American Network of Community Options and Resources

Providers Offering Quality Supports to People with Disabilities

2009 Direct Support Professionals Wage Study

A report on national wage, turnover and retention comparisons

Prepared for the ANCOR National Advocacy Campaign by the
Mosaic Collaborative for Disabilities Public Policy and Practice

Acknowledgments

We would like to thank the private and public providers and their staff who took the time to provide data for the 2009 ANCOR Direct Support Professionals Wage Study. Without the help of all the providers involved, the study could not have been completed, and we truly appreciate their support. We would also like to thank the ANCOR National Advocacy Campaign Task Force members and the Mosaic Collaborative for Disabilities Public Policy and Practice staff and colleagues for their time and expertise in reviewing data and providing direction in the development of the final report. We are grateful to the ANCOR staff who provided technical assistance in the dissemination of the survey invitation and publication of the final report. Finally, we offer special thanks to the direct support professionals who provide the day-to-day services and supports for people with disabilities throughout our nation.

DSP Wage Study Task Force Members

Renee Pietrangelo
Jeff Britt
Rich Carman
Suellen Galbraith
Ann Hardiman
Peter Kowalski
Ken Lovan
Diane McComb
John Severtson
Wendy Sokol

Other Consultants

Gary Lee
Ed McCollum
Nancy Potter
Raul Saldivar
Cindy Schroeder
Sharon Walters
Donna Werner

Table of Contents

ANCOR American Network of Community Options and Resources
Providers Offering Quality Supports to People with Disabilities

April 2010

This year's study is impressive. We have worked to increase the level of participation and, therefore, have significantly increased the amount of data input. In addition, we expanded the demographic analysis; employed the expertise of an experienced statistician to assess and confirm data validity; and ran a detailed data comparative with ANCOR's Performance Excellence (PE) Benchmarking Project turnover and retention data. PE has been collecting data for over two years from nearly 60 actively participating community service providers nationwide, so the similarity between these two data sets significantly adds strength and validity to the story the numbers illustrate for us.

The personal stories that direct support staff, people served and families have to share are compelling. They provide clarity around the critical value and imperative of community supports and services that translate into productive and meaningful lives in the community of choice for the people we serve. But our stories are not enough if not coupled with equally compelling and valid data.

The ANCOR National Advocacy Campaign (NAC) has tirelessly worked to raise public awareness and aggressively advocate within the Federal body politic for a livable wage and strong education and training options for direct support professionals – the frontline workers who are integral to the meaningful community life we aspire to. This impressive study marks further tangible progress toward NAC's mission to *enhance the lives of people with disabilities by obtaining the resources to recruit, train and retain a highly qualified and sustainable direct support workforce.*

Our thanks and appreciation to the Mosaic Collaborative for Disabilities Public Policy and Practice and the National Advocacy Campaign (NAC) Task Force members who have worked so diligently to develop this notable study.

We would be remiss if we did not also express our sincere thanks to the ANCOR members and direct support staff who have financially supported the NAC with organization and individual contributions. Without your support, this study would not have been possible.

Renee L. Pietrangelo

Renee Pietrangelo, CEO
ANCOR

1101 King Street, Suite 380, Alexandria, VA 22314-2944 P: 703.535.7850 F: 703.535.7860 E: ancor@ancor.org www.ancor.org

Executive Summary

Principal Investigators: Jaimie Anderson-Hoyt, MA; Mona McGee-Trenhaile, PhD; Valerie Gortmaker, PhD

2009 – A Year in Review

A year of significant changes – that's how many Americans will remember 2009. A plummeting stock market, job losses, home foreclosures and an uncertain economy left many of us reeling in the aftermath. Yet for the thousands of Direct Support Professionals (DSPs) across the country, it was business as usual. Despite the nationwide economic challenges and bleak state budget forecasts, people with disabilities still required the same level of supports as they did before the economic crisis. DSPs were the frontline staff who ensured that people with disabilities continued to receive those supports, even though providers were forced to do so with less funding.

Around the country, providers of services for people with disabilities are struggling to reduce staff turnover and retain a quality workforce. At the heart of the issue is the significant discrepancy in wages paid by public providers (i.e., state-operated) compared to private providers (i.e., private-operated) for staff performing the same job functions.

To help shed light on the situation and further raise awareness among legislators around the country about this alarming issue, ANCOR contracted with the *Mosaic Collaborative for Disabilities Public Policy and Practice* to conduct its second annual survey of Direct Support Professional (DSP) wages in the United States. This year the DSP Wage Study expanded the number of participating providers in order to provide a more in-depth comparative analysis of wages by size of community (i.e., urban vs. rural) as well as by size of provider (i.e., per operating budget). Turnover and retention data was also obtained and analyzed for potential correlations with wages. **The 2009 DSP Wage Study found that private-operated provider Entry and Average Wages were much lower than state-operated providers**.

	Private-Operated ENTRY Wage	State-Operated ENTRY Wage	ENTRY Wage % Difference	Private-Operated AVERAGE Wage	State-Operated AVERAGE Wage	AVERAGE Wage % Difference
2009 State Average*	$9.37	$12.57	37%	$10.14	$15.53	51.0%

* NOTE: State Average represents the mean of each state's average.

The Turnover and Retention data from the DSP Wage Study was compared with ANCOR's Performance Excellence Benchmarking Project (PE) data, which is conducted by an independent research firm, *Deyta, LLC*. The PE Project collected data from private-operated providers, which are current members of ANCOR, on the following metrics: DSP Turnover, DSP Retention, DSP Stability, DSP Vacancies, Family/Guardian and Consumer Satisfaction, and Employee Satisfaction. PE data on Turnover and Retention is included in the table below. **Data from the 2009 DSP Wage Study and the PE Project confirmed that lower wages correlates with higher Turnover and lower Retention.**

	Private-Operated RETENTION	State-Operated RETENTION	RETENTION % Difference	Private-Operated TURNOVER	State-Operated TURNOVER	TURNOVER % Difference
2009 DSP Wage Study State Average*	40.3 months	73.5 months	82.4%	38.2%	15.0%	154.7%
2009 PE Project State Average*	39.0 months	N/A	N/A	45.9%	N/A	N/A

* NOTE: The DSP Wage Study State Average and PE Project State Average represent the mean of each state's average. PE Average data is only available on private-operated providers.

The following pages present the study's results in more detail, including comparisons of wages between state-operated and private-operated providers, as well as turnover and retention, data by size of community and size of provider budget. Federal Poverty Level guidelines are also used for comparison purposes, and a wage history of similar job categories is provided for further reference. Below is the list of research questions addressed in the report:

Questions

1. Were similar results obtained across 2008 and 2009?
2. Who was represented in the 2009 results?
3. What were the agency and community demographics of respondents?
4. Is there a difference between the Entry and Average Wages of state-operated and private-operated providers?
5. How do DSP Entry Wages of state-operated and private-operated providers compare to the Federal Poverty Level (FPL)?
6. What were the wages for providers operating with varying budgets and serving different sizes of communities?
7. What are the average Turnover and Retention Rates for DSPs and how do they compare with ANCOR's Performance Excellence Benchmarking Project (PE) data?
8. Using the consolidated data set of state-operated and private-operated providers combined, can predictions be made about whether Entry Wages affect Turnover Rate?

Methodology

Survey Development

The 2009 ANCOR Direct Support Professional Wage Study expanded upon the foundation of the 2008 study, which focused exclusively on collecting Entry and Average Wages from private and state-operated providers. The 2009 survey included two additional data points – turnover and retention – to enable further analysis. A Task Force team was formed to aid in the development of the survey questions, which included members from ANCOR's National Advocacy Committee and consultants. An online survey tool was created using SurveyMonkey.com to help increase provider participation and aid in compilation of large amounts of data. An electronic spreadsheet was also created for providers who operated services in multiple communities to ease data entry. Both the online and electronic versions of the survey included directions, definitions and examples to aid correct responses for each item within the survey (e.g., formula for Turnover Rate), thereby increasing reliability. (See Survey Sample – Appendix)

For purposes of this study, providers were asked to provide data on DSP positions that met the following criteria:

- Healthcare professionals who provide hands-on daily supports, training and supervision, and habilitative and residential services for individuals with disabilities.
- Work in a variety of settings and are responsible for the health, safety and emotional support of the individuals being served.
- May also ensure compliance with state regulatory requirements and provider policies and procedures for the delivery of these critical supports.
- Exclude DSPs that have additional duties related to administration or shift supervision (e.g., sometimes called "coordinators," "lead staff," "house managers," etc.) .

Data Compilation

An e-mail communication regarding the purpose of the 2009 survey and an invitation to participate was sent to more than 500 providers using distribution lists from ANCOR, United Cerebral Palsy and provider state trade associations. Several efforts were used to encourage responses from state-operated and private-operated providers across all 50 states and the District of Columbia. Following the first e-mail invitation, a reminder e-mail was sent to unresponsive providers. In addition, Internet research and phone surveys were performed to acquire additional or missing wage data information.

Additional data was gathered in order to confirm the validity of state-operated provider data obtained from alternate methods (i.e., Internet or phone) compared to data obtained from SurveyMonkey. An analysis was performed to determine reliability (or consistency) of data in at least six states that was extracted from two different sources (e.g., SurveyMonkey and Internet research). Results determined that there was a significant correlation with a large effect size (0.735) when comparing the average Entry Wage of state-operated providers as reported through SurveyMonkey and obtained via Internet research. This suggests that there is a high level of agreement between the different forms of data gathering. Additionally, the six targeted states had an average Entry Wage of $13.16 through SurveyMonkey responses, while the average Entry Wage found via Internet research for the same state-operated providers was $13.08. Due to the consistency of response, online research and phone surveys were utilized to improve the response rate of state-operated providers.

Comparison with ANCOR's Performance Excellence Benchmarking Project Data

In 2008, ANCOR launched the Performance Excellence Benchmarking Project (PE) to help providers improve quality, measure program performance and assess client functioning and satisfaction by tracking data on key performance metrics, such as: Customer satisfaction and choice; Employee satisfaction; Direct Support Professional (DSP) turnover, retention, vacancy and stability rates; Medication errors; and Preventative health care. PE is a subscription-based service where private-operated providers can enter and manage their metrics online. There were two crossover metrics on which both projects collected data: DSP Turnover and Retention Rates. As such, ANCOR wanted to compare the metric data from the DSP Wage Study with metric data from the PE Project to check for reliability and conduct a comparative analysis to determine possible correlations.

The structure of each ANCOR project's data collection system was different. The PE data was entered directly into an online database system by private providers. Whereas, the DSP Wage Study used e-mail, an online survey tool (SurveyMonkey), and electronic spreadsheets to collect provider data. Both versions of the survey instrument provided instructions for completing the survey, as well as terminology definitions and formulas for calculating DSP Entry and Average Wages.

Wage metrics were unique to the DSP Wage Study and were not collected by the PE Project. The wage formulas were based on those used for the 2008 DSP Wage Study to increase reliability between the data sets across years. The new metrics added to the 2009 DSP Wage Study included Turnover and Retention Rates, which were based on the formulas developed by the PE Project to maintain consistency and increase reliability of data between the two projects.

Minimum Wage Rates, Federal Poverty Level and Wage Trends of Competitive Job Categories

Additional data on minimum wage rates, Federal Poverty Level and wage trends of competitive job categories are incorporated into this report for comparative purposes. Data was obtained from various Internet sources, including the Labor Law Center[1], US Department of Health & Human Services[2], and the Bureau of Labor Statistics[3]. Tables of these data and comparisons with the 2009 wage data are available in the Appendices section.

[1] Minimum Wage Rates were obtained from Labor Law Center, available at: www.laborlawcenter.com
[2] Federal Poverty Level was obtained from US Department of Health & Human Services, available at: http://aspe.hhs.gov/poverty/09poverty.shtml
[3] Competitive job categories obtained from US Bureau of Labor Statistics, available at: www.bls.gov

Data Collection and Comparison Challenges

Throughout the study, efforts were made to be sensitive to the data collection process and interpretation by the participants. The information obtained from state-operated and private-operated providers across the country provided a comprehensive view of the state of disability services during the challenging economic year. However, it is important to recognize and note some potential variables that could have influenced the data and the overall outcomes of the study.

