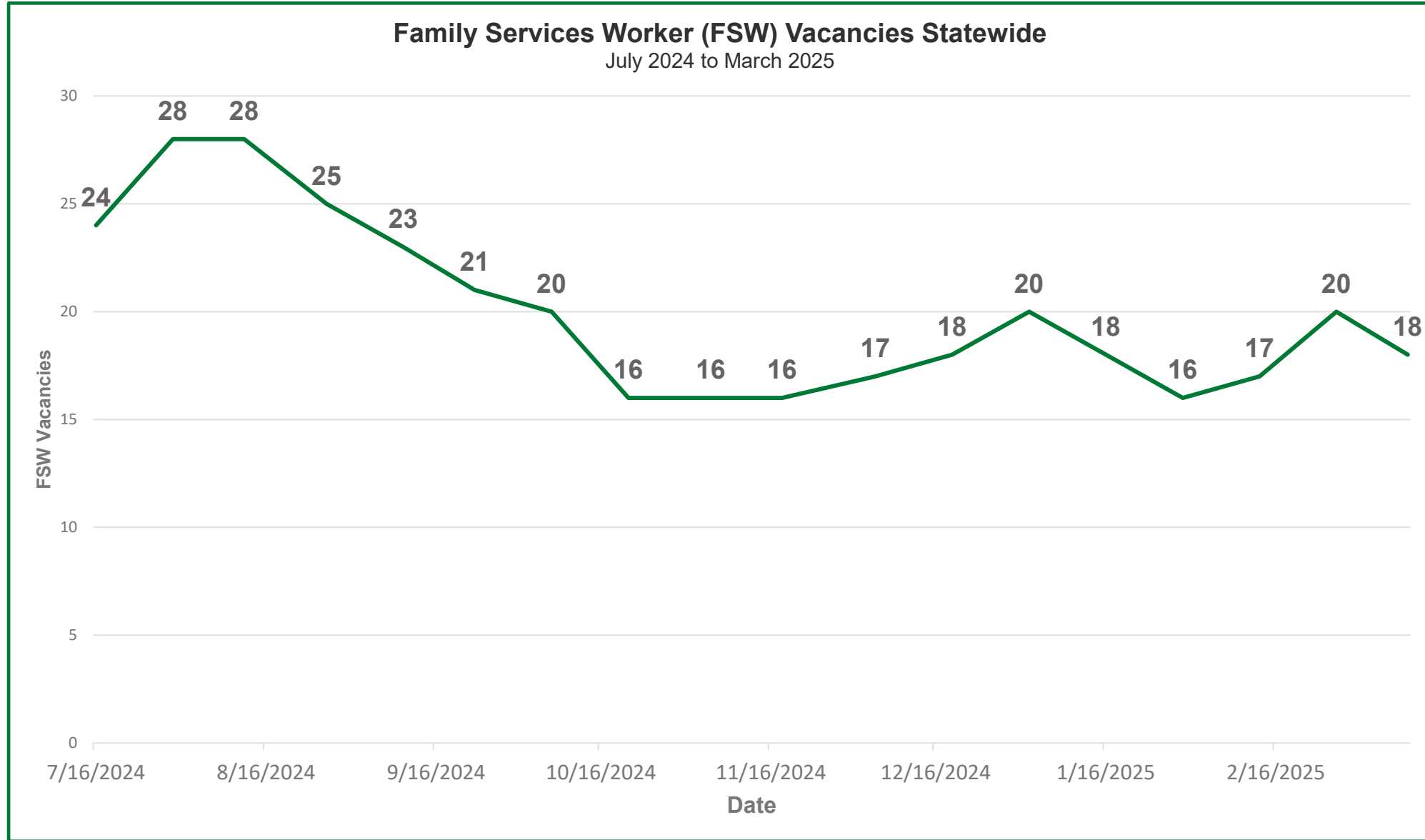


Family Services Workforce and High End System of Care Status Update

**Department for Children and Families (DCF)
Family Services Division (FSD)**

**Chris Winters, DCF Commissioner
Tyler Allen, FSD High End System of Care Director
Alma Alvarado, FSD Workforce Development Director**

Vacancy Data



Workforce Status Overview

Job Satisfaction and Average Caseload Count:

- Our last Employee Engagement Survey was conducted before the implementation of Child and Adolescent Transitional Staffing Team (CATS) and other HESOC resource increases. It showed that **61%** of our staff who participated endorsed feeling **general job satisfaction**.
- **61%** of staff had an **intent to remain in child welfare** per our 2024 staff safety culture survey. We do not have 2025 scores yet.
- District Family Service Workers have been reclassified to a higher paygrade.
- Current average caseloads are 13 families per worker.

