Staff Wellness & Retention Resources

Evidence-based approaches to increasing staff retention & capacity to carry out job responsibilities:

- staff training about de-escalation and trauma-informed care
- acknowledgment of staff secondary traumatic stress
- increased supervision
- staff processing after youth crises
- enhanced staff safety
- increased pay

Colton & Roberts, 2007; Kothari et al., 2019; Middleton & Potter, 2015; Smith et al., 2017; Strand & Dore, 2009

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CENTER FOR CHILD TRAUMA ASSESSMENT, SERVICES, & SYSTEMS INTEGRATION
Northwestern University Feinberg School of Medicine

NCTSN The National Child Traumatic Stress Network

Staff Wellness & Retention Resources

www.nctsn.org → resources → all resources (can search by audience, trauma type, language, etc.)

https://www.nctsn.org/resources/secondary-trauma-and-child-welfare-staff-guidance-supervisors-and-administrators

https://www.nctsn.org/resources/secondary-traumatic-stress-understanding-the-impact-on-professionals-in-trauma-exposed-workplaces

https://www.nctsn.org/resources/secondary-traumatic-stress-core-competencies-for-trauma-informed-support-and-supervision-cross-disciplinary-version

https://www.nctsn.org/resources/think-trauma-training-working-justice-involved-youth-2nd-edition

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Direct Care Staff Shortages and Adverse Youth Events in Illinois Child Welfare Residential Treatment During the COVID-19 Pandemic

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Analytical Cohort (N=1352)

Sex

- Female
- Male

(axis: 0%, 20%, 40%, 60%, 80%)

Race

- Native American
- Asian
- Latinx
- White
- Black

(axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%)
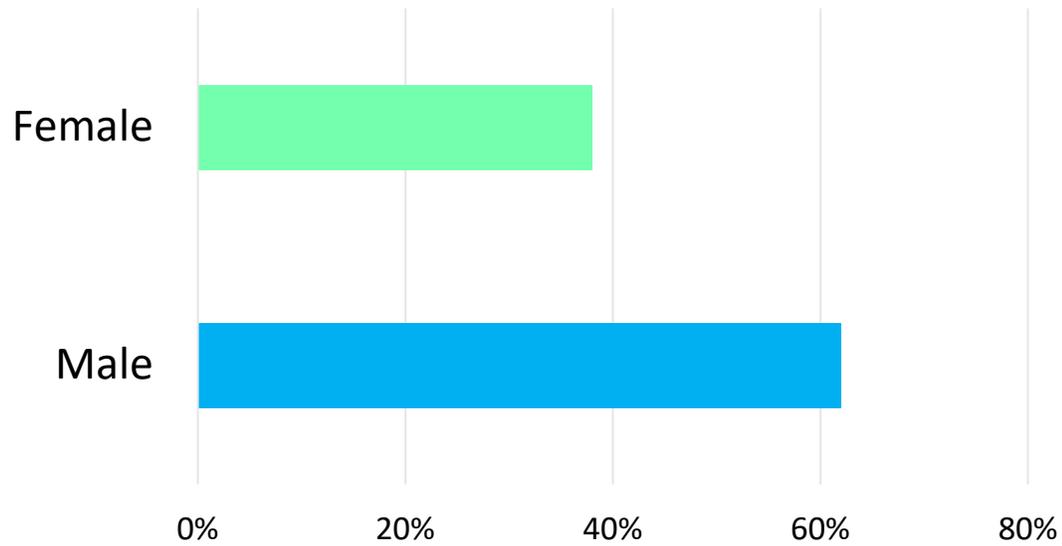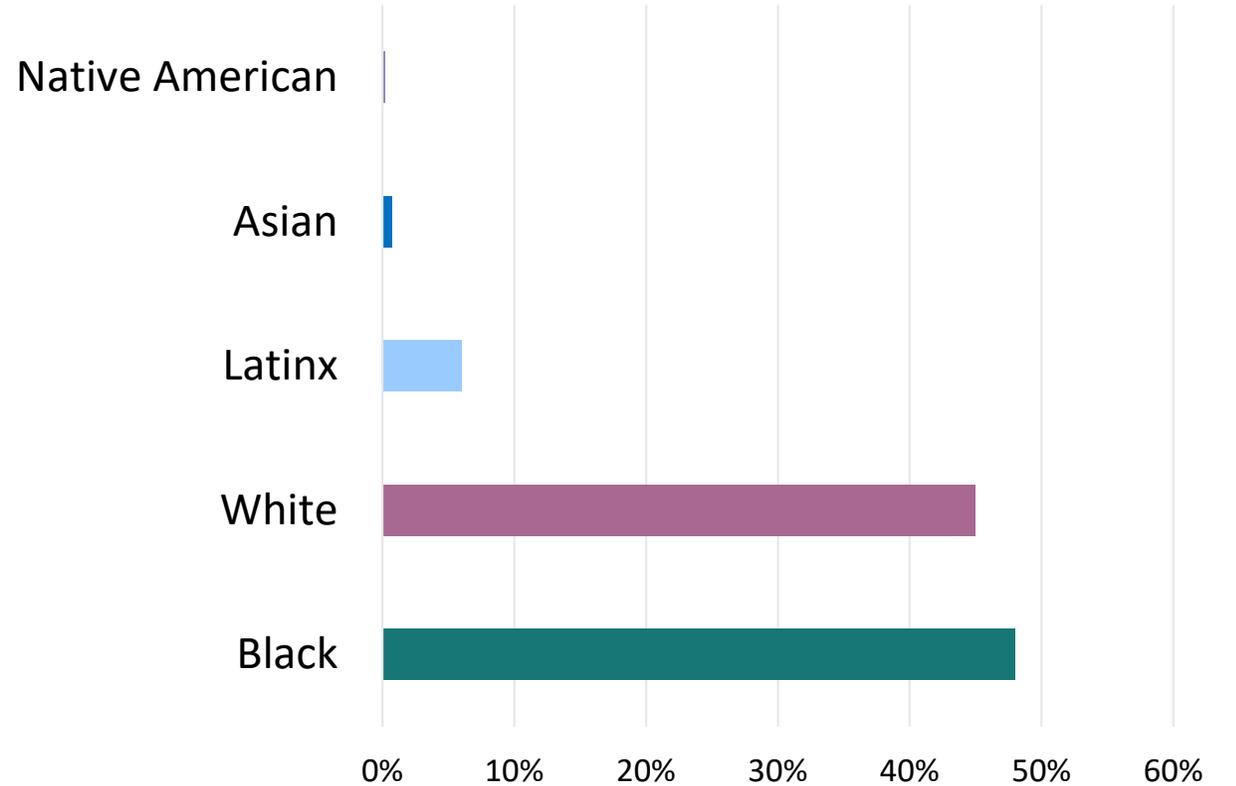
Analytical Cohort (N=1352)

