



Pennsylvania Coalition of Affiliated
Healthcare & Living Communities

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*Quantity, Quality & Advocacy to Support
the Direct Care Workforce Crises*

**DON'T JUST SIT THERE.
DO SOMETHING.
THE ANSWERS
WILL FOLLOW.**

@FEARLESSMOTIVATIONOFFICIAL / MARK MANSON

OBJECTIVES

- Trends and statistics regarding staffing that impact our planning and daily operations in long-term care
- The basics of recruitment and retention that are often overlooked
- Strategies for recruitment and retention with analysis of success and challenges
- Initiatives currently taking place both in and out of the long term care arena
- The advocacy efforts that need immediate and swift action and support from the associations and individuals

Background Direct Care Shortage/Staffing

- Report to the President
 - Direct Care Support Workforce Crises – Effects on people with Intellectual Disabilities and their families
- US Expected a shortage of RN's to intensify – Nursing schools struggling to expand capacity to meet demand – 1-19
- 2009 Labor Stats – more than 22.2% new positions – 581,500 jobs by 2018
- Shortage as high as 500,000 jobs by 2025
- 3-1-19 The push for \$15/hr. on a budget freeze – “Only swift meaningful legislation can begin to help”
- 80-90% female jobs – 40% increase in a decade 1988-1998 Nurse aides rank 12th in job growth
- Zeigler – January 2018 – Staff Recruitment and Retention number one Concern for Senior Living Providers

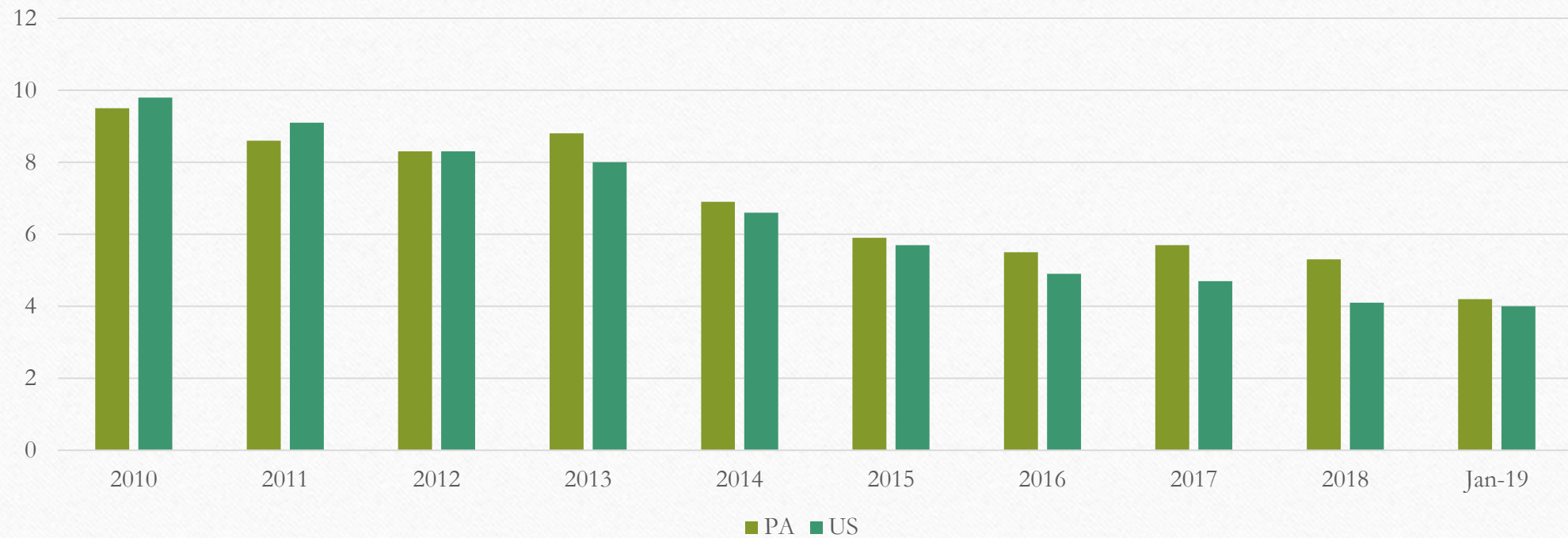
Trends and Statistics

- Unemployment Rate History
- Projected Jobs
- Age
 - 1 million to retire in next 10 years
- Gender
- Star Ratings Staffing



