

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

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?



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.

Code of Ethics and Competency Areas Updated 2016



NADSP Code of Ethics

National Alliance for Direct Support Professionals, Inc.
1971 Western Avenue, #261
Albany, New York 12203
P 844-44NADSP
www.nadsp.org

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

Updated April, 2016

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



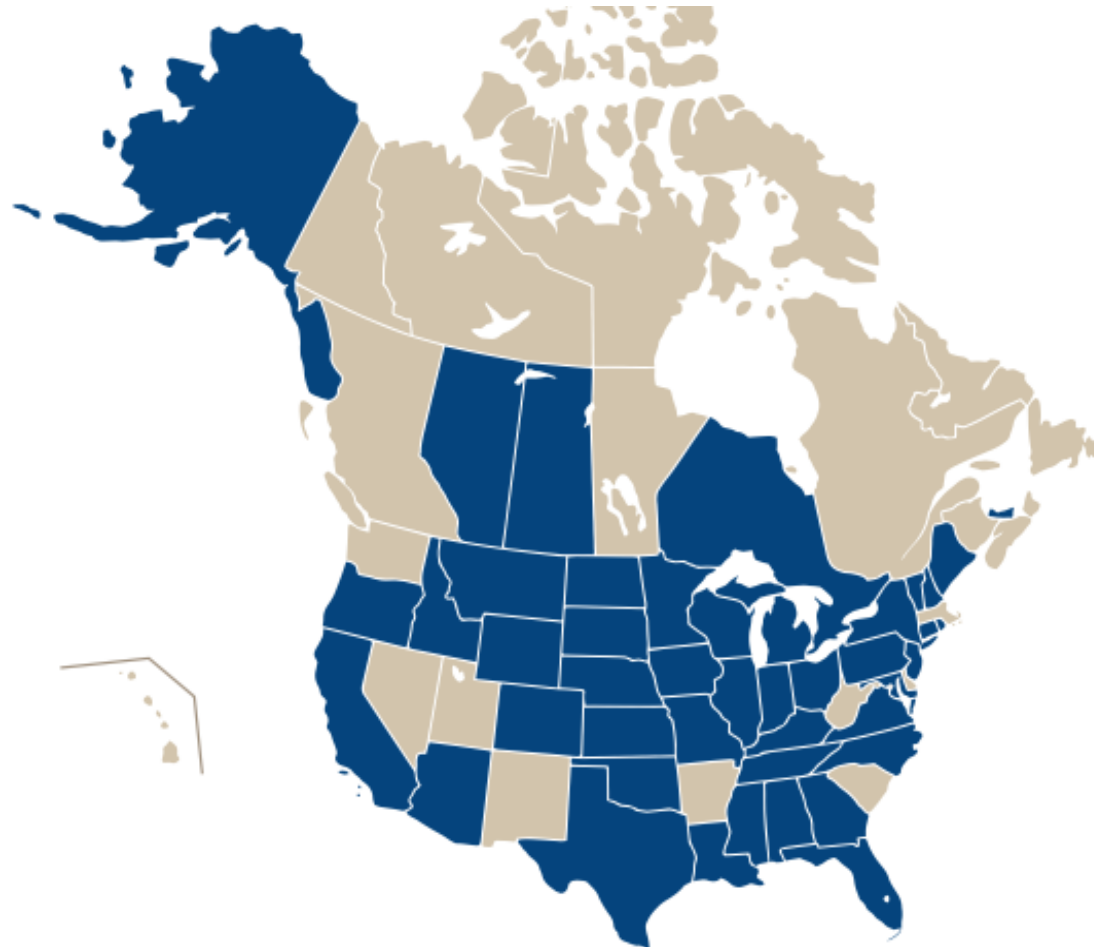
Direct Support Professional Competency Areas The Foundation of Direct Support Practice

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1971 Western Avenue, #261
Albany, New York 12203
P 844-44NADSP
www.nadsp.org

<https://nadsp.org/15-competency-areas/>

Updated March, 2016

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).



Making a world of difference
in people's lives

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

Understanding Our Past & How Far We've Come



“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 and Shift to Individualized Supports

Focus on Recovery and Community Inclusion

Supported Decision Making



Now

The *Atlantic*

SUBSCRIBE SEARCH MENU

HEALTH

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.

