

Association of Developmental Disabilities Providers (ADDP) Workforce Metrics Survey October 2024

The Human Services sector plays a vital role in Massachusetts communities, enhancing the well-being and quality of life for individuals and families across the Commonwealth. However, the organizations providing these services have faced significant challenges in recruiting and retaining employees, especially since the pandemic. High staff vacancy rates and turnover impact providers' ability to offer services at the necessary scale to meet demand, threatening the quality of care delivered. To quantify these challenges, 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 2024, is the third in a series that began in March 2023. The survey captures vacancy rates across the key programs listed above for various job titles. The questions for the three surveys were similar, but the second and third surveys expanded the job titles slightly and collected information about staffing for other I/DD programs not specifically referenced. Response rates

have been excellent, with more than three quarters of member organizations responding. For the current survey, 99, or 76% of ADDP's 131 members responded. About 86% of the October 2024 respondents also participated in the October 2023 survey, and 73% participated in all three surveys.

Vacancy rates across ADDP providers remain high in comparison to the overall market, but showed a significant decrease between 2023 and 2024, with the overall rate decreasing from 24% to 19%. This compares to an overall job opening rate of less than 5% for Massachusetts, according to the Bureau of Labor Statistics. Key findings from this year's survey include the following:

Vacancies have dropped significantly but continue to be high. The overall staff vacancy rate reported was 19%, down from the October 2023 level of 24%. There is a wide variation in the vacancy rate between providers, with nearly 70% of providers reporting vacancy rates between 10% and 40%. In 2024, there was an uptick in providers reporting vacancy rates below 10%, at 27% vs. 18% a year ago. Geographically, all regions of the state reported decreases in staff vacancy rates, although the Metro region experienced only a slight decrease. Regional rates for staff vacancies range from 22% in the Metro region to 15% in the Central / West.

Vacancy rates decreased most significantly in the Adult Long-Term Residential (ALTR) program and Shared Living. Of the six programs included in the survey, the greatest number of vacant positions is in ALTR services, which is by far the largest of the programs. At 19%, the ALTR staff vacancy rate was down significantly from the 26% reported one year ago, but still represents nearly 3,300 vacant FTEs. Some of the decrease in ALTR vacancies may be attributable to rate increases made available by the Department of Developmental Services effective July 1, 2024, which would have allowed providers to increase wages for new hires. The vacancy rate in the Shared Living program also decreased significantly in the past year, from 28% to 17%. It is also notable that vacancies in the CBDS and AFC programs did not decrease, despite gains in most other programs.

Licensed Practical Nurse (LPN) and Clinician positions continue to be the hardest to fill. The vacancy rate for LPNs has consistently been the highest among the job titles surveyed, and it increased to 36% from 33% one year ago. Vacancy rates also increased for Clinicians, from 18% to 21%, and Case Managers, from 16% to 17%. Vacancies for Direct Service Professional (DSP) positions, which represent the majority of all FTEs by a wide margin, declined sharply from 26% to 19%.

Day Program wait lists were mixed, with increases for new referrals. For Day Programs (Day Habilitation, CBDS, and Supported Employment), respondents included information about wait lists, both for individuals who were receiving services prior to the pandemic, and for new referrals. While the combined wait lists for individuals receiving services prior to the pandemic was down from 1,215 individuals in October 2023 to 731 in October 2024, the number of new referrals placed on wait lists rose from 1,502 to 1,682 in the same period.

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 2024

Prepared for:

Association of Developmental Disabilities Providers

Contents

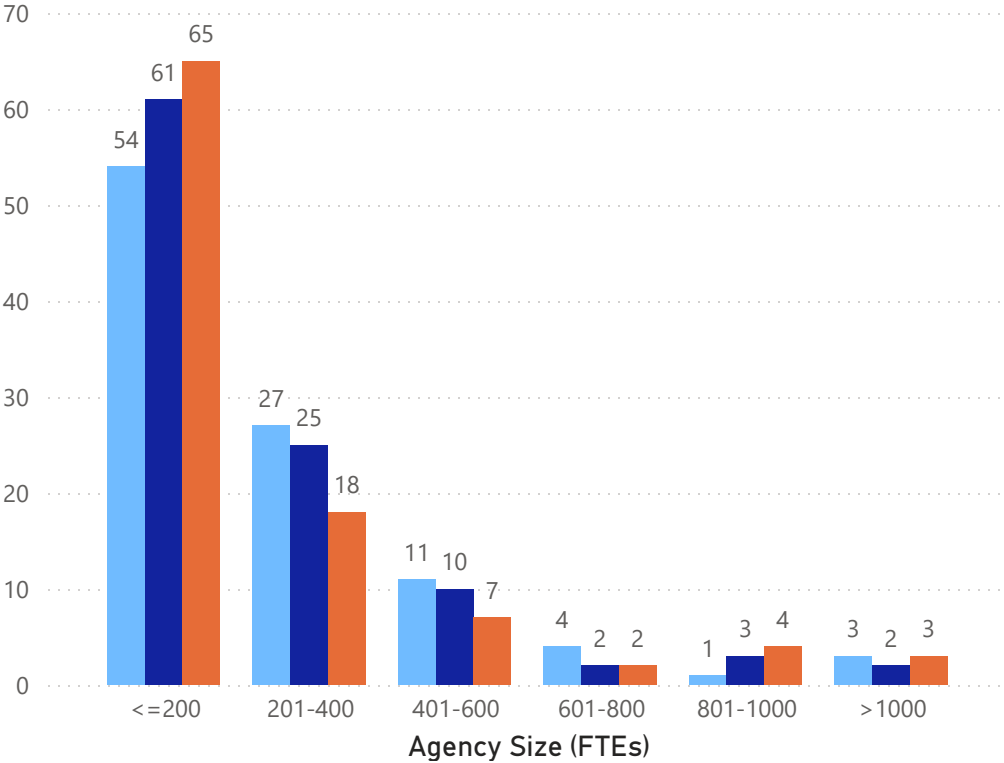
Summary of Response Data	1
Vacancies by DDS Region	2
Vacancies by Program	3
Vacancies by Position Type	4
Vacancies - Adult Long Term Residential (ALTR)	5
Vacancies - Day Habilitation (Day Hab)	6
Vacancies - Community Based Day Supports (CBDS)	7
Vacancies - Supported Employment (SE)	8
Day Program Waiting Lists	9
Vacancies - Shared Living	10
Vacancies - Adult Foster Care (AFC)	11
Vacancies - Other Programs	12
Participating Organizations	13

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

Overall Responses

Total Responses Received: 99

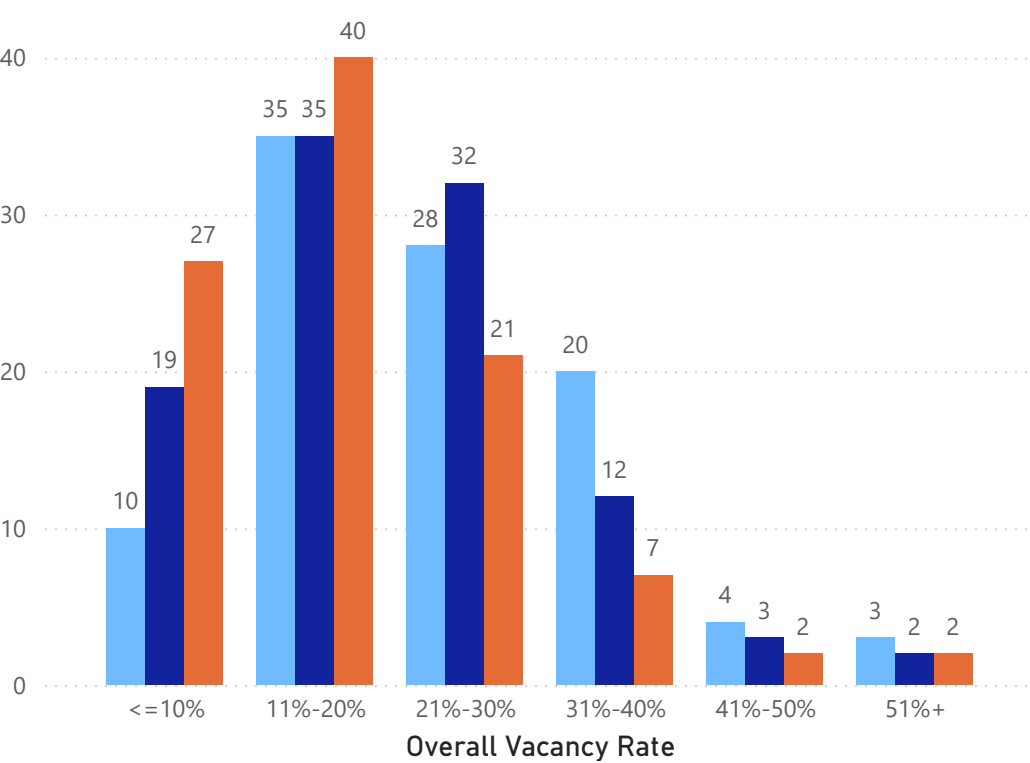
Distribution of Agency Size, Based on FTEs



