

Association of Developmental Disabilities Providers (ADDP) Workforce Metrics Survey October 2023

The Human Services sector in Massachusetts faces an unprecedented workforce crisis. Employers are experiencing significant challenges filling positions and retaining employees. Staff vacancy rates and high turnover impact the ability of providers to offer services at the scale necessary to meet demand and threaten to compromise the quality of the care delivered. To quantify the impact that the current economic climate has on its members, the Association of Developmental Disabilities Providers (ADDP) contracted with Fraser Consulting to conduct a survey of its members.

ADDP is a statewide association representing more than 130 community-based human service organizations that provide a wide range of services to individuals with intellectual and developmental disabilities (I/DD) including Autism, and to individuals with brain injuries. This survey focuses on staffing for the following programs operated by ADDP's members:

- **Adult Long Term Residential (ALTR):** a program funded by the Department of Developmental Services (DDS) that provides overnight housing for an extended period in a residential facility with necessary daily living, physical, social, and clinical and/or medical support.
- **Day Habilitation (Day Hab):** a goal-oriented program funded primarily by MassHealth (Medicaid) that provides activities and therapies to address skill acquisition, retention, socialization, and adaptive skills.
- **Community-Based Day Supports (CBDS):** a person-centered program funded by DDS that develops, enhances, and maintains competency in personal, social, and community activities. Personalized goals can be employment or non-employment related activities that promote integration and inclusion.
- **Individual and Group Supported Employment:** training and support program funded by DDS to develop and maintain job skills. Person-centered services can include job discovery, development, and coaching.
- **Shared Living:** a residential service option funded by DDS that includes recruitment, placement, training, resources for clinical or behavioral consultative services, and provider oversight of caregivers and living situations for individuals who either live in the home of a designated care provider or live in their own homes.
- **Adult Foster Care (AFC):** a program funded by MassHealth that enables seniors and adults with disabilities to live at home with caregivers of their own choosing.

This survey, conducted in October 2023, is the second in a series that began in March 2023. The survey captures vacancy rates across the key programs listed above for various job titles. The most recent survey mirrors the first—adding additional questions about turnover rates, expanding the job titles to include Drivers, and collecting information about staffing for other I/DD programs not specifically referenced. For both surveys, the response rate was excellent. In October, 77% of ADDP's 134 members

responded, up slightly from March. More than 80% of the October respondents completed both surveys, but there was about 20% variation in the mix of agencies responding. This will have an impact when comparing the results of the two surveys.

Overall, the staff vacancy rates from the October survey show a slight improvement over the March responses. Key findings include the following:

Vacancies continue to be high. The overall staff vacancy rate reported was 24%, down slightly from the March level of 26%. There continues to be a wide variation in the vacancy rate between providers, with more than three-quarters of providers reporting vacancy rates between 10% and 40%. Geographically, most regions of the state reported decreases in staff vacancy rates, with only the Southeast region experiencing a slight uptick. Regional rates for staff vacancies range from 22% in the Central/West region to 27% in the Southeast. Even with a slight decrease in the staff vacancy rate, the current level of staffing shortages places tremendous pressure on organizations to utilize overtime and temporary staffing at additional expense, and to require managers to fill gaps in coverage.

Vacancy rates are fairly consistent across service lines but are most acute in residential services. Of the six programs included in the survey, the greatest number of vacant positions was in Adult Long-Term Residential (ALTR) services, which is by far the largest of the programs. At 26%, the ALTR staff vacancy rate was down slightly from the 27% reported in the March survey, but still represents more than 4,000 vacancies. The vacancy rate in the Shared Living program increased from 22% to 28%. Vacancy rates for Day Programs (Day Habilitation, CBDS, and Supported Employment) were lower than March levels, at 19%-20% in October, compared with 21%-26% in March.

Nursing and Direct Care positions continue to be the most challenging to fill. When looking at vacancy rates by job title, the position of Licensed Practical Nurse (LPN) continued to have the highest reported vacancy rate at 33%, although it declined from the March rate of 37%. The vacancy rate for the Direct Support Professional (DSP) category decreased from 28% in March to 26%. Both positions feature prominently in the Adult Long Term Residential program, which as noted above had the highest number of vacant positions of all the programs reviewed. In contrast, the clinician and case manager vacancy rates increased by five percentage points and three percentage points, respectively.

Turnover was most acute among nursing and clinical positions. Respondents were asked for turnover rates in their organizations over the previous six months. The highest six-month turnover rate was for LPNs at 31%, and the rate for Clinicians, Registered Nurses and Community Health Workers ranged from 25%-28%. Other positions were closer to the overall six-month rate of 16%.

Waiting lists for Day Programs show improvement but continue to be significant. For Day Programs (Day Habilitation, CBDS, and Supported Employment), respondents included information about waiting lists, both for individuals who were receiving services prior to the pandemic, and for new referrals. These combined waiting lists were lower for organizations responding to the October survey. In March, providers reported total waiting lists of more than 30% of the pre-pandemic census; that number was less than 20% for providers responding in October (the reported census figures vary across the two surveys, presumably due to variations in the organizations responding). This decline in waiting lists occurred simultaneously with the decline in staff vacancy rates for Day Programs. Anecdotally, some providers pointed to increases in rates of pay and hiring and retention incentives as potential explanations for these trends. These changes may be associated with increases in reimbursement rates

for Day Programs that occurred between the two surveys, and which were not applicable to other programs. The Commonwealth increased Day Hab rates by 33% in July 2023, and rate increases for the CBDS and Supported Employment programs were projected to increase expenditures by more than 14%. MassHealth also provided incentives for Day Habilitation re-engagement (from pre-pandemic levels of attendance) and new admissions. Despite the improvement, the waiting lists that remain still mean that thousands of individuals are unable to access services, which has created additional stress on individuals/families, as well as the community based residential support system.

The attached slides contain detailed information by service line and employee title.

ADDP will continue to repeat this survey regularly to track trends over time.

Workforce Metrics Survey

October 2023

Prepared for:

Association of Developmental Disabilities Providers

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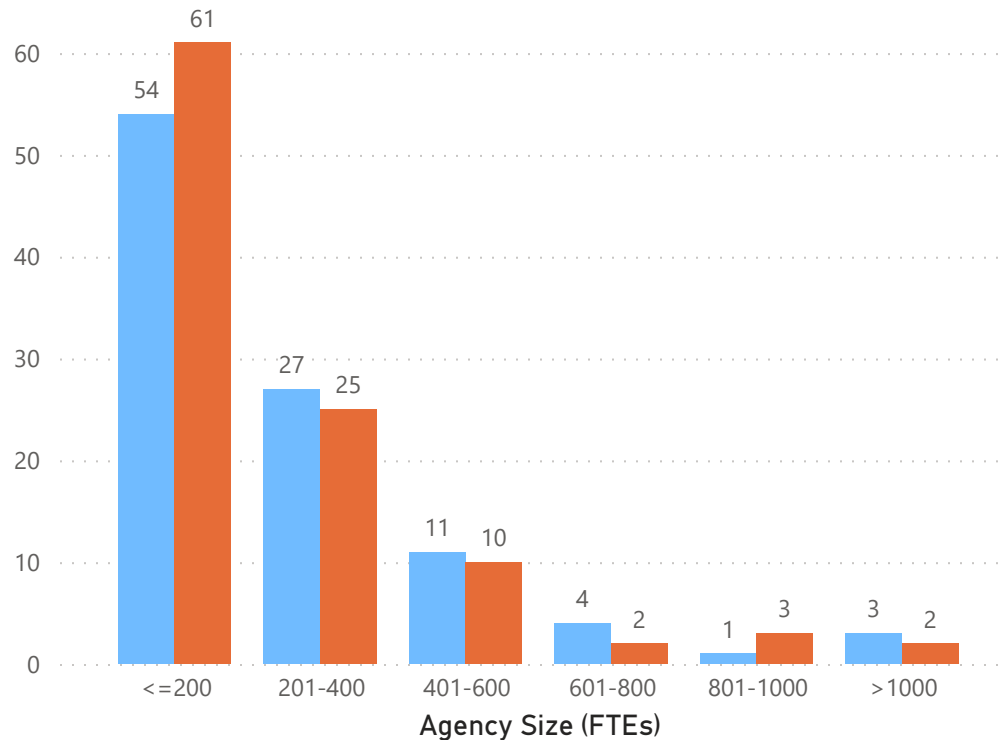
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Throughout this report, vacant positions are measured as Full-Time Equivalent (FTE).

