



The Council  
of State  
Governments

# NATIONAL LONG-TERM CARE WORKFORCE NETWORK

Topic: Expanding Career Pathways for Long-Term Care Workers

September 27, 2023

# Agenda

- Introduction and Project Recap
- Expanding Career Pathways for Long-Term Care Workers
  - Natasha Bryant, LeadingAge LTSS Center @Umass Boston
  - Kevin Coughlin, Wisconsin Division of Medicaid Services
  - Elizabeth “Betsy” White, Brown University School of Public Health; Moving Forward Coalition
- Discussion
- Next Steps and Adjourn

# Long-Term Care Policy Guide



## Table of Contents

<b>Abstract</b> .....	4
<b>Introduction</b> .....	5
<b>Addressing State Regulation of Long-Term Services and Supports Facilities</b> .....	6
Challenges Facing Long-Term Services and Supports Facilities.....	7
Under-Resourced Oversight.....	7
Inadequate Staffing and Training.....	8
Nursing Home Care Financing.....	8
Patchwork of State Regulation.....	9
Nursing Home Consolidation and Ownership Issues.....	9
Flawed Data Collection.....	10
State Strategies for Long-Term Services and Supports in Nursing Homes.....	11
Strengthening Long-Term Care Ombudsman Programs.....	11
Addressing Staffing Shortages.....	12
Toughening Oversight and Regulation.....	14
Improving Data Collection on Nursing Home Quality.....	15
<b>State Case Study: Illinois' Nursing Home Rate Reform</b> .....	16
<b>Optimizing American Rescue Plan Act Funding for Home- and Community-Based Services Under Medicaid</b> .....	18
Provider and Workforce Supports.....	20
Quality Improvement Initiatives.....	21
Housing Initiatives.....	22
Community Transition.....	22
Service Expansions.....	23
Caregiver Supports.....	24
Coronavirus State and Local Fiscal Recovery Funds.....	25
Sustainability of American Rescue Plan Act Investments in Long-term Care.....	26
<b>State Case Study: Minnesota's Home and Community-Based Services Spending Plan</b> .....	28
What's in the Plan?.....	28
<b>Revitalizing the Direct Care Workforce and Supporting Family Caregivers</b> .....	31
Challenges Facing the Direct Care and Family Caregiving Workforces.....	32
State Strategies to Revitalize the Direct Care Workforce.....	33
Increasing Compensation.....	33
Employment Supports.....	35
Enhancing Training and Education.....	35
Facilitating Career Advancement.....	36
Expanding the Pipeline.....	36
Data Collection and Monitoring.....	38
State Strategies to Support Family Caregivers.....	38
<b>State Case Study: New York's increase in the home care worker minimum wage</b> .....	40
Endnotes.....	44
Acknowledgements.....	49
About the Author.....	50



