



The Council  
of State  
Governments

# NATIONAL LONG-TERM CARE WORKFORCE NETWORK

Topic: AHCA/NCAL Member Workforce  
Concerns & Initiatives

November 17, 2023

# Agenda

- Introduction and Project Recap
- AHCA/NCAL Workforce Concerns & Initiatives
  - Dana Ritchie, Associate Vice President, AHCA/NCAL
  - **California:** Claire Enright, Quality Care Health Foundation
  - **Florida:** Kristen Knapp, Florida Health Care Association
  - **Minnesota:** Nicole Mattson, Care Providers of Minnesota
- Discussion
- Next Steps and Adjourn

# Long-Term Care Policy Guide



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## Revitalizing the Direct Care Workforce and Supporting Family Caregivers

# National Center for State Long-Term Care Workforce Policy (2023) Project Summary

- National Long-Term Care Workforce Network
- National Online Resource Center
- State Technical Assistance Services

# DC Update

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Dana Ritchie

Associate Vice President of Workforce  
and Constituency Services





# Workforce Priorities

- Comments – CMS Minimum Staffing Proposal
- Healthcare Workforce Resilience Act (S. 3211/H.R. 6205)
- Ensuring Seniors' Access to Quality Care Act (S. 1749/H.R. 3227)
- Building America's Health Care Workforce Act (H.R. 468)
- LTC Apprenticeships

# CUSP

## CNA UpSkilling Program

Claire Enright BSN, RN-BC Geriatrics  
Executive Director  
Quality Care Health Foundation



# Enhancing Workplace Culture

The culture of the workplace is expressed  
by the attitude and environment  
maintained by the staff.

Leadership has the responsibility to ensure that the culture is intentional and reflects the goals and objectives of the company.

# CNA UpSkilling Program (CUSP)

- Employer-sponsored and recognized
- Turn-key program
- Transferable – State-wide Registry
- Rewards the employee:
  - Length of service
  - Education attained
  - Skill competency demonstrated

# CUSP

- Advancement:
  - Minimum of six months working at each level
  - Standardized, nationally recognized micro-education
  - On-line education modules, self-paced
  - Return demonstration of skill competency

# CUSP

- Advancement within the CNA career pathway:
  - CNA Level I = CNA certification
  - CNA Level II = CNA Preceptor
  - CNA Level III = RNA
  - CNA Level IVa = Serious Mental Illness trained
  - CNA Level IVb = Dementia Advanced trained



# Micro-education provided by:

- Level I = State Approved Nurse Assistant Certification
- Level II = National Association of Health Care Assistants **Preceptor** Course
- Level III – National Association of Health Care Assistants **Restorative Nurse Assistant** Course
- Level IVA – HealthCare Interactive Cares **Serious Mental Illness** Training
- Level IVB – HealthCare Interactive Cares **Dementia** Training

# Supervisor Training

- Licensed Nurse:
  - Skill Competency
  - Program oversight
- Supervisor Training provided by NAHCA & Healthcare Interactive
- Available on-line and downloadable manual(s)

# CUSP Registry

- Memo of Understanding with participating facility-
  - Agree to make micro-education available to all employees that meet facility criteria for advancement
  - Agree to submit employee's micro-education certificate of completion to registry
  - Agree to provide incremental wage increase for each level attained
  - Agree to pay all new hires that are listed on the registry at the level held



# Now Hiring for the Most Rewarding Jobs

## FHCA Long Term Care Workforce Initiatives

**Promoting The Profession | Leadership Training | Legislative Initiatives  
Recruitment/Retention Education | Employer-Job Seeker Connections**

**Kristen Knapp, APR**

Florida Health Care Association  
Senior Director of Strategy & Communications  
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# Florida is Aging

**By 2030, 57% of new Florida residents will be 65 and older. Jobs in senior-related fields will increase**

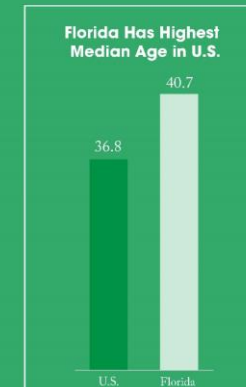
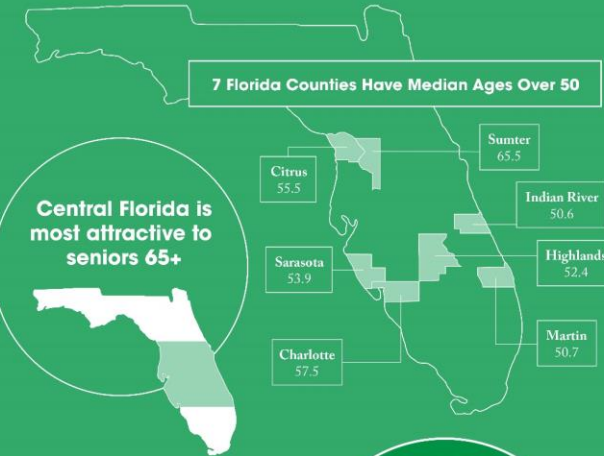
- 700 Skilled Nursing Centers
- 3,400+ Assisted Living Facilities

**Long Term Care will need to fill 7.4 million job openings in direct care from 2019-2029**

- Since 2012, Florida had 50% decline in individuals testing to become CNAs
- LPNs make up over 60% of Florida licensed nursing workforce

## Florida is Aging

**Welcome to Florida:**  
By 2030, 57% of new residents will be 65+



**11%**  
Higher than U.S. average

**1 in 5**  
Floridians is 65+

**Today, Florida's 65+ Population Equals:**

**3.5 Million** Residents  
Roughly the population of Connecticut



# CaregiversFL Career Program

- Florida Health Care Education and Development Foundation \$1.8 Million Grant
- Approved by the State of Florida, Agency for Health Care Administration and CMS (Centers for Medicare and Medicaid Services)
- The funds are from the Quality of Long-Term Care Improvement Trust Fund which is administered by the State of Florida, Agency for Health Care Administration
- Benefits **ALL** Skilled Nursing Facilities (SNFs) in the State of Florida



This program sponsored by the Florida Health Care Education and Development Foundation, Inc. and the State of Florida, Agency for Health Care Administration.