Overall Responses

Total Responses Received: 103

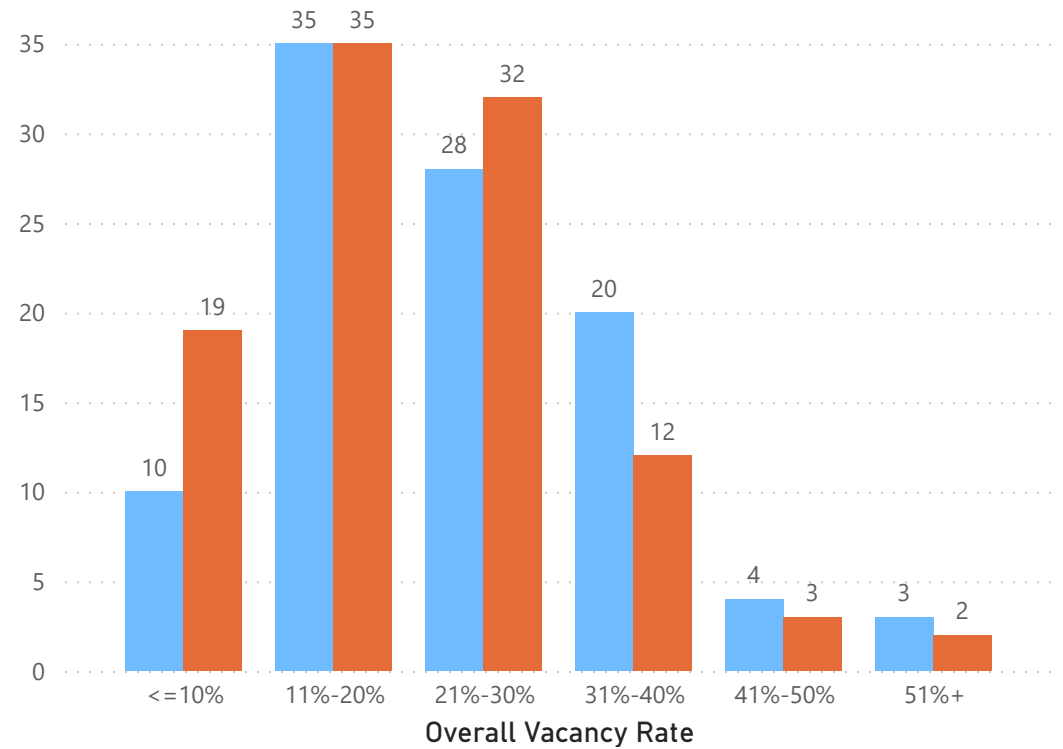
Distribution of Agency Size, Based on FTEs



● Mar 2023 Agency Size ● Oct 2023 Agency Size

Agency Size (FTEs)	Mar 2023 Distribution	Mar 2023 Percentage	Oct 2023 Distribution	Oct 2023 Percentage
<=200	54	54%	61	59%
201-400	27	27%	25	24%
401-600	11	11%	10	10%
601-800	4	4%	2	2%
801-1000	1	1%	3	3%
>1000	3	3%	2	2%
Total	100	100%	103	100%

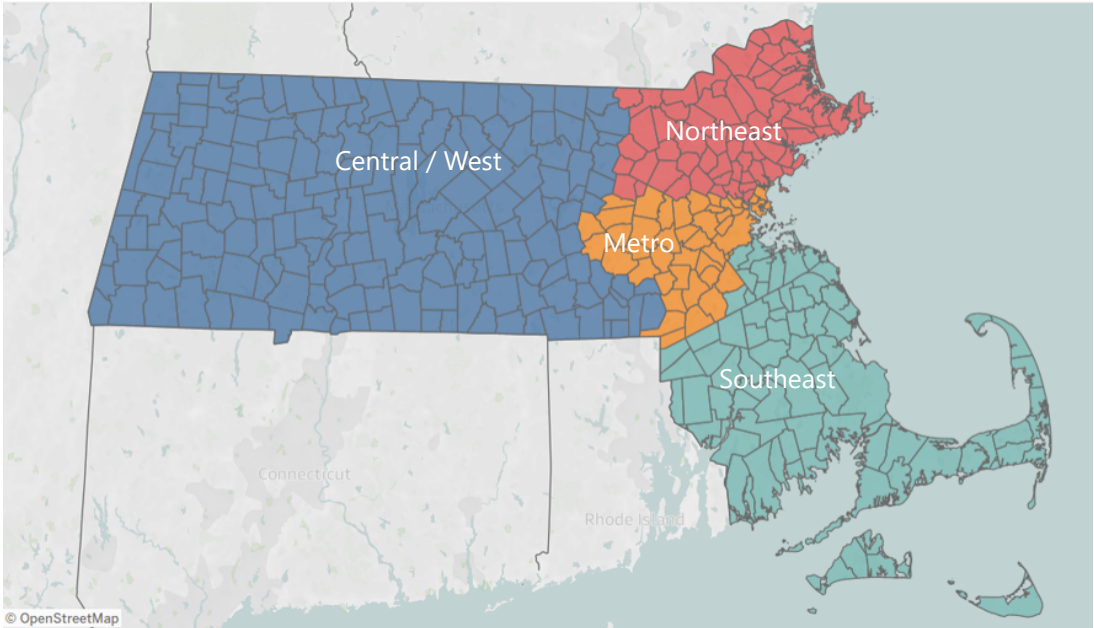
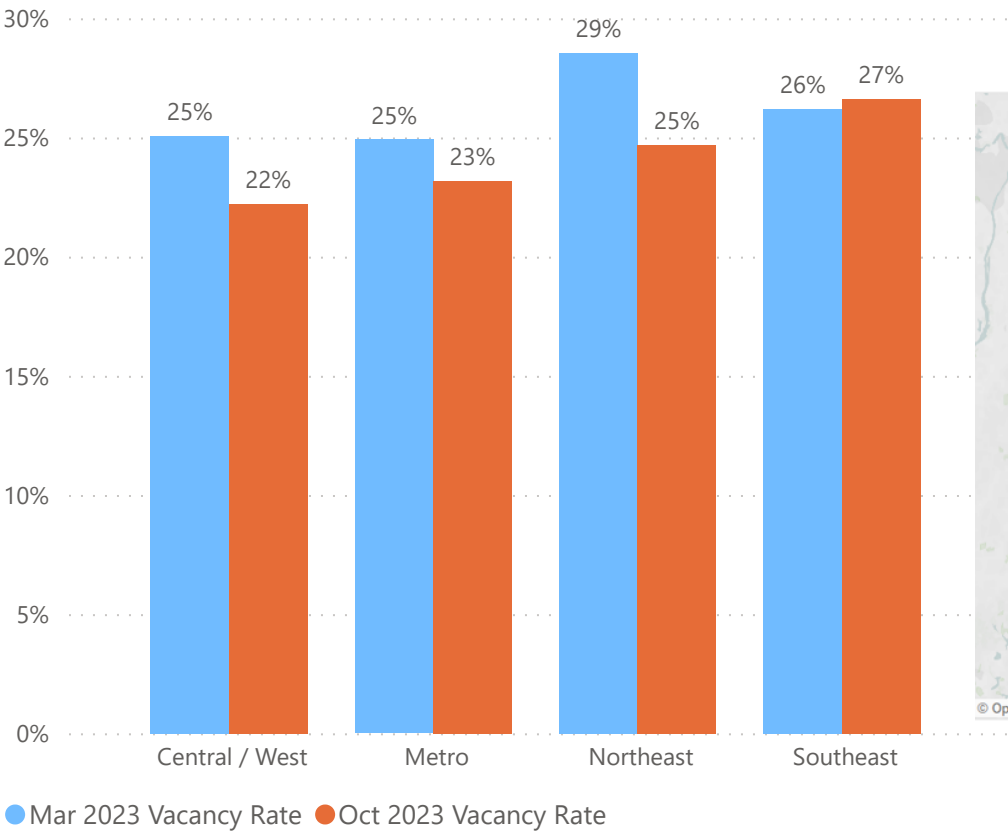
Distribution of Vacancy Rates



● Mar 2023 Distribution ● Oct 2023 Distribution

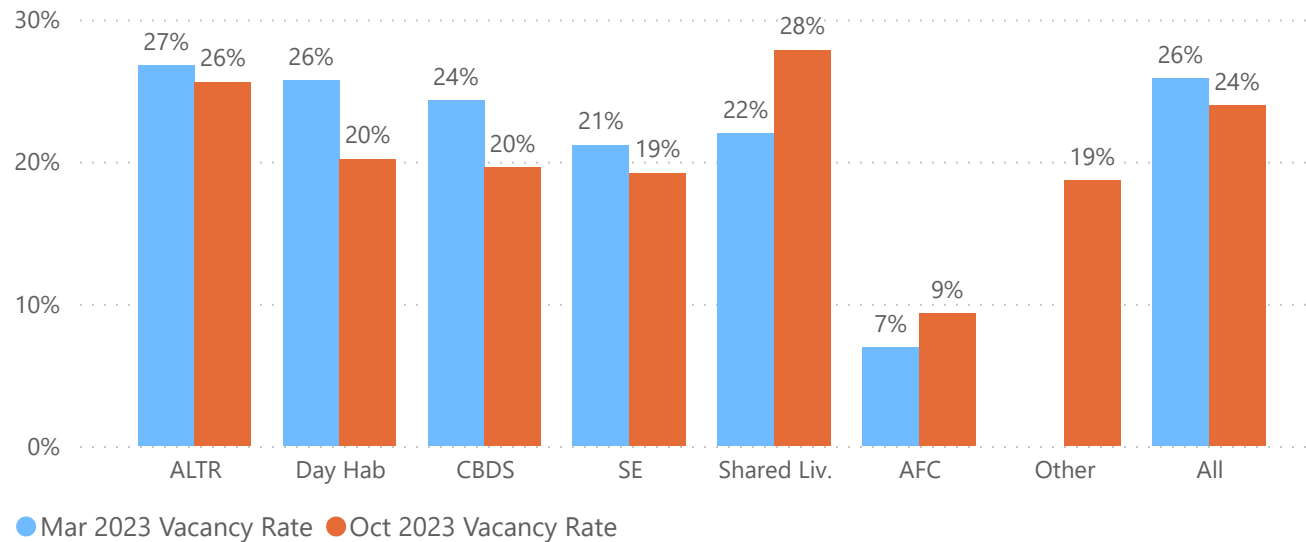
Overall Vacancy Rate	Mar 2023 Distribution	Mar 2023 Percentage	Oct 2023 Distribution	Oct 2023 Percentage
<=10%	10	10%	19	18%
11%-20%	35	35%	35	34%
21%-30%	28	28%	32	31%
31%-40%	20	20%	12	12%
41%-50%	4	4%	3	3%
51%+	3	3%	2	2%
Total	100	100%	103	100%

