

National Core Indicators™

2016 Staff Stability Survey Report

AAIDD Annual Conference
June 27, 2018



Human Services
Research Institute

NASDDDS

National Association of State Directors of Developmental Disabilities Services

Agenda

- DSP Workforce
- Why collect data
- What does the 2016 Staff Stability Survey Report tell us?





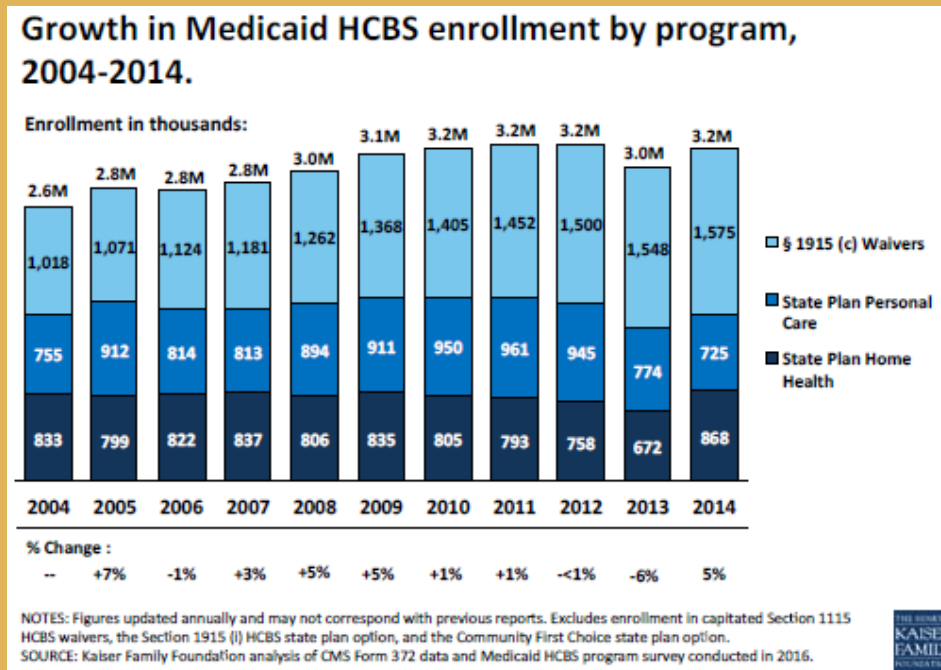
DSP Workforce:

Why do these Data Matter?

Making the Case for the Staff Stability Survey:

Both HCBS Enrollees and Spending are Increasing

- Enrollment in HCBS increasing
- More DSPs are needed than ever before
- 27 Million Americans will need LTSS in 2050.
 - Demand for DSPs is expected to increase by 48%*



*http://www.ancor.org/sites/default/files/pdf/ancor_minimum-wage-white-paper_07-11-2014.pdf



Wages below Federal Poverty Levels result in DSPs working several jobs

There's a good chance they are receiving some public benefits (e.g., food stamps, Medicaid)

Reduced training contributes to DSP skill stagnation

High vacancy rates/turnover rates impact service delivery – staffing ratios and access

High turnover rates: extra incurred costs to providers

Limited candidate pool, competition from other businesses, makes providers consider candidates they wouldn't have previously hired

Impact

Estimates of costs associated with replacing DSPs in IDD services range:

- \$2,413 and \$5,200

In NY, the cost of replacing DSP workers was estimated at \$79,804,549.00 in 2015 *