History of System/Service Involvement

	History of System/Service Involvement
Hospitalizaton	75%
Psychotropic Medications	61%
Residential	45%
Runaway	23%
Detention	20%
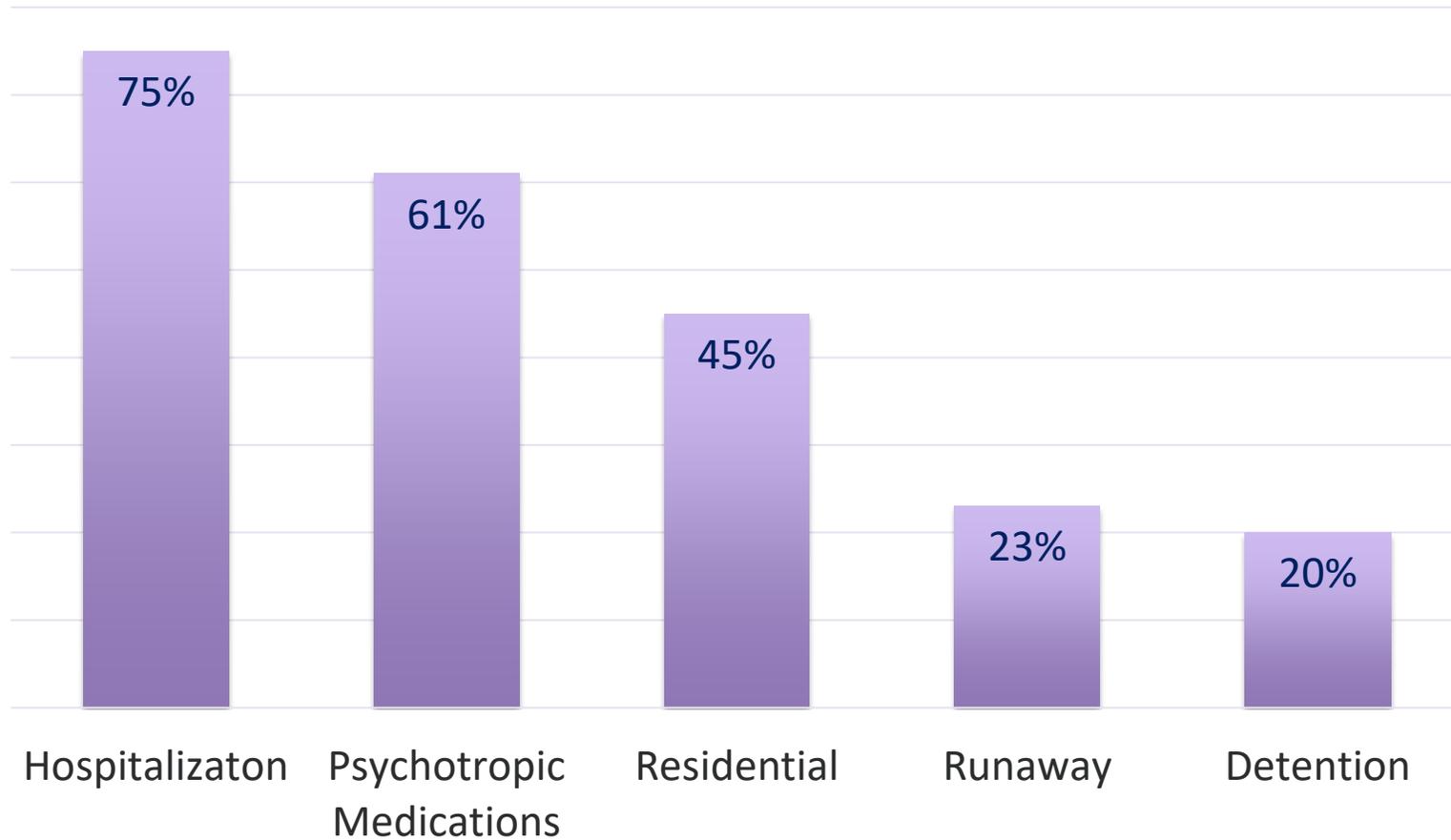
LOS (days)	$\bar{x}$=531, sd=380
Age (years)	$\bar{x}$=14, sd=3

