

CALIFORNIA STATE UNIVERSITY, NORTHRIDGE

The Risks and Implications Associated With Burnout of Child Welfare Workers:
What Do They Need To Know?

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Dedication

Thank you to the CSUN Research Committee who came before me. First, I would like to thank God for giving me the strength, the power, the wisdom, and the tools to overcome obstacles. To my wonderful and patient husband Andrew Salazar who encouraged me every day to keep moving forward and never give up. To my parents Julio and Lilia Alecio who believed in me and said I could accomplish any goal I set my mind on. To all of my four sisters and brother who motivated me to never give up. To all of my family who continued to applaud and encourage me. Lastly, to my friends who helped me get through Grad school.

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Abstract

The Risks and Implications Associated With Burnout of Child Welfare Workers: What Do They Need To Know?

By

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Master of Social Work

Purpose: To conduct a content analysis research study and answer the research question, “The risks and implications associated with burnout of child welfare workers: what do they need to know?” Method: The method of this study was conducted by using a systematic review of the topic on burnout and keywords, previously published information is presented, evaluate a program that is used to alleviate burnout and reduce turnover, and complete a logic model together with a selective overview of the pertinent literature. In addition, a comprehensive reference list was provided, consisting of useful articles and/or websites for the readers, beyond what will be cited. Results: These researcher utilized the Program Logic Model by the University of Arkansas system, division of Agriculture Research and Extensions, to analyze, evaluate, and demonstrate the results of the ‘2011 Los Angeles County DFCS strategic plan’ (Browning, 2012). Discussion: By correcting this situation/problem through the use of implementing the strategic plan, DCFS expectations were that burnout and turnover rates will decrease among their child welfare workers. The researchers determined that based on previous evidence-based literature the strategic plan is an effective in reducing burnout and turnover among child welfare workers despite its limitations.

Introduction

This chapter will provide an explanation of the problem, the purpose of this study, and the significance of this project in terms of the social work field. The field of child welfare is arduous as it is demanding in terms of the severity of cases and also due to having a high number of clients, the amount of paperwork, and caseloads. As a result, child welfare social workers experience depersonalization, compassion fatigue, and emotional exhaustion leading to burnout and turnover. Therefore, the former director Mr. Browning at the Los Angeles Department of Children and Family Services (DCFS) (2012) introduced a “Strategic Plan” to pursue workplace excellence and strengthen organizational operations and systems. The strategic plan was to work as a guide from 2011 to 2016. Mr. Browning (2012) believed this plan would assist in eliminating high case-loads, assist in providing tools to the child welfare workers to be able to work more efficiently, and confidently reduce burnout and turnovers in the department. As a result, the 2011 Strategic Plan describes the goals, objectives and strategies to be implemented for change (Browning, 2012).

Mission Statement.

“The mission of the California Department of Social Services is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence" (State of California, 2007, para 1). Therefore, the Los Angeles Department of Children and Family Services (DCFS) mission statement reads, “by 2015 DCFS will practice a uniform service delivery model that measurably improves: child safety, permanency, and access to effective and caring service” (Browning, 2012, para 1). Moreover, the Los Angeles

DCFS has six goals: (1) improved child safety, (2) decrease timelines to permanence, (3) reduced reliance on out-of-home care, (4) self-sufficiency, (5) increase child and family well-being, and (6) enhance organizational excellence (Browning, 2012).

Child Welfare Workers.

Child welfare workers are a tremendous asset to DCFS as their top priority is child safety, and in order to successfully meet the mission and goals of the agency child welfare workers are needed. Child welfare workers take on many roles on a daily basis, such as, but not limited to: emergency response, continuing services, adoptions, foster care, court officers, and monitoring. Child welfare workers consist of all ages, genders, and ethnicities. The Los Angeles DCFS currently requires all of their child welfare workers or CSW's to hold a bachelor's degree or higher pertaining to social work or a related field.

Responsibilities of Child Welfare Workers.

The mission of child welfare systems is to promote the safety, well-being, and permanency of children, therefore, child welfare workers have contact with children and families who have experienced trauma, and in some case, multiple traumas (National Child Traumatic Stress Network [NCTSN], n.d.). According to the County of Los Angeles, California (2017), Child Social Workers' (CSW) job functions include but are not limited to the following: a full range of client-related and case management services, assessments, and child abuse investigations. Moreover, CSW's are responsible for entering data, documentation, confidentiality, communicating with a diverse of individuals, offering resources, resolving day-to-day issues and challenges, representation of the department/unit, and performing many-sided court-related activities.

According to the Los Angeles County DCFS policy (2014), the following are the appropriate steps the Department and CSW's take when a child abuse report is generated. First, a child abuse report is generated by the hotline, and an Emergency Response (ER) worker is assigned to the case. The ER worker conducts a thorough investigation for all forms of abuse (e.g., physical, emotional, and sexual abuse) despite the referral allegations. After an ER worker is assigned the ER worker has several responsibilities such as interview all parties involved (e.g., children, parents, aunts, or uncles, school, and etc.) and determine whether the allegations are inconclusive, unfounded or substantiated (Los Angeles County DCFS policy, 2014). Furthermore, if the allegations are substantiated, a case will be opened (court or voluntary case) and the case is transferred to a continuing service (CS) worker. The CS workers are responsible for conducting monthly visits and interviews, referring families to services, creating case plans, and assisting the families in following the court-ordered case plan.

Nonetheless, the number of caseloads in which the child welfare worker carries can range from fifty to sixty. Therefore, this can be an added stressor in addition to the day-to-day work of the child welfare worker as it can become difficult to manage a high number of caseloads. As a result, due to the nature of child welfare daily responsibilities, child welfare workers have a higher risk to develop secondary traumatic stress (STS) in addition to experiencing primary trauma (National Child Traumatic Stress Network, n.d.).

Turnover Rate.

High stressors of the job and high caseloads can lead to burnout and high turnover rates among child welfare workers. According to Association (2012), the average length of time for the current position of child welfare social workers was less than two years,

and when compared to private agencies, public agencies report lower turnover rates. Furthermore, in 2004 the turnover rate for case-carrying public child welfare social workers statewide was 9.5%, not including L.A County, and the turnover rate for supervisors was at 7.4% including L.A County, versus, a 12.1% counting for direct service child welfare workers and supervisors, including L.A County, in 1998 (Association, 2012).

According, to a survey conducted by Berkley/CalSWEC (2011) there are three reasons for high rates of turnover among child welfare workers; (1) external transfer, (2) internal transfer, and (3) service assignment changes. External turnover was defined as the number of workers who left the agency by resigning, terminating, or who were terminated (Association, 2012). Internal transfer is defined as moves that tend to increase retention but there is some evidence that the lateral moves are not all voluntary. Lastly, service assignment changes are defined as lateral moves from one unit within child welfare to another (Association, 2012).

According to Kaschka et al. (2011), the manifestation of burnout is characterized by emotional exhaustion, depersonalization, and reduced/lack of performance ability and/or motivation (p.781). As a result, child welfare social workers may experience burnout due to several different influencing factors including a high number of caseloads, secondary trauma as they are making child welfare decisions based on facts.

Problem Statement.

