Direct Support Professionals:
Perspectives and Innovations from the Field

September 7, 2012

Research & Training Center on Community Living

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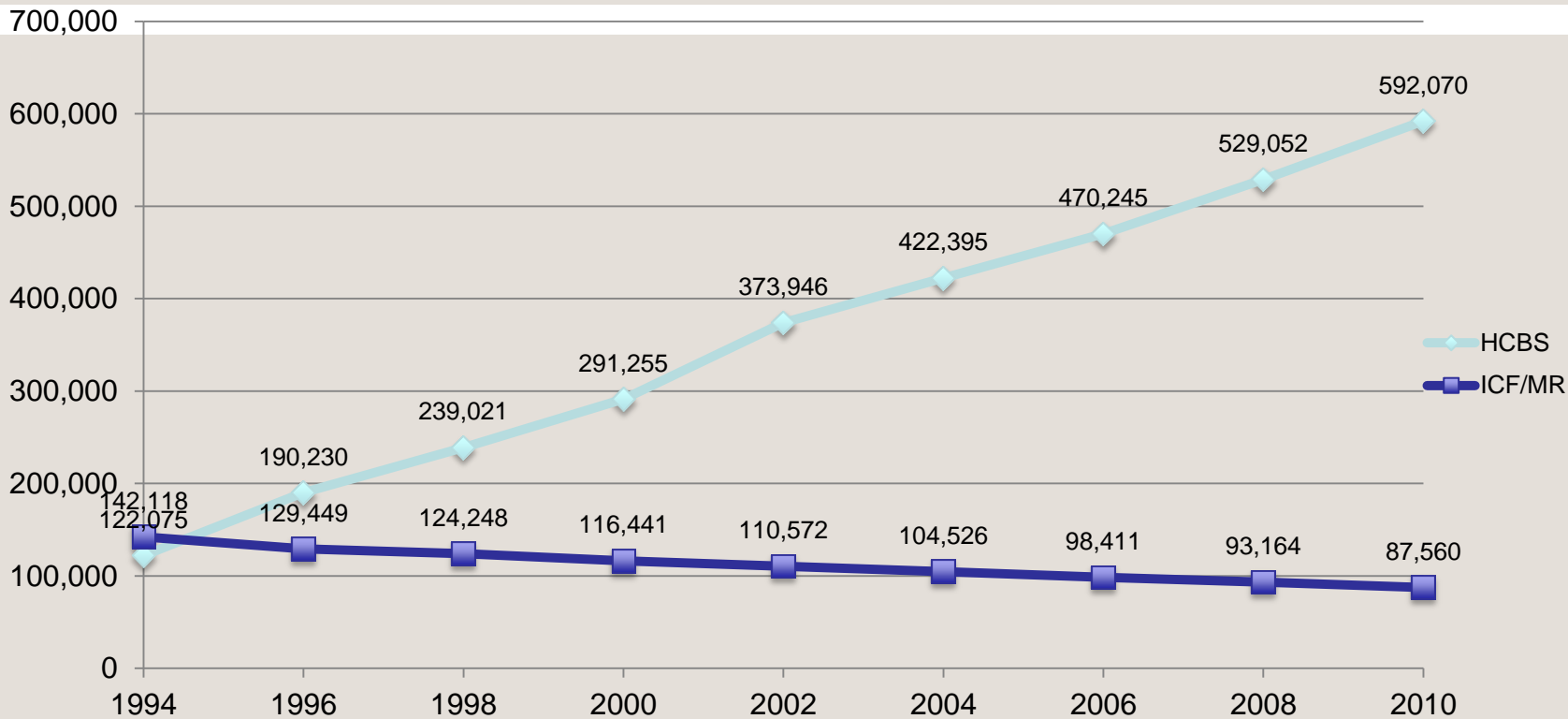**Driven to Discover**℠

Objectives

- State of DSP/DSW Workforce Nationally
- Identify best practices in Workforce Development
  - Realistic Job Previews
  - Competency-Based Training
  - Frontline Supervisor Competencies

