

TRANSFORMING EXPECTATIONS AND  
OPPORTUNITIES FOR FRONTLINE STAFF:  
centering equity and wellbeing with  
rudimentary data tools

EMILY UYEDA KANTRIM  
EMILYUK.COM



Concepts and ideas presented here are not intended to stop or start new processes. The goals are not necessarily around efficiencies or even cost reductions-- the fundamental questions revolve around if there is an understanding of why the difficult and complicated job of our frontline staff cannot be better attenuated.

Many organizations can accept that metrics tied to contracts and grants are difficult to meet, but don't have the opportunity to detangle the multiple and intersecting reasons in a way that is likely to help them find resolutions.





This presentation offers discussion points and tools as a starting point for organizations and governments intended to provide thoughtful internal level setting for caseloads, frontline workers, especially for street-based staff, that can be deployed immediately with a zero dollar cost to existing contracts and with the goal of improving the contracts and reporting metrics to acknowledge the true cost that our workforce absorbs beyond their financial compensation.

# CONSIDERATIONS

## BENEFITS & COMPENSATION PACKAGE

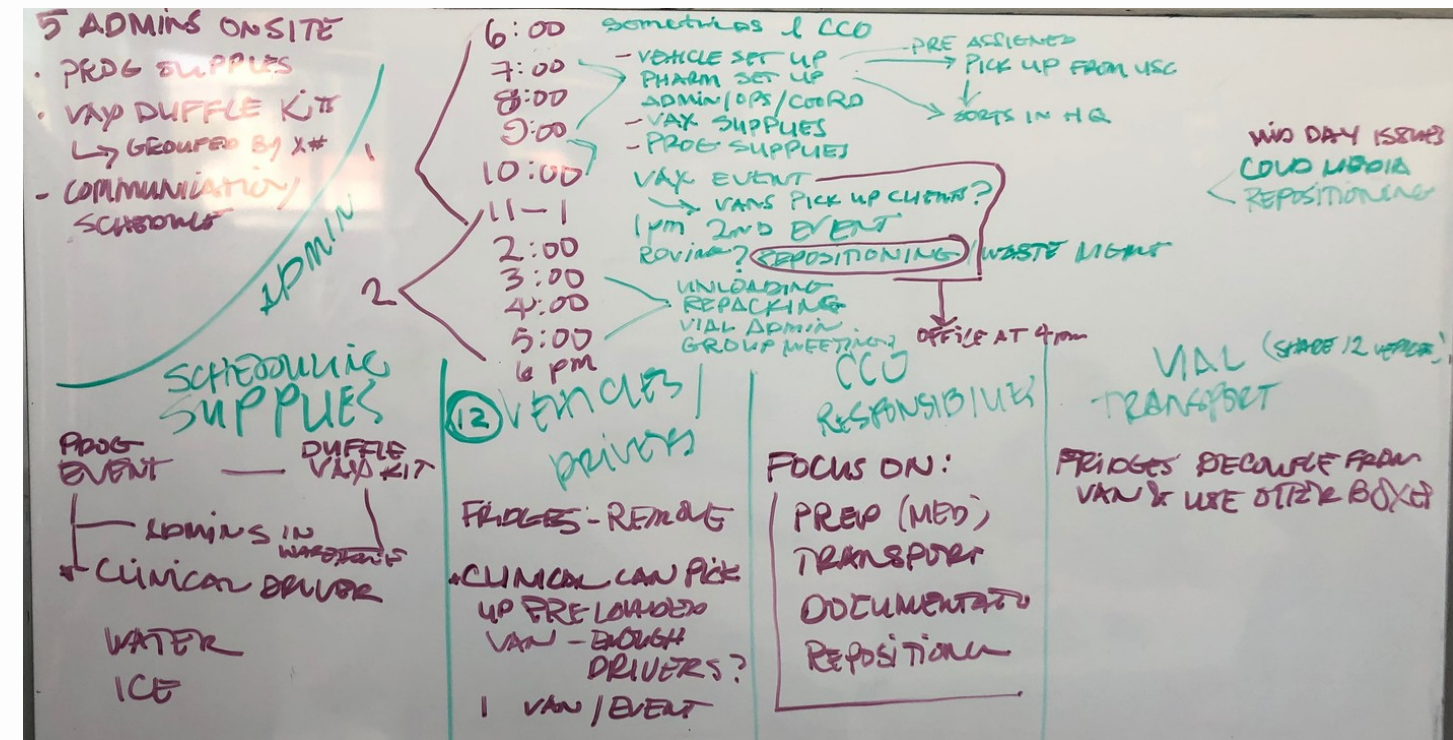
Making employee benefits flexible, useful, and accessible is one of the ways that we acknowledge equitable compensation. Listen to the reasons why staff are not taking vacations and PTO. No amount of staff appreciation lunches will eliminate burn out, if the burden to take time off is too great for staff to enjoy.

## SCHEDULING AND DEPLOYING AS A TEAM

Deploying as a team, especially multidisciplinary, means that vehicle logistics and uneven ramp up are small painpoints that can stall a team's ability to meet goals.

