

THE DIRECT CARE WORKFORCE IN WISCONSIN

KEY TRENDS AND PROMISING PRACTICES

STEPHEN CAMPBELL
DATA AND POLICY ANALYST
PHI

BARB KLEIST
PROJECT MANAGER
UNIVERSITY OF MINNESOTA INSTITUTE ON COMMUNITY INTEGRATION
RESEARCH AND TRAINING CENTER ON COMMUNITY LIVING

SEPTEMBER 26, 2019



AGENDA

WHO ARE

**DIRECT CARE WORKERS
IN WISCONSIN?**

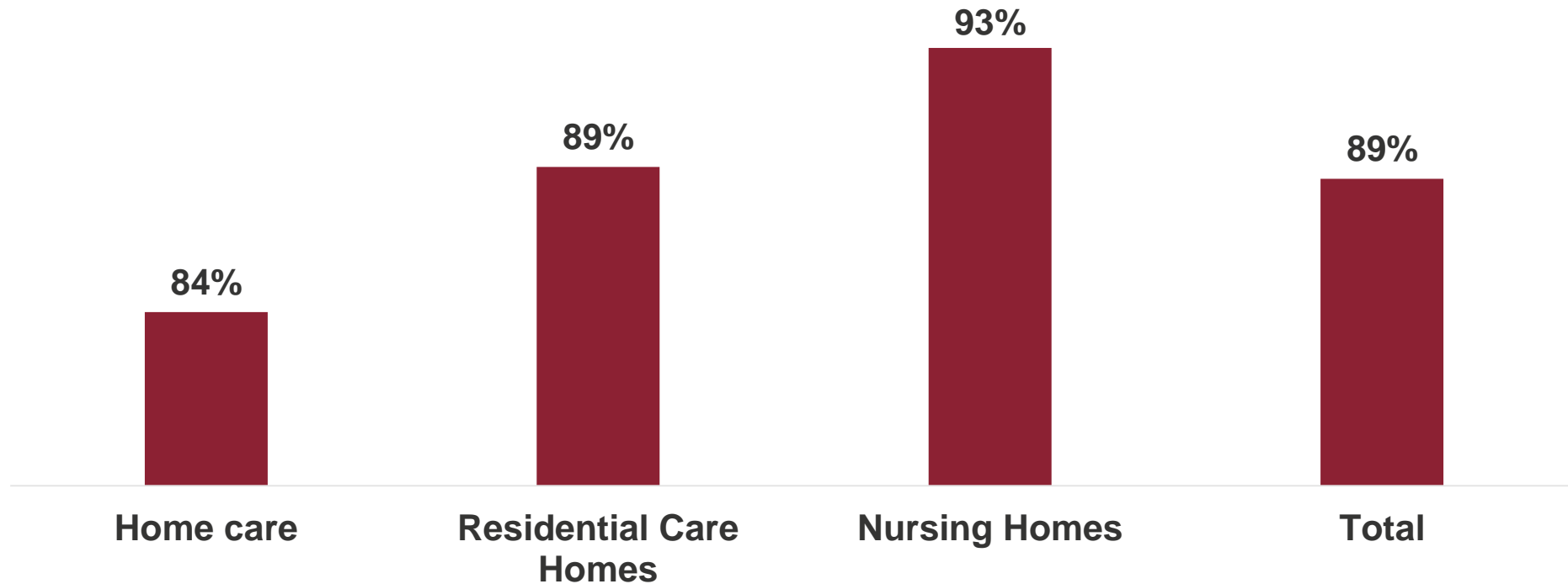
WHAT ARE

**THE CHALLENGES
THAT THEY FACE?**

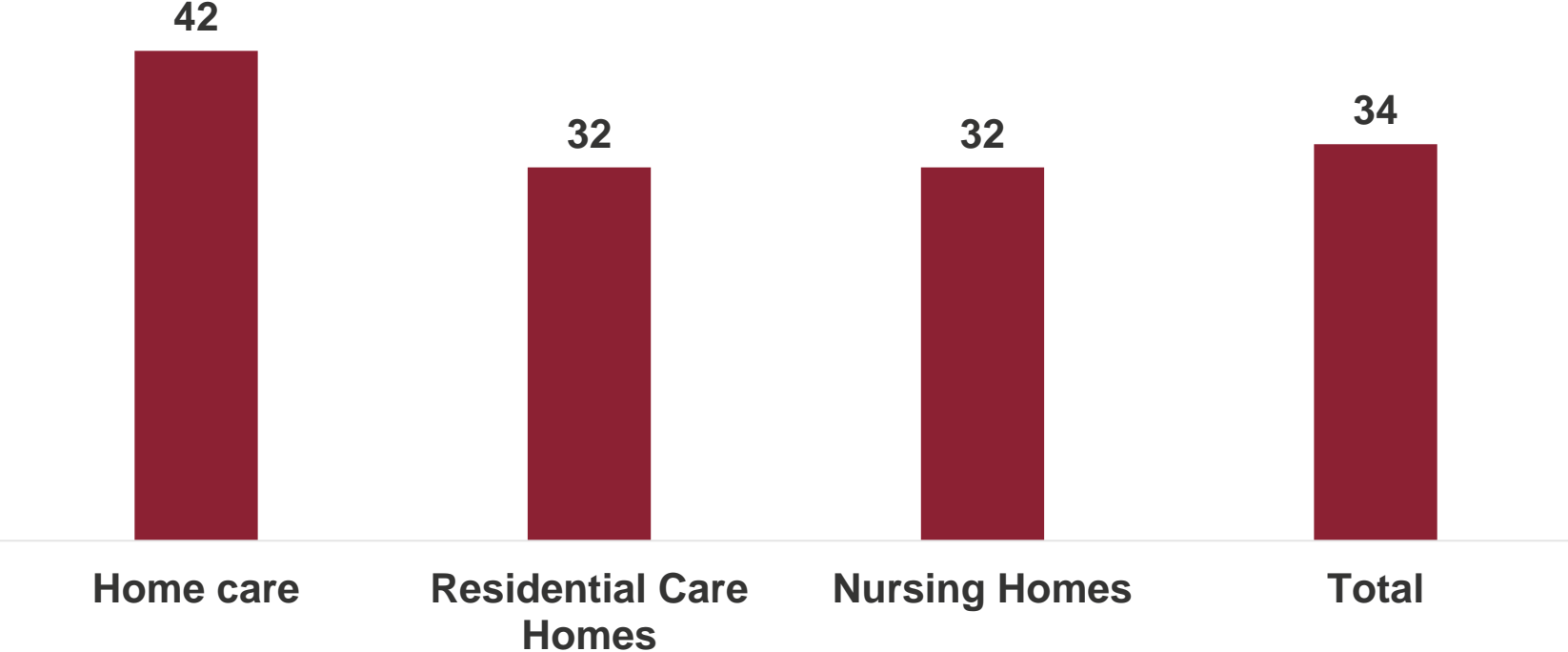
**EVIDENCE-BASED BEST PRACTICES
TO STRENGTHEN THE WORKFORCE**

WHO ARE
DIRECT CARE WORKERS
IN WISCONSIN?

