

Massachusetts Health Care and Human Services Workforce Survey

Commission on Status of Persons With Disabilities
Workforce Support Subcommittee Meeting
February 13, 2025

Presented by
Center for Health Information and Analysis

Agenda

- Background
- 2023/2024 Survey Results
 - Health Care Sectors Findings
 - Human Services Findings
- 2025 Survey Plan
- Questions

Background

Massachusetts Health Care and Human Services Workforce Survey (MHCW)

2023 Massachusetts Health Care and Human Services Workforce Dashboard

- Massachusetts health and human service providers are experiencing unprecedented workforce shortages
- Biennial survey data will provide a critical fact base to support ongoing monitoring of workforce trends and to inform state policies and programs in the health and human service sectors
- First biennial MHCW launched spring 2023; concluded in health care sectors January 2024 and human services sector September 2024
- Dashboard with all sectors surveyed released by December 2024
 - Employee Composition by Select Occupations
 - Employee Race and Ethnicity in Select Occupations
 - Vacancy and Turnover Rates in Select Occupations
 - Challenges to Recruitment and Retention in Select Occupations
 - Recruitment and Retention Strategies
 - Impacts on Access due to Workforce Shortages



Survey Topics and Occupations

Quantitative

- Total staff (full-and part-time)
- Total contract staff
- Vacancy/ turnover rates

Demographic Composition

- Racial/ethnic composition of staff, leadership, select occupations

Compensation Data*

- Salary and wages
- Benefits offered
- Comp data across full-time, part-time, contract staff

Qualitative

- Recruitment/ retention strategies and challenges by occupation
- Impact of workforce shortages on services

- **Cross-sector Occupations for Statewide Analysis:** Physicians, Nurses (RNs, LPNs, APRNs, etc.), Social Workers (LICSWs, LCSWs, MSWs, BSWs, etc.), Direct Care Workers
- **Each sector has additional 3-5 unique occupations** for intra-sector monitoring and benchmarking

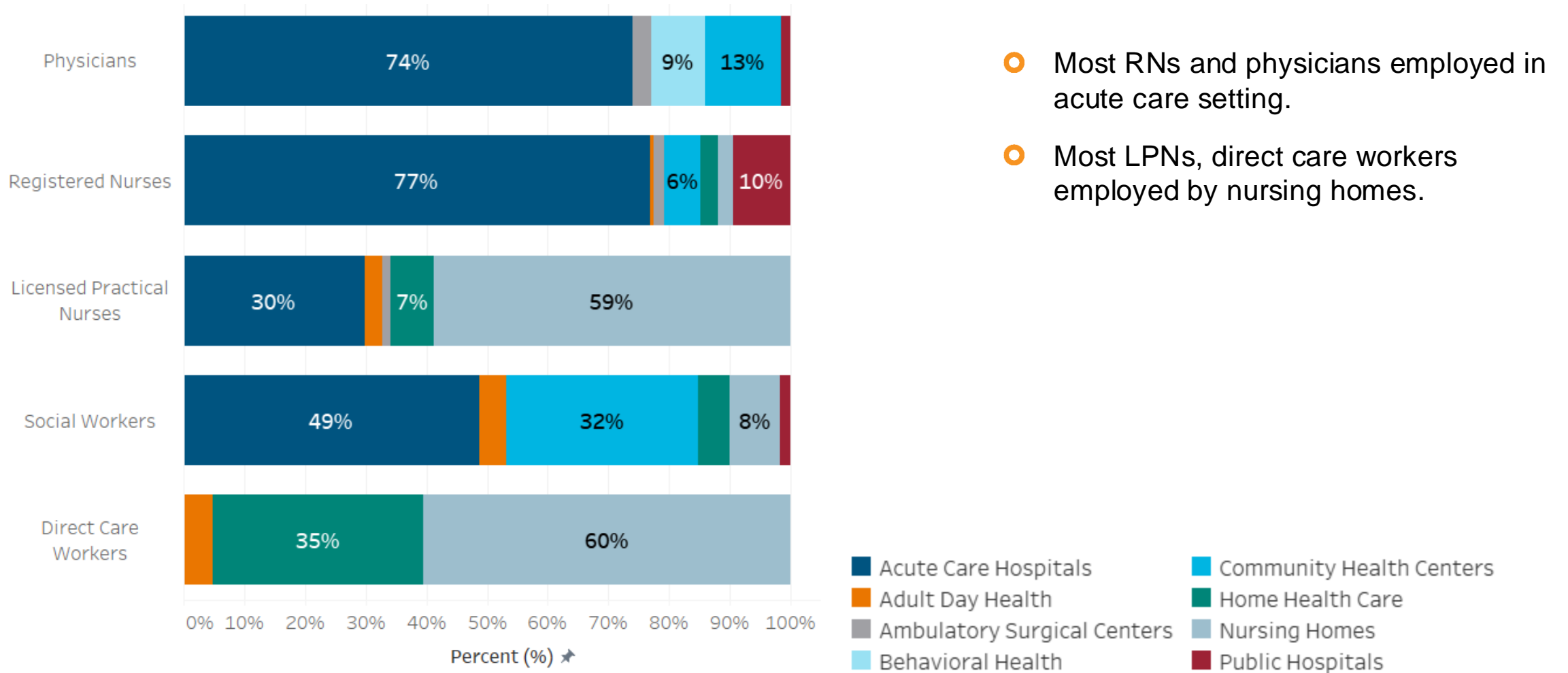
*Data was not reported due to incompleteness. Questions are refined to enhance data completion in 2025 cycle.

Health Care Sector Survey Findings

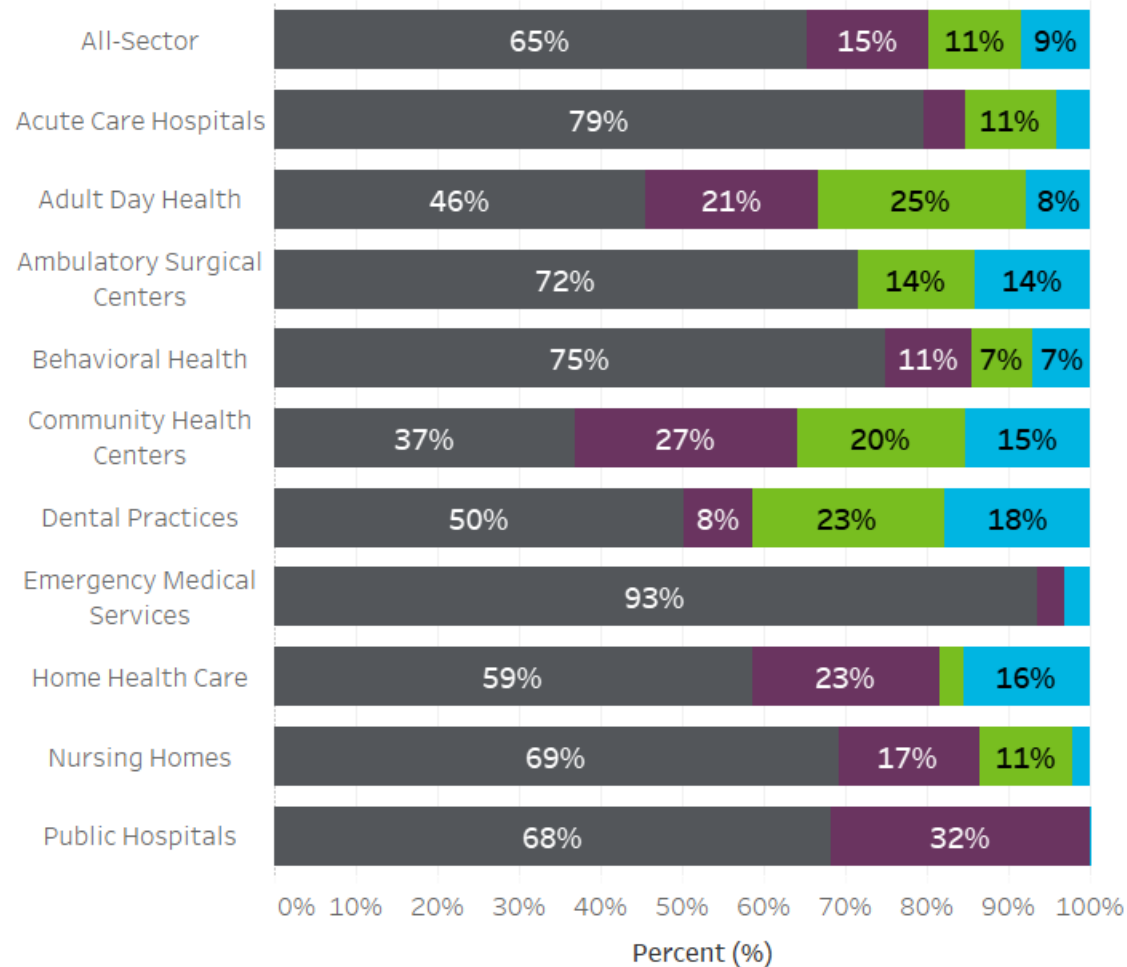
Overview

- Health care sectors included:
 - Acute care hospitals (53/64)
 - Adult Day Health (35/111)
 - Ambulatory Surgery Centers (27/59)
 - Behavioral Health (42/78)
 - Community Health Centers (28/45)
 - Dental Practices (37/581)
 - Emergency Medical Services (109/321)
 - Home and Community Based Service Providers (77/105)
 - Nursing Homes (75/124)
 - Public Hospitals (10/10)
- Survey was fielded between May 2023 and January 2024

Employee Composition by Sector



Employee Racial/Ethnic Composition in Leadership

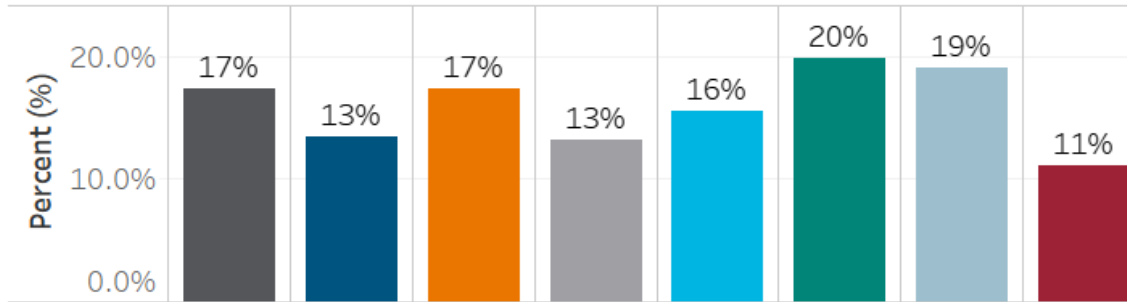


- Most employees in leadership positions identified as White, non-Hispanic across all sectors.
- EMS, behavioral health, ambulatory surgical centers, and acute care hospitals employ mostly White, non-Hispanic employees in leadership positions.
- Community health centers, adult day health, and dental practices employ more leaders who identify as members of a racial or ethnic minority group.

