



Provider Impact – Workforce Shortage

DCS Community Advisory Committee

Jacob Schmitt, President & CEO

Tiffany Tillotson, CHRO

October 1, 2021

Today's Agenda

- Agency Info
- Staffing Impact
- Service Impact
- Bigger Picture

Arizona's Children Association

Arizona's Children Association (AzCA) is a nonprofit organization that was **founded in 1912** as an orphanage to care for homeless, neglected, and dependent children.

We are **one of the oldest and largest** statewide child welfare and behavioral health nonprofit agencies in Arizona.

We are Arizona's best resource for helping children and families.

What We Do

We meet the needs of our local communities by providing a broad continuum of services to children and families. Our services are trauma focused, strengths based, and family centered.

DCS Contracts:

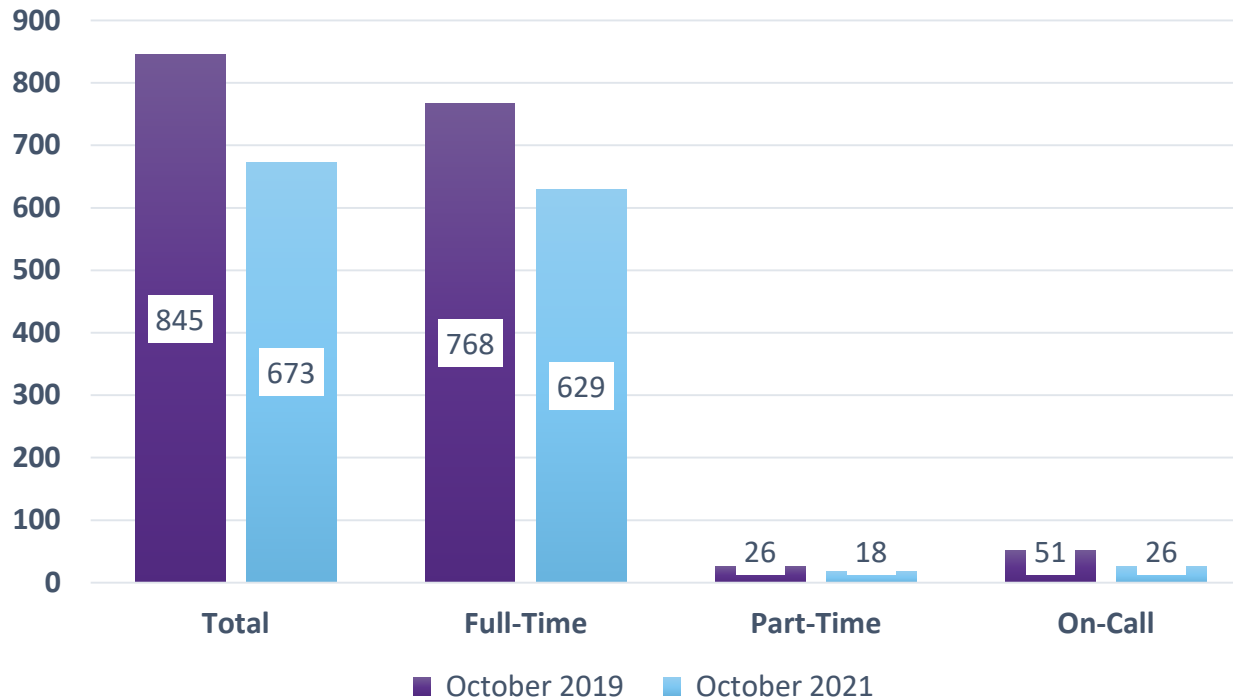
- Foster & Adoptive Services
- Home Assessment & Courtesy Supervision
- Interstate Compact for the Placement of Children
- Family Connections
- Nurturing Parenting
- Supervised Visitation
- Fostering Sustainable Connections
- Young Adult Services

Other Services

- Outpatient & Urgent Response Behavioral Health Services
- Neurosequential Model of Therapeutics
- Las Familias – Treatment for victims of child sexual abuse
- Family Education & Support Services (First Things First)
- Kinship Support Services

