Employment and Community First CHOICES Workforce QuILTSS Initiative Survey 2018

YEAR ONE REPORT | October 2019

TN Division of **TennCare**

Research Training Center
Institute on Community Integration
University of Minnesota

TNCO
TENNESSEE COMMUNITY ORGANIZATIONS

M rtc on community living
INSTITUTE *on* COMMUNITY INTEGRATION | UNIVERSITY OF MINNESOTA

The Institute on Community Integration (ICI) at the University of Minnesota worked in collaboration with TennCare and Tennessee Community Organizations (TNCO) to develop and administer the Employment and Community First CHOICES QuILTSS Workforce Initiative 2018 Survey, analyze the data, and report the results.

For more information about University of Minnesota efforts on the QuILTSS Workforce Initiative, please contact **dsp-tn@umn.edu**.

This survey is part of a larger project in which TennCare is collaborating with TNCO and the ICI at the University of Minnesota, to address workforce challenges for Direct Support Professionals (DSPs). In this comprehensive effort, the University of Minnesota conducted an annual statewide survey about the direct support workforce in Tennessee. Participating organizations received a profile about Direct Support workforce issues in their organization and a $2,000 incentive payment for their participation. They will also receive training and technical assistance to identify and address at least one key challenge that their organization faces aimed at improving direct care workforce turnover and retention rates. The University of Minnesota has experience delivering evidence-based training on direct care workforce recruitment, retention and quality improvements.

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Suggested citation:

Kramme, J; Pettingell, S.; & Eschenbacher, H.J., Hewitt, A. (2019). Employment and Community First CHOICES Workforce QuILTSS Initiative Survey 2018 Year One Report. Minneapolis: University of Minnesota, Institute on Community Integration, Research and Training Center on Community Living.

Background

The direct support workforce is among the fastest growing occupations in the nation, numbering over four million workers and adding one million jobs between 2016 and 2026 (Espinoza, 2018). The demand for workers cannot keep up with the number of direct support professional (DSP) positions needed to support the needs of people with disabilities. This workforce crisis is larger than DSP shortages and vacancies alone. Organizations also struggle to retain workers once hired. The direct support workforce shortage is an on-going crisis across the country and is particularly acute within Home and Community Based Services (HCBS) programs serving people with intellectual and developmental disabilities (IDD) (PCPID, 2017). State Medicaid agency goals to reduce institutionalization and increase investment in HCBS programs to address waiting lists for services rely on having DSPs available for community services. Community living for people with disabilities is compromised when effective and timely solutions to the DSP workforce shortage are not available. Research exists on this topic, pointing to a critical need for collection, analysis, and use of provider, program and state/system level comprehensive workforce data to identify and match interventions to recruit and retain DSPs in organizations providing services and supports to people with IDD. The 2017 Report of the President's Committee for People with Intellectual Disabilities, which highlighted this issue, made two critical assertions:

"The expansion needed in this workforce is unlikely to take place without *significant changes in how [DSPs] are recruited, trained and supported*."

Practices that are likely to positively impact the workforce crisis include *"Teaching business and organization leaders skills to improve their ability to recruit, select and retain [DSPs]."*

The definition for direct support professional (DSP) used throughout this report encompasses a variety of job titles, including direct care worker, family model provider, residential aide, job coach, home health aide, personal care assistant and others. DSPs are the employees whose primary responsibilities include providing support, training, supervision, and personal assistance to people with disabilities. To distinguish them from other workers, DSP typical job duties include at least 50% of their hours on direct support tasks.

Direct Support Professional (DSP)

Employees whose primary responsibilities include providing support, training, supervision, and personal assistance to people with disabilities. They have titles such as direct care worker, family model provider, residential aide, job coach, home health aide, personal care assistant and many other titles. At least 50% of a DSP's hours are spent in direct support tasks (e.g. personal care, home care, community integration). DSPs may perform some supervisory tasks, but the focus of his/her job is direct support work. Nursing and other professional licensed staff (e.g. LPNs and RNs) and on-call staff (those who do not have any regularly scheduled hours) are not considered DSPs.

The National Core Indicators (2019) Staff Stability survey collects similar data as the TennCare survey from the Department of Intellectual and Developmental Disabilities (DIDD) system for DSPs who serve people through Medicaid Waivers and in Intermediate Care Facilities (ICF) for Individuals with Intellectual Disabilities. TennCare administers the state of Tennessee's Medicaid program to 1.4 million people. TennCare sought a method to regularly collect, analyze, and be informed by provider, program and state/system level comprehensive workforce data for its Managed Long-Term Supports and Services (MLTSS) HCBS programs for people with disabilities. This report represents the first summary of data from 47 providers regarding their workforce that provides these services and supports.

Methodology

Survey Development & Administration

In consultation with TennCare, the staff at the University of Minnesota Institute on Community Integration (ICI) drafted survey questions for the Employment & Community First (ECF) CHOICES Quality Improvement in Long-Term Services and Supports (QulLTSS) Workforce Initiative 2018 Survey. Multiple drafts were sent to TennCare and their workforce work group. Their feedback was incorporated into the survey. The finalized survey was converted into an online Qualtrics survey. This survey was piloted internally at ICI to catch any errors with skip patterns, item format, and other administrative issues. Once these issues were fixed, an external pilot study was launched with 10 provider organizations. Feedback from the 5 who submitted their surveys and their data were used to finalize the survey. The survey was launched on January 30, 2019. A webinar was done for all participants on February 4, 2019. The purpose was to introduce the survey, clarify issues that were more difficult for pilot participants, and answer questions. The survey was closed on June 26, 2019.

Recruitment, Sample and Response Rate

TennCare provided a list of agencies that employ DSPs and participate in ECF CHOICES. The initial list included 10 agencies that participated in the pilot of the survey, and a list of an additional 90 organizations totaling 100 agencies located within three regions of Tennessee. TennCare verified the organization address, primary contact person and their contact information. After the sample list was cleaned (1 agency was listed twice; 3 agencies did not employ DSPs), there were 96 agencies remaining in the sample. ICI drafted an invitation letter to the providers included in the sample frame, and TennCare distributed it to them. The purpose of the letter was to make the organizations aware of the survey, its purpose, how the data would be used and helpful to them, and to encourage their participation. An incentive of $2,000 was offered to each organization for completing the survey in year one with the expectation that subsequent survey years would also be completed.

Of the 96 agencies on the TennCare list, 34 of the agencies (35.4%) did not to participate in year one, two agencies (2.0%) declined to participate, and 60 agencies (62.5%) submitted surveys. Of those who submitted surveys, 11 did not have complete data (5 were blank; 6 had partial responses) and 2 reported no DSPs. However, one of the two who reported no DSPs will be added later since they had Family Model Providers, which will be added to the definition of DSP on future surveys. This left an analysis sample of 47 surveys for the 2019 Year 1 data. Unless otherwise specified, when answering questions in this survey, responses reflect Calendar Year 2018 (January 1, 2018 to December 31, 2018). This report reflects the preliminary data.

In September 2019, participating organizations reviewed state, regional and organizational profiles. At this initial meeting, several agencies indicated they wanted to review the data they provided and make possible corrections. Data corrections of this baseline data will be updated when agencies provided incorrect data or needed further clarification of survey questions to accurately complete the survey.

47 organizations completed the survey, and reported on calendar year 2018.

Results

The results in this narrative report provide an overview of state level data. State and regional profiles are available at the end of this report in Appendix A.

Organization Background

The geographic area included in the state was broken down by three regions. The counties in each of the regions are listed below and depicted in Figure 1. Counties included by region:

- East: Anderson, Bledsoe, Blount, Bradley, Campbell, Carter, Claiborne, Cocke, Cumberland, Grainger, Greene, Hamblen, Hamilton, Hancock, Hawkins, Jefferson, Johnson, Knox, Loudon, McMinn, Marion, Meigs, Monroe, Morgan, Polk, Rhea, Roane, Scott, Sevier, Sullivan, Unicoi, Union, Washington

- Middle: Bedford, Cannon, Cheatham, Clay, Coffee, Davidson, DeKalb, Dickson, Fentress, Franklin, Giles, Grundy, Hickman, Houston, Humphreys, Jackson, Lawrence, Lewis, Lincoln, Macon, Marshall, Maury, Montgomery, Moore, Overton, Perry, Pickett, Putnam, Robertson, Rutherford, Sequatchie, Smith, Stewart, Sumner, Trousdale, Van Buren, Warren, Wayne, White, Williamson, Wilson

- West: Benton, Carroll, Chester, Crockett, Decatur, Dyer, Fayette, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Lake, Lauderdale, Madison, McNairy, Obion, Shelby, Tipton, Weakley

Figure 1 indicates the proportion of services that 47 organizations provided, weighted by the number of DSPs in participating organizations, with 27% of services among the 47 organization in West, 32% of services in middle, and 41% of services in east. These proportions of services are weighted by the

Figure 1. Percent of the services provided by 47 organizations surveyed in each of the three regions of Tennessee.

number of DSPs working in the 47 organizations. When looking at administrative office headquarters, 28% percent of organizations had their administrative office located in the east counties, 49% were located in middle counties, and 23% were located in west counties. The majority of organizations provide services in one region (78.7%), but 12.8% provided services in two regions, and 8.5% provided services in three regions. Of the 47 organizations, 38.3% provided services in the east counties, 55.3% provided services in the middle counties, and 36.2% provided services in the west counties. The total percentage of services in each region adds up to more than 100% since some organizations work in more than one region.

All regional breakdowns in this report categorize organizational data by the region where the organization provides the highest percentage of services. Of the 47 organizations, 32% of organizations provided their highest service percentage in the east counties, 45% in the middle counties, and 23% in the west counties. One organization provided 50% of their services in the Middle region and 50% in the West region. All but two organizations that completed the survey had their highest percentage of services in the region where their administrative office was located, so for this reason the organization with 50% in each of 2 regions was assigned to the Middle region, where the administrative office was located.

Statewide, most organizations have been in business for 10 or more years (35 organizations, 75%), although 19.1% (9 organizations) have been in business for 1-5 years and 6.4% (3 organizations) for 6-10 years. The average number of people for whom organizations provided DIDD, ECF CHOICES, CHOICES and/or VR services was 150 (range 4-1,047). The overall number of years that organizations have been in business can be seen in Figure 2 with the majority (35 organizations, 74%) with 10 or more years. Only three organizations (6%) were in business for 6-10 years, of which two (4%) were delivering services for 6-10 years and
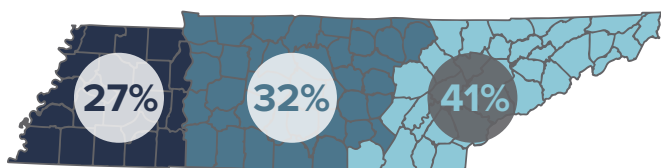
Figure 2. Years in business and delivering services of participating organizations

number of organizations

| years in business | years delivering services |
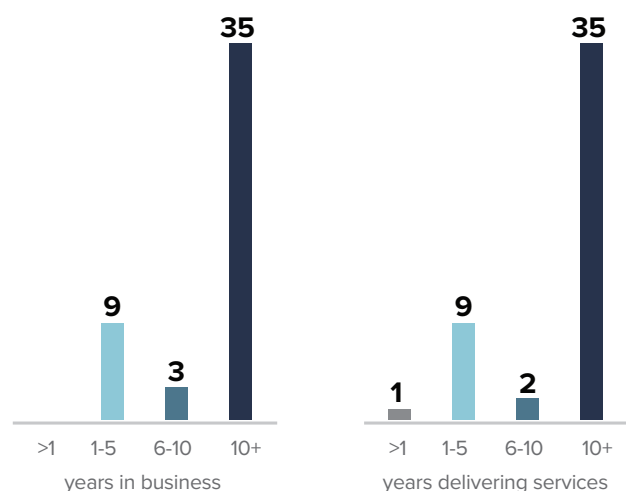
Figure 3. Proportion of sites 39 of the 47 organizations reported providing services.

- 13% agency or facility sites
- 15% job sites
- 17% other
- 54% family or individual homes
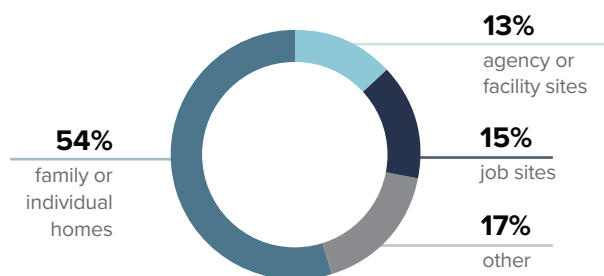
one organization (2%) for less than one year. Nine organizations (19%) were in business and delivering services for 1-5 years at the end of 2018.

Organizations provided services in several settings, including agency/facility sites, family or individual homes, job sites and other sites. On average, organizations most commonly provided services in family or individual homes (54%), followed by other sites (17%), job site (15%), and agency or facility sites (13%, see Figure 3). The other category was not specified, but was intended to included all sites that did not fit into the other three categories.
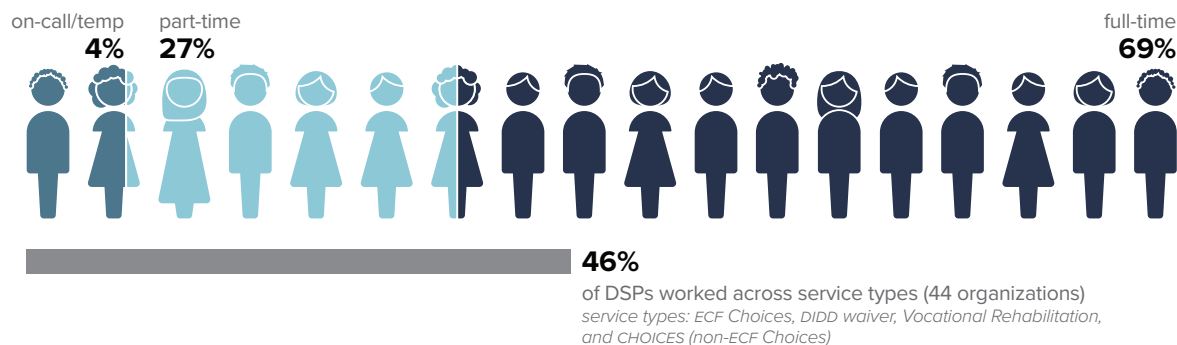
Organization Staffing

Organizations reported the number of paid employees (part-time and full-time) in their organization as of December 31, 2018. On average, organizations employed 185 DSPs, including on-call, temporary, and relief positions. Organizations employed an average of 18 Frontline Supervisors, 10 Managers, and 15 administrators (e.g. administrative, executive director, human resources/payroll) positions. The average number of Other Employees was 34. The other employee category was not specified.

Organizations reported the number of full-time, part-time, and on-call DSPs they employ. Of the DSPs positions in the 47 organizations, 69% were full-time DSPs, 27% were part-time, and 4% were on-call/temporary or relief staff. Figure 4 depicts this staffing pattern of DSPs in the state.

Figure 4: Statewide staffing pattern of full-time, part-time, and on-call/temporary or relief DSP.

Of the 8,703 DSPs in 47 organizations

on-call/temp 4%   part-time 27%   full-time 69%

46% of DSPs worked across service types (44 organizations)
service types: ECF Choices, DIDD waiver, Vocational Rehabilitation, and CHOICES (non-ECF Choices)

There were some regional differences in DSP staffing patterns.

- In the west region, 59% of DSPs were full-time, 39% were part-time, and 2% on-call/temporary or relief staff.

- In the middle region, 69% were full-time, 29% were part-time, and 3% on-call/temporary or relief staff.

- In the east region, 74% were full-time, 21% were part-time, and 5% on-call/temporary or relief staff.

Organizations were asked how they defined part-time and full-time positions. Organizations typically defined these employees by the number of hours worked per week, but 17% of organizations indicated that they did not differentiate between full-time and part-time DSPs. Many organizations distinguished between full-time and part-time at 30 hours of work per week, but sometimes 32,

35, 37.5, or 40 hours per week were considered full-time. Several organizations utilized a two-week period to define the number of hours worked, or with the regularity of scheduled hours (e.g., working regularly scheduled shifts). There appears to be different ways in which providers define full-time and part-time status.

Staffing ratios help to show how many DSPs there are for each person served and staff category in the organization. On average across the state, there were 1.1 DSPs to each person served for the 38 organizations that reported data, 10 DSPs for each frontline supervisor, 18 DSPs for each manager, 11 DSPs for each administrator, and 6 DSPs for all other types of staff (other).

The regional level data is indicated in Table 1, but this data should be viewed with caution. In both Table 1 and the profiles in Appendix A, regional data have low sample sizes and the definitions for frontline

Figure 5: Ratios of direct support professionals to people served, frontline supervisors, managers, administrators, and other employees
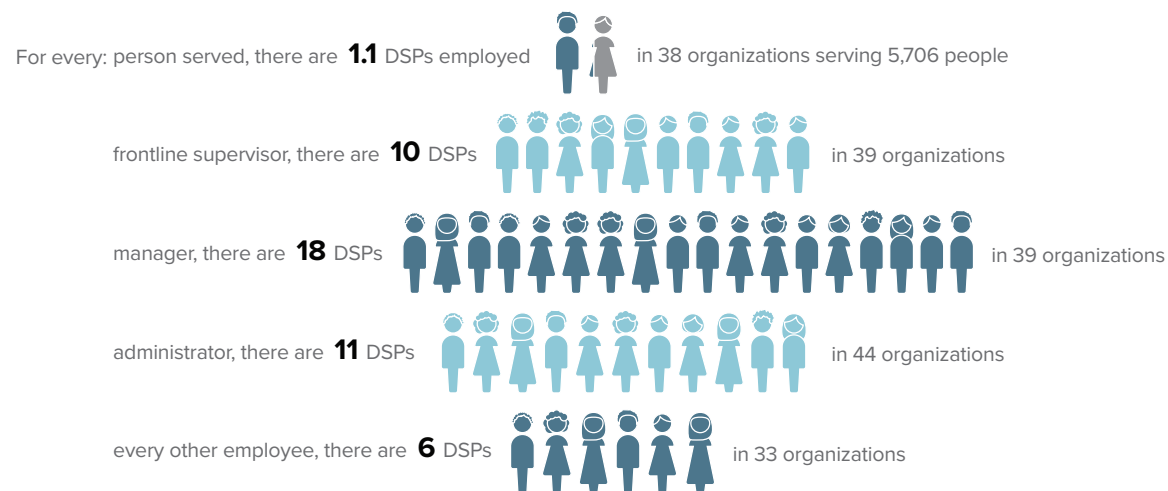

For every: person served, there are **1.1** DSPs employed in 38 organizations serving 5,706 people

frontline supervisor, there are **10** DSPs in 39 organizations

manager, there are **18** DSPs in 39 organizations

administrator, there are **11** DSPs in 44 organizations

every other employee, there are **6** DSPs in 33 organizations

Table 1: DSP ratios to the number of people served and organization staff.