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Analytical Cohort (N=1352)

Actionable Trauma Hx (CANS Prior to Residential Admission)

Category	Percentage
Neglect	50%
Physical Abuse	41%
Sexual Abuse	33%
Witness to Family Violence	33%
Emotional Abuse	26%
Parental Criminal Bx	25%
Witness/Victim to Criminal Activity	15%
Community Violence	7.60%
Medical Trauma	6.90%
School Violence	3.10%
Disaster	2.20%
War Affected	0%
Terrorism Affected	0%
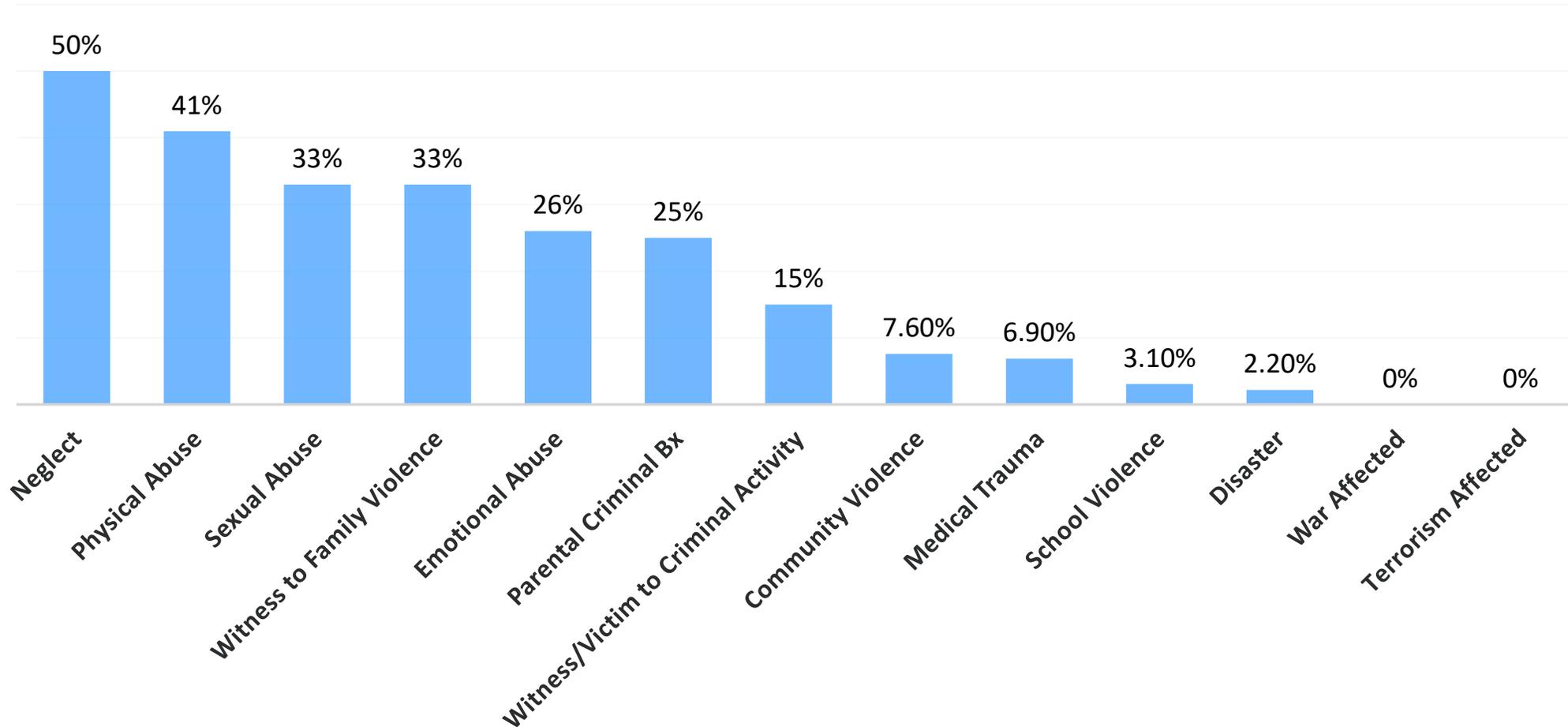
Results: Is there an association between the staff vacancy rate and the *overall* frequency of adverse events for youth?

