

State Solutions to the Home Care Workforce Crisis in Rural America

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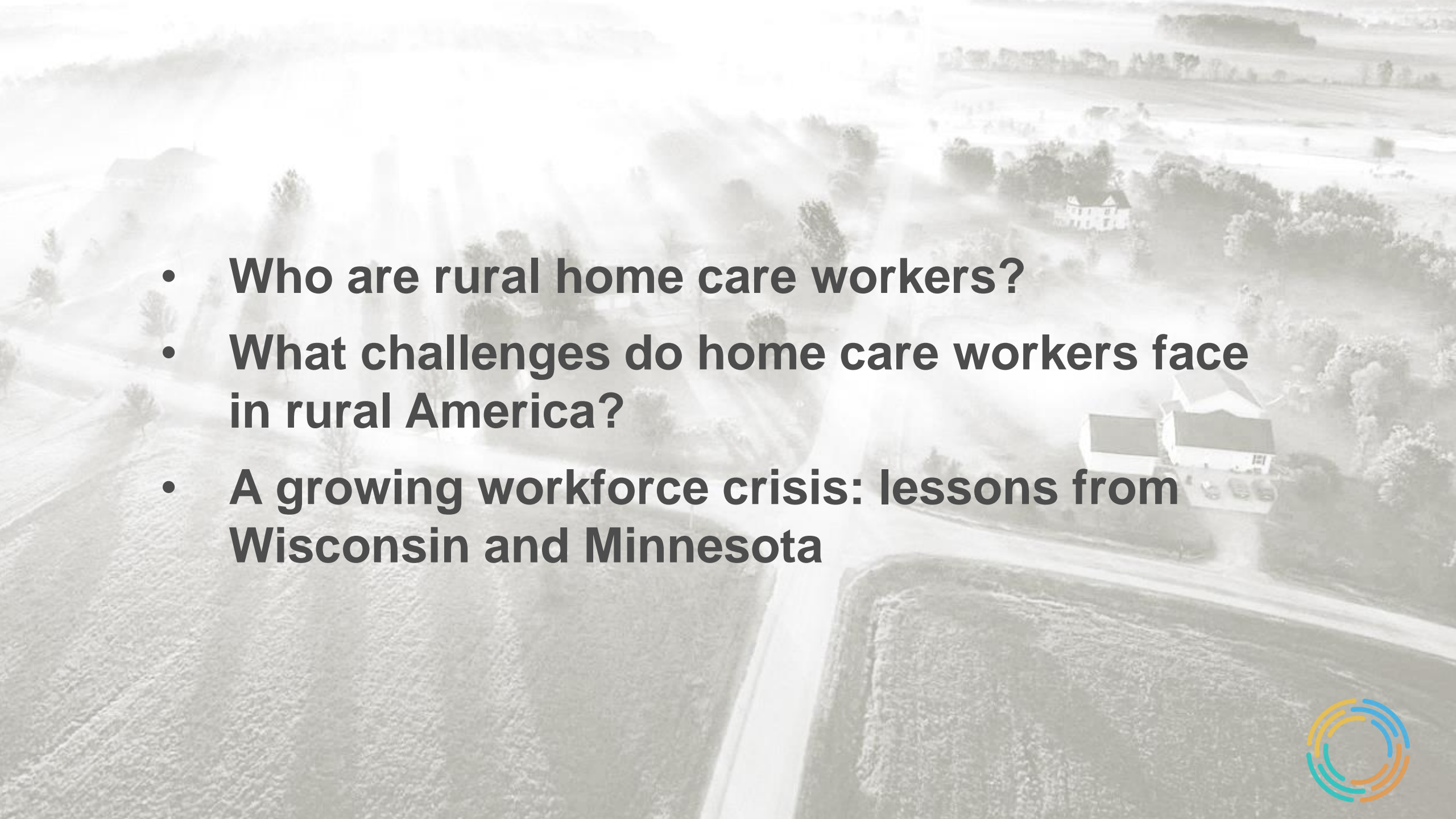
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August 29, 2018

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- An aerial photograph of a rural landscape, showing a road, fields, trees, and a house. The image is faded and serves as a background for the text.
- **Who are rural home care workers?**
 - **What challenges do home care workers face in rural America?**
 - **A growing workforce crisis: lessons from Wisconsin and Minnesota**



Who are rural home care workers?

