

Therapeutic Program Worker Turnover Analysis:

A Feasibility Study

Green Belt Six Sigma Project Report Out
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Meet the Therapeutic Program Workers (TPWs)

TPWs are Worth their Weight in Gold

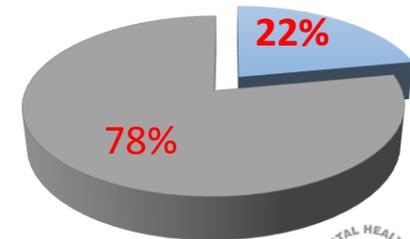


Front-line staff at Regional Psychiatric Hospitals (RPHs) and in the community as **Community Service Network (CSN)** workers

- Provide **direct care services** and assist patients toward assuming **independent living skills**



- Represent **22%** of **OhioMHAS staff** and have most frequent contact with patients



Project Charter

Problem Statement

To identify the variation in orientation/training, on-the-job training or other factors such as fit of applicant to job duties that may be contributing to the high turnover rate for TPWs among the RPHs

Project Goal

Identify at least three factors that contribute to the TPW turnover and make recommendations for retention

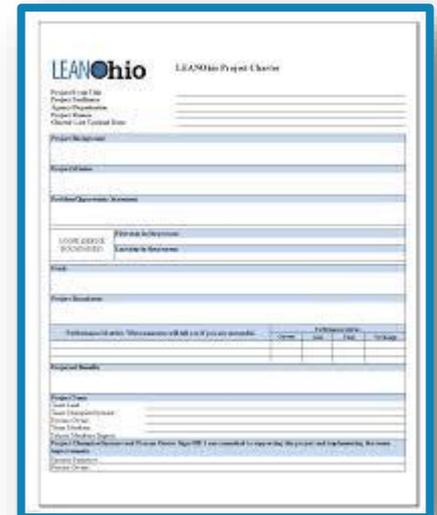
Scope

First Step: Analyze current turnover data and job satisfaction-related information

Last Step: Report factors that contribute to high turnover

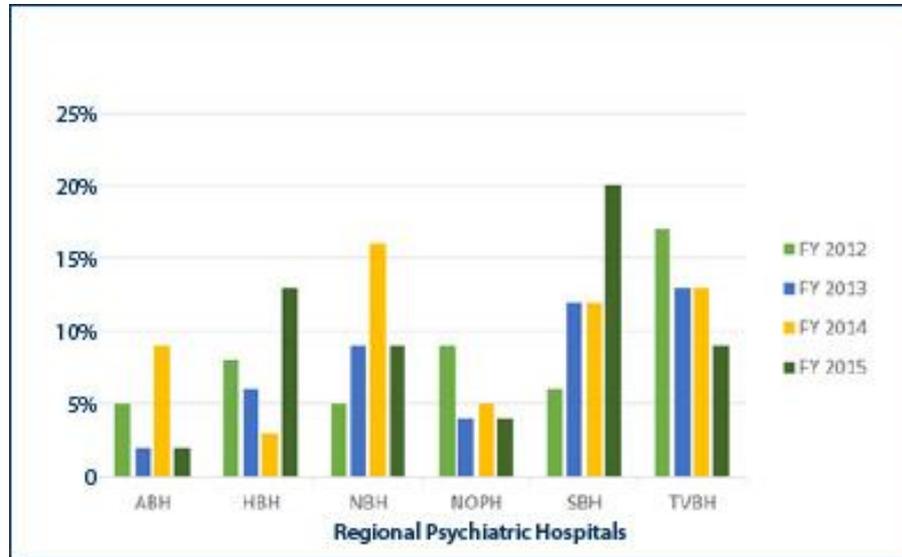
Performance Metric

Turnover percentages at the RPHs



Turnover

Percentage of Turnover by
Regional Psychiatric Hospital and Fiscal Year



	ABH	HBH	NBH	NOPH	SBH	TVBH	Average for all RPHs
FY 2012	5% <i>n</i> =3	8% <i>n</i> =6	5% <i>n</i> =8	9% <i>n</i> =5	6% <i>n</i> =7	17% <i>n</i> =18	8%
FY 2013	2% <i>n</i> =1	6% <i>n</i> =4	9% <i>n</i> =13	4% <i>n</i> =2	13% <i>n</i> =16	22% <i>n</i> =22	9%
FY 2014	9% <i>n</i> =5	3% <i>n</i> =2	16% <i>n</i> =22	5% <i>n</i> =3	12% <i>n</i> =17	13% <i>n</i> =13	10%
FY 2015	2% <i>n</i> =1	13% <i>n</i> =8	9% <i>n</i> =12	4% <i>n</i> =2	20% <i>n</i> =26	9% <i>n</i> =8	10%

