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# Behavioral Health is Essential To Health




Prevention Works



Treatment is Effective



People Recover



*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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# Turnover Among Wraparound Care Coordinators: Rates, Causes, Impacts, and Remedies

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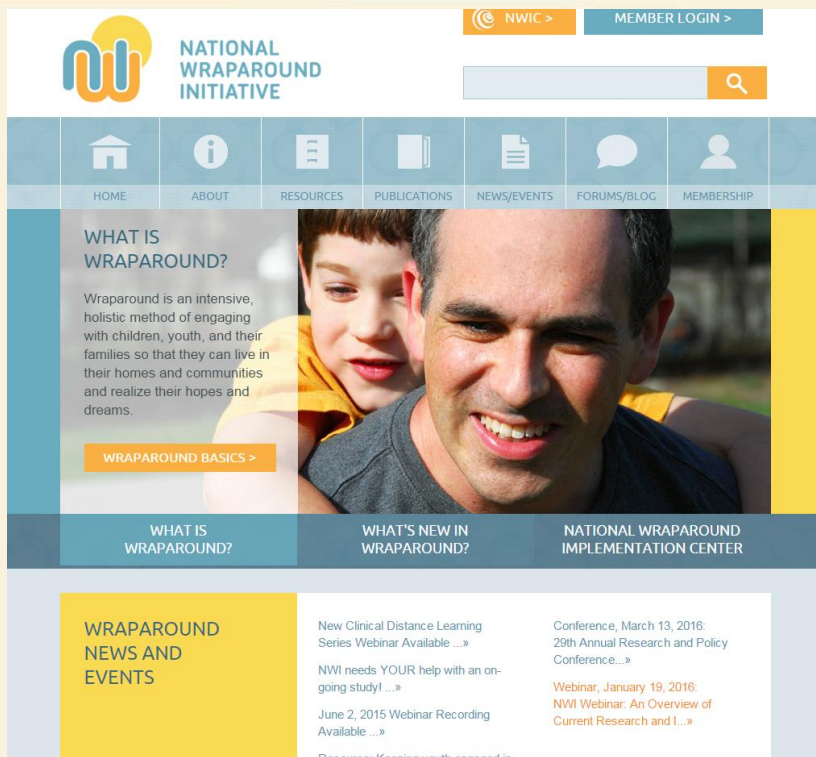


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the national technical assistance network for children's behavioral health





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# Today's Learning Objectives

- Learn what the typical care coordinator turnover rate is in Wraparound provider organizations and impact on youth and families, staff, and organizations.
- Understand some of the major causes of CC turnover.
- Explore possible remedies to CC turnover.

# Overview

- Project Background
- Turnover Rates and Impact
- Reasons for Turnover
- Possible Remedies
- 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)*