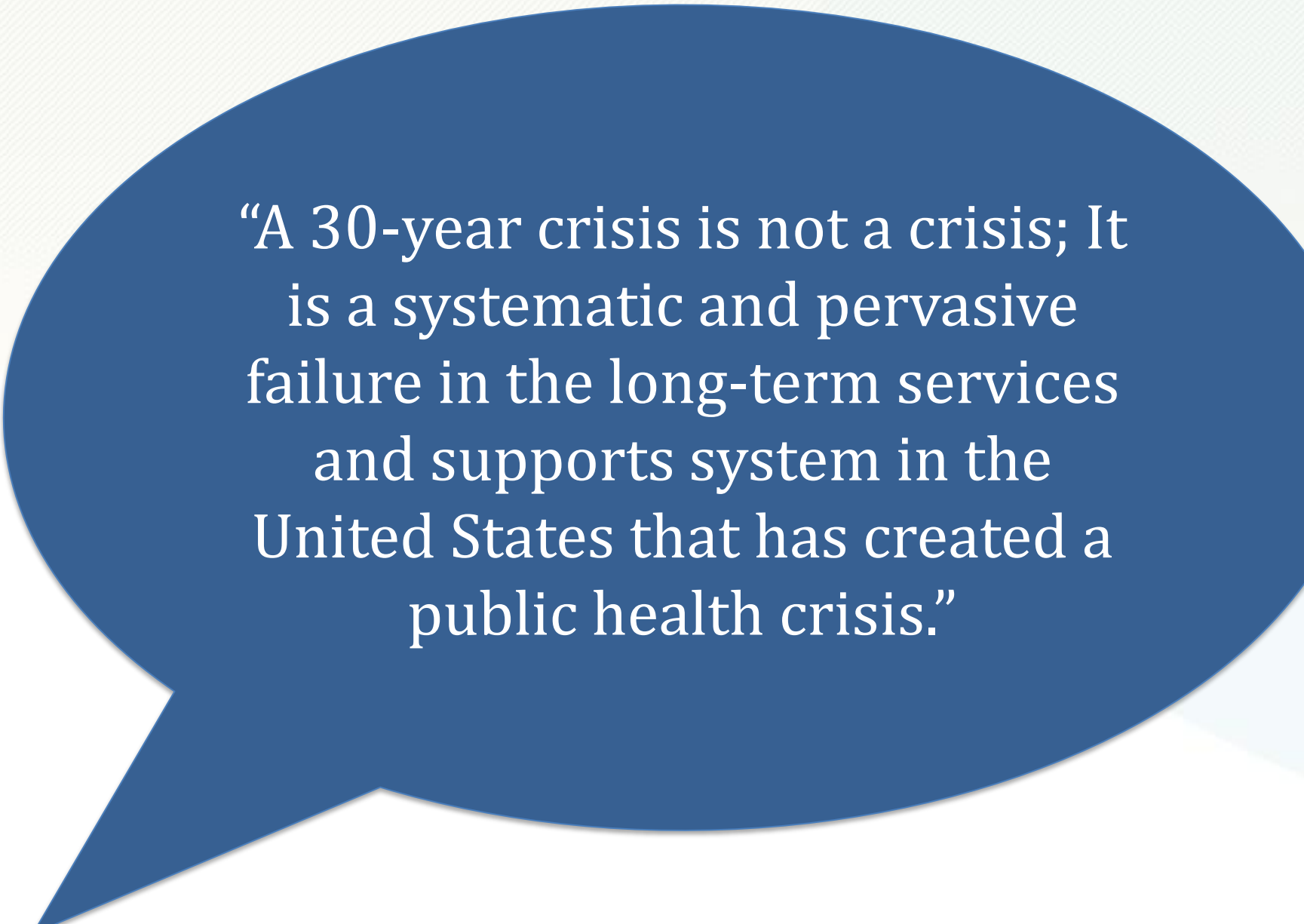
* Hewitt, A., Macbeth, J., Merrill, B., and Kleist, B. (2018) *The Direct Support Workforce Crisis: A Systemic Failure*. Impact (31) 1.