For example, history has shown that during an economic recession, job retention tends to be higher when general availability of jobs is more scarce. Consequently, turnover will also be lower, with a sharp increase once the recession begins to fade and more job opportunities become available. This statement is supported by a January 2010 news release on "Job Openings and Labor Turnover Summary" by the Bureau of Labor Statistics, which reported, *"the annual totals for hires and quits decreased in 2009 while the annual total for layoffs and discharges increased. [In addition,] the total separations rate, or turnover, decreased over the 12 months ending in January [2010]."*[4]

The DSP Wage Study also found that Direct Support Professionals go by many titles. No two states are alike in this regard, which contributes to challenges in data collection. Even when definitions are provided, as in the case of this study, it can still be challenging for providers to match their job categories with the defined DSP position when pulling internal data queries.

When conducting a comparative analysis on Turnover and Retention data from the 2009 DSP Wage Study and ANCOR's Performance Excellence Benchmarking Project (PE), variations in data may have been a result of the different methodologies used to collect data. The DSP Wage Study had limited direct contact with survey respondents, whereas the PE Project provided each participating provider with orientation and technical support on data collection and reporting.

In addition, while each project collected data from providers based on the 2009 calendar year, they used different timeframes due to implementation schedules. The DSP Wage Study collected data from providers between October 2009 and February 2010, while the PE Project had a deadline for providers to enter data into the online database no later than February 15, 2010. As a result, the DSP Wage Study includes data that varies from 9-12 months, while the PE Project data includes 12 months of data.

These differences in the levels of direct contact with providers and the timeframes the data covered are some of the possible variables that may have influenced the overall outcomes and comparative analysis on Turnover and Retention.

[4] Bureau of Labor Statistics, Economic News Release on "Job Openings and Labor Turnover Summary," January 2010. Accessed March 10, 2010 at: www.bls.gov/news.release/jolts.nr0.htm.

RESULTS

The results reported below were guided by a variety of research questions. Whereas it was not practical to attain a stratified random sample across states, every effort was used to gain snapshots of wage data across states. To prevent assumptions, the “n size,” or amount of respondents from each state, is reported within Table 1 (Appendix). When reviewing the results, please note that minimal responses within some states may limit interpretation. Therefore, analysis focused upon results gathered from the entire data set.

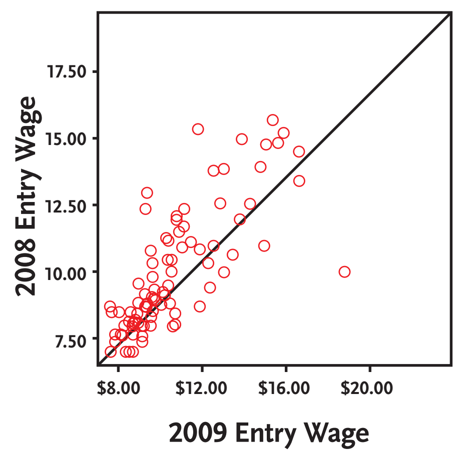
1. Q: Were similar results obtained across 2008 and 2009?

The averages reported within each state across both years of the survey were compared to assess reliability. Since state averages were available from the 2008 study, a correlation was performed across states to reflect the survey’s consistency from 2008 to 2009.

Most occupations undergo wage changes over time due to a variety of factors, such as inflation, recession, different agencies reporting data, or changes within institutions (i.e., closing, tenured workers retiring, etc.). However, remarkably high correlations representing large effect sizes were attained across 2008 and 2009 for three of the four wage categories: private-operated provider Direct Support Professionals (DSP) Entry and Average Wages and for state-operated provider DSP Entry Wage data as noted in the table below.

Correlations Between 2009 and 2008 Wage Data[5]	
2009 & 2008 Entry Wage (private-operated providers)	0.704
2009 & 2008 Average Wage (private-operated providers)	0.761
2009 & 2008 Entry Wage (state-operated providers)	0.529

	Private-Operated Entry Wage	Private-Operated Average Wage	State-Operated Entry Wage	State-Operated Average Wage
2009 State Average	$9.37	$10.14	$12.57	$15.53
2008 State Average	$8.53	$ 9.85	$12.13	$15.48



A: Yes, a high level of consistency was shown across the two years of the survey for most of the data.

2. Q: Who was represented in the 2009 sample?

There were 486 survey respondents that identified themselves as private-operated providers, with at least one response from most states attained. Entry Wage information was acquired from private-operated providers in 49 states and the District of Columbia, and from state-operated providers in 42 states.

Forty-one states had data represented from both private- and state-operated providers. Table 1 (see Appendix) depicts the Entry and Average Wages per state, along with the amount of responses from each state. The DSP Wage Study represented data from 252 private-operated providers and 42 state-operated providers, many of which operated services in multiple locations and/or states. This resulted in 563 total survey responses, including 486 responses from private-operated providers and 77 from state-operated providers.

[5] A correlation across years shows how close each state’s reported wages were between the 2008 and 2009 data sets. A strong correlation suggests states that averaged high wages on the 2008 survey also tended to average high wages on the 2009 survey.

As of 2008, ten jurisdictions no longer run state-operated institutional facilities (16 or more people): Alaska, the District of Columbia, Hawaii, Indiana, Maine, New Hampshire, New Mexico, Rhode Island, Vermont and West Virginia[6]. Any data referenced in those states represents state-operated non-institutional services only. Not all states run state-operated services or facilities. Missing data indicates no state-operated services of any kind, or data was unavailable.

As shown in Table 1 (see Appendix), in some states, private-operated providers returned surveys at higher rates (e.g., Iowa and New York) than others. Therefore, the average wage of the entire data set (486 private-operated provider responses) was compared with the average wage of each state's mean (responses from 50 states). Little difference was seen when comparing the Entry and Average Wages using each state as a unit of analysis (State Average) versus each provider (Aggregate Average).

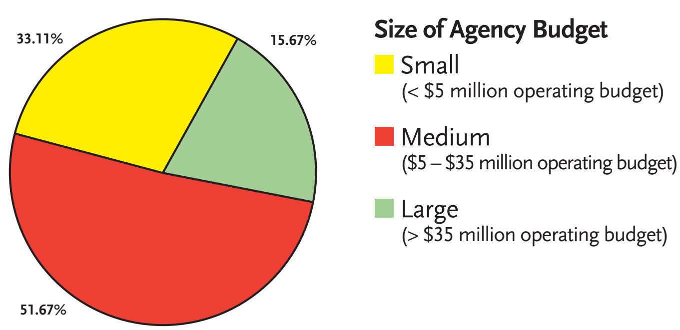
	Private-Operated Entry Wage	Private-Operated Average Wage	n Size
2009 State Average*	$9.37	$10.14	50
2009 Aggregate*	$9.32	$10.25	486

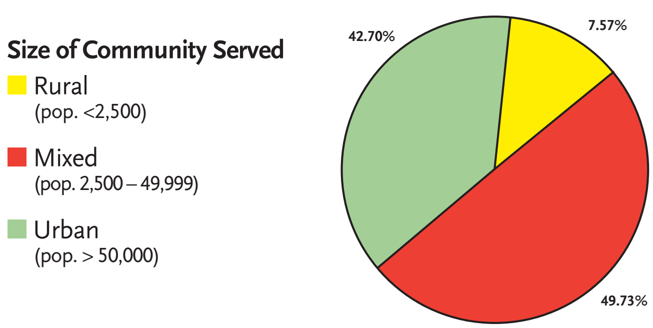
*NOTE: The State Average represents the mean of each state's average, while the Aggregate represents the mean of each provider's average.

A: Private-operated providers responded from 49 states and the District of Columbia, while 41 states included data from both state-operated and private-operated providers.

3 Q: What were the agency and community demographics of the respondents?

As seen in the pie graph to the right, the majority of providers reported medium-sized operating budgets (51.2%); whereas few reported large-sized budgets (15.7%).





As seen in the pie graph to the left, the majority of providers reported serving Mixed (49.7%) and Urban communities (42.7%).

A: Most survey respondents reported serving Mixed to Urban communities and operated with a medium budget size.

[6] Braddock, D., et. al (2008). The State of the States in Developmental Disabilities 2008. Department of Psychiatry and Coleman Institute for Cognitive Disabilities, The University of Colorado.

4 Q: Is there a difference between the Entry and Average Wages of state-operated and private-operated providers?

DSPs from private-operated providers earned significantly lower Entry Wages ($9.37/hour) than DSPs employed by state-operated providers ($12.57/hour; $p < .001$). DSPs from private-operated providers also earned significantly lower Average Wages ($10.14/hour) than DSPs from state-operated providers ($15.53/hour; $p < .001$)[7].

This translates into large wage differences for DSPs performing the same work functions, at 37% (Entry Wages) and 51% (Average Wages).[8] (Table 2 – Appendix)

Figure 1. Entry Wage x Provider Type

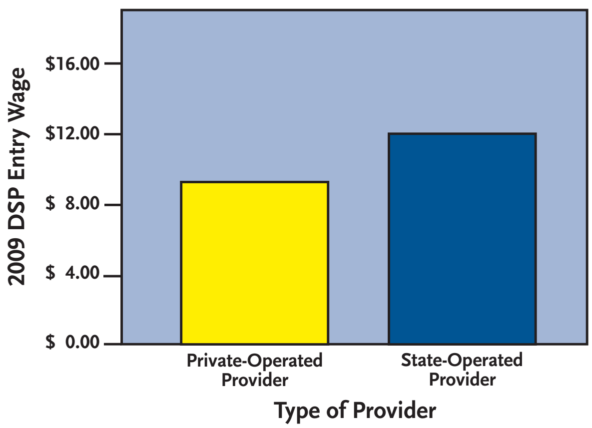
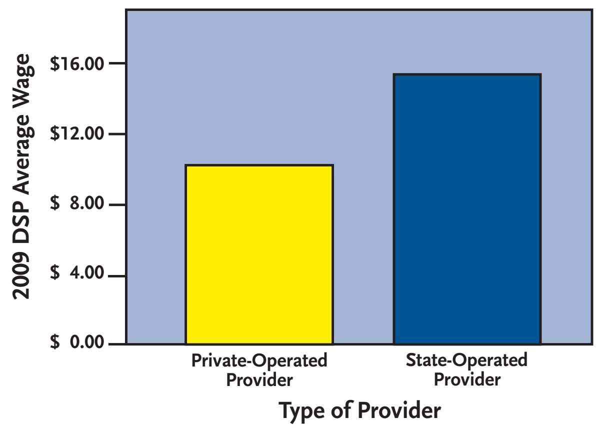


Figure 2. Average Wage x Provider Type



A: DSPs at private-operated providers earned statistically significant less Entry and Average Wages than DSPs working for state-operated providers, at 37% and 51%, respectively.

5 Q: How do DSP Entry Wages of state-operated and private-operated providers compare to the Federal Poverty Level (FPL)?

With 88% of the direct care workforce comprised of women, many of whom are single head of household, it was important to examine the survey wages against the FPL for a family of three.[9] When comparing annualized Entry Wages with the FPL for a family of three, state-operated providers were able to pay $6,645 more per year than private-operated providers, which is a **34% difference in Entry Wages**. Additionally, the average Entry Wage within private-operated providers was a mere 6% higher than the FPL for a family of three, whereas the average Entry Wage for state-operated providers was 41% higher than the FPL (see Table 3 – Appendix).

	Private ENTRY Wage	Annualized Private ENTRY Wage	FPL for Family of Three	Dollar-Value ($) Difference	Percent (%) Difference	State ENTRY Wage	Annualized State ENTRY Wage	FPL for Family of Three	Dollar-Value ($) Difference	Percent (%) Difference
2009 State Average*	$9.37	$19,498	$18,454	$1,041	6%	$12.57	$26,143	$18,454	$7,654	41.0%

*Note: The State Average represents the mean of each state's average. Data represents the overall average for each column as it appears in Table 3 of the Appendix.