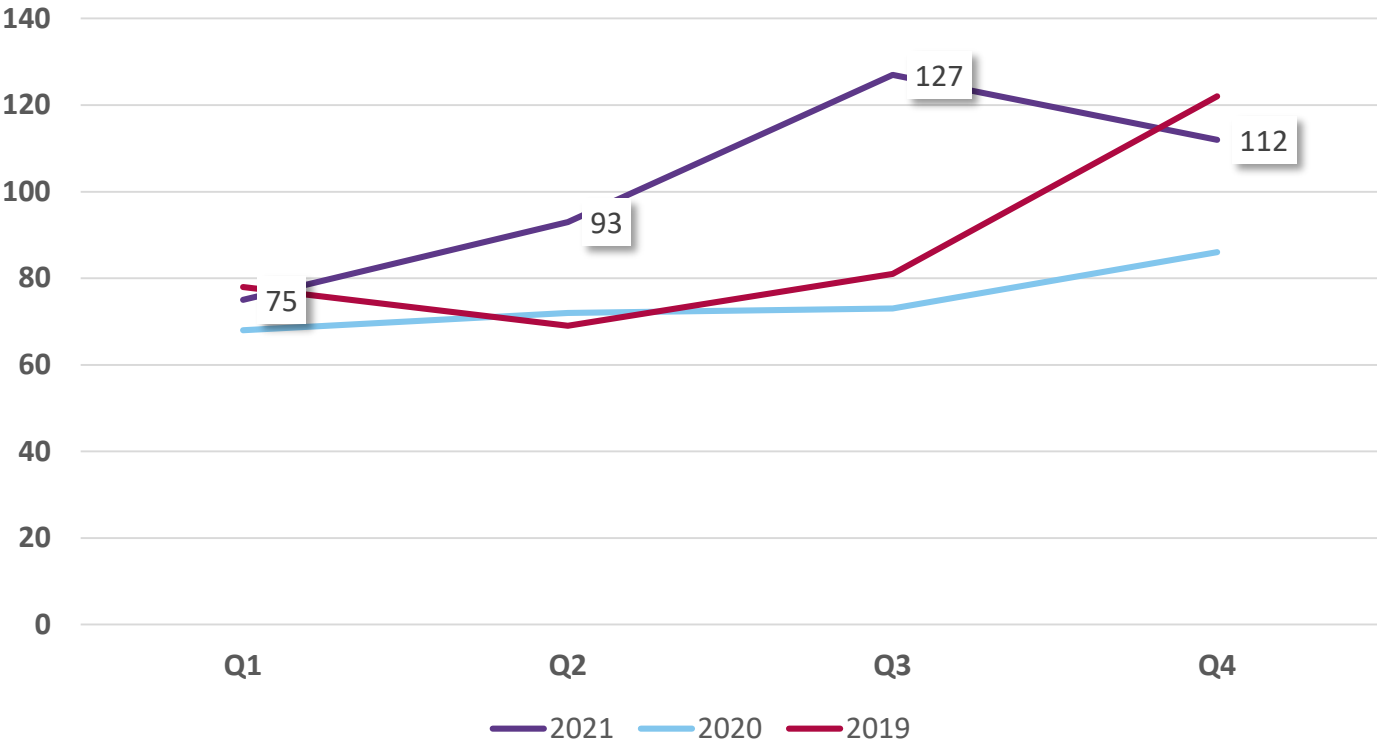
Agency Staffing Overview

Pre-Pandemic vs Current



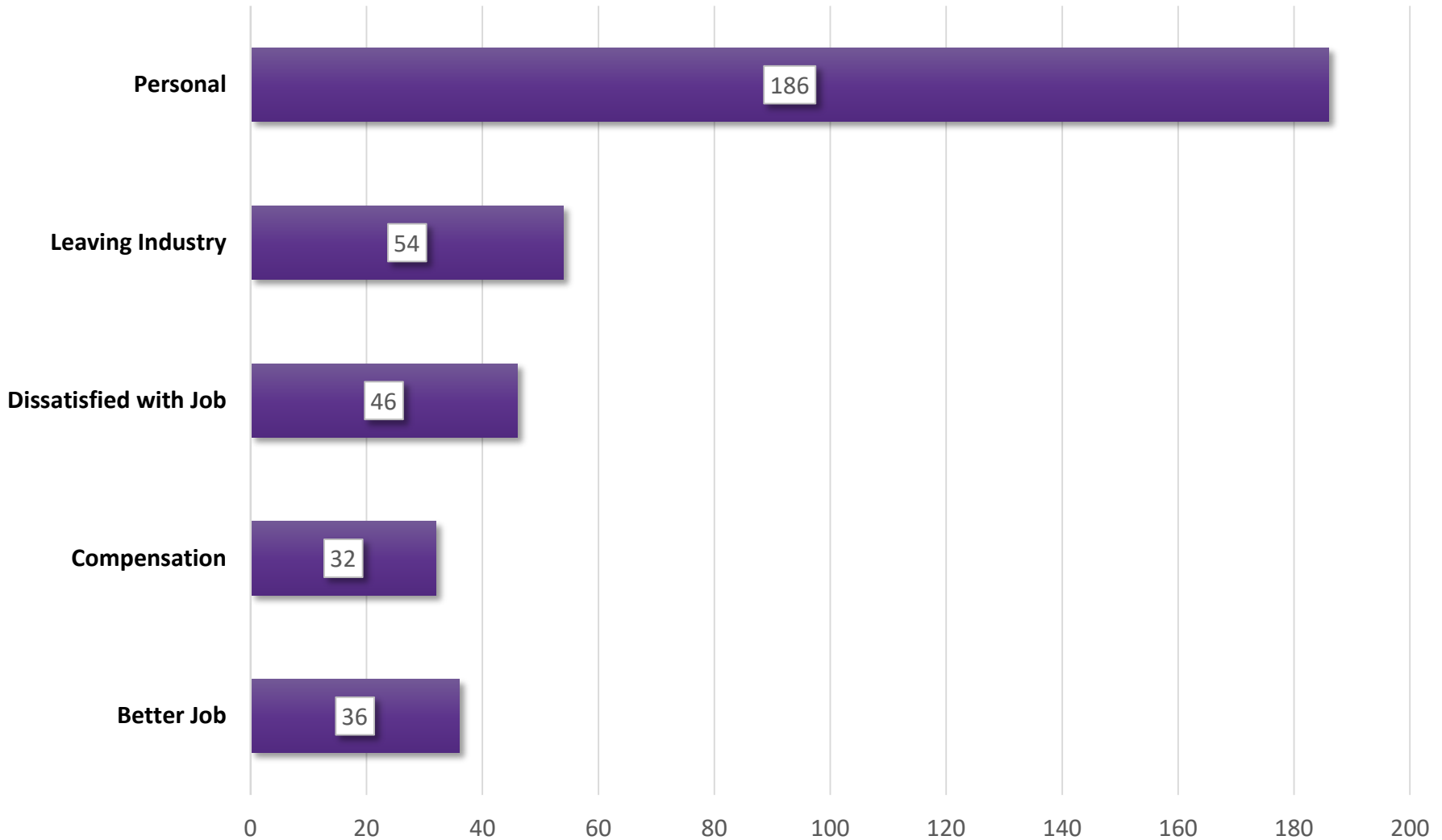
	Total	Full-Time	Part-Time	On-Call
October 2019	845	768	26	51
October 2021	673	629	18	26

Employee Turnover



Employee Turnover	Q1	Q2	Q3	Q4
2021	75	93	127	112
2020	68	72	73	86
2019	78	69	81	122

