



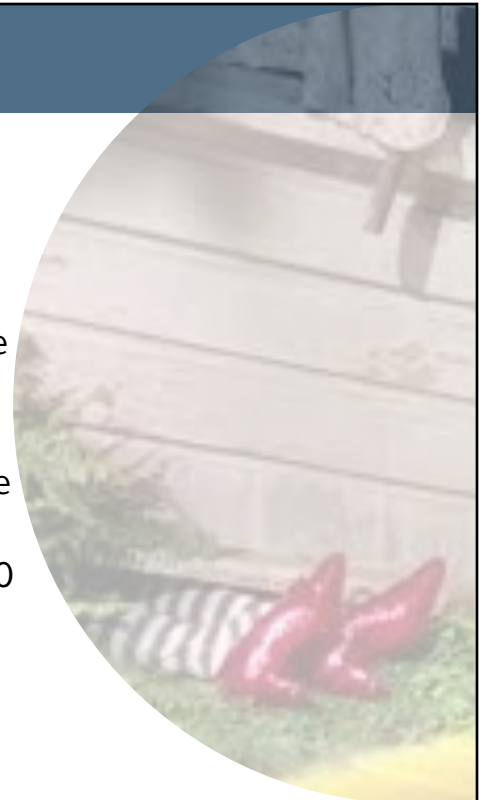
Kansas, Oz, and the Ruby Red Slippers

By: Dr. Michael Strouse, GoodLife Innovations, Inc.

*The Journey for Workforce Stability and Margin
Because, because, because because because!*

We've arrived in Oz...

- DSP turnover exceeds 50% nationally (46% in KS)
- Vacancy rates are between 12% and 18%.
- 69% FT DSPs with 12% chronic vacancy rate
- 31% PT DSPs with 18% vacancy rate
- 35% of the DSP workforce has been employed less than one year, and 35% leave employment before working six months.
- Each year agencies need to recruit 600,000 to tread water



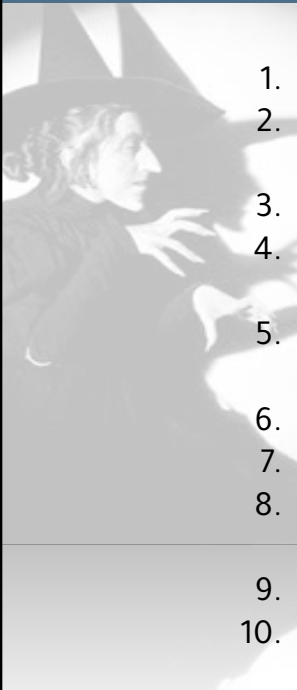
Deep Dive Findings and Why

- Lots of group homes (size 4 to 8) and high reliance on center-based day services
- M-F Staffing (7 to 3, 3-11, and 11 to 7, with weekend part time).
- High reliance on part time for weekends and evenings
- Lots of different people involved in care due to openings and vacancy management strategies
- Low capacity to provide additional staffing support to fill vacancies
- Lots of residential staff vacancies and most challenging positions are open
- Stress for residential too high and managers working to many shifts, especially on evenings and weekends



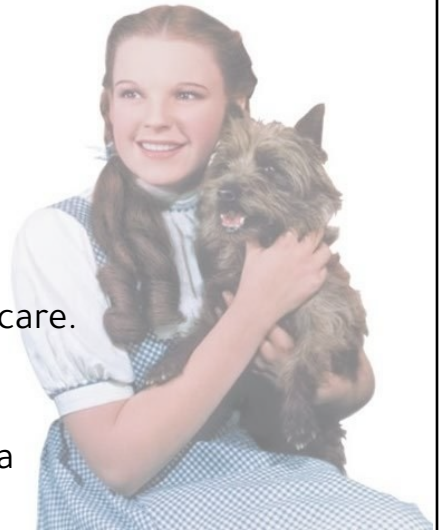
About those bad witches... Causes of Instability

1. **Better paying** jobs;
2. **Poor funding** for I/DD services that steadily loses ground to inflation;
3. Increasingly **complicated** service and funding requirements;
4. Increases in **unfunded costs** for housing, transportation, food, accessibility, and uncovered health, and behavior services;
5. **Mandated** pressure to serve increasingly challenging populations;
6. Unappealing and problematic DSP work **schedules**;
7. Ineffective and burdensome **recruitment** and **hiring** strategies;
8. Relatively poor **on-the-job coaching** for new employees who are increasingly isolated from supervision and support; and
9. The **unnecessarily high number of people involved in care**
10. And then there was **COVID-19**



Who is Dorothy?