Purpose, Methods, and Respondents

# PROJECT BACKGROUND

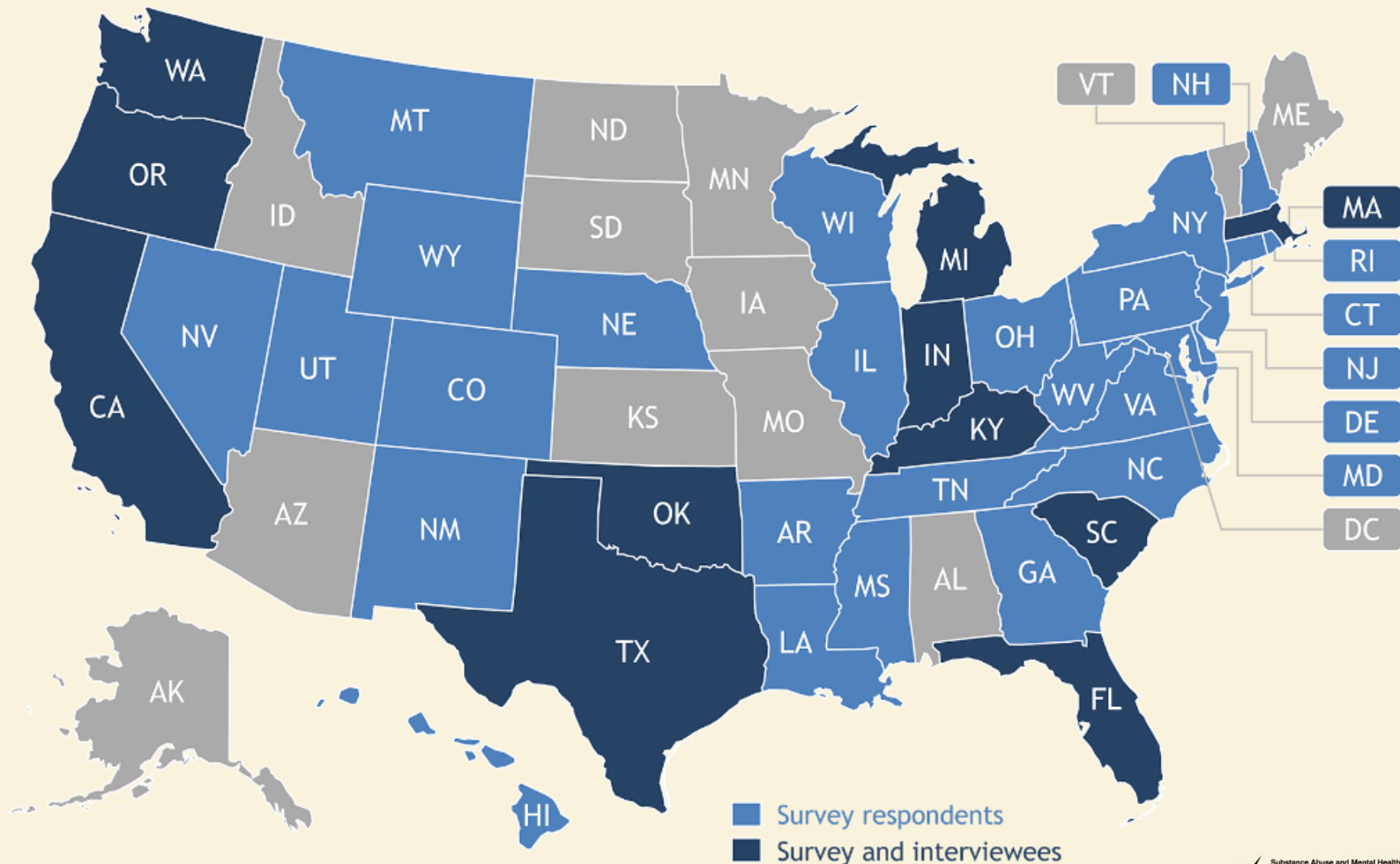
# There Is Almost No Published Data on Turnover in Wraparound

- Lots of anecdotal information that turnover is a problem
- Explore questions:
  - Are turnover rates in Wraparound similar to rates for other public mental health services?
  - Is there wide variation in turnover rates?
  - What are the factors that might contribute to that variation?
  - Are these factors “malleable”? What can be done?

# How We Have Tried to Fill the Knowledge Gap

- National survey, 331 complete responses
  - Estimate turnover rates, provide info on causes and impacts, also causes of retention
- Recruited some survey respondents for interviews
  - More than one from several states, 21 in total
  - Asked for in-depth explanations of most significant drivers of turnover, and what helped reduce it

