



# The Direct Support Workforce: A Key to Community Living and Participation

Provider Alliance Breakfast  
10.21.16

**Amy Hewitt**

**rtc** on community living

**ICI**

INSTITUTE *on*  
COMMUNITY  
INTEGRATION



UNIVERSITY OF MINNESOTA  
Driven to Discover™

Person. Family. Community.

County. State. Region.

**CONTEXT IS EVERYTHING**

# Changing LTSS landscape



- HCBS Settings Rule
- DOJ litigation and settlement agreements
- Managed care transitions
- Budget implications
- Growth in demand and shrinking wage earners
- Individualized supports
- Focus on recovery and community inclusion
- Supported decision making

# Laurelton

# Altoona

# Somerset

# Warren

# Philadelphia Community Living

# Western

# Marcy

# Embreeville

# Cresson

# Woodhaven

and more...

(partial listing)

Institution closures since 1962

Source: Residential Information Systems Project, University of Minnesota 2014

- Harborview Ctr. (Valdez)
- Glen Ireland II Ctr. (Tarrant City)
- Lurleen B. Wallace Dev. Ctr. (Decatur)
- Albert P. Brewer Dev. Ctr. (Daphne)
- J.S. Tarwater Dev. Ctr. (Wetumpka)
- Wm. D. Partlow Dev. Ctr. (Tuscaloosa)
- Alexander Human Dev. Ctr. (Alexander)
- Arizona State Hospital (Phoenix)
- Arizona State Hospital (Tucson)
- Arizona Trng. Program (Tucson)
- Modesto State Hospital (Modesto)
- DeWitt State Hospital (Auburn)
- Patton State Hospital (Patton)
- Stockton Ctr. (Stockton)
- Camarillo Ctr. (Camarillo)
- Napa State Hospital Forensic Unit (Napa)
- Agnews Dev. Ctr. (San Jose)
- Sierra Vista (Yuba City)
- Pueblo State Regional Ctr. (Pueblo)
- Bridgeport Ctr. (Bridgeport)
- Waterbury Ctr. (Cheshire)
- Mansfield Trng. School (Mansfield)
- New Haven Ctr. (New Haven)
- Clifford Street Group Home (Hartford)
- Seaside Ctr. (Waterford)
- John Dempsey Ctr. (Putnam)
- Martin House Group Home (Norwalk)
- Mystic Ctr. (Groton)
- Bureau of Forest Haven (Laurel, MD)
- D.C. Village (Washington, DC)
- St. Peter Regional Treatment Ctr. (St. Peter)
- Willmar Regional Treatment Ctr. (Willmar)
- Faribault Regional Ctr. (Faribault)
- Vermont Regional Human Services Ctr. (Brainerd)
- Cambridge Regional Human Services Center (Cambridge)
- Fergus Falls Regional Treatment Ctr. (Fergus Falls)
- MN Ext. Treatment Options Program (Cambridge)
- Marshall Regional Ctr. (Marshall)
- Rolla Regional Ctr. (Rolla)
- Kirksville Regional Ctr. (Kirksville)
- Sierra Regional Ctr. (Sparks)
- Sampson State School (Willard)
- Valatie (Valatie)
- Gouverneur (New York)
- Craig DDSO (Sonyea)
- State of Maine DDSO (Staten Island)
- Westchester NYS DDSO (Tarrytown)
- Willowbrook State School (Staten Island)
- Rome Ctr. (Rome)
- Newark Ctr. (Newark)
- Columbia Park Hospital & Trng. Ctr. (The Dalles)
- Fairview Trng. Ctr. (Salem)
- Eastern Oregon Trng. Ctr. (Pendleton)
- Hollidaysburg Mental Retardation Ctr. (Hollidaysburg)
- Warren Mental Retardation Unit (Warren)
- Cresson Ctr. (Cresson)
- Harrisburg Mental Retardation Unit (Harrisburg)
- Marcy Ctr. (Pittsburgh)
- Wernersville Mental Retardation Unit (Wernersville)
- Allentown Mental Retardation Unit (Allentown)
- Pennhurst Ctr. (Pennhurst)
- Philadelphia Mental Retardation Unit (Philadelphia)
- Clarks Summit Mental Retardation Unit (Clarks Summit)
- Somerset Mental Retardation Unit (Somerset)
- Sunland Trng. Ctr. (Tallahassee)
- Sunland Trng. Ctr. (Orlando)
- N.E. Florida State Hospital (MacClenny)
- Community of Landmark (Miami)
- Gulf Coast Ctr. (Fort Meyers)
- River's Crossing (Athens)
- Brook Run (Atlanta)
- Rose Haven
- West Central Georgia Regional Hospital (Columbus)
- Georgia Regional Hospital (Savannah)
- Northwest Regional Hospital (Rome)
- Central State Hospital (Milledgeville)
- Kula Hospital (Kula)
- Waimanalo Trng. School and Hospital (Pearl City)
- Bowen Ctr. (Honolulu)
- Galesburg Ctr. (Galesburg)
- Dixon Ctr. (Dixon)
- Meyer Mental Health Ctr. (Decatur)
- Alton Mental Health & Dev. Ctr. (Alton)
- Elgin Mental Health & Dev. Ctr. (Elgin)
- Lincoln Dev. Ctr. (Lincoln)
- Singer Mental Health & Dev. Ctr. (Rockford)
- Howe Dev. Ctr. (Tinley Park)
- Norman Beatty Memorial Hospital (Westville)
- Central State Hospital (Indianapolis)
- Silvercrest State Hospital (New Albany)
- New Castle Ctr. (New Castle)
- Northern Indiana Ctr. (South Bend)
- Muscatatuck Dev. Ctr. (Butlerville)
- Fort Wayne Dev. Ctr. (Fort Wayne)
- Richmond State Hospital (Richmond)
- Evansville State Hospital (Evansville)
- Logansport State Hospital (Logansport)
- Norton State Hospital (Norton)
- Southgate Regional Ctr. (Southgate)
- Mount Pleasant Ctr. (Mount Pleasant)
- Owatonna State Hospital (Owatonna)
- Rochester State Hospital (Rochester)
- Moose Lake Regional Treatment Ctr. (Moose Lake)
- Albany Regional Ctr. (Albany)
- Springfield Regional Ctr. (Springfield)
- Hannibal Regional Ctr. (Hannibal)
- Joplin Regional Ctr. (Joplin)
- Poplar Bluff Regional Ctr. (Poplar Bluff)
- San Haven State Hospital (Dunseith)
- New Hampshire Hospital, Brown Building (Concord)
- Laconia State School and Trng. Ctr. (Laconia)
- Edison Habilitation Ctr. (Princeton)
- Ctr. at Ancora (Hammonton)
- Bronx DDSO (Bronx)
- Long Island DDSO (Melville)
- Manhattan Ctr. (New York)
- J.N. Adams (Perrysburg)
- Long Island DDSO (Commack)
- Wilton DDSO (Wilton)
- Central New York DDSO (Syracuse)
- Hudson Valley DDSO (Thiells)
- Western NY DDSO (West Seneca)
- Capital District DDSO (Schenectady)
- Laurelton Ctr. (Laurelton)
- Torrance Mental Retardation Unit (Torrance)
- Western Ctr. (Cannonsburg)
- Mayview Mental Retardation Unit (Mayview)

