



# Investing in What Matters:

## Achieving Outcomes through Workforce Retention

Georgia Child Welfare Summit 2017

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## Today's Objectives

- Understand how brain science and the nature of HHS work impacts workforce
- Recognize secondary/cumulative trauma's impact on the workforce & outcomes
- Explore leadership strategies to positively influence organizational climate
- Learn tools and methods that will strengthen trust & resiliency in your organization

WHY?

# LEADERSHIP INVESTMENT IN WORKFORCE: WHY IT MATTERS



**30-45%**

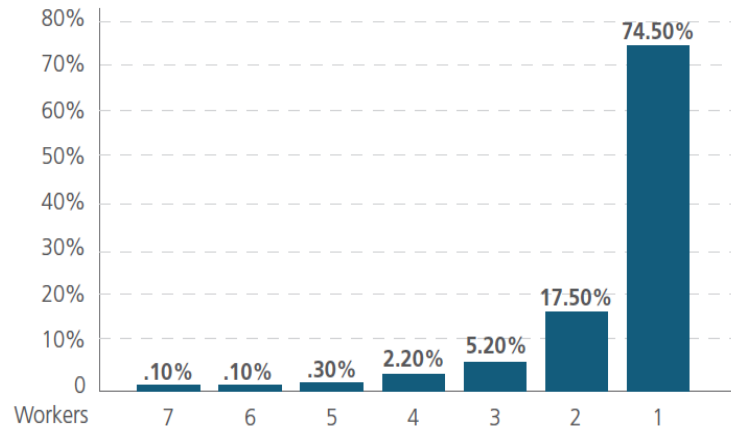
Nationally, 30 – 45% of child welfare staff leave within 2 years

**2 years**

# Impact on Outcomes

**215%**  
Higher

Child welfare agencies with a **turnover rate** exceeding 15% had a higher six-month recurrence rate



**74.5%**  
children with one direct practitioner, **achieved permanency** 74.5% of the time

Flower, C., McDonald, J., & Sumski, M. (2005). Review of Turnover in Milwaukee County Private Agency Child Welfare Ongoing Case Management Staff. Retrieved from: <http://legis.wisconsin.gov/lc/committees/study/2008/SFAM08/-files/turnoverstudy.pdf>

# Fiscal Impact of Turnover

Cost of  
Turnover



Organizations Pay  
**30%–70%** of Salary When  
Social Workers Leave

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Costs Range from **\$9,994 - \$25,847**

\*United States General Accounting Office. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff (GAO-03-357). Washington, DC

# Cost Benefit to Organizations & Taxpayers

Room and board costs when a child has one direct practitioner working with them:

- Average board payment per day - \$26.15
- Annual cost for 12 months - \$9,545
- Average permanency rate - 74.5%
- Estimated cost for room and board – **\$12,812**

Room and board costs when a child has two direct practitioners working with them:

- Average board payment per day - \$26.15
- Annual cost for 12 months - \$9,545
- Average permanency rate - 17.5%
- Estimated cost of room and board - **\$54,542**

Two direct practitioners results in the cost being quadrupled



# Organizational Culture and Climate

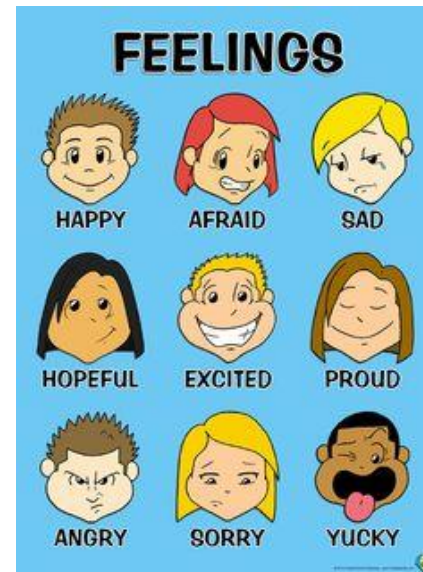
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## Culture