# We Surveyed and Spoke to People Around the Country





The Scale of the Problem

# **TURNOVER RATES AND IMPACT**

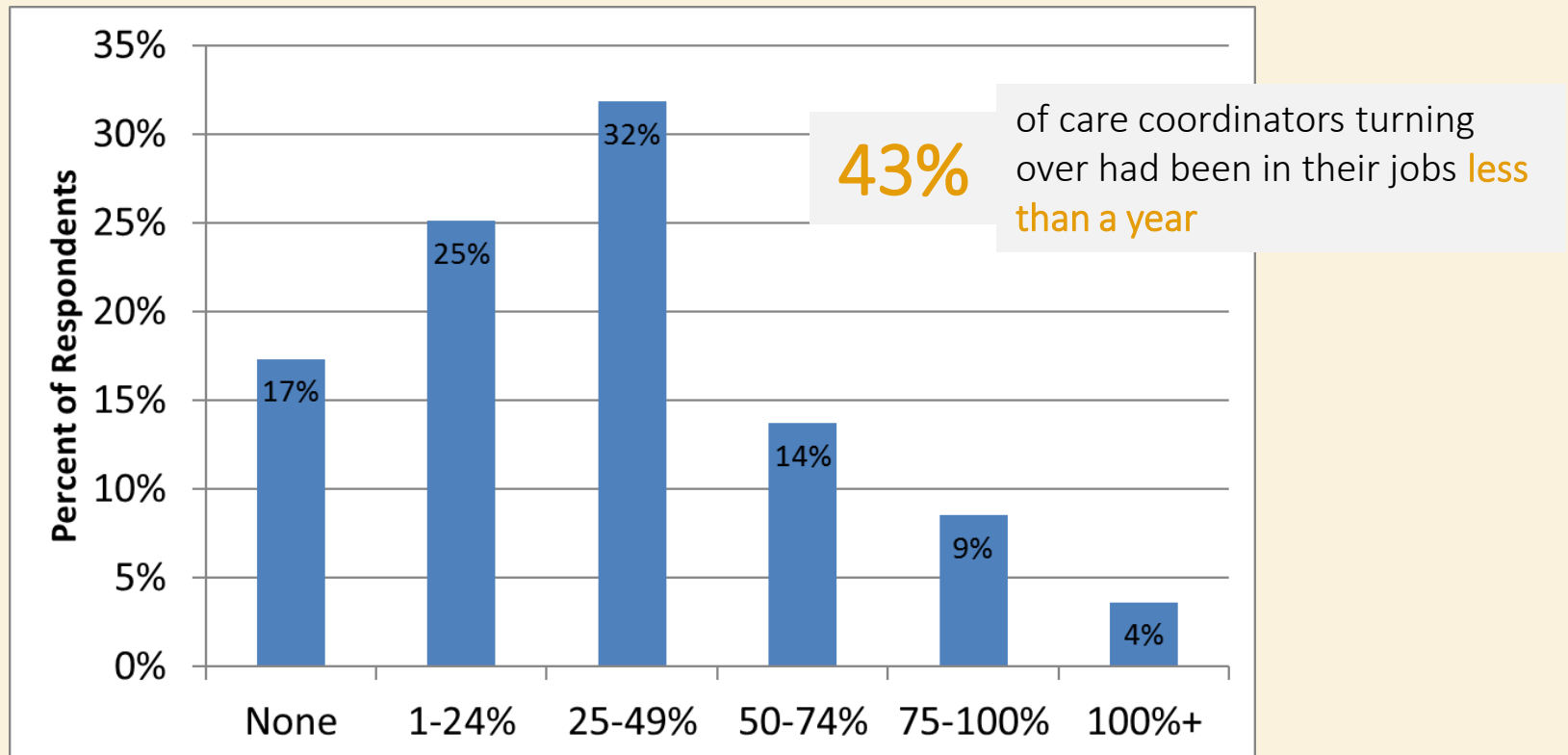
# Poll

- What would you estimate your organization's CC turnover was last year? (# of CCs who left / # of CC positions)
  - 0%
  - 1-25%
  - 25-50%
  - 51-75%
  - 75-100%
  - +100%



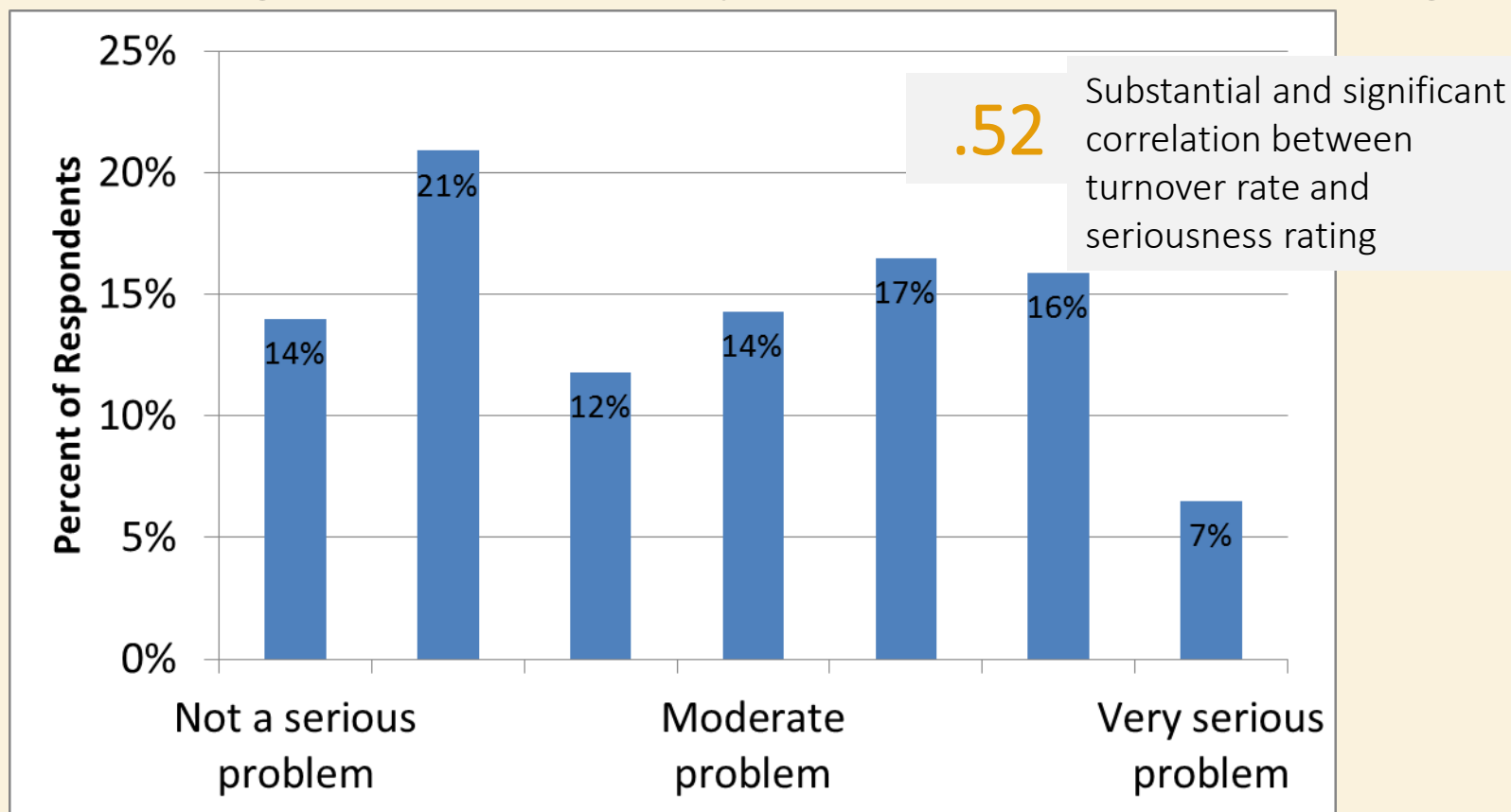
# Turnover Rates Varied Widely, Averaging About 40%

