DCBS Overview and Update

Budget Review Subcommittee on Human Resources

Department for Community Based Services (DCBS)
Lesa Dennis, Acting Commissioner
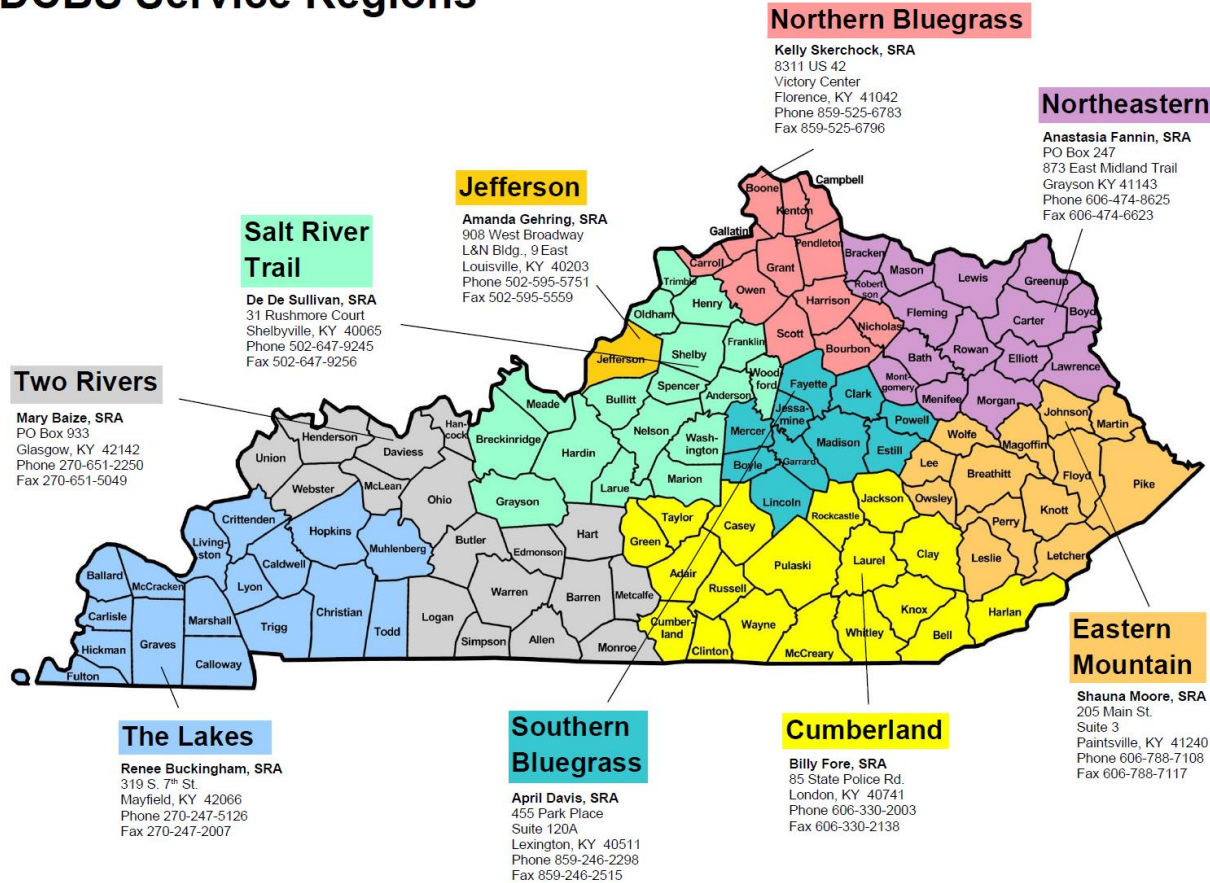Shannon Hall, Chief of Staff
Mary Carpenter, Executive Advisor

DCBS Personnel

- Over 4,000 total DCBS employees:
  - 4,039 full-time employees
  - 147 interim employees

DCBS Service Regions

Northern Bluegrass
Kelly Skerchock, SRA
8311 US 42
Victory Center
Florence, KY 41042
Phone 859-525-6783
Fax 859-525-6796

Northeastern
Anastasia Fannin, SRA
PO Box 247
873 East Midland Trail
Grayson KY 41143
Phone 606-474-8625
Fax 606-474-6623

Jefferson
Amanda Gehring, SRA
908 West Broadway
L&N Bldg., 9 East
Louisville, KY 40203
Phone 502-595-5751
Fax 502-595-5559