- Frankfort State Hospital and School (Frankfort)
- Oakwood ICF-ID (Somerset)
- Outwood ICF-ID (Dawson Springs)
- Metropolitan Development Center
- Bayou Region Supports and Services Center (Thibodaux)
- Northeast Supports and Services Center (Ruston)
- Northeast Supports and Services Center (Ruston)
- Northwest Louisiana Dev. Ctr. (Bossier City)
- Columbia Dev. Ctr. (Columbia)
- Leesville Dev. Ctr. (Leesville)
- Acadiana Region Supports and Services Center (Iota)
- Belchertown State School (Belchertown)
- Berry Regional Ctr. (Hawthorne)
- Medfield State Hospital (Medfield)
- Worcester State Hospital (Worcester)
- Monson Dev. Ctr. (Palmer)
- Paul A. Dwyer Dev. Ctr. (Taunton)
- The Fenwick Ctr. (Worcester)
- Hennon Ctr. (Mayfield)
- Highland Health Facility (Baltimore)
- Walter P. Carter Ctr. (Baltimore)
- Victor Cullen Ctr. (Sabillasville)
- Great Oaks Ctr. (Silver Springs)
- Rosewood Ctr. (Owings Mills)
- Joseph Brandenburg Ctr. (Cumberland)
- Aroostook Residential Ctr. (Presque Isle)
- Pineland Ctr. (Pownall)
- Elizabeth Levinson Ctr. (Bangor)
- Fort Custer State Home (Augusta)
- Alpine Regional Ctr. for DD (Gallard)
- Hillcrest Regional Ctr. for DD (Howell)
- Northville Residential Trng. Ctr. (Northville)
- Plymouth Ctr. for Human Development (Northville)
- Coldwater Regional Ctr. for DD (Coldwater)
- Macomb-Oakland Regional Ctr. for DD (Mt. Clemens)
- Muskegon Regional Ctr. for DD (Muskegon)
- Newberry Regional Mental Health Ctr. (Newberry)
- Oakdale Regional Ctr. for DD (Lapeer)
- Caro Regional Mental Health Ctr. (Caro)
- E.R. Johnstone Trng. & Research Ctr. (Bordentown)
- Northampton Ctr. (Plymouth)
- Villi Solano and German Residential School (Hoswell)
- Fort Stanton Hospital and Trng. Ctr. (Fort Stanton)
- Los Lunas Hospital and Trng. Ctr. (Los Lunas)
- Dayton Ctr. (Dayton)
- Orient Ctr. (Orient)
- Cleveland Ctr. (Cleveland)
- Cambridge Mental Health Ctr. (Cambridge)
- Western Reserve Psychiatric Hab. Ctr. (Northfield)
- Broadview Ctr. (Broadview Hgts.)
- Athens Mental Health & Dev. Ctr. (Athens)
- Central Ohio Psychiatric Hospital (Cleveland)
- Dayton Mental Health Ctr. (Dayton)
- Massillon State Hospital (Massillon)
- Toledo Mental Health Ctr. (Toledo)
- Springview Developmental Ctr. (Springfield)
- Apple Creek Dev. Ctr. (Apple Creek)
- Hisson Memorial Ctr. (Sand Springs)
- Robert M. Gray Memorial Ctr. (Enid)
- Woodhaven Ctr. (Philadelphia)
- Dorothy Day Unit (Gorham)
- Zamboni Memorial Hospital (Watum Lake)
- Dr. Joseph H. Ladd Ctr. (N. Kingsboro)
- Pueblo State Ctr. (Pueblo)