Home Care Workers Who Are Women

Rural Areas

89%

Urban/Suburban Areas

88%



Home Care Workers Who Are People of Color

Rural Areas

25%

Urban/Suburban Areas

59%



Home Care Workers Who Are Immigrants

Rural Areas

3%

Urban/Suburban Areas

30%



Home Care Workers with a High School Education or Less

Rural Areas

57%

Urban/Suburban Areas

53%



What challenges do home care workers face in rural America?

Median Hourly Wage

Rural Areas

\$10.20

Urban/Suburban Areas

\$10.75



Usually Work Part-Time Hours

Rural Areas

43%

Urban/Suburban Areas

40%



Usually Work Part Time Hours for Non-Economic Reasons

Rural Areas

35%

Urban/Suburban Areas

32%





Drove Alone to Work

Rural Areas

79%

Urban/Suburban Areas

64%



Median Annual Earnings

Rural Areas

Urban/Suburban Areas

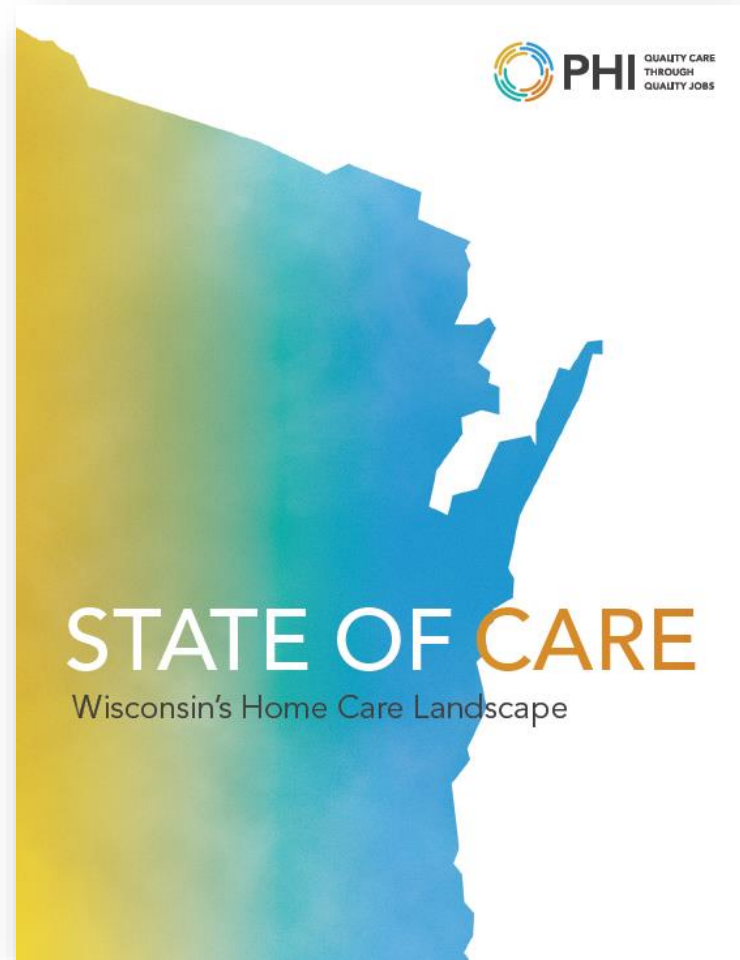
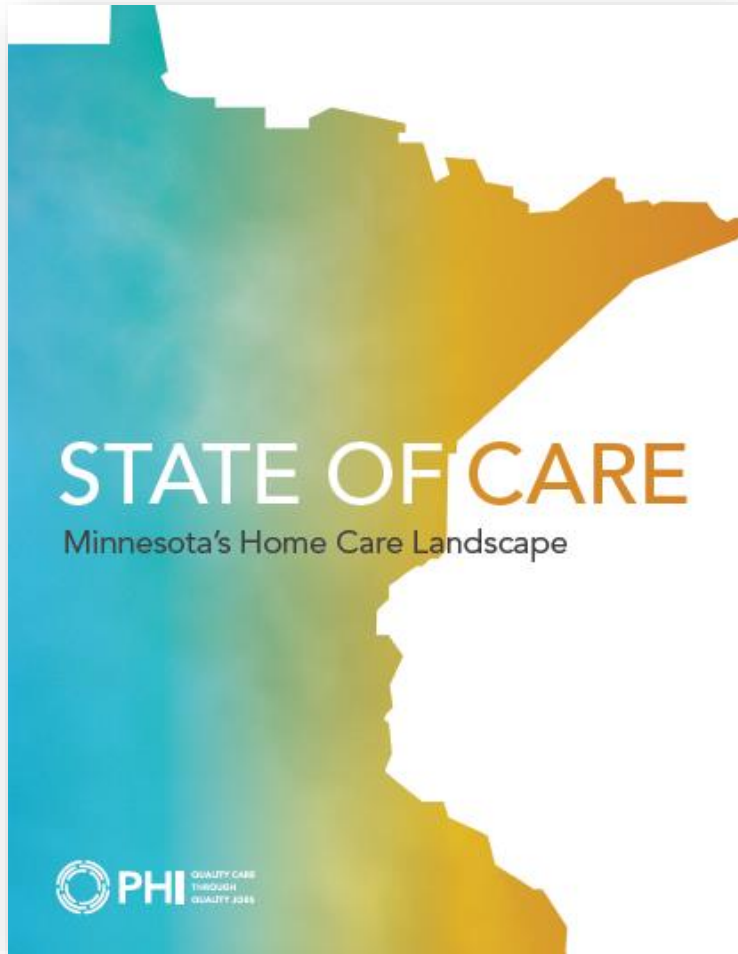
\$13,800

