WHO WE ARE

WE REPRESENT

state and local health and human services agencies through their top-level leadership

WE SEEK TO

influence modern policies and practices, help our members *build* capacity for their teams, and *connect* them to other human-serving organizations and policymakers

APHSA
American Public Human Services Association

We build well-being from the ground up.

To Deliver Value to Our Members We Aim to:

Influence modern policies and practices that support the health and well-being of all children and families and that lead to stronger communities

Build more capacity through access to our professional education and development conferences, technical expertise, publications, and our Organizational Effectiveness practice

Connect members to national policymakers and human-serving organizations across a wide circle of stakeholders in the health and human services sector, as well as key partners in education, housing, employment, and others

Join Us at Our Next Conference

AAHHSA 2022 Annual Education Conference
October 9-12 | Columbus, OH
Sheraton Columbus Hotel at Capitol Square

NSDTA Annual Education Conference
OCTOBER 16-19, 2022
DoubleTree by Hilton Spokane City Center | Spokane, WA

ISM 2022 ANNUAL CONFERENCE & EXPO
OCTOBER 23-26
Gaylord National Resort & Convention Center
National Harbor, MD

INTRODUCTIONS

LAURA HAFFIELD

DR. TIFFANY LINDSEY

MIKE KENNEY

CHIP SPINNING

GOING BEYOND SELF-CARE:
RE-FOCUSING ON WORKER
WELL-BEING TO COMBAT
TURNOVER

Psychological Safety

What it is NOT:

❌ Free from **accountability**

❌ A place where people always feel comfortable

What it is:

✔️ A **shared belief** that comes from **shared experiences**

✔️ A place where **mistakes** are treated as **opportunities to learn**-not a time to blame and punish

✔️ Anyone can...

... Ask questions without looking stupid.

... Ask for feedback without looking incompetent

... Be critical without appearing negative

... Suggest improvements without being appearing disruptive

The path to psychological safety...

INCLUSION SAFETY
o Membership
o Valued
o Treated fairly

LEARNER SAFETY
o Ask questions
o Learn from mistakes
o Grow and Change

COLLABORATOR SAFETY
o Engage respectfully
o Equal voice
o Constructive Debate

CHALLENGER SAFETY
o Candid
o Challenges ideas and norms
o Speaks up with concerns

Clark (2020)

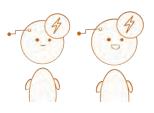# Six Habits for Mindful Organizing and Psychological Safety

Spend time identifying **what could go wrong**

Develop an understanding of **who knows what** and **communicate**

Talk about **mistakes** and **ways to learn** from them

Appreciate **colleagues** and their **unique skills**

Test change in everyday work activities

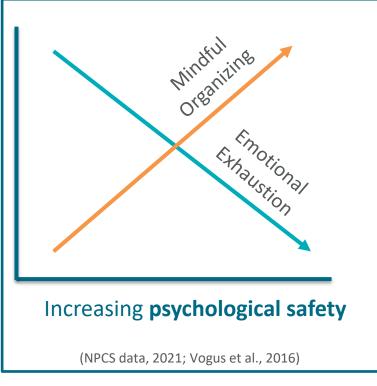Make **candor** and **respect** a precondition

Some early data tells us...
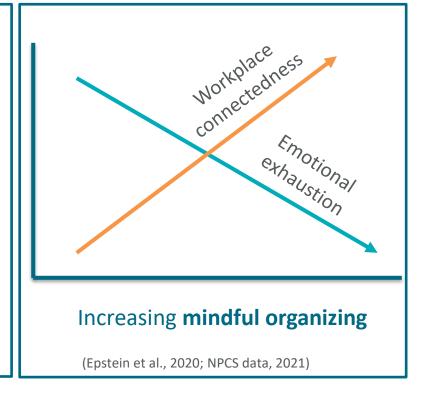
PSYCHOLOGICAL SAFETY

The shared belief team members are accepted, respected, supported, and able disclose a concern or mistake

MINDFUL ORGANIZING

Measures teamwork and team resilience – how teams monitor, plan, innovate, learn, and support one another

Increasing **psychological safety**

(Leake et al., 2017; NPCS data, 2021; Vogus et al., 2016)

Increasing **psychological safety**

(NPCS data, 2021; Vogus et al., 2016)

Increasing **mindful organizing**

(Epstein et al., 2020; NPCS data, 2021)

Safety Science to Inform a Safety Culture

An organizational culture that:

Acknowledges the **high-risk nature of an organization's activities** and the determination to achieve **consistently safe operations**

Promotes a **blame-free environment** where individuals are able to report errors or near misses **without fear of reprimand or punishment**

Encourages **collaboration across ranks and disciplines** to seek solutions to problems.