DSP ratios	State	N	West *	N	Middle *	N	East *	N
People served	1.1	38	0.9	9	1.2	17	1.1	12
Frontline supervisors **	9.7	39	8.9	8	17.7	16	7.8	15
Managers	17.8	39	20.7	7	15.4	18	18.9	14
Administrative	11.4	44	11.5	9	13.2	20	10.6	15
Other Employees **	5.9	33	9.9	8	8.7	14	4.7	8

*N= number of responding organizations * Small sample size, may not be representative.*
***Definitions need clarification.*

supervisor, manager, administrator and other employees varies. This section of the survey may need further clar-ification in definitions since organizations conveyed some irregularities in reporting during the September workshops in Tennessee. For instance, frontline supervisors and DSPs may be undercounted given conversations in September workshops in Tennessee when some organizations indicated possible under reporting of Family Model Providers as "other" staff instead of DSPs, though most of their work is direct support. Likewise, frontline supervisors may need further clarification since organizations may use alter-nate terms or descriptions for those who supervise and support DSPs in their work.

The ratio of DSPs employed by organizations compared to other job categories is often reflective of the service model within each organization (i.e. family or individual home services, employment, and/or facility-based services). The data presented in Table 1 includes only the organizations that had complete data. There is no one ideal staff to DSP ratio because the services an organization provides can influence the staff composition. However, staff ratios, the average number of DSPs a frontline supervisor supports or average number of people served by DSPs, can be useful to compare organizations or groups with a similar array of services or to differentiate regional, state, and organization practices.

DSP Wages

Organizations reported on DSP wages paid, including starting wages, average wages, and highest DSP wages paid on December 31, 2018. Organizations reported regular wages paid, and did not include overtime wages paid to DSPs in this section. All wage data include data were reported for full-time DSPs, part-time DSPs, and all DSPs, and by region (Figure 6).

Organizations were asked to report whether or not DSPs who work in different service types are paid the same wage for each service. Seventy-two percent of organizations pay DSPs the same wage for each service type, while 28% do not pay DSPs the same wage across service types. Among all DSPs, the average wages are indicated in Figure 6.

Full-time, part-time and overall wages for both full-time and part-time were similar within a region. For some organizations, the reported part-time wage was higher than the full-time wage, while other organizations reported only part-time or only full-time staff. In some cases, this is when an agency reported all part-time staff and no-full-time employees. The wages presented in figure 6 are the combined wages for all DSPs, both full-time and part-time.

Starting DSP Wages

The average full-time DSP starting wage was $9.37 (range $7.25 to $11.00). The average part-time DSP starting wage was $9.42 (range $7.25 to $12.00). The average overall DSP starting wage was $9.38 (range $7.25 to $11.00). These wages are depicted in Figure 7.

The average starting wage was quite similar across regions. Although, the Middle region had wages approximately $1.00 higher for starting, average and highest wages.

In the **West region**, the average full-time DSP starting wage was $8.93 (range $7.25 to $10.10). The average part-time DSP starting wage was $8.87 (range $7.25 to $10.10). The average DSP starting wage was $8.92 (range $7.25 to $10.10). In the **Middle region**, the average full-time DSP starting wage was $9.66 (range $8.00

Figure 6: DSP wages

Hourly wages for DSPs (46 organizations reporting)
28% of DSPs who work across different service types are paid a different wage for services
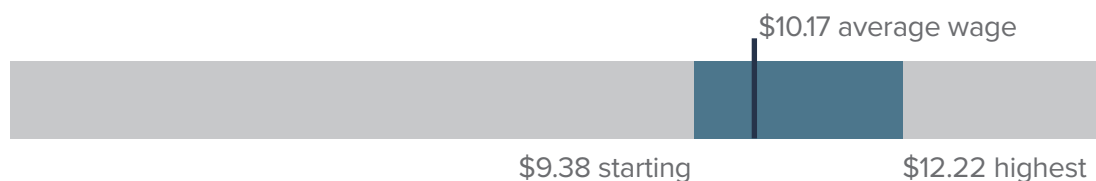
$10.17 average wage

$9.38 starting $12.22 highest

Figure 7: Average starting wage

Region	Low	Average	High
East (14)	$7.25	$9.30	$10.00
Middle (14)	$8.00	$9.67	$11.00
West (11)	$7.25	$8.92	$10.10
State (46)	$7.25	$9.38	$11.00

The number of responding organizations is in parenthesis.

to $11.00). The average part-time DSP starting wage was $9.78 (range $8.00 to $12.00). The average DSP starting wage was $9.67 (range $8.00 to $11.00). In the **East regin**, the average full-time DSP starting wage was $9.29 (range $7.25 to $10.00). The average part-time DSP starting wage was $9.31 (range $7.25 to $10.00). The average DSP starting wage was $9.30 (range $7.25 to $10.00).

Average DSP Wages

The average full-time DSP wage was $10.20 (range $8.25 to $13.00). The average part-time DSP wage was $10.13 (range $8.25 to $13.00). The average overall DSP wage was $10.17 (range $8.25 to $13.00). These overall average wages is indicated by a line on the state and regional profiles. Additional information on each is indicated in Figure 8.

Figure 8 indicates the part-time, full-time and overall wages, overall wage combining full-time and part-time. As with the starting wages, there is not a much variation by state and region, apart from organizations in the Eastern Region reporting less wide of a range. Not all organizations reported average wage in each region, so averages reported here should be interpreted with caution.
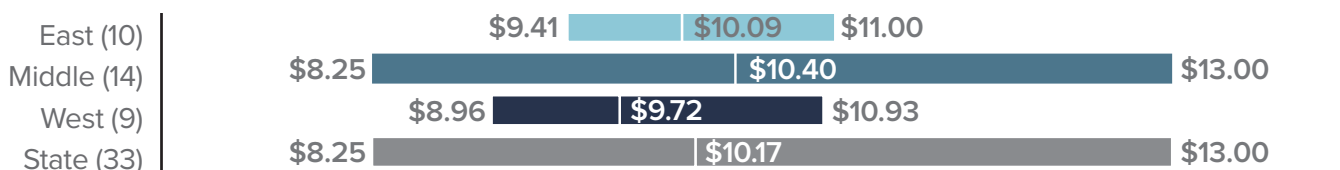
In the **West region**, the average full-time DSP wage was $9.77 (range $9.00 to $10.71).The average part-time DSP wage was $9.62 (range $8.50 to $11.41). The average DSP wage was

$9.72 (range $8.96 to $10.93). In the **Middle region**, the average full-time DSP wage was $10.40 (range $8.25 to $13.00). The average part-time DSP wage was $10.49 (range $8.25 to $13.00). The average DSP wage was $10.40 (range $8.25 to $13.00). In the **East region**, the average full-time DSP wage was $10.29 (range $10.00 to $11.00). The average part-time DSP wage was $10.27 (range $9.89 to $11.00). The average DSP wage was $10.09 (range $9.41 to $11.00).

Highest DSP Wages

Organizations were asked to report the highest wages paid to DSPs in their organization, by full-time, part-time, and all DSPs in their organization. Not enough organizations answered this question to report these results by region; these results are averages of the organizations in the state across regions. The average full-time DSP highest wage was $12.61 (range $9.05 to $20.52). The average part-time DSP highest wage was $11.35 (range $8.25 to $20.27), and the average highest DSP wage, combining both part-time and full-time was $12.22 (range $9.04 to $20.44). The number of responding organizations was not sufficient for full-and part-time highest wages to break down the information by region. Part of the reason for this low response was that this question was added later to the survey, after the initial launch. However, additional follow up with the organizations is needed to determine why so many did not provide this data.

Figure 8: Average wage

Region	Low	Average	High
East (10)	$9.41	$10.09	$11.00
Middle (14)	$8.25	$10.40	$13.00
West (9)	$8.96	$9.72	$10.93
State (33)	$8.25	$10.17	$13.00

The number of responding organizations is in parenthesis.

Hourly Wage Increases

Part-time and full-time DSPs tended to have similar wage structures within organizations after training is completed. For this reason, only the full-time data were included on the profiles. Table 2 provides an overview of DSP wage increase with further discussion. After Training was Completed

Organizations were asked whether there is an hourly wage increase for DSPs after training is completed. Forty percent of organizations gave an hourly wage increase for full-time DSPs and 35% of organizations gave an hourly wage increase to part-time DSPs once training was completed. The average amount of the hourly wage increase for full-time and part-time DSPs after training was completed was $0.90. Regional data for wage increase for full-time and part-time DSPs after training was completed is indicated in Table 2, though it should be viewed with caution since sample sizes are low.

Hourly wage increases after training was completed should be interpreted along with the starting wage. Some organizations indicated low or no increase after training is complete, but had relatively higher starting wages. While other organizations indicated a low starting wage with increases after training. The sample size in this initial set of 47 organizations was not sufficient to do analysis of wage increases after training versus starting or average wages. It will be important to ensure that all organizations participate in the year two survey in order for this type of analyses to be completed.

Hourly Wage Increases for Longevity

Organization were asked whether hourly wage increases were earned for longevity of employment for DSPs. Forty-five percent of organizations do offer hourly wage increases for longevity for full-time DSPs, and 37% offer them for part-time DSPs. Organizations indicated at which points they offer these increases, and they could check all that apply to their organization's practices in when they offer these wage increases to DSPs. Too few organizations reported wage increases to compare by region since sample sizes were low as indicated in Table 2. Table 3 shows the points after DSP hire when these increases are given DSPs, both full-time and part-time. The average amount of the wage increases was $0.56 for full-time DSPs, and $0.54 for part-time DSPs.

Of the organizations who gave hourly wage increases for longevity and answered the question, 14% gave an hourly wage increase for longevity at 1-3 months for full-time DSPs, 14% gave one at 4-6 months, 5% gave one at 7-9 months, and 71% gave an hourly wage increase for longevity at 10-12 months for full-time DSPs. For part-time DSPs, 18% of organizations gave an hourly wage increase for longevity at 1-3 months, 12% gave one at 4-6 months, 6% gave one at 7-9 months, and 65% gave an hourly wage increase for longevity at 10-12 months. There were insufficient data responses to report out at the regional level.

Other wage increases

The survey also asked organizations if they offered hourly wage increases to full-time DSPs between January 1, 2018 and December 31, 2018 for other reasons other than longevity, 2018. The majority of organizations statewide offered hourly wage increases for other reasons to full-time employees (77%) and part-time DSPs (61%). By region, the percent of organizations who provide other wage increases in the West was 64% for full-time and 45% for part-time, in the Middle was 71% for full-time and 62% for part-time, and in

Table 2: DSP wage increases

		State	N	West *	N	Middle *	N	East *	N
Once training is complete	Full-time	$0.90	18	$1.12	3	$0.73	5	$0.92	10
	Part-time	$0.90	16	$1.12	3	$0.53	6	$1.13	7
Longevity	Full-time	$0.56	21	$0.62	5	$0.53	10	$0.56	6
	Part-time	$0.54	17	$0.53	4	$0.53	10	$0.58	3
Other than longevity	Full-time	$0.70	35	$0.78	7	$0.70	14	$0.66	14
	Part-time	$0.63	27	$0.57	5	$0.68	12	$0.60	10

* Small sample size, may not be representative.

the East was 93% for full-time and 71% for part-time DSPs who have other wage increases. The average amount of this hourly wage increase was $0.70 (range $0.20 to $2.00) for full-time DSPs, and $0.63 (range $0.20 to $1.30) for part-time DSPs. There were not enough organizations that answered the question to report regional differences in the amount of these wage increases since sample sizes were low as indicated in Table 3. Since other reasons was indicated a fairly high rate, future surveys should have respondents indicate the reasons for wage increases.

Table 3. Percentage of organizations that offer wage increases to full-time and part-time DSPs by months after hire.

	Full-time	Part-time
Months after hire	% organizations	% organizations
1-3	14%	18%
4-6	14%	12%
7-9	5%	6%
10-12	71%	65%

Number of organizations reporting: 21

DSP Turnover

A key workforce issue nationwide for organizations that hire and employ DSPs is a high level of DSP turnover. This paired with the demand for DSPs exceeding the supply of workers often leads to high vacancy rates. Turnover and vacancy among full-time, part-time, and overall for all DSPs employed were computed for this report.

Measuring Turnover

The formula used to compute turnover (annual crude separation rate) was calculated using 3 variables: the number of DSPs who left in the last year, the total number of DSPs employed, and the number of DSP vacancies. The crude separation rate was defined as:

$$\frac{\# \, dsp \, leavers \, in \, prior \, yr}{\# \, dsp \, employed + \# \, dsp \, vacancies} \times 100$$

Across the state, turnover for full-time DSPs in calendar year 2018 was 47%. Turnover among part-time DSPs was 50%. The overall DSP (both full-time and part-time) turnover rate was 46%. These data are reflected in Figure 9 by region and type of employee (full-time or part-time) and by all DSPs.

In the **West region**, the average turnover rate in calendar year 2018 among full-time DSPs was 31%. The average turnover rate among part-time DSPs was 65%. The average turnover rate among all DSPs in the West region was 42%.

In the **Middle region**, the average turnover rate among full-time DSPs was 50%. Among part-time DSPs, the average turnover rate was 42%. The average turnover rate for all DSPs in the Middle region was 45%.

In the **East region**, the average turnover rate among full-time DSPs was 52%. Among part-time DSPs, the average turnover rate was 51%. The average turnover rate among all DSPs in the region was 51%.

Figure 9. Turnover rates by full-time, part-time, and all DSPs in Tennessee.

42 organizations reporting
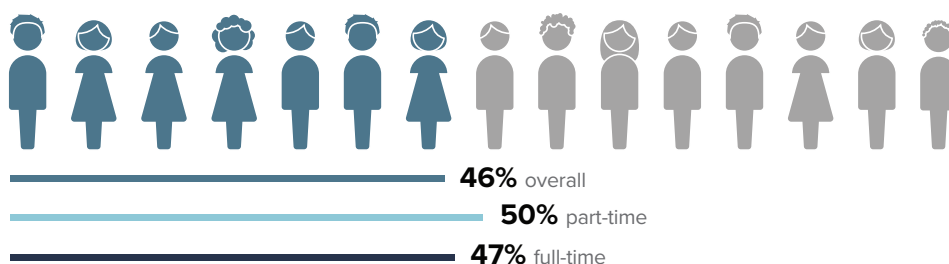
46% overall
50% part-time
47% full-time

reasons for departure:

found another job at another company (93%)

other (low pay, work in another field, no show, personal reasons, etc. 65%)

was terminated/fired (63%)

DSP Vacancy Rate

Due to factors such as demographic changes in the U.S., low unemployment rates, growth in long term services and supports and high demand, many positions for DSPs are vacant. Organizations report that they have a hard time recruiting people to fill positions that are open due to terminations (voluntary and involuntary) and growth. One important data point to capture for this workforce is a vacancy rate.

Measuring Vacancy Rate

DSP vacancy rate was calculated for this report using 2 variables: total number of funded positions currently vacant and the total number of funded positions at the site. Vacancy rate was measured using the following formula:

$$\frac{\# \ dsp \ vacancies}{total \ \# \ dsp \ employed + \# \ dsp \ vacancies} \ x \ 100$$

In the state, the average vacancy rate among full-time DSP positions was 15%. The average vacancy rate among part-time positions was 18%. The average vacancy rate among all DSP positions in the state was 15%.

For the organizations in the **West region**, the average vacancy rate among full-time DSP positions was 8%. The average vacancy rate among part-time DSP position in the West region was 13%. The average vacancy rate among all DSP positions was 10%.

Figure 10: Vacancy rate by part-time and full-time DSPs

Overall vacancy of **15%** out of 8,693 DSPs (42 organizations)

18% of part-time positions were vacant

15% of full-time positions were vacant

For the organizations in the **Middle region**, the average vacancy rate among full-time DSPs was 18%. The average part-time DSP vacancy rate was 20%. The average vacancy rate among all DSP positions was 15%.

For the organizations in the **East region**, the average vacancy rate among full-time DSPs was 16%. The average part-time DSP vacancy rate was 18%. The average vacancy rate among all DSP positions was 17%.

Reasons DSPs Give for Leaving Their Positions

Most of the organizations in the state (85%) track reasons that DSPs give for leaving their position. Organizations were asked to select the top three reasons that DSPs give for leaving their position. Table 4 shows the percentage of providers in the state and regions that selected each reason as one of their top three. The table is ordered from

Table 4. Percentage of organizations selecting each reason as a top reason that DSPs give for leaving their position.

Reason for Leaving	State	West	Middle	East
Found another job at another company	93%	78%	95%	100%
Other (see text for description)	65%	44%	79%	58%
Was terminated/fired	63%	67%	47%	83%
Had too little or poor quality time from supervisors	13%	0%	5%	33%
Could not get along with co-workers	13%	11%	16%	8%
Advanced to a new position within the company in a different service	10%	11%	11%	8%
Not recognized for work he/she did	5%	0%	11%	0%
Training/support was inadequate	2%	0%	0%	8%

Note: 40/47 organizations reported data

greatest to least percentage of organizations in the state that selected the reason that DSPs leave their position.

Organizations in the state selected, found another job at another company (92.5%) as the reason most commonly given for DSPs leaving their position. "Other" (65%) was the second most common reason given, and termination or being fired (63%) was the third most commonly given reason. Having too little or poor quality time with their supervisor (13%), could not get along with co-workers (13%), advanced to a new position within the company in a different service (10%), not recognized for the work he/she did (5%), and training/support was inadequate (2%) were also selected by some organizations. There were some regional differences in percentages of organizations that selected the reasons, but the largest percentage of providers selected the same top three reasons in each of the three regions and the state.

