



Updates and Listening Session

Indiana Direct Service Workforce Plan



SCHOOL OF MEDICINE
BOWEN CENTER FOR HEALTH
WORKFORCE RESEARCH & POLICY



Overview of Project Timeline

CY 2022

January February March April May June July August September

Defining the Workforce

Key informant interviews (DDRS, DOA, DMHA, IDOH)

Prepare/Deliver Synthesis

Regulatory Review

Researching State/Admin Code and Provider Modules

Supply & Demand Assessment

Identifying/requesting/obtaining existing data sources

Prepare assessment and analyze data

Prepare/Deliver Synthesis

Strategies

FSSA Review of Initial List

Ongoing Review

Stakeholder Listening Sessions

Strategy Refinement and Work Plan Development

(Tentative) Roll-out

Researched Strategies

Recruitment

Training & Regulation

Wages & Benefits

Retention & Career Development

Workforce Data & Tracking

Social & Other Supports

1. Public marketing campaign
2. Virtual information hub for DSWs
3. DSW Career Pathways in Indiana High Schools
4. Supporting DSWs to Earn while they Learn

5. State Definition of DSW
6. Standardized State Minimum Training
7. DSW Regulation (Regulatory structure, entry requirements, and registry)

8. One-time ARPA Bonus payments to DSWs
9. Routine payments to DSWs – State flexibility on implementation (reward for quality, seniority, etc.)
10. Tiered or alternative reimbursement models

11. Micro-credentials
12. Macro-credentials

13. Leverage Regulatory Processes to collect Workforce Data
14. Leverage Administrative Processes to collect Workforce Data
15. Provider Workforce Reporting
16. Longitudinal Workforce Tracking

17. Transportation Support
18. Specialized DSW “Social and Workforce Services Navigator” Role
19. DSW Information Guides & Resources



Our hope for today's conversation

- We heard feedback from attendees at the 7/26 meeting, but we want to hear more from you.

- Are there any of these strategies that would be



- **GAME CHANGERS** – Ideas that you think would REALLY help you/your colleagues in your roles as DSWs and you recommend being implemented AS SOON AS POSSIBLE



- **YES BUTS** – Ideas that you think are great in concept, but some care should be taken in how it gets done.



- **NO GOS** – Ideas where you're not sure you see the value specifically for DSWs.



Strategies: The Six Buckets



- **Top Issues:**
 - **General DSW capacity issues (“not enough workers”)**
 - **Lack of public awareness about the important role of DSW (and related employment opportunities)**
 - **Lack of a statewide coordinated marketing/recruitment strategy**
 - **Lack of clarity and role definition for DSWs**
 - **Lack of respect DSW role and contributions**





Strategies: Recruitment

Strategy:	Public marketing campaign	Virtual DSW Hub	Strengthen DSW Pipeline programming	Explore expansion of Earn and Learn Models	NEW IDEA: Ongoing Strategic Planning
Ranking	10 (Out of 25)	14 (Out of 25)	8 (Out of 25)	9 (Out of 25)	7 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> DSW should be a part of the marketing strategy Ensure marketing is inclusive and representative of workforce and clients (gender, race, ethnicity, ability status, and age) Use multiple marketing modalities were suggested (social media, news outlets, awareness month, etc.) Evaluation to inform longer-term investments 	<ul style="list-style-type: none"> Content could include peer-to-peer socialization/networking, training modules/materials, and a DSW registry. Concerns regarding return on investment for the time/resources required to develop and maintain a virtual hub. DSW internet access issues Resources currently exist on other state websites or resources (example: 211) 	<ul style="list-style-type: none"> Broad support for the establishment of DSW career pathways in Indiana high schools. Program design and approach considerations: curriculum, internships structure, apprentice/pre-apprenticeship pathways extending beyond high school, and marketing. 	<ul style="list-style-type: none"> Many DSWs currently “Earn While They Learn” Providers not currently reimbursed for training costs/time Compensation for providers/supervisors for time spent training would be most helpful. 	

