

## The Governor's Task Force on Caregiving



September 25, 2019



## Welcome and Introductions



## Opening Remarks

- Governor Evers
- Andrea Palm, Department of Health Services (DHS) Secretary
- Lisa Pugh and Todd Costello, Task Force Chairs



## Goals for Today's Meeting

- Discuss the work of the Task Force
- Discuss and agree on a plan for how the Task Force will achieve its goals
- Begin to provide critical background information for the work of the Task Force



## Task Force Charges

The role of the task force is to develop proposals for how to accomplish the charges outlined in the Governor's Executive Order #11.



## Task Force Charges



Analyze strategies to attract and retain a strong direct care workforce.

## Task Force Charges

Support families providing care for their loved ones through respite services and other supports.



## Task Force Charges

Assess compensation and fringe benefits for caregivers, including ways to make healthcare affordable for the caregiving workforce through employer-sponsored plans, Medicaid buy-in plans, or other health insurance coverage options.



## Task Force Charges

Establish one or more registries of home care providers and develop a plan to provide referral or matching services for individuals in need of home care.



## Task Force Charges

Develop a plan to implement recruitment and retention programs to expand the pool of providers.



## Task Force Charges

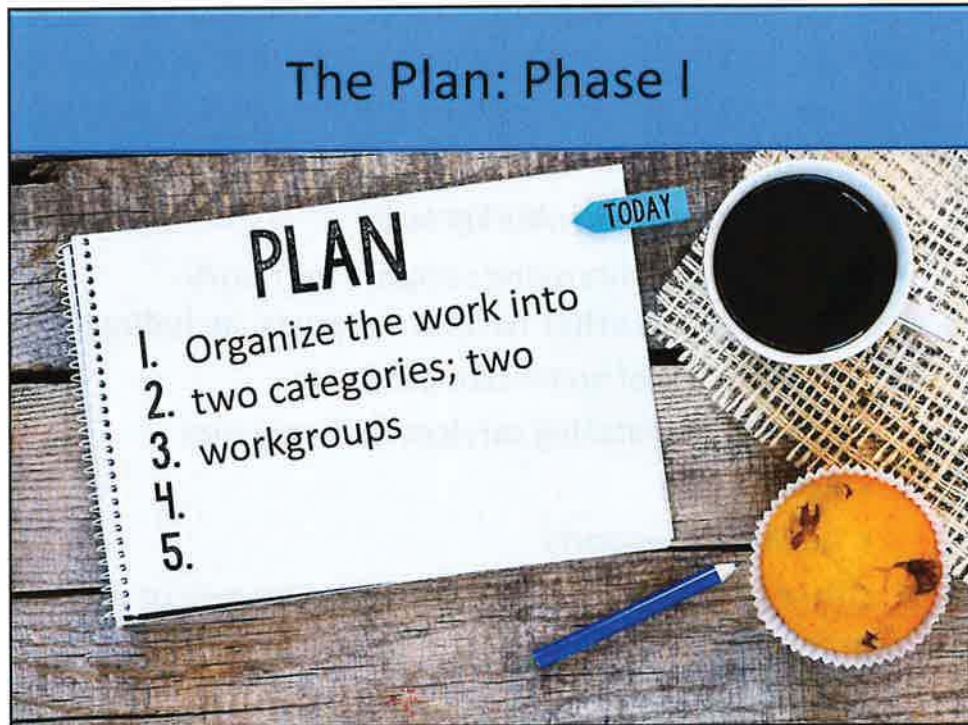
Explore and develop solutions, in collaboration with other relevant departments and agencies, to support and strengthen the direct care workforce, increase access, and improve the quality of caregiving in Wisconsin.



## The Plan

- Phase I:  
Focus on preparing proposals for consideration in the short-term.
- Phase II:  
Identify any longer term goals and develop proposals for how to address them.





## The Plan: Phase I

The Direct Care Workforce Workgroup

- Proposals for attracting, retaining, and expanding a strong direct care workforce
  - Compensation
  - Benefits, including access to health care
- Ways to support, strengthen, and increase access and improve the quality of the workforce
- Other proposals not mentioned in the executive order

## The Plan: Phase I

### The Family Caregiver Workgroup

- Proposals for improving support for family caregivers and other natural supports, including:
  - Registry(ies) of home care providers
  - Referral or matching services for home care
  - Respite care
  - Additional supports
- Other proposals not mentioned in the executive order

## The Plan: Phase I



- DHS and Department of Workforce Development (DWD) will provide support to the task force and workgroups.
- Technology is an option for workgroups.



## Timeline and Meetings for Phase I

- Overall timeline:  
09/2019–09/2020
- Meeting frequency:
  - Five full-task force meetings
  - Workgroup meetings
- Meeting location(s):  
various areas of the state



## Proposed Timeline for Phase I



- September 25, 2019:**  
Full task force  
Focus: direct care workforce
- October 25 or 28, 2019:**  
Full task force  
Focus: family caregiving
- November:** Workgroups

## Proposed Timeline for Phase I



**December:** Workgroups

**January, 2020:**

Full task force

- Report workgroup progress; receive feedback from full membership.

\* **February:** Workgroups

## Proposed Timeline for Phase I



**March:** Workgroups

**April:** Workgroups

Final proposals prepared

**May:** Full task force

Proposals presented to the full group

## Proposed Timeline for Phase I



**June:** Workgroups

**July:** Workgroups

**August:** Workgroups

**September, 2020:**

Full task force

Final review of proposals;

DHS final report for

submission to the

Governor

## Timeline for Phase II

**October 2020:**

Proposals from Phase I  
presented to the Governor

**November 2020:**

Full task force meets to  
discuss next steps and  
identify any longer term  
goals for a Phase II



## Questions and Discussion



## Operating Agreements



- Discussion: operating agreements for the Task Force (aka "ground rules")
- Roberts Rules used for major decision making
- Parking lot

# Wisconsin's Workforce Outlook

Dennis K. Winters  
Chief Economist

Wisconsin Department of Workforce Development

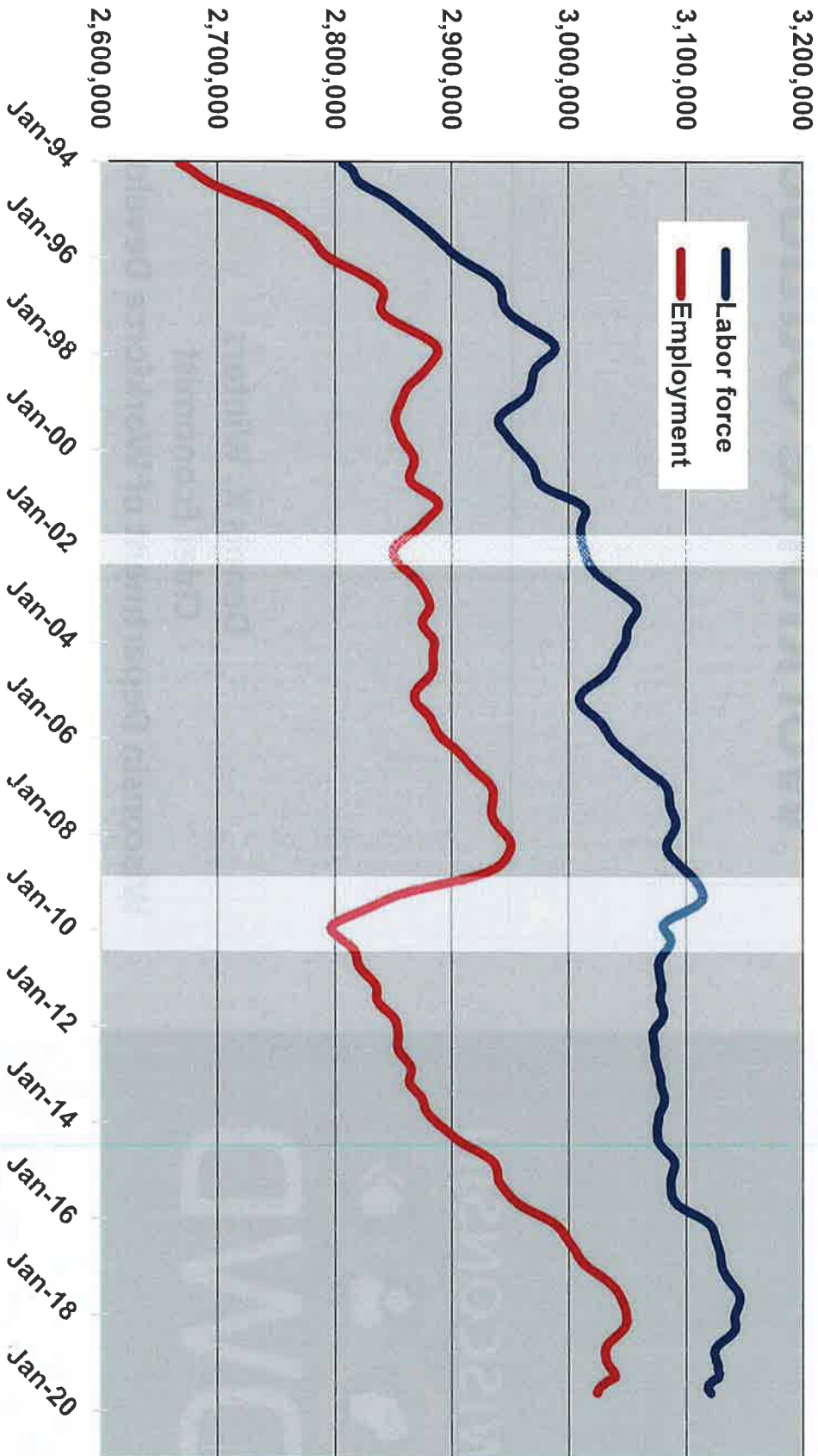


Governor's Task Force on Caregiving  
September 25, 2019

# Employment



Labor Force & Employment (SA)

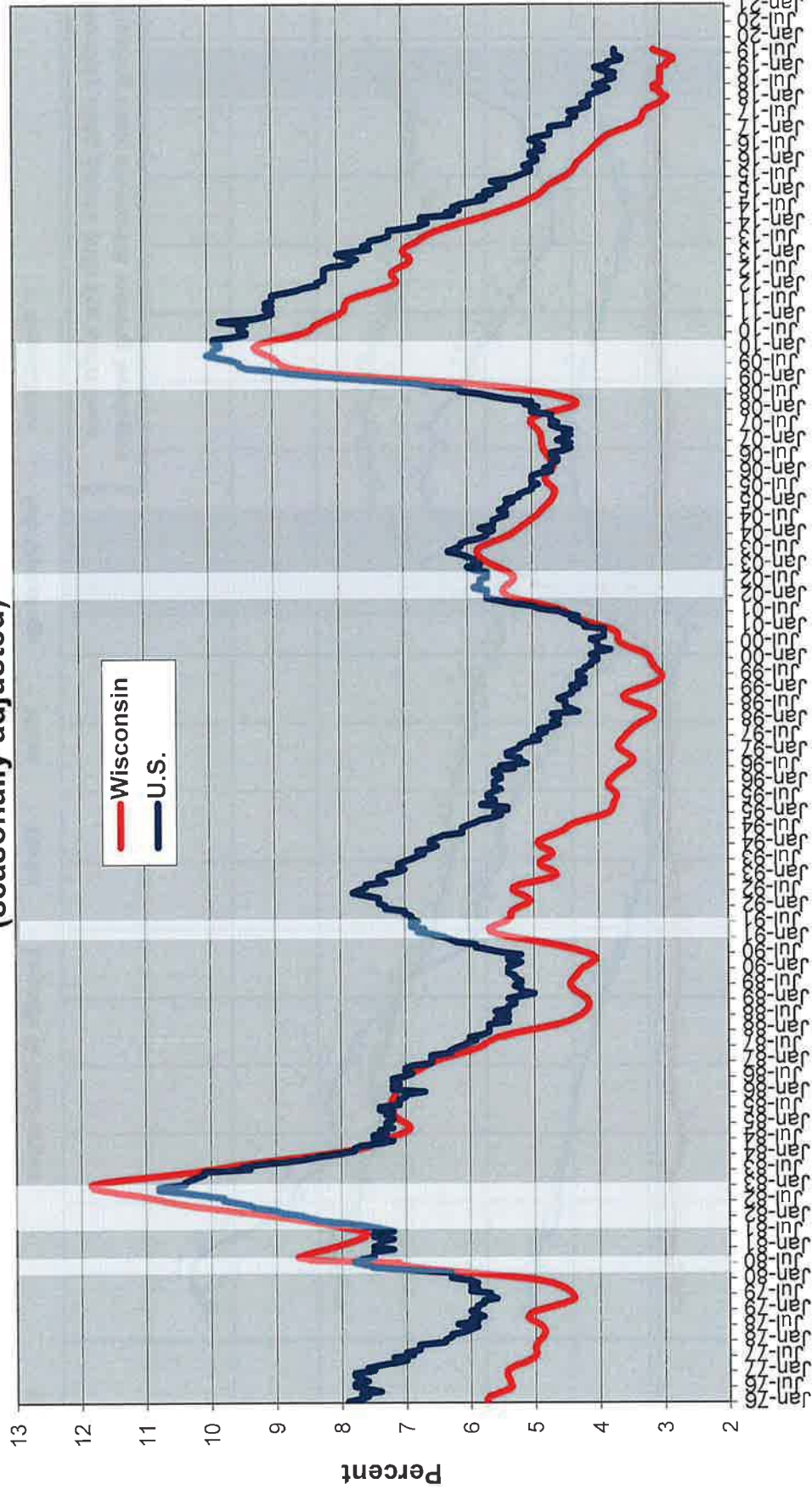


Source: Bureau of Labor Statistics, LMI, OEA

# Unemployment Rate



Unemployment Rates  
(seasonally adjusted)



Source: Bureau of Labor Statistics, LMI, OEA

# Employment Dynamics

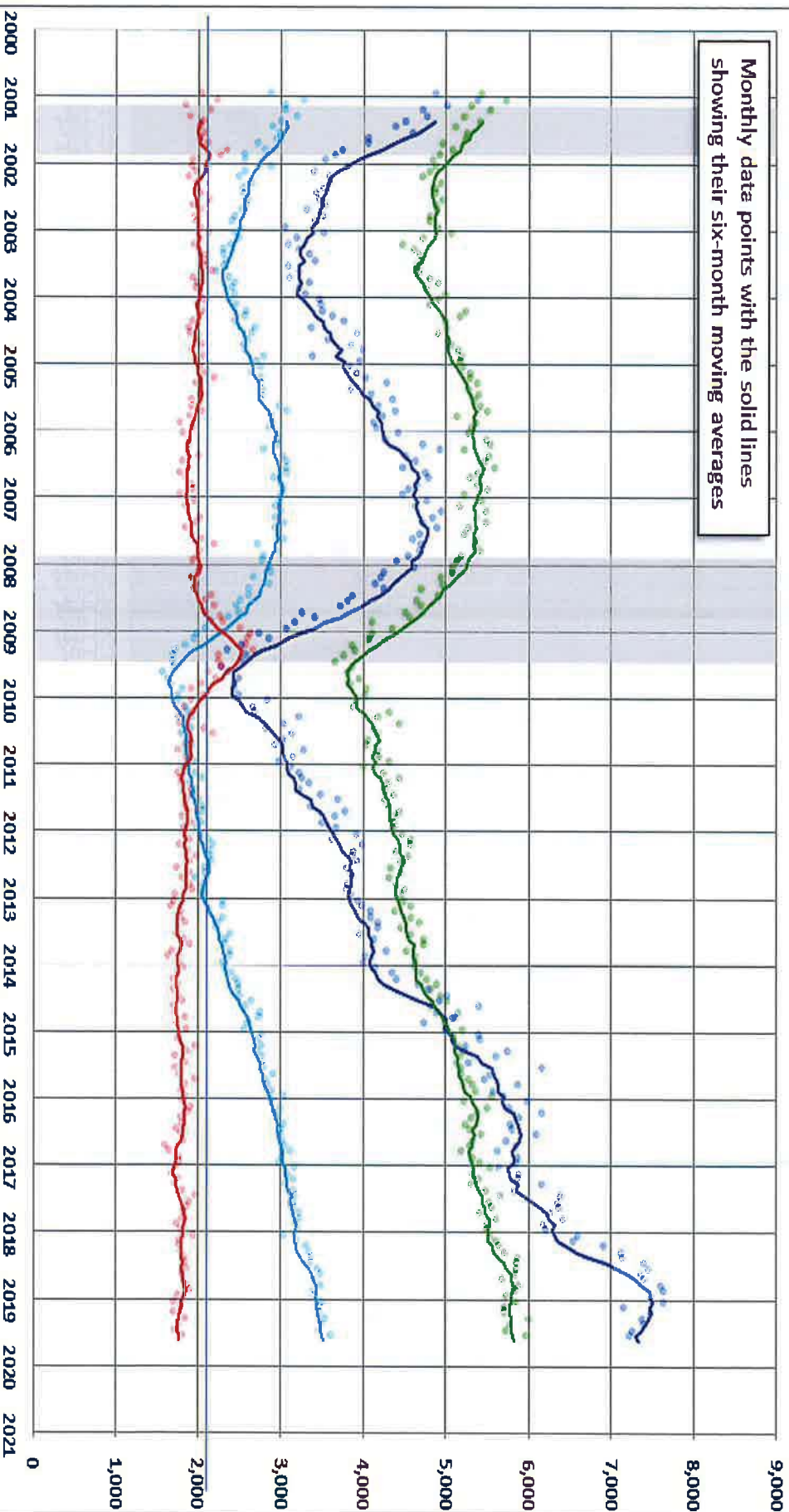


## JOLTS Report for Total Nonfarm Employment: Job Openings and Labor Turnover

dshort.com  
September 2019  
Data through July

- Recessions
- Job Openings
- Hires
- Quits
- Layoffs & Discharges

Monthly data points with the solid lines  
showing their six-month moving averages