[7] P values are the probability that a calculated test statistic as large or larger occurred by chance alone. P values range from 0 to 1. A zero P value would indicate that the probability of sampling a population and obtaining a test statistic with as large or larger a value was nonexistent. Typically, P values less than 0.05 ($p < 0.05$) are deemed statistically significant, corresponding to a 5% or less chance of an outcome at least that extreme, resulting in rejection of the null hypothesis.

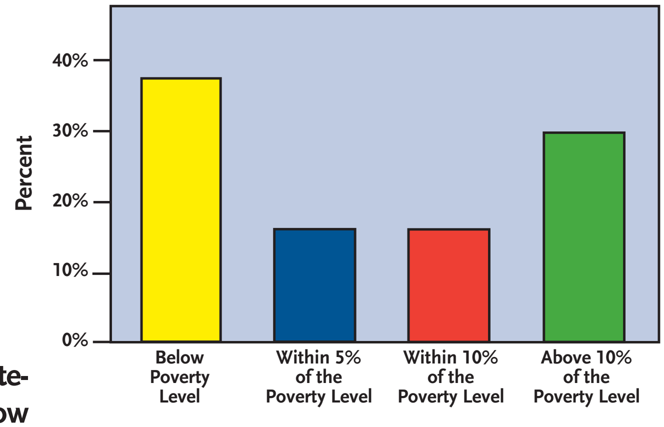
[8] Percentages were calculated using the average of the Entry Wage % Difference column. Therefore, only states in which both Private- and State-Operated providers provided wage data was included.

[9] National Clearinghouse of Direct Care Workers, www.directcareclearinghouse.org accessed March 1, 2010.

Further comparison of annualized Entry Wages with the FPL for a family of three revealed that (Figure 3):

- 36% of the private-operated provider Entry Wages fell below the FPL ($18,310)[10]
- 16% fell within 5% or less of the poverty level ($18,311-$19,226)
- 16% fell within 5% to 10% of the poverty level ($19,227-$20,141)

Figure 3. DSP Private-Operated Entry Wage By Poverty Level



A: Over one-third of DSPs working for private-operated providers earned Entry Wages below the Federal Poverty Level for a family of three. State-operated providers were able to pay an average of $6,645 per year more in Entry Wages than private-operated providers.

6 Q: What were the wages for providers operating with varying budgets and serving different size of communities?

Due to the small sample size of state-operated providers, no statistical comparisons were performed of Entry and Average Wages by Budget or Community Size across provider type. Descriptive data comparing provider types is presented below, and conclusions drawn should be carefully considered due to the small number of responses from state-operated providers.

Entry & Average Wages x Size of Provider Budget x Provider Type

	Private-Operated Provider		State-Operated Provider		Private-Operated Provider		State-Operated Provider	
Budget Size	Entry Wage	# of Responses	Entry Wage	# of Responses	Average Wage	# of Responses	Average Wage	# of Responses
Small (< $5 million)	$9.17	123	$11.20	4	$9.98	119	$12.61	4
Medium ($5 - $35 million)	$9.60	178	$10.33	10	$10.48	173	$12.09	10
Large (> $35 million)	$9.52	34	$13.24	22	$10.50	33	$15.38	22

Figure 4. Entry Wage x Budget Size x Provider Type

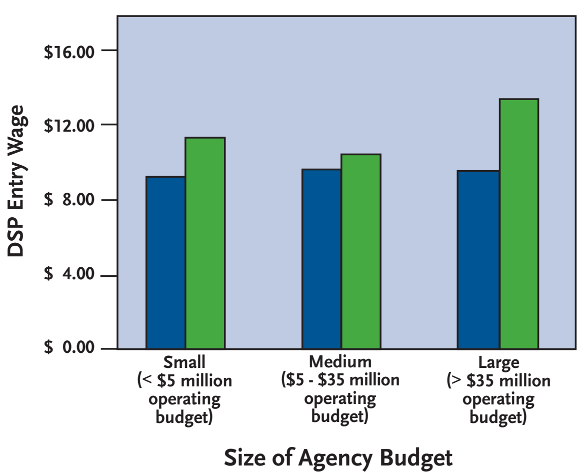
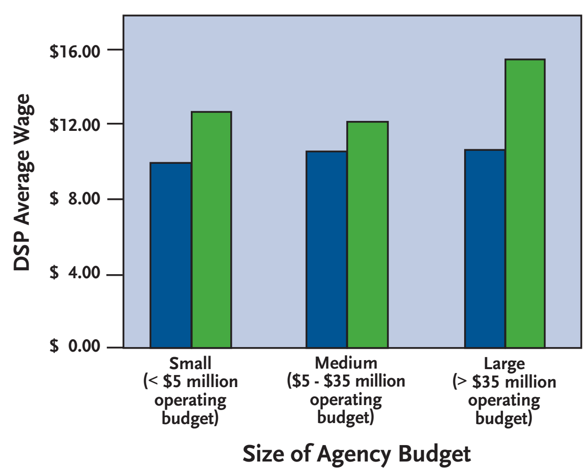


Figure 5. Average Wage x Budget Size x Provider Type



Type of Provider Private-Operated Provider State-Operated Provider

The Entry and Average Wage differences by Provider Type in the tables and bar charts on this and the previous page paint a compelling picture. Statistical analysis using only the private-operated provider data showed no significant differences when comparing wages by Budget or Community Size.

For example, DSP Entry Wages for private-operated providers with small and large budgets varied by only $0.35, compared to $2.04 for state-operated providers. Similarly, DSP Average Wages varied by $0.52 for private-operated providers with small and large budgets, compared to $2.77 for state-operated providers. (Fig. 4 and 5, shown on page 9)

Furthermore, in Urban Communities the difference between private- and state-operated provider Entry and Average Wages for DSPs is even more pronounced, at $4.08 and $5.33, respectively. This means state-operated providers reported paying Entry and Averages Wages at 43% and 51% higher, respectively, than private-operated providers. (Fig. 6 and 7)

Entry & Average Wages x Size of Community Served x Provider Type

Community Size	Private-Operated Provider		State-Operated Provider		Private-Operated Provider		State-Operated Provider	
	Entry Wage	# of Responses	Entry Wage	# of Responses	Average Wage	# of Responses	Average Wage	# of Responses
Rural (pop. < 2,500)	$9.08	29	$9.64	5	$10.21	27	$10.96	3
Mixed (pop. 2,500-49,999)	$9.20	214	$10.83	24	$10.20	208	$11.08	10
Urban (pop. > 50,000)	$9.59	167	$13.67	33	$10.47	161	$15.80	27

Figure 6. Entry Wage x Community Size x Provider Type

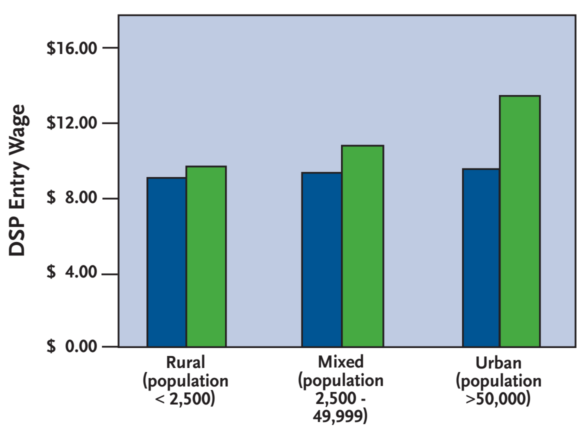
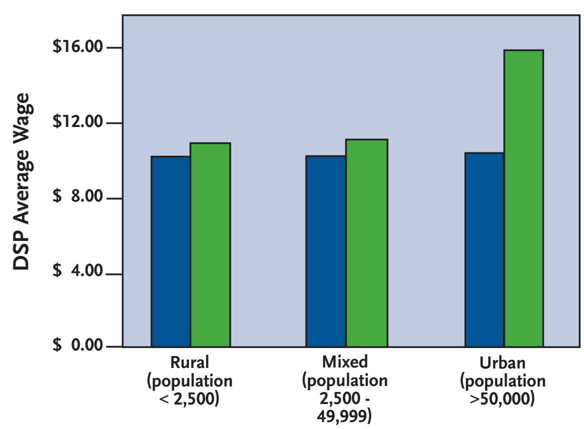


Figure 7. Average Wage x Community Size x Provider Type



Type of Provider ■ Private-Operated Provider ■ State-Operated Provider

Therefore, DSPs at private-operated providers were found to receive similar wages regardless of the agency's budget size or community size. The same conclusion cannot be drawn for state-operated providers.

A: DSP workers from private-operated providers averaged similar wages regardless of their community size or budget size. However, a descriptive comparison of state-operated and private-operated providers shows a 51% difference in Average Wages for DSPs performing the same functions in Urban communities.

[10] Federal Poverty Level for a family of three is $18,310 in all states and the District of Columbia, with the exceptions of Alaska ($22,890) and Hawaii ($21,060).

7 Q: What are the average Turnover and Retention Rates for DSPs and how do they compare with ANCOR's Performance Excellence Benchmarking Project (PE) data?

Data on Turnover and Retention Rates are reported from both projects: the DSP Wage Study and the Performance Excellence Benchmarking Project (PE). Data from the DSP Wage Study was used for statistical analysis and descriptively compared with data from the PE Project.

When comparing 2009 data from the DSP Wage Study and ANCOR's PE Project, we found DSP Turnover Rates for private-operated providers ranged from 38.2% (DSP Wage Study) to 45.9% (PE). Comparison of DSP Retention Rates from the two projects revealed similar averages at 39.0 months (PE) and 40.3 months (DSP Wage Study).

	DSP Wage Study Turnover	PE Project Turnover	DSP Wage Study Retention	PE Project Retention
2008 State Average*	N/A	45.8%	N/A	36.2 months
2009 State Average*	38.2%	45.9%	40.3 months	39.0 months
Difference (+/-)	N/A	+0.1%	N/A	+2.8 months

*NOTE: State Average represents the mean of each state's average. DSP Wage Study did not collect Turnover and Retention data in 2008.

While the Retention Rates are very similar for the DSP Wage Study and the PE Project, there are various possibilities for the discrepancy between the Turnover Rate of the two projects, including the impact of the economic recession on provider turnover and the different sample sizes of the two projects. Historically, turnover rates decrease during economic recessions as a result of job shortages. In addition, the PE Project data is based on a smaller sample size comprised of private-operated providers (n=44), whereas the DSP Wage Study included both private- and state-operated providers (n=294)[11]. Furthermore, the DSP Wage Study included a large percentage of private-operated providers from urban communities where job opportunities are often more available and people are able to be more mobile, thus affecting turnover and retention.

Due to the small sample size of state-operated provider data on Turnover and Retention Rates in the DSP Wage Study, no statistical comparisons were performed. Instead, comparisons are presented descriptively. The average private-operated provider reported a Turnover Rate of 38.2%, compared to the state-operated provider average of 15.0% (See Table 5-Appendix). The average Retention Rate for private-operated providers was slightly more than 3 years (40.3 months), whereas the average Retention Rate for state-operated providers was nearly double that of private-operated providers (73.5 months). (See Fig. 8 & 9 on page 12)

[11] DSP Wage Study represented data from 252 private-operated providers and 42 state-operated providers, many of which operated in multiple locations, resulting in 563 total survey responses from private- (n=486) and state-operated providers (n=77).

