

# Building a comprehensive planning model to address child welfare staffing needs

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# Abstract

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- The authors projected future staffing needs for a large public social services agency based on historical caseload data and comparison to local, state, and national caseload size standards. Utilizing forecasting methods, the researchers projected the number of staff needed over six years for all major social services programs including TANF, Medicaid, Food Stamps and child welfare. County and social services managers used the results in budget planning and program evaluation. The staffing projections provide a cornerstone for a comprehensive, integrated model to address staffing needs



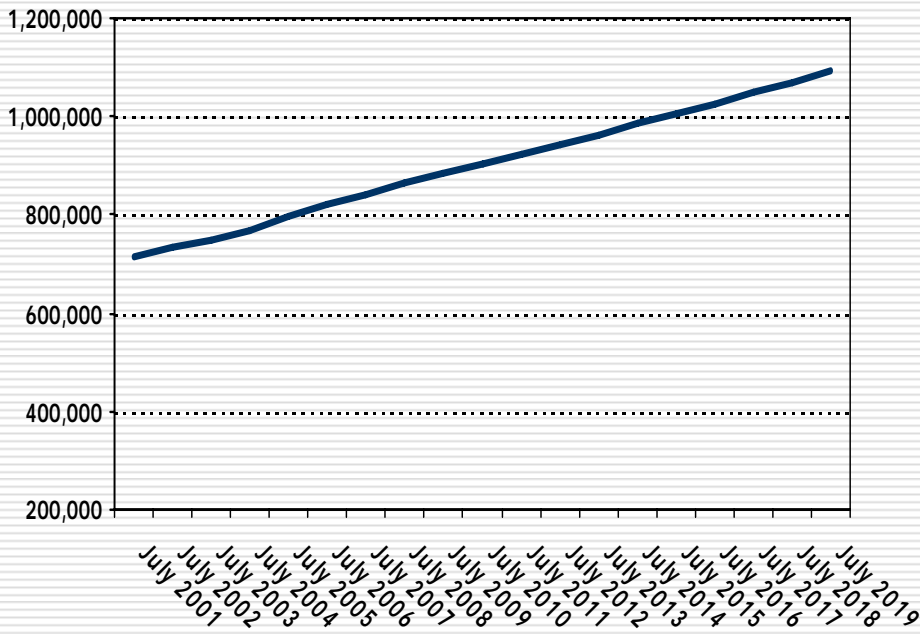
# Methods

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1. Population trends served as the basis for caseload demands
2. Generated estimates of caseload populations through December 2012
3. National, state, and local staffing standards are identified
4. Those standards are applied to the caseload forecasts and support staff are determined in proportion to direct services staff.
5. Workforce needs are presented for 2008, 2010, and 2012



# Projected Population Growth



- Population growth is 2-3% per year
- Hispanic/Latinos in the County grew by 570% between 1990 and 2000 and 60% between 2000 and 2005
- According to the 2005 ACS, Hispanics comprise 9% of the County's population
- 8% of the population 5 and older speaks Spanish at home
- 7% of the population 5 and older speaks some language other than English or Spanish at home



# Population Contextual Issues

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- ❑ The growth in population affects the increase in caseloads
- ❑ The proportion of individuals whose primary language is not English affects the ease in which services are delivered to eligible individuals



# Department Divisions

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- ❑ Administrative Services Division (ASD)
  - General administrative staff
- ❑ Economic Services Division (ESD)
  - Work First (TANF), Food Stamps, Medicaid
- ❑ Services for Adults (SFA)
  - Adult Protective Services, Adult Medicaid & Food Stamps
- ❑ Support Services Division (SSD)
  - Agency Call Centers, Reception, Fraud
- ❑ Youth & Family Services (YFS)
  - Child Protective Services, Foster Care and Adoption



# Projected Caseload Growth

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## Lower than County Population

