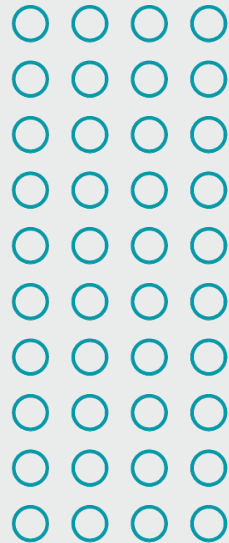




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Beyond Burnout: Transforming Organizations & Systems to Reduce Turnover & Support the Wraparound Workforce

Tony Bonadio, Ph.D., Jonathan Olson, Ph.D., and Kim Estep, MS



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Presenters



Tony Bonadio, PhD

Innovations Institute
School of Social Work
University of Connecticut



Jonathan Olson, PhD

Wraparound Evaluation and Research Team
School of Medicine,
University of Washington

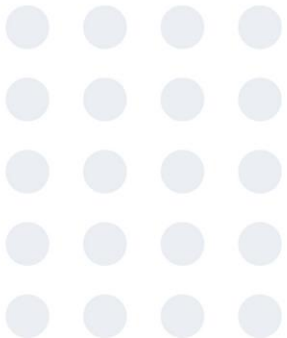


Kim Estep, MA

Innovations Institute
School of Social Work
University of Connecticut

Webinar Overview

- Project Overview & Purpose
- Review Findings from our Study on Turnover within the Wraparound Workforce
- Discussion of Implications & Strategies for Retention





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Previous Efforts in Workforce Retention & Wraparound Insights

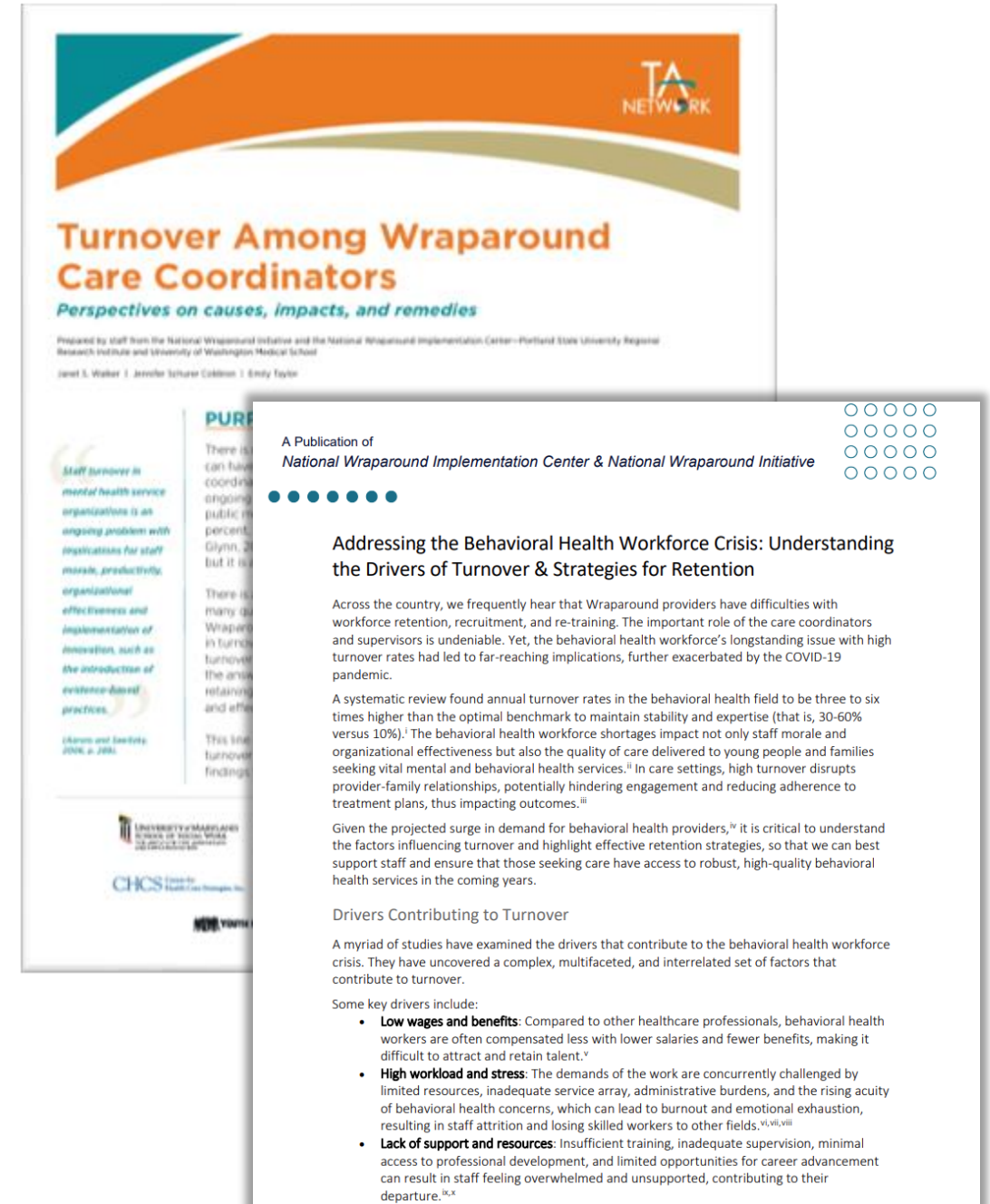


Online Publications

2017 Publication: ["Turnover Among Wraparound Care Coordinators"](#)

2024 Wraparound Blog Post: ["Understanding Turnover in the Behavioral Health Workforce: What the Research Says"](#)

These publications are available on the National Wraparound Initiative's (NWI) website: <https://nwi.pdx.edu>



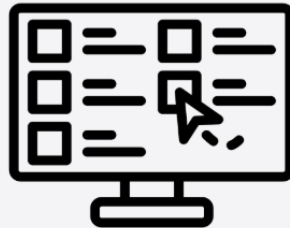
Workforce Survey



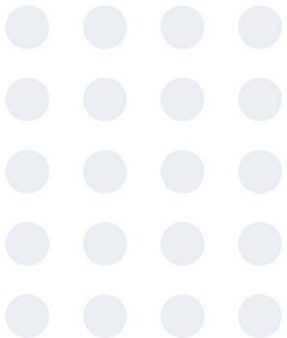
Developed Research Questions



Approached provider leadership
with recruitment messaging



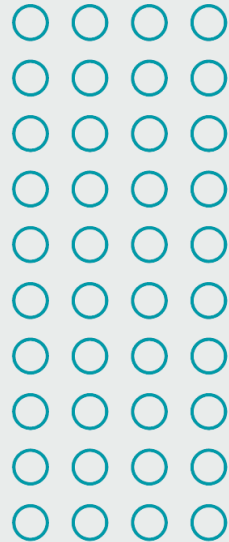
Created surveys in Qualtrics





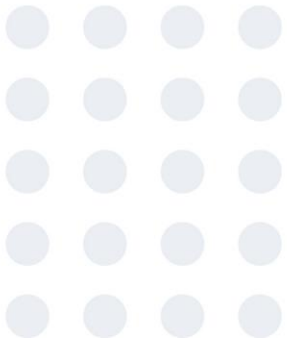
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Methods for the Current Study



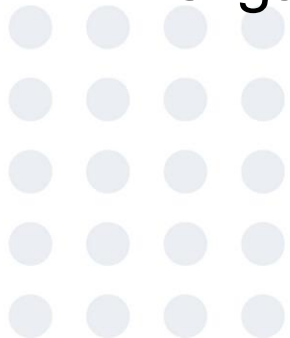
Data presented in this webinar are drawn from surveys of Wraparound Administrators, Care Coordinators, and Supervisors

- Surveys distributed in Spring 2024
- Sampling frame included 119 provider organizations
 - 65 organizations returned valid surveys (54.6% response rate)
 - 210 Care Coordinators
 - 55 Supervisors
 - 67 Administrators



The project included two survey versions

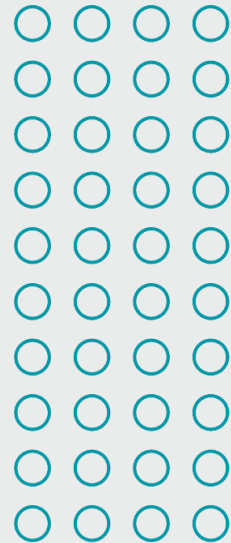
1. Administrators responded to questions about:
 - Provider organization characteristics
 - Turnover rates
 - Staffing
 - Turnover-related problems, causes, and retention reasons
2. Care Coordinators and Supervisors responded to questions about:
 - Turnover-related problems, causes, and retention reasons
 - Organizational climate





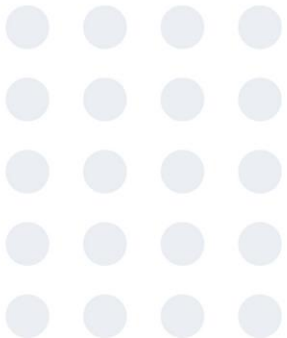
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Results: Scope of Turnover



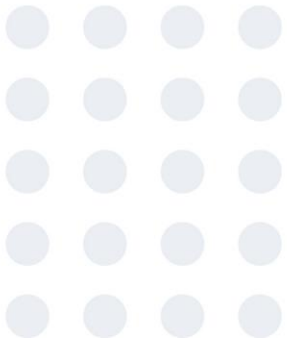
Poll: What do you think is the annual turnover rate for Care Coordinators?

- 0 to 10%
- 11 to 25%
- 26 to 50%
- 51 to 75%
- 76% or more



Poll: What do you think is the annual turnover rate for Supervisors?

- 0 to 10%
- 11 to 25%
- 26 to 50%
- 51 to 75%
- 76% or more



Administrators from 61 Wraparound provider organizations report that...