Link to article:

<http://www.theatlantic.com/health/archive/2015/05/who-decides-where-autistic-adults-live/393455/>

THE NATIONAL ALLIANCE FOR DIRECT SUPPORT PROFESSIONALS

Where is Quality Defined?

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

John F. Kennedy, Jr. (1995)

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



The Inquirer
DAILY NEWS philly.com

http://www.philly.com/philly/columnists/ronnie_polaneczky/intellectual-developmental-disabilities-caregivers-abuse-falling-off-the-cliff-part-1.html?mobi=true



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.

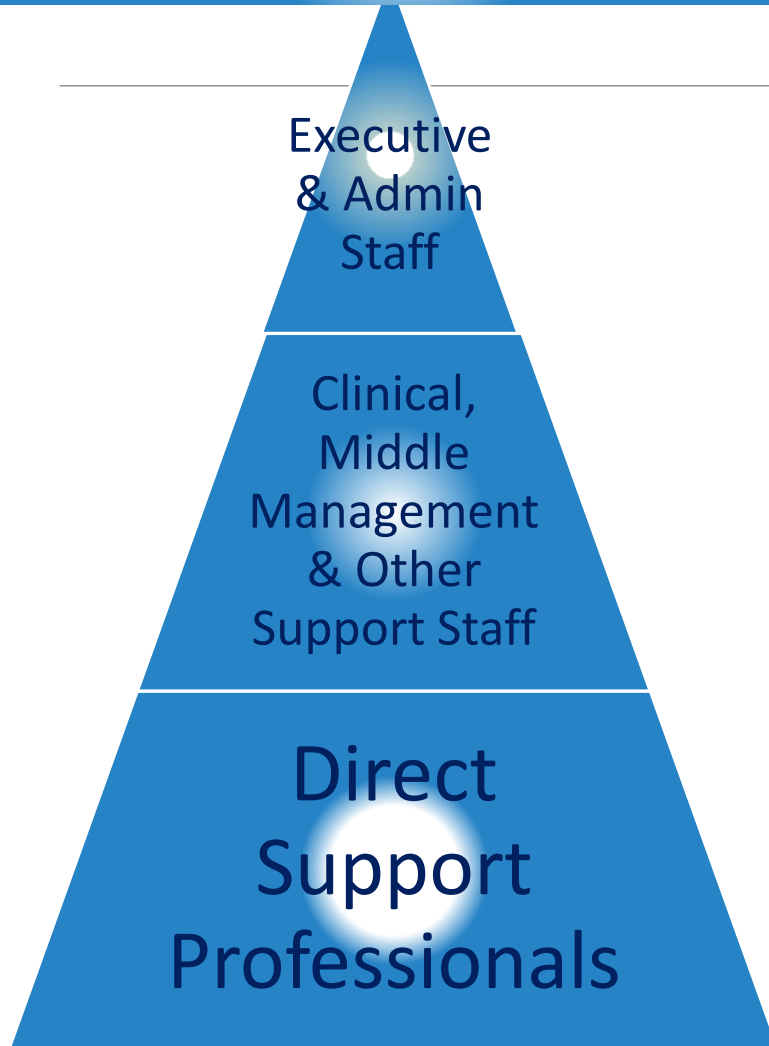
NPR.ORG



<https://www.npr.org/series/575502633/abused-and-betrayed>

People Receiving Your Services and their Families

Typical Organizational Chart



Future Organizational Chart

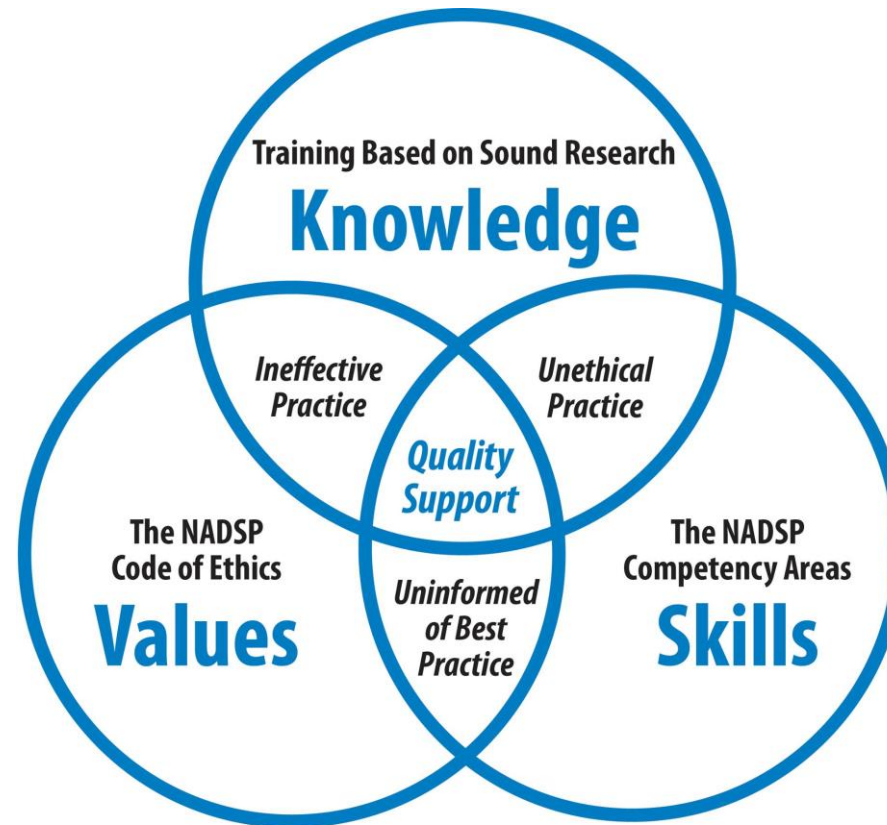
**Direct
Support
Professionals**

Clinical,
Middle
Management
& Other
Support Staff

Executive
& Admin
Staff



Making Quality Happen



How Quality Happens...NADSP

Continuous Quality Improvement

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

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



FEDERAL REGISTER

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

Part II

Department of Health and Human Services

System-Transformation