## 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





# CSG National Long-Term Care Workforce Network Meeting: Expanding Career Pathways

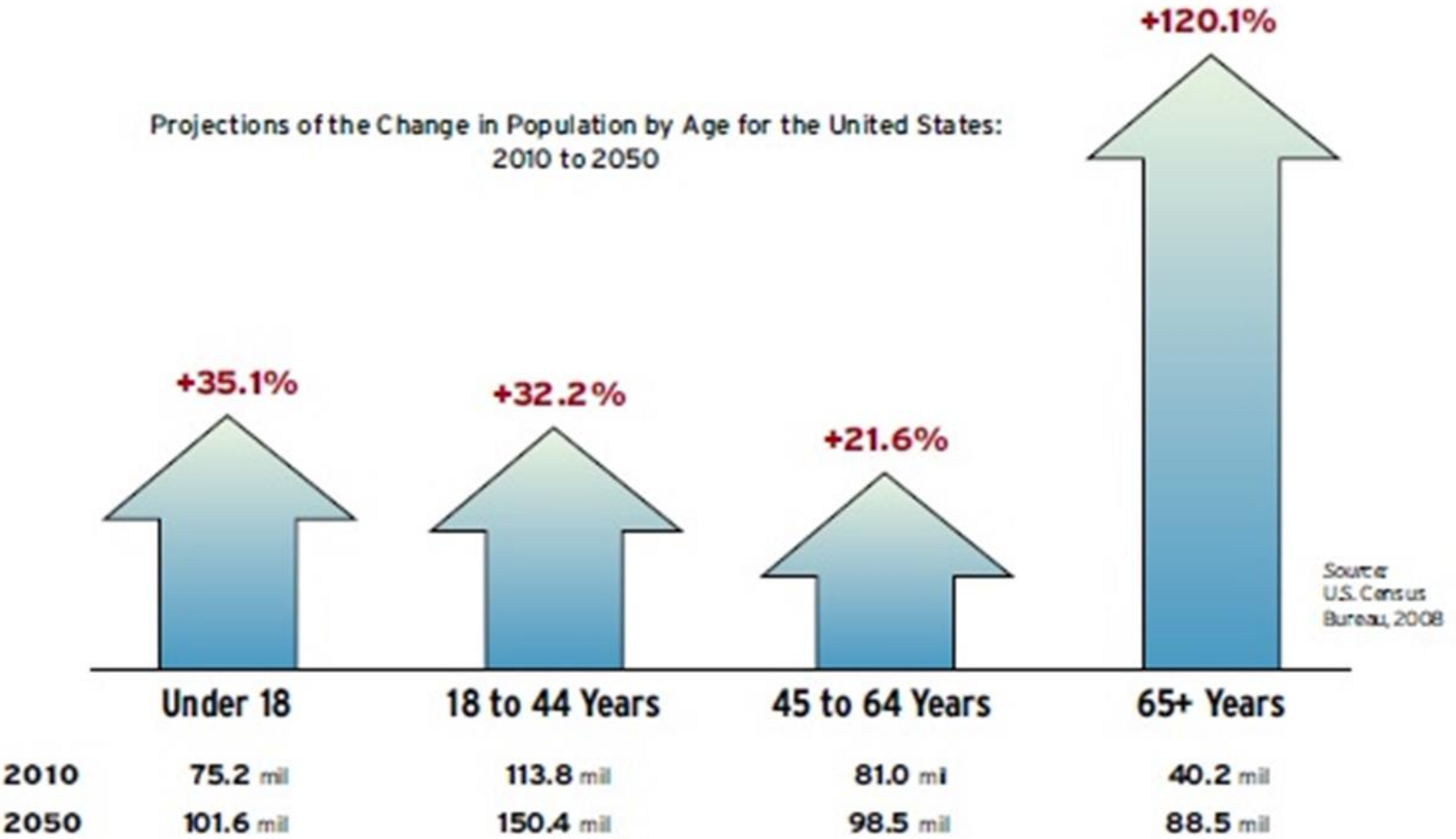
September 27, 2023

NATASHA BRYANT  
SENIOR DIRECTOR OF WORKFORCE RESEARCH AND DEVELOPMENT  
LEADINGAGE LTSS CENTER @ UMASS BOSTON

*The Trusted Voice for Aging*

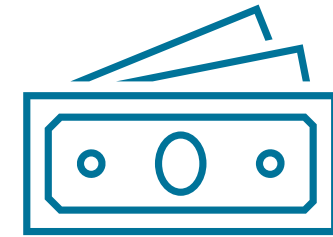
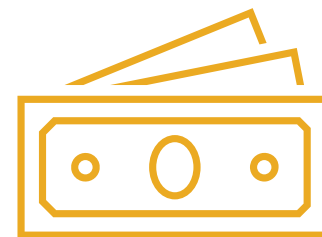
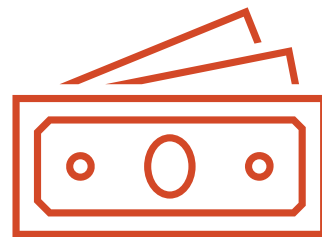
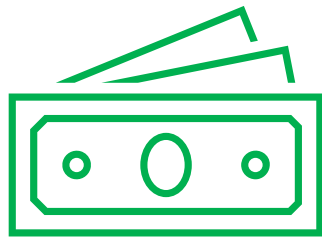
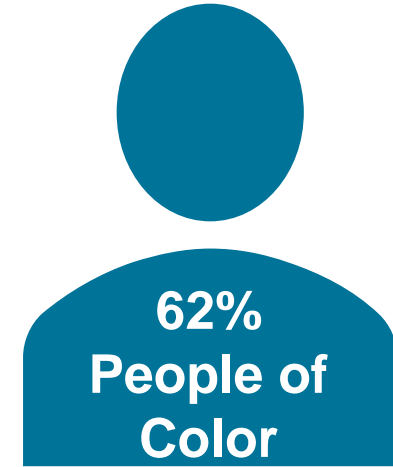
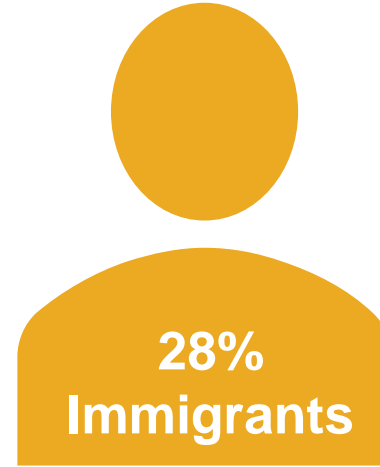
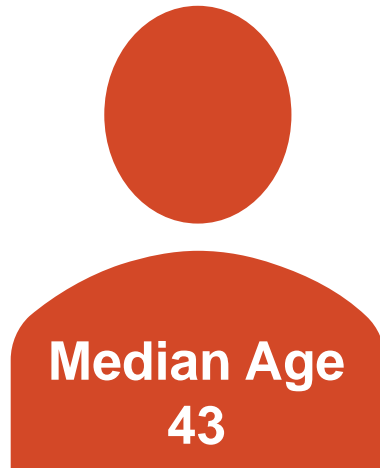
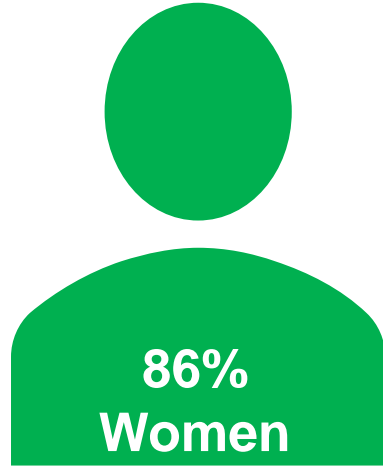


# America is Aging



Source: Center for Housing Policy

# Who are Direct Care Workers





# Workforce Shortage

## Workforce Shortage

**7.4 Million**

Direct care job openings between 2021 and 2031 due to demand and people leaving the workforce

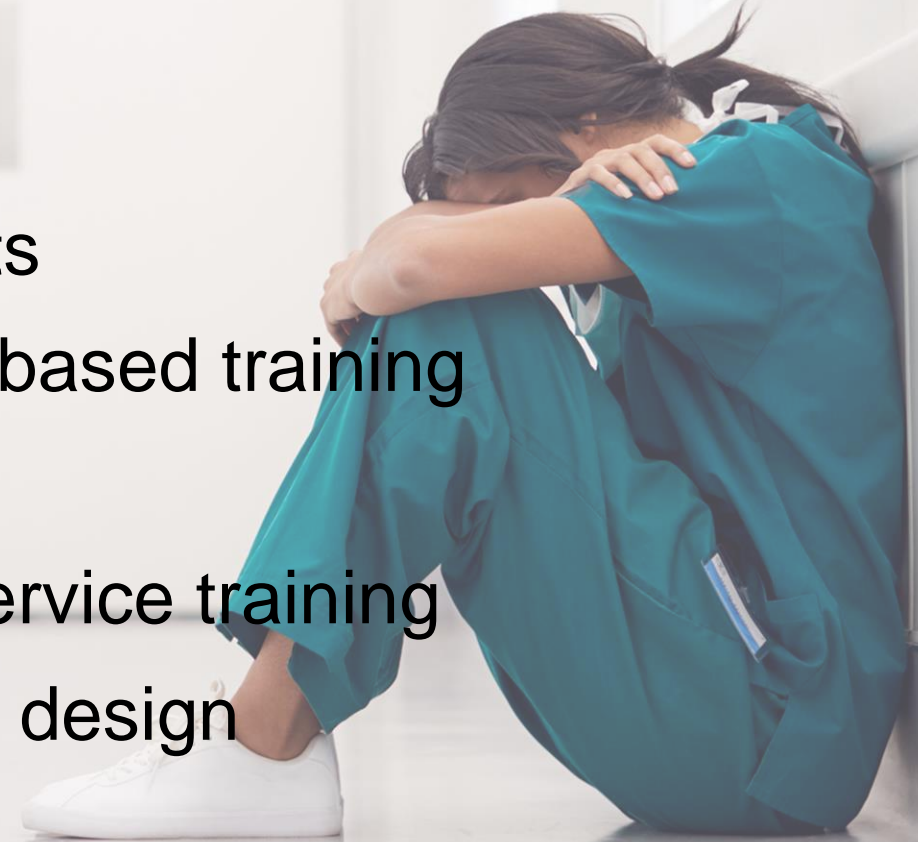
## Insufficient Caregivers



Caregiver support ratio is expected to drop between 2016 and 2060 from 31 to 12 people of working age for every adult 85+

