

Proposal Summary
Meeting Date: 6/5/2018

Clearbrook
Request # 115671

Project Title:	Building Supportive Workplace Cultures
Duration:	19 months
Request Date:	4/17/2018
Request Amount:	\$173,128
Recommended Amount:	\$173,128
Program Area:	Human Services\Special Project\Intersect for Ability (I4A)
Population Served:	Developmentally Disabled
Type of Support:	Program Support
Grantee Location:	Arlington Heights, IL
Primary Contact:	Ms. Sheila Lullo

Project Abstract

The proposal is to support a collaborative training program for supervisory staff employed by 12 I/DD service providers to increase their capacity in communication and coaching of direct reports. The effort would address one of the leading reasons why direct service providers (DSPs) leave employment.

Organizational Background

Clearbrook began in 1955 when the parents of five children with disabilities created a school to address their children’s needs. Clearbrook is now in its 63rd year of providing services and supports to children with I/DD and their families and to adults with I/DD. The agency annually serves more than 8,000 individuals in 15 Illinois counties and offers a continuum of lifelong support.

Annual Revenue Sources

Grants	0%	Government	74%	Earned Income	2%
Fees	13%	Private Support	11%	Other	0%

Finances

	Budget	Actual	Actual
	06/30/2018	06/30/2017	06/30/2016
Revenues	\$44,035,428	\$44,033,277	\$42,395,249
Expenses	44,625,703	44,616,736	41,945,903
Surplus (Deficit)	(590,275)	(583,459)	449,346
Net Assets		\$16,574,963	\$17,158,422

All members of Intersect for Ability (I4A) with one exception will participate in this initiative. In addition to Clearbrook, these are: Barbara Olson Center of Hope; Elim Christian Services; Envision

Unlimited; Helping Hand Center; Little City Foundation; Misericordia Heart of Mercy; Orchard Village; PACTT Learning Center; Park Lawn; Sertoma Centre; and UCP Seguin of Greater Chicago. Non-Intersect agencies Search, Inc. and Aspire will also participate.

Program Description

DSPs are front-line professionals who interact directly and daily with people with I/DD. DSPs assist with the activities of daily living, serving as advocates for those in their care and enabling them to have the highest quality of life possible. DSPs work in many different settings, including an individual's home or family's home, small and large facilities, training programs, and community employment sites. Most (70%) work full-time, while 30% work part-time. Unfortunately, over the past several decades, a high turnover rate in the number of DSPs has persisted.

According to a study by the Morten Group and Neumann Family Services funded by the Coleman Foundation, low DSP wages play a significant role in the DSP turnover situation. However, the study found that while 88% of their respondents cited inadequate income as a reason that DSPs leave work, many other factors also influenced people's decision to do so. According to the study, "Difficulty/stress of the work" was the number two reason given by DSPs for quitting work, followed by lack of advancement opportunities (50%) and "lack of supervisory support and/or appreciation (42%). The study advises that, "Future studies should be conducted to look deeper into these and other questions" and also asks, "Would new supervision and/or training approaches make significant positive impacts in lowering turnover rates?" DSPs are often supervised by former DSPs who have been promoted to supervisory roles, or other individuals who lack formal training in management.

The Building Supportive Workplace Cultures initiative is the development of a training program for supervisory staff by PHI. With more than 20 years in coaching and organization development expertise, PHI's workshops include customized training programs on *Coaching Approaches to Supervision* and *Training the Trainer at the Workplace*. The PHI *Coaching Approach* focuses on helping organizational leaders and supervisors to develop core interpersonal communication and leadership skills with objectives that include active listening, non-judgmental communication, collaborative problem solving, and participative leadership.

Participating organizations will send a select group of trainers to an initial five-day workshop comprised of the two-day (7 hrs./day) core *Coaching Approach* program which teaches supervisors how to use the method and a follow-up, three-day workshop to train workshop attendees to train others at their respective organizations. Under a student to instructor ratio of 8:1, learners benefit from teaching methods that include individual skill building, a step-by-step curriculum, and coaching and teaching practicums to hone and model skills. These trainers will return to their organizations and implement agency training of supervisors. The trainers will return for on-day booster sessions held at three- and nine-month intervals following initial training. PHI has found that strengthening supervisors' skills in turn strengthens DSPs' job satisfaction and thus employment retention. Following initial training, each organization will implement plans to train their other supervisors.

I4A organizations believe this approach will improve supervisory staff effectiveness, increase support and appreciation of DSPs, and increase DSP satisfaction and retention. PHI cites that within a year of training 80% of supervisors reported a behavioral change in staff, a significant number reported saving in time managing HR issues, and 30% report a reduction in time spent disciplining staff. As a result, supervisors and DSPs focus time and resources on providing quality care to the individuals served.

Expected Outcome

- Direct training of 64 staff from participating organizations in *Coaching Approaches to Supervision* curriculum (2-day) and in *Training the Trainer at the Workplace* curriculum (3-day).
- Development and delivery of train-the-trainer plans involving individuals receiving direct training delivering training to 700 supervisory staff at participating organizations.
- Development of measurement system to track both short-term knowledge gain by individuals trained as well as longer-term impact of training on DSP turnover and employee satisfaction

Program Budget

Major requested items include:

- PHI training fee for delivery of 4, 5-day workshops (\$64,000 or 37% of request) and 8, 1-day follow-on booster sessions (\$12,800 or 7% of request)
- 0.1 FTE of Clearbrook's Vice President of Program Services who would serve as Project Director (\$30,000 or 17% of request) to lead project launch and oversee the initiative
- 500 hours of contracted services with external Project Manager (\$25,000 or 14% of request) to coordinate training scheduling, develop evaluation tools, gather data and produce reporting
- Travel costs (air and hotel) for 2 trainers per workshop to attend 4, 5-day workshops and 8, 1-day boosters (\$20,000 or 12% of request)
- Travel costs (ground) for trainees to attend PHI sessions (\$9,856 or 6% of request) and for project oversight committee members to attend monthly meetings (\$4,752 or 3% of request)
- Meal costs at \$15/day for trainees to attend PHI sessions (\$19,200 or 10% of request)

Prior Grants

Last Grant Date:	1/18/2018	Number of Prior Grants:	18
Last Grant Amount:	\$7,800.00	Total Amount Granted:	\$1,894,250

Recommendation

Addressing the DSP workforce crisis has been the priority of Intersect agencies for more than a year. We became aware of PHI through a program officer at the Polk Bros. Foundation who aware of the impact of its training on direct care staff. I4A evaluated the Coaching Approach and other options before choosing it as their preferred intervention. The program has been employed in other states by I/DD providers with good outcomes and we are encouraged about its potential to have impact here.

The impact will depend upon the breadth and quality of its implementation at each participating organization. Formal plans for implementation will be developed by each in the early stages of the grant program. Participating organizations are signing MOUs which define participation requirements to participate in this highly collaborative initiative the likes of which has become a hallmark of recent I4A funded activities. Impacts on DSP retention rates, employee satisfaction and other key metrics will be monitored through the course of the grant and beyond.

Given the magnitude of the DSP workforce crisis as well as the positive record of the PHI Coaching Approach, we recommend approval of this request.

