



# Missouri Leadership Academy

## Class 9

### Congregate Care Facility

A state-operated facility providing 24-hour services in a residential setting such as Correctional Institutions, Veterans Homes, Youth Residential Homes, and Mental Health Rehabilitation and Habilitation Facilities.

### Overview

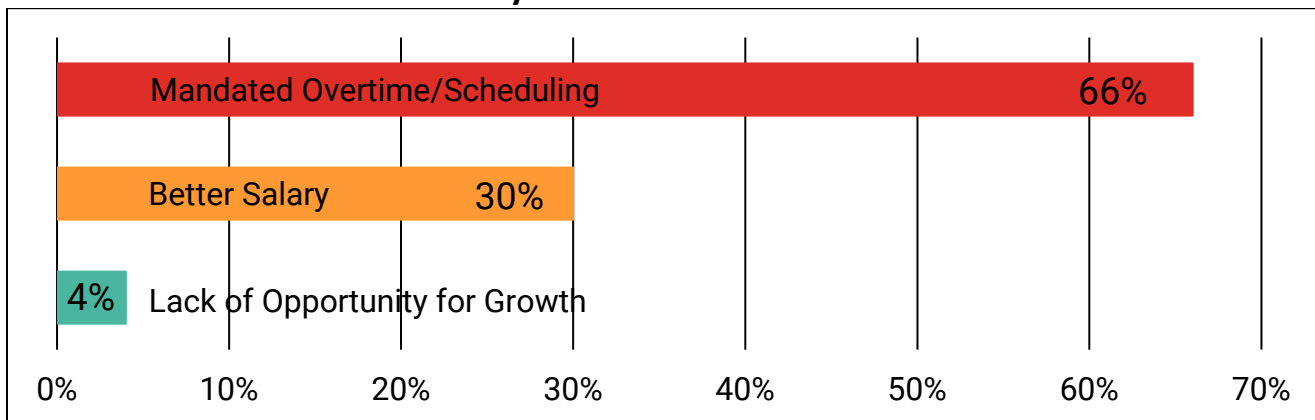
Maintaining adequate staffing in our congregated care facilities is essential to providing quality services and a safe environment for Missouri citizens and State of Missouri team members.

Congregate Care facilities across the state are experiencing a critical staffing shortage.

Turnover by Job Class	
Support Care Assistant	76%
Youth Services Worker	66%
Corrections Officer	61%
Food Service Worker	60%

Vacancy Rate by Job Class	
Food Service Worker	69%
Support Care Assistant	62%
Corrections Officer	42%
Youth Services Worker	39%

### Why Team Members Leave



Source: Direct survey of DSS, DOC, DPS and DMH team members

### Recommendations

#### 1. Pay Adjustments

Department Directors are hard at work to implement a significant shift differential and tenure pay plan. Based on our research as well as survey responses from over 700 State team members working in our congregated care facilities, we believe implementation of a shift differential and tenure pay plan is imperative to addressing the critical staffing shortage and improving employee retention in our congregated care facilities.

## **2. Scheduling Software**

Implementation of Humanity scheduling software will cut the shift scheduling process by up to 80%, giving valuable time back to managers through seamless integrations. Team members will have the ability to set their preferred work hours and manage their schedule remotely. Humanity's flexible scheduling software and top industry rated mobile application will aid in retaining top Millennial and Gen Z talent.

## **3. Opt-Out Incentive**

Offer a monetary incentive for team members who choose to opt out of the State's health insurance benefit through Missouri Consolidated Health Care Plan (MCHCP). Funds that would typically be utilized for the state's contribution to the benefit premium would be utilized to insure solvency of all policies and a monetary incentive for the team member. This may better target generational recruitment and retention of our team members.

## **4. Incentive for Meeting Attendance-Based Criteria**

Offer a monetary incentive for meeting attendance-based criteria. This idea came after witnessing the positive effect of the hazard pay stipend on team member attendance during the pandemic. A survey of over 700 congregate care team members indicated that 90% believe the opportunity to receive a monetary incentive for meeting attendance-based criteria would positively impact retention.