- Non-significant, positive relationship between vacancy rates and adverse event frequency

- Incidental Findings: Count of Adverse Event Associated…
  - Negatively with
    - Youth census
    - Being at a moderate group home or severe classification level (v. moderate)
    - Being in the pregnant and parenting youth specialty program (v. none)

  - Positively with
    - Being at a large facility (v. medium)

Results of analysis of staff vacancy rate and *overall* adverse event frequency

Variable	β	SE	Z value	P value
Intercept	1.34	0.19	7.04	<0.001
Vacancy Rate	0.24	0.58	0.41	0.68
Classification Level (relative to Moderate)				
Group Home	-0.25	0.12	-2.08	0.04*
Severe	-0.24	0.11	-2.20	0.03*
Specialty Population (relative to None)				
Developmentally Disabled	0.31	0.18	1.68	0.09+
Pregnant & Parenting	-0.72	0.31	-2.34	0.02*
Contract Size (Relative to Medium)				
Small	-0.18	0.10	-1.80	0.07+
Large	0.43	0.11	3.76	<0.001***
Census	-0.15	0.04	-4.02	<0.001***
Length of Stay	0.04	0.02	1.67	0.09+
Race (relative to White)				
Native American	-0.62	0.37	-1.67	0.09+

+p<.10; *p<.05; ***p<0.001.

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Clusters of Adverse Events: Dendrogram

Dendrogram: Final Clusters
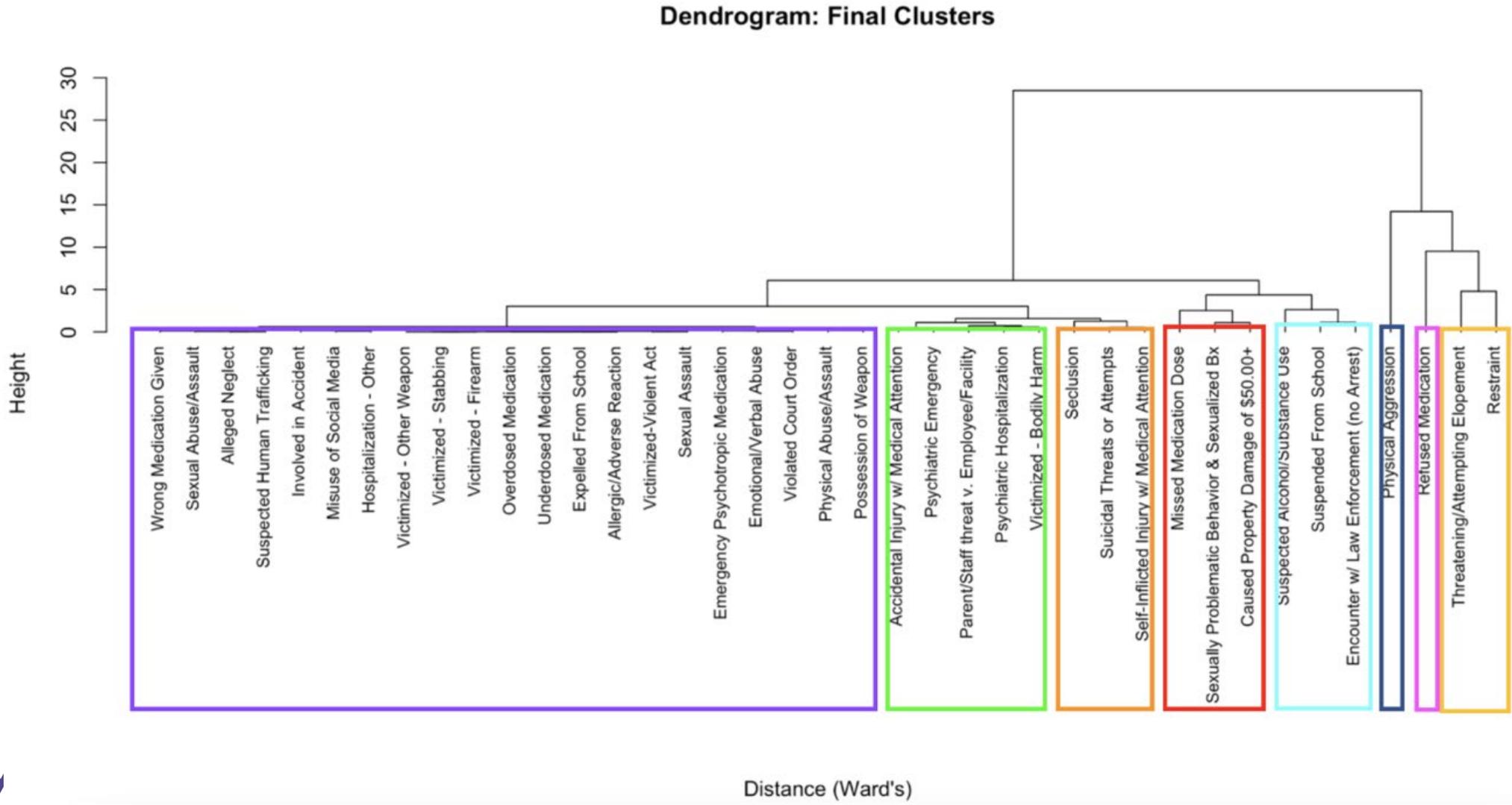
Clusters of Adverse Events

