This presentation was produced by the National Wraparound Initiative, a partner in the National TA Network for Children's Behavioral Health, operated by and coordinated through the University of Maryland.

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Examining Turnover and Retention in Wraparound, Phase 1:

Survey on Turnover among Wraparound Care Coordinators and Supervisors

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Overview

- Rationale

- Data Collection

- Preliminary Analysis

- Next Steps

"Staff turnover in mental health service organizations is an ongoing problem with implications for staff morale, productivity, organizational effectiveness and implementation of innovation, such as the introduction of evidence-based practices" (Aarons & Sawitzky, 2006, p. 289)

Key Points From Literature Review

- Public mental health services typically experience turnover rates of at least 20-30%

- US Dept. of Labor estimates cost of replacing a worker is at 33% of annual salary

- Turnover impact on mental health clients not investigated, but assumed to be problematic

- Organizational commitment and job satisfaction help to prevent turnover

Burnout Is Biggest Driver of Turnover in Mental Health Services Organizations

- Moderators of burnout:
  - Organizational culture that is "constructive" versus "defensive"
  - Work-based social and professional support
- Wraparound providers reported more feelings of personal accomplishment compared to traditional mental health case workers (one study)

NWI Recently Launched a Survey to Assess Wrap-specific Turnover

- Survey designed in Qualtrics (online survey application)
  - Contained two screening questions to ensure respondents had the necessary background knowledge/experience
- Respondents who completed the survey were offered an incentive in the form of a raffle entry for a $100 e-gift certificate to Amazon

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Information Survey Gathered

- The respondent's role and experience
- Agency characteristics, such as
  - Size and age of Wraparound program
  - Workload
  - Turnover rates
- Problems caused by staff turnover
- Reasons for staff turnover/retention

Our Survey Asked Respondents Several Rank and Sort Questions

Which of these do you think are *significant* problems **caused by** turnover among Wraparound Care Coordinators at your organization?

From the list below, *first* drag and drop the items into one of the two boxes to indicate whether or not you think the item is or is not significant. **Then, for only the items you indicated are significant,** rearrange the items to rank them from most significant (1/top) to least significant (bottom).

Items

Having empty positions/new hires increases the workload of other Care Coordinators or other direct service staff (e.g., Family/Youth Partners)

Having empty positions/new hires increases the workload of supervisors

New Care Coordinators can't provide as high quality Wraparound

Costs for training, job search, etc. are greater when turnover is high

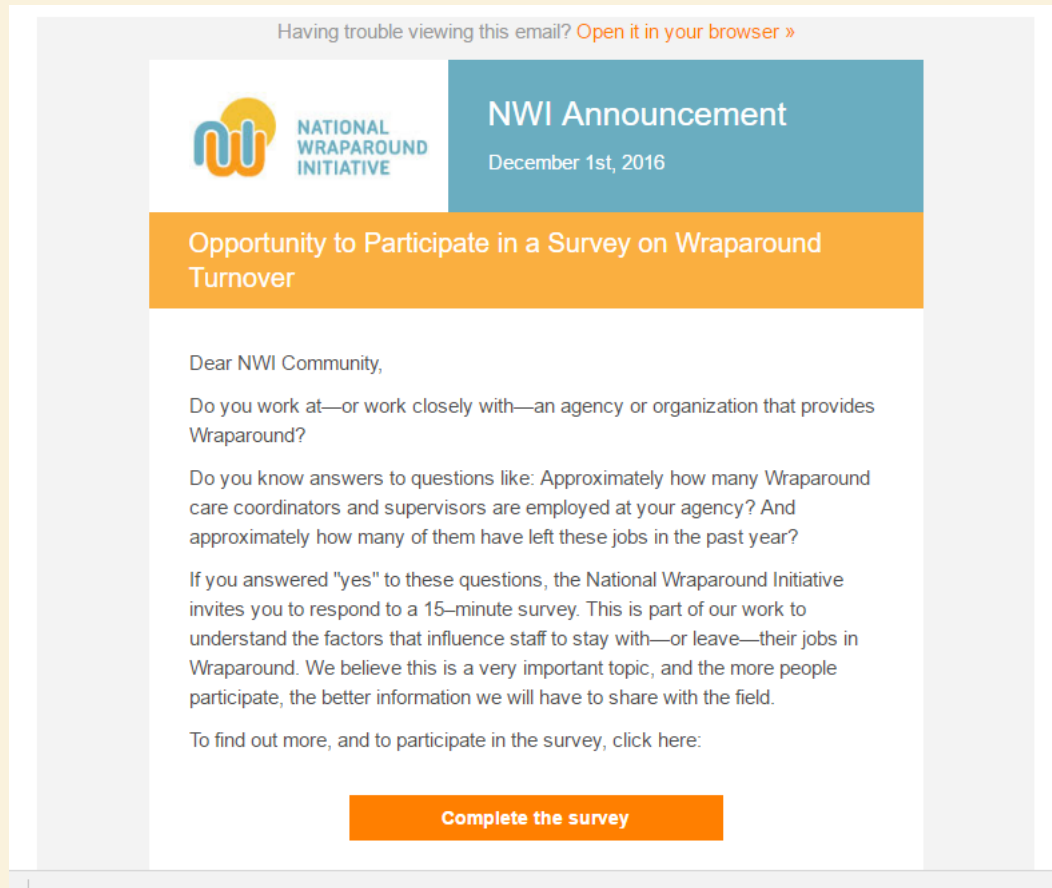Children and families suffer when their care coordinator changes

New people can't work

Significant problem	Not a significant problem

- Respondents first indicated which items they thought were "significant"

- They then ranked the "significant" items from most to least

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We Did Wide-scale Outreach to All NWI Newsletter Subscribers…

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NWI Announcement
December 1st, 2016

Opportunity to Participate in a Survey on Wraparound Turnover

Dear NWI Community,

Do you work at—or work closely with—an agency or organization that provides Wraparound?

Do you know answers to questions like: Approximately how many Wraparound care coordinators and supervisors are employed at your agency? And approximately how many of them have left these jobs in the past year?

If you answered "yes" to these questions, the National Wraparound Initiative invites you to respond to a 15–minute survey. This is part of our work to understand the factors that influence staff to stay with—or leave—their jobs in Wraparound. We believe this is a very important topic, and the more people participate, the better information we will have to share with the field.

To find out more, and to participate in the survey, click here:

Complete the survey

- *12/1/2016*: E-blast sent to NWI newsletter list (~15,000 recipients)

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…and to TA Telegram Subscribers

- *12/5/2016*: TA Telegram ran a story with a link to the survey (~6,600 recipients)
- *12/12/2016*: Sent again to ~14,900 recipients

We Also Did Targeted Outreach to Users of Our Virtual Coaching Platform…

- *12/1/2016*: Special outreach to NWIC trainees who were using the Virtual Coaching Platform (~160 recipients)

...and to COEs Around the County

- Centers of Excellence (COE) for Mental Health also received a special invitation to participate – as did some statewide agencies

- Everyone who received an invitation was asked to share with colleagues
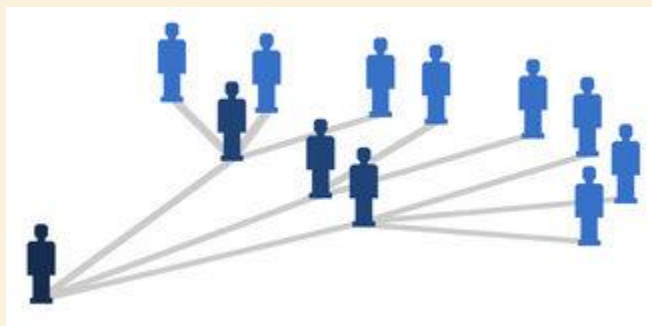
  - Thus, our reach extended beyond our formal networks as individuals shared with their own networks

By The End of January 2017, We Had Received 484 Responses

- Of these, 331 responses were substantially complete enough to include in the analysis
  - Approximately 252 different organizations were identified
    - We are still working on combining responses at an agency level; results today are on a respondent level
- 247 of these respondents indicated a contact person for follow-up interviews