# Goal: Hire 3,000 CNAs over 2-year period

## TWO PHASES

### Recruitment

- Statewide Media campaign
- Connections with training facilities
- New Jobseekers

### Retention

- Employee engagement and satisfaction surveys
- Educational opportunities

**Enhanced Website – [florida.carefortheaging.org](http://florida.carefortheaging.org)**

[www.fhca.org](http://www.fhca.org)

NOW  
HIRING  
CNAs.

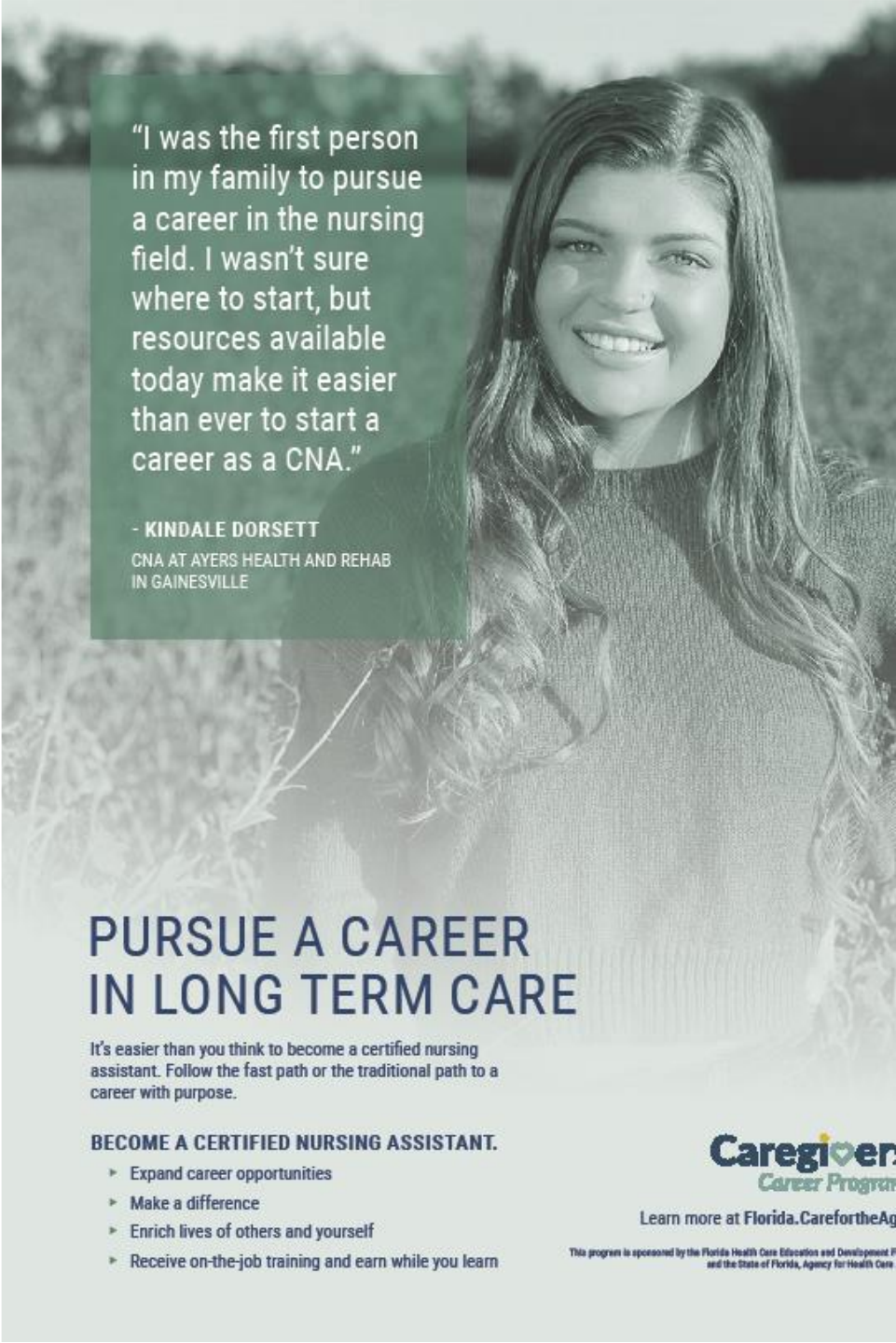


**CaregiversFL**  
Career Program

Sponsored by Florida Health Care Education And Development Foundation, Inc.,  
and the State of Florida, Agency for Health Care Administration.

