



Developing a Culture of Retention and Growth

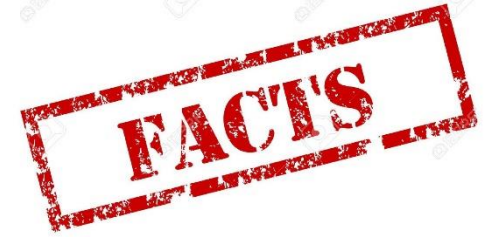
*Building resilience and
psychological capital to
stabilize and grow the
workforce*

Agenda:

WHAT IS AGENDA



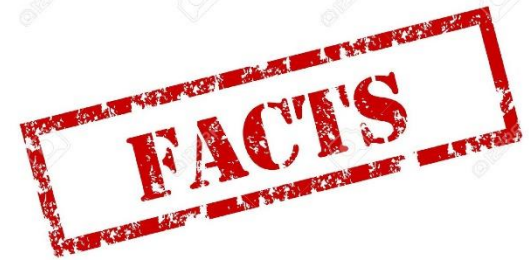
- Look at statistics and facts to better understand the IDD employment arena and struggles.
- Comprehensive approach – the components that can support a more consistent and stable workforce.
- Cultural change.
- Using psychological capital as one component/concept to help support the workforce.
- Jodi Walters – CEO perspective.



- A lack of appropriate management skills makes employees 4x more likely to quit (*Supports the need for training and growth opportunities professionally*).
- According to a study, 87% of human resources leaders have placed their employee retention attempts as a #1 priority for the next few years (Kronos study) (*Supports the need to find and retain staff*).
- The same Kronos study noted as a bottom line that 20% of HR leaders find it difficult to maintain focus on this priority, as there are other factors that take away their attention and budgets (*Supports the need to stabilize the workforce so we can focus on good service delivery*).



- *Millennials are 22x more likely to work for a company with a high trust culture (Supports the need to develop a positive workplace culture).*
- Employees who believe their company has a higher purpose than just profits are 27% more likely to stay at their companies (*Supports the need for employees to understand the mission and be involved in decision-making*).
- Employees who rate their work-life balance highly are 10% more likely to stay at their company. In addition, a study in the Employee Engagement Series conducted by Kronos found 95% of HR leaders admit employee burnout is sabotaging workforce retention.
- *70% of US employees say they are likely to leave their current job and opt for another opportunity at a company that invests in the professional development of their employees.*

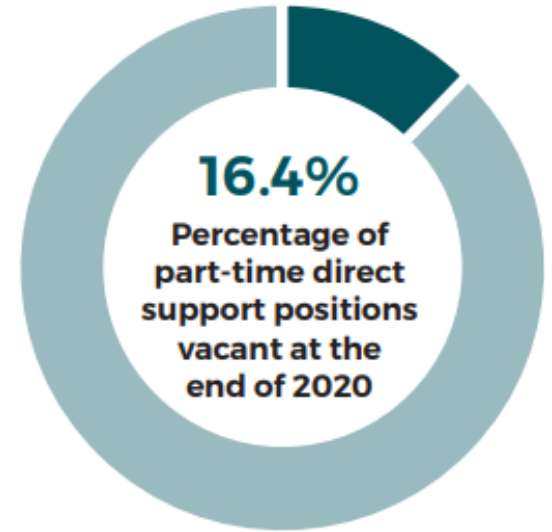
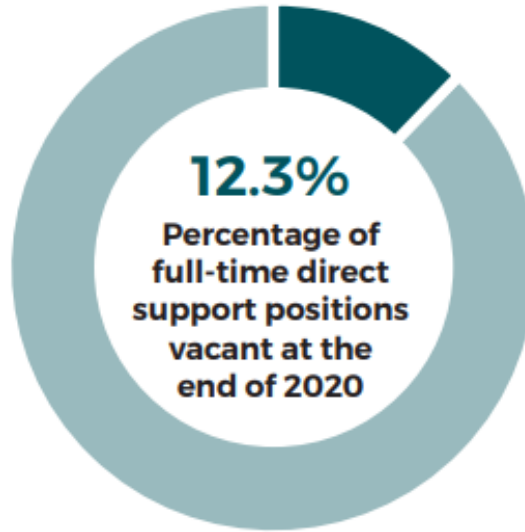
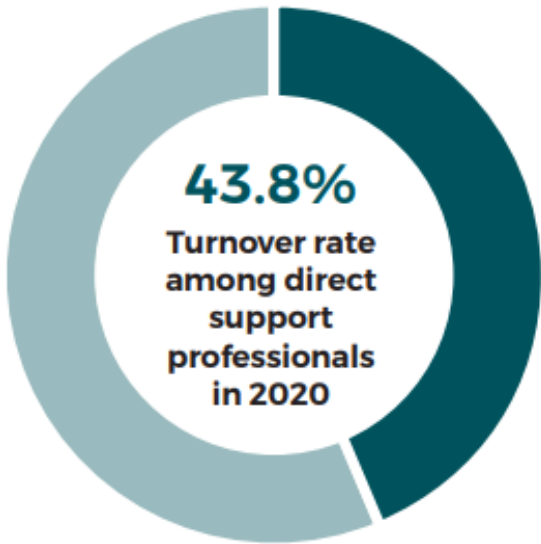


*Did you know that 67% of job seekers seriously consider inclusion and diversity when choosing their next workplace? And with as many as 3 in 5 workers experiencing workplace discrimination, it's no wonder people prefer a work environment where diversity is supported (**Supports the need to develop and maintain a diverse and inclusive culture**).*



- A recent Interact/Harris Poll shows that 91% of the surveyed employees think their leaders lack communication skills. What's more, almost 1 in 3 employees don't trust their employers, according to the Edelman Trust Barometer *(Supports the need for increased top-down and bottom-up communication)*.
- *In a major long-term study, companies with the best corporate cultures – that encouraged all-around leadership initiatives and that highly appreciated their employees, customers, and owners – grew 682 percent in revenue.*
- 47% of people actively looking for a new job pinpoint company culture as the main reason for wanting to leave, so if you want to improve both employee retention and profitability, improving company culture should be one of your business priorities.

