

# CHILD WELFARE WORKLOAD FRAMEWORK

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# Workload and Outcomes

## Constructive Approach to Workload

What is the “Work” in Workload?

The Real Workload Question

Needed Methodology

# Workload and Outcomes

- ▣ No definitive results relating workload by itself to outcomes
- ▣ Workload is not directly related to child welfare outcomes
- ▣ What is the operative logic model for producing child outcomes ?
- ▣ Outcomes are the results of “treatments”.
- ▣ Workload-Outcome research has been

# Constructive Approach to Workload

- ▣ Keep focus on the children and families and what the children and families require - focus on staff is not constructive
- ▣ Law, policy, procedures and organizational requirements (leave and requirements of having positions) need to be legitimized
- ▣ **Services received by a case is the workload** from a client centered perspective, all else is case supportive

# What is the “Work” in Workload?

- ▣ There are many practice models and they change, intentionally and unintentionally. There are a wide range of services within a practice model that can be received by a Case.
- ▣ Performing the actions to implement the practice model with fidelity is the work done
- ▣ Services received by a child and/or family (whatever case definition) is the workload received (required?) by a Case
- ▣ In fact, “What is a Case?” and “How many Cases are there?” are significant questions in any setting
- ▣ These points lead to the “Myth of National Standards”

# The Real Workload Question

- ▣ What are the services required to be received by a case in order to implement the planned Practice Model with fidelity?
- ▣ This is a very different question than how workload relates to outcomes.
- ▣ Lack of fidelity to the Practice Model is the greatest manageable risk.

# Needed Methodology

- ▣ SACWIS applications should accumulate ALL the services a child and family receive for the life of a case -
  
- ▣ This would
  - allow unobtrusive, after the fact work load study designs and solve the flaw of using group data for outcomes research
  - allow child and family specific associations of workload and outcomes in different contexts
  - break out of the limited time window

# ***Child Welfare Workload Studies & Preventing Child Fatalities***

Portland, Oregon  
February 26, 2015  
Donald H. Graham



# Purpose of workload studies:

**To improve business practices** and better understand the resources needed to support children and families.

It is a tool, not an answer or an end result

- ❖ **Measures agency response to alleged abuse** and thus can only be helpful in preventing deaths of children already known to the agency.
- ❖ Will help **measure the gap** between workload and resources
- ❖ Will help **assess the gap** between workload and resources (*from Washington State Children's Administration presentation to Legislature – 2008*)

## Relevance to Child Fatalities:

- ❖ **Recurrence** is the primary negative outcome for which workload analysis may have an immediate effect on child deaths.
- ❖ Opportunity for agencies to **formally define and measure the scope of their practice model.**
- ❖ Once defined and measured, there is almost always a managerial **assessment to alternatives to simply adding staff.**

## Efficiencies & Effectiveness may include:

- ❖ Adding staff **earlier in the process** of providing services (*i.e. Los Angeles County public health nurse involved in first responses for children under 2 years old*)
- ❖ Applying **new methods and technologies** (*i.e. MindShare Technology machine learning case risk assessment support for Eckert risk assessment teams*)

# Department of Human Services

## Child Welfare Workload Model

*Ryan Vogt, Assistant Administrator, Field Services,  
Child Welfare and Self Sufficiency  
February, 2015*



# Workload Model History

2008

- **Workload Model created by McKinsey & Company**

2010

- **Model re-administered pre SACWIS implementation**

2014

- **Model re-administered**

# Workload VS Caseload Pros

1. Caseload doesn't account for changes to practice, increasing complexity, unfunded mandates
2. Workload model is flexible, new duties can be added.
3. Workload model can tell the story, including efficiencies implemented.

# Workload VS Caseload Cons

1. Only measures the work that is being done. Doesn't adequately measure the "gap".
2. May be hard to get lawmakers to understand the gap between what they have been funding, and what the new model suggests.