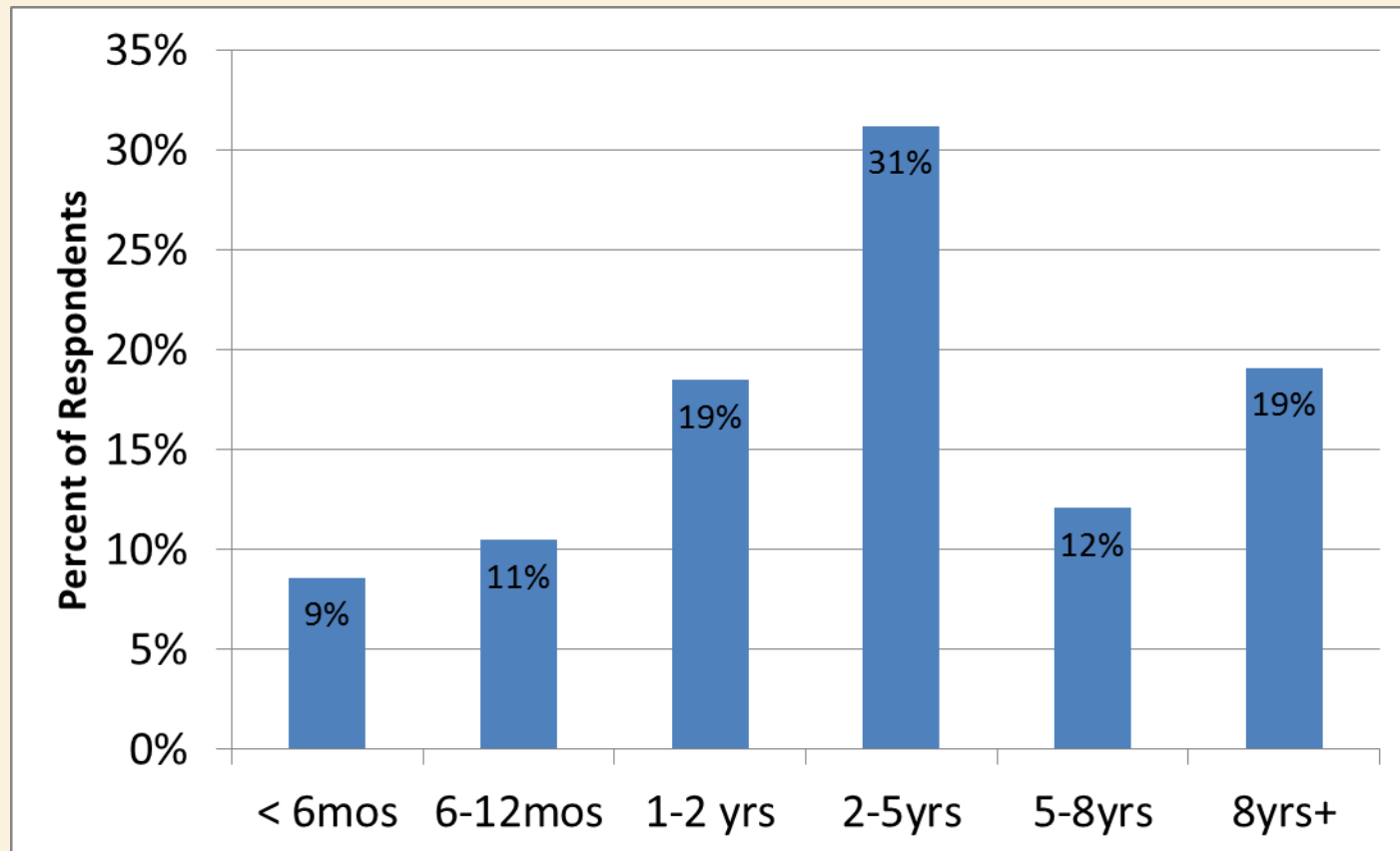# Care Coordinator (CC) or Supervisors Made up 48% of Respondents

Respondent's role relative in Wraparound
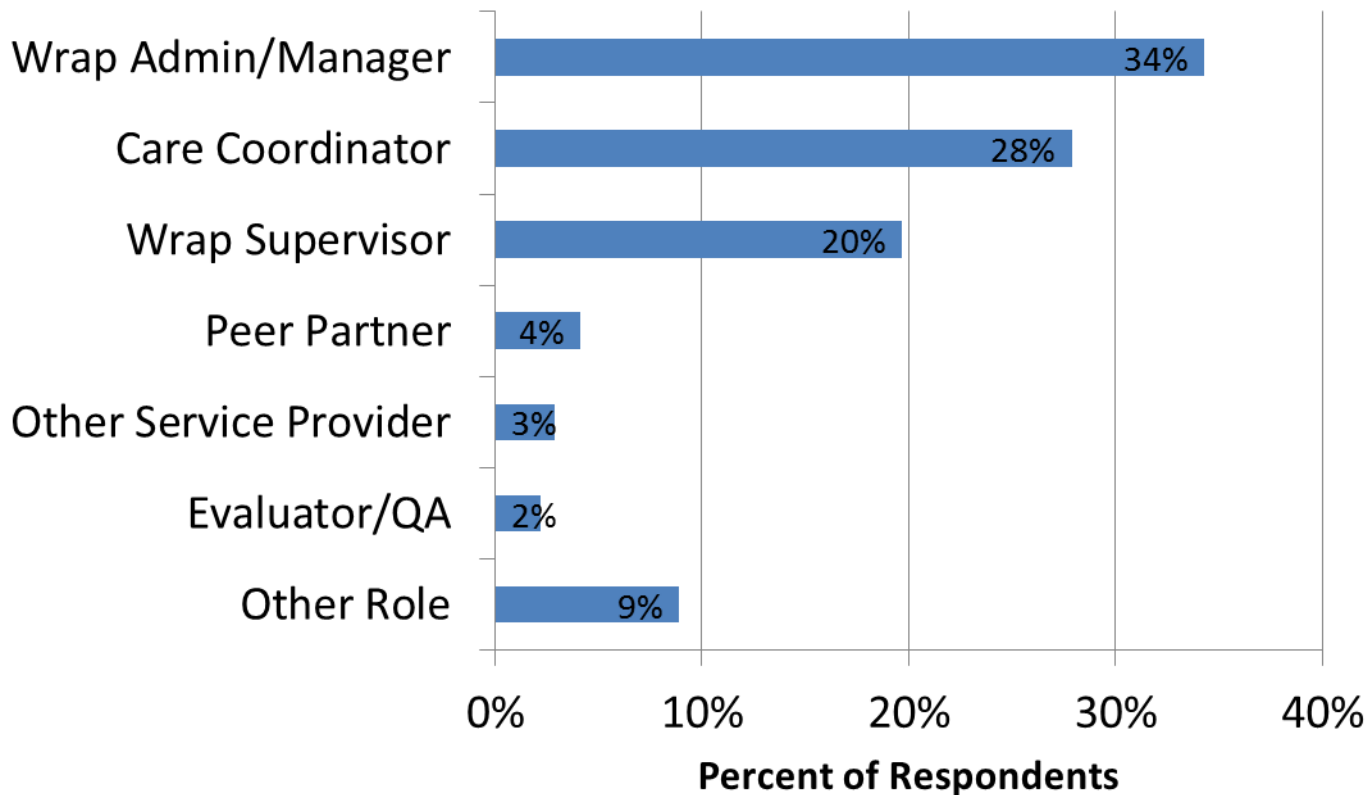
"Other Role" included: coach, consultant, system-level admin or manager, etc.
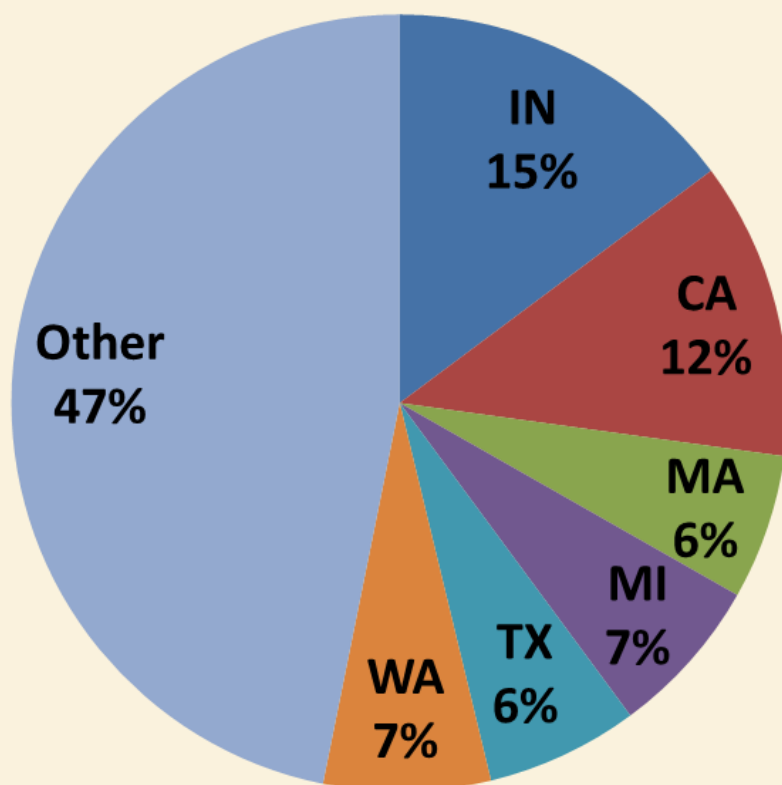
Respondents Had a Wide-range of Tenure in Their Current Positions