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Strategies: The Six Buckets



- Top Issues:
 - Lack of consistent, high quality, comprehensive, and accessible training which threatens Indiana's ability to develop and/or strengthen existing pathways for DSWs
 - Indiana will need to adopt a recognized definition for the various DSW roles and associated skills/services prior to the development of a comprehensive training approach.





Strategies: Training & Regulation

Strategy:	Standardized definition for DSWs across agencies/divisions and payer programs	Determine state DSW training requirements	Consider developing and maintaining a DSW registry and associated regulatory provisions
Ranking	17 (Out of 25)	11 (Out of 25)	18 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> • Support for the development of a state definition for DSWs, including titles, roles and responsibilities • A few attendees suggested such a definition and any associated regulation might stifle workforce innovation among providers • Opportunities to enhance respect for DSW through change to nomenclature, specifically by using the term “Professional” as opposed to workers. 	<ul style="list-style-type: none"> • Broad support for a standardized state minimum training to be established • Input and considerations related to curriculum content and development, as well training models that support and advance person centeredness (example: beneficiary-led training) • Considerations included: training frequency, continuing education/professional development, and training costs 	<ul style="list-style-type: none"> • Desire for a state maintained DSW registry to support portability of DSW training/certifications • Registry could serve as a hiring resource for employers (providers and self-directed) • Concerns about administrative burdens associated with increased regulation

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Strategies: The Six Buckets



Top Issues:

- Low wages and a lack of (all types of) benefits for DSW
- Reimbursement rates were cited as a primary factor
- Competition from other sectors, such as manufacturing, logistics, and the food service industries
- Benefits cliff and wage compression



Strategies: Wages & Benefits



Strategy:	One-time ARPA Bonus payments to DSWs	Routine payments to DSWs – State flexibility on implementation (reward for quality, seniority, etc.)	Tiered payment for DSWs	NEW IDEA: Routine rate readjustments	NEW IDEA: Health care/insurance benefits for DSWs
Ranking	19 (Out of 25)	12 (Out of 25)	3 (Out of 25)	1 (Out of 25)	5 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> • Need for evaluation of previous and any future ARPA Bonus Payment to determine efficacy • Need for bonus metrics which connect the receipt of a bonus to predefined measures • Need for flexibility of bonus payments 	<ul style="list-style-type: none"> • Ensure that funds are directed to DSWs (policies or provisions focused on allocation assurance) • Wage compression as top issue • Consider addressing high miscellaneous/administrative costs borne by DSW (transportation associated costs, use of personal mobile devices, and other job-related expenses) 	<ul style="list-style-type: none"> • Support for tiered reimbursement payments based on level of patient complexity such that the higher the complexity of patient needs the higher the reimbursement for service provided. • Align reimbursement with DSW training strategies (level of skills and services) • Reimbursement for training needed. 	<ul style="list-style-type: none"> • Routine (annual or biannual) review of reimbursement rates for DSW services and automatic adjustments based on inflation as strategic initiatives to support Indiana DSW recruitment and retention. • Rate reviews should consider broader labor market factors, including wages within competing sectors (example: food service, manufacturing, logistics). 	<p>Access to state benefits (Medicaid, subsidized childcare, and SNAP) was identified as a top and new strategy to support Indiana’s DSW. Attendees indicated provisions which extend continued or offered step down of state benefits for DSWs whose wages increase would ensure that DSW do not fall off the “Benefits Cliff.”</p>

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Strategies: The Six Buckets



Top Issues:

- Perceived lack of opportunities for career growth through training and mentoring
- Overall lack of clear career pathways for DSWs
- High physical demands, long hours
- Perceived lack of support (for physical and mental well-being) contributing to high rates of burnout among DSWs.