# Wisconsin Labor Market



## Not in the Labor Force

Thousands

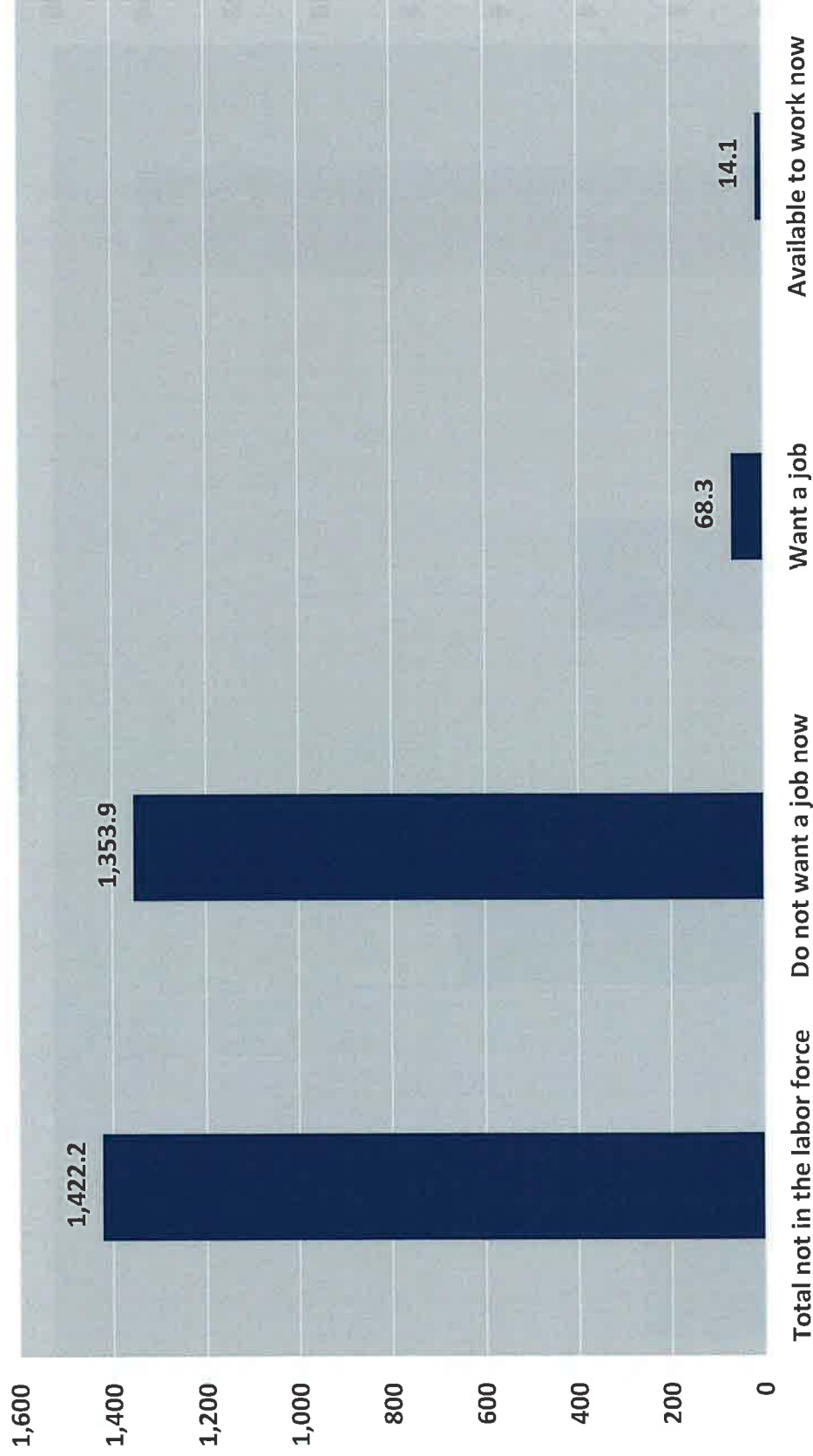


Table b. Civilians not in the labor force by sex and age, January 2017 - December 2017 (based on CPS).

# Wisconsin Labor Market



## Available to Work Now by Age

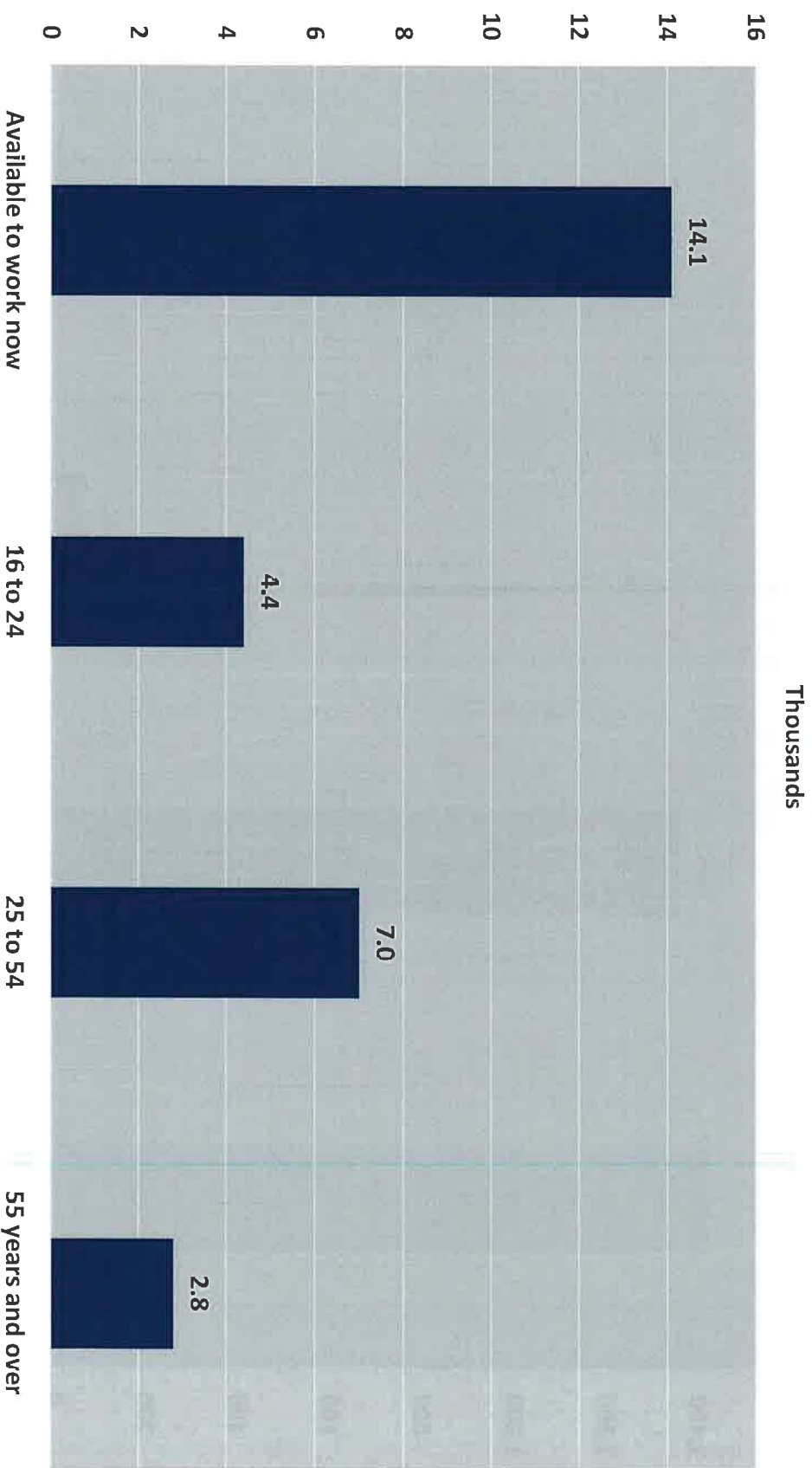


Table b. Civilians not in the labor force by sex and age, January 2017 - December 2017 (based on CPS).

# Wisconsin Labor Market



## Available to Work Now by Gender

(thousands)

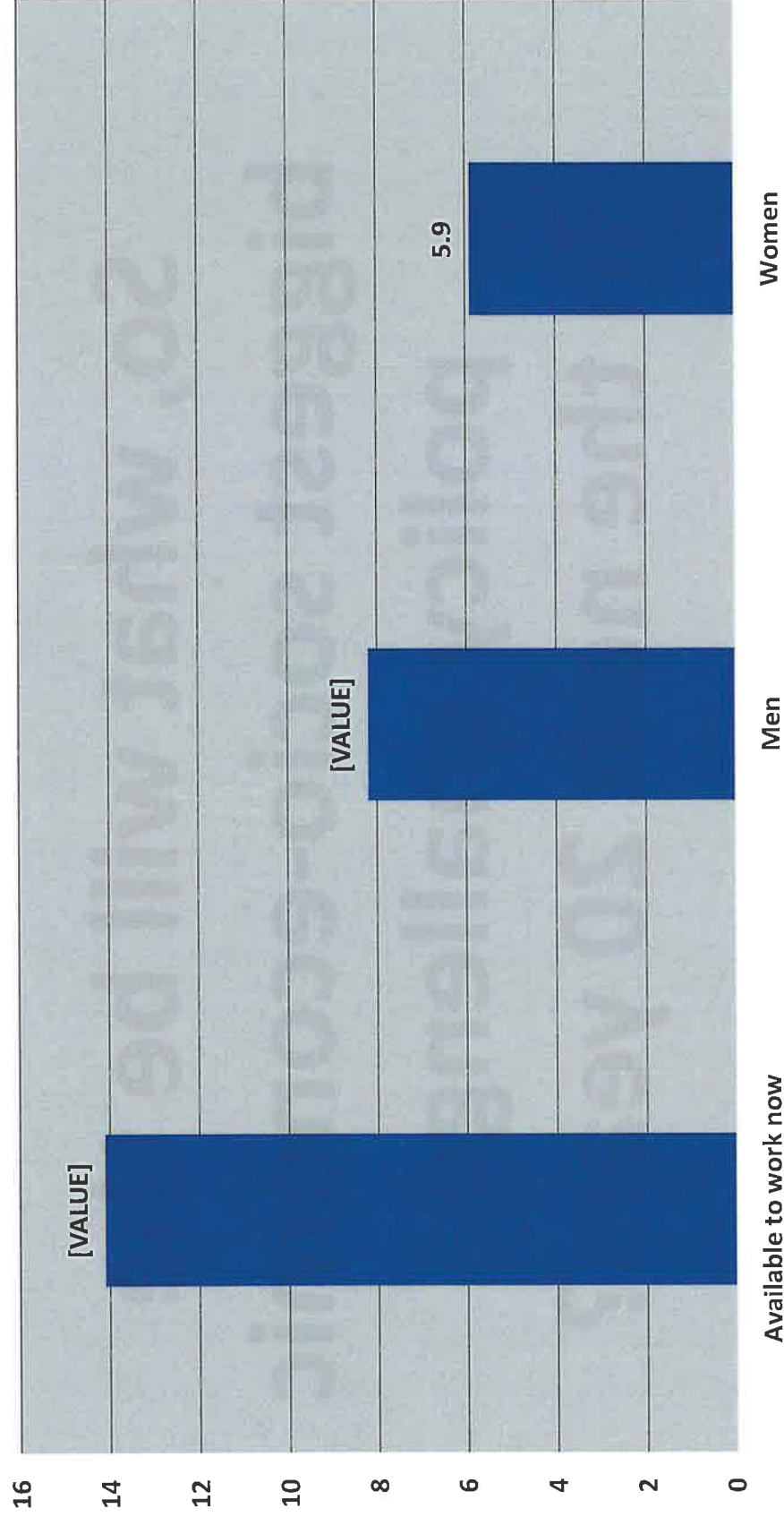


Table b. Civilians not in the labor force by sex and age, January 2017 - December 2017 (based on CPS).

# Projected Population Change 2020 - 2040

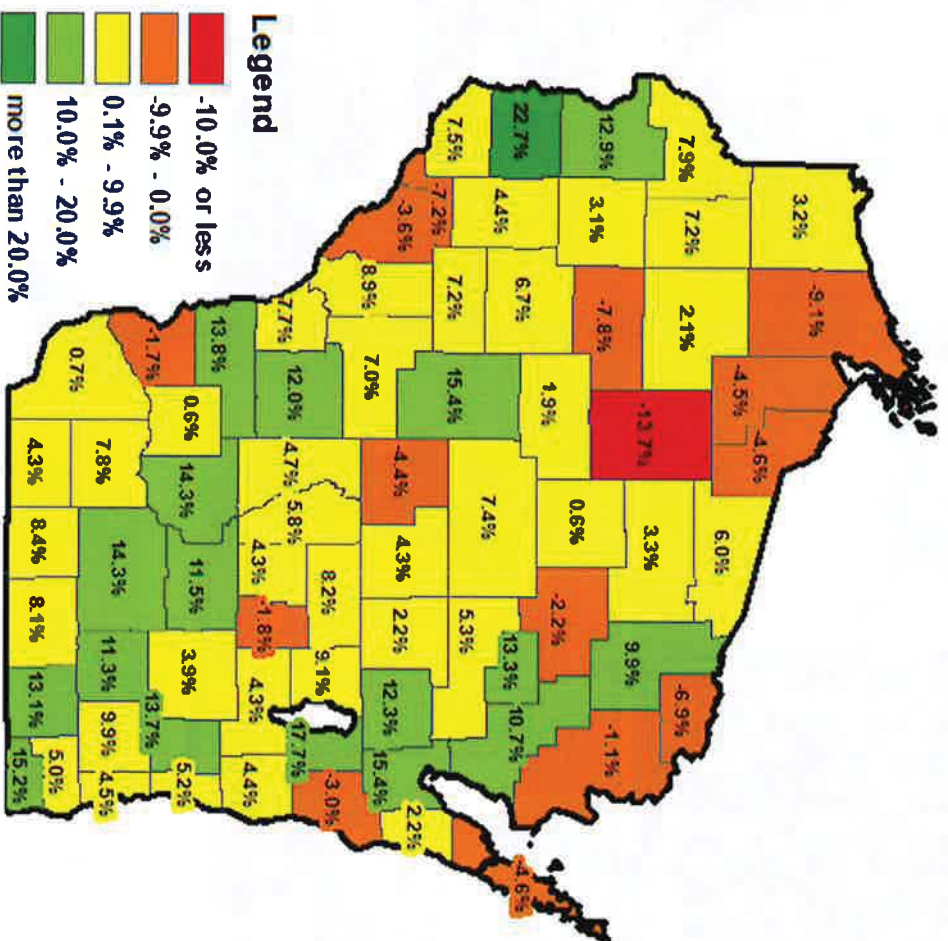


**So, what will be the  
biggest socio-economic  
policy challenge  
in the next 20 years?**

# Elderly Numbers will Swell



# Projected Population Change 2020 - 2040



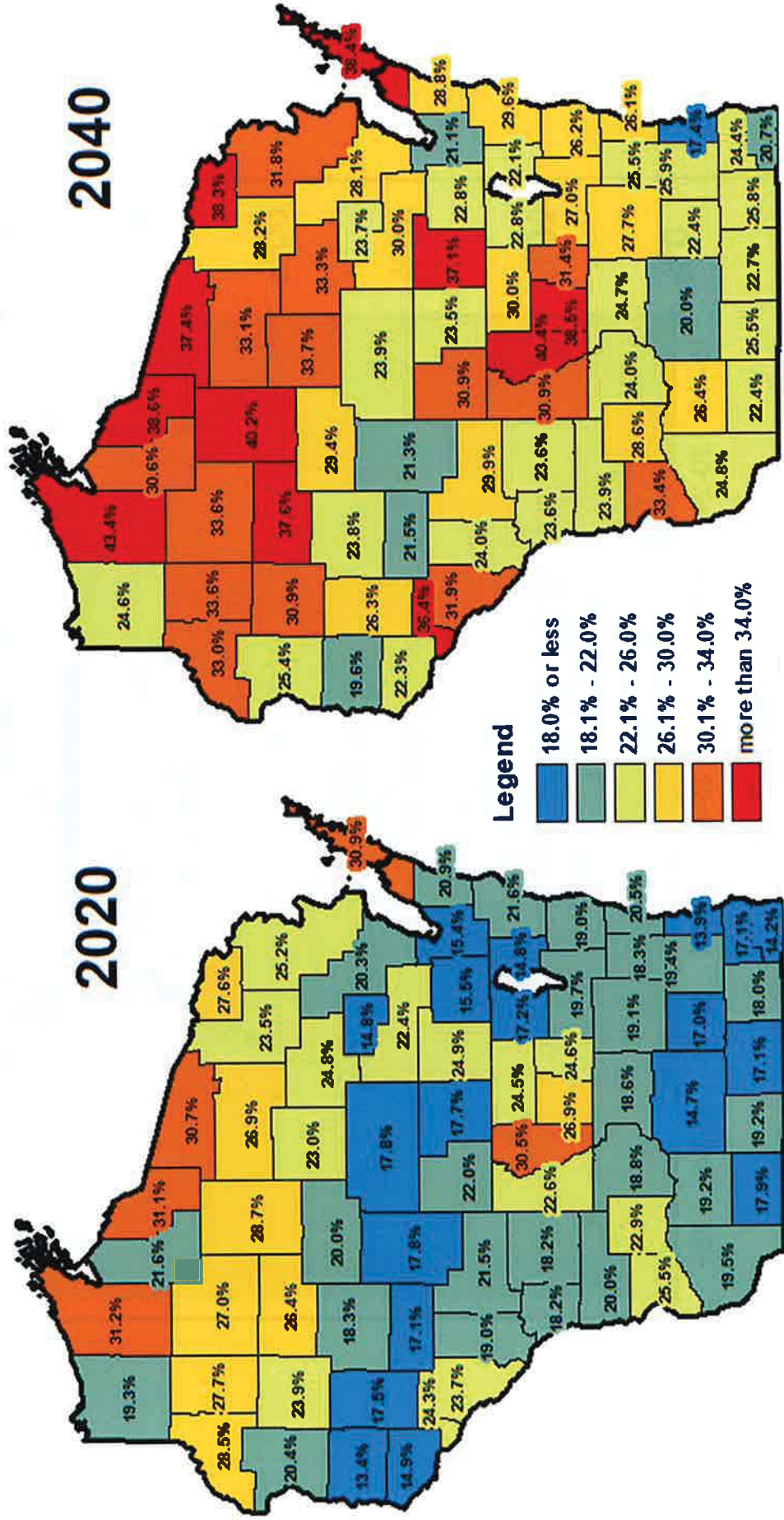
Source: Wisconsin Demographic Services Center