Commits resources to safety concerns.

Life Changing Events

With collective conscience and impact to families and professionals

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'Social Workers Failed to Heed Warnings': A Text-Based Study of How a Profession is Portrayed in UK Newspapers

Maria Leedham*

The Open University, School of Languages and Applied Linguistics, Faculty of Wellbeing, Education and Language Studies, Milton Keynes, MK7 6AA, UK

*Correspondence to Dr Maria Leedham, Stuart Hall Building Level 1, Walton Hall, Milton Keynes, MK7 6AA, UK. E-mail: maria.leedham@open.ac.uk

Abstract

Previous research has indicated that social workers are portrayed negatively in the UK press, particularly in child protection cases. But what is the nature of this negativity? And are social workers also mentioned in more positive contexts? To explore these questions, a collection of three months of newspaper articles was compiled (early May to early August 2019), using the seed term 'social worker(s)'. Almost 1,000 occurrences were located and categorised as 'positive' (6 per cent of instances), 'negative' (25 per cent) or 'neutral' (69 per cent). Further classification of negative instances indicates these concern social workers' perceived failure to act rather than perceived over-zealous behaviour (ratio 5:2). Findings also suggest that the press tend to hold social workers to a higher moral standard in their everyday lives than is the case for other members of society. Understanding how social workers are portrayed in the press is important for practitioners in terms of recruitment, job satisfaction and retention. In addition, as newspapers are the major source of information on social work for members of the public, greater awareness could reduce the societal tendency towards finding individuals to blame.

Keywords: child protection, media, newspapers, press

Accepted: April 2021

Family-Centered

Critical Incident Reviews start with broad understanding of the family's needs as well as the incident itself. Unmet needs are captured as Improvement Opportunities.

Workforce-Informed

Improvement Opportunities are explored via direct conversation with the professionals who knew the family. Candid, respectful, supportive dialogue honors the hard, complex, interdependent, and highly-pressured work child welfare professionals engage in daily. Their challenges are not theirs alone to fix. We can build smarter systems and foster a willingness to learn at-all-levels.

Systems-Focused

Systems are not static, immovable objects. Systems are ecosystems. We can build up, take down, and try again. As we learn about systemic barriers and challenges in critical incident review, the goal is to thread stories together over time and find high impact ways to improve outcomes for families and the professionals who serve them.

Critical Incident Review (CIR): Essential Values

![TCOM]

Safe Systems Improvement Tool:
National Partnership for Child Safety Version (SSIT-NPCS)

Copyright
Praed Foundation
Cull, Lindsey, & Epstein,
2019

2022 REFERENCE GUIDE

3. SSIT SCORESHEET

CASE ID:	

Improvement Opportunities (IOs)	
1	
2	
3	
4	
5	

	Abbreviated Rating Summary for Family Domain			
0=No Evidence	1=Minimal Problem or History	2=Problem affected Functioning	3=Severely Disabling or Dangerous Problem	

	Abbreviated Rating Summary for Professional, Team, and Environment Domains			
0=No Evidence of Influence	1=Latent Factor	2=Evidence of Influence	3=Evidence of Proximity to Poor Outcomes	