Respondents' Estimates of the  
Percentage of Care Coordinators in their Agencies Who Left their Jobs in the Past Year



# Perceived Seriousness of Care Coordinator Turnover Also Varied Widely

Respondents' ratings of how serious of a problem CC turnover is at their org



# Clients' Suffering Seen as Most Significant Impact of Care Coordinator Turnover

Possible problems caused by CC turnover	% ranking this as a "significant" problem
Children and families suffer when CCs change	81.2
Increased workload of other CCs	66.7
Increased workload of supervisors	52.1
Lower quality of Wrap provided	51.8
Training and other costs are higher	50.2
New people can't work as effectively with other systems	30.1
Hard to fit people into the team that provides Wraparound	15.1

# Negative Impact on Children and Families

On the survey

80%

said that....

turnover in their organizations  
harmed children and families

*"I think it really does affect our families. Wraparound is such an intense process and the Wrap facilitators are really invested in the time they spend with families. They gain that trust and build rapport up front within the amount of engagement done in the beginning. So when there is turnover, it creates a level of distrust among whoever steps in next because the family has already opened up."*



Why Care Coordinators Leave

# REASONS FOR TURNOVER

# Pay: An Extremely Common Reason Cited for Care Coordinator Turnover

- Low pay leads to resentment, burnout and other stressor that push people out.
- Salaries are often not competitive within the local economy, leading to pull from other social service employers or different industries.

*“The number one thing would be the salary. I think that’s our main reason for turnover. The folks that can do this job and do it well and enjoy doing it and the ones we want to stay, salary is the reason they leave.”*

**3/4** of respondents said that “better job opportunities elsewhere” was a significant cause of turnover (tied for top cause)



# Poll

- What is the approximate average hourly wage for bachelor's-level CCs at your organization?
  - <\$15/hr
  - \$15-17/hr
  - \$18-19/hr
  - \$20+/hr

# Salaries Considered Too Low for the Level of Skill and Stress Required

\$32,500/yr

\$15.65/hr

Average BA-level  
CC Salary across all  
interviewees

*“The \$14 an hour, when they could go to McDonald’s and make \$15, really felt insulting.”*