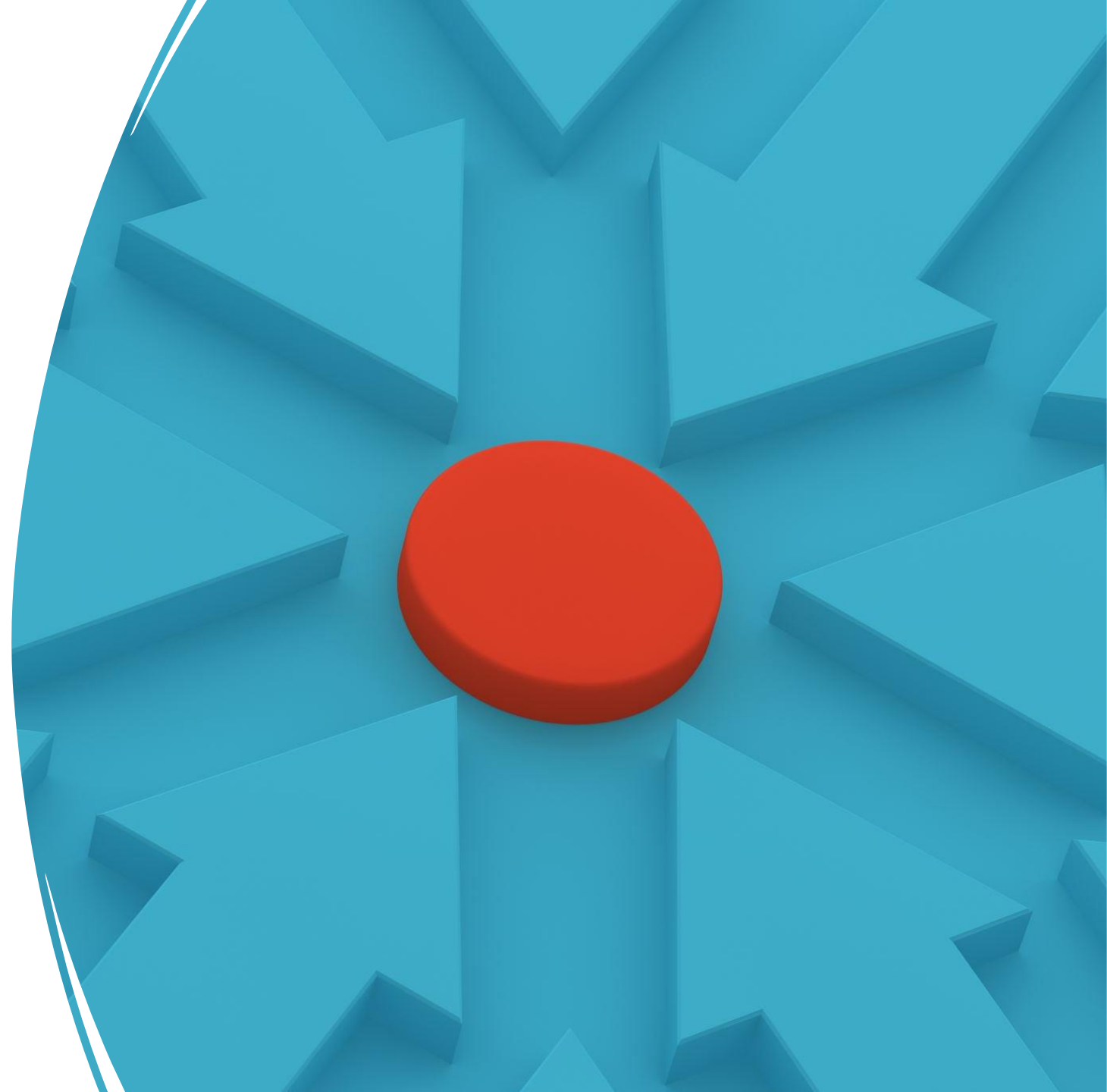
# Reasons for Workforce Challenges

- Lack of quality **supervisors**
- Inadequate **compensation**/benefits
- Lack of standardized competency-based training requirements
- Inadequate **on-boarding** and in-service training
- **Poor working conditions** and job design
- Lack of career **mobility**
- Inadequate public reimbursement



# **Workforce Strategies: Career Mobility**

---



# Career Lattices

Internal training processes that upskill or advance caregiving professional's scope of expertise within a given role

## **Badge or micro-credentials**



- Condition-specific certification: Specialty in dementia, Parkinson's disease, or palliative care
- Mentorship
- Advanced roles and integrating into team-based care

Nurse Practice Act Considerations

# Massachusetts Supportive Home Care Aide



- Aides specialize in caring for individuals with mental health conditions or Alzheimer's disease and other forms of dementia
- Integrates SHCAs into care teams
- Supervision



# Trinity Health Senior Communities



- Pilot program to train and deploy CNAs as transition specialists
- Training to support rehab patients with heart failure, diabetes, and chronic obstructive pulmonary disease
- Earned \$3/hour more: \$5,000 added to annual income
- Outcomes: Lower hospital readmission rates; greater rehab patient satisfaction



# Homebridge STEPS Program

- Opportunity for home care aides to grow professionally and earn pay raises within home care professional track
- Three-tiered training: Basic home care, substance use and mental health, and medical skills
- New title, more responsibility, and \$.50/hour raise
- Outcomes
  - Improved retention
  - Improved job satisfaction
  - Eased recruitment
  - Reduced emergency room visits for patients



# Career Ladders

- Formal advancements that result in new role, title, degree, or certification.
- Example ladders:
  - **Clinical:** Nursing assistant or home health aide, advanced nursing assistant, medication aide, nursing leadership
  - **Social Work:** Nursing assistant or home health aide, resident services coordinator, social work assistant, social worker, director of social work

# Conclusion



Effective training and supervision



Authorization to perform specialized or advanced tasks



Communication between DCPs and care team members



Sustainable funding



Scale-up and test advanced roles to assess impact



NBRYANT@LEADINGAGE.ORG

WORKFORCE RESOURCES:  
[LEADINGAGE.ORG/TOPIC/WORKFORCE/](https://leadingage.org/topic/workforce/)





# WisCaregiver Careers

A professional workforce advancement program.



WISCONSIN DEPARTMENT  
*of* HEALTH SERVICES



UNIVERSITY *of* WISCONSIN  
GREEN BAY

# Background

## Direct Care Workforce Crisis

**1 in 4 direct caregiver positions are vacant**

**20,000 additional home care workers needed by 2024**

**>50% Wisconsin's annual caregiver turnover**



# Wisconsin's Multifaceted Approach



- Improve caregiver competencies
- Create a pathway for advancement
- Increase the number of direct care workers
- Improve sustainability of the workforce



## State of the Workforce Surveys (SoTW)

To see the  
complete report,  
click [here](#)



# Data at a Glance

## Wages

- \$13.53 overall average wage
- NCI-IDD average \$14.41

## Health Insurance

- 39.9% of agencies offer
- NCI-IDD average 59.9%

## Paid Time Off

- 62.3% provide some
- NCI-IDD average 73.7%

## Turnover Ratio

- 49.9%
- NCI-IDD average 43.3%

## Vacancy Rate

- 15.7% full-time and 16.8% part-time
- NCI-IDD average 16.5% and 20.3%





# “What tools do you need to strengthen to build your DCW workforce?”

- 1 Standardized Training for DCWs
- 2 Recruitment tools/resources
- 3 Retention tools/resources
- 4 Support for DCW workforce such as transportation, childcare
- 5 More funding to offer higher wages/benefits

# Direct Care Professional Certification - Curriculum

- Online self-paced - FREE
- Estimated 30 total hours
- 14 [competencies](#)



# Badging and Micro-Credentialing

- Micro-credential = mini-certification
  - Digital, short, and relatively low-cost
  - Demonstrate proficiency in a particular skill
- Digital badges = visual representation of a micro-credential
  - Share on social media, add to email signatures, display on resumes, and add to digital badge wallets

# WisCaregiver Connections - Workforce IT Platform

- One stop workforce portal
  - Job postings
  - Auto-match employers with job seekers
  - Candidate profiles
  - Credentialing details
  - Training opportunities
  - Employer and other key stakeholder resources
  - Educator and student resources
  - Resource library, and more.

# Caregiver Recruitment - Incentives

- Free Training – 1<sup>st</sup> year goal of 10,000 Certified Direct Care Professionals
- Bonuses - sign-on and stay-on bonus (\$250) and retention bonus (\$250)





# Caregiver Recruitment – Marketing Campaign

- Branding WisCaregiver Careers
  - Dedicated website
  - Social Media
  - Videos
  - Print ads
  - Radio
  - Listserv
  - And more .....

