



Cultivating a Sustainable Child Welfare Workforce

NCWWI Breakthrough Series
Collaborative

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NCWWI.org |  Children's
Bureau



The National Child Welfare Workforce Institute

Learning



Fostering continuous learning that is interactive, reflective, and relevant

Leading



Cultivating diverse leadership at multiple levels within child welfare systems

Changing



Supporting change through workforce development and organizational capacity building



Child Welfare Challenges



Turnover rates ranged from 20% to 40% annually across the agencies



All staff reported experiencing **high job stress** and some amount of **work-related burnout** (feeling worn out at the end of the workday and being emotionally exhausted from work)

- 49% of caseworkers and 63% of supervisors
- 50% report workload is too high



46% of staff reported **PTSD-level symptoms** of secondary traumatic stress symptoms



Child Welfare Challenges

Low psychological safety (feeling unsafe to take risks, undermined, afraid to disagree)

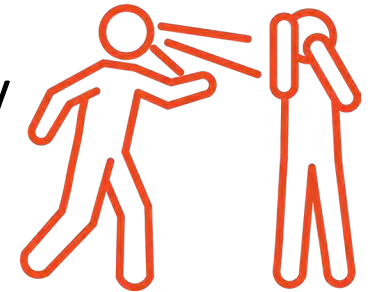
Over 60% of staff experienced Moral Distress

- This job requires action against their better judgement



Physical safety:

- 73% of staff have been yelled out, or sworn at by a client
- 37% have been physically threatened



Toxic Culture



- Toxic culture is ten times more important than compensation in predicting turnover
- Toxic Cultures characterized by:
 - Failure to promote diversity, equity, and inclusion
 - Workers feeling disrespected
 - Lack of Safety
 - Unethical behavior



Staff Turnover Hurts Children

Staff Turnover has been associated with:

- Increased placement disruptions
- Longer time in out of home care
- Higher incidents of maltreatment recurrence
- Higher Re-entry rates into foster care



What is the NCWWI BSC?

Cultivating a Sustainable Workforce: a NCWWI Breakthrough Series Collaborative (BSC)

- It is an 18-month project to support 8 public and 5 tribal program site teams to develop and test strategies to cultivate a sustainable workforce.
- A continuous improvement process that supports multi-level site teams to test and implement strategies.
- Creates opportunities for program site teams to come together and test new solutions to workforce challenges.
- Provides dynamic learning environments for groups to work within and across site teams with the support of child welfare workforce specialists.



NCWWI BSC Teams

TRIBAL

Kenaitze Indian Tribe

Mississippi Band of Choctaw Indians

Sault Ste Marie Tribe of Chippewa
Indians, East End

Sault Ste Marie Tribe of
Chippewa Indians, West End

Ysleta del Sur Pueblo

PUBLIC

Illinois Carlinville

Illinois Harvey North

Northeast Kansas

Northwest Kansas

New Mexico, Metro Albuquerque

New Mexico, Southeast

Washington State, Seattle

Washington State, Spokane

Westchester County



NCWWI Public BSC Aim Statement

The aim of this Breakthrough Series Collaborative is to cultivate a sustainable workforce within organizations that value justice, equity, and inclusivity.

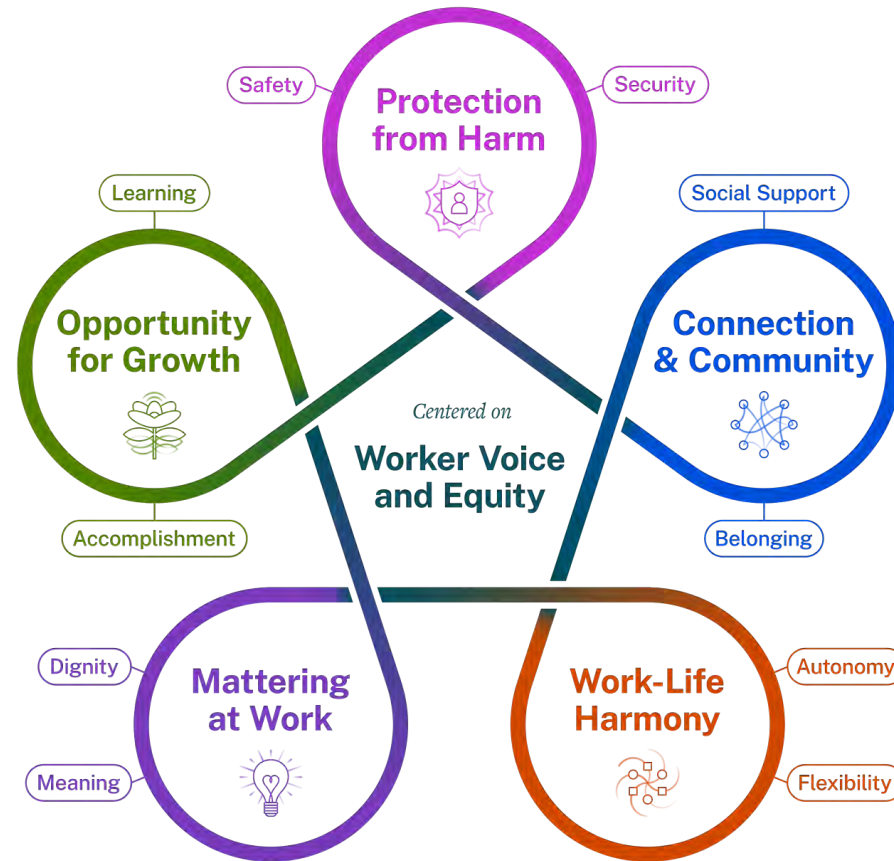
Foundational Principles:

Demonstrated commitment to:

- Building and sustaining antiracist, de-colonized organizations of inclusivity and belongingness.
- Implementing trauma-informed practices with organizations and families.
- Honoring the dignity and autonomy of the workforce and families the organizations serve.