Operational Definitions



➤ **Voluntary Turnover** An employee that willingly leaves the Department and includes: Resignation, resigned (not recommended for re-hire) and resigned (in good standing)

➤ **Involuntary Turnover** When OhioMHAS initiates the separation and includes: Removed and probationary removal

* Does not include retirements, disability retirements, disability separations and terminations with pay



➤ **Staff Survey** to obtain data related to job satisfaction

- 553 TPWs employed at time of survey, five surveys returned; Total surveyed = **548**
- Survey parts: Employment, Experience and General Questions
- Response Rate $n = 266$, **48.5%**



➤ **Focus Groups** to confirm customer input

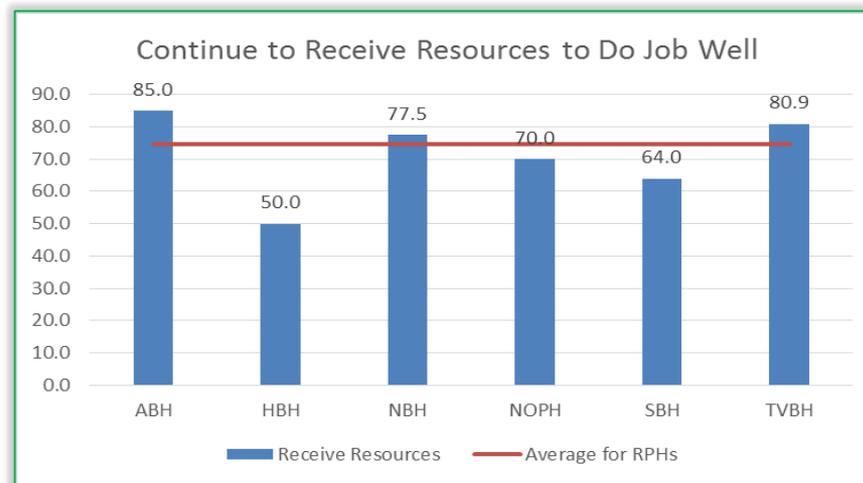
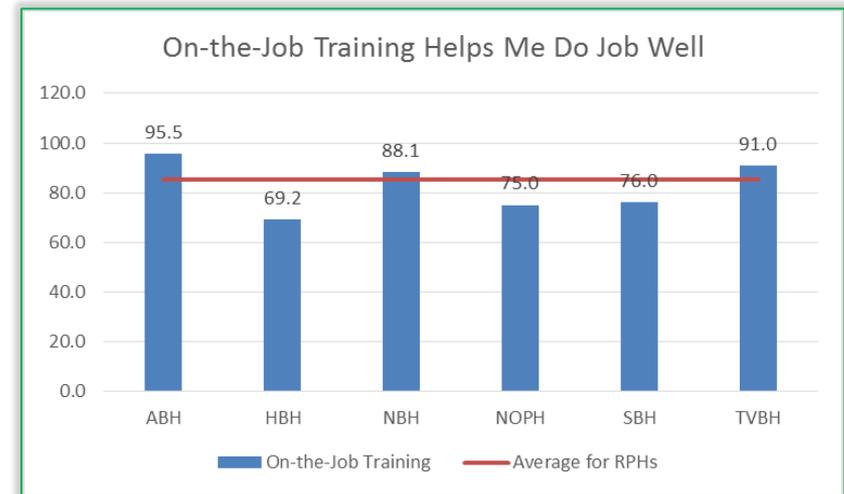
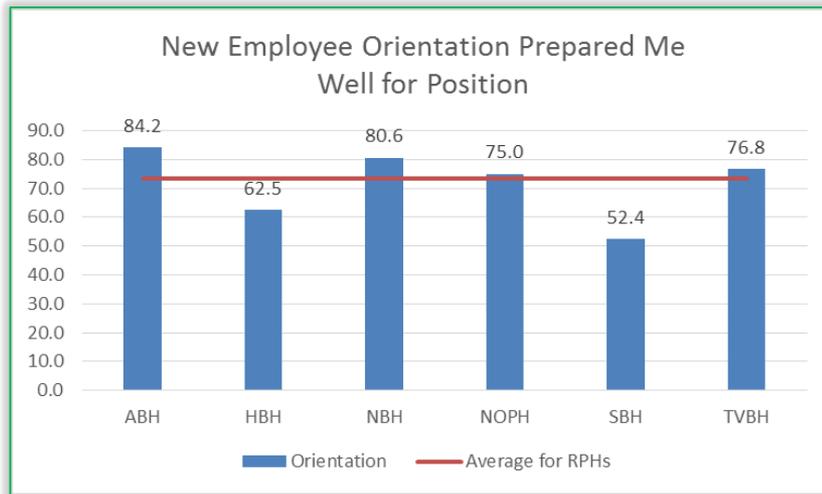
- 50 TPWs interviewed = 9% of TPWs
- About equal number men and women, most long-term employees (over 5 years) and 2/3 interviewed in groups