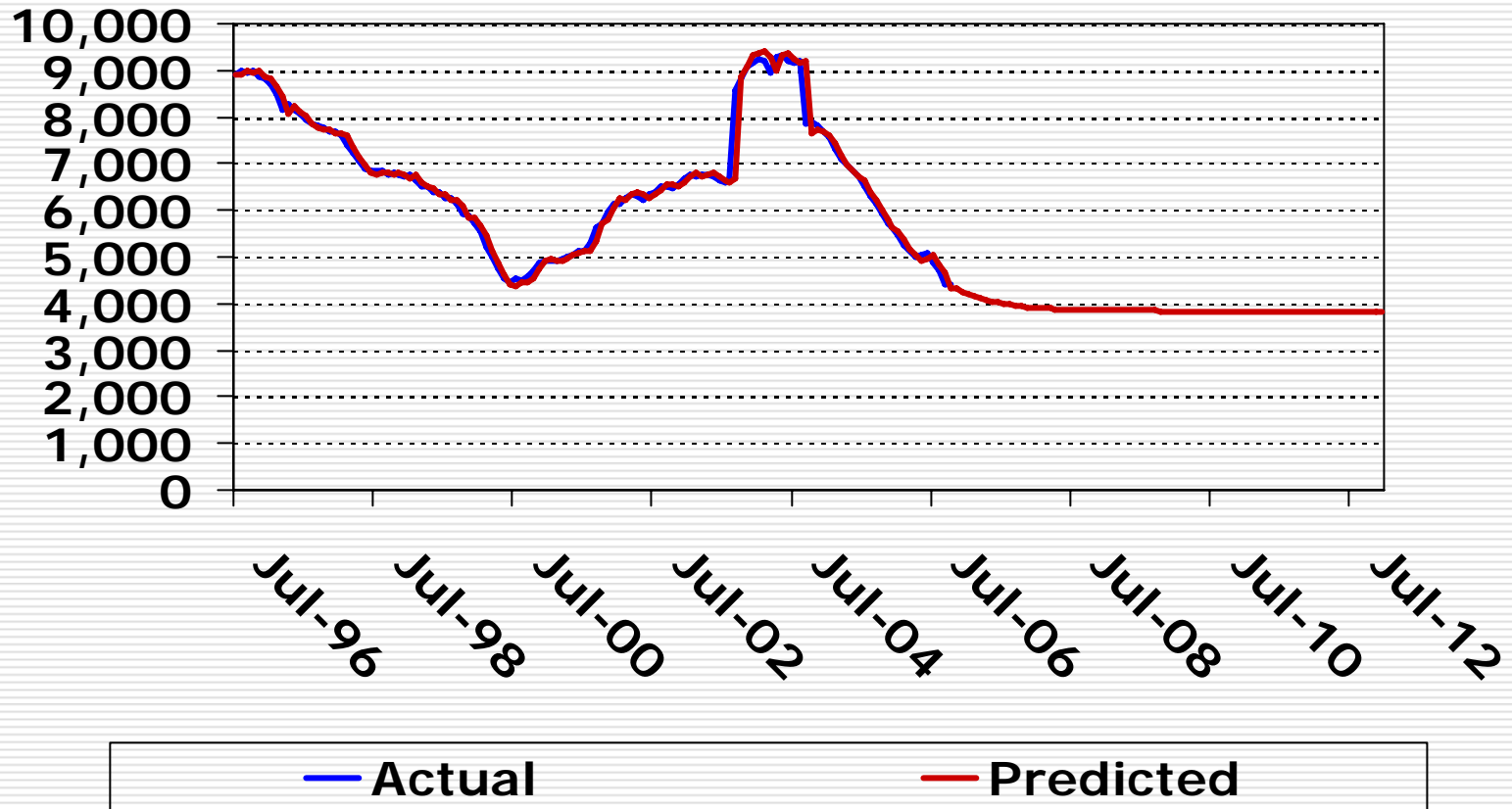
- Work First
- Adult Protective Services
- Services to Maintain Independence
- Foster Care
- Call Centers (CIR, CSG)
- Customer Service Center

## Higher than County Population

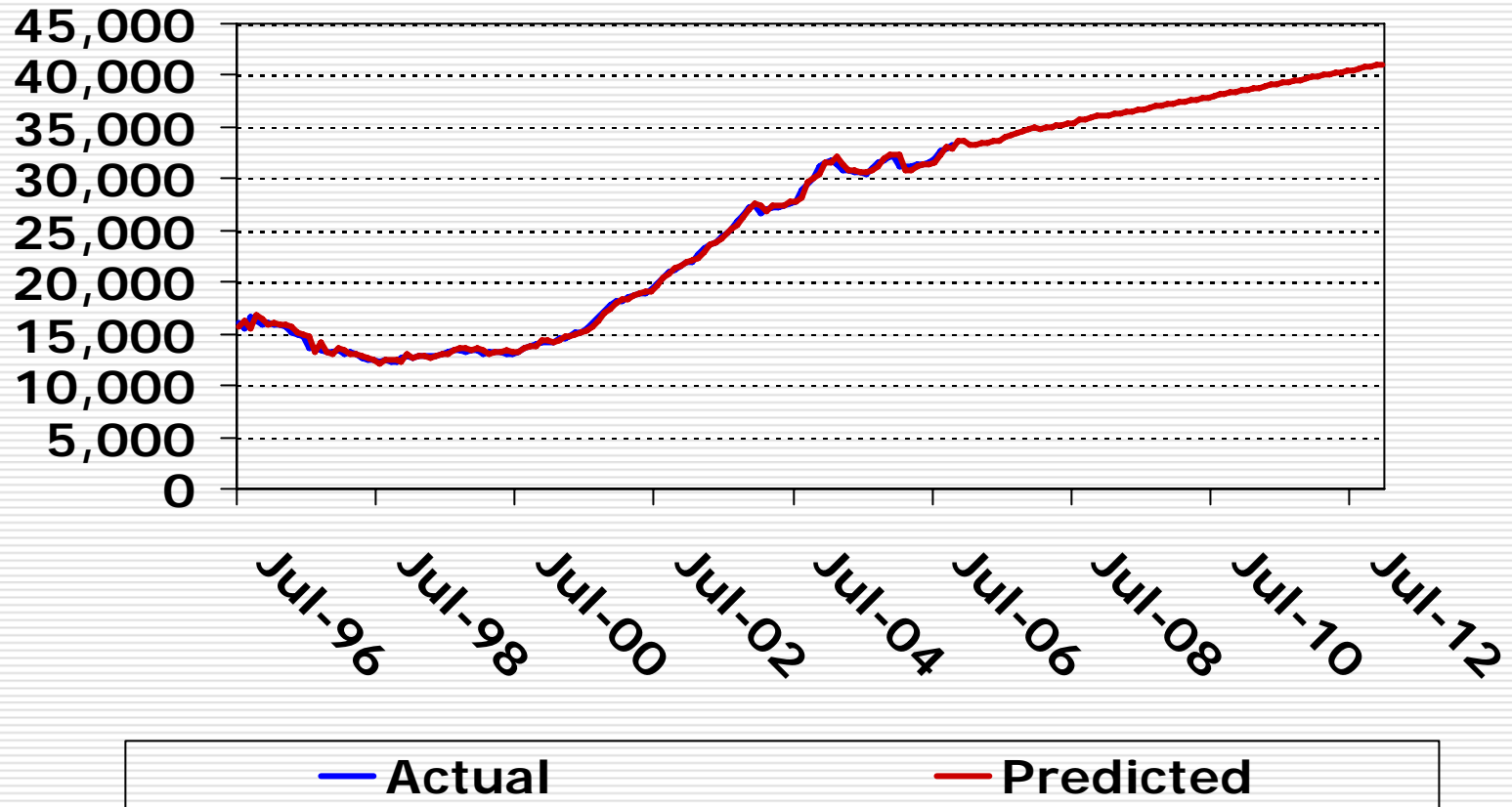
- Medicaid (5%-7%)
- Food Stamps (3.2%-6.3%)
- Adult Guardianship (8.9%)
- Adult Care Home Case Management (3.3%-3.9%)
- Child Protective Services (2.8%-3.3%)
- J1C Call Center (4.5%-14%)



