



Children, Families, Health, and Human Services Interim Committee  
Meeting

January 19, 2018

HJR 24 Study

Workforce Concerns Panel Discussions

Presented by:

Francine Sadowski, CEO

**Children, Families, Health, and Human Services Interim Committee**  
**Panel Discussion: Workforce Concerns**  
**MDSC Presentation: Fran Sadowski**

- 1) Short introduction to MDSC
- 2) Introduction to the job of a DSP
  - Meeting with Mike Williams from Job Service
  - Increase in service jobs in communities across Montana
  - Discuss job responsibilities table
  - MDSC Residential DSP job description
- 3) Concerns of work force shortage and its effects on MDSC - GRAPHS
  - Applicants and Hiring – GRAPH #1
    - Numbers of applicants hired vs applied
    - The percentage of hires have remained the same however there is a dramatic drop in applicants from 2014 to 2017
  - Un-hired Applicants for same time period – GRAPH #2
    - This graph show the changes in applicants and the changes in our hiring decisions
    - Applicants – increase in the following on the part of applicant
      - No response to calls, emails after submitting application to set interview
      - No response from applicant after leaving a message to make an offer
      - Person rescinded application
      - No call no show for interview (just Tuesday we had 4 interviews set up and only one showed)
    - MDSC hiring decisions
      - Scheduling – we constantly change schedules to meet the applicant needs
      - Poor interview - we may not be as choosy in our hiring decisions as we were in the past
      - Other – we were certainly more picky in the past than we are now – we are taking more chances with applicants today
  - Average Days Employed per Terminated Employees - GRAPH #3
    - Although the % of people are leaving under 90 days and between 90 days and 1 year we are seeing a higher % of employees who are leaving who have worked 3 or more years at MDSC.
    - In 2017 21% of the employees who left employment worked for us over 3 years compared to 11% in 2014. This could be due to stress of working short staff, the constant turnover and simply tired working overtime.
  - Terms 2014-2017 – Why employees have left MDSC - GRAPH #4
    - Top reasons: 2017
      - No call no show
      - Moving
      - New job – more money or change of occupation

#### 4) Effects of Work Force Shortage

- How many DSPs at MDSC and How many are currently unfilled
  - Residential DSP's for 10 homes
  - Full Staff = 139 DSP's
  - Filled Positions = 87 DSP's
  - Open Positions = 52 or 38% of the Residential workforce is unfilled
- Due to the workforce shortage MDSC closed 2 homes in October 2017
  - The effects of increased clients at already high behavioral homes
- Overtime cost, work-comp injuries, stress, increase in incidents, etc

#### 5) Where we advertise/benefits/internal changes

- All local job fairs, Craigslist, Indeed, Facebook, Job Service, Employee Referral – with referral bonus, Digital Marketing – spent thousands with no applicants, UM job board
- Benefits – Medical and Dental (50.00 per month for FTE), generous PTO (approximately 3 weeks in first year), matching retirement up to 3.5%, Employee assistance, workplace wellness programs.
- Continual review and revising of on-boarding, orientation, mentoring to increase retention, employee engagement activities, bonuses when possible, etc.

#### 6) Closure

- Montana and the nation has very low unemployment rate.
- With a 3.5% unemployment rate the people who are employable or want to work are working
- But how do we compete with other markets that are paying the same or higher. Why leave a job paying the same for a job with many more demands and responsibilities
- In echoing the earlier panel – more flexibility in reimbursement may allow organizations to be creative in their staffing patterns, allow for career pathing for our DSP, etc.
- The effects of the change in the workforce has on client services and our staff
  - The scrutiny of performance, the changes of faces, the lack of consistency and continuities, the constant change in the “team”
  - Providers are creating homes, families, opportunities for our clients – we cannot do it alone and we cannot continue to do it in this structure
- Articles:
  - Disability Scoop articles – Severe Shortage in Workforce Crisis
  - The Direct CARE Opportunity Act of 2017 – latest action 9/15/17 Referred to the Subcommittee on Health To award grants for the recruitment, retention, and advancement of direct care workers
  - America's Direct-Care Workforce (make comments as to how this ties back to the job comparison table)



## **Retail Salesperson**

### **Primary responsibilities**

#### **Beginning Wage 10.00-11.00/hr.**

- Handle cash transactions with customers using cash registers
- Issue receipts, refunds, change or tickets
- Resolve customer complaints, guide them and provide relevant information
- Greet customers
- Keep reports of transactions
- Bag, box or wrap packages
- Operate registers, scanners, scales and credit card/debit card terminals
- Memorize product locations throughout the store and be able to direct customers or make suggestions
- Handle exchanges and refunds in a quick, efficient manner
- Collect payments and bag purchases for customers
- Maintain accurate cash drawer
- Take a tally of the funds in the cash register when required during a shift and produce transaction reports
- Keep the checkout area clean and orderly

#### **Primary Duties**

Greet & assist customers, money transactions, directs customers to good and products, package goods.