● Mar 2023 Agency Size ● Oct 2023 Agency Size ● Oct 2024 Agency Size

Agency Size (FTEs)	Mar 2023 Percentage	Oct 2023 Percentage	Oct 2024 Percentage
<=200	54%	59%	66%
201-400	27%	24%	18%
401-600	11%	10%	7%
601-800	4%	2%	2%
801-1000	1%	3%	4%
>1000	3%	2%	3%
Total	100%	100%	100%

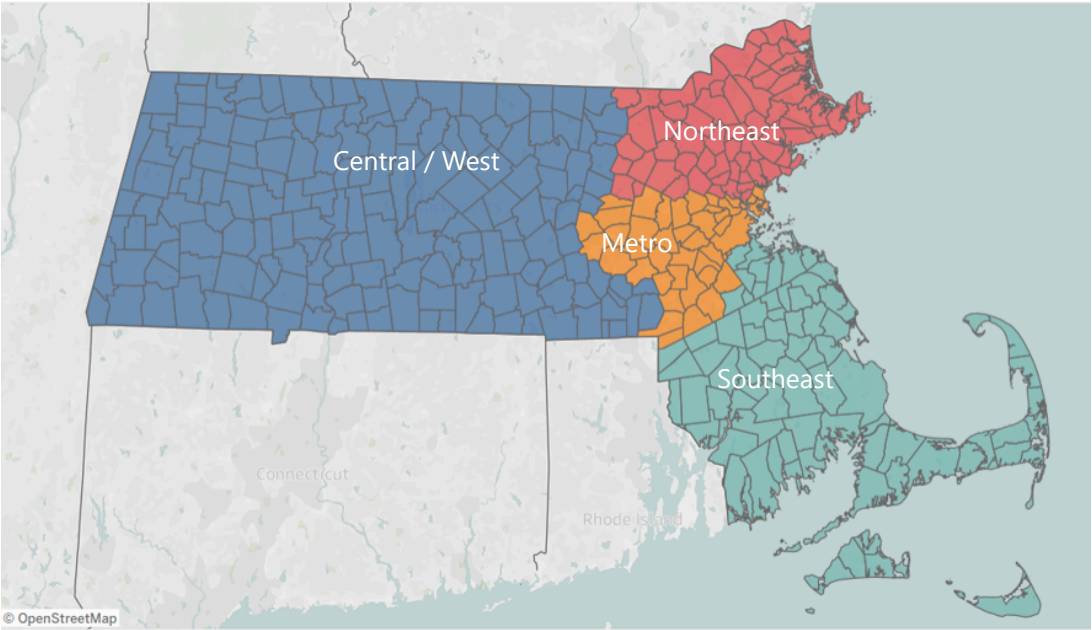
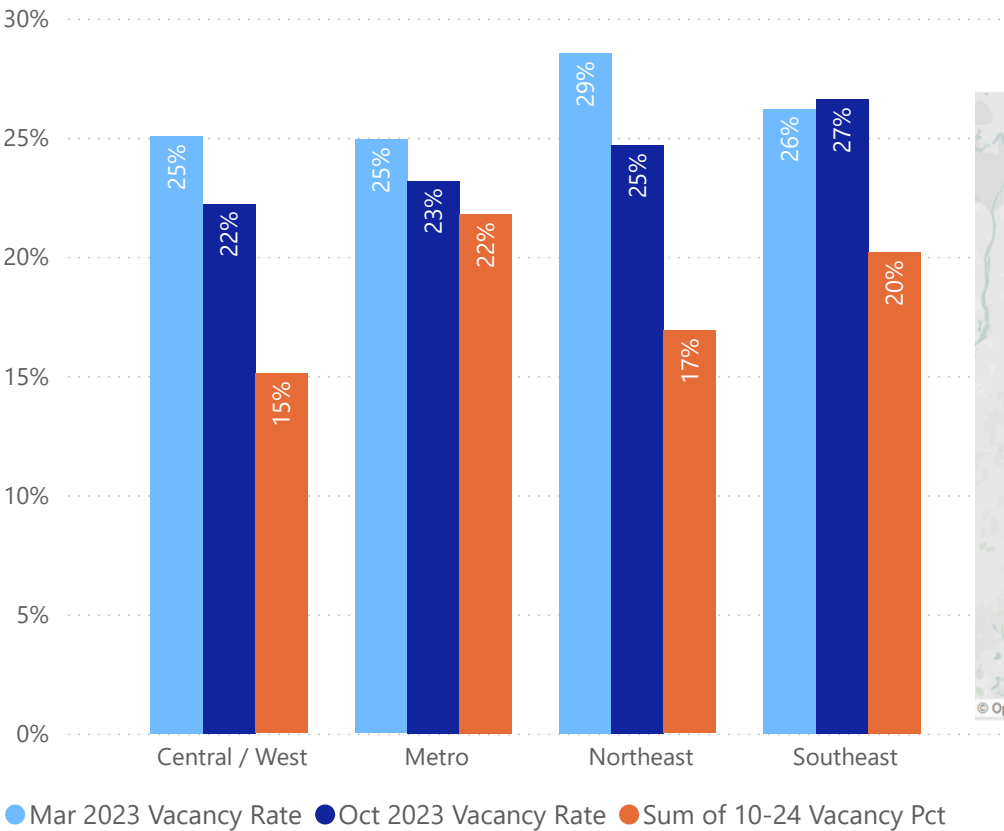
Distribution of Vacancy Rates



● Mar 2023 Distribution ● Oct 2023 Distribution ● Oct 2024 Distribution

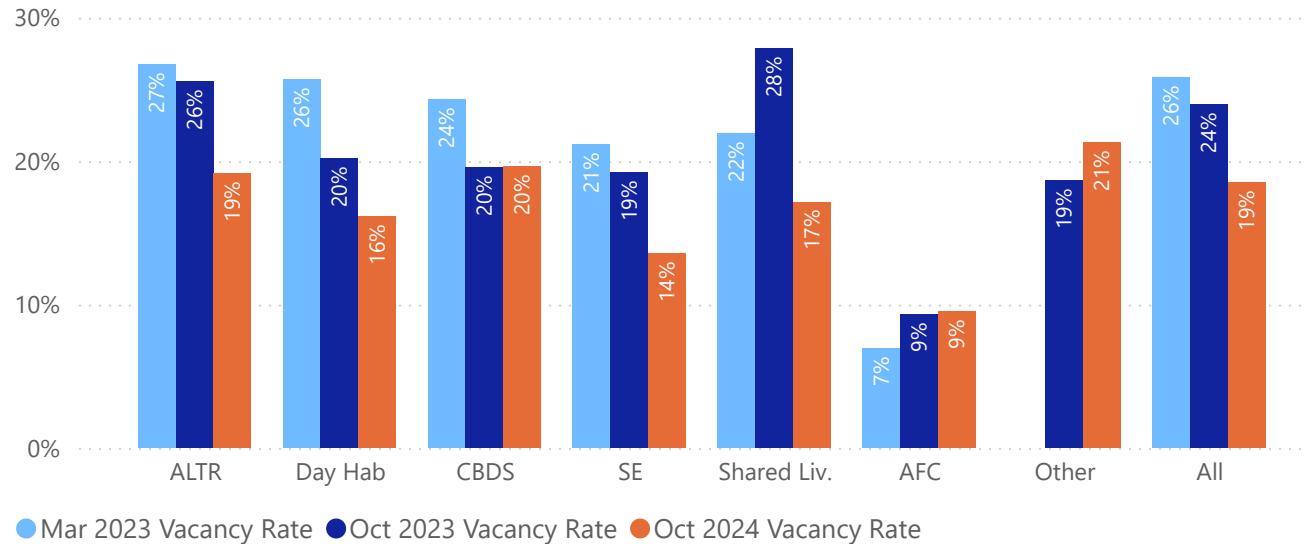
Overall Vacancy Rate	Mar 2023 Percentage	Oct 2023 Percentage	Oct 2024 Percentage
<=10%	10%	18%	27%
11%-20%	35%	34%	40%
21%-30%	28%	31%	21%
31%-40%	20%	12%	7%
41%-50%	4%	3%	2%
51%+	3%	2%	2%
Total	100%	100%	100%