Impact on People with IDD and Their Families

- Trouble creating trusting, meaningful relationships with DSPs
- Forced into congregate models because staffing is limited
- Less person-centered care
- Families:
 - Career concessions
 - Health issues, stress, burnout, societal cost



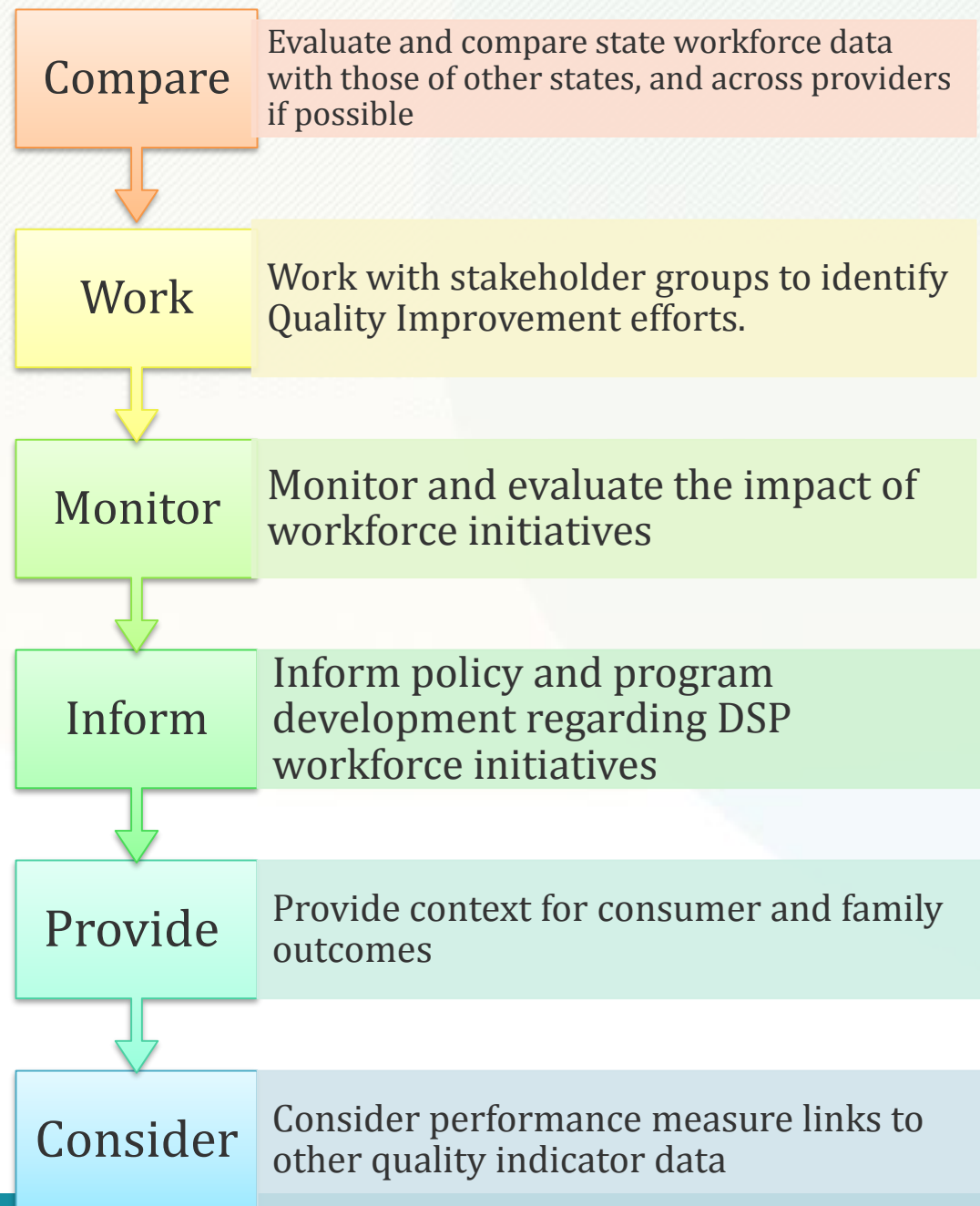


“A 30-year crisis is not a crisis; It is a systematic and pervasive failure in the long-term services and supports system in the United States that has created a public health crisis.”