■ White, Non-Hispanic
 ■ Black, Non-Hispanic
 ■ Asian, Native Hawaiian, or Pacific Islander, Non-Hispanic
 ■ Hispanic of Any Race

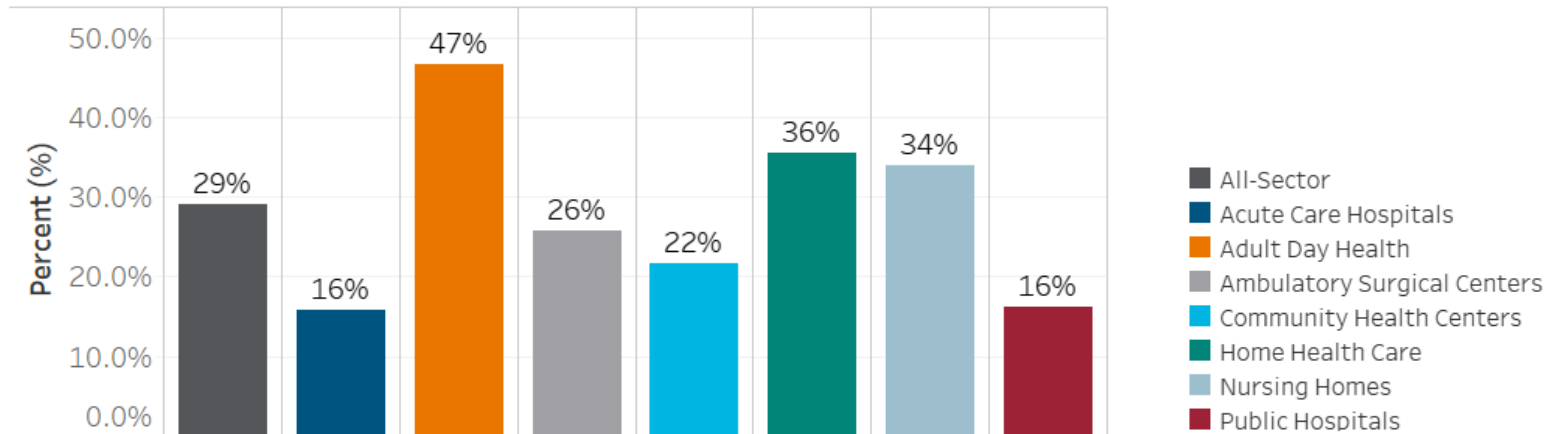
Vacancy and Turnover in Registered Nurses

Vacancy Rates



- Home health and nursing homes have highest RN vacancy rates
- Adult day health have highest turnover rates for RNs

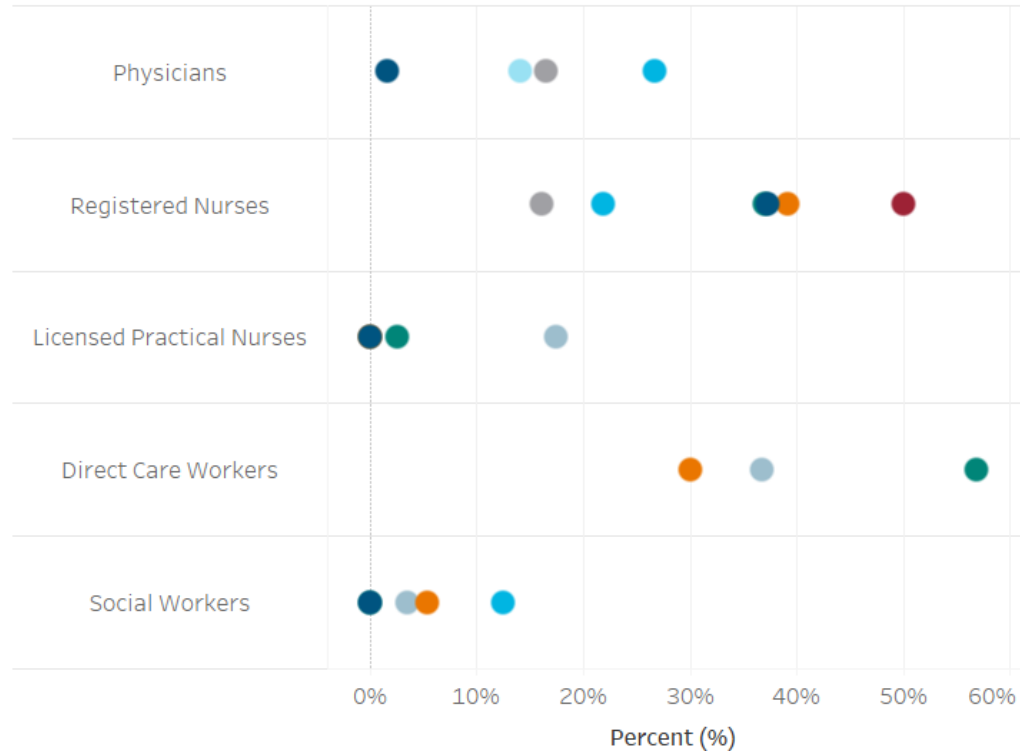
Turnover Rates



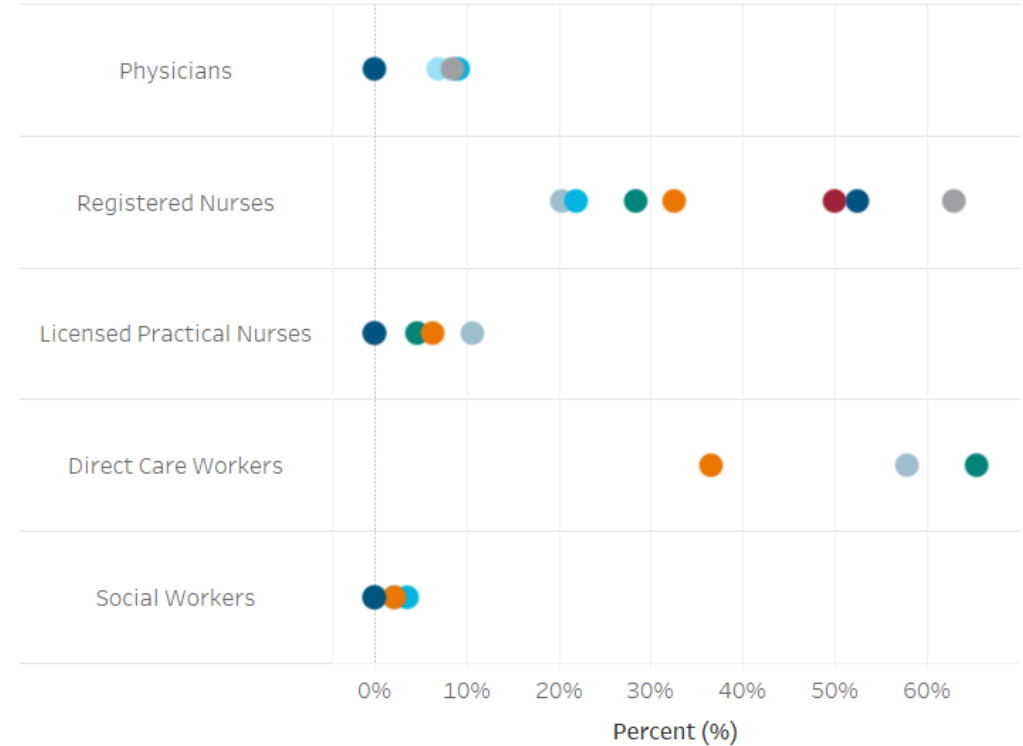
- Vacancy Rate = $\frac{\text{\# of vacancies}}{\text{\# of current full-time employees} + \text{\# of current part-time employees} + \text{\# of vacancies}}$
- Turnover Rate = $\frac{\text{\# of staff who left}}{[\text{\# of current staff} + \text{\# of staff 12 months ago}]/2}$