## **5. Increase Comp Time/Overtime Payout Frequency**

Provide all congregate care team members the option to have their compensatory time/overtime paid out regularly. This will allow team members who cannot utilize the leave time (due to coverage/scheduling) added financial flexibility.

## **6. Dedicated Team**

Create the first Externship or contract with a consultation group to focus solely on these initiatives and any other ideas that will effect positive change. Doing so would allow additional time to delve into these proposals and what is required for implementation. In order for some of the proposed initiatives to be enacted, we found there may be necessary changes to law, regulations or rules and our time with this project did not allow for these to be explored and perfected.

## **Supplemental Information**

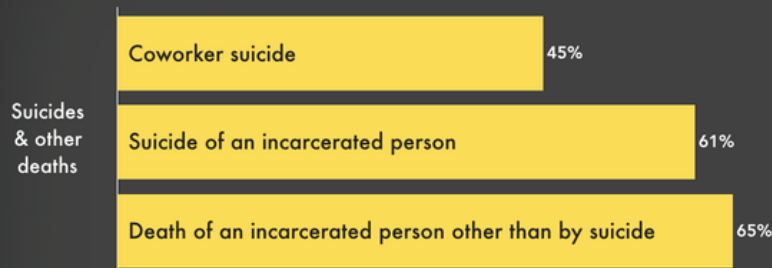
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The following statistics are for Correctional Officers, though many of our team members in 24/7 facilities are experiencing similar traumatic events every shift while at work, most times double shifts. Our dedicated team members continue to serve Missouri's most vulnerable citizens, veterans, youth and offenders because they believe in the mission and what they do.

# For prison staff, exposure to traumatic events comes with the job

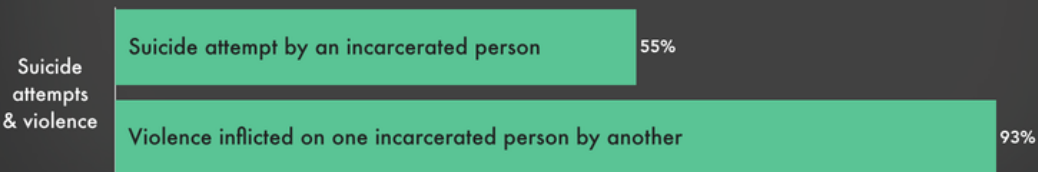
Percentage of 156 surveyed correctional supervisors in a northeastern U.S. state that reported witnessing or experiencing specific traumatic events at least once in a typical year or typical month

## In a typical year, correctional staff report witnessing or experiencing:



Suicides & other deaths

## In a typical month, correctional staff report witnessing:



Suicide attempts & violence

Source: Namazi et al., "Traumatic Incidents at Work, Work-to-Family Conflict, and Depressive Symptoms Among Correctional Supervisors: The Moderating Role of Social Support," *Occupational Health Science*, Dec. 2021

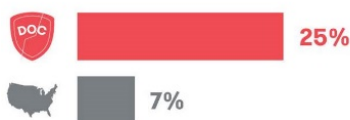
**PRISON**  
POLICY INITIATIVE

After working in this environment, witnessing violent acts becomes normal. To our team members, it is “part of the job”, minimized and felt to be less traumatic because of how often we are exposed; however, more team members are just slipping into their own mental illness.