1/3 of Care Coordinators



34.3%

1/4 of Supervisors

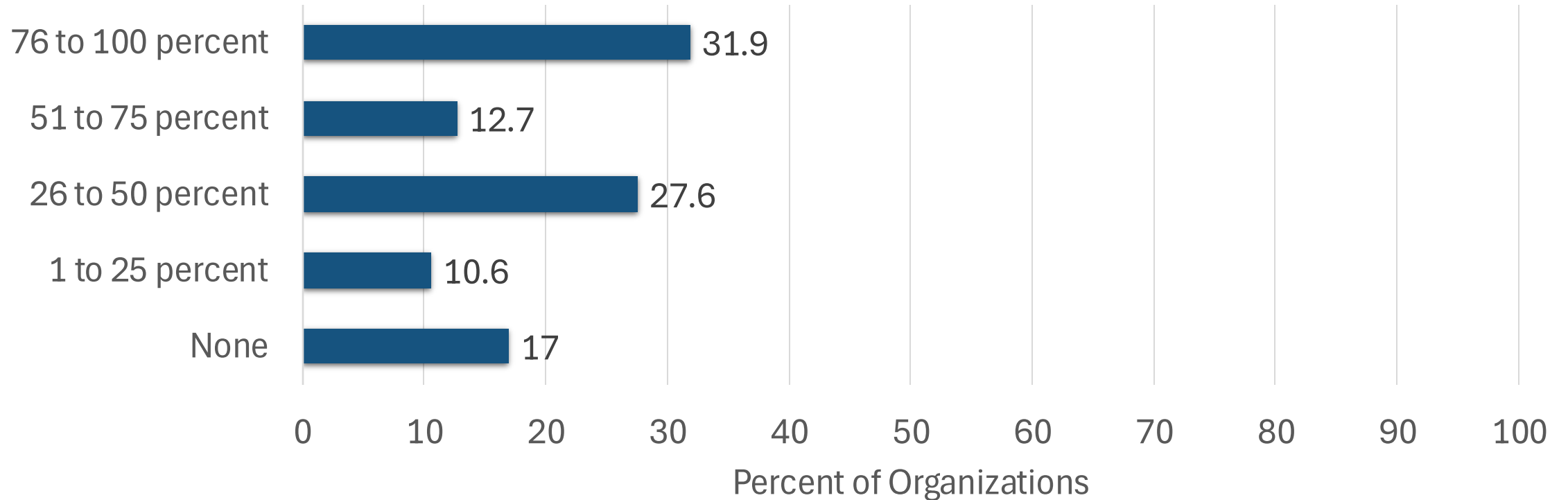


24.2%

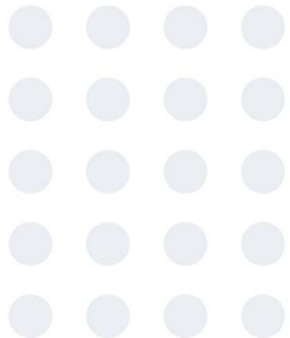
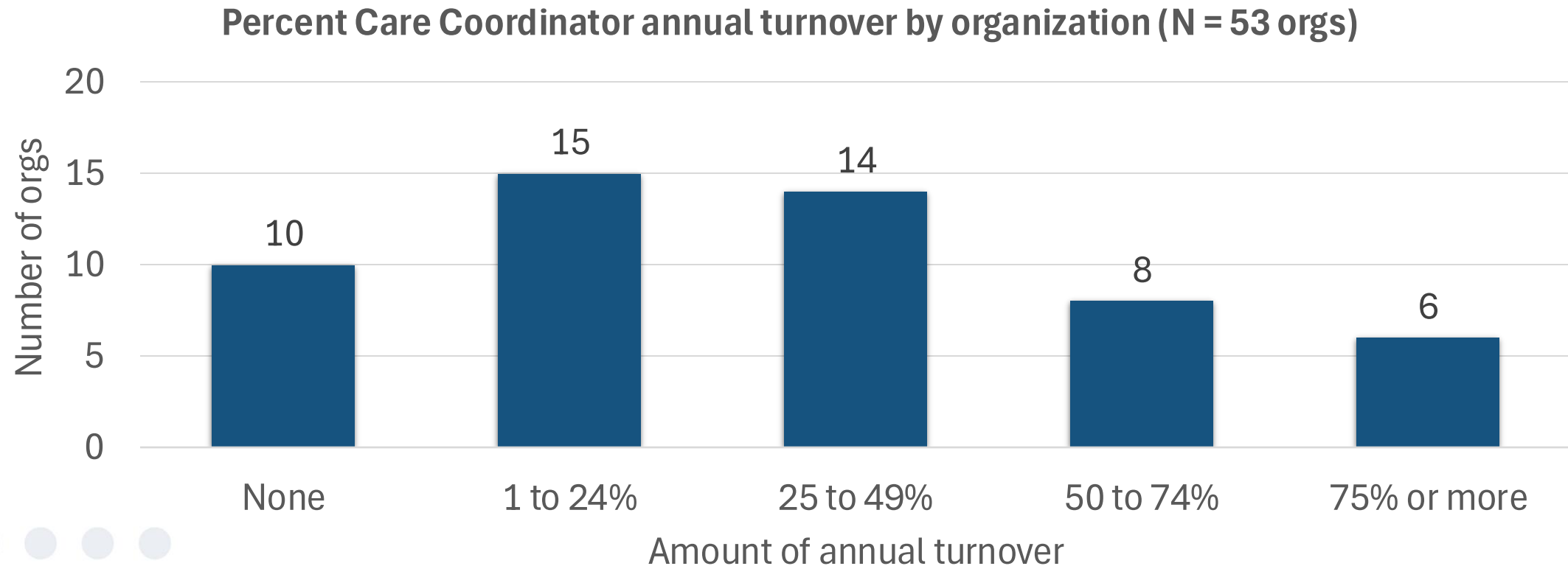
turned over in the preceding year

Many staff who left their jobs did so within a year of starting

Percent of staff who left their jobs within the first year by organization

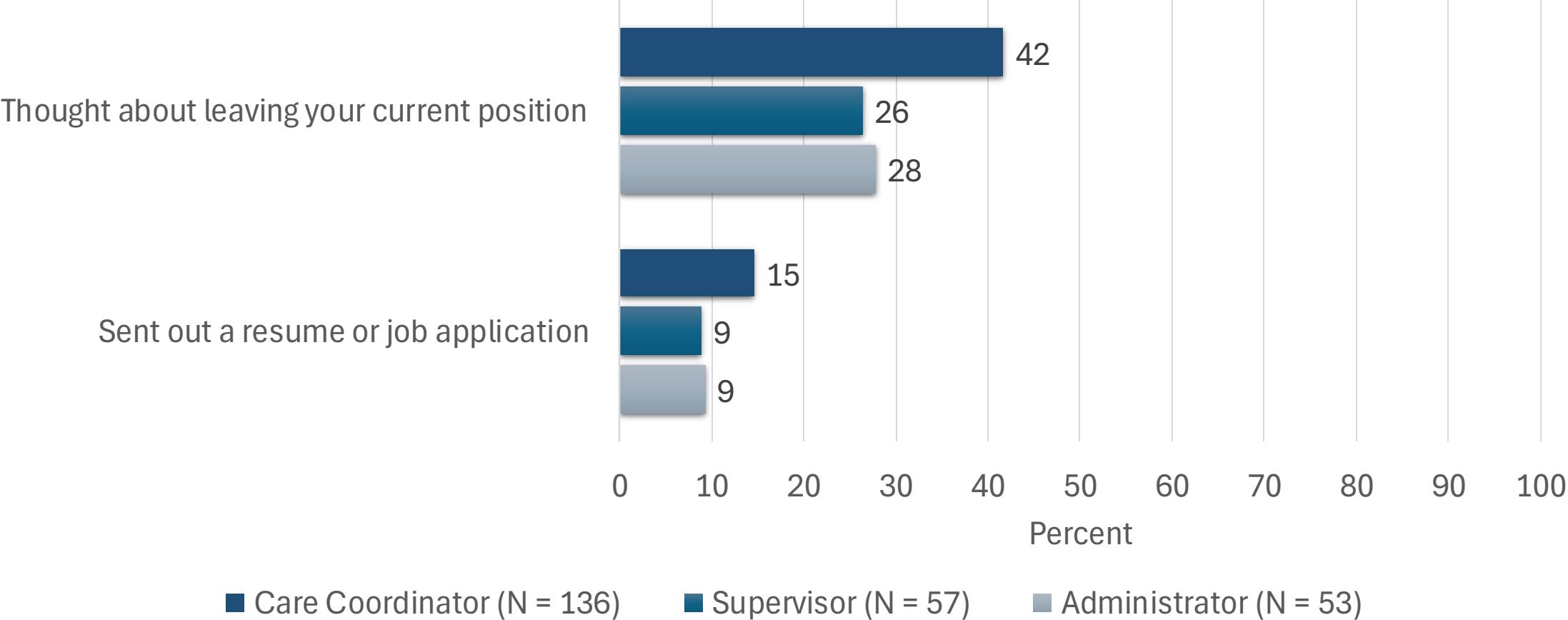


However, turnover rates vary widely across provider organizations



Care coordinators are more likely to look for new jobs than supervisors or administrators

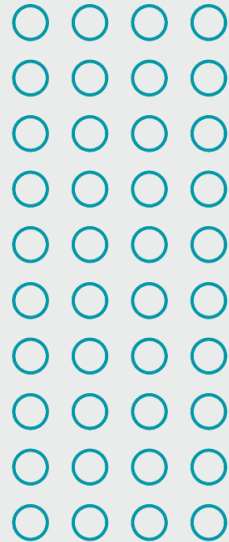
Percent of respondents who reported intentions to change jobs "often,"
"very often," or "almost daily"

