



SURVEY REPORT

NCI STATE *of the* WORKFORCE **2023**

National Core Indicators® Aging and Disabilities (NCI-AD)

Introduction

We are thrilled to release the NCI State of the Workforce Survey for National Core Indicators® Aging and Disabilities (NCI®-AD) 2023 Survey Report. NCI-AD is a collaboration between the ADvancing States, the Human Services Research Institute, and participating state aging and physical disability service systems.

The NCI-AD State of the Workforce Survey collects comprehensive data on provider agencies and the Direct Service Worker (DSW) workforce providing supports to the Aging and Disability population (AD population). The AD population is defined as **older adults and/or individuals with physical disabilities who access publicly funded services in Medicaid waiver programs, Medicaid state plan programs, and/or state-funded programs, and/or older adults served by Older Americans Act programs.**

The goal of the survey and the resulting data is to help states describe their workforce, examine workforce challenges, identify areas for further investigation, benchmark their workforce data, measure improvements made through policy or programmatic changes, and compare their state data to those of other states.

Provider agencies can compare their data to the state averages and examine where they might make changes to improve the stability of their workforce.

These data come at a critical time; state human service systems are experiencing challenges to maintaining a workforce to support people to live and thrive in their homes and in the community.

States have made large investments in workforce interventions and initiatives and need data to examine whether money has made its way into the hands of the workers through wages, and ultimately how those investments affected outcomes such as turnover and tenure. Additionally, state systems need information to understand who is in the workforce and how those workers can be supported to continue in DSW work.

The release of the NCI-AD State of the Workforce in 2023 Survey data marks a new opportunity for state aging and disabilities agencies, advocates, and researchers to work together to determine the best strategies to address the DSW workforce crisis.

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Suggested citation: National Core Indicators Aging and Disabilities. (2024). National Core Indicators Aging and Disabilities State of the Workforce in 2023 Survey Report.

Executive Summary

A total of six (6) states (Colorado, Illinois, Indiana, Missouri, Oregon, and Wisconsin) participated in the **2023 NCI State of the Workforce Survey for NCI-AD**. All told, the responses from **1,232 provider agencies are included in this report**. The data presented in this report refer to the period between Jan. 1 and Dec. 31, 2023. See **Appendix B** for each state's method for identifying eligible provider agencies (sampling method).

The data presented in this Executive Summary represent the Weighted NCI-AD Average Results.

DEMOGRAPHICS OF DSWs

Across participating states, agencies reported the following average racial/ethnic breakdown of their DSW workforce:

- 36.8% Black or African American
- 38.1% White
- 6.7% Hispanic/Latinx
- 4.3% Asian

It's important to note, however, that the racial and ethnic makeup of the DSW population varies significantly by state.

Across participating states, agencies reported the following average breakdown of gender identity of their DSW workforce. This also varies significantly by state.

- 78.6% Female
- 16.7% Male
- 4.7% Don't know

TENURE (LENGTH OF EMPLOYMENT) OF DSWs

Of the DSWs employed by respondents as of Dec. 31, 2023, more than two-fifths (43.0%) had only been employed there for one year or less. And of the DSWs who left employment at responding agencies in 2023, almost two-thirds (57.7%) had been employed there for less than one year.

Of the DSWs employed by respondents as of Dec. 31, 2023:

- 21.8% had been employed for less than 6 months
- 21.2% had been employed between 6 and 12 months
- 19.7% had been employed between 12 and 24 months
- 10.9% had been employed between 24 and 36 months
- 26.4% had been employed 36 months or more

Of the DSWs who left (separated from) employment between Jan. 1 and Dec. 31, 2023:

- 47.9% had been employed for less than 6 months
- 25.5% had been employed between 6 and 12 months
- 13.6% had been employed between 12 and 24 months
- 5.4% had been employed between 24 and 36 months
- 7.6% had been employed 36 months or more

Of those who separated from employment in 2023, 71.8% did so voluntarily. About one-fifth (18.6%) were terminated due to performance issues or violation of agency policy, and 3.2% were laid off. For 6.4% of separations, the separation circumstances were unknown.

Almost one-third of all responding agencies (28.8%) reported having turned away or stopped accepting new service referrals in 2023 due to DSW staffing issues.

TURNOVER

Across states, the NCI-AD turnover ratio¹ for DSWs in 2023 ranged from 33.4% to 63.8%; the weighted average turnover ratio was 47.8%. In the **NCI State of the Workforce Survey for IDD**,² the average turnover ratio was 39.7%

VACANCY RATES

Among responding provider agencies who distinguish between full-time and part-time DSW positions (56.8%), vacancy rates³ for full-time positions ranged from 6.9% to 11.8% with an NCI-AD Average of 8.4%. Vacancy rates for part-time positions ranged from 6.0% to 14.5% with an NCI-AD Average of 7.9%.

SERVICES AND AGENCY TYPES

Of the responding agencies:

- **46.7% provided residential supports** — such as community-based group homes, supported living services, or ICF/ID homes.
- **67.5% provided in-home supports** — such as homemaker/personal care services, in-home habilitation, and in-home respite.
- **22.0% provided non-residential supports** — such as day supports, community support programs, community-based employment supports, facility-based employment supports, or out-of-home habilitation.

Over four-fifths (83.8%) of responding agencies identified as **private for-profit organizations**. Amongst participating states, this ranged from 76.0% to 86.8%. About one-tenth (11.8%) of responding agencies identified as **private nonprofit organizations**, 4.2% identified as **state/local government run** and 1.2% identified as an **other governmental entity**.

¹ The turnover ratio in this report is a point-in-time indicator. The denominator (total number of employed DSWs at each agency) is taken from a specific point in time: Dec. 31, 2023.

WAGES

Across all service types, responding agencies paid a **median hourly wage of \$16.00**. In the NCI State of the Workforce Survey for IDD,² the median hourly wage was \$17.20.

The two states that participated in the NCI State of the Workforce for NCI-AD Survey in 2022—Colorado and Missouri—both saw median hourly wages increase by 8.2% and 11.5% respectively.

The median hourly *starting* wage across all service types was \$15.50 in 2023.

BENEFITS

A majority, 55.1%, of responding agencies offer some form of paid time off to employees.

Among the responding agencies, 41.0% offered health insurance to some or all DSWs; 38.4% offered dental coverage to some or all DSWs; and 37.3% offered vision coverage to some or all DSWs.

RECRUITMENT AND RETENTION

More than three-quarters (82.1%) of respondents reported offering a realistic job preview to candidates, and 56.0% reported offering a pay incentive or referral bonus program.

FRONTLINE SUPERVISORS

Across participating states, there was an average ratio of 12 DSWs to 1 frontline supervisor.

² https://idd.nationalcoreindicators.org/wp-content/uploads/2024/11/2023-NCI-IDD-SoTW_241126_FINAL.pdf

³ These are point-in-time vacancy rates, not averages across the year.

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What is the NCI State of the Workforce Survey for Aging and Disabilities?

Using the NCI State of the Workforce Survey for National Core Indicators-Aging and Disabilities (NCI-AD) (NCI-AD State of the Workforce Survey), NCI-AD works with member states to collect comprehensive data on the workforce of Direct Service Workers (DSWs) who provide direct care and support to **“the AD population:” older adults and/or individuals with physical disabilities who access publicly funded services in Medicaid waiver programs, Medicaid state plan programs, and/or state-funded programs, and/or older adults served by Older Americans Act programs.**

HOW IS THE SURVEY ADMINISTERED?

NCI-AD member states that choose to participate in the State of the Workforce Survey provide a list of all provider agencies in the state that provide direct support to the AD population. This list includes the name of the agency and email contact at the agency.

This list is uploaded to an online portal—the State of the Workforce Portal. Using the portal, the state can email a survey invitation with a unique link so that each agency can access the survey online. The state manages the survey response and corrects inaccurate contact information.

FOR THE PURPOSES OF THIS SURVEY, WHAT IS A DSW?

This survey asks about people employed as **Direct Service Workers (DSWs)**. This includes all paid workers whose primary job responsibility is direct support and for whom the responding agency defines wages and benefits directly. DSWs’ primary responsibilities are some or all the following **direct care and support tasks**:

- Help person maintain independence
- Provide personal assistance with activities of daily living (ADLs) such as personal hygiene, grooming, dressing, toileting, transferring (mobility), and eating
- Basic clinical tasks such as monitoring vital signs, helping with prescribed exercises, or administering medications
- Assistance with housekeeping, grocery shopping, and cooking
- Accompanying person to doctor appointments or other errands
- Companionship
- Support in community engagement activities
- Support in day centers or other day activities
- Respite support

These workers are considered DSWs and are included in the data provided for this survey:

- Paid staff whose primary job responsibility is to provide support to the AD population in the form of the above listed direct care and support tasks.
- DSWs for whom the responding agency defines wages and benefits directly. DSWs who exclusively support people who are self-directing their services are not included in this report.
- Certified Nursing Assistants (CNAs) if the nursing care they provide is basic (e.g., monitoring vital signs, applying or changing bandages, cleaning wounds, keeping records of health, helping with prescribed exercises or administering medications).
- Any paid staff who spend at least 50% of their hours doing direct care and support tasks.
- Any paid staff with some supervisory responsibilities—but only if more than 50% of their hours are spent doing direct care tasks.

- Host/foster/family home arrangements: DSWs are those workers providing direct support who are employed and work in addition to the primary shared living/foster care provider.

The following types of workers are not considered DSWs and are not included in this report:

- Clinically licensed staff (therapists, registered nurses, licensed practical nurses (LPNs), social workers, psychologists, etc.)
- Behavior specialists, behavior technicians or behavior clinicians (BCBA)
- DSWs that exclusively work in nursing homes
- Those who **only** provide transportation, home modifications, and/or meal delivery
- Contract or 1099 workers
- On-call or PRN workers (there is one survey question that addresses this workforce)
- Staff hired through a temporary personnel agency
- DSWs who are exclusively supporting people who are self-directing their services
- Primary host/foster/family home providers
- Admin staff or supervisory staff, unless they spend 50% or more of their time doing direct support work

Agencies providing host/foster/family home arrangements did not include the primary care providers in their definition of a DSW; their data are not included in this report. However, workers who were employed by these agencies in addition to the primary care provider were counted as DSWs and their data are included in this report.

NOTES ABOUT THE SURVEY RESULTS

- When comparing results from year to year, please keep in mind that the **survey questions may have changed**.
- **Weighting** affects the NCI-AD averages but does not affect state data (see section on “Weights” for more information).

- **Consider the Ns** (number of responding provider agencies for each question); these vary by state and by question.

UNDERSTANDING KEY TERMS

In this report, you’ll see the following statistics. These brief explanations are intended to help you interpret them:

What is a **MEAN**? The mean (also known as arithmetic average) is the sum of all data entries divided by the number of entries. For example, to calculate the mean points per game by a basketball player, one adds up all the points made and divides the result by the number of games played.

What is a **MEDIAN**? The median is the value that separates the upper half of a dataset from the lower half. It can be thought of as the “middle” value. Compared to the mean, the median is less influenced by outliers (extreme values that lie far outside the pattern established by the rest of the data). Because of this, the median is sometimes a better measure of a “typical” value.

What is **STANDARD DEVIATION**? Standard deviation is a measure of how widely the data points spread. A low standard deviation indicates that the data points tend to be close to the mean; a high standard deviation indicates that the data points are more spread out.

What is **MARGIN OF ERROR**? Margin of error is used to demonstrate the relative confidence one can have that the data will accurately represent the total population. For example, if the final sample from State A has a margin of error of 5% (and a 95% confidence level), you can say that 95% of the time, the statistics from the sample are within 5 percentage points of the statistics for the total population in the state. A bigger margin of error means the results are less certain.

RESPONSE RATES

SEE [APPENDIX B](#) FOR MORE INFORMATION ON EACH STATE'S SAMPLE.

Number of Responses and Response Rates

A total of 1,232 surveys were included in this report. However, not every respondent answered every question, so we provide a 'Number of Responses' (N) figure for each state on each question.

If no questions were answered, surveys were considered invalid; They were still included in the denominator when calculating the response rate.

Surveys were deleted from the dataset, considered ineligible for analysis, and excluded from the denominator when calculating the response rate if:

- The provider agency reported that it did not provide any of the targeted service types.
- The provider agency reported that it did not employ DSWs.
- The provider agency had not been in operation for six continuous months in 2023.
- The provider agency indicated that it only uses contract DSWs and/or 1099 DSWs (and therefore does not have any DSWs on payroll).