Transformation Plans

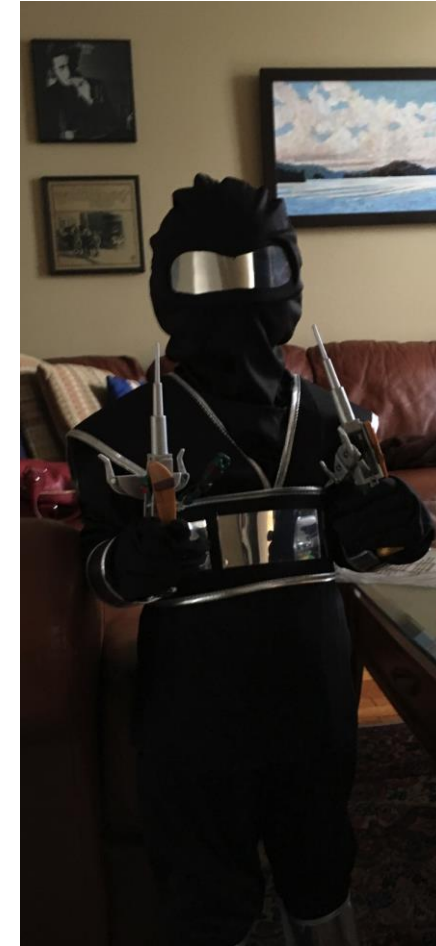
Person-Centered

Community

Quality

Choice

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.

“Independent But Not Alone: A Global Report on the Right to Decide”, Inclusion International, World Congress, 2014

Are Direct Support Professionals Prepared?



The Emerging Role of Direct Support Professionals

Historically....

Primarily Seen as Caretaker

Focus on Custodial Care

Providing Companionship

Providing Coverage

Primarily Focused on Health & Safety
Issues

Entry-Level Job

Now and in the Future....

Ambassador, Mentor & Coach

Culturally Competent

Close Interactions with Families - often in
Family Settings

Supporting Informed Decisions – Assessing RISK

Possession of Complex Skills

High Expectation Discrepancy



Making a world of difference
in people's lives

Teach

Specialized
knowledge

Comply with
rules and
regulations

Document

Support
choice

Culturally
competent

Respect
rights

Problem-
solve

Medical
support

Person-
centered

Work
well with others

End shift
neat & tidy

Maintain
health
& safety

Raising the Expectations of the Direct Support Workforce

Historically....

Follow the Plan

Filling shifts

Rely on readily available supervision

Community Outings

System-Centered Identification

Now and in the Future....