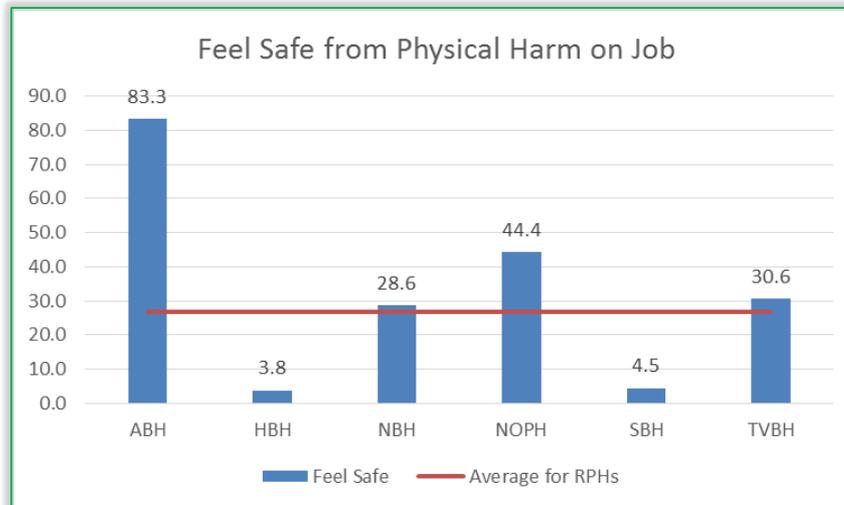
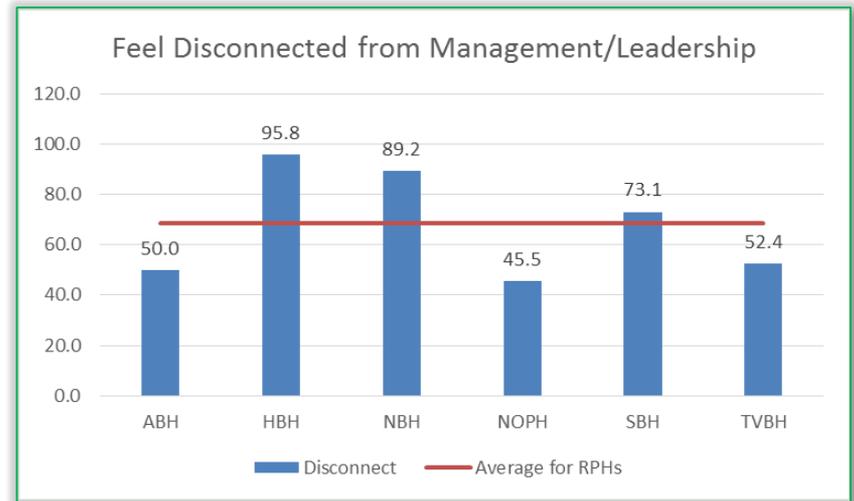
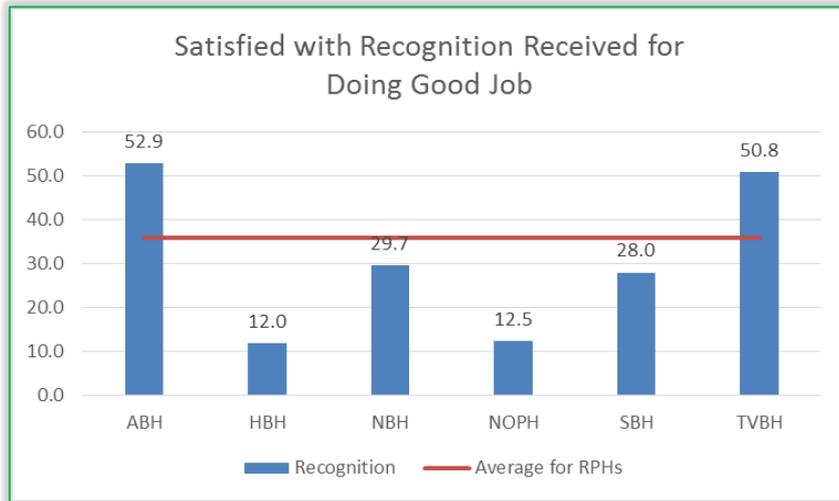
Results for Agreement with Experience Statements