State	Valid responses ⁴⁵	Total pop ^{6,7,8}	Response rate	Margin of error ^{9,10,11}	DSWs on payroll as of Dec. 31, 2023 at responding agencies
Colorado	108	448	24.1%	8.22%	4820
Illinois	144	385	37.4%	6.47%	49070
Indiana	359	1439	24.9%	4.48%	18832
Missouri	184	785	23.4%	6.33%	5053
Oregon	255	1410	18.1%	5.56%	6435
Wisconsin	182	1011	18.0%	6.58%	4645
Total	1232	5478			88855

⁴ There were several agencies that had similar names and identical responses. In consultation with the state, we consolidated these responses to avoid impacting state totals and averages.

⁵ Based on a variety of factors, states determined their total provider populations in different ways. Some states included all sites as separate providers, some states included all Medicaid numbers as different providers, while some states only included multiple-site providers only once (and asked those providers to respond regarding all sites in one survey).

⁶ Based on a variety of factors, states determined their total provider populations in different ways. Some states included all sites as separate providers, some states included all Medicaid numbers as different providers, while some states only included multiple-site providers only once (and asked those providers to respond regarding all sites in one survey).

⁷ Total number of providers in the state minus those reported not to provide any of the requisite service types and/or reported not employing any DSWs. If a provider did not answer any questions in the survey, left blank the question about number of DSWs, or left blank the question about types of services provided, the provider was assumed to be eligible and thus included in the "total population" (and the denominator when calculating the response rate).

⁸ There were several agencies that had similar names and identical responses. In consultation with the state, we consolidated these responses to avoid impacting state totals and averages.

⁹ Margin of error for sample based on valid responses and "total population."

¹⁰ Assuming 50% response distribution.

¹¹ Calculated using <http://www.raosoft.com/samplesize.html>

WEIGHTS

Using Weights to Calculate Overall NCI-AD Results

The 2023 NCI-AD State of the Workforce data show cross-state data weighted by each state's margin of error.

What does this mean?

- The data from states with lower margins of error contribute more weight to the NCI-AD-wide results (for example, the Average, or Median). States with higher margins of error have less effect on the overall NCI-AD-wide results.

Why do this?

- States vary in terms of the proportion of providers that submit complete survey responses. This variability affects how confident we can be that the results of the survey are representative of the state. The state's margin of error reflects this.
- The margin of error calculation comes from the number of valid responses and the total number of agencies in the state eligible for the survey, regardless of whether they received and/or completed the survey. The higher the margin of error, the less confident we can be that the results are representative of the entire state. We calculated the margin of error using a 95% confidence level.
- In calculating the NCI-AD-wide results, this approach has been demonstrated to account for the difference among states in how well their sample represents their entire population of provider agencies.
- **This weight does not affect state-specific results.**

Unless otherwise noted, all NCI-AD Averages, Medians, and Standard Deviations in this report are weighted.

CHARACTERISTICS OF RESPONDING AGENCIES

Table 1. *Does your agency ONLY support the AD population?*

State	Yes	No	N
Colorado	72.2%	27.8%	108
Illinois	65.7%	34.3%	143
Indiana	68.2%	31.8%	358
Missouri	65.2%	34.8%	184
Oregon	47.6%	52.4%	252
Wisconsin	62.1%	37.9%	182
NCI-AD Average	62.7%	37.3%	1227

Table 2. *If your agency also provides supports to other populations, can you isolate out and report separately on the wage information, vacancy rates, benefits of DSWs who work exclusively with the AD population?*

State	Yes	No	N
Colorado	33.3%	66.7%	30
Illinois	71.7%	28.3%	46
Indiana	40.2%	59.8%	112
Missouri	71.7%	28.3%	60
Oregon	41.1%	58.9%	129
Wisconsin	29.4%	70.6%	68
NCI-AD Average	45.4%	54.6%	445

NUMBERS OF DSWs ON PAYROLL BETWEEN JAN. 1 AND DEC. 31, 2023

Table 3. *How many DSWs providing support for the AD population were on your payroll as of Jan. 1, 2023?*¹²

State	0-20 DSWs ¹³	21-40 DSWs	41-60 DSWs	61+ DSWs	Mean # of DSWs	Std. deviation	Median # of DSWs	N
Colorado	53.7%	19.4%	6.5%	20.4%	39.4	56.2	18.0	108
Illinois	37.5%	15.3%	6.9%	40.3%	312.7 ¹⁴	1739.0	36.0	144
Indiana	57.3%	20.2%	7.9%	14.6%	42.0	188.2	16.0	356
Missouri	71.6%	12.0%	5.5%	10.9%	26.3	41.4	10.0	183
Oregon	64.8%	23.3%	7.1%	4.7%	21.7	38.3	16.0	253
Wisconsin	68.5%	13.3%	8.8%	9.4%	25.7	40.4	12.0	181
NCI-AD Average	60.0%	18.3%	7.3%	14.4%	61.2	575.8	15.0	1225

Table 4. *How many DSWs providing support for the AD population were on your payroll as of Dec. 31, 2023?*¹⁵

State	1-20 DSWs	21-40 DSWs	41-60 DSWs	61+ DSWs	Mean # of DSWs	Std. deviation	Median # of DSWs	N
Colorado	51.9%	14.8%	10.2%	23.1%	44.63	61.62	19.50	108
Illinois	24.3%	18.8%	6.9%	50.0%	340.76 ¹⁶	1735.45	58.00	144
Indiana	48.7%	24.5%	8.6%	18.1%	52.46	244.90	21.00	359
Missouri	70.1%	12.5%	7.1%	10.3%	27.46	44.25	10.00	184
Oregon	60.8%	23.9%	8.6%	6.7%	25.24	57.91	17.00	255
Wisconsin	67.6%	14.3%	9.3%	8.8%	25.52	38.88	12.00	182
NCI-AD Average	54.2%	20.3%	8.4%	17.0%	68.93	582.38	19.00	1232

¹² Based on a variety of factors, states determined their total provider populations in different ways. For large agencies with multiple sites, some states included all sites as separate providers while some states only included multiple-site providers only once (and asked those providers to respond regarding all sites in one survey).

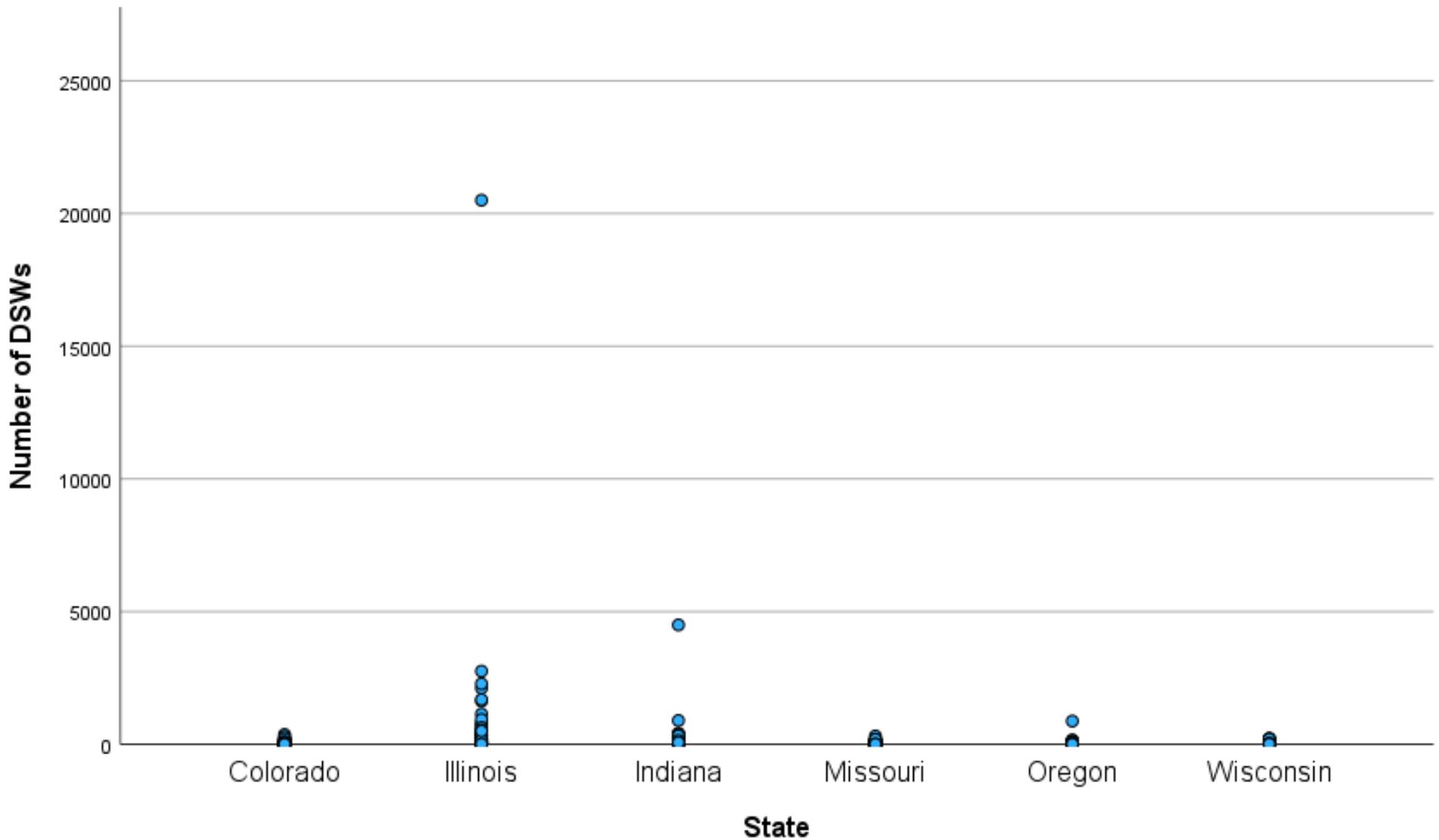
¹³ Table includes 66 cases that indicated that they had zero (0) DSWs on payroll on Jan. 1, 2023.

¹⁴ One agency in Illinois reported 20,200 DSWs as of Jan. 1, 2023. Upon consultation with the state, it was determined that this number was accurate.

¹⁵ Based on a variety of factors, states determined their total provider populations in different ways. For large agencies with multiple sites, some states included all sites as separate providers while some states only included multiple-site providers only once (and asked those providers to respond regarding all sites in one survey).

¹⁶ One agency in Illinois reported 20,500 DSWs as of Dec. 31, 2023. Upon consultation with the state, it was determined that this number was accurate.

Figure 1. **Spread of agency size on Dec. 31, 2023 (based on number of DSWs). Each circle represents one responding agency.** Provider agencies in Colorado, for example, are, as a whole, smaller, whereas Illinois¹⁷ has a broader range of agency sizes.



¹⁷ One agency in Illinois reported 20,500 DSWs as of Dec. 31, 2023. Upon consultation with the state, it was determined that this number was accurate.

Table 5. **Percentage of agencies that reported changes over 10% in number of DSWs on payroll from Jan. 1 to Dec. 31, 2023**

State	Number of DSWs increased more than 10% from Jan to Dec 2023	Number of DSWs stayed within + or - 10% of same from Jan to Dec 2023	Number of DSWs decreased more than 10% from Jan to Dec 2023	N
Colorado	34.3%	52.8%	13.0%	108
Illinois	59.0%	31.9%	9.0%	144
Indiana	49.4%	41.0%	9.6%	356
Missouri	25.1%	56.8%	18.0%	183
Oregon	32.0%	59.3%	8.7%	253
Wisconsin	21.5%	60.2%	18.2%	181
NCI-AD Average	39.1%	49.2%	11.8%	1225

Table 6. **How many members of the AD population were enrolled in or approved for residential, in-home, and/or non-residential services from your agency on Jan. 1, 2023?** (Percentage of responding agencies with people enrolled in or approved for residential, in-home and/or non-residential services¹⁸...)