# How Many People Projected to be 65 or more years old...



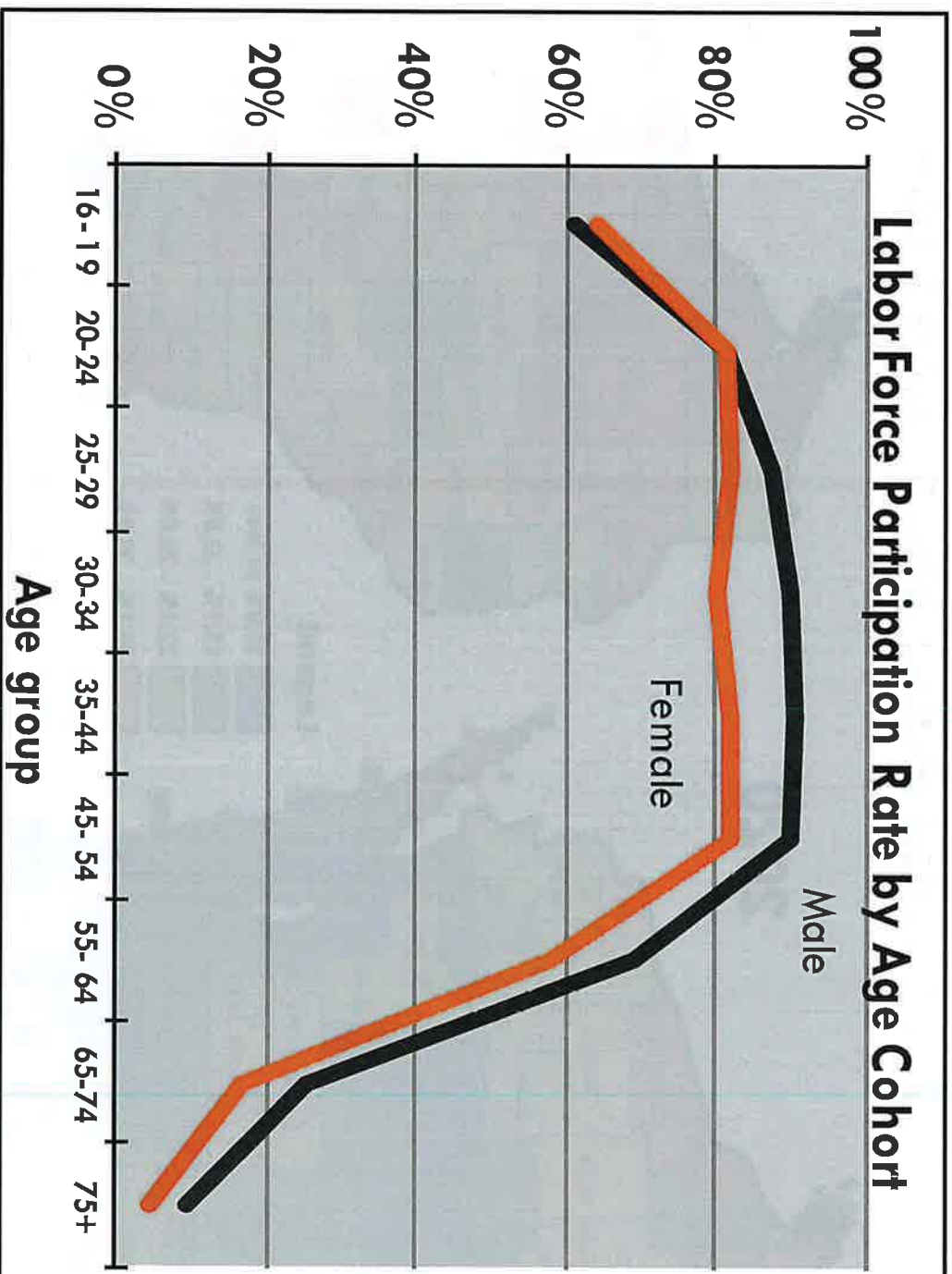
# DWD

## % of Total Population: Ages 65+



Source: Wisconsin Demographic Services Center

# LFPR Declines as Workers Age



Source: Bureau of Labor Statistics, OEA

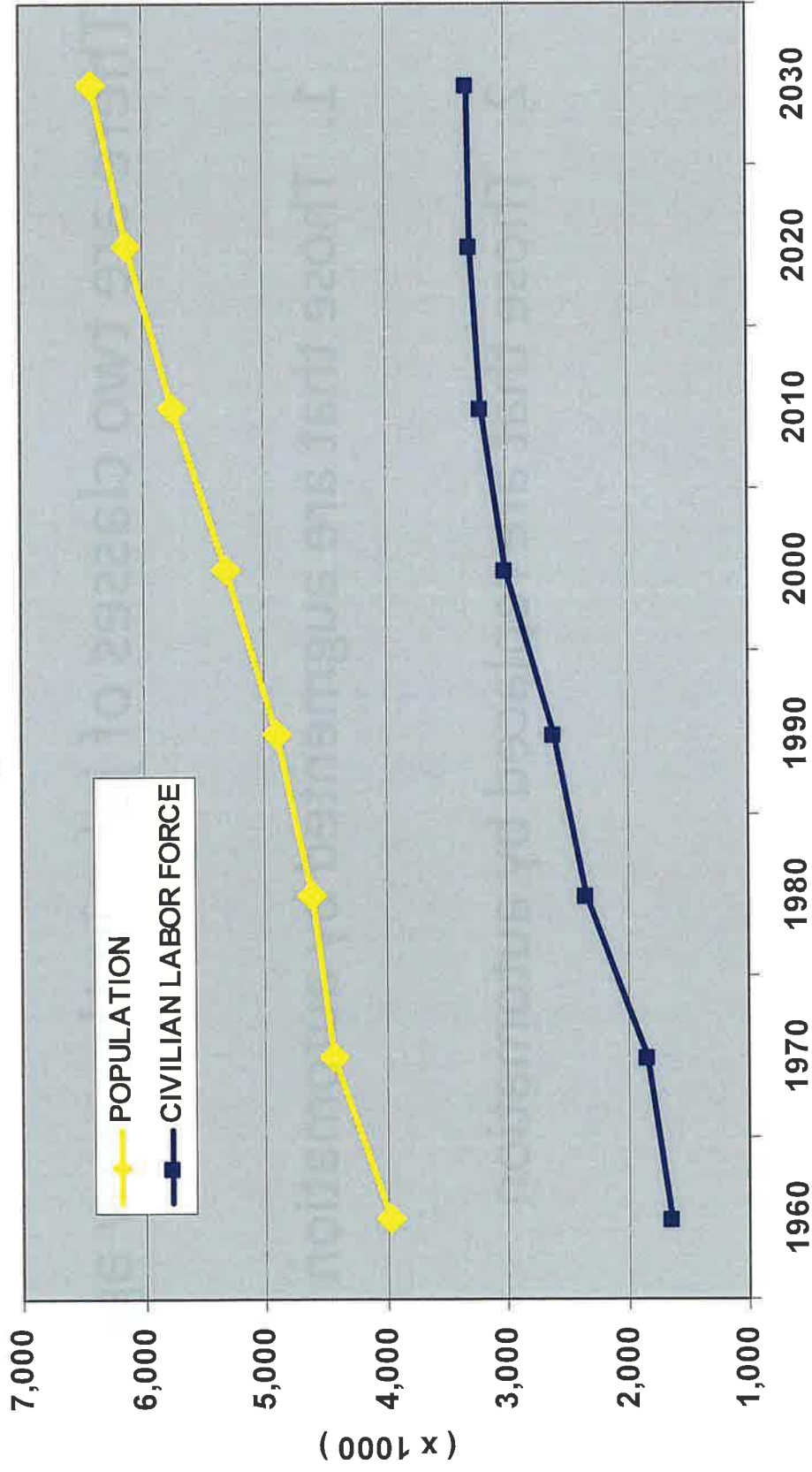




# Wisconsin's Workforce Growth



## Wisconsin Population and Labor Force

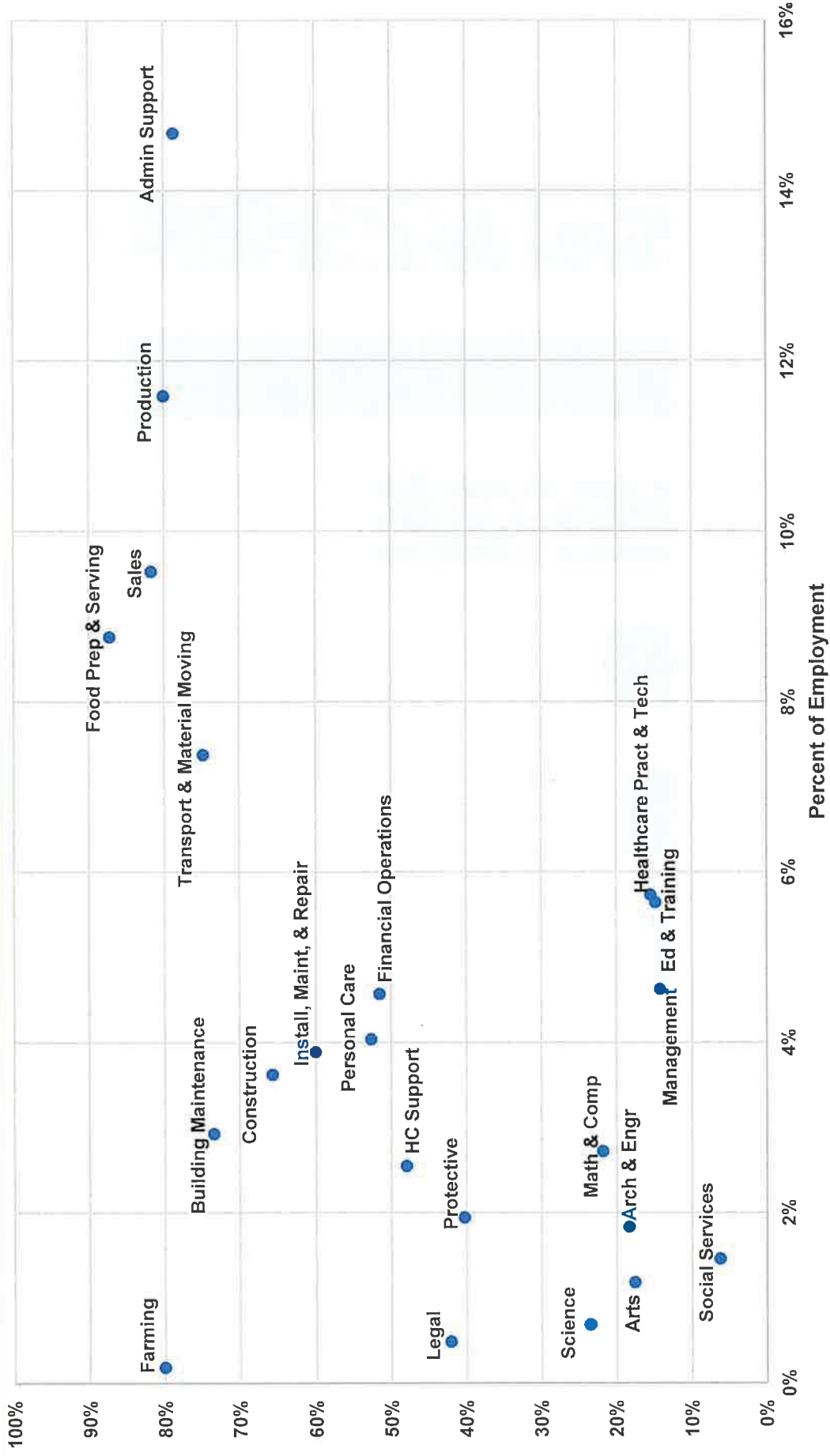


Source: Bureau of Labor Statistics, OEA

There are two classes of jobs in the new age:

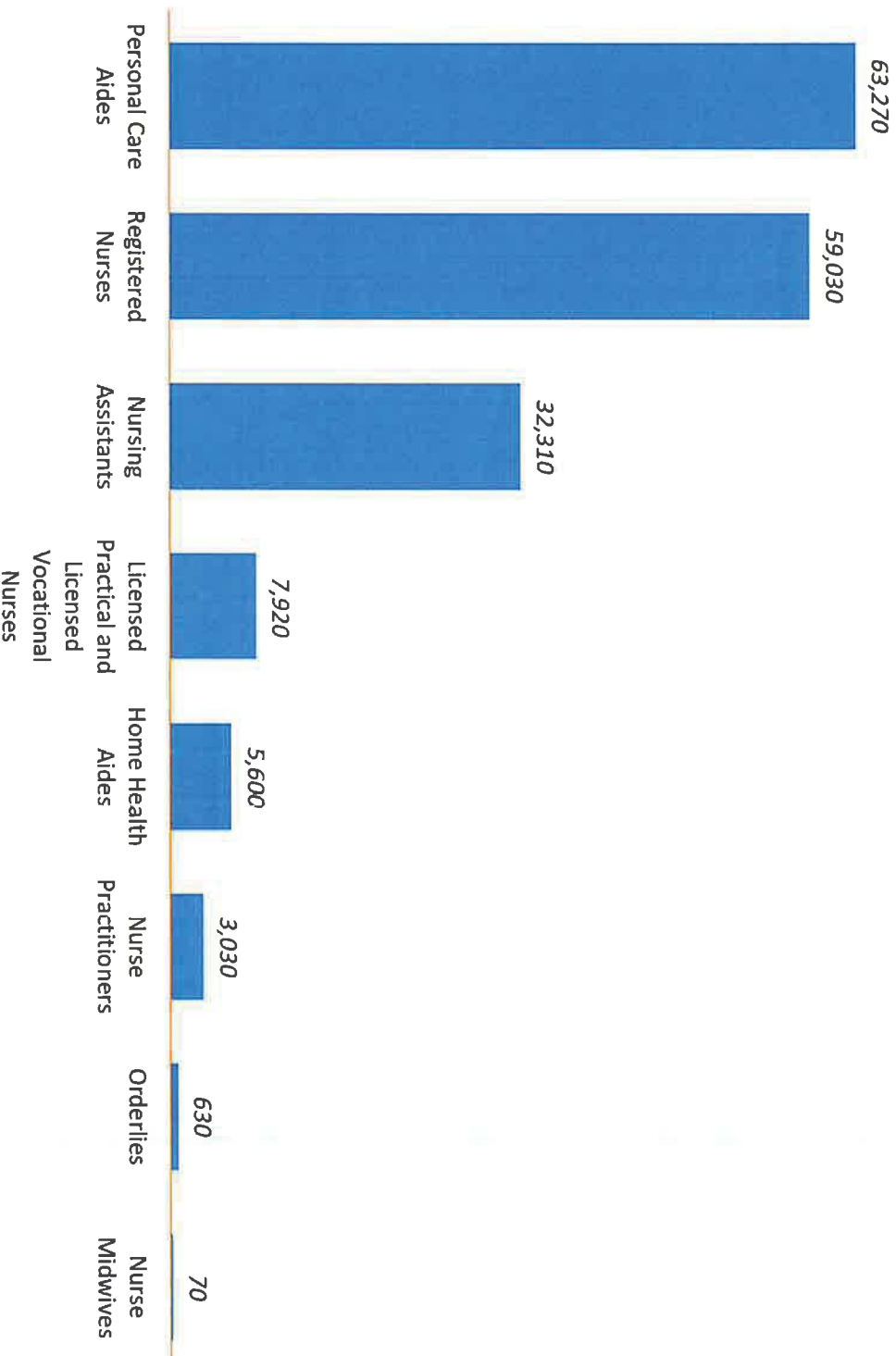
1. Those that are augmented by automation
2. Those that are replaced by automation

# Propensity for Automation by Occupational Group



Source: The Future of Employment: How Susceptible are Jobs to Computerisation, C.B. Frey and M.A. Osborne, September 17, 2013, Oxford Martin School, University of Oxford; OES.