9 IN 10 DIRECT CARE WORKERS ARE WOMEN

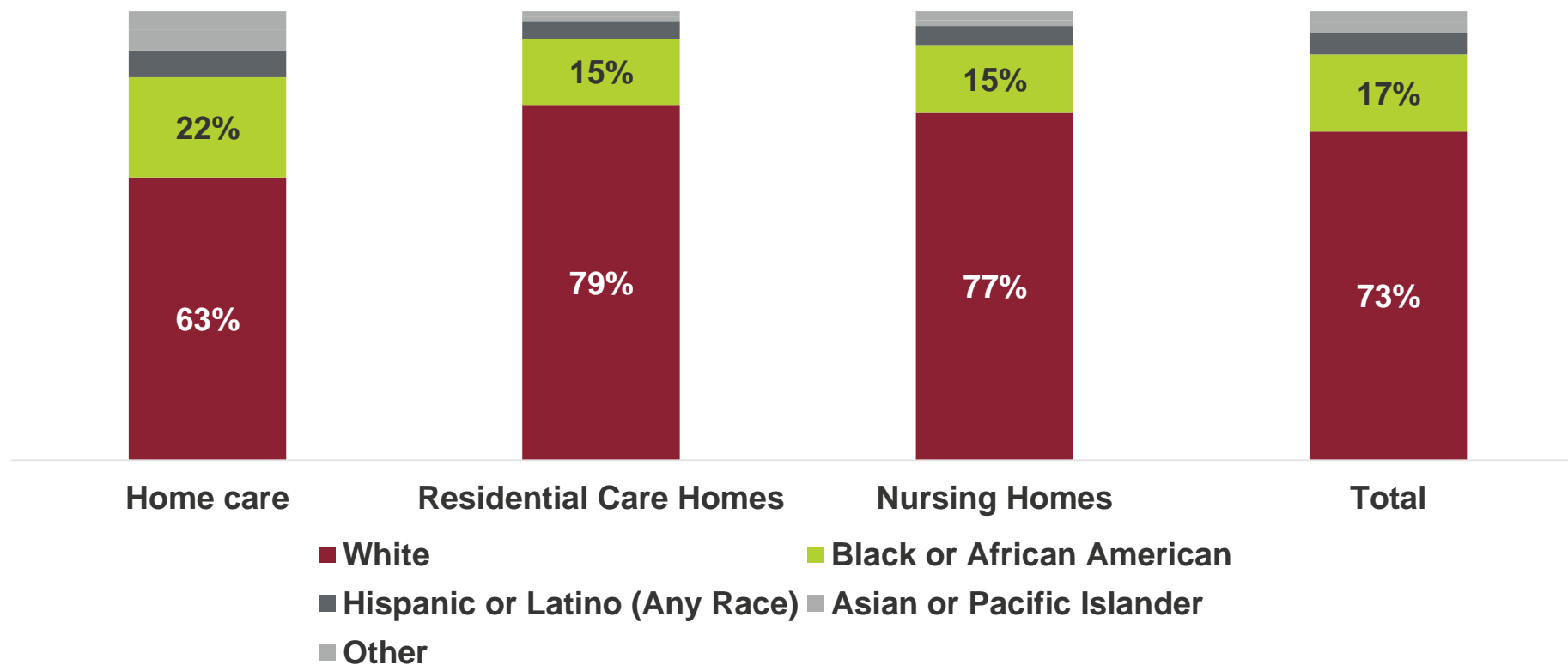


DIRECT CARE WORKERS HAVE A MEDIAN AGE OF 34 YEARS OLD

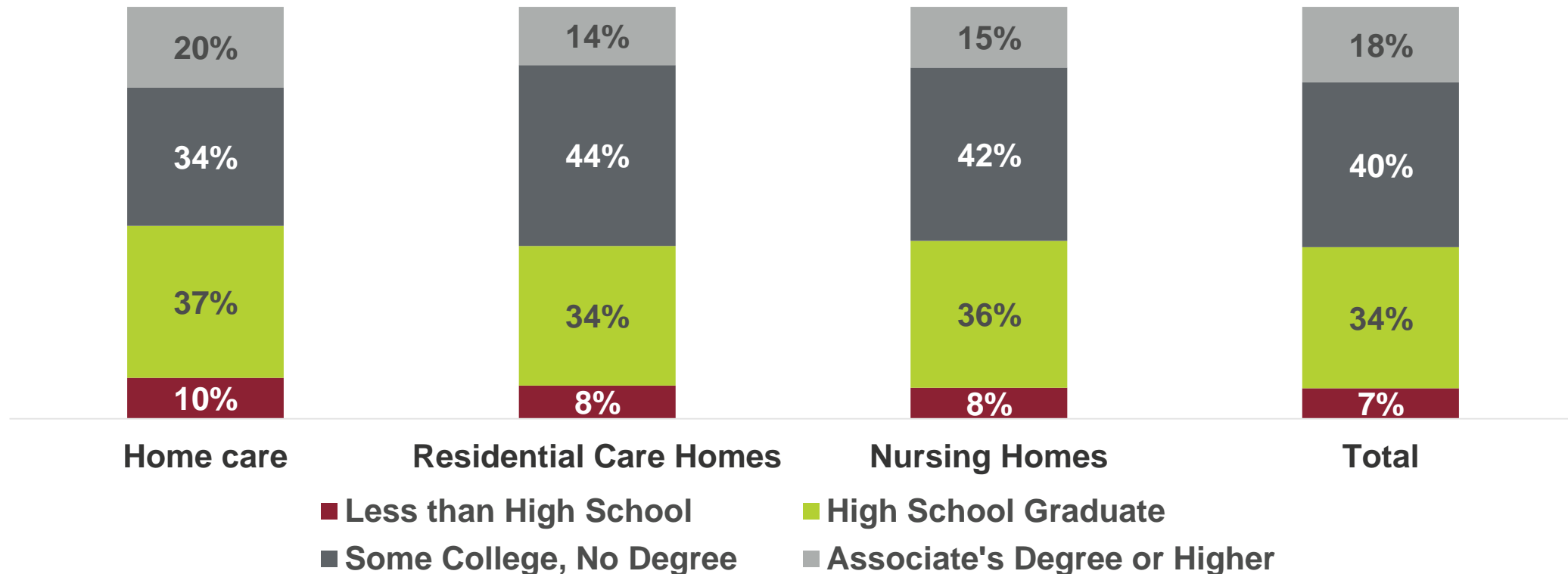


PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

1 IN 4 DIRECT CARE WORKERS IS A PERSON OF COLOR



2 IN 4 DIRECT CARE WORKERS HAS A HIGH SCHOOL EDUCATION OR LESS



HOW DO
**DEMOGRAPHICS
AND LIFE EXPERIENCE
RELATE TO RECRUITMENT
AND RETENTION?**

WHAT ARE THE
THE ROLES OF
DIRECT CARE WORKERS?