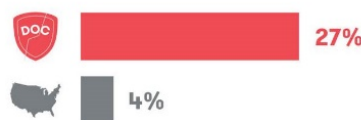
“Many of us are suffering mental issues, about anyone I talk to that has been here a while will admit they have issues with Anxiety, Stress and even Depression.” – DOC Team Member

## Corrections officers experience...

**Depression** at a level significantly higher than the national average.



**PTSD** at a level significantly higher than the national average.



**Suicide** at a rate 39% higher than the working age national population.

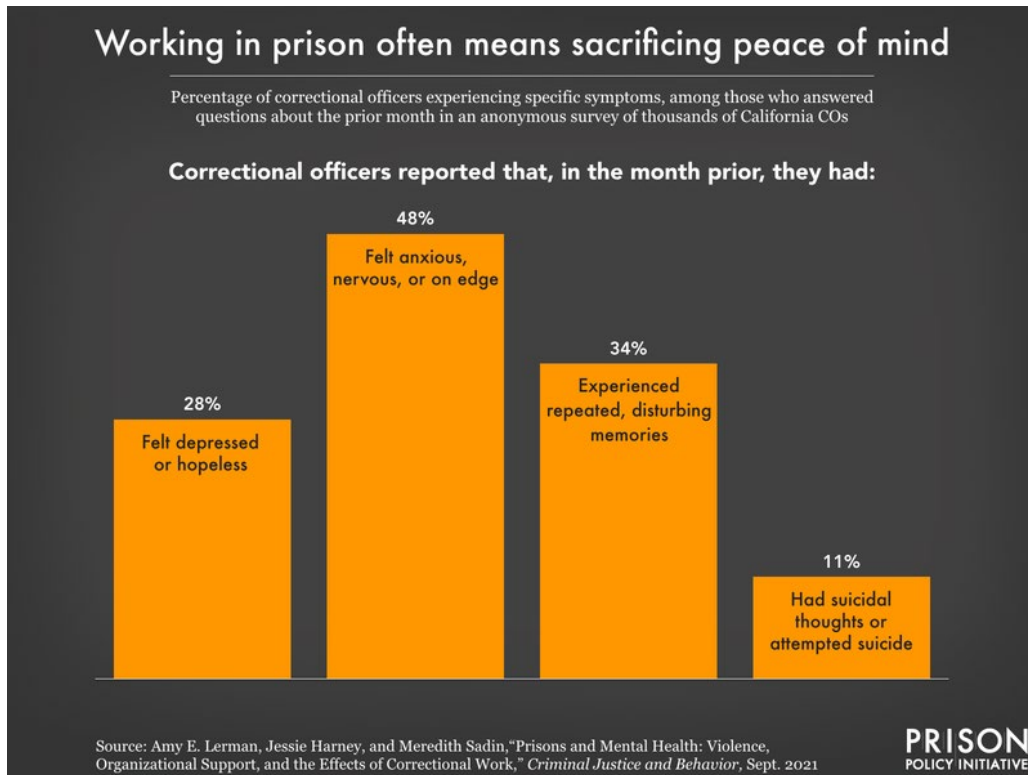


**Shorter life expectancy** than the national average.



Sources: For corrections officer depression rates, see box note j, at the end of the report. For national depression rates, see National Institute of Mental Health (NIMH), “Major Depression,” <https://perma.cc/GZV8-ZP38>. For corrections officer PTSD rates, see box note j. For national PTSD rates, see NIMH, “Post-Traumatic Stress Disorder [PTSD],” <https://perma.cc/23GX-6YBW>. For suicide rates, see Steven Stack and Olga Tsoudis, “Suicide Risk Among Corrections Officers: A Logistical Regression Analysis” *Archives of Suicide Research* 3, no. 3 (1997), 183-86, 184. For life expectancy statistics, see box note m.

"I have definitely looked for other jobs because of how constant the behaviors are and how often behaviors happen. I am definitely more skittish outside of work because of trauma that has happened to me at work (being attacked by individuals/consumers). I have started to take my anti-depressants again because of this job and how much mentally it has taken a toll on me. I have also looked for other jobs because of how many hours I work in such a short period of time. I usually cannot get enough sleep and that definitely affects me at work and mentally takes a toll on me when I work 60-70 hours in a matter of 4-5 days." – DMH Team Member



**Thank you for your time today!**

This was a project of passion and meant a great deal to all of us. We are truly grateful for the opportunity to participate in the Missouri Leadership Academy and look forward to taking what we have learned back to our Departments.

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