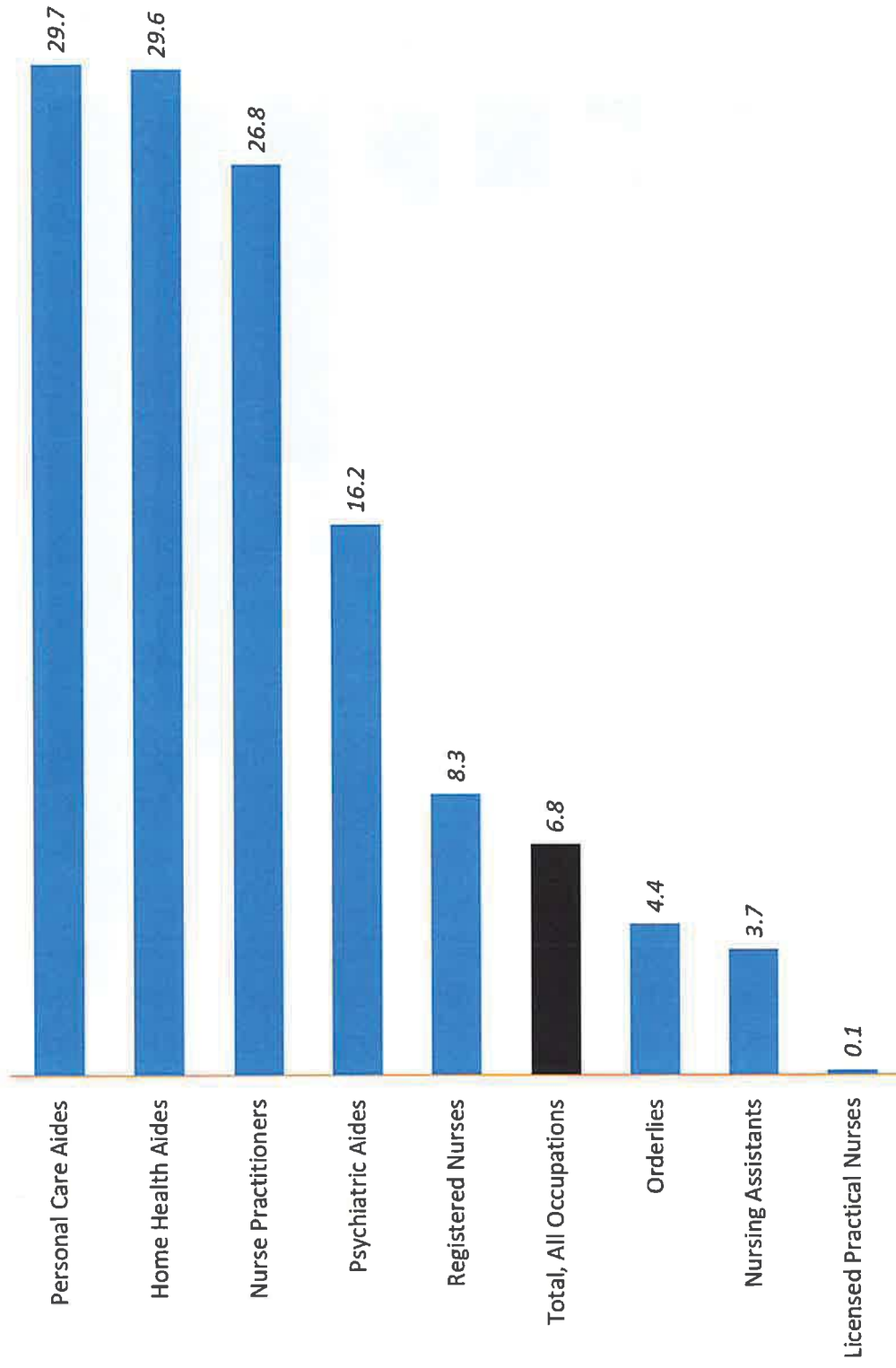
# Employment Human Care Occupations



Source: US Bureau of Labor Statistics, Occupational Employment Statistics (OES), estimates from May 2018



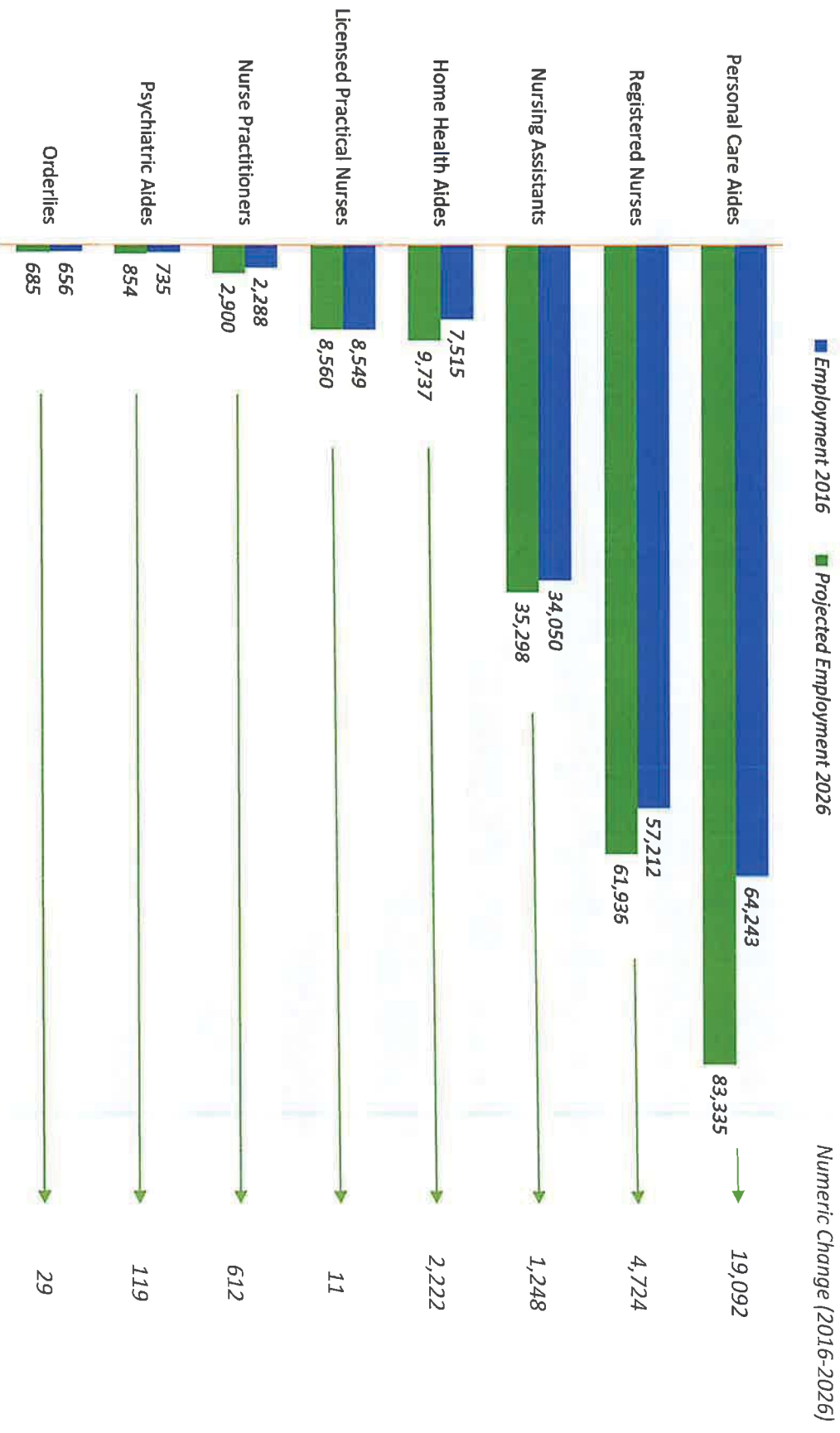
# Long-term Employment Projections Percent Change 2016-2026



Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, Long-term Employment Projections 2016-2026

# Long-term Employment Projections

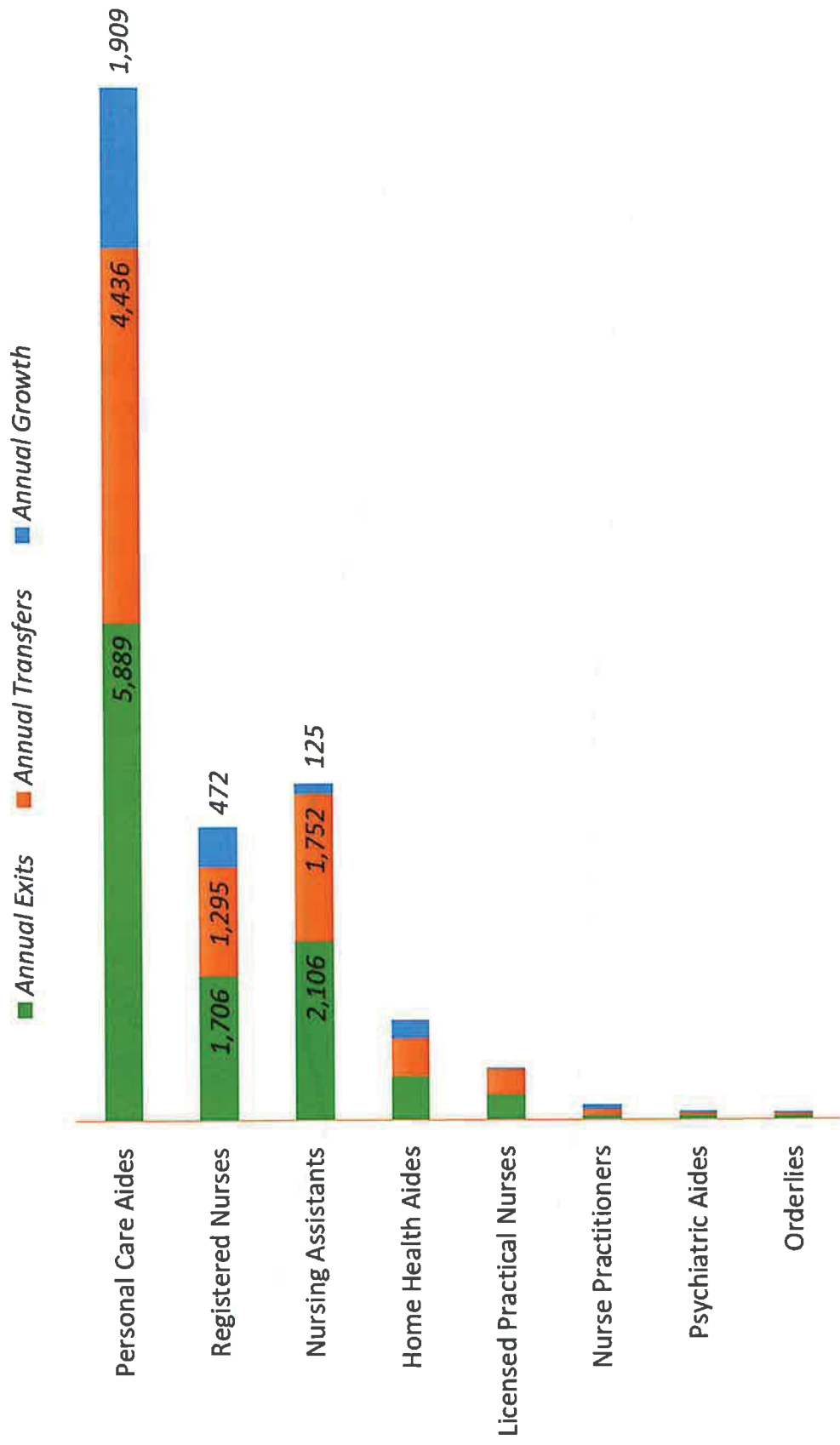
## Employment 2016 and Projected Employment 2026

Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, Long-term Employment Projections 2016-2026



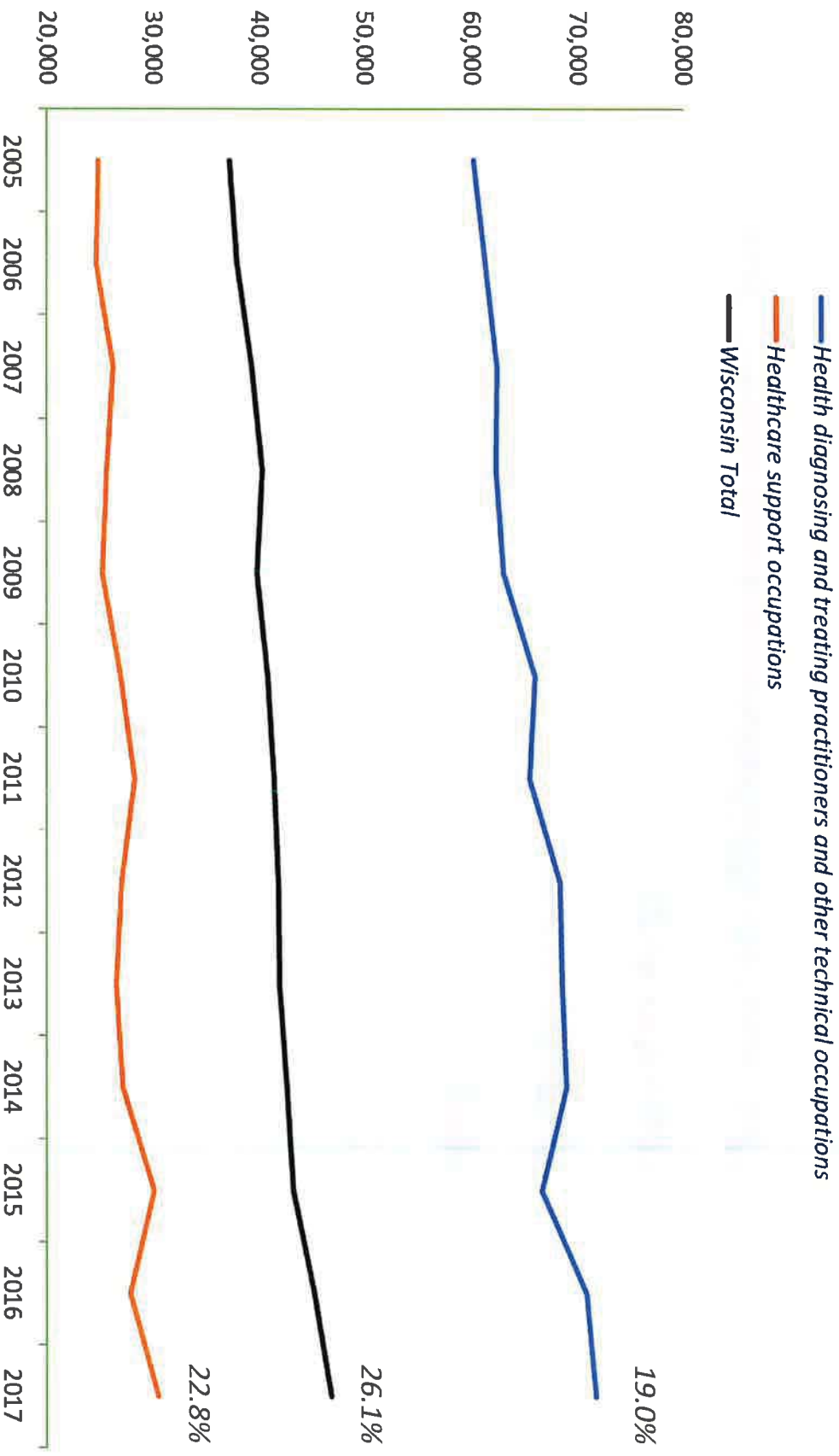
# Long-term Employment Projections Annual Total Openings (Exits, Transfers and New Jobs)



Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, Long-term Employment Projections 2016-2026

# Median Earnings (real dollars)

## Full-time, year-round civilian employed 16 and over



Source: U.S. Census Bureau, 2017 American Community Survey 1-Year Estimates





## Takeaways



- We are facing a Quantity challenge
- That gives us a Quality (Skills) challenge
- Find every body you can and skill everybody to their max

# Questions?

Dennis.Winters@dwd.wisconsin.gov

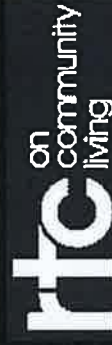


THE  
**DIRECT CARE  
WORKFORCE  
IN WISCONSIN**  
KEY TRENDS AND PROMISING PRACTICES

**STEPHEN CAMPBELL**  
DATA AND POLICY ANALYST  
PHI

**BARB KLEIST**  
PROJECT MANAGER  
UNIVERSITY OF MINNESOTA INSTITUTE ON COMMUNITY INTEGRATION  
RESEARCH AND TRAINING CENTER ON COMMUNITY LIVING

SEPTEMBER 26, 2019



# AGENDA

WHO ARE  
**DIRECT CARE WORKERS  
IN WISCONSIN?**

WHAT ARE  
**THE CHALLENGES  
THAT THEY FACE?**

**EVIDENCE-BASED BEST PRACTICES  
TO STRENGTHEN THE WORKFORCE**

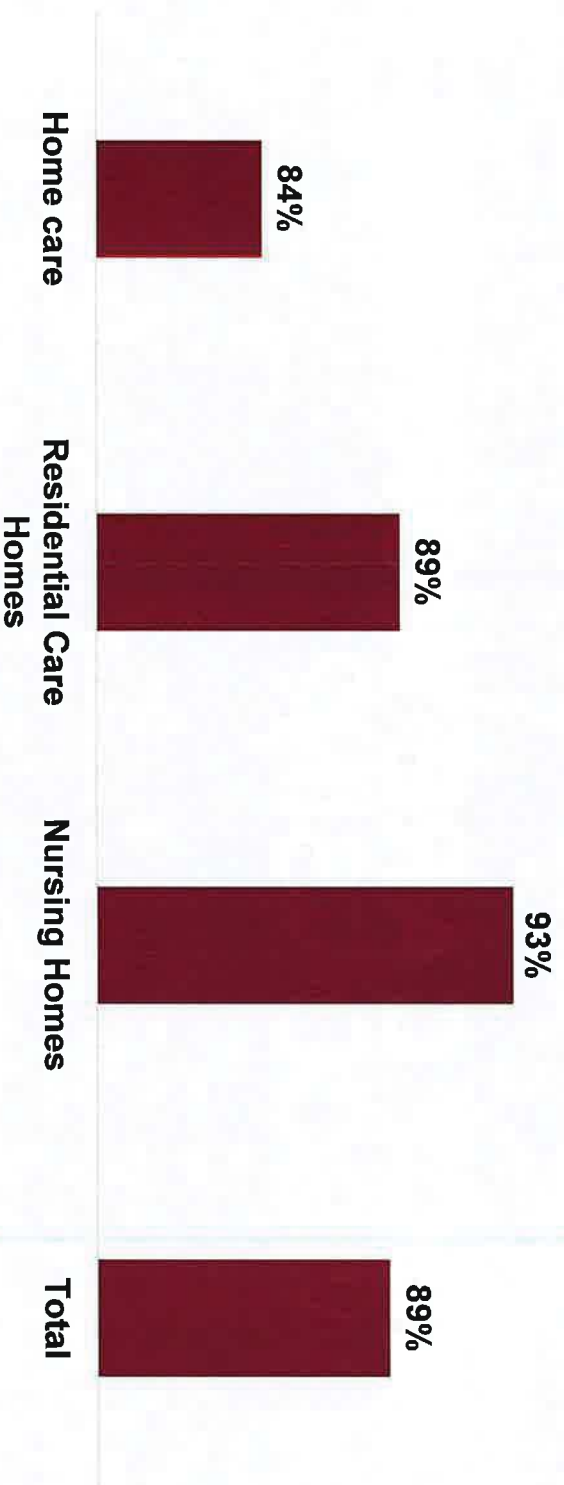
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WHO ARE  
**DIRECT CARE WORKERS**  
IN WISCONSIN?

