



# Direct Care Workforce Survey

2024

Done in collaboration between the Adult Services Division, the Developmental Services Division and the Vermont Department of Health.



## 2022 – First Direct Care Workforce Survey by DAIL/VDH

## 2024 – Follow up Direct Care Workforce Survey by DAIL/VDH

### Recommendations from the 2022 Survey Results

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- Consider DWC salary and benefit concerns
- Build a culture of excellence
- Leverage expertise of workers
- Understand current workforce needs
- Build recruitment and retention best practices
- Collaborate with statewide partners



# 541 responses collected in the 2024 DAIL Direct Care Workforce Recruitment and Retention Survey.

Many questions in the survey were multi-select, and therefore survey responses can total above the 541 count for multi-select questions.

*Data Limitations: Response period included end of year holidays and may have suppressed responses, respondents opted in to participation, responses in some parts of the state may not reflect the subpopulation of that region.*

# THE 5 PILLARS OF DIRECT CARE JOB QUALITY



## QUALITY TRAINING

- Training is accessible, affordable, and relevant to the job
- Content covers a range of relational and technical skills associated with quality care
- Competency-based, adult learner-centered instruction with opportunities for hands-on learning
- Programs account for cultural, linguistic, and learning differences
- Documentation and verification of program completion and/or certification, with connections to employment



## FAIR COMPENSATION

- Living wage as a base wage
- Access to full-time hours
- Consistent scheduling and notice of scheduling changes
- Employer- or union-sponsored benefit plans
- Paid sick days and paid family and medical leave
- Grief support and bereavement leave
- Financial support and asset development programs
- Access to merit, longevity, and other base pay increases



## QUALITY SUPERVISION & SUPPORT

- Clear presentation of job requirements, responsibilities, workflows, and reporting structures
- Consistent, accessible, and supportive supervision
- Access to personal protective equipment and other supplies to ensure worker and client safety
- Connection to peer mentors and peer support networks
- Connection to community-based organizations to address employment-related barriers



## RESPECT & RECOGNITION

- Direct care workers reflected in organizational mission, values, and business plans
- Diversity, equity, and inclusion formalized in organizational practices
- Consistent feedback is given on work performance and retention is celebrated
- Opportunities for direct care workers to influence organizational decisions
- Clear communication about changes affecting workers, with opportunities for feedback
- Direct care workers empowered to participate in care planning and coordination
- Other staff trained to value direct care workers' input and skills



## REAL OPPORTUNITY

- Employer-sponsored continuous learning available to build core and specialized direct care skills
- Opportunities for promotion into advanced direct care roles with wage and title increases
- Organizational commitment to cross-training workers and promoting from within
- Connections to external training and job development programs for other health care and social service careers

