

Data-Driven Dialogues

Planning for the Future of the DSW Workforce



Speakers

Rosa Plasencia, ADvancing States

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Sandy Pettingell, University of Minnesota

Agenda

What is NCI?

Data from Recent State of the Workforce Surveys

- Comparing outcomes between populations

Spotlights

- Wisconsin
- University of Minnesota





What is NATIONAL CORE INDICATORS[®] (NCI[®]) ?

NASDDDS, ADvancing States, HSRI & State DD and AD systems directors

- NCI-IDD
- NCI-AD

Goal: Measure performance of public human service systems by looking at outcomes

- Help state systems assess performance by benchmarking, comparing to other states
- Domains related to valued life outcomes such as: employment, community inclusion & belonging, community participation, choice, rights, health, safety, relationships, access, service satisfaction, family outcomes, etc.

Why are Data Needed:

State government is in position to use data to make **data-driven policy decisions that impact providers, DSWs and people receiving supports.**

Provider agencies can use the data to **determine where recruitment and retention efforts can be targeted and understand how they compare to providers in their state and nationally.**

Data are needed to:

- Be informed about the statewide/national workforce
- Clearly understand/identify an issues/gaps/challenges
- Ensure inclusion
- Effectuate change
- Measure success over time

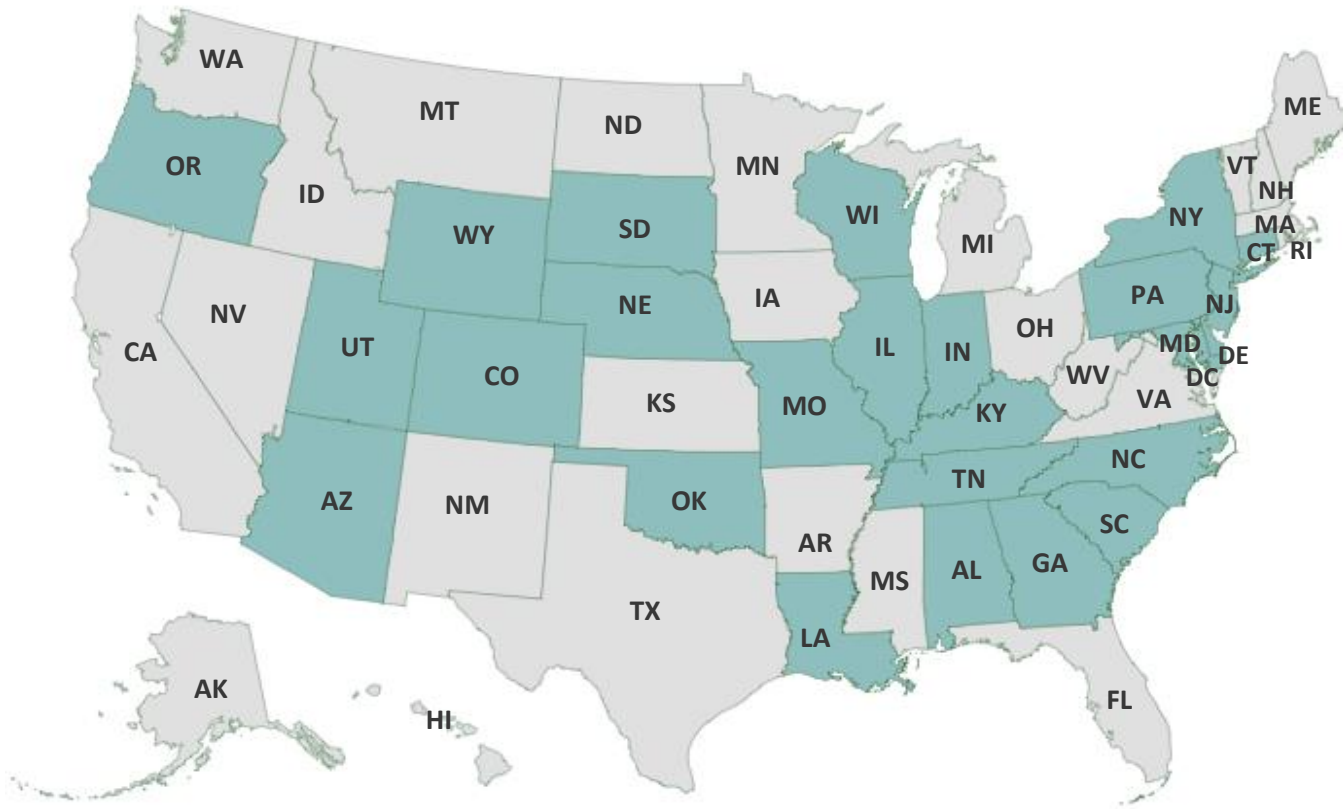
NCI State of the Workforce (SoTW)



