

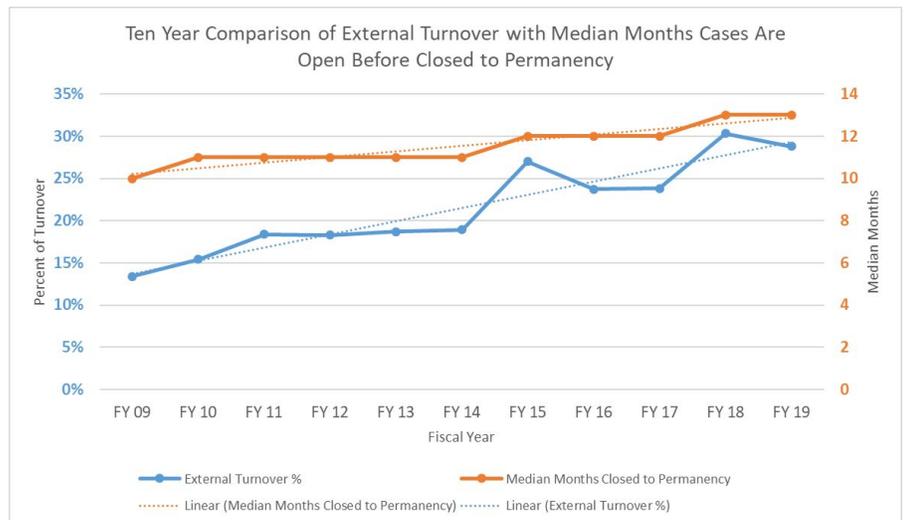
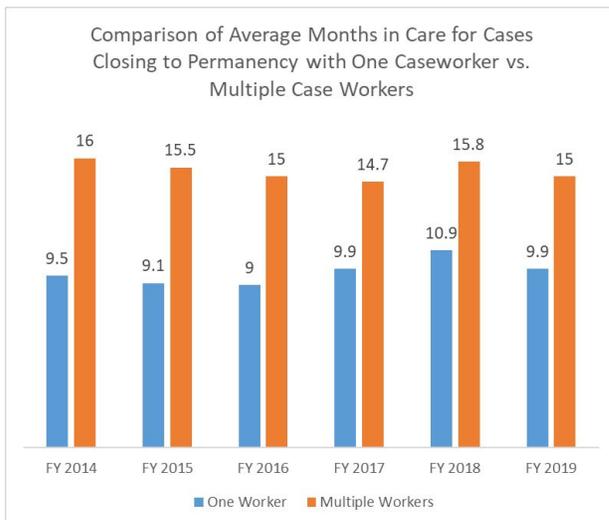
Estimates Related to Raising Frontline Worker Base Wage, and Effects on DCFS Personnel Turnover and Outcomes for Families

Prepared for Representative Wayne Harper

Providing families with quality services and the best chance for success depends upon retaining skilled professionals, specifically the 67% (703 out of 1,054) of DCFS Full Time Equivalents (FTEs), who deliver intake, CPS, and ongoing services.

Where Data Shows a Connection

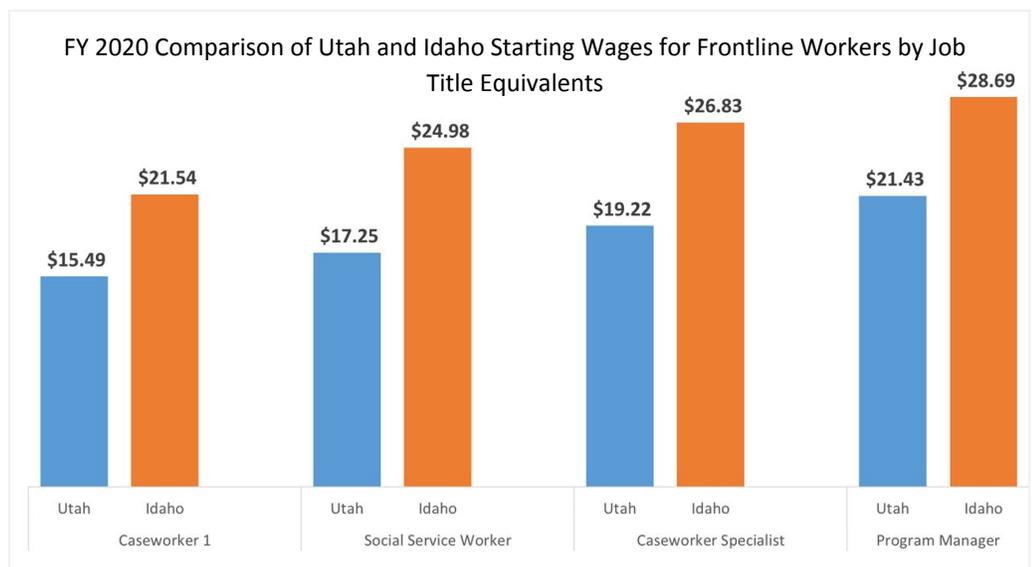
- The total frontline worker turnover in FY 2019 was 30%.
- Between FY 2014 and FY 2019, Utah DCFS cases that had more than one worker closed on average 6-9 months later than cases with a single worker
- Of 10,912 cases in FY 2019, 32% had 3 or more workers assigned.
- The estimated annual cost if worker changes on cases extended each case by an additional two months is \$5,945,488.