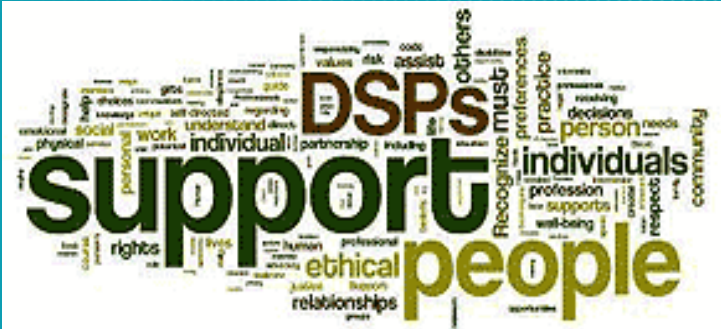
Hewitt, A., Macbeth, J., Merrill, B., Kleist, B. (2018) The direct support workforce crisis; A systemic failure. *Impact*. 31(1)



How Can States Use the NCI Staff Stability Data?



What does the 2016 NCI Staff Stability Survey Tell Us?



Response rates varied

- States provided email lists of providers
 - Some states did not include ALL providers in the list they sent—margin of error was not calculated
- Some states had more robust follow-up protocols to encourage participation
 - Examples
- Some states made mandatory

Email survey: may not be random

- Difference in the population who chose to participate and those who didn't—we don't know.

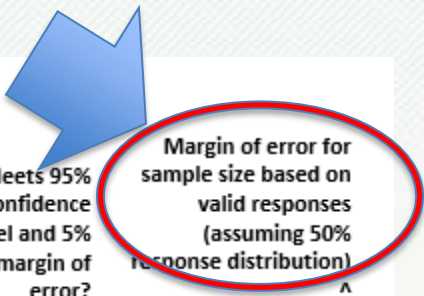
Important to keep in mind when looking at results

- **Comparing with other states**
- **Assessing your state's DSP workforce**

A note on response rates



Table 1: Sample Sizes



	Valid responses	Total # of provider agencies who received the survey	Response rate	# Responses needed to reach 95% confidence level and 5% margin of error [^]	Meets 95% confidence level and 5% margin of error?	Margin of error for sample size based on valid responses (assuming 50% response distribution) [^]
AL	45	143	31.5%	105		12.14%
AZ	108	291	37.1%	166		7.49%
CT	29	182	15.9%	125		16.7%
DC	81	101	80.2%	81	YES	4.87%
GA	184	301	61.1%	170	YES	4.51%
HI*	17	23	73.9%			
IL	215	261	82.4%	156	YES	2.81%
IN	98	100	98.0%	80	YES	1.41%
MD	88	176	50.0%	121		7.41%
MO*	116	181	64.1%			
NE	41	52	78.8%	46		7.11%
NY	280	354	79.1%	185	YES	2.68%
OH-HCBS	1104	1206	91.6%	292	YES	0.85%
OH-ICF	99	99	100.0%	79	YES	0.00%
OR	107	145	73.8%	106	YES	4.87%
PA	115	656	17.5%	243		8.31%
SC	42	47	89.4%	42	YES	4.99%
SD	19	19	100.0%	19	YES	0.00%
TN*	114	155	73.5%			
TX*	39	138	28.3%			
UT	66	74	89.2%	63	YES	3.99%
VT	15	15	100.0%	15	YES	0.00%
TOTAL	3022	4719	AVG: 68.8%			

* States were instructed to provide NCI with a list of all provider agencies in the state providing direct support to adults with IDD. These states did not provide NCI with the email addresses of **all** provider agencies providing direct support to adults with IDD in the state. See [Appendix B](#) for sampling information.