\$14,800



A Growing Workforce Crisis: Lessons from Wisconsin and Minnesota

A Growing Workforce Crisis: Lessons from Wisconsin and Minnesota



QuikTrip

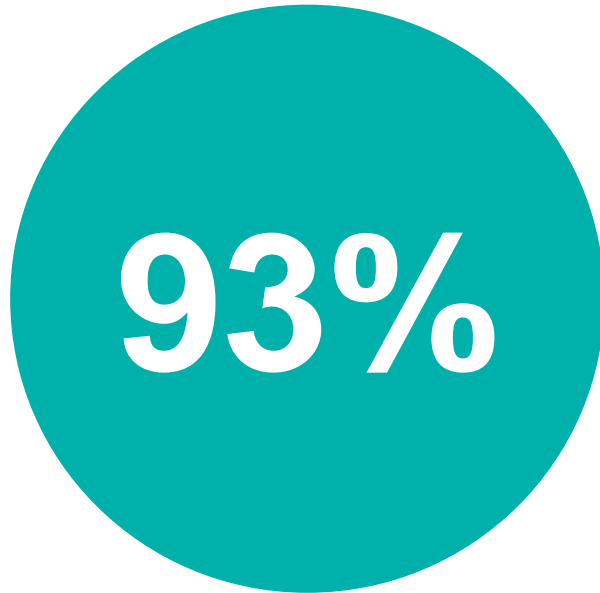
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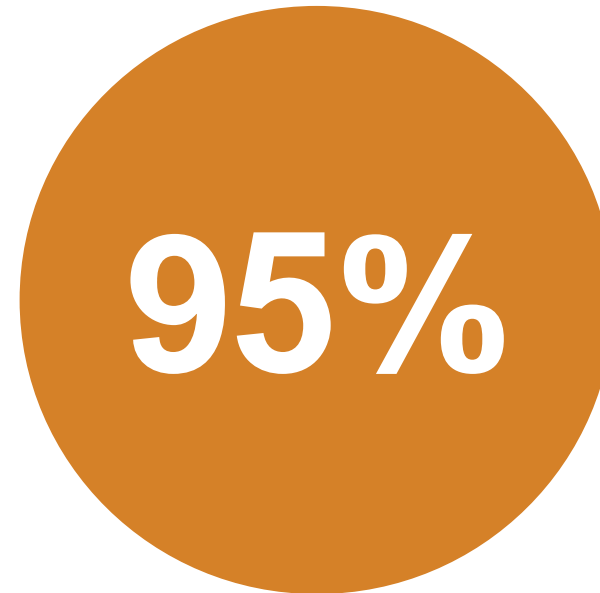