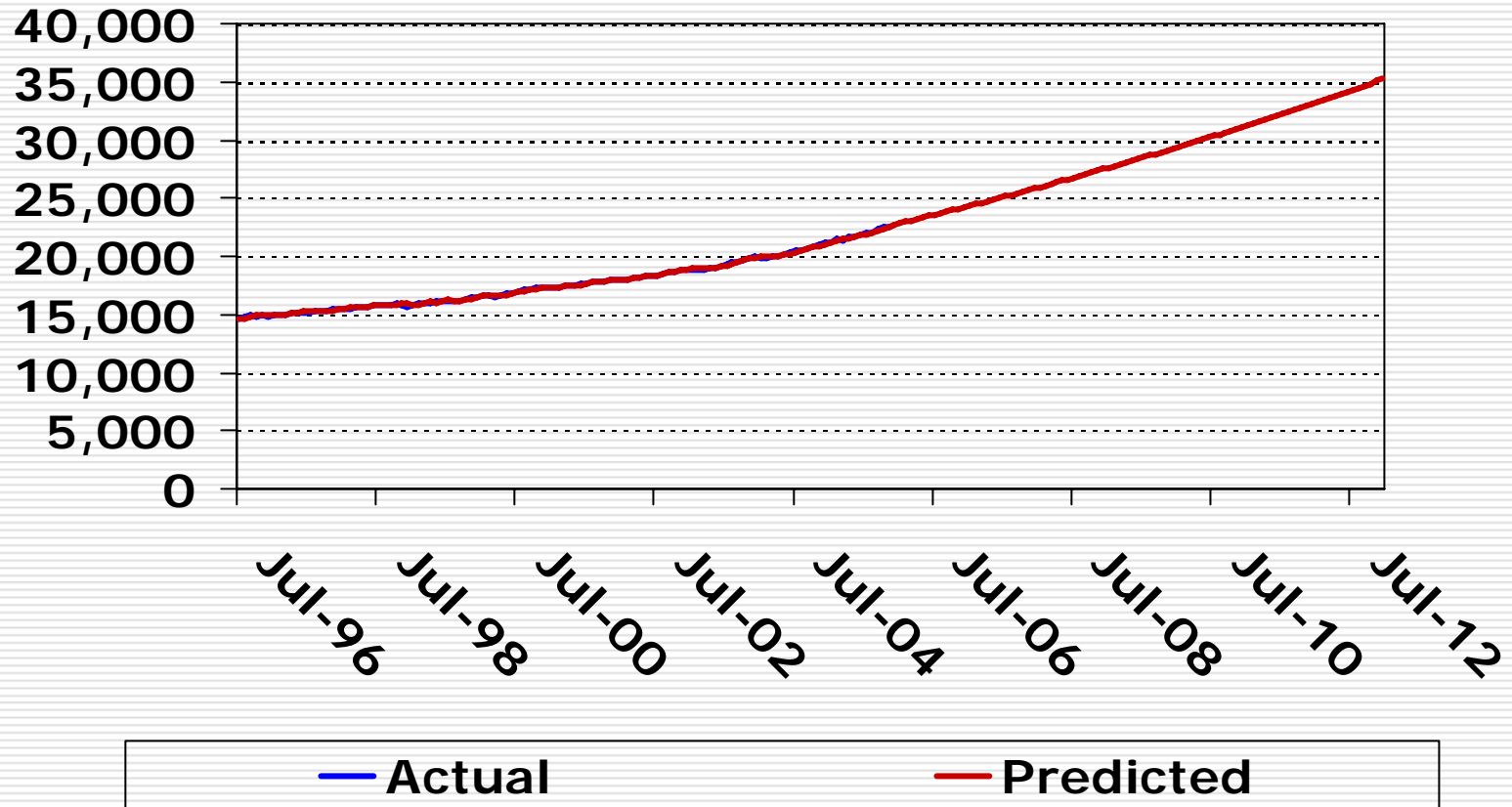
# Work First (TANF) Caseload



# ESD Food Stamp Caseload

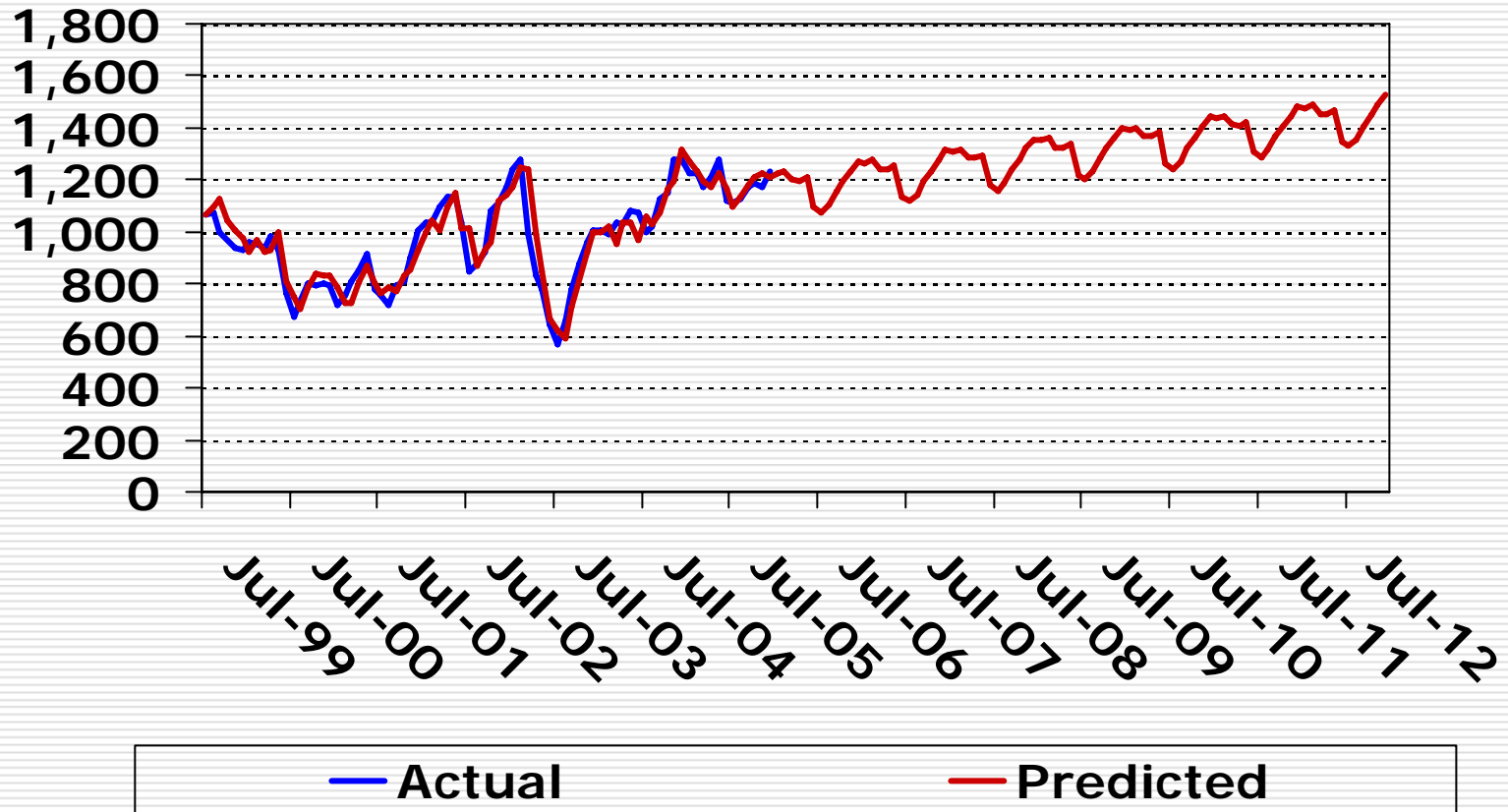


# Adult Medicaid Caseload

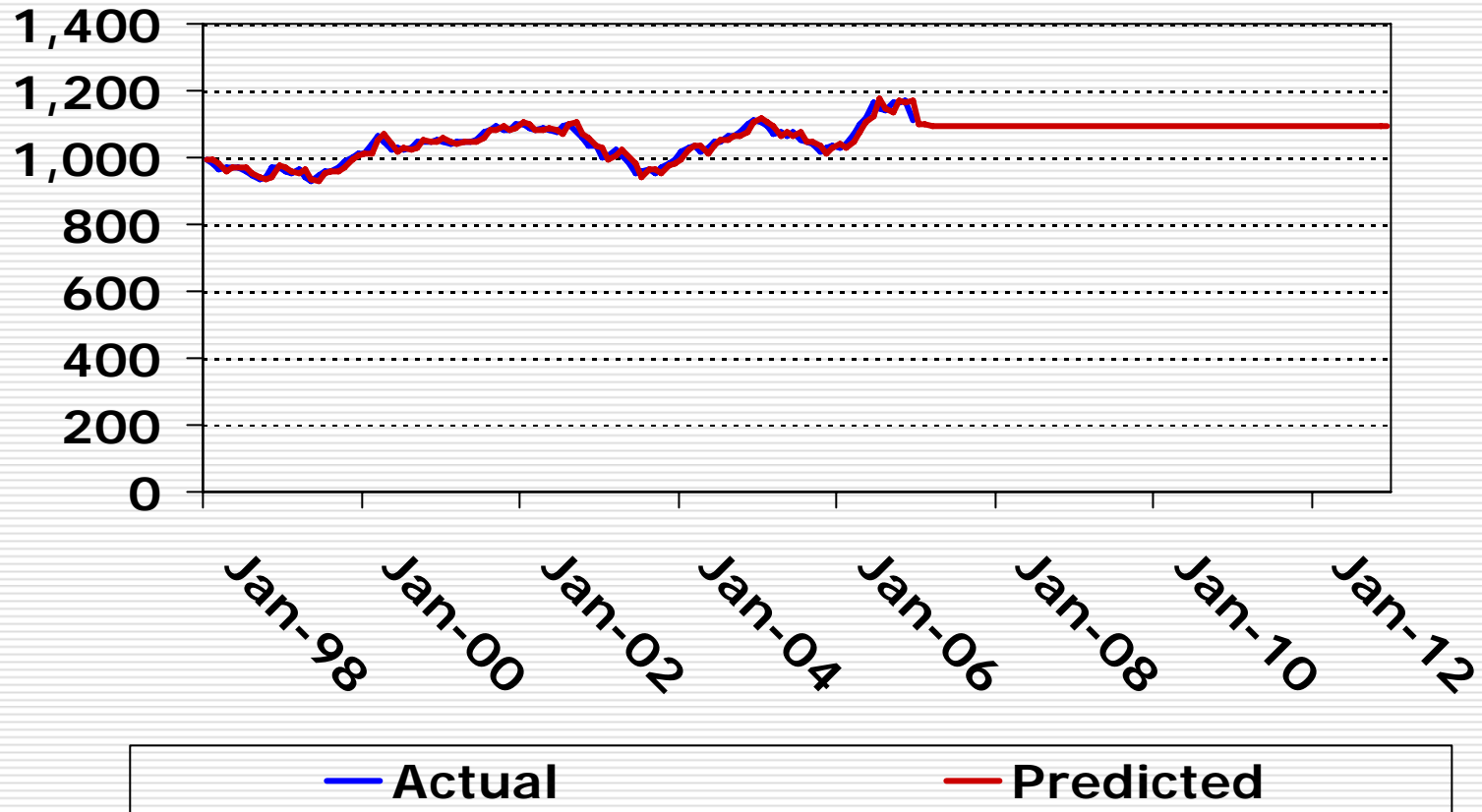


# CPS Investigations

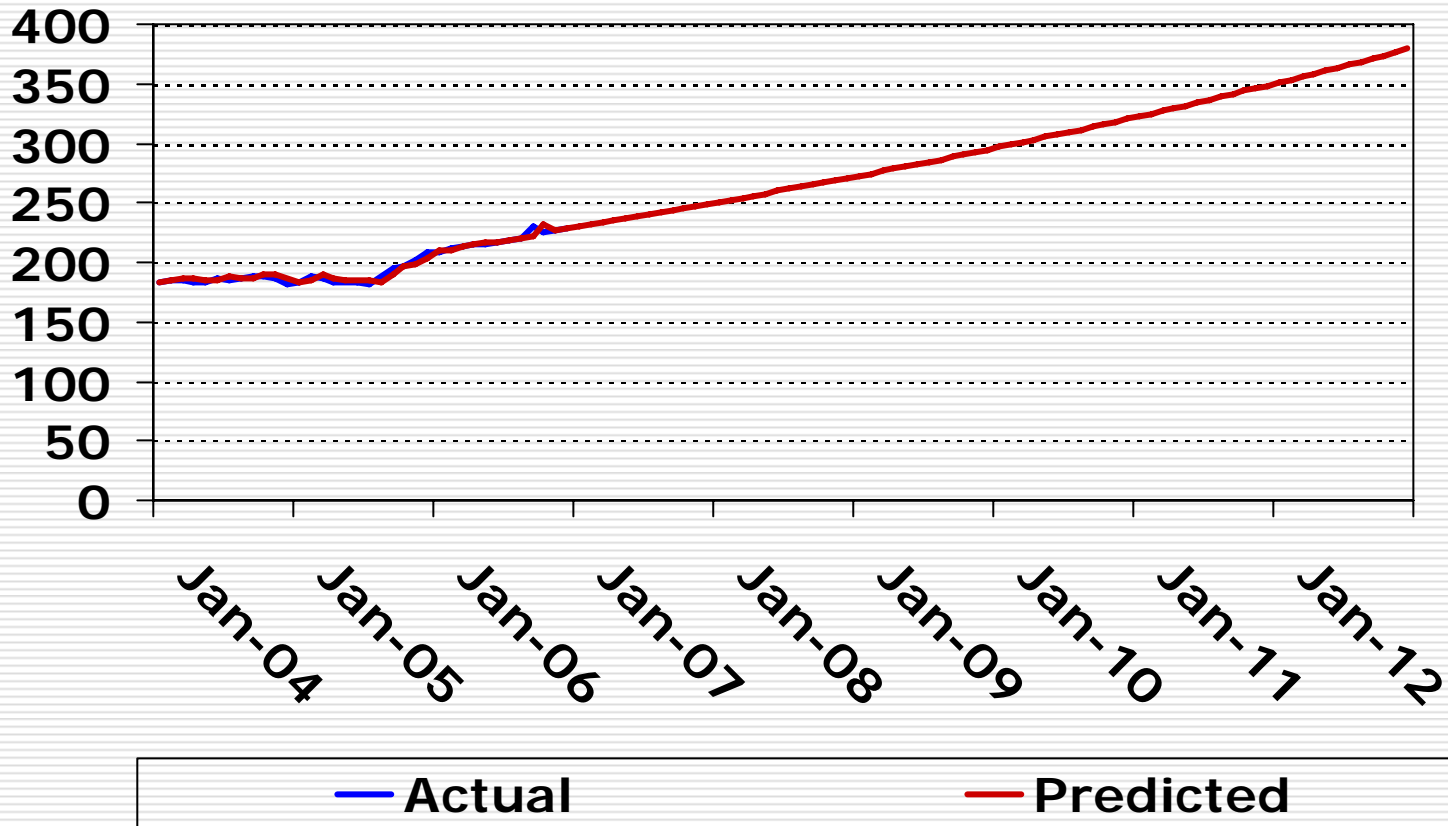
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# Monthly Foster Care Caseload



# Adult Guardianship Caseload



# Staffing Standards Example

## Youth & Family Services Division (YFS)

<b>Service Area</b>	<b>NCDSS Standard 1</b>
Child Welfare Intake	100
Child Protective Services (CPS)	10
Family Intervention (FI)/Case Planning & Case Management (CPCM)	10
Permanency Planning (Foster Care and Adoption Services)	15
Social Work Supervisor (for service areas above)	5
	<b>Number of Above Social Workers to Other Social Workers</b>
Other Social Workers	3.3
	<b>Other Social Workers Supervised</b>
Other Social Work Supervisors	6.2
	<b>Above Employees to Other Division Employees</b>
Other Division Employees	3.0
	<b>Division Staff Supervised</b>
Managers & Other Supervisors	18.9
Directors	132.7