Vacancy Rates by DDS Region



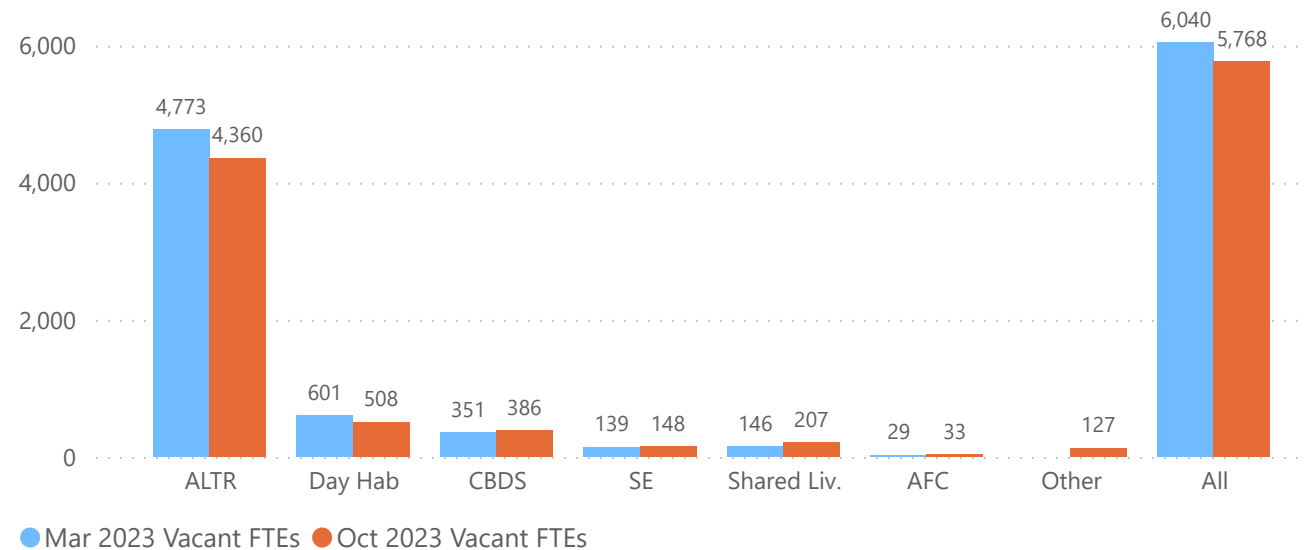
Vacancy Rates by Program

Vacancy Rates by Program



Program	Mar 2023	Oct 2023
ALTR	27%	26%
Day Hab	26%	20%
CBDS	24%	20%
SE	21%	19%
Shared Liv.	22%	28%
AFC	7%	9%
Other		19%
All	26%	24%

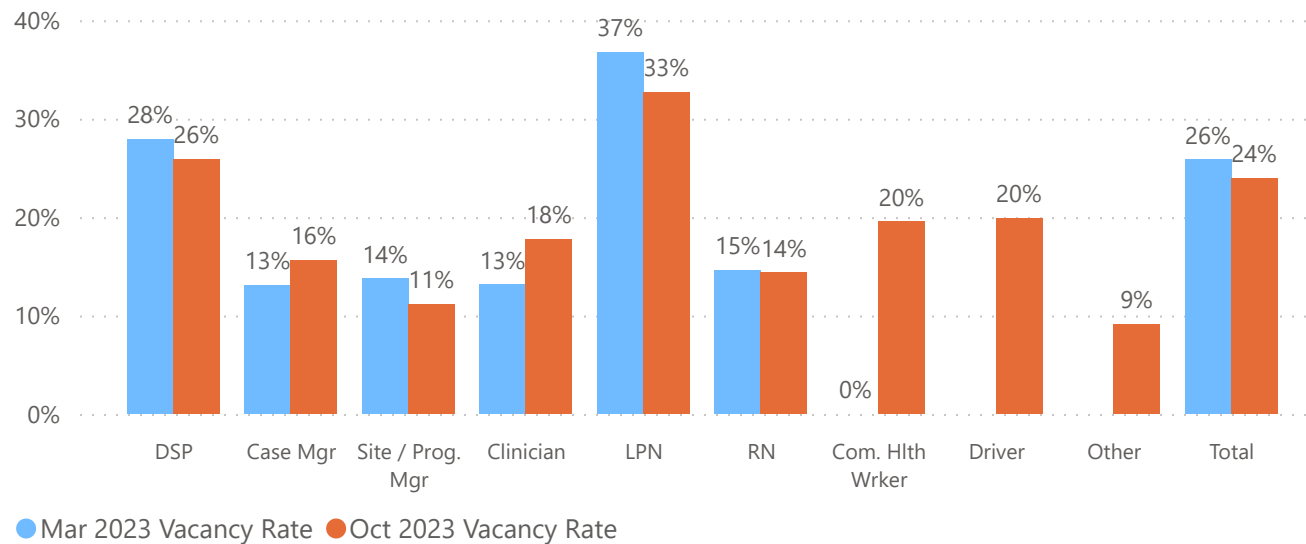
Vacant FTEs by Program



Program	Mar 2023	Oct 2023
ALTR	4,773	4,360
Day Hab	601	508
CBDS	351	386
SE	139	148
Shared Liv.	146	207
AFC	29	33
Other		127
All	6,040	5,768

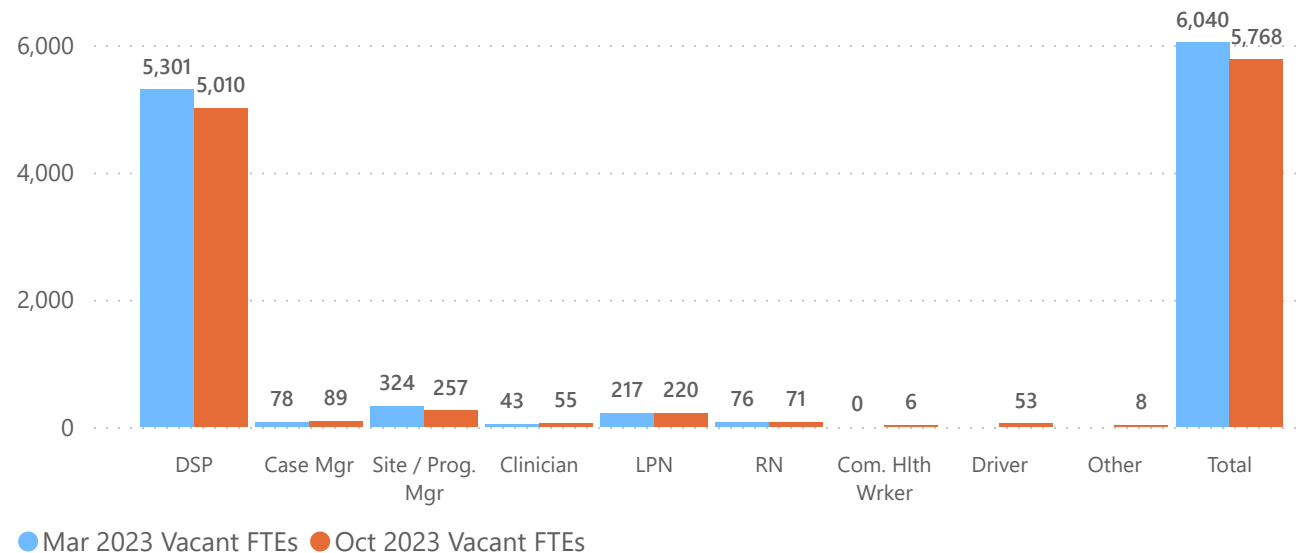
Vacancy Rates by Position - All Programs

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	28%	26%
Case Manager	13%	16%
Site / Program Manager	14%	11%
Clinician	13%	18%
LPN	37%	33%
RN	15%	14%
Community Health Worker	0%	20%
Driver		20%
Other		9%
Total	26%	24%