## Participating Provider Benefits

- **Access to Jobseeker Profiles** through the Florida.CarefortheAging.org Provider Member Portal
- **Complimentary job postings** via FHCA LTC Career Center
- **Free Employee Satisfaction Surveys** (1 survey per year for next 2 years) and results/analysis of those surveys
- **Educational Webinars** focused on recruitment, retention efforts
- **Provider Toolkit:** Sample Messaging, Customizable Creative Assets



"I was the first person in my family to pursue a career in the nursing field. I wasn't sure where to start, but resources available today make it easier than ever to start a career as a CNA."

- KINDALE DORSETT  
CNA AT AYERS HEALTH AND REHAB  
IN GAINESVILLE

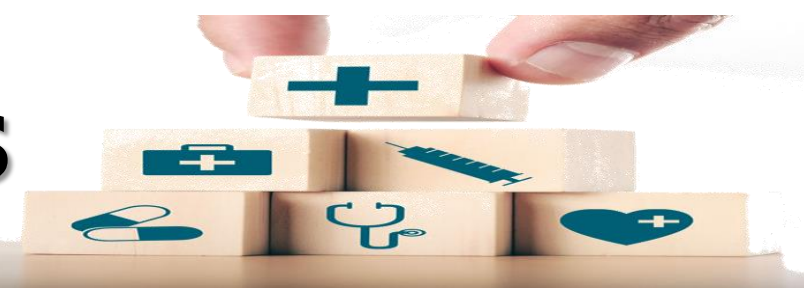
### PURSUE A CAREER IN LONG TERM CARE

It's easier than you think to become a certified nursing assistant. Follow the fast path or the traditional path to a career with purpose.

#### BECOME A CERTIFIED NURSING ASSISTANT.

- ▶ Expand career opportunities
- ▶ Make a difference
- ▶ Enrich lives of others and yourself
- ▶ Receive on-the-job training and earn while you learn

# Legislative Initiatives



- **Personal Care Attendant Program:** Legislature made permanent in 2021. PCAs undergo 16 hours of education and 8 hours of clinical training, demonstrate competencies and can work in nursing center under supervision of licensed nurse and in collaboration with CNAs for up to 120 days. *PCA to CNA career ladder*
- **Linking Industry to Nursing Education (LINE) Fund:** Established by Legislature in 2022 as competitive grant opportunity for Florida College System institutions, independent nonprofit colleges and universities to incentivize collaboration between nursing education programs and health care partners. Funds may be used to award scholarships to students who meet the residency for tuition purposes requirements, recruit additional faculty, purchase equipment, and support simulation centers to advance high-quality nursing education programs throughout the state.
- **Qualified Medication Aide:** Legislature created in 2023. Experienced CNAs receive additional 40 hours certification training, demonstrate clinical competency and annual medication administration in-service. *CNA to QMA career ladder*
- **Senate Health Policy Panel Discussion on Healthcare Workforce Shortages:** In advance of 2024 legislative session, FHCA testifying on specific long term care workforce challenges and offered policy recommendations, including assistance for potential and current caregivers, educational opportunities and streamlined pathways to develop their skills and resources to help nursing centers build a strong pipeline of caregivers.



**Florida Leaders 2024 Class (Year 16)**

**200+ graduates**

- **12-month training program develops leaders within the Association and Florida's long term care profession**
- **District Presidents Encouraged (Strategic Plan)**
- **Personal/Professional Leadership Development**
- **Communication & Advocacy Training**
- **Government Relations & Regulatory Briefing in Florida Capitol**
- **Building a Quality Team**
- **Advancing the Profession, Building Future Leaders**
- **Professional Development Webinars/Conference Calls**
- **Suggested Reading Materials with Focus on Leadership**
- **Graduation Ceremony/Alumni Reunion at Annual Conference**

# NHA 101 Training



**Nursing home administrators are responsible for leading the team to ensure regulations are met and quality of care is of the highest standard.**

**FHCA hosts annual six-hour training is for new administrators with five years or less experience and is designed to motivate and develop the skills needed to become a great leader and provide valuable networking connections.**

**Focuses on leadership, financial, legal and regulatory, life safety, survey readiness and quality improvement skills. Long-term care leaders discuss best practices and tools for the administrator to be successful.**

**Provides a foundation for new administrators as well as serve a good refresher for seasoned administrators.**



# Administrators in Training

- **Preceptor Provider Training:** Annual, six-hour interactive training program to qualify attendees to become preceptors and help shape the careers of new long term care administrators.
- **AIT/Preceptor Matching Program/NHA Facebook group:** Dedicated staff member connects individuals seeking AITs with Preceptors
- **RISING LONG TERM CARE LEADER SCHOLARSHIP:** \$1,500 scholarships awarded to individuals completing an Administrator in Training (AIT) program in a Florida Health Care Association member nursing center.

*Scholarship funded in part by*



# LTC Employee Scholarships

## **Florida Health Care Education & Development Foundation - 501(c)(3) organization established in 1983**

- Promotes scholarship programs for nurses and caregivers working in member centers.
- Seeks private funding through foundations, grants and other contributions to assist member centers with continuous quality improvement programs and emergency preparedness, response and recovery.
- Awarded 2 times a year (April 30 & August 30)

### **Bruce Taylor Scholarship**

Assists member nursing and non-nursing staff to achieve a higher level of education in a field related to long term care.

### **Career Climb Scholarship**

Promotes advancement in non-nursing long term care careers for selected member nursing home and ALF employees.