- 81% Female
- 35 years old (average)
- 43% Single
- Source of primary income (63%)
- Cares for about 3 to 6 clients
- About 15% enroll in health insurance
- Significant number live with roommates or family and have challenges paying for child care.
- Transportation challenges
- 50% receive public subsidies
- 40%+ work second job or need to work extra
- Demographics are different by region



The Hourly Workforce Cost Analysis

What Does It Cost Your Company? Do You Know The Costs?

- | | |
|-----------------------|------------------------|
| ● Compensation | ● Paid Time Off |
| ● Insurance Benefits | ● Replacement Labor |
| ● Workers Comp | ● Family Leave |
| ● Retirement | ● Accommodations |
| ● Unemployment | ● Recruitment & Hiring |
| ● Training | ● Employee Legal |
| ● Overtime/Pool | ● Management Overhead |
| ● Performance | ● Hr & Hr Tech Costs |
| ● Schedule Efficiency | |

Cost may range from 45% to 65% *above* DSP wages

What Are Key Measures Of Our Success

For Providers

- Lower direct support labor costs
- Increased direct service pay
- Have appropriate and consistent ratios of care
- Fewer different people involved in care across time
- A bigger pipeline of talent, well-trained, and on the job more quickly
- Fewer staff vacancies of all types
- Lower staff turnover, especially early turnover of less than 90 days
- Greater workforce capacity to affordably work extra
- Ample time off of work (recharging)
- Lower insurance claims and premium cost
- Higher direct support, management & family satisfaction

What does Dorothy Want Most?

What is a meaningful wage?

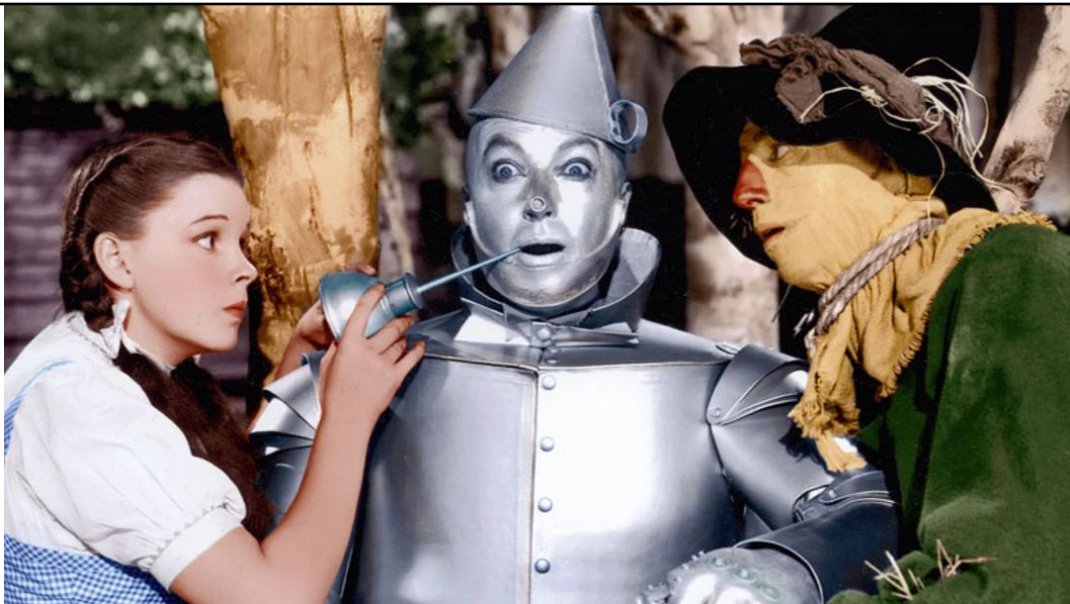
Which job related features are important to a DSP other than wages:

- Attractive schedules
- More days off
- Work Schedule Flexibility
- Ability to work extra
- Work/Life Balance
- Proximity of work to home
- Pay frequency





The Proclamation! DSP Stability is the #1 Need!