## CLIENT SUPPLIES AND BUILDING KITS

It may seem simple for frontline workers to bring basic essentials into the field. But many purchased items are not able to sit in staff vehicles and the logistics of daily pick up/drop off is a big part of an eight-hour workday.



## COLLABORATIVE MEETINGS AND PARTNERSHIPS

Collaborative partnerships are crucial for utilizing all the possible available resources. Factoring these meetings into the schedule is important for the staff workload.

## LEVEL SETTING WITH THE DATA YOU HAVE

Data and metrics are the output that funders ask for. How can organizations look at their own basic functions to report back on better ways to achieve those metrics. These are ways to engage trust-based philanthropy.



# WORK-RELATED GRIEF AND BEREAVEMENT

If your organization offers bereavement leave, consider expanding eligibility from immediate family only to any person deemed significant by your staff. Not only will that support the reality of chosen families, but it also allows for the fact that often Gen Z staff and many younger Millennials have not have direct experience with the death of someone they saw regularly, in school or family or work.



Between five and seven people experiencing homelessness die each day in Los Angeles County. Memorial services, cultural practices such as Día de los Muertos, are valuable rituals in processing grief and loss. In my experience facilitating grief and loss workshops with colleagues, many of our frontline staff do not have opportunities to acknowledge their own sorrow in a supportive environment.

In years past, it was non uncommon for outreach and case management staff to have new clients added to their caseloads without acknowledgement that death, not housing, was the reason their previous client was off their roster.



Transforming expectations and opportunities for frontline staff: centering equity and wellbeing with rudimentary data tools

- if full time staff/contractor at 40 hours per week, use 2080 hours
- if part time or other, use expected hours per week multiplied by 52 or total number of annual contract hours

2080

BENEFIT OR REASON	TIME COMMITMENT	DAYS	HOURS
STANDARD BENEFITS PACKAGE			
HOLIDAYS	13 state/fed/local holidays, 2 floating	15	120
VACATION	Two weeks minimum	10	80
PERSONAL (no rollover, no payout)		5	40
PERSONAL (with rollover, with payout)		5	40
BEREVEMENT	personal or work-related	3	24
TOTAL NUMBER OF HOURS THAT STAFF ARE NOT EXPECTED TO BE WORKING			304

ORGANIZATIONAL PRIORITIES			
RETREAT	one day all-staff in-person	1	8
ANNUAL TRAININGS	safety, supervision, harassment, etc	6	48
BOARD MEETINGS	quarterly staff attendance		8
WINTER AND SUMMER HOLIDAY EVENTS	fundraisers, mixers, parties		8
CITY HALL/BOARD OF SUPERVISORS	public comment or advocacy		8
CONFERENCES	bi-annual conference attendance	1.5	12
COMMUNITY MEETINGS	evening and weekend participation		8
TOTAL NUMBER OF HOURS THAT STAFF ARE WORKING BUT NOT IN THE FIELD			100

FRONTLINE ROLE RESPONSIBILTIES		
CONNECT DAYS/SERVICE EVENTS	occurring during regular business hours	20
MUTUTAL TEAM RESPONSIBILTIES	onboarding new staff members	40
MUTUTAL TEAM RESPONSIBILTIES	covering for other staff on vacation	20
COMMUTE TIME TO CLIENT MEETINGS	weekly basis	156
CLIENT SUPPLIES	weekly basis	26
MONTHLY EXTERNAL GROUP MEETINGS	3x per month	36
MONTHLY COMMUNITY MEETINGS	3x per month	36
MONTHLY INTERNAL GROUP MEETINGS	4x per month	48
ALL STAFF MEETINGS	monthly	12
SUPERVISION	bi-weekly	26
DEBRIEF	weekly	52
CASE NOTES PER CLIENT IN A WEEK	weekly	104
REFERRALS/CASE CONFERENCE	weekly	36
30 MIN LUNCH + 2X 10 MIN BREAKS	daily	76.5
TOTAL NUMBER OF HOURS OUTSIDE OF CLIENT MEETINGS		688.5

Total hours that are preplanned	1092.5
Remaining hours available	987.5
Remaining hours available per day	3.8

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This worksheet provides a basic calculating function for how many hours of street outreach and case manager time is spent outside of 1:1 client meetings. Consider if your staff deploys in a group, if you have separately contracted medical staff that must deploy from a static location or if staff meet in the field. If your staff keep supplies in their personal vehicles, if they are responsible for building hygiene or harm reduction kits, and if they have to come to the office or warehouse to pick up supplies on a daily or weekly basis.

# FOR REFERENCE

- 01 [FORBES: 5 hidden costs of employee attrition](#)
- 02 [It is now significantly more deadly to be homeless. Why are so many people dying?](#)
- 03 [We are here to clear the air on what trust-based philanthropy is and what it isn't](#)
- 04 [Are You Doing Enough for Your Employee's Well-Being? Here's What Aetna Survey Says](#)
- 05 [EmilyUK.com - strategies and tools from the NA EH conference](#)



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