
BACKGROUND

Purpose: The Development Disabilities Board of Any County (DDBAC) is an agency in rural Ohio that provides services to clients with developmental disabilities. The DDBAC primarily does the coordination of services for clients. DDBAC contracts with several other agencies for the actual services. Staff who coordinate these services are called “case managers”. The case managers are split up into three teams that focus on the age group of their clientele: adult (20 case managers), transitional/young adult (9 case managers) and children (8 case managers). Each case manager is assigned clients for whom they coordinate all services. Their duties include determining the needs of the clients, making and following up with referrals to contracting agencies, and advocating for the client’s needs in various community agencies. Case managers have much contact with the clients, their families and the workers in the contracting agencies. The Director of Service Coordination supervises all the case managers.

Agency Structure: The Leadership Team of the DDBAC includes the following: Superintendent, Chief Financial Officer, Executive Administrative Manager, Director of Service Coordination, Director of Human Resources, Director of Employee Support, Director of Early Childhood Services, Director of Provider Relations and the Public Information Officer. The agency employees other support staff including clerical help, members of the financial team and human resources. The total number of employee 56.

Referral Issues: The Director of Service Coordination initially contacted the consultant. After a brief phone meeting, the consultant met with the Superintendent, the Director of Service Coordination, and the Director of Provider Relations to determine the specific issues they would like to be addressed. The leadership team is concerned with low morale among the case workers. They believe the case workers may have a high degree of “burnout”. They are specifically concerned with several behaviors they have observed in case managers including absenteeism, poor interactions with clients and frustration with contracting agencies. They are concerned that these behaviors negatively impact the clients and their families. The leadership team has also noticed a higher turnover in the past few years. They wonder if “burnout” contributes to this turnover.

OBJECTIVES



- 1. Are workers experiencing burnout?**
- 2. What are the contributing factors to low morale?**
- 3. What interventions could address these factors and improve staff behaviors, client and family satisfaction and decrease turnover?**

BENEFITS

ASSESSMENT OF BURNOUT

Christine Maslach and colleagues' pioneering work defines "burnout" as comprised of three factors:

- *Emotional Exhaustion* "Feelings of being emotionally overextended and exhausted by one's work."
- *Depersonalization*: "An unfeeling and impersonal response toward recipients of one's service, care treatment, or instruction."
- *Personal Accomplishment*: "Feelings of competence and successful achievement in one's work."

Using the Maslach Burnout Inventory-Human Services Survey (MBI-HSS), a validated and well researched rating scale that assesses burnout in workers, rates of burnout in the helping profession are moderately high. (Maslach, 2003, 2015). Rates for those who work with the developmental disabled population report moderate levels of Emotional Exhaustion, moderate levels of negative Personal Accomplishment and low levels of Depersonalization (Skirrow and Hatton, 2007). In a review of the literature, Vassos et al (2013) reported that burnout and high stress in workers who work directly with the developmental disability population is shown to be connected to the following:



- Negative client interaction
- Worker physical and emotional health
- Safety
- Client satisfaction
- Absenteeism
- Turnover

Some contributing factors to stress in these workers include: challenging client behaviors, role ambiguity, bureaucracy, workload, lack of resources, lack of control over one's work, poor support and low job status (Vassos et al., 2013). Interestingly, some research has indicated that positive aspects of working with this population such as improving the lives of others may possibly help to lessen the challenges faced by these workers (Lunsky et al., 2014). Based on the existing literature, it is within reason to apply these concepts to the case managers at the DDBAC. Case managers at DDBAC face similar challenges as do other helping professions such as working with challenging clients with a chronic condition, high expectations from family members of the clients, working with little resources, high caseloads, little control over many aspects of their job, minimal compensation for their work and dealing with bureaucracies. Therefore, assessing case managers would be important to understanding the problems that concern the leadership team.