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Medicaid ICF/MR and HCBS Recipients
June 1994-June 2010

HCBS
ICF/MR

	1994	1996	1998	2000	2002	2004	2006	2008	2010
HCBS	122,075	190,230	239,021	291,255	373,946	422,395	470,245	529,052	592,070
ICF/MR	142,118	129,449	124,248	116,441	110,572	104,526	98,411	93,164	87,560

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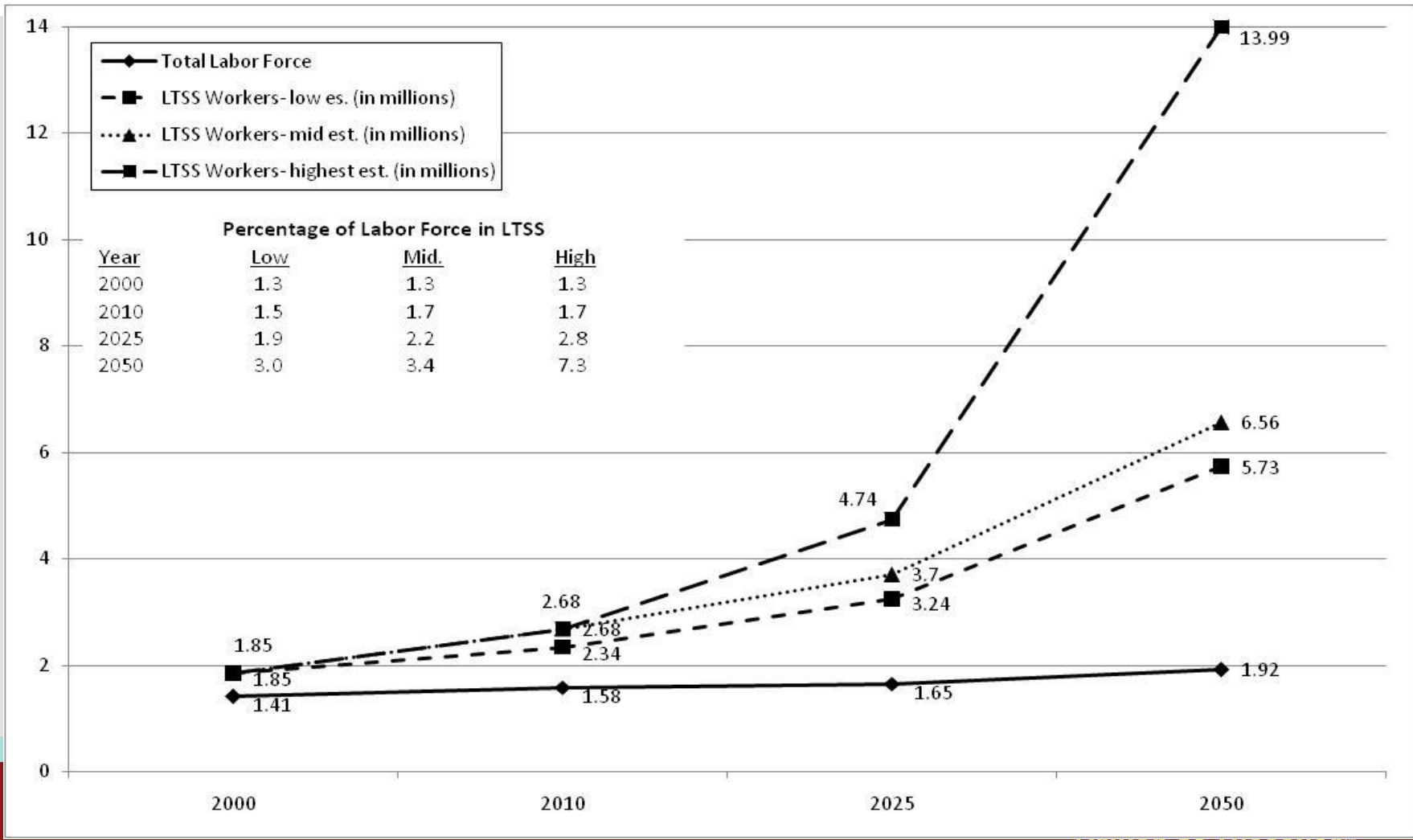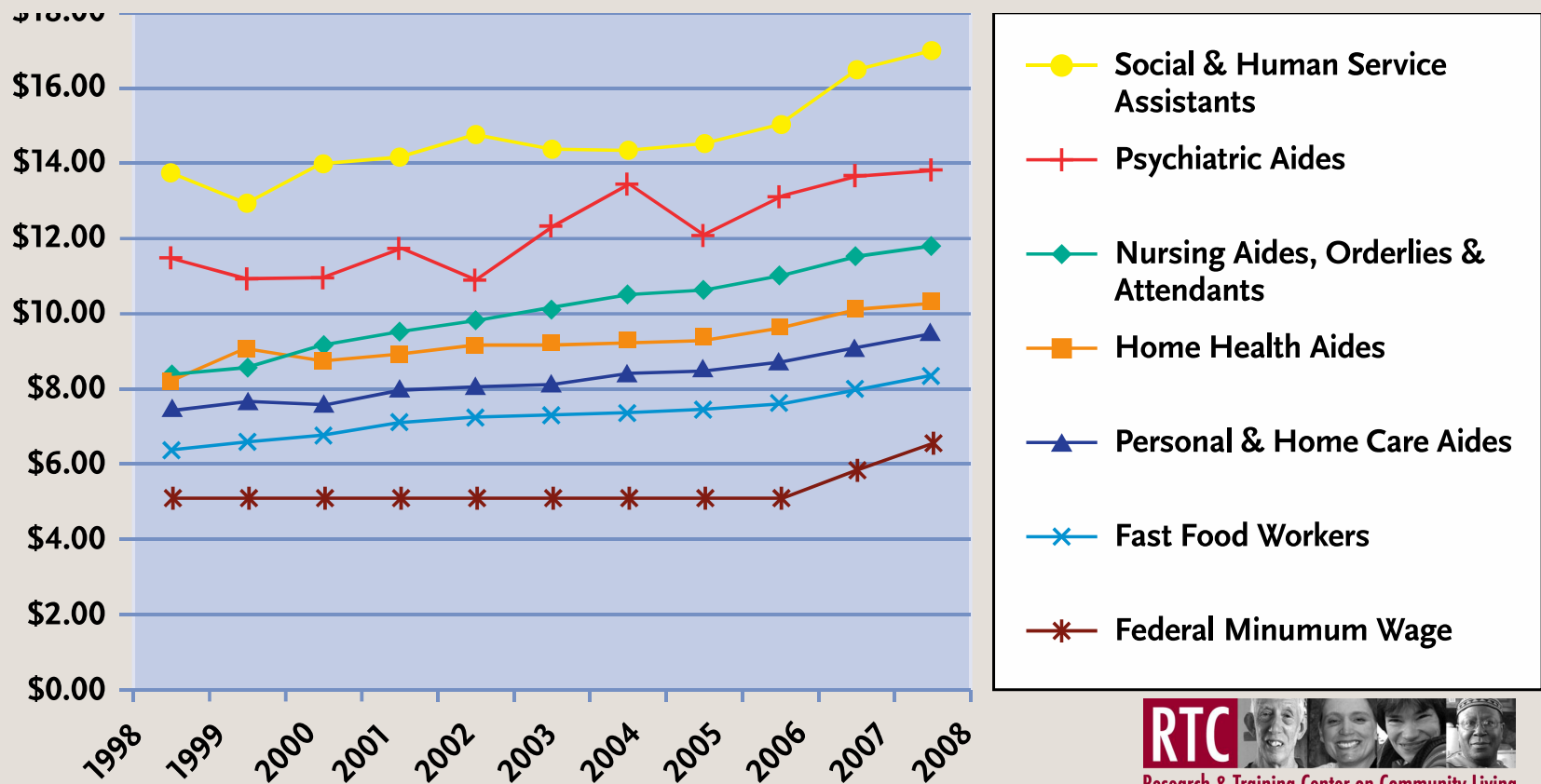
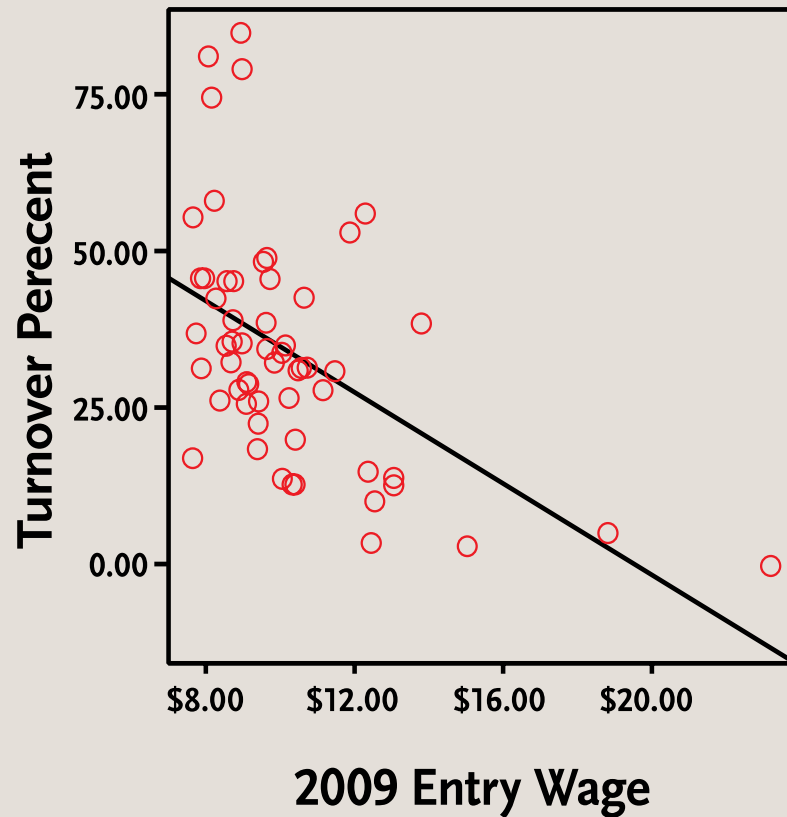Source: RISP 2012