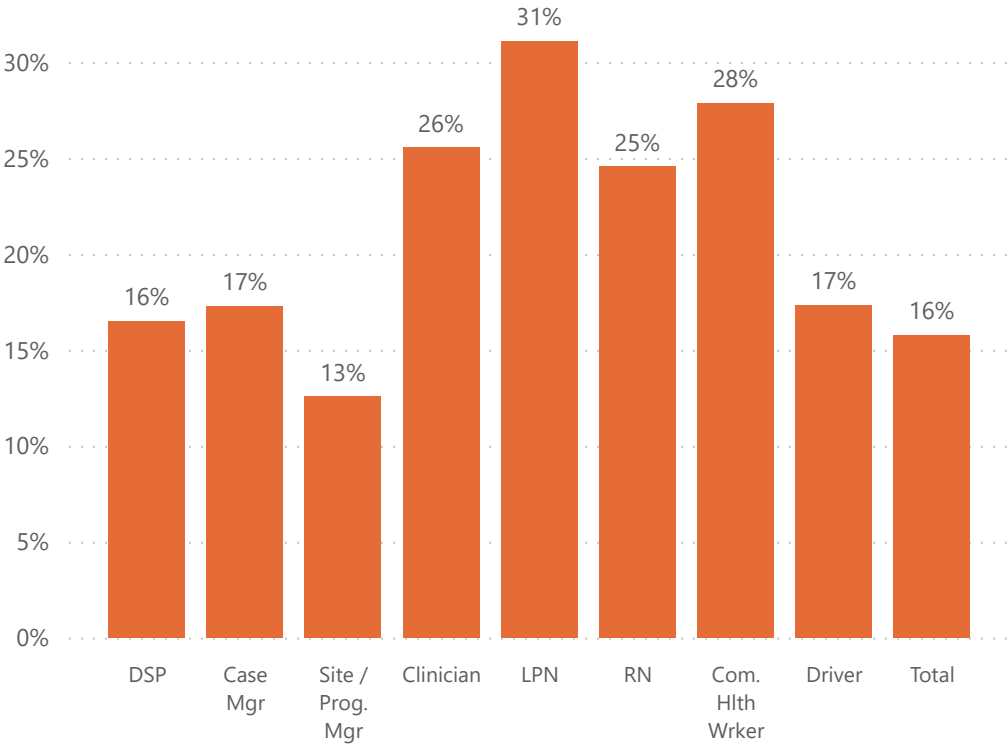
Vacant FTEs by Position Type



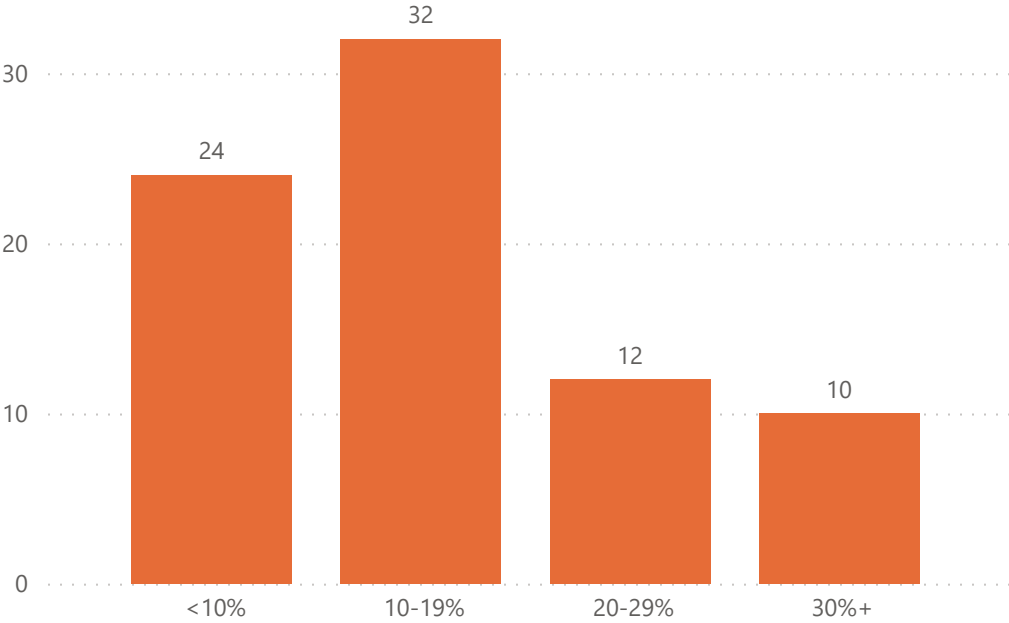
Job Title	Mar 2023	Oct 2023
Direct Support Professional	5,301	5,010
Case Manager	78	89
Site / Program Manager	324	257
Clinician	43	55
LPN	217	220
RN	76	71
Community Health Worker	0	6
Driver		53
Other		8
Total	6,040	5,768

Six-Month Turnover Rates by Position - All Programs

Average Turnover Rate by Position



Distribution of Average Turnover Rate Responses

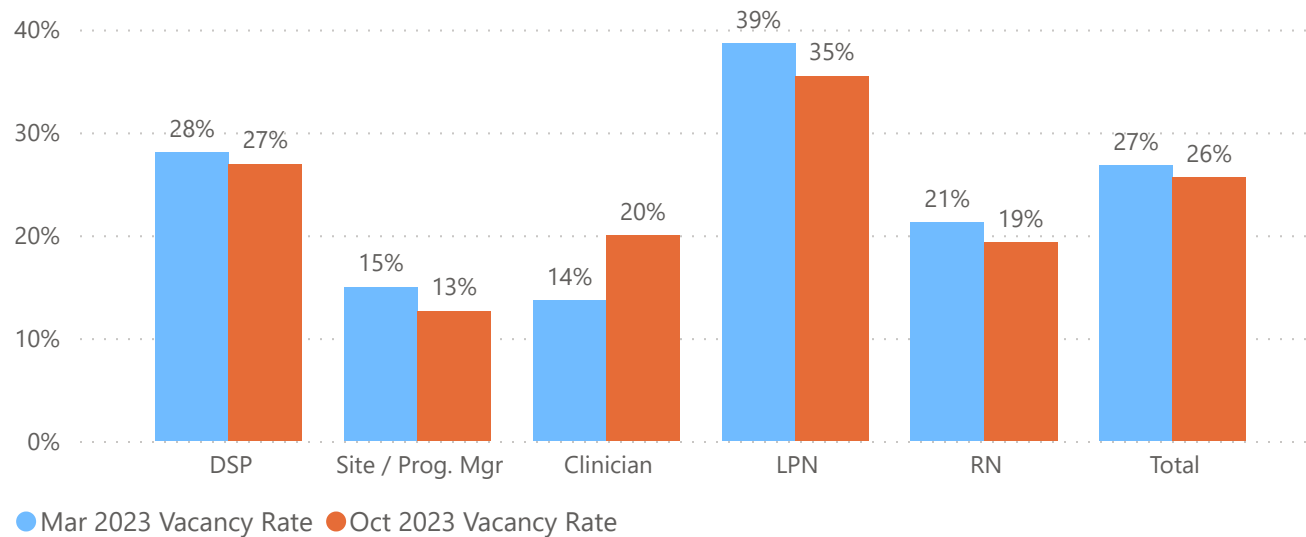


Job Title	Oct 2023 Turnover Rate
Direct Support Professional	16%
Case Manager	17%
Site / Program Manager	13%
Clinician	26%
LPN	31%
RN	25%
Community Health Worker	28%
Driver	17%
Total	16%

Distribution	Oct 2023 Responses
<10%	24
10-19%	32
20-29%	12
30%+	10
Overall	79

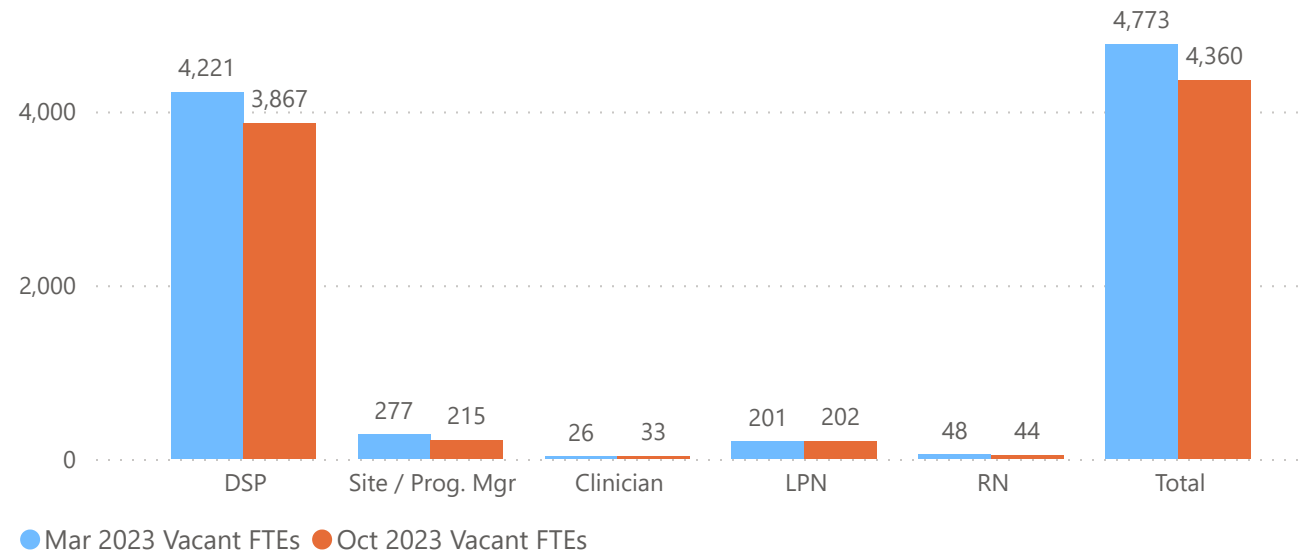
Vacancy Rates by Position - ALTR

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	28%	27%
Site / Program Manager	15%	13%
Clinician	14%	20%
LPN	39%	35%
RN	21%	19%
Total	27%	26%