Burnout exists among all cultures, it is conclusive to all professions, and can occur to all people and in different settings, such as a home or work environments. The term burnout was coined by a psychoanalyst, Herbert J. Freudenberger, in 1974 as ‘staff

burnout or occupational burnout'. The term burnout can be defined in various ways. Maslach (2003) identified burnout as a form of job stress and has lately received increasing attention from administrators and policymakers in the workplace. Freudenberger (1975) defined the burnout as the result of when a practitioner becomes progressively "inoperative" (e.g., not working effectively or checks out of the job). According to Daley (1979), burnout among workers can be identified as the inability to handle continued stress on the job, which results in demoralization, frustration, and reduced efficiency. Moreover, the average length of child welfare employment is said to be approximately one year when compared to the years of social work accomplished in other areas of the social work field (Rakoczy, 2014). Therefore, it is important for the Los Angeles County DCFS to have a plan in place to reduce burnout and turnover.

Purpose of the Study.

Burnout is a process which begins with excessive and prolonged levels of job stress which produce strain in the employee such as feelings of tension, irritability, and fatigue; the process of burnout can lead a worker to become apathetic, cynical or rigid (Cherniss, 1980). As a result, according to Rakoczy (2014) there is a high turnover rate for child welfare workers due to burnout as the severity of potential risk due to burnout increases, burnout worsens or increases (Smullens, 2015, p. 1). Therefore, the purpose of the content analysis is that a research technique for systematically analyzing the impact of burnout and child welfare social workers by studying articles on burnout will help identify common attributes to burnout and implement interventions.

Aims and Objectives of the Study for Social Work.

The purpose of this report was to examine the content of burnout and child

welfare social workers by utilizing a Program Logic Model to analyze and evaluate the 2011 Los Angeles County DCFS Strategic Plan. Given the importance of understanding the potential risks due to burnout among child welfare social workers, these researchers aimed to explore the burnout among child welfare social workers in terms to educate child welfare organizations. The importance of burnout and child welfare workers is discussed in this content analysis report by answering the following questions:

1. What causes burnout among child welfare social workers?
2. Why is it important to know about burnout and child welfare workers?
3. How can organizations support their staff to prevent or alleviate burnout and turnover among child welfare workers?

Literature Review

Burnout.

Angerer (2003) defined burnout as a contemporary idea that is a recent phenomenon which relates to the difficulties or stress experiences of modern work. Burnout is defined as depletion of oneself, exhaustion of one's physical and mental resources, wearing oneself out by excessively striving to reach an unrealistic expectation imposed by oneself or by the values of society (Freudenberger, 1975; Freudenberger & Richelson, 1980).

Furthermore, Maslach (1982) defined burnout as a syndrome of emotional exhaustion, depersonalization, and reduction in personal accomplishment which may occur among workers working in human services and health care fields. In agreement, Park, Jacob, Wagner, and Baiden (2014) identified burnout as a multi-dimensional construct that is composed of emotional exhaustion (i.e., exhaustion), cynicism (i.e., depersonalization), and reduced professional efficiency (i.e., personal accomplishment). First, emotional exhaustion refers to one feeling effectively drained (Maslach, 1998). For example, an individual who is experiencing emotional exhaustion feels as though they do not have the necessary emotional and physical resources to meet the demands of their life or work environment. Second, cynicism, also known as depersonalization, refers to one feeling cynical or has detached responses to other individuals. For example, a worker may distance oneself from the job and may actively ignore positive aspects of the job (Powell, 2011). Third, reduced professional efficiency refers to individuals lowered sense of productivity and competence, which results in a decrease of job performance (Powell, 2011).

Overall, the contributing factors, emotional exhaustion, depersonalization, and reduction in personal accomplishment, describe burnout and tend to occur in order; starting with emotional exhaustion leading to cynicism (Powell, 2011). Therefore, work performance is eventually diminished due to the outcome of burnout and the contributing factors.

Burnout and Child Welfare Social Workers.

Kim (2011) described the field of child welfare as facing increasing demands in terms of higher standards of accountability (p. 358). Ballew, Salus, and Winett (1979) and Maslach (1982) defined burnout as a syndrome of emotional exhaustion, depersonalization of clients, and feelings of reduced personal accomplishment, and believed burnout is more common among Child Protective Services (CPS) workers when compared to other social work fields. Moreover, child welfare workers have a demanding job as they have difficult cases, have high caseloads, an unreasonable amount of work responsibility, insufficient rewards, and overwhelming system requirements (Zell, 2006). As a result of these demanding responsibilities, child welfare workers may experience burnout or may be at high risk of feeling emotional exhaustion, depersonalization of clients, and feelings of reduced personal accomplishments, which puts these workers at risk of burnout (Anderson, 2000; Kim, 2010).

Although public child welfare workers are aware of the demanding expectation of their jobs, the constant pressure of emotionally exhausting child abuse and neglect cases may lead them to make voluntary turnover decisions as their only means of escaping this psychological strain or may put them at risk for burnout (Kim, 2010). Therefore, child welfare social workers play a unique role in implementing child welfare policies that

can help prevent burnout as they have untapped perspective about the system, the clients, the organization, and the policies that regulate their work (Zell, 2006).

Causes or Contributing Factors.

Child welfare workers are at an increased risk of experiencing burnout and secondary trauma as they are routinely exposed to multiple traumatic events when working with children and families (Salloum, Kondrat Johnco, & Olson, 2015).

According to Powell (2011) and Kakiashvili, Leszek, and Rutkows (2013), many factors contribute to burnout among child welfare workers and some of those factors may be beyond the organization's ability to control and some within the sphere of one's influence. According to Maslach (2003), individuals working in the human services and health care fields experienced burnout at a significant level when compared to other occupations. As a result, child welfare social workers may experience burnout due to several different influencing factors, such as feelings of depersonalization, feelings of compassion fatigue, and/or feelings of emotional exhaustion.

Therefore, understanding the contributing factors and taking action on how to alleviate or deal with those factors will greatly decrease burnout and may also contribute to employee retention and job satisfaction (Powell, 2011). Kakiashvili, Leszek, and Rutkows (2013) identified some contributing factors to burnout such as "feelings of inadequacy control over one's work, frustrated hopes and expectations, and low levels of satisfaction" (p. 402).

Equally as important, Powell (2011) identified four major contributing factors, such as workload, role ambiguity, control/empowerment, and support within the agency that contribute to burnout. Many prominent researchers have different ideas, but similar

when trying to identify the causes and/or early signs of burnout development. In addition to feelings of tension, irritability, fatigue, feelings of emotional exhaustion, depersonalizations, and compassion fatigue were found to be the most common contributing factors to burnout among child welfare workers. While burnout does not appear in the current version of the most commonly used classification systems, Diagnostic and Statistical Manual of Mental Disorders-5 (DSM-5) and International Classification of Diseases 10th revision (ICD-10), various researchers believe that burnout is rationale for sick leave from employment (Bianchi, Schonfeld, & Laurent, 2015; Kaschka, Korczak, & Broich, 2011).

What Interventions/ Models Have Been Used.