Salt River Trail
De De Sullivan, SRA
31 Rushmore Court
Shelbyville, KY 40065
Phone 502-647-9245
Fax 502-647-9256

Two Rivers
Mary Baize, SRA
PO Box 933
Glasgow, KY 42142
Phone 270-651-2250
Fax 270-651-5049

The Lakes
Renee Buckingham, SRA
319 S. 7th St.
Mayfield, KY 42066
Phone 270-247-5126
Fax 270-247-2007

Southern Bluegrass
April Davis, SRA
455 Park Place
Suite 120A
Lexington, KY 40511
Phone 859-246-2298
Fax 859-246-2515

Cumberland
Billy Fore, SRA
85 State Police Rd.
London, KY 40741
Phone 606-330-2003
Fax 606-330-2138

Eastern Mountain
Shauna Moore, SRA
205 Main St.
Suite 3
Paintsville, KY 41240
Phone 606-788-7108
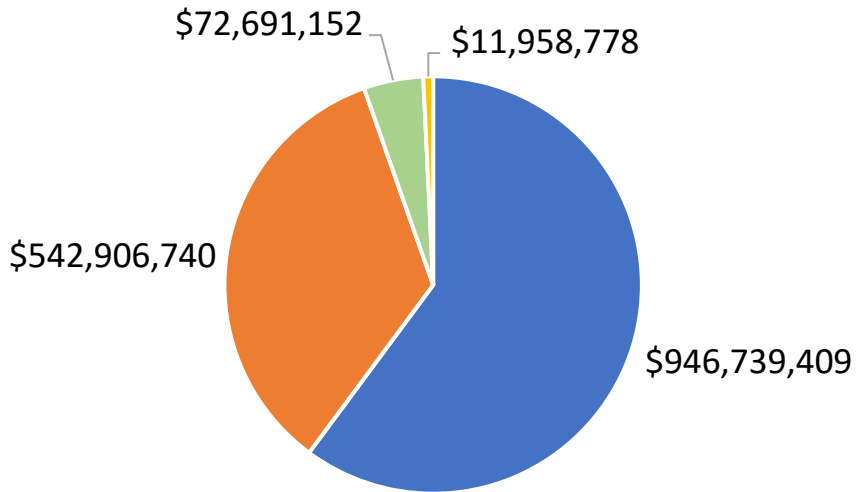Fax 606-788-7117

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Snapshot of Programs Administered by DCBS

- Eligibility determinations for Medicaid and health insurance affordability options
- Supplemental Nutrition Assistance Program (SNAP)
- State Supplementation Program for persons who are aged, blind, or have a disability
- Temporary Assistance for Needy Families Block Grant (KTAP, KY Works Program, supportive services)
- Child Care Assistance Program (CCAP)
- Low Income Home Energy Assistance Program (LIHEAP)
- Child maltreatment prevention
- Child protective services
- Foster care and adoption

- Chafee Foster Care Independence Program and Educational and Training Vouchers
- Community Services Block Grant (CSBG) and standards for Kentucky's Community Action Network
- Family Violence Prevention and Services Grant and regulation of state-funded domestic violence shelters
- Adult protective services, general adult services, and alternate care services
- Designation of the state rape crisis centers and children's advocacy centers
- Regulation of day care, private child care, and domestic violence batterer intervention providers
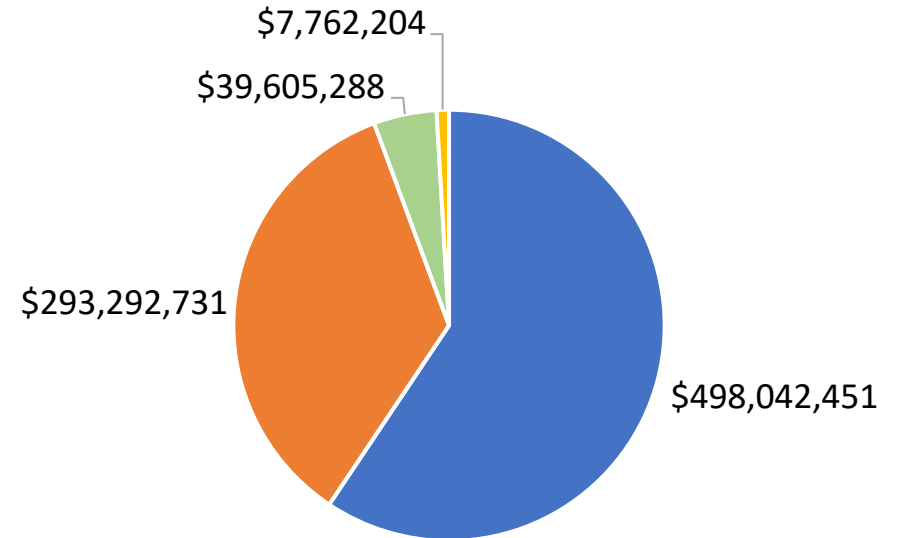- Child care provider professional development and quality-rating system

