



CABINET FOR HEALTH  
AND FAMILY SERVICES

## DCBS Social Workers Recruitment and Retention

Interim Joint Committee of Appropriations & Revenue

Department for Community Based Services (DCBS)

Lesa Dennis, Commissioner

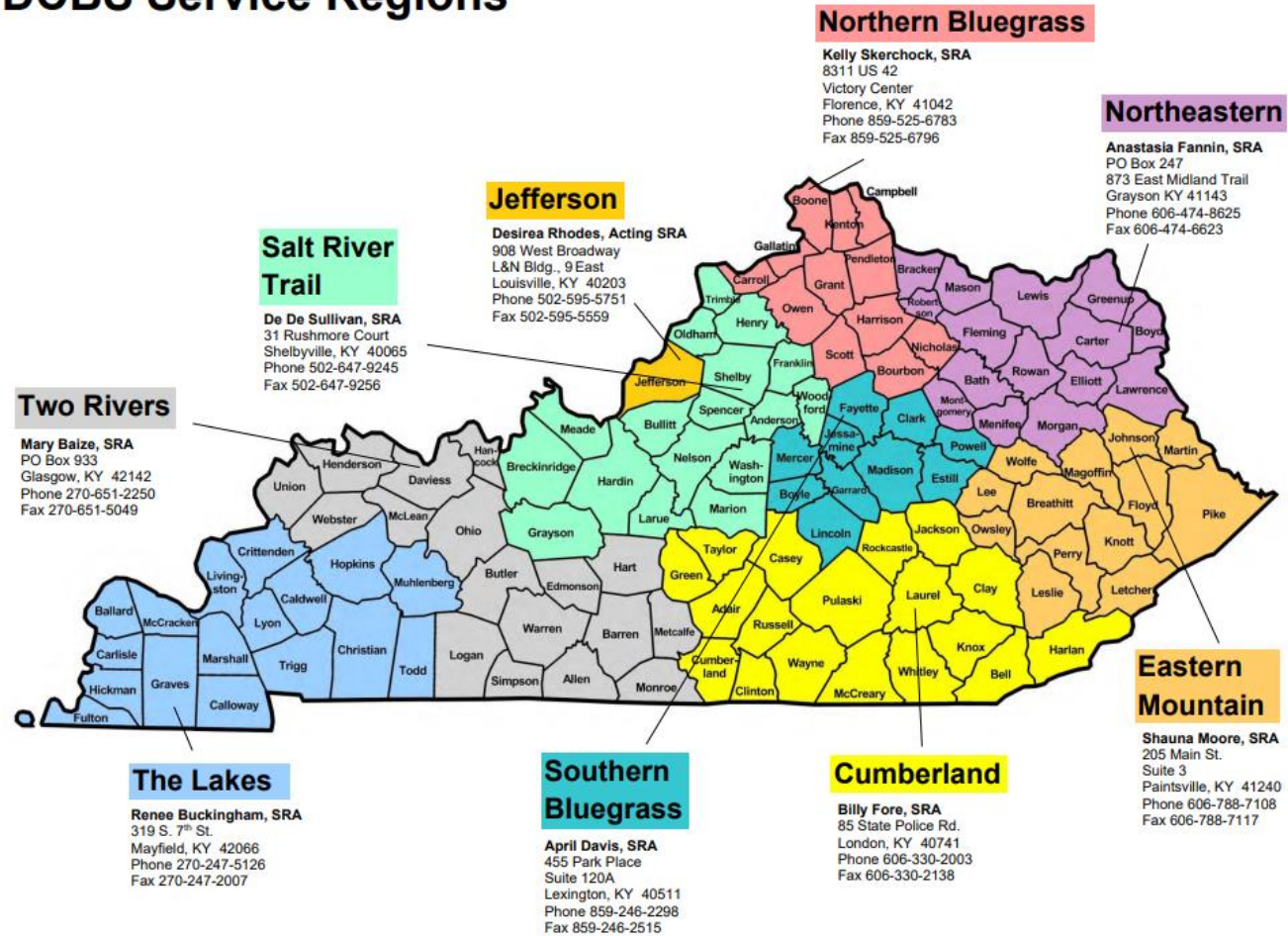
Shannon Hall, Chief of Staff

Oct. 18, 2023

# DCBS Personnel

4,678 Full-Time Employees Statewide

## DCBS Service Regions





# Social Worker Workforce Challenges

Continuous exposure to multiple traumatic events

High risk positions similar to emergency medical services and police

Toxic stress, burn out, vicarious trauma, and compassion fatigue

Secondary Post Traumatic Stress Disorder

Quality of services is diminished

Work capacity/retention/turnover

Trauma triggers the desire to leave the work

# Workforce Challenges

## Turnover Rates:

2020 DCBS total <b>12.93%</b>	Social worker front line classifications: 29.60% Family support front line classifications: 28.50%
2021 DCBS total <b>20.41%</b>	Social worker front line classifications: 40.44% Family support front line classifications: 29.14%
2022 DCBS total <b>14.06%</b>	Social worker front line classifications: 33.86% Family support front line classifications: 23.03%