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Projected Growth in U.S. Labor Force (in hundred millions) and Number of Persons Employed in LTSS (in millions)

DSP Entry Wage Comparison

Legend:
- Social & Human Service Assistants
- Psychiatric Aides
- Nursing Aides, Orderlies & Attendants
- Home Health Aides
- Personal & Home Care Aides
- Fast Food Workers
- Federal Minumum Wage

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Correlation of Entry Wage to Turnover

2009 DSP Wage Study, ANCOR
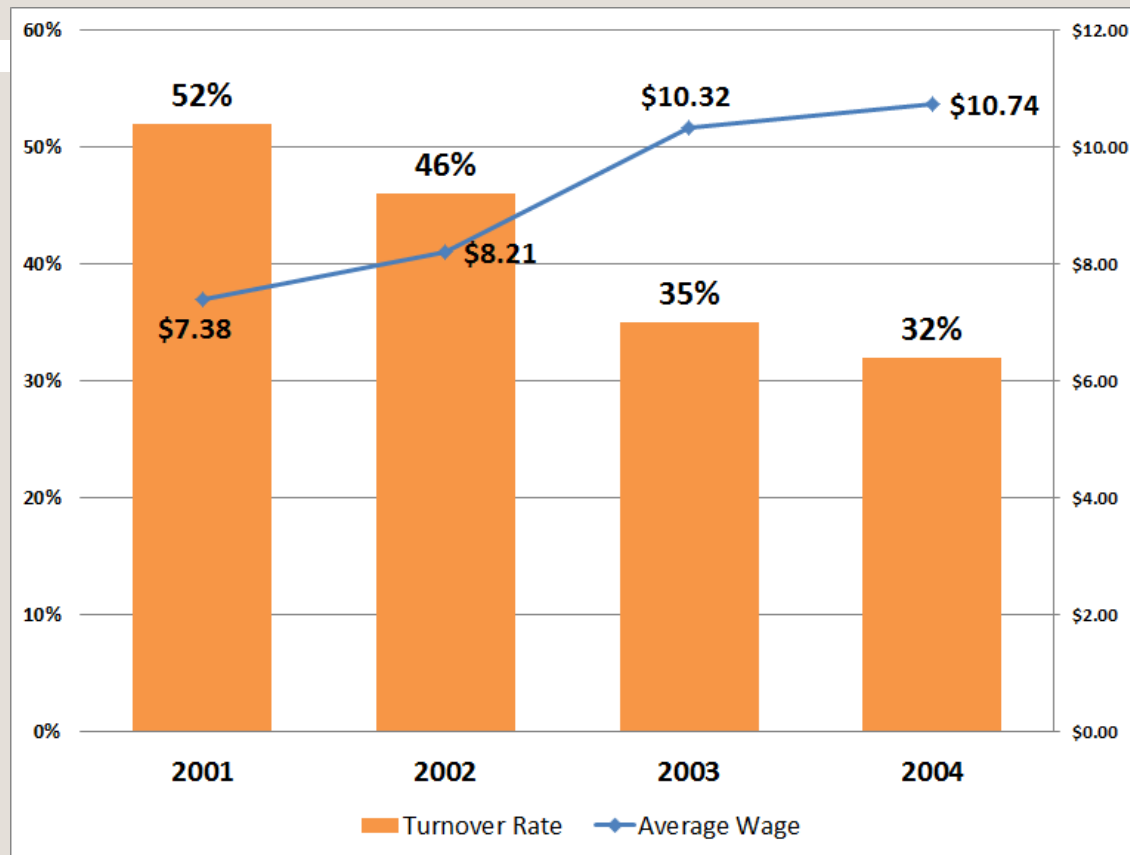
A Demand Problem

- Increasing demand for long-term supports and services, especially in home and community-based settings

