



Sage Squirrel Consulting, LLC
Imaginative. Pragmatic.



COLLABORATING ON HCBS WORKFORCE CHALLENGES IN MLTSS PROGRAMS

May 28, 2019

Welcome and Introductions



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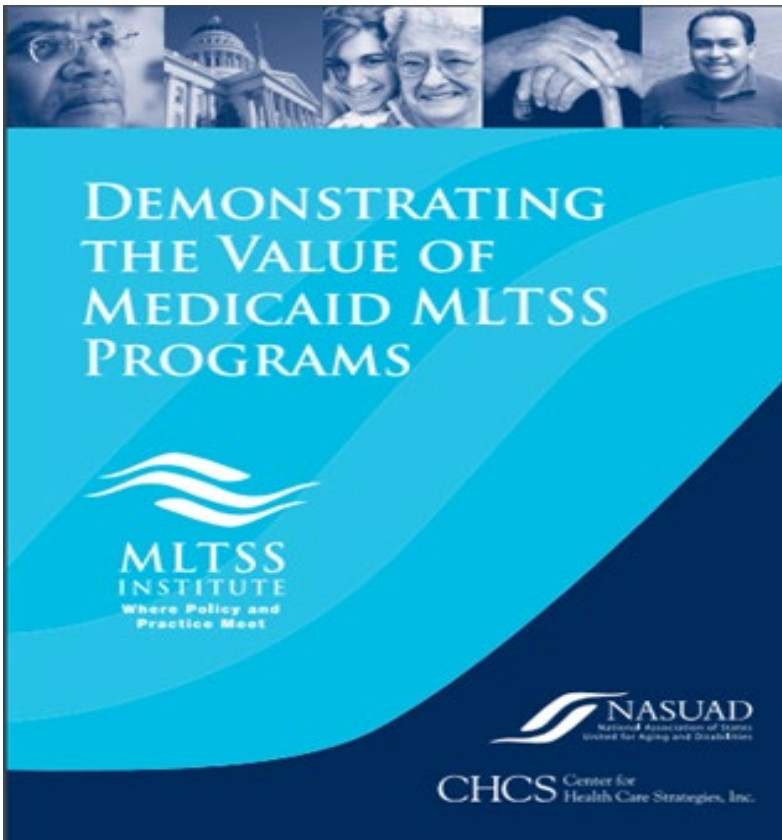
- Camille Dobson, Deputy Executive Director
 - ▣ National Association of States United for Aging and Disabilities (NASUAD)
- Yonda Snyder, Partner
 - ▣ Sage Squirrel Consulting, LLC
- Debbie Pierson, Partner
 - ▣ Sage Squirrel Consulting, LLC

- Created in 2016 to
 - Provide intensive technical assistance to states
 - Bring thought leaders together to discuss policy issues
- Guided by Advisory Council composed of national state and health plan policy experts
- Publish research papers
(<http://www.nasuad.org/initiatives/managed-long-term-services-and-supports/resources>)

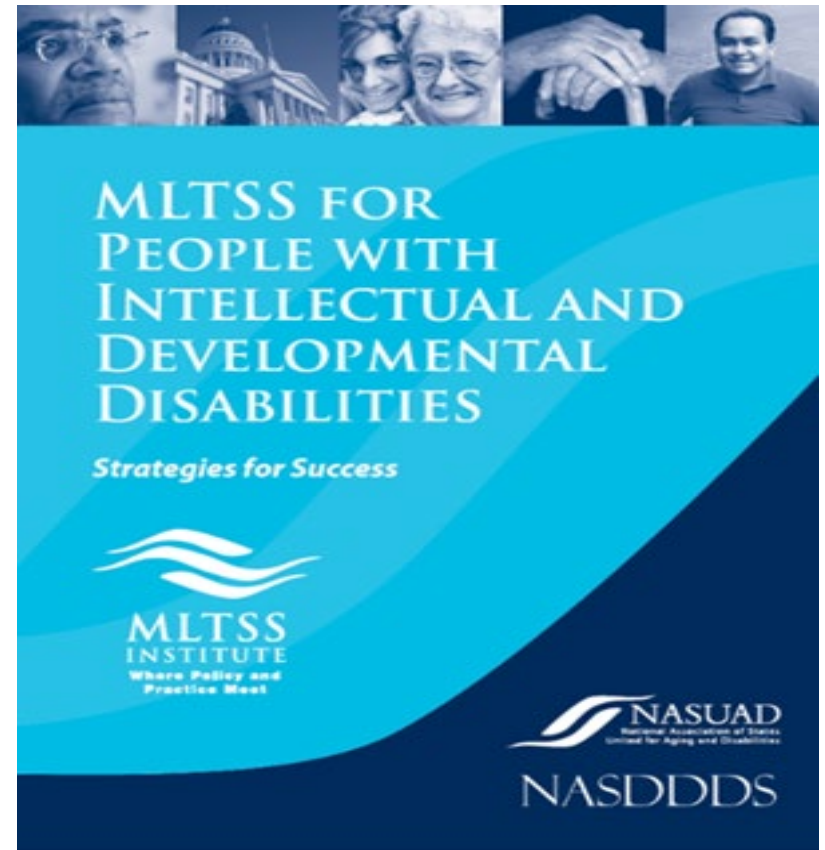
MLTSS Institute Papers



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May 2017



May 2018

Need for Paper

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- HCBS workforce shortages affect all states
- Grappling with quality of existing workforce as well
- Little written about opportunities for partnership with MCOs
 - What is state responsibility?
 - What is MCO role?
- Promising practices from state/MCO perspective