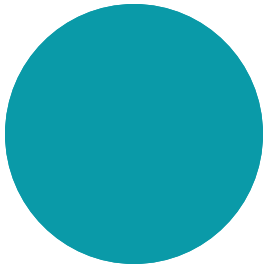




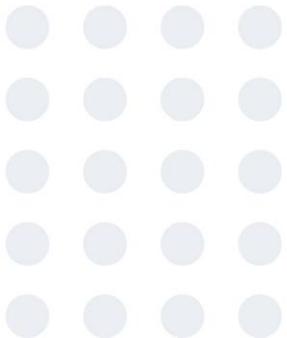
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Results: Impact of Turnover





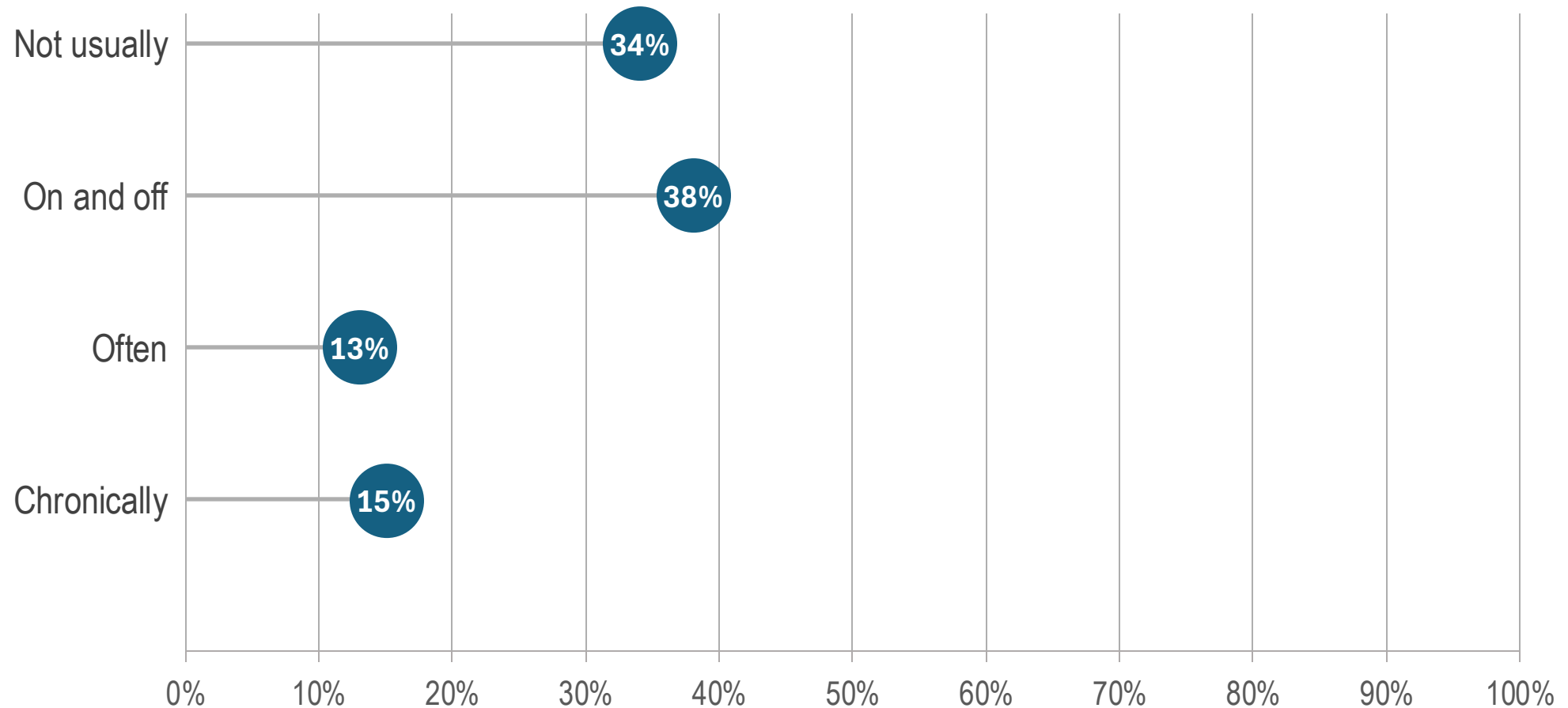
Poll: What do you think are some of the impacts of turnover?



For many organizations, turnover results in regular periods of being understaffed

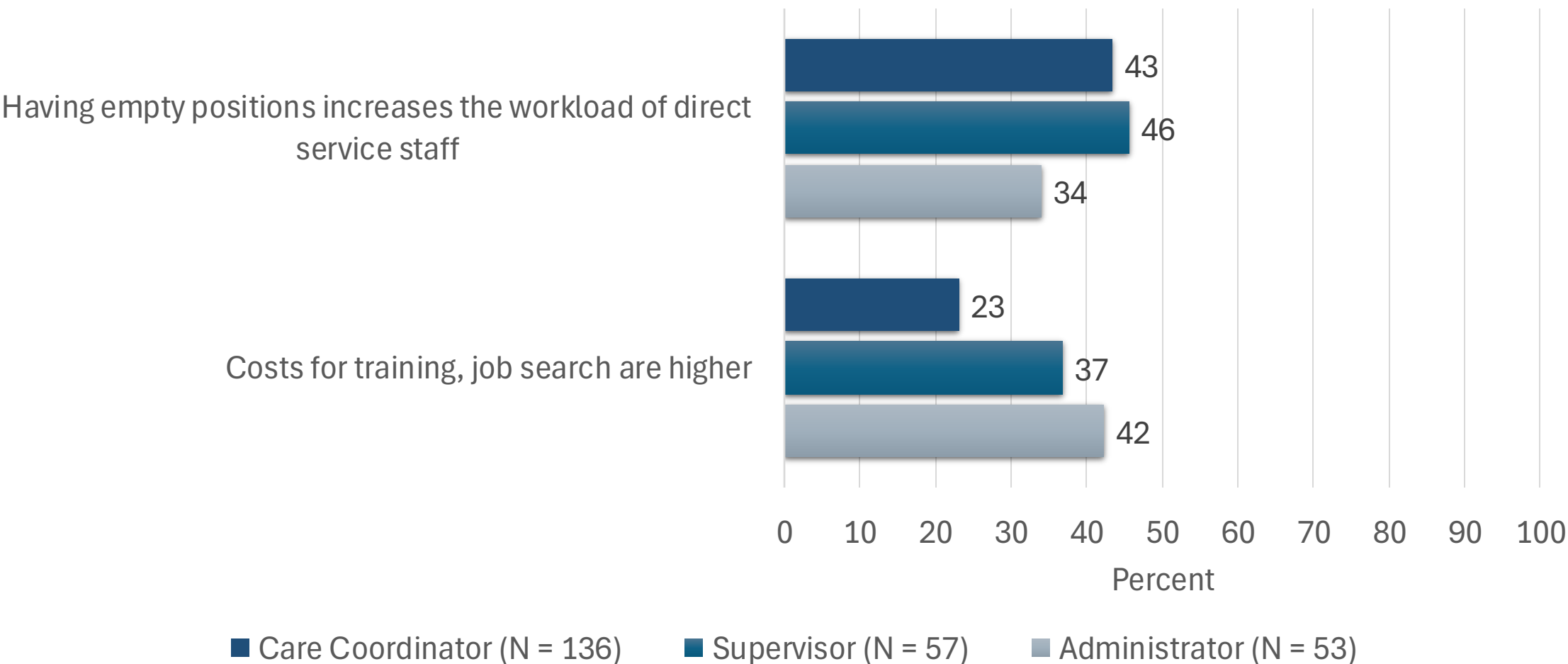
How often are Wraparound programs understaffed?

Prevalence of staffing shortages at 61 organizations



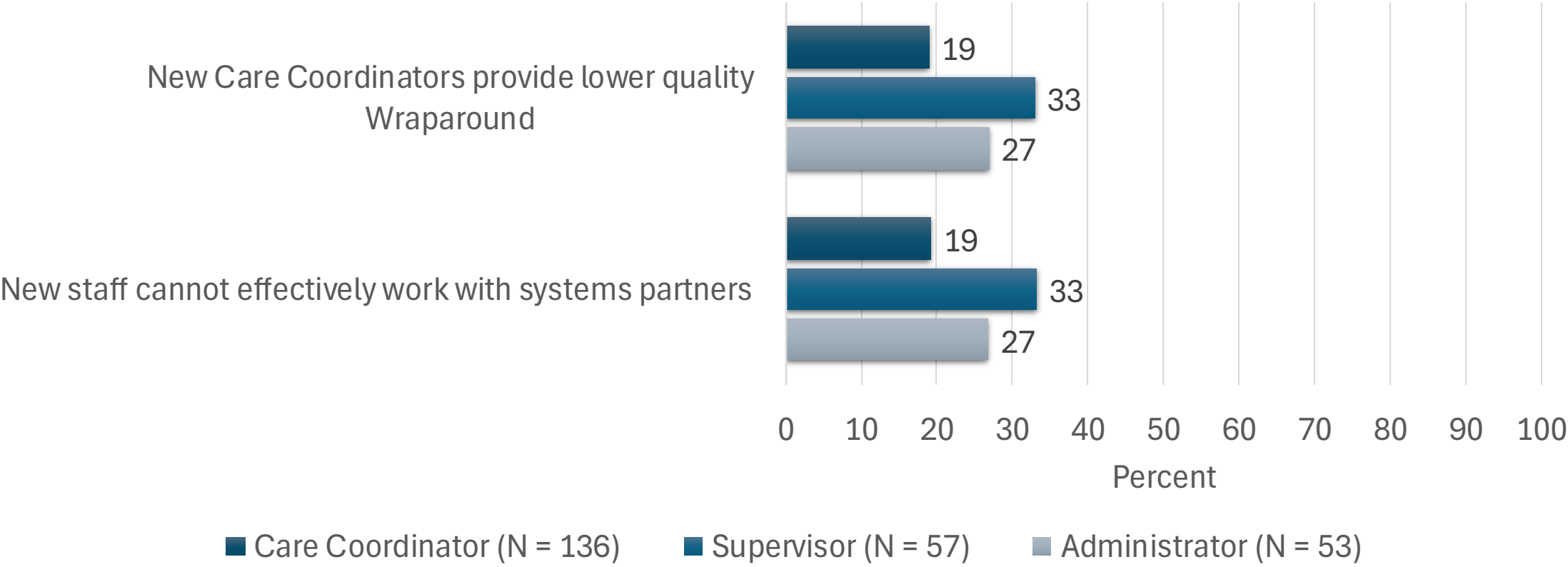
Supervisors and Care Coordinators cite increased workload as resulting from turnover; Administrators cite costs

Percent of respondents who view turnover-related outcomes as "significant problems"



Supervisors were the most likely to be concerned about turnover impact on quality

Percent of respondents who view turnover-related outcomes as "significant problems"



However, most respondents are concerned about the impact of turnover on children and families.....