# Model

## Survey Completion Rate 2014

	Survey's Completed	Full Time SSS1 (July 2014)	Percent Complete	Percent on Leave	Adjusted FT SSS1	Adjusted Percent Completed
Day 1	973	1070	90.93%	3.96%	1028	94.65%
Day 2	832	1070	77.76%	3.96%	1028	80.93%
Day 3	709	1070	66.26%	3.96%	1028	68.97%
<b>Total</b>	<b>838</b>	<b>1070</b>	<b>78.32%</b>	<b>3.96%</b>	<b>1028</b>	<b>81.52%</b>

# Survey Result Validation

8 Child Welfare Districts (1/2 State )

Ride-Alongs / Desk-side Observations

Focus Groups

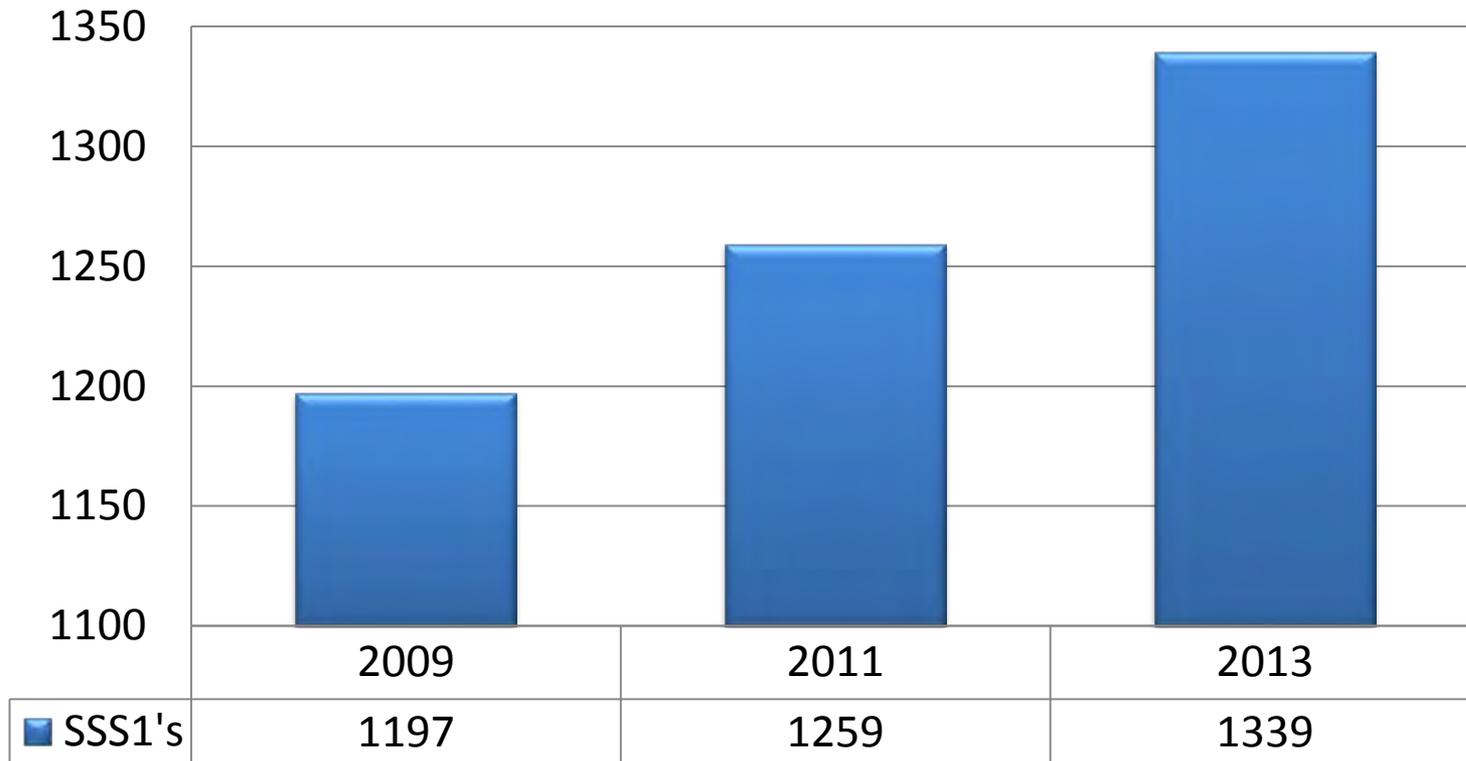
Worker Interviews

# Fall 2014 Forecast

Position Type	2013-2015				2015-2017			
	Current Position Authority	Position Earned Forecast	Percent of Earned	Difference Current to workload forecast	Current Position Authority	Position Earned Forecast	Percent of Earned	Difference Current to Workload Forecast
Case Worker	1339.0	1493.2	89.7%	-154.22	1366.4	1523.9	89.7%	(157.5)
Social Service Assistant	191.5	219.6	87.2%	-28.09	195.4	224.1	87.2%	(28.7)
Support Staff	388.5	497.7	78.0%	-109.27	396.5	508.0	78.0%	(111.5)
FRS/IVE Specialists	48.9	53.0	92.2%	-4.14	49.7	53.9	92.2%	(4.2)