Approach



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- Develop outline with Advisory Council
- Partner with Sage Squirrel Consulting, LLC
 - Former IN SUA executives; experience with waivers and HCBS workforce issues
- Gather existing research
- Survey states and health plans
 - Resources included as appendix to report

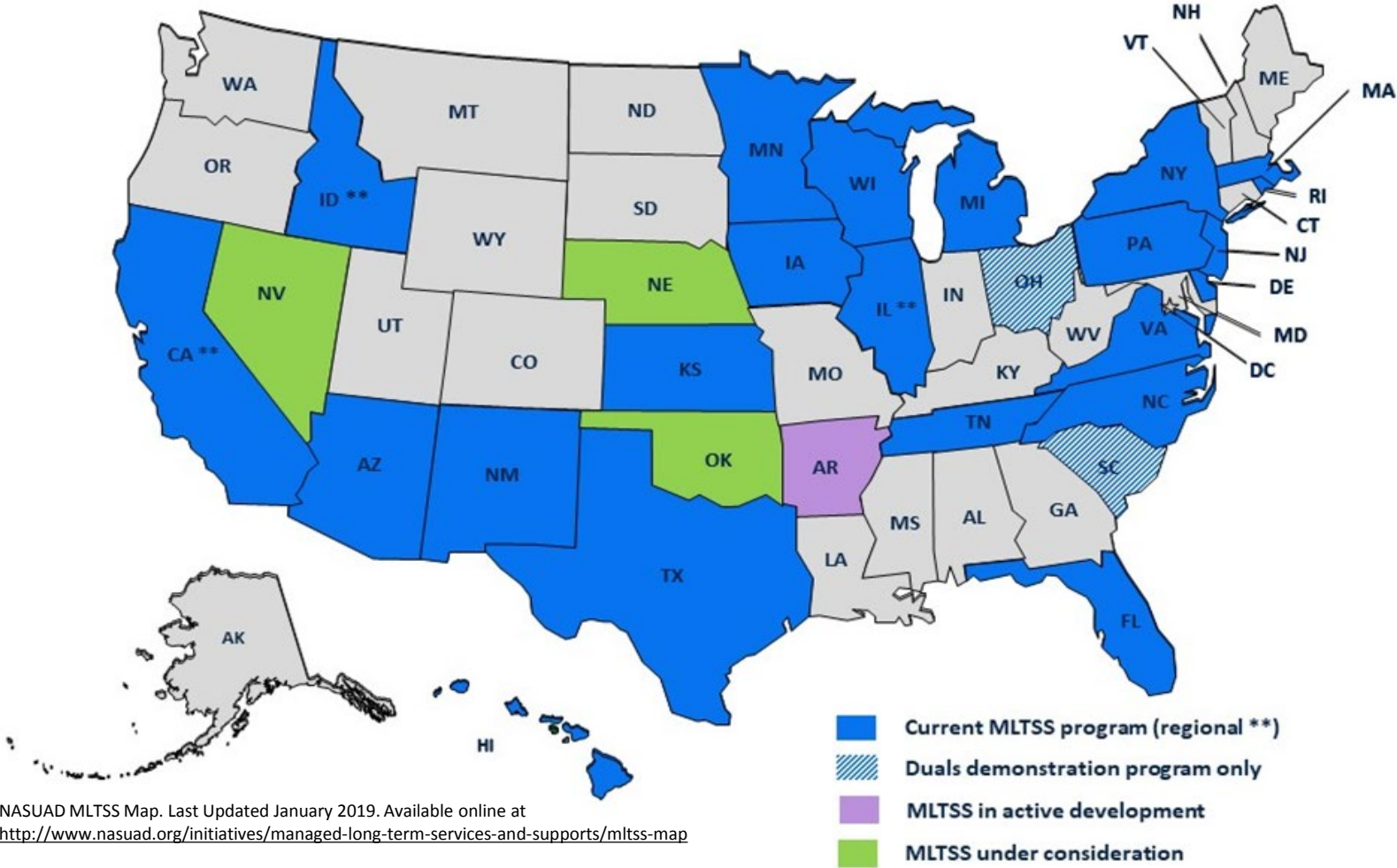
Methodology



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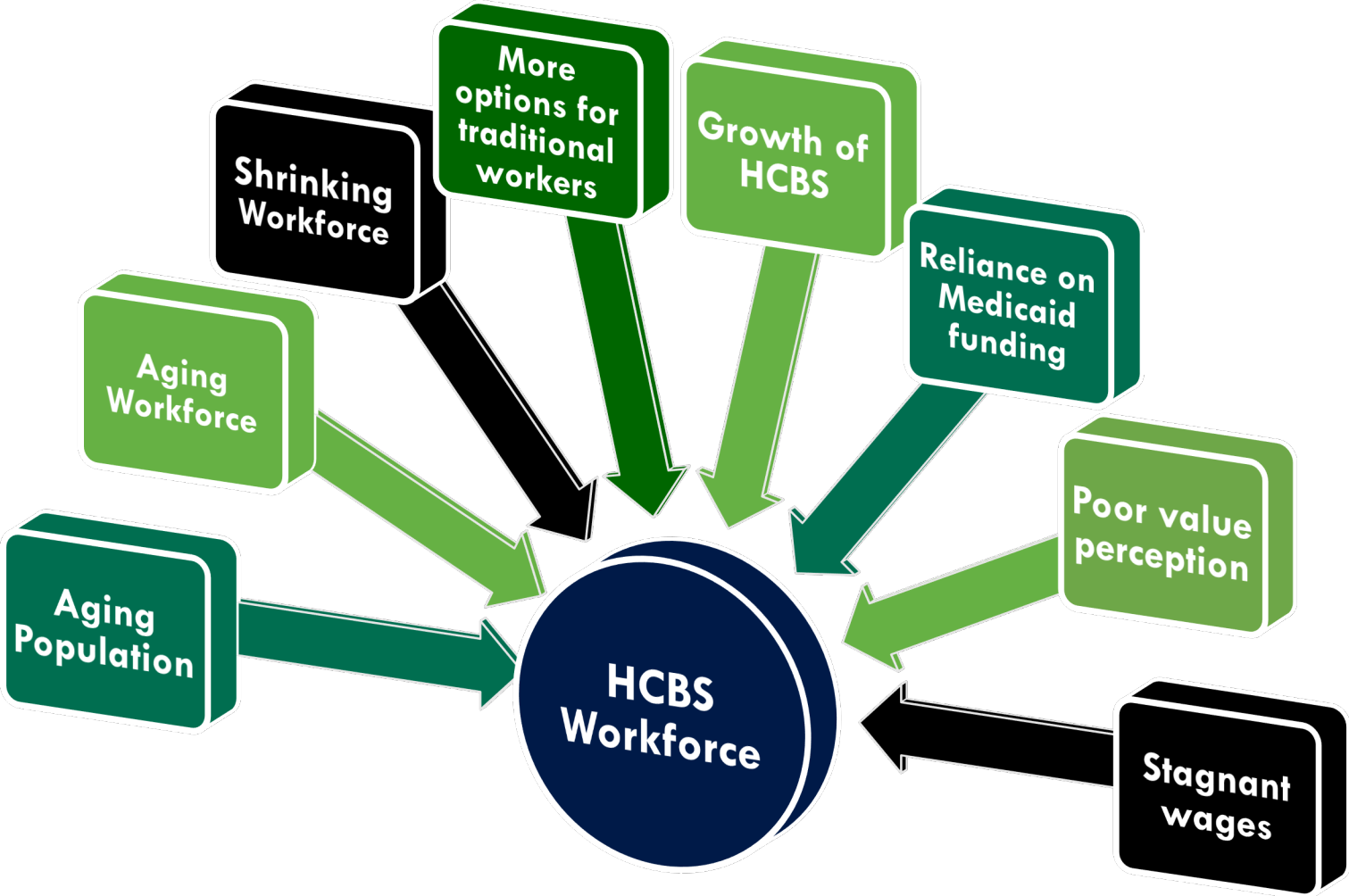
- States and health plans sent survey with questions on HCBS workforce in December
- Survey in field for 40 days
- Analyze information from respondents
- Follow-up emails and interviews with key respondents