43% Care Coordinators

60% Supervisors

55% Administrators

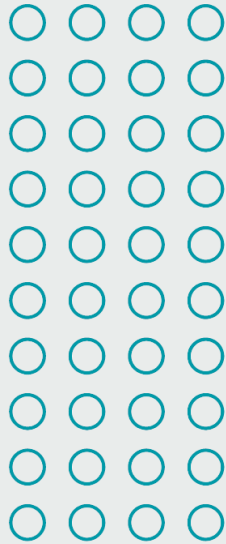
**Believe Care Coordinator
changes significantly
hurt families**

“ I feel passionate about having high expectations in providing high quality care for families. That said, it is stressful for families when they transfer to another CC, because their former CC left because demands of role are too high. ”



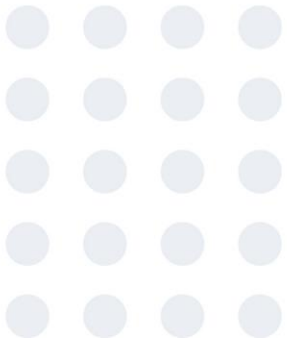
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Results: Predictors of Turnover



Poll: What do you think is the most significant predictor of turnover?

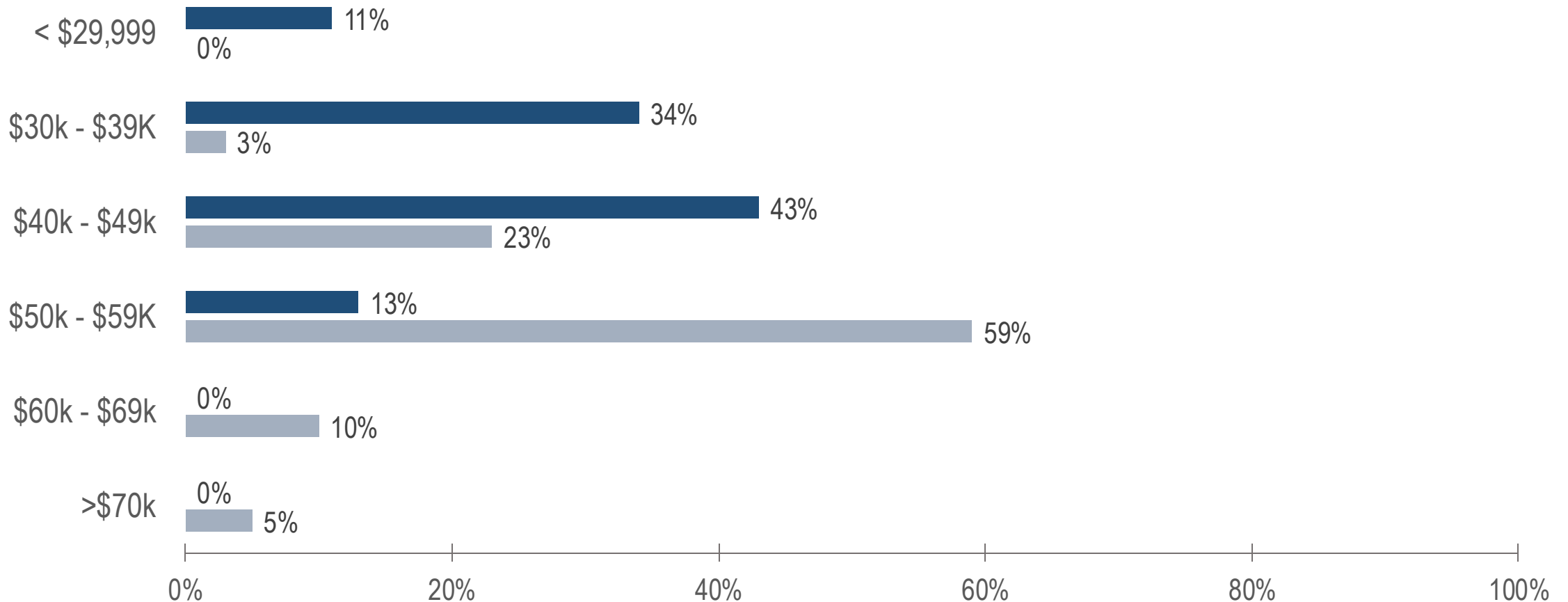
- Job stress
- Too much paperwork
- Poor salary
- Lack of training/preparation
- Lack of organizational support
- Negative organizational climate