Most Difficult Roles to Recruit and Retain

Recruitment

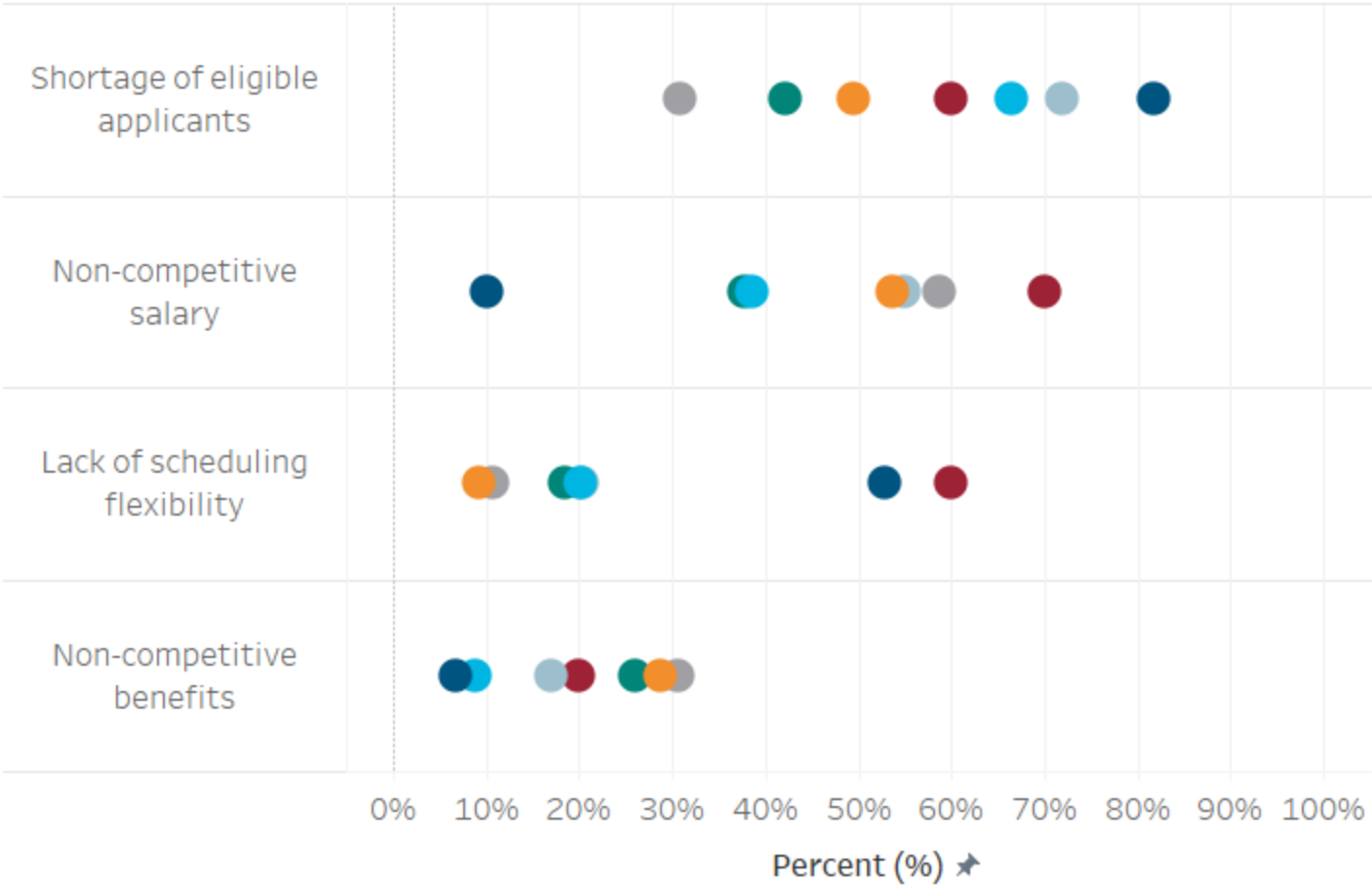


Retention



Percent (%)

Challenges to Recruitment of Registered Nurses



- Organizations asked to **select all** challenges that applied in last 12 months
- Shortage of eligible applicants among the top challenge
- Non-competitive salary also a common response

■ Acute Care Hospitals
■ Adult Day Health
■ Ambulatory Surgical Centers
■ Community Health Centers
■ Home Health Care
■ Nursing Homes
■ Public Hospitals

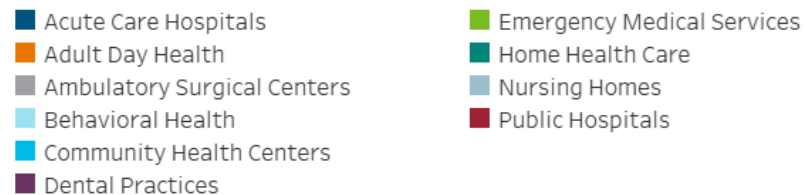
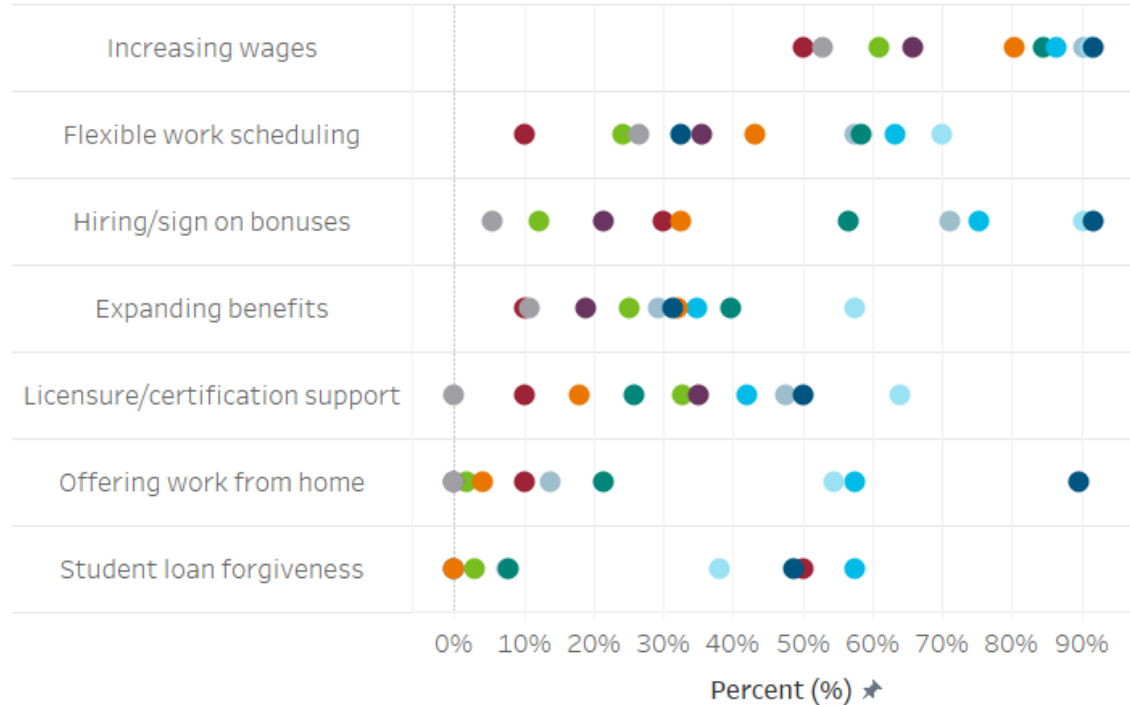
Challenges to Retention of Registered Nurses



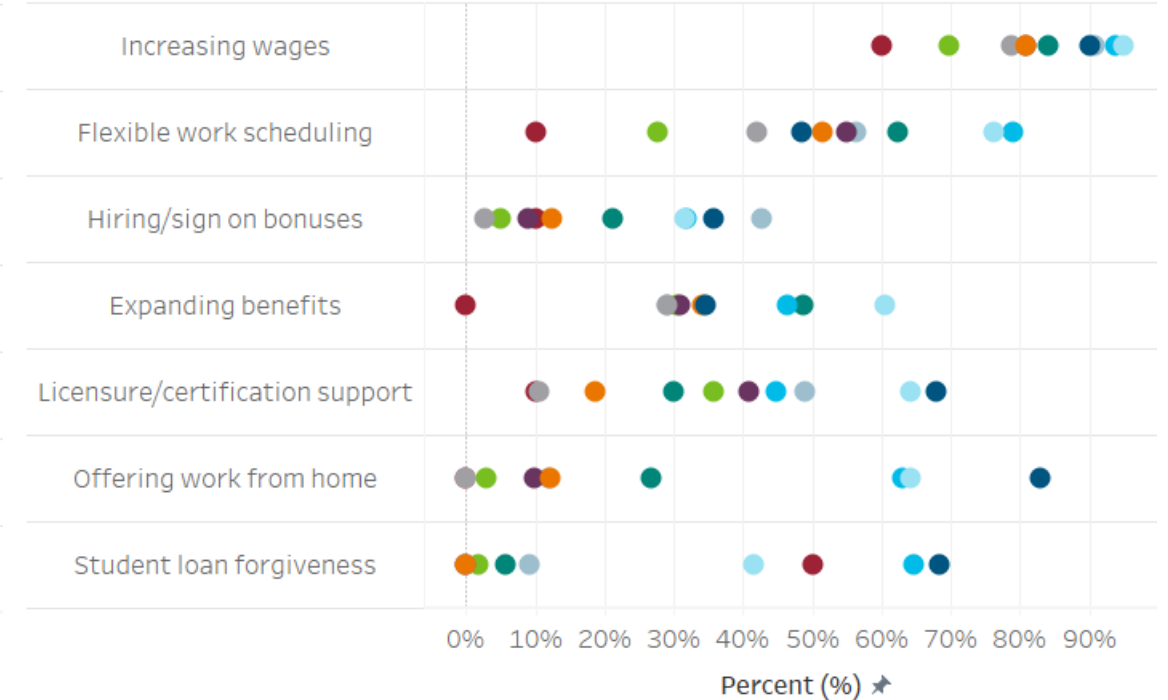
- Organizations asked to **select all** challenges that applied in last 12 months
- Abuse or lack of respect, burnout, and lack of scheduling flexibility were significant challenges for retaining registered nurses in acute care and public hospitals

Strategies for Recruitment and Retention

Recruitment

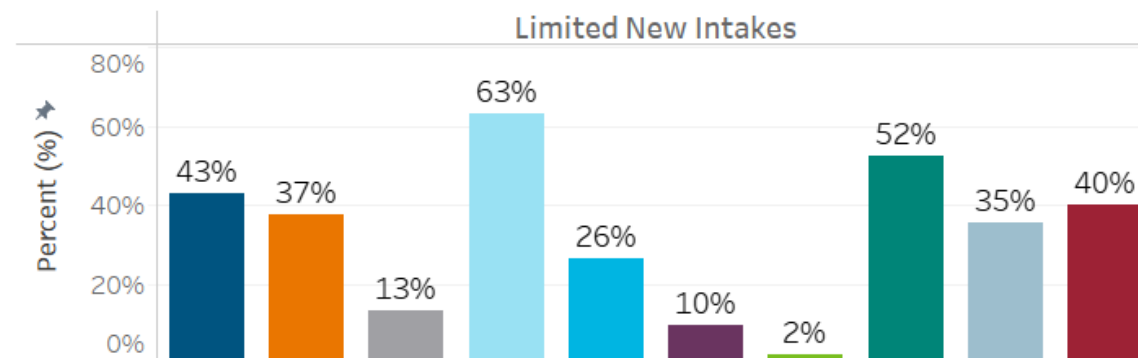


Retention



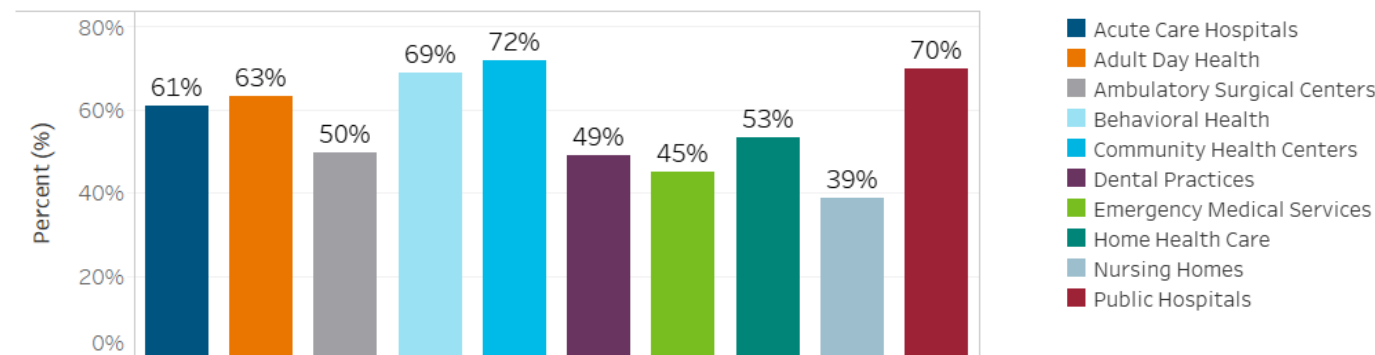
Workforce Impacts on Access

Remedial Action and Adjustments Due to Staffing Shortages in Past 12 Months



- Behavioral health and home health care organizations limiting new intakes most frequently due to staffing shortages
- Many organizations reported an increase in the volume of people waiting for services