A Growing Workforce Crisis: Lessons from Wisconsin and Minnesota



Personal care providers that report difficulties filling open positions.



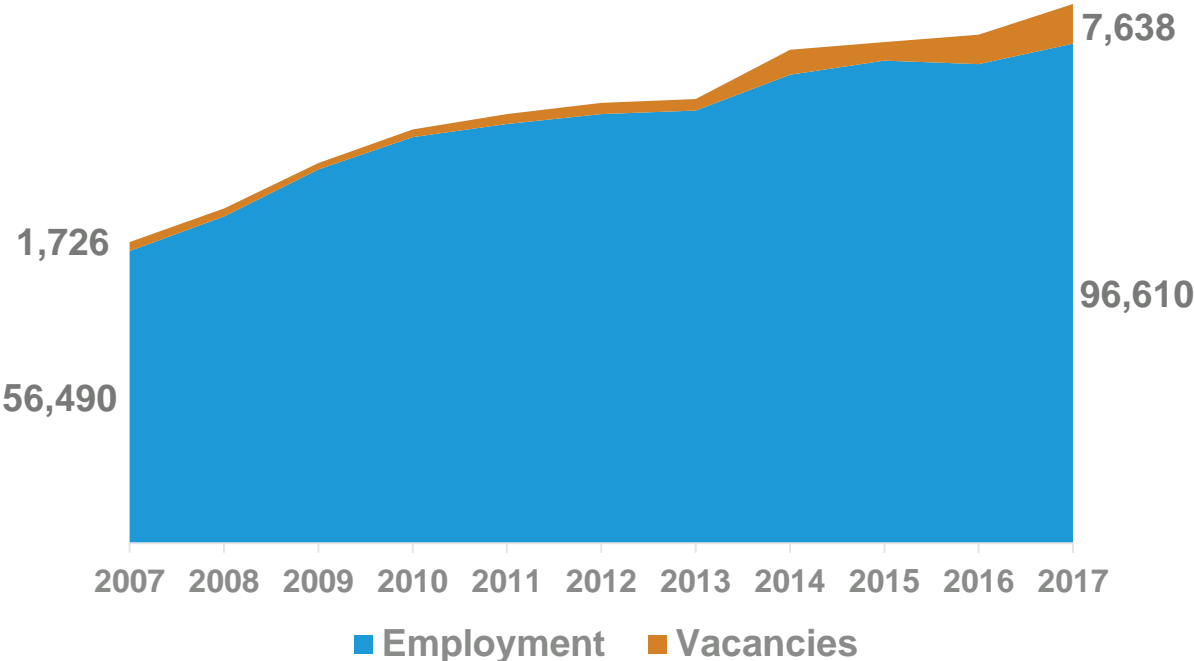
People with disabilities who report difficulty finding workers.