State	0 people	1-10 people	11-20 people	21-50 people	51-99 people	100-499 people	500-999 people	1000+ people	Mean # of people ¹⁹	Std. deviation	Median # of people ⁹	N
Colorado	4.7%	28.3%	16.0%	19.8%	17.0%	14.2%	0.0%	0.0%	50.8	71.6	22.5	106
Illinois	6.8%	15.2%	8.3%	17.4%	18.2%	24.2%	6.1%	3.8%	443.7 ²⁰	2958.6	53.5	132
Indiana	13.1%	26.2%	14.8%	23.9%	11.4%	9.7%	0.3%	0.6%	53.6	263.5	20.0	351
Missouri	3.3%	32.4%	22.5%	22.0%	7.7%	11.5%	0.0%	0.5%	45.9	101.5	16.5	182
Oregon	6.8%	35.7%	11.2%	29.3%	14.9%	1.6%	0.4%	0.0%	27.1	45.1	16.0	249
Wisconsin	0.6%	47.5%	13.4%	24.0%	8.4%	6.1%	0.0%	0.0%	26.5	39.8	12.0	179
NCI-AD Average	7.7%	30.9%	14.4%	23.9%	12.2%	9.4%	0.8%	0.6%	80.8	939.5	19.0	1199

¹⁸ Table includes 84 agencies that reported serving zero (0) people from the AD population on Jan. 1, 2023.

¹⁹ Enrolled in or approved for residential, in-home, and/or non-residential services.

²⁰ One agency in Illinois reported 34,000 members of the AD population were enrolled in, approved for residential, in-home and/or non-residential services on Jan. 1, 2023.

Table 7. **How many members of the AD population were enrolled in or approved for residential, in-home, and/or non-residential services from your agency on Dec. 31, 2023?** (Percentage of responding agencies with people enrolled in or approved for residential, in-home and/or non-residential services...)

State	0 people ²¹	1-10 people	11-20 people	21-50 people	51-99 people	100-499 people	500-999 people	1000+ people	Mean # of people	Std. deviation	Median # of people ²²	N
Colorado	1.9%	27.6%	16.2%	21.0%	15.2%	18.1%	0.0%	0.0%	55.6	76.4	23.0	105
Illinois	0.0%	11.3%	7.5%	22.6%	17.3%	30.1%	6.0%	5.3%	553.7 ²³	3037.1	68.0	133
Indiana	2.0%	30.1%	17.5%	25.8%	12.9%	10.9%	0.3%	0.6%	60.6	291.4	21.0	349
Missouri	4.4%	34.1%	19.8%	20.9%	8.8%	11.5%	0.0%	0.5%	48.0	130.8	16.0	182
Oregon	6.6%	36.2%	9.9%	29.6%	15.6%	1.6%	0.0%	0.4%	29.8	71.8	18.0	243
Wisconsin	3.9%	42.8%	16.7%	21.1%	10.0%	5.6%	0.0%	0.0%	26.7	38.3	12.0	180
NCI-AD Average	3.3%	31.6%	15.1%	24.7%	13.1%	10.7%	0.7%	0.9%	95.8	977.8	21.0	1192

Table 8. **Percentage of agencies that reported changes of more than 10% in number of members of the AD population enrolled or approved for²⁴ services between Jan. 1 and Dec. 31, 2023²⁵**

State	Number ²⁶ increased by more than 10% from Jan to Dec 2023	Number stayed within 10% above or below between Jan to Dec 2023	Number decreased by more than 10% from Jan to Dec 2023	N
Colorado	31.4%	51.4%	17.1%	105
Illinois	58.0%	31.3%	10.7%	131
Indiana	41.5%	46.4%	12.0%	349
Missouri	20.3%	57.7%	22.0%	182
Oregon	20.2%	66.3%	13.6%	243
Wisconsin	15.7%	66.3%	18.0%	178
NCI-AD Average	31.9%	53.5%	14.7%	1188

²¹ 40 agencies reported providing supports to zero (0) people on Dec. 31, 2023. Those agencies are included in this table.

²² Enrolled in or approved for residential, in-home, and/or non-residential services.

²³ One agency in Illinois reported 33,000 members of the AD population were enrolled in, approved for residential, in-home and/or non-residential services on Dec 31, 2023.

²⁴ This wording aims to capture people who were enrolled or approved for services but who may not have been receiving services due to COVID-19 protocols.

²⁵ Table includes 17 agencies that reported serving zero (0) people from the AD population on Jan. 1, 2023, and also reported serving 0 people from the AD population on Dec 31, 2023.

²⁶ Number of people from the AD population enrolled in or approved for services.

DSW DEMOGRAPHICS

Table 9. *Within all reporting agencies in the state, the average percent of DSWs on the payroll as of Dec. 31, 2023, identifying as each race/ethnicity*

State	American Indian or Alaska Native	Asian ¹²⁷	Black or African American	Pacific Islander ²⁸	White	Hispanic/Latinx ²⁹	More than one race/ethnicity	Other	Don't know	N
Colorado	0.2%	11.3%	18.2%	0.2%	28.9%	17.1%	2.5%	1.1%	20.4%	104
Illinois	0.3%	8.6%	44.7%	0.6%	26.7%	13.6%	0.9%	1.3%	3.2%	139
Indiana	0.1%	1.6%	50.2%	0.0%	34.2%	3.6%	1.4%	0.8%	8.1%	355
Missouri	0.0%	0.8%	53.2%	0.3%	37.8%	0.7%	1.0%	0.6%	5.6%	184
Oregon	1.1%	8.1%	12.5%	1.9%	40.0%	12.2%	2.1%	1.0%	21.1%	248
Wisconsin	2.0%	2.8%	22.9%	0.2%	59.3%	2.8%	1.1%	0.4%	8.4%	182
NCI-AD Average	0.6%	4.3%	36.8%	0.5%	38.1%	6.7%	1.5%	0.8%	10.7%	1212

Table 10. *Of all reporting agencies in the state, the average percent of DSWs on the payroll as of Dec. 31, 2023, identifying as each gender identity*

State	Male	Female	Don't know	N
Colorado	18.7%	71.2%	10.1%	104
Illinois	15.6%	83.7%	0.8%	139
Indiana	15.7%	81.1%	3.2%	353
Missouri	13.4%	85.0%	1.6%	184
Oregon	19.4%	70.2%	10.4%	249
Wisconsin	18.7%	77.4%	3.9%	181
NCI-AD Average	16.7%	78.6%	4.7%	1210

²⁷ Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or Other Asian.

²⁸ Native Hawaiian, Guamanian or Chamorro, Samoan, or Other Pacific Islander.

²⁹ Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or Other Spanish/Hispanic/Latinx.

SUPPORTS PROVIDED AND NUMBER OF THE AD POPULATION RECEIVING SERVICES AS OF DEC. 31, 2023

In-home Supports are supports provided to a person in a home or apartment that is not owned or operated by the agency. This includes:

- *Supports provided to a person in their own private home or apartment, or a private home/apartment they live in with their family (only if their home or apartment is not owned or operated by the agency).*
- *Respite services provided to a person in their own private home or apartment, or a private home/apartment they live in with their family (only if their home or apartment is not owned or operated by the agency).*
- *This category can include homemaker/personal care services or companionship services.*

Residential Supports are supports provided to a person in a home or apartment that is owned or operated by the agency. **Note:** Residential supports include residential services delivered to people who DO NOT live in their family's home or their own private home/apartment which they rent or own. If the service recipient holds a lease with the provider agency, this is considered a residential support or service. Nursing homes are not included. Residential supports include:

- *24-hour supports such as Assisted Living.*
- *Host home or foster home services.*
- *Residential respite.*

Non-residential Supports are supports provided in a day program, community program, or work setting. This includes:

- *Adult day services.*
- *Community supports such as supports provided to assist a person to participate in community activities.*
- *Skills training or skills development to support a person to self-sustain in the community.*

Table 11. **Number of service types provided — residential, in-home, and/or non-residential**

State	1 Type	2 Types	All 3 Types	N
Colorado	76.9%	15.7%	7.4%	108
Illinois	86.8%	8.3%	4.9%	144
Indiana	67.0%	19.6%	13.4%	358
Missouri	68.5%	23.9%	7.6%	184
Oregon	81.6%	14.9%	3.5%	255
Wisconsin	63.2%	27.5%	9.3%	182
NCI-AD Average	72.4%	18.8%	8.8%	1231

Notes: Missing data for a service type was treated as 'Does not provide this type' for this calculation. Agencies that did not report providing at least one service type were excluded from this table (1 case)

Table 12. **Does your agency provide residential supports, in-home supports and/or non-residential supports to the AD population as of Dec. 31, 2023?** (Categories are not mutually exclusive)

State	Provides In-home Supports	Provides Residential Supports	Provides Non-residential Supports	N
Colorado	69.4%	40.7%	20.4%	108
Illinois	90.3%	9.7%	18.1%	144
Indiana	88.3%	32.9%	24.8%	359
Missouri	75.0%	37.5%	26.6%	184
Oregon	21.6%	86.3%	14.1%	255
Wisconsin	56.0%	63.7%	26.4%	182
NCI-AD Average	67.5%	46.7%	22.0%	1232

Notes: Missing data for a service type was treated as 'Does not provide this type' for this calculation. Agencies that did not report providing at least one of the three service types were excluded from this table (1 case)

Table 13. *Percentage of agencies that turned away or stopped accepting new service referrals in 2023 due to DSW staffing issues*

State	Percent	N
Colorado	39.3%	107
Illinois	16.0%	144
Indiana	27.5%	357
Missouri	35.9%	184
Oregon	16.5%	254
Wisconsin	50.5%	182
NCI-AD Average	28.8%	1228

Table 14. *Agency type*

State	Private for-profit agency	Private nonprofit agency	State/county government	Other government	N
Colorado	85.8%	11.3%	0.9%	1.9%	106
Illinois	81.8%	17.5%	0.7%	0.0%	143
Indiana	86.8%	8.3%	5.2%	0.6%	348
Missouri	76.0%	14.9%	10.3%	0.6%	175
Oregon	84.7%	10.9%	4.0%	2.4%	248
Wisconsin	82.3%	15.5%	0.0%	2.2%	181
NCI-AD Average	83.8%	11.8%	4.2%	1.2%	1201

TURNOVER RATIO

Each agency's turnover ratio is calculated as:

(Total separated DSWs in past year) divided by (Total DSWs on payroll as of Dec. 31, 2023).

The state turnover ratio is an average of the turnover ratios of agencies in each state.

The turnover ratio in this report is a point-in-time indicator. The denominator (Total DSWs on payroll at each agency) is taken from a specific point in time: Dec. 31, 2023. It differs from turnover rate calculations that use the average number of people employed at each agency across 12 months as the denominator.

Some agencies reported turnover ratios that exceed 100%. This means that the number of DSWs that separated from the agency payroll in 2023 was greater than the number of DSWs employed as of Dec. 31, 2023.

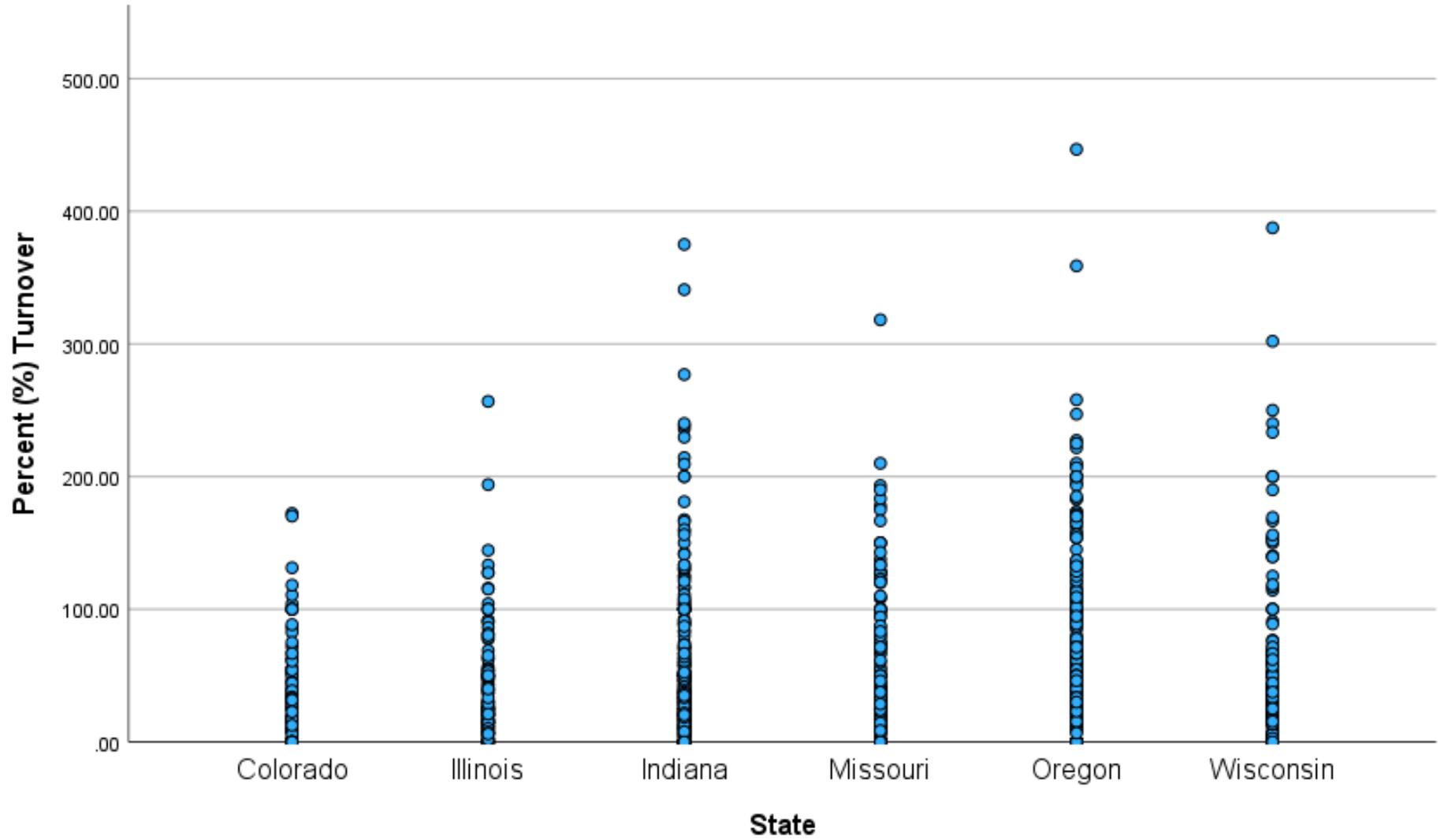
High turnover may be related to a number of factors, including agency downsizing (reducing the number of people served or closing sites).