DIRECT CARE WORKER ROLES DIFFER ACROSS JOB TITLES



PERSONAL CARE AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

Employment: 63,270



HOME HEALTH AIDES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

Employment: 5,600



NURSING ASSISTANTS

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

Employment: 32,310



INDEPENDENT PROVIDERS

Employed directly by consumers through publicly-funded programs

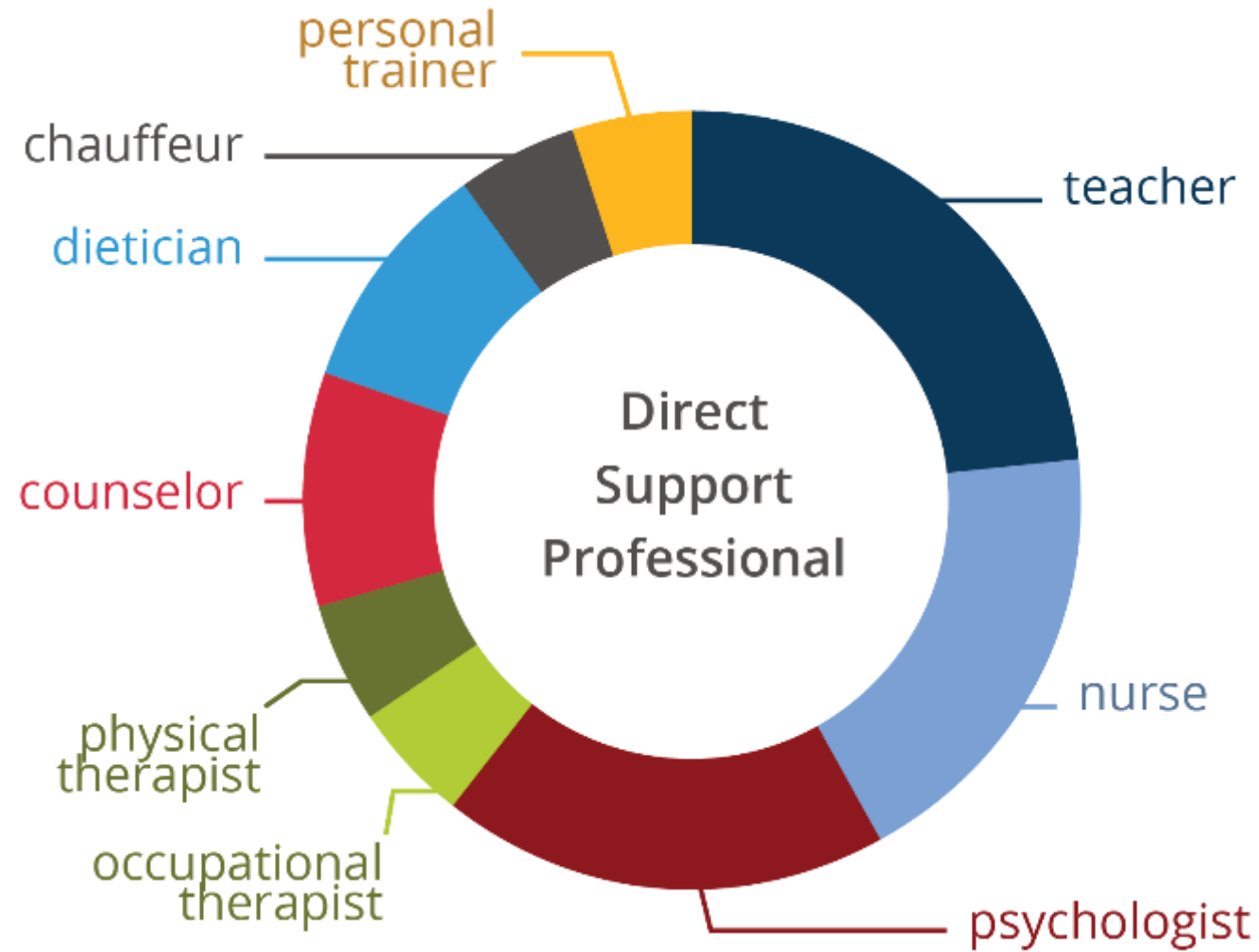
Employment: N/A



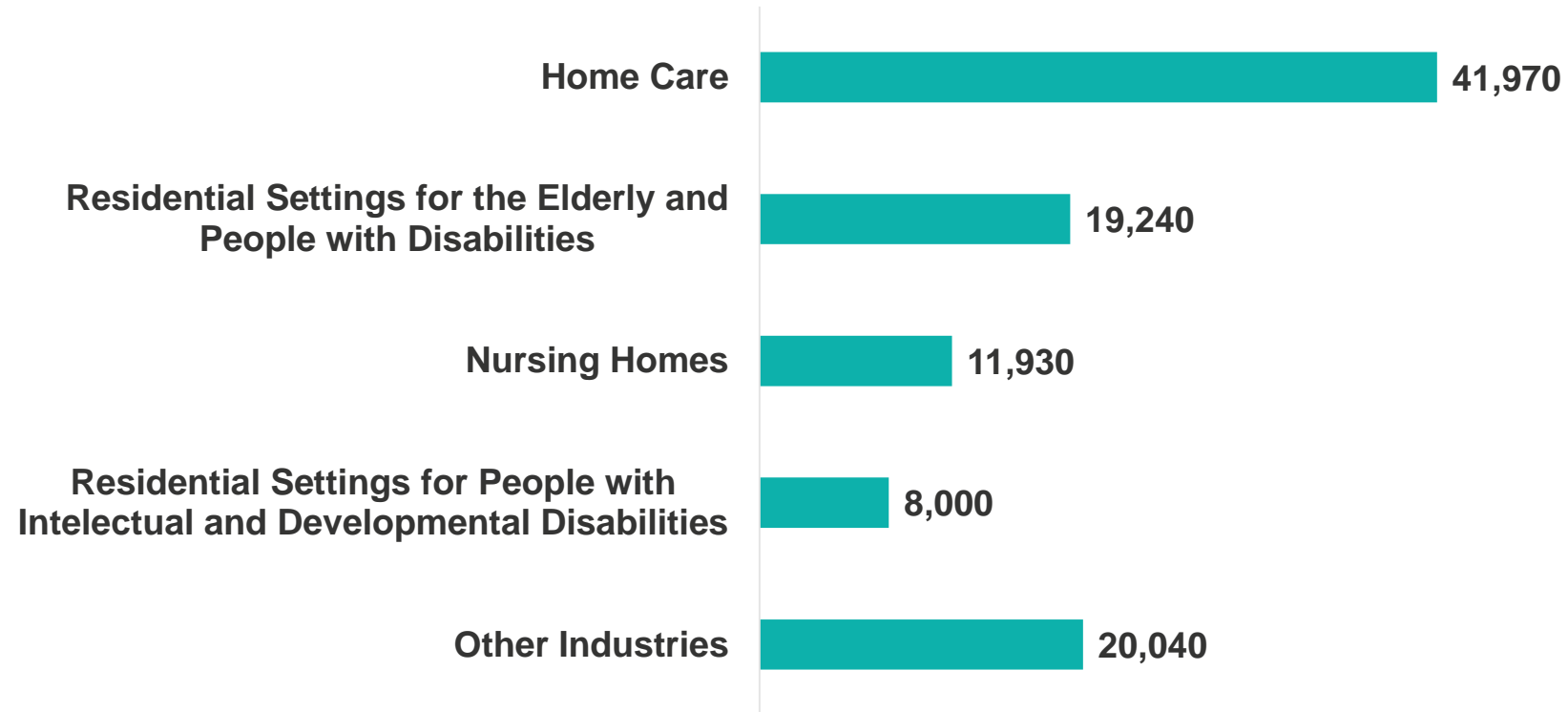
DIRECT SUPPORT PROFESSIONALS

Daily support for people with intellectual and developmental disabilities

Employment: N/A



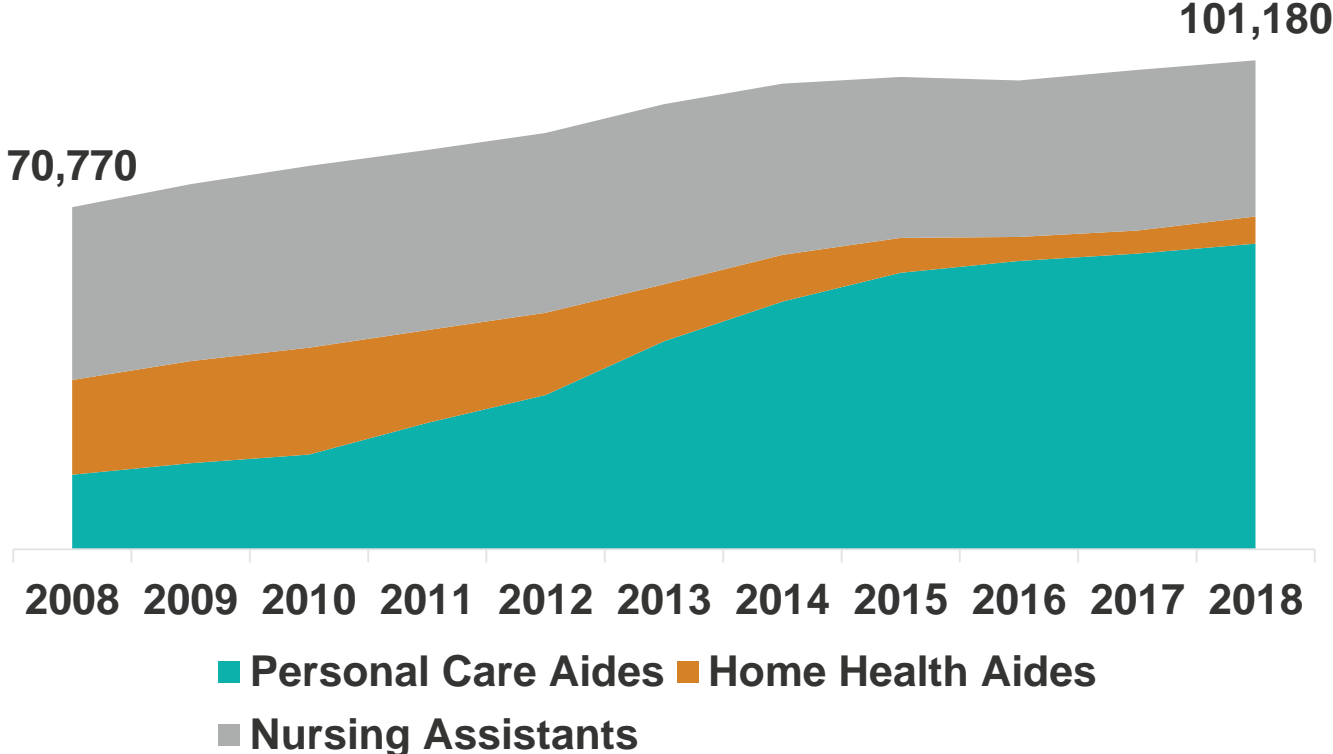
THEY WORK IN SETTINGS ACROSS THE LONG-TERM CARE CONTINUUM



U.S. Bureau of Labor Statistics (BLS), Division of Occupational Employment Statistics. 2018. *OES Research Estimates by State and Industry*. https://www.bls.gov/oes/2018/may/oes_research_estimates.htm; analysis by PHI (September 26, 2019).



DEMAND HAS INCREASED IN THE PAST DECADE



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



THREE MAJOR FACTORS DROVE UP DEMAND



**GROWING POPULATION
OF OLDER ADULTS**

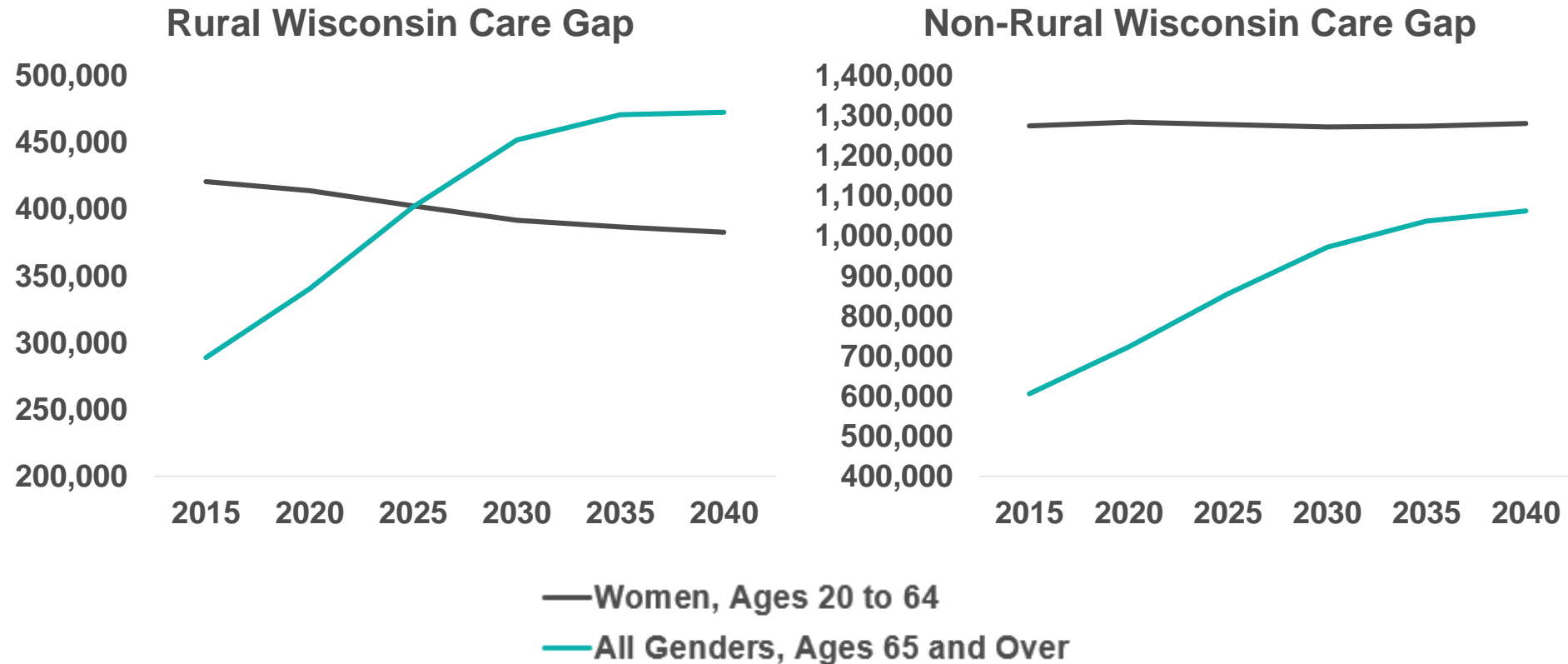


**CONSUMER
PREFERENCES
FOR CARE**



**POLICY AND
PROGRAMMATIC
CHANGES**

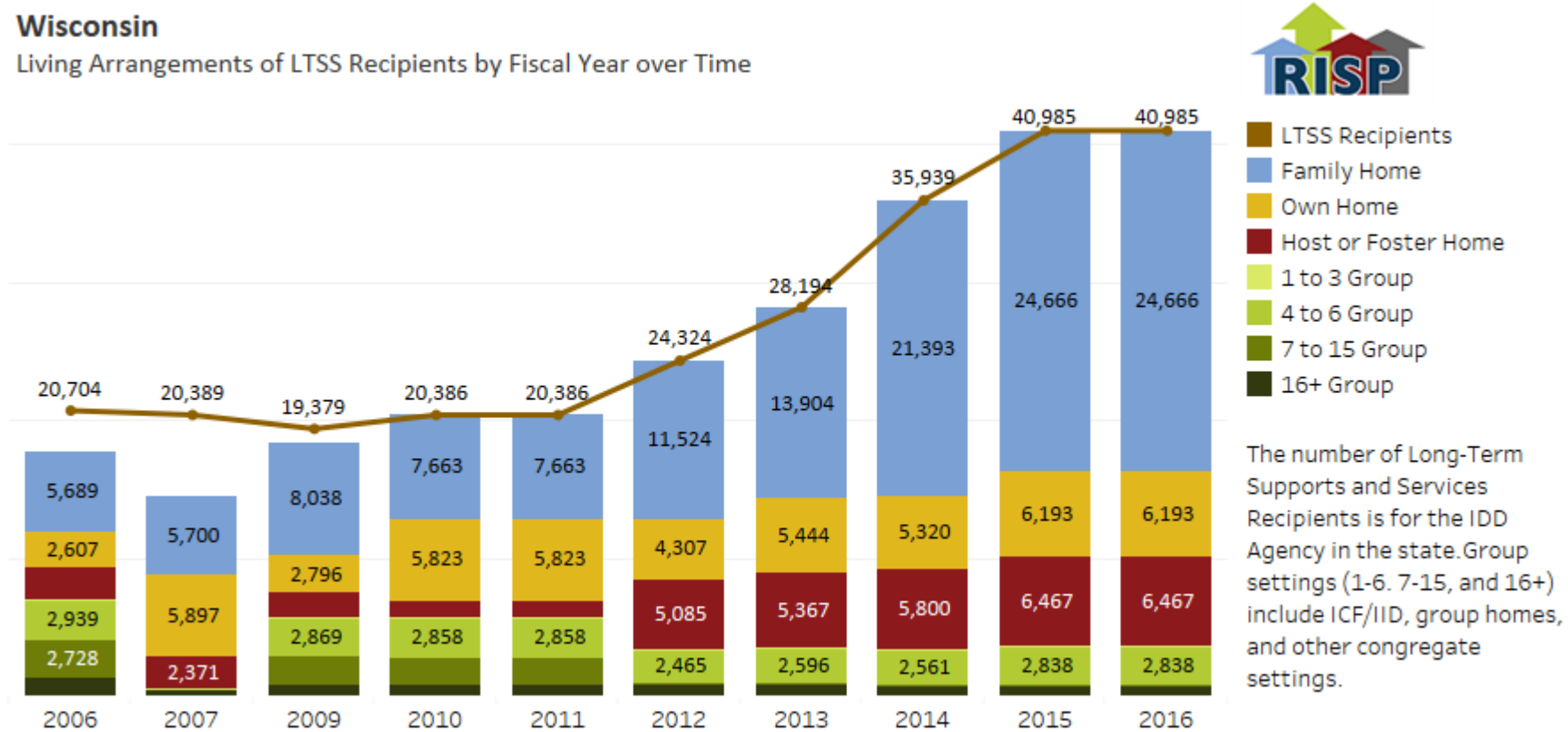
THE CARE GAP WILL BE WIDER IN RURAL AREAS THAN IN URBAN AREAS.



THE NUMBER OF PEOPLE WITH IDD IN LTSS PROGRAMS HAS GROWN.

Wisconsin

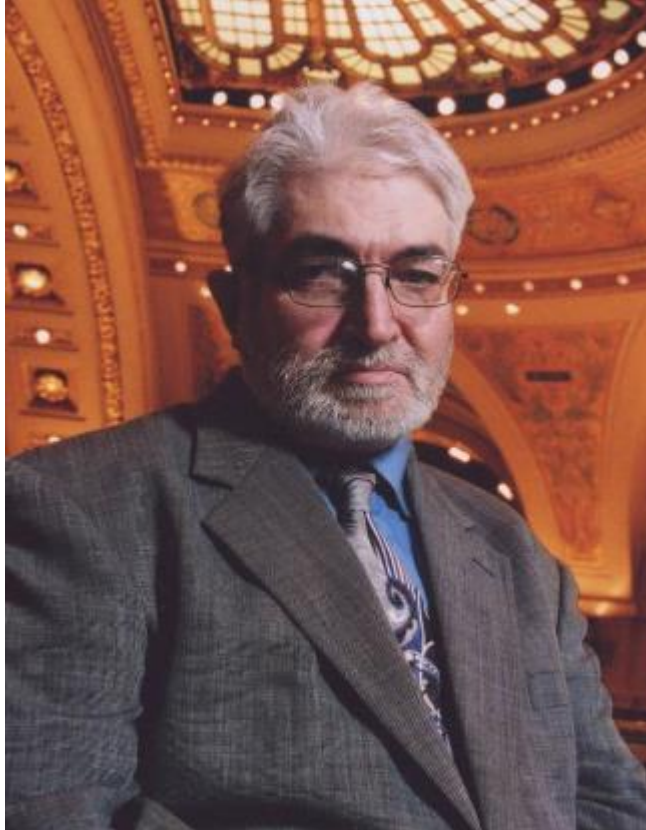
Living Arrangements of LTSS Recipients by Fiscal Year over Time



WHAT OTHER FACTORS AFFECT DEMAND FOR FOR DIRECT CARE WORKERS?

