



CABINET FOR HEALTH
AND FAMILY SERVICES

An Update on the Recruitment of Social Workers

Budget Review Subcommittee on Human Resources

Cabinet for Health and Family Services (CHFS)

Eric Friedlander, Secretary

Department for Community Based Services (DCBS)

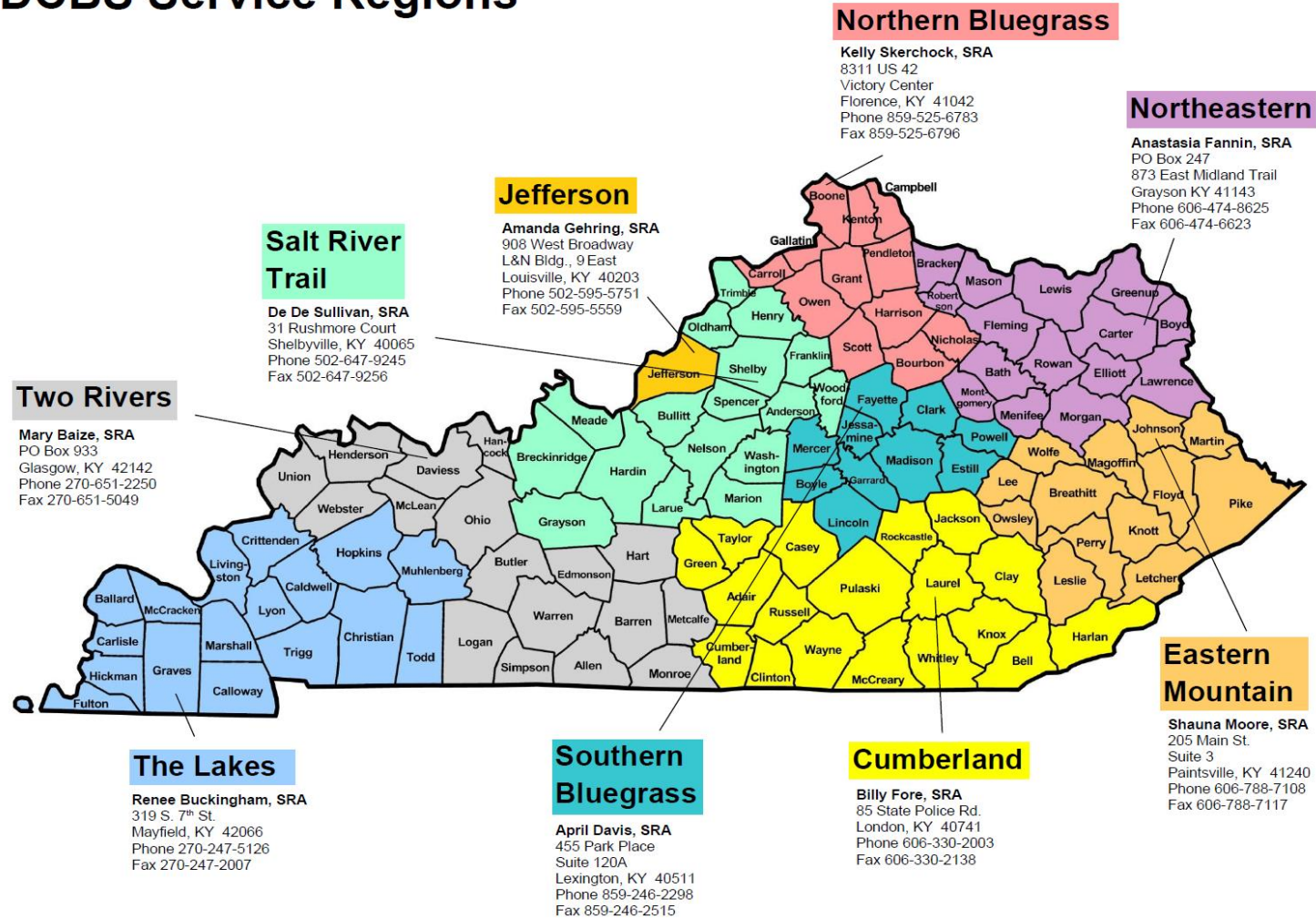
Lesa Dennis, Acting Commissioner

June 7, 2023

DCBS Personnel

4,393 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 12.93%	Social worker front line classifications: 29.60% Family support front line classifications: 28.50%
2021 DCBS total 20.41%	Social worker front line classifications: 40.44% Family support front line classifications: 29.14%
2022 DCBS total 14.06%	Social worker front line classifications: 33.86% Family support front line classifications: 23.03%

Workforce Challenges (cont.)

Turnover Rates for Social Service Worker I:

- 2020-47.94%
- 2021-56.35%
- 2022-49.36%
- 2023-26.94%

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