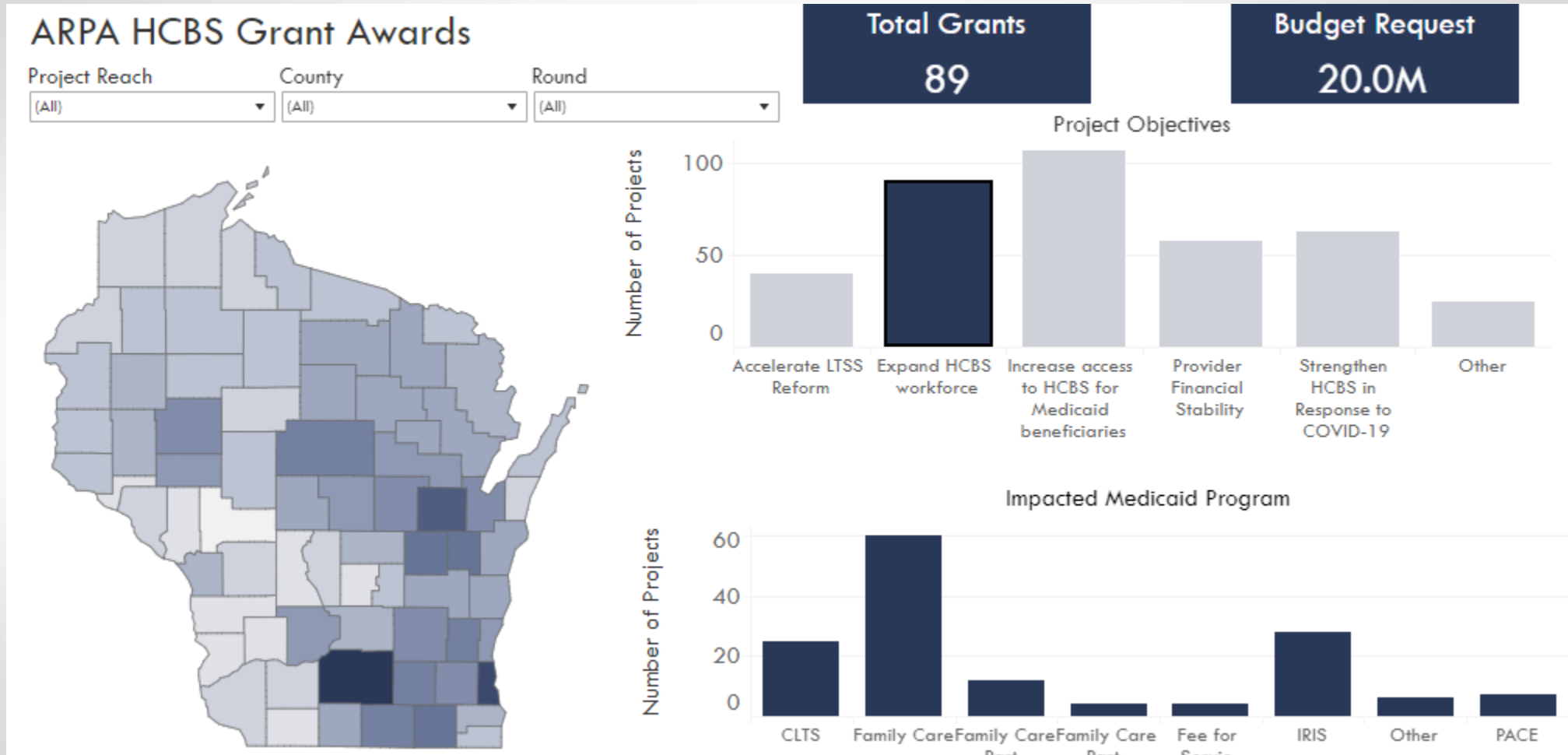


# Ladders and Lattices

- Wisconsin DQA – Crosswalks to Assisted Living, Personal Care.
- [Wisconsin HOSA](#)
- [Regional Career Pathways](#)
- [Youth Apprenticeship](#)
- CDCP to CNA ladder - Currently working with two technical colleges and one private CNA program



# ARPA HCBS Innovation Grants



Capri Communities “4 for 5”

<https://vimeo.com/839762464/5d81e989bc>

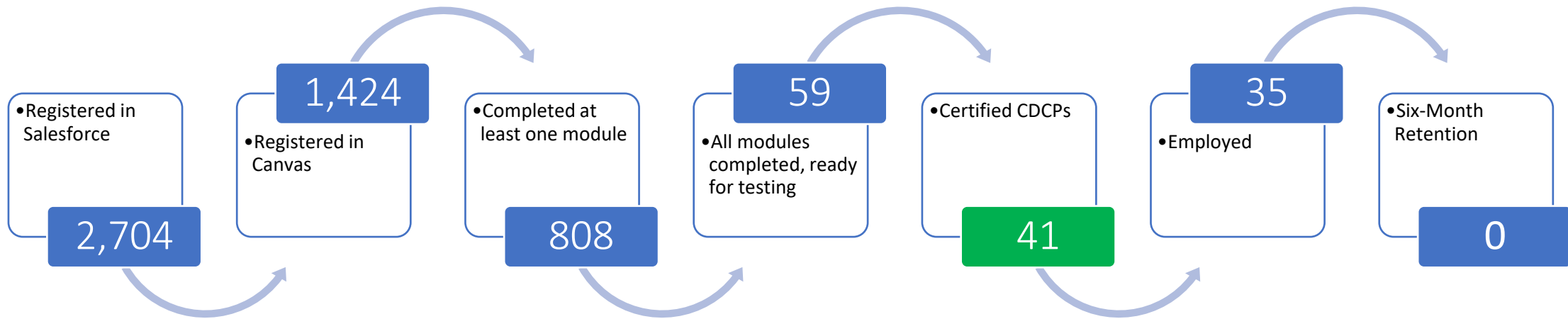
# Workforce Sustainability

- With the help of MFP & ARPA we front loaded all our development and implementation costs
- We'll be data rich and will be able to tell our story.
- Bi-annual budget requests
- CMS waiver renewal



