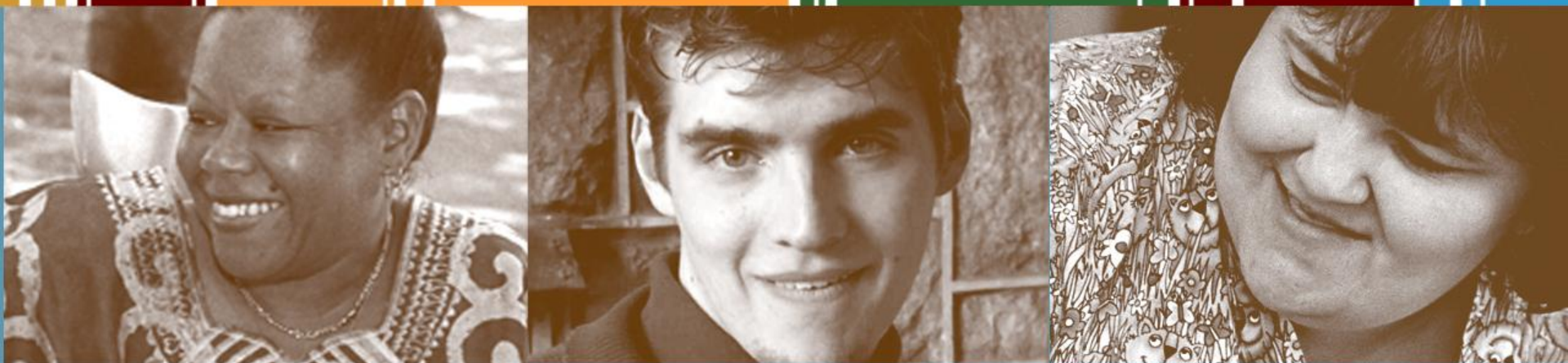




The Workforce Crisis in Long Term Care: Proven Tools to Meet the Challenge

Carol Rodat , NY Policy Director
September 18, 2008



Quality Care THROUGH Quality Jobs

PHI's Mission

To use our practical workplace and policy expertise to help consumers, workers and employers improve the quality of care by creating better quality jobs,

And in so doing,

- Promote caring, stable relationships between consumers & workers,
- Improve the lives of those needing care and their caregivers

Building Future Communities



What do climate change and global warming have to do with the future of long-term care in New York State, in upstate, and in your community?

What do we mean by LTC Workforce?

- Physicians
- Nurses
- Therapists
- Social Workers
- Direct Care Workers (Certified Nursing Assistants, Home Health Aides, Personal Care Aides, Personal Assistants)
- Family, friends, volunteers

Inadequate Workforce

- 7,100 geriatricians and declining
- Less than 1% of nurses and pharmacists and less than 4% Social Workers in geriatrics
- 71% turnover of nurse aides
- 40-60% turnover of home health aides in year 1; 80-90% in first 2 years
- Assisted living staff turnover 21-135%

The Long-Term Direct Care Workforce

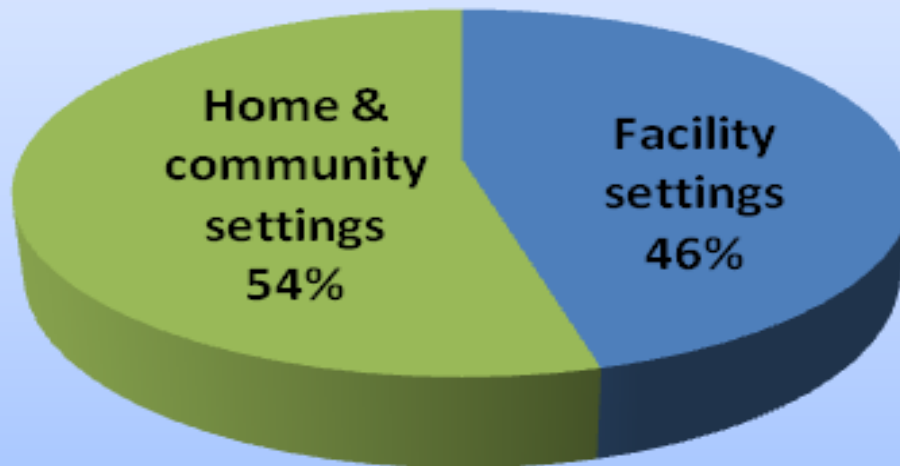
Worker	NYS Total	Wtd. Median Hourly Wage	Training
Certified Nursing Assistants	99,660	\$10.67	100-120 hour minimum
Home Health Aides	130,960	\$9.34	75 hour minimum
Personal Care Aides	59,760	\$8.54	40 hours

