



Making a world of difference
in people's lives

Creating a Culture of Competence: The Emerging Roles & Expectations of the Direct Support Workforce

**KAPP Conference
Louisville, KY
September 16, 2016**

**Joseph M. Macbeth, Executive Director
National Alliance for Direct Support Professionals**

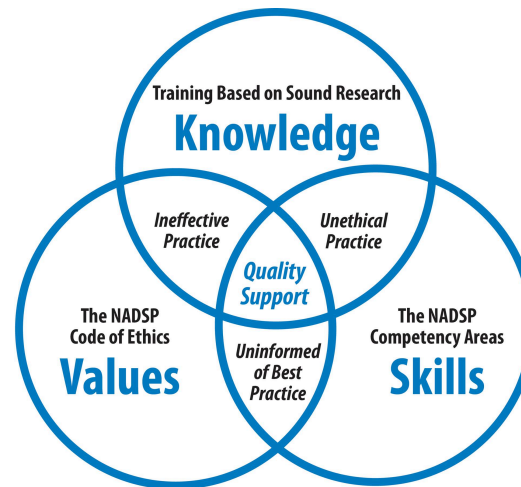
Who is The NADSP?



Joe Macbeth
Executive Director



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How Quality Happens...**NADSP**

Where is Quality Defined?

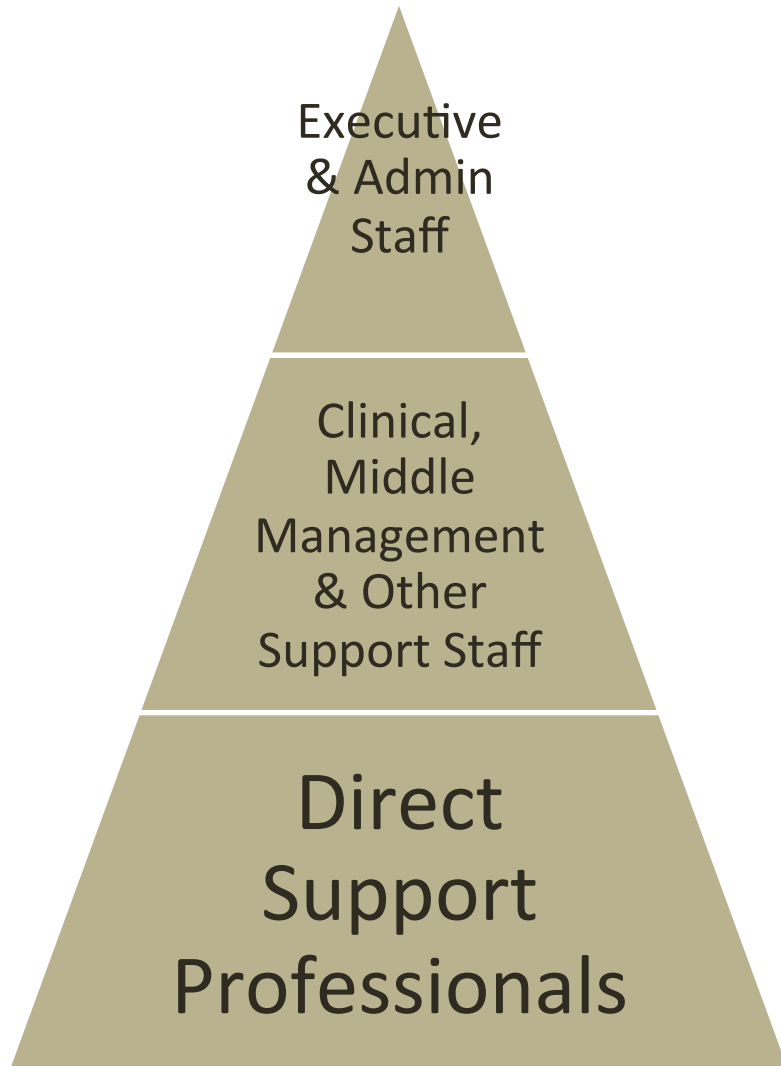
“It is defined at the point of interaction between the staff member and the individual with a developmental disability.”