# Certified Direct Care Professional (CDCP)

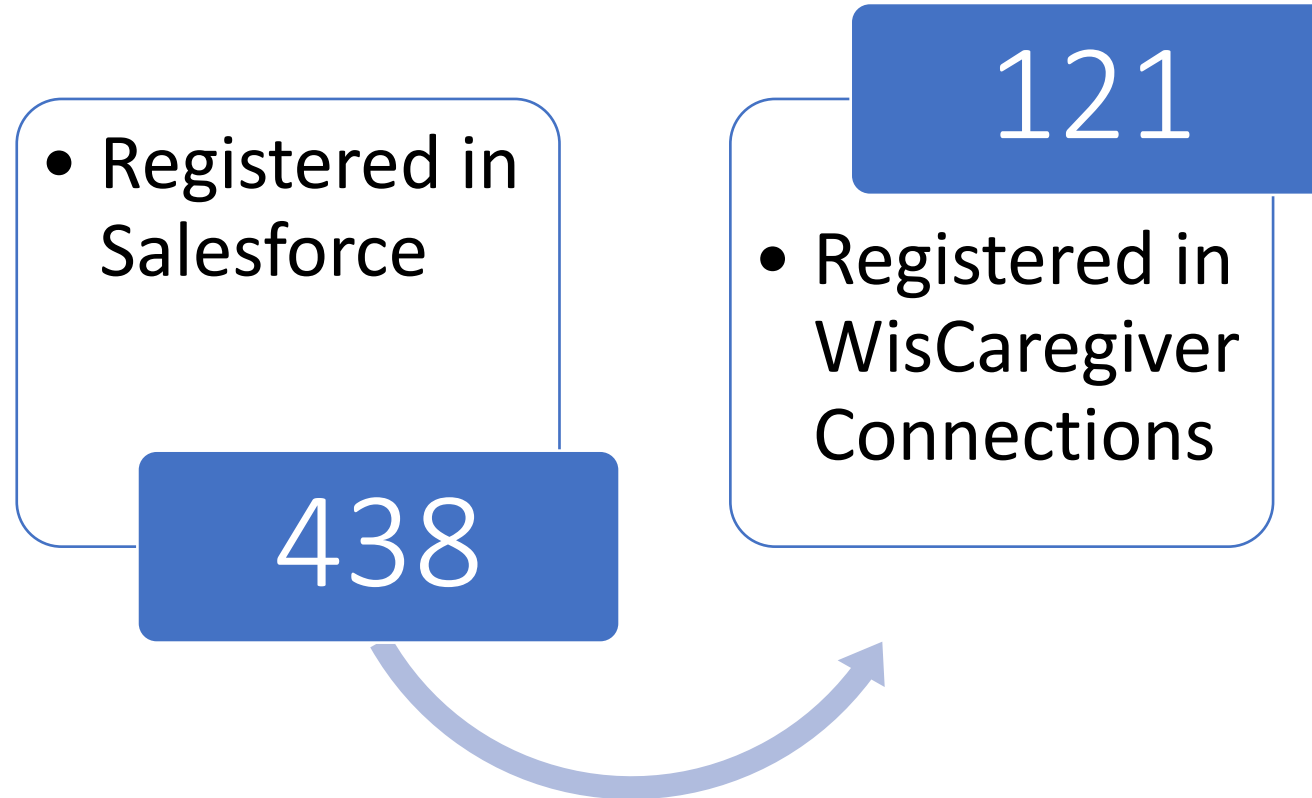
- Student Pipeline



Results as of 9/21/23

# WisCaregiver Connections powered by Handshake

- Employer Pipeline



Results as of 9/21/23



## What the students are saying

*“I found it all amazing. All the information was crucial and pertinent in helping me to be the best CDCP, to those I take care of. This Program was put together very nicely. So much information. It was great.”—Dawn, CDCP*

*“There was a lot of great information that helped remind me of old things I have been trained on as well as new things that I was not really up to date on. I think the course in all was great.”—Brandi, CDCP*

## What the students are saying

*“All of the information was very helpful. I think that crisis prevention and intervention is what will help me the most.”—Corrie, CDCP*

*“Thank you for offering this program and I would recommend everyone taking regardless of their level of experience or training because it is very informative.”—Laresa, CDCP*

*“The course was most impactful and several new things were taught, especially of how to show more concern to the individual we are caring for. I am now more prepared to be a real caregiver with empathy!”—Sylvester, CDCP*

# National Recognition

- [PHI - Will Wisconsin's Direct Care Program Change the Field?](#)
- [Badger State aims to recruit 10,000 home care workers with on-line training program](#)
- [Real Problems, Real Solutions to the Long-Term Care Crisis](#)
- [As Worker Shortages Loom, Some States Move to Train Paid Caregivers](#)
- [Free program offers streamlined path to direct care professional certification](#)



# Resources

- DHS Website: <https://www.dhs.wisconsin.gov/arpa/hcbs-directcareworkforce.htm>
- Student recruitment website: <https://www.wiscaregivercdcp.com/>
- Video: Rewards of a career in health care:  
<https://www.wiscaregivercdcp.com/rewards-of-a-career-in-healthcare/>
- Video: Introducing WisCaregiver CDCP  
<https://www.wiscaregivercdcp.com/introducing-wiscaregiver-cdcp/>
- Grants: <https://www.dhs.wisconsin.gov/arpa/hcbs-grantsopportunities.htm>
- Program fact sheet: [English](#)(PDF) | [Hmong](#)(PDF) | [Spanish](#)(PDF)



## Kevin Coughlin, DHS

Policy Initiatives Advisor - Executive  
Department of Health Services  
Division of Medicaid Services

[Kevin.Coughlin@dhs.wisconsin.gov](mailto:Kevin.Coughlin@dhs.wisconsin.gov)



# MOVING FORWARD

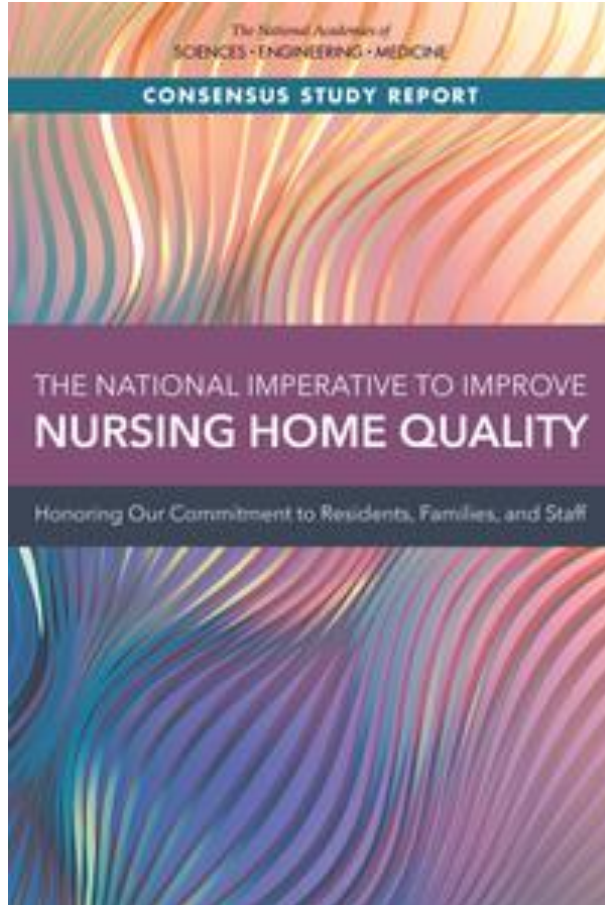
NURSING HOME QUALITY COALITION



## Expanding CNA Career Pathways

*Elizabeth White, APRN, PhD, Brown University*  
On behalf of the CNA Career Pathway Workgroup  
9/27/2023

# The NASEM Report



“The way the U.S. finances, delivers, and regulates care in nursing home settings is ineffective, inefficient, fragmented, and unsustainable.”

