Leadership and Staff Safety as Mediators of the Relationship between Secondary Traumatic Stress and Turnover

Jennifer Middleton, PhD, LCSW, University of Maine
Dave Wihry, MPA, University of Maine Center on Aging
Nina Esaki, PhD, MSW, MBA, Sanctuary Institute, ANDRUS

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Study rationale

Organizational Factors
- Leadership
- Trauma-Informed

Workforce Capacity Challenges
- High caseloads
- Work absences
- Secondary trauma
Creating a Trauma-Informed System of Care: The Maine Project

Penquis Regional Linking Project (PRLP) aims to:

• Create and utilize a trauma-informed system of care approach in servicing children and families affected by substance abuse
• Increase well-being, improve permanency and enhance the safety of children ages 0-5 and their families
• Provide Navigator services in Penobscot and Piscataquis counties of Maine to families who have been affected by substance abuse
The Sanctuary Model

Provides a basic blueprint for developing trauma-informed, therapeutic communities that promote recovery.
Theoretical Context

Transformational Leadership

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individual Consideration

Bass & Avolio (1994)
Study questions

Relationship between secondary traumatic stress and intent to leave

Impact of transformational leadership outcomes and staff safety
Study design

Cross-sectional, baseline measurement

Staff of 3 substance abuse treatment and service navigation programs (n = 109)

Online survey, included 268 total items

Incentives for participation
Measures

- Intent to Leave Scale (ILS; Butler Institute for Families, 2011; Ellett, 2003)
- Secondary Traumatic Stress Scale (STSS; Bride et al., 2004)
- Trauma-Informed Practice Survey (TIPS; Institute for Health and Recovery, 2011)
- Multifactor Leadership Questionnaire (MLQ; Bass & Avolio, 2004)
Results
Transformational Leadership and Staff Safety

Leadership Outcomes

Leadership Satisfaction (LS)
Leadership Effectiveness (LE)
Leadership Extra Effort (LEE)

Secondary Traumatic Stress

Staff Safety

Intent to Leave
Transformational Leadership and Staff Safety

Secondary Traumatic Stress

Leadership Outcomes

Staff Safety

Intent to Leave
Transformational Leadership and Staff Safety

Leadership Outcomes

Secondary Traumatic Stress

Staff Safety

Intent to Leave

Pathway \( R^2 \)

STS->IL \( .20 \)

STS->LS->SS->IL \( .50 \)

STS->LE->SS->IL \( .55 \)

STS->LEE->SS->IL \( .56 \)
Limitations

Self-administered survey

Cross-sectional

Convenience sample
Conclusion

STS is a significant contributor to Turnover

Develop and expand leadership and trauma-informed resources

Organizations can help mitigate the impact of STS on professionals

And thus increase retention of health, competent workforce
References

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Thank you!

jennifer.s.middelton@gmail.com