INTERVENTIONS

Although the literature is still in the early stages of understanding what alleviates burnout in the helping professions, some research indicates that social support among co-workers, supervisors and upper management, autonomy, role clarity, positive interactions with clients and improved coping skills can lessen the impact of burnout (Maslach, 2003, 2015). Assessing specifically what case managers feel in these areas, DDBAC will be better able to address these issues specifically with targeted interventions. The four areas initially chosen to be assessed are as follows:

- Relationship with client and families
- Relationship with contracting agencies and their workers
- Team, supervisor and leadership support
- Organizational issues

METHOD:

INTRODUCTION:

The leadership team met with all employees at an all-employee staff meeting. The Superintendent explained the rationale behind the assessment, described the procedure and introduced the consultant. The superintendent stressed the importance of the assessment to improve team morale and related this back to the strategic plan and mission of the agency. The superintendent reinforced that the focus was not punitive in nature but to serve as a guide for DDBAC to positively enhance the workplace environment.

SAMPLING:

LEADERSHIP: The following members of the leadership team were interviewed individually: Superintendent, Executive Administrative Manager, Director of Service Coordination, Director of Human Resources, Director of Employee Support, Director of Early Childhood Services, and Director of Provider Relations. These individuals were chosen due to the connection they have to the case managers and the overall understanding and operation of the organization.

CASEMANAGERS: All case managers were randomly assigned to one of four groups with approximately eight members per group for focus group interviews. A random assignment was chosen to decrease the chance of “group think mentality” among the three teams.

EMPLOYEES: All employees (leadership, case managers and all other personnel) received a survey. Since the agency has a small number of employees, it was feasible to survey all the employees. In addition, it is highly likely that potential morale issues impact many members of the agency not just the case workers. The survey strove to capture the overall feeling of morale among employees and stress felt by all employees of the agency.

DATA COLLECTION:

LEADERSHIP INTERVIEWS:

The focus of the individual interviews with the leadership was to understand the specific needs of the agency regarding this assessment. To achieve this, the interviews focused on the following information: the general history of the agency, issues to be addressed, the background of these issues, possible contributing factors of these issues and any results of interventions that have previously been implemented. The interviews with the leaders were coded for themes and the results were summarized. (Appendix A)

CASE MANAGER FOCUS GROUPS

Group interviews were conducted. Although individual interviews may encourage members to be freer with their thoughts about the work environment, due to resource constraints a group format was used. Questions for the focus groups addressed the four areas previously stated that potentially contribute to the current morale of the case managers. To review, these areas include: relationship with client and families; relationship with contracting agencies and their workers; team, supervisor and leadership support; and organizational issues. The group comments were coded as part of the qualitative assessment. (Appendix B)

STAFF SURVEYS

A written two-page survey was developed to address overall issues in the agency and included specific questions based on the themes that came from the leadership interviews and case manager focus groups. Relationships between staff and leadership as well as supervisor issues and issues between co-workers was not included as this was identified as a strength for the agency by both leaders and staff. The themes that were addressed in the survey included:

- Relationship with clients and families
- Issues with contracting agencies
- Organizations issues including caseload, autonomy, job expectations, paperwork, pay and intention to leave.

Questions about the themes included questions with a Likert scale, open ended questions and specifically targeted questions about such issues as pay and intention to leave. Open ended questions were included towards the end despite the concern for priming. It was believed that respondents were more likely to be comfortable and remember strengths and challenges to the agency after answering the earlier questions. The survey included some demographics but due to the low number of staff members, broad categories were chosen for age and number of years in the agency to avoid easily identifiable respondents. Gender and ethnicity was included although the overwhelming number of employees are female and Caucasian. The survey was tested with one team lead and one case manager to ensure questions were clear and appropriate. The survey was also approved by the leadership team to ensure that issues presented could be addressed by the leadership if needed. (Appendix C)

The survey was administered by paper. Paper was chosen for ease, potentially high responses rate and low cost. Supervisors introduced the surveys and encouraged all to respond.



Employees were encouraged to complete the survey individually. Time was specifically set aside for employees to complete the survey. Confidentiality was assured by the leadership team. Employees placed their surveys in sealed and signed envelopes and then placed these envelopes in a larger envelope for the consultant to protect confidentiality.