Vacancy Rates by DDS Region



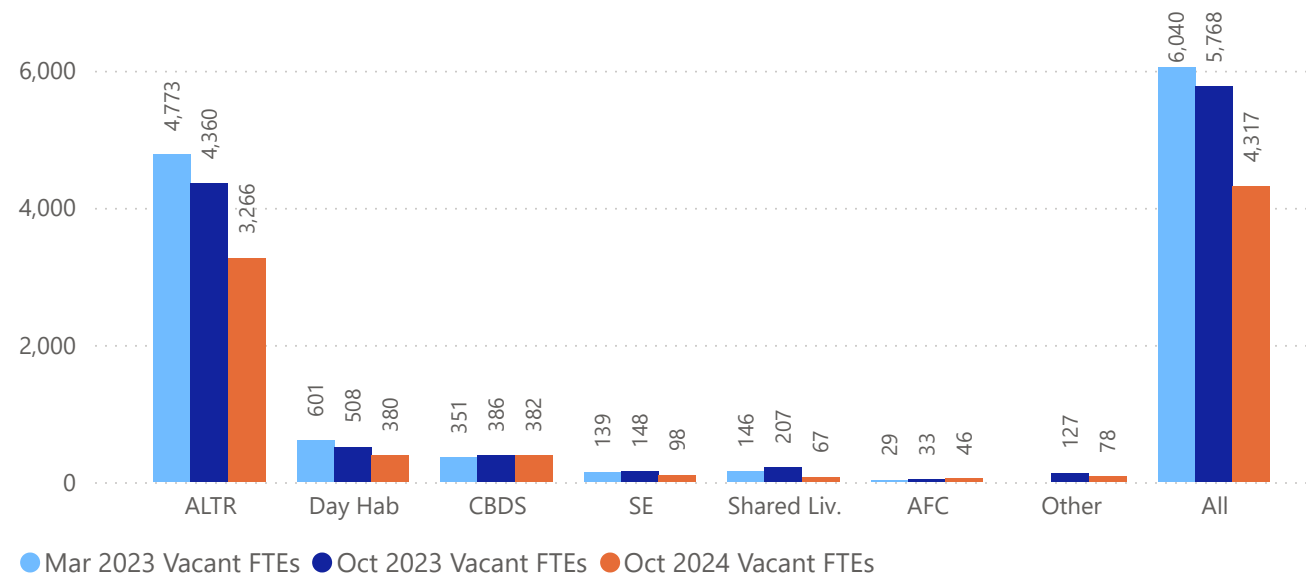
Vacancy Rates by Program

Vacancy Rates by Program



Program	Mar 2023	Oct 2023	Oct 2024
ALTR	27%	26%	19%
Day Hab	26%	20%	16%
CBDS	24%	20%	20%
SE	21%	19%	14%
Shared Liv.	22%	28%	17%
AFC	7%	9%	9%
Other		19%	21%
All	26%	24%	19%

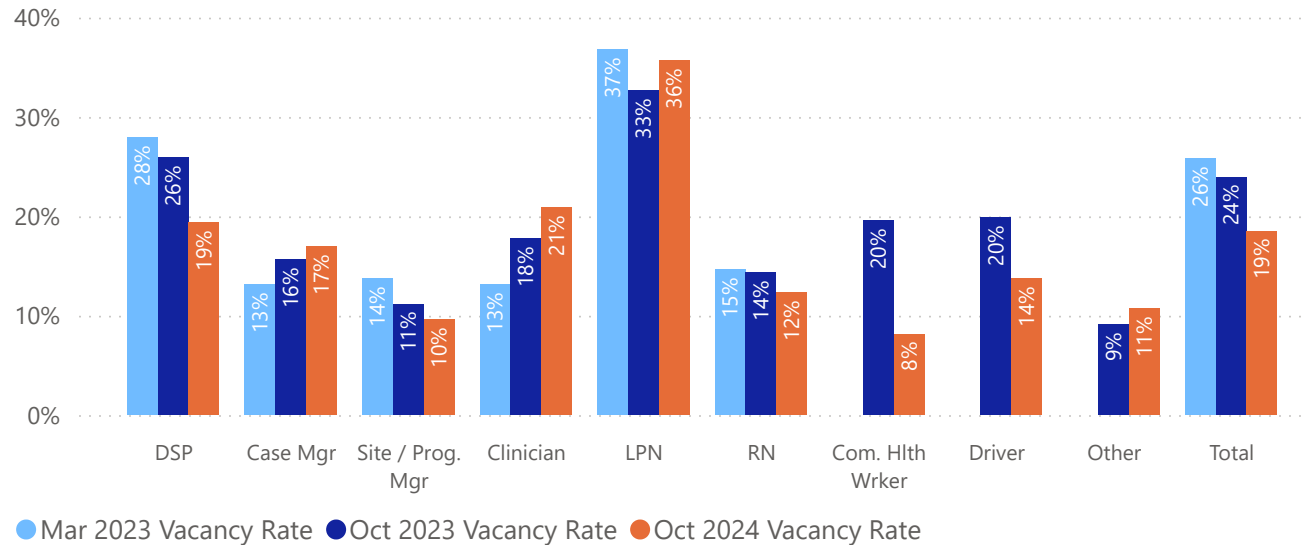
Vacant FTEs by Program



Program	Mar 2023	Oct 2023	Oct 2024
ALTR	4,773	4,360	3,266
Day Hab	601	508	380
CBDS	351	386	382
SE	139	148	98
Shared Liv.	146	207	67
AFC	29	33	46
Other		127	78
All	6,040	5,768	4,317

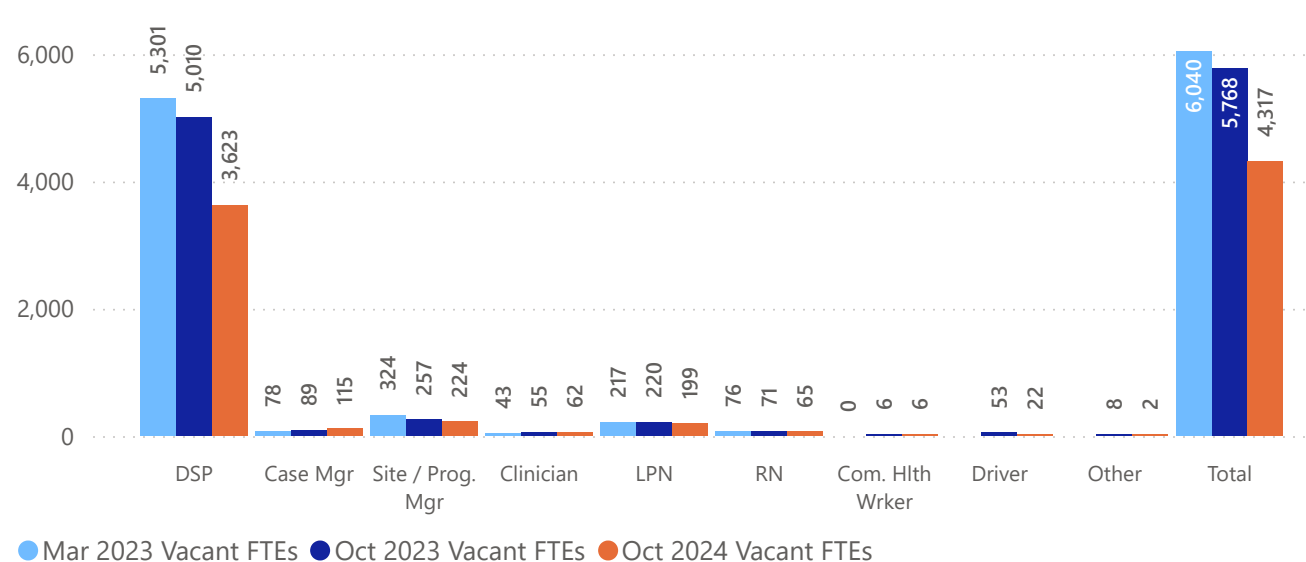
Vacancy Rates by Position - All Programs

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
DSP	28%	26%	19%
Case Mgr	13%	16%	17%
Site / Prog. Mgr	14%	11%	10%
Clinician	13%	18%	21%
LPN	37%	33%	36%
RN	15%	14%	12%
Com. Hlth Wrker	0%	20%	8%
Driver		20%	14%
Other		9%	11%
Total	26%	24%	19%

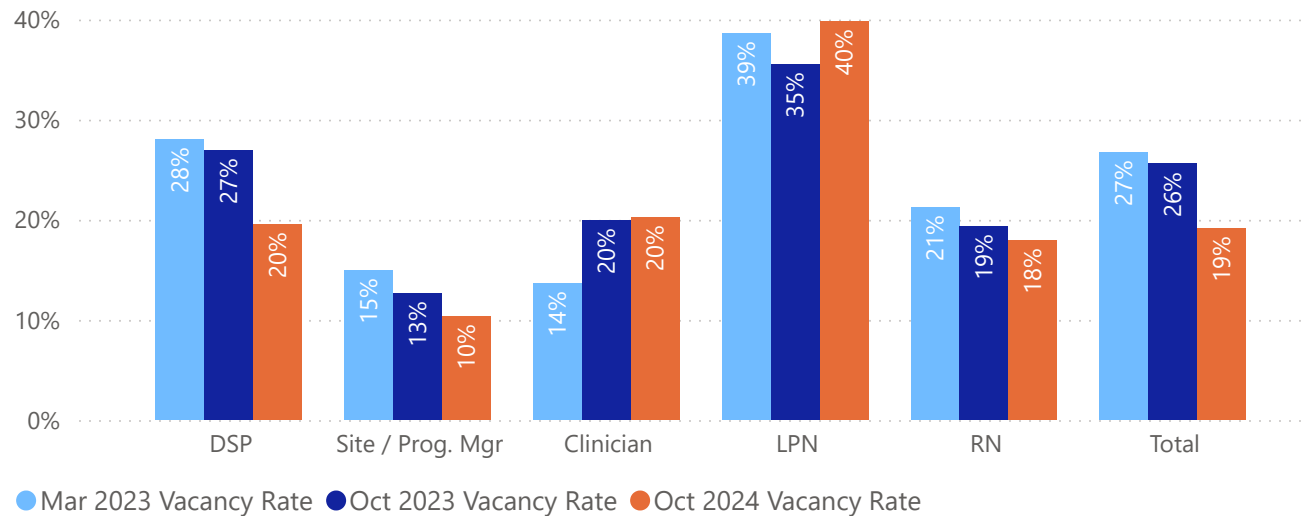
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
DSP	5,301	5,010	3,623
Case Mgr	78	89	115
Site / Prog. Mgr	324	257	224
Clinician	43	55	62
LPN	217	220	199
RN	76	71	65
Com. Hlth Wrker	0	6	6
Driver		53	22
Other		8	2
Total	6,040	5,768	4,317

