Please use the Q & A and Chat to communicate with the presenters and with one another!

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ENHANCING RESIDENTIAL CHILDCARE EMPLOYEE MOTIVATION & RETENTION THROUGH TALENT-INTEGRATION

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ACRC International Virtual Conference

Essential Staff in Therapeutic Residential Care

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PRESENTATION LEARNING OBJECTIVES

1. Identify the organizational, managerial, and individual factors which contribute to direct care employee retention and turnover

2. Receive information and resources (as requested) for replication of the Talent Integration Project


4. Learn the value of an organization development diagnostic approach and the translatable benefits for residential childcare agencies
RESEARCH & APPLIED CHANGE PROJECT

- Research Question: Do Therapeutic Recreation-focused talent-integration opportunities positively impact motivation and retention of direct-care employees in a Residential Childcare Facility?

- Why tackle retention? Because high turnover leads to:
  - Reduced quality of care, program consistency, & therapeutic relationships (21)
  - Decreased employee morale & team performance, increased stress & burnout (1)
  - Service delivery impediments & reduced client safety (15)
  - Productivity, institutional knowledge, & financial loss (21)
  - Roadblocks for strategic organizational growth initiatives (i.e. PBIS, removal of Rec Therapists from ratios)

Turnover in child welfare organizations in the US ranges from 30-60% annually (21)

ANDRUS Residential Department Average Annual Turnover 2015-2020: 42% (16)
REVIEW OF LITERATURE (INDIVIDUAL FACTORS)

Individual Factors leading to Higher Retention

- Commitment to clients & child welfare (11)
- Psychological & social support from coworkers (21)
- Reduction of emotional exhaustion (i.e. Self-Care) (27)
- Feelings of motivation, accomplishment, & vocational self-efficacy (15, 29, 10)
- Longer organizational tenure and greater professional experience/ skill (21)

Individual Factors leading to Higher Turnover

- High acuity clients, heavy caseloads, violence & injury (6)
- Comparatively low compensation & lack of work-life balance (6)
- Emotional exhaustion/ burnout (27, 29, 6)
- Shorter organizational tenure and less professional experience/ skill (21)
REVIEW OF LITERATURE (MANAGERIAL & ORG. FACTORS)

Managerial & Organizational Factors leading to Higher Retention

• Consistent supervisor support, guidance, and task clarity (15, 10, 11)
• Recognition & appreciation from managers (29)
• Managerial recognition of employees’ special areas of expertise (10)
• Organizational commitment (1, 28, 10, 21)
• Positive organizational culture & climate (6)
• Increased rewards, incentives, and professional development (27, 15, 10)
• Leadership, mentoring, training, & career development programs (11, 15)

Managerial & Organizational Factors leading to Higher Turnover

• Inadequate supervisor support, coaching, and training (15, 10, 11)
• Negative organizational culture & climate (6)

“A high level of organizational commitment has positive implications for individual and organizational performance since ‘the more beneficial the employee perceives the organization to be to him or herself, the stronger the reciprocation from the employee will be to the organization.’ (10)”
Enhanced Motivation = Enhanced Performance

- Employee motivation is a key predictor of enhanced individual & organizational performance (5)

- Motivation, job satisfaction, & vocational performance are enhanced by:
  - Skill variety, task identity, task significance, autonomy, & feedback (23)
  - Job enrichment, empowerment, democratic approaches (25)
  - Participative management style, talent management, career development, systems of reward & recognition (2)
  - “Managerial practices aimed at developing employee talent are recognized as key drivers for enhancing organizational innovation, productivity, service delivery, and revenue. (18)”

Enhanced Motivation = Enhanced Retention

- Effective retention strategies via boosting motivation (25)
  - Appreciation & recognition
  - Perks & compensatory rewards
  - Workplace stress relief opportunities
  - Fun & recreation at work
  - Support during challenges
  - Training & professional development
  - Recognition of vocational achievement
  - Performance appraisals
  - Growth opportunities
  - Work/ life balance
PROJECT DESIGN

- Do Therapeutic Recreation-focused talent-integration opportunities positively impact motivation and retention of direct-care employees in a Residential Childcare Facility?