Respondents' tenure in their current Wrap role

Respondents Were From Organizations in 39 States; 5 Heavily Represented

% of respondents by state

Five states had more than 20 respondents each

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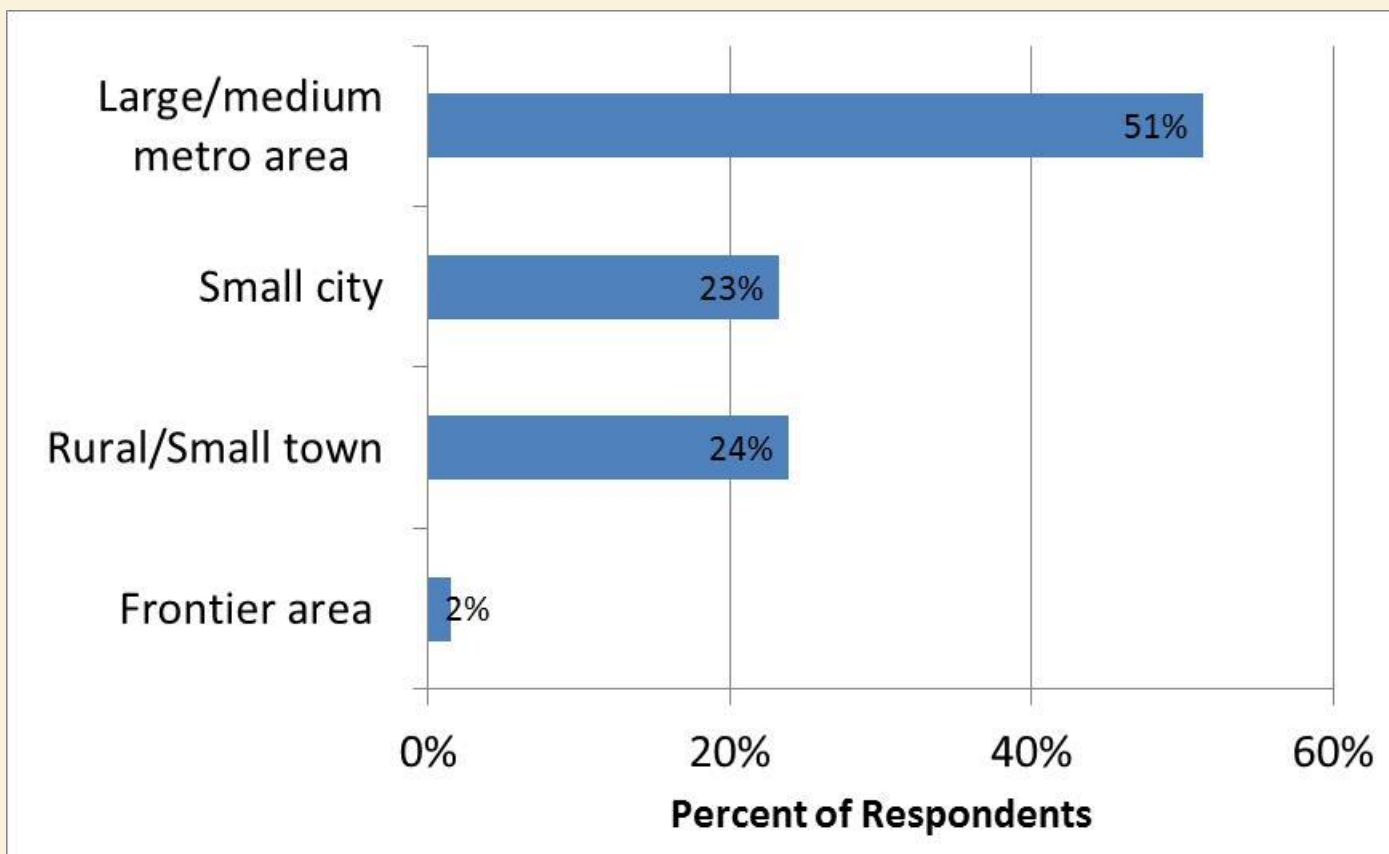
Most Organizations Had Been Providing Wrap Services for More Than 7 Years

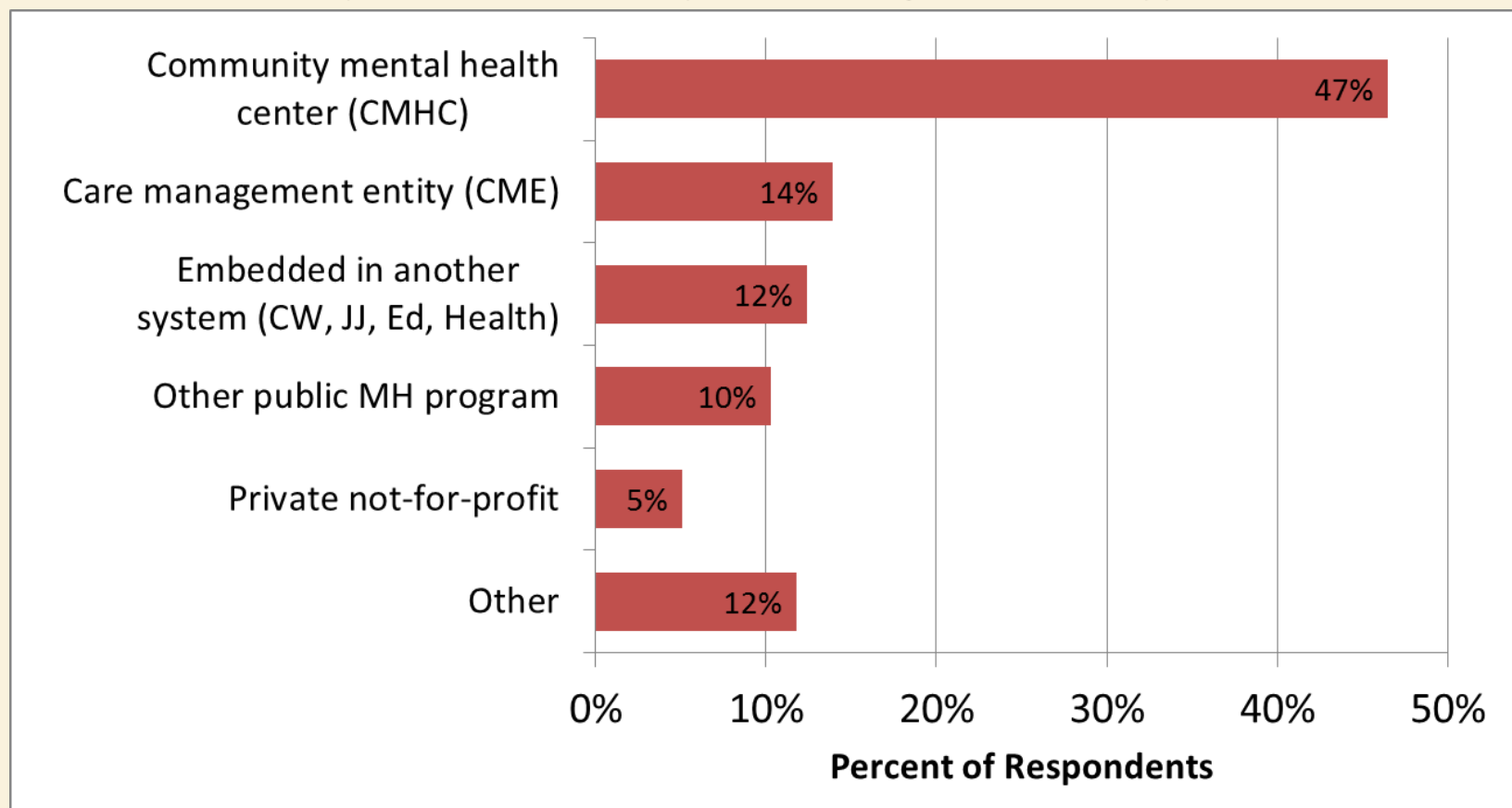**Approximate # of years org has been providing Wrap services**
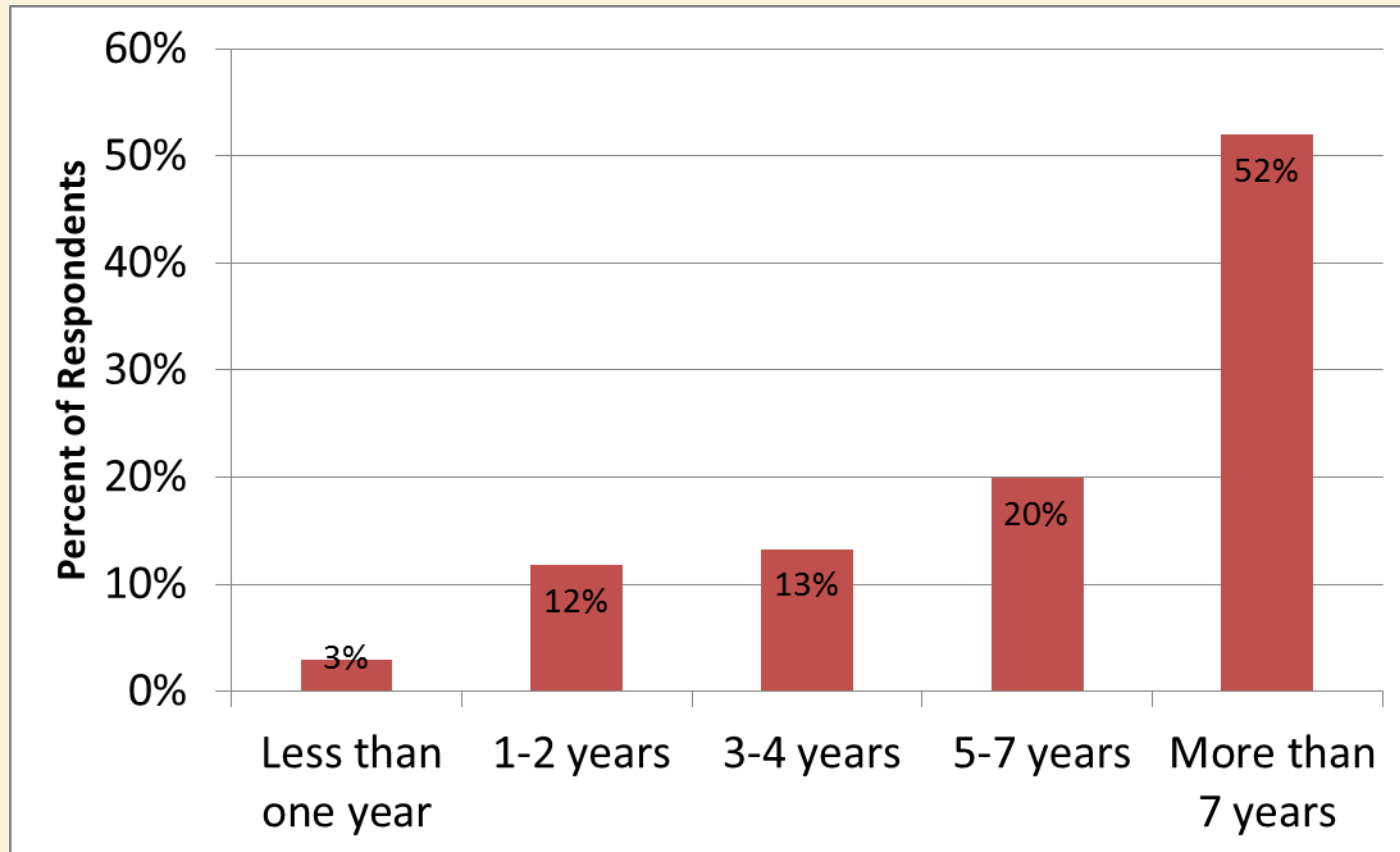
Respondents' Mainly Reported on Wrap Initiatives in Large Metro Areas