**\$180,000 AWARDED SINCE INCEPTION**





# Partnerships

## CareerSource Florida

- FHCA Providers connected with local CareerSource organizations to support job seekers' training/hiring opportunities
- Toolkit for hiring case managers to promote program among job seekers

## Florida Department of Veterans' Affairs

- Outreach to Veterans organizations, councils, State University Veterans groups

## Florida Association for Career & Technical Educators Association of Florida Colleges

- Presentations to FACTE/AFC Members with toolkit to support promotions among students

## HOSA – Future Health Professionals

- FHCA members speak to high school/middle school HOSA clubs, participate in mock interviews, career conferences, serve as CNA clinical sites



BOLDLY SERVING MORE THAN 30 YEARS



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

[www.FloridaVets.org](http://www.FloridaVets.org)



[www.fhca.org](http://www.fhca.org)



# FHCA STUDENT MEMBERSHIP

Connect Yourself to a Statewide Network of Long Term Care Professionals

- **Jump Start Your Career**
- **Network with Professionals**
- **Stay Informed**
- **Access Resources**
- **Further Your Skills**

**Join Today for Just \$25**

[www.fhca.org/membership/student\\_member](http://www.fhca.org/membership/student_member)



# Job Seeker Connections

- **CAREERS.FHCA.ORG**

Updated/enhanced FHCA Job Board for free posting of job vacancies

- **FLORIDA.CAREFORTHEAGING.ORG**

Used in marketing campaigns, CaregiversFL Career Program grant to promote various career paths in LTC, connect employers to job seekers



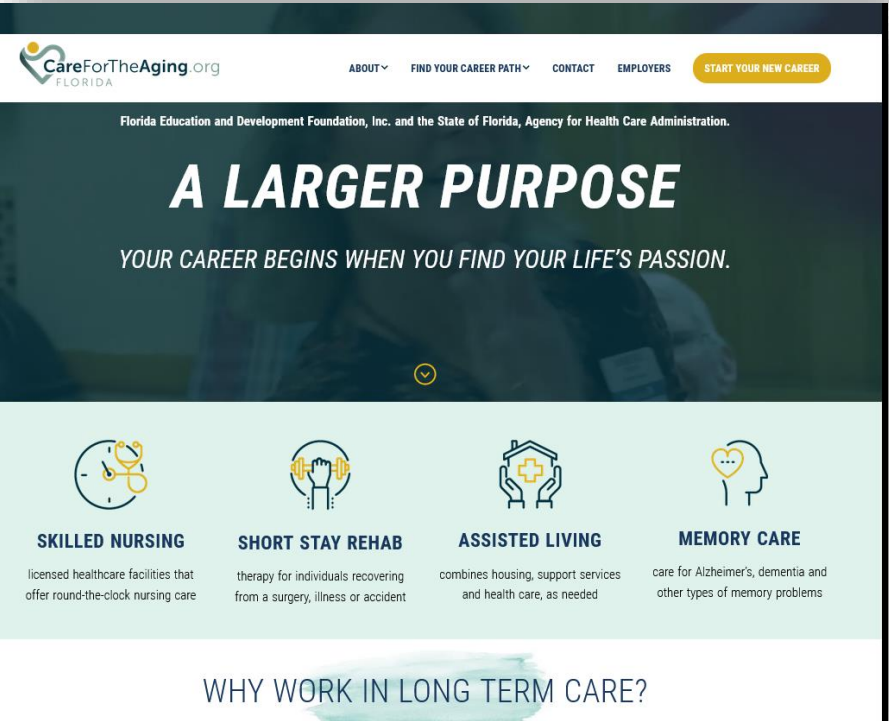
Find the Best  
Meet your recruitment goals  
and attract top talent.

POST A JOB TODAY

**FHCA Long Term Care  
Career Center**

Workforce Initiatives  
Sponsor

MATCHWELL



CareForTheAging.org  
FLORIDA

ABOUT ▾ FIND YOUR CAREER PATH ▾ CONTACT EMPLOYERS [START YOUR NEW CAREER](#)

Florida Education and Development Foundation, Inc. and the State of Florida, Agency for Health Care Administration.

**A LARGER PURPOSE**

YOUR CAREER BEGINS WHEN YOU FIND YOUR LIFE'S PASSION.

SKILLED NURSING  
licensed healthcare facilities that offer round-the-clock nursing care

SHORT STAY REHAB  
therapy for individuals recovering from a surgery, illness or accident

ASSISTED LIVING  
combines housing, support services and health care, as needed

MEMORY CARE  
care for Alzheimer's, dementia and other types of memory problems

WHY WORK IN LONG TERM CARE?

# QUESTIONS?

**Kristen Knapp, APR**

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# Presentation for CSG National Long-Term Care Workforce Network