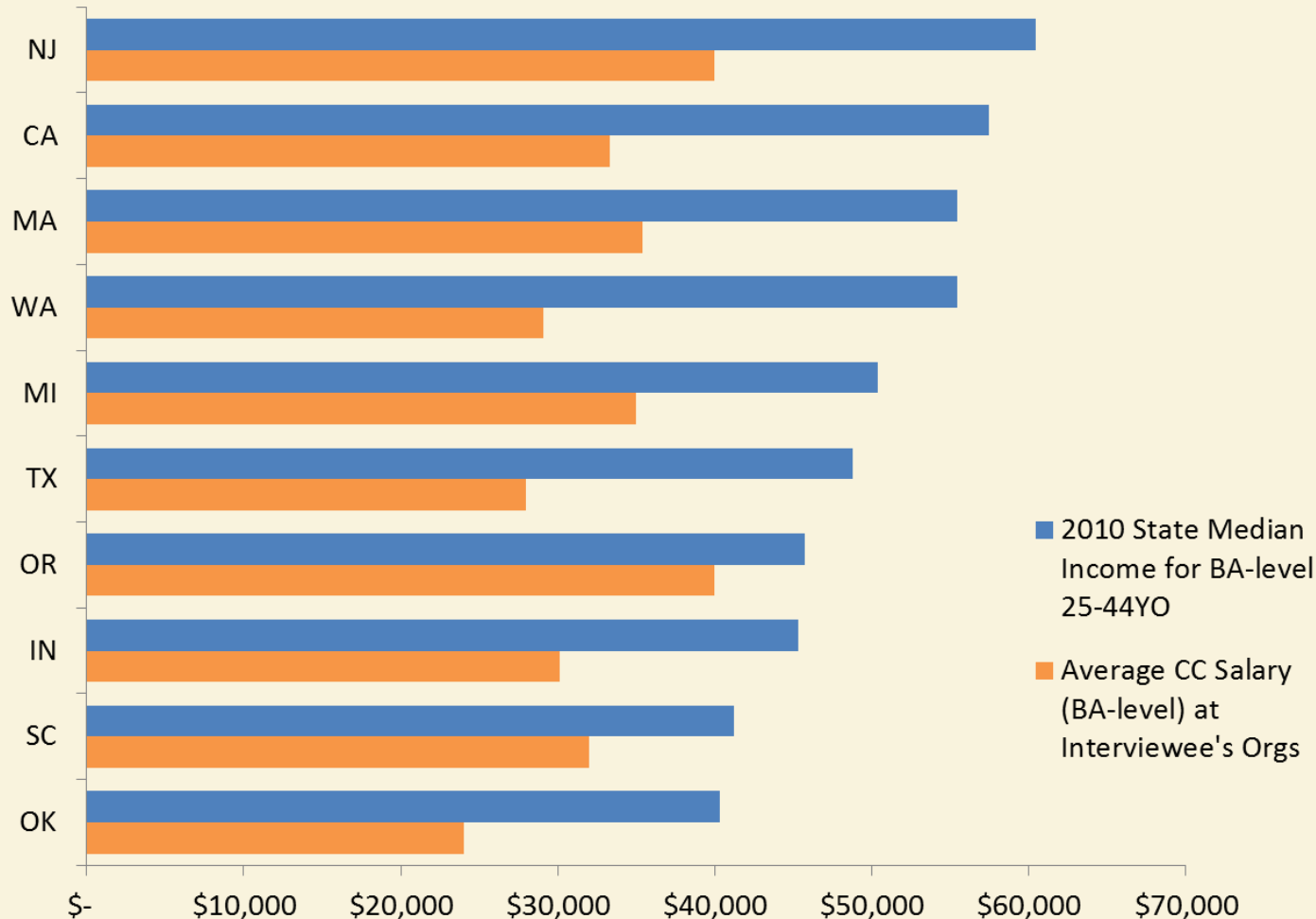
*“The pay, for what we do under the stress we’re under, it’s not good.”*

*“The Schwan’s [frozen food delivery truck] driver was making more money than I was, and I had a Master’s degree.”*

*“A lot of our staff, unless they’re living with multiple people, are not paid enough to afford to live in the county where they work.”*

*“Probably a third of our staff have a second job.”*

# Care Coordinator Salary is Often Well Below State's Median Income



Salaries are typically a direct function of Wraparound reimbursement rates.

State Median Income source: US Census/National Information Center for Higher Education  
Policymaking and Analysis  
CC Salary source: Interviews conducted by PSU/UW

# Stress and Burnout a Big Culprit in Care Coordinator Turnover

On the survey

**78%**

said that....

**stress and burnout** was a significant cause of turnover in their organizations

*"Yeah, the workload is a lot, and I think stress could be a contributing factor for when people leave."*

Wraparound families need a lot of support.

Care coordination requires a lot of work.

*"I think when people don't feel like they can get to everything and accomplish all their tasks, it feels overwhelming and I think it contributes to burnout. That lack of satisfaction, the ability to do your job."*

# What Are Productivity Requirements in Wraparound?

Requirements that CCs spend a certain percentage of their time in direct face-to-face contact with Wraparound-enrolled youth and caregivers.

- Often stem from funding structures that reimburse Wraparound on a “fee for service” basis based on units of service delivered.

Many sites had requirements around 50 or 60%.