FACTS





- Nationally, the average DSP turnover rate in 2020 increased by about one percentage point to **43.6%**. Meanwhile, vacancy rates for full-time direct support positions increased from 8.5% in 2019 to 12.3% in 2020—a roughly 45% increase.
- In The State of America’s Direct Support Workforce Crisis 2021, ANCOR (American Network of Community Options and Resources) surveyed community providers to quantify the impact of the COVID-19 pandemic on the DSP workforce. The survey found that as of fall 2021, 77% of providers were turning away new referrals, and 84% were delaying the launch of new programs and services due to lack of staffing. Additionally, more than half of respondents indicated that they had discontinued programs or service offerings due to insufficient staffing, representing a 70.6% increase since the beginning of the pandemic.
- Survey results further indicated that one in three (29%) providers have spent more than \$500,000 annually in costs related to high turnover and vacancy rates, while more than 1 in 6 respondents reported spending in excess of \$1 million annually (*Supports the need to stabilize the workforce and reduce costs to better serve clients*).



81% of providers are struggling to achieve quality standards. *More than 8 in 10 respondents indicated that they had experienced difficulties in achieving quality standards due to insufficient staffing.* This represents a 17.4% increase since the beginning of the pandemic *(Supports the need for training, reduced staff turn over, and improved culture).*



According to PHI, about 45% of the nation's DSPs live near the poverty line, which for a single person in 2021 was \$12,880. PHI also found that the median pay for a direct care worker is about \$20,000 per year *(Supports the need for providing growth opportunities and advancement within the company and industry).*

What did/are we doing
to address this crisis?



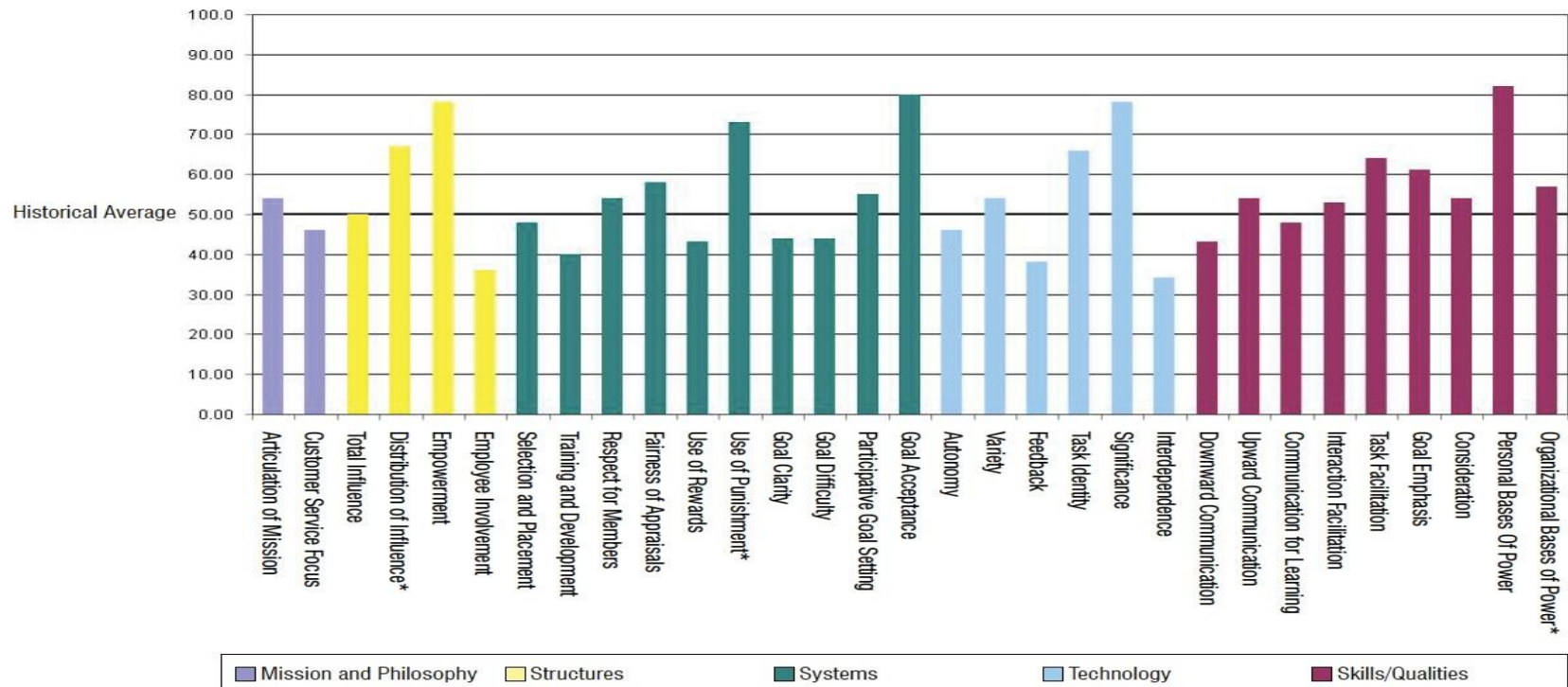
Cultural Survey

In 2019, we completed an extensive cultural survey.