Unemployment Rate History

Unemployment Rate – Lowest in more than a decade



Current & Projected Job Openings

Pennsylvania								
Occupation	Jobs		Projected NEW Openings		Projected REPLACEMENT Openings		Projected TOTAL Openings	
	2018	2028	Count	Percent	Count	Percent	Count	Percent
Registered Nurses	145,462	160,991	15,529	10.7%	77,533	53.3%	93,062	64.0%
Licensed Practical and Licensed Vocational Nurses	37,913	42,118	4,205	11.1%	28,117	74.2%	32,322	85.3%
Home Health Aides	37,601	57,654	20,054	53.3%	53,148	141.3%	73,201	194.7%
Nursing Assistants	76,195	82,574	6,379	8.4%	88,386	116.0%	94,765	124.4%
Total Nursing / Health Aides	297,170	343,337	46,167	15.5%	247,183	83.2%	293,350	98.7%
Total All Industries / All Occupations	6,444,743	6,770,754	326,011	5.1%	7,384,507	114.6%	7,710,518	119.6%

Source: EMSI, 2019.1 Class of Worker; QCEW Employees, Non-QCEW Employees & Self-Employed

Workforce by Age Groups

Pennsylvania										
Occupation	Jobs		Age Groups							
	2018	2028	Age 14-18	Age 19-21	Age 22-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65+
Registered Nurses	145,462	160,991	0.0%	0.3%	3.3%	22.3%	21.6%	24.6%	23.7%	4.3%
Licensed Practical and Licensed Vocational Nurses	37,913	42,118	0.1%	1.8%	3.9%	21.9%	21.8%	23.3%	21.8%	5.2%
Home Health Aides	37,601	57,654	0.7%	4.3%	7.0%	24.4%	20.8%	21.4%	16.2%	5.2%
Nursing Assistants	76,195	82,574	1.1%	5.4%	8.1%	24.5%	19.4%	20.1%	16.7%	4.8%
<i>Total Nursing / Health Aides</i>	<i>297,170</i>	<i>343,337</i>	<i>0.4%</i>	<i>2.3%</i>	<i>5.1%</i>	<i>23.1%</i>	<i>20.9%</i>	<i>22.9%</i>	<i>20.7%</i>	<i>4.7%</i>
<i>Total All Industries / All Occupations</i>	<i>6,444,743</i>	<i>6,770,754</i>	<i>2.3%</i>	<i>4.2%</i>	<i>5.4%</i>	<i>21.0%</i>	<i>19.6%</i>	<i>21.8%</i>	<i>19.1%</i>	<i>6.5%</i>

Source: EMSI, 2019.1 Class of Worker; QCEW Employees, Non-QCEW Employees & Self-Employed

Workforce by Gender

Pennsylvania				
Occupation	Jobs		Gender	
	2018	2028	Male	Female
Registered Nurses	145,462	160,991	9.8%	90.2%
Licensed Practical and Licensed Vocational Nurses	37,913	42,118	8.9%	91.1%
Home Health Aides	37,601	57,654	12.1%	87.9%
Nursing Assistants	76,195	82,574	12.1%	87.9%
Total Nursing / Health Aides	297,170	343,337	10.6%	89.4%
Total All Industries / All Occupations	6,444,743	6,770,754	50.7%	49.3%

Source: EMSI, 2019.1 Class of Worker; QCEW Employees, Non-QCEW Employees & Self-Employed

Other Trends and Statistics (to be measured)

