

Minnesota Direct Support Workforce: Compensation, Stability and Demand 2018 Final Report



April 16, 2019

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Snapshot of Direct Support Workforce Challenges in Minnesota

Direct support workers (DSWs), commonly called Direct Support Professionals, Personal Care Assistants, or Home Health Assistants, provide critical services for people who require supports to live, work, and enjoy living in their communities.

28,673 DSWs in surveyed organizations from
178 provider organizations in Minnesota



median of **51** DSWs were employed in organizations (range 2-5,535)

Median Wages



DSW Retention And Vacancy



Of those DSWs who left their position, 46% left within 6 months of hire

15% of positions were vacant



Overtime Hours and Costs

38 average annual overtime hours per DSW

median annual overtime costs per organization \$18,108

Annual overtime cost to fill open DSW shifts was \$35,194,481 in surveyed organizations.

Health Insurance



When organizations offered health insurance, on average,

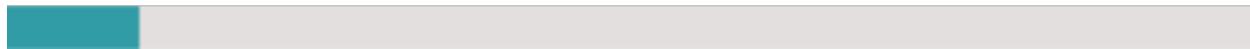
38%

of DSWs in the organization were enrolled.

56% of organizations offered health insurance to full-time DSWs



10.6% of organizations offered health insurance to part-time DSWs



Frontline Supervisors

Frontline supervisors (FLS) may also provide direct support, but at least 50% of their role is to guide, direct, and/or manage the work of DSWs.



\$40,729 median salary

range **\$11,000 - \$130,000**

34% of organizations compensated FLS when they filled DSW shifts

Frontline Supervisor Turnover, Retention, And Vacancy

15% annual turnover rate



85% annual retention rate



Of those FLSs who left their position, 24% left within 6 months of hire

9% of positions were vacant



Background

The direct support workforce is large and is one of the highest-demand and anticipated growth sectors in the U.S. and Minnesota. Expansion of this workforce is not possible without significant improvements in how they are recruited, on-boarded, and developed. Low wages, unaffordable benefits, limited training and development, and lack of career advancement opportunities make this work undesirable for many people. High stress, risk and accountability often result in people who enter the profession choosing to leave it soon after they start. These challenges impact individuals, families, and community organizations (businesses) who are finding it increasingly difficult, if not impossible, to find and keep high quality employees (PCPID, 2017).

Wage, benefit, staffing, training, and retention data in organizations that employ direct support workers in Minnesota was gathered via a statewide, stratified, randomly- sampled survey to expand the conversation about these issues in Medicaid funded programs, and to inform Minnesota legislators and other decision makers about the nature of the direct support workforce crisis. In partnership with the Minnesota Department of Human Services (DHS), the University of Minnesota's Institute on Community Integration (ICI) collected data from organizations that employ direct support workers and are primarily funded by Medicaid. ICI developed and executed a Minnesota-specific version of their Workforce Survey which has been used by a number of other states and is nationally accepted as a valid instrument to collect usable data.

The project timeframe was from July 2018 to March 2019. ICI and DHS partnered with provider trade associations including, Association of Residential Resources of Minnesota (ARRM), Care Providers of Minnesota, Leading Age Minnesota, Minnesota Homecare Association, and Minnesota Organization for Habilitation and Rehabilitation (MOHR) to expand the reach and convey the importance of the

survey effort. The data collected through the Workforce Survey are intended to be used to inform policy decisions that address wages, labor shortages and stabilization of the direct support workforce.

Methodology

Survey Development & Administration

ICI staff drafted initial survey questions for the Minnesota Workforce 2018 Survey. Several drafts were circulated to DHS and the trade association representatives for their expert review and feedback. Their feedback was compiled and incorporated into a final survey draft which was approved by DHS. The finalized survey was converted into an online Qualtrics survey. This survey was piloted internally at ICI and externally with seven organizations to verify its content validity. Feedback from these organizations and their data were used for final modifications to the online survey prior to launching the survey to the organizations included in the full sample.

Recruitment & Sample

ICI staff worked with Minnesota provider trade associations and the Minnesota Department of Human Services (DHS) to determine all providers who deliver Medicaid funded Home and Community Based Services (HCBS). DHS generated a list of providers, eliminating those that did not employ direct support workers. There were 1,784 organizations identified in the sample provided by DHS. However, some organizations were identified more than once on the list and when duplications were removed, the sample was reduced to 1,272 organizations. A random, stratified sample was pulled to be representative of the state of Minnesota by three *geographic regions* by county (metro, regional center, and greater Minnesota), and five *service types* (waiver day, waiver residential, waiver unit, PCAs, and state plan home health organizations).

Using a margin of error of 5%, a confidence interval of 95%, and a response distribution of 50%, it was determined that a sample size of 296 organizations was needed to be representative of the 1,272 organizations when broken down by region and service type (www.raosoft.com/samplesize.html). Based on previous experience, a decision was made to oversample by 50% in anticipation of organizations submitting incomplete surveys or declining to participate. This addition increased the total sample to 444 organizations. The purpose of using a random, representative sample is to reduce sampling error in the analyses and give greater confidence in making statistical inferences from the sample to the population.

Survey Response Rate

The survey was launched on November 1, 2018. It was closed on March 5, 2019.

There were 232 organizations that opened the survey. Of those, 47 (20.3%) looked at or answered 0-16% of the items. These were excluded due to too much missing data.

There were 185 organizations that provided complete surveys. This is a response rate of 62.5% of the original sample of 296 and 41.7% of the oversample of 444.

With respect to representativeness of the state of Minnesota, for the sample of 185 organizations, coming from a population of 1,272 organizations assuming a response distribution of 50% and a confidence interval of 95%, the margin of error was 6.7% (www.raosoft.com/samplesize.html). This means if the survey were conducted 100 times, the result would be expected to fall within 6.7 percentage points above or below the true value for the population in 95 of the 100 surveys. If 50% of participants report providing health insurance, the confidence level is 95% plus or minus 6.7%. In other words, the percent providing health insurance will range between 43.3% and 56.7% most (95 percent) of the time.

Region

To account for geographical differences by region, the state of Minnesota was divided by county as follows:

Table 1. Region by Counties

Regional Description	Counties
Metro	Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, Washington
Regional Centers	Blue Earth, Clay, Olmsted, St. Louis, Sterns (including Duluth, Mankato, Rochester, St. Cloud, Moorhead)
Greater Minnesota	Remaining 65 Greater Minnesota counties

To randomly sample by region, organizations located in one region with one service type were assigned the only region and service type in which they were located. This accounted for 74.8% of the organizations. Organizations with multiple services but a single region were assigned to the region they listed. Organizations with multiple regions and multiple service types were randomly assigned to match the population regional percentages. The original assumption was that most organizations served in a single region and service type. The reality was that 25% of the organizations provided services in more than one region (11.2% in all 3 regions), and 62.5% of the organizations provided 2 or more service types. After discussion among our group of statisticians and methodologists, it was determined that using the 1,784 total responses gave a more accurate and representative picture of the percentages serviced in each region and service type

than using only 1 of the service types and 1 of the regions. The original sample, pulled sample, and final sample comparisons are detailed in the table below.

Table 2. Comparison of the Study Sample by Region

Region	Total Responses (N=1,784)		Pulled Sample (N=44)		Final Sample (N=185)	
	N	%	N	%	N	%
Metro	903	50.6	232	52.3	81	43.8
Regional Centers	282	15.8	67	15.1	30	16.2
Greater Minnesota	599	33.6	145	32.7	74	40.0
Total	1,784	100.0	444	100.0	185	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

Of the 185 organizations who submitted surveys in the final sample, 81 (43.8%) were assigned to the Metro region, 30 (16.2%) to the Regional Center region, and 74 (40.0%) to the Greater Minnesota region. Both the Regional Center and Greater Minnesota regions were represented higher than the population.

The number of regions in which services were provided and the region of highest service percent were also of interest.

Table 3. Number of Regions where Services are Provided

# of Regions	Final Sample	
	N	%

# of Regions	Final Sample	
One	129	72.5
Two	29	16.3
Three	20	11.2
Total	178	100.0

N = The number of participants endorsing each option and the Total.

% = The percent out of the total.

Of the 178 organizations who answered the question about all regions, 129 (72.5%) provided in one region, 29 (16.3%) provided services in two regions, and 20 (11.2%) provided services in all three regions. Overall, in this sample, there were 49 (27.5%) organizations who provided services in more than one region. This is slightly higher than the state population which had 25.2% serving in multiple regions.

Table 4. Region with Highest Service Percent

Region	Final Sample	
	N	% %
Metro	90	48.6
Regional Centers	26	14.1
Greater Minnesota	69	37.3
Total	185	100.0

N = Number of participants endorsing options and total.

% = Percent out of the total.

Of the 185 organizations in the sample, 90 (48.6%) provided their highest percentage of services in the Metro region, 26 (14.1%) in the Regional Center

region, and 69 (37.3%) in the Greater Minnesota region.

Analyses comparing regions were done using the region where the highest percent of services were provided by an organization. Given that 49 (27.5%) organizations provided services in more than one region with 11.2% providing services in all three regions, analyses comparing regions for turnover rate, turnover within six months of being hired, turnover within twelve months of being hired, vacancy rate, and wages would not have been appropriate as assigned region was not mutually exclusive. Nearly 28.0% of the sample could have been assigned to two or more regions. However, they were mutually exclusive for the region where the highest percent of services were provided. And, interestingly, this aligned closer to the original sampling intent.

Nearly 28% of organizations provided services in more than one region with 11.2% providing services in all three regions.

Statistical tests were only done for turnover, turnover within six months of being hired, turnover within twelve months of being hired, vacancy rate, wages and hours worked weekly. Statistically significant differences between regions can only be discussed with these outcomes. All other data reflect descriptive statistics.

Service Type

The five service types of interest for this study were defined as follows:

Table 5. Service Type Definitions

Type	Definition
State Plan Home Health Aide	More commonly known as In-Home Services. This type included the Home Health Aide billing code.
PCA; State Plan & Waiver	More commonly known as Personal Care Services in the Home. This type included Personal Care Assistant, PCA Complex and PCA Complex Extended billing codes.
Waiver (HCBS) Day	More commonly known as Care Services in the Home. This type included Adult Day Care Services, Adult Day Care Services (FADS), Day Training & Habilitation, Prevocational Services, and Structured Day billing codes.
Waiver Residential Services	More commonly known as Residential Services (e.g., small group homes, adult foster homes, independent apartments, etc.). This type included Customized Living, Customized Living 24-hour, Customized Living 24-hour Corp, Corporate Foster Care Adult/Child, Supporter Living Service Corp Adult/Child, Support Living Service – Family for Adult/Child, and Residential Care Services billing codes.

Type	Definition
Waiver Unit Based Services	More commonly known as Residential Services (e.g., small group homes, adult foster homes, independent apartments, etc.). This type included Customized Living, Customized Living 24-hour, Customized Living 24-hour Corp, Corporate Foster Care Adult/Child, Supporter Living Service Corp Adult/Child, Support Living Service – Family for Adult/Child, and Residential Care Services billing codes.

To randomly sample by service type within region, organizations providing services of one type in one region were assigned the only type where they provided services. This accounted for 87.7% of the organizations. Organizations in multiple service types were randomly assigned to most closely match the service types within region for the population. Given that 25% of the organizations provided services in more than one region (11.2% in all 3 regions), and 62.5% of the organizations provided 2 or more service types, it was determined that using the 1,784 total responses gave a more accurate and representative picture of the percentages serviced in each region and service type than using only 1 of the service types and 1 of the regions. The original sample, pulled sample, and final sample comparisons are detailed in the table below.

Table 6. Comparison of the Study Sample by Service Type

Service Type	Total Responses (N=1,784)		Pulled Sample (N=444)		Final Sample (N=185)	
	N	%	N	%	N	%
SPHHA	103	5.8	27	6.1	11	5.9
Waiver Day	169	9.5	48	10.8	34	18.4

Service Type	Total Responses (N=1,784)		Pulled Sample (N=444)		Final Sample (N=185)	
PCA	670	37.6	182	41.0	61	33.0
Waiver Residential	609	34.1	143	32.2	51	27.6
Waiver Unit	233	13.1	44	9.9	28	15.1
Total	1,784	100.0	444	100.0	185	100.0

N = Number of participants endorsing options and total.

% = Percent out of the total.

Of the 185 organizations in the sample, 11 (5.9%) were assigned to the SPHHA service type, 34 (18.4%) to Waiver Day, 61 (33.0%) to PCA, 51 (27.6%) to Waiver Residential, and 28 (15.1%) to Waiver Unit. Waiver Day was over-represented by 8.9% while PCA and Waiver Residential were under-represented by 4.6% and 6.5%, respectively.

The number of "types" in which services were provided was also of interest.

Table 7. Number of Service Types

Service Type	Final Sample	
	N	%
One	66	37.5
Two	77	43.8
Three	27	15.3
Four	4	2.3
Five	2	1.1
Total	176	100.0

N = Number of participants endorsing options and total.

% = Percent out of the total.

Of the 176 organizations who answered the question about service type, 66 (37.5%) provided in one service type, 77 (43.8%) two service types, 27 (15.3%) three service types, 4 (2.3%) four service types, and 2 (1.1%) in all five service types. Overall, there were 110 (62.5%) organizations who provided services in two or more service types. There were 33 (18.7%) who provided services in three or more service types.

Analyses comparing service types were not done because the original assumption was that organizations provided services in 1 or 2 service types. The results showed that 110 (62.5%) organizations provided services in two or more service types with nearly 20.0% in three or more service types. Making comparisons using the assigned groups was not appropriate given providers deliver services in so many services types. They are not mutually exclusive and would lead to incorrect or misleading conclusions. As such, analyses comparing service types were not done for turnover, turnover within six months of being hired, turnover within twelve months of being hired, and vacancy rate.

Individual survey items were asked based on the specific service types at the end of the survey (see the full survey in Appendix D). These were used to provide

wage comparisons across service types that are reported. These better reflect the service types as providers could give input into every service type they provided rather than only the one they were assigned.

All results for service type comparisons are based solely on descriptive statistics.

Power Analysis

The sample of 185 organizations provides more than sufficient power to conduct analyses with multiple predictors. As an example, to have sufficient power to detect effects with an effect size of $d=0.30$, power of 0.80, $\alpha=0.05$, and 6 degrees of freedom (3 groups, 4 response options), approximately 152 organizations are needed using a Chi-square test. To have sufficient power to detect effects with an effect size of $d=0.25$, power of 0.80, $\alpha=0.05$, numerator degrees of freedom = 2, number of groups equals 3, and number of covariates equals 3, approximately 158 organizations are needed to compare multiple groups using an ANCOVA. G*Power 3 software was used to compute sample sizes (Faul, Erdfelder, Lang, & Buchner, 2007).

Survey Definitions

In order to ensure that organizational respondents had a similar understanding of the terms and occupational titles used in the survey, comprehensive definitions of key terms were provided to them. These definitions are provided here.

Direct Support Worker

Direct support workers (DSWs) are employees whose primary responsibilities include providing support, training, supervision, and personal assistance to people with disabilities or an elderly person. They have titles like direct support

professional, residential aide, job coach, home health aide (HHA), home care aide, personal care assistant (PCA), personal care aide, and others. Fifty-percent (50%) or more of a DSW's hours are spent in direct support tasks (e.g. personal care, home care, community integration). DSWs may perform some supervisory tasks, but the main focus of their job is direct support work.

Nursing and other professional licensed staff (e.g., LPNs, RNs, physical therapy aides, certified occupational therapist assistants, licensed social workers, resident assistants, universal workers, and activities assistant) are NOT considered DSWs. Employees who have concrete tasks with little direct contact such as being a cook, janitor, laundry worker are **NOT** included. Consumer Directed Community Supports and Consumer Support Grant workers are **NOT** included. Unless noted specifically, do not include workers whose position is only on-call (those who do not have any regularly scheduled hours).

Frontline Supervisor

Frontline supervisors (FLS) are employees whose primary responsibility (more than 50% of their role) is the supervision of DSWs. While these individuals may perform direct support tasks, their primary job duty is to supervise employees and manage programs.

They are not viewed by the organization as DSWs. These individuals may or may not be in licensed or degreed positions (such as a nurse) but the organization views their role as guiding and directing the work of the DSW more than 50% of their time.

Benefits

Respondents were asked to include the following benefits when reporting costs:

- Health Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Short-term Disability
- Long-term Disability
- Retirement
- Tuition Reimbursement
- Wellness Programs
- Paid Sick Leave
- Paid Vacation/Personal Leave

Turnover

For this study, the annual crude separation rate was used as the measure of turnover. The crude separation rate is calculated by taking the number of DSWs who left their positions in 2017 and dividing by the total of the number of DSWs employed in the organization and the number of DSW vacant positions. The resulting proportion is then multiplied by 100 to get a percent of turnover.

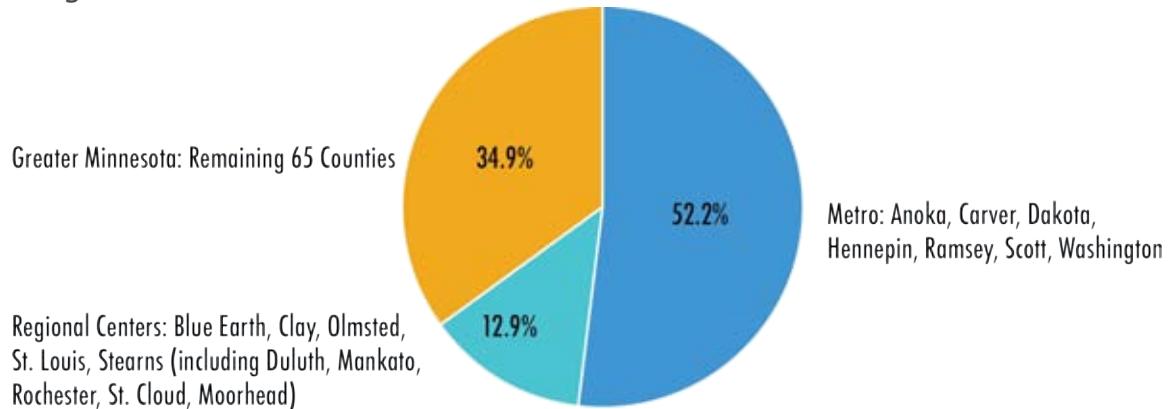
Results

Organization Profile

Location of Administrative Offices

Three geographic regions by county were distinguished in this project: Metro, Regional Centers, and Greater Minnesota.

Figure 1. Percentage of Organizations with Administrative Offices Located in Each Region

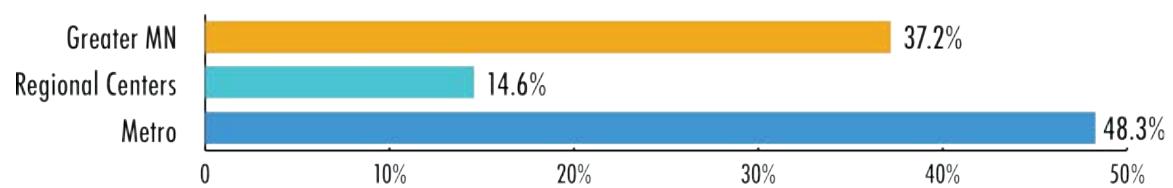


Organizations were asked to select in which county their administrative/corporate office was located. Of the 178 organizations who answered the question, 93 (52.2%) had their administrative/corporate or central office located in the counties of Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington; 23 (12.9%) were located in the counties of Blue Earth, Clay, Olmsted, St. Louis, Stearns, (including Duluth, Mankato, Rochester, St. Cloud, and Moorhead); and, 62 (34.8%) were in the remaining 65 greater Minnesota counties

Geographic Region Where Services are Delivered

Organizations were asked to indicate the percentage of services offered in these three geographic regions in the state of Minnesota. For the 178 organizations who answered this question, the average percent of those delivering services in the Metro region of Minnesota was 48.3%, 14.6% in the Regional Centers, and 37.2% in Greater Minnesota.

Figure 2. Geographic Region Where Services Are Delivered



Number of People Served

Organizations were asked to report the total number of people (with or without disabilities) who use their services. For the 173 organizations who answered the question, the average number of service recipients, with or without disabilities, was 218 (SD = 517; range 3 - 4,021; median = 63). The total number of service recipients (with or without disabilities) was 37,773.

Table 8. Number of People Served

	Total Sample	Metro	Regional Center	Greater Minnesota
Responses (N)	173	82	26	65
Median	63	78	64	48
Mean	218	336	177	86
Standard Deviation	517	707	292	125
Range	3 to 4,021	5 to 4,021	3 to 1,400	4 to 822
TOTAL	37,773	27,583	4,604	5,586

For the 82 organizations who provided their highest service percent in the **Metro region** and who answered the question, the average number of service recipients, with or without disabilities, was 336 (SD = 707; range 5 - 4,021; median = 78). The total number of service recipients (with or without disabilities) was 27,583.

For the 26 organizations who provided their highest service percent in the **Regional Center region** and who answered the question, the average number of service recipients with or without disabilities was 177 (SD = 292; range 3-1,400; median = 64). The total number of service recipients with disabilities/older adults was 4,604.

For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and who answered the question, the average

number of service recipients with or without disabilities was 86 (SD = 125; range 4 - 822; median = 48). The total number of service recipients with disabilities/older adults was 5,586.

Number of People with Disabilities Served

Organizations were asked how many service recipients (people with disabilities/older adults, all types) are currently served by their organization. For the 167 organizations who answered this question, the average number of service recipients with disabilities/older adults/all types were 204 (SD = 492; range 1 - 4,021; median = 62). The total number of service recipients with disabilities/older adults/all types was 34,102.

Table 9. Number of People with Disabilities Served

	Total Sample	Metro	Regional Center	Greater Minnesota
Total Number (N)	167	77	26	64
Median	62	78	70	46
Mean	204	321	167	79
Standard Deviation	492	680	284	121
Range	1 to 4,021	1 to 4,021	3 to 1,400	4 to 822
TOTAL	34,102	24,721	4,347	5,034

For the 77 organizations who provided their highest service percent in the **Metro region** and who answered the question, the average number of service recipients with disabilities/older adults/all types was 321 (SD = 680; range 1- 4,021; median = 78). The total number of service recipients with disabilities/older adults was 24,721.

For the 26 organizations who provided their highest service percent in the

Regional Center region and who answered the question, the average number of service recipients with disabilities/older adults/all types was 167 (SD = 284; range 1- 1,400; median = 70). The total number of service recipients with disabilities/older adults was 4,347.

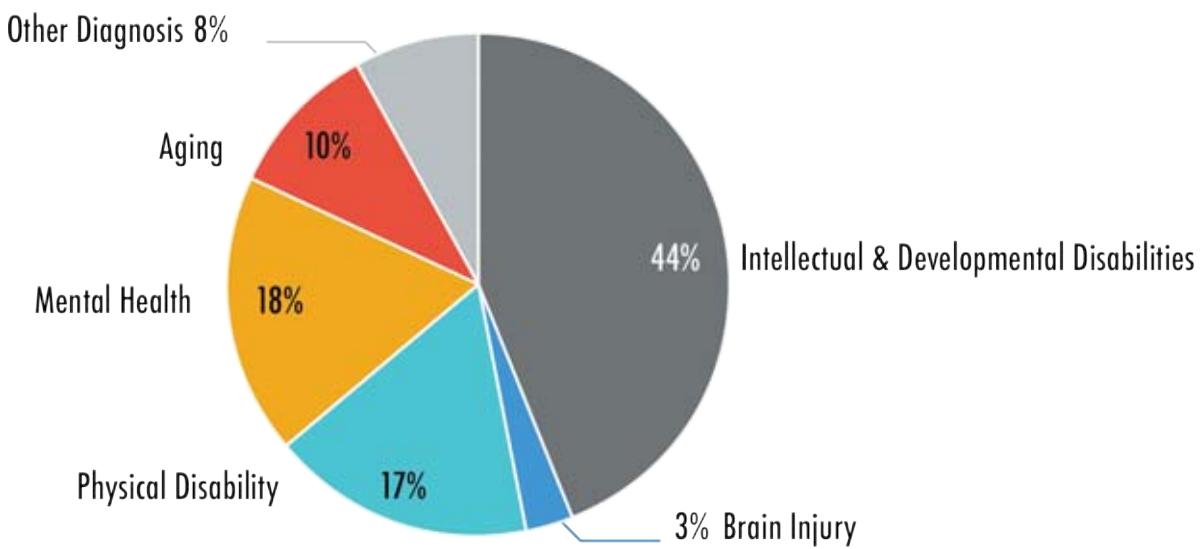
For the 64 organizations who provided their highest service percent in the **Greater Minnesota region** and who answered the question, the average number of service recipients with disabilities/older adults/all types was 79 (SD = 121; range 4 – 822; median = 46). The total number of service recipients with disabilities/older adults was 5,034.

Average Percentage of Primary Eligibility Categories

Organizations were asked to specify the percentage of services provided by their organization in six primary target groups of people based on eligibility for services, (1) intellectual and developmental disabilities, (2) brain injury, (3) physical disability, (4) mental health, (5) aging, and (6) other diagnosis. When added, these percentages

totaled 100%. Average results are depicted in the pie charts below.

Figure 3. Average Percentage of Primary Eligibility Category for Total Sample



For the 174 organizations who answered this question, on average, 44.0% of the people to whom services were delivered were eligible for services due to intellectual and developmental disabilities, 3.1% due to a brain injury, 16.7% due to a physical disability, 18.1% due to mental health issues, 10.4% due to aging issues, and 7.7% were due to another diagnosis.

