Understanding the Past to Chart the Future of Supports & Services

North Carolina
Money Follows the Person
Lunch and Learn Webinar
May 7, 2018

Joseph M. Macbeth
Executive Director

THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS
Workforce Challenges
Premise One: Not Something New

Workforce issues such as recruitment, retention and training of direct support workers have always plagued community services to people with I/DD.

There is no surplus of people willing to become direct support workers.

The reasons vary, but it may be because the job itself is not easy or because the industry is challenged by high turnover rates, low social value, lack of professional recognition, severe staffing shortages, lack of career ladders and opportunities for direct support workers who earn near poverty level wages.
Changes in Services and Supports
Premise Two: The Times, They Are A Changin’

Implementation of supports in homes, schools, workplaces and communities requires direct support workers to provide services in scattered sites and isolated settings, often without “site” supervision.

Projected budget cuts, insufficient rate setting models, potential block grants to states and managed care models will require provider agencies to deliver services with greater efficiency.
What is The NADSP?

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.
Embedded in all NADSP products and services are the Code of Ethics & Competency Areas.

https://nadsp.org/code-of-ethics/

https://nadsp.org/15-competency-areas/
Starting Out – A Lesson Learned

2011 – 2018
We’ve worked in 43 States and 4 Canadian Provinces and traveled more than 300,000 miles.

Engaged with nearly 80,000 Direct Support Professionals.

Our budget went from $50,000 (2011) to $750,000 (2018).
Membership
* Two Monthly Webinars
* Access to Information
* Members-Only Website
* Annual Conference

80% Solution
* Comprehensive Technical Assistance Solutions

Informed Decision Making Curriculum
* HCBS Settings Rules

E-Badge Academy
* DSP Career Ladders & Credentialing

FLS Training Curriculum
From Management → Leadership

Culture of Competence Seminars
* Code of Ethics
* Competency Areas

NADSP
Making a world of difference in people's lives
“We have a situation that borders on a snake pit, children live in filth, our fellow citizens are suffering tremendously because of a lack of attention, lack of imagination, lack of adequate manpower”.

Senator Robert M. Kennedy, 1968
Changing Long-Term Supports and Services Landscape

- HCBS Settings Rule
- Olmstead Decision
- Department of Justice Litigation and Settlement Agreements
- Transitions to Managed Care
- Budget Implications
- Growth in demand and Shift to Individualized Supports
- Focus on Recovery and Community Inclusion
- Supported Decision Making
Who Decides Where Autistic Adults Live?

For many intellectually and developmentally disabled people, large campuses or farmsteads may be better options than small group homes. But new state laws could make it hard for big facilities to survive.
Where is Quality Defined?

“It is defined at the point of interaction between the staff member and the individual with a developmental disability.”

Chair, President’s Committee for People with Intellectual Disabilities

Where are those at the point of interaction of service delivery found on organizational charts?
Also at the Point of Interaction: Abuse & Neglect

Falling Off the Cliff
As children with disabilities age into adulthood and well beyond, their families face a crisis that will impact us all.

Part 2: Finding Good Help

By Ronnie Polaneczky / Staff Writer
Dec. 9, 2017

The Inquirer


Abused And Betrayed: People With Intellectual Disabilities And An Epidemic Of Sexual Assault
An NPR investigation finds that people with intellectual disabilities are raped at a rate seven times higher than those without disabilities.

NPR.ORG

https://www.npr.org/series/575502633/abused-and-betrayed
People Receiving Your Services and their Families

Typical Organizational Chart

Direct Support Professionals

Clinical, Middle Management & Other Support Staff

Executive & Admin Staff

Future Organizational Chart

Direct Support Professionals

Clinical, Middle Management & Other Support Staff

Executive & Admin Staff

THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS
Making Quality Happen

How Quality Happens... NADSP

Knowledge
- Training Based on Sound Research
- Knowledge

Values
- Ineffective Practice
- The NADSP Code of Ethics
- Quality Support
- Uninformed of Best Practice
- Unethical Practice

Skills
- The NADSP Competency Areas
- Quality Practice
- How Quality Happens... NADSP

THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS
## Continuous Quality Improvement