MASLACH BURNOUT INVENTORY-HUMAN SERVICES SURVEY (MBI-HSS)

The Maslach Burnout Inventory-Human Services Survey (MBI-HSS) will be used to determine the level of burnout of the case managers at the DDBAC. The MBI-HSS is a well-respected scale with strong validity and solid norms. In addition, the MBI has been used in numerous studies with various groups of employees including those in the helping professions. The MBI-HSS is simple and user-friendly. It consists of 22 items that assess for three aspects of burnout:

- **Emotional Exhaustion:** measures feelings of being emotionally overextended and exhausted by one's work
- **Depersonalization:** measures an unfeeling and impersonal response toward recipients of one's service, care treatment, or instruction
- **Personal accomplishment:** measures feelings of competence and successful achievement in one's work.

The MBI-HSS was administered by paper. Paper was chosen for ease, potentially high response rate and low cost. Team leaders introduced the MBI-HSS and encouraged all to respond. Employees were encouraged to complete the MBI-HSS on their own. Times to complete the MBI-HSS was given. Confidentiality was assured. Employees placed their surveys in sealed and signed envelopes and then placed the survey in a larger envelope for the consultant to protect confidentiality. In addition, should any employee experience any distress from completing the MBI-HSS, resources were given ahead of time for employees to utilize such as the contact information for the Employee Assistance Program.

EXISTING DATA

Employee data: Turnover for the past three years was obtained to determine a baseline for turnover and absenteeism.

Client Satisfaction: The agency regularly administers client and family satisfaction surveys. To minimize cost, the results of these surveys were examined for relevant information.

ANALYSIS

LEADERSHIP INTERVIEWS AND STAFF FOCUS GROUP

The leadership interviews were coded for themes. Both latent and manifest themes were developed to capture the issues faced by both leaders and staff. Two separate consultants coded the interviews and groups to ensure interrater reliability. Themes were summarized for information about the agency strengths and challenges and were used as a basis for the survey. (Appendix D and E)

SURVEYS

Demographics for gender indicated a high number of females. Due to this high number of one gender, surveys were not assessed by gender as this would single out the few males in the group and would not provide statistically significant results. Ethnicity primarily indicated Caucasian as is reflected in the county in which the agency is located. Surveys were not assessed by ethnicity for similar reasons as gender.

For Questions 1-12, the Factor ANOVA was chosen as more than two groups were compared in each of the three independent variables for multiple factors. The questions with the statistically highest means would be presented in a bar graph.

Question 13 and 14 are categorical. A Chi-Square was used for the analysis. This will be presented in a bar graph.

Questions 15-17 will be coded for themes.

(Appendix F)

MASLACH BURNOUT INVENTORY-HUMAN SERVICES SURVEY

A Factor Analysis of Variance (ANOVA) was completed on the data from the Maslach Burnout Inventory-Human Service Survey. The independent variables assessed are age, number of years at the agency and the case manager's team. The dependent variables included the three sub scales on the MBI-HSS (Emotional Exhaustion, Depersonalization and Personal Accomplishment). The Factor ANOVA was chosen because more than two groups are being compared in each of the three independent variables for multiple factors. The results of the MBI-HSS was analyzed and assessed based on the norms established for the rating scales. In addition, the results were also compared to results from existing studies for employees who work with the developmental disabilities population. Again, gender and ethnicity were not assessed separately for the same reasons as the survey. (Appendix F)

RESULTS

LEADERSHIP INTERVIEWS AND STAFF FOCUS GROUP RESULTS

Leaders and staff members had clear and strong views about the work they do at DDBAC as expressed in the individual interviews of the leadership team and in the four focus groups of the case managers. A significant area of agreement was the identification of the purpose of the organization. Both groups clearly identified that helping those with developmental disabilities lead an enjoyable and productive life as a primary goal. They believe that the agency is there to provide resources and support to achieve this goal. In addition, the agency also provides support for families. Leaders added that advocacy in the community and running the agency in a fiscally responsible way was also part of the mission.