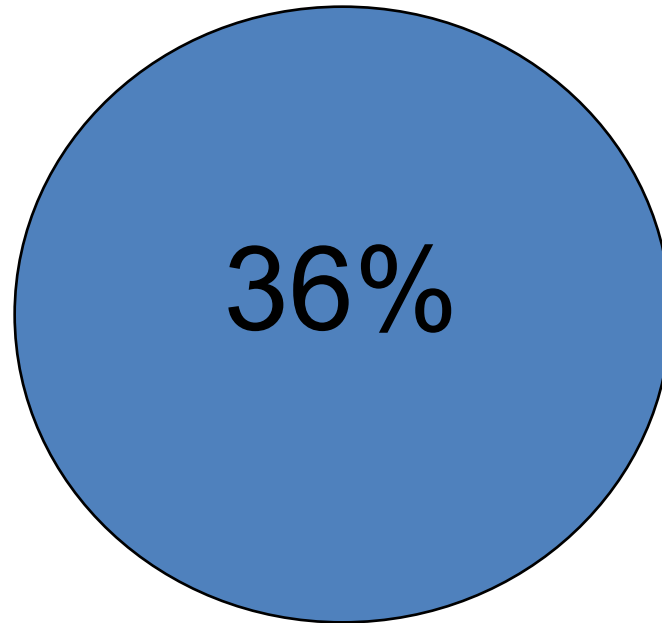


# “Celebrating” deinstitutionalization



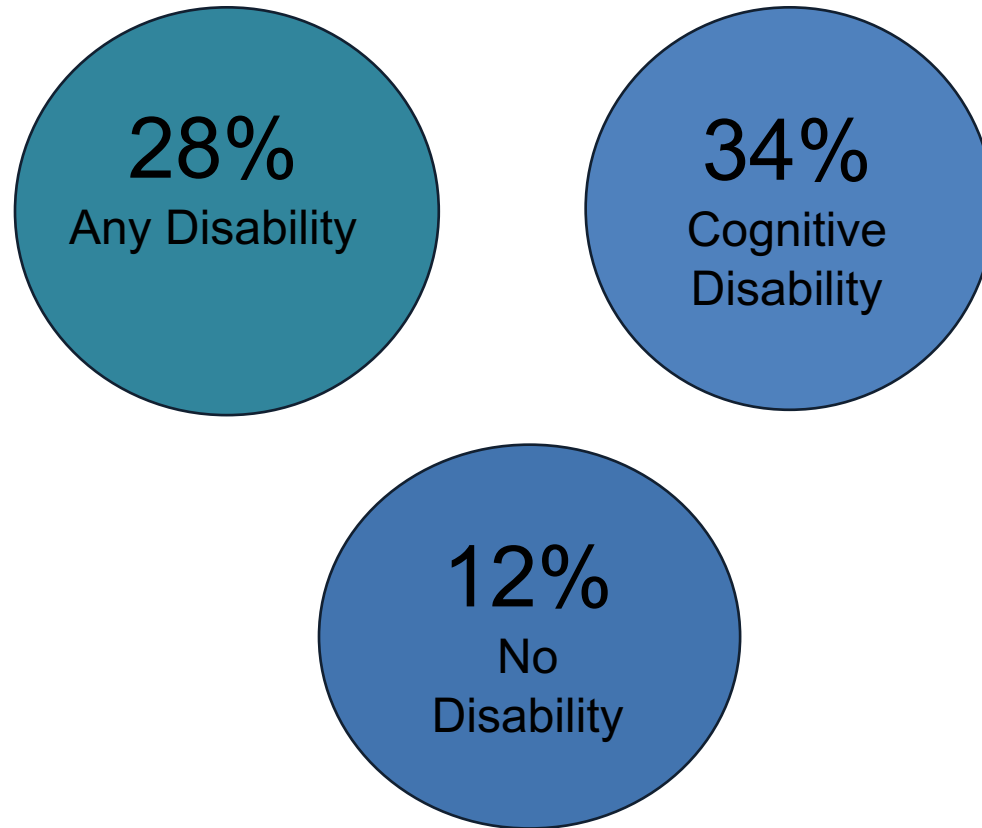
Source: John O'Brien, date unknown

# Percentage of people with disabilities employed in 2013



Source: ACS, 2013

# Poverty and disability



Source: ACS, 2014

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/>



# A matter of dignity

★ StarTribune



## FAILING THE DISABLED

How Minnesota isolates and marginalizes thousands of adults with disabilities

- *Dead end jobs, low pay*
- *Alone and at risk*
- *Families wait years*
- *Inclusion pays off*
- *Intimacy denied*

<http://www.startribune.com/a-matter-of-dignity-a-five-day-special-report/339820912/>



**Workforce  
Key to  
Quality and  
Transformation**



# High expectation discrepancy

Specialized knowledge

Work well with others

Comply with rules and regulations

Teach

Be neat & tidy

Document

Support choice

Maintain health & safety

Medical support

Culturally competent

Respect rights

Problem-solve

Person-centered

# Isolated and alone

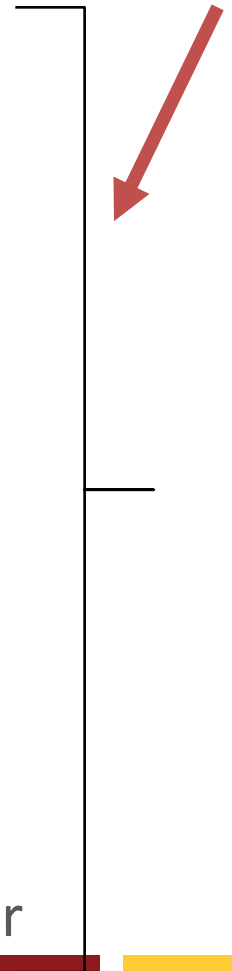


# Scope of Practice



Note: all licensed

- teacher
- nurse
- psychologist
- OT
- PT
- counselor
- dietician
- chauffer
- personal trainer



# We are not even close to training/competence balance

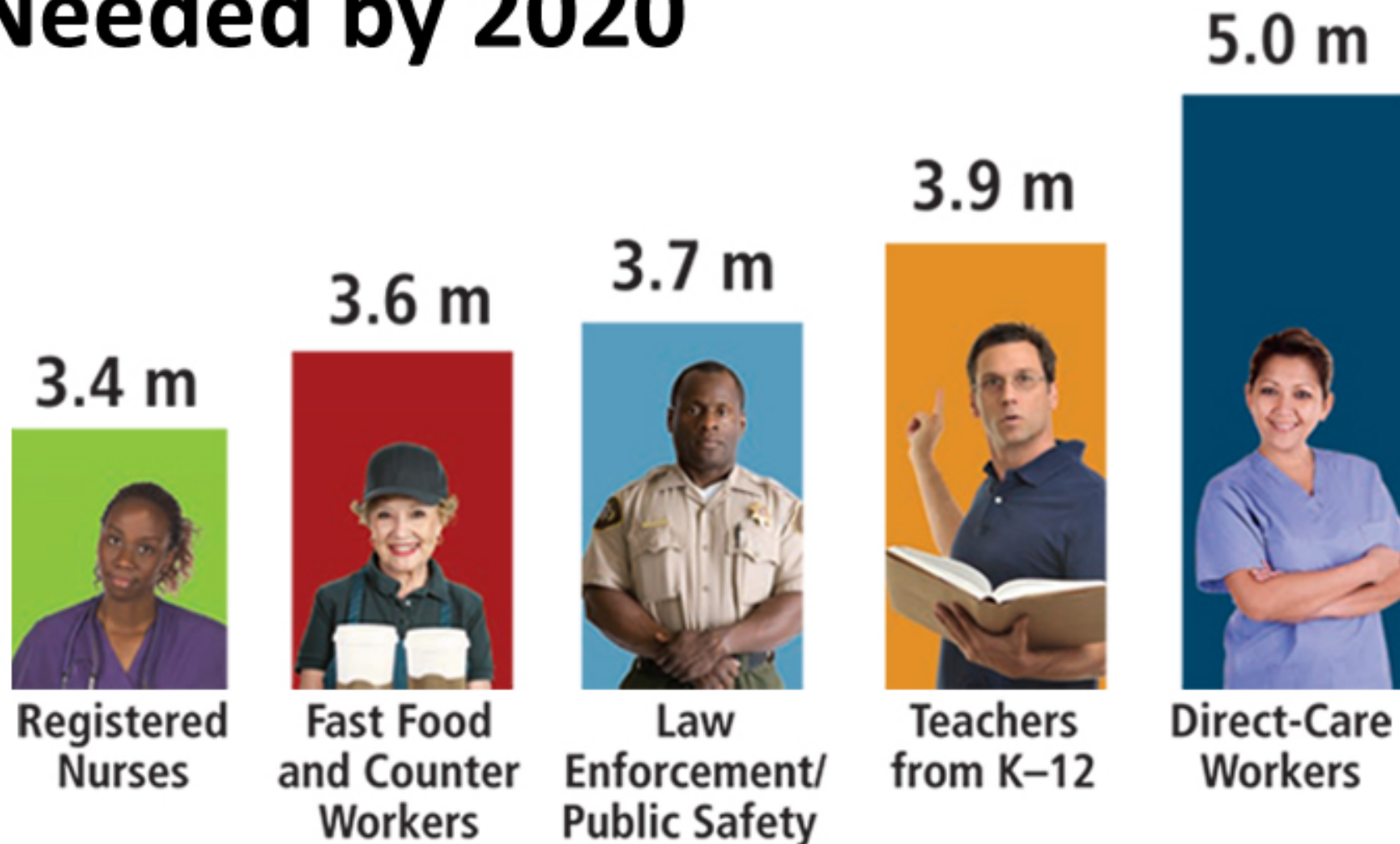
240+ hours  
minimally needed to meet basics