John F. Kennedy, Jr. (1995)

*Chair, President’s Committee on ~~Mental Retardation~~
Developmental Disabilities*

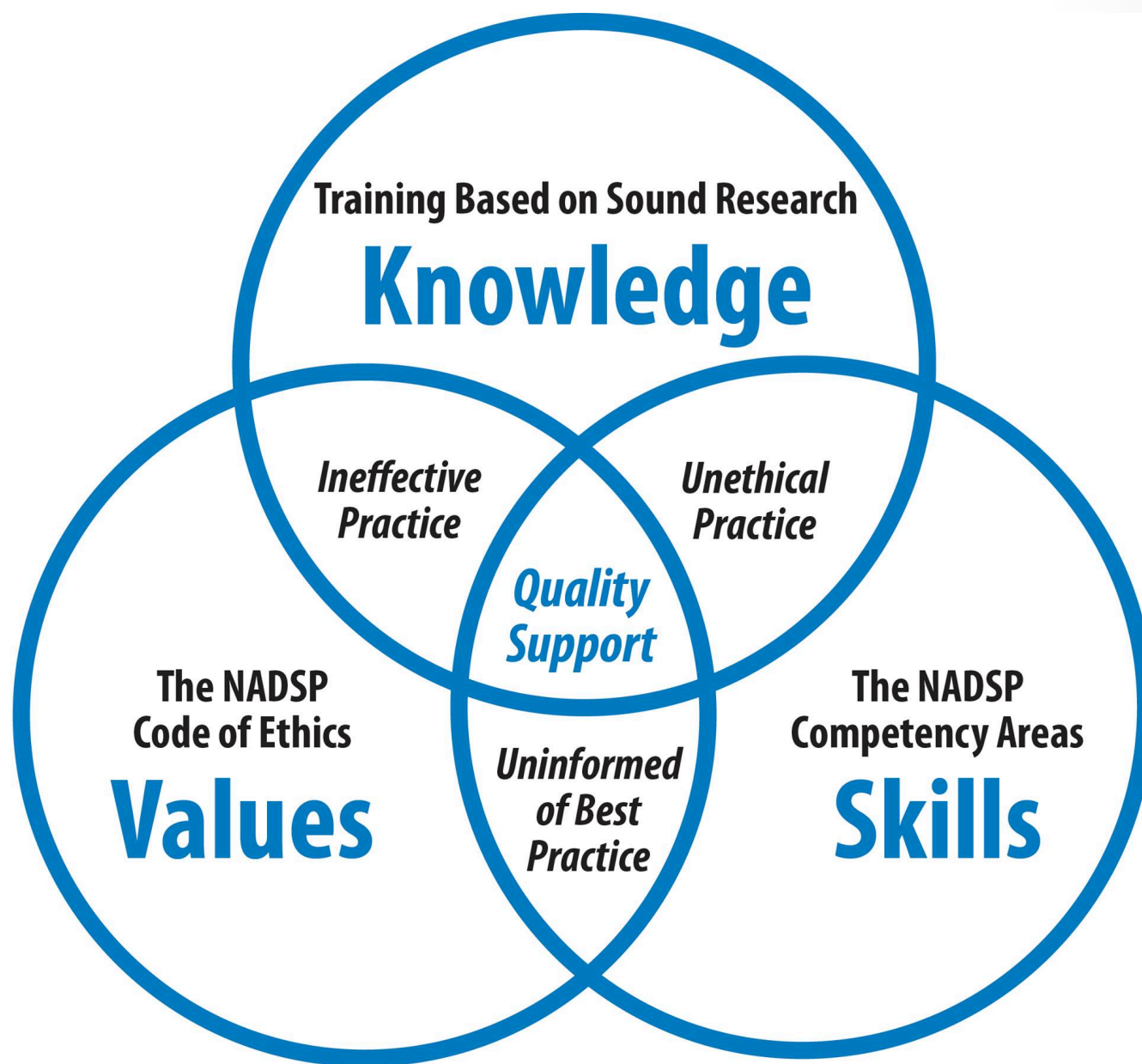
Where are those at the point of interaction of service delivery typically found on organizational charts?

Typical Organizational Chart



Future Organizational Chart





How Quality Happens...NADSP

“The WORDS of a System”

Transformation

System-Transformation

Person-Centered

Quality

Community

Choice

The Evolution of a Field

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

Adapted from "The New Paradigm" (Val Bradley, 1994, HSRI, PCMR Chair)

“System Transformation”

YOU CAN'T DO
TODAY'S JOB WITH
YESTERDAY'S
METHODS AND BE IN
BUSINESS TOMORROW.