<table>
<thead>
<tr>
<th>Focal Questions</th>
<th>I. Era of Institutions</th>
<th>II. Era of Deinstitutionalization</th>
<th>III. Era of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is the person of concern?</td>
<td>The patient</td>
<td>The client</td>
<td>The citizen</td>
</tr>
<tr>
<td>What is the typical setting?</td>
<td>An institution</td>
<td>A group home, workshop, special school or classroom</td>
<td>A person’s home, local business, neighborhood, etc.</td>
</tr>
<tr>
<td>How are services organized?</td>
<td>In facilities</td>
<td>In a continuum of options</td>
<td>Through a unique array of supports</td>
</tr>
<tr>
<td>What is the model?</td>
<td>Custodial/medical</td>
<td>Developmental/behavioral</td>
<td>Individual support</td>
</tr>
<tr>
<td>What are the services?</td>
<td>Care</td>
<td>Programs</td>
<td>Supports</td>
</tr>
<tr>
<td>How are services planned?</td>
<td>Through a plan of care</td>
<td>Through an individualized habilitation plan</td>
<td>Through a personal future plan</td>
</tr>
<tr>
<td>Who controls the planning decision?</td>
<td>A professional (usually MD)</td>
<td>An interdisciplinary team</td>
<td>The individual</td>
</tr>
<tr>
<td>What is the planning context?</td>
<td>Standards of professional practice</td>
<td>Team consensus</td>
<td>A circle of support</td>
</tr>
<tr>
<td>What has the highest priority?</td>
<td>Basic needs</td>
<td>Skill development, behavior management</td>
<td>Self-determination and relationships</td>
</tr>
<tr>
<td>What is the object?</td>
<td>Control or cure</td>
<td>To change behavior</td>
<td>To change environment and attitudes</td>
</tr>
</tbody>
</table>

Adapted from “The New Paradigm” (Val Bradley, 1994, HSRI, PCMR Chair)
Transforming a System of Caregiving to One of Providing Dynamic Support

I do not believe you can do today's job with yesterday's methods and be in business tomorrow

— Horatio Nelson Jackson —
HCBS Settings Rules: A Disruptive Innovation?

Actions To Complete For Compliance

441.301(c) (4) – Optimizes, but does not regiment, individual initiative, autonomy, and independence in making life choices, including but not limited to: daily activities, physical environment, and with whom to interact.

Proposed State Transition Plan Deliverables:
“Identify, develop, and distribute training tools and policy updates that are needed for compliance”
Disruptive Innovation

System-Transformation
Transformation Plans
Person-Centered
Community
Quality
Choice

FEDERAL REGISTER
Vol. 79 Thursday, January 16, 2014
No. 11

Part II
Department of Health and Human Services
What I’ve Learned About Choice
“Experience is the Teacher of All Things”
Julius Caesar

“There are two kinds of decisions; the right decision and a lesson learned”.

Simon Sinek
People with Disabilities & The Right to Decide

When people are supported to make decisions for themselves, they are seen as more capable by others.

When people are not allowed to make their own decisions or when someone else makes decisions for them, they are seen as less capable and as having less value in the community.

Are Direct Support Professionals Prepared?
# The Emerging Role of Direct Support Professionals

<table>
<thead>
<tr>
<th>Historically….</th>
<th>Now and in the Future….</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primarily Seen as Caretaker</td>
<td>Ambassador, Mentor &amp; Coach</td>
</tr>
<tr>
<td>Focus on Custodial Care</td>
<td>Culturally Competent</td>
</tr>
<tr>
<td>Providing Companionship</td>
<td>Close Interactions with Families - often in Family Settings</td>
</tr>
<tr>
<td>Providing Coverage</td>
<td>Supporting Informed Decisions – Assessing RISK</td>
</tr>
<tr>
<td>Primarily Focused on Health &amp; Safety Issues</td>
<td>Possession of Complex Skills</td>
</tr>
<tr>
<td>Entry-Level Job</td>
<td></td>
</tr>
</tbody>
</table>

**THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS**
High Expectation Discrepancy

- Specialized knowledge
- Teach
- Comply with rules and regulations
- End shift neat & tidy
- Document
- Maintain health & safety
- Support choice
- Medical support
- Culturally competent
- Person-centered
- Respect rights
- Problem-solve

THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS
<table>
<thead>
<tr>
<th>Historically....</th>
<th>Now and in the Future....</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow the Plan</td>
<td>Creating plans with People they support</td>
</tr>
<tr>
<td>Filling shifts</td>
<td>Building meaningful friendships &amp; relationships</td>
</tr>
<tr>
<td>Rely on readily available supervision</td>
<td>Inclusion – not recreation</td>
</tr>
<tr>
<td>Community Outings</td>
<td>Advocating WITH – not FOR people with disabilities</td>
</tr>
<tr>
<td>System-Centered Identification</td>
<td>Person-Centered Identification</td>
</tr>
</tbody>
</table>
Building & Maintaining Friendships

Loneliness and the feeling of being unwanted is the most terrible poverty.

Mother Teresa
Here’s What We’ve Learned from America’s Direct Support Professionals

➢ It’s not a DSP “Crisis” – It’s a Systemic Failure. A Crisis Does Not Last 30 Years.
➢ An improving economy makes it harder to recruit and retain DSPs.
➢ Turnover brings many problems...both human and economic.
➢ DSPs tell us that they feel undervalued, disconnected and anonymous.
➢ Developing frontline supervisors skills is a primary key to the solution.
➢ Wages are only part of the solution – We need a comprehensive approach.
➢ DSPs are more connected to the people they support than they are to their employer.
➢ Intuition and Intention – the desperate need for better training and developing professionals.
Care Giving Job Growth Projections

**OCCUPATIONS WITH THE MOST JOB GROWTH, 2014 TO 2024**

- **Home Care Workers**: 305,100 to 328,000, total 633,100
- **Registered Nurses**: 439,300
- **Fast Food Preparation and Serving Workers**: 343,500
- **Retail Salespersons**: 314,200
- **Customer Service Representatives**: 252,900
- **Restaurant Cooks**: 158,900

---

**Source**: PHI National
Nationally, DSPs who left employment in 2016, nearly 60% were employed for less than a year.

- 38.2% had been employed for less than 6 months
- 21.0% had been employed between 6 and 12 months
- 40.8% had been employed for more than 12 months
The average turnover rate for DSPs in 2016 ranged by state from 24.1% to 69.1%. The NCI average was 45.5%. (NCI). Almost half the people hired to support people with I/DD in 2016 were not around in 2017.

Think about that for a moment.
Current Trends: A Quality Crisis
Financial Implications of Turnover

The United States – 2017

• 1,276,000 Direct Support Professionals
• Estimated Cost to Replace Upon Turnover $4,073
• At the average rate of turnover (45%) 574,200 leave each year
• Cost $2,338,716,600 (That’s Billion)
• That’s roughly $2,000 per DSP or $1.00 per hour

Source: PCPID, 2018
Current Trends: A Quality Crisis
Vacancy Rates

DSP vacancy rates for F/T positions range from 4.4% to 14.6% with an average of 9.8%. Vacancy rates for P/T positions ranged from 5.1% to 27.8% with an average of 15.4%.

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

Source: NCI, 2018
So, What Are We Going To Do?

9 ELEMENTS OF A QUALITY CAREGIVING JOB

**COMPENSATION**
1. Good wages
2. Good benefits
3. Full-time hours, stable schedule, & no mandatory overtime

**OPPORTUNITY**
4. Excellent training
5. Participation in decision-making
6. Career advancement

**SUPPORT**
7. Supportive supervisors
8. Resources to resolve barriers to work
9. Owners who lead quality improvement
Suggested Reading Materials on the Workforce Crisis

[Image of National Core Indicators]

2016 Staff Stability Survey Report
January 2016

[Image with a person and a document]

https://www.nationalcoreindicators.org/resources/staff-stability-survey/

[Image of Report to the President 2017]

Report to the President 2017
America’s Direct Support Workforce Crisis:
Effects on People with Intellectual Disabilities, Families, Communities and the U.S. Economy

[Image of a university seal]

Customized trainings in building Career Ladders; Informed Decision Making & Frontline Supervisor Curricula; Conference Workshops & Keynote Speeches. Join our Membership

Join us on Facebook!

YES, We’re on YouTube

Follow us on Twitter @NADSPINC