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# Employee Development and Workforce Engagement in a Behavioral Health Organization

Lakisha R, Brimage

# Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral study by

Lakisha Brimage

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Review Committee
Dr. Derek Rohde, Committee Chairperson, Psychology Faculty
Dr. David Mohr, Committee Member, Psychology Faculty
Dr. James Brown, University Reviewer, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
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Abstract

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Doctoral Study Submitted in Partial Fulfillment

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Doctor of Psychology in Behavioral Health Leadership

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Abstract

Ongoing training at the targeted behavioral health organization is necessary to improve employee knowledge, skills, and abilities to drive engagement and overall organizational performance. The purpose of this case study was to determine what leadership practices and strategies are currently in place and what training modules improve employee development for the purpose of improving workforce engagement. The Baldrige Excellence Framework was used to guide the qualitative case study of the nonprofit organization, which provides social services to low-income families in the United States. Data sources included semistructured interviews with two behavioral health leaders at the organization and reviews of organizational and public websites, academic literature, and internal documents.  NVivo software aided in data coding, analysis, and storage. Results show that the organization's leaders adhered to evidence-based practices and were knowledgeable of professional development benefits to enhance workforce engagement; however, the company struggled with implementing organization-specific training programs that monitor completion and effectiveness. The findings reinforced that ongoing professional development was essential to demonstrate organizational-specific skill sets and enhance engagement. Recommendations based on the findings included developing and implementing an internally structured curriculum with outcomes to be evaluated in phases. The study's implications for positive social change included providing nonprofit leaders with insight on how to improve employees' professional development, increase job autonomy, and create a more sustainable organization so that the needs of the community continue to be met.

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Dedication

This research project is dedicated to some extraordinary people, including my late grandparents (Otis, Virginia, Clarence, and Lucille); your sacrifices were not in vain, and your legacy will live forever in our hearts. You are sincerely missed. To my dear colleague Lucious Pearce, this one is for you, my friend!

Acknowledgments

I want to acknowledge my Heavenly Father for leading, guiding, and directing me every step of the way. I am forever grateful to my ever-so-patient and understanding husband, Thomas. To my beautiful children (Janecia, Kaleb, and Kamille) for their patience and sacrifices endured during this journey. To my parents (Edward, Janice, and Randall) for supporting and encouraging me to never give up on my dreams. To my grandchildren (Kali and Alayah), thank you for the unconditional love and hugs you gave during those challenging moments. To all my family, friends, and New Light Christian Fellowship family, thank you for your continued support and prayers. I sincerely thank the committee members and professors who guided me during this process, especially Dr. D. Rohde. And finally, I thank the nonprofit leaders and staff whose organization served as the case for this study.

Table of Contents

List of Tables

List of Figures

Section 1a: The Behavioral Health Organization

In 2018, over 38 million Americans lived below the official poverty level, with 7 million among the "working poor" (U.S. Bureau of Labor Statistics, 2020). The working poor spend at least 27 weeks seeking employment or actively working. However, incomes still fall below the official poverty threshold, which was $31,661 for a family of five in YEAR 2020 (U.S. Census Bureau, 2021). The U.S. Bureau of Labor Statistics (2020) reported in the year 2018, African Americans and Hispanics are more likely to be among the working poor. At the same time, families that are maintained by women across ethnic and racial groups were more than twice as likely to live below poverty threshold than families maintained by men (U.S. Bureau of Labor Statistics, 2020). Low earnings, employment gaps, and part-time employment termination have hindered many individuals from earning a higher income (U.S. Bureau of Labor Statistics, 2020).

Behavioral Health Organization X (BHOX) is a nonprofit neighborhood social service resource and community gathering facility in the Midwest region of the United States. At the time of this study, the facility had 15 office spaces, storage rooms, a kitchen, a pantry, a computer lab, a multipurpose room, a library, and a rear wing with additional facilities for community engagement, according to its website. Based on information on the BHOX website, the organization is in one of the city district's most socioeconomically challenged neighborhoods, with the fourth-lowest average family income of $12,274, nearly $20,000 below the national poverty threshold (U.S. Census Bureau, 2021). The organization provides a haven for thousands of individuals below or above the poverty threshold. As noted on the website, children, teens, families, and other

citizens who may be food- and/or housing insecure or who have other unmet needs often benefit from the services offered.

The BHOX was modeled after the settlement movement, which emphasized attending to the needs of the working poor and adopting a collective and comprehensive approach, focusing on community values and organizations (Scheuer, 1985). As noted on its website, the organization provides different resources to help those affected by various degrees of trauma that may have led to food insecurity, lack of housing or uninhabitable housing, legal ramifications, and other unmet needs. The BHOX provides home repairs, clothing, victim advocacy, personal advocacy, and court support in addition to school reentry programs, employment training, counseling and support groups, trauma assistance, rent assistance, career exploration, addressing housing citation issues, athletics, meals, youth empowerment and a host of other areas of service.

The organization receives donations from local grocery stores and farmers' markets and partners with local churches and other organizations to fill the Daily Bread Room and provide emergency and immediate assistance to those in need, according to its 2022 GuideStar profile. The organization hosts athletic programs, recreation, and arts and crafts activities. Support groups provide education and training for men, women, and children to enhance their growth, development, and preparation for success, as noted on the organization's website.

The BHOX website explains the mission, vision, and values. The mission statement focuses on working collaboratively with the community partners to improve the quality of life for their residents. The vision is to succeed in a haven of development,

wellness, and possibilities through support, advocacy, and liberation. The organization's value includes compassion, love, integrity, innovation, and partnership.

I examined leadership strategies and training initiatives to foster workforce engagement among employees at BHOX. BHOX's leadership team members participated in semistructured interviews via the Zoom platform. The two team members provided information about the client population, the organizational assets, leadership governance, training, and key influencers. To maintain the participants' confidentiality, they are referred to as Participant 1 and Participant 2 in this study.

## Practice Problem

Participant 1 identified the need for additional training to improve employee knowledge and skills in decision-making, self-motivation, and interpersonal communication to improve workforce engagement and enhance organizational performance. Based on the information gathered, leadership spends considerable time reexplaining roles and responsibilities to staff. There is a recurring need for instructional guidance and reinforcement prior to some employees initiating daily activities. Employee development, such as identification of areas of improvement, continuing education, employee participation, goal setting, and adaptability, may help drive workforce engagement, productivity, quality improvement, and overall organizational performance, research suggests.

Organizational success relies substantially on professional development to increase skill sets, enhance day-to-day performances, and essentially increase the bottom line. Some scholars suggest individuals identify their areas of professional growth and

seek improvement despite the lack of incentives, resources, encouragement, or rewards (Chambers-Baltz et al., 2021). Professional self-awareness may be attributed to acknowledging strengths and weaknesses of team members. Highly engaged team members with the needed skill set, knowledge, and proficiency are more committed to making a company a success by providing valuable services to consumers, colleagues, and the organization (Jain & Khurana, 2017). Behavioral health organizations that invest in professional development are more likely to have better-engaged employers (Jain & Khurana, 2017). Though short-staffed with minimal funding, the behavioral health nonprofit organization serves thousands of individuals yearly due to people's passion and volunteer service, according to Participant 1. The research questions (RQs) for this doctoral study were

RQ1: What leadership practices and strategies are currently in place to impact workforce engagement?

RQ2: What training modules improve employee development and have the potential to impact workforce engagement effectively?

Using a sample size of 450 employees, scholars implemented a seven-item questionnaire to measure training and development with variations in employee engagement (Jain & Khurana, 2017). The results showed that training and development had a significant impact on advocacy, organizational commitment, and overall employee satisfaction, suggesting that implementing training and development programs may improve job satisfaction (Jain & Khurana, 2017). The positive impacts associated with implementing

training and development programs may assist in enhancing BHOX organizational performance.

## Purpose

The purpose of this study was to understand and develop impactful strategies for implementing training and educational opportunities for all staff to enhance professional development at BHOX. Furthermore, I sought to help leadership understand how to reduce the frequency of time mismanagement and improve overall workforce engagement. The Baldrige Excellence Framework supported this study by providing a means of identifying areas of organizational improvement. Using the framework, I interviewed behavioral health leaders and other key stakeholders and reviewed corporate documentation related to workforce engagement and its effectiveness on organizational performance. The Baldrige Framework is designed to empower organizations to reach their goals, improve results, and become more competitive by identifying areas of strength and opportunities to enhance in seven critical categories representing key areas of the organization: leadership; strategy; customers; measurement, analysis, and knowledge management; workforce; operations; and results (National Institute of Standards and Technology, 2021). In Section 3's Workforce Engagement subsection, I discuss the organization's work engagement climate. Topics include the organizational environment, management, educational opportunities, personal development opportunities, and accountability for organizational performance.

This study's sources of evidence and strategies included interviews with BHOX's executive director and human resources (HR) personnel and reviews of organizational

policies and other secondary data. I conducted semistructured interviews with leaders to gain a clear understanding of goals related to staff development, training opportunities, and workforce engagement from leadership's perspective. A review of organizational policies and procedures assisted in better understanding the organization's expectations. A review of the organization's mandatory assigned training helped me to better understand the educational opportunities available to employees. I collected and analyzed secondary data sources to better understand the expected requirements for working at the organization and gain knowledge of employees' perceptions.

## Significance

The findings of this study indicate the need for additional training to gauge employees' knowledge and skills in decision-making, self-motivation, and interpersonal skills that may effectively drive workforce engagement and improve organizational performance. The results of this qualitative case study may aid leaders at BHOX in developing training congruent with the organization's mission, values, and vision that can promote qualified and confident behavioral health leaders. This case study may advance positive social change by identifying factors that contribute to organizational employees' professional development and increased job autonomy. BHOX's experience also offers a potential model for behavioral health leaders at other organizations, who may learn strategies for creating a more effective organization.

## Summary

At the time of the study, BHOX served approximately 3,000 individuals annually, including individual/group therapy, case management, trauma-informed care, housing,

and other related services in urban communities, according to its website. This location had fewer than 20 staff members under the leadership of the executive director, who managed assets, provided leadership, and streamlined daily operations. Although the organization had staff shortages and offered lower wages compared to similar organizations, the behavioral health leader identified the need for additional training to improve employee development as a vital concern within the company. Training and development programs to influence professional growth and enhance work performance may improve organizational performance (Jain & Khurana, 2017).

## Section 1b: Organizational Profile

In this study, I sought to understand factors contributing to employee development that effectively drives workforce engagement. The qualitative case study explored leadership practices and how employee development impacted workforce engagement. Scholars suggest that behavioral health professional performances are one of many influences that positively impact client treatment outcomes (Chambers-Baltz et al., 2021). Professional development, continuing education, goal setting, and adaptability can improve workforce engagement, productivity, treatment outcomes, and overall organizational performance. Highly involved team members who acquire the needed skill set, knowledge, and proficiency are more committed to making a company a success by offering valuable services to consumers, colleagues, and the organization (Jain & Khurana, 2017). The BHO profile, key factors, background, and context are discussed in this section.

**Organizational Profile and Key Factors**

To compose BHOX's profile, I reviewed internal documents and public resources describing the organization's treatment and services offerings; strategic direction; mission, vision, and values; and governing structure. Communication methods, leadership engagement styles, continuous improvement plans, mandatory training, and organizational policies and procedures were assessed. In identifying opportunities for organizational development, I drew upon collected evidence, best practices, and recommendations to help improve the organization's future state. BHOX practices and financial records were obtained from public sites, secondary literature, and the organization's website. Hiring processes, compliances, and safety provisions were also reviewed. Staff evaluations and appraisals and employee surveys were examined to better understand performance metrics and employees' viewpoints.

Aspects of leadership, workforce, and strategy are vital components of the practice problem, which is the need to improve employee development to help drive workforce engagement while increasing overall organizational performance. Increased engagement among staff is a priority for BHOX leadership. This priority is consistent with research that shows that positive engagement is a critical component in the success of businesses; businesses with employees who are positively engaged show higher profitability and growth than organizations with low employee engagement (LaGree et al., 2021). The workforce profile includes organizational changes, educational and training requirements, and key drivers that engage employees in achieving the BHOX's mission and vision, consistent with the Baldrige Performance Excellence Program

(National Institute of Standards and Technology, 2021). These factors were all essential elements in determining the critical factors of employee development and workforce engagement in the behavioral health organization (see National Institute of Standards and Technology, 2021).

**Programs and Services**

The organization's website provides detailed information about BHOX's programs and services. As noted on its website, BHOX provides programs and services for basic needs, advocacy, recreation, health, education, and community development. BHOX distributes donations from grocery chains, restaurants, and farmer's markets daily to its clients. The organization assists with emergency needs, including transportation, shelter, and other immediate assistance. Advocacy services provide court support, compensation claims, referrals, counseling, assistance to victims of homelessness and those with mental disabilities, support for residents who lose their public assistance, and other work the community on quality of life issues. The recreation department provides access to competitive sports and athletic activities, community events, and free workshops to the community. Health and nutrition services provide after-school and summer feeding programs and education about health science and bring awareness of health and nutritional challenges in the community. Educational and training services support families in accessing gainful employment and support children's development and academic preparedness. Community development programs ensure community representation is actively visible and involved in future housing and economic development plans.