Turnover:

- Our last available completed annual turnover rate was 16%. Currently for FY25 to date we are at **6%** based upon available HR data. The estimated national average turnover rate for child welfare workers is **30%**.

2025 Workforce Goals and Status

1

Lower vacancy from 11.4% to 8%

➤ Status: 10.6% point in time rate

2

Increase job satisfaction and intent to remain in child welfare work to 65%

➤ Status: 61% for both scores

3

Decrease the time to fill District Family Service Worker positions

➤ Status: 127 days averaged, 72 for all roles

4

Decrease annual turnover rate from 16% to 13%

➤ Status: 6% (current HR data)

Strategies to Support Recruitment & Retention

1. Pilot mentoring program launch
2. Quarterly all staff meeting launch
3. Partnership with the Quality Improvement Center for Workforce Analytics Team
4. Reviewed hiring bottle necks to support faster time to fill
5. New and or improved workforce partnerships with organizations/colleges
6. Multiple new positions have been created to support optimal infrastructure
7. Implementing individualized support plans for high vacancy districts
8. Celebration of National Social work month

High End System of Care (HESOC) Expansion

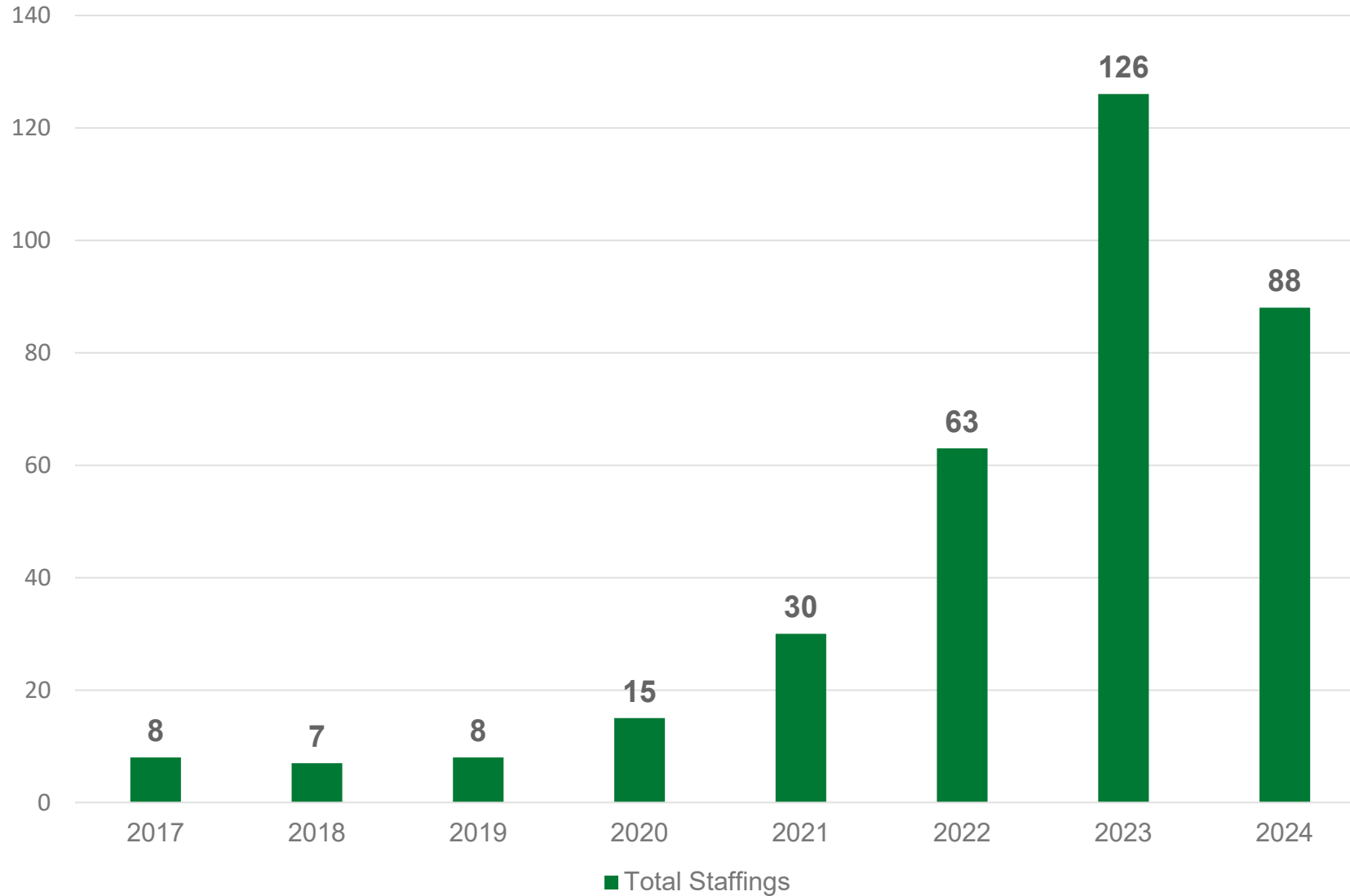
Newly Developed HESOC and Crisis Response Programming:

- Red Clover Treatment Center
- Vermont Crisis Intervention Network (VCIN) Stabilization Program
- Child and Adolescent Transitional Staffing Team (CATS)
- Staffing Supports Contracts

HESOC Programming Under Development:

- Windham County Crisis Stabilization Program
- Psychiatric Residential Treatment Facility
- Green Mountain Youth Campus (GMYC)

Number of Staffings



- Hospital Settings
- Police Departments
- Hotel Rooms/Suites
- DCF District Offices
- Leased Staffing Locations
 - Yellow House
 - Rest Stop
 - Horizons Apartment
 - Chelsea Apartment

Information about HESOC Staffings

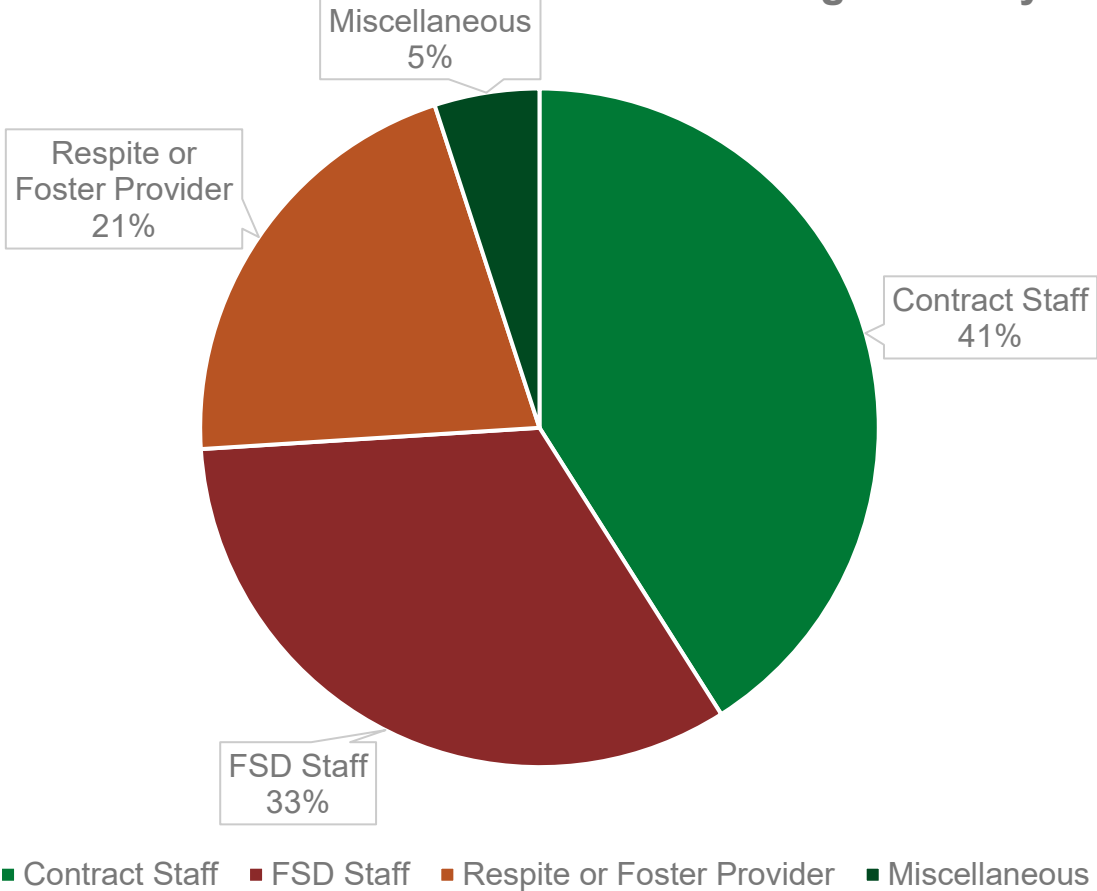
“HESOC Staffing” refers to the use of an alternative setting for a temporary placement where youth have acute, high-risk needs.

HESOC Supports

- Full-Time Centralized HESOC Coordinator Position
- Policy/Protocol Development
- Weekly HESOC Debrief
- Staffing Contract Expansion
- CATS Team
- Expansion Of Respite Foster Care List

FSD staff reflected here are almost entirely voluntary overtime hours. In the past 6 months, there have only been two HESOC staffings where FSD standby staffers were called upon, and only for a few hours each time.

2024 Staffing Hours by Role



Thank You!
Questions?