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

Mary Lou Bourne
Valerie Bradley
Laura Vegas

NATIONAL CORE INDICATORS®
NASDDDS & HSRI

1

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

3

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)

On Average:

35.1% employ 1-20 DSPs

12.5% employ 21-40 DSPs

8.3% employ 41-60 DSPs

44% employ 61 or more DSPs

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

	Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months	N
AVG	19.6%	14.7%	17.2%	10.1%	38.4%	4109

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
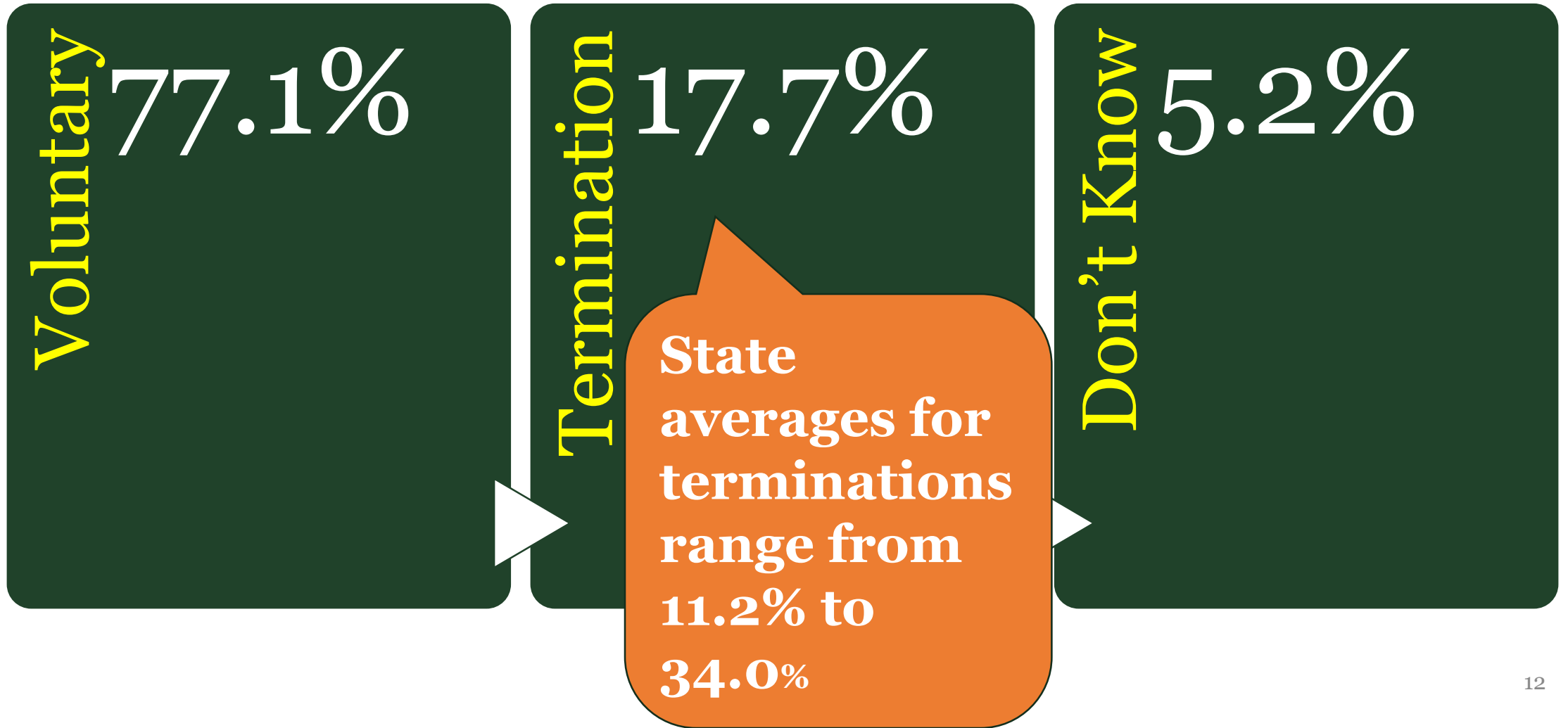
Tenure (Separated DSPs)

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

	Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months	% of agencies reporting at least 1 DSP separation	N
AVG	34.7%	20.3%	14.3%	7.3%	12.1%	88.8%	3953

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**.