- We used the results of that survey as our roadmap for change.
- You need to know where you are to know what to change.



Organizational climate is defined by the tangible details, policies, and procedures that you can see and touch. Measured as "causal factors," these elements are powerful levers that shape and reinforce the current operating culture.



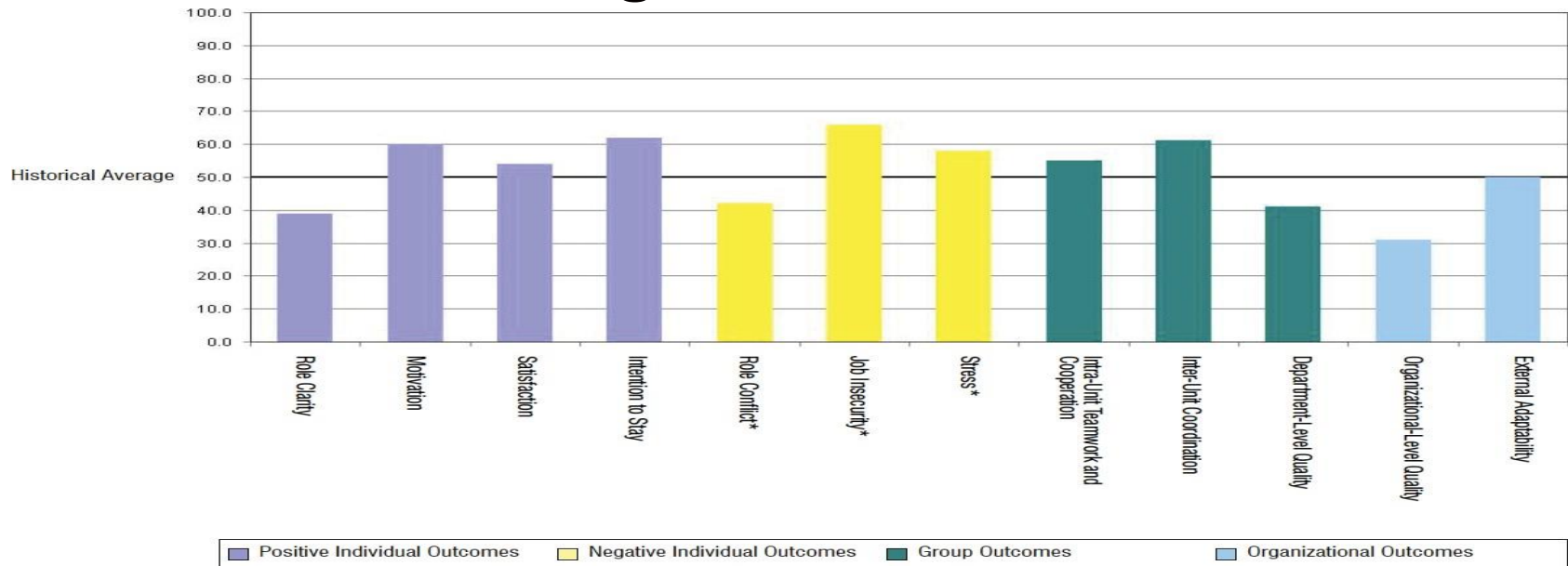
Areas to work on: Employee involvement, Training and development, Use of rewards, Goal clarity, Autonomy, Feedback, Interdependence, Downward communication.

Least Favorable Causal Factor Scores

Parker Personal Care Homes' least favorable scores were:

- ***Interdependence:*** The degree to which members must make decisions and cooperate with others in order to carry out their jobs.
- ***Employee Involvement:*** The extent to which people at all levels actively participate in shaping the organization and helping achieve its mission.
- ***Feedback (from the job):*** The degree to which carrying out their jobs directly provides members with information about their performance.
- ***Training and Development:*** The extent to which employees, both new and existing, are provided with the type of orientation and training that promotes their personal development as well as their contributions to the organization.
- ***Use of Rewards:*** The likelihood that good performance will be noticed and reinforced in positive ways (i.e. “positive reinforcement”).

Outcomes are assessed at the individual, group, and organizational levels:



Organizational-level areas of focus: role clarity, role conflict, departmental-level quality, and organizational-level quality.

Remember, these are perceptions of staff, and because of the lack of downward communication, other areas of organizational integrity were jeopardized. Increasing involvement and communication will also increase perception of quality, employee involvement, and role clarity.

Key takeaways as an organization

- Avoidance – Individuals tended to be noncommittal, make popular versus necessary decisions, not take chances, shift responsibility, avoid getting involved, and wait for others to act.
- Conventional – individuals tended to not want to "rock the boat," avoid confrontation, make good impressions, conform, treat rules as more important than ideas, and maintain status quo.
- Interdependence – individuals avoided making decisions independently.
- Employee involvement – low engagement and involvement on all levels.
- Feedback – not giving and/or receiving feedback to improve systems and job performance.
- Training and development – create opportunities for development beyond compliance.
- Use of rewards – improve systems that reinforce good performance.



Key takeaways as an organization

- Role clarity and Conflict - Individuals need to better know their role and function within the organization.
- Judgement of quality across departments.
- Improve Communication - both up and down.
- PPCH had grown as an organization but continued to do things that did not fit the organizational size or systemic changes.
- Changes in leadership were resisted and even undermined by employees who had been at PPCH for a long time.
- Statements such as, “That’s not the way we do it,” “In the good old days, ...” etc., permeated the culture and held PPCH from moving forward.



