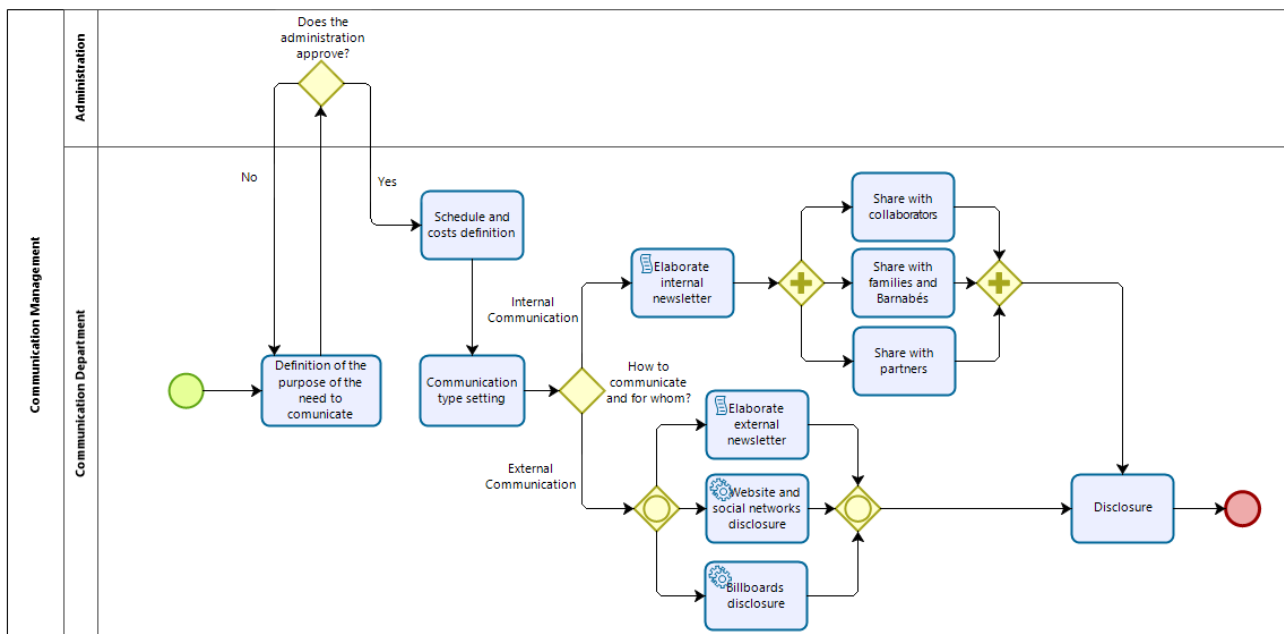
Figure 10 - Communication Management

5. Definition of the action plan and strategy, stakeholder analysis, fundraising coordination

For a better understanding of the fundraising topic, some questions were asked via email to the organization fundraising coordinator, as it is seen in Appendix ().

It was referred that the fundraising is an area that is been structured in ACREDITAR and that in the 2018 fundraising plan, it will be an effort by the organization´s collaborators in systematize and create action procedures and evaluate each action to make fundraising sustainable and efficient. Most of them are already done, but not in a nationally organized manner.

Likewise, it was mentioned that the fundraising plan incorporates actions as diverse as membership and patronage loyalty, individual income tax assignment awareness, or partnerships with companies or other institutions. The plan is made in accordance with the communication plan.

Also, for each goal of the fundraising plan, there are several actions to be taken with a timeline, target audience, cost, goal, accountability, and an indicator to measure results. Regarding the fundraising to be a success, it is essential to involve not only employees but also volunteers, Barnabés, families and all of the people who are connected to ACREDITAR in some way. It is also essential that the organization keep communicating to its patrons and stakeholders, about what it was done and giving feedback about where they have applied their donations, expressing some gratitude.
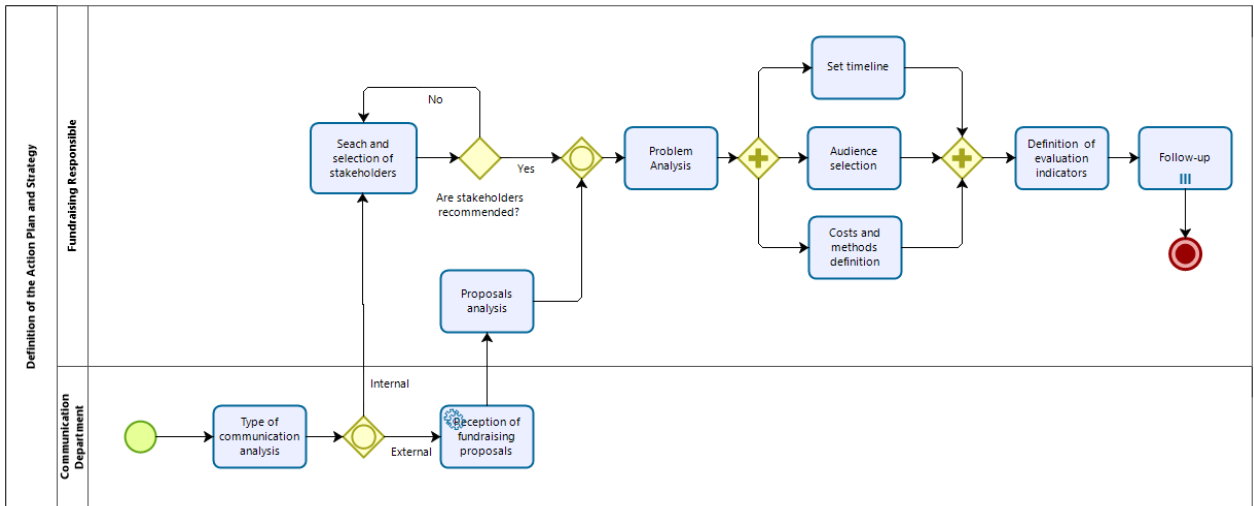
Figure 11 - Definition of the Action Plan and Strategy

In the search and analysis of stakeholders, it is essential to consider the mission, values and quality policy of the organization. Equally important is to build a trust relationship between the organization and the stakeholder so that both work towards the same goal.
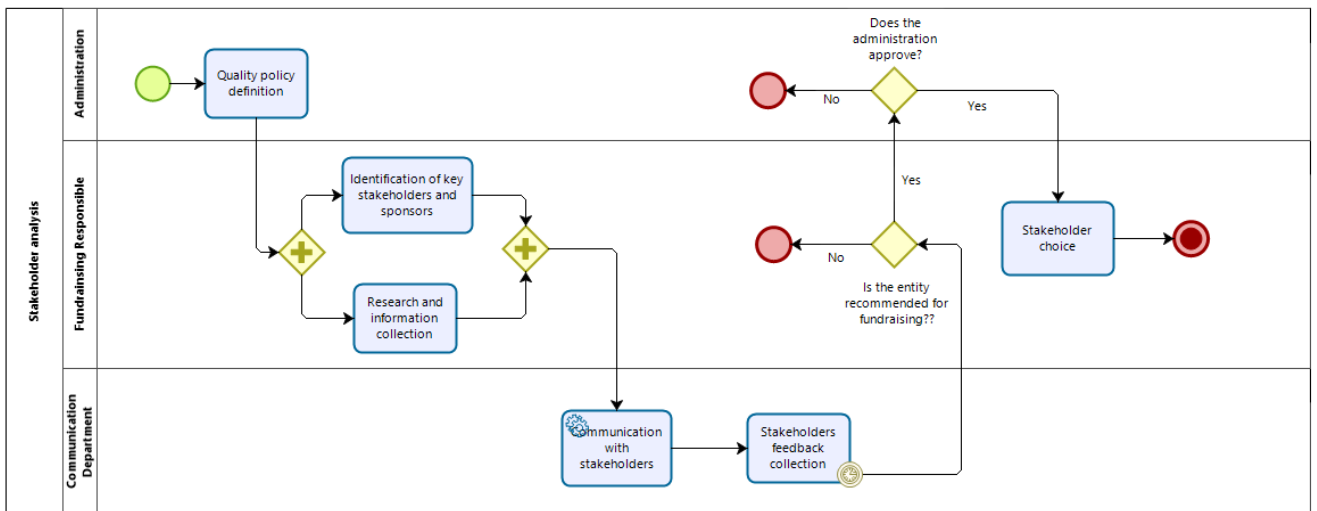
Figure 12 - Stakeholder analysis
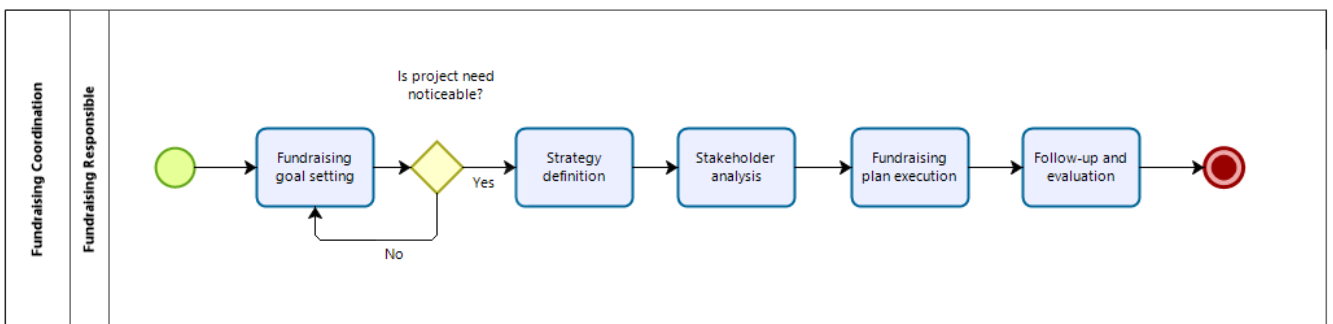
Figure 13 - Fundraising Coordination

In 2017, ACREDITAR had a total revenue of 1,364,279.52€, of which the fundraising effort was 1,208,978.71 €. This amount allowed to finance and maintain the ongoing projects as well as guarantee all expenses of the first year of activity of Oporto´s accommodation. Out of this amount, 64.67% came from donations from companies and individuals, 19.74% from the individual income tax awareness campaign and 15.59% from social security supports. Compared with 2016, it was noticed that the support from companies had increased, which showed the growing confidence and support from the corporations that mainly mobilized for the Oporto´s accommodation project (ACREDITAR, 2018).

The individual income tax awareness campaign, which accounted for 19.74% of the amounts raised, was once again one of the most important revenue slices which is the result of the emphasis of civil society support to the organization. To this revenue is added the number of contributions from individuals, which in addition to the donations, also show their involvement in the organization´s activities and initiatives (ACREDITAR, 2018).

6. Recruitment Management

Although it is related to the topic of volunteer coordination, this process was modeled apart from the volunteer coordination´s process because the contact with the communication department was considered, when it is intended to announce applications for volunteering.
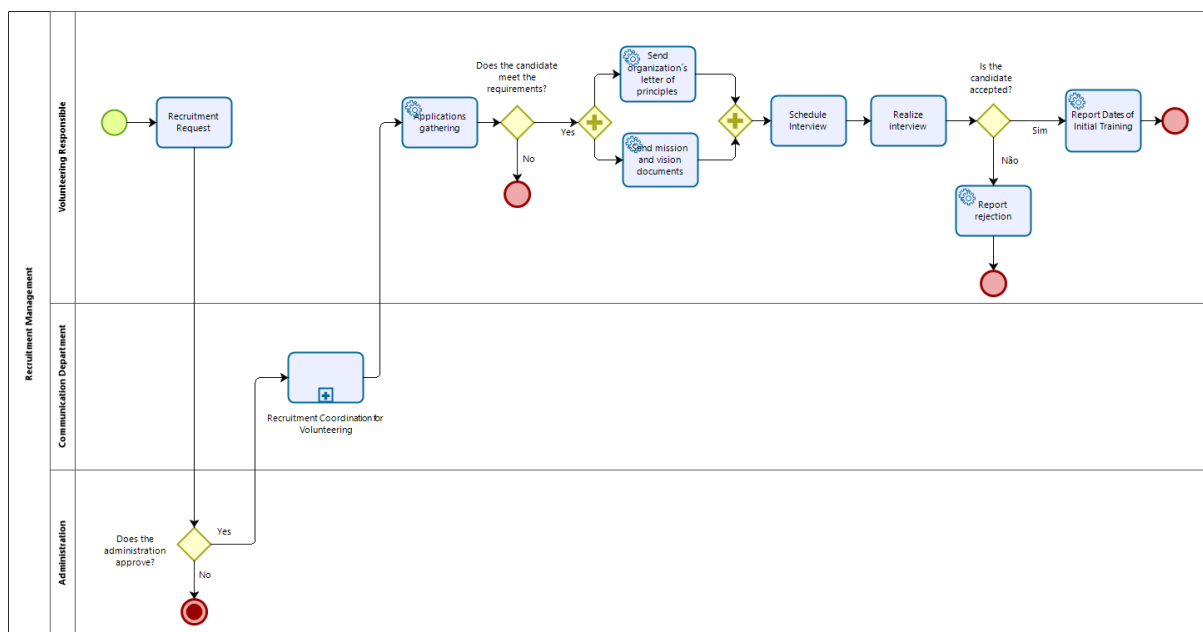
Figure 14 - Recruitment Management

Although it is related to the topic of volunteer coordination, this process was modeled apart from the volunteer coordination´s process because the contact with the communication department was considered, when it is intended to announce the applications for volunteering.

Figure 15 represents the communication department activity in the recruitment phase. As previously mentioned, the general profile of the volunteer and the internal rules of volunteering are always published on the website, and in the case of the recruitment phase is open, some more information about the volunteering application is release.
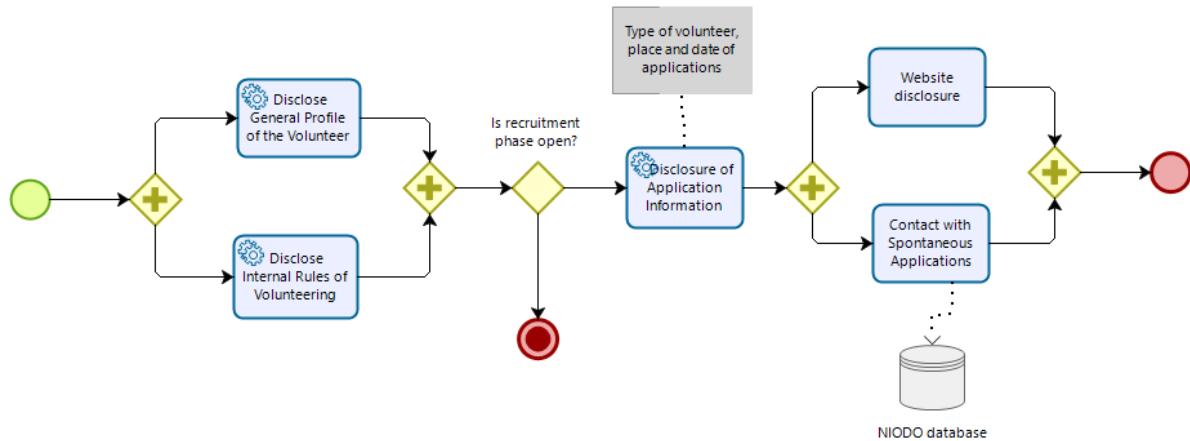
Figure 15 - Recruitment Coordination for Volunteers

4.1.2. Evaluation of AS-IS

As mentioned before in the 3.2.2 chapter, some semi-structured interviews, Appendix H (Interview 1) to Appendix H (Interview 14), were made to fourteen ACREDITAR collaborator´s, in three different organization´s cores (Lisbon, Coimbra, and Oporto).

Before the interviews, a document was sent with the presentation of the academic research work, in order to contextualize the interviewees. The interviews followed a guide (Appendix J) and were recorded at their workplace, with the consent of the interviewee's (Appendix I).

In the section below, it is presented the comments of the interviewees regarding the previously modeled processes. In Appendix L, it is exposed all the comments made during the interviews, that served in this phase, as an element of first validation of the field work.

In addition to the comment of processes, there were also some comments on the Mlearn model, also exposed in the previous interviews.

Mlearn

Regarding Mlearn model, the interviewees have observed that there is the difficulty in categorizing actions that are done continuously. Some people have mentioned that there should be a category related to the house manager, due to the different activities that this person performs, besides the management and maintenance of the organization´s accommodations. The house manager is thus linked to the logistical support.

Also referred by the interviewees was the fact that the organization is no longer all carried out through voluntary actions, there must be a category that is based on strategic planning and management and that involves the general director who manages a professional body. This should be one of the support of the organization.

Also, to highlight the importance of communication in the organization, through this essential tool, ACREDITAR gives voice to parents, children and young people and carries a relationship of trust with the community. Due to the fact it is a trusting association, it can take a change on other areas such as social advocacy, providing its opinion, for example regarding the rights of families or the conditions that families need.

Equally important to note in the interviewees' comments was the growth of the organization through their houses. The organization´s accommodations must be in the center, as they present themselves as a social response. Another of the things that should be at the center of the previous Mlearn model, is the relationship with the hospital centers since the presence in the different areas of the hospitals allows a better organization´s support to the different needs of the families.

Other things mentioned in the interviews were the circumstance that social support includes all the main organization´s support but the emotional support; logistics support should be named as houses or accommodation; recruitment is one of the dimensions of volunteer management; that there is a relationship between fundraising and stakeholders' analysis that will reflect on financial planning and management and that the human resources management it is related with who defines the plan, like the general director, or who allocates the financial resources.

Finally, it was also referred that quality management does not follow quality processes restrict rules but there is an internal control, namely a methodology for evaluating the impact of the organization's houses – Social Return on Investment (SROI). Although, there is an attempt to standardize the organization's procedures at a national level.

Based on this feedback from respondents about the Mlearn model, a new version was made, as it can be seen in the following figure:
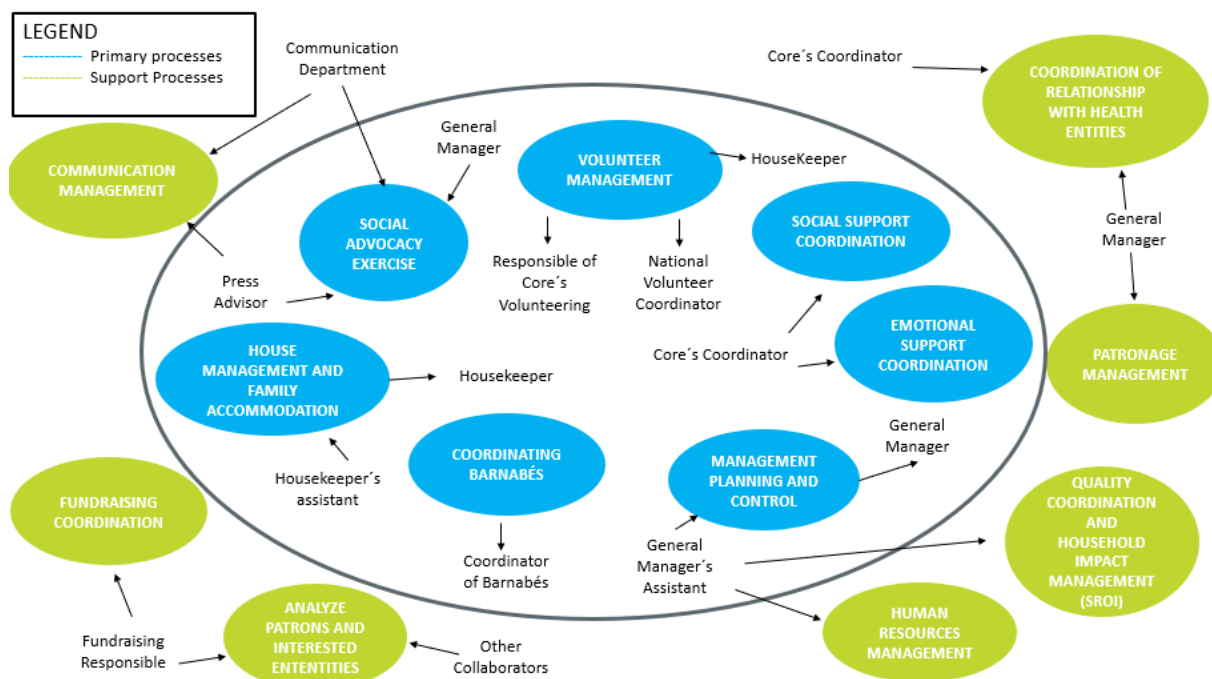
Figure 16 - New version of Mlearn model
Source: Made by the author

At this stage, these modeled processes represent an improvement of the first Mlearn model that was previously made.

Social support coordination

In relation to social support coordination, ACREDITAR´s collaborators said that the support is already defined by the social worker, who is the best person to measure the needs of a family and develop a social diagnosis. An application for support is always made through a social report from the social service professional of the hospital. The relationship with the social worker is very

important, even when the organization is able to follow up on family support, there is feedback for the social worker, who continues to monitor the family.

It was also mentioned that in the case of food support, this can be delivered directly with the family. On the other hand, in a financial level of support, it is sent to the social worker who then hands over to the family.

Interviewees referred that the general director assistant has an important job in the assignment of financial support, at the national and regional level, as well as the core coordinator that is responsible for the social support.

Likewise, some respondents have said that usually there is another type of support, by monitoring and being available to a family wherever they need, for example, to go to the pharmacy or to the grocery store. It is an emotional type of support.

Logistics support coordination

In the logistical support, one of the main comments was that it is the house manager who is involved in the accommodation support and not the core coordinator. Similarly, it was also mentioned that families only go into organization´s accommodations, when there are vacancies and when there has already been made a first contact with the social worker. Between registration and accommodation, the social worker must disclose to ACREDITAR, all the information about the families´ characteristics and their needs.

Most of the ACREDITAR´s collaborators referred that the end of the accommodation contract is defined by the medical discharge of the patient and may differ the length of stay. At the end of six months, the contract can be renewed through the contact with the social worker, who is in charge of communicating to the organization about the need for family accommodation, up to medical discharge.

Also, if there is no vacancy, the family will be on the waiting list, with a request from the social worker and with a response date. This ensures that the social worker can find a solution to the need felt by the family. There are organization´s cores in which there are no other accommodation options near the hospital centers as it happens with the hospital center of Lisbon that has a home, although it cannot be compared with the quality of ACREDITAR´s accommodations.

At the end of their stay, the families complete a questionnaire to carry out an evaluation of the stay and the intervention by the organization. This feedback from households in relation to homes is also carried out during their stay through informal conversations with families.

Some respondents have referred that it is essential for the organization to have a quick response to the families 'needs because no family should wait for a response to a particular type of support, including accommodation.

Also mentioned by the interviewees was that, in the same way, that the organization relies on the effort of the social worker, in the identification and evaluation of the families' needs, the social worker knows that she can rely on ACREDITAR to meet the needs of the families, particularly in the logistical support.

In addition, it was also stated that there is a daily update of the vacancies of rooms in each core´s houses and that this process should be called accommodation instead of logistics support coordination.

In the case of a family staying in the house for several months, as in the case of the Portuguese Speaking African Countries (PALOP) families, besides the usual administrative procedures, a psychosocial intervention can be evidenced. Families are always followed during the time they are in these houses.

Before the entry of the families into the homes, the ACREDITAR said that they have in particular attention a previous organization of the accommodation, so that the stay of the families is suitable for example to their household, to the mobility of the child or young person or to the conditions of the room, where they are going to stay.

Finally, some interviewees agreed on the fact that this process is not only about the update of the number of rooms available in the organization´s houses, but also involves the admission of the family, the presentation of the internal regulations, the rights and duties of the families and the rules of the house, as well as the signing of a contract, among others.

Volunteer management

In the volunteering management process, the interviewees emphasize the idea that there is a restrict process of volunteer candidate's selection, starting with the volunteer profile description and role of the volunteer in the website application. If the person identifies himself with the profile previously mentioned, he or she fills out an enrollment form and then the profile of the candidate will be analyzed.

Some applicants also mentioned that in Lisbon´s core, for the accommodations' volunteering training, there is an eight weeks internship with the housekeeper and also candidates must attend the general volunteering training with the volunteer national responsible. When there is the need to have a volunteer 'group immediately, it is the house manager herself who does a more specific and short training.

In Coimbra´s core, there is the curiosity that the hospital volunteering works in a different way than the other cores. There was referred that is the hospital center itself that manages to volunteer, pass on to the coordinator of that core the job of selection and volunteers' interviews, as well as the disclosure. In another hand, the accommodation´s volunteering and the survivors volunteering are still managed by the organization itself.

It was equally stated by organization´s collaborators from center´s core (Coimbra), that the insertion of volunteers 'data is done after conducting the interview and the starting of the training, as well as the delivery of some documents referring to the mission and values of the organization.

Following the interview phase, those selected take the first training module and then carry out a three-month internship, monitored by an effective volunteer. During this last period, they also carry out other training modules and, at the same time, the volunteer's coordinator, makes a balance about the interns´ performance with the volunteer who has monitored them. At the end of the training, some documents about the volunteer are recorded in the database, such as the initial registration form, the criminal record, the contract, the volunteer declaration or the photograph.

By the time of the interview made by the researcher to the collaborators of the organization´s center core, it was reported that only one volunteer left the volunteering activity in that core, so there was only one questionnaire for the final assessment of volunteering. Regarding this questionnaire, an uncertainty has been shown in what to do with it, since there is still no procedure in the organization for this situation. In addition, annual meetings with volunteers are held, in order to receive some feedback about the volunteer's necessities.

Concerning some comments from organization collaborators of the north´s core, it was mentioned that there is a reception for volunteers, when candidates are accepted, which consists of an initial training before starting the practice. In addition, the volunteer contract is also signed, the volunteer's criminal record is delivered, and other data is inserted in the organization's database.

Although some questions about the volunteer's reception are already addressed in the interview phase, there is a emphasize of the concepts and rules, since the volunteers will be working with people in vulnerable situations and there is a special care in being with them.

Monitoring volunteers (subprocess)

In this subprocess, the procedure of receiving the volunteer once it was accepted, referred by collaborators of the organization´s north core during the interviews, was once more mentioned, which can be considered as a first training module. If the volunteer cannot attend this training or is absent, he or she will not be able to continue in the process, but there is the possibility to reapply at another recruitment stage.

Similarly, in the case of the north core of ACREDITAR, after that moment of reception, the volunteer begins a six-month integration stage. After the internship, the volunteer responsible assesses the attendance, availability, and motivation of the trainee volunteer. The objective is to understand the emotional point of view of the trainee, what the impact of the experience was on the person's life and if the experience was able to progress without having some conflict on a personal level.

In the case of the organization´s north core, it was commented that instead of performing training modules as happens in other organizations cores, after the internship there is a general training on content related to the disease itself, communication strategies, a specific training about themes more focused on the practical action that the volunteers will perform in their future activity.

In general, it was also stated by the interviewees that spontaneous applications for volunteering are not kept because there may be other volunteering opportunities in other places for those who are applying, and thus it is created a way for not having a waiting list of candidates. It is always recommended that the people who want to apply must be focused on the existing volunteering applications disclosure on the website of the organization.

Volunteers Performance Evaluation (subprocess)

In this subprocess, what was most referred by the interviewees was the fact that the criteria for evaluating the volunteers' performance is not defined. The indicator that most interests them, namely volunteers responsible, is the point of view of volunteers 'expectations, their motivation, although it is also interesting to know if the volunteer's behavior was the correct one, or whether it was compliant or not.

The modeled process conveys the correct general idea, but in reality, it is not so structured.

As for the figure of the tutor, it was mentioned that this serves to integrate, receive and welcome the new volunteers during the internship and not to be a figure of permanent monitoring. Throughout the year, meetings are held by volunteering responsible with volunteer groups, to better monitor their needs throughout their activities.

Continuous training management (subprocess)

In this subprocess, it was highlighted the fact that the areas of communication and emotional management are very important to work with volunteers in continuous training.

There is an initial training plan, which can be changed according to some training sessions that can be carried out in parallel. Other external sessions may take place during the year, such as other organizations workshop and training, or in the result of meetings with volunteers, some new training needs may arise.

One concern demonstrated during the interviews was the fact that there are no cost-related training courses, which is sometimes reflected in the difficulty of training being appropriate to the volunteer's needs.

Annual evaluation management (subprocess)

One of the topics criticized in this subprocess was that the annual satisfaction of the volunteers had nothing to do with whether or not they stayed in the organization. It has been suggested the design of another activity in the process, called personal assessment or life circumstances, that lead to the departure of volunteering activity. If the volunteer does not leave, then the process should be continued.

There was also a reference to the fact that volunteers were not asked to give their satisfaction when they ceased their activities in order to understand the reasons for leaving.

Also due to the large number of volunteers, namely in Lisbon and Porto, those responsible for volunteering are willing to embrace periodic meetings with volunteers 'groups, to obtain feedback on their needs and opinions. There are also moments of meeting between volunteers of the organization of the whole country.

Communication Management

In the process of communication management, one of the topics that were noted was the communication techniques that the organization uses.

It was referred by the interviews that there is no requirement to choose only one instrument of communication, it is managed according to the needs that exist. The website information is always up to date, as well as on social networks since they are two essential tools for a quick and simple sharing with the patrons and the community, about what was done in the organization.

Also, the internal newsletter (shared internally between employees and monthly) or external (published with patrons, the community, volunteers, families and collaborators, every six months) are equally tools that improve the communication of the organization. In case the communication's purpose goes through a big action, such as at a national level, then it can be thought of using another communication method such as Mupis or Billboards.

There was also the comment that the media should also be added as a means of communication, as they are essential for the dissemination of a recent objective of ACREDITAR, which is the sharing and dissemination of opinion on political and social issues in the area of pediatric oncology. In the same way, there was a suggestion to change administration by the general director, as there are rare cases that need to be approved by the administration.

When actions are in favor of ACREDITAR, some of them come from the organization's cores. Therefore, in addition to the communication department that makes the sharing and dissemination of an activity in benefit of the organization, there are also the coordinators and collaborators of the respective core where the action will take place, which transmit the information to the communication department.

The communication department in addition of sharing, has the function of authenticating and validating the organization´s name and image, for example in the poster of a race in favor of ACREDITAR and also validate if the action goes against the organization´s values.

When defining the needs and objectives to be communicated, two types can be determined. Internally, when they are defined in the annual communication plan by the general director and organization collaborators. On the other hand, it can be external when proposals from other institutions or from the community, which are communicated to the different professionals of the several organization´s cores.

Decisions taken by the communication department are approved by the general director. There is an annual communication plan where the general director in agreement with the various departments defines the objectives and actions that are taken to the general meeting and which, once approved, is implemented. The plan specifies the actions and their schedules.

Definition of the action plan and strategy

One of the things that were mentioned during the interviews was that first there is the reception of external proposals and the identification of internal needs. Following the reception of external proposals, there is the analysis of proposals and the analysis of the type of communication at the end. Just as after the identification of internal needs there is also the analysis of the type of communication and then the search for means, which may be patronage or commercial. There was also the comment that in this modeled process, it gives the idea that it is all patronage, but it is not. In the search for stakeholders, there may be commercial relations, for example, the holding of flyers for companies.

Regarding internal needs, these are already approved, and it is necessary to think about what needs to be communicated, in order to reach the patrons. In the external proposals, it is necessary to analyze its objective and if there is no counterpart or nothing that goes against ACREDITAR´s values. Then the process advances and the type of communication to use is analyzed together with who does the proposal.

It has also been pointed out that there is no definition of campaign evaluation or fundraising indicators, even though in theory it makes sense. In the example of the individual income consignment campaign, it is not possible to evaluate who chose ACREDITAR, how it was impacted or where it had access to information. For example, one of the communication instruments used were billboards on buses stations. The follow-up should be done during the action.

The characterization of indicators is something that is still trying to be implemented in the organization. Defining instruments to be able to measure impact is one of the great objectives of the organization, to be able to measure everything that has been raised in monetary and material terms as well.

Also mentioned that it makes sense in this process to assign the general director figure.

There was some comment about having a few communication tasks in this process. It is only introduced when the annual communication plan defines the strategy of getting ACREDITAR known throughout the year so that when some awareness or campaign happens, people already have knowledge about this organization. Make it known in a sustainable and trustworthy way.

There is also a fundraising plan where the objectives are defined for each action, then for one of them there is a definition of strategy, stakeholder analysis, implementation of the fundraising plan and eventually, it may be redefined. Later we have the follow-up and the evaluation.

Overall, this process was not very perceptible for some interviewees because it does not start in the communication department and it was drawn with the view based on the patrons, which is not correct. This is then one of the processes that has been redesigned based on the feedback collected, and which is present in the next chapter.

Stakeholders analysis

For the interviewees, the execution of the plan in this process is lacking. It is not enough to identify people to communicate, there has to be some action.

Whoever is identifying and collecting information is doing this rather than communicating. In the same way also in the reception of answers. The process has a few responsibilities of communication, all ACREDITAR collaborators have fundraising responsibilities.

There should be present the figure of the general director in the process, which monitors activities at a more strategic level. Although the administration determines quality policies. Unless it is something more complex, that goes beyond the boundaries of values and mission of ACREDITAR, everything else does not need to be approved by the general director. The other collaborators have the competence to develop the activity, especially in the context of the patronage.

The main objectives, whether information campaigns or fundraising campaigns, of all the work, since the communication plan is defined is communication with patrons, is better known than the organization is known today and ensure that information reaches the general public.

Due to the number of times that organization has to be in contact with patrons, it is planned to standardize the type of communication, so as to be friendlier and simpler.

It was mentioned during the interviews that this process should not end here, as there is still the task of giving feedback to the patrons. The process ends only when the person is informed of what has been done.

A suggestion was made to change the definition of quality policy to the definition of the plan or annual fundraising objectives. In the same way, at the beginning of the process must be some guidelines that go according to the vision and mission of ACREDITAR by which the organization is guided in the contact with external organizations.

Other interviewees have suggested that the process might be named as partnerships because it is related to communication and fundraising, which are areas that go hand in hand. In the reality of the organization, everything is very interconnected, the analysis of patrons and the fundraising. It is still something that is being structured.

The organization seeks not to ask, but to wait for patrons to come to it. For example, some companies or institutions that through the media, want to connect to the causes that ACREDITAR is involved.

Fundraising coordination

If the need is internal, the goal is already perceptible. In case a company wants to carry out a social responsibility action with ACREDITAR, the strategy starts from them. Then it is defined a protocol that it is up to each part to execute.

Some interviewees referred that it should be added to this process an audience detail, a timeline task and that the general director always does a distance monitoring of the actions.

The fundraising plan defines the actions to be carried out abroad and that meets the work of the communication department. Sometimes it is necessary to reformulate the plan.

The follow-up that the organization does, helps to realize how the action worked, and whether it was worth the investment. The evaluation records that ACREDITAR has of this, in the case of the individual person income consignment campaign, is the money that falls on the organization´s account during that period. In the end, ACREDITAR thank all those who have been involved, through social networks for example.

Interviewees have said that this process follows the same principle up to the strategic plan. From here organization determines some things depending on the type of strategy we are using.

In general, all people have the purpose of fundraising, it is the sustainability of the organization. Then there are specific things like the expansion of the Lisbon´s house, the maintenance of organization´s accommodations, that whatever is imputed to patrons, are costs that the organization will not have. Then ACREDITAR must establish a good method of relationship with these people and keep in contact with them to continue to be involved with the organization in a near future.

Recruitment management

This process does not pass through the approval of the director general, and those responsible for volunteering in the respective core have autonomy for the several activities of the process.

Each core defines the need to do or not a recruitment phase, which is reported to the communication department for the applications dissemination on the website and social networks, both for hospital volunteering, accommodations volunteering or for other volunteering projects.

There is the reception of applications when the recruitment period is open on the website and it is referred to those who send spontaneous applications that they should be attentive to the website. Sometimes it is also shared in social networks as an addition. There are few spontaneous applications that are saved, there may be something interesting in the curriculum.

Most of the interviewees have said that the resulting subprocess should be named as dissemination rather than coordination of volunteer recruitment. After that, who does the interview and the recruitment phase is the person who has asked for volunteers and not the communication department.

The documents of general volunteer profile and regulation are always on the website, regardless of whether there is a recruitment phase or not. In another way, some collaborators have said that spontaneous applications happen apart from this process.

The main documentation of the candidate to volunteer is requested after the training, as often is also given more information about the organization. There is a rule where the candidates have to be present in the training sessions and if they do not, it is impossible to continue in the process, so it is not worth the deliver or request of documents before that.

Recruitment coordination for volunteers

The interviewees said that the disclosure of the applications is mainly made on the website and on social networks like Facebook.

The spontaneous applications are not saved because this would create a large waiting list and would be a wrong expectation management for those who had applied. The organization procedure

is not to leave people on a waiting list, so these people know that they have to be aware of the volunteering application period. ACREDITAR collaborators received spontaneous candidatures during the year, but they always aware by saying to be attentive to a future period of applications.

4.1.3. Ought to be

In this Ought to be model, it was obtained a vision of the organization, which seeks to ensure the alignment of the passage from AS-IS to To-Be. It was then performed the redesign of the process definition of the action plan and strategy that was one of the processes with the most disagreement between the interviewee's (Appendix K). Some respondents mentioned that this process had some similarity with the stakeholder analysis and fundraising coordination. The comment of the general director was the most completed and it was taken into consideration in the redesign of the process.

First of all, the general director speaks with all of ACREDITAR collaborators, involving all professionals to define the needs of patronage each year. Thus, comes a strategic plan proposal and within this plan, there is a fundraising proposal. After the definition of the proposal, it is presented to the ACREDITAR´s administration which validates. Then the process continues to the person responsible for raising funds, and then this person executes the plan.

In the execution, the fundraising responsible divides responsibilities with other collaborators, especially, with the communication department that defines the communication necessary to collect and monitor.

Besides this, there are some AD-HOC proposals from external sources, that are not defined by ACREDITAR, are things that appear. It may appear to the general director, coordinators or communication department eventually. All of the collaborators have permission to give follow up on these external proposals, for example, a running race which the funds are in favor of ACREDITAR. The general director enters only if the proposal goes outside the defined parameters.
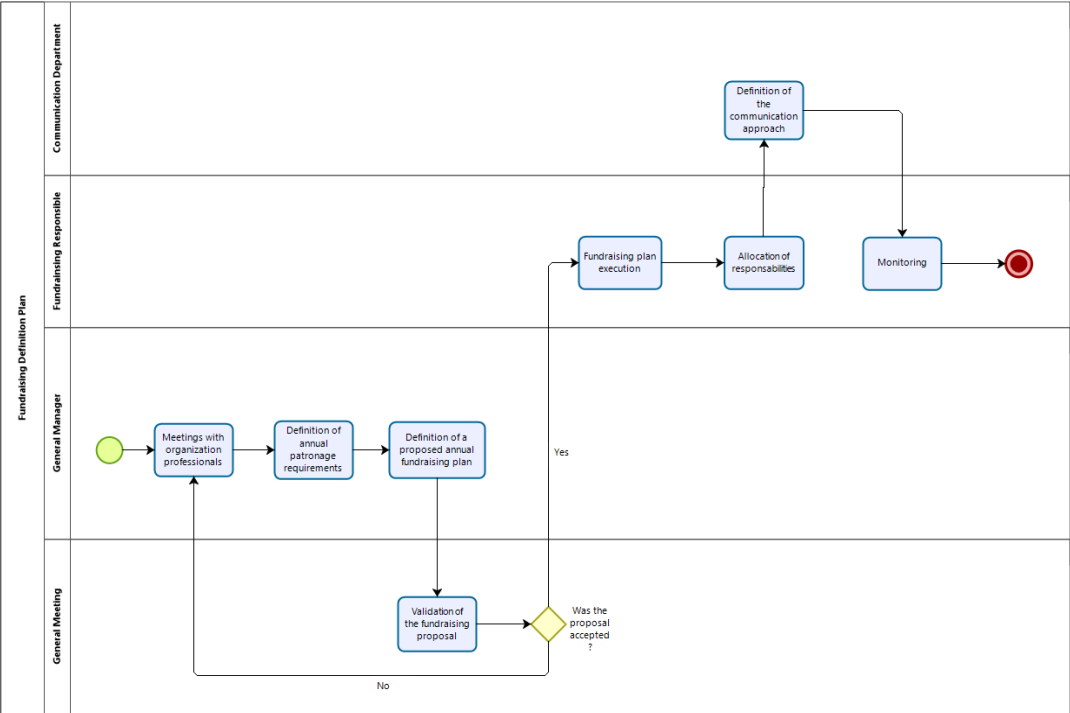
Figure 17 - Fundraising Definition Plan

Also, from the result of the interviews, there was a segment that had not much emphasize that was Barnabés – children and young people that had or are having an oncological disease. Design of the Barnabés enrollment process and Barnabés coordination process.

There was a suggestion from the Barnabés Coordinator Interview, for a process modeling to be done, showing the activities of Barnabés from the moment they know ACREDITAR.

It was referred that Barnabés are the reason why ACREDIATR exists and also that Barnabés have an important highlight in ACREDITAR. It was also mentioned that none of the previous diagrams transmitted the role of the Barnabés, Volunteering process.
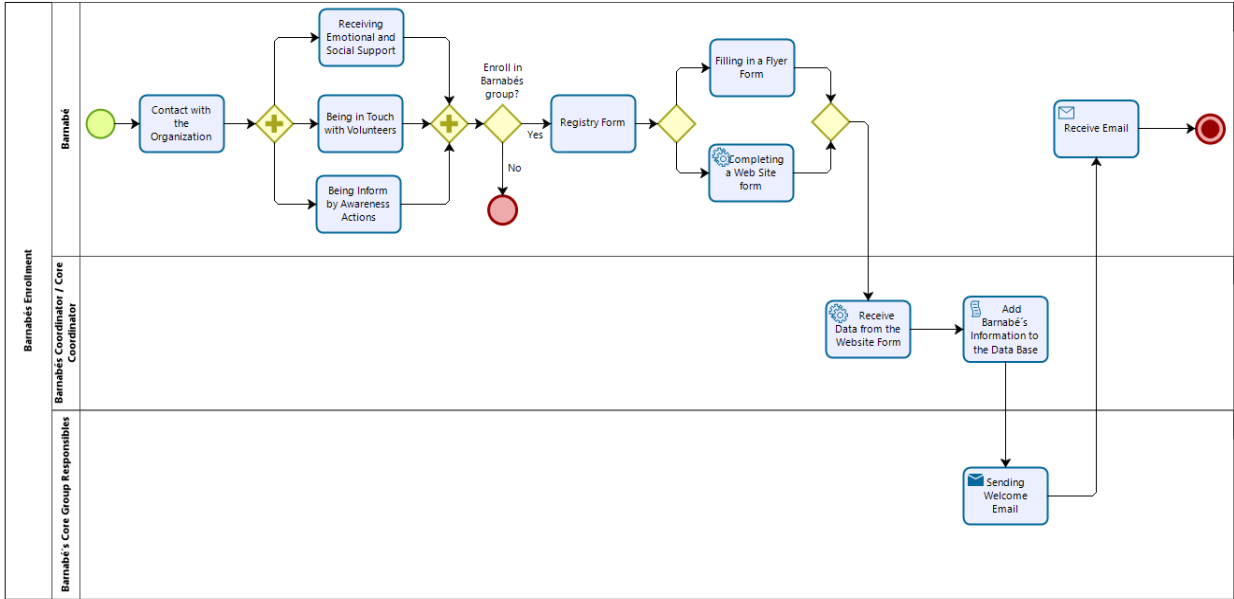
Figure 18 - Barnabés Enrollment
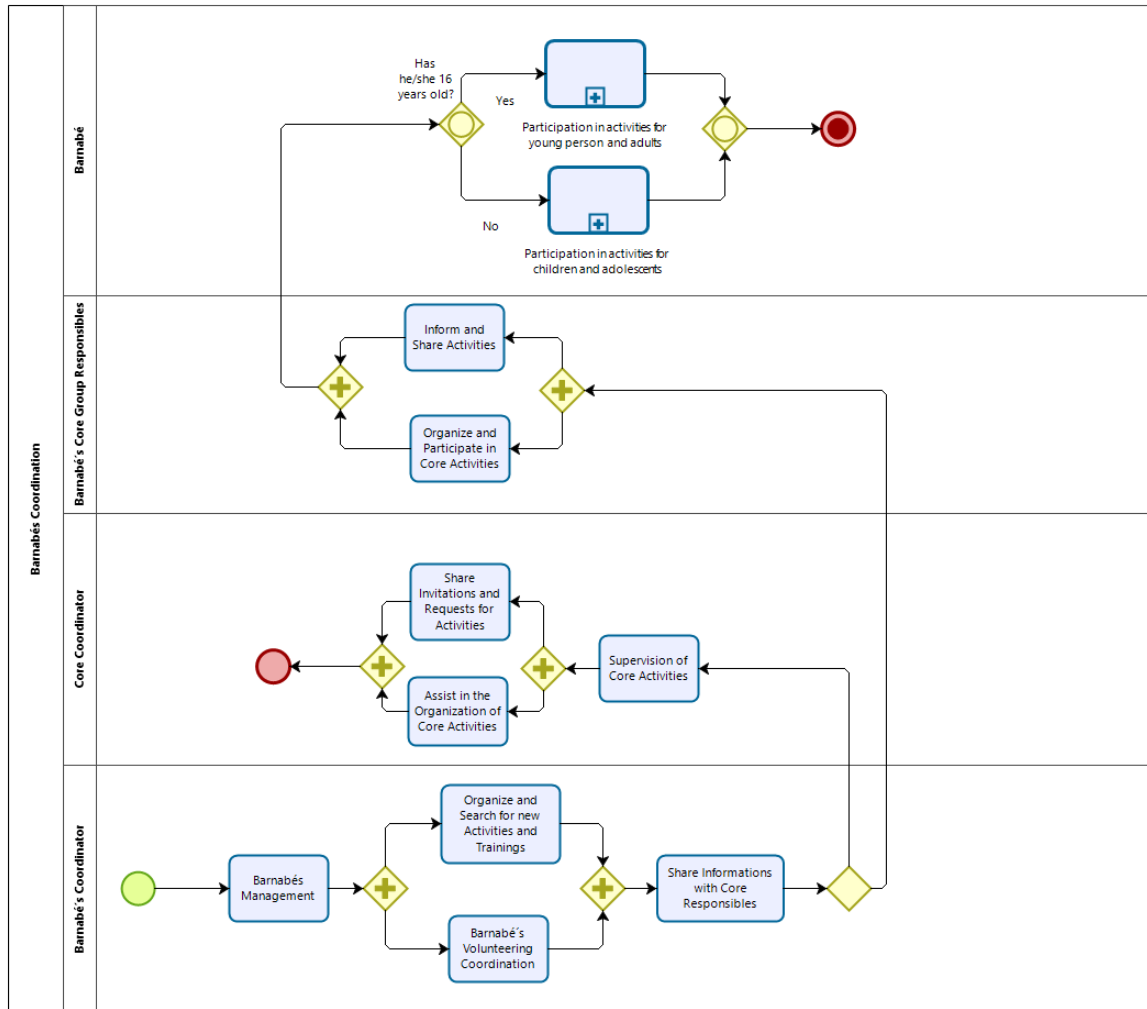
Figure 19 - Barnabés Coordination
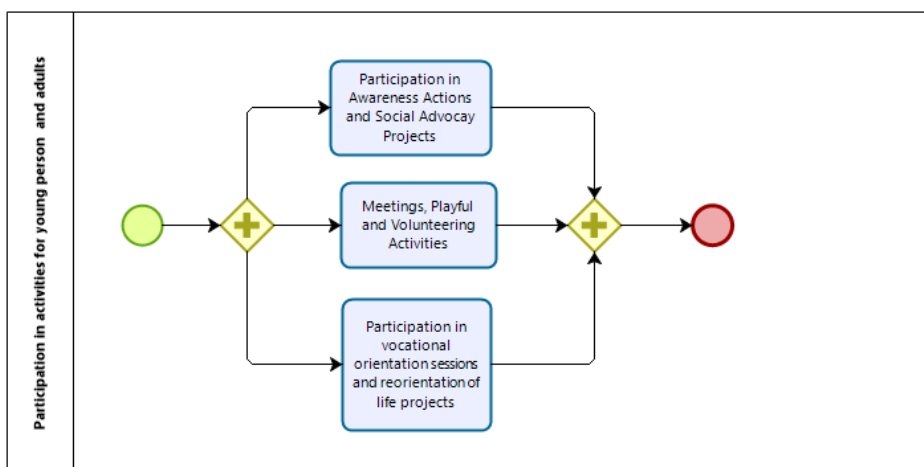
Figure 20 - Participation in activities for young person and adults
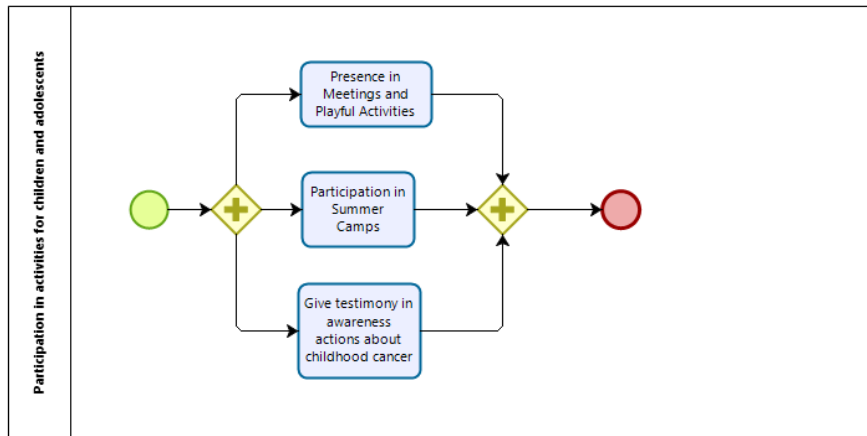
Figure 21 - Participation in activities for children and adolescents

4.1.4. Propositions formulation

After the content analysis of the interviews carried out in the previous stage, some propositions were defined, which were divided into ten themes: (1) Organization´s vision, mission, and values; (2) ACREDITAR´s Houses; (3) Families and Barnabés; (4) Volunteering; (5) The professionalization of the organization's employees; (6) The relationship between the organization and health entities; (7) Fundraising activity; (8) Communication strategies; (9) Time and (10) Cost.