Table 15. **Turnover Ratios³⁰ for DSWs in 2023 (as of Dec. 31, 2023)**

State	Mean	Median	Std. Deviation	Minimum	Maximum	N
Colorado	33.4%	23.9%	37.3%	0.0%	172.2%	104
Illinois	36.4%	23.4%	40.2%	0.0%	256.7%	138
Indiana	44.7%	29.7%	54.0%	0.0%	375.0%	350
Missouri	46.1%	27.1%	53.4%	0.0%	318.2%	184
Oregon	63.8%	45.2%	68.5%	0.0%	446.7%	246
Wisconsin	48.0%	33.3%	60.3%	0.0%	387.5%	178
NCI-AD Average	47.8%	30.8%	56.8%	0.0%	446.7%	1200

³⁰ This is called a *Turnover Ratio* to better distinguish it from calculations that use different denominators. Agencies were included if they reported the length of tenure of all DSWs reported employed as of Dec. 31, 2023 (or left it blank). 5 agencies with a turnover ratio over 500% were excluded.

Figure 2. Spread of agency turnover ratios in each state in 2023



TENURE (LENGTH OF EMPLOYMENT) OF DSWs

To calculate tenure, the number of DSWs employed in each agency for less than 6 months is divided by the total number of DSWs employed as of Dec. 31, 2023. This created an agency-wide percentage of DSWs employed less than 6 months. We then calculated the average agency percentage for each state. The same was done for DSWs employed between 6-12 months, those employed for 12+ months, etc.

Table 16. Tenure Among DSWs Employed as of Dec. 31, 2023³¹ *Percentage of agencies' DSWs who have been on the payroll...*

State	Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months	Total DSWs on payroll ³²	N
Colorado	18.3%	21.4%	19.2%	11.6%	29.5%	4582	105
Illinois	23.2%	24.2%	23.1%	10.2%	19.3%	46873	136
Indiana	26.3%	25.1%	18.9%	9.6%	20.1%	18511	350
Missouri	15.9%	14.1%	21.5%	14.2%	34.2%	5053	184
Oregon	22.5%	20.3%	20.5%	10.4%	26.4%	6286	250
Wisconsin	14.9%	16.9%	16.4%	12.1%	39.7%	4572	180
NCI-AD Average	21.8%	21.2%	19.7%	10.9%	26.4%	85877	1205

Table 17. Tenure Among Separated DSW Employees (Left Between Jan. 1 and Dec. 31, 2023)³³ *Percentage of DSWs who separated between Jan. 1 and Dec. 31, 2023, who were on the payroll...*

State	Less than 6 months	6-12 months	12-24 months	24-36 months	36+ months	N ³⁴	% of agencies reporting at least 1 DSW separation in 2023	Total # separated DSWs ³⁵	# of agencies with data on number of separations ³⁶
Colorado	43.6%	26.3%	14.4%	8.9%	6.9%	76	73.8%	1606	103
Illinois	49.7%	24.0%	12.4%	6.0%	7.9%	113	85.6%	12654	132
Indiana	48.8%	28.8%	13.4%	3.6%	5.2%	279	80.9%	9332	345
Missouri	42.0%	23.0%	14.4%	8.5%	12.2%	137	74.5%	2909	184
Oregon	50.7%	23.4%	13.6%	5.3%	7.0%	187	77.0%	5307	243
Wisconsin	46.9%	22.0%	14.0%	5.9%	11.1%	135	76.7%	2227	176
NCI-AD Average	47.9%	25.5%	13.6%	5.4%	7.6%	927	78.7%	34035	1183

³¹ Only includes agencies that provided both the total number of DSWs employed as of Dec. 31, 2023, and the tenure of those DSWs. State tenure rates are an average of all cases in the state.

³² Only includes the number of DSWs reported by respondents that also reported the tenure of those DSWs.

³³ This table only includes agencies that provided information on both the total number of separated DSWs and the tenure of those separated DSWs. State tenure rates are an average of all cases in the state. Tenure calculations do not include cases with zero (0) separations in the denominator.

³⁴ N only includes those agencies who reported at least one DSW separation and also provided the tenure of all separated DSWs.

³⁵ Only includes the number of separated DSWs reported by respondents that also reported the tenure of those DSWs.

³⁶ Unlike the columns regarding tenure of separated DSWs, this column includes agencies that only reported number of separated DSWs but did not include tenure of those DSWs. If the agency left blank the question about number of separated DSWs, they were not included in this total.

SEPARATIONS

Table 18. *Circumstances Under Which Separation Occurred (for Separated DSW Employees that Left Between Jan. 1 and Dec. 31, 2023)*
Percentage of total separations between Jan. 1 and Dec. 31, 2023

State	Voluntary separation	Employment was terminated ³⁷	Laid off ³⁸	Don't know	N ³⁹
Colorado	78.5%	11.9%	3.1%	6.5%	75
Illinois	75.4%	18.2%	1.1%	5.3%	111
Indiana	69.1%	20.3%	3.9%	6.8%	279
Missouri	82.9%	6.3%	6.8%	3.9%	137
Oregon	66.8%	24.3%	0.5%	8.4%	186
Wisconsin	70.9%	20.3%	3.4%	5.4%	134
NCI-AD Average	71.8%	18.6%	3.2%	6.4%	922

³⁷ Due to performance issues or violation of agency policy.

³⁸ DSWs were terminated because their position was eliminated.

³⁹ Does not include agencies that noted "0" DSW separations in 2023 or agencies that did not provide data on reasons for separation.

FULL-TIME AND PART-TIME WORKFORCE

Table 19. *The percentage of responding agencies that distinguish between full- and part-time DSWs*

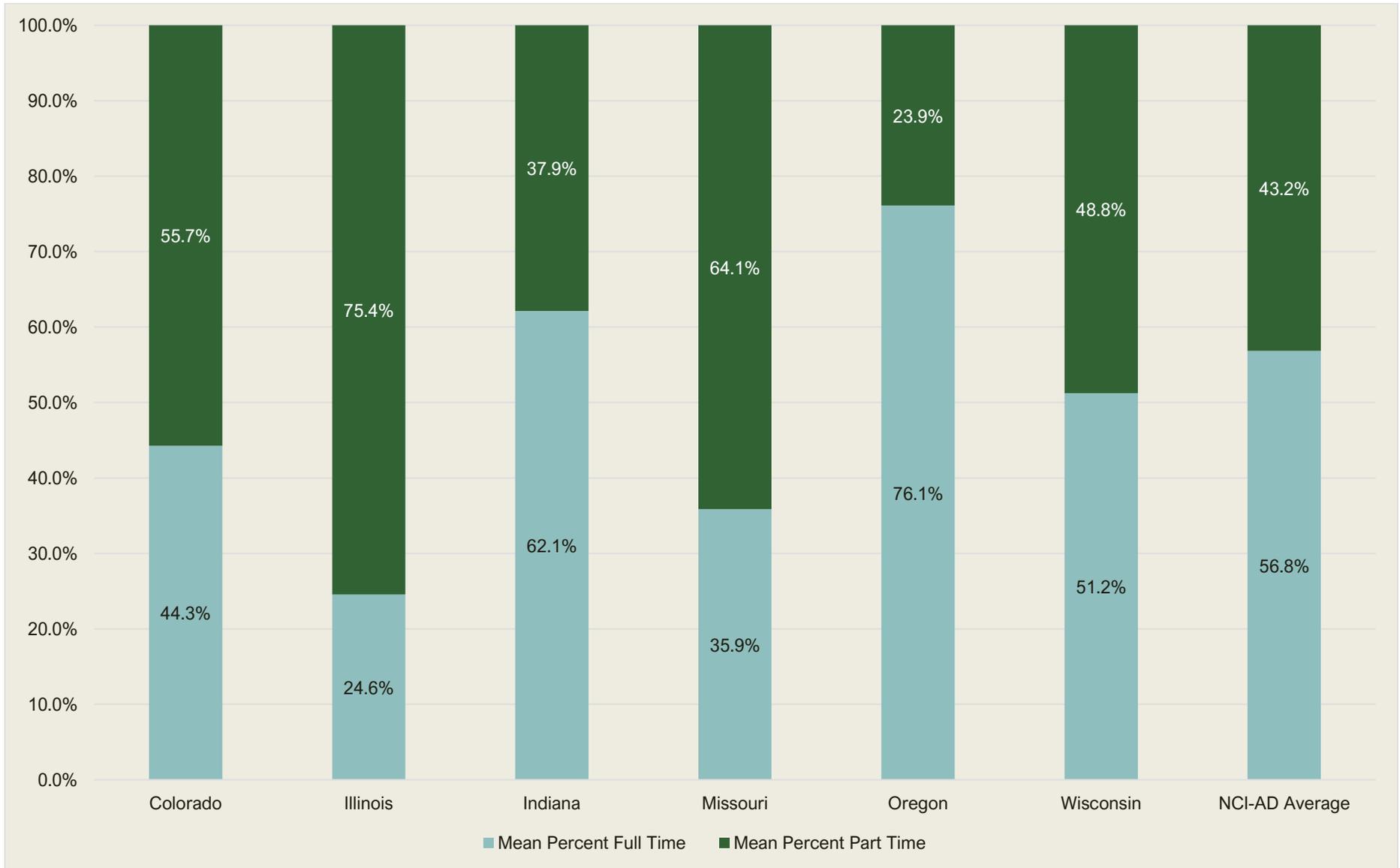
State	Distinguish between full- and part-time DSWs	N
Colorado	48.6%	107
Illinois	54.9%	144
Indiana	61.0%	359
Missouri	53.3%	184
Oregon	70.9%	254
Wisconsin	59.3%	182
NCI-AD Average	60.5%	1230

Table 20. *Average percentage of agency DSWs that are full-time and part-time.*⁴⁰

State	Mean percentage that are full-time	Mean percentage that are part-time	N
Colorado	44.3%	55.7%	51
Illinois	24.6%	75.4%	77
Indiana	62.1%	37.9%	218
Missouri	35.9%	64.1%	98
Oregon	76.1%	23.9%	179
Wisconsin	51.2%	48.8%	108
NCI-AD Average	56.8%	43.2%	731

⁴⁰ Only includes agencies that reported differentiating between full- and part-time DSWs and agencies that reported number of full-time and number of part-time DSWs (or reported "0").

Figure 3. Average Percentage of Agency Workforce That Is Full-/Part-Time⁴¹



⁴¹ Includes agencies that reported differentiating between full- and part-time DSWs and agencies that reported number of full-time and number of part-time DSWs (or reported "0").

VACANCY RATES

Agency vacancy rates are calculated as follows:

Vacant full-time or part-time direct service positions **divided by** total number of full-time or part-time direct service positions as of Dec. 31, 2023.

Agencies with no available full-time or part-time positions (filled and/or vacant) were assigned a vacancy rate of 0%.