Respondents' rating of organization's setting

CMHC Was the Most Common Type of Organization to Be Providing Wrap

Respondents' description of organization type

The Size of the Wraparound Programs Described Varied

Approx # of children/families served annually by Wrap org
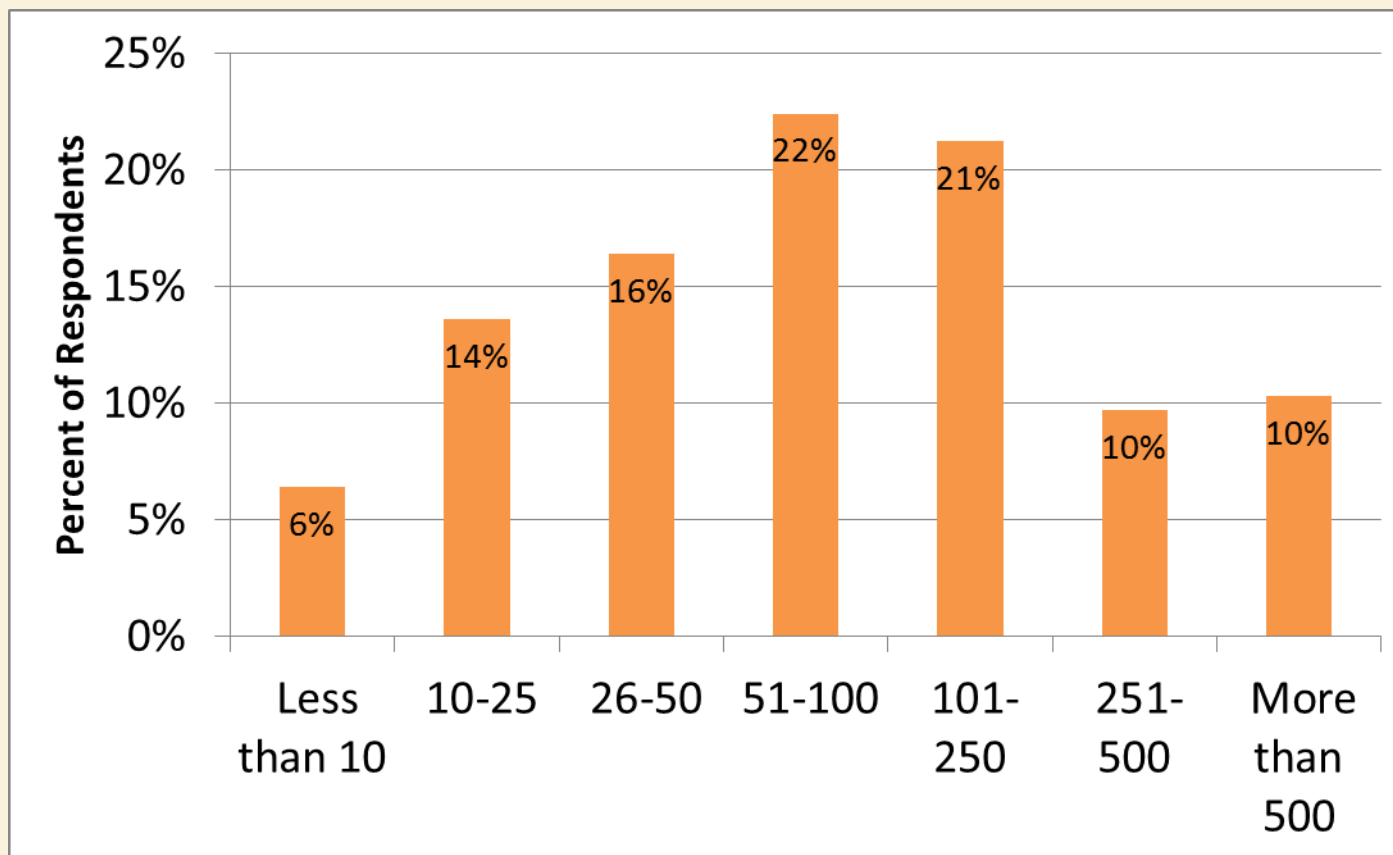
Vast Majority of Orgs Served a Traditional "School-Aged" Population

Ages served by Wraparound orgs in sample

Bar chart of Non-exclusive Percent of Respondents by age group:
- 0-5: 47%
- 6-12: 89%
- 13-17: 96%
- 18-21: 60%
- 21-24: 9%
- 24+: 4%

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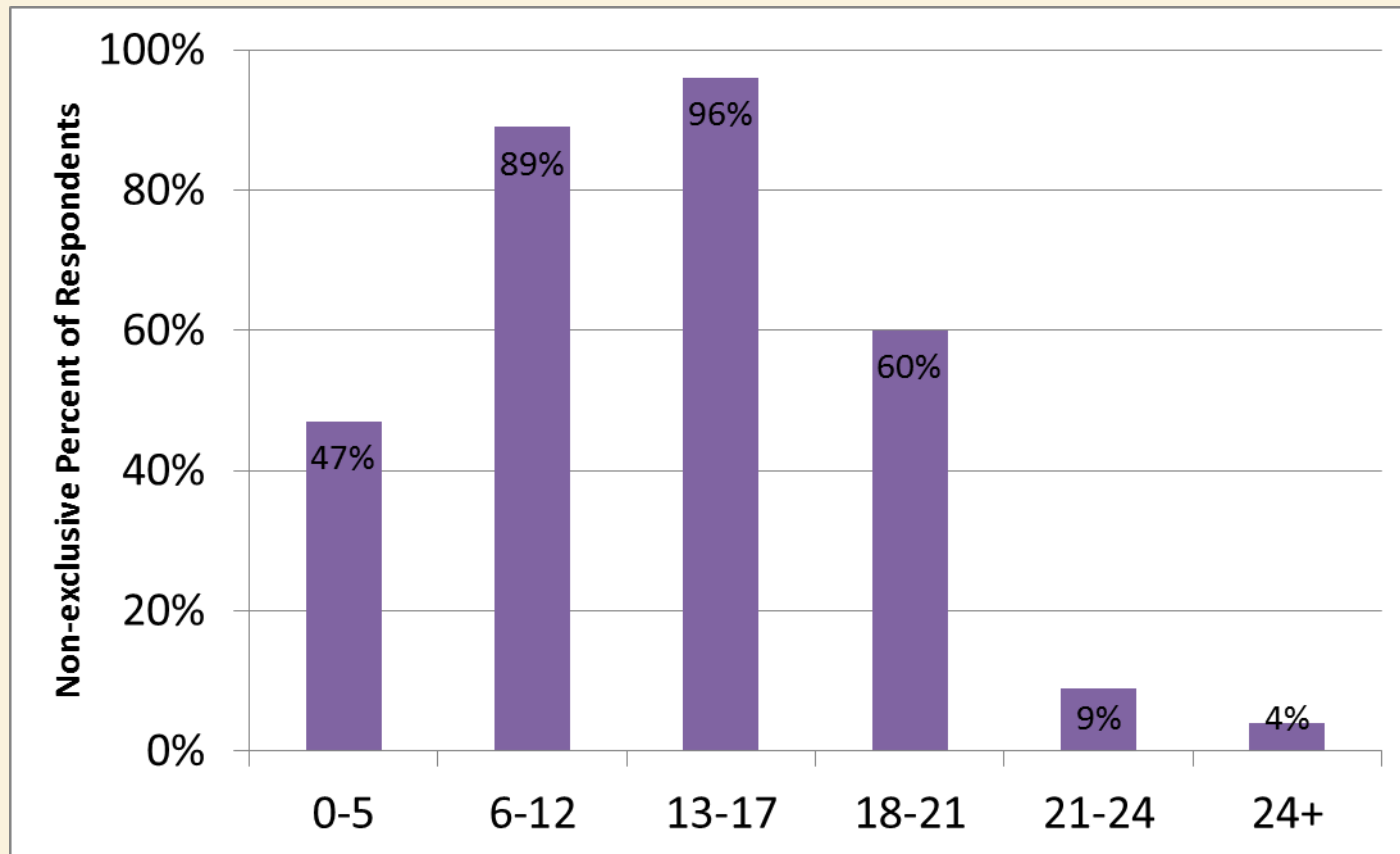
CC's Caseloads Sizes Were Generally in Keeping With NWI Guidance, but Varied