# Staffing Standards Example cont.

## Economic Services Division (ESD)

Service Area	County DSS Caseload Standard
<b>Food Stamps</b>	
Case Managers	491
Case Management Supervisor	10
Quality & Training Specialists	5
<b>Medicaid</b>	
Case Managers	1041
Case Management Supervisor	10
Quality & Training Specialists	5
<b>Work First</b>	
Case Managers	378
Case Management Supervisor	10
Employment Services Social Workers	40
Employment Services Social Worker Supervisor	10
Quality & Training Specialists	5
Program Specialists	8

# Staffing Standards Example cont.

## Economic Services Division (ESD)

<b>Intake</b>	
Quality & Training Specialists	5
Intake Specialists Supervisor	8
	<b>Case Managers to Intake Specialists (Budgeted)</b>
Intake Specialists	2.0
<b>Other Division Employees</b>	
Support Staff	9.7
	<b>Support Staff Employees Supervised</b>
Support Staff Supervisors	16.5
	<b>Division Staff Supervised</b>
Managers	63.6
Directors	161.5

# Current Staffing to Standard (2008 Caseload Projections)

Under (Less than 98%)	At Standard (98% to 102%)	Over (Greater than 102%)
<ul style="list-style-type: none"> <li><input type="checkbox"/> ESD:               <ul style="list-style-type: none"> <li>■ Food Stamps, Intake Specialists</li> </ul> </li> <li><input type="checkbox"/> SFA:               <ul style="list-style-type: none"> <li>■ Services to Maintain Independence, Adult Day Care, Administrative Case Management, Adult MA/FS Case Managers</li> </ul> </li> <li><input type="checkbox"/> SSD:               <ul style="list-style-type: none"> <li>■ J1C Social Workers, CSG Call Center</li> </ul> </li> <li><input type="checkbox"/> YFS:               <ul style="list-style-type: none"> <li>■ Intake, Child Protective Services, Permanency Planning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> SFA:               <ul style="list-style-type: none"> <li>■ Adult Protective Services, Guardianship</li> </ul> </li> <li><input type="checkbox"/> SSD:               <ul style="list-style-type: none"> <li>■ CIR Call Center</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> ESD:               <ul style="list-style-type: none"> <li>■ Medicaid, Work First &amp; Employment Services</li> </ul> </li> <li><input type="checkbox"/> SFA:               <ul style="list-style-type: none"> <li>■ Adult Home Specialist, Adult Medicaid/Food Stamp Intake Specialists</li> </ul> </li> <li><input type="checkbox"/> SSD:               <ul style="list-style-type: none"> <li>■ CS&amp;I Case Manager</li> </ul> </li> <li><input type="checkbox"/> YFS:               <ul style="list-style-type: none"> <li>■ Family Intervention, Nurses</li> </ul> </li> </ul>



# Total Agency Budgeted Positions

Year	Current Budgeted	90% Standard	95% Standard	100% Standard	100% As A Difference From Current Level
2008	1,178	1,206	1,274	1,340	+162
2010	1,178	1,268	1,338	1,409	+231
2012	1,178	1,331	1,405	1,479	+301



# Total Agency Budgeted Positions at 100% Staffing by Division

Division	Job Type	Current Budgeted	2008	2010	2012
			100% Standard	100% Standard	100% Standard
<b>ASD*</b>	<b>Total Division Employees</b>	<b>68.5</b>	<b>77</b>	<b>81</b>	<b>85</b>
<b>ESD</b>	Case Managers/Intake Spec.	184	192	209	227
	Social Workers	35	27	27	27
	Other	106	104	113	122
	<b>Total Division Employees</b>	<b>325</b>	<b>323</b>	<b>349</b>	<b>376</b>
<b>SFA</b>	Case Managers/Intake Spec.	61	62	66	69
	Social Workers	49.5	54	55	57
	Other	165	173	182	190
	<b>Total Division Employees</b>	<b>275.5</b>	<b>289</b>	<b>303</b>	<b>317</b>
<b>SSD</b>	Case Managers	27	25	25	25
	Social Workers	7	8	10	11
	Other	70	74	77	80
	<b>Total Division Employees</b>	<b>104</b>	<b>107</b>	<b>112</b>	<b>116</b>
<b>YFS</b>	Social Workers	240	323	335	248
	Other	165	220	228	236
	<b>Total Division Employees</b>	<b>405</b>	<b>544</b>	<b>564</b>	<b>585</b>
<b>Total</b>	<b>Total Department Employees</b>	<b>1178</b>	<b>1340</b>	<b>1409</b>	<b>1479</b>



# Budgeted Positions by Division

		Current Budgeted	90% Standard	95% Standard	100% Standard	100% As A Difference From Current Level
2008	ASD	68.5	70	74	77	+8.5
	ESD	325	290	307	323	-2
	SFA	275.5	260	274	289	+13.5
	SSD	104	95	102	107	+3
	YFS	405	490	517	544	+139
	Total	1178	1206	1274	1340	+162
2010	ASD	68.5	73	77	81	+12.5
	ESD	325	314	332	349	+24
	SFA	275.5	273	287	303	+27.5
	SSD	104	100	106	112	+8
	YFS	405	508	536	564	+159
	Total	1178	1268	1338	1409	+231
2012	ASD	68.5	77	81	85	+16.5
	ESD	325	338	357	376	+51
	SFA	275.5	286	301	317	+41.5
	SSD	104	104	111	116	+12
	YFS	405	526	556	585	+180
	Total	1178	1331	1405	1479	+301