Top 2021 Turnover Reasons

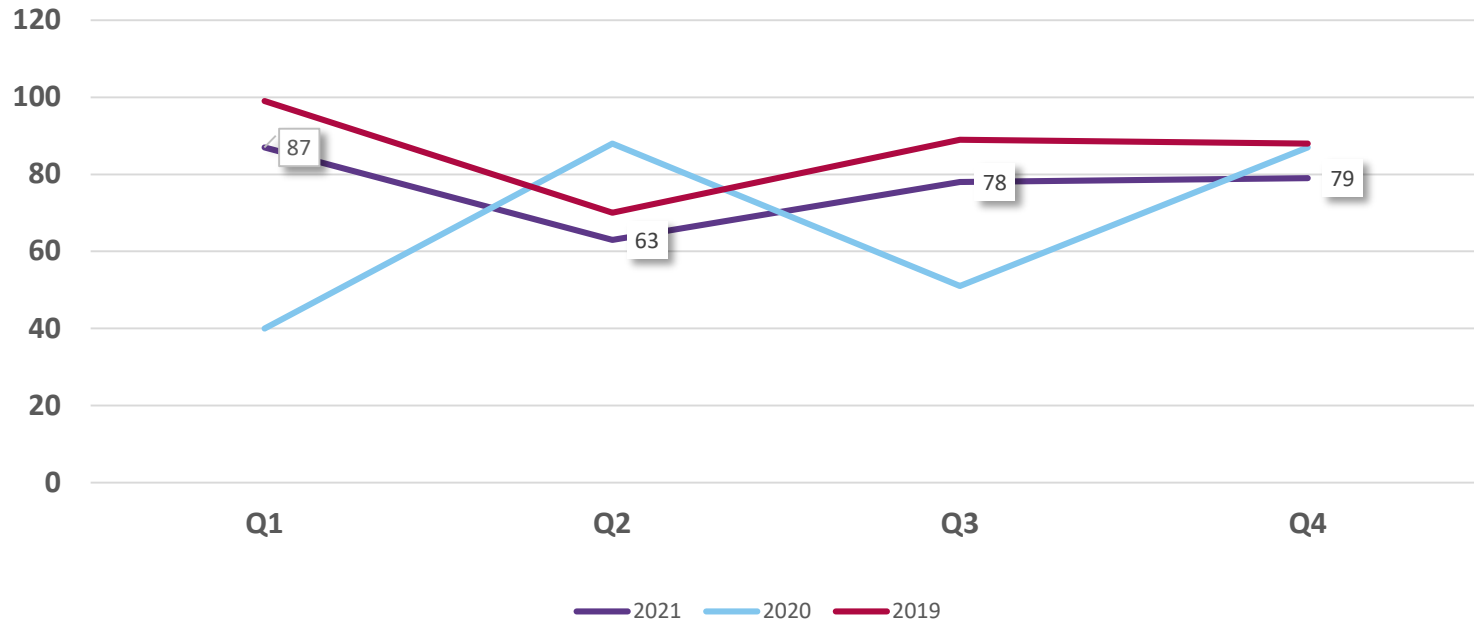


Actions to Address Turnover

- Adjustment of classification and compensation plans
- Enhanced benefit plan
 - Improved health care, dental and vision benefits without any increase in cost to employee
 - Improved EAP services
 - Performance salary increases
- Referral bonuses
- New – supervisor training
- 1st year PTO adjustment (retro)

Recruitment

Hiring Trends



Hiring Trends	Q1	Q2	Q3	Q4
2021	87	63	78	79
2020	40	88	51	87
2019	99	70	89	88

Actions to Address Recruitment

- 2 full-time recruiting positions – centralizing recruitment
- Comprehensive marketing plan
 - Media (television, radio, print)
 - Social Media (FB, IG, LinkedIn)
 - Hiring boards
- Virtual and in-person hiring fairs (internal and external)
- New HRIS system

The Realities

- COVID has drained the workforce. Staff are emotionally exhausted and it has impacted their mental health.
- Staff are revisiting career choices and work/life balance
- Human service work is challenging – the chronicity and severity of situations has increased significantly.
- We're all recruiting and struggling to retain the same, shrinking workforce
- Employers in all industries are impacted – so social service agencies are competing with other industries:
 - Starbucks – significant benefits
 - Amazon - \$22/hour - \$3K sign-on bonus

The Realities

- There are 2,071 human services organizations in Arizona. Combined, these Arizonan human service organizations employ 42,658 people*

Human service organizations by major Arizona cities

Metro area	Nonprofits	Employees	Revenues	Assets
Phoenix	1,341	30,958	\$1,410,346,782	\$2,934,458,808
Tucson	318	7,758	\$370,784,399	\$419,888,816
Prescott Valley	105	922	\$45,090,731	\$53,970,517
Flagstaff	60	787	\$25,755,288	\$27,396,471
Sierra Vista	59	295	\$12,533,782	\$15,166,414
Lake Havasu City	47	516	\$20,436,019	\$23,415,659
Yuma	33	623	\$25,043,717	\$28,259,782