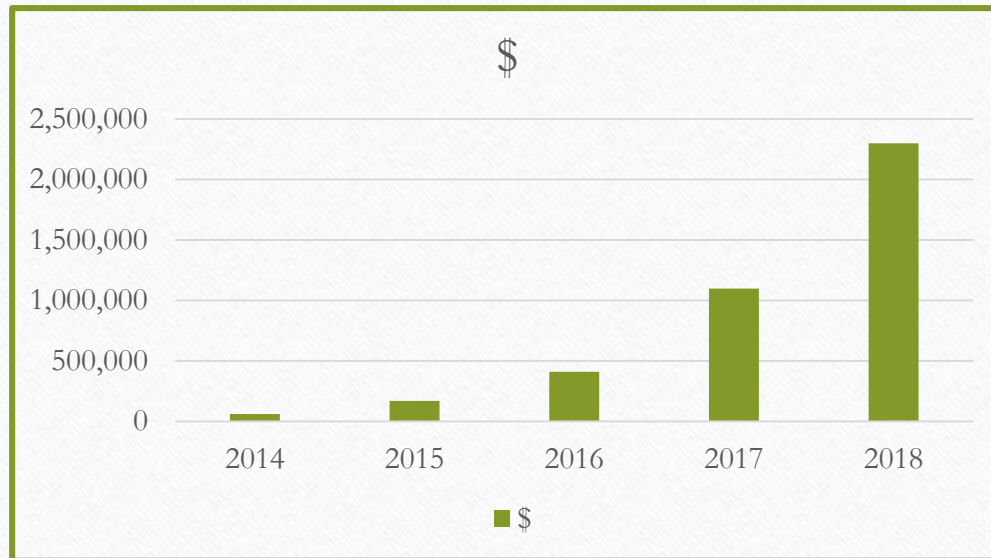
- Denials of Admissions
 - Increasing Acute Care LOS
 - Closing Units/floors
- Inability to refer to Home Health
 - Increasing all LOS
- Discharging more quickly out of Acute Care for more than one reason
 - Increasing re-hospitalization rate

Trends and Statistics

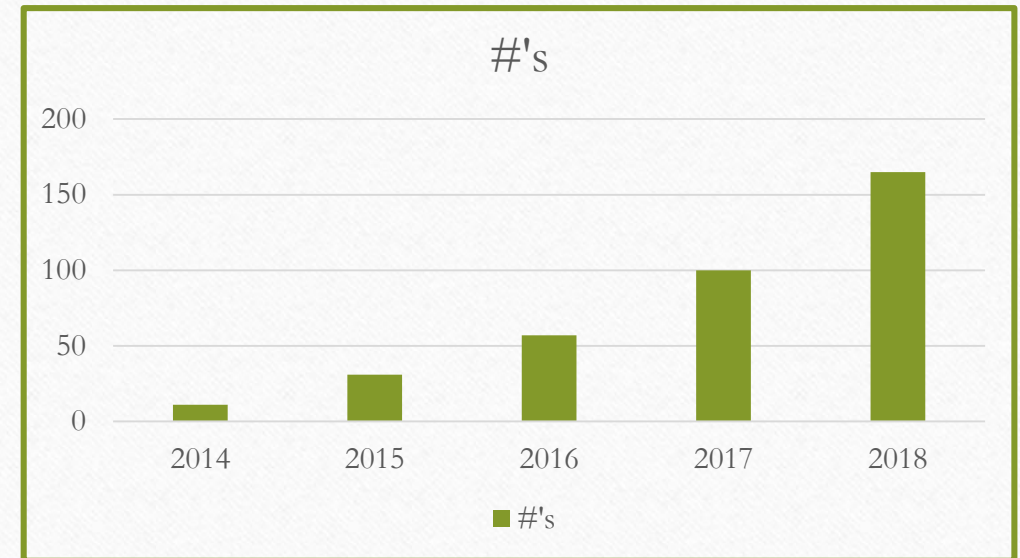
- Providers unable to conduct CNA Classes
 - 165 providers fined in 2018 – fine over \$10,000 disqualifies for CNA class
- Med Tech training restrictions
 - You must work in a Personal Care Home to be a Med Tech Trainor
 - You must be at the Personal Care Home for a minimum of 6 months to be a Trainor