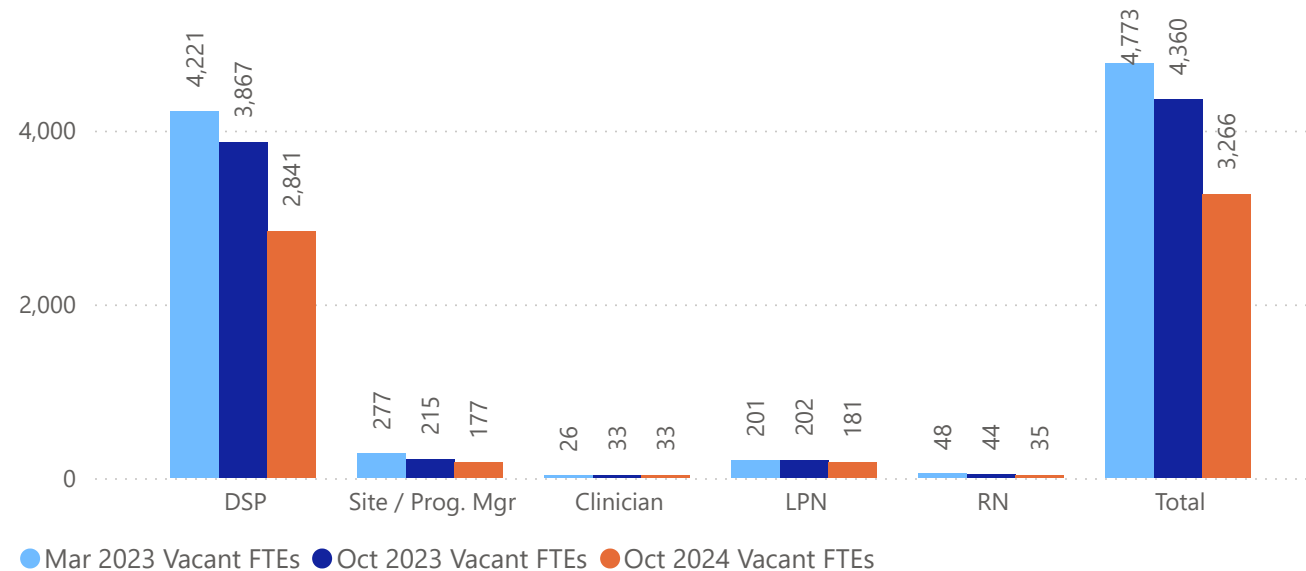
Vacancy Rates by Position - ALTR

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	28%	27%	20%
Site / Program Mgr.	15%	13%	10%
Clinician	14%	20%	20%
LPN	39%	35%	40%
RN	21%	19%	18%
Total	27%	26%	19%

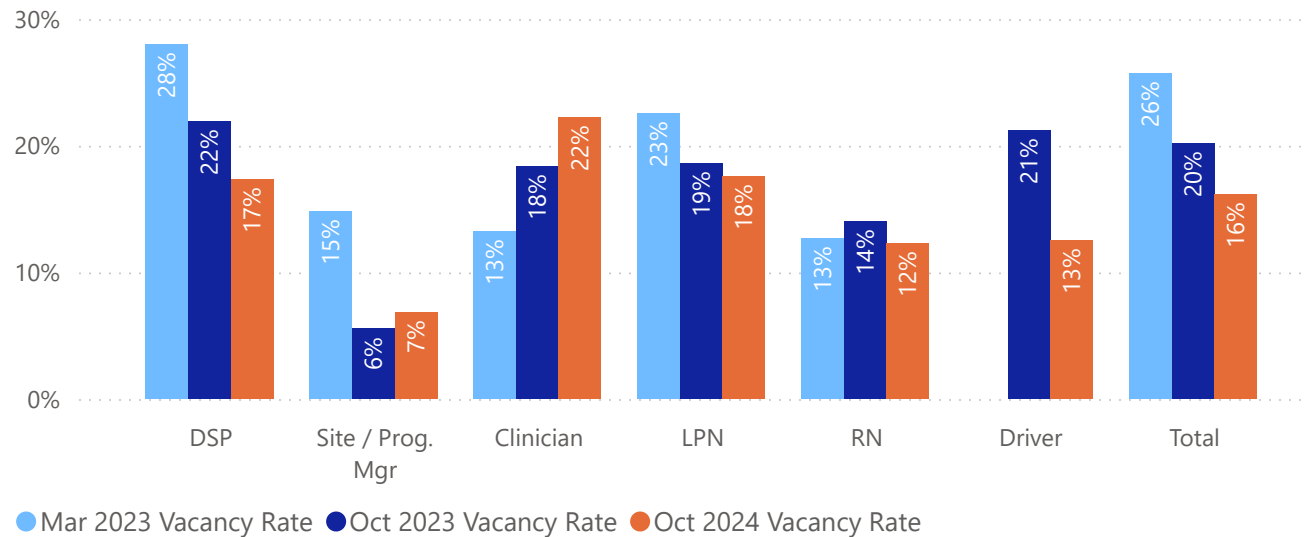
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	4,221	3,867	2,841
Site / Program Mgr.	277	215	177
Clinician	26	33	33
LPN	201	202	181
RN	48	44	35
Total	4,773	4,360	3,266

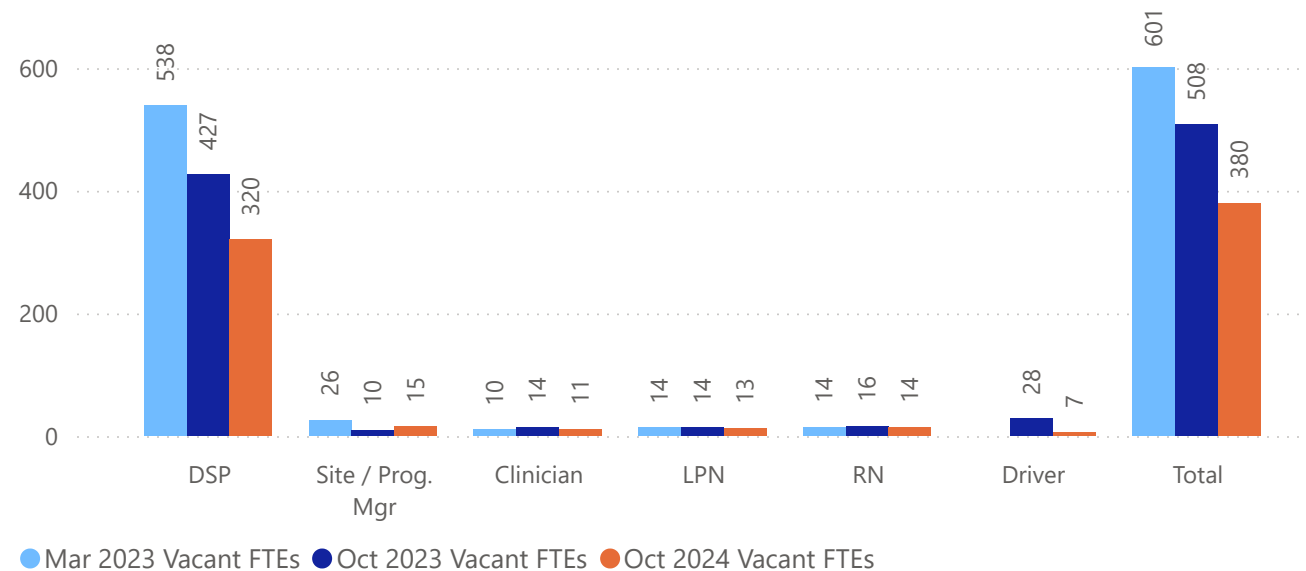
Vacancy Rates by Position - Day Habilitation