Wages

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 |

Paid Time Off

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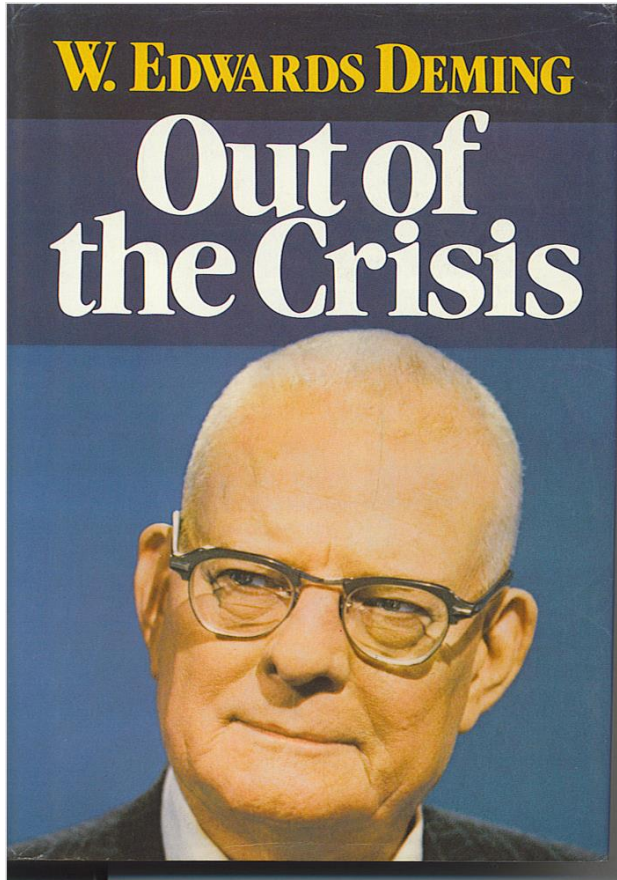
- First Order Changes- significant change in the structure including resources/investment into the system (assume the system does not work due to structural problem)

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

19

Staff Stability Data Suggest Potential Second Order Changes

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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
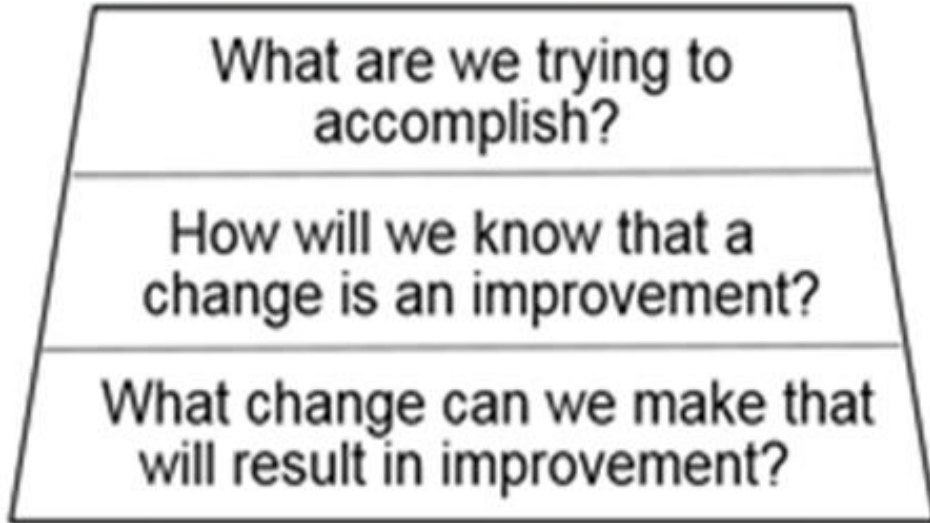
2

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.

