

Performance Audit

Johnson County Mental Health Center (MNH)

High Turnover Impacts Staff and Clients

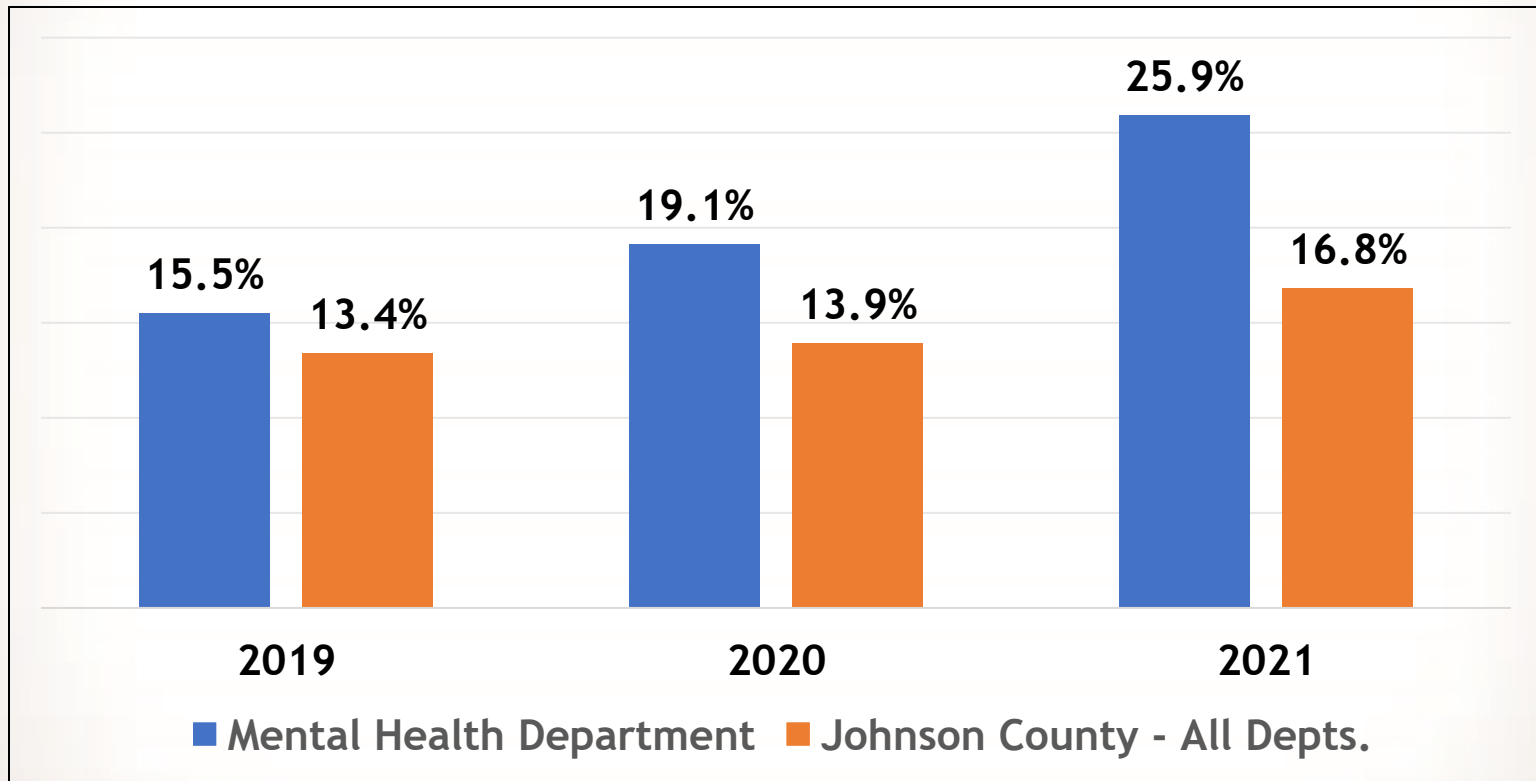
Audit Services
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A mental health workforce crisis

Access to quality mental health care depends on having a sufficient and qualified workforce.

But providers are having a difficult time attracting and retaining mental health workers.

MNH has a high turnover of its direct-care staff



The audit addresses 3 questions...

- 1) What are key causes for the high turnover of MNH's direct-care workforce?
- 2) What are key impacts linked to the turnover of MNH's direct-care workforce?
- 3) Can leading workforce practices help MNH reduce the turnover of its workforce?

MNH employee survey

We anonymously surveyed 269 MNH employees:

- 153 employees responded (57%)
- Over one-half (55%) of those responding have been with MNH five years or less
- Of those, close to one-third (29%) have been with MNH two years or less

Reasons employees leave

- Pay
- High workload or caseload
- Few advancement opportunities

Turnover impacts the organization

- Increased overtime, recruiting and hiring costs, and increased training costs
- Loss of knowledge
- Lower productivity and decreased efficiency

Turnover impacts staff

- Increased stress, anxiety, and feeling overwhelmed
- Higher workload/caseloads
- Increased burnout, feeling fatigued

Turnover impacts clients

- Lower quality and continuity of care
- Difficult to build trust and rapport
- Frustration and anger

Leading workforce practices

- Hiring
- On-boarding
- Training and development
- Employee engagement

Employee engagement is key to retention

Three tools that help measure worker engagement:

- Satisfaction Surveys
- Exit Interviews
- Stay interviews

Stay interviews can help increase employee engagement and retention

- Learn why employees want to stay
- Learn why employees might leave
- Discover how organization can improve
- Build trust with employees

Recommendation

We recommended the Johnson County Mental Health Center (MNH) explore ways to incorporate periodic stay interviews into its employee engagement and retention efforts.

- ✓ MNH agreed with the recommendation.

Questions?

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