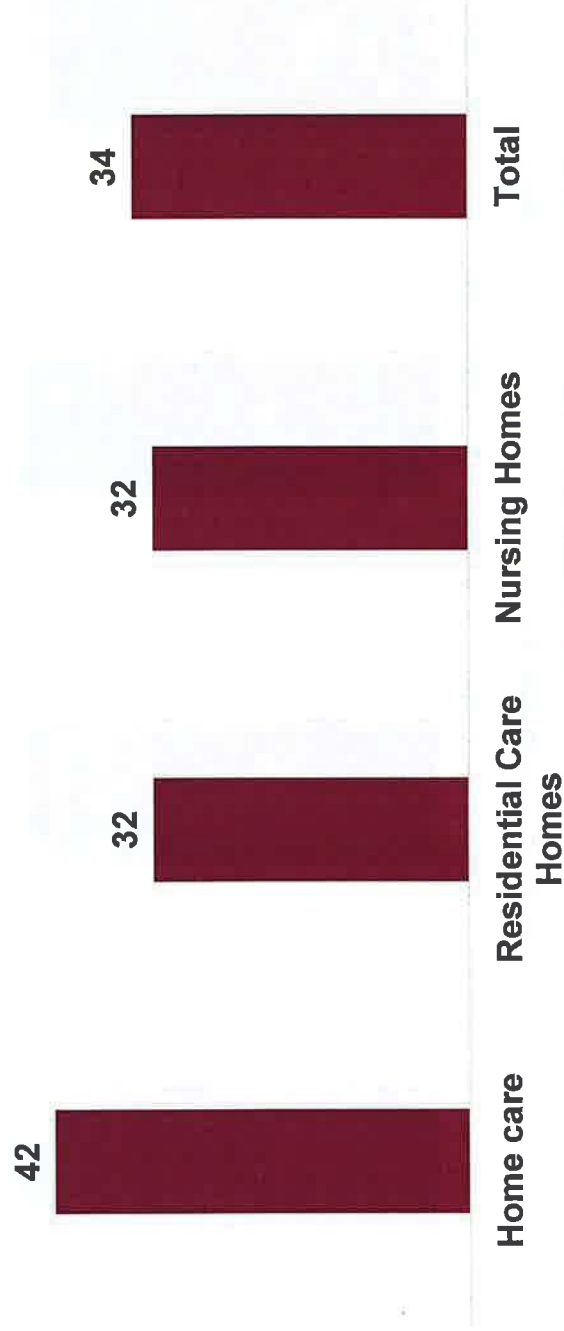


# 9 IN 10 DIRECT CARE WORKERS ARE WOMEN



PHI, "Workforce Data Center." Last modified August 30, 2019. <https://phirational.org/policy-research/workforce-data-center/>.

# DIRECT CARE WORKERS HAVE A MEDIAN AGE OF 34 YEARS OLD



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

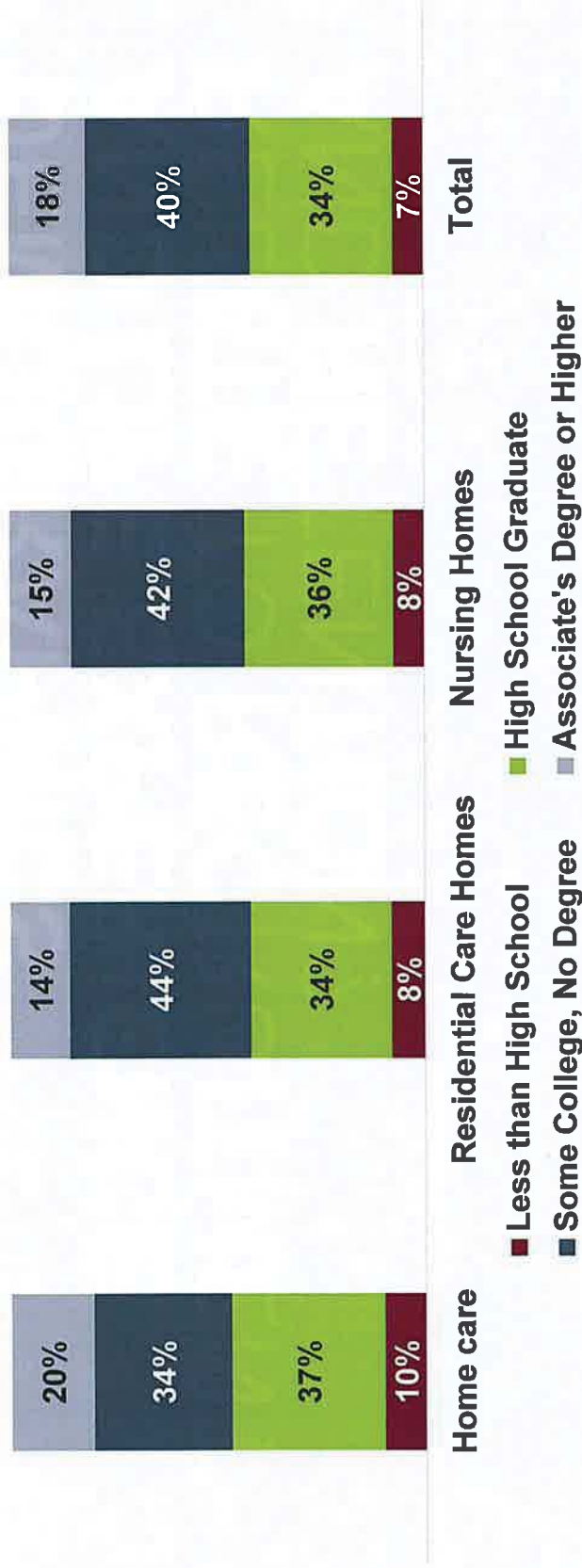
# 1 IN 4 DIRECT CARE WORKERS IS A PERSON OF COLOR



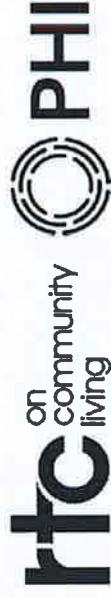
PHI, "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# 2 IN 4 DIRECT CARE WORKERS HAS A HIGH SCHOOL EDUCATION OR LESS



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



HOW DO  
**DEMOGRAPHICS  
AND LIFE EXPERIENCE  
RELATE TO RECRUITMENT  
AND RETENTION?**

WHAT ARE THE  
**THE ROLES OF**  
DIRECT CARE WORKERS?

# DIRECT CARE WORKER ROLES DIFFER ACROSS JOB TITLES



**PERSONAL CARE AIDES**

Daily support + help with housekeeping, errands, appointments, & social engagements

**Employment: 63,270**



**HOME HEALTH AIDES**

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

**Employment: 5,600**



**NURSING ASSISTANTS**

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

**Employment: 32,310**



**INDEPENDENT PROVIDERS**

Employed directly by consumers through publicly-funded programs

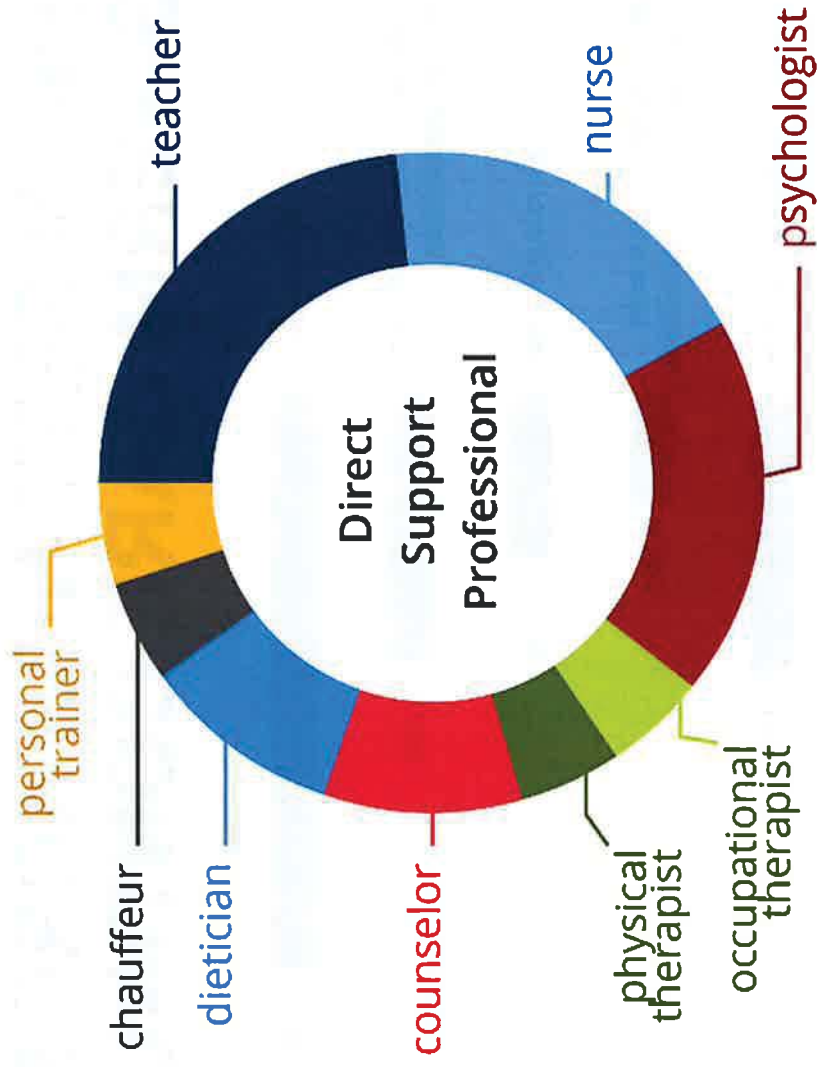
**Employment: N/A**



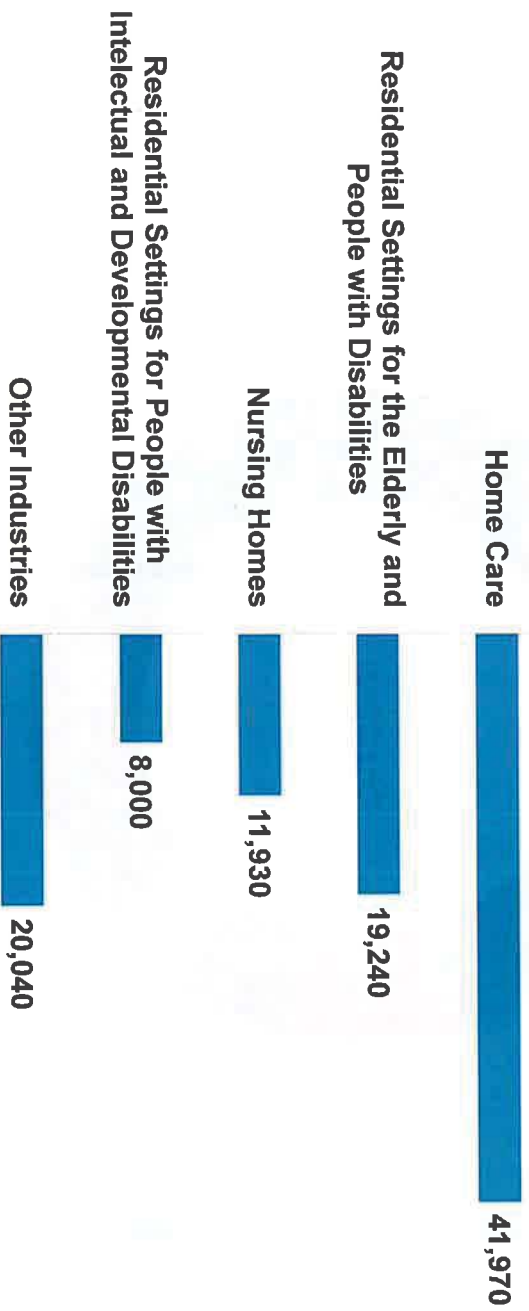
**DIRECT SUPPORT PROFESSIONALS**

Daily support for people with intellectual and developmental disabilities

**Employment: N/A**

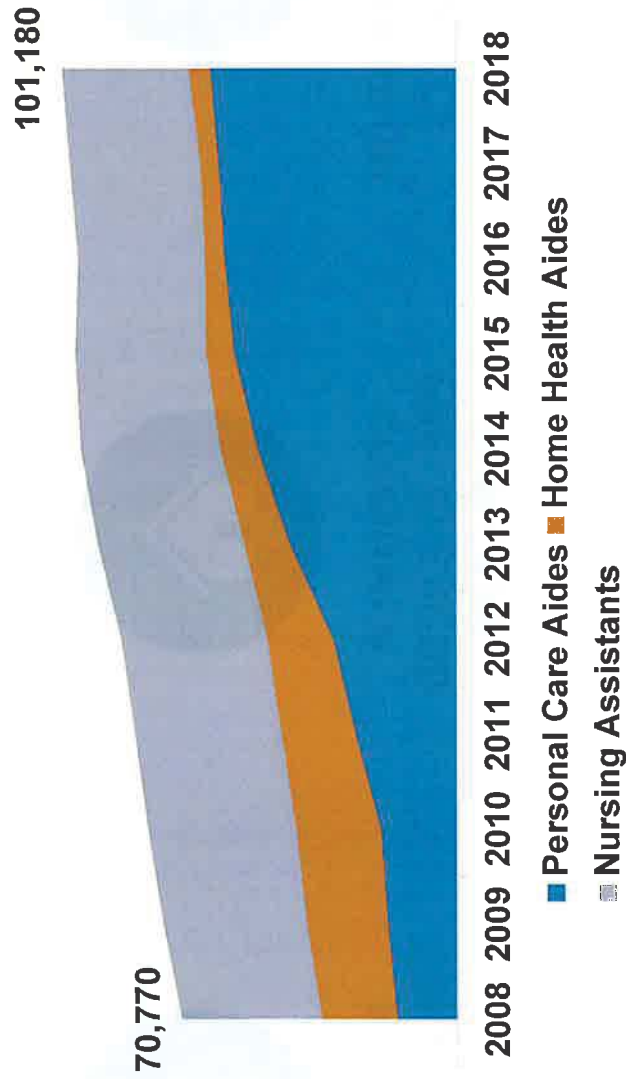


# THEY WORK IN SETTINGS ACROSS THE LONG-TERM CARE CONTINUUM



U.S. Bureau of Labor Statistics (BLS), Division of Occupational Employment Statistics. 2018. OES Research Estimates by State and Industry. [https://www.bls.gov/oes/2018/may/oes\\_research\\_estimates.html](https://www.bls.gov/oes/2018/may/oes_research_estimates.html); analysis by PHI (September 26, 2019).

# DEMAND HAS INCREASED IN THE PAST DECADE



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

# THREE MAJOR FACTORS DROVE UP DEMAND



**GROWING POPULATION  
OF OLDER ADULTS**



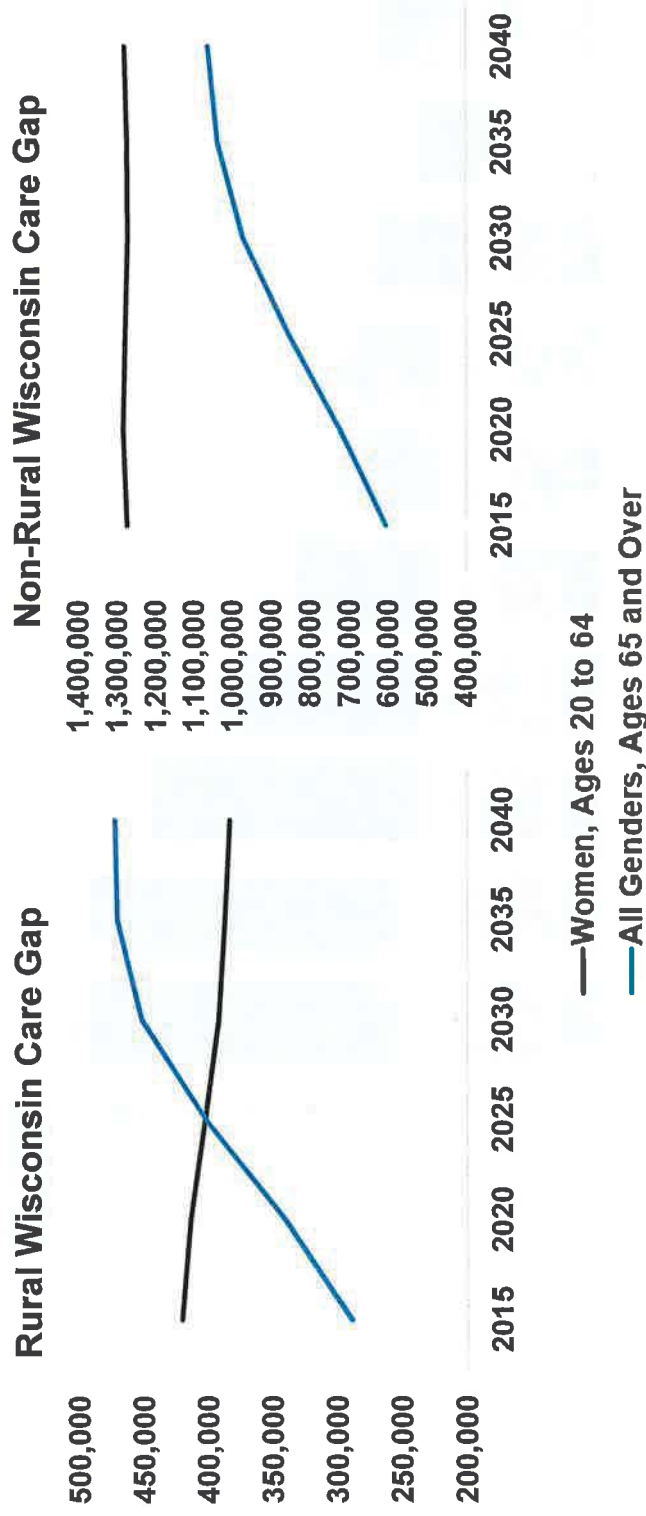
**CONSUMER  
PREFERENCES  
FOR CARE**



**POLICY AND  
PROGRAMMATIC  
CHANGES**



# THE CARE GAP WILL BE WIDER IN RURAL AREAS THAN IN URBAN AREAS.



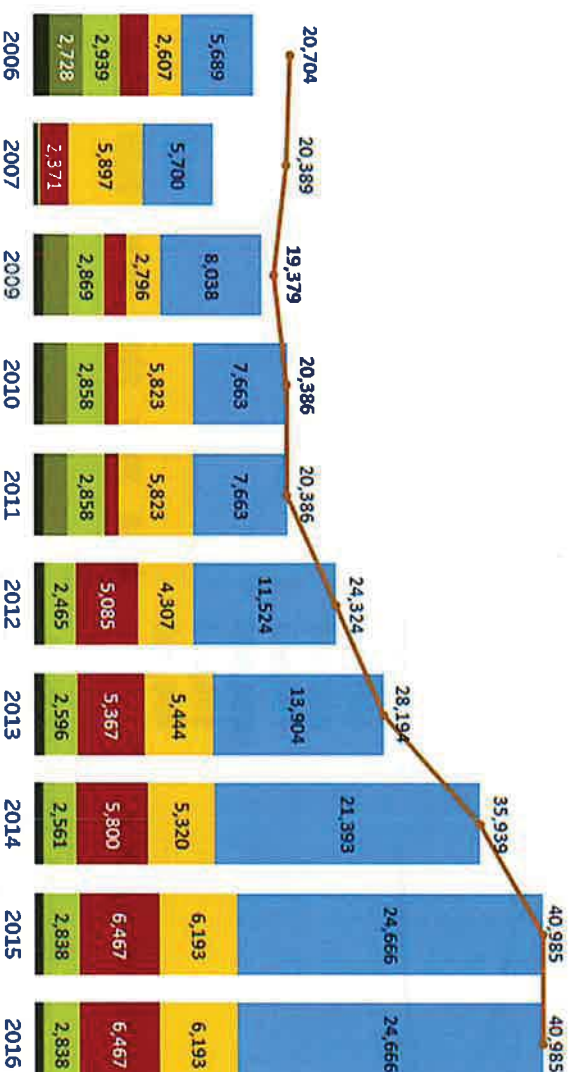
Campbell, Stephen. 2017. State of Care: Wisconsin's Home Care Landscape. Bronx, NY: PHI.  
<https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/>



# THE NUMBER OF PEOPLE WITH IDD IN LTSS PROGRAMS HAS GROWN.

## Wisconsin

Living Arrangements of LTSS Recipients by Fiscal Year over Time



- LTSS Recipients
- Family Home
- Own Home
- Host or Foster Home
- 1 to 3 Group
- 4 to 6 Group
- 7 to 15 Group
- 16+ Group

The number of Long-Term Supports and Services Recipients is for the IDD Agency in the state. Group settings (1-6, 7-15, and 16+) include ICF/IID, group homes, and other congregate settings.