**Strategic Direction**

The organizational strategic direction of BHOX aligns with its mission and vision to partner with communities through transformative support, advocacy, and empowerment. With the assistance of community partners and funders, BHOX continues to be a quality place to receive support, become active, connect with others, and gather with the community, according to its 2019 annual report. Resident assistance encompasses eviction prevention funds, home repairs, food, clothing, victims' advocacy, personal advocacy, court support, school reentry, gainful employment, counseling and support groups, trauma assistance, rent assistance, career exploration, housing citation issues, athletics, meals, youth empowerment, and other areas of service. The community development corporation ensures opportunities across socioeconomic levels to help protect legacy residents and provide affordable rental units and homeownership opportunities for low to moderate-income residents. BHOX draws awareness to nearby businesses and community partners by organizing and supporting numerous events and fundraisers.

**Mission, Vision, and Values**

The mission, vision, and values are essential elements of the organizational strategy and serve as the foundation and guiding principles for establishing BHOX objectives. As stated on its website, BHOX's mission is to improve the quality of life of their neighbors by becoming partners with the community. The organization helps to remove personal barriers to advance professional growth through education and training opportunities. The vision is to provide opportunities of prosperity and growth to the

communities through support and empowerment. BHOX's values of compassion and excellence, love and respect, personal and organizational integrity, rich history and innovation, leadership, and partnership are the pillars of the organization and the heart of the company and its overall belief system, according to its website.

## Organizational Background and Context

According to the BHOX website, BHOX is the only non-hospital recovery center awarded funds by the state attorney general's office. The purpose of the organization is to provide services in six principal areas to improve and enhance urban living. These areas are (a) basic needs, (b) education and training, (c) social and crime victims' assistance, (d) health care and nutrition, (e) recreation and (f) arts and culture, according to the organization's financial statement for 2020. The organization's website also includes information on notable activities. In 2019, the trauma recovery program engaged and supported 27 trauma outreach events, including hosting its first healing vigil in a local park. The organization offered free counseling and crisis intervention services to 33 community members. It assisted 352 victims with mental health, legal citations, and substance abuse issues and connected 61 victims to community programs and resources to aid their healing process. BHOX is having an impact on the community, so maintaining its standard of services and commitment to the community is necessary.

Ongoing staff training and education to promote employee development is vital in providing optimum services to underserved neighborhoods. As noted on BHOX's website, victims in underserved populations need support networks to overcome barriers related to areas of homelessness, mental illness, and more. Access to highly qualified

staff members allows individuals with limited resources to receive superior counseling and other related services that may reduce homelessness, incarceration, and food insecurity while improving mental health stability, self-esteem, and access to employment and education (Jain & Khurana, 2017). Appropriate staff training and development in knowledge skills and proficiency can increase the levels of employee engagement while enhancing employee performance by expanding the employee's learning, ultimately leading to better organizational performance (Jain & Khurana, 2017).

BHOX provides services to one of the most disadvantaged neighborhoods in its city. According to the BHOX website, the community has the city's lowest life expectancies, the fourth-highest infant mortality rate, and the fourth-lowest average income. Nearly 88% of the west side's population are African American, and 70% are single-mother homes. BHOX was founded in 1945 to provide social services to predominately low-income African Americans living in the west end until its merger, in 1961, with a neighboring settlement house in the east that served Caucasian families. The acquisition objective was to increase service flexibility while utilizing one operating facility. The BHOX website further detailed the expansion of the organization catchment area throughout the years, partnering with local schools, and fundraising to add a counseling center and remodel and renovate existing facilities. BHOX is a place to improve the quality of life in the community with holistic and comprehensive approaches. The organization received an enhancement award which included building code enforcement, community beautification, and facility renovations. According to the BHOX website, in 2016, BHOX received funding to implement a trauma recovery center

to connect services to victims of traumatic events. Highly trained professionals working in the community to provide services are influential when respected by the community they serve (Lalla et al., 2020).

**Organizational Structure**

Based on the organizational chart structure (see Figure 1) and data collected from leadership, the BHOX governance structure is a traditional hierarchical structure where communication flows from the top-down. A board of directors currently governs the BHOX with primary responsibilities of long-term visioning, strategic planning, financial stewardship, policy formulation, leadership and staff support, and volunteer recruitment, according to BHOX website. The Board of Directors oversees systems and policies that govern the organization's strategy, leadership decisions, regulatory compliance, and overall performance (Asahak et al., 2018). According to BHOX website, the organization board members are comprised primarily of external stakeholders. External stakeholders are those with an interest or stake in the organization without being employed (Leviton & Melichar, 2016). External stakeholders may also include customers and consumers who impact or may have received services from the organization (Leviton & Melichar, 2016).

**Figure 1**

*Organizational Chart Structure*
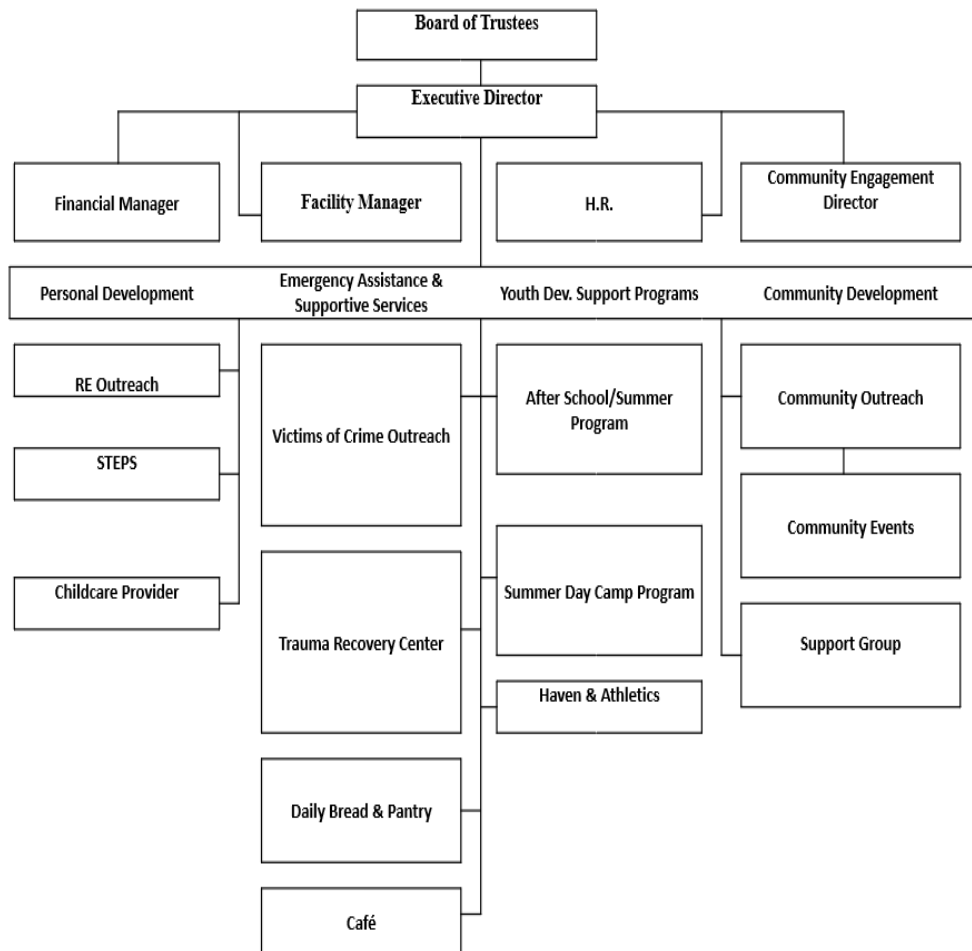


Senior leadership and leadership teams execute the organization's vision and are generally responsible for overseeing the organizational culture practices (Guerrero et al., 2017). According to Participant 1, the Senior leadership team meets quarterly and comprises mainly internal and external directors across various departments. Staff meetings are held weekly and consist of internal stakeholders such as the executive director, financial manager, facility manager, HR personnel, community engagement director, and support staff. The internal stakeholders exist primarily within the

organization and include management, professional and nonprofessional staff (Kaur &

Lazarus Rathinasamy, 2017).

According to the BHOX Organizational Chart, the executive director receives

information from the board of trustees and then disseminates the expectations to the

financial manager, facility manager, HR, and Community Engagement Director. The

executive director also oversees the daily operations of the Personal Development

Program, Emergency Assistance & Supportive Services, Youth Development Support

Programs, and Community Development. According to Participant 1, the BHOX team

consists of counselors, advocates, coordinators, and volunteers.

**Financial Status**

According to BHOX financial statement, the organization is classified as a tax-

exempt not-for-profit organization under 501(c)(3) of the Internal Revenue Code and is

therefore exempt from federal, state, or local income taxes. BHOX is funded primarily

through government grants, private grants, private funding, and contributions. To date,

BHOX has complied with the provisions of each grant and contract for 2019 and 2020,

according to BHOX financial statement. The organization continues to serve thousands of

individuals though funding has been reduced substantially over several years, according

to Participant 1.

According to BHOX annual report, in 2019, the BHOX received $176,000 in

donations to help with eviction assistance. A portion of those funds helped over 100

children to stay in their homes, and 86 families avoided displacement. Based on

statements of functional expenses, in 2019, the combined total salaries and related costs

were $577,778 compared to 2020 total expenses of $666,228. These expenses include salaries, wages, payroll taxes, and employee benefits. According to the statement of financial expenses, infrastructure, supplies, repairs, and other related expenses totaled $357,920 in 2019 and $403,342 in 2020. Between 2019 and 2020, there is a difference of nearly $134,000 in total public support and revenues (see Table 1).

**Table 1**

*BHOX Statement of Functional Expenses, 2019 and 2020*

| Expense type | 2020 | | | 2019 | | |
|---|---|---|---|---|---|---|
| | 2020 program services | Admin | Total expenses | 2019 program services | Admin | Total expenses |
| Salaries and wages | $395,669 | $168,176 | $563,845 | $426,266 | $93,857 | $520,123 |
| Payroll taxes | $39,906 | $17,103 | $57,009 | $37,849 | $8,334 | $46,183 |
| Employee benefits | $31,762 | $13,612 | $45,374 | $9,402 | $2,070 | $11,472 |
| Total salaries and related benefits | **$467,337** | **$198,891** | **$666,228** | **$473,517** | **$104,261** | **$577,778** |
| | | | | | | |
| Depreciation | $93,864 | - | $93,864 | $91,787 | - | $91,787 |
| Building occupancy expenses | $26,501 | $2,945 | $29,446 | $26,424 | $2,936 | $29,360 |
| Insurance | $17,276 | $1,920 | $19,196 | $17,102 | $1,900 | $19,002 |
| Supplies and other office expenses | $14,457 | $14,457 | $28,914 | $9,114 | $9,115 | $18,229 |
| Program expenses | $15,496 | - | $15,496 | $48,081 | - | $48,801 |
| Contract services and temp help | $33,625 | $33,625 | $67,250 | $18,318 | $18,319 | $36,637 |
| Travels, meals, and entertainment | $7,971 | - | $7,971 | $16,781 | - | $16,781 |
| Technology and telecommunications | $9,345 | $9,345 | $18,690 | $7,847 | $7,847 | $15,694 |
| Interest expense | - | $702 | $702 | - | $1,455 | $1,455 |
| Professional services | - | $2,836 | $2,836 | - | $2,830 | $2,830 |
| Bank charges | - | $312 | $312 | - | $374 | $374 |
| Equipment and leasing | - | $9,295 | $9,295 | - | $11,137 | $11,137 |
| Repairs and maintenance | $22,832 | $2,537 | $25,369 | $20,287 | $2,254 | $22,541 |
| Miscellaneous expenses | - | $84,001 | $84,001 | - | $44,012 | $44,012 |
| Total public support and revenues | **$708,704** | **$360,866** | **$1,069,570** | **$729,258** | **$206,440** | **$935,698** |

The net assets of BHOX are classified and reported as unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets, according to BHOX financial statement. In 2020, BHOX's total liabilities and net assets amounted to $1,039,365, which was slightly higher than 2019's total liabilities and net assets of $1,012,856 (see Table 2).

**Table 2**

*BHOX Statement of Financial Position, 2019 and 2020*

| Category | Type | Year | |
|---|---|---|---|
| | | 2020 | 2019 |
| Assets | Current assets | | |
| | Cash and cash equivalents | $168,933 | $110,893 |
| | Account receivable | $2,643 | $2,483 |
| | Prepaid expenses | $2,643 | $2,483 |
| | Total current assets | $225,157 | $126,307 |
| | Property and equipment net | **$813,958** | **$886,299** |
| | Other assets | | |
| | Deposits | $250 | $250 |
| | Total assets | **$1,039,365** | **$1,012,856** |
| Liabilities | Current liabilities | | |
| | Accounts payable | $9,255 | $21,229 |
| | Credits cards payable | $1,019 | $1,236 |
| | Payroll taxes payable | $12,586 | $32,562 |
| | Accrued payroll | - | $18,167 |
| | PPP loan payable | $108,300 | - |
| | Total current liabilities | **$131,160** | **$73,194** |
| | Long-term debt | | |
| | Notes payable | $38,881 | $27,904 |
| | Total liabilities | **$170,041** | **$101,098** |
| Net assets | Unrestricted | $656,349 | $698,967 |
| | Temporarily restricted | $212,975 | $212,791 |
| | Total net assets | **$869,324** | **$911,758** |

*Note*. PPP = Paycheck Protection Program.