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act | Plan
Study | Do

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

Reducing Workforce Turnover
Aim, Change Ideas, Measures (MOCK-UP)

What do we want to accomplish?

What changes can we make that will result in improvement?

CHANGE IDEAS
Interventions

PRIMARY DRIVERS
Key Elements

SECONDARY DRIVERS
Places Where

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

A. Frontline Leadership

B. Supportive Work Site/teams

C. Workforce Development

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

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

How will we know change is an improvement? Run Charts and Signals

TOOLS: Cause and Effect Diagrams

Cause and Effect Diagram

Other

Wages too low

Time

Schedule: not enough time off-

Time away from family and friends -Missed family activities

Can't take time off due to short staffing;

Training time not compensated

Overtime Frequency

Holiday and weekend work hours

People

Lack of training, missing knowledge

Conflicts with supervisor, poor management

Conflicts with co workers, drama, no team work

Expectations: job not what was expected

Conflicts between departments, not managed

Mismatched values between DSP's and families or supervisors

Overwhelmed by job responsibilities

Agencies in this Region experience 20-40% DSP turnover Annually

Training regulations too restrictive

Documentation requirements exhaustive

Agency policy: mandatory 2 weekends/month work schedule

Negative Dynamics-toxic environment

High amount of driving: unreliable personal car; must use personal car to transport

Medication administration- difficult to pass training requirements

Investigation process- blame hunt

Unsafe work place-aggression, lifting
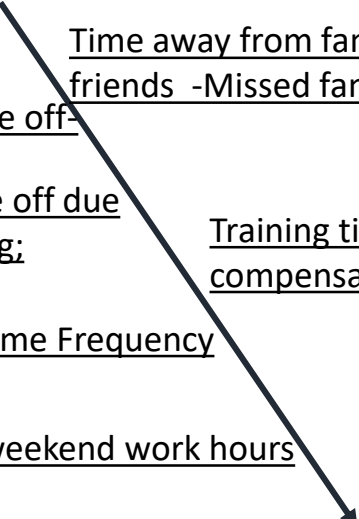
No down time; other people always around you