Skilled Fines and Dollars

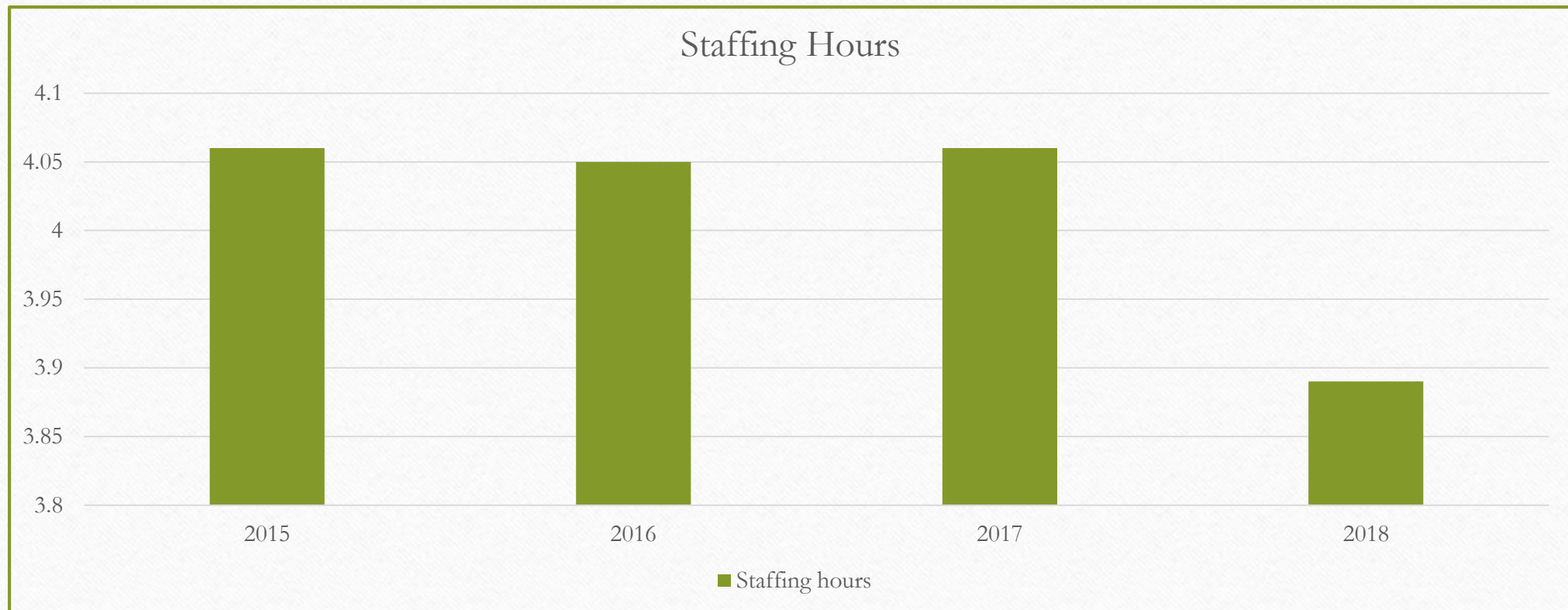
Fine Trending Analysis



Facilities Fined Trending Analysis



Star Rating Staffing Averages



Basics of Recruitment and Retention

**It's Ok to Fail - What Matters is
That You Keep Going!**

“Never assume that basic recruitment stays on track”

Require a Written Action Plan

YOU NEED A STRATEGY, DAMMIT, NOT A TWITTER ACCOUNT

INTEGRATE SOCIAL MEDIA INTO YOUR DNA & CULTURE
 *JD Lasica *Carla Schlemminger

★ BUILD A COMMUNITY OF SUPPORTERS!
 (not just eyeballs)

★ INVOLVE YOUR SUPPORTERS!
 (be human!)

