



Building a 21st Century DCBS: Building Capacity to Serve

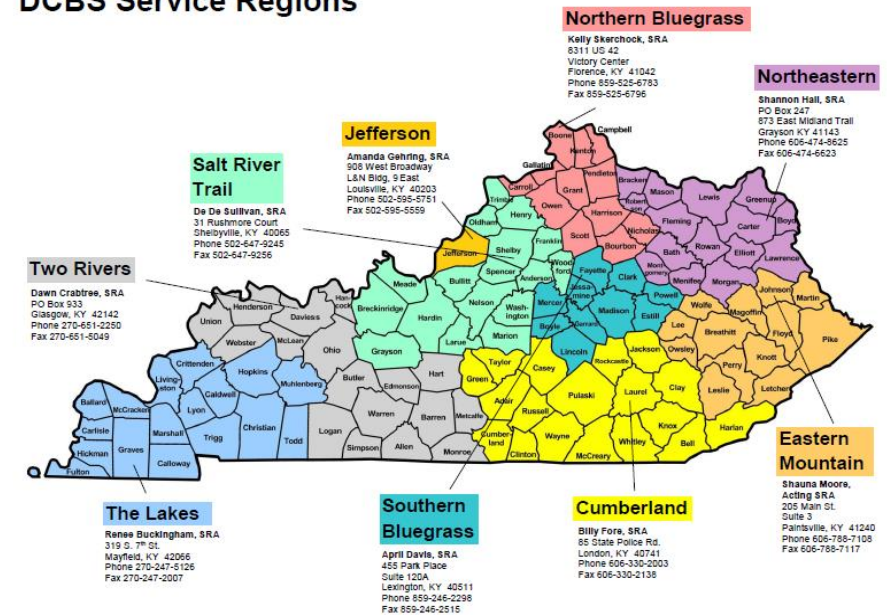
**Budget Review Subcommittee on Human Resources
Department for Community Based Services (DCBS)
Commissioner Marta Miranda-Straub
Deputy Commissioner Lesa Dennis**

July 7, 2021

DCBS Overview

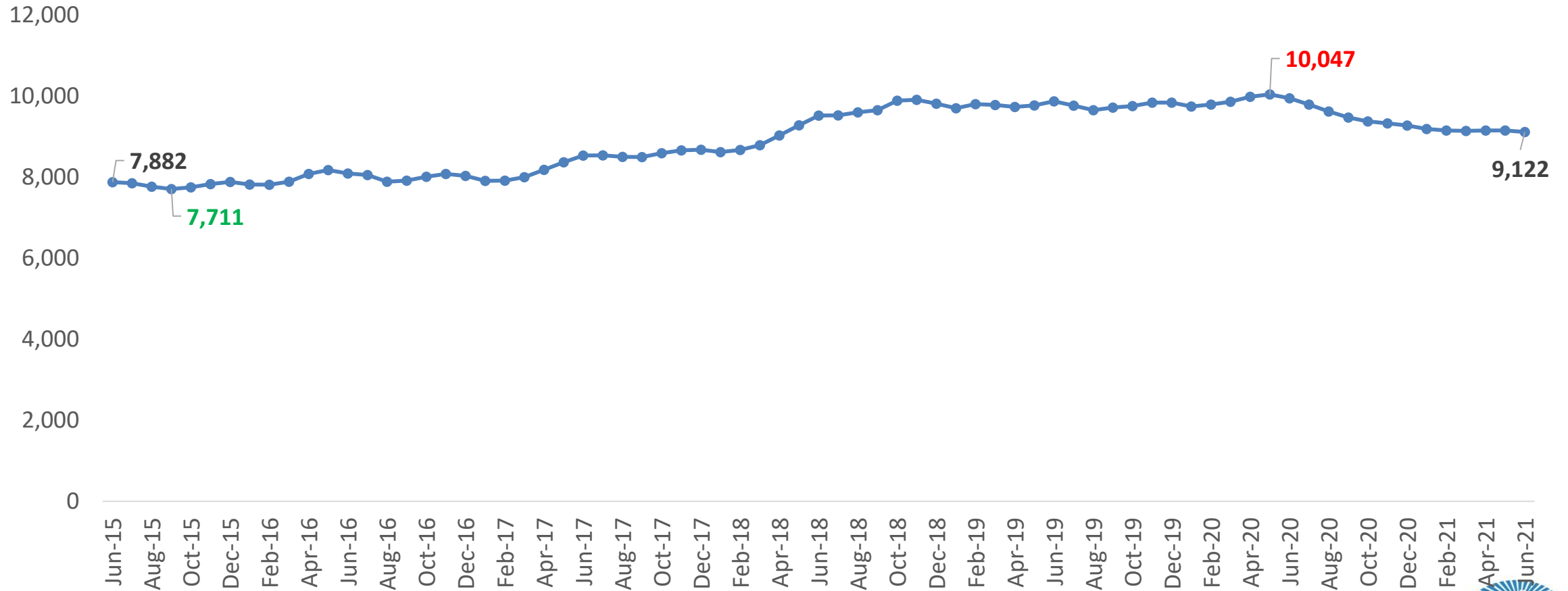
- DCBS is responsible for delivering services to families to prevent the disruption of the family unit and reduce poverty and adult and child maltreatment throughout the state.
- The delivery of essential services for families and children are designed to protect individuals from abuse, neglect, and 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.