Family Domain	**Influence**				**Narrative**
	0	**1**	**2**	**3**	*Required if rating is 2 or 3*
1. Family Conflict (Caregiver)	O	O	O	O	
2. Developmental (Caregiver)	O	O	O	O	
3. Mental Health (Caregiver)	O	O	O	O	
4. Substance Use (Caregiver)	O	O	O	O	
5. Economic Stability (Caregiver)	O	O	O	O	
6. Parenting Behaviors (Caregiver)	O	O	O	O	
7. Medical/Physical (Child)	O	O	O	O	
8. Developmental/Intellectual (Child)	O	O	O	O	
9. Mental Health of (Child)	O	O	O	O	
Professional Domain	**0**	**1**	**2**	**3**	*Required if rating is 2 or 3*
10. Cognitive Bias	O	O	O	O	
11. Stress	O	O	O	O	
12. Fatigue	O	O	O	O	
13. Knowledge Base	O	O	O	O	
14. Documentation	O	O	O	O	
15. Information Integration	O	O	O	O	
Team Domain	**0**	**1**	**2**	**3**	*Required if rating is 2 or 3*
16. Teamwork/Coordination	O	O	O	O	
17. Supervisory Support	O	O	O	O	
18. Supervisory Knowledge Transfer	O	O	O	O	

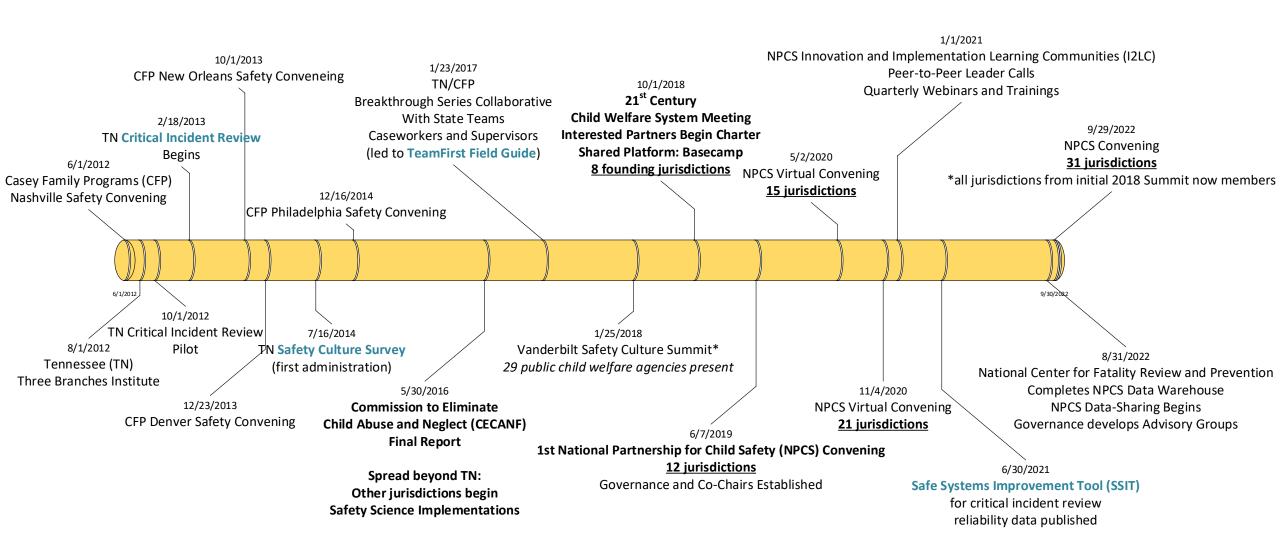# Safe Systems Improvement Tool:

Child/Family Domain		
Family Conflict	Substance Use	Child Medical/Physical
Developmental	Economic Stability	Child Developmental/Intellectual
Mental Health	Parenting Behavior	Child Mental Heath

Professional Domain	Team Domain	Environment Domain
Cognitive Bias	Teamwork/Coordination	Demand-Resource Mismatch
Stress	Supervisory Support	Equipment/Technology/Tools
Fatigue	Supervisory Knowledge Transfer	Policies/Rules/Statutes
Knowledge Base	Production Pressure	Training
Documentation		Service Array
Information Integration		Practice Drift

2022
REFERENCE
GUIDE

3. SSIT SCORESHEET

CASE ID:	

Improvement Opportunities (IOs)

1	
2	
3	
4	
5	

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Abbreviated Rating Summary for Professional, Team, and Environment Domains

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5. Economic Stability (Caregiver)	O	O	O	O	
6. Parenting Behaviors (Caregiver)	O	O	O	O	
7. Medical/Physical (Child)	O	O	O	O	
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Professional Domain	**0**	**1**	**2**	**3**	*Required if rating is 2 or 3*
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18. Supervisory Knowledge Transfer	O	O	O	O	