We developed a strategy to improve culture, recruitment, and retention by addressing the “whole” work experience for employees

- HR Goals: (added HR FTE Plus to meet goals)
 - Improve onboarding process
 - Add benefits to fit employee desires (flexi-holiday, additional PTO)
 - Modernize job descriptions and postings to:
 - Address role clarity and attract right-fit employees by focusing on inclusivity and person-centered practices
 - Partnered with non-traditional employment pools
 - Made temporary flexibility permanent and continue to increase where possible
 - Lots of feedback loops w/employees (surveys)
 - Retention
 - Top to bottom
 - Values/mission
- Career Growth Goals
 - Significantly increased training budget per person and department
 - Create career ladders
 - Create leadership development (in process)
 - Create ongoing development trainings
- Workplace Culture Goals
 - Expand Inclusivity and Diversity (DEI committee)
 - Trainings to improve collaboration, reduce silo's, EI, Conflict Resolution, PsyCap, provide more support, etc.
 - Unified goal

We developed a significant number of trainings and connected them to our mission and values to help guide the organization and decision-making at all levels. These trainings launched with earnest in 2022 and new material is launching through 2023.

The underlying ideas of the training connect with the concept of psychological capital and who we are.

- Supervisor-level training**
- Psychological capital**
- Psychological safety**
- Reducing silos**
- Emotional intelligence**
- Leadership development**
- Regulation training for supervisors**
- Being vulnerable**
- Ethics**
- Diversity and inclusion**
- Resilience**
- Thinking outside the box**
- Workplace etiquette**
- Conflict resolution**
- Empathy/perspective taking**
- Acceptance and inclusion**
- 5 team dysfunctions**
- Crucial conversations**
- Inclusive language**
- Performance management**
- Remote workplace**
- Burnout/self-care**
- Exit interviewing**
- Interviewing and onboarding**

We are going to now turn to the specifics and what we did to help develop staff and promote a positive workplace culture. While, as you can see from our previous chart, we implemented many strategies, the strategy we are going to talk about today is building psychological capital and a resilient workforce.



The underlying concept of defining our workforce/company and implementing these change strategies was not in terms of traditional economic capital, human capital, or social capital, but rather was focused on our psychological capital – building a workforce invested in who we are, and teaching individuals the self-efficacy, optimism, hope, and resilience to increase skills, improve culture, and develop as a collective.

Psychological Capital

Self-Efficacy, Hope, Optimism, and Resilience

Traditional Economic Capital

- Finances
- Tangible Assets (plant, equipment, patent, data)

What you have...

Human Capital

- Experience
- Education
- Skills
- Knowledge
- Ideas

What you know...

Social Capital

- Relationships
- Network of Contacts
- Friends

Who you know...

Psychological Capital

- Hope
- Efficacy
- Resilience
- * Optimism

Who you are...

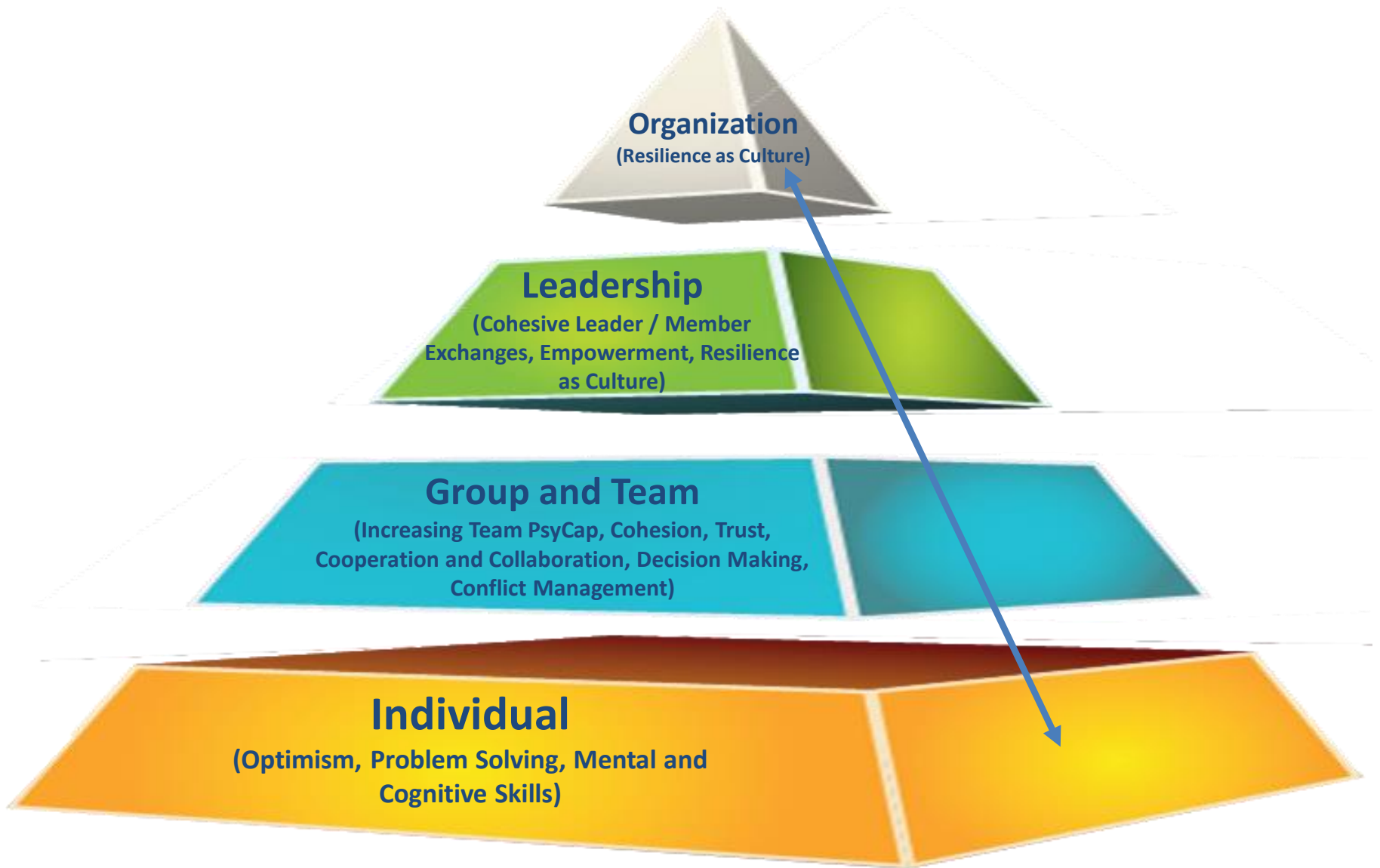
The science of Psychological Capital informs us of a strategic competitive advantage... (Luthans, 2002)