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FY 2022 Expenditures By Fund

$72,691,152
$11,958,778
$542,906,740
$946,739,409

Legend: ■ Federal ■ General ■ Restricted ■ Tobacco

Total $1,574,296,078

FY 2023 Expenditures By Fund Through December 31, 2022

$7,762,204
$39,605,288
$293,292,731
$498,042,451

Legend: ■ Federal ■ General ■ Restricted ■ Tobacco

Total $838,702,674

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FY 2022 Expenditures By Class

$468,017

$492,960,419

$47,065,777

$1,033,801,865
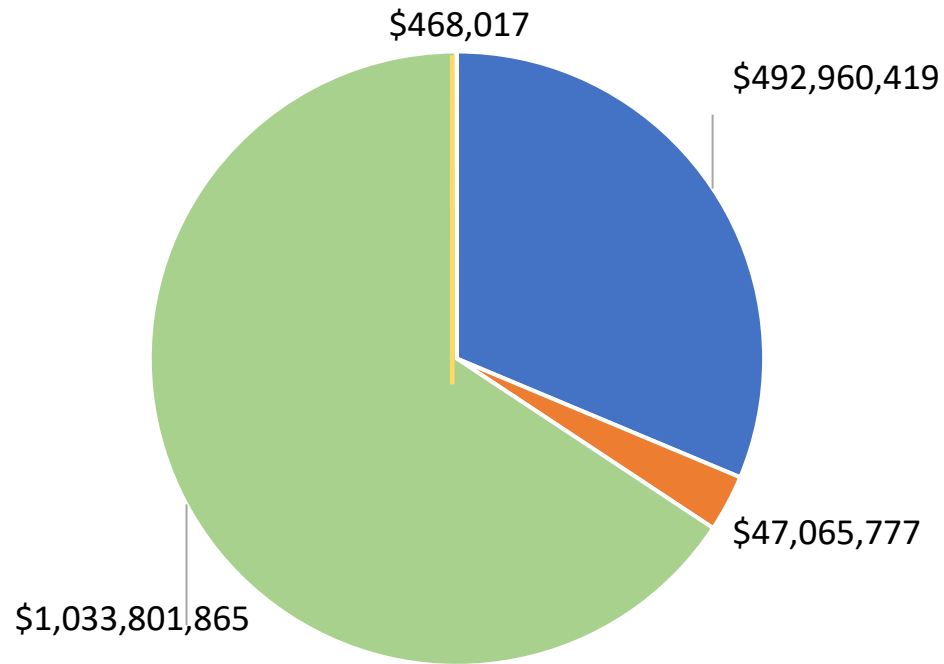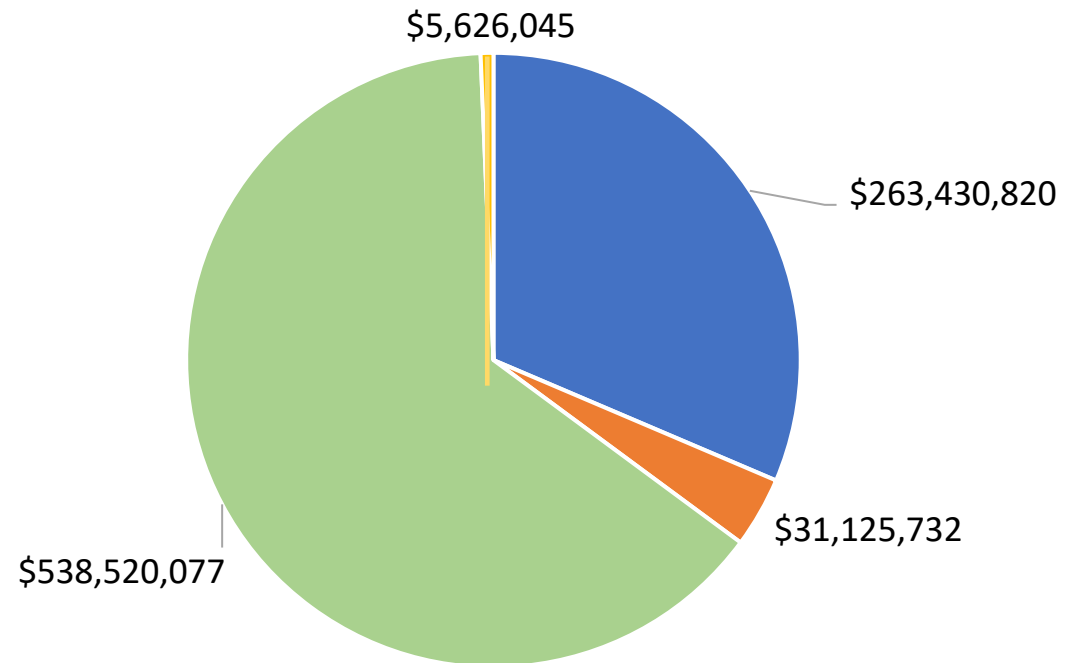
- Personnel Costs
- Operating Expenses
- Grants, Loans, & Benefits
- Capital Outlay & Projects