Collects data on the

- **IDD: Direct Support Professional (DSP)** workforce providing direct supports to adults (age 18 and over) receiving supports from the state DD systems
- **AD: Direct Service Worker (DSW)** workforce providing direct supports to the AD population
- Administered annually
- Participating states send online survey to every eligible provider agency
- Provider agency enters data into online database collection system
- States use different mechanisms to ensure robust response

State of the Workforce IDD in 2023



More than **325,591 DSPs** with **3,934 provider agencies** in **26 states & D.C.** participated

- Data refers to period between Jan 1, 2023-Dec 31, 2023
- Most states administer the survey to all agencies who provide direct support to adults with IDD

NCI State of the Workforce - Aging and Disabilities (AD)

Conducted by states, HSRI and ADvancing States to gather information about the strengths, weaknesses, and trends of the direct care workforce

NCI State of the Workforce, AD in 2023

6 states participated
(CO, IL, IN, MO, OR, WI)

- 1232 provider agencies
- 88855 DSWs represented



Who makes up the workforce?

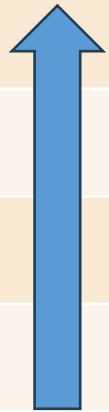
	IDD	AD
Black	40%	37%
White	39%	38%
Other	5%	7%
Hispanic	5%	7%
Don't Know	11%	11%

	IDD	AD
Female	66%	79%
Male	28%	17%
Don't Know	5%	5%

*Other category includes DSPs who are American Indian/Alaskan Native, Asian, Pacific Islander, Other.

Provider agencies

	Private for-profit agency	Private non-profit agency	State/county government	Other government
IDD 2023	59.0%	36.1%	2.2%	4.1%
IDD 2022	53.4%	42.9%	2.0%	2.7%
IDD 2021	48.9%	47.1%	2.3%	3.1%
IDD 2020	44.6%	49.7%	1.2%	4.2%
NCI-AD 2023	83.8%	11.8%	4.2%	1.2%



Turnover & Tenure

Turnover



- NCI-IDD average:
 - **40%**
- **17 out of 24 states** demonstrated a decrease in turnover since 2022
- NCI-AD average:
 - **48%**
- **The two states that participated in the previous year saw decrease in turnover since 2022**

Tenure



- **IDD:**
 - Among DSPs who separated in 2023, **66%** had been employed less than 12 months
- **AD:**
 - Among DSWs who separated in 2023, **73%** had been employed less than 12 months

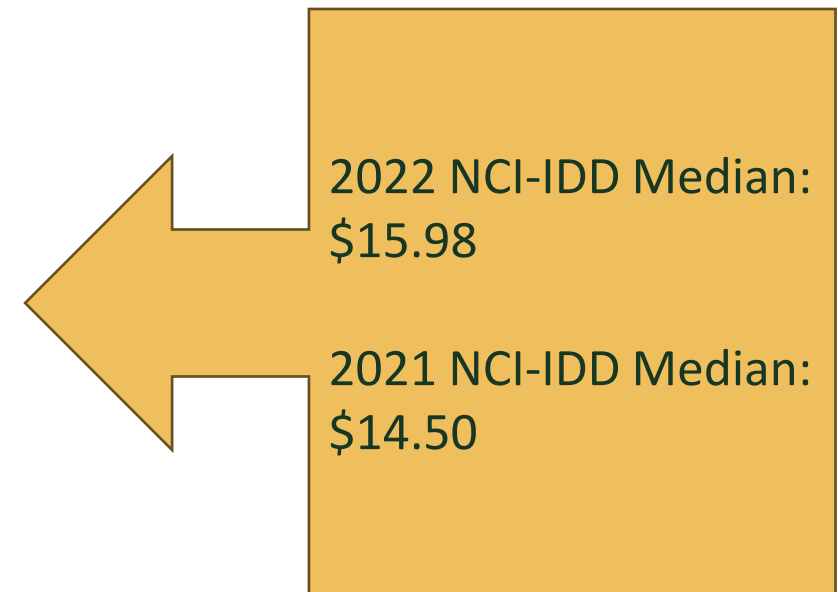
Turning away referrals



- **IDD:**
 - **38%** of agencies report they turned away or stopped accepting new referrals in 2023 due to staffing issues
 - **This is down from 50% in 2022**
- **AD:**
 - **29%** of agencies reported as such