Psychological Capital (PsyCap) Defined

- Self-reliance while dealing with the challenges (self-efficacy),
- Positive expectations for future success (optimism),
- Being full of determination (hope),
- Accomplishment in spite of obstacles (resilience).

Psychological Capital has a positive impact on performance, well-being, and sustainable competitiveness.

Building Resilience Within Organizations



Positive Psychology

A paradigm shift from the study of dysfunction to the study of what is right



Martin Seligman,
The University of Pennsylvania
Positive Psychology Center



Individuals increasing happiness, subjective well-being, problem solving, mental agility flourishing, social skills, learned optimism

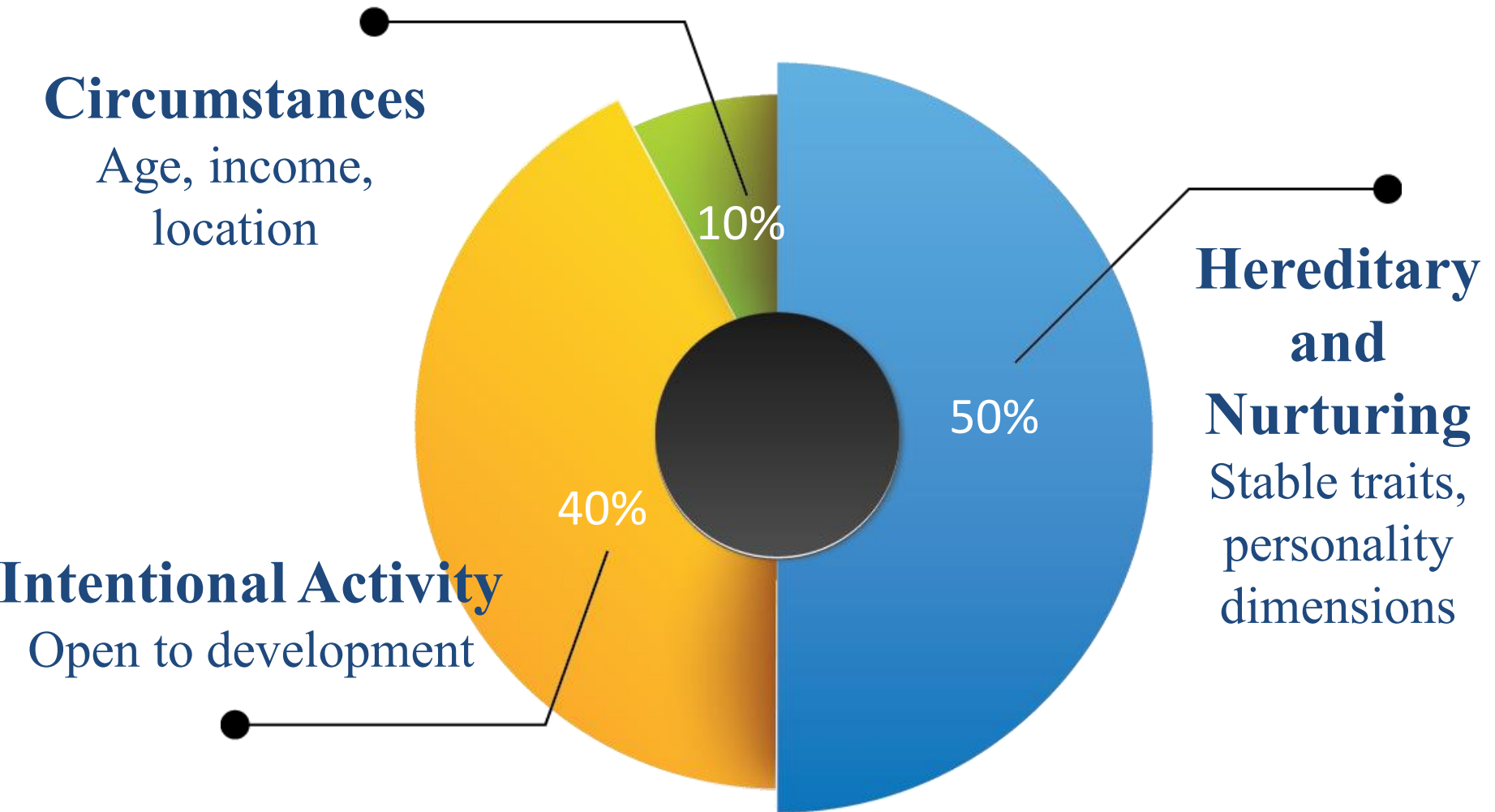


Fred Luthans
The University of Pennsylvania
Positive Psychology Center



**Individuals, groups, and teams:
Increasing confidence, hope, optimism,
and resilience at Work
(Psychological Capital)**

The Science of Health and Well-Being



Resilience as a Multi-Level System

Individual Resilience



- Individual contributors
- High autonomy
- Low task interdependence
- Context specific

Group and Team Resilience



- High reliance on team
- High collaboration and touchpoints
- High task interdependence
- Context specific *BUT* with ability to distribute cognitive loads
- Social contagion and social learning levers

Domain Specific PsyCap in Practice



Leveraging the additive value of PsyCap to increase team functioning, while engaging social learning and social contagion forces to drive attitude, behavioral, and performance change

Building PsyCap



The science of Psychological Capital (PsyCap) tells us there is significant additive value when *hope*, *efficacy*, *resilience*, and *optimism* are developed simultaneously, as opposed to focusing on any one of these “open to development” constructs.