Organizations Reporting an Increase in People Waiting for Services in the Past 12 Months



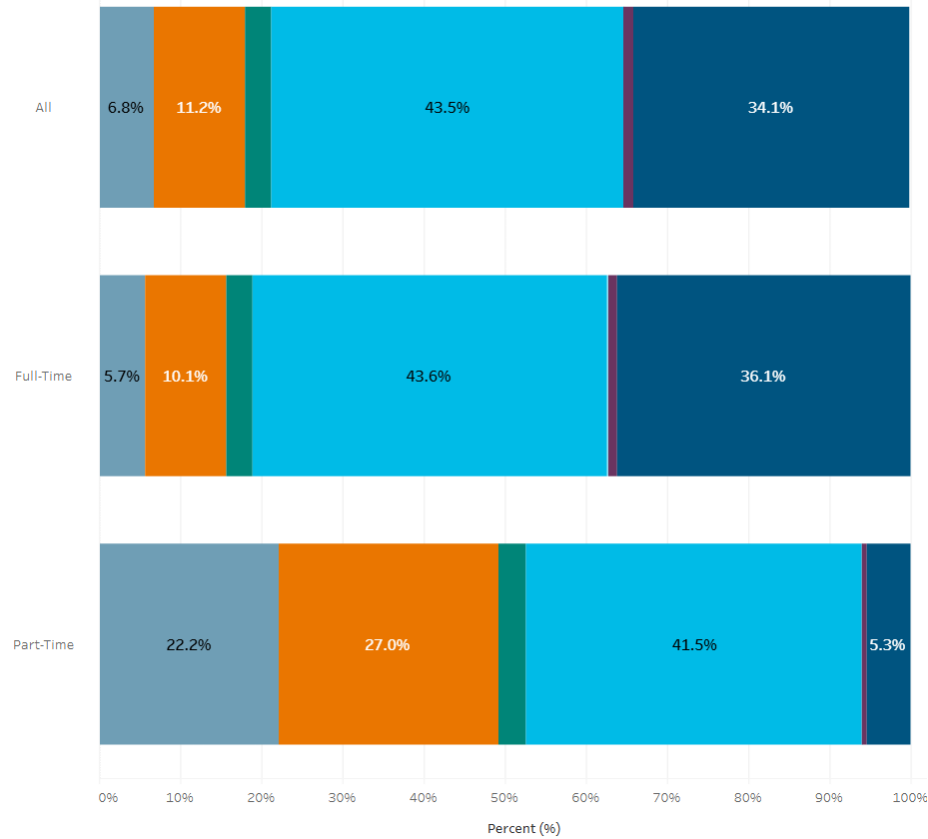
Human Services Survey Findings

Overview

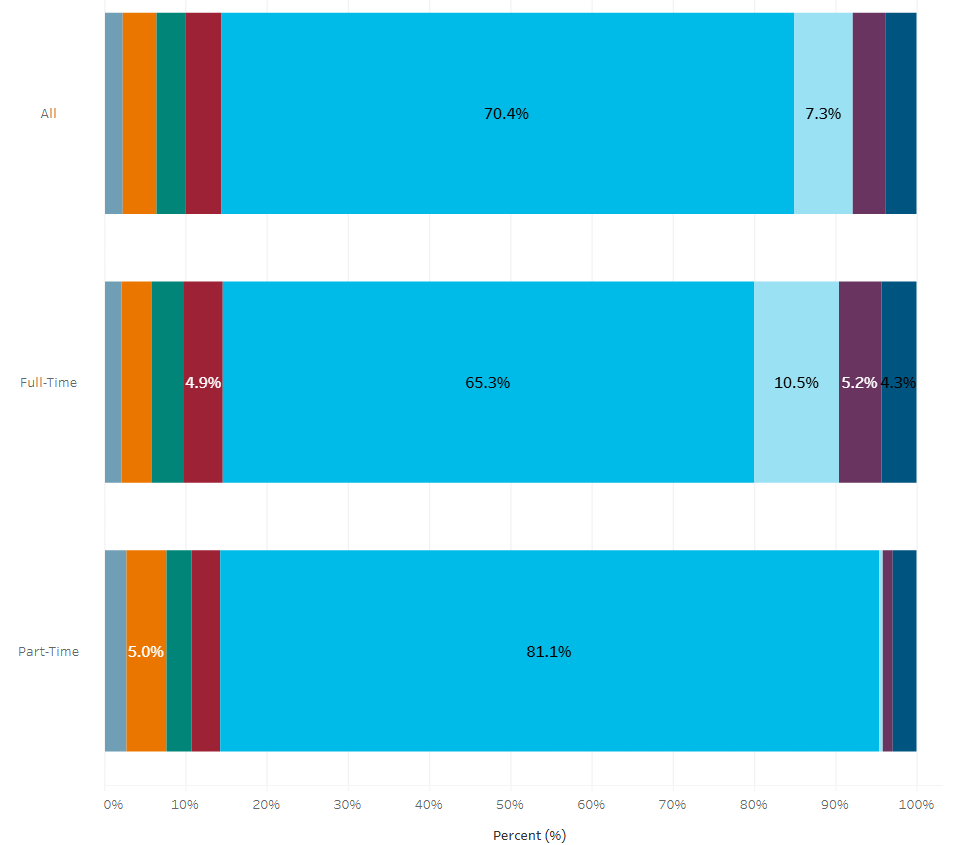
- Human services organizations included:
 - Private organizations contracted with the Commonwealth to provide human services (197/426)
 - State-operated services within DCF, DDS, DTA, DYS, MCDDH, and DMH (63/110)
- Survey was fielded between July and September 2024

