

ADVANCING STATES



Leadership, innovation, collaboration
for state Aging and Disability agencies

Kansas Senior Task Force: Direct Service Workforce

August 25, 2022

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collaboration for state
Aging and Disability agencies.



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Our mission is to design, improve,
and sustain state systems
delivering long-term services and
supports for older adults, people
with disabilities, and their
caregivers.

Introductions

- **Damon Terzaghi**, Senior Director of LTSS, ADvancing States
- **April Young**, Senior Director of Business Acumen, ADvancing States

Agenda



Workforce Overview

National Trends

State Examples

Worker Perspectives

Direct Service Workforce Overview

National Workforce Estimates:

- The national turnover rate for direct care workers (DCWs) is between 40-60%
 - Some home care agencies report 80%+
- 2021 survey of HCBS agencies:
 - 77% have turned away new referrals
 - 58% have discontinued certain programs or services
 - 84 percent have delayed programs due to staffing shortages (ANCOR 2021).
- The 2018 direct support professional (DSP) vacancy rate was 11.9% (full-time) and 18.1% (part-time)

Sources:

<https://www.macpac.gov/wp-content/uploads/2022/03/MACPAC-brief-on-HCBS-workforce.pdf>

<http://phinational.org/policy-research/key-facts-faq/>

Top 10 Fastest Growing Occupations, Excluding Pandemic Recovery*

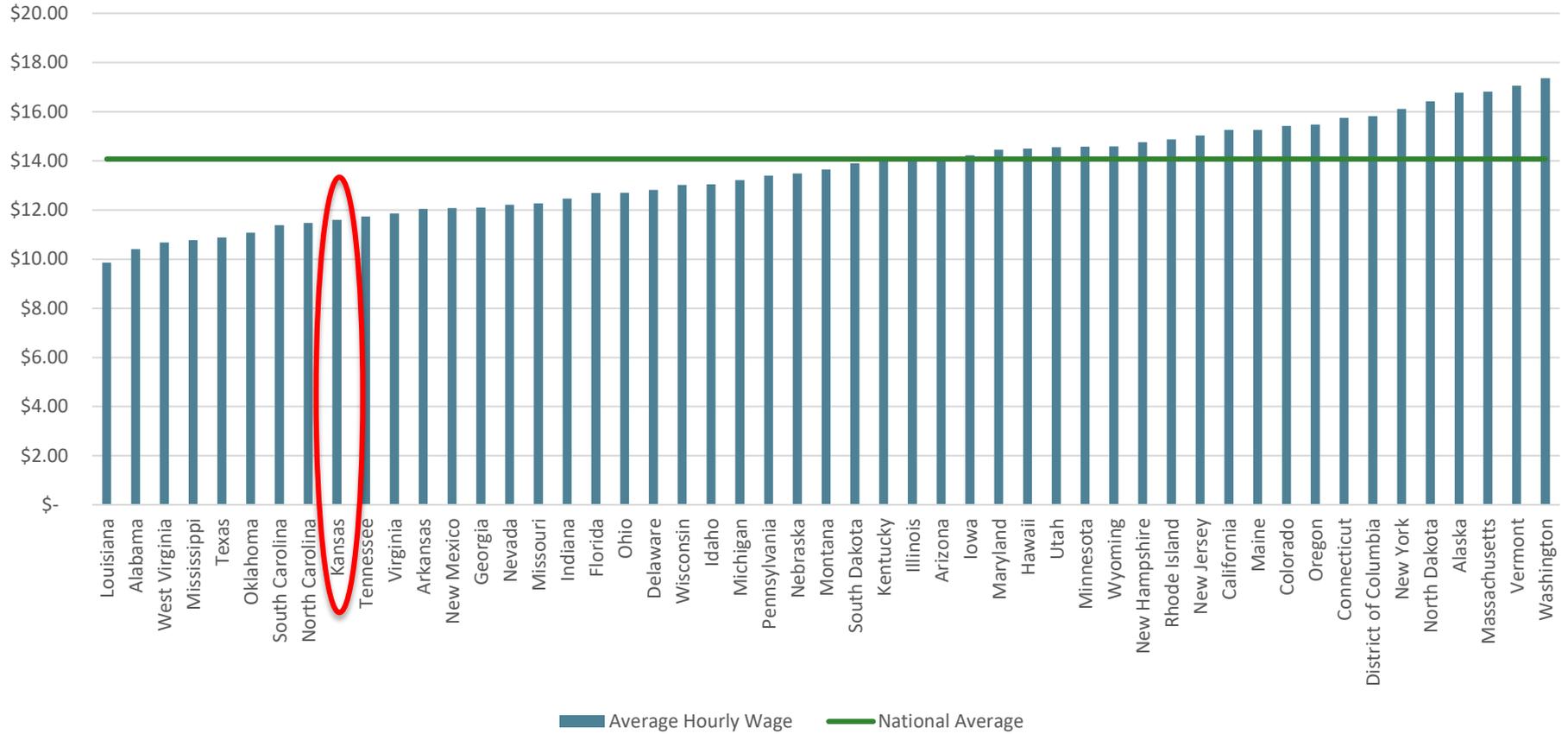
	Percent change, projected 2020-30	Employment change, projected 2020-30 (in thousands)	Median annual wages, May 2021
Wind turbine service technicians	68.2%	4.7	\$56,260
Nurse practitioners	52.2%	114.9	\$120,680
Solar photovoltaic installers	52.1%	6.1	\$47,670
Statisticians	35.4%	14.9	\$95,570
Physical therapist assistants	35.4%	33.2	\$61,180
Information security analysts	33.3%	47.1	\$102,600
Home health and personal care aides	32.6%	1,129.9	\$29,430
Medical and health services managers	32.5%	139.6	\$101,340
Data scientists and mathematical science occupations, all other	31.4%	19.8	\$100,480
Physician assistants	31.0%	40.1	\$121,530