Caseload size of care coordinators at Wrap org

NWI Recommendation

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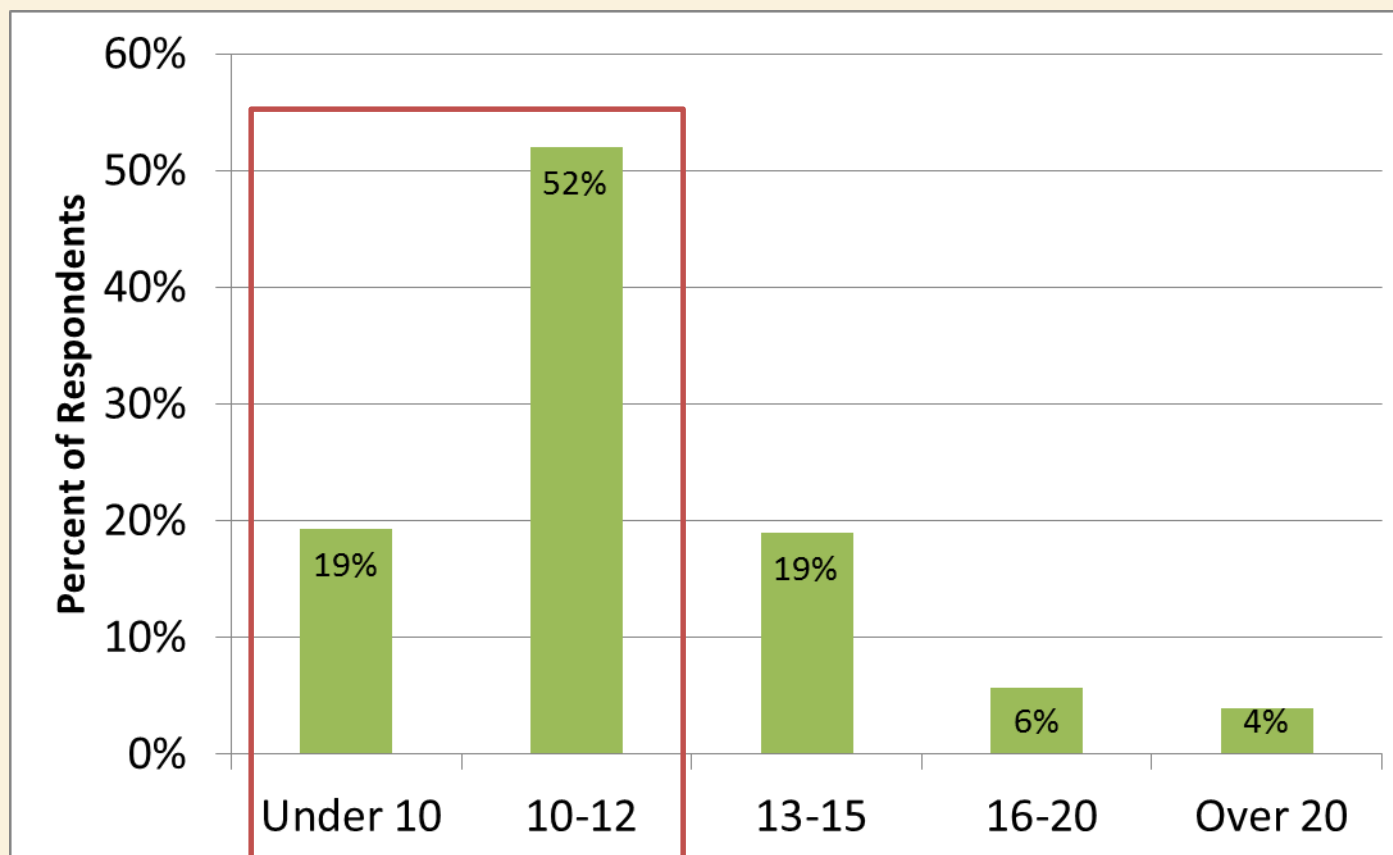
Similarly, Supervisor to CC Ratios Were Generally in Keeping With Guidance

Number of care coordinators per wrap supervisor

NWI Recommendation
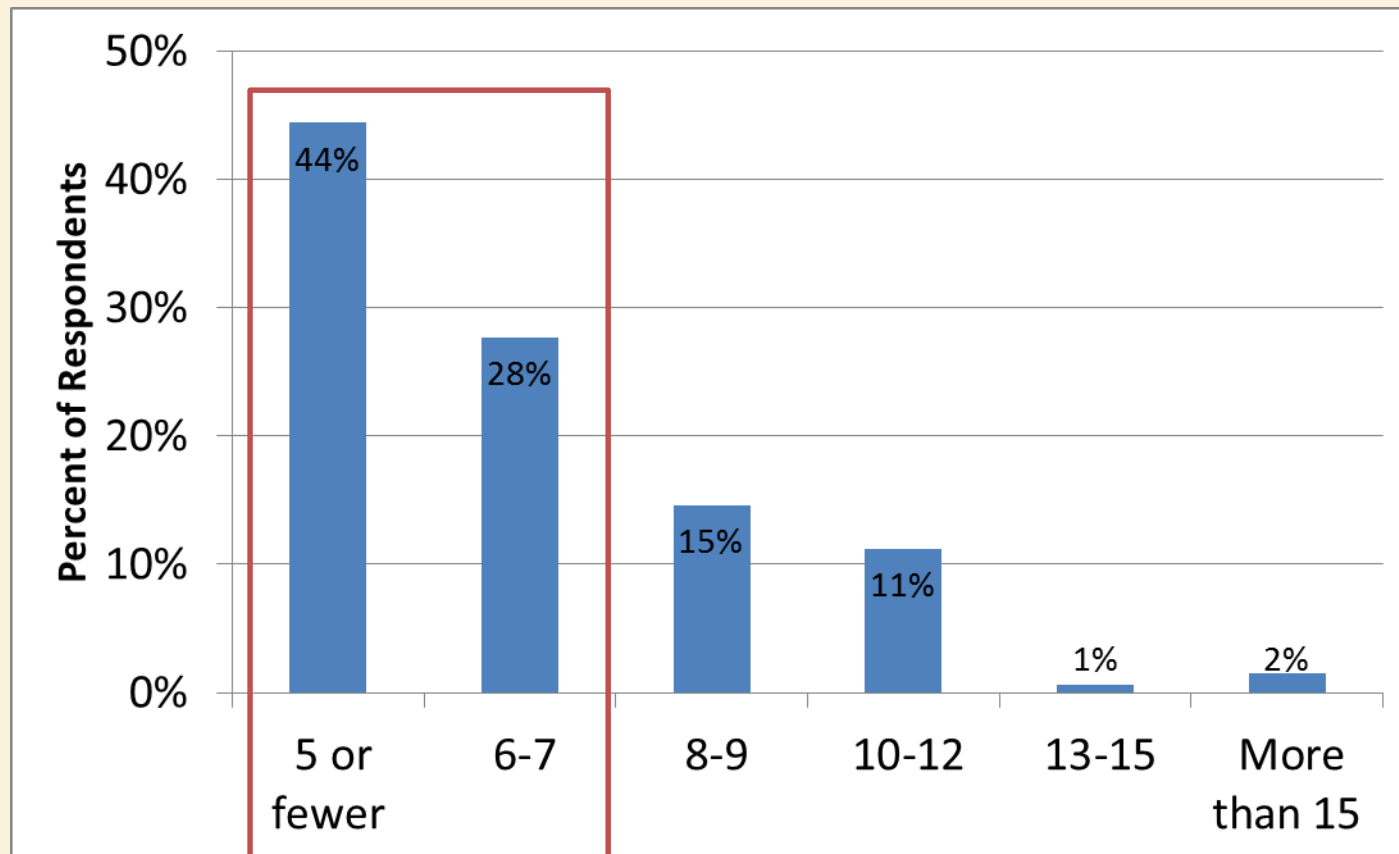
About 60% of Organizations Reported Annual CC Turnover of 25% Or More

Estimated 1-year care coordinator turnover rate. Mean = 40%
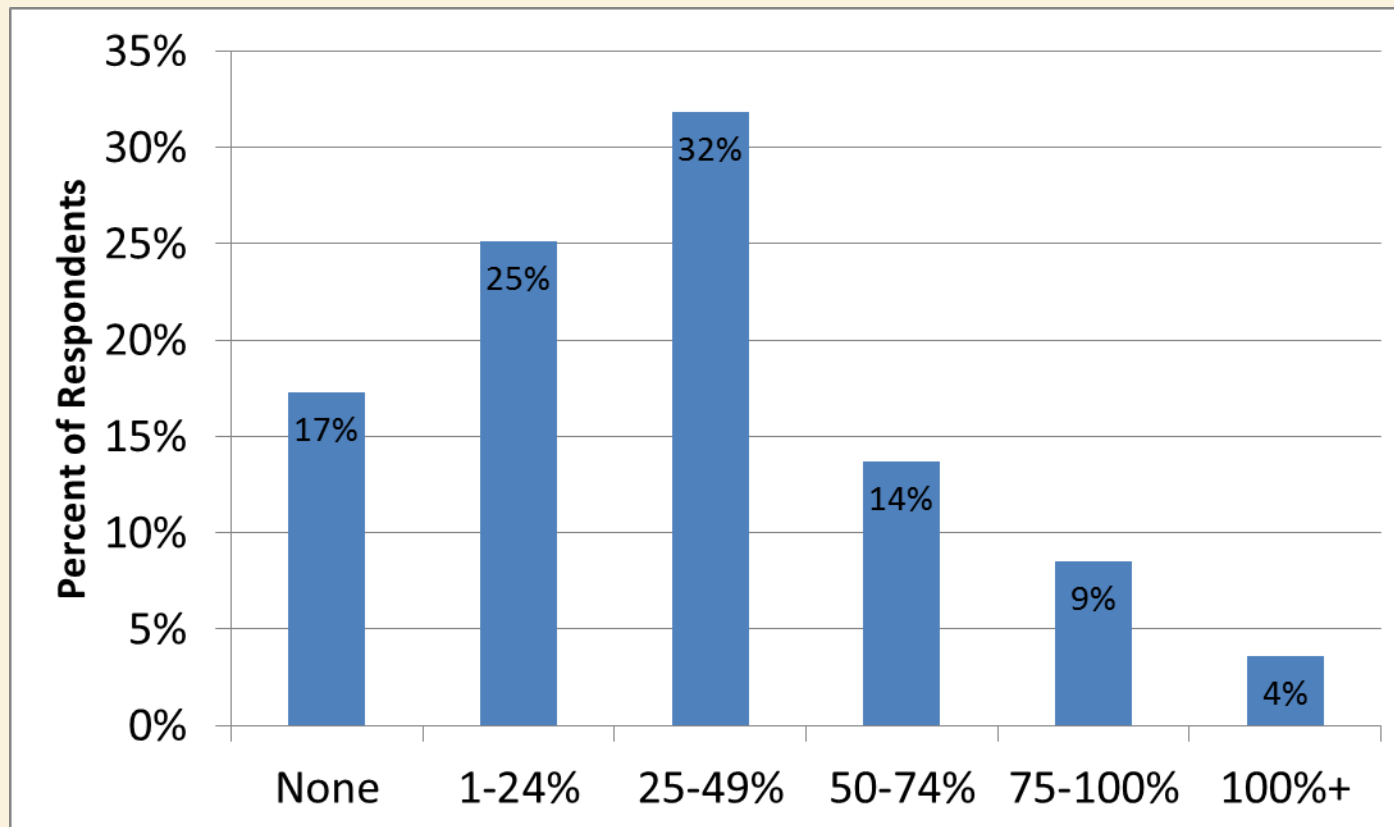
Of Organizations With CC Turnover, 43% of CCs Leave Within Their First Year

Mean percentage of CCs leaving their positions after...

