



The Council
of State
Governments

NATIONAL LONG-TERM CARE WORKFORCE NETWORK

Topic: Moving Forward Nursing Home Quality
Coalition

April 25, 2023

Agenda

- Introduction and Project Recap
- Presentation on [Moving Forward Nursing Home Quality Coalition](#)
 - Alice Bonner, Senior Advisor for Aging, Institute for Healthcare Improvement; Chair, Moving Forward Coalition
 - Jasmine Travers, Assistant Professor, New York University Rory Meyers College of Nursing; Workforce Committee Co-Chair, Moving Forward Coalition
 - Jenna Kellerman, Director of Workforce Strategy & Development, LeadingAge
- Discussion
- Next Meeting 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



The Council of State Governments presents

State Long-Term Care Workforce Policy

CSG Long-Term Care Workforce Network

Topic: Moving Forward Nursing Home Quality Commission



Alice Bonner



Jenna Kellerman



Jasmine Travers



With support from



The Commonwealth Fund

April 25 - 3pm



Moving Forward Nursing Home Quality Coalition

- Alice Bonner, Chair, Moving Forward Coalition
- Jenna Kellerman, Director of Workforce Strategy & Development, LeadingAge LTSS Center @UMass Boston
- Jasmine Travers, Assistant Professor, New York University Rory Meyers College of Nursing

MOVING FORWARD

NURSING HOME QUALITY COALITION



Taking Action Now!
April 25th, 2023

Jasmine Travers
Jenna Kellerman
Alice Bonner

What is the Moving Forward Coalition?

The Coalition is a group of individuals and organizations that have come together to drive specific, actionable improvements in nursing home quality, while building a sustainable network to continue this vital work.

In the first two years, we will develop, test, and promote action plans to advance initiatives that will improve nursing home resident quality of life.

We are funded by The John A. Hartford Foundation.



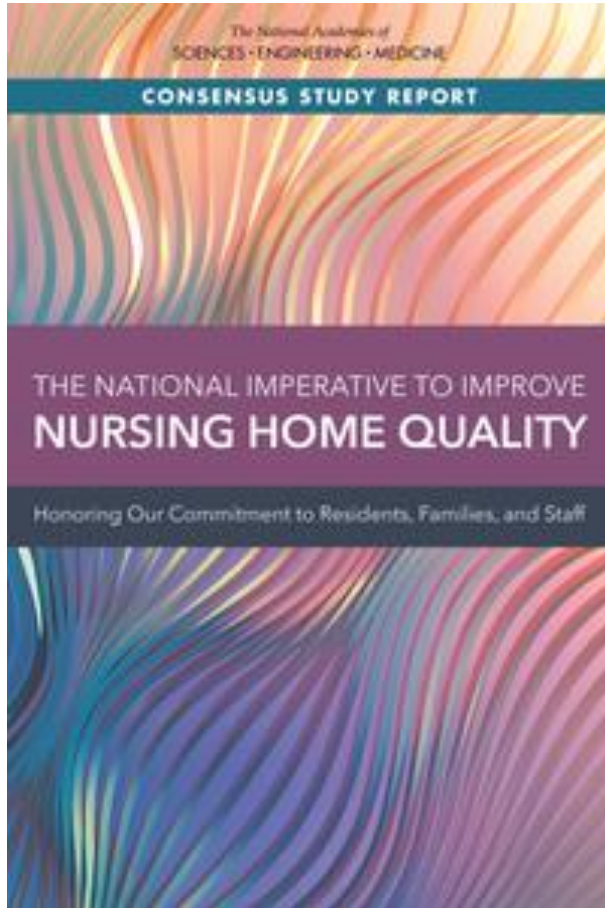
Coalition Vision and Mission

Our Vision is that every nursing home will be a community in which lives are nurtured, residents are empowered, and people want to work.

Our Mission is that we will make vital changes in policy and practice through the power of bringing diverse voices together **now**.



The NASEM Report



“Residents of nursing homes receive care in a safe environment that honors their values and preferences, addresses goals of care, promotes equity & assesses benefits and risks of care and treatments.”





