



The Council
of State
Governments

NATIONAL LONG-TERM CARE WORKFORCE NETWORK

Topic: Creating Career Pathways for Long-
Term Care Workers

August 1, 2023

Agenda

- Introduction and Project Recap
- Creating Career Pathways for Long-Term Care Workers
 - Amy Robins, Director of Advocacy, PHI
 - Wesley Lo, CEO, Ohana Pacific Health & Hale Makua Health Services
 - Janna Hoshide, Sr. Director, Workforce Development, Healthcare Association of Hawai'i
- 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

Overcoming the Crisis: Opportunities for Building a Strong Direct Care Workforce

Amy F. Robins, MPA, Director of Advocacy



We believe that caring, committed relationships between direct care workers and their clients are at the heart of quality care. Those relationships work best when direct care workers receive high-quality training, living wages, and respect for the central role they play.



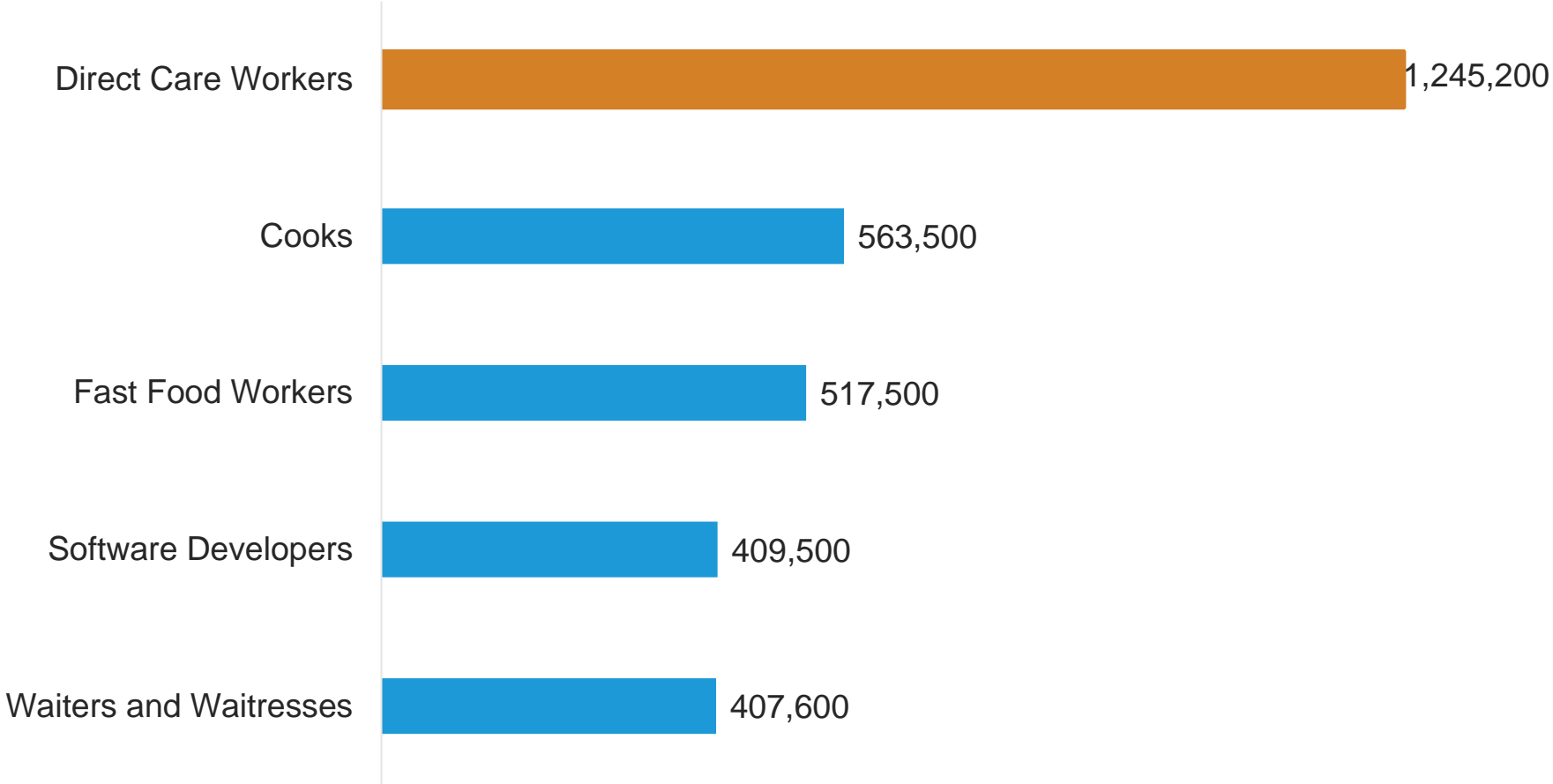
Snapshot of the Direct Care Workforce

- 4.7 million workers supporting older adults and people with disabilities across settings (2021)
 - Includes 2.6 million in home care, 647,500 in residential care, and 471,160 in nursing homes
 - DSPs employed across these settings, primarily in home and community-based services (HCBS)
- Predominantly women (86%), people of color (61%), and immigrants (27%)

Source: PHI. "Workforce Data Center." Accessed 9/23/22.
<https://phinational.org/policy-research/workforce-data-center/>.