NPCS
NATIONAL PARTNERSHIP FOR CHILD SAFETY

1/1/2021
NPCS Innovation and Implementation Learning Communities (I2LC)
Peer-to-Peer Leader Calls
Quarterly Webinars and Trainings

10/1/2013
CFP New Orleans Safety Conveneing

1/23/2017
TN/CFP
Breakthrough Series Collaborative
With State Teams
Caseworkers and Supervisors
(led to TeamFirst Field Guide)

2/18/2013
TN Critical Incident Review
Begins

10/1/2018
21st Century
Child Welfare System Meeting
Interested Partners Begin Charter
Shared Platform: Basecamp
8 founding jurisdictions

9/29/2022
NPCS Convening
31 jurisdictions

*all jurisdictions from initial 2018 Summit now members

6/1/2012
Casey Family Programs (CFP)
Nashville Safety Convening

5/2/2020
NPCS Virtual Convening
15 jurisdictions

12/16/2014
CFP Philadelphia Safety Convening

6/1/2012

9/30/2022

8/1/2012
Tennessee (TN)
Three Branches Institute

10/1/2012
TN Critical Incident Review
Pilot

7/16/2014
TN Safety Culture Survey
(first administration)

1/25/2018
Vanderbilt Safety Culture Summit*
29 public child welfare agencies present

11/4/2020
NPCS Virtual Convening
21 jurisdictions

8/31/2022
National Center for Fatality Review and Prevention
Completes NPCS Data Warehouse
NPCS Data-Sharing Begins
Governance develops Advisory Groups

12/23/2013
CFP Denver Safety Convening

5/30/2016
Commission to Eliminate
Child Abuse and Neglect (CECANF)
Final Report

Spread beyond TN:
Other jurisdictions begin
Safety Science Implementations

6/7/2019
1st National Partnership for Child Safety (NPCS) Convening
12 jurisdictions
Governance and Co-Chairs Established

6/30/2021
Safe Systems Improvement Tool (SSIT)
for critical incident review
reliability data published

CULTURE OF SAFETY

Children Services

RECOGNITION

Providing RECOGNITION of others' lived experiences

While we are all experiencing the COVID-19 crisis "together," none of our experiences will be the same. We want to highlight the different experiences among agency employees as well as the intersection of COVID-19 with Equity, Diversity and Inclusion.

CONNECTION

Generating (Virtual) CONNECTION within our distance and differences.

Now more than ever, we can appreciate just how small the world truly is, and the importance of coming together to protect and support one another.

01

03

05

G R A C E

GUIDANCE

02

Giving GUIDANCE around physical and psychological safety

Tools and resources to support employees and their families to be physically and emotionally healthy are essential right now.

APPRECIATION

04

Demonstrating APPRECIATION for the risk and challenges we face.

While we have found ourselves in a place that's a little scary and unknown, there are still positive and inspiring acts taking place all around us. We think it would be helpful to pull some positivity out from all the uncertainty.

ENRICHMENT

Offering professional ENRICHMENT opportunities

If you would like to enhance your professional growth during this time, we want to support you in that goal. Focusing on achievement within our roles gives us all purpose and a valuable sense of normalcy.

Safety Culture

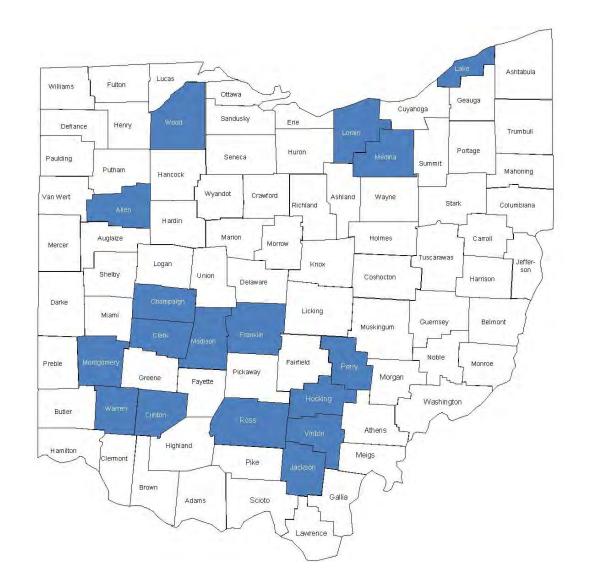Helping Ohio Public Children Services Agencies Improve

Workplace Connection | Child Safety | Employee Retention

Learning Community

Why?