Total $1,574,296,078

FY 2023 Expenditures By Class Through December 31, 2022
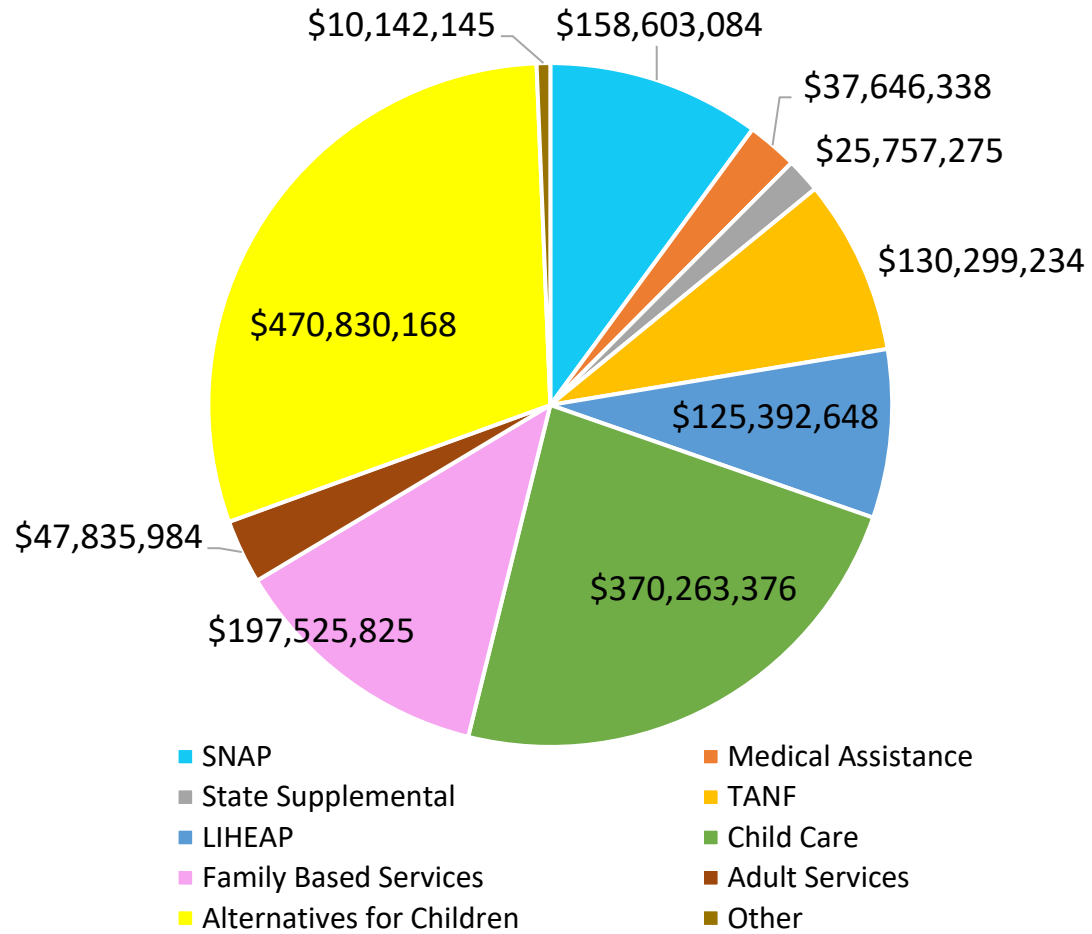
$5,626,045

$263,430,820

$31,125,732

$538,520,077

- Personnel Costs
- Operating Expenses
- Grants, Loans, & Benefits
- Capital Outlay & Projects, Debt Service