Hope

- Defined as an individual or group/team's determination to set and maintain effort toward goals (described as willpower).
- Primary components of hope include:



To address hope within the organization, we have worked to help individuals set organizational goals (unified goal of finding/retaining talented staff), individual goals of education and professional development, program goals, and encouraging openness and creativity. This includes encouraging healthy debate. We have also culturally shifted to goal setting and performance management as a learning experience not as a disciplinary action. Many of our trainings also include ways to deal with adversity and use positive psychology to change attitudes and beliefs regarding challenges.

Developing Hope Through Goals



- Critical to develop SMART goals so that success can be measured!
- Embrace small steps that build towards an ultimate goal; Snyder (2000) call this “stepping”



- Understand that all goals have obstacles or the opportunities for obstacles.
 - Plan for them by developing multiple pathways and contingencies

Navigating Obstacles



- Obstacles are inevitable in life.
- It turns out, how we perceive obstacles has a big impact on how we navigate them.
- Paying close attention to that little voice inside all of us and combating negativity is key to obtaining goals and navigating the obstacles we are certain to encounter.

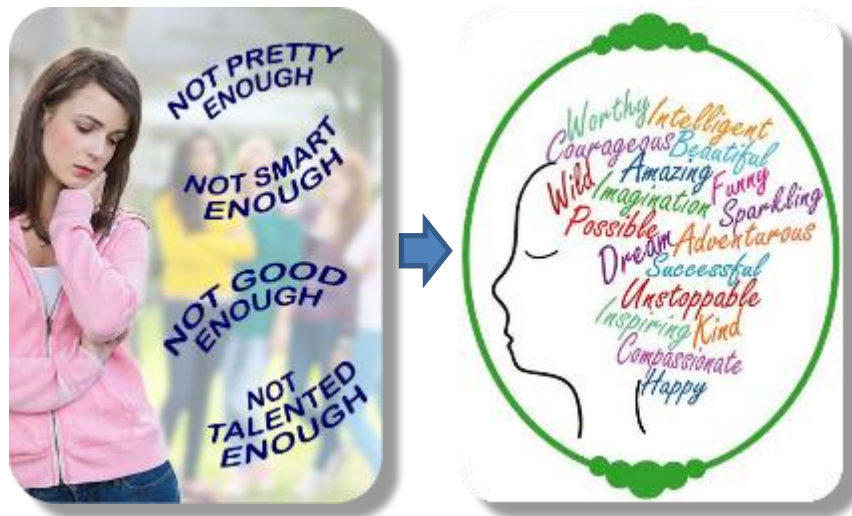
Persevering through obstacles during goal pursuits leads to resilience; individuals who are high in resilience relentlessly search for pathways to mitigate obstacles.

Guides to remember when increasing individual and team hope



- Use an approach (rather than avoidance) framework to positively move toward goal accomplishment as opposed to away from desired goals.

- For example, work toward quality targets instead of avoiding product rejects.



- Become aware of negative self-talk, and reframe these thoughts into positive self-talk.