**Culture is how organizations "do things".**

Robbie Katanga

## Climate



# Result of Workforce Investments

- Improved child welfare performance measures
- Increased timeliness in investigations; decrease of length of stay in foster care
- Retain expertise of fully qualified, trained and experienced staff
- Decreased accidents, sick time and ADAAA issues
- Increased productivity & workload efficiency
- Increase in quality of safety & risk assessment
- Cultivates a positive organizational climate & culture; increased collaboration
- Enhanced ability to reach mission & to deliver services effectively

## Have you ever...

- Wondered why you walked to the kitchen.....
- Find yourself lost in a conversation, having no idea what the person just said
- Enraged because of something unimportant (road rage, something not working)
- Forgotten your kid or dogs name
- Sat and stared??

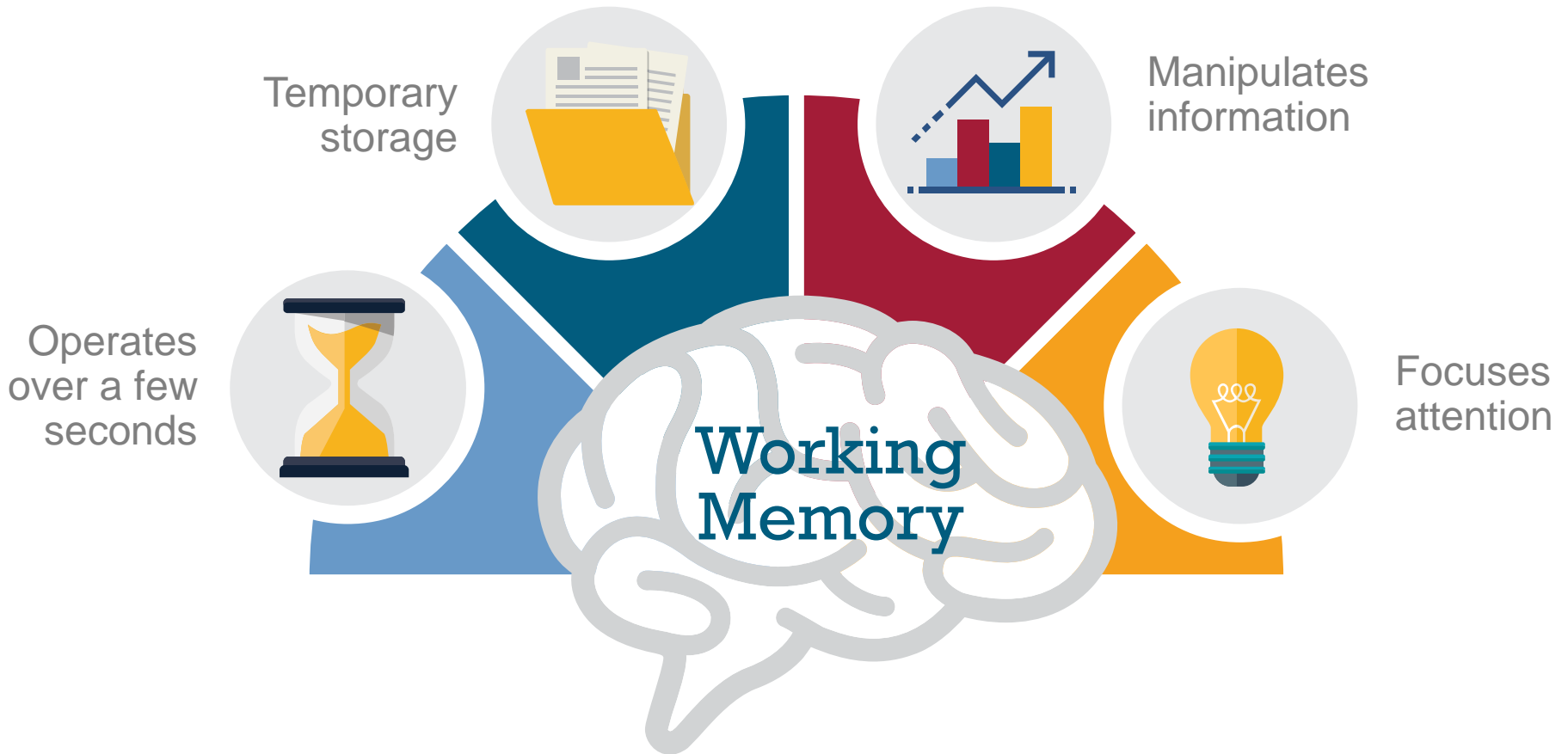
# Secondary Trauma & Cumulative Stress



# Self-Check

- When people get upset, I try to smooth things out
- I am unable to listen to peoples problems without trying to “fix” them and/or take away their pain
- My self worth is determined by how others see me
- I feel anxious when I’m not busy
- I feel guilty when others are disappointed by my actions
- When I make a mistake, I tend to be very critical of myself and do not forgive myself easily
- When I say “no” I feel guilty
- I often feel used up by the end of the work day
- My achievements define my self worth
- In relationships, its easier for me to give than to receive

# Impact on Executive Function & Performance



A high-speed photograph of a water droplet falling into a pool of water, creating a series of concentric ripples. The droplet is captured mid-fall, just above the point of impact, with a small splash of water visible below it. The background is a solid, light blue color.

IMPACT  
on  
workforce





**Building a positive, resilient  
organizational & workforce,  
increases retention and  
positively impacts consumer  
outcomes!**

**P.S.....It's fiscally responsible!**

-TRUST-



[https://hbr.org/2017/01/t  
he-neuroscience-of-trust](https://hbr.org/2017/01/the-neuroscience-of-trust)

# Intentional Leadership

- TRUST
- Self awareness and insight
- Integrity
- Communicating authentically
- Optimism and transparency
- Partnership – workforce, community, legislators/funders
- Humility & Vulnerability (taking responsibility for your actions)
- Intentionally building a resilient culture, through support balanced with accountability