In this section, it will be presented some reasons for a better understanding of the definition of the several themes presented previously, as well as the respective propositions, similarly present in Appendix M.

Theme 1: Organization´s vision, mission, and values

Throughout the interviews, it was mentioned that the activities that the organization performs are in accordance with its mission, vision, and values. However, they also pointed out that there would always be something to do because of the organization's qualitative and quantitative growth and recognition, as well as the fact that every day they deal with different types of requests for support from the families.

In addition, one of the most mentioned topics was the reference to being an organization that people trust, and that may be more proactive in the near future, being able to get involved at a political level, taking positions and giving their opinion on several themes such as the rights of caregivers of children with cancer, so that they can present themselves and be the voice of these people with whom they work in their daily lives.

There should then be defined as a public strategy of responding to an external situation that arises over time and involving the environment or stakeholders in the activities developed by ACREDITAR. An example given during the interview was the lack of conditions for treatment of the pediatric ward of the Hospital de São João in Oporto, where the organization took a public position through several means of communication.

Another mentioned detail was the fact that one of the most important references of the organization is its infrastructures since they are an element that is visible not only for the families as for the patrons and the community. Interviewees referred that the current situation of ACREDITAR is far ahead in terms of institutional practices compared to other institutions that have

a greater number of collaborators. It was also noted that the organization´s activity cannot be settled because it is always important to seek a better understanding of families 'needs.

Theme 2: ACREDITAR´s houses

The organization´s houses are one of the pillars of the organization and are visible not only to the families who use them but also to the patrons and the community. These infrastructures are available to families for free and make all the difference in relation to other institutions of the same working area as ACREDITAR. They are the example of where much of the fundraising effort is applied which is carried out throughout the year by the organization.

It was commented that over the years, one of the organization's top priorities has gone from just informing and sensitizing the community about childhood cancer disease, to the growth of the organization through their infrastructures.

These houses guarantee essential part of what are the needs of families, living far from hospital centers area, fulfilling several objectives such as emotional level, guaranteeing them, security and allowing families to focus on what is essential for their well-being as well as their children and young people who are in a weaker situation. These accommodations thus present a good response to the needs of families, functioning as a social response in itself.

It is also important to mention the circumstance that some interviewees have given less importance to the definition of quality policies, but, on the other hand, there has been a reinforcement of the importance of the methodology of ACREDITAR´s accommodations evaluation, the Social Return on Investment (SROI), that is applied at an internal level. This methodology allows this organization to show the impact that its infrastructures have, for those who use them and for who develops their activity in them.

There is a need to standardize the procedures at the national level in the different organization´s cores for a better quality in the attribution of the different types of support and development of the different activities provided by the ACREDITAR.

It is also mentioned that the activities and the types of action by the various employees, volunteers and families depend on the local characteristics in which each core is present since people are different as well as the relationship with the hospital centers and other patrons.

Theme 3: Families and Barnabés

During the interviews, there was mention that families and Barnabés - children and young people that had or are having a childhood oncology disease - are the organization's main stakeholders.

Further reference that Barnabés are the essential reason for the existence of the organization. They stand out because they are involved in different organization areas, from the moment they live the cancer disease and are receiving the different types of support from ACREDITAR, until post-disease, through their demonstration of commitment in the volunteering activity and equally in projects in social advocacy, by trying to promote a better quality of life for all survivors of childhood cancer.

Theme 4: Volunteering

Through the application on the website, the candidate to volunteer fills out an initial registration form, which is then redirected to the respective volunteering coordinator. From this moment, the person in charge can already begin to define a narrower selection by the criteria and options presented in the application form. Similarly, the application period is open for about one month, and it is the time the organization defines as an ideal for volunteer's recruitment. Exception made

when, outside the application period, there is a particular need for one or more persons for a certain type of support.

There is a general idea of defining indicators for the monitoring and evaluation of volunteers, but as mentioned before, it is still not a structured idea. There are periodic meetings with volunteer groups where feedback is obtained from the point of view of their expectations and motivations on the part of the volunteers regarding their activity. It is equally important to know whether or not the volunteer had appropriate behavior, whether he or she was respectful and how it was their relationship with families, children, and young people.

In the different ACREDITAR´s core, there is a concern on the part of the organization about the reception and integration of new volunteers through initial training, internship periods and later the development of continuous training in the course of their activity.

Theme 5: The professionalization of the organization's employees

Regarding the theme of collaborators professionalization, there was the reference that without the existence of a professional body, specifically of someone who determines the strategies and coordinates a plan, nothing would be done in the organization. It was also emphasized that nowadays, it can no longer be all established on volunteering because these type of organizations have been, over the years, a greater bureaucratic weight. It is not possible to work today in an area of the social economy sector, with several requests from society, without a professional body that guarantees the support for all the rest.

It was mentioned that strategic planning and management functions are one of the pillars of the organization.

Some collaborators that were interviewed, distinguished the role of the general director of the organization regarding the organization´s administration. The administration is a group of volunteers that do not work internally, while the general direction is a professional, who leads all the collaborators and directs the information to the administration. Many of the actions do not need to go to administrative approval.

It was also stated that volunteers can only develop their activity in a correct way if there is a professional that manages them. The organization was professionalized and has accomplished a quality level, as a result of the strategic thinking of the director general.

The general director is usually present in the definition of the objective and the strategy and then it makes a remote monitoring of the distinct activities of the organization, not interfering in the everyday activities. Often, she comes to take some doubts from organization´s collaborators, such as if financial support is not within the established rules. In this case, the general director makes an update on the situation of that family and decides whether or not the organization can meet of this amount described in the support. Another exception where the director-general can act is in the case of communication with patrons when they are larger companies and more complex situations, such as the signing of several protocols.

General director main responsibility is then to coordinate all the activities of ACREDITAR at the national level, to help define objectives and plans, and then to verify if they have been fulfilled. She should also understand what the new needs are in the area where the organization develops its activities and try to direct the organization to respond to those same activities.

The figure of the general director is very active in monitoring the different processes and activities of the organization. For example, there was a time when it seemed worthwhile to have someone

who knew the organization involved in the communication department, contrary to what existed, where external services were often used.

This change has resulted in a greater efficiency in the communication of the organization, particularly in how to make the organization better known, such as the work that is developed in it. Likewise, she also presented the vision of ACREDITAR to grow through their infrastructures, in different cores.

Theme 6: The relationship between the organization and health entities

A good relationship between ACREDITAR and health institutions is extremely important. It is something that different core coordinators do, which demonstrates that the presence of the organization and the relationship with the hospital centers, where ACREDITAR's actions are carried out, is crucial to be able to respond to the family's needs.

This relationship turns out to be fundamental for the organization to establish contact with parents, young people and children and to clarify the problems that exist in hospitals and that the organization can eventually help to respond to them.

The social worker figure is determinant in several types of processes and activities that the organization develops, especially in the social support and accommodation. There is a trusting relationship with ACREDITAR and its professionals know that the social worker is the person to better assess the needs of families.

It is the social worker who indicates the type of support the family needs. In addition to applying for families 'support to ACREDITAR, the social worker monitors the families from the moment of referral and social diagnosis in the hospital, until the conclusion or renewal of their support. It is also through the social worker that the organization knows whether or not it is necessary to renew support for a particular family.

In the same way that ACREDITAR relies on the work of the social worker, this one also knows that it can count on the quality resources of the organization, namely from her infrastructures for the accommodation of families. Also, in the case of financial support, the social worker serves as a connection between the ACREDITAR and the families.

Theme 7: Fundraising activity

In the fundraising process, there is always a strategic fundraising plan that is developed, where the annual fundraising objectives are defined. Despite this, the general idea of fundraising is always present in the organization.

In the fundraising plan itself, the action, time and cost of this activity are defined, whether the cost is based on the structure of the organization or whether it will be necessary to resort to external means. As a campaign organized by the organization itself, the costs will be evaluated and planned according to the type of campaign in question. However, the main cost is often time, as it will depend on the purpose of the fundraising and its ambitions to be achieved throughout the year for its implementation.

In the actions in favor of ACREDITAR, usually there are no costs, it may be the case that the only cost is the travel of a collaborator who will represent the organization to an event. On the other hand, in the case of the individual income tax consignment campaign, which is at the national level and is more complex, there are costs on the diverse communication tools that can vary widely. In this case, the organization always seeks to minimize costs to the maximum.

One of the things mentioned in the interviews was the fact that there was not yet a fundraising team, is still being built. There is a national coordinator who defines the strategy for fundraising campaigns, but all collaborators have direct links to sponsors and stakeholders and can follow and manage fundraising activities.

All employees have fundraising responsibilities, it is the sustainability of the organization. For example, in the case of core coordinators and house managers, they are involved in numerous events and actions in courtesy of ACREDITAR. On condition that these actions are in accordance with the parameters accepted by the organization, they can accept and follow up on them, including for the disclosure with the communication department. Likewise, every day, there is the reception of emails from people who want to help the organization.

An example of this constant fundraising responsibility is for example at Christmas time, when it is sending the good wishes to all the patrons and entities that are constantly linked to ACREDITAR, each collaborator has a list to whom to send these messages, not being conducted only for one person.

The follow-up that is performed helps to understand how an action worked and if it was worth the investment of it. For example, in the case of individual income tax consignment campaign, it is seen how much money was transferred to the account in that particular period.

The follow-up stage starts from the implementation of the action, followed by a monitoring of what is happening until the end. The process ends only when the person or entity is informed about what has been done. In the end, there is the recognition to all those involved in the action, for example through social networks.

Then the process continues with sustaining the relationship and partnership. A good relationship should be established with those who are willing to assist the organization in meeting the needs of these families, children and young people. More than a close relationship, organization tries to invite the patrons and interested entities to get to know the organization, to know where their effort is being invested, as in its accommodations, or to try to send information frequently of what is being done in the organization, or just a simple drawing of a child who got support from the organization. It is necessary to show how important their contribution was, with a view to a new partnership in the future.

It is not easy to set fundraising campaign evaluation indicators, such as to know how people were impacted or where they had access to information. It is one of the objectives that the organization aims to define in the near future.

Theme 8: Communication strategies

Communication with patrons is essential so that they can see where their effort is being invested. The main organization objectives, whether is information campaigns or fundraising, are to communicate with patrons, to disseminate the organization´s work, and also to make the information reach as many people as possible, to the public in general.

There is a need to maintain a close relationship with these stakeholders by sending them information, keeping them updated about the work of the organization, or for example by sending them a drawing of a child, demonstrating how important their contribution was.

This link often allows for a renewal of contributions and support from these patrons, although there are some companies that support ACREDITAR on their own initiative. An example of this link

is the sponsorship of rooms in the houses of the organization by different institutions and entities that are often renovated.

There are an information management and a continuous awareness raising activity so that the stakeholders have a better perception of the organization´s work. For the success of its activity, ACREDITAR needs to be very proactive, being continuously in the campaign and carrying out its diverse activities with the resources coming from the civil society, patrons, and individuals.

The definition of communication strategies is very important, for example in the case of awareness raising actions, such as the month of childhood cancer awareness – *Golden September* - to take advantage of together with awareness raising, to provide information about what the organization has advocated and worked on, such as the rights of families and caregivers. This relates to the communication objectives of the organization which is to inform and reaches the general public.

Fundraising campaigns, such as the individual income tax consignment, are very important because it is through them that the organization can support its operational costs.

The definition of an annual communication strategy plan allows for the exposition of measures to be taken, in order to establish the organization in a sustainable and credible way. In a situation of a request for helping to fulfill the needs of some families, people and entities already know who ACREDITAR is and thus feel comfortable in investing or donating their effort into the organization.

Being an organization in which people trust, ACREDITAR begins to be in a process of growth to be involved in a more political and social level, spreading its opinion, in particular in subjects in the area where it carries out activity, like for example in relation to the rights and conditions of families of children and young people with cancer.

There is a need to define a public strategy to respond in a coherent and organized way to information coming from abroad. As was the case, for example, the lack of conditions for treatment of the pediatric ward of the Hospital de São João in Oporto, where the organization made its voice heard through different communications media.

It is then done this advisory work, realizing what is the best strategy of ACREDITAR regarding certain external news, in order to know if the organization is or not prepared, what kind of information it has in relation to the subject itself and to be able to react in a disciplined manner.

There must be a subtle information management, so that there are no consequences and that does not affect the work that is carried out on a daily basis, with families, children, young people, health services and other entities. The information transmitted must be always correct and true so that there is a good relationship between the organization and the media, in particular in future approaches to social advocacy issues that may arise.

The organization also makes an internal communication effort, so that the information runs in the same direction in its different cores. There is an internal newsletter, which refers to what happened 15 days before and what will happen 15 days later, and which is shared monthly.

Also, in the subject of communication strategies, one of the characteristics of ACREDITAR communication department is the fact that it is implemented in one of its infrastructures, in Lisbon´s house. During the interviews, it was possible to obtain information that before this happened, the organization did not choose very well the people who communicated their image, because they were either communication agencies or outside the organization's environment. It was then proposed by the current general director that the communication department would then

be coordinated by people who knew the organization well, which in fact was demonstrated in a better communication effectiveness.

Everything that refers to the disclosure of the image and content of ACREDITAR, goes through its communication department.

In the annual strategic plan for communication, actions are defined to be disclosed and shared with the outside. From these ones, some general goals of the annual plan are defined, as well as the different activities and actions by each responsible collaborator. As a general principle, communication must be carried out in a credible and sustainable way, so that people trust and invest their efforts in the organization.

As a tool of communication, the ACREDITAR website is the most used and where there is all the information about the organization and also where thee applications for volunteering are disclosure. As a supplement, social networks have also been presented as an essential dissemination tool, especially when it is planned to emphasize something that only on the website would not have as much impact as reaching more public.

Likewise, newsletters, both internal and external, are important resources of communication for collaborators, patrons, community, families, and volunteers.

As communication tasks are carried out with patrons, several times a year, whether for patronage awareness or for the general public consciousness, the organization is working on a method to standardize communication type between ACREDITAR and interested entities or individuals, in a personalized way and also trying not to be exhausting with the excess of information.

Theme 9: Time

There is a divergence in time from each process when there is a contact with an external stakeholder or proposal.

The time of a fundraising activity depends on each goal. It can range from a situation where it is necessary to raise a very high value, for example for an added to the Lisbon´s house that can take about 2 years, to a campaign like the Golden September that lasts a month or to an action in favor of ACREDITAR, like a concert at a school where the fundraising is done in several days or weeks.

Fundraising time depends on the action itself, but the trend is that an action that is carried out and promoted by the organization, is more time-consuming.

In the case of the family's accommodation process, of what depends on the organization, it takes a day to host a family. What is not possible to define is the time of the family´s social characterization that is dependent on the social service of each hospital center. Likewise, it is not possible to determine the time that the social worker takes when contact with other institutions or entities, in case it is necessary to find an alternative to accommodation for the family.

Another type of support that may take some time, for example, is when a family has some late house payments or services that are lacking to the bank, and the organization tries to negotiate with the property owner or the bank, but it is something that takes more time for relying on an external entity or individual.

The response time of the organization in the various processes is usually fast. For example, when the social worker makes a request for some support for a family, the answer is made immediately in 24 hours or in the limit of two days. The goal is to solve the problems of families and not leave anyone waiting for an answer.

In the case of food support, ACREDITAR can provide a direct response, as long as the family characterization is in accordance with the parameters of the such as a food basket.

When there is an economic necessity, if it is within the established rules, the coordinator gives a prompt answer. From the social worker order to the organization´s evaluation response, it takes one day. Then there is the check order and the rest of the logistics that takes about 3 days.

In case it is a support for other organization´s core since the whole process of financial support is made in the south core (Lisbon), it can take another two days. On the other hand, if there is disagreement with the value of the financial support, then it will have to be evaluated by the general director, which can take more time.

In the fundraising process, everything that is done on a bigger scale, a protocol is carried out by the organization. In this protocol are defined some clauses such as all materials to be used in the communication about the organization and that must be sent for the approval of the communication department, which will have up to 2 business days to respond. If there is no answer, it is approved for lack of the same. The response limit time, established by ACREDITAR, for answering any email is 3 days.

The time that families are accommodated in the organization´s houses has an impact on the activities that take place in the house and what is spent on their maintenance.

Families go to the ACREDITAR accommodations when they are displaced from their natural home because these are far away from the hospital center where the child or young person is receiving treatment. In the case of the families of Portuguese speaking African countries (PALOP), they can stay in the house for a maximum of 3 years. However, the house manager has to make a balance between these families who stay for a long time and other families from other Portuguese Continental cities or from Azores and Madeira.

In the case of families coming from Continental Portuguese cities, the length of stay is usually one month, and from Azores and Madeira is a maximum of one year. In most of these last cases, this process is restarted because most of the times, children have to return to treatments, they come back with some frequency. In the case of PALOP it is even the three years and when it comes to the end they return to their respective countries.

Even when families leave the accommodations, if they are only there for one or two nights, in fact, it is only necessary to do the exit registration, the database update, and some more administrative procedures. But when families are there for several months, it is a much more complex process, it can be called a psychosocial intervention, due to the several support responses that ACREDITAR gives to these weakened families.

The answer to a need will also depend on the existence or not of the necessary resources. It may take longer if the requests are not for financial or food support. For example, a child who needs a prosthesis that is very expensive and cannot be paid by the national health service. There is an effort on the part of the organization, usually by the general director, to seek for a better price from the prosthesis suppliers, and this may take longer time, for example up to a month.

Theme 10: Cost

There are support tasks that are affecting the organization's accommodations in percentage terms due to the set of people who have a percentage of their work tied to the house. There is an allocation of the cost center of all the salaries of collaborators, who perform functions in ACREDITAR´s accommodations.

As for the cost of the different types of support that the organization provides, it is defined at one moment and it can be variable. There is an associated budget for different types of support, as in the case of financial support. What it is not known is the time of this support because, in the beginning, families usually cannot have a certain level of the condition by themselves and the supports can be renewed. After a few more months, it is considering the continuity of the support or if it is necessary to find other answers.

As already mentioned in the fundraising theme, the time and cost of this activity will depend whether the cost will depart from the structure of the organization or whether it will be necessary to resort to external means. However, the main cost is often time, as it will depend on the purpose of the fundraising and the several purposes to be achieved throughout the year for its implementation.

In the actions in favor of ACREDITAR, usually, there are no costs, only in case if it is necessary a shift of a collaborator that goes in the representation of the organization to an event. In longer and more complex campaigns, the costs will be higher due to the different means of communication that will be used, for example, billboards at bus stops or actions involving external agents. In these situations, the organization is often favored by pro-bono costs.

4.2. EVALUATION AND DISCUSSION OF RESULTS

As mentioned before in previous chapters, in order to validate the formerly defined propositions, and themes, a questionnaire was carried out to the ACREDITAR´s professionals of all of its cores, Lisbon, Oporto, Coimbra, and Madeira.

This questionnaire was conducted online through the free Google platform - Google Forms. It was also carried out with the consent of the general director of ACREDITAR, which provided its collaborators' emails.

In the first phase of the questionnaire, it was proposed to get to know better, the population of respondents.

4.2.1. Characterization of the population

ACREDITAR has 19 collaborators, but it was only possible to collect the answers of 17 of them. All of these 17 respondents were female.

As presented in Appendix N, it is possible to refer that the most predominant age classes are 30 to 39 years old and 40 to 49 years old with both of them with 5 persons. The average age of the respondents is 41 years old. Of the 17 respondents, only one does not have a higher academic degree and there are seven persons that have a master´s degree.

4.2.2. Themes validation

In general, most of the propositions previously defined have been confirmed by the organization´s professionals, as it is possible to be seen in Appendix O.

1. Organization´s vision, mission, and values

While recognizing that the organization could be more proactive, the ACREDITAR employees affirm that current business processes meet their vision, mission, and values.

After some changes were made to the first Mlearn diagram, which was presented at the interviews phase, the organization's employees validate the new diagram according to the activity developed by the organization.

2. ACREDITAR´s houses

It was confirmed that the houses of ACREDITAR make the activity of the organization visible not only for the patronage but also for the community and that these infrastructures provide a better quality in the allocation of support to families.

Likewise, it was confirmed that the quality certification and the social impact of the houses are due to the work of the employees and activities carried out in them and that the characteristics of the different cores where the organization is present, leads to the execution of the activity processes in different ways.

Despite the lack of agreement or indifference on the part of some organization´s collaborators, most of them confirm that the houses of the organization allow a better functioning between employees.

3. Families and Barnabés

It was confirmed the importance of the group of Barnabés and the families in the organization and their involvement in the organization´s activities. The justification of the modeling of a process related to Barnabés activity becomes evident.

4. Volunteering

Regarding the topic of volunteering, the collaborators of ACREDITAR, confirm that the existence of a process of management and monitoring of volunteers, makes a better relationship with them and that the presence of activities such as internship and continuous training appear as a way of integration of the new volunteers.

Likewise, were also confirmed the propositions regarding the effectiveness of the limitation of the application process for volunteering to a short period of time and to its website, as well as the possible definition of volunteer evaluation indicators, with the objective of improving their activity monitoring.

There was also agreement that the characteristics of the different core of the organization, as well as the different health institutions, influence the coordination of volunteering.

5. The professionalization of the organization´s employees

All the proposals regarding the professionalization of employees were approved. Thus, it was verified the need for a professional body, which is a result of a greater demand from society and an increase in the bureaucratic weight of nonprofit organizations, as well as the presence of several departments of the organization in its houses, being an asset to ACREDITAR.

As demonstrated at the interviews phase, ACREDITAR employees sustain that the management and annual strategic planning for each defined activity is one of the support of the organization. Likewise, they attribute to the organization´s general director the fundamental role in the standardization of the different activities and processes of the organization.

6. The relationship between the organization and health entities

Similarly, as it was stated at the interviews phase, the organization's employees once again emphasize the importance of a good relationship with health institutions, namely for the continuity of the organization's work in these places.

The work of the social worker of a hospital service, which is essential for the success in the support that is provided to families, was also backed up.

7. Fundraising activity

The professionals of ACREDITAR validated the different propositions linked to the fundraising subject. They consider that the fundraising plan defines the time and cost of each activity to be carried out and that there is a search for the minimization of costs in the execution of a fundraising campaign.

There was the confirmation of the need to set up a fundraising team, although it has also been validated that the fact that all employees may be in contact with several patrons brings benefits to the organization. It was also referred the consideration in notifying patrons about the work done, through the follow-up done in each action or campaign.

8. Communication strategies

Concerning the subject of communication strategies, it is evident in the results of the questionnaire that the activity of communication with patrons is essential for them to see where their effort is being invested.

The professionals of ACREDITAR also confirmed that there are an information management and continuous awareness, so that the stakeholders get to know the organization better, thus corresponding to the purpose of the organization to be campaigning all year in search of resources for families 'needs. Likewise, the importance of the website and social networks in the dissemination of information was also supported.

Referred to in interviews as a future step in the organization's communication area, the need for personalization in communication with patrons was equally validated by the respondents. There was also consistency on the part of the professionals of ACREDITAR regarding the fact that the integration of a communication team in the organization improves its performance and its quality.

One of the issues previously mentioned by some of the organization's collaborators was that it could be more actively involved in other areas such as politics or social advocacy. Regarding this issue, although there was acceptance by a large number of respondents, there were still collaborators who remained neutral. There may be some doubts about this point on the part of some collaborators, however, an area that must be affixed to ACREDITAR, which may bear the fruit of the work of the organization in the near future.

Concerning the internal communication media, as a way to keep information updated in the different cores of the organization, a negative evaluation was made and also some people were neutral in relation to the affirmation. Still, there were more those who agreed to the proposition.

With the validation of the previous question, the same analysis was concluded regarding the coherence of the communication plan with the activities defined in the annual plan of the organization.

9. Time

In the time theme, the collaborators of ACREDITAR validated that the time of the most relevant activities have an impact on the success and performance of the different processes, that the organization's response time in the various processes of activity is usually fast and that the time of permanence of the families in the houses has an impact on the activities of the houses and the cost of accommodation.

Regarding the dissimilarity of the time of an activity process when there is an external contact, an evaluation of disagreement between other responses of people who remained neutral has arisen. However, there were a majority of contributors agreeing to the proposition.

Contrary to what the analysis of the validations of previous propositions has been, in the question of the time of delivery of a particular type of social support, depending or not on a certain resource, there was a variety of opinions. Although there were slightly more people agreeing with the statement, there were a large number of respondents who remained neutral and also others that did not agree with the proposition.

10. Cost

In the subject of cost, all propositions were confirmed by the ACREDITAR´s professionals.

It is possible to confirm that in the process of social support, the costs of the activities developed vary according to the types of support and that in the process of fundraising, the costs vary depending on the objectives and actions of raising awareness or dissemination.

As for the fact that the collaborators who work in the houses of ACREDITAR have a percentage of the cost of their work that is related with the house, although it was confirmed by the majority of the respondents, there were some people who remained neutral, which shows some lack of knowledge on this matter.

5. CONTRIBUTES FOR THE STUDY

This particular research demonstrates that if there are an opportunity, interest, and openness by a nonprofit organization, it is possible to conduct a research into it, and consequently to bring benefits to the organization under study, despite its distinctive characteristics.

With this research, which covered a case study strategy in a nonprofit organization in the field of pediatric oncology, it was attempted to contribute to the identification and analysis of its main activity processes, as well as the recommendation of guidelines for a future processes' transformation.

An approach based on process modeling – Business Process Modeling Notation (BPMN 2.0) - was used so that the modeled processes could be then evaluated. As shown in the Appendix K, the obtained results on the agreement or disagreement, respecting to the process modeling that was previously made, demonstrates that BPMN 2.0 presents a standard graphical notation that is readily visible by all organization's users and that the usage of this approach can be a means to strengthen the structures of a nonprofit organization, such as ACREDITAR, through better management and decision making by improving their processes.

After the process's evaluation by interviewing ACREDITAR´s professionals, the processes that led the same collaborators to a further discussion were the logistics support coordination, recruitment management, definition of the action plan and strategy, stakeholder analysis and communication management, as it is shown in the table below.

Process	Nº of comments per process
Logistics support coordination	33
Recruitment management	27
Definition of the action plan and strategy	23
Stakeholder analysis	20
Communication management	18
Volunteer management	17
Social support coordination	13
Fundraising coordination	8
Monitoring volunteers	4
Annual evaluation management	4
Recruitment coordination for volunteers	4
Volunteers performance evaluation	3
Continuous training management	3

Table 2 – Number of comments per process

It can then be evidenced that some of the processes related to the main activities of the daily life of ACREDITAR were the most commented, such as the logistics support coordination, the social support coordination, the communication management, and the volunteer management. Also discussed by the interviewees were topics such as the definition of the action plan and strategy and the analysis of stakeholders. This demonstrates the concern on the part of these collaborators to carry out their work following the strategy of the organization, as well as to keep in mind that there is a need to appeal resources through the contribution of patrons and stakeholders.

It is not possible to generalize that all the collaborators of the ACREDITAR give a greater status to the processes previously referred since the interviews were emphasized only to a sample of individuals. However, as a contribution of this study, it can be stated, for example, that the top five processes of the previous table, can be taken into consideration for an upcoming investigation in this organization.

Similarly, from the analysis presented in 4.1.2, it was possible to identify the relevancy of the themes that were created, Table 3, and consequently, the number of correlations per propositions, as shown in 4.1.4. The propositions with the most correlations are presented in Table 4.

Theme	Nº of propositions
Communication Strategies	8
Fundraising	5
ACREDITAR´s houses	5
Time	5
Volunteering	5
The professionalism of the organization´s collaborators	4
Cost	3
Relationship with health entities	2
Barnabés and families	2
Organization´s vision, mission and values	2

Table 3 – Number of proposition per theme
Source: Made by the author

Theme	Proposition	Number of correlations per proposition
The professionalism of the organization´s collaborators	The general director plays a key role in unifying the different activities and processes of the organization	17
Relationship with health entities	The hospital´s social worker is an essential element for the success of the various family support activities that the organization provides.	13
Fundraising	The circumstance that all the collaborators can be in contact with several patrons, brings advantages to the association.	12
Fundraising	Campaign follow-up is extremely important to understand what has been done and to be able to give feedback to patrons.	12
Communication Strategies	The organization is prepared for external issues, having a dynamic advisory activity and a trust relationship with the media.	11
Organization´s vision, mission, and values	The organization´s current business processes agree with the mission, vision, and values of ACREDITAR.	10
Communication Strategies	There is the practice of information management as well as continuous awareness so that the stakeholders get to know the organization better.	8

Table 4 – Number of correlation per proposition
Source: Made by the author

From the last table it is possible to refer that:

- There is a necessity of relying on a professional team of individuals in order to manage a nonprofit organization´s daily activities and to identify and develop strategies for the emerging economic, social and cultural challenges, that nonprofit organizations must deal with (Pynes, 2009). In ACREDITAR context, its general director plays a key role in unifying the different activities and processes of the organization;

- The social worker of an oncological center hospital is an essential element for the success of the various family support activities that the ACREDITAR provides. As Pinheiro referred (2015), in the case of pediatric oncology, the social worker has the mission of promoting the protection of the children´s rights and makes the connection between children´s families and hospital services, and if necessary to a social institution such as ACREDITAR.

- As well as seeking to satisfy the demands of the persons in need of their services, nonprofit organizations need to engage stakeholders for the necessary resources (Ruperto & Kerr, 2009). In the case of fundraising activity of ACREDITAR, all the collaborators look for the opportunity to be in contact with several patrons and there is also the focus on building a campaign follow-up to understand what has been done and to be able to give feedback to stakeholders. As Manetti (2014) mentioned, the nonprofit organizations should report and communicate internally and externally using engagement policies and practices to choose information for stakeholders;

- As a communication strategy the organization practices a continuous awareness, so that the stakeholders get to know the organization better, as well as the organization is prepared for external issues, having a dynamic advisory activity and a trust relationship with the media.

- The organization is running its daily activities in agreement with its mission, vision, and values.

As it is shown in 4.2.2, it is possible to refer that the propositions exposed in the table (), were all validated by the ACREDITAR professionals. In order to improve the activity processes of the organization under study, ACREDITAR, the above results allow to a list of recommendations and guidelines to consider in the future:

- Before starting the fieldwork, in this particular case: modeling the different processes of a nonprofit organization, it should be necessary to know the current state of the organization and to identify the best methods or instruments to be used for the data collection. One example was the Mlearn technique, which was used to identify the primary and support processes of the organization under study;

- Use of approaches that best meet the intended objectives and that seek to bring benefits to the organization under study. In this case, for the modeling of the different processes of ACREDITAR, BPM notation was used, which also facilitated the interaction with the professionals of the organization, for its easy perception;

- Need to have several phases of validation during the fieldwork, therefore it is possible to have feedback from what is being done in the investigation. In this study, it was necessary to have two validation moments, in a first phase, through a qualitative method and later, in a second moment, through a quantitative method;

- A recommendation of finding a person who has a key role in the organization, such as the general director in ACREDITAR, that unifies the different activities and processes of the organization;

- Being the social worker of an oncological hospital center, a very important role in the social diagnosis of a family and also in the transmission of the needs of this family, in this case, to ACREDITAR, it would be important that the opinion of a social worker should also be considered for a future transformation of processes in the organization;

- In the same way as the previous one, also the responsible people of the hospital spaces and locals where the organization volunteers and professionals do their work should also have feedback from possible new processes, establishing a good relationship between these entities;

- The recommendation to create an organization's fundraising team, which has also been validated by the organization's professionals, despite the fact that the organization is

constantly in raising awareness, makes that all its employees have a fundamental role in the process of fundraising and establishing contacts with several stakeholders and interested entities. One of the advantages should be the uniformization of the fundraising process in the different organization´s cores.

• The need for a definition of what human resources are involved in each given process, and in the future, it is possible to identify the cost and time of its actions and procedures in the organization's processes;

• Recommendation to continue making available the information of the organizational concepts that characterize it, and also sharing information to stakeholders about what the organization itself is doing so that they can see where their effort is being invested. Give emphasis on feedback procedures to stakeholders in communication and fundraising processes;

• Recommendation of having a better explanation of the concept of the social advocacy process to the ACREDITAR professionals, since it is a growing area in the organization but as it was seen in the validation of the processes, some of the respondents may not be as well informed;

For ACREDITAR, the contribution of this study becomes clear: the analysis, identification, and proposals of models that are an approach to the reality of the organization's activity processes, in their day-to-day, by providing different types of support to families of children and young people with cancer. With the same importance, also the presentation of recommendations for a future transformation in the processes of the organization is established as a benefit of this investigation.

6. CONCLUSIONS

6.1. SYNTHESES

In this work, an investigation has conducted that end up in the identification and modeling of the main processes of a Portuguese nonprofit organization in the pediatric oncology area, ACREDITAR, as well as the suggestion of guidelines for a possible transformation its processes.

Initially, a literature review was done on some topics such as nonprofit organizations, Business Process Management (BPM) and childhood cancer.

A case study was then carried out and the design science research procedure was used as a guide, following five steps: (1) the problem identification and motivation, (2) definition of the objectives, (3) the design and development, (4) the demonstration and evaluation and (5) communication. For the data collection, it was applied an exploratory sequential mixed methods, first with the achievement of qualitative techniques and then with a quantitative method.

In a first phase, process models were created that approximate to the reality of ACREDITAR´s daily activities (AS-IS). The first phase of validation of the previously modeled processes was carried out, where through the collected comments, it was possible to adjust some aspects, in order to ensure the alignment of the AS-IS model to TO-BE.

Likewise, from the results of the above-mentioned phase of the processes validation, it was possible to define ten themes, through the analysis of the content of interviews conducted with some of the organization's collaborators. In these themes a variety of propositions were included, most of which were validated, in a second evaluation phase, through a questionnaire applied to all ACREDITAR professionals.

As a culmination of the stages of this investigation, in the end, some recommendations were made, as a contribution to a future transformation and improvements of its activity processes. In the course of this investigation, a scientific poster was submitted and accepted to CAPSI 2018 - 18th Conference of the Portuguese Association for Information Systems - serving as additional validation and recognition of the importance of this study.

6.2. LIMITATIONS

This research, despite the results, obtained, and its contributions, it has some limitations. These limitations help to support the fact that this investigation may have a future development, that will serve as a link between some of the weaknesses found during the study, such as some differences in the type of response visible in the questionnaire in the validation phase of the propositions. Some other limitations are:

- The definition of the type of study and its structuring, in particular of the data collection, due to the fact that the organization carries on a continuous work and in different cities;

- Findings of the lack of data on pediatric oncology in Portugal. The last national oncological register that exists is referred to the year of 2010 and for a special focus on pediatric oncology, there is only data from the national cancer registry of 2005;

- The difficulty in finding the right time to realize the interviews, due to the availability of the individuals interviewed and, likewise, the necessity to move to the different organization´s

cores, where ACREDITAR has located its houses for supporting families, where also their collaborators and volunteers develop their activities;

- The need to adopt the dialogue and the presentation of the modeled processes, as the interviews were unfolding, also due to the lack of knowledge on the part of the investigator of some functions of the interviewees;

- Limitation on the creation of an organizational chart for the organization, due to the fact that the functions of the ACREDITAR employees are closely linked with the infrastructures of the organization itself, where they carry out their activities. Likewise, during the investigation, the researcher discovered new collaborators functions;

- Limitation of some functions to be focused on only one organization core, such as fundraising coordinator in Coimbra or the communication department in Lisbon;

- During the work and the delay in performing the fieldwork and the transcription of the interviews, the quantitative instrument of data collection used, questionnaire, was not previously tested. It can certainly be a point to improve in future research;

Despite some limitations, the use of a triangulation approach to qualitative and quantitative data collection methods reduces the visibility of some weaknesses that were found. Likewise, it can be affirmed that this study serves as an example for future work, where these limitations can be solved.

6.3. FUTURE WORK

In addition to a number of previously mentioned issues that could be improved, some future work is also proposed:

- The implementation of a social level study in the area of nonprofit organizations, aiming to measure the relationship/satisfaction demonstrated in the answers of quantitative methods such as questionnaires;

- A study with other social indicators, such as a study in a nonprofit organization that a different percentage of genders of the collaborators;

- The suggestion of creating a knowledge management platform within the organization, especially for the fundraising area, where the various collaborators could create and share several case studies of the different awareness and fundraising actions that the organization is carrying out or about the external proposals that ACREDITAR is involved;

- A study of how the Business Process Management (BPM) discipline can influence the performance of different methodologies for measuring the social impact of a nonprofit organization;

- A study of a transformation of the organization's processes using the automation of existing processes.

- The perception of the importance of the human resources competencies of this type of organizations in the implementation of methodologies oriented to processes, like the BPM.

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APPENDIXES

Organizational chart of ACREDITAR´s South core
Source: Made by the author
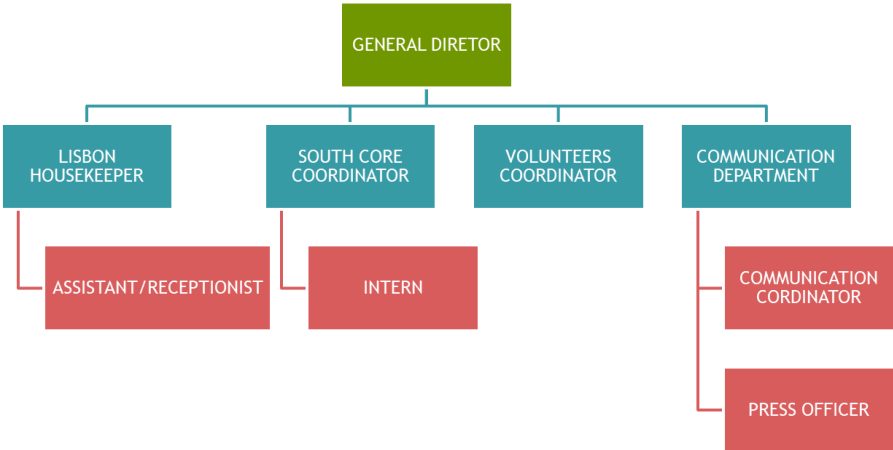
Note:

In the case of ACREDITAR´s South Core, there are three roles that their work involves all the organization at a national level, that are the Communication Coordinator, the Press Officer, and The Volunteers Coordinator.

The first two roles belong to the Communication Department, and they oversee all sharing of information to the community and ACREDITAR partners about the issues related to childhood cancer, publications, and awareness campaigns. They also are responsible for checking and correcting the name, logo and the organization rights in the public events. The Volunteers Coordinator is responsible for all the volunteers that make their actions in the oncological pediatric hospital services in Portugal. The other volunteers that are in operation in ACREDITAR houses are managed by the responsible Core Housekeeper.

Organizational chart of ACREDITAR´s Center core
Source: Made by the author
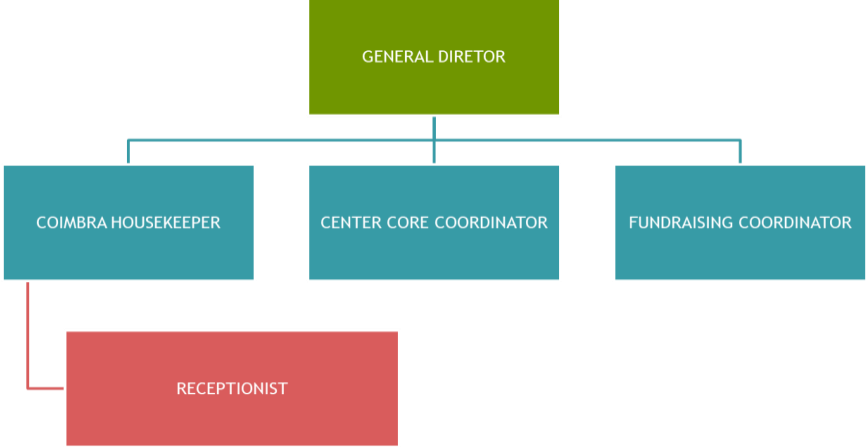
Note:

The Center Core has the characteristic that its accommodation receives families and children beyond the pediatric oncological disease, but also children with other pediatric diseases. Also, in this core, there is a person who coordinates all "big size" fundraising projects of the organization, at a national level.

APPENDIX C

Organizational chart of ACREDITAR´s North core
Source: Made by the author
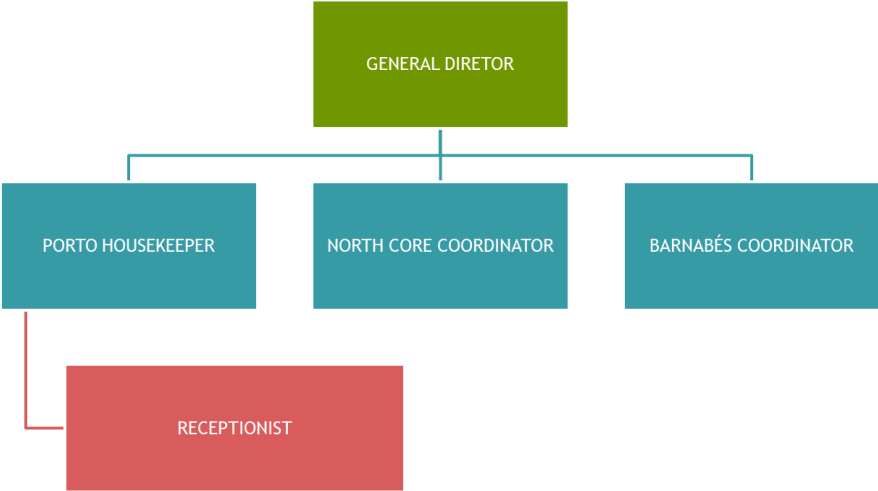
Note:

In the case of ACREDITAR´s North core, there is also a role that involves all the organization at a national level, that is the Barnabés coordinator. This person oversees all the Barnabés of the organization and is involved in their activities and projects.

Organizational chart of ACREDITAR´s Madeira core
Source: Made by the author
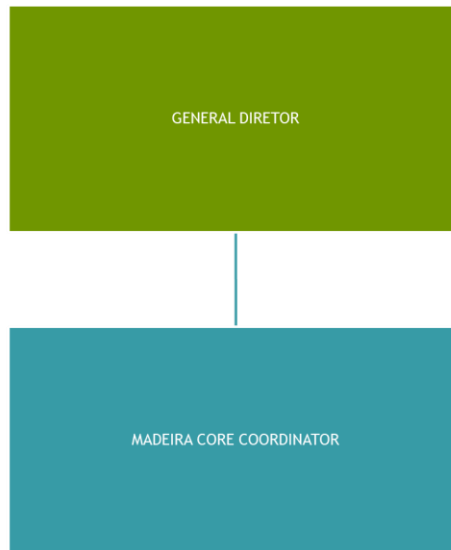
Note:

The only core outside the mainland Portugal, the Madeira island and it doesn´t have a residential house but has a daily center that is a crucial meeting point for all the children in outpatient treatment and is also a place where ACREDITAR can help support families.

Documents from processes gathering

M Gmail   Tiago Costa <tiagoampc@gmail.com>

Dúvidas sobre trabalho de tese
6 messages

Tiago Costa <tiagoampc@gmail.com>   Thu, Feb 1, 2018 at 2:50 PM
To:

Olá

Aqui está o email do

Aqui vão algumas dúvidas que te queria perguntar, desculpa estar outra vez a incomodar.

1. A ACREDITAR segue algum tipo de modelo de gestão organizacional? Tem por base alguns princípios de gestão que é imposto por alguma outra associação internacional, como o CCI – Childhood Cancer International?

2. Sabes que elementos tem por base o SROI (Social Return on Investment), que é um método que a ACREDITAR utiliza para a avaliação do impacto das casas, demonstrado no relatório das casas 2016?

3. Existe algum sítio onde eu possa ir pesquisar como funcionam outras organizações com o mesmo propósito que a ACREDITAR, a nível internacional ou eventualmente, algum caso de estudo conhecido? Já vi algumas associações no site do CCI.

4. Se possível, consegues pensar em duas ou três atividades da ACREDITAR que:

- Sejam atividades **Primárias** (ou seja, atividades que trazem valor para as Famílias, Barnabés, Voluntários, Mecenas, etc)
- Sejam atividades **de Suporte** (ou seja, suportam as atividades primárias, como por exemplo: recursos ou infra-esruturas.)
- Sejam atividades de **Gestão** (ou seja, atividades de gestão e de controlo da organização)

Envio-te em anexo um documento que fiz da nossa última reunião que te pode ajudar.

O objetivo vai ser, pegar em dois ou três processos gerais da ACREDITAR e desenhá-los, para depois os poder avaliar através de entrevistas e depois através de um questionário geral aos profissionais da ACREDITAR. Depois da avaliação vou tirar conclusões juntamente com o feedback já existente das famílias, barnabés e voluntários presentes nos relatórios anuais.

Para já ainda ando de volta com a parte literária da tese (parte chata heheh) onde falo de alguns temas como: Oncologia pediátrica, sobreviventes de cancro, impacto da doença nas famílias, metodologia, etc.. mas espero passar para a parte prática brevemente para também depois te mostrar :)

Mais uma vez obrigado,
Tiago

📄 **Processosv1.pdf**
478K

Tiago Costa <tiagoampc@gmail.com>   Mon, Feb 5, 2018 at 7:10 PM

Olá

Aqui vão algumas dúvidas de que te falei :)

1. A ACREDITAR segue algum tipo de modelo de gestão organizacional? Tem por base alguns princípios de gestão que é imposto por alguma outra associação internacional, como o CCI – Childhood Cancer International?

2. Existe algum sítio onde eu possa ir pesquisar como funcionam outras organizações com o mesmo propósito que a ACREDITAR, a nível internacional ou eventualmente, algum caso de estudo conhecido? Já vi algumas associações no site do CCI.

3. Se possível, consegues pensar em duas ou três atividades da ACREDITAR que:

- Sejam atividades **Primárias** (ou seja, atividades que trazem valor para as Famílias, Barnabés, Voluntários, Mecenas, etc)
- Sejam atividades **de Suporte** (ou seja, suportam as atividades primárias, como por exemplo: recursos ou infra-esruturas.)
- Sejam atividades de **Gestão** (ou seja, atividades de gestão e de controlo da organização)

Envio-te em anexo um documento que fiz que te pode ajudar.

O objetivo vai ser, pegar em dois ou três processos gerais da ACREDITAR e desenhá-los, para depois os poder avaliar através de entrevistas e depois através de um questionário geral aos profissionais da ACREDITAR. Depois da avaliação vou tirar conclusões juntamente com o feedback já existente das famílias, barnabés e voluntários presentes nos relatórios anuais.