For the 84 organizations who provided their highest service percent in the **Metro region** and answered this question, on average, 32.3% were eligible due to intellectual and developmental disabilities, 3.3% due to a brain injury, 20.9% due to a physical disability, 20.0% due to mental health issues, 14.8% due to aging issues, and 8.7% were due to another diagnosis.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, on average, 51.4% were eligible due to intellectual and developmental disabilities, 4.3% due to a brain injury, 14.4% due to a physical disability, 18.7% due to mental health issues, 6.1% due to aging issues, and 5.0% were due to another diagnosis.

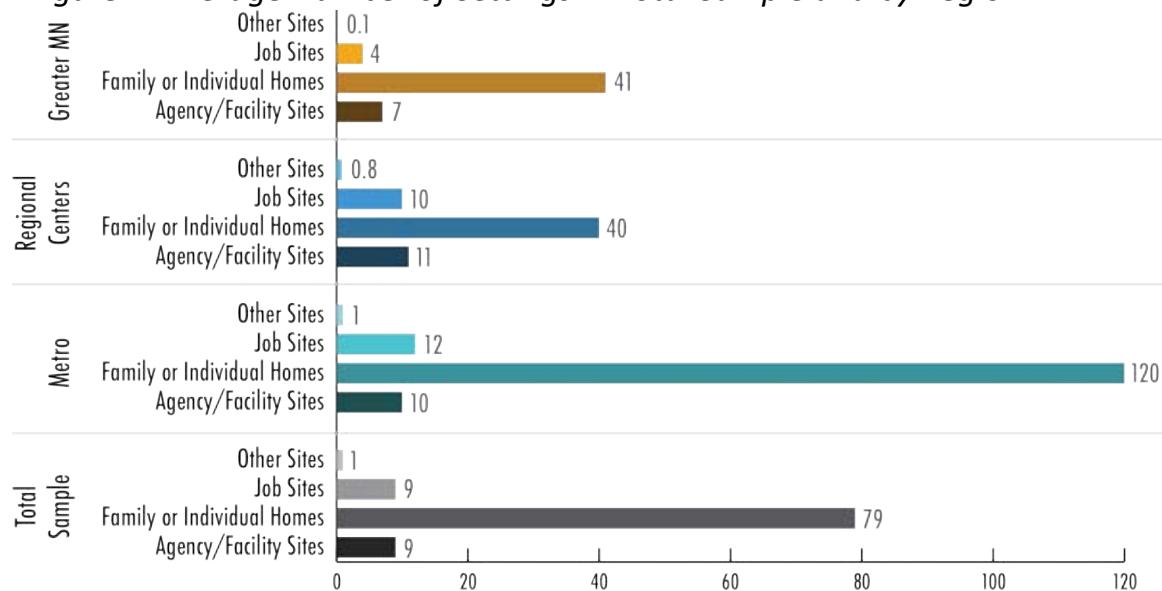
For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, on average, 56.1% were eligible due to intellectual and developmental disabilities, 2.4% due to a brain injury, 12.1% due

to a physical disability, 15.5% due to mental health issues, 6.4% due to aging issues, and 7.4% were due to another diagnosis.

Number of Settings

Organizations were asked to indicate the number of settings by type where they provided services. The types were: (1) family/individual homes, (2) agency/facility sites, (3) job sites, and (4) other sites.

Figure 4. Average Number of Settings in Total Sample and by Region



One hundred seventy-four organizations responded to this question. The average number of **family/individual homes** where organizations provided services was 79 (SD =339; range 0 - 4,021; median = 26). The total number of family/individual homes provided services across all organizations was 13,742. The average number of **agency/facility sites** where organizations provided services was 9 (SD = 21; range 0 - 178; median = 2). The total number of agency/facility sites provided services across all organizations was 1,571. The average number of **job sites** where

organizations provided services was 9 (SD = 33; range 0 - 295; median = 3). The total number of job sites provided services across all organizations was 1,498. The average number of **other sites** where organizations provided services was 1 (SD = 2; range 0 - 21; median = 1). The total number of other sites provided services across all organizations was 83. Other sites included: adult day center, community centers - adaptive recreation & inclusion, general community integration home care agency, home care branches, homes of community clients, and volunteer sites.

For the 85 organizations who provided their highest service percent in the Metro region and answered this question, services were most frequently provided in family or individual homes. The average number of **family/individual homes** where organizations provided services was 120 (SD = 473; range 0 - 4,021; median = 6). The total number of family/individual homes provided services across all organizations was 10,106. The average number of **agency/facility sites** where organizations provided services was 10 (SD = 26; range 0 - 178; median = 1). The total number of agency/facility sites provided services across all organizations was 866. The average number of **job sites** where organizations provided services was 12 (SD = 44; range 0 - 295; median = 0). The total number of job sites provided services across all organizations was 955. The average number of **other sites** where organizations provided services was 1 (SD = 3; range 0 - 15; median = 0). The total number of other sites provided services across all organizations was 56. Other sites included:community centers – adaptive recreation & inclusion, general community integration, home care agency, home care branches, and homes of community clients.

For the 25 organizations who provided their highest service percent in the Regional Center region and answered this question, services were most frequently provided in family or individual homes. The average number of **family/individual homes** where organizations provided services was 40 (SD = 50; range 0 - 148; median = 0). The total number of family/individual homes provided services across all organizations was 994. The average number of **agency/facility sites**

where organizations provided services was 11 (SD = 19; range 0 - 70; median = 3). The total number of agency/facility sites provided services across all organizations was 268. The average number of **job sites** where organizations provided services was 10 (SD = 24; range 0 - 84, median = 0). The total number of job sites provided services across all organizations was 252. The average number of **other sites** where organizations provided services was 0.8 (SD = 4; range 0 - 21; median = 0). The total number of other sites provided services across all organizations was 21. No specific other sites were mentioned.

For the 64 organizations who provided their highest service percent in the Greater Minnesota region and answered this question, services were most frequently provided in family or individual homes. The average number of **family/individual homes** where organizations provided services was 41 (SD = 114; range 0 – 806; median = 0). The total number of family/individual homes provided services across all organizations was 2,642. The average number of **agency/facility sites** where organizations provided services was 7 (SD = 15; range 0 – 100; median = 2). The total number of agency/facility sites provided services across all organizations was 437. The average number of **job sites** where organizations provided services was 4 (SD = 8; range 0 – 35; median = 0). The total number of job sites provided services across all organizations was 251. The average number of **other sites** where organizations provided services was 0.1 (SD = 1; range 0 – 4; median = 0). The total number of other sites provided services across all organizations was 6 and included: adult day center and volunteer sites.

Total Annual Organization Revenue

Organizations were asked to report their total annual revenue for calendar year 2017 (1/1/2017-12/31/2017).

For the 153 organizations who answered this question, the average annual revenue for calendar year 2017 was \$6,929,699 (SD = \$17,506,403; range \$20,000 -

\$165,598,770; median = \$1,987,468). The total annual revenue across all organizations was \$1,060,243,921.

For the 73 organizations who provided their highest service percent in the **Metro region** and answered this question, the average annual revenue for calendar year 2017 was \$10,738,885 (SD = \$24,416,361; range \$20,000 - \$165,598,770; median = \$2,162,624). The total annual revenue across all organizations was \$783,938,619.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average annual revenue for calendar year 2017 was \$5,282,871 (SD = \$6,644,901; range \$374,000 - \$26,512,461; median = \$2,877,003). The total annual revenue across all organizations was \$132,071,785.

For the 55 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average annual revenue for calendar year 2017 was \$2,622,428 (SD= \$2,898,005; range \$27,500 - \$12,021,046; median = \$1,355,643). The total annual revenue across all organizations was \$144,233,517.

Organization Staffing

Number of Direct Support Workers

Organizations were asked to report the total number of DSWs, including full time and part time but excluding on-call, float, or temporary employees on December 31, 2017. For the 178 organizations who answered this question, the average number of Direct Support Workers was 161 (SD = 494; range 2-5,535; median = 51). The total number of Direct Support Workers across all organizations was

28,673. With 1,272 total organizations in the state with 161 average number of DSW per organization, there are an estimated 204,792 DSW in the state of Minnesota.

The average number of Direct Support Workers employed in an organization was 161. There are an estimated 204,792 DSW in the state of Minnesota.

For the 87 organizations who provided their highest service percent in the **Metro region** and answered this question, the average number of Direct Support Workers was 238 (SD= 689; range 4 - 5,535; median = 59). The total number of Direct Support Workers across all organizations was 20,671.

For the 26 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average number of Direct Support Workers was 133 (SD = 154; range 10 – 533; median = 69). The total number of Direct Support Workers across all organizations was 3,449.

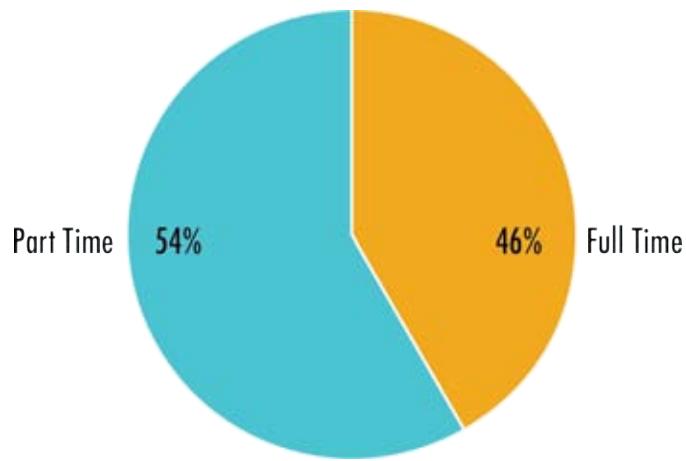
For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average number of Direct Support Workers was 70 (SD = 111; range 2 – 793; median = 34). The total number of Direct Support Workers across all organizations was 4,553.

Knowing that organizations serve an average of 218 people (Table 8) and they staff 161 DSWs, every DSW serves 1.35 people.

Number of Full Time and Part Time Direct Support Workers

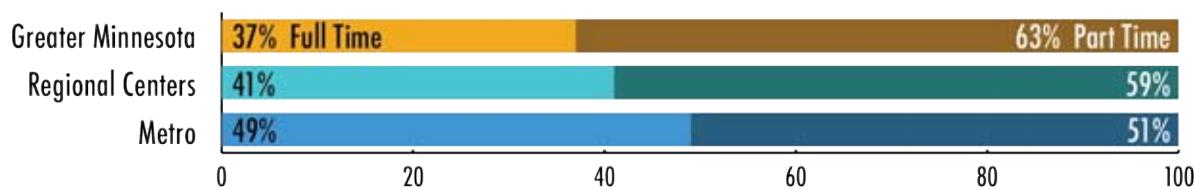
Organizations were also asked to specify how many DSWs they employed on December 31, 2017 who were full time or part time (head count, rather than full time equivalency).

Figure 5. Percentage of Full Time and Part Time DSW by Total Number of DSW in the Total Sample



For the 174 organizations who answered full-time, the average number of full-time Direct Support Workers employed on 12/31/17 was 70 (SD = 311; range 0 - 4,016; median = 22). The total number of full-time Direct Support Workers across all organizations was 12,234. For the 173 organizations who answered part-time, the average number of part-time Direct Support Workers employed on 12/31/17 was 84 (SD= 215; range 0 - 1,839; median = 25). The total number of part-time Direct Support Workers across all organizations was 14,537.

Figure 6. Percentage of Full Time and Part Time DSW by Total Number of DSW in Each Region



For the 84 organizations who provided their highest service percent in the **Metro region** and answered this question, the average number of full-time Direct Support Workers employed on 12/31/17 was 109 (SD = 443; range 0 - 4,016; median = 26). The total number of full-time Direct Support Workers across all organizations was 9,168.

For the 84 organizations who answered part-time, the average number of part-time Direct Support Workers employed on 12/31/17 was 115 (SD = 290; range 0 - 1,839; median = 32). The total number of part-time Direct Support Workers across all organizations was 9,656.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered full-time, the average number of full-time Direct Support Workers employed on 12/31/17 was 56 (SD = 83; range 0 – 333; median = 21). The total number of full-time Direct Support Workers across all organizations was 1,396. For the 25 organizations who answered part-time, the average number of part-time Direct Support Workers employed on 12/31/17 was 80 (SD = 95; range 0 – 374; median = 31). The total number of part-time Direct Support Workers across all organizations was 2,012.

For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and answered full-time, the average number of full-time Direct Support Workers employed on 12/31/17 was 26 (SD = 26; range 0 – 106; median = 17). The total number of full-time Direct Support Workers across all organizations was 1,670. For the 64 organizations who answered part-time, the average number of part-time Direct Support Workers employed on 12/31/17 was 45 (SD = 99; range 0 – 733; median = 18). The total number of part-time Direct Support Workers across all organizations was 2,869.

Total Wages Paid to Direct Support Workers

Organizations were asked to report the total amount of wages paid to DSW in their organization during calendar year 2017. For the 156 organizations who answered this question, the average amount of total wage paid to Direct Support Workers for calendar year 2017 was \$2,813,222 (SD = 7,135,311; range \$16,156 -

\$70,697,094; median = \$879,107). The total Direct Support Worker wages paid across all organizations for calendar year 2017 was \$438,862,619.

The average organization pays \$2,813,222 each year in wages for their DSW workforce.

For the 74 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total wage paid to Direct Support Workers for calendar year 2017 was \$4,314,339 (SD = \$9,979,832; range \$16,560 - \$70,697,094; median = \$1,292,749). The total Direct Support Worker wages paid across all organizations for calendar year 2017 was \$319,261,064.

For the 21 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total wage paid to Direct Support Workers for calendar year 2017 was \$2,526,501 (SD = \$3,060,227; range \$171,000 - \$10,857,142; median = \$1,348,318). The total Direct Support Worker wages paid across all organizations for calendar year 2017 was \$53,056,520.

For the 61 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total wage paid to Direct Support Workers for calendar year 2017 was \$1,090,902 (SD = \$1,184,309; range \$16,156 - \$5,089,103; median = \$550,050) . The total Direct Support Worker wages paid across all organizations for calendar year 2017 was \$66,545,034.

Total Benefits Paid to Direct Support Workers

Organizations were asked to report the total amount of benefits paid to DSW in

their organization during calendar year 2017.

For the 138 organizations who answered this question, the average amount of total benefits paid to Direct Support Workers for calendar year 2017 was \$286,610 (SD = \$1,091,346; range \$0 to \$12,000,000; median = \$44,007). The total Direct Support Worker benefits paid across all organizations for calendar year 2017 was \$39,552,247.

For the 60 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total benefits paid to Direct Support Workers for calendar year 2017 was \$293,285 (SD = \$585,887; range \$0 -\$3,037,278; median = \$44,118). The total Direct Support Worker benefits paid across all organizations for calendar year 2017 was \$17,597,123.

For the 20 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total benefits paid to Direct Support Workers for calendar year 2017 was \$223,792 (SD = \$352,755; range \$0- \$1,229,415; median = \$54,546). The total Direct Support Worker benefits paid across all organizations for calendar year 2017 was \$4,475,845.

For the 58 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total benefits paid to Direct Support Workers for calendar year 2017 was \$301,367 (SD = \$1,569,785; range \$0 - \$12,000,000; median = \$37,498) . The total Direct Support Worker benefits paid across all organizations for calendar year 2017 was \$17,479,279.

Total Payroll Hours Paid to Direct Support Workers

Organizations were asked to report the total number of DSW payroll hours,

including full time and part time DSWs during fiscal year 2017 (1/1/2017-12/31/2017).

For the 140 organizations who answered this question, the average number of total payroll hours for Direct Support Workers for calendar year 2017 was 216,144 (SD = 541,395; range 100 – 5,299,810; median = 75,617). The total Direct Support Worker payroll hours paid across all organizations in calendar year 2017 was 30,260,150.

For the 63 organizations who provided their highest service percent in the **Metro region** and answered this question, the average number of total payroll hours for Direct Support Workers for calendar year 2017 was 338,062 (SD = 774,110; range 100 – 5,299,810; median = 114,541). The total Direct Support Worker payroll hours paid across all organizations in calendar year 2017 was 21,297,936.

For the 20 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average number of total payroll hours for Direct Support Workers for calendar year 2017 was 188,999 (SD = 225,367; range 450 – 795,462; median = 113,027). The total Direct Support Worker payroll hours paid across all organizations in calendar year 2017 was 3,779,970.

For the 57 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average number of total payroll hours for Direct Support Workers for calendar year 2017 was 90,917 (SD = 117,922; range 457 – 680,785; median = 43,370). The total Direct Support Worker payroll hours paid across all organizations in calendar year 2017 was 5,182,244.

Total Overtime Costs Paid to Direct Support Workers

Overtime hours are paid when services need to be provided but there is a shortage of workers to work needed hours. Organizations were asked to report

the total overtime cost for all DSWs in 2017, including only the premium overtime costs (e.g., the extra 50% paid out and including payroll tax cost). For the 141 organizations who answered this question, the average amount of total overtime costs paid to Direct Support Workers for calendar year 2017 was \$249,606 (SD = \$1,353,161; range \$0 - 15,000,000; median = \$18,108) . The total Direct Support Workers overtime costs paid across all organizations for calendar year 2017 was \$35,194,481. Using this figure, an estimated \$317,498,832 is spent on overtime costs to fill open DSW shifts.

For the 64 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total overtime costs paid to Direct Support Workers for calendar year 2017 was \$242,323 (SD = \$749,126; range \$0 - \$5,385,455; median = \$17,906). The total Direct Support Workers overtime costs paid across all organizations for calendar year 2017 was \$15,508,664.

For the 20 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total overtime costs paid to Direct Support Workers for calendar year 2017 was \$95,900 (SD = \$143,868; range \$0 - \$451,869; median = \$14,688). The total Direct Support Workers overtime costs paid across all organizations for calendar year 2017 was \$1,917,995.

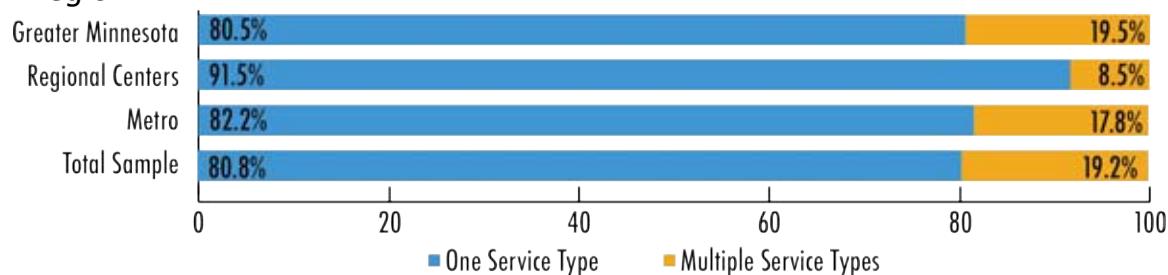
For the 57 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total overtime costs paid to Direct Support Workers for calendar year 2017 was \$311,716 (SD = \$1,981,623; range \$0 - \$15,000,000; median = \$20,370). The total Direct Support Workers overtime costs paid across all organizations for calendar year 2017 was \$17,767,823.

The average overtime costs for DSWs per organization was \$249,606. Using this figure, an estimated \$317,498,832 is spent on overtime costs to fill open DSW shifts.

Percentage of Direct Support Workers Working Across Service Types

Organizations were asked to report the percentage of DSW employed at their organization, including full time and part time employees on December 31, 2017 who worked across more than one service type (e.g., State Plan Home Health Aide; PCA, State Plan & Waiver; Waiver (HCBS) Day Services, Waiver Residential Services, and Waiver Unit Based Services). For the 174 organizations who answered this question, the average percent of Direct Support Workers working in one service type was 82.2% while 17.8%, on average, worked in multiple service types.

Figure 7. Average Percentage of DSW Working in One or Multiple Service Types by Region



For the 84 organizations who provided their highest service percent in the **Metro region** and answered this question, the average percent of Direct Support Workers working in one service type was 80.8% while 19.2%, on average, worked in multiple service types.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average percent of

Direct Support Workers working in one service type was 91.5% while 8.5%, on average, worked in multiple service types.

For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average percent of Direct Support Workers working in one service type was 80.5%, while 19.5%, on average, worked in multiple service types.

Rate of Direct Support Worker Pay Across Service Types

Of those organizations who reported employing DSWs who work across service types, organizations were asked to report whether or not DSWs get paid the same rate of wage across each service type.

Of the 137 organizations who answered the question, 84 (61.3%) of Direct Support Workers receive the same wage across each service type they provide while 53 (38.7%) did not receive the same wage across each service type they provide.

For the 71 organizations who provided their highest service percent in the **Metro region** and answered this question, 41 (57.7%) of Direct Support Workers receive the same wage across each service type they provide while 30 (42.3%) did not receive the same wage across each service type they provide.

For the 21 organizations who provided their highest service percent in the **Regional Center region** and answered this question, 16 (76.2%) of Direct Support Workers receive the same wage across each service type they provide while 5 (23.8%) did not receive the same wage across each service type they provide.

For the 45 organizations who provided their highest service percent in the

Greater Minnesota region and answered this question, 27 (60.0%) of Direct Support Workers receive the same wage across each service type they provide while 18 (40.0%) did not receive the same wage across each service type they provide.

Number of Frontline Supervisors

Organizations were asked to report the total number of Frontline Supervisors (FLS) employed at their organization on December 31, 2017.

For the 170 organizations who answered this question, the average number of Frontline Supervisors employed on 12/31/17 was 25 (SD = 224; range 0 - 2,920; median = 4). The total number of Frontline Supervisors across all organizations was 3,723.

The average number of Frontline Supervisors employed in an organization was 25. The average number of DSW employed in an organization was 161. The ratio of Frontline Supervisor to DSW was 1 to 6.44.

For the 83 organizations who provided their highest service percent in the **Metro region** and answered this question, the average number of Frontline Supervisors employed on 12/31/17 was 45 (SD = 320; range 0 - 2,920; median = 4). The total number of Frontline Supervisors across all organizations was 3,715.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average number of Frontline Supervisors employed on 12/31/17 was 9 (SD = 10; range 1 - 37; median = 4). The total number of Frontline Supervisors across all organizations was 217.

For the 62 organizations who provided their highest service percent in the **Greater**

Minnesota region and answered this question, the average number of Frontline Supervisors employed on 12/31/17 was 5 (SD = 6; range 0 – 39; median = 3). The total number of Frontline Supervisors across all organizations was 319.

Total Salary Paid to Frontline Supervisors by Organization

Organizations were asked to report the total amount of salary paid for FLS employed at their organization, including payroll taxes, during calendar year 2017 (1/1/2017- 12/31/2017).

For the 149 organizations who answered this question, the average amount of total salary paid to Frontline Supervisors for calendar year 2017 was \$461,572 (SD = \$1,317,088; range \$0 - \$15,000,000; median = 161,744). The total Frontline Supervisor salaries paid across all organizations for calendar year 2017 was \$68,774,256.

For the 70 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total salary paid to Frontline Supervisors for calendar year 2017 was \$458,943 (SD = \$686,059; range \$0 -\$3,405,018; median = \$170,171). The total Frontline Supervisor salaries paid across all organizations for calendar year 2017 was \$32,125,996.

For the 23 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total salary paid to Frontline Supervisors for calendar year 2017 was \$383,345 (SD = \$412,139; range \$52,000 - \$1,649,876; median = \$170,947). The total Frontline Supervisor salaries paid across all organizations for calendar year 2017 was \$8,816,934.

For the 56 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total salary paid to Frontline Supervisors for calendar year 2017 was \$496,988 (SD =

\$2,001,426; range \$2,744 - \$15,000,000; median = \$104,192). The total Frontline Supervisor salaries paid across all organizations for calendar year 2017 was \$27,831,325.

Total Benefits Paid to Frontline Supervisors by Organization

Organizations were also asked to report the total benefits amount paid for FLS employed at their organization calendar year 2017 (1/1/2017-12/31/2017).

For the 127 organizations who answered this question, the average amount of total benefits paid to Frontline Supervisors for calendar year 2017 was \$66,689 (SD = \$186,130; range \$0 - \$1,640,741; median = \$15,650). The total Frontline Supervisor benefits paid across all organizations for calendar year 2017 was \$8,469,515.

For the 58 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total benefits paid to Frontline Supervisors for calendar year 2017 was \$82,623 (SD = \$235,789; range \$0 - \$1,640,741; median = \$16,531). The total Frontline Supervisor benefits paid across all organizations for calendar year 2017 was \$4,792,129.

For the 21 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total benefits paid to Frontline Supervisors for calendar year 2017 was \$46,164 (SD = \$50,513; range \$0 - \$212,501; median = \$28,737). The total Frontline Supervisor benefits paid across all organizations for calendar year 2017 was \$969,453.

For the 48 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total benefits paid to Frontline Supervisors for calendar year 2017 was \$56,415 (SD = \$154,130; range \$0 - \$1,000,000; median = \$9,859). The total Frontline

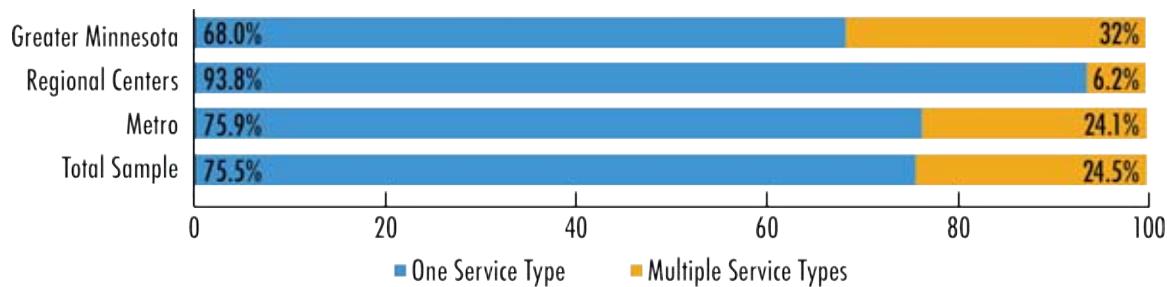
Supervisor benefits paid across all organizations for calendar year 2017 was \$2,707,933.