Oil for the Tin Man . . .

GoodLife Strategies for Improving Staff Consistency

Solutions For Improved Dsp Stability And Cost

Highlighted is what we will cover today!

Session 1 **Schedule Strategies**

- Schedule Challenges
- Desired Characteristics of Schedules
- Support Ratios Analysis
- Shift Schedule Types and Purposes
- Live-in, by or Live-near Strategies
- Staff Sharing Strategies
- Constructing Schedules

Session 2 **Compensation Strategies, Systems, and Supports**

- Superimposed Staffing
- Vacancy and Schedule Management
- Hiring Strategies
- Compensation Strategies
- PTO and Time Off Strategies
- Benefits and Costs

Session 3 **Next Generation Service Approaches**

- iLink Remote Support Technologies
- The Neighborhood Network Service Model
- Business Technologies
- GoodLife Co-Op

Schedule Problems, Challenges, and Issues

- Schedule inefficiencies and overlaps
- Schedule migration problems due to schedule inequities
- Capacity hoarding
- Schedule does not meet customer's support needs
- Schedules are redesigned and vacancies not reported in order to meet stayer's needs (vacancy pillaging)
- Too many part time staff (especially on weekend)
- Too few days off or inequitable days off
- Unfillable schedules
- Unstable schedules (ones likely to call off or not filled)
- Ever changing schedules



Desired Characteristics of Schedules

- Equally appealing by schedule or compensation
- Hireable openings and appealing open schedules
- Lower evidence of migration
- Fewer different employees (less cost and better care)
- Efficiently covers ratios (show ratio report)
- Standardized as possible across homes/programs/region
- Set or not highly rotating
- As many days off as possible
- Potentially compatible with school or other part time jobs
- Lower use of part time or weekend positions with solid experience on weekends
- Schedules that best appeal to market (multiple faucets are best)



Getting Organized!

- 1) The Home Support Ratio Matrix
- 2) Day/Work Services Support Ratio
- 3) Google Map of Homes and Day/Work Programs



It all begins with the minimum support ratios!

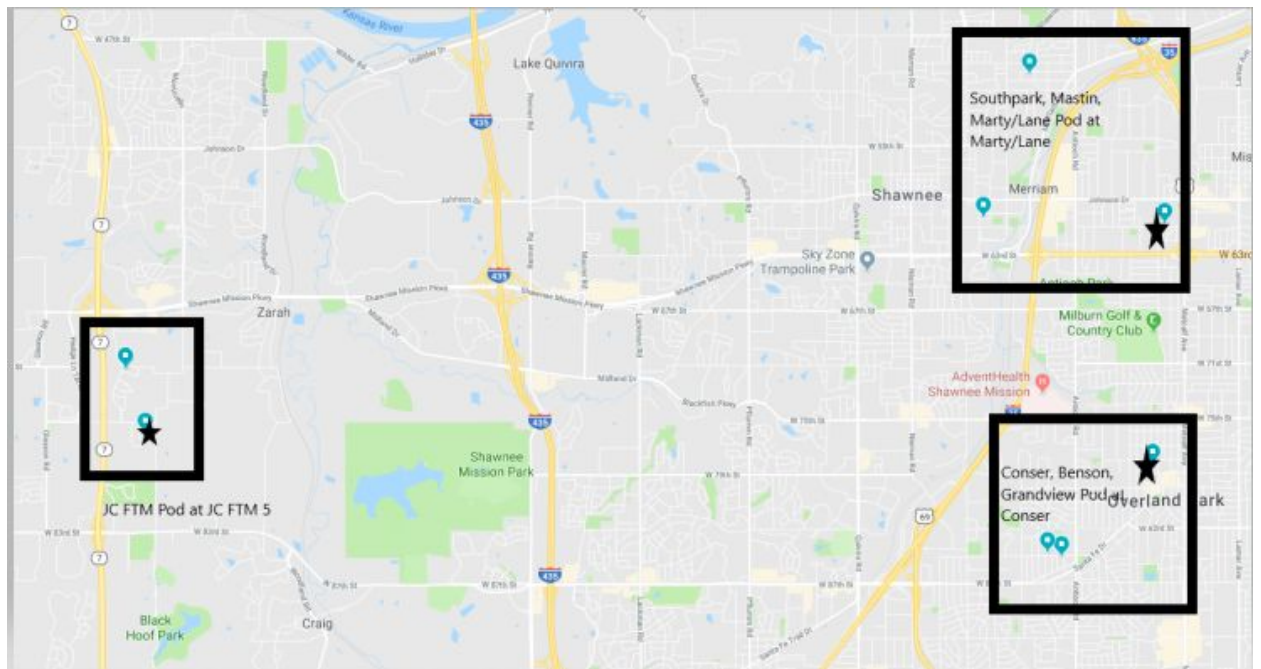
Example of Staff Minimum Support Ratios for a Home with Nights but no Day Services