WHAT ARE THE
CRITICAL CHALLENGES
FOR THIS WORKFORCE?

AN ADVOCATE'S PERSPECTIVE ON RECRUITMENT AND RETENTION



CLIFF POETZ
ADVOCACY LEADER

We want staff who **show up on time** and help us **get the stuff done** we need to get done

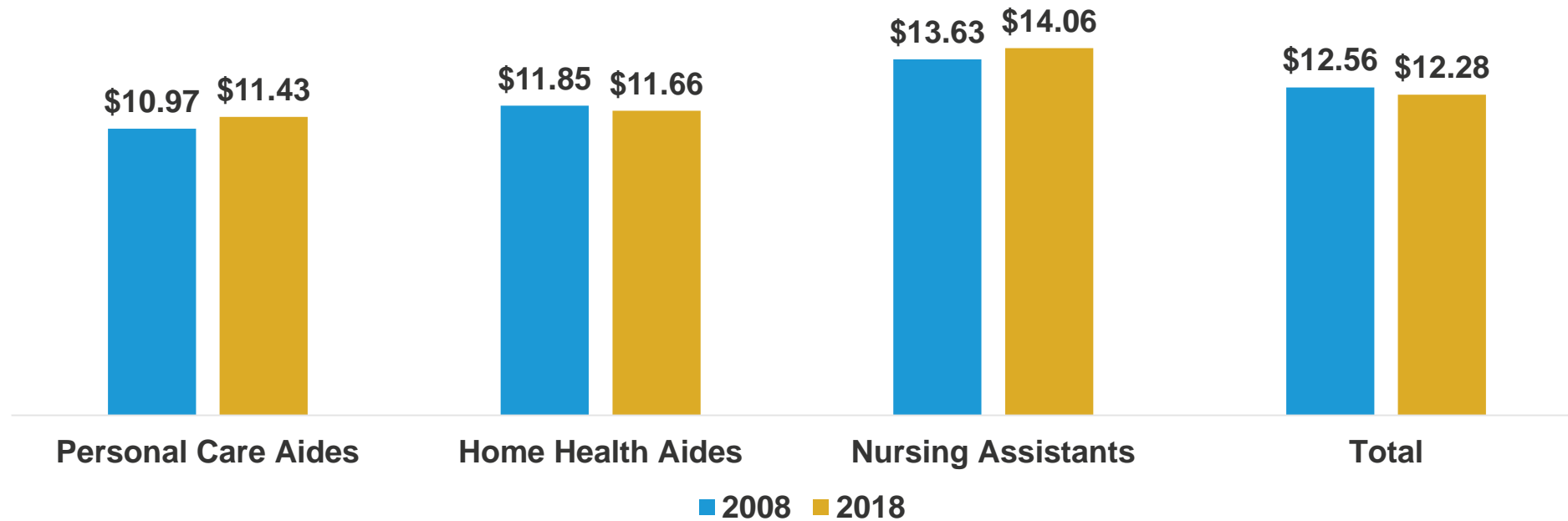
We want people who are **paid enough to stay** so they like what they are doing

We want people who **respect us and are respected** for what they do and the pay they earn

Source: IMPACT 2008

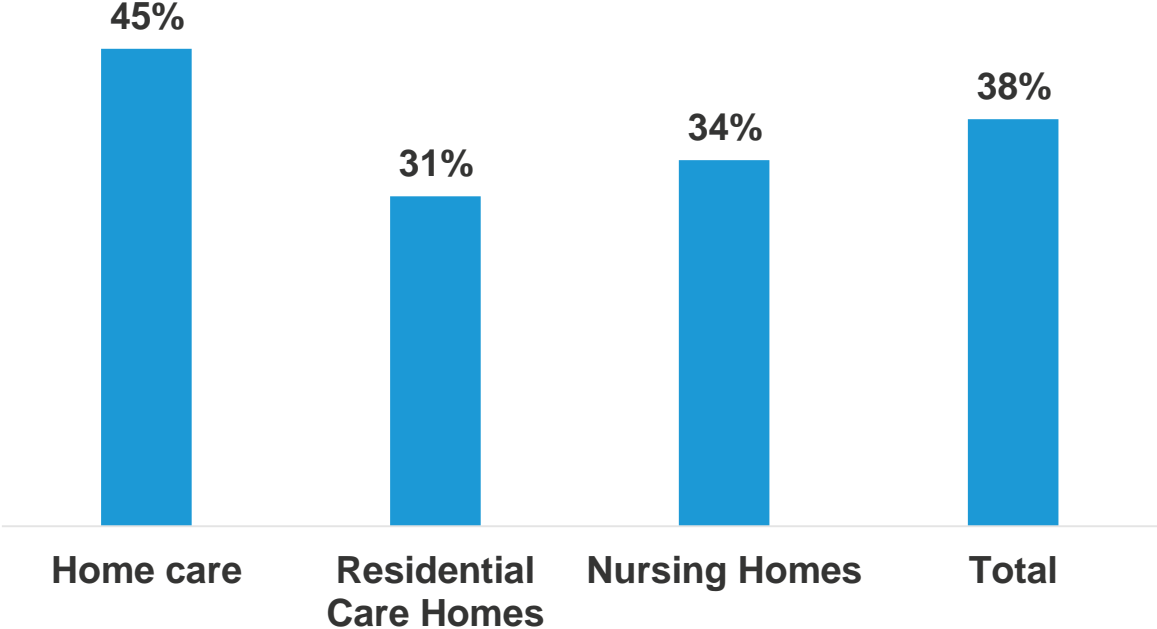


WAGES HAVE STAGNATED IN THE PAST TEN YEARS



LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

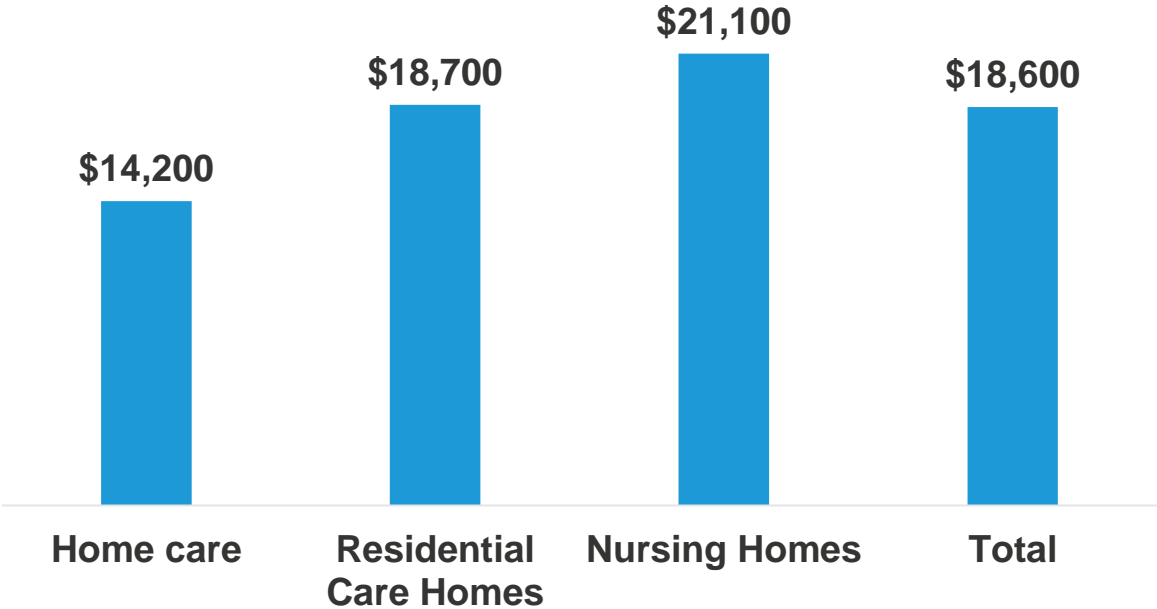
2 IN 5
WORKS
PART TIME



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

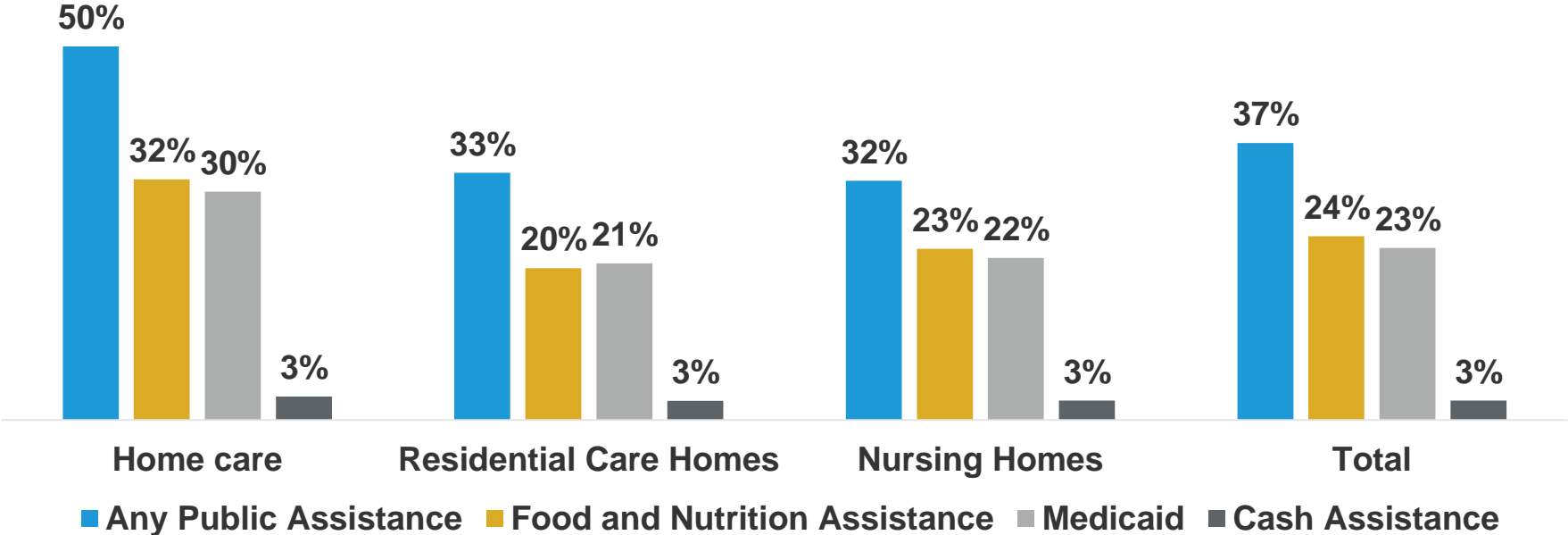
MEDIAN
PERSONAL
EARNINGS
ARE LOW



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

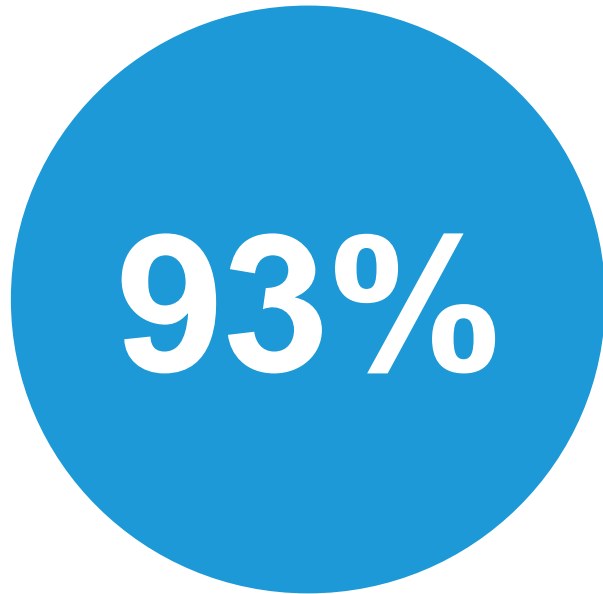
LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