November 17, 2023

Care  
Providers  
of Minnesota

**Nicole Mattson**, Vice President of Strategic Initiatives, *Care Providers of Minnesota*



# Labor Force Context



# 2022 Job Vacancy Survey

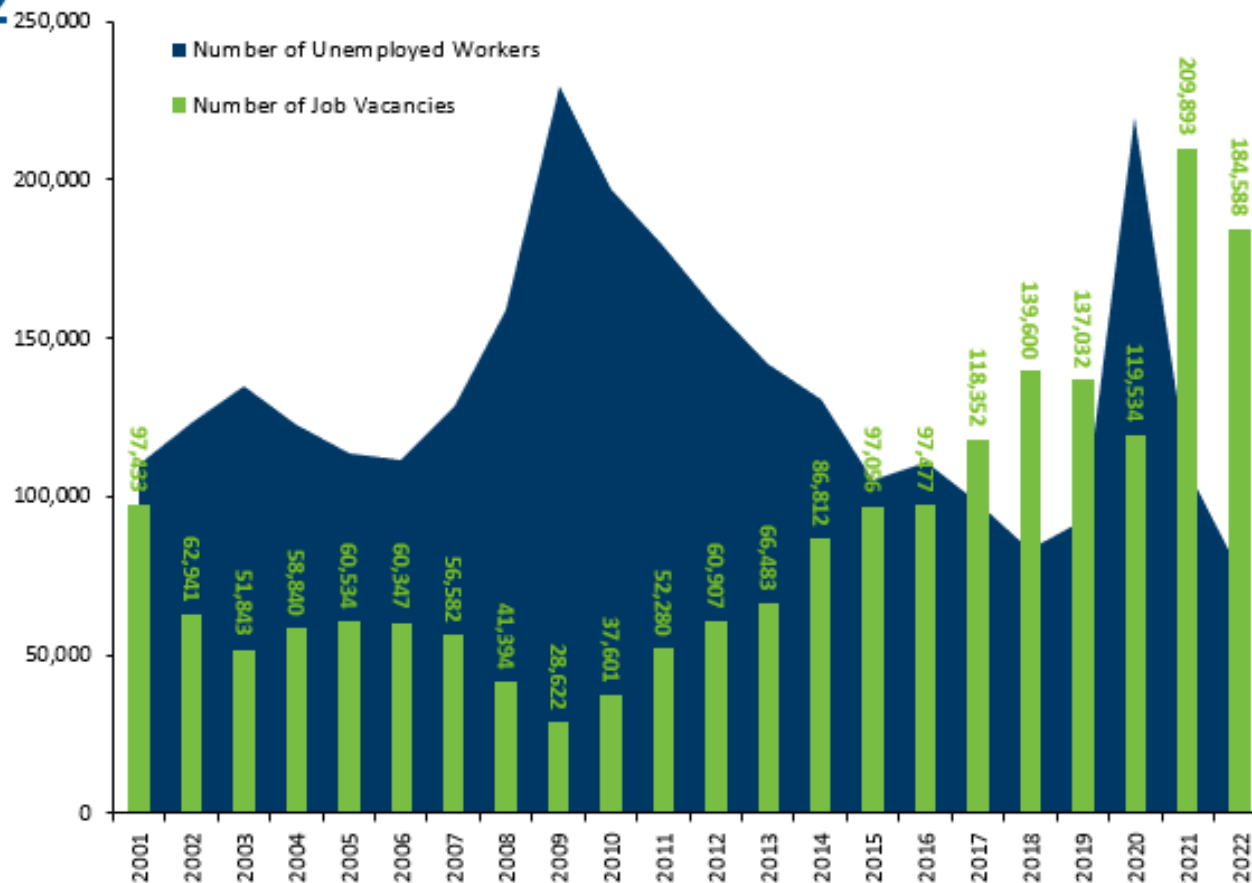
- **185,000 job vacancies in 2022**

- Vacancies are down from the record highs of last year; but still WAY above pre-pandemic and recession-recovery levels
- -25,305 vacs.; -12.1% from 2021
- +47,556 vacs.; +34.7% from 2019

- Compared to just over **75,000 unemp. workers**

- **0.4 jobseekers per vacancy**

- **Lowest ratio on record!**
- Went below 1-to-1 ratio starting in 2017
- Compared to 8-to-1 in 2009