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
7:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
8:00 AM	2.00	1.00	1.00	1.00	1.00	1.00	2.00
9:00 AM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
10:00 AM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
11:00 AM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
12:00 PM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
1:00 PM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
2:00 PM	2.00	0.00	0.00	0.00	0.00	0.00	2.00
3:00 PM	2.00	2.00	2.00	2.00	2.00	2.00	2.00
4:00 PM	2.00	2.00	2.00	2.00	2.00	2.00	2.00
5:00 PM	2.00	2.00	2.00	2.00	2.00	2.00	2.00
6:00 PM	2.00	2.00	2.00	2.00	2.00	2.00	2.00
7:00 PM	2.00	2.00	2.00	2.00	2.00	2.00	2.00
8:00 PM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
9:00 PM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10:00 PM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
11:00 PM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
12:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
2:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
5:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
6:00 AM	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	36.00	23.00	23.00	23.00	23.00	23.00	36.00
							187.00

Example of Staff Ratios for a Home with Nights and Day Service Provided

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
7am	2.00	2.00	2.00	2.00	2.00	2.00	2.00
8am	2.00	2.00	2.00	2.00	2.00	2.00	2.00
9am	2.00	1.00	1.00	1.00	1.00	1.00	2.00
10am	2.00	1.00	1.00	1.00	1.00	1.00	2.00
11am	2.00	1.00	1.00	1.00	1.00	1.00	2.00
12pm	2.00	1.00	1.00	1.00	1.00	1.00	2.00
1pm	2.00	1.00	1.00	1.00	1.00	1.00	2.00
2pm	2.00	1.00	1.00	1.00	1.00	1.00	2.00
3pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
4pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
5pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
6pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
7pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
8pm	2.00	2.00	2.00	2.00	2.00	2.00	2.00
9pm	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10pm	1.00	1.00	1.00	1.00	1.00	1.00	1.00
11pm	1.00	1.00	1.00	1.00	1.00	1.00	1.00
12am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
2am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
3am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
4am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
5am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
6am	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	38.00	32.00	32.00	32.00	32.00	32.00	38.00
							236.00

Location of Homes and Day/Work Programs



Sharing Resources!

Identifying Staff Sharing Strategies

- Can you share staff and vehicles with the homes and day services?
- Can you share staff across a neighborhood of inclusive homes?
- Is there labor or transportation capacity in a home or site or program which has a build-in excess that could be shared?
- Possibly homes can be networked in a geographic location where there would be base staffing and shared staffing (see mygoodlife.org for Neighborhood Networks)