Jain and Khurana (2017) noted that employees are the most crucial assets and any organization's intellectual capital. A strategic focus on employee training advances the

organization's mission, growth, and overall performance (Flegl et al., 2022). Mental

illness is a leading cause of disability worldwide, accounting for more than 13% of the

global disease burden (Caulfield et al., 2019). Mental ill health will likely cost the global

economy $16.3 trillion between 2011 and 2030 (Caulfield et al., 2019). Training

nonspecialist workers (e.g., generalist medical practitioners, nurses, general community

mental health care workers, and non-medical volunteers) is an effective strategy to

increase global provision (Caulfield et al., 2019).

## Summary

Section 1 details the BHOX organizational structure, services, mission, vision,

and values, the practice problem, the purpose, and significance of the study. Section 1b

describes the organizational profile and critical factors. Details about the organizational

background and context of the organization explain the need to increase appropriate staff

training and development. BHOX's task is to provide services to thousands of individuals

so that they may enhance their quality of life. Personal barriers decrease through

education and training opportunities while professional growth increases, according to

BHOX website. Section 2 examines background and approach, leadership strategy,

assessment, population served, and analysis. This section includes supporting literature

and a review of sources of evidence to provide appropriate ways to address the need to

improve employee development to help drive workforce engagement.

Section 2: Background and Approach—Leadership Strategy and Assessment

BHOX is a not-for-profit social service resource and community gathering space for individuals residing in the Midwestern region of the United States, as noted on its website. The organization obtained its tax-exempt status in the early 1960s, according to its GuideStar profile. The BHOX is partnered with local churches, community councils, financial institutes, and other organizations to provide resources to trauma victims. One identified problem within the organization is the amount of time spent by leadership redefining employee roles and responsibilities before task implementation. This qualitative study addressed factors that contribute to employee development to effectively drive workforce engagement. This section begins with a review of the supporting literature. The sources of evidence, leadership strategy and assessment, clients served, and analytical approach are also addressed.

## Supporting Literature

I searched for supporting literature related to improving employee development and workforce engagement in behavioral health organizations. Organizational performances may thrive based on various factors, including training and development, leadership styles, employee engagement, and commitment to organizational change (Flegl et al., 2022). I searched various databases for relevant peer-reviewed journal articles, full articles, and published articles dating back to 2016. Literature published prior to 2016 was considered when studies were relatable. Databases accessed for this literature review included Sage Journal, ProQuest Central, and APA PsychArticles. I also

searched Walden University Library's Thoreau Multi-Database search tool. I used the

following search terms and Boolean operators to find literature for the study:

- *behavioral health leadership*, *leadership style*, *behavioral* or *mental* or
  *psychiatric organization*, and *behavioral health care*

- *organizational performances*, *organizational change*, *organizational
  development*, *supportive work environment*, and *career advancement*

- *employee engagement*, *career development*, *training development*,
  *interpersonal skills*, and *workplace inclusions.*

Only a few selected studies related to this research study are discussed in the review that

follows. The following areas are essential to understanding employee development and

workforce engagement and are addressed in the literature review: (a) training and

development, (b) leadership styles, (c) employee engagement, and (d) organizational

change.

**Training and Development**

Research shows that training and development can be beneficial to employees and

employers alike. In a 2017 study, Jain and Khurana found evidence of a positive impact

of training and development on employee satisfaction, organizational commitment, and

overall employee engagement, concluding that investing in training and development

programs can lead to enhanced job satisfaction resulting in effective and responsible

performances. Improving professional skill sets is a way to strengthen relationship ties

and enhance organizational performance (Hirschmann et al., 2020). Hirschmann and

colleagues (2020) discovered that individuals with advanced training improved

interprofessional relationships and problem-solving skills. The interprofessional relationship themes included reflecting on general relationship building, minimization of traditional hierarchy, understanding other perspectives, and creating a unified identity. The interprofessional training created space for participants to reflect on their behaviors and how they may influence the organization's culture, dynamics, and patient experiences. Focusing on interprofessional development despite personal challenges is continuous and multifaceted without an endpoint (Chambers-Baltz, 2021). According to Chambers-Baltz et al. (2021), highly effective therapists experiment with new skills and tools; seek feedback from leadership, clients, and colleagues; and think critically about their past work. Further research may be beneficial to determine specific training or individualized methods that highly effective clinicians and leaders implement.

**Leadership Styles**

Leaders who identify staff as unique individuals with unique talents, perspectives, experiences, and backgrounds also understand that these individuals will generate different and diverse perspectives when problem-solving, interacting with others, and performing tasks (Brimhall, 2021). Leaders often facilitate common viewpoints about organizational climate through attentional consistency in allocating resources to specified individuals and work groups (Hartnell et al., 2020). Positive leadership styles such as transformational leadership serve a vital role in enhancing employee work performances and customer outcomes; however, leadership is an influence process that is not solely about leaders but also involves followers who are willing to accept or reject leadership (Zheng et al., 2020).

The transformational leadership style embodies leaders who encourage, inspire, and motivate employees to innovate and create change that will help shape the company's future by heightening awareness of the importance and value of designated goals (Steinmann et al., 2018). Leaders are encouraged to transcend self-interest for the organization's good by articulating an inspiring vision and acting as role models in attaining the vision (Steinmann et al., 2018). Though transformational leaders communicate organizational goals, they do not have direct control over their colleagues' and subordinates' pursuit of goal attainment. The goal-striving processes are autonomous, so employees must be able to self-regulate or guide their goals over time and under changing circumstances (Steinmann et al., 2018). Research suggests that transformational leaders exercise their influence on followers' performance by increasing the significance of organizational goals and boosting followers' feelings of being able to attain these goals and other self-setting goals (Steinmann et al., 2018).

Unlike transformational leaders, servant leaders focus more on service to followers than the organization's goals (Allen et al., 2016). These leaders influence by serving the needs of others, helping individuals develop and optimize performance, and motivating others by providing autonomy and resources (Allen et al., 2016). Some scholars have proposed that work characteristics (job demands and resources) and psychological need satisfaction (autonomy, competence, relatedness) influence the relationship between positive leader behavior and follower engagement (Decuypere & Schaufeli, 2020). Gaining a clearer understanding of staff leadership styles through

training and educational opportunities may enhance communication, collaboration, and influence within the organization, increasing employee engagement.

**Employee Engagement**

Shrotrvia and Dhanda (2020) studied the construct of employee engagement to bring clarity and focus interventions aimed at improving organizational performances through alignment (employee's understanding of the role), affectivity (employees' positive effect on work and organization), and action orientation (willingness to act). Understanding the three engagement elements can enable leaders to be cognizant of the areas in which employees need further engagement (Shrotrvia & Dhanda, 2020). For example, a person may understand work expectations and possess positive feelings about the organization but lacks eagerness to learn and grow. In such a case, management will need to focus on the action-orientated dimension of employee engagement and customize intervention strategies to identify and enhance motivation for employee development (Shrotrvia & Dhanda, 2020).

Bruce and English (2020) discovered that organizations often find themselves reacting rather than being proactive because of barriers with identifying risks timely enough to provide preventative measures. Over 95% of survey respondents shared that the workplace faces more significant mental health challenges than in previous years, which can determine work engagement. Work engagement is an essential motivational mechanism through which service leadership drives service performance (Zheng et al., 2020). Considering the positive impact, scholars suggest training opportunities such as basic mental-health training, holistic care awareness, learning behavioral health

approaches, and programs for organizations to learn and display service leadership behaviors are more likely to foster employee work engagement (Zheng et al., 2020). Training opportunities may aid in risk reduction while improving workforce engagement.

**Organizational Change**

Errida and Lotfi (2021) suggested combining change models to best fit the organization's circumstances if the organizational change is complex or complicated. A single change model may not provide a comprehensive description of the change process. Data collection revealed that establishing a clear vision, practical and constant communication during change with a defined plan of communication, along with stakeholders' engagement and commitment to change management activities and employees' and change agents' motivation, are the most relevant factors for success when implementing a project management method. Implementing self-directed teams within an empowerment approach may yield benefits for staff, consumers, and overall the entire organization (Vito, 2019).

An empowerment approach creates an adaptive organizational environment, encourages creativity and innovation of employees, and promotes a learning culture to serve consumers (Vito, 2019), therefore driving workforce engagement. If employees recognize respectful consideration, they will work with vitality and commitment in contributing more extraordinary efforts, including change management, which could ultimately drive organizational performance (Sabu & Manoj, 2020). Employees' attitudes to change, whether positive, negative, or neutral; feelings; or behavioral intentions, have been shown to significantly affect the success of organizational change initiatives

(Albrecht et al., 2020). Developing training modules on identifying interpersonal skills may enhance awareness of change-related attitudes, behaviors, and feelings.

## Sources of Evidence

Sources of evidence included interviews with BHOX senior leadership team members to develop a clear understanding of the leader's perspective or experiences related to staff development and workforce engagement. A review of the BHOX website provided details about the organization's operations, leadership staff, community development, programs and services, sponsors, and partnership opportunities. Journal articles supported the need to improve employee development to help drive workforce engagement and enhance organizational performance.

Additional site-approved documentation such as exit interviews, community surveys, and financial statements were used as a secondary source of evidence. Viewing previous employee surveys allowed me to learn about staff perceptions of job performance, professional development, satisfaction, and professional goals. There were no confidentiality issues in reviewing surveys and other documents, as names and personal details were redacted or left out.

## Leadership Strategy and Assessment

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal through a transactional event between leaders and followers (Northouse, 2016). Leadership is a critical factor that can positively or negatively impact organizational performance (McNeish & Tran, 2020). BHOX is a nonprofit entity that serves low-income individuals with subject areas in human services, economic

development, primary and emergency aid, and community recreation, according to its

GuideStar profile. Emergency assistance (food, clothing, cash), community celebrations,

and economic development are charitable services and activities classified under the

Internal Revenue Services' National Taxonomy of Exempt Entities. BHOX is dedicated

to "improving the quality of life for our neighbors", according to Participant 1. Therefore,

developing ongoing training and educational opportunities for staff may generate

enhanced skill sets that are useful for the community.

     According to the BHOX website, the governing board consists of the executive

director and the board of directors. The board of directors includes the board chair, vice-

chair, treasurer, secretary, and other board members to make up a ten-member board. The

board chair is the executive director's direct supervisor who oversees the organization's

daily functioning and ensures that projects and initiatives align with the mission, vision,

and values of BHOX. According to Participant 1, the board meets monthly to discuss and

vote on affairs related to the growth of BHOX. The organizational design is a traditional

hierarchy of structure where decisions are made from the top and vertically disseminated

throughout the organization. According to Participant 1, communication flows through

staff meetings, treatment team meetings, supervision, emails, and phone lines.

     The BHOX conducts community surveys to understand better the priorities of the

people who live and work in the area and the perceptions of how the community has

changed over time. The information in the survey is confidential and allows the

organization to identify the community's needs. Some of the questions address safety

concerns, community activities and involvement, business district expansion, and

financial problems faced by families. The BHOX community survey data can help create more or reevaluate current services to fit the need of the community. Some of the challenges associated with this strategy are lack of survey feedback, funding to implement additional services, and staff shortages to address areas of concern.

## Clients/Population Served

The behavioral health organization that was the focus of this study is a nonprofit organization that serves as a gathering place and resource center for at-risk individuals and families. The organization provides a haven for those in need to receive support, engage in community involvement, and gather for special events. According to Participant 1, the BHOX receives many referrals from the community, hospitals, local law enforcement, and other agencies. Recipients of BHOX services are individuals of all ages who have experienced traumatic events that interfere with their daily functioning and quality of life. These services are provided in different avenues, including outreach locations, homeless shelters, crime scenes, and more. Services provided to the clients are free and are covered through government and private donations, according to Participant 1. Utilizing community engagement in conjunction with services may help to reduce client stressors while navigating through traumatic experiences such as displacement, food insecurity, injuries, and death.

BHOX utilizes community support services to meet the needs of the communities. Scholars conclude that culturally tailored interventions can positively impact and empower individuals or communities (McGarity-Palmer et al., 2022). In 2019, its café served hundreds of community members hot meals and provided thousands of individuals

with both perishable and nonperishable food items. Nearly 200 children received holiday presents with the help of local churches. The connected women's group actively participates in community involvement by hosting weekly meetings. Another actively engaged service provides professional growth enhancement by helping clients to identify professional interests through assessment and preparing for educational advancement through General Educational Development (GED) practice. Clients are engaged through community outreach, word of mouth, and referral lists.

### Workforce and Operations

Building an effective and supportive workforce environment is challenging for professionals working together in interprofessional teams, departments, organizations, and networks (Maassen et al., 2021). During organizational change or uncertainty, employee physical or psychological stability is often unsettled and can disrupt employees' ability to focus, adapt, and thrive. In most organizations, supervisors and managers control the amount of work and support received by employees and are a target for interventions (Hammer et al., 2019). Supportive leadership behaviors are connected to reduced mental health challenges and the promotion of employee capabilities, performances, and satisfaction (Davenport et al., 2016). Positive work environments, described as the inner setting of the organization within which they work, are strongly associated with providing optimum care and attracting and retaining behavioral health and other health care professionals (Maassen et al., 2021).