Field Mgmt./Ldrship Support	228.5	294.9	77.5%	-66.4	229.8	296.5	77.5%	(66.7)
<b>Totals</b>	<b>2196.4</b>	<b>2558.5</b>	<b>85.8%</b>	<b>-362.12</b>	<b>2237.8</b>	<b>2606.5</b>	<b>85.9%</b>	<b>(368.7)</b>

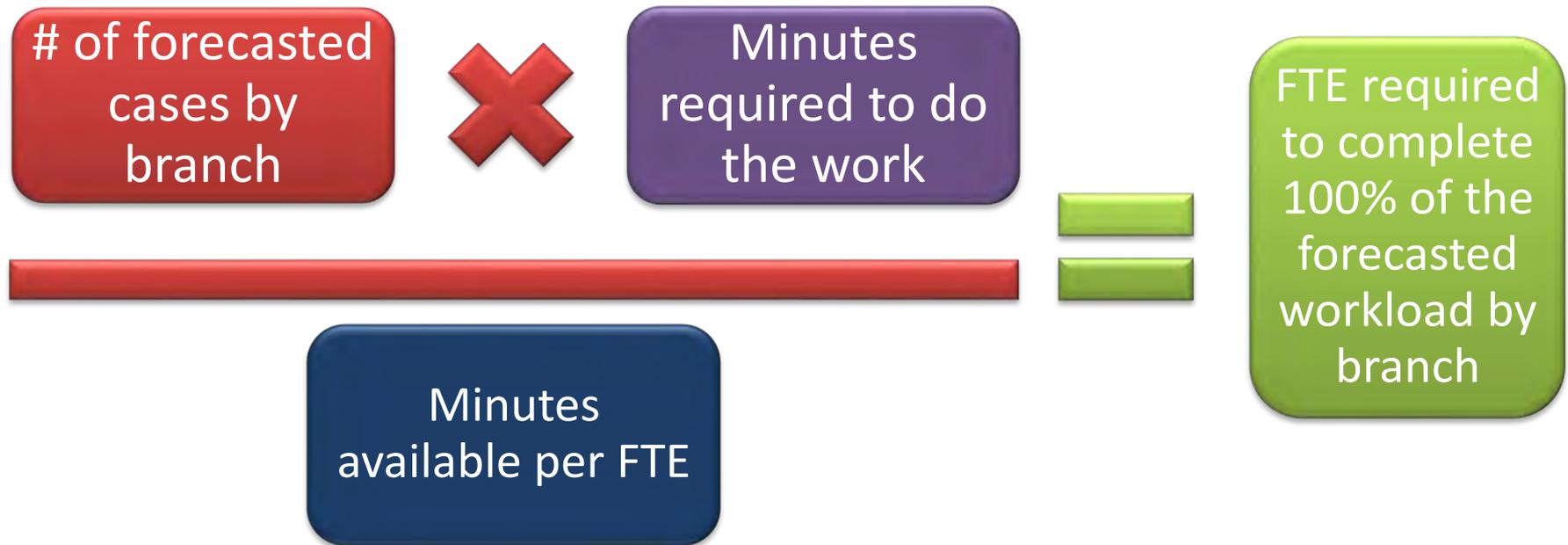
# Staff Investments

## New Child Welfare Positions



**\*SSS1: Social Services Specialist 1**

# Determining FTE Levels



THE NATIONAL ASSOCIATION OF SOCIAL WORKERS



# National Commission to Eliminate Child Abuse & Neglect Fatalities

## Workforce Issues

Portland, Oregon

February 26, 2015

**Joan Levy Zlotnik, PhD, ACSW**

Director, Social Work Policy Institute  
National Association of Social Workers

# The Child Protection Workforce



- No specific information on education and training (NSCAW analysis <40% with a BSW or MSW degree) – varies across states from <10% to 60%.
- High rates of turnover – varies by agency & by county even in state administered systems.
- High workload (recent reports from VT, CO, SC, GA, MA).
- Insufficient clinical training & assessment skills (i.e., substance abuse, maternal depression, risk and protective factors, evidence-based interventions).