Perceived Seriousness of CC Turnover Varied Widely

Respondents' rating of how serious of a problem CC turnover is at their org
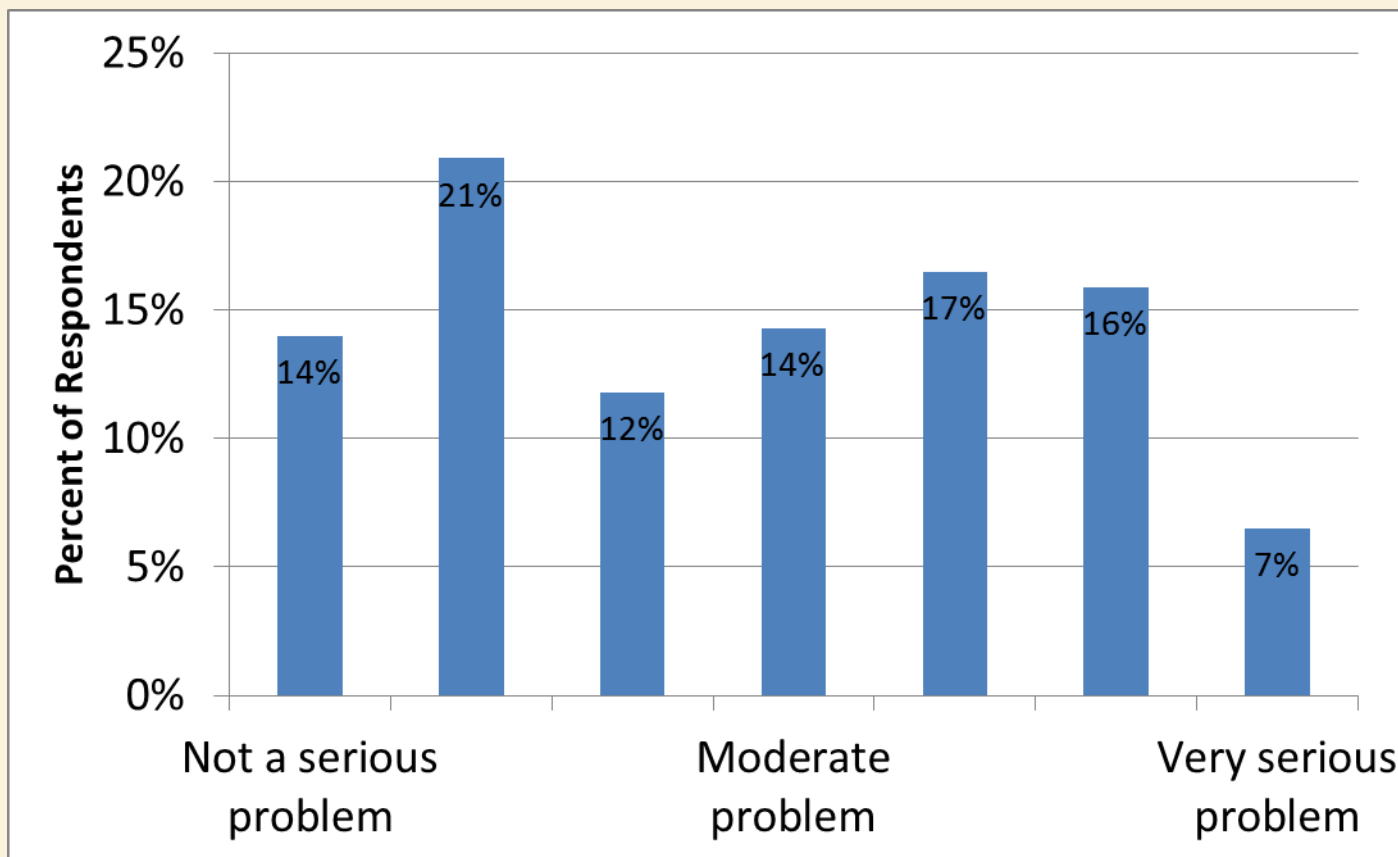
Clients' Suffering Seen as Most Significant Impact of CC Turnover

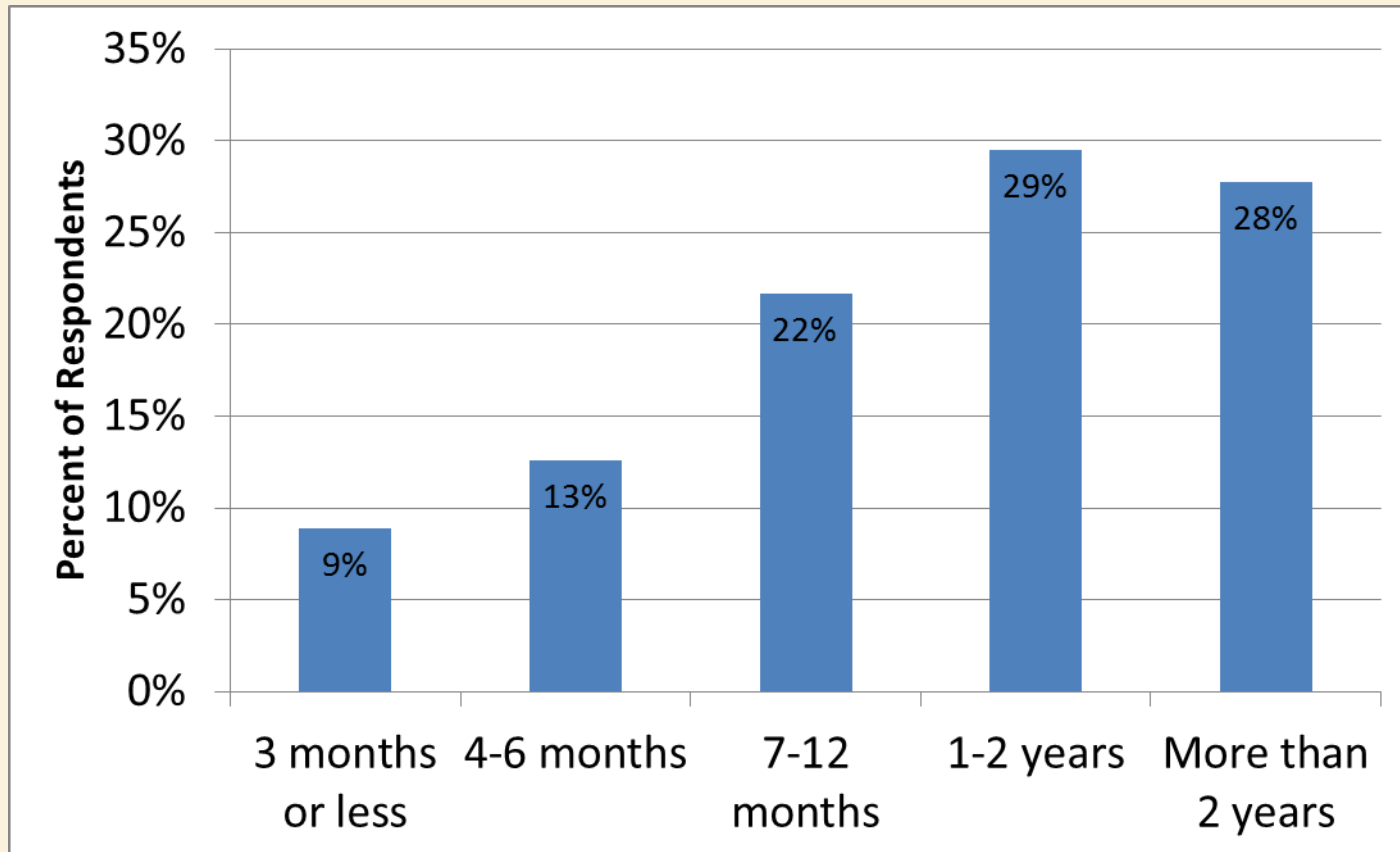| Possible problems caused by CC turnover	n rank as "sig" prob	% rank as "sig" prob	n ranked as # 1 prob	% ranked as # 1 prob	mean rank
Children and families suffer when CCs change	250	81.2	115	46	1.96
Increased workload of other CCs	206	66.7	67	32.5	2.27
Increased workload of supervisors	160	52.1	22	13.8	2.92
Lower quality of Wrap provided	160	51.8	35	21.9	2.77
Training and other costs are higher	154	50.2	21	13.6	3.08
New people can't work as effectively with other systems	93	30.1	13	14	3.03
Hard to fit people into the team that provides Wraparound	50	15.1	5	10	3.38

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n = 331 respondents

Job Stress/Demands and Other Job Opportunities Top Causes of CC Turnover

Possible causes of CC turnover	n rank as "sig" cause	% rank as "sig" cause	n ranked as # 1 cause	% ranked as # 1 cause	mean rank
Better job opportunity elsewhere	234	75	97	41.5	2.43
Job stress and demands	243	77.9	62	25	2.47
Too much paperwork/bureaucracy	227	72.8	47	20.7	2.68
Individuals get promotions/transfers	115	37	28	24.3	2.76
Skills not a good match for Wrap	135	43.3	22	16.3	3.1
Lack of professional support/training	87	27.9	17	19.5	3.1
Long term leave/change in life circumstance	81	26	8	9.9	3.27
Lack of job security/funding issues	60	19.2	11	18.3	3.33
Unfair treatment/feel unwelcome by sup or org	41	13.2	7	17.1	3.12

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CC Retention Most Often Attributed o Commitment to Wrap and Their Clients

Possible causes of CC retention	n rank as "sig" cause	% rank as "sig" cause	n ranked as # 1 cause	% ranked as # 1 cause	mean rank
Commitment to children/families they work with	290	91.5	108	37.2	2.26
Commitment to Wrap/enjoy the work	284	89.9	85	29.9	2.58
Support from/loyalty to co-workers	225	71	42	18.7	2.95
Loyalty to organization	203	64	21	10.3	3.63
High quality professional development	179	56.5	21	11.7	3.21
Pay/benefits/job conditions	146	46.1	18	12.3	3.36
Other jobs not readily available	93	29.4	18	19.4	3.12

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Indicators of CC Turnover Are Related, Weaker Connection to Caseload

- Non-parametric (Spearman) correlations between assessments of CC turnover (TO)

	1	2	3	4	5	6
1. Perceived seriousness CC TO	1	.520**	.511**	.332**	-.159**	.129*
2. CC Turnover Rate	.520**	1	.226**	.196**	-0.072	0.08
3. Total problems caused by CC TO ranked as "significant"	.511**	.226**	1	.451**	-0.002	0.076
4. Total causes of CC TO ranked as "significant"	.332**	.196**	.451**	1	-0.018	0.07
5. Total causes of CC retention ranked as "significant"	-.159**	-0.072	-0.002	-0.018	1	0.041
6. CC Caseload	.129*	0.08	0.076	0.07	0.041	1

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** Correlation is significant at the 0.01 level (2-tailed).

