



WORKPLACE STABILITY PLAN

FY 2023-2024

Workforce Stability Plan

Workforce stability and retention remains a high priority for BFP and our partner agencies and providers. A stabilized committed work force leads to improved outcomes for children and families. Although turnover has always been challenging in child welfare, BFP's robust workforce stability plan has resulted in significant improvement in case management and case management supervisor turnover. The below charts review the turnover for dependency case management of current and historical data. Turnover was reduced from 34.5% in 2021 to 28.6% in 2022. Turnover was at an all-time high at 46.3% at the end of calendar year 2019 leading into the pandemic. Controllable turnover increased from 13.8% in 2021 to 17.3% in 2022 yet remains under the annual target of 18%. Total Turnover decreased from 34.5% to 28.6%.

Calendar Year	Controllable Target	Total Turnover	Controllable Turnover
2018	18%	28.7%	20.2%
2019	18%	46.3%	31.6%
2020	18%	24.4%	18.8%
2021	18%	34.5%	13.8%
2022	18%	28.6%	17.3%

At the end of the calendar year, data from separations and information gathered during exit interviews is utilized to report trends and observations. The Leadership Team reviews this information and identifies any specific areas where action is needed to address deficiencies.

The Florida Coalition for Children in partnership with Community Based Care Agencies initiated legislative advocacy for increased salaries for Florida's Child Welfare workforce and was a top priority in 2022 legislative session. As a result, the Florida legislature increased Community Based Care Agencies funding and in May of 2022 the BFP Family of Agencies staff was provided salary increases. Increases were likewise made to starting salaries for new employees. The additional funding was also used to create specialized positions to further support the front-line workforce. Additionally, contracted providers received more funding to support salary increases in their agencies. The 2022 Annual Employee Survey results showed an increase in scores for all categories demonstrating that employees were more satisfied overall with their job and the agency. This additional funding helped to stabilize the workforce and increase retention, positively contributing to improvements in recruiting, training, managing, and supporting newly trained staff in child welfare.

During the calendar year of 2022, the agency employed an average of 98 employees and had a turnover rate of 28.6% for a total of 28 separations. Of this turnover, 11 were considered controllable.

- One (1) employee exhausted available leave
- Eleven (11) employees resigned without notice.
- Two (2) employees were terminated for cause.
- Fourteen (14) employees left for other opportunities.

During May 2023, Dependency Case Management turnover was 7.6% with an average of 18 children per Case Manager. Reasons noted for the turnover included competing demands and priorities, stress, and difficulty managing work life balance. Workforce stability remains an important focus and priority area for the BFP leadership staff.

The following specific efforts will continue for FY 2023 – 2024:

1. BFP's contracts with a licensed psychologist to provide Self-Care Trainings to all staff. Wellness initiatives are included in the Five-Year Strategic Plan to address vicarious traumatization, burn out, and secondary traumatic stress. Directors ensure that supervisors are facilitating connections to resources and identifying strategies that boost employees' mental health through promotion of Wellness Day and direct supervision at least monthly. Virtual wellness activities may also be offered to support staff wellbeing and reduce stress.
2. Through its Professional Employment Organization (PEO), BFP offers an Employee Assistance Program. This program combines elements of traditional employee assistance programs, work-life services, and health information telephone lines with a wealth of other resources. Through confidential telephone conversations, online content or informational recorded messages, employees and their families have easy access to a team of registered nurses and master's-level counselors, 24 hours every day, at no cost to the individual, to help increase workforce stability.
3. Each employee has an individualized Self Care Plan. Common examples of self-care include maintaining a regular sleeping routine, eating healthy, spending time in nature, and taking part in a hobby. Self-care looks different for everyone; the plan should promote health and happiness.
4. Each employee receives one Wellness Day per quarter to help promote work life balance. A wellness day, or mental health day, is taking a break from work activities to refresh and de-stress.
5. BFP collaborates with the University of Central Florida School of Social Work to provide internships. An agency application for student interns was executed with Barry University School of Social Work Field Education. This affiliation agreement allows BFP to accept internships from Barry University. Partnerships have also ensued with Eastern Florida State College. BFP has a Memorandum of Understanding with the UCF School of Social Work for students that desire internships to gain direct work experience in the field of child welfare. The purpose of these agreements is to allow students and/or faculty from the School of Social Work to use the facilities of the agency to integrate theory learned in the classroom with practice and to develop skills through planned and supervised clinical experience. A program of supervised social work education in the areas of generalist

practice and clinical practice is available. Internships in a variety of capacities are offered that allow a student or emerging professional to gain skills and experience in a short-term, real-world work environment. Interns may be offered a position upon graduation.

6. BFP is a member agency and partners with the Florida Coalition for Children (FCC) regarding workforce stability. The FCC selected workforce stability as one of four priority areas of focus amongst Florida's child welfare leadership staff for FY 2023-2024. Such topics include Exploring Innovations in Hiring to Promote Workforce Stability and The Florida Institute for Child Welfare's Approach to Innovative Workforce Programming.
7. BFP supports subcontracted case management agencies to implement strong recruitment and retention strategies and job position advancement leveling systems. A career ladder, outlined in operating procedure establishes guidelines for dependency care managers to advance their career. Care Managers may "level up" provided that specific requirements are met and there is interest in enhancing their knowledge, skills, and professional development.
8. Workforce turnover data is collected monthly by the BFP Special Projects Coordinator and posted on BFP's website under the data report. Turnover data and staff vacancies are reported monthly at the CMA contract meeting. This data is reviewed by BFP leadership staff, and specific strategies are discussed with CMA leadership to further support and stabilize the workforce. Throughout the pandemic, ongoing leadership meetings were held to assess the risks and impact of COVID on the frontline staff when conducting face-to-face visits. BFP and its subcontracted case management agencies are committed to retaining and supporting current staff and sustaining strategies to increase worker stability. BFP staff recognition initiatives celebrate staff achievement and recognize excellent work in different ways.
9. BFP, in partnership with CMA has an Employee Recognition Program that includes annual events such as Staff Appreciation Week and additional forums where employee contributions, initiatives and the demonstration of agency values are encouraged, recognized, and rewarded. Some examples of employee recognition of CMA staff include: recognizing a fellow employee who made a difference by going "above and beyond," pitching in on a project - taking the responsibility from another employee who needs help, providing outstanding internal and external customer service, taking the initiative to help a co-worker solve a problem, helping a co-worker create a solution to an obstacle in performing a task, offering to take the lead on a project, setting an example of superior customer service, leadership, or other valued qualities; and providing additional administrative or other type of help or support without being asked. Staff may also be featured and recognized in the newsletter for exemplary efforts.

Reviewed by:



PHILIP J. SCARPELLI
Chief Executive Officer

Review Date: 7/1/23