Employee Composition

State Operators

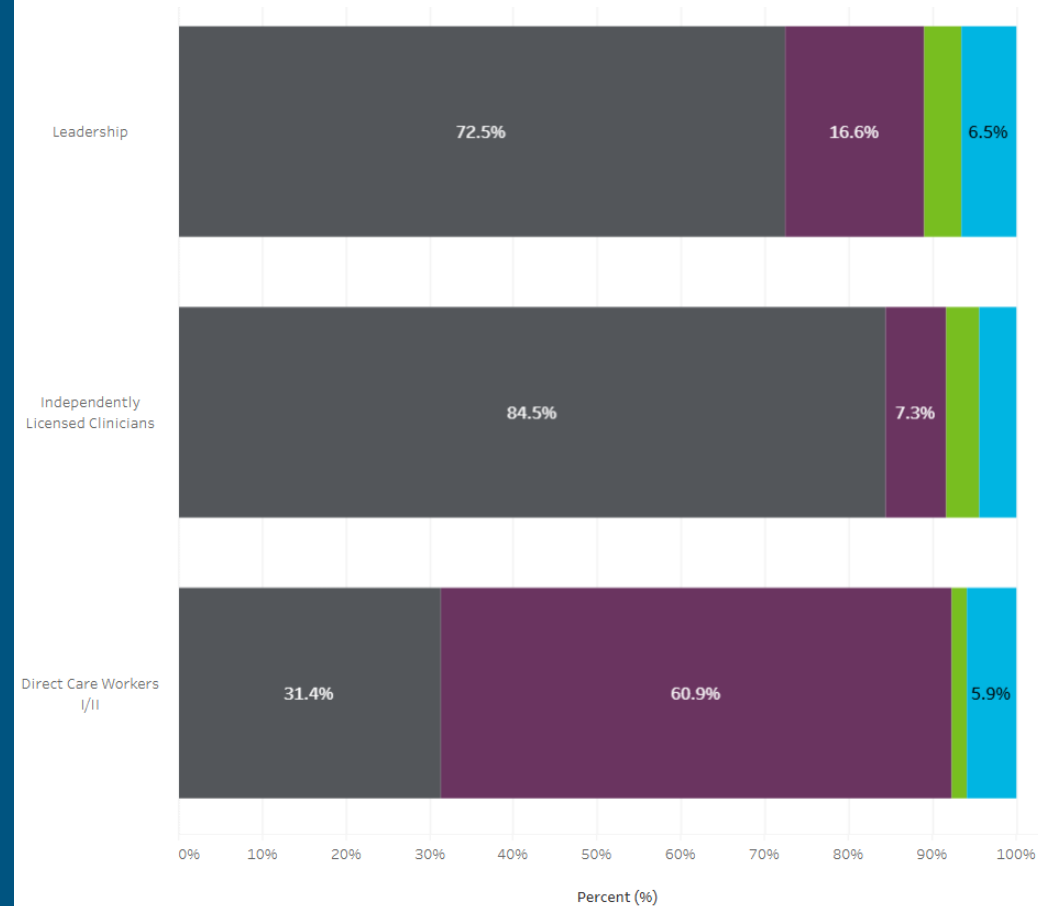


Private Operators

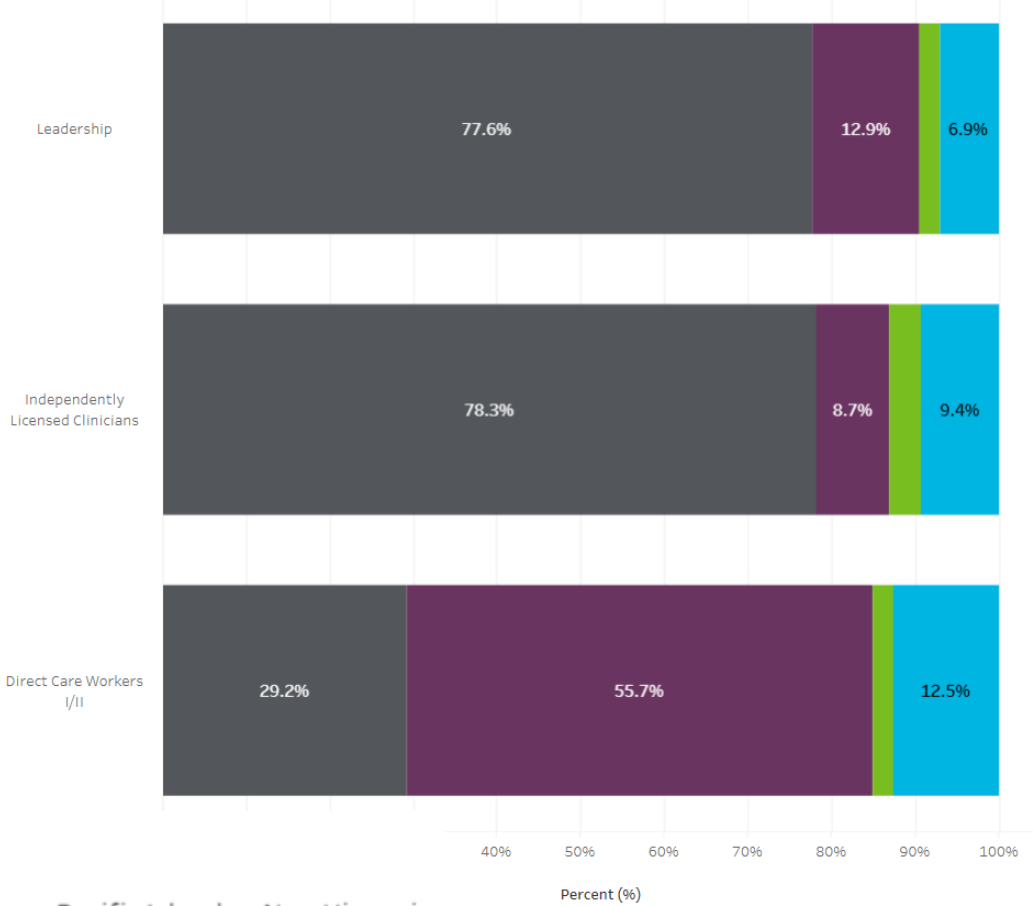


Employee Racial/Ethnic Composition

State Operators



Private Operators

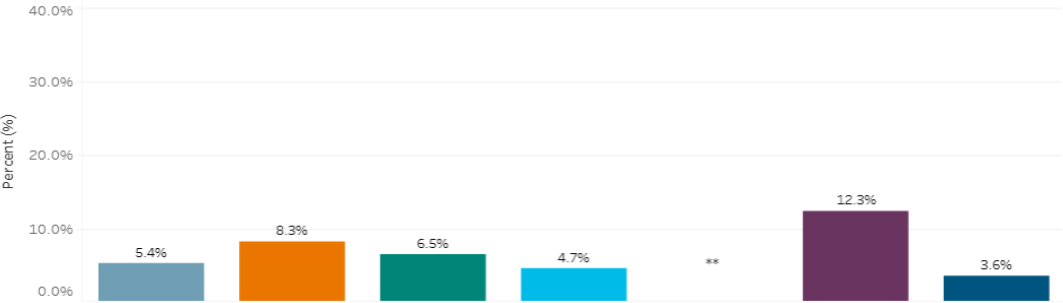


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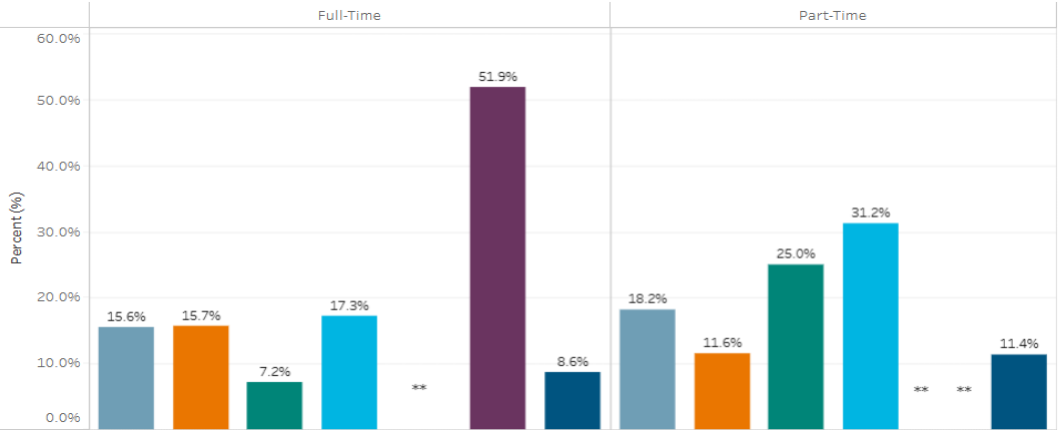
Vacancy and Turnover by Occupation

State Operators

Vacancy Rates



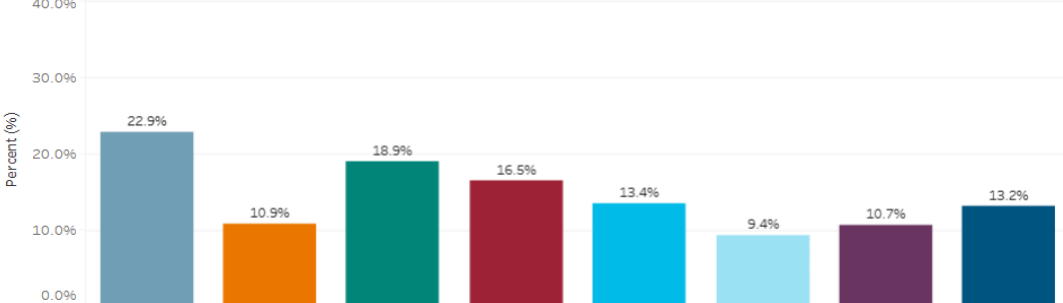
Turnover Rates



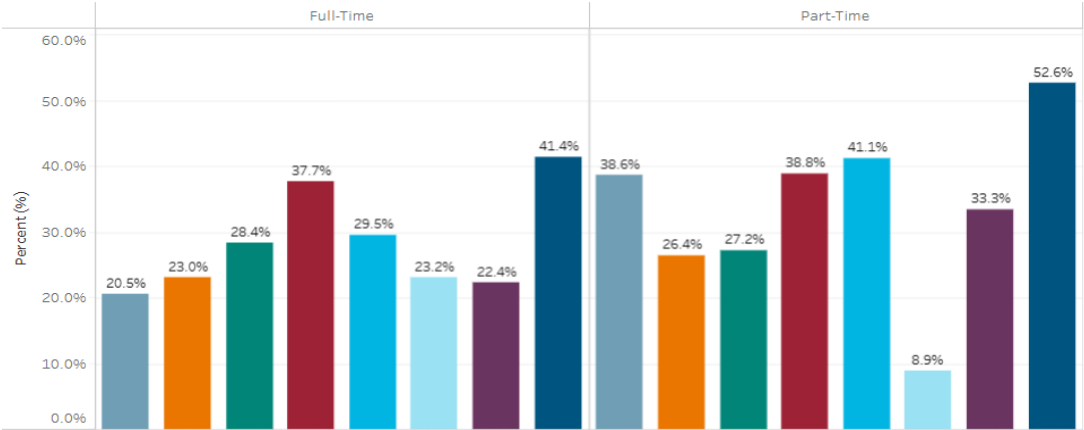
- Licensed Practical Nurses
- Registered Nurses
- Independently Licensed Clinicians
- Non-Independently Licensed Clinicians
- Direct Care Workers I/II
- Direct Care Workers III
- Case Managers
- Case Workers