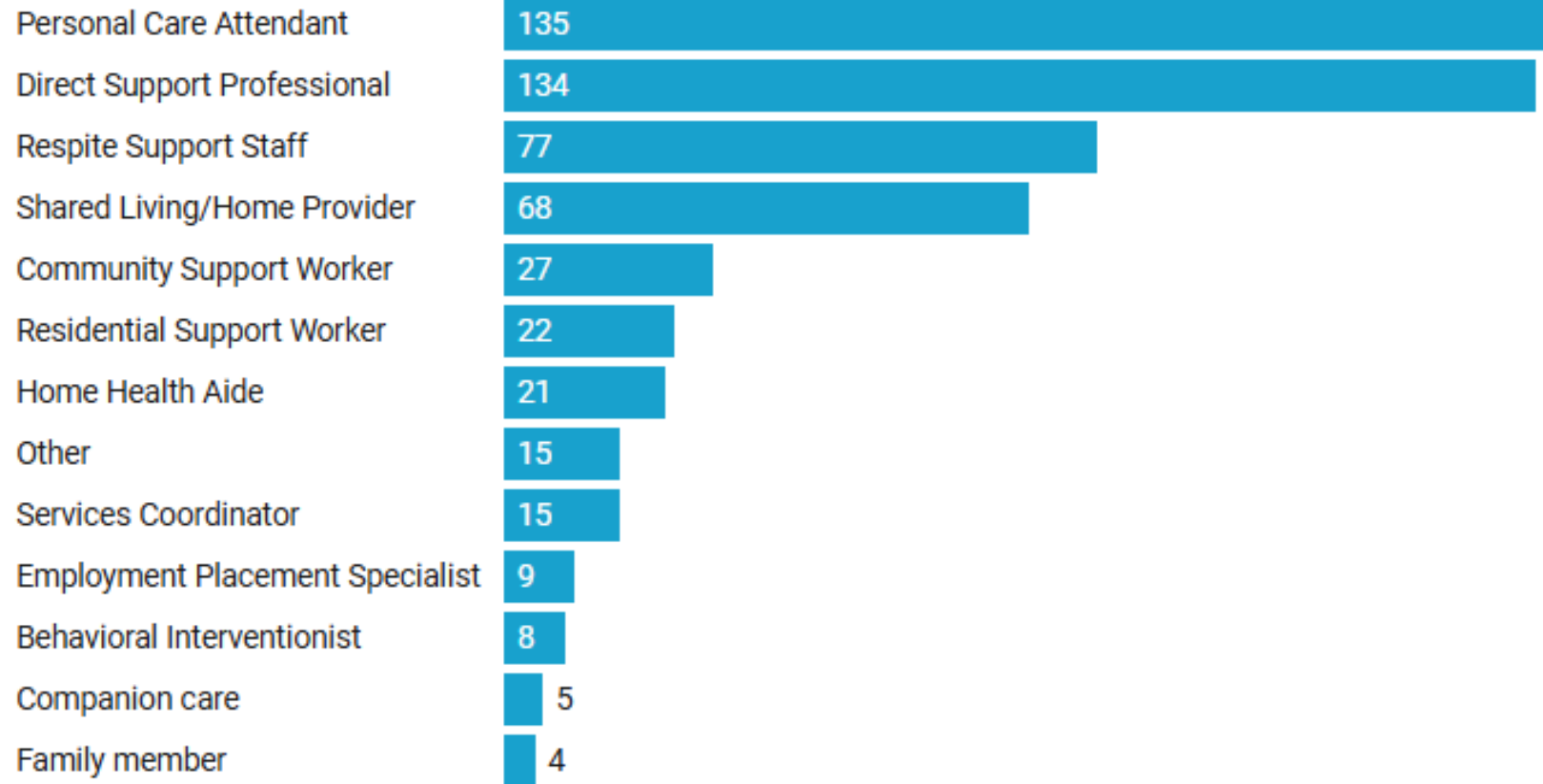
## Guiding Questions

These 5 Pillars along with targeted questions about the Vermont Direct Care Workforce (DCW) and its needs.