Wal-mart just recently announced they are moving their beginning wage to \$11.00/hr.

## **Certified Nursing Assistant**

### **Primary responsibilities**

#### **Beginning Wage 11.00/hr.**

- Provides patients' personal hygiene
- Provides for activities of daily living by assisting with serving meals, feeding patients as necessary; ambulating, turning, and positioning patients; providing fresh water and nourishment between meals.
- Maintains patient stability by checking vital signs and weight; testing urine; recording intake and output information.
- Provides patient comfort by utilizing resources and materials; transporting patients; answering patients' call lights and requests; reporting observations of the patient to nursing supervisor. Documents actions by completing forms, reports, logs, and records.
- Maintains work operations by following policies and procedures.
- Maintains patient confidentiality

#### **Primary Duties**

Patients' basic cares to include ADLs and vitals, document findings and incidents, internal transporting of patients, companionship to patients.

Mike Williams, Supervisor, Missoula Job Service he stated the entry wage is higher than \$11.00 for local nursing homes.

## **Direct Support Professional**

### **Primary responsibilities**

#### **Beginning wage 10.10 -10.50/hr. (MDSC)**

#### **ALL OF THE DUTIES OF A CNA PLUS**

- Prepares specialized meals
- Assist with medications (State Cert)
- Transports client via mini-bus, 15 passenger van, or car
- Takes clients to medical appointments
- Provides recreational/leisure activities for clients in the group homes and in the community
- Conduct client training via PSP plan and documents progress to include: Communication, OT/PT exercises, Job Development, "wait/take turns," ADL, Health and Safety skills, etc.
- Intervenes in behavioral and/or mental health crisis (MANDT)
- Documents incident via State Therap Form
- Assists clients and/or completes household chores to include laundry, cleaning of bedrooms and/or shared space
- Supports the clients with personal shopping
- Supports clients with community employment – job coach
- Adhere to CMS, licensing, DDP and organizational policies and procedures.

DSP's are: Housekeepers, Cooks, Nutritionists, Drivers, CNAs, Therapist Aides, Speech-therapist, Behavioral Specialist, Nurses, Teachers, Counselors, Shoppers, etc.

## Missoula Developmental Service Corporation

### POSITION DESCRIPTION

**Position:** Direct Support Professional (Residential Evening Shift)  
**Department:** Client Services  
**Reports to:** Program Manager  
**Status:** Evening Shift; Non-exempt  
**Work Schedule:** See Specific Job Posting  
**Prepared by:** Director of Human Resources  
**Preparation Date:** June 20, 2011  
**Approval Date:** June 20, 2011  
**Approved by:** \_\_\_\_\_  
Francine Sadowski, CEO

### POSITION SUMMARY

The Direct Support Professional (DSP) position during evening shifts engages with adult clients with severe developmental disabilities using positive, confident and reassuring interactions with them to assist them to live as independently and safely as possible in a community environment. Responsibilities include completion of programs with clients to improve communication, daily living skills and independence in a learning and nurturing atmosphere while treating the clients with dignity and respect at all times. Other duties include personal care such as personal hygiene, meal preparation, and completion of household tasks such as laundry, cleaning, and cooking. The DSP also assists clients with community outings by driving them to necessary appointments, community events, and any other activities that the client may enjoy.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

#### Client Support and Services:

1. Provides clients with consistent support to complete required programmatic tasks and/or behavioral support plans and documents required data accurately and in a timely manner.
2. Participates in group and one-to-one client activities.
3. Assists clients with meal preparation in accordance with eating protocols.
4. Reviews program books on a regular basis to ensure data is collected in accordance to the various programs. Notifies Program Manager (PM) or Residential Assistant Manager (RAM) of any deficiencies or adjustments needed.
5. Assists PM and RAM with orienting new DSPs to MDSC protocols and procedures and specific group home "rules."<sup>1</sup> Shares pertinent specific information about each client such as their likes, dislikes, and needs to achieve a comprehensive individualized plan of support.
6. Responsible for thoroughly reading and understanding How to Work With Me (HTWWM) documents for each client assigned in order to accurately provide for needs of clients within their documented likes, dislikes, etc.
7. Assists clients as necessary with bathing, personal hygiene, dressing, eating, toileting, range of motion exercises, and any other activities of daily living.