Identifying & Managing Issues

Home Placement, Day or Job Placement, and Case-Mix

Night Needs

- Sleep
- Up At Night
- Scheduled Needs
- Intermittent Needs

Day Services Services Type

- Your Program
- Another Provider
- Home Directed

Case-Mix Challenges

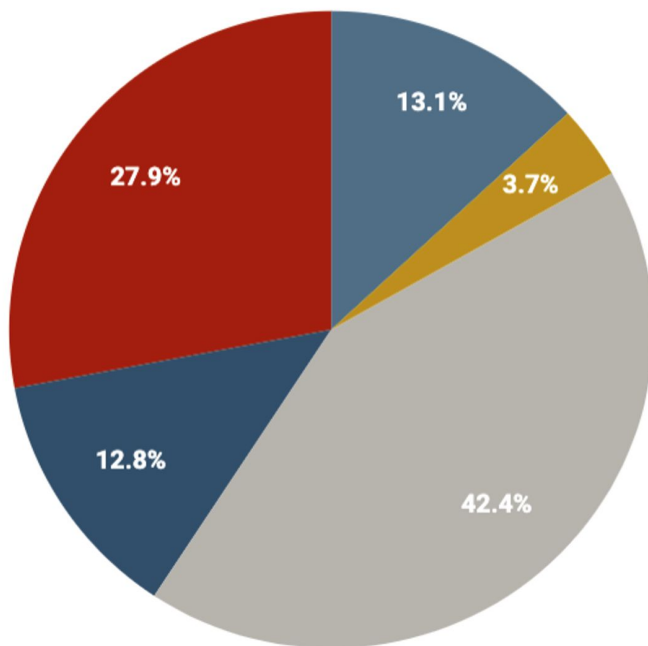
- Behavioral, Health, Adaptive
- Compatible Needs
- Incompatible Needs
- Staff Capacity Challenges
- Transportation and Community Limitations





Scheduling Strategies

GoodLife's DSP Distribution by Position



- Professional Neighbors, Families, & Roommates
- Part-time
- Front/Back Half
- 5 day M-F
- Professional Extended Families

These positions each have different turnover rates that produce an agency-wide average of 34% in 2019.

The percent of part-time positions is 800% less than the national average.

Five Scheduling Strategies (and 5 Faucets)

Benefits, Barriers and Uses

1. The traditional 7-3, 3-11, and 11-7, 8 hour shift, 5 Day Workweek
2. Part-time Weekend and Evening Shifts
3. The Front-Back 3 & 4 Day 12 Hour Strategy
4. The “Daily” 24 Hour Shift
5. Live In, By, and Near Strategies



8 Hour, 3 shift, 40 Hour Schedule

- Most Common Type
- M-F, 7 to 3 or 8 to 4 (Day services) is most valued
- Three Transitions per day at challenging times
- Limits Day Services Opportunities
- Highest Migration
- Creates Weekend Part Time or 1 Weekend out of 3 off
- Least capacity to work extra (only two days off)
- Creates need for PTOs
- Most associated with traditional day services programs



Part-time Weekend and Evenings

- Most Common Type for filling in evening or weekend times in a M-F 8 hour shift strategy
- Highest turnover and instability
- Vacancies are hard to fill
- Managers often must fill if significant openings
- Longest length of vacancies
- Greatest cause of OT
- Highest cause for burnout of full-time staff
- Often leads to ratio gaps (work short)
- Generally at times of greatest exposure for oversight



The Front/Back Half Schedule Strategy

- Generally 12 hours per day, three days a week. Sometimes this schedule is 12 hours on a weekend day and three shifts of 8 hours during the week (with 3 days off)
- Saturday and two or three days from M-W
- Sunday and two or three days from W-F
- Additional schedules are added to fit unique needs of home or program.
- Work week Monday Through Sunday



Front/Back Schedule Examples

Front Half

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Time In	7:00 AM	7:00 AM	7:00 AM	OFF	OFF	OFF	OFF
Time Out	7:00 PM	7:00 PM	7:00 PM				

Back Half

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Time In	OFF	OFF	OFF	7:00 AM	7:00 AM	7:00 AM	7:00 AM
Time Out				7:00 PM	7:00 PM	7:00 PM	7:00 PM

Denotes Swing Day Hours--this DSP elected to pick up an extra shift.

Why The Front/Back Workforce?

- 16 days off a month before PTOs
- Greater capacity to work extra
- Better experience and support in evenings and on weekends
- Lower call-off rates
- Greater pay (15% to 20%)
- Greater flexibility with shift trading
- Fewer trips to work and fewer days of child care
- Better weekend coverage
- Few transitions and lower schedule migration
- Less persons involved in care
- More efficient and less variable labor costs
- Able to recruit staff from longer distances
- Designed to work with our premium pay strategies (discussed later)



Workforce Management

- The Research on Openings
- Superimposed Staffing
- Vacancy and Schedule Management
- PTO and Time Off Strategies
- Compensation Strategies



The Research data...

An analysis spanning three decades of growth and openings

- Openings cause openings
- Staff and managers like openings, until there are too many
- We can predict # openings each month, but not where they occur
- Our % of openings constant regardless of how much we grew
- Traditional hiring process never closed the gap in openings
- Primarily 3 types of openings, yet programs focus on 1
- There were annual predictable cycles to our openings
- Substitutes cost too much because we hire them to wait, it takes too many subs to fill gaps in schedules, and they often choose not to help when or where they are needed most.