★ FIND YOUR CHAMPIONS!

#12 NTC dammit
<http://socialbrite.org/NTC>
 Slides & more?
 @socialbrite

Nonprofit Technology CONFERENCE
 2012
 April 5
 San Francisco CA

RALLY
 Learn more at Rally.org
 Graphic Recorder: @kateruter

LINKS

- Socialbrite.org/NTC
- Klout to see in influencers
- Semrush.com
- SpyFu.com
- Google Keyword tool
- Invisiblepeople.tv
- Google for Nonprofits Join!
- Animoto for video
- Contxts.com
- Onswipe for iPad
- Flickr.com / creative commons
- Hootsuite

WHAT IS SOCIAL MEDIA?

→ Social Media is PEOPLE!

+ TOOLS
 + AN ECOSYSTEM

Huge Growth!
 82% Youth
 77% Adults

3 billion YouTube Vids
 A DAY!

1 of 9 people on the planet are on FACEBOOK

WHY ARE YOU DOING THIS?

Who? When? Why? Where?

- Do a self-assessment
- 1-2 people to support
- Get stakeholder support
- Touch base often

Integrate w/ your staff

WHAT ARE YOUR BUSINESS GOALS?

- A process
- Start with LISTENING

HOW DO YOU ACTUALLY DO IT??

- Have a policy w/ staff
- Define a clear theme
 BOIL MISSION DOWN TO AN ELEVATOR PITCH
- Begin with a strategy document
- What does SUCCESS look like?
- Use the Feedback Loop
- How do you find where your audience is? **ASK THEM**

Using Social Media to...

- Raise awareness
- Raise funds
- Reach new people
- Community volunteers
- INVOLVEMENT
- + RANK YOUR GOALS
- + FOCUS
- ↳ Framing & focussing Goals is hard

THE POWER IN ACTION

- The power of Storytelling
- A MEDIA OUTLET → Awareness, Influence, Action, Impact
- Touch people on an EMOTIONAL LEVEL
- Find your internal Storytellers
- Make a timeline & topic List
- Set aside time to make this!
- It's Fun! Create an events calendar

HOW DO YOU MEASURE?

Data is better than gut

Gather → Analyze → ACT

Map METRICS to GOALS

Funnel of Love

INFO INSIGHTS ACTION

KPI = Key Performance Indicator

Metrics 1.0 > page views, e-mails

Metrics 2.0 > engagement, likes, shares

SEM: Long Tail Keyword matter

a metrics program...

- track as you go
- capture anecdotes
- discuss what is working
- refine & tune
- HAVE AN OWNER

Find your keywords!

OTIDBITS

- SOCIAL MEDIA IS 24/7
 ~ It doesn't stop on weekends
- LOCK for talent & REVERSE MENTOR
- DON'T DO IT IF IT DOESN'T DIRECTLY SUPPORT YOUR GOALS
- GO where your AUDIENCE is
- WATCH FOR Sentiment, Activity, Actions, Engagement
- BE POSITIVE, NOT PUNATIVE
- YOU DON'T NEED \$ TO GET GREAT KEYWORD RESULTS
- YOU CAN TELL STORIES w/ MEDIA
- WRITE DOWN your commitments
- LEARN FROM OTHER SIMILAR ORGANIZATION

Basics of Recruitment and Retention

Must chose a driver for Recruitment! You have a marketing plan – this is a marketing plan/campaign for staffing:

- Cover all the basics:
 - Advertising Channels
 - Grocery Stores, Laundromats, Schools, Churches, Banks, Restaurants
 - Facebook, Snapchat, Linked In, Indeed
 - Recruitment Process
 - Recruitment Marketing
 - Lists
 - Open Position Signage
 - Billboards, Radio, Job Fairs

Basics of Recruitment and Retention

- School Connections
 - High Schools
 - Tech Schools
 - Nurse Aide training providers
 - University connections
- Community Connections
 - Rotary, Goodwill, Career Link, Courthouse resources
- Onsite Events
 - Job Fair, Open Interviews



Basics of Recruitment and Retention

- Interview and offer process
- Onboarding and Orientation
- Mentoring, Career Development
- Rewards of Mentor/Mentee
- Training of the Mentor
- Provide Lunch Opportunity for feedback
- Welcoming Process
- Recognition and Celebrations
- Feedback and Satisfaction



Strategies

What are people looking for? Give it to them.