RISP, "Chart Gallery." Accessed September 24, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# WHAT OTHER FACTORS AFFECT DEMAND FOR FOR DIRSCT CARE WORKERS?

WHAT ARE THE  
**CRITICAL CHALLENGES**  
FOR THIS WORKFORCE?

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# AN ADVOCATE'S PERSPECTIVE ON RECRUITMENT AND RETENTION



**CLIFF POETZ**  
ADVOCACY LEADER

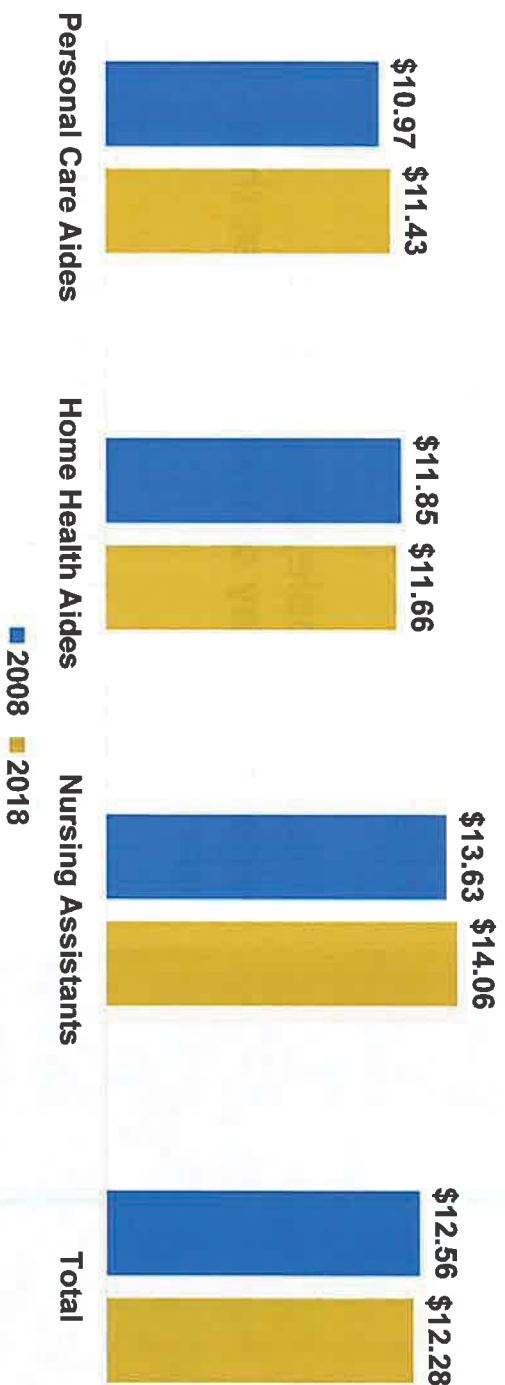
We want staff who **show up on time** and help us **get the stuff done** we need to get done

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

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

Source: IMPACT 2008

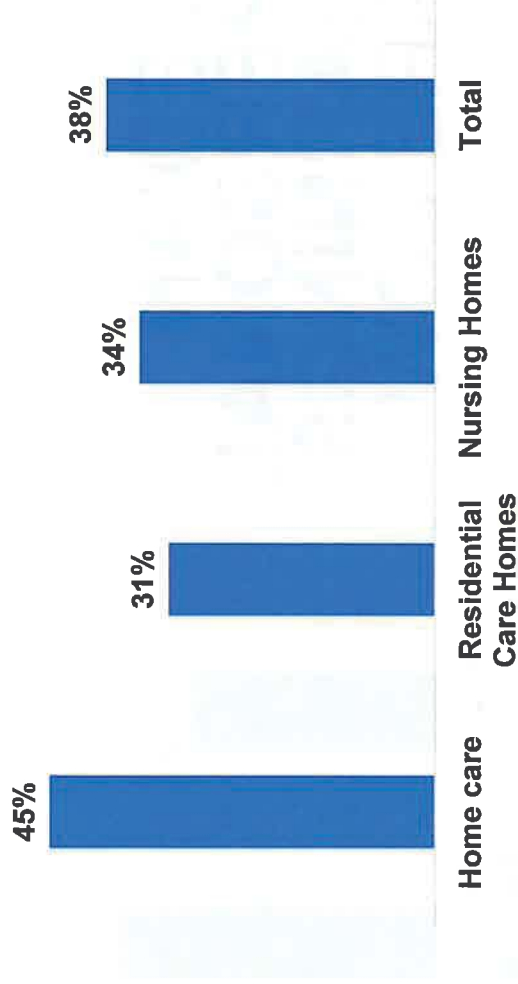
# WAGES HAVE STAGNATED IN THE PAST TEN YEARS



PHI, "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

# LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

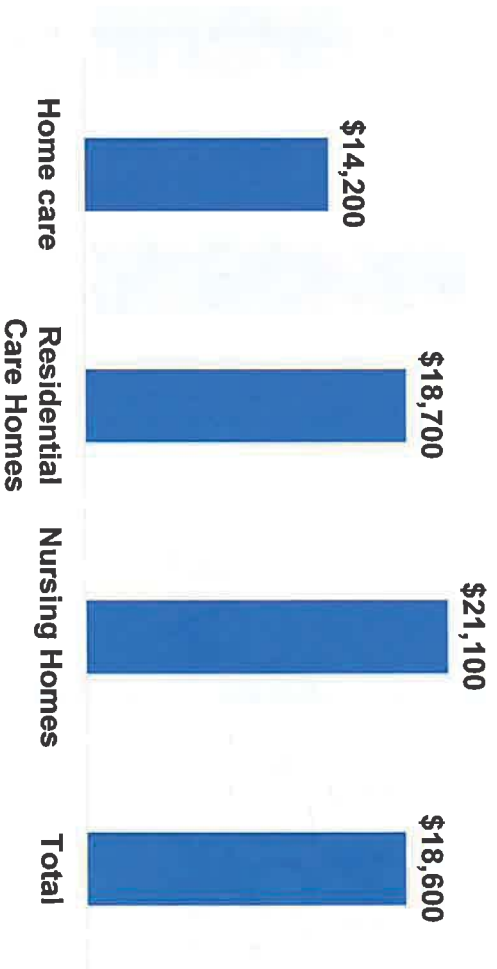
## 2 IN 5 WORKS PART TIME



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.

# LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

## MEDIAN PERSONAL EARNINGS ARE LOW

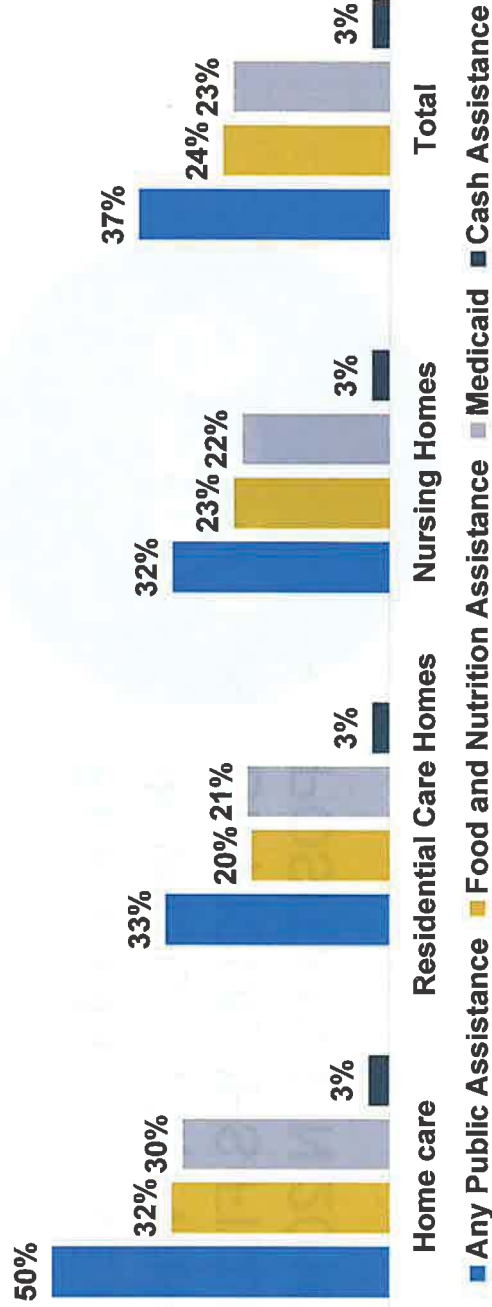


PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# LOW WAGES AND PART-TIME HOURS RESULT IN ECONOMIC HARDSHIP.

## 2 IN 5 RELY ON PUBLIC ASSISTANCE



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# HOME CARE PROVIDERS STRUGGLE TO ATTRACT WORKERS



93%

PERSONAL CARE PROVIDERS  
IN WISCONSIN WHO REPORT  
DIFFICULTIES FILLING OPEN  
POSITIONS IN 2016

Campbell, Stephen. 2017. *State of Care: Wisconsin's Home Care Landscape*. Bronx, NY: PHI.  
<https://phinational.org/resource/state-of-care-wisconsin-home-care-landscape/>

# HOME CARE PROVIDERS STRUGGLE TO RETAIN WORKERS



TURNOVER RATE  
AMONG PRIVATE-DUTY  
HOME CARE AGENCIES  
NATIONWIDE IN 2018

Holly, Robert. 2019. "Home Care Industry Turnover Reaches All-Time High of 82%." *Home Health Care News*, May 8, 2019.  
<https://homehealthcarenews.com/2019/05/home-care-industry-turnover-reaches-all-time-high-of-82/>.

# RESIDENTIAL CARE HOMES STRUGGLE TO FILL OPEN SHIFTS

1 IN 5

VACANT CAREGIVER POSITIONS  
IN RESIDENTIAL CARE HOMES IN  
WISCONSIN IN 2018

Wisconsin Health Care Association (WHCA), Wisconsin Assisted Living Association (WALA), Disability Service Provider Network (DSPN), and LeadingAge Wisconsin. 2018. The Long-Term Care Workforce Crisis. Madison, WI: WHCA, WALA, DSPN, and LeadingAge Wisconsin. [https://www.whcawical.org/all\\_pubs\\_articles/copy-2018-long-term-care-workforce-report-to-be-released-monday-advance-notice-for-members/](https://www.whcawical.org/all_pubs_articles/copy-2018-long-term-care-workforce-report-to-be-released-monday-advance-notice-for-members/)

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# NURSING HOMES STRUGGLE TO FILL OPEN SHIFTS



DECLINE IN NEW REGISTRANTS  
TO THE WISCONSIN NURSE AIDE  
REGISTRY FROM 2012 TO 2017



NURSING HOMES NATIONWIDE  
WHO HIRED TEMPORARY  
NURSING ASSISTANTS IN 2018

Wisconsin Health Care Association (WihCA) et al., 2018; PHI. 2019. *U.S. Nursing Assistants Employed in Nursing Homes: Key Facts*. Bronx, NY: PHI. <https://phinational.org/resource/u-s-nursing-assistants-employed-in-nursing-homes-key-facts-2019/>

# IDD PROVIDERS STRUGGLE TO RETAIN DSPS



46%

DSP TURNOVER RATE IN 19  
STATES IN 2017

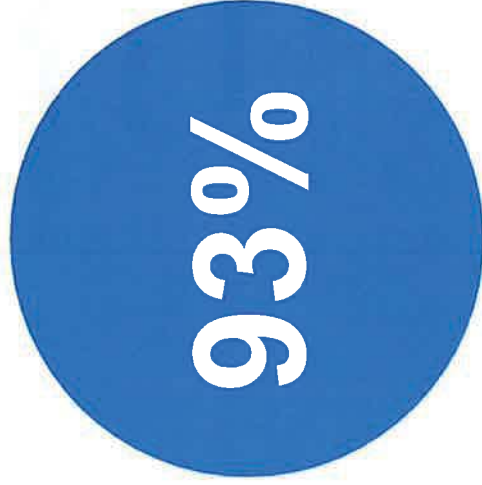


32%

DSPS WHO LEFT WHO HAD BEEN  
EMPLOYED FOR FEWER THAN  
SIX MONTHS

National Association of State Directors of Development Disabilities Services (NASDDDS). 2019. 2017 Staff Stability Survey Report.  
Alexandria, VA: NASDDDS. [https://www.nationalcoreindicators.org/upload/core-indicators/2017\\_NCI\\_StaffStabilitySurvey\\_Report.pdf](https://www.nationalcoreindicators.org/upload/core-indicators/2017_NCI_StaffStabilitySurvey_Report.pdf).

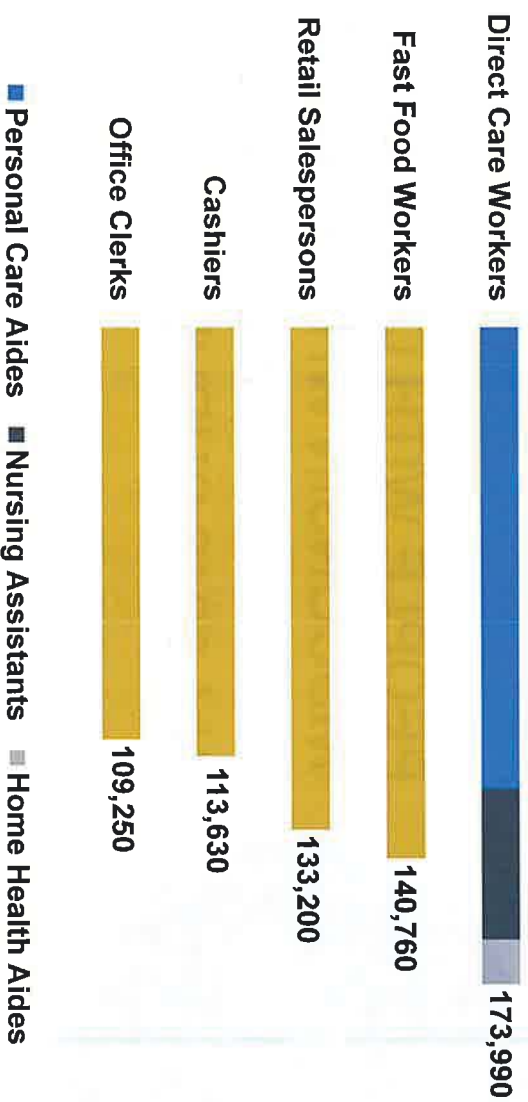
# CONSUMERS STRUGGLE TO ACCESS NEEDED SERVICES



PEOPLE WITH DISABILITIES IN  
WISCONSIN WHO REPORTED  
DIFFICULTY FINDING WORKERS  
IN A 2016 SURVEY

Campbell, Stephen. 2017. *State of Care: Wisconsin's Home Care Landscape*. Bronx, NY: PHI.  
<https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/>

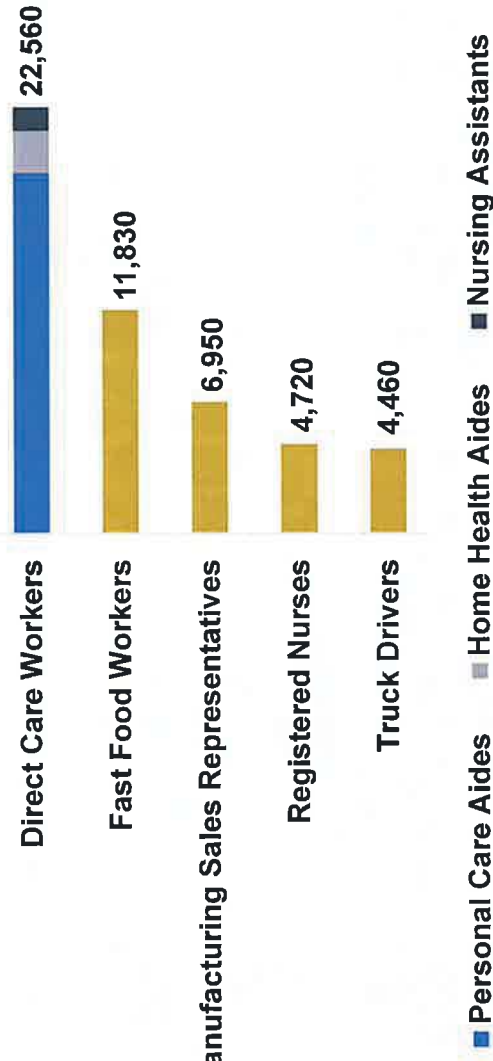
# THERE WILL BE 173,990 JOB OPENINGS IN DIRECT CARE FROM 2016 TO 2026.