Source: PHI. 2017. *State of Care: Wisconsin's Home Care Landscape*. Bronx, NY: PHI. <https://phinational.org/resource/state-of-care-wisconsins-home-care-landscape/>

A Growing Workforce Crisis: Lessons from Wisconsin and Minnesota



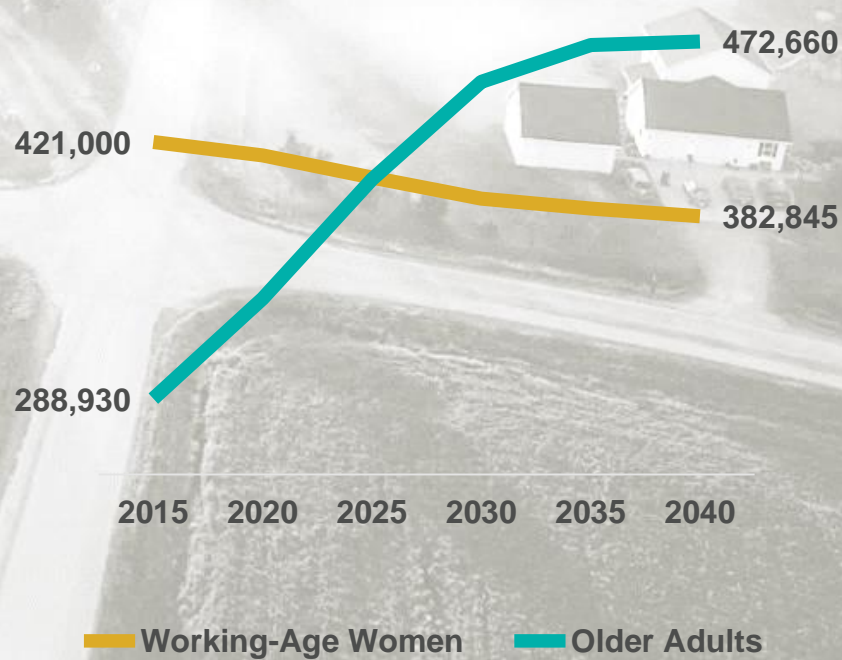
As demand for home care workers grew in Minnesota, vacancies were more common.



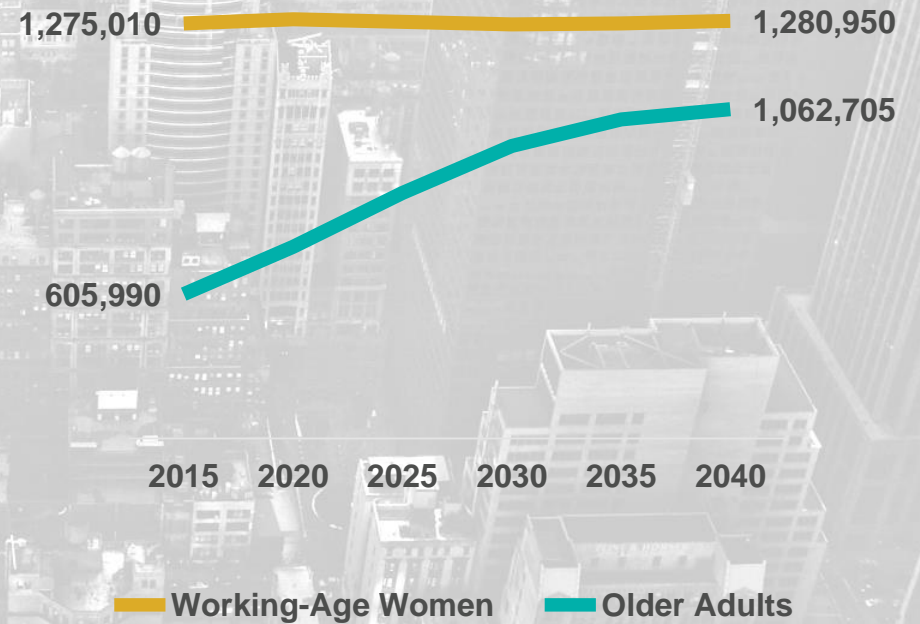
Source: U.S. Bureau of Labor Statistics. 2016. Occupational Employment Statistics, May 2007 to May 2017 State Occupational Employment and Wage Estimates. <https://www.bls.gov/oes/current/oesrcst.htm>; Minnesota Department of Employment and Economic Development. 2018. *Job Vacancy Survey*. <https://mn.gov/deed/data/data-tools/job-vacancy/>.