88% of Care Coordinators make <\$50k while 74% of Supervisors make >\$50k

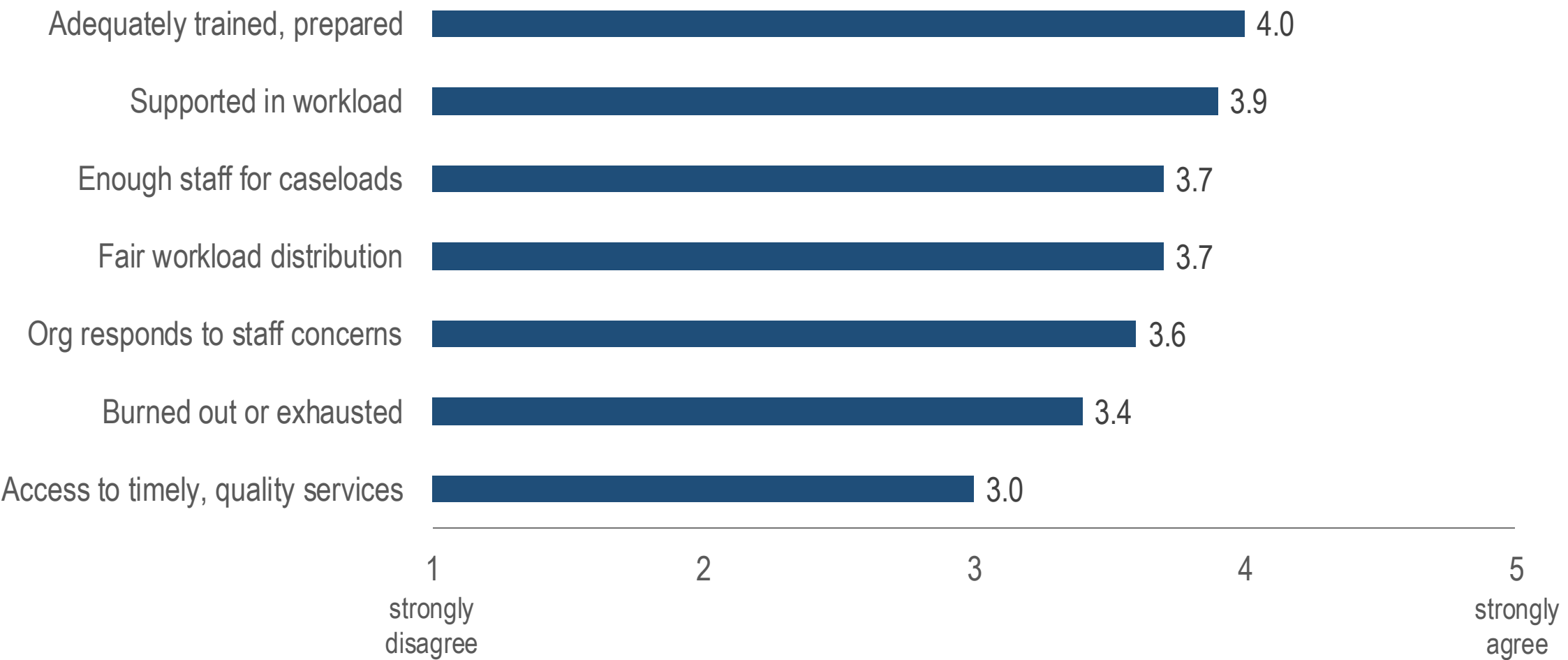
Care Coordinators; Supervisors

Salary distributions



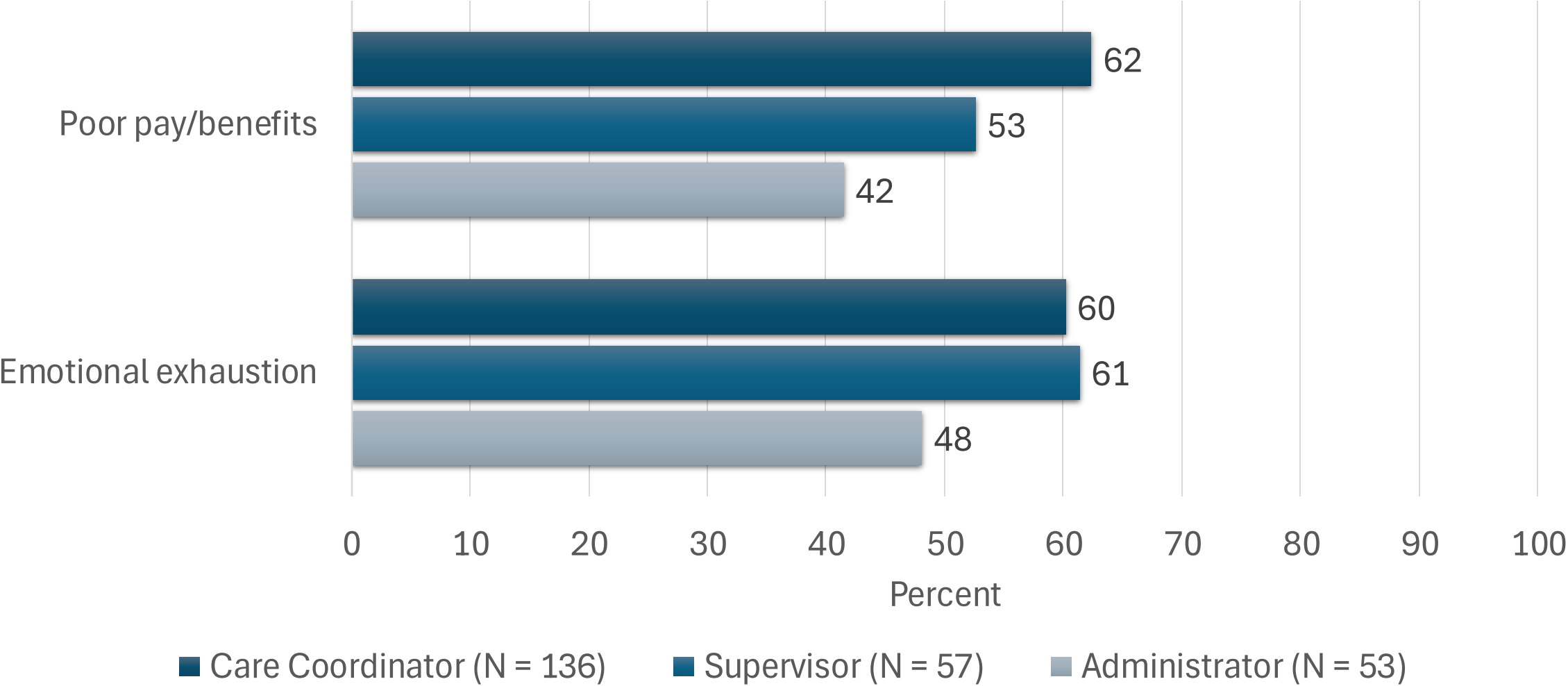
Staff feel trained & supported — but also burned out and concerned by the lack of timely, quality referral options for families

Care Coordinator and Supervisor reports of organizational climate



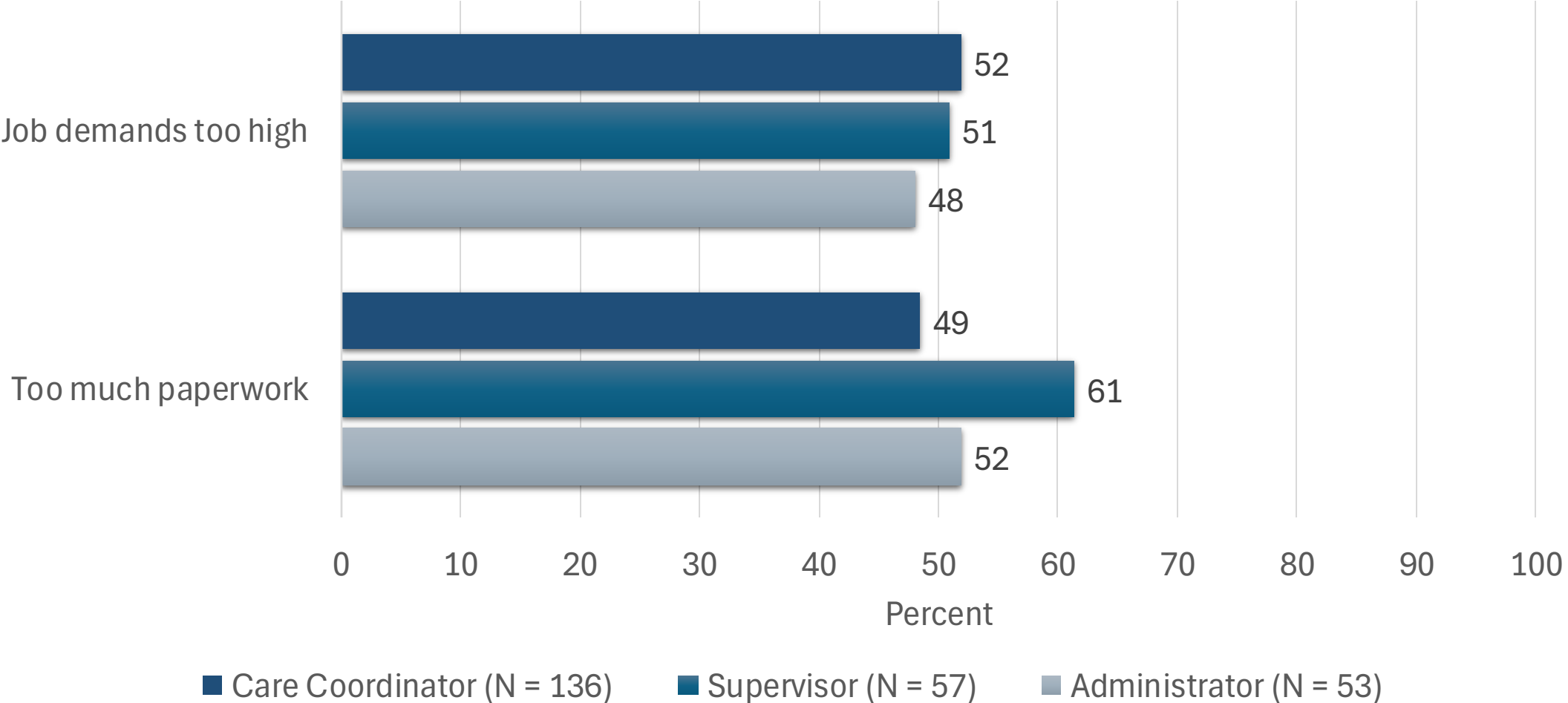
Burnout and pay drive turnover for Care Coordinators and Supervisors

Percent of respondents who view predictors of turnover as "significant problems"



Most respondents agree that high job demands and high levels of paperwork contribute to turnover

Percent of respondents who view predictors of turnover as "significant problems"



Workplace climate is more important than salary in predicting Care Coordinator thoughts about leaving current position

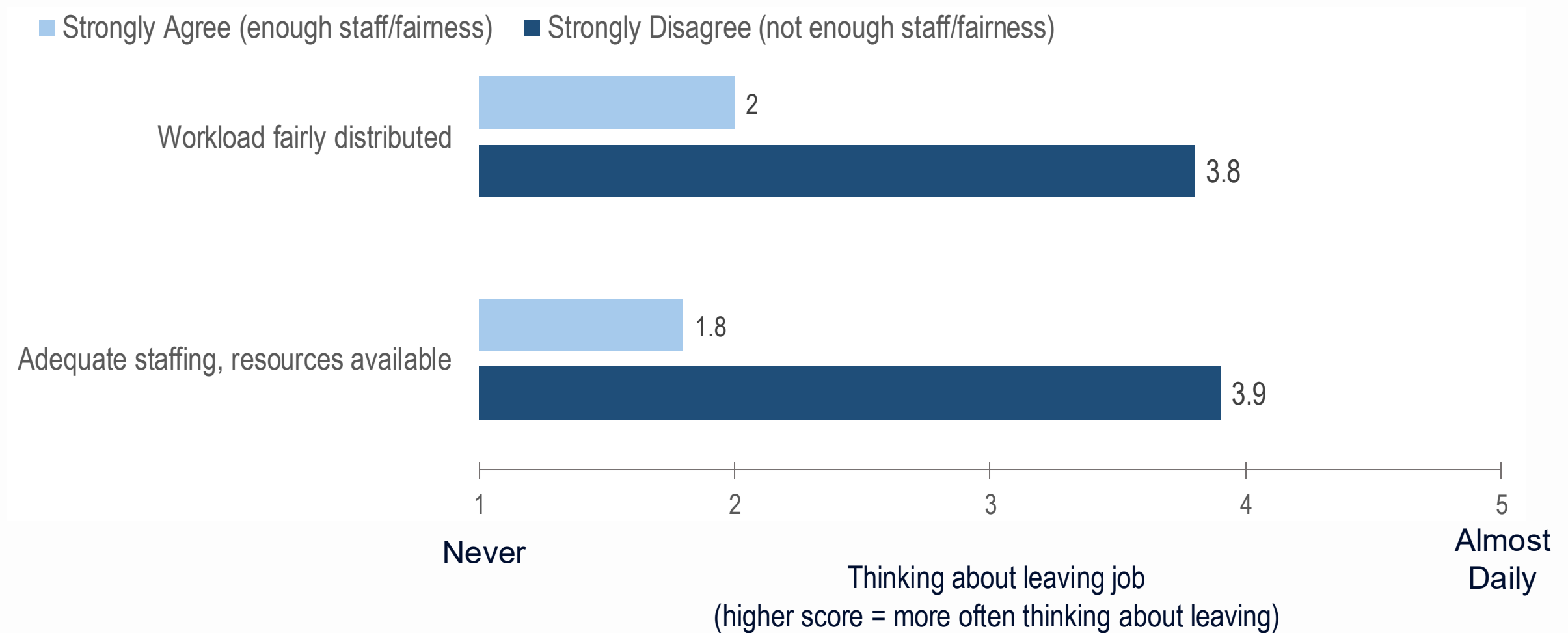
Correlations among thoughts about leaving position, salary, and organizational climate