<sup>1</sup> Group home rules refer to procedures and protocols specific to the clients and staff at a particular group home.



8. Accesses the Therap web-based program to submit General Event Reports (GERs) as necessary and submits, reviews, and responds to T-logs and GERs on a daily basis. Also checks Therap Secure Communication (S-Comm) on a daily basis and responds as needed within directed timeframes.
9. May serve as a client's job coach, as necessary, and follows expectations of job coaching activities.
10. Cleans and maintain clients' adaptive equipment within correct protocols and guidelines.
11. Maintains client and co-worker confidentiality.

#### **Community Integration:**

1. Suggests and participates in ideas for community outings for clients and takes initiative to seek out new activities for clients. Uses a team approach to identify potential outings by gaining co-worker input and assisting with formulating a plan.
2. Assists with loading of clients to and from outings utilizing safe practices and policies.
3. Ensures that clients' respect and dignity are upheld in the community.
4. Must be able to drive company vehicles, even in inclement weather, to facilitate outing activities and other job responsibilities. (Ability to drive may be waived depending on number of staff eligible to drive on a particular shift.)

#### **Client Medical Needs:**

1. Reports and documents illness or injury and contacts nursing staff regarding such incidents. Ensures GERs are submitted for all illnesses and injuries.
2. Assists clients to self-administer prescribed medication and documents any inaccuracies.
3. Performs medication counts and documents this information at the change of each shift.
4. Follows proper documentation and reporting procedures for found medications or medication errors.
5. Follows appropriate safety measures when picking up medications from the pharmacy to ensure that such things as name, dosage, type of medication, etc. are correct.
6. Stores medications in a safe and locked location.

#### **Teamwork and Communication:**

1. Ability to work as a team with co-workers on all shifts in a respectful manner to provide a supportive work environment for MDSC clients.
2. Ability to problem solve when issues arise and seek creative and new ideas to better serve the clients.
3. In coordination with Mandt Training philosophy, this position requires that a person remain calm in critical situations, listen carefully to others' perspectives, and foster a sense of cooperation between themselves and their team.
4. Assists with training and orientation for newly hired staff.
5. Ability to remain flexible to work in all programmatic areas and gain knowledge of all clients' needs and desires.
6. Attends all mandatory staff meetings.
7. Clocks in and out for work in a timely and accurate fashion.

#### **Household Responsibilities:**

1. Assists co-workers and other shifts with completion of laundry duties, routine and deep household cleaning, and food preparation.

2. Assists Program Manager as needed to successfully pass group home audits and licensing requirements.
3. Follows menus that adhere to eating and meal preparation protocols for the group home's clients.
4. Follows financial requirements of obtaining proper documentation of household or client purchases.
5. Ensures that MDSC vehicles are clean and fueled as necessary and that documentation in the travel log adheres to MDSC vehicle/travel policies.

**Health and Safety Responsibilities:**

1. Follows standard operating procedures and policies to ensure the safety and health of clients and co-workers by:
  - a. Following standard operating procedures.
  - b. Following proper lifting and mobility procedures (body mechanics) as illustrated in the Lifting Champions Program for the employee's particular group home location's clients.
  - c. Utilizes appropriate transportation safety protocols.
  - d. Utilizes all proper and available safety equipment (gait belts, using two-person transfer techniques when required, various lifts, etc).
  - e. Follows diet protocols, such as individual eating protocols and MDSC Mealtime and Eating Protocol.
  - f. Ensures individual bathroom and other hygiene protocols are adhered to.
  - g. Must be aware of weather conditions (extreme hot or cold) and follow protocols appropriately.
2. As an employee of MDSC and a person providing services to someone with a developmental disability, the Direct Support Professional is a Mandatory Reporter. This means that any suspected or observed abuse, neglect, or exploitation is reported to Adult Protective Services immediately. As part of MDSC's reporting process, all incidents that fall under this definition are considered Critical Incidents. An employee is to follow the Incident Reporting Definition Quick Reference for Other Personnel who need to be notified and will gather witness statements and other pertinent information.
3. Follows adaptive equipment guidelines to keep the equipment in proper hygienic and safe operating order.

