Mobilizing Organizational Change

3RD International Moral Injury Conference

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Richard S. Edley, PhD
President and CEO

RCPA
REHABILITATION & COMMUNITY
PROVIDERS ASSOCIATION

Agenda

- Background and Overview
- RCPA and Providers
- Legislative and Administrative Priorities
  - Workforce/ Funding
  - Administrative Burden
- Lobbying and Advocacy Response
  - Data
  - Stories
- Examples
- Summary and Q&A

Background of RCPA

- Merger of Two Historical Organizations
- 370+ Members
- Full Members: Providers of Service (e.g., Outpatient, Residential, Vocational, Hospitals/Facilities)
- Associate, Government, and Business Members
- Staff Model: Divisions

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Divisions

- Behavioral Health
  – Mental Health
  – Substance Use Disorder
- Intellectual and Developmental Disabilities
- Children's Services (incl. Child Welfare)
- Criminal and Juvenile Justice
- Brain Injury
- Medical Rehabilitation (incl. Pediatric)
- Physical Disabilities and Aging
- All Settings/Level of Care

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RCPA Services

- Advocacy
- Public Policy
- ***Legislative and Government Affairs/Lobbying***
- Political Action Committee (PAC)
- Information and Analysis
- Training and Education
- Access to Innovation
- Networking: Committee Meetings, Regional Meetings, Annual Meeting, Annual Conference
- Representation: Meetings, Committees

10 YEAR ANNIVERSARY!

Who Are These Providers?

- Description
  - Public Sector
  - Publicly Funded (Largely or 100%)
  - Medicaid (v Commercial Insurance)
- "Safety Net Providers"
- Agencies, Hospitals, and Systems v Individual Practitioners
- Complex Conditions: Severely Disabled and Serious Illnesses in Health and Human Services

2023 *Select* Legislative and Administrative Priorities

- Within Each Division

- Across RCPA Divisions
  - Workforce Initiatives and Funding
    - DSPs, Counselors, and Licensed staff
  - Regulatory Reform
    - Decreasing Administrative Burden

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Reminder: System Pre-COVID

- Ongoing Critical Issues
  - Poor Funding of Public Human Services
  - Workforce Crisis
  - Administrative Burden
- Across Health and Human Services
- Last Scheduled Meeting *Pre-COVID*:

  The Collapse of the System

Workforce Crisis: Solutions

MONEY CAN'T SOLVE EVERYTHING...

BUT...

MONEY CAN SOLVE SOME THINGS

Workforce Crisis in Context

- Support Increase in Direct Support Professional (DSP) Wages
- Cannot be an Unfunded Mandate
- What Changed During COVID
  - Minimum Wage Irrelevant
  - Competition with Private Sector
- Not just DSPs
  - Professional Staff
  - Administrative Requirements
  - "Burnout"

Administrative Burden

- Disproportionate to the Public Sector System

- State and Federal Oversight

- Private Managed Care (Insurance) Oversight

- What Does this Mean?
  - Regulations, Rules, Policies, Procedures, Bulletins, Audits, Documentation, Requirements:

Regulatory Reform

- Beyond Community/ Private Sector Standards

Moral Injury in HealthCare

- Burnout Redefined

- "When a healthcare worker finds themselves in situations where they know they can help the individual, but cannot due to the lack of resources or funding."

- The Person Leaves…
- Not a Matter of Blame or Burnout

RCPA Response

- Need Action
- Target: Legislature, Administration, Governor's Office
- State (Primary) and Federal
- Two Lobbying and Advocacy Mechanisms for Success
  - Make it Real: Data
  - Make it Human- Stories (Anecdotes)

National Council Study 2018

"Lack of Access as Root Cause for

Mental Health Crisis in America"

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National Council Survey October 2021

- 83% Increase in MH Treatment Demand
- 78% Increase in Crisis Services Demand
- 76% Increase in Social Support Services Demand
- 69% Increase in D&A Treatment Demand
- While… 62% Reduction in Service Capacity Because of Workforce Shortages
  - Lack of Applicants
  - Low Salary/Pay
  - Lack of Qualified Staff
  - Burnout

RCPA Workforce Survey December 2021

- 50% of IDD and BH Providers Reduced Service Capacity

- Annual Turnover Rate 30%

- Vacancy Rate 24%

- Mean Hourly Wage $14.98

2022 ID/A WORKFORCE REPORT

WHAT YOU SHOULD KNOW

The Center for Healthcare Solutions has been conducting compensation surveys for healthcare, human services, and ID/A providers for over four decades. This year they have collaborated with Arc of PA, RCPA, and TPA to produce a detailed report on the state of the ID/A industry workforce. Fifty-two organizations representing a full array of services from every region across Pennsylvania participated in this survey.* Over 9,000 employees were included representing 40 different positions to evaluate wage compression issues and critical data on over 7,000 DSPs, Residential Supervisors, and Other Program Supervisors. Here is a summary of key findings:

JOB CLASSIFICATION	AVERAGE WAGE	VACANCY FACTOR	TURNOVER RATE
DIRECT SUPPORT PROFESSIONALS	**$ 16.61**	**28%**	**38%**
RESIDENTIAL SUPERVISORS	**$ 22.20**	**28%**	**42%**
OTHER PROGRAM SUPERVISORS	**$ 23.12**	**16%**	**19%**

ADDITIONAL ID/A WORKFORCE TRENDS

80%
MEDIAN FULL TIME STATUS FOR DSPS

14%
MEDIAN DSP HOURS PAID AT OVERTIME RATE
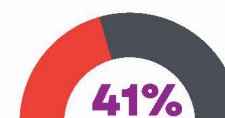
41%
ENGAGED IN CONTRACT STAFFING FOR SERVICE

27%
PAY SCALE INCENTIVES FOR CREDENTIALING

51%
PAY SCALE FINANCIAL REWARDS FOR TENURE

94%
ISSUED RETENTION AND BONUS PAYMENTS

*BASED ON DATA REPORTED THROUGH SEPTEMBER 30, 2022. REPORTING AND DATA COLLECTION MEET ALL FEDERAL SAFE HARBOR REQUIREMENTS FOR PRIVACY, CONFIDENTIALITY, AND ANTI-TRUST PRACTICES.