A large percentage (65%) of organizations selected "other" as a top reason that DSPs gave for leaving their position. Organizations could write in the other reason. These reasons are as follows, with numbers in parentheses to show the number of organizations that wrote in the reason:

- No call/No show (7)
- Better pay/More pay/Pay too low (6)

- Moved to another city or state (3)
- Not available for hours needed (2)
- Couldn't finish training (1)
- Decided it wasn't the field for them (1)
- Found work in another field (1)
- Graduated college (1)
- Inactive for more than 3 months (1)
- Inadequate pay for job responsibilities (1)
- Job dissatisfaction (1)
- Lack of Full-time positions and insurance coverage (1)
- Lack of referrals (1)
- Retired (1)
- Various personal reasons (e.g., pregnant, loss of physical ability)

DSP retention in this survey considered turnover, vacancy rates and the reason for departure. One missing piece of data that is often considered in retention efforts is DSP tenure, particularly tenure before departure. It is important to consider adding DSP tenure to the year two survey.

The next section looks at DSP benefits, followed by another section that has data about DSP retention by 15 service types requested in the survey.

DSP Benefits

Benefits are a key component of employee compensation packages. Though wages are often considered the primary issue of concern for any employee benefits are also important to employees. Looking at benefits that are offered and whether or not they are used by employees, can demonstrate the value of a benefit for DSPs in an organization. In this study, several benefits are simply not offered by organizations. In other cases, benefits are offered, but may not be used.

Paid Time Off, Paid Sick Leave and Paid Vacation Time

Fifty-seven percent of organizations offered paid time off (PTO) to full-time DSPs. This means that these organizations did not differentiate between sick and vacation time. On average, organizations who offered PTO to full-time DSPs spent $119,114 on this benefit across full-time DSPs. Only 9% of organizations

offered PTO (not differentiating between sick and vacation time) to part-time DSPs. Not enough organizations offered PTO to part-time DSPs to compute an average amount spent per organization. Percentage of organizations offering paid leave to full-time and part-time DSPs are summarized in Table 5.

Thirty-two percent of organizations offered paid sick leave to full-time DSPs. Of these organizations,

Table 5. Percentage of organizations offering paid leave to DSPs

	Full-time	Part-time	# Full-time	# Part-time
Paid time off (PTO)	57%	9%	47	46
Paid sick leave	32%	4%	47	45
Paid vacation	34%	7%	47	45

 # = number of responding organizations

Table 6. Average costs per month of health insurance by type for organizations and DSPs

Insurance coverage	DSP Cost	Organization Cost
Individual	$113	$340
Two-person	$342	$335
Family	$568	$314

Note: Organizations reporting: 38 individual, 32 two-person, 33 family coverage

the average amount spent on paid sick leave across full-time DSPs in 2018 was $32,964. Only 4% of organizations offered paid sick leave to part-time DSPs. Not enough organizations offered paid sick leave to part-time DSPs to compute an average amount spent per organization.

Thirty-four percent of organizations offered paid vacation to full-time DSPs. Of these organizations, the average amount spent on paid vacation across full-time DSPs in 2018 was $74,972. Only 7% of organizations offered paid vacation to part-time DSPs. Not enough organizations offered paid vacation to part-time DSPs to compute an average amount spent per organization.

Health Insurance

Across the state, 85% of organizations offered health insurance to their full-time DSPs. Only 18% offered health insurance to part-time DSPs. The average minimum number of hours a DSPs had to work per week to be eligible for health insurance was 28. Organizations reported that the average percent of DSPs enrolled in health insurance through their organization was 29%. Given the majority of DSPs are eligible, this take up rate is concerning.

Organizations reported the average cost per month of health insurance for individual, two-person, and family coverage for both the organization and the DSP per month. Average costs for each type of coverage are reported in Table 6.

Organizations in the state paid an average of $340 per month for health insurance premium contribution per direct support employee for individual coverage . Average cost for two person coverage was $335, and $314 per direct support employee for family coverage.

The average employee's contribution for monthly health insurance premium contribution per direct support employee for individual coverage was $113. The monthly cost increased to $342 for two person coverage, and $568 per direct support employee for family coverage.

Revenue & Worker's Compensation Costs

The average total annual revenue per organization was $9,559,818. An average of 85% of organizations' total dollars were authorized for services, and an average of 90% of the organization's total revenue for services were actually billed (authorized expenses billed).

Revenue from ECF CHOICES

An average of 52% of overall revenue was derived from rates for ECF CHOICES, and was directed toward part- and full-time DSP wages. An average of 9% of organizations' overall revenue was derived from rates for ECF CHOICES and was used for worker's compensation for full-time DSPs. An average of 6% of organizations' overall revenue was derived from rates for ECF CHOICES and was used for worker's compensation for part-time DSPs.

Overtime Costs

Organizations reported on overtime hours paid in the last 30 days to DSPs by five ECF CHOICE service programs, six DIDD Waiver service programs, two Vocational Rehabilitation (VR) programs, and three CHOICES programs. The average number of overtime hours by each program paid per DSPs working in those programs in the last 30 days are

reported in Table 7. Figure 12 indicates the overall average and the highest amount overtime per DSP.

The average amount of overtime hours paid per DSP provides insight into which programs and service types (i.e. employment, residential, personal assistance, community-based services, etc.) more routinely have DSPs working overtime. Overall, there were 13 hours of overtime per DSP across all fifteen service types, ranging from an average of 22 hours per DSP in ECF Choices Community Living Supports to 2 hours of overtime in DIDD Waiver Services 1915c Facility Based Services.

Table 8 provides overtime averages for DSPs across Tennessee. There were insufficient responses to make comparisons across regions due

Figure 12: Average overtime per DSP (monthly)

13 hours monthly

22 hours
ECF Choices
Community Living Supports

Table 7. Average overtime hours paid to DSPs in the last 30 days by program per DSP working

	Program	Hours	N	Average DSP wage	Monthly overtime $/ DSP
ECF CHOICES	Employment Services Requiring a Qualified Job Developer	9	17	$10.52	$142.02
	Employment Services Requiring a Qualified Job Coach	5	16	$10.30	$77.25
	Community Integration Support Services and/or Independent Living Skills Training	11	24	$10.02	$165.33
	Community Living Supports	22	18	$9.99	$329.67
	Personal Assistance and/or Supportive Home Care	14	15	$9.90	$207.90
Total ECF CHOICES		16		$10.04	$240.91
DIDD Waiver Services	1915c Employment Supports	15	23	$10.04	$225.90
	1915c Residential/Supported Living Services	21	33	$10.06	$316.89
	1915c Personal Assistance Services	6	22	$9.78	$88.02
	1915c Community Based Services	3	28	$10.11	$45.50
	1915c Facility Based Services	2	10	$10.07	$30.21
Total DIDD Waiver		14		$10.04	$210.89
Vocational Rehabilitation (VR)	VR Employment Services Requiring an Employment Specialist	15	14	$10.79	$242.78
	VR Employment Services Requiring a Qualified Job Coach	12	10	$10.41	$187.38
Total VR		13		$10.55	$205.69
CHOICES	Personal Care	5	10	$10.31	$77.33
	Attendant Care	10	8	$9.75	$146.25
	Community Living Supports	9	15	$9.96	$134.46
Total CHOICES		8		$9.95	$119.42
All Programs	Overall average overtime hours paid per DSP	13	39	$10.17	$198.32

to low sample sizes. When you calculate the cost of overtime in the participating 47 organizations who indicated overtime the result is an estimated $1,191,873. (an average of 13 hours per DSP at time and a half and an average wage of $10.17 multiplied by 6,010 full-time DSPs in this sample).

ECF Choices programs

The average overtime hours paid out in the last 30 days for employment services requiring a qualified job developer was 9 hours per DSP. The average overtime hours paid out in the last 30 days for employment services requiring a qualified job coach was 5 hours per DSP. The average overtime hours paid out in the last 30 days for community integration support services and/or independent living skills training was 11 hours per DSP. The average overtime hours paid out in the last 30 days for community living supports was 22 hours per DSP. The average overtime hours paid out in the last 30 days for personal assistance and/or supportive home care was 14 hours per DSP.

DIDD Waiver service programs

The average overtime hours paid out in the last 30 days for 1915c employment supports was 15 hours per DSP. The average overtime hours paid out in the last 30 days for 1915c residential/supported living services was 21 hours per DSP. The average overtime hours paid out in the last 30 days for 1915c personal assistance services was 6 hours per DSP. The average overtime hours paid out in the last 30 days for 1915c community based services was 3 hours per DSP. The average overtime hours paid out in the last 30 days for 1915c facility based services was 2 hours per DSP.

Vocational Rehabilitation (VR) service programs

The average overtime hours paid out in the last 30 days for VR employment services requiring an employment specialist was 15 hours per DSP. The average overtime hours paid out in the last 30 days for VR employment services requiring a qualified job coach was 12 hours per DSP.

CHOICES (Non-ECF CHOICES) service programs

The average overtime hours paid out in the last 30 days for personal care services was 5 hours per DSP. The average overtime hours paid out in the last 30 days for attendant care services was 10 hours per DSP. The average overtime hours paid out in the last 30 days for community living supports was 9 hours per DSP.

Table 8. Fifteen Service types the 47 organizations provide

	Program	% organizations
ECF CHOICES	Employment Services Requiring a Qualified Job Developer	54
	Employment Services Requiring a Qualified Job Coach	54
	Community Integration Support Services and/or Independent Living Skills Training	76
	Community Living Supports	54
	Personal Assistance and/or Supportive Home Care	51
DIDD Waiver service	1915c Employment Supports	63
	1915c Residential/Supported Living Services	80
	1915c Personal Assistance Services	62
	1915c Community Based Services	84
	1915c Facility Based Services	33
Vocational Rehabilitation (VR)	VR Employment Services Requiring an Employment Specialist	46
	VR Employment Services Requiring a Qualified Job Coach	37
CHOICES	Personal Care	36
	Attendant Care	24
	Community Living Supports	50

Service Areas

This section of the report summarizes program participation data on services, including (1) ECF CHOICES, (2) DIDD Waiver service, (3) Vocational Rehabilitation, and (4) CHOICES. Within each service area were multiple service types for a total of 15 programs across these four service areas. Organizations were asked to which services they provided out of these 15 service types. Service types are listed in Table 8, and percentage of organizations that delivered the service types are detailed there.

All organizations provided at least two service types. Fifteen percent of organizations provided two or three service types, 19.2% provided four or five service types, and 36.1% provided between six and ten service types. Nearly thirty percent of organizations provided between eleven and fourteen service types. No organizations provided all fifteen service types.

ECF CHOICES

Fifty-four percent of organizations provided Employment Services Requiring a Qualified Job Developer, 54% provided Employment Services Requiring a Qualified Job Coach, 76% provided Community Integration Support Services and/or Independent Living Skills Training, 54% provided Community Living Supports, and 51% provided Personal Assistance and/or Supportive Home Care.

DIDD Waiver

Sixty-three percent of organizations provided 1915c Employment Supports, 80% provided 1915c Residential/Supported Living Services. Of the 45 who answered the question about DIDD Waiver Services, 28 (62.2%) provided 1915c Personal Assistance Services and 15 (33.3%) provided 1915c Facility Based Services. Of the 44 who answered the question about DIDD Waiver Services, 37 (84.1%) provided 1915c Community Based Services.

Vocational Rehabilitation

Forty-six percent of organizations provided Employment Services Requiring an Employment Specialist, and 37% provided Employment Services Requiring a Qualified Job Coach.

CHOICES (Non-ECF CHOICES)

Thirty-six percent of organizations provided Personal Care, 24% provided Attendant Care, and 50.0% provided Community Living Supports.

Detailed information for each service

The survey requested a set of information for each service area. Because the sample size for the overall survey was 47 organizations and organizations generally provide a select few of each service, the sample sizes by service types were too small to be representative of the service system.

ECF CHOICES Qualified Job Developer

Twenty-five (54%) of organizations provided ECF Choices Qualified Job Developer. Table 9 summarizes information about DSPs providing these services.

Organizations that provided ECF Choices Qualified Job Developer employed an average of 3 full-time and 0 part-time. The average DSPs crude separation rate (turnover) in the last 12 months was 12% for full-time DSPs, 10% for part-time DSPs, and

Table 9. Average organizational statistics for DSPs providing ECF Choices Qualified Job Developer

	Full-time	Part-time	All
Average # DSPs per org.	3	0	-
% Turnover	12%	10%	12%
% Vacant Position	23%	69%	27%
Starting Wages	$10.80	$10.40	$11.05
Average Wages	$10.57	$10.31	$10.52
Highest Wages	$11.40	$11.37	$11.16

12% for all DSPs. The average vacancy rate in the last 12 months was 23% for full-time DSPs, 69% for part-time DSPs, and 27% among all DSPs. The average DSPs Starting Wage was $10.80 for full-time DSPs, $10.40 for part-time DSPs, and $11.05 for all DSPs. The Average Wage was $10.57 for full-time DSPs, $10.31 for part-time DSPs, and $10.52 for all DSPs. The average DSP Highest Wage in the last 12 months was $11.40 for full-time DSPs, $11.37 for part-time DSPs, and $11.16 for all DSPs.

Organizations also reported on three types of wage incentives if they indicated that they provided services in ECF CHOICES Qualified Job Developer including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 10.

Eleven organizations gave an hourly wage increase for full-time DSPs, while 7 gave an hourly wage increase for part-time DSPs once training was completed. The average wage increase for full-time DSPs was $1.27, and $1.29 per hour for part-time DSPs. Five organizations gave hourly wage increase for longevity for full-time DSPs, and 3 for part-time DSPs. One organization offered a wage increase between 1-3 months tenure for full-time DSPs, and four gave the wage increase between 10-12 months tenure for full-time DSPs. Only three organizations gave this wage increase for part-time DSPs, and it was offered at 10-12 months tenure. The average amount of the hourly wage increase for full-time DSPs was $0.71, and $0.92 for part-time DSPs, although only a few organizations gave this wage increase and answered the questions. Sixteen organizations gave wage increases for reasons other than longevity to full-time DSPs, and 8 to part-time DSPs. The average wage increase for full-time DSPs was $0.72 per hour, and $0.74 per hour for part-time DSPs.

ECF CHOICES Qualified Job Coach

Twenty-five (54%) of organizations provided ECF CHOICES Employment Services Requiring a Qualified Job Coach to one or more ECF CHOICES members. Table 11 summarizes information about DSPs providing these services.

Organizations who provided this service employed an average of 5 full-time DSPs and 1 part-time DSPs that provided this service. The average DSPs crude separation rate in the last 12 months was 17% for full-time DSPs, 6% for part-time DSPs, and 12% for all DSPs. The average DSP vacancy rate in the last 12 months for these positions was 16% for full-time DSPs, 54% for part-time DSPs, and 15% for all DSPs. The average starting wages for full-time DSPs was $9.88, it was $10.06 for part-time DSPs, and it was $10.00 for all DSPs. The average wage was $10.33 for full-time DSPs, $10.10 for part-time DSPs, and $10.30 for all DSPs. The highest wage was $11.12 for full-time DSPs, $11.00 for part-time DSPs, and $10.89 for all DSPs.

Organizations also reported on three types of wage incentives if they indicated that they provided services in ECF CHOICES Qualified Job Coach including wage incentives after completing training, for longevity, or for other reasons than longevity. These are summarized in table 12.

Table 10. Summary of incentives given to DSPs providing ECF CHOICES Qualified Job Developer

	Full-time	Part-time
After completing training		
# organizations	11	7
Average wage increase	$1.27	$1.29*
Longevity		
# organizations	5	3
Most common tenure length for offering wage increase	10-12 months	10-12 months
Average wage increase	$0.71*	$0.92*
Other reasons than longevity		
# organizations	16	8
Average wage increase	$0.72	$0.74

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 11. Average organizational statistics for DSPs providing ECF Choices Qualified Job Coach

	Full-time	Part-time	All
Average # DSPs per org.	5	1	-
% Turnover	17%	6%	12%
% Vacant Position	16%	54%	15%
Starting Wages	$9.88	$10.06	$10.00
Average Wages	$10.33	$10.10	$10.30
Highest Wages	$11.12	$11.00	$10.89

Table 12. Summary of tenure related incentives offered to DSPs providing ECF Choices Qualified Job Coach

	Full-time	Part-time
After completing training		
# organizations	10	7
Average wage increase	$1.38	$1.18*
Longevity		
# organizations	5	4
Most common tenure length for offering wage increase	10-12 months	10-12 months
Average wage increase	$0.32*	$0.38*
Other reasons		
# organizations	17	9
Average wage increase for other reasons	$0.63	$0.59*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Ten gave an hourly wage increase for full-time DSPs, and 7 gave an hourly wage increase for part-time DSPs once training was completed. The average amount of the hourly wage increase for full-time DSPS after training was completed was $1.38, and $1.18 for part-time DSPs. Five organizations gave hourly wage increase for longevity for full-time DSPs, and four for part-time DSPs. One organization gave this between 4-6 months, and four organizations gave this between 10-12 months for full-time DSPs. For part-time DSPs, one organization gave this between 4-6 months and three organizations gave this between 10-12 months. The average amount of the hourly wage increase was $0.32 for full-time DSPs, and $0.38 for part-time DSPs. Seventeen organizations provided this for full-time DSPs, and 9 provided this for part-time DSPs. The average hourly wage increase was $0.63 for full-time DSPs, and $0.59 for part-time DSPs.

ECF CHOICES Community Integration Support Services/Independent Living Skills Training

Thirty-five (76%) of organizations provided ECF CHOICES community integration support services and/or independent living skills training to one or more ECF CHOICES members. Table 13 summarizes information about DSPs providing these services.

Organizations that provided this service employed an average of 8 full-time, and 2 part-time DSPs that provided this service. The average crude separation rate in the last 12 months among DSPs providing this service was 33% for full-time DSPs, 35% for part-time DSPs, and 34% for all DSPs. The DSP Vacancy Rate in the last 12 months was 15% for full-time, 38% for part-time, and 19% overall for all DSPs.