2023 1<sup>st</sup> and 2<sup>nd</sup> quarter data show a decrease in turnover for all DCBS staff and social worker front line classifications

# DCBS Workforce Update

## Social Service Worker Update:

	Dec. 2022	March 2023	June 2023	Sept. 2023
CPS caseload carrying	878	932	985	1,012
APS caseload carrying	87	91	94	95
Total caseload carrying	965	1,023	1,079	1,107
SSW Interims	12	39	48	21

## DCBS Staff Overall Update:

Jan. 1, 2023	Aug. 1, 2023
4,051	4,620

# Building a 21<sup>st</sup> Century DCBS

- Robust in-person and virtual workforce
- Flexibility – work/life balance
- Review, revise, and modernize all the features and physical conditions in which DCBS work is performed
- Incorporating lived experience for our clients and our staff
- A living example of who we are as an agency and what and who we value



# Retention - Salaries

Dec. 2021 – Governor Beshear increased salaries for social worker and family support classifications

May 2022 – Budget Bill provided pay increases for social worker and family support classifications

July 2022 – Budget Bill provided 8% pay increases for all state employees

July 2022 – Implemented special entrance rate

January, May, and December 2022 – Implemented special recruitment rates for varying classifications

July 2023 – Budget Bill provided a 6% pay increase for all state employees

**SSW1 total pay increases: \$1,425.83/mo (\$17,109.96/yr). Starting annual salary increased from \$33,644 to \$50,754.**



# Retention – Staff Supports

Shift premium  
\$5/hr

Locality premium  
(Jefferson County)  
\$4/hr

Flexible and hybrid  
work schedules

Statewide  
implementation of  
Field Training  
Specialists program

Recognizing secondary  
trauma and  
implementing critical  
incident leave

New initiatives to  
address high caseloads

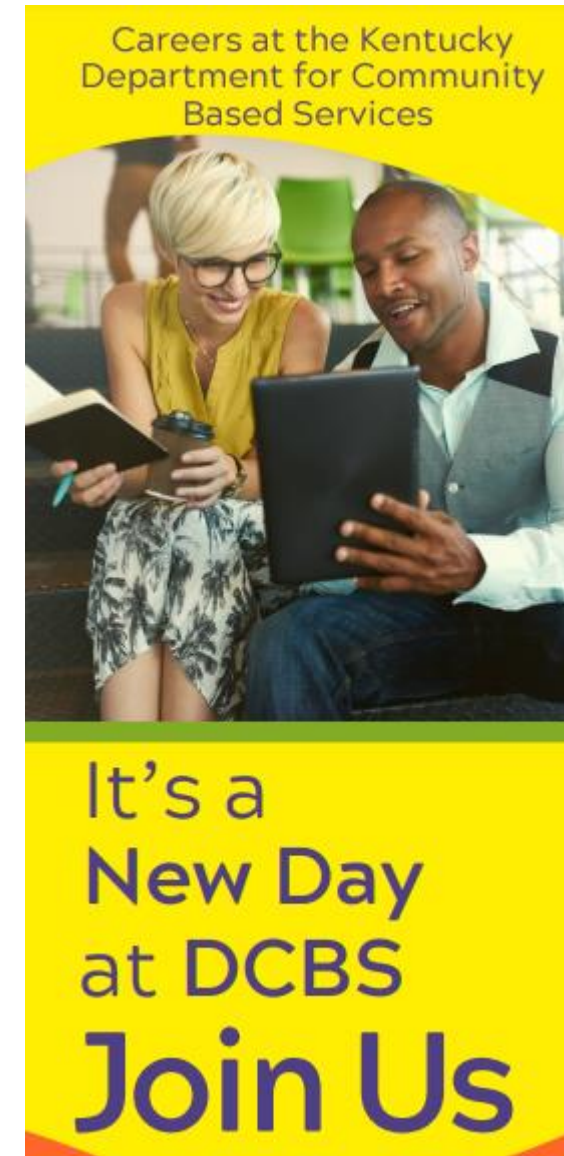
- Alternative response
- Community response

# Recruitment Efforts

- Interim hiring process
- Public Child Welfare Certification Program (PCWCP)
- Co-op/internship - paid program for students
- Targeting colleges and career centers
- Career fairs (virtual and in-person), LinkedIn, Handshake
- State fair recruitment
- New training model created with Eastern Kentucky University
- New statewide field training specialist program pairs new staff with a tenured worker to better prepare new workers in the field

# Recruitment Efforts Continued

- “It’s a New Day” recruitment campaign
  - Rebranded for social media, radio, videos, brochures, QR codes
  - Contracts with NPR and iHeart Media
  - Specific DCBS jobs website and email inbox  
<https://www.chfs.ky.gov/agencies/dcbs/Pages/jobs.aspx>



# \$1,500,000 Recruitment Appropriation

- State fair recruitment - \$2,000
- iHeart Radio “It’s A New Day” commercial ads - \$17,800
- PCWCP - \$526,140
- Co-ops/internships - \$474,660
- 10% salary adjustments - \$377,650 for net gain SSW positions in SFY 23
  - Average salary increase for SSW positions = \$7,485.53
- Training new hires- \$101,750



# Questions