# Poll

- What is the productivity requirement at your organization?
  - <30%
  - 30-50%
  - 51-60%
  - 61-70%
  - 71%+
  - We don't have productivity requirements



# Productivity Requirements Cause Stress and Distract From Quality

*“If you were always worried about meeting your productivity, you’re going to go out and see the family who is cooperative, obviously that family isn’t the one in greatest need. We need to be visiting the families that are struggling and those are a lot of no shows, you can’t bill for those and that stresses staff out.”*

*“It’s constantly being under the gun and feeling the anxiety of billables...and really missing the whole purpose of Wraparound.”*

Also increases already big documentation burden.

*“They got to a point where they felt they couldn’t handle that anymore...it was difficult for staff to know you were doing really good work for a family, but a major component of your job is making sure that you’re holding to your productivity expectations and some couldn’t do it because the productivity is linked to documenting.”*

# Other Factors Also Cited as Contributors to Stress and Turnover

Long hours, after-hours meetings, on-call policies, high caseloads and driving distances contribute to stress and burnout, particularly in combination with the high levels of family needs.

- Stress increased when these factors compounded one another, such as when unreimbursed driving time drove stress around billable hours and/or productivity.

# This Stress Leads to Burnout

*“When they get up to 12 [as a caseload], some of the kids they’re working with are so intense that it plays on their own psyche and ability to cope and manage their stress appropriately. I don’t think they get as much self-care because they find themselves working more. I really worry about long term work with this intense of a population.”*

# Turnover Itself Can Also Lead to Further Burnout

The departure of one CC usually meant that the redistribution of their work.

*“Typically what we’ve done in the past is we have had to stretch our staff who cover a neighboring county and have them help cover that county that’s shorthanded, which then of course can burn that staff member out.”*

# Care Coordinators Not “Fitting” With The Role Can Compound Stress and Burnout

Often a mismatch between what potential hires expect and have learned about versus what the job actually entails.

- Can leave them doing the job of CC in a way that amplifies stress and contributes to turnover.

*“I think if you have people that maintain a clinical mindset, they’re not going to understand it and therefore won’t stay into it. Helping them understand they’re not the sole person to get everything done. This is the point of a team. And helping them rely on the team. I think that’s when people start to get it. If you have people that don’t get that, than yes, the demand of the job becomes too much and people can’t handle it. I have had staff that struggle there.”*

# Lack of Advancement Opportunities Also Play a role in Care Coordinator Turnover

CCs have few opportunities for advancement within Wraparound.

- Can lead to frustration and turnover, especially when somewhat comparable jobs often pay more.

*“There’s no real advancement as much as there is lateral move. I could laterally move to a different position, but it would not be Wraparound. I can never become a supervisor unless I get some sort of clinical license, which is not something I want to do.”*

*“Once you graduate with that master’s degree, there are other employment opportunities for you, even within our own system. So a lot of them tend to move on to being a therapist versus staying as a CC.”*



# Poll

- What minimum degree does your organization require to hire a CC?
  - High school diploma
  - A bachelor's degree
  - A master's degree



Reduce the Push and Strengthen the Pull

# **POSSIBLE REMEDIES TO CARE COORDINATION TURNOVER**

# Supervisors are Key to Reducing Turnover

- Provide support
- Reduce or buffer against stressors
- Strategically lift burden

*"I have a very supportive immediate supervisor and I think that is key. I think a position is made by the supervisor."*

*"So balancing as far as letting them select time, letting them be here one day longer and take off earlier a different day...I have started, hey now put all your filing in here, we'll take it down to the chart room and we'll get it filed weekly that way you guys don't have that extra step. I've been working on getting them laptops that way they can be mobile and hopefully do notes on the go. Just anything and everything that we can think of creatively."*

# Skills Coaching, Whether by a Supervisor or Other, Can Also Help

Consistent with research showing that a targeted focus on supporting improvement in practice skill can combat burnout.

*“I really believe having a good coach is important...they need to be able to contact their state coach and get feedback that they need because I [as a supervisor] don’t have all the answers...and when they can’t get that or they get the wrong answer, that creates frustration and has been an issue.”*

*“The majority of our supervisors were, in fact, care coordinators before they were promoted into a leadership position. So the really beneficial thing about that is having that been-there-done-that knowledge.”*