# Workforce Issues Impact Child Outcomes



- No specific research related to fatalities; however
- workforce impacts other outcomes:
  - More workers a child has, increases likelihood of more foster care placements (Milwaukee County).
  - Worker turnover impacts return to care (FL)(predictive analytics).
  - Workers with social work degrees:
    - Quicker to achieve permanency outcomes.
    - Greater sense of competency - self-efficacy
    - Greater frequency of child visits
    - Better use of community resources.
    - Services more specific to level of severity of risk for further abuse & neglect.

# Worker Outcomes

## ☐ Factors relating to retention:

- Personal factors: Workers commitment to child welfare, sense of self-efficacy, low levels of emotional exhaustion.
- Organizational factors: Supervision, co-worker support, job satisfaction, sense of fairness, salary & benefits.

## ☐ Workers expected to use clinical judgment and assessment tools – they need:

- Critical thinking skills.
- Knowledge/skills – specific to child welfare.
- Adherence to ethical practice.
- Strong assessment skills.
- Sense of self-efficacy.
- Continuous learning.
- Supportive supervision and coaching.



# Worker Expectations Should Be

- Opportunity for autonomy.
- Support for clinical judgments, BUT
  - Vulnerability to liability and media scrutiny.
  - Limited recognition of professional role.
  - Vulnerable to the political climate.
  - Absence of learning organization culture and climate.
  - Insufficient availability of quality services and supports for children and families.



# Supervision

- Supervision affects worker practices and client outcomes
  - Goal attainment
  - Assessment and engagement
  - Client satisfaction
  - Self-efficacy
- Quality of supervision affects workers
  - Feelings of emotional support
  - Sense of competence
  - Organizational commitment
  - Personal accomplishment
  - Job satisfaction



# Staff Turnover and Child Abuse



- Study comparing California counties
  - High functioning counties
    - lowest turnover rates
    - best paid staff
    - **compliance with recognized practice standards**
    - low rates of re-abuse.
  - Lowest functioning counties
    - Highest turnover
    - Lowest staff pay
    - Highest rates of re-abuse
- [http://www.cornerstones4kids.org/images/nccd\\_relationships\\_306.pdf](http://www.cornerstones4kids.org/images/nccd_relationships_306.pdf)