Para já ainda ando de volta com a parte literária da tese (parte chata heheh) onde falo de alguns temas como: Oncologia pediátrica, sobreviventes de cancro, impacto da doença nas famílias, metodologia, etc.. mas espero passar para a parte prática brevemente para também depois te mostrar :)

Obrigado,
Tiago

📄 **Processosv1.pdf**
478K

                                                                           Tue, Feb 6, 2018 at 9:13 AM
To: Tiago Costa <tiagoampc@gmail.com>
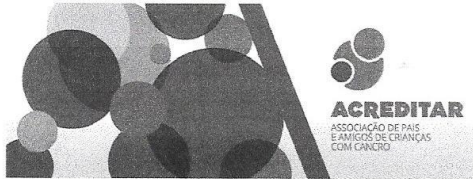
Respostas abaixo. ☺

Tlm:

E-mail:

ACREDITAR - ASSOCIAÇÃO DE PAIS
E AMIGOS DE CRIANÇAS COM CANCRO

Rua Académico Futebol Clube nº 364

4200-602 Porto | Tel: 22 548 04 05

Fax: 22 548 04 05 | E-mail: acreditar_nrn@acreditar.pt

ACREDITAR
ASSOCIAÇÃO DE PAIS
E AMIGOS DE CRIANÇAS
COM CANCRO

De: Tiago Costa [mailto:tiagoampc@gmail.com]
Enviada: segunda-feira, 5 de fevereiro de 2018 19:11
Para:
Assunto: Fwd: Dúvidas sobre trabalho de tese

Olá

Aqui vão algumas dúvidas de que te falei :)

1. A ACREDITAR segue algum tipo de modelo de gestão organizacional? Tem por base alguns princípios de gestão que é imposto por alguma outra associação internacional, como o CCI - Childhood Cancer International? Não

2. Existe algum sítio onde eu possa ir pesquisar como funcionam outras organizações com o mesmo propósito que a ACREDITAR, a nível internacional ou eventualmente, algum caso de estudo conhecido? Já vi algumas associações no site do CCI. No site do CCI encontras muitas associações congéneres à Acreditar. Não conheço casos de estudo. Queres que te dê dicas de organizações que têm "boa reputação"? ASION (Espanha), Clic Sargent (Reino Unido), Associatia Little People (Roménia)

3. Se possível, consegues pensar em duas ou três atividades da ACREDITAR que:

> - Sejam atividades **Primárias** (ou seja, atividades que trazem valor para as Famílias, Barnabés, Voluntários, Mecenas, etc) – Voluntariado, Apoio Social, Acolhimento por exemplo
>
> - Sejam atividades **de Suporte** (ou seja, suportam as atividades primárias, como por exemplo: recursos ou infra-esruturas.) – Casas de acolhimento, Mecenato/Angariação de fundos
>
> - Sejam atividades de **Gestão** (ou seja, atividades de gestão e de controlo da organização) – Não entendi bem. Gerir donativos? Gerir recursos humanos?

Envio-te em anexo um documento que fiz que te pode ajudar.

O objetivo vai ser, pegar em dois ou três processos gerais da ACREDITAR e desenhá-los, para depois os poder avaliar através de entrevistas e depois através de um questionário geral aos profissionais da ACREDITAR. Depois da avaliação vou tirar conclusões juntamente com o feedback já existente das famílias, barnabés e voluntários presentes nos relatórios anuais.

Para já ainda ando de volta com a parte literária da tese (parte chata heheh) onde falo de alguns temas como: Oncologia pediátrica, sobreviventes de cancro, impacto da doença nas famílias, metodologia, etc.. mas espero passar para a parte prática brevemente para também depois te mostrar :)

Obrigado,

Tiago

Tiago Costa <tiagoampc@gmail.com>   Tue, Feb 6, 2018 at 9:46 AM
To:

Bom dia

Mil obrigados :)

Bjinhos
[Quoted text hidden]

To: Tiago Costa <tiagoampc@gmail.com>   Fri, Mar 2, 2018 at 2:01 PM

Tiago,

Desculpa, mas ainda não tinha conseguido o tempo para te responder.

Aqui vai.

1. A ACREDITAR segue algum tipo de modelo de gestão organizacional? Tem por base alguns princípios de gestão que é imposto por alguma outra associação internacional, como o CCI - Childhood Cancer International? Não.

2. Sabes que elementos tem por base o SROI (Social Return on Investment), que é um método que a ACREDITAR utiliza para a avaliação do impacto das casas, demonstrado no relatório das casas 2016? O SROI tem por base a teoria da mudança. Envio em anexo mais informações acerca do processo.

3. Existe algum sítio onde eu possa ir pesquisar como funcionam outras organizaçoes com o mesmo propósito que a ACREDITAR, a nível internacional ou eventualmente, algum caso de estudo conhecido? Já vi algumas associações no site do CCI. CCI...

4. Se possível, consegues pensar em duas ou três atividades da ACREDITAR que:

- Sejam atividades **Primárias** (ou seja, atividades que trazem valor para as Famílias, Barnabés, Voluntários, Mecenas, etc)

As publicações;

O Apoio Social

O Apoio emocional

Os Campos de férias

- Sejam atividades **de Suporte** (ou seja, suportam as atividades primárias, como por exemplo: recursos ou infra-esruturas.)

As Casas

Os materiais que recolhemos para entregar às famílias

- Sejam atividades de **Gestão** (ou seja, atividades de gestão e de controlo da organização)

Planificação do Orçamento anual

Auditoria Financeira

SROI

Planificação anual de objectivos

Espero ter ajudado!

Um beijinho,

COORDENADORA DO NÚCLEO SUL

E-mail:

ACREDITAR - ASSOCIAÇÃO DE PAIS
E AMIGOS DE CRIANÇAS COM CANCRO

Rua Prof. Lima Basto, nº 73

1070-210 Lisboa | Tel: 21 722 11 50
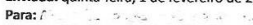
Fax: 21 722 11 51 | E-mail: acreditar@acreditar.pt

WWW.ACREDITAR.ORG.PT   Partilhe este verbo, siga-nos em: f in
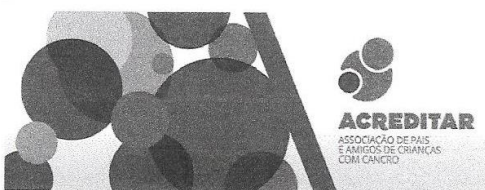
De: Tiago Costa [mailto:tiagoampc@gmail.com]
Enviada: quinta-feira, 1 de fevereiro de 2018 14:51
Para:
Assunto: Dúvidas sobre trabalho de tese

[Quoted text hidden]

📄 **Relatório interno SROI Acreditar - ciclo 2015.pdf**
892K

Tiago Costa <tiagoampc@gmail.com>
To: Fri, Mar 2, 2018 at 2:38 PM

Olá Alexandra!

Não faz mal, muito obrigado!

Tenho estado a finalizar umas coisas para posteriormente, também te mostrar.

Bjinhos
:)

81

Documents from processes gathering

M Gmail

Tiago Costa <tiagoampc@gmail.com>

Questão sobre trabalho de tese de Mestrado sobre a ACREDITAR
5 messages

Tiago Costa <tiagoampc@gmail.com>   Thu, Feb 22, 2018 at 1:50 PM
To:

Boa tarde,

Eu sou Barnabé de Lisboa e encontro-me atualmente a realizar a minha tese de Mestrado em Gestão de Informação da Universidade Nova de Lisboa.

O tema da minha tese é a Modelação de Processos numa Associação Sem Fins Lucrativos Portuguesa.

Uns dos objetivos passa por perceber como se desempenham algumas das principais atividades da ACREDITAR, como por exemplo: O Apoio Social, O Apoio Logístico, A Gestão do Voluntariado, A Comunicação e a Angariação de Fundos.

Como tal, gostaria de saber, se possível, se me conseguiria responder às seguintes questões:

- **Como é que é feita uma angariação de fundos na ACREDITAR ?**

    - Que intervenientes/elementos estão presentes no desenrolar de cada ação de angariação?

    - O que é que é essencial para que a angariação de fundos seja um sucesso?

Desde já, muito obrigado,

Tiago Costa

Sem vírus. www.avast.com

To: Tiago Costa <tiagoampc@gmail.com>   Fri, Feb 23, 2018 at 3:17 PM
Cc:

Olá Tiago,

Vou tentar responder às perguntas que puseste, se tiveres alguma dúvida diz.

Como é que é feita uma angariação de fundos na ACREDITAR ?

A área da angariação de fundos está a ser reestruturada na Acreditar. Durante este ano, com base no plano de angariação de fundos de 2018, vamos tentar sistematizar e criar procedimentos de acções que já são feitas mas não de uma forma organizada a nível nacional, e avaliar cada acção por forma a tornar a angariação de fundos sustentável e eficiente.

O plano abrange acções tão diversas como a fidelização de sócios e mecenas, a campanha de consignação do IRS ou a criação de parcerias com empresas ou outras instituições.

O plano de angariação de fundos é feito em consonância com o plano de comunicação da Acreditar.

- Que intervenientes/elementos estão presentes no desenrolar de cada ação de angariação?

Para cada objectivo do plano de angariação de fundos existem uma série de acções a executar com um cronograma, público-alvo, custo, meta, responsável e indicador para medir os resultados.

- O que é que é essencial para que a angariação de fundos seja um sucesso?

Para que a angariação de fundos seja um sucesso é essencial o envolvimento não só dos colaboradores, mas também dos voluntários, barnabés, famílias, todos os que estão ligados à Acreditar de alguma forma.

E também fundamental comunicarmos aos nossos doadores o que fazemos e onde aplicámos os seus donativos e agradecer, agradecer, agradecer!

Beijinhos,

NUCLEO CENTRO

E-mail:

ACREDITAR - ASSOCIAÇÃO DE PAIS
E AMIGOS DE CRIANÇAS COM CANCRO
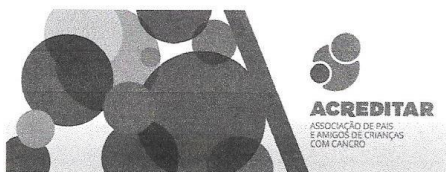
R. Camilo Pessanha, nº 2

3000-600 Coimbra | Tel:

Fax: | E-mail: acreditar_nrc@acreditar.pt

WWW.ACREDITAR.ORG.PT   Partilhe este versão, siga-nos em:

De: Tiago Costa [mailto:tiagoampc@gmail.com]
Enviada: quinta-feira, 22 de fevereiro de 2018 13:51
Para:
Assunto: Questão sobre trabalho de tese de Mestrado sobre a ACREDITAR

[Quoted text hidden]

Tiago Costa <tiagoampc@gmail.com>   Fri, Feb 23, 2018 at 4:58 PM
To:
Cc:

Olá! Boa tarde

Desde já, queria agradecer-lhe pelo esclarecimento da sua resposta.

Tenho só mais algumas questões:

- Estando a decorrer a reestruturação, para o plano de Angariação de Fundos 2018, existe algum documento com as atividades que já são feitas? Caso exista, está disponível?

- As ações que descreve como a fidelização de sócios e mecenas ou a criação de parcerias têm algum tipo de prioridade/ordem entre elas? Ou vão existinto consoante as necessidades ou momentos da associação?

- Quanto aos intervenientes, o responsável (da ACREDITAR) que refere muda consoante cada angariação ou é sempre o mesmo?

Mais uma vez obrigado,

Tiago Costa

Sem vírus. www.avast.com

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To: Tiago Costa <tiagoampc@gmail.com>   Mon, Feb 26, 2018 at 5:14 PM

Olá Tiago,

Existe um documento com o plano de angariação de fundos para 2018, mas como ainda não está finalizado não te posso disponibilizar.

Para cada acção/objectivo estão previstas actividades a realizar com um cronograma temporal.

A título de exemplo:

Reactivar sócios inactivos

Objectivo: Reaproximar da Acreditar os sócios inactivos, a nível nacional, fazendo com que voltem a pagar quota

Meta 2018:

Angariar donativos no valor de 1.500€

Actividades	Fev-18	Mar-18	Abril-18	Maio-18	Jun-18	Julho-18	Agosto-18	Set-18	Out-18	Nov-18	Dez-18	Jan-18
Definir critérios de selecção de sócios e meios de contacto												
Identificar sócios												
Criar estratégia para reaproximar sócios												
Definir instrumentos de medição resultados												
Definir dados a obter dos sócios												
Efectuar 1º contacto a sócios em cada núcleo												
Follow up												
Agradecer												
Definir estratégia para fidelizar												
Definir alterações à BD												
Alteração da BD												

Os responsáveis por cada acção/objectivo são variáveis, alguns podem ser comuns dependendo dos assuntos em questão.

Documents from processes gathering

ACREDITAR
ASSOCIAÇÃO DE PAIS E AMIGOS
DE CRIANÇAS COM CANCRO

JOIN CHANGE

IT – Voluntariado Nacional
IMPLEMENTAÇÃO DA ACTIVIDADE DE VOLUNTARIADO

1. LEVANTAMENTO DAS NECESSIDADES E PLANEAMENTO

Após o levantamento das necessidades sentidas, é elaborada a descrição da função e o perfil necessário, os horários do voluntariado e as datas de formação.

Documentos:
- Instrumento de Diagnóstico de Necessidades a Pais/Crianças/Profissionais de Saúde
- Instrumento de Aferição da Satisfação a Pais/Crianças/Profissionais de Saúde
- Perfil Geral do Voluntário
- Perfil Específico
- Turnos Nacionais Anuais

2. DIVULGAÇÃO, RECRUTAMENTO E SELECÇÃO

Divulgação:
No site da Acreditar está permanente o Perfil Geral do Voluntário e o Regulamento Interno do Voluntariado. O site deve sempre informar sobre o estado do recrutamento de voluntários em cada núcleo, se aberto ou fechado.
Quando aberto, é divulgada a informação necessária para as candidaturas: função, horários, perfil específico (quando é o caso), ficha de inscrição, prazo para entrega de candidatura, email do Responsável do Voluntariado. Pede-se o preenchimento da Ficha de Inscrição e o seu envio por mail para a pessoa responsável.

Recrutamento:
De acordo com as necessidades, são realizadas entrevistas presenciais aos candidatos que reúnam os requisitos. Antes da entrevista, envia-se atempadamente para os candidatos a Carta de Princípios da Acreditar e o documento sobre Missão/Visão/Valores. As entrevistas regem-se pelo nosso Guião de Entrevista. É fundamental estabelecer-se um diálogo aberto e franco com o voluntário, onde seja clara a nossa filosofia e onde o voluntário, por sua vez, possa expressar as suas expectativas, intenções e potencialidades.

Selecção:
As respostas, positivas ou negativas, são informadas por mail, cumprindo a data que se combinou (existem disponíveis respostas uniformizadas).
Quando a resposta é positiva, informar desde logo sobre as datas e o programa da próxima Formação Inicial (incluir descrição dos 3 módulos). Esclarecemos que é obrigatória a participação em toda a Formação e que a não-comparência é motivo de rescisão da candidatura.

<u>Documentos:</u>
- Regulamento Interno do Voluntariado
- Ficha de Inscrição para Voluntário
- Carta de Princípios da Acreditar
- Missão/Visão/Valores
- Guião de Entrevista
- Programa da próxima Formação Inicial

3. FORMAÇÃO INICIAL E ESTÁGIO, para Casa e Hospitais

Esquema da Formação Inicial:

1º ENCONTRO · 7 horas
- Acolhimento
- A Acreditar: uma história e uma forma de estar
- Pela voz de um Pai, um BB e um Voluntário
- Ética e Limites do Voluntariado
- Procedimentos Necessários
- Documentação

Início do Estágio: Integração no Voluntariado (2 meses)

2º ENCONTRO · 4 horas
- Balanço do Estágio: partilha e questões (trabalho em grupo)
- Esclarecimentos com Enfermagem

Continuação do Estágio (2 meses)

3º ENCONTRO · 7 horas
- O Cancro Infantil – perspectivas clínica, psicológica, espiritual e social
- Revisitar a Ética e os Limites do Voluntariado
- Formalização da Documentação Final

<u>Documentos para início do 1º módulo:</u>
- Manual de Acolhimento do Voluntário
- Apresentação sobre a Acreditar
- Apresentação sobre a Ética do Voluntário
- Registo de Presenças
- Folha de Avaliação da Formação

<u>Documentos prontos no final do 1º módulo</u> (se permanecer interesse por parte do voluntário):
- KIT: saco pano + t-shirt + Cartão de Voluntário + fita (valor 10 euros)
- Declaração de Responsabilidade (a ser assinado pelo voluntário)
- Registo Criminal (entrega obrigatória por parte dos voluntários)

Após a realização do 1º módulo, os candidatos começam o período de estágio. O estágio tem a duração
meses e deverá ser acompanhado por um voluntário experiente (tutor). Ao longo deste período, o
responsável do voluntariado deve manter o contacto regular necessário com o novo voluntário e o seu
para poder aferir se a integração está a correr como desejável e ajudar à sua concretização.
Os 2º e 3º módulos da Formação Inicial serão realizados durante este período de estágio.

No final do 3º módulo entregamos o Certificado de Participação. Neste momento, as duas partes fazem a avaliação do desempenho/motivação e a decisão sobre a integração como voluntário definitivo.
No caso de o voluntário ingressar no Voluntariado, é obrigatório assinar o Contrato de Voluntariado.
Introduzir de imediato os dados e documentos do novo voluntário na Base de Dados.
No caso de candidatos cuja avaliação seja negativa ou que não pretendam continuar, estes devem suspender de imediato o voluntariado e devolver o seu Cartão de Voluntário.

Documentos para final do 3º módulo:
- Certificado de Participação
- Contrato de Voluntariado (a ser assinado pelo voluntário e pelo responsável do voluntariado)

Documentos Nacionais:
- Planeamento Nacional Anual
- Calendário Formações Anuais

4. ACOMPANHAMENTO DO VOLUNTÁRIO

Acompanhamento:
Momentos de comunicação com Voluntários (mails sempre em BCC):
- Newsletter Externa
- Iniciativas festivas da Acreditar
- Convocação e resumo de reuniões de voluntariado
- Pedido de colaboração para actividades
- Informações dia-a-dia da prática do voluntariado

Momentos de encontro com Voluntários:
- Calendário Anual de Reuniões Follow-up, com datas estabelecidas - entregue em Setembro/Outubro
- Encontro Regional de Voluntários (1 x ano / despesa assegurada pelos voluntários / lembrança simbólica preparada por cada núcleo)
- Cartão de Parabéns por mail, com envio personalizado
- SEMANA DO VOLUNTARIADO (1ª semana de Dezembro):
    - Carta do João, enviada para cada um através de mail personalizado
    - Jantar Natal, com lembrança pensada nacionalmente, e sempre que possível feita pelas crianças/jovens/famílias da Casa
    - Visibilidade de agradecimento nas Redes Sociais

Formação Contínua:
Construção atempada de um Plano Anual de Formação Contínua, com o envolvimento dos voluntários que o desejarem. Com datas estabelecidas (2/3 vezes por ano), a ser entregue aos voluntários em Setembro/Outubro. Ao longo do ano, permanecemos atentos às formações externas que possam ser do interesse dos voluntários e informamo-los sobre estas.
Introdução na Base de Dados acerca da presença/ausência de cada voluntário nas reuniões/formações.

Documentos:
- Cartão Anual de Parabéns (online)
- Calendário de Reuniões Follow-up
- Registo de Presenças

- Plano Anual de Formação Contínua
- Registo de Presenças
- Avaliação da Formação Contínua
- Certificado de Participação na FC

5. RECONHECIMENTO

Formas de reconhecimento a que aderimos:
  i.   Carta de boas-vindas pelo Presidente da Acreditar (no Manual)
  ii.   Colaboração e reconhecimento quotidianos
  iii.   Envolvimento nas decisões
  iv.   Reuniões e Encontros
  v.   Certificados de participação
  vi.   Cartão personalizado de Parabéns
  vii.   Celebrações na Semana do Voluntariado
  viii. Divulgação do Voluntariado nos meios de Comunicação Social
  ix.   Selo e Diploma de Antiguidade (5 – 10 – 15 anos...)
  x.   Carta de despedida/agradecimento pelo Presidente da Acreditar

6. AVALIAÇÃO

Avaliação Anual
Espaço para comentários e reclamações – Caixa da Provedoria do Voluntariado
Aplicação de um questionário de avaliação anual a voluntários, famílias e profissionais de saúde

Documentos:
- Inquérito de Satisfação anual para voluntários
- Inquérito de Satisfação anual para famílias
- Inquérito de Satisfação anual para profissionais saúde

Avaliação Final
No momento da saída definitiva do voluntário, aplicação de um inquérito de avaliação final.
Entrega de uma carta do Presidente da Acreditar.

Documentos:
- Inquérito de Avaliação Final
- Carta do   em agradecimento e marca final

Aprovado em 15 Janeiro 2018 - MC

Changes and impacts of Acreditar Houses
Source: Made by the author, based on (ACREDITAR, 2014, 2015, 2016b, 2018).

2014	Children	Improvement of physical and psychological well-being; Greater protection and support of the family; Being near the hospital services, less displacement, and better hospital experience; Improving self-esteem and acquisition of new skills; Loss of privacy
	Families	Saving time on travel; Economic savings; More free time, comfort and increased family cohesion; Psychological and personal well-being and less anxiety; Living with other families and sharing of experiences; Loss of privacy; Difficulty adapting to returning home; More time to focus on the treatment of the child
2015	Children	The family is happier; Feel less alone, people always present to take care of them and making new friendships; Choosing the places, they want to be in the house; Personal growth; Higher possibility of treatment success; Better hospital experience
	Families	Possibility to live near the hospital services; Possibility to provide the right nutrition for the child; More time spend with their children; Opportunity to talk and share their experience and about the disease; More safety; Greater well-being; Less financial difficulties; Greater family cohesion; Personal growth
	Volunteers	Never lose the will to play with children and to help support families; Learn new things; Improve skills to deal with cancer and to be more creative and dynamic with children and adolescents
	Staff	Feel that working in ACREDITAR contributes to having happy moments, more energy and being more able to solve problems; Feel more pleased with life, positive about the future and give less importance to life´s setbacks; Feel that they contribute to a better world

	Children	More safety because they are less alone and close to hospital services;		
		Personal growth by living with other children and with people that take care of them like volunteers;		
		Well-being, comfort, making new friends and make the meals they like;		
		Better hospital experience, being able to have their family all together;		
		Greater probability of treatment success, having more peace of mind, not undergoing long daily trips		
2016/2017	Families	More safety, by being near the hospital services;		
		Improved hospital experience. Being in a place like home and that is not the Hospital and being able to cook what they want;		
		Personal growth, by sharing and support other families in the same situation;		
		The less financial difficulty, by reducing costs for example on travel;		
		Well-being. They can be in a comfortable place and spend more time with their child and the rest of the family		

APPENDIX G

Quality of Acreditar Houses from the family perspective, on a scale of 1 to 5.
Source: Made by the author, based on (ACREDITAR, 2015, 2016b, 2018).

	Characteristics	2015	2016	2017
Bedrooms	Cleanliness, comfort, privacy, and quality	4.75	4.81	4.79
Common Spaces	Cleanliness, comfort, and quality	4.73	4.46	4.73
Staff Team	Reception and monitoring, housekeeper, administrative support, security	4.71	4.77	4.84
Volunteers	Monitoring, listening, support, relational quality	4.64	4.32	4.39

1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?

R: Eu estou cá como psicóloga clínica estagiária e estou na ACREDITAR há dois meses. As minhas funções na ACREDITAR vão variando, ainda é algo que não está muito bem definido. Uma das coisas que já está definido é a parte do apoio social, o cabaz, e o apoio material, a questão dos brinquedos e toda a questão mais logística, sou eu que estou encarregue.

Grande parte do meu trabalho é fazer e planear atividades com as crianças e fomentar algumas competências como a memória, competências mais cognitivas, mesmo a questão das emoções, trabalhar as emoções, mas numa forma sempre na brincadeira, muito simples e muito útil.

Ações de sensibilização também tenho feito muitas, vou ainda estar em outro projeto que é o "Aprender mais" e vou estar a dar apoio logístico aos Barnabés. Neste momento vou fazendo um bocadinho de tudo que vai aparecendo.

[Mlearn]

P.2. Concorda com a figura? O que alterava?

R: Sim parece-me bem, eu percebo que tu queres formar categorias, e é sempre difícil categorizar um trabalho que é feito de uma forma tão contínua. Mas acho que sim que me parece bem, só esta questão da coordenadora do voluntariado e da gestora da casa, onde esta última tem tarefas específicas na casa, não só de manutenção, mas todas as atividades que decorrem cá na casa e na gestão de tarefas das famílias.

Para mim, fazia sentido existir uma categoria mais ampla, relacionada com o trabalho da gestora de casa, pois não é só a gestão da infraestrutura, é um bocado mais do que isso.

[Processo: Coordenar Apoio Logístico]

P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Sim, acho que sim. Há depois todas as outras coisas aqui no meio, como a questão dos contratos. De uma forma geral, sim.

[Processo: Coordenar Apoio Social]

P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Normalmente, quem decide o apoio já é a assistente social. Já vem de lá a indicação do que é que a família precisa. Nós depois quando recebemos a família já sabemos o apoio a dar, por exemplo pode ser só o apoio alimentar, na altura da escola pode ser só apoio nos materiais escolares ou então apoio financeiro, mas é a assistente social que diz logo qual o apoio necessário.

(…)

Sim, acho que está bem, tirando esta parte da definição do apoio, que é feito pela assistente social.

Muitas vezes o apoio é prolongado, a assistente social dá-nos essa informação quando este está a acabar.

Todas as famílias são referenciadas por uma assistente social, neste caso do hospital.

[Processo: Gestão do Voluntariado]

P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Eu estou mais dentro do voluntariado na casa, mas é a gestora de casa que gere.

Esta parte não estou tão dentro. Por acaso estive a ajudar a coordenadora do voluntariado na questão dos questionários de avaliação de finalização do voluntariado.

Mas sim acho que está bem.

Depois temos muitos candidatos que gostavam de ser voluntários, em que por exemplo no caso do "Aprender Mais" é específico por ser na zona de Lisboa, núcleo Sul, e há professores de Leiria que se candidataram, só que Leiria ainda é longe. Ficam guardados, imaginando que existe uma necessidade em Leiria, nesse sentido estes voluntários ficam reservados.

APPENDIX H (INTERVIEW 2)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?

R: Estou na ACREDITAR desde o início, fui crescendo com a ACREDITAR. Cresci também agora com o trabalho que tenho vindo a fazer que é de gestora da casa de Lisboa, além das publicações dos livros da ACREDITAR, que inicialmente ocupavam muito mais o meu tempo.

Quando começámos a ACREDITAR a nossa prioridade era de informar, porque não havia nada, tivemos de ir lendo coisas do estrangeiro, traduzindo, e isso para nós foi muito importante. Agora já não é a maior prioridade, desde que a associação foi crescendo e construindo as casas de apoio às famílias.

A ACREDITAR está nos meus genes. Neste momento, estou a gerir uma casa, com doze famílias.

[Mlearn]

P.2. Concorda com a figura? O que alterava?

R: Sem a base da Direção, de quem determina as estratégias, as outras atividades seriam insustentáveis ou impossíveis. Sem a direção ou diretora geral (que é quem coordena) sem plano e sem ideias, sem coordenação e sem dinheiro, nada seria feito. Seria tudo voluntariado e hoje em dia já não é só voluntariado.

Este é o fundamento, a base das ações. A direção são as pessoas que pensam o que vamos fazer, quais são as nossas estratégias, e o resultado disto é que são as atividades da ACREDITAR.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Não está tudo bem, nós deveríamos ser mais proativas, envolver-nos mais na política, temos de utilizar a nossa força de uma forma útil e educada, mas nós podemos fazer mais pressão do que estamos a fazer, podemos interferir mais e podemos ventilar mais a nossa opinião. Obviamente para ventilar bem a nossa opinião, tens que ir bem preparado, temos que saber do que estamos a falar.

[Processo: Coordenar Apoio Logístico]

P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Quem recebe o contato com a assistente social para alojamento na casa sou eu. Tudo o que esteja relacionado com a casa sou eu que trato.

Primeiro existe o contato com a ACREDITAR para ver se há vagas. Depois quando há vagas recebemos a família. As pessoas só entram aqui na casa, já com o contato da assistente social com a família.

Caso não exista vagas, é logo referido no primeiro contato com a assistente social, esta que vai então procurar outras soluções de acompanhamento social para a família.

(…)

Aqui, não é bem o contrato que acaba, o doente sai quando já não há necessidade de estar aqui, quando há alta médica, ou seja, quando as pessoas podem voltar para a sua casa. Alta médica em vez de fim do tempo de contrato.

(…)

A única coisa que vem para nós é o pedido de alojamento por parte da assistente social. Tem de ser por causa da segurança social, porque nós temos o apoio da segurança social para a casa, e temos um formulário com o nome da família, data de nascimento, número de contribuinte, etc. Não são os médicos que nos fazem os pedidos é a assistente social.

P.5. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: Quando a assistente social faz um pedido, liga, ou manda um email, e dentro de 24 horas, a resposta é imediata, não podemos deixar uma família à espera de resposta. O nosso objetivo é resolver os problemas das famílias. Temos que dar resposta logo, as pessoas não podem ter tempo de espera.

P.6. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Sim, logo que eu entro estão a pagar o meu salário. Todos os colaboradores menos os voluntários têm um custo.

Para te dar uma ideia dos custos, um quarto custa por ano 12750 euros. Como é que nós chegamos a este valor? Nós temos 12 quartos, 12 vezes 12750 dá a volta de 150 mil euros. O que é que representam estes 150 mil euros? É água, luz, gás, telefone, salários de limpeza, rececionista, seguranças, governanta, seguro, todos os custos da casa. Numa base anual, juntamos tudo, dividimos por 12 e é o valor do quarto por ano.

[Processo: Coordenar Apoio Social]

P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: O apoio social não é comigo. A coordenadora de núcleo recebe através da assistente social e avalia em conjunto com a diretora geral, que tem a última palavra. Mas como vem da assistente social nós não duvidamos da necessidade. Quem melhor consegue avaliar as necessidades de uma família não somos nós, é a assistente social. A coordenadora e a diretora depois definem se é pontual, se são 3 meses, etc.

De resto está bom.

[Processo: Gestão do Voluntariado]

P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: O informar sobre rejeição, a mim praticamente nunca me acontece porque o perfil e a função para mim são tão nítidos que a rejeição começa logo por aqui. Eu escrevo uma ficha e depois é colocado no website. As pessoas preenchem a ficha, que depois vem para mim. Eu leio a ficha e vejo se por exemplo, alguém tem 15 anos, exemplo de quem não se pode candidatar, ou então, se alguém tem escrito na sua motivação um motivo que é demasiado débil. Digo que é melhor esperarem, etc.

(…)

Aqui na casa têm 8 semanas de estágio, uma vez por semana, depois têm a formação geral do voluntariado com a coordenadora de voluntariado nacional, mas às vezes quando preciso de um grupo assim mais rapidamente eu faço uma pequena formação, aqui só em casa.

[Processo: Gestão do Recrutamento]

P.9. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: A diretora geral não aprova, ou eu ou a coordenadora de núcleo, para o voluntariado no hospital.

(…)

Agora chegou o manual do voluntário, que se dá aos voluntários quando entram para além dos outros documentos.

(…)

O recrutamento só abre pontualmente, no site. Se não recebíamos fichas de candidatura todos os dias.

Aceitamos e recebemos candidaturas que vêm cá entregar, dizemos que pode deixar, mas que neste momento está fechado e que fique atenta ao site.

No site fica aberto uma semana ou duas por volta de Agosto para a casa e refere o email apropriado de cada colaborador a enviar a candidatura.

Eu guardo as candidaturas que vêm cá entregar, mas estamos a falar de duas ou três pessoas.

APPENDIX H (INTERVIEW 3)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?

R: Eu faço este ano 20 anos na ACREDITAR. Há quinze anos, desde que a casa de Lisboa existe estou na receção, sou a primeira cara visível, e isso implica o acolhimento a famílias. Eu trabalho muito diretamente com a gestora de casa no acolhimento das famílias, as pessoas dirigem-se a mim como sendo uma ponte entra elas e a gestora da casa. Também faz parte do meu trabalho, receber as pessoas que chegam à associação para nos pagar uma multa do tribunal, que querem ser sócias, etc. É um papel que eu acho que é multidisciplinar.

Sou rececionista e estou destacada para o acolhimento às famílias, como nos preenchimentos de contratos, mostrar a casa, no apoio social nós temos cabazes alimentares, etc., as pessoas têm de ser muito flexíveis.

[Mlearn]

P.2. Concorda com a figura? O que alterava?

R: Os voluntários são um corpo muito importante, que garante muita coisa, mas tem de ser coordenado por um corpo profissional. A ACREDITAR só existe há 25 anos, no meu ponto de vista porque há um momento em que se profissionaliza definitivamente. Ou seja, as IPSS são hoje um setor de economia social, não é possível trabalhar hoje nesta área com as solicitações da sociedade, sem ter um corpo profissional que é uma garantia de suporte ao resto.

Os voluntários só podem existir bem, se houver um profissional que os gere. A organização profissionalizou-se e obteve um patamar de qualidade que creio que teve como responsável, no meu ponto de vista, a diretora geral. É ela que vai movendo as peças deste xadrez, que é algo que é complexo e delicado, porque nós estamos sempre numa área que é complexa.

Acho que não falta nada. Há aqui uma parte muito importante hoje que é a Comunicação, que é muito delicada. A associação teve assim um caminho meio tortuoso, que era, não acertava muito com as pessoas que comunicavam a nossa imagem. As pessoas não comunicavam bem, eram exteriores, estavam em agências de comunicação, e estavam fora. Houve uma altura em que a diretora geral achou que valeria a pena ter uma pessoa que conhecesse a organização e a organização tornou-se mais eficaz.

As pessoas não sabem em profundidade a realidade do trabalho que nós fazemos e o trabalho do atual departamento de comunicação e da diretora geral é dar a conhecer a associação de uma forma com maior peso aquilo que fazemos.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Completamente, a organização tem tido um crescimento qualitativo e quantitativo brutal e que é reconhecido.

No dia em que a diretora geral sair, vai ser um bocadinho complicado. Ela tem tido a capacidade de executar um crescimento financeiro, pois sem ele não podemos suportar as pessoas e de igual modo também a manutenção das casas.

[Processo: Coordenar Apoio Logístico]

P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Quando a assistente social, sabe que existem 12 quartos na casa de Lisboa e que tem aqui, no Porto ou em Coimbra, uma rede de suporte excecional, pede suporte à ACREDITAR para a permanência ou estadia de uma família que se encontra deslocada do seu meio ambiente e que vai ter pela frente, por exemplo no caso dos PALOP, 1 a 2 anos de tratamento. Estas famílias ficam alojadas bastante tempo, mas existe um equilíbrio por parte da gestora da casa para criar espaços para outras famílias dos Açores, Madeira, Santarém, Guarda, etc.

Quem contata com a assistente social é a gestora da casa e eu, neste caso do alojamento.

Também poderá existir a ajuda dos voluntários no acolhimento.

Se não houver vagas, diz se logo à assistente social, que tenta encaminhar para o lar do hospital ou para pensões.

No geral sim concordo com o diagrama. Só enfatizo o papel da gestora de casa e assistente no acolhimento da família.

P.5. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

A atualização dos quartos é feita por mim diariamente.

O contrato das famílias é de 6 meses, mas renovável. Nos casos das famílias que pretenderem estender a estadia, a gestora da casa faz um controle e pede uma atualização médica do estado da criança ou jovem. Este contrato é entre a gestora da casa e a família.

A saída da família acontece quando a criança tem alta médica.

A resposta à assistente social faz-se entre um a dois dias, sendo que pode haver alturas em que dizemos não há, porque estamos cheios. Quando a ACREDITAR abriu há 15 anos atrás, os equipamentos que havia para dar resposta eram muito poucos e durante meses havia uma lista de espera.

P.6. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Os custos são brutais, não é, porque é assim o facto de uma família chegar aqui e estar um ano e tal e não pagar água, luz, internet, ter acesso a uma cozinha recheada com produtos, ter condições fantásticas, ter atividades lúdicas que são feitas, etc.

P.7. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: Não.

[Processo: Coordenar Apoio Social]

P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Para o apoio social faz sentido ser a Coordenadora de Núcleo no contato com a assistente social, mas também a assistente de direção, por exemplo no caso de uma família carenciada e que necessita de um apoio financeiro vai diretamente para a assistente de direção que depois tem a confirmação ou negação da diretora geral. Nós temos muitos apoios financeiros a nível nacional e a assistente de direção (Lisboa) é que dá a confirmação a esses pedidos.

(…)

O cabaz é da responsabilidade da coordenadora. Tudo o que é financeiro é com a assistente de direção.

(…)

A assistente social é o filtro para o suporte de qualquer apoio às famílias.

(…)

A ACREDITAR para levar a cabo o seu trabalho tem de ser muito proativa. Existe um plafom para determinadas coisas, por exemplo a Euro Disney. Estamos permanentemente em campanha pois nós vivemos com recursos que pedimos à sociedade civil, aos mecenas e aos particulares, nós estamos 365 dias em campanha. De outra maneira não teríamos recursos, nem para as casas, nem para os passeios, nem para os cabazes.

Existe o contato permanente com os mecenas e entidades interessadas.

P.9. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: 3 a 6 meses o tempo de apoio. Resposta é normalmente rápida.

O material escolar, por exemplo, é entregue antes das aulas começarem.

P.10. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: A acrescentar a assistente de direção.

[Processo: Gestão do Voluntariado]

P.11. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Às vezes contato as pessoas para serem entrevistadas para o Voluntariado na Casa. Do resto é a Gestora de Casa e do Voluntariado.

[Processo: Gestão do Recrutamento]

P.12. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Eu respondo por email às pessoas que mandam candidatura, neste momento as candidaturas encontram-se encerradas. Quando vejo alguma coisa interessante no currículo tento reencaminhar para a coordenadora do voluntariado ou de núcleo.

Respondo também a outros emails de tipo de candidaturas, por exemplo de emprego ou estágio curricular.

APPENDIX H (INTERVIEW 4)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?

R: A minha função é a coordenação da comunicação. Trabalho há 10 anos na organização e nesta função estou há 5 anos. A principal atividade passa por garantir a boa comunicação interna da ACREDITAR entre as várias colaboradoras, direção, sócios, mecenas e voluntários. Garantir que todos estão a par das atividades que fazemos, seja campanhas ou angariação de fundos, e depois também com a comunicação com o exterior, com as entidades que fazem coisas a favor da ACREDITAR, com a comunicação social, com o que for preciso.

[Mlearn]

P.2. Concorda com a figura? O que alterava?

R: Não estou a ver nada que falte, nenhuma área a faltar.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?

R: Sim, eu acho que não há atividades que não estejam de acordo. Pode é haver mais coisas a fazer.

[Processo: Gestão da Comunicação]

P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: No geral sim.

Em relação á newsletter sim é para todos. Em outros casos, não é obrigatório escolher só um, é consoante as necessidades. No website é sempre. Nós fazermos alguma coisa e não estar no website é estranho e não estar na newsletter externa também é estranho. Depois coisas de lá fora, estilo Mupis é que pode justificar-se ou não, portanto não é exclusivo, não é obrigatório escolher só uma.

(…)

Então, em relação à comunicação externa, os 3 exemplos que dás, a newsletter, o website e redes sociais e Mupis e afins, não é obrigatório ser só um dos canais, podemos usar mais do que um. É caso a caso, depende da ação em si. O que se justifica sendo que no website e nas redes sociais é muito provável que em todos os casos se utilize, a newsletter logo a seguir e, aquilo que pode ser mais variável são os mupis. Também há a questão dos custos, não é?

No caso dos Mupis e de tudo o que é exterior, mesmo de rua, tem de ter um interesse nacional, mesmo abrangente, não é? Tem de ter uma ação muito grande, para além da questão dos custos.

Se fosse preciso por uma ordem, colocaria primeiro o website e redes sociais, porque é mais imediato. A newsletter como é semestral, 2 vezes por ano, colocaria a seguir e depois esta questão dos mupis como é muito pontual viria só no final, mesmo opcional. De resto, sim.

P.5. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: Depende de cada objetivo. Imagina, pode ir desde um objetivo muito grande que tem a ver com angariar um valor muito elevado, imagina 1 milhão de euros, para construir um acrescentado à casa de Lisboa, pode demorar 2 anos a ser feito, é uma campanha. Agora dizer que uma escola de bailado fez um concerto a favor da ACREDITAR, é uma semana.

(…)

A newsletter interna é mensal. A newsletter externa é semestral.

Isto depende de quando as coisas acontecem, mas não te sei dizer.

P.6. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Não, é ação a ação. Normalmente não temos custos quando são ações a favor da ACREDITAR. Os custos que temos é imagina por exemplo ir ao sítio representar a ACREDITAR. Às vezes, pode ser no Alentejo, uma corrida a favor da ACREDITAR, temos o custo de transporte de ir até lá, mas de resto é mesmo só estar presente enquanto representante.

(…)

No exemplo do bailado, nós não alugamos a sala, nós não compramos os comes e bebes, são eles. O que pode acontecer são eles nos dizerem: queremos dar-vos uma percentagem da receita. A receita varia e tu podes receber 1, 100 ou 1000 euros, portanto aí depende da gestão deles e dos apoios que eles conseguem, mas nós não temos custos com isso. Agora quando é uma campanha organizada por nós, aí sim temos custos.

E os custos são avaliados, planeados, campanha a campanha. Imagina não se pode comparar o alargamento da Casa de Lisboa com o setembro Dourado que é só sensibilização.

O custo varia, não está pré-definido.

P.7. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: Sim. A direção também é importante, mas se calhar convinha pôr a figura da diretora geral. São coisas diferentes. A direção é mesmo um grupo de voluntários, enquanto que a diretora geral é profissional e que lidera todas as profissionais e depois passa também a informação à direção, mas muitas das ações, não vão à direção. É como se houvesse um nível intermédio, entre o departamento de comunicação e a Direção, que é a Diretora Geral. E há coisas que vão só até à Diretora Geral e outras que têm de ir mais acima.

Trocarias a Direção por Diretora Geral. São mais excecionais aqueles que vão à direção.

(…)

Depois sobretudo na comunicação, sim, quando são coisas a favor da ACREDITAR muitas vêm dos vários núcleos da ACREDITAR. Portanto aí além do departamento de comunicação há todas as coordenadoras e governantas que estão envolvidas, numa corrida ou em alguma coisa, e são elas que nos passam essa informação a nós, do que vai acontecer. Eles é que estão envolvidos.

(…)

Na definição das necessidades e objetivos a comunicar, podes definir em dois tipos. Umas são interesses da ACREDITAR, que vêm da direção ou da diretora geral. Outras são externas que podem vir de qualquer uma das colegas.

[Processo: Definição do Plano de Ação e Estratégia]

P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Eu vejo as coisas como, cronologicamente há a receção de uma proposta, isto eu via no início e a seguir é que se analisa o tipo de comunicação.

(…)

No primeiro nível teríamos a receção de propostas externas e a identificação de necessidades internas.

A seguir à receção de propostas teríamos a análise de propostas e a análise do tipo de comunicação no fim. Depois da identificação das necessidades internas teríamos a análise do tipo de comunicação e igualmente a procura de meios, que podem ser de mecenato ou comerciais.

(…)

As internas estão aprovadas porque é uma necessidade nossa. Estás muito bem na tua vida e lembras-te que tens uma casa para construir, precisamos de dinheiro, preciso de comunicar. É uma necessidade interna, vamos pensar que o que temos para fazer é ir para as ruas e ir pôr mupis, para isso precisamos de mecenas.

Estás muito bem na tua vida, aparece uma escola que quer fazer o espetáculo final de ano com bilhetes a favor da ACREDITAR. Nós analisamos se a intenção da escola tem a ver connosco e se não há contrapartidas. Imagina, às vezes acontece, queremos fazer esta festa, mas têm de vir crianças vossas para depois aparecerem na televisão. Nós analisamos e achamos que, muito bem, estamos em condições e de que não vai contra os nossos princípios, valores, missão, etc. Se não vai contra, então avançamos e depois logo analisamos qual o tipo de comunicação que se fez.

(…)

Quanto aos indicadores de avaliação não são muito fáceis. Em teoria, faz sentido. Agora estamos com a campanha do IRS a decorrer. O IRS são as pessoas que ao preencherem a sua declaração escolhem pôr lá a ACREDITAR e daqui a uns tempos vamos saber quantos euros recebemos, mais do que o ano passado ou menos. Tu não sabes avaliar quem escolheu a ACREDITAR, como é que foi impactado, onde é que viu, onde é que teve acesso à informação. Por isso, é difícil de avaliar o sucesso, pois nós tivemos o cartaz da ACREDITAR nos autocarros e em vários sítios, mas nunca vamos saber no que resultou.

Sim, vemos o que correu bem e o que correu mal. O follow-up é durante, enquanto está a acontecer.

(…)

No caso de ser uma necessidade nossa, procura-se mecenas, mas também há sempre relações comerciais, imagina, fazer flyers, etc. Olhando para o teu quadro dá ideia que é tudo mecenato, mas não é. Pensando no exemplo do setembro Dourado. Imagina que há jogos da Liga Portuguesa de Futebol e nós queremos ter lá crianças a dar as mãos aos jogadores. Pode ser que haja custos com o próprio estádio, entendes? Não é só de comunicação, pode ser da própria ação em si. Nós temos de procurar meios, podem ser gratuitos através de mecenato ou pagos, meios de mecenato ou comerciais.

No geral acho que está bem.

P.9. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: É tudo muito subjetivo. Um setembro Dourado demora mais tempo do que uma caminhada a favor da ACREDITAR organizada por outros. Depende da ação em si, mas a tendência é que uma ação promovida por nós seja mais demorada como o IRS, setembro Dourado, mas também há exceções por exemplo o Ângelo foi ao Pólo Sul, foi de Novembro a Janeiro. Portanto é variável pelo tipo de ação.

O principal custo muitas vezes é o tempo. Imagina, tu demoras muito tempo a procurar os meios seja mecenato ou comercial, aqui gasta-se muito tempo. Escolher o público-alvo até costuma ser fácil, o difícil depois é como chegar lá.

P.10. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Depende sobretudo de perceber qual o benefício que se vai ter, se vale a pena investir. É pouco rigoroso.

Não há nenhuma atividade com custo definido. O principal custo muitas vezes é o tempo.

P.11. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: Falta a Diretora Geral. Na interna, por exemplo o setembro Dourado, se há hipóteses de pôr uns mupis, ou coisas mais caras temos de ter o ok da Diretora Geral. Ou imagina a história do futebol, o Benfica está disponível, mas o tema do futebol é sensível. Vale a pena juntar-nos a um clube de futebol ou vai criar chatices, então aí entra a Diretora Geral. Portanto, numa lógica de acompanhamento acho que era importante pôr a Diretora Geral aqui.

[Processo: Coordenação de Angariação de Fundos]

P.12. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Há angariações de fundos organizadas por alguém a favor da ACREDITAR e outras organizadas pela ACREDITAR. Se a ideia for nossa, à partida a necessidade do projeto já é percetível.

Sim no geral está bem. Acrescentava o detalhe do público-alvo e cronograma.

P.13. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: É a comunicação e a Diretora Geral. O plano de angariação há de passar por comunicação para fora. No plano estão as ações para o exterior ou divulgação que estão a par da equipa de comunicação. A Diretora Geral está mais presente na definição do objetivo e da estratégia.

A Diretora Geral faz sempre um acompanhamento à distância.

[Processo: Análise de Mecenas e Entidades Interessadas]

P.14. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Eu acho que aqui o que ficaria a faltar é a execução do plano, porque tu já estás a comunicar, mas ainda não fizeste nada. Não te basta identificares as pessoas para comunicares, tem de haver uma ação.

Quem está a identificar e a recolher a informação é que faz isto e não a comunicação. E também recebe. Nós comunicação, não entraríamos aqui.

Imagina, como a ACREDITAR é nacional, há a história dos núcleos, não é? Se é uma coisa na Madeira, naturalmente falam com a Madeira. Em Lisboa, como há mais coisas a acontecer do que nos outros sítios e agora neste caso a Patrícia, agora coordenadora, para não ser sempre ela, também é dividido connosco algumas propostas. Mas nos outros casos dos núcleos, nós entramos só na parte da comunicação, tipo aprovar o cartaz que eles fazem, divulgar.