- Highlighted states review prior to publication

Growth of MLTSS



NASUAD MLTSS Map. Last Updated January 2019. Available online at <http://www.nasud.org/initiatives/managed-long-term-services-and-supports/mltss-map>

Pressures on HCBS Workforce



HCBS Workforce

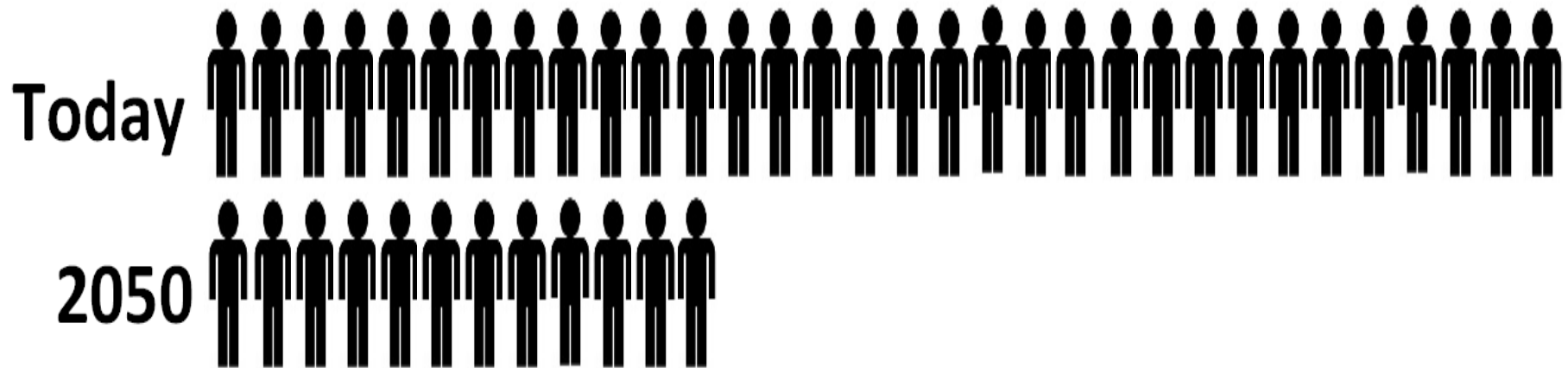


- Largely female – nearly 9 out of 10
- Median age is 47
- 6 out of 10 identify as part of a minority group
- Over 25% born outside of the United States

- Includes personal care aides, home health aides, and nursing assistants
- Nearly stagnant wages
- Median hourly wage of \$11.03
- 2 out of every 5 workers work part-time

