

# 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



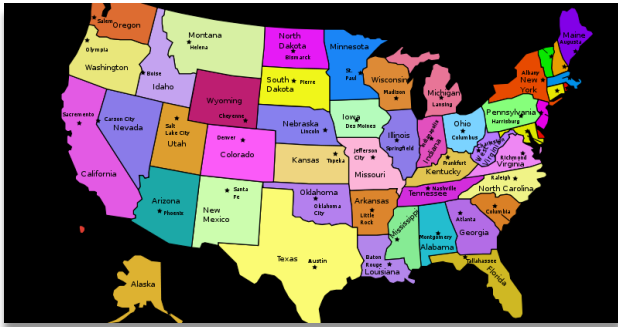
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# What is the National Core Indicators® (NCI®) Staff Stability Survey?

- 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)

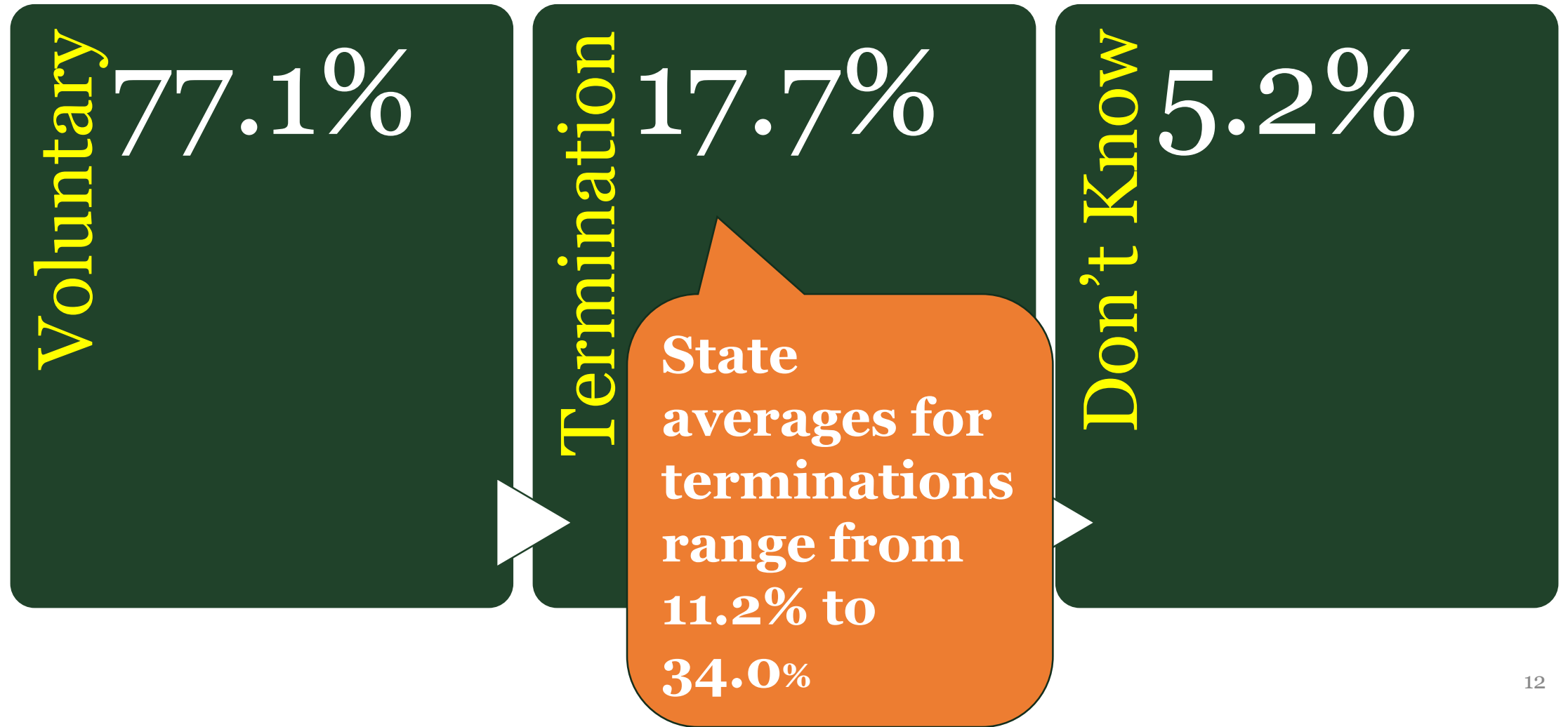
- Tenure Among Separated DSP Employees (Left Between Jan. 1, 2018 and Dec. 31, 2018)