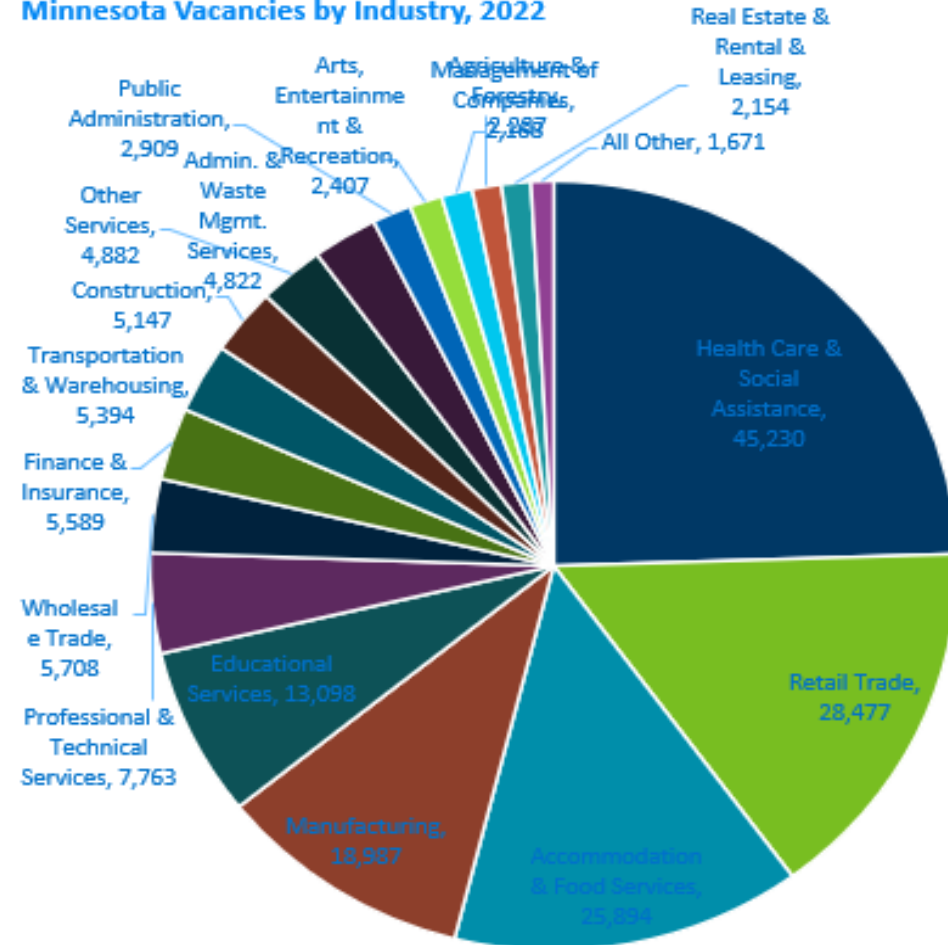


MN Department of Employment & Economic Development

# Job Vacancy Survey

- **Health Care & Social Assistance (45,230 vacancies)**
  - -804 vacancies; -1.7% from 2021
- **Retail Trade (28,477 vacs.)**
  - -9,425 vacancies; -24.9%
- **Accommodation & Food Services (25,894 vacs.)**
  - -8,593 vacancies; -24.9%
- **Manufacturing (18,987 vacancies)**
  - +3,466 vacancies; +22.3%
- **Educational Services (13,098 vacs.; +4,708; +56.1%)**
- **Professional & Technical Services (7,763 vacs.; -7.1%)**
- **Wholesale Trade (5,708 vacs.; -1.5%)**
- **Finance & Insurance (5,589 vacs; -8.3%)**
- **Transportation & Warehousing (5,394 vacs.; -32.5%)**
- **Construction (5,147 vacs.; -33.2%)**
- **Other Services (4,882 vacs.; -54.3%)**
- **Admin. Support & Waste Mgmt. (4,822 vacs.; -7.2%)**

Minnesota Vacancies by Industry, 2022



MN Department of Employment & Economic Development

# MN Growth Projection

**Table 6. Top 25 Largest Growing Jobs in Minnesota, 2020-2030**

Industry	Estimated Employment 2020	Projected Employment 2030	Percent Change 2020-2030	Numeric Change 2020-2030
Total, All Occupations	2,975,300	3,145,200	+5.7%	+169,900
<b>Home Health &amp; Personal Care Aides</b>	<b>107,496</b>	<b>133,419</b>	<b>+24.1%</b>	<b>+25,923</b>
<b>Cooks, Restaurant</b>	<b>21,685</b>	<b>31,629</b>	<b>+45.9%</b>	<b>+9,944</b>
Fast Food & Counter Workers	66,583	74,855	+12.4%	+8,272
<b>Software Developers &amp; Software Quality Assurance</b>	<b>33,284</b>	<b>40,994</b>	<b>+23.2%</b>	<b>+7,710</b>
Waiters & Waitresses	31,369	36,813	+17.4%	+5,444
Registered Nurses	71,782	76,538	+6.6%	+4,756
<b>Passenger Vehicle Drivers, exc. Bus Drivers</b>	<b>17,498</b>	<b>21,777</b>	<b>+24.5%</b>	<b>+4,279</b>
<b>Bartenders</b>	<b>14,149</b>	<b>18,000</b>	<b>+27.2%</b>	<b>+3,851</b>
Market Research Analysts & Marketing Specialists	17,291	20,542	+18.8%	+3,251
General & Operations Managers	41,540	44,400	+6.9%	+2,860
Teaching Assistants (Paraprofessionals)	35,378	38,075	+7.6%	+2,697
Laborers & Freight, Stock, & Material Movers, Hand	41,147	43,817	+6.5%	+2,670
First-Line Supervisors of Food Prep & Serving Workers	14,789	17,416	+17.8%	+2,627
Janitors & Cleaners	42,824	45,348	+5.9%	+2,524
Financial Managers	16,009	18,487	+15.5%	+2,478
<b>Medical &amp; Health Services Managers</b>	<b>8,326</b>	<b>10,751</b>	<b>+29.1%</b>	<b>+2,425</b>
Management Analysts	20,543	22,816	+11.1%	+2,273
Hairdressers, Hairstylists, & Cosmetologists	12,062	14,116	+17.0%	+2,054
<b>Nurse Practitioners</b>	<b>4,107</b>	<b>5,985</b>	<b>+45.7%</b>	<b>+1,878</b>
Substance Abuse, Behavioral & Mental Health Counselors	8,127	9,987	+22.9%	+1,860
Preschool Teachers, Except Special Education	9,719	11,579	+19.1%	+1,860
Self-Enrichment Education Teachers	9,649	11,415	+18.3%	+1,766
Project Management & Business Operations Specialists	32,809	34,527	+5.2%	+1,718
<b>Fitness Trainers &amp; Aerobics Instructors</b>	<b>4,950</b>	<b>6,633</b>	<b>+34.0%</b>	<b>+1,683</b>
<b>Amusement &amp; Recreation Attendants</b>	<b>6,453</b>	<b>8,119</b>	<b>+25.8%</b>	<b>+1,666</b>

*Source: DEED 2020-2030 Employment Outlook*

- **Occupational growth in Minnesota will be led by Healthcare Support, which is also the fastest growing occupational group at the national level**
- **In sum, healthcare-related occupations account for 12 of the top 50 fastest growing jobs in the state, and demand for healthcare services will continue to drive employment growth**