40+ hours provided



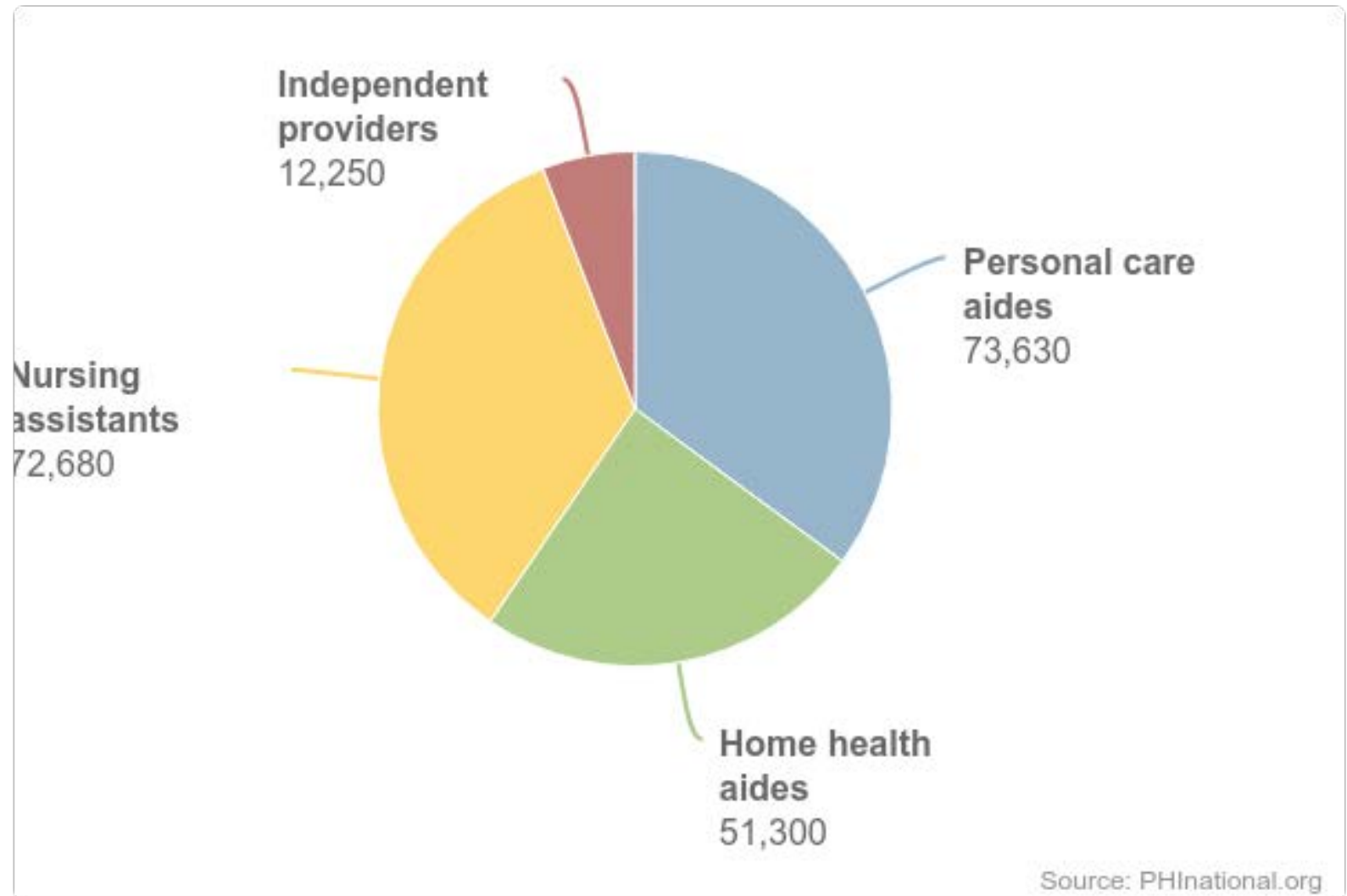
Balance is achieved when  
Training → competence

# Five Million Direct-Care Workers Needed by 2020



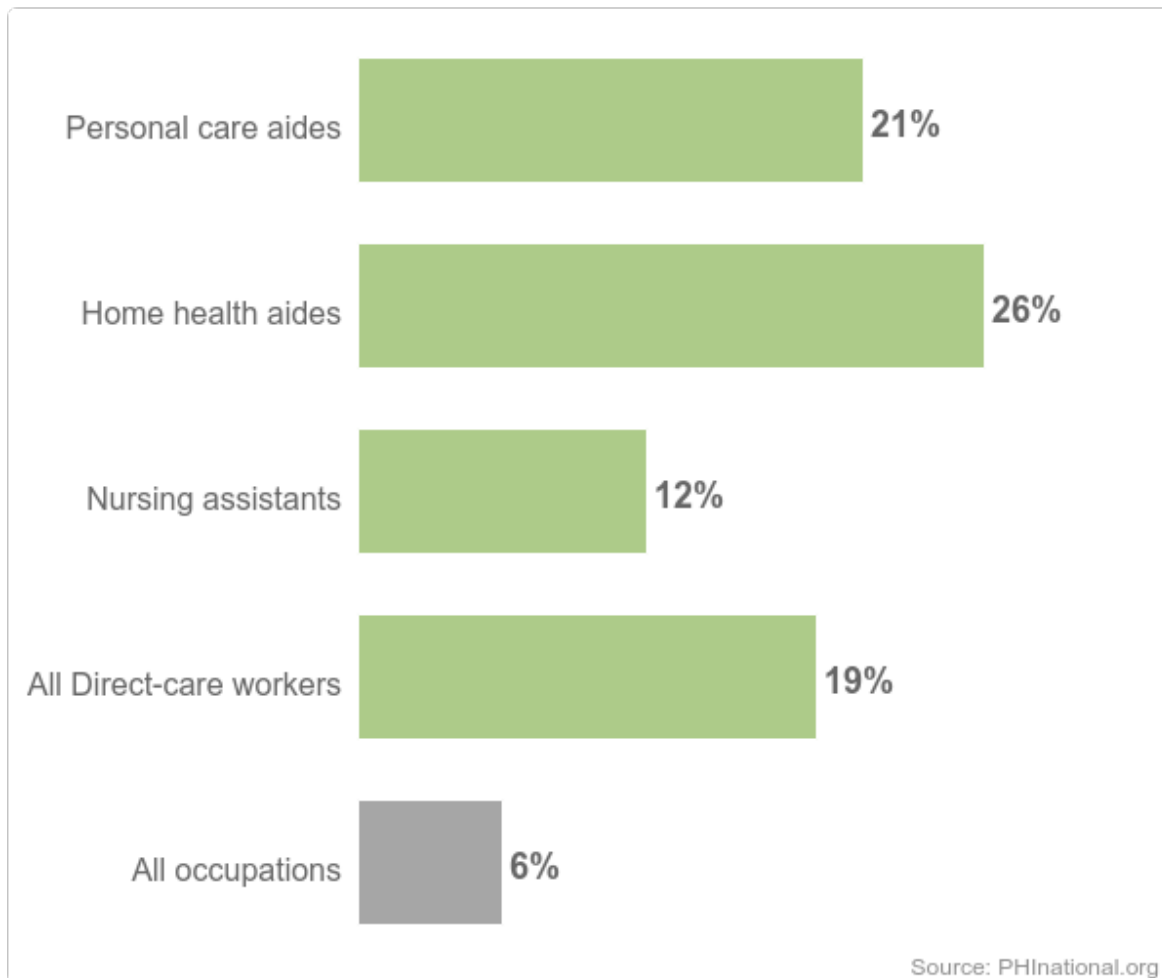
# Pennsylvania: Size of Direct-Care Workforce, 2015