H

Hope

E

**Efficacy
(Confidence)**

R

Resilience

O

Optimism

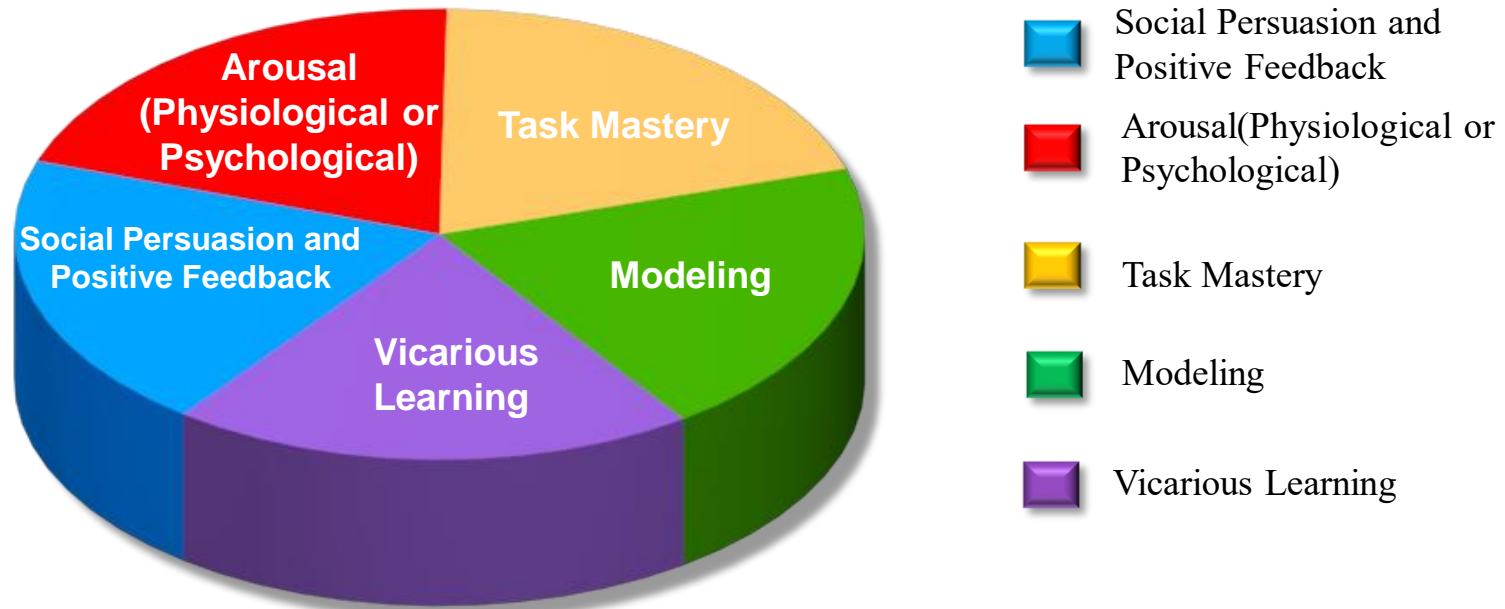
Building Efficacy

- Based upon the theoretical work of Albert Bandura, 1986



Building Self-Efficacy (Confidence)

- One's belief in one's ability to succeed in specific situations or accomplish a task. One's sense of self-efficacy can play a major role in how one approaches goals, tasks, and challenges.
- Primary components of self-efficacy include:



Ways to Build Self-Efficacy

Skill	Description
Task Mastery	Practice makes perfect!
Modeling	Identifying an expert to model...
Vicarious Learning	Observing excellence and learning through observation
Social Persuasion and Positive Feedback	Socially supporting specific skill development and providing constructive, positive feedback
Physiological and/or Psychological Arousal	Arousal at learning is associated more with long-term recall and retrieval of information than short-term recall of information

To help build self-efficacy, we started at the top and have begun to implement support systems, modeling behavior (such as vulnerability/trust), and learning opportunities, and became more transparent as an organization.

Links Between Hope and Efficacy



Hope teaches us how to set goals, break them up into smaller subgoals, and identify pathways, resources, and obstacles.

As we gain experience in achieving our goals or learning from our mistakes, we increase our confidence in the present and future.

H

Hope

E

Efficacy
(Confidence)



Resilience

O

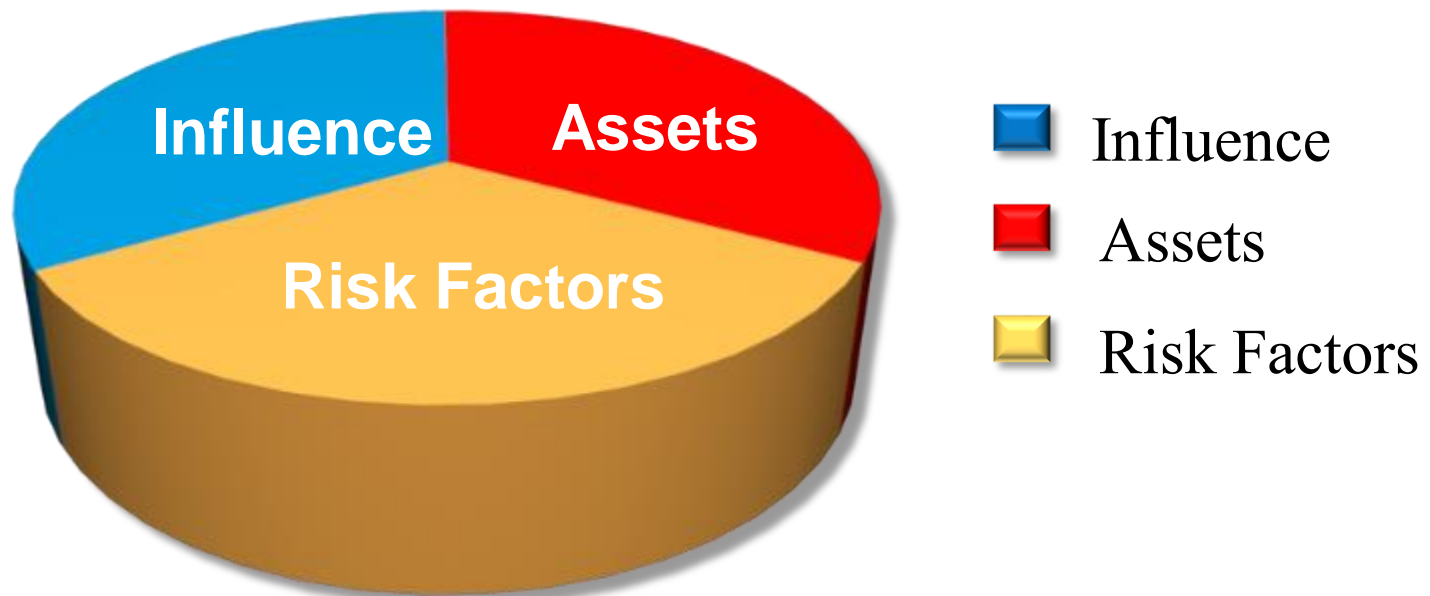
Optimism

Increasing Resilience

- Based upon the theoretical work of Ann Masten (2001)

Resilience

- Defined as an individual or group/team's ability to bounce back and grow stronger from the experience
- Primary components of resilience include:



Resilience in a Nutshell

Component of Resilience	Description
Assets	Refer to factors that increase levels of resilience (personal strengths, skills, stability at work and at home)
Risk Factors	Those factors that lead to lower levels of resilience (lack of mentors in the workplace, team/personality conflicts)
Influences	What factors do you have the control or capability to influence?