**SPECIFIC DAY SHIFT RESPONSIBILITIES:**

1. Partners with day shift personnel to assist clients with medications, prepare afternoon snacks, and any other needs at shift change.
2. Often assists with client outings on a more frequent basis.
3. Assists clients with dinner preparation and feeding assistance.
4. Shares report through Therap system with graveyard and evening shifts to provide a smooth transition of client and household needs.
5. Participates in medication counts between shifts.
6. Assists clients with night-time bathing and bedtime routines.

**SUPERVISORY RESPONSIBILITIES**

None.



## EDUCATION AND EXPERIENCE

- Experience working with people with developmental disabilities or related experience is not required.
- Minimum of high school education or GED and must be at least 18 years old at time of start date at MDSC.

Will be required to complete the following training classes, testing, or checklists within indicated timeframes:

<b>Training Description</b>	<b>Initial Completion Date</b>	<b>Retraining Deadline</b>
Company Orientation (2 days)	ASAP – Preferably within 30 days of hire.	N/A
Caregiver’s Technical Orientation (1 day)	ASAP – Preferably within 30 days of hire.	N/A
American Heart Assn. First Aid & CPR (1 day)	ASAP – Preferably within 30 days of hire.	Retraining every 2 years.
Mandt System (2 days)	ASAP – Preferably within 30 days of hire.	Retraining after 1 year.
Diet In-Service including Mechanical Soft an puree diets.	ASAP – Currently part of above-referenced Company Orientation.	Annual retraining.
Vital Signs	ASAP – Preferably within 30 days of hire date.	One time only, but can be refreshed annually, if necessary.
CBT (Client-Based Training) Modules 1-5	Modules 1-5 to be completed within first 45 days of hire.	Part of College of Direct Support required trainings. (See next item.)
College of Direct Support (CDS) On-line Modules	Complete first tier within 6 months of hire.	Complete additional CDS trainings as required throughout following years of employment.
Orientation Checklist	3 Sections: 7-day, 14-day & 30-day	One time only, but form used for bi-annual refresher in January & July.
Mandt Recertification (1 day)	Must be renewed before annual expiration. If not then must take initial 2-day course again.	This is completed annually.
Medication Administration Certification	Obtain within first 90 days of employment.	Renew every two years.
Medication Practicum	Complete within 30 days of passing medication certification exam.	Renew annually at staff meeting.
Fire Suppression	Complete on annual date held.	N/A – One-time training only.

## KNOWLEDGE AND SKILLS

- Abide by all MDSC policies, procedures, protocols, and “house rules.”
- Ability to read, analyze, and interpret information regarding policies and procedures with ability to complete documentation accurately.
- Ability to verbally communicate with others in order to assist clients and observe clients for changes in behavior and communicate the information to other staff.
- Must be able to add, subtract, multiply, and divide numbers.



- Must be able to apply common reasoning ability to carry out written or oral instructions and deal with problems involving a few concrete variables in standardized situations.
- Ability to type on a keyboard to input information into MDSC's Therap Software system.

#### **CERTIFICATES OR LICENSES**

- Possession of valid Montana Driver's License with acceptable driving record. (This requirement may be waived if there are a proper number of other staff on shift who are able to drive company vehicles.)
- Must be at least 18 years of age to drive MDSC vehicles.

#### **PHYSICAL DEMANDS**

- Must be able to lift 50 pounds without restriction.
- Perform two-person client transfers which may be more than 100 pounds, without restriction.
- Frequent rotation of standing, walking, and sitting to perform duties.
- Ability to communicate by talking and hearing.
- Ability to visualize reading materials, colors of items, appropriate depth perception, and ability to adjust visual focus.

These physical demands are representative of those that must be met by an employee in this position to successfully perform the essential functions of the job. Reasonable accommodations may be evaluated and made to enable individuals with disability to perform the work required in this position.

#### **WORK ENVIRONMENT**

Possible exposure to the normal hazards of health care may occur, such as blood-borne pathogens, unpleasant sight, sounds, odors, and physical aggression may be encountered. The noise level in the work environment is usually moderate, but may become loud for short periods of time.

#### **EMPLOYEE SIGNATURE**

By signing below, I attest that I have read the position description and understand the responsibilities and duties expected to be completed and adhered to in this position. A copy of this signed job description will be placed in my personnel file.