Percentage of Frontline Supervisors Working Across Service Types

Organizations were asked to report the percentage of FLS at their organization on December 31, 2018 who work across more than one service type (e.g., State Plan Home Health Aide; PCA, State Plan & Waiver; Waiver (HCBS) Day Services, Waiver Residential Services, and Waiver Unit Based Services).

For the 169 organizations who answered this question, the average percent of Frontline Supervisors working in one service type was 75.5% while 24.5% worked across more than one service type.

Figure 8. Average Percentage of FLS Working in One or Multiple Service Types by Region and Total Sample



For the 83 organizations who provided their highest service percent in the **Metro region** and answered this question, the average percent of Frontline Supervisors working in one service type was 75.9% while 24.1% worked across more than one service type.

For the 24 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average percent of

Frontline Supervisors working in one service type was 93.8% while 6.2% worked across more than one service type.

For the 62 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average percent of Frontline Supervisors working in one service type was 68.0% while 32.0% worked across more than one service type.

Rate of Frontline Supervisor Pay Across Service Types

Organizations that employed FLS who work across multiple service types were asked to report whether or not FLS that work in multiple service types get the same rate of pay across each service type.

Of the 124 organizations who answered the question, 95 (76.6%) of Frontline Supervisors receive the same wage across each service type they provide while 29 (23.4%) did not receive the same wage across each service type they provide.

For the 64 organizations who provided their highest service percent in the **Metro region** and answered this question, 50 (78.1%) of Frontline Supervisors receive the same wage across each service type they provide while 14 (21.9%) did not receive the same wage across each service type they provide.

For the 16 organizations who provided their highest service percent in the **Regional Center region** and answered this question, 13 (81.3%) of Frontline Supervisors receive the same wage across each service type they provide while 3 (18.8%) did not receive the same wage across each service type they provide.

For the 44 organizations who provided their highest service percent in the

Greater Minnesota region and answered this question, 32 (72.7%) of Frontline Supervisors receive the same wage across each service type they provide while 12 (27.3%) did not receive the same wage across each service type they provide.

Number of All “Other Employees”

Organizations were asked to report the total number of all other employees (those who are not DSW or FLS) employed at their organization on December 31, 2017, including all employees, regardless of the section of business they support.

For the 163 organizations who answered this question, the average number of other employees employed on 12/31/17 was 37 (SD = 112; range 0 – 960; median = 7). The total number of other employees across all organizations was 5,951.

For the 80 organizations who provided their highest service percent in the **Metro region** and answered this question, the average number of other employees employed on 12/31/17 was 57 (SD = 155; range 0 – 960; median = 7). The total number of other employees across all organizations was 4,550.

For the 23 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average number of other employees employed on 12/31/17 was 20 (SD = 22; range 0 - 80; median = 12). The total number of other employees across all organizations was 460.

For the 60 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average number of other employees employed on 12/31/17 was 16 (SD = 35; range 0 – 248; median = 5). The number of other employees for calendar year 2017 ranged from 0 to 248. The total number of other employees across all organizations was 941.

Total Salary Paid to All Other Employees.

Organizations were asked to report the total salary amount paid for all of these other employees in their organization, including payroll taxes for the fiscal year 2017 (1/1/2017-12/31/2017). For the 124 organizations who answered this question, the average amount of total salary paid to other employees for calendar year 2017 was \$1,121,809 (SD = \$3,048,534; range \$600 - \$27,974,239; median = \$273,280). The total "other employees" salaries paid across all organizations for calendar year 2017 was \$139,104,259.

For the 59 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total salary paid to other employees for calendar year 2017 was \$1,814,648 (SD = \$4,279,977; range \$600-\$27,974,239; median = \$245,615). The total "other employees" salaries paid across all organizations for calendar year 2017 was \$107,064,255.

For the 17 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average amount of total salary paid to other employees for calendar year 2017 was \$747,240 (SD = \$684,004; range \$34,923-\$2,400,000; median = \$688,659). The total "other employees" salaries paid across all organizations for calendar year 2017 was \$12,703,076.

For the 48 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total salary paid to other employees for calendar year 2017 was \$402,853 (SD = \$612,778; range \$729 -\$2,945,694; median = \$146,322). The total "other employees" salaries paid across all organizations for calendar year 2017 was \$19,336,929.

Total Benefits Paid to All Other Employees

Organizations were asked to report the total amount paid for benefits for all of these other employees in their organization for the calendar year 2017(1/1/2017-12/31/2017).

For the 108 organizations who answered this question, the average amount of total benefits paid to other employees for calendar year 2017 was \$84,219 (SD = \$158,109; range \$0 - \$1,054,268; median = \$22,904). The total other employee benefits paid across all organizations for calendar year 2017 was \$9,095,644.

For the 49 organizations who provided their highest service percent in the **Metro region** and answered this question, the average amount of total benefits paid to other employees for calendar year 2017 was \$103,915 (SD = \$197,885; range \$0 - \$1,054,268; median = \$34,405). The total other employee benefits paid across all organizations for calendar year 2017 was \$5,091,268.

For the 15 organizations who provided their highest service percent in the **Regional Center** region and answered this question, the average amount of total benefits paid to other employees for calendar year 2017 was \$79,379 (SD = \$79,738; range \$497 - \$257,334). The total other employee benefits paid across all organizations for calendar year 2017 was \$1,190,678.

For the 44 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average amount of total benefits paid to other employees for calendar year 2017 was \$63,935 (SD = \$124,711; range \$0 - \$507,899; median = \$9,766). The total other employee benefits paid across all organizations for calendar year 2017 was \$2,813,151.

Direct Support Workers: Wages, Hours Worked, and Retention

This section includes information relating to direct support worker wages, hours worked per week, and retention (turnover and vacancy rates). Organizations were asked whether they could split out information related to part time and full-time workers. If the organization answered "yes," they reported information related to full-time and part-time DSWs separately. If they answered "no," organizations reported information related to full-time and part-time DSWs combined. In this section, data are reported by full time DSWs and part time DSWs, as well as by region and by the DSW data combined across regions.

Direct support worker retention was examined in multiple ways. Organizations were asked to report: (1) the number of DSW that left the organization in 2017, (2) the number of DSW that would have to be hired to fill all funded but vacant positions, (3) the number of DSW that left in 2017 that had worked in the organization for six months or less, and (4) the number of DSW that left in 2017 that had worked in the organization for twelve months or less. As in the previous section on DSW wages, organizations reported on full time and part time DSW separately if they indicated that they could do so. Otherwise, they reported on all DSWs who worked in their organization. Data reported were used to compute turnover, turnover within six months of hire, turnover within twelve months of hire, and vacancy rate. Formulas used to compute these data are provided in Appendix A.

Statistical tests were done for turnover rate, turnover within six months of being hired, turnover within twelve months of being hired, vacancy rate, wages and hours worked weekly between regions. Statistically significant differences between regions are reported with these outcomes where they were possible. It is important to consider with respect to full-time and part-time results that only 56.7% of the organizations could split their DSWs to report in this manner. The results only reflect full-time and part-time DSW in about half of the sample. Results may differ if all organizations were able to report separately on full time and part time DSWs.

Organizations Reporting on Full Time and Part Time DSWs Separately

Organizations were asked whether or not they could report separately on full time and part time DSWs' wages and retention information.

Of the 178 organizations who answered the question, 101 (56.7%) were able to split their Direct Support Workers by Full- and Part-time while 47 (43.3%) could not.

For the 87 organizations who provided their highest service percent in the **Metro region** and answered this question, 47 (54.0%) were able to split their Direct Support Workers by Full- and Part-time while 40 (46.0%) could not.

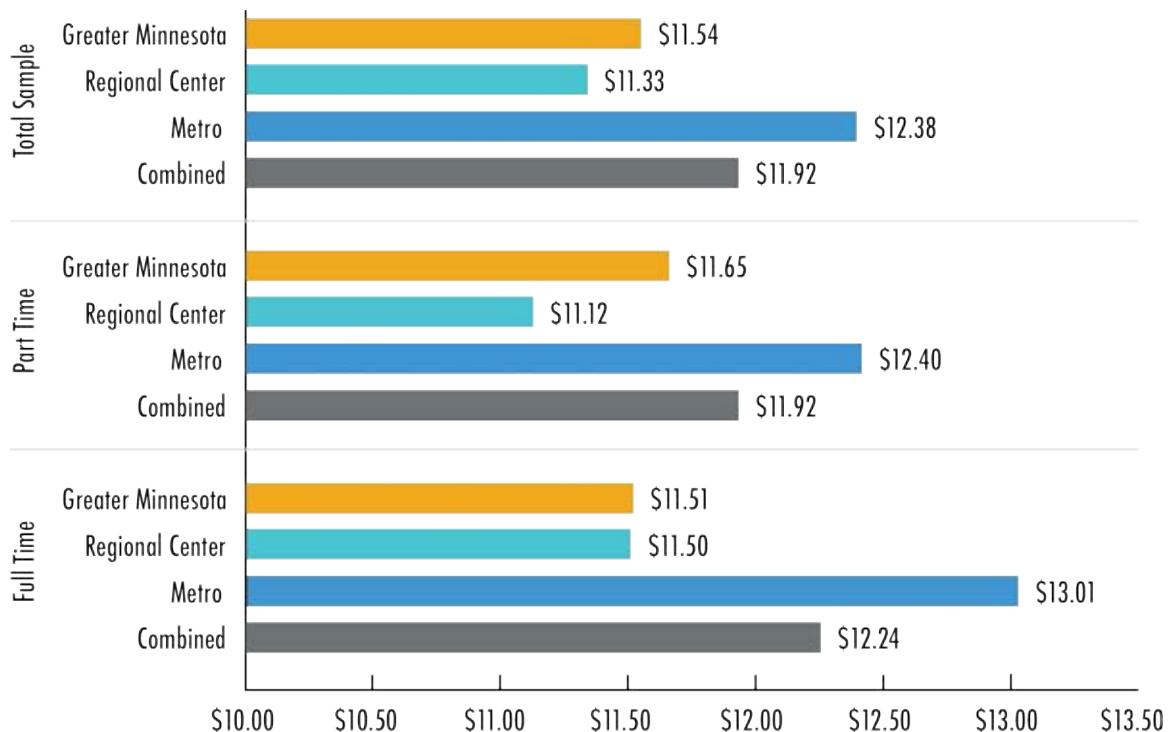
For the 26 organizations who provided their highest service percent in the **Regional Center region** and answered this question, 13 (50.0%) were able to split their Direct Support Workers by Full- and Part-time while 13 (50.0%) could not.

For the 65 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, 41 (63.1%) were able to split their Direct Support Workers by Full- and Part-time while 24 (36.9%) could not.

Average Starting Hourly Awake Direct Support Worker Wages

Organizations were asked to report the average starting wage per hour for DSW providing awake direct support service on December 31, 2018 (including regular hourly wage, NOT including overtime wages). These average awake starting wages by total, part time and full time, total sample, and by region are depicted in the figure below.

Figure 9. Average Starting Hourly Awake DSW Wage



DSW (Full-time) Average Starting Awake Wage

For the 91 organizations who answered this question, the average Direct Support Worker (Full-time) starting awake wage on 12/31/2017 was \$12.24 (SD = \$2.71; median = \$12.00). The Direct Support Worker (Full-time) starting awake wage on 12/31/2017 ranged from \$10.00 to \$35.00.

For the 44 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Full-time) starting awake wage on 12/31/2017 was \$13.01 (SD = \$3.63; median = \$12.00). The Direct Support Worker (Full-time) starting awake wage on 12/31/2017 ranged from \$10.00 to \$35.00.

For the 12 organizations whose highest percent of service was in the **Regional Center region** and who answered this question, the average Direct Support

Worker (Full-time) starting awake wage on 12/31/2017 was \$11.50 (SD = \$0.75; median = \$11.51). The Direct Support Worker (Full-time) starting awake wage on 12/31/2017 ranged from \$10.00 to \$13.00.

For the 35 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Full-time) starting awake wage on 12/31/2017 was \$11.51 (SD = \$1.01; median = \$11.55). The Direct Support Worker (Full-time) starting awake wage on 12/31/2017 ranged from \$10.00 to \$15.02.

Starting awake wages are significantly higher for full-time DSWs working in organizations in the Metro region than those in the Greater Minnesota region (\$13.01 and \$11.51, respectively; p=0.028).

Starting awake wages are significantly higher for full-time DSWs working in organizations in the Metro region (\$13.01) than those in the Greater Minnesota region (\$11.51).

DSW (Part-time) Average Starting Awake Wage

For the 96 organizations who answered this question, the average Direct Support Worker (Part-time) starting awake wage on 12/31/2017 was \$11.92 (SD = \$1.62; median = \$11.78). The Direct Support Worker (Part-time) starting awake wage on 12/31/2017 ranged from \$9.50 to \$21.00.

For the 44 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Part-time) starting awake wage on 12/31/2017 was \$12.40 (SD = \$1.43; median = \$12.00). The Direct Support Worker (Part-time) starting awake wage on 12/31/2017 ranged from \$10.00 to \$16.99.

For the 13 organizations whose highest percent of service was in the **Regional**

Center region and answered this question, the average Direct Support Worker (Part-time) starting awake wage on 12/31/2017 was \$11.12 (SD = \$0.79; median = \$11.10). The Direct Support Worker (Part-time) starting awake wage on 12/31/2017 ranged from \$9.65 to \$12.05.

For the 39 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Part-time) starting awake wage on 12/31/2017 was \$11.65 (SD = \$1.88; median = \$11.40). The Direct Support Worker (Part-time) starting awake wage on 12/31/2017 ranged from \$9.50 to \$21.00.

Starting awake wages are significantly higher for part-time DSWs working in organizations in the Metro region than those in the Regional Center region (\$12.40 and \$11.12, respectively; p=0.017).

Starting awake wages are significantly higher for part-time DSWs working in organizations in the Metro region (\$12.40) than those in the Regional Center region (\$11.12).

DSW (Total Sample) Average Starting Awake Wage

For the 169 organizations who answered this question, the average Direct Support Worker (Total) starting awake wage on 12/31/2017 was \$11.92 (SD = \$1.36; median = \$11.88). The Direct Support Worker (Total) starting awake wage on 12/31/2017 ranged from \$9.50 to \$17.50.

The average starting hourly awake DSW wage in the total sample was \$11.92.

For the 83 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Total) starting awake wage on 12/31/2017 was \$12.38 (SD = \$1.47; median = \$12.00). The Direct Support Worker (Total) starting awake wage on 12/31/2017 ranged from \$10.00 to \$17.50.

For the 25 organizations whose highest percent of service was in the **Regional Center region** and answered this question, the average Direct Support Worker (Total) starting awake wage on 12/31/2017 was \$11.33 (SD = \$0.78; median = \$11.50). The Direct Support Worker (Total) starting awake wage on 12/31/2017 ranged from \$9.90 to \$12.90.

For the 61 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Total) starting awake wage on 12/31/2017 was \$11.53 (SD = \$1.17; median = \$11.50). The Direct Support Worker (Total) starting awake wage on 12/31/2017 ranged from \$10.00 to \$15.37.

Starting awake wages are significantly higher for all DSWs (full-time and part-time combined) working in organizations in the Metro region (\$12.38) than those in the Regional Center region and Greater Minnesota region (\$11.33 and \$11.54, respectively; $p<0.001$).

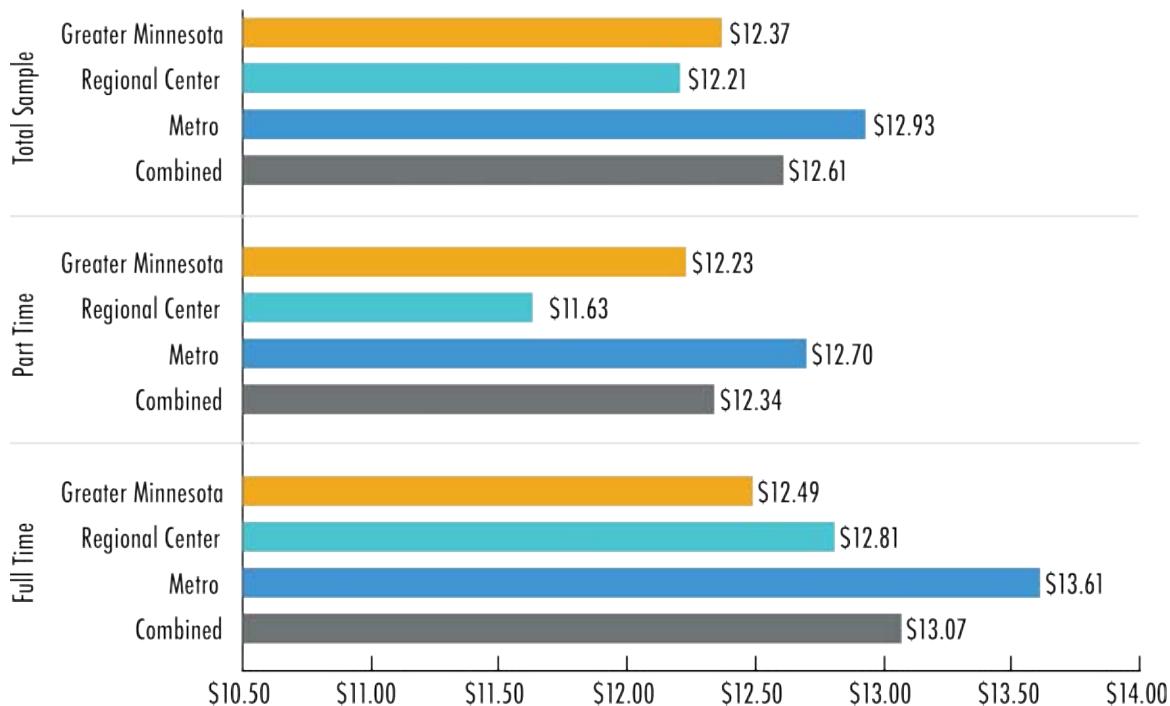
Starting awake wages are significantly higher for all DSWs (full-time and part-time combined) working in organizations in the Metro region (\$12.38) than those in the Regional Center region and Greater Minnesota region (\$11.33 and \$11.54, respectively).

Average Hourly Awake Direct Support Worker Wages

Organizations were asked to report the average wage per hour for DSW providing

awake direct support service on December 31, 2018 (including regular hourly wage, NOT including overtime wages). These average awake hourly wages by total, part time, full time, and the total sample, and by region are depicted in the figure below. There were no significant differences in average hourly awake direct support worker wages across regions for full time, part time, or total sample.

Figure 10. Average Hourly Awake DSW Wage



DSW (Full-time) Average Awake Wage

For the 88 organizations who answered this question, the average Direct Support Worker (Full-time) awake wage on 12/31/2017 was \$13.07 (SD = \$2.83; median = \$12.45). The Direct Support Worker (Full-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$35.00.

For the 42 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Full-time) awake wage on 12/31/2017 was \$13.61 (SD = \$3.77; median = \$13.06). The Direct Support Worker (Full-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$35.00.

For the 12 organizations whose highest percent of service was in the **Regional Center region** and answered this question, the average Direct Support Worker (Full-time) awake wage on 12/31/2017 was \$12.81 (SD = \$1.44; median = \$12.91). The Direct Support Worker (Full-time) average awake wage on

12/31/2017 ranged from \$10.00 to \$15.30.

For the 34 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Full-time) awake wage on 12/31/2017 was \$12.49 (SD = \$1.38; median = \$12.24). The Direct Support Worker (Full-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$15.74.

There were no significant differences in average awakes wages for full-time DSWs.

DSW (Part-time) Average Awake Wage

For the 91 organizations who answered this question, the average Direct Support Worker (Part-time) awake wage on 12/31/2017 was \$12.34 (SD = \$1.89; median = \$12.00). The Direct Support Worker (Part-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$23.00.

For the 39 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Part-time) awake wage on 12/31/2017 was \$12.70 (SD = \$1.61; median = \$12.00). The Direct Support Worker (Part-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$16.99.

For the 13 organizations whose highest percent of service was in the **Regional Center region** and answered this question, the average Direct Support Worker (Part-time) awake wage on 12/31/2017 was \$11.63 (SD = \$1.00; median = \$11.65). The Direct Support Worker (Part-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$13.59.

For the 60 organizations whose highest percent of service was in the **Greater**

Minnesota region and answered this question, the average Direct Support Worker (Part-time) awake wage on 12/31/2017 was \$12.23 (SD = \$2.29; median = \$11.75). The Direct Support Worker (Part-time) average awake wage on 12/31/2017 ranged from \$10.00 to \$23.00.

There were no significant differences in average awakes wages for part-time DSWs.

DSW (Total Sample) Average Awake Wage

For the 162 organizations who answered this question, the average Direct Support Worker (Total) awake wage on 12/31/2017 was \$12.61 (SD = \$1.56; median = \$12.04). The Direct Support Worker (Total) average awake wage on 12/31/2017 ranged from \$10.00 to \$18.84.

 The average hourly awake DSW wage in the total sample was \$12.61.

For the 77 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Total) awake wage on 12/31/2017 was \$12.93 (SD = \$1.66; median = \$12.28). The Direct Support Worker (Total) average awake wage on 12/31/2017 ranged from \$10.25 to \$18.84.

For the 25 organizations whose highest percent of service was in the **Regional Center region** and answered this question, the average Direct Support Worker (Total) awake wage on 12/31/2017 was \$12.21 (SD = \$1.13; median = \$12.00). The Direct Support Worker (Total) average awake wage on 12/31/2017 ranged from \$10.00 to \$15.84.

For the 60 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Total) awake wage on 12/31/2017 was \$12.37 (SD = \$1.51; median = \$12.03). The

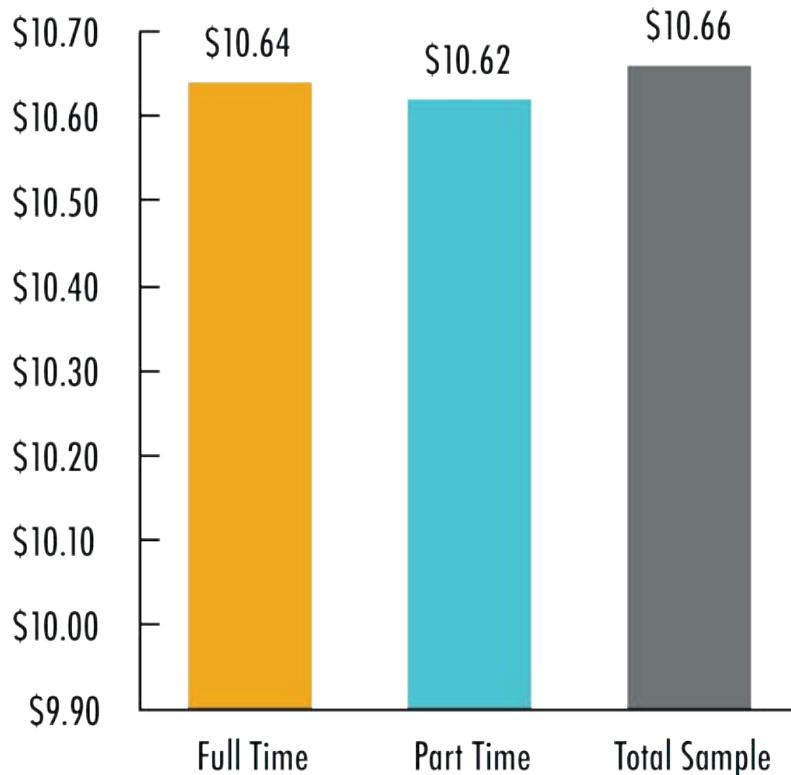
Direct Support Worker (Total) average awake wage on 12/31/2017 ranged from \$10.00 to \$17.25.

There were no significant differences in average awakes wages for DSWs (full-time and part-time combined).

Average Starting Hourly Asleep Direct Support Worker Wages

Organizations were asked to report the average starting hourly wage per hour for DSW providing asleep direct support service on December 31, 2018 (including regular hourly wage, NOT including overtime). These average asleep starting wages by the total sample, part time and full time are depicted in the figure below. Sample sizes for individual regions were too small to be considered representative of the region overall, so these were not presented.

Figure 11. Average Starting Hourly Asleep Wage



DSW (Full-time) Average Starting Asleep Wage

For the 34 organizations who answered this question, the average Direct Support Worker (Full-time) starting asleep wage on 12/31/2017 was \$10.64 (SD = \$1.07; median= \$10.79). The Direct Support Worker (Full-time) starting asleep wage on 12/31/2017 ranged from \$9.50 to \$12.00.

DSW (Part-time) Average Starting Asleep Wage

For the 38 organizations who answered this question, the average Direct Support Worker (Part-time) starting asleep wage on 12/31/2017 was \$10.62 (SD = \$1.04; median = \$10.79). The Direct Support Worker (Part-time) starting asleep wage on 12/31/2017 ranged from \$9.50 to \$12.27.