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Turnover Among Wrap Supervisors is Much Lower Than for CCs

Estimated 1-year Wrap supervisor turnover rate. Mean = 23%
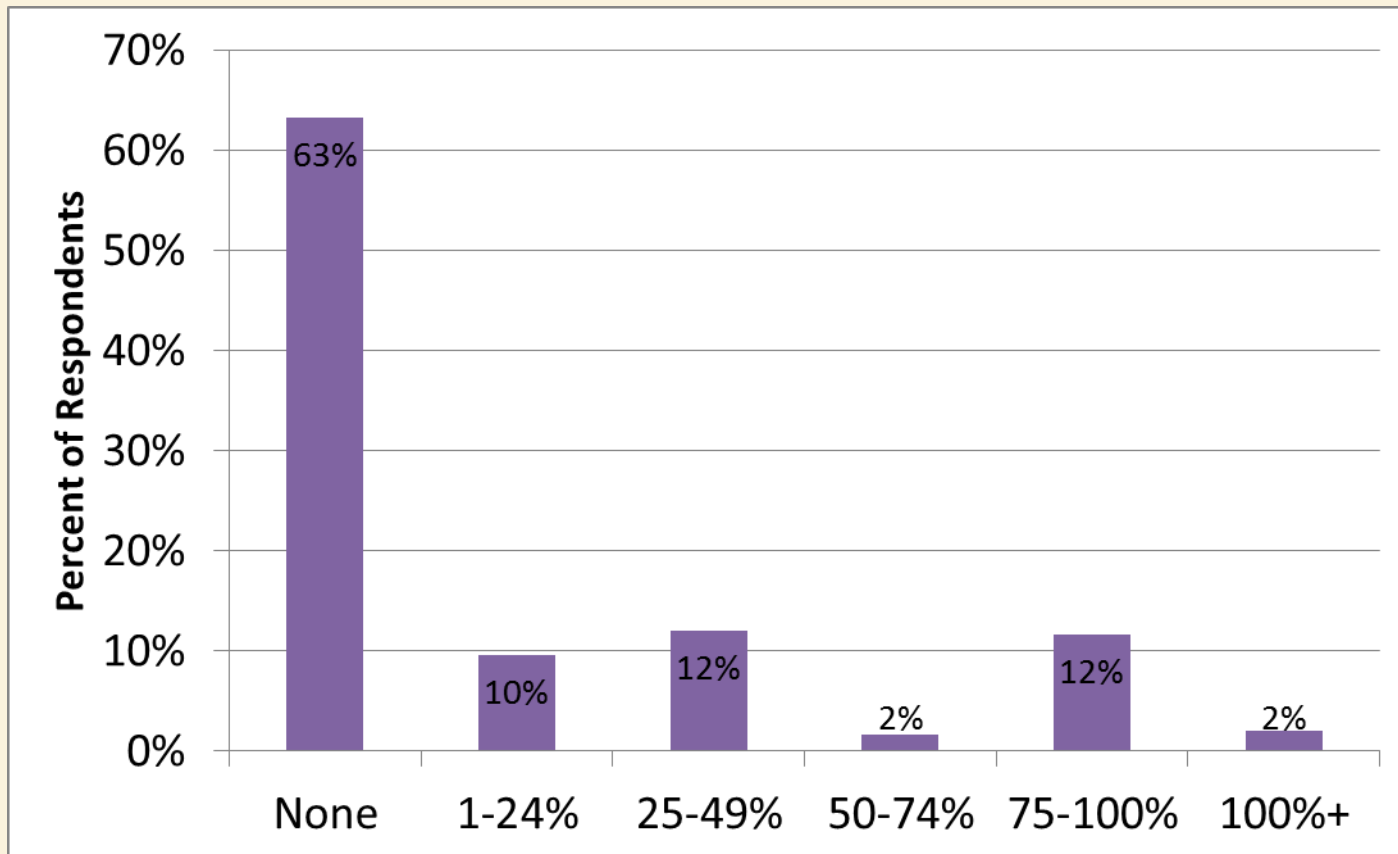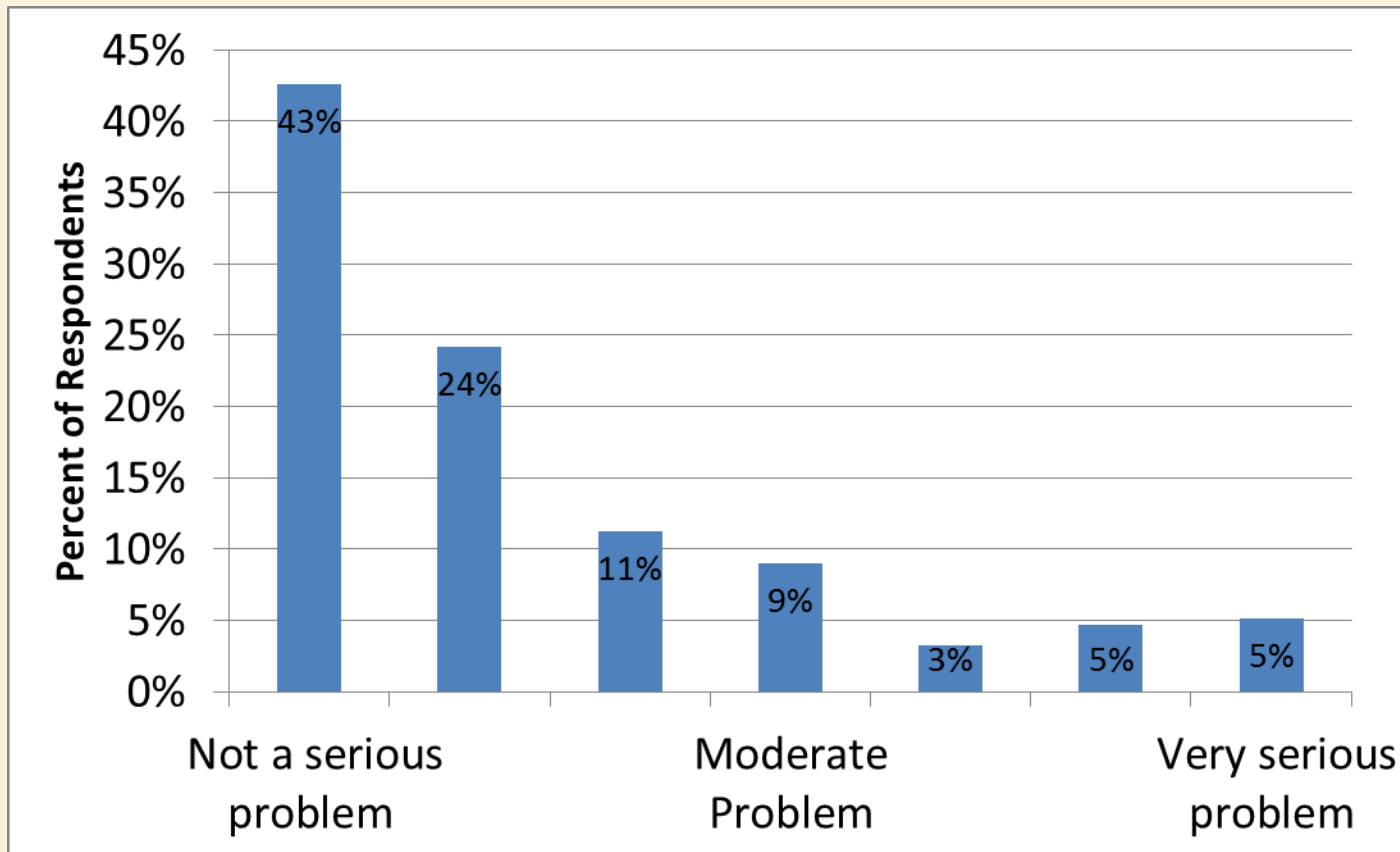
Among Organizations With Supervisor Turnover, About 25% Leave in First Year

