USING DATA ON THE LONG-TERM CARE WORKFORCE FOR QUALITY IMPROVEMENT

Mary Lou Bourne
Valerie Bradley
Laura Vegas
AGENDA

• Why address LTC Workforce Issues?
• Setting the Stage: Key DSP Workforce Data within I/DD Systems
  • NCI Staff Stability Survey
  • Context data
  • Outcome Data
  • Contributing Factor Data
• What can be done? Model for Improvement
  • Aim, Measure, Change; PDSA
  • First Order and Second Order Changes
• One State’s Story – NY OPWDD
SETTING THE STAGE: KEY DSP WORKFORCE DATA WITHIN I/DD SYSTEMS
What is the National Core Indicators® (NCI®) Staff Stability Survey?

• One of five tools in the NCI suite for state DD agencies
• 2014 developed with state OA’s, service provider agencies, ANCOR and the Univ. of Minnesota Institute for Community Inclusion
• Focus on stability and quality of DSP workforce (state and national level)
• Standardized measures and calculations to monitor priority data points: wages, turnover, vacancies, and employee benefits/environment
NCI Staff Stability Survey 2018 Basics

25 States + DC
AK, AL, AZ, CO, CT, DC, FL, GA, HI, IL, IN, LA, MA, MD, MO, NC, NE, NJ, NY, OH, OK, OR, SC, SD, TN, UT, WY

4400 Service Providers

Estimate 200,000+ DSPs represented
24 – 238 mean number of DSP per agency.
Notes on the data

- Providers voluntarily provided data, although several states set participation as a requirement (OR, OH)
- In states other than OH and OR, full data set is provided to state agency as de-identified data
- Formulas and calculations are standard, thus creating comparability
- Agencies may not have answered all questions, N differs for each question
- Confidence level of 95% and Margin of error of +/- 5% is goal for each state
- Data for national averages is weighted by Margin of Error – higher margin of error results in less impact on calculation of NCI overall results; however, weighting does not effect a state’s specific results
- Variation is the key to improvement – although we provide averages and median, we encourage states to look at variation
CONTEXT DATA
Agency characteristics-size based on number of DSPs employed (provides key to improvement approaches)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>On Average:</td>
<td></td>
</tr>
<tr>
<td>1-20 DSPs</td>
<td>35.1%</td>
</tr>
<tr>
<td>21-40 DSPs</td>
<td>12.5%</td>
</tr>
<tr>
<td>41-60 DSPs</td>
<td>8.3%</td>
</tr>
<tr>
<td>61 or more DSPs</td>
<td>44%</td>
</tr>
</tbody>
</table>

Notably, 47.6% of all providers participating in the survey employ 40 or fewer DSPs.

In one state, 17.5% of responding agencies employ 1-20 DSPs.

In another state, 81.1% of responding agencies employ 1-20 DSPs.
OUTCOME DATA
DSP Turnover and Tenure

• **Turnover rate: 51.3%**
  - (State range from 30.7% to 62.7%)
  - 10 states reported >50% turnover rate

• **Tenure of DSPs employed as of Dec. 31, 2018**

<table>
<thead>
<tr>
<th></th>
<th>Less than 6 months</th>
<th>6-12 months</th>
<th>12-24 months</th>
<th>24-36 months</th>
<th>36+ months</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVG</td>
<td>19.6%</td>
<td>14.7%</td>
<td>17.2%</td>
<td>10.1%</td>
<td>38.4%</td>
<td>4109</td>
</tr>
</tbody>
</table>

Notes: The formula for turnover calculations includes all separations between Jan 1 and Dec 31, 2018. Formulas for tenure were based on the number of DSPs in each time range who separated from employment between Jan 1 and Dec. 31, 2018.
Tenure (Separated DSPs)

- Tenure Among Separated DSP Employees (Left Between Jan. 1, 2018 and Dec. 31, 2018)

<table>
<thead>
<tr>
<th>Less than 6 months</th>
<th>6-12 months</th>
<th>12-24 months</th>
<th>24-36 months</th>
<th>36+ months</th>
<th>% of agencies reporting at least 1 DSP separation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVG</td>
<td>34.7%</td>
<td>20.3%</td>
<td>14.3%</td>
<td>7.3%</td>
<td>12.1%</td>
<td>88.8%</td>
</tr>
</tbody>
</table>

Nearly 55% of employees who separate from agencies do so within the first 12 months of employment.