Dress code too strict

Insufficient Space/Crowded

Disconnected: too many locations, lack of communication across locations

Policy or Procedure

Place or environment
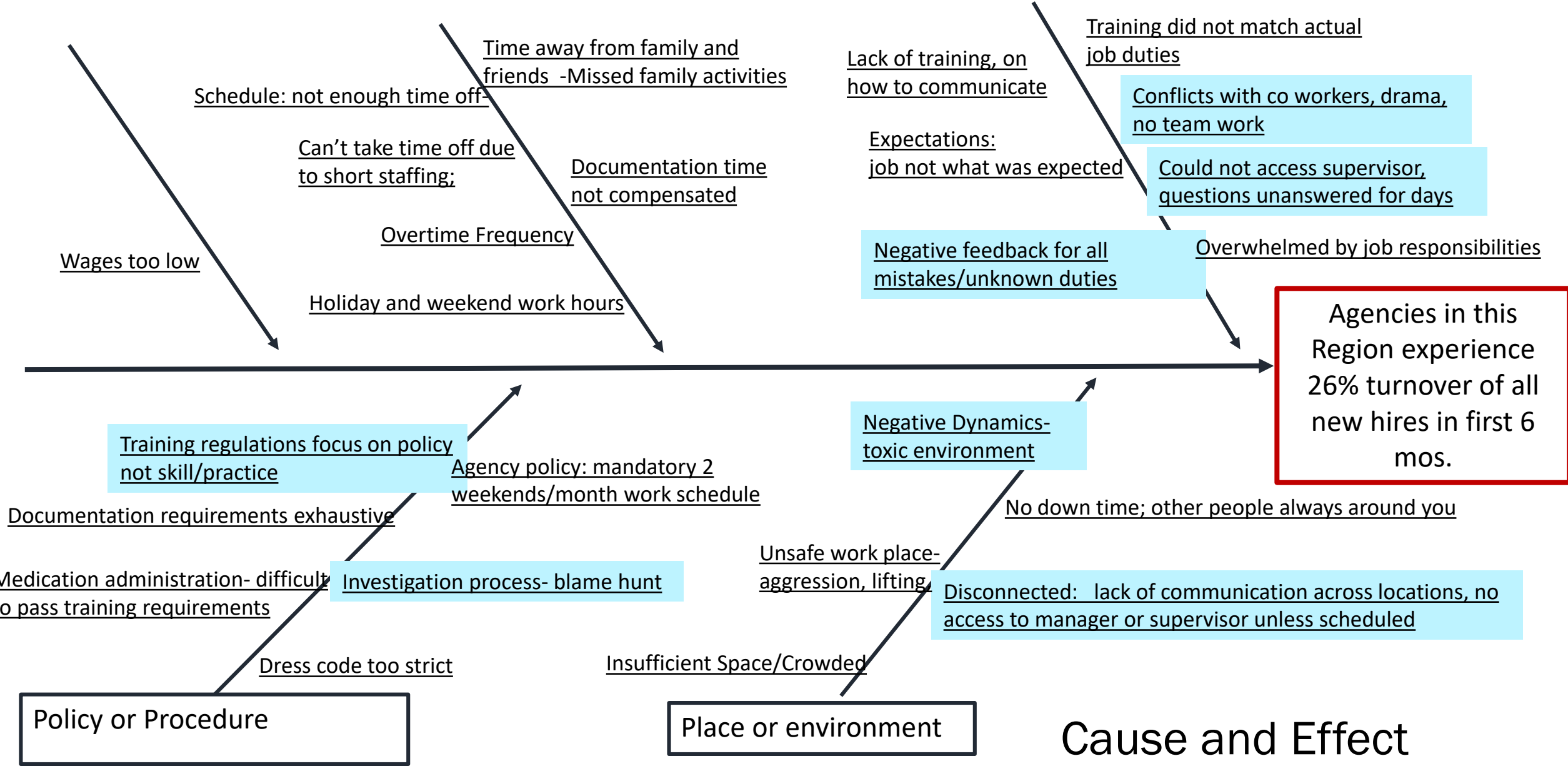
Cause and Effect Diagram