According to Participant 2, the BHOX currently has 15 salaried internal staff with varying experience, certifications, and education levels. Internal documents list job titles,

descriptions, responsibilities, required and preferred qualifications of trauma coordinator, victim of crime (VOC) coordinator, social service advocate, trauma counselor/advocate, and facility maintenance positions.

**Trauma Coordinator**

The trauma coordinator is responsible for coordinating, promoting, supervising, and establishing relationships on behalf of the program to assist victims to overcome barriers caused by traumatic events. The coordinator is also responsible for creating schedules, providing training, and compiling reports along with determining if victims meet criteria for services. Liaison activities are provided to identify and establish effective communication channels outside of the organization and build connections with local hospitals, trauma departments, shelters, and other community agencies. The trauma coordinator also documents all activities and relevant information that are pursuant to the attorney general's requirements. The qualification for this position is a 2-year degree (4-year degree is preferred), 5 years of criminal justice experience, 10 years spent working with diverse populations, 2 years of data gathering and Microsoft suite experience, excellent communication skills, the ability to multitask, and experience working individually and in team environments, according to the trauma coordinator job description.

**Victim of Crime Coordinator**

The victim of crime (VOC) coordinator oversees relationships with victim assistance organizations, coordinates activities with law enforcement, retrieves police reports and other legal documents. The coordinator schedule appointments and training

for the VOC team and makes recommendations to improve delivery of the program services. The coordinator assists victims with compensation, educator services, and emotional, physical, and legal needs through crisis intervention services, liaison activities, and court-related services. All activities and relevant information are documented in accordance with the requirements of the Attorney General, state policies, and Victims of Crime Act grant. According to the VOC job description, the qualifications require a bachelor's degree in counseling or related degree, Certification, or ability to become certified as a Victim Service Practitioner, valid driver's license, excellent interpersonal skills, strong oral and written communication skills, and adequate computer skills.

**Social Service Advocate**

The social service advocates are responsible for connecting clients to organizations, service providers, and other resources that support clients beyond victimization. These advocates create referral resource manuals, represent BHOX at community and other outreach events, review incident reports, and work closely with other advocates and coordinators. The qualifications require an associate degree in counseling or other related field and working towards a 4-year degree, according to the social service advocate job description.

**Trauma Counselor and Advocate**

The trauma counselor and advocate's primary responsibility is to support those who are in acute mental health crisis related to recent trauma. The counselor and advocates work with various populations ranging from veterans to domestic violence

victims, to those experiencing suicidal ideations. They perform tasks specific to their positions such as working crisis hotline, face to face individual and group counseling, maintain progress notes, rapport building and working community partnerships, and providing temporary advocacy to help clients meet basic needs. According to trauma counselor and advocate job description, the qualification for this position is a master's level social work or related degree, at least 6 months counseling experience, knowledge of theory, and advanced knowledge in trauma care.

**Facility Maintenance**

Facility maintenance are keyholders who oversee the day-to-day cleanliness, sanitation, and safety of the building. These individuals are responsible for immediately notifying management concerning minor and major building repairs or additions to operating systems. They provide logistical knowledge when setting up, taking down, or transporting equipment to external events. They work closely with volunteer maintenance staff to ensure necessary supplies are accessible and protective personal equipment available. According to the facility maintenance job description, the requirements for facility maintenance position are strong communication skills, superior organizational skills, trustworthiness, and problem solving and interpersonal skills.

The staff skill set can be assessed based on previous work patterns, ability to multitask, time management skills, and other professional performances. However, there is a lack of internal competency assessments to determine employees' capability or capacity apart from licensed counselors, VOC and trauma coordinators, and advocates

who have been certified through the state and are responsible for meeting regulatory

educational requirements at state and federal levels, according to Participant 1.

BHOX leaders recruit new members through the community, word of mouth, and

job postings. The organization is a staple in the community and strives to hire individuals

who live and are familiar with the needs of the community. Participant 1 reports

"bring[ing] balance" to the organization by hiring professionals, outside workers, and

allowing for residents to have opportunities for employment to improve their situations.

The new members are teamed with mentors to help acclimate to the culture, mission, and

vision of the BHOX. The new members are provided with a policy and procedure manual

that outlines sample personnel, accounting, financial management, procurement, and

records management policies. The BHOX policy and procedure manual serves as a model

for community development corporations to meet federal regulations. Prior to any

changes to the manual, the organization is strongly encouraged to consult with legal

counsel, accounting, financial, and HR professionals to develop policies and procedures

to reflect organizational philosophy and include applicable local, state, and federal laws.

Currently, BHOX has open positions but are unable to fill them due to gaps in

funding. This created some challenges internally and required the organization to make

immediate changes to day-to-day operations to avoid service gaps. Many of the

employees took the initiative to learn and become proficient in other skill sets to continue

to serve thousands in the community. With limited funding and staff shortages, some

employees may have dual roles and responsibilities to accomplish the mission, according

to Participant 2. For some, dual responsibilities may help to enhance their skill set, and

for others, it may be perceived as a burden due to other pressing tasks. It is up to leaders to determine if staff can meet expectations prior to assigning additional roles. The lack of funding also required staff to seek and lobby for additional grants, heightened community awareness, and hosted events to raise funds. Though changes were deemed necessary for BHOX, Participant 1 shares "the beauty about us is that we are not under parent cooperation, and we are small enough that it is easy for us to shift in how we move about". Once concerns are identified the organization is primarily able to make immediate changes to prevent workforce reductions and minimize the impact it may have on the consumers and organization.

The current staff have been in place for 5 years or more except for the VOC coordinator who has held the position for approximately 1 year, according to Participant 2. Participant 1 strongly expresses that the passion the employees have for helping others and their belief in the mission reduces turnover rates. Participant 2 shares that employees have previously expressed primary reasons for remaining with the organization are due to positive leaders styles, effective communication flow, personal connections in assisting victims, and opportunity to work and live in the same community. Though benefits are not that great but for some the pay rates are slightly higher than other jobs in the community which may compensate for the benefits, according to Participant 2.

**Analytical Strategy**

The assumptions surrounding qualitative research are based on ontological (how one understands reality), epistemological (how one view and gain knowledge and what is known), axiological (what is valued), and methodological (approach to research and

procedures used) understandings (Ravitch & Carl, 2021). Carl and Ravitch (2018) relay

some of the critical stances of qualitative research as conducting fieldwork in a

naturalistic setting, understanding, describing, and analyzing others' perceptions, and

seeking complexity and contextuality in terms of how reality exists coupled with the

unfolding of individualized lived experiences. The researcher is the primary instrument of

the study, must remain abreast of processes and relationships, maintain fidelity to

participants and their experiences, and place preeminence on inductive understanding and

processes if the research is effective (Carl & Ravitch, 2018). I used a case study research

design to explore how employee development through job autonomy may effectively

drive workforce engagement and essential organizational performance. This section

details the research design, method, participants, methodological triangulation data

collection strategy, and efforts to ensure the study is of high-quality, credible, and

trustworthy research.

**Methodological Triangulation**

Methodological triangulation occurs when the researcher utilizes various methods

to challenge or confirm the validity while engaging multiple perspectives to answer the

RQ (Ravitch & Carl, 2021). Selecting multiple appropriate methods provides more

thorough information and will allow for a better understanding of the examined

phenomenon than choosing a single method which will undoubtedly interfere with

research results (Dźwigoł et al., 2020). Triangulation is demonstrated in this doctoral

study through semistructured interviews with behavioral health leaders and information

collected through primary and secondary data collection and analysis. This triangulation

provides a methodical and precise pursuit of reliable data collection that allows for the

most accurate and stable interpretations to develop (Ravitch & Carl, 2021). Data

collection and analysis provided a more in-depth understanding of the BHOX senior

leader's perspectives on employee development through ongoing training, job autonomy,

challenges and barriers regarding workforce performances, and organizational changes.

**Role of the Researcher**

The role of the researcher in a qualitative research design is to attempt to access

the thoughts and feelings of study participants while safeguarding the participants and

their data (Sutton & Austin, 2015). In this study, I assumed the scholar-consultant role

and enlisted an active role in encouraging conversation, reacting to interviewees replies,

and inquiring more detailed questions to follow up on initial responses. The overall

direction of the interview was set by establishing critical elements such as: maintaining

privacy, respecting shared experiences, protecting participants from harm resulting from

the study, and making the interview as pleasant as possible. As the scholar-consultant, I

am a researcher that is part of this doctoral study, have no personal relation to the BHOX,

and recognize that subjectivity is possible as I seek to understand human behavior and the

rationale that governs such behavior.

**Data Collection**

Qualitative research data collection is a series of related, cyclical, iterative

processes that build on and influence each other in real-time as the research unfolds

(Ravitch & Carl, 2021). The collected data should be intentional and systematic, utilizing

an approach that creates conditions for the researcher to fully understand and convey the

most conceptualized image of the individual or phenomena in focus (Ravitch & Carl, 2021). Though there are several ways to collect data, the most used methods in health research are document study, observations, semistructured interviews, and focus groups (Busetto et al., 2020).

I conducted semistructured interviews to gain insight into senior organizational leaders' subjective experiences, opinions, and motivations. Open-ended questions (see Appendix A) and the Baldrige Framework aided in navigating the process. The semistructured interview process allowed for some flexibility as these interviews were conducted via videoconferencing platforms, such as Zoom. Videoconferencing is a viable tool for the collection of qualitative data because of its relative ease of use, cost-effectiveness, data management features, and security options (Archibald et al., 2019).

**Archival Data**

Archival data, classified as secondary data sources, is an essential component of the data collection and analysis process as they exist without the involvement, facilitation, or instigation of the researcher and often contain an important source of context and history to help better understand the complexities of the study (Ravitch & Carl, 2021). Archival data allows the possibility of looking at the effects of change over time and provides insight into areas, patterns, or relationships that may have yet to be considered or previously overlooked. Archival data was collected for 2016-2022 by reviewing internal and external organizational documents that promoted an understanding of the BHOX's structure, direction, and culture. The following sources provided archival data:

- the BHOX website and Facebook social media page

- the policies and procedures manual, which was made available to all BHOX personnel

- the 2019 BHOX annual report

- employee self-assessments from 2019 and 2022

- the 2021 community survey

- training records and rosters maintained by BHOX leaders

- data on public websites such as GuideStar

**Research Process**

The Baldrige Excellence Framework empowers organizations to reach their goals (National Institute of Standards and Technology, 2021). The framework was applied to the doctoral study to better understand the work engagement climate, improve organizational processes, and serve as a working tool for managing performances. This integrated systems-based approach was utilized to explore the organizational environment, management, training/learning opportunities, personal development, and accountability for organizational performance.

Sutton and Austin (2015) argue that the data collection process will involve generous amounts of data and various ways of tracking what is said and done during the interview process. The semistructured interviews were audio/visual recorded while simultaneously scripting context that may seem significant and as a reminder of factors that may be important during data analysis. A qualitative journal was used to document follow-up questions, gaps, and information gathered apart from the recordings.

*Participants*

Walden University's Institutional Review Board approved the study. The BHOX provided oral and written approval to conduct research at its facility. Only two participants were interviewed based on the practice problem (Participant 1 and Participant 2), and both were asked about the company's mission, values, goals, and role in the organization. Participant 1 provided more in-depth data on operations, structure, and organizational culture.

*Procedures*

Before contacting BHOX, I obtained approval from the Institutional Review Board to conduct the study (approval no. 03-04-22-1015647). This was followed by Participant 1's approval to conduct research at the facility; Participant 1 also clarified the staff who could participate and the type of documents that could be reviewed. An earlier email was sent to Participant 1 to read and sign the consent form. The interview date and time were confirmed, and the Zoom invitation was emailed. Before beginning the interviews, the participant was reminded of the agreement to be recorded and proceeded with the interview.

A semistructured interview process was developed during the prospectus formulation and approval phase. Some secondary data was collected and reviewed to prepare for the initial interview. Open-ended questions were asked to allow the interviewee to provide detailed responses related to workforce engagement, employee development, and organizational performances to better understand the research problem from the perspective of the behavioral health leader.

The recorded interviews were transcribed by a text-to-speech software company. I coded and analyzed the transcriptions (see Appendices B-D) to generate the results. The interviewees received a copy of their transcript(s) and offered the opportunity to make addendums, ask questions, or clarify as needed. Secondary data were obtained throughout the duration of the study to fill any knowledge gaps.

*Ethical Research*

Researchers must understand and approach the delicate role of an ethical researcher with humility and an awareness that carefully considers the organizational issues collaboratively and relationally (Ravitch & Carl, 2021). Ethics in qualitative research are multifaceted, complex, contextual, emergent, and relational. Protecting the participants, the organization, and the data collected are continuous responsibilities to comply with ethical standards. The data was kept confidential and anonymous concerning the portrayal of participants. The organization's name was changed, the state location masked, and individuals' names, titles, and roles kept confidential. This strategy aided in building trust and rapport with the behavioral health leaders. The participants signed a consent form that describes the study, a list of potential risks and benefits, an overview of what participation entails, contact information, and other important content.