Average DSPs Starting Wage in the last 12 months was $9.55 for full-time DSP, $9.38 for part-time DSPs, and $9.46 for DSPs overall. The DSPs

Table 13. Average organizational statistics for DSPs providing ECF CHOICES community integration support services and/or independent living skills training

	Full-time	Part-time	Overall
Average # DSPs per org.	8	2	-
% Turnover	33%	35%	34%
% Vacant Position	15%	38%	19%
Starting Wages	$9.55	$9.38	$9.46
Average Wages	$10.17	$10.14	$10.02
Highest Wages	$10.68	$10.78	$10.60

Average Wage in the last 12 months was $10.17 for full-time DSPs, $10.14 for part-time DSPs, and $10.02 for DSPs overall. The DSP Highest Wage in the last 12 months was $10.68 for full-time, $10.78 for part-time, and $10.60 for DSPs overall.

Organizations also reported on three types of wage incentives if they indicated that they provided services in ECF CHOICES Community Integration Support Services/Independent Living Skills Training including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 14.

Twelve organizations gave an hourly wage increase to once training was completed for full-time DSPs, and ten organizations gave this to part-time DSPs. The average hourly wage increase was $1.16 for full-time DSPs and $1.17 for part-time DSPs. Eight organizations gave an hourly wage increases earned for longevity for full-time DSPs, and 7 for part-time DSPs. For full-time DSPs, one organization gives this between 1-3 months, two organizations between 4-6 months, and five organizations between 10-12 months. For part-time DSPs, two organizations give this between 1-3 months, two organizations give this between 4-6 months, and four organizations between 10-12 months. The average amount of the wage increase was $0.42 for full-time DSPs, and $0.68 for part-time DSPs. Twenty two organizations gave hourly wage increases earned for reasons other than longevity for full-time DSPs, and 14 for part-time DSPs. The average hourly wage increase was $0.65 for full-time DSPs and $0.68 for part-time DSPs.

ECF CHOICES Community Living Supports (CLS)

Twenty-five (54%) of organizations provided ECF CHOICES community living supports (CLS) to one or more ECF CHOICES members. Table 15 summarizes information about DSPs providing these services.

Table 14. Summary of tenure related incentives offered to DSPs providing ECF CHOICES community integration support services and/or independent living skills training

	Full-time	Part-time
After completing training		
# organizations	12	10
Average wage increase	$1.16	$1.17
Longevity		
# organizations	8	7
Most common tenure length for offering wage increase	10-12 months	10-12 months
Average wage increase	$0.42*	$0.68*
Other reasons		
# organizations	22	14
Average wage increase	$0.65	$0.68

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 15. Average organizational statistics for DSPs providing ECF CHOICES Community Living Supports (CLS)

	Full-time	Part-time	Overall
Average # DSPs per org.	16	6	-
% Turnover	20%	13%	16%
% Vacant Position	14%	49%	25%
Starting Wages	$9.50	$9.47	$9.34
Average Wages	$10.36	$9.69	$9.99
Highest Wages	$11.90	$10.89	$11.20

Organizations that provided this service employed an average of 16 full-time DSPs, and 6 part-time DSPs that provided this service type. The average turnover rate was 20% for full-time DSPs, 13% for part-time DSPs, and 16% overall. The average Vacancy Rate was 14% for full-time DSPs, 49% for part-time DSPs, and 25% overall for all DSPs. The average Starting Wage was $9.50 for full-time DSPs, $9.47 for part-time DSPs, and $9.34 overall for all DSPs. The Average Wage was $10.36 for full-time DSPs, $9.69 for part-time DSPs, and $9.99 overall

for all DSPs. The average highest wage paid was $11.90 for full-time DSPs, $10.89 for part-time DSPs, and $11.20 for DSPs Highest Wage overall.

Organizations also reported on wage incentives if they indicated that they provided services in ECF CHOICES Community Living Supports (CLS). These are summarized in Table 16.

Three organizations gave an hourly wage increase on awake shifts, night shifts, and/or weekend shifts

Table 16. Summary of incentives offered to DSPs providing ECF CHOICES Community Living Supports (CLS)

	Full-time	Part-time
On awake shifts, night shifts, and/or weekend shifts		
# organizations	3	3
Average wage increase	$0.67*	$0.83*
For complex needs (including behavioral health needs)		
# organizations	7	6
Average wage increase	$0.85*	$0.82*
For rural or remote locations or locations difficult to staff		
# organizations	2	2
Average wage increase	$2.00*	$2.00*
After completing training		
# organizations	11	11
Average wage increase	$1.10	$1.10
Longevity		
# organizations	5	5
Most common tenure length for offering wage increase	10-12 months	10-12 months
Average wage increase	$0.50	$0.52
Other reasons		
# organizations	17	14
Average wage increase	$0.62	$0.53

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

to full-time DSPs and three to part-time DSPs. The average amount of the hourly wage increase was $0.67 for full-time DSPs, and $0.83 for part-time DSPs. Seven organizations gave hourly rate increases when supporting someone with complex needs (including behavioral health needs) for full-time DSPs, and six to part-time DSPs. There was also one organization who gave incentives to part-time DSPs providing support for complex needs. Very few organizations offered this wage increase to DSPs, so average results should be interpreted with caution. The average amount of the hourly wage increase was $0.85 for full-time DSPs, and $0.82 for part-time DSPs. Two organizations gave hourly rate increases for DSPs who provide community living supports in rural or remote locations or locations difficult to staff for full-time DSPs, and two for part-time DSPs. The majority of organizations (92%) did not provide these incentives. Only one organization provided information on this hourly rate increase, and gave $2.00 per hour extra for both full-time and part-time DSPs.

Eleven organizations gave an hourly wage increase once training was completed to full-time DSPs and eleven to part-time DSPs. The average amount of the hourly wage increase for was $1.10 for full-time and part-time DSPs. Five organizations gave wage increases earned for longevity for full-time DSPs, and five for part-time DSPs. Two organizations gave this between 1-3 months, one organizations gave it between 4-6 months, and three organizations gave it between 10-12 months, and these results were the same for part-time DSPs. The amount of the hourly wage increase for DSPs providing community living supports was $0.50 for full-time DSPs, and $0.52 for part-time DSPs. Seventeen organizations gave hourly wage increases for reasons other than longevity

Table 17. Average organizational statistics for DSPs providing ECF CHOICES Personal Assistance and/or Supportive Home Care

	Full-time	Part-time	Overall
Average # DSPs per org.	10	3	-
% Turnover	20%	41%	26%
% Vacant Position	21%	36%	28%
Starting Wages	$9.45	$9.49	$9.37
Average Wages	$10.11	$9.98	$9.90
Highest Wages	$11.11	$11.11	$10.61

Table 18. Summary of tenure related incentives offered to DSPs providing ECF CHOICES Personal Assistance and/or Supportive Home Care by organization

	Full-time	Part-time
After completing training		
# organizations	10	10
Average wage increase	$1.23	$1.23
Longevity		
# organizations	5	7
Most common tenure length for offering wage increase	10-12 months*	10-12 months*
Average wage increase	$0.40*	$0.50*
Other reasons		
# organizations	14	14
Average wage increase	$0.63	$0.62

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 19. Average organizational statistics for DSPs providing DIDD Waiver 1915c employment supports

	Full-time	Part-time	Overall
Average # DSPs per org.	36	11	-
% Turnover	28%	31%	28%
% Vacant Positions	12%	21%	14%
Starting Wages	$9.57	$9.79	$9.48
Average Wages	$10.14	$9.91	$10.04
Highest Wages	$11.26	$10.85	$11.13

for full-time DSPs, and 14 for part-time DSPs. The average hourly wage increase was $0.62 for full-time DSPs, and $0.53 for part-time DSPs.

ECF CHOICES Personal Assistance and/or Supportive Home Care

Twenty-four (51%) of organizations provided ECF CHOICES Personal Assistance and/or Supportive Home Care to one or more ECF CHOICES members. Table 17 summarizes information about DSPs providing these services.

The average number of full-time DSPs providing personal assistance and/or supportive home care on payroll as of December 31, 2018 was 10 full-time DSPs, and 3 part-time DSPs. The turnover rate was 20% for full-time DSPs, 41% for part-time DSPs, and 26% for DSPs overall. The average Vacancy Rate was 21% for full-time DSPs, 36% for part-time DSPs, and 28% for DSPs overall. The average Starting Wage was $9.45 for full-time DSPs, $9.49 for part-time DSPs, and $9.37 for DSPs overall. The Average Wage was $10.11 for full-time DSPs, $9.98 for part-time DSPs, and $9.90 for all DSPs. The average Highest Wage was $11.11 for full-time and part-time DSPs. The overall highest wage was $10.61.

Organizations also reported on three types of wage incentives if they indicated that they provided services in ECF CHOICES Personal Assistance and/or Supportive Home Care including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 18.

Forty-two percent gave an hourly wage increase for full-time DSPs, and 45.5% for part-time DSPs. The average amount of the hourly wage increase was $1.23 full-time and part-time DSPs. Twenty-one percent gave hourly wage increase for

longevity for full-time DSPs, and 29% for part-time DSPs. One organization gave this increase between 1-3 months tenure, one between 4-6 months tenure, and three organizations between 10-12 months tenure for full-time DSPs. For part-time DSPs, two organizations gave it between 1-3 months tenure, one between 4-6 months tenure, one between 7-9 months tenure, and three organizations between 10-12 months tenure. The amount of the hourly wage increase was $0.40 for longevity for full-time DSPs, and $0.50 for part-time DSPs. Fifty-eight percent of organizations gave an hourly wage increase for reasons other than longevity for full-time and part-time DSPs. The average wage increase was $0.63 for full-time DSPs, and $0.62 for part-time DSPs.

DIDD Waiver 1915c employment supports

Twenty-nine (63%) of organizations provided DIDD Waiver 1915c employment supports to one or more ECF CHOICES members. Table 19 summarizes information about DSPs providing these services.

The average number of DSPs providing DIDD Waiver 1915c employment supports on payroll as of December 31, 2018 was 36 full-time DSPs, and 11 part-time DSPs. The average DSPs crude separation rate (turnover) in the last 12 months was 28% among full-time DSPs, 31% among part-time DSPs, and 28% among all DSPs. The crude separation rate timeframe for one organization for was 07/01/2018 to 12/31/2018. The average DSPs Vacancy Rate in the last 12 months was 12% for full-time DSPs, 21% among part-time DSPs, and 14% across DSPs overall. The average Starting Wage was $9.57 for full-time DSPs, $9.79 for part-time DSPs, and $9.48 for all DSPs. The Average Wage was $10.14 for full-time DSPs, $9.91 for part-time DSPs, and $10.04 for all DSPs. The average DSP

Highest Wage in the last 12 months was $11.26 for full-time DSPs, $10.85 for part-time DSPs, and $11.13 for all DSPs.

Organizations also reported on three types of wage incentives if they indicated that they provided services in DIDD Waiver 1915c employment supports to one or more ECF CHOICES members including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 20.

Some organizations offered wage increases to DSPs. Of the 29 organizations/agencies who answered the question, 35% gave an hourly wage increase for full-time DSPs providing DIDD Waiver 1915c employment supports after training is completed, and 30% gave them for part-time DSPs. The average amount of the increase was $1.33 for full-time DSPs, and $1.07 for part-time DSPs. Twenty-eight percent of organizations provided hourly wage increases earned for longevity for full-time DSPs, and 21% for part-time DSPs. For full-time DSPs, 12.5% provided these between 1-3 months tenure, 25% between 4-6 months tenure, and 63% between 10-12 months tenure. For part-time DSPs, one organization provided these between 1-3 months tenure, one organization provided between 4-6 months tenure, and four organizations between 10-12 months tenure. The average amount of the wage increase was $0.31 for full-time DSPs and $0.32 for part-time DSPs. Some organizations provided wage increases for other reasons. Eighty-three percent of organizations provided wage increases for reasons other than longevity to full-time DSPs, and 57% to part-time DSPs. The average amount of the wage increase was $0.66 for full-time DSPs and $0.73 for part-time DSPs.

DIDD Waiver 1915c Residential/Supported Living Services

Thirty-seven (80%) of organizations provided DIDD Waiver 1915c residential/supported living services to one or more DIDD/1919c waiver participants. Table 21 summarizes information about DSPs providing these services.

The average number of full-time DSPs providing DIDD Waiver 1915c residential/supported living services on payroll as of December 31, 2018 was 104, and 31 part-time DSPs. The average crude separation rate (turnover) in the last 12 months for DSPs providing these services was 41% for full-time, part-time and DSPs overall. The average vacancy rate for DSPs providing these services in the last 12 months was 15% for full-time DSPs, 26% to part-time DSPs, and 16% for DSPs overall. The average starting wage for DSPs providing these services was $9.50 for full-time DSPs, $9.59 for part-time DSPs, and $9.43 overall. The average wages paid to DSPs providing these services was $10.08 for full-time DSPs, $10.16 for part-time DSPs, and $10.06 for DSPs overall. The average highest wage paid to DSPs providing these services was $12.32 for full-time DSPs, $11.61 for part-time DSPs, and $12.23 for DSPs overall.

Table 20. Summary of tenure related incentives offered to DSPs providing DIDD Waiver 1915c employment supports to one or more ECF CHOICES members

	Full-time	Part-time
After completing training		
# organizations	10	8
Average wage increase	$1.33	$1.07*
Longevity		
# organizations	8	6
Most common tenure length for offering wage increase	10-12 months*	10-12 months*
Average wage increase	$0.31*	$0.32*
Other reasons		
# organizations	24	16
Average wage increase	$0.66	$0.73

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Organizations also reported on wage incentives if they indicated that they provided services in DIDD Waiver 1915c Residential/Supported Living Services including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 22.

Nine organizations gave incentives and/or hourly rates increased for full-time DSPs who provide DIDD Waiver 1915c residential/supported living services on awake shifts, night shifts, and/or weekend shifts, and seven given them to part-time DSPs. The average wage increase is $0.88 for full-time DSPs, and $0.99 for part-time DSPs. Twelve organizations gave incentives or hourly wage increases to full-time DSPs, and 10 organizations to part-time DSPs. The average amount of the wage increase was $0.81 for both full and part-time DSPs. Four organizations gave incentives or hourly wage increases for DSPs who provide DIDD Waiver

Table 21. Average organizational statistics for DSPs providing DIDD Waiver 1915c Residential/Supported Living Services

	Full-time	Part-time	Overall
Average # DSPs per org.	104	31	-
% Turnover	41%	41%	41%
% Vacant Positions	15%	26%	16%
Starting Wages	$9.50	$9.59	$9.43
Average Wages	$10.08	$10.16	$10.06
Highest Wages	$12.32	$11.61	$12.23

Table 22. Summary of tenure related incentives provided to DSPs providing DIDD Waiver 1915c Residential/Supported Living Services

	Full-time	Part-time
On awake shifts, night shifts, and/or weekend shifts		
# organizations	9	7
Average wage increase	$0.88*	$0.99*
For complex needs (including behavioral health needs)		
# organizations	12	10
Average wage increase	$0.81	$0.81*
For rural or remote locations or locations difficult to staff		
# organizations	4	4
Average wage increase	$0.69*	$0.66*
After completing training		
# organizations	14	12
Average wage increase	$1.04	$1.14
Longevity		
# organizations	12	11
Most common tenure length for offering wage increase	10-12mos	10-12mos
Average wage increase	$0.46	$0.49
Other reasons		
# organizations	26	25
Average wage increase	$0.66	$0.66

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

1915c residential/supported living services in rural or remote locations or locations difficult to staff for full-time DSPs, and four organizations for part-time DSPs. The average amount of the wage increases was $0.69 for full-time DSPs, and $0.66 for part-time DSPs. Thirty-nine percent of organizations gave an hourly wage increase for full-time DSPs providing DIDD Waiver 1915c residential/supported living services once training is completed, and 35% to part-time DSPs. The average wage increase was $1.04 for full-time DSPs, and $1.14 for part-time DSPs. Thirty-four percent of organizations gave hourly wage increases earned for longevity for full-time DSPs, and 32% for part-time DSPs. Three organizations gave them to full-time DSPs between 1-3 months tenure. Three between 4-6 months, and 7 between 10-12 months. For part-time DSPs, 3 organizations gave them between 1-3 months, 3 organizations between 4-6 months, and 6 organizations between 10-12 months. The average amount of the hourly wage increase was $0.46 for full-time DSPs, and $0.49 for part-time DSPs. Seventy-four percent of organizations offered hourly wage increases earned for reasons other than longevity to full-time DSPs, and 71% to part-time DSPs. The average amount of the wage increase was $0.66 for both full and part-time DSPs.

DIDD Waiver 1915c Personal Assistance Services

Twenty-eight (62%) of organizations provide DIDD Waiver 1915c Personal Assistance Services to one or more DIDD/1915c waiver participants. Table 23 summarizes information about DSPs providing these services.

On average, organizations had 23 full-time DSPs providing these services and 5 part-time DSPs providing these services. Average DSP crude separation rate in the last 12 months was 30% for full-time

DSPs, 42% for part-time DSPs, and 31% overall. Average vacancy rates were 14% for full-time DSPs, 27% for part-time DSPs, and 16% overall. Average starting wages were $9.25 for full-time DSPs, $9.36 for part-time DSPs, and $9.23 overall. Average wages were $9.83 for full-time DSPs, $9.76 for part-time DSPs, and $9.78 overall. Average highest wage was $10.49 for full-time DSPs, $10.34 for part-time DSPs, and $10.46 overall.

Ten organizations provided hourly wage increase for DSPs providing DIDD Waiver 1915c personal assistance services once training is completed for full-time DSPs, and 7 for part-time DSPs (Table 24). Average wage increase was $1.06 for full-time DSPs, and $1.31 for part-time DSPs. Seven organizations gave hourly wage increase for longevity for full-time DSPs, and 6 for part-time DSPs. One organization offered this to full-time DSPs between 1-3 months, one organization between 4-6 months, and one organization between 10-12 months. Organizations may have offered these to DSPs after 12 months. One organization gave this to part-time DSPs between 1-3 months, 1 between 4-6 months, and 4 between 10-12 months. The amount of this hourly wage increase for longevity was $0.41 for full-time DSPs, and $0.46 for part-time DSPs. Seventy-nine percent of organizations gave hourly wage increases earned for reasons other than longevity for full-time DSPs, and 63% for part-time DSPs. The average wage increase for other reasons was $0.58 for full-time DSPs, and $0.63 for part-time DSPs.