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Employee Signature

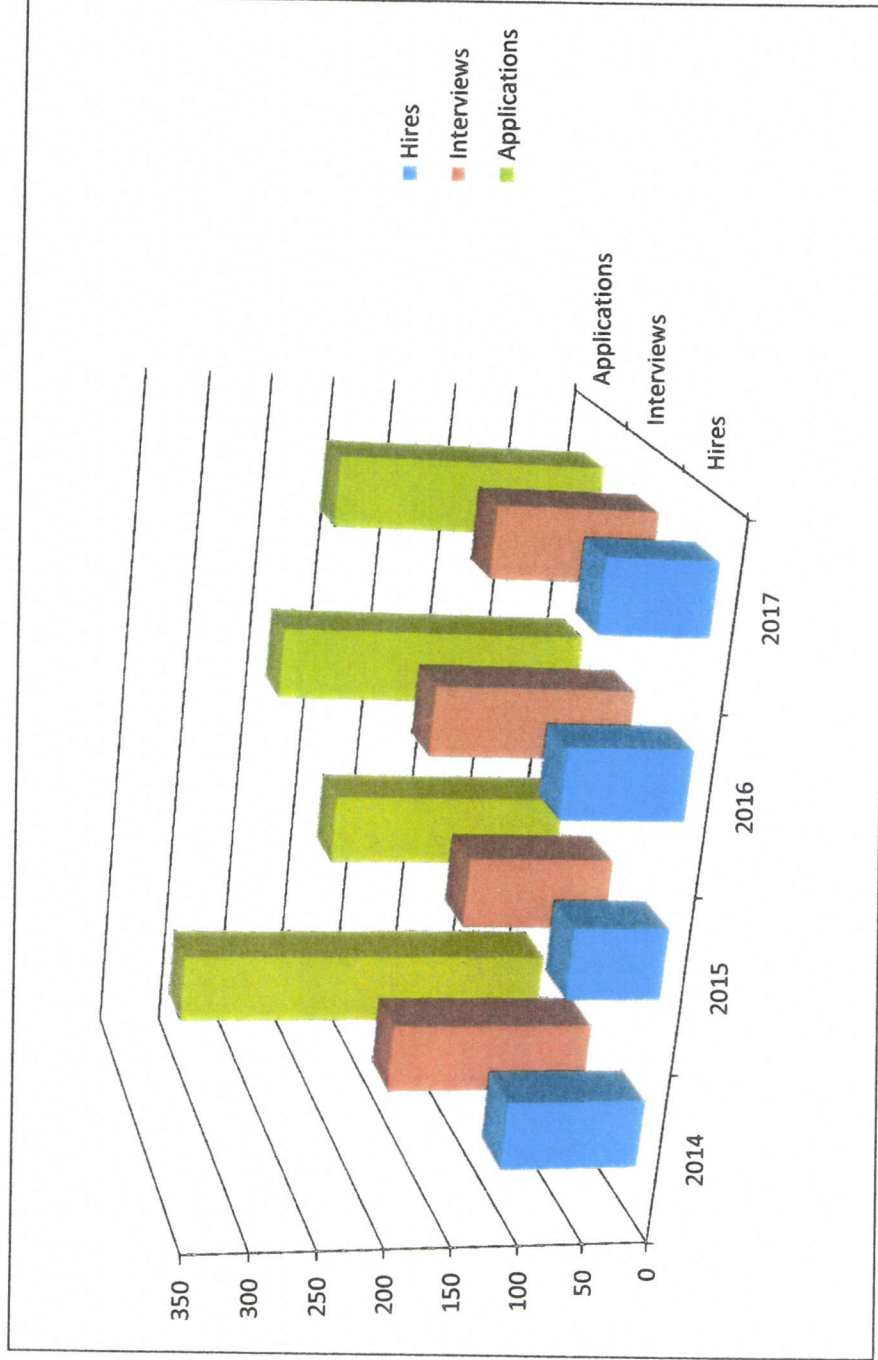
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Date