To help build resilience, we implemented support structures, trainings, and an attitude of, “Mistakes will happen; let's work through this together.”

Links Between Hope and Resilience



Building resilience
enhances hope



Resilience at work allows us to focus on realistically evaluating our environment and understanding our individual and team strengths, which leads to knowing our assets and risk factors. We can now apply what is in our control toward reaching our goals, which builds hope!

Hope teaches how to set goals, break them up into smaller subgoals, and identify pathways, resources, and obstacles.

H

Hope

E

Efficacy
(Confidence)

R

Resilience



Optimism

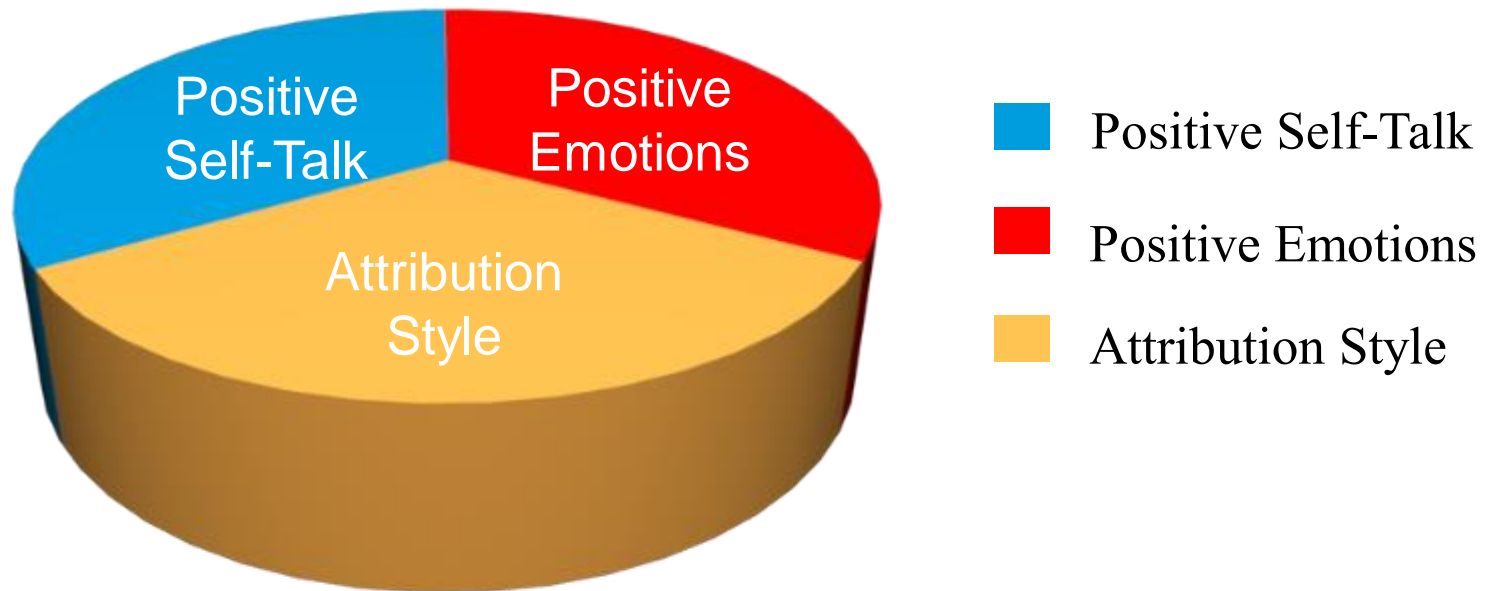
Increasing Optimism

- Based upon the theoretical work of Carver & Scheier, and Seligman



Optimism

- Defined as positive expectations about the future
- Primary components of optimism include:



Optimism also influences the coping mechanisms we choose...

Benefits of Optimism

**The Negativity Bias...
served us well!**



Science informs us that people who are optimistic are also:

- Happier
- Healthier
- Have stronger relationships
- Perform better
- Are more successful

Building Positive Emotions

- Building positive emotions should not be at the exclusion of negative emotions, which also serve an important purpose in our lives (such as safety and awareness of danger)



Remember...

H E A R O

- Takes conscious effort!
- Practicing these skills regularly builds your individual and team PsyCap

Culture

Building a workforce through the concept of PsyCap

- Implementation of change throughout the organization.
- Some change involved policies and procedures (building a stronger HR department).
- However, much of the change was attitudes, beliefs, and a shift in defining us as **who we are or our psychological capital**.
- It was not always pretty, and it took leadership being vulnerable, building trust within the organization, and looking at survey areas that demonstrated weaknesses.
- The process of change is slow and continues, but key indicators such as turnover, level of training, autonomy, better decision-making, less internal conflict, creativity, teamwork, communication, and overall staff feedback have improved and continue to.
- We increased employee involvement, added training and development, improved our employee recognition, clarified our goals through the use of our mission and values, increased staff stability to be autonomous, provided more feedback, reduced interdependence, and improved communication.
- While this is a work in progress, we have begun to see many positive results in **who we are** as an organization.

Jodi Walters

From a leadership perspective:

- Challenges
- What didn't work

Qualities of High Performing and Dysfunctional Teams¹



- What did work
 - A LOT! (Listening to employees, adding strategic communications support, tripling our education budget, investing in development training beyond IDD, focusing on diversity and inclusion initiatives, adding benefits, focusing on collaboration & quality and consistency, spending time problem solving creative responses)
- Positive outcomes
 - *Our turnover has been reduced to half of what it was pre-pandemic.*
 - Excitement, collaboration, creativity, feels good
- What's ahead for us
 - Stability to growth