## DCW Category of Work

### Direct Care Workforce - Category of Work Responses



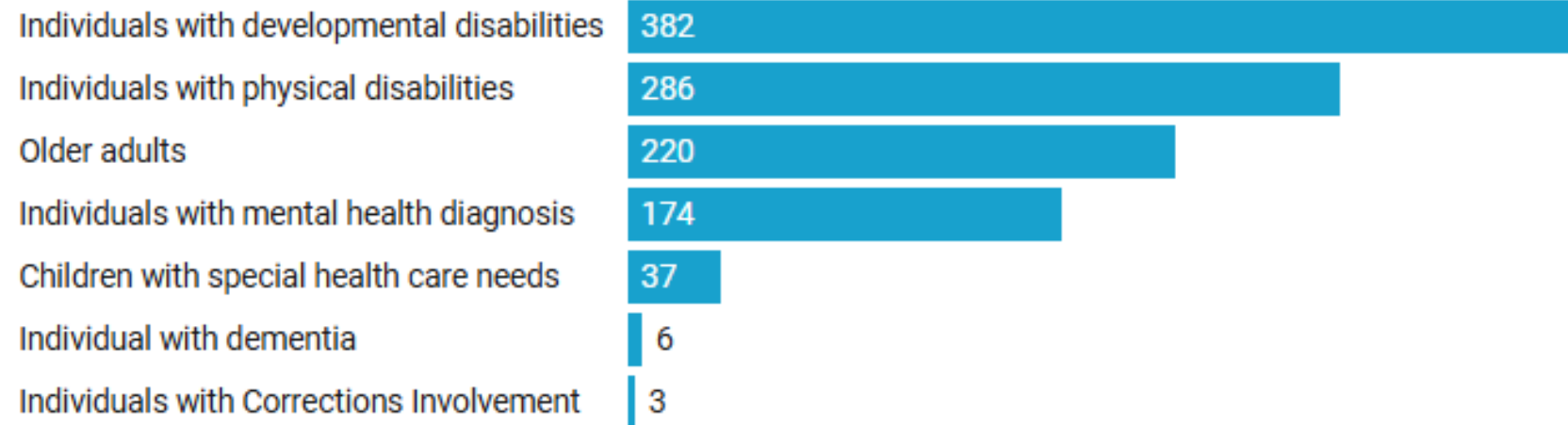
*n= 540*

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Vermont's direct care workforce serves individuals with diverse strengths and needs.

## Population Served

### Direct Care Workforce - Population Served



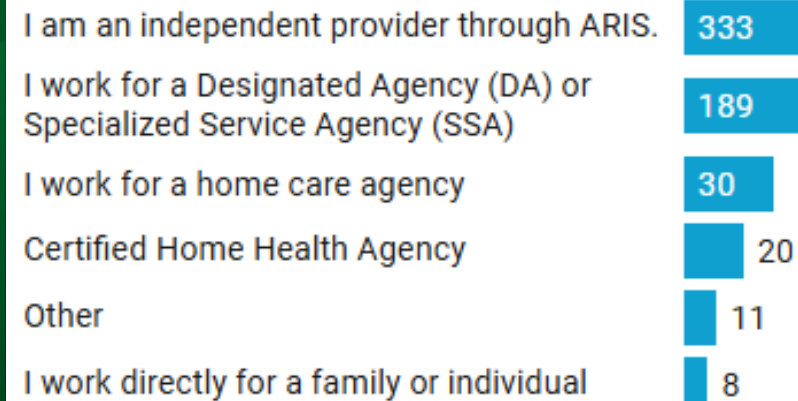
*n = 541 responses (multi-select)*

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Vermont's direct care workforce can support individuals with care needs through different employment options.