**2 IN 5
RELY ON
PUBLIC
ASSISTANCE**



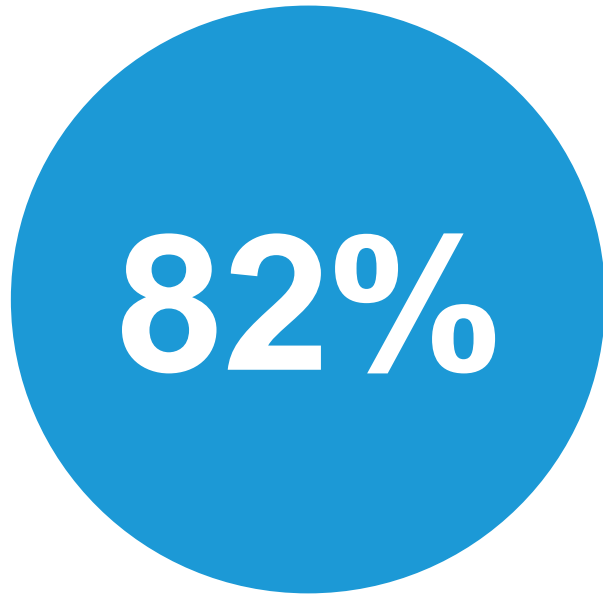
PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

HOME CARE PROVIDERS STRUGGLE TO ATTRACT WORKERS



PERSONAL CARE PROVIDERS
IN WISCONSIN WHO REPORT
DIFFICULTIES FILLING OPEN
POSITIONS IN 2016

HOME CARE PROVIDERS STRUGGLE TO RETAIN WORKERS



TURNOVER RATE
AMONG PRIVATE-DUTY
HOME CARE AGENCIES
NATIONWIDE IN 2018

RESIDENTIAL CARE HOMES STRUGGLE TO FILL OPEN SHIFTS

1 IN 5

VACANT CAREGIVER POSITIONS
IN RESIDENTIAL CARE HOMES IN
WISCONSIN IN 2018

NURSING HOMES STRUGGLE TO FILL OPEN SHIFTS



27%

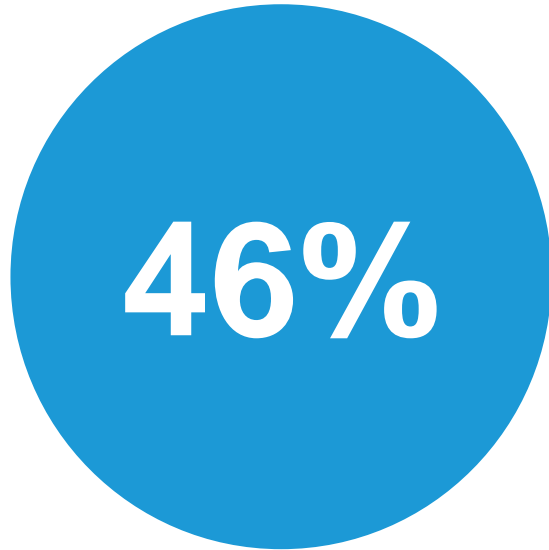
DECLINE IN NEW REGISTRANTS TO THE WISCONSIN NURSE AIDE REGISTRY FROM 2012 TO 2017



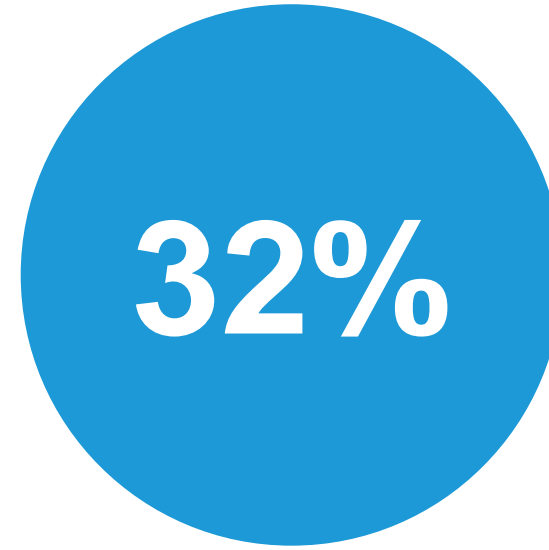
36%

NURSING HOMES NATIONWIDE WHO HIRED TEMPORARY NURSING ASSISTANTS IN 2018

IDD PROVIDERS STRUGGLE TO RETAIN DSPS

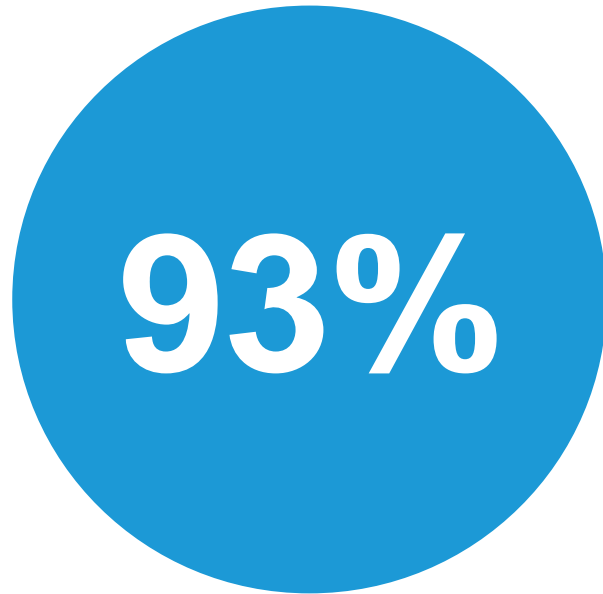


DSP TURNOVER RATE IN 19 STATES IN 2017



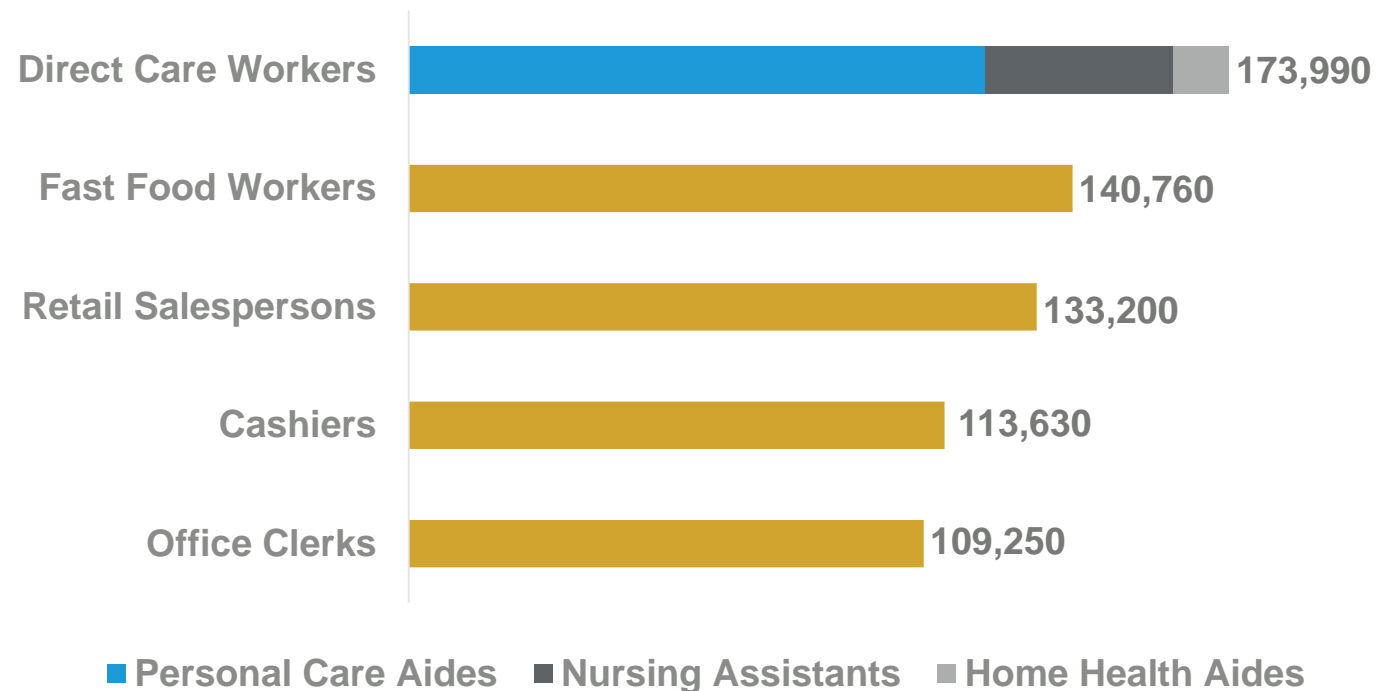
DSPS WHO LEFT WHO HAD BEEN EMPLOYED FOR FEWER THAN SIX MONTHS

CONSUMERS STRUGGLE TO ACCESS NEEDED SERVICES

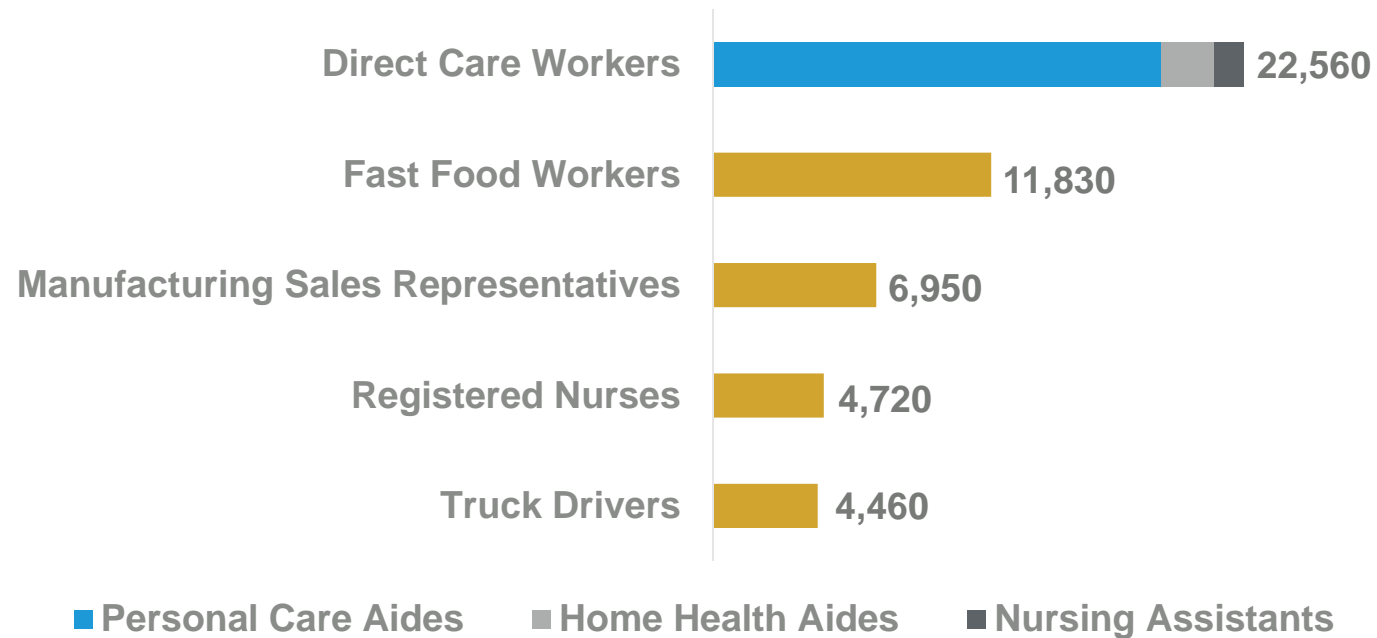


PEOPLE WITH DISABILITIES IN
WISCONSIN WHO REPORTED
DIFFICULTY FINDING WORKERS
IN A 2016 SURVEY

THERE WILL BE 173,990 JOB OPENINGS IN DIRECT CARE FROM 2016 TO 2026.