DIDD Waiver 1915c Community based services

Thirty-seven (84%) of organizations provided DIDD Waiver 1915c community based services to one or more DIDD/waiver participants. Table 25 summarizes information about DSPs providing these services.

Table 23. Average organizational statistics for DSPs providing DIDD Waiver 1915c Personal Assistance Services

	Full-time	Part-time	Overall
Average # DSPs per org.	23	5	-
% Turnover	30%	42%	31%
% Vacant Positions	14%	27%	16%
Starting Wages	$9.25	$9.36	$9.23
Average Wages	$9.83	$9.76	$9.78
Highest Wages	$10.49	$10.34	$10.46

Table 24. Summary of tenure related incentives given to DSPs providing DIDD Waiver 1915c Personal Assistance Services

	Full-time	Part-time
After completing training		
# organizations	10	7
Average wage increase	$1.06	$1.31*
Longevity		
# organizations	7	6
Most common tenure length for offering wage increase	N/A*	10-12mos
Average wage increase	$0.41*	$0.46*
Other reasons		
# organizations	22	17
Average wage increase	$0.58	$0.63

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 25. Average organizational statistics for DSPs providing DIDD Waiver 1915c Community based services

	Full-time	Part-time	Overall
Average # DSPs per org.	49	12	-
% Turnover	34%	23%	33%
% Vacant Positions	11%	19%	11%
Starting Wages	$9.46	$9.49	$9.43
Average Wages	$10.13	$9.82	$10.11
Highest Wages	$11.84	$10.74	$11.79

On average, organizations had 49 full-time DSPs and 12 part-time DSPs on their payroll who provided these services. The average DSPs crude separation rate in the last 12 months in this service type was 34% for full-time DSPs, 23% for part-time DSPs, and 33% overall. The average vacancy rate was for full-time DSP positions, 19% for part-time DSP positions, and 11% overall. The average starting was $9.46 for full-time DSPs, $9.49 for part-time DSPs, and $9.43 overall. The average DSP wage was $10.13 for full-time DSPs, $9.82 for part-time DSPs, and $10.11 for all DSPs. The average highest DSP wage was $11.84 for full-time DSPs, $10.74 for part-time DSPs, and $11.79 for all DSPs.

Organizations also reported on three types of wage incentives if they indicated that they provided services in DIDD Waiver 1915c Community based services, including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 26.

Twelve organizations gave an hourly wage increase for full-time DSPs providing DIDD Waiver 1915c community based services once training was completed, and 8 for part-time DSPs. The average wage increase was $0.98 for full-time DSPs, and $1.06 for part-time DSPs. Thirteen organizations gave hourly wage increase for longevity for full-time DSPs providing these services, and 12 for longevity for part-time DSPs. Three organizations provided this between 1-3 months, 3 between 4-6 month, and 8 between 10-12 months for full-time DSPs. For part-time DSPs, 3 organizations provided this between 1-3 months, 3 between 4-6 month, and 7 between 10-12 months. The average wage increase was $0.45 for both full and part-time DSPs. Twenty five organizations gave an hourly wage increase for reasons other than longevity for full-time DSPs, and 20 for part-time DSPs. The average hourly wage increase was $0.63 for both full-time and part-time DSPs.

Table 26. Summary of tenure related incentives given to DSPs providing DIDD Waiver 1915c Community based services

	Full-time	Part-time
After completing training		
# organizations	12	8
Average wage increase	$0.98	$1.06*
Longevity		
# organizations	13	12
Most common tenure length for offering wage increase	10-12 months	10-12 months
Average wage increase	$0.45	$0.45
Other reasons		
# organizations	25	20
Average wage increase	$0.63	$0.63

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

DIDD Waiver 1915c Facility based services

Fifteen (33%) of organizations provided DIDD Waiver 1915c facility based services to one or more DIDD/waiver participants. Table 27 summarizes information about DSPs providing these services.

On average, organizations have 26 full-time DSPs and 7 part-time DSPs providing these services. The average DSPs crude separation rate (turnover) in the last 12 months was 24% for full-time DSPs, 12% for part-time DSPs, and 18% overall. The average vacancy rate was 10% for full-time DSPs, 5% for part-time DSPs and 10% overall. The average starting wage was $9.60 for full-time DSPs, $9.65 for part-time DSPs, and $9.58 overall. The average DSPs wage was $10.18 for full-time DSPs, $10.04 for part-time, and $10.07 overall. The average highest wage was $12.25 for full-time DSPs, $10.71 for part-time DSPs, and $11.81 overall.

Organizations also reported on three types of wage incentives if they indicated that they provided services in DIDD Waiver 1915c facility based services including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 28.

Three organizations gave an hourly wage increase for DSPs providing DIDD Waiver 1915c facility based services once training is completed to full-time DSPs, and three to part-time DSPs. The average wage increase was $0.83 for full and part-time DSPs. Three organizations gave hourly wage increases earned for longevity for full-time DSPs, and three for part-time DSPs. For full-time and part-time DSPs, one organization provided this at 4-6 months, and two at 10-12 months. The average wage increase was $0.50 for both full-time and part-time DSPs. Eleven organizations gave hourly wage increases earned for reasons other

Table 27. Average organizational statistics for DSPs providing DIDD Waiver 1915c Facility based services

	Full-time	Part-time	Overall
Average # DSPs per org.	26	7	-
% Turnover	24%	12%	18%
% Vacant Positions	10%	5%*	10%
Starting Wages	$9.60	$9.65	$9.58
Average Wages	$10.18	$10.04	$10.07
Highest Wages	$12.25*	$10.71*	$11.81*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

than longevity for full-time DSPs, and 7 to part-time DSPs. The average wage increase was $0.74 for full-time DSPs, and $0.88 for part-time DSPs.

Vocational Rehabilitation: Qualified Employment Specialist

Twenty-one (46%) of organizations provided Vocational Rehabilitation Employment Services Requiring a VR-Qualified Employment Specialist to one or more ECF CHOICES members. Table 29 summarizes information about DSPs providing these services.

Organizations providing vocational rehabilitation employment services requiring a VR-qualified employment specialist had an average of 4 full-time DSPs and 0.3 part-time DSPs. The average DSPs crude separation rate (turnover) in the last 12 months was 8% among full-time DSPs, 10% among part-time DSPs, and 10% overall. The average vacancy rate as 23% among full-time DSPs, 42% among part-time DSPs, and 25% overall. Average

starting wages were $10.28 among full-time DSPs, $10.07 among part-time DSPs, and $10.79 overall. Average wages were $10.65 for full-time DSPs, $10.96 for part-time DSPs, and $10.79 overall. The average highest wage was $11.92 for full-time DSPs, $12.02 among part-time DSPs, and $11.86 for all DSPs.

Organizations also reported on three types of wage incentives if they indicated that they provided services in VR-Qualified Employment Specialist including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 30.

Six organizations gave an hourly wage increase for DSPs providing vocational rehabilitation employment services requiring a VR-qualified employment specialist once training was completed for full-time DSPs, and 4 for part-time DSPs. Average increase was $1.49 for full-time DSPs, and $1.42 for part-time

Table 28. Summary of tenure related incentives given to DSPs providing 1915c facility based services

	Full-time	Part-time
After completing training		
# organizations	3	3
Average wage increase	$0.83*	$0.83*
Longevity		
# organizations	3	3
Most common tenure length for offering wage increase	10-12mos*	10-12mos*
Average wage increase	$0.50*	$0.50*
Other reasons		
# organizations	11	7
Average wage increase	$0.74	$0.88*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 29. Average organizational statistics for DSPs providing VR-Qualified Employment Specialist

	Full-time	Part-time	Overall
Average # DSPs per org.	4	0.3*	-
% Turnover	8%	10%*	10%
% Vacant Positions	23%	42%*	25%
Starting Wages	$10.28	$10.07	$10.79
Average Wages	$10.65	$10.96*	$10.79*
Highest Wages	$11.92	$12.02*	$11.86

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 30. Summary of tenure related incentives given to DSPs providing VR-Qualified Employment Specialist

	Full-time	Part-time
After completing training		
# organizations	6	4
Average wage increase	$1.49*	$1.42*
Longevity		
# organizations	3	2
Most common tenure length for offering wage increase	10-12 months*	N/A*
Average wage increase	$0.36*	$0.18*
Other reasons		
# organizations	12	6
Average wage increase	$0.67	$0.59*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

DSPs. Three organizations gave an hourly wage increase for longevity for full-time DSPs, and 2 for part-time DSPs. For full-time DSPs, 1 organization gave this between 4-6 months, and two between 10-12 months. For part-time DSPs, 1 organization gave this between 4-6 months, and 1 between 10-12 months. The average wage increase was $0.36 for full-time DSPs, and $0.18 for part-time DSPs. Twelve organizations gave hourly wage increases earned for reasons other than longevity for full-time DSPs, and 6 for part-time DSPs. The average wage increase was $0.67 for full-time DSPs, and $0.59 for part-time DSPs.

Vocational Rehabilitation Qualified Job Coach

Sixteen (37%) of organizations provided Vocational Rehabilitation Employment Services Requiring a VR-Qualified Job Coach to one or more ECF CHOICES members. Table 31 summarizes information about DSPs providing these services.

Organizations that provided these services employed an average of 6 full-time DSPs and 1 part-time DSP providing these services. The average crude separation rate was 11% for full-time DSPs, 12% for part-time DSPs, and 11% overall. The vacancy rate was 6% for full-time DSPs, 29% for part-time DSPs, and 12% overall. The average DSPs Starting Wage was $9.58 for full-time DSPs, $9.95 for part-time DSP and $9.50 overall. The average wage was $10.44 for full-time DSPs, $10.25 for part-time DSPs, and $10.41 overall. The average highest wage was $10.88 for full-time DSPs, $10.86 for part-time DSPs, and $10.75 overall.

Organizations also reported on three types of wage incentives if they indicated that they provided services in VR-Qualified Job Coach including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 32.

Five organizations gave an hourly wage increase

Table 31. Average organizational statistics for DSPs providing VR-Qualified Job Coach

	Full-time	Part-time	Overall
Average # DSPs per org.	6	1	-
% Turnover	11%	12%*	11%
% Vacant Positions	6%	29%*	12%
Starting Wages	$9.58	$9.95	$9.50
Average Wages	$10.44*	$10.25*	$10.41*
Highest Wages	$10.88*	$10.86*	$10.75*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 32. Summary of tenure related incentives given to DSPs providing VR-Qualified Job Coach

	Full-time	Part-time
After completing training		
# organizations	5	4
Average wage increase	$2.38*	$1.75*
Longevity		
# organizations	3	2
Most common tenure length for offering wage increase	10-12 months*	N/A*
Average wage increase	$0.36*	$0.18*
Other reasons		
# organizations	11	8
Average wage increase	$0.72	$0.61*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

for DSPs providing vocational rehabilitation employment services requiring a VR-qualified job coach once training is completed for full-time DSPs, and 4 gave one for part-time DSP. Average wage increase was $2.38 for full-time DSPs and $1.75 for part-time DSPs. Three organizations gave hourly wage increases earned for longevity for full-time DSP, and 2 for part-time DSPs. For full-time DSPs, 1 organization gave this between 4-6 months, and two between 10-12 months. For part-time DSPs, 1 organization gave this between 4-6 months, and 1 between 10-12 months. The average amount of the wage increase was $0.36 for full-time DSPs, and $0.18 for part-time DSPs. Eleven organizations provided hourly wage increases earned for reasons other than longevity for full-time DSPs, and 8 for part-time DSPs. The average wage increase was $0.72 for full-time DSPs, and $0.61 for part-time DSPs.

CHOICES (Non-ECF CHOICE): Personal Care Services

Seventeen (36%) of organizations provided CHOICES: Personal Care Services. Table 33 summarizes information about DSPs providing these services.

On average, organizations employed 9 full-time DSPs and 13 part-time DSPs providing these services. The average crude separation rate was 29% for full-time DSPs, 54% for part-time DSPs, and 38% overall. The average vacancy rate was 9% for full-time DSPs, 10% for part-time DSPs, and 8% overall. The average starting wage was $9.42 for full-time DSPs, $9.56 for part-time DSPs, and $9.45 overall. The average wage was $10.27 for full-time DSPs, $10.33 for part-time DSPs, and $10.31 overall. The average highest wage was $11.14 for full-time DSPs, $11.17 for part-time DSPs, and $11.13 overall.

Organizations also reported on three kinds of wage incentives if they indicated that they provided services

Table 33. Average organizational statistics for DSPs providing CHOICES: Personal Care Services

	Full-time	Part-time	Overall
Average # DSPs per org.	9	13	-
% Turnover	29%	54%*	38%
% Vacant Positions	9%	10%*	8%
Starting Wages	$9.42	$9.56	$9.45
Average Wages	$10.27*	$10.33*	$10.31*
Highest Wages	$11.14*	$11.17*	$11.13*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

in CHOICES: Personal Care Services, including wage incentives after completing training, for longevity, or for other reasons. These are summarized in table 34.

Five organizations gave an hourly wage increase for DSPs providing personal care services once training was completed for full-time DSPs, and 5 for part-time DSPs. The average wage increase was $0.85 for full-time DSPs, and $0.44 for part-time DSPs. Four organizations gave hourly wage increases earned for longevity for full-time DSPs, and 4 for part-time DSPs. For full-time DSPs, 2 organization gave this between 4-6 months, and 2 between 10-12 months. For part-time DSPs, 2 organization gave this between 4-6 months, and 2 between 10-12 months. The average hourly wage increase was $0.38 for full-time and part-time DSPs. Seven organizations gave hourly wage increases earned for reasons other than longevity for full-time DSPs, and 2 for part-time DSPs. The average wage increase was $0.71 for full-time DSPs, and $0.75 for part-time DSPs.

CHOICES (Non-ECF CHOICE): Attendant Care Services

Eleven (24%) of organizations provided CHOICES (non-ECF CHOICES) Attendant care Services. Table 35 summarizes information about DSPs providing these services.

Organizations that provide these services reported an average of 12 full-time DSPs and 28 part-time DSPs on their payroll that deliver these services. The DSP crude separation rate in the last 12 months was 40% for full-time DSPs, 48% for part-time DSPs,

and 41% overall. The DSP vacancy rate was 7% for full-time positions, 3% for part-time positions, and 7% overall. The average starting wage was $9.44 for full-time DSPs, $9.17 for part-time DSPs, and $9.06 overall. The average wage was $10.21 for full-time DSPs, $9.79 for part-time DSPs, and $9.75 overall. The average highest wage was $11.21 for full-time DSPs, $10.67 for part-time DSPs, and $11.05 overall.

Organizations also reported on three types of wage incentives if they indicated that they provided services in CHOICES Attendant Care Services including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 36.

Two organizations gave an hourly wage increase for DSPs providing attendant care services once training was completed for full-time DSPs, and two for part-time DSPs. The wage increase given wage $0.50 for full-time and part-time DSPs. Five organization gave hourly wage increases earned for longevity for full-time DSPs, and 6 for part-time DSPs. For full-time DSPs, 2 organization gave this between 4-6 months, and 3 between 10-12 months. For part-time DSPs, 2 organization gave this between 4-6 months, and 4 between 10-12 months. The average amount of the hourly wage increase was $0.50 for full-time DSPs, and $0.58 for part-time DSPs. One organization gave an hourly wage increase for other reasons that longevity to part-time DSPs (no organizations gave them to full-time DSPs). The amount of the wage increase for part-time DSPs was $1.00.

Table 34. Summary of tenure related incentives given to DSPs providing CHOICES: Personal Care Services

	Full-time	Part-time
After completing training		
# organizations	5	5
Average wage increase	$0.85*	$0.44*
Longevity		
# organizations	4	4
Most common tenure length for offering wage increase	N/A*	N/A*
Average wage increase	$0.38*	$0.38*
Other reasons		
# organizations	7	2
Average wage increase	$0.71*	$0.75*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 35. Average organizational statistics for DSPs providing CHOICES Attendant Care Services

	Full-time	Part-time	Overall
Average # DSPs per org.	12	28	-
% Turnover	40%*	48%*	41%*
% Vacant Positions	7%*	3%*	7%*
Starting Wages	$9.44*	$9.17*	$9.06*
Average Wages	$10.21*	$9.79*	$9.75*
Highest Wages	$11.21*	$10.67*	$11.05*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 36. Summary of tenure related incentives given to DSPs providing CHOICES Attendant Care Services

	Full-time	Part-time
After completing training		
# organizations	2	2
Average wage increase	$0.50*	$0.50*
Longevity		
# organizations	5	6
Most common tenure length for offering wage increase	10-12 months*	10-12 months*
Average wage increase	$0.50*	$0.58*
Other reasons		
# organizations	0	1
Average wage increase	-	$1.00*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

CHOICES (non-ECF CHOICES): Community Living Supports

Twenty-two (50%) of the organizations provide CHOICES (non-ECF CHOICES) Community Living Supports. Table 37 summarizes information about DSPs providing these services.

The average organization providing these services had 20 full-time DSPs and 5 part-time DSPs providing these services on payroll. The average turnover rate was 31% among full-time DSPs, 22% among part-time DSPs, and 28% overall. The average vacancy rate was 15% for full-time DSPs, 26% for part-time DSPs, and 15% overall. The average starting wage was $9.42 for full-time DSPs, $9.55 for part-time DSPs, and $9.33 overall. The average wage was $10.09 for full-time DSPs, $9.92 for part-time DSPs, and $9.96 overall. The highest wages were $11.65 for full-time DSPs, $11.42 for part-time DSPs and, $11.72 overall.

Organizations also reported on wage incentives if they indicated that they provided services in CHOICES Community Living Supports including wage incentives after completing training, for longevity, or for other reasons. These are summarized in Table 38.

Three organizations gave an hourly rate increase and/or incentive for DSPs who provide community living supports on awake shifts, night shifts, and/or weekend shifts for full-time and for part-time DSPs. The average wage increase was $0.67 for both full and part-time DSPs. Five organizations provided an hourly wage increase and/or incentive to full-time DSPs supporting people with complex needs (including behavioral needs), and three organizations gave these to part-time DSPs. The average wage increase was $0.47 for full-time DSPs, and $0.67 for part-time DSPs. Four organizations give incentives and/or hourly rates increased for DSPs who provide community living supports in rural or remote locations or locations difficult to staff for

Table 37. Average organizational statistics for DSPs providing CHOICES Community Living Supports.