New Federal Requirements

Actions To Complete For Compliance

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

Proposed State Transition Plan Deliverables:

“Identify, develop, and distribute training tools and policy updates that are needed for compliance”

New Federal Requirements

Providers must ensure that services are furnished:

- (i) Under a written person-centered service plan (also called plan of care) that is based on a person-centered approach:
 - Reflect **risk factors** and measures in place to minimize them, including individualized back-up plans and strategies when needed.
 - The **individual will lead** the person-centered planning process where possible
 - Includes people **chosen** by the individual.
 - Individual **directs the process** to the maximum extent possible
 - Reflects **cultural considerations** of the individual

New Federal Requirements

Direct Support Professional Must Understand:

- People will have the freedom and support to control their own schedules and activities, and have access to food at any time.
- People will be able to have visitors of their choosing at any time.
- People will have the freedom to furnish and decorate their sleeping or living units

ARE THEY PREPARED?

Are Direct Support Professionals Prepared?



“We Get Around: Here’s What We Learned”

- We often hear, “*We have a DSP Problem*”... Well, it’s actually a “Quality Problem” and it concerns 80% of your employees
- An improving economy makes it harder to recruit and retain DSPs
- Turnover brings many problems
- DSPs feel undervalued, disconnected and anonymous
- Frontline Supervisors are key to the solution
- Wages are only part of the answer
- DSPs are more connected to the people they support than they are to their employer
- The solution involves organizational cultural and is comprehensive
- There is a solution – But it won’t be easy...

The Emerging Role of Direct Support Professionals

Historically....

- Primarily Seen as Caretaker
- Focus on Custodial Care
- Providing Companionship
- Providing Coverage
- Primarily Focused on Health & Safety Issues
- Entry-Level Job

Now and in the Future....

- Ambassador, Mentor & Coach
- Culturally Competent
- Close Interactions with Families - often in Family Settings
- Supporting Informed Decisions – Assessing RISK
- Possession of complex skills, sound judgment and relationship building

High Expectation Discrepancy

Specialized
knowledge

Work
well with
others

Comply
with
rules and
regulations

Teach

End shift
neat &
tidy

Document

Support
choice

Maintain
health
& safety

Medical
support

Culturally
competent

Respect
rights

Problem-
solve

Person-
centered



Raising the Expectations of the Direct Support Workforce

Historically....

- Follow the Plan
- Filling shifts
- Rely on readily available supervision
- Community Outings
- System-Centered Identification

Now and in the Future....

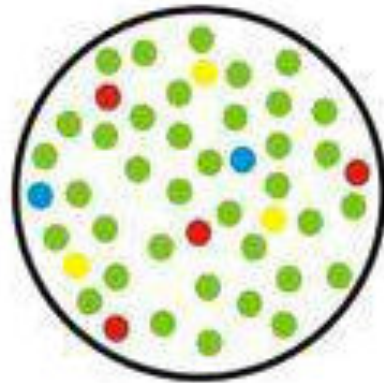
- Creating plans **with** People they support
- Building meaningful friendships & relationships
- Inclusion – not recreation
- Advocating **WITH** – not FOR people with disabilities
- Person-Centered Thinking

Building & Maintaining Friendships

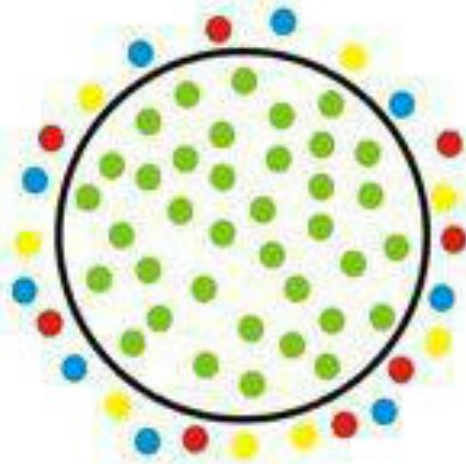
Loneliness and the feeling of
being unwanted
is the most terrible poverty.