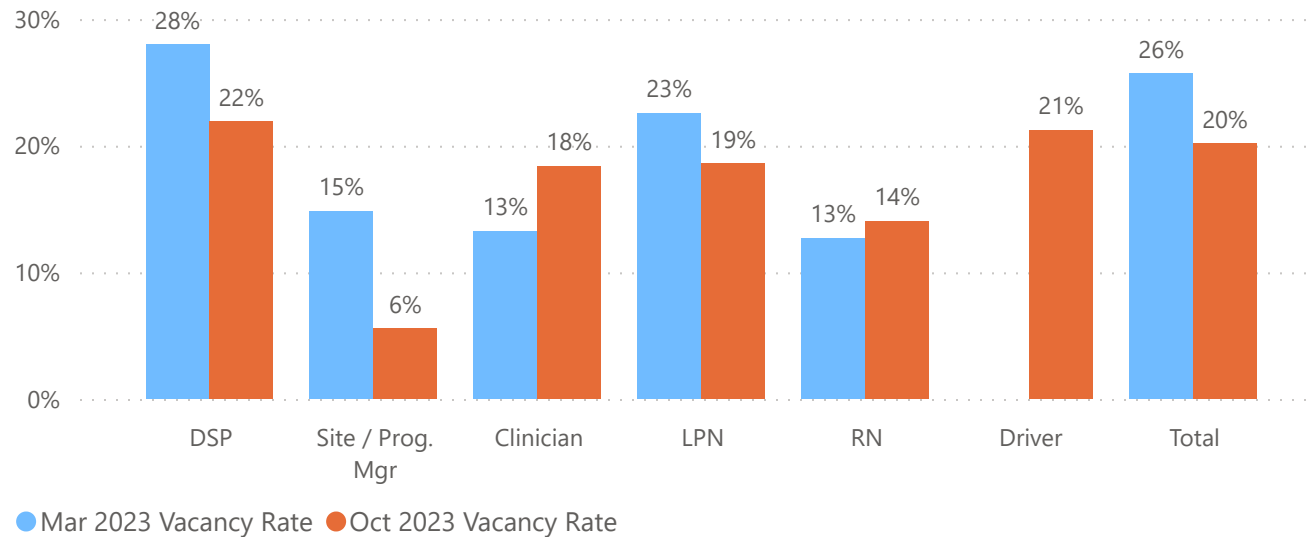
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	4,221	3,867
Site / Program Manager	277	215
Clinician	26	33
LPN	201	202
RN	48	44
Total	4,773	4,360

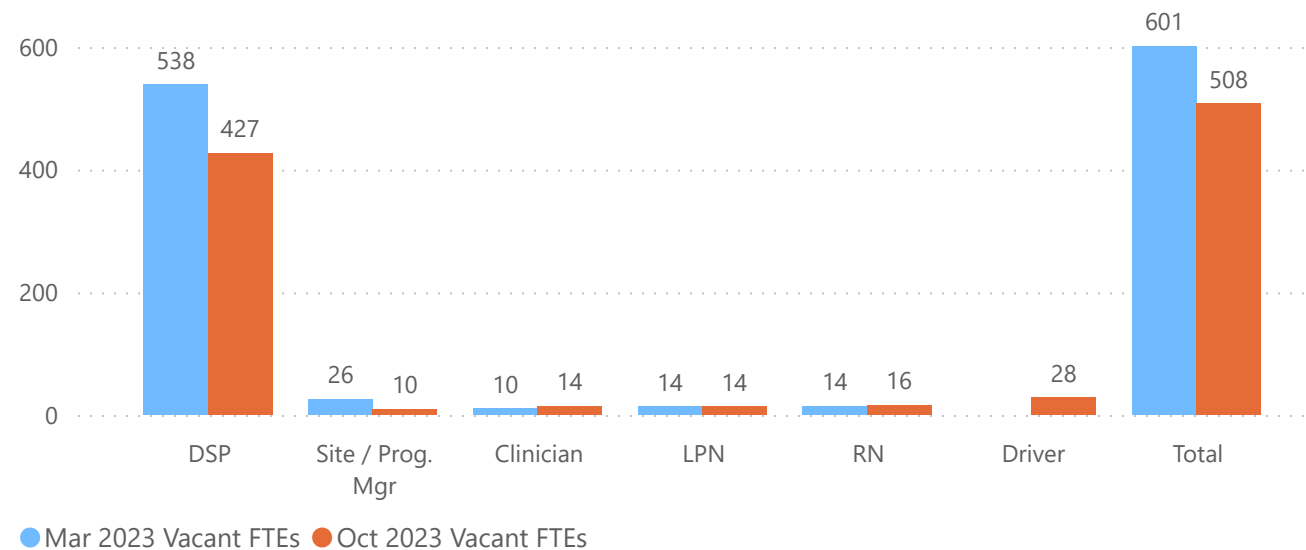
Vacancy Rates by Position - Day Habilitation

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	28%	22%
Site / Program Manager	15%	6%
Clinician	13%	18%
LPN	23%	19%
RN	13%	14%
Driver	-	21%
Total	26%	20%

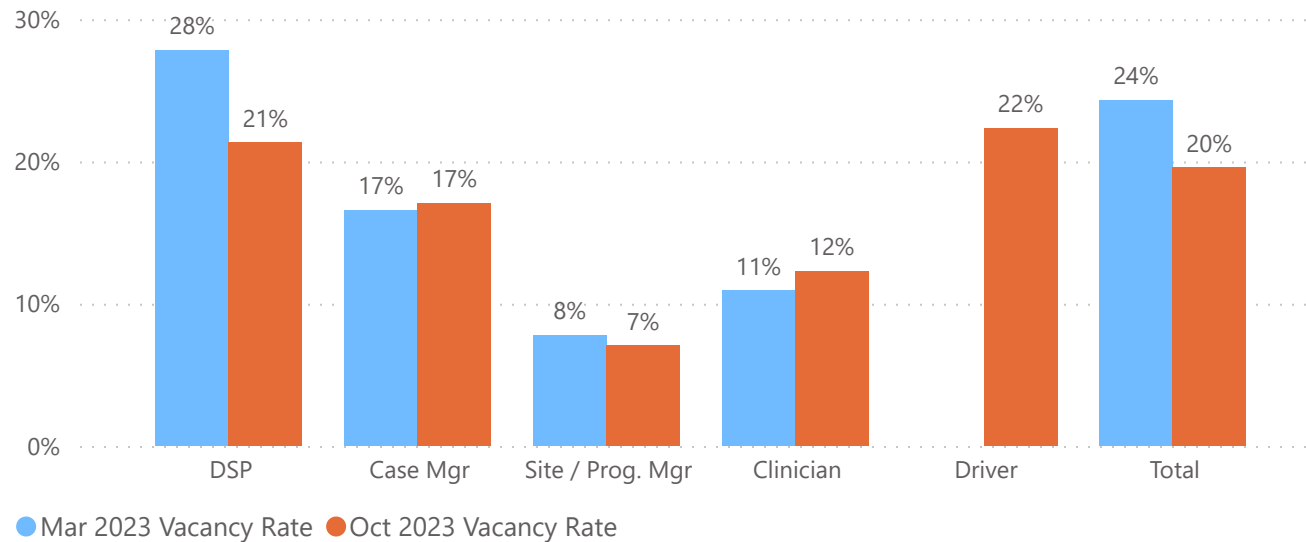
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	538	427
Site / Program Manager	26	10
Clinician	10	14
LPN	14	14
RN	14	16
Driver	-	28
Total	601	508

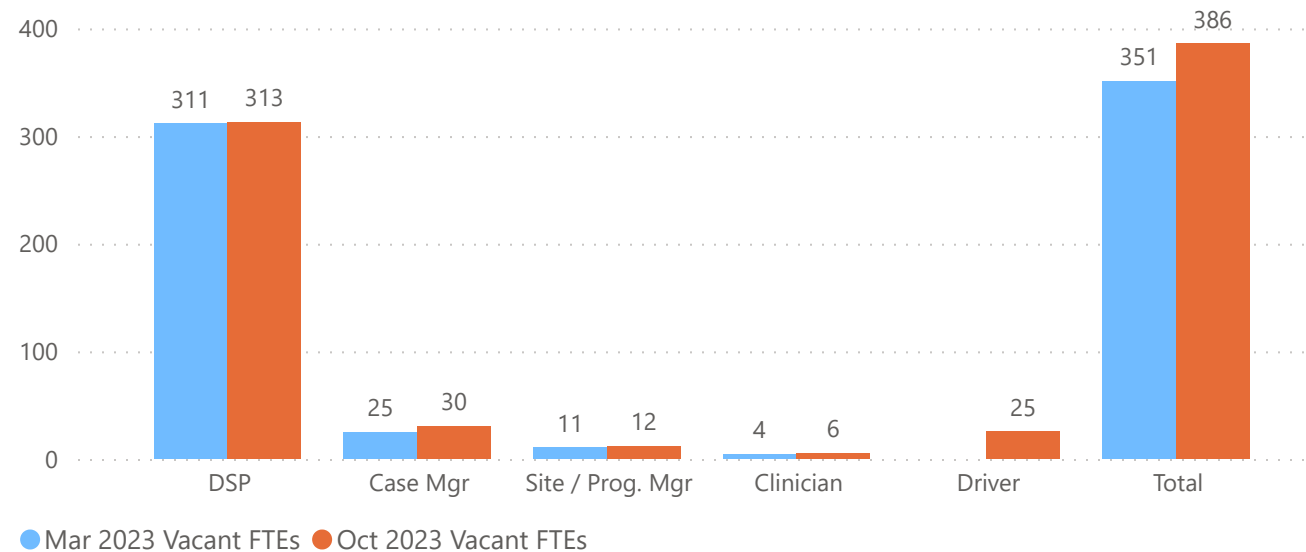
Vacancy Rates by Position - CBDS

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	28%	21%
Case Manager	17%	17%
Site / Program Manager	8%	7%
Clinician	11%	12%
Driver	-	22%
Total	24%	20%