Strategies: Retention & Career Development



Strategy:	Micro-credential pathway within DSW workforce	Macro-credential pathways for DSWs to other roles	NEW IDEA: Development of peer mentoring strategy
Ranking	16 (Out of 25)	20 (Out of 25)	6 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> • General support for the establishment of a micro-credential training strategy for DSWs that would align increased training, credentialing and skills with increased wage through tiered reimbursement. • Trainings should be accessible and attainable for DSW • Some feedback on curriculum/training content was also provided. 	<ul style="list-style-type: none"> • Identification of existing or development of new career pathways for DSW are important to support career development. • Considerations for career pathway approaches included: program designs such as exploring connection to nursing career ladders or other health professions. • Need to ensure equitable access to career pathways for all DSWs regardless of race, gender, ability status, or age. 	

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Promising Practices: The Six Buckets

Top Issues:

- **Lack of centralized workforce data**
- **Inability to perform assessment and proactively determine DSW workforce needs under current environment**
- **DSW registry is needed to track training and/or support client safety (ANE)**
- **Technologies, such as the Electronic Visit Verification system, were identified as potential opportunities for workforce data collection, may have challenges that would have to be addressed.**



Strategies: Workforce Data & Tracking



Strategy:	Capture workforce characteristics during renewal for existing and any newly regulated DSW occupations	Leverage EVV Reporting to Better Understand DSW Services	Enhance provider-level reporting to include key DSW characteristics	Longitudinal DSW tracking built into future LTSS initiatives	NEW IDEA: Develop state action plan for DSW Data
Ranking	24 (Out of 25)	23 (Out of 25)	25 (Out of 25)	21 (Out of 25)	13 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> • Recommendations for information captured (demographics, credential data, workforce satisfaction, services provided) • Least burdensome as possible • Results should be made broadly available • Interest in development of a registry 	<ul style="list-style-type: none"> • Upgrade and Troubleshoot EVV • Use IR to Identify Areas in Need of Training • Accurately Capture Hours Worked • Reimbursement for Computer/Wifi • Use Gather Workforce Data • Statewide Access • Increase Training for Using EVV 	<ul style="list-style-type: none"> • Track Workforce Status (Wages, Benefits, Turnover, Demographics, Missed Shifts) • Reduce Reporting Burden • Incentives for Provider Reporting • Statewide system that centralizes programs and support • Have a Reporting Plan • Improve Staff Stability Survey • Improved Provider Certification Process • Capture Population Needs through Client Survey 	<ul style="list-style-type: none"> • Credential Linkage • Have a Reporting Plan • Centralize Data Collection • Tracking Workforce (e.g., Potential Staff Turnover) • Provider Evaluation • Review Data Already Being Collected • Periodic Needs Assessment 	

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Strategies: The Six Buckets

Top issues:

- General lack of support systems (peer and mentor/supervisory) to assist DSWs in feeling connected, managing stress, and supporting their mental well-being
- Transportation challenges
- Housing security and accessibility
- High-quality childcare



Strategies: Social & Other Supports



Strategy:	Transportation funding for DSWs	Specialized DSW “Social and Workforce Services Navigator” Role	DSW Information Guides & Resources	NEW IDEA: Subsidies for providers who offer benefits
Ranking	4 (Out of 25)	15 (Out of 25)	22 (Out of 25)	2 (Out of 25)
Feedback Received	<ul style="list-style-type: none"> Innovative ideas to respond to transportation barriers (car pool, company vehicles, drivers license support, Uber-service for DSWs) Mechanism for reimbursement/support (i.e. mileage reimbursement, gas cards, car repairs, public transportation, car insurance etc.) 	<ul style="list-style-type: none"> Need for recognition of and proactive response to “benefits cliff” Role of employers vs. state Need local representation 	<ul style="list-style-type: none"> Need to ensure this is not a duplication of efforts User-friendly resources Ideas for what types of resources should/could be included (conflict resolution, financial management, preventing burnout, etc.) 	

What do you think about these ideas?



GAME CHANGER?



YES BUT



NO GO

Next Steps and Questions

- **Summary of 7/26 meeting to be distributed**
- **State Plan will be developed over the coming months, with opportunities for stakeholder input**



**For any questions or to
share additional feedback,
please feel free to contact
the Bowen Center**

General Bowen Center email: bowenctr@iu.edu

Hannah Maxey: hlmmaxey@iupui.edu

Courtney Medlock: randolco@iupui.edu