## DCW Employer Types

### [ Direct Care Workforce - Employer Types ]



*n = 539 individual responses (multi-select)*

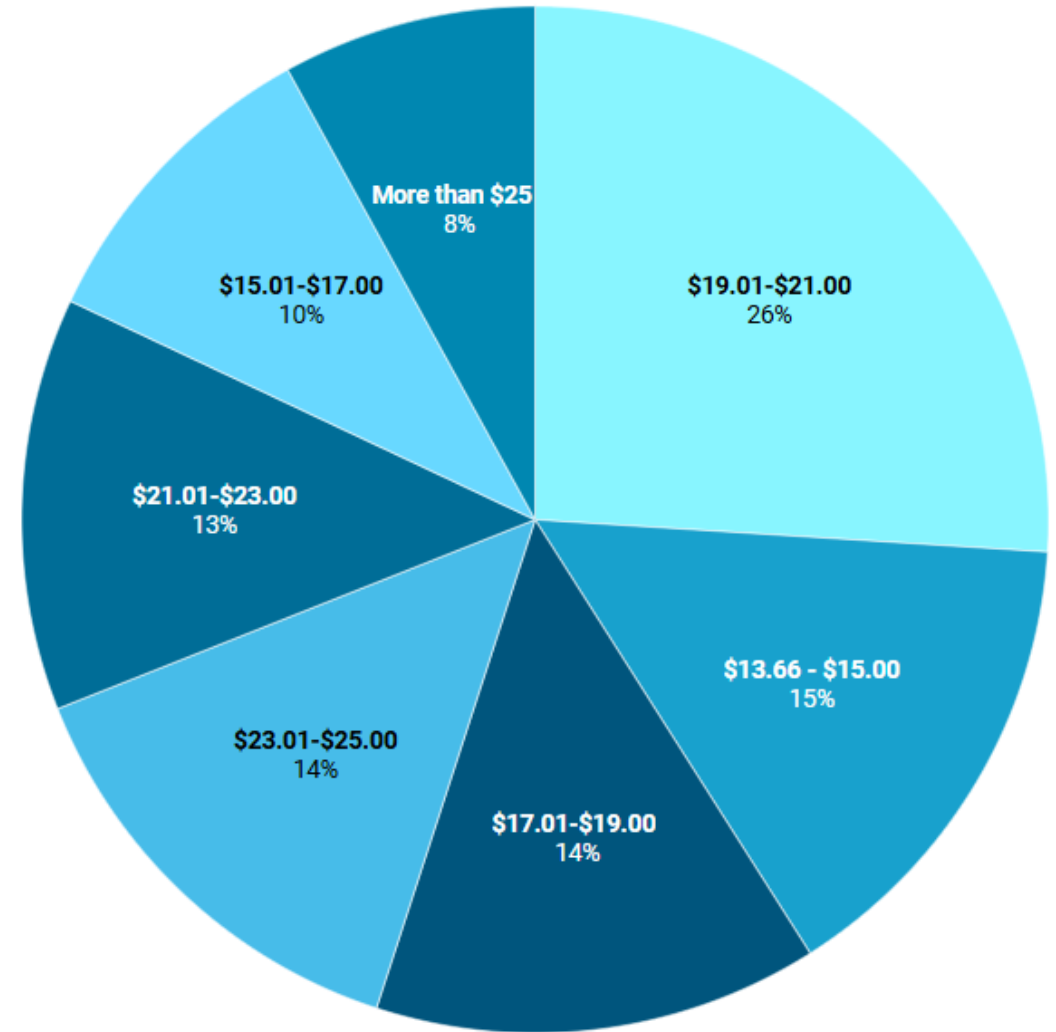
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# DCW Salary

February 21, 2025 | 8

## Direct Care Workforce - Hourly Wage

\$19.01-\$21.00 \$13.66 - \$15.00 \$17.01-\$19.00 \$23.01-\$25.00 \$21.01-\$23.00  
\$15.01-\$17.00 More than \$25