No geral, é meter a Diretora Geral em vez da Direção e as alterações que te disse e de resto está bom.

P.15. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: Tudo o que fazem connosco, sobretudo numa escala maior, nós fazemos um protocolo. As cláusulas então quase todas pré-definidas e entre elas, há uma que diz: todos os materiais de comunicação sobre a ACREDITAR têm de nos ser enviados para a nossa aprovação e nós temos um prazo de 2 dias úteis para dar resposta. Se nós não dermos resposta, é aprovado por falta de resposta, é imediata.

P.16. Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

R: Eu metia à mesma a figura da Diretora Geral aqui. Acho que ela entra em tudo. Neste caso, também podia estar a Direção, na definição de política de qualidade que é uma coisa muito genérica, mas na prática, mais estratégica entra a Diretora Geral.

Se entrar a Diretora Geral, em que define qual é que é o nosso objetivo, já á partida se diz, por exemplo, nós queremos angariar apoio na área dos transportes. Então a responsável pela Angariação de Fundos já sabe que falar com a TAP, REFER ou com a FERTAGUS, ela trata do processo todo não precisa de ir cá acima. A não ser que seja uma coisa como: a Tabaqueira quer ajudar e tabaco e cancro não liga muito bem então aí fazia sentido falar com a Diretora Geral.

Em tudo o que me falaste até agora, a Diretora Geral entra como acompanhamento. Está no início para definir a estratégia e depois existe autonomia da responsável de angariação de fundos e da comunicação, a não ser em situações diferentes a diretora entra para tirar a dúvida.

[Processo: Gestão do Recrutamento]

P.17. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Concordo no geral.

A Diretora Geral não interfere, sempre que é uma atividade de rotina. O responsável tem autonomia para o voluntariado regular (Hospitais, Casas, Aprender Mais), a direção não aprova, nem a diretora geral. Imagina, a

Responsável pela Angariação de fundos precisava de um braço direito, aí sim faz sentido falar com a Diretora Geral.

(…)

Coordenação do recrutamento do voluntariado, não acho que seja a palavra certa, nós fazemos só divulgação. Porque depois quem faz a entrevista, é quem pediu os voluntários, e de igual modo a parte do recrutamento.

(…)

O perfil geral do voluntário e o regulamento existem independentemente de estarem em recrutamento.

(…)

Às vezes quando precisas de muitos voluntários e achas que só pelo site não vais lá, partilha-se também nas redes sociais, mas não é sempre.

Se por acaso, uma pessoa manda um email, quando nós temos o recrutamento aberto, encaminhamos para o tal email de contato. Quando não está aberto, lamentamos, dizemos que não estamos com o período de recrutamento a decorrer e que por favor tenha em atenção ao site. Não dizemos à pessoa que vamos guardar a sua candidatura.

(…)

Candidaturas espontâneas acontecem, mas é a parte disto tudo, acho que não devia estar aqui.

(…)

Depois a pessoa que recruta é que informa sobre a rejeição.

P.18. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: O tempo que demora a publicar que precisam de voluntários. Depois, em média, o recrutamento está aberto 3 semanas a um mês e o período é suficiente.

P.19. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Website paga-se anualmente, o domínio.

APPENDIX H (INTERVIEW 5)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Eu sou a coordenadora nacional de Barnabés e estou há 5 anos nesta função.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Acho que sim, que está bem. No fundo a forma com que tu defines as categorias, acho que está tudo aqui dentro.
Acrescentaria uma bolinha com a coordenação de Barnabés.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Eu acho que há uma coisa que nós temos de fazer que é sermos cada vez mais a voz das pessoas com as quais trabalhamos. E quando digo isto refiro-me aos pais, aos Barnabés. E nós já temos dado alguns passinhos nos últimos anos, mas acho que a ACREDITAR enquanto associação que deveria ser ainda mais a voz dos pais, ou seja, assumir mais posições. É claro que eu sei que isto se constrói, para que uma associação seja vista

com credibilidade e para que a sua opinião seja tida em conta, é preciso fazer o caminho que a ACREDITAR fez que foi o caminho de ser uma associação de confiança.

Sendo uma associação de confiança, eu acho que as pessoas confiam na ACREDITAR e no trabalho que faz, agora a ACREDITAR pode começar a dar mais opinião. Por exemplo, dizer isto não pode ser assim, ou isto tem de passar a existir. Falo em relação aos direitos das famílias ou as condições que as famílias precisam. É um processo natural de crescimento que eu penso que agora estamos a dar o salto.

[Processo: Coordenar Apoio Logístico]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: A ideia que eu tenho é que a assistente social contata com a gestora da casa e não a coordenadora de núcleo.
Sim de resto acho que está bem. A única alteração é o contato da assistente social com a gestora da casa.

[Processo: Coordenar Apoio Social]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Acho que está bem, acho que é isto.

[Processo: Gestão do Voluntariado]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Acho que está ótimo.
Depois acho que há algumas alterações recentes. Mas se perguntares à coordenadora de núcleo aqui do Porto ela sabe melhor do que eu. Eu sei que eles foram fazendo algumas alterações, têm a reunião de acolhimento, depois têm o primeiro módulo de formação, depois têm o tal estágio de 6 meses

[Observações]
Não temos nenhum para os Barnabés. Os Barnabés são uma área de ação muito importante da ACREDITAR.
Poderias fazer um processo, desde o momento em que um Barnabé entra na ACREDITAR. Depois pode inscrever-se ou não. Se se inscrever, quem é que contata? Temos a coordenadora nacional de Barnabés que sou, depois temos as coordenadoras de núcleo, temos os responsáveis de grupo, está tudo envolvido.
Como é que é a comunicação com os Barnabés, quem é que os contata? Por exemplo vocês responsáveis de grupo, contatam para determinadas coisas, eu contato para outras, podias fazer uma coisa deste género.
(…)
Uma das ações principais da ACREDITAR são os Barnabés. Os Barnabés têm um destaque muito grande na ACREDITAR. Nenhum dos diagramas fala dos Barnabés. Acho que era importante.
Dás destaque ao Voluntariado, e não dás destaque aos Barnabés acho que não faz sentido.
(…)
Os Barnabés são o motivo pelo qual a ACREDITAR existe.
(…)
Quando falas de apoio logístico, social ou emocional, eu lembro-me sempre de famílias e não de Barnabés. Faz-me lembrar sempre as famílias. O apoio escolar, pronto é mais dirigido às crianças.
Mas acho que não há aqui nada que me faça só pensar em Barnabés.

(…)

Não consigo opinar corretamente nas coisas que me mostraste, ao contrário se houvesse um sobre os Barnabés. Por exemplo, não faço a monitorização de voluntários. Faço a monitorização de voluntariado Barnabé.

(…)

O objetivo será ilustrar aquilo que os Barnabés fazem na ACREDITAR e como é que nós gerimos os Barnabés.

(…)

No voluntariado Barnabé, os voluntários Barnabés podem entrar a qualquer altura do ano, em termos de idade podem entrar depois dos 16 anos, desde que haja uma autorização da ACREDITAR e dos pais. Depois passam por todo o processo de todos os voluntários normais. Fazem só duas coisas diferentes, a formação de voluntariado Barnabé (idealmente antes de começarem a ação, mas se aparecer um potencial voluntário ao longo do ano, não se espera pela formação) – fazem na mesma a formação dos voluntários normais também – e depois têm algumas sessões exclusivas de voluntariado que podem ser só para o voluntariado Barnabé.

APPENDIX H (INTERVIEW 6)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: A minha função é de assessora de comunicação. Tenho o trabalho de planear o plano de comunicação anual da associação, o que é que a associação quer dizer cá para fora e em que alturas deve dizer, isto é aquela comunicação que temos que fazer durante o ano. Tenho que fazer o plano e tenho que o executar na sua maior parte.
Portanto, definir estratégias de comunicação, por exemplo o Setembro Dourado é exemplo disso. O que ano passado se fez e o que se está a planear fazer para este ano com o Setembro Dourado é aproveitar uma efeméride, neste caso aproveitar o mês de sensibilização para o cancro infantil e conseguires colocar dentro desse mês, uma parte informativa importante de sensibilização. O ano passado foi os direitos das famílias e este ano vamos insistir nisso porque é uma questão não está nem terminará tão cedo. Para além de que aqueles que já existem se irão de se acrescentar outros que vão acontecer à medida que as famílias também vão sentido as necessidades delas. As próprias leis têm de ser ajustadas.
(…)
Há uma gestão de informação que já não é informação que nós podemos controlar, que tem a ver com isto que aconteceu no São João, em que a ACREDITAR deve pensar numa estratégia pública de responder a uma coisa que vem de fora e não de dentro. Também faço um bocadinho desse trabalho na assessoria, em perceber qual é a melhor estratégia da ACREDITAR em função daquela notícia, o que é que nos vai cair em cima, se estamos ao não preparados, que tipo de informação é que tínhamos em relação ao assunto propriamente dito, para podermos reagir de uma forma controlada no sentido de, neste caso ser muito importante para nós pois nós trabalhamos com os serviços todos os dias e não podemos arranjar guerras com os médicos por exemplo, temos que ter uma gestão mais ou menos delicada da informação que não dê cabo do nosso trabalho no dia-a-dia ali, mas também que não nos deixe fazer o nosso trabalho que é estar ali ao lado das famílias e trabalhar em função das necessidades que elas têm no dia-a-dia.
(…)
É uma gestão de danos que não é só feita por mim, é por toda a gente. Mas isso tem a ver com a estratégia de comunicação, porque há uma pressão muito grande nesses picos de informação que vêm de fora, em relação aos jornalistas que nos pedem coisas e se nós não tivermos uma informação correta e verdadeira, quando precisarmos de comunicar algo que nos interessa, eles já não o farão. Fazer pontes e manter uma relação de confiança.
Nesta alturas a ACREDITAR tem de ter uma posição sincera, não pode estar a mentir porque isso é fácil de verificar.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Para mim uma das coisas mais importantes que a ACREDITAR tem, e que é o mais visível, e sendo isto a minha ideia - inclusivo aquilo que é a comunicação na ACREDITAR, tanto para o mecenato como para o público em geral - que são as casas da organização. As casas, e o facto de as casas existirem para as famílias e estarem de forma gratuita, para mim é um dos pilares da ACREDITAR porque faz toda a diferença em relação às outras associações do género.

Isto é muito importante para mim porque em caso de dúvidas, de onde o dinheiro é aplicado, e onde no final do ano passado fomos confrontados em relação às instituições congéneres, é tão visível a aplicação do esforço de angariação, que para mim é dos maiores cartões de visita e de certificação de qualidade e de serenidade que a associação tem e do impacto que ela tem lá fora.

Portanto, eu acho que as casas devem estar no centro de isto tudo. Existem atividades dos núcleos que mesmo que não existissem nas casas, elas estariam aqui. Mas eu acho que as casas fazem parte absoluta

daquilo que é o DNA da ACREDITAR e sem elas é muito mais difícil crescer inclusivo para outros sítios. As casas garantem-te uma parte essencial daquilo que são as necessidades dos pais que vêm de fora, numa fase muito complicada onde têm uma necessidade básica garantida e que lhes permite a eles também libertarem a cabeça para se focarem na coisa principal que é a ultrapassem da doença. Nesse sentido, só a casa em si é uma parte do apoio emocional. As casas cumprem vários objetivos.

(…)

Apesar de isto que aqui está se replicar nos outros núcleos, ainda assim e em função das características locais em que cada núcleo se insere, há a liberdade e não funcionamos todas da mesma maneira, até porque os hospitais são diferentes, as pessoas são diferentes e acho que o que uniformiza tudo isto é a direção executiva que tem um papel muito importante na forma de como as coisas são feitas a nível nacional. As direções não fazem as casas, mas fazem muito as direções das casas.

Esta direção em particular, teve uma visão há uns anos que foi precisamente o crescimento através das casas, a implementação da ACREDITAR nestes sítios através das casas.

Era a única coisa que eu acrescentaria ou pelo menos acrescentava aqui dentro do núcleo. De resto acho que sim, que tudo o resto vem por arrasto.

[Processo: Gestão de Comunicação]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Eu acho que está tudo, está certo.

Isto está certo porque qualquer decisão tomada pelo departamento de comunicação é sempre aprovada pela diretora geral, é o plano de comunicação anual. A diretora geral define o plano com os vários departamentos, é levado à assembleia geral e quando aprovado volta para trás para a sua implementação.

A calendarização faz parte do plano. O plano define as ações e as sua calendarização.

(…)

Aqui tens de acrescentar órgãos de comunicação social. Tens os mecenas através das newsletters, tens os nossos amigos e as redes sociais onde tens as famílias, Barnabés e comunidade, que é uma rede mais próxima, os Mupis e billboards também e a comunicação social, por exemplo a campanha dos direitos não é uma campanha que nós pagamos a uma agência para fazer, é incluída na campanha do Setembro Dourado e tem a ver com o passar de uma mensagem de questões como os direitos neste caso. São questões políticas e socias. Portanto na comunicação externa falta-te aqui a comunicação social – órgãos de comunicação social.

(…)

Aqui não escolhes só um. Em função do tipo de comunicação que vamos fazer e do momento, isto não acontece em todos os momentos, acontece em alguns momentos em função do tal plano, podem acontecer os quatro ao mesmo tempo. Não terão de ser em todos a mesma comunicação, de estar a comunicar a mesma coisa, em princípio comunica-se a mesma coisa, mas em linguagens diferentes.

(…)

A newsletter interna sim, mas existe informação cá dentro que não partilhamos para fora. Nós temos mesmo uma newsletter interna, que não é bem newsletter, que nos diz o que aconteceu 15 dias antes e o que vai acontecer 15 dias depois e que têm mais ou menos uma coisa de mês, mês e meio. Serve para os núcleos estarem mais ou menos a par, é uma forma de sabermos o que os outros núcleos andam a fazer e para termos tudo mais oleado.

P.4. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?
R: Tudo o que tem a ver com a relação com os órgãos de comunicação social, isto não é pago naturalmente, mas por exemplo se estivermos a falar de campanhas, divulgação de mupis como esta da consignação do IRS, nós aí sempre tentamos os pró-bónus. Mas tem custos, nós contatamos uma agência que faz a parte criativa, conseguimos muitos pró-bónus e este ano foi a primeira vez que se fez nos jornais e vamos agora fazer numa televisão, isso foi tudo pró-bónus, mas a parte criativa não foi. Isto significa que para o ano já prevemos uma campanha diferente, mais alargada, com som, com imagem.

Tivemos orçamentos tão díspares para a parte criativa entre 2 mil euros e 50 mil, para a campanha do IRS. Aqui tens sempre custos associados, nós tentamos sempre minimizar ao máximo. A campanha do IRS é muito importante porque nós vamos buscar um bolo muito grande na consignação para suportar os custos de funcionamento da associação.

[Processo: Gestão do Recrutamento / Subprocesso: Coordenação de recrutamento de voluntários]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Sim publicamos. Não é só no website, também nas redes socias.

[Processo: Análise de Mecenas e Entidades Interessadas]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Eu faço parte da equipa de angariação, mas ainda não estou a funcionar dentro dela. Há uma parte do meu trabalho que tem a ver com estas campanhas, com o Setembro Dourado, com isso tudo. Se tu quiseres, os grandes objetivos - sejam campanhas informativas ou campanhas de angariação direta, e naquilo que é o trabalho desde quando se define o plano de comunicação até aquilo que queres comunicar- são: a comunicação com os mecenas, sermos mais conhecidos do que somos hoje em dia (nomeadamente no tipo de trabalho que fazemos), e que essa informação chegue, seja através de campanhas, notícias de jornais, etc., mas chegar ao público em geral. Por exemplo para quando chegar a altura do IRS já saberem um bocadinho mais e as famílias naturalmente que vão precisar de nós no futuro e que precisam de nós agora.
(…)
A ACREDITAR ainda não tem uma equipa para fazer a angariação de fundos, todas fazemos, quase todas temos ligações diretas a mecenas, uns maiores outros mais pequenos.
Aqui o gabinete de comunicação não entra. Por exemplo na altura do natal quando se enviam as boas festas, cada colaboradora tem uma lista a quem enviar as coisas, não está canalizado num sítio para, mas podemos evoluir para aí.

Eu estou a trabalhar com uma colaboradora de Coimbra, com algo parecido com isto, vamos tentar uniformizar este tipo de comunicação com os Mecenas, não só para conseguirmos ter uma comunicação mais simpática e mais aberta, como comunicamos com alguns Mecenas mais do que três vezes por ano. Enviar sempre a mesma mensagem pode ser maçador. Vamos reformular emails, cartas, para cada momento de comunicação com Mecenas e alguns Sócios.
A uniformização pode querer dizer uma coisa má, mas não é, para já tentar ter pontos iguais nas coisas em que comunicamos e depois saber distinguir através de cada uma delas, qual é a mensagem de cada um Mecenas. É tentar personalizar.

[Processo: Coordenar Angariação de Fundos]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: É possível que se tenha de reformular outra vez o plano.
O Follow-up que nós fazemos serve para perceber como é que isto funcionou, e se valeu a pena esse investimento todo que aqui está. O grande instrumento que temos disso, no caso do IRS, é o dinheiro que cai na conta durante aquele período. No final agradecemos a todos os que consignaram o IRS nas redes sociais por exemplo.

[Processo: Definição do Plano e Estratégia]
P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Isto tem pouco de comunicação aqui. Onde é que a comunicação entra aqui? No tal plano de estratégia de comunicação anual, onde a ideia é que para alguns destes passos sejam feitos de maneira mais célere, tu não tenhas de ir contar a toda a gente o que é a ACREDITAR e bater às portas das pessoas. O plano de comunicação é exatamente o contrário, é dar a conhecer a ACREDITAR ao longo do ano. Isto serve para que quando bates à porta, as pessoas já terem uma noção do que é a organização e os seus valores, e sentirem-se seguros quando investem ou doam para a ACREDITAR.
Dar a conhecer numa forma muito sustentável e credível, daí o plano ser uma coisa bem pensada.
Nem pode ser a exposição absoluta, mas quando queremos chegar aos políticos, pela questão dos direitos temos de estar um bocadinho cá fora. Dar-nos a conhecer.
Ao não fazermos parte não deixamos de estar presentes. Por exemplo a campanha do IRS foi toda feita aqui.
(…)
Nós pensamos no mecenato de duas maneiras, mecenato para as empresas em que temos que ir bater a porta e o mecenato para o publico em geral.

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Sou diretora geral. Tenho como principal responsabilidade fazer a coordenação de todas as atividades da ACREDITAR a nível nacional, ajudar a definir os objetivos, os planos, etc., e ver se eles são concretizados. Ir também percebendo quais são as novas necessidades na área onde nós estamos e tentar direcionar a associação para dar resposta às novas necessidades.
Estou nesta função desde 2002.

P.2. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Há funções que em primeira linha dão resposta a essa questão e há outras que são digamos mais burocráticas e que dão suporte a essas primeiras, não estão na primeira linha da resposta, mas dão suporte. Cada vez mais estas organizações têm um peso burocrático grande e, portanto, há uma série de tarefas que na primeira linha parece que não dão resposta às nossas questões, mas acabam por ser as questões operacionais que estão na retaguarda digamos assim, acabam pôr em última análise também dar resposta.

[Mlearn]
P.3. Concorda com a figura? O que alterava?
R: Sim, a única coisa que eu talvez aqui acrescentasse aqui nesta parte a azul que é o core digamos, eu não sei se está aqui subentendido nestas, mas seria a relação com os hospitais. É uma coisa que fazem as coordenadoras dos núcleos também e é crucial, ou seja, a nossa presença e o relacionamento com os hospitais onde estamos é crucial para que nós consigamos dar essa resposta. Eu colocaria também porque acho que é tão importante e depois não é preciso destacar nenhuma delas em especial, porque são várias áreas de comunicação que vão desde o contato e administração com o próprio hospital, até ao serviço social, à direção clínica, ao serviço de pediatria, a alguns serviços de adultos onde nós estamos porque há jovens também em serviços de adultos. Portanto, esse relacionamento acaba por ser fundamental para nós termos acesso aos pais, aos jovens e para percebermos os problemas que existem no hospital e que nós eventualmente podemos ajudar a dar resposta.

O resto parece-me que está de acordo com a nossa realidade.

[Processo: Coordenar Apoio Logístico]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Este parece-me bem. Quem faz este pedido de alojamento não é a coordenadora de núcleo é a governanta. Tudo o que tem a ver com os pedidos de alojamento vai diretamente para a governanta sem passar pela coordenadora de núcleo. A governanta informa a coordenadora de núcleo. Mas a decisão e todo o processo passa pela governanta e não pela coordenadora.

P.5. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?
R: Não varia isso eu não acho. Há aqui uma componente que é, normalmente neste tempo, daquilo que depende de nós demora um dia, não leva mais do que isso até ao tempo que acolhe a família. O que é que eu não domino, é a caracterização sociofamiliar. Esta parte não está dependente de nós, está dependente do serviço social do IPO, eu não lhe sei dizer quanto tempo isto demora. Há um contato com a família, mas esta avaliação não depende só de nós, eu não lhe sei estimar quanto tempo isto demora, às vezes que demora mais outras menos.
Tudo o resto desde a referenciação e estando isto feito, a caracterização sociofamiliar, temos aqui um dia até ao acolhimento. Acolhimento ou não acolhimento no caso de não haver vaga.
O que também não lhe sei dizer é este contato da assistente social com outras instituições e alternativas de alojamento.
Em relação à questão até ao fim do contrato, é muito variável, depende da necessidade de cada família. Desde a admissão, até a pessoa sair varia muito de família para família. Nós temos mais ou menos estimado que as famílias do Continente andam á volta de um mês, as famílias dos Açores e da Madeira ronda um ano e as famílias dos PALOP rondam os três anos, em termos médios até ao registo da saída da família.

Na maior parte das famílias do Continente e ilhas, este processo reinicia-se porque as famílias têm de voltar. Elas voltam com alguma frequência. No caso dos PALOP é mesmo os três anos e quando chega ao fim eles regressam para os respetivos países.

P.6. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: No que diz respeito às casas nós temos um centro de custo só para as casas. Consegue ver quanto é que custa uma casa, quantos utentes teve ao longo do ano e dividindo o custo da casa pelo número de utentes, consegue ter o custo exato por utente por cada casa. Eu penso que aqui em Lisboa o custo por utente por ano deve rondar os 15 mil euros. Temos o centro de custos de casas e para além disso temos uma avaliação de impacto social das casas.

O custo da governanta da casa está subjacente no processo, porque a governanta não é voluntária, é uma profissional. Depois temos o custo operacional da casa que tem o custo da Rececionista, o custo dos seguranças que têm contratos de prestação de serviços e tem o custo da limpeza, apesar das famílias assegurarem um boa parte das tarefas, há outra parte que não é assegurada e, portanto, existe o custo de limpeza.

Nós temos uma distribuição percentual de custos por atividade, eu tenho uma percentagem do meu tempo afeto a isto, porque na medida em que sou coordenadora geral, há algum tempo que eu tenho de gastar com algumas das tarefas, o que há de estar afeto um tempo do meu custo. A assistente de direção faz os pagamentos de todos inerentes à casa, a gestão desse trabalho também tem um determinado custo que é imputado à casa. Se houver trabalho de comunicação em relação a uma casa, esse custo também é afeto à casa. Portanto há pequenas tarefas de suporte que são afetas à casa em termos percentuais, não é só uma pessoa que tem a totalidade, mas têm uma percentagem do seu trabalho ligada à casa. Nós temos de afetar os centros de custo de todos os vencimentos, todos os custos.

[Processo: Coordenar Apoio Social]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Nós não temos propriamente um coordenador de apoio social, mas a coordenadora do núcleo é quem assegura isto.

Está bem, o que eu não lhe sei estimar o trabalho da assistente social, como não é um recurso nosso, sei que varia muito de família para família.

(…)

Em relação a este aqui depende muito do tipo de apoio que vier.

As tarefas que tem aqui parece-me perfeitamente o que existe.

P.8. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: Depende muito se nós temos cá o recurso para dar a resposta ou não.

Se for apoio alimentar nós damos imediatamente a reposta, desde que a caracterização da família esteja de acordo com os nossos parâmetros nós dizemos que sim. Entre o tempo que pedem e o tempo que damos rodeia no máximo dois dias.

O apoio económico também vem para a coordenadora. Nós temos regras, e se estiver dentro dessas regras ela dá resposta imediata. Desde o pedido até à avaliação demora um dia. Depois pedir o cheque e o resto da logística, eu diria mais três dias. Se for para os outros núcleos, como todo este apoio vem daqui, demora mais um dia ou dois.

Ainda no apoio económico, existe uma nuance que é se o apoio económico não está nas regras estabelecidas. Aí a coordenadora fala comigo e tem de saber se naquele caso, pode ou não ir além daquilo que está definido. Aí eu tenho de fazer uma avaliação da situação daquela família e decidir se nós podemos ir ou não além daquilo que está estabelecido. Em 80% dos casos eu decido positivamente. Os casos quando chegam a mim já estão filtrados e se estão a recomendar é porque a família precisa mesmo. Por exemplo, quando uma criança precisa de uns óculos, eu pago sempre as lentes independentemente do valor das lentes, as armações acho que deve ser o valor razoável médio. Às vezes o valor das armações é demasiado caro para aquilo que existe no mercado e, portanto, só dou até ao preço razoável.

Para funerais por exemplo temos um valor de 600 euros.

Se chegar a mim, eu não demoro mais do que um dia a tomar a decisão. Onde posso demorar mais tempo é quando os pedidos não são nem económicos, nem alimentar. Por exemplo uma criança que necessita de uma prótese que é muito cara e que não pode ser paga pelo nosso serviço nacional de saúde. Eu vou tentar procurar entre os fornecedores, um melhor preço para a ACREDITAR, e isso pode demorar mais, eu diria que até um mês. Tentamos suportar sempre, mas minorar o custo.

Outro tipo de apoio social que pode demorar mais algum tempo é por exemplo quando uma família tem rendas em atraso, ou prestações ao banco em atraso. Tentamos ajudar a família a negociar com o senhorio ou o banco e isso pode também demorar mais tempo, por estarmos dependentes de outros agentes.

P.9. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?
R: É mais difícil de estimar. Nós temos também um centro de custos para apoio social. O que pode não encontrar é a estimativa do custo de cada uma das pessoas envolvidas no área do apoio social. Porque a maior parte do trabalho das coordenadoras está distribuído.

[Processo: Definição do Plano de Ação e Estratégia]
P.10. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: O início do processo não começa no departamento de comunicação. Eu vou fazer um boneco e depois traduz para a metodologia.
(…)
O diretor geral fala com toda a ACREDITAR, envolve todos os profissionais para definir as necessidades do mecenato em cada ano. Daqui surge uma proposta de plano estratégico e dentro deste plano existe uma proposta de angariação de fundos. Isto é apresentado à direção da ACREDITAR, que valida. Depois vai para a pessoa responsável pela angariação de fundos, com a sua equipa, que têm bocados de nós, e esta pessoa depois passa à execução.
Na execução ela divide responsabilidades que podem ir para todas as áreas da ACREDITAR, com o departamento de comunicação define a comunicação necessária para angariar e fazem uma monitorização.
Isto é o processo genérico para a angariação de fundos definido por nós. Depois há uma outra coisa que são propostas AD-HOC de fontes externas, e isto não é definido por nós, são coisas que aparecem.
Isto pode aparecer ao diretor geral, às coordenadoras ou à comunicação eventualmente. Existem competências delegadas nestas e, portanto, as pessoas podem dar seguimento a isto.
Por exemplo uma corrida do 25 de Abril, em que doam dinheiro á ACREDITAR.
Isto são mais as coordenadoras de núcleo, e tudo o que esteja em parâmetros normais de aceitação, elas aceitam e dão seguimento. Envolvem a comunicação sempre que é necessário.
A mim vem aquilo que sai fora dos parâmetros.
Isto para dizer que não começa aqui e que se calhar tem de reformular um bocadinho, com isto.

P.11. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?
R: O plano é anual, este é variável.

P.12. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?
R: Varia.

[Processo: Coordenação de Angariação de Fundos]
P.13. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Este acaba por ser um bocadinho o seguimento daquilo e, portanto, parece-me que já está mais adequado. Se for mais para a estratégia, tem até aqui. O processo segue o mesmo princípio até ao plano de estratégia. A partir daqui derivamos algumas coisas consoante o tipo de estratégia que estamos a utilizar. Por exemplo se a estratégia que estamos a utilizar for a ampliação da casa de Lisboa, este segue outro caminho. Se for por exemplo a avaliação do voluntariado, que é uma das outras coisas que estamos a fazer tem outro caminho. A partir daqui é que o caminho pode ser diferente, mas a definição do plano até aqui é sempre o mesmo.

O plano é sempre anual para cada uma das áreas que estejam definidas no plano estratégico. Quando chegamos ao fim fazemos a avaliação e à um momento depois de reformular para o ano seguinte.

O responsável pela angariação de fundos são várias pessoas.

Sim aqui parece-me que está bem.

P.14. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

R: O tempo depende um bocadinho do objetivo da angariação, como existem vários objetivos ao longo do ano. Em termos genéricos o processo é sempre anual, agora cada item de angariação vai depender da sua complexidade. Por exemplo, nós vamos definir para a ampliação da casa de Lisboa que vamos angariar desde 1 de Setembro de este ano até provavelmente Dezembro de 2019, que é o final do processo. Esse tempo vai sendo obviamente reavaliado. O tempo de angariação varia entre o tempo do projeto que está definido. Se for uma coisa curta, por exemplo a viagem dos miúdos à Disney, definimos em Janeiro e tentamos concretizar até Setembro a angariação. Se for uma compra da prótese para a criança tem que ser o mais rapidamente possível, num curto espaço de tempo.

P.15. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

R: Varia.

[Processo: Análise de Mecenas e Entidades Interessadas]

P.16. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: É a direção que define as políticas, não começa é aí. Começa com uma proposta nossa que vai à direção que valida.

A comunicação com mecenas não é feita pela comunicação. Esta parte aqui é feita sobretudo pelas coordenadoras dos núcleos e eventualmente por mim. Eu tenho aqui um papel mais ativo com a comunicação com os Mecenas, quando são empresas maiores ou quando são casos mais complexos, exemplo se tiver protocolos para assinar, etc., tudo o resto é feito normalmente pelas coordenadoras.

Tudo o resto está bem. Eu só não acabava aqui o processo, nós temos ainda um passo que é dar feedback ao mecenas. O processo só acabava quando a pessoa é informada daquilo que foi feito.

[Processo: Gestão da Comunicação]

P.17. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

R: Se entender que a direção sou eu está bem. Isto não vai à direção, a direção aprova assim a grande linha e depois eu trato do resto.

(…)

Na comunicação externa também tem as questões que é a comunicação com os meios de comunicação – jornais, televisões, etc. – para todo o tipo de assuntos. Pode ser coisas de mecenato, podem ser assuntos como a questão que está a acontecer a questão do hospital do Porto, pode ser quando andámos a levantar os direitos, que é a comunicação com os media para ver se eles também fazem a comunicação à maneira deles.

(…)

As publicações é informação, que está a par da gestora de casa de Lisboa.

(…)

A comunicação nas propostas AD-HOC também é importante, por exemplo na corrida, se eles fizerem um cartaz e puserem lá o nome da ACREDITAR ou coisas sobre nós elas têm que validar se estão de acordo com os nossos valores.

APPENDIX H (INTERVIEW 8)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?

R: Eu sou assistente de direção. Estou na ACREDITAR há seis anos. Eu trato de tudo o que é da parte financeira, ou seja, eu trato de tudo o que é pagamentos, pontes com fornecedores e afins, tudo que tem a ver com seguros, tudo o que tem a ver com recursos humanos, ou seja, eu faço apoio à direção e à diretora geral. Portanto eu depois faço a operacionalização de tudo o que é contratações, vencimentos, faço tudo de que é ponte com a contabilidade, sou eu que faço a preparação de todo o que é a documentação que depois

é contabilizada e faço a reunião de todas as contabilidades dos núcleos. Eu trato de tudo a nível nacional, as contabilidades são processadas, eu trato da do Sul e trato do aglomerado nacional, recebo a do Porto, recebo a da Madeira e recebo a de Coimbra. Elas cada uma tem uma pessoa que é responsável lá e mandam tudo para cá e eu sistematizo tudo.

Trato também com tudo o que tem a ver com mecenato, valores, processamento de recibos, agradecimentos, com os sócios, contatos com os mecenas. Depois estou envolvida em alguns projetos que dou apoio. Tudo o que for na parte de financeira e de suporte, BackOffice, quando é preciso comprar alguma coisa também sou eu que trato e sou eu que também dou seguimento aos pedidos de apoio social que chegam até mim pelas coordenadoras ou assistentes sociais.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Penso que falta no meio, o planeamento e controlo porque também é uma das bases. Também é um dos pilares mais importantes sem o qual o resto também não funciona. Tem de haver um planeamento e uma gestão. Acaba por ser coisas de BackOffice que fazem com que tudo o resto flua.
(…)
Tu separas-te o apoio escolar. Eu diria que o apoio social engloba todo o apoio, menos o emocional.
(…)
Eu diria que a definição do plano e da gestão entrava aqui, o apoio escolar juntaria aqui ao apoio social, o apoio logístico não o chamaria assim, podia chamá-lo mesmo como as casas ou o acolhimento.
(…)
A coordenação de angariação de fundos está muito relacionada com os mecenas e com as entidades e como a própria depois encadeia o planeamento e controlo e gestão financeira.
(…)
Na gestão da qualidade nós também fazemos uma gestão interna. Nós temos uma metodologia de avaliação das casas que é o SROI, que eu se calhar punha aqui na qualidade e gestão das casas, porque é uma metodologia de avaliação de impacto e que permite uma avaliação também de quem usufrui das casas, das famílias que cá estão. Não só daquelas entidades que emitem aquelas normas ISO, mas também é uma metodologia que nós aplicamos internamente.
(…)
Gestão dos recursos humanos que é aqui feito também por quem define os planos, a diretora geral, no qual quem está aqui na parte de assistente de direção, que sou eu, também presta aqui apoio aos recursos humanos e à parte do planeamento e à parte financeira.
(…)
A gestão de parcerias eu diria que está aqui muito ligada com o planeamento, com o mecenato, com a angariação de fundos e com a definição do plano de estratégia.

[Processo: Definição do Plano de Ação e Estratégia]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Acho que está bem.
Quando recebemos uma proposta de fora analisamos se faz sentido ou não faz sentido, se está de acordo com a ACREDITAR ou não.
O follow-up, fazemos a implementação e a monitorização do plano.

P.4. Um dos fatores a ter em conta no desempenho de um processo é o valor dos Recursos Humanos no mesmo. Se tivesse de dar um valor ao interveniente do processo por hora, qual seria? Ou já existe um valor predefinido?
R: O documento SROI. As famílias fazem trabalho nas casas, as tarefas e afins e nós a isso atribuímos um valor financeiro. É um valor à hora, o número de horas de trabalho de tarefas da casa, de limpeza e afins. Todos os anos esse valor é atribuído por um índice que sai na PORDATA que é o valor da remuneração média mensal, que depois é calculado um valor à hora e nós depois calculamos esse valor.

[Processo: Análise de Mecenas e Entidades Interessadas]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Mudar de definição da política de qualidade para definição do plano. Podes é pôr no início, essas tais regras, guidelines que estão de acordo com a visão ou não da ACREDITAR, e aí acabamos por ter umas baias. Já sabemos que existem certo tipo de empresas com as quais à partida temos de trabalhar de outra forma.
(…)
Acho que não é o departamento de comunicação que faz a comunicação com os mecenas. Será neste caso quem faz a angariação de fundos e não a direção, mas a diretora geral. Poderá ser as coordenadoras, as governantas ou qualquer membro da equipa, até porque todas nós temos responsabilidades na angariação de fundos. Todas nós podemos estar a acompanhar ou a gerir uma atividade ou qualquer coisa de angariação de fundos.
Á partida quando estamos à procura, já fizemos esta parte do processo.

[Observações: Tempo/Custo]
A partir daqui quando tu tens as propostas externas, são propostas que vêm de fora, não és tu que planeias, o tempo pode variar. Igualmente quando é a organização a fazer uma proposta para fora.
No próprio plano de angariação nós definimos, vamos fazer a ação X – tentar reativar sócios que já não pagam cotas há mais de 3 anos – vamos definir que nos próximos 2 meses vamos contatar 100 sócios. Nós aí definimos um tempo, o custo desta atividade nós vamos utilizar pessoas nossas, temos um custo que já é da nossa estrutura, aí o custo será zero. Agora nesse mesmo processo, vamos contatar sócios que não pagam cotas, se fossemos pagar a uma pessoa, aí já teríamos um custo e definiríamos um tempo de 1 a 2 meses.
Temos a atividade do plano de comunicação da consignação do IRS, temos um plano onde vão ser estes 2 meses e temos um custo/orçamento que foi pensado para pagar os Mupis, para pagar a gráfica, etc.

[Processo: Coordenação de Angariação de Fundos]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Acho que sim, acho que está ótimo.

[Processo: Gestão da Comunicação]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Esta newsletter externa sou eu que faço. Sou eu que trato da comunicação com os sócios. A newsletter interna não é partilhada com os sócios.
É elaborada e depois é divulgada. Também se divulga com os voluntários.
A externa é partilhada com os sócios, com os mecenas, com os colaboradores, com os voluntários, famílias, Barnabés, etc.
Divulgação está redundante.

[Processo: Coordenar Apoio Social]
P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Só acho que há aqui uma coisa em falta. No seguimento do conseguir dar suporte, contata com a família, mas também com a assistente social de volta, para fazer o follow-up. Por exemplo, a assistente social pede um determinado apoio. Nós dizemos sim senhora e comunicamos-lhe a ela que o apoio foi atribuído e depois atribuímos o apoio à família.

[Processo: Coordenar Apoio Logístico]
P.9. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Sim acho que sim, está ótimo.

APPENDIX H (INTERVIEW 9)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: A função é coordenadora do núcleo sul. O que passa por estabelecer a ligação com o IPO de Lisboa, mas eventualmente com outros hospitais que também tenham oncologia pediátrica, no sentido em que possam ir apanhar jovens entre os 16 e os 18. E ter a certeza de que toda a região da zona sul a ACREDITAR faz o acompanhamento às famílias que precisam. Depois inerente a isso estão todas as outras atividades paralelas ou de sustento a essa ou de complementaridade, como atividades que possam ter a ver com as famílias,

quando digo famílias é pais e Barnabés, toda a parte de angariação de fundos também, colaboração a esse nível, representar a ACREDITAR em todos os sítios nesta zona sul quando é solicitado, a divulgação da própria associação.

Estou na ACREDITAR a 5 anos e como coordenadora a um mês.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: O apoio logístico é a governanta da casa. O que aqui fazemos é assegurar a logística do núcleo, ou seja, tudo o que é materiais, garagem, os nossos stocks.

O recrutamento é uma das valências da gestão do voluntariado.

Acho que está bem desenhado, acho que há aqui coisas que estão repetitivas. Acho que a gestão de recrutamento é desnecessária porque faz parte da gestão do voluntariado. Aqui no núcleo sul não acontece, mas nos outros núcleos as coordenadoras gerem as outras colaboradoras.

Não poria logístico, mas alojamento.

Aqui coordenar angariação de fundos e analisar mecenas é um bocado a mesma coisa.

[Processo: Gestão do Voluntariado]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Sim está bem.

P.4. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?
R: Sim há coisas que sim, por exemplo, o prazo de candidaturas abertas, normalmente é um mês, a formação inicial são quatro meses, entre os três módulos.

P.5. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?
R: Não há nada fixo. Pode haver uma formação continua que custe, que nos seja dispendioso, mas é pontual, é variável. Aquilo que damos aos voluntários na formação inicial, tem custo, mas no fundo os voluntários pagam que é o saco e a t-shirt. E é isso.

[Subprocesso: Monitorizar Voluntários]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Realizar em vez de elaborar módulos. Muito bem, é isto.

[Subprocesso: Avaliação do Desempenho dos Voluntários]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Isto não é bem feito, ou seja, nós não temos definidos objetivos de avaliação, nem critérios, é um bocadinho a conversa de bom senso. Não tenho isso escrito, é mais a forma como o voluntário esteve, se é adequado ou não é adequado, se foi cumpridor, como é que é o contato com as crianças, etc. A ideia geral é esta, mas não está tão estruturado.

[Subprocesso: Gestão da Formação Contínua]
P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Sim está bem.

[Subprocesso: Gestão de Avaliação Anual]
P.9. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R Uma coisa é aferires a satisfação anual dos voluntários, mas isso não tem nada a ver com a sua permanência ou não permanência.

Então seria outra bolinha, avaliação pessoal ou circunstâncias de vida que faz a saída do voluntário.

Aqui acabaria, conversa com grupo de voluntários e a seguir implementar melhorias e acabava.

Sim é isto.

[Processo: Gestão do Recrutamento]
P.10. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Não é preciso a aprovação da direção.
(…)
Coordenação do recrutamento não, mas sim divulgação. Sim aqui está tudo bem.

[Subprocesso: Coordenação de Recrutamento de Voluntários]
P.11. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Não registamos. O voluntário só vai para a base de dados neste momento que tu puseste aqui.
(…)
A divulgação é no website e no Facebook.
(…)
Basicamente, nós não temos lista de espera, porque isso era infindável. E é uma gestão de expetativas errada porque se nós tivéssemos lista de espera, imagina neste mês há quatro candidaturas por dia, ao seja ao fim de um mês temos 120 candidaturas. A próxima integração vamos integrar 10 pessoas, então ao fim de três dias já tinhas as vagas preenchidas e estás a acumular a lista de espera de milhares de pessoas e no fundo só vais apanhar as 10 primeiras. O melhor é não deixar as pessoas numa expetativa de uma lista de espera, para as pessoas saberem que não estão em lista de espera e que têm de estar atentas.
E não pomos nada na base dados das candidaturas.
(…)
Há contato, mas é aqui no início. Na receção de candidaturas espontâneas, respondemos a todas, a dizer que não está aberto.

[Processo: Coordenar Apoio Logístico]
P.12. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Alojamento em vez de acolhimento. Sim acho que está.
Sim o contato pode ir para as duas.

[Processo: Coordenar Apoio Social]
P.13. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Acho que sim, que está bom.
(…)
Aqui existe o apoio escolar e outro que não tem nome, que no fundo é o acompanhamento da família, por exemplo é preciso ir com uma mãe ao centro de saúde, é preciso ajudar uma mãe a inscrever o filho na creche, mais emocional.
(…)
Aqui pode ser a atribuição de apoio ou acompanhamento.

P.14. Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?
R: Pode ser uma semana, um mês ou um ano.

P.15. Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?
R: Não há um custo no processo, há no momento em que defines o tipo de apoio, que pode ser variável, mas isso tu tens no relatório quanto é que nós gastamos, aqui sim tens custo.

[Processo: Análise de Mecenas e Entidades Interessadas]
P.16: Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui não é só a definição de política de qualidade, mas também definição dos objetivos anuais de angariação. Porque isto é uma coisa fixa, e isto é o que todos os anos definimos como objetivo.
(…)
Aqui não é só o departamento de comunicação, aqui é todos. Literalmente todos, todos nós fazemos isto: comunicação com mecenas, estabelecer parcerias. Todos conhecemos alguém e fazem a comunicação. E a receção de respostas também.
(…)

Não precisa de aprovação da direção.

Depois isto continua aqui no todos, e depois tem si um outro que é manter a relação/parceria, comunicação das necessidades atualizadas. Dá muito trabalho porque cada uma faz isso.

Mantendo a relação e comunicando as novas necessidades.

(…)

Aqui também se põe a base de dados NIODO.

[Processo: Coordenação de Angariação de Fundos]
P.17: Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Este é muito semelhante à análise de mecenas. Isto é mais se for uma campanha especifica.

[Processo: Definição de Plano de Ação e Estratégia]
P.18: Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui estás a pôr a visão da ACREDITAR muito nos mecenas e não é bem assim. Este diria que não é bem assim. Guia-te pelo da Diretora. É feito numa reunião anual.

APPENDIX H (INTERVIEW 10)

P.1.Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Faz este ano 16 anos, como coordenadora do núcleo centro.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Não está mau, dá para perceber.

Na gestão de voluntariado eu faço isto aqui para o Hospital Pediátrico e a gestora de casa também, para a casa. De alguma forma estamos sempre interligadas.

(…)

Aqui qualquer uma de nós faz isto. Todos os dias recebemos emails de pessoas que querem ajudar. Se for uma coisa, por exemplo uma candidatura, mandamos para a responsável de angariação de fundos, se for uma coisa mais fácil de gerir, qualquer uma de nós faz.

(…)

Em relação à comunicação e á imagem, mandamos sempre para a coordenadora de comunicação.

(…)

Cada núcleo tem uma realidade também própria e a gestão de recursos humanos tem de ser gerido diariamente. Por exemplo alguém que esteja cá a fazer um estágio somos nós que gerimos, Lisboa trata da parte prática e das burocracias.

(…)

A gestão de parcerias, também depende, pode calhar a qualquer uma de nós consoante o tipo de parcerias.

[Processo: Coordenar Apoio Logístico]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: A mim faz-me sentido. Primeiramente, ou a ACREDITAR faz o contato com a família ou o hospital faz diretamente o contato com as famílias. É apresentada a ACREDITAR à família no hospital, mas às vezes há famílias que vêm para aqui e só depois é que nós falamos de tudo o que é a ACREDITAR.

(…)

Aqui é a gestora da casa.

[Processo: Coordenar Apoio Social]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Eu acho que sim, está bem.

[Processo: Gestão do Voluntariado]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Exatamente.

(…)

Após a elaboração do módulo de formação, faz os módulos e quando ele começa a fazer a formação, ele já está inserido na base de dados. Nós temos que fazer a inserção da base de dados quando a pessoa faz a entrevista. Por exemplo, se a pessoa entra no primeiro mês a fazer voluntariado, tem que nos trazer o registo criminal porque a segurança social pode nos pedir. Apresenta-se os documentos a partir do dia em que fizeram a formação.

[Processo: Gestão do Recrutamento]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui não precisa de ir à direção. Ou seja, cada núcleo define a necessidade ou não de fazer recrutamento. Depois essa necessidade é reportada ao departamento de comunicação caso seja necessário publicar nas redes sociais, tanto no hospitalar como para a casa e também para o projeto Aprender+ e a coordenadora de comunicação coloca com a nossa aprovação e com as nossas indicações, por exemplo as datas.
(…)
Aqui não podes pôr coordenação, tens que pôr divulgação do recrutamento, porque o resto já vem reportado para cada núcleo.
(…)
Isto aqui ainda estamos a definir um bocadinho esta situação de enviar documentos sobre missão, visão, valores.
(…)
Após a receção das candidaturas à um procedimento de marcação de informação, de entrevistas, depois posterior a formação. Toda a documentação principal é pedida após a formação. Porque a formação de alguma forma também serve (…) às vezes as pessoas faltam à formação, pode acontecer, e já não virem mais. Isso também já é uma forma de nós gerirmos um bocadinho, a pessoa tem que vir naqueles dias senão já não vale a pena vir mais. Só depois da formação e de se começar a fazer a integração é que se faz o pedido por exemplo do registo criminal, essas partes burocráticas é já numa integração ou seja, que já é adquirido que a pessoa vai ficar.
Depois aqui sim, o informar sobre a rejeição ou aceitação, informar sobre datas de formação inicial também. Depois é feita a formação e posteriormente, eu não punha isto assim, punha documentação oficial e início de atividade de voluntariado.
Na minha visão, depois de a pessoa fazer a formação e de cumprir tudo até ao fim, até ao último dia de formação, e cumprir os requisitos – porque se não vier à formação também já não vai fazer voluntariado – no fim disso sim, faz sentido enviar toda a documentação.

[Observações: Tempo e custos]
Quando há um seguimento de um projeto onde as duas entidades estão, há um protocolo entre a empresa e a ACREDITAR em que determinada ação tem o seu timing e é colocado no protocolo por exemplo para aquele ano e pode prosseguir para o ano seguinte. Isto quando são ações que se prolongam no tempo.