	Thought about leaving your current position	
	CC	Supervisor
Starting salary (adjusted for cost of living)	0.03	-0.33*
Adequate staffing resources	-0.50*	-0.64*
Workload is fairly distributed	-0.34*	-0.48*
I feel adequately trained	-0.26*	-0.35*
Organization is responsive to staff feedback	-0.46*	-0.62*
Organization supports me	-0.51*	-0.63*
We have an array services for families	-0.37*	-0.28*

*p < .05

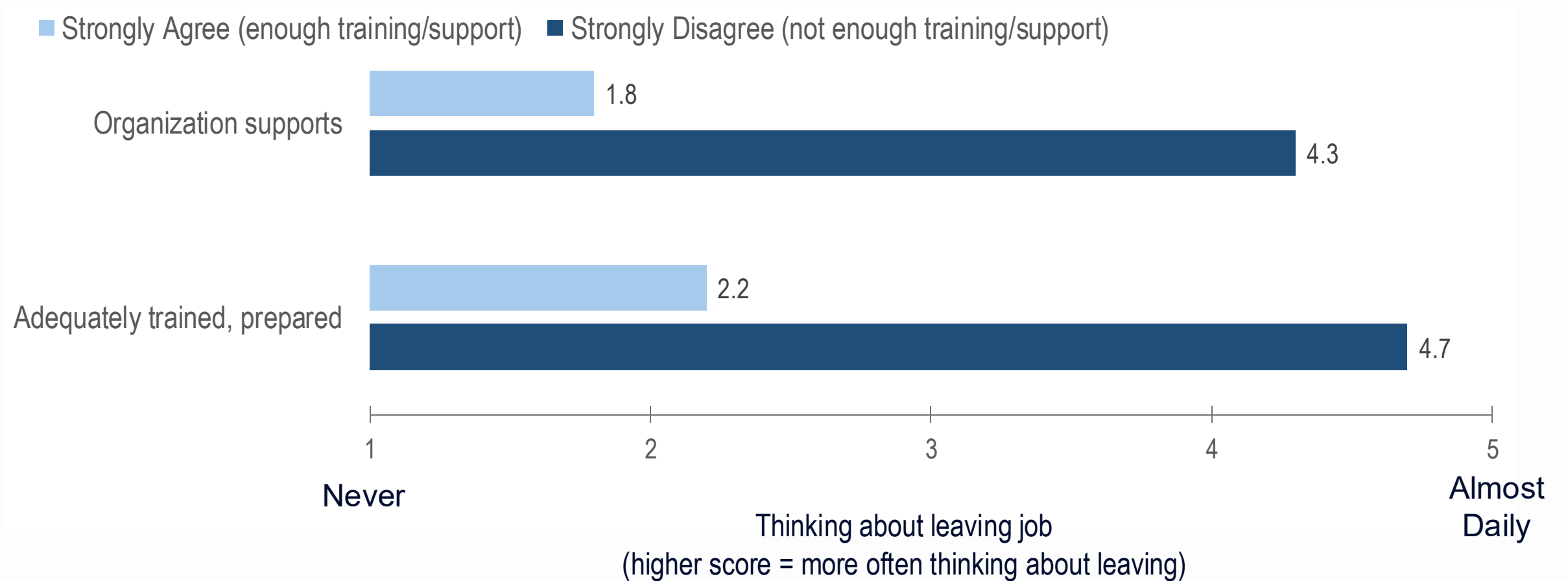
Staffing and fair workload strongly linked to turnover risk

Those who feel **understaffed** or that the **workload is unfair** think about leaving much more often



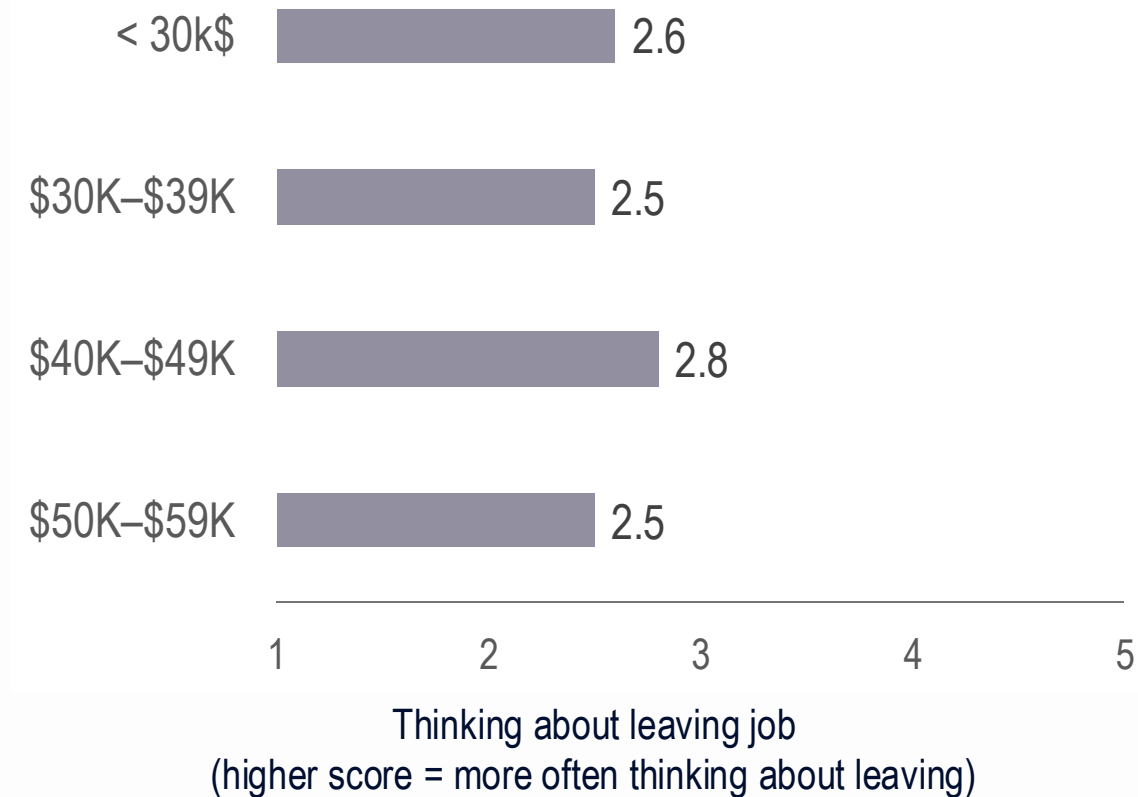
Feeling unprepared & unsupported increases desire to leave

Those who feel unprepared or unsupported are 2x more likely to think about quitting their job

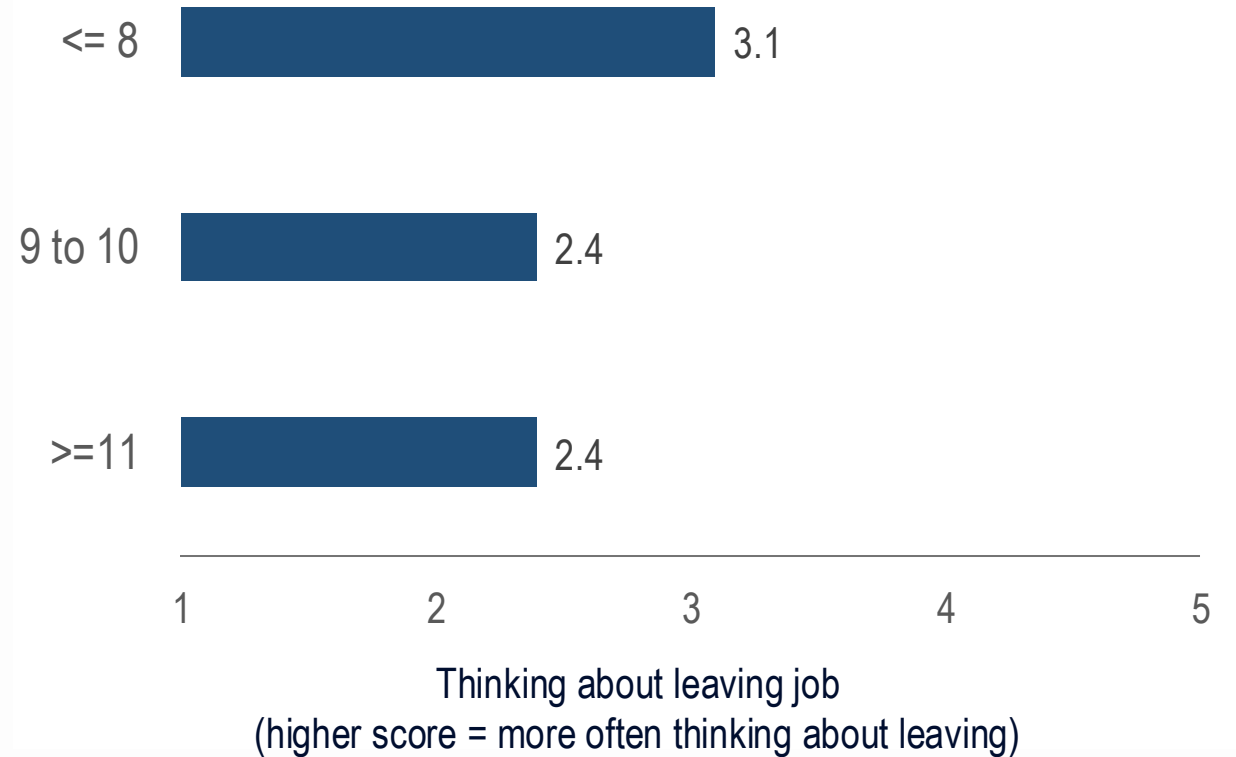


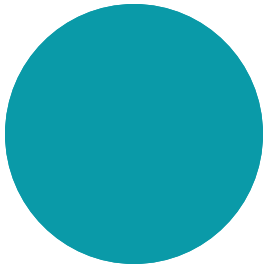
Salary and caseloads unrelated to thoughts about leaving job