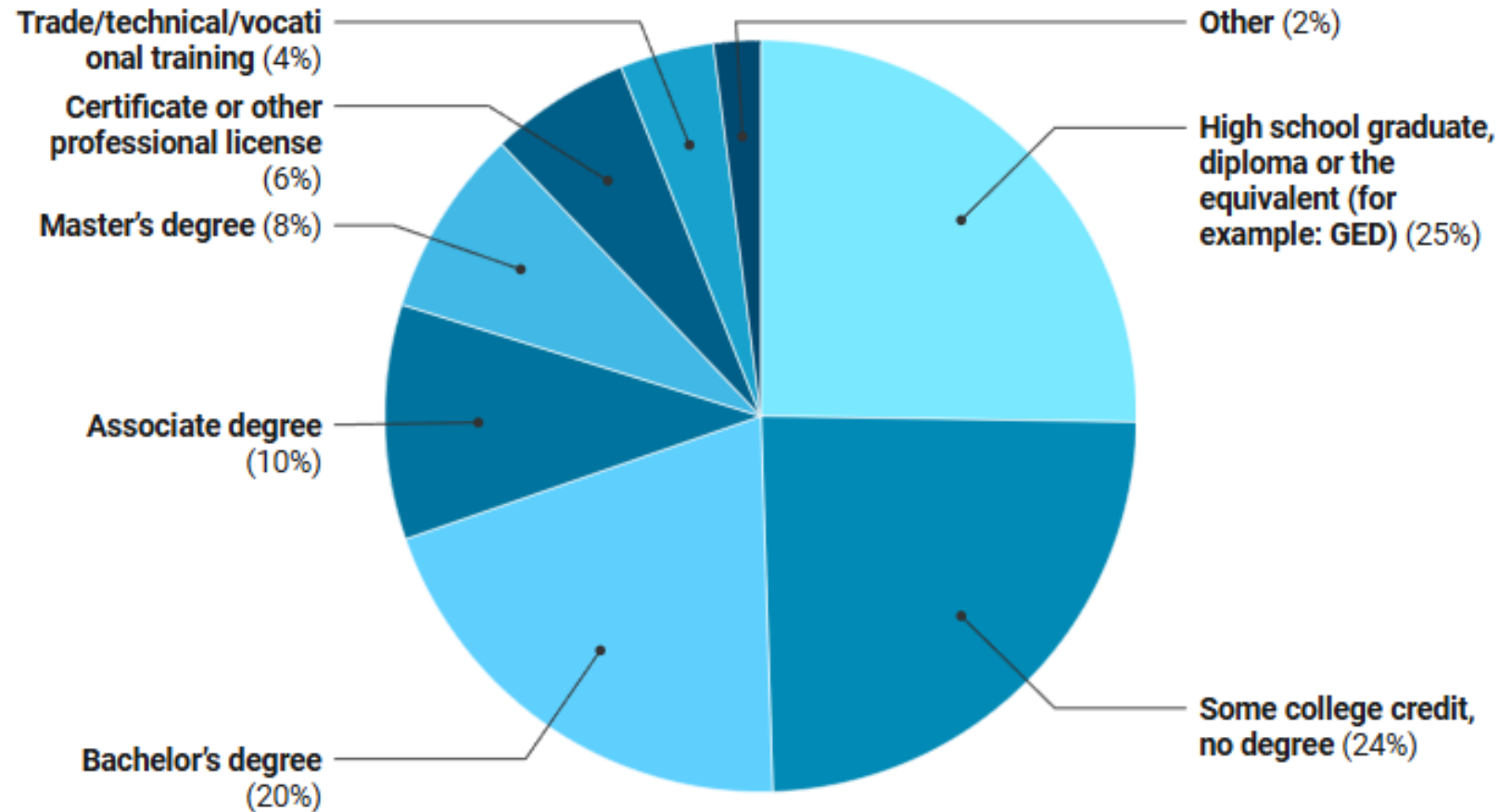
*n=517 responses*

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# DCW Education

## Direct Care Workforce - Education

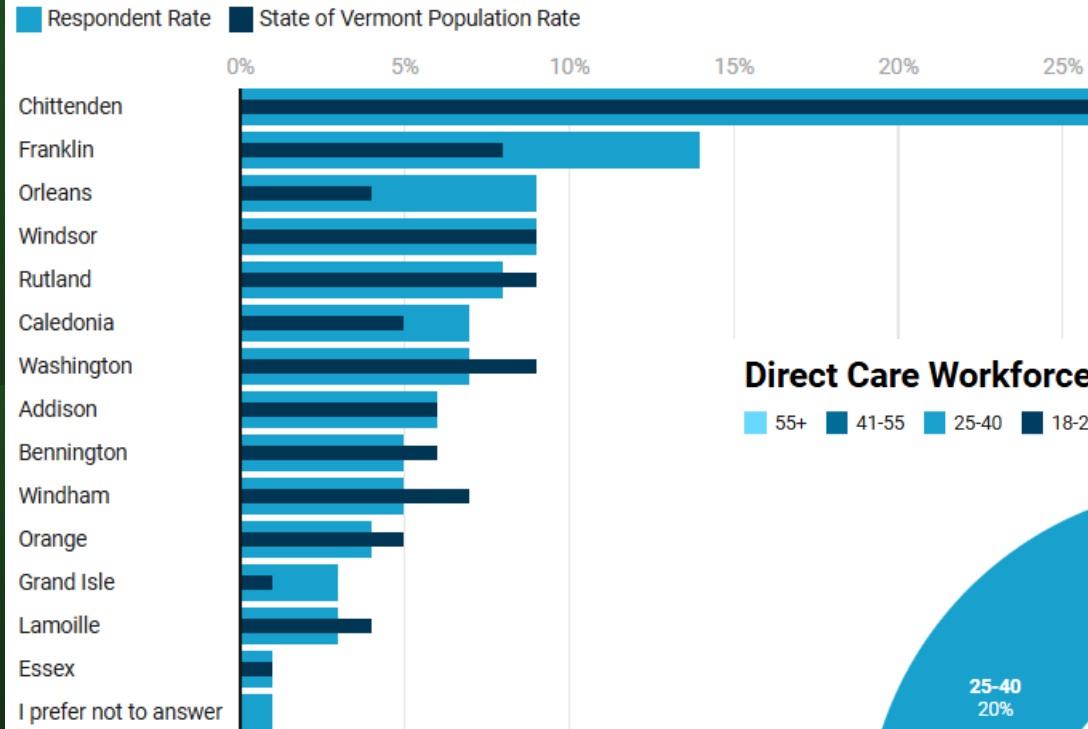


*n* = 537 responses

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# DCW – Demographic of Respondents