Private Operators

Vacancy Rates

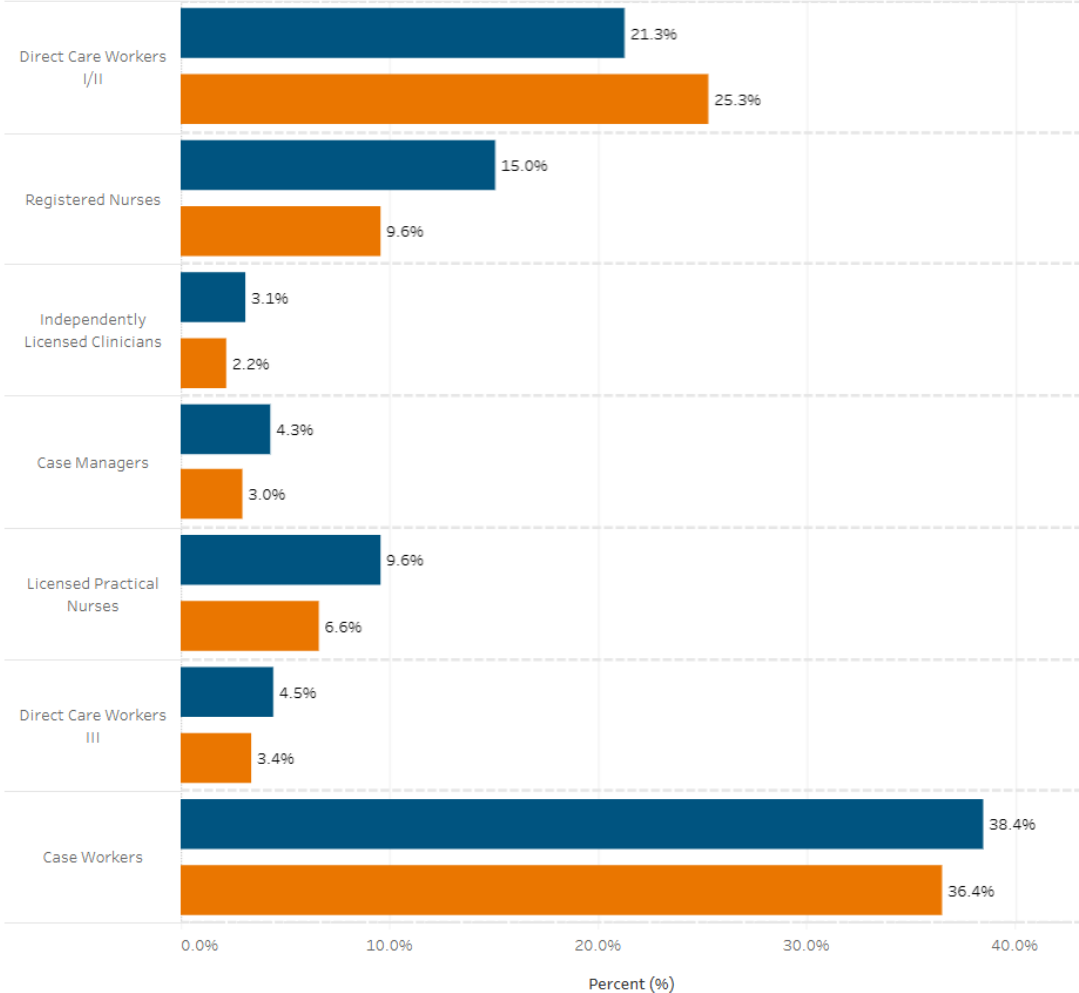


Turnover Rates

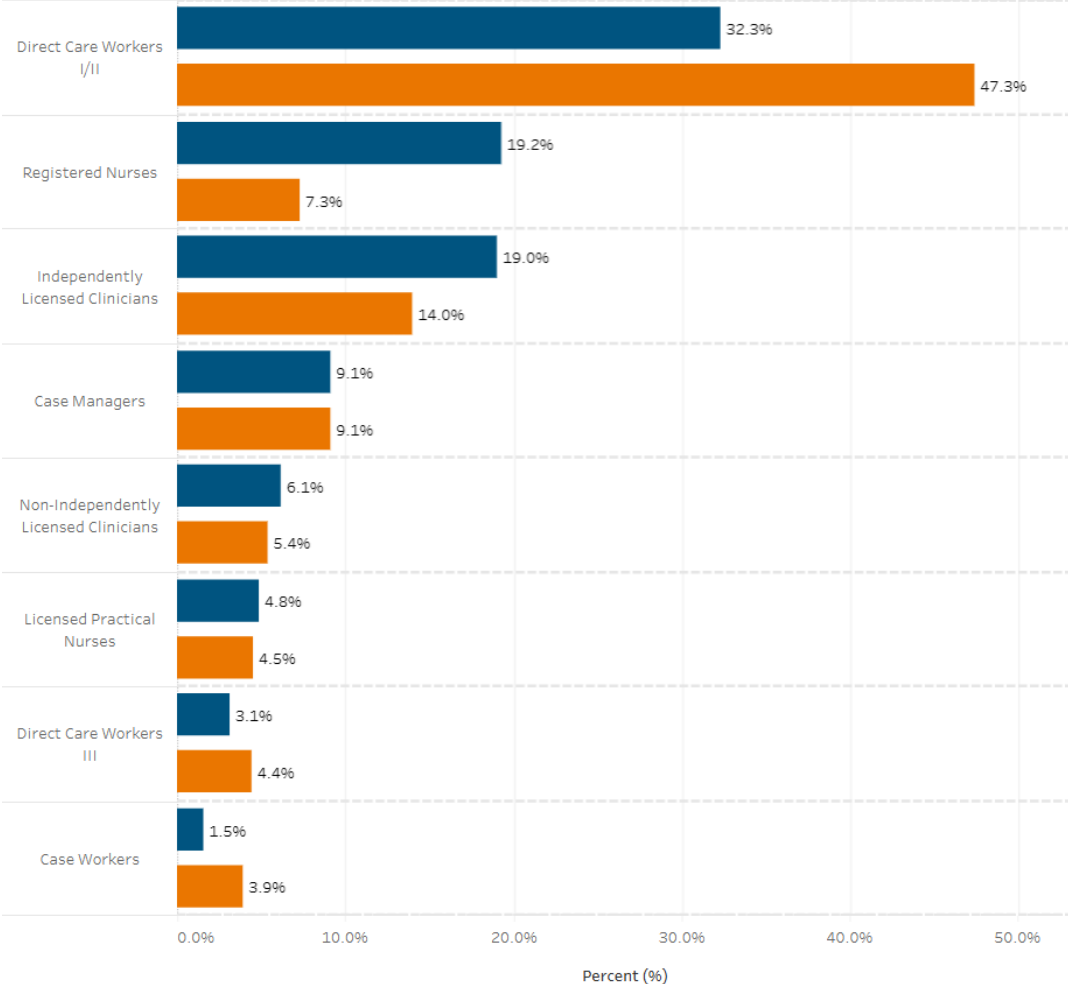


Most Difficult Role to Recruit or Retain

State Operators

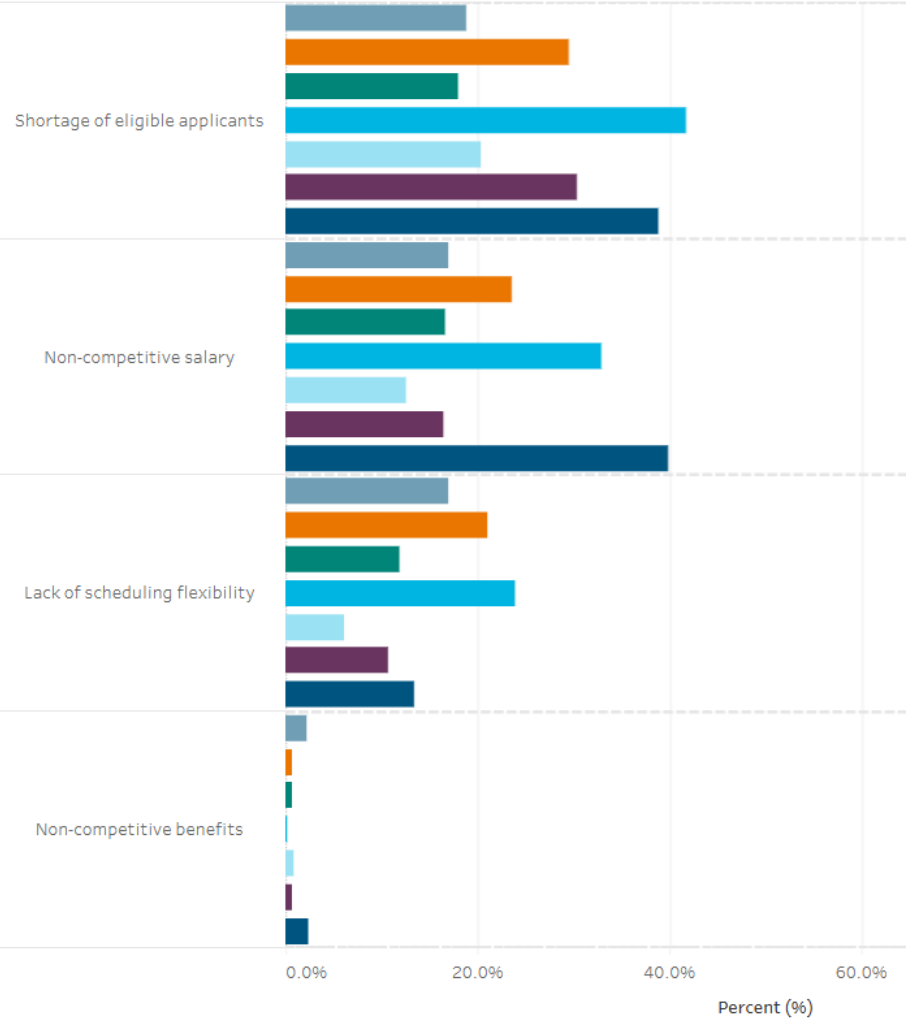


Private Operators