Total: 209,860





## Pennsylvania: Occupational Growth Projections, 2014-2024



# Pennsylvania: Median Hourly Wages for Direct-Care Workers, 2015



# Other PA direct support occupations

Occupation	Hourly wage/annual salary	Total number	Projected growth by 2024
<b>Mental Health Counselor</b>	\$21.06 hour \$43,800 yr	11,800	16.7%
<b>Rehabilitation Counselors</b>	\$18.56 hour \$38,610 yr	7,240	12.3%
<b>Social and Human Asst.</b>	\$14.75 hourly 30,690 yr	20,160	13.6 %
<b>Substance Abuse and Behavioral Disorders Counselors</b>	\$20.54 hour \$42,720 yr	6,820	17.9%
<b>Frontline supervisor</b>			10.3%

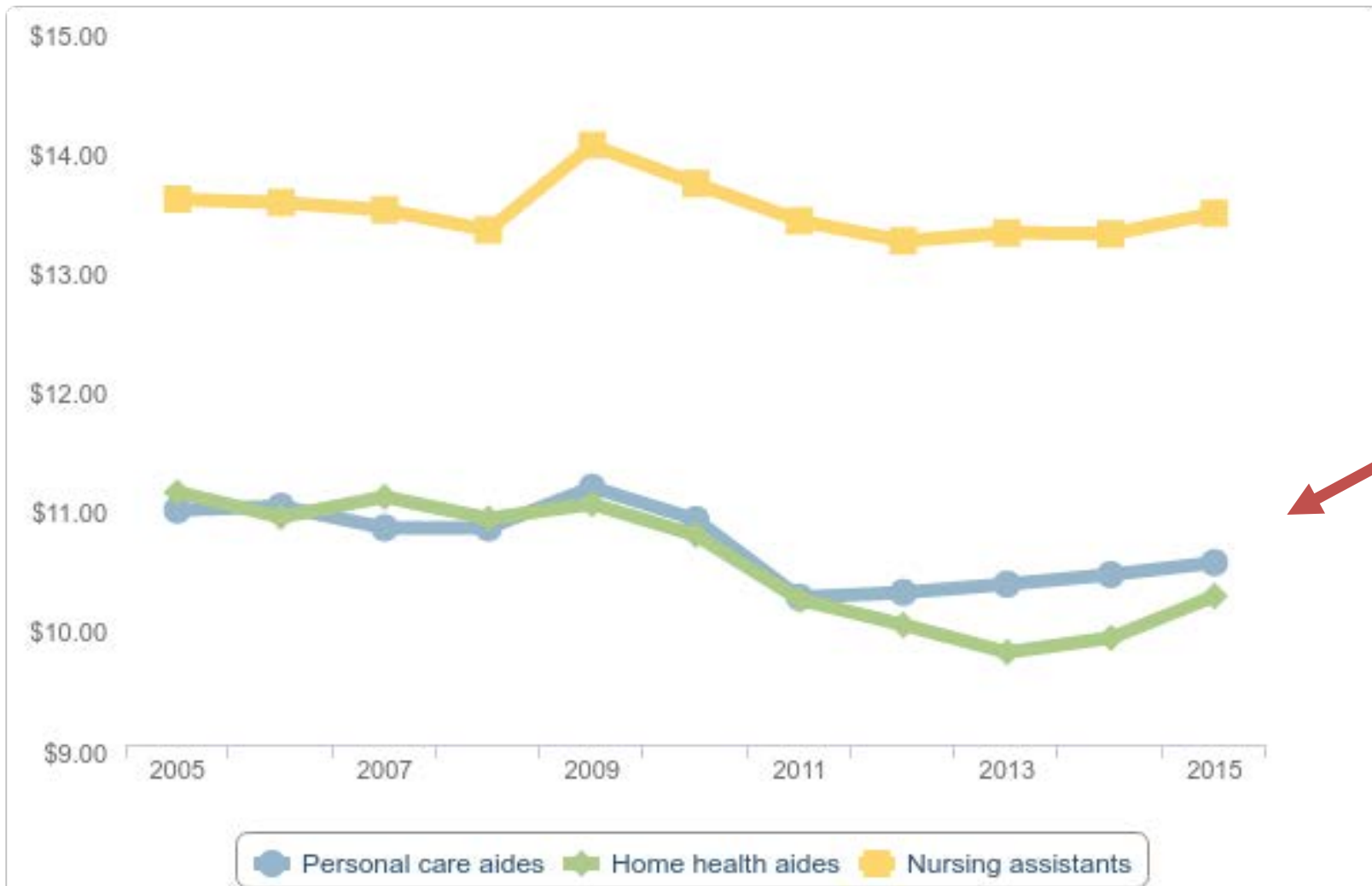
# Pennsylvania: Direct-Care Worker Households Relying on Means-Tested Public Assistance, 2012-2014



Source: PHInational.org

# Pennsylvania: Median Hourly Wages for Direct-Care Workers, 2005 - 2015

Adjusted for Inflation (2015 dollars)