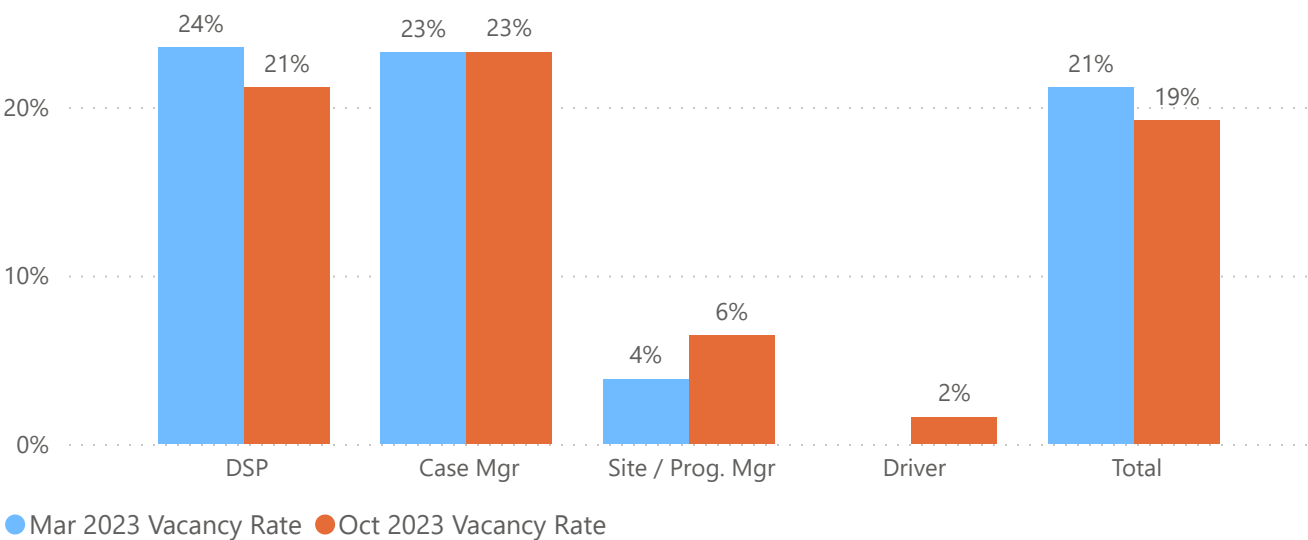
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	311	313
Case Manager	25	30
Site / Program Manager	11	12
Clinician	4	6
Driver	-	25
Total	351	386

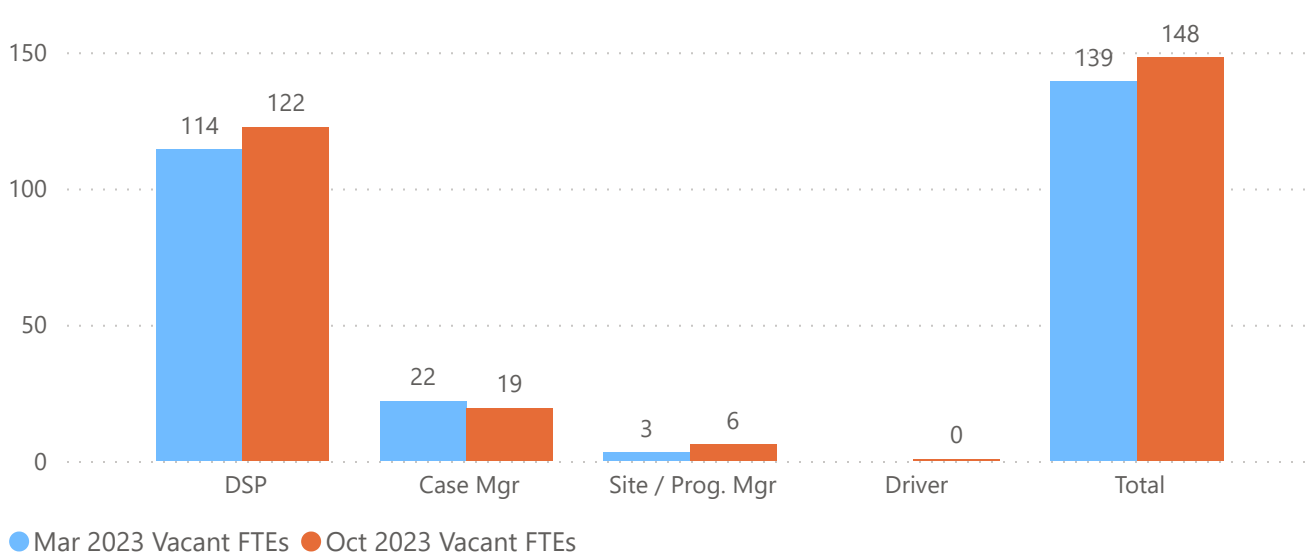
Vacancy Rates by Position - Supported Employment

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	24%	21%
Case Manager	23%	23%
Site / Program Manager	4%	6%
Driver		2%
Total	21%	19%

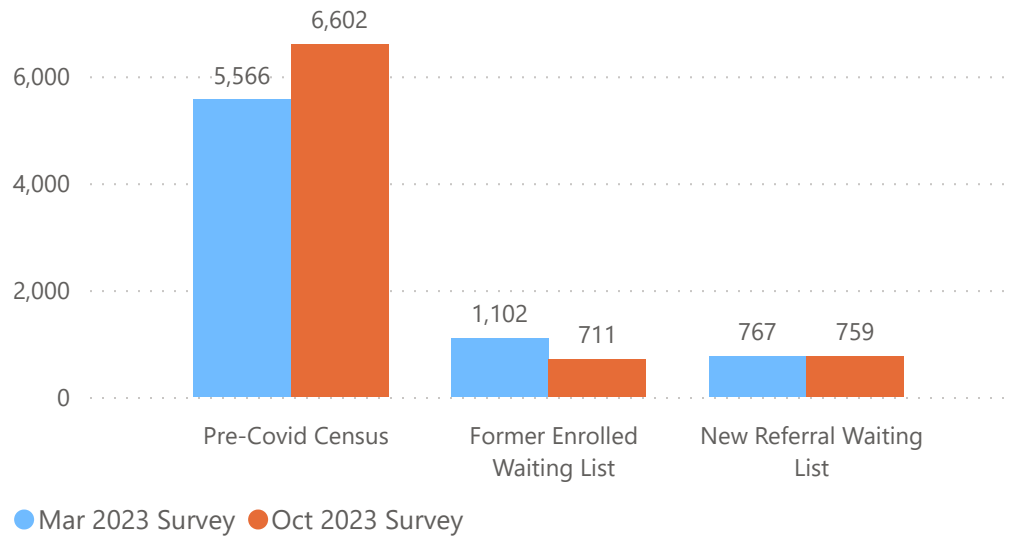
Vacant FTEs by Position Type



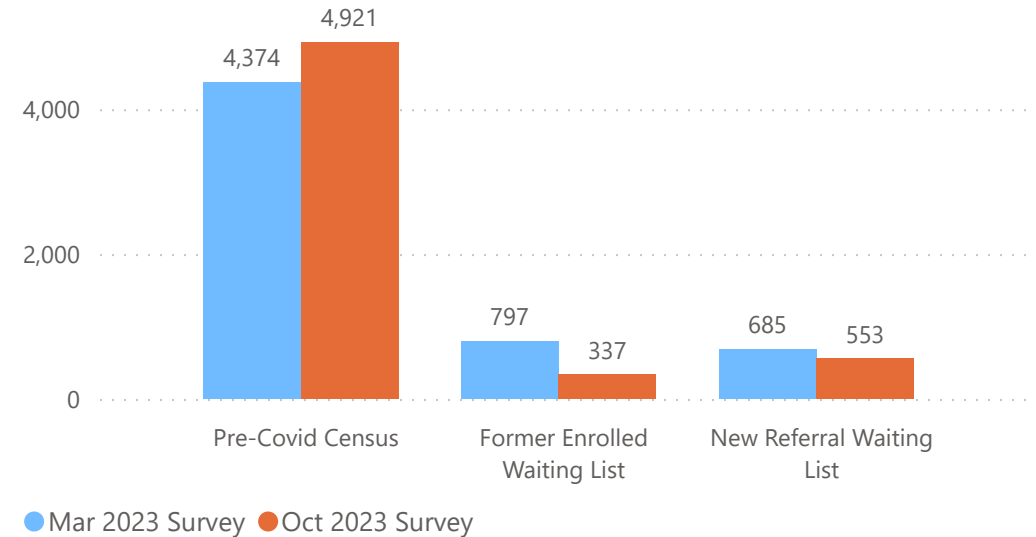
Job Title	Mar 2023	Oct 2023
Direct Support Professional	114	122
Case Manager	22	19
Site / Program Manager	3	6
Driver		0
Total	139	148

