State Solutions to the Home Care Workforce Crisis in Rural America

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• 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 | Urban/Suburban Areas
--- | ---
25% | 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

https://thedataweb.rm.census.gov/ftp/cps_ftp.html; analysis by PHI (August 8, 2018); The Consumer Price Index (CPI) for All Urban Consumers (Current Series) was used to convert prior years to 2017 dollars.
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: $13,800

Urban/Suburban Areas: $14,800

A Growing Workforce Crisis:
Lessons from Wisconsin and Minnesota
A Growing Workforce Crisis: Lessons from Wisconsin and Minnesota

93%

Personal care providers that report difficulties filling open positions.

95%

People with disabilities who report difficulty finding workers.

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

Population Projections in Wisconsin

Rural Areas
- Working-Age Women: 288,930 (2015), 421,000 (2020), 472,660 (2025), 421,000 (2030), 472,660 (2035), 421,000 (2040)
- Older Adults: 382,845 (2015), 472,660 (2020), 569,990 (2025), 605,990 (2030), 569,990 (2035), 472,660 (2040)

Urban/Suburban Areas
- Working-Age Women: 1,275,010 (2015), 1,280,950 (2020), 1,275,010 (2025), 1,280,950 (2030), 1,275,010 (2035), 1,280,950 (2040)
- Older Adults: 1,062,705 (2015), 1,062,705 (2020), 1,062,705 (2025), 1,062,705 (2030), 1,062,705 (2035), 1,062,705 (2040)

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.

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
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
“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
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
### Supervision

<table>
<thead>
<tr>
<th>Traditional Supervision</th>
<th>Coaching Supervision</th>
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<tbody>
<tr>
<td>Identify issue to be addressed</td>
<td>Create relationship with worker</td>
</tr>
<tr>
<td>Explain rules clearly</td>
<td>Clearly present problem/feedback</td>
</tr>
<tr>
<td>Explain consequences</td>
<td>Gather information about worker’s perspective</td>
</tr>
<tr>
<td>Offer possible solutions</td>
<td>Engage in problem solving</td>
</tr>
<tr>
<td>Request or direct worker to comply</td>
<td>Support worker to commit to action steps</td>
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</table>
State Solutions to the Home Care Workforce Crisis in Rural America

The Importance of Coalition Building

Amy M. York
Executive Director
Eldercare Workforce Alliance
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

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 Charles House Association

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

REGIONAL ELDERCARE WORKFORCE WORKGROUPS
REGIONAL WORKGROUPS

What are Top Issues in Eldercare Workforce in Region?
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)
Next Steps?
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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