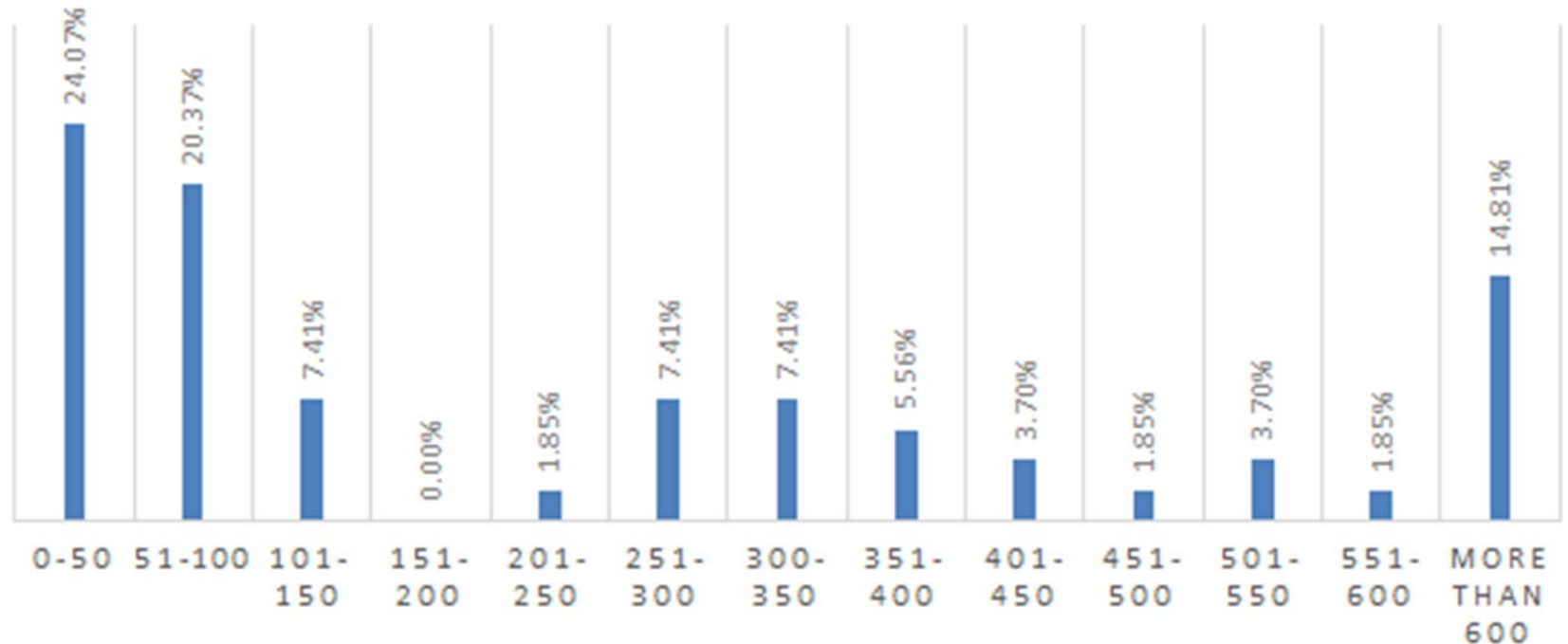
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*<https://www.causeiq.com/directory/human-service-organizations-list/arizona-state/>

Arizona Council of Human Service Providers

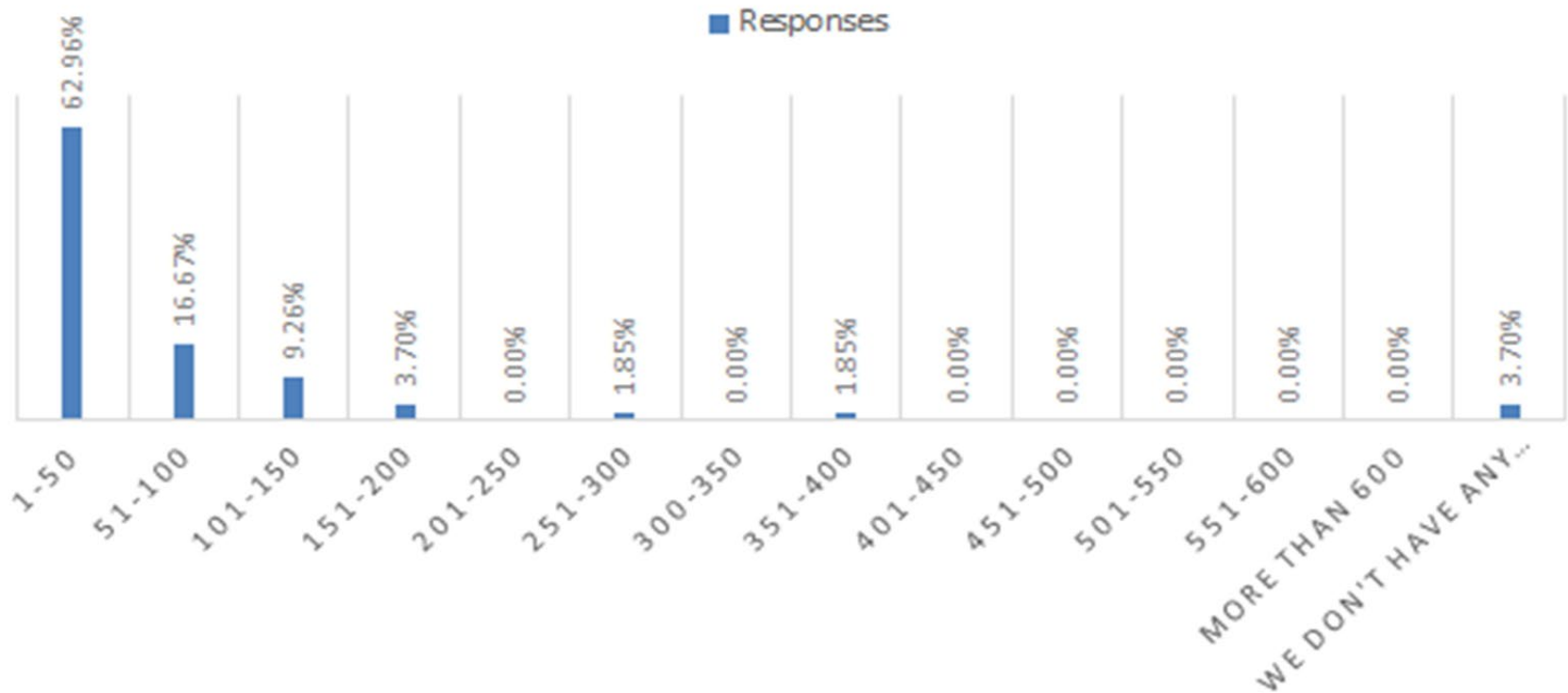
How many total FTEs does your agency have today?