There were similarities in the reasons both groups chose to work at DDBAC. Most felt that helping both clients and their families and seeing progress were positive aspects about working at DDBAC. A number of staff and leaders had a personal connection with someone with developmental disabilities such as a family member. Finally, many felt that the job they were doing fit their skills and interests.

Staff and leaders reflected on some of the strengths of the agency. Staff focused on the team and felt much support by their co-workers and supervisors. They also identified the gratitude of the clients and

families and seeing improvement and success as a strength. This is often called “compassion satisfaction” and can alleviate some of the stress of working in the helping profession. Leaders were more focused on the global picture such as a positive response by the community, proactive interventions to cope with financial issues and other community-based issues, and the number of clients who are gainfully employed. All agreed that both leaders and staff strive to adhere to the mission and generally have positive feelings towards each other.

There were also some similarities in the challenges that the agency faces. Both groups agreed that financial instability and low wages were a concern as well as lack of resources in the community. Also, both groups pointed out the challenges with working with this population such as the chronic nature of developmental disabilities and lack of progress. In addition, clients can often be uncooperative and combative. High expectations from the family members that cannot be met was also identified by both leaders and staff as problematic and stressful. In addition, frustration was expressed by both groups about issues with contracting agency employees such as poor follow through and high turnover. There were some differences about challenges as well. Leaders expressed concern over staff turnover, low morale among staff, absenteeism, and anger expressed towards clients and families by staff. Staff members added other challenges including feeling like they must “police” workers in the contracting agencies, high caseloads and too much paperwork.

12 SURVEY RESULTS

The overall results of the survey indicate that employees feel that they typically have positive interactions with clients and feel appreciated by families. They expressed the most distress at not being able to meet the needs of the clients followed by behavioral issues of clients. Those on the adult and transitional/youth teams expressed more distress by their clients’ behaviors. Those on the child team highly rated believing that families appreciated them.

Regarding employee relationships with contracting agencies, the highest scores reflected distress with agency workers not completing tasks although lowest on complaints by families. Even though staff are frustrated with contracted workers, they do not get negative feedback from the families directly. Older workers and workers who had been at the agency longer scored high on frustration with the lack of control over contracted workers.

Of all the items, the highest scoring item for all employees was the high caseload closely followed by paperwork. This was especially true for the transitional/youth team although it is unclear why. A difference among team members was the child team reported not feeling they have enough independence or autonomy. Scores regarding role ambiguity reflected that this was a significant issue for the younger workers.

Low pay was for a rated consistently among all for case managers but low to moderate for other staff.

Intention to leave was high for young workers but lower for older workers. It was also high for the transitional/young adult group.

Themes for the open-ended questions about their job were as follows:

What I like best: client interaction, co-workers, relationship with supervisors, helping others

What I like least: pay, paperwork, frustration with contracting agency workers

What I would like to change: increase pay, less paperwork, improved relationship with contracting agencies, improved expectations of case managers by families.

MASLACH BURNOUT INVENTORY

Overall, the employees scored high on the Emotional Exhaustion sub scale, moderate on the Personal Accomplishment subscale and low on the Depersonalization subscale. Compared to the research with direct line staff of those who work with the developmentally disabled, the employees scored higher on Emotional Exhaustion but similarly on Lack of Personal Accomplishment and Depersonalization. Statically significant differences by number of years in the agency as well as age indicated the older respondents scored higher on Depersonalization but less on Emotional Exhaustion. Whereas the younger respondents had high scores on the Emotional Exhaustion subscale. One possibility for this is that as one ages, one is more able to cope with the emotional toil of the working profession than those just beginning in the field, however, feeling more separate from one's clients may be one way to cope. There were no significant effects by teams except those in the "other "category (office workers, finance department etc.) scored low on depersonalization. In sum, there does seem to be significant burnout for workers although this may be mitigated by the rewards they feel when seeing clients improve and receiving positive support from families.

SUMMARY

Are workers experiencing burnout?

- Overall there is a significant level of Burnout among case managers but not for other staff members.
- Younger workers are experiencing Emotional Exhaustion
- Older workers are experiencing more Depersonalization

What are the contributing factors to low morale?