DSW (Total Sample) Average Starting Asleep Wage

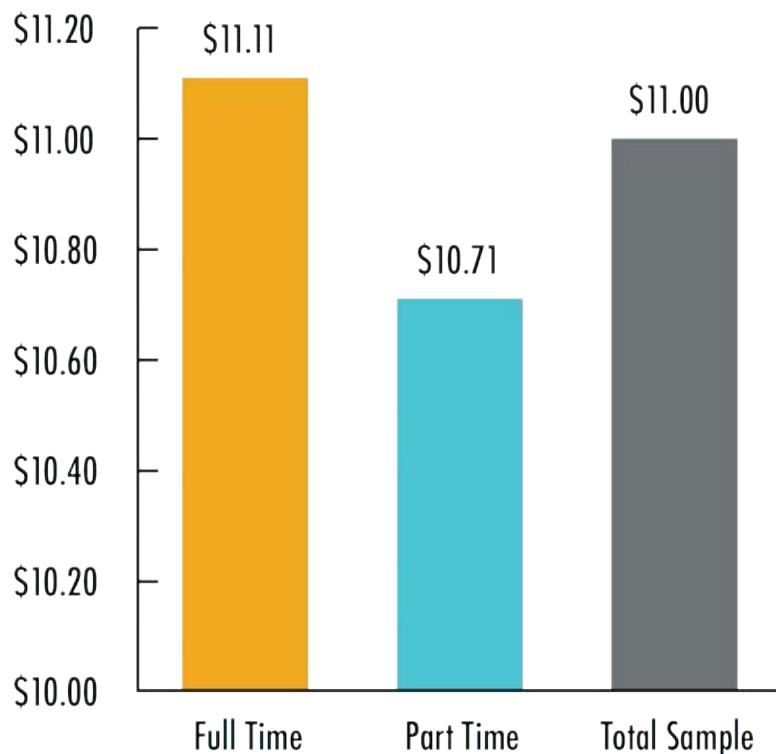
For the 81 organizations who answered this question, the average Direct Support Worker (Total) starting asleep wage on 12/31/2017 was \$10.66 (SD = \$1.35; median = \$10.00). The Direct Support Worker (Total) starting asleep wage on 12/31/2017 ranged from \$8.50 to \$15.50.

Average Hourly Asleep Direct Support Worker Wages

Organizations were asked to report the average hourly wage per hour for DSW providing asleep direct support service on December 31, 2018 (including regular hourly wage, NOT including overtime). These average asleep hourly wages by

total, part time and fulltime are depicted in the figure below. Sample sizes for individual regions were too small to be considered representative of the region overall, so these were not presented.

Figure 12. Average Hourly Asleep DSW Wage



DSW (Full-time) Average Asleep Wage

For the 34 organizations who answered this question, the average Direct Support Worker (Full-time) asleep wage on 12/31/2017 was \$11.11 (SD = \$1.98; median = \$11.00). The Direct Support Worker (Full-time) average asleep wage on 12/31/2017 ranged from \$9.50 to \$20.00.

DSW (Part-time) Average Asleep Wage

For the 37 organizations who answered this question, the average Direct Support Worker (Part-time) asleep wage on 12/31/2017 was \$10.71 (SD = \$1.14; median = \$10.75). The Direct Support Worker (Part-time) average asleep wage on 12/31/2017 ranged from \$9.50 to \$14.00.

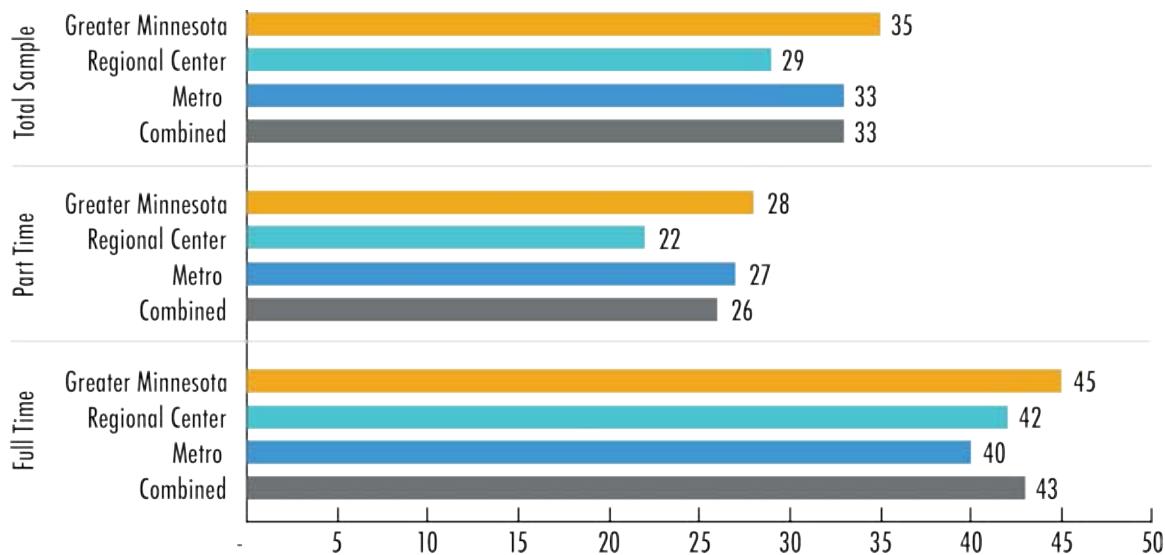
DSW (Total Sample) Average Asleep Wage

For the 80 organizations who answered this question, the average Direct Support Worker (Total) asleep wage on 12/31/2017 was \$11.00 (SD = \$1.89; median = \$10.23). The Direct Support Worker (Total) average asleep wage on 12/31/2017 ranged from \$8.70 to \$20.00.

Direct Support Worker Average Hours Worked in the Organization per Week

Organizations were asked to report on the average number of hours per week that DSWs work in their organization, across all full-time and part-time DSWs employed in the organization. "Total Sample" includes organizations that could not report separately on full time and part time workers. These results are reported in the figure below. Across full time, part time, and the total sample, there were no significant differences by region.

Figure 13. DSW Average Hours Worked in the Organization per Week by FT/PT/Total and Region



DSW (Full-time) Hours Worked Weekly

For the 81 organizations who answered this question, the average Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 was 43 (SD = 15; median = 40). The Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 ranged from 14 to 100.

For the 35 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 was 40 (SD = 13; median = 40). The Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 ranged from 14 to 91.

For the 12 organizations whose highest percent of service was in the **Region Center region** and answered this question, the average Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 was 42 (SD = 12; median = 40). The Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 ranged from 35 to 80.

For the 34 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 was 45 (SD = 17; median = 40). The Direct Support Worker (Full-time) hours worked weekly on 12/31/2017 ranged from 20 to 100.

There were no significant differences in hours worked weekly for full-time DSWs by region.

DSW (Part-time) Hours Worked Weekly

For the 82 organizations who answered this question, the average Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 was 26 (SD = 13; median = 25). The Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 ranged from 14 to 100.

For the 32 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 was 27 (SD = 9; median = \$25.25). The Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 ranged from 10 to 49.

For the 13 organizations whose highest percent of service was in the **Region Center region** and answered this question, the average Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 was 22 (SD = 8; median = 25). The Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 ranged from 5 to 35.

For the 37 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Part-time) hours worked weekly on 12/31/2017 was 28 (SD = 16; median = 25). The Direct Support Worker (Part-time) hours worked weekly on

12/31/2017 ranged from 7 to 100.

There were no significant differences in hours worked weekly for part-time DSWs by region.

DSW (Total Sample) Hours Worked Weekly

For the 140 organizations who answered this question, the average Direct Support Worker (Total) hours worked weekly on 12/31/2017 was 33 (SD = 13; median = 32). The Direct Support Worker (Total) hours worked weekly on 12/31/2017 ranged from 14 to 100.

For the 63 organizations whose highest percent of service was in the **Metro region** and answered this question, the average Direct Support Worker (Total) hours worked weekly on 12/31/2017 was 33 (SD = 12; median = \$32.22). The Direct Support Worker (Total) hours worked weekly on 12/31/2017 ranged from 8 to 80.

For the 23 organizations whose highest percent of service was in the **Region Center region** and answered this question, the average Direct Support Worker (Total) hours worked weekly on 12/31/2017 was 29 (SD = 8; median = 28). The Direct Support Worker (Total) hours worked weekly on 12/31/2017 ranged from 15 to 46.

For the 54 organizations whose highest percent of service was in the **Greater Minnesota region** and answered this question, the average Direct Support Worker (Total) hours worked weekly on 12/31/2017 was 35 (SD = 15; median = 32). The Direct Support Worker (Total) hours worked weekly on 12/31/2017 ranged from 15 to 100.

There were no significant differences in hours worked weekly for DSWs (full-time and part-time combined) by region.

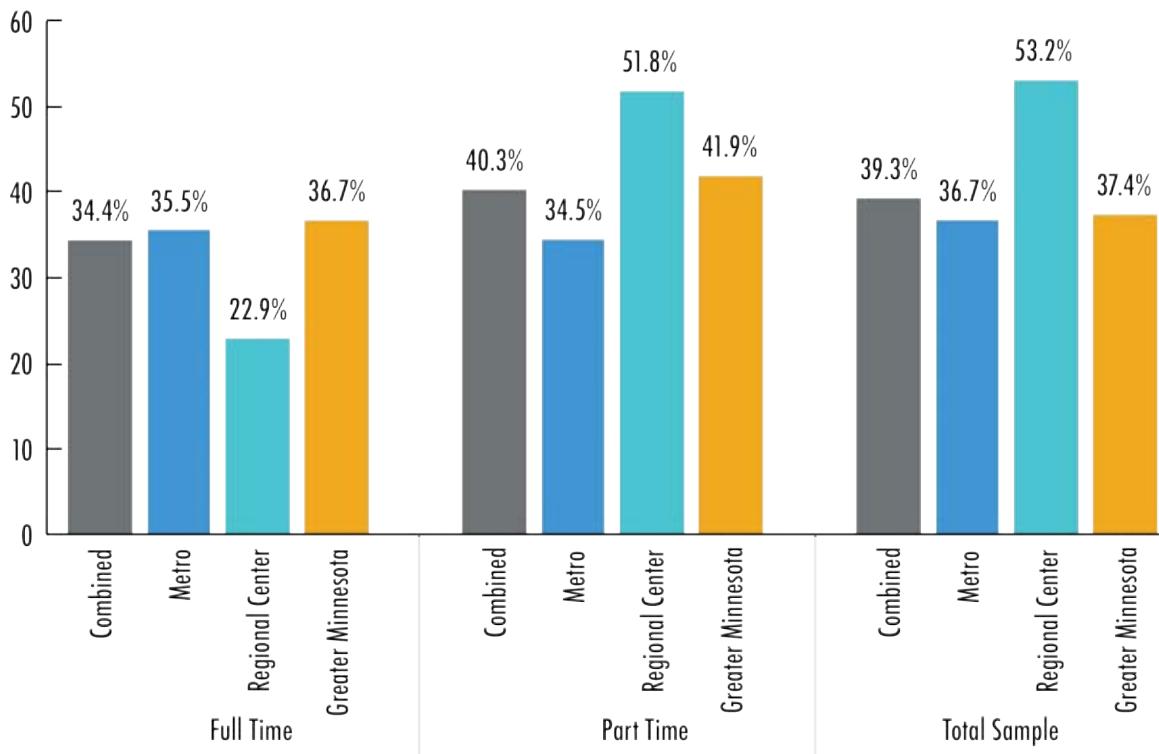
Direct Support Worker Annual Turnover

DSW turnover was calculated by taking the number of DSWs who left in 2017 and dividing by the total number of DSW employed and the number of DSW vacant positions. This proportion was multiplied by 100 to get a percent of turnover.

#dsw leavers in prior year
X100

These percentages are reported below for part time, full time, and the total sample and by region. For DSW turnover rate in the last 12 months, there were no significant differences between regions across full time, part time, and total sample.

Figure 14. Average DSW Turnover Rate



DSW Full-time Turnover Rate

For the 79 organizations who provided data for full-time DSWs turnover rate in the last 12 months, the average turnover rate was 34.4% (SD = 33.9%; median = 28.4%). The full-time DSW turnover rate in the last 12 months ranged from 0.0% to 186.7%.

For the 37 organizations whose highest percent of service was in the Metro region and who provided data for full-time DSWs turnover rate in the last 12 months, the average turnover rate was 35.5% (SD = 27.6%; median = 29.2%). The full-time DSW crude separation rate in the last 12 months ranged from 0.0% to 100.0%.

For the 10 organizations whose highest percent of service was in the Regional Center and who provided data for full-time DSWs turnover rate in the last 12

months, the average turnover rate was 22.9% (SD = 23.5%; median = 20.6%). The full-time DSW crude separation rate in the last 12 months ranged from 0.0% to 57.1%.

For the 32 organizations whose highest percent of service was in the Greater Minnesota region and who provided data for full-time DSWs crude separation rate in the last 12 months, the average crude separation rate was 36.7% (SD = 42.4%; median = 25.1%). The full-time DSW crude separation rate in the last 12 months ranged from 0.0% to 186.7%.

There were no significant differences in turnover rate for full-time DSWs.

DSW Part-time Turnover Rate

For the 83 organizations who provided data for part-time DSWs turnover rate in the last 12 months, the average turnover rate was 40.3% (SD = 38.4%; median = 33.3%). The part-time DSW turnover rate in the last 12 months ranged from 0.0% to 175.0%.

For the 35 organizations whose highest percent of service was in the Metro region and who provided data for part-time DSWs turnover rate in the last 12 months, the average turnover rate was 34.5% (SD = 25.9%; median = 25.9%). The part-time DSW turnover rate in the last 12 months ranged from 0.0% to 93.4%.

For the 13 organizations whose highest percent of service was in the Regional Center and who provided data for part-time DSWs turnover rate in the last 12 months, the average turnover rate was 51.8% (SD = 49.8%; median = 26.6%). The part-time DSW turnover rate in the last 12 months ranged from 3.7% to 166.5%.

For the 35 organizations whose highest percent of service was in the Greater Minnesota region and who provided data for part-time DSWs crude separation rate

in the last 12 months, the average crude separation rate was 41.9% (SD = 43.8%; median = 40.0%). The part-time DSW crude separation rate in the last 12 months ranged from 0.0% to 175.0%.

There were no significant differences in turnover rate for part-time DSWs.

DSW Total Turnover Rate

For the 138 organizations who provided data for DSWs turnover rate in the last 12 months, the average turnover rate was 39.3% (SD = 29.5%; median = 33.3%). The DSW crude separation rate in the last 12 months ranged from 0.0% to 150.8%.

The average annual DSW turnover rate in the total sample was 39.3%.

For the 66 organizations whose highest percent of service was in the **Metro region** and who provided data for DSWs turnover rate in the last 12 months, the average turnover rate was 36.7% (SD = 27.8%; median = 33.3%). The DSW turnover rate in the last 12 months ranged from 0.0% to 137.9%.

For the 19 organizations whose highest percent of service was in the **Regional Center region** and who provided data for DSWs turnover rate in the last 12 months, the average turnover rate was 53.2% (SD = 35.1%; median = 46.8%). The DSW turnover rate in the last 12 months ranged from 9.5% to 150.8%.

For the 53 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for DSWs crude separation rate in the last 12 months, the average crude separation rate was 37.4% (SD = 28.7%; median = 31.3%). The DSW crude separation rate in the last 12 months ranged from 0.0% to 129.4%.

There were no significant differences in turnover for DSWs (full-time and part-time combined).

Direct Support Worker Turnover within Six Months of Being Hired

The percent of DSW turnover within six-months of being hired was calculated by taking the number of DSWs who left in 2017 within six months of being hired and dividing by the total number of DSW who left their position in 2017. This proportion was multiplied by 100 to get a percentage. So, of those DSW who left their position in the previous year, this percentage reports who left within six months of being hired.

#dsw leavers within 6 months of hire
X100

These percentages are reported below for part time, full time, and the total sample and by region. There were no significant differences between regions across full time, part time, and total sample.

DSW Full-time Turnover within 6-Months of Being Hired

For the 66 organizations who provided data for full-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 40.8% (SD = 30.4%; median = 40.0%). The full-time DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

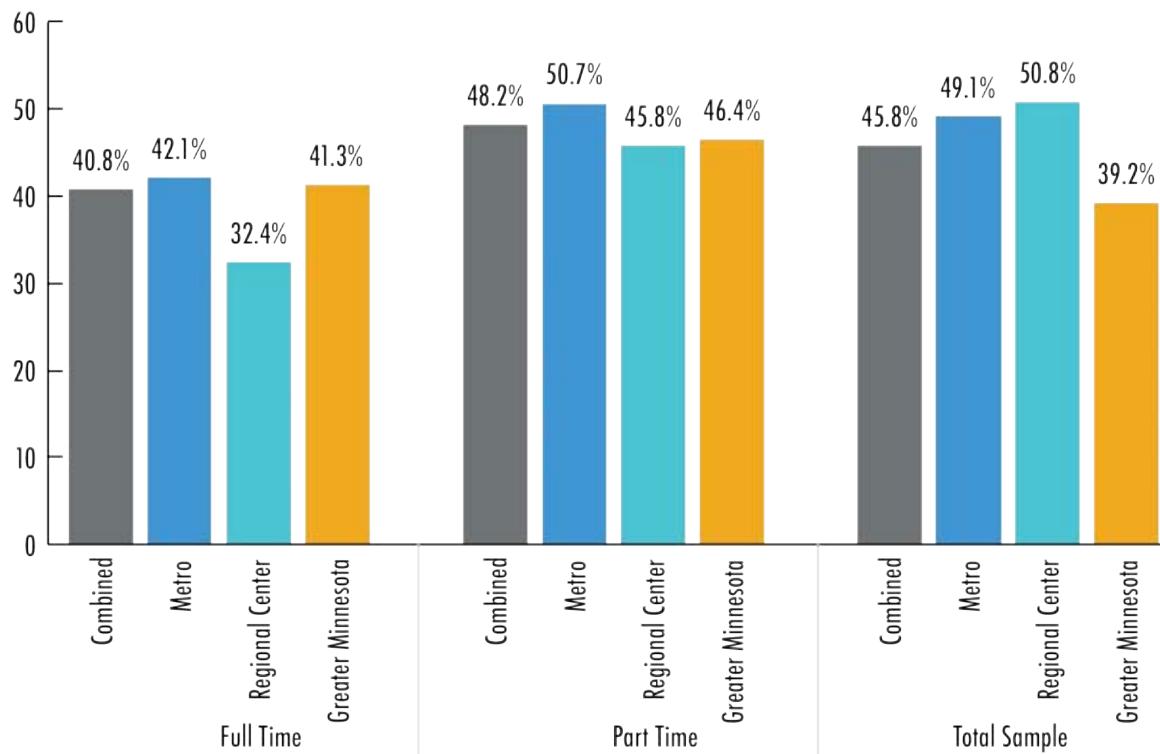
For the 33 organizations whose highest percent of service was in the **Metro region** and who provided data for full-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 42.1% (SD = 30.7%; median= 40.0%). The full-time DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 7 organizations whose highest percent of service was in the **Regional Center region** and who provided data for full-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 32.4% (SD = 13.6%; median = 33.3%). The full-time DSW turnover within 6-months of being hired ranged from 6.3% to 50.0%.

For the 26 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for full-time DSW leavers in the last 6 months, the average leavers within the 6-month tenure was 41.3% (SD = 33.5%; median = 37.6%). The full-time DSW leavers within the 6-month tenure ranged from 0.0% to 100.0%.

There were no significant differences by region in turnover within 6-months of being hire for full-time DSWs.

Figure 15. DSW Turnover within Six Months of Being Hired



DSW Part-time Turnover within 6-Months of Being Hired

For the 74 organizations who provided data for part-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 48.2% (SD = 31.8%; median = 49.0%). The part-time DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 33 organizations whose highest percent of service was in the **Metro region** and who provided data for part-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 50.7% (SD = 32.2%; median= 50.0%). The part-time DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 13 organizations whose highest percent of service was in the **Regional Center region** and who provided data for part-time DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired

was 45.8% (SD = 28.8%; 48.0%). The part-time DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 28 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for part-time DSW leavers in the last 6 months, the average leavers within the 6-month tenure was 46.4% (SD = 33.6%; median = 48.2%). The part-time DSW leavers within the 6-month tenure ranged from 0.0% to 100.0%.

There were no significant differences by region in turnover within six months of being hired for part-time DSWs.

DSW Total Turnover within 6-Months of Being Hired

For the 127 organizations who provided data for DSW who left their position in the last 6 months, the average DSW turnover within 6-months of being hired was 45.8% (SD = 27.2%; median = 46.2%). The DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

Of the DSWs who left their positions in 2017, 45.8% left within six months of hire.

For the 62 organizations whose highest percent of service was in the **Metro region** and who provided data for DSW turnover in the last 6 months, the average DSW turnover within 6-months of being hired was 49.1% (SD = 26.8%; median = 50.0%). The DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 19 organizations whose highest percent of service was in the **Regional Center region** and who provided data for DSW who left their position in the last 6

months, the average DSW turnover within 6-months of being hired was 50.8% (SD = 22.1%; median= 45.2%). The DSW turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 46 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for DSW leavers in the last 6 months, the average leavers within the 6-month tenure was 39.2% (SD = 28.8%; median = 39.7%). The DSW leavers within the 6-month tenure ranged from 0.0% to 100.0%.

There were no significant differences by region in turnover within 6-months of being hired for DSWs (full-time and part-time combined).

Direct Support Worker Turnover within 12 Months of Being Hire

The percent of DSW turnover within 12-months of being hired was calculated by taking the number of DSWs who left in 2017 within 12 months of being hired and dividing by the total number of DSW who left their position in 2017. This proportion was multiplied by 100 to get a percentage. So, of those DSW who left their position in the previous year, this percentage reports who left within twelve months of being hired.

#dsw leavers within 12 months of hire
X100

These percentages are reported below for part time, full time, and the total sample and by region. There were no significant differences between regions across full time, part time, and total sample.

DSW Full-time Turnover within 12-Months of Being Hired

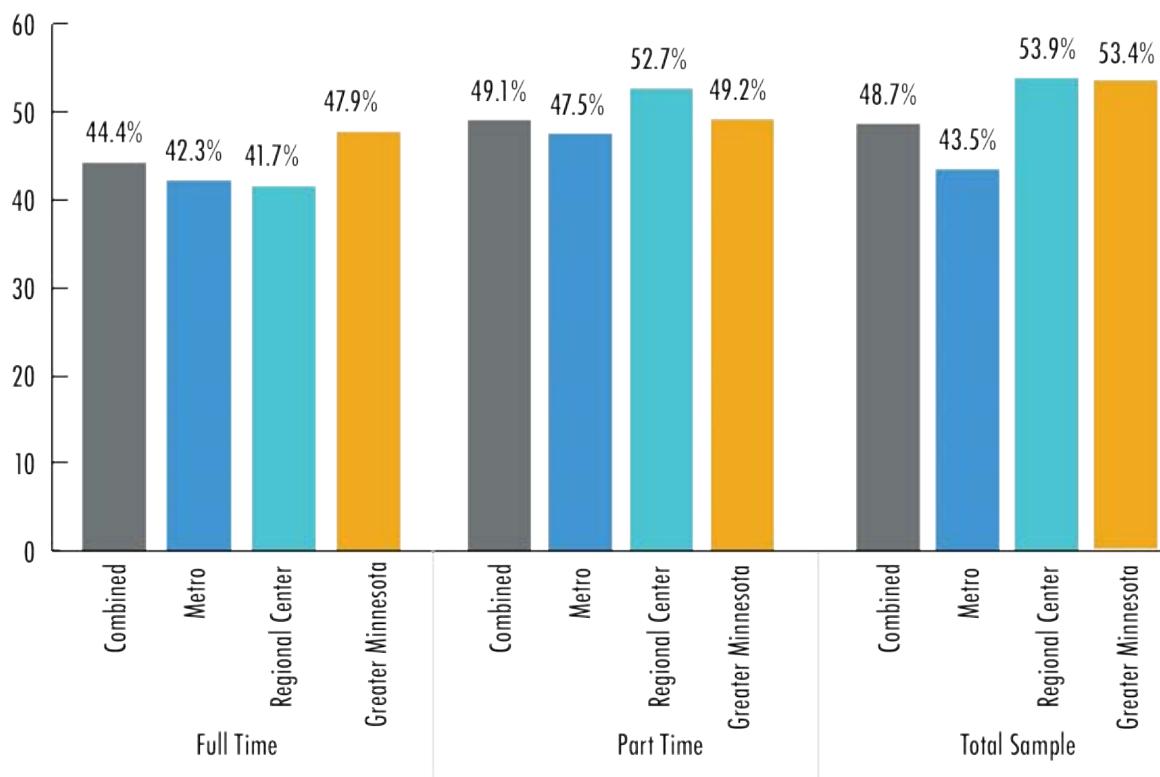
For the 68 organizations who provided data for full-time DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 44.4% (SD = 30.7%; median = 47.4%). The full-time DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 35 organizations whose highest percent of service was in the **Metro region** and who provided data for full-time DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 42.3% (SD

= 31.1%; median= 40.0%). The full-time DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 7 organizations whose highest percent of service was in the **Regional Center region** and who provided data for full-time DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 41.7% (SD = 20.3%; median = 42.9%). The full-time DSW turnover within 12-months of being hired ranged from 6.3% to 69.2%.

Figure 16. DSW Turnover within Twelve Months of Being Hired



For the 26 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for full-time DSW leavers in the last 12 months, the average leavers within the 12-month tenure was 47.9% (SD = 33.0%; median = 50.0%). The full-time DSW leavers within the 12-month tenure ranged from 0.0% to 100.0%.

There were no significant differences in turnover within 12-months of being

hired for full-time DSWs.

DSW Part-time Turnover within 12-Months of Being Hired

For the 73 organizations who provided data for part-time DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 49.1% (SD = 32.4%; median = 50.0%). The part-time DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 32 organizations whose highest percent of service was in the **Metro region** and who provided data for part-time DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 47.5% (SD = 31.1%; median= 50.0%). The part-time DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 13 organizations whose highest percent of service was in the **Regional Center region** and who provided data for part-time DSW who left their position in the last 12months, the average DSW turnover within 12-months of being hired was 52.7% (SD =33.5%; median = 66.7%). The part-time DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 28 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for part-time DSW leavers in the last 12 months, the average leavers within the 12-month tenure was 49.2% (SD = 34.4%; median = 47.7%). The part-time DSW leavers within the 12-month tenure ranged from 0.0% to 100.0%.