Average Turnover Rate and Retention Rate x Type of Provider

	Private-Operated Provider		State-Operated Provider	
	Average	# of States Represented	Average	# of States Represented
Turnover Rate	38.2%	46	15.0%	14
Retention Rate	40.3 months	43	73.5 months	13

Figure 8. Turnover Rate x Provider Type

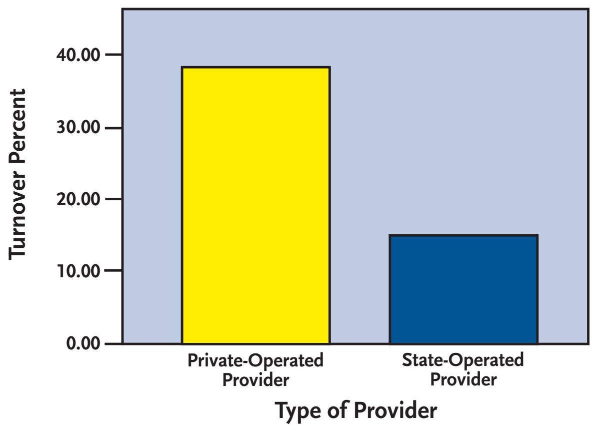
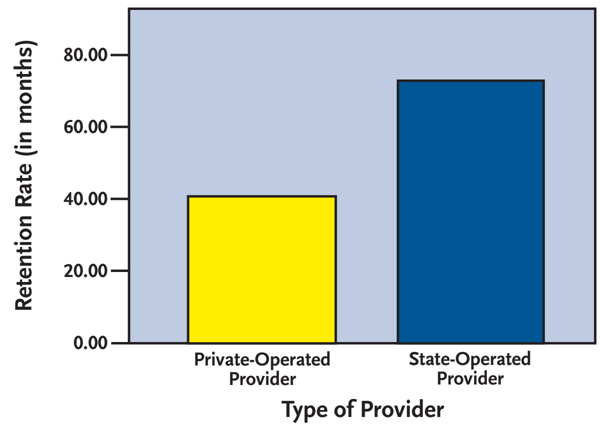


Figure 9. Retention Rate x Provider Type



A: The average Turnover Rate for DSP private-operated providers ranged from 38.2% (DSP Wage Study) to 45.9% (PE Project), while the Average Retention Rate ranged from 39.0 months (PE Project) to 40.3 months (DSP Wage Study). Comparatively, state-operated providers had average Turnover and Retention Rates of 15.0% and 73.5 months, respectively.

8

Q: Using the consolidated data set of state-operated and private-operated providers combined, can predictions be made about whether Entry Wages affect Turnover Rate?

As a result of the high correlation with wage data, a regression equation was used to generate predicted Turnover Rates. Turnover Rate was highly correlated with DSP Entry and Average Wages. For example, the DSP Average Wage correlation with Turnover Rate was -0.586, representing a statistically significant correlation (p<.001) with a large effect size.[12]

Since the DSP Entry Wage was found to be significantly correlated with Turnover Rate, the results present challenging implications for private-operated providers.

For example, the regression analysis showed that ***for every $1 increase in Entry Wage, Turnover is predicted to decrease by 3.61%*** (Fig. 10). In a state where the difference between private- and state-operated providers' Average Wages is $5, this would equate to an **18% predicted decrease in turnover** in DSPs at private-operated providers if wages were equalized. For an agency that employs 100 DSPs, that would equate to 18 DSPs that are retained, thus saving the agency more than $86,000 in turnover costs.

Figure 10. 2009 Correlation of Entry Wage x Turnover

A: As average Entry Wage increases, Turnover Rate tends to decrease.

[12] P values are the probability that a calculated test statistic as large or larger occurred by chance alone. P values range from 0 to 1. A zero P value would indicate that the probability of sampling a population and obtaining a test statistic with as large or larger a value was nonexistent. Typically, P values less than 0.05 ($p < 0.05$) are deemed statistically significant, corresponding to a 5% or less chance of an outcome at least that extreme, resulting in rejection of the null hypothesis.

CONCLUSION & IMPLICATIONS

Summary of Findings

Currently, there are more than 4,000 private-operated providers of services to people with disabilities across the United States. For the 2009 DSP Wage Study, ANCOR surveyed more than 500 private- and state-operated providers across all 50 states and the District of Columbia. We discovered many important findings on DSP wages, turnover and retention. Below is a summary listing of those findings:

- Data was compiled from both types of providers for 41 states.[13]
- The majority of providers reported medium-sized operating budgets (51.2%) and served Mixed/Suburban (49.7%) and Urban communities (42.7%).
- DSPs at private-operated providers earned statistically significant lower Entry and Average Wages than DSPs working for state-operated providers, at $9.37 (compared to $12.57) and $10.14 (compared to $15.53), respectively.
- Over one-third of DSPs working for private-operated providers earned annualized gross Entry Wages below the Federal Poverty Level for a family of three ($18,310).
- State-operated providers paid DSPs an average of $6,645 per year more than private-operated providers.
- DSPs from private-operated providers averaged similar wages regardless of their community size or budget size.
- In Urban Communities, DSP Average Wages paid by state-operated providers were 51% higher than for DSPs performing the same functions at private-operated providers.
- The average Turnover Rate for DSPs at private-operated providers was 38.2%, compared to 15.0% at state-operated providers.
- The average Retention Rate was 40.3 months for private-operated providers, compared to 73.5 months for state-operated providers.
- Turnover and Retention Rates were found to be similar for the DSP Wage Study and the ANCOR PE Project.
- For every $1 the Entry Wage increases, Turnover Rate is predicted to decrease by 3.61%.

Cost of Turnover

The average Turnover Rates found by the 2009 ANCOR DSP Wage Study (38.2%) and that of ANCOR's Performance Excellence Benchmarking Project (45.9%) are fairly consistent with/slightly lower than research studies in the field. High turnover of direct support staff has long been a part of community residential services. Studies have shown that community direct support staff Turnover Rates have consistently been between 45% and 70% (Larson, Lakin & Hewitt, in press; Braddock, et. al., 1992; and Lakin & Bruininks, 1981). Similarly, a recent publication quoted a 40-75% Turnover Rate range for Home and Community-Based Services direct care staff. [14]

Studies have identified several factors that are associated with higher turnover rates of DSPs. These include DSP wages, organizational socialization and training practices, the length of time that a service setting has been in existence, the characteristics of the people served in the setting, supervisor tenure and the extent to which front-line supervisors are viewed as treating DSPs fairly (Hewitt, et al., 2000; Larson, et al., 1998; Bachelder, 1994; Braddock & Mitchell, 1992; Lakin & Bruininks, 1981).

[13] A minimum of 30 states with data from both provider types was required to conduct statistically significant analysis.

[14] Scala, E., Hendrickson, L., & Regan, C., May 2008. "Strategies for Promoting and Improving the Direct Service Workforce: Application to Home and Community-Based Services." Rutgers Center for State Health Policy, Institute for Health, Health Care Policy and Aging Research.

In 2005, the Research and Training Center on Community Living at the University of Minnesota reported the cost of DSP turnover in Minnesota to be as high as $3,278.[15] Similarly, according to a 2004 report by Better Jobs Better Care Program,[16] the *direct* cost of turnover per front-line worker is at least $2,500, based on a conservative working estimate. Direct costs include those associated with separation, vacancy, replacement, training and orientation, and increased worker injuries. *Indirect* costs include lost productivity until replacement trained, reduced service quality, lost client revenues and/or reimbursement, lost clients to other organizations, and deterioration in organizational culture and employee morale.

The most commonly used, conservative rule-of-thumb for estimating the per worker cost of turnover in the overall U.S. economy puts the comprehensive cost of replacing a lost employee at 25% of his or her annual compensation amount. This estimate includes both direct and indirect costs. The 25% rule-of-thumb applied to US Bureau of Labor Statistics estimates of the annual wages of all direct-care workers suggests a *total* cost of turnover per employee in the range of $4,200 to $5,200. **Using our 2009 survey average Entry Wage of $9.37 per hour, the estimated total cost of turnover per DSP position falls in that range at $4,872.**

DSP Entry Wage Comparison with Competitive Job Categories

A ten-year historical look at average hourly wages across several job categories revealed a consistent trend in significantly lower wages paid to "Personal and Home Care Aides" (DSPs are typically included in this category), especially when compared to "Social and Human Service Assistants" positions employed within the "Federal, State and Local Government" job industry (Fig. 11).

Figure 11. Average Hourly Wage Trends of Competitive Job Categories, 1998-2008*

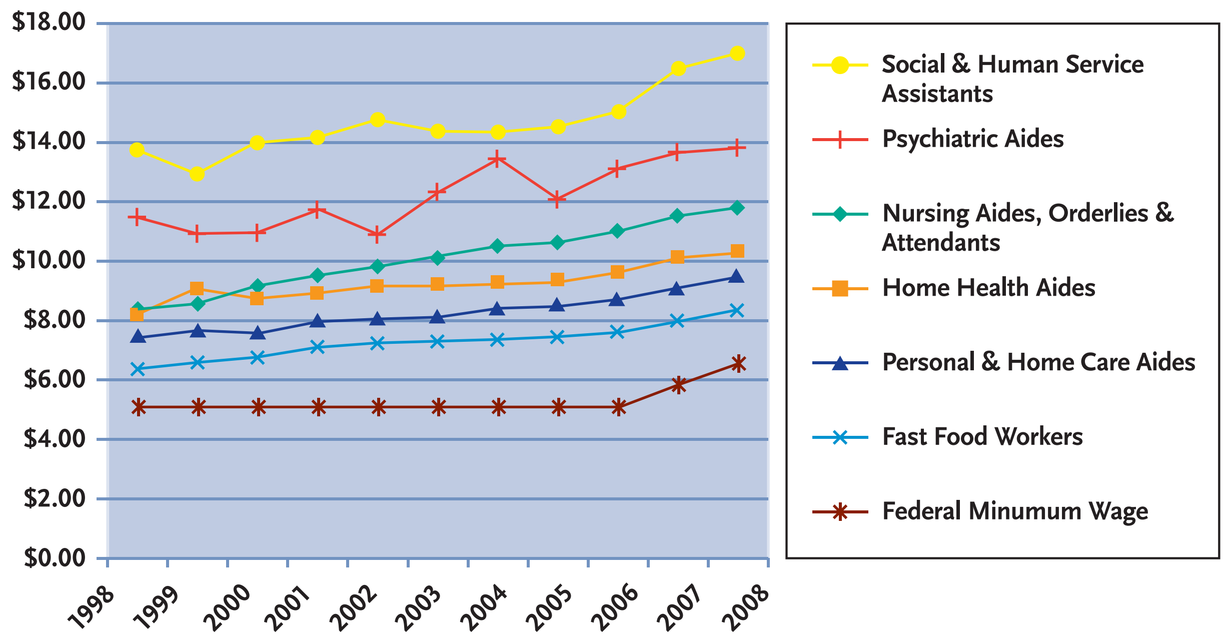


***CHART NOTES:**

- The Average Hourly Wage data for 1998 through 2008 was obtained from the U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics (OES) program's current and archived estimates, available at: www.bls.gov/oes/oes_arch.htm.
- "Social and Human Service Assistants" wage data is based on the average hourly wage for positions within the "Federal, State and Local Government" industry as classified by the Bureau of Labor Statistics.
- Direct Support Professionals are typically included within the "Personal & Home Care Aides" job category.
- 1998 data for "Social and Human Service Assistants" is based on the average hourly wage estimate for "Human Services Workers" positions within the "Federal, State and Local Government" industry.
- Federal Minimum Wage data for 1998 through 2008 was obtained from the Labor Law Center, available at: www.laborlawcenter.com/t-federal-minimum-wage.aspx.