- Low pay
- Too much paperwork
- Issues with contracting agency staff
- Challenging behavior by clients
- Unreasonable expectations by families
- Autonomy/lack of control (Transitional/Youth Team)

Strengths of the Agency

- All agency employees have a clear sense of the mission
- Relationship between co-workers is significantly positive
- Employees feel the leadership team is supportive
- Relationships with clients and families is generally positive
- Case Managers feel appreciated by the families

RECOMMENDATIONS

1. Education about compassion fatigue and burnout: Providing education about the impact of working in the helping professions to all employees is recommended. This would include warning signs and symptoms, contributing factors and personal inventions to promote self-care. This would also provide a framework for more team based and organizational interventions.
2. Establish a multi-level workgroup consisting of leadership, supervisors/middle management and line staff to develop organizational interventions to promote self-care and wellness, specifically addressing emotional exhaustion and feelings of depersonalization.
3. Education re: ways to manage behavioral issues with clients and families is also recommended with follow up by supervisors.
4. Possibly establishing a mentorship program in which older more experienced workers are paired with younger workers to aid the younger workers in working through challenges often faced in this field.
5. Exploring the difference between the teams in more in depth is warranted regarding issues of the perception autonomy and lack of control.
6. Improving relationships with contracting agencies including strong leadership support in addressing on-going issues with the leaders of the contracted agency. Processes may need to be put in place to provide feedback to contracting agencies about their workers. This may help decrease the burden case managers feel in disciplining the contract agency workers.
7. Increasing education and clarification for job and role expectations especially for younger workers.
8. Develop processes and educational materials for families regarding expectations of the agency. Leadership support and back-up will be important in this area.
9. Continued advocacy by leadership for increase in wages and benefits for employees.
10. Attempts to streamline paperwork and other procedures may be beneficial. Possible education about a "lean" approach to procedures may decrease staff burden in this area.

AREAS OF FURTHER STUDY

Examining issues with contracting agencies to determine what impacts how agency workers provide services and what can be done to improve the services.

Establishing a baseline of responses to the client and family satisfaction survey and then repeating the survey after interventions to assess for improvement.

Exploration of the difference between the teams related to case managers feeling independent/autonomous.

A closer examination about the differences between teams about intention to leave as the transitional/youth team scored higher than the other two teams.

APPENDIX A**INDIVIDUAL LEADERSHIP DISCUSSION GUIDE:**

Introduction: My name is Carol O'Connell. Thank you so much for meeting with me today. As you know, your agency employed my services to work closely with the leadership team, managers and staff in your organization to help your agency strive to best meet the needs of the clients you serve and create a positive atmosphere for all employees. I am interviewing you, as well as other members of your leadership team, to learn more about your organization. Your specific responses in this interview will be confidential. However, a summary of the themes that come from these interviews will be provided. I will need to take notes to help me accurately remember what you said. If you are comfortable, it would also be helpful if I could audio record this interview. We will meet for one hour. Do you have any questions before we begin?

1. Introduction:
 - a. What is your role in the organization and how long have you worked here?
 - b. Why did you choose to work here?
 - c. What is your favorite aspect about working here?

2. General questions about agency
 - a. Can you give me a brief history of the organization?
 - b. What do you see as the primary purpose or goal of the organization?
 - c. How does the organization go about achieving this purpose or goal?

3. Organization performance
 - a. What are some of the strengths of the organization?
 - b. What are the biggest challenges facing the organization?

4. Staff Issues
 - a. Can you tell me the role of the case manager?
 - b. What are some of the strengths of the case managers?
 - c. What are some of your concerns about case managers?
 - d. (If not mentioned) tell me about your concerns about retention and its impact on...
 - i. The agency
 - ii. Clients and families
 - iii. Contracting agencies
 - e. What are some of the concerning behaviors you notice case managers engage in?
 - f. How might these behaviors impact...
 - i. The agency
 - ii. Clients and families
 - iii. Contracting agencies
 - g. What are some of the ways the agency has addressed these concerns?