Population Projections in Wisconsin

Rural Areas



Urban/Suburban Areas



Addressing the Workforce Crisis

3 Years
5 Providers
2 States

Knute Nelson

Accra

**Benedictine
Health System**

**Community
Living Alliance**

**Laurie Knapp
Companies**





ENHANCED RECRUITMENT



HIGH-QUALITY TRAINING



RETENTION SUPPORTS



ADVANCED ROLES



LOCAL INNOVATION



PUBLIC POLICY AND
EDUCATION



RURAL SOLUTIONS

Recruitment

Consider the message


- Ensure materials reflect your values/culture
- Ensure practices model the values/culture
- Ask questions to determine best fit





**Hire for character.
Train for skill.**





Identify a range of potential applicants.

- **Younger Workers**
- **Men**
- **Older Workers**



Identify a range of potential applicants.

- **Younger Workers**
- Men
- Older Workers

51% of younger people in the labor force are also enrolled in education.

- Recruit through schools and colleges.
- Promote direct care as career entry point.
- Integrate training and job opportunities.



Identify a range of potential applicants.

- Younger Workers
- **Men**
- Older Workers

Men comprise 53% of the labor force and 40% of family caregivers, but just 14% of the paid direct care workforce

- Highlight direct care skills and competencies
- Recruit family caregivers
- Integrate training and job opportunities



Identify a range of potential applicants.

- Younger Workers
- Men
- **Older Workers**

79% of workers plan to get a job after retirement

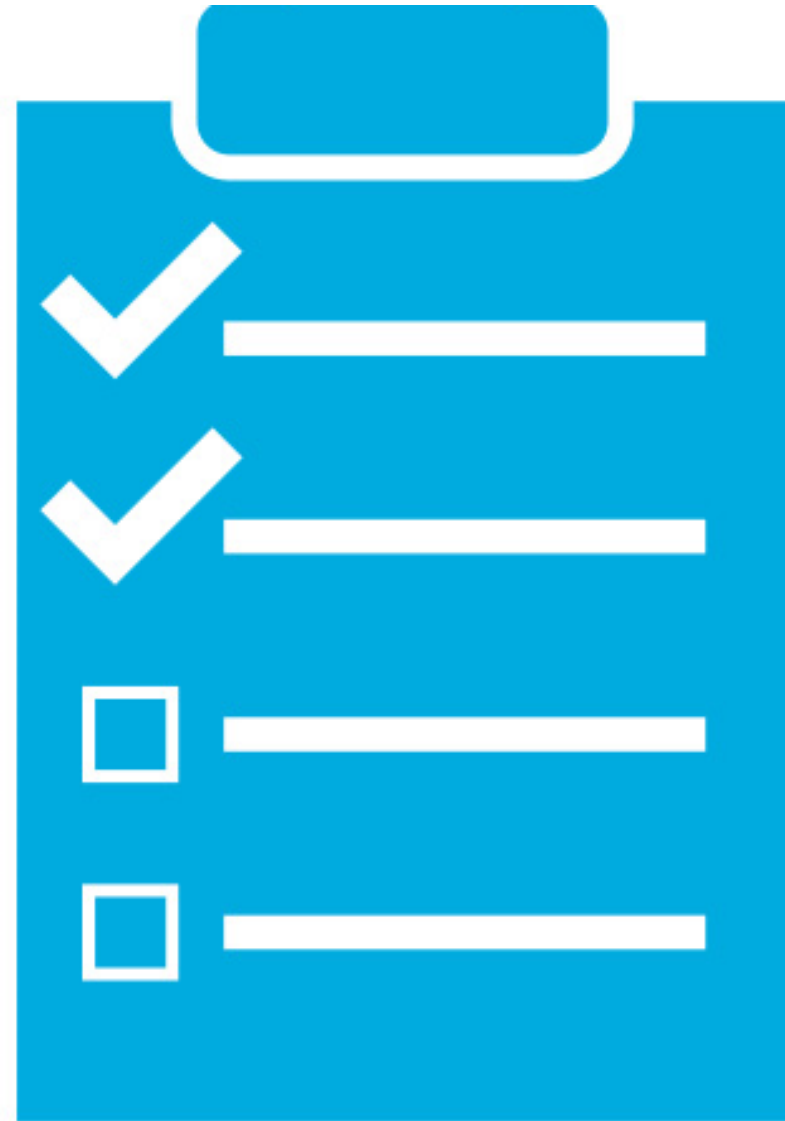
- Promote direct care as an encore career
- Capitalize on older workers' skills
- Integrate ongoing learning opportunities