Total $838,702,674

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SFY 2022 Expenditures By Program

Total $1,574,296,078

- SNAP
- Medical Assistance
- State Supplemental
- TANF
- LIHEAP
- Child Care
- Family Based Services
- Adult Services
- Alternatives for Children
- Other

$10,142,145
$158,603,084
$37,646,338
$25,757,275
$130,299,234
$125,392,648
$470,830,168
$47,835,984
$197,525,825
$370,263,376

SFY 2023 Expenditures By Program Through December 31, 2022

Total $838,702,674

$1,645,486
$93,482,350
$19,099,178
$12,732,381
$56,351,294
$25,826,751
$242,290,515
$26,766,114
$131,728,912
$228,779,695

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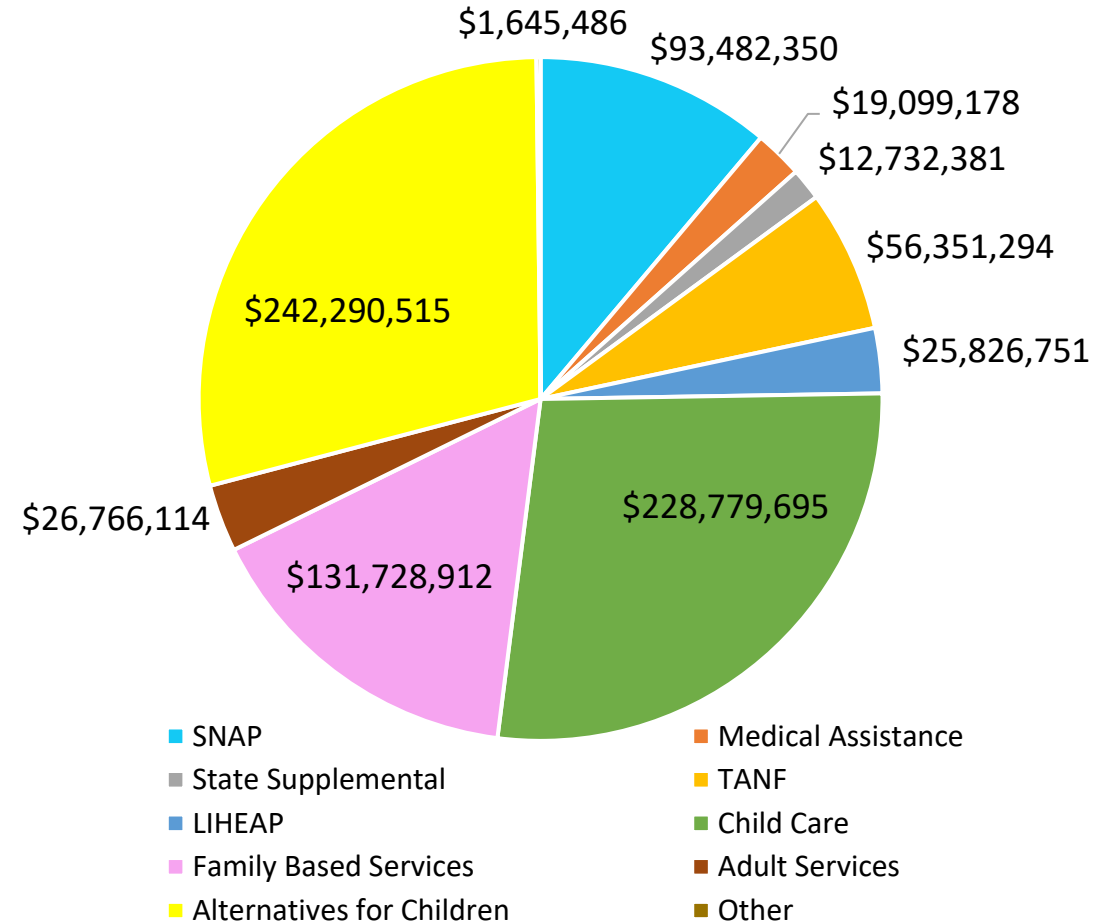
Division of Protection and Permanency (DPP)

DPP is responsible for policy development, oversight of contracts, training/consultation, stakeholder engagement, and quality assurance activities including, but not limited to:

- Programming and policy related to foster care and contracted childcare and child placing providers
- Meeting outcomes related to safety and behavioral health of adults and children
- Stakeholder engagement strategies that meaningfully include impacted communities and youths' voice in decision-making
- Expansion of prevention services (moving to Division of Prevention and Community Well-being)
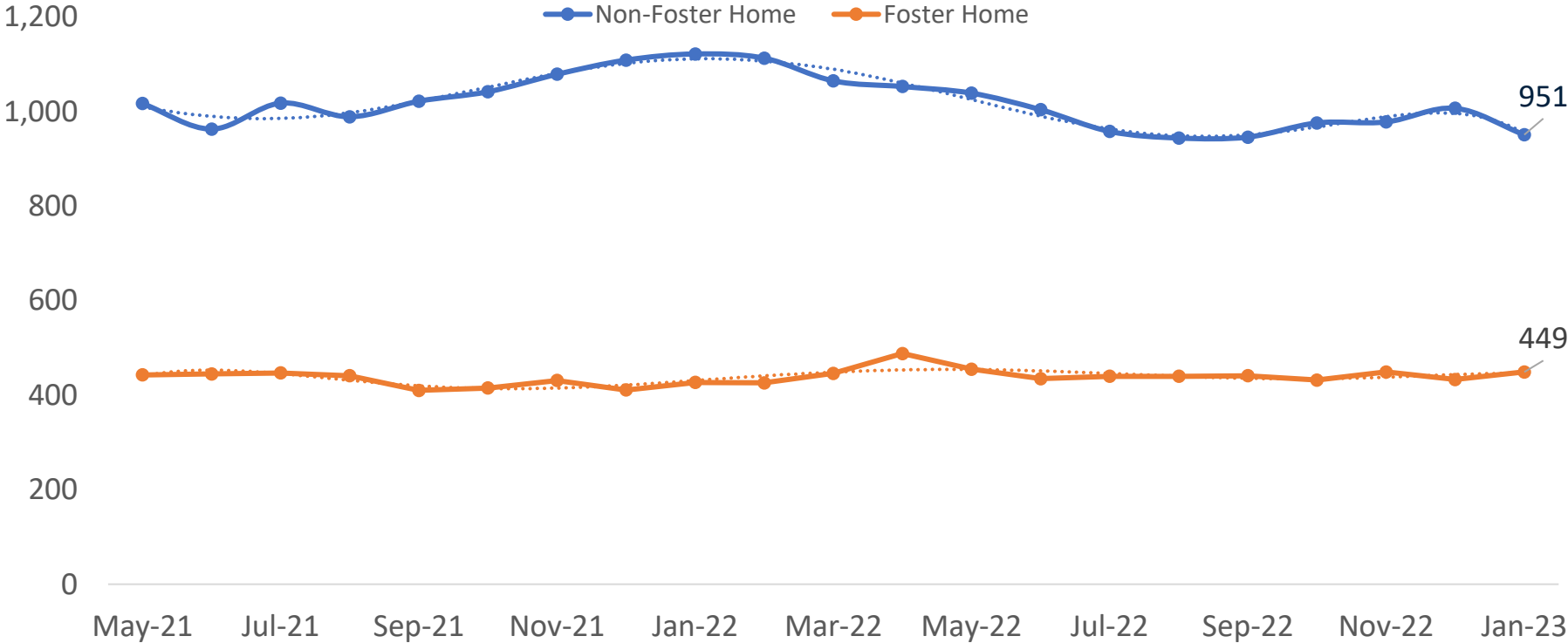- Supportive services for current and former foster youth.