# Workforce Issues Impact Agency Outcomes



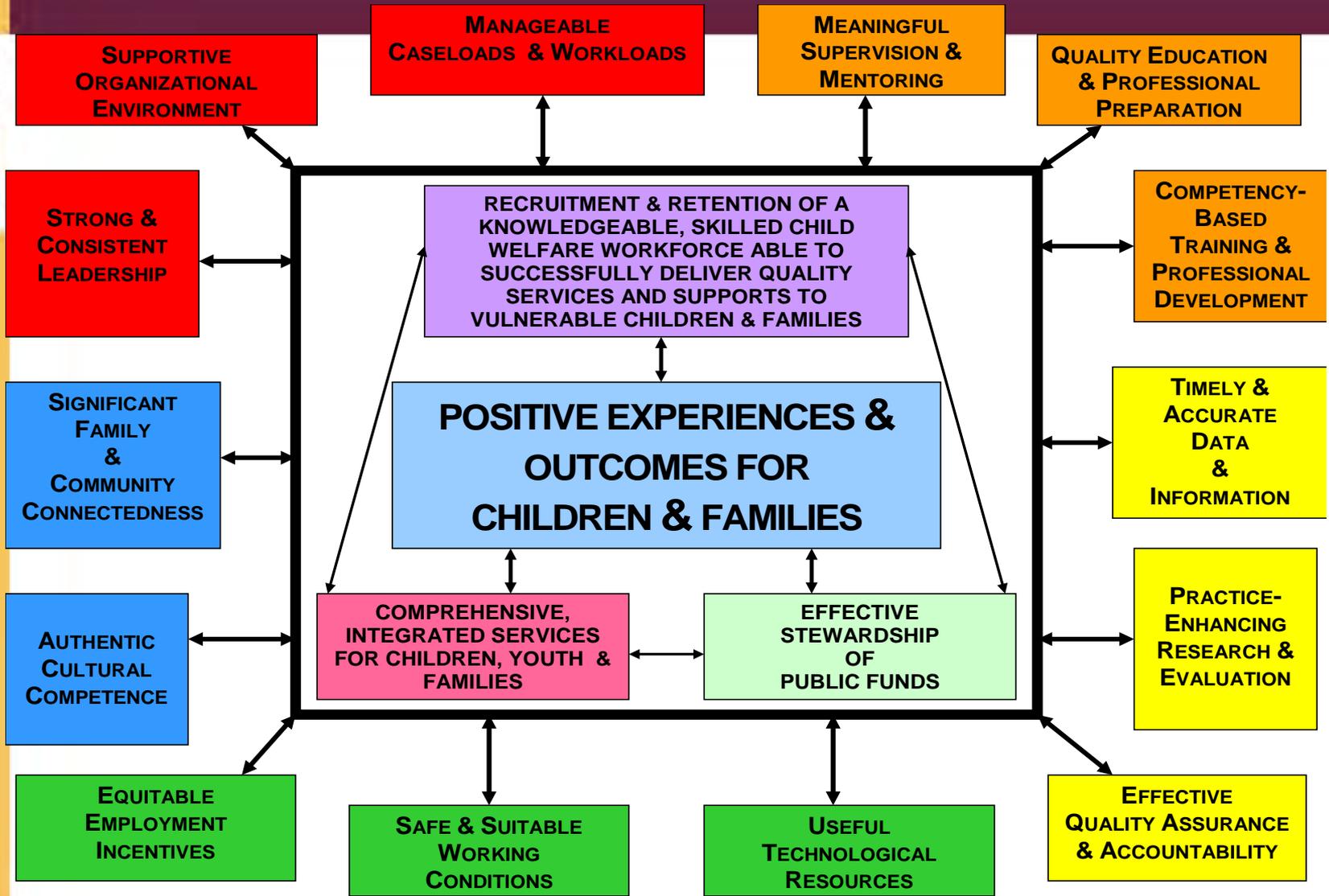
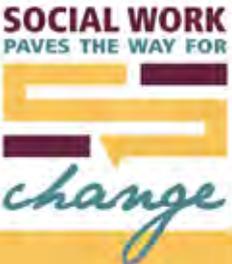
- Worker turnover is costly to agencies
  - Recruitment, hiring, retraining – estimates of at least ½ of the CPS worker salary
- Worker turnover is costly to other workers
  - Increased workload
  - Problematic organizational culture and climate
  - Absence of peer support
  - Work-family imbalance
  - Emotional exhaustion
  - Supervisors providing direct services

# Some Unanswered Questions

- Do child fatality reviews examine:
  - How many workers a family has had?
  - What the educational background of the worker(s)?
  - How long the worker(s) has been on the job?
- How much time does it take to be a fully-trained worker? Or supervisor?
  - Does turnover occur before this is accomplished?
  - Recruitment of the right workers – and culture and climate that retains them.
- What is the impact of worker burn-out (emotional exhaustion) on child outcomes?
- Why are workforce changes not sustained across years – decades of reports say the same – workload is too great – hire more workers – provide better training (or higher people better prepared for the work – increase retention).
  - Can't just hire – need to retain.