	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





# 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

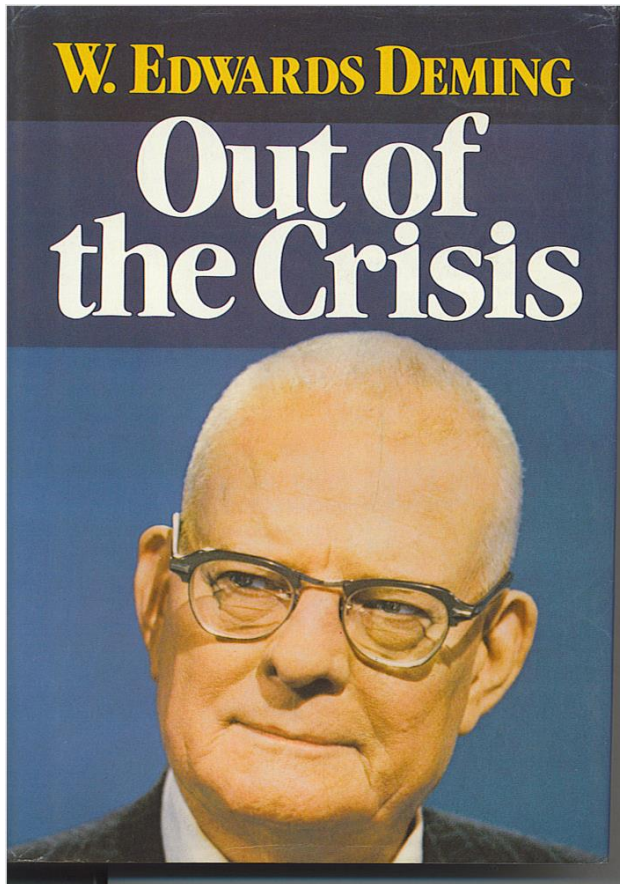
- Wages as a % of state minimum wage
- Offer Health Care Benefits and any eligibility requirements including dental/vision coverage offered.
- Bonuses paid to employees
- Employer sponsored retirement benefits offered / available
- Other benefits- tuition reimbursement, flex spending accounts, health 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



