



KENTUCKY CABINET FOR HEALTH AND FAMILY SERVICES

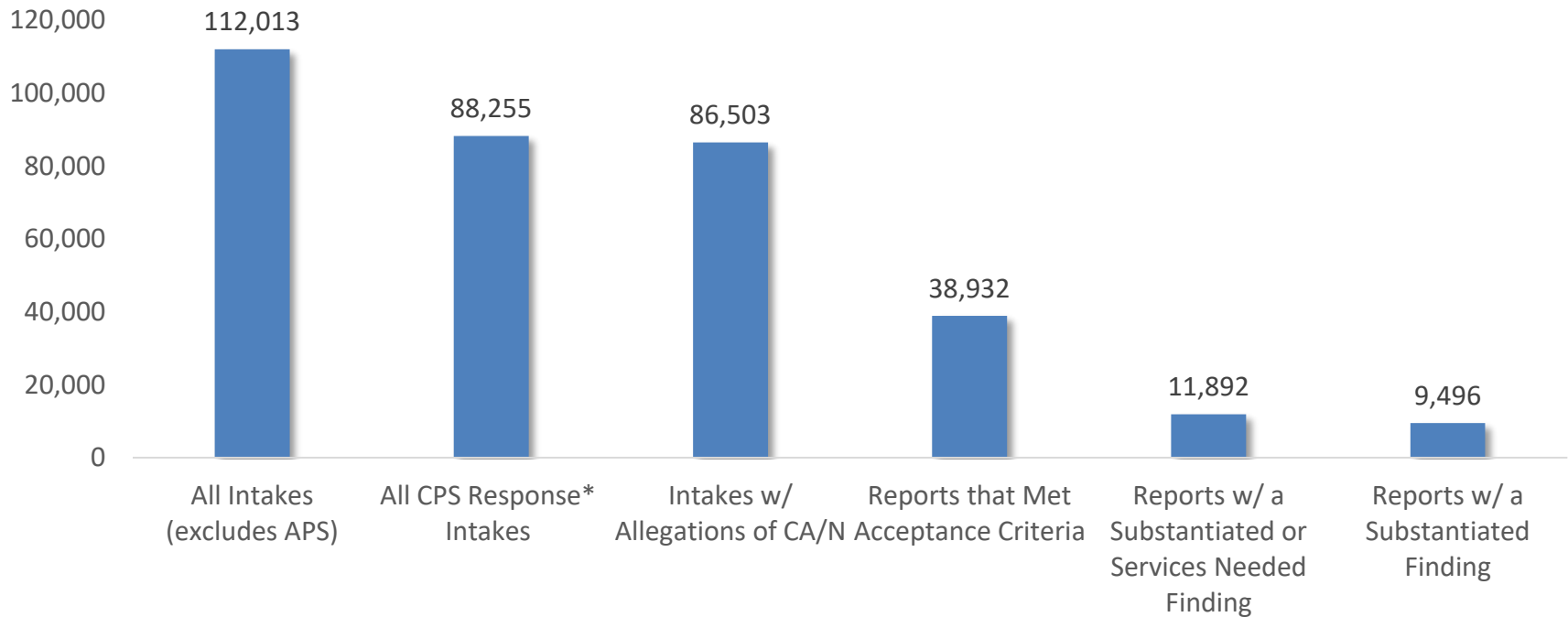
DCBS Workforce Challenges and Initiatives

**Child Welfare Oversight and Advisory Committee
Department for Community Based Services (DCBS)
Commissioner Marta Miranda-Straub
Deputy Commissioner Lesa Dennis**

October 13, 2021

Child Protective Services (CPS) Intakes:

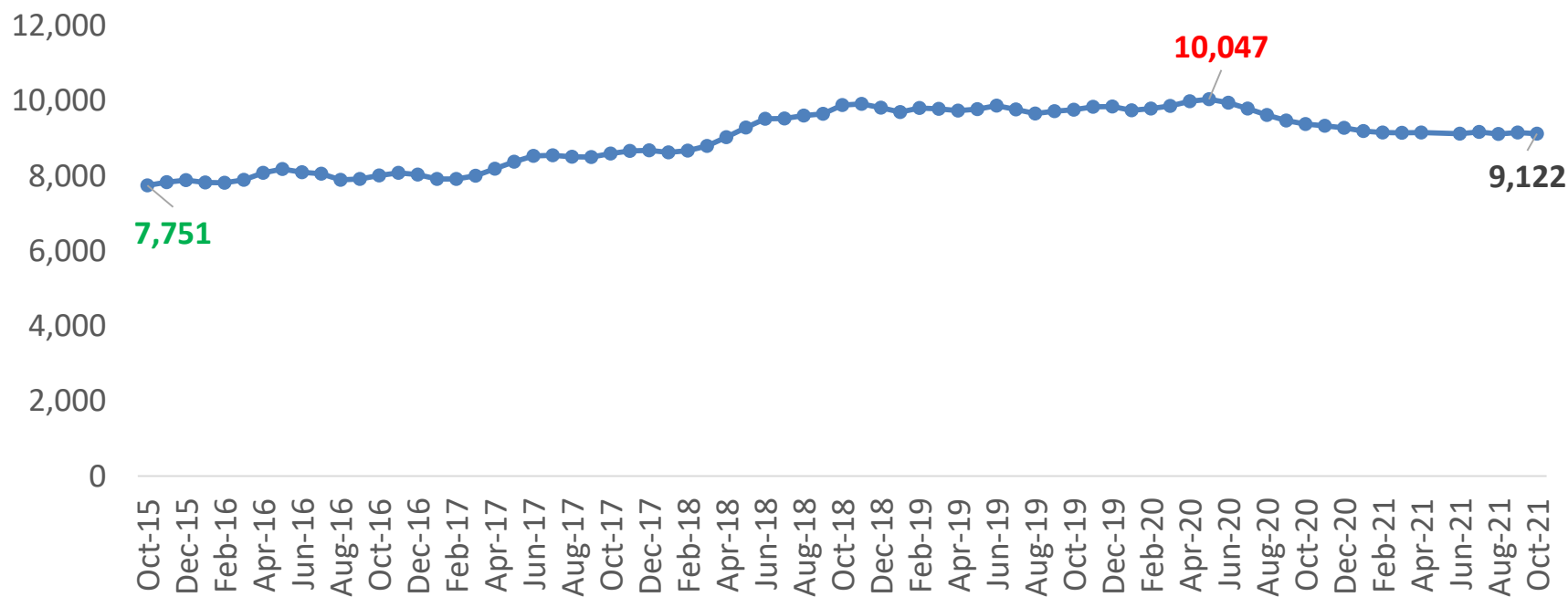
10/01/2020 – 09/31/2021



*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.