Formulas for tenure were based on the number of DSPs in each time range who separated from employment between Jan 1 and Dec. 31, 2018.
Reasons for separation

- Voluntary: 77.1%
- Termination: 17.7%
- Don’t Know: 5.2%

State averages for terminations range from 11.2% to 34.0%
Vacancy Rates

Vacancy rates for full-time positions ranged from \(3.3\%\) to \(14.7\%\) with an NCI Average of \(11.9\%\).

Vacancy rates for part-time positions ranged from \(5.8\%\) to \(23.3\%\) with an NCI Average of \(18.1\%\).

These are **point-in-time** vacancy rates, not averages across the year.
CONTRIBUTING FACTOR DATA
Across all service types, responding agencies paid a median hourly wage of $12.00.

When broken out by service type, median hourly wages were:

- $12.57 for DSPs providing **residential** supports
- $12.00 for DSPs providing **in-home** supports
- $12.90 for DSPs providing **non-residential** supports
Two methods of paid time off are typically reported –

- **Pooled Time Off**, meaning the specific purpose or reason is not explicitly tracked

- **Tracked Time off**, meaning the time is tracked as either sick time, vacation time, or personal time off. Agencies were asked to report their method and the specific data.

16.1% of responding providers offered pooled paid time off to some or all DSPs.

Of those not using the pooled method:

- 85.4% offered paid sick time to some or all DSPs.
- 89.0% offered paid vacation time to some or all DSPs.
- 30.7% offered paid personal time to some or all DSPs.
Additional Data Available

- Wages as a % of state minimum wage
- Offer Health Care Benefits and any eligibility requirements including dental/vision coverage offered.
- Bonuses paid to employees
- Employer sponsored retirement benefits offered / available
- Other benefits- tuition reimbursement, flex spending accounts, health incentives
WHAT CAN BE DONE? MODEL FOR IMPROVEMENT
Deming's 14 Points

Identifying changes that result in improvement

- **First Order Changes** - significant change in the structure including resources/investment into the system (assume the system does not work due to structural problem)

- **Second Order Changes** – changes that can be made in the operations or the environment; do not require significant structure change or investment of resources
Staff Stability Data Suggest Potential Second Order Changes

1. Tenure of departed employees, high rates in first 6 months suggest possible lack of knowledge or skill contributing to turnover; potential changes in supervision and OTJ support.

2. Termination rates: higher rates suggest possible policy or rules contributing to this turnover; potential changes in policy or practice needed.

3. Tenure at 24-36 months: higher rates suggest potential lack of advancement as cause and potential changes may be needed in career ladder.
Reducing Workforce Turnover

- **Aim**: to stabilize then decrease the DSP workforce turnover from our current rate of 52%; and to improve our retention time of staff so that people stay longer. Currently 34% of new hires leave w/in the first 6 months. Specifically we want to reduce workforce turnover by 5% and to increase retention of employees during first 12 months by 10%.

- **Measures**: Staff Turnover Rate and Average length of stay (tenure) for staff, in 6 month intervals

- **Changes to test**: Second Order changes to test: increase supervisor to DSP contacts within first 6 months; create career ladder; More direct contact among staff during first 6 months; joy in work
# Project Aim

Increase workforce retention in first 12 mos. of employment, by 50% in 1 year

## PRIMARY DRIVERS

### Key Elements

**A. Frontline Leadership**

**B. Supportive Work Site/teams**

**C. Workforce Development**

## SECONDARY DRIVERS

### Places Where

**A. Access to and immediate feedback from supervisors in first year**

**B. Drive fear out of the day-to-day workplace - create positive work environment**

**C. More opportunities for advancement within the workforce**

## CHANGE IDEAS

### Interventions

**A1.** Face Time and/or texting check ins

**A2.** Daily or weekly debriefs on working/not working strategies

**A3.** Monthly Feedback Meetings

**B1.** Look at contact data over time vs. before/after

**B2.** Measure support from team members

**B3.** Daily or weekly debrief with positive feedback

**C1.** Career ladders

**C2.** DSP to Supervisor staffing ratio

**C3.** Staffing models

## OUTCOME MEASURES

**Tenure of Hires; Length of Stay**

## PROCESS MEASURES

- % staff satisfaction with supervisor feedback
- % Staff reporting that they would highly recommend their organization as a great place to work
- % of hires that were advanced from within