- Low wages, limited benefits, limited training opportunities

- Persistently high turnover and low retention

- Quality of services depends on the quality and stability of the workforce
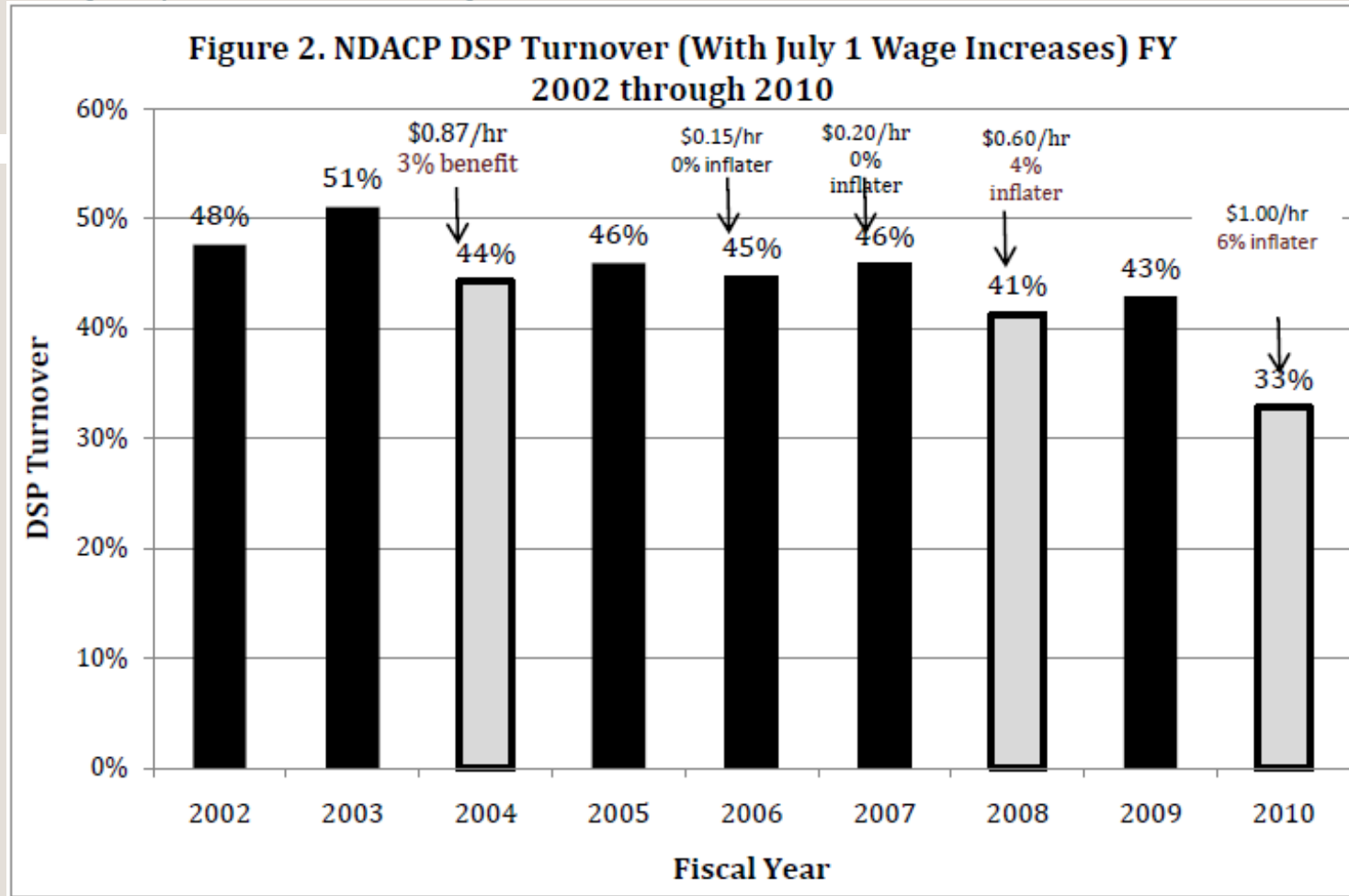
Wages matter…
WY 2002 DSP wage pass-through

Source: Wyoming Department of Health, Developmental Disabilities Division (April 2005) "Direct Service Professionals Wages and Retention."

ND wage pass-through

Figure 2. NDACP DSP Turnover (With July 1 Wage Increases) FY 2002 through 2010

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Wages Aren't the Only Thing

- **Of all staff who leave**
  - 45% leave in first 6 months
  - 23% leave between 6-12 months

- **15% of new hires fired in the first year**

- **Reasons for leaving**
  - Co-workers
  - Pay or benefits
  - Supervisors

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What's the Big Deal?

- "*Decreasing turnover is about sustaining quality*"
- Cost per hire
  - LSS 2005 $3,278
  - LSS 2011 $6,000
  - Mosaic $3,059 (range $826 to $10,700)
- Supervisors spend 18% of their time with new or exiting employees when turnover is 50%

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Who Stays?

- New hires who stayed 12+ months
  - More likely to hear about the job from "inside sources"
  - Thought promotions were likely
  - More committed and more satisfied after 30 days
  - Fewer unmet expectations

Direct Support Professional Recruitment Toolkit

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University of Minnesota

Who are your Stayers?

- Demographics
- Where do they come from?
- What do you know about them?
- How do they vary by service type?
- Geography?

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Niche Group Marketing

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- Gen X and Y'rs
- Faith communities
- Retirees
- Students
- Displaced workers
- Stay at home parents

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Students

¿Está buscando el respecto y un desafío profesional? ¿Quiere nuevas oportunidades y le gusta ayudar a otros?