- Demonstrating resilient traits in leadership style
- Using stressful situations as a coaching opportunity
- Questioning versus directing
- Celebrating successes

# Leadership Behaviors that Promote Trust

(resulting in positive organizational climate & culture)



Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

# Trust in Leadership

**By cultivating trust through leadership, organizations gain:**

**106%** | more energy at work

**76%** | more engagement

**50%** | higher productivity

**40%** | less burnout

**74%** | less stress

**29%** | more satisfaction with their lives

**13%** | fewer sick days

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

# Cultivating Trust Return on Investment

- Increased loyalty
- Retention increased by 50%
- 70% more aligned with purpose/mission of organization
- Increased organizational climate and culture:
  - 11% more empathy for colleagues
  - 41% greater sense of accomplishment
  - 41% less depersonalization (read: gossip and negativity) of colleagues

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

# Mindful Moment.....

MASTER CHENG YEN

**THERE IS NOTHING  
WE CANNOT ACHIEVE  
IF WE ARE WILLING TO  
THINK, CULTIVATE AND  
TAKE MINDFUL ACTION.**

PHOTO BY PDPHOTOS  
f SYMPHONY OF LOVE

# Reframing Cumulative Stress: Making it Your Friend!



# WHAT CAN I DO TOMORROW?

- Understand it, name it, begin to address it
- Question versus direct
- Ask social worker one thing they have accomplished this week, for which they are proud
- Ask for input, feedback, solutions
- If difficult case, asking how that might be impacting them
- Appreciative inquiry
- Scaling questions to help determine
- Performance feedback loop – direct report/supervisor (supports in addressing secondary trauma and meeting expectations)
- Care for yourself – reaching out to others, admitting you are impacted by secondary trauma
- Take a day off!
- Nature, massage, therapy, friend, date night – something for YOU only

# “In the Moment” Tools

- Beginning meeting or conference asking about successes
- Questioning instead of assuming and directing
- Focus on one thing at a time (counter intuitive!)
- Meditation - apps
- Gratefulness Journal
- Spiritual connection
- “Transition Time” – beginning of meetings
- “Stop” - Alignment of body/mind
- Music
- Mindfulness cues – photos, object
- Utilizing Critical Incident Stress Management or Resiliency Specialist

Every single day you  
make a choice.

-22-



GENIJO



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