



CHRYSALIS
COMMUNITY DRUG PROJECT

MOTIVATORS TO
SUSTAIN
LONGEVITY AND
FULFILLMENT IN
SOCIAL CARE
SETTINGS

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Setting the scene

- ▶ Chrysalis History
- ▶ Role of the Social Care worker in the Addiction field
- ▶ Duty of care to staff: who cares for the carers?
- ▶ Lessons from COVID- 19 pandemic
- ▶ Investment in staff
- ▶ Connection

Key Motivators



- ▶ In 2023 we celebrated 25 years in operation. To mark the occasion, we developed a book based on the experiences of staff members over the years. We asked contributors the question:
- ▶ “*What has sustained you in this work for so long*”?
- ▶ Responses included:
- ▶ Culture and Values of the organisation
- ▶ Supervision and Leadership
- ▶ Staff Incentives
- ▶ Service Users

Culture and Values of the Organisation

It is important that all organisations, irrespective of sector, have a solid understanding of the values underpinning the products and services they provide, as well as the workplace culture these values contribute towards.

The values of a non-profit organisation are of vital importance to the nature of the services it provides. This is doubly true in relation to community-based charitable organisations, as their values come to be shaped by the area in which they operate, meaning effective service provision is that which seeks to resolve issues faced by service users within a specific catchment area.

Culture and Values of the Organisation

In 2021 Chrysalis participated in a research report conducted by Alan McKenna Researcher from UCD. The report was titled "*Encouraging Quality Service Provision through the cultivation of Shared Workplace Values and Culture*"



Over a period of 5 weeks data was collected using semi structured interviews with employees, volunteers and member of the board of management

Culture and Values of the Organisation



Chrysalis promote open communication between employees and management and believe this is one of the most effective ways to value and retain staff members.



It is important to us that our staff feel valued and appreciated in their workplace and we regularly engage in relevant research appropriate to our role to give our staff a platform to be heard.



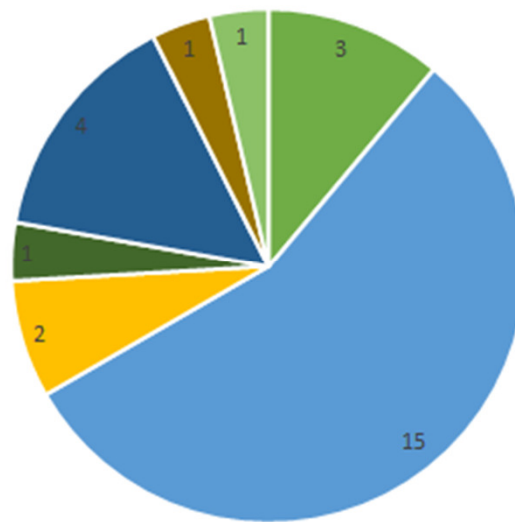
While listening to our staff may be important, it is also vital to us that we adopt some measures and implement new ideas. To take risks and learn from them collectively as a team.



The culture we create will be indicative of not only the team we aim to be and the service we want to provide but, the quality-of-care people accessing our service gets!



Roles of Interview Participants



Total = 27

■ Receptionist/Administrator ■ Case Managers ■ Team Leader ■ Counsellor ■ Board Member ■ Accountant ■ CEO

Culture and Values of the organisation

- ▶ Chrysalis staff displayed a solid understanding of the core tenets underpinning Chrysalis' service provision
- ▶ The humanistic values of Chrysalis' approach to addiction services are oftentimes difficult to reconcile with the more outcomes-focused approach adopted by the Health Service Executive and its medical professionals who represent the vast majority of those working in these clinical settings.
- ▶ Many participants acknowledged the stressful nature of case management in a client-centred organisation such as Chrysalis. Knowing this, the more experienced members of staff make it their responsibility to welcome new employees into the workplace, giving advice to those who ask for it or appear overwhelmed. Less tenured employees have confirmed this phenomenon, admitting to having found the nature of their role quite difficult to become accustomed to at first, but citing the open and sociable workplace atmosphere cultivated by more established members of staff and management as having helped them in settling into Chrysalis



Supervision and Leadership

- ▶ Recognising the complexity and often the duality of leadership roles. Like many organisations with limited funding our leaders undertake roles of supervisor, line management and team leaders.
- ▶ We have invested in our leaders to become supervisors through further education to enable them to deliver quality supervision which is effective and productive for the supervisee, the supervisor and for the organisation.
- ▶ More recently we have employed Quality Matters to conduct a review of the leadership styles in our organisation. This work is carried out independently of the organisation and aims to capture the views of the whole organisation through thorough questionnaires, leadership workshops and organisational workshops. The aim of the completed project will be inclusive of the feedback from our team on our uniform approach to leadership and supervision styles.

Supervision and Leadership

- ▶ Effective supervision is a hugely important to the wellbeing of practitioners. This process delivered consistently aids to minimise the likelihood of:
- ▶ Burnout
- ▶ Toxic environments
- ▶ Poor Practice
- ▶ Resentments
- ▶ People feeling unsupported and under appreciated
- ▶ People leaving the workforce

Staff incentives



With no salary increases and, in some cases, even pay parity, with an economy that continues to increase in relation to the cost of living – it is difficult to compete with better paid employments with more security.



We complete exit interviews with departing staff and continuously the main reason for leaving is Salary.



Although we are aware there is little that can compete with giving people more money, we have found some incentives which are helpful.



Staff Incentives

- **Maternity (6 months paid leave) and Paternity Leave (2 weeks paid leave):**
Top up Maternity and Paternity Leave
- **Training and Development:**
Commitment to ongoing training and CPD including 1 week induction programme
- **Support and Supervision:**
Ongoing support and supervision for all staff members including one-to-one supervision, internal group supervision, external group supervision, fortnightly staff meetings
- **EAP:** Employment Assistance Programme available for staff and immediate family members
- **Flexible Hours:**
Flexible hours practices that support work life balance
- **Employees Saving Scheme:** Optional



Staff Incentives

- **Annual Leave:**
 - Good Friday
 - 2 Privilege Days
 - 25 Days AL
- **Study Leave:**
 - 5 days max per year
- **Unpaid Leave:**
 - 2 weeks max per year after 2 years of service
- **Career Break:**
 - 6 months max per year after 3 years of service



The Service Users

- ▶ The people accessing our services are inspiring, brave, courageous and show incredible level of resilience.
- ▶ When we were developing the book *Voices of staff and Volunteers* to mark our 25th year anniversary, contributors were asked: What inspired you to work in the field of addiction?
 - ▶ *“the possibility to help other people like me; that’s what makes me do it. To help them get what I got, even though I didn’t realise it at the time. I just knew it was better than what I had”.*
 - ▶ *“one of the things I really like about working with Chrysalis is that there are no restrictions in terms of who we will work with. Someone could*



The Service Users

- ▶ *have done life in prison for murder, but we will still work with them and not a lot of services can say that. The fact that it was so inclusive was something I was very happy about, and of course you do a lot of low-threshold work too, so you kind of work with people on all ends of the spectrum".*

Summary

- ▶ Context of the service
- ▶ Culture and Values
- ▶ Supervision and Leadership
- ▶ Staff Incentives
- ▶ The Service Users



Questions

- ▶ Thank you for your attention and time today





CHRYSALIS

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