APPENDIX H (INTERVIEW 11)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Neste momento sou a responsável pela angariação de fundos, antes disso fui a gestora daqui da casa de Coimbra, e estou na ACREDITAR há dez anos.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Aqui deveria estar gestora de casa em vez de coordenadora de núcleo, no apoio logístico.
(…)
Acho que aqui não está e que é uma área que nós valorizamos muito e que queremos fazer mais nessa área da advocacia social, temos um projeto que até cruza também um bocadinho com os dos Barnabés, de lutar pelos direitos das famílias, que tivemos o ano passado, aproveitamos o Setembro Dourado e fizemos uma grande pressão na assembleia da república para alterar a legislação existente, já tinha sido legislada mas ainda não tinha sido regulamentada, eu acho que isso também faz parte aqui deste núcleo duro. Nós chamamos-lhe advocacia social, não é apoio, mas sim dar voz às famílias e lutar pelos seus direitos, que é importante.
(…)

Tenho algumas reservas em relação à gestão do voluntariado, mas sim os voluntários estão nos diferentes tipos de apoio.

(…)

Depois acrescentaria aqui no azul a advocacia social. Depois há coisas que nós não fazemos, ou melhor fizemos, mas não de uma forma, na minha opinião, profissional. A gestão de qualidade por exemplo, nós aqui no núcleo centro eu há uns anos fiz uma formação em gestão de qualidade e nós implementamos aqui uma série de procedimentos. Não implementámos os procedimentos, descrevemos os procedimentos que já tínhamos, de algumas coisas, nomeadamente as reclamações, as questões da confidencialidade, dos dados confidenciais, etc., mas não implementamos todas as coisas que eram propostas pela qualidade, por esses processos de certificação de qualidade, também não era o nosso objetivo e a nível nacional nem sequer existe. Agora estamos a tentar uniformizar os procedimentos a nível nacional, pelo menos tentar descrever em todos os núcleos, estes assim mais importantes do acolhimento das casas, dos apoios, do voluntariado também.

Aqui juntaria um bocadinho a gestão de planeamento e controlo com a definição do plano de ação e estratégia. A direção aqui sim.

É uma coisa que também temos de trabalhar, no fundo nós tratamos os sócios como mecenas, ou melhor as pessoas que querem ser sócias, querem ser mecenas.

(…)

A gestão de parcerias também existe, mas não de uma forma sistematizada. Não há procedimentos definidos é assim um bocado tudo, algumas coisas nós sabemos, mas é um bocado centralizado na diretora geral.

(…)

E acho que este recrutamento já está aqui nesta gestão do voluntariado.

Sim de resto acho que sim.

[Processo: Coordenar Apoio Logístico]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui não é a coordenadora, é a gestora de casa. A assistente social contata com a gestora da casa.

Isto está um pouco definido. Não é só a atualização do número de quartos, há a atualização da base de dados, tens que assinar um contrato, tens que preencher a ficha de inscrição, explicar o funcionamento, celebrar o contrato, conhecer a casa e depois a abertura de um plano individual que tem a ficha de inscrição, o contrato, registo de estadias, etc.

Depois no fim do tempo do contrato, o que nós fazemos cá em Coimbra que ao princípio não fazíamos porque não tínhamos a casa cheia, e quando começámos a perceber que havia famílias que iam adiando o regresso a casa – no fundo sentem-se mais seguras aqui – mas quando nós temos famílias em lista de espera, o objetivo da casa é para quando elas estão em tratamento não é, então começámos a ser mais rigorosos nisso.

Então quando acaba o tempo de contrato, por exemplo a assistente social pede para uma semana, um contrato de uma semana que pode ser renovado automaticamente, mas ao fim dessa semana, nós estamos a contatar a assistente social para saber se é preciso renovar por mais tempo ou não. Ou então falamos com as famílias para irem lá falar com a assistente social.

Mesmo quando saem, se só estiverem cá uma noite ou duas, de facto é só dar baixa do registo de saída, fazer a atualização da base de dados e mais procedimentos administrativos. Agora quando estão aqui vários meses, é muito mais complexo, é mais do que isso, é uma intervenção psicossocial.

O que me faz mais confusão é aqui as palavras registo e atualização. Parece que só estamos aqui a falar de aspetos burocráticos, é muito mais do que isso.

(…)

Entre o registo e o acolhimento, a assistente social já nos diz isso tudo, as informações da família.

[Processo: Gestão do Voluntariado]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui no Hospital Pediátrico o voluntariado é gerido pelo próprio hospital. É a nossa coordenadora de núcleo que faz a seleção, as entrevistas. Eles não fazem o recrutamento, somos nós que o fazemos, a

divulgação, as entrevistas, a seleção e depois reencaminhamos para lá. A formação já é lá e depois tudo o resto já é lá também. A formação é do Hospital Pediátrico e não tem nada a ver com a formação que existe para o nosso voluntariado nacional e que aplicamos aqui para os voluntários da casa.

O voluntariado Barnabé, como é um voluntariado específico já somos nós que o gerimos, no hospital e na casa.

[Processo: Gestão do Recrutamento]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui não passa pela direção. É a pessoa responsável que decide e avança.

[Processo: Definição do Plano de Ação e Estratégia]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: A direção não define um plano de angariação de fundos, define um plano de ação estratégica.
(…)
Não consigo perceber muito bem.
(…)
Isto aqui não tem que ser necessariamente o departamento de comunicação, podem ser os coordenadores, ou um bocado de todos.
Eu quando penso em angariação de fundos não penso só em fundos monetários, mas se calhar somos nós que usamos este nome mal.
(…)
Isto para mim é uma coisa mais geral da ACREDITAR. O plano de ação e estratégico da ACREDITAR é aquilo que a ACREDITAR quer fazer.

A análise do problema é feita antes da análise do tipo de comunicação, depois a análise de propostas, define-se o cronograma e o resto sim. Depois definir indicadores de avaliação, era ótimo, estou a tentar implementar esse sistema cá na ACREDITAR, mas ainda estamos muito longe de definir indicadores de alguma coisa e follow-up. Se calhar, isto é, mais parcerias, acho eu, eu chamaria a isto parcerias.
(…)
Depois do plano de ação, nós é que definimos os planos para chegar a essas metas mais genéricas que são definidas pela direção.

[Processo: Coordenação de Angariação de Fundos]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Necessidade do projeto é percetível? Isto não faz muito sentido. Mas antes disto eu diria que há um plano de angariação de fundos, esse é o ponto de partida, que depois tem várias ações. Neste plano de angariação de fundos está definido os objetivos por cada ação, depois para cada ação há uma definição de estratégia, análise das entidades interessadas, execução do plano de angariação e depois às vezes então é que volta para trás, e depois o follow-up e avaliação. Depois há aqui uma tentativa, na execução, da definição de indicadores, para ver o que é que conseguimos atingir ou não em cada área do plano de angariação de fundos.
(…)
Por exemplo, eu tenho este por onde me guio, o plano de angariação de fundos. Tem o objetivo, este é de fidelizar sócios que temos ativos e aqui é reativar os inativos e temos uma meta monetária. Para cada uma destas temos uma série de ações e depois temos os indicadores. Definir instrumentos para poder medir, é um dos grandes objetivos este ano é conseguirmos medir tudo o que angariarmos em termos monetários e materiais também. Perceber quais das nossas ações que têm maior impacto e perceber o que é está mais abaixo ou está acima.

[Processo: Análise de Mecenas e Entidades Interessadas]
P.8. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Estes processos estão muito interligados, se calhar tens que fazer como nos outros com subprocessos, porque está tudo interligado.
Na nossa realidade a direção faz um plano não muito estruturado, imagina com 7 linhas de ação, para as famílias, para os Barnabés, etc. E nós com base nisso estruturamos então as nossas ações.

Eu chamaria a isto parcerias, que estão também ligadas com a comunicação e com a angariação de fundos. Porque de facto a angariação de fundos e a comunicação andam muito lado a lado.

Talvez tenhas razão nós chamamos de angariação de fundos, mas talvez devemos chamar angariação de recursos, porque nós não entendemos fundos só como fundos monetários e, portanto, nós englobamos isto no plano de angariação de fundos.

Depois aqui não há aprovação da direção, pode haver aprovação da diretora geral. A direção aprova o plano de ação e estratégia e depois há a diretora geral e nós que executamos. Aqui é a escolha de mecenas ou entidades interessadas e execução daquilo que estamos a propor.

(…)

Nós também estamos a estruturar agora um bocadinho melhor a nossa angariação de fundos, portanto eu não tenho ainda muito bem estruturado na minha cabeça esses planos, mas na nossa realidade está tudo interligado.

[Observações: Tempo e Custo]

As nossas respostas, temos 3 dias para dar resposta a qualquer email. Resposta aos nossos pedidos, a maior parte das vezes não temos resposta e quando temos são demoradas talvez um mês. Depois temos os protocolos de colaboração que são tratados em cada núcleo pelas colaboradoras, que também estão dentro do plano de angariação de fundos.

Appendix H (Interview 12)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Sou gestora da casa de Coimbra. Entrei para a ACREDITAR, num estágio em 2011, e estou desde 2013.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Assim acho que não falta nada. Afinal estamos numa organização enorme, vista no papel. Sim parece-me bem. Pois só aqui a coordenadora do núcleo não coordena a gestão da casa.

Depois eu por exemplo faço a gestão do voluntariado da casa, mas depois por exemplo a coordenadora de núcleo faz o recrutamento, as entrevistas etc., do voluntariado no hospital.

Sim acho que está tudo bem.

[Processo: Coordenar Apoio Logístico]
P.3. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Isto aqui sim, são elas que fazem esta avaliação. Depois aqui é que já não, é a gestora de casa.

Aqui quando não existe vaga, o que já aconteceu, internamente o que acontece aqui é que fica em lista de espera com um pedido da assistente social e com uma data, por exemplo fica em lista de espera até ao final do mês. Se no final do mês eu lhe disser alguma coisa tudo bem, se ela não me voltar a fazer o pedido sai da lista de espera. Mas a assistente social tenta sempre garantir que eles ficam no hospital ou arranjar outra solução. Aqui não há lar.

(…)

Aqui quando há o fim do contrato, o que é que acontece, eles podem sair e se continuam não há um novo acolhimento, mas sim a renovação do pedido. A assistente social volta a renovar o pedido por um máximo de 30 dias. Esta renovação é enquanto houver um motivo médico.

(…)

De resto, sim acho que está tudo bem.

(…)

Enquanto as famílias estão cá na casa, há sempre um processo de acompanhamento das mesmas, há essa necessidade de apoio social ou não, económico, emocional, etc.

As famílias depois quando saem preenchem um questionário, para nós fazermos uma avaliação da estadia da família e pensarmos também um bocadinho na nossa intervenção, o que há a fazer. As famílias deixam sugestões que às vezes fazem todo o sentido.

(…)

Quando nós recebemos o processo de uma família, tu tens que ter em conta o número do agregado, a mobilidade ou não da criança, qual é o quarto que vais atribuir, se o quarto é adaptado, é toda uma avaliação

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entre o acolhimento e o quarto, há aqui uma avaliação do processo. Não é um quarto qualquer só porque sim. Por exemplo aqui em Coimbra temos dois pisos, mas o elevador só vai até ao primeiro, pronto tens que pensar aqui em algumas coisas. Às vezes até temos quartos, mas não temos o que é necessário para aquela família, temos que às vezes pedir a famílias que troquem. Há aqui uma organização prévia antes do acolhimento sim.

[Processo: Gestão do Voluntariado]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui no recrutamento, primeiro eles preenchem uma ficha de inscrição e depois nós analisamos consoante o perfil que nós queremos. O ano passado aconteceu já só com a ficha de inscrição ficarem alguns para lista de espera, porque recebemos mais inscrições daquelas que precisávamos. Se alguém falta ou desiste, vamos buscar às que ficaram pendentes. Caso não seja necessário e depois de fazer as entrevistas a todos, nós informamos que apesar de ter perfil não tínhamos vagas para toda a gente.
Os selecionados depois da entrevista fazem o primeiro módulo de formação, depois são 3 meses de estágio aqui acompanhados por um voluntário e só são aceites depois do estágio de 3 meses. Ao longo dos três meses fazemos um balanço com o voluntário que o acompanhou, faz também os outros módulos de formação durante esses três meses e no fim desses três meses é que ele é aceite ou não. Aqui ainda não está bem aceite, ainda é candidato.
(…)
Assim que acaba a formação registamos na base de dados. É importante saber que no fim da formação quantos ficaram. Metemos lá tudo, a ficha de inscrição, o registo criminal, o contrato assinado por eles, a declaração, a fotografia.
(…)
Eu já tenho um questionário de avaliação do voluntário preenchido, mas tenho que perguntar à coordenadora nacional de voluntariado o que fazer com ele. Nós também fazemos pelo menos uma reunião anual com os voluntários.Eu normalmente, comunico muito bem com eles por email, quando há alguma situação.
Quando desistem, até agora só houve uma situação, recebo o questionário, atualizo a base de dados e pouco mais do que isso.
(…)
Sim assim por alto é isto, mas é a área que tenho que trabalhar mais é a formação contínua deles. A coordenadora de voluntariado nacional também anda a trabalhar num questionário para avaliar as necessidades. Nós de vez em quando temos, por exemplo a Servilusa que é nossa parceira e nos propõe temas engraçados, e temos agora a estagiária que coordena as atividades, há pouco tempo tivemos um workshop, mas depende também daquilo que vamos apanhando. Mas sim nisto, não tenho mais nada a acrescentar.

[Processo: Gestão do Recrutamento]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Quando existe necessidade, nós fazemos uma formação para vinte e poucas pessoas, só assim é que vale a pena. Normalmente, coordeno-me com a coordenadora de núcleo centro. Marcamos uma data de formação, como vêm médicos e enfermeiros temos que coordenar também com as datas deles e depois de fazer o planeamento da formação, é que então lanço o recrutamento.
Nós depois de lançarmos a candidatura e depois de vermos as fichas de inscrição, fazemos uma pré-seleção e depois agendamos as entrevistas e depois a formação inicial, etc. Agora sim falamos nos documentos e da ACREDITAR na entrevista, não antes.
(…)
Não guardamos as candidaturas espontâneas. Antes fazíamos isso, mas depois quando íamos contatar as pessoas muitas já não queriam ou estavam indisponíveis. Agora abrimos o recrutamento, as que forem para continuar é para continuar. As que não passarem ou perderem o interesse, têm que voltar a inscrever-se. E na base de dados é só mesmo quando a pessoa já é voluntária, quando fizeram a formação.

APPENDIX H (INTERVIEW 13)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: Eu estou há uma ano e cinco meses e sou gestora da casa do Porto.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: Aqui pôs as respostas basicamente, o voluntariado, o apoio logístico, apoio emocional, apoio social, apoio escolar, talvez faltasse aqui as casas como resposta.

Nós não fazemos só a manutenção das casas. Nós fazemos a admissão e acolhimento das famílias, acompanhamento das famílias enquanto estão cá na casa, apoio emocional, atividades lúdicas, criativas, portanto fazemos muito mais para além da gestão do próprio edifício. Fazemos articulação com entidades externas, com o serviço social dos hospitais, com os mecenas, portanto é uma função bastante abrangente, daí eu entender as casas não como uma gestão de infraestruturas, mas como uma resposta social em si.

Apoio logístico tem a ver mais com burocracias e com gestão de stocks e manutenções. Este trabalho não é feito pela coordenadora de núcleo. Eu vejo isso como resposta da Acreditar, mas não são todas prestadas por esta função.

Poderá por aqui uma bolinha azul a dizer casas e pôr a gestora da casa.

Eu falando mais particularmente na casa, era esta a questão que via mais pertinente.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Claro que há sempre mais coisas, haja criatividade para isso. Mas eu acho que todas as atividades que a Acreditar desenvolve neste momento estão perfeitamente direcionadas à luz do que é a Acreditar, a sua visão, a sua missão, acho que estamos muito à frente em linha de atuação nesta área. Claro que é possível fazer mais e melhor e é nisso que trabalhamos todos os dias, mas acho que é uma associação que está muito à frente em nível de práticas institucional e com um reduzido número de colaboradores. Há instituições com mais colaboradores e que não fazem tanto.

[Processo: Coordenar Apoio Logístico]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Onde é que foi buscar estes termos? Estão muito bem aplicados, porque eu sou assistente social e estou a rever-me nisto.

Esta parte parece-me adequada. A partir do momento em que contata com a Acreditar, não, é diretamente a gestora da casa. Só passa pela coordenadora na minha ausência.
(…)
Aqui se calhar não punha registo, punha registo de alojamento.
(…)
Portanto aqui ficava só uma piscina, que seria o registo. Existem vagas? Não, então contato com a assistente social para colocação em lista de espera. Se sim, acolhimento das famílias, e isto aqui pode-se esmiuçar mais. Eu chamo-lhe admissão da família, onde é visto com a família a visita à casa, a apresentação do regulamento interno, os direitos e deveres das famílias e as regras da casa. Depois a atribuição do quarto e depois é feito o registo no mapa, é atribuído a cada quarto uma família correspondente, onde todos os dias é feito esse quadro com todas as famílias que saem, que entram, quem fica cá a dormir, quem fica no internamento, é um plano diário que se faz.
(…)
Temos a base de dados das famílias. O que é que eu faço, eu admito as famílias, mostro-lhes a casa, falo-lhes sobre o regulamento interno, atribuo o quarto, faço o registo no plano diário em cada família, em cada quarto, revejo todos os dias esse plano e deixo na receção para que os vigilantes possam ter esse conhecimento de quem é que está na casa. Ao mesmo tempo, é feito o contrato de estadia temporário com a família, como sendo alojamento temporário. Logo de seguida, eu insiro os dados de uma família nova na base de dados NIODO, ou então se já for uma família que já está registada, registo nova inscrição, na casa. Tenho sempre de ir à base de dados, se já há informação eu abro a ficha da família, e faço a nova admissão em tal dia, e os elementos do agregado familiar que têm autorização para ficar na casa. Se não tem informação nenhuma eu insiro tudo de novo em relação aos elementos do agregado familiar.

Depois também vou sempre revendo os mapas de famílias diárias, porque as famílias fazem uma tarefa diária de limpeza de uma zona comum da casa e isso também é registado.
(…)
Fim do tempo de contrato, geralmente é nos dito pela própria família, às vezes pelo hospital e aí dá-se o registo de saída da família. Deixa a chave e preenche o questionário de satisfação, para termos feedback da

prática que vamos tendo. Sai de vez, mas não quer dizer que daqui a uns tempos não possa ser novamente readmitida.

No meio de isto tudo, há muitas conversas informais, há as atividades que se fazem com as famílias, há o contato diário com as famílias, as crianças e jovens, etc.

[Processo: Coordenar Apoio Social]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui é a coordenadora de núcleo. Eu penso que, bem esta função é mais da coordenadora de núcleo, então aqui se a associação consegue dar resposta? Sim, eu acho que o contato é feito diretamente com o serviço social e não com a família. A resposta é dada à assistente social, que sim dá cabimento para dar apoio a determinada família.
Depois a família vem cá receber o que for, o cabaz, o cheque, etc.
(…)
Atribuição de apoio ou pedido de atribuição de apoio.

[Processo: Gestão do Voluntariado]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Eu faço a gestão do voluntariado da casa.
Aqui antes existe o acolhimento do voluntariado. Antes de eles iniciarem a prática, eles são bem formados e informados, do que podem ou não fazer, quais vão ser as tarefas, etc. Monitorizar é o acompanhamento.
Aqui o candidato é aceite? Sim, então é feito o acolhimento. É feito também o contrato do voluntariado, visto o registo criminal, a inserção na base de dados e eu faço sempre também uma visita pela casa, falo-lhes do projeto, do que é a casa, do perfil do voluntário. Se bem que estas questões já são abordadas na entrevista, aqui há um reforço, porque estamos a trabalhar com pessoas, tanto os próprios doentes como as famílias, com pessoas em situações vulneráveis, e, portanto, há que ter muito cuidado com a atuação que se faz com estas pessoas. Eu tenho uma lista com tudo aquilo que quero transmitir daquilo que o voluntário faça na casa.

[Processo: Coordenação de Angariação de Fundos]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: (…) Sim, aliás devemos. Todas as pessoas têm esse objetivo. A definição do objetivo de angariação, no seu geral é a sustentabilidade da organização. Depois há coisas específicas, neste momento estamos a virar-nos para a ampliação da casa de Lisboa, mas dentro aqui do nosso projeto - casa do Porto – nós temos sempre necessidades pontuais. Para além da necessidade de manutenção da casa, temos a questão dos patrocínios dos quartos, temos a manutenção dos serviços que a casa precisa para funcionar em condições – ar condicionado, sistema de eletricidade, caldeira, etc. – e tudo o que seja imputado a mecenas são custos que nós não vamos ter, e depois há que estabelecer uma boa medida de relação com estas pessoas e ir mantendo contatos para que continuem connosco.
(…)
Sim é mais ou menos isto. Eu mais do que a parte dos patrocínios dos quartos, é ir mantendo uma relação próxima e convidando-os a vir cá, é mandando informação, é mandando um desenho de uma criança que cá esteve, e mostrar o quão importante foi o seu contributo, com vista a renovação.

P.8. Relativamente aos processos anteriormente vistos, existem alguns custos ou tempo associados a alguma atividade em específico?
R: Então isto são tudo respostas contínuas, cada uma tem o seu tempo. Por exemplo nas casas não há limite de estadia, o limite é a alta médica, existem renovações mensais do pedido, mas impomos um timing para que a família saia, sai quando tudo estiver bem, ou infelizmente por outros motivos. Na angariação de fundos há sempre um plano de angariação estratégico que é desenvolvido e que é uma coisa que tem de ser sempre vista e reformulada, mas é contínua, pode haver uma campanha que vai de um determinado período, mas a ideia geral de angariar fundos está sempre presente.
O voluntariado também não há limites, só se houver quebra de regras por parte do voluntário. Aqui no núcleo norte eles fazem voluntariado de quinze em quinze dias, nos serviços hospitalares, na casa são turnos semanais. Depois aqui tem os seis meses de estágio também.
(…)

O contato é frequente, até porque algumas empresas reveem-se na Acreditar e até parte por iniciativa delas, fomentando uma relação. Os patrocínios podem ser anuais ou por noites, dependendo da verba a aplicar.

APPENDIX H (INTERVIEW 14)

P.1. Qual é a sua função? Quais as atividades que desempenha? Há quanto tempo está na organização?
R: A função é coordenadora do núcleo e estou há onze anos.

[Mlearn]
P.2. Concorda com a figura? O que alterava?
R: À partida o modelo parece-me adequado. O que está a azul acaba por ser o apoio mais direto ou seja, aquele que se pode medir o impacto que essas ações têm junto dos pais e das crianças e onde conseguimos fazer essa avaliação através do apoio que é dado enquanto que o que está mais periférico, para mim é igualmente importante, no fundo tem de haver aqui uma permeabilidade.

Isto aqui é o que é a organização do ponto de vista mais macro, e depois olhando exatamente para aquilo que é a nossa missão que é dar apoio, proporcionar a qualidade de vida, neste caso ao nosso público – crianças e jovens com cancro e seus pais – aí sim acaba por ser a nossa intervenção mais importante, mais direta. Para que tudo isso aconteça é preciso realmente ter áreas a funcionar, como ao nível dos recursos humanos, a gestão de recrutamento de voluntários, a questão do mecenato, a questão também relacionada com a Comunicação, com a qualidade, tudo isto é importante para otimizar o que está a azul.

Faltam aqui os nossos stakeholders pais e crianças que são os principais.

P.3. Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?
R: Há sempre mais qualquer coisa que podemos fazer, até porque as necessidades vão evoluindo, não são estáticas há aqui um processo dinâmico. Aquilo que nós fazemos nunca se pode dar por concluído, nós temos de procurar fazer sempre mais e compreender melhor as necessidades destes pais e das famílias.

[Processo: Coordenar Apoio Logístico]
P.4. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Aqui é sempre elaborado um processo de admissão. Depois o contrato tem uma duração conforme o tempo definido pela assistente social, aqui quando o pedido é feito para a casa.

Aqui é a gestora da casa que faz a admissão ou na ausência dela é o coordenador.

Nós entregamos às famílias um código de conduta, daquilo que é esperado relativamente ao funcionamento da casa.

O registo de alojamento é feito através de um relatório social.

[Processo: Coordenar Apoio Social]
P.5. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: O tipo de apoio é feito aquando o contato com a ACREDITAR. O pedido de apoio é sempre feito através de um relatório social. Nesse relatório já vem definido o apoio solicitado e a duração e definido pelo serviço social.

Se for apoio alimentar, nós fazemos o contato diretamente com a família, porque as famílias têm de o vir aqui buscar. Se for apoio económico quem faz o contato com a família é o serviço social. Por exemplo, se é necessário apoiar num pagamento ao banco, nós emitimos um cheque do valor do apoio e entregamos ao serviço social, sendo apenas o intermediário entre a família e a assistente social.

Caso a família estiver aqui na casa, eventualmente podemos ser nós a entregar-lhe o apoio social, caso contrário é a assistente social.

No apoio alimentar é elaborado um processo com as famílias, porque passamos a ter um contato direto com eles. Aqui será mais necessidade de receber apoio, porque já está decidido. Caso seja preciso renovar, tem de voltar novamente ao serviço social e retoma-se novamente o processo.

(…)

Se não estiver a coordenadora pode ser a governanta.

[Processo: Gestão do Voluntariado]
P.6. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Gestão de atividades diárias do voluntariado é a Joana que é a gestora do voluntariado, a coordenadora do voluntariado que define situações mais estratégicas a nível do núcleo aí já sou eu. Seria então coordenação do voluntariado, a gestão tem mais a ver com a resolução de questões do dia-a-dia, no sentido de fazer com que as coisas funcionem.

A gestão do voluntariado é o responsável pelo voluntariado, a coordenação já é a coordenadora do núcleo.

Na fase de recrutamento tanto está a gestora como a coordenadora, porque é muita gente e só uma pessoa fica sobrecarregada. A "X" fica responsável por exemplo por pedidos via email de pessoas que querem fazer voluntariado, é ela que responde, em termos de necessidades por exemplo é ela que vê quantos voluntários é que necessita em cada um dos serviços.

Na casa é a gestora de casa – acompanha as saídas e as desistências, portanto é mais fácil ser ela a verificar. Eu estou mais ao nível do recrutamento e formação.

[Subprocesso: Monitorizar Voluntários]
P.7. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Nós fazemos isto um bocadinho diferente, a partir do momento em que o voluntário é selecionado o que vai ter a seguir é uma reunião de acolhimento, que pode ser considerado como um primeiro módulo de formação. Imaginando que a pessoa não vem a essa reunião, não pode continuar. Poderá retomar, eventualmente, numa segunda fase de recrutamento, mas caso não volte a vir é mesmo excluído.

Depois de vir à reunião, inicia a fase de estágio, é feita a integração do voluntário. Este estágio tem 6 meses. Após o estágio de 6 meses, é feita então uma reunião de balanço dos voluntários. Vamos avaliar a assiduidade, a disponibilidade a motivação, mas também sobretudo de ponto de vista emocional perceber em que registo é que se encontra. Para nós interessa-nos saber, qual é o impacto da experiência na vida da pessoa, se conseguiu desenvolver esta experiência de uma forma integrada, sem intervir na sua vida, sem nenhum conflito.

Não fazemos essa 2 e 3 módulo de formação, pode aparecer eventualmente algum tema e faz-se, mas não há obrigatoriedade. Faz-se a formação inicial depois dos 6 meses de estágio, que tem conteúdos relacionados com a própria doença, conteúdos relacionados com estratégias da área da comunicação, etc., são conteúdos mais focados no desempenho deles.

Entram todos no mesmo, não temos pessoas a entrar sozinhas. Aguardam para a próxima fase.
(…)
Não guardamos candidaturas espontâneas. Não os queremos prender, podem surgir oportunidades de fazer voluntariado em outros sítios. Se quiserem realmente fazer voluntariado aqui, têm de aguardar e ficar atentos às novas vagas de candidaturas.

Depois de fazerem a formação inicial, aí termina a fase de estágio e, portanto, aí passam a assinar o contrato. Pronto depois aí é a gestão de formação contínua, momentos de encontro e há reuniões periódicas.

[Subprocesso: Avaliação do desempenho dos Voluntários]
P.8.Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Não temos instrumentos para avaliar o desempenho. Para nós interessa mais o ponto de vista de espectativas, de motivações, mais emocional.

Não há tutor. Quando iniciam têm o apoio dos colegas, mas não são tutores. Têm um tutor no início, mas depois de esta reunião de balanço nós não reportamos nada ao tutor. Portanto, o tutor serve para integrar, receber e acolher e não depois para ir acompanhando, a figura desaparece. Durante os primeiros seis meses até á reunião de balanço, a gestora do voluntariado (Porto) manda emails a saber o seu feedback.

[Subprocesso: Gestão de Formação Contínua]
P.9. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Parece-me bem.
Às vezes temos oportunidades que nos surgem e não estamos a contar com elas. Podem ser uma mais valia para uma formação. Temos áreas definidas como a comunicação ou a gestão emocional, que são importantes de trabalhar, áreas fortes que tentamos sempre na formação contínua desenvolvê-las. Mas podem surgir outras áreas paralelamente que são interessantes.

As necessidades que recolhemos dos voluntários são sobretudo nas reuniões. Tanto para voluntários da casa e hospitais.

(…)
O que é que nós conseguimos definir logo no início, o plano das formações, fazemos logo esse envio durante o início do ano. Nós enviamos o plano em Janeiro e as pessoas depois nunca mais voltam a olhar. Preferimos ir informando as pessoas do que criar um plano. Mesmo assim não temos a adesão que gostaríamos de ter. Mas sim há coisas que são fixas como o encontro de voluntários, as reuniões, as formações, etc.
(…)
As nossas formações procuramos sempre que não tenham custos. Daí também a muitas vezes termos dificuldade naquilo que é a formação adequada às necessidades. Acabam por ser oportunidades de contatos que vamos tendo com pessoas que conhecemos. Questiono-me se é o correto, para mim a formação é algo muito importante e, portanto, faz sentido estar aqui esta identificação de custos. Concordo, nós tentamos sempre passar por cima disso, mas faz todo o sentido.

[Subprocesso: Gestão de Avaliação Anual]
P.10. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Nós não fazemos muito isto. É um dado a melhorar.
Quando suspendem ou terminam a atividade é enviado um inquérito de satisfação só aos voluntários, para perceber os motivos da saída. Mas é só quando saem, anualmente não se faz.
(…)
As conversas com os grupos de voluntários vamos fazendo ao longo do ano com as reuniões. Não se espera pelo final do ano, fazemos pelo menos três reuniões. São muitos grupos e são 2 hospitais e temos voluntariado durante a semana, é muita gente, 300 voluntários. Nós temos os grupos durante a semana, no São João e também ao fim de semana, no internamento e na consulta. E depois temos no serviço de medula óssea que é o serviço que recebe a ACREDITAR ao fim de semana e durante a semana. A pediatria é só ao fim de semana, durante a semana é a Liga.
(…)
Este para mim este esquema não faz muito sentido. Acrescentaria na monitorização. Se um voluntário sai aplicamos o tal inquérito, se um voluntário continua é um ciclo não é, e algures por aqui poria as reuniões periódicas, onde diz aqui realização de momentos de encontro acrescentaria as reuniões.

[Processo: Gestão do Recrutamento]
P.11. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: R: Não é preciso a direção.

O núcleo faz o pedido à comunicação para divulgar. Se existir uma necessidade reporta ao coordenador que faz o contato com a colega de comunicação de Lisboa. A responsável de voluntariado do núcleo vê as necessidades e eu aciono. É ela que diz o que precisamos de realizar, faz a receção das candidaturas, agenda as entrevistas, etc.
(…)
Se cumpre os requisitos é agendada uma entrevista, antes de enviarmos alguma coisa. Se for selecionado aí sim envia-se a carta de princípios e outros documentos na reunião de acolhimento.
O resto faz sentido.

[Processo: Análise de Mecenas e Entidades Interessadas]
P.12. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Nós na ACREDITAR não temos muito o hábito de ir pedir a nós esperamos que venham até nós.
A nível de núcleo, fui eu que tive essa experiência, fui eu que fiz os pedidos às empresas, fui eu que apresentei o projeto. Depois a comunicação social também deu conta do projeto e algumas empresas ouvindo também quiseram ajudar.

[Processo: Coordenação de Angariação de Fundos]
P.11. Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?
R: Agora há uma colega que faz isto. Ela define uma estratégia, mas depois a coordenadora ou qualquer pessoa de cada núcleo desempenha esse papel também.
Isto é mais com a Paula. Eu senti mais isto em relação à casa da ACREDITAR. Por exemplo quando foi a construção da casa, para angariação de fundos. Também se aplica ao mecenato para a casa, quando se procura mecenas para os quartos. Eu e a gestora da casa fazemos isto.

(…)

O que acontece é se uma empresa nos vier bater á porta para uma angariação, uma ação de responsabilidade social com a Acreditar, são eles que definem a estratégia. Se for de encontro com os nossos valores, fazemos um protocolo com essas empresas em que fica definido o que compete a cada parte.

(…)

Este esquema é válido para a angariação de fundos para a casa.

[Observações: Tempo e custo]

A nível do voluntariado conseguimos definir tempos, por exemplo o estágio de 6 meses, depois é feita a formação, as reuniões também são feitas de certa periocidade.

(…)

O apoio depende, há um orçamento, associado por exemplo ao apoio económico, não sabemos é a duração dos apoios. No início é complicado porque as famílias não conseguem ter um determinado nível de capacitação sozinhas no primeiro ano e os apoios renovam-se, mas depois passados aí seis a oito meses aí já começamos a equacionar a continuidade do apoio, é preciso encontrar outros tipos de respostas.

(…)

O SROI permite de facto quantificar.

Presentation of the work and consent for the presentation of the data in the work of academic scope.
Source: Made by the author.

Mestrado em Gestão de Informação
Modelação de Processos: Estudo numa organização sem fins lucrativos Portuguesa

Apresentação de Trabalho de Projeto

Eu, Tiago António Mendonça Pinto da Costa, aluno do 2º ano do Mestrado em Gestão de Informação com a especialização em Gestão de Sistemas de Informação, na *Nova IMS – Universidade Nova de Lisboa*, pretendo realizar um trabalho de projeto junto dos profissionais da associação *ACREDITAR,* âmbito do plano curricular do referido Mestrado.

A principal motivação para a realização deste trabalho parte do facto de ser Barnabé e de poder realizar algo que possa vir a ser útil para a ACREDITAR no futuro.

O objetivo do meu trabalho de projeto passa por analisar os principais processos numa organização sem fins lucrativos portuguesa. Constituem-se também como objetivos secundários:

- Perceber como as atividades são efetuadas na organização e por que elementos;
- A modelação dos processos de atividade da ACREDITAR e consequente avaliação;
- Criação de guidelines/propostas para uma eventual futura transformação nos processos da organização de forma a realizar-se uma melhoria dos mesmos.

No final do projeto é esperado ter uma visão da realidade da organização em estudo, saber de que forma a informação é transmitida e poder sugerir propostas para uma melhoria dos processos da mesma.

Nesta fase do meu estudo, é pretendido conhecer as perceções individuais dos participantes acerca do seu conhecimento relativamente às diferentes atividades desenvolvidas pela ACREDITAR.

Para que o estudo seja possível será pedido aos participantes a participação numa entrevista semiestruturada desenvolvida para este estudo que será gravada em áudio para posterior análise de conteúdo. A participação no estudo é totalmente voluntária e serão respeitadas as disponibilidades dos participantes.

As informações recolhidas serão apenas utilizadas no âmbito académico. As respostas obtidas serão essenciais pois, servirão de base para a continuidade do estudo.

Os resultados globais do estudo poderão ser apresentados e disponibilizados aos participantes que o solicitarem.

Obrigado pela vossa atenção,

Tiago Costa
tiagoamp@gmail.com

Consentimento para a exposição dos dados em trabalho de projeto no âmbito académico.

Declaro que fui informado(a) pelo aluno de 2º ano de Mestrado em Gestão de Informação da *Nova IMS – Universidade Nova de Lisboa*, Tiago António Mendonça Pinto da Costa, sobre os propósitos de estudo, que vai realizar e cujo objetivo é a análise dos principais processos numa organização sem fins lucrativos portuguesa, através da:

- Perceção de como as atividades são efetuadas na ACREDITAR e por que elementos;
- A modelação dos processos de atividade da ACREDITAR e consequente avaliação;
- Criação de guidelines/propostas para uma eventual futura transformação nos processos da organização de forma a realizar-se uma melhoria dos mesmos.

Fui também informado(a) das condições em que esta investigação se realizará e da sua contribuição para a organização em estudo.

Foi-me assegurado que todas as informações recolhidas neste estudo, serão apenas utilizadas no âmbito de trabalho académico, sendo-me também explicado que a minha participação é totalmente voluntária e que tenho o direito de recusar participar no estudo.

Consinto a minha participação nesta investigação e aceito que os dados recolhidos ao longo deste estudo sejam utilizados e divulgados no âmbito deste estudo segundo as informações que me foram explicadas.

_____   _____

(assinatura do participante)   (assinatura do investigador)

_____, _____

Interview guide
Source: Made by the author.

NOVA
IMS
Information
Management
School

Mestrado em Gestão de Informação
Modelação de Processos: Estudo numa organização sem fins lucrativos Portuguesa

Guião de entrevista semiestruturada para a validação dos processos de atividade AS-IS

Apresentação

➡ Agradecimento pela colaboração e disponibilidade;
➡ Identificação do entrevistador;
➡ Referir que o trabalho se insere no âmbito do plano curricular do Mestrado em Gestão de Informação da Nova IMS – Universidade Nova de Lisboa
➡ Mencionar que se irá conversar sobre as perceções dos indivíduos entrevistados sobre o seu conhecimento relativo às diferentes atividades desenvolvidas pela ACREDITAR;
➡ Solicitação de consentimento para a utilização do gravador de modo a permitir a análise de conteúdo da entrevista numa fase posterior e esclarecer e assegurar aos entrevistados que os dados recolhidos serão apenas utilizados no âmbito do estudo.

(Mostrar documento do consentimento dos dados obtidos na entrevista)

Dados do entrevistado

➡ Função na organização
➡ Resumo do tipo de ações que realiza
➡ Tempo de trabalho efetivo na organização.

Tema 1: visão/missão → atividades

Tendo como missão: "Tratar a criança ou o jovem com cancro e não só o cancro na criança ou jovem" promovendo a sua qualidade de vida e da família e como visão: ser uma associação de referência nacional na garantia dos direitos e na promoção da qualidade de vida na área da oncologia pediátrica.

P1: Na sua opinião, acha que as atividades atuais da organização correspondem com a missão e a visão da mesma?

Tema 2: MLEARN

Um dos principais objetivos deste estudo foi perceber quais as principais atividades da ACREDITAR, através da documentação existente, como os relatórios, o website, da observação participante como voluntário e Barnabé na associação e também através de algumas conversas mais exploratórias com alguns profissionais da ACREDITAR.

Desta fase, resultou então a obtenção das principais atividades da ACREDITAR, assim como as atividades de suporte. Para isto, foi utilizado o método Mlearn. Mlearn é um método que orienta

a realização de intervenções nas organizações, numa perspetiva integrada e sistémica, adotando uma aproximação por processos de negócio, com o objetivo de implementar um sistema de melhoria contínua que proporcione elevados níveis de eficiência e eficácia.

(Mostrar diagrama Mlearn)

P2: Concorda com a figura? O que alterava?

Tema 3: validação dos processos de atividade modelados.

Para a realização deste trabalho foi seguida a abordagem de Business Process Management (BPM) que é uma disciplina que envolve a combinação, automação, execução, controle, medição e otimização de fluxos de atividades de negócio, que suportam os objetivos organizacionais, os sistemas abrangentes, funcionários, clientes e parceiros dentro e para além dos limites da organização.

Os processos apresentados nesta entrevista foram modelados seguindo as boas normas de notação BPMN 2.0. BPMN 2.0 é uma ferramenta reconhecida mundialmente e que proporciona às organizações a capacidade de compreender os seus processos de atividade internos numa notação gráfica, que pode ser compreendida por todos os colaboradores da organização, de diferentes departamentos e que pode ser comunicada facilmente, numa forma padrão.

Este trabalho de levantamento e documentação da situação atual do processo, chamado de AS-IS é representado num fluxo ou diagrama. Nesta mesma oportunidade, levantam-se também os problemas ou fragilidades, bem como as oportunidades de melhoria do processo.

(Mostrar 1º Processo e explicá-lo tal como os elementos da BPMN 2.0)

P3: Na sua opinião, acha que o diagrama está correto? Mudava alguma coisa?

P4: Relativamente ao processo em si, quanto tempo pensa que este demora a ser efetuado? Alguma atividade em específico que saiba o tempo que demora?

P5: Existe algum custo já definido para o processo? Alguma atividade em específico que tenha um custo predefinido?

P6: Existem outros recursos humanos que estão envolvidos nas atividades para além dos descritos?

P7: Um dos fatores a ter em conta no desempenho de um processo é o valor dos Recursos Humanos no mesmo. Se tivesse de dar um valor ao interveniente do processo por hora, qual seria? Ou já existe um valor predefinido? No caso da contabilidade existe alguma tabela com os valores/hora dos profissionais para comparar respostas.

P8: No caso de contatos para fora com outras entidades, quanto tempo ficam à espera de resposta? E quanto tempo leva a ACREDITAR a responder a pedidos?

(Mostrar 2º Processo)

(…)

Agradecimentos e explicar planos para futuro

- Análise de conteúdo das entrevistas, determinar proposições.
- Questionário. Intenção de introduzir um método qualitativo no estudo, avaliando as preposições obtidas a partir das entrevistas.
- Criação de guidelines que possam ajudar numa futura transformação de processos da organização.

Level of agreement or disagreement about the modeled processes.
Source: Made by the author

Roles / Processes	Housekeepers										Core Coordinators					
	Lisbon		Coimbra		Porto		Housekeeper Assistant (Lisbon)		Barnabés Coordinator		South		Center		North	
Logistics Support Coordination	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Social Support Coordination	Agree	Disagree			Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree			Agree	Disagree
Volunteer Management	Agree	Disagree	Agree	Disagree	Agree	Disagree			Agree	Disagree	Agree	Disagree			Agree	Disagree
Monitoring Volunteers											Agree	Disagree			Agree	Disagree (red)
Volunteers Performance Evaluation											Agree	Disagree			Agree	Disagree
Continuous Training Management											Agree	Disagree			Agree	Disagree
Annual Evaluation Management											Agree	Disagree			Agree	Disagree (red)
Stakeholder Analysis											Agree	Disagree			Agree	Disagree
Fundraising Coordination					Agree	Disagree					Agree	Disagree			Agree	Disagree
Definition of the action plan & strategy											Agree	Disagree (red)				
Communication Management																
Recruitment Management	Agree	Disagree	Agree	Disagree							Agree	Disagree	Agree	Disagree	Agree	Disagree
Recruitment Coordination for Volunteers											Agree	Disagree				

Roles / Processes	Communication Department				Fundraising Coordinator		General Manager		General Manager Assistant		Volunteer Coordinator		Intern (Psychologist)	
	Communication Advisor		Communication Coordinator											
Logistics Support Coordination					Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Social Support Coordination							Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree
Volunteer Management					Agree	Disagree					Agree	Disagree		
Monitoring Volunteers					Agree	Disagree					Agree	Disagree		
Volunteers Performance Evaluation					Agree	Disagree					Agree	Disagree		
Continuous Training Management					Agree	Disagree					Agree	Disagree		
Annual Evaluation Management					Agree	Disagree					Agree	Disagree		
Stakeholder Analysis	Agree	Disagree	Agree	Disagree	Agree	Disagree (red)	Agree	Disagree	Agree	Disagree	Agree	Disagree		
Fundraising Coordination	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree	Agree	Disagree		
Definition of the action plan & strategy			Agree	Disagree	Agree	Disagree (red)	Agree	Disagree (red)	Agree	Disagree (red)	Agree	Disagree (red)		
Communication Management	Agree	Disagree	Agree	Disagree			Agree	Disagree	Agree	Disagree				
Recruitment Management	Agree	Disagree	Agree	Disagree	Agree	Disagree					Agree	Disagree		
Recruitment Coordination for Volunteers	Agree	Disagree	Agree	Disagree							Agree	Disagree		

Comments made by professionals of ACREDITAR to the modeled processes.
Source: Made by the author

MLEARN	
Interviewee	**Comment**
1	"I realize that you want to form categories, and it is always difficult to categorize a work that is done in such a continuous way."
	"For me, it made sense to have a broader category, related to the work of the housekeeper, because it's not just the management of the infrastructure, it's a bit more than that."
2	"Without the groundwork of the direction, which determines the strategies, the other activities would be unsustainable or impossible. Without the direction or general director (who coordinates the collaborators), without a plan and without ideas, without coordination and without money, nothing would be done. It would be all volunteering and nowadays it is not just volunteering. "
3	"Volunteers are a very important body, which guarantees a lot, but they have to be coordinated by a professional body."
	"Volunteers can only exist well if there is a professional that manages them."
	"There is a very important part here today that is the communication, which is very delicate."
5	"I think so, that's fine. Basically, the way you define the categories, I think it's all inside. I would add a circle with Barnabés coordination."
	"I think there is one thing we have to do that is to be more and more the voice of the people we work with. And when I say this, I mean parents and Barnabés. And we have already given a few steps in recent years, but I think ACREDITAR as an organization it should be even more the voice of parents, i.e. taking more positions. Of course, I know that this is being built, so that the organization could be seen with credibility and for its opinion to be considered, it is necessary to make the way that ACREDITAR have made, the way of being a trusted organization."
	"Being a trusted organization, I think people rely on ACREDITAR and on the work, they do, now ACREDITAR can start giving more insight. For example, saying this cannot be so, or this should be done. I am talking about the families' rights or the conditions that families need. It is a natural growth process that I think we are now making the leap."
6	"So, I think the houses should be at the center of it. There are essential activities that even if there were no houses they would be here, but I think houses are an absolute part of what the DNA of ACREDITAR is and without them, it is much harder to grow inclusive to other places. "
7	"Yes, the only thing I might add here in this blue part is, let's say, I do not know if it's understood here, but it would be the relationship with the hospitals. It is something that the organization´s core coordinators do as well, and it is crucial, that is, our presence and the relationship with the hospitals where we are is crucial so that we can give that answer."
8	"I think it is lacking in the middle, the planning, and control activity because it is also one of the organization basis. It is also one of the most important pillars without which the rest also does not work. There has to be planning and management. "
	"You separate the school support. I would say that social support incorporates all the support, unless the emotional. "
	"I would say that the definition of the plan and the management came in here, the school support would join here to the social support, the logistical support would not call it so, could even call it as the houses or the accommodation."
	"Coordination of fundraising is very closely related to patronage and to interested entities and how its later chains to the planning, control and financial management."
	"In quality management, we also do internal management. We have a methodology of evaluation of the houses that is the SROI, that I would put here in the quality and management of the houses, because it is an impact assessment methodology and that allows an evaluation, also from who benefits from the houses, the families that come and stay here. We not only

follow those entities that issue those ISO standards, but it is also a methodology that we apply internally. "

"The human resources management, which is also done here by who built the plan, the general director, in which the person who is here as part of the assistant director, who is me, also supports human resources and planning as well as the financial part."

"About managing partnerships, I would say is very closely linked to planning, patronage, fundraising, and the definition of the strategic plan."