# Salary/Benefit Costs for Social Workers and Case Managers by Division

		Current Budgeted	90% Standard	Difference	95% Standard	Difference	100% Standard	Difference
ESD	2008	\$10,503,093	\$9,369,675	(\$1,133,418)	\$9,889,296	(\$613,797)	\$10,419,381	(\$83,712)
	2010	\$10,503,093	\$10,110,267	(\$392,826)	\$10,629,888	\$126,795	\$11,206,260	\$703,167
	2012	\$10,503,093	\$10,804,572	\$301,479	\$11,416,767	\$913,674	\$12,039,426	\$1,536,333
SFA	2008	\$5,632,682	\$5,316,120	(\$316,562)	\$5,671,521	\$38,840	\$5,934,348	\$301,667
	2010	\$5,632,682	\$5,568,483	(\$64,199)	\$5,923,884	\$291,203	\$6,176,247	\$543,566
	2012	\$5,632,682	\$5,820,846	\$188,165	\$6,176,247	\$543,566	\$6,428,610	\$795,929
SSD	2008	\$1,647,006	\$1,415,571	(\$231,435)	\$1,564,896	(\$82,110)	\$1,611,183	(\$35,823)
	2010	\$1,647,006	\$1,529,073	(\$117,933)	\$1,621,647	(\$25,359)	\$1,724,685	\$77,679
	2012	\$1,647,006	\$1,585,824	(\$61,182)	\$1,735,149	\$88,143	\$1,781,436	\$134,430
YFS	2008	\$13,620,240	\$16,571,292	\$2,951,052	\$17,422,557	\$3,802,317	\$18,330,573	\$4,710,333
	2010	\$13,620,240	\$17,138,802	\$3,518,562	\$18,046,818	\$4,426,578	\$19,011,585	\$5,391,345
	2012	\$13,620,240	\$17,763,063	\$4,142,823	\$18,784,581	\$5,164,341	\$19,749,348	\$6,129,108



# County Share of Salary/Benefit Costs for Social Workers and Case Managers by Division

		90% Difference	County Share	95% Difference	County Share	100% Difference	County Share
ESD	2008	(\$1,133,418)	(\$675,955)	(\$613,797)	(\$406,213)	(\$83,712)	(\$121,307)
	2010	(\$392,826)	(\$305,658)	\$126,795	(\$35,916)	\$703,167	\$272,133
	2012	\$301,479	\$41,494	\$913,674	\$357,523	\$1,536,333	\$688,716
SFA	2008	(\$316,562)	(\$173,178)	\$38,840	(\$34,316)	\$301,667	\$195,525
	2010	(\$64,199)	(\$27,134)	\$291,203	\$180,361	\$543,566	\$326,406
	2012	\$188,165	\$118,911	\$543,566	\$326,406	\$795,929	\$472,450
SSD	2008	(\$231,435)	(\$115,718)	(\$82,110)	(\$31,124)	(\$35,823)	(\$7,980)
	2010	(\$117,933)	(\$39,104)	(\$25,359)	\$7,183	\$77,679	\$68,634
	2012	(\$61,182)	(\$797)	\$88,143	\$83,797	\$134,430	\$106,941
YFS	2008	\$2,951,052	\$1,991,960	\$3,802,317	\$2,566,564	\$4,710,333	\$3,179,475
	2010	\$3,518,562	\$2,375,029	\$4,426,578	\$2,987,940	\$5,391,345	\$3,639,158
	2012	\$4,142,823	\$2,796,406	\$5,164,341	\$3,485,930	\$6,129,108	\$4,137,148



# Change From Current Level in Salary/Benefit Costs for Social Workers and Case Managers Only

Year	Current Budgeted	90% Standard	Difference	95% Standard	Difference	100% Standard	Difference
2008	\$31,403,021	\$32,672,658	\$1,269,638	\$34,548,270	\$3,145,250	\$36,295,485	\$4,892,465
2010	\$ 31,403,021	\$34,346,625	\$2,943,605	\$36,222,237	\$4,819,217	\$38,118,777	\$6,715,757
2012	\$ 31,403,021	\$35,974,305	\$4,571,285	\$38,112,744	\$6,709,724	\$39,998,820	\$8,595,800



# County Share of Change From Current Level in Salary/Benefit Costs for Social Workers and Case Managers Only

Year	90% Difference	County Share	95% Difference	County Share	100% Difference	County Share
2008	\$1,269,638	\$1,027,109	\$3,145,250	\$2,163,543	\$4,892,465	\$3,245,713
2010	\$2,943,605	\$2,003,133	\$4,819,217	\$3,139,568	\$6,715,757	\$4,306,331
2012	\$4,571,285	\$2,956,014	\$6,709,724	\$4,253,656	\$8,595,800	\$5,405,255



# Summary

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- Salary information does not include administrative and supervisory staff
- These projections do not include costs for overhead and infrastructure such as telephone (\$265), office space (\$2,376), office supplies (\$133), computer (\$1,236), furniture (\$2,652) which average \$6,662 per year per employee



# Discussion

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- ❑ Study results were used in evaluating current staff allocation and as part of evidence that the department used to obtain additional social workers
- ❑ Study methods are easily replicated and can be adjusted with new caseload data and as caseload standards develop or change



# Discussion cont.

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- Limitations include amount of and unverified quality of some caseload data and paucity of caseload standards for economic and support services



# Future Directions

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- ❑ Staffing projections provide a cornerstone for strategic planning
- ❑ Along with turnover monitoring and staff transition analysis, projections contribute to the development of a comprehensive human services planning model



# Challenges Beyond Caseload Growth

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- ❑ High child welfare worker turnover rates affect states all over the nation
- ❑ The overall average turnover rate in social services ranged from 11.8% to 22.1 in 2003 (APHSA, 2005). GAO (2003) estimated the turnover rate for child welfare staff at 30% to 40%
- ❑ Staff shortages and turnover affect the ability to carry out child welfare tasks effectively. Consequently, these conditions affect the safety of children, and increase the recurrences of abuse or neglect (NCCD, 2006)