Results of Hierarchical Cluster Analysis

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Cluster 1: Physical Aggression	Cluster 7: Psychiatrically Acute
Physical Aggression	Accidental Injury w/ Medical Attention
	Psychiatric Emergency
Cluster 2: Medication Refusal	Psychiatric Hospitalization
Refused Medication	Parent/Staff threat v. Employee/Facility
	Victimized - Bodily Harm
Cluster 3: Runs & Restraints	
Threatening/Attempting Elopement	**Cluster 8: Abused, Victimized, Other Med Issues**
Restraint	Victimized - Stabbing
	Victimized - Firearm
Cluster 4: Legal/School Events	Victimized - Other Weapon
Suspended From School	Alleged Neglect
Encounter w/ Law Enforcement (no Arrest)	Expelled From School
Suspected Alcohol/Substance Use	Underdosed Medication
	Allergic/Adverse Reaction
Cluster 5: Disruptive Behaviors	Suspected Human Trafficking
Sexually Problematic & Sexualized Bx	Overdosed Medication
Caused Property Damage of $50.00+	Victimized-Violent Act
Missed Medication Dose	Emotional/Verbal Abuse
	Sexual Assault
Cluster 6: Seclusion & Suicidality	Violated Court Order
Seclusion	Sexual Abuse/Assault
Suicidal Threats or Attempts	Wrong Medication Given
Self-Inflicted Injury w/ Medical Attention	Misuse of Social Media
	Emergency Psychotropic Medication
	Hospitalization - Other
	Involved in Accident
	Physical Abuse/Assault
	Possession of Weapon

Results: Factors Associated with the Frequency of Adverse Event Clusters
Youth-Level Incidental Findings

**Sex
(Being male relative to female)**

Negatively related to

- Runs & Restraints
- Seclusion & Suicidality
- Abused/Victimized/Other Med Issues

**Race
(Being Black relative to White)**

Positively related to

- Medication Refusal

Negatively related to

- Seclusion & Suicidality
- Runs & Restraints

Results: Factors Associated with the Frequency of Adverse Event Clusters

Youth-Level Incidental Findings

Length of Stay

Positively related to

- Medication Refusal

Age

Positively related to

- Runs & Restraints
- Seclusion & Suicidality
- Abused/Victimized/Other Med Issues

