



WHAT IS YOUR ORGANIZATION'S HEALTH?



COMPREHENSIVE ORGANIZATIONAL HEALTH ASSESSMENT (COHA)

WHAT IS A COHA?

Child welfare agencies across the country struggle with high turnover and poor performance and face an urgent need to recruit, retain, and develop a skilled and effective workforce. The COHA was developed and tested specifically to assess workforce issues for public, private, and tribal child welfare agencies in order to provide insights regarding the complexity of the issues, some root causes, and viable solutions. Validated tools and processes assess the complex constellation of organizational workforce factors and help agency stakeholders understand how such factors influence service delivery and outcomes for children, youth, and families.

PURPOSE AND INTENDED USE

The COHA can be used as a diagnostic tool to help agencies identify workforce strengths and gaps that impact overall functioning of the organization. Areas of focus include workforce recruitment and retention, perceptions about service delivery, and the ability of an agency to implement change. The COHA can also be used as a pre-post assessment to measure changes in organizational health resulting from targeted interventions. The COHA complements both the theoretically-driven National Child Welfare Workforce Institute's (NCWWI) Workforce Development Framework (www.ncwwi.org) and the U.S. Surgeon General's Framework for Workplace Mental Health and Wellbeing that was released in 2022 (<https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html>).

METHOD

The COHA is not only a compilation of measures, but a utilization-focused assessment process. The COHA uses a “mixed-methods” approach that includes:

- An online survey of all levels of child welfare staff.
- Qualitative data collected through individual and group interviews with agency staff, community partners, and stakeholders. Interview questions align with survey domains but can be tailored to meet the individual needs of the agency.
- Contextual assessment through review of community demographic data, agency administrative performance and outcome data, and prepared reports and studies.

SURVEY DESCRIPTION

The COHA survey is administered through online survey software, Qualtrics Research Suite (© 2022). The survey includes approximately 330 items across 25 scales and takes about 35-45 minutes to complete. The measures assess organizational health at four levels:

- Organizational factors
- Unit/Office-level factors
- Individual factors
- Community factors



EXAMPLES OF PAST COHA USES AND FINDINGS

- One agency administered the COHA and implemented a workforce intervention that significantly increased staff ratings of supervision and job satisfaction.
- Another agency significantly improved staff perceptions of agency leadership after implementing a workforce intervention guided by COHA findings.
- One COHA study found that lower levels of secondary traumatic stress in caseworkers were predicted by high self-efficacy, low time pressure, and better use of coping strategies.
- The same study found that caseworkers with MA/MS or MSW degrees reported greater utilization of coping strategies than did caseworkers with Bachelor's degrees.



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