	Average for all RPHs	ABH	HBH	NBH	NOPH	SBH	TVBH
Employee Orientation	73.5% n=181	84.2% n=19	62.5% n=24	80.6% n=36	75.0% n=12	52.4% n=21	76.8% n=69
On-the-Job Training	85.1% n=194	95.5% n=22	69.2% n=26	88.1% n=42	75.0% n=12	76.0% n=25	91.0% n=67
Receive Resources	74.6% n=181	85.0% n=20	50.0% n=18	77.5% n=40	70.0% n=10	64.0% n=25	80.9% n=68
Recognition Received	35.8% n=173	52.9% n=17	12.0% n=25	29.7% n=37	12.5% n=8	28.0% n=25	50.8% n=61
Job Satisfaction	79.5% n=171	100% n=19	62.5% n=24	65.7% n=35	77.8% n=9	81.8% n=22	87.1% n=62
Disconnect Mgt/Ldshp	68.4% n=177	50.0% n=16	95.8% n=24	89.2% n=37	45.5% n=11	73.1% n=26	52.4% n=63
Recommend Position	75.4% n=171	85.0% n=20	43.5% n=23	76.3% n=38	83.3% n=6	76.2% n=21	82.5% n=63
Feel Safe from Harm	26.9% n=167	83.3% n=12	3.8% n=26	28.6% n=35	44.4% n=9	4.5% n=22	30.6% n=62
Considered Leaving	40.2% n=184	45.0% n=20	64.0% n=25	43.6% n=39	45.5% n=11	44.0% n=25	25.0% n=64

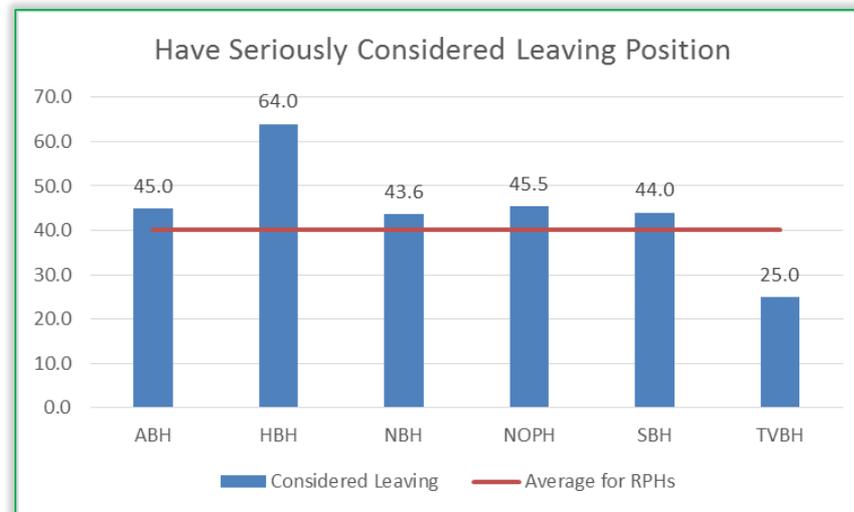
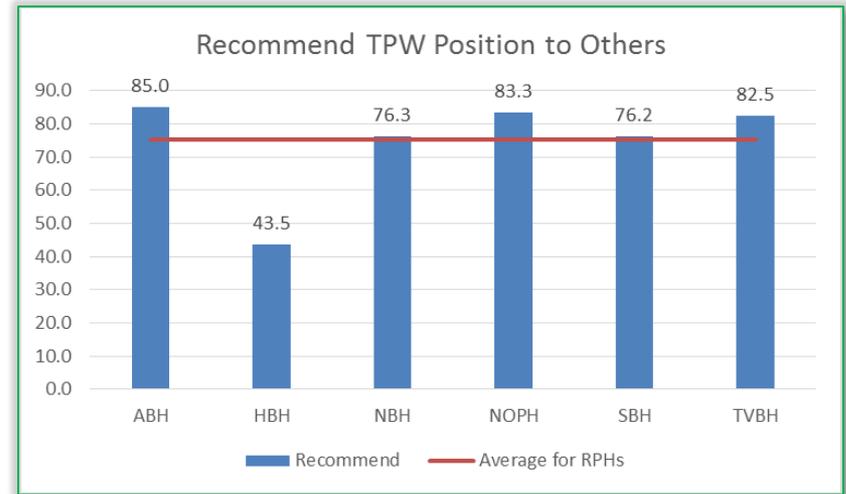
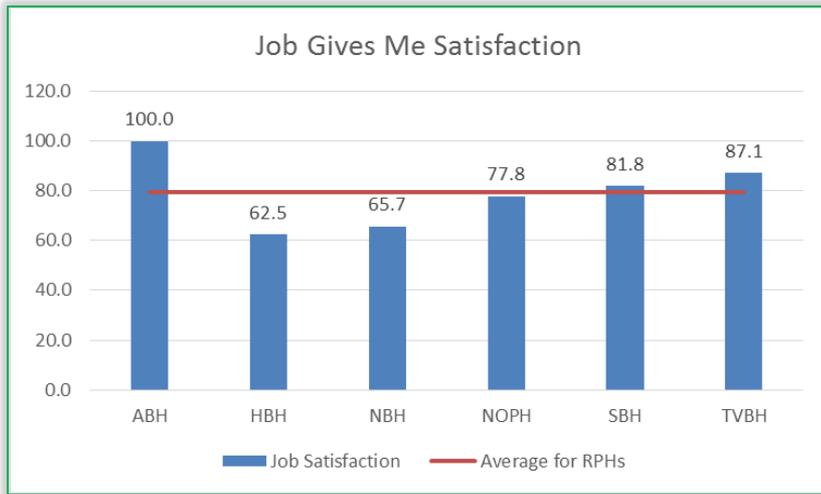
Relationship to the Mean