## Direct Care Workforce - County of Service of Responses Compared to Population Rate

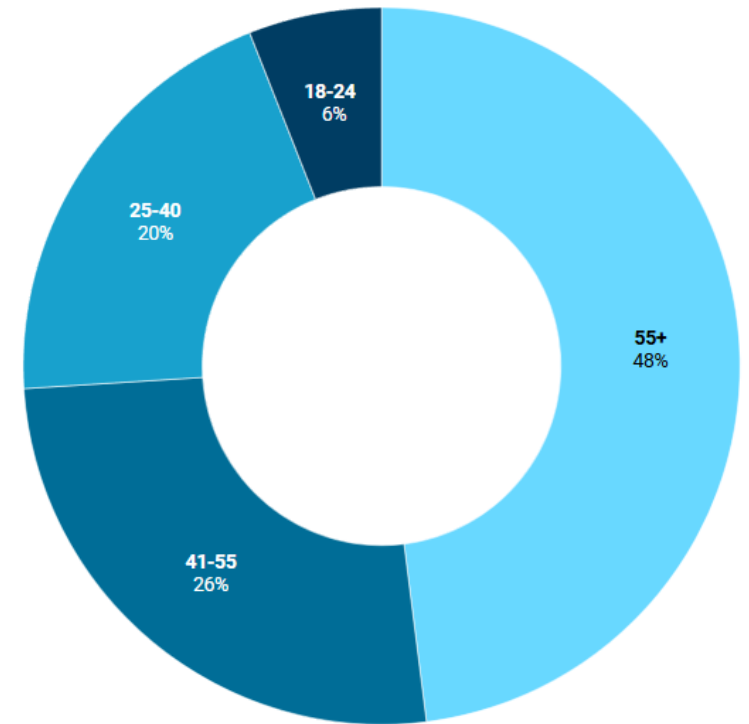


*n* = 534 responses (multi-select)

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## Direct Care Workforce - Age