Hiring Process

4 Steps to Improve the Hiring Process

1. Hold information sessions
2. Invite candidates to follow up
3. Conduct individual interviews
4. Ask values based interview questions



Ask values based interview questions.

“Tell me about a meaningful relationship you’ve had with an older person and how that relationship has impacted you”

“If you were looking to recruit a great employee for the position you’re applying for, what would you be looking for?”

“Tell me about a time you’ve worked in a team. How did you personally contribute to the teamwork?”

“What makes for a good day for you at work?”



Advancement Opportunities

Peer Mentors

- Support new hires as they transition into direct care roles
- Helping incumbent workers manage stress and resolve challenges
- Offering experienced workers a career advancement opportunity
- Encouraging an organization culture of collaboration, learning, and problem solving



Advancement Opportunities



Advanced Aides

- Senior Aide
- Peer Mentor
- Assistant Trainer



Supervision

The PHI Coaching Approach to Supervision®

A relational approach to supervision that helps to grow the critical thinking and problem solving skills of employees



Traditional Supervision	Coaching Supervision
Identify issue to be addressed	Create relationship with worker
Explain rules clearly	Clearly present problem/feedback
Explain consequences	Gather information about worker's perspective
Offer possible solutions	Engage in problem solving
Request or direct worker to comply	Support worker to commit to action steps

State Solutions to the Home Care Workforce Crisis in Rural America

The Importance of Coalition Building

Amy M. York

Executive Director

Eldercare Workforce Alliance



advocacy action answers aging



PHI QUALITY CARE THROUGH QUALITY JOBS



EWA Mission

Addressing the immediate and future workforce needs in caring for an aging America by advancing recommendations in the IOM reports:

- 2008 IOM Report: *“Retooling for an Aging America: Building the Health Care Workforce”*
- 2012 IOM Report: *The Mental Health and Substance Use Workforce for Older Adults: In Whose Hands?*



Key Decisions Made at the State and Local Level



State Toolkit:

BUILDING A STATE ELDERCARE WORKFORCE COALITION

<http://eldercareworkforce.org/wp-content/uploads/2018/04/State-Eldercare-Workforce-Coalition-Toolkit.pdf>

Step by Step Guide to Building a State Coalition

1. Compile background information
2. Identify major stakeholders and interest groups
3. Identify partner(s) for support and sustainability
4. Draft a Strategic Plan
5. Plan Coalition Meeting
6. EWA support

Building State Eldercare Workforce Coalitions



THE NORTH CAROLINA ELDERCARE WORKFORCE COALITION

Rural State Coalition Building: North Carolina

Amanda Borer

NC Eldercare Workforce Coalition

August 2018



AMANDA BORER

**Associate
Director at
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**Health and Aging
Policy Fellow
(2016-2017)**