Table 21. **Average full-time and part-time DSW vacancy rates (as of Dec. 31, 2023)**⁴²

State	Full-time vacancy rate	Full-time vacancy rate N	Part-time vacancy rate	Part-time vacancy rate N
Colorado	6.9%	51	9.0%	50
Illinois	7.8%	74	6.0%	75
Indiana	7.1%	215	6.9%	214
Missouri	7.4%	97	7.2%	97
Oregon	9.8%	174	7.0%	173
Wisconsin	11.8%	106	14.5%	102
NCI-AD Average	8.4%	717	7.9%	711

⁴² The table on vacancy rates includes only those provider agencies that indicated they differentiated between full-time and part-time employees. This is a point-in-time vacancy rate, not cumulative or an average across the year. Vacancy rates are calculated as follows: Vacant full-time or part-time positions divided by total number of full-time or part-time direct service positions as of Dec. 31, 2023. If an agency did not have full-time or part-time positions, they were considered to have 0% vacancy rate and were included in the denominator.

HOURLY WAGES⁴³

These tables do not take into consideration the size of each agency when determining the average wage in the state, and each agency's average wage contributes equally to the state average. This set of wage tables demonstrates the average starting wage (average hourly wage paid to new DSWs), the median starting wage, as well as the minimum and maximum starting hourly wages paid by provider agencies. The tables also demonstrate the average wage (the average hourly wage paid to all DSWs regardless of how long they've been working), median wage and the minimum and maximum hourly wages paid by provider agencies.

Table 22. **Average Hourly Wage⁴⁴ - All DSWs⁴⁵**

State	State Min. Wage ⁴⁶ (\$)	Average Hourly Wage (\$)	Std. Deviation (\$)	Median Hourly Wage (\$)	Minimum Average Hourly Wage (\$)	Maximum Average Hourly Wage (\$)	N
Colorado	13.65	17.77	1.64	17.49	15.00	22.10	98
Illinois	13.00 ⁴⁷	16.95 ⁴⁸	1.21	17.00	13.00	20.00	142
Indiana	7.25	15.29	2.27	15.00	10.00	28.75	333
Missouri	12.00	14.55	2.21	14.50	10.00	25.00	175
Oregon	14.20	18.81	2.10	18.50	14.41	27.00	234
Wisconsin	7.25	15.47	2.68	15.00	8.00	26.44	168
NCI-AD Average	Federal: \$7.25	16.27	2.65	16.00	8.00	28.75	1150

⁴³ For all wage tables, we deleted all values of \$0, <\$5 and greater than or equal to \$30.

⁴⁴ For all wage tables, values of \$0, <\$5 and >= \$30 were excluded. If agency only offers one type of service and didn't provide an overall average wage, the average wage reported for that one service replaced the missing overall average wage.

⁴⁵ Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan. 1, 2023, to Dec. 31, 2023.

⁴⁶ <https://www.dol.gov/whd/state/stateMinWageHis.htm>. PLEASE NOTE: Within states, minimum wages vary by location. The minimum wage provided here is statewide.

⁴⁷ Illinois had a state minimum wage in effective of \$13.00 as of Jan. 1, 2023. The City of Chicago sets a separate minimum wage for different categories of employers and workers. Effective July 1, 2023, Chicago minimum wage was set at \$15.80 (previously \$15.40) for employers with 21 or more employees (including all domestic workers, regardless of the number employed) and \$15.00 (previously \$14.50) for employers with 4 to 20 employees. Links:

- <https://bit.ly/3Y1NUFg>
- <https://bit.ly/3R405mp>

⁴⁸ In June 2023, the Illinois General Assembly set a \$17.00 minimum wage for DSWs providing services under the Illinois Department on Aging's Community Care Program, effective Jan. 1, 2024. While this wage increase did not take effect in 2023, providers raised rates in the second part of the year in preparation for the Jan. 1, 2024, effective date.

Table 23. **Percentage of Respondents Paying an Average Hourly Wage Above or Below the State Minimum Wage**^{49,50}

State	State Min. Wage ⁵¹ (\$)	More than 50¢ below ⁵²	Within 50¢ of the state min. wage	Up to 20% above	21%-40% above	41%-60% above	61%-80% above	81%-100% above	More than 100% above	N
Colorado	13.65	0.0%	0.0%	18.4%	66.3%	12.2%	3.1%	0.0%	0.0%	98
Illinois	13.00 ⁵³	0.0%	0.7%	11.3%	77.5%	10.6%	0.0%	0.0%	0.0%	142
Indiana	7.25	0.0%	0.0%	0.0%	0.3%	1.2%	13.5%	20.1%	64.9%	333
Missouri	12.00	4.0%	16.0%	29.1%	36.0%	11.4%	2.9%	0.0%	0.6%	175
Oregon	14.20	0.0%	0.4%	21.8%	43.2%	29.9%	4.3%	0.4%	0.0%	234
Wisconsin	7.25	0.0%	0.0%	0.6%	3.6%	4.2%	9.5%	17.3%	64.9%	168
NCI-AD Average	Federal: 7.25	0.5%	2.3%	10.8%	26.6%	10.6%	7.6%	9.6%	31.9%	1150

⁴⁹ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. If agency only offers one type of service and didn't provide an overall average wage, the average wage reported for that one service replaced the missing overall average wage.

⁵⁰ Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan 1 to Dec 31, 2023.

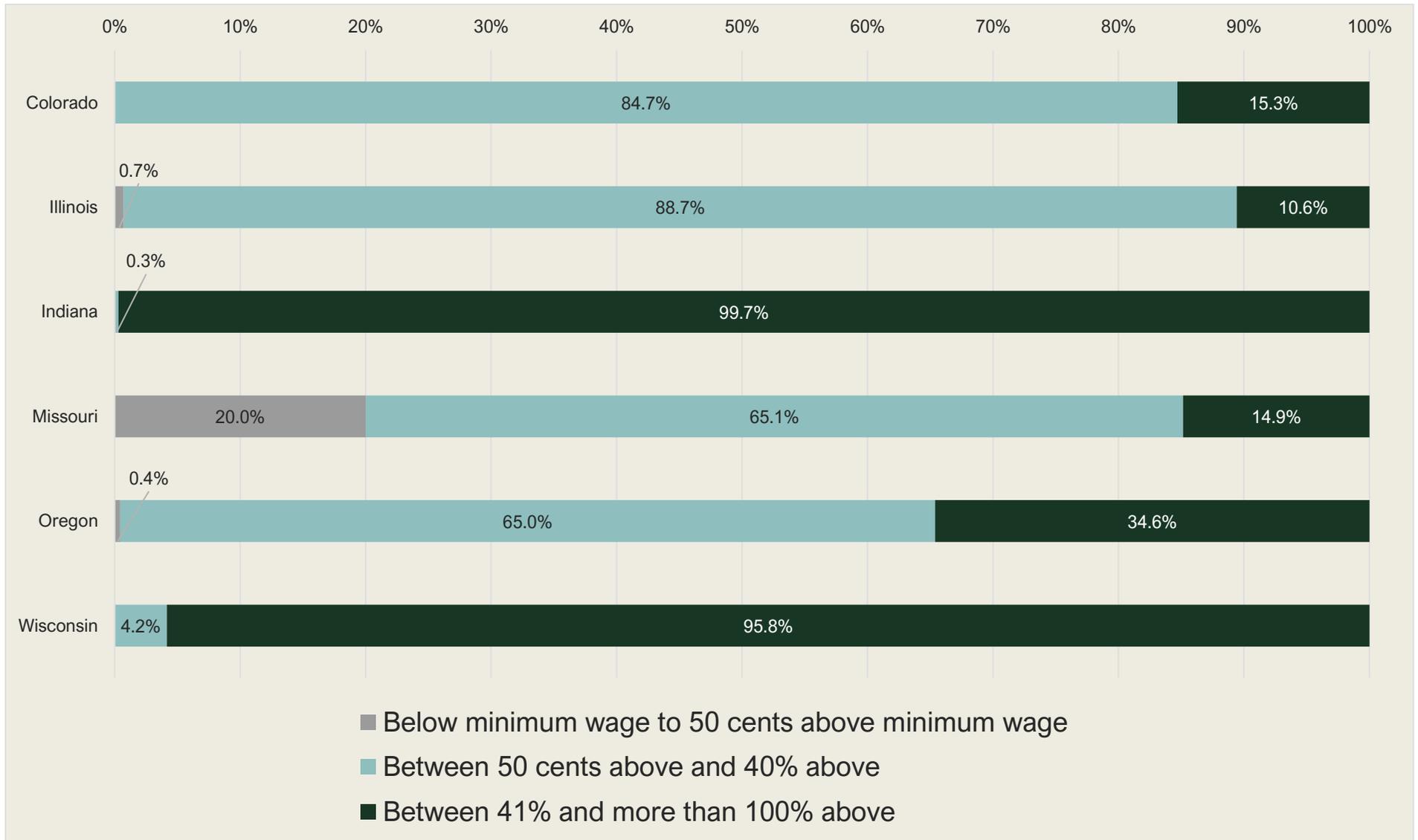
⁵¹ <https://www.dol.gov/whd/state/stateMinWageHis.htm>. PLEASE NOTE: Within states, minimum wages vary by location. The minimum wage provided here is statewide.

⁵² More information is needed to examine why agencies may have reported paying more than 50 cents below the minimum wage. Possible explanations could be recent changes in minimum wage laws, different minimum wages across the state.

⁵³ Illinois had a state minimum wage in effective of \$13.00 as of Jan. 1, 2023. The City of Chicago sets a separate minimum wage for different categories of employers and workers. Effective July 1, 2023, Chicago minimum wage was set at \$15.80 (previously \$15.40) for employers with 21 or more employees (including all domestic workers, regardless of the number employed) and \$15.00 (previously \$14.50) for employers with 4 to 20 employees. Links:

- <https://bit.ly/3YINUFg>
- <https://bit.ly/3R405mp>

Figure 4. Relationship Between State Minimum Wage and Average Hourly Wages Reported by Provider Agencies⁵⁴



⁵⁴ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. NEW for 2023: if agency only offers one type of service and didn't provide an overall average wage, the average wage reported for that one service replaced the missing overall average wage. PLEASE NOTE: Within states, minimum wages vary by location. The minimum wage referenced here is statewide.

Table 24. **Percentage of Respondents Paying an Average Hourly Wage Above/Below the State Living Wage^{55,56}**

State	State Living Wage ⁵⁷ (\$)	More than 50¢ below ⁵⁸	Within 50¢ of the state living wage	Up to 20% above	21%-40% above	N
Colorado	25.47	100.0%	0.0%	0.0%	0.0%	98
Illinois	23.56	100.0%	0.0%	0.0%	0.0%	142
Indiana	20.81	98.2%	0.0%	0.6%	1.2%	331
Missouri	20.87	99.4%	0.0%	0.6%	0.0%	175
Oregon	25.16	99.6%	0.0%	0.4%	0.0%	232
Wisconsin	20.96	98.8%	0.0%	0.6%	0.6%	168
NCI-AD Average	--	99.0%	0.0%	0.5%	0.5%	1146

Table 25. **Average Starting Hourly Wage⁵⁹ Paid by Responding Agencies – All DSWs**

State	Average Starting Hourly Wage (\$)	Std. Deviation (\$)	Median Starting Hourly Wage (\$)	Minimum Average Starting Hourly Wage (\$)	Maximum Average Starting Hourly Wage (\$)	N
Colorado	17.49	1.77	17.08	15.00	25.00	104
Illinois	16.71	1.26	16.92	13.00	20.00	143
Indiana	14.85	2.21	15.00	9.00	28.75	342
Missouri	14.06	2.04	14.00	10.00	25.00	179
Oregon	18.00	2.01	18.00	13.50	24.00	237
Wisconsin	14.66	2.37	15.00	8.00	20.00	169
NCI-AD Average	15.72	2.53	15.50	8.00	28.75	1174

⁵⁵ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. If agency only offers one type of service and didn't provide an overall average wage, the average wage reported for that one service replaced the missing overall average wage.

⁵⁶ Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan 1 to Dec 31, 2023.

⁵⁷ <https://livingwage.mit.edu/> PLEASE NOTE: Within states, the living wage can vary by location. The living wage provided here is statewide.

⁵⁸ More information is needed to examine why agencies may have reported paying more than 50 cents below the minimum wage. Possible explanations could be recent changes in minimum wage laws, different minimum wages across the state.