## Summary

Section 2 details the organizational background, approach, and governance. This section describes the doctoral project's client population and analytic strategy, including participants and procedures. Section 3 includes the organizational workforce, operations, measurement, analysis, and knowledge management components.

Section 3: Measurement, Analysis, and Knowledge Management Components of the

Organization

The BHOX is a long-standing organization that has met the needs of men,

women, adolescents, and children for decades. The organization has experienced many

successes, including infrastructure expansion, partnering with reputable companies, and

securement of government funding; however, BHOX leaders encounter internal

challenges relating to minimal employee development that drives workforce

performance, Participant 1 noted. As a result, team members restrict their perimeters of

professional development and internal growth. A study of engagement shows that

learning opportunities, professional development, and career progression are among the

top drivers of employee satisfaction (Deloitte, 2015). Strategies to enhance workforce

performance through professional development and employee engagement remain the

focus of the BHOX leadership discussion.

I performed an extensive review of scholarly peer-reviewed journals and

statistical data and documents from BHOX, in addition to conducting semistructured

interviews with leaders at the organization. The peer-reviewed journals provided best

practices for employee development and evidence-based strategies to improve change

management through training and education. The BHOX leaders provided internal

documents for review to understand the organization's current practices and strategies to

foster workforce engagement. These included

- job descriptions
- the operating support narrative

- programs and service goals and outcomes

- 2019 and 2020 financial statements and accompanying information

- the 2022 organizational chart

- the results of the community survey

- exit interview information

- the 2022 annual meeting PowerPoint

In the semistructured, open-ended interviews with the two BHOX leaders, I sought to learn about their perspectives of BHOX professional development and work performance issues. The participants were asked core questions, and additional questions were asked based on the participant's role and expertise within the organization. The interviews were recorded primarily on the Zoom platform, and a speech-to-text service was purchased for transcriptions. Flexible participation options were offered, including in-person interviews, virtual platforms, and telephone interviews. BHOX's website includes information on its history, facilities, board and partners, staff, and services, along with a community calendar.

## Analysis of the Organization

### Workforce Environment

Organizations are platforms for individuals to thrive, and, predictably, "when people thrive, the platform is effective, and the business thrives too" (Swann, 2018, p. 100). The BHOX strives to provide platforms that foster growth and development for the community and its employees. Company reviews dating back to 2017 on the popular hiring website Indeed showed a common theme of lack of funding and limited resources

noted by prior staff; however, training and a positive work environment were listed as positive attributes for BHOX.

At the time of the study, the BHOX was experiencing staff shortages. Participant 1 provided insight on the situation. Though staffing and recruitment is a primary function of the HR department, the organization entirely operates on private and government funding, which limits the ability to provide competitive pay to well-qualified candidates. The workforce environment seems to manage well through a more collaborative environment, where both leadership and staff foster a community-centered approach to ensure that all services continue to run smoothly as possible while working together to meet the needs of each client. Staffing concerns have been an issue for several years due to funding, inexperienced candidates, and other related reasons. Current staff often take additional responsibilities for the sake of the mission. Employees' taking on more workload limits opportunities for individual or group training, which interferes with professional development.

Training and educational opportunities are essential for both professional and organizational development. According to BHOX website, the organization provides training opportunities for women, men, and teens who receive services. These opportunities aid individuals in accessing gainful employment and support child development and academic preparedness. The GED training programs are part of a partnership initiative between the public school system and a private company, according to BHOX's website. The goal of these programs is to provide support to families while

they take part in various activities, training, outings, and advocacy for their families and community.

Internal training and education are often based on the needs of the individual, organization, and government compliance. According to the 2019 employee self-assessment, staff who desire to improve their capabilities and skill set are encouraged to seek autonomous and complete training to further their professional growth. These educational opportunities, be they self-directed or required, may be taken onsite, off-site, or by webinar. All staff must complete company-mandated training such as safety, domestic violence, and cardiopulmonary resuscitation. Other required training is role-specific and directly related to trauma-informed care or victim advocacy, Participant 1 noted. As stated in the self-assessment, the organization strongly encourages staff to actively participate in ongoing training activities that will help to improve employee development throughout their tenure with the company.

**Workforce Engagement**

Engagement has become one of the most crucial concepts in that organizations are dedicated to leveraging better individual and organizational performances through increased levels of employee engagement in contemporary business (Shrotryia & Dhanda, 2020). Studies have shown that high engagement levels are significantly related to better task outcomes, creativity, employee retention, enhanced customer satisfaction, and fidelity (Shrotryia & Dhanda, 2020). Highly engaged employees are dedicated to making the organization successful (Jain & Khurana, 2017). Participant 1 remarked on

the "passion" shown by staff when providing services to clients with very little funding, which shows a personal investment, dedication, and commitment to their work.

The BHOX implements self-assessment surveys to measure workforce engagement and satisfaction (see Appendix B). The results are useful to leadership in planning and developing initiatives to gain greater insight, set future goals for improvement, select appropriate training programs, and provide perspectives and ideas for organizational growth. Due to Covid-19 precautions, the BHOX employees worked remotely, with the exception of essential staff, from March 2020 until April 2021. During 2020 and 2021, formal assessments were not implemented due to the restrictions on meeting face-to-face. On the 2019 assessment, a question was posed, "What are your ideas for improving the organization's employee satisfaction and retention?" Several ideologies were mentioned, such as acknowledging employee excellence, introducing a more collaborative work environment, and improving communication flow. The most common theme was requesting additional training, including self-help, coping skills, remediation, cross-training, and team building. Participant 1 recognized ongoing training as a critical element in promoting professional development and sought assistance from HR to design and implement appropriate training modules suitable for staff development. However, due to staff shortages, they were not able to offer such training. The participant noted that BHOX's HR department planned to reimplement formal self-assessment surveys towards the end of 2022.

BHOX utilizes various approaches to engage staff to foster a culture of open communication through the freedom of sharing opinions and perspectives, according to

Participant 1. Swann (2018) suggests trust and freedom as vital elements in the workplace for individuals to overcome political barriers of unnecessary rules and restrictions that consume daily opportunities. By encouraging open, two-way communication, employees are more comfortable seeking clarification or direction, which reduces the frequency of management checking work for accuracy (Hastings, 2020).

Staff meetings are facilitated weekly by the executive director or interim to provide "check-ins" with staff, according to Participant 1. Employees are encouraged to utilize this time to share thoughts and concerns with leadership and brainstorm ways to overcome challenges. This time also acknowledges special recognitions, awards, or upcoming community events. In the event of immediate modifications to policies and regulations, impromptu meetings and an email stating the nature of change, action plan, and the projected outcome is initiated, Participant 1 noted. Team treatment meetings held weekly allow providers to celebrate successes, identify needs, brainstorm ideas on overcoming barriers, and create a plan to support clients and one another.

## Knowledge Management

Knowledge management is the "conscious process of defining, structuring, retaining, and sharing the knowledge and experience of employees within the organization to build a more effective workforce to make speedy, informed decisions to benefit the company" (Andreev, 2022). According to BHOX participants and reviewed documents, several strategies are implemented to improve overall organizational performance. The organization provides community and individual surveys to collect feedback to improve services.

The community surveys focus on bringing awareness and knowledge of services to the community, gathering data to determine the need for a health care facility embedded in the community, how the community perceives a sense of safety, and ways to improve services and programs to support families. The community surveys gain consumer feedback, which aids in promoting a greater understanding of the community's needs and desires. BHOX provides paper surveys to the community following community-wide events and services received at the facility, while others receive electronic copies via email. According to Participant 1, once the data is collected, the leader shares knowledge with the team and finds collaborative ways to meet the community's needs based on its current resources. Often, individuals need to be aware of all our services, leading to more community engagement and awareness, Participant 1 noted. Individual surveys allow leadership to gain insight into how staff perceive their work environment, engagement, and culture. This knowledge aids in creating an avenue for open communication, professional development opportunities, and goal setting. The reviewed self-assessments from 2019 and 2022 provide space for staff to identify accomplishments and how those achievements align with BHOX goals/objectives. In 2022, the BHOX implemented revised assessments to include peer ratings. Participant 1 expressed peer ratings are "a greater level of accountability coming from a broad base of people chiming in versus just [leadership]". All employees complete self-assessments as this data is instrumental in yearly performance evaluations. One staff member noted on the employee self assessment, that in addition to bringing awareness to the community about services, they have also learned to build trust with clients and increase conflict

resolution skills. Another staff member expressed improved knowledge of the finance department by educating self through accounting webinars which attributed to their confidence in enforcing company policies. A third member of staff initiated several pieces of training to support and educate staff, provide briefings to external organizations, and participate in grant proposals. These members possess the education and skill sets needed for the company's continued success. It is up to organizations to discover sources of knowledge amongst its staff, continue feedback systems such as surveys to collect data, assess the accuracy of knowledge, and create a culture of knowledge sharing through education and development to improve knowledge management (Andreev, 2022). The organization then applies the new knowledge to daily tasks to create more efficient approaches before creating more understanding through the continual knowledge management process (Andreev, 2022).

## Summary

BHOX has several engaging strategies dedicated to improving the quality of life for the community and employees; however, based on feedback, there seems to be a less structured system in providing ongoing education and training for staff. The executive director endorses both directed and self-directed learning. With staff shortages and limited funding, continuous self-directed learning may benefit BHOX's current state as this learning style can take place inside or outside formal education settings and entails individuals taking responsibility for their learning (Loeng, 2020). In Section 4, various components relevant to implementing ongoing training to enhance employee development and engagement to drive overall organizational performance will be

analyzed. Client-focused, workforce-focused, and governance results will also be examined in Section 4 along with implications resulting from the findings, limitations impacting the findings, and strengths related to the case study.

Section 4: Results—Analysis, Implications, and Preparation of Findings

I designed this case study to gain an in-depth understanding of BHOX factors that contribute to employee development to effectively drive workforce engagement. This study's participants included two senior leaders, the CEO and the HR lead. Identifying factors related to professional growth aligns with the overall organizational objectives and mission of improving the quality of life of neighbors, as noted on BHOX's website. This section's analysis, results, and implications require examining and organizing data. The data collected for the RQs were gathered from interviews, public databases, the BHOX intranet, and other related websites. Peer-reviewed literature was assessed through various search databases (see the Supporting Literature Subsection of Section 2). In this section, I present data analysis results and consider the potential implications of the findings. Additionally, the strengths and limitations of the study and the potential for social change resulting from the study will be explained.

**Analysis, Results, and Implications**

Qualitative data analysis is the "intentional, systematic scrutiny of data at various stages and moments throughout the research process" (Ravitch & Carl, 2021, p. 234). It involves data organization, engagement, and interpretation. I reviewed the interview transcriptions for accuracy and corrected any errors. NVivo software was used to aid in coding, analysis, identification of themes, and storage of the data retrieved from the semistructured interviews. I analyzed internal documents such as financial statements, meeting agendas, service goals, and outcomes to understand the organization's current state and future goals. The word cloud pictured in Figure 2 was created using a word

cloud software application based on the frequency of words used during the interview process. The more prominent words represent the more frequently used words. They include "staff," "people," "need," "community," "trauma," "services," and "program." The words "funding," "support," "data," and "victims" were used slightly less often.

**Figure 2**

*Word Cloud Showing the Most Frequently Used Words in Participant Responses*



**Findings Related to the Research Questions**

The RQs that anchored this study had as their focus workforce engagement. In answering the questions, I wanted to identify current leadership practices and employee development modules that enhance overall professional performance. The sample size

consisted of only two participants due to the size of the organization. The names of the study participants have been concealed using pseudonyms Participant 1 and Participant 2 to maintain confidentiality. Both participants held leadership positions and were vital assets to the organization. Participant 2 was responsible for multiple roles on both the administrative and clinical teams, which may have influenced their responses to certain questions. For example, when asked about education and training Participant 2 stated "it's much needed" but decided not to elaborate further, saying "I won't go there, but I just think the trainings are much needed."

### *Research Question 1*

RQ1 was, What leadership practices and strategies are currently in place to impact workforce engagement? Participant 1 explained that leaders often provide feedback, recognition, and validation to employees to internally build confidence, improve work performance, and motivate them to thrive collectively. The BHOX solicits community, peer, and employee self-assessments to identify areas of improvement. The team has general staff meetings in which senior leaders report both negative and positive feedback from surveys and openly discuss improvement areas for all staff "because if one person does it, then someone else can make that same mistake," as Participant 1 noted. Employee recognitions are provided privately and publicly through face-to-face interaction, staff meetings, emails, monthly newsletters, or community functions. The recognitions may range from individual positive feedback from consumers to organizational-wide recognition from government liaisons.

However, as Participant 1 noted, there are still some perceived internal gaps in fully interpreting the significant influences and impacts the BHOX employees deliver to the community. Leaders often validate employees' performances through oral and written communication. Employees are at liberty to request lateral or promotional program shifts with justifiable evidence of professional development, timeliness, and other vital skills necessary to meet the requirements of advancement, Participant 1 shared. The BHLs validate the employee's desire to develop in other areas but must also consider the employee's performance history, training and education, and overall organizational needs. There were no emerging themes for RQ1. Participant 2 provided very minimal input related to current leadership practices and strategies that impact workforce engagement.