■ 55+ ■ 41-55 ■ 25-40 ■ 18-24

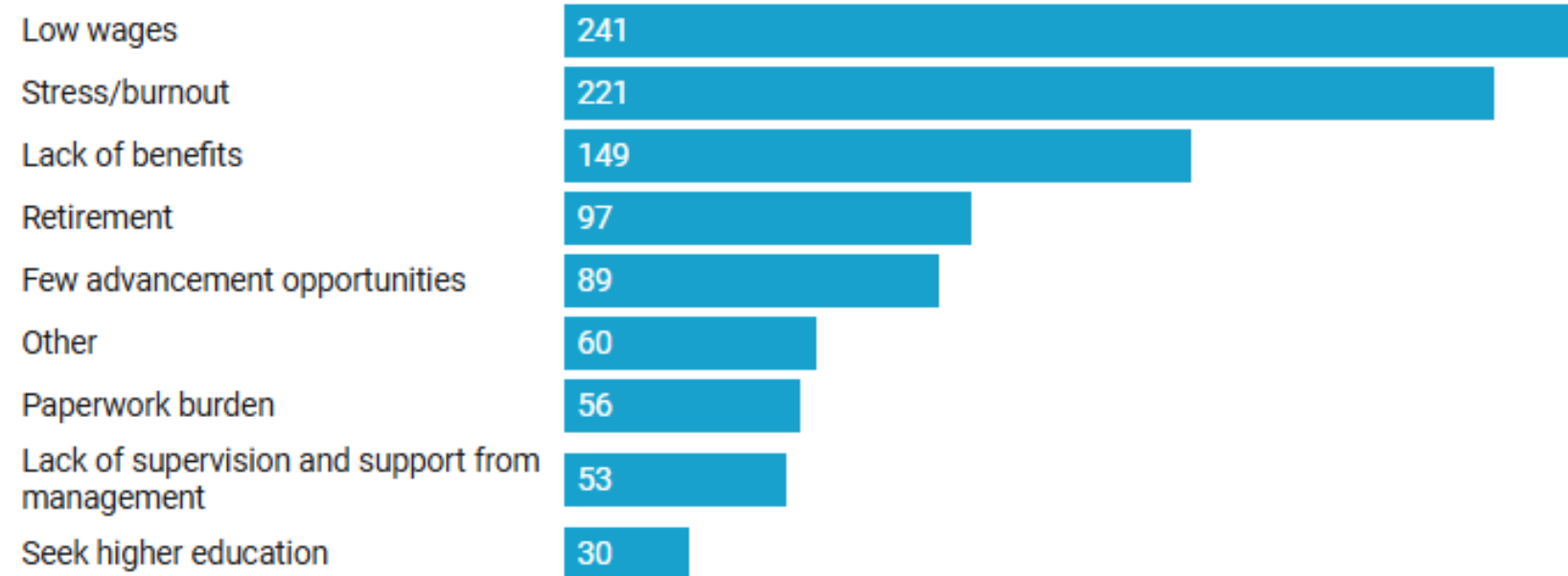


*n* = 540 responses

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# DCW Retention Concerns

## Why might you leave the Direct Care Workforce?

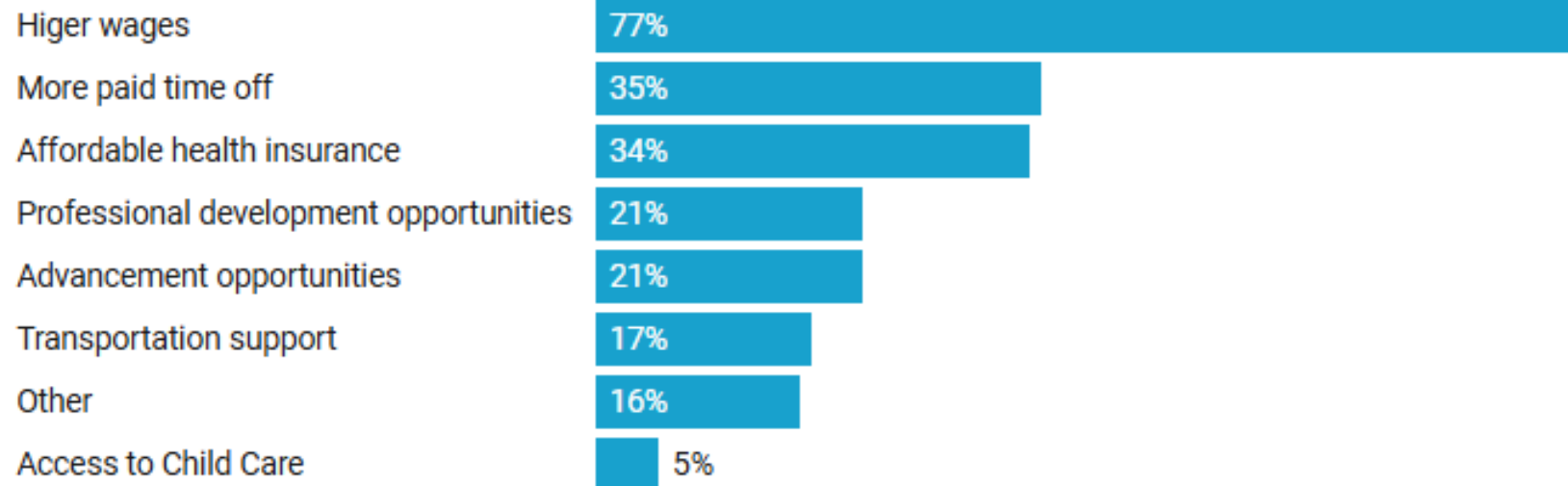


*n = 410 respondents (multi-select)*

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# DCW Retention Protective Factors

## What would help you to remain in the DCW field?



*n* = 488 responses

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# Training Opportunities

Agree Somewhat agree Neither agree nor disagree Somewhat disagree Disagree

Training offered is accessible, affordable, and relevant to the job



Content covers a range of relational and technical skills associated with quality care



Competency-based, adult learner-centered instruction with opportunities for hands-on learning



Accounts for cultural, linguistic, and learning differences



Training is documented, acknowledged and valued



Training is offered at a time and place that works for me



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## DCW – Training Opportunities



# DCW – Supervision

## Supervision and Support

Agree Somewhat agree Neither agree or disagree Somewhat disagree Disagree

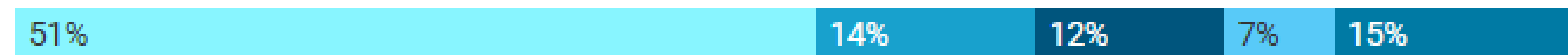
Clear job requirements, responsibilities, workflows and reporting needs



Consistent, accessible, and supportive supervision



Access to personal protective equipment and other supplies to ensure my safety



Connection to peer mentors and peer support



Connection to community-based organizations to address employment-related barriers