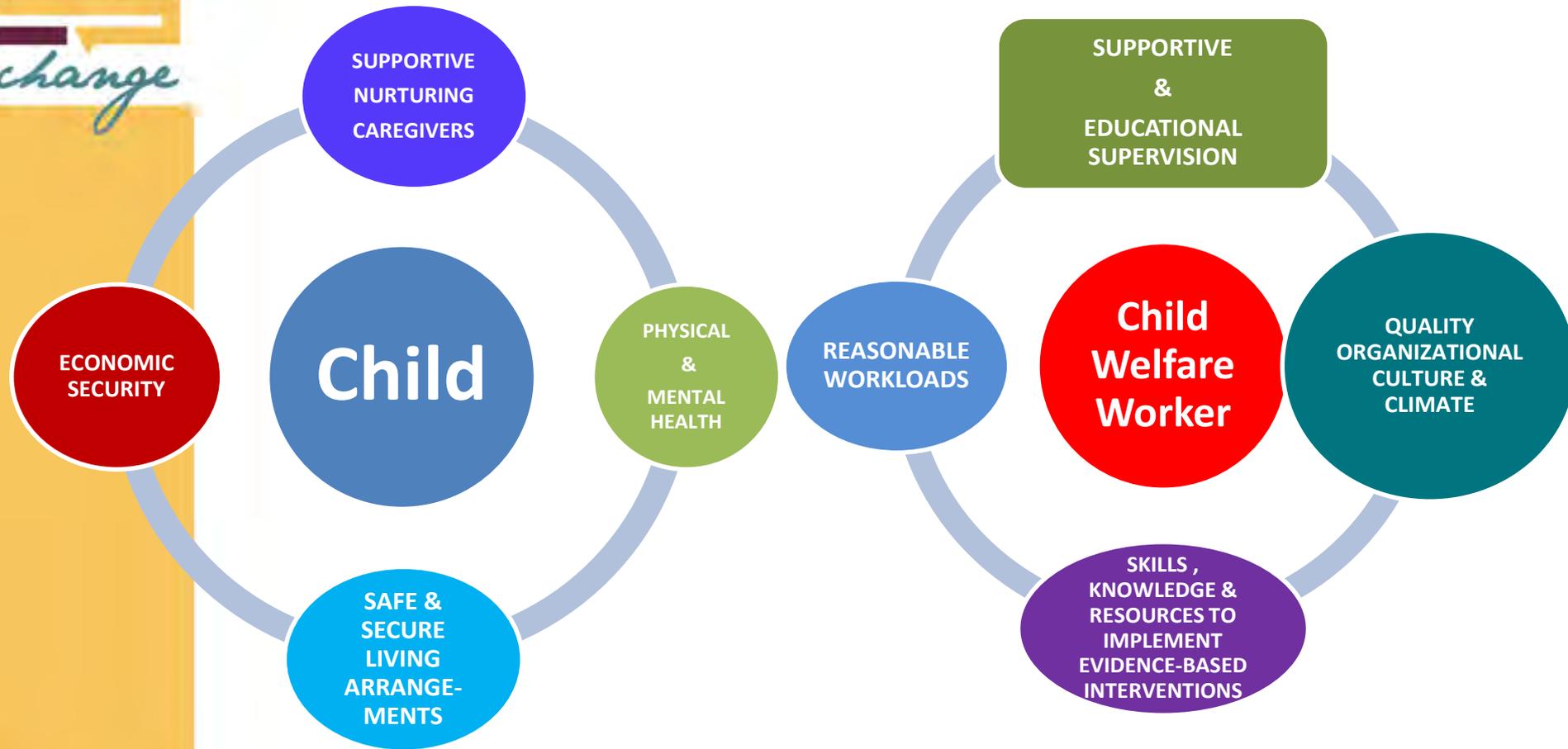
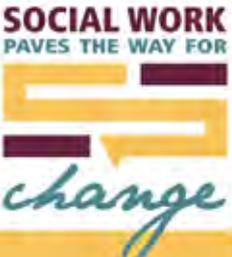