- Predominantly government funded (Medicaid)
- Nearly 7 out of 10 work for a for-profit company
- More than half receive some form of public assistance themselves
- Of the nearly 4.3 million direct support workers, nearly half now work in home care

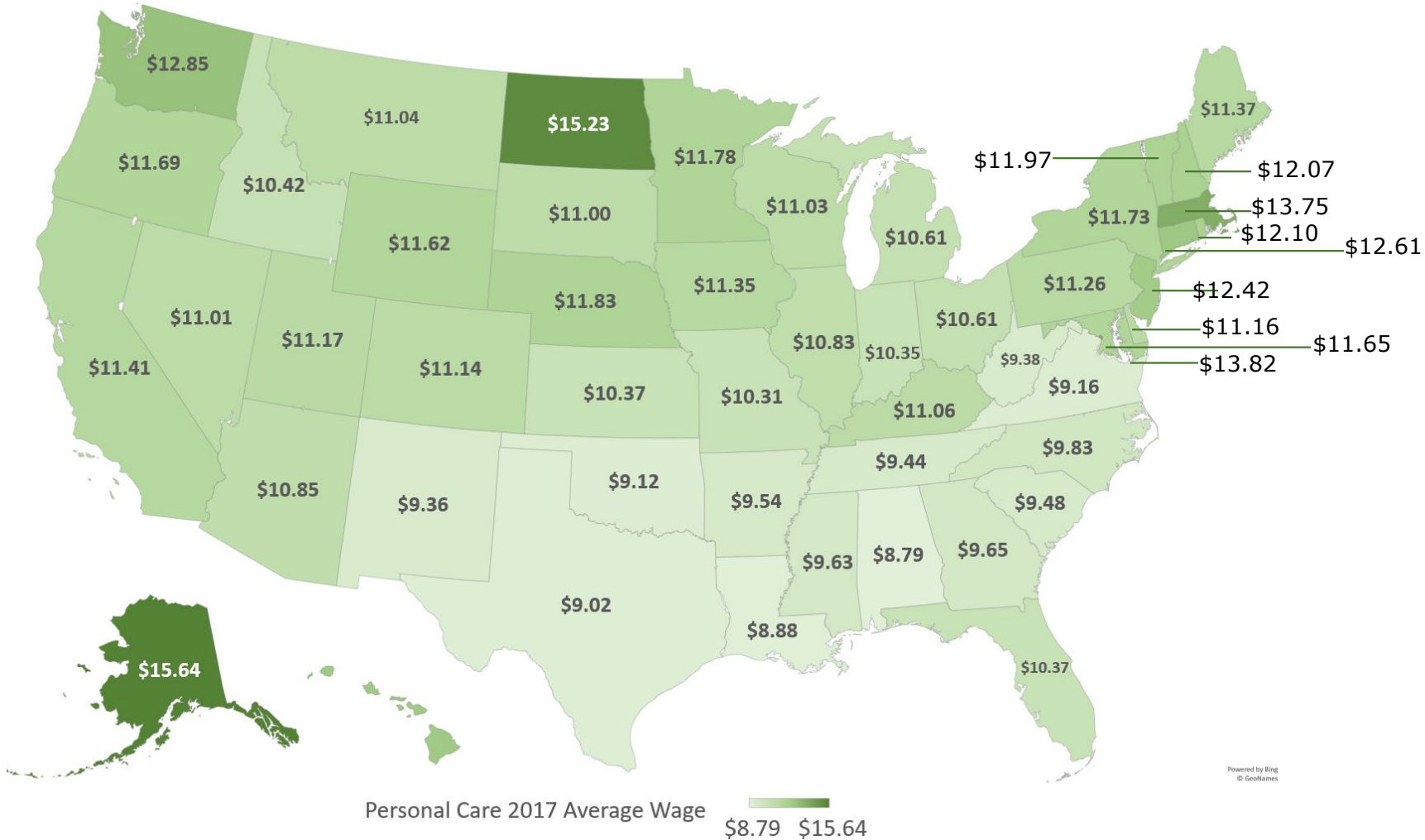
The Shrinking Workforce



Today there are 32 working age adults per person 85 years older or older. By 2050, there will only be 12.

[\(https://phinational.org/policy-research/key-facts-\)faq/](https://phinational.org/policy-research/key-facts-)faq/)

