

**Workforce Crisis Task Force****July 14, 2021, 1:00 p.m. – 2:00 p.m.****Virtual Meeting on TEAMS****Documents:** <https://dodd.ohio.gov/wps/portal/gov/dodd/about-us/our-programs/resource-dsp-workforce>

**Participants:** Jason Abodeely, Jeff Davis, Kimberly Hauck, Kristen Henry, Debbie Jenkins, Kim Kelly, Teresa Kobelt, Kevin Metz, Pete Moore, Raivo Murnieks, Lori Stanfa, Janet Stephan, Gary Tonks, Nate Turner, Jason Umstot, Renee Wood

**WCTF Support:** Steve Beha, Cathy Hutzel, Sarah Lawson, Nick Miller, Jeremiah Wagner, Clay Weidner, Jacqueline Romer-Sensky

**Guests:** Diana Anderson, Denise Fabian, Stacey Hurlow, Jennifer Kryznovek, , Michelle Madden, Scott Marks, Annette Wood, Josh Young

**Purpose of the Meeting**

- Provide Committee Updates
- Begin proposals for implementation decisions
- Identify next steps

**Agenda & Process Updates**

The agenda is ambitious today. For future reference, the WCTF will provide updates from committee work to the full group. In today's meeting, reports will be from the Data "hot spot" Committee and the DSP Workgroup.

The WCTF will begin considering its first member proposal today. As of now, there are 12 submitted proposals. As representatives of broader constituencies, please continue communication with them to take responsibility for generating proposals. Some proposals seem less connected to the workforce crisis than others, so please consider how a submitted idea alleviates workforce shortages.

The proposal process gives the WCTF some structure and a process for full WCTF discussion and consensus. Meeting One brainstorm ideas can be picked back up as proposals if merited. A TEAMS channel is being set up to post all proposals and any input from public comment. Any questions about generating a proposal can be directed to Jacqui, Kim, or Steve.

The proposal process is summarized as follows.

- Expectation is all members have pre-read.
- Sponsor presents key summary. Focus on:
  - Sharing the idea and how it helps alleviate the workforce crisis
  - Suggested implementation timeline
  - Identifying who will lead implementation and what partners may be needed
- Time for debate and questions.
- A vote to proceed toward identifying additional detail and action steps.
- After full development, a final roll-call vote at a subsequent meeting to adopt the proposal.

## **Welcome & Updates**

Jeff Davis welcomed Task Force members. He voiced his appreciation for all who participated in budget advocacy. DODD is working now to implement a 4% rate increase on January 1, 2021. DODD is working with the Department of Medicaid on all authorized funding changes.

## **Hot Spot Data Update**

Jill Dannemiller, Raivo Murnieks and Pete Members provided a presentation on current data analysis with a focus on a recent provider survey.

### **Member Discussion:**

- The data represents pure numbers. A secondary analysis to show trends could be the next step. It may also be helpful to overlay the provider information with the results of the family survey. This will help inform where service needs are in jeopardy.
- Most of the hot spots represent major population areas. There are 27 counties with significant issues related to accepting and serving clients.
- The numbers represent a point in time, but within days, some of the circumstances changed. The hot spots remain a moving target.
- It was also reported that family members are losing their jobs because workforce shortages are requiring them to stay home to care for an individual. This data may not be captured in any reported figures.
- DODD will gather some information from the Major Unusual Incident data to determine if anyone has been seriously harmed due to staffage shortages. It might be informative to know if MUIs have increased in general or if there is any other data point to consider.
- The data team may also want to consider what other general measures should be tracked? Suicide was mentioned as one metric to watch.
- Members proposed a Rapid Response Team approach to assist providers who are in danger of not being able to meet client needs. This approach would require a definition of what constitutes an emergency and/or defines when such a team should mobilize. The composition of the team or available technical assistance based on circumstances must also be identified that would make a difference outside of additional funding. The WCTF will discuss this idea further.

## **DSP Workgroup Update**

Teresa Kobelt provided an overview of the DSP Workgroup's discussion. There may be a proposal emerging to look at the rate model to ascertain if wages, insurance benefits, and other compensation package features like retirement, disability benefits, or child care assistance are accounted for within the rate. The group is also looking at other incentives including a flexible cost-of-living allowance that could assist with transportation, housing, or child care. A proposal around a "resource specialist" designated to help navigate needs may also be forthcoming. A number of other ideas are percolating including how to assist independent providers, a benefit bridge pilot, etc.

### **Member Discussion:**

- All ideas seem to circle back to rates. Without funding in the system, it is hard to put together compensation packages that are attractive to a workforce.

- If no funding, what needs to change in the system to save funding elsewhere that can be redirected into compensation? Members stated they believe it is not longer time to flirt with the edges of the service model. Dramatic change probably needs to happen in the short-term.
- Should we have a sub-committee focused solely on recruitment? Consider recruiting across age spans.

## WCTF Proposal Consideration

### 1. Incentivize Providers for Tenure

Jason Abodeely presented the proposal as distributed which is focused on bringing new people into the workforce and keeping them for more than 90 days. He reported a typical provider may lose 24-30 percent of new employees within 30 days of their start date. Another 30-45 percent quit within sixty days, and it is not unusual for 85-90% of new workers to leave by the end of their first year.

Onboarding costs can be \$5,000 per employee. From a business perspective, the break-even day is around 190 days. Jason believes incentives are needed to find employees who will remain in the position. The goal is to retain an employee for one year because the chance of them becoming a long-term staff member then multiplies. Incentives may need to be a series of sign-on and staggered retention bonuses. To inform the right incentive package, it may be helpful to secure information from DSP focus groups and exit interviews.

#### Member Discussion:

- Rethinking the competency add on may be part of the funding source.
- From home-based care, staff retention is higher. The higher retention rate of 1-3 years is attributed to hiring an employee specifically to the case. How can this approach be adapted?

Time constraints prevented the expected WCTF vote to proceed. However, the group agreed to that the DSP Workgroup will consider this ideas and others to propose the best strategies for providing financial incentives for new employees.

## Next Meeting

July 28, 2021, 1:00-3:00 p.m. on TEAMS.

### Action Item Log

#	Task	Who
1	Continue data exploration	Data Cmte.
2	Generate a proposal for providing financial incentives for new employees	DSP Workgroup
3	Review current proposals and group appropriately for consideration at July 28 <sup>th</sup> meeting.	DODD – JRS,SB