Building a 21st Century DCBS: Building Capacity to Serve

Budget Review Subcommittee on Human Resources
Department for Community Based Services (DCBS)
Commissioner Marta Miranda-Straub
Deputy Commissioner Lesa Dennis

July 7, 2021
DCBS Overview

• DCBS is responsible for delivering services to families to prevent the disruption of the family unit and reduce poverty and adult and child maltreatment throughout the state.

• The delivery of essential services for families and children are designed to protect individuals from abuse, neglect, and exploitation with safety, permanency, and self-sufficiency as the paramount goals.

• Over 4,300 full-time staff in central office and every county in Kentucky.
Children in the Custody of or Committed to the Cabinet
June 2015 – June 2021

Source: Foster Care Fact Sheets
# Child Protective Services (CPS) Intakes - CY2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Intakes</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Intakes (excludes APS)</td>
<td>113,944</td>
</tr>
<tr>
<td>All CPS Response* Intakes</td>
<td>92,828</td>
</tr>
<tr>
<td>Intakes w/ Allegations of CA/N</td>
<td>89,851</td>
</tr>
<tr>
<td>Reports that Met Acceptance Criteria</td>
<td>44,985</td>
</tr>
<tr>
<td>Reports w/ a Substantiated Services Needed Finding</td>
<td>12,823</td>
</tr>
<tr>
<td>Reports w/ a Substantiated Finding</td>
<td>10,186</td>
</tr>
</tbody>
</table>

*Other Response Intakes are intakes that are received that meet acceptance criteria, but do not necessarily have allegations of abuse or neglect including but not limited to: community based, dependency, general, guardianship/interdisciplinary, juvenile, law enforcement assists.
Quality Services in Care

• Focus on placement stability and best placement possible.
• Ensuring children in care achieve permanency timely.
• DCBS continues to focus on recruitment and retention of qualified staff to maintain manageable caseloads.
• Quality service to children and families is dependent on valued, experienced staff.
The Council on Accreditation and other national child welfare experts recommend 15-18 cases per social worker.
DCBS Turnover

• 2020 statewide and regional DCBS social worker turnover data:

<table>
<thead>
<tr>
<th>OFFICE/REGION</th>
<th>WITH INTERNAL TRANSFERS</th>
<th>W/OUT INTERNAL TRANSFERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCBS (ALL)</td>
<td>12.93%</td>
<td>13.98%</td>
</tr>
<tr>
<td>EASTERN SERVICE REGION</td>
<td>10.38%</td>
<td>11.11%</td>
</tr>
<tr>
<td>JEFFERSON SERVICE REGION</td>
<td>20.08%</td>
<td>20.86%</td>
</tr>
<tr>
<td>NORTHEASTERN SERVICE REGION</td>
<td>11.88%</td>
<td>12.77%</td>
</tr>
<tr>
<td>NORTERN BLUEGRASS SERVICE REGION</td>
<td>13.72%</td>
<td>14.50%</td>
</tr>
<tr>
<td>SALT RIVER TRAIL SERVICE REGION</td>
<td>17.23%</td>
<td>18.55%</td>
</tr>
<tr>
<td>SOUTHERN BLUEGRASS SERVICE REGION</td>
<td>19.31%</td>
<td>20.44%</td>
</tr>
<tr>
<td>THE CUMBERLAND SERVICE REGION</td>
<td>12.78%</td>
<td>14.47%</td>
</tr>
<tr>
<td>THE LAKES SERVICE REGION</td>
<td>15.94%</td>
<td>16.42%</td>
</tr>
<tr>
<td>TWO RIVERS SERVICE REGION</td>
<td>15.23%</td>
<td>15.97%</td>
</tr>
</tbody>
</table>

• Currently, 44% of DCBS caseload carrying social workers are a Social Services Worker I, meaning they have less than 1 year of professional experience.
Exit Reasons

• 2019-2021 top reasons listed for separation from DCBS:
  Better job outside of state government, retirement, insufficient pay, too many cases, lack of promotional opportunities, career change, family reasons/responsibilities.
Systemic Themes Oct. 2019 to Sept. 2020

Systemic Theme Distribution Oct 2019 to Sept 2020
N=218

- Demand/Resource Mismatch: 49
- Production/Efficiency Pressure: 48
- Cognition: 46
- Teamwork/Coordinating: 38
- Prescribed Practice: 31
- Knowledge Gap: 30
- Procedural Drift: 29
- Equipment/Tools/Technology: 25
- Documentation: 14
- Supervisory Support: 14
- Service Availability: 11
- Medical: 8

Total: 218
Building a 21st Century DCBS
The Challenge

- Continuous exposure to multiple traumatic events
- High risk positions similar to EMS 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
Implementing a Safety Model

A safety model is a practice used in child welfare that assists workers and supervisors with making decisions regarding safety and risk throughout multiple points in the case.

**Safety model tools are a prompt for practice**

- 🧠 Tools do not make decisions
- 🧠 People make decisions

- 🧠 + 🔧 Tools help people make better decisions
In alternative response, there is more than one way to respond to a family who experiences an accepted, or screened-in CPS report.

1. *Traditional investigation*: focused on the alleged incident, resulting in a formal determination (substantiated or unsubstantiated) of whether maltreatment occurred.

2. *Alternative response*: non-incident based, holistic *assessment* of family strengths and needs *without a formal determination of whether maltreatment occurred*.
Designed within a culture of safety through the infusion of primary and secondary prevention initiatives

Phase I: Stabilization (6 months)
Phase II: Innovation (18 months)
Phase III: Thriving (3 year plan)
Building a 21st Century DCBS
The Five Pillars

• Trauma/Resilience and Engaged Healing: Clients and Staff
• Families/Children/Youth
• Health and Wellness: Behavioral Health, Mental Health, and the Opioid Crisis
• Operations/Implementation and Evaluation: Systemic and Structural Changes
Building a 21\textsuperscript{st} Century DCBS

The Vision

• Robust virtual and in person workforce
• Reduce brick and mortar
• Open concepts
• Flexibility – work life balance
• Review, revise, and modernize all the features and physical conditions in which DCBS work is performed
• A living example of who we are as an agency and what and who we value
DCBS Budget Request

• SFY 2022, CHFS requested and Governor recommended $7M for additional social worker positions and to provide increased staff development and training.
• $6M for 76 additional social workers and $1M to provide greater supports and assist with training and retention.
• Finalizing plan for $20M child welfare prevention appropriation.
• SFY 2023 budget requests under development.
Questions?

For questions or information related to this presentation, please contact:
Kelli Rodman (kelli.rodman@ky.gov)
Office of Legislative and Regulatory Affairs
Executive Director
(502) 564-7042