Mean percentage of supervisors leaving their positions after…
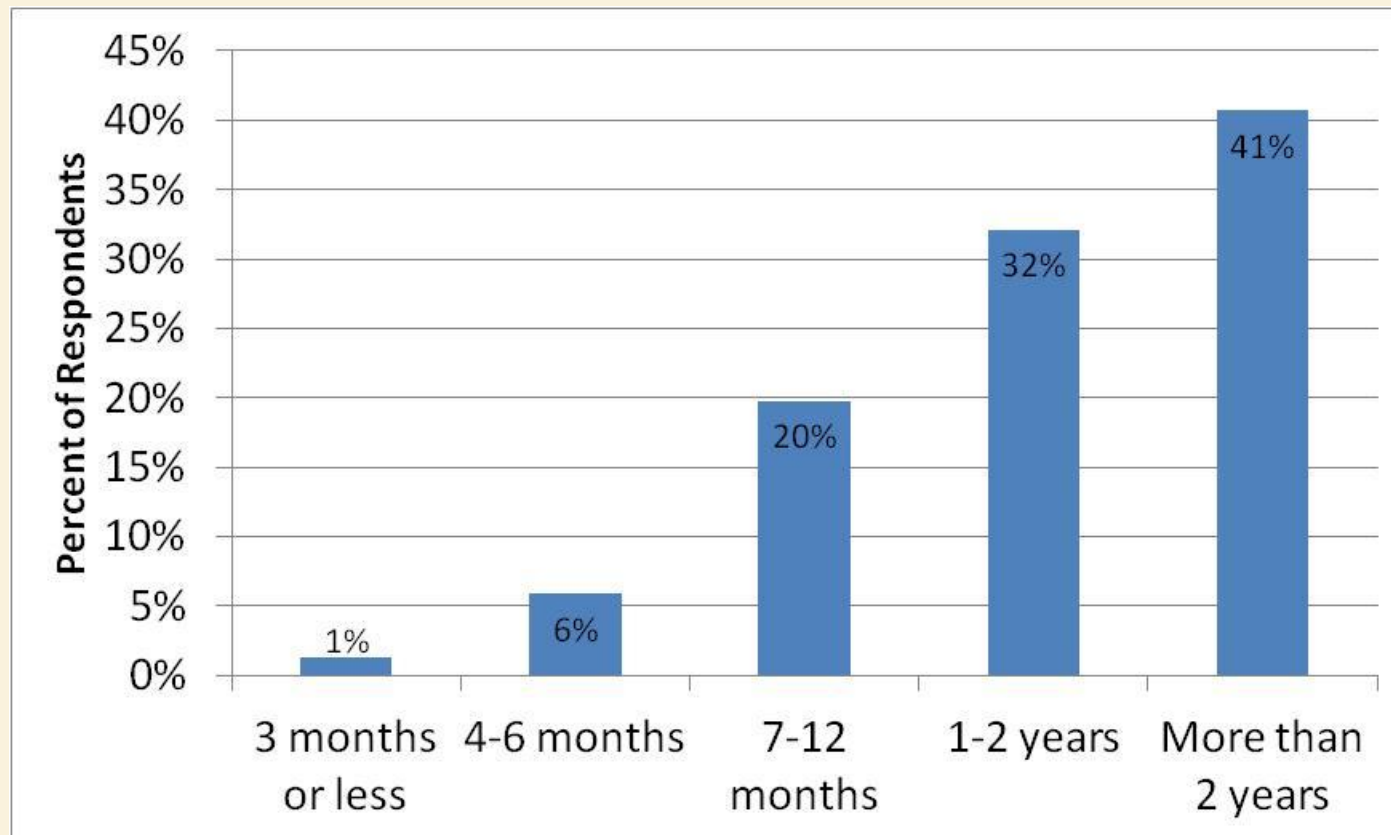
Supervisor Turnover Was Also Seen as a Much Less Serious Problem

<u>Respondents' rating of how serious of a problem supervisor turnover is at their org</u>

Impact on Other Staff Seen as Biggest Problem of Supervisor Turnover

Possible problems caused by Sup turnover	n rank as "sig" prob	% rank as "sig" prob	n ranked as # 1 prob	% ranked as # 1 prob	mean rank
Hurts morale	119	45.4	43	36.1	2.34
Makes work harder for other sups	112	42.6	35	31.3	2.59
New sups lack knowledge about Wrap	109	41.4	37	33.9	2.39
Makes work harder for CCs	98	37.3	28	28.6	2.66
New sups lack supervision skills	97	37	19	19.6	2.72
Costs are higher	82	31.2	17	20.7	3.12
New sups lack systems effectiveness	51	19.4	7	13.7	3.08
Hard to fit into the Wrap team	47	17.9	8	17	3.06

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Causes of Supervisor Turnover Similar to Those of Cited for CC Turnover

Possible causes of Sup turnover	n rank as "sig" cause	% rank as "sig" cause	n ranked as # 1 cause	% ranked as # 1 cause	mean rank
Job stress/demands	159	60.2	56	35.2	2.48
Better job opportunities	151	57.4	63	41.7	2.23
Bureaucracy/paperwork	140	53	19	13.6	2.92
Promotions/transfers	83	31.4	34	41	2.2
Lack of professional development	69	26.1	13	18.8	2.86
Not a good match for Wrap	66	25	11	16.7	3.05
Life changes	64	24.2	11	17.2	2.84
Job insecurity	40	15.2	3	7.5	3.65
Unfair treatment	39	14.8	8	20.5	3.1

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Similarly, Reasons for Retention Mirrored Those Cited for CCs

Possible causes of Sup retention	n rank as "sig" cause	% rank as "sig" cause	n ranked as # 1 cause	% ranked as # 1 cause	mean rank
Commitment to Wraparound	250	86.8	121	48.4	2.32
Loyalty to Organization	213	74	30	14.1	3.27
Commitment to Supervisees	211	73.6	31	14.6	2.85
Support from co-workers	200	69.4	40	20	2.89
Pay/benefits/security	158	54.9	27	17.1	3.22
Training/Prof Dev	131	45.5	12	9.2	3.28
Lack of other job opportunities	82	28.5	17	20.7	2.84

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Indicators of Supervisor Turnover Are Mostly Correlated, No Connection to Workload

- Non-parametric (Spearman) correlations between assessments of supervisor turnover (TO), workload

	1	2	3	4	5	6
1. Perceived seriousness Sup TO	1	.523**	.523**	.389**	-.151*	-0.004
2. Sup Turnover Rate	.523**	1	.341**	.140*	-.162**	0.073
3. Total problems caused by Sup TO ranked as "significant"	.523**	.341**	1	.617**	-0.078	0.033
4. Total causes of Sup TO ranked as "significant"	.389**	.140*	.617**	1	-0.025	-0.013
5. Total causes of Sup retention ranked as "significant"	-.151*	-.162**	-0.078	-0.025	1	0.068
6. Supervision "load"	-0.004	0.073	0.033	-0.013	0.068	1

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** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

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Relationships Between CC/Supervisor Turnover Indicators

- Spearman (non-parametric) correlations between indicators for CCs and supervisors:
  - Seriousness of TO: .498**
  - Estimates of TO rate: .305**
  - Total problems caused by TO: .470**
  - Total causes of TO: .472**
  - Total causes of retention: .536**
  - Workload: .154**

** Correlation is significant at the 0.01 level (2-tailed).

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Next Steps

- Further examination of survey data to identify possible factors associated with high/low turnover

- Selection of individuals for interviews

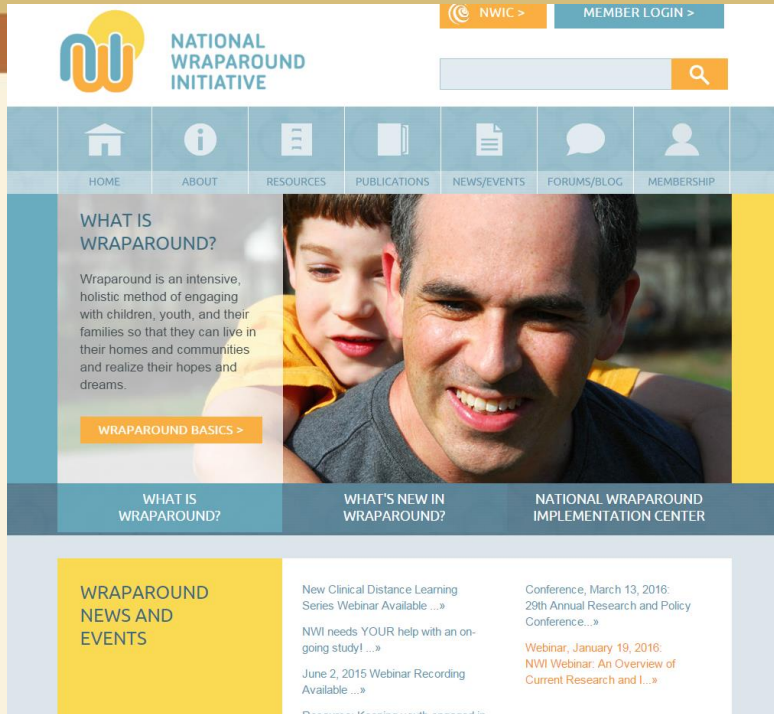- Creation of a report, including detailed literature review

Turnover in Wrap Programs Varies; May Be Higher Than Other MH Progs

- Mean turnover for care coordinators—40% in one year—appears to be high relative to reports
  - Some orgs experience very low turnover, others very high
  - Almost half of turnover may be in first year—implications for training and professional development
- Turnover for supervisors—24%—is within the more normal range
- Turnover for supervisors and CCs is correlated
- Wide variation in the extent to which turnover is a problem for organizations

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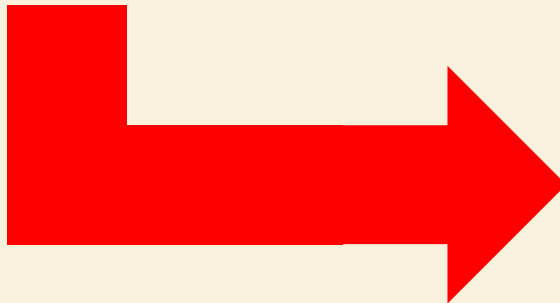# How Can We Reduce Turnover?

- Learn more about what distinguishes low- and high-turnover organizations

- "Intangibles" appear to matter a lot (loyalty, commitments), as suggested by literature

- High quality professional development—increased perceptions of self-efficacy—may help encourage retention

Please Stay in Touch!

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