– National Academies of Sciences, Engineering, and Medicine (NASEM) Report





# Who We Are

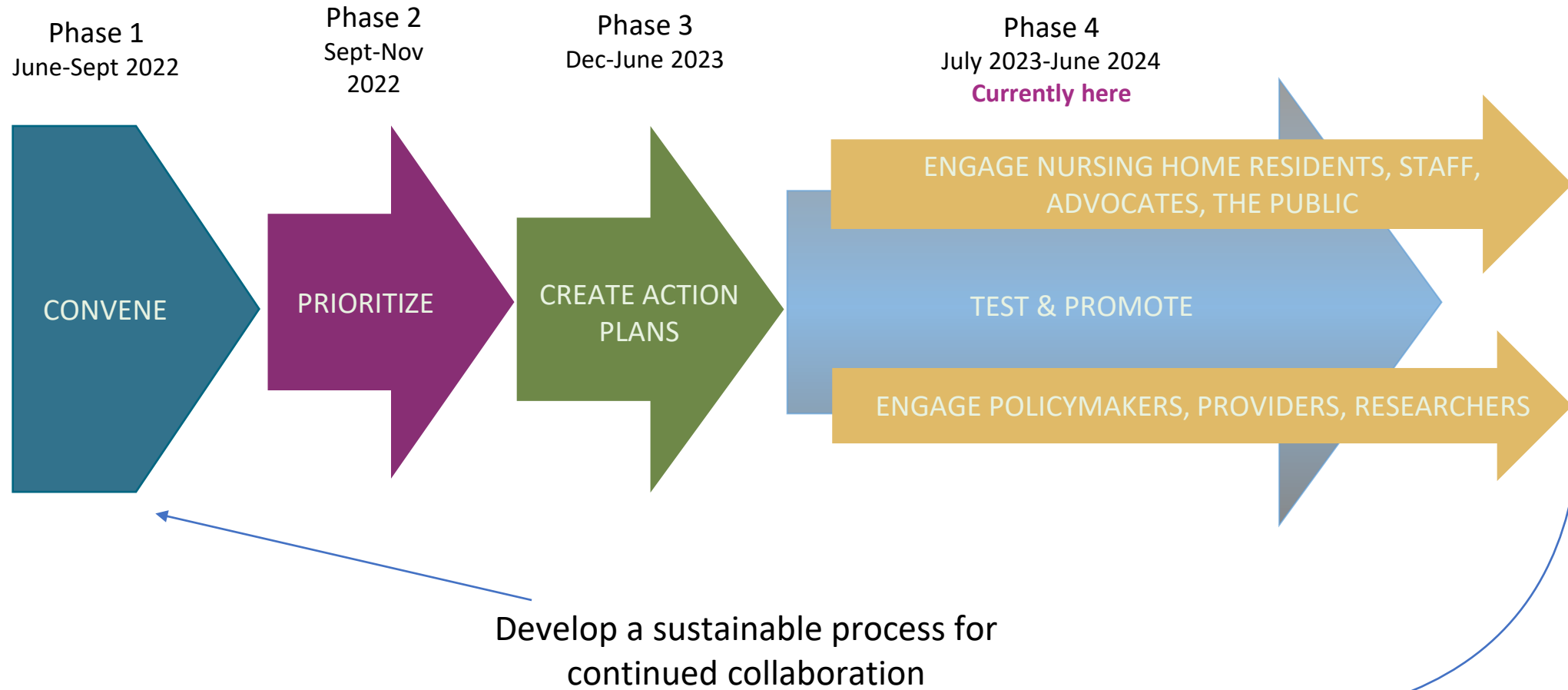
**The Moving Forward Coalition** is a group of individuals and organizations that have come together to drive specific, actionable improvements in nursing home quality, while building a sustainable network to continue this vital work.

In the first two years, **our purpose** is to develop, test, and promote action plans to improve nursing home resident quality of life.

<https://movingforwardcoalition.org/>



# Our Journey



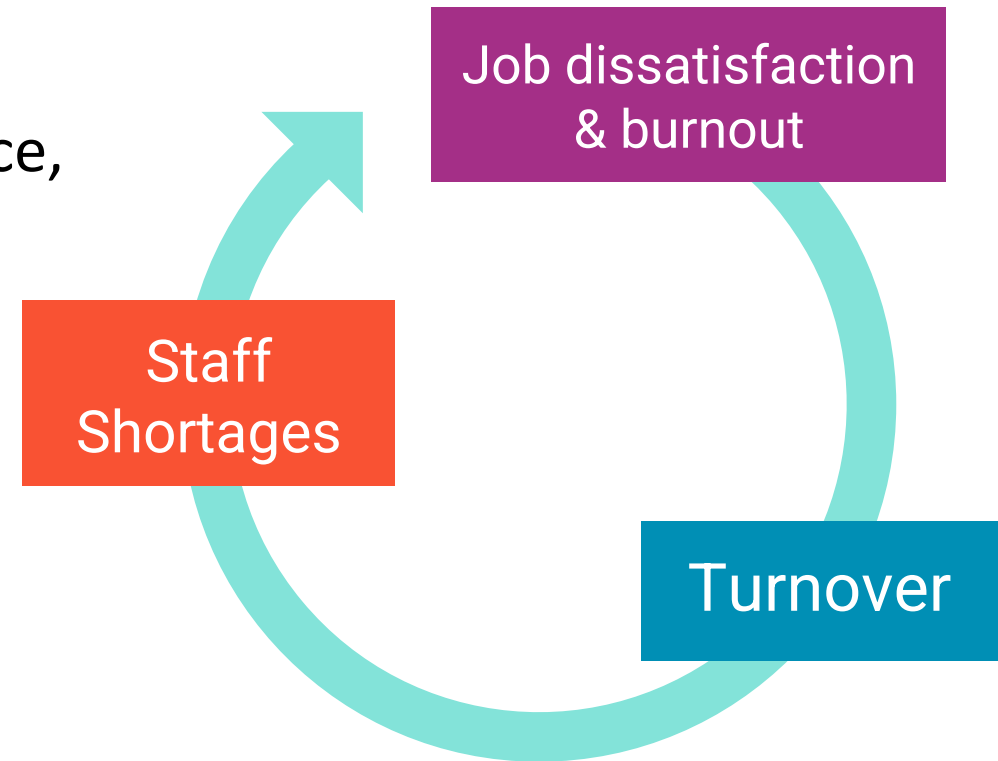
## Expanding CNA Career Pathways

Despite their critical role, certified nursing assistants (CNAs) are often underappreciated and undercompensated, while facing limited opportunities for career advancement.

To help provide CNAs vital growth pathways, the Coalition will work with stakeholders to develop and pilot a standardized CNA career pathway model under the Registered Apprenticeship program framework.

# Improving Retention is Critical to Stabilizing the LTC Workforce

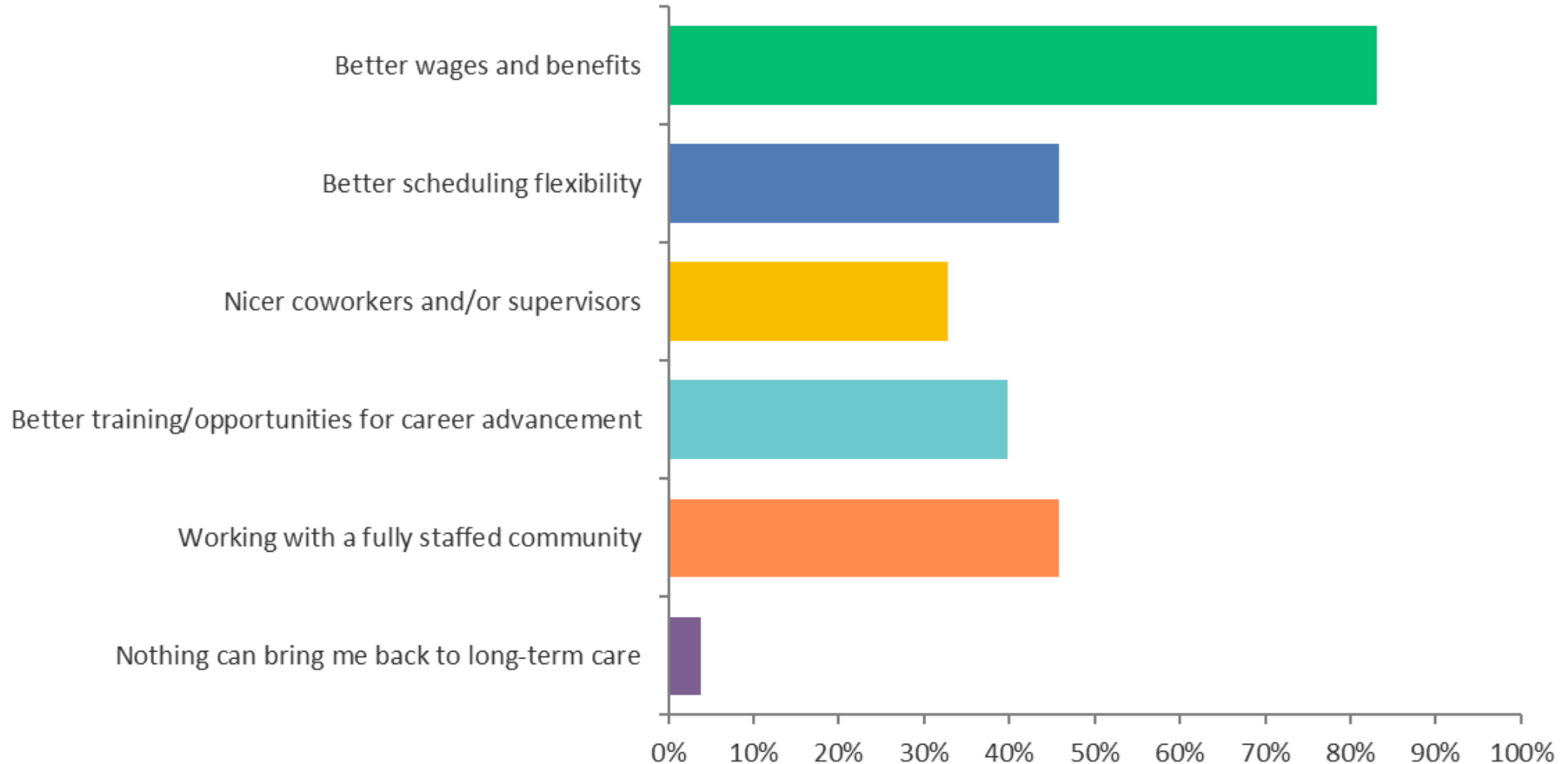
- CNAs are the core of the nursing home workforce, providing care to a population with increasingly complex medical, social, & functional needs
- CNAs typically face **limited opportunities for advancement**, & often feel that they are underprepared & underappreciated
- Job dissatisfaction & burnout are major factors contributing to turnover
- Turnover further exacerbates staffing shortages & is costly to employers