Salloum, Kondrat Johnco, and Olson (2015) conducted a study by administering surveys to a sample of 104 child welfare case managers and supervisors to examine the role of Trauma-Informed Self-Care (TISC) on compassion satisfaction, burnout, and secondary trauma. “TISC includes being aware of one’s own emotional experience in response to exposure to traumatized clients and planning/engaging in positive coping strategies, such as seeking supervision, attending training on secondary trauma, working within a team, balancing caseloads, and work–life balance” (Salloum, Kondrat Johnco, & Olson, 2015, p.54). The researchers found that workers who engaged in higher levels of TISC experienced higher levels of compassion satisfaction and lower levels of burnout. Therefore, the results suggest that TISC may be beneficial and should be practiced in order to reduce the risk of burnout and preserving the positive experiences a worker has on the job.

On a cross-sectional study, conducted by Boyas and Wind (2010), the relationship between employment-based social capital and burnout among child welfare social workers was examined. The researchers collected data from a sample of 209 employees, and the results in terms of structural equation modeling indicated that social capital in the form of communication, supervisory support, organizational commitment, influence, and trust shared a significant association with job stress. In addition, “employment-based social capital had varying effects on burnout as characterized by emotional exhaustion and depersonalization” (Boyas and Wind, 2010, p. 380). Moreover, the researcher’s findings suggest that employment-based social capital is a helpful explanatory dynamic for assessing the quality of relationships in the workplace and how they might be used to safeguard against job stress and burnout. Although, it is safe to note that the investment in employment-based social capital can impact burnout by decreasing its symptoms, the researchers suggest further research should be conducted.

The Maslach (2003) model suggests that effective interventions to deal with burnout should be framed in terms of exhaustion, cynicism, and feelings of inefficacy. For example, interventions for burnout should be framed in terms of what changes will reduce the risk of exhaustion and what changes will promote the sense of efficacy. The Maslach Burnout Inventory (MBI) was developed to measure and assess the three dimensions of burnout. In another study conducted by Maslach, Letter, and Jackson (2012), the Areas of Worklife Scale (AWS) in combination with the MBI has proven to be valuable to organizations, as it assesses and points out what areas in the workplace are either problematic or sources of strength, as well as whether burnout is a significant issue in the organization and in which area of the organization. Equally as important, in

earlier research conducted by Leiter and Maslach (1988) found that relationships among co-workers and supervisors have a strong correlation with burnout.

Therefore, “in organizations [e.g., L.A County DCFS] where burnout is a potential issue, interventions to prevent or ameliorate it are often designed for and implemented across [the] entire departments or business units” (Maslach, Letter, and Jackson, 2012, p. 298). Those interventions, being, measuring burnout by using the MBI or AWS, investing in employment-based social capital, and/or building strong and supportive relationships with co-workers and supervisors, all have one goal in common, which is to reduce burnout among employees (e.g., child welfare workers).

More specifically to child welfare workers, in 2011, the former Director of DCFS, Mr. Browning (2012) developed, introduced, and implemented an intervention called “Strategic Plan” tailored to Los Angeles County DCFS to pursue workplace excellence and strengthen organizational operations and systems. The Strategic Plan was to work as a guide from 2011 to 2016. Mr. Browning (2012) believed this plan would assist in eliminating high case-loads, assist in providing tools to the child welfare workers to be able to work more efficiently, and confidently reduce burnout and turnovers in the department. As a result, the 2011 Strategic Plan describes the goals, objectives and strategies that were implemented for change (Browning, 2012).

Those interventions, measure burnout by using the MBI or AWS surveys, investing in employment-based social capital, and/or building strong and supportive relationships with co-workers and supervisors, all have one goal in common, which is to reduce burnout and turnover among employees (e.g., child welfare workers).

Method

A systematic review of the topic on burnout, previously published information, and a Program Logic Model is presented in the content analysis together with a selective overview of the pertinent literature.

Participants.

Data was searched and extracted from burnout child welfare workers and non-burnout child welfare workers. No subject recruitment or subject participation was required as this study took on a content analysis approach. The literature and research of what has been learned from the past years in terms of burnout and child welfare workers was reported through a content analysis approach. The chapters and sub-sections in this study have been framed from previous research questions and literature which have been summarized for the purpose of this study.

Research Design.

This research explored burnout and child welfare social workers through a content analysis approach. This content analysis study explored the current literature that studies the problem of burnout in child welfare, what the causes are, the implications, and what can be done to address the problem. The chapters and sub-sections on burnout and child welfare social workers are as followed.

Measures.

Literature review was searched by the following keywords: burnout, child abuse, child welfare job duties, child welfare burnout, child welfare employee interventions, child welfare employee turnover rate, Department of Children and Family Services, Los Angeles County child welfare worker, Los Angeles County DCFS, Los Angeles County

plan for burnout, DCFS, social workers, logic model, DCFS Strategic Plan, DCFS employee turnover plan, equity analysis, enhancements, Department Return to Work Program (RTW), incentives, personnel handbook, organizational & training needs assessment, training programs, education programs, performance evaluation system, one comprehensive report, technology needs assessment, technology tools, policy manual, DCFS re-organized management structure, web-based system, Title IV-E Waiver and secondary trauma among social workers.

Procedures.

First, all topics and keywords were researched through the use of several search engines and databases: Google, Oviatt Library, PsycINFO , Social Services Abstract (ProQuest), EBSCOhost, professional and major websites, such as the Los Angeles County Department of Child and Family Services (DCFS), the California Evidence-Based Clearinghouse for Child Welfare (CEBC), the Division of Agriculture, Research and Extension at the University of Arkansas System, the Robert Wood Johnson Foundation, Child Welfare Information Gateway, U.S. Department of Health & Human Services (HSS), Social Work Oxford Journals, The New Social Worker-The Social Work Careers Magazine, other peer-reviewed articles and scholarly journals related to social work, child welfare, and burnout dating from 2000 to current with the exception of previous years.

Second, a search of the keyword child welfare social work burnout using google search engine was conducted in addition to searching using specific keywords such as burnout, child welfare burnout, what causes burnout, depersonalization, compassion fatigue, emotional exhaustion, the importance of being aware of burnout, the

effectiveness on quality of daily service as a result of burnout, the impact on clients, burnout warning signs, and interventions/models being used to lower burnout in the child welfare profession.

Third, a search of burnout and child welfare workers using the Psychology library search engines such as PsycINFO and Social Services Abstract (ProQuest) was conducted in addition to searching the specific keywords mentioned above. Fourth, a similar search for interventions, later discovered the strategic plan, and the keywords mentioned above was conducted utilizing a professional website such as Los Angeles County Department of Children and Family Services. Fifth, a similar search of program logic models was conducted by using the major search engines site, Google and the professional site Division of Agriculture, Research and Extension at the University of Arkansas System.

Moreover, these researchers gathered information from major websites, journals, articles and studies that were discovered during the searches. For example, the researchers searched for the following: the rates of burnout and child welfare workers; labels and words that social workers use to describe burnout; the number and types of research studies (qualitative and quantitative research studies) conducted on burnout and child welfare; theories used to describe burnout; the roles of child welfare social workers; how clients may be affected as a result of child welfare burnout; and models currently being used to lower burnout in the child welfare profession.