Mother Teresa

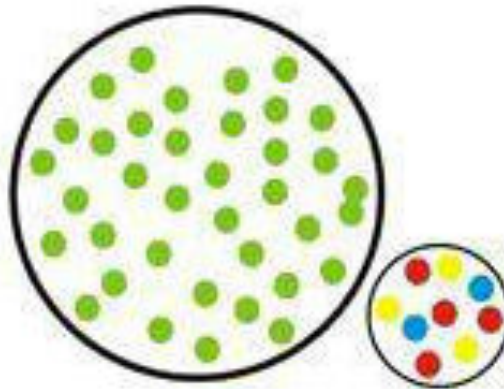
Speaking of Inclusion & Disabilities



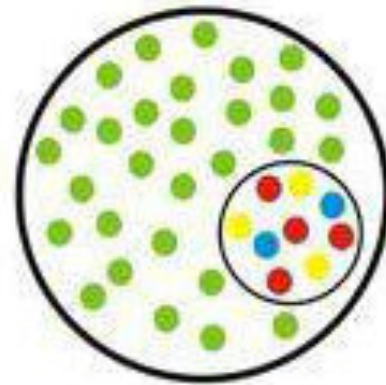
Inclusion



Exclusion



Segregation



Integration

Recent Trends in Direct Support

Fastest Growing Occupations: Personal Care Aides

- % change in employment (2014 – 2024): 26% (Much faster than average)
- Number employed (2014): 1,768,400
- Number employed (2024): 2,226,500
- Median annual income: \$20,440 (\$9.83/hour)
- No formal Education or credential required
- The BLS expects that **over 458,100 jobs** for Personal Care Aides will be created in the decade through 2024

US Department of Labor, Bureau of Labor Statistics, 2015

Recent Trends in Direct Support

Fastest Growing Occupations: Home Health Aides

- % change in employment (2014 – 2024): 38% (much faster than average)
- Number employed (2014): 913,500
- Number employed (2024): 1,261,900
- Median annual income: \$21,380 (\$10.28/hour)
- No formal education or credential
- The BLS expects that **over 348,400 jobs** for Home Health Aides will be created in the decade through 2024

US Department of Labor, Bureau of Labor Statistics, 2015

Table 2. Occupations with the Greatest Projected Job Growth Between 2012 and 2022*(Occupations are sorted by projected change in employment, from highest to lowest)*

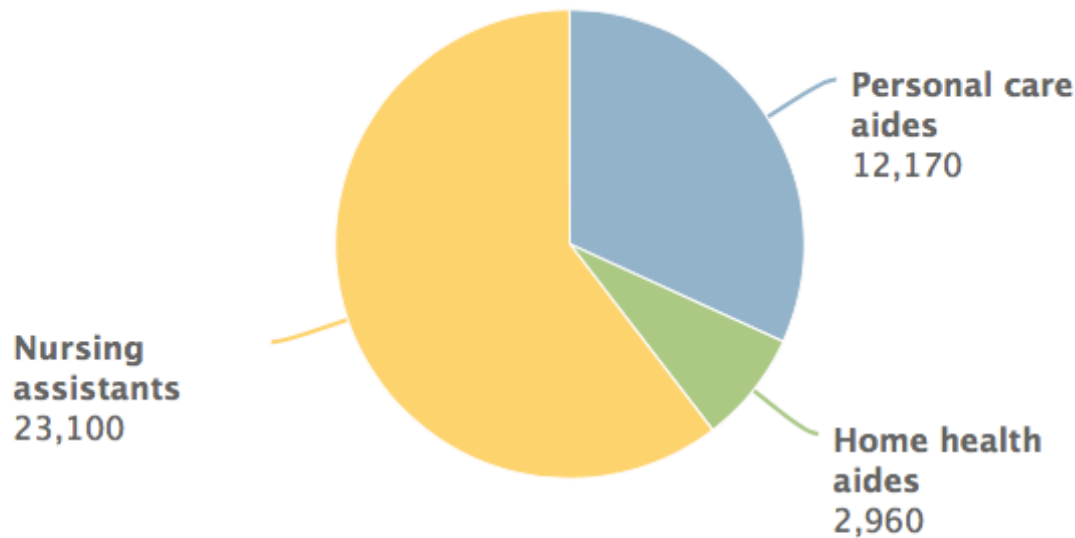
	Projected change in number of jobs, 2012-22 (in thousands)	Projected % change in number of jobs, 2012-22	Median hourly wage, 2014	Change in real median hourly wage, 2009-2014	Quintile
All Occupations	15,628.0	10.8%	\$17.09	-4.0%	-
Personal care aides	580.8	48.8%	\$9.82	-6.6%	1
Registered nurses	526.8	19.4%	\$33.16	-2.6%	5
Retail salespersons	434.7	9.8%	\$10.28	-5.0%	1
Home health aides	424.2	48.5%	\$10.27	-6.2%	1
Combined food preparation and serving workers, including fast food	421.9	14.2%	\$8.84	-3.9%	1
Nursing assistants	312.2	21.1%	\$12.05	-6.2%	2
Secretaries and administrative assistants, except legal, medical, and executive	307.8	13.2%	\$15.97	-0.2%	3
Customer service representatives	298.7	12.6%	\$14.99	-7.4%	3
Janitors and cleaners, except maids and housekeeping cleaners	280.0	12.1	\$10.97	-6.6%	1