	Full-time	Part-time	Overall
Average # DSPs per org.	20	5	-
% Turnover	31%	22%*	28%
% Vacant Positions	15%	26%*	15%
Starting Wages	$9.42	$9.55	$9.33
Average Wages	$10.09	$9.92	$9.96
Highest Wages	$11.65	$11.42*	$11.72*

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

Table 38. Summary of incentives offered to DSPs providing CHOICES Community Living Supports

	Full-time	Part-time
On awake shifts, night shifts, and/or weekend shifts		
# organizations	3	3
Average wage increase	$0.67*	$0.67*
For complex needs (including behavioral health needs)		
# organizations	5	3
Average wage increase	$0.47*	$0.67*
For rural or remote locations or locations difficult to staff		
# organizations	4	3
Average wage increase	$0.69*	$0.83*
After completing training		
# organizations	7	7
Average wage increase	$0.61*	$0.67*
Longevity		
# organizations	4	4
Most common tenure length for offering wage increase	10-12 months*	10-12 months*
Average wage increase	$0.44*	$0.44*
Other reasons		
# organizations	13	10
Average wage increase	$0.66	$0.59

Note. (*) indicates very low sample size, meaning that this average must be interpreted with caution.

full-time DSPs, and 3 to part-time DSPs. The average wage increase was $0.69 for full-time DSPs, and $0.83 for part-time DSPs.

Seven organizations gave an hourly wage increase for DSPs providing community living supports once training was completed for full-time DSPs, and 7 for part-time DSPs. The average wage increase was $0.61 for full-time DSPs, and $0.67 for part-time DSPs. Four organizations gave hourly wage increases earned for longevity for DSPs providing

community living supports for full-time DSPs, and 4 for part-time DSPs. For both full-time and part-time DSPs, one organization gave these between 4-6 months, and three between 10-12 months. The average wage increase was $0.44 for full-time and for part-time DSPs. Thirteen organizations gave hourly wage increases earned for reasons other than longevity for full-time DSPs, and 10 for part-time DSPs. The average wage increase was $0.66 for full-time DSPs, and $0.59 for part-time DSPs.

Discussion

Workforce instability

A stable, competent DSP workforce is critical for the delivery of home and community based services for people with disabilities to access, live, and work in the community. This report signals significant and widespread challenges that organizations in Tennessee are facing in recruiting, hiring, and retaining sufficient DSPs to meet this demand. There was a 46% DSP turnover rate in 2018 (Figure 9), and a 15% vacancy rate (Figure 10). This means that nearly half of the DSP workforce left their positions that year, and about one out of every seven DSP positions is vacant. This results in instable and limited services for people with disabilities, and great difficulties for organizations that employ DSPs to create a stable culture that supports DSPs. Furthermore, organizations are taxed with extremely high costs related to turnover. A typical rule of thumb for estimating costs related to turnover is that costs related to exiting an employee and replacing that position are about 25% of the annual salary of the position. Research has shown that costs related to turnover per DSP that provides HCBS are $3,278 (Larson et al., 2016). Organizations in this study reported a total of 8,703 DSPs employed in 2018. At the rate of $3,278 per DSP, 46% DSP annual turnover rate results in an estimated $13,123,080 in costs related to DSP turnover. Eliminating even half of these costs could result in an annual $750 bonus per DSP. Organizations indicated that many DSPs are leaving their positions for jobs at other companies, and organizations indicated that DSPs are finding work with higher wages and better benefits (Table 4).

Low wages and limited benefits

Organizations reported starting and average wages paid to DSPs. Average starting hourly DSP wages were $9.38 per hour, with slightly higher wages in the middle region, and slightly lower wages in the west, although the sample sizes were very low within regions. The state average DSP wages were $10.17. Similar to the trend in starting wages, average wage in the middle region was slightly higher than average, and the average was in the west region was slightly lower than average. These wages are

very low. The average DSP who works 2,000 hours per year would gross only $20,340. The poverty line for a family of three in 2019 is $21,330 (US Health and Human Services, 2019). This sets the average DSP that is supporting a household squarely in the working poor, and eligible for public assistance in programs that utilize the federal poverty line as a threshold. Multiple studies have demonstrated the relation between wages and DSP turnover rates (Houseworth et al., under review; Anderson-Hoyt et al., 2010). Organizations that pay higher wages have lower turnover rates. One strategy that many organizations in this survey utilize to try to incentivize longer tenure among DSPs is to offer a wage increase for DSPs when they have worked for the organization for several months. Nearly 71% of organizations give a DSP wage increase between 10-12 months (Table 3). Only a few organizations offer a wage increase between 1-9 months. If funds allowed, this strategy could be modified with a larger wage increase or the wage increase happening earlier on in the DSPs tenure. One limitation of this survey was that it did not ask organizations to report the tenure length of DSPs who left their organization. This could be an important addition to surveys in future years in order to determine trends in the experience level of DSPs who are leaving their organization.

Access to benefits is another important factor in keeping DSPs in their jobs. Access to both paid time off and health insurance are additional measures that can increase DSP tenure, particularly in the face of a job market growing increasingly competitive. Only 57% of organizations offered paid time off to DSPs, and 32% and 34% of organizations offered paid sick leave and paid vacation, respectively (Table 5). Direct support is difficult, and one of the highest rate of injury professions in the nation (Bureau of Labor Statistics, 2016). This, in addition to stresses of living in poverty, can make it difficult for DSPs to persist in this work without access to paid leave. Examining and improving paid leave policies are another strategy to supporting this workforce.

Eighty-five percent of organizations reported offering health insurance to full-time DSPs, and 18% to part-time DSPs. However, for organizations that

offered health insurance, an average of only 29% of DSPs utilized the benefit. The low proportion of DSPs who access health insurance through their employer signals another area where organizations could better support DSPs, or verify if DSPs are obtaining health insurance from other sources. Organizations reported that the average cost of health insurance for an individual DSP was $113 per month, with average costs more than doubling for two-person coverage and increasing nearly five time for family coverage (Table 6). The cost of health insurance may simply be too high for DSPs to afford the benefit alongside of other costs of living. If this is the case, more affordable options need to be explored.

Access to support from frontline supervisors

Another commonly indicated area for DSPs leaving their positions included a lack of support or poor quality support from their frontline supervisors. This survey did not collect information on frontline supervisors outside of ratios of supervisors and managers to DSPs. Frontline supervisors can be an important source of support and training on the job to the individual person's support needs. Without sufficient support, particularly DSPs that work in more individualized settings may feel less equipped and more prone to finding other employment in the absence of such support. Turnover and vacancy rates among frontline supervisors can also result in instability of the DSP workforce.

Workforce issues persist across regions and service types

Organizations were asked to report across regions and service types. Averages across regions were difficult in some cases due to low sample sizes among organizations reporting. In most cases, regional differences were slight, indicating that workforce issues persist across regions in the state. Some differences may be the result of geographic or market differences or costs of living being higher in certain regions. Information was collected across 15 service types, but some organizations reported that it was difficult or impossible to delineate data across the service types. Participating organizations indicated that 46% of DSPs provide services across service types.

Limitations and Recommended Survey Modifications

This survey was designed to gather important and relevant information about the direct support workforce in Tennessee, but it does have some limitations. Some of these can be modified in future surveys to better collect information from organizations. Many organizations did not distinguish between full-time and part-time DSPs; 17% of the organizations had no meaningful distinction between the two, and organizations that did utilized differing criteria for determining who was considered "full-time." Future surveys could include an option for organizations to select whether they differentiate between full-time and part-time, and for skip patterns in the survey to be incorporated.

This survey did not include information on frontline supervisor turnover, vacancy, tenure, or wages. It also did not include definitions to distinguish supervisors or managers. A few organizations articulated that this was a difficult distinction without definition of the roles, given the many job titles utilized in organizations.

An important and meaningful area to support organizations in implementing a workforce intervention to decrease turnover is to include questions related to DSP tenure, particularly among DSPs who left the organizations. While all turnover is costly, it is important to distinguish trends in the skill level of DSPs who are leaving. Such information can provide important information in strategies to support new hires, as well as more veteran DSPs.

One goal of the survey design was to identify issues by service program and type within each program. This made the survey much longer. In the year one survey, many organizations reported that they do not differentiate wages and benefits by service type because DSPs work across many. Discussion and decision-making should occur about whether the benefits of differentiating by service type outweigh the costs in terms of response rate and survey fatigue for providers. Statewide efforts must be made to improve the response rate for the survey in subsequent years.
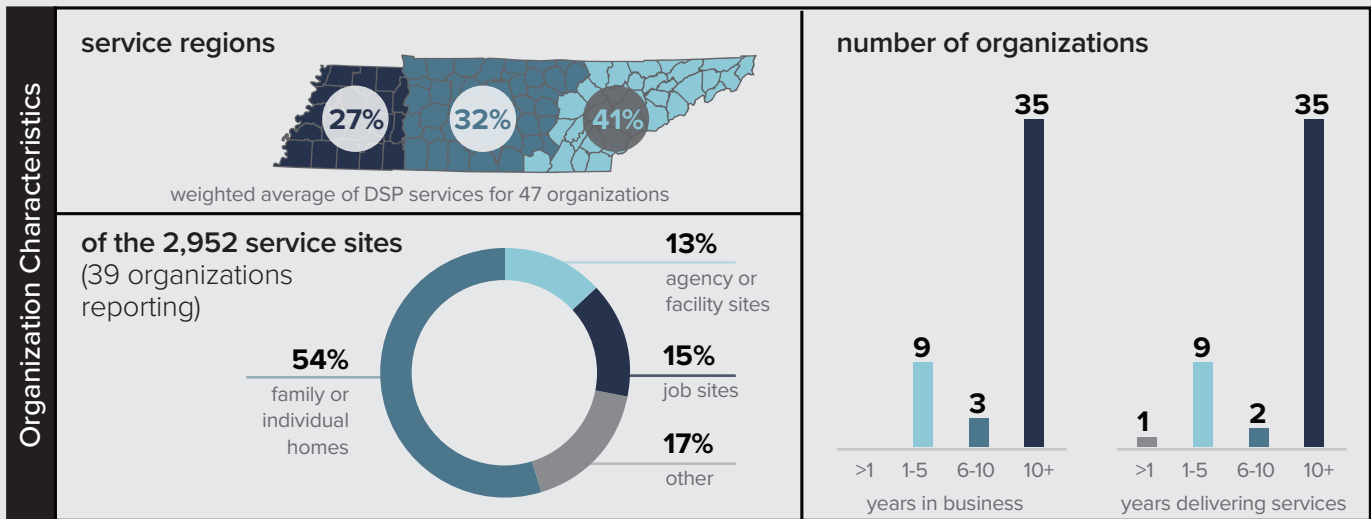
Conclusion

This survey is part of a comprehensive project to learn about and to support the direct support workforce in Tennessee. This survey is the first annual survey, and it included important findings to support data-drive solutions to support organizations to recruit, hire, and retain DSPs. Within this project, organizations that participate are well positioned to see a more stable and highly trained workforce over time. The data provide baseline information about the status of DSP workforce issues among the 47 participating organizations.

Results from this survey serve as baseline data for a larger initiative to provide substantive technical assistance and training to participating organizations on strategies that aim to improve DSP workforce recruitment and retention. An important part of this effort is to work alongside participating organizations to better interpret and use data as outline in the report to identify key areas for improvement, gather further data and information about the nature of the challenges faced, and address workforce challenges in a targeted manner toward those that can have the greater impact with minimal resources. Obtaining data is the first step in a much more extensive process toward changing approaches to DSP workforce challenges.
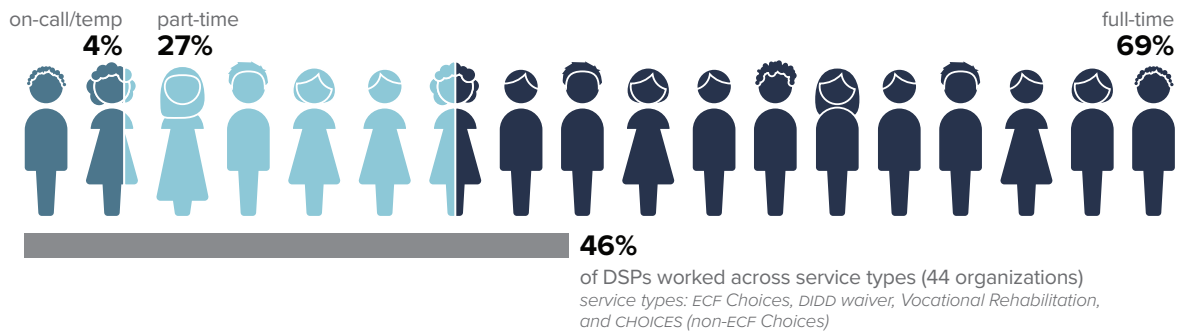
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Bureau of Labor Statistics, U.S. Department of Labor. (2016, November). Table 3. Number, incidence rate, and median days away from work for nonfatal occupational injuries and illnesses involving days away from work by selected worker occupation and ownership, 2015. (News Release USDL-16-2130). Washington, DC: Author. Retrieved from https://www.bls.gov/news.release/osh2.t03.htm

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Tennessee

Organization Characteristics

service regions

27% 32% 41%

weighted average of DSP services for 47 organizations

of the 2,952 service sites (39 organizations reporting)

- 13% agency or facility sites
- 15% job sites
- 17% other
- 54% family or individual homes

number of organizations

years in business					years delivering services			
>1	1-5	6-10	10+		>1	1-5	6-10	10+
	9	3	35		1	9	2	35

Direct Support Professionals

of the 8,703 DSPs in 47 organizations

on-call/temp **4%** part-time **27%** full-time **69%**

46% of DSPs worked across service types (44 organizations)
service types: ECF Choices, DIDD waiver, Vocational Rehabilitation, and CHOICES (non-ECF Choices)

staffing ratios

for every: person served, there are **1.1** DSPs employed in 38 organizations serving 5,706 people

frontline supervisor, there are **10** DSPs in 39 organizations

manager, there are **18** DSPs in 39 organizations

administrator, there are **11** DSPs in 44 organizations

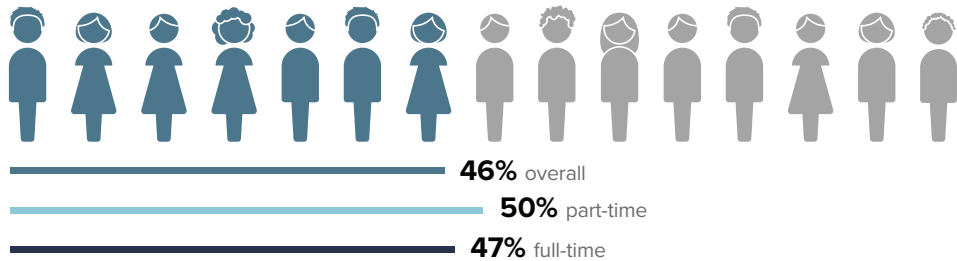every other employee, there are **6** DSPs in 33 organizations

Vacancy

overall vacancy of **15%** out of 8,693 DSPs (42 organizations)

18%
of part-time positions were vacant

15%
of full-time positions were vacant

Turnover

42 organizations reporting

46% overall
50% part-time
47% full-time

reasons for departure:

found another job at another company (93%)

other (low pay, work in another field, no show, personal reasons, etc. 65%)

was terminated/fired (63%)

Wages

28% of organizations pay DSPs who work across different service types a different wage for services
15 organizations with the majority of their services in the East region of Tennessee
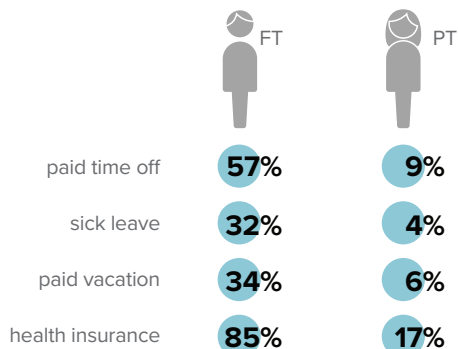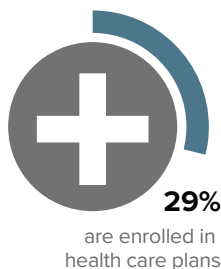
(46 organizations reporting)

$10.17 average wage

$9.38 starting

$12.22 highest
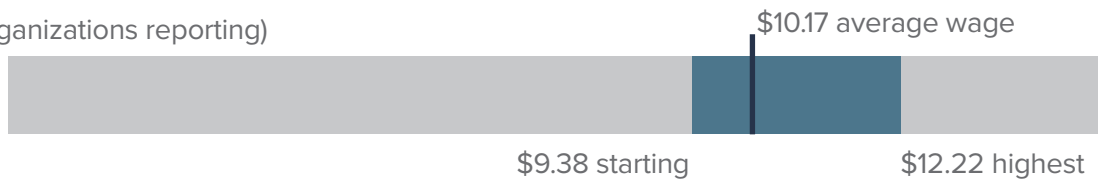
wage increases for full-time DSPs