December 2021 – DCBS increased entry level salaries for social worker and family support classifications

May 2022 – General Assembly provided pay increases for social worker and family support classifications

July 2022 – General Assembly provided 8% pay increases for all state employees

July 2022 – Personnel Cabinet implemented special entrance rate

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

July 2023 – General Assembly will provide 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.
FSS1 total pay increases: \$1,288.61/mo (\$15,463.32/yr). Starting annual salary increased from \$26,483 to \$41,946.

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

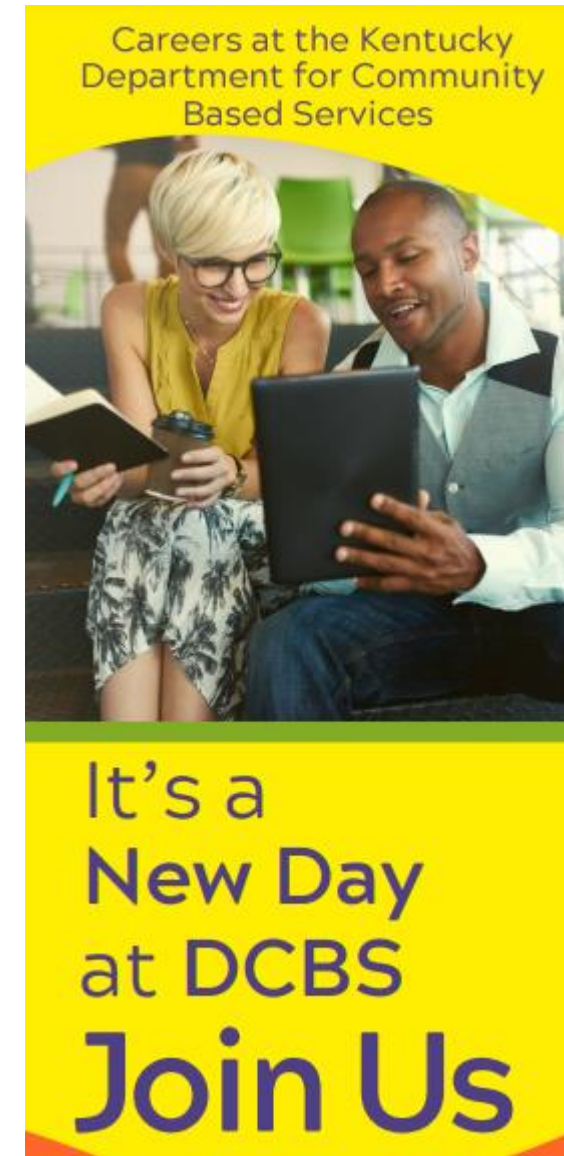
- Alternative response
- Community response

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>



DCBS Workforce Update

	December 2022	March 2023	May 2023
CPS caseload carrying	878	932	950
APS caseload carrying	87	91	92
Total caseload carrying	965	1,023	1,042
SSW Interims	12	39	54



Questions