*Data excludes occupations that had a decline in wage and salary employment greater than the decline for all occupations from 2019 to 2020 (approximately 6%).

Note: Wage data are from the Occupational Employment and Wage Statistics program, U.S. Bureau of Labor Statistics.

Source: https://www.bls.gov/emp/images/growing_occupations.png

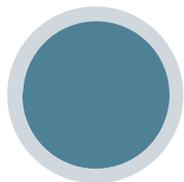
Direct Care Workforce: Hourly Wages



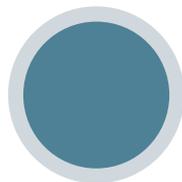
American Rescue Plan Act

National Trends

Aging and Disability Agency: Top Concerns



Recent survey of State officials to identify national issues and concerns



44 respondents, representing wide variety of agency type, geographic location, and population characteristics

Issue	Total Score	Number of States Selecting
Workforce Shortage	107	39
Lack of Affordable Housing	25	14
Unwinding COVID-19 Flexibilities	24	16

ARPA HCBS

Provided 10% increase in FMAP for HCBS from April 1, 2021 – March 31, 2022

Must submit spending plans to describe use of funds

- CMS must approve spending plans prior to project initiation
- State spending plans demonstrate priorities

States have until March 2025 to expend the funds

- A lot of planning, collaboration, and program development remains to be done

Changes are ongoing

- Initial actions largely focus on provider payment
- Longer-term structural changes require more time



Summary of Plans

Compilation of all plans:



Analysis of plans available at:



State ARPA Activities



Provider training/
certification:

- 38 states



Recruitment/
retention bonuses

- 29 states



Provider rate
increases

- 28 states



General Provider
bonuses

- 15 states

ADvancing States ARPA Technical Assistance (TA)

State Examples

Project Overview

- Two tracks – project management plan support and topic-specific Affinity Groups
- 12 states received TA for development of a project management plan
- 22 states participated in one (or both) Affinity Groups
 - Enabling Technology to Expand HCBS
 - Direct Service Workforce Recruitment and Retention Strategies
- An issue brief on each Affinity Group will be published and available on www.advancingstates.org

Alabama	Arizona	Connecticut	District of Columbia	Georgia	Hawaii	Illinois
Kentucky	Louisiana	Minnesota	Nevada	New Jersey	North Dakota	Ohio
Oklahoma	Oregon	South Carolina	Texas	Virginia	Washington	Wyoming