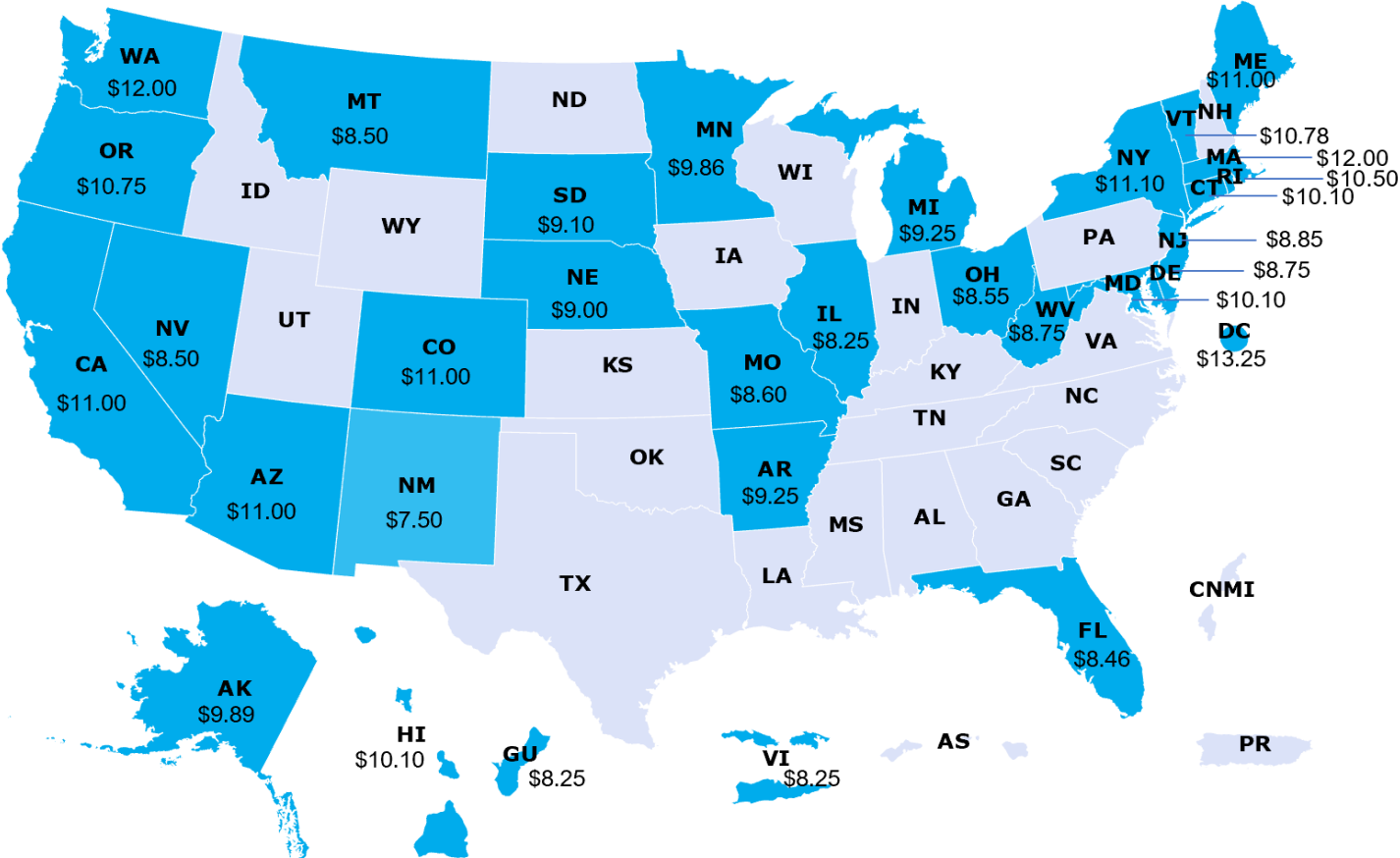
PCA Average Wages



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Minimum Wages

States with Minimum Wage Set Higher than the Federal Minimum



U.S. Department of Labor. Updated January 2019. <https://www.dol.gov/whd/minwage/america.htm#stateDetails>

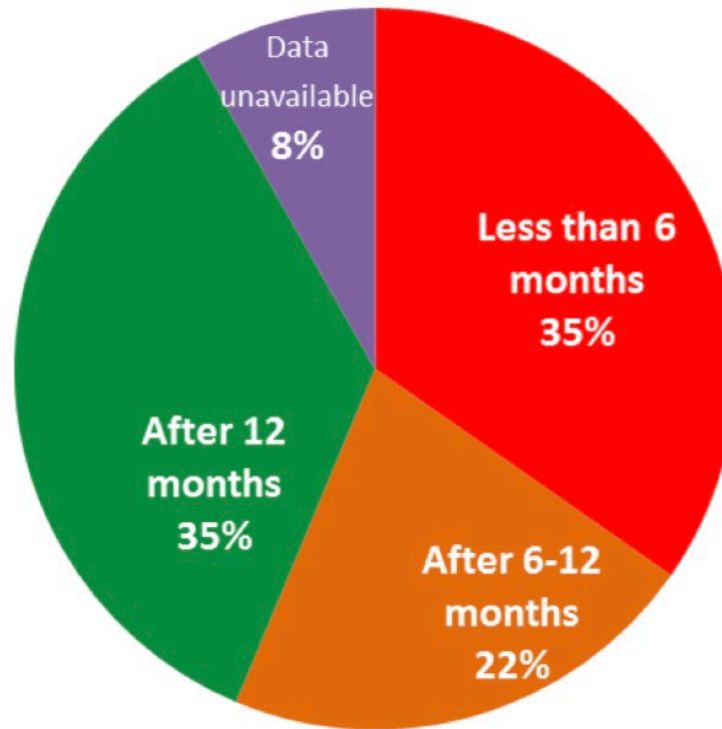
Stagnant Wages

Change in average wage of HCBS workforce
from 2006 to 2016:

Personal Care	\$10.33		\$10.49
Home Health	\$12.35		\$12.34
CNA	\$12.10		\$11.62

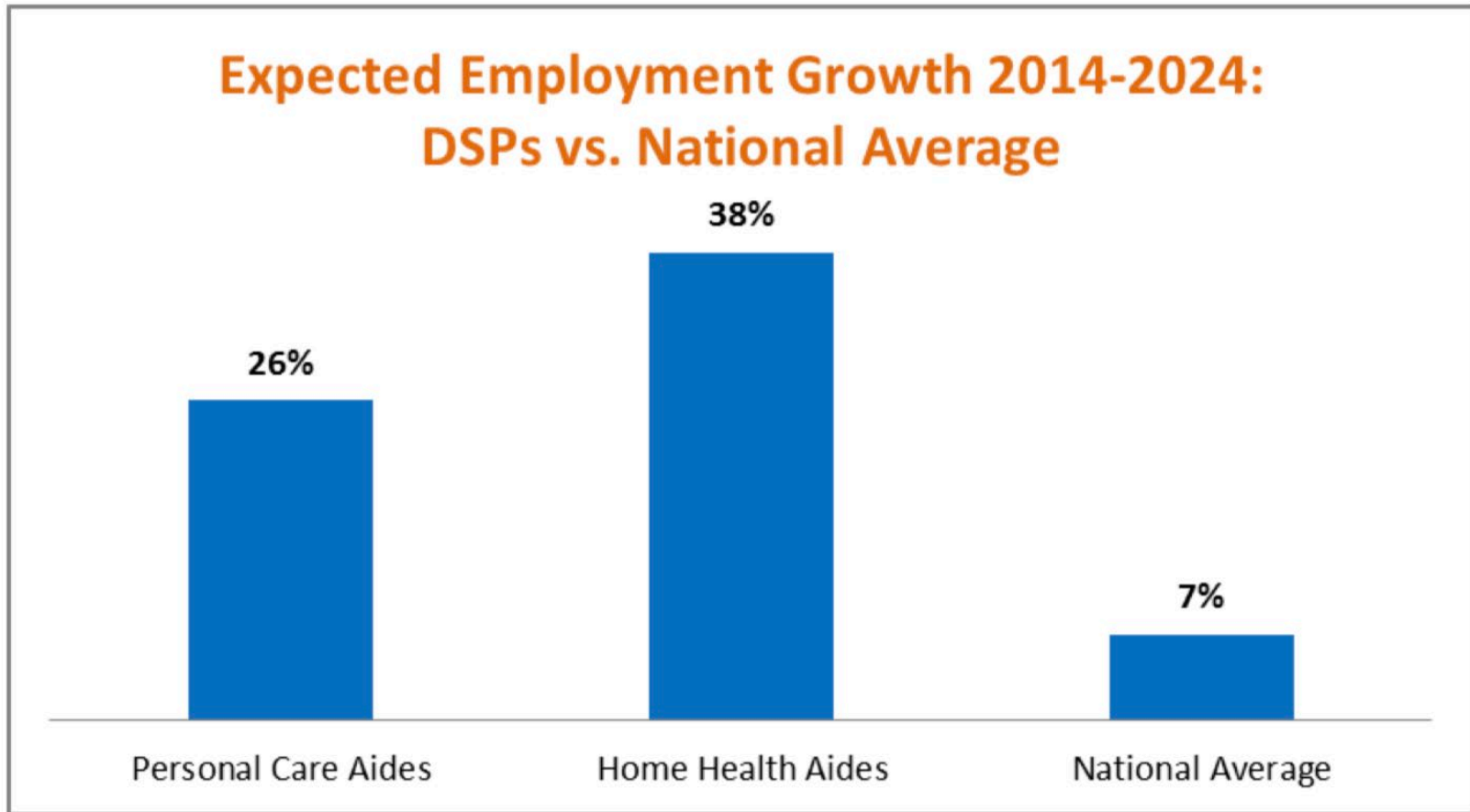
Workforce Stability

DSP Turnover By Tenure Length



Source: 2016 National Core Indicators study.

Job Growth



Source: Bureau of Labor Statistics.

Workforce in MLTSS



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- Network Adequacy
- Rates & Reimbursement
- Quality

Network Adequacy

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Most commonly:

- choice of providers;
- travel distance/travel time; and
- service initiation time.

Preferred by most stakeholders is a gap-in-service measure which requires tracking/reporting instances when authorized services are not provided, either on one or more dates, on time, or at all.

Access



CMS. 2017. Promoting Access in Medicaid and CHIP Managed Care: A Toolkit for Ensuring Provider Network Adequacy and Service Availability