# Workforce Recruitment/Retention Initiatives

# CDC Funded Grant Recruitment Campaign

- Centers for Disease Control (CDC) grant funds through the Minnesota Department of Health (MDH)
- Successfully advocated to adapt original plans—but stay true to intent
- Co applicant-with other state association for LTC (LAMN)
- Initial funding \$409,400 + additional \$324,000 for employer matching system
- Develop website, brand and create statewide public relations campaign using digital media, print media, earned media, and other communication channels.
- Develop a Caregiver Advisory Group to inform project initiatives that includes diverse representation from caregivers from around the state.
- Serve as the ‘Hub’ for the MDH LTC Workforce Capacity Building Project

# CDC Funded Grant Recruitment Campaign

- Build CaringCareersStartHere.com website into a centralized hub for job seekers and caregivers by including information and resources such as:
  - Education
  - Scholarship
  - Career pathways/career progression
  - Resources: Provide connections
  - Employment
  - Promotion
  - Diversity
- Involve industry partners & stakeholders, including workforce development professionals, caregivers, providers, state agency partners, educators, and other LTC industry leaders.
- Develop a statewide employer-job seeker matching system

# CDC Funded Grant Recruitment Campaign- Messaging

**THEME:** *Making Meaningful Moves*

Minnesotan caregivers are making meaningful moves – toward a career in caregiving, toward furthering their education, and toward employers who align with their personal values.

## **WHY**

**Minnesota has a caregiving crisis.**

## **WHAT**

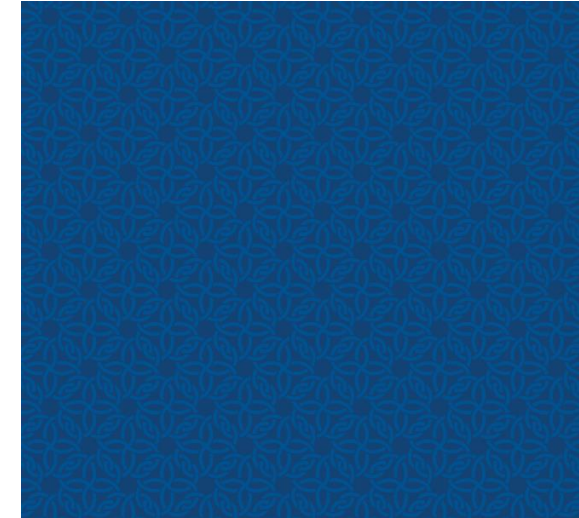
**Caregiving is more than a job – it's meaningful employment that gives back to workers and the communities they serve.**

## **HOW**

**We're leveraging our unique expertise and connections to help current and future caregivers make meaningful moves.**



# Caring Careers Start Here



## Primary Color Palette



**Dark Cerulean**  
HEX: #0E4174  
CMYK: 87.9, 44, 0, 54.5  
RGB: 14, 65, 116  
Pantone 4154 C



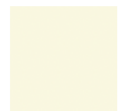
**Echinacea**  
HEX: #D24066  
CMYK: 0, 69.5, 51.4, 17.6  
RGB: 210, 64, 102  
Pantone 6055 C



**Sandy Brown**  
HEX: #F49D61  
CMYK: 0, 35.7, 60.2, 4.3  
RGB: 244, 157, 97  
Pantone 6016 C



**Vanilla**  
HEX: #F1E6B2  
CMYK: 0, 4.6, 26.1, 5.5  
RGB: 241, 230, 178  
Pantone 7499 C



**Vanilla 60% Tint**  
HEX: #F9F5E0  
CMYK: 0, 1.6, 10, 2.4  
RGB: 249, 245, 224  
60% Tint of Pantone 7499 C

## Additional Colors



**Aero**  
HEX: #B9DCD2  
CMYK: 15.9, 0, 4.5, 13.7  
RGB: 185, 220, 210  
Pantone 566 C

A large portion of longterm care workers are women, and although that is something to empower, it is also a goal of Caring Careers Start Here to strive for gender diversity in the longterm care workforce. Pink, magenta, or any other similar colors have historically and culturally become synonymous with femininity. Therefore, it can be challenging when designing collateral that is neutral because the echinacea brand color is very striking and powerful.

Although the primary color palette should provide enough room to creatively design solutions that appeal to a variety of audiences, this additional color can be used in replacement or in addition the echinacea brand color to help keep things more neutral.