[^] Calculated using <http://www.raosoft.com/samplesize.html>



2016

- AL
- AZ
- DC
- GA
- HI
- IL
- IN
- MD
- MO
- NE
- NY
- OH
- OR
- PA
- SC
- SD
- TN
- TX
- UT
- VT

For this data cycle, **we worked with OH to set up system to separately examine DSPs within HCBS Waiver Supports and those from ICF/ID supports.**

Therefore, throughout this report, the two groups are treated as separate entities (OH-ICF and OH-HCBS)

20 States
3,022 Valid Responses



NOTES UNIQUE TO 2016 NCI STAFF STABILITY SURVEY REPORT

All data refer to:

Jan 1, 2016-Dec 31, 2016

“AVERAGE” data (at bottom of tables) are **average of averages** (not averages of all responding agencies)

State operated facilities (for which wages are set by the state) were not included

Important to note that in the report, data are shown aggregated by state (not by individual provider)

See Appendix in report for more info on state sampling procedures



Size of agency

3022 agencies responded to this question

Table 4: Size of Provider Agencies (Based on Number of DSPs)

	1-20 DSPs	21-40 DSPs	41-60 DSPs	61+ DSPs	Mean # of DSPs employed by agencies per state	Std. Deviation	Median # of DSPs	N
AL	44.4%	13.3%	15.6%	26.7%	56.84	79.359	21.00	45
AZ	35.2%	19.4%	7.4%	38.0%	120.18	259.921	35.00	108

	1-20 DSPs	21-40 DSPs	41-60 DSPs	61+ DSPs	Mean # of DSPs employed by agencies per state	Std. Deviation	Median # of DSPs	N
NCI	30.9%	14.5%	10.0%	44.6%	102.5		54.3	Total: 3022

30.9% employed 1-20 DSPs

...14.5% employed 21-40 DSPs, etc.

The mean (average) number of DSPs employed 102.5

.....while the median is 54.3

61+ DSPs:
States range from 14.5%--73.8%



Types of supports:

Residential

70.7% of responding agencies

In-Home

58.6% of responding agencies

Non-Residential

75.4% of responding agencies

Definitions of support types

- Residential supports
 - People living outside of the family home.
 - 24-hour supports such as a group home or ICF/ID And/or
 - people living in supported housing or supported living < 24 hours of support
 - Key factor is provider agency owns the setting or operates the lease
- In-home supports
 - supports provided to a person in their home (not owned or leased by a provider agency).
- Non-Residential Supports
 - supports and services outside of the home.
 - Day programs and community support programs
 - Job or vocational services



Turnover Rate

The turnover rate =
 number of DSPs separated in last 12 months /
 number of DSPs on payroll as of 12/31/16

	# DSPs on payroll as of 12/31/16	N	# DSPs Separated in last 12 months	N	Statewide Turnover Rate	2016 Annual Average Unemployment rate
NCI Average	253,223	3,022	111,931	2,953	NCI AVG: 45.5%	<i>US rate: 4.9%</i>

- 12/31/16:
 - Responding agencies → 253,223 DSPs on payroll.
 - Responding agencies → 111,931 DSPs had left (separated from) agency in past 12 months.
- Turnover rate → 45.5% (average of state averages) as of 12/31/16

Does not include PRN, on-call, temporary or relief staff

States range:

24.1%--69.1%



Tenure: Employed DSPs (on payroll as of 12/31/16)

Table 17: Tenure Among DSPs Employed as of Dec. 31, 2016*

	Total # DSPs employed as of 12/31/16	N	DSPs on staff employed for < 6 months	DSPs on staff employed for 6-12 months	DSPs on staff employed for 12+ months
AL	2357	39	17.9%	17.7%	64.4%
AZ	12454	100	31.2%	15.8%	52.9%
CT	2345	27	11.9%	13.9%	74.2%
DC	4591	70	15.7%	17.1%	67.2%
GA	6243	164	17.6%	17.8%	64.6%
HI	1244	16	20.3%	23.3%	56.4%
IL	14517	199	17.9%	14.1%	68.0%
IN	15610	91	19.6%	17.3%	63.1%
MD	11788	81	14.2%	12.3%	73.5%
MO	9679	108	23.2%	15.3%	61.5%
NE	3331	37	16.5%	13.4%	70.0%