# 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

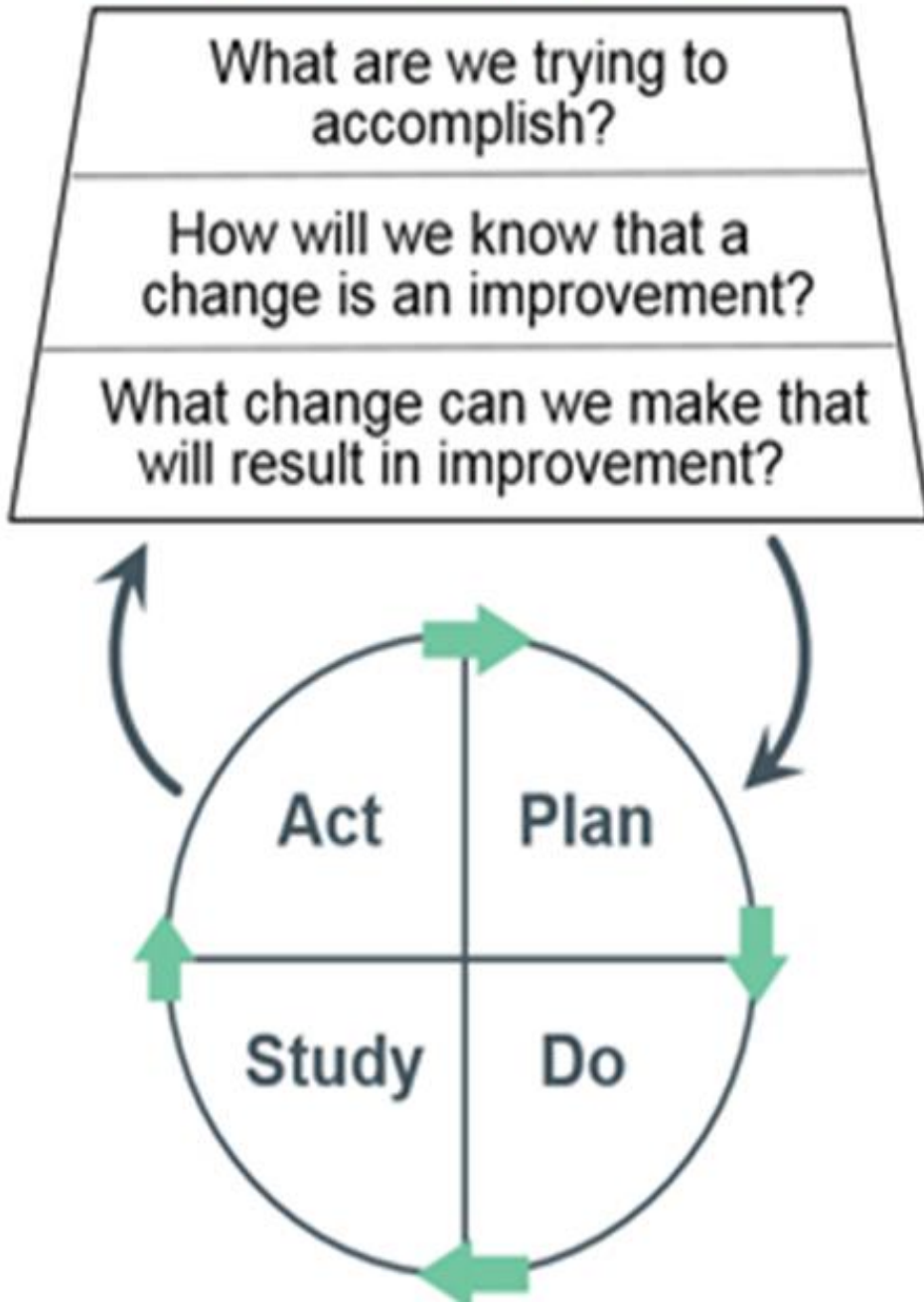
Termination rates: higher rates suggest possible policy or rules contributing to this turnover; potential changes in policy or practice needed