⁵⁹ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. If agency only offers one type of service and didn't provide an overall starting wage, the starting wage reported for that one service replaced the missing overall starting wage. Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan. 1 to Dec. 31, 2023.

Table 26. **Wages⁶⁰ Paid by Responding Agencies – DSWs Providing Residential Supports**

State	Avg. Starting Hourly Wage (\$)	Std. Deviation (\$)	Median Starting Hourly Wage (\$)	Min. Avg. Starting Hourly Wage (\$)	Max. Avg. Starting Hourly Wage (\$)	N	Avg. Hourly Wage (\$)	Std. Deviation (\$)	Median Hourly Wage (\$)	Min. Avg. Hourly Wage (\$)	Max. Avg. Hourly Wage (\$)	N
Colorado	16.87	1.59	17.00	15.00	20.00	37	17.44	1.70	17.00	15.00	22.10	35
Illinois	17.32	0.89	17.00	15.50	19.00	11	17.27	1.03	17.00	15.50	20.00	11
Indiana	15.48	2.49	15.00	10.00	27.00	104	15.80	2.41	15.00	10.00	28.00	93
Missouri	14.05	1.89	14.00	11.00	20.00	60	14.72	2.30	14.65	11.00	20.00	56
Oregon	18.20	2.18	18.00	13.50	24.75	168	19.01	2.21	19.00	14.75	27.00	163
Wisconsin	14.89	2.21	15.00	10.00	20.00	93	15.38	2.54	15.00	10.00	22.00	93
NCI-AD Average	16.32	2.70	16.00	10.00	27.00	473	16.92	2.86	17.00	10.00	28.00	451

Table 27. **Wages⁶¹ Paid by Responding Agencies – DSWs Providing In-Home Supports**

State	Avg. Starting Hourly Wage (\$)	Std. Deviation (\$)	Median Starting Hourly Wage (\$)	Min. Avg. Starting Hourly Wage (\$)	Max. Avg. Starting Hourly Wage (\$)	N	Avg. Hourly Wage (\$)	Std. Deviation (\$)	Median Hourly Wage (\$)	Min. Avg. Hourly Wage (\$)	Max. Avg. Hourly Wage (\$)	N
Colorado	17.42	1.40	17.29	15.00	21.00	67	17.54	2.01	17.52	6.72	22.00	64
Illinois	16.69	1.11	16.50	13.00	20.00	120	17.00	1.04	17.00	13.00	20.00	118
Indiana	14.69	1.96	15.00	10.00	28.75	286	15.09	2.08	15.00	6.40	28.75	277
Missouri	13.83	1.79	14.00	10.00	20.00	127	14.19	1.90	14.00	10.00	20.00	127
Oregon	18.61	1.95	18.00	15.00	23.00	44	19.50	2.21	19.00	15.66	25.00	41
Wisconsin	14.58	2.05	15.00	8.00	18.00	83	15.12	2.32	15.00	8.00	20.00	84
NCI-AD Average	15.24	2.25	15.00	8.00	28.75	727	15.63	2.39	15.25	6.40	28.75	711

⁶⁰ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan. 1 to Dec. 31, 2023.

⁶¹ For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan. 1 to Dec. 31, 2023.

Table 28. **Wages⁶² Paid by Responding Agencies – DSWs Providing Non-Residential Supports**

State	Avg. Starting Hourly Wage (\$)	Std. Deviation (\$)	Median Starting Hourly Wage (\$)	Min. Avg. Starting Hourly Wage (\$)	Max. Avg. Starting Hourly Wage (\$)	N	Avg. Hourly Wage (\$)	Std. Deviation (\$)	Median Hourly Wage (\$)	Min. Avg. Hourly Wage (\$)	Max. Avg. Hourly Wage (\$)	N
Colorado	18.61	1.78	19.00	15.00	21.30	21	18.93	1.59	19.00	16.00	22.00	21
Illinois	16.46	1.60	16.75	13.00	20.00	21	16.94	1.67	17.00	13.91	20.00	22
Indiana	14.93	1.88	15.00	10.00	20.00	78	15.41	1.82	15.00	11.00	20.00	69
Missouri	14.58	2.50	14.75	10.35	25.00	42	14.95	2.76	15.00	10.00	25.00	43
Oregon	18.62	2.44	18.00	15.00	23.00	26	19.59	2.53	19.00	15.00	25.00	26
Wisconsin	15.19	2.24	15.00	10.00	20.00	43	16.21	2.86	16.00	11.00	26.44	44
NCI-AD Average	15.69	2.53	15.00	10.00	25.00	231	16.32	2.74	16.00	10.00	26.44	225

⁶² For all wage tables, values of \$0, <\$5 and greater than or equal to \$30 were deleted. Overtime wages and wage bonuses not included. Does not include DSWs hired through a temp agency, contract DSWs, 1099 DSWs, On-Call or PRN DSWs or primary host-home/foster-care providers. Refers to the period of Jan. 1 to Dec. 31, 2023.

Table 29. *Agency uses different pay scales for full-time DSWs and part-time DSWs*^{63,64}

State	Percent	N
Colorado	3.9%	51
Illinois	2.5%	79
Indiana	6.4%	219
Missouri	10.2%	98
Oregon	6.2%	178
Wisconsin	10.3%	107
NCI-AD Average	6.8%	732

Table 30. *Agency uses different pay scales for DSWs who can communicate in languages other than English*⁶⁵

State	Percent	N
Colorado	4.7%	106
Illinois	12.1%	141
Indiana	12.9%	357
Missouri	6.6%	183
Oregon	4.0%	251
Wisconsin	7.9%	177
NCI-AD Average	9.0%	1215

⁶³ In other words, starting wages and/or raise calculations differ for part-time DSWs versus full-time DSWs.

⁶⁴ Only reported for those agencies that reported differentiating between full- and part- time DSWs

⁶⁵ In other words, starting wages and/or raise calculations differ for DSWs who can communicate in different languages.

BONUSES

Table 31. Percentage of responding agencies that gave bonuses to DSWs between Jan. 1 and Dec. 31, 2023

Note: A bonus is wage compensation supplemental to salary or wages. Bonuses are typically given at intervals less frequent than payroll.

State	Percent	N
Colorado	29.0%	107
Illinois	44.4%	144
Indiana	59.2%	358
Missouri	39.7%	184
Oregon	39.6%	255
Wisconsin	69.8%	182
NCI-AD Average	50.5%	1230

BENEFITS

Paid time off

Agencies offer and track paid time off in two distinct methods:

- One method is offering a bank of hours from which employees can take paid time off, with no further delineation of the purpose or the type of time off. We refer to this method as **Pooled Paid Time Off**.
- The second method, which is more traditionally used by the Department of Labor, is to offer and track paid time off in **three distinct types: paid vacation time, paid sick time, and paid personal time**.

Both methods are means for providing paid time off to DSWs when they need it.

Additionally, some states have statute requiring all employers to offer and track paid sick time. Therefore, it is possible for an agency to use pooled paid time off for vacation and personal time while also offering sick time as a discrete benefit. Therefore, interpretations of these data on benefits should be made with caution, and with the consideration of supplemental information on existing state statutes regarding time off requirements.

Table 32. *Agency provides any paid time off to DSWs*

State	Percent	N
Colorado	60.2%	108
Illinois	71.5%	144
Indiana	42.2%	358
Missouri	42.9%	184
Oregon	77.3%	255
Wisconsin	53.0%	181
NCI-AD Average	55.1%	1230

Table 33. **Offer Pooled Paid Time Off⁶⁶ (and Requirements for Eligibility)**

State	Offer pooled PTO to some or all DSWs	N	Must be full time ⁶⁷	Must work a minimum amount of time in a defined period ⁶⁸	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	32.3%	65	38.1%	19.0%	33.3%	38.1%	21
Illinois	24.5%	102	12.0%	56.0%	48.0%	32.0%	25
Indiana	36.2%	152	47.3%	38.2%	67.3%	10.9%	55
Missouri	38.5%	78	40.0%	33.3%	46.7%	26.7%	30
Oregon	45.2%	197	15.7%	18.0%	37.1%	46.1%	89
Wisconsin	47.4%	95	44.4%	37.8%	46.7%	26.7%	45
NCI-AD Average	38.6%	689	31.7%	31.1%	48.2%	30.3%	265

Table 34. **Offer Paid Sick Time⁶⁹ (and Requirements for Eligibility)**

State	Offer paid sick time to some or all DSWs	N	Must be full time ⁷⁰	Must work a minimum amount of time in a defined period ⁷¹	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	90.7%	54	18.4%	18.4%	26.5%	55.1%	49
Illinois	54.9%	91	20.0%	40.0%	44.0%	30.0%	50
Indiana	38.3%	128	67.3%	34.7%	46.9%	8.2%	49
Missouri	42.6%	61	50.0%	30.8%	65.4%	11.5%	26
Oregon	77.5%	129	12.0%	20.0%	37.0%	51.0%	100
Wisconsin	38.0%	71	48.1%	22.2%	40.7%	14.8%	27
NCI-AD Average	54.8%	534	31.9%	27.1%	41.6%	33.0%	301

⁶⁶“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.

⁶⁷ There are 16 cases that reported that DSWs must be full time to be offered pooled paid time off and did not report that they distinguish between full- and part-time DSWs. They are included.

⁶⁸ For example, must work 35 hours/week, 18 days/month, etc.

⁶⁹ Included in this calculation are agencies that reported either 1) Not providing ‘pooled paid time off,’ or 2) Providing ‘pooled paid time off,’ but not all DSWs are eligible.

⁷⁰ There are 18 cases that reported that DSWs must be full time to be offered paid sick time and did not report that they distinguish between full- and part-time DSWs. They are included.

⁷¹ For example, must work 35 hours/week, 18 days/month, etc.

Table 35. Offer Paid Vacation Time⁷² (and Requirements for Eligibility)

State	Offer paid vacation time to some or all DSWs	N	Must be full time ⁷³	Must work a minimum amount of time in a defined period ⁷⁴	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	60.4%	53	58.6%	27.6%	41.4%	13.8%	29
Illinois	46.7%	90	43.8%	53.1%	56.3%	9.4%	32
Indiana	66.7%	132	60.5%	34.9%	51.2%	9.3%	43
Missouri	80.3%	66	50.0%	30.8%	65.4%	11.5%	26
Oregon	81.6%	136	34.4%	34.4%	54.4%	23.3%	90
Wisconsin	79.5%	73	56.0%	24.0%	40.0%	16.0%	25
NCI-AD Average	70.1%	550	46.9%	34.9%	52.6%	15.9%	245

Table 36. Offer Paid Personal Time⁷⁵ (and Requirements for Eligibility)

State	Offer paid personal time to some or all DSWs	N	Must be full time ⁷⁶	Must work a minimum amount of time in a defined period ⁷⁷	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	21.6%	51	40.0%	10.0%	10.0%	40.0%	10
Illinois	30.7%	88	38.1%	33.3%	47.6%	9.5%	21
Indiana	33.9%	127	68.8%	31.2%	53.1%	3.1%	32
Missouri	32.8%	61	50.0%	31.3%	62.5%	12.5%	16
Oregon	43.1%	130	15.6%	26.7%	55.6%	28.9%	45
Wisconsin	30.0%	70	42.9%	28.6%	57.1%	14.3%	14
NCI-AD Average	34.3%	527	41.3%	28.7%	52.4%	16.3%	138

⁷² Included in this calculation are agencies that reported either 1) Not providing 'pooled paid time off,' or 2) Providing 'pooled paid time off,' but not all DSWs are eligible

⁷³ There are 40 cases that reported that DSWs must be full time to be offered paid vacation time and did not report that they distinguish between full- and part-time DSWs. They are included.

⁷⁴ For example, must work 35 hours/week, 18 days/month, etc.

⁷⁵ Included in this calculation are agencies that reported either 1) Not providing 'pooled paid time off,' or 2) Providing 'pooled paid time off,' but not all DSWs are eligible; Data with Ns of three (3) or fewer have been suppressed

⁷⁶ There are 8 cases that reported that DSWs must be full time to be offered paid personal time and did not report that they distinguish between full- and part-time DSWs. They are included.

⁷⁷ For example, must work 35 hours/week, 18 days/month, etc.