+ $.90
once training is complete

+ $.56
longevity increase

+ $.70
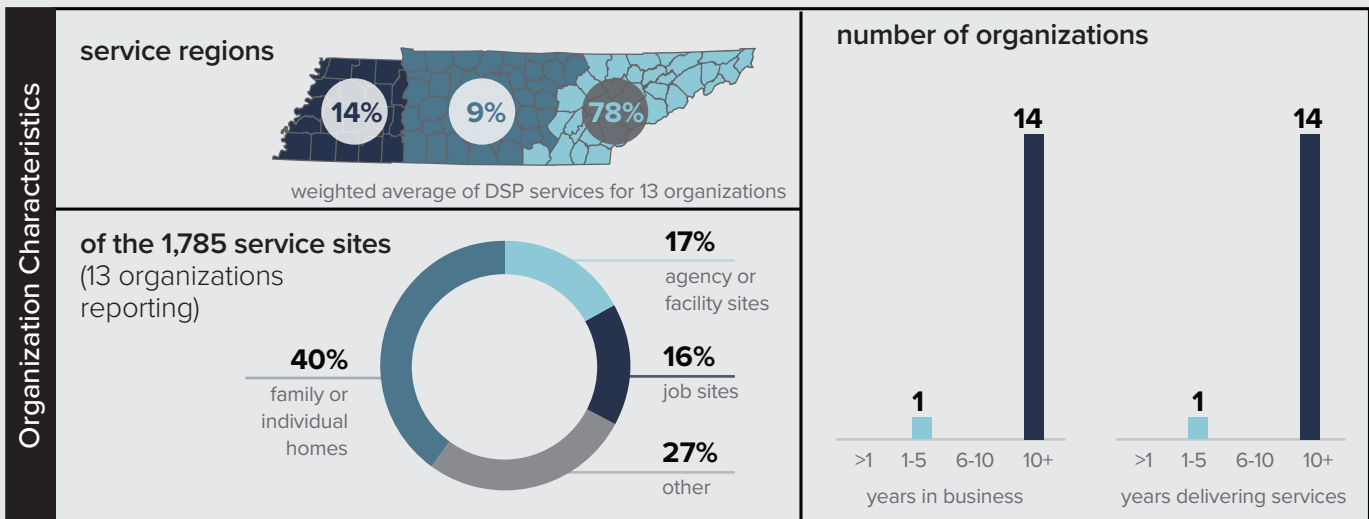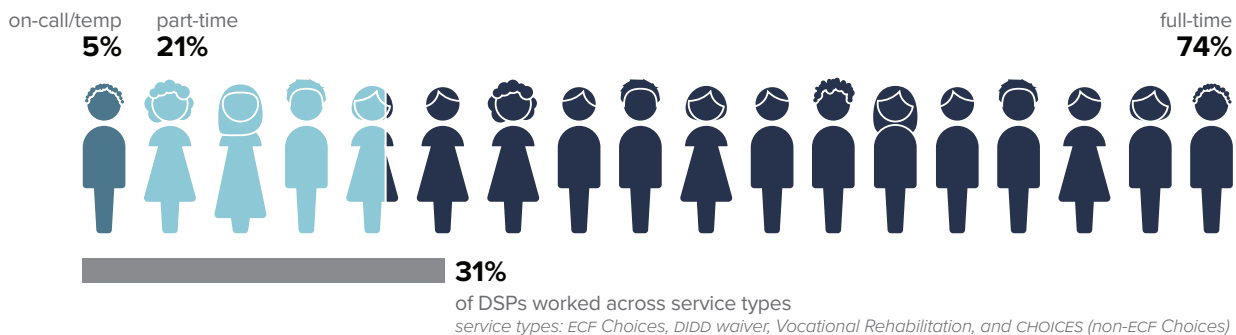other than longevity increase

Benefits

FT   PT

29%
are enrolled in health care plans

	FT	PT
paid time off	**57%**	**9%**
sick leave	**32%**	**4%**
paid vacation	**34%**	**6%**
health insurance	**85%**	**17%**

Overtime

average per DSP

13 hours monthly

22 hours
ECF Choices

Community Living Supports

If the number of organizations reporting is not stated, please see the report. Data are from calendar year 2018.

East Tennessee

15 organizations with the majority of their services in the East region of Tennessee

Organization Characteristics

service regions

14% 9% 78%

weighted average of DSP services for 13 organizations

of the 1,785 service sites
(13 organizations reporting)

- 17% agency or facility sites
- 16% job sites
- 27% other
- 40% family or individual homes

number of organizations

years in business

>1	1-5	6-10	10+
	1		14

years delivering services

>1	1-5	6-10	10+
	1		14

Direct Support Professionals

of the 4,045 DSPs in 15 organizations

on-call/temp **5%**   part-time **21%**   full-time **74%**

31% of DSPs worked across service types
service types: ECF Choices, DIDD waiver, Vocational Rehabilitation, and CHOICES (non-ECF Choices)

staffing ratios

for every: person served, there are **1.1** DSPs employed in 12 organizations serving 3,017 people

frontline supervisor, there are **8** DSPs in 15 organizations

manager, there are **19** DSPs in 14 organizations

administrator, there are **11** DSPs in 15 organizations

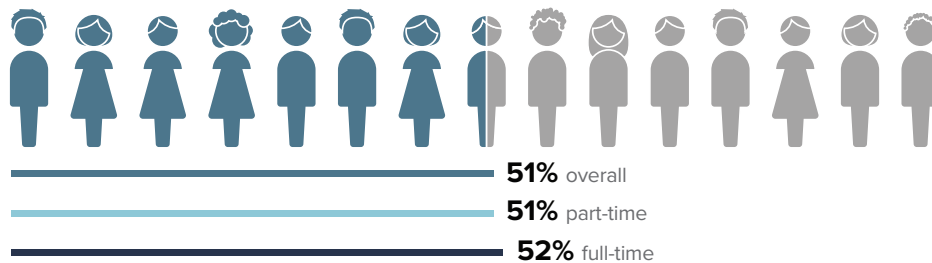every other employee, there are **5** DSPs in 11 organizations

Vacancy

overall vacancy of **17%** out of 4,045 DSPs (15 organizations)

18%
of part-time positions were vacant

16%
of full-time positions were vacant

Turnover

15 organizations reporting

51% overall
51% part-time
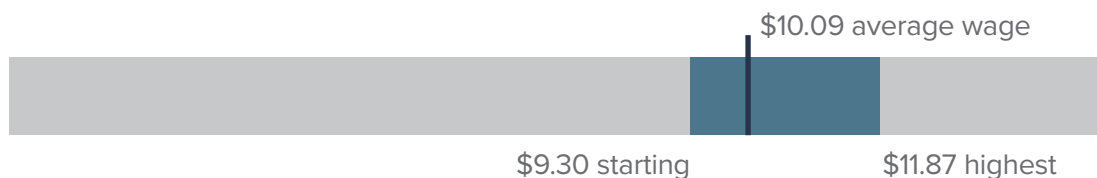**52%** full-time

reasons for departure:

found another job at another company

was terminated/fired

other (low pay, work in aother field, no show, personal reasons, etc.)

Wages

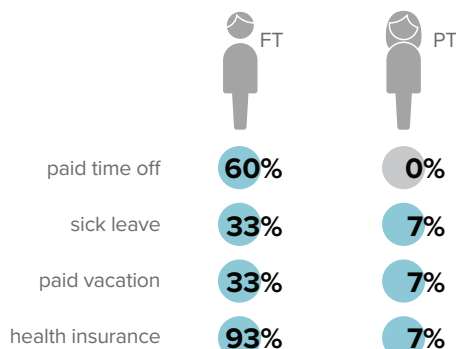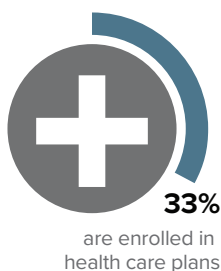**27%** of organizations pay DSPs who work across different service types a different wages for services

$10.09 average wage

$9.30 starting
$11.87 highest

wage increases for full-time DSPs

+ $.92
once training is complete

+ $.56
longevity increase
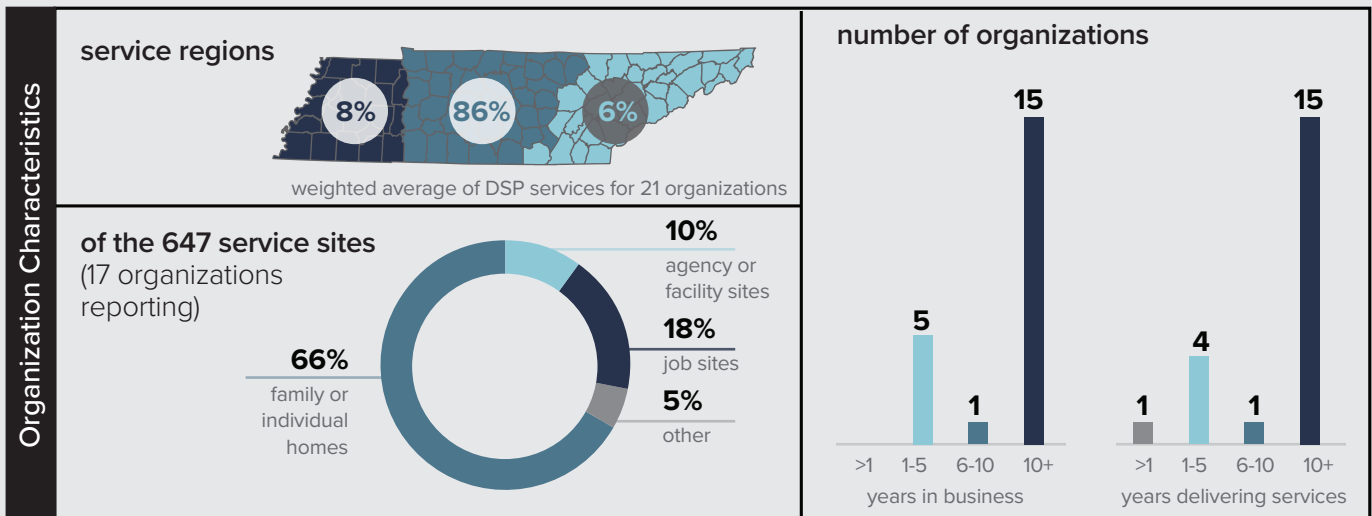
+ $.66
other than longevity increase

Benefits

FT   PT

33%
are enrolled in
health care plans

	FT	PT
paid time off	**60%**	**0%**
sick leave	**33%**	**7%**
paid vacation	**33%**	**7%**
health insurance	**93%**	**7%**

Overtime

average per DSP

18 hours monthly

46 hours
ECF Choices Personal
Assistance/Supportive Home Care

If the number of organizations reporting is not stated, please see the report. Data are from calendar year 2018.
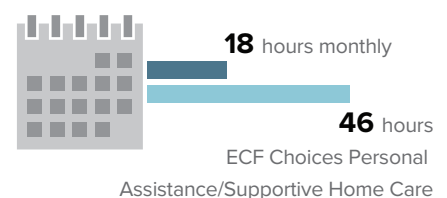
Middle Tennessee

21 organizations with the majority of their services in the Middle region of Tennessee

Organization Characteristics

service regions

8% 86% 6%

weighted average of DSP services for 21 organizations

of the 647 service sites
(17 organizations reporting)

- 10% agency or facility sites
- 18% job sites
- 5% other
- 66% family or individual homes

number of organizations

years in business
- >1
- 1-5: 5
- 6-10: 1
- 10+: 15

years delivering services
- >1: 1
- 1-5: 4
- 6-10: 1
- 10+: 15

Direct Support Professionals

of the 2,672 DSPs in 21 organizations

on-call/temp 3%   part-time 29%   full-time 69%

44% of DSPs worked across service types
service types: ECF Choices, DIDD waiver, Vocational Rehabilitation, and CHOICES (non-ECF Choices)
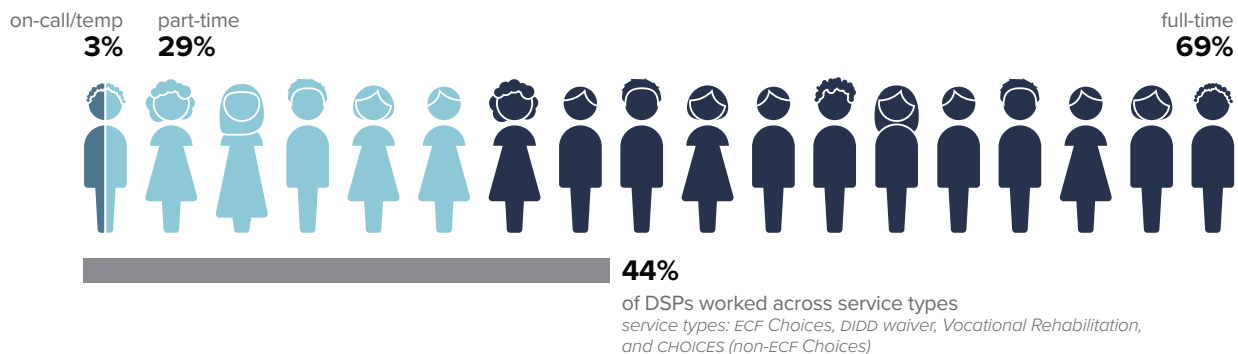
staffing ratios

for every: person served, there are **1.2** DSPs employed in 17 organizations serving 1,578 people

frontline supervisor, there are **18** DSPs in 16 organizations

manager, there are **15** DSPs in 18 organizations

administrator, there are **13** DSPs in 20 organizations

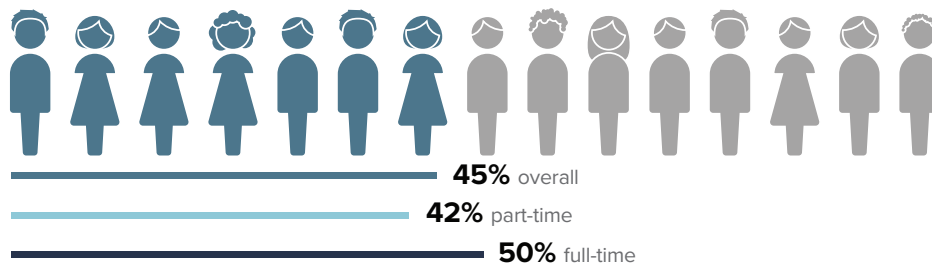every other employee, there are **9** DSPs in 14 organizations

Vacancy

overall vacancy of **15%** out of 2,662 DSPs (19 organizations)

20%
of part-time positions were vacant

18%
of full-time positions were vacant

Turnover

20 organizations reporting

45% overall
42% part-time
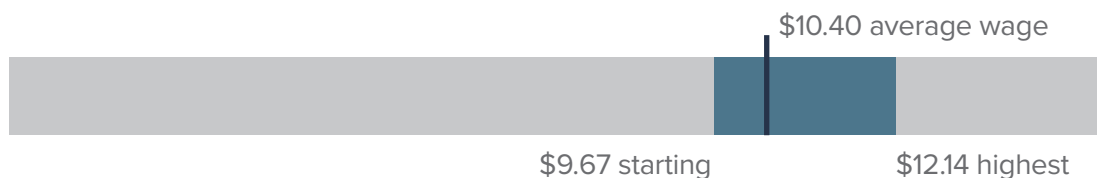**50%** full-time

reasons for departure:

found another job at another company

other (low pay, work in aother field, no show, personal reasons, etc.)

was terminated/fired

Wages

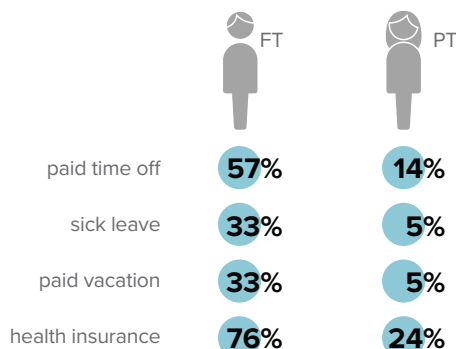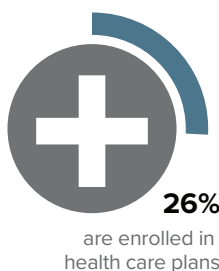**33%** of organizations pay DSPs who work across different service types a different wage for services

$10.40 average wage

$9.67 starting $12.14 highest

wage increases for full-time DSPs

+ $.73
once training is complete

+ $.53
longevity increase

+ $.70
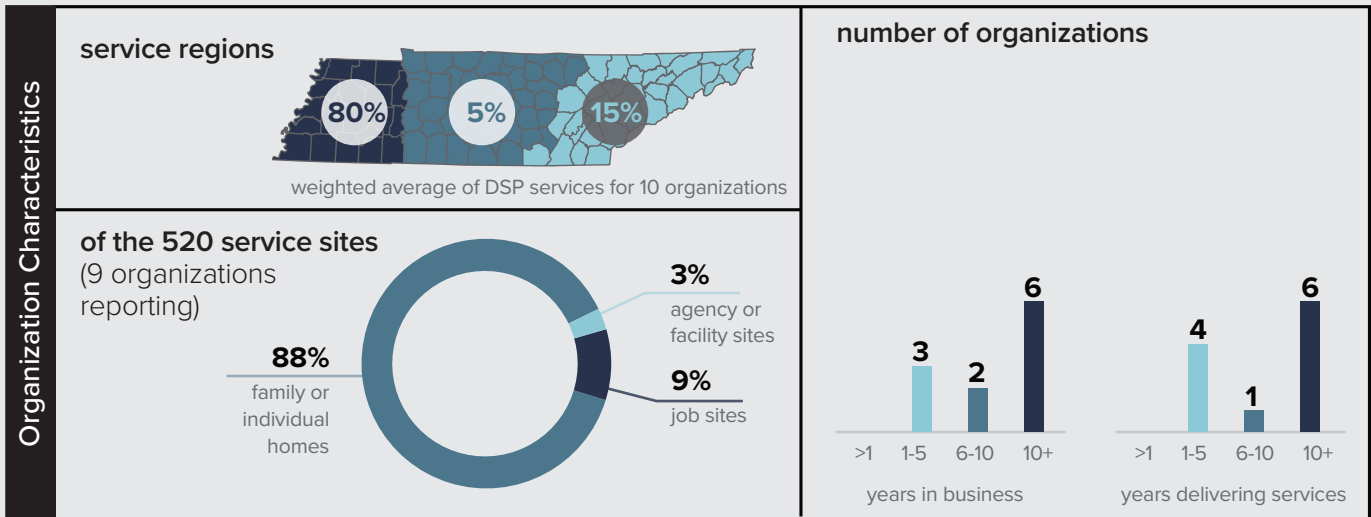other than longevity increase

Benefits

26%
are enrolled in health care plans

	FT	PT
paid time off	57%	14%
sick leave	33%	5%
paid vacation	33%	5%
health insurance	76%	24%

Overtime

average per DSP

16 hours monthly

50 hours
CHOICES (Non-ECF Choices Community Living)

If the number of organizations reporting is not stated, please see the report. Data are from calendar year 2018.
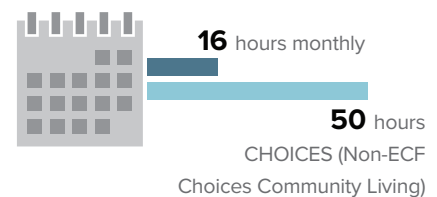
West Tennessee

