
PHI QUALITY CARE THROUGH QUALITY JOBS

Creating Person-Directed Care Teams The Key to Quality Jobs

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PHI QUALITY CARE THROUGH QUALITY JOBS

Quality Care Through Quality Jobs

Caring, committed relationships between direct care workers and the people they care for are at the heart of quality care. We are driven by the desire to create fundamentally new systems of care that honor that principle.

Work with employers, policymakers, and other stakeholders across the care continuum to support direct care workers to deliver person-centered care.

25 years, 360-degree perspective

#60CaregiverIssues



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Paired Conversations

What is the #1 workforce challenge for your Organization?




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Key Facts about the Direct Care Workforce

- **4.5 million** nursing assistants, home health aides and personal care aides care for over 8 million older Americans and people living with disabilities
- Direct care is creating **more new jobs** in our economy than any other single occupation.


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Key Facts about the Direct Care Workforce

- The **fastest growth** is among **home care aides** who provide support in private homes and other community-based settings.
- Home care aides **earn on average \$10 per hour**, with annual incomes averaging \$13,300. Nursing assistants average less than \$12 per hour.
- Low wages, insufficient training, and lack of advancement opportunities are leading to a caregiver shortage: **more people are leaving these jobs than entering the field.**

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Demographics: Home Care Workers

HOME CARE WORKERS BY

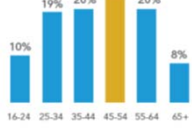
Gender & Age

GENDER, 2014



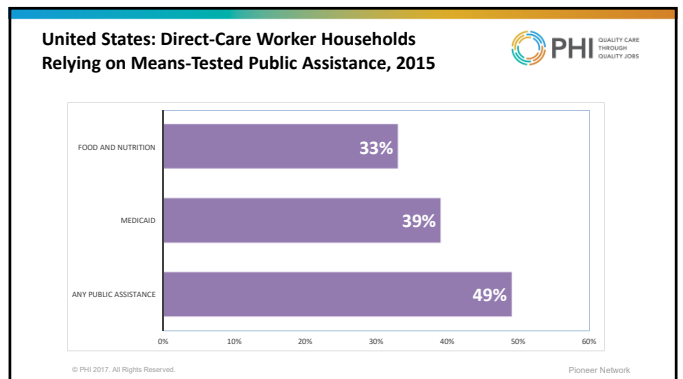
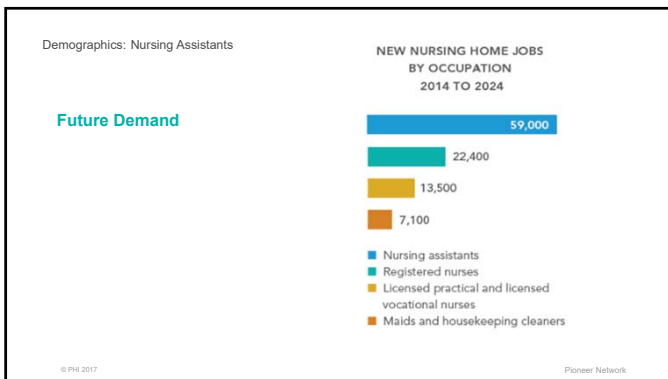
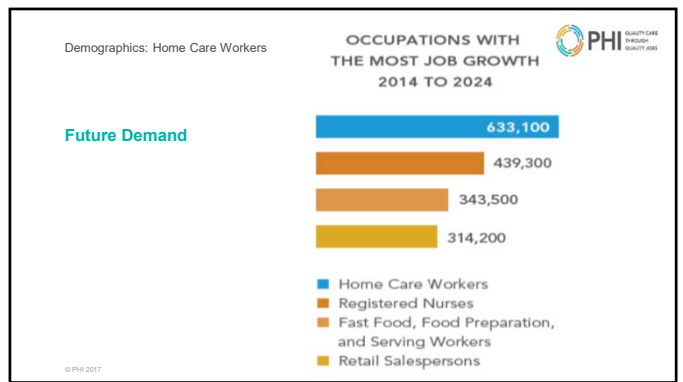
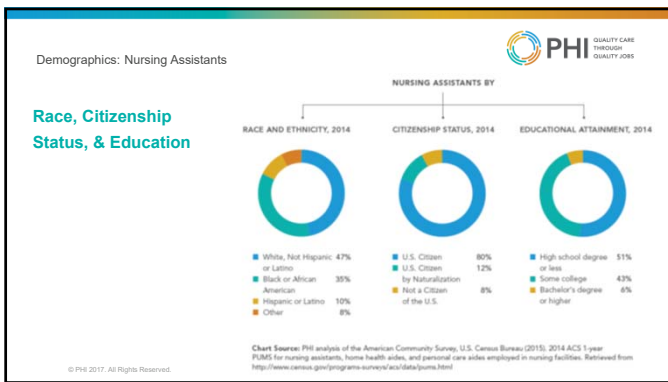
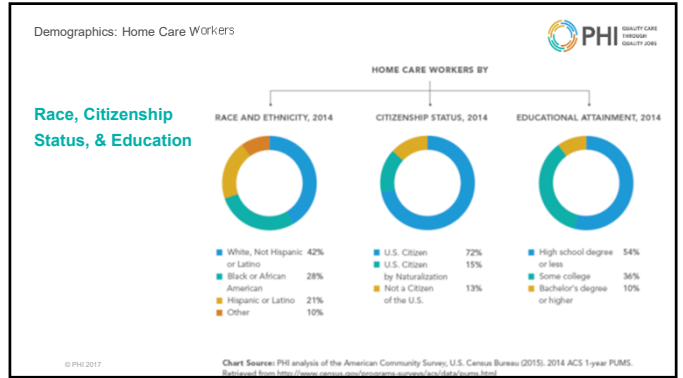
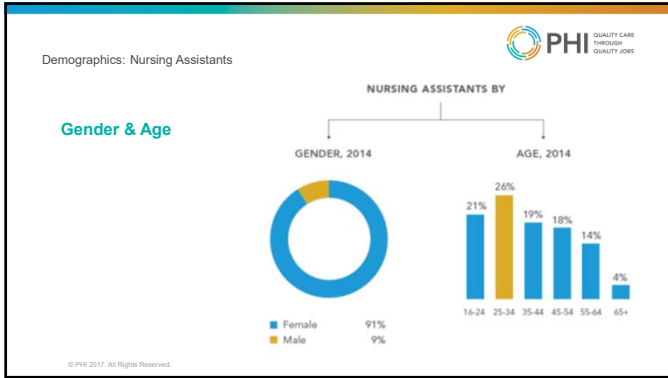
Gender	Percentage
Female	89%
Male	11%