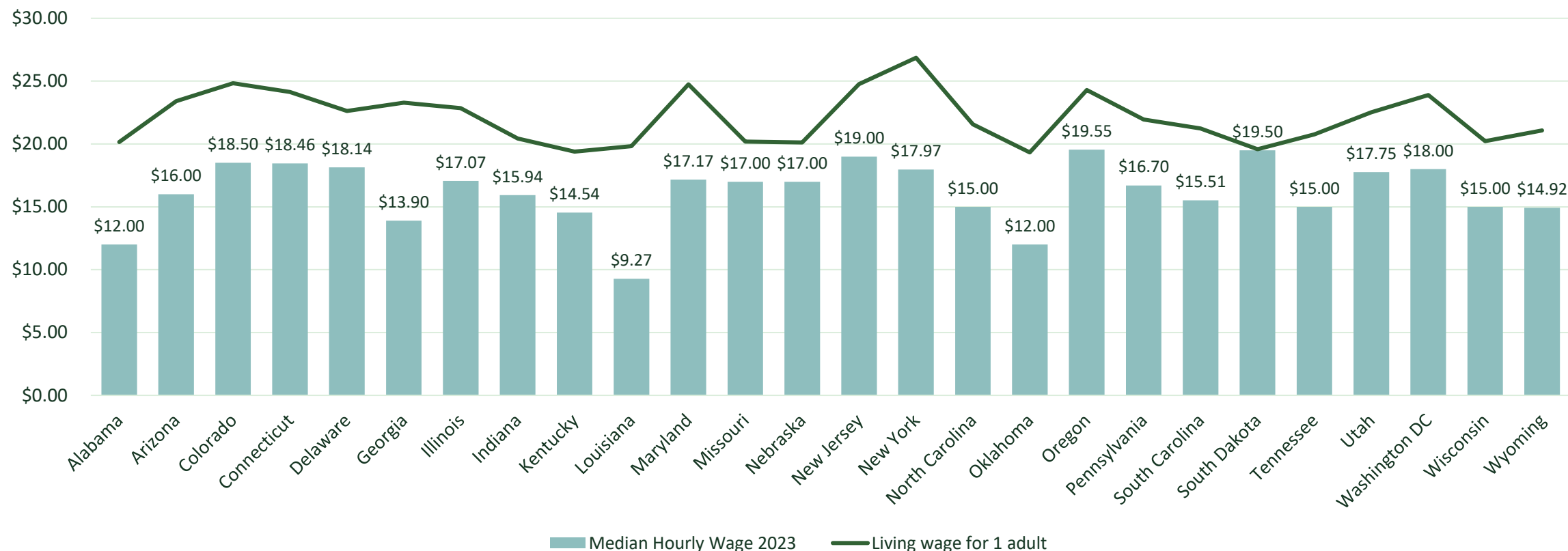
WAGES

	Median hourly wage
NCI-IDD	\$17.20
NCI-AD	\$16.00



NCI-IDD Wages

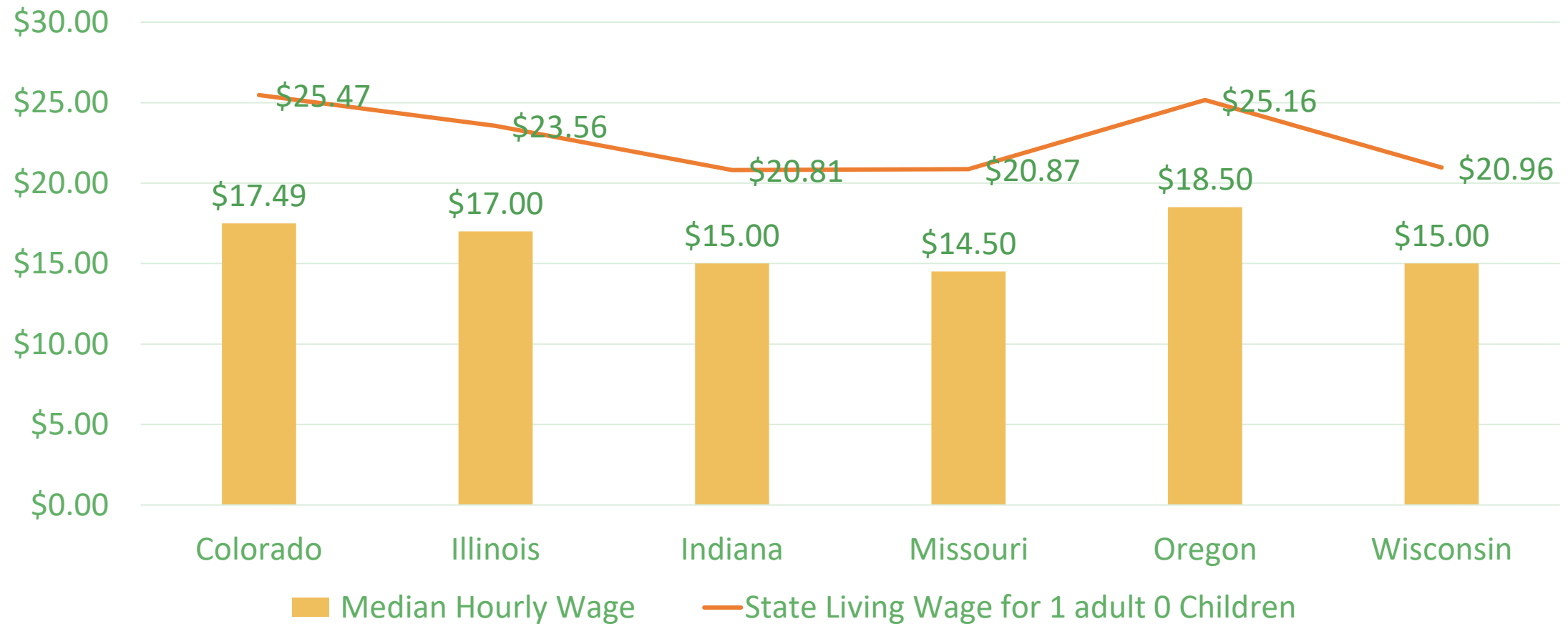
2023 Median Hourly Wage for DSPs and Living Wage by State



The living wage shown is the hourly rate that an individual in a household must earn to support themselves and their family. The assumption is the sole provider is working full-time (2080 hours per year). Figures are in dollars (\$) and were retrieved from: <http://livingwage.mit.edu>



NCI-AD Wages



<http://livingwage.mit.edu>

Benefits

	Paid time off to some or all DSP/DSW	Health insurance	Dental	Vision
NCI-IDD	75.9%	60.2%	57.9%	54.1%
NCI-AD	55.1%	41.0%	38.4%	37.3%

Recruitment and Retention

	Realistic job preview	Engage with high schools and/or local colleges/universities	Apprenticeship programs
NCI-IDD	81.6%	41.2%	8.3%
NCI-AD	82.1%	33.1%	8.4%

	Support staff to get credentialed through a state or nationally recognized professional organization	Bonuses, stipends or raises provided to DSWs as they complete key stages of a credentialing process	Employee engagement surveys	DSWs included in agency governance
NCI-IDD	28.4%	28.3%	53.4%	20.5%
NCI-AD	32.5%	34.7%	54.6%	11.0%



How Providers Can Support DSPs and DSWs



- Use Employee Assistance Programs (EAPs)
- Explore Employee Resource Networks
- Help staff to pay off student loans
- Provide childcare stipends
- Lower frontline supervisor to staff ratios (1 to 10 preferable)
- Connect competency-based certification to wage increases/promotions
- Engage DSPs in shaping organizational culture
- Improve the match between DSPs and the people they support
- Create peer mentorship programs

Possible State Initiatives

- Work with state provider organization to **analyze data** to identify factors that may influence turnover
- **Compare state performance** with other similar states with better performance to identify ways to improve retention/recruitment data
- Advocate for **increases in provider reimbursement rates**
- Ensure that **rate increases are passed to DSPs**
- Identify **training and certification** as part of value-based payments
- Convene a **community of practice** with providers and other interested groups to examine ways to reduce administrative costs

Possible National Initiatives

- Use NCI-IDD State of the Workforce **data to inform legislators, Medicaid rate setters, and agency leadership** about the extent of the workforce crisis.
- Chart the impact of any workforce **initiatives on improved tenure and turnover.**
- Work with researchers to examine the **relationships between provider, policies** and other variables on turnover and tenure.
- Encourage the House to support **The Recognizing the Role of Direct Support Professionals Act**. This act aims to create a Standardized Occupational Classification (SOC) for DSPs.