A satisfied employee is the best business strategy of all!

Strategies – “If You’ve Got It Flaunt It”



- Explore, brainstorm and dig into what you have to offer. Put it all out there.
- We are most likely not working with the Silent Generation.
- Be Bold an Be Flashy.

CNAs

Join Our Caring Team!



CNA Wages up to \$15.17 & the **BEST** Benefits in
Crawford County and I mean the **BEST!**

Call Today!

814-763-2445

Strategies

- **Flexibility**

- Schedule **12 hour shifts – work three days a week!!!!**
- Hours
- Time Off

- **What may or may not be important**

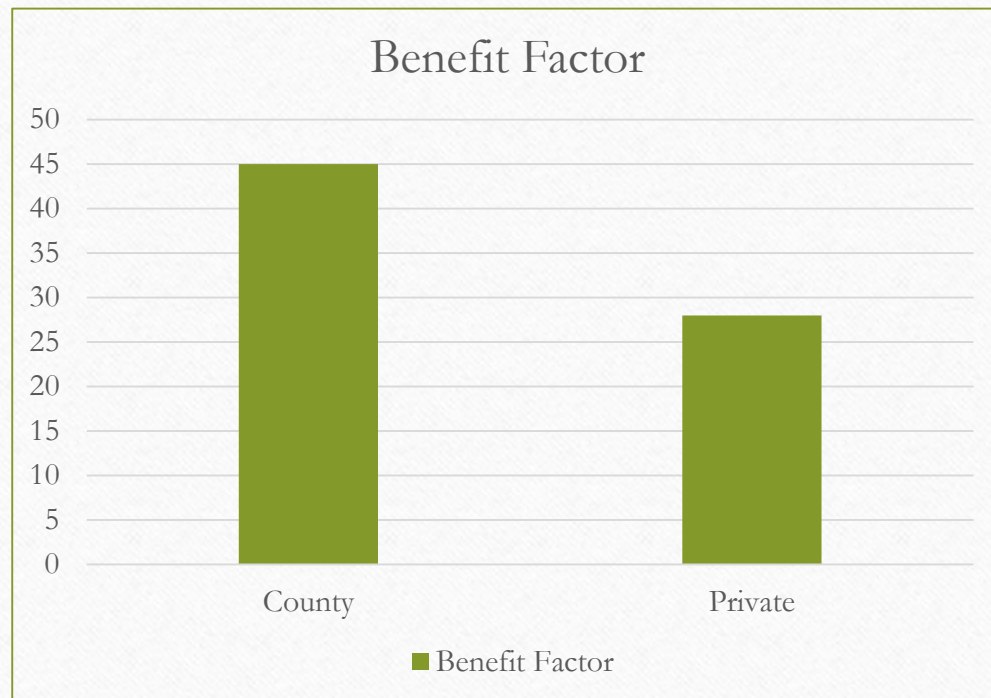
- Benefits such as health insurance
- Pension
- Holiday Pay



Building the Pipeline

- Youth Exposure— The sooner we talk to them the better!
- New Career Exploration Requirements for Schools and Students:
 - Job Shadow
 - Internship
 - Classroom speakers
 - Summer Youth Programs
 - Teacher in the Workplace
- Career Exposure for all ages
 - Care Valet Program
- Mentor training opportunities to provide positive experience
 - What impression are students, teachers, parents, leaving with after they visit your facility?

