



Workforce Stability Plan

2024-2025



Family Partnerships
of Central Florida

Protecting Children, Strengthening Families, Changing Lives.



INVESTING IN OUR HUMAN RESOURCES

Workforce stability and retention remains a high priority for Family Partnerships of Central Florida (FPOCF) and its 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, FPOCF’s robust workforce stability plan has resulted in significant improvement in case management and case management supervisor turnover.

The chart below provides current and historical data for dependency case management turnover, which decreased from 28.6% in 2022 to 17.1% in 2023. Turnover was at an all-time high at 46.3% at the end of the 2019 calendar year, leading into the pandemic. Controllable turnover decreased from 17.38% in 2022 to 12% in 2023.

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%
2023	12%	17.1%	12.0%

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

In 2022, the Florida Coalition for Children (FCC), in partnership with community-based care agencies, initiated legislative advocacy to increase salaries for Florida’s child welfare workforce, identified as a top priority in the 2022 legislative session. As a result, the Florida legislature increased funding for community-based care agencies, and in May 2022, FPOCF staff received salary increases. Starting salaries for new employees also rose.

Additionally, contracted providers received more funding to support salary increases in their agencies, which helped stabilize the workforce and increase retention, positively contributing to improvements in recruiting, training, managing and supporting newly trained child welfare staff.

The 2023 annual employee satisfaction survey showed increased scores in expectations, work environment, recognition and individual growth. Having the essential tools, materials and commitment to excellence remains high.

During the 2023 calendar year, the agency had a turnover rate of 17.1%, compared to an average turnover rate of 19% for nonprofit organizations. Of this turnover, 12 were considered controllable:

- 11 employees left the organization for other opportunities.
- One employee was laid off.

During June 2024, dependency supervisor turnover was 0%, and dependency case management turnover was 1.7%, with an average of 15.36 children per case manager.

2023 IMPACT

- Benefit costs remained steady and were renewed in January. For the second year in a row, employees saw no increase in health-care costs. The benefits program also offers opportunities that allow greater flexibility in evaluating monthly costs and out-of-pocket expenses.
- Maintaining an open-door policy is appreciated. The executive team continues to be transparent and provide as much information to staff as possible. This is an ongoing priority, and steps are being taken to ensure this happens on a regular basis. The open-door policy remains in effect, and several employees have taken the opportunity to speak with members of the executive team.
- Comments regarding training opportunities were positive, especially for supervisors. The training team continues to provide various professional development opportunities for all staff.
- Several staff commented that they are happy to work at the agency and feel it is “a great place to work.”
- The quarterly wellness day program continues and is appreciated.

AREAS OF CONTINUED FOCUS

- Communication between employees and supervisors, specifically, and between the various agency divisions and partners continues to be a priority. Comments conveyed the need for more supervisor interaction and feedback. Monthly meetings between supervisors and employees take place, and annual performance evaluations are completed to improve communication.
- The president and CEO, vice president of operations, and chief operations officer continued to make presentations at monthly all-staff meetings, providing updates on the status of issues and new initiatives, and have incorporated the same from all management staff.
- FPOCF continues to ensure staff are working toward strategic goals to develop and maintain a “global” perspective of their job function and how it aligns with the overall activities and needs of the agency to support its mission and vision. These goals, by department, continue to be included in annual performance evaluations, and they are

discussed at staff meetings to help staff remain focused on overarching agency priorities. Monthly supervision meetings provide a forum in which to keep goals and strategies at the forefront of operations.

Continuing Efforts for FY 2024-2025

1. Emphasis on self-care:
 - FPOCF provides annual self-care training to all staff.
 - Wellness initiatives included in the five-year strategic plan 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 the quarterly wellness day and direct supervision at least monthly.
 - Virtual wellness activities are also offered as needed to support staff wellbeing and reduce stress.
2. Through its professional employment organization, FPOCF offers an employee assistance program that combines traditional elements of an employee assistance program, work-life services and health information telephone lines providing a wealth of 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 a day at no cost to the individual. This helps increase workforce stability.
3. Each employee is encouraged to develop an individualized self-care plan that includes maintaining a regular sleep routine, eating a healthy diet, spending time in nature and participating in hobbies. While what constitutes self-care is different for everyone, the plan should promote health and happiness.
4. Each employee receives one wellness, or mental health, day per quarter to help promote work-life balance. This is an opportunity to take a break from work activities to refresh and de-stress.
5. FPOCF collaborates with the University of Central Florida School of Social Work to provide internships. An agency application for student interns was facilitated with Barry University School of Social Work Field Education. This affiliation agreement allows FPOCF to accept internships from Barry University. Partnerships have also been formed with Eastern Florida State College. FPOCF has a memorandum of understanding with UCF's social work school for students who desire internships that offer direct work experience in the field of child welfare. These agreements allow students and/or faculty to use the facilities of the agency to integrate theory learned in the classroom with practice and develop skills through planned and supervised clinical experience. A program of supervised social work education in the areas of generalist and clinical

practice is available. Internships in a variety of capacities offer a student or emerging professional the ability to gain skills and experience in a short-term, real-world work environment. Interns may be offered a position after graduating.

6. FPOCF is a member agency and partners with the FCC on workforce stability. The FCC selected this emphasis as one of four priority areas of focus among Florida’s child welfare leadership staff for FY 2023-2024. Topics of interest include “Exploring Innovations in Hiring to Promote Workforce Stability” and the Florida Institute for Child Welfare’s “Approach to Innovative Workforce Programming.”
7. FPOCF supports subcontracted case management agencies (CMAs) in implementing strong recruitment and retention strategies and job position advancement leveling systems. A career ladder, outlined in operating procedures, 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 FPOCF special projects coordinator and posted on FPOCF’s website under its data reports. Turnover data and staff vacancies are reported monthly at the CMA contract meeting. Leadership staff review this data and discuss specific strategies with CMA leadership to further support and stabilize the workforce. FPOCF and its subcontracted CMAs are committed to retaining and supporting current staff and sustaining strategies to increase worker stability. FPOCF staff recognition initiatives celebrate staff achievement and utilize a variety of methods to recognize excellent work.
9. FPOCF has an employee recognition program that includes annual events, such as a staff appreciation week, and additional forums where employee contributions, initiatives and the demonstration of agency values are encouraged, recognized and rewarded. Examples include:

- Recognizing a fellow employee who made a difference by going “above and beyond.”
- Pitching in on a project and 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.
- Providing additional administrative or other support without being asked.

Staff may also be recognized in various agency communications for exemplary efforts.



REVIEWED BY:

Philip J. Scarpelli
PRESIDENT and CEO



Family Partnerships
of Central Florida

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Signature  Date 9/4/2024



901 North Lake Destiny Road, Suite 400, Maitland, FL 32751 (321-441-2060) | 389 Commerce Parkway, Suite 120, Rockledge, FL 32955 (321-752-4650) | www.FPOCF.org