There were no significant differences in turnover within 12-months of being hired for part-time DSWs.

DSW Total Sample Turnover within 12-Months of Being Hired

For the 126 organizations who provided data for DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 48.7% (SD= 27.7%; median = 46.4%). The DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 61 organizations whose highest percent of service was in the **Metro region** and who provided data for DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 43.5% (SD = 27.4%; median = 41.8%). The DSW turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 19 organizations whose highest percent of service was in the **Regional Center region** and who provided data for DSW who left their position in the last 12 months, the average DSW turnover within 12-months of being hired was 53.9% (SD = 23.1%; median= 58.3%). The DSW turnover within 12-month of being hired ranged from 13.3% to 100.0%.

For the 46 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for DSW leavers in the last 12 months, the average leavers within the 12-month tenure was 53.4% (SD = 29.2%; median = 50.0%). The DSW leavers within the 12-month tenure ranged from 0.0% to 100.0%.

There were no significant differences in turnover within 12-months of being hire for DSWs (full-time and part-time combined).

Direct Support Worker Vacancy Rate

The DSW vacancy rate was calculated by taking the number of vacant DSW

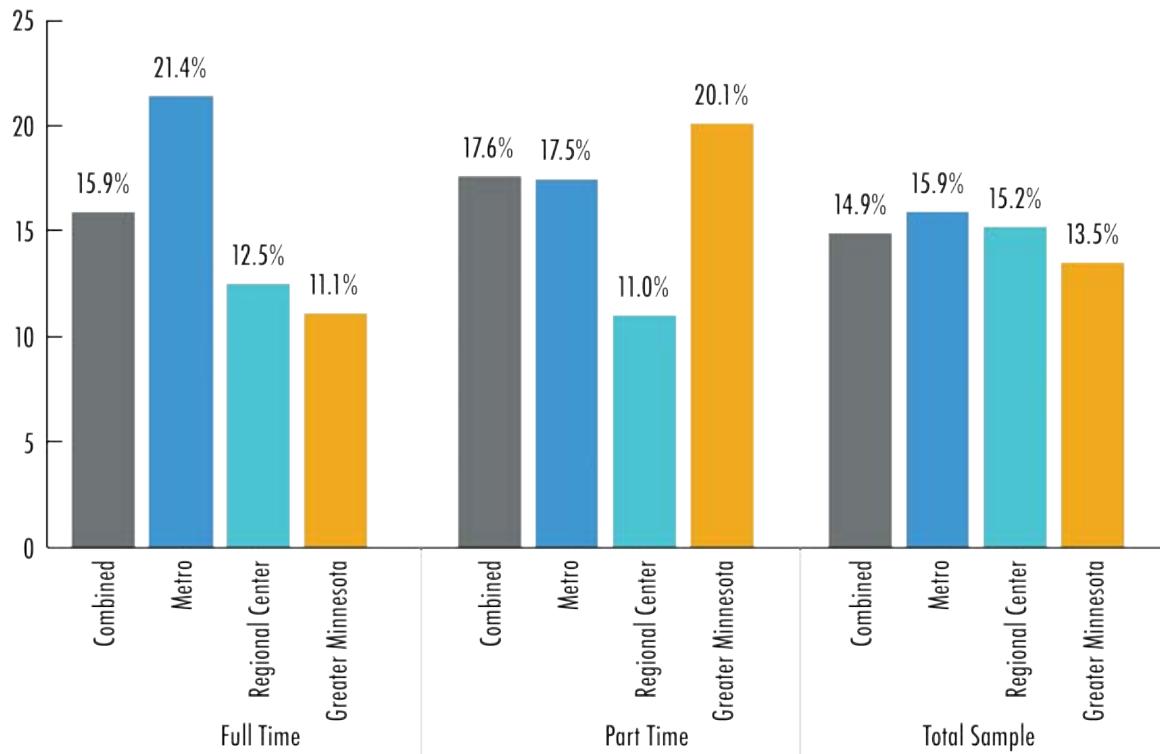
positions and dividing by the total number of DSW employed and the number of DSW vacancies. This proportion was multiplied by 100 to get a percentage. So, of the number of total funded DSW positions in the organization, the vacancy rate specifies the number of these that are unfilled.

#dsw vacancies
X100

These percentages are reported below for part time, full time, and the total sample and by region. There were no significant differences between regions across full time, part time, and total sample.

There were no significant differences by region for vacancy rates across full time, part time, and the total sample.

Figure 17. Average DSW Vacancy Rate



DSW Full-time Vacancy Rate

For the 80 organizations who provided data for full-time DSW vacancy rate, the average vacancy rate was 15.9% (SD = 19.3%; median = 10.4%). The full-time DSW vacancy rate ranged from 0.0% to 100.0%.

For the 36 organizations whose highest percent of service was in the **Metro region** and who provided data for full-time DSW vacancy rate, the average vacancy rate was 21.4% (SD = 23.8%; median = 14.7%). The full-time DSW vacancy rate ranged from 0.0% to 100.0%.

For the 10 organizations whose highest percent of service was in the **Regional Center region** and who provided data for full-time DSW vacancy rate, the average vacancy rate was 12.5% (SD = 11.8%; median = 13.0%). The full-time DSW vacancy rate ranged from 0.0% to 28.6%.

For the 34 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for full-time DSW vacancy rate, the average vacancy rate was 11.1% (SD = 13.7%; median = 6.7%). The full-time DSW vacancy rate ranged from 0.0% to 55.6%.

There were no significant differences in vacancy rate for full-time DSWs.

DSW Part-time Vacancy Rate

For the 84 organizations who provided data for part-time DSW vacancy rate, the average vacancy rate was 17.6% (SD = 19.4%; median = 13.2%). The part-time DSW vacancy rate ranged from 0.0% to 100.0%.

For the 35 organizations whose highest percent of service was in the **Metro region** and who provided data for part-time DSW vacancy rate, the average vacancy rate

was 17.5% (SD = 16.7%; median = 13.0%). The part-time DSW vacancy rate ranged from 0.0% to 100.0%.

For the 13 organizations whose highest percent of service was in the **Regional Center region** and who provided data for part-time DSW vacancy rate, the average vacancy rate was 11.0% (SD = 8.6%; median = 10.0%). The part-time DSW vacancy rate ranged from 0.0% to 100.0%.

For the 36 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for part-time DSW vacancy rate, the average vacancy rate was 20.1% (SD = 23.4%; median = 15.5%). The part-time DSW vacancy rate ranged from 0.0% to 100.0%.

There were no significant differences in vacancy rate for part-time DSWs.

DSW Total Vacancy Rate

For the 141 organizations who provided data for DSW vacancy rate, the average vacancy rate was 14.9% (SD = 11.9%; median = 13.5%). The DSW vacancy rate ranged from 0.0% to 69.0%.

Of the DSW positions, 14.9% of these were vacant. DSWs provide needed supports for people with disabilities live and work in the community.

For the 67 organizations whose highest percent of service was in the **Metro region** and who provided data for DSW vacancy rate, the average vacancy rate was 15.9% (SD = 12.9%; median = 14.3%). The DSW vacancy rate ranged from 0.0% to 69.0%.

For the 20 organizations whose highest percent of service was in the **Regional Center region** and who provided data for DSW vacancy rate, the average vacancy rate was 15.2% (SD = 9.8%; median = 15.0%). The DSW vacancy rate ranged from 0.0% to 43.5%.

For the 54 organizations whose highest percent of service was in the **Greater Minnesota region** and who provided data for DSW vacancy rate, the average vacancy rate was 13.5% (SD = 11.3%; median = 11.8%). The DSW vacancy rate ranged from 0.0% to 61.1%.

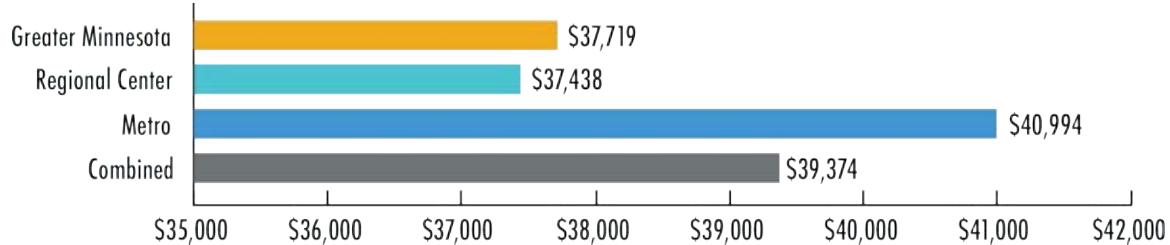
There were no significant differences by region in vacancy rate for DSWs (full-time and part-time combined).

Frontline Supervisors: Salary and Retention

Organizations were asked to report the average starting annual salary and average annual salary for FLS in their organization on December 31, 2017. Average data across regions and combined are depicted in the figures below. Frontline supervisor (FLS) retention was examined in multiple ways. Organizations were asked to report (1) the number of FLS that left the organization in 2017, (2) the number of FLS that would have to be hired to fill all funded but vacant positions, (3) the number of FLS that left in 2017 that had worked in the organization for six months or less, and (4) the number of FLS that left in 2017 that had worked in the organization for twelve months or less. These data are reported for the combined (total) sample as well as by regions. Data reported were used to compute annual turnover rate, turnover within six months of being hired, turnover within twelve months of being hired, and vacancy rate. Formulas used to compute these data are reported in Appendix A.

Frontline Supervisor Average Starting Salary

Figure 18. FLS Average Starting Salary



For the 143 organizations who answered this question, the average Frontline Supervisor starting salary on 12/31/2017 was \$39,374 (SD = \$12,610; median = \$37,440). The Frontline Supervisor starting salary on 12/31/2017 ranged from \$12,000 to \$108,160.

For the 74 organizations who provided their highest service percent in the **Metro region** and answered this question, the average Frontline Supervisor starting salary on 12/31/2017 was \$40,994 (SD = \$11,343; median = \$40,280). The Frontline Supervisor starting salary on 12/31/2017 ranged from \$12,000 to \$86,896.

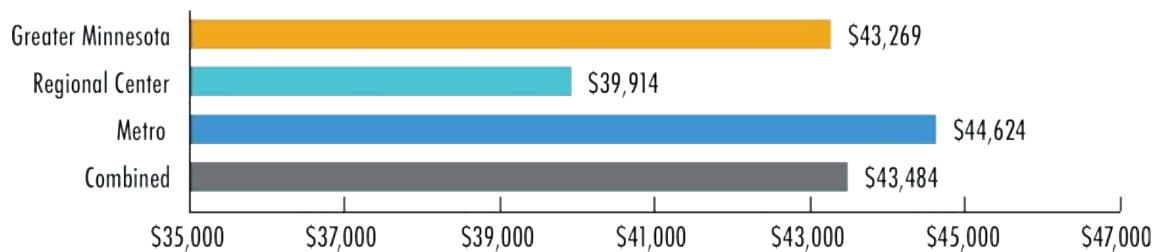
For the 20 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average Frontline Supervisor starting salary on 12/31/2017 was \$37,438 (SD = \$11,278; median = \$35,440). The Frontline Supervisor starting salary on 12/31/2017 ranged from \$25,999 to \$79,040.

For the 49 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average Frontline Supervisor starting salary on 12/31/2017 was \$37,719 (SD = \$14,698; median = \$35,000). The Frontline Supervisor starting salary on 12/31/2017 ranged from \$23,660 to \$108,160.

There were no significant differences in starting salary for FLS.

Frontline Supervisor Average Annual Salary

Figure 19. FLS Average Salary



For the 151 organizations who answered this question, the average Frontline Supervisor salary on 12/31/2017 was \$43,484 (SD = \$15,913; median = \$40,729). The Frontline Supervisor salary on 12/31/2017 ranged from \$11,000 to \$130,000.

For the 76 organizations who provided their highest service percent in the **Metro region** and answered this question, the average Frontline Supervisor salary on 12/31/2017 was \$44,624 (SD = \$16,096; median = \$42,207). The Frontline Supervisor salary on 12/31/2017 ranged from \$11,000 to \$130,000.

For the 21 organizations who provided their highest service percent in the **Regional Center region** and answered this question, the average Frontline Supervisor salary on 12/31/2017 was \$39,914 (SD = \$11,306; median = \$38,730). The Frontline Supervisor salary on 12/31/2017 ranged from \$25,999 to \$79,040.

For the 54 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, the average Frontline Supervisor salary on 12/31/2017 was \$43,269 (SD = \$17,170; median = \$39,053). The Frontline Supervisor salary on 12/31/2017 ranged from \$23,660 to \$113,568.

There were no significant differences in average annual salary for FLS.

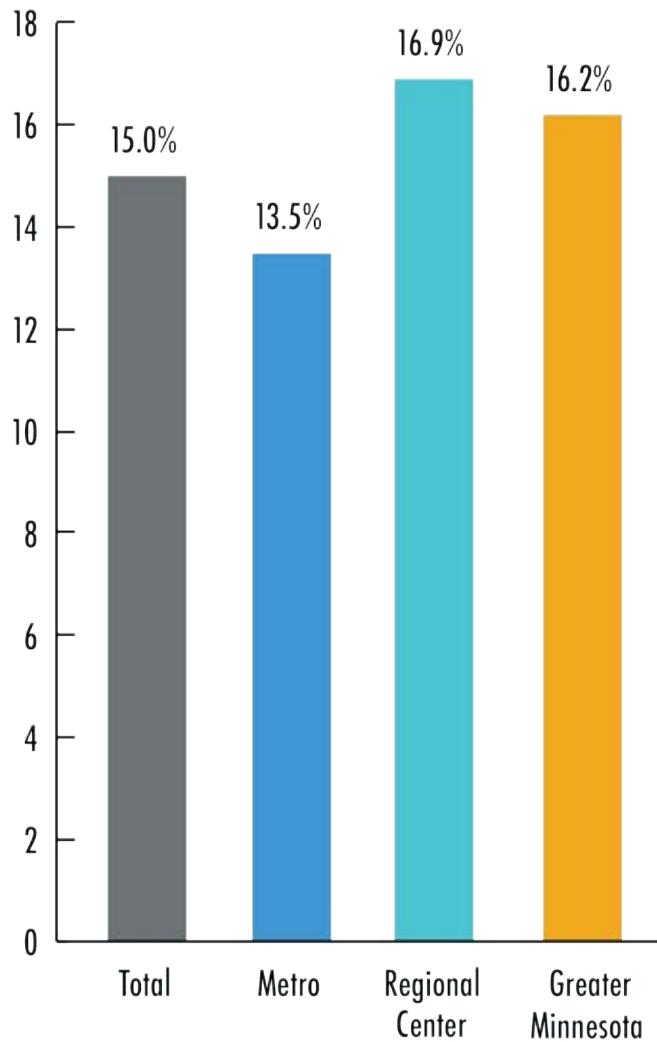
Frontline Supervisor Annual Turnover Rate

FLS turnover rate was calculated by dividing the number of FLSs who left in 2017 by the number of FLS employed plus the number of FLS vacancies. This proportion was multiplied by 100 to get a percentage.

#fls leavers in prior year
x100

These percentages are reported below the total sample and by region. For FLS turnover rate in the last 12 months, there were no significant differences between regions.

Figure 20. Average FLS Turnover Rate



For the 150 organizations who provided data for FLS turnover rate in the last 12 months, the average turnover rate was 15.0% (SD = 23.4%; median = 0%). The FLS turnover rate in the last 12 months ranged from 0.0% to 116.7%.

For the 74 organizations who provided their highest service percent in the **Metro region** and who provided data for FLS turnover rate in the last 12 months, the average turnover rate was 13.5% (SD = 18.1%; median = 0%). The FLS turnover rate in the last 12 months ranged from 0.0% to 83.3%.

For the 23 organizations who provided their highest service percent in the **Regional**

Center region and who provided data for FLS turnover rate in the last 12 months, the average turnover rate was 16.9% (SD = 24.5%; median = 0%). The FLS turnover rate in the last 12 months ranged from 0.0% to 100.0%.

For the 53 organizations who provided their highest service percent in the **Greater Minnesota region** who provided data for FLS turnover rate in the last 12 months, the average turnover rate was 16.2% (SD = 29.2%; median = 0%). The FLS turnover rate in the last 12 months ranged from 0.0% to 116.7%.

There were no significant differences in turnover rate for FLS.

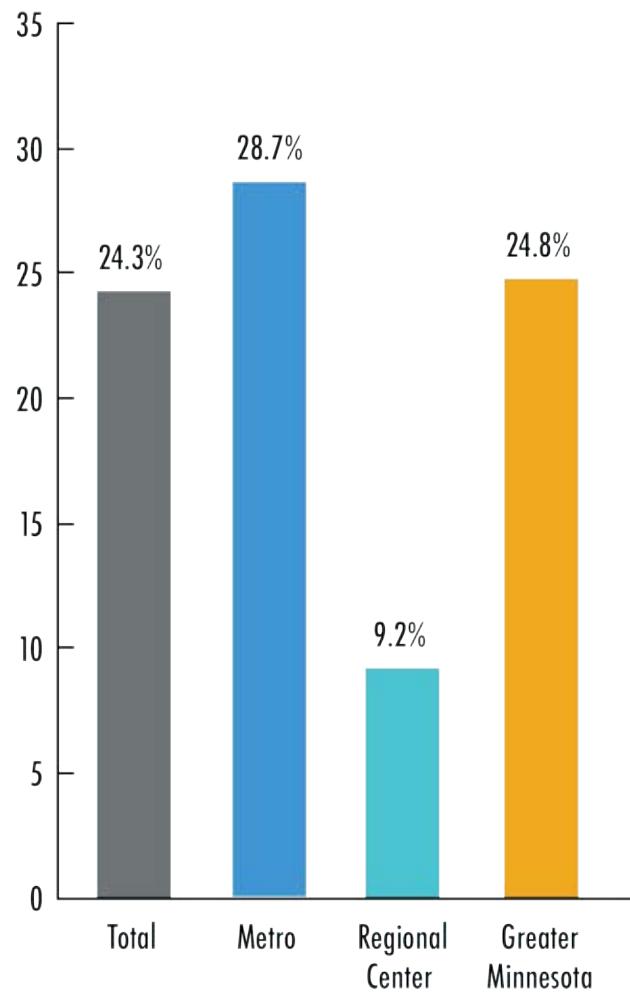
Frontline Supervisor Turnover within Six Months of Being Hired

The percent of FLS turnover within six months of being hired was calculated by taking the number of FLS who left in 2017 within six months of being hired and dividing by the total number of FLS who left their position in 2017. This proportion was multiplied by 100 to get a percentage. So, of those FLS who left their position in the previous year, this is the percentage who left within six months of being hired.

#fls leavers within 6 months of hire
X100

These percentages are reported below for the total sample and by region. There were no significant differences between regions across region.

Figure 21. Average FLS Turnover within Six Months of Being Hired



For the 69 organizations who provided data for FLS who left their position in the last 6 months, the average FLS turnover within 6-months of being hired was 24.3% (SD = 34.1%; median = 0%). The FLS turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 36 organizations who provided their highest service percent in the **Metro region** and who provided data for FLS who left their position in the last 6 months, the average FLS turnover within 6-months of being hired was 28.7% (SD = 37.1%; median = 0%).

The FLS turnover within 6-months of being hired ranged from 0.0% to 100.0%.

For the 11 organizations who provided their highest service percent in the **Regional Center region** and who provided data for FLS who left their position in the last 6 months, the average FLS turnover within 6-months of being hired was 9.2% (SD = 15.7%; median = 0%). The FLS turnover within 6-months of being hired ranged from 0.0% to 50.0%.

For the 22 organizations who provided their highest service percent in the **Greater Minnesota region** who provided data for FLS who left their position in the last 6 months, the average FLS turnover within 6-months of being hired was 24.8% (SD = 34.8%; median = 5.6%). The FLS leavers within the 6-month tenure ranged from 0.0% to 100.0%.

There were no significant differences in turnover within 6-months of being hired for FLS.

Of the FLS who left their positions in 2017, 24.3% left within six months of hire.

Frontline Supervisor Turnover within 12 Months of Being Hired

The percent of FLS turnover within 12-months of being hire was calculated by taking the number of FLSs who left in 2017 within 12 months of being hire and dividing by the total number of FLS who left their position in 2017. This proportion was multiplied by 100 to get a percentage. So, of those FLS who left their position in the previous year, this is the percentage who left within twelve months of being hired.

#fls leavers within 12 months of hire
X100

These percentages are reported below for the total sample and by region. There were no significant differences between regions.

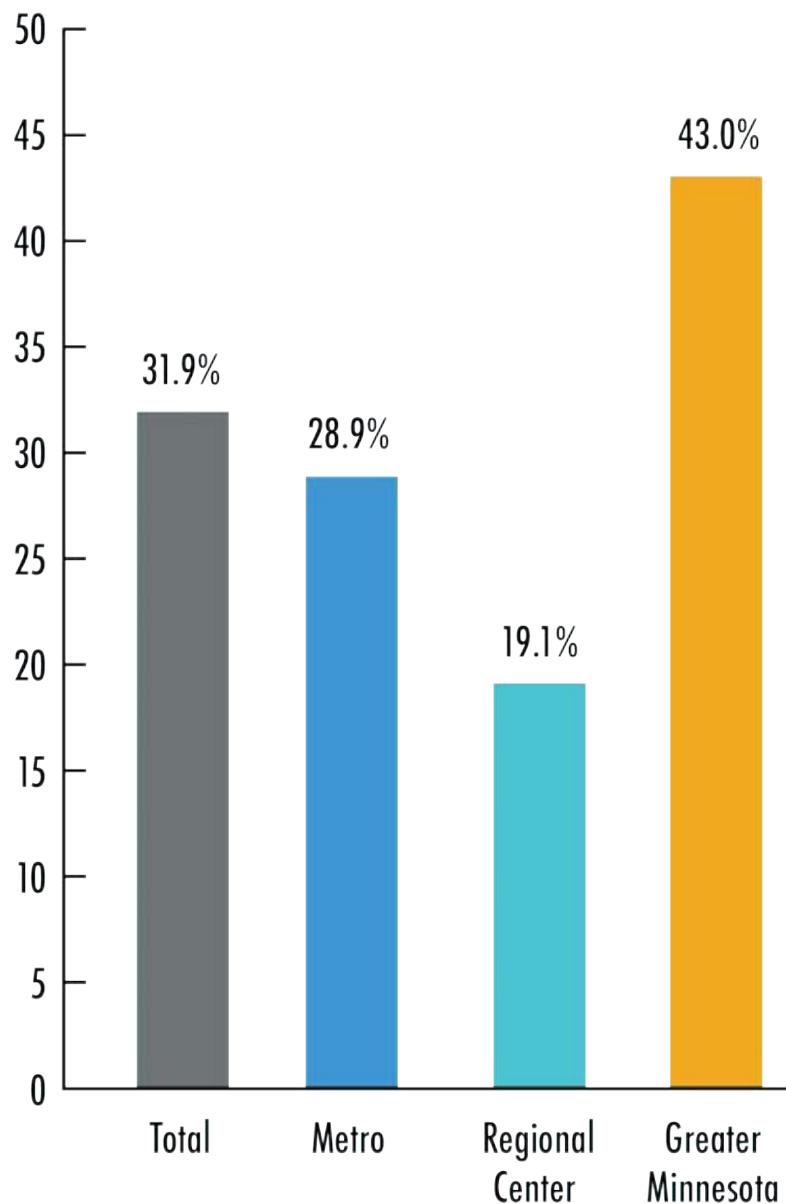
For the 67 organizations who provided data for FLS who left their position in the last 12 months, the average FLS turnover within 12-months of being hired was 31.9% (SD = 37.2%; median = 20.0%). The FLS turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 34 organizations who provided their highest service percent in the **Metro region** and who provided data for FLS who left their position in the last 12 months, the average FLS turnover within 12-months of being hired was 28.9% (SD = 34.8%; median = 10.0%). The FLS turnover within 12-months of being hired ranged from 0.0% to 100.0%.

For the 11 organizations who provided their highest service percent in the **Regional Center region** and who provided data for FLS who left their position in the last 12 months, the average FLS turnover within 12-months of being hired was 19.1% (SD= 30.5%). The FLS turnover within 12-months of being hired ranged from

0.0% to 100.0%.

Figure 22. Average FLS Turnover within Twelve Months of Being Hired



For the 22 organizations who provided their highest service percent in the **Greater Minnesota region** who provided data for FLS who left their position in the last 12 months, the average FLS turnover within 12-months of being hired was 43.0% (SD = 42.1%; median = 46.4%). The FLS leavers within the 12-month tenure ranged from 0.0% to 100.0%.

There were no significant differences in turnover within 12-months of being hired for FLS.