County Benefits vs. Private Sector Sample



Other Variables:

- Pension plan is not necessarily mandatory product in private sector
- Health insurance can be more flexible
- Paid time off can impact overtime
- \$3.60/hr vs \$6.75/hr

Strategies

- Education with a twist – The old way is stale and is favorable for Silent Generation and Boomers not the rest
- Tuition structure
 - Grane - \$2.00 per hour goes to education fund
 - Pay as you go plan
- Feedback
- Employee Engagement Survey
- Open ended questions – Keep it clear and short in nature
- What to do with the information gathered
 - Visibility
 - Confirmation



Strategies

- Written mentor program
- Bonus for both parties – create a partnership
- Training of the mentor (evaluate how they are trained and recognized)
- Elevating the position
 - Titles and responsibilities
 - Educational opportunities
 - Inclusion in day to day decisions
- Incentives
 - Short term attendance incentive
 - Shift pick up incentive
 - Picking up shifts adds to the education fund
 - Referral bonus
 - Subsidized or onsite childcare
- Differences in generations and what is important – we are currently working with multiple generations

Strategies

Generational Considerations

The Silent Generation

- Earn your way
- Tenure/years of service
- Grateful
- Be seen not heard
- Duty before pleasure

Boomers

- Strong work ethic
- Self assured
- Goal Centric
- Resourceful
- Personal Gratification
- Extremely Loyal to children
- Optimistic

Gen X

- Flexible
- Connected 24/7
- Balance – suspicious of boomer values
- Entrepreneurial
- Techno Literacy

Millennials

- Racially Diverse
- Political Progressiveness
- Social Attitudes
- Fun Now!
- Extreme Techno Savvy
- Like Personal Attention

Generational Strategy Differences

Boomers – “We want it to be easier on our kids”

- Helicopter parents

Hover over everything they do, micromanage

- Boomerang kids
 - Adult children living at home
- Parasite Kid – funding never ends
- Snow Plow Parent
 - Remove all obstacles

- Embrace the technology – Stay Connected
 - Rent a phone charger station
 - Text them the schedule
 - Text them open shifts
 - Remind yourself money is not their entire focus – balance work life
- Create 12 hour shifts and balance work life
- Remove the obstacles for them
 - Provide transportation – Lyft/Uber
 - Pay their tuition

MOST DIFFICULT STRATEGY IS TO FIGURE OUT HOW TO HAVE THE LEFT SIDE OF THE SLIDE ACCEPT THE STRATEGY FOR THE RIGHT SIDE

Hints of How Snowplow and Helicopter Parents are Created and Marketed

- While registering your son or daughter for college, the bank is signing up the kid for a bank account that has three different buckets for the money
 1. Here is your money
 2. Here is your money if you overdraft
 3. Here is the alert to your parent that you need money
- Therefore there is no penalty to overdraft
- What the heck – Did you have an account of an
- Age 26 ----
- They stay on our health insurance. Why the heck would they care about health insurance and they are certainly not going to pay toward that benefit.
- Schedule – They don't need money for rent, they live in the basement
- When they don't answer their phone there is a national emergency – Call to wake them up every morning to get ready for work?

Current Initiatives In and Out of Our Field that can be Considered

- Reentry program for recovering addiction
 - Butler County Commissioners
- Pennsylvania Workforce Development Board – Healthcare Sector Ad Hoc Committee
 1. Data Collection
 2. Developing Solutions to Problem Issues
 3. Coordinating Efforts to Implement Solutions
- Pennsylvania Long Term Care Council (PLTCC)
- Workforce Investment Board Funding