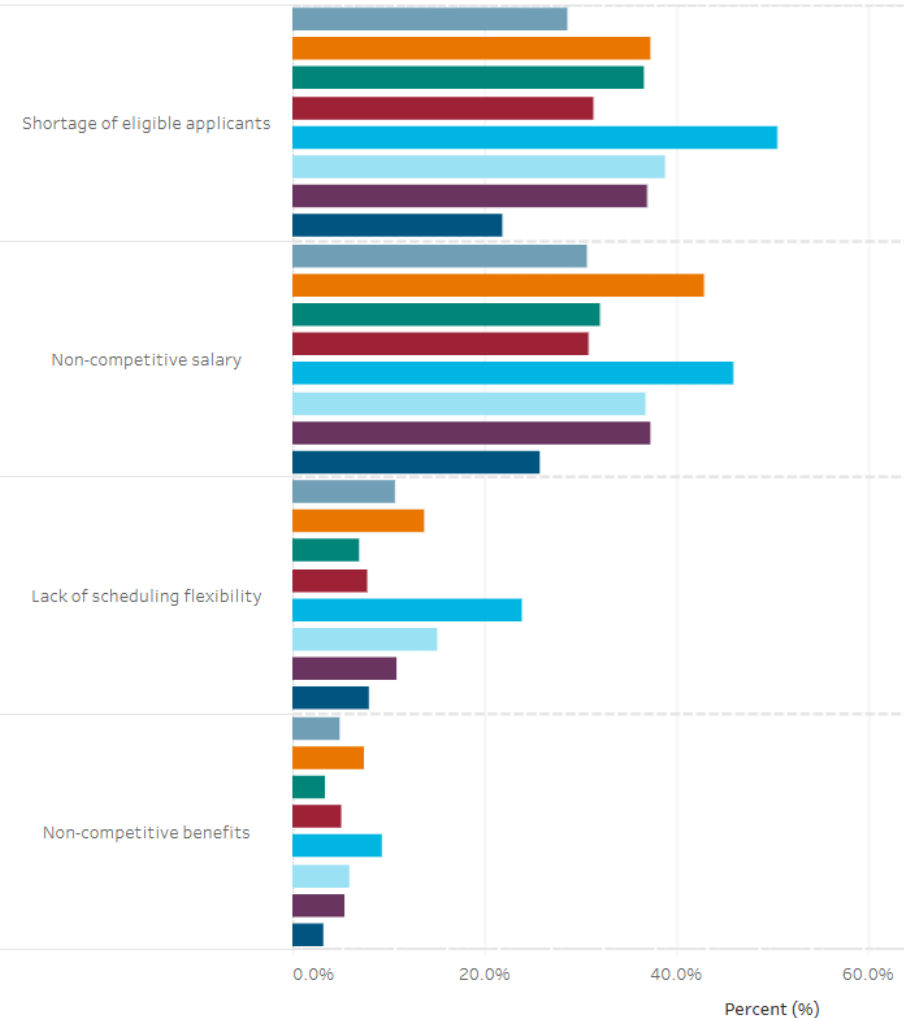


Challenges to Recruitment by Occupation

State Operators

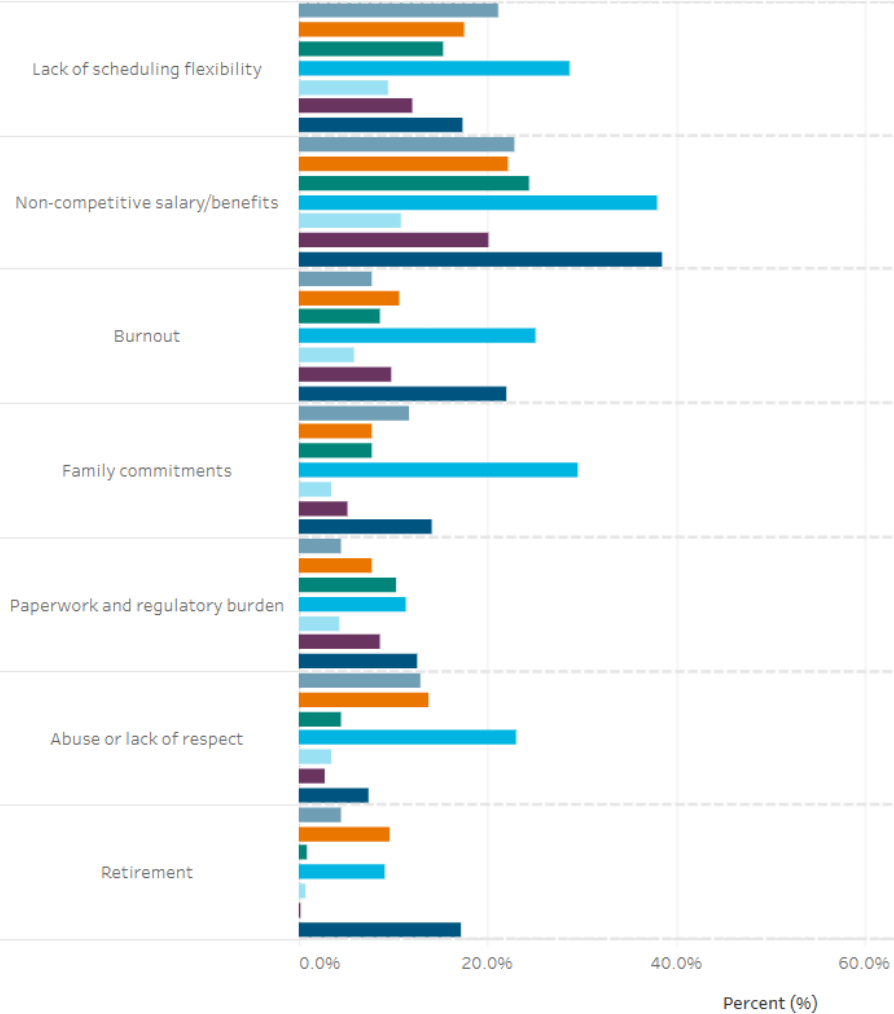


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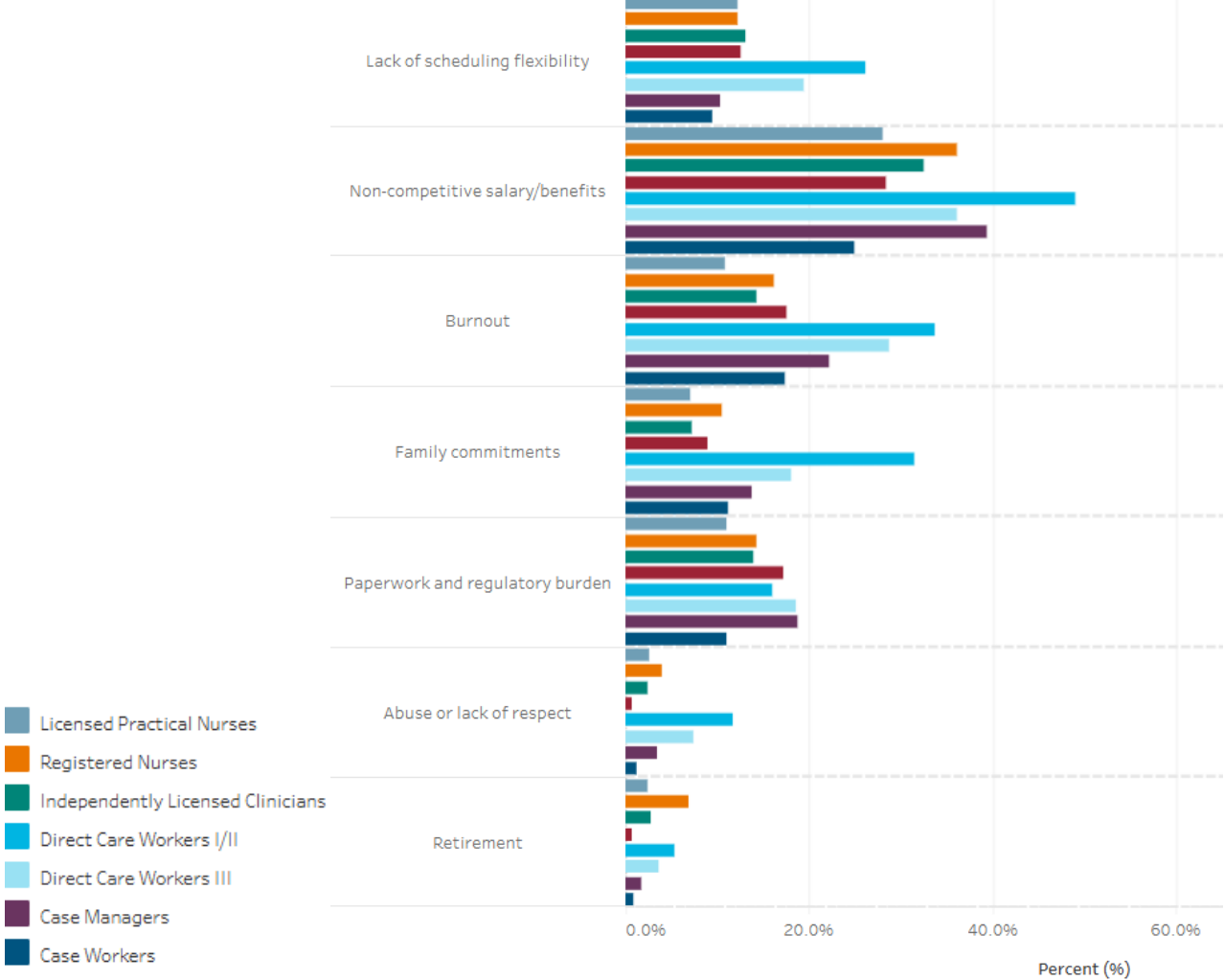