5. What do you most hope to see improve as a result of this consultation?

APPENDIX B**CASE MANAGER FOCUSES GROUP DISCUSSION GUIDE**

Introduction: My name is Carol O'Connell. Thank you so much for meeting with me today. As you know, your agency employed my services to work closely with the leadership team, managers and yourselves to help your agency strive to best meet the needs of the clients your serve and create a positive atmosphere for staff. I am interviewing you to learn more about your ideas about the organization. Your specific responses in this interview will be confidential. However, a summary of the themes that come from these interviews will be provided. I will need to take notes to help me accurately remember what you said. If you are comfortable, it would also be helpful if I could audio record this interview. We will meet for one hour. Do you have any questions before we begin?

1. What is your role in the agency and how long have you worked here?
2. What do you see as the primary purpose or goal of the organization?
3. What do case managers do to achieve this purpose or goal?
4. Why did you choose to work here?
5. What is your favorite aspect(s) about working here?
6. What are the strengths of the agency?
7. What are the biggest challenges that you face when working here?
(If not mentioned ask...)
 - a. Working with clients?
 - b. Working with families of clients?
 - c. Working with contracting agencies?
 - d. Organizational stressors?
8. What does the agency do to help with these challenges?
9. What do you wish the agency would do to help with these challenges?

APPENDIX C

EMPLOYEE SURVEY

This survey is designed to understand how employees at the DDBAC feel about their work with clients and families, contracting agencies, and other relevant issues. You will be asked a series of questions. Please answer as truthfully and honestly as you can. No member of the agency will see any respondent's individual answers, however, a summary of all the answers will be presented. This summary will also be made available to all participants in the survey. Thank you for taking the time to complete this survey.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Working with Clients and Families					
1. My interactions with clients is generally positive.					
2. Families of my clients appreciate the work I do.					
3. My client's behavior is often a source of stress for me.					
4. I am able to meet the needs of my clients.					
Relationship with Contracting Agencies					
5. My clients and their families report positive interactions with agency workers.					
6. Agency workers do not complete tasks in a timely manner.					
7. I am concerned about the high turnover in agency workers.					
8. Lack of control over agency staff frustrates me.					
Organizational Issues					
9. The amount of cases I am responsible for is reasonable.					
10. I have much autonomy/independence in how I do my job.					
11. I am clear about the expectations for my job.					
12. I often find I am worried about not completing paperwork.					
Other (Please circle your response)					
13. The amount I'm getting paid is	Not enough		Just Right		Too much
14. I think about leaving my job	Rarely		Often		Much of the time

15. What I like best about my job is...

16. What I like least about my job is...

17. If I could change something (s) about my job, I would change...

About Yourself

18. Age: _____

19. Gender (please circle): Male Female

20. Number of Years at the Agency (please circle): Under 3 years 3-10 years Over 10 years

21. Team (please circle): Adult Transitional/Young Adult Child Other

Thank you for completing this survey.

APPENDIX D

INDIVIDUAL LEADERSHIP INTERVIEW THEMES:



Why did you choose to work here?

- Philanthropic: Wanted to help others
- Personal Connection: Family member or friend with Developmental Disabilities
- Use of talents and skills: leadership, management

What is your favorite aspect about working here?

- Philanthropic: Lives of those with Developmental Disabilities improve
- Advocacy: Educate the community about developmental disabilities
- Team: Enjoy working with team members

What do you see as the primary purpose or goal of the organization?

- Improve the lives of those with developmental disabilities
- Support the families of those with developmental disabilities
- Educate the community about developmental disabilities
- Fiscal responsibility

How does the organization go about achieving this purpose or goal?

- Coordination of services for individuals and families
- Promotional Activities: educational forums, develop connections with other organizations in the community

What are some of the strengths of the organization?

- Staff's desire to help others
- Partner with other community agencies to improve services e.g. businesses who employ the client, Housing Board, School Board, Families First Council etc.
- Increase in number of clients who are employed
- Proactive response to issues

What are the biggest challenges facing the organization?

- Financial Insecurity: levies are not always passed in fiscally conservative area; budget can be changed yearly
- Increase in population with developmental disabilities
- Lack of resources in the community
- Staff issues: high turnover and low morale

What are some of the strengths of the case managers?