Rates & Reimbursement

Macro level

Raising minimum wage

Linking wages to inflation

Living wage laws

Reimbursement strategies

Wage pass-throughs

Setting wage floors

Minimum % of service rates directed to direct labor costs

Value based purchasing



Other Promising Practices



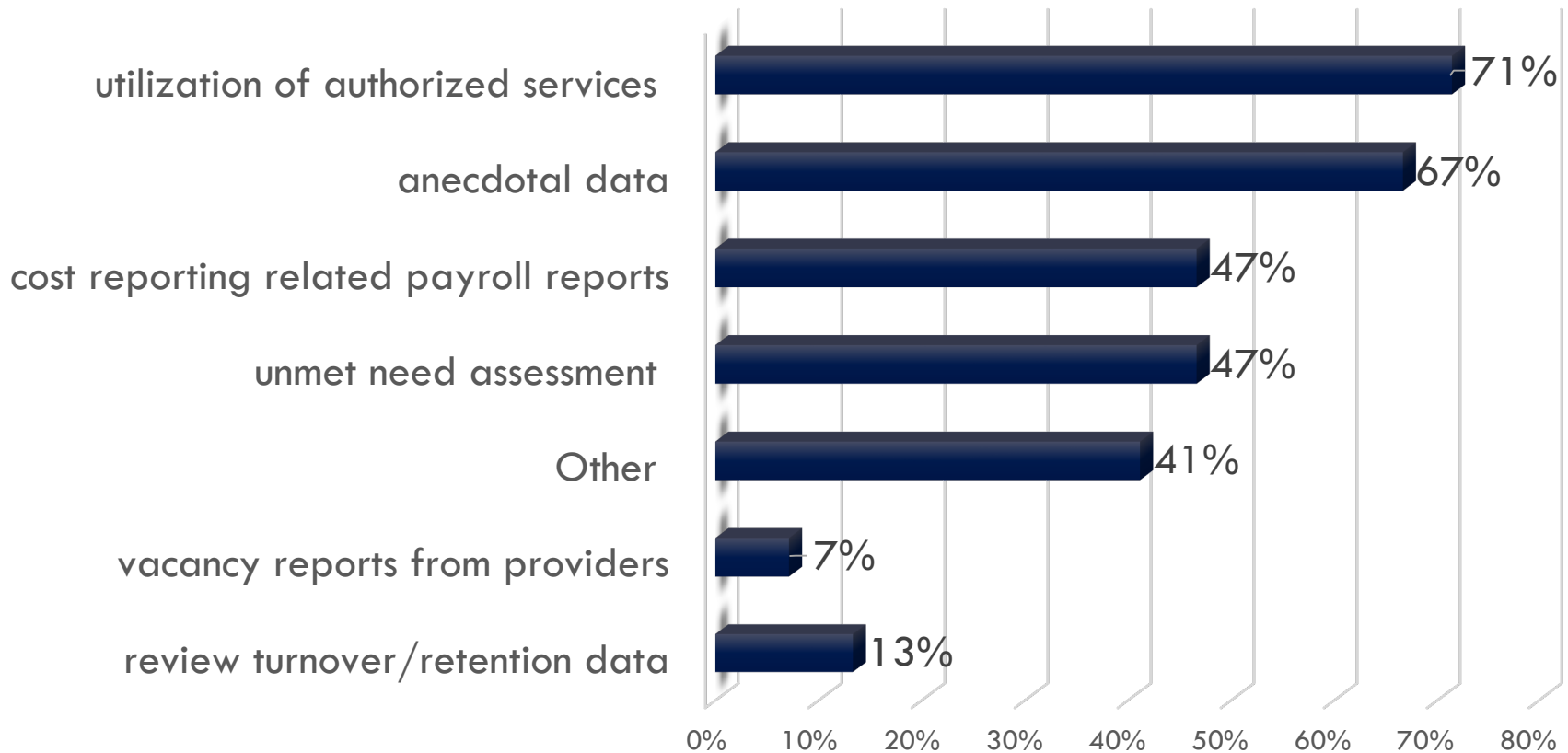
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- Support for unpaid caregivers
- Technology
- Scope of practice modifications
- Increased use of family and friends as paid caregivers (often through consumer directed care)
- Expanding workforce with non-traditional workers – persons with disabilities, men, veterans, older workers, non-violent former felons