11 organizations with the majority of their services in the West region of Tennessee

Organization Characteristics

service regions

80% 5% 15%

weighted average of DSP services for 10 organizations

of the 520 service sites (9 organizations reporting)

- **88%** family or individual homes
- **3%** agency or facility sites
- **9%** job sites

number of organizations

years in business
- >1
- 1-5: 3
- 6-10: 2
- 10+: 6

years delivering services
- >1
- 1-5: 4
- 6-10: 1
- 10+: 6

Direct Support Professionals

of the 1,986 DSPs in 11 organizations

- on-call/temp **2%**
- part-time **39%**
- full-time **59%**

77% of DSPs worked across service types

service types: ECF Choices, DIDD waiver, Vocational Rehabilitation, and CHOICES (non-ECF Choices)

staffing ratios

for every: person served, there are **0.9** DSPs employed in 9 organizations serving 1,111 people

frontline supervisor, there are **9** DSPs in 8 organizations

manager, there are **21** DSPs in 7 organizations

administrator, there are **11** DSPs in 9 organizations

every other employee, there are **10** DSPs in 8 organizations

Vacancy

overall vacancy of **10%** out of 1,986 DSPs (9 organizations)

13%
of part-time positions were vacant

8%
of full-time positions were vacant

Turnover

9 organizations reporting
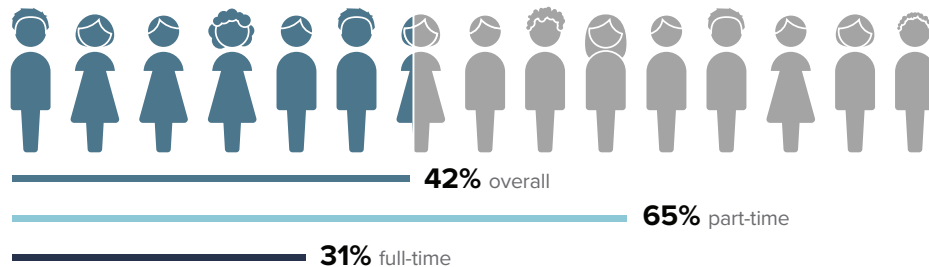
42% overall

65% part-time
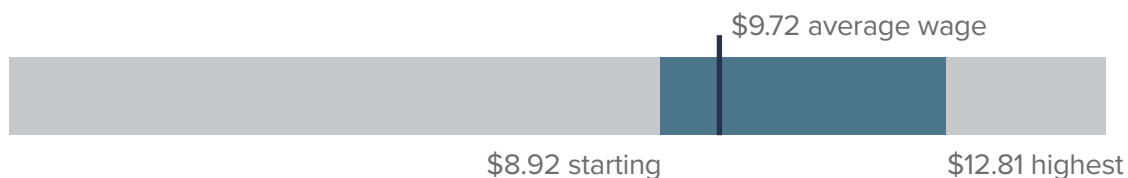
31% full-time

reasons for departure:

found another job at another company

was terminated/fired

other (low pay, work in aother field, no show, personal reasons, etc.)

Wages

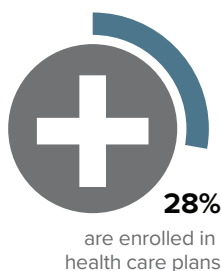**18%** of organizations pay DSPs who work across different service types a different wage for services

$9.72 average wage

$8.92 starting

$12.81 highest

wage increases for full-time DSPs

+ $1.12
once training is complete

+ $.62
longevity increase

+ $.78
other than longevity increase

Benefits

28%
are enrolled in health care plans

	FT	PT
paid time off	55%	9%
sick leave	27%	0%
paid vacation	36%	9%
health insurance	91%	18%

Overtime

average per DSP

3 hours monthly

6 hours
for DIDD Waiver Facility-Based Services

If the number of organizations reporting is not stated, please see the report. Data are from calendar year 2018.
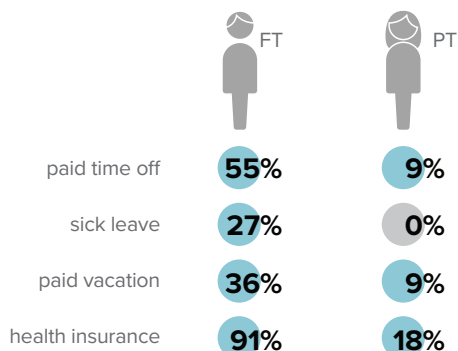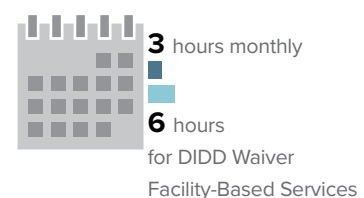
Appendix A: State and Regional Profiles

This profile narrative describes all aspects of the graphics represented on each profile. It can serve as accessible version of the profile documents. In the profile, if the number of organizations reporting is not stated, please see the text in this report. Data are from calendar year 2018.

Tennessee Profile

The 2018 Direct Support State overview for Tennessee covers data for the 47 organizations in Tennessee that responded to the survey.

Organization Characteristics

The reporting organizations provide 27% of services in the West region, 32% in the Middle region, and 41% in the East region. These proportions of service regions are an average of the proportion of services organizations reported they provide in each region weighted by the number of DSPs. Thirty-nine organizations reported 2,952 service sites with 54% family or individual homes, 13% agency or facility sites, 15% job sites, and 17% other sites not already indicated. Of the 47 participating organizations, 35 had been in business ten years or more, 3 six to ten years, and 9 had been in business only 1-5 years. Of the 47 participating organizations, 35 had been in delivering services ten years or more, 2 six to ten years, and 9 had been in business only 1-5 years, and one less than one year.

Direct Support Professionals

There were 8,703 Direct Support Professionals (DSPs) in the 47 organizations who responded to the 2018 survey. Of those DSPs, 4% were on call or temporary employees, 27% were part-time, and 69% were full-time. Of the 44 organizations who responded to whether or not their DSPs work across service types, 46% of DSPs worked across more than one service type. Service types included ECF Choices, DIDD Waiver, Vocational Rehabilitation, and CHOICES (Non-ECF Choices).

Staffing ratios

Among 38 organizations serving 5,706 people, there were an average of 1.1 DSPs employed for every person served. For every one frontline supervisor, there was an average of 10 DSPs in 39 reporting organizations. For every one manager, there was an average of 18 DSPs in 39 reporting organizations. For every one administrator, there was an average of 11 DSPs in 44 reporting organizations. Lastly, for every other type of employee (not a frontline supervisor, manager or administrator), there was an average of 6 DSPs in 33 reporting organizations.

Vacancy

The overall vacancy rate for DSPs was 15% in 42 organizations employing 8,693 DSPs. On average, 18% of part-time positions were vacant and 15% of full-time positions were vacant.

Turnover

Overall, there was 46% turnover for DSPs in the 42 organizations reporting. The part-time turnover was 50% and full-time turnover was 47%. The most common reasons for departure of DSPs given by organizations who track the reasons for DSPs departures were: found another job at another company (93% of organizations indicated this reason); other (reported by 65% of organizations such as low pay, work in another field, no show, personal reasons, etc.); was terminated or fired (63% of organizations indicated this reason).

Wages

The starting wage for a DSP was $9.38, the average wage was $10.17, and the highest wage was $12.22 when averaged across the 46 organizations reporting. 28% of organizations pay DSPs who work across different service types a different wage for services. Wage increases for full-time DSPs were 90 cents once training is complete, 56 cents for longevity increases, and 70 cents for reasons other than longevity on average across reporting organizations.

Benefits

Organizations who took the survey were asked about the benefits they provide DSPs. Paid time off was offered to full-time DSPs by 57% of organizations and to part-time DSPs by 9% of organizations. Sick leave was offered to full-time DSPs by 32% of organizations and to part-time DSPs by 4% of organizations. Paid vacation was offered to full-time DSPs by 34% of organizations and to part-time DSPs by 6% of organizations. Health

insurance was offered to full-time DSPs by 85% of organizations and to part-time DSPs by 17% of organizations. Organization reported that 29% of DSPs were enrolled their employer health care plans.

Overtime

The average monthly overtime per DSP was 13 hours. The highest average overtime for DSPs was 22 hours for ECF Choices Community Living Supports among reporting organizations.

East Tennessee Profile

The 2018 Direct Support State overview for East Tennessee covers data for the 15 organizations with the majority of their services in the East region of Tennessee. These 15 organizations are 32% of the 47 organizations that responded to the survey.

Organization Characteristics in East

The 13 reporting organizations provide 14% of services in the West region, 9% in the Middle region, and 78% in the East region. These proportions of service regions are an average of the proportion of services organizations reported they provide in each region weighted by the number of DSPs. Thirteen organizations reported 1,785 service sites with 40% family or individual homes, 17% agency or facility sites, 16% job sites, and 27% other sites not already indicated. Of the 15 participating organizations, 14 had been in business ten years or more, and one had been in business only 1-5 years. Of the 15 participating organizations, 14 had been in delivering services ten years or more, and one had been in business only 1-5 years.

Direct Support Professionals in East

There were 4,045 Direct Support Professionals (DSPs) in the 15 organizations who responded to the 2018 survey. Of those DSPs, 5% were on call or temporary employees, 21% were part-time, and 74% were full-time. Thirty-one percent of DSPs worked across more than one service type. Service types included ECF Choices, DIDD Waiver, Vocational Rehabilitation, and CHOICES (Non-ECF Choices).

Staffing ratios

Among 12 organizations serving 3,017 people, there were an average of 1.1 DSPs employed for every person served. For every one frontline supervisor, there was an average of 8 DSPs in 15 reporting organizations. For every one manager, there was an average of 19 DSPs in 14 reporting organizations. For every one administrator, there was an average of 11 DSPs in 15 reporting organizations. Lastly, for every other type of employee (not a frontline supervisor, manager or administrator), there was an average of 5 DSPs in 11 reporting organizations.

Vacancy in East

The overall vacancy rate for DSPs was 17% in 15 organizations employing 4,045 DSPs. On average, 18% of part-time positions were vacant and 16% of full-time positions were vacant.

Turnover in East

Overall, there was 51% turnover for DSPs in the 15 organizations reporting. The part-time turnover was 51% and full-time turnover was 52%. The most common reasons for departure of DSPs given by organizations who track the reasons for DSPs departures were: found another job at another company; was terminated or fired; and other (such as low pay, work in another field, no show, personal reasons, etc.).

Wages in East

The starting wage for a DSP was $9.30, the average wage was $10.09, and the highest wage was $11.87 when averaged across the organizations reporting. Twenty-seven percent of organizations pay DSPs who work across different service types a different wage for services. Wage increases for full-time DSPs were 92 cents once training is complete, 56 cents for longevity increases, and 66 cents for reasons other than longevity on average across reporting organizations.

Benefits in East

Organizations who took the survey were asked about the benefits they provide DSPs. Paid time off was offered to full-time DSPs by 60% of organizations and to part-time DSPs by none (0%) of organizations. Sick leave was offered to full-time DSPs by 33% of organizations and to part-time DSPs by 7% of organizations. Paid vacation was offered to full-time DSPs by 33% of organizations and to part-time DSPs by 7% of organizations. Health insurance was offered to full-time DSPs by 93% of organizations and to part-time DSPs by 7% of organizations. Organization reported that 33% of DSPs were enrolled their employer health care plans.

Overtime in East
The average monthly overtime per DSP was 18 hours. The highest average overtime for DSPs was 46 hours for ECF Choices Personal Assistance/Supportive Home Care among reporting organizations.

Middle Tennessee Profile

The 2018 Direct Support State overview for Middle Tennessee covers data for the 21 organizations with the majority of their services in the Middle region of Tennessee. These 21 organizations are 45% of the 47 organizations that responded to the survey.

Organization Characteristics in Middle
The 21 reporting organizations provide 8% of services in the West region, 86% in the Middle region, and 6% in the East region. These proportions of service regions are an average of the proportion of services organizations reported they provide in each region weighted by the number of DSPs. Seventeen organizations reported 647 service sites with 66% family or individual homes, 10% agency or facility sites, 18% job sites, and 5% other sites not already indicated. Of the 21 participating organizations, 15 had been in business ten years or more, one for 6-10 years, and 5 had been in business only 1-5 years. Of the 21 participating organizations, 15 had been in delivering services ten years or more, one for 6-10 years, and 4 for 1-5 years and one had been in business for less than one year.

Direct Support Professionals in Middle
There were 2,672 Direct Support Professionals (DSPs) in the 21 organizations who responded to the 2018 survey. Of those DSPs, 3% were on call or temporary employees, 29% were part-time, and 69% were full-time. Forty-four percent of DSPs worked across more than one service type. Service types included ECF Choices, DIDD Waiver, Vocational Rehabilitation, and CHOICES (Non-ECF Choices).

Staffing ratios
Among 17 organizations serving 1,578 people, there were an average of 1.2 DSPs employed for every person served. For every one frontline supervisor, there was an average of 18 DSPs in 16 reporting organizations. For every one manager, there was an average of 15 DSPs in 18 reporting organizations. For every one administrator, there was an average of 13 DSPs in 20 reporting organizations. Lastly, for every other type of employee (not a frontline supervisor, manager or administrator), there was an average of 9 DSPs in 14 reporting organizations.

Vacancy in Middle
The overall vacancy rate for DSPs was 15% in 19 organizations employing 2,662 DSPs. On average, 20% of part-time positions were vacant and 18% of full-time positions were vacant.

Turnover in Middle
Overall, there was 45% turnover for DSPs in the 20 organizations reporting. The part-time turnover was 42% and full-time turnover was 50%. The most common reasons for departure of DSPs given by organizations who track the reasons for DSPs departures were: found another job at another company; other (such as low pay, work in another field, no show, personal reasons, etc.); and was terminated or fired.

Wages in Middle
The starting wage for a DSP was $9.67, the average wage was $10.40, and the highest wage was $12.14 when averaged across the organizations reporting. Thirty-three percent of organizations pay DSPs who work across different service types a different wage for services. Wage increases for full-time DSPs were 73 cents once training is complete, 53 cents for longevity increases, and 70 cents for reasons other than longevity on average across reporting organizations.

Benefits in Middle
Organizations who took the survey were asked about the benefits they provide DSPs. Paid time off was offered to full-time DSPs by 57% of organizations and to part-time DSPs by 14% of organizations. Sick leave was offered to full-time DSPs by 33% of organizations and to part-time DSPs by 5% of organizations. Paid vacation was offered to full-time DSPs by 33% of organizations and to part-time DSPs by 5% of organizations. Health insurance was offered to full-time DSPs by 76% of organizations and to part-time DSPs by 24% of organizations. Organization reported that 26% of DSPs were enrolled their employer health care plans.

Overtime in Middle
The average monthly overtime per DSP was 16 hours. The highest average overtime for DSPs was

50 hours for CHOICES (Non-ECF Choices) Community Living among reporting organizations.

West Tennessee Profile

The 2018 Direct Support State overview for West Tennessee covers data for the 11 organizations with the majority of their services in the West region of Tennessee. These 11 organizations are 23% of the 47 organizations that responded to the survey.

Organization Characteristics in West

The 10 reporting organizations provide 80% of services in the West region, 5% in the Middle region, and 15% in the East region. These proportions of service regions are an average of the proportion of services organizations reported they provide in each region weighted by the number of DSPs. Nine organizations reported 520 service sites with 88% family or individual homes, 3% agency or facility sites, and 9% job sites. Of the 9 participating organizations, 6 had been in business ten years or more, 2 for 6-10 years, and 3 had been in business only 1-5 years. Of the 9 participating organizations, 6 had been in delivering services ten years or more, one for 6-10 years, and 4 for 1-5 years.

Direct Support Professionals in West

There were 1,986 Direct Support Professionals (DSPs) in the 11 organizations who responded to the 2018 survey. Of those DSPs, 2% were on call or temporary employees, 39% were part-time, and 59% were full-time. Seventy-seven percent of DSPs worked across more than one service type. Service types included ECF Choices, DIDD Waiver, Vocational Rehabilitation, and CHOICES (Non-ECF Choices).

Staffing ratios

Among 9 organizations serving 1,111 people, there were an average of 0.9 DSPs employed for every person served. For every one frontline supervisor, there was an average of 9 DSPs in 8 reporting organizations. For every one manager, there was an average of 21 DSPs in 7 reporting organizations. For every one administrator, there was an average of 11 DSPs in 9 reporting organizations. Lastly, for every other type of employee (not a frontline supervisor, manager or administrator), there was an average of 10 DSPs in 8 reporting organizations.

Vacancy in West

The overall vacancy rate for DSPs was 10% in 9 organizations employing 1,986 DSPs. On average, 13% of part-time positions were vacant and 8% of full-time positions were vacant.

Turnover in West

Overall, there was 42% turnover for DSPs in the 9 organizations reporting. The part-time turnover was 65% and full-time turnover was 31%. The most common reasons for departure of DSPs given by organizations who track the reasons for DSPs departures were: found another job at another company; was terminated or fired; and other (such as low pay, work in another field, no show, personal reasons, etc.).

Wages in West

The starting wage for a DSP was $8.92, the average wage was $9.72, and the highest wage was $12.81 when averaged across the organizations reporting. Eighteen percent of organizations pay DSPs who work across different service types a different wage for services. Wage increases for full-time DSPs were $1.12 once training is complete, 62 cents for longevity increases, and 78 cents for reasons other than longevity on average across reporting organizations.

Benefits in West

Organizations who took the survey were asked about the benefits they provide DSPs. Paid time off was offered to full-time DSPs by 55% of organizations and to part-time DSPs by 9% of organizations. Sick leave was offered to full-time DSPs by 27% of organizations and to part-time DSPs by none (0%) of organizations. Paid vacation was offered to full-time DSPs by 36% of organizations and to part-time DSPs by 9% of organizations. Health insurance was offered to full-time DSPs by 91% of organizations and to part-time DSPs by 18% of organizations. Organization reported that 28% of DSPs were enrolled their employer health care plans.

Overtime in West

The average monthly overtime per DSP was 3 hours. The highest average overtime for DSPs was 6 hours for DIDD Waiver Facility-Based Services among reporting organizations.