Staff education and training involve imparting knowledge and skills about processes or services that staff will implement in their job (Gesme et al., 2010). The organization operates 7 days a week year-round, except on certain holidays and serves thousands of people. Professional development is valuable in meeting the needs of the organization's consumers. However, several factors including competing priorities, lack of interest, and limited resources may interfere with staff education and training opportunities.

### Research Question 2

RQ2 was, What training modules improve employee development and have the potential to impact workforce engagement effectively? Participant 1 shared that some training promotes self-awareness of tone, volume, and behaviors while engaging with

others. Participant 2 provided a list of 18 training courses that enhance computer

management, professional, and interpersonal skills. Based on performance evaluations,

feedback, and other observations, the leadership team discovered a need for basic

computer and other professional skill set development training unrelated to clinical

practices of behavioral health. The training was grouped into seven subsections:

Microsoft Excel, Microsoft PowerPoint, Microsoft Word, grammar and spelling, office

professionalism, highly effective people, and inspirational videos. Each subsection

contained one to four hyperlinks to easily access the online material. A review of the

websites showed that the shortest time-framed training was office professionalism at

slightly over 5 min, and the lengthiest was grouped in the Excel subsection, lasting a little

over 60 min.

The focal point is for staff to initiate training independently to enhance employee

development, which will ultimately improve the overall dynamic of the organization.

Participant 2 shared that these training were readily available to all staff during COVID-

19 shutdown in 2020 with no time restrictions for completion. The provided trainings

appears to be free accessible online tutorial-based videos which allow staff to learn at

their own pace. The facilitators of each module encouraged their viewers to practice

newly discovered skills. The training provided tips on becoming better professionals and

suggested transitioning from dependent to interdependent employees. However, the

training did not offer assessment-driven applications to aid in determining completion,

skills, or understanding. Both participants acknowledge that additional annual training is

provided to clinical and advocacy staff with specialized duties. However, I was unable to

view these trainings during this time. Apart from on-boarding and annual training, pre-covid employee development training courses are unknown.

Certificates of completed training are placed in individual files. Currently, there are no structured monitoring systems to track, monitor quickly, or manage past or future training; however, Participant 2 shared that the organization is currently looking into computer programming that aids in logging certifications and training data.

**Theme: Professional Development**. BHOX programs and service requires some form of education and training for these services to be impactful in the community; however, continuous learning also allow staff to stay abreast of new developments and to ensure that the clients receive the best possible care and the latest information. Participant 1 express desire to "find training and support in ways that I can manage to allow them [staff] to rise as leaders within themselves, their own departments and their own programs." Participant 2 agreed that ongoing education and training could be beneficial within the organization. The participant stated, "I do not think anyone gets to the point where they can't continue to learn. So, it's an ongoing process; continual education is ongoing. Even with the training we do here, it's ongoing. It's much needed."

Based on Employee Self Assessments for 2019 and 2022, there is a steady request for training to improve skills. Some employees identified self-help/self-care training, victim advocacy certifications, and computer classes that may aid employee development. Some employees did not identify any specific training, only the perceived need for training to better perform. Participant 1 identified areas of improvement that

could create a more autonomous work culture if appropriate training was continuous in the organization:

> And so, one thing I know I lack in providing is enough training and support to them to feel like they can own their departments, that they can make those choices without a million checked boxes… they love what they do. They are passionate about it, but I feel like there are some skills that they need to obtain still, in terms of improving how they serve, how they see themselves, and then, how they execute wherever their program is.

**Themes Related to Baldrige Excellence Framework**

Six emerging themes were expressed by participants during the interview process. The Professional Development theme relates to RQ2 in identifying training modules that improve employee development and have the potential to impact workforce engagement effectively. Programs and Services combined with Community Engagement themes focused primarily on the organizational systems that local community members utilize. The themes of BHOX Framework and Goals reflected the longevity and sustainability of the organization and identifying the future state of the organization. The Disadvantage theme reflected opportunities to improve individually and collectively as an organization.

*Community Engagement Theme*

Community Engagement was the first theme to emerge. The data collected identified various ways the organization meets the needs of those living in lower-income neighborhoods, however, there still seem to be gaps in services and awareness. Though both participants identified a lack of youth-oriented programs, they each expressed a

desire to meet the community needs by lobbying for funding with the intent to hire youth workers and restart programming.

Participant 1 states:

> For…right now, there's a gap in afterschool programming and specific services or support for youth in a neighborhood. And so, what we're trying to do is go after some grants and some funding from both the city and then there are also opportunities with United Way that we were trying to go after, see if we can increase funding so we can hire staff that can focus on youth.

Participant 2 shares:

> We used to have a youth program… so we're now thinking about doing an after-school thing to get the kids back... We even have the gym in there; maybe someone can come and shoot hoops, or they need tutors, so we want to expand that again and open that door again for the community.

### *Programs and Services Theme*

A review of the Operating Support Narrative and BHOX website (2022) provided information regarding the current programs and services. According to Participant 1, BHOX provides social service resources to approximately 3,000 individuals annually "with the 80% positive success rate of service." The 18,000-square-foot infrastructure provides plenty of space for its current programs and services to aid in personal development, emergency assistance, youth development, and community development (see Table 3). The current services and programs are designed to meet the needs of the homeless population, those with mental illness and felonies, the elderly, the

disadvantaged, and those who identify on the spectrum of LGBTQ, according to the

operating support narrative.

**Table 3**

*BHOX Services*

| Service category | Service type |
|---|---|
| Personal development | Support groups |
| | Individual counseling |
| | Distance learning |
| Emergency assistance | Food and household pantry |
| | Clothing store |
| | Trauma center |
| | Victim advocacy |
| Youth development | After-school programs |
| | Summer programs |
| | Safe haven |
| | Athletics, recreation, arts, and culture |
| Community development | Home ownership |
| | Home improvements |
| | Eviction assistance |
| | Community outreach |

Participant 1 explained how individuals may access the organization for one need but

may benefit from other services offered.

> So those [basic need] programs will get people through the door… they make
>
> their way through other programs and services, that's an upward trajectory. So
>
> whether it means they go into a program looking for improvements in education,
>
> seeking their GED or looking to improve their skills to get a better job…we know
>
> that just coming through the door for the bread room leads to more than just
>
> getting the bread or emergency assistance.

***BHOX Framework Theme***

The BHOX has existed since the 1940's and the framework of services is based on the Settlement House Model, Participant 1 noted. The participant further explains that following Attorney General's visit to learn more about the model, the idea was presented to implement five pilot programs, with BHOX becoming one of the pilots and the only community center. The other selected facilities have access to hospitals and trauma units, which is not the current case for the BHOX. Though there is a trauma program with counseling and advocacy services, the organization does not have designated space for a recovery center to align with the Settlement House Model for emergency sheltering.

> Participant 1: As much as we love this place, [it] does not fit the model of a trauma center, it [trauma center] is more like a homelike environment that needs to be secluded and welcoming and gives a feeling that we're not able to offer in this building.

The BHOX is currently seeking funding with community partners and state, federal, and government grants with the intent to continue to expand programs. Participant 2 shares partnering with United Way and is currently seeking a trauma grant to aid in funding trauma services. "If we can get that grant, that would be a plus, it would be a big plus for us."

***Disadvantages Theme***

Based on the BHOX annual meeting notes, the organization operates on 100% donor funding, with over half of its donations supplied from the government. Being fully funded by others may provide challenges and disadvantages when it comes to the needs

of the organization, clients, and community. At some point, the organization stopped

receiving substantial funding due to "the administration at the time not being fiscally

responsible," Participant 1 noted. The participant also shared that a more recent study

revealed that the BHOX is funded at a far lower rate than other organizations.

> We are funded by a third of what many organizations are financed by. So, the
>
> funding still needs to be there. Therefore, the resources aren't there to have the
>
> adequate staff that we need to be a strong functioning Trauma Recovery Center,
>
> and compensate our team in a way they deserve, especially at their professional
>
> level. There's a survey done by this group that we partner with, and our
>
> organization was the lowest paying of all of them, in terms of what positions our
>
> people hold. We had the lowest compensation rates. But that's based on where our
>
> funding is. Everything that we get, we pour into our team and community, but we
>
> need more.

Participant 1 also explains losing 60% of funding from the Victims of Crime Act fund.

Congressional leaders passed the Victims of Crime Act in 1984 to provide federal

support to state and local programs that assist victims of crimes through fines paid by

federal criminals (Victims of Crime Act, 2022).

> The way that fund happens is they sue corporations. When corporations break the
>
> law, and they're not handling business properly, the federal government comes in,
>
> sues, and then that creates the Victims of Crime Act Fund. Well, during the
>
> Trump administration, he stopped suing corporations. He ceased all corporate
>
> investigations and lawsuits. And so, with that, the money in that pot had

dwindled. And so, we experienced two different cuts. So, 2 years' worth of

cutting. It was 30% the first year and about 30% the second year. So, we lost 60%

of the funding of those programs. And so, the trauma center lost three staff

members and our victims of crime lost two staff members.

Participant 2 elaborates more on the impact funding has had on the nonprofit

organization.

Our grant was cut by the Attorney General. We just found out this month that

there's no increase, it's going to stay the same. Last year, we were like $20,000

negative to pay out some of the people [staff, contractors]. So, we had to try to get

the money other ways. Our grant was cut a good $30,000 across the board. We

had two ladies who deceased, we can't afford to fill those roles because we need

the money to take care of the employees we have right now.

*BHOX Goals Theme*

The BHOX utilizes various metrics to aid in determining their performance. Some

are created within the organization, such as the self-assessment surveys while the

government mandates others. BHOX has specific goals for each program and strives to

meet those measures. However, due to COVID-19, some programs were struggling to

maintain their impact on the community. Participant 1 shares:

Then, COVID hit. And so, it affected our ability to carry out services… So, we

estimated about 1,000 individuals that we could not serve for the Trauma

Center…we didn't do groups anymore. We didn't shift the groups to telehealth, we

just left individual counseling, individual sessions on telehealth…we did cut out

our rape victims' group, we cut out our survivors of murder victims' group, and

then, we stopped the Rhythms group, both the one that we do here in our building,

but also at the homeless shelters. And we cut out our outreach sites. We just

started returning there approximately 3 months ago.

The BHOX leaders explain a shift in the aftermath of the pandemic as the client's needs

have expanded because of the current economy. Participant 1 states:

So COVID blew our numbers out of the water in terms of how many people

needed eviction support, and how many mental health crises we had in

interventions there. And then the state of housing and how we know there's a

shortage.

Participant 2 lists additional areas of need:

Some of the services that we offer is like the feeding, and so with the community,

especially with the COVID and even now how the inflation is, we get many

people in here that need emergency food bags, or they need the toiletry bags, or

bus passes, or just some of the things that we offer here.

The previous year data, mental health trends, economic trajectory, and government

mandates generally determine the organizational program goals.

Participant 1 states:

The mental health issue is growing in our community, so that's key. But at the

same time, so is the awareness of our trauma center. So, with those two numbers

elevating, I would estimate a 30% increase from our previous year of what we

could reach this year. Because as the center becomes more well-known and what

we do, we're seeing more clients come in…then with our emergency assistance

program, following the same trend, as we see that growth and that increase and

then also trying to listen to where our economy's at, seeing gas prices are going

up…we think that number's going to go up for the fact that things are not as easily

obtainable and affordable as they used to be.

**Client Programs and Services**

The BHOX's programs and services were analyzed through semistructured

interviews with the behavioral health leaders and a review of the organization's website.

The agency is not for profit and has a board of directors who oversee the organization's

direction. The organization does not charge consumers for services rendered as the

organization operates through government, foundations, corporations, and other funders.

The BHOX offers various services (See Table 3) to meet the needs of the community.

According to the annual meeting notes, in 2021, BHOX implemented a new initiative

responding to client needs during the pandemic. BHOX increased food deliveries,

established a food pantry for local high school students, delivered over 200 care packages

to food-insecure families, and hosted a virtual learning site at the facility.

**Client-Focused Results**

The BHOX offers client and community surveys following services. These

surveys may be hand-written or electronically completed with the purpose of better

understanding the priorities of those who live, work, or own a business in the community.

The surveys entail gaps in services, client needs, and their vision for their community.

The leaders review the completed surveys to determine if there is a gap in the

neighborhood regarding services or needs or just a need for more awareness by residents that services exist, Participant 1 noted. If there is an internal concern and the resources allow, the organization can immediately shift to meet the consumer needs. However, some data collected will require board approval before implementing new programs or services.

**Workforce-Focused Results**

The information gathered determines that BHOX has a supportive and dedicated workforce. One of the leaders reflected on the passion of staff who did not receive pay for years but continued to work to fill a need in the community, "…we had people just volunteering because people are just passionate about what we do here. We know that we make a difference in this community and the lives of so many that we did not want to see the doors closed" according to Participant 1. The BHOX also has collaborative relationships with other organizations, including law enforcement, churches, public libraries, and other community organizations.