# NAHCA Survey

July 2023, n=1,420 nursing home CNAs

If you were to leave (or have thought about leaving) the CNA profession altogether, what would it take for an employer to hire you back? (Please choose all that apply)

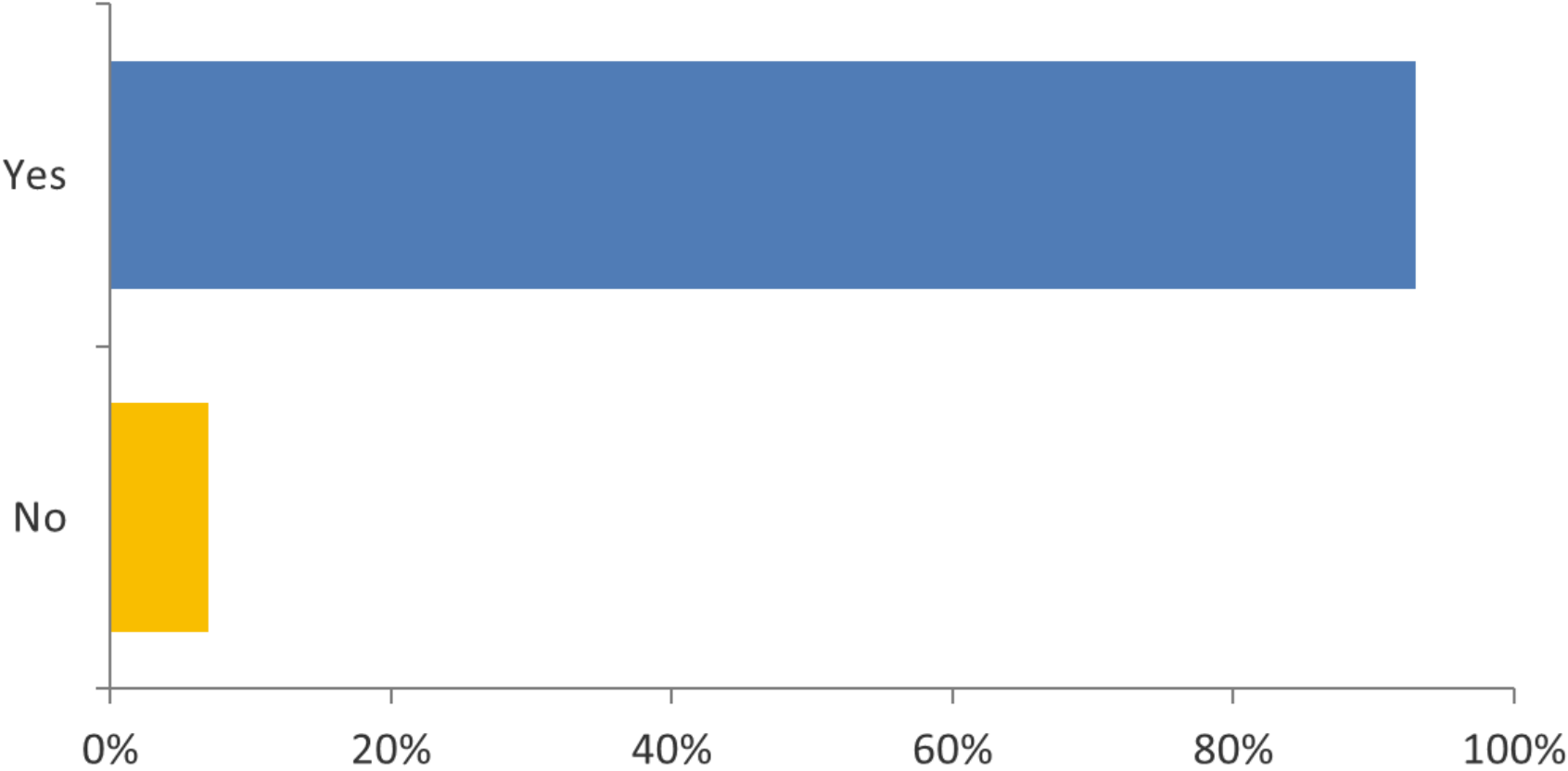




# NAHCA Survey

July 2023, n=1,420 nursing home CNAs

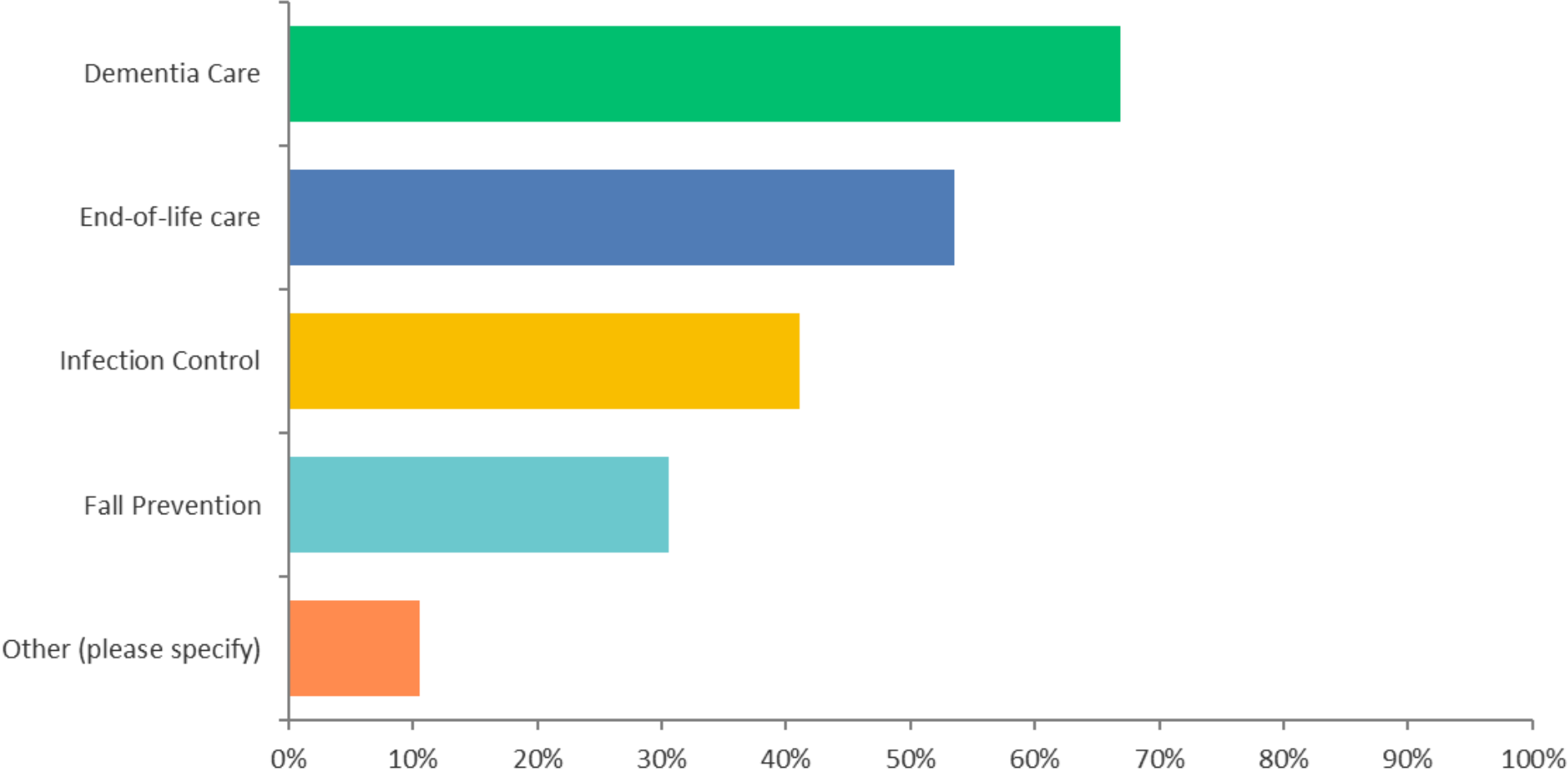
**Would you like to continue your career as a CNA in a way that enables you to obtain additional education, pay raises, and recognition?**



# NAHCA Survey

July 2023, n=1,420 nursing home CNAs

What areas of additional education interest you the most? (Choose all that apply)



# Existing CNA pathway models have been highly variable, limiting portability & replicability

## Similarities

- Education areas: dementia, behavioral health, end of life care, restorative nursing, leadership
- Wage progression
- Well received among those directly involved

## Differences

- Differing numbers of tiers & credentials
- Some are registered apprenticeships, some are not
- Funding sources
- May or may not include path to other certification or licensure (eg. med tech, LPN, RN)

**Most programs start from the ground up, have remained fairly small in scale, & have challenges with growth**

# Different Types of Registered Apprenticeship & Career Pathway Models



**Train to CNA  
certification  
with  
Apprenticeship**

**Career Pathway for  
Existing CNAs  
without  
Apprenticeship**

**Career Pathway for  
Existing CNAs  
with  
Apprenticeship**

# Why Registered Apprenticeship for a CNA Pathway?

- Nationally-recognized, **portable** credential
- Allows for development of national standards that can be **replicated** by other employers
- Replication allows for **evaluation**
- Allows access to resources & funding sources specific to apprenticeship
  - Industry intermediaries to support administrative & technical aspects
  - Incentive funds via intermediaries
  - Federal & state grants



# Our proposal

- Develop a national registered apprenticeship standard for a CNA pathway, **designed to be replicable**
- Build the pathway with existing educational resources from NAHCA, the HRSA-funded Geriatrics Workforce Enhancement Programs (GWEPs), or others
- Collaborate with AHCA & LeadingAge state affiliates to engage employers and begin to pilot in two states by June 2024
- Work with Industry Intermediary (ie. Equus) to coordinate administrative & regulatory aspects, provide guidance & to help access funding
- Leverage the platform & momentum of the Moving Forward Coalition to engage diverse stakeholders, promote, & disseminate
- Plan for evaluation



**Tier 4**  
**Geriatric Care Specialist**  
(NAHCA course)

6 months

**Tier 3**  
Option

6 months

**Tier 2**  
Option

6 months

**Tier 1**  
**Certified Preceptor**  
(NAHCA course)

6 months