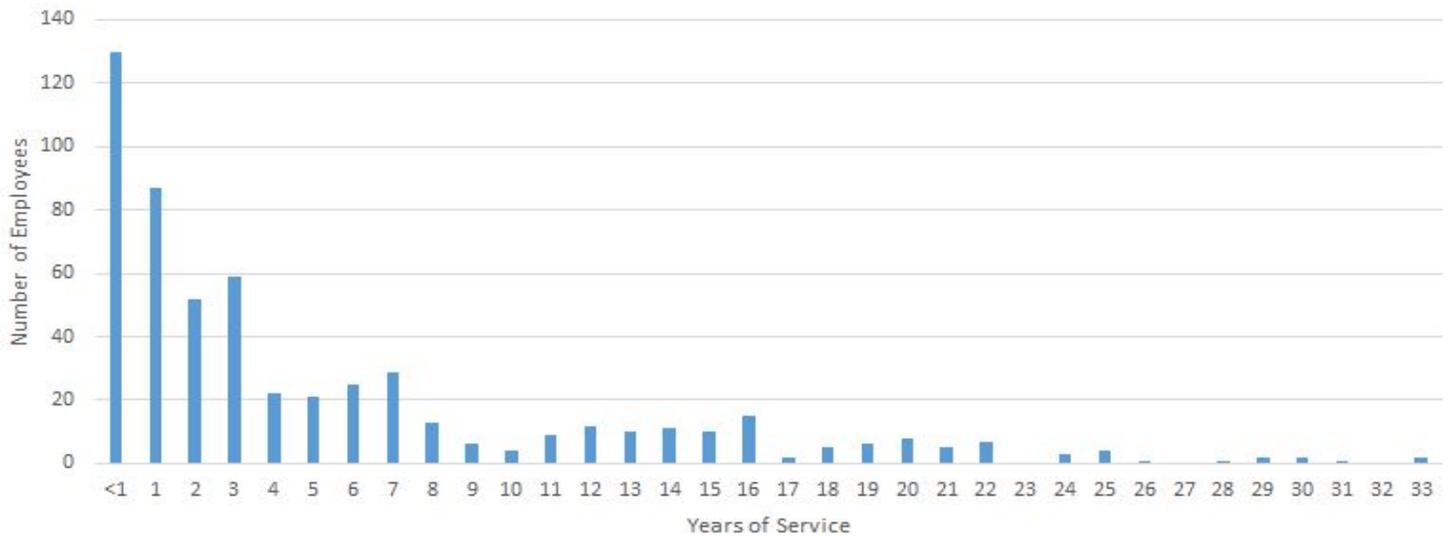
[A 2012 study published in Children and Youth Services Review](#) found that engagement between clients and workers is related to positive outcomes for families.

How do we compare?

- Workers in the Caseworker 1 title make up 80% of new frontline workers and start at \$32,220 annual pay
- Average pay across all frontline titles in Utah regardless of tenure is \$37,190
- Frontline caseworkers in Idaho start at \$44,803 annually and automatically receive a raise after six months to \$51,958



Number of Frontline DCFS Employees by Years of Experience as of September 2019



More than 50% of families are served by frontline caseworkers with fewer than three years on the job.

What would the cost be if base pay was raised to \$20?

- Raising all frontline positions to \$20 an hour would cost an additional \$2,638,105 in hourly wages
- Rate sensitive benefits would add \$913,840
- Overall total cost to raise the base pay to \$20 an hour would be \$3,551,900

How would raising the base pay to \$20 affect workforce compression?

- Direct caseworker supervisors (program managers) with a median of 11 years of service would make only \$3.65 more per hour than an entry level caseworker
- Experienced frontline workers (those with 5-34 years of experience) would make only \$0.65 more on average than an entry level caseworker, based on median wage

“I rely on CPS caseworkers to understand why a bruise on a 2-month-old is an indicator of risk for future abusive injury or death. I rely on CPS caseworkers to make effective safety plans with angry parents, balancing child safety with parental rights. I rely on CPS caseworkers to help me understand the social and environmental issues that are contributing to unexplained injury, behavioral problems, or growth failure in a patient...in short — as a well-paid pediatrician, I rely on CPS caseworkers to do some of the most difficult work that I can imagine on a daily basis. Yet these entry-level caseworkers are paid just a little bit more than my high school son — the restaurant dishwasher.”

Kristine Campbell, MD MSc., Safe & Healthy Families

What performance indicators will we use to measure and report on system changes due to a raise in base pay?

- **Frontline worker turnover rate:** we expect that an increase in base pay would lead to a reduction in frontline worker turnover. This would help DCFS train and retain skilled workers who are better able to serve children and families. (30% turnover to 20%)
- **Safety Decision Making (SDM) timeliness:** with reduced turnover, we expect to see an increase in SDM risk level assessments and safety assessments completed within their priority timeframes on CPS cases. This is an indicator that helps us measure safety and risk in order to make appropriate decisions regarding services.
- **Length of stay in foster care cases:** we expect to see an average reduction in ongoing cases through fewer case transfers and better quality of service delivery.