As stated previously, these researchers conducted a search on a Google using the keyword logic model and found the Division of Agriculture, Research and Extension at the University of Arkansas System logic model to be the best fit for this content analysis

research study. These researchers determined the Program Logic Model by the Division of Agriculture, Research and Extension at the University of Arkansas System best fits this content analysis research study due to the following factors and categories: situation, priorities, input and output section (method and audiences), desired outcomes, assumptions, and external factors categories. Each section of the Program Logic Model has its own purpose when evaluating a program/plan.

For example, the situation section allowed for the researchers to describe the problem the program. The priorities section permitted them to describe the goal of the program. The input section described the resources while the output section explained the activities utilizing those resources and the people responsible for completing those activities. The assumptions section provides the researchers with the opportunity to make any assumptions they might have about the program. Lastly, the external factors section allowed the researchers to identify any outside influences and aspects that are out of their control. In choosing, the program logic model it allowed the researchers to be able to truly identify all the factors within the program in which they are studying.

Therefore, all the data mentioned above was gathered and inserted into its appropriate section, a Program Logic Model was completed during this content analysis research study, and reported through the Program Logic Model, qualitative narratives, and a comprehensive references list. Each of the chapters mentioned in the table of contents consists of extensive useful information. Lastly, a comprehensive reference list was provided, consisting of useful articles and/or websites for the readers, beyond what will be cited.

Results

These researchers utilized the Program Logic Model by the University of Arkansas system, Division of Agriculture Research and Extensions (Appendix A), to analyze and evaluate the 2011 Los Angeles County DFCS strategic plan, hereinafter referred to as the strategic plan (Browning, 2012). As previously stated, each section of the Program Logic Model (e.g., name of program/project, situation, priorities, inputs, outputs—activities and participants, outcomes—short, medium, and long term), assumptions, external factors, and evaluation plan) has its own purpose when evaluating a program. The strategic plan was evaluated, dissected, and the information was inserted into its appropriate section of the Program Logic Model.

Program Logic Model and the Strategic Plan.

The University of Arkansas System, Division of Agriculture Research and Extensions department proposed a conceptual framework, Program Logic Model, to evaluate a program/plan set forth by an agency based on the nine categories mentioned previously (e.g., name of the program, situation, priorities, inputs, outputs, outcomes, assumptions, external factors, and evaluation plan).

Situation.

According to Browning (2012) DCFS situation problems is, correcting workflow excellence and strengthening organization operations and systems. Secondly, the priorities (i.e., goals) of the strategic plan and the DCFS is to ensure and support a well-trained and high performing workforce, which is capable of quality decision making, and ensure an organization where all components operate as an integrated and supportive system (Browning, 2012).

Inputs.

These researchers determined the following are the inputs as the resources that DCFS utilized: (1) equity analysis, (2) enhancements to the Department Return to Work Program (RTW), (3) incentives for current staff, (4) personnel handbook, (5) organizational and training needs assessment for training and education programs, (6) performance evaluation system, (7) one comprehensive report, (8) technology needs assessment, (9) policy manual, (10) DCFS re-organized management structure, (11) web-based system, (12) Title IV-E Waiver.

Outputs.

These researchers determined the following fourteen outputs (i.e., activities and participants) that DCFS partook in while implementing the above inputs. The following are the output activities: (1) completed caseload equity analysis, (2) quarterly RTW coordinators' meetings and an educational campaign about the RTW program, (3) established equitable caseloads and manageable workloads that permit quality social work, (4) developed a plan for hiring more staff, (5) hired staff utilizing Title IV-E funding, (6) established an organizational design and a company work system highly capable of meeting the needs of children and families, (7) developed a plan for targeted hiring of staff with a 3-year commitment for offices, which are understaffed, (8) developed, maintained, and monitored clear expectation for each job, (9) used objective data reports to measure, provide feedback, publicize and continuously improve performance, (10) consolidated all current data reports, (11) adopted a body of policy which meets legal and operational requirements and is easy to access and understand, (12) implemented an open door policy with all staff, (13) formulated and implemented a

comprehensive approach to recruitment, selection, development, performance ,and evaluations of employees, (14) invested in technology to increase the entire organization efficiency (Browning, 2012). Fifth, the participants that partook in the above activities were, (1) all Los Angeles County DCFS staff, at all levels and education, (2) the Board of Supervisors, (3) Union, and (4) the Chief Executive Officer.

Short-Term Outcomes.

The researchers determined the following are the desired short-term, medium-term, and long-term outcomes for DCFS based on the strategic plan. DCFS short-term outcomes were: (1) decrease caseloads, (2) decrease stress levels, (3) increase/create more productive staff, (4) increase staff morale, (5) educate, train, and hire knowledgeable staff, (6) by 2012 complete a caseload equity analysis and seek approval from the board of supervisors, union, and CEO, (7) by December 2013 develop expectations for job performance by establishing clear standards for all staff, (8) by 2012 conduct an organizational and training needs assessment to identify and implement a set of training programs where helping employees develop the knowledge, skills, and abilities to meet current and future job expectation, (9) by 2012 conduct and organizational wide technology needs assessment and identify funding requirements to implements its recommendations, (10) and by 2012 develop and begin implementing a new DCFS re- organized management to maximize performance, redeploy resources to meet caseload equity goals.

Medium-Term Outcomes.

Seventh, DCFS determined the following to be their medium-term outcomes: (1) achieve a 3% reduction in the number of employees on leave of absence by implementing

incentives, (2) by July 2013 ensure all case carrying/line staff and their supervisors have the technology tools needed to do their job efficiently, (3) by September 2013, establish an accessible, online, web- based system that makes it simple and easy to retrieve policy, search for keywords, and allow policy to be reviewed, (4) by September 2013, establish effective coordination and teaming with Public Health Nurses, and (5) by July 2013, secure a Title IV-E Waiver for Los Angeles County with favorable conditions.

Long-Term Outcomes.

DCFS determined the following to be their long-term outcomes: (1) less burnout among child welfare workers, (2) acquire long-term employees, (3) lower turnaround rates, (4) minimize caseloads, (5) by July 2014, develop a personnel handbook which clearly describes job responsibilities for all field personnel, (6) by July 2014, revise the performance evaluation system so that it includes clear standards for employees, accountability, and performance metrics, (7) by December 2014, consolidate all current data reports (dashboard, the SITE, SafeMeasures, etc.) to one comprehensive report that allows for drill down to CSW level, and lastly (8) by December 2014, streamline how existing data reports are accessed (i.e., COGNOS, the SITE, SafeMeasures, UR) into one congruent, comprehensive, user-friendly location that can be accessed by ONE password.

Moreover, the Program Logic Model provides an assumption section where the researchers were able to make their own assumptions based on the strategic plan and considering all the factors mentioned above. The following are assumptions the researchers developed based on the strategic plan. The first assumption is that all the staff is opened to these resources. The second assumption is that training will be mandated by management. The third assumption is that moral and acceptability is equal among staff.

The Program Logic Model allows the researchers to make the assumptions and identify external factors in which would affect the Strategic Plan proposed by DCFS in 2011.

External Factors.