Challenges to Retention by Occupation

State Operators

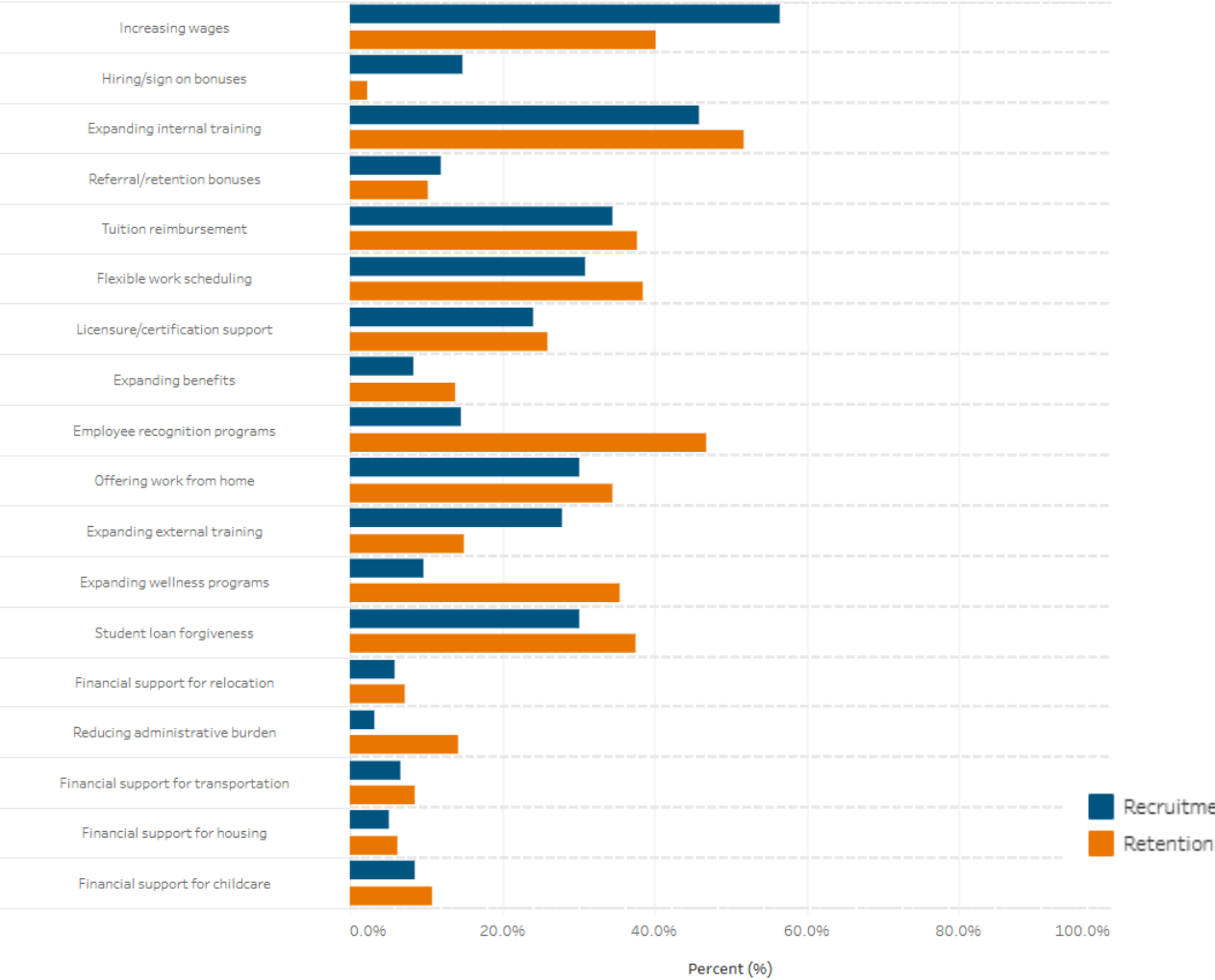


Private Operators

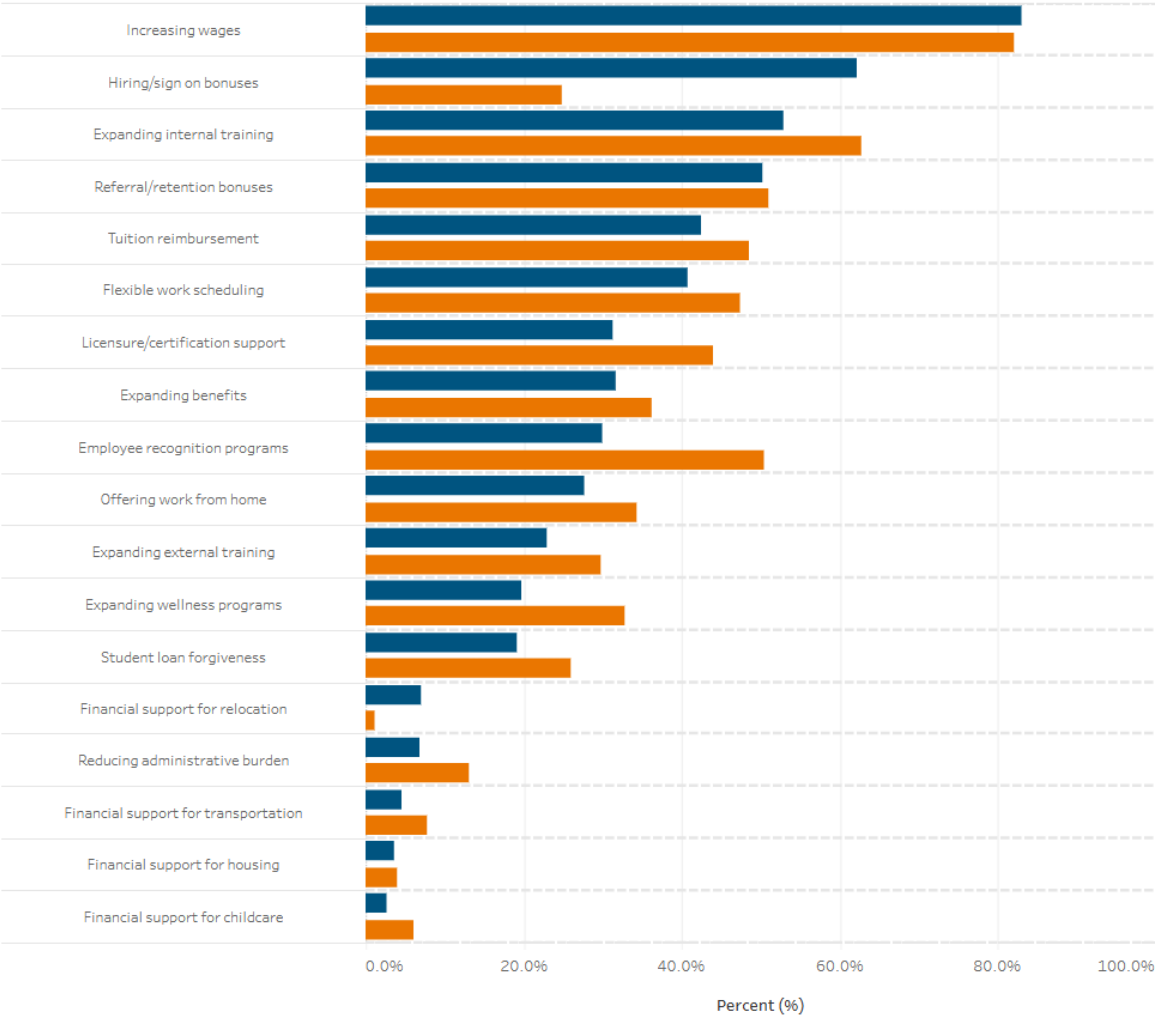


Strategies to Recruit and Retain

State Operators



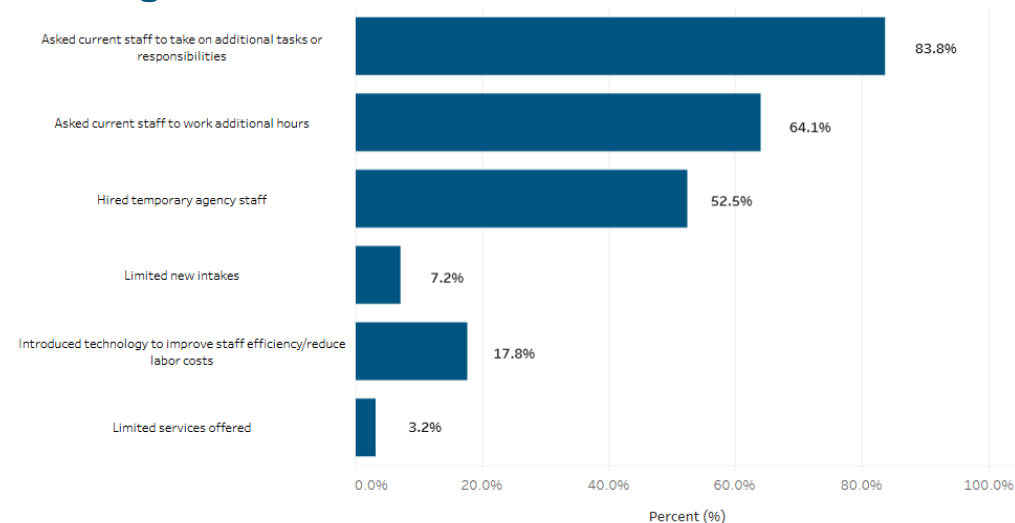
Private Operators



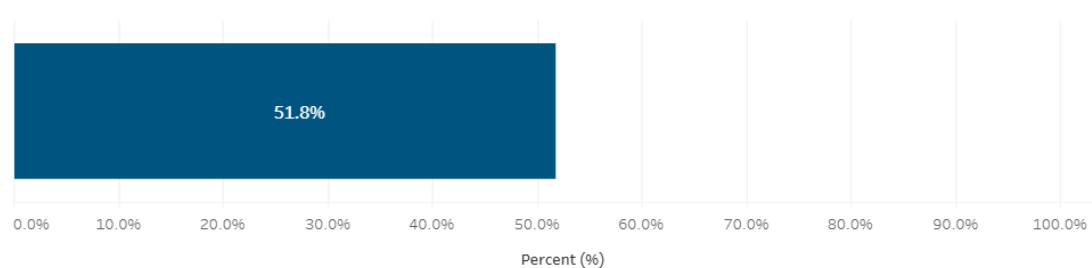
Workforce Impacts on Access

State Operators

Remedial Action and Adjustments Due to Staffing Shortages in Past 12 Months

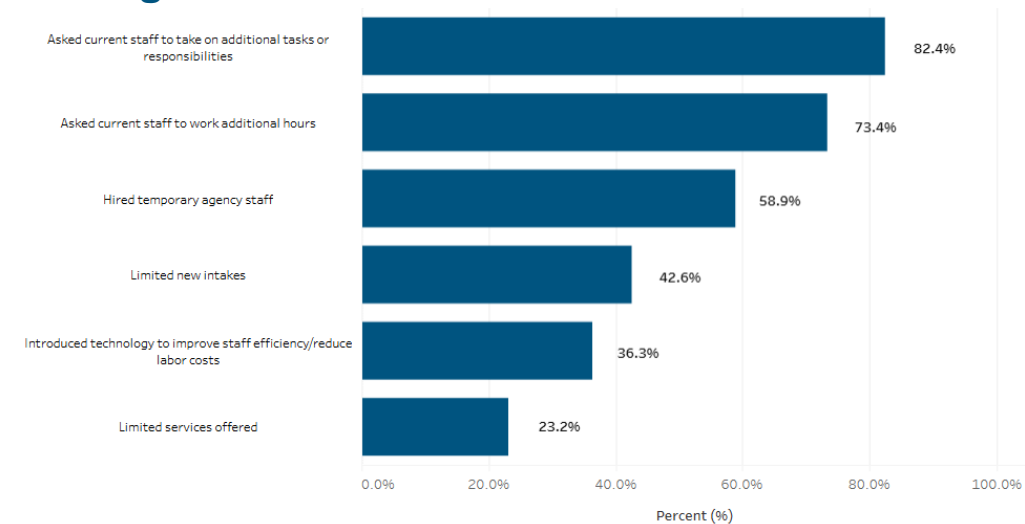


Organizations Reporting an Increase in People Waiting for Services in the Past 12 Months

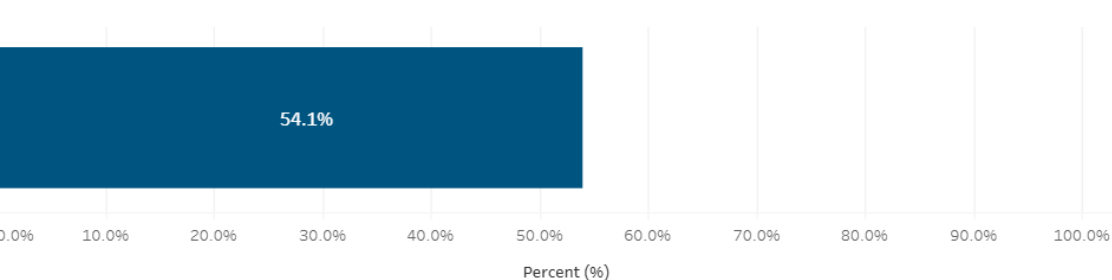


Private Operators

Remedial Action and Adjustments Due to Staffing Shortages in Past 12 Months



Organizations Reporting an Increase in People Waiting for Services in the Past 12 Months



2025 Survey Plan

2025 Survey Refinements

- ❑ Updated recruitment and retention strategies from select all that apply to rank order by effectiveness
- ❑ Collect starting and average hourly wages for direct care workers (I/II) and registered nurses
- ❑ Collect overtime hours as percentage of total hours for direct care workers (I/II) and registered nurses
- ❑ Collect total hours worked by contract nurses (vs. FTE count)
- ❑ Include discrete definitions for all occupations and leadership roles
- ❑ Add single check box for race/ethnicity not collected

2025 MHCW Projected Timeline

**Sept -
Nov 2024**



Collect feedback from stakeholders

**Dec 2024 -
Feb 2025**



Review and update survey instrument

Review and update sampling list

Finalize, program, and test instrument

Begin survey launch

**Mar - June
2025**



Survey fielding and active outreach to promote survey completion

**July 2024 –
Jan 2026**



Data cleaning, weighting, and analytic preparation

Sector-specific and cross-sector analysis

Results reporting

Feedback or Questions?