**Method:** Multi-level quasi-experimental field study design (1/8/2020 - 3/11/2020)
- 5 interventions across individual, team, managerial, and departmental levels
  - **Intervention 1:** “Workplace Barriers & Enablers” World Café Group Exercise
  - **Intervention 2:** Talent Integration Project (TIP) Launch (main intervention)
  - **Intervention 3:** Residential Program Manager Social Learning Workshop
  - **Intervention 4:** “Democratic Solutions” Group Exercise
  - **Intervention 5:** Talent Integration Project Efficacy Evaluation
ORGANIZATIONAL PSYCHOLOGY THEORIES

THE BURKE-LITWIN MODEL - ORGANIZATIONAL PERFORMANCE & CHANGE

Force Field Analysis

Driving Forces

Restraining Forces

Status Quo

Desired State

B = f (P, E)

Behavior = function (Person, Environment)
INTERVENTION 1: “WORKPLACE BARRIERS & ENABLERS” WORLD CAFÉ GROUP EXERCISE

- **Purpose**: OD diagnosis via Burke-Litwin Model & Lewinian Force Field Analysis
- **Method**: Qualitative data collected via World Café large group exercise (6 group interview questions)
- **Participants**: Full Residential Department (including Residential Clinicians) N = 52

Mario Kart
Metaphor Credit: Jennifer Ho, PhD
INTERVENTION 1 RESULTS (BARRIERS Q1)

What at work makes it hard to feel motivated (energized) at times? [Burke-Litwin Category: Motivation]

- Insufficient Self-Care: 24 comments
- Need for more manager support: 7 comments
- Structural challenges: 5 comments
- Desire for increased rewards: 5 comments
- Staffing shortages & need for team support: 3 comments
- Absence of crisis team: 3 comments
- Need for more resources: 3 comments
- Desire for more recognition & appreciation: 2 comments
### INTERVENTION 1 RESULTS (ENABLERS Q2)

What motivates (energizes) you at work to perform at your best?  
[Burke-Litwin Category: Motivation]

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Number of Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission of ANDRUS/ the young people we serve</td>
<td>10</td>
</tr>
<tr>
<td>Support from managers</td>
<td>10</td>
</tr>
<tr>
<td>Recognition &amp; Appreciation</td>
<td>7</td>
</tr>
<tr>
<td>Rewards</td>
<td>7</td>
</tr>
<tr>
<td>Activities &amp; Programs with youth</td>
<td>4</td>
</tr>
<tr>
<td>Teamwork/ your team</td>
<td>3</td>
</tr>
<tr>
<td>Rewards</td>
<td>2</td>
</tr>
<tr>
<td>Trainings</td>
<td>2</td>
</tr>
<tr>
<td>Democracy</td>
<td>2</td>
</tr>
<tr>
<td>Achievement</td>
<td>2</td>
</tr>
</tbody>
</table>
What stands in the way of you and your team being as productive/successful as you could be? [Burke-Litwin Category: Management Practices]

- Needs for additional Manager Support
- Desire for more Democracy
- Staffing shortages
- Challenges regarding cultural and…
- Needs for additional resources
INTERVENTION 1 RESULTS (ENABLERS Q4)

What could ANDRUS do to help you and your team be more productive/successful in your work? [Burke-Litwin Category: Management Practices]

- Enhance parent engagement/training/buy-in… (12 comments)
- Increase Recognition & Appreciation (9 comments)
- Increase Democracy (8 comments)
- Additional Manager Support (7 comments)
- Increase Rewards (5 comments)
- Create Crisis Team (3 comments)
- Change Some Policies (3 comments)
- Provide More Resources (2 comments)
INTERVENTION 1 RESULTS (BARRIERS Q5)

What are your biggest challenges in doing your job the way you think it should be done? [Burke-Litwin Category: Individual Needs & Values]

- Needs for additional manager support: 9 comments
- Desire for more democracy: 7 comments
- Need for more social responsibility: 7 comments
- Staffing shortages: 6 comments
- Need for improved inter-departmental...: 5 comments
- Need for more self care: 4 comments
- Need for additional resources: 2 comments
INTERVENTION 1 RESULTS (ENABLERS Q6)

What would make working at ANDRUS feel even more rewarding? [Burke-Litwin Category: Individual Needs & Values]