Children in the Custody of or Committed to the Cabinet

October 2015 – October 2021

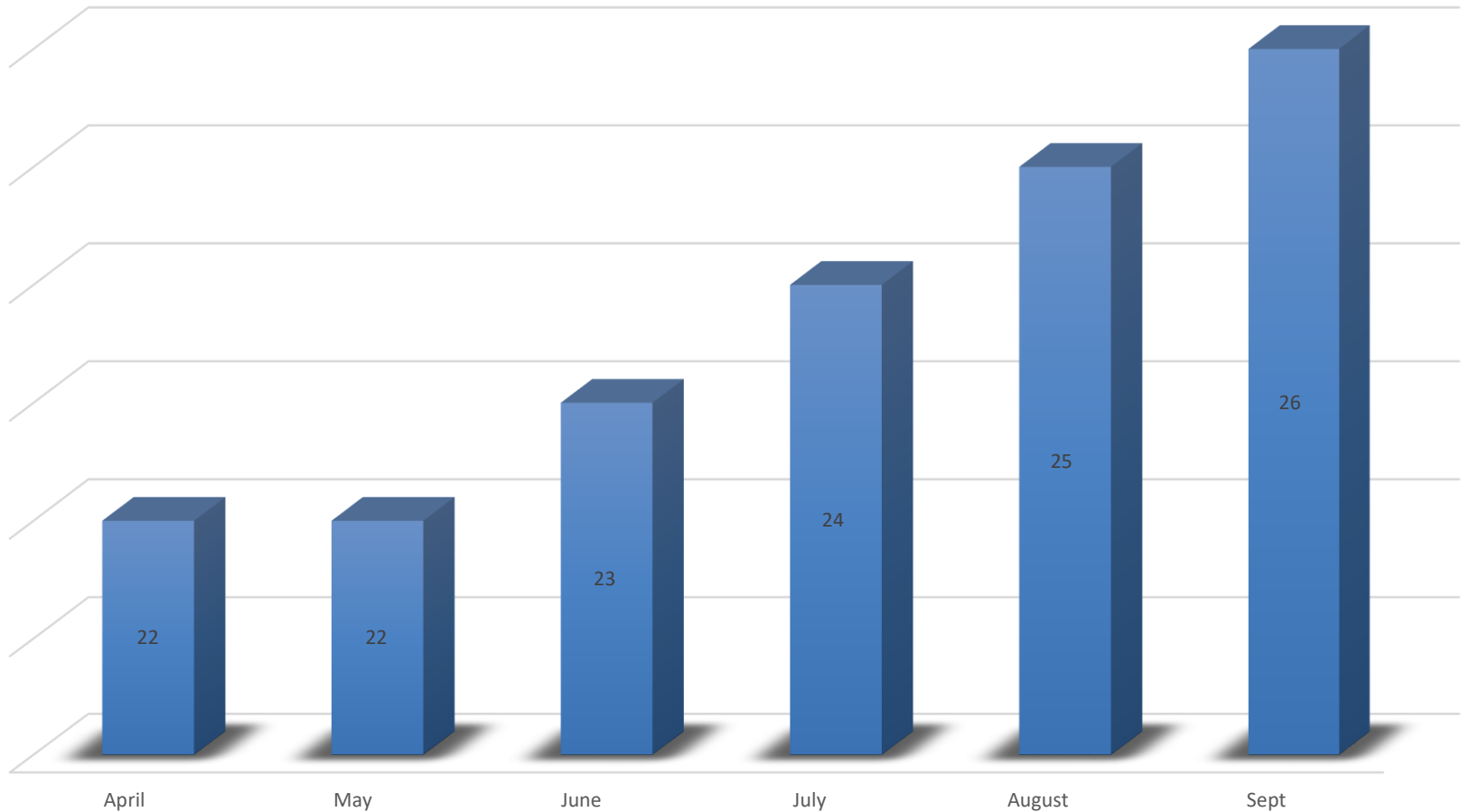


Quality Services in Care

- 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



DCBS Turnover

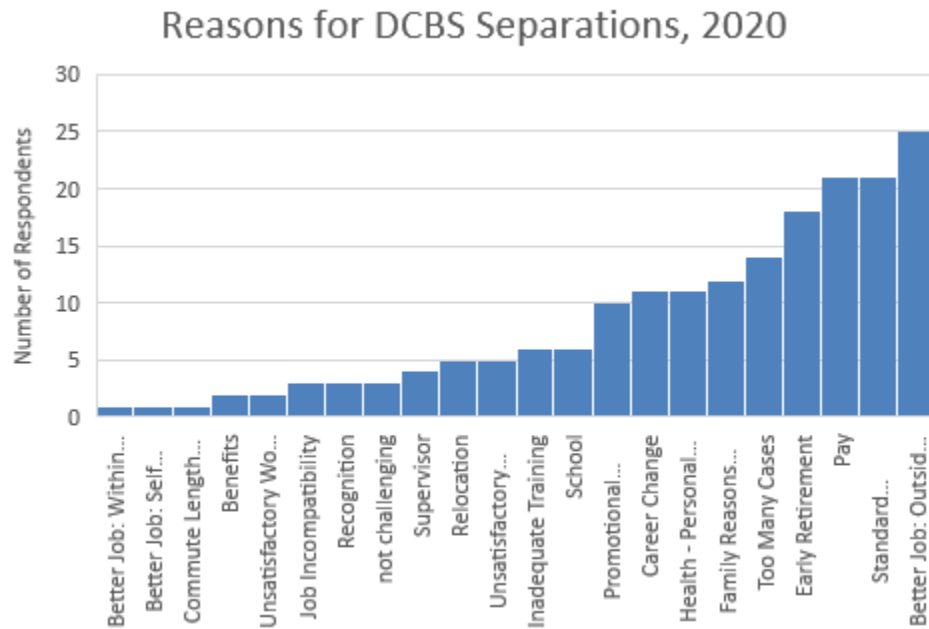
- 2020 statewide and regional DCBS social worker turnover data:

OFFICE/REGION	WITH INTERNAL TRANSFERS	W/OUT INTERNAL TRANSFERS
DCBS (ALL)	12.93%	13.98%
EASTERN SERVICE REGION	10.38%	11.11%
JEFFERSON SERVICE REGION	20.08%	20.86%
NORTHEASTERN SERVICE REGION	11.88%	12.77%
NORTHERN 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%

- As of June 2021, 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.





Designed within a culture of safety through
the infusion of primary and secondary
prevention initiatives

- Phase I: Stabilization (6 months) - completed
- Phase II: Innovation (18 months) - active
- Phase III: Thriving (3 year plan)

Building a 21st Century DCBS

The Challenge

- Continuous exposure to multiple traumatic events
- High risk positions similar to Emergency Medical Services (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

Impact of COVID-19 on Workforce

- Initial response
 - Turned on a dime
 - 80% virtual, but continued in-person for high-risk cases
- High performance
 - Reduced residential placements
 - Increased placements with relatives and fictive kin
 - Ongoing prevention services expansion
 - Expanded services/supports for transition-aged youth
- Second wave of COVID-19, delta variant
 - Staff feeling exhausted, anxious
 - Depleted workforce
 - Diminished capacity: high turnover/low recruitment

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



Statewide Supports for Staff

- Increased focus on secondary trauma/resilience
 - Self-care, trauma support, debriefing groups
- KY Employee Assistance Program (KEAP)
 - Referrals to counseling
 - Short-term support
 - Stress management assistance
- Focus on prevention/moving upstream
- Implementation of a new safety model
- Alternative response

When you're looking for answers

KEAP can help

Our lives are filled with increased demands, anxiety and stress. Day-to-day responsibilities can be challenging enough, but when additional, unexpected burdens are added, we can quickly lose our way.

The Kentucky Employee Assistance Program (KEAP) offers resources that can help us through those times of personal challenge.

KEAP staff are licensed or certified by the Kentucky Board of Psychology and experienced in assisting those with personal and work-related issues.

Services are strictly confidential and available to all state employees and their dependents.

Consultation is provided to individuals, families or work groups in a comfortable, supportive environment.

A trusted resource



"Thank you so much for helping me through this tough journey. Your concern and support mean more than words can say!"

Statewide Supports for Staff

- Alternate work schedules
- Telecommuting/hybrid workforce
- Skill and competency based training
- Digitizing records
- Field Training Specialist Pilot Program
- Regional committees and workgroups
- Statewide initiatives with partners



Best Practice Elements



Questions?



For questions or information related to this presentation,
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