Superimposed Staffing and Employee Choice

Superimposed Staffing & Employee Choice

- Get ahead of turnover! Hire people to work a superimposed schedule independent of your home openings!
- The superimposed workforce strategy is designed to fill openings without causing extra capacity or OT.
- Let new employees choose where their home!



Superimposed Staffing & Employee Choice

- Measure vacancy rates each day (discussed next) and each shift across region of services.
- Establish number of people needed (openings) beyond positions that exist to fill 85% to 90% of time.
- Hire people to work standard schedules that produce additional people needed across homes and programs.
- Consider these positions equal to those that are assigned to a home or program and fill them when they are open.
- Use this workforce to replace openings and for new staff to sample homes so that they can find their place.
- Employee choice requires that new staff and managers agree that they are a fit to a home to fill a home/program vacancy.



Vacancy and Schedule Management

- 3 types of vacancies defined (Opening, Vacation, and Call off)
- Examples of vacancy data pipeline per home, program and site
- What percent does each type of vacancy contribute to staffing instability?
- Why must we examine each vacancy type separately?
- What is vacancy management and why must we hire someone to do it who is not the direct manager?



Shift Staffed Group Home Vacancies Per Month

By Type and Day (six persons served)

Lane	Vacation	Open Position	Call Off	Total	Shifts per Mo	% of Shift Vacancy per Mo
Sunday	0	7	0	7	15	47%
Monday	0	3	1	4	15	27%
Tuesday	0	3	4	7	15	47%
Wednesday	1	8	1	10	12	83%
Thursday	1	1	2	4	12	33%
Friday	1	3	3	7	12	58%
Saturday	0	7	2	9	12	75%
Total	3	32	13	48	93	52%

FTM Home Vacancies Per Month

By Type and Day (four persons served)

Southpark	Vacation	Open Position	Call Off	Total	Shifts per Mo	% of Shift Vacancy per Mo
Sunday	0	3	0	3	10	30%
Monday	0	3	0	3	10	30%
Tuesday	0	3	1	4	10	40%
Wednesday	0	1	0	1	12	8%
Thursday	0	0	0	0	12	0%
Friday	0	2	0	2	8	25%
Saturday	0	0	0	0	8	0%
Total	0	12	1	13	70	19%

Number of Vacancies per Month per Day for the Site

Call off by Day of the Week	
Sunday	32
Monday	30
Tuesday	42
Wednesday	42
Thursday	42
Friday	40
Saturday	32
Total	260

Number of Extra Staff Needed Per Day for the Site

Average Replacement Staff Needed per Week by Day	
Sunday	8
Monday	7.5
Tuesday	10.5
Wednesday	10.5
Thursday	10.5
Friday	10
Saturday	8
Avg Needed/Wk/Day	9.29

The Workforce (Schedule/Vacancy) Coordinators

- Collects vacancy data
- Manages employee choice program
- Determines need for superimposed and substitute workforce
- Hires and manages superimposed and substitute workforce
- Assigns payroll costs of replacement staff to program that uses
- Tracks unassigned or excessive payroll costs
- Assures replacement hierarchy enforced
- Assures implementation and integrity of master schedules
- Coordinates and approves staff shift trades
- Manages and approves all overtime
- Approves the managers to work shifts (and pays them)
- Collects excessive work data
- Approves all time off and manage time off policies
- Gather quality and program intel from deployed workforce



PTO & Time Off Strategies

- Are we causing our own stability problem?
- Am I Scrooge or do DSPs really need PTOs to have time off when they already have 208 days off or 16 per month?
- If so, how many do we need and for what purpose?
- How much do PTOs cost and what do DSPs want you to do with this money?
- The front/back strategy and trading (Pay, More Time-off, fewer PTOs)



GoodLife's Days Off Capacity Chart

Number of Days Off Per Year

Days Off a Year	Current w/ Vac Days	%
48-Hour (2 days)	262	72%
Front/Back	211	58%
5 Day	114	31%
PT	260	71%

Holiday & Weekend Pay Compensation Strategy

- How it works
- The legal side
- An example of this pay strategy with the front/back half schedule
- Why your work week must be Monday-Sunday
- Overtime doesn't matter anymore!
- It's just math!
- Benefits?
- Challenges?