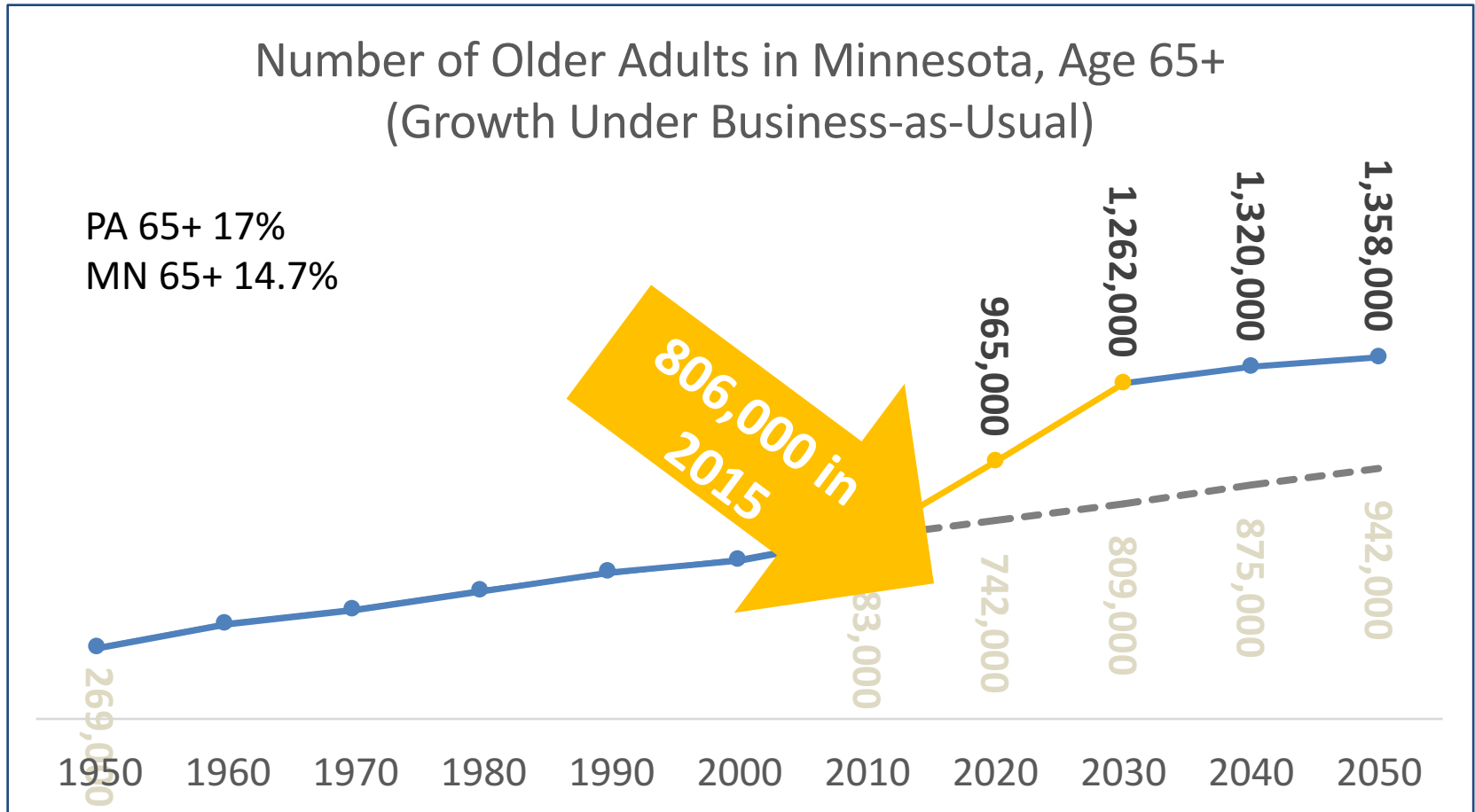


Source: PHInational.org

# A supply and demand problem

- Increasing demand for long-term supports and services, especially in home and community-based settings
- Supply of workers not growing fast enough to keep up with demand