Source: BLS Employment Projections and NELP analysis of May 2009 and 2014 Occupational Employment Statistics.

Kentucky Workforce Data

Kentucky: Size of Direct-Care Workforce, 2015

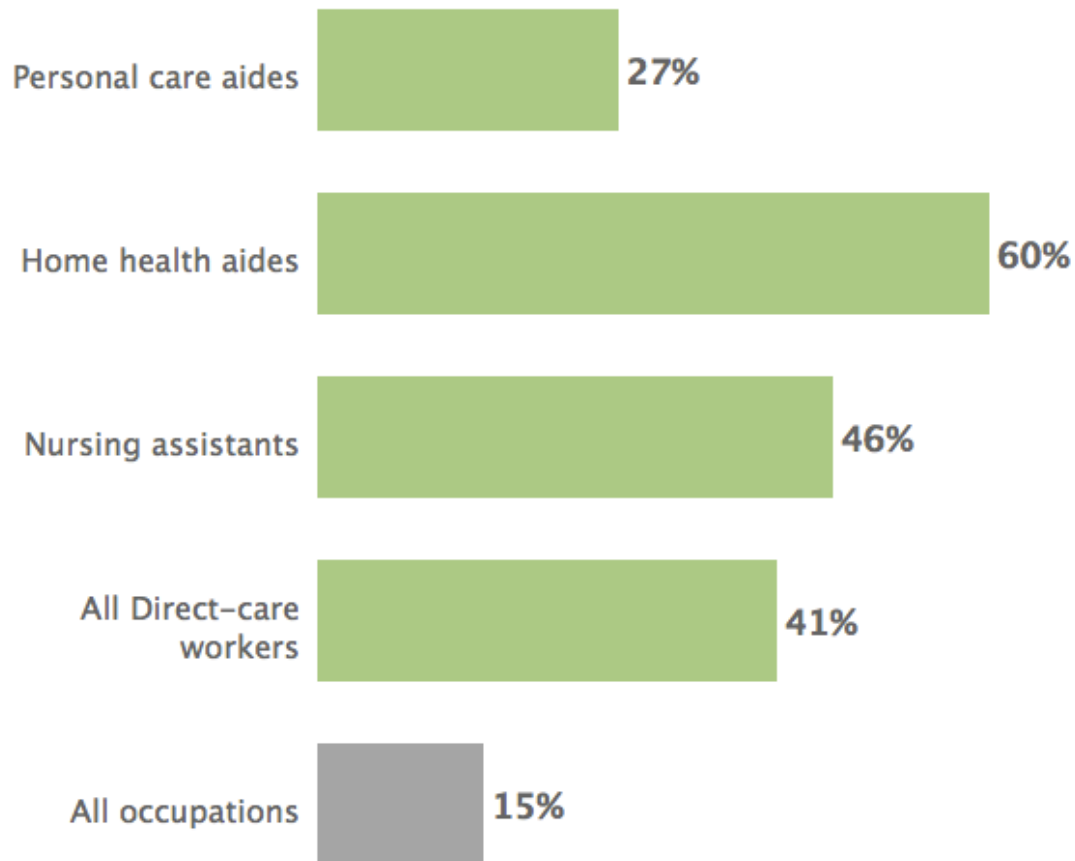
Total: 38,230



Source: PHInational.org

Kentucky Workforce Data

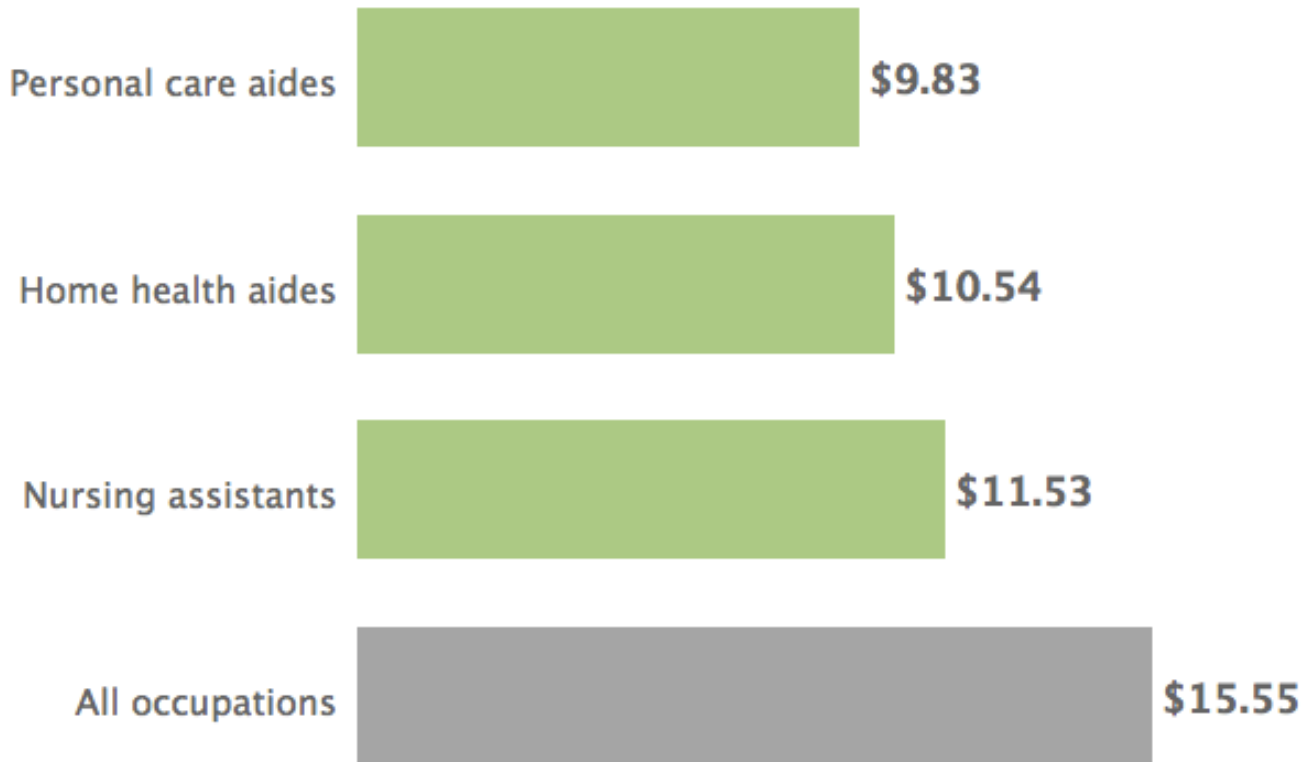
Kentucky: Occupational Growth Projections, 2014-2024



Source: PHInational.org

Kentucky Workforce Data

Kentucky: Median Hourly Wages for Direct-Care Workers, 2015



Source: PHInational.org

Kentucky Workforce Data

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



Source: PHInational.org

The Cost of Turnover

“Decreasing turnover is about sustaining quality”

- Cost per hire
 - Long-term Supports and Services(2011): **\$6,000** (PHI)
 - The Cost of Quality
 - People Being Supported
 - Incumbent Employees

Good Turnover? Bad Hiring...

