

# WORKFORCE SURVEY REPORT

Incompass Michigan and Michigan Assisted Living Association conducted our 6th annual statewide workforce survey in August 2023.

The purpose of the survey is to obtain data on wage levels, turnover rates, and other important workforce information related to direct support staff providing behavioral health services that demonstrates the depth and scope of the Direct Care Workforce crisis.

**60 organizations employing approximately 6,700 direct support staff responded to the workforce survey. Key survey results are noted.**

- Over 1/3 have health and/or safety concerns for individuals supported.
- 90% of those who refused additional work or programming in the last 12 months did so because of an inability to recruit staff.
- 1/4 discontinued programs within the past 6 months and nearly 1/4 are considering doing so.
- More than 3/4 of those considering discontinuing programs cite inability to recruit or retain staff as the reason.

## Respondents Noted:

*“With the constant openings in our programs, our staff are becoming burnt out. This can lead to them not being as quick to make important, lifesaving decisions.”*

*“While our turnover rate is relatively low, hiring qualified support staff still remains our biggest challenge. We’re still competing with retailers and restaurant chains that offer more per hour.”*

Average Number of Full Time and Part Time Direct Support Staff 2022 Survey results	112 119	Total Number of Front Line Supervisors 2022 Survey results	652 946
Average Starting Wage Rate 2022 Survey results	\$15.20 / hour* \$14.35 / hour*		\$19.36 / hour \$17.93 / hour
Average Current Wage Rate 2022 Survey results	\$16.13 / hour* \$15.87 / hour*		\$20.91 / hour \$20.78 / hour
Average Annual Turnover Rate 2022 Survey results	41.5% 44.7%		15.6% 13.15%
Average Seniority 2022 Survey results	5.32 years 5.71 years		9.67 years 10.22
% of open/unfilled positions	18.8%		11.5%

\* Wages include the \$2.35 per hour premium pay increase.

**Direct Support Staff** provide personal care, vocational services and community living supports to persons with disabilities.

Individuals receiving services from those surveyed include

- Developmental Disabilities - 98.3%
- Aging Adults - 18.3%
- Traumatic Brain Injury - 11.7%
- Mental Illness - 70%
- Substance Use Disorder - 13.3%

Many providers rely on state and federal Medicaid funding to pay employees and can't increase salaries to compete with the retail or food-services industries because their reimbursement rates are set based upon available Medicaid funding.

That's always been a challenge - but it's been exacerbated by the pandemic, high inflation, and increased wages in other sectors - making it impossible to compete in a labor market where employees leave to take a new job that pays a couple dollars more an hour.

**The current level of compensation is just too low to keep DCWs on the job.**

**Programs and services that providers have discontinued or are considering discontinuing include:**

- Community Living Supports
- Residential Services in Licensed and Non-Licensed Settings
- Facility-based Services including Skill Building Services
- Supported Employment

**What happens to individuals when programs are closed or referrals cannot be accepted due to limited staffing?**

They live with siblings or elderly parents, many of whom are in need of care themselves - or run the risk of returning to the kind of institutional-type settings our system of care moved away from nearly 50 years ago.



**Todd Culver, President & CEO**  
tculver@incompassmi.org • 517-484-5588

A statewide network of human service providers committed to diversity, equity and inclusion, optimal independence and engagement in the community, with enhanced quality and fullness of life.



**Robert Stein, General Counsel**  
rstein@miassistedliving.org • 734-525-2400

Nonprofit organization representing community-based providers supporting individuals with disabilities in the behavioral health and long-term care systems.



## Leadership Program: Impactful Supervisory Training

- 1. Background:** As the state of Michigan works diligently to address the direct support workforce crisis, the role and influence of the supervisor must also be given immediate attention. Research consistently indicates that the vast majority of workers leave their job as a result of dissatisfaction with their supervisor, not the position itself. Until Michigan has a strong leadership development program, the direct support staff turnover rate will not be stabilized.