THE COLLAPSE OF ID/A SERVICES IN PA
WHAT YOU SHOULD KNOW

RCPA, in collaboration with PAR and TPA, surveyed over 130 providers representing over 30,000 individuals served across the Commonwealth of Pennsylvania to measure the impact of the collapsing Intellectual Disabilities & Autism (ID/A) system in PA. This data demonstrates that the care and support system for people with ID/A is failing and in crisis. Since before the COVID-19 Pandemic, systemic underfunding has been a consistent problem. But today, providers bear many unreimbursed care costs because of Inadequate funding. Individuals approved for services cannot find providers with the capacity to offer the services they need and are entitled to. Providers & Families are feeling the effects of this daily.

OF INDIVIDUALS SERVED REPORTED PRIOR TO MAR. 2020
36,174

OF INDIVIDUALS SERVED REPORTED THRU FEB. 2023
32,145

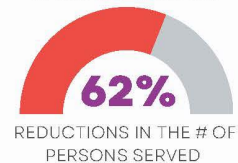**# OF VULNERABLE INDIVIDUALS NO LONGER RECEIVING SERVICES**
4,029

"... many referrals we would have accepted in the past are not accepted now due to acuity levels beyond what current staffing can support." - PA Provider
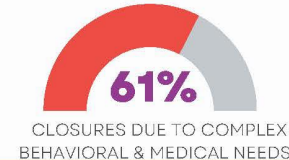
"...rates play a hugh role in hiring adequate staff as we can't pay enough for this field when places like Walmart & Sheetz start at $18...we can't compete." - PA Provider
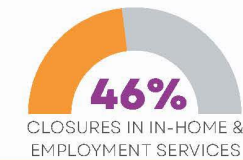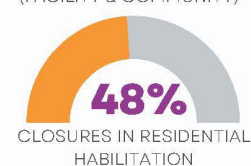
DOWNSIZING TRENDS REPORTED BY PROVIDERS

IMPACT

34%
PROVIDERS PERMANENTLY CLOSING PROGRAMS

62%
REDUCTIONS IN THE # OF PERSONS SERVED

27%
PROVIDERS CONSIDERING CLOSING SERVICES

WHY?

88%
CLOSURES DUE TO STAFFING SHORTAGE

65%
CLOSURES DUE TO INADEQUATE FEE SCHEDULE RATES

61%
CLOSURES DUE TO COMPLEX BEHAVIORAL & MEDICAL NEEDS

WHERE?

92%
CLOSURES IN CPS (FACILITY & COMMUNITY)

48%
CLOSURES IN RESIDENTIAL HABILITATION

46%
CLOSURES IN IN-HOME & EMPLOYMENT SERVICES

RCPA PAR tpa:

*THIS DATA IS BASED ON A SURVEY THAT WAS COMPLETED BY OVER 130 PROVIDERS. THE DATA COLLECTED IS BASED FULLY ON SELF-REPORT.

PA IDD Wait List

- 12000 + Individuals
- 4000 + Emergency
- 4000 + Lost Services
- 2000 + Not Trying and At Home

Disproportionate Impact

- Most Seriously Disabled and Ill
  - Medical Complications (e.g., 24/7 Nursing)
  - Behavioral Complications (e.g., Aggression, Self-Injurious Behavior)
- Most in Need
- Most Staffing Demand
- Agencies Cannot Meet the Demand

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Personal Stories

- Individuals and Families

- Site Visits to Agencies and Homes

- Written Material

- Videos (e.g., Severe/ Profound Autism)

- Make it Human

Focus of Personal Stories

- Not Sensationalism or Exploitation

- Reality

- Lack of Access

- Burden on Families

- Impact on the Individual in Need

- Impact on Staff Trying to Help

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Media Campaign

- Multiple Associations
- "Out" the Issues
- System in Crisis and the Money is There
- Message That Everyone Can Understand
- directcareworks.com

New Approach

- Targeted Media Blitz
  - Earned Media
  - Social Media
  - Paid Media
- Short-, Medium-, Long-Term Approach
- Statistics, Tracking, and Flexibility
- Through the Budget Season and Elections
- Re-Appraising Multi-Association this Year

Media Campaign Results

- More than 8,200 Messages Generated to the General Assembly Members and Administration
- Additional 706 Tweets Tagging Members on Social Media
- More than 550 Leads Generated through Facebook
- Additional Social Media Delivered more Messages
- The Click-Thru Rate (CTR) Exceeded All Benchmarks
- Advertisements Performed 5X Better than Benchmarks

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Mobilizing Organizational Change

- Use of Data and Personal Stories

- Targeted Approach

- Constant Education and Re-Education

- Repetition

- Developing a Message- Data and Stories- that Cannot be Ignored

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Summary

- It is All About Workforce
  - Funding
  - Administrative Burden
- Critical Time in Health and Human Services
- Money is There- But is There a Will?
- The Road to Solution:

    Lobbying and Advocacy
- Use of Data and Stories to Effect Change

Q & A