■ Responses



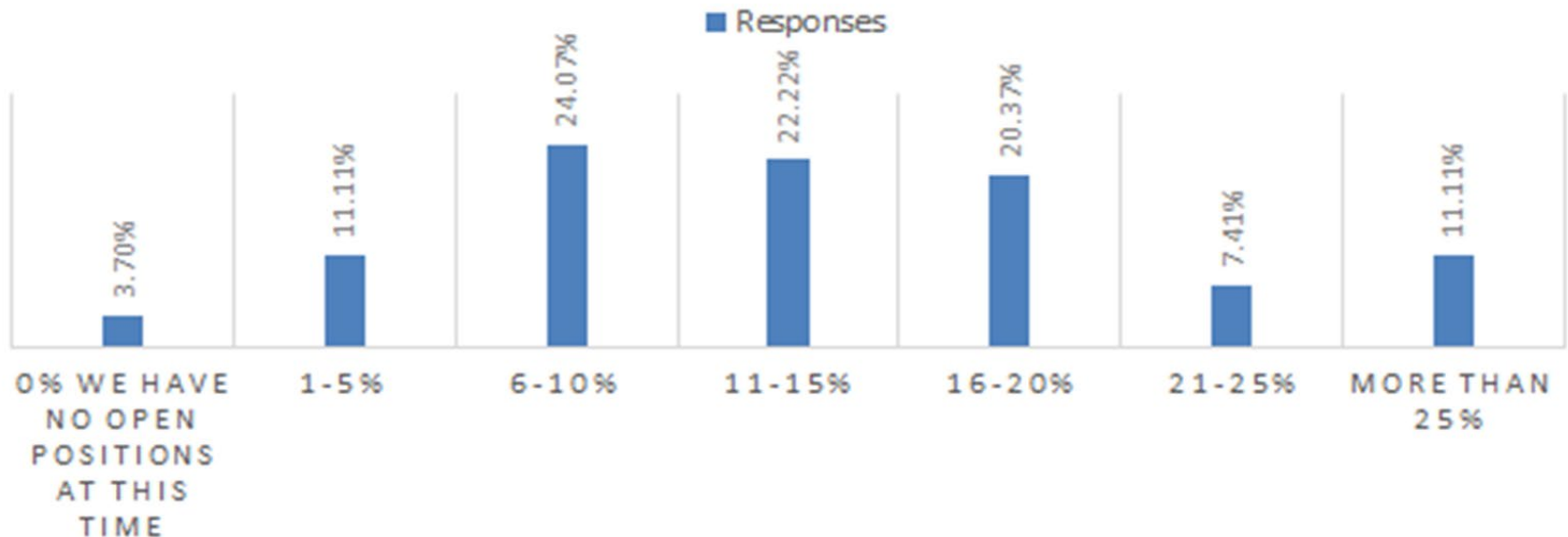
Arizona Council of Human Service Providers

How many OPEN POSITIONS does your agency have today?