Michigan Assisted Living Association (MALA) is proposing the development of a Michigan-specific leadership program that features a comprehensive training and development plan for existing supervisors, newly hired supervisors, newly promoted individuals, and persons on track for advancement. The benefits are three-fold. First, the leadership, competency, and effectiveness of supervisors can be greatly improved. Second, direct support staff can visualize a clear and available career path. Third, a better work environment can be created to promote retention and employee satisfaction.

This initiative will support individuals working in adult foster care, homes for the aged, assisted living, independent living, and other community-based settings. These settings provide supports and services to persons living with intellectual and developmental disabilities, mental illness, physical disabilities, and traumatic brain injury as well as Alzheimer's and other forms of dementia.

This unprecedented Michigan-specific training and development program will be available online 24/7. The around the clock availability is well-suited for community-based services which operate 24 hours a day. The design is flexible and allows participants to work at their own pace. Users can take courses in a variety of sequences based on the needs of the employee and the setting at which they work.

- 2. Impact of COVID-19 -** The unprecedented pandemic of nearly three years has exacerbated an already severe direct support staffing crisis. As a result, a comprehensive supervisory training program is a critical component of stabilizing the workforce in response to the pandemic and in anticipation of future public health challenges.
- 3. Program Sponsor:** Michigan Assisted Living Association (MALA) is the sponsor for this voluntary comprehensive training program for supervisors. MALA is a nonprofit tax-exempt organization which has more than 50 years of training experience.
- 4. Amount of American Rescue Plan Act Funding Request:** Michigan Assisted Living Association is requesting a total of \$2.5 million for the development and implementation of a comprehensive training program for supervisors working in adult foster care, homes for the aged, assisted living, independent living, and other community-based settings. The training program will be hosted on MALA's learning management system.

The training program will be accessible at no cost to all interested persons. The learning management system will accommodate the needs of training participants with a visual or hearing impairment.

5. **Project Coordinator:** The project coordinator is Brenda Roberts, MA, MALA's Director of Quality Assurance and Education.

Brenda Roberts, M.A., has over 40 years of experience working with individuals with disabilities and older adults. Brenda has a Certificate in Advanced Clinical Dementia Practice from the University of Michigan; a master's degree from Central Michigan University in Education Administration and Community Leadership; and a bachelor's degree in Sociology from Alma College. She holds certifications as a dementia trainer, coach, consultant, and engagement leader from Positive Approach to Care (PAC).

6. **Objectives:** The purpose of the proposed training program for supervisors is to provide education related to their roles and responsibilities. This training program's objectives are as follows:

- Strengthen the Skills and Confidence of Supervisors
- Build on Employee Morale and Recognition
- Develop a Career Path for Supervisors and Direct Support Staff
- Improve Employee Retention and Job Satisfaction
- Enhance the Quality of Supports and Services Provided to Individuals with Disabilities and Older Adults
- Reduce the Costs Associated with Employee Turnover and Dissatisfaction

7. **Course Offerings:** The training program will cover the 20 topics listed below.

1. Leadership Skills
2. Management Skills
3. Communication Skills
4. Employee Morale, Retention, and Satisfaction Strategies
5. Overview of the Role and Responsibilities of a Supervisor
6. Employer Standards and Expectations
7. Code of Conduct
8. Cultural Diversity and Inclusion
9. Prevention and Recognition of Abuse, Neglect, and Exploitation
10. Resident Rights
11. Employment Laws
12. Investigation Process and Procedures
13. Workplace Safety
14. Reporting Requirements
15. Privacy, Confidentiality and Protected Information
16. Social Media and Crisis Communication
17. Employee Scheduling
18. Advanced Person-Centered Specific Training
19. Emergency Preparedness
20. Record Keeping

8. **Course Presenters:** Subject matter experts will be identified for each course from resources such as the following:

- Individuals with Disabilities
- Older Adults
- Families
- Human Resources
- Personnel Management
- Leadership

- Human Relations
- Infectious Disease Specialists
- Risk Management
- Employment Law Attorneys
- Michigan Regulators
- Existing Direct Support Staff and Supervisors
- Clinical Professionals (Social Workers, Doctors, Nurses, Psychologists, etc.)