Paid Direct Caregivers in NYS

- 9 out of 10 are women, aged 25-44
- 63% are foreign born
- Nearly half are women of color
- 58% report no schooling beyond high school
- More than 28% return home at night to a family living in poverty

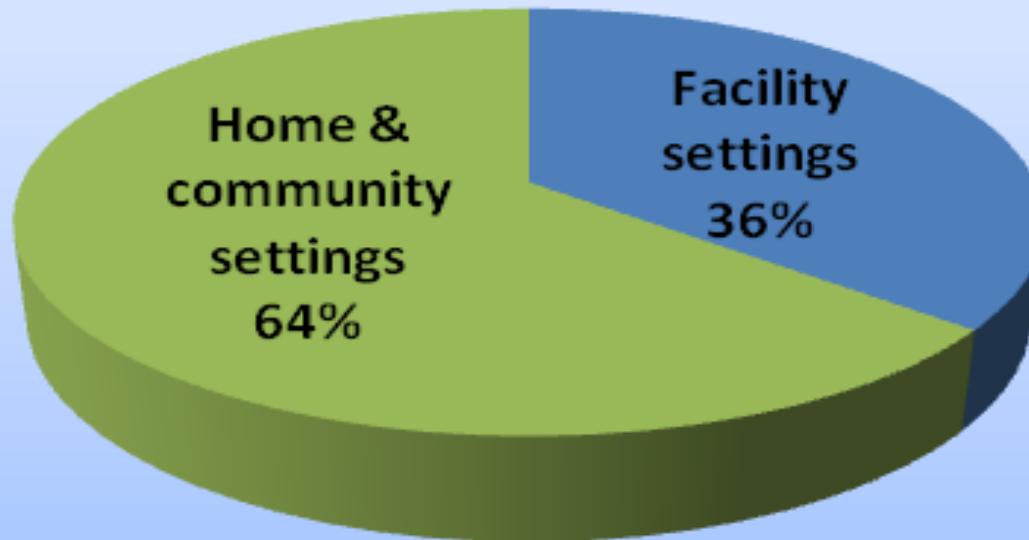
The Long Term Care Workforce

Where Direct-Care Workers Work,
2002

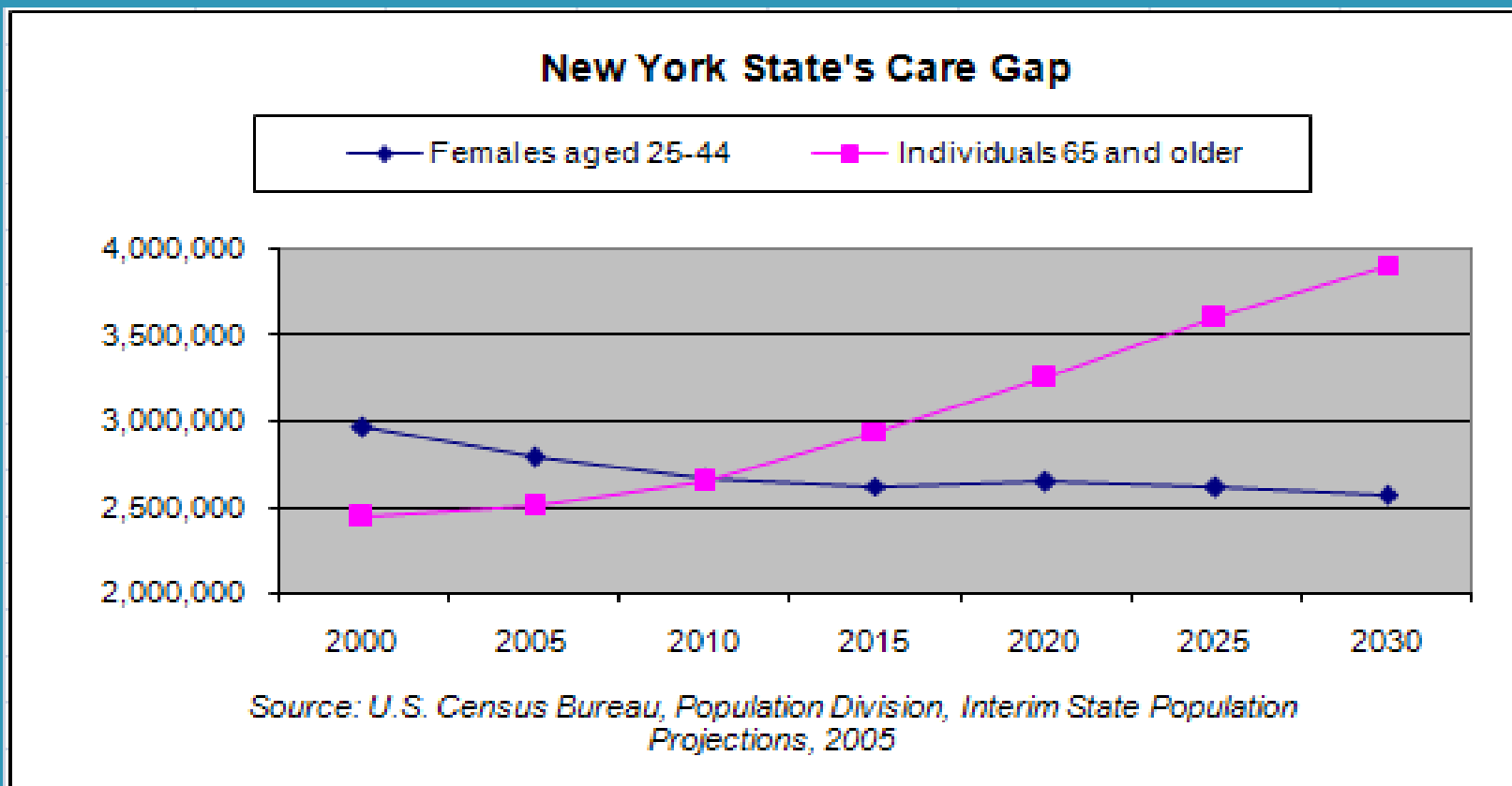


The Shift to HCBS

Where Direct-Care Workers Will Work, 2016



NY State's Care Gap



The 9 Elements of a Quality Job

- Family-sustaining wages
- Affordable health insurance
- Full-time hours
- Excellent training
- Participation in decision-making
- Career advancement
- Linkages to services
- Supervision
- Participative “quality improvement” management

Provider Strategies

- Peer mentor program
- Coaching supervision
- Retention specialist
- Advancement opportunities
- Guaranteed Hours
- Technology for scheduling
- Culture change

Workforce System Approaches

- Health care liaison in One-stops
- Customized recruitment & retention
- Directory with job details
- Convening of parties, building partnerships for common purposes

Collaborative Models

- Opportunity Partnership & Empowerment Network (OPEN) – Grand Rapids, MI
- Arizona Training Center – Tucson, AZ
- CHCA and the SKILL Center – Bronx, NY
- ANCOR/DOL One Stop Pilot
- PA multi-employer industry partnership
- “Next Step in Care” – NY, NY

“Community” Models of Care

- Program models that are client and worker-centric (e.g., Greenhouse, CHCA)
- Culture change initiatives that empower frontline workers
 - “Neighborhoods” in nursing homes
 - Team approaches

Consumer Directed Care

- Teaching options to consumers
- Consumer as employer training
- Recruitment teams
- Intermediary service organizations
- Incident management and back-up
- Co-training with consumers and assistants

Family Caregiver Connections


- Family caregiver identification
- Family caregiver assessments
- Supports
- Linking information and resources – *NY Connects*
- *Next Step in Care*
- One stops

State Strategies

- Focused attention
- Dedicated funding
- Health insurance demonstrations
- Better training requirements
- Expanded training requirements
- Registries
- Consumer as employer training
- Measurement

What is left to do in NY?

- Create multiple paths to entry
- Improve the training
- Connect workforce to supports
- Create a career ladder
- Engage leaders and managers
- Build supports for family caregivers
- Integrate into housing and community
- Create workforce goals and measurement

- 
- Ordinary, even familial things happen here, though often unwitnessed, wounds are healed, muscles strengthened, faces washed, and hands held. Each small movement is tiny in its fruition, huge in its absence.

- **Sallie Tisdale**

www.phinational.org
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