# Hiring the Right Person From The Start Makes a Difference

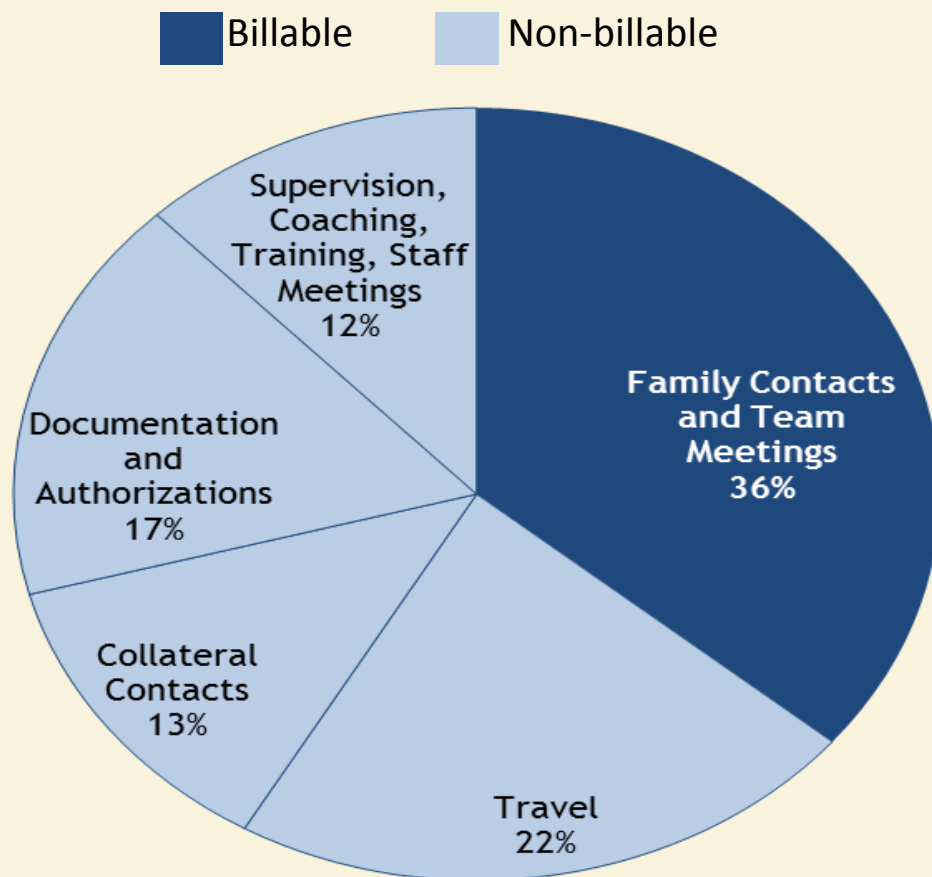
Improved hiring practices are helpful in addressing this issue.

- Behavioral questions
- Job shadowing and clear role descriptions

*“What we have changed in the last few years, before people actually say yes to the job, if they have passed our interview, we ask them to shadow one of us before they actually say yes to the position to see if that is really what they want to do... I have a ton of new people that have come out with me that have said, ‘This is not for me.’ They said that it was very helpful to see what we actually do instead of hearing it.”*

# Lower or Ditch the Productivity Requirements

## Breakdown of CC Time Spent Delivering Wraparound



Based on time study conducted in FL

Productivity requirement of 25% may be more Reasonable.

Some organizations use different metrics all together and align their funding accordingly.

- Payment for each CFTM held
- Payment based on staffing

# Good Pay and Career Paths: Two of the Top Ways to Retain Good Staff

## Improve compensation

- Modest pay increases
- Create a step structure to entice longevity

## Provide CCs with something to look forward to by creating career ladders that reward experience

- “Senior” CC positions
- Local or state-level coaches or other trainers

# Retention is Enhanced When Organization's Values Resonate With Staff

Our interviewees stressed the importance of a climate and culture that understands Wraparound and supports its values

**Not just for work with families, but also for staff:**

- Emphasizes strengths
- Values wellness and self-care
- Celebrates accomplishments
- Recognizes the hard work
- Promotes teamwork and fun
- In return, staff are intensely loyal and say they are willing to make some sacrifices

*“The work is tough and hard but we have support around getting it done. At any given time if somebody walks through, you’d hear laughter, you’d hear joking but then you would realize wow, they get their work done.”*



# Retention is Enhanced When Organization's Values Resonate With Staff (cont.)

The top reasons for care coordinator retention in our survey are connected to these kinds of values

Possible causes of CC retention	% ranking as “significant” cause
Commitment to children/families they work with	91.5
Commitment to Wraparound/enjoy the work	89.9
Support from/loyalty to co-workers	71
Loyalty to organization	64
High quality professional development	56.5
Pay/benefits/job conditions	46.1
Other jobs not readily available	29.4