Spanish Speaking

Johnson County Developmental Supports
BUILDING RESOURCES FOR PEOPLE WITH DISABILITIES

913- 492-6161 (ext. 7)
http://www.JCDS.org

Considere hacerse un profesional de apoyo directo

(trabajando con personas discapacitadas)

Es posible que trabajar con los minusválidos sea el trabajo perfecto para Ud. Si Ud. quiere una nueva carrera, un segundo trabajo, o un trabajo de medio tiempo, trabaje como profesional de apoyo directo. Le dará la oportunidad de conocer nuevas personas, divertirse y ayudar a otros a vivir vidas más independientes y agradables. Parte del trabajo consiste en aprender nuevas destrezas y desarrollarse con nosotros.

Los solicitantes deben ser bilingües.

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Effective Recruitment Strategies

- Referral Bonus

- Inside Sources

  - Current employees

  - Participants & families

  - Board members

- Internships/Volunteer

Realistic Job Preview

- Detailed and balanced information
    - Job expectations
    - Employer
    - Worksite

- Honest, accurate and credible
- Balances the positive and negative
- Includes perspective of DSP
- Describes actual DSP experiences

What's it like to work for Michael Larson: An RJP

Realistic Job Preview:

A presentation designed to let you know what it's like to work as a direct support professional for me.

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Training Trends

- Achieving individualized supports means less formal supervision and increased skill needs for DSPs

- Identifying and meeting training needs has to become a two way dialogue between the employee and employer

- The key to success is using the most effective method that respects the needs and resources of both employee and employer

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Comptency-Based Training

1 Identify desired outcomes for consumers being served (agency mission/policy

2 Identify skills staff need to deliver desired outcomes (job description).

3 Measure skills needed to deliver outcomes (written pre-test, skill demonstration)

4 Set expectations for learning.

5 Select "best" training curricula and delivery format to develop skills: measure learning (orientation/inservice, written post-test).

6 Transfer knowledge to "positive transfer climate" expectations and post-training measurement of skills (skills demonstration/observation).

7 Obtain feedback regarding performance of skill (performance reviews; incentive builders intrinsic/extrinsic).
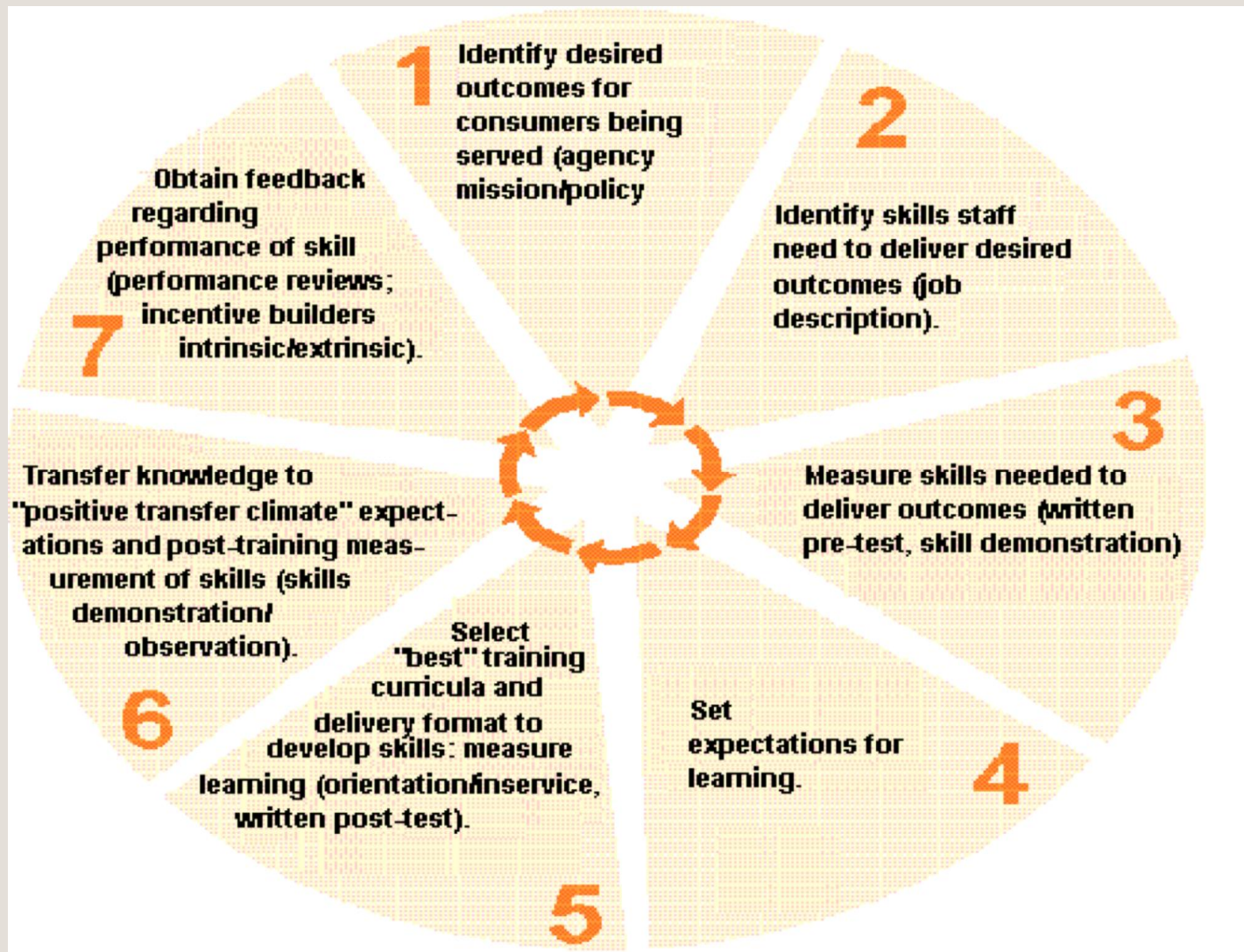
NADSP Competency Areas