NASEM Report Goals

Goal 1 | Deliver **comprehensive, person-centered, equitable care** that ensures residents' health, quality of life, and safety; promotes autonomy; and manages risks

Goal 2 | Ensure a well-prepared, empowered, and appropriately compensated **workforce**

Goal 3 | Increase the **transparency and accountability** of finances, operations, and ownership

Goal 4 | Create a more rational and robust **financing system**

Goal 5 | Design a more effective and responsive system of **quality assurance**

Goal 6 | Expand and enhance **quality measurement and continuous quality improvement**

Goal 7 | Adopt **health information technology** in all nursing homes.

4 Focus Areas



Resident-Directed Care



Workforce

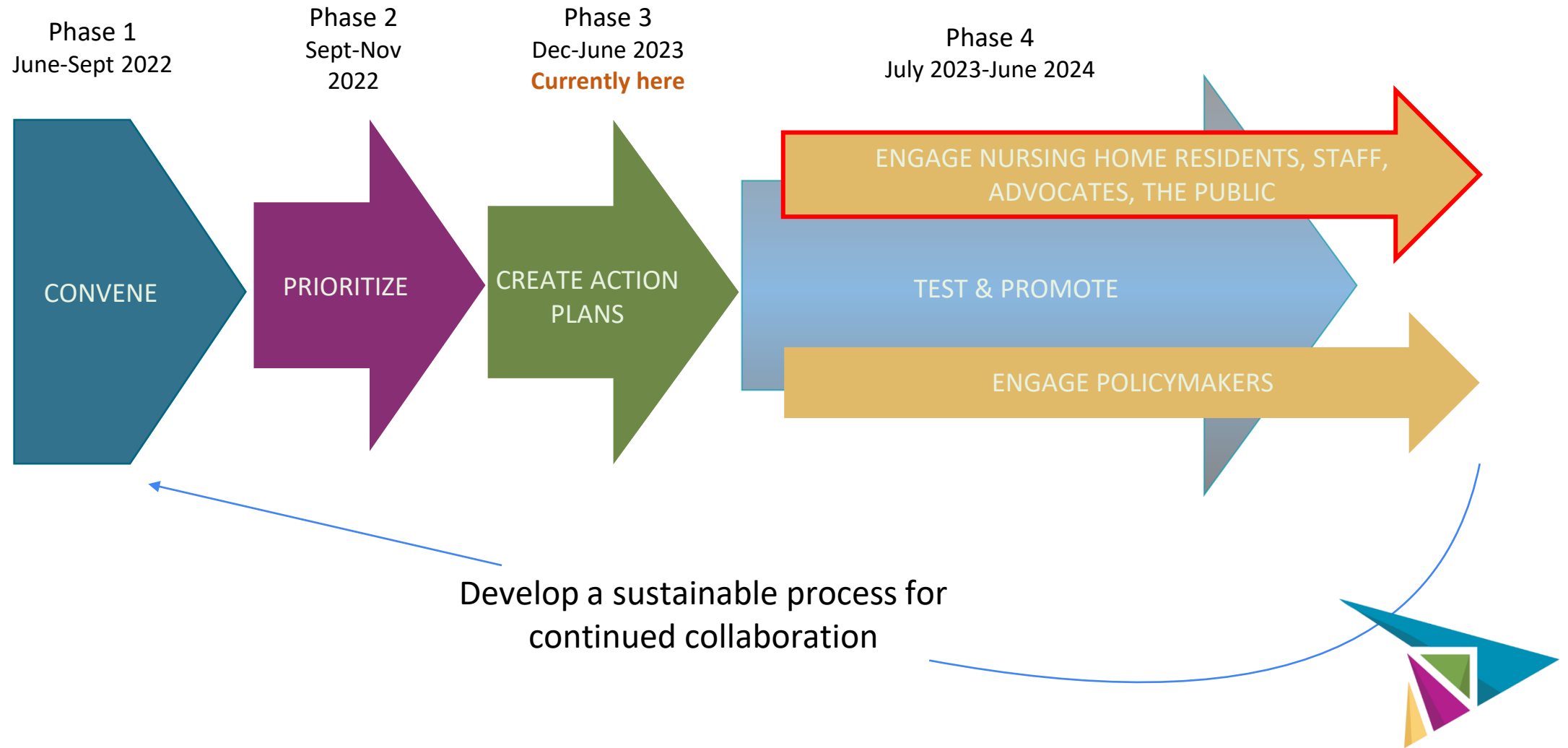


Finance



Accountability

Our Journey



Starting Somewhere

- ✓ Across initiatives, Moving Forward aims to “pressure test” concepts and models with diverse nursing homes and in individual states.
- ✓ At the same time, we’ll build momentum and interest around these initiatives across states and nursing homes.