BY 2026, THIS WORKFORCE WILL ADD 22,560 NEW JOBS.



EVIDENCE-BASED BEST PRACTICES TO STRENGTHEN THE WORKFORCE

ADDRESS COMPENSATION

COLORADO SET A WAGE FLOOR TO HELP STABILIZE THE HOME CARE WORKFORCE



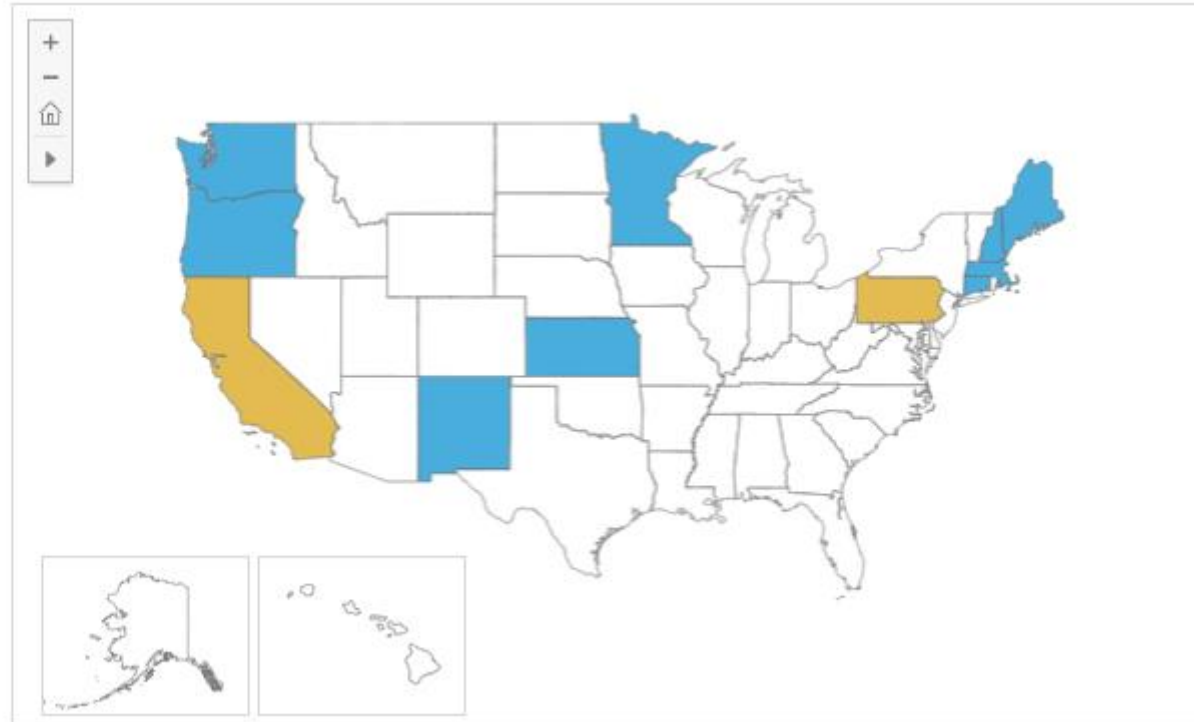
COLORADO

Department of Health Care
Policy & Financing



MATCHING SERVICE REGISTRIES CAN HELP OPTIMIZE THE WORKFORCE

- NONE
- REGIONAL
- STATEWIDE



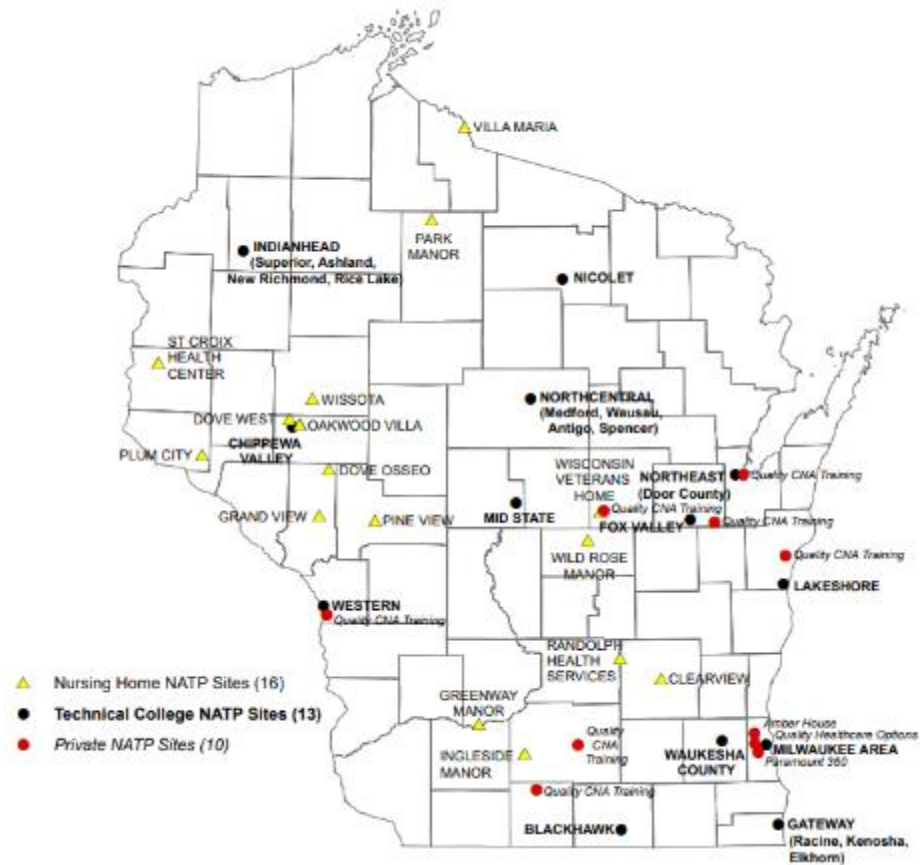
PHI. "Matching Service Registries." Accessed September 24, 2019. <https://phinational.org/advocacy/matching-service-registries/>.

NEW TECHNOLOGY CAN HELP
OPTIMIZE THE WORKFORCE

CaregiverJobs *Now*

RAISE THE PROFILE & STRENGTHEN THE PIPELINE

WISCAREGIVER CAREERS HELPED RECRUIT NEW NURSING ASSISTANTS



Wisconsin Department of Health Services. "WisCaregiver Career Program." Accessed September 24, 2019. <https://www.dhs.wisconsin.gov/caregiver-career/index.htm>.



TRAINING PROGRAMS CAN HELP RECRUIT HIGH SCHOOL STUDENTS



Ohio Provider Resource Association. "C3P(O)." Accessed September 24, 2019. <https://www.opra.org/workforce-initiatives/c3po/>.



NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS



Making a world of difference
in people's lives

NADSP VISION STATEMENT

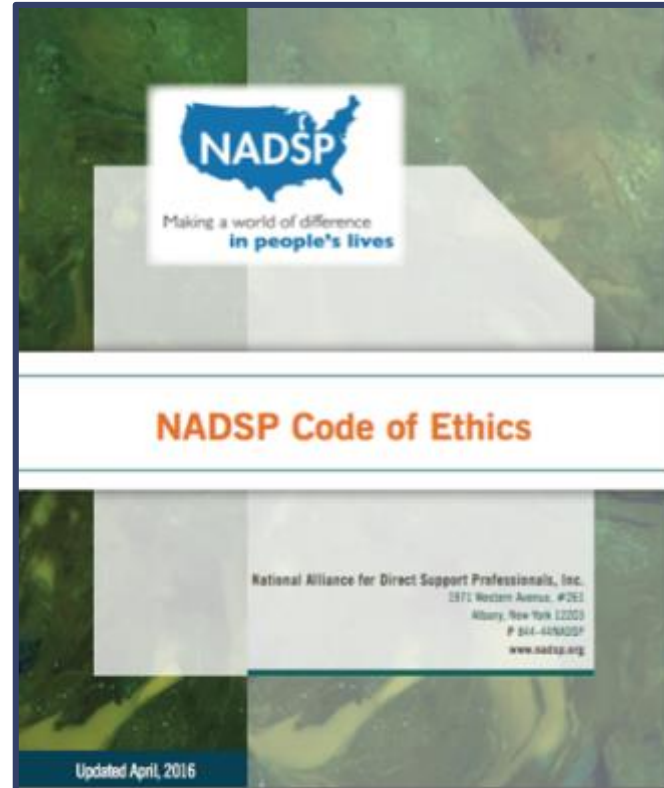
A world with a highly qualified and professional direct support workforce that partners with, supports and empowers people with disabilities to lead a life of their choosing.

NADSP MISSION STATEMENT

To elevate the status of direct support professionals by improving practice standards, promoting system reform, and advancing their knowledge, skills and values.



NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS



NADSP FRONLINE INITIATIVE



National Alliance for Direct Support Professionals. "Frontline Initiative." Accessed September 24, 2019. <https://www.nadsp.org/frontline-initiative/>.

INVALUABLE: THE UNRECOGNIZED PROFESSION OF DIRECT SUPPORT



Research and Training Center (RTC) on Community Living. "Invaluable: The Unrecognized Profession of Direct Support." Accessed September 24, 2019. <https://cl.ici.umn.edu/view-product/hlPwEbDwTR6Jhm3fNug0w>.

rtc on
community
living



TARGETTED MARKETING MATERIALS CAN HELP RECRUIT DSPS

Do you see amazing things in people?
Become a Direct Support Professional
Share what you see with others and make a difference in people's lives. Direct Support Professionals teach, encourage, and support people with disabilities to live meaningful lives.
To explore more please visit RHC.org.uk

Make a difference in your community
Become a Direct Support Professional
Do things that's right because you make a difference in people's lives. Direct Support Professionals encourage, teach, encourage, and support people with disabilities to live meaningful and rewarding lives.
To explore more please visit RHC.org.uk

Wondering what to do with your life now?
Become a Direct Support Professional
Build a new career and continue to grow others. You can make a difference. Direct Support Professionals teach, encourage, and support people with disabilities to live meaningful lives.
To explore more please visit RHC.org.uk

Looking to explore more?
Become a Direct Support Professional
Expand your horizons and explore new fields. Learn from the people you inspire. Direct Support Professionals teach, encourage, and support people with disabilities to live meaningful lives.
To explore more please visit RHC.org.uk

Volunteer and discover your career
Become a Direct Support Professional
Consider volunteering with organizations that support people with disabilities in your community. Explore what it means to be a Direct Support Professional.
To explore more please visit RHC.org.uk

Looking to explore more?
Become a Direct Support Professional
Expand your horizons and explore new fields. Learn from the people you inspire. Direct Support Professionals teach, encourage, and support people with disabilities to live meaningful lives.
To explore more please visit RHC.org.uk

PUBLIC SERVICE ANNOUNCEMENTS CAN HELP RECRUIT DSPS

Three 30-second PSA videos designed to raise awareness and change perceptions about the field.