Participant 1 noted a current need for youth programming and medical advocates; however, due to lack of funding, the organization is unable to hire staff for the open positions. The BHOX is currently short-staffed, requiring some qualified employees to be responsible for multiple roles. Based on employee self-assessments, some employees suggest becoming cross-trained in other departments to help meet the organizational goals while increasing professional development.

**Leadership and Governance**

Based on the organizational structure chart, the Financial Manager, Facility

Manager, HR Manager, and Community Engagement Director constitute the leadership

team under the CEO and communicates to the Board of Directors. It is noted that

additional vital stakeholders are the consumers, community council, and other partners.

The BHOX is currently making changes to the board of directors with the intent to

restructure responsibilities and roles that align with the overall mission, "I want strong

board members, but I don't want just strong board members that are just going to sit

there, I want strong board members that we can utilize their skills and their gifts and their

passion for furthering the organization," Participant 1 noted.

**Financial and Marketplace Results**

The BHOX provided 2019 and 2020 Financial reports completed by an

independent auditor though BHOX is responsible for the preparation and fair presentation

of the statements. Based on the Statements of Financial Position (see Table 2), in 2020,

BHOX had a slight increase of nearly $27,000 in liabilities and assets. In 2020, the

BHOX participated in the Payment Protection Program in response to COVID-19

economic relief, which may have aided in this slight increase (Statement of Financial

Position, 2021). There needs to be more information to determine the company's actual

financial state. Both participants allude to financial strains reporting being one of the

lowest funded organizations in the region, inability to hire staff to fill open positions due

to funds, and the reduction of government funding. Figure 3 shows a 1.5% decline in

government funding but a slight increase in funding from 2019 to 2021.

**Figure 3**

*2019 and 2021 Funding Sources Chart*
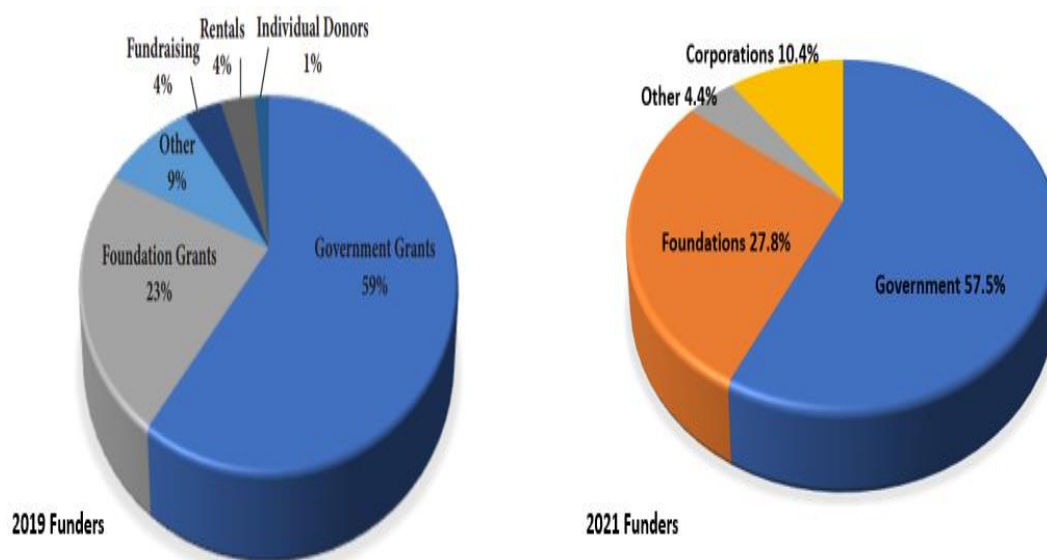


The BHOX staff campus the community and collaborate with their partners and other organization to market services and upcoming events. They also promote services through social media, the BHOX website, and post fliers throughout the facility and the community. Newsletters and emails are sent to those who are on the mailing list, Participant 1 noted. There has yet to be evidence to determine the effectiveness of each marketing strategy.

**Individual, Organizational, and Community Impact**

According to leadership interviews and a review of the BHOX website and archival data, some of the challenges for the individual, organizational, and community impact are the need for more training, funding, and staff shortages interfer with providing essential services to the consumers. Funding and shortages restricts the growth of the organization as well as limits the number of individuals receiving services. According to

Participant 1, the absence of a fully functioning youth program with adequately trained

staff reduces the number of children and teens utilizing the building as a safe haven,

learning new skills to navigate through everyday challenges, and promoting self-

confidence.

**Social Impact**

The social impact that properly funded programs and highly trained staff could

include positive youth development, social and emotional learning, academic supports,

family engagement, nutritional and physical activities, and community involvment.

According to the operating support narrative, families will receive food and other

resources to prevent food insecurity; education, advocacy, and counseling services to

enhance skills, build alliances, and learn ways to navigate through life roadblocks and

barriers; as well confidence to achieve and maintain stability to improve their quality of

life.

**Strengths and Limitations of the Study**

The qualitative research design helps to answer the how and why questions

surrounding BHOX strategies and training modules that impact workforce engagement.

This allows the researcher to understand the participants perspectives and true feelings

without boundaries and judgment.

**Strengths**

One strength of this qualitative study is the adherence of research standards set

forth by Walden University. These standards were used prior to selecting participants,

during interview process, and after data analysis to improve organizational outcome.  The

Baldrige Excellence Framework guided the interview process to gain in-depth knowledge into the organization systems (National Institute of Standards and Technology, 2021). Additional strengths were having access to key data, annual meeting notes, and financial documents that were provided by the leadership team. The organizational website proved to be a positive source of data collection as the website was full of mostly current information related to services, staff, partners, finances, and upcoming events. Both the CEO and HR lead were willing to be interviewed and contacted to answer follow up questions. This access provides more clarity into the organizational culture and climate related to its mission, goals, processes, and engagement.

**Limitations**

One of the limitations from the 2022 meeting notes was a PowerPoint summary with minimal detailed information related to funding and social services in comparison of the organization's 2019 Annual meeting report. Another limitation of the study was the gaps in data collection ranging from 2020-2021 due to effects of global pandemic and restrictions limiting in-person services. The structured staff assessments were also suspended in 2020 and 2021 and reimplemented towards the end of 2022. This suspension restricted the ability to compare staff's perceptions based on an annual timeline. Due to minimal record-keeping capabilities, I was unable to obtain an exhaustive list of all the necessary training and certifications required by the organization to enhance professional development and organizational growth.

**Summary**

In Section 4 of this case study, the BHOX's client programs were examined and workforce, leadership/governance, financial, and marketplace performance results were evaluated. The analytic process and key findings from the thematic analysis were described. The study revealed findings related to strengths and weaknesses related to employee development. Leaders recognize that employee development is necessary for the company's success and have implemented training activities though some training courses are not monitored nor assessed for effectiveness. Additionally, implications for social change and strengths and limitations of the case study design were noted. In Section 5, the study will conclude with recommendations and summary.

Section 5: Recommendations and Conclusions

The findings from the data analysis were the basis for recommendations for improving the BHOX strategies and professional development to drive workforce engagement and overall performance. Kirkpatrick's evaluation model, developed in the 1950's, can be a useful tool in providing valuable insight in determining the effectiveness of development programs and evaluating the impact of implemented recommendations. Section 5 includes the suggested solutions to potentially address the organizational problem of limited strategies for improving professional development. I also discuss implementation, dissemination, and evaluation procedures and offer recommendations for future studies.

## Recommendations

According to BHOX leaders, the organization adheres to local, state, and federal requirements for employee licensure, regulatory reporting standards, and mandatory training. However, the organization needs a specified internal curriculum and operates with minimal tracking and monitoring procedures. Employees are primarily responsible for completing and tracking assigned training and autonomously seeking training opportunities to enhance professional development that affects workforce engagement. I identified opportunities to build on the BHOX's current leadership practices and training modules in the study's results. I offer the following recommendations, supporting literature, and best practices.

**Workforce Engagement Recommendations**

At the time of the study, BHOX served approximately 3,000 clients annually, 7 days a week, in six principal areas, according to its website: basic needs and support, advocacy, recreation, health and nutrition, education and training, and community development. The organization was comprehensively funded by grants and donations but was also currently understaffed and underfunded, leading to increased workloads, ineffective communication, and decreased morale among employees. Several employees assumed dual roles and responsibilities to ensure government compliance and the company's continued success while others seemed to need help with accountability and ownership, according to Participant 1. The varying degrees of engagement may lead to organizational conflict when there are differences in work values, ambiguous rules, resource scarcity, ineffective communication, and incompatible goals (Mitchell. 2016). To increase workforce engagement, leaders should connect what employees do to what they care about, make work less stressful and more enjoyable for employees, and create time affluence (Stein et al., 2021). Time is a limited resource though necessary to engage in activities that foster personal growth, social connections, and community involvement which often enhance wellbeing (Kasser & Sheldon, 2009). Following are some recommendations for BHLs in the organization:

1. Express the importance of employees' roles, intentionally acknowledge accomplishments, and celebrate successes. The BHLs in the study indicated that the organization needs to work on translating the significance of their

services and programs to staff. Employees desire a connection between daily

tasks and the organization's greater purpose (Stein et al., 2021).

2. Offer the flexibility to try new work tasks. The 2022 employee self-

assessment indicated that several individuals were cross trained but still

expressed interest in ongoing learning opportunities. Learning new skills may

spark intrinsic motivation and autonomy while boosting self-confidence (Stein

et al., 2021).

3. Implement policies that limit non-urgent after-hours correspondence, provide

compensatory time for hours worked outside of normal shift, or allow

employees to leave office at least 30 min earlier on determined days can be

perceived as an incentive to positive work performances. Rewarding

employees with time is an effective way to increase feelings of time affluence

and drive employee engagement (Stein et al., 2021).

**Employee Development Recommendations**

In their 2019 study, Caulfield et al. concluded that training non-specialist health

care personnel is an operational tactic to expand global capacity for mental health care,

improving knowledge, attitude, skill, and confidence, as well as clinical practice and

patient outcomes. Leadership practices to improve workforce engagement revolve around

employee development and performance measures relevant to the BHOX mission, goals,

and values. Rodriguez and Walters (2017) suggested that all training and development

needs should be relevant to the organization's objectives. Employee training and

development needs are categorized into three areas: problem-solving that is focused on

individual performances, continuous improvement of working practices regardless of performance, and renewal of organizational innovations and strategic changes (Rodriguez & Walters, 2017). Employees are the most valuable asset to any organization. With proper training and educational development opportunities, the staff will be better able to perform tasks to their full potential (Rodriguez & Walters, 2017).

***Employee Development Recommendation 1: Incorporate Internal Curriculum***

A structured training program that details the schedule, time frame, objectives, and assignment of responsibilities typically leads to more success and employee development than informal or unstructured programs (Kokemuller, n.d.). The BHOX 2022 Employee Self-Assessment included a rating scale of N/A (*not applicable*)*,* 1 (*inexperienced or improvement needed*)*,* 2 (*satisfactory*), 3 (v*ery competent or high level*), and 4 (*Outstanding*)*.* The assessment allowed for coworker, supervisor, and self-ratings. Most of the outcomes were satisfactory or above. However, several categories reflected the need for improvement or inexperience. This data can be helpful in developing internal training modules. Therefore, the following is recommended:

1.  Leadership should define a training curriculum based on the organization and staff needs. This curriculum will provide direction for specific objectives and strategies to develop employee skills. Community surveys, government mandates, and staff feedback will also aid in identifying specific needs.

2.  The curriculum should be administered to current and onboarding staff to ensure consistency with training goals. Provide ongoing training in customer service, conflict resolution, and effective communication to enhance

interpersonal skills. Clinical skills may be enhanced through continuing education seminars and webinars. There are several websites that offer clinical and non-clinical training specific to behavioral health agencies at little to no cost (see Appendix C for a non-exhaustive peer-reviewed/board-approved list of employee development opportunities).

3. Leadership should allocate administrative time to implement training at least once a month based on the content of the training material. This time may be assigned for collective or individual skills training.

4. Leadership should set performance measures to ensure staff have clear, concise learning expectations to meet competencies before moving forward in the onboarding process.

5. Leadership should monitor and track performance monthly to identify training compliance and make any necessary changes to the curriculum as needed.

6. Leadership should investigate partnering with local colleges for internship opportunities to aid in developing curriculum and monitoring results. This is a cost-effective initiative.

A strategic focus on employee training and development leads to the achievement of an organization's goals, development, and essentially increasing employee performance (Flegl et al., 2022). Furthermore, employee training improves reactions to crises, staff shortages, knowledge continuity problems, and stabilization and harmonization of organizational environment, culture, and climate (Flegl et al., 2022).

*Employee Development Recommendation 2: Implement Process Evaluations*

One way to analyze and evaluate the results of the newly defined curriculum is to implement process evaluations. Kirkpatrick Levels of Evaluation aids in determining the effectiveness of training and development based on *Reaction, Learning, Behaviors,* and *Results* evaluation criteria levels to give some indications to the usefulness of the training in achieving long-lasting change in the BHO (McNamara, 2005). Using this approach, the leaders may consider incorporating standardized surveys to be used in conjunction with training at various levels. I recommend that the organization implement process evaluations using surveys, assessments, and observations.