Consider This About Turnover

High staff turnover points to poor leadership

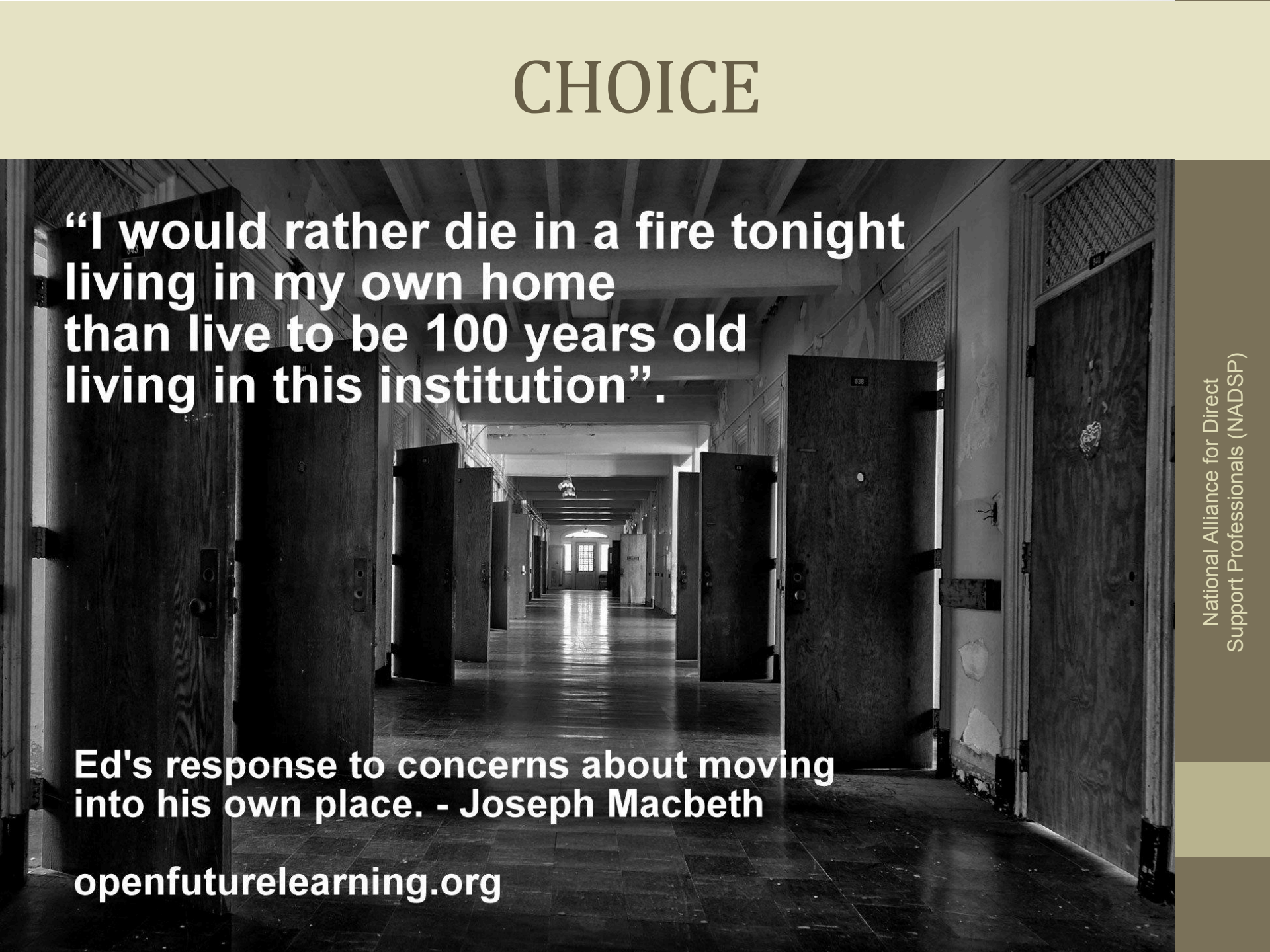
"When troops are inclined to flee, insubordinate against commands, distressed, disorganised, or defeated, it is the fault of the general as none of these calamities arises from natural causes."

(Sun Tzu 10:18)

MEET ED BARTZ



CHOICE



**“I would rather die in a fire tonight
living in my own home
than live to be 100 years old
living in this institution”.**

**Ed's response to concerns about moving
into his own place. - Joseph Macbeth**

openfuturelearning.org

Ed: Nearly 22 Years Later



Working on writing
his autobiography

Getting tattoos

Taking Risks...

Living his life on his
own terms

“The System opens the door to community; direct support professionals help people go through that door”.