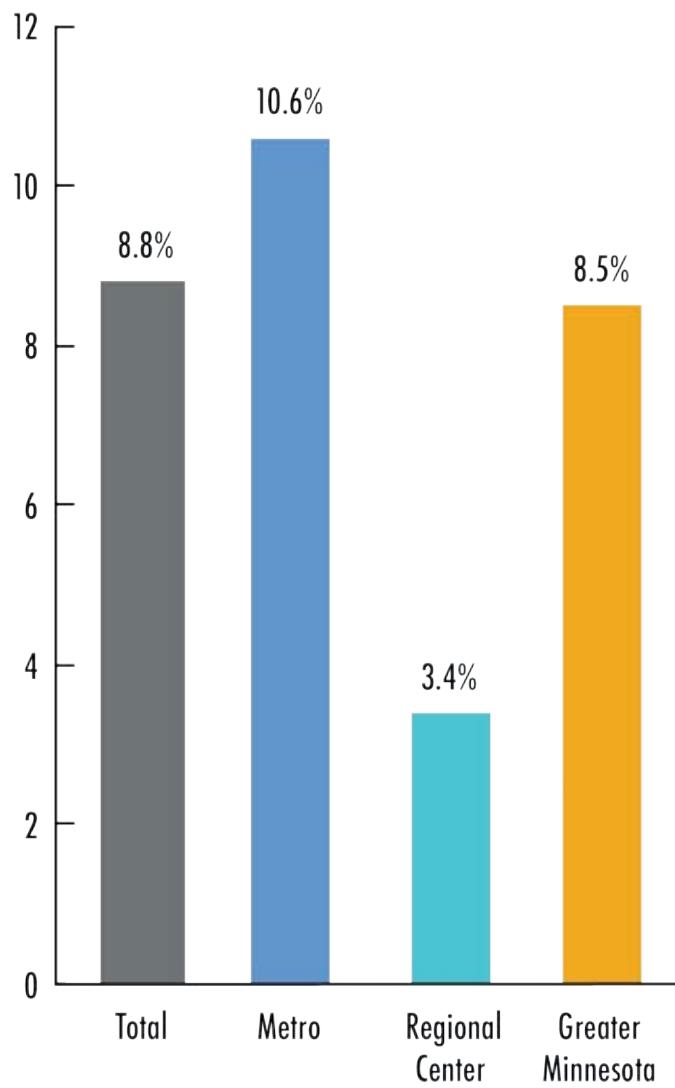
Frontline Supervisor Vacancy Rate

The FLS vacancy rate was calculated by taking the number of vacant FLS positions and dividing by the total number of FLS employed and the number of FLS vacancies. This proportion was multiplied by 100 to get a percentage. So, of the number of total funded FLS positions in the organization, the vacancy rate specifies the number of these positions that are unfilled.

$$\frac{\text{#fls vacancies}}{\text{X100}}$$

These percentages are reported below for the total sample and by region. There were no significant differences between regions.

Figure 23. Average FLS Vacancy Rate



For the 151 organizations who provided data for FLS vacancy rate, the average vacancy rate was 8.8% (SD = 15.7%; median = 0%). The FLS vacancy rate ranged from 0.0% to 100.0%.

For the 75 organizations who provided their highest service percent in the **Metro region** and who provided data for FLS vacancy rate, the average vacancy rate was 10.6% (SD = 17.6%; median = 0%). The FLS vacancy rate ranged from 0.0% to

100.0%.

For the 22 organizations who provided their highest service percent in the **Regional Center region** and who provided data for FLS vacancy rate, the average vacancy rate was 3.4% (SD = 6.7%; median = 0%). The FLS vacancy rate ranged from 0.0% to 20.0%.

For the 54 organizations who provided their highest service percent in the **Greater Minnesota region** who provided data for FLS vacancy rate, the average vacancy rate was 8.5% (SD = 15.3%; median = 0%). The FLS vacancy rate ranged from 0.0% to 75.0%.

There were no significant differences in vacancy rate for FLS.

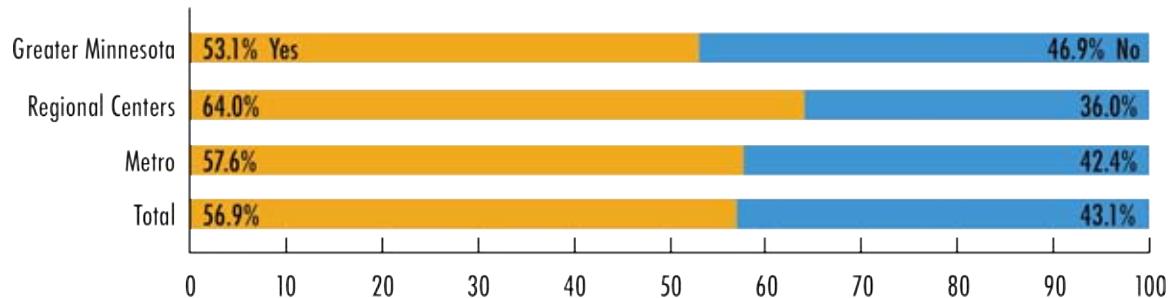
Direct Support Worker Benefits

Organizations reported on benefits offered to DSWs, as well as costs to the organization for these benefits. Organizations were asked whether they offered paid time off to DSW (full time and/or part time), and paid sick and/or paid vacation to DSW (full time and/or part time). They were asked about health insurance benefits, and other benefits offered to DSW. These results are summarized below.

Paid Time Off (PTO) for Full-time DSW

Organizations were asked to report on whether they offer paid time off (PTO) to full time DSWs, not differentiating between sick and vacation time.

Figure 24. Percentage of Organizations Offering Paid Time Off for Full Time DSW



Of the 174 organizations who answered the question, 99 (56.9%) offered PTO to full-time Direct Support Workers while 75 (43.1%) did not.

For the 85 organizations who provided their highest service percent in the **Metro region** and answered this question, 49 (57.6%) offered PTO to full-time Direct Support Workers while 36 (42.2%) did not.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, 16 (64.0%) offered PTO to full-time Direct Support Workers while 9 (36.0%) did not.

For the 64 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, 34 (53.1%) offered PTO to full-time Direct Support Workers while 30 (46.9%) did not.

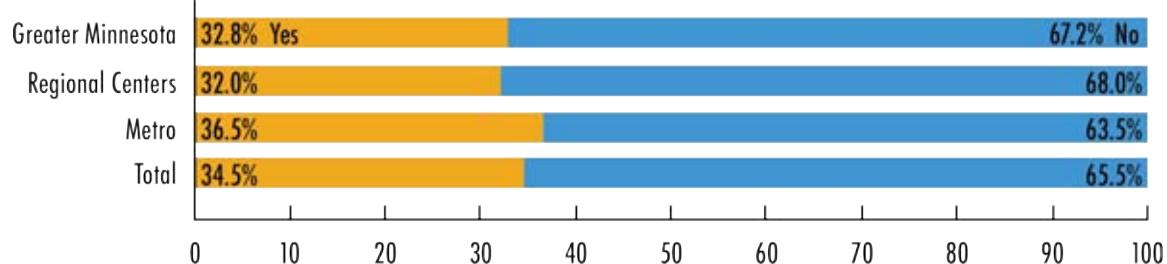
Total Money Spent on Paid Time Off for Full Time Direct Support Workers

For the 64 organizations who offered PTO to full-time Direct Support Workers and answered this question, the average total amount of money spent on PTO for full-time Direct Support Workers in 2017 was \$94,511 (SD = \$136,373; median = \$34,067). The total amount of money spent on PTO for full-time Direct Support Workers in 2017 ranged from \$0 to \$672,511. The total amount of money spent on PTO for full-time Direct Support Workers across all of the organizations for calendar year 2017 was \$6,048,734.

Paid Time Off (PTO) for Part-time Direct Support Workers

Organizations were asked to report on whether they offer paid time off (PTO) to part time DSWs, not differentiating between sick and vacation time.

Figure 25. Percentage of Organizations Offering Paid Time Off for Part Time DSW



Of the 174 organizations who answered the question, 60 (34.5%) offered PTO to part-time Direct Support Workers while 114 (65.5%) did not.

For the 85 organizations who provided their highest service percent in the **Metro region** and answered this question, 31 (36.5%) offered PTO to part-time Direct Support Workers while 54 (63.5%) did not.

For the 25 organizations who provided their highest service percent in the **Regional Center region** and answered this question, 8 (32.0%) offered PTO to part-time Direct Support Workers while 17 (68.0%) did not.

For the 64 organizations who provided their highest service percent in the **Greater Minnesota region** and answered this question, 21 (32.8%) offered PTO to part-time Direct Support Workers while 43 (67.2%) did not.

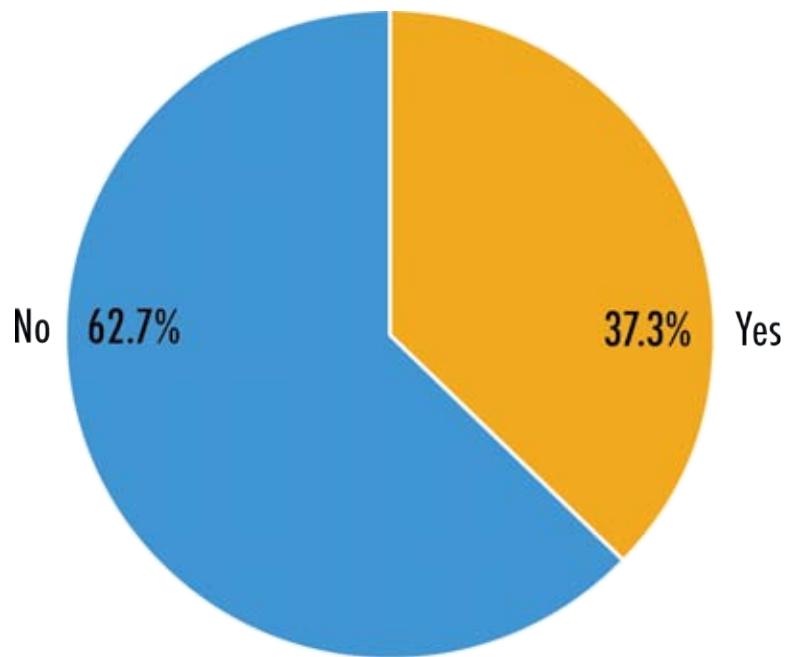
Total Money Spent on Paid Time Off for Part Time Direct Support Workers

For the 32 organizations who offered PTO to part-time Direct Support Workers and answered this question, the average total amount of money spent on PTO for part-time Direct Support Workers in 2017 was \$23,329 ($SD = \$50,111$; median = \$4,043). The total amount of money spent on PTO for part-time Direct Support Workers in 2017 ranged from \$0 to \$242,869. The total amount of money spent on PTO for part-time Direct Support Workers across all of the organizations for calendar year 2017 was 746,523.

Paid Sick Leave for Full-time Direct Support Workers

Organizations that responded "no" on the question about providing PTO, not differentiating between paid sick leave and paid vacation time were asked if they provided paid sick leave to full time DSWs. Due to such small sample sizes, breaking these results into region was not appropriate.

Figure 26. Percentage of Organizations Providing Paid Sick Leave for Full Time DSW (that are not providing Paid Time Off)



Of the 75 organizations who answered the question, 28 (37.3%) offered paid sick leave to full-time Direct Support Workers in 2017 while 47 (62.7%) did not.

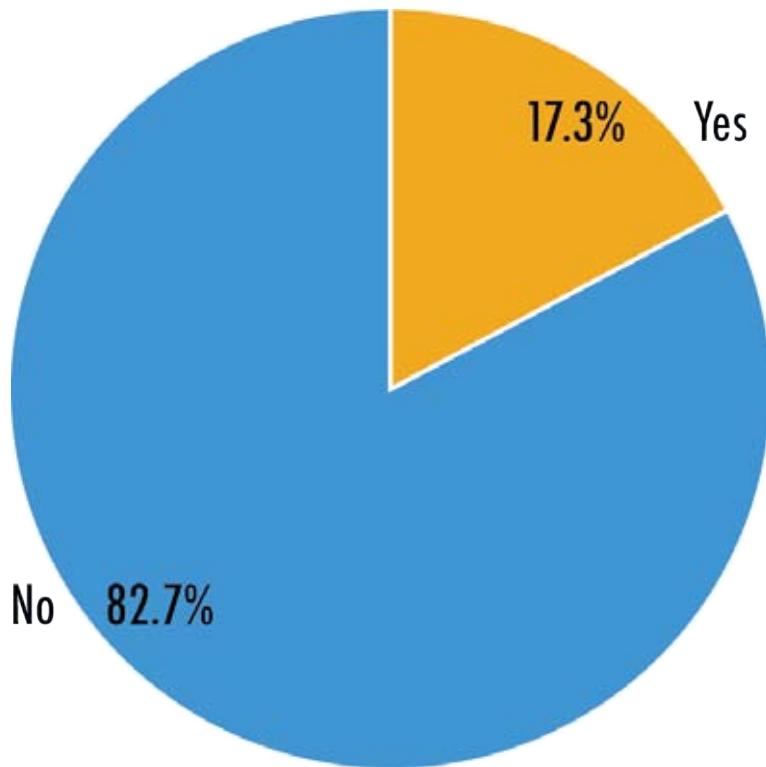
Total Money Spent on Paid Sick Leave for Full Time Direct Support Workers

For the 25 organizations who offered Paid Sick Leave to full-time Direct Support Workers and answered this question, the average total amount of money spent on paid sick leave for full-time Direct Support Workers in 2017 was \$16,972 (SD = \$26,257; median = \$5,251). The total amount of money spent on paid sick leave for full-time Direct Support workers in 2017 ranged from \$0 to \$98,436. The total amount of money spent on paid sick leave for full-time Direct Support Workers across all of the organizations for calendar year 2017 was \$424,299.

Paid Sick Leave - Part-time Direct Support Workers

Organizations that responded "no" on the previous about providing PTO, not differentiating between paid sick leave and paid vacation time were asked if they provided paid sick leave to part time DSWs. Due to such small sample sizes, breaking these results into region was not appropriate.

Figure 27. Percentage of Organizations Providing Paid Sick Leave for Part Time DSW (that are not providing Paid Time Off)



Of the 75 organizations who answered the question, 13 (17.3%) offered paid sick leave to part-time Direct Support Workers in 2017 while 62 (82.7%) did not.

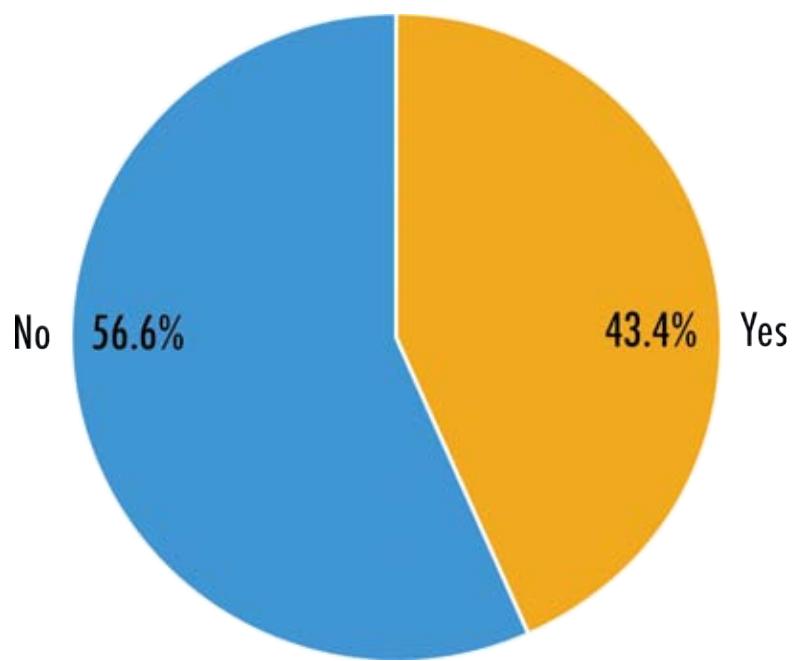
Total Money Spent on Paid Sick Leave for Part Time Direct Support Workers

For the 11 organizations who offered Paid Sick Leave to part-time Direct Support Workers and answered this question, the average total amount of money spent on paid sick leave for part-time Direct Support Workers in 2017 was \$3,195 (SD = \$2,794). The total amount of money spent on paid sick leave for part-time Direct Support workers in 2017 ranged from \$276 to \$9,186. The total amount of money spent on paid sick leave for part-time Direct Support Workers across all of the organizations for calendar year 2017 was \$35,141.

Paid Vacation for Full-time Direct Support Workers

Organizations that responded "no" on the question about providing PTO, not differentiating between paid sick leave and paid vacation time were asked if they provided paid vacation to full time DSWs. Due to such small sample sizes, breaking these results into region was not appropriate.

Figure 28. Percentage of Organizations Providing Paid Vacation for Full Time DSW (that are not providing Paid Time off).



Of the 76 organizations who answered the question, 33 (43.4%) offered paid vacation to full-time Direct Support Workers in 2017 while 43 (56.6%) did not.

Total Money Spent on Paid Vacation for Full Time Direct Support Workers

For the 30 organizations who offered Paid Vacation to full-time Direct Support

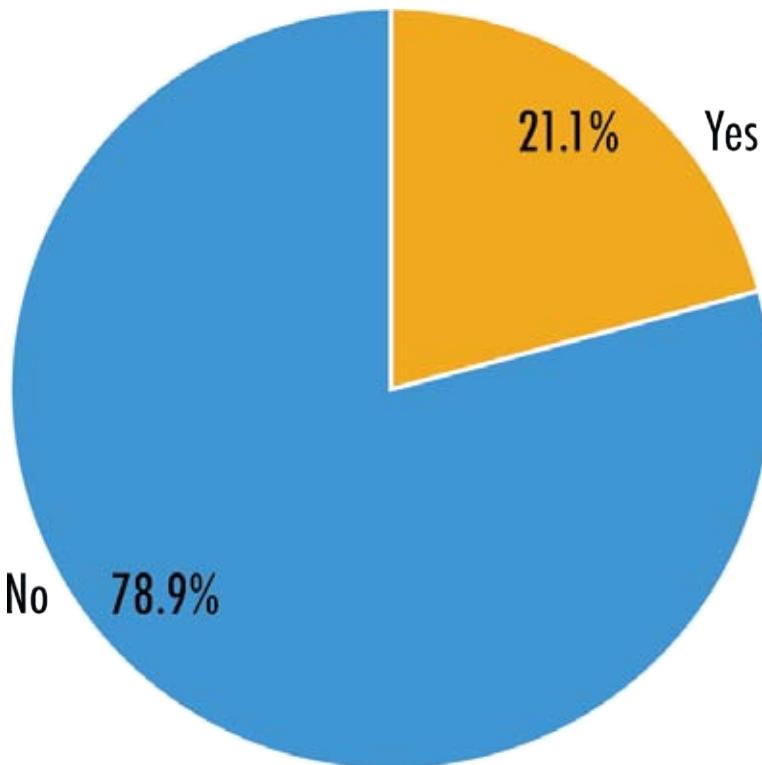
Workers and answered this question, the average amount of money spent on paid vacation for full-time Direct Support Workers in 2017 was \$35,570 (SD = \$54,079; median= \$13,505). The total amount of money spent on paid vacation for full-time Direct Support Workers in 2017 ranged from \$0 to \$248,773. The total amount of money spent on paid vacation for full-time Direct Support Workers across all of the organizations for calendar year 2017 was \$1,067,100.

Paid Vacation for Part-time DSW

Organizations that responded "no" on the question about providing PTO, not differentiating between paid sick leave and paid vacation time were asked if they provided paid vacation to part time DSWs. Due to such small sample sizes, breaking these results into region was not appropriate.

Of the 76 organizations who answered the question, 16 (21.1%) offered paid vacation to part-time Direct Support Workers in 2017 while 60 (78.9%) did not.

Figure 29. Percentage of Organizations Providing Paid Vacation for Part Time DSW (that are not providing Paid Time Off)



Total Money Spent on Paid Vacation for Part Time Direct Support Workers

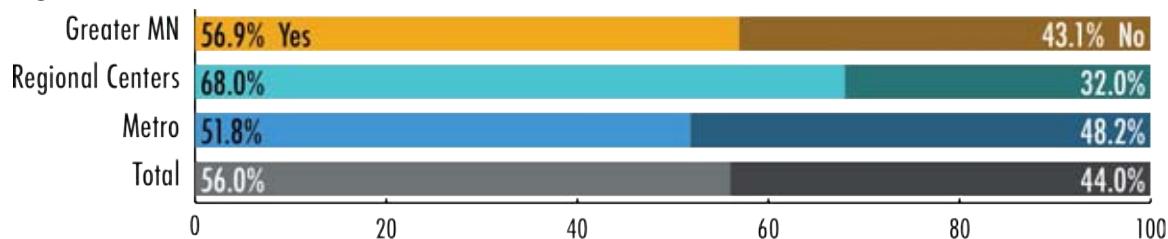
For the 14 who offered Paid Vacation to part-time Direct Support Workers and answered this question, the average amount of money spent on paid vacation for part-time Direct Support Workers in 2017 was \$11,182 (SD = \$20,521; median = \$3,891). The total amount of money spent on paid vacation for part-time Direct Support Workers in 2017 ranged from \$0 to \$78,559. The total amount of money spent on paid vacation for part-time Direct Support Workers across all of the organizations for calendar year 2017 was \$156,546.

Health Insurance Provision for Direct Support Workers

Organizations were asked, do you offer health insurance to DSWs? They could respond yes or no for both full time and part time DSWs. Results are presented for full time and part time DSW for the total sample and by region.

Full-time DSWs

Figure 30. Percentage of Organizations that Provide Health Insurance to Full Time DSW



Of the 175 organizations who answered the question, 98 (56.0%) offered full-time Direct Support Workers health insurance in 2017 while 77 (44.0%) did not.

Of the 85 organizations who provided their highest service percent in the Metro region and answered the question, 44 (51.8%) offered full-time Direct Support Workers health insurance in 2017 while 41 (48.2%) did not.

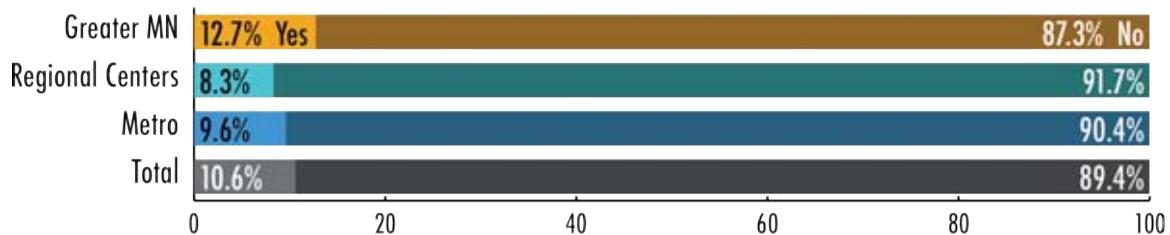
Of the 25 organizations who provided their highest service percent in the Regional Center region and answered the question, 17 (68.0%) offered full-time Direct Support Workers health insurance in 2017 while 8 (32.0%) did not.

Of the 65 organizations who provided their highest service percent in the Greater Minnesota region and answered the question, 37 (56.9%) offered full-time Direct Support Workers health insurance in 2017 while 28 (43.1%)

did not.

Part-time DSWs

Figure 31. Percentage of Organizations that Provide Health Insurance to Part Time DSW



Of the 170 organizations who answered the question, 18 (10.6%) offered part-time Direct Support Workers health insurance in 2017 while 152 (89.4%) did not.

Of the 83 organizations who provided their highest service percent in the Metro region and answered the question, 8 (9.6%) offered part-time Direct Support Workers health insurance in 2017 while 75 (90.4%) did not.

Of the 24 organizations who provided their highest service percent in the Regional Center region and answered the question, 2 (8.3%) offered part-time Direct Support Workers health insurance in 2017 while 22 (91.7%) did not.

Of the 63 organizations who provided their highest service percent in the Greater Minnesota and answered the question, 8 (12.7%) offered part-time Direct Support Workers health insurance in 2017 while 55 (87.3%) did not.

Minimum Hours a DSW Needs to Work for Health Insurance Eligibility

For the 97 organizations who offer health insurance and answered this question,

the average number of hours Direct Support Workers must work per week in order to be eligible for health insurance as of 12/31/2017 was 31 (SD = 5 hours; median = 33). The number of hours Direct Support Workers needed to work per week to be eligible for health insurance ranged from 0 to 40.

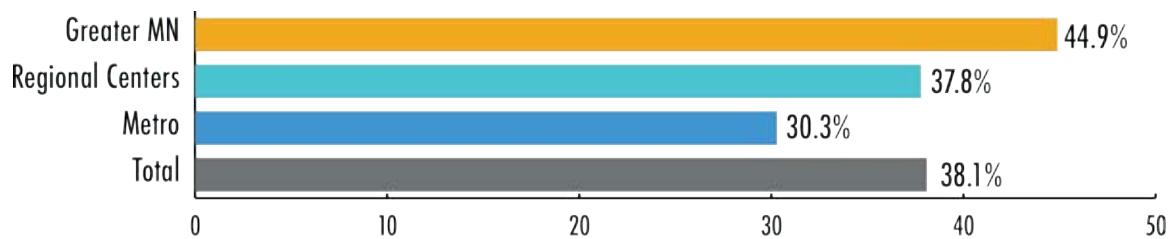
Of the 44 organizations who provided their highest service percent in the Metro region and answered the question, the average number of hours Direct Support Workers must work per week in order to be eligible for health insurance as of 12/31/2017 was 31 (SD = 3 hours; median = 30). The number of hours Direct Support Workers needed to work per week to be eligible for health insurance ranged from 20 to 40.

Of the 16 organizations who provided their highest service percent in the Regional Center region and answered the question, the average number of hours Direct Support Workers must work per week in order to be eligible for health insurance as of 12/31/2017 was 32 (SD = 4 hours; median = 30). The number of hours Direct Support Workers needed to work per week to be eligible for health insurance ranged from 30 to 40.

Of the 37 organizations who provided their highest service percent in the Greater Minnesota region and answered the question, the average number of hours Direct Support Workers must work per week in order to be eligible for health insurance as of 12/31/2017 was 31 (SD = 7 hours; median = 30). The number of hours Direct Support Workers needed to work per week to be eligible for health insurance ranged from 0 to 40.