# 14 Components of an Effective CW Workforce (CDF/CR Child Welfare Policy Workgroup)

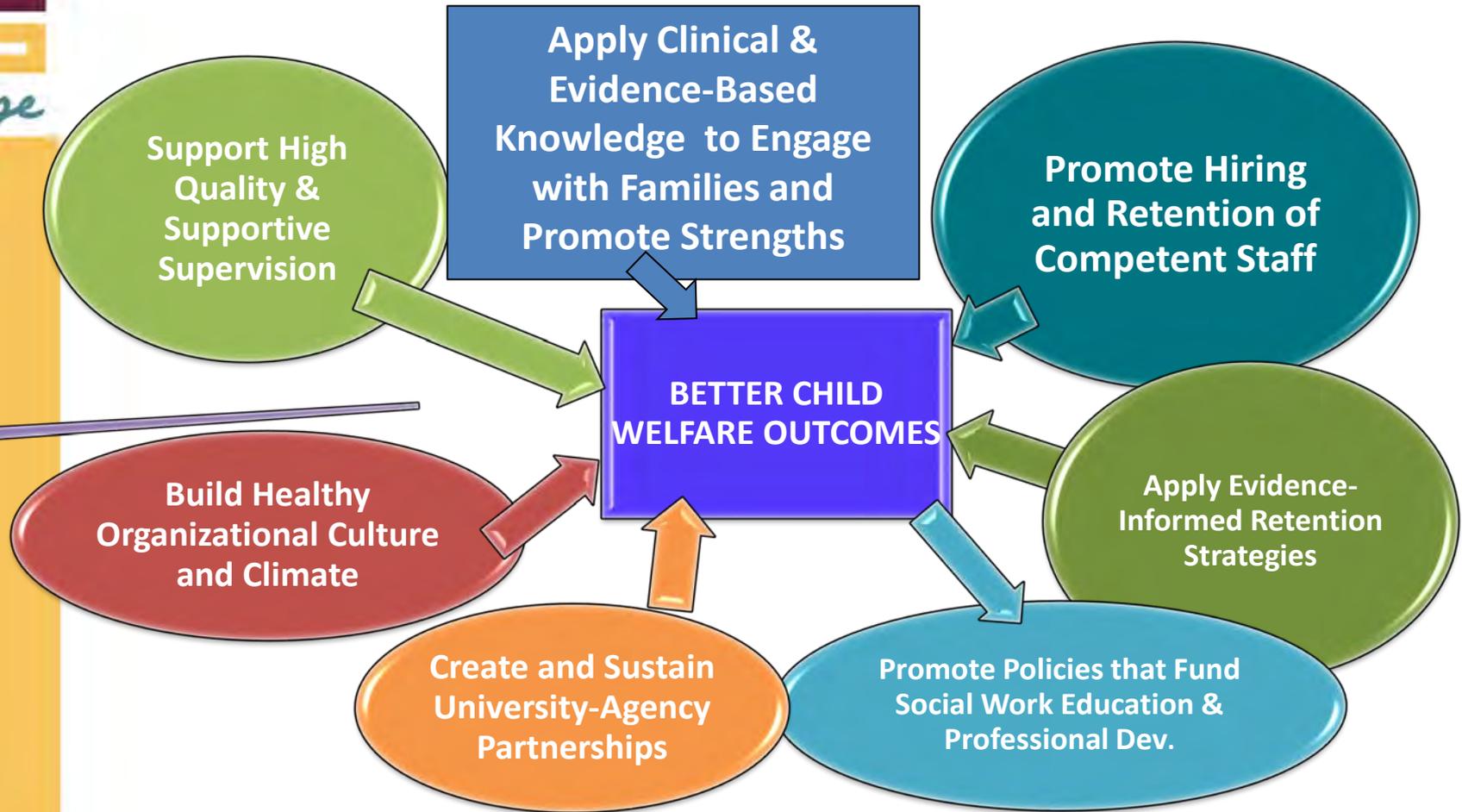


CDF/Children's Rights National Child Welfare Workforce Policy Workgroup (2007)

# Well-being: Parallel Process



# Promoting Workforce Well-being



# Resources

- **Supervision: The Safety Net for Front-Line Practice**

<http://www.socialworkpolicy.org/news-events/supervision-the-safety-net-for-front-line-child-welfare-practice.html>

- **Children at Risk: Optimizing Health in an Era of Reform**

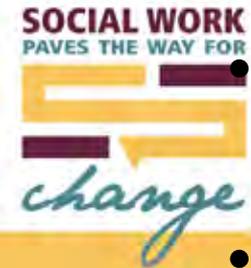
<http://www.socialworkpolicy.org/news-events/report-on-health-care-for-children-at-risk.html>.

- **Educating Social Workers for Child Welfare Practice: The Status of Using Title IV-E Funding to Support BSW & MSW Education**

<http://www.socialworkpolicy.org/news/new-policy-brief-highlights-use-of-title-iv-e-funding-to-support-social-work-students.html>

- **Investing in the Social Work Workforce**

<http://www.socialworkpolicy.org/news-events/social-work-policy-institute-releases-new-report-on-needed-workforce-investments.html>



# Resources

- **Factors Influencing Retention: Systematic Review of the Research**  
<http://www.socialworkpolicy.org/publications/iaswr-publications/iaswr-child-welfare-workforce-initiative.html>
- **CDF/Children's Rights National Child Welfare Workforce Policy Workgroup**
  - <http://www.childrendefense.org/child-research-data-publications/data/promoting-child-welfare-workforce-improvements.html>
- **Child Welfare Information Gateway:**  
[http://www.childwelfare.gov/management/mgmt\\_supervision/](http://www.childwelfare.gov/management/mgmt_supervision/)
- **National Child Welfare Workforce**  
<http://www.ncwwi.org/>



# For More Information

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