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	28%	22%	17%
Site / Program Mgr.	15%	6%	7%
Clinician	13%	18%	22%
LPN	23%	19%	18%
RN	13%	14%	12%
Driver		21%	13%
Total	26%	20%	16%

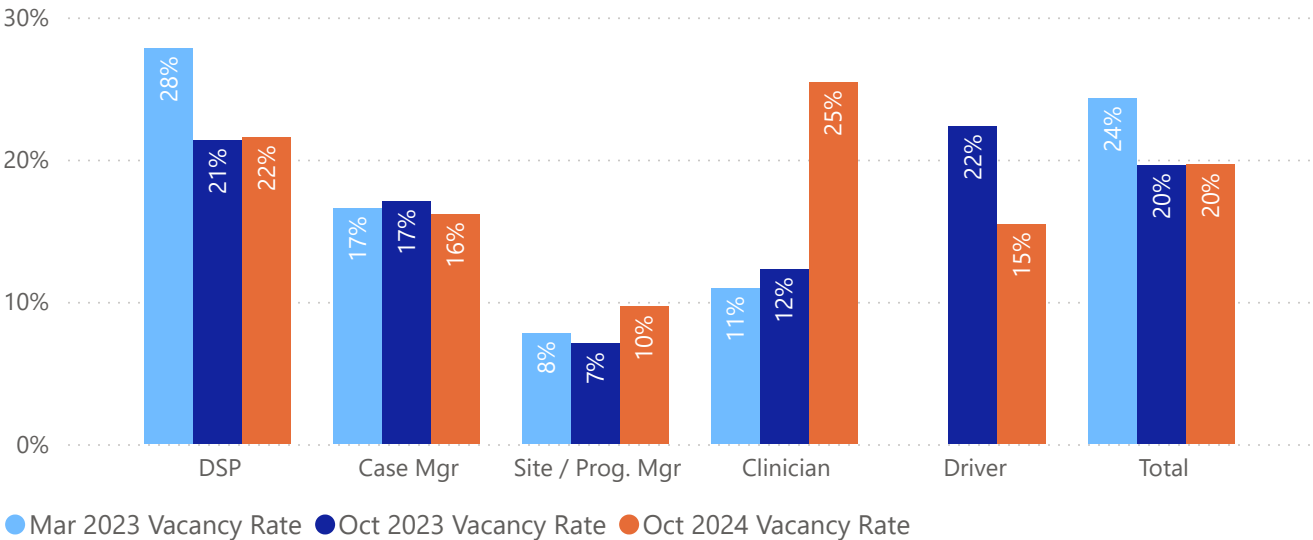
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	538	427	320
Site / Program Mgr.	26	10	15
Clinician	10	14	11
LPN	14	14	13
RN	14	16	14
Driver		28	7
Total	601	508	380

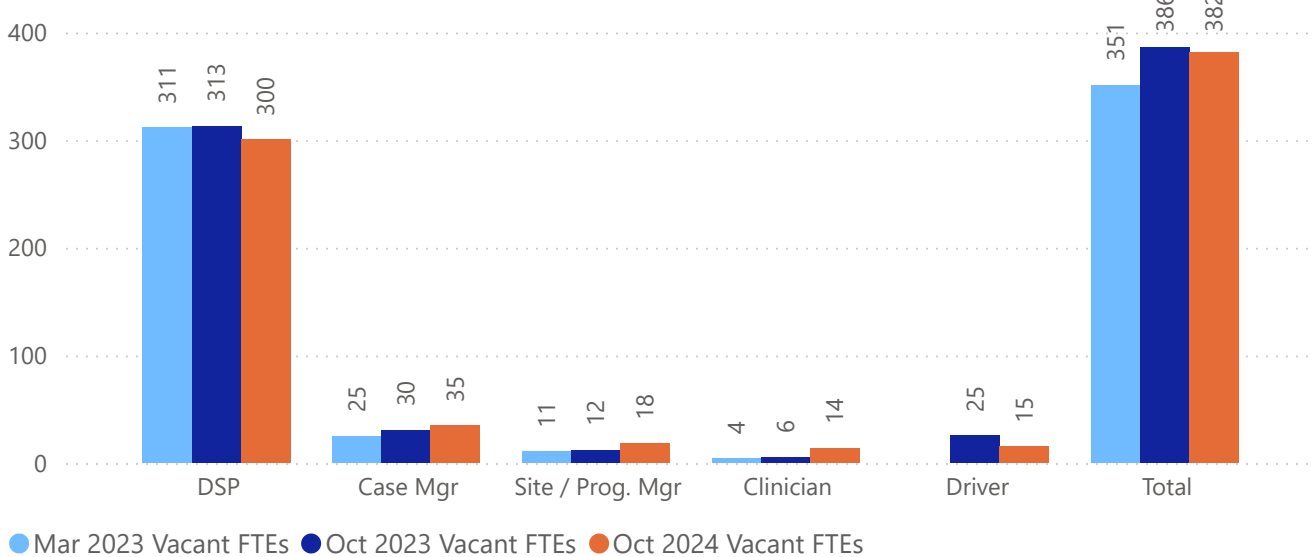
Vacancy Rates by Position - CBDS

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	28%	21%	22%
Case Manager	17%	17%	16%
Site / Program Mgr.	8%	7%	10%
Clinician	11%	12%	25%
Driver		22%	15%
Total	24%	20%	20%

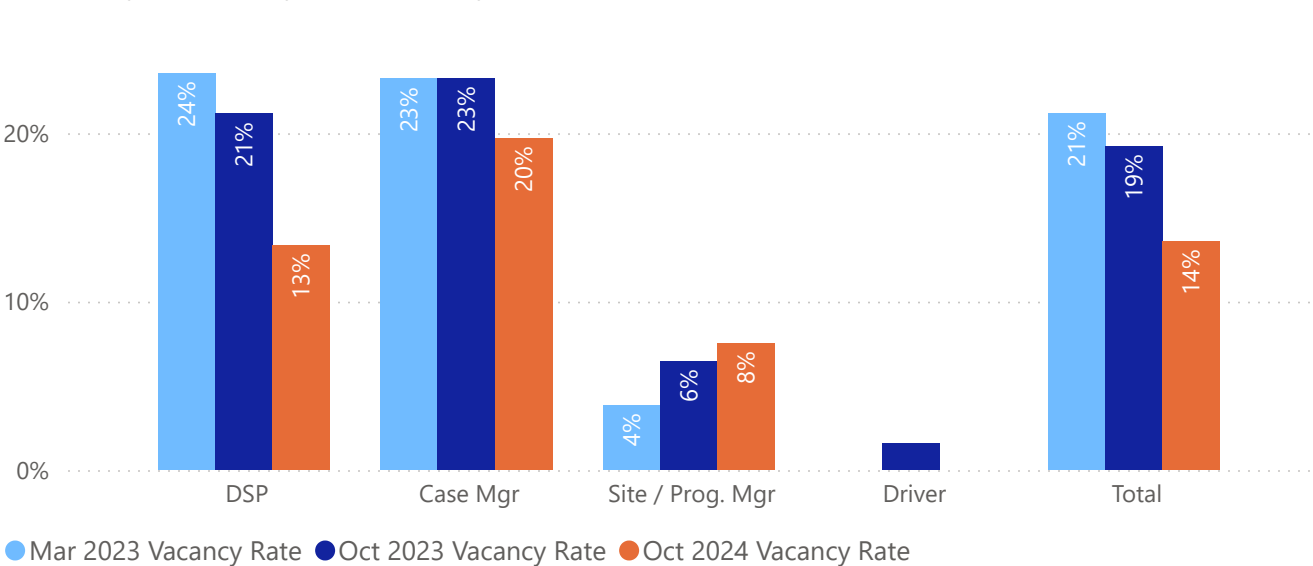
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	311	313	300
Case Manager	25	30	35
Site / Program Mgr.	11	12	18
Clinician	4	6	14
Driver		25	15
Total	351	386	382