## What do we want to accomplish?

## What changes can we make that will result in improvement?

## How will we know change is an improvement? Run Charts and Signals
TOOLS: Cause and Effect Diagrams
Other Agencies in this Region experience 20-40% DSP turnover Annually.

**Personnel and Environment**
- Conflicts with supervisor, poor management
- Conflicts with co-workers, drama, no teamwork
- Mismatched values between DSPs and families or supervisors
- Overwhelmed by job responsibilities

**Time**
- Time away from family and friends: Missed family activities
- Schedule: not enough time off
- Can't take time off due to short staffing:
  - Training time not compensated
  - Overtime Frequency
- Wages too low
- Holiday and weekend work hours

**Policy or Procedure**
- Training regulations too restrictive
- Agency policy: mandatory 2 weekends/month work schedule
- Documentation requirements exhaustive
- Medication administration: difficult to pass training requirements
- Dress code too strict

**Place or Environment**
- Negative Dynamics: toxic environment
  - High amount of driving: unreliable personal car; must use personal car to transport
  - Investigation process: blame hunt
  - Unsafe work place: aggression, lifting
- Disconnected: too many locations, lack of communication across locations
- No down time; other people always around you
- Insufficient Space/Crowded

**Cause and Effect Diagram**
Agencies in this Region experience 26% turnover of all new hires in first 6 mos.

- **Other Agencies in this Region experience**
- **Time**
  - Schedule: not enough time off
  - Time away from family and friends - Missed family activities
  - Wages too low
  - Overtime Frequency
  - Can’t take time off due to short staffing;
  - Documentation time not compensated
  - Holiday and weekend work hours
  - Training regulations focus on policy not skill/practice
  - Documentation requirements exhaustive
  - Medication administration - difficult to pass training requirements
  - Agency policy: mandatory 2 weekends/month work schedule
  - Investigation process - blame hunt
- **Policy or Procedure**
  - Agency policy: mandatory 2 weekends/month work schedule
  - Investigation process - blame hunt
  - Wages too low
- **People**
  - Lack of training, on how to communicate
  - Training did not match actual job duties
  - Conflicts with co workers, drama, no team work
  - Expectations: job not what was expected
  - Could not access supervisor, questions unanswered for days
  - Negative feedback for all mistakes/unknown duties
  - Overwhelmed by job responsibilities
  - Perceived as negative dynamics - toxic environment
  - Connected:
  - Disconnected: lack of communication across locations, no access to manager or supervisor unless scheduled
  - No down time; other people always around you
  - Unsafe workplace - aggression, lifting
- **Place or environment**
  - Insufficient Space/Crowded
  - Investigation process - blame hunt
  - Disconnected: lack of communication across locations, no access to manager or supervisor unless scheduled
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- **Dress code too strict**
  - Disconnected: lack of communication across locations, no access to manager or supervisor unless scheduled
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  - Unsafe workplace - aggression, lifting
  - Documentation time not compensated
  - Missed family activities
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  - Unsafe workplace - aggression, lifting
  - Documentation time not compensated
  - Wages too low
  - Overtime Frequency
Reducing Workforce Turnover
Aim, Change Ideas, Measures (MOCK-UP)

Project Aim: Increase workforce retention in first 12 mos. of employment, by 50% in 1 year

What do we want to accomplish?