- Relationship with clients overall is positive
- Most adhere to the mission of the organization
- Hard working

What are some of your concerns about case managers?

Retention: high rate of turnover

Low morale: express unhappiness with the work and organization

Inappropriate behavior: call off, in late, express anger at clients

Relationship with clients/families: challenging behavior of clients, high expectations of families.

Relationship with agencies: poor follow through with agency staff, high staff turnover

Financial: low salary, lack of job security

What are some of the ways the agency has addressed these concerns?

Communication: encourage staff to bring up concerns in staff meetings and with supervisors

Competencies: assess staff competencies and provide training in areas that need improvement

Reward System: employee of the month

What do you most hope to see improve as a result of this consultation?

Staff attitudes: happier, positive mood, excited about coming to work

Lower turnover

Improved client and family satisfaction

APPENDIX E

CASE MANAGER FOCUS GROUP THEMES:

What do you see as the primary purpose or goal of the organization?

- Helping clients with Developmental Disabilities lead productive lives
- Helping families of those with developmental disabilities

What role does case managers do to achieve this purpose or goal?

- Coordination of Services: connecting them to appropriate services
- Develop relationships with clients and families: connect them to appropriate services, encourage them to use the services; provide emotional support to families
- Ensure services are being carried out by contracting agencies

Why did you choose to work here?

- Helping others as primary focus
- Family members have developmental disabilities
- Skills fit: enjoy working with people, leadership skills

What is your favorite aspects about working here?

- Success: seeing clients improve, achieve a goal, learn to work
- Positive impact of the work: see what they do makes a difference,
- Team: enjoy the relationships with teammates; supportive co-workers and managers
- Believe in the mission

What are the strengths of the agency?

- Relationship with Team Supervisors: Most feel comfortable with their team lead and believe that try to have their best interests in mind.
- Clients: Identified that clients are often grateful for the services. Enjoy the relationship they have with their clients. Some clients improve, get jobs, feel productive
- Agencies: Some workers at contracted agencies provide excellent service to their clients.
- Connection with Leadership Team: Overall workers feels that leadership is doing well at leading the agency. Workers recognize the leaders face challenges outside of the agency

What are the biggest challenges that your face when working here?

- Issues with Clients and Families
 - Chronicity of the clients and lack of improvement common to the population.
 - Challenging interactions by clients.
 - Conflict with family members of clients: Family members often have unrealistic expectation of the case managers, resources provided and the clients themselves.
- Issues with Contracted Agency:
 - Contracting agencies do not do the services for which they are contracted e.g. do not show up, do not take clients to scheduled appointments on time, do not check in with their client at the agreed upon frequency
 - High turnover in the contracting agencies' employees creates disruption for the clients and difficult coordinating services.
 - Case managers feel they are "policing" them and feel uncomfortable about this.
 - Lack of control: little control over the quality of the work

Organizational Issues

High Caseload: too many clients; do not feel they are serving the clients well

Financial issues: low pay; financial instability of the organization

Paperwork: amount, "busy" work; leaves less time for interacting with clients

What does the agency do to help with these challenges?

Advocate in the community for more money; levy campaigns

Provide time in team meetings to discuss issues

Immediate managers are understanding and available

What do you wish the agency would to help with these challenges?

Continue to advocate for increase pay; livable wage

Decrease caseload

Streamline paperwork

More support for managing contracting agencies

More connection with upper management

APPENDIX F**STATISTICS****DEMOGRAPHICS****Age:**

Mean

Range:

Categories	18-25	25-40	40-55	55+
Number	#	#	#	#
Percent				

Gender:

	Male	Female	Other
Number	#	#	#
Percent			

Ethnicity:

Mean

Range:

Category	White	African American	Hispanic	Asian	Native American	Mixed	Other
Number							
Percent							

Years in the Agency:

Mean

Range:

Categories	Under 3 years	3-10 Years	10+ years
Number			
Percent			

Team:

	Adult	Transitional/Young Adult	Child
Number			
Percent			