



INCREASING EMPLOYEE MORALE

Director's Leadership Academy

Presentation to the Mental Health Commission

10/12/17

GROUP MEMBERS



- **Holly Coil** – Division of Behavioral Health (DBH), Eastern MO Psychiatric Hospital System
- **Stacey Goodwin** – Division of Developmental Disabilities (DDD), St. Louis Tri-County Regional Office
- **Rick Koppeis** – DBH, Southeast MO Mental Health Center
- **Brooke Mayfield** – Investigations Unit, Eastern Region
- **Melissa Sutherland** – DDD, Northwest Community Services
- **Dr. Tara Tubbesing** – DBH, Northwest MO Psychiatric Rehabilitation Center

PURPOSE



- Address the issue of increasing employee morale, with an emphasis on direct care staff, and with little to no money
- Plan: Identify the top issues state-operated facilities are facing regarding morale and develop a strategic plan for improvement



IDENTIFYING THE ISSUE

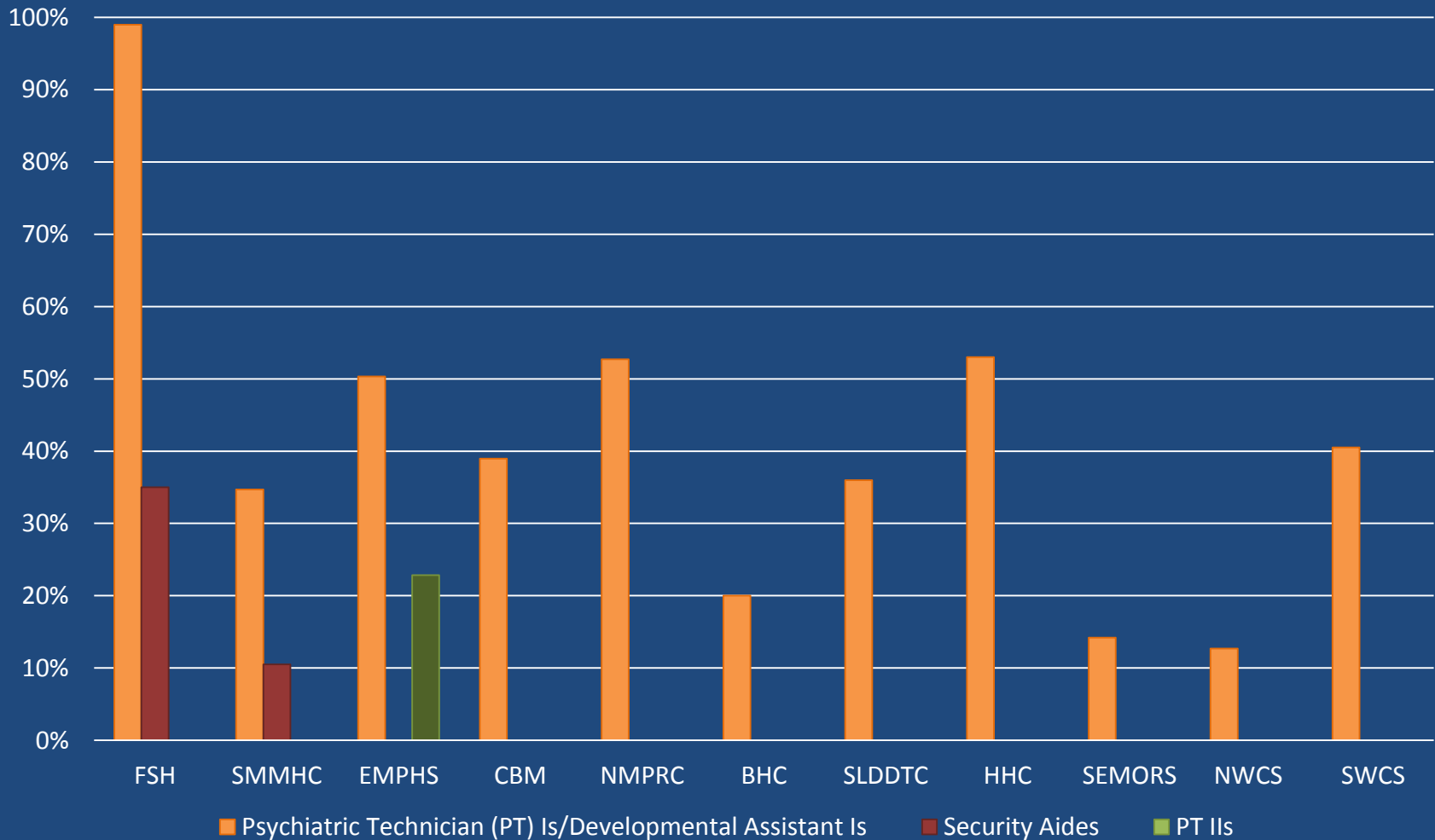


- Query to Human Resources at 11 State-Operated Facilities
 - 5 DBH: Fulton State Hospital (FSH), Eastern MO Psychiatric Hospital System (EMPHS), Southeast MO Mental Health Center (SMMHC), Center for Behavioral Medicine (CBM), and Northwest MO Psychiatric Rehabilitation Center (NMPRC)
 - 6 DDD: Bellefontaine Habilitation Center (BHC), St. Louis Developmental Disabilities Treatment Center (SLDDTC), Higginsville Habilitation Center (HHC), Southeast Missouri Residential Services (SEMORS), Northwest Community Services (NWCS), Southwest Community Services (SWCS)
- Interview with direct care staff at 4 facilities
 - SMMHC (6), NWCS (4), SLPRC (3), NMPRC (3)



QUESTION 1:

What is the average turnover rate for direct care employees at your facility?



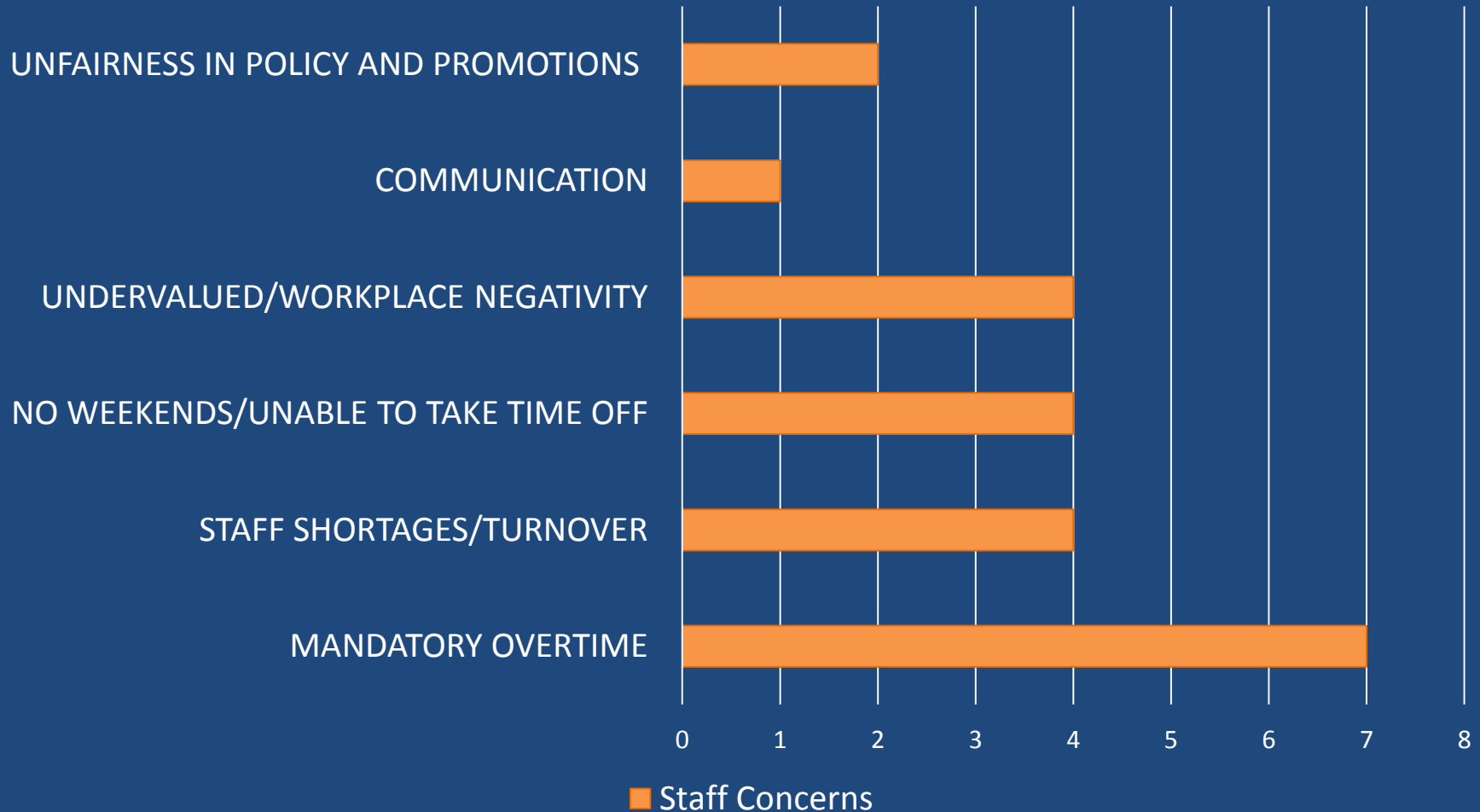
QUESTION 2:

What are the top two concerns/reasons for direct care staff leaving employment?



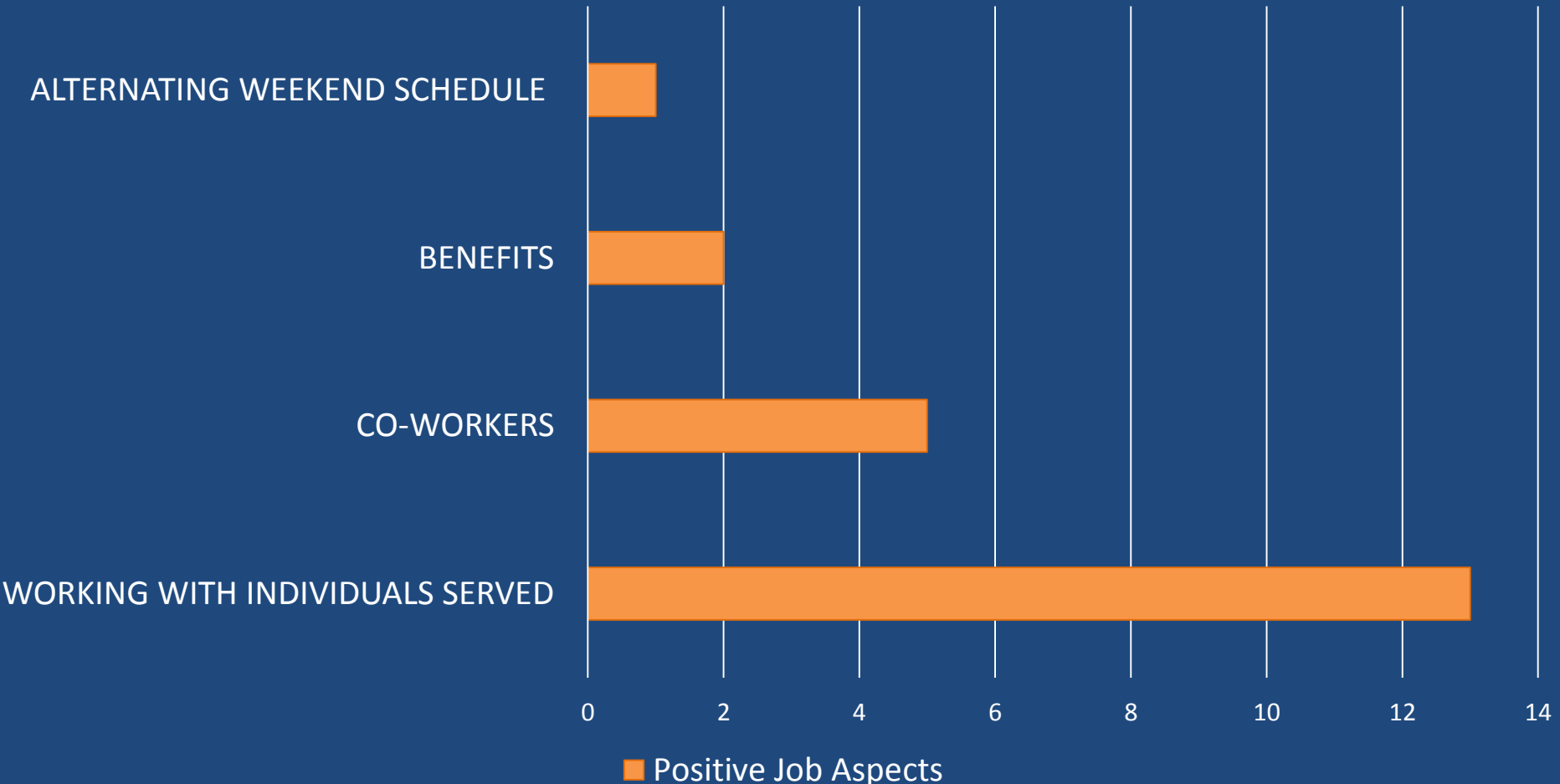
QUESTION 3:

What are the top two concerns you hear from direct care employees regarding morale?



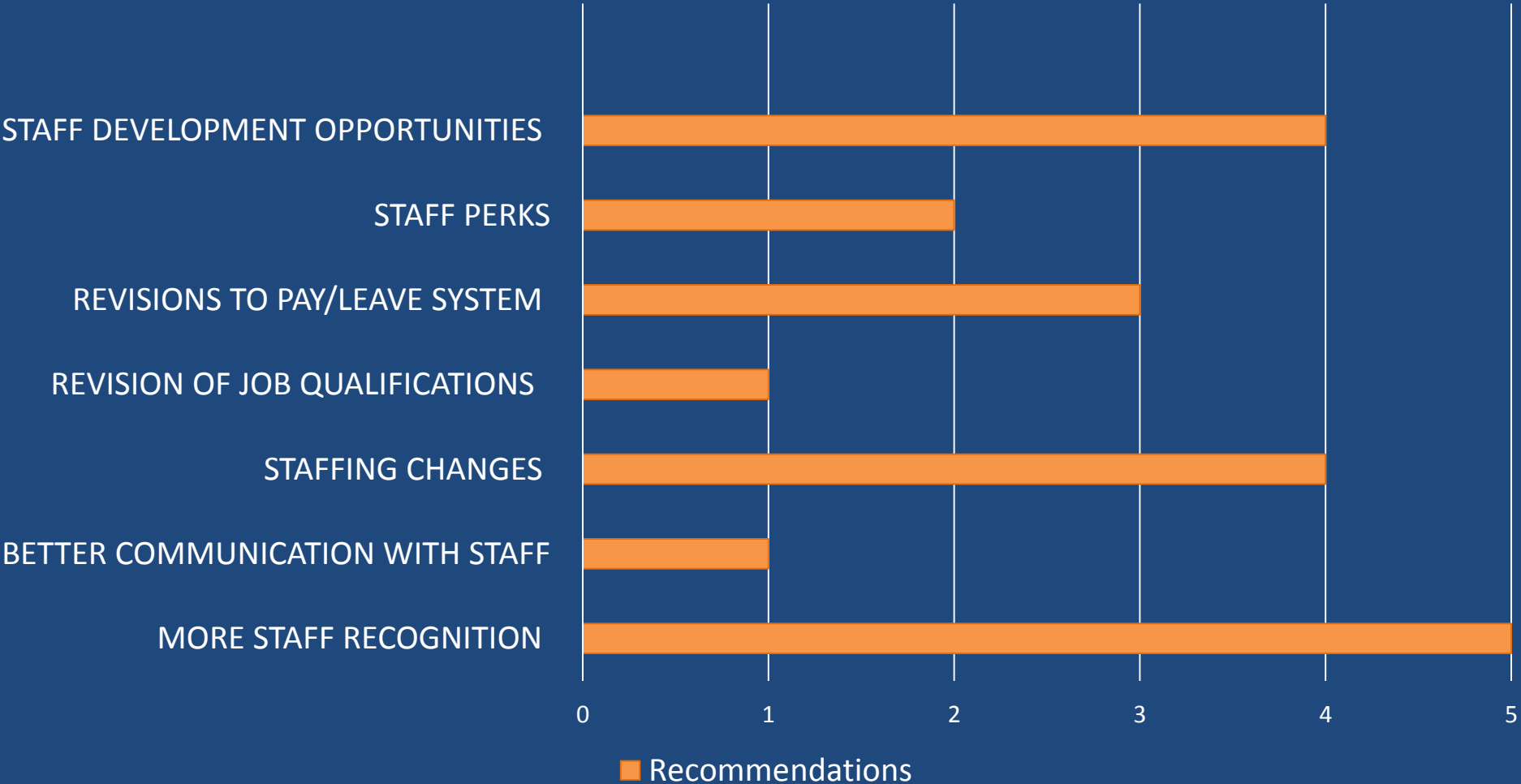
QUESTION 4:

What are the top two aspects of employment at your facility that direct care staff have enjoyed?



QUESTION 5:

Please provide two recommendations for boosting morale outside of a pay increase.



INTERVIEWS WITH DIRECT CARE STAFF: FACTORS AFFECTING MORALE/RETENTION



- Three Main Areas
 - Treatment of staff by management
 - Example: Communication; lack of respect
 - Salary/Advancement
 - Example: Better paid as PRN; limited opportunities to promote
 - Policy and Procedures
 - Example: Sweeping policy changes based on the behavior of a few

INTERVIEWS WITH DIRECT CARE STAFF: SUGGESTIONS TO BOOST MORALE



- **Communication**

- Example: Include staff in discussion

- **Supervision**

- Example: Small rewards; improve opportunities for supervisors to interact with direct care staff

- **Mentoring**

- Example: Allow opportunities for IIs to be mentors and utilize III position as bridges between upper management and the direct care staff; peer review of new employees

- **Training**

- Example: Communicating effectively between co-workers and between management/staff; restructure parts of new employee orientation

OVERALL FINDINGS



- Direct care staff have a strong commitment to the individuals that are being served.
- Positive feedback related to co-worker relationships
- Many opportunities to build morale outside of increased salary

“People work for money but go the extra mile for recognition, praise and rewards.”

- Dale Carnegie

STRATEGIC PLAN



- **Improve communication**

- Example: Electronic records; listening sessions; texts and social media
- Benefit: Increase efficiency and continuity of care; facilitate communication between staff



- **Increase staff participation**

- Example: Inclusion in meetings and/or committees
- Benefit: Active voice in decision-making; skill-building

STRATEGIC PLAN



- **Recognition**

- Example: Expand facility care teams/ERC (e.g. sending e-cards)
- Benefit: Show appreciation and demonstrate employees matter

- **Training opportunities**

- Example: Tailored training for direct care staff; additional supervisory/ leadership trainings
- Benefit: Build autonomy and professionalism



OFFICE MORALE

Despite the Emperor's hopes,
"Funny Hat Fridays" never did significantly
improve morale on the Death Star

STRATEGIC PLAN



- **Other staff benefits**

- Example: Sell back annual leave; reward limited use of sick leave; significantly discounted memberships
- Benefit: Additional compensation through other means

- **Job performance/appraisal system**

- Example: Tie performance to pay utilizing salary/step increases within the job classification
- Benefit: Reward hard-working employees; incentive

STRATEGIC PLAN



- **Advancement**

- Example: Expand available opportunities; transparency
- Benefit: Aware of expectations; motivation

- **Job Qualifications**

- Example: Direct care experience qualifying as “professional experience”
- Benefit: Improve advancement opportunities; reward time spent providing direct service/support

COSTS/BENEFITS



- Initial investment for long-term benefit
 - Low morale leads to... \$\$\$
 - High turnover, more overtime, staff burnout, increased injuries to staff
 - More time spent hiring/training → inefficient in completing job tasks, and more money spent training new staff
 - Less time for innovation in processes
 - Savings can be seen through...
 - Consistency on unit → less client aggression, injury, worker's comp, and it can decrease length of client stay
 - Less money/time spent on hiring and training
 - Efficiencies in communication and job tasks



COMMITMENT TO IMPROVEMENT



- **Accountability**
 - Create core team at each facility
 - Routine reporting to management and division





QUESTIONS?

THANK YOU!

Holly, Stacey, Rick, Brooke, Melissa, and Tara