At Your Organization and With This Project

# NEXT STEPS

# Start by Understanding Your Own Drivers of Turnover

- Track turnover rates
- Conduct exit interviews
- Gather information (confidentially) concerning:
  - Job satisfaction
  - CC perceptions that supervisors are expert, competent, supportive (“upward performance appraisal”); suggestions for improvement
  - Get feedback re: job conditions, policies, management

# Identify “Malleable” Factors and Act on Them

- Many interview examples of creative responses
  - Documentation reduction initiatives
  - Technology (tablets, laptops) to aid in efficiency
  - Training to enhance understanding of the role
  - Different staffing patterns
  - Enhanced hiring for better fit
  - Wellness and self-care initiatives
  - Policy changes within the agency and in the larger local/state context

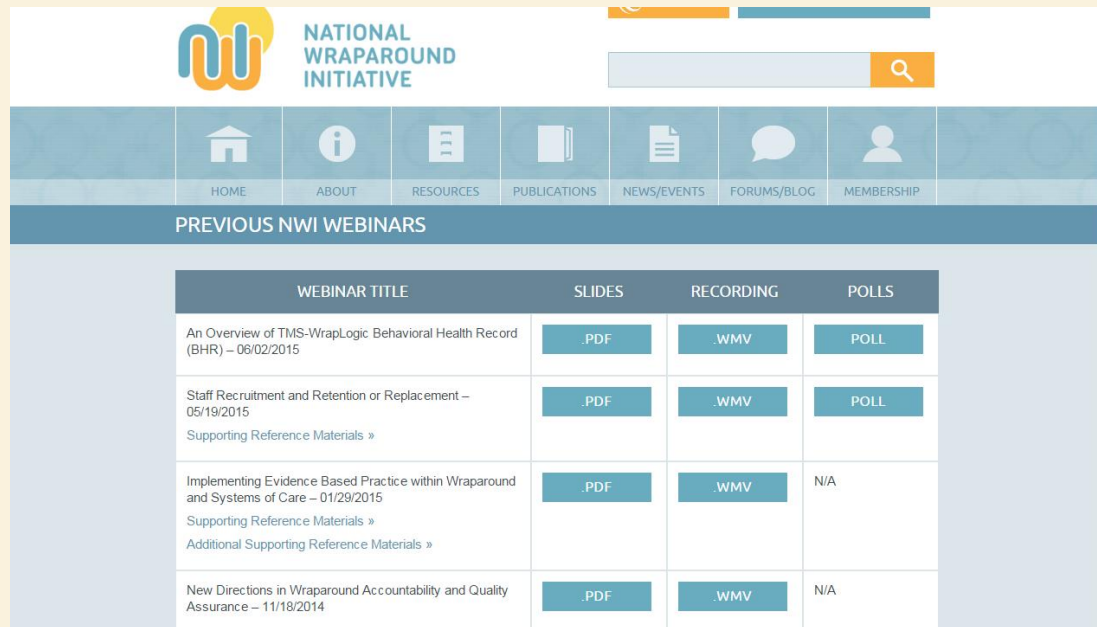
# Our Next Steps...

- Track comments on NWI blog post
  - <https://nwi.pdx.edu/wraparound-blog/>
- Release final report
  - Being reviewed by SAMHSA
- Write journal article
- Discuss implications for workforce development strategies with training partners
- Further explore supervisor turnover

# Q & A / Thank you!

Today's slides and resources will be available from:

<http://nwi.pdx.edu/previous-nwi-webinars/>



The screenshot shows the National Wraparound Initiative website. At the top is the logo and a search bar. Below is a navigation menu with icons for Home, About, Resources, Publications, News/Events, Forums/Blog, and Membership. The main content area is titled 'PREVIOUS NWI WEBINARS' and contains a table with four columns: Webinar Title, Slides, Recording, and Polls. The table lists four webinars with links to their respective slides, recordings, and polls.

WEBINAR TITLE	SLIDES	RECORDING	POLLS
An Overview of TMS-WrapLogic: Behavioral Health Record (BHR) – 06/02/2015	<a href="#">.PDF</a>	<a href="#">.WMV</a>	<a href="#">POLL</a>
Staff Recruitment and Retention or Replacement – 05/19/2015 Supporting Reference Materials »	<a href="#">.PDF</a>	<a href="#">.WMV</a>	<a href="#">POLL</a>
Implementing Evidence Based Practice within Wraparound and Systems of Care – 01/29/2015 Supporting Reference Materials » Additional Supporting Reference Materials »	<a href="#">.PDF</a>	<a href="#">.WMV</a>	N/A
New Directions in Wraparound Accountability and Quality Assurance – 11/18/2014	<a href="#">.PDF</a>	<a href="#">.WMV</a>	N/A