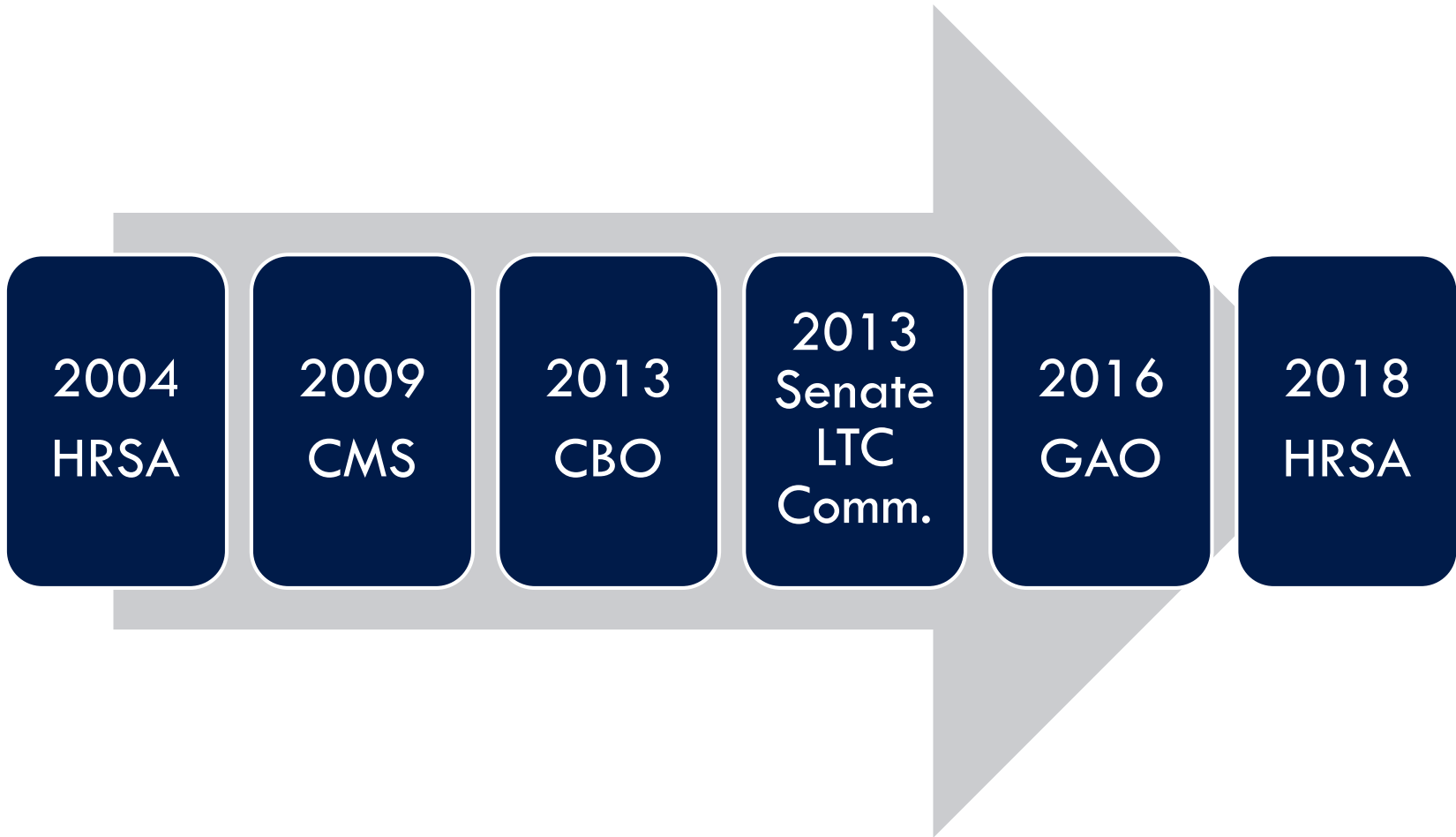
Good Data is a Challenge



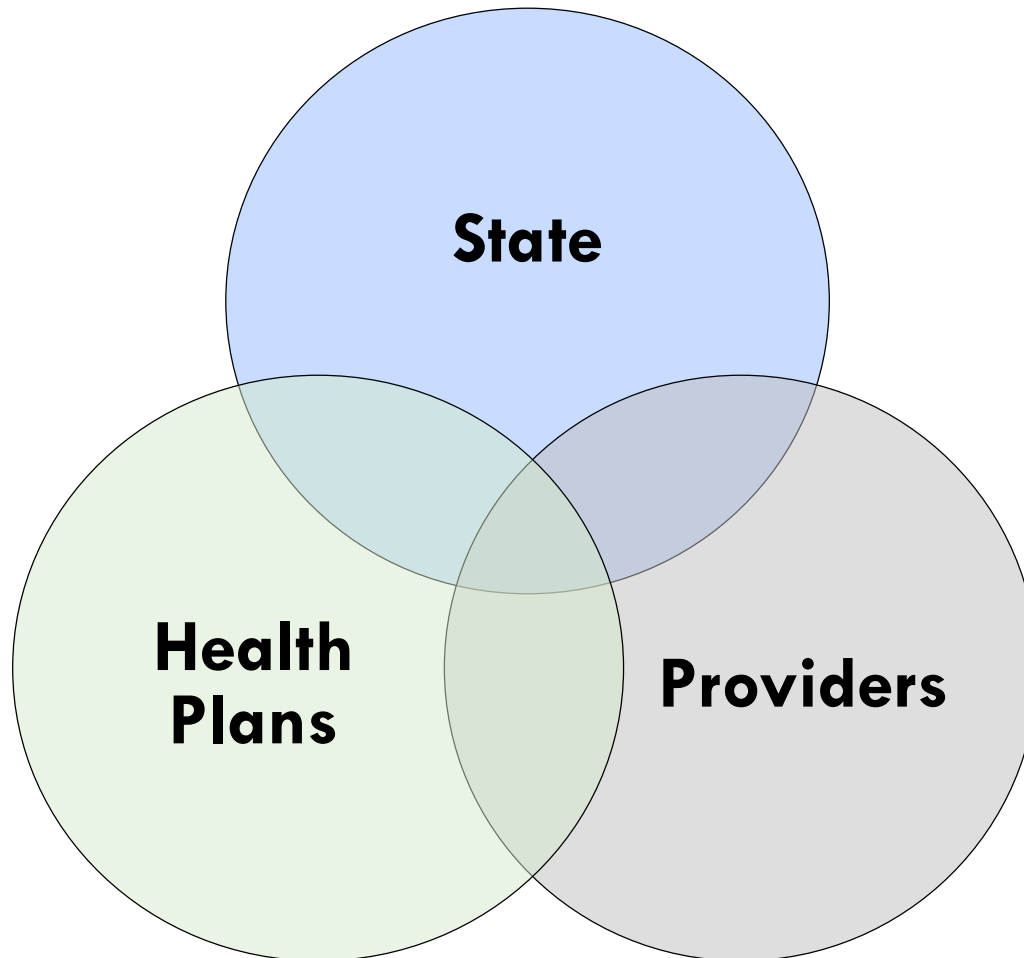
Types of Workforce Data Collected By States



This is NOT a New Problem



Shared Needs Can Drive Collaboration



What does this mean for providers?



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- Advocate strategically but focus on what you control
- Focus on internal operations
- Know your numbers – turnover, vacancies, time to hire
- Identify and sell your value proposition
- Embrace person-centered practices and worker-centered supervision.

- ANCOR & University of Minnesota Research & Training Center
- DSP Recruitment Toolkit
 - Customizable recruitment flyers targeted to different demographics
 - Structured Behavioral interview guides with questions
 - Realistic job preview
 - Wage and turnover calculators
- Frontline Supervisor Competencies toolkit materials

Thank You!



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<https://Hcbsbusinessacumen.org>



FOR MORE INFORMATION,
PLEASE VISIT:

www.hcbsbusinessacumen.org

E-mail: businessacumen@nasuad.org

Or Call: 202.898.2583