Percent of DSW Enrolled in Health Insurance at the Organization

Figure 32. Percentage of DSW Enrolled in Health Insurance at Their Organization



For the 81 organizations who offer health insurance and answered this question, the average percent of Direct Support Workers enrolled in health insurance as of 12/31/2017 was 38.1% (SD = 30.7; median = 33.0%). The percent of Direct Support Workers enrolled in health insurance ranged from 0% to 100%.

Of the 30 organizations who provided their highest service percent in the **Metro region** and answered the question, the average percent of Direct Support Workers enrolled in health insurance as of 12/31/2017 was 30.3% (SD = 25.3%; median = 21.0%). The percent of Direct Support Workers enrolled in health insurance ranged from 0% to 100%.

Of the 16 organizations who provided their highest service percent in the **Regional Center region** and answered the question, the average percent of Direct Support Workers enrolled in health insurance as of 12/31/2017 was 37.8% (SD = 25.6%; median= 39.0%). The percent of Direct Support Workers enrolled in health insurance ranged from 5% to 86%.

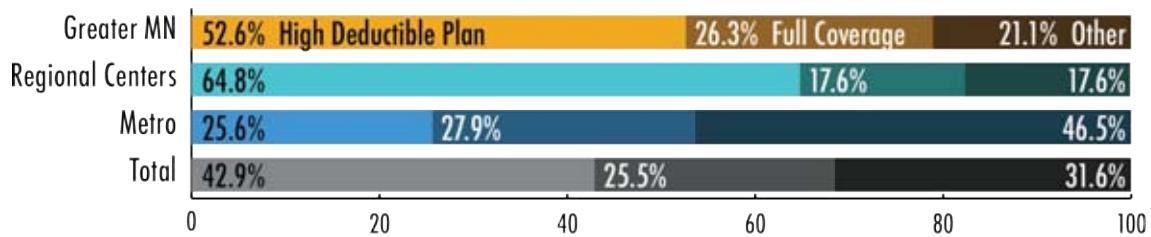
Of the 35 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, the average percent of Direct Support Workers enrolled in health insurance as of 12/31/2017 was 44.9% (SD = 35.7; median = 40.0%). The percent of Direct Support Workers enrolled in health insurance ranged from 0% to 100%.

Type of Health Insurance Plan Provided at the Organization

Organizations were asked to report which type of health insurance is provided at

their organization: a high deductible plan, a full coverage/traditional plan, or other.

Figure 33. Type of Health Insurance Provided to DSW



Of the 98 organizations who offer health insurance and answered the question, 42 (42.9%) offered a high deductible plan, 25 (25.5%) offered a full coverage plan/traditional plan, and 31 (31.6%) offered another plan.

Of the 43 organizations who provided their highest service percent in the **Metro region**, offer health insurance, and answered the question, 11 (25.6%) offered a high deductible plan, 12 (27.9%) offered a full coverage plan/traditional plan, and 20 (46.5%) offered another plan.

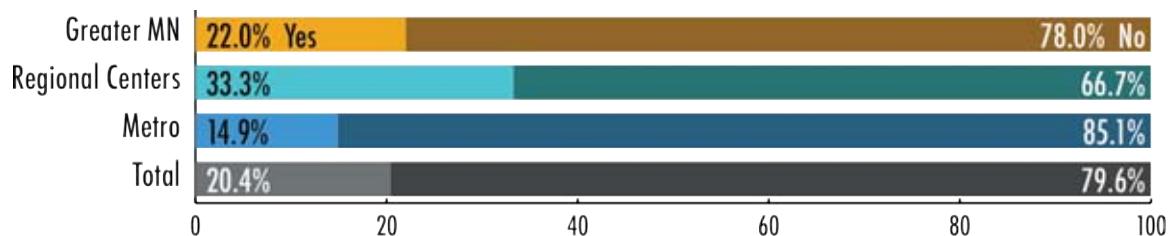
Of the 17 organizations who provided their highest service percent in the **Regional Center region**, offer health insurance, and answered the question, 11 (64.8%) offered a high deductible plan, 3 (17.6%) offered a full coverage plan/traditional plan, and 3 (17.6%) offered another plan.

Of the 38 organizations who provided their highest service percent in the **Greater Minnesota region**, offer health insurance, and answered the question, 20 (52.6%) offered a high deductible plan, 10 (26.3%) offered a full coverage plan/traditional plan, and 8 (21.1%) offered another plan.

Provision of a Health Savings Account with Employer Contribution

Organizations were asked to report on whether they offer a Health Savings Account plan in which the employer makes a financial contribution.

Figure 34. Percentage of Organizations that Provide a Health Savings Account for DSW



Of the 157 organizations who answered the question, 32 (20.4%) offer a Health Savings Account plan to their employees while 125 (79.6%) did not.

Of the 74 organizations who provided their highest service percent in the Metro region and answered the question, 11 (14.9%) offer a Health Savings Account plan to their employees while 63 (85.1%) did not.

Of the 24 organizations who provided their highest service percent in the Regional Center region and answered the question, 8 (33.3%) offer a Health Savings Account plan to their employees while 16 (66.7%) did not.

Of the 59 organizations who provided their highest service percent in the Greater Minnesota region and answered the question, 13 (22.0%) offer a Health Savings Account plan to their employees while 46 (78.0%) did not.

Average Annual Total Employer Health Savings Account Contribution

For the 27 organizations who offer an HSA plan and answered this question, the average employer HSA financial contribution for calendar year 2017 was \$21,070 (SD = \$31,703; median = \$7,533). The employer HSA financial contribution ranged from \$0 to \$132,390. The total HSA financial contribution across all organizations in 2017 was \$568,889. Due to such small sample sizes, breaking these results into region was not appropriate.

Average Monthly Costs of Health Insurance Premium per Direct Support Workers

Organizations were asked to report costs per DSW for (1) the employer's contribution for health insurance, and (2) the costs to DSW to obtain health insurance. Results were unable to be reported by region for two-person and family plans as not enough organizations provided data.

Employer's Contribution: Individual Coverage

For the 76 organizations who answered this question, the average organization monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$427 (SD = \$192; median = \$430). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$35 to \$897.

The average monthly health insurance premium cost for the employers who offered it was \$427 per DSW for individual

coverage.

Of the 30 organizations who provided their highest service percent in the **Metro region** and answered the question, the average organization monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$378 (SD= \$153; median = \$399). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$98 to \$695.

Of the 18 organizations who provided their highest service percent in the **Regional Center region** and answered the question, the average organization monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$361 (SD = \$177; median = \$410). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$35 to \$613.

Of the 28 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, the average organization monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$520 (SD = \$207; median = \$513). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$50 to \$897.

Employer's Contribution: Two-Person Coverage

For the 43 organizations who answered this question, the average organization monthly health insurance premium contribution per Direct Support Worker for Two-Person Coverage was \$540 (SD = \$317; median = \$505). The monthly health insurance premium organization contribution per Direct Support Worker for Two-Person Coverage ranged from \$118 to \$1,565. Due to such small sample sizes,

breaking these results into region was not appropriate.

Employer's Contribution: Family Coverage

For the 46 organizations who answered this question, the average organization monthly health insurance premium contribution per Direct Support Worker for Family Coverage was \$727 (SD = \$506; median = \$578). The monthly health insurance premium organization contribution per Direct Support Worker for Family Coverage ranged from \$143 to \$2,212. Due to such small sample sizes, breaking these results into region was not appropriate.

DSW's Cost: Individual Coverage

For the 75 organizations who answered this question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$142 (SD = \$144; median = \$117). The monthly health insurance premium DSW contribution per Direct Support Worker for Individual Coverage ranged from \$0 to \$820.

The average monthly health insurance premium cost for the DSW was \$142 for individual coverage, \$588 for two-person coverage, and \$822 for family coverage.

Of the 33 organizations who provided their highest service percent in the Metro region and answered the question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$146 (SD = \$121; median = \$134). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$0 to \$578.

Of the 18 organizations who provided their highest service percent in the Regional Center region and answered the question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$155 (SD = \$154; median = \$129). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$0 to \$613.

Of the 24 organizations who provided their highest service percent in the Greater Minnesota region and answered the question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Individual Coverage was \$128 (SD = \$167; median = \$88). The monthly health insurance premium organization contribution per Direct Support Worker for Individual Coverage ranged from \$0 to \$820.

DSW's Cost: Two-Person Coverage

For the 44 organizations who answered this question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Two-Person Coverage was \$588 (SD = \$416; median = \$474). The monthly health insurance premium DSW contribution per Direct Support Worker for Two-Person Coverage ranged from \$33 to \$2,494. Due to such small sample sizes, breaking these results into region was not appropriate.

DSW's Cost: Family Coverage

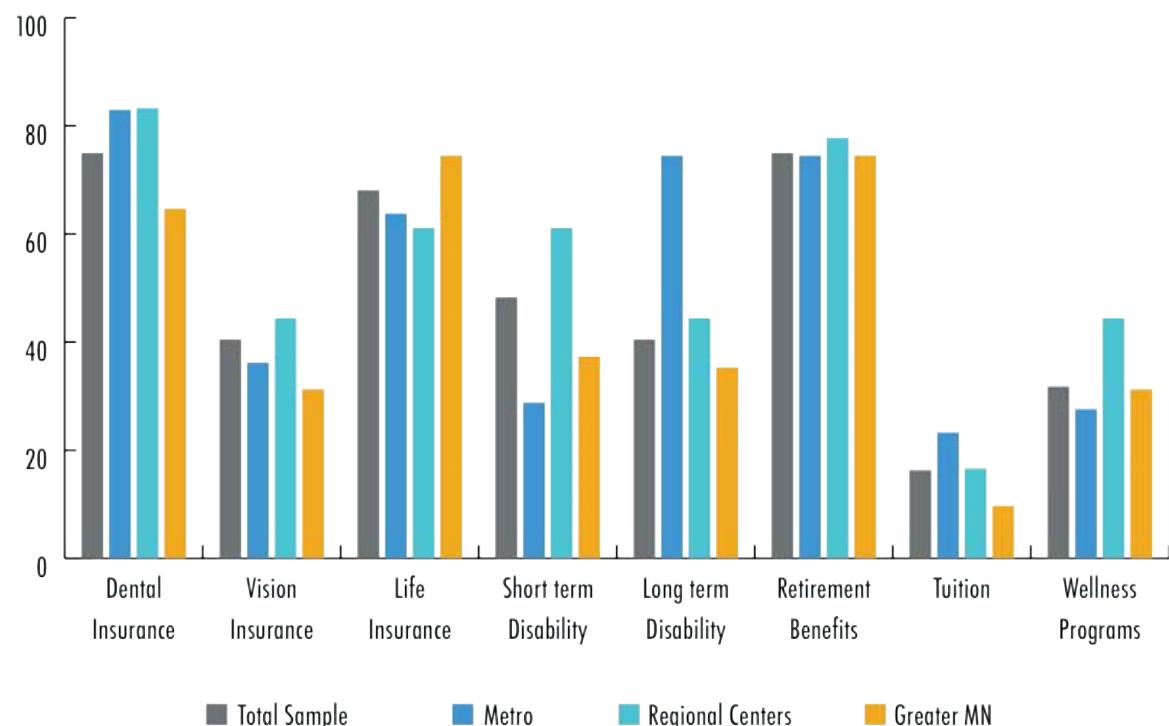
For the 47 organizations who answered this question, the average DSW monthly health insurance premium contribution per Direct Support Worker for Family Coverage was \$822 (SD = \$484; median = \$760). The monthly health insurance premium DSW contribution per Direct Support Worker for Family Coverage ranged from \$58 to \$2,024. Due to such small sample sizes, breaking these results into region was not appropriate.

Additional Benefits Offered to Direct Support Workers

Organizations were asked which additional benefits they offered to DSWs. They could select as many options as they offered, including dental insurance, vision insurance, life insurance, short term disability, long term disability, retirement benefits, tuition reimbursement (e.g., college course, certificate programs), and wellness programs.

These benefits may or may not be offered at cost to the DSW. The figure below details the percentage of organizations that indicated they provide these types of benefits to DSW.

Figure 35. Percentage of Organizations that Offer Types of Additional Benefits to DSW



Of the 116 organizations who answered the question, 87 (75.0%) offered dental

insurance, 41 (40.5%) offered vision insurance, 79 (68.1%) offered life insurance, 60 (48.3%) offered short-term disability, 47 (40.5%) offered long-term disability, 87 (75.0%) offered retirement benefits, 19 (16.4%) offered tuition reimbursement, and 37 (31.9%) offered wellness programs.

Of the 47 organizations who provided their highest service percent in the **Metro region** and who answered the question, 39 (83.0%) offered dental insurance, 17 (36.2%) offered vision insurance, 30 (63.8%) offered life insurance, 26 (55.3%) offered short-term disability, 21 (44.7%) offered long-term disability, 35 (74.5%) offered retirement benefits, 11 (23.4%) offered tuition reimbursement, and 13 (27.7%) offered wellness programs.

Of the 18 organizations who provided their highest service percent in the **Regional Center** and who answered the question, 15 (83.3%) offered dental insurance, 8 (44.4%) offered vision insurance, 11 (61.1%) offered life insurance, 11 (61.1%) offered short-term disability, 8 (44.4%) offered long-term disability, 14 (77.8%) offered retirement benefits, 3 (16.7%) offered tuition reimbursement, and 8 (44.4%) offered wellness programs.

Of the 51 organizations who provided their highest service percent in the **Greater Minnesota region** and who answered the question, 33 (64.7%) offered dental insurance, 16 (31.4%) offered vision insurance, 38 (74.5%) offered life insurance, 19 (37.3%) offered short-term disability, 18 (35.3%) offered long-term disability, 38 (74.5%) offered retirement benefits, 5 (9.8%) offered tuition reimbursement, and 16 (31.4%) offered wellness programs.

Staffing Practices

Given difficulties hiring and retaining DSWs, organizations were asked about staffing practices used, including a formal wage scale, hours of overtime paid, and compensation practices for FLS who work DSW shifts when no replacement

employee can be found.

These results are reported below.

Organizations that Had a Formal Wage Scale

Of the 174 organizations who answered the question, 78 (44.8%) had a formal wage scale while 96 (55.2%) did not have one.

Of the 83 organizations who provided their highest service percent in the **Metro region** and answered the question, 34 (41.0%) had a formal wage scale while 49 (59.0%) did not have one.

Of the 25 organizations who provided their highest service percent in the **Regional Central region** and answered the question, 13 (52.0%) had a formal wage scale while 12 (48.0%) did not have one.

Of the 66 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, 31 (47.0%) had a formal wage scale while 35 (53.0%) did not have one.

Organizations that Use their Formal Wage Scale

Of the 41 organizations who had a formal wage scale and answered the question, 39 (95.1%) used the formal wage scale while 2 (4.9%) did not.

Of the 33 organizations who provided their highest service percent in the **Metro region**, had a formal wage scale, and answered the question, 32 (97.0%) used the formal wage scale while 1 (3.0%) did not.

Of the 12 organizations who provided their highest service percent in the **Regional Center region**, had a formal wage scale, and answered the question, 11 (91.7%) used the formal wage scale while 1 (8.3%) did not.

Of the 31 organizations who provided their highest service percent in the **Greater Minnesota region**, had a formal wage scale, and answered the question, 30 (96.8%) used the formal wage scale while 1 (3.2%) did not.

Kinds of Formal Wage Scales

Organizations were also asked about the nature of the step in the formal wage scale. The response options were (1) Performance based (quality of the work and demonstration of skill), (2) Tenure (years of service in the organization), or (3) Other.

Of the 74 organizations who had a formal wage scale and answered the question, 20 (27.0%) used a performance-based scale (e.g., quality of the work and demonstration of skill), 35 (47.3%) used a tenure- based scale (e.g., years of service in the field or the organization), and 19 (25.7%) used some other form of formal wage scale.

Of the 31 organizations who provided their highest service percent in the **Metro**

region, had a formal wage scale, 7 (22.6%) used a performance-based scale (e.g., quality of the work and demonstration of skill), 14 (45.2%) used a tenure-based scale (e.g., years of service in the field or the organization), and 10 (32.3%) used some other form of formal wage scale.

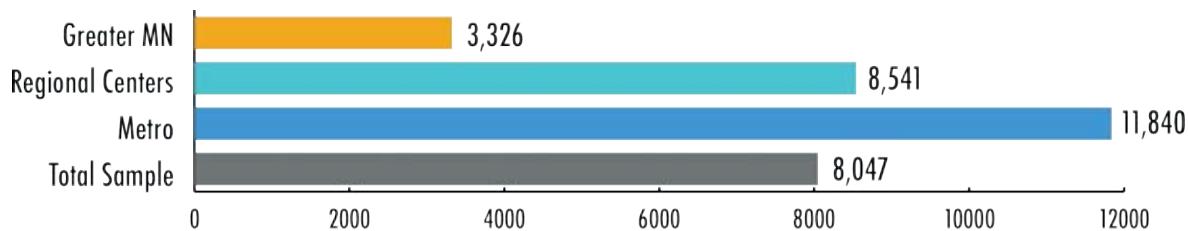
Of the 12 organizations who provided their highest service percent in the **Regional Center region**, had a formal wage scale, 5 (41.7%) used a performance-based scale (e.g., quality of the work and demonstration of skill), 4 (33.3%) used a tenure-based scale (e.g., years of service in the field or the organization), and 3 (25.0%) used some other form of formal wage scale.

Of the 31 organizations who provided their highest service percent in the **Greater Minnesota region**, had a formal wage scale, 8 (25.8%) used a performance-based scale (e.g., quality of the work and demonstration of skill), 17 (54.8%) used a tenure-based scale (e.g., years of service in the field or the organization), and 6 (19.4%) used some other form of formal wage scale.

Hours of Overtime Paid to Direct Support Workers

Organizations were asked to report the number of overtime hours paid to DSW in calendar year 2017.

Figure 36. Average Overtime DSW Hours



For the 135 organizations who answered this question, the average number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 8,047 (SD = 27,667 hours; median = 450). The number of overtime hours paid to Direct Support Workers ranged from 0 to 226,350. The total number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 1,086,349.

The average number of overtime hours paid to DSW per organization was 8,047.

Of the 62 organizations who provided their highest service percent in the **Metro region** and answered the question, the average number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 11,840 (SD = 37,864 hours; median = 675). The number of overtime hours paid to Direct Support Workers ranged from 0 to 226,350.

The total number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 734,057.

Of the 21 organizations who provided their highest service percent in the

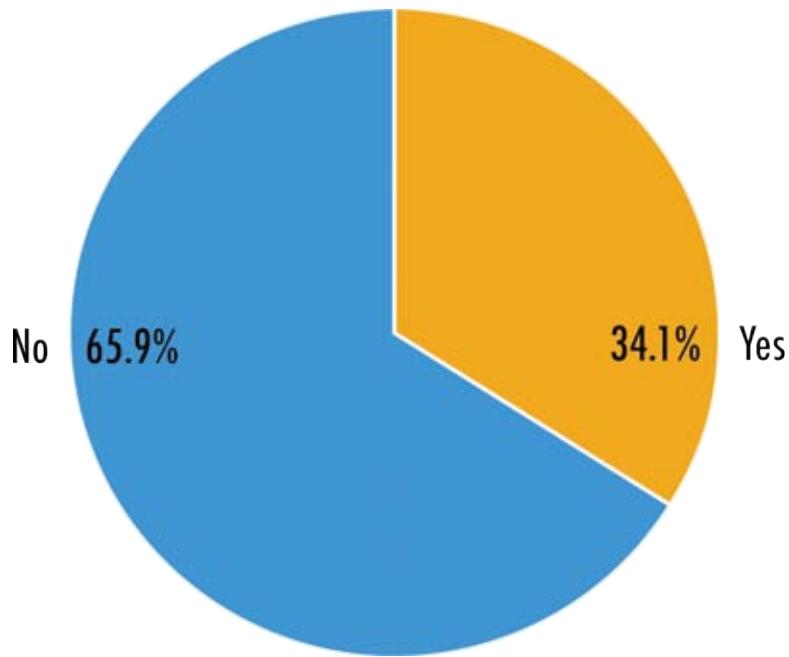
Regional Center region and answered the question, the average number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 8,541 (SD = 17,924 hours; median = 450). The number of overtime hours paid to Direct Support Workers ranged from 0 to 72,215. The total number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 179,364.

Of 52 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, the average number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 3,326 (SD = 11,405 hours; median = 349). The number of overtime hours paid to Direct Support Workers ranged from 0 to 76,193. The total number of overtime hours paid to Direct Support Workers as of 12/31/2017 was 172,928.

Compensating Frontline Supervisors who fill DSW Vacancies

Organizations were asked whether they compensate frontline supervisors when they have to work a DSW shift because they cannot find a replacement DSW.

Figure 37. Percentage of Organizations that Compensated FLS for Working DSW Hours



Of the 164 organizations who answered the question, 56 (34.1%) compensated Frontline Supervisors when they had to work a Direct Support Worker shift because there were no Direct Support Worker replacements while 108 (65.9%) did not.

Of the 77 organizations who provided their highest service percent in the **Metro region** and answered the question, 28 (36.4%) compensated Frontline Supervisors when they had to work a Direct Support Worker shift because there were no Direct Support Worker replacements while 49 (63.6%) did not.

Of the 24 organizations who provided their highest service percent in the **Regional Center region** and answered the question, 9 (37.5%) compensated Frontline Supervisors when they had to work a Direct Support Worker shift because there were no Direct Support Worker replacements while 15 (62.5%) did not.

Of the 63 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, 19 (30.2%) compensated Frontline

Supervisors when they had to work a Direct Support Worker shift because there were no Direct Support Worker replacements while 44 (69.8%) did not.

Methods of FLS Compensation for Working DSW Shifts

Organizations that answered that they do compensate FLS who work DSW shifts because no replacement can be found were asked how they compensate frontline supervisors. The responses are below.

Of the 55 organizations who answered the question and compensated Frontline Supervisors when they had to work Direct Support Worker shifts, 9 (16.4%) gave a one- time bonus, 16 (29.1%) gave differential pay above and beyond the Frontline Supervisor salary, 12 (21.8%) gave the Frontline Supervisor the wage paid to Direct Support Workers for hours worked in direct support, and 18 (32.7%) gave other methods of compensation. Other methods of compensation included: day off with pay, hourly wage for hours worked, job expectations included in salary, managers compensated at minimum wage for coverage of overnight shifts only, not additional day or evening shifts, may receive bonus if exempt, my husband and I work those hours as we are on salary, no compensation unless hour go into overtime, overtime, paid at hourly rate possibly overtime, regular hourly wage added to their other hours, regular wage, and wage paid to DSW-- if on-call when I'm gone also give a call rate (one-time bonus).

Of the 77 organizations who provided their highest service percent in the **Metro region**, answered the question and compensated Frontline Supervisors when they had to work Direct Support Worker shifts, 6 (22.2%) gave a one-time bonus, 7 (25.9%) gave differential pay above and beyond the Frontline Supervisor salary, 7 (25.9%) gave the Frontline Supervisor the wage paid to Direct Support Workers for hours worked in direct support, and 7 (25.9%) gave other methods of

compensation. Other methods of compensation included: managers compensated at minimum wage for coverage of overnight shifts only -- not additional day or evening shifts, may receive bonus if exempt, overtime, paid at hourly rate - possibly overtime, and regular wage.

Of the 9 organizations who provided their highest service percent in the **Regional Center region**, answered the question and compensated Frontline Supervisors when they had to work Direct Support Worker shifts, 1 (11.1%) gave a one-time bonus, 4 (44.4%) gave differential pay above and beyond the Frontline Supervisor salary, 1 (11.1%) gave the Frontline Supervisor the wage paid to Direct Support Workers for hours worked in direct support, and 3 (33.3%) gave other methods of compensation. Other methods of compensation included: day off with pay, job expectations included in salary, and regular hourly wage added to other hours.

Of the 19 organizations who provided their highest service percent in the **Greater Minnesota region**, answered the question and compensated Frontline Supervisors when they had to work Direct Support Worker shifts, 2 (10.5%) gave a one-time bonus, 5 (26.3%) gave differential pay above and beyond the Frontline Supervisor salary, 4 (21.1%) gave the Frontline Supervisor the wage paid to Direct Support Workers for hours worked in direct support, and 8 (42.1%) gave other methods of compensation. Other methods of compensation included: hourly wage for hours worked, my husband and I work those hours as we are on salary, no compensation unless hour go into overtime, overtime, regular hourly wage added to their other hours, regular wage, and wage paid to DSW-- if on-call when I'm gone also give a call rate (one-time bonus).

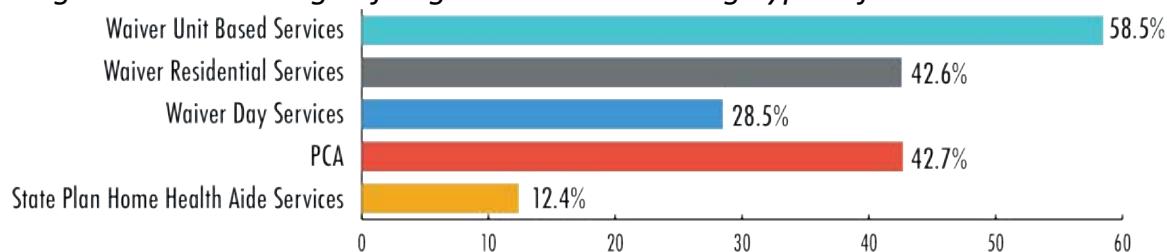
Service Type Wages

Organizations were asked to indicate whether or not they provided each of the following five service types, (1) State Plan Home Health Aide Services, (2) PCA; State Plan & Waiver Services, (3) Waiver Day Services, (4) Waiver Residential

Services, and (5) Waiver Unit Based Services.