Spotlights:

Kevin Coughlin

Wisconsin Department of Health Services

Sandy Pettingell

University of Minnesota





WISCONSIN DEPARTMENT
of HEALTH SERVICES



UNIVERSITY *of* WISCONSIN
GREEN BAY

Wisconsin's Multi-Faceted Approach to Addressing the Direct Caregiving Workforce Crisis

Fact-Finding Surveys



Benefits to Wisconsin



- Data is needed to assess state's DSP workforce challenges and provide insights to inform potential improvement opportunities.
- Standardized methods for collecting and calculating the data impact credibility and comparability of results.
- Speaking as one voice is facilitated by collecting the same data.

Overview



- Targeted agencies submit workforce data on turnover, tenure, wages, benefits, and other key workforce statistics.
- The surveys include both nationwide and state-specific questions.
- Results help WI DHS discover ways to improve the quality and stability of the caregiving workforce that assists long-term care Medicaid beneficiaries.



State of the Workforce Surveys



National Core Indicators Intellectual and Developmental Disability (NCI-IDD) State of the Workforce Survey

- CY 2021 (collected January to September 2022)
- CY 2023 (collected February to July 2024)

National Core Indicators Aging and Physically Disabled (NCI-AD) State of the Workforce Survey

- CY 2021 (collected September to October 2022)
- CY 2023 (collected September to November 2024)

Survey Trends NCI-IDD



- <https://www.dhs.wisconsin.gov/arpa/hcbs-directcareworkforce-surveys.htm>
 - 2021-2023 Trends
<https://www.dhs.wisconsin.gov/arpa/nci-idd-survey-caregiver-trends.pdf>
 - WI Questions: <https://www.dhs.wisconsin.gov/arpa/2021-2023-idd-sotw-wi-trends.pdf>

Survey Trends NCI-AD



- <https://www.dhs.wisconsin.gov/arpa/hcbs-directcareworkforce-surveys.htm>
 - 2021-2023 Trends
<https://www.dhs.wisconsin.gov/arpa/nci-ad-survey-caregiver-trends.pdf>
 - WI Questions: <https://www.dhs.wisconsin.gov/arpa/2021-2023-ad-sotw-wi-trends.pdf>

STATE of the WORKFORCE

2023 SURVEY RESULTS FOR WISCONSIN

ABOUT THE SURVEY

Each year National Core Indicators® Intellectual and Developmental Disabilities (NCI®-IDD) implements the State of the Workforce Survey. The survey collects comprehensive data on provider agencies and the Direct Support Professional (DSP) workforce providing direct supports to adults (age 18 and over) with intellectual and developmental disabilities (IDD). The goal of the survey is to help states describe their workforce, measure challenges, and monitor improvements. The data presented in this summary represent refer to the period between Jan. 1, 2023, and Dec. 31, 2023.

PARTICIPATING AGENCIES

More than 5,387 DSPs with 200 provider agencies

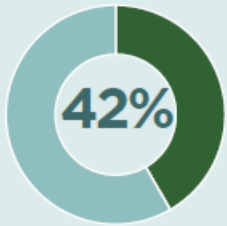
Provided non-residential supports, 39%

Provided in-home supports, 66%

Provided residential supports, 56%

75% Percentage of agencies that are private for-profit organizations

TURNOVER AND TENURE



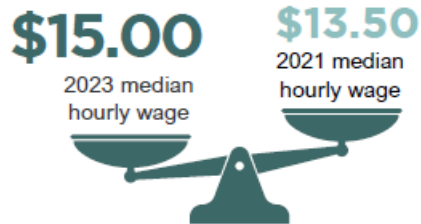
The average turnover ratio is 42%. This means that almost 1 in 2 DSPs left their agency in 2023.

Of those DSPs who left employment at their agency in 2023, 1 out of 1.6 DSPs (64%) had been employed for <1 year.

On the other hand, nearly 1 out of 6 DSPs (16%) who were employed at the end of 2023 had been employed with that agency for 3 or more years.

These data show that DSP separations are highest in the first year, and strategies to address early turnover are needed.

WAGES



The average hourly wages for DSPs in 2023 was \$1.71 higher than in 2021.

SERVICE REFERRALS

On average, 54% of agencies say they turned away or stopped accepting referrals due to staffing issues.