In addition, these researchers determined the external factors based on the strategic plan to be: (1) whether or not the board of directors and Chief Executive Officer approve the inputs and outputs, (2) funding available for implementation of specifically mentioned programs, (3) programs (i.e., inputs and outputs) vary based on office location and staffing, and (4) all staff including management trained under the same training modules.

Evaluation.

Lastly, the evaluation section provides the researchers with the opportunity to develop an evaluation plan to assess the program (strategic plan) by utilizing the Program Logic Model format. The evaluation plan should include alternatives to assess the processes used while DCFS planned the strategic plan. Process indicators should be designed to provide a measurable response. As a result, the researchers found that the appropriate evaluation for the strategic plan program is as follows: (1) assessing the program, (2) evaluating the objectives, the benefits, the outcomes, and accomplishments, and (4) evaluating and determining future and continuum goals of the program. These researchers evaluated the strategic plan by: 1) focusing on the inputs 2) collecting data 3) analyzing and interpreting the data, and 4) reporting the results.

Discussion

The researchers took on a logic model framework for the evaluation of a strategic plan called the 2011 Los Angeles County DFCS Strategic Plan. The objective of the Program Logic Model was to specify and place the information in its appropriate category. Based on the researcher's review of the evaluation Program Logic Model it appeared to be a very usable and feasible tool for implementation. These researchers questioned the validity of those factors within each category of the Strategic Plan proposed by the Department of Children and Family Services. Therefore, the researchers conducted a search and found the following evidence pertaining to each activity that was used by DCFS strategic plan to eliminate the agency's problem.

The 2011 Strategic Plan put in place by Philip Browning, was designed to be utilized as a guide for the Department of Children and Family Services, during the years of 2011 to 2015. The plan was developed over a period of time and included extensive strategies from DCFS community partners, stakeholders, and as well as staff throughout the department (Browning, 2012). The Strategic Plan was developed to help the department work towards its own vision of, "children thriv[ing] in safe families and supportive communities" and to reduce burnout and turnover among DCFS workers (Browning, 2011).

Equity Caseload Analysis and Manageable Workloads.

According to the Child Welfare Information Gateway (2016), caseloads and workloads management is often a key ingredient in a State's comprehensive strategy to produce quality work for children and families. For example, some benefits include and are not limited to CSW's having the opportunity of engaging with families, delivering

quality services, achieving positive outcomes for children and families, managing organizational commitment and worker retention, to name a few. Therefore, the proposed activities (Equity Caseload Analysis and Manageable Workloads) by DCFS are positive activities in reducing burnout and turnover among child welfare workers as the following research demonstrated (Appendix B).

For example, Mark-Ridley-Thomas (2014) addressed the issue of ‘yardstick’ (i.e., a number of cases per CSW) and reported the goal being 27 children per caseload for ER workers, and 31 children per caseload for CS workers. Moreover, DCFS accomplished the yardstick goal by using the caseload equity formula to assign staff caseload. According to Ridley-Thomas (2014) there are offices within Los Angeles County that have accrued new staff under the caseload equity analysis, but required more staff as social workers in that office are over the yardstick goal. As a result, DCFS as a department has taken on the yardstick goal approach by making adjustments in terms of the number of staff allocation through the use of the caseload equity analysis (Ridley-Thomas, 2014). Moreover, Ridley-Thomas (2014) reported that DCFS took on this approach in order to ensure that all of the DCFS offices have sufficient or more than enough staff and this has helped support in terms of reducing caseloads per CSW.

For example, in a national study conducted by Jayaratne and Chess (1984) found that among 450 social workers, three common phases as job satisfaction, burnout, and turnover all related to workers caseload. Equally as important, Jayaratne and Chess (1984) discovered that the chief complaint was high caseloads among other child welfare literature. The researchers discovered the lowest average number being 20.8 caseloads, and an average of 28.9 caseloads per CSW when compared to community mental health

workers (Jayaratne and Chess, 1984). Equally as important, the researchers discovered that 42.9% of CSW considered their caseloads to be too high when compared to 19.0% of family service and community mental health workers (Jayaratne and Chess, 1984). Jayaratne and Chess (1984) results indicated that the number of caseloads per worker does play a role in burnout and turnover as decreasing caseloads reduces burnout.

In a similar study by O’Sullivan and Bates (2014), 147 rehabilitation counselors were studied and from the regression analyses found four significantly and uniquely burnout factors (e.g., working alliance self-efficacy, burnout, flourishing, and caseload size), which contributed to the number of caseloads per counselors. O’Sullivan and Bates (2014) discovered that the number of caseloads did impact the counselors overall burnout. Overall, the researcher’s results determined that burnout and flourishing are strongly related to each other and have implications for the client (O’Sullivan and Bates, 2014). O’Sullivan and Bates (2014) believe that the lower the number of caseloads per worker the less burnout occurs. Therefore, the goal of DCFS to reduce caseloads in order to decrease burnout and turnover rate and increase productivity by completing caseload equity analysis and establishing equitable caseloads and manageable workloads were effective approaches based on Ridley-Thomas (2014), Jayaratne and Chess (1984), and O’Sullivan and Bates (2014) findings. These researchers found that the activities, equity caseload analysis and manageable workloads support the strategic plan outcomes (e.g., decrease caseloads, and more productivity among staff).

Quarterly RTW Program.

RTW programs inform employees of their rights pertaining to leaves of absences and workman’s compensation (Browning, 2012). Muijzer, Groothoff, Geertzen, and

Brouwer (2011) conducted a study where 450 RTW employees from various agencies completed a survey as to whether or not the leave of absence was a result of burnout. Moreover, Muijzer et al. (2012) found that 89.5% of those who answered the surveyed identified their leave of absence was a result of burnout. Therefore, when agencies utilize RTW programs it results in an opportunity for noble communication and added knowledge among all employees in terms of their RTW incentives and agency programs (Muijzer et al., 2012).

In a similar study by Ekberg, Wåhlin, Persson, Bernfort, and Öberg, (2015) 533 sick-listed individuals with common mental diagnoses were surveyed. The researchers found that RTW programs reduce turnover rates among workers by increasing mental health awareness and programs which integrate the mental health needs of those individuals in their workplace, thus decreasing turnover rates and allowing for burnout/mental health time off. Moreover, Ekberg et al. (2015) believed RTW programs assist with employees essentially returning to work after a mental health issue, instead of quitting their job, which would result in fewer turnovers. Therefore, the proposed activity by DCFS being Quarterly RTW Programs is a positive activity in reducing burnout and turnover in child welfare workers as evidence shows in Muijzer et al. (2012) and Ekberg et al. (2015) (Appendix C).

Hire More Staff and Hire Staff Utilizing Title IV-E Funding.

In a survey conducted by Murphy (2006) on employers in Hong Kong, China, Singapore, and Japan, found that many employers reported experiencing a rise in employee burnout due to increased workloads. Moreover, 48% of all the participants reported the best way to solve the burnout situation was to hire more staff. On the other

hand, the Institute for the Advancement of Social Work Research (IASWR) conducted a systematic review of several published and unpublished articles and found that Title IV-E training was a “value-added” in terms of lower turnover rates among child welfare staff. For example, Title IV-E strategies reinforced personal factors, which support retention by recruiting staff who were committed to not only their profession but as well to serving children and families (IASWR, 2005). Moreover, the IASWR (2005) discovered that many of the subjects in the studies had previous experience within the agency, had their BSW or MSW degree, and demonstrated efficacy in addition to the educational enhancement, which led to less turnover.