3

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



## Model for Improvement



## 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?

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

## OUTCOME MEASURES

Tenure of Hires;  
Length of Stay

## 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

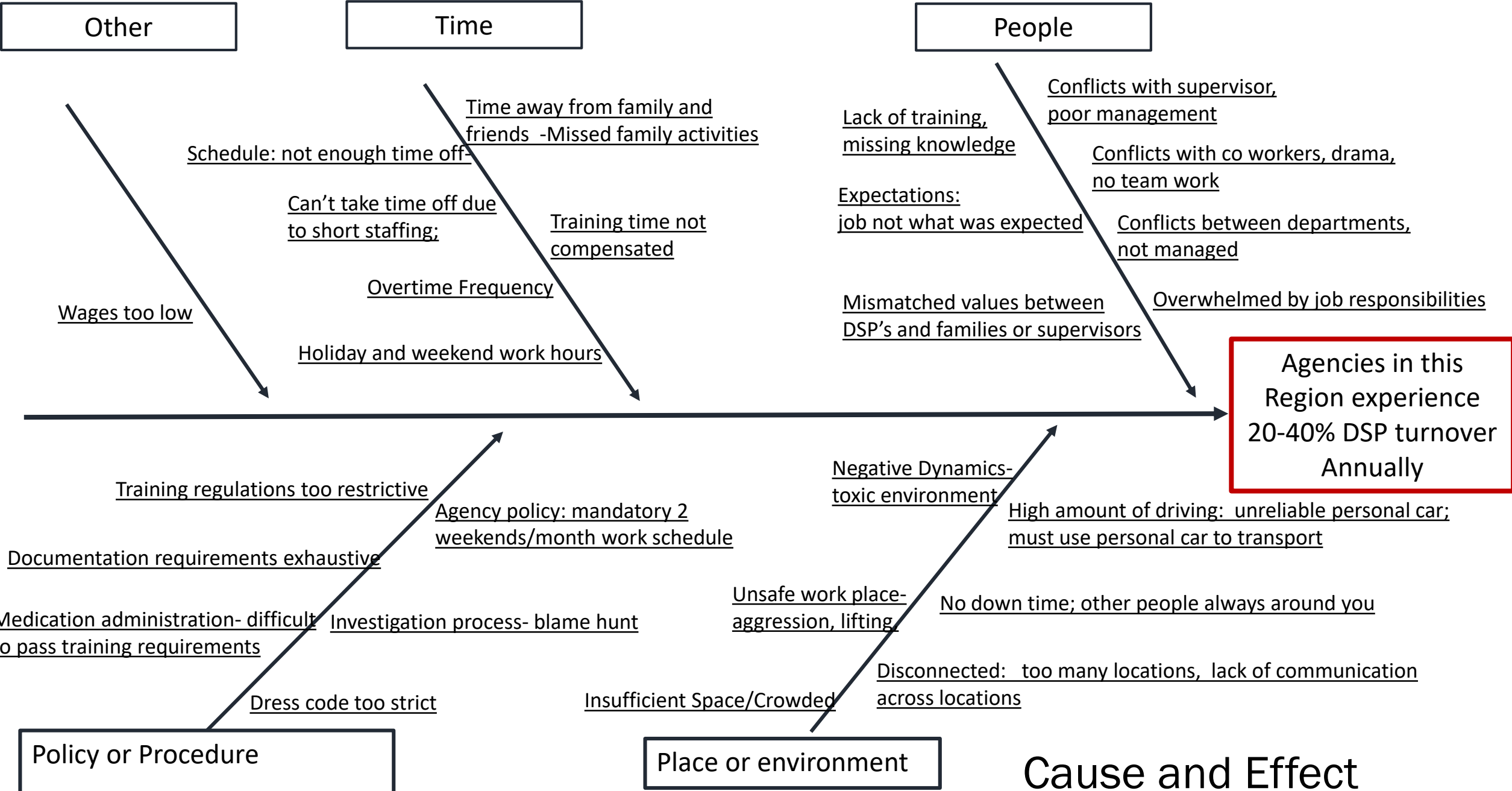
How will we know change  
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Charts and Signals