---

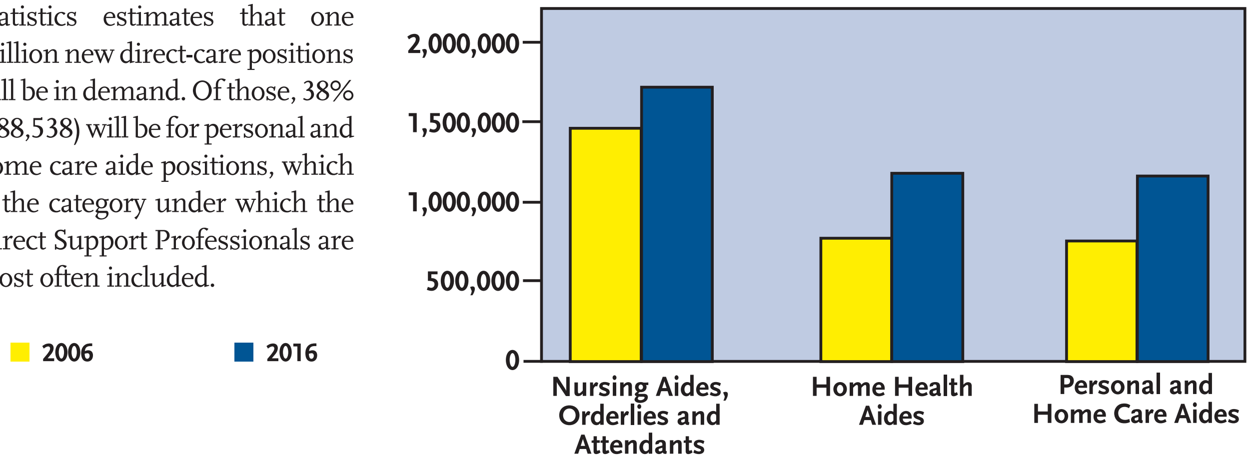
[15] Larson, S.A. 2005. The Direct Support Workforce in Community Supports to Individuals with Developmental Disabilities: Issues, Implications and Promising Practices. Research and Training Center on Community Living, Institute on Community Integration, College of Education and Human Development, University of Minnesota.

[16] Seavey, D. 2004. The Cost of Frontline Turnover in Long-Term Care. Better Jobs Better Care Program of the Institute for the Future of Aging Services at the Association of Homes and Services for the Aging, Washington, DC.

Growing Demand for Direct-Care Jobs

By 2016, the Bureau of Labor Statistics estimates that one million new direct-care positions will be in demand. Of those, 38% (388,538) will be for personal and home care aide positions, which is the category under which the Direct Support Professionals are most often included.

Figure 12. Projected Growth in Direct-Care Jobs, 2006-2016



Future Research Implications

For far too long, the effect of low wages and benefits of DSPs on the recruitment and retention of quality supports has received little attention by state and federal policymakers. The issue was left for private providers to resolve on their own with no additional resources. More recently, there has been some recognition that this is a national workforce crisis and demands action at all levels of government. As noted in the first part of the DSP Wage Study, the current economic pressures on local, state and federal governments serve to compound this growing crisis and illustrate the need for new policy and programmatic solutions.

While this study addresses wages and certain demographics in an attempt to answer the critical questions targeted in this study, the outcomes of the study necessitate continued research regarding additional issues and examination of potential solutions or recommendations to policy makers.

Some of the additional issues worthy of further research range from the practical and technical, such as state rate-setting methodologies, to global or true costs for government where DSP wages remain depressed. It is also clear additional data is required to examine the impact of low wages and benefits as they relate to variables such as quality of services as well as beneficiary and employee satisfaction.

Finally, in order to make sound public policy, it is vital that additional research explore the social and economic impacts of investments in DSP wages and benefits.

This study has demonstrated the need for additional research. It is recommended that either this study be expanded to address the following questions or initiate a separate study. In either case, additional resources are required to answer the following:

- Do current state rate-setting methodologies for private community providers contribute to wage inequities? If yes, how?
- What is the impact on private sector DSP wages given federal and state policy decisions to expand home and community-based services and reduce large institutional services?
- What are the true costs to local, state and federal public assistance programs when the fact that over 50% of the private community DSP workforce are eligible for many of the same public benefits as those whom they support?
- Is there a correlation between wages and benefits and outcomes of quality of supports, DSP retention, and employee and beneficiary satisfaction?
- What are the social and economic impacts of additional investments in DSP wages on state economics?

Putting it All Together: A Personal Perspective

The results shown above are intended to be illustrative rather than comprehensive. The data begins to paint a picture of the earnings of Direct Support Professionals (DSPs) and their potential effects upon variables vital to successful agencies. Below is a brief composite vignette that attempts to illustrate the impact of wages and turnover on DSPs, providers, and ultimately, the people with disabilities they support.

Jane is a single mom of two children who is hired as an entry-level DSP working for a private-operated provider. She begins her career earning $9.37 per hour, which is only $0.57 per hour above the Federal Poverty Level. Even though she lives in an urban area where the cost of living seems to be outpacing her income, she makes similar wages to that of a DSP in a rural area.

After 3½ years of service, Jane now earns $10.14 per hour. However, her neighbor works for the state-operated provider and is earning $15.53 per hour for the same type of job. In order to compete with the state-operated provider wages and decrease the risk of losing quality employees, the private-operated provider would need to increase Jane's wages by at least $5 per hour.

Facing a current turnover rate of 38.2% for their DSP positions, the private operated provider must make a difficult decision – raise wages to ensure people with disabilities continue to receive quality care from people they have grown to know and trust, or spend approximately $4,800 per DSP in total costs to recruit, hire and train a replacement. With a current workforce of 100 DSP employees at their agency, turnover costs equates to more than $182,000 per year.

Ultimately, persons with disabilities are affected the most. Not only are their services disrupted, but so is the relationship with the person they've come to rely on – the Direct Support Professional.

APPENDIX

- **Sample Survey Instrument**
- **Table 1** 2009 Private- and State-Operated Provider DSP Wage Comparison with Response Rate
- **Table 2** 2009 Private- and State-Operated Provider DSP Wage Comparison with Entry Wage % Difference
- **Table 3** 2009 Private- and State-Operated Provider DSP Entry Wage Comparison with Federal Poverty Level
- **Table 4** 2009 Private- and State-Operated Provider DSP Wage Comparison with Minimum Wage
- **Table 5** 2009 Private- and State-Operated Provider DSP Wage Comparison with Turnover and Retention
- **Endnotes for Tables 1-5**
- **Map 1** 2009 Private-Operated Provider DSP Entry Wage Comparison with Federal Poverty Level
- **Map 2** 2009 Private- and State-Operated Provider DSP Entry Wage Comparison

Direct Support Professional (DSP) Wage Survey Instructions and Questions

Instructions:

- Please complete the survey by November 2, 2009.
- Your individual provider data will be kept strictly confidential and only included in aggregate data.
- Provide year-to-date wage information for the 2009 calendar year (January 2, 2009 to present).
- DSPs are defined as "healthcare professionals who provide hands-on daily supports, training and supervision, and habilitative and residential services for individuals with disabilities.
- Among other things, DSPs work in a variety of settings and are responsible for the health, safety and emotional support of the individuals being served. They may also ensure compliance with state regulatory requirements and provider policies and procedures for the delivery of these critical supports.
- Please focus only on the fundamental DSP position with no extra duties and exclude DSPs that have additional duties related to administration or shift supervision (e.g., sometimes called "coordinators," "lead staff," "house managers," etc.).
- For entry wage data, provide the average entry wage that was paid to new DSPs who completed training and fully qualified to work along with an individual who has disabilities.
- Please exclude "training" wage scales that some providers use during the initial round of DSP training / orientation.

Your Agency Demographics:

1. Please provide us with some basic demographic information about your agency (include name/title, agency, agency address, e-mail address and phone number)

2. Please list, by name, all of the counties in which you serve.

3. In what size community to you operate?
- ❑ Rural (pop. Less than 2,500)
- ❑ Suburban/Mixed (partly urban/party rural, pop. 2,500 – 49,999)
- ❑ Urban (pop. 50,000 or greater)

4. Please select the type of provider you represent
- ❑ State/Public provider
- ❑ Private provider (non-profit and for-profit providers)

5. What is the size of your agency?
- ❑ Small (< $5 million operating budget)
- ❑ Medium ($5 million to $35 million operating budget)
- ❑ Large (>$35 million operating budget)

Your Agency Wage Data:

1. What is your agency's ENTRY hourly wage for a Direct Support Professional at your program? Entry hourly wage formula: Total sum of hourly entry wage for new DSPs/Total # of new DSPs hired (Example: $31.45 total entry wage all new DSPs/5 new DSPs = $6.29/hour entry wage for new DSPs)
2. What is your agency's AVERAGE hourly wage for all Direct Support Professionals? Average hourly wage formula: Total sum of hourly wages for all DSPs/Total # of all DSPs. (Example: $74.83 total hourly wages all DSPs/10 DSPs total = $7.48/hour average wage for all DSPs)
3. What was the average length of employment for all Direct Support Professionals at your agency? Average tenure formula: Total # of months employed for all DSPs/Total # of DSPs. (Example: 162 months/10 DSPs total = 16.2 months average tenure)
4. What is the turnover rate (annualized) for all Direct Support Professionals at your agency? Turnover formula: Total # of DSP "leavers" in 12 months/Total # of DSP positions. (Example: 5 DSP leavers/80 DSP positions = 0.0625 x 100 = 6.25% turnover rate)
5. What was the Medicaid rate change (% increase, decrease or none) for reimbursement of RESIDENTIAL* services for people with disabilities in your state as compared to the prior year (2008)?

*Note: Residential services include 24/7, intermittent, supported living, or in-home supports. (Example: +2% rage change; -4.5% rate change; 0% rate change)

TABLE 1: 2009 Private- and State-Operated Provider DSP Wage Comparison with Response Rate[1]

	Private-Operated Provider Entry Wage	Private-Operated Provider Average Wage	Private-Operated Provider N Size	Total # Actual Private Providers Per State (Est.)	% of Private-Operated Providers Represented (N Size/Actual #)	State-Operated[2] Provider Entry Wage	State-Operated[2] Provider Average Wage
Alabama	$ 8.00	$ 8.47	2	53	3.8%	$ 10.98	
Alaska	$ 12.50	$ 14.50	1	29	3.4%	$ 23.23	$ 24.10
Arizona	$ 8.92	$ 9.68	7	80	8.8%	$ 10.73	
Arkansas	$ 8.35	$ 9.24	5	52	9.6%	$ 8.89	$ 10.97
California	$ 9.48	$ 9.99	4	346	1.2%	$ 15.36	
Colorado	$ 10.40	$ 10.64	7	62	11.3%	$ 11.74	
Connecticut	$ 12.27	$ 12.80	4	56	7.1%		
Delaware	$ 10.07	$ 10.80	26	112	23.2%		
Florida	$ 9.12	$ 9.53	10	192	5.2%	$ 10.71	$ 13.78
Georgia	$ 7.62	$ 8.08	1	104	1.0%	$ 9.55	
Hawaii	$ 11.86		5	15	33.3%	$ 12.45	$ 18.00
Idaho	$ 10.61	$ 10.36	1	18	5.6%	$ 13.00	$ 14.50
Illinois	$ 8.85	$ 9.65	11	165	6.7%	$ 14.77	
Indiana	$ 8.67	$ 9.77	12	71	16.9%		
Iowa	$ 9.37	$ 10.59	52	150	34.7%	$ 13.82	
Kansas	$ 8.29	$ 8.94	12	50	24.0%	$ 11.13	$ 12.17
Kentucky	$ 9.05	$ 10.05	11	39	28.2%	$ 12.31	$ 13.02
Louisiana	$ 7.64	$ 8.37	7	61	11.5%	$ 7.62	$ 10.49
Maine	$ 9.38	$ 10.41	14	39	35.9%		
Maryland	$ 9.97	$ 10.47	5	99	5.1%		
Massachusetts	$ 10.38	$ 11.05	2	134	1.5%	$ 16.62	
Michigan	$ 8.12	$ 11.38	1	130	0.8%		
Minnesota	$ 10.20	$ 10.93	10	98	10.2%	$ 15.86	
Mississippi			0	22	0.0%	$ 9.23	
Missouri	$ 8.47	$ 9.31	8	98	8.2%	$ 10.53	
Montana	$ 9.12	$ 9.90	14	16	87.5%	$ 9.66	
Nebraska	$ 8.65	$ 9.54	15	40	37.5%	$ 11.45	$ 12.43
Nevada	$ 8.92	$ 9.08	3	17	17.6%	$ 16.59	
New Hampshire	$ 10.25	$ 11.53	2	26	7.7%		
New Jersey	$ 10.51	$ 11.33	8	99	8.1%	$ 12.56	$ 16.28
New Mexico	$ 8.70	$ 9.37	6	33	18.2%		
New York	$ 10.37	$ 11.67	61	291	21.0%	$ 15.05	$ 21.05
North Carolina	$ 8.66	$ 9.74	2	107	1.9%	$ 14.95	
North Dakota	$ 10.68	$ 12.63	3	14	21.4%	$ 11.86	
Ohio	$ 8.65	$ 9.54	6	150	4.0%	$ 15.60	
Oklahoma	$ 7.81	$ 8.57	7	45	15.6%	$ 10.76	
Oregon	$ 9.69	$ 10.50	7	79	8.9%	$ 14.27	
Pennsylvania	$ 8.87	$ 10.08	92	171	53.8%	$ 18.75	$ 19.50
Rhode Island	$ 10.00	$ 10.50	1	18	5.6%	$ 18.28	
South Carolina	$ 8.57	$ 8.88	3	67	4.5%	$ 9.32	$ 9.86
South Dakota	$ 9.75	$ 10.71	3	16	18.8%	$ 9.52	
Tennessee	$ 8.13	$ 8.68	3	93	3.2%	$ 10.33	
Texas	$ 7.94	$ 8.52	12	179	6.7%	$ 13.80	$ 15.39
Utah	$ 8.54	$ 9.99	2	16	12.5%	$ 13.46	
Vermont	$ 9.49		2	20	10.0%	$ 11.65	
Virginia	$ 9.60	$ 11.20	4	60	6.7%	$ 10.87	
Washington	$ 9.63	$ 10.04	2	81	2.5%	$ 13.01	$ 17.18
Washington, DC	$ 11.88	$ 11.75	2	18	11.1%		
West Virginia	$ 7.85	$ 7.91	3	26	11.5%	$ 9.37	
Wisconsin	$ 9.60	$ 9.98	4	73	5.5%	$ 12.84	$ 17.00
Wyoming	$ 9.25		1	5	20.0%	$ 11.11	
2009 State Average[3]	**$ 9.37**	**$ 10.14**	**50**	**79**	**14.1%**	**$ 12.57**	**$ 15.53**
2009 Aggregate[4]	**$ 9.32**	**$ 10.25**	**486**	**4,035**	**12.0%**	**$ 12.08**	**$ 14.18**