# Efforts in Addressing Child Welfare Staff Shortage and Turnover

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## □ Programs such as:

- Child Welfare Recruitment and Retention Project sponsored by US Children's Bureau

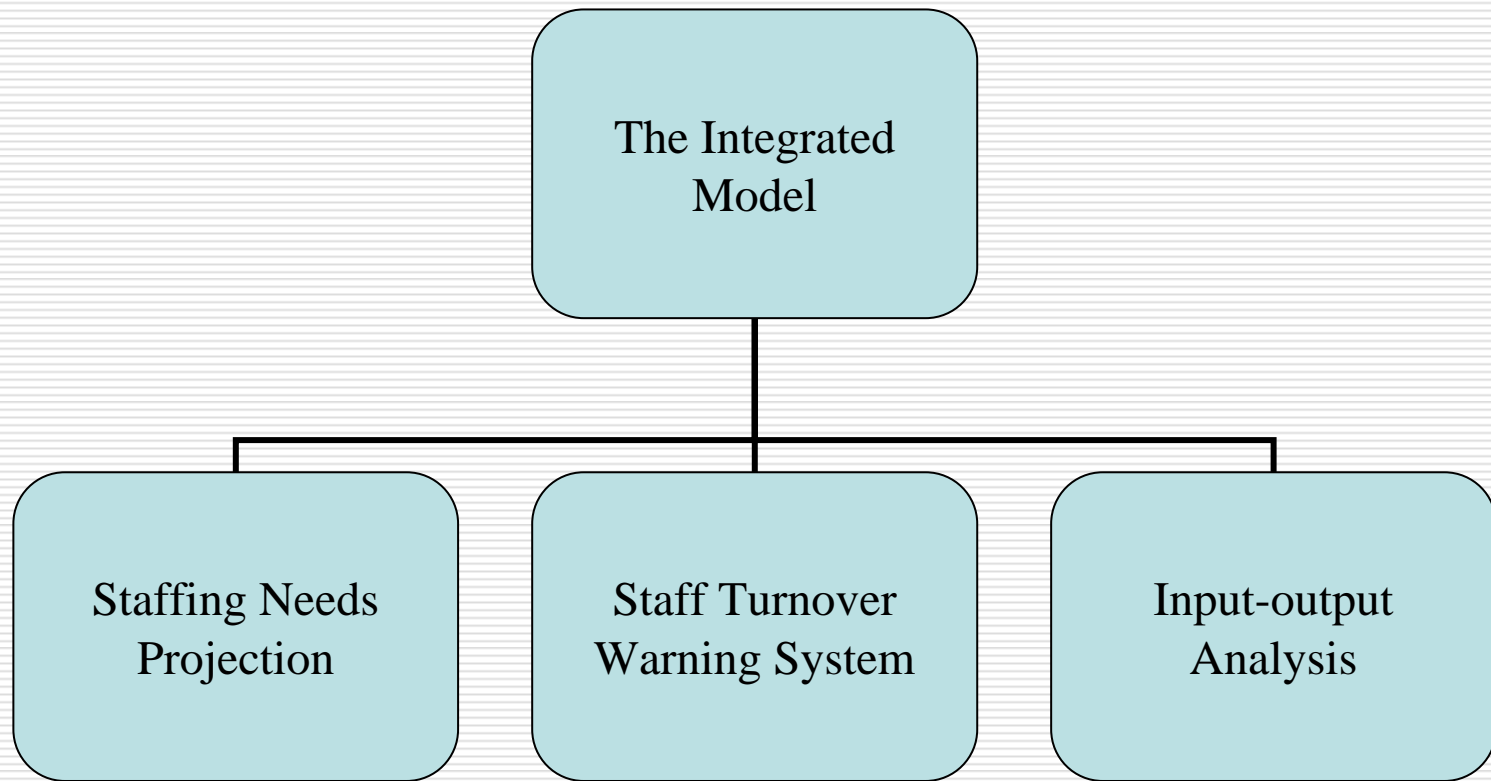
[\(\[http://ssw.unc.edu/fcrp/cspn/voll2\\\_no1/dickinson.htm\]\(http://ssw.unc.edu/fcrp/cspn/voll2\_no1/dickinson.htm\)\)](http://ssw.unc.edu/fcrp/cspn/voll2_no1/dickinson.htm)

- Child Welfare Training : National Child Welfare Workforce Initiatives
- Child Welfare Education Collaborative



# The Integrated Model to Address the Challenges

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# The Integrated Model to Address the Challenges

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## The Three Key Components of the Model:

- Staffing needs projection that incorporates caseload standards and large environmental factors that affect child welfare caseload such as population growth, change in demographic make-up, and the uncertainty in the economy



# The Integrated Model to Address the Challenges cont.

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- An early warning system that monitors potential turnover by both directly asking child welfare workers the likelihood of leaving a position and by assessing their perceptions, characteristics and attitudes regarding retention
  - APHSA (2005) estimated that over half of staff turnovers were preventable



# The Integrated Model to Address the Challenges cont.

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- An input-output analysis borrowed from economic management that comprehensively assesses the chain reaction of staffing needs due to turnover, movements out of a job category, new services, retirement, system changes, organizational growth, and so forth



# Conclusion

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- ❑ The integrated model can help an agency develop a comprehensive human services planning model that assesses both internal and external factors and predicts staffing needs.
- ❑ In so doing, the human services agency will not only perform better in the present but will also be well positioned for the future.
- ❑ The model shows promise, but has not been fully implemented in practice.



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# Thank you

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- Please contact Dean Duncan, [dfduncan@email.unc.edu](mailto:dfduncan@email.unc.edu), for additional information