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# BY 2026, THIS WORKFORCE WILL ADD 22,560 NEW JOBS.



PHI. "Workforce Data Center." Last modified August 30, 2019. <https://phinational.org/policy-research/workforce-data-center/>.



# EVIDENCE-BASED BEST PRACTICES TO STRENGTHEN THE WORKFORCE

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# ADDRESS COMPENSATION

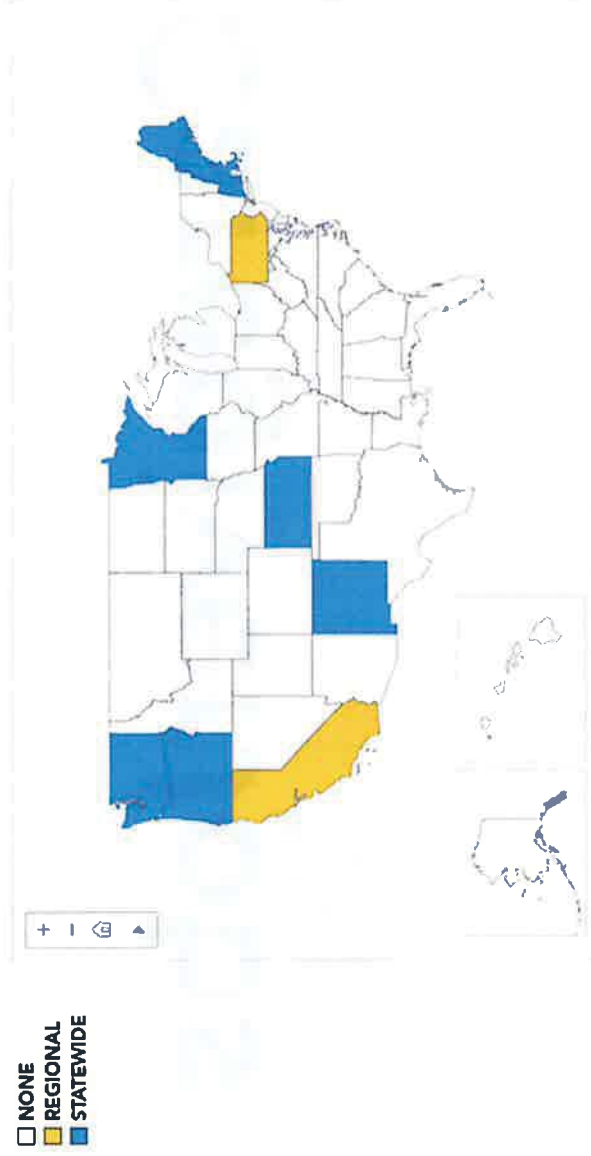
# COLORADO SET A WAGE FLOOR TO HELP STABILIZE THE HOME CARE WORKFORCE



**COLORADO**  
Department of Health Care  
Policy & Financing



# MATCHING SERVICE REGISTRIES CAN HELP OPTIMIZE THE WORKFORCE



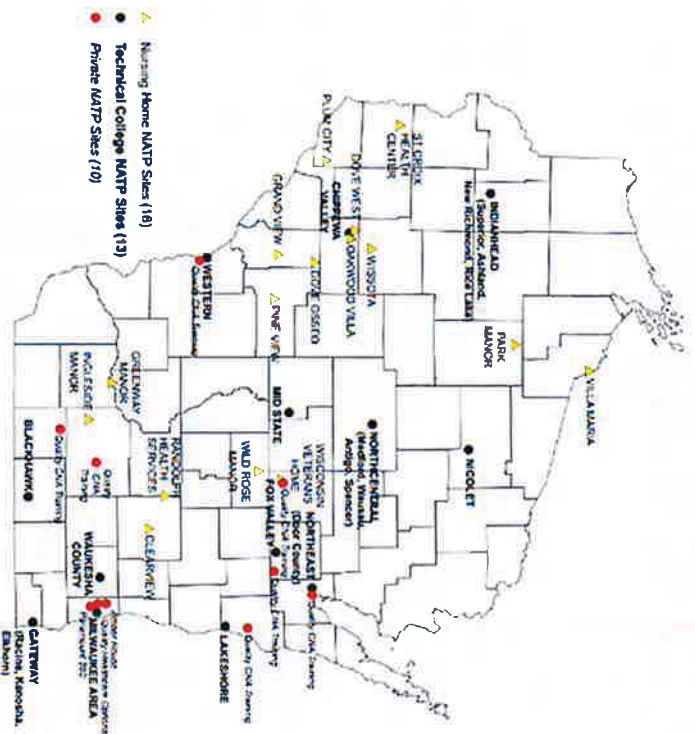
PHI. "Matching Service Registries." Accessed September 24, 2019. <https://phinational.org/advocacy/matching-service-registries/>.

**NEW TECHNOLOGY CAN HELP  
OPTIMIZE THE WORKFORCE**

# CaregiverJobs **Now**

# RAISE THE PROFILE & STRENGTHEN THE PIPELINE

# WISCAREGIVER CAREERS HELPED RECRUIT NEW NURSING ASSISTANTS



Wisconsin Department of Health Services. "WisCaregiver Career Program." Accessed September 24, 2019. <https://www.dhs.wisconsin.gov/caregiver-career/index.htm>.





# TRAINING PROGRAMS CAN HELP RECRUIT HIGH SCHOOL STUDENTS



Ohio Provider Resource Association. "C3P(O)." Accessed September 24, 2019. <https://www.opra.org/workforce-initiatives/c3po/>.



# NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS



Making a world of difference  
**in people's lives**

#### **NADSP VISION STATEMENT**

A world with a highly qualified and professional direct support workforce that partners with, supports and empowers people with disabilities to lead a life of their choosing.

#### **NADSP MISSION STATEMENT**

To elevate the status of direct support professionals by improving practice standards, promoting system reform, and advancing their knowledge, skills and values.

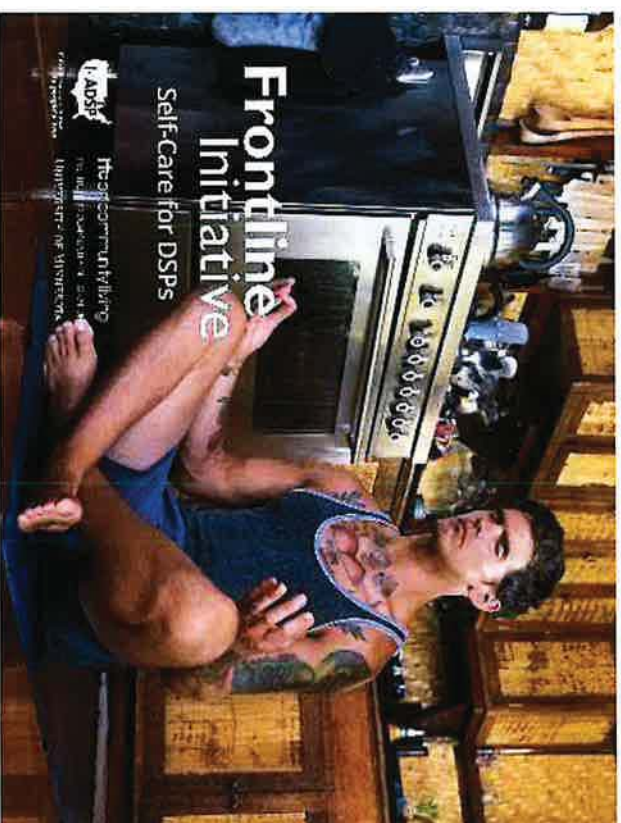
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community  
living



# NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS

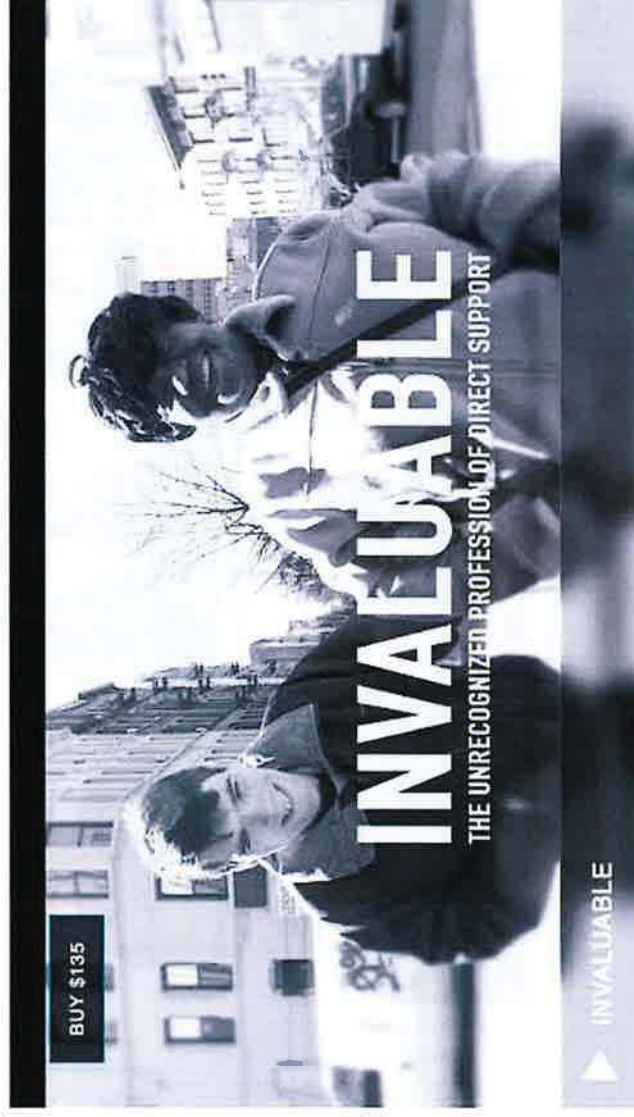


# NADSP FRONLINE INITIATIVE



National Alliance for Direct Support Professionals, "Frontline Initiative." Accessed September 24, 2019. <https://www.nadsp.org/frontline-initiative/>.

# INVALUABLE: THE UNRECOGNIZED PROFESSION OF DIRECT SUPPORT



Research and Training Center (RTC) on Community Living. "Invaluable: The Unrecognized Profession of Direct Support." Accessed September 24, 2019. <https://cl.ici.umn.edu/view-product/hip-wEbDwTR6Ihjm3fNug0w>.



# TARGETTED MARKETING MATERIALS CAN HELP RECRUIT DSPS

**Do you see amazing things in people?**  
Become a Direct Support Professional

**Make a difference in your community**  
Become a Direct Support Professional

**Wondering what to do with your life now?**  
Become a Direct Support Professional

**Looking to explore more?**  
Become a Direct Support Professional

**Volunteer and discover your career**  
Become a Direct Support Professional

**Looking to explore more?**  
Become a Direct Support Professional

# PUBLIC SERVICE ANNOUNCEMENTS CAN HELP RECRUIT DSPS

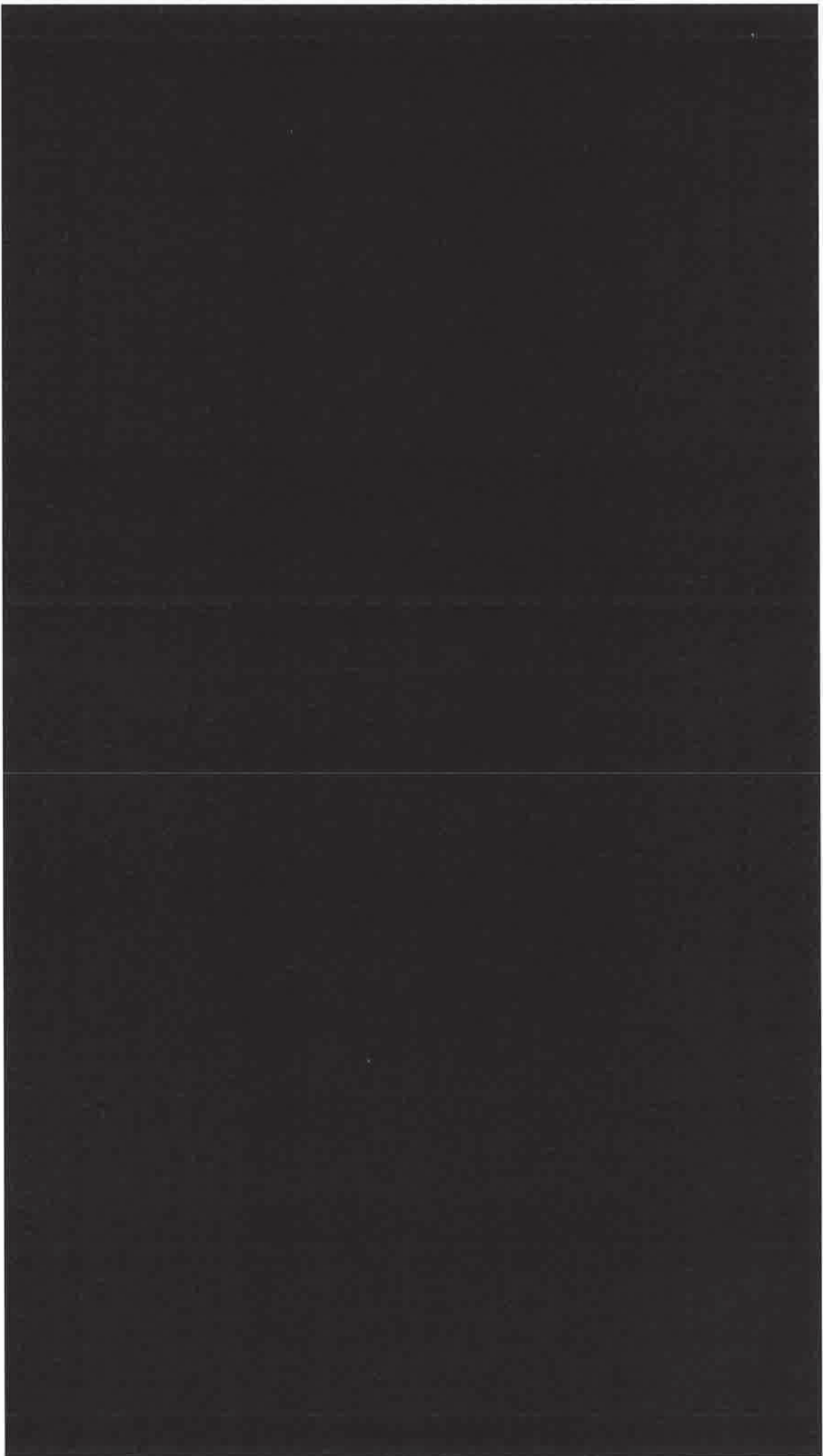
Three 30-second PSA videos designed to raise awareness and change perceptions about the field.



PLAYLIST



American Network of Community Options and Resources (ANCOR). "Public Service Announcements." Accessed September 24, 2019. <https://www.ancor.org/toolkit/employers/public-service-announcements>.





# IMPROVE TRAINING & CAREER PATHWAYS

# SCALES ARE TIPPED IN THE WRONG DIRECTION

240+

hours minimally  
needed to meet  
basics



40+

hours provided



Balance is achieved when  
Training → competence

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# WHY MOVE TOWARD COMPETENCY-BASED TRAINING?

- Community living has changed
- Greater expectations from advocates
- System expenditures growth curve
- People on waiting lists
- Government accountability on workforce stability is coming (NQF framework)
- Not maximizing desired outcomes for people
  - Exposes
  - Employment, choices, community living, relationships, etc.
- Workforce is key to quality
- Wages stagnant, decades of high turnover/vacancy
- Status quo is wasteful and costly
- Across industry competition for scarce workforce



# COMPETENCY-BASED TRAINING MATTERS



Hewitt, Nord, Bogenschutz, 2013



# ALIGN TRAINING WITH OUTCOMES

## TRAINING

Professionalism  
Community Inclusion  
Person Centered Planning  
Individual Rights and Choice  
Civil Rights and Advocacy  
Safety at Home and in the Community Supporting  
Healthy Lives Personal Care  
You've Got a Friend  
Employment Supports Home and Community Living  
Personal Care

## OUTCOMES

Satisfaction with Staff  
Community Inclusion  
Choices & Rights  
Health & Safety  
Friends & Family  
Work, Day, and Home

# DSP COMPETENCY SETS, 1996 - 2014



President's Committee for People with Intellectual Disabilities (PCPID). 2017. America's Direct Support Workforce Crisis: Effects on People with Intellectual Disabilities, Families, Communities and the U.S. Economy. Washington, D.C.: PCPID. [https://acl.gov/sites/default/files/programs/2018-02/2017%20PCPID%20Full%20Report\\_0.PDF](https://acl.gov/sites/default/files/programs/2018-02/2017%20PCPID%20Full%20Report_0.PDF)



# NADSP COMPETENCY SET

## The NADSP Competency Areas: The Foundation of the Work

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<b>Area 1:</b> Participant Empowerment	<b>Area 9:</b> Vocational, Educational, and Career Support
<b>Area 2:</b> Communication	<b>Area 10:</b> Crisis Prevention and Intervention
<b>Area 3:</b> Assessment	<b>Area 11:</b> Organizational Participation
<b>Area 4:</b> Community and Service Networking	<b>Area 12:</b> Documentation
<b>Area 5:</b> Facilitation of Services	<b>Area 13:</b> Building and Maintaining Friendships and Relationships
<b>Area 6:</b> Community Living Skills and Supports	<b>Area 14:</b> Person-Centered Supports
<b>Area 7:</b> Education, Training, and Self Development	<b>Area 15:</b> Supporting Health and Wellness
<b>Area 8:</b> Advocacy	

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Source: Based on NADSP (2018).