Day Program Waiting Lists

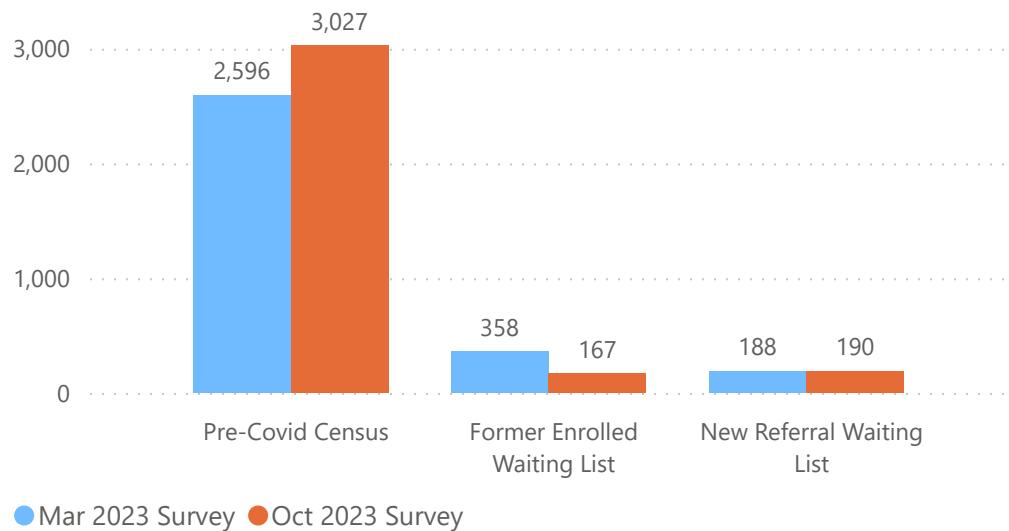
Day Habilitation Waiting Lists



CBDS Waiting Lists



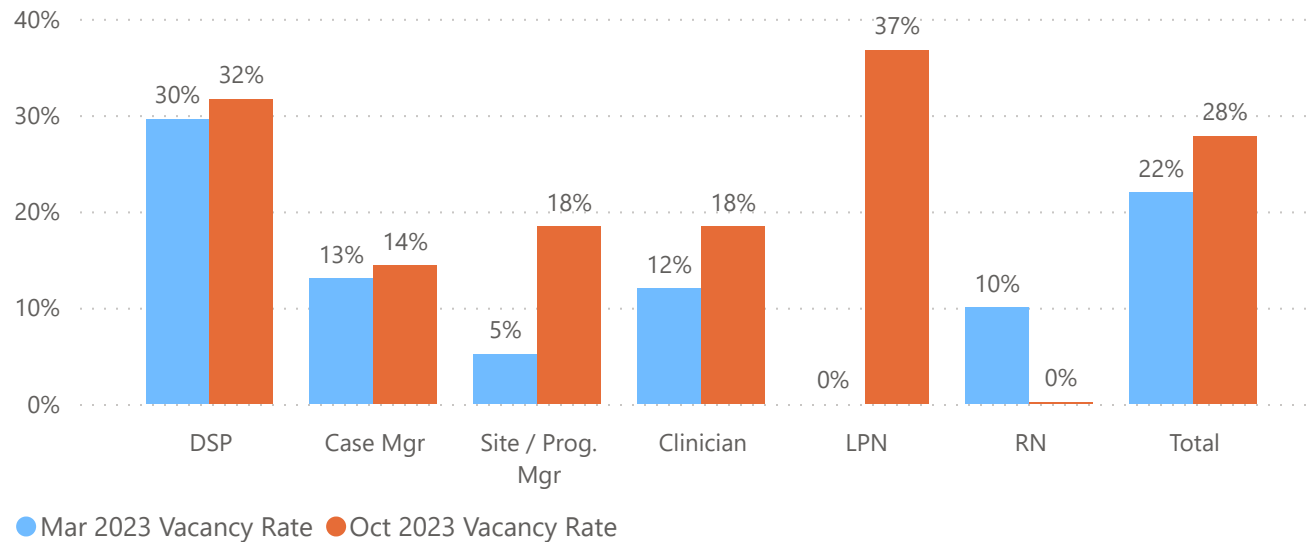
Supported Employment Waiting Lists



Program	Pre-Covid Census		Former Enrolled Waiting List		New Referral Waiting List	
	Mar 23	Oct 23	Mar 23	Oct 23	Mar 23	Oct 23
Day Hab	5,566	6,602	1,102	711	767	759
CBDS	4,374	4,921	797	337	685	553
Supported Employment	2,596	3,027	358	167	188	190
Total	12,536	14,551	2,257	1,215	1,640	1,502

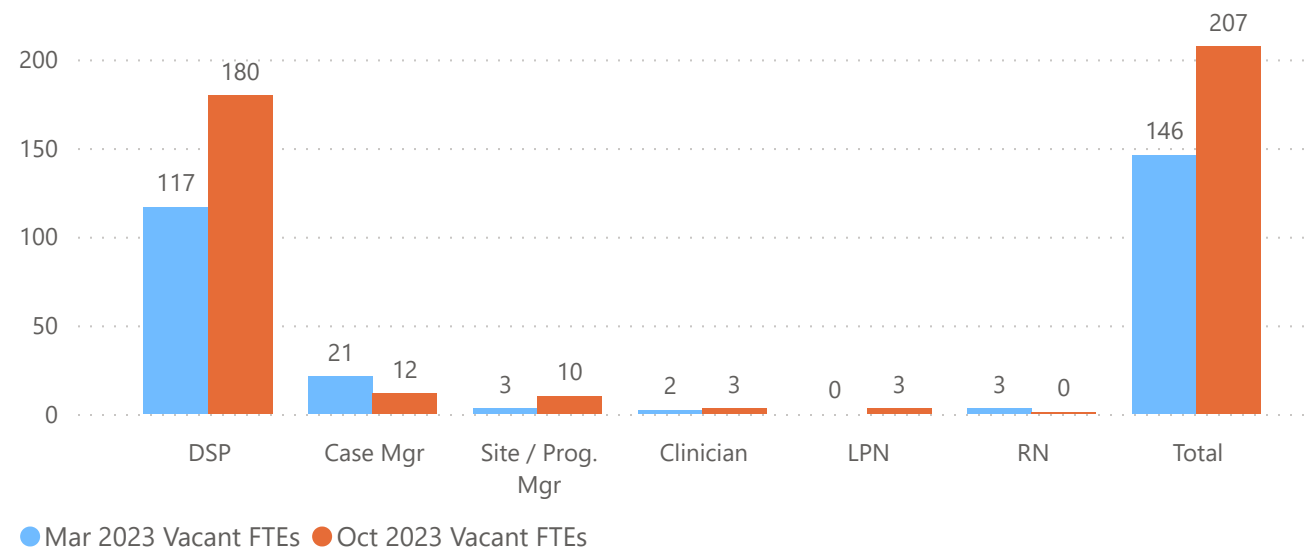
Vacancy Rates by Position - Shared Living

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	30%	32%
Case Manager	13%	14%
Site / Program Manager	5%	18%
Clinician	12%	18%
LPN	0%	37%
RN	10%	0%
Total	22%	28%

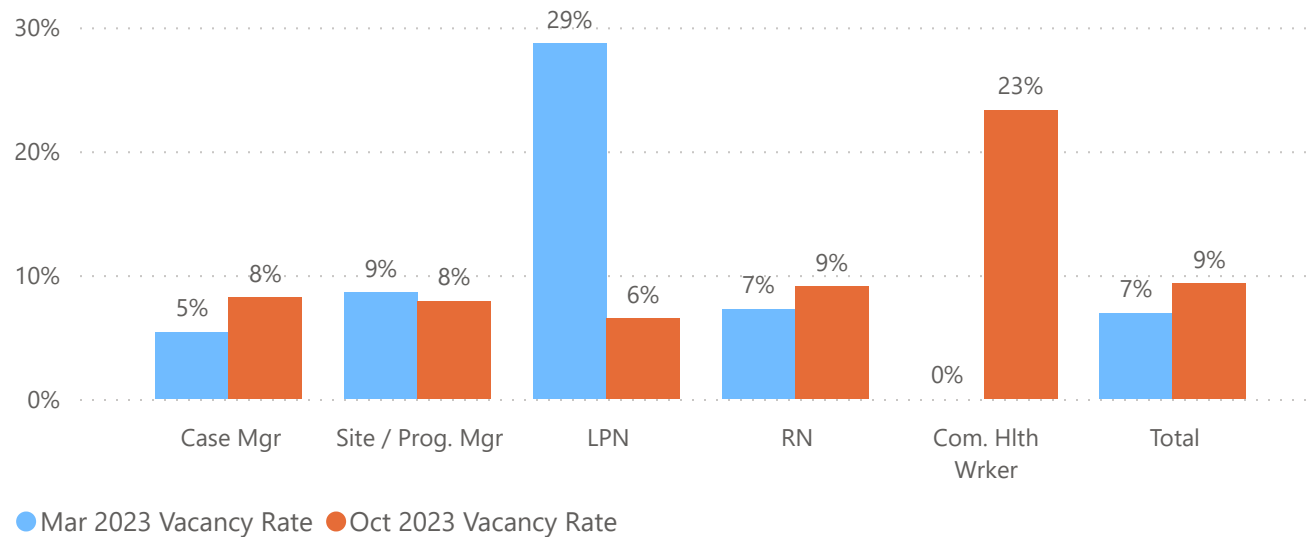
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023
Direct Support Professional	117	180
Case Manager	21	12
Site / Program Manager	3	10
Clinician	2	3
LPN	0	3
RN	3	0
Total	146	207