# “Care Gap” - Minnesota has already begun the transition to an older state

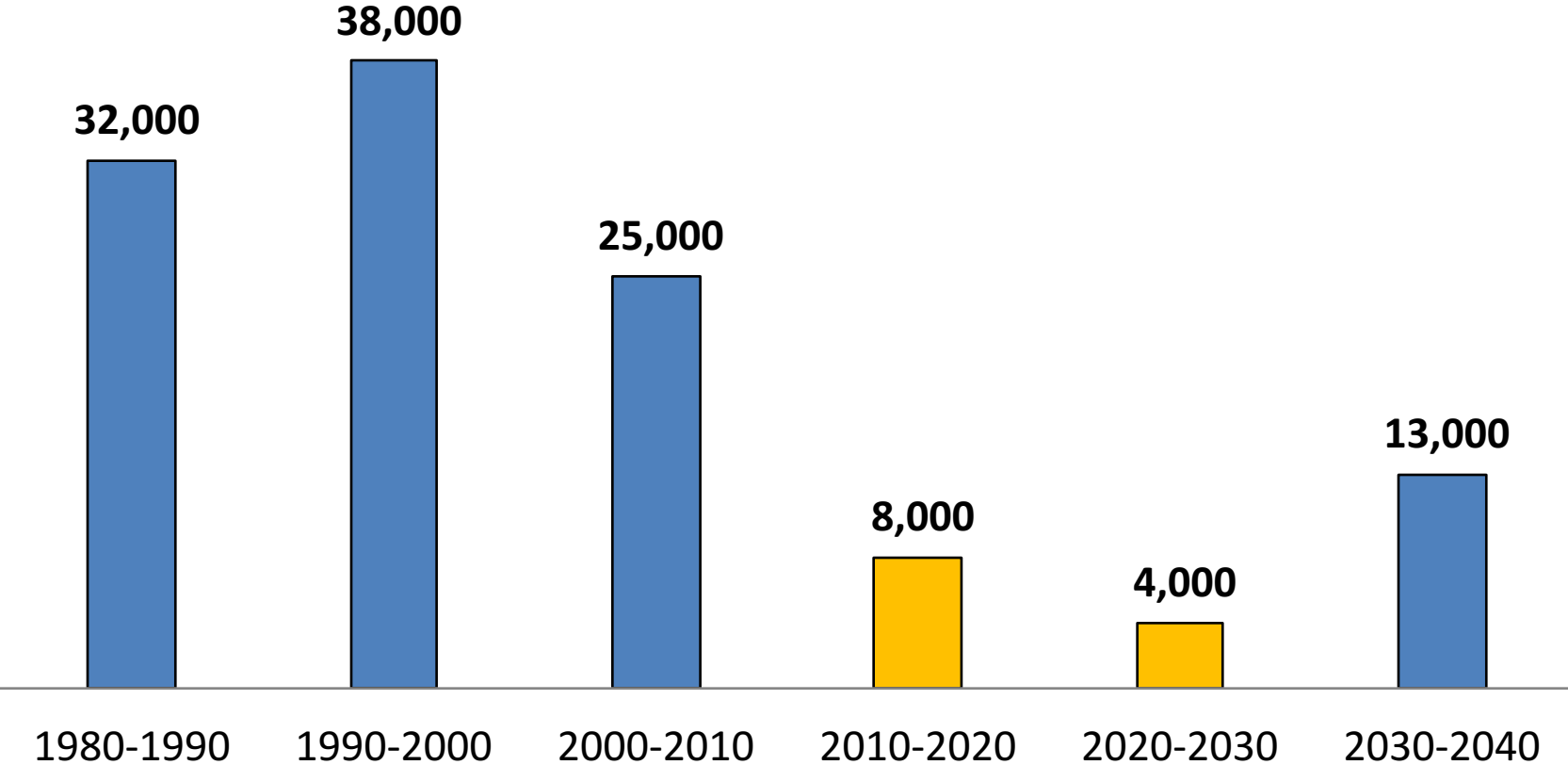


Source: U.S. Census Bureau

Source MN state demographer, 2016

# Projected Growth in Labor Force

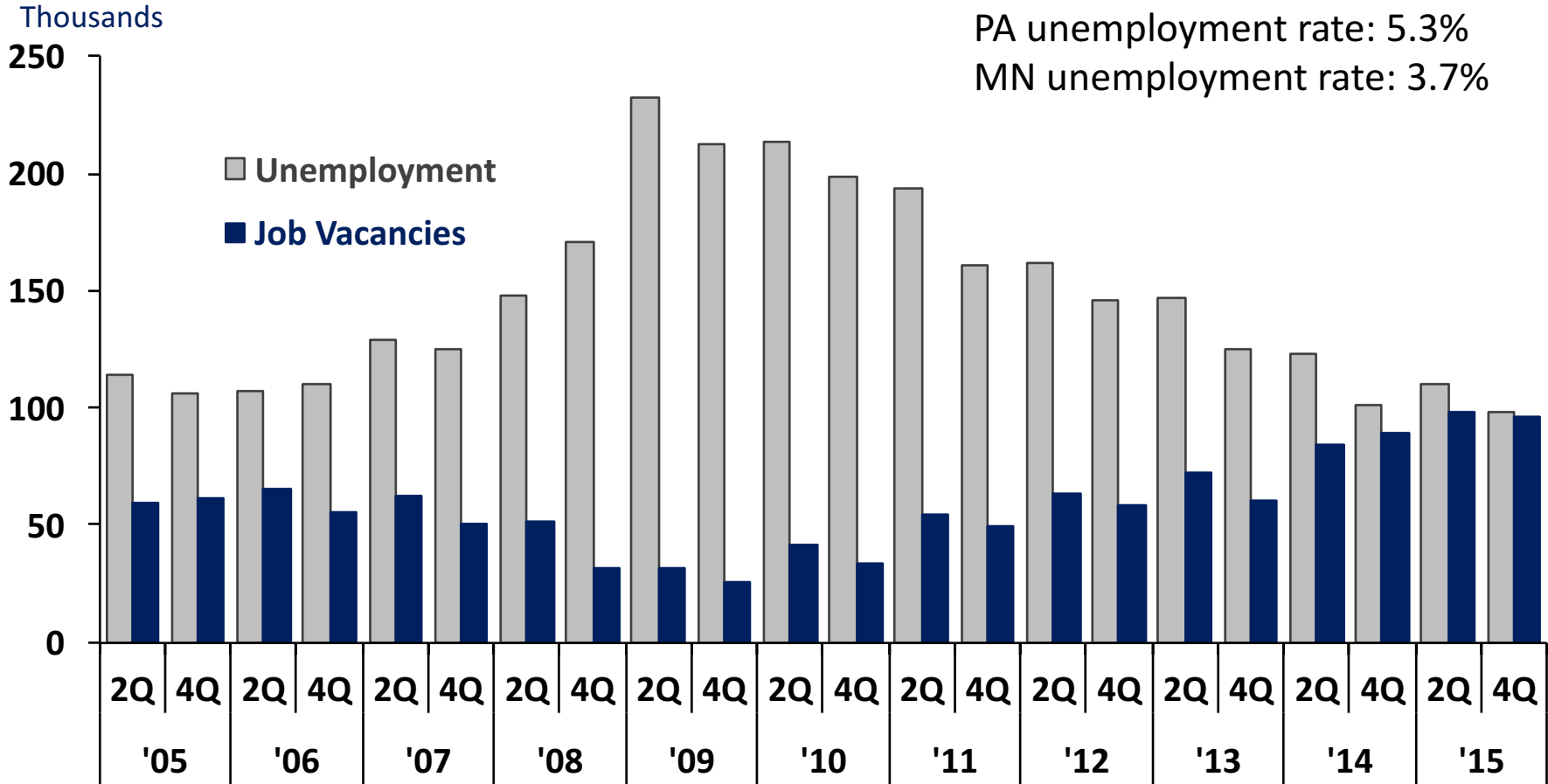
Annual Average, Ages 16+



Source: U.S. Census Bureau, Minnesota State Demographic Center Projections



# Low unemployment, high demand for labor



Source: Minnesota Department of Employment and Economic Development (DEED)

# Pervasive, costly and sustained U.S. DSP workforce challenges

- High Turnover (35-50%)
  - Many leave early within first 3-6 months
- Vacancy rates hover around 10-20% (or more)
- Overtime costs are high
  - **\$220,562,888**
- Limited access to adequate training and education
- Increasingly absent or ineffective supervision
- Status and Image

# DSP crisis is a public health crisis

- *Primary public health concern* due to:
  - **size of the workforce** and increases in **demand** to support need
  - support provided is **essential to the health, safety and overall well-being** of seniors, people with disabilities
  - **substandard work conditions** undermine the ability to recruit and retain DSWs threatening the future supply

(Hewitt, A., Larson, S., Edelstein, S., Seavey, D., Hoge, M. A., & Morris, J., 2008).

Workforce. Community Intervention. Policy Advocacy with new ideas and synergies.