IASWR (2005) believed agencies that offer educational enhancement (under Title IV-E) opportunities portrayed a sense of support and value towards its employees. Overall, the researchers found that Title IV-E education for Child Welfare Practice programs was the only retention intervention strategy supported by previous studies. For example, in a child welfare workforce survey conducted in 2005 by the American Public Human Services Association (APHSA) findings demonstrated that 94% of the state agency’s had increased their in-service training to enhance retention, 37% of those states reported the strategy was highly effective, 63% reported it was somewhat effective, and 0% saw it to be not effective. Therefore, the proposed activity by DCFS, to not only hire more staff but to hire staff utilizing the Title IV-E funding is a positive strategy for reducing burnout and turnover among child welfare workers as previous research demonstrated by IASWR (Appendix D).

Establish an Organizational Design and a Company Work System.

The decision-making model approach best describes how an organizational

design impacts organizational learning as it leads to the reduction of burnout and turnover based on the knowledge of “who” makes the decisions (Vyhmeister, 2000).

The decision-making model was developed within the last decade based on research that focused on how information was processed in an organization and how learning took place (Vyhmeister, 2000). For example, the decision-making approach is powerful as employees who have positive exchanges with their supervisors and administrators will be loyal to their employer and are often happier in their job functions (Vyhmeister, 2000).

According to Vyhmeister (2000) this approach does not make any assumptions regarding the independence or interdependence of the task information, but, rather it outlines a clear and concise plan on who is making the decision within the organization. Vyhmeister (2000) believed this approach is powerful as it captures all the interactions that exist among the various inputs of the decision. For example, when employees know who makes the “what” decisions in an organization the employee is more comfortable in addressing concerns to the appropriate administration.

In addition, Catanzaro and Marshall (2010) determined that a functioning and descriptive organization design that employees understand is key in keeping long-term employees and avoiding high turnover rates. Also, Catanzaro and Marshall (2010) found that job seekers are more interested in companies in which show promising leadership and organizational design. Therefore, the proposed activity by DCFS establishing an organizational design and a company work system highly capable of meeting the needs of children and families is a positive activity in reducing burnout and turnover in child welfare workers as Vyhmeister (2000) and Catanzaro and Marshall (2010) results

demonstrate (Appendix E).

Develop A Plan For Targeting Hiring Of Staff With A 3-Year Commitment.

The IASWR (2005) reviewed various numbers of studies, which evaluated the recruitments or retentions, and discovered that burnout did have a negative impact on retention and increased the likelihood of turnover among staff. According to Clark (2014), the organization is responsible for identifying, developing, and implementing a plan to compete for and retain talented staff. After several extensive attempts the researchers were not able to obtain evidence on a developed plan for targeting hiring of staff with a 3-year commitment for offices, which are understaffed in terms of reducing burnout or turnover rates. Therefore, the researchers determine that the proposed activity by DCFS in the strategic plan is a great approach, but it is undetermined in terms of whether or not it plays a role in reducing burnout and turnover among child welfare workers as no research was found.

Develop, Maintain, and Monitor Clear Expectation for Each Job.

In a secondary analysis study by Zell (2006), 492 caseworkers completed an open-ended questionnaire and results indicated 26 themes of child welfare systems casework, the legal system, and resources and services. Specifically, results indicated that forty-four percent of respondents indicated that child welfare was a demanding job as a result of the unreasonable amount of work responsibilities (Zell, 2006). For example, caseworkers reported feeling overwhelmed as a result of the systems requirements, having little to no time to perform good quality casework due to the high number of cases, and were daunted by the unrealistic expectations (Zell, 2006).

As a result of those demanding responsibilities, child welfare workers experience burnout and are at higher risk of burnout (Anderson, 2000; Kim, 2010). Moreover, Bluementhal, Lavender, and Hewson (1998) believed that role clarity (i.e., clear expectations of job responsibilities) was an important factor as it reduced burnout among the residential nursing staff members. For example, Bluementhal, Lavender, and Hewson (1998) discovered that when the roles and responsibilities of the residential nursing staff changed it resulted in higher stress and insecurity.

In addition, Miller and Dore (1991) and Olsen and Homes (1982) discovered that many frontline child welfare workers come to the field unprepared for the job responsibilities and demands resulting in higher levels of stress. In agreement, Gregoire (1994), McMahon (1998), and Samantrai, (1992) believed that many child welfare workers experiences higher levels of stress and burnout and felt devalued in their line of work. Therefore, the proposed activity by DCFS, developed, maintained, and monitored clear expectations for each job at every staffing level is a positive strategy for reducing burnout and turnover in child welfare workers as previous research demonstrated (Appendix F).

Data Reports to Measure, Provide Feedback, Publicize and Improve Performance.

Zell (2006) discovered that thirty-six percent of the subjects reported their agency's resources as inadequate in terms of, lacking in services for clients, training for caseworkers', technical, clerical and logistic support, and office supplies. Also, many case workers chief complaints were that they felt unsupportive by management, the administration was disorganized, and many of their colleagues were unprofessional and unqualified (Zell, 2006). Not surprisingly, according to Liu, You, Chen, Hao, Zhu,

Zhang, and Aiken (2012) improving work environments reduced job dissatisfaction and burnout among subjects.

After several extensive attempts the researchers were not able to obtain evidence on the use of objective data to measure, provide feedback, publicize, and continuously improve performance in terms of reducing burnout or turnover rates. Therefore, the researchers determine that the proposed activity by DCFS in the strategic plan is a great approach but it is undetermined in terms of whether or not it plays a role in reducing burnout and turnover among child welfare workers as no research was found.

Consolidate all current data reports.

After several extensive attempts these researchers were not able to obtain evidence in terms of consolidating all current data reports and burnout or turnover rates. Therefore, the researchers determine that the proposed activity by DCFS in the strategic plan undetermined in terms of whether or not it plays a role in reducing burnout and turnover among child welfare workers as no research was found.

Policy Which Meets Legal and Operational Requirements and is Understandable.

Research on burnout in terms of evidence on adopting a body of policy, which met legal and operational requirements, was not found. However, according to Zell (2006), child welfare caseworkers are responsible for implementing the policies and laws designed to provide child safety and permanent living arrangements. Moreover, child welfare social workers play a unique role in implementing child welfare policies that can help prevent burnout as they have untapped perspective about the system, the clients, the organization, and the policies that regulate their day-to-day work (Zell, 2006).

For example, 33% of the participants reported that a significant reform of the child welfare policies was needed. Twenty-nine percent reported funding issues is interfering with their work and the agency's ability to serve the children and families. Therefore, the researchers determine that the proposed activity by DCFS to develop a policy which meets legal and operational requirements and is understandable is an important factor of the strategic plan, but the activity is undetermined in terms of whether or not it impacts burnout and turnover among child welfare workers as no research was found.

Implement an open door policy with all staff

After several extensive attempts these researchers were not able to obtain evidence in terms of implementing an open door policy with all staff and burnout or turnover rates. Therefore, the researchers determine that the proposed activity by DCFS in the strategic plan being undetermined in terms of whether or not it plays a role in reducing burnout and turnover among child welfare workers as no research was found.