## PROCESS MEASURES

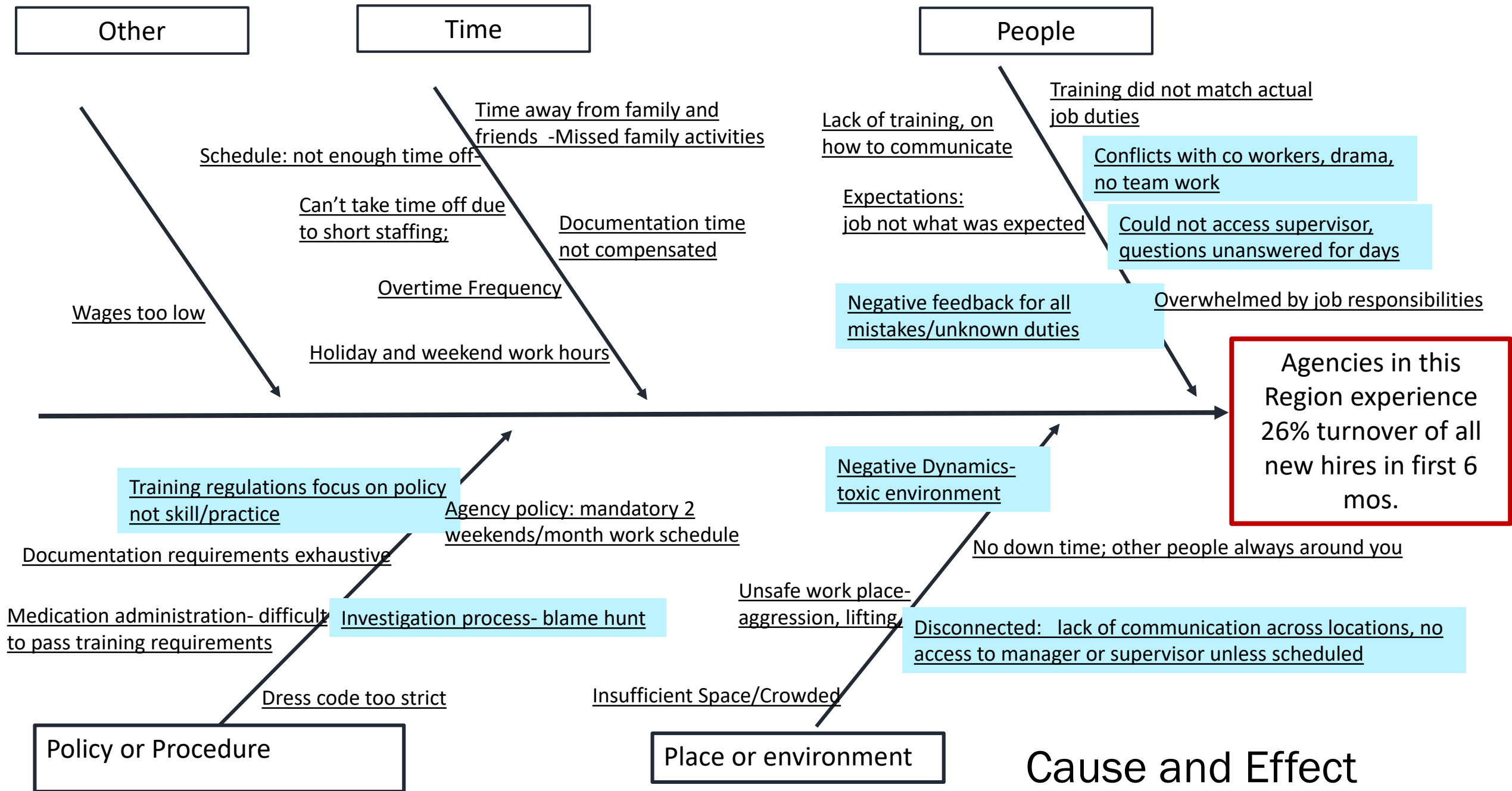
- % staff satisfaction with supervisor feedback
- % Staff reporting that they would highly recommend their organization as a great place to work
- % of hires that were advanced from within