## **5 PRIORITIES IN THE MIDST OF OUR CHANGING LANDSCAPE**

# #1 – ADDRESS WORKFORCE CRISIS

# Organizational culture

- Intentional learning
- Leader who knows the direct line staff by name
  - Goes out of their way to engage
  - Periodically practices direct support
  - Celebrates DSPs
- Individual story-driven
- Data-driven
  - Makes data driven decisions regarding workforce
  - Monitoring is routine
- Engages DSWs at all levels



# Direct Course

ONLINE CURRICULA FOR LIFE IN COMMUNITY



### Road Map of Core Competencies for the Direct Service Worker

Phase I: Direct Service Worker Competency Inventory

Phase II: Community-based Implementation

Phase III: Evaluation and Continuous Improvement

University of Minnesota  
Division of Community Living

### The Peer Empowerment Program (PEP)

A Complete Toolkit for Planning and Implementing Mentoring Programs Within Community-Based Human Service Organizations

### WE GET IT DONE

Working as a Direct Support Professional

### My Voice, My Vote

Helping young adults with disabilities exercise their right to vote

Office on Community Migration  
University of Minnesota  
Division of Community Living

### We Have Choices

People with disabilities

### Tuition Bills Higher than Expected?

Make a Plan and See Why You Should Care

### Wondering Where to Go Next?

Make a Plan Today - Don't Wait Until You're Overwhelmed

### Ready to Do More? Ready to Be More?

### Fed Up with Unpaid Bills?

Don't Worry - You Don't Need to Spend More with Your Creditors

### Friends

Connecting people with disabilities with community members

Angela Powell-Cotton, Ph.D.

### Twin Cities Zambia Disability Connection

Real Report - 2018

Project partners:  
Institute on Community Integration, University of Minnesota  
Big Brothers Big Sisters  
Opportunity Partners  
Nancy, Inc.

University of Minnesota  
Division of Community Living

### National Frontline Supervisor Competencies

April, 2012

Research & Training Center on Community Living  
Institute on Community Living (ICL)

University of Minnesota  
Division of Community Living

### find choose & keep great DSPs

A Toolkit for Employers  
with a Disability

### Other Voices

The Minnesota Regional Quality Assurance Program

### Direct Support

A Realistic Job Preview

Research and Training Center on Community Living

# Focus on frontline supervisors

- DSP turnover is lower when
  - DSPs feel valued
  - DSPs feel they are treated fairly
- Reasons DSPs leave
  - issues with co-workers
  - issues with supervisors



# Aligning training to outcomes

Direct Support Professional : MODULE	Individual with Disability: OUTCOME
Professionalism	Satisfaction with Staff
Community Inclusion Person Centered Planning	Community Inclusion
Individual Rights and Choice Civil Rights and Advocacy	Choices & Rights
Safety at Home and in the Community Supporting Healthy Lives Personal Care	Health & Safety
You've Got a Friend	Friends & Family
Employment Supports Home and Community Living Personal Care	Work, Day, and Home

# Career GEAR Up

Growth, Education, Advancement, and Respect



## Key Design Elements of the New York Direct Support Professional (DSP) Credentialing Model

- 1. Multi-tiered credential with a hybrid model of learning methods.** The Credentials must be achieved in sequence, beginning with DSP Credential I. Proposed training opportunities include on-line training, interactive classroom learning and work-based learning opportunities —
  - a. DSP Credential I includes 50 hours of training:** 20 hours on-line, 10 hours classroom training, and 20 hours of work-based learning
  - b. DSP Credential II includes 100 hours of training:** 40 hours on-line, 20 hours classroom training, and 40 hours of work-based learning
    - Includes a specialization emphasis in one
- 2. Valid, recognized competency-based skills and knowledge requirements.** These are the identified outcomes that will be assessed across the credential program. The competencies used as the basis of the credentialing program are —
  - a. New York State DSP Core Competency Goals**
    - Putting people first
    - Building & maintaining positive relationships
    - Demonstrating professionalism
    - Supporting good health
    - Supporting safety
    - Having a home

# Alternatives to direct support workers

- Technology support expectation, expansion and education
- Self-directed services
  - Expansion
  - New ways of thinking about and funding self-direction
- Paid family support
- Blended funding and staffing models between families and system
- Cooperative shared models with families and communities at the forefront
- Diversion incentives from “the system”

# #2 FOCUS ON IMPROVING COMMUNITY

NEVER  
GO  
BACK



# **#3 FOCUS INTERVENTION ON COMMUNITY AND FAMILY**

# Community and family as focus of interventions and services

- Putting faith to work
- Social inclusion: A community intervention
- Retirement
- Targeted focused work with diverse communities
  - Community liaisons
- Direct support professionals providing direct intervention and support with communities (e.g. businesses, faith communities, recreational programs, adult education)

# **#4 SELF ADVOCACY AND PEER TO PEER SUPPORT**



# We need to be serious about funding

- Self advocacy leadership
- Peer to peer support Family to family support

# #5 POLICY ADVOCACY

# Policy advocacy like never before

POLICY  
(i.e. HCBS  
Settings rule)

LITIGATION  
(i.e. Olmstead)

NEW INITIATIVES  
(i.e. Panel, Task  
Force)

MONEY/BUDGETS  
(i.e. governor, legislature,  
local, organization)



# Contact information

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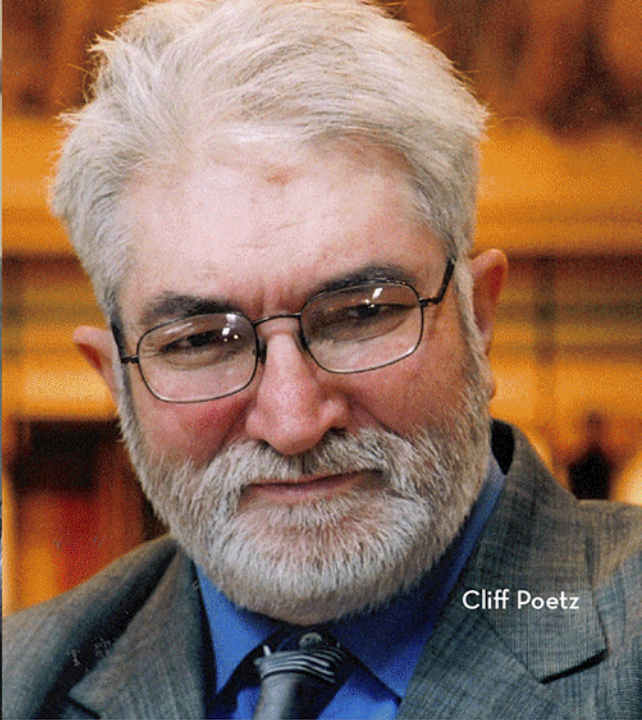
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Amy Hewitt



I AM DRIVEN TO RETHINK  
WHAT ACCESSIBILITY MEANS



Cliff Poetz



I AM DRIVEN TO  
PROFESSIONALIZE THE DIRECT  
SUPPORT WORKFORCE



John Smith



I AM DRIVEN TO  
MAKE HOME OWNERSHIP A  
REALITY FOR PEOPLE WITH  
DISABILITIES