Approach to Recruit, Select, Develop, Perform, and Evaluate Employees.

According to Zell (2006), many of the participants reported that hiring and training standards needed to be revised to be at a higher level performance for productive work. However, after several extensive attempts the researchers were not able to obtain evidence on the use of formulating and implementing a comprehensive approach to recruiting, selecting, developing, performing, and evaluating employees in terms of reducing burnout or turnover rates. Therefore, the researchers determine that the proposed activity by DCFS in the strategic plan is a beginning start but it is undetermined

as to whether or not it plays a role in reducing burnout and turnover among child welfare workers as no research was found.

Invest in technology to increase the entire organization efficiency.

These researchers found that when companies invest in technology to increase the entire organization efficiency this does have a positive impact on burnout and turnover among workers. For example, with appropriate technology a company could benefit due to the accuracy, timeliness and, less repetitive work having to be inputted by a worker alleviating burnout (Sheng and Mykytyn, 2015). Sheng and Mykytyn (2015) in their study found that by investing in technology in order to assist with an employee's day-to-day it resulted in workload ultimately decreasing which led to desired stress among employees.

In a similar study by Michel and Ashill (2009), the researchers believed that technology support encompasses sophisticated and integrated tools that are provided by management to employees in order to free them from routine tasks leading to devoting more time with customers. Michel and Ashill (2009) suggested that training, employee rewards, supportive management, and technology support were all important factors in eliciting positive behaviors by employees when dealing with issues surrounding burnout and turnover (Michel and Ashill, 2009). Therefore, the proposed activity by DCFS being investing in technology to increase the entire organization efficiency as a defining factor is a positive activity in reducing burnout and turnover in child welfare workers as Sheng and Mykytyn (2015) and Michel and Ashill (2009) findings demonstrate (Appendix G).

Results demonstrated that by reducing caseload, providing technology, intergrading an organizational design, having quarterly RTW meeting, hiring more staff,

hiring staff under Title IV-E, developing, maintaining, and monitoring clear expectation for each job, all play a role in reducing burnout and turnover among child welfare worker. Moreover, the following approaches developed by DCFS were supported by research to be a great start on reducing burnout and turnover among child welfare worker:

- (1) Approach to recruiting, selecting, developing, performing, and evaluating employees;
- (2) policy which meets legal and operational requirements and is understandable;
- (3) data reports to measuring, providing feedback, publicizing and improving performance;
- (4) developing a plan for targeting and hiring of staff with a 3-year commitment.

No research was found on implementation of an open door policy and the consolidation of data reports was effective in reducing burnout and turnover among child welfare worker.

Limitations.

This content analysis study does have limitations. First, a logic design cannot determine whether or not the strategic plan by DCFS was effective. However, it can structure the program factors in a way to do program planning, isolate activities, and set outcomes. Second, the researchers were limited to only having access to free publicized journals through the Oviatt Library and other major search engines. Moreover, several articles were not accessible as there was a fee to utilize. Third, these researchers found that the majority of the research was limited to solely child welfare workers population. Therefore the content analysis would have benefited more by conducting a broader search of the social work field (e.g., foster care). Lastly, the researchers recommend for future studies to be conclusive to demographics (i.e. degree, education, age, and/or gender) and the impact of burnout and turnover rates.

Future Implications.

These researchers found that child welfare worker will benefit from lower caseloads, organizational design, technology, and increased staffing. Moreover, DCFS as a whole agency will benefit in the long run as burnout and turnover among child welfare works will decrease. Therefore, the searchers suggest for a more extensive research to be conducted on the risks and implications of burnout and child welfare workers.

Conclusion.

This content analysis aimed at providing an updated, a more complex understanding of the risks and implications associated with burnout of child welfare workers. Findings of this content analysis study are consistent with findings of research of burnout and the profession of child welfare workers. The researchers found the strategic plan by DCFS is an effective program in reducing burnout and turnover among child welfare workers. Moreover, the researchers found the majority of the activities to meet the short, medium, and long-term goals of the strategic plan for DCFS. By correcting this problem through the use of implementing the strategic plan, DCFS expectations were that burnout and turnover rates would decrease among their child welfare workers. The researchers determined that based on previous evidence-based literature the strategic plan is effective in reducing burnout and turnover among child welfare workers despite its limitations.

Although recent research has been found, that have identified the approaches put in place by the 2011 strategic plan to reach its goal of ensuring and supporting a well-trained and high performing workforce, which is capable of quality decision making, and ensuring an organization where all components operate as an integrated and supportive system, to be effective. Lastly, the researchers suggest similar practices should be more

widely implemented and their efficacy examined as the field of child welfare is arduous as it is demanding in terms of the severity of cases, high number of clients, the amount of paperwork, and caseloads resulting in social workers experiencing depersonalization, compassion fatigue, and emotional exhaustion leading to burnout and turnover. In conclusion, the researchers determined that based on previous evidence-based literature the strategic plan is an effective in reducing burnout and turnover among child welfare workers despite its limitations.

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Appendix A

Program Logic Model



PROGRAM LOGIC MODEL WORKSHEET

NAME OF PROGRAM/PROJECT:
2011 Los Angeles County Department of Children and family Services Strategic Plan by Verenice Salazar and Angela Sanchez

SITUATION:
Pursue workflow excellence and strengthen organization operations and systems.

PRIORITIES:
Ensure and support a well-trained, high-performing workforce capable of quality decision making as well as ensure an organization where all components operate as an integrated and supportive system.

INPUTS	OUTPUTS	
	Activities	Participants
<ul style="list-style-type: none"> • Equity Analysis • Enhancements to the Department Return to Work Program (RTW) • Incentives for current Staff • Personnel Handbook • Organizational & Training Needs assessment for Training & Education Programs • Performance Evaluation System • One Comprehensive Report • Technology Needs 	<ul style="list-style-type: none"> • Complete caseload equity analysis • Quarterly RTW coordinators' meetings & an educational campaign about the RTW program. • Establish equitable caseloads and manageable workloads that permit quality social work. • Develop a Plan for hiring more staff. • Hire Staff utilizing Title IV-E funding. • Develop a plan for targeted hiring of staff with a 3-year commitment for offices which are understaffed. • Establish an organizational design and a company work system highly capable of meeting the needs of children 	<ul style="list-style-type: none"> • All Los Angeles County DCFS staff, at all levels and education, • The Board of Supervisors • Union • The Chief Executive Officer.

INPUTS	OUTPUTS	
	Activities	Participants
<p>Assessment</p> <ul style="list-style-type: none"> • Policy Manual • DCFS Re-Organized Management Structure • Web-based system • Title IV-E Waiver 	<p>and families.</p> <ul style="list-style-type: none"> • Develop, maintain, and monitor clear, expectation for each job • Use objective data reports to measure, provide feedback, publicize & continuously improve performance. • Consolidate all current data reports. • Adopt a body of policy which meets legal and operational requirements and is easy to access and understand. • Implement open door policy with all staff. • Identify and implement a comprehensive approach to recruitment, selection, development, and performance and evaluations of employees. • Invest in technology to increase the entire organization efficiency. 	