Average Wage Calculation

Employee Works 24 Hours During Weekdays, 12 Hours On Weekend

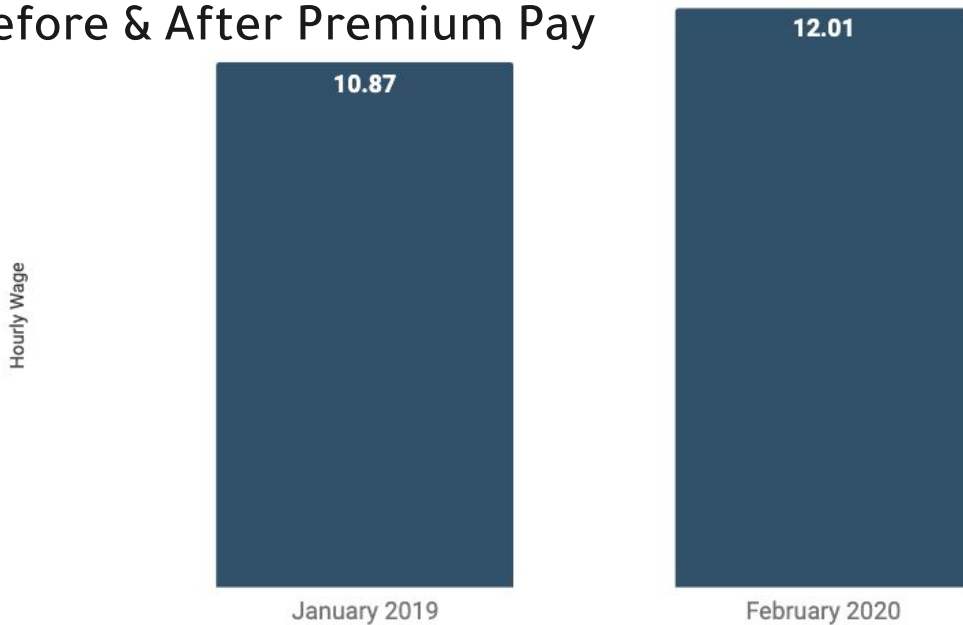
Base Hourly Rate	Weekday Hourly Rate	Weekend Hourly Rate	Avg. Hourly Rate	Avg. Hourly Company Cost
9.00	9.00	13.50	10.50	10.29
9.50	9.50	14.25	11.08	10.86
10.00	10.00	15.00	11.67	11.43
10.50	10.50	15.75	12.25	12.00
11.00	11.00	16.50	12.83	12.57



Impact Studies

GoodLife's HCBS DSP Wage Increase Compensation

Before & After Premium Pay



GoodLifes Workforce's Annual Capacity to Work Extra

Without Additional Cost Beyond Budget Plus days off per week

Weekdays	Weekends	Total
6,760	8,712	14,872



Note: There is often a waiting list to work weekends!

Side-by-Side Impact

Phase 1 Program Impact

	Missouri		Wisconsin		Central KS		Eastern KS		Central KS	
Total Homes	32		12		25		6		14	
	Current	Projected	Current	Projected	Current	Projected	Current	Projected	Current	Projected
Employees										
Full Time	129	162	54	65	138	174	52	43	31	35
Part Time	81	36	36	2	53	14	1	5	10	3
Total Employees	210	198	90	67	191	188	53	48	41	38
Average Hourly Base Pay	\$12.79	\$13.99	\$11.57	\$12.26	\$11.48	\$12.66	\$14.08	\$15.18	\$10.77	\$11.38
Annual Additional Shift Capacity w/o OT	0	13,624	0	7,956	0	17,420	0	2,392	0	2,184
Unbudgetd Overtime Percent	11.00%	1.00%	12.78%	6.00%	12.00%	6.00%	18.47%	6.00%	15.00%	3.00%
Annual Costs	\$5,825,737	\$5,360,551	\$1,757,392	\$1,769,641	\$1,033,390	\$996,988	\$420,279	\$359,448	\$214,615	\$212,983

To schedule a personalized and in-depth Workforce Workshop or discuss next steps with Dr. Strouse, Please contact Megan Todd, megantodd@mygoodlife.org