# Applicants and Hiring

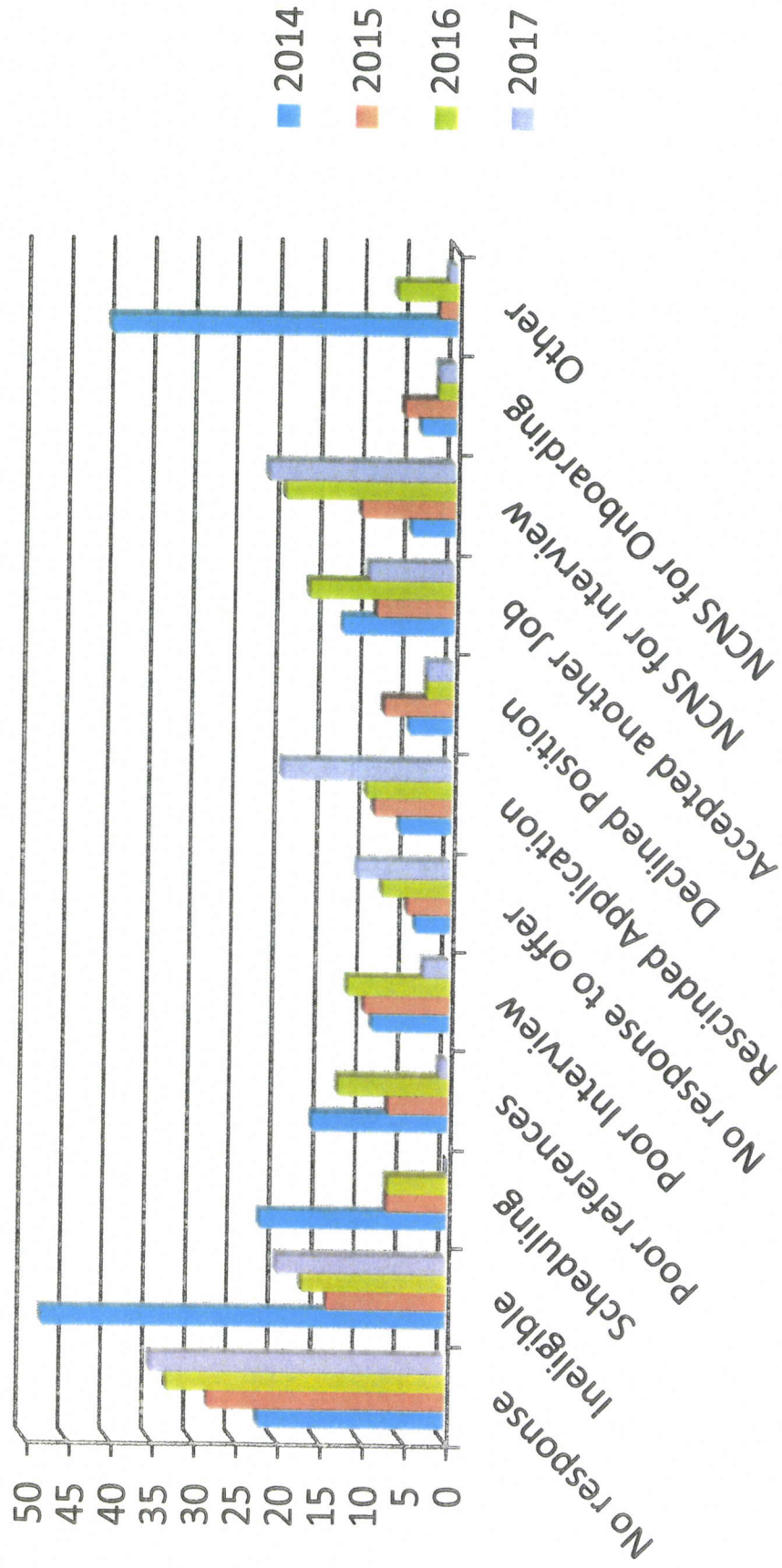
Applications Received:  
 Applicants Interviewed:  
 Applicants Hired:

2014	2015	2016	2017
301	188	243	211
159	114	155	124
106	72	94	83
52.82%	60.64%	63.79%	58.77%
35.22%	38.30%	38.68%	39.34%