- 9. Total Hours of Training:** The 20 courses will comprise a total of 40 hours of training to be conducted at the learner's own pace.
- 10. Testing and Certificate of Completion:** Each course will include a user-friendly on-line test. Upon successful completion of each course, a certificate of completion will be issued. Special recognition will be given to individuals who complete the entire course series.
- 11. Timeline for Development and Implementation of Training Curriculum:** The courses will be developed and subject to peer review during the first year of the two-year project. The courses will be sequenced and made available on a phased approach during the second year of the project.
- 12. Definition of Supervisor:** For purposes of this training program, the primary duty of a supervisor is the immediate supervision of direct support staff.
- 13. Targeted Training Participants:** This initiative will provide training and support individuals working in adult foster care, homes for the aged, assisted living, independent living, and other community-based settings. These settings provide supports and services to persons living with intellectual and developmental disabilities, mental illness, physical disabilities, and traumatic brain injury as well as Alzheimer's and other forms of dementia.

The training program is designed for the following categories of supervisors:

- Existing Supervisors
- Newly Hired Supervisors
- Newly Promoted Supervisors
- Direct Support Staff Considered for Advancement

- 14. Total Estimated Number of Targeted Training Participants During the Two-Year Project:** Approximately 40,000 individuals will be eligible for this training consisting of Existing Supervisors, Newly Hired Supervisors, Newly Promoted Supervisors and Direct Support Staff Considered for Advancement.
- 15. Evaluation Process:** The evaluation process will consist of two phases. During the first phase, the training content will be subjected to a peer review process that includes a panel of experienced direct support staff, supervisors, employers, and other subject matter experts. Phase two of the evaluation will consist of the following process:
- Development of evaluation form for each course
  - Development of separate form for overall evaluation of the training program
  - Compilation of evaluation responses for each course
  - Compilation of overall evaluations
  - Production of comprehensive report upon completion of the project

**16. Sustainability:** Each course will be designed for long-term use. The training program will require minimal updates in subsequent years after completion of the project. The courses will be accessible on MALA's learning management system for not less than two years after launch and available upon individual requests thereafter.

Sustainability will be further effectuated as a result of a two-year awareness campaign focused on the importance of this initiative.

**17. Statewide Awareness Campaign:** MALA will consult with a highly experienced consultant to develop a statewide awareness campaign related to the launch and ongoing availability of the leadership program. This campaign will include an outreach to a broad range of stakeholders.

**18. Project Budget:** \$2.5 Million – The major cost components of the project are as follows:

- Contracts with subject matter experts to develop the course presentations and supplemental resource materials
- Marketing and communications related to the launch and continuation of the training program
- Technology support to host the courses on MALA's learning management system
- Consulting fee to develop an evaluation process
- Consulting fee to compile a comprehensive report upon completion of the training project

Contact Person:

Brenda Roberts, Director of Quality Assurance and Education  
Michigan Assisted Living Association  
[Broberts@miassistedliving.org](mailto:Broberts@miassistedliving.org)  
734-525-2407

Revised Edition Date of Proposal: November 21, 2022

## **Proposed Boilerplate Language for MDHHS 2023-24 Budget – Supervisory Training Program**

**From the funds appropriated in part 1, the department shall allocate the following:**

- **\$2,500,000.00 general fund/general purpose revenue shall be allocated to Michigan Assisted Living Association (MALA) for the development and implementation of a voluntary comprehensive Michigan-specific training program for supervisors working in adult foster care, home for the aged, assisted living, independent living and other community-based settings. A supervisory training program is an essential component of addressing the staffing crisis in the behavioral health and long-term care systems.**
- **MALA is a nonprofit tax-exempt organization which has more than 50 years of training experience.**
- **The training program will cover a broad range of topics including the following:**
  - **Leadership and Management Skills**
  - **Cultural Diversity and Inclusion**
  - **Prevention and Recognition of Abuse, Neglect and Exploitation**
  - **Workplace Safety**
  - **Privacy, Confidentiality and Protected Information**
  - **Emergency Preparedness**
  - **Recordkeeping**
- **The training program will be hosted on MALA’s learning management system and be accessible at no cost to all interested persons. The learning management system will accommodate the needs of training participants with a visual or hearing impairment.**