Table 37. Offer Health Insurance (and Requirements for Eligibility)

State	Offer health insurance to some or all DSWs	N	Must be full time ⁷⁸	Must work a minimum amount of time in a defined period ⁷⁹	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	35.5%	107	63.2%	42.1%	39.5%	13.2%	38
Illinois	62.2%	143	42.7%	59.6%	50.6%	6.7%	89
Indiana	33.5%	358	57.5%	41.7%	46.7%	23.3%	120
Missouri	28.3%	184	55.8%	42.3%	51.9%	11.5%	52
Oregon	60.8%	255	65.2%	45.2%	43.2%	3.9%	155
Wisconsin	28.6%	182	82.7%	44.2%	46.2%	3.8%	52
NCI-AD Average	41.0%	1229	60.0%	45.8%	46.3%	11.3%	506

Table 38. Offer Dental Insurance/Vision Coverage⁸⁰ to some or all DSWs

State	Offer dental coverage	N	Offer vision coverage	N
Colorado	30.8%	107	29.9%	107
Illinois	49.7%	143	48.3%	143
Indiana	33.7%	356	33.4%	356
Missouri	22.8%	184	23.0%	183
Oregon	60.2%	254	58.4%	255
Wisconsin	26.9%	182	23.2%	181
NCI-AD Average	38.4%	1226	37.3%	1225

⁷⁸ There are 63 cases that reported that DSWs must be full time to be offered paid health insurance and did not report that they distinguish between full- and part-time DSWs. They are included.

⁷⁹ For example, must work 35 hours/week, 18 days/month, etc.

⁸⁰ If the coverage was included in health insurance coverage, respondents were instructed to indicate that “yes,” the coverage was offered.

Table 39. Offer employer-sponsored retirement plan (401K, 403b or other plan) (and Requirements for Eligibility)

State	Offer retirement plan to some or all DSWs	N	Must be full time ⁸¹	Must work a minimum amount of time in a defined period ⁸²	Must be employed a minimum length of time	All DSWs are eligible	N (Subset offering this benefit)
Colorado	38.9%	108	2.4%	28.6%	38.1%	50.0%	42
Illinois	53.5%	144	19.5%	40.3%	54.5%	23.4%	77
Indiana	30.4%	355	24.1%	33.3%	51.9%	32.4%	108
Missouri	21.3%	183	15.4%	46.2%	51.3%	25.6%	39
Oregon	56.7%	252	31.5%	32.9%	51.7%	28.0%	143
Wisconsin	32.0%	181	24.1%	41.4%	43.1%	36.2%	58
NCI-AD Average	37.8%	1223	23.7%	35.7%	50.4%	30.7%	467

Table 40. Offer Other Types of Benefits (categories are not mutually exclusive)

State	Post-secondary education support ^{*83}	Employer-paid job-related training	Employer-sponsored disability insurance	Flexible spending account	Health incentive programs	Life insurance	N
Colorado	14.3%	70.1%	7.8%	9.1%	5.2%	24.7%	77
Illinois	3.8%	58.7%	13.5%	9.6%	3.8%	29.8%	104
Indiana	13.3%	51.9%	9.6%	10.0%	5.2%	34.8%	270
Missouri	5.8%	58.7%	6.5%	3.6%	2.9%	27.5%	138
Oregon	25.5%	65.5%	25.0%	32.7%	19.1%	49.5%	220
Wisconsin	10.1%	71.6%	8.1%	10.1%	8.8%	25.0%	148
NCI-AD Average	13.9%	60.2%	12.9%	14.4%	8.5%	35.0%	957

⁸¹ There are 20 cases that reported that DSWs must be full time to be offered employer sponsored retirement plans and did not report that they distinguish between full- and part-time DSWs. They are included.

⁸² For example, must work 35 hours/week, 18 days/month, etc.

⁸³ *Paid time off, reimbursement or other support.

Table 41. **Offer Other Types of Benefits Continued (categories are not mutually exclusive)**

State	Transportation Benefits ⁸⁴	Childcare	Employee Assistance Program	Don't Know	Other	N
Colorado	16.9%	0.0%	10.4%	13.0%	11.7%	77
Illinois	28.8%	2.9%	10.6%	12.5%	24.0%	104
Indiana	23.7%	3.0%	21.9%	11.5%	20.0%	270
Missouri	17.4%	0.7%	10.1%	5.1%	21.0%	138
Oregon	12.7%	4.5%	38.2%	9.1%	13.2%	220
Wisconsin	18.9%	2.0%	10.8%	6.8%	20.3%	148
NCI-AD Average	19.8%	2.7%	21.0%	9.7%	18.5%	957

⁸⁴ Such as bus pass, parking, carpooling.

RECRUITMENT AND RETENTION

Table 42. *Agency provides a pay incentive or referral bonus programs for current DSW staff to bring in new recruits*

State	Percent	N
Colorado	41.5%	106
Illinois	55.2%	143
Indiana	67.7%	356
Missouri	31.0%	184
Oregon	54.5%	253
Wisconsin	58.2%	182
NCI-AD Average	56.0%	1224

Table 43. *Additional Recruitment and Retention Strategies*

State	Realistic job preview	Sign on bonus	Engage with high schools and/or local colleges/universities ⁸⁵	Apprenticeship programs	Training on a Code of Ethics	N
Colorado	76.2%	8.6%	21.0%	8.6%	69.5%	105
Illinois	82.4%	23.2%	41.5%	4.9%	88.0%	142
Indiana	82.9%	24.0%	34.9%	9.7%	78.0%	350
Missouri	84.8%	12.9%	30.3%	6.7%	90.4%	178
Oregon	77.7%	19.3%	26.5%	8.0%	68.1%	238
Wisconsin	86.9%	38.7%	40.5%	10.1%	68.5%	168
NCI-AD Average	82.1%	22.3%	33.1%	8.4%	77.0%	1181

⁸⁵ For recruitment purposes.

Table 44. **Additional Recruitment and Retention Strategies**

State	DSW ladder to retain highly skilled workers in DSW roles	Support staff to get credentialed through a state or nationally recognized professional organization ⁸⁶	Bonuses, stipends or raises provided to DSWs as they complete key stages of a credentialing process	Employee engagement surveys ⁸⁷	Employee recognition programs	DSWs included in agency governance	Training for DSWs ⁸⁸	N
Colorado	21.0%	33.3%	23.8%	47.6%	40.0%	15.2%	44.8%	105
Illinois	26.8%	18.3%	33.1%	78.9%	71.1%	9.2%	43.0%	142
Indiana	25.7%	38.6%	38.6%	63.7%	65.4%	10.6%	52.9%	350
Missouri	17.4%	21.9%	25.3%	24.2%	53.9%	6.2%	37.1%	178
Oregon	26.1%	29.4%	34.5%	55.5%	68.1%	14.3%	45.4%	238
Wisconsin	14.9%	42.9%	40.5%	41.1%	56.0%	11.9%	47.6%	168
NCI-AD Average	23.2%	32.5%	34.7%	54.6%	62.3%	11.0%	47.0%	1181

⁸⁶ Support may take the form of financial support to cover the cost of the credential, paying the DSW for the time needed to complete the credential, or other financial support.

⁸⁷ Or other efforts aimed at assessing DSW satisfaction and experience.

⁸⁸ This refers to trainings above and beyond those trainings required by state regulation.

FRONTLINE SUPERVISORS

Frontline supervisors (FLS) are the first line of management in human service organizations. These are staff who supervise DSWs working with the AD population and often also engage in direct service as part of their duties.

Table 45. **Average DSW to Frontline Supervisor ratio.**⁸⁹

State	Average number of DSWs per 1 frontline supervisor ⁹⁰	N
Colorado	12	91
Illinois	19	115
Indiana	13	297
Missouri	10	164
Oregon	10	207
Wisconsin	9	161
NCI-AD Average	12	1035

Table 46. **Of all reporting agencies in the state, the average percent of Frontline Supervisors⁹¹ identifying as each race/ethnicity**

State	American Indian or Alaska Native	Asian ⁹²	Black or African American	Pacific Islander ⁹³	White	Hispanic/Latino ⁹⁴	More than one race/ethnicity	Other	Don't know	N
Colorado	0.0%	9.9%	16.5%	0.0%	37.1%	13.0%	3.1%	3.2%	17.2%	93
Illinois	0.4%	13.6%	37.9%	0.2%	31.1%	13.0%	0.9%	1.1%	1.8%	137
Indiana	0.1%	2.0%	49.4%	0.0%	38.9%	1.5%	2.9%	0.7%	4.4%	304
Missouri	0.7%	2.0%	49.6%	0.0%	42.9%	0.2%	0.7%	0.3%	3.6%	168
Oregon	0.6%	5.9%	11.3%	0.7%	53.8%	9.4%	0.3%	0.5%	17.5%	207
Wisconsin	0.1%	3.9%	17.5%	0.2%	68.9%	2.6%	0.3%	0.3%	6.1%	163

⁸⁹ Calculated as Total number of DSWs on payroll as of Dec. 31, 2023, DIVIDED BY Total number of Frontline Supervisors on payroll as of Dec. 31, 2023. The ratio was calculated for each provider and then the state average was calculated.

⁹⁰ Agencies that reported having zero (0) Frontline Supervisors or left the question blank are excluded from the denominator. Agencies with more than a 50:1 DSW to FLS ratio were excluded (53 agencies).

⁹¹ Agencies that reported zero (0) Frontline Supervisors were not included in this table.

⁹² Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, or Other Asian.

⁹³ Native Hawaiian, Guamanian or Chamorro, Samoan, or Other Pacific Islander.

⁹⁴ Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or Other Spanish/Hispanic/Latino.

NCI-AD Average	0.3%	4.8%	34.5%	0.2%	45.4%	5.0%	1.5%	0.8%	7.6%	1072
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Table 47. *Of all reporting agencies in the state, the average percent of Frontline Supervisors⁹⁵ identifying as each gender identity*

State	Male	Female	Don't know	N
Colorado	16.3%	80.5%	3.2%	93
Illinois	13.8%	85.4%	0.7%	140
Indiana	14.5%	84.2%	1.3%	307
Missouri	9.7%	89.7%	0.6%	168
Oregon	14.5%	79.2%	5.8%	207
Wisconsin	16.3%	80.6%	3.1%	162
NCI-AD Average	14.1%	83.4%	2.4%	1077

⁹⁵ Agencies that reported 0 Frontline Supervisors were not included in this table.

Appendix A: What states can do with their data?

The NCI State of the Workforce for AD Survey provides state agencies with comprehensive data on the current status of the Direct Service Workforce supporting the population receiving publicly funded long-term services and supports from state aging and physical disabilities systems. With participation that reaches the confidence levels of 95% or higher, and margin of error rates around 5%, states can reasonably rely on the data to guide discussions and decisions on activities to address both the opportunities and challenges revealed by the data.

Some potential opportunities for further examination of the data are listed below:

- State agencies can take a lead role in organizing learning collaborative workgroups. These workgroups can then examine statewide data to identify patterns and trends that suggest potential areas for change. States may choose to use quality tools such as fishbone diagrams, affinity diagrams, '5 Whys' tools, process maps, or other similar tools for this data investigation.
 - For example, if service providers with fewer than 20 employees have higher vacancy rates, the use of one of these quality tools may identify a specific type of improvement opportunity.
- States participating in the NCI State of the Workforce for AD Survey over multiple years are able to compare DSW workforce data across time to see if quality improvement efforts have a positive impact on DSW workforce stability.
- State agencies can work with service provider trade associations to analyze trends by size of the agency or type of service provided (residential, in-home, and/or non-residential). Comparison of wage and benefit similarities and differences can provide insight into potential factors that may impact turnover.
- State agencies can facilitate improvement projects focused specifically on the termination rates of DSWs. The goal of these projects is to identify possible state or local agency policies that may be contributing to higher-than-average rates of termination when compared to other states.
- State agencies and providers can find patterns of turnover among agencies with similar characteristics. The state can then form work teams to identify and test strategies for improvements.
- States can cultivate innovation incubators with service providers interested in trying new or innovative strategies, based on analysis of the data in the survey.
- States can share information about their workforce, trends, strengths, and weaknesses with providers. States can invite providers to create DSW advisory groups that advise states on areas of concern and highlight important opportunities for focus and policy intervention.
- The State of the Workforce Survey results offer states opportunities to identify variations between their own state data and that of other similarly structured states.
 - For example, states with similar size, structure, and regulatory environments may see variations in benefit or wage offerings in other states, or variations in turnover for full- or part-time positions. Identifying such variations may offer insight on specific areas to explore.

Appendix B: Sampling Methods as Reported by States

HOW STATES COMPILED THEIR SAMPLE

Colorado pulled provider data and email contact information from the billing records in the Medicaid Management Information Systems (MMIS). This system handles claims and maintains all provider information. All agencies that billed services defined by the survey parameters, within the past 6 months, were included in the sample. The contact information in billing records is provided by the agencies. Additional investigation was done to identify the contact person at each agency for undeliverable or survey emails with no responses.