	"The logistic support is made by the housekeeper. What we do here is to ensure the logistics of the core, that is, everything that is materials, garage, and our stocks. "
	"Recruitment is one of the competencies of volunteer management."
9	"I think it is well designed, I think there are things that are repetitive here. I think recruitment management is unnecessary because it is part of volunteer management. Here in the southern core, this does not happen, but in the other cores, the coordinators manage the other collaborators. "
	"It would not choose the name logistic, but accommodation."
	"Coordinating fundraising and analyzing patrons is a bit the same."
10	"In volunteer management, I do it here for the Pediatric Hospital and the housekeeper also does it for the house. Somehow, we're always connected."
	"In relation to communication and organization image topics, we always send it to the communication coordinator."
	"Here it should be the housekeeper instead of core coordinator, in logistical support."
	"I think it is not here and it is an area that we value very much and that we want to do more, that is the area of social advocacy. We have a project that even crosses a little with those of Barnabés, to fight for the rights of families ... I think this is also part of this hardcore here. We call it social advocacy, not support, but rather give voice to families and fight for their rights, which is important. "
	"Then I would add social advocacy in the blue area."
11	"We did not implement the procedures, we described the procedures we already had, some things, namely complaints, confidentiality issues, confidential data, etc., but we did not implement all the things that were proposed by quality, by these certification quality processes was also not our goal and at national level it does not even exist. Now we are trying to standardize the procedures at the national level, at least try to describe in all cores, these regarding the reception of the houses, the supports, and the volunteer as well. "
	"Here I would join a little in planning and control management with the definition of the action plan and strategy. The direction here is correct."
	"Partnership management also exists, but not in a systematic way. There are no set procedures so it's a bit of everything, some things we know, but it's a bit centralized at the general director. "
	"And I think this recruitment is already here in this volunteer management."
12	"After all, we're in a huge organization, as it is seen on paper."
	"Here the core coordinator does not only coordinate the management of the house. Afterward I do for example the management of house volunteering, but then, for example, the core coordinator does recruitment and interviews of volunteering in the hospital"
13	"Here you basically put the answers such as volunteering, logistical support, emotional support, social support, school support, maybe the houses would be missing here as an answer."
	"We do not just keep houses. We make the admission and reception of the families, monitor families while they are in the house, give emotional support, plan playful and creative activities, therefore we do much more than the management of the building itself. We articulate with external entities, with the social service of the hospitals, with the patrons, so it is a very comprehensive function, hence I understand the houses not as an infrastructure management, but as a social response in itself. "
	"Logistic support has more to do with bureaucracies and stock management and maintenance. This work is not done by the core coordinator. I see this as Acreditar's answer, but they are not all provided by this function. There may be a blue ball here to say houses and corresponding to

the house manager. "

	"What is in the blue turns out to be the most direct support, that is, one that can measure the impact that these actions have with parents and children and where we can make this assessment through the support that is given while what is more peripheral, for me it is equally important, at the bottom there must be permeability here."
14	"This is what the organization is from a macro perspective, and then looking exactly at what our mission is to provide support, to provide quality of life, in this case to our public - children and young people with cancer and his parents - then ends up being our most important, most direct intervention. For all this to happen, it is really necessary to have some work areas, such as human resources, volunteer recruitment management, patronage issues, communication issues, and quality. All this is important to optimize which is blue. "
	"There is a lack hereof our main stakeholders: parents and children".

LOGISTICS SUPPORT COORDINATION

Interviewee	Comment
	"It's me who gets the contact with the social worker for accommodation support. Anything related to the house it is me that take care of it."
	"First there is contact with ACREDITAR to see if there are vacancies. Then when there are vacancies, we receive the family. People come into the house, already with the social worker's contact with the family. If there are no vacancies, it is immediately mentioned in the first contact with the social worker, who will then look for other social support solutions for the family. "
2	"Here, it is not the end of the contract, the patient leaves when there is no need to be here when there is a medical discharge, that is when people can go back to their home. Medical discharge instead of the end of contract time."
	"The only thing that comes to us is the request for accommodation from the social worker. It has to be because of social security, we have the social security support for the house, and we have a form with the family name, date of birth, taxpayer number, etc."
	"When the social worker makes a request, calls, or sends an email, within 24 hours, the answer is immediate, we cannot leave a family waiting for an answer. Our aim is to solve the problems of families. We have to respond soon, people cannot have time to wait."
	"When the social worker knows that there are twelve rooms in the house of Lisbon and that you have here, in Oporto or in Coimbra, an exceptional support network, she asks for support to ACREDITAR for the permanence or stay of a family that is displaced from its environment, and that will lie ahead, for example in the case of PALOP, 1 to 2 years of treatment."
	"The person who contacts the social worker is the housekeeper and I, in this case, the accommodation. There may also be the help of the volunteers in the reception. "
3	"I only emphasize the role of housekeeper and assistant in welcoming the family."
	"If there are no vacancies, we tell the social worker immediately, who tries to refer families to the hospital residence or to other places."
	"The updating of the rooms is done daily by me".
	"The contract of the families is of six months, but renewable. In cases of families intending to extend their stay, the housekeeper checks and requests a medical update of the child's condition. This contract is between the housekeeper and the family. The family leaves when the child is discharged. "
5	"The idea I have is that the social worker contacts the housekeeper and not the core coordinator."
7	"Whoever makes this request for accommodation is not the core coordinator is the housekeeper. Everything that has to do with requests for accommodation goes directly to the housekeeper without going through the core coordinator. The housekeeper informs the core coordinator. But the decision and the whole process goes through the

	housekeeper, not the coordinator.
9	"Accommodation rather than the host."
10	"First, ACREDITAR contacts family or hospital directly contacts families. ACREDITAR is presented to the family in the hospital, but sometimes there are families who come here and only here, we speak of all that is ACREDITAR. "
11	"This is not the coordinator, she is the house manager. The social worker contacts the housekeeper. "
	"It is not only the update of the number of rooms, there is the update of the database, you have to sign a contract, you have to fill out the registration form, explain the operation, celebrate the contract, know the house and then open an individual plan that has the registration form, the contract, registration of stays, etc. "
	"So, when the contract time ends, for example, the social worker asks for a week, a one-week contract that can be renewed automatically, but at the end of that week, we are contacting the social worker to know if it is necessary to renew by more time or not. Or we'll talk to the families to go there and talk to the social worker. "
	"Even when they leave, if they are only here for a night or two, in fact, it is only a matter of check-in out, updating the database and more administrative procedures. Now when they are here for several months, it is much more complex, it is more than that, it is a psychosocial intervention. "
	"What makes me the most confusion here is the words register and update. It seems that we are only talking about bureaucratic aspects here, it is much more than that. "
	"Between the registration and the host, the social worker already tells us all of this family information."
12	"Then here she is no longer, it is the housekeeper. Here when there is no vacancy, what has already happened, internally what happens here is that it is on the waiting list with a request from the social worker and with a date, for example, it is on the waiting list until the end of the month. "
	"If at the end of the month I tell you something okay, if she does not come back to make the request, she leaves the waiting list. But the social worker always tries to make sure they stay in the hospital or find another solution. There is no residence here."
	"Here when there is the end of the contract, what happens, they can leave and if they continue, there is not a new host, but the renewal of the request. The social worker renews the application for a maximum of thirteen days. This renewal is as long as there is a medical reason. "
	"While families are here in the house, there is always a process to follow them, there is this need for social or not, economic, emotional support, etc."
	"Families fill out a questionnaire after they leave, so we can assess the family's stay and think about our intervention a little bit, which is what we have to do. Families leave suggestions that sometimes make perfect sense. "
	"When we receive the process from a family, you have to consider the number of the household, the mobility or not of the child, which is the room that you will allocate, if the room is adapted. There is a whole evaluation between the host and the fourth, here is an evaluation of the process. (...) There is a prior organization process here before the reception."
13	"This part seems to be adequate. From the moment you contact with ACREDITAR, you are directly the housekeeper. Just go through the coordinator in my absence. "
	"Here, perhaps, I would not call it register but accommodation registration."
	"So, there was only one pool, which would be the record. Are there slots? No, then contact the social worker for the waiting list. If yes, host families, and this can be further elaborated here. I call it a family admission, where is seen with the family the visit to the house, the presentation of the internal regulations, the rights and duties of the families and the rules of the house. After the assignment of the room and then the registration is done on the map, a corresponding family is assigned to each room, where every day this picture is made with all the families that leave, who enter, who stay here to sleep, who stays in the internment, it is a daily plan that is made. "

"We have the family database. What I do, I admit the families, I show them the house, I tell them about the internal regulations, I assign the room, I register on a daily basis in each family, in each room, I review this plan every day and I leave it at the reception so that the vigilantes can have this knowledge of who is in the house. At the same time, the temporary stay contract with the family is made as temporary accommodation. Soon after, I enter the data for a new family in the NIODO database, or if it is already a family that is already registered, register new registration, in the house. I always have to go to the database, if there is already information, I open the file of the family, and make the new admission on that day, and the household members who are allowed to stay in the house. If I do not have any information, I will re-enter it in relation to the elements of the household.
Then I also always review the daily family maps, because the families do a daily task of cleaning a common area of the house and this is also recorded. "

"End of contract time is usually told us by the family, sometimes by the hospital and there is the exit register of the family. Leave the key and fill out the satisfaction questionnaire, to have feedback on the practice that we are going to have. It leaves once but does not mean that in a while it cannot be readmitted again. In the midst of all this, there are many informal conversations, there are activities that are done with families, there is daily contact with families, children, and young people, etc. "

"There is always an admission process here. Then the contract lasts according to the time defined by the social worker, here when the request is made to the house.
Here is the manager of the house who makes the admission or in her absence is the coordinator.
We give families a code of conduct, of what is expected in relation to the functioning of the house. Registration of accommodation is done through a social report."

SOCIAL SUPPORT COORDINATION	
Interviewee	Comment
1	"Usually, the person who decides the support is already the social worker. Already comes from there the indication of what the family needs. Then when we receive the family, we already know what the support to give (...) ".
2	"The core coordinator receives through the social worker and evaluates together with the general director, who has the last word. But as it comes from the social worker, we do not doubt the need. Who is best able to evaluate the needs of a family is not us, is the social worker. The coordinator and the director then define if it is punctual, if it is three months, etc. "
3	"For social support, it makes sense to be the core coordinator in the contact with the social worker, but also the assistant director, for example in the case of a family who needs financial support goes directly to the assistant director who later has the confirmation or denial of the general director. We have a lot of financial support at the national level and the assistant director (Lisbon) gives confirmation to those requests. "
	"The food basket is the responsibility of the coordinator. All of what is financial support is with the assistant director. "
7	"We do not really have a social support coordinator, but the core coordinator is the one who ensures this. Okay, what I cannot estimate is the work of the social worker, as it is not our resource, I know it varies from family to family."
8	"I just think there's something missing here. As soon as you can provide support, there is contact with the family, and with the social worker for the family follow up."
9	"In here, there is the school support and another that has no name, which is basically family support, for example when you need to go with a mother to the health center, or you have to help a mother to enroll the child in the school, more emotional support. "
	"Here may be the attribution of support or follow-up."

| 13 | "This is the core coordinator. I think this function is more of the core coordinator, so here if the organization manages to give a response? Yes, I think the contact is made directly with the social service and not with the family. The answer is given to the social worker, who gives support to a particular family.
Then the family comes here to receive whatever it is, the food basket, the check, etc. " |
|---|---|
| | "Allocation of support or request for allocation of support." |
| 14 | "The type of support is defined when there is contact with ACREDITAR. The request for support is always made through a social report. This report has already defined the support requested and the duration and defined by the hospital´s social service.
If it is food support, we make contact directly with the family, because families have to come here to get it. If it is economic support, the person who makes the contact with the family is the social service. For example, if it is necessary to support a payment to the bank, we issue a check of the amount of support and hand it over to the social service, being ACREDITAR the intermediary between the family and the social worker." |
| | "If the family is here in the house, eventually we can be the ones to give the social support, otherwise it is the social worker. In food support, a process is elaborated with the families, because we come to have a direct contact with them. Here there is more need to receive support because it is already decided. If it is necessary to renew, you must return to the social service and resume the process again. " |
| | "If not, the coordinator can replace the housekeeper." |

VOLUNTEER MANAGEMENT

Interviewee	Comment
1	"(...) I was helping the volunteer coordinator on the issue of volunteer completion assessment questionnaires."
2	"Reporting rejection almost never happens to me because the profile and function of the application for me are so clear that rejection starts right here. I write a file and then it's placed on the website. People fill out the form, which then comes to me. I read the form and see if, for example, someone is 15, it cannot apply, or if someone has written in their motivation a motive that is too weak. I say that it is better to wait, etc. "
	"Here at the house they have eight weeks of internship, once a week, then they have the general training of volunteering with the volunteer coordinator, but sometimes when I need a group, I do a little training here, just at the house. "
10	"After the preparation of the training module, he or she makes the modules and when they start to do the training, they are already inserted in the database. We have to do a database registry when the person has done the interview. "
	"Documents are presented from the day they took the training."
11	"Here at the Pediatric Hospital, volunteering is run by the hospital itself. It's our core coordinator who makes the selection and the interviews. They do not do the recruiting, it's us who do it, the disclosure of the vacancies, the interviews, the selection and then we go back there. The training is already there and then everything else is already there too. The training is from the Pediatric Hospital and has nothing to do with the training that exists for our national volunteering and that we apply here for the volunteers of the house.
The Barnabé volunteer, as it is a specific volunteer type, we are the ones who run it, in the hospital and in the house. "
	"Here in the recruitment phase, first they fill out an application form and then we analyze according to the profile we want."
12	"Those selected after the interview they make the first training module, then there are three months of internship here monitored by a volunteer and they are only accepted after the three-month internship. During this three months, we make a balance with the volunteer who supported the candidate, that also does the other training modules during these three months and at the end of these three months is when they are accepted or not. It's still not well accepted here, it's still a candidate."

	"As soon as the training ends, we register in the database. It is important to know that at the end of the training, how many remained. We put everything there, the registration form, the criminal record, the contract signed by them, the declaration and the photograph. "
	"I already had a volunteer evaluation questionnaire filled out, but I have to ask the national volunteer coordinator what to do with it. We also have at least one annual meeting with the volunteers. "
	"When they give up, so far there has only been one situation, I get the questionnaire, I update the database and no more than that."
	"The national volunteer coordinator is also working on a questionnaire to assess needs. From time to time we have, for example, the Servilusa who is our partner and offers us funny themes, and we now have the trainee who coordinates the activities, we recently had a workshop (...) "
13	"Here before, there is the reception of new volunteers. Before they start the practice, they are well trained and informed, what they can and cannot do, what the tasks will be, etc. "
	"Monitoring is the follow-up."
	"Is the candidate accepted here? Yes, then the welcome is made. Also done is the contract of volunteering, seen the criminal record, the insertion in the database and I also always make a visit by the house, I tell them about the project, what are the house purpose and the volunteer profile. "
	"While these issues are already addressed in the interview, there is a reinforcement here because we are working with people, both the patients themselves and the families, with people in vulnerable situations, and therefore, we must be very careful about the performance that is done with these people. I have a list of everything I want to convey about what the volunteer does in the house. "

MONITORING VOLUNTEERS	
Interviewee	**Comment**
9	"Perform instead of elaborate modules".
14	"We do this a little bit differently, from the moment the volunteer is selected what will have to follow is a host meeting, which can be considered as a first training module. Imagining that the person does not come to this meeting, he or she cannot continue. He may resume a second recruitment phase, but if he does not come again, he is excluded."
	"After coming to the meeting, the internship phase begins, the integration of the volunteer is done. This internship has a six months duration. After the six-month internship, a volunteer balance meeting is held. This lets us evaluate the assiduity, the availability and the motivation of the candidate, but also especially from an emotional point of view to perceive in what moment it is found. For us, it is important to know, what is the impact of the experience in the life of the person, if you have managed to develop this experience in an integrated way, without intervening in your life, without any conflict. We do not do this second and third training module, it may appear some topic and we do it, but there is no obligation. The initial training after the six-month internship, which has contents related to the disease itself, contents related to communication strategies, and others, content more focused on their performance. They all enter at the same time, we do not have people to enter alone, they wait for the next phase of recruitment.
	"We do not keep spontaneous applications. We do not want to arrest them, there may be opportunities for volunteering in other places. If you really want to do volunteering here, you have to wait and be aware of new job vacancies. After completing the initial training, the internship phase ends and, therefore, they sign the contract there. Soon thereafter is the management of continuous training, and there are periodic meetings."

VOLUNTEERS PERFORMANCE EVALUATION

Interviewee	Comment
9	"This is not really done, that is, we have not set assessment goals, nor criteria, it's a little common-sense talk. I do not have this written, it is how the volunteer had it, if it was appropriate, or was not appropriate, if it was compliant, how was the contact with the children, etc. The general idea is this, but it is not so structured."
14	"We have no tools to evaluate performance. We are more interested in the point of view of expectations, of motivations, more emotional. "
14	"There is no tutor. When they start, they have the support of their colleagues, but they are not tutoring. They have a tutor at the beginning, but after this balance meeting, we did not report anything to the tutor. Therefore, the tutor serves to integrate, receive and welcome and not later to go with, the figure disappears. During the first six months until the balance meeting, the volunteer manager (Oporto) sends emails to know volunteers' feedback. "

CONTINUOUS TRAINING MANAGEMENT

Interviewee	Comment
14	"We have defined areas such as communication or emotional management, which are important to work on, they are strong areas that we always try to develop in continuous training. But there may be other areas in parallel that are interesting. The needs we collect from the volunteers are mainly at meetings. So much for house volunteers and hospitals. "
14	"What we have been able to define at the outset, the training plan, we make this sending soon during the beginning of the year. (...) We prefer to inform people than to create a plan. "
14	"In our training, we look for whenever they have no costs. Hence too often we have difficulty in what training is appropriate to the needs. They end up being opportunities for contacts that we are having with people we know. I wonder if it's the right one, for me training is something very important and therefore it makes sense to be here this identification of costs. "

ANNUAL EVALUATION MANAGEMENT

Interviewee	Comment
9	"One thing is to determine the annual satisfaction of the volunteers, but this has nothing to do with their permanence or not. So, it would be another circle about the personal assessment or life circumstances that makes the volunteer exit. Here it would end with a talk to a group of volunteers and then implement improvements."
14	"We do not do this much. It is a topic to improve. When they suspend or end the activity, a survey of satisfaction is sent only to the volunteers, to understand the reasons for leaving. But it is only when they leave, annually it is not done."
14	"Talks with volunteer groups are going on throughout the year with meetings. We do not wait by the end of the year, we do at least three meetings. There are many groups and there are two hospitals and we have volunteer activity during the week, there are a lot of people, 300 volunteers. "
14	"This to me it is the scheme that does not make much sense. I would add it to monitoring. If a volunteer goes out, we apply such inquiry, if a volunteer continues is a cycle and somewhere around here would arrange some periodic meetings, where says here realization of meeting times, I would add the meetings. "

DEFINITION OF THE ACTION PLAN AND STRATEGY

Interviewee	Comment
4	"I see things like, chronologically there is the receipt of a proposal, this I saw at the beginning and the next is when the type of communication is analyzed."

	"At the first level, we would receive external proposals and identify internal needs. Following the receipt of proposals, we would have the analysis of proposals and the analysis of the type of communication at the end. After identifying the internal needs, we would have the analysis of the type of communication and also the search for means, which may be patronage or commercial. "
	"The intern proposals are approved because it is our need. You look very well in your life and you remember that you have a house to build, you need money, you need to communicate. It is an internal need, we will think that what we have to do is to go to the streets and go to choose Mupis, for that we need patrons."
	"(...) when appears some school that wants to make the final show of the year with tickets in favor of ACREDITAR. We should analyze if the intention of the school has to do with us and if there are no counterparts. We analyze, and we think that, very well, we are in conditions and that it does not go against our principles, values, mission, etc. If it does not go against, then we go forward and then we'll analyze what kind of communication we will make "
	"As for the evaluation indicators they are not very easy. In theory, it makes sense. Now we have the ongoing individual income tax campaign. You do not know how to evaluate who chose ACREDITAR, how it was impacted, where did they see it, where did they have access to information. That's why it's hard to measure success because we had ACREDITAR billboard on buses and in various places, but we'll never know from what it was."
	"(...) we see what went well and what went wrong. The follow-up is during and while it is happening. "
	"In case of being a necessity of ours, we look for patrons, but there are also always commercial relations, imagine, flyers, etc. Looking at your picture gives an idea that it's all patronage, but it's not. "
	"We have to look for means, they can be free through patronage or paid, means of patronage or commercial."
	"So, in a monitoring logic, I think it was important to put the general director here."
6	"This has little of communication here. Where does communication come in here? In such an annual communication strategy plan, where the idea is that for some of these steps to be done more quickly, you do not have to tell everyone what is ACREDITAR when you are knocking on people's doors. The communication plan is exactly the opposite, is to make known the ACREDITAR throughout the year. This is so that when you knock on the door, people already have a sense of what the organization and its values are and feel safe when they invest or donate to ACREDITAR. "
	"To make it known in a very sustainable and credible way, hence the plan is a well thought out thing. Nor can it be absolute exposure, but when we want to reach politicians, for the families´ rights issue we have to be a little outside. We do not stop being present."
	"We think of patronage in two ways, patronage for companies in which we have to go knock the door and patronage for the general public."
7	"The start of the process does not start in the communication department. I'm going to make a representation and then you translate it into the methodology. "
8	"When we receive a proposal from outside, we analyze whether it makes sense or does not make sense, whether it agrees with ACREDITAR or not."
	"The follow-up, we do the implementation and the monitoring of the plan."
9	"Here you are putting the vision of ACREDITAR a lot in the patronage and it is not quite like that. This would say that is not quite so. (...) It is done at an annual meeting. "
	"I cannot quite understand."
11	"This does not necessarily have to be the communication department, it can be the coordinators or a bit of all collaborator. When I think of fundraising, I do not think only of money, but maybe we use the term badly. "
	"This to me is a more general thing to ACREDITAR. ACREDITAR's strategic and strategic plan is what ACREDITAR wants to do. "

"The analysis of the problem is done before the analysis of the type of communication, then the analysis of proposals, the schedule is defined and the rest.
Defining evaluation indicators, it would be great, I am trying to implement this system here in ACREDITAR, but we are still a long way from defining indicators of something and follow-up. Maybe, that is, more partnerships, I think, I would call this partnership."

"After the action plan, we are the ones who have defined the plans to reach those more general goals that are defined by the direction."

"Is the project's need clear? This does not make much sense. But before that I would say that there is a fundraising plan, this is the starting point, which then has several actions. In this fundraising plan is defined the objectives for each action, then for each action, there is a strategy definition, stakeholder analysis, implementation of the fundraising plan and then sometimes it goes back, and then the follow- up and evaluation. After that, there is an attempt, in the implementation, of the definition of indicators, to see what we can achieve or not in each area of the fundraising plan. "

"Defining instruments to measure is one of the great goals this year is to be able to measure everything we raise in monetary and material terms as well. We wish to realize which of our actions have the greatest impact and realize what is below or is above our objectives."

STAKEHOLDER ANALYSIS

Interviewee	Comment
	"I think that what would be missing here is the execution of the plan because you are already communicating, but you have not done anything yet. It is not enough for you to identify people to communicate, there must be an action. "
	"Whoever is identifying and collecting information is doing this and not the communication department and receives. We communicate but we would not go here. Imagine, ACREDITAR has a presence at a national level, there is the history of the cores, right? If it's a thing in Madeira, of course, they talk to Madeira. In Lisbon, as there are more things to happen than in other places (...) we are also involved with some proposals ".
4	"I would sign the figure of the general director here. I think she gets into everything. In this case, it could also be the direction board, in the definition of a quality policy that is a very generic thing, but in practice, it is more strategic and come in the general director."
	"If the general director is involved, it is defined what the goal is, when you say, for example, we want to get support in transport. So, the fundraiser already knows that talking to TAP, REFER or FERTAGUS, she deals with the whole process and does not need to go up there. Unless it's something like: Tabaqueira wants to help and tobacco and cancer do not really connect well, then it made sense to talk to the general manager. "
	"In everything you have told me so far, the general director comes as a follow-up. It is at the beginning to define the strategy and then there is autonomy of the person responsible for fundraising and communication, except in different situations the director enters to remove the doubt. "
	"The general director does not interfere whenever it is a routine activity. The person in charge has autonomy for regular volunteering (Hospitals, Houses, Learn More), the direction board does not approve, nor the general director. "
6	"If you want, the big goals - whether information campaigns or direct fundraising campaigns, and what is the work from when you define the communication plan to what you want to communicate - are: communication with the patrons, being better known to what we are nowadays (in the type of work we do) and that this information arrives, whether through campaigns, from newspapers, etc., but reach the general public. "

	"I'm working with a collaborator from Coimbra, with something like this, we will try to standardize this type of communication with the stakeholders, not only to be able to communicate more politely and more openly, as we communicate with some stakeholders more than three times a year. "
7	"It's the direction that defines the policies, it does not start there. It begins with a proposal of ours that goes to the direction that validates. Communication with patrons is not done by the communication department. This part is done mainly by the coordinators of each core and eventually by me. I have a more active role here in communicating with the stakeholders, when they are bigger companies or when they are more complex cases, example if you have protocols to sign, etc., everything else is usually done by the coordinators. Everything else is fine. I just did not end the process here, we still have a step that is giving feedback to the patron. The process only ends when the person is informed of what has been done. "
8	"Change the definition of the quality policy to definition of the plan. You can place at the beginning, these rules, guidelines that are in accordance with the vision or not of ACREDITAR, and then we end up with a few fences. We already know that there are certain types of companies that we should work in a more careful way."
9	"I think that it is not the communication department that does the communication with the patronage. It will be the case in this case who does the fundraising and not the direction board, but the general director. It could be the coordinators, the housekeepers or any team member, not least because we all have responsibilities in fundraising. We can all be tracking or managing an activity or anything from fundraising. When we start looking, we've already done this part of the process. "
	"Here is not only the definition of quality policy but also the definition of annual fundraising goals. Because this is a fixed thing, and this is what we define as an objective every year. "
	"It's not just the communication department here, it's all here. Literally, everyone, we all do this: communicating with patrons, establishing partnerships. We all know someone, and they communicate. And the reception of answers as well. "
	"You do not need management approval. Then this continues here in everyone and then has another one that is to maintain the relationship/partnership, communication of the new needs. It's a lot of work because each one does it. Maintaining the relationship and communicating the new needs.
	"The NIODO database is also put here."
11	"These processes are very interconnected (...)"
	"In our reality, the management makes a plan not very structured, imagine with seven lines of action, for the families, for Barnabés, etc. And then, we build on that our actions. I would call this partnership, which is also linked to communication and fundraising. Because in fact fundraising and communication go hand in hand. "
	"Maybe you're right we call it fundraising, but maybe we should call it different because we do not understand funds just like monetary resources and therefore, we incorporate this in the fundraising plan. After this there is no direction approval, there may be approval of the director general. The board approves the plan of action and strategy and then there is the general director and us who execute. Here is the choice of stakeholders or interested entities and implementation of what we are proposing. "
	"We are also structuring our fundraising process a bit better now, so I do not have very well-structured plans in my head, but in our reality, everything is connected."
14	"We at ACREDITAR, we do not have much of a habit of asking, we wait for them to come to us. At the core level, it was I who had this experience, I was the one who made the requests to the companies, I was the one who presented the project. Then the media also got the project and some companies listening also wanted to help. "

FUNDRAISING COORDINATION

Interviewee	Comment
4	"If the idea is ours, the need for the project is already noticeable. I would have added to it the detail of the target audience and timeline. "
	"The fundraising plan has to go through communication tasks for outside actions. In the plan are the actions for the outside or disclosure that are abreast of the communication team. The general director is more involved in defining the objective and the strategy. The general director always does a distance monitoring. "
6	"It is possible that the plan has to be reformulated again."
	"The follow-up we do serves to realize how this worked, and whether it was worth all that investment here. The great instrument we have of this, in the case of the individual income tax campaign, is the money that goes into the account during that period. In the end, we thank all those who have registered the IRS on social networks for example."
7	"The process follows the same principle up to the strategic plan. From here we diverge some things depending on the type of strategy we are using. "
13	"All people have this goal. The definition of the goal of raising, in its general is the sustainability of the organization. Then there are specific things, at this moment we are turning to the extension of the Lisbon´s house, but inside here our project – Oporto´s house - we always have specific needs. In addition to the need to maintain the house, we have the issue of sponsorship of the rooms, we have the maintenance of the services that the house needs to function in conditions - air conditioning, electrical system, boiler, etc. - and all that is attributed to patrons are costs that we will not have, and then we must establish a good measure of relationship with these people and keep contacts so that they continue with us. "
14	"Now there's a colleague who does this. It defines a strategy, but then the coordinator or anyone from each core plays that role as well. I felt this more about the ACREDITAR´s house, for example, when the construction of the house was made, for fundraising. It also applies to patronage for the home, when patrons are looking to sponsor some rooms. I and the house manager do this. "
	"What happens is if a company comes knocking on the door for a fundraising, a social responsibility action with ACREDITAR, they define the strategy. If it is in accordance with our values, we make a protocol with these companies in which it is defined what is the responsibility of each party. "

COMMUNICATION MANAGEMENT

Interviewee	Comment
4	"In relation to the newsletter, it is for everyone. In other cases, it is not mandatory to choose only one, it depends on the needs. On the website, it is always there. We do something and not being present on the website is strange, and not being present in the external newsletter is also strange. Then things out there such as Mupis is that it can be justified or not, so it is not exclusive, it is not mandatory to choose only one."
	"So, in relation to external communication, the three examples you give, the newsletter, the website, and social networks and Mupis, it is not mandatory to be only one channel, we can use more than one. It is case by case, depends on the action

	itself. What is justified is that in the website and in social networks it is very likely that in all cases it will be used, the newsletter in a second place, and what can be more variable are the Mupis."
	"In the case of the Mupis and all of that for outside disclosure, even of the street, it must have a national interest, even a comprehensive one, right? There must be a lot of action on top of the cost issue. "
	"If it was necessary to order it, I would put the website and social networks first, because it is more immediate. The newsletter as it is biannually, two times a year, I would put in second place and then this issue of the Mupis as it is very punctual would only come at the end, even optional. "
	"The internal newsletter is monthly. The external newsletter is biannual. "
	"You would change the board direction by the general director. Those who go to the board direction are rare.″
	"Then, especially in communication, yes, when things are in favor of ACREDITAR, many come from the different ACREDITAR´s cores. So, there in addition to the communication department, there are all the coordinators and housekeepers who are involved, in a race or something, and are they who pass this information on to us, what will happen. They're the ones involved. "
	"In defining the needs and goals to communicate, you can define in two types. Some are interests of the ACREDITAR, that comes from the direction board or from the general director. Others are external that can come from any of the colleagues. "
6	"This is right because any decision made by the communication department it is always approved by the director general, as it is in the annual communication plan. The general director defines the plan with the different departments, then is taken to the general meeting and when approved it comes back to its implementation. Timing is part of the plan. The plan defines the actions and their timing. "
	"You have to add social media here. You have the patronage through the newsletters, you have the social networks where you have the families, Barnabés and the community, which is a closer network, the Mupis and billboards also and the media, for example, the families´ rights campaign, that is not a campaign that we paid an agency to do, is included in the Golden September campaign, and must do with delivering a message of issues like rights in this case. These are political and social issues. Therefore, in the external communication, you are lacking here the social communication - media."
	"You do not choose just one here. Due to the type of communication we are going to make and the moment, this does not happen always, it happens in some moments depending on such a plan, the four types can happen at the same time. They will not have to be the same communication in all, of being communicating the same thing, in principle communicates the same thing, but in different languages. "
	"The internal newsletter yes, but there is information inside that we do not share out. We even have an internal newsletter, which is not really newsletter, which tells us what happened fifteen days before and what will happen fifteen days later and that they have a month, a month and a half thing. It serves to each core to be updated and is a way of knowing what the other cores are doing and to have everything more developed."
7	"If you understand that the direction is me, it is fine. This is not going to the direction board. The direction board approves the big line issues and then I deal with the rest."
	"The publications are information, which is close to the house manager of Lisbon."
	"Communication in AD-HOC proposals is also important, for example in a race, if they make a poster and put the name of ACREDITAR there or topics about us, they have to validate if they are in accordance with our values."
8	"This external newsletter is what I do. I'm the one who deals with communication with the partners. The internal newsletter is not shared with the members. It is elaborated and then released between collaborators. It also disclosure with volunteers. The external one is shared with the partners, with the patrons, with the

collaborators, with the volunteers, families, Barnabés, etc. "

"Disclosure is redundant."

"This is very similar to stakeholder's analysis. This is more if it is a specific campaign. "

RECRUITMENT MANAGEMENT

Interviewee	Comment
2	"The general director does not approve, either me or the core coordinator, for volunteering at the hospital."
	"It was recently made the volunteer handbook, which is given to volunteers when they start its activity, in addition to the other documents."
	"Recruitment only opens sometimes, on the site, if not we would get application forms every day. We accept and receive applications that are here deliver in person, and we say that you can leave, but that at the moment is closed and that you should pay attention to the site. The site is open a week or two around August for the house and refers to the appropriate email from each contributor to submit the application. "
	"I keep the applications that come here, but we're talking about two or three people."
3	"I respond by email to the people who send the application: at this moment the applications are closed. When I see something interesting in the curriculum, I try to refer to the volunteer or core coordinator. "
	"I also respond to other emails of the type of applications, for example of employment or curricular internship."
4	"Coordination of volunteer recruitment, I do not think it is the right word, we only make it public. Because then who does the interview, is who asked for the volunteers, and likewise the part of the recruitment. "
	"The general profile of the volunteer and the regulation exist regardless of whether they are in recruitment."
	"Sometimes when you need a lot of volunteers and you think that just because of the website you do not go there, it's also shared in social networks, but it's not always. If by chance, a person sends an email, when we have open recruitment, we forward to such contact email. When it is closed, we say we are sorry, and that we are not having the recruitment period in progress and that you have to pay attention to the site. We do not tell the person that we will keep its application. "
	"Spontaneous applications happen, but that's part of it, I do not think it should be here."
	"Then the person who recruits reports the rejection."
6	"Yes, we do. It's not just on the website, also on social networks. "
9	"No direction approval is required."
	"Coordination of recruitment not, but disclosure. Yes, everything is fine here. "
10	"It is not needed to go to the direction here. That is, each core defines the need or not to make recruitment. Then this need is reported to the communication department if it is necessary to publish on social networks, both in the hospital and at houses volunteering and also for the project "Learn more", the coordinator of communication shares with our approval and our indications, for example, the dates. "
	"You cannot put coordination here, you have to rename for recruitment disclosure because the rest is already reported for each core."
	"Here we are still defining a bit of this situation of sending documents about mission, vision, values."
	"After receiving applications there is a procedure for schedule interviews, and after the training. All main documentation is requested after training ".
	"All main documentation is requested after training. Because training in some way also serves (...) sometimes people lack training, it can happen, and they do not come anymore. This is also a way for us to manage the situation, they have to come in those days otherwise it is no longer worth coming. "

	"Only after training and when they start to do the integration is when it is asked for an example of the criminal record, these bureaucratic parts are already in the volunteers´ integration i.e. that is already acquired that the person will stay. Then here yes, informing about rejection or acceptance, inform about dates of initial training as well. After the training is done and later, I would not put it like this, I would have set official documentation and start volunteering activity. "
	"In my view, after the person does the training and fulfill everything until the end, until the last day of training, and meet the requirements - because if you do not come to the training will also no longer volunteer - at the end of this yes, it makes sense to send all the documentation. "
11	"It does not pass through the direction here. It is the responsible person who decides and advances. "
12	"When there is a need, we train for example twenty people, that's the only way it's worth it. I usually coordinate with the core center coordinator. We set up a date for training, as doctors and nurses also come, we also have to coordinate with their working dates and after doing the planning of the training, that is when I launch the recruitment.
	After we disclosure the application and after we see the registration forms, we pre-select and then schedule the interviews and also the initial training. Now we speak in the documents and about ACREDITAR in the interview, not before. "
	"We do not keep spontaneous applications. Before we did that, but later when we were going to contact people, many of them no longer wanted or were unavailable. Now we open the recruitment, the ones that are to continue is to continue. Those who do not pass or lose interest, have to re-enroll. And in the database, it is only when the person is already a volunteer when they did the training".
14	"No direction presence is needed here."
	"The core makes the request to the communication for disclosure. If there is a need it reports to the coordinator who makes, contact with the Lisbon communication colleague. The core volunteer sees the needs and I do. It is what tells us what we need to do, receive applications, schedule interviews, etc. "
	"If the requirements are met, an interview is scheduled before we send anything. If it is selected there, it will send the letter of principles and other documents to the host meeting. "

RECRUITMENT COORDINATION FOR VOLUNTEERS	
Interviewee	**Comment**
	"We do not register. The volunteer just goes to the database at the moment you put it here "
	"The disclosure is on the website and on Facebook."
9	"Basically, we do not have waiting lists, because that was endless. And it is a wrong expectation management because if we had a waiting list, imagine this month there are four applications a day, at the end of a month we have 120 applications. The next integration we are going to integrate ten people, then after three days already had the vacancies filled and you are accumulating the waiting list of thousands of people and deep down, you will only get the top ten. It's best not to leave people on a waiting list, so people know they are not on the waiting list and they have to be on the lookout. And we do not put anything on the database of the applications."
	"In the receipt of spontaneous applications, we respond to all, to say that it is not open."

Origins of the propositions.
Source: Made by the author

Organization´s vision, mission and values	
Proposition	The organization´s current business processes agree with the mission, vision, and values of ACREDITAR.
Interviewee	**Comment**
2	"It is not everything right, we should be more proactive, engage more in politics, we must use our strength in a useful and polite way, but we can do more pressure than we are doing, we can interfere more, and we can make known more our opinion."
3	"(...) the organization has had some brutal qualitative and quantitative growth and it is recognized."
4	"(...) I do not think there are any activities that do not agree. There may be more activities to do."
5	"I think there is one thing we have to do that is to be more and more the voice of the people we work with. And when I say this, I mean the parents and Barnabés. And we have already given a few steps in recent years, but I think to ACREDITAR, as an organization, it should be even more the voice of parents and take more positions. Of course, I know that this is being built, so that an organization is seen with credibility and for its opinion to be considered, it is necessary to make the way that ACREDITAR it was the way of being a trusting association."
5	"Being a trusted organization, I think people rely on ACREDITAR and on the work they do, now ACREDITAR can start giving more insight. For example, saying this cannot be so, or this has to come into something. I am talking about the rights of families or the conditions that families need. It is a natural growth process that I think we are now making the leap."
6	"There is an information management that is no longer information that we can control, which has to do with what happened in São João hospital, in which to ACREDITAR should think of a public strategy of responding to something that comes from outside and not from within."
6	"For me one of the most important things that ACREDITAR has, and that is the most visible, and this being my idea - including what is communication in ACREDITAR, both for patronage and for the public in general - are the houses of the organization."
7	"There are functions that first answer this question and there are others that are more bureaucratic and support the previous ones."
13	"But I think that all the activities that ACREDITAR develops at this moment are perfectly directed in the light of what it is, its vision and its mission, I think we are very much ahead of the line in this area. Of course, it is possible to do more and better and that is what we work on every day, but I think it is an association that is far ahead in terms of institutional practices and with a few collaborators. There are institutions with more employees that do not do so much."
14	"There is always something else we can do, even because needs are emerging, there are no static and here is a dynamic process. What we do, can never be taken for granted, we must seek to do more and better understand the needs of these parents and families."
Proposition	The diagram is correct and meets the goals of the developed activity.
Observations	
---	There was a need for a new MLEARN diagram due to the comments that emerged during the interviews. This new MLEARN diagram is presented in the project development chapter as well as its evaluation.

Communication Strategies	
Proposition	The communication activity with patrons is essential for them to see where their effort is being invested.
Interviewee	**Comment**
4	"Everything they do with us, especially on a larger scale, we make a protocol. The clauses, almost all of them are pre-defined and between them, there is one that says: all communication materials about ACREDITAR have to be sent to us for our approval and we have a deadline of 2 working days to respond. If we do not respond, it is approved for lack of response, it is immediate."
6	"If you want, the big goals – whether information campaigns or direct fundraising campaigns, and what is the work from when you define the communication plan to what you want to communicate – are: communication with the patrons, being better known then we are nowadays (in particular in the type of work we do), and that this information arrives, whether through campaigns, news from newspapers, etc., but reach the general public."
10	"When there is a follow-up of a project where two entities are, there is a protocol between the company and ACREDITAR, where a certain action has its timing and where it is placed in the same protocol, for example for that year, and that can proceed for the following year. This happens when they are actions that go on in time."
13	"I, more than the sponsorships of the rooms, is to maintain a close relationship and invite them to come here, sending information, or sending a drawing of a child who was here, and show how important was their contribution, with a view to a future support renewal."
	"Contact is frequent, even because some companies turn to ACREDITAR and even part on their initiative, they foster a relationship. Sponsorships may be annual or nightly, depending on the amount to be applied."
Proposition	There is the practice of information management as well as continuous awareness so that the stakeholders get to know the organization better.
Interviewee	**Comment**
3	"ACREDITAR to carry out its work has to be very proactive. We are constantly campaigning because we live with resources that we ask civil society, patrons, and individuals, we are 365 days in the campaign. Otherwise, we would not have resources, not for the houses, nor for the walks, nor for the baskets."
	"There is permanent contact with the patrons and interested entities".
4	"(...) you remember that you have a house to build, we need money, I need to communicate. It is an internal need, we will think that what we have to do is go to the streets or go to rent Mupis, for that we need patrons."
6	"(...) define communication strategies, for example, the Golden September is an example of this. What was done last year and what we are planning to do for this year with the Golden September is to take advantage of an event, in this case, take advantage of the month of awareness for childhood cancer and manage to put within that month an important information part of awareness. Last year was the rights of families and this year we will insist on it because it is an issue that is not even going to end soon."
	"The personal income tax campaign is very important because we will fetch a very large support percentage on this consignment to hold up the running costs of the organization."
	"If you want, the big goals – whether information campaigns or direct fundraising campaigns, and what is the work from when you define the communication plan to what you want to communicate – are: communication with the patrons, being better known than we are today (in particular the type of work we do), and that this information arrives, whether through campaigns, news from newspapers, etc., but reach the general public. For example, when it comes the time for the personal income tax campaign, for the community to know a little more as well as to the fact

that families will naturally need us in the future and also, they need us now."

"In such annual communication strategy plan, the idea is for some of these steps to be done more quickly, you do not have to tell everyone what it is to ACREDITAR and knock on people's doors. The communication plan is exactly the opposite, is to make ACREDITAR known throughout the year. This is so that when you knock on the door, people already have a sense of what the organization and its values are and feel safe when they invest or donate to ACREDITAR."

"Making it known in a very sustainable and credible way, hence the plan is a well thought out thing."

Proposition	The organization is prepared for external issues, having a dynamic advisory activity and a trust relationship with the media.
Interviewee	**Comment**
2	"(...) we should be more proactive, engage more in politics, we must use our strength in a useful and polite way, but we can put more pressure on what we are doing, and we can interfere more, making known our opinion. Obviously, to do that, you have to be well prepared, we have to know what we are talking about. "
5	"Being a trusted organization, I think people rely on ACREDITAR and on the work they do, now ACREDITAR can start giving more insight. For example, saying this cannot be so, or this has to come into something. I am talking about the rights of families or the conditions that families need. It is a natural growth process that I think we are now making the leap."
6	"What was done last year and what we are planning to do for this year with the Golden September is to take advantage of an event, in this case, take advantage of the month of awareness for childhood cancer and manage to put within that month an important information part of awareness. Last year were the rights of families and this year we will insist on it because it is an issue that is not even going to end soon. In addition to those that already exist, it will be added other that will happen as families also will sense their needs. The laws themselves have to be adjusted."
	"There is an information management that is no longer information that we can control, which has to do with what happened in São João hospital, in which ACREDITAR should think of a public strategy of responding to something that comes from outside and not from within."
	"I also do a little bit of this work in the advisory, to realize what is the best strategy of ACREDITAR in the light of that news, what will fall on us, if we are or not prepared, what kind of information we had in relation to subject itself. This, in order to be able to react in a controlled way, in this case being very important for us because we work with the services every day and we cannot wage wars with the doctors for example, we should have a more or less delicate management of the information that does not end with our day-to-day work there, but also do not let us do our job, which is to be there with the families and to work according to the needs they have in their daily lives."
	"It's a damage management that is not just done by me, but by everyone. So, this has to do with the communication strategy because there is a lot of pressure on those peaks of information that come from outside, about the journalists who ask us for things and if we do not have the correct and true information when we need to communicate something that interests us, they will not help us. Make bridges and maintain a relationship of trust. "
	"At this point, ACREDITAR has to have a sincere position, cannot be lying because it is easy to verify."
	"... and the media, for example, the families' rights campaign, is not a campaign that we paid an agency to do, is included in the Golden September campaign and has to do with passing on a message of issues such as families´ rights in this case. They are political and social issues. "
	"Nor can it be the absolute exposure, but when we want to reach the politicians, for the rights issue we have to be a little outside and making our voice known."

7	"The external communication also has the issue that is the communication with the media (newspapers, televisions, etc.) for all kinds of subjects. It may be patronizing things, it may be matters like the issue that is happening to the Oporto´s oncological hospital, it also may be when we have been raising the families´ rights.
11	"I think that it is not here and that it is an area that we value very much and that we want to do more, that is the area of social advocacy, where we have a project that also crosses a little with the one of Barnabés, to fight for the rights of the families ... I think that this is also part of this hardcore here. We call it social advocacy, not support, to give voice to families and fight for their rights, which is important. "
Proposition	Internal communication tasks help to keep information up-to-date in different cores.
Interviewee	**Comment**
6	"We even have an internal newsletter, that is not a well-structured newsletter, which tells us what happened 15 days before and what will happen 15 days later and that they have more or less a month, a month and a half thing. It serves to which core to be more or less connected and is a way of knowing what the other cores are doing and to have everything more balanced. "
Proposition	The existence of a communication team within the organization helps to improve its performance and quality.
Interviewee	**Comment**
3	"The organization thus had a half-tricky way, that was, did not hit much with the people who communicated our image. People did not communicate well, they were outside, they were in communication agencies, and they were out. There was a time when the general director thought it would be worth having someone who knew the organization and the organization became more effective."
4	"Everything they do with us, especially on a larger scale, we make a protocol. The clauses, then almost all of them pre-defined, and between them there is one that says: all communication materials about ACREDITAR have to be sent to us for our approval and we have a deadline of 2 working days to respond. If we do not respond, it is approved for lack of response, it is immediate. "
10	"In relation to the communication and image of the organization, we always send it to the communication coordinator."
Proposition	The communication plan is consistent with the activities and objectives defined in the annual plan.
Interviewee	**Comment**
4	"In the plan are the actions for outside actions or for disclosure that are abreast of the communication team."
6	"In such annual communication strategy plan, the idea is for some of these steps to be done more quickly, you do not have to tell everyone what it is to ACREDITAR and knock on people's doors. The communication plan is exactly the opposite, is to make ACREDITAR known throughout the year. This is so that when you knock on the door, people already have a sense of what the organization and its values are and feel safe when they invest or donate to ACREDITAR." "Making it known in a very sustainable and credible way, hence the plan is a well thought out thing."
11	"After the action plan, we are the ones who have defined the plans to reach those more general goals that are previously defined by the direction."
Proposition	The website and social networks appear as important elements in the dissemination of information
Interviewee	**Comment**
4	"In relation to the newsletter, yes, it is for everyone. In other cases, it is not mandatory to choose only one, depending on the needs. On the website, it is always there. If we do something and it is not on the website is weird, as well as if it is not in the external newsletter." "If it was necessary to make it for an order, I would put the website and social

	networks first, because it is more immediate."
	"Sometimes when you need a lot of volunteers and you think that only with the disclosure in the website you do not go there, it is also shared on social networks, but it is not always."
6	"Yes, we do. It's not just on the website, but also on our partner networks. "
9	"The disclosure is on the website and on Facebook."
Proposition	There is a need for personalization in communication with patrons.
Interviewee	**Comment**
6	"I'm working with a collaborator from Coimbra, with something like this, we will try to standardize this type of communication with patronage, not only to be able to communicate more thoughtfully and more openly, as we communicate with some stakeholders more than three times a year. Always sending the same message can be exhausting. We will reformulate emails, letters, for every moment of communication with stakeholders and some partners. "
	"Uniformization may mean a bad thing, but it is not. In order to try to have equal topics in the things in which we communicate and then to distinguish through each one of them, what is the correct message. We are trying to customize."
	"We think of patronage in two ways, patronage for companies in which we have to go knock the door and patronage for the general public."