State	Total Estimated ARPA HCBS Spending (millions)	Estimated Spending on Service workers/ DSW (millions)	Percent of Total ARPA Spending Allocated to Service workers/DSW
Arizona	\$1,500.0	\$1,011.0	67.4%
California	\$3,026.8	\$912.2	30.1%
Colorado	\$501.4	\$241.5	48.1%
Connecticut	\$447.1	\$195.0	43.6%
Hawaii	\$51.5	\$23.2	45.0%
Illinois	\$559.5	\$444.0	79.4%
Kentucky*	\$308.8	\$308.8	100.0%
Louisiana	\$526.0	\$426.6	81.1%
Maine	\$230.9	\$134.1	58.1%
Minnesota	\$1,276.0	\$926.7	72.6%
Nevada	\$112.0	\$125.8	89.0%
Ohio	\$1,019.0	\$764.1	75.0%
Oklahoma	\$265.2	\$90.1	34.0%
Texas	\$964.5	\$721.2	74.8%
Wyoming	\$35.2	\$21.4	60.8%

DSP Payments

Types

- Provider rate increases or supplemental payments with DSP wage enhancement requirement
- Bonuses: One-time or limited recurring basis
 - Sign-on or recruitment bonus
 - Retention payment

Challenges

- Spending authority to issue payments or rate increases
 - Federal approval
 - State Legislature approval
- Assurance that DSPs receive the intended payments
- Sustainability

DSP Career Ladders & Training

Strategies

- Apprenticeship & internship programs
- Training curricula development or procurement
- Supervisory toolkits
- High school, college, and technical school pipelines

Challenges

- Adopt existing training programs or develop own career ladder program
- Accessibility of training material
- Couple workforce training strategies with financial resources to assure adequate pay

State Examples

Compensation, Recruitment and Retention Examples:



Grant program to establish employee-owned co-operatives

Intends to increase wages, benefits, and retention of DSWs by providing them with control over their jobs and ownership of the provider agency



Data dashboard with a variety of metrics for monitoring the state's LTSS programs

Tracks the supply and demand for HCBS workers, demonstrating a statewide shortage of 10,000 workers



Two supplemental payments to all DSWs who were providing Medicaid-funded personal care

\$500 bonus to all workers who were currently employed & \$500 retention bonus to all DSWs who had worked at least six months

State Examples

Career training and education examples:



High school technical program in one of its education districts
First graduates in the spring of 2022 attaining certificates of completion



Governor's task force aimed at establishing partnerships with universities, career and technical schools, and community colleges
Variety of ideas, such as scholarships, internships, and supplemental payments to reward DSWs



Community college partnership offers standard courses for mental health DSWs
Developing a training program that will enable DSWs to be cross-trained and work within any type of HCBS setting



The Direct Service Worker's Perspective



Indiana's Direct Service Worker Advisory Board

- Call for applications received
~100 submissions
- Reviewed by:
 - Geographical area
 - Population worked with
 - Amount of time in the field
 - Race/ethnicity
 - Work setting/environment
- After selection: 18 members!



Indiana's Direct Service Worker Advisory Board

Board goal:

Provide advice and ideas to FSSA on ways to improve how providers recruit, train, and retain direct support workers

Provide feedback:

- Consumer and caregiver needs
- System gaps and areas for improvement
- Barriers to beginning or continuing employment in LTSS settings

Recruit, Train, Retain: DSW Priorities

Recruit



Public awareness campaign; elevating the profession, clarifying what the job entails



Using schools; best buddy programs, community colleges, universities



Peer recruitment

Recruit, Train, Retain: DSW Priorities



Train

- Agree there is not enough hands on or one-on-one training
- Generic training is not enough; training modules for special populations
- Online training
- Understanding how services interact with each other
- DSW registry

Recruit, Train, Retain: DSW Priorities

Retain



Increased wages

- Benefits cliff concern



Support from supervisors



Opportunities to connect with other DSWs

- Peer mentoring



Transportation/mileage
reimbursement



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