IMPROVE TRAINING & CAREER PATHWAYS

SCALES ARE TIPPED IN THE WRONG DIRECTION

240+

hours minimally
needed to meet
basics



40+

hours provided

Balance is achieved when
Training → competence

WHY MOVE TOWARD COMPETENCY-BASED TRAINING?

- Community living has changed
- Greater expectations from advocates
- System expenditures growth curve
- People on waiting lists
- Government accountability on workforce stability is coming (NQF framework)
- Not maximizing desired outcomes for people
 - Exposes
 - Employment, choices, community living, relationships, etc.
- Workforce is key to quality
- Wages stagnant, decades of high turnover/vacancy
- Status quo is wasteful and costly
- Across industry competition for scarce workforce



COMPETENCY-BASED TRAINING MATTERS



Hewitt, Nord, Bogenschutz, 2013

ALIGN TRAINING WITH OUTCOMES



TRAINING

Professionalism

Community Inclusion
Person Centered Planning

Individual Rights and Choice
Civil Rights and Advocacy

Safety at Home and in the Community Supporting
Healthy Lives Personal Care

You've Got a Friend

Employment Supports Home and Community Living
Personal Care



OUTCOMES

Satisfaction with Staff

Community Inclusion

Choices & Rights

Health & Safety

Friends & Family

Work, Day, and Home

DSP COMPETENCY SETS, 1996 - 2014



President’s Committee for People with Intellectual Disabilities (PCPID). 2017. America’s Direct Support Workforce Crisis: Effects on People with Intellectual Disabilities, Families, Communities and the U.S. Economy. Washington, D.C.: PCPID.
https://acl.gov/sites/default/files/programs/2018-02/2017%20PCPID%20Full%20Report_0.PDF

NADSP COMPETENCY SET

The NADSP Competency Areas: The Foundation of the Work

Area 1: Participant Empowerment

Area 2: Communication

Area 3: Assessment

Area 4: Community and Service Networking

Area 5: Facilitation of Services

Area 6: Community Living Skills and Supports

Area 7: Education, Training, and Self Development

Area 8: Advocacy

Area 9: Vocational, Educational, and Career Support

Area 10: Crisis Prevention and Intervention

Area 11: Organizational Participation

Area 12: Documentation

Area 13: Building and Maintaining Friendships and Relationships

Area 14: Person-Centered Supports

Area 15: Supporting Health and Wellness

Source: Based on NADSP (2018).

ADULT LEARNER-CENTERED INSTRUCTION METHODS MATTER



COMPREHENSIVE TRAINING STUDY

- Intervention sites experience 16.4% difference in turnover after one year
- DSPs showed increased competence (Rights & Choice, Health & Safety, Relationships)
- DSPs showed increased satisfaction with supervisors
- Individuals who received services had improved outcomes in all areas

BUILDING TRAINING; BUILDING QUALITY IMPROVES CARE OUTCOMES



IMPART
ALLIANCE

Luz, Clare, Katherine Hanson, Yuning Hao, and Elizabeth Spurgeon. "Improving Patient Experiences and Outcomes Through Personal Care Aide Training." *Journal of Patient Experience* 5(1): 56-62. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5862381/>.



COLLEGE OF DIRECT SUPPORT

- Online training: College of Direct Support
 - 35 lessons over 12 months
 - 6 modules address different topics
 - Pre/post-test measures
- Mentoring
 - Supervisor or advanced DSP
 - Mentoring on each module topic
- Group discussion
 - With peers and supervisors
 - Provided for each module

UNIVERSAL TRAINING REGULATIONS PROMOTE EFFICIENCY IN ARIZONA



QUILTSS: A COMPETENCY-BASED APPROACH IN TENNESSEE



ENSURE EFFECTIVE SUPERVISION

SUPPORTIVE SUPERVISION SAVES TIME AND REDUCES TURNOVER



Scales, Kezia. 2017. *Success Across Settings: Six Best Practices in Promoting Quality Care through Quality Jobs*. Bronx, NY: PHI.
https://phinational.org/wp-content/uploads/2017/09/evaluation_brief_final.pdf

rtc on
community
living



NATIONAL FRONTLINE SUPERVISOR COMPETENCIES

1. Direct Support
2. Health, Wellness, & Safety
3. Individual Support Plan Development, Monitoring, and Assessment
4. Facilitating Community Inclusion Across the Lifespan
5. Promoting Professional Relations and Teamwork
6. Staff Recruitment, Selection, and Hiring
7. Staff Supervision, Training and Development
8. Quality Assurance
9. Advocacy & Public Relations
10. Leadership, Professionalism, & Self-Development
11. Cultural Responsiveness & Awareness



National Frontline Supervisor Competencies

April, 2013

Research & Training Center on Community Living
Institute on Community Integration (UCEDD)

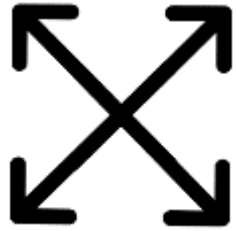
UNIVERSITY OF MINNESOTA
Driven to Discover™

CDS: COLLEGE OF FRONTLINE SUPERVISION & MANAGEMENT (CFSM)

- Developing an Intervention Plan
- Fueling High Performance
- Preparing for the Supervisor's Job in Human Services
- Recruitment and Selection
- Training and Orientation
- Your First Few Weeks and Months as a Supervisor

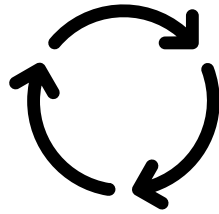
COLLECT WORKFORCE DATA & MEASURE PROGRESS

COLLECT WORKFORCE DATA & MEASURE PROGRESS



VOLUME

- Full-time workers
- Part-time workers



STABILITY

- Turnover
- Retention
- Vacancies



COMPENSATION

- Average wage
- Starting wage
- Experienced wage
- Benefits

TEXAS COLLECTS ROBUST WORKFORCE DATA

Position Type	Difference in recruiting new staff from 1/1/2018 - 12/31/2018? Please select one option for each Position Type
Attendants*	1 - Situation is worse (Harder to recruit)
Employment Services (SE, EA)*	0 - No staff of this type
Nurses (RNs, LVNs)*	2 - No difference
Specialists (PT, OT, Dietary, etc.)*	3 - Situation has improved (Easier to recruit)
Central Office Staff*	2 - No difference
Administrative and Operations Staff*	2 - No difference

TEXAS COLLECTS ROBUST WORKFORCE DATA

Position Type	Number of staff (Full-time, Part-time, Temp, Medicaid, Non-Medicaid & Private Pay combined) on 12/31/2018	Number of staff who left:		Number of vacancies on 12/31/2018	Percentage of work hours filled w/OT or non-scheduled staff (Estimates accepted if unknown)	Average number of days to fill vacant positions (Estimates accepted if unknown)	Current starting wage for this type of position within your agency in 2018 (Hourly Rate)	Average wage for this type of position after 2 years of employment (Hourly Rate)
		1/1/2018 - 6/30/2018	7/1/2018 - 12/31/2018					
Attendants	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
Employment Services (SE, EA)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
Nurses (RNs, LVNs)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
Specialists (PT, OT, Dietary, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
Central Office Staff	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
Administrative and Operations Staff	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %	<input type="text"/>	\$ <input type="text"/>	\$ <input type="text"/>
TOTAL	0	0	0	0				

TEXAS COLLECTS ROBUST WORKFORCE DATA

Length of Time with your Agency	Using the total number of staff from above, what is the length of time they have been with your agency?	
LESS than 6 months	<input type="text"/>	
BETWEEN 6 and 12 months	<input type="text"/>	
OVER 12 months	<input type="text"/>	
Total Staff by Length of Time	0	
Number of CPC clients (Medicaid, Non-Medicaid, Private Pay, etc. combined) actively enrolled on 12/31/2018	<input type="text" value="0"/>	
Is it more difficult for you to hire and keep CLASS attendants versus PHC attendants?	<input type="text"/>	

TEXAS COLLECTS ROBUST WORKFORCE DATA

In addition to wages, does your agency offer benefits to staff? If Yes, check all that apply	Full-Time Staff	Part-Time Staff
Medical Insurance (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Dental Insurance (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Retirement (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Paid Sick Leave	<input type="checkbox"/>	<input type="checkbox"/>
Paid Vacation	<input type="checkbox"/>	<input type="checkbox"/>
Short-Term Disability	<input type="checkbox"/>	<input type="checkbox"/>
Long-Term Disability	<input type="checkbox"/>	<input type="checkbox"/>
Jury Duty Leave	<input type="checkbox"/>	<input type="checkbox"/>
Bereavement Leave	<input type="checkbox"/>	<input type="checkbox"/>
Vision Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Plan	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	<input type="checkbox"/>	<input type="checkbox"/>

NATIONAL CORE INDICATORS DATA REVEAL WORKFORCE CHALLENGES.

	Average Turnover Rates ¹⁵	Median	Std. Deviation	Minimum	Maximum	Number of responding agencies
AL	31.0%	25.9%	27.0%	0.0%	125.6%	38
AZ	42.0%	33.2%	42.4%	0.0%	300.0%	216
CT	31.0%	31.1%	19.5%	0.0%	100.0%	39
DC	24.4%	20.4%	21.8%	0.0%	95.0%	65
GA	39.7%	31.8%	42.3%	0.0%	269.2%	132
IL	49.5%	40.9%	40.7%	0.0%	300.0%	215
IN	51.6%	44.0%	40.8%	0.0%	295.5%	95
KY	46.0%	33.3%	50.2%	0.0%	400.0%	161
MD	36.1%	33.4%	18.5%	0.0%	95.3%	40
MO	46.4%	42.3%	34.6%	0.0%	164.3%	177
NE	68.8%	50.0%	65.3%	4.0%	327.3%	39
NY	33.4%	29.5%	26.0%	0.0%	271.6%	286
OH	39.0%	25.6%	46.7%	0.0%	400.0%	1084
OK	54.4%	45.2%	48.4%	0.0%	289.5%	58
OR	47.4%	41.8%	40.5%	0.0%	250.0%	190
SC	32.0%	29.8%	16.6%	0.0%	83.3%	41
SD	57.3%	49.5%	30.6%	15.2%	146.5%	19
TN	51.4%	42.2%	37.4%	0.0%	193.3%	106
UT	41.5%	38.1%	33.5%	0.0%	149.0%	69
VT	34.6%	40.0%	16.1%	5.7%	67.0%	14
	Weighted NCI Average: 43.8%	Weighted NCI Average: 40.0%	Weighted NCI Average: 37.8%	Overall Minimum 0.0%	Overall Maximum 400.0%	Unweighted Total: 3084

SUPPORT PROVIDERS IN COLLECTING WORKFORCE DATA.