ACREDITAR´s houses

Proposition	The organization's infrastructures, to support families, makes its activity visible both to the patronage and to the community.
Interviewee	**Comment**
6	"For me one of the most important things that ACREDITAR has, and that is the most visible, and this being my idea - including what is communication in ACREDITAR, both for the patronage and for the general public - are the houses of the organization. These houses and the fact that the houses exist for families and are free of charge, for me is one of the pillars of ACREDITAR because it makes all the difference in relation to other organizations of this sort. "
	"This is very important to me because in case of doubts, where money is applied - and where at the end of last year we were confronted with similar institutions fundraising situations – in our case, the application of the fundraising effort is so visible, that for me, it is the highest visit business cards and quality certification as well as the serenity and impact that the organization has out there. "
Proposition	The ACREDITAR´s houses provide a better quality in the allocation of the different supports to the families.
Interviewee	**Comment**
2	"When we started ACREDITAR, our priority was to inform, because there was nothing, we had to go reading things from abroad, translating, and this for us was very important. Now it is no longer the highest priority since the organization has been growing and building the homes to support families. "
3	"When ACREDITAR opened 15 years ago, the equipment that was to respond was very few and for months there was a waiting list."
6	"These houses guarantee you an essential part of what the needs of the parents who come from outside are, at a very complicated stage where they have a basic need guaranteed and that also allows them to free their heads to focus on the main thing that is the disease. In this sense, only the house itself is a part of emotional support. These houses serve as several purposes. "
11	"(...) we began to realize that there were families who were delaying their homecoming, at the bottom, they feel more secure here (...)"
13	"We do not just keep houses. We make the admission and reception of the families, monitoring families while they are in the house, with emotional support, playful and creative activities, therefore we do much more than the management of the building itself. We articulate with external entities, with the social service of the hospitals,

with the patrons, so it is a very comprehensive function, hence I understand the houses not as an infrastructure management, but as a social response in itself. "

Proposition	The ACREDITAR´s houses allow a better functioning and relationship between employees.
Interviewee	**Comment**
6	"But I think houses are an absolute part of what the ADN of ACREDITAR is, and without them, it is very difficult to grow inclusive for other places."
	"These houses serve as several purposes. "
	"This particular direction had a vision a few years ago that was precisely the growth through the houses, the implementation of ACREDITAR in those places through the houses."
Proposition	The quality certification and the houses´ social impact results of the employees' work and the activities carried out there.
Interviewee	**Comment**
8	"In quality management, we also do an internal management. We have a methodology of evaluation of the houses that is the SROI, that I would put here in the quality and management of the houses because it is an impact assessment methodology and that allows an evaluation also from of who benefits from the houses and the families that come here"
11	"We did not implement the procedures, we described the procedures we already had, some things, namely complaints, confidentiality issues, confidential data, etc., but we did not implement all the things that were proposed by quality, by these certification processes quality, because it was also not our goal and at the national level it does not even exist. Now we are trying to standardize the procedures at the national level, at least try to describe in all cores, these ones more important regarding the accommodations of the houses, the supports, as well as the volunteering. "
Proposition	The local characteristics in which each organization´s cores fit in cause some differences in the execution of the various processes in the organization
Interviewee	**Comment**
6	"Regardless of what is described here, being replicate in the other cores, besides that and because of the local characteristics in which each core is inserted, there is freedom and we do not all work in the same way, because hospitals are different, people are different (...)"

The professionalism of the organization´s collaborators	
Proposition	The need for a professional body arises from the greater demands of society and the increase of the bureaucratic weight in this type of organization.
Interviewee	**Comment**
2	"Without the base of the direction board, which determines the strategies, the other activities would be unsustainable or impossible. Without the direction or general director (who coordinates), without a plan and without ideas, without coordination and without money, nothing would be done. It would be all volunteering and nowadays it is not just volunteering. "
3	"Volunteers are a very important body that guarantees a lot, but it has to be coordinated by a professional body. ACREDITAR has only existed for 25 years, in my point of view because there is a moment when there is a professionalism of the collaborators. That is, the social organizations are today a sector of social economy, it is not possible to work today in this area with the demands of society, without having a professional body that is a guarantee of support to the rest."
4	"The direction is also important, but perhaps it was appropriate to put the figure of the general director. They are different things. The direction is even a group of volunteers, while the general director is a professional who leads all the professionals and then also passes the information to the direction board, but many of the actions, do not go to this direction board. It is as if there is an intermediate level between the communication department and the direction board, who is the general director. And

	there are things that only go to the general director and others that have to go to a higher level."
7	"Increasingly these organizations have a large bureaucratic weight and therefore there are several tasks that in the first line seem not to answer our questions but end up being the operational issues that are behind but also give an answer."
11	"In our reality, the direction makes a plan not very structured, imagine with seven lines of action, for the families, for the Barnabés, etc. Then, we build based on that plan, our actions."
Proposition	The general director plays a key role in unifying the different activities and processes of the organization.
Interviewee	**Comment**
2	"This is the foundation, the basis of actions. The direction is the people who think what we are going to do, what our strategies are, and the result of this is the ACREDITAR activities."
3	"Volunteers can only work well if there is a professional that manages them. The organization had the professionalism of its collaborators and got a quality level that I believe that was responsible, in my point of view, the general director. It is she who moves the pieces of this chess, which is something that is complex and delicate because we are always in a complex area. "
	"There is a very important part here today that is the communication, which is very delicate. (...) There was a time when the general director thought it would be worth having someone who knew the organization, to work on this area, and the organization became more effective. "
	"People do not know in depth the reality of the work we do and the work of the current communication department and the general director is to make the organization known in a more meaningful way and also what we do."
	"The day the general director leaves, it's going to be a little complicated. It has had the capacity to execute financial growth because, without this, we cannot support people and the maintenance of houses. "
	"These families stay for a long time, but there is a balance on the part of the housekeeper to create spaces for other families from Azores, Madeira, Santarém, Guarda, etc."
4	"The general director is more involved in defining the objective and the strategy. The general director always does a remote monitoring. "
	"If the general director is involved, she decides what our goal is, you say, for example, we want to get the support of the transport area. So, the fundraiser already knows that talking to TAP, REFER or FERTAGUS, she will deal with the whole process and does not need to go up to the general director. Unless it's something like: Tabaqueira wants to help - tobacco and cancer does not really connect - well then it made sense to talk to the general director. "
	"In everything you have told me so far, the general director comes just to supervise. It is present at the beginning to define the strategy and then there is autonomy of the person responsible for raising funds and communication, except in different situations the general director enters to remove the doubts. "
	"The general director does not interfere whenever it is a routine activity. The person in charge has autonomy for regular volunteering (Hospitals, Houses, Learn More project), the direction does not approve, nor the general director.
6	"(...) I think what unifies all of this is the executive director that plays a very important role in the way things are done at the national level. The directions do not make the houses but make much of the directions of the houses. This direction had a vision a few years ago that was precisely the growth through the houses, the implementation of ACREDITAR in these places through its houses."
7	"I have as my main responsibility to coordinate all the activities of ACREDITAR at the national level, to help define the objectives, the plans, etc., and see if they are fulfilled. I also realize what the new needs are in the area where we are and try to

	direct the organization to meet the new needs. "
	"Still in the economic support, there is a nuance that is if the economic support is not in the established rules. Then the coordinator talks to me and I should know if in that case, it may or may not go beyond what is defined. Then I must assess the situation of that family and decide whether we can go beyond what is established. "
	"I have a more active role here in communicating with the patronage entities, when they are bigger companies or when exists more complex cases. For example, if you have protocols to sign, etc., everything else is usually done by the coordinators."
11	"Partnership management also exists, but not in a systematic way. There are no set procedures so it's a bit of everything, some things we know, but it's a bit centralized at the general director. "
	"The direction does not define a fundraising plan, it defines a strategic plan of action."
	"The board approves the plan of action and strategy and then there is the general director and us who does the execution."
Proposition	The existence of a strategic management planning for each defined activity is one of the supports of the association.
Interviewee	**Comment**
8	"I think it is lacking in the middle, the planning and control because it is also one of the bases. It is one of the most important pillars without the other tasks does not work. There must be some planning and management. "
Proposition	The presence of a few sectors of the organization in the organization´s infrastructures is an asset for the organization
Interviewee	**Comment**
3	"The organization thus had a half-tricky way, that was, did not hit much with the people who communicated our image. People did not communicate well, they were outside, they were in communication agencies, and they were out. There was a time when the general director thought it would be worth having someone who knew the organization and the organization became more effective."

Fundraising	
Proposition	There is a demand for cost minimization in the execution of a fundraising campaign.
Interviewee	**Comment**
4	"Usually we do not have costs when the actions are in favor of ACREDITAR. The costs we have is, for example, going to a place to represent ACREDITAR. "
6	"We had such divergent budgets for the creative part between € 2,000 and € 50,000 for the individual income tax campaign. You always have associated costs here, we always try to minimize them to the maximum."
Proposition	The fundraising plan defines the time and cost of each required activity.
Interviewee	**Comment**
4	"When it is a campaign organized by us, then we have costs. And the costs are evaluated, planned, campaign-by-campaign."
	"There is no activity with a defined cost. The main cost is often the time."
7	"Time depends a little on the purpose of the fundraising, as there are several goals throughout the year. In general terms, the process is always annual, now each item of awareness will depend on its complexity."
	"The time varies between the project time that is set."
8	"In the fundraising plan, we define to do some action such as, trying to reactivate partners who have not paid tuitions for more than 3 years. Let's define that in the next 2 months we will contact 100 members. We set a time there, the cost of this activity we will use our people, we have a cost that is already our structure, then the cost will be zero. Now in this same process, we will contact partners who do not pay tuitions, if we were to pay a person, there would already be a cost and we would define a time of 1 to 2 months. We have the activity of the communication plan of the individual income tax,

	we have a plan where they will be these 2 months and we have a cost/budget that was thought to pay the billboards, to pay the graph company, etc."
9	"Here is not only the definition of quality policy but also the definition of annual fundraising goals. Because this is a fixed thing, and this is what we define as an objective every year. "
13	"In fundraising, there is always a strategic fundraising plan that is developed and something that should be always seen and reformulated, but it is continuous, there may be a campaign that goes from a certain period, but the general idea of raising funds is always present. "
Proposition	There is a need to create an ACREDITAR work team for the fundraising process.
Interviewee	**Comment**
6	"ACREDITAR does not have a fundraising team yet, almost all of us have direct links to stakeholders, some bigger and other smaller."
11	"We are also structuring our fundraising process a little better, so I do not have very well-structured plans in my head, but in our reality, everything is connected."
Proposition	The circumstance that all the collaborators can be in contact with several patrons, brings advantages to the association.
Interviewee	**Comment**
4	"Then, especially in communication, yes, when actions are in favor of ACREDITAR, many come from the different ACREDITAR´s cores. So, in addition to the communication department, there are all the coordinators and housekeepers who are involved, in a race or something, and they are the ones who spread this information on to us, on what will happen. They're the ones involved."
6	"ACREDITAR does not yet have a fundraising team, almost all of us have direct links to stakeholders, some bigger and other smaller. In here, the communication department does not enter. For example, at Christmas time when sending good wishes, each employee has a list to whom to send things, it is not carried to one person, but we can progress to that. "
7	"This may appear to the general director, coordinators or communication department eventually. (...) This is more the core coordinators, and whatever is in normal acceptance parameters, they accept and follow up. They involve communication department whenever it is necessary. To me comes what goes out of bounds. "
7	"The person responsible for raising funds is several people."
7	"Communication with patronage entities is not done through the communication department. This part here is done mainly by the coordinators of each organization core and eventually by me. "
8	"It will be in this case who does the fundraising and not the direction board, but the general director. It could be the coordinators, the housekeepers or any team member, not least because we all have responsibilities in fundraising. We can all be tracking or managing an activity or anything from fundraising."
9	"It's not just the communication department here, it's all here. Literally, everyone, we all do this: communicating with patrons, establishing partnerships. We all know someone, and they communicate. And the reception of answers as well."
10	"Anyone of us does this here. Every day we receive emails from people who want to help. If it's one thing, let´s say an application, we'll send it to the fundraising responsible if it's an easier thing to manage, any of us could do."
10	"Partner management, too, depends on it, it might work for any of us depending on the type of partnerships."
11	"Then we have the collaboration protocols that are treated in each core by the collaborators, who are also within the fundraising plan."
13	"All people have this goal. The definition of the goal of fundraising, in its general, is the sustainability of the organization."
14	"Now there's a colleague who does this. It defines a strategy, but then the coordinator or anyone from each core plays that role as well."
Proposition	Campaign follow-up is extremely important to understand what has been done and to

Interviewee	Comment
4	"As for the evaluation indicators, they are not very easy to define. In theory, it makes sense. Now we have the ongoing individual income tax campaign. You do not know how to evaluate who chose ACREDITAR, how it was impacted, where did they see, where did they have access to information. That's why it's hard to measure success because we had ACREDITAR billboard on buses and in other places, but we'll never know what had resulted."
	"(...) we see what went well and what went wrong. The follow-up is during and while it is happening.
6	"The follow-up we do helps to realize how this worked, and whether it was worth all that investment here. The great instrument we have of this, in the case of the individual income tax campaign, is the money that goes into the account during that period. In the end, we thank all those who have donated, on our social networks for example."
7	"The process only ends when the person is informed of what has been done."
8	"In the follow-up, we do the implementation and the monitoring of the plan."
9	"Then this continues here at all, and then there is another one that is maintaining the relationship/partnership and communication needs to be updated. It's a lot of work because each one of us does it. Maintaining the relationship and communicating the new needs."
	"Defining evaluation indicators, it was great, I am trying to implement this system here in ACREDITAR, but we are still a long way from defining indicators of something and follow-up."
11	"Defining instruments to measure the impact is one of the great goals this year is to be able to measure everything we raise in monetary and material terms as well. Realize which of our actions have the greatest impact and realize what it is below or is above. "
12	"After families leave, they fill out a questionnaire, so we can assess the family's stay and think about our intervention a little bit, which is what we have to do. Families leave suggestions that sometimes make perfect sense."
	"(...) and then we must establish a good relationship with these people and keep contacts to continue with us."
13	"More than the part of the sponsorships of the rooms is to keep a close relationship and inviting them to come here, is sending information, sending a drawing of a child who was here, and shows how important was their contribution, with a view to renewal."

Time	
Proposition	The process time diverges when there is an external contact or proposal.
Interviewee	**Comment**
4	"It depends on each goal. Imagine, it can go from a very big goal that has to do with raising a very high value, such as 1 million euros, to build an extension to the Lisbon´s house, that can take 2 years to be done. This is a campaign. Now to say that a ballet school has made a concert in favor of ACREDITAR, it's a week."
	"It's all very subjective. A Golden September campaign takes longer than a hike in favor of ACREDITAR organized by others. It depends on the action itself, but the trend is that an action promoted by us will be more time-consuming as the individual income tax campaign or Golden September, but there are also exceptions, for example, when Ângelo went to the South Pole, it was from November to January. So, it's variable by type of action. "
7	"There is a component here, that is usually at this time, and on what depends on us it takes a day, not more than that until the time of the reception of the family. What I do not know, is the familiar networks characterization phase. This part is not dependent on us, it is dependent on the social service of the hospital and I cannot tell you how

	long this takes. There is a contact with the family, but this evaluation does not only depend on us, but I also do not know how much it takes, sometimes it takes more others less. "
	"What I also cannot tell you is this social worker contact time with other institutions and accommodation alternatives."
	"Another type of social support that may take some more time is for example when a family has layoffs or liabilities to the bank. We try to help the family negotiate with the landlord or the bank and this may also take longer because it depends on other agents."
8	"From here on when you have the external proposals, they are proposals that come from outside and it is not you that makes the plan, so time can vary."
11	"Answering our requests, most of the time we have no response and when it happens, they are delayed maybe a month."
Proposition	The organization´s process response time in the various processes is usually fast.
Interviewee	**Comment**
2	"When the social worker makes a request, calls, or sends an email, within 24 hours, the answer is immediate, we cannot leave a family waiting for an answer. Our aim is to solve the problems of families. We have to respond soon, people cannot have time to wait."
3	"The answer to the social worker is between one to two days, and there may be times when we say there is not, because we are full."
4	"Everything they do with us, especially on a larger scale, we make a protocol. The clauses, then almost all of them pre-defined and between them, there is one that says: all communication materials about ACREDITAR, have to be sent to us for our approval and we have a deadline of 2 working days to respond. If we do not respond, it is approved for lack of response, it is immediate."
7	"Everything else since the referral and this being done, the family social characterization, we have here one day until the reception. Reception or non-reception in case there is no vacancy. "
	"If it is food support, we give the answer immediately, as long as the characterization of the family is in accordance with our parameters, we say yes. Between the time they ask for and the time we give surrounds a maximum of two days. "
	"The economic support also comes to the coordinator. We have rules, and if it is within those rules it is given an immediate response. From the request to the evaluation, it takes one day. After asking for the check and the rest of the logistics, I would say another three days. If it's for the other cores, because all of this support comes from here, it takes another day or two."
11	"About our answers, we have 3 days to respond to any email."
Proposition	The time of the most relevant activities has an impact on the success and performance of the processes.
Interviewee	**Comment**
2	"When the social worker makes a request, calls, or sends an email, and within 24 hours, the answer is immediate, we cannot leave a family waiting for an answer. Our aim is to solve the problems of families. We have to respond soon, people cannot have time to wait. "
	"Recruitment only opens from time to time, and on the website. If not, we would receive application forms every day. "
3	"The updating of the rooms is done daily by me."
	"The contract of the families is of 6 months, but renewable. In cases of families intending to extend the stay, the house manager checks and requests a medical update of the child's condition."
	"We are constantly campaigning because we live with resources that we ask from civil society, patrons and individuals, we are 365 days in the campaign. Otherwise, we would not have the resources, neither for the houses, nor for the walks, nor for the food baskets."

10	"When there is a follow-up of a project where two entities are, there is a protocol between the company and ACREDITAR, where a certain action has its timing and where it is placed in the same protocol, for example for that year, and that can proceed for the following year. This happens when they are actions that go on in time."
Proposition	*The length of time that families stay in the organization´s houses has an impact on household activities and the cost of housing*
Interviewee	**Comment**
3	"(...) asks for the support of the ACREDITAR for the permanence or stay of a family that is displaced from its environment and that will be ahead, for example in the case of PALOP, 1 to 2 years of treatment. These families stay for a long time, but there is a balance on the part of the house manager to create spaces for other families in the Azores, Madeira, Santarém, Guarda, etc. "
7	"From the admission phase, until the person leaving varies from family to family. We have more or less estimated that the families of the mainland stay around a month, the families of Azores and Madeira stay around a year and the families of the PALOP stay around three years, in average terms until the leaving register the family."
	"In most mainland families and islands, this process is restarted because children have to return to treatment. They come back with some frequency. In the case of the PALOP it is even the three years and when it comes to an end they return to their respective countries."
11	"Even when they leave, if they are only here for a night or two, in fact, it is only a matter of dropping the registration, updating the database and more administrative procedures. Now when they are here for several months, it is much more complex, it is more than that, it is a psychosocial intervention. "
Proposition	*The delivery time of social support depends on the existence or not of the necessary resources.*
Interviewee	**Comment**
3	"School supplies, for example, are delivered before school begins."
7	"It depends a lot on whether we have the resource to give the answer or not. If it is food support, we give the answer immediately, as long as the characterization of the family is in accordance with our parameters, we say yes. Between the time they ask for and the time we give, it surrounds a maximum of two days. "
	"Where I can take more time is when the requests are neither economic nor food. For example, a child who needs a prosthesis that is very expensive and cannot be paid by our national health service. I'll try to look among suppliers, a better price for us, and this may take longer, I'd say up to a month. "
9	"It could be a week, a month or a year."

	Cost
Proposition	*Employees involved in certain activities at the organization´s infrastructures have a cost percentage of their work on them.*
Interviewee	**Comment**
2	"Yes, as soon as I enter, they are paying my salary. All employees except volunteers have a cost."
7	"So, there are small support tasks that are affecting the house in percentage terms, not just a person who has the whole, but they have a percentage of their work connected to the house. We have to affect the cost centers of all incomes, all costs. "
	"What you may not find is the estimated cost of each of the people involved in the area of social support. Because most of the work of the coordinators is distributed."
8	"Families do work in organization houses, such as tasks and other things and we give them a financial value. It is a value to the hour, the number of hours of work of housekeeping, cleaning, etc. Each year this value is assigned by an index that comes out in PORDATA which is the average monthly remuneration, which is then calculated an hourly amount and we then calculate that amount."

Proposition	In the social support process, the costs of the activities developed differ according to the different types of support.
Interviewee	**Comment**
9	"There is no cost in the process, there is the moment you define the type of support, which can be variable."
11	"The support depends, there is a budget associated with for example the economic support, but what we do not know is the duration of the supports. In the beginning, it is complicated because families cannot have a certain level of training alone in the first year and the support is renewed, but after six months thereafter we have begun to consider the continuity of support, we must find other types of support answers."
Proposition	In the fundraising process, the costs distinction depends on the objectives and actions of raising awareness or dissemination.
Interviewee	**Comment**
4	"In the case of the Mupis and all of that in outside of the organization, even of the street, it must have a national interest, even a comprehensive one, right? There has to be a big action on top of the cost issue."
	"It depends on each goal. Imagine, it can go from a very big goal that has to do with raising a very high value, imagine 1 million euros, to build an extension to the house of Lisbon, it can take 2 years to be done, it's a campaign. "
	"In the example of the ballet school, we do not rent the room, we do not buy the eat and drink, it's them. What can happen is that they tell us: we want to give you a percentage of the revenue. The revenue differs, and you can get 1, 100 or 1000 euros, so it depends on their management and the support they get, but we do not have to pay for it. "
	"Now when it is a campaign organized by us, then we have costs. And costs are evaluated, planned, campaign-by-campaign. Imagine you cannot compare the extension of the Lisbon house with the Golden September that is just awareness. The cost varies, and it is not predefined."
	"The main cost is often the time. Imagine, you take a long time to look for the means to be patronage or commercial, you spend a lot of time here. Choosing the target audience is often easy, the hard after is how to get there. "
	"It's mostly up to you to realize what benefit you're going to have if it's worth investing."
	"Everything that has to do with the relationship with the media, this is not paid naturally, but for example, if we are talking about campaigns, disclosure on Mupis like this one of the individual income tax consignment, we always try the pro-bonus. But there are still costs, we contacted an agency that does the creative part, we got lots of pro-bonuses and this year was the first time it was made in the newspapers and now we are going to do it on a television. That was all pro-bonus, but the creative part was not"

Relationship with health entities	
Proposition	The relationship with health institutions where the organization develops its work has great importance.
Interviewee	**Comment**
7	"It is something that the coordinators of each core do as well and it is crucial, that is, our presence and the relationship with the hospitals where we are so that we can give that answer.
I would also put it here, because I think it is so important and then we do not need to highlight any of them in particular, because there are several areas of communication ranging from contact and administration with the hospital itself, to social service, clinical management, pediatrics, to some adult services where we are because there are also young adult's services. Therefore, this relationship turns out to be fundamental for us to have access to parents and young people and to understand the problems that exist in the hospital and that we can eventually help answer."

| Proposition	The hospital´s social worker is an essential element for the success of the various family support activities that the organization provides.
Interviewee	**Comment**
1	"Usually, the person who decides the support is already the social worker. It comes from there the indication of what the family needs. "
	"Often the support is extended, the social worker gives us this information when it is ending."
	"All families are referred by a social worker, in this case of the hospital."
2	"It's not the doctors who make us requests, is the social worker."
	"As it comes from the social worker, we do not doubt the need. Who is best able to assess the needs of a family it is not us, but the social worker."
3	"When the social worker knows that there are 12 rooms in the Lisbon´s house and that you have here, in Oporto or in Coimbra, an exceptional support network, she asks for support to ACREDITAR, for the permanence or stay of a family that is displaced from their environment, and that will lie ahead, for example in the case of PALOP, 1 to 2 years of treatment. "
	"The social worker is the filter to provide any support for families."
7	"The cases when they arrive at me are already filtered and if they are recommending it, is because the family really needs it."
11	"Between the registration and the host, the social worker already tells us all of this family information."
14	"Then the contract lasts according to the time defined by the social worker, here when the request is made to the house."
	"The type of support is made when there is contact with ACREDITAR. The request for support is always made through a social report. This report has already defined the support requested and the duration and it is defined by the social service. "
	"For example, if it is necessary to support a payment to the bank, we issue a check of the value of the support and deliver it to the social service, being only the intermediary between the family and the social worker."
	"In the food support, a process is elaborated with the families because we come to have a direct contact with them. Here it will be more need to receive support because it is already decided. If it is necessary to renew, you must return to the social service and resume the process again. "

	Volunteering
Proposition	The existence of a process involving the management and monitoring of volunteers allows a better relationship with them.
Interviewee	**Comment**
3	"Volunteers can only work well if there is a professional that manages them."
12	"Those selected after the interview make the first training module, then there are three months of internship here monitored by a volunteer and they are only accepted after the three-month internship. During the three months, we make a balance with the volunteer who accompanied him, he also does the other training modules during those three months and at the end of those three months is where he is accepted or not."
13	"Before they start the practice, they are well trained and informed, what they can or cannot do, what the tasks will be, etc."
	"I have a list of everything I want to convey about what the volunteer does in the house."
14	"After coming to the meeting, the internship phase begins, the integration of the volunteer is done. This internship has six months duration. After the six-month internship, a volunteer balance meeting is held. We evaluate the assiduity, the availability, the motivation, but also especially from an emotional point of view to perceive in what situation he or she is. For us, it is important to know, what is the

	impact of the experience in the life of the person, if you have managed to develop this experience in an integrated way, without intervening in your life, without any conflict. "
Proposition	The different organization´s core characteristics and the relations with the different health institutions are factors that influence the coordination of volunteering.
Interviewee	**Comment**
11	"Here at the Pediatric Hospital, volunteering is run by the hospital itself. It's our core coordinator who makes the volunteers selection, the interviews. They do not do the recruiting, it's us who do it, the disclosure of volunteer vacancies, the interviews, the selection and then we go back there. The training is already there and then everything else is already there too. The training is from the pediatric Hospital and has nothing to do with the training that exists for our national volunteering and that we apply here for the volunteers of the house. "
14	"There are many groups and there are two hospitals and we do volunteer during the week, it's a lot of people, 300 volunteers. We have groups during the week, in São João Hospital and also at the weekend, in the hospital and in the medical consultation. And then we have in the bone marrow service that is the service that receives ACREDITAR volunteers at the weekend and during the week. Pediatrics area is only at the weekend, during the week it's another institution."
Proposition	Restricting the application process, to future volunteers, to a short-term submission, and to the organization's website, improves the effectiveness of the application.
Interviewee	**Comment**
2	"I write a document and then it's placed on the website. People fill out the form, which then comes to me. I read the form and see if, for example, someone is 15 years old, it cannot apply, or if someone has written in their motivation a reason that is too weak. I say that it is better to wait, etc."
4	"Then, on average, the recruitment is open three weeks to a month and the period is enough."
Proposition	The definition of volunteer evaluation indicators may represent an improvement in the monitoring process of volunteers.
Interviewee	**Comment**
1	"(...) I was helping the volunteer coordinator on the issue of volunteer finishing assessment questionnaires."
9	"This is not well done, that is, we have not set assessment goals, nor criteria, it is a little common-sense talk. I do not have this written, it is more the way the volunteer was if it is appropriate or not appropriate if it was compliant, how is the contact with children, etc. The general idea is this, but it is not so structured."
Proposition	The existence of activities such as internships and continuous training supports a better integration of volunteers.
Interviewee	**Comment**
2	"Here at the house they have eight weeks of internship, once a week, then they have the general training of volunteering with the volunteer coordinator, but sometimes when I need a group, I do a little training here, just at home. "

Barnabés and families	
Proposition	Barnabés and families are the organization´s main stakeholders
Interviewee	**Comment**
5	"Barnabés are the reason why ACREDITAR exists."
14	"There is a lack here of our main stakeholders, parents, and children."
Proposition	Involving Barnabés in different organization´s activity processes is essential to the organization.
Interviewee	**Comment**
5	"Barnabés are a very important action area to ACREDITAR."
	"One of the main actions of ACREDITAR are the Barnabés. Barnabés have a very great

"In Barnabés´ volunteering, these volunteers can enter any time of the year and in terms of age, they can enter after the age of 16, provided by the authorization from ACREDITAR and their parents. Then they go through the process of all regular volunteers. "

APPENDIX N

Characterization of the questionnaire population:
(1) Gender
Legend:

🔵 Male

🔴 Female

🔵 Masculino
🔴 Feminino

(2) Age (years)

🔵 < 20
🔴 20-29
🟠 30-39
🟢 40-49
🟣 50-59
🔵 >60
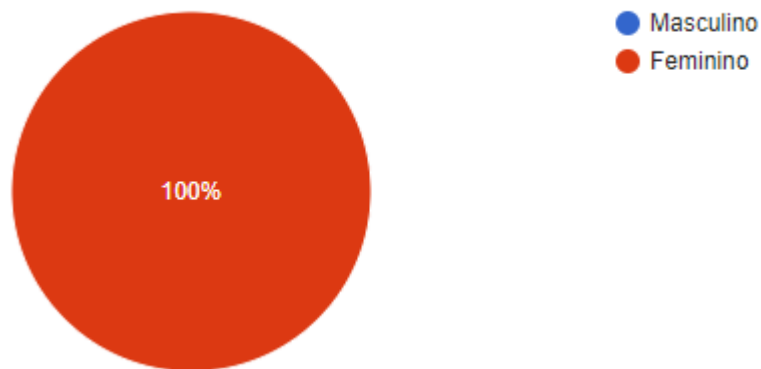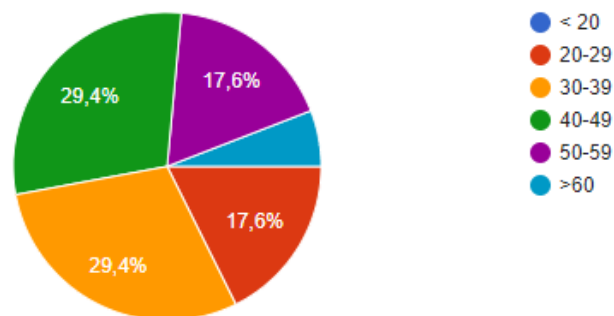
(3) Literary abilities
Legend:

🔵 Basic Education
🔴 High School
🟠 Bachelor Degree
🟢 Master Degree
🟣 PhD

Legend:
- Ensino Básico
- Ensino Secundário
- Licenciatura
- Mestrado
- Doutoramento

41,2%
52,9%
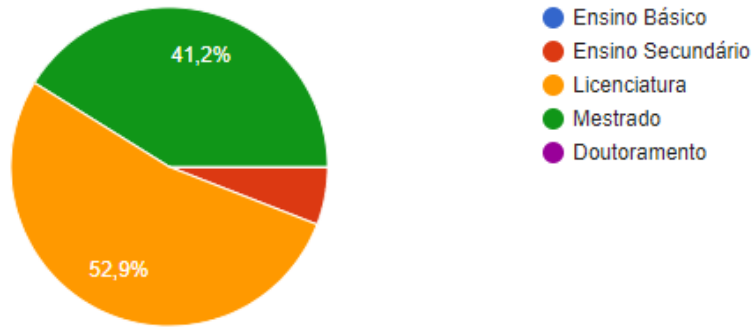
(4) Working time in the organization (years)

Legend:
- < 1
- 1-5
- 6-10
- 11-15
- 16-20
- > 20

17,6%   17,6%
29,4%
23,5%
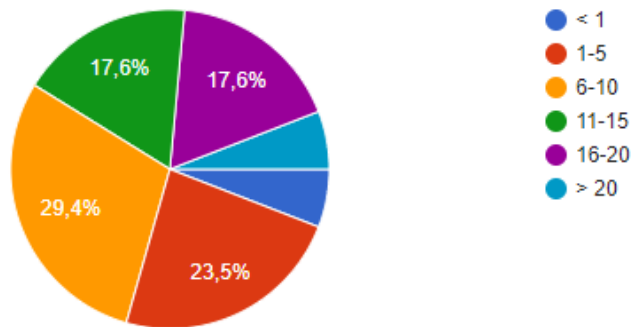
APPENDIX O

(1) Vision, mission, values, and methodology

<u>The organization´s current business processes agree with the mission, vision, and values of ACREDITAR.</u>

0 (0%)   0 (0%)   1 (5,9%)   8 (47,1%)   8 (47,1%)
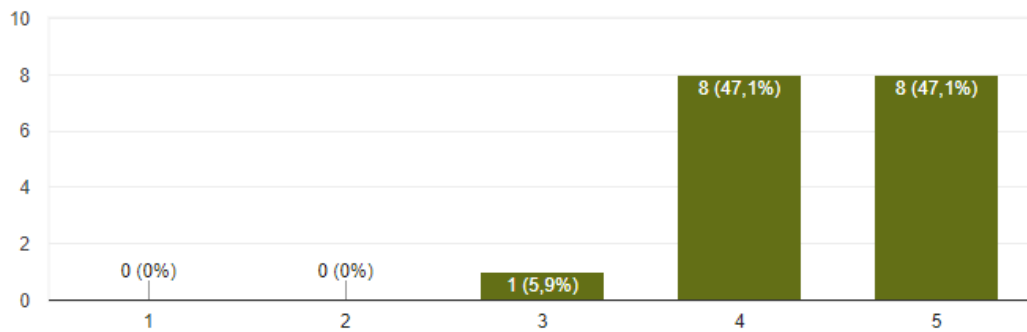
The diagram is correct and meets the goals of the developed activity.
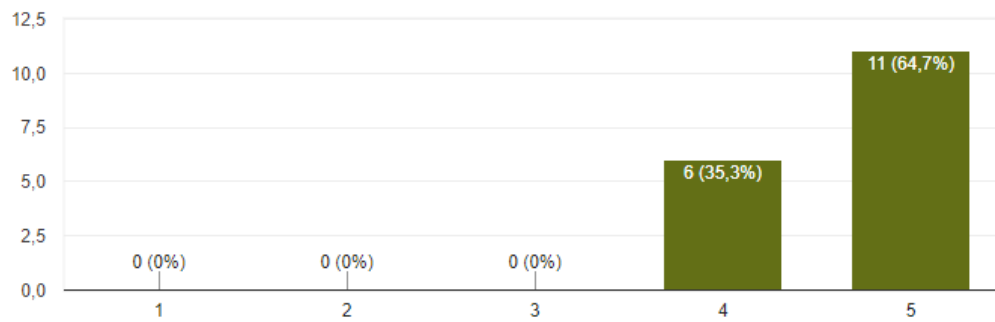
(2) ACREDITAR´s houses

The organization's infrastructures, to support families, makes its activity visible both to the patronage and to the community
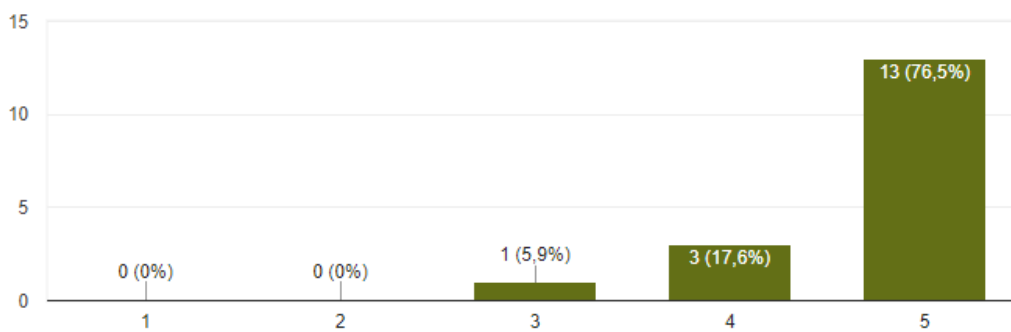
The ACREDITAR´s houses provide a better quality in the allocation of the different supports to the families.
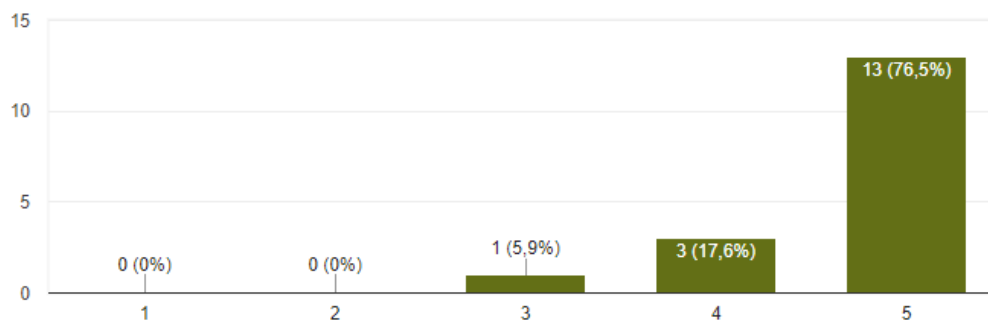
The ACREDITAR´s houses allow a better functioning and relationship between employees.
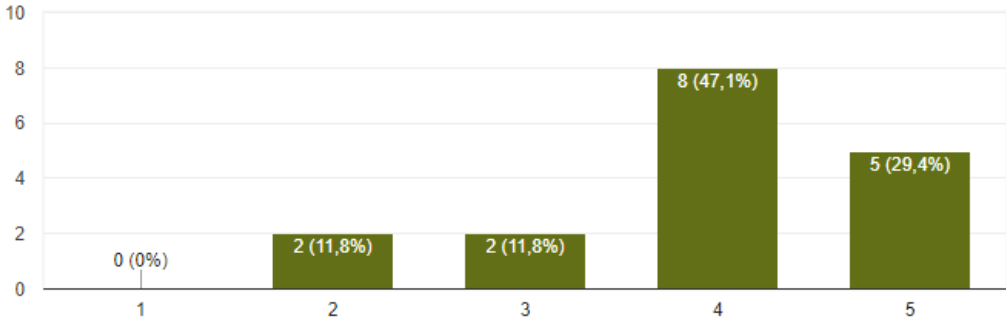
The quality certification and the houses´ social impact results of the employees' work and the activities carried out there.
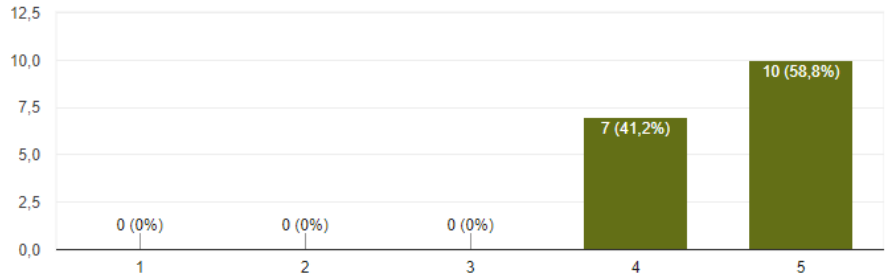
The local characteristics in which each organization´s cores fit in cause some differences in the execution of the various processes in the organization.
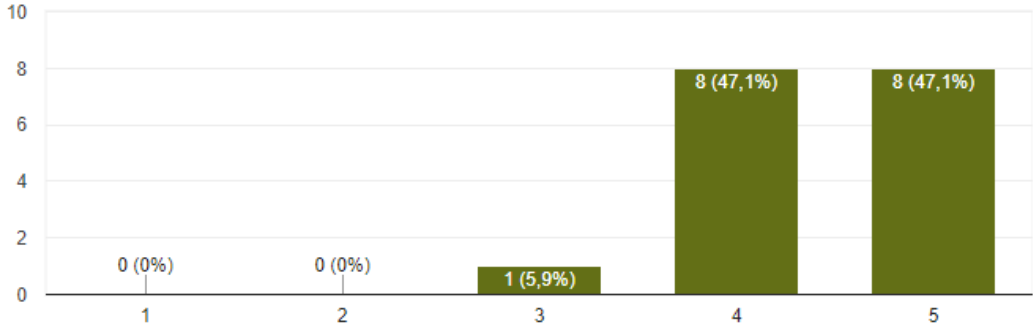
(3) Barnabés and Families

Barnabés and families are the organization´s main stakeholders.
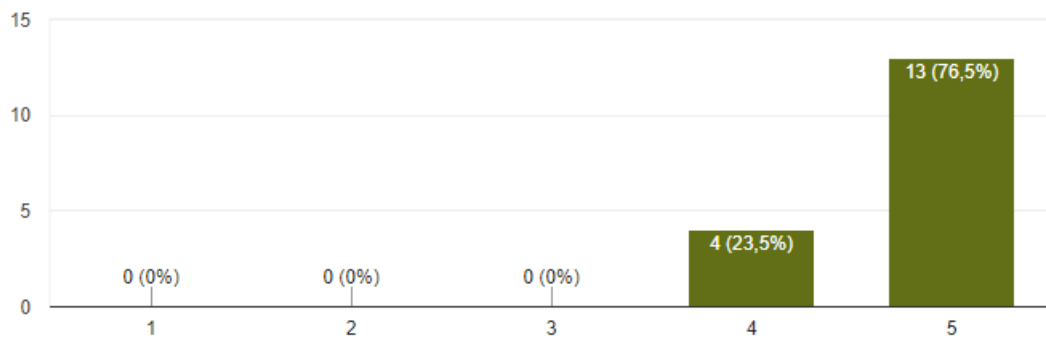
Involving Barnabés in different organization´s activity processes is essential to the organization.
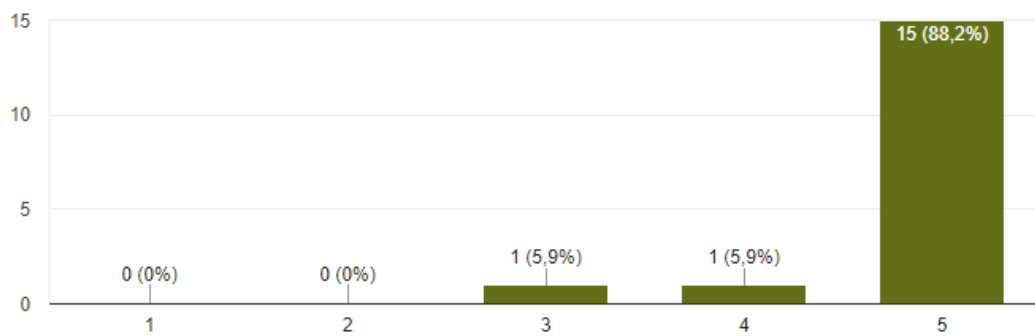
(4) Volunteering

The existence of a process involving the management and monitoring of volunteers allows a better relationship with them.
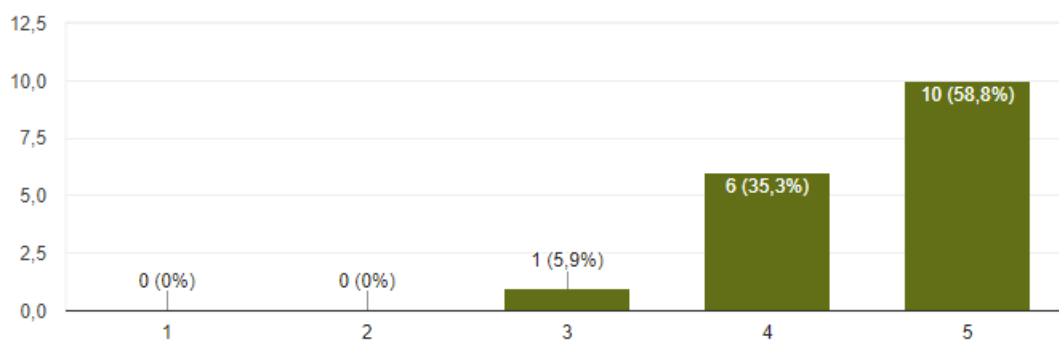
The different organization´s core characteristics and the relations with the different health institutions are factors that influence the coordination of volunteering
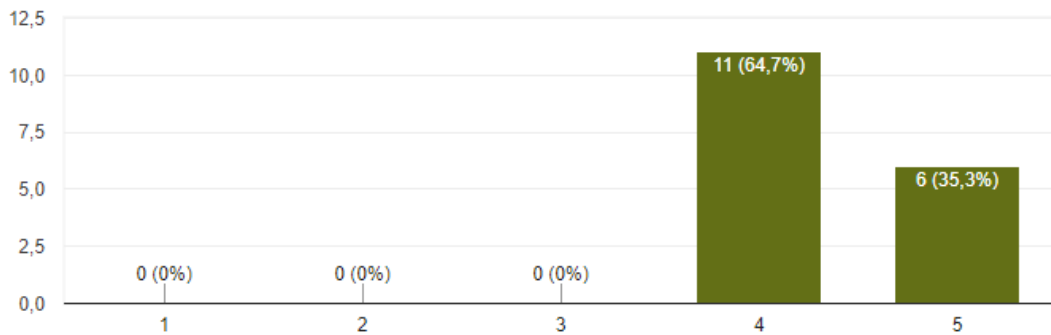
Restricting the application process, to future volunteers, to a short-term submission, and to the organization's website, improves the effectiveness of the application.
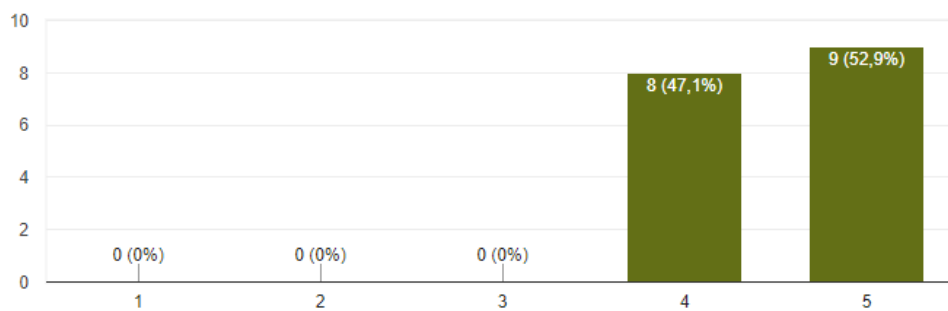
The definition of volunteer evaluation indicators may represent an improvement in the monitoring process of volunteers.
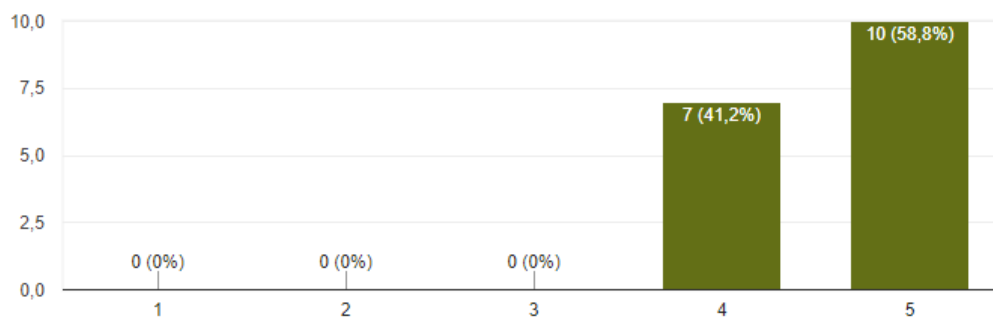
The existence of activities such as internships and continuous training supports a better integration of volunteers.
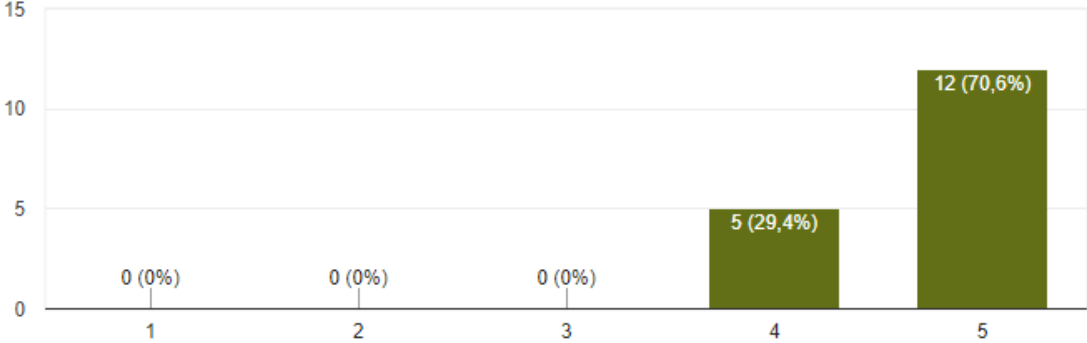
(5) The professionalism of the organization´s collaborators