In 2021, 67% of agencies say they turned away or stopped accepting referrals due to staffing. This represents a 19% decrease in 2023 compared to 2021.

2023:

54%



2021: 67%

STATE of the WORKFORCE

2023 SURVEY RESULTS FOR WISCONSIN

BENEFITS

58% Agency provides any paid time off to DSPs

30% Agency offers health insurance to some or all DSPs

31% Agency offers dental coverage to some or all DSPs

27% Agency offers vision coverage to some or all DSPs

15% Agency offers retirement plan to some or all DSPs

16% Agency offers transportation benefits

RECRUITMENT & RETENTION

84% of agencies offered a realistic job preview to candidates

60% of agencies offered a pay incentive or referral bonus program

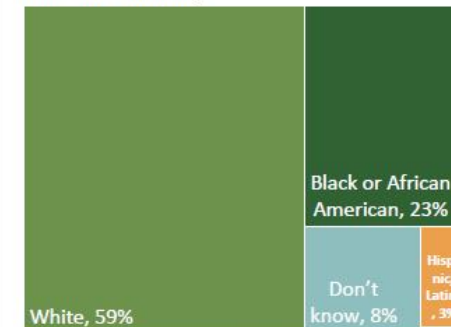
14% of agencies utilized DSP ladder to retain highly skilled workers in DSP roles

31% of agencies gave stipends or raises to DSPs at key steps throughout credentialing process

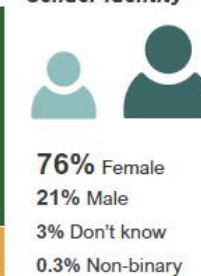
11% of agencies included DSPs in agency governance

DIRECT SUPPORT PROFESSIONAL DEMOGRAPHICS

Race and Ethnicity

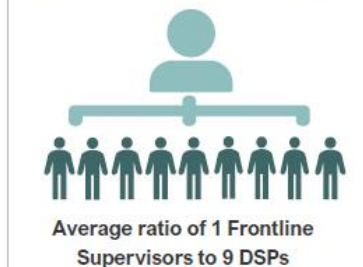


Gender Identity



*Other category includes DSPs who are American Indian/Alaskan Native (2%), Asian (4%), Pacific Islander (0%) Other (0%) and More than one race/ethnicity (1%)

FRONTLINE SUPERVISORS



85% of supervisors are Female

What Wisconsin does with the data



- We keep our website up to date and relevant.
- We thank and share our survey results with those who participated in the survey.
- We create handouts and flyers to use with our outreach.
- We send updates on a massive listserv group.
- We present and share with councils, boards, managed care organizations, provider networks and their associations, advocate and other key collaborators.
- Key data is incorporated into budget requests for the biennial budget.

What's Next



- We are learning firsthand the challenges Wisconsin providers and direct care professionals are facing.
- We will compare new data year over year to see if we are improving and understand our opportunity areas.
- We will share findings with key collaborators.
- We will leverage insights to support other workforce initiatives to improve and enhance HCBS services.
- Continue to participate every other year. It's now part of our on-going budget.

Website Resources



- ARPA HCBS Direct Care Workforce Reform and Analysis:
<https://www.dhs.wisconsin.gov/arpa/hcbs-directcareworkforce.htm>
- ARPA Workforce Surveys: <https://www.dhs.wisconsin.gov/arpa/hcbs-directcareworkforce-surveys.htm>
- SoTW IDD Survey 2021-2023 WI Caregiver Trends:
<https://www.dhs.wisconsin.gov/arpa/nci-idd-survey-caregiver-trends.pdf>
- SoTW IDD Survey 2021-2023 WI Workforce Trends:
<https://www.dhs.wisconsin.gov/arpa/nci-idd-ad-survey-workforce-trends.pdf>
- SoTW IDD Surveys 2023 National Report:
https://idd.nationalcoreindicators.org/wp-content/uploads/2024/11/2023-NCI-IDD-SoTW_241126_FINAL.pdf

Questions?