Categories and causes shown:
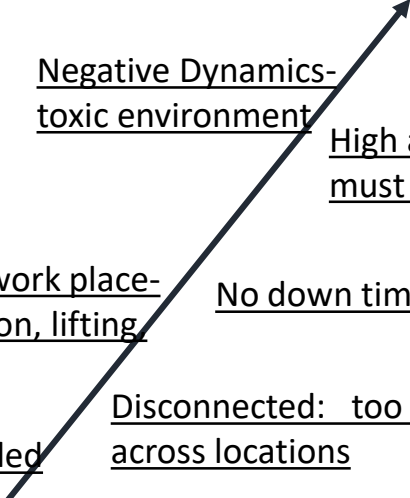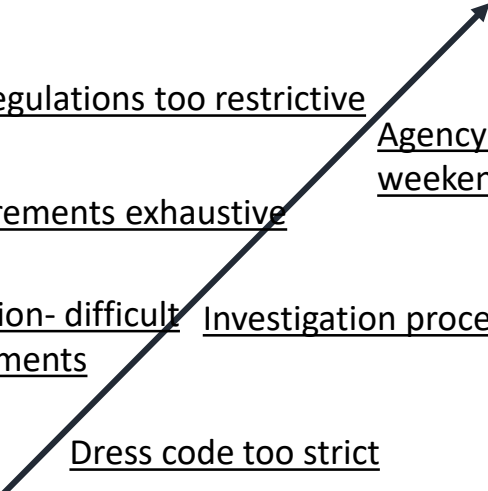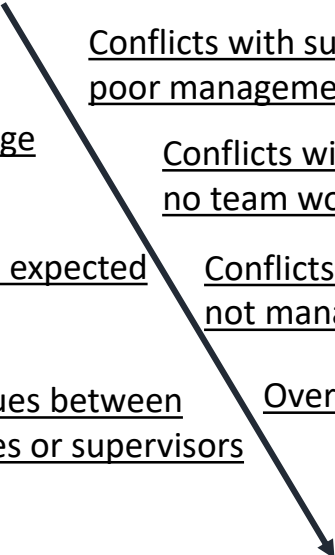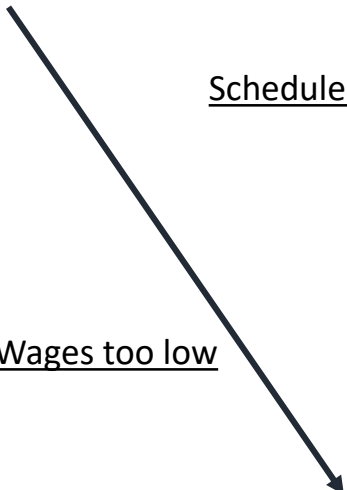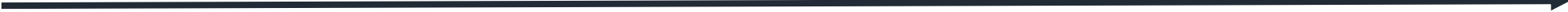
Other
- Wages too low

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

People
- Lack of training, on how to communicate
- Expectations: job not what was expected
- Training did not match actual job duties
- Conflicts with co workers, drama, no team work
- Could not access supervisor, questions unanswered for days
- Negative feedback for all mistakes/unknown duties
- Overwhelmed by job responsibilities

Policy or Procedure
- Documentation requirements exhaustive
- Medication administration- difficult to pass training requirements
- Training regulations focus on policy not skill/practice
- Agency policy: mandatory 2 weekends/month work schedule
- Investigation process- blame hunt
- Dress code too strict

Place or environment
- Insufficient Space/Crowded
- Unsafe work place- aggression, lifting
- Negative Dynamics- toxic environment
- No down time; other people always around you
- Disconnected: lack of communication across locations, no access to manager or supervisor unless scheduled

Effect:
Agencies in this Region experience 26% turnover of all new hires in first 6 mos.