* See endnotes

TABLE 2: 2009 Private- and State-Operated Provider DSP Wage Comparison: Entry Wage % Difference

		Private-Operated Provider Entry Wage	State-Operated[2] Provider Entry Wage	Entry Wage % Difference	Private-Operated Provider Average Wage	State-Operated[2] Provider Average Wage	Average Wage % Difference
1	Pennsylvania	$ 8.87	$ 18.75	111.4%	$ 10.08	$ 19.50	93.5%
2	Nevada	$ 8.92	$ 16.59	86.0%	$ 9.08		
3	Alaska	$ 12.50	$ 23.23	85.8%	$ 14.50	$ 24.10	66.2%
4	Ohio	$ 8.65	$ 15.60	80.3%	$ 9.54		
5	Texas	$ 7.94	$ 13.80	73.8%	$ 8.52	$ 15.39	80.6%
6	North Carolina	$ 8.66	$ 14.95	72.6%	$ 9.74		
7	Illinois	$ 8.85	$ 14.77	66.9%	$ 9.65		
8	California	$ 9.48	$ 15.36	62.0%	$ 9.99		
9	Massachusetts	$ 10.38	$ 16.62	60.1%	$ 11.05		
10	Utah	$ 8.54	$ 13.46	57.6%	$ 9.99		
11	Minnesota	$ 10.20	$ 15.86	55.5%	$ 10.93		
12	Iowa	$ 9.37	$ 13.82	47.5%	$ 10.59		
13	Oregon	$ 9.69	$ 14.27	47.3%	$ 10.50		
14	New York	$ 10.37	$ 15.05	45.1%	$ 11.67	$ 21.05	80.4%
15	Oklahoma	$ 7.81	$ 10.76	37.8%	$ 8.57		
16	Alabama	$ 8.00	$ 10.98	37.3%	$ 8.47		
17	Kentucky	$ 9.05	$ 12.31	36.0%	$ 10.05	$ 13.02	29.6%
18	Washington	$ 9.63	$ 13.01	35.1%	$ 10.04	$ 17.18	71.1%
19	Kansas	$ 8.29	$ 11.13	34.3%	$ 8.94	$ 12.17	36.1%
20	Wisconsin	$ 9.60	$ 12.84	33.8%	$ 9.98	$ 17.00	70.3%
21	Nebraska	$ 8.65	$ 11.45	32.4%	$ 9.54	$ 12.43	30.3%
22	Tennessee	$ 8.13	$ 10.33	27.1%	$ 8.68		
23	Georgia	$ 7.62	$ 9.55	25.3%	$ 8.08		
24	Missouri	$ 8.47	$ 10.53	24.3%	$ 9.31		
25	Vermont	$ 9.49	$ 11.65	22.8%			
26	Idaho	$ 10.61	$ 13.00	22.5%	$ 10.36	$ 14.50	40.0%
27	Arizona	$ 8.92	$ 10.73	20.3%	$ 9.68		
28	Wyoming	$ 9.25	$ 11.11	20.1%			
29	New Jersey	$ 10.51	$ 12.56	19.5%	$ 11.33	$ 16.28	43.7%
30	West Virginia	$ 7.85	$ 9.37	19.4%	$ 7.91		
31	Florida	$ 9.12	$ 10.71	17.4%	$ 9.53	$ 13.78	44.6%
32	Virginia	$ 9.60	$ 10.87	13.2%	$ 11.20		
33	Colorado	$ 10.40	$ 11.74	12.9%	$ 10.64		
34	North Dakota	$ 10.68	$ 11.86	11.0%	$ 12.63		
35	South Carolina	$ 8.57	$ 9.32	8.8%	$ 8.88	$ 9.86	11.0%
36	Arkansas	$ 8.35	$ 8.89	6.5%	$ 9.24	$ 10.97	18.7%
37	Montana	$ 9.12	$ 9.66	5.9%	$ 9.90		
38	Hawaii	$ 11.86	$ 12.45	5.0%	$ 18.00		
39	Louisiana	$ 7.64	$ 7.62	-0.3%	$ 8.37	$ 10.49	25.3%
40	South Dakota	$ 9.75	$ 9.52	-2.4%	$ 10.71		
41	Connecticut	$ 12.27			$ 12.80		
42	Delaware	$ 10.07			$ 10.80		
43	Indiana	$ 8.67			$ 9.77		
44	Maine	$ 9.38			$ 10.41		
45	Maryland	$ 9.97			$ 10.47		
46	Michigan	$ 8.12			$ 11.38		
47	Mississippi		$ 9.23				
48	New Hampshire	$ 10.25			$ 11.53		
49	New Mexico	$ 8.70			$ 9.37		
50	Rhode Island	$ 10.00			$ 10.50	$ 18.28	74.1%
51	Washington, DC	$ 11.88			$ 11.75		
	2009 State Average[3]	**$ 9.37**	**$ 12.57**	**36.9%**	**$ 10.14**	**$ 15.53**	**51.0%**
	2008 State Average[3]	**$ 8.53**	**$ 12.13**	**42.0%**	**$ 9.85**	**$ 15.48**	**57.0%**

* See endnotes

TABLE 3: 2009 Private- and State-Operated Provider DSP Entry Wage Comparison with Federal Poverty Level

		Private-Operated Provider Entry Wage	Gross DSP Private-Operated Entry Wage Annualized	Federal Poverty Level for a Family of Three	Difference of DSP Private-Operated Entry Wage and Federal Poverty Level for a Family of Three	% Difference for Entry Wage	State-Operated[2] Provider Entry Wage	Gross DSP State-Operated Entry Wage Annualized	Federal Poverty Level for a Family of Three	Difference of DSP State-Operated Entry Wage and Federal Poverty Level for a Family of Three	% Difference for State-Operated Entry Wage
1	Georgia	$ 7.62	$15,850	$ 18,310	-$ 2,460	-13%	$ 9.55	$ 19,864	$ 18,310	$ 1,554	8%
2	Louisiana	$ 7.64	$15,891	$ 18,310	-$ 2,419	-13%	$ 7.62	$ 15,850	$ 18,310	-$ 2,460	-13%
3	Oklahoma	$ 7.81	$16,245	$ 18,310	-$ 2,065	-11%	$ 10.76	$ 22,381	$ 18,310	$ 4,071	22%
4	West Virginia	$ 7.85	$16,328	$ 18,310	-$ 1,982	-11%	$ 9.37	$ 19,490	$ 18,310	$ 1,180	6%
5	Texas	$ 7.94	$16,515	$ 18,310	-$ 1,795	-10%	$ 13.80	$ 28,704	$ 18,310	$10,394	57%
6	Alabama	$ 8.00	$16,640	$ 18,310	-$ 1,670	-9%	$ 10.98	$ 22,838	$ 18,310	$ 4,528	25%
7	Michigan	$ 8.12	$16,890	$ 18,310	-$ 1,420	-8%			$ 18,310		
8	Tennessee	$ 8.13	$16,910	$ 18,310	-$ 1,400	-8%	$ 10.33	$ 21,486	$ 18,310	$ 3,176	17%
9	Kansas	$ 8.29	$17,243	$ 18,310	-$ 1,067	-6%	$ 11.13	$ 23,150	$ 18,310	$ 4,840	26%
10	Arkansas	$ 8.35	$17,368	$ 18,310	-$ 942	-5%	$ 8.89	$ 18,491	$ 18,310	$ 181	1%
11	Missouri	$ 8.47	$17,618	$ 18,310	-$ 692	-4%	$ 10.53	$ 21,902	$ 18,310	$ 3,592	20%
12	Utah	$ 8.54	$17,763	$ 18,310	-$ 547	-3%	$ 13.46	$ 27,997	$ 18,310	$ 9,687	53%
13	South Carolina	$ 8.57	$17,826	$ 18,310	-$ 484	-3%	$ 9.32	$ 19,386	$ 18,310	$ 1,076	6%
14	Nebraska	$ 8.65	$17,992	$ 18,310	-$ 318	-2%	$ 11.45	$ 23,816	$ 18,310	$ 5,506	30%
15	Ohio	$ 8.65	$17,992	$ 18,310	-$ 318	-2%	$ 15.60	$ 32,448	$ 18,310	$14,138	77%
16	North Carolina	$ 8.66	$18,013	$ 18,310	-$ 297	-2%	$ 14.95	$ 31,096	$ 18,310	$12,786	70%
17	Indiana	$ 8.67	$18,034	$ 18,310	-$ 276	-2%			$ 18,310		
18	New Mexico	$ 8.70	$18,096	$ 18,310	-$ 214	-1%			$ 18,310		
19	Illinois	$ 8.85	$18,408	$ 18,310	$ 98	1%	$ 14.77	$ 30,722	$ 18,310	$12,412	68%
20	Pennsylvania	$ 8.87	$18,450	$ 18,310	$ 140	1%	$ 18.75	$ 39,000	$ 18,310	$20,690	113%
21	Arizona	$ 8.92	$18,554	$ 18,310	$ 244	1%	$ 10.73	$ 22,318	$ 18,310	$ 4,008	22%
22	Nevada	$ 8.92	$18,554	$ 18,310	$ 244	1%	$ 16.59	$ 34,507	$ 18,310	$16,197	88%
23	Kentucky	$ 9.05	$18,824	$ 18,310	$ 514	3%	$ 12.31	$ 25,605	$ 18,310	$ 7,295	40%
24	Florida	$ 9.12	$18,970	$ 18,310	$ 660	4%	$ 10.71	$ 22,277	$ 18,310	$ 3,967	22%
25	Montana	$ 9.12	$18,970	$ 18,310	$ 660	4%	$ 9.66	$ 20,093	$ 18,310	$ 1,783	10%
26	Wyoming	$ 9.25	$19,240	$ 18,310	$ 930	5%	$ 11.11	$ 23,109	$ 18,310	$ 4,799	26%
27	Iowa	$ 9.37	$19,490	$ 18,310	$ 1,180	6%	$ 13.82	$ 28,746	$ 18,310	$10,436	57%
28	Maine	$ 9.38	$19,510	$ 18,310	$ 1,200	7%			$ 18,310		
29	California	$ 9.48	$19,718	$ 18,310	$ 1,408	8%	$ 15.36	$ 31,949	$ 18,310	$13,639	74%
30	Vermont	$ 9.49	$19,739	$ 18,310	$ 1,429	8%	$ 11.65	$ 24,232	$ 18,310	$ 5,922	32%
31	Virginia	$ 9.60	$19,968	$ 18,310	$ 1,658	9%	$ 10.87	$ 22,610	$ 18,310	$ 4,300	23%
32	Wisconsin	$ 9.60	$19,968	$ 18,310	$ 1,658	9%	$ 12.84	$ 26,707	$ 18,310	$ 8,397	46%
33	Washington	$ 9.63	$20,030	$ 18,310	$ 1,720	9%	$ 13.01	$ 27,061	$ 18,310	$ 8,751	48%
34	Oregon	$ 9.69	$20,155	$ 18,310	$ 1,845	10%	$ 14.27	$ 29,682	$ 18,310	$11,372	62%
35	South Dakota	$ 9.75	$20,280	$ 18,310	$ 1,970	11%	$ 9.52	$ 19,802	$ 18,310	$ 1,492	8%
36	Maryland	$ 9.97	$20,738	$ 18,310	$ 2,428	13%			$ 18,310		
37	Alaska	$ 12.50	$26,000	$ 22,890	$ 3,110	14%	$ 23.23	$ 48,318	$ 22,890	$25,428	111%
38	Rhode Island	$ 10.00	$20,800	$ 18,310	$ 2,490	14%			$ 18,310		
39	Delaware	$ 10.07	$20,946	$ 18,310	$ 2,636	14%			$ 18,310		
40	Minnesota	$ 10.20	$21,216	$ 18,310	$ 2,906	16%	$ 15.86	$ 32,989	$ 18,310	$14,679	80%
41	New Hampshire	$ 10.25	$21,320	$ 18,310	$ 3,010	16%			$ 18,310		
42	Hawaii	$ 11.86	$24,669	$ 21,060	$ 3,609	17%	$ 12.45	$ 25,896	$ 21,060	$ 4,836	23%
43	New York	$ 10.37	$21,570	$ 18,310	$ 3,260	18%	$ 15.05	$ 31,304	$ 18,310	$12,994	71%
44	Massachusetts	$ 10.38	$21,590	$ 18,310	$ 3,280	18%	$ 16.62	$ 34,570	$ 18,310	$16,260	89%
45	Colorado	$ 10.40	$21,632	$ 18,310	$ 3,322	18%	$ 11.74	$ 24,419	$ 18,310	$ 6,109	33%
46	New Jersey	$ 10.51	$21,861	$ 18,310	$ 3,551	19%	$ 12.56	$ 26,125	$ 18,310	$ 7,815	43%
47	Idaho	$ 10.61	$22,069	$ 18,310	$ 3,759	21%	$ 13.00	$ 27,040	$ 18,310	$ 8,730	48%
48	North Dakota	$ 10.68	$22,214	$ 18,310	$ 3,904	21%	$ 11.86	$ 24,669	$ 18,310	$ 6,359	35%
49	Washington, DC	$ 11.88	$24,710	$ 18,310	$ 6,400	35%			$ 18,310		
50	Connecticut	$ 12.27	$25,522	$ 18,310	$ 7,212	39%			$ 18,310		
51	Mississippi			$ 18,310			$ 9.23	$ 19,198	$ 18,310	$ 888	5%
2009 State Average[3]		**$ 9.37**	**$19,498**	**$ 18,454**	**$ 1,041**	**6%**	**$ 12.57**	**$ 26,143**	**$ 18,454**	**$ 7,654**	**41%**