Why We’re Testing

To generate early proof of concept for new ideas

To demonstrate that some changes can be made starting now

To develop models that can be easily replicated in other communities



Committee 2: Staffing & Well-Trained Workforce



Committee Composition

Jasmine Travers NYU Rory Meyers School of Nursing

Kezia Scales, PHI

Matt Cantrell, NAHCA

Susan Mullaney, United Health

Joan Weiss, HRSA

Sam Brooks, Consumer Voice

Corrine Eldridge, Center for Caregiver Advancement

Nicole Howell, Empowered Aging

Elizabeth White, Brown University

Faith Wiggins, 1199 SEIU

Dennis Short, 1199 SEIU

Margaret Grootjes, Nursing Home Resident

Jenna Kellerman, LeadingAge

Jennifer Smeltzer, Marquis Companies

Deanna Duffey, Director of CNA at Redstone

Michelle Dionne-Vahalik, Texas DHHS



Goal 2

Ensure a well-prepared,
empowered, and appropriately
compensated **workforce**



Recommendation

Ensure competitive wages and benefits (including health insurance, child care, and sick pay) to recruit and retain all types of full- and part-time nursing home staff



Approaches

1. Resource Guide
1. Quality Incentive Payment Programs
1. Workforce Development Programs



QIP/VBP Programs: Overview

Definition: Medicaid Payment Programs with **quality or performance** measures and **incentives** if benchmarks are met

Variability: 25 states with VBP

Staffing: Growing recognition that staffing is a driver for quality

16 states with staffing measures

Metrics: Retention, Turnover, Hours per Resident per Day (CNA/RN/LPN)

What about Wages?



Texas: Quality Incentive Payment Program

Components: 1) Quality Assurance and Performance Improvement 2) Workforce Development 3) MDS Quality Measures 4) Infection Prevention

Staffing Metrics Explored:

- Additional RN hours beyond CMS mandate
- Workforce Development Plan in place

Challenges:

- No focus on CNAs
- Staffing Metrics (turnover, retention)
- Self-directed



California: Workforce Quality Incentive Program

Components: 1) Workforce 2) Quality 3) Equity
Value of \$280 Million

Domain	Percent Total Score	Measurement Area	Measures
Workforce	35%	PBJ Staffing Hours	5
Workforce	15%	PBJ Turnover	1
Clinical	20%	MDS Clinical Measures	3
Clinical	20%	Claims-Based Measures	3
Equity	7%	Medi-Cal Disproportionate Share	1
Equity	3%	Racial & Ethnic Data Completeness	1

Source: California Association of Healthcare Facilities



Illinois: Nursing Home CNA Payscale Subsidy

New Multifaceted Incentive Program focusing on Staffing (\$33PRPD)

Increase in Base Medicaid Reimbursement

AND

Quality Incentive Payments

- 1) Quality Care Metrics
- 2) Nursing Staff Level Incentives
- 3) CNA Pay Scale



Illinois Program: Staffing

Staffing Level Incentive Payment

\$350 Million Value

Tied to Resident Acuity

CNA Pay Scale Subsidies

Medicaid pays Medicaid Share of

Pay Increases

Step Increases (based on years of experience) AND/OR

Promotion Increase

- CNA II (w Advanced Nursing Aide Training)
- CNA Trainer, Preceptor, or Mentor
- CNA Scheduling Captain
- CNA Dementia or Memory Care Specialist
- CNA Behavioral Health Specialist
- CNA Geriatric Specialist
- CNA Infection Control Specialist
- CNA Activities Specialist
- CNA CPR Educator
- Other (as specified)



Challenges and Opportunities

Medicaid Structure

Different State Policies and Focus

Stakeholder Engagement

Scaling



Building Workforce Pipelines



- Apprenticeship, career ladders and lattices
- AmeriCorp
- State-supported campaigns
- Talent Pipeline Management
- Education partnerships; scholarships