## TOOLS: Cause and Effect Diagrams



Cause and Effect Diagram



Cause and Effect Diagram



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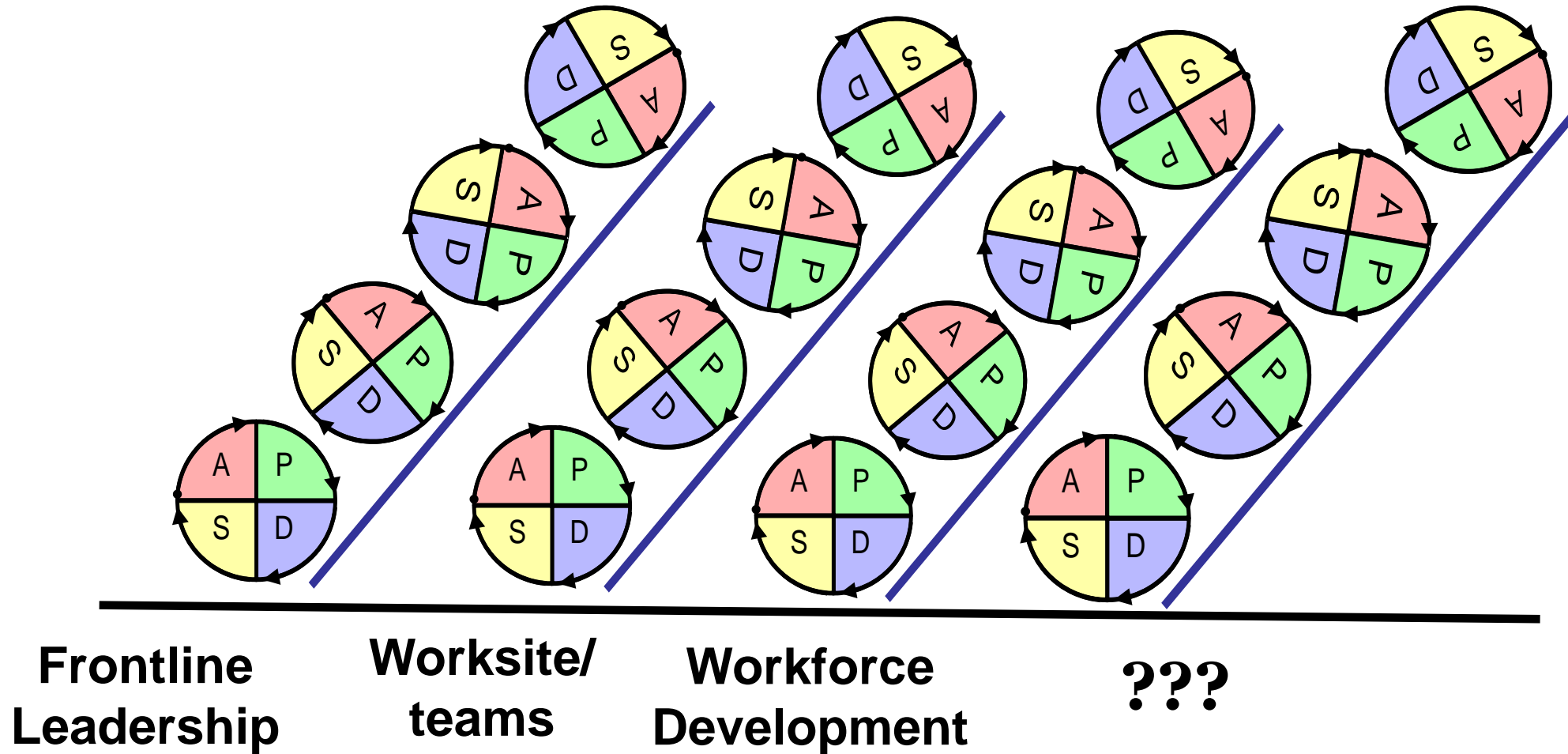
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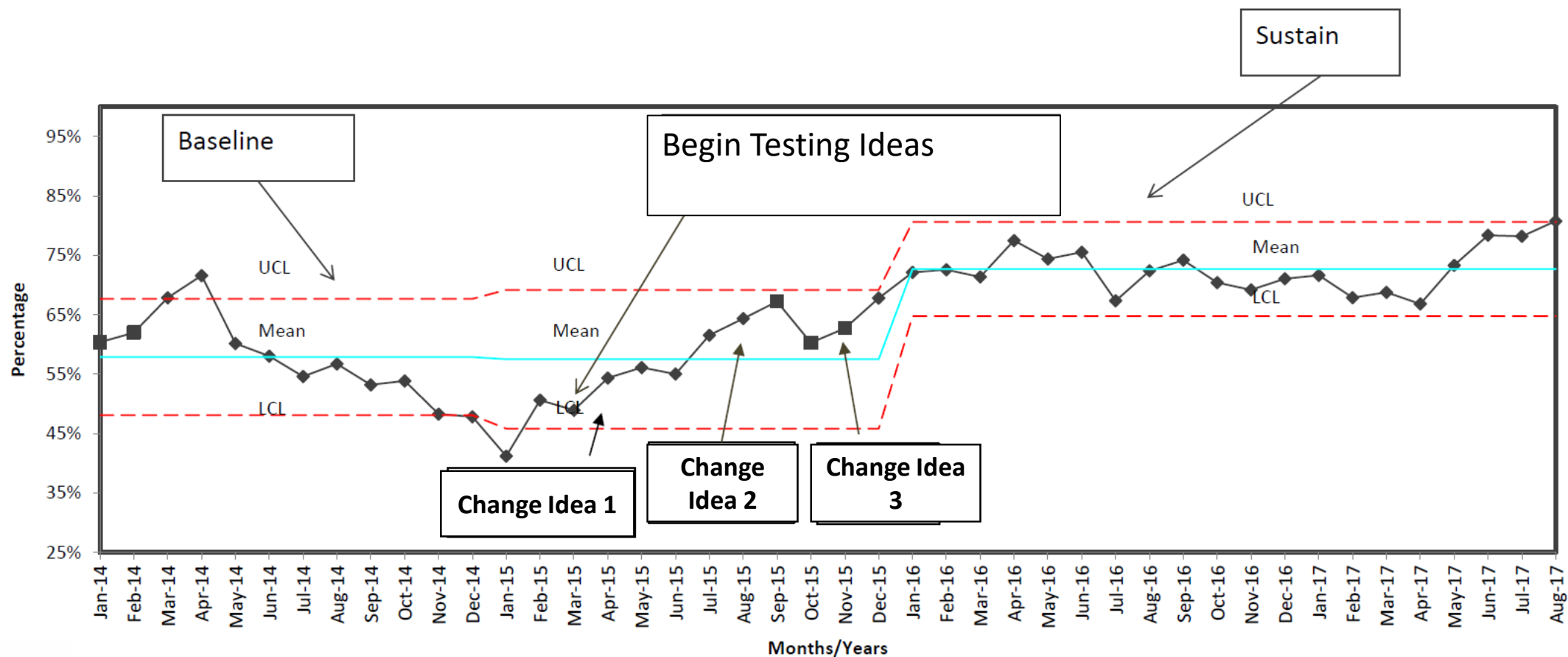
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- % of hires that were advanced from within