The John A. Hartford Foundation
Dedicated to Improving the Care of Older Adults



The
ATLANTIC
Philanthropies



ADVOCATING
TEAM CARE
FOR OLDER
ADULTS



**Eldercare
Workforce
Alliance**

North Carolina Eldercare Workforce Coalition



Coalitions in a Rural State

Successes

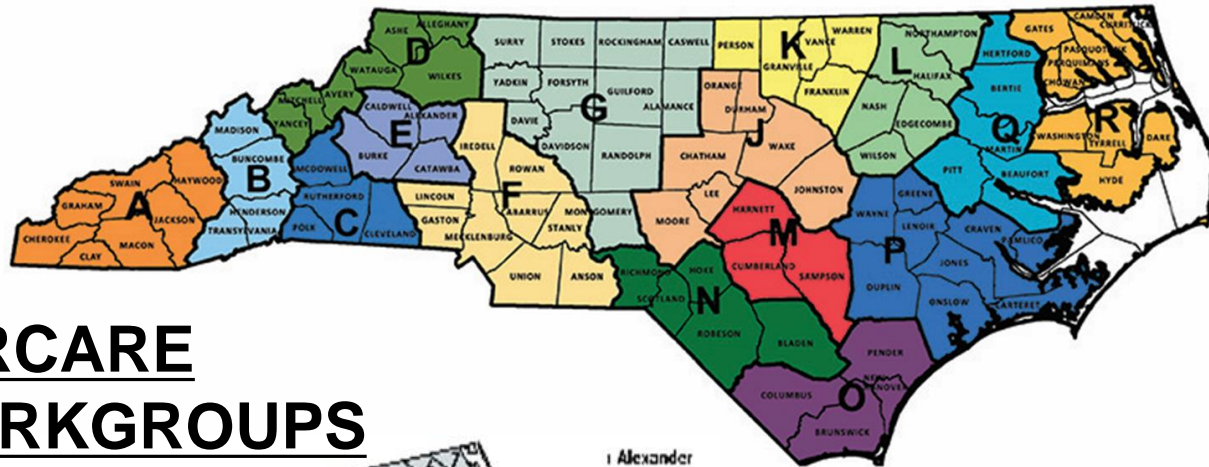
- Fuel the energy
- Host meeting in multiple locations
- Ask, don't tell
- Facilitate, don't Direct
- NC Rural Health Leadership Alliance
- Conversations with policy makers
- Local partnerships

Challenges

- Large state
- Unsure of resources available in regions
- Northerner/City-Slicker 😊
- Funding
- Buy-in from partners
- Time
- Underlying issues differ around the state

North Carolina Regional Councils of Government

North Carolina
Lead Regional Organizations



REGIONAL ELDERCARE WORKFORCE WORKGROUPS

- Piedmont Triad Region
- Triangle Region (partial)
- Southeastern Region



- 1 Alexander
- 2 Washington
- 3 Edgecombe
- 4 Northampton
- 5 Hertford
- 6 Camden
- 7 Currituck
- 8 Chowan
- 9 Perquimans
- 10 Pasquotank

REGIONAL WORKGROUPS

What are Top Issues in Eldercare Workforce in Region?

What Resources Exist?

Where do Gaps Exist?

Next Steps?

LTC Providers

LTC Facilities

Adult Day Centers

Home Care Agencies

Community Colleges

Durham Tech

Continuing Ed

Human Resource Development

CNA instructors

Workforce Development

Resources

Feeders

Creation of new program if demand

Regional/County Officials

LTC Ombudsman

DSS/DOA

County Officials (Commissioners)

OTHER

CNA's

PHI Policy Director

NC Rural Health Leadership Alliance

Preliminary Impact

Southwestern Region: Larry Reeves, Regional LTC Ombudsman and Sara Jane Melton, AAA Director

- Community Colleges reopening courses for LPN's
- Direct feeder to hire at SNF's
- Collaborations
- Resource sharing

Piedmont Triad Region: Blair Barton-Percival, AAA Director and Warren Wilson, Regional LTC Ombudsman

- Discussion of Rural and more urban area resources
- Creation of Shared Apprenticeships
- Resource Sharing
- Eldercare Workforce Summit in October

Preliminary Impact (cont.)

Orange and Durham Counties: Durham Tech Team and Victor Orija, State LTC Ombudsman

- Creation of Front Line Empowerment Course
- Shared Apprenticeships
- Collaborations between providers and DTCC
- Resource sharing
- Scope of Practice (CNA +4) discussion
- Identifying current gaps in resources
- ELDERCARE WORKFORCE SUMMIT PART 1, OCT 11.



60 CAREGIVER ISSUES. ONE IDEA AT A TIME.

60CAREGIVERISSUES.ORG
#60CAREGIVERISSUES





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