Illinois: pulled provider data and contact information from Department of Aging (IDoA) records for providers with contracts to provide in-home services (INH) to Community Care Program (CCP) participants (which is comprised of a mixture of fee-for-service and Medicaid (MCO) participants). If a provider agency had multiple CCP INH contracts, each different contract was listed separately. IDoA staff updated provider contact and contract information and, once invitations were sent, identified any undeliverable email addresses and resolve them. During the survey period, IDoA worked with providers holding multiple contracts to condense surveys together upon request. The agency also sent out multiple reminder emails, held a townhall session for providers to answer any questions, and corrected any identified contact person issues.

Indiana received a point in time list of all providers that met the survey parameters from the State's case management system. The State used the primary email address to invite survey participants. Additional investigation was done to identify the contact person at each agency for undeliverable emails. Reminders throughout the survey timeframe were sent to each provider as well as included in the monthly provider webinar.

Missouri received a point in time list of all providers that met the survey parameters from the Division of Missouri Medicaid Audit and Compliance. This division is responsible for receiving and updating all provider contact information. The State used the primary email address to invite survey participants. Memorandums were sent noting the specific email address used on file and requiring the providers to contact the survey team if they did not receive an invite due to inaccurate contact information.

Oregon: compiled a list of providers that serve AD consumers from Oregon's licensing systems for adult foster home providers, assisted living facilities, residential care facilities, adult day service programs, and in-home care agencies. Test emails were sent to providers prior to survey launch to identify undeliverable emails and obtain updated email addresses.

Wisconsin: Before the survey opened, a list was created for recruitment from the provider list previously used when we participated in the AD pilot. This list also included providers who had indicated they serve the AD population during the IDD survey cycle. Multiple communications were sent out to these providers via email to update agencies. During the survey cycle, changes were made to the provider list such as updating the agency contact person, email, and agency name. Agencies were removed if they were out of business, or indicated they do not serve the target population, and new agencies were added that showed interest but were not on the original listserv. Monthly reminders were sent to providers who had not started or completed the survey. This increased to a weekly reminder a month before the survey closed. The provider list was updated every week on the portal to ensure accurate information and eliminate bounced emails.

Appendix C: Comparable Wage Tables

From the Bureau of Labor Statistics Occupational Employment Statistics, May 2023

RESIDENTIAL ADVISORS

Coordinate activities in resident facilities in secondary and college dormitories, group homes, or similar establishments. Order supplies and determine need for maintenance, repairs, and furnishings. May maintain household records and assign rooms. May assist residents with problem solving or refer them to counseling resources.

Mean Hourly Wage Estimate: \$19.33

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$ 13.23	\$ 15.63	\$ 18.25	\$ 22.26	\$ 26.75

<http://www.bls.gov/oes/current/oes399041.htm>

HOME HEALTH AND PERSONAL CARE AIDES

Home Health Aides: Provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to the elderly, convalescents, or persons with disabilities at the patient's home or in a care facility. Monitor or report changes in health status. May also provide personal care such as bathing, dressing, and grooming of patient.

Personal Care Aides: Assist the elderly, convalescents, or persons with disabilities with daily living activities at the person's home or in a care facility. Duties performed at a place of residence may include keeping house (making beds, doing laundry, washing dishes) and preparing meals. May provide assistance at non-residential care facilities. May advise families, the elderly, convalescents, and persons with disabilities regarding such things as nutrition, cleanliness, and household activities.

Mean Hourly Wage Estimate: \$16.05

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$ 11.49	\$ 14.00	\$ 16.12	\$ 17.57	\$ 20.41

<https://www.bls.gov/oes/current/oes311120.htm>

PSYCHIATRIC AIDES

Assist mentally impaired or emotionally disturbed patients, working under direction of nursing and medical staff. May assist with daily living activities, lead patients in educational and recreational activities, or accompany patients to and from examinations and treatments. May restrain violent patients. Includes psychiatric orderlies.

Mean Hourly Wage Estimate: \$19.71

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$ 13.30	\$ 15.67	\$ 18.83	\$ 22.90	\$ 26.56

<https://www.bls.gov/oes/current/oes311133.htm>

NURSING ASSISTANTS

Provide or assist with basic care or support under the direction of onsite licensed nursing staff. Perform duties such as monitoring of health status, feeding, bathing, dressing, grooming, toileting, or ambulation of patients in a health or nursing facility. May include medication administration and other health-related tasks. Includes nursing care attendants, nursing aides, and nursing attendants.

Mean Hourly Wage Estimate: \$19.04

Percentile	10%	25%	50% (Median)	75%	90%
Hourly Wage	\$ 14.44	\$ 16.82	\$ 18.36	\$ 21.41	\$ 23.45

<https://www.bls.gov/oes/current/oes311131.htm>

Appendix D: Living Wage Table 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 (2,080 hours per year). Figures are in dollars (\$) and were retrieved from: <http://livingwage.mit.edu>

State	NCI-AD Median Wage ⁹⁶	1 adult	1 adult and 1 child	2 adults (one working) and 2 children	2 working adults and 2 children
Colorado	17.49	25.47	47.11	45.74	32.90
Illinois	17.00	23.56	40.41	41.89	28.16
Indiana	15.00	20.81	37.96	39.02	26.47
Missouri	14.50	20.87	37.08	39.16	26.24
Oregon	18.50	25.16	45.17	44.80	31.48
Wisconsin	15.00	20.96	37.76	39.37	27.11

⁹⁶ From Table 22 in this report

Appendix E: Instructions Provided to Survey Respondents

BEFORE YOU START

Your agency has been asked to complete this survey because your agency provides direct care and support to older adults and individuals with physical disabilities.

We are interested in learning about the workforce of Direct Service Workers (DSWs) in your state.

DSWs are paid staff whose primary job responsibility is to provide care and support to **“The AD population:”** older adults and/or individuals with physical disabilities who access publicly funded services in Medicaid waiver programs, Medicaid state plan programs, and/or state-funded programs, and/or older adults served by Older Americans Act programs.

You may want to have organizational staff in your Human Resources or Payroll departments complete this survey. You may also need information from program directors, so please review the survey questions and seek additional input as needed.

The goal of the survey and the resulting data is to help state governments understand DSW workforce challenges, identify areas for policy or program change or innovation, measure the impact of policy or programs, and compare state data to those of other states and the NCI-AD average. The information in this survey will also be used as evidence to support efforts to create change.

This survey is being administered by National Core Indicators Aging and Disabilities (NCI-AD) on behalf of your state; state policymakers and advocates will use the data to guide decisions. This survey will take approximately 1 hour to complete, and you may leave and come back to it if needed. Once you hit “SUBMIT” at the end, you cannot re-enter the survey.

DIRECTIONS

OVERVIEW

The survey asks for information on DSWs supporting the AD population who were on your agency’s payroll for any period of time from Jan. 1 to Dec. 31, 2023, and for whom your agency defined or currently defines wages and benefits. (For more information on who is considered a DSW, see **“Types of Workers to Consider,”** below.)

We are collecting information on:

- Their date of hire
- Whether they are currently on staff or if they left/were terminated from the agency during 2023
- Their length of employment
- Whether they work full-time or part-time
- Hours and wages
- Benefits, such as paid time off, health insurance, etc.

You may want to have organizational staff in your Human Resources or Payroll departments complete this survey. You may also need information from program directors, so please review the survey questions and seek additional input as needed.

IMPORTANT DEFINITIONS

Types of workers to consider

Most of the questions on this survey are about workers who are employed as **Direct Service Workers (DSWs)**. DSWs are also commonly known as Home Health Aides (HHAs), Personal Care Attendants (PCAs), Personal Care Workers (PCWs), Certified Nursing Assistants (CNAs), Nursing Assistants, Companions and/or Homemakers.

For the purposes of this survey, DSWs are paid workers whose primary job responsibility is to provide direct care and support to “**The AD population:**” older adults and/or individuals with physical disabilities who access publicly funded services in Medicaid waiver programs, Medicaid state plan programs, and/or state-funded programs, and/or older adults served by Older Americans Act programs.

DSWs’ primary responsibilities are some or all the following **direct care and support tasks**:

- Support clients to maintain independence
- Provide personal assistance with Activities of Daily Living (ADLs): personal hygiene, grooming, dressing, toileting, transferring (mobility), and eating
- Basic clinical tasks such as monitoring vital signs, helping with prescribed exercises or administering medications
- Assistance with housekeeping, grocery shopping and cooking, accompany clients to doctor appointments or other errands
- Companionship
- Support in community engagement activities
- Support in day centers or other day activities
- Respite support

DSWs are workers **for whom your agency defines wages and benefits directly**. Workers hired through a temporary personnel agency, contract, or 1099 arrangement should not be included in your responses. Workers for whom your agency serves solely as a fiscal intermediary or employer of record should not be included in your responses.



Include these workers in your responses about DSWs:

- Paid staff whose primary job responsibility is to provide support to the AD population in the form of the above listed direct care and support tasks
- DSWs for whom your agency defines wages and benefits directly **Note:** *Please do not include DSWs who are exclusively supporting people who are self-directing their services*
- Certified Nursing Assistants (CNAs) if the nursing care they provide is basic such as monitoring vital signs, applying or changing bandages, cleaning wounds, keeping records of health, helping with prescribed exercises or administering medications
- Any paid staff who spend at least 50% of their hours doing direct care and support tasks. Their primary job responsibility and more than 50% of their hours are spent doing direct care and support work.
- Any paid staff with some supervisory responsibilities—but **only** if more than 50% of their hours are spent doing direct care and support tasks.
- **Regarding host/foster/family home arrangements:** respond only about DSWs who are employed and work in addition to the primary shared living/foster care provider



Do not include these workers in your responses about DSWs:

- Clinically licensed staff (therapists, registered nurses, licensed practical nurses (LPNs), social workers, psychologists, etc.) **Note:** *Please include CNAs if the nursing care they provide is basic*

such as monitoring vital signs, applying or changing bandages, cleaning wounds, keeping records of health, helping with prescribed exercises or administering medications

- Behavior specialists, behavior technicians or behavior clinicians (BCBA)
- DSWs that exclusively work in nursing homes
- Those who **only** provide transportation, home modifications, and/or meal delivery
- Contract or 1099 workers
- On-call or PRN workers (there is one survey question that addresses this workforce)
- Staff hired through a temporary personnel agency
- DSWs who are exclusively supporting people who are self-directing their services
- Primary host/foster/family home providers (Please respond only about DSWs who are employed and work in addition to the primary shared living/foster care provider)
- Admin staff or supervisory staff, unless they spend 50% or more of their time doing direct support work

Regarding host/foster/family home arrangements: Please respond only about DSWs who are employed and work in addition to the primary shared living/foster care provider.

Regarding Fiscal Intermediaries or Employers of Record for DSWs working for people who are self-directing their own services: If your agency functions solely as a fiscal intermediary or employer of record, please do not respond to this survey; instead, email your State of the Workforce State Contact listed above.

If your agency functions as a fiscal intermediary/employer of record **and also** provides direct support, please respond only about the DSWs employed by your agency; *do not include* DSWs hired and managed by people/families who are self-directing in your responses.

The survey asks about the following supports provided by the DSWs in your agency

Residential Supports	In-Home Supports	Non-Residential Supports
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<p>Provided to a person in a home or apartment that is owned or operated by your agency.</p> <p>This includes residential services delivered to people who DO NOT live in their family's home or their own private home/apartment which they rent or own.</p> <p>Residential supports include:</p> <ul style="list-style-type: none"> • 24-hour supports such as Assisted Living • Host home or foster home services • Residential Respite <p>If the service recipient holds a lease with your provider agency, this is considered a residential support or service. Please do not include Nursing Homes in your responses.</p>	<p>Provided to a person in a home or apartment that is not owned or operated by your agency. This includes:</p> <ul style="list-style-type: none"> • Supports provided to a person in their own private home or apartment, or a private home/apartment they live in with their family (only if their home or apartment is not owned or operated by your agency) • Respite services provided to a person in their own private home or apartment, or a private home/apartment they live in with their family (only if their home or apartment is not owned or operated by your agency) • This category can include homemaker/personal care services or companionship services 	<p>Provided in a day service, community program, or work setting. This includes:</p> <ul style="list-style-type: none"> • Adult day services • Community supports such as supports provided to assist a person to participate in community activities • Skills training or skills development to support a person to self-sustain in the community
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