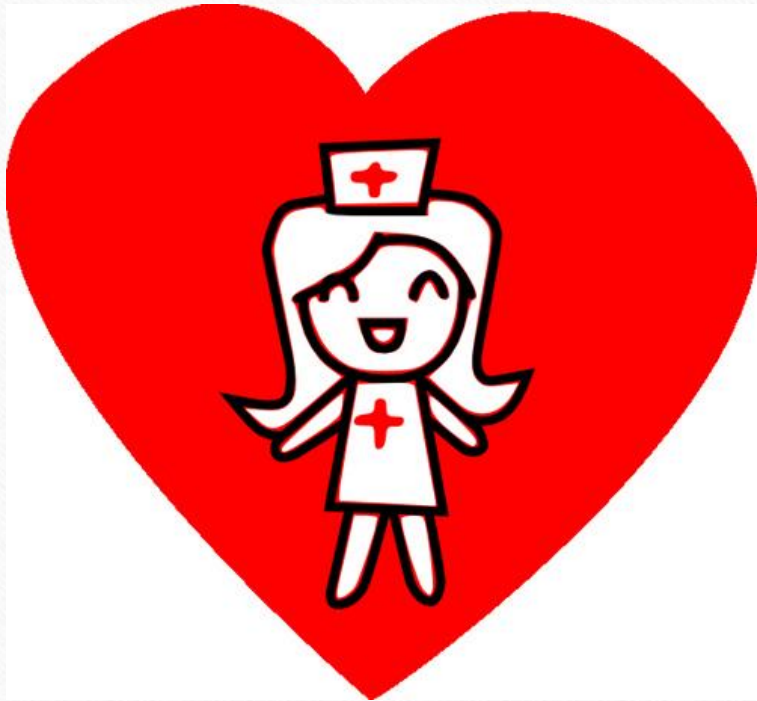


Next Generation Sector Partnerships

Next Gen Sector Partnerships for Business Leaders
(<https://vimeo.com/318221918>)

- Business Driven Approach to Industry Partnerships
 1. Healthcare Organization Leaders Drive the Process
 2. They decide the priorities
 3. Involve public partners as needed
 4. Workforce Development Board is coordinator
- Lessons learned from Central PA WDB Experience and Next Gen Academy

Advocacy



- Legislation for RN Staffing

- 1-5

“There is a major disconnect!”

Advocacy

- WE ALL COME TOGETHER – more will get done if we remove the barriers of competition and silo's between the for-profits, non-profits and government entities
- A day on the hill to demand funding
- \$15 Initiative
 - Wisconsin - \$500 bonus to nursing assistants in nursing homes after 6 month employment
 - Rhode Island and Montana implemented rate increases that specifically raised the wages of direct care workers
 - CA allocated Medicaid funding specifically to cover new minimum wage, overtime and travel time requirements
 - Arkansas created the Division for Provider Services and Quality Assurance in 2017, which aims to develop a plan to create a pipeline of home care workers
 - New Mexico workgroup issued recommendations in 2017 on how to implement the new minimum wage and overtime provisions to stabilize the direct care workforce

Advocacy

- Remove the regulatory barriers to staffing:
 - The Nurse Aide Training program terminations related to CMP's putting the facility at higher risk for staffing shortages.
 - History of CMP's in PA is impacting staffing, why?
 - The waiver process is not real helpful because it only enables the facility to bring in a nurse aide training program.
 - The Department of Education will no longer waive the requirements allowing LPN, RN and PA students to "test out" and obtain nurse aide certification.
 - In order to be a Trainor for Med Tech – The person has to have worked at the PCH a minimum of 6 months and employed by a PCH – limits opportunity for med techs.

Advocacy



- Other WIB Member Recommendations:
 - Immigration Reform
 - Criminal Background reconsiderations/Felony conviction records expungement
 - Drug Treatment
 - Job Training
 - Outreach to other disadvantaged groups

Advocacy

- Prior success was achieved through grants and funding through the workforce groups – why recreate the wheel?
 - Concept was flood the market with direct care workers and it was up to the employers to figure out how to employ them. Remove the competitive piece, it only slows progress
 - School criteria waived
 - Nurse aide training funding
 - Training dollars directed at elevating the direct care worker
 - LPN program start up's

Crises Statement

- **The crises that exists for our most vulnerable citizens. “Caregiving needs exceed Care Givers available.” A cry for support of increasing and elevating the Direct Care workforce.**