	Total # DSPs employed as of 12/31/16	N	DSPs on staff employed for < 6 months	DSPs on staff employed for 6-12 months	DSPs on staff employed for 12+ months
Total	242733	2776	AVG: 19.1%	AVG: 15.7%	AVG: 65.2%

States range:
11.9% -- 31.2%

SD	2364	19	20.2%	12.2%	67.6%
TN	12534	103	19.2%	18.0%	62.8%
TX	3504	35	21.5%	13.5%	65.1%
UT	4444	64	28.7%	21.0%	50.3%
VT	1510	15	14.5%	12.5%	73.0%
Total	242733	2776	AVG: 19.1%	AVG: 15.7%	AVG: 65.2%



- **Tenure:**
Separated
DSPs

DSPs that left
agency between
1/1/16 and
12/31/16

Table 18: Tenure Among Separated DSP Employees (Left Between Jan. 1, 2016 and Dec. 31, 2016)

	Total # DSPs separated from agency between 1/1/16 and 12/31/16	N	DSPs separating from employment who were employed < 6 months	DSPs separating from employment who were employed 6- 12 months	DSPs separating from employment who were employed 12+ months
AL	1188	32	37.6%	24.8%	37.5%
AZ	6062	86	49.5%	19.0%	31.5%
CT	697	24	28.8%	21.8%	49.4%
DC	1263	56	26.3%	26.8%	46.9%
GA	2833	123	36.4%	20.0%	43.6%
HI	363	10	41.9%	23.4%	34.7%
IL	7397	182	46.4%	18.1%	35.5%
IN	7042	84	34.5%	24.6%	40.9%
MD	4055	75	24.7%	19.1%	56.2%
MO	5738	98	50.4%	20.7%	28.9%
NE	1829	35	41.0%	17.9%	41.1%
NY	18303	252	27.4%	19.3%	53.3%
					31.4%
					33.2%
					34.8%
					49.2%
					53.1%
					41.1%
					32.7%
TX	1678	50	38.6%	23.3%	38.1%
UT	3065	51	49.5%	22.8%	27.7%
VT	483	14	23.2%	20.5%	56.3%
Total	108473	2290	NCI AVERAGE: 38.2%	NCI AVERAGE: 21.0%	NCI AVERAGE: 40.8%

States range:
23.2% -- 50.4%

Vacancy rate: Full time



Table 19: Full-time DSP Positions and Vacancy Rates (As of 12/31/16)

	# FT DSPs employed	# FT Position Vacancies	Total # FT DSP Positions	Statewide Vacancy Rate
NCI	148521	17953	166474	NCI AVERAGE: 9.8%

- Statewide vacancy rates range from:
 - 4.4% -- 14.6%

Part-time vacancy rate, NCI
Average: 15.4%

Includes agencies that **differentiated between full-time and part-time employees.**



Wages

Note that this chart is for ALL DSPs in all agency types (Starting wages appear elsewhere in report)

Table 21: Average Hourly Wage - All DSPs

	State Minimum Wage ⁶	Avg. Hourly Wage	Std. Deviation	Median Hourly Wage	Minimum hourly wage	Maximum hourly wage	N
AL	\$7.25	\$9.53	1.74923	\$9.20	\$7.25	\$14.00	31
AZ	\$8.05	\$10.53	1.45087	\$10.25	\$8.50	\$17.72	75
CT	\$9.60	\$14.06	1.98704	\$13.85	\$11.43	\$18.50	24
DC	\$11.50	\$14.27	2.11654	\$13.86	\$11.80	\$25.00	59