# ADULT LEARNER-CENTERED INSTRUCTION METHODS MATTER



# COMPREHENSIVE TRAINING STUDY

- Intervention sites experience 16.4% difference in turnover after one year
- DSPs showed increased competence (Rights & Choice, Health & Safety, Relationships)
- DSPs showed increased satisfaction with supervisors
- Individuals who received services had improved outcomes in all areas

Bogenschutz, Matthew, Derek Nord, and Amy Hewitt. "Competency-Based Training and Worker Turnover in Community Supports for People With IDD: Results From a Group Randomized Controlled Study." *Intellectual and Developmental Disabilities* 53(3): 182-195. <https://experts.umn.edu/en/publications/competency-based-training-and-worker-turnover-in-community-support>.

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# BUILDING TRAINING; BUILDING QUALITY IMPROVES CARE OUTCOMES



**IMPART**  
A L L I A N C E

Luz, Claire, Katherine Hanson, Yuning Hao, and Elizabeth Spurgeon. "Improving Patient Experiences and Outcomes Through Personal Care Aide Training." *Journal of Patient Experience* 5(1): 56-62. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5862381/>.



# COLLEGE OF DIRECT SUPPORT

- Online training: College of Direct Support
  - 35 lessons over 12 months
  - 6 modules address different topics
  - Pre/post-test measures
- Mentoring
  - Supervisor or advanced DSP
  - Mentoring on each module topic
- Group discussion
  - With peers and supervisors
  - Provided for each module

# UNIVERSAL TRAINING REGULATIONS PROMOTE EFFICIENCY IN ARIZONA



State of Arizona Senate. 2019. SB 1244. <https://www.azleg.gov/legtext/54leg/1r/bills/sb1244p.pdf>.



# QUILTSS: A COMPETENCY-BASED APPROACH IN TENNESSEE



Charla Long, "QuILTSS Workforce Development Initiative." Last modified May 2, 2016.  
<https://www.youtube.com/watch?v=BjVFRwMM36E&feature=youtu.be>.

# ENSURE EFFECTIVE SUPERVISION

# SUPPORTIVE SUPERVISION SAVES TIME AND REDUCES TURNOVER



Scales, Kezia. 2017. *Success Across Settings: Six Best Practices in Promoting Quality Care through Quality Jobs*. Bronx, NY: PHI.  
[https://phinational.org/wp-content/uploads/2017/09/evaluation\\_brief\\_final.pdf](https://phinational.org/wp-content/uploads/2017/09/evaluation_brief_final.pdf)



# NATIONAL FRONTLINE SUPERVISOR COMPETENCIES

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



## National Frontline Supervisor Competencies

April, 2013

Research & Training Center on Community Living  
Institute on Community Integration (UCCDOI)

UNIVERSITY OF MINNESOTA  
Driven to Discover

Sedlezky, Lori, Jennifer Reinke, Sheryl Larson, and Amy Hewitt. 2013. *National Frontline Supervisor Competencies*. Minneapolis, MN: RTC on Community Living. [https://rtc.umn.edu/docs/National\\_Frontline\\_Supervisor\\_comp\\_7-2-13.pdf](https://rtc.umn.edu/docs/National_Frontline_Supervisor_comp_7-2-13.pdf).



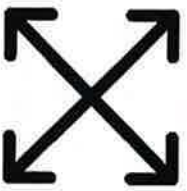
# **CDS: COLLEGE OF FRONTLINE SUPERVISION & MANAGEMENT (CFSM)**

- Developing an Intervention Plan
- Fueling High Performance
- Preparing for the Supervisor's Job in Human Services
- Recruitment and Selection
- Training and Orientation
- Your First Few Weeks and Months as a Supervisor

# COLLECT WORKFORCE DATA & MEASURE PROGRESS



# COLLECT WORKFORCE DATA & MEASURE PROGRESS



## VOLUME

- Full-time workers
- Part-time workers



## STABILITY

- Turnover
- Retention
- Vacancies



## COMPENSATION

- Average wage
- Starting wage
- Experienced wage
- Benefits

National Direct Service Workforce Resource Center (NDSRP). 2009. The Need for Monitoring the Long-Term Care Direct Service Workforce and Recommendations for Data Collection. Washington, D.C.: NDSRP.  
<https://www.medicare.gov/medicaid/lits/downloads/workforce/monitoring-dsw.pdf>

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# TEXAS COLLECTS ROBUST WORKFORCE DATA

Position Type	Difference in recruiting new staff from 1/1/2018 - 12/31/2018? Please select one option for each Position Type
Attendants*	1 - Situation is worse (Harder to recruit)
Employment Services (SE, EA)*	0 - No staff of this type
Nurses (RNs, LVNs)*	2 - No difference
Specialists (PT, OT, Dietary, etc.)*	3 - Situation has improved (Easier to recruit)
Central Office Staff*	2 - No difference
Administrative and Operations Staff*	2 - No difference

# TEXAS COLLECTS ROBUST WORKFORCE DATA

Position Type	Number of staff (Full-time, Part-time, Temp, Medical, Non-Medical & Private Pay combined) on 12/31/2018	Number of staff who left:			Number of vacancies on 12/31/2018	Percentage of work hours filled w/OT or non-scheduled staff (Estimates accepted if unknown)	Average number of days to fill vacant positions (Estimates accepted if unknown)	Current starting wage for this type of position within your agency in 2018 (Hourly Rate)	Average wage for this type of position after 2 years of employment (Hourly Rate)
		1/1/2018 - 6/30/2018	7/1/2018 - 12/31/2018	12/31/2018					
Attendants						%		\$	\$
Employment Services (SE, EA)						%		\$	\$
Nurses (RNs, LVNs)						%		\$	\$
Specialists (PT, OT, Dietary, etc.)						%		\$	\$
Central Office Staff						%		\$	\$
Administrative and Operations Staff						%		\$	\$
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				\$	\$

# TEXAS COLLECTS ROBUST WORKFORCE DATA

Length of Time with your Agency	Using the total number of staff from above, what is the length of time they have been with your agency?
LESS than 6 months	<input type="text"/>
BETWEEN 6 and 12 months	<input type="text"/>
OVER 12 months	<input type="text"/>
<b>Total Staff by Length of Time</b>	<b>0</b>
Number of CPC clients (Medicaid, Non-Medicaid, Private Pay, etc. combined) actively enrolled on 12/31/2018	<input type="text" value="0"/>
Is it more difficult for you to hire and keep CLASS attendants versus PHC attendants?	

# TEXAS COLLECTS ROBUST WORKFORCE DATA

In addition to wages, does your agency offer benefits to staff? If Yes, check all that apply	Full-Time Staff	Part-Time Staff
Medical Insurance (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Dental Insurance (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Retirement (paid in whole or in part by agency)	<input type="checkbox"/>	<input type="checkbox"/>
Paid Sick Leave	<input type="checkbox"/>	<input type="checkbox"/>
Paid Vacation	<input type="checkbox"/>	<input type="checkbox"/>
Short-Term Disability	<input type="checkbox"/>	<input type="checkbox"/>
Long-Term Disability	<input type="checkbox"/>	<input type="checkbox"/>
Jury Duty Leave	<input type="checkbox"/>	<input type="checkbox"/>
Bereavement Leave	<input type="checkbox"/>	<input type="checkbox"/>
Vision Insurance	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Plan	<input type="checkbox"/>	<input type="checkbox"/>
Life Insurance	<input type="checkbox"/>	<input type="checkbox"/>



# NATIONAL CORE INDICATORS DATA REVEAL WORKFORCE CHALLENGES.

	Average Turnover Rates <sup>1</sup>	Median	Std. Deviation	Minimum	Maximum	Number of responding agencies
AL	31.0%	25.9%	27.0%	0.0%	125.6%	38
AZ	42.0%	33.2%	42.4%	0.0%	300.0%	216
CT	31.0%	31.1%	19.5%	0.0%	100.0%	39
DC	24.4%	20.4%	21.8%	0.0%	95.0%	65
GA	39.7%	31.8%	42.3%	0.0%	269.2%	132
IL	49.5%	40.9%	40.7%	0.0%	300.0%	215
IN	51.6%	44.0%	40.8%	0.0%	295.5%	95
KY	46.0%	33.3%	50.2%	0.0%	400.0%	161
MD	36.1%	33.4%	18.5%	0.0%	95.3%	40
MO	46.4%	42.3%	34.6%	0.0%	164.3%	177
NE	68.8%	50.0%	65.3%	4.0%	327.3%	39
NY	33.4%	29.5%	26.0%	0.0%	271.6%	286
OH	39.0%	25.6%	46.7%	0.0%	400.0%	1084
OK	54.4%	45.2%	48.4%	0.0%	289.5%	58
OR	47.4%	41.8%	40.5%	0.0%	250.0%	190
SC	32.0%	29.8%	16.6%	0.0%	83.3%	41
SD	57.3%	49.5%	30.6%	15.2%	146.5%	19
TN	51.4%	42.2%	37.4%	0.0%	193.3%	106
UT	41.5%	38.1%	33.5%	0.0%	149.0%	69
VT	34.6%	40.0%	16.1%	5.7%	67.0%	14
<b>Weighted NCI</b>	<b>43.8%</b>	<b>40.0%</b>	<b>37.8%</b>	<b>0.0%</b>	<b>400.0%</b>	<b>3084</b>
<b>Average:</b>	<b>43.8%</b>	<b>40.0%</b>	<b>37.8%</b>	<b>0.0%</b>	<b>400.0%</b>	<b>Total: 3084</b>
<b>Weighted NCI</b>	<b>40.0%</b>	<b>40.0%</b>	<b>37.8%</b>	<b>0.0%</b>	<b>400.0%</b>	<b>Unweighted</b>
<b>Average:</b>	<b>40.0%</b>	<b>40.0%</b>	<b>37.8%</b>	<b>0.0%</b>	<b>400.0%</b>	<b>Total: 3084</b>

National Association of State Directors of Development Disabilities Services (NASDDDS), 2019, 2017 Staff Stability Survey Report.  
Alexandria, VA: NASDDDS. [https://www.nationalcoreindicators.org/upload/core-indicators/2017\\_NCI\\_StaffStabilitySurvey\\_Report.pdf](https://www.nationalcoreindicators.org/upload/core-indicators/2017_NCI_StaffStabilitySurvey_Report.pdf)



# SUPPORT PROVIDERS IN COLLECTING WORKFORCE DATA.

## Assessing Retention Outcomes



The Research and Training Center on Community Living is a research and training center at the University of Minnesota. We are currently conducting a study on the impact of the Home Care Support Program on the retention of home care workers. The study is currently in progress and we are looking for participants. If you are interested in participating in the study, please contact us at (612) 625-5111 or visit our website at [www.rtc.org](http://www.rtc.org).

**Research and Training Center on Community Living**  
**HEALTHCARE WORKERS**  
**UNIVERSITY OF MINNESOTA**

Example: Direct Care Staff Members in Group Home A (12/24/10 to 12/24/11)

Staff Member	Status	Line Code	Complete Date	Hours	Times Served
1	EMP	110204	12/23/11	22	134
2	EMP	111201	12/23/11	48	134
3	EMP	110204	12/23/11	22	134
4	EMP	110204	12/23/11	22	134
5	EMP	110204	12/23/11	22	134
6	EMP	110204	12/23/11	22	134
7	EMP	110204	12/23/11	22	134
8	EMP	110204	12/23/11	22	134
9	EMP	110204	12/23/11	22	134
10	EMP	110204	12/23/11	22	134
11	EMP	110204	12/23/11	22	134
12	EMP	110204	12/23/11	22	134
13	EMP	110204	12/23/11	22	134
14	EMP	110204	12/23/11	22	134
15	EMP	110204	12/23/11	22	134
16	EMP	110204	12/23/11	22	134
17	EMP	110204	12/23/11	22	134
18	EMP	110204	12/23/11	22	134
19	EMP	110204	12/23/11	22	134
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22	EMP	110204	12/23/11	22	134
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39	EMP	110204	12/23/11	22	134
40	EMP	110204	12/23/11	22	134
41	EMP	110204	12/23/11	22	134
42	EMP	110204	12/23/11	22	134
43	EMP	110204	12/23/11	22	134
44	EMP	110204	12/23/11	22	134
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81	EMP	110204	12/23/11	22	134
82	EMP	110204	12/23/11	22	134
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84	EMP	110204	12/23/11	22	134
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87	EMP	110204	12/23/11	22	134
88	EMP	110204	12/23/11	22	134
89	EMP	110204	12/23/11	22	134
90	EMP	110204	12/23/11	22	134
91	EMP	110204	12/23/11	22	134
92	EMP	110204	12/23/11	22	134
93	EMP	110204	12/23/11	22	134
94	EMP	110204	12/23/11	22	134
95	EMP	110204	12/23/11	22	134
96	EMP	110204	12/23/11	22	134
97	EMP	110204	12/23/11	22	134
98	EMP	110204	12/23/11	22	134
99	EMP	110204	12/23/11	22	134
100	EMP	110204	12/23/11	22	134

Workforce Status and Outcomes Worksheet

Group Name: [ ] Facility No: [ ]

1. Date Reported/Reported By: [ ] [ ]

2. Date Reported/Reported By: [ ] [ ]

3. Date Reported/Reported By: [ ] [ ]

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Research and Training Center (RTC) on Community Living, 2015. Assessing Retention Outcomes. Minneapolis, MN: RTC on Community Living. <https://www.nationalcoreindicators.org/uploads/cores-indicators/2017-NCI-StaffStabilitySurvey-Report.pdf>



# FOSTER COMMITMENT AT EVERY LEVEL



# ACOM 407 PROMOTES COLLABORATION BETWEEN MCOS AND PROVIDERS



Arizona Health Care Cost Containment System (AHCCCS) Contractor Operations Manual, 2012, Workforce Development, Chapter 407.  
[https://www.azahcccs.gov/shared/Downloads/ACOM/Policyfiles/400/407\\_Workforce\\_Development.pdf](https://www.azahcccs.gov/shared/Downloads/ACOM/Policyfiles/400/407_Workforce_Development.pdf).



# TENNESSEE TAKES A UNIQUE APPROACH TO WORKFORCE DEVELOPMENT



**COMPETENCY-BASED  
TRAINING PROGRAM**

**NON-RECURRING  
INVESTMENT IN CAPACITY-  
BUILDING SUPPORTS**

**ALIGNED FINANCIAL  
INCENTIVES**

# PROMOTE BEST PRACTICES AMONG EMPLOYERS



**ENCOURAGE INNOVATION  
THROUGH FUNDING OPPORTUNITIES.**



**mercy care**



# REFERRAL AND HIRING BONUSES



## REFERRAL BONUS

- Pay incentive to existing employees for referring a new hire
- Small payment to referring employee at time of hire then larger amounts at 6 and 12 months.
- Transparency and market to existing employees how much people are getting paid out



## HIRING BONUS

- Small bonuses given to new recruits of they are hired at the time of hire.
- Trying to get them in your door before they go to another door



# ENSURING A GOOD MATCH



## APPLICANT

- Competencies and Skills
- Attitudes and Values
- Interest in and Commitment to do the job



## ORGANIZATION

- Job Requirements and Expectations
- Culture and Climate
- Investment with employees

# EFFECTIVE SELECTION STRATEGIES

- Realistic Job Previews
- Structured/Behavioral interviews
- Structured observations
- Cognitive ability tests
  - Writing exercises
  - English proficiency tests
- Interview with DSPs
- Interview with individuals and family members

# REALISTIC JOB PREVIEWS



ANCOR. "Realistic Job Preview." Accessed September 24, 2019. <https://www.nationaladvocacycampaign.org/toolkit/employers/realistic-job-preview>.

# ELEMENTS OF AN EFFECTIVE RJP

- Present the RJP early in the application process before a job offer is made
- Make the purpose of the RJP clear to applicant
- Include viewpoints of individuals receiving supports and their family members
- Use actual observations of DSWs on the job
- Include information about how current employees view their jobs
- Balance positive and challenging parts of the job to reflect actual work requirements and experience

# STRUCTURED BEHAVIORAL INTERVIEWS



# STRUCTURED BEHAVIORAL INTERVIEWS

- Each recruit answers the same set of questions
- Questions address important behaviors that distinguish excellent performers from poor performers
- Questions ask recruits to describe experiences that relate to important job behaviors
- Score the answer based on a predetermined behaviorally anchored scale of how excellent versus poor performers handle this type of situation.

# CLOSING THOUGHTS

## The Direct Support Workforce Crisis

# A Call to Action

1. Ensure that others know who DSPs are, what they do, and why they are important
2. Improve DSP identity, respect, and recognition
3. Create an occupational title in BLS
4. Fund use of competency-based training models that result in credentialled or certified staff with wage increase
5. Develop industry-specific pipeline programs
6. Gather comprehensive data at site, org, state, and national levels
7. Provide and use evidence-based interventions
8. Promote increased use of self-directed options
9. Increase use of technology-enhanced supports

Source: Amy Hewitt (UMN RTC/CL), Joe MacBeth (NADSP),  
Barbara Merrill (ANCOR) & Barb Kleist (UMN RTC/CL), 2018



**COMPENSATION**



**FAMILY-SUSTAINING WAGE**



**BENEFITS**



**FULL-TIME HOURS**

**OPPORTUNITY**



**HIGH-QUALITY TRAINING**



**PARTICIPATION**



**ADVANCED ROLES**

**SUPPORTS**



**SUPPORTIVE SUPERVISION**



**LINKAGES TO SUPPORTS**



**ONGOING COMMITMENT**



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on  
community  
living