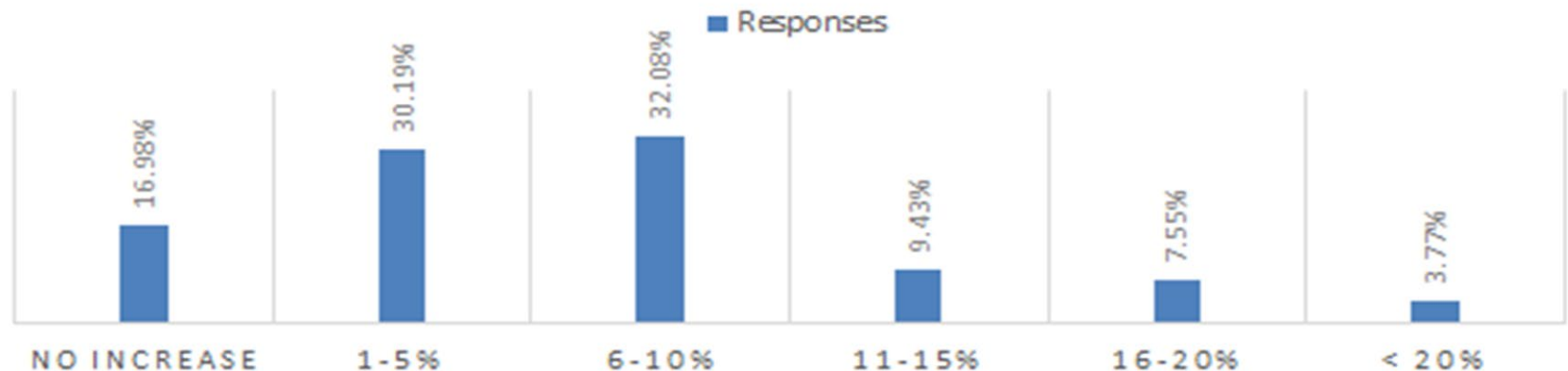
Arizona Council of Human Service Providers

What is your percentage of open positions to total FTEs? To get this percentage divide open positions by total FTEs and multiply by 100.



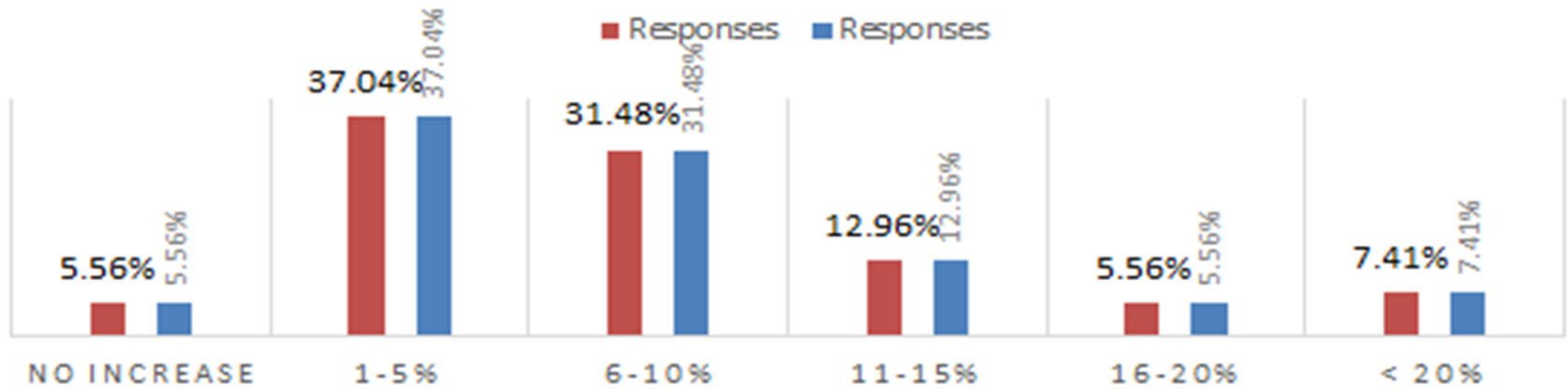
Arizona Council of Human Service Providers

If you anticipate the need to increase supervisor and middle management salaries over the next year to be competitive in the market place and improve recruitment and retention, what percentage increase is needed?