1. Participant Empowerment
2. Communication
3. Assessment
4. Community and Service Networking
5. Facilitation of Services
6. Community Living Skills and Supports
7. Education, Training and Self-Development
8. Advocacy
9. Vocational, Educational & Career Support

10. Crisis Prevention and Intervention
11. Organizational Participation
12. Documentation
13. Building & Maintaining Friendships
14. Person Centered Supports
15. Health and Wellness

Computer Based Curriculum

- Increase retention of content, provides consistent delivery of content

- Provide training on demand (what, where, and when learner needs it)

- Minimize delivery cost (no travel, less trainer time)

- Be competency-based, track progress, and provide immediate feedback

Training Towards Excellence

Effective Training results in:

- Increased knowledge, skills and abilities

- Behavior change

- Performance change

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Frontline Supervisors & DSP Turnover

- DSP turnover is lower when:
  - DSPs feel valued
  - DSPs feel they are treated fairly

- Reasons DSPs leave:
  - Issues with co-workers
  - Issues with supervisors

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Frontline Supervisor Competency Set

11 Competency Areas;

1. Direct Support
2. Health, Wellness, & Safety
3. Individual Support Plan Development, Monitoring, and Assessment
4. Facilitating Community Inclusion Across the Lifespan
5. Promoting Professional Relations and Teamwork
6. Staff Recruitment, Selection, and Hiring
7. Staff Supervision, Training and Development
8. Quality Assurance
9. Advocacy & Public Relations
10. Leadership, Professionalism, & Self-Development
11. Cultural Competence

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National LTSS Core Competencies

- CMS funding the development of Cross-Sector Core Competencies through the DSW Resource Center

- The RTC is taking a lead on this work and will be holding a summit on Monday in conjunction with the HCBS Conference on this topic.

- Broader, systems level change to build the capacity of all Home and Community Based Services.

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DSP Recruitment and Retention:
A Self-Advocacy Perspective

- We want staff who show up on time and help us get the stuff done we need to get done

- We want people who are paid enough to stay so they like what they are doing

- We want people who respect us and are respected for what they do and the pay they earn

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Cliff Poetz, Self Advocate Leader

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