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

Northern Bluegrass
Kathy Steenhoek, SRA
2011 US 42
Valley Center
Florence, KY 41042
Phone 859-825-6583
Fax 859-825-6598

Eastern Mountain
Sharon Harmon, SRA
205 Main St.
Purdue, KY 42040
Phone 606-788-7108
Fax 606-788-7117

Jefferson
Dee De Sullivan, SRA
21 Rauschmore Court
Shelbyville, KY 40065
Phone 502-641-6503
Fax 502-641-6586

Southern Bluegrass
April Davis, SRA
420 Park Place
Lebanon, KY 40033
Phone 859-296-2286
Fax 859-340-2515

Cumberland
Billy Ford, SRA
80 State Police Rd.
London, KY 40741
Phone 606-330-2138
Fax 606-330-2138

The Lakes
Reene Buick, SRA
718 S. 7th St.
Mayfield, KY 42066
Phone 270-247-6326
Fax 270-247-2007

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Fax 606-330-2138

Two Rivers
Mary Bell, SRA
PO Box 310
Glasper, KY 42142
Phone 270-661-1286
Fax 270-661-5049

Salt River Trail
Dee De Sullivan, SRA
21 Rauschmore Court
Shelbyville, KY 40065
Phone 502-641-6503
Fax 502-641-6586
Darker areas are higher concentration of positions.
# Social Worker Workforce Challenges

<table>
<thead>
<tr>
<th>Challenge</th>
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<tbody>
<tr>
<td>Continuous exposure to multiple traumatic events</td>
</tr>
<tr>
<td>High risk positions similar to emergency medical services and police</td>
</tr>
<tr>
<td>Toxic stress, burn out, vicarious trauma, and compassion fatigue</td>
</tr>
<tr>
<td>Secondary Post Traumatic Stress Disorder</td>
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<tr>
<td>Quality of services is diminished</td>
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<tr>
<td>Work capacity/retention/turnover</td>
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<tr>
<td>Trauma triggers the desire to leave the work</td>
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</tbody>
</table>
## Workforce Challenges

### Turnover Rates:

<table>
<thead>
<tr>
<th>Year</th>
<th>DCBS Total</th>
<th>Social Worker Front Line Classifications</th>
<th>Family Support Front Line Classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>12.93%</td>
<td>29.60%</td>
<td>28.50%</td>
</tr>
<tr>
<td>2021</td>
<td>20.41%</td>
<td>40.44%</td>
<td>29.14%</td>
</tr>
<tr>
<td>2022</td>
<td>14.06%</td>
<td>33.86%</td>
<td>23.03%</td>
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2023 1st and 2nd quarter data show a decrease in turnover for all DCBS staff and social worker front line classifications.
## DCBS Workforce Update

### Social Service Worker Update:

<table>
<thead>
<tr>
<th></th>
<th>Dec. 2022</th>
<th>March 2023</th>
<th>June 2023</th>
<th>Sept. 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>CPS caseload carrying</td>
<td>878</td>
<td>932</td>
<td>985</td>
<td>1,012</td>
</tr>
<tr>
<td>APS caseload carrying</td>
<td>87</td>
<td>91</td>
<td>94</td>
<td>95</td>
</tr>
<tr>
<td>Total caseload carrying</td>
<td>965</td>
<td>1,023</td>
<td>1,079</td>
<td>1,107</td>
</tr>
<tr>
<td>SSW Interims</td>
<td>12</td>
<td>39</td>
<td>48</td>
<td>21</td>
</tr>
</tbody>
</table>

### DCBS Staff Overall Update:

<table>
<thead>
<tr>
<th></th>
<th>Jan. 1, 2023</th>
<th>Aug. 1, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,051</td>
<td>4,620</td>
</tr>
</tbody>
</table>
Building a 21st 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