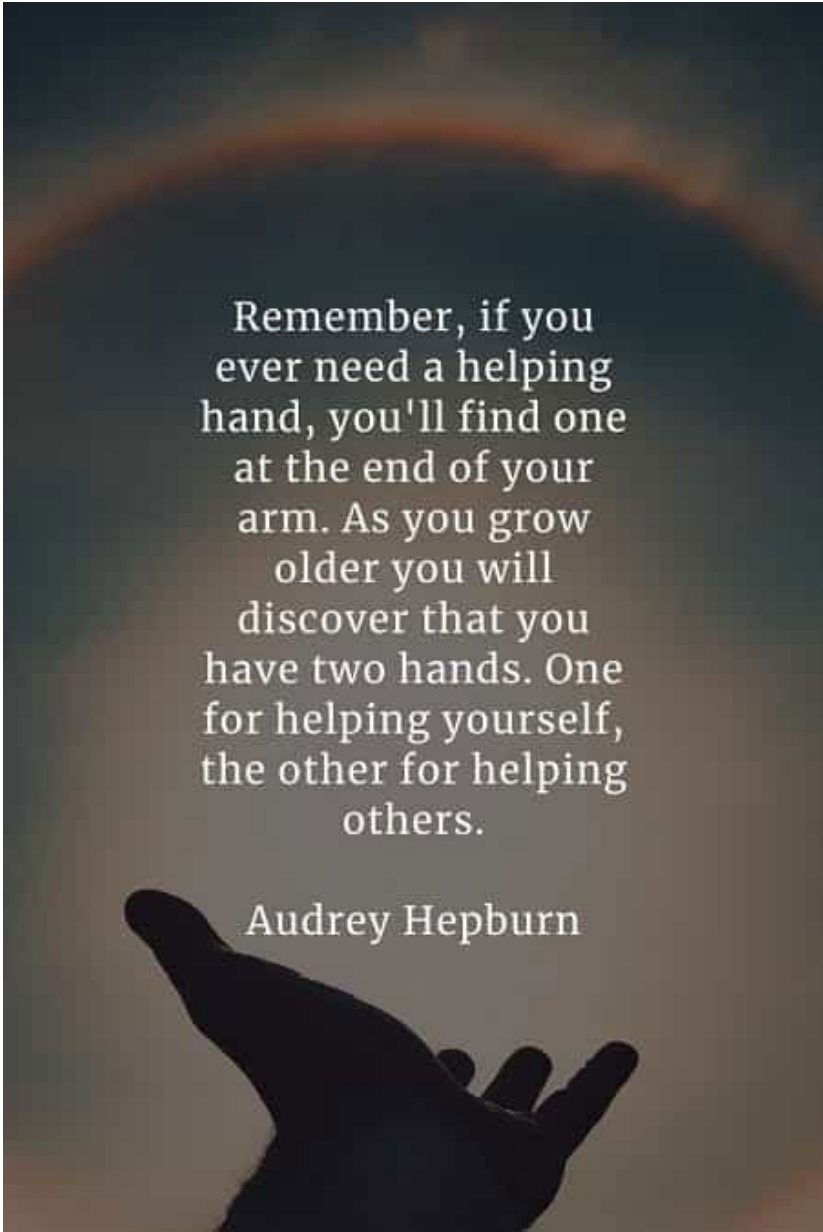
Arizona Council of Human Service Providers

If you anticipate the need to increase direct service staff salaries over the next year to be competitive in the market place and improve recruitment and retention, what percentage increase is needed?



REMEMBER —

**The work we do
— is very
important. We
impact
Arizona's most
vulnerable
children and
families....**

A photograph of a hand reaching out, silhouetted against a sunset sky. The hand is positioned at the bottom of the frame, with fingers slightly spread. The background is a gradient of colors from dark blue at the top to orange and red at the bottom, suggesting a sunset or sunrise. The overall mood is one of hope and support.

Remember, if you
ever need a helping
hand, you'll find one
at the end of your
arm. As you grow
older you will
discover that you
have two hands. One
for helping yourself,
the other for helping
others.

Audrey Hepburn

The Realities

The chart shows state level projections for supply and demand of behavioral health occupations by the US Department of Health and Human Services for Arizona. The chart below simulates two workforce scenarios. Under Scenario One, the baseline demand for each behavioral health occupation. Equilibrium is defined to be the point at which the workforce supply is equal to the demand for services. Scenario two adjusted current and projected demand based on estimates of unmet need from recent studies. HRSA recognizes the challenges with estimating demand and unmet need for behavioral health services.

State-Level Projections of Supply and Demand for Behavioral Health Occupations: 2016-2030			Demand**		Adequacy of Supply**	
State	Position	Supply (FTE)	Scenario One (Assumes Equilibrium)	Scenario Two (Unmet Needs)	Scenario One (Assumes Equilibrium)	Scenario Two (Unmet Needs)
Arizona 2016	Social Workers	3,500	4,910	5,890	(1,410)	(2,390)
Arizona 2030	Social Workers	9,660	6,510	7,810	3,150	1,850

**<https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/data-research/state-level-estimates-report-2018.pdf>