Reducing Workforce Turnover
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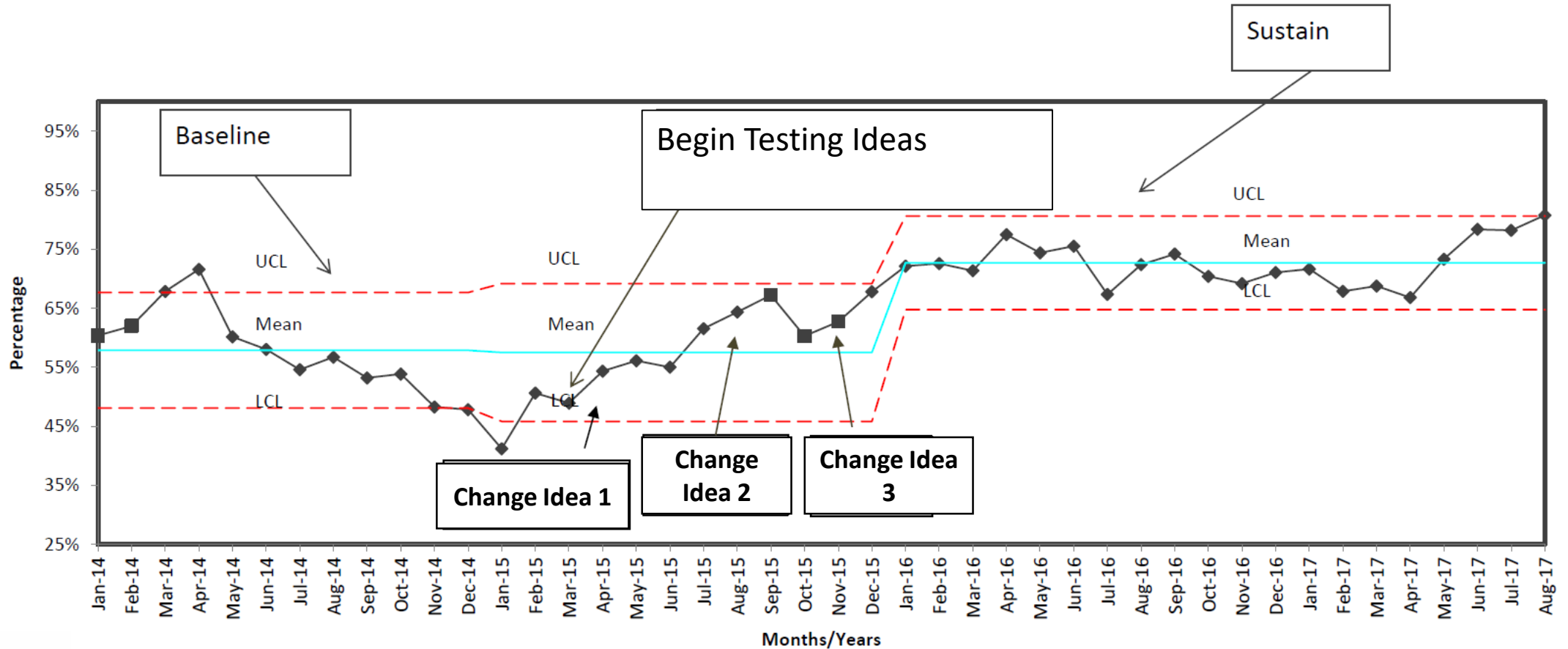- % of hires that were advanced from within