Staff thoughts about leaving their jobs is pretty evenly distributed across incomes

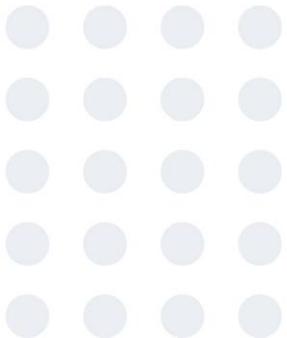


Staff with smaller caseloads think about leaving more than those with larger caseloads (opposite of expectations)





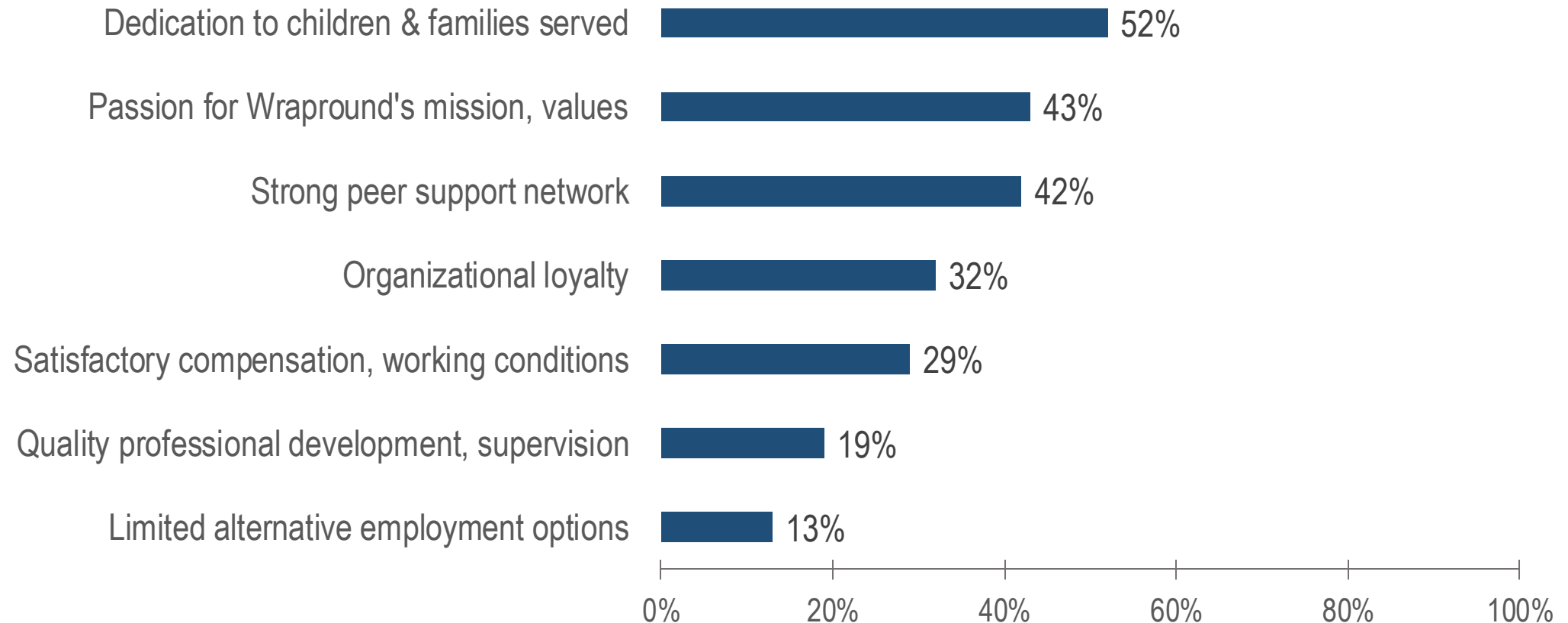
Poll: Name one thing that can be done to retain staff in their jobs



What keeps staff in their jobs: Mission and relationships seem most important

Reasons staff stay

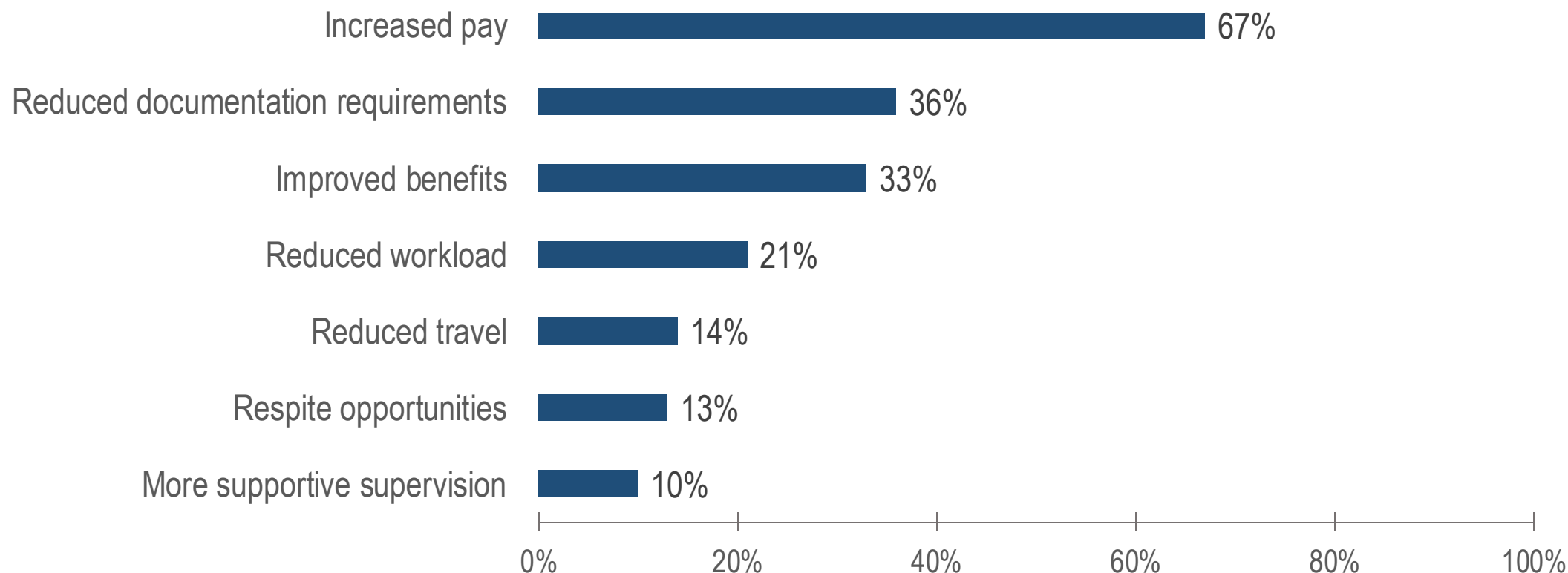
Multiple options could be selected



Despite low correlations between salary and leave intentions, 2 in 3 workers cite salary as the key retention factor

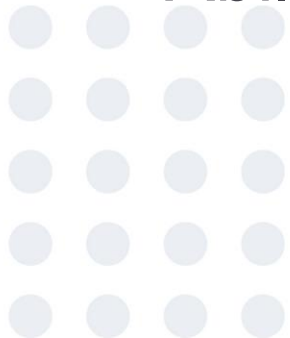
Work-specific job retention factors

Multiple options could be selected



Care Coordinators' suggested retention strategies include salary, but also other factors

- "Increased pay"
- "Getting reimbursed for travel"
- "Improvement to the training program"
- "More flexibility"
- "More quality services for families"
- "Realistic expectations from regulatory agencies"
- "Ability to work from home"



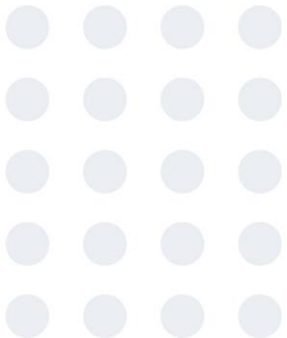
Overall, these findings are similar to those found in our 2017 survey

• 2024 findings summary:

- 34% CC turnover rate
- Turnover rates vary by org
- 53% of CC turnover occurred within first year on the job
- Salary identified as an important contributor, but climate factors drive turnover
 - Stress, burnout, organizational climate are significant predictors of turnover

• 2017 findings summary:

- 40% CC turnover rate
- Turnover rates vary by org
- 43% of CC turnover occurred within first year on the job
- Salary identified as an important contributor, but climate factors drive turnover
 - Stress, burnout, organizational climate are cited as predictors of turnover



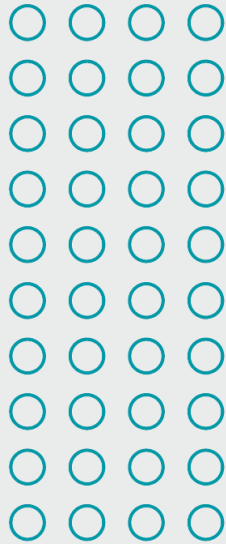
Together, these findings suggest several clear take-home messages:

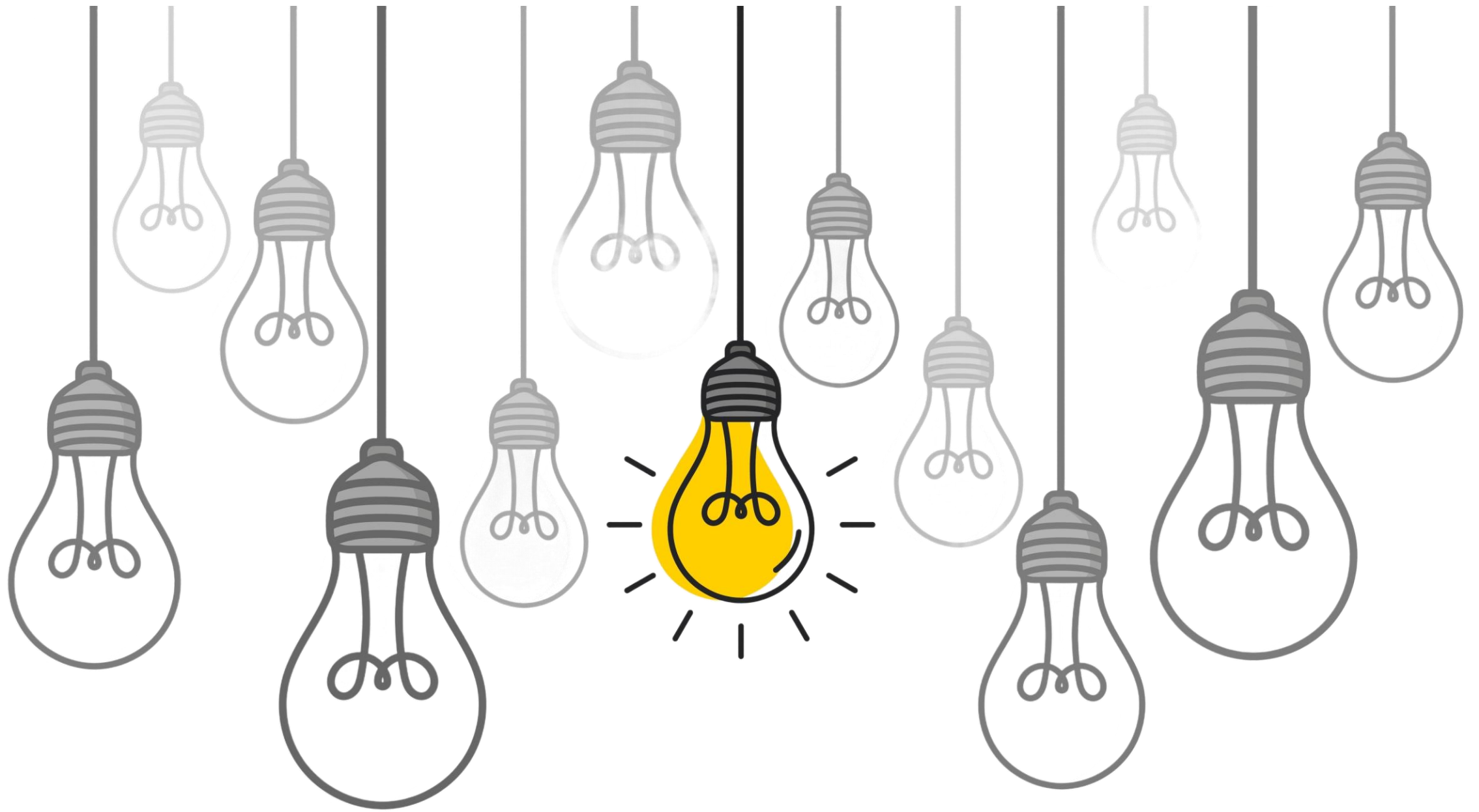
1. Turnover rates among Wraparound Care Coordinators and Supervisors are similar to those for other behavioral health providers (around 30%)
2. Turnover has an impact on staffing, service provision, and morale
3. Wraparound does not pay well, but salary might not be the most important factor in retaining talent
 - Commitment, loyalty, adequate resources, and administrative support are more significant predictors of retention
4. However, the “low salary” problem cannot be ignored, as it is the most commonly mentioned workplace change that would lead to retention



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Conclusions and Implications



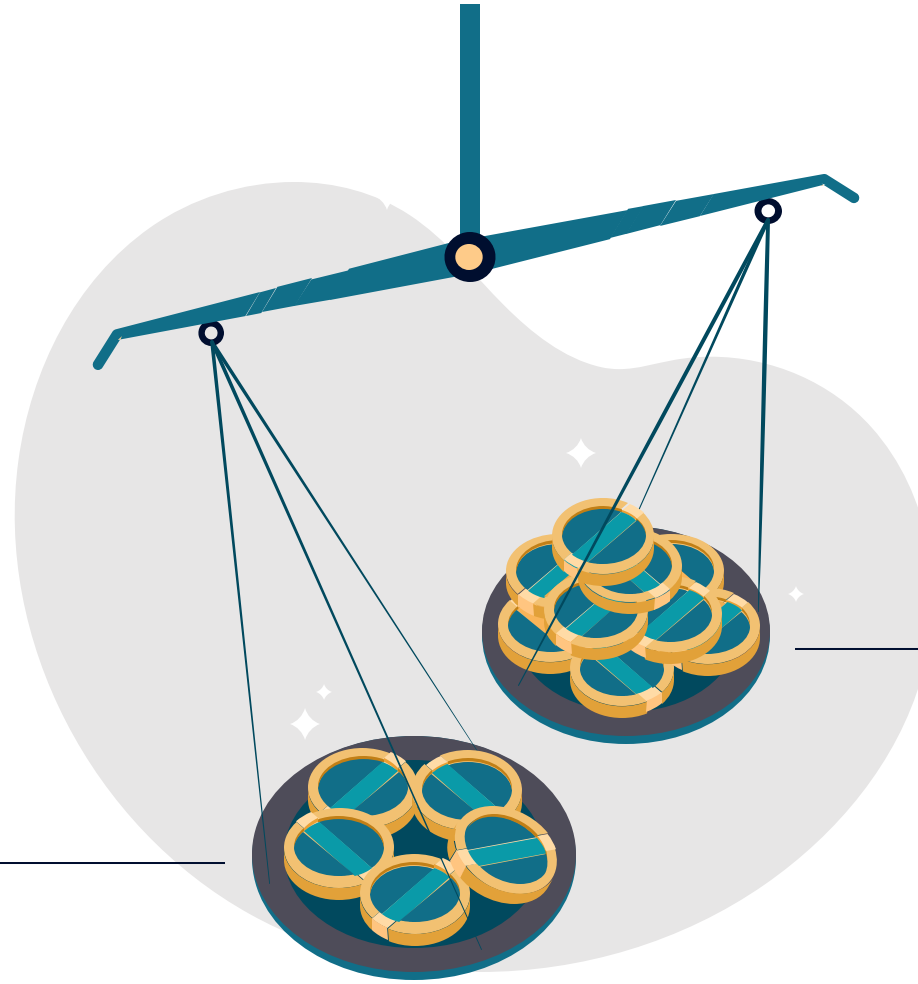


Implications for Organizations and System Partners

Overall Implications

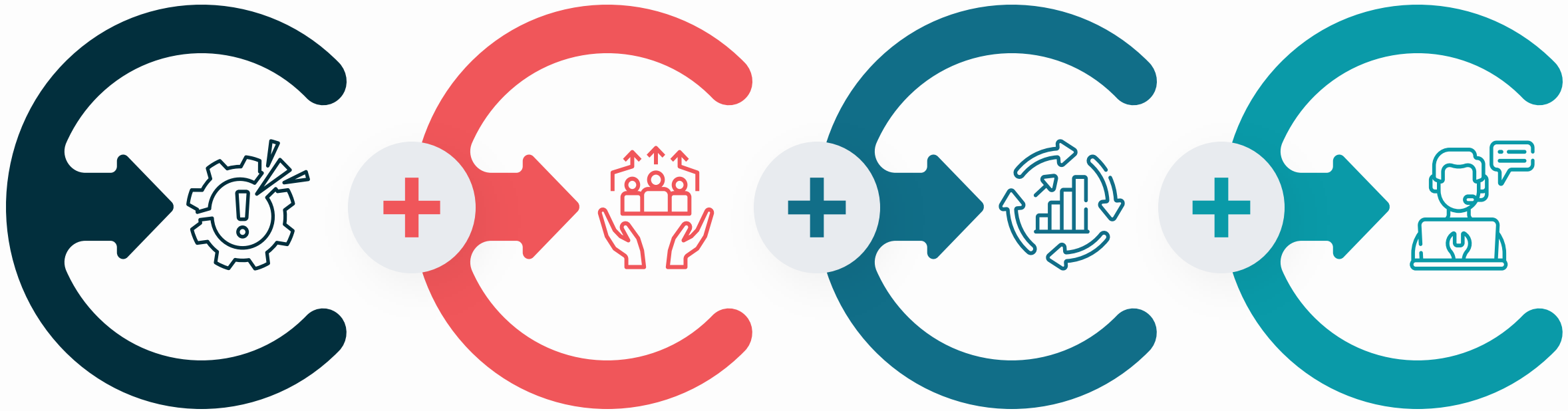


Retention is not solved by salary *alone*; **organizational culture and direct support** matter just as much — if not more — for maintaining a strong, stable Wraparound workforce.



However, ignoring **salary** would still worsen workforce stability, as it remains a perceived baseline expectation for improvement.

Implications for Organizations



Enhance Organizational Climate

Focus on staff preparation, support, recognition, and loyalty-building.

Promote Career Development

Opportunities for advancement and growth can strengthen commitment.

Improve Wages and Benefits

Although salary wasn't the only driver, addressing it remains critical.

Invest in Technology

Streamlining processes can reduce workload stress.

Implications for Systems and Policy Makers

Prioritize CQI Efforts and Data Collection: Continue studying workforce patterns to understand workforce trends, drivers of turnover, and effective retention strategies and use the data to guide system improvements.

Invest in Workforce Development: Strengthen the workforce by building career pathways and expanding training, supervision, and credentialing programs.

Enhance Cross-Agency Partnerships: Foster collaboration across healthcare, behavioral health, education, child welfare, and juvenile justice to share resources and align workforce initiatives to support a more coordinated, resilient workforce.

Influence Policy: Advocate for policy changes to increase funding, improve salary standards, expand benefits, and reduce administrative burdens.

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WHAT
QUESTIONS
DO
YOU
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**National
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Center**

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