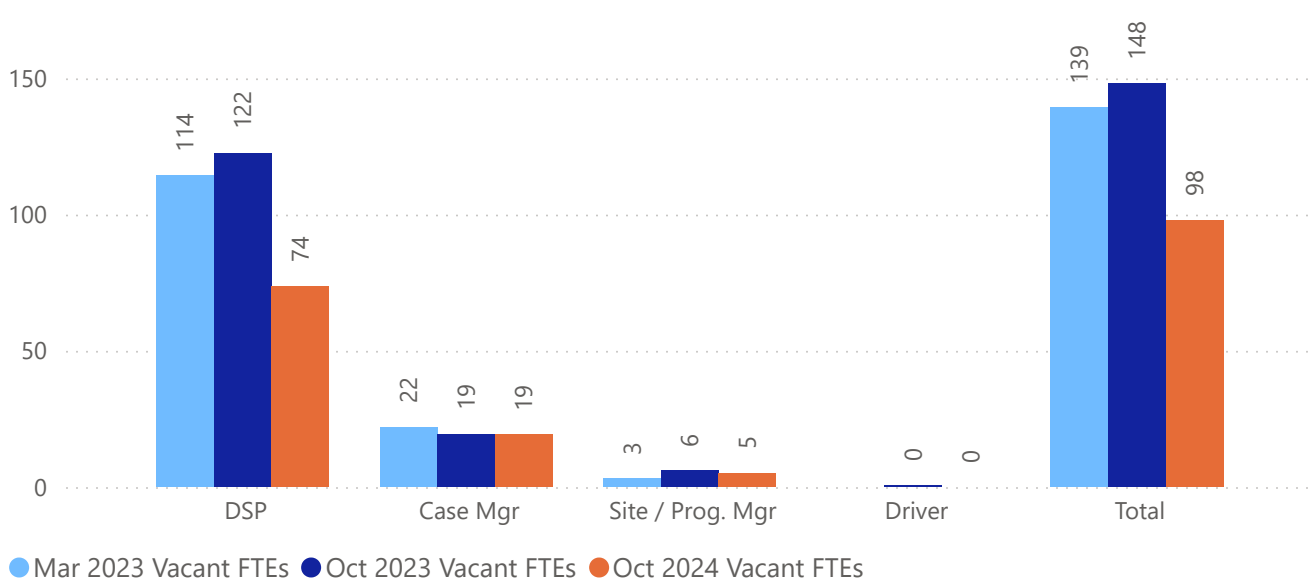
Vacancy Rates by Position - Supported Employment

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	24%	21%	13%
Case Manager	23%	23%	20%
Site / Program Mgr.	4%	6%	8%
Driver		2%	0%
Total	21%	19%	14%

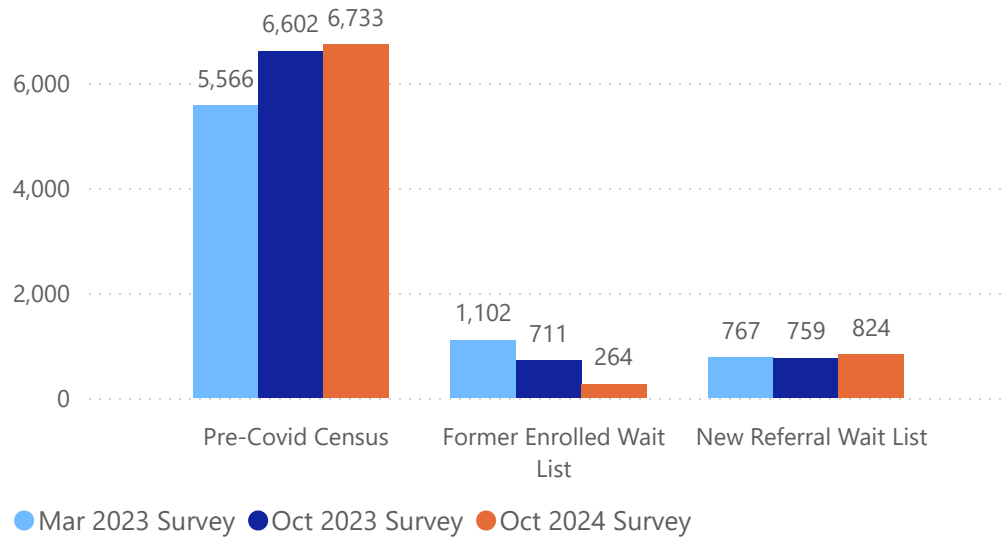
Vacant FTEs by Position Type



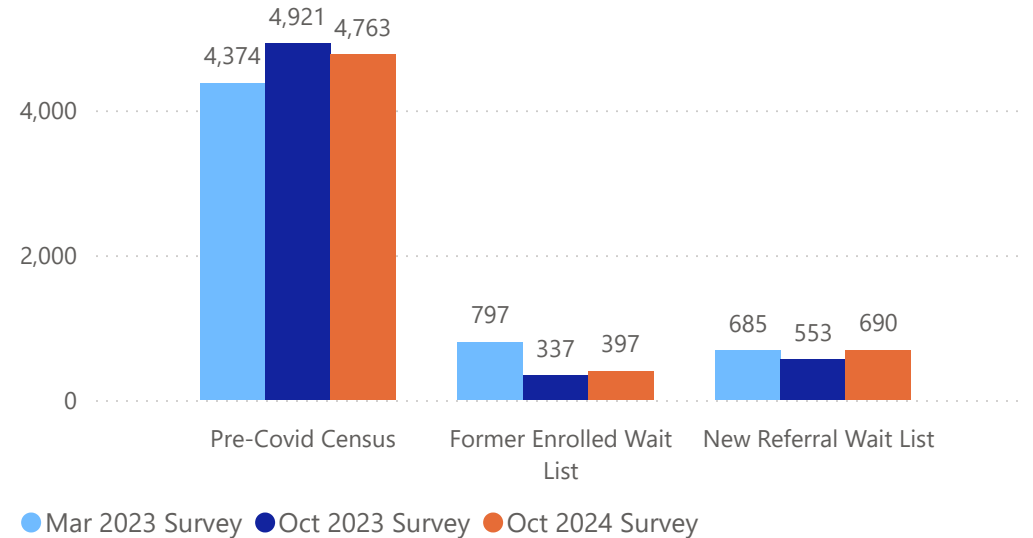
Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	114	122	74
Case Manager	22	19	19
Site / Program Mgr.	3	6	5
Driver		0	0
Total	139	148	98

Day Program Wait Lists

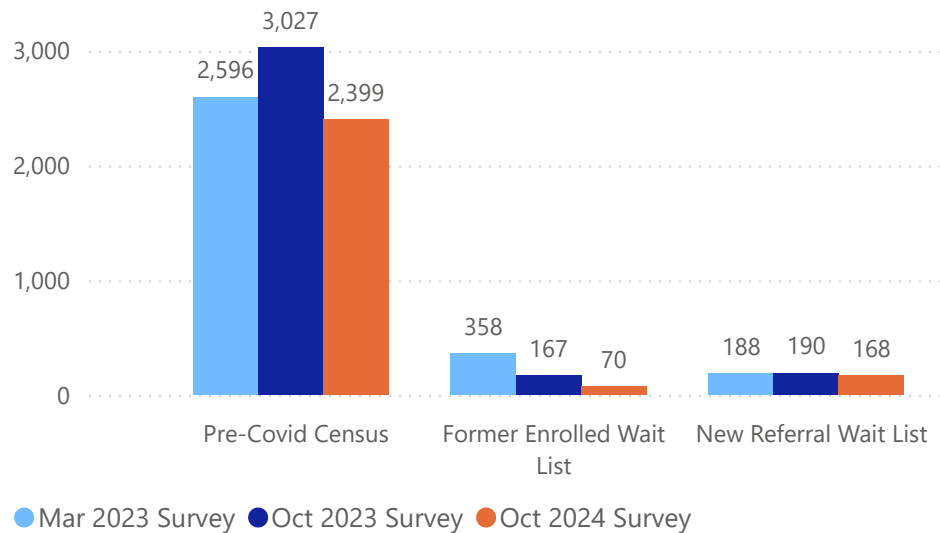
Day Habilitation Wait Lists



CBDS Wait Lists



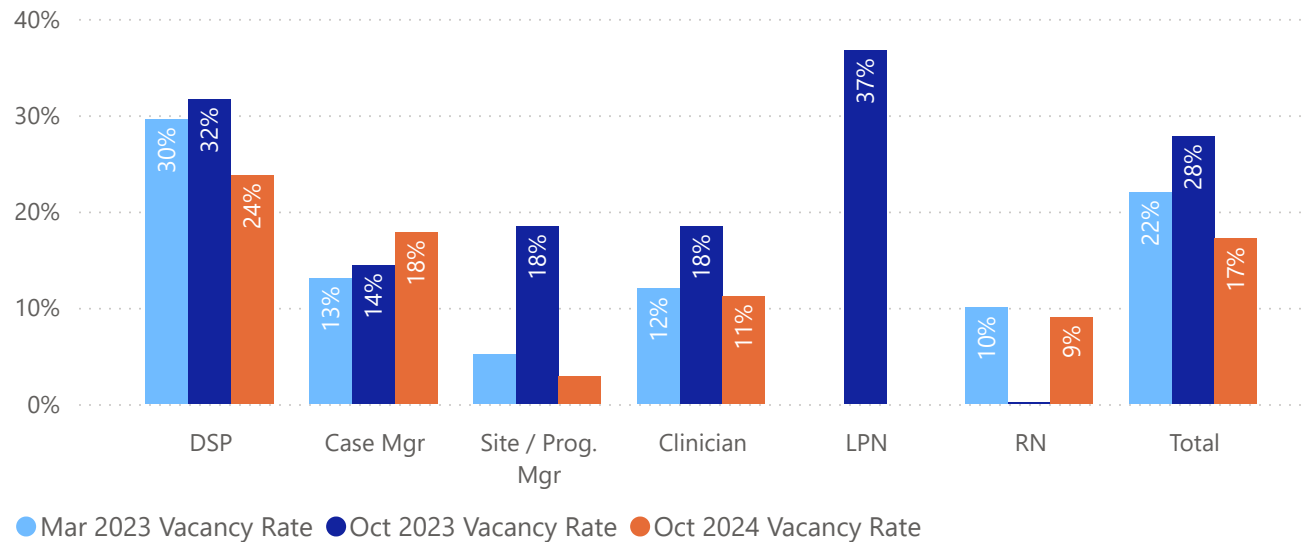
Supported Employment Wait Lists



Program	Pre-Covid Census			Former Enrolled Wait List			New Referral Wait List		
	Mar 2023	Oct 2023	Oct 2024	Mar 2023	Oct 2023	Oct 2024	Mar 2023	Oct 2023	Oct 2024
Day Hab	5,566	6,602	6,733	1,102	711	264	767	759	824
CBDS	4,374	4,921	4,763	797	337	397	685	553	690
Supported Employment	2,596	3,027	2,399	358	167	70	188	190	168
Total	12,536	14,551	13,896	2,257	1,215	731	1,640	1,502	1,682