How will we know change is an improvement? Run Charts and Signals

Work in parallel on multiple change ideas

Frontline Leadership

Worksite/ teams

Workforce Development

???
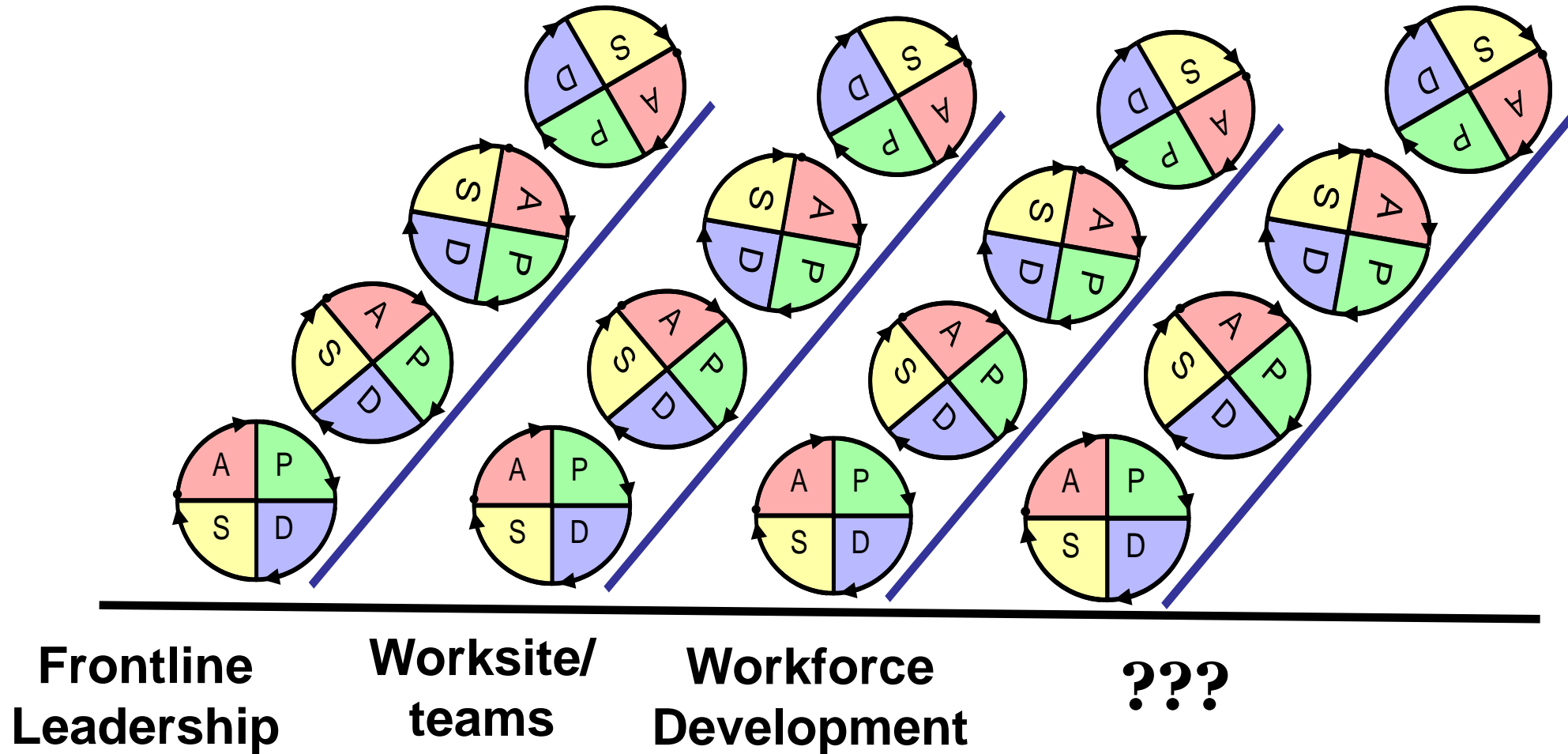
Tracked Results
%* Agree Their supervisor supports their success on the job

*% 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

11/23/2020

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.

NEW YORK STATE OF OPPORTUNITY. | **Office for People With Developmental Disabilities**

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

National full-time Vacancy Rate: 10.9%

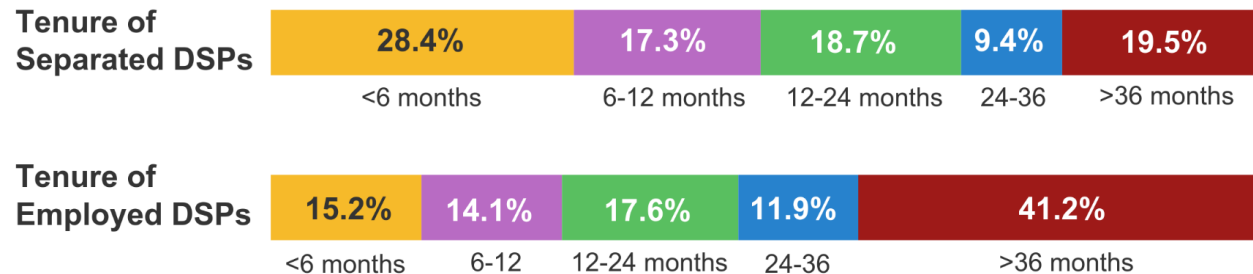**16.7%** of part-time positions were vacant

National part-time Vacancy Rate: 16.2%

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

Tenure of Separated DSPs	28.4%	17.3%	18.7%	9.4%	19.5%
	<6 months	6-12 months	12-24 months	24-36	>36 months

Tenure of Employed DSPs	15.2%	14.1%	17.6%	11.9%	41.2%
	<6 months	6-12	12-24 months	24-36	>36 months

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

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