OUTCOMES		
Short-term	Medium-term	Long-term
<ol style="list-style-type: none"> 1. Decrease caseloads. 2. Decrease stress levels. 3. More productivity among staff. 4. Increase morale of staff personnel. 5. Educated, trained and, knowledgeable staff. 6. By 2012, complete a caseload equity analysis and seek approval from the board of supervisors, 	<ol style="list-style-type: none"> 1. Achieve a 3% reduction in the number of employees on leave of absence by implementing incentives. 2. By July 2013, ensure all case carrying/line staff and their supervisors have the technology tools needed to do their job efficiently. 3. By September 2013, establish an accessible, online, web- based system that makes it 	<ol style="list-style-type: none"> 1. Less burnout among Child welfare workers. 2. Long-term employees. 3. Lower turnover rate. 4. Minimize caseloads. 5. By July 2014, develop a personnel handbook which clearly describes job responsibilities for all field personnel. 6. By July 2014, revise the performance evaluation system so that it includes clear

OUTCOMES		
Short-term	Medium-term	Long-term
<p>union, and, CEO.</p> <p>7. By December 2013, develop expectations for job performance by establishing clear standards for all staff.</p> <p>8. By 2012, conduct an organizational and training needs assessment to identify and implement a set of training programs where helping employees develop the knowledge, skills, and abilities to meet current and, future job expectation.</p> <p>9. By 2012, conduct an organizational wide technology needs assessment and identify funding requirements to implements its recommendations.</p> <p>10. By 2012, develop and begin implementing a new DCFS reorganized management to maximize performance, redeploy resources to meet caseload equity goals.</p>	<p>simple and easy to retrieve policy, search for keywords, and, allow policy to be reviewed.</p> <p>4. By September 2013, establish effective coordination and teaming with Public Health Nurses.</p> <p>5. By July 2013, secure a Title IV-E Waiver for Los Angeles County with favorable conditions.</p>	<p>standards for employees, accountability, and, performance metrics</p> <p>7. By December 2014, consolidate all current data reports (dashboard, the SITE, SafeMeasures, etc.) to one comprehensive report that allows for drill down to CSW level.</p> <p>8. By December 2014, streamline how existing data reports are accessed (i.e., COGNOS, the SITE, SafeMeasures, UR) into one congruent, comprehensive, user-friendly location that can be accessed by ONE password.</p>

ASSUMPTIONS	EXTERNAL FACTORS
<ul style="list-style-type: none"> • All staff is open to these resources. • Training will be mandated by management. • Moral & acceptability is equal among staff. 	<ul style="list-style-type: none"> • Board & CEO approves inputs and outputs. • Funding is available for mentioned programs. • Programs vary based on staff location & staffing. • All staff including management trained under the same training modules

EVALUATION PLAN:
<p>Assessing the program; evaluating the objectives, the benefits, the outcomes, accomplishments; and evaluate and determine future and continuum goals of the program.</p> <ol style="list-style-type: none"> 1. Focus 2. Collect data 3. Analyze and Interpret 4. Report

Appendix B:

Table 1: Evidence for Establishing and Completing Caseload Analysis

Table 1

Article & Date	Sample	Findings/Outcomes	Effectiveness
Ridley-Thomas (2014)	3,500 employees of DCFS	Lower caseloads decrease burnout and turnover.	Yes
Jayaratne and Chess (1984)	450 social workers	The number of caseloads per worker does play a role in burnout and turnover.	Yes
O'Sullivan & Bates (2014)	147 Rehabilitation Counselors	Lower caseloads decrease burnout and turnover.	Yes

Appendix C:

Table 2: Evidence for Quarterly RTW Program

Table 2:

Article & Date	Sample	Findings/Outcomes	Effectiveness
Muijzer, Groothoff, Geertzen, & Brouwer (2011)	415	Describes the communication between employee and employers regarding RTW programs is essential in reducing turnover.	Yes
Ekberg, Wåhlin, Persson, Bernfort, & Öberg (2015)	533	Describes that by having RTW programs employees are more equip to coming back to work after being on leave.	Yes

Appendix D:

Table 3: Evidence for Hiring More Staff and Utilizing Title IV-E Funding

Table 3

Article & Date	Sample	Findings/Outcomes	Effectiveness
Murphy (2006)	Hong kong, China, Singapore, and Japan employers	Employers reported experiencing a rise in employee burnout, due to increased workloads	Yes
IASWR (2005)	A systematic review of several published and unpublished articles.	Title IV-E strategies reinforced personal factors which support retention by recruiting staff who were committed to not only their profession but as well to serving children and families which lead to less turnover.	Yes
APHSA (2005)	Survey on child welfare workforce	Findings demonstrated that 94% of the state agency's had increased/improved their in-service training to enhance retention, 37% of those states reported the strategy was highly effective, 63% reported it was somewhat effective, and 0% saw it be not effective	Yes

Appendix E:

Table 4: Establish an Organizational Design and a Work System

Table 4

Article & Date	Sample	Findings/Outcomes	Effectiveness
Vyhmeister (2000)	5 Organizational Design Models	Describes how the decision-making model assists in establishing an organizational design to reduce burnout and turnover.	Yes
Catanzaro and Marshall (2010)	256 undergraduate students	Describes how organization design is a key to keeping employees and in gaining employees.	Yes

Appendix F:

Table 5: Evidence for Expectations of Each Job

Table 5

Article & Date	Sample	Findings/Outcomes	Effectiveness
Zell (2006)	492 caseworkers	44% of respondents indicated that child welfare was a demanding job as a result of unreasonable amount of work responsibilities	Yes
Blumenthal, Lavender, and Hewson (1998)	Nursing staff	When the roles and responsibilities of the residential nursing staff changed it resulted in higher stress and insecurity.	Yes

Appendix G:

Table 6: Evidence for Investing In Technology

Table 6

Article & Date	Sample	Findings/Outcomes	Effectiveness
Sheng and Mykytyn (2015)	1 company of 5,000 employees	Describes how technology investment increases job performance and task retention, therefore reduces burnout.	Yes
Michel and Ashill (2009)	170	To increase the probability of finding variation in role stressors and burnout symptoms	Yes

Appendix H:

Addendum

ADDENDUM – The Risks and Implications Associated With Burnout of Child Welfare Workers: What Do They Need To Know?

The Risks and Implications Associated With Burnout of Child Welfare Workers: What Do They Need To Know? is a joint graduate project between **Verenice Salazar #1** and **Angela Sanchez #2**. This document will explain the division of responsibilities between the two parties. Any additional information can be included in a separate document attached to this Addendum page.

Verenice Salazar #1 is responsible for all the following tasks/document sections:

- Compiling thesis draft
- Problem Statement
- Aims and Objectives
- Methods sections (e.g., Participants and Research Design)
- Literature Review
- Editing

Angela Sanchez #2 is responsible for all the following tasks/document sections:

- Abstract
- Choosing a Logic Model
- Outlining and beginning the Logic Model
- Results

Both parties shared responsibilities for the following tasks/document sections:

- Literature Review
- Logic Model
- Method Section: Procedures
- Reviewing final draft
- Presentation

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