* See endnotes

TABLE 4: 2009 Private- and State-Operated Provider DSP Wage Comparison with Minimum Wage

		2009 State Minimum Wage[5]	Private-Operated Provider Entry Wage	Difference of Private-Operated Entry Wage & 2009 Minimum Wage	State-Operated[2] Provider Entry Wage	Difference of State-Operated Entry Wage & 2009 Minimum Wage
1	Georgia	$ 7.25	$ 7.62	$ 0.37	$ 9.55	$ 2.30
2	Louisiana	$ 7.25	$ 7.64	$ 0.39	$ 7.62	$ 0.37
3	Oklahoma	$ 7.25	$ 7.81	$ 0.55	$ 10.76	$ 3.51
4	West Virginia	$ 7.25	$ 7.85	$ 0.56	$ 9.37	$ 2.12
5	Texas	$ 7.25	$ 7.94	$ 0.69	$ 13.80	$ 6.55
6	Michigan	$ 7.40	$ 8.12	$ 0.72		
7	Alabama	$ 7.25	$ 8.00	$ 0.75	$ 10.98	$ 3.73
8	Illinois	$ 8.00	$ 8.85	$ 0.85	$ 14.77	$ 6.77
9	Tennessee	$ 7.25	$ 8.13	$ 0.88	$ 10.33	$ 3.08
10	Kansas	$ 7.25	$ 8.29	$ 1.04	$ 11.13	$ 3.88
11	Washington	$ 8.55	$ 9.63	$ 1.08	$ 13.01	$ 4.46
12	Arkansas	$ 7.25	$ 8.35	$ 1.10	$ 8.89	$ 1.64
13	New Mexico	$ 7.50	$ 8.70	$ 1.20		
14	Missouri	$ 7.25	$ 8.47	$ 1.22	$ 10.53	$ 3.28
15	Oregon	$ 8.40	$ 9.69	$ 1.29	$ 14.27	$ 5.87
16	Utah	$ 7.25	$ 8.54	$ 1.29	$ 13.46	$ 6.21
17	South Carolina	$ 7.25	$ 8.57	$ 1.32	$ 9.32	$ 2.07
18	Ohio	$ 7.30	$ 8.65	$ 1.35	$ 15.60	$ 8.30
19	Nevada	$ 7.55	$ 8.92	$ 1.37	$ 16.59	$ 9.04
20	Nebraska	$ 7.25	$ 8.65	$ 1.40	$ 11.45	$ 4.20
21	North Carolina	$ 7.25	$ 8.66	$ 1.41	$ 14.95	$ 7.70
22	Indiana	$ 7.25	$ 8.67	$ 1.42		
23	Vermont	$ 8.06	$ 9.49	$ 1.43	$ 11.65	$ 3.59
24	California	$ 8.00	$ 9.48	$ 1.48	$ 15.36	$ 7.36
25	Pennsylvania	$ 7.25	$ 8.87	$ 1.62	$ 18.75	$ 11.50
26	Arizona	$ 7.25	$ 8.92	$ 1.67	$ 10.73	$ 3.48
27	Kentucky	$ 7.25	$ 9.05	$ 1.80	$ 12.31	$ 5.06
28	Florida	$ 7.25	$ 9.12	$ 1.87	$ 10.71	$ 3.46
29	Montana	$ 7.25	$ 9.12	$ 1.87	$ 9.66	$ 2.41
30	Wyoming	$ 7.25	$ 9.25	$ 2.00	$ 11.11	$ 3.86
31	Iowa	$ 7.25	$ 9.37	$ 2.12	$ 13.82	$ 6.57
32	Maine	$ 7.25	$ 9.38	$ 2.13		
33	Virginia	$ 7.25	$ 9.60	$ 2.35	$ 10.87	$ 3.62
34	Wisconsin	$ 7.25	$ 9.60	$ 2.35	$ 12.84	$ 5.59
35	Massachusetts	$ 8.00	$ 10.38	$ 2.38	$ 16.62	$ 8.62
36	South Dakota	$ 7.25	$ 9.75	$ 2.50	$ 9.52	$ 2.27
37	Rhode Island	$ 7.40	$ 10.00	$ 2.60		
38	Maryland	$ 7.25	$ 9.97	$ 2.72		
39	Delaware	$ 7.25	$ 10.07	$ 2.82		
40	New Hampshire	$ 7.25	$ 10.25	$ 3.00		
41	New York	$ 7.25	$ 10.37	$ 3.12	$ 15.05	$ 7.80
42	Colorado	$ 7.24	$ 10.40	$ 3.16	$ 11.74	$ 4.50
43	New Jersey	$ 7.25	$ 10.51	$ 3.26	$ 12.56	$ 5.31
44	Idaho	$ 7.25	$ 10.61	$ 3.36	$ 13.00	$ 5.75
45	North Dakota	$ 7.25	$ 10.68	$ 3.43	$ 11.86	$ 4.61
46	Washington, DC	$ 8.25	$ 11.88	$ 3.63		
47	Minnesota	$ 6.15	$ 10.20	$ 4.05	$ 15.86	$ 9.71
48	Connecticut	$ 8.00	$ 12.27	$ 4.27		
49	Hawaii	$ 7.25	$ 11.86	$ 4.61	$ 12.45	$ 5.20
50	Alaska	$ 7.25	$ 12.50	$ 5.25	$ 23.23	$ 15.98
51	Mississippi	$ 7.25			$ 9.23	$ 1.98
	2009 State Average[3]	**$ 7.39**	**$ 9.37**	**$ 1.98**	**$ 12.57**	**$ 5.20**

* See endnotes

TABLE 5: 2009 Private- and State-Operated Provider Comparison of DSP Turnover and Retention

		Private-Operated Turnover (%)[1]	State-Operated Turnover (%)[6]	Private-Operated Retention (months)	State-Operated Retention (months)
1	Alabama	81.6%		28.1	
2	Nevada	79.6%		16.3	
3	Michigan	74.9%			
4	Tennessee	58.2%		26.8	
5	Connecticut	56.0%		47.8	
6	Georgia	55.7%			
7	Washington, DC	53.0%		18.0	
8	Washington	49.0%	13.7%	37.0	60.0
9	California	48.7%		24.6	
10	Texas	46.2%	38.6%	31.4	101.7
11	West Virginia	45.9%		23.4	
12	Oregon	45.8%		30.0	
13	Utah	45.4%		36.6	
14	North Carolina	45.2%		56.5	
15	Idaho	42.9%	12.8%		88.8
16	Kansas	42.7%	28.0%	41.5	55.3
17	Indiana	39.1%		36.1	
18	Wisconsin	38.5%		41.1	
19	Louisiana	37.3%	16.9%	40.0	88.8
20	New Mexico	35.9%		48.2	
21	Nebraska	35.8%	31.1%	55.0	68.1
22	Arizona	35.6%		29.3	
23	Ohio	35.5%		42.0	
24	Delaware	35.1%		57.0	
25	Missouri	34.8%		44.8	
26	Virginia	34.7%		49.5	
27	Maryland	33.9%		45.0	
28	South Dakota	32.3%		44.4	
29	South Carolina	32.3%	18.7%	42.7	76.8
30	New Jersey	31.5%	10.0%	34.7	156.0
31	Oklahoma	31.4%		47.9	
32	North Dakota	31.2%		41.1	
33	Colorado	30.6%		30.6	
34	Florida	29.2%		40.0	
35	Kentucky	28.7%	14.8%	55.8	104.1
36	Pennsylvania	28.4%	5.0%	51.4	24.0
37	Illinois	28.0%		52.0	
38	Minnesota	26.8%		41.1	
39	Iowa	26.4%		45.9	
40	Arkansas	26.1%	14.1%	33.1	85.3
41	Montana	25.7%		39.5	
42	Maine	22.8%		56.5	
43	New York	20.1%	3.0%	48.7	
44	Rhode Island	14.0%		36.0	
45	New Hampshire	13.2%		25.5	
46	Massachusetts	12.7%		59.3	
47	Alaska		0.0%		22.0
48	Hawaii		3.4%		25.0
49	Mississippi				
50	Vermont				
51	Wyoming				
	2009 State Average[3]	**38.2%**	**15.0%**	**40.3**	**73.5**

* See endnotes

ENDNOTES FOR TABLES 1 – 5

[1] The data does not represent a random sample.