Negatively related to

- Medication Refusal
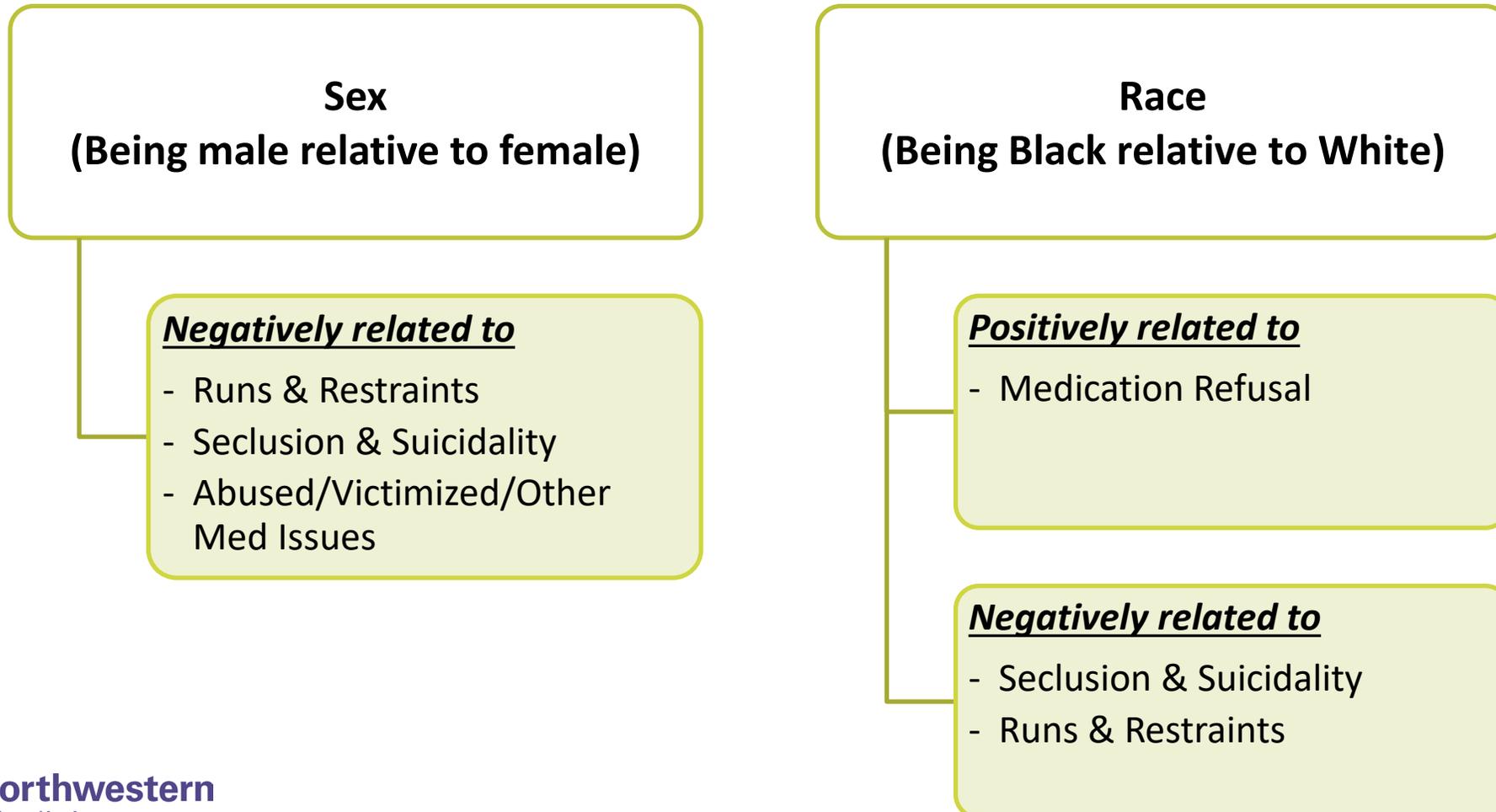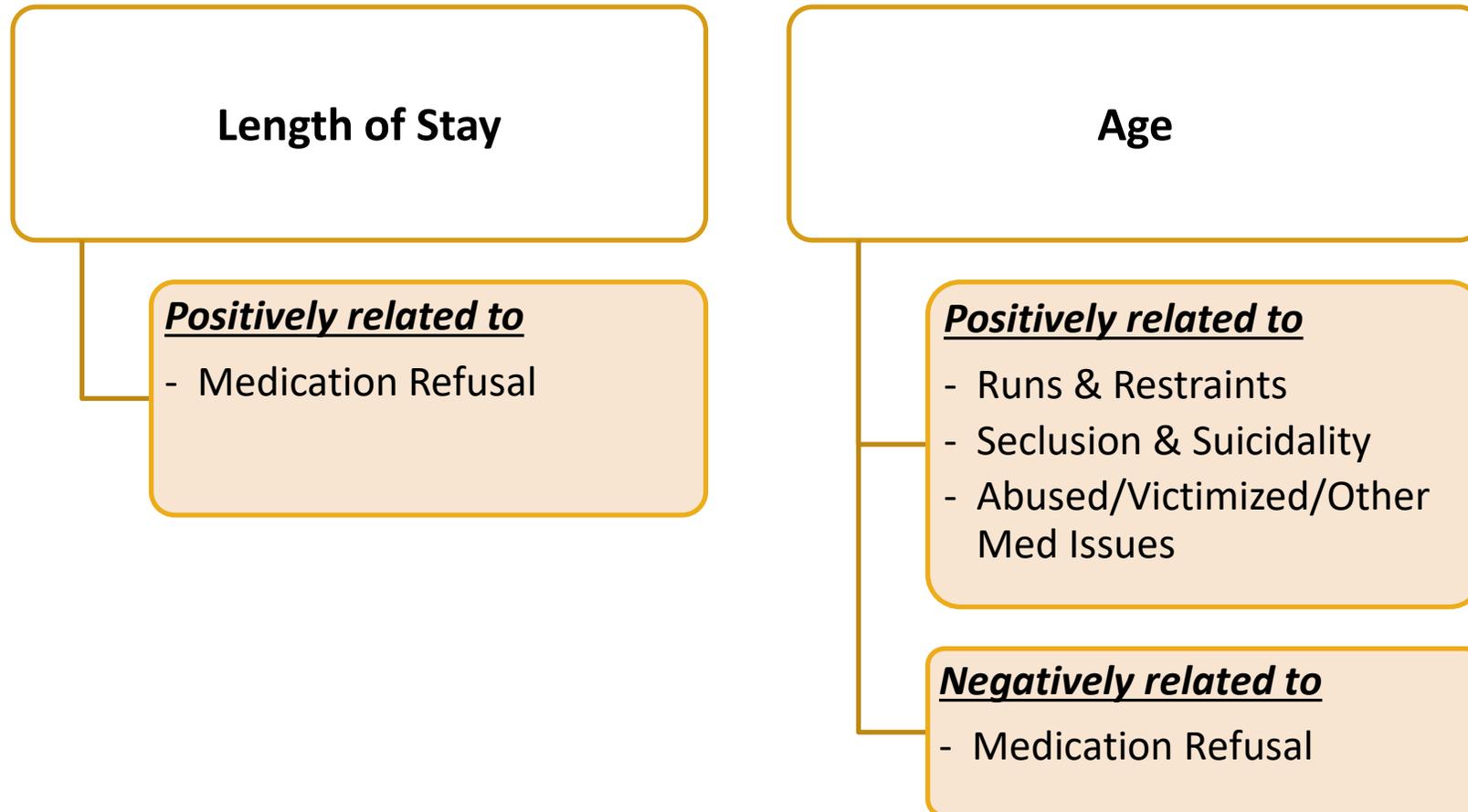
Results: Factors Associated with the Frequency of Adverse Event Clusters