State Minimum Wage ⁶	Avg. Hourly Wage	Std. Deviation	Median Hourly Wage	Minimum hourly wage	Maximum hourly wage	N
FEDERAL: \$7.25	NCI Avg.: \$11.76		NCI Avg.: \$11.41	NCI Avg.: \$9.14	NCI Avg.: \$19.26	Total: 2361

MD	\$8.75	\$12.62	3.11125	\$11.90	\$9.50	\$25.31	70
MO	\$7.65	\$10.95	2.37187	\$10.52	\$8.29	\$22.00	86
NE	\$9.00	\$11.41	1.70014	\$11.92	\$10.42	\$19.00	39
NY	\$9.00	\$11.41	1.91925	\$13.04	\$9.96	\$22.02	239
OH-HCBS	\$8.10	\$11.41	2.41125	\$10.50	\$8.10	\$28.80	854
OH-ICF	\$8.10	\$11.41	2.41125	\$10.50	\$8.77	\$19.00	75
OR	\$9.75**	\$13.51	2.41125	\$10.50	\$9.50	\$20.00	80
PA	\$7.25	\$11.41	2.41125	\$10.50	\$8.25	\$25.00	87
SC	\$7.25	\$11.41	2.41125	\$10.50	\$9.95	\$12.58	31
SD	\$8.55	\$11.41	2.41125	\$10.50	\$10.09	\$14.43	19
TN	\$7.25	\$11.41	2.41125	\$10.50	\$7.95	\$12.57	97
TX	\$7.25	\$11.41	2.41125	\$10.50	\$8.00	\$20.00	31
UT	\$7.25	\$11.41	2.41125	\$10.50	\$9.00	\$18.62	56
VT	\$9.60	\$13.51	2.41125	\$10.50	\$12.01	\$16.44	14
FEDERAL: \$7.25	NCI Avg.: \$11.76		NCI Avg.: \$11.41	NCI Avg.: \$9.14	NCI Avg.: \$19.26	Total: 2361	

State range of median hourly wage: \$7.25 -- \$12.01

**In 2016 OR had two minimum wages: \$9.75/hour for those living in Portland Urban Growth Boundary (UGB); Nonurban areas had a \$9.50/hour minimum wage; and "other areas" were \$9.75/hour.



Benefits

- We assessed two types of provision of benefits:
 - 1) Some agencies offer paid sick, paid vacation, paid personal time off as separate, differentiated benefits
 - 2) Some offer “pooled paid time off”
 - *A bank of hours in which the employer pools sick days, vacation days, and personal days together and the agency doesn't distinguish between category of time off.*
- This report shows the % of agencies that offer different types of benefits
 - NOT the percentage of employees that can take time off with pay



Pooled Paid Time Off

- **Offer Pooled Paid Time Off**

“Pooled Paid time off” is defined as a bank of hours in which the employer pools sick days, vacation days, and personal days together and the agency doesn’t distinguish between category of time off.

- 68.9% → pooled paid time off to at least some DSPs.
 - 35.2% → all DSPs
 - 233.3% → FT DSPs only
- 25.2% → No paid pooled time off
- 5.9% → Didn’t know



Differentiated paid time-off benefits

	To All DSPs	To FT DSPs Only	To PT DSPs Only	Do Not Offer	Don't Know	N
Paid sick time	13.2%	31.5%	0.7%	45.3%	9.3%	Total: 917
Paid vacation time	10.6%	39.2%	0.2%	41.1%	8.9%	Total: 871
Paid personal time	4.4%	19.2%	0.4%	65.9%	10.2%	Total: 929



Resist the temptation to only look at wages when examining workforce challenges in your state....

Full experience of work is important—Why do people leave jobs?

The size of the agency appears to have an influence

Consider tenure, turnover and vacancy rates.