Percentage of Organizations Providing Each Service Type

Figure 38. Percentage of Organizations Providing Types of Services



Of the 177 organizations who answered the question, 22 (12.4%) provided **State Plan Home Health Aide Services** while 155 (87.6%) did not.

Of the 178 organizations who answered the question, 76 (42.7%) provided **PCA; State Plan & Waiver Services** while 102 (57.3%) did not.

Of the 179 organizations who answered the question, 51 (28.5%) provided **Waiver Day Services** while 128 (71.5%) did not.

Of the 176 organizations who answered the question, 75 (42.6%) provided **Waiver Residential Services** while 101 (57.4%) did not.

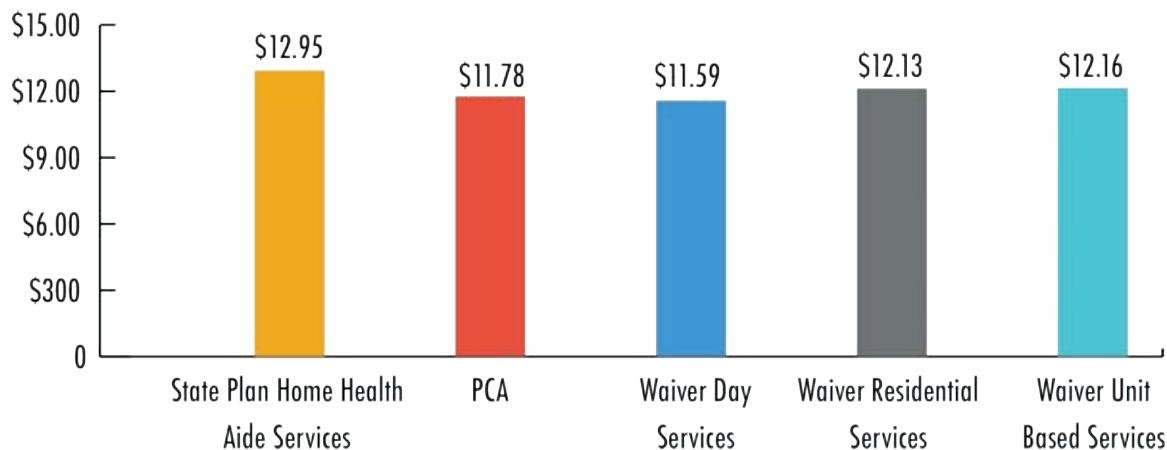
Of the 176 organizations who answered the question, 103 (58.5%) provided **Waiver Unit Based Services** while 73 (41.5%) did not.

Average Starting Awake Hourly DSW Wage by Service Type

If the organization indicated that they provide the service type, they were asked to

report the starting wage paid to DSWs working in the service type on December 31, 2017. Average starting wages are depicted below.

Figure 39. Average Starting Hourly DSW Wage by Service Type



For the 20 organizations who answered this question and provide **State Health Plan Home Health Aide Services**, the average starting awake wage for Direct Support Workers on 12/31/2017 was \$12.95 (SD = \$3.32; median = \$12.00). The starting awake wage for Direct Support Workers in State Health Plan Home Health Aide Services ranged from \$9.50 to \$25.15.

For the 73 organizations who answered this question and provided **PCA; State Plan & Waiver Services**, the average starting awake wage for Direct Support Workers on 12/31/2017 was \$11.78 (SD = \$1.14; median = \$12.00). The starting awake wage for Direct Support Workers in PCA; State Plan & Waiver Services ranged from \$10.00 to \$17.00.

For the 47 organizations who answered this question and provided **Waiver Day Services**, the average starting awake wage for Direct Support Workers on 12/31/2017 was \$11.59 (SD = \$1.30; median = \$11.50). The starting awake wage for Direct Support Workers in Waiver Day Services ranged from \$9.50 to \$14.50.

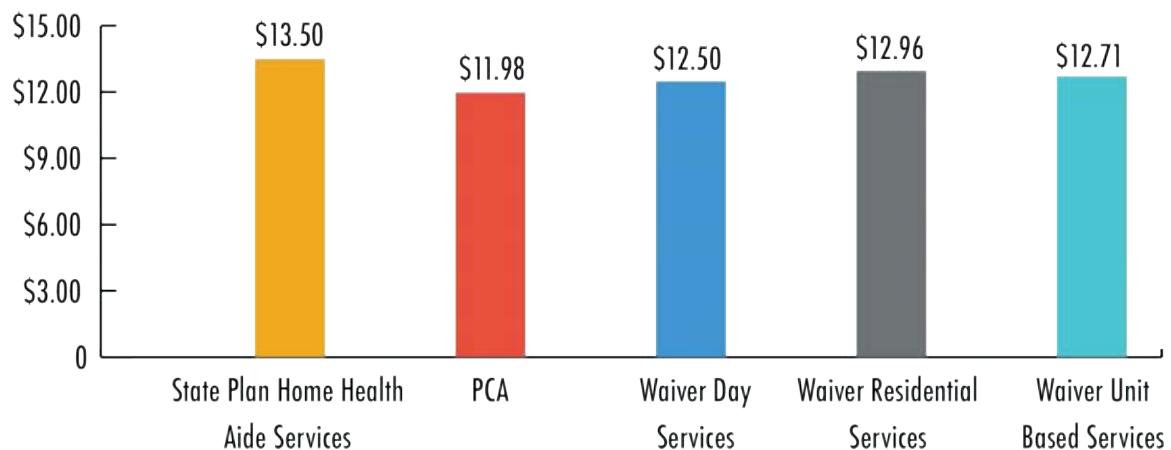
For the 68 organizations who answered this question and provided **Waiver Residential Services**, the average starting awake wage for Direct Support Workers on 12/31/2017 was \$12.13 (SD = \$1.43; median = \$12.00). The starting awake wage for Direct Support Workers in Waiver Residential Services ranged from \$10.00 to \$16.00.

For the 98 organizations who answered this question and provided **Waiver Unit Based Services**, the average starting awake wage for Direct Support Workers on 12/31/2017 was \$12.16 (SD = \$1.47; median = \$12.00). The starting awake wage for Direct Support Workers in Waiver Unit Based Services ranged from \$9.50 to \$16.00.

Average Awake Hourly DSW Wage by Service Type

If the organization indicated that they provide the service type, they were asked to report the average wage paid to DSWs working in the service type on December 31, 2017. Average wages are depicted below.

Figure 40. Average Hourly DSW Wage by Service Type



For the 20 organizations who answered this question and provide **State Health Plan Home Health Aide Services**, the average awake wage for Direct Support Workers on 12/31/2017 was \$13.50 (SD = \$3.31; median = \$13.50). The average awake wage for Direct Support Workers in State Health Plan Home Health Aide Services ranged from \$9.52 to \$25.15.

For the 74 organizations who answered this question and provide **PCA; State Plan**

& Waiver Services, the average awake wage for Direct Support Workers on 12/31/2017 was \$11.98 (SD = \$1.09; median = \$12.00). The average awake wage for Direct Support Workers in PCA; State Plan & Waiver Services ranged from \$10.00 to \$17.50.

For the 46 organizations who answered this question and provided **Waiver Day Services**, the average awake wage for Direct Support Workers on 12/31/2017 was \$12.50 (SD = \$1.56; median = \$12.47). The average awake wage for Direct Support Workers in Waiver Day Services ranged from \$10.00 to \$16.00.

For the 66 organizations who answered this question and provided **Waiver Residential Services**, the average awake wage for Direct Support Workers on 12/31/2017 was \$12.96 (SD = \$1.60; median = \$12.65). The average awake wage for Direct Support Workers in Waiver Residential Services ranged from \$10.00 to \$16.62.

For the 93 organizations who answered this question and provided Waiver Unit Based Services, the average awake wage for Direct Support Workers on 12/31/2017 was \$12.71 (SD = \$1.57; median = \$12.29). The awake wage for Direct Support Workers in Waiver Unit Based Services ranged from \$10.00 to \$17.38.

Direct Support Worker Training Hours Preservice Training Hours

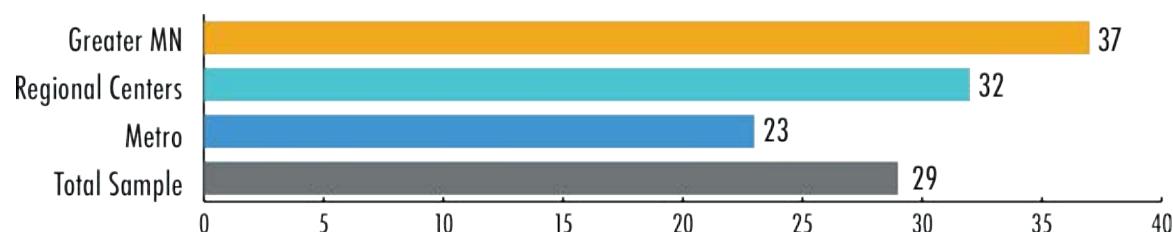
Organizations were asked to report the number of training hours DSW in the organization are required to complete during their orientation period, and during each year after they have completed the first year of employment.

For the 166 organizations who answered this question, the average number of orientation training hours Direct Support Workers received was 29 (SD = 24 hours; median = 30). The number of orientation training hours Direct

Support Workers received ranged from 0 to 188.

Of the 81 organizations who provided their highest service percent in the **Metro region** and answered the question, the average number of orientation training hours Direct Support Workers received was 23 (SD = 20 hours; median = 12). The number of orientation training hours Direct Support Workers received ranged from 0 to 80.

Figure 41. Average DSW Preservice Training Hours



Of the 22 organizations who provided their highest service percent in the **Regional Center region** and answered the question, the average number of orientation training hours Direct Support Workers received was 32 (SD = 16 hours; median = 31). The number of orientation training hours Direct Support Workers received ranged from 0 to 60.

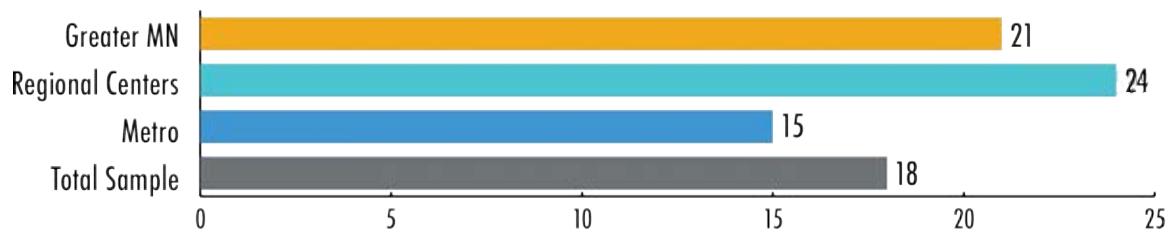
Of the 63 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, the average number of orientation training hours Direct Support Workers received was 37 (SD = 29 hours; median = 30). The number of orientation training hours Direct Support Workers received ranged from 1 to 188.

In-Service Training Hours

For the 163 organizations who answered this question, the average number of required annual training hours Direct Support Workers received was 18 (SD = 14 hours; median = 18). The number of required annual training hours Direct Support Workers received ranged from 0 to 120.

Of the 79 organizations who provided their highest service percent in the **Metro region** and answered the question, the average number of required annual training hours Direct Support Workers received was 15 (SD = 11 hours; median = 12). The number of required annual training hours Direct Support Workers received ranged from 0 to 48.

Figure 42. Average DSW In-Service Training Hours



Of the 21 organizations who provided their highest service percent in the **Regional Center region** and answered the question, the average number of required annual training hours Direct Support Workers received was 24 ($SD = 16$ hours; median = 24). The number of required annual training hours Direct Support Workers received ranged from 5 to 80.

Of the 63 organizations who provided their highest service percent in the **Greater Minnesota region** and answered the question, the average number of required annual training hours Direct Support Workers received was 21 ($SD = 16$ hours; median = 20). The number of required annual training hours Direct Support Workers received ranged from 1 to 120.

Discussion

Direct support workers (DSWs) are a critical component of delivering services that support people who have disabilities and people who are aging to live in the community. Without needed services and supports provided by DSWs, people are unable to attain consistent access to community living and working. The results of this study highlight critical issues in the Minnesota direct support workforce. These must be addressed through more effective policy and practice.

High rates of turnover

Across all DSWs in Minnesota, the average rate of turnover is 39.3% (median 33.0%). There is some variation between full time (34.4%; median 28.4%) and part time workers (40.3%; median 33.0%), and no significant differences between regions. This means that, in this field, one can expect that over a third of all DSWs employed on January first of any given year will be gone by the end of the year. Of those that leave their positions, nearly half (45.8%; median 46.2%) leave within the first 6 months.

Early leavers likely have unmet expectations about their positions (Breaugh, 2010). Given that DSWs provide critical supports to people with disabilities and those who are aging, these supports are enhanced by developing a professional relationship with the people to whom they provide supports. This high rate of turnover gets in the way of people building trust and maximizing person-centered approaches to their supports (Friedman, 2018; Mittal, Rosen & Leana, 2009). Many DSWs provide complex health and behavioral interventions that rely on the worker really knowing and understanding the person they are supporting (Parsons, Bentley, Solari, & Reid, 2016). Turnover rates at this level (especially early turnover within the first six months) for DSWs make it very difficult for trusting relationships to evolve.

Moreover, turnover is costly. It is estimated that the cost of turnover per DSW who leaves their position is between \$4,200-\$5,200 (Barbarotta, 2010). There are an estimated 204,792 DSWs in MN. With a turnover rate of 39.3%, approximately 80,483 DSWs turnover each year in Minnesota at a total cost between \$338,028,600-\$418,511,600.

Average annual frontline supervisor turnover is 15.0% (median 0%), but the range of frontline supervisor turnover was wide (range 0-116.7%). This means that some organizations have stable frontline supervisors, while others they have more difficulty in keeping supervisors. On average, 15 out of every 100 supervisors in MN will leave their positions each year. Of those that do leave their positions, about 24.3% leave within the first 6 months. Supervisor support has been shown

to be an important factor in increasing the stability of the direct support workforce, especially when workload is high (Gray-Stanley & Muramatsu, 2011). These data suggest the need for effective training for frontline supervisors in management skills that help them to be successful in this work.

Efforts made to reduce turnover of DSWs and Frontline Supervisors will likely improve service outcomes, save money, and allow organizations to place more focus on the quality of their supports versus finding workers to fill vacant shifts. Ensuring that both frontline supervisors and DSWs have clear expectations about the job (from the perspective of people who do the job) is useful to reducing early turnover (Larson, O'Neill, & Hewitt, 2012; Breau, 2010). Additionally, early turnover is often reduced when organizations carefully select new employees. This is difficult in a field where there is simultaneously a high vacancy rate compared to other industries and a low unemployment rate. These factors likely make it difficult for organizations to have enough qualified applicants that they are able to "select" the best.

High vacancy rates

In Minnesota, the average vacancy rate for all DSWs positions is 14.9% (median 13.5%), for full-time DSWs the average vacancy rate is 15.9% (median 10.4%) and for part-time DSWs it is 17.6% (median 13.2%). As a point of comparison, across industries and employers in the United States in December 2017, the average rate of separation was 3.6% (BLS, 2018). Each DSW vacancy results in an organization having to figure out how to fill the hours created by that vacancy. Sometimes this means that when staff suddenly do not show up or shifts are unfilled due to a vacant position the person gets no service, support responsibilities fall on family members, or other loved ones (PCPID, 2017). Vacancies also result in many DSWs picking up overtime hours. In many situations it may also mean that frontline supervisors end up filling in for DSWs. Only 34.1% of organizations compensate supervisors for the additional hours they work to fill DSW shifts. There is also high potential for DSW burnout when they are working so many overtime hours or are short staffed on a regular basis (Skirrow & Hatton, 2007).

This can also increase risk injury when staff work long hours doing highly complex and demanding work. Developing multiple pipeline programs (e.g., in secondary schools, displaced worker programs, higher education student work study, retiree second career) that inform potential workforce members about the direct support workforce as an option for employment is important to ensure people know about DSW career options or as a point on their career path. Exploring and implementing other options to attract workers into the field is also important such as student loan relief, tax incentives, access to reduce cost health insurance and higher wages is important.

Wages

This study asked organizations to provide information about wages for their DSWs based on starting and average wages, full time or part time status, and awake or asleep hours across program types. Across all data points the wages

hover slightly above or below \$12.00. The average full time DSW working awake hours earns \$12.24 (median \$12.00, range \$10.00 - \$35.00); the average part time awake DSW earns \$11.92 (median \$11.78). Looking at differences by region, the only statistically significant differences were between the Metro region and the other regions in average starting wages. These differences did not persist in average wages. This may suggest that organizations are not able to adequately increase wages over time for workers that have remained in their positions, a trend that has been demonstrated by examining wages for workers over time (PHI, 2015). Further, comparing across industries and occupations in Minnesota, the average hourly wage at a similar point in time was \$26.06 (median \$20.49; BLS 2019).

Low wages paid to this workforce have long been associated with turnover (Wiener, Squillace, Anderson, & Khatutski, 2009; Powers & Powers, 2010). In the United States and Minnesota, the wage one makes determines one's access to housing, reliable transportation, health services, education, recreation and many other important aspects of a quality life. Based on U.S. poverty thresholds, the average annual income of a DSW in Minnesota who works 2,000 hours per year at the average hourly awake rate of \$12.24 makes \$24,480. This is below the poverty threshold for a family of four in 2017 (US Census Bureau, 2019). This means that many DSWs in Minnesota are eligible for government benefits.

Across the five DSW service types in this survey, average hourly wages ranged from \$11.98 and \$13.50:

- Home health was \$13.50 (median \$13.50, range \$9.52 - \$25.15),
- PCA services was \$11.98 (median \$12.00, range \$10.00 - \$17.50),
- Waiver Day services was \$12.50 (median \$12.47, range \$10.00 - \$16.00),
- Waiver residential was \$12.96 (median \$12.65, range \$10.00 - \$16.62),
- and Waiver unit based services \$12.71 (Median \$12.29, range \$10.00 - \$17.38).

Many organizations (62.3%) had DSWs in their organizations working across services. Since DSWs could not be placed in a single service type group, it was not possible to conduct any inferential statistics using wage and service type together. Nevertheless, it is important to note the pervasive issue of low wages, while also keeping in mind the predicted demand for this workforce. According to the Bureau of Labor Statistics (2015), the direct support workforce (including home health aides and personal care assistants) is one of the fastest growing occupations in the United States and Minnesota. Strategies are needed across the direct support workforce to invest in these workers so that future demand can be met.

Overtime Costs

Overtime hours are paid when services need to be provided but there is a shortage of DSWs to work needed hours. As a result of the high vacancy and turnover rates, 141 organizations reported the total overtime cost for DSWs, including only the premium overtime costs (e.g., the extra 50% paid out and including payroll tax cost). The total DSW overtime costs paid across all organizations was \$35,194,481 (average per organization \$249,606; SD = \$1,353,161; range \$0 - \$15,000,000; median = \$18,108). Using this figure, an estimated \$317,498,832 is spent on overtime costs to fill open DSW shifts in organizations in Minnesota. If organizations were more fully staffed, these resources could be used to increase base wages and to meet other needs.

Wage, Turnover and vacancy rates approximate the national averages

Direct support workforce challenges are not unique to Minnesota. These challenges are experienced in every state and have been identified as challenges for many decades in community health human services (Bogenshutz, Hewitt, Nord,

& Hepperlen, 2014; Braddock & Mitchell, 1992; Larson, Lakin & Bruininks, 1998; GAO, 2001). In the most recent National Core Indicators (NCI) staff stability report based on 2017 data from the developmental disabilities sector, the national median wage for direct support workers was \$12.09, the average turnover rate was 43.8%, and the average vacancy rate was 8.1% for full-time DSW and 17.3% for part-time DSW (NCI, 2019). PHI most recently reported a national average wage for home care workers who provide services to aging adults in 2017 as \$11.30 per hour (Espinoza, 2018). These wages have remained the same for the last decade when adjusted for inflation (average hourly wages were \$10.66 in 2007). PHI does not report turnover and vacancy rates.

Very limited hours of orientation and in-service training

The knowledge, skills and abilities required of DSWs to support people with disabilities and people who are aging in the community are vast. These competencies have been identified in several nationally validated efforts including,

- Centers for Medicaid and Medicare Core Competencies (<https://www.medicaid.gov/medicaid/ltss/downloads/workforce/dsw-core-competencies-final-set-2014.pdf>),
- National Alliance for Direct Support Professionals national competencies (<https://www.nadsp.org/15-competency-areas/>),
- US Department of Labor (DOL) Long term Services and Supports competency framework (<https://www.careeronestop.org/competencymodel/competency-models/long-term-care.aspx>) and
- US DOL apprenticeship standards for direct support specialists (https://www.doleta.gov/oa/bul10/Bulletin_2010_31_Attachment_1.pdf

In Minnesota, the average number of orientation training hours provided to DSWs is 29 (median 30, range 0-188) and the average number of in-service training hours provided to DSWs is 18 (median 18, range 0-120). These hours are most often driven by policy and the reality that many DSWs leave their positions before they complete training. Even at organizations providing the highest amount of training hours to DSWs (188 hours), the training is not sufficient to teach all of the knowledge, skills and abilities required of the position. The complex nature of the interventions and skills required to support people with complex medical, mental health and behavioral needs cannot be met in this number of hours of training delivered to the DSW workforce in Minnesota. Exploring options to increase staff development opportunities in which organizations are paid to deliver the training or credentialing programs that are aligned with the known required competencies is needed. Related staff wage incentives commensurate with the increased competencies should be aligned with additional training and credentials in order for there to be reasonable incentives for staff to participate.

Regional differences are not strong

There were very few significant differences related to key workforce variables between regions. The only areas in which significant differences were identified were related to starting awake wages:

- Starting awake wages were significantly higher for full-time DSWs working in organizations in the Metro region than those in the Greater Minnesota region (\$13.01 and \$11.51, respectively; p=0.028).
- Starting awake wages were significantly higher for part-time DSWs working in organizations in the Metro region than those in the Regional Center region (\$12.40 and \$11.12, respectively; p=0.017).
- Starting awake wages were significantly higher for all DSWs (full-time and

part-time combined) working in organizations in the Metro region (\$12.38) than those in the Regional Center region and Greater Minnesota region (\$11.33 and \$11.54, respectively; $p<0.001$).

There were no significant differences in region among average hourly awake DSW wages, average hours DSW worked per week, DSW turnover, DSW turnover within 6-months of being hired, DSW turnover within 12-months of being hired, and DSW vacancy rate across regions for full time, part time, or total sample. This is an indication that all parts of Minnesota experience similar workforce challenges. Issues related to DSW turnover and retention are global and systemic. Solutions must be implemented statewide and across service types.

Limited availability to insurance and other benefits

Organizations offer benefits to DSWs in different ways. Some offer paid time off (PTO), while others offer sick time and vacation time. Organizations are more likely to offer benefits to full time employees, yet 54% of DSWs in Minnesota are part-time. For example, 56.9% of organizations provided PTO to full-time DSWs, while only 34.5% offered it to part-time DSWs. Similarly, for sick time 37.3% of organizations provided paid sick leave to full-time DSWs, and 17.3% of organizations provided paid sick leave to part time DSWs. Forty-three percent of organizations provided paid vacation time for full-time DSWs, and 21.1% provided paid vacation for part time DSWs. Thus, a large portion of the DSW workforce do not have options for paid time off.

Just over half (56%) of organizations offer health insurance to their full-time DSWs. Only 10.6% offer health insurance to part-time workers. Average employer costs for a month per DSW for individual health insurance is \$427.00, two-person coverage is \$540, and family coverage is \$727. DSW costs an average of \$142 per

month for individual coverage, \$588 for two-person, and \$822 for family coverage. Importantly, while health insurance is offered to many DSWs, of those to whom it is offered, only 38.1% (median 33%) of eligible DSWs were enrolled in their employer's health insurance. Costs of health insurance may be prohibitive to organizations providing health insurance to their DSWs, and costs to the DSW for premiums may also be prohibitive of DSWs accessing it from their employer if it is provided. Employers were also asked to report the type of health insurance offered to DSW if they provided it. Forty-three percent offered a high deductible plan, 25.5% offered a full coverage plan/traditional plan, and 31.6% offered another type of plan. Only 20.4% of organizations offer a Health Savings Account plan to their employees. Access to affordable health insurance for DSWs who are not obtaining health insurance from their employers are accessing it, and if they are able to access health insurance. Low enrollment in employer-based health insurance programs may be due to the high costs for premiums, especially given the low wages paid to DSWs. Identifying strategies to provide access to lower cost, full coverage health insurance plans for DSWs and their families is an important area of intervention to be explored.

Organizations offer some additional benefits to DSWs. For responding organizations, 75% offered dental insurance, 40.5% offered vision insurance, 68.1% offered life insurance, 48.3% short term disability, 40.5% long term disability, 87% retirement benefits, 16.4% tuition reimbursement (e.g., college course, certificate programs), and 37% wellness programs. Organizations were not asked to report the percentage of DSWs employed in their organization who used these benefits. These benefits may or may not be offered at cost to the DSW, and it is not clear if they are offered to all DSWs (full time and part time, or across settings). Identifying benefits that can be offered to all DSWs across Minnesota that provide financial relief and simultaneously improved quality of life is important.

Conclusion

Having a stable, reliable, and well-trained direct support workforce is essential to being able to provide community support to Minnesotans with disabilities and those in need of services due to aging. The ability to achieve the goals identified in the Minnesota Olmstead Plan is highly dependent on finding solutions to the workforce challenges faced by individuals, families and organizations who employ direct support workers.

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Appendices

Complete appendices for this project (<https://ici-s.umn.edu/files/Gdhd9HaHcg/mn-dsw-workforce-report-appendices.pdf>)