The need for a professional body arises from the greater demands of society and the increase of the bureaucratic weight in this type of organization.
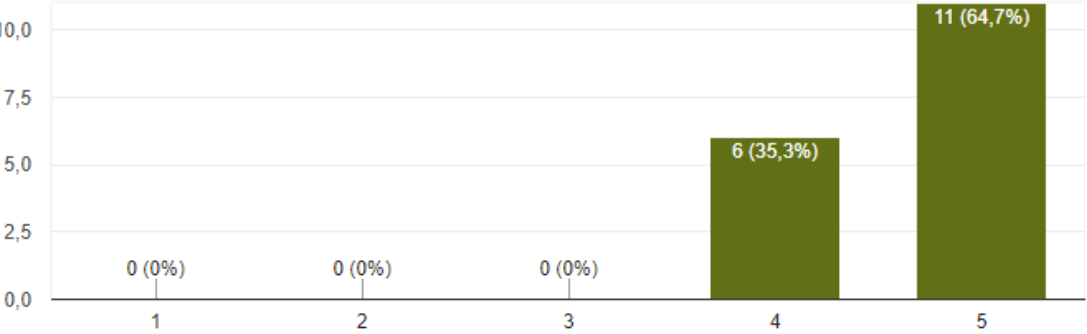
The general director plays a key role in unifying the different activities and processes of the organization.
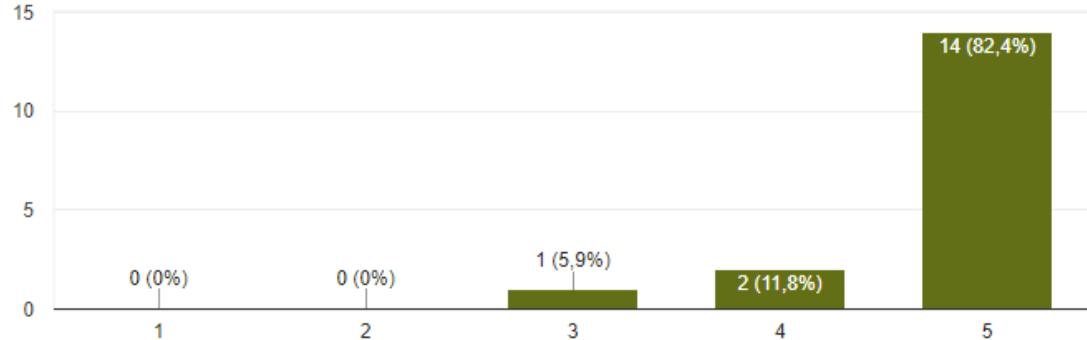
The existence of a strategic management planning for each defined activity is one of the supports of the association.
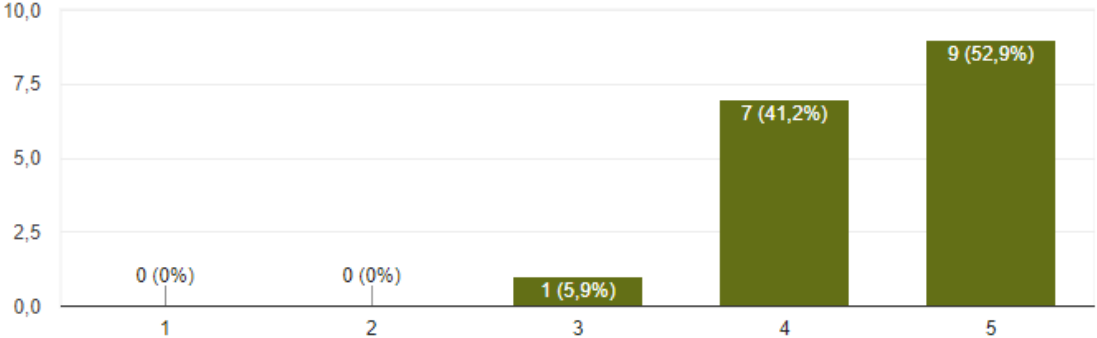
The presence of a few sectors of the organization in the organization´s infrastructures is an asset to the association.
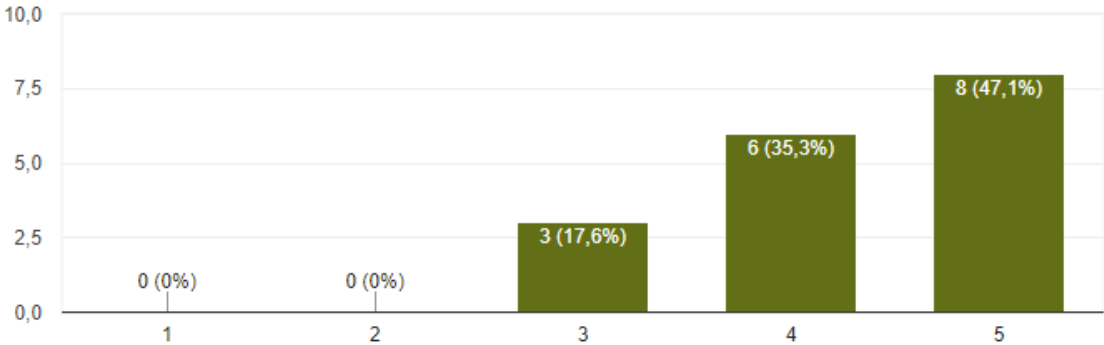
(6) Relationship with health entities

The relationship with health institutions where the organization develops its work has great importance.
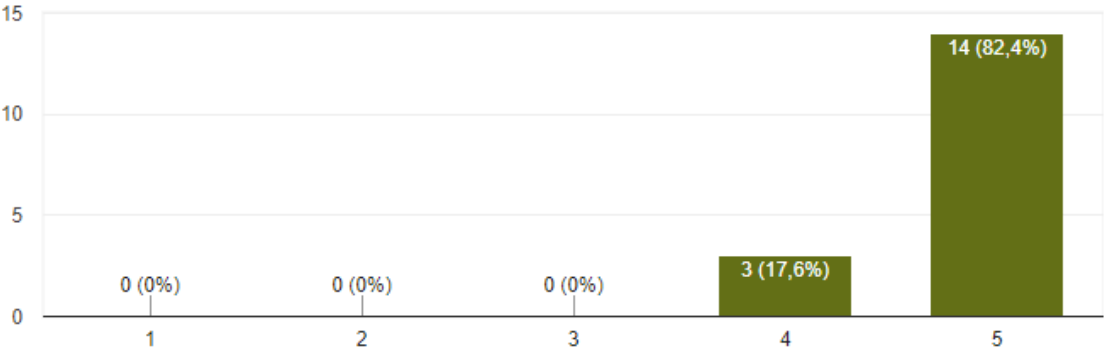
The hospital´s social worker is an essential element for the success of the various family support activities that the organization provides.
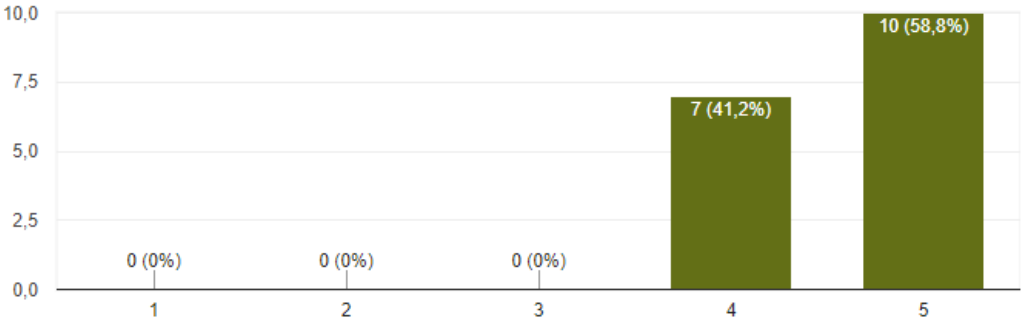
(7) Fundraising

There is a demand for cost minimization in the execution of a fundraising campaign.
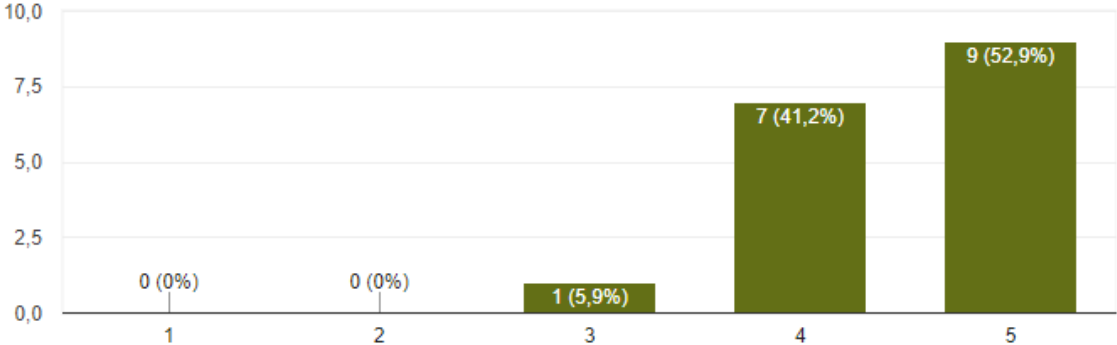
The fundraising plan defines the time and cost of each required activity.
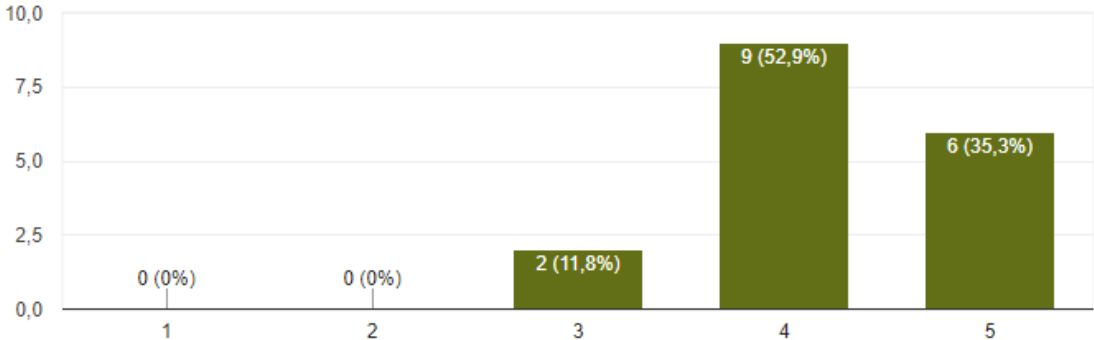
There is a need to create an ACREDITAR work team for the fundraising process.
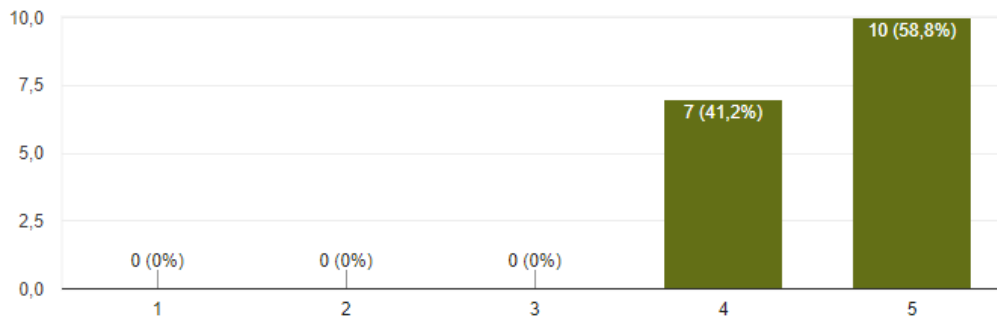
The circumstance that all the collaborators can be in contact with several patrons, brings advantages to the association.
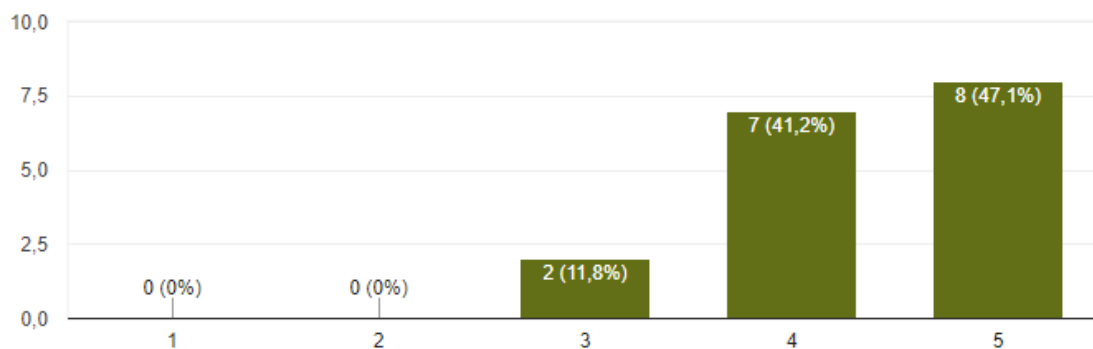
Campaign follow-up is extremely important to understand what has been done and to be able to give feedback to patrons.
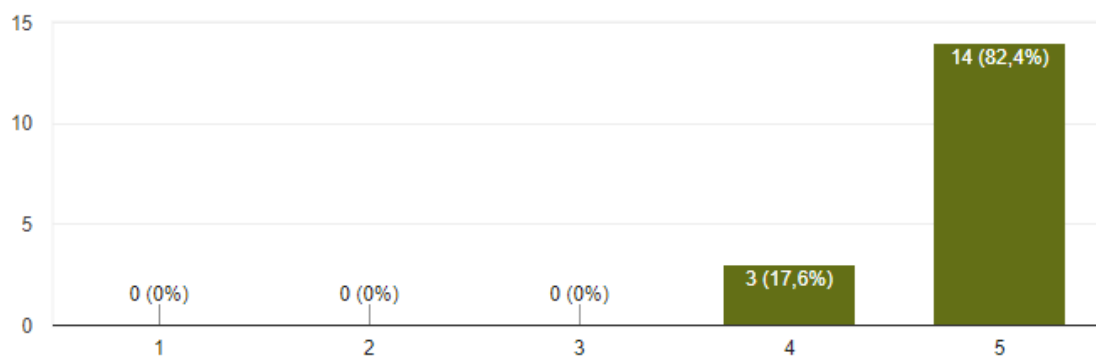
(8) Communication strategies

The communication activity with patrons is essential for them to see where their effort is being invested.
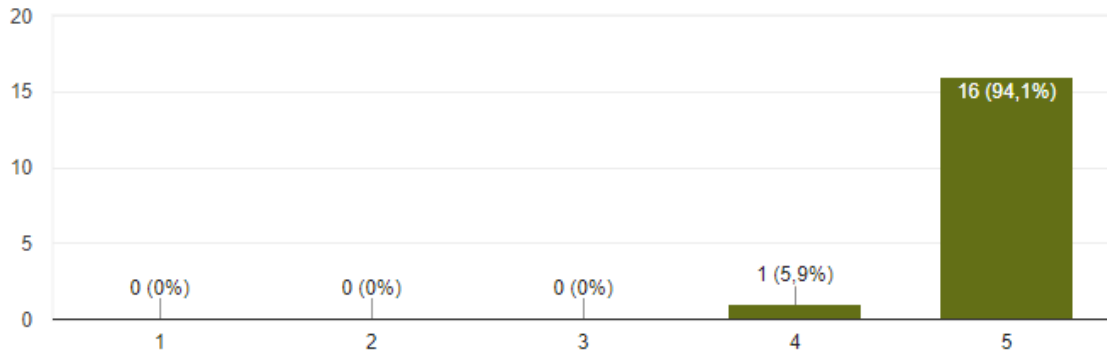
There is the practice of information management as well as continuous awareness so that the stakeholders get to know the organization better.
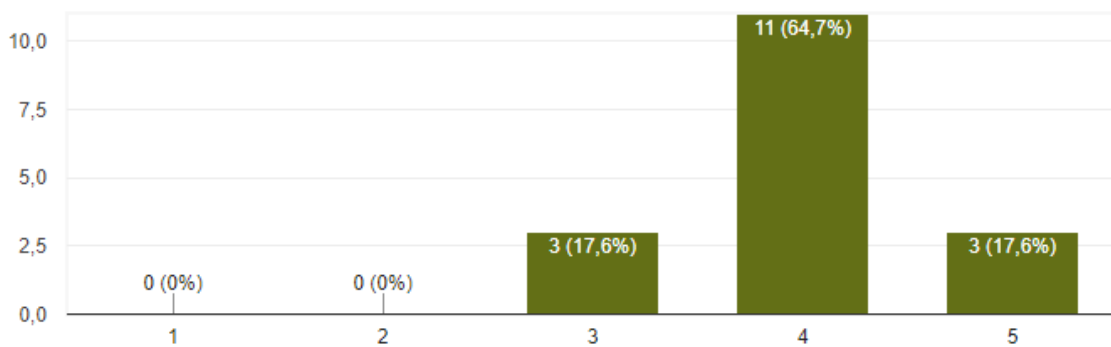
The organization is prepared for external issues, having a dynamic advisory activity and a trust relationship with the media.
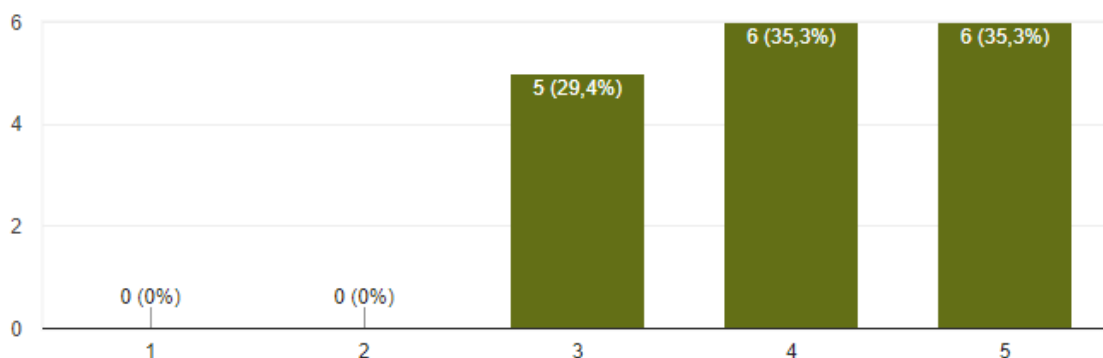
Internal communication tasks help to keep information up-to-date in different cores.
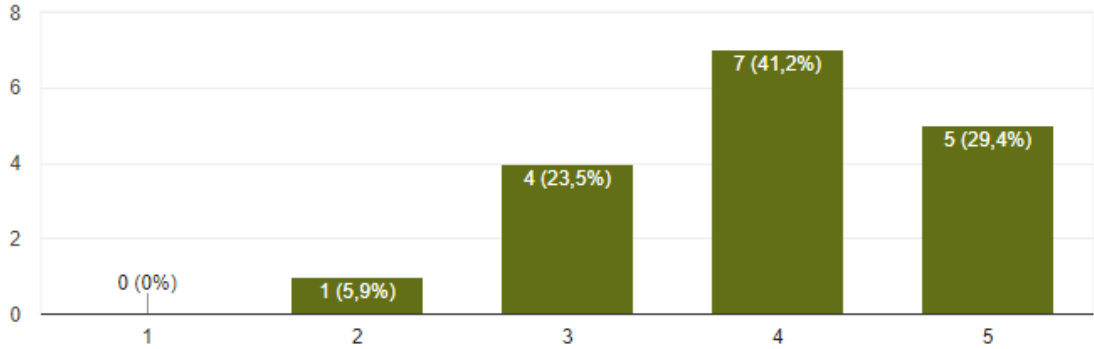
The existence of a communication team within the association helps to improve its performance and quality.
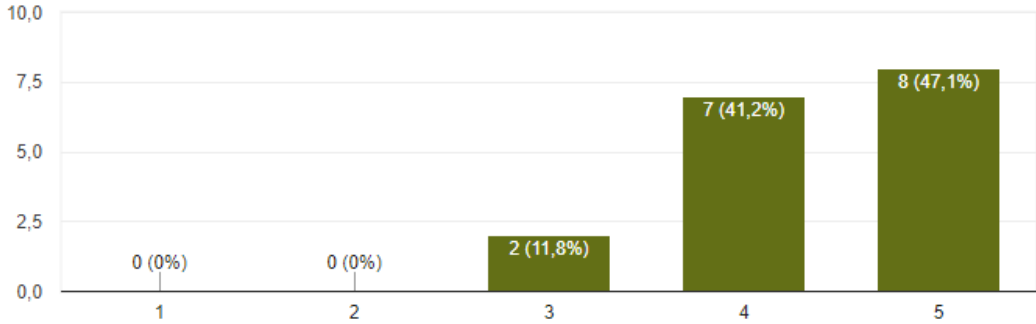
The communication plan is consistent with the activities and objectives defined in the annual plan.
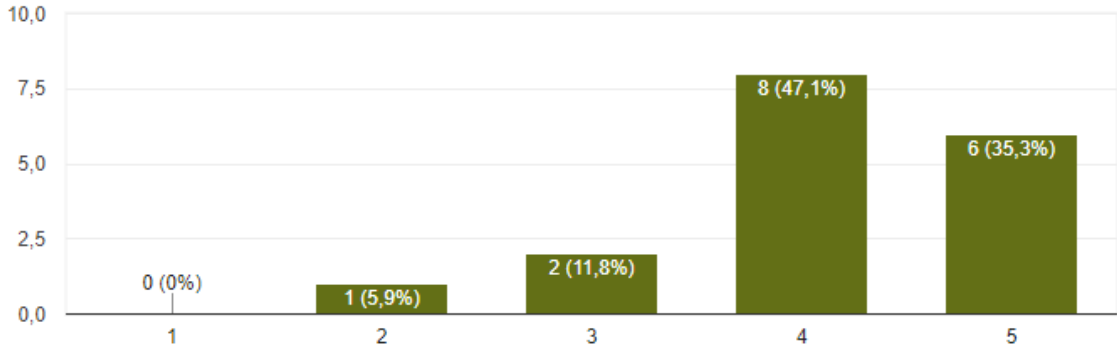
The website and social networks appear as important elements in the dissemination of information.
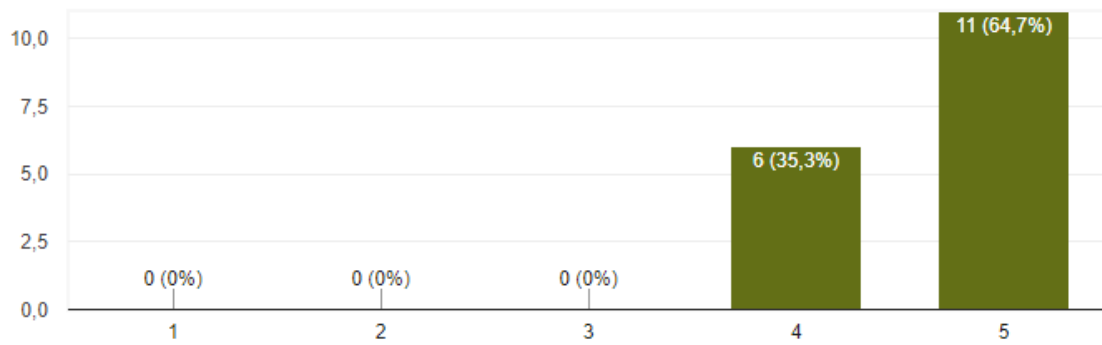
There is a need for personalization in communication with patrons.
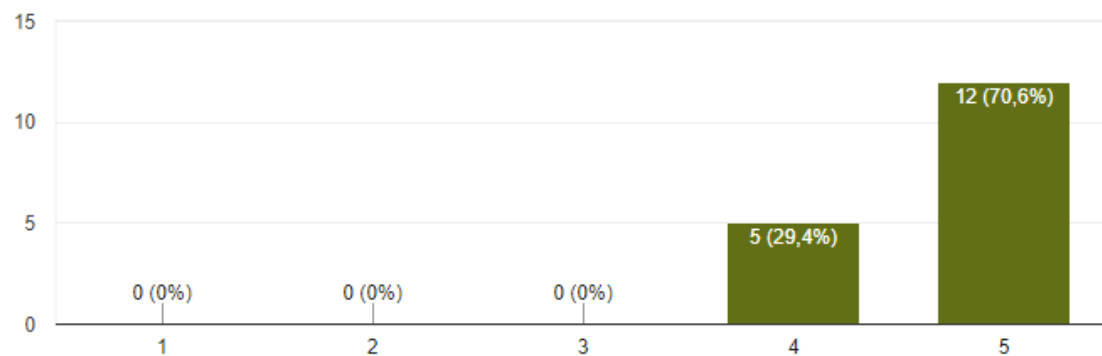
(9) Time

The process time diverges when there is an external contact or proposal.
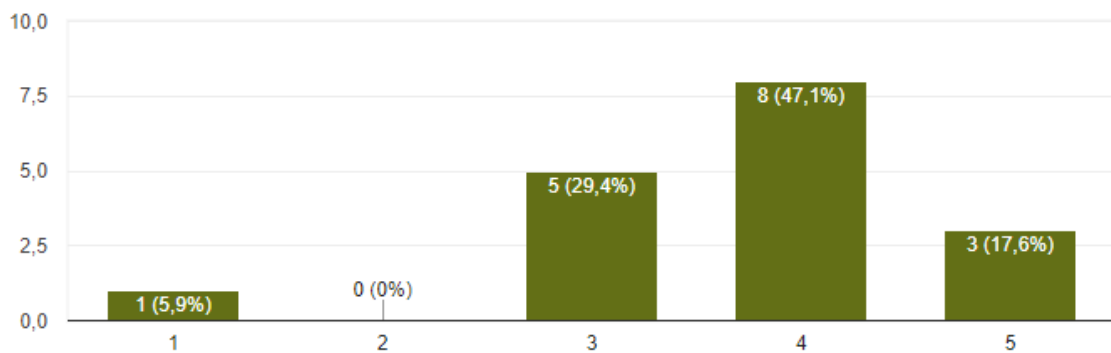
The organization´s process response time in the various processes is usually fast.
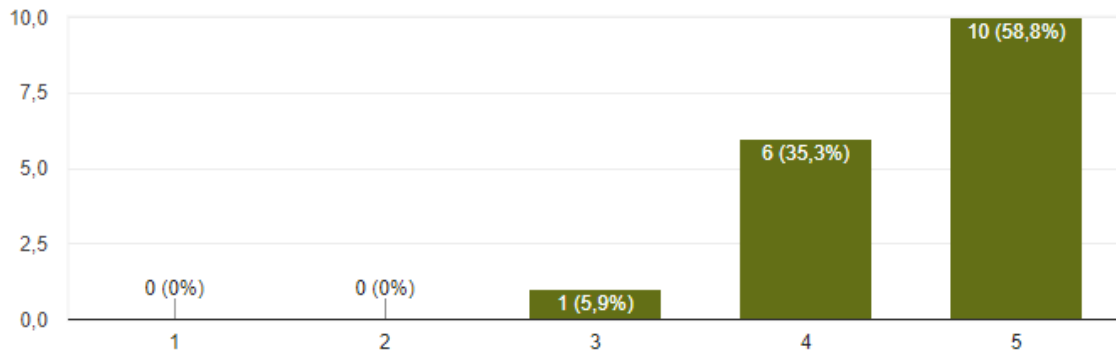
The time of the most relevant activities has an impact on the success and performance of the processes.
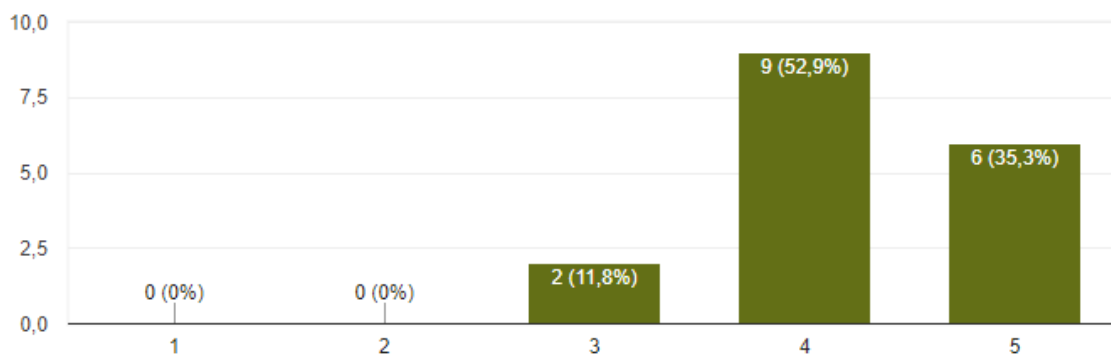
The length of time that families stay in the organization´s houses has an impact on household activities and the cost of housing.
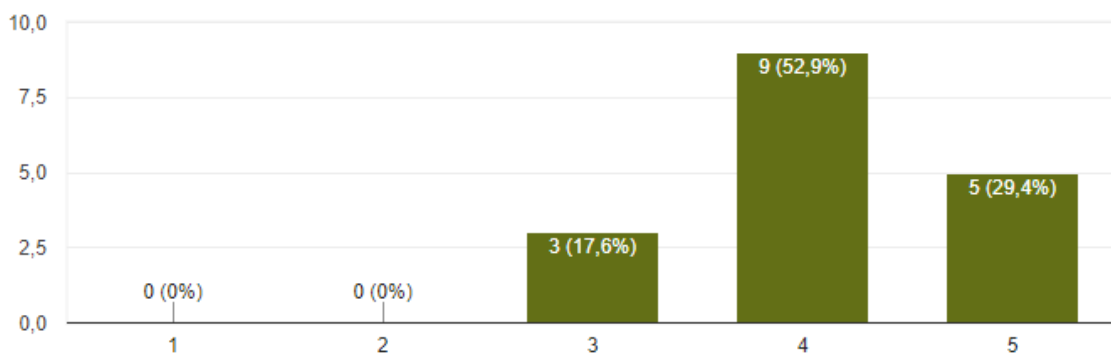
The delivery time of social support depends on the existence or not of the necessary resources.
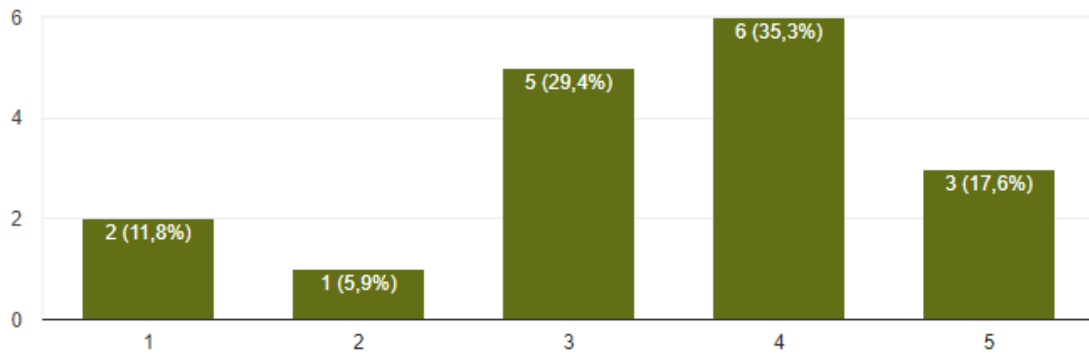
(10) Cost

Employees involved in certain activities at the organization´s infrastructures have a cost percentage of their work on them.
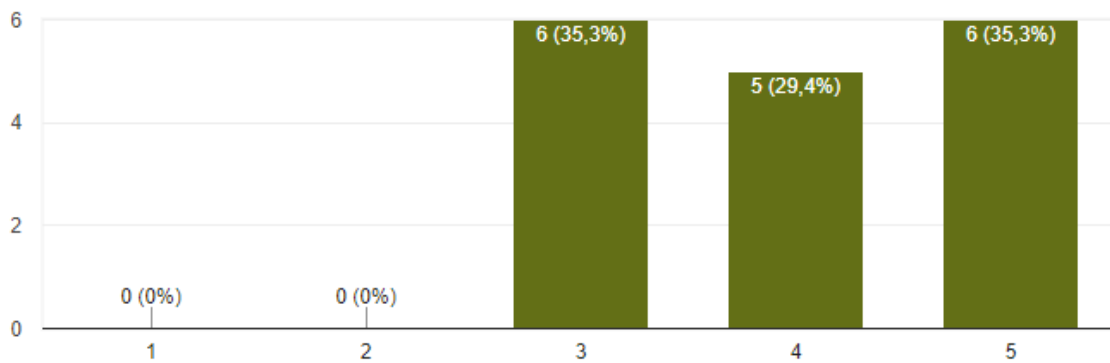
In the social support process, the costs of the activities developed differ according to the different types of support.
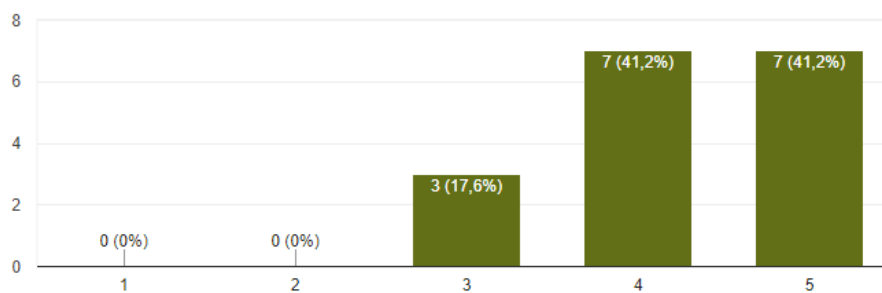
In the fundraising process, the costs distinction depends on the objectives and actions of raising awareness or dissemination.
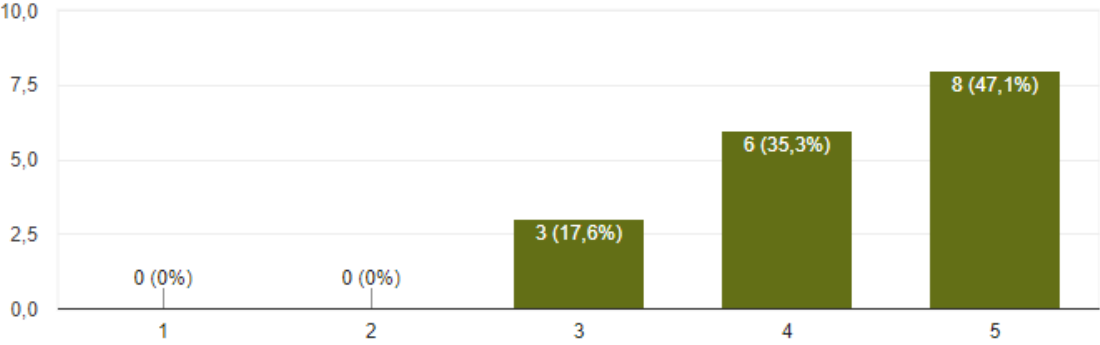
ANNEXES

ANNEX 1

Mckinsey Capacity Framework for Nonprofit organizations, 2001
Source: (McKinsey & Company, 2001)

EXHIBIT
CAPACITY FRAMEWORK
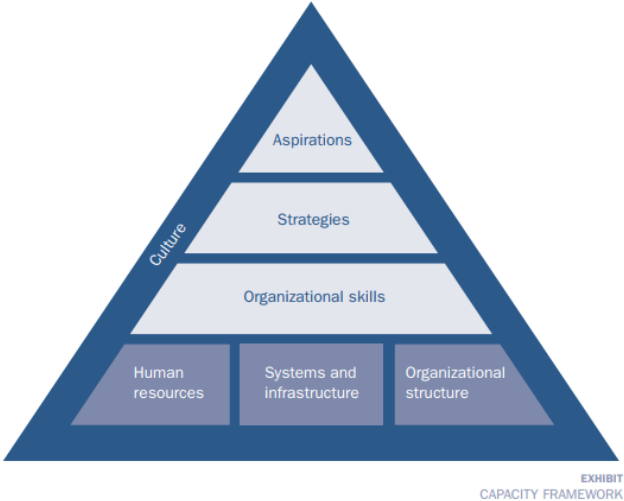
ANNEX 2

The Standard for Social Return on Investment Analysis
Source: (Olsen & Lingane, 2003)

TABLE I. The Standard for Social Return on Investment Analysis

Construction	Guideline 1. Include both positive and negative impacts in the assessment.
	Guideline 2. Consider impacts made by and on all stakeholders, including those inside the company itself, before deciding which are significant enough to be included in the assessment.
	Guideline 3. Include only impacts that are clearly and directly attributable to the company's activities. Be conservative with leaps of faith and don't take credit for more than your organization can realistically affect.
	Guideline 4. Avoid double counting the value (financial and social) created by the company and avoid using market valuations of social impacts where they do not reflect full costs and benefits.
Content	Guideline 5. In industries or geographic areas in which impacts would be created by the existence of any business, do not count these impacts. The SROI should describe what makes the company different from a standard venture in the industry (i.e., from its competition).
	Guideline 6. Only monetize impacts if it is logical given the context of the impact, business, or industry.
	Guideline 7. Put numeric metrics into context (e.g., this period versus last period, this company versus similar companies) to give the social return on investment meaning.
Certainty	Guideline 8. Address risk factors affecting the SROI in the assumptions and carefully consider and document the choice of discount rate for social cash flows.
	Guideline 9. Carry out a sensitivity analysis to identify key factors influencing projected outcomes.
Continuity	Guideline 10. Include ongoing tracking of social impact.

Note: While the unit of analysis of the SROI is referred to in these guidelines as "the company," these guidelines are relevant to any entity on which SROI analysis is performed (e.g., a business unit, project, or nonprofit organization).

ANNEX 3

Social Return on Investment Ratio
Source: (Millar & Hall, 2013)

$$\text{SROI} = \frac{\text{Net Present Value of Benefits}}{\text{Net Present Value of Investment}}$$

ANNEX 4

Benefits of BPM
Source: (Benedict et al., 2013)

Benefits of BPM for the			
Enterprise	**Customer**	**Management**	**Actor**
Clear ownership for continuous improvement	Improved processes will positively impact customer satisfaction	Making sure that all the activities realized along a process add value	Security and awareness for actors
Agile response to measured performance	Mobilizing staff on stakeholders expectations	Optimizing performance all along the process	Better understanding of 'the whole picture'
Performance measurement benefits cost and quality	Keeping control on commitments to the customer	Improved planning and projections	Clarifying the requirements of a workplace
Monitoring improves compliance		Overcoming the obstacles of departmental borders	Defining precisely the appropriate set of tools for actors
Visibility, understanding, and change readiness improve agility		Facilitating internal and external benchmarking of operations	
Access to information simplifies process improvement		Organizing alerts levels in case of incident and analyzing the impacts	
Assessing process costs facilitates cost control and reduction			
Competence, consistency and			
adequacy			
Sustaining the knowledge			

Business Process Management Success Factors
Source: (ABPMP, 2009)
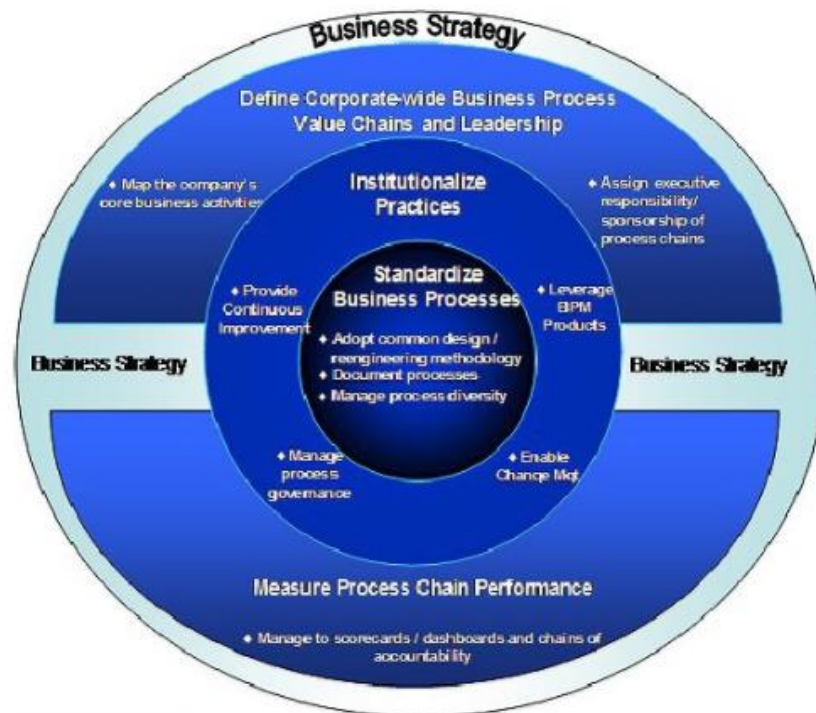
Trkman´s Classification of Critical Success Factors
Source: (Trkman, 2010)

Classification of CSFs.

Theory	Main idea	Critical success factors at Skybank
Contingency theory	Fit between the business environment and business processes	Strategic alignment, level of it investment, performance measurement, level of employee's specialization
Dynamic capabilities	Continuous improvement to assure sustained benefits from bpm	Organizational changes, appointment of process owners, implementation of proposed changes (quick-win strategy), use of a continuous improvement system
Task–technology fit	Fit between it and business processes	Standardization of processes, informatization, automation, training and empowerment of employees

The Six Core Elements of BPM
Source: (Vom Brocke & Rosemann, 2010)

Strategic Alignment	Governance	Methods	Information Technology	People	Culture	Factors
Process Improvement Planning	Process Management Decision Making	Process Design & Modelling	Process Design & Modelling	Process Skills & Expertise	Responsiveness to Process Change	Capability Areas
Strategy & Process Capability Linkage	Process Roles and Responsibilities	Process Implementation & Execution	Process Implementation & Execution	Process Management Knowledge	Process Values & Beliefs	
Enterprise Process Architecture	Process Metrics & Performance Linkage	Process Monitoring & Control	Process Monitoring & Control	Process Education	Process Attitudes & Behaviors	
Process Measures	Process Related Standards	Process Improvement & Innovation	Process Improvement & Innovation	Process Collaboration	Leadership Attention to Process	
Process Customers & Stakeholders	Process Management Compliance	Process Program & Project Management	Process Program & Project Management	Process Management Leaders	Process Management Social Networks	

ANNEX 8

BPM Life Cycle
Source: (ABPMP, 2009)

179
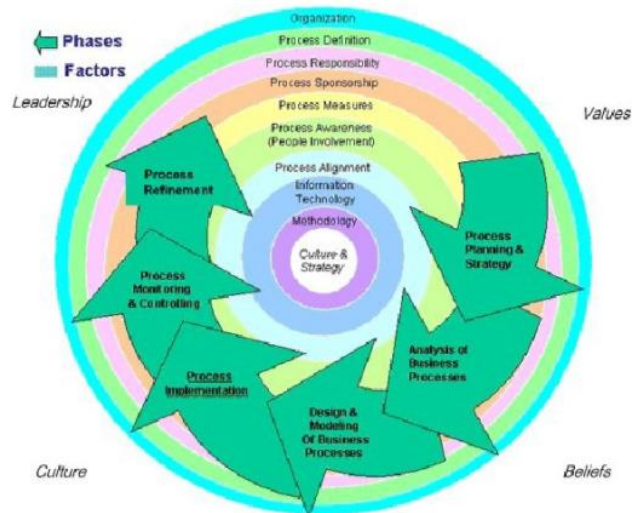
ANNEX 9

BPMN 2.0 Elements
Source: http://elearning.bizagi.com

ANNEX 10

The psychosocial typological matrix of chronic disease: John S. Rolland model representation
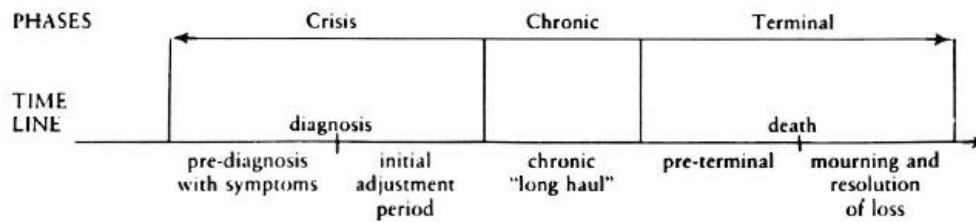Source: Made by the author, adapted from (Rolland, 1987)
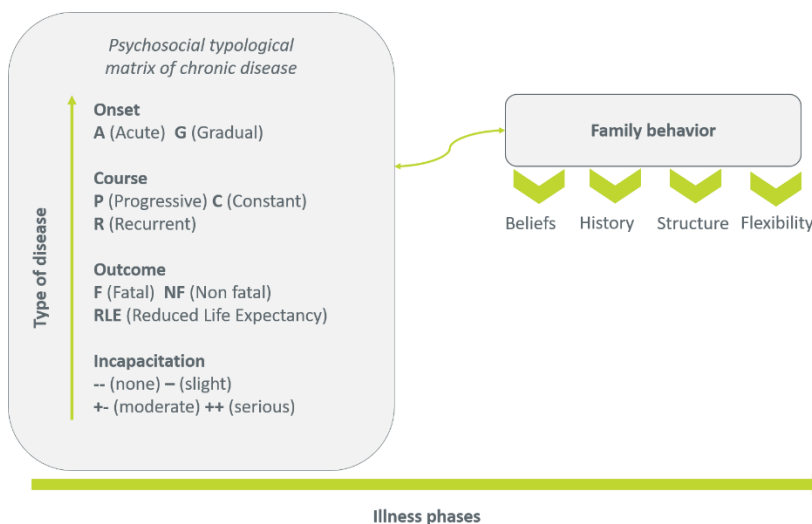
ANNEX 11

Timeline and phases of illness
Source: (Rolland, 1987)

ANNEX 12

Design-Science Research Guidelines for Information Systems
Source: (Alan et al., 2004)

Table 1. Design-Science Research Guidelines	
Guideline	**Description**
Guideline 1: Design as an Artifact	Design-science research must produce a viable artifact in the form of a construct, a model, a method, or an instantiation.
Guideline 2: Problem Relevance	The objective of design-science research is to develop technology-based solutions to important and relevant business problems.
Guideline 3: Design Evaluation	The utility, quality, and efficacy of a design artifact must be rigorously demonstrated via well-executed evaluation methods.
Guideline 4: Research Contributions	Effective design-science research must provide clear and verifiable contributions in the areas of the design artifact, design foundations, and/or design methodologies.
Guideline 5: Research Rigor	Design-science research relies upon the application of rigorous methods in both the construction and evaluation of the design artifact.
Guideline 6: Design as a Search Process	The search for an effective artifact requires utilizing available means to reach desired ends while satisfying laws in the problem environment.
Guideline 7: Communication of Research	Design-science research must be presented effectively both to technology-oriented as well as management-oriented audiences.

ANNEX 13

Design Science Research Methodology activities
Source: Adapted from (Geerts, 2011)

Table 1
Design science research methodology (DSRM).

DSRM activities	Activity description
Problem identification and motivation	*What is the problem?* Define the research problem and justify the value of a solution.
Define the objectives of a solution	*How should the problem be solved?* In addition to general objectives such as feasibility and performance, what are the specific criteria that a solution for the problem defined in step one should meet?
Design and development	*Create an artifact that solves the problem.* Create constructs, models, methods, or instantiations in which a research contribution is embedded.
Demonstration	*Demonstrate the use of the artifact.* Prove that the artifact works by solving one or more instances of the problem.
Evaluation	*How well does the artifact work?* Observe and measure how well the artifact supports a solution to the problem by comparing the objectives with observed results.
Communication	Communicate the problem, its solution, and the utility, novelty, and effectiveness of the solution to researchers and other relevant audiences.

ANNEX 14

The exploratory sequential mixed methods design
Source: (Creswell, 2014)
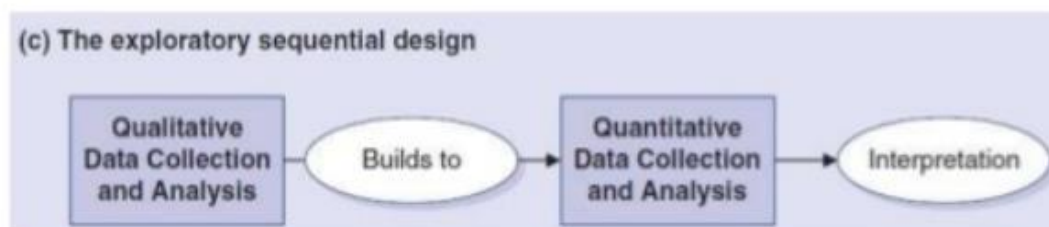
ANNEX 15

Advantages of mixed methods
Source: (Creswell, 2014)

Table 1.3 Quantitative, Mixed, and Qualitative Methods

Quantitative Methods	Mixed Methods	Qualitative Methods
Pre-determined	Both predetermined and emerging methods	Emerging methods
Instrument based questions	Both open- and closed-ended questions	Open-ended questions
Performance data, attitude data, observational data, and census data	Multiple forms of data drawing on all possibilities	Interview data, observation data, document data, and audiovisual data
Statistical analysis	Statistical and text analysis	Text and image analysis
Statistical interpretation	Across databases interpretation	Themes, patterns interpretation

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