# 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;**



**Office for People With  
Developmental Disabilities**

# 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



National full-time  
Vacancy Rate: 10.9%



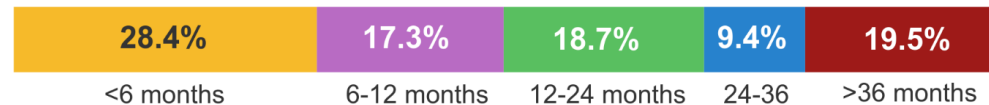
National part-time  
Vacancy Rate: 16.2%

### RECRUITMENT AND RETENTION

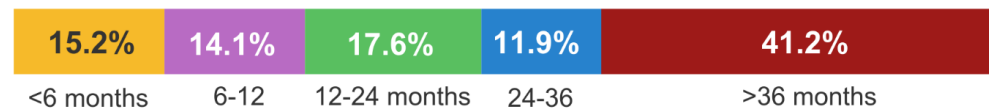
- 57.1%** of agencies offered pay incentive/referral bonus
- 39.3%** of agencies offered a career ladder
- 96.6%** of agencies trained on code of ethics
- 82.9%** of agencies offered realistic job previews

### LENGTH OF EMPLOYMENT OF DSPS

Tenure of  
Separated DSPs



Tenure of  
Employed DSPs



# 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](http://www.nationalcoreindicators.org)

[mlbourne@nasddds.org](mailto:mlbourne@nasddds.org)

[vbradley@hsri.org](mailto:vbradley@hsri.org)

[lvegas@nasddds.org](mailto:lvegas@nasddds.org)



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