- Kevin Coughlin
Kevin.Coughlin@wi.gov

Data Tells a Story: *Turning Data into Action for Workforce Results at State and Employer Levels*

Sandra Pettingell & Amy Hewitt

HCBS 2025 Conference, Baltimore MD

Direct Support
Workforce Solutions

A national consulting group





The image features a central graphic where the word "DATA" is written in large, bold, black capital letters. This text is superimposed on a circular background composed of several concentric rings. The innermost ring consists of grey segments, while the outer rings are blue and green dashed lines. Surrounding this central element is a dense collection of small, stylized icons. These include a globe, a circuit board, a bar chart, a pie chart, a magnifying glass, a smartphone, a clock, a digital display showing "01010111", a network diagram, a computer monitor displaying a line graph, a folder, a gear, a power button icon, a document, a mail envelope, and various geometric shapes like cubes and pyramids. Some labels like "XX01", "XX02", and "XX03" are visible near some of the bottom-right icons. The overall color palette is dominated by greys, blues, greens, and blacks, giving it a modern, technological feel.



How many people are leaving?

When are they leaving?

Do we have the right
recruitment messaging?

Are there new talent
demographics we should be
reaching out to?

Organizational Data Issues

- Employers need to provide data to numerous entities.
- Data system capacities are different across employers.
- There is no easy way for employers to see their data over time to track progress and/or problem areas.



SupportWise

Direct Support **Workforce Solutions**

- A single place an employer can enter and house data.
- Allows data entry when the employer is ready to enter data.
- Allows employers to pull data from a single place as needed for various requests received.
- Allows employers to see data at a single point or over time.
- Allows employers to compare their data to national or state data.



Crude Separation Rate (Turnover)

This represents the percentage of DSPs who left (turned over) out of all DSP positions during the reporting period. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

C6. How many DSPs left/separated from your organization permanently during this reporting period?	31
C7. How many Full- and Part-time DSPs worked at your organization at the end of this reporting period? (This number is the sum of item C1 and item C2)	102
C8. How many vacant DSP positions did your organization have at the end of this reporting period?	
C9. DSP Crude Separation Rate (Turnover)	Partial data 30.4%

Early Turnover Rate

This represents the percentage of DSPs who left (turned over) with less than 6 months of tenure during the reporting period. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

C6. How many DSPs left/separated from your organization permanently during this reporting period? (This number is item C6)	31
C10. Of the DSPs who left/separated permanently during this reporting period, how many of them left before working 6 months?	
C11. DSP Early Turnover Rate – Within 6 Months of Hire	Partial data 0%

Percent of DSP Voluntary vs. Involuntary Termination

This represents the percentage of DSPs who left voluntarily and involuntarily during the reporting period. (Please do NOT include temporary DSPs, independent contractors, or on-call DSPs in your calculations)

C6. How many DSPs left/separated from your organization permanently during this reporting period? (This number is item C6)	31
C12. Of the DSPs who left/separated permanently during this reporting period, how many of them left voluntarily?	
C13. % Voluntary DSP Termination	Partial data 0%



Save your changes!

? When you interact with a question, if we have extra tips or details for you to view, they'll be displayed below!

You've selected: **C3**

Clarification

Please include only DSPs who were not counted as Part-time or Full-time above

Attributes

format	units
xx	Population



Single Timeframe Dashboard

Benchmarks

* 2023 NCI = 2023 National NCI-IDD State of The Workforce (national average)

DSP Turnover Ratio

DSP Turnover Ratio		
Your data:	2023 NCI* Mean:	2023 NCI* Median:
47.3%	39.7%	31%

DSP Tenure

Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months
Your data:	Your data:	Your data:	Your data:	Your data:
27.9%	19.3%	19.7%	10.1%	23%
2023 NCI*	2023 NCI*	2023 NCI*	2023 NCI*	2023 NCI*
20.4%	18.2%	18.1%	11.1%	32.2%

DSP Early Turnover Rate

Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months
Your data:	Your data:	Your data:	Your data:	Your data:
22.7%	32.5%	17.1%	15.4%	12.2%
2023 NCI*	2023 NCI*	2023 NCI*	2023 NCI*	2023 NCI*
43.1%	23.3%	14.3%	6.5%	12.9%

Trend Charts

Org: Demo#0

Sector: IDD

Go

Chartable time ranges:

--Pick range start--

--Pick range end--

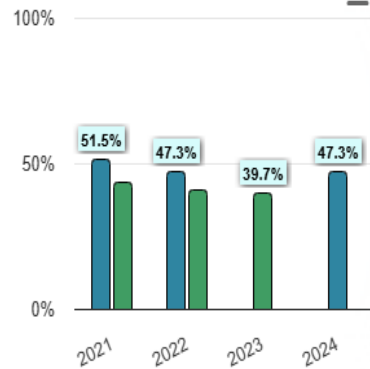
All chartable series:

Demo #0
Population: IDD

United States #0
Population: IDD #mean
Data Source: NCI-IDD State of
the Workforce

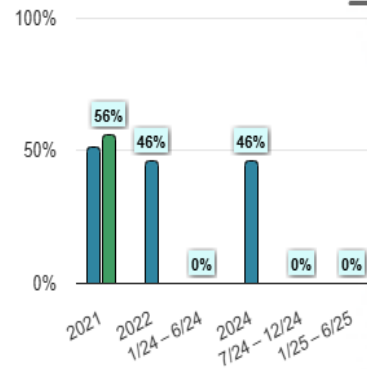
View data over time

DSP data



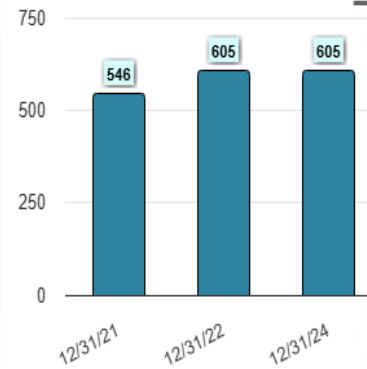
DSP Turnover Ratio

DSPs that permanently separated from the organization during the reporting period divided by DSPs employed at the end of the reporting period.



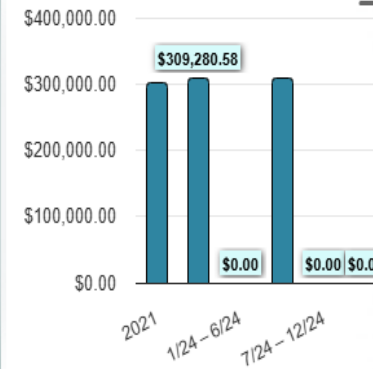
DSP Benefit Enrollment

Percentage of eligible DSPs enrolled in agency-offered health plans during the reporting period.



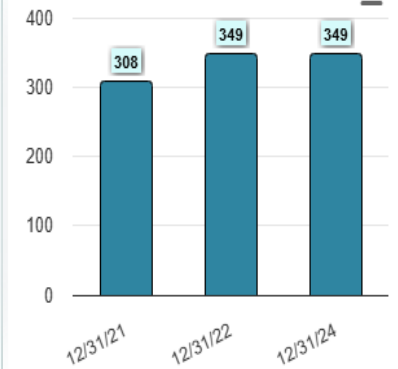
Number of DSPs at the end of the reporting period

Number of DSPs employed at the organization at the end of the reporting period.



Cost of Overtime Hours for DSPs during the reporting period

Additional cost of overtime hours paid to DSPs compared to the cost of regular hours. Assumes overtime is 1.5 times the regular hourly wage.

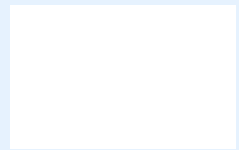


Number of adults with IDD enrolled in services at the end of the reporting period

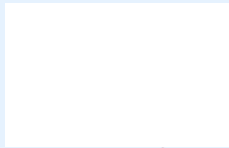
Total number of adults with IDD enrolled in services at the organization at the end of the reporting period.

Connecting Workforce Data to Solutions

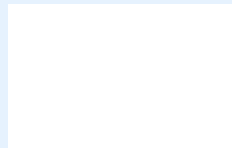
Look at data →



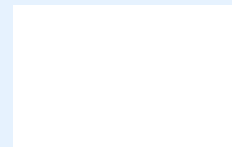
Identify challenges →



Determine priorities →



Decide workforce strategies →



Implement workforce strategies

Connecting workforce data to solutions

Our Consultative Approach



Discovery



Action Planning &
Implementation



Evaluation &
Monitoring

Rhode Island Statewide Workforce

Working in several areas - TA/consulting with employers, assisting with workforce data collection

- IDD employers use SupportWise Data, developed by ICI.
- SupportWise Data incorporates NCI State of the Workforce benchmarks.
- Providers have real time access to their data, look at it in multiple ways, compare it to national benchmarks when available.



Resource and Conclusions

- [Understanding and Leveraging Your Workforce Data Part 1](#)
- [Understanding and Leveraging Your Workforce Data Part 2](#)
- [Understanding and Leveraging Your Workforce Data Part 3](#)



Contact Information



Please contact us for more information.

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Stay connected for updates!

NCI updates newsletter



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NCI website:

www.nationalcoreindicators.org