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## **The 80% Solution Creating a Culture of Competence**

***In Community-Based I/DD Support Organizations***

**A NADSP Training and Technical Assistance package to  
comprehensively address the direct support workforce crisis**

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# The 80% Solution Creating a Culture of Competence In Community-Based I/DD Support Organizations

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comprehensively address the direct support workforce crisis

**“We have a DSP Problem.” We hear it all of the time.**

**Home and Community-based Support Providers experience a crushingly high percentage of staff turnover, poor morale, and an inability to provide the high quality supports that people with disabilities and their families want and deserve.**

## How do we fix it?

Through our six years of work in approximately 40 states working with more than 50,000 direct support professionals, NADSP has demonstrated expertise in supporting organizations to adopt the practices and innovations needed to address the workforce crisis through our training and certification programs. Yet, we know that a great need still exists. Many organizations would benefit from intensive supports and technical assistance to transform their organizations to one that comprehensively hires, develops and promotes the life-long learning of its direct support workforce.

Our approach is backed by current research and the input and knowledge shared by both staff and administration within provider organizations. The following document outlines the stages, steps, and activities that NADSP has developed to assist organizations, through training and technical assistance, to implement human resource functions, on-boarding of new employees, engaging training & development practices, opportunities to advance through a national credentialing program, addressing organization culture and implement changes throughout the organization and create a Culture of Competence.

## The Package

### *NADSP will work with contracting organizations to provide:*

- Up to 12 days of on-site training and technical assistance
- 3 days (24 hours) of offsite technical assistance and support
- An in depth evaluation of organizational processes and progress around agreed upon goals

### *Furthermore, contracting organizations will also receive*

- Membership in a Community of Practice to share ideas, solicit feedback, and provide support for ongoing change and growth with other organizations who have engaged in this process, NADSP staff and stakeholders and national experts who support NADSP.
- 1 year of free NADSP Membership for the organization and all employed direct support professionals and frontline supervisors

### *Organizations who participate in this process will come away with*

- Tools, skills and resources needed to meet the CMS Final Settings Rule
- Best practices in recruitment and onboarding new employees
- Assistance in transforming a training & development requirements in a highly engaging and interactive manner.
- Access to career ladders based on the NADSP's nationally endorsed Code of Ethics and direct support professional competency areas.
- Advanced learning and training exercises to develop and enhance the skills of frontline supervisors
- An approach to participatory management activities that includes and empowers direct support professionals that builds an organizational culture that promotes excellence.

## The Approach

NADSP's Training and Technical Assistance package is based on extensive research and the expertise that NADSP staff and faculty bring to the process. These methods will support organizations to maximize their influence on staff behavior and the organizational culture. Each stage and corresponding steps and activity is outlined below.





## Stage One: Introduction, Assessment and Contract Development

*Who: Executive Leadership and Board of Directors for initial planning meeting*

*NADSP Activities include*

- Assessment of organizational need
  - On-site focus interviews with small representative groups across the organization
  - Offsite review of available organizational information relevant to the process
- Development of contract, working agreement and desired outcomes

*Estimated in person time: 1 day*

## Stage Two: Recruitment & Selection – The Human Resources Experience

*Who: Key human resources leadership and staff that are involved in recruitment and selection to design an HR process that includes best practices.*

*NADSP Activities Include*

- Create an organization action plan to achieve the structures, practices and outcomes necessary to improve employee retention, job satisfaction, personal outcomes and organizational culture

*Estimated in person time: 1 day*



## Stage Three: Building a Culture of Direct Support Competence – The Training & Development Experience

*Who: Key training and development staff will work with NADSP faculty to begin the process of advancing direct support professional knowledge, skills and values.*

*NADSP Training Activities Include:*

- Direct Support Professionals and the HCBS Settings Rule: The Changing Roles and Emerging Expectations of the Direct Support Professional®
- The NADSP Code of Ethics Encounter®
- The NADSP Competency Connection Exercise®
- An Introduction to Informed Decision Making (IDM)®
- Train-the-Trainer and using the complete Informed Decision Making Curriculum®

*Estimated in person time: 4 Days*

## Stage 4: Developing Frontline Supervisors

*Who: All frontline and mid-level supervisory staff will work with NADSP faculty to understand the important role the effective supervision has on employee satisfaction and organizational culture.*

*NADSP Activities Include*

- Training and Technical Support around:
- Leadership and Organizational Development (All Management staff)
- Frontline Supervision: The Hardest Job in the Organization

*Estimated in person time: 2 Days*



## Stage 5: Sustainable Systems Change

*Who: All management staff will work with NADSP faculty to understand systems change and building an organizational culture that supports it.*

*NADSP Activities Include*

- Training and Technical support around skills, knowledge and practices needed to ensure a sustainable, healthy organizational culture

*Estimated in person time: 1 Day*

## Stage 6: Measurement, Evaluation and Implementation

*Who: Organization Leadership will work with NADSP faculty to begin the evaluation process.*

*NADSP Activities Include:*

- Development and measurement of key outcomes to track change and measure success over time

*Estimated in person time: 1 Day*

## The Details

*Contracting organizations will agree to:*

- A 10 -12 month commitment to work with NADSP
- include identified goals into the organization's strategic plan

*Cost of the 80% Solution*

- \$2500 per day of training/technical assistance on site
- \$5000 in administration and follow- up fees
- Travel Reimbursement for NADSP staff