# DCW

## Respect and Recognition

### Respect and Recognition

Agree Somewhat agree Neither agree nor disagree Somewhat disagree Disagree

Direct care workers are reflected in organizational mission, values, and plans



Diversity, equity and inclusion is formalized in organizational practices



Consistent feedback is given on work performance and retention is celebrated



Direct care workers have the opportunity to influence organizational decisions



Communication is clear about changes affecting works, with opportunities for feedback



Direct care workers are empowered to participate in care planning and coordination



Other staff value direct care workers' input and skills



# Real Opportunity

Agree   Somewhat agree   Neither agree or disagree   Somewhat disagree   Disagree

Employer-sponsored continuous learning is available to build direct care skills



There are opportunities for promotion into advanced direct care roles with wage and title increases



There is organizational commitment to cross-training workers and promoting from within



I'm offered connections to external training and job development programs for other health care and social service careers



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DCW  
Real Opportunity



Survey questions can be submitted to : [Jennifer.Schollmeyer@vermont.gov](mailto:Jennifer.Schollmeyer@vermont.gov) (ASD) or [Emma.Rose.McCadden@vermont.gov](mailto:Emma.Rose.McCadden@vermont.gov) (DDSD)

Direct Care Workforce Survey is planned to be redone every two years. The next survey is planned for late 2026. Survey results will be shared on the DAIL website and with our community partners.