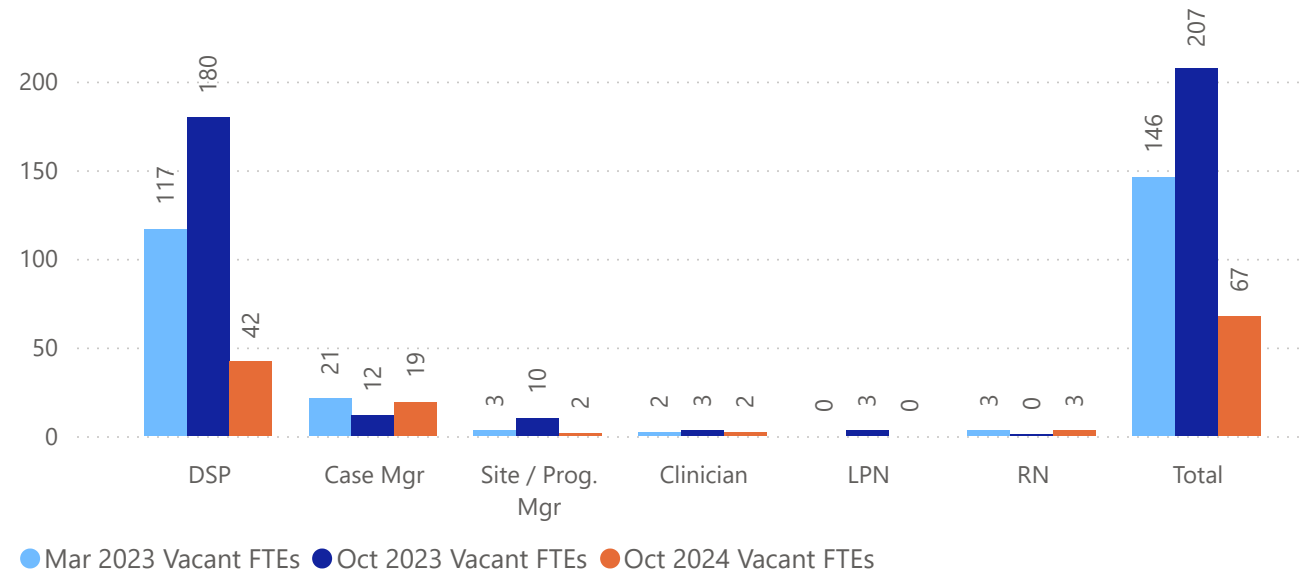
Vacancy Rates by Position - Shared Living

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	30%	32%	24%
Case Manager	13%	14%	18%
Site / Program Mgr.	5%	18%	3%
Clinician	12%	18%	11%
LPN	0%	37%	0%
RN	10%	0%	9%
Total	22%	28%	17%

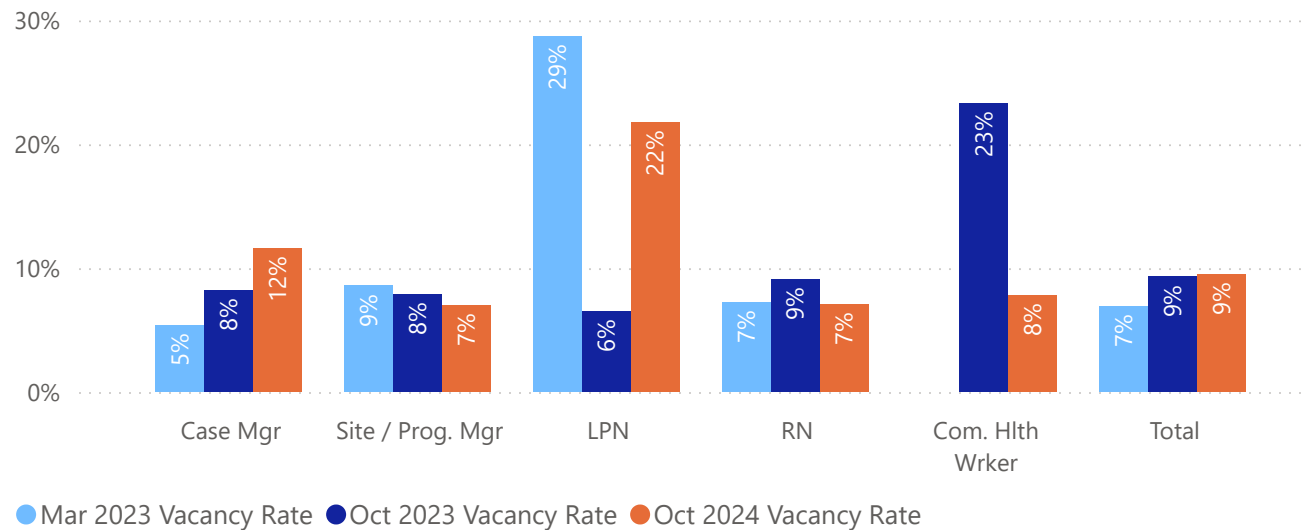
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.	117	180	42
Case Manager	21	12	19
Site / Program Mgr.	3	10	2
Clinician	2	3	2
LPN	0	3	0
RN	3	0	3
Total	146	207	67

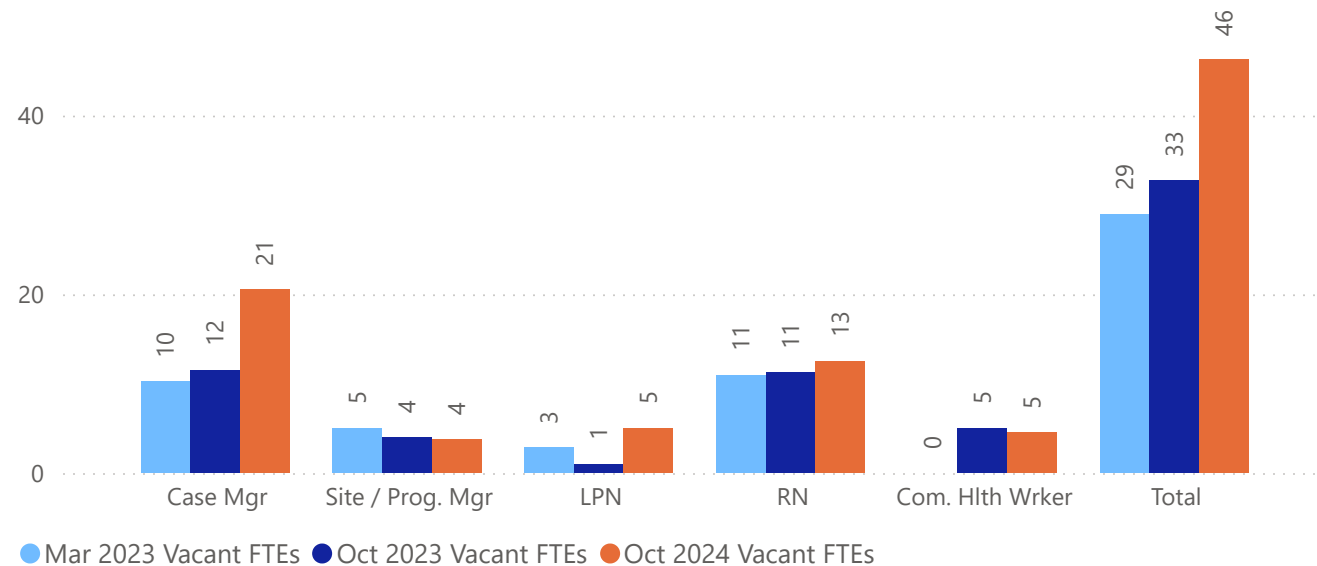
Vacancy Rates by Position - Adult Foster Care

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Case Manager	5%	8%	12%
Site / Program Mgr.	9%	8%	7%
LPN	29%	6%	22%
RN	7%	9%	7%
Community Health Wrkr.	0%	23%	8%
Total	7%	9%	9%

