Illinois Partners for Human Service conducted statewide research to identify what factors are most affecting the health and human services workforce in the wake of the pandemic.

**KEY FINDINGS**

**Workforce Demographics**
- Over 75% of health and human service employees identify as female and more than half of the workforce is Black, Indigenous, Latina/o/x and people of color (BILPOC);
- The majority of senior leadership is White, while the majority of frontline staff is BILPOC.

**Impact of COVID-19**
- The vast majority of respondents reported increases in both COVID-19 revenue and COVID-19 expenses;
- Smaller organizations experienced more volatility, with bigger swings in revenue (both positive and negative), than larger organizations;
- Emergency COVID-19 funding, while helpful, is not sustainable and does little to address growing workforce issues.

**Turnover, Vacancies, and Hiring Barriers**
- Most organizations experienced their highest turnover at the onset of the pandemic or in the most recent quarter surveyed;
- More than half of survey respondents experienced higher vacancies during the study period than their pre-pandemic baseline, of which over 25% reported double or more vacancies;
- Lack of applicants and lower wages were the most common hiring barriers reported by survey respondents.

**WORKFORCE DEMOGRAPHICS**

**Gender Identity in the HHS Workforce**
- Non-binary: 0.7%
- Male: 25.1%
- Female: 76.8%

**Demographic Data for HHS Workforce as Compared to General Illinois Population**

Investing in the health and human services is inherently a gender and racial equity issue.
The sector is collectively experiencing increased workforce challenges with record levels of vacancies, turnover, and growing wage gaps, likely influenced by the COVID-19 pandemic.

**RECOMMENDATION: STRENGTHEN THE WORKFORCE PIPELINE**

**TURNOVER**

Number of Organizations Experiencing Highest Turnover by Quarter *(January 1, 2020 – June 30, 2021)*

- January 1 – March 31, 2020: 22.9% of Total Respondents
- April 1 – June 30, 2020: 8.5% of Total Respondents
- July 1 – September 30, 2020: 8.3% of Total Respondents
- October 1 – December 30, 2020: 8.3% of Total Respondents
- January 1 – March 31, 2021: 16.7% of Total Respondents
- April 1 – June 30, 2021: 51.5% of Total Respondents

*6.3% of organizations experienced no turnover from January 1, 2020 - June 30, 2021*

Focus group participants identified certain jobs with higher vacancies and turnover, including: domestic violence intervention; behavioral health; youth services; medical technicians; registered nurses; foster care workers; home-based caretakers; and bilingual positions across disciplines.

**THE WAGE GAP**

<table>
<thead>
<tr>
<th>Organizations with Fewer than 100 Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management/Leadership</td>
</tr>
<tr>
<td><strong>Average maximum</strong></td>
</tr>
<tr>
<td>$48.43 overall average based on 110 of survey respondents</td>
</tr>
<tr>
<td>$58.50 overall average based on 110 of survey respondents</td>
</tr>
<tr>
<td>$22.38 average minimum based on 110 of survey respondents</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizations with 100+ Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management/Leadership</td>
</tr>
<tr>
<td><strong>Average maximum</strong></td>
</tr>
<tr>
<td>$61.26 overall average based on 110 of survey respondents</td>
</tr>
<tr>
<td>$96.20 average minimum based on 110 of survey respondents</td>
</tr>
<tr>
<td>$64.33 overall average based on 110 of survey respondents</td>
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</tbody>
</table>

Average maximum: The average of the highest wage offered by each of the survey respondents
Average minimum: The average of the lowest wage offered by each of the survey respondents

The average overall maximum and minimum based on 110 respondents

**Building a Strong Health and Human Services Workforce Pipeline**

- **Educational pathways and incentives**
- **Tuition reimbursement and loan forgiveness**
- **Competitive wages and benefits**
- **Raising, training, and professional development**
- **Reduced administrative burden**
- **Contracts that reflect fair pay for comparable work**
- **Equitable and flexible funding mechanisms**
- **Funding that keeps pace with the cost of doing business**

**Impact**

- **Strong Health and Human Services Workforce**
- **Licensing and credentialing reforms**

The State must strengthen programs that help build and maintain a strong health and human services workforce pipeline.