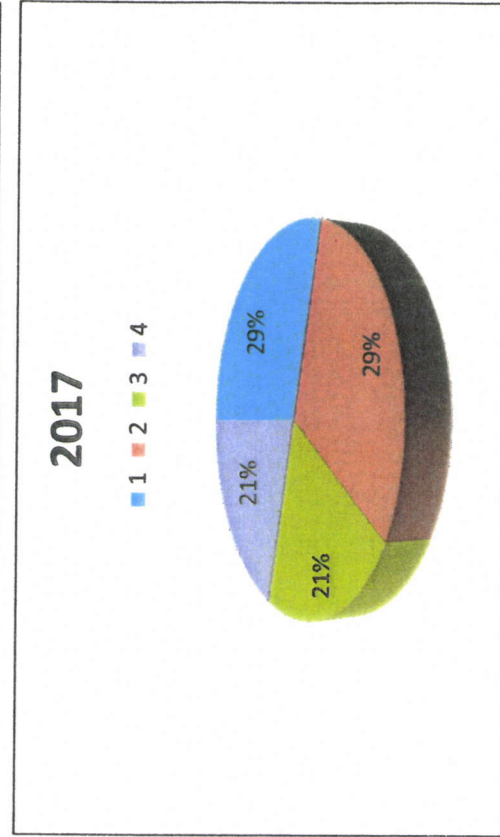
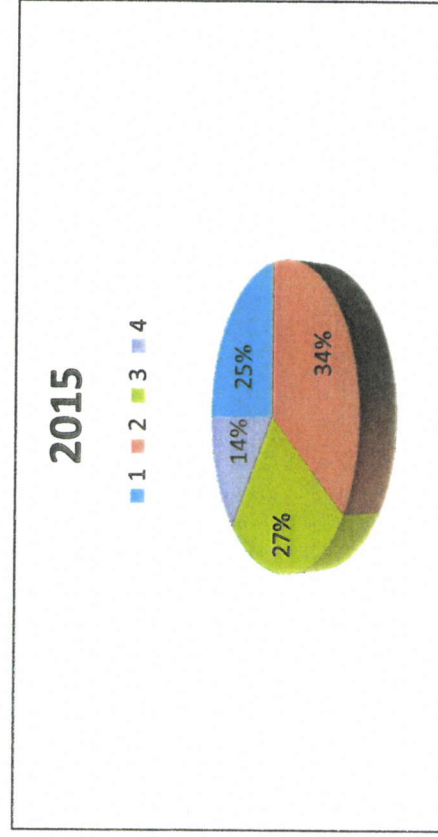
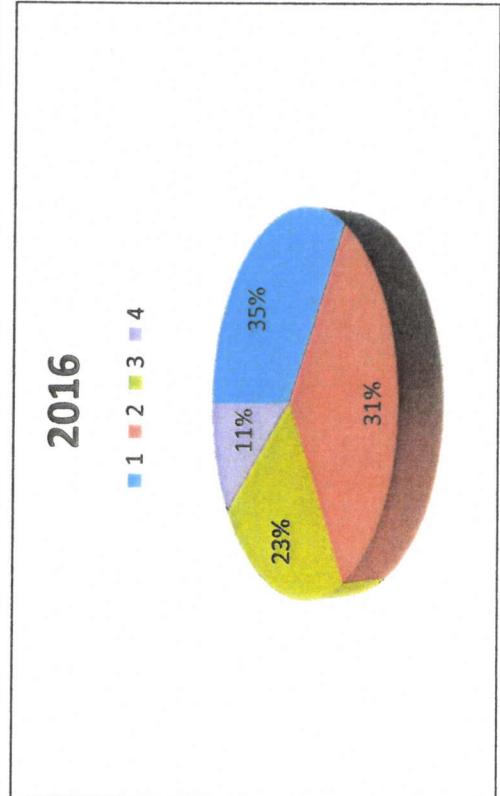
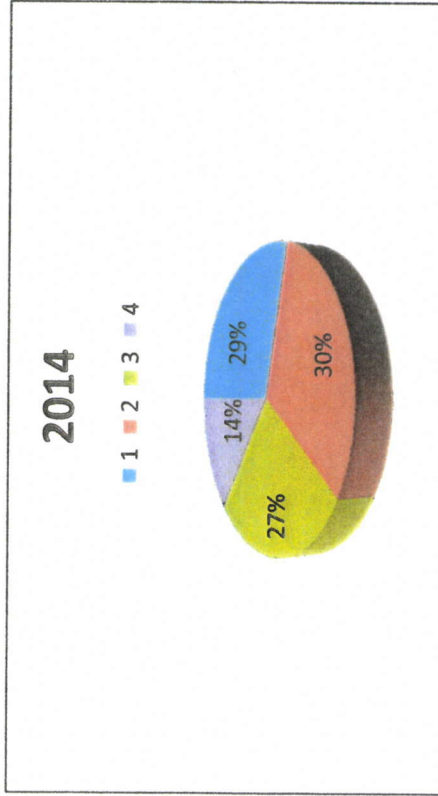