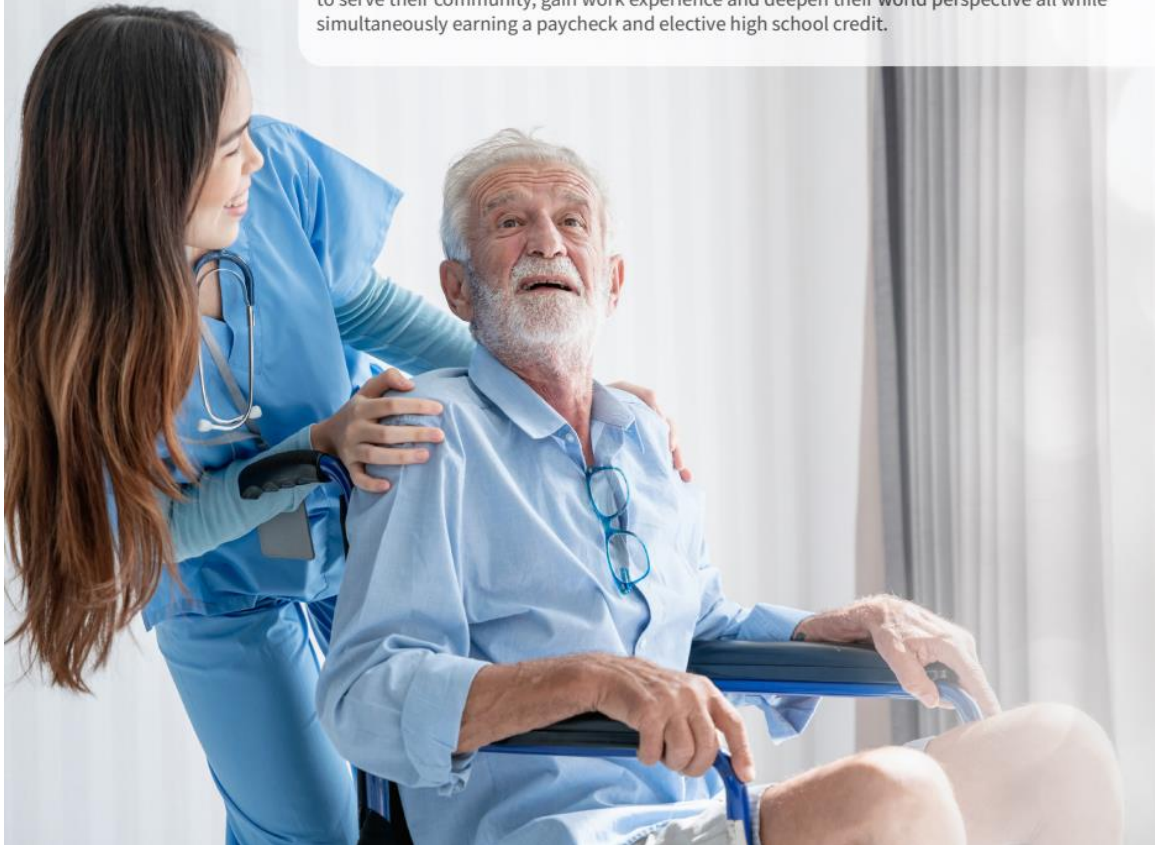




# Elective High School Credit for Work in LTC

## STUDENTS CAN EARN CREDITS FOR CARING

High school juniors & seniors can earn elective credit for their employment in a caring profession. Young adults have much to contribute, and this concept is an incredible opportunity for them to serve their community, gain work experience and deepen their world perspective all while simultaneously earning a paycheck and elective high school credit.



- Effective with 2023/2024 school year
- Engage and incentivize students to work in caring professions of long-term care, disability services, child care centers and hospital and clinic settings.
- Intended to be simplistic so it can be scaled statewide and not dependent upon school districts having any additional certifications or specialized programming.
- High School juniors and seniors can earn elective credit for their employment in a caring profession.
- Students may earn **one elective credit for every 350 hours worked**, including hours worked in the summer months, up to **two credits per academic year**, at the discretion of the school district.
- Eligible employed students submit an application to the school. The school district or charter school must verify the hours worked with the employer before awarding elective credit.

# Elective High School Credit for Work in LTC

- This concept gives them an incredible opportunity to serve their community, gain work experience and deepen their world perspective all while simultaneously earning a paycheck and ELECTIVE high school credit.
- Recruitment and retention conversation starter for LTC employers
- This proposal is intended to sweeten the deal, to make it a valuable proposition, while taking care of their community
- Students would be hired by the organization into an available job. Students would still need to be appropriately vetted, hired and trained by organizations.
- The students learn life skills along with providing supports to older adults and others in need. Learning care giving skills, empathy, customer service, de-escalation and other behavior management skills, relationship building, community access, problem solving
- Our profession already employs many students—some part-time, some seasonal. This would allow industry to engage with students who might not otherwise have considered working, in deference to their schoolwork.



# State Agency Initiatives

# OHE Next Generation Nursing Assistant

- After meeting the initial goal of recruiting and training 1,000 new nursing assistants, the Next Generation Nursing Assistant initiative received additional funding and offered a second round of free training.
- In 2023 legislative session \$3,000,000 available until 6/30/25. Provide free nursing assistant training and testing to approx 1,600 students in the MN State College system.
- Greater emphasis on connections to employers this round is called “Next Generation Nursing Assistant-Train. Test. Work.” or TTW for short.



# DEED Drive for Five

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- The Jobs bill provides **\$20 million** in the FY24-25 biennium for the **Drive for 5 Workforce Fund** to prepare the workforce to enter **five of the most critical occupational categories** in the state with high-growth jobs and family-sustaining wages:

- Technology
- Caring professions
- Education
- Manufacturing
- Trades



- **Competitive grants** focused on **training + support services** with funding for **Trade Association sector partnerships** to engage business associations in job matching.



## Questions

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# Q&A/Discussion

# Next Steps

- [CSG National Conference](#): Dec. 6-9, Raleigh, North Carolina
- Join the mailing list: send an email to [sslone@csg.org](mailto:sslone@csg.org)
- Coming Soon: [National Online Resource Center](#)
- Send Us: Relevant Bills, Reports, Resources, Articles, Initiatives
- Request State Technical Assistance Services



**Thank You!**

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