**Level 1: Reactions.** This level allows BHLs to receive initial reactions from staff immediately following the completion of the newly defined curriculum (McNamara, 2005). This evaluation (see Appendix D) provides some feedback to leadership on the likelihood that participants will continue to participate in development activities based on initial impressions and feelings about the training (McNamara, 2005).

**Level 2: Learning.** Level 2 evaluates the extent of learning achieved by measuring what the participants have learned from the training. Learning is interpreted as enhanced knowledge, skills, and attitudes which can be measured by implementing pre- and postevaluations (McNamara, 2005; see Appendix E). Individual knowledge-based assessments should be developed from training objectives. These assessments should be administered prior to the training and the same uncompleted assessment administered following the completion of training. Pre- and Post-tests coupled with the learning survey

assist in understanding if participants have learned the desired knowledge from the training material and identify improvements related to the training experience.

**Level 3: Behaviors.** Level 3 evaluations help BHLs understand how well the staff are applying the new learning towards successfully completing certain tasks over time (McNamara, 2005; see Appendix F). This level is considered important because it shows whether training efforts are successful, it is also a longer-term process that should take place over weeks or months following the initial training (McNamara, 2005). BHLs should be heavily involved in this stage through assessing and coaching staff in making behavior changes. Assessing behavioral changes allows the BHLs to know if training was understood, aids in detecting if the change is operationally feasible, and essentially identifies if the training program was economically beneficial. Conducting interviews, observing behaviors, and integrating the use of new skills into tasks are best practices for measuring behavior (Kirkpatrick & Kirkpatrick, 2018).

**Level 4: Results.** Level 4 evaluation is the most valuable, as it seeks to measure the degree by which targeted outcomes (job autonomy, workforce engagement, employee efficiency) enhance and changes in performance are positively attributed to the application of knowledge and skills gained because of the training (Public Health Foundation, 2022). At this level, BHOX staff are likely to apply the new skills in such a way that the organization can successfully achieve its overall performance results (McNamara, 2005). Administering surveys (see Appendix G for an example) at various times helps leaders gain a better understanding of the BHOX training efforts at their

specified levels. Leaders are quickly able to make modifications if the training content, environment, or instructor proves to be inefficient or ineffective at any given time.

**Implementation of Practice Recommendations**

The BHOX struggles with monitoring, assessing, and developing internal training programs that yield accountability, performance measures, and organization-specific practices. John Kotter developed a change management model that encompasses creating a climate for change, engaging and enabling the organization, and implementing and sustaining the change (Carmen et al., 2019). This best-practice model postulates that situational and psychological aspects of change are addressed through steps to improve systems and outcomes (Carman et al., 2019).

The BHOX current work climate coupled with implementing changes necessary for professional growth and development may lead to push back and resistance in the workforce. The BHOX organization should consider executing selected recommendations with a sense of urgency, while building a team of influencers to share the vision throughout the organization. The leaders and influencers will create an environment that is conducive to change through empowering staff and maintaining fluid communication interactions. Utilizing Kottler's change model to implement new leadership practices and training development to improve workforce engagement may lead to increased organization performance. My plan for disseminating this study to BHOX is to create a PowerPoint presentation that includes a summary of the research, findings, and recommendations.

**Recommendations for Future Study**

A review of the literature indicated extensive data available regarding the importance of training and development. There are also extensive research studies that address leadership styles in the workforce. While researching the current practice problem, I discovered that there were several studies focused on enhancing workers relationships and communications to improve the work environment such as Sawada and colleagues' study on Civility, Respect, and Engagement in the Workplace (C.R.E.W.) program (Sawada et al., 2021). However, there is limited research on how learning and development may be transferred into a new skill that effectively impacts workforce engagement in behavioral health settings. This is an opportunity for further research to address the gap in creating behavioral change through learning transfer post-learning interventions.

<div align="center">

**Summary**

</div>

The purpose of this qualitative study was to explore strategies for implementing training and educational opportunities that could effectively impact workforce engagement.  The literature identified significant correlations between employee satisfaction and workforce engagement. Employee satisfaction also included access to development opportunities to promote professional skills. The BHOX leaders adhere to evidence-based practices and demonstrate a solid foundation for the ongoing success of the organization and its staff. The organization provides training and development for internal and external stakeholders. From the data collected, the BHL can improve the dissemination of internal training to become more detailed and organization-specific to

meet the needs of employees. Investing in professional development impacts employee

retention and engagement by enhancing professional skill sets. The BHOX can enhance

its current practices by reviewing current training policies and developing a more precise

curriculum for all staff. Consistent data-driven methods are necessary in measuring the

success of completion and transferring the newly learned skill into day-to-day tasks.

Implementing Kirkpatrick Levels of Evaluation can help with analyzing the effectiveness

of the training.

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Appendix A: Interview Questions

1. What are the main services provided to the community?

2. How are services delivered?

3. Who are the key drivers that enforce the mission?

4. What are some of the significant assets of the organization?

5. What is the leadership structure that the organization falls under?

6. Who are the key market stakeholders?

7. Who are some key suppliers and partners, and how do they help enhance competitiveness?

8. What is the organization's competitive position?

9. How often does the company engage in team meetings to assess strengths and weaknesses?

10. Are any policies and procedures regarding structure, governance, and strategies available for review?

11. What type of training is offered to enhance employee development?

12. How is data collected?

13. How are action plans developed?

14. How does BHOX ensure that financial and other resources are available to support the achievement of the action plans while meeting current obligations?

15. How are performance measures used to track organizational achievements?

16. What are BHOX performance projectors for short- and long-term planning?

17. How does BHOX recognize and respond when circumstances require a shift in action plans and rapid execution of new plans?

18. How does the organization interact, listen, and observe clients and customers obtain actionable information?

19. How are client and customer complaints handled?

20. How does the organization ensure fair treatment to customers?

21. How is the customer's voice to build a more patient-focused culture and support operational decision-making?

22. How are data and information tracked for daily operations and overall organizational performances?

23. How does the organization ensure that the performance measurement system can respond to rapid or unexpected internal or external changes?

24. How do BHOX leaders project the organization's future performances?

Appendix B: Staff Self-Assessment Evaluation

**Name** _____**Date**  _____

**Job Title** _____

**Instructions:** Please answer the following questions to the best of your ability.

1. Please list your essential duties as you see it.

2. List your most significant accomplishments or contributions in the last year. How do these achievements align with the goals/objectives of the organization as a whole?

3. Have you successfully performed any new tasks or additional duties outside the scope of your regular responsibilities? If so, please specify.

4. What activities have you initiated, or actively participated in, in effort to encourage camaraderie and teamwork within our organization? What was the result**?**

5. To which of the following factors would you attribute your professional development since last year: offsite seminars/classes (specify if self-directed or required by your supervisor), onsite training, peer training, management coaching or mentoring, on-the-job experience, better exposure to challenging projects, other - please describe.

6. Describe areas you feel require improvement in terms of your professional capabilities. List the steps you plan to take and/or the resources you need to accomplish this**.**

**7.** Studies have shown that high client satisfaction and employee satisfaction is closely linked. What are your ideas for improving the organization's client and/or employee satisfaction and retention?

8. State two personal or professional goals for the coming year and indicate how you plan to accomplish them.

9. Evaluate yourself on all factors that apply to you since your last performance appraisal, or date of hire, if employed here less than one year. If a category does not apply to you, indicate N/A.

**Rating Scale**:

**4** - Outstanding
**3** - Very Competent or High Level
**2** - Satisfactory
**1** - Inexperienced or Improvement Needed
**N/A**- Not applicable

| Category | Self-Rating | Co-Worker-Rating | Supervisor-Rating |
|---|---|---|---|
| a. Job Skills (ability to do the tasks required of the job) | _____ | _____ | _____ |
| b. Knowledge Related to Duties (up to date, uses best practices, efficient) | _____ | _____ | _____ |
| c. Quality of Work (comprehensive, accurate, timely, seeks excellence) | _____ | _____ | _____ |
| d. Productivity/Achieving the Organization's Goals | _____ | _____ | _____ |
| e. Time Management | _____ | _____ | _____ |
| f. Organizational Skills | _____ | _____ | _____ |
| g. Computer Skills (i.e., MS Word & Excel, etc., the web) | _____ | _____ | _____ |

h. Management/Mentoring Skills     _____     _____     _____

i. Interpersonal Skills
(positive attitude; ability to get along
well with co-workers/clients)     _____     _____     _____

j. Written Communication Skills
(proposals/reports, letters, etc.)     _____     _____     _____

k. Verbal Communication Skills -
Verbal/Written     _____     _____     _____

l. Innovation or Creativity     _____     _____     _____

m. Collaboration/Teamwork     _____     _____     _____

n. Employee Policies
(knowledgeable of/compliant with
policies & procedures)     _____     _____     _____

o. Leadership Skills
(applies to anyone - not restricted to
supervisory employees)     _____     _____     _____

p. Professionalism (punctuality,
attendance; conduct; responsiveness)     _____     _____     _____

q. Trustworthiness/High Integrity/Keeps
Promises/Follows Through     _____     _____     _____

r. **Overall**     _____     _____     _____

10. Other Comments**:**

_____
_____
_____
_____
_____

11. Supervisor Meeting Date: _____

Supervisor Comments:

_____

_____

_____

_____

Employee Signature _____

Supervisor Signature _____

Appendix C: Cost-Effective Development Opportunities

- **Improving Cultural Competencies for Behavioral Health:** This training is designed to help behavioral health professionals increase their cultural, linguistic, and self-awareness competency. https://thinkculturalhealth.hhs.gov/education/behavioral-health

- **The Homeless and Housing Resource Center:** HHRC works in partnership with national experts in homelessness, mental health, and substance use services to develop up-to-date, comprehensive toolkits, webinars, and self-paced online training. https://hhrctraining.org/training-courses

- **Resilience and Self-Care Basics for Helping Professionals:** This course overviews stress response, resilience, and self-care; presents awareness resiliency skills and offers an introduction for consistent self-care strategies. https://courses.centerforadolescentstudies.com/resilience-and-self-care-basics-for-helping-professionals/

- **Sexual Assault Advocate/Counselor Training:** This course teaches advocates how to provide competent, effective crisis intervention services to victims and survivors of sexual assault. This resource has eleven training modules and presenter tools to include agenda, worksheets, and assessments. https://www.ovcttac.gov/SAACT/index.cfm

- **Office for Victims of Crime Training & Technical Assistance Center:** Offers free training and technical assistance on topics relevant to victim service providers. https://www.ovcttac.gov/

Appendix D: Evaluation Reaction Survey Example

Training Attended_____          Date_____

Objective: To gain an initial impression of training through feedback of participants.

Instructions: Please indicate your impressions of the course using a scale of 0-5, with (0) not meeting expectations and (5) fully meeting expectations.

Your feedback helps to develop and maintain quality training for the BHOX. Please feel free to provide additional feedback in the space provided or on the back of the sheet.

1. The training met my expectations          0   1   2   3   4   5

2. The training objectives were identified and met     0   1   2   3   4   5

3. The information was organized          0   1   2   3   4   5

4. The instructor helped learner relate the concepts taught to their roles and responsibilities          0   1   2   3   4   5

5. The setting was comfortable          0   1   2   3   4   5

6. I will use the new knowledge in my role     0   1   2   3   4   5

What were the biggest strengths of the training?

What were the biggest weaknesses of the training?

In what ways would you implement your new knowledge?

Would you recommend this training to a friend/colleague? If not, why?

Appendix E: Evaluation Learning Survey Example

Training Attended_____          Date_____

Objective: To measure how well participants were able to learn based on new knowledge

gained from Interpersonal Skills training.

1.  Prior to training, how confident were you in your ability to communicate your

    needs effectively?

2.  How would you rate your ability to build good working relationships with

    others following the training?

3.  How can you apply what you have learned to your daily tasks?

4.  What barriers can you identify that hinder your ability to practice these new

    skills?

5.  How does BHOX culture and climate contribute to your ability to learn and

    grow?

6.  What is the biggest change you have noticed in your work so far with these

    new skills?

Appendix F: Evaluation Behaviors Survey Example

Training Attended_____        Date Attended_____

Objective: To see if new knowledge, skills, and attitudes are demonstrated in daily

activities.

| | Day 1 | Day 7 | Day 30 | Day 90 | Day 180 |
|---|---|---|---|---|---|
| Are participants using what was learned in daily tasks? If so, how? | | | | | |
| Are there noticeable changes in team performance? If so, how? | | | | | |
| Are there noticeable changes in work engagement? If so, how? | | | | | |
| Are participants utilizing support and accountability resources? If not, why? | | | | | |

Appendix G: Evaluation Results Survey Example

Training Attended _____          Date Attended _____

Objective: To evaluate the effectiveness of training after 12 months.

1. Is there a noticeable amount of time discussing future goals rather than re-explaining day-to-day tasks?

2. Is there a reduction in *computer* skill gaps within BHOX? This can be measured through Pre/Posttest and observations.

3. To what extent has specific training helped BHOX staff to become more autonomous in decision making and implementing services?

4. In what ways have the newly developed curriculum helped participants achieve professional development goals and improve work engagement?

5. How have new skills been applied to meet BHOX overall performance results?