# Unhired Applicants 2014 - 2017



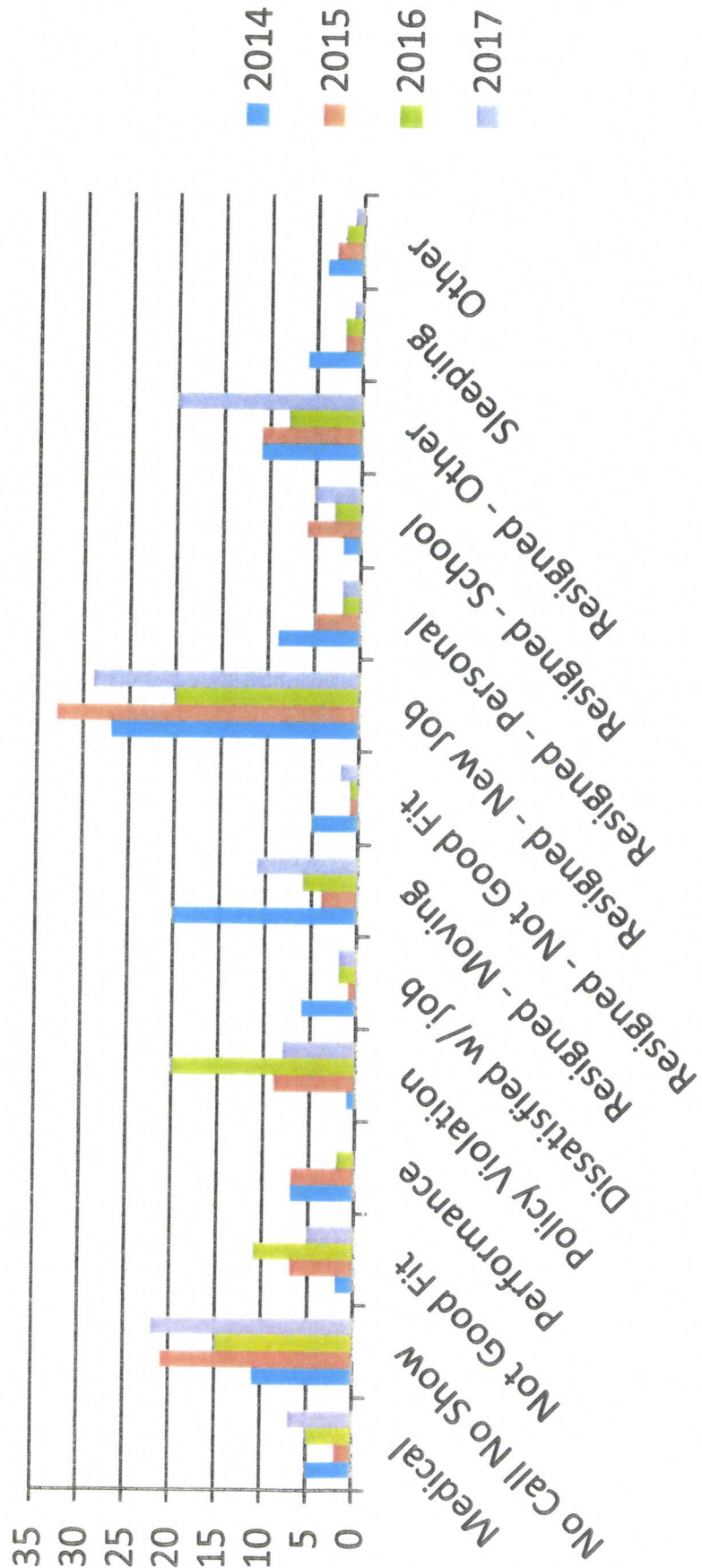
Average Days Employed per Term

	2014	2015	2016	2017
Worked <90 days	35	31	34	34
91 days to 1 year	36	42	31	34
1 year to 3 years	32	33	23	24
Worked 3+ years	17	18	11	24
<b>Total</b>	<b>120</b>	<b>124</b>	<b>99</b>	<b>116</b>





# Terms 2014 - 2017



MDSC  
OT Analysis  
From 2013 to 2017

Year	Annual OT	\$ Difference	% Difference	1/3 of OT Actual Cost to MDSC
2013	217,705.97			72,568.66
2014	224,459.84	6,753.87	3%	74,819.95
2015	295,239.41	70,779.57	32%	98,413.14
2016	291,372.93	(3,866.48)	-1%	97,124.31
2017	294,916.70	3,543.77	1%	98,305.57

**5 year increase OT**

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Percent increase **35%**  
Cost increase to MDSC **25,736.91**