Example: Direct Care Staff Members in Group Home A (1/17/198 to 10/31/19)

Staff Member (ID#)	Status	Hire Date	Compu Date	Months in Home	Turnover Group
1	Stayer	1/15/198	10/31/198	00	1-1
2	Stayer	8/11/198	1/13/199	48	1-1
3	Stayer	1/13/198	1/13/198	35	1-1
4	Stayer	10/1/197	10/31/198	25	1-1
5	Stayer	7/1/198	10/31/198	10	1-1
6	Stayer	1/15/198	10/31/198	10	2-12
7	Stayer	8/14/198	10/31/198	5	2-12
8	Stayer	9/5/198	10/31/198	2	2-12
9	Stayer	8/1/198	10/31/198	1	2-12
10	Vacancy				
Stayer Total	10				
			Quit Date	203	
11	Quit	2/15/197	2/15/198	12	1-1
12	Quit	1/12/197	1/1/198	11	1-1
13	Quit	1/17/198	2/10/198	5	2-12
14	Quit	4/30/198	5/25/198	5	2-12
15	Quit	8/25/198	8/1/198	2	2-12
Leaver Total	5			25	

Average tenure of stayers	503 months (Stayers)	44.5 months per stayer
Turnover category for stayers		
0-6 months	2 stayers (20% of total stayers)	0.100 = 20% of 503 months for stayers
7-12 months	1 stayer (10% of total stayers)	0.100 = 10% of 503 months for stayers
13+ months	7 stayers (70% of total stayers)	0.800 = 70% of 503 months for stayers
Average tenure of leavers <td>25 months (Leavers)</td> <td>11 months per leaver</td>	25 months (Leavers)	11 months per leaver
Turnover category for leavers		
0-6 months	4 leavers (16% of total leavers)	0.160 = 16% of 25 months for leavers
7-12 months	1 leaver (4% of total leavers)	0.040 = 4% of 25 months for leavers
13+ months	10 leavers (40% of total leavers)	0.400 = 40% of 25 months for leavers
Quit separation rate =	5 leavers in 10 months (50% of total leavers)	0.500 = 50% quit separation rate
Warranty rate =	1 leaver in 10 months (20% of total leavers)	0.200 = 20% warranty rate

Workforce Status and Outcomes Worksheet

Agency Name: _____ Employee ID: _____

How do you collect workforce data? (Check all that apply) _____

How do you collect turnover data? (Check all that apply) _____

1. Create separation rate (Turnover) for Direct Support Staff
 Turnover = $\frac{\text{Total number of staff who quit or were terminated in a given period}}{\text{Total number of staff who worked in a given period}} \times 100$
 Current staff: _____ + _____ = 100% 0.00%

2. Create separation rate (Turnover) for Frontline Supervisors
 Turnover = $\frac{\text{Total number of supervisors who quit or were terminated in a given period}}{\text{Total number of supervisors who worked in a given period}} \times 100$
 Current staff: _____ + _____ = 100% 0.00%

3. Percent of Direct Support Staff leavers who have been rehired
 Total of DSS who have been rehired / Total of DSS leavers = _____ x 100 = 0.00%

4. Warranty rate for Direct Support Staff
 Total number of staff who quit or were terminated in a given period / Total number of staff who worked in a given period = _____ x 100 = 0.00%

5. Warranty rate for Frontline Supervisors
 Total number of supervisors who quit or were terminated in a given period / Total number of supervisors who worked in a given period = _____ x 100 = 0.00%

Definitions: Direct Support Staff (DSS) include all staff who provide direct care to residents. Frontline Supervisors include all staff who supervise DSS. Turnover is the percentage of staff who quit or were terminated in a given period. Warranty rate is the percentage of staff who quit or were terminated in a given period who are rehired within 12 months.

6. Wages for Direct Support Staff
 7. Annual salary for full-time front-line supervisors
 8. Recruiting expenses in last 90 days
 9. Hours of overtime paid in last 90 days
 10. Mean percentage of your budget for the last 90 days was spent on overtime pay?
 11. As a result of workforce shortages, has your agency been forced to cancel services or projects in the community?

12. Total number of people with developmental disabilities served as of last year
 13. In how many different roles do you provide services?
 14. How many people do you employ in each of the following positions?
 15. Describe any changes at this agency over the last 12 months that may have influenced recruitment, retention or training outcomes.

FOSTER COMMITMENT AT EVERY LEVEL

ACOM 407 PROMOTES COLLABORATION BETWEEN MCOS AND PROVIDERS



TENNESSEE TAKES A UNIQUE APPROACH TO WORKFORCE DEVELOPMENT

COMPETENCY-BASED
TRAINING PROGRAM

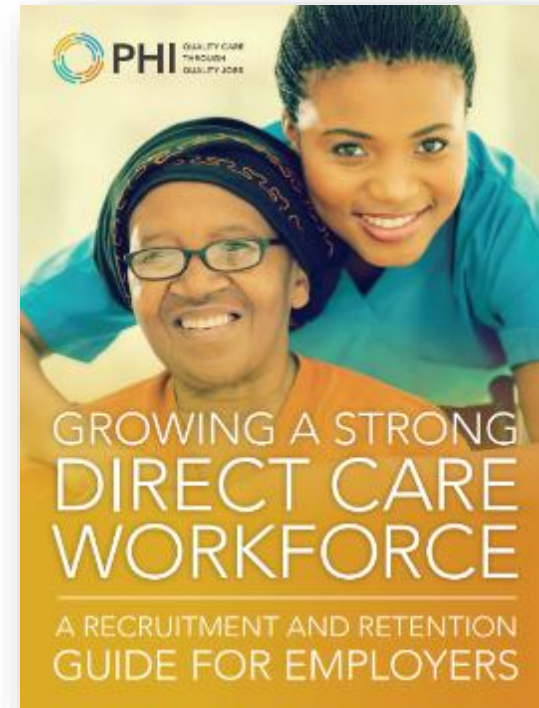


NON-RECURRING
INVESTMENT IN CAPACITY-
BUILDING SUPPORTS

ALIGNED FINANCIAL
INCENTIVES

PROMOTE BEST PRACTICES AMONG EMPLOYERS

ENCOURAGE INNOVATION THROUGH FUNDING OPPORTUNITIES.



REFERRAL AND HIRING BONUSES



REFERRAL BONUS

- Pay incentive to existing employees for referring a new hire
- Small payment to referring employee at time of hire then larger amounts at 6 and 12 months.
- Transparency and market to existing employees how much people are getting paid out



HIRING BONUS

- Small bonuses given to new recruits of they are hired at the time of hire.
- Trying to get them in your door before they go to another door

ENSURING A GOOD MATCH



APPLICANT

- Competencies and Skills
- Attitudes and Values
- Interest in and Commitment to do the job



ORGANIZATION

- Job Requirements and Expectations
- Culture and Climate
- Investment with employees

EFFECTIVE SELECTION STRATEGIES

- Realistic Job Previews
- Structured/Behavioral interviews
- Structured observations
- Cognitive ability tests
 - Writing exercises
 - English proficiency tests
- Interview with DSPs
- Interview with individuals and family members

REALISTIC JOB PREVIEWS

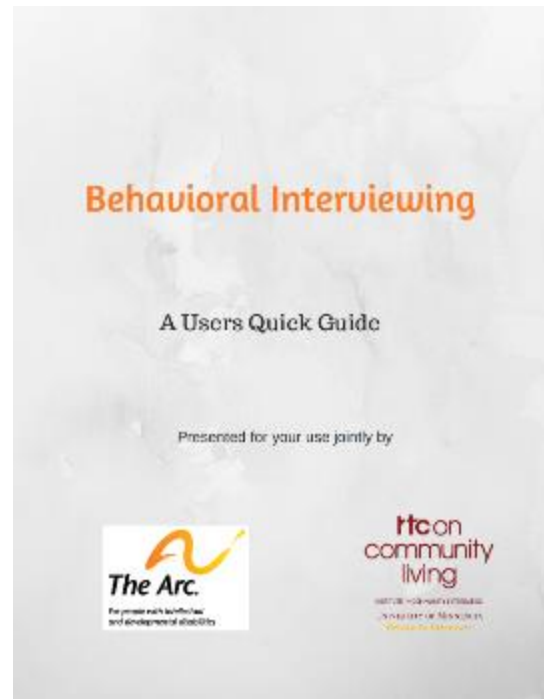
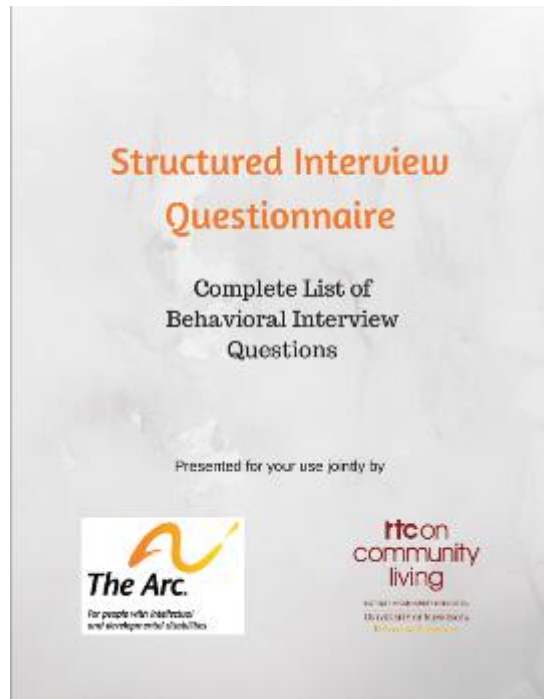


ANCOR. "Realistic Job Preview." Accessed September 24, 2019. <https://www.nationaladvocacycampaign.org/toolkit/employers/realistic-job-preview>.

ELEMENTS OF AN EFFECTIVE RJP

- Present the RJP early in the application process before a job offer is made
- Make the purpose of the RJP clear to applicant
- Include viewpoints of individuals receiving supports and their family members
- Use actual observations of DSWs on the job
- Include information about how current employees view their jobs
- Balance positive and challenging parts of the job to reflect actual work requirements and experience

STRUCTURED BEHAVIORAL INTERVIEWS



STRUCTURED BEHAVIORAL INTERVIEWS

- Each recruit answers the same set of questions
- Questions address important behaviors that distinguish excellent performers from poor performers
- Questions ask recruits to describe experiences that relate to important job behaviors
- Score the answer based on a predetermined behaviorally anchored scale of how excellent versus poor performers handle this type of situation.

CLOSING THOUGHTS

The Direct Support Workforce Crisis

A Call to Action

1. Ensure that others know who DSPs are, what they do, and why they are important
2. Improve DSP identity, respect, and recognition
3. Create an occupational title in BLS
4. Fund use of competency-based training models that result in credentialed or certified staff with wage increase
5. Develop industry-specific pipeline programs
6. Gather comprehensive data at site, org, state, and national levels
7. Provide and use evidence-based interventions
8. Promote increased use of self-directed options
9. Increase use of technology-enhanced supports

Source: Amy Hewitt (UMN RTC/CL), Joe MacBeth (NADSP), Barbara Merrill (ANCOR) & Barb Kleist (UMN RTC/CL), 2018



COMPENSATION



FAMILY-SUSTAINING WAGE



BENEFITS



FULL-TIME HOURS

OPPORTUNITY



HIGH-QUALITY TRAINING

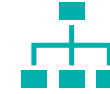


PARTICIPATION



ADVANCED ROLES

SUPPORTS



SUPPORTIVE SUPERVISION



LINKAGES TO SUPPORTS



ONGOING COMMITMENT



STEPHEN CAMPBELL

DATA AND POLICY ANALYST

PHI

SCAMPBELL@PHINATIONAL.ORG

BARB KLEIST

PROJECT MANAGER

UNIVERSITY OF MINNESOTA INSTITUTE ON COMMUNITY INTEGRATION

RESEARCH AND TRAINING CENTER ON COMMUNITY LIVING

KLEIS041@UMN.EDU