

Nebraska Workforce Project

With QIC-WD, Quality Improvement Center for Workforce Development

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Good Life. Great Mission.

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Helping People Live Better Lives.

Nebraska Goals

- Keeping Families Together
- Prevent and Reduce the Number of Children in Out-of-Home Placement
- Retention
 - QIC-WD research project Goals
 - Learn from the experts on the QIC-WD team some tools, strategies and best practices that we will be able to utilize in the future.
 - Increase Retention of the CFSS worker by increased Job Satisfaction.
 - Comply with statutory requirements for caseload standards.
 - Improve our service to the children and families that we serve.

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Background

- ▶ The Children and Family Services Division in the Nebraska Department of Health and Human Services (DHHS) at the start of this research project had an annual turnover rate for Children and Family Services Specialists (CFSS) of about 32 percent, which includes both those who left the agency and those who found another job in the agency. High turnover is just one example of costly workforce issues that can negatively impact vulnerable children. DHHS was selected as one of eight sites to partner with the Quality Improvement Center for Workforce Development (QIC-WD) to strengthen their workforce.

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Selected Child Welfare Systems

Selected child welfare systems include:

- ▶ Nebraska DHHS, Division of Child and Family Services
- ▶ Division of Milwaukee (WI) Child Protective Services
- ▶ Eastern Band of Cherokee Indians
- ▶ Louisiana Department Of Children and Family Services
- ▶ Ohio Department of Job and Family
- ▶ Oklahoma Department of Human Services
- ▶ Virginia Department of Social Services
- ▶ Washington Department of Social and Health Services

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Nebraska Core Team

- Mike Puls – SAA in NSA
- Jennifer Runge – Administrator in SESA
- Lana Sayre – Supervisor in ESA
- Jade Yockey – IA CFSS in CSA
- Mary Potmesil – IA CFSS in ESA
- Jennifer Walker – OT CFSS in WSA
- Stephanie Vensky – OT CFSS in SESA
- Jamie Maxwell – OT CFSS in NSA
- Doug Beran – Data Coordinator
- Sharon Kruse – Site Implementation Manager
- Matt Wallen – Team Sponsor
- Theresa Hill – Team Sponsor
- Pepper Meyer – Central Office

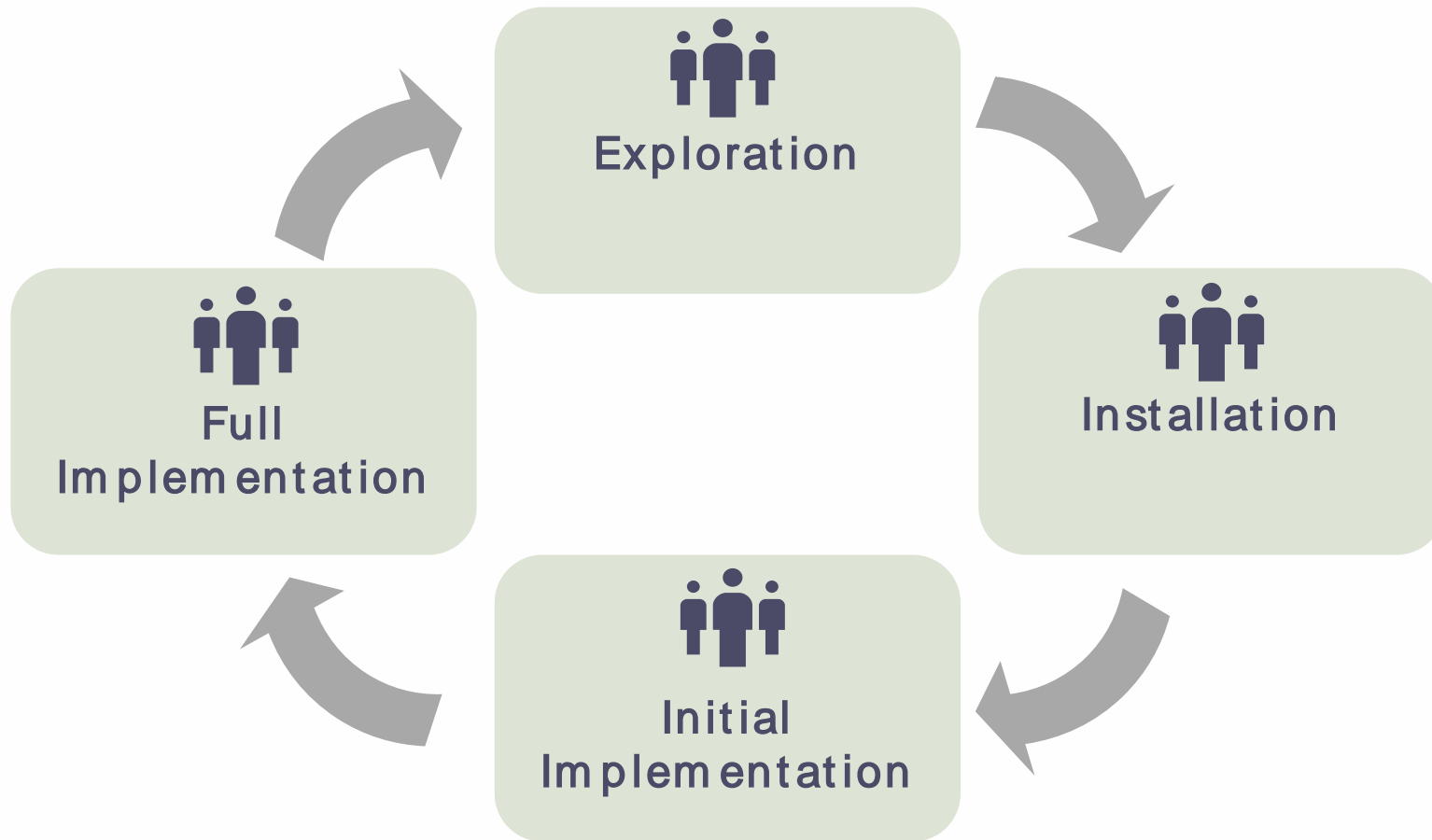
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QIC-WD Process



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Exploration: Overview

1. Identify the problem we want to solve and what outcome(s) we want to target
2. Identify the population we intend to target
3. Conduct root cause analysis to identify potential causes
4. Identify barriers or facilitators to addressing the problem
5. Develop a theory of change
6. Assess and select a workforce strategy or intervention
7. Assess implementation supports
8. Develop an implementation plan.

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Nebraska's Exploration Phase

- ▶ Reviewed HR data and processes related to recruitment, selection and turnover of CFS Specialists (CFSS).
- ▶ Completed 3 surveys
 1. Organizational Social Context measure (OSC) designed to assess an organization's culture and climate and normed using data from 81 child welfare agencies across the country
 2. Secondary Traumatic Stress scale (STS), which measures the degree to which staff are experiencing symptoms of secondary trauma as a result of their work with clients
 3. Evaluation readiness, which measures attitudes and perceptions around implementing change

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Nebraska's Exploration Phase

▶ Key findings

- ▶ In 2017, there were about 380 CFSS workers (this includes CFSS & Hotline).
- ▶ Among current employees, the median tenure is 2.7 years.
- ▶ Among those who quit in 2017, it typically happened within the first 2 years.
- ▶ The turnover rate in 2017 was about 28%.
- ▶ More than 3,500 people applied for a CFSS position in 2017. The candidate pools have helped to fill open positions quickly, but we can improve upon our hiring practices to screen for the “right” candidates.
- ▶ About ¼ of our CFSS were in training in February 2018, which impacts workload across the agency. We examined how caseloads are distributed across service areas and how that changes over time.
- ▶ Survey results indicate that our CFSS do not feel engaged with children, families, and community partners (relative to what caseworkers in other child welfare agencies report).
- ▶ Another survey found that nearly half of our CFSS experienced symptoms of secondary traumatic stress often or very often.

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Nebraska's Exploration Phase

Our Root Cause Analysis narrowed us to the following four areas:

1. Staff are leaving due to feeling disrespected from strained professional relationships with the courts
2. Secondary Traumatic Stress
3. Workers are leaving due to lack of supervisory support
4. Depersonalization

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Nebraska's Exploration Phase

Next Steps:

1. Assess and select a workforce strategy or intervention
2. Assess implementation supports
3. Develop an implementation plan

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