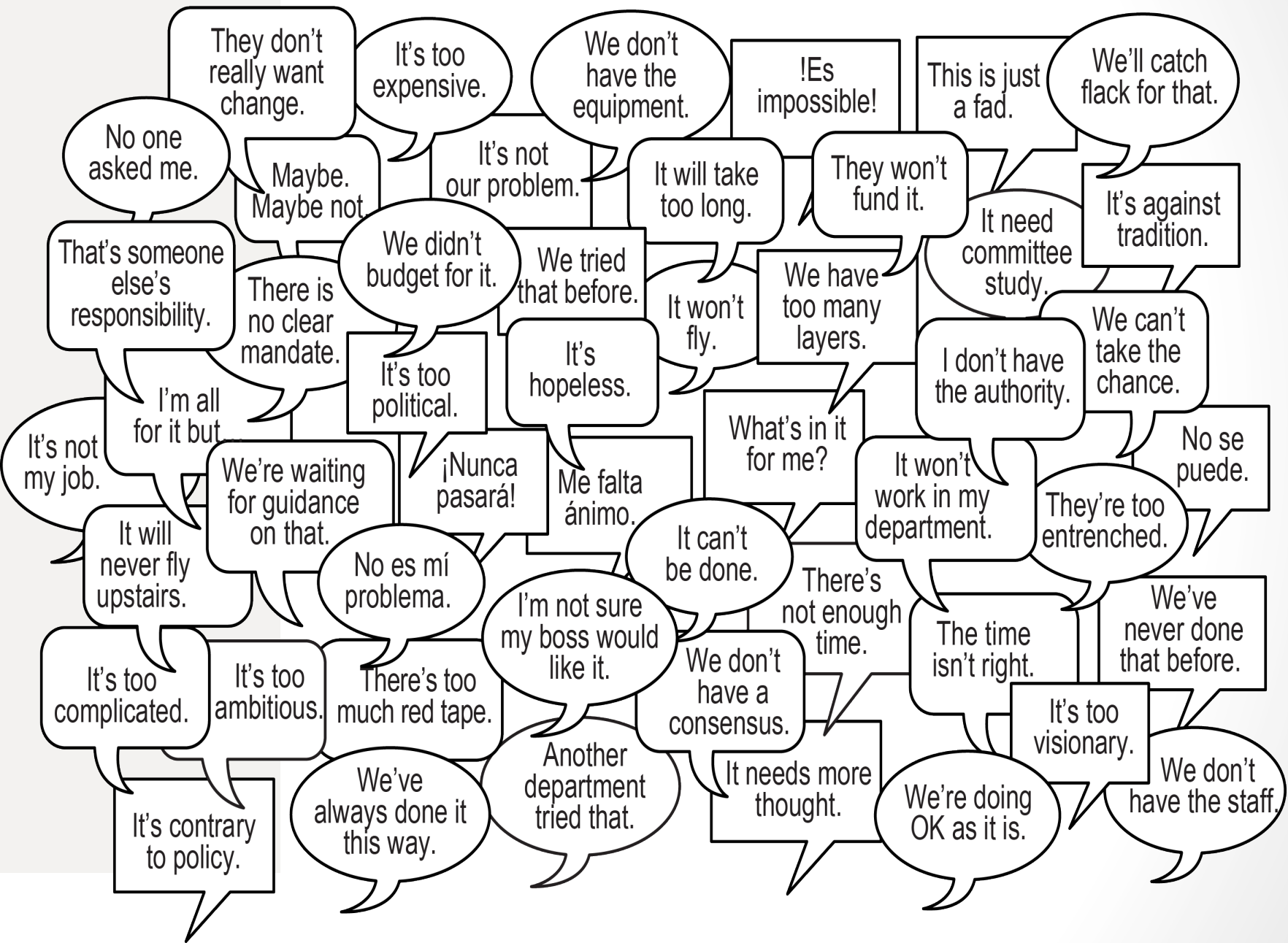
Choice and Risk



**THE "SYSTEM" DOESN'T MAKE "COMMUNITY
LIVING" HAPPEN...**

DIRECT SUPPORT PROFESSIONALS DO.

50 Reasons Not To Change



Join the NADSP

September is Enrollment Month



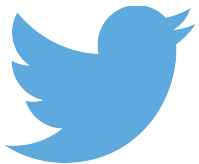
Customized Trainings, One-Day Workshops and
Culture of Direct Support Competency
Technical Assistance



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jmacbeth@nadsp.org