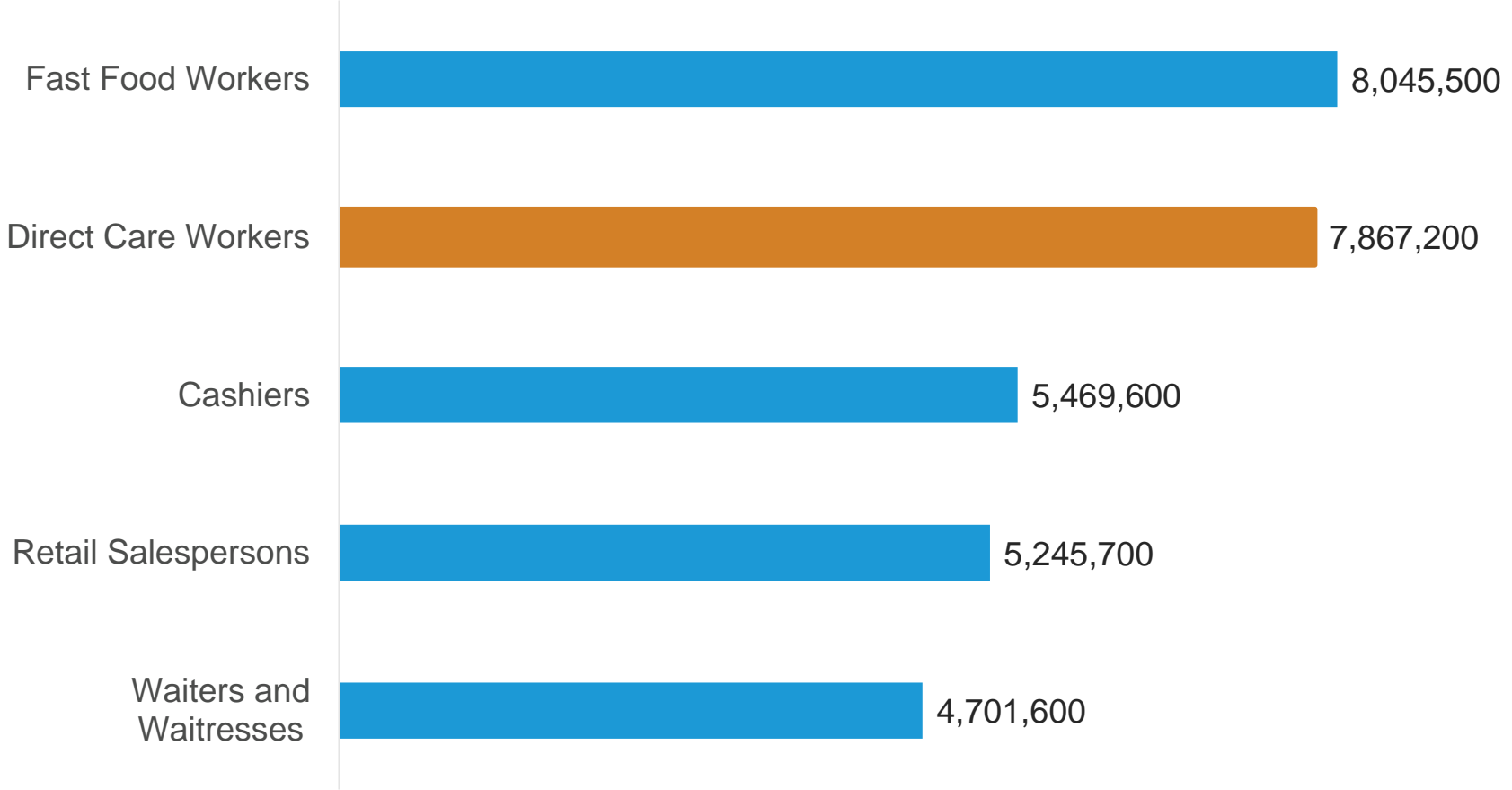


Projected Number of New Jobs, 2020 - 2030



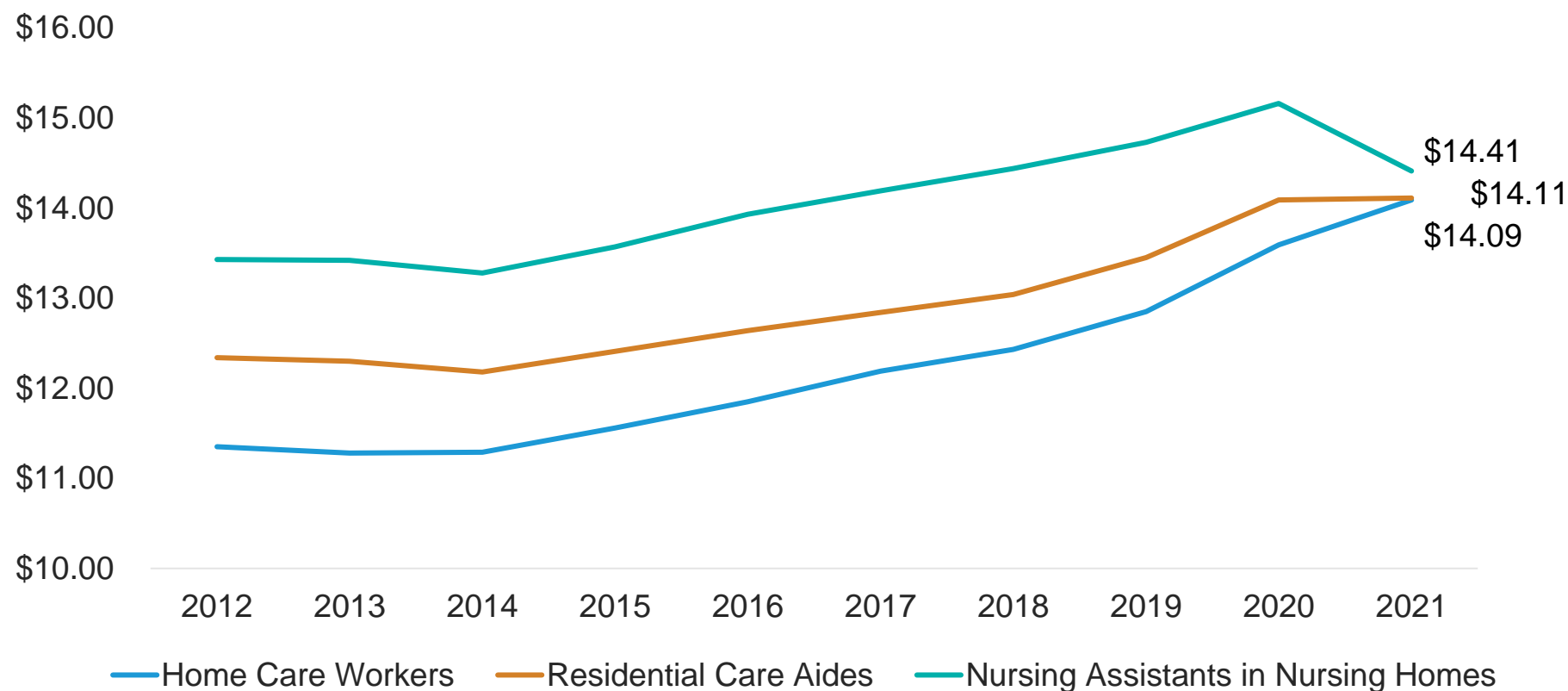
Source: PHI. 2022. *Direct Care Workers in the United States: Key Facts*. Bronx, NY: PHI. <https://phinational.org/resource/direct-care-workers-in-the-united-states-key-facts-3/>.

Projected Number of Total