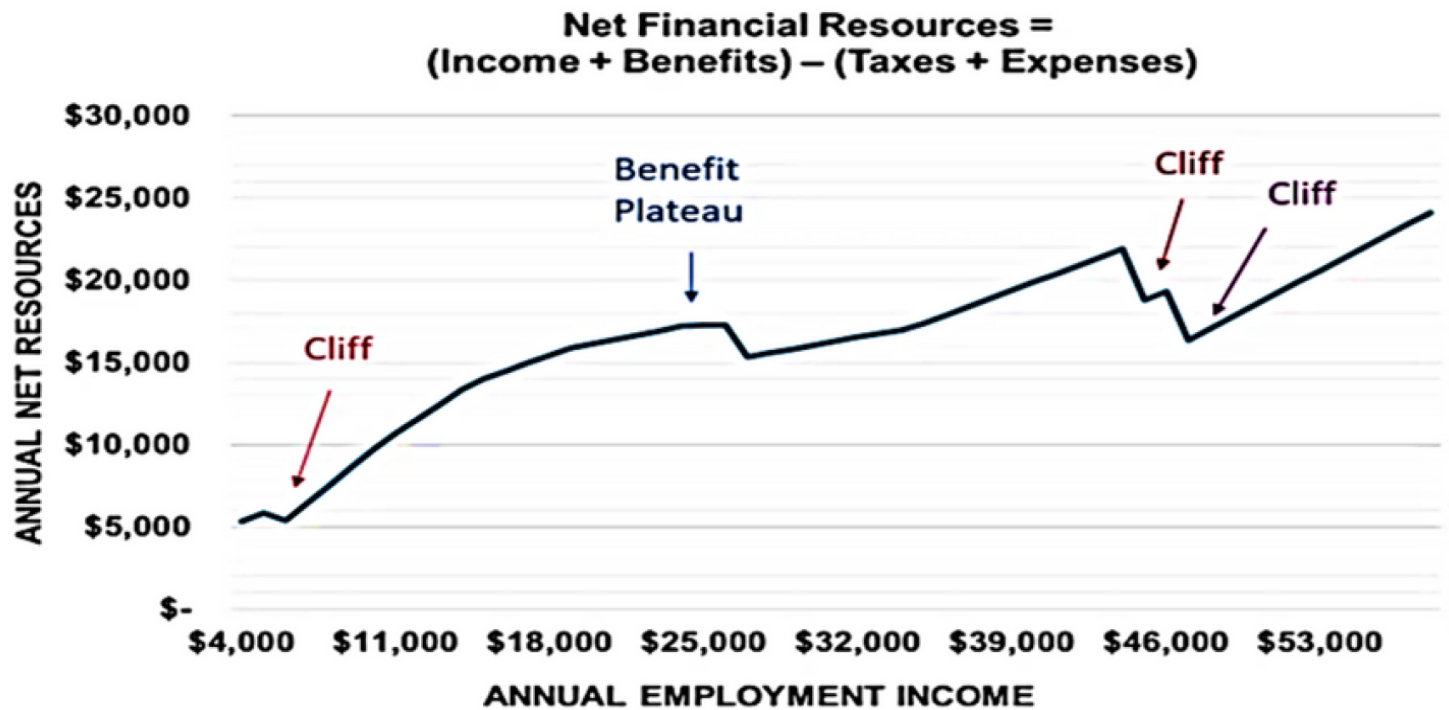
Ky. gets \$4.19 million to expand AmeriCorps work in public health, with hope of driving interest in the field

Apr 25th, 2022 · 0 Comment



Staff retention and organizational culture

- Mentorship: Growing Strong Roots
- Benefits Cliff Task Force
- Workforce data



Ask

What would move stakeholders in your state to adopt pro-workforce policies?

What other policy options should we consider?



Thank You

Alice Bonner, Chair

abonner@ihi.org

Jasmine Travers

jt129@nyu.edu

Jenna Kellerman

jkellerman@leadingage.org



Q&A/Discussion

Next Steps

- Next Network Meeting: Wednesday, May 24, 3pm EDT
- Focus: The Dementia Care Workforce
 - [Diane Ty](#), Senior Director, Center for the Future of Aging, Milken Institute
 - [Andrew Ross](#), Director, State Affairs, Alzheimer's Association/Alzheimer's Impact Movement
- Coming Soon: National Online Resource Center
- Send Us: Relevant Bills, Reports, Resources, Articles, Initiatives
- Request State Technical Assistance Services
- Reach Out With Your Thoughts (sslone@csg.org)

Thank You!