U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being



Public BSC Framework Objectives



- Physical Safety
- Psychological Safety
- Security



- Social Support
- Belonging
- Interdependence
- Relationality



- Autonomy
- Flexibility
- Balance
- Self-Sufficiency



- Dignity
- Respect
- Meaningful Work
- Recognition
- Contribution
- Importance
- Transparency
- Distributive Leadership

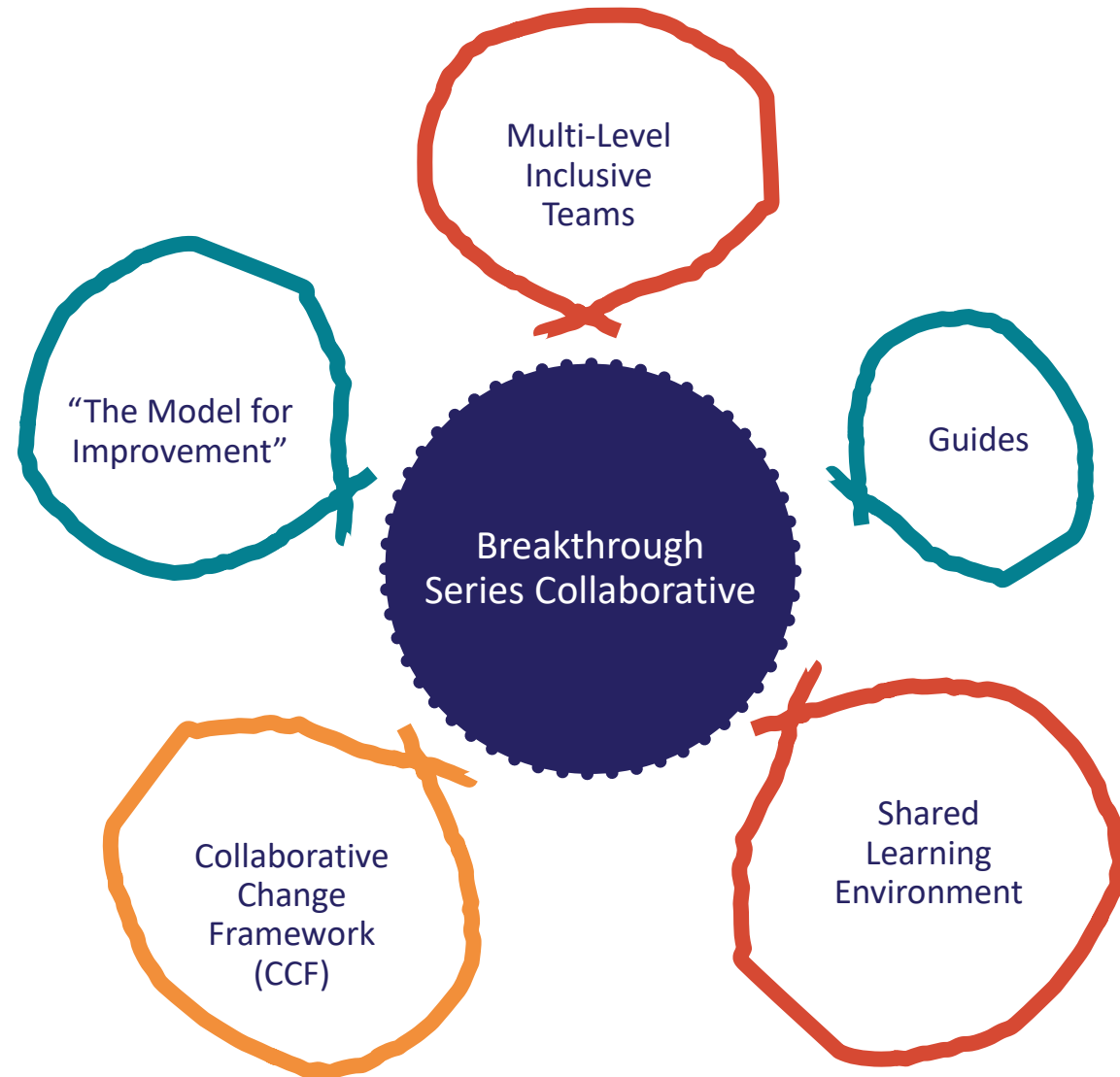


- Learning
- Accomplishment



BSC Overview

FIVE KEY ELEMENTS OF A BSC





NCWWI | BREAKTHROUGH SERIES
COLLABORATIVE

THANK
YOU