Creating plans **with** People they support

Building meaningful friendships & relationships

Inclusion – not recreation

Advocating **WITH** – not **FOR** people with disabilities

Person-Centered Identification

Building & Maintaining Friendships

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

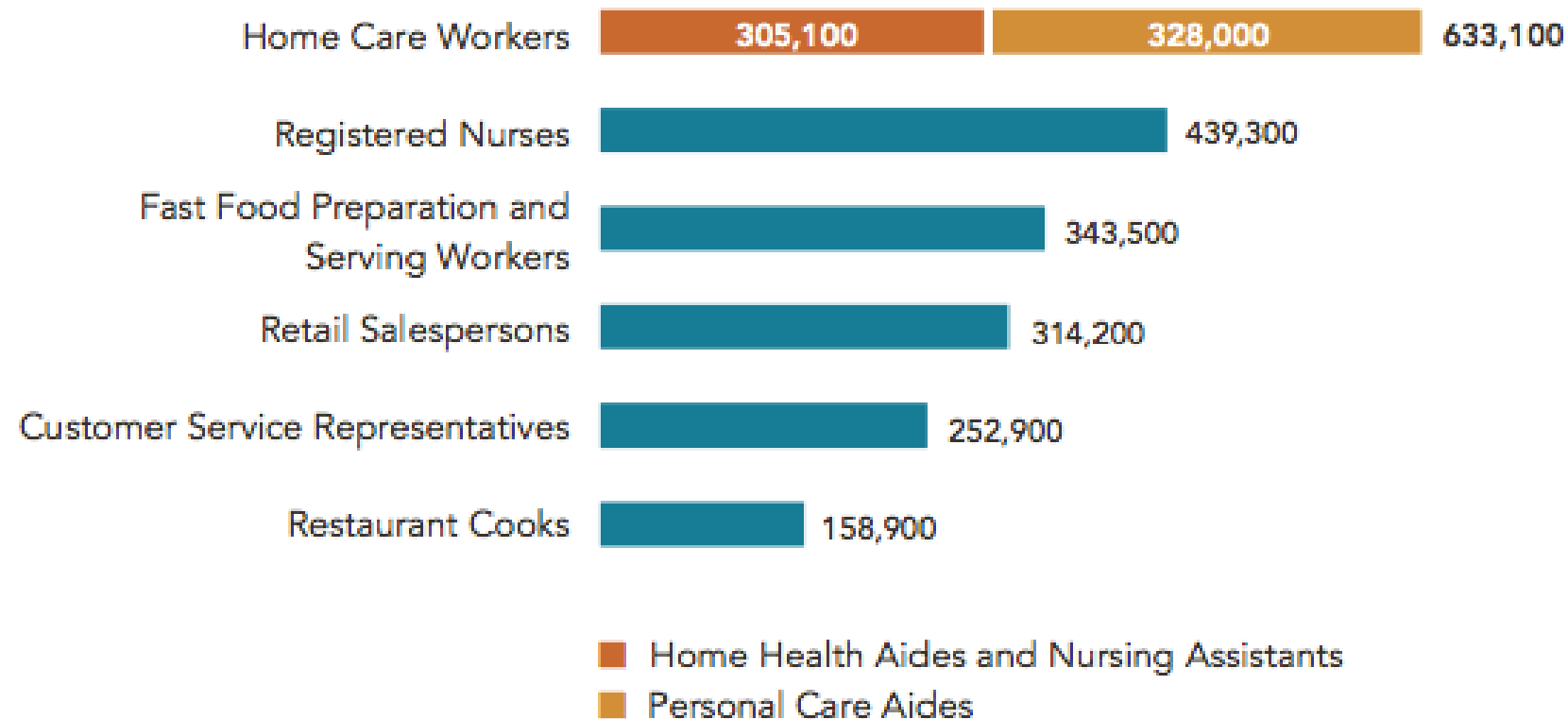
Mother Teresa

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



Current Trends: A Quality Crisis

Tenure

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**

Current Trends: A Quality Crisis Turnover

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

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.

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



2016 Staff Stability Survey Report

January 2018

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



Report to the President 2017

America's Direct Support Workforce Crisis:
Effects on People with Intellectual Disabilities,
Families, Communities and the U.S. Economy



<https://nadsp.org/report-to-the-president-2017/>

Join Us In St. Louis
NADSP National Conference – “The 4th One”
September 7th and 8th, 2018
www.nadsp.org



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



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YES, We're on YouTube



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