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Statewide: Children in the Custody of or Committed to the Cabinet
January 2017 – January 2023
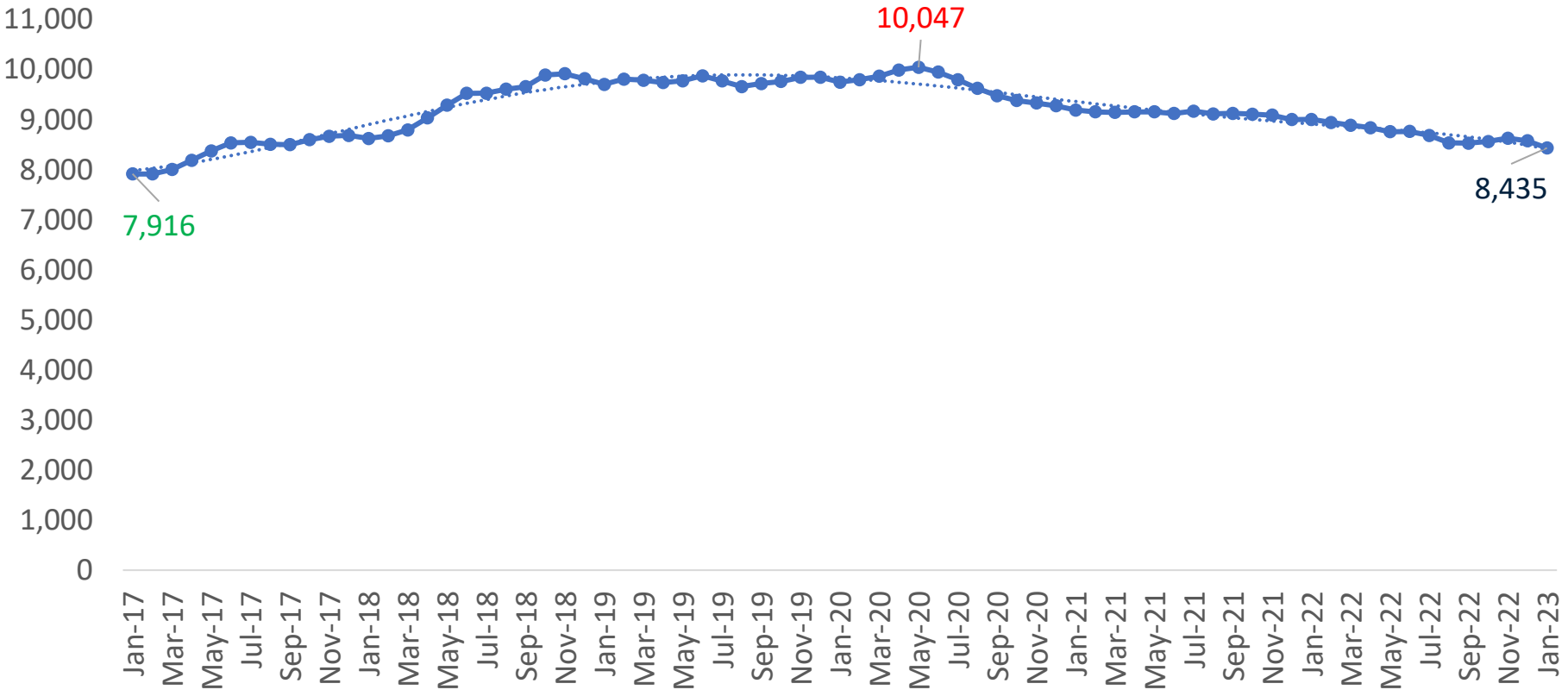
Statewide: Children Placed with a Relative or Fictive Kin by Type of Placement (Foster Home & Non-Foster Home)
## May 2021 – January 2023

Caregiver Supports

- Senate Bill 8 (22RS) – fictive kin changes

- KTAP proposed increases

- Expansion of Kinship Navigator Program

- Development of Guardianship Assistance
  Program to further build upon the relative
  service array first implemented in 2019

Approved Title IV-E Guardianship Assistance Programs

35 states, D.C. and 11 tribes as of 10/1/19
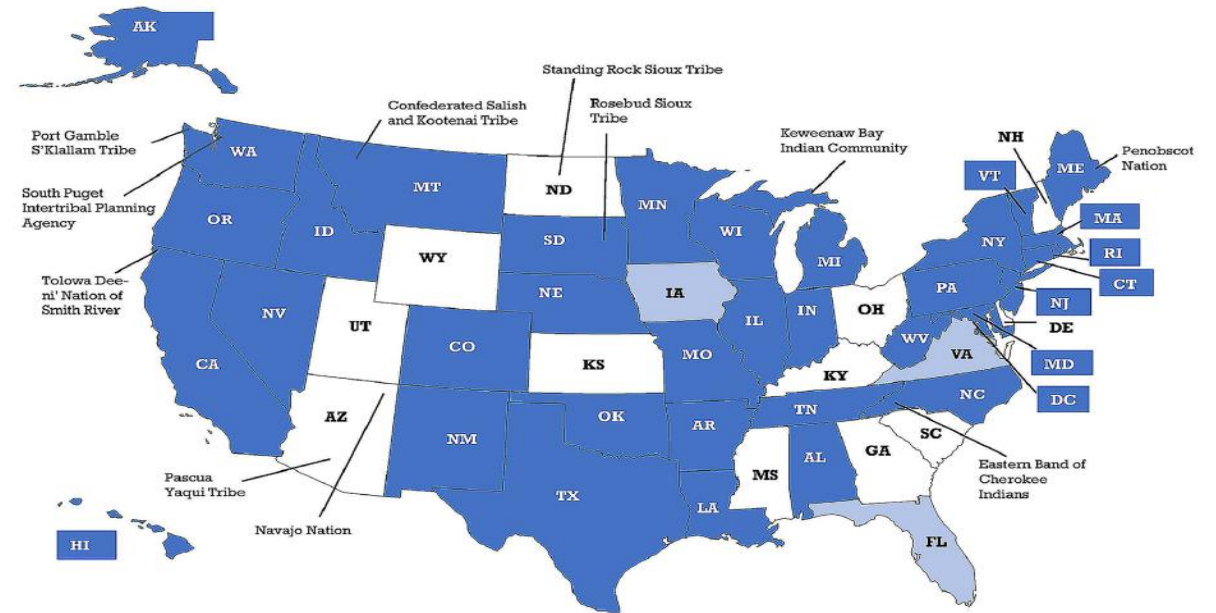
Blue = states with approved Title IV-E GAP
Light Blue = states with submitted Title IV-E GAP plans, pending final approval
White = states that have not yet opted for Title IV-E GAP