DCBS Service Regions

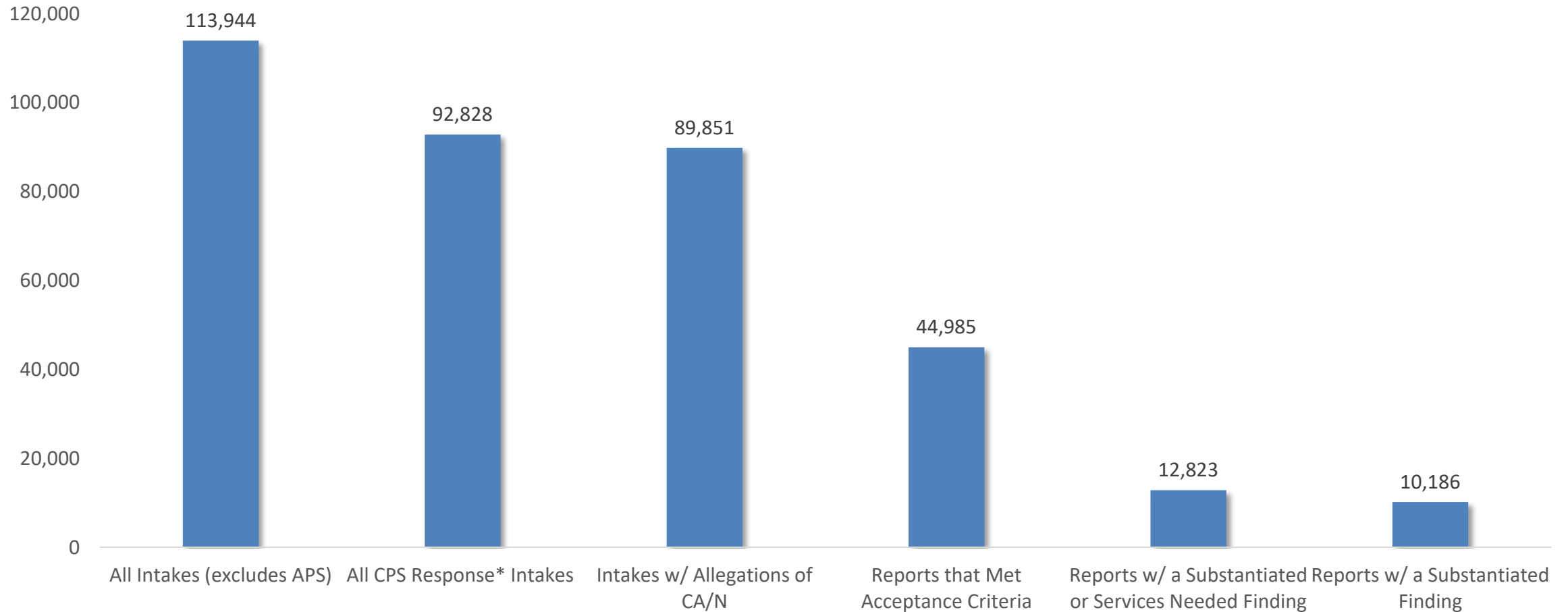


Children in the Custody of or Committed to the Cabinet

June 2015 – June 2021



Child Protective Services (CPS) Intakes - CY2020



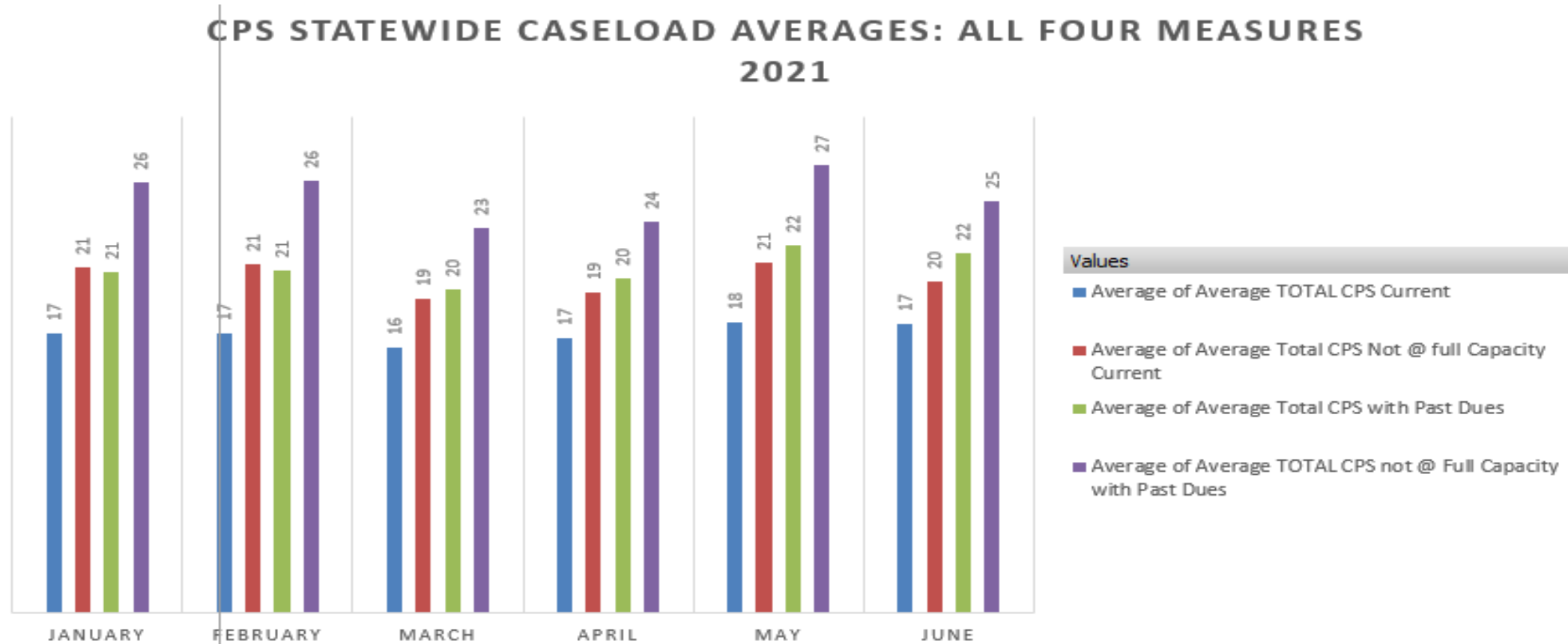
*Other Response Intakes are intakes that are received that meet acceptance criteria, but do not necessarily have allegations of abuse or neglect including but not limited to: community