Relationship to the Mean



Relationship to the Mean



Survey Findings - Correlations

Statistical significance at 95% confidence level:

- **Feeling safe from physical harm** and appointment type, length of service, job satisfaction, recommend position to others, feel disconnected from management/leadership and seriously considered leaving
- **Seriously considered leaving** and length of service, job satisfaction, recommend position to others, disconnect from management/leadership and satisfied with recognition received
- **Disconnect from management/leadership** and length of service and job satisfaction
- **Satisfied with recognition received** and appointment type, length of service and job satisfaction

Survey Findings – Regression Analysis

Conducted for **job satisfaction & seriously considered leaving** (dependent variables)

Feeling of disconnect from management/leadership is a predictor of job satisfaction (.012) - By increasing connectedness, **job satisfaction** would **increase by 26%**



Feeling of disconnect from management/leadership and **satisfied with the recognition received for doing a good job** are predictors of seriously considered leaving (0.12) and (.005) - By increasing connectedness and satisfaction with recognition, TPWs who **seriously considered leaving** would be **reduced by 46%**

Qualitative Analysis

Staff survey open-ended questions (N=744)

- Do not feel safe from physical harm: $n=101$
- Seriously considered leaving position: $n=69$
- Like best about job: $n=177$
- Challenges that make job more difficult: $n=168$
- Changes/support to increase job satisfaction: $n=154$
- Additional comments: $n=75$



Focus group interviews (N=516)

- Ideas to improve connectedness to management/leadership, satisfaction with recognition and safety from physical harm
- Good things that are happening



Focus Groups - Ideas for Improvement

Connectedness

- Communications
- Team building



Recognition

- Formal/informal acknowledgement from all levels
- Professional presence



Safety



Education and training
Emergency response protocol
Medication guidelines



Pro-active management
Staffing levels
Visitor procedures

Good Things

Co-workers, unit teamwork, **loving job**, helping patients, **wanting more for patients** and being rewarded for doing a good job



Cost Projections & Cost Savings

Cost of on-boarding new staff = \$7,180 per employee

Since July 2011 cost of turnover based on TPWs who separated employment within the first year of service =
\$516,960

Cost savings based on specified **reduction** in turnover

Percentage of Decrease in Turnover	Number of Employees	Cost Savings
10%	2	\$14,260
25%	5	\$35,900
50%	9	\$64,620
75%	14	\$100,520
100%	18	\$129,240

Key Observations

- **High job satisfaction** and would **recommend** the position to others--*Love their job and working with patients*
- **Significant findings** with disconnectedness, satisfaction with recognition and safety
- **Data analyses support** written survey comments and focus group interviews
- **Results align** with key principles of a trauma-informed care approach--*Safety; Trustworthiness and Transparency; Peer Support; Collaboration and Mutuality; Empowerment; Voice and Choice; Cultural, Historical and Gender Issues*



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