**CNA employed at least 6 months**

## Options

**Dementia & Behavioral Health**  
(GWEP\* or other educator)

**End of Life Care**  
(GWEP\* or other educator)

**Restorative Nurse Aide**  
(NAHCA Course)

*\*GWEP: Geriatrics Workforce Enhancement Program (HRSA-funded)*

# So how is this different from other pathway models?

- Lots of lessons learned from existing/past models
- Engaging stakeholders with national footprints to support replication
- Leveraging existing educational resources to promote standardization & reduce cognitive burden on employers
- Robust evaluation
- **Timing!!!**
  - Pandemic + new staffing standards → **workforce retention will be critical**
  - Significant fed & state investment in apprenticeships
  - Moving Forward Coalition - large platform & network to promote

# What can states do?

- **Develop sustainable funding models**

- Current landscape for CNA workforce development is highly dependent on state & regional grants with significant heterogeneity across & within states
  - *“We go from one grant to the next” - Matt Cantrell, NAHCA, The CNA Association*
- Reduce administrative burden on grants – i.e. Publish requests for applications (RFA) well in advance in a centralized location; allow rolling applications; reduce unnecessary paperwork
- Reduce dependence on time-limited, scope-limited grants

- **Improve integration across state agencies**

- Depts. of Health, Boards of Nursing, state workforce agencies, state apprenticeship agencies, Depts. of Education, community college networks
- Reduce red tape around apprenticeship registration & accreditation processes
- Improve communication & collaboration across agencies

# What can states do?

- **Partner with key stakeholders in your state**
  - LeadingAge & AHCA/NCAL state affiliates, employers
  - NAHCA & SEIU
  - Educators
  - Geriatric Workforce Enhancement Programs (GWEPs) receive HRSA funding to provide education in nursing homes
  - Quality Improvement Organizations (QIOs)
  - Industry intermediaries contracted with the US Dept. of Labor to support registered apprenticeship program development
    - Equus Workforce Solutions, HCAP, & Net.America are the intermediaries for the healthcare industry
- **Invest in retention**
  - Not enough to bring people into the pipeline. CNAs hired into high stress jobs who feel unprepared and underappreciated will quickly leave.

# Thank you

Elizabeth (Betsy) White  
[elizabeth\\_white@brown.edu](mailto:elizabeth_white@brown.edu)

Alice Bonner  
[abonner@ihi.org](mailto:abonner@ihi.org)





# Q&A/Discussion

# Next Steps

- Next Network Meeting: October 18; additional dates TBA
- [CSG National Conference](#): Dec. 6-9, Raleigh, North Carolina
- Reach Out With Your Thoughts ([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
- State Dementia Services Coordinator Summit

**Thank You!**

---