AGE, 2014



Age Group	Percentage
16-24	10%
25-34	19%
35-44	20%
45-54	23%
55-64	20%
65+	8%

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Recruitment and Retention – Let’s Get Serious

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9 ELEMENTS OF A QUALITY CAREGIVING JOB

COMPENSATION	OPPORTUNITY	SUPPORT
1 Good wages	4 Excellent training	7 Supportive supervisors
2 Good benefits	5 Participation in decision-making	8 Resources to resolve barriers to work
3 Full-time hours, stable schedule, & no mandatory overtime	6 Career advancement	9 Owners who lead quality improvement

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Tips for Recruitment and Retention

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Failure to take time in the recruitment process results in:

- Turnover
- Consumer dissatisfaction
- Low moral
- “Always enough time to do it over, Never enough time to do it right”

© PHI 2018 America’s Eldercare Workforce 7

Panic Hiring

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Top Drivers of Employee Satisfaction...

- Wages and Benefits
- Job Demands (measured by ratio of nursing assistant hours per resident day)
- Feeling respected
- Feeling Valued
- Relationship with Supervisor

And another thing

Top Drivers of Nurse Engagement

This organization provides high-quality care and service

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Quick Wins

- Build involvement/workgroup
- Learn what attracted your staff
- Get curious about why people stay
- Get curious about why people leave
- Build on what works by doing more of it
- Elicit your staff's creativity and stay open to their suggestions



Critical Qualifications



Tips for Recruitment and Retention

Use Values Based Interview Questions

Typical Interview

- Tell me about why you want to be a DCW
- What hours/shifts are you available?
- What training have you had?
- Do you have a reliable method of transportation?

Values Based Interview

- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

Your Turn - Interview Time

- Describe an experience in your life that has led you to care about elders.
- Tell me about a time you disagreed with a coworker or supervisor. How did you handle it?
- Describe a situation in the past where you exhibited professionalism in your work.

Tips for Recruitment and Retention

Involve Everyone!!


- Give all staff recruiting business cards that they can put their name on.
- If you hire someone that brings in that employee's business card, they get a bonus or gift card.



Peer to Peer Interviews

- Train representatives from each department to conduct peer interviews
- Peer recommendation, plus department head/HR approval = job offer






Resident Interviews

Train resident representatives to participate in interview process

- may or may not be part of resident council functions



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Improve Your Candidate Pool

- Invest time in developing relationships with high school, vo-tech and college placement offices, recruiters and workforce development centers.
- Be active at industry conferences where you can attract candidates.
- Watch the online job boards for potential candidates who may have resumes online even if they're not currently looking.
- Use professional association websites and magazines to advertise for professional staff.
- Offer internships to college bound students, and clinical experiences to students
- Linked In, Indeed.com etc.