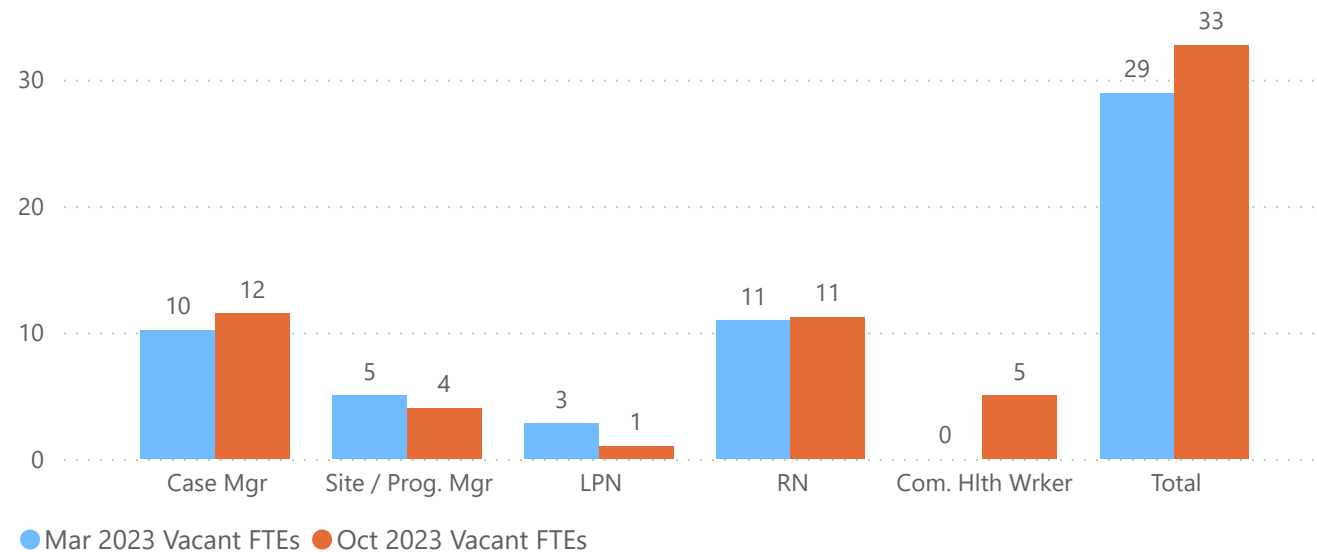
Vacancy Rates by Position - Adult Foster Care

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023
Case Manager	5%	8%
Site / Program Manager	9%	8%
LPN	29%	6%
RN	7%	9%
Community Health Worker	0%	23%
Total	7%	9%

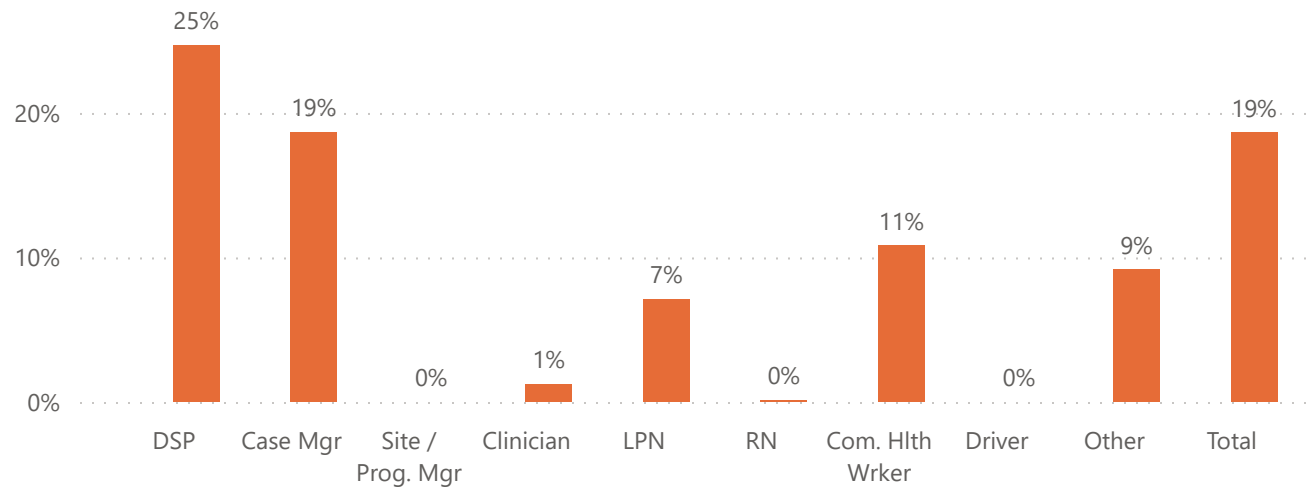
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023
Case Manager	10	12
Site / Program Manager	5	4
LPN	3	1
RN	11	11
Community Health Worker	0	5
Total	29	33

Vacancy Rates by Position - Other Programs

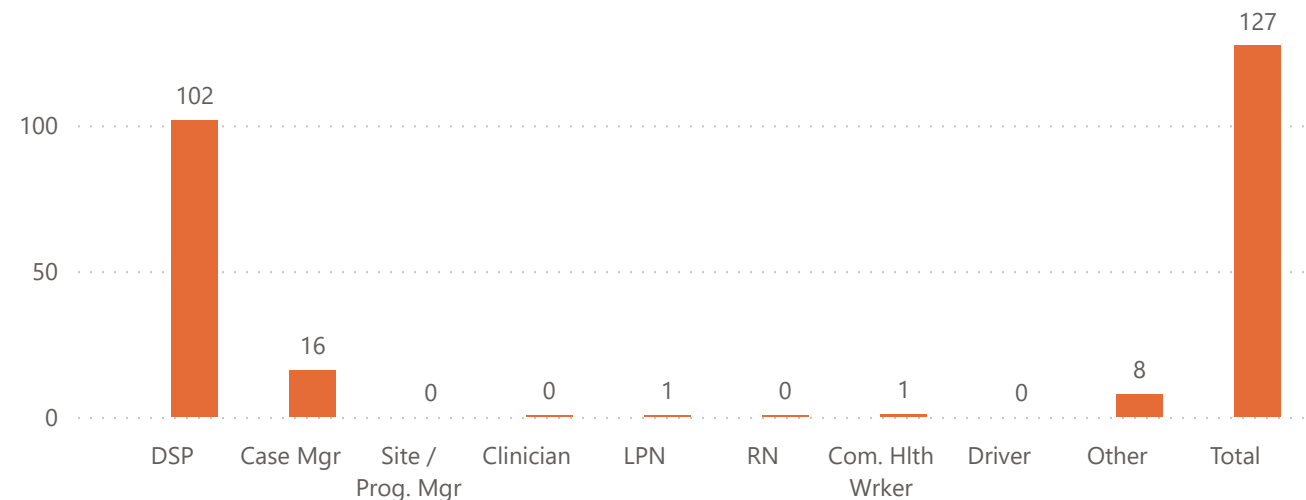
Vacancy Rates by Position Type



● Mar 2023 Vacancy Rate ● Oct 2023 Vacancy Rate

Job Title	Oct 2023
Direct Support Professional	25%
Case Manager	19%
Site / Program Manager	0%
Clinician	1%
LPN	7%
RN	0%
Community Health Worker	11%
Driver	0%
Other	9%
Total	19%

Vacant FTEs by Position Type



● Mar 2023 Vacant FTEs ● Oct 2023 Vacant FTEs

Job Title	Oct 2023
Direct Support Professional	102
Case Manager	16
Site / Program Manager	0
Clinician	0
LPN	1
RN	0
Community Health Worker	1
Driver	0
Other	8
Total	127

Participating Organizations

ADDP would like to thank its member organizations for providing the critical data necessary to complete this survey.

Advocates, Inc.	Delta Projects, Inc.	Nashoba Learning Group	The Arc of Bristol County
Almadan, Inc.	Eliot Community Human Services	NEEDS Center	The Arc of Opportunity
Amego, Inc.	Enable, Inc.	New England Village, Inc.	The Arc of the South Shore
Aspire Living & Learning	Friendship Home	New England Yachad	The Center of Hope Foundation, Inc.
Attleboro Enterprises	GAAMHA, Inc.	Nexus, Inc.	The Edinburg Center, Inc.
Autism Services Association, Inc.	Gandara Mental Health Center, Inc.	NFI Massachusetts	The Guild for Human Services
Barry L. Price Rehabilitation Center	GROW Associates, Inc.	Nonotuck Resource Associates	The Ledges, Inc.
Bay Cove Human Services	Guidewire Inc.	North Suffolk Mental Health Assoc.	The Nemasket Group
Beaverbrook STEP, Inc.	Habilitation Assistance Corporation	Northeast Arc	The PLUS Company, Inc.
Behavioral Health Network, Inc.	HopeWell, Inc.	NuPath, Inc.	The United Arc
Berkshire Family & Indiv. Resources	House of Possibilities	Open Sky Community Services	Thrive Support & Advocacy
Berkshire Hills Music Academy, Inc.	Incompass Human Services	Opportunities for Inclusion, Inc.	Toward Independent Living & Learning
Berskhire County Arc. Inc.	Jewish Family & Children's Service	Opportunity Works	Transition Centers, Inc.
Beta Community Partnerships	Justice Resource Institute (JRI)	Pathway to Possible	Triangle, Inc.
Better Community Living, Inc.	Kennedy-Donovan Center	People, Inc.	Turning Point, Inc.
Bridgewell	L'Arche Boston North	REACH Inc.	United Cerebral Palsy of Metro Boston
Brockton Area Multi Services, Inc.	Latham Centers	Resources for Human Development	Valley Educational Associates
Cape Abilities	LifeStream, Inc.	RFK Community Alliance	Venture Community Services
Charles River Center	Lifeworks	Riverbrook Residence	VIABILITY, Inc.
Coastal Connections, Inc.	Living Independently Forever, Inc.	Riverside Community Care	Vinfen
Communitas, Inc.	M.O.L.I.F.E., Inc.	Riverside Industries	Walnut Street Center, Inc.
Community Connections, Inc.	May Institute	Road To Responsibility, Inc.	Waystone Health & Human Services
Community Systems, Inc.	Melmark New England, Inc.	Seven Hills Foundation	Western MA Training Consortium, Inc.
Cooperative for Human Services	Mental Health Association, Inc.	Southeastern MA Educational Collab.	Work Opportunities Unlimited
Cooperative Production, Inc.	Minute Man Arc for Human Services	Sunshine Village	WORK, Inc.
Crystal Springs, Inc.	Multicultural Community Services	Tempus Unlimited, Inc.	

About Fraser Consulting

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