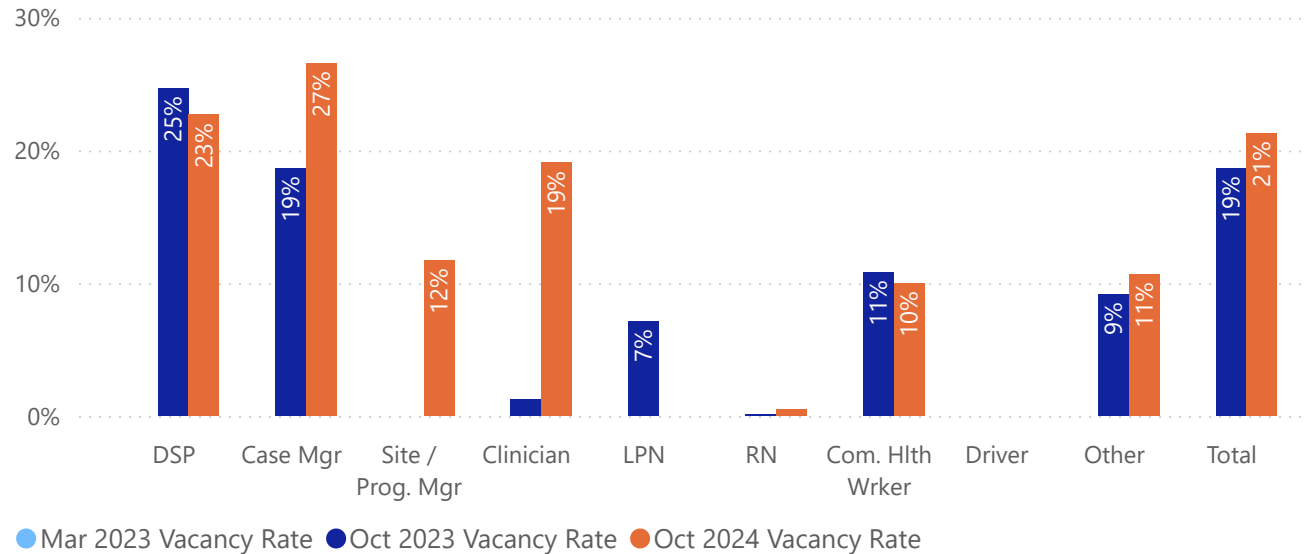
Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Case Manager	10	12	21
Site / Program Mgr.	5	4	4
LPN	3	1	5
RN	11	11	13
Community Health Wrkr.	0	5	5
Total	29	33	46

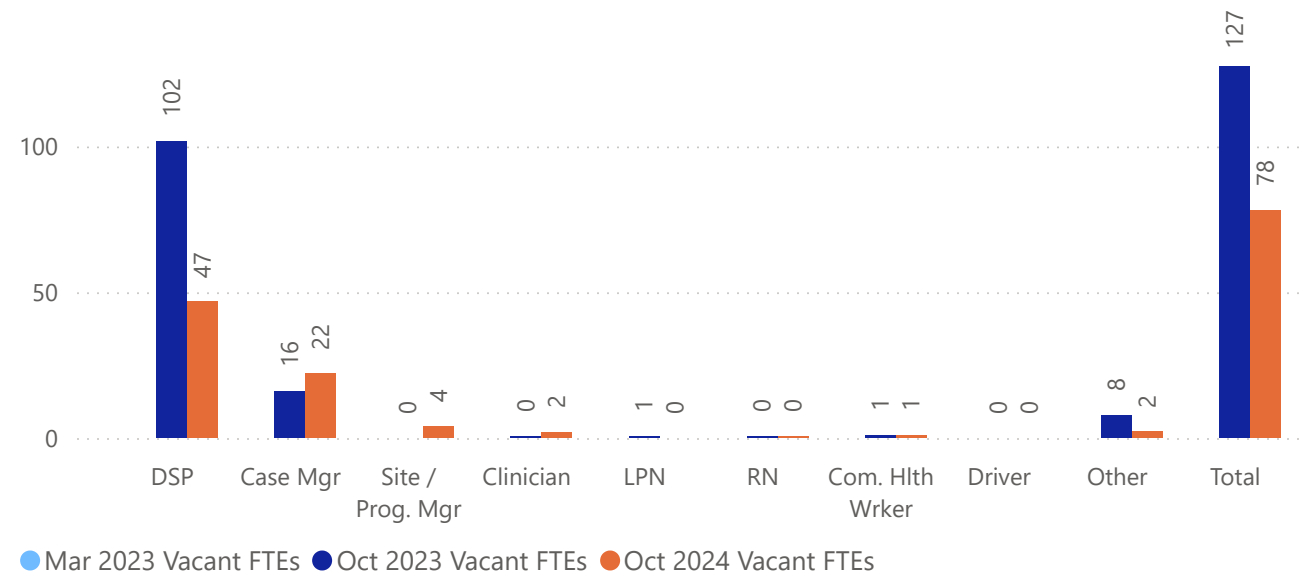
Vacancy Rates by Position - Other Programs

Vacancy Rates by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.		25%	23%
Case Manager		19%	27%
Site / Program Mgr.		0%	12%
Clinician		1%	19%
LPN		7%	
RN		0%	0%
Community Health Wrkr.		11%	10%
Driver		0%	
Other		9%	11%
Total		19%	21%

Vacant FTEs by Position Type



Job Title	Mar 2023	Oct 2023	Oct 2024
Direct Support Prof.		102	47
Case Manager		16	22
Site / Program Mgr.		0	4
Clinician		0	2
LPN		1	0
RN		0	0
Community Health Wrkr.		1	1
Driver		0	0
Other		8	2
Total		127	78

Participating Organizations

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

Advocates, Inc.	Cooperative for Human Services	Morgan Memorial Goodwill Industries	Tempus Unlimited, Inc.
Almadan, Inc.	Delta Projects, Inc.	Nashoba Learning Group	The Arc of Bristol County
Amego, Inc.	Devereux Advanced Behavioral Health	New England Village, Inc.	The Arc of Opportunity
Ascentria Care Alliance	Empower LGA, Inc.	Nexus, Inc.	The Arc of Plymouth and Upper Cape Cod
Aspire Living & Learning	Evergreen Center	NFI Massachusetts	The Center of Hope Foundation, Inc.
Attleboro Enterprises	Family Service Association of Greater Fall River	Nonotuck Resource Associates	The Edinburg Center, Inc.
Autism Services Association, Inc.	Friendship Home	North East Educational and Developmental Support Center (NEEDS)	The Guild for Human Services
Barry L. Price Rehabilitation Center, Inc.	Gandara Mental Health Center, Inc.	Northeast Arc	The Nemasket Group
Bay Cove Human Services	GROW Associates, Inc.	NuPath, Inc.	The PLUS Company, Inc.
Beaverbrook STEP, Inc.	Guidewire Inc.	Open Sky Community Services	Thrive Support & Advocacy
Behavioral Associates of MA (The Halcyon Center)	Habilitation Assistance Corporation	Opportunities for Inclusion, Inc.	Toward Independent Living & Learning (TILL, Inc)
Behavioral Health Network, Inc.	HopeWell, Inc.	Opportunity Works	Transition Centers, Inc.
Berkshire Family & Individual Resources (BFAIR)	House of Possibilities	Pathway to Possible	Turning Point, Inc.
Berkshire Hills Music Academy, Inc.	Incompass Human Services	People, Inc.	United Cerebral Palsy of Metro Boston
Berkshire County Arc. Inc.	Jewish Family & Children's Service	PRIDE, Inc.	Valley Collaborative
Better Community Living, Inc.	Justice Resource Institute (JRI)	REACH Inc.	Valley Educational Associates
Bridges Homeward	Kennedy-Donovan Center	Resources for Human Development	Venture Community Services
Bridgewell	LifeStream, Inc.	RFK Community Alliance	VIABILITY, Inc.
Brockton Area Multi Services, Inc. (BAMSI)	Lifeworks	Riverside Community Care	Victory Human Services
Cape Abilities	Living Independently Forever, Inc. (LIFE)	Riverside Industries	Vinfen
Center for Human Development	M.O.L.I.F.E., Inc.	Road To Responsibility, Inc.	VitraHealth
Charles River Center	May Institute	Seven Hills Foundation	Walnut Street Center, Inc.
Communitas, Inc.	Melmark New England, Inc.	Southeastern MA Educational Collaborative	Waystone Health & Human Services
Community Connections, Inc.	Mental Health Association, Inc.	Sunshine Village	Work Opportunities Unlimited
Community Resources for Justice	Minute Man Arc for Human Services, Inc.		WORK, Inc.

About Fraser Consulting

Founded in 2016, Fraser Consulting provides strategy, operations, analytics, and market research services to life sciences, healthcare and human services clients of all sizes, from emerging companies to the Fortune 50. Our senior consultants have decades of experience in executive roles and in guiding organizations. For more information, please contact us at info@fraser-consulting.com, or visit our website at www.fraser-consulting.com.