Wages are very important, but the context matters

Look at both wages, benefits and additional benefits such as offering some type of retirement benefit-



Worker Retention:

Money matters:

- **Engagement:** Feeling involved in, enthusiastic about and committed to work
- **Wellbeing:** helping employees with: purpose, social, financial, community and physical

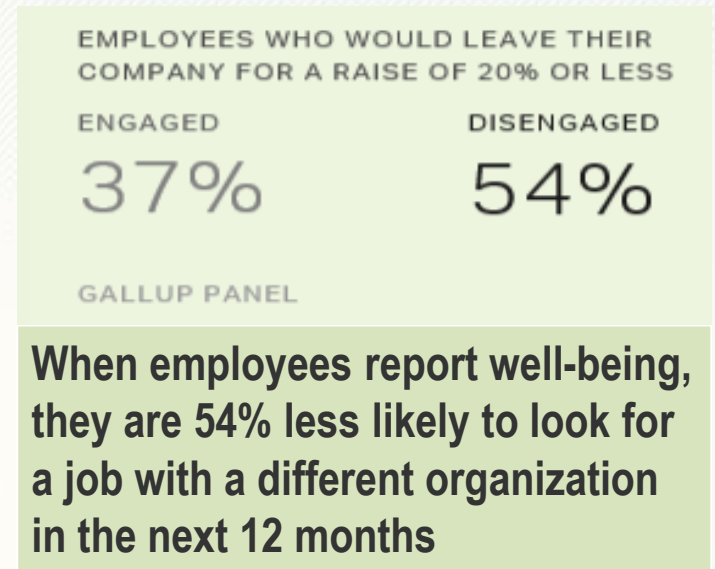


Table 3: Medisked Survey Results on DSP Reasons for Leaving Employment.

Reason for Leaving	Percentage
Inadequate pay	88.54%
Lack of supervisory support/appreciation	42.04%
Insufficient training/guidance	28.66%
Difficulties/stress of work performed	66.88%
Lack of advancement opportunities	49.68%

Source: Medisked survey. Multiple choice allowed therefore results add up to more than 100 percent.

<http://www.gallup.com/businessjournal/188399/retaining-employees-money-matter.aspx>

<https://cqrceengage.com/ancor/file/ZuL1zlyZ3mE/Workforce%20White%20Paper%20-%20Final%20-%20hyperlinked%20version.pdf>

Factors Tied to Retention

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. Do I have the opportunity to do what I do best every day?
4. Does my supervisor, or someone at work, seem to care about me as a person?
5. At work, do my opinions seem to count?

Buckingham M and Coffman C, First Break All The Rules: What the Worlds Great Managers do Differently 1999, Simon and Shuster and Gallup Organization. P 33



I've examined my data-What next?

- Look at tenure and turnover
 - Are the differences I am seeing consistent across
 - Setting sizes?
 - Service types (residential, in-home, etc?)
- Can we see relationships between benefits/wages and turnover in my state's data?
- Form work group to use data to guide decision-making. Include providers, DSPs, policy-makers



What are other states doing?

- Using NCI Staff Stability Data to fulfill legislative mandates on data provision
- Using data in reports to legislature to in support of additional resource requests
- Data contributes to understanding provider performance
- Tracking whether rate increases are being allocated to wages



Helpful References

- Castle, N., Engberg, J., Men, A. (2007) *Nursing home staff turnover: Impact on nursing home compare quality measures* The Gerontologist (47) 5 650-661
- Antwi Y., Bowblis, J. (2016) *The Impact of nurse turnover on quality of care and mortality in nursing homes: Evidence from the Great Recession* Upjohn Institute Working Paper
- Lerner, N., Trinkoff, A., Storr, C., Johantgen, M., Han, K., Gartrell, K. *Nursing home quality deficiencies increase in facilities with high nursing staff turnover* [PowerPoint Slides]





Questions?

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