Facility-Level Incidental Findings

Classification Level (relative to moderate)

Moderate Group Home

Negatively related to:
- Physical Aggression
- Runs & Restraints

Chronic

Positively related to:
- Legal/School
- Abused/Victimized/ Other Med Issues

Negatively related to:
- Seclusion & Suicidality

Results: Factors Associated with the Frequency of Adverse Event Clusters

Facility-Level Incidental Findings

Specialty Program (relative to none)

Developmentally Disabled

Positively related to:
- Runs & Restraints

Sexual Behavior Problems

Negatively related to:
- Legal/School

Young Child

Negatively related to:
- Abused/Victimized/ Other Med Issues

Results: Factors Associated with the Frequency of Adverse Event Clusters

Facility-Level Incidental Findings

Contract Size (Large relative to Medium)

Positively related to:
- Medication Refusal
- Disruptive Behavior

Youth Census

Negatively related to:
- Physical Aggression
- Disruptive Behavior
- Seclusion & Suicidality

Results of analysis of staff vacancy rate and frequency of adverse event *clusters*

Variable	Cluster 1: Physical Aggression	Cluster 2: Medication Refusal	Cluster 3: Runs & Restraints	Cluster 4: Legal/School Events
Vacancy Rate	β =-1.35, SE=0.85, p=0.11	β =-1.06, SE=1.94, p=0.59	β =-0.21, SE=1.22, p=0.86	β =9.55***, SE=2.87
Classification Level (relative to Moderate)				
Group Home	β =-0.78***, SE=0.21		β =-0.87**, SE=0.28	β =0.68, SE=0.41
Chronic				β =1.47*, SE=0.75
Specialty Population (relative to None)[a]				
DD			β =0.90*, SE=0.37	
SBP				β =-0.76*, SE=0.38
Contract Size (Relative to Medium)				
Large	β =0.36, SE=0.21	β =1.49*, SE=0.60		
Census		β =-0.46*, SE=0.19		β =-0.42**, SE=0.16
Length of Stay		β =0.24, SE=0.10*		
Race (relative to White)				
Black		β =0.41*, SE=0.17	β =-0.21*, SE=0.11	
Asian		β =1.64*, SE=0.71		
Native American	β =-0.98, SE=0.58			
Sex (relative to female)				
Male			β =-0.46***, SE=0.12	
Age	β =-0.24***, SE=0.06	β =0.49***, SE=0.14	β =-0.17*, SE=0.08	β =0.27*, SE=0.12

a. DD=Developmentally Disabled; SBP=Sexual Behavior Problems.   *p<0.05; **p<0.01; ***p<0.001.

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Results of analysis of staff vacancy rate and *frequency of adverse event clusters*

Variable	Cluster 5: Disruptive Behavior	Cluster 6: Seclusion & Suicidality	Cluster 7: Psychiatrically Acute	Cluster 8: Abused, Victimized & Other Medication Events
Vacancy Rate	β =-1.86, SE=1.76, p=0.29	β =-2.22, SE=1.88, p=0.24	β =2.03, SE=2.07, p=0.33	β =-0.45, SE=2.42, p=0.85
Classification Level (relative to Moderate)				
Group Home		β =-0.75, SE=0.42		
Chronic		β =-2.29*, SE=0.92		β =1.13*, SE=0.51
Specialty Population (relative to None)[a]				
DD	β =-0.79, SE=0.43			
SBP	β =0.49, SE=0.27			
DD with SBP	β =1.14, SE=0.68			
YC		β =-0.88, SE=0.46		β =-0.71*, SE=0.31
Contract Size (Relative to Medium)				
Large	β =0.95**, SE=0.33	β =1.33**, SE=0.45		
Census	β =-0.33**, SE=0.12	β =-0.35*, SE=0.14	β =-0.27, SE=0.15	
Length of Stay				β =0.14, SE=0.08
Race (relative to White)				
Black		β =-0.57***, SE=0.15		
Latinx	β =-0.52, SE=0.29+	β =-1.00*, SE=0.42		
Sex (relative to female)				
Male		β =-0.66***, SE=0.17		β =-0.41**, SE=0.15

a. DD=Developmentally Disabled; SBP=Sexual Behavior Problems. *p<0.05; **p<0.01; ***p<0.001.