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Workforce Challenges

- 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

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%

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Workforce Update

	December 2022	January 2023	February 2023
CPS caseload carrying	878	882	896
APS caseload carrying	87	90	89
Total caseload carrying	965	972	985
SSW Interims	12	31	35

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 granted 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

- DCBS is incrementally increasing all department salaries to 90% of the Personnel Cabinet midpoint of the pay grade for all classifications

Retention – Staff Supports

- Shift premium

- Locality premium (Jefferson County)

- Flexible and hybrid work schedules

- Shared caseload pilot program

- Recognizing secondary trauma and implementing critical incident leave

- New initiatives to address 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
- "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

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Building a 21ˢᵗ Century DCBS

- Robust in-person and virtual workforce

- Open concepts

- Flexibility – work/life balance

- Review, revise, and modernize all the features and physical conditions in which DCBS work is performed

- Incorporating lived experience – trusted advisors council

- A living example of who we are as an agency and what and who we value

Challenges – High Acuity Youth

- High acuity youth refer to children in DCBS custody that present with needs for intensive behavioral health issues, sometimes paired with physical health issues.
  - Likely to be an adolescent
  - Likely to be committed for dependency
  - Likely to have multiple failed placements and treatment episodes
  - Common factors include:
    - Aggression to self, others, or property
    - Intellectual disability or autism
    - Co-occurring physical health conditions
    - Sexual behaviors

Children Without Acceptances - December 2022

- 29,461 referrals of 417 children
  - 90% of all referrals are rejected
  - 70.6 referrals per child
- 119 children (28.5%) with no acceptances
  - Physical aggression
  - Staffing, capacity
  - Self-harm, suicidal behavior

Response Reasons for Children with ZERO Accepted Placement Referrals

Reason	Count
Teenager (Ages 13-21)	2917
Aggression: Physcial	1520
Sexual Acting Out/Reactivity	635
Meets Criteria; Unable to Place	633
Runaway Risk	481
Defiance/Noncompliance with Treatment	396
Criminal Charges/Criminal History	360
Suicidal Thoughts/Gestures/Attempts	276
Medical Problems/Conditions Too Severe	252
Psychiatric Needs Beyond Scope of Service	239
Self-Harm	158
Placement No Longer Needed	144
Sexual Offending Behavior (not adjudicated)	125
Homicidal Thoughts/Behaviors	121
No Response	113
Siblings	82
IQ Too Low	72
Animal Cruelty	64
Adoptive Home Needed	52
SSW Decision	3

CRP database Dec. 2022

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Population and Capacity

- Since June 2022:
  - The number of children placed out of state for treatment has doubled
  - Private child placing instability has doubled
  - Increase in hospitals refusing to access or admit DCBS-committed youth
  - Increase in youth with no identified placement option (sleeping in DCBS offices, hospital emergency rooms, providers' offices, etc.)
  - There were 1,420 therapeutic foster care two-week notices and 167 private child caring facility notices June through November 2022

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Steps Taken

- A high acuity youth coordinator has been appointed who coordinates daily calls for at risk children
- Enhanced payments are often available
- Community partnerships
  - UofL Peace Hospital, churches, state parks
- Regional leadership identifying appropriate placements for youth ready to be in the community
- Workgroups and committees
  - High Acuity Youth Learning Group, State Interagency Council Service Array Standing Committee, Custody Relinquishment Workgroup
- Working with AETNA on SKY

Further Needs

- Service challenges
- Workforce supports (not just for DCBS) – provider capacity
- Need for additional community-based services
- Addressing placement challenges, rejections, bed capacity
- Overlapping needs
- Cross-system involvement

Questions

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