1. The needs of our children and families have changed
2. We are struggling to recruit and retain our staff
3. Our field is changing
4. Many of our team members are not well
5. This work is too important for us not to change the way we work

Safety Culture

Helping Ohio Public Children Services Agencies Improve

Workplace Connection | Child Safety | Employee Retention

Cohort 1

April 2022 – March 2023

Allen	Madison
Champaign	Medina
Clark	Montgomery
Clinton	Perry
Franklin	South Central
Jackson	Warren
Lake	Wood
Lorain	

Learning Community Approach

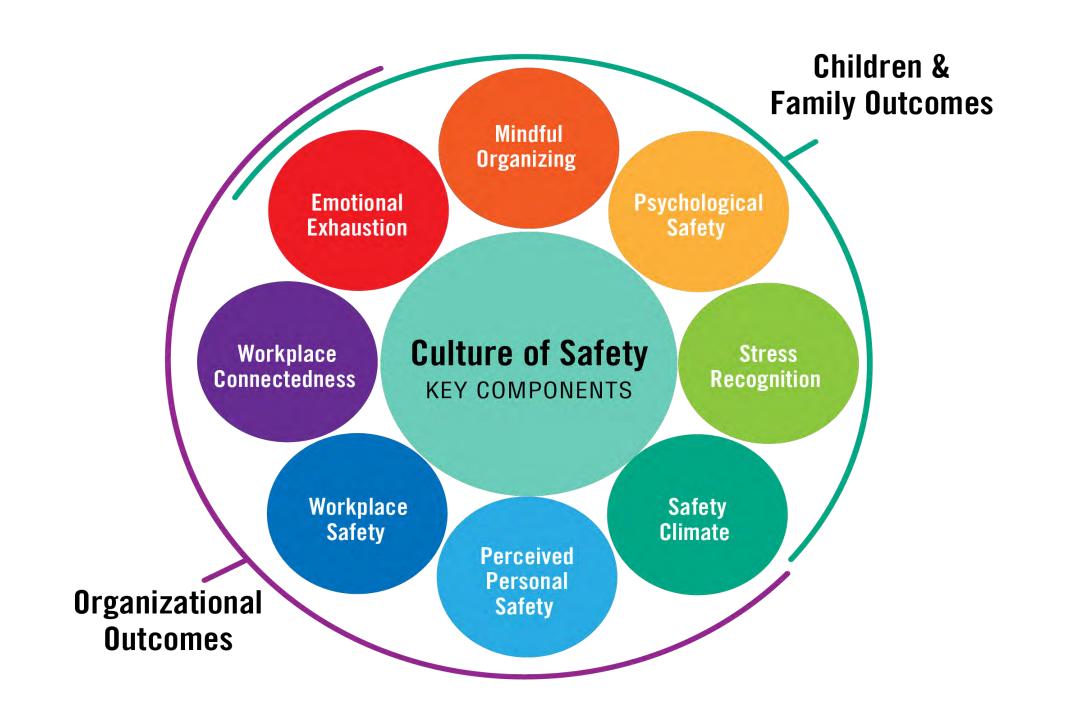**1. Organization Assessment**

April/May – Complete Assessment

2. Process Results

May/June – Process Results

3. Test Change

July – Identify areas for improvement and interventions to test

Safety Culture

Ohio

Helping Ohio Public Children Services Agencies Improve

Workplace Connection | Child Safety | Employee Retention

Children & Family Outcomes

Organizational Outcomes

Culture of Safety
KEY COMPONENTS

Mindful Organizing

Psychological Safety

Stress Recognition

Safety Climate

Perceived Personal Safety

Workplace Safety

Workplace Connectedness

Emotional Exhaustion

BARRIERS?

SUCCESSES?

QUESTIONS?