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Colton, M., & Roberts, S. (2007). Factors that contribute to high turnover among residential child care staff. *Child and Family Social Work, 12*(2), 133–142. https://doi.org/10.1111/J.1365-2206.2006.00451.X

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Strand, & Dore, M. M. (2009). Job satisfaction in a stable state child welfare workforce: Implications for staff retention. *Children and Youth Services Review, 31*(3), 391–397. https://doi.org/10.1016/j.childyouth.2008.09.002

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Direct Care Staff Shortages and Adverse Youth Events in Illinois Child Welfare Residential Treatment During the COVID-19 Pandemic

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[1] Department of Psychiatry and Behavioral Sciences, Northwestern University Feinberg School of Medicine
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Introduction

- Youth in child welfare residential care present with complex psychiatric and behavioral needs

- Direct care staff provide 24/7 care and supervision in youth residential treatment. Shortages of direct care staff are chronic and widespread

- Research conducted in other settings suggests staff turnover and poor youth outcomes are related

- Limited existing research links residential staff turnover to decreased stability, longer waits for permanent placements, retraumatization from additional caregiver interruption, and a general loss of trust for youth (Colton & Roberts, 2007; Curry, 2019)

Methods

This study examined:
(1) the relationship between the magnitude of direct care staff vacancies and the frequency of youths' adverse events, &
(2) whether *specific types* of adverse events are differently associated with direct care staff vacancies.

Sample: 1352 youth in Illinois child welfare residential care between October 2019 and February 2022

Data Source: Retrospective, secondary data routinely collected by the Illinois Department of Children & Family Services

Measures: Direct care staff vacancy rates, adverse events (Significant Event Reports), youth & facility characteristics

Analytical Methods:
- Negative binomial, multilevel, 2-stage least squares regression to examine associations between frequency of adverse events & staff vacancies
- Hierarchical cluster analysis to examine associations with specific kinds of events

Most youth in residential care experience significant, adverse events

Direct care staff shortages are significant and rising

Greater staff vacancies are related to increased legal/school adverse events

Supporting and retaining frontline staff are critical to care and safety of youth in residential treatment

Scan QR code for staff wellness resources & a summary of the study's incidental findings

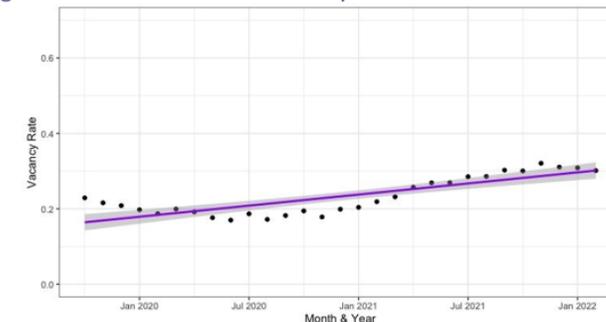### Figure 1. Direct Care Staff Vacancy Rate: Oct 2019-Feb 2022

Figure 2. Clusters of Adverse Events

Legal/School Events
- Suspended from School
- Non-Arrest Encounter w/ Law Enforcement
- Suspected Substance Use

Physical Aggression

Psychiatrically Acute
- Accidental Injury
- Psychiatric Emergency
- Psychiatric Hospitalization
- Parent/Staff Threat v. Facility
- Victimized – Bodily Harm

Runs & Restraints
- Attempting elopement
- Restraint

Disruptive Bxs
- Sexually Problematic Bxs
- Property Damage
- Missed Medication Dose

Seclusion & Suicidality
- Seclusion
- Suicidal Threats/Attempts
- Self-Inflicted Injury

Medication Refusal

Abused, Victimized & Other Medication Issues
- Victimized: Weapons & Violent Acts
- Alleged Neglect, Emotional/Verbal, Sexual & Physical Abuse
- Expelled from School
- Medication: Underdosed, Overdosed, Wrong Given, Emergency Psychotropic, Allergic Reaction
- Suspected Human Trafficking
- Violated Court Order
- Misuse of Social media
- Hospitalization – Other
- Involved in an Accident
- Possession of Weapon

Results

- Staff vacancy levels were not significantly related to the overall frequency of youth adverse events

- Adverse Events clustered into 8 groups

- The staff vacancy rate was positively (p<.05) related to the frequency of Legal/School Events

- There were many significant, incidental findings linking the frequency of adverse events to youth and facility level factors