[2] Not all states have state-operated services or facilities. According to the 2008 State of the States in Developmental Disabilities (Braddock, et. al), ten jurisdictions no longer run state-operated institutional facilities (16 or more people): Alaska, the District of Columbia, Hawaii, Indiana, Maine, New Hampshire, New Mexico, Rhode Island, Vermont and West Virginia. Any data included for any of those states is in reference to state-operated non-institutional services. Missing data indicates no state-operated services of any kind, or data was unavailable.

[3] The State Average represents the mean of each state's average.

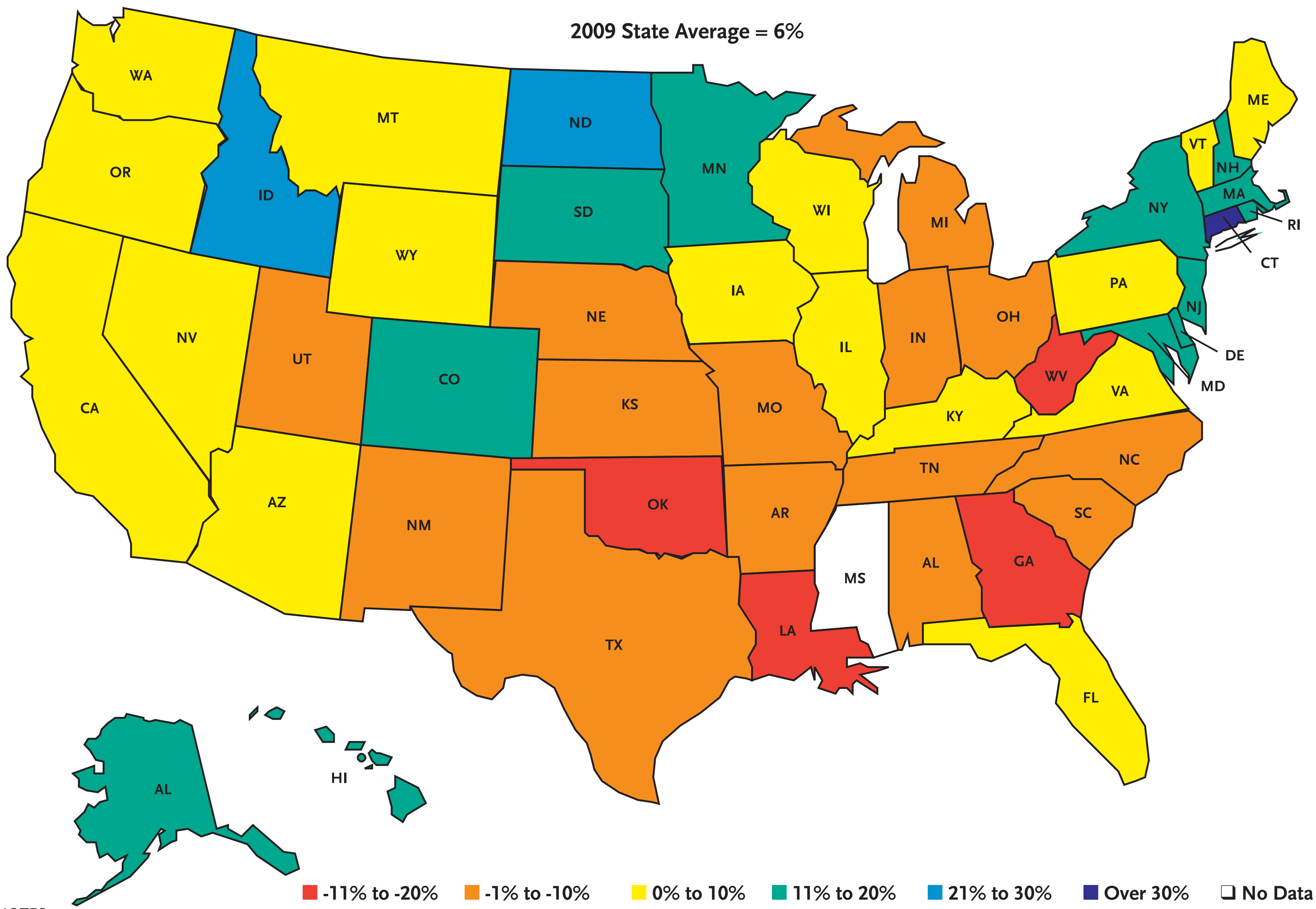
[4] The Aggregate represents the average of each provider's data.

[5] U.S. Department of Labor, Wage and Labor Division, available at: www.dol.gov/whd/minwage/america.htm#footnote

- Federal minimum wage increased from $6.55 to $7.25 per hour as of July 24, 2009.
- The state minimum wage rate requirements, or lack thereof, are controlled by legislative activities within the individual states.
- Federal minimum wage law supersedes state minimum wage laws where the federal minimum wage is greater than the state minimum wage. In those states where the state minimum wage is greater than the federal minimum wage, the state minimum wage prevails.
- There are 5 states than have a minimum wage set lower than the federal minimum wage. There are 14 states (plus DC) with minimum wage rates set higher than the federal minimum wage. There are 26 of the states that have a minimum wage requirement that is the same as the federal minimum wage requirement. The remaining 5 states do not have an established minimum wage requirement.
- The State of Washington has the highest minimum wage at $8.55/hour. The states of Georgia and Wyoming have the lowest minimum wage ($5.15) of the 45 states that have a minimum wage requirement.
- There are 10 states (AZ, CO, FL, MO, MT, NV, OH, OR, VT, and WA) that have minimum wages that are linked to a consumer price index. As a result of this linkage, the minimum wages in these states are normally increased each year, generally around January 1st. This year, on January 1, 2010, these states, with the exception of Colorado, kept their minimum wage requirements the same as those that existed in 2009. Colorado, however, decreased its minimum wage requirement (based upon the index report) from $7.28 per hour to $7.24 per hour for 2010.

[6] Data includes providers that reported 0% turnover for calendar year 2009.

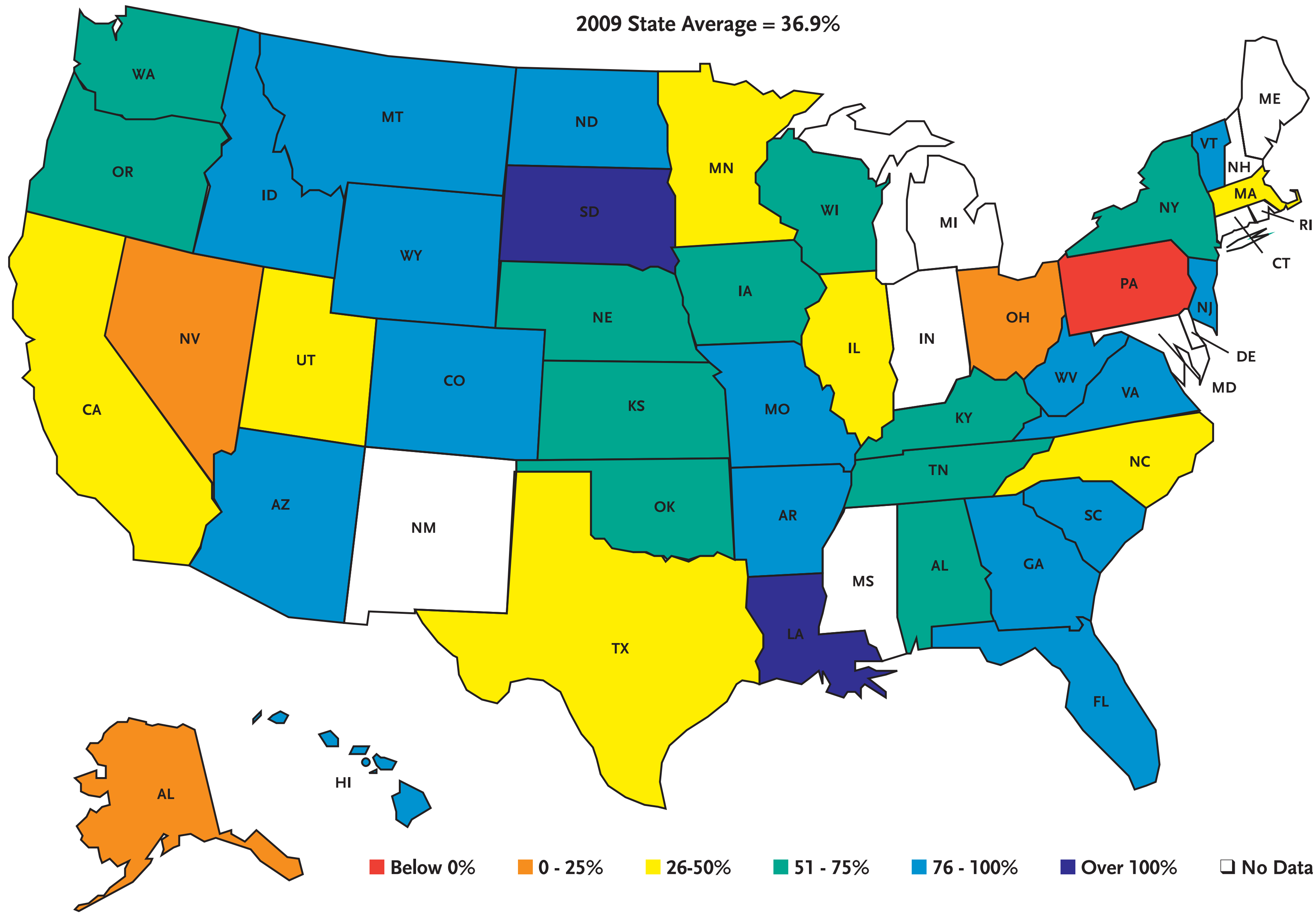
MAP 1 2009 Private- and State-Operated Provider DSP Entry Wage Comparison With Federal Poverty Level



NOTES

1 – The State Average represents the mean of each state's average.
2 – Data is based on the average annualized entry wages per state for DSPs at private-operated providers compared to the annualized Federal Poverty Level of $18,310 for a family of three, except in Alaska ($22,890) and Hawaii ($21,060).
3 – Private-operated provider entry wage information was unavailable for Mississippi.

MAP 2 2009 Private- and State-Operated Provider DSP Entry Wage Comparison



NOTES:
1 – The State Average represents the mean of each state's average.
2 – Not all states have state-operated services or facilities. According to the 2008 State of the States in Developmental Disabilities (Braddock, et. al), ten jurisdictions no longer run state-operated institutional facilities (16+ people), including: Alaska, the District of Columbia, Hawaii, Indiana, Maine, New Hampshire, New Mexico, Rhode Island, Vermont and West Virginia. Any data included for any of those states is in reference to state-operated non-institutional services. Missing data indicates no state-operated services of any kind, or data was unavailable.
3 – Private-operated provider entry wage information was unavailable for Mississippi.

INDEX

ANCOR

American Network of Community Options and Resources

Providers Offering Quality Supports to People with Disabilities

The American Network of Community Options and Resources is a nonprofit trade association representing and advocating on behalf of the more than 800 private providers of services and supports for nearly 500,000 Americans with disabilities that employ over 400,000 direct support staff in 49 states and Washington, D.C.

ANCOR's efforts in the area of public policy, federal legislative and regulatory initiatives, judicial results, state-level initiatives and the culling of leading practices have uniquely positioned it as the national presence for private providers. Congress and federal agencies turn to ANCOR as the authority in our profession.

MOSAIC℠ | Collaborative

The Mosaic Collaborative for Disabilities Public Policy and Practice works with international and US-based research partners on projects that will promote full inclusion of people with disabilities around the world.

The Mosaic Collaborative's purpose is to inspire a new movement towards quality of life for people with disabilities, their families and those who support them by researching pressing issues facing people with intellectual and developmental disabilities and providing solution-oriented recommendations for policymakers.

MOSAIC℠ | Collaborative

The Mosaic Collaborative for Disabilities Public Policy and Practice
4980 S. 118th St. | Omaha, NE 68137-2220
E mosaic-collaborative@mosaicinfo.org
http://www.mosaicinfo.org/services/research/index.htm