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Tips for Recruitment and Retention

Onboarding for Success

- Peer Mentoring critical for first 90 days
- Ensure orientation is person centered and reflects your organization's values
- Give frequent feedback
- Avoid "throwing the employee in" at all costs



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Peer Mentoring: Compensation, Opportunity and Support



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What is it like to be new?

Paired discussion

What do new staff tell you about their experience of being new?

What do you currently do to Mentor new employees?

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Why Mentoring

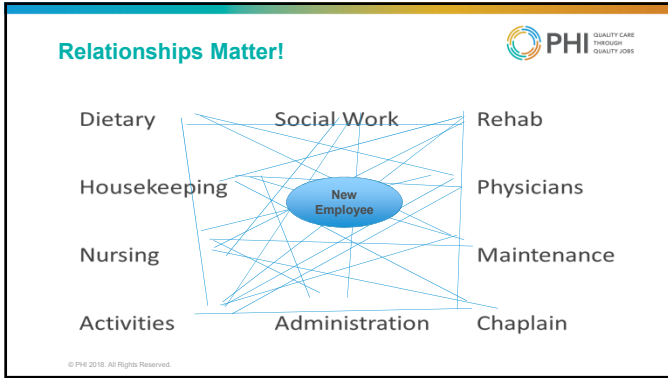
Types of Issues Mentees Presented to Mentors:

- Working relationships
- Relieving Stress/Burnout
- Care
- Working Conditions
- Communication



http://phinational.org/sites/phinational.org/files/cearinghouse/WA_Preliminary_Peer_Mentor_Program_Analysis.pdf

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PHI Peer Mentoring Program

- New employee is paired with experienced mentor
- Mentor builds immediate and ongoing relationship
- Provides support, guidance, and sense of safety
- Improves retention by as much as 50%

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Mentoring Do's and Don't's

DO	DON'T
✓ Openly post position	× Hand pick mentors
✓ Provide mentor training	× Assume experience is adequate prep for role
✓ Provide mentors support	× Underestimate program supports
✓ Give pay increase	× Expect to "do more for same pay"
✓ Mentor on assignment employee will have	× Teach employee on mentor's assignment

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Specialty Positions – Opportunities for Career Advancement

- Memory Support Specialist
- Palliative Care Specialist
- Restorative aide
- Peer Mentors
- Other Opportunities for Advancement – Blended Roles in Households

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Care Partners Self-Organized Teams

A group of people who, under minimal supervision, maintain daily responsibility for managing themselves and the work they perform in order to reach a common goal defined by the organization. Self-organized work teams typically handle job assignments, plan and schedule work, make production and/or service decisions, take action on problems and monitor their own performance.

“Oh my God... I love it! I love the way the CP take care of the residents – this is home. Residents are really at home.”

No Judgment. We don't judge each other – we all know that we're each doing what needs to be done depending on what the residents are doing.

Real problem solving happening. We keep looking at how to communicate more often and effectively.

Learning to discuss things more openly with one another. Some poor attitudes/back biting at first – made us stronger and more open with each other.

No Shift-Thing. I feel like we don't have a shift thing at all. We just come in and pick up where the last staff left off. We don't have a division of duties – we just do what needs to be done.

Residents show great care for one another. The residents show great care to one another – they understand and are very attentive to each other.

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Tips for Recruitment and Retention

The Role of Supervisors in Recruitment and Retention


WHY PEOPLE CHANGE JOBS

75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself.

“People don't quit jobs, they quit bosses.”

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Tips for Recruitment and Retention




Coaching Supervision

- ▶ The **PHI Coaching Approach to Supervision®** is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills
 - i.e., the ability to *Think Critically, Prioritize, Make Decisions, Problem Solve* and *Communicate Effectively*

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Tips for Recruitment and Retention




Traditional vs. Coaching Supervision

Traditional	Coaching
• Identify the issue to be addressed	• Establish relationship with the worker
• Explain the rules clearly	• Clearly present the problem
• Explain consequences of breaking rules	• Gather information on the worker's perspective
• Offer possible solutions	• Engage worker in problem solving
• Request compliance	• Help the worker commit to action steps

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Tips for Recruitment and Retention



Benefits of Coaching Supervision

- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints

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Tips for Recruitment and Retention



This is a national challenge

- ▶ PHI's work to change the landscape





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AMERICA HAS A CAREGIVING CRISIS.
JOIN PHI AS WE LOOK FOR ANSWERS.



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Questions?

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