based, dependency, general, guardianship/interdisciplinary, juvenile, law enforcement assists.

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.



Average Child Protective Services Caseloads



The Council on Accreditation and other national child welfare experts recommend 15-18 cases per social worker.

DCBS Turnover

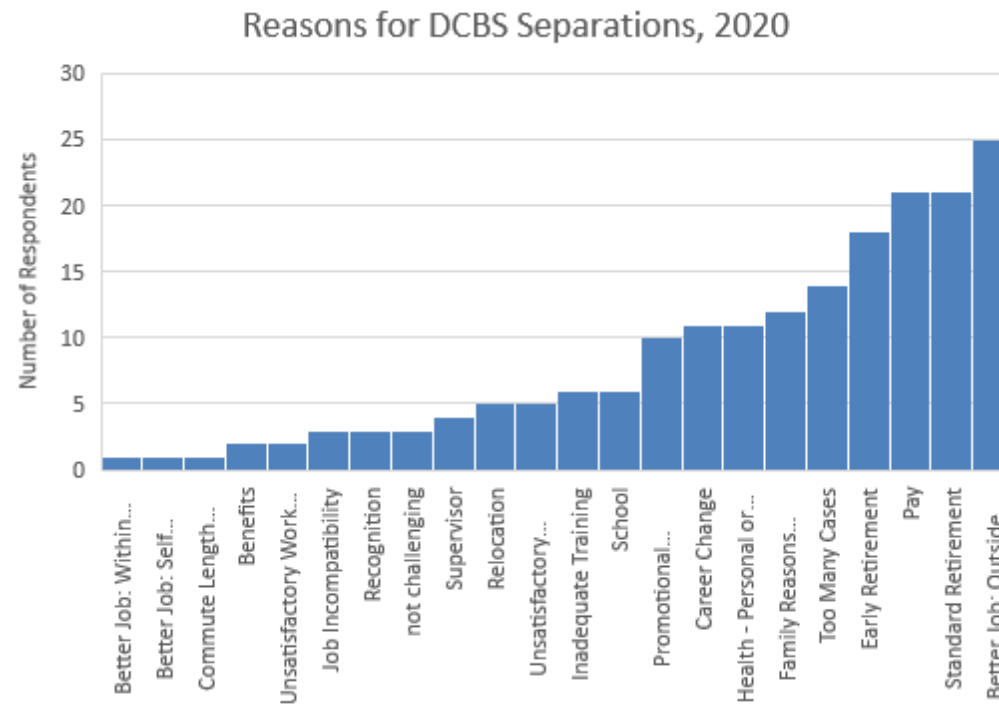
- 2020 statewide and regional DCBS social worker turnover data:

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

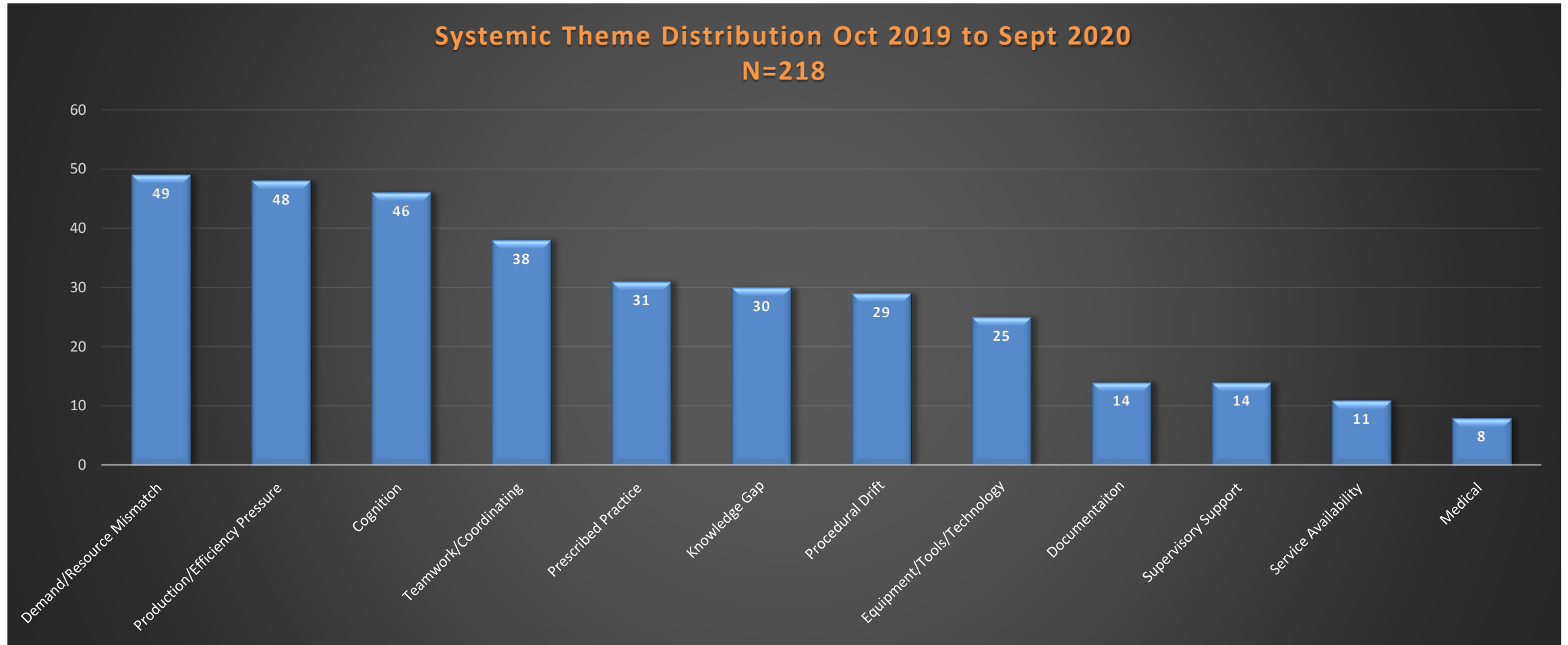
- Currently, 44% of DCBS caseload carrying social workers are a Social Services Worker I, meaning they have less than 1 year of professional experience.

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



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

Alternative Response

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

- Equity: Social and Economic: Racial Disparities & Poverty: Economic Support
- 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 21st 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,
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