PRIMARY DRIVERS
Key Elements

A. Frontline Leadership
B. Supportive Work Site/teams
C. Workforce Development

SECONDARY DRIVERS
Places Where

A. Access to and immediate feedback from supervisors in first year
B. Drive fear out of the day-to-day workplace - create positive work environment
C. More opportunities for advancement within the workforce

OUTCOME MEASURES
Tenure of Hires; Length of Stay

PROCESS MEASURES
- % staff satisfaction with supervisor feedback
- % Staff reporting that they would highly recommend their organization as a great place to work
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CHANGE IDEAS
Interventions

A1. Face Time and/or texting check ins
A2. Daily or weekly debriefs on working/not working strategies
A3. Monthly Feedback Meetings

B1. Look at contact data over time vs. before/after
B2. Measure support from team members
B3. Daily or weekly debrief with positive feedback

C1 Career ladders
C2. DSP to Supervisor staffing ratio
C3. Staffing models

How will we know change is an improvement? Run Charts and Signals
Work in parallel on multiple change ideas
Tracked Results

%* Agree Their supervisor supports their success on the job

*% of DSP’s surveyed at 3 and 6 month benchmark;
NYS Office for People With Developmental Disabilities

Strengthening the DSP Workforce:
Analyzing Data and Implementing Strategies
OPWDD Workforce Development Priorities

• Recruitment
  • OPWDD is breaking new ground to increase disability awareness and build career options for those interested in rewarding work supporting people with intellectual/ developmental disabilities.

• Education
  • Through an alliance with the State University of New York and its vast network of community colleges, Employment Opportunity Centers and Empire State College, OPWDD is building professional development pathways for dedicated staff.

• Data Driven Strategies
  • New York State continues to vanguard empirical research on the direct support workforce to demonstrate the importance of a distinct federal occupational code for Direct Support Professionals – separate from the health care titles from which DSPs are currently grouped.
NCI 2018 Staff Stability Survey
NYS Year 3 of Participation

**TURNOVER**

NYS Turnover Rate: **35.29%**

1 in 3 DSPs left the workforce in 2018

National Turnover Rate: 48.50%

**VACANCY**

- **11.8%** of full-time positions were vacant
- **16.7%** of part-time positions were vacant

**RECRUITMENT AND RETENTION**

- **57.1%** of agencies offered pay incentive/referral bonus
- **39.3%** of agencies offered a career ladder
- **96.6%** of agencies trained on code of ethics
- **82.9%** of agencies offered realistic job previews

**LENGTH OF EMPLOYMENT OF DSPS**

<table>
<thead>
<tr>
<th>Tenure of Separated DSPs</th>
<th>28.4%</th>
<th>17.3%</th>
<th>18.7%</th>
<th>9.4%</th>
<th>19.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;6 months</td>
<td>6-12 months</td>
<td>12-24 months</td>
<td>24-36</td>
<td>&gt;36 months</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tenure of Employed DSPs</th>
<th>15.2%</th>
<th>14.1%</th>
<th>17.6%</th>
<th>11.9%</th>
<th>41.2%</th>
</tr>
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Factors that Influence the Tenure of Direct Support Professionals in the Intellectual and Developmental Disabilities Field  Mir, Rosca, Liu, & Blakeslee (2020)

Research Question
What factors influence the tenure of direct support professionals (DSPs) in New York State?

Method
Participants: Data cleaning and organizing resulted in sample of 272 agencies
Data Analysis: Multiple Linear Regression (MLR), missing data analysis also conducted

Variables
Dependent Variable (agency-level): Tenure index of DSPs
Independent Variables (agency-level):
Wage; Bonus; Number of DSPs per Front Line Supervisor; Recruitment Incentives; Post-secondary Education Assistance Benefit; Paid Job-related Training Benefit; Disability Insurance; Flexible Spending Account Benefit; Health Incentive Program Benefits; Region (controlled variable).

Results
Being prepared for dissemination and discussion in an upcoming OPWDD webinar.
Wrap up

• DSP Turnover is the result of multiple factors
• Long Range improvements and short range improvements
• Data can highlight specific factors in a state, a region, a specific agency
• Each factor requires different change effort for improvement
• Formal quality knowledge is required
Thank You.

www.nationalcoreindicators.org

mlbourne@nasddds.org
vbradley@hsri.org
lvegas@nasddds.org