- More Rewards
- More opportunities for Self-Care
- More Recognition & Appreciation
- More Resources
- More Democracy
- More Social Responsibility

Number of Comments

More Rewards: 21
More opportunities for Self-Care: 14
More Recognition & Appreciation: 12
More Resources: 7
More Democracy: 3
More Social Responsibility: 2
INTERVENTION 1 RESULTS (MAJOR THEMES)

- Manager Support: 50 comments
- Self-Care: 48 comments
- Rewards: 42 comments
- Recognition & Appreciation: 28 comments
- Democracy: 27 comments

Number of Comments
INTERVENTION 2: TALENT INTEGRATION PROJECT (TIP) LAUNCH

• **Purpose**: Individual Therapeutic Recreation-related talent/interest data collection for implementation of TIP to positively impact motivation and retention

• **Method**: ANDRUS Staff Activity & Program Interest Survey (68-item dual Likert scale questionnaire; scale 1 [interest]: 1-5, scale 2 [expertise]: 0-2)

• **Participants**: Full Residential Department (including Residential Clinicians) N = 48

“Few studies have shown evidence of ameliorative actions at the individual level that agencies can take to prevent turnover and to encourage retention by increasing workers’ organizational commitment through the use of individual incentives. (10)”

The TIP is an effort positively impact employee motivation and retention through strategic therapeutic-recreation based talent integration.
# INTERVENTION 2 SURVEY

**ANDRUS Staff Activity & Program Interest Survey**

**Name:**

**Position:**

**Supervisor:**

**Department/Cottage (if applicable):**

**Schoolwide (graduate/Post Grad/Back End/Parent/MF Business) (if applicable):**

This survey is intended to identify the talents, skills, abilities, hobbies, and interests you have in order to integrate your individual skills into therapeutic recreation programming with ANDRUS youth.

This survey also provides an opportunity for you to indicate specific activities and skills that you would be interested in learning to facilitate through ANDRUS-sponsored trainings.

Your participation in this survey will provide valuable information to our supervisor and to Recreation Therapists. The potential benefits of participating in this survey are:

- Improving therapeutic recreation programming and positive behaviors for clients and
- Benefitting you as an employee of ANDRUS through Self-Care talent integration and Growth & Change professional development opportunities.

Thank you for taking the time to fill out this survey!

## Sorting Guidelines

- **Interest in Leading this Activity:**
  - 5 = Would definitely like to lead this activity
  - 4 = Might enjoy leading this activity
  - 3 = I’m neutral about leading this activity
  - 2 = Would rather not lead this activity
  - 1 = Definitely would not want to lead this activity

- **Qualifications & Experience:**
  - 5 = Would be very comfortable leading this activity without additional training
  - 4 = I’m somewhat qualified to lead this activity without additional training
  - 3 = I would definitely need additional training in order to lead this activity

## Activity, Interest & Qualification/Experience Table

<table>
<thead>
<tr>
<th>Activity</th>
<th>Interest</th>
<th>Qualification/Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Football</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Snooker</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Volleyball</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Tennis/Extramural</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Indoor/Outdoor Fun Play</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Hiking/Trails/Hiking/Trek &amp; Field</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Knitting/Crocheting/Sewing/Textile Design</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Karate/Judo</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Rhythmic Dancing</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Voice &amp; Dance</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Woodwork</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Yoga</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Horseback Riding</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Hiking/Backpacking</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Sailing/Snowshoeing</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Bowling/Pool Hall/Table Tennis/Swimming/Snow Play</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Cross-country Skiing</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Camping/Outdoor Survival Skills</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Photography/Video Editing</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Swimming/Guided</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Gardening/Horticulture</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Board Games/Casino Games</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Fishing</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Golf</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Karaoke/Raffle/Magic</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>NYSFOL (outdoor programs)</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Summer Camp Activities</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Maintenance/Cleaning</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Science Experiences &amp; New STEM Activities</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Outdoor Group Games (Capture the Flag, Tag Games, Play dates, Scavenger Hunt etc.)</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Educational Activities (music, art, movement etc.)</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
<tr>
<td>Creative Expression (poetry, rapping, comedy, improv)</td>
<td>1 2 3 4 5</td>
<td>0 1 2</td>
</tr>
</tbody>
</table>

| Brain Games (Pictionary, charades, scrabble, escape rooms) | 1 2 3 4 5 | 0 1 2 |
| Musical Instruments (specify) | 1 2 3 4 5 | 0 1 2 |
| Skate Boarding/Rule Refining | 1 2 3 4 5 | 0 1 2 |
| Creative Projects (Making bird houses, kits, rockets) | 1 2 3 4 5 | 0 1 2 |
| Recreational Games Activities (Billiards, Air Hockey, etc.) | 1 2 3 4 5 | 0 1 2 |
| Other Sports (Specify) | 1 2 3 4 5 | 0 1 2 |
| Creative Writing/Story Telling | 1 2 3 4 5 | 0 1 2 |
| Animal/Insect Interactions ( Animia) (ANDRUS farm educational, therapeutic, and student work groups) | 1 2 3 4 5 | 0 1 2 |
| Movement Video Games (Wii Sports, PlayStation Kinect) | 1 2 3 4 5 | 0 1 2 |
| Community Service/Volunteering | 1 2 3 4 5 | 0 1 2 |
| PAWS Program (Therapy Dogs) | 1 2 3 4 5 | 0 1 2 |
| Beauty/Salon Activities (hair, nails, makeup, etc.) | 1 2 3 4 5 | 0 1 2 |
| Video Games | 1 2 3 4 5 | 0 1 2 |
| AAP Studio (Classic Movies) | 1 2 3 4 5 | 0 1 2 |
| Teaching/Simulating | 1 2 3 4 5 | 0 1 2 |
| Cheerleading Squad | 1 2 3 4 5 | 0 1 2 |
| Sports Coaching | 1 2 3 4 5 | 0 1 2 |
| Youth Vocational Job Skills Program (on and off campus) | 1 2 3 4 5 | 0 1 2 |
| Youth Empowerment & Mentorship (e.g. Student Council) | 1 2 3 4 5 | 0 1 2 |
| Meditation & Mindfulness | 1 2 3 4 5 | 0 1 2 |
| Psycho-Education Groups | 1 2 3 4 5 | 0 1 2 |
| Graphic Design & Digital Arts | 1 2 3 4 5 | 0 1 2 |
| Computer Program Literacy & Software Programming | 1 2 3 4 5 | 0 1 2 |
| Tutoring & Homework Help | 1 2 3 4 5 | 0 1 2 |
| Resilient Practitioner Groups (relationship based youth conflict resolution and accountability) | 1 2 3 4 5 | 0 1 2 |
| Cultural Exposure & Learning Activities (specify) (Activity or Experience?) | 1 2 3 4 5 | 0 1 2 |
| Sensory/Themed Activities | 1 2 3 4 5 | 0 1 2 |

Are there any other programs or activities not listed here that you would like to introduce or be involved with? Anything else to add? (Use back of survey if necessary)
INTERVENTION 2 RESULTS

• Survey response rate: 92.3% (N = 48)
• 93.75% of respondents indicated a strong interest (5) in vocational integration of at least one personal recreation-based talent
• 91.66% of respondents indicated expertise in at least one activity (2)

**Initial 30 Talent Integration Projects**

<table>
<thead>
<tr>
<th>cooking</th>
<th>music education</th>
<th>hygiene groups</th>
<th>fitness</th>
<th>museum trips</th>
<th>graphic design</th>
</tr>
</thead>
<tbody>
<tr>
<td>fitness room</td>
<td>cooking</td>
<td>health &amp; fitness</td>
<td>meditation</td>
<td>art projects</td>
<td>hair &amp; makeup</td>
</tr>
<tr>
<td>sports groups</td>
<td>arts &amp; crafts</td>
<td>hygiene groups</td>
<td>cooking</td>
<td>photography</td>
<td>yoga</td>
</tr>
<tr>
<td>fitness room</td>
<td>PAWS (therapy dogs)</td>
<td>baking club</td>
<td>lifeguarding</td>
<td>hair club</td>
<td>swim lessons</td>
</tr>
<tr>
<td>NYPUM (dirt bike program)</td>
<td>cooking</td>
<td>beauty night</td>
<td>dungeions &amp; dragons</td>
<td>cooking</td>
<td>cooking</td>
</tr>
</tbody>
</table>
INTERVENTION 3: PROGRAM MANAGER SOCIAL LEARNING WORKSHOP: RETENTION, FEEDBACK, & REFLECTION

• **Purpose:** Enhance management skills through providing “Barriers & Enablers” (Intervention 1) team feedback & facilitating reflection along with advancing support for TIP through retention data presentation (Intervention 2)

• **Methods:**

<table>
<thead>
<tr>
<th>Manager Workshop Agenda Topics</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction to workshop</td>
<td>“The Balcony &amp; The Dance Floor” management metaphor video</td>
</tr>
<tr>
<td>2. Team building exercise</td>
<td>“Yes, and...” experiential improv exercise (feedback mindset preparation)</td>
</tr>
<tr>
<td>3. Retention factors in the child welfare field</td>
<td>Group brainstorming session, presentation of retention research, group discussion</td>
</tr>
<tr>
<td>4. Retention through motivation and development</td>
<td>Presentation of motivation-retention research and Talent Integration Project discussion</td>
</tr>
<tr>
<td>5. Feedback &amp; the Johari Window</td>
<td>Presentation of Johari Window concept and group discussion (Schein, 1999, p. 127)</td>
</tr>
<tr>
<td>6. Reflection &amp; Double-Loop Learning</td>
<td>Presentation of Schon’s Reflective Practice &amp; Double-Loop Learning concepts</td>
</tr>
<tr>
<td>7. Feedback predictions, feedback, and reflection</td>
<td>Individual &quot;Feedback Predictions” worksheet, review of team feedback, &quot;Feedback Reflection” worksheet, group discussion</td>
</tr>
</tbody>
</table>

• **Participants:** Program Managers, Morning Shift Supervisor, Residential Coordinator N = 7
INTERVENTION 3 RESULTS

• **Quantitative Results** (ANDRUS training feedback survey 1-5 Likert scale)
  - Positive learning environment (4.4)
  - Workshop satisfaction (4.4)
  - Novelty of workshop (2.9)
  - Material increased skills and knowledge (3.1)

• **Qualitative Results** (key takeaways and learning):
  - “Value of team feedback”
  - “Improving management through strategic delegation and communication”
  - “Double-loop learning reflective practice”
  - “Improving retention through staff appreciation, motivation, and incentives”
INTERVENTION 4: “DEMOCRATIC SOLUTIONS” GROUP EXERCISE

• **Purpose**: Engage cottage teams in a democratic process to identify self-actualizing solutions and organizational solutions to improve the top four themes from “Workplace Barriers & Enablers” (Intervention 1)

• **Methods**: Presentation of “Workplace Barriers & Enablers” data followed by qualitative data collection (8 group interview questions)

• **Participants**: Full Residential Department (including Residential Clinicians) N = 41

The Sanctuary Model Seven Commitments in Action
### INTERVENTION 4 RESULTS

<table>
<thead>
<tr>
<th>“Democratic Solutions” Focal Group</th>
<th>Theme 1: Manager Support</th>
<th>Theme 2: Self-Care</th>
<th>Theme 3: Rewards</th>
<th>Theme 4: Recognition &amp; Appreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Team Level Solutions</strong></td>
<td>What is one thing your team can do to improve <strong>manager support</strong>?</td>
<td>What is one thing your team can do to improve <strong>Self-Care</strong>?</td>
<td>What is one thing your team can do to improve <strong>Rewards</strong>?</td>
<td>What is one thing your team can do to improve <strong>Recognition &amp; Appreciation</strong>?</td>
</tr>
<tr>
<td><em>Open communication (5)</em></td>
<td><em>Provide breaks/&quot;tap outs&quot; (5)</em></td>
<td><em>Celebrate coworker birthdays (2)</em></td>
<td><em>Public staff recognition (4)</em></td>
<td></td>
</tr>
<tr>
<td><em>Self-advocacy (6)</em></td>
<td><em>More team building (4)</em></td>
<td><strong>&quot;brags &amp; thanks&quot; (2)</strong></td>
<td><em>Staff of the month (3)</em></td>
<td></td>
</tr>
<tr>
<td><strong>Cross-Group Results (number of groups reporting out of 6)</strong></td>
<td><strong>What is one thing ANDRUS can do to improve <strong>manager support</strong>?</strong></td>
<td><strong>What is one thing ANDRUS can do to improve <strong>Self-Care</strong>?</strong></td>
<td><strong>What is one thing ANDRUS can do to improve <strong>Rewards</strong>?</strong></td>
<td><strong>What is one thing ANDRUS can do to improve <strong>Recognition &amp; Appreciation</strong>?</strong></td>
</tr>
<tr>
<td><em>Additional staffing (4)</em></td>
<td><em>Provide additional personal/mental health days (3)</em></td>
<td><em>Increase compensation (5)</em></td>
<td><em>Public staff recognition (4)</em></td>
<td></td>
</tr>
<tr>
<td><em>Management skill development (3)</em></td>
<td><em>Create staff lounge/ break room (3)</em></td>
<td><em>Offer additional PTO (3)</em></td>
<td><em>Increase compensation (2)</em></td>
<td></td>
</tr>
<tr>
<td><em>Increase manager compensation (3)</em></td>
<td></td>
<td><em>Sponsor staff outings (3)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Organization Level Solutions</strong></td>
<td></td>
<td><em>Professional development (2)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cross-Group Results (number of groups reporting out of 6)</strong></td>
<td><em>Provide additional personal/mental health days (3)</em></td>
<td><em>Increase compensation (5)</em></td>
<td><em>Public staff recognition (4)</em></td>
<td></td>
</tr>
<tr>
<td><em>Additional staffing (4)</em></td>
<td><em>Create staff lounge/ break room (3)</em></td>
<td><em>Offer additional PTO (3)</em></td>
<td><em>Increase compensation (2)</em></td>
<td></td>
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<tr>
<td><em>Management skill development (3)</em></td>
<td></td>
<td><em>Sponsor staff outings (3)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Increase manager compensation (3)</em></td>
<td></td>
<td><em>Professional development (2)</em></td>
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</tr>
</tbody>
</table>
INTERVENTION 5: TALENT INTEGRATION PROJECT EFFICACY EVALUATION

- **Purpose**: Assessment of correlation between TIP involvement and increased employee motivation, job satisfaction, retention, achievement/efficacy, self-care, and managerial support assessment.

- **Method**: Talent Integration Project (TIP) Efficacy Assessment Survey (6 item 1-5 Likert scale questionnaire).

- **Participants**: Full Residential Department (including Residential Clinicians) N = 25*
INTERVENTION 5 RESULTS: MOTIVATION

Q1: My Talent Integration Project makes me feel more motivated at work.

**TIP Efficacy Measure: Motivation**

- Strongly Agree: FH, 2; GH, 1; BoH, 2; AH, 2; BeH, 1
- Agree: Total 84%
- Neutral: FH, 1; GH, 1; BoH, 1; AH, 1; BeH, 1
- Disagree: 0
- Strongly Disagree: 0

Responses: N = 25
INTERVENTION 5 RESULTS: JOB SATISFACTION

Q2: My Talent Integration Project makes my job more satisfying or I believe it will make my job more satisfying (if you have not yet started).

TIP Efficacy Measure: Job Satisfaction

Strongly Agree
FH, 2
GH, 1
BoH, 2
AH, 3
BeH, 1

Agree

Neutral

Disagree

Strongly Disagree

N = 25

Frequency

92%
INTERVENTION 5 RESULTS: RETENTION

Q3: The opportunity to engage in activities which I enjoy encourages me to continue working here.

TIP Efficacy Measure: Retention

Strongly Agree
FH, 2, GH, 1, BoH, 4, AH, 3, BeH, 2

Agree

Neutral

Disagree

Strongly Disagree

N = 25

Frequency

84%
INTERVENTION 5 RESULTS: VOCATIONAL ACHIEVEMENT/ EFFICACY

Q4: My Talent Integration Project makes me more effective and positively impacts my work with residents.

TIP Efficacy Measure: Vocational Achievement/ Efficacy

Strongly Agree
- FH, 3
- GH, 1
- BoH, 4
- AH, 3
- BeH, 2

Agree

Neutral

Disagree

Strongly Disagree

N = 25

Frequency

84%
INTERVENTION 5 RESULTS: SELF-CARE

Q5: My Talent Integration Project provides me Self-Care at work.
TIP Efficacy Measure: Reduction of Emotional Exhaustion

Strongly Agree: FH, 1; GH, 0; BoH, 3; AH, 2; BeH, 1

Agree: 

Neutral: 

Disagree: 

Strongly Disagree: 

Responses: N = 25

Frequency: 0 1 2 3 4 5 6 7 8 9

56%
INTERVENTION 5 RESULTS: MANAGER SUPPORT OF TIP

Q6: My manager supports and guides me towards accomplishing my Talent Integration Project.

TIP Efficacy Measure: Supervisor Support of TIP

Strongly Agree
- FH, 1 GH, 0
- BoH, 4
- AH, 3
- BeH, 3

Agree

Neutral

Disagree

Strongly Disagree

N = 25

Frequency
PROJECT INSIGHTS

• “Barriers & Enablers”: Target *management practices, self-care, rewards, recognition & appreciation, democracy* to enhance employee motivation & performance
  - Project validity- ANDRUS data is aligned with the literature

• “Democratic Solutions”: Counteract Learned Helplessness with employee empowerment coupling Social Responsibility with managerial feedback follow-through

• PM Social Learning Workshop: Make feedback & reflection an iterative process

• Talent Integration Project:
  - Positive correlation with improved employee *motivation, retention, job satisfaction, and achievement/efficacy*
  - No positive correlation with reduction of *emotional exhaustion/ Self-Care*
  - Human resource skill library for individual employee PD and program growth & development
PROJECT LIMITATIONS

- **ANDRUS Staff Activity & Program Interest Survey**: Subjective self-assessment of expertise
- **PM Social Learning Workshop**: 3/5 Program Managers received team feedback recorded while predecessors were managing teams
- **Democratic Solutions Exercise**: Confusion regarding difference between “rewards” & “recognition and appreciation”
- **TIP**:
  - Some TIPs could not be launched between 1/8-3/11 due to seasonality
  - Not all Residential Staff had established TIPs by 3/11/20
- **TIP Efficacy Assessment**:
  - Piecemeal initiation of TIP between 1/8/20-3/11/20
  - “Retention” measure was actually measure of “intention to remain employed”
COVID-19  IMPLEMENTING & ADAPTING PROJECT INSIGHTS TO SUPPORT ESSENTIAL STAFF
MAJOR MOTIVATION & PERFORMANCE THEMES - FROM ABSTRACT TO ACTION
**THEME 1: MANAGER SUPPORT**

<table>
<thead>
<tr>
<th>&quot;Democratic Solutions&quot; Focal Group</th>
<th>Theme 1: Manager Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Level Solutions</td>
<td>What is one thing your team can do to improve manager support?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*open communication (5) *self-advocacy (6)</td>
</tr>
<tr>
<td>Organization Level Solutions</td>
<td>What is one thing ANDRUS can do to improve manager support?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*additional staffing (4) *management skill development (3) *increase manager compensation (3)</td>
</tr>
</tbody>
</table>

- Residential Department/ Team Actions Driven by Feedback
  - COVID Town Halls and Restorative Circles
  - Proactive and responsive COVID updates
- Agency Actions Aligned with Feedback
  - Crisis leadership workshops with former NAVY SEAL
  - Manager’s bonus for COVID service
## THEME 2: SELF CARE

<table>
<thead>
<tr>
<th>&quot;Democratic Solutions&quot; Focal Group</th>
<th>Theme 2: Self-Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Level Solutions</td>
<td>What is one thing your team can do to improve Self-Care?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*provide breaks/&quot;tap outs&quot; (5)</td>
</tr>
<tr>
<td></td>
<td>*more team building (4)</td>
</tr>
<tr>
<td>Organization Level Solutions</td>
<td>What is one thing ANDRUS can do to improve Self-Care?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*provide additional personal/mental health days (3)</td>
</tr>
<tr>
<td></td>
<td>*create staff lounge/ break room (3)</td>
</tr>
</tbody>
</table>

- Residential Department/ Team Actions Driven by Feedback
  - Virtual & Ropes Course team building exercises
  - COVID-adjusted & virtual team retreats
- Agency Actions Aligned with Feedback
  - Self Care Activity Guides
  - Virtual Wellness Week
  - Self Care & Wellness Bundles
Theme 3: Rewards

- Residential Department/Team Actions Driven by Feedback
  - Master list of staff birthdays, surprise celebrations, and virtual birthday cards
  - “Braggs and Thanks” weekly

- Agency Actions Aligned with Feedback
  - Two-time hazard pay salary increases for essential staff
  - Maxed-out PTO buy-back
  - Holiday gift giveaways
  - PD trainings and certification opportunities
THEME 4: RECOGNITION & APPRECIATION

- Residential Department/Team Actions Driven by Feedback
  - “Sanctuary Stars” Essential Employee Recognition
- Agency Actions Aligned with Feedback
  - Weekly emails expressing gratitude from President & CEO

<table>
<thead>
<tr>
<th>“Democratic Solutions” Focal Group</th>
<th>Theme 4: Recognition &amp; Appreciation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Level Solutions</td>
<td>What is one thing your team can do to improve Recognition &amp; Appreciation?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*public staff recognition (4) *staff of the month (3)</td>
</tr>
<tr>
<td>Organization Level Solutions</td>
<td>What is one thing ANDRUS can do to improve Recognition &amp; Appreciation?</td>
</tr>
<tr>
<td>Cross-Group Results (number of groups reporting out of 6)</td>
<td>*public staff recognition (4) *increase compensation (2)</td>
</tr>
</tbody>
</table>
ONGOING & ADAPTED PROGRAM MANAGER WORKSHOPS

• Quarterly Residential Program Manager Social Learning Workshops
  • Hybrid platforms (Zoom & COVID-adjusted in-person workshops)
    • Workshop 2: Delivering Feedback
    • Workshop 3: Group & Team Development
    • Workshop 4: Building High Performance Teams

Residential Program Managers putting team building strategies to work on our Ropes Course
CONTINUING & ADAPTING TALENT INTEGRATION PROJECTS
TALENT INTEGRATION PROJECT & RETENTION - 1 YEAR LATER

Average ANDRUS Residential Dept. Turnover 2015-2020 - 42%

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>33%</td>
</tr>
<tr>
<td>2017</td>
<td>51%</td>
</tr>
<tr>
<td>2018</td>
<td>45%</td>
</tr>
<tr>
<td>2019</td>
<td>49%</td>
</tr>
<tr>
<td>2020</td>
<td>33%</td>
</tr>
</tbody>
</table>

ANDRUS Residential Dept. Turnover of Direct Care Staff with TIP (one year post TIP establishment) - 13%

- Employee Turnover: 13%
- Employees Retained: 87%
TIP IMPLICATIONS FOR OUR FIELD

• **Clients**: Enriched programming, engagement, and treatment outcomes for youth

• **Staff**: Improved direct-care employee retention
  - More motivated, skilled, professionally developed workforce
  - Stronger relationships and therapeutic alliance between clients & staff
  - Greater employee motivation = greater organizational performance

• **Teams**: Leveraging talent diversity & improving team climates

• **Agencies**:
  - Reduced HRM costs (lower turnover rates)
  - Enhanced organizational competitive advantage (increased capacity for innovation)
  - Increased agency revenue (breadth of marketable program offerings for potential clients)

• **Culture**: Promotion of employee talent-recognition, talent-management, strategic autonomy, & high youth engagement
ACKNOWLEDGMENTS

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Jason Honecker, VP & Chief Operating Officer

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Tito Del Pilar, Interim President & CEO

Project Consultation & Authorization
Eric Osterman, VP of Campus Programs
Chris Kehr, Director of Residential Services
Corine Lurry-Mabin, VP & Chief Program Officer
Siobhan Masterson, AVP of Strategic Initiatives

Data Collection & Analysis Partnership
Jennifer Ho, PhD, Psychologist

Workshop Development & Facilitation Partnership
Lindsay Jackson, Director of Training

TIP Collaboration & Execution
Rec Team & Program Manager Team

Project Participation
Residential Department Staff

Inspiration
Youth of ANDRUS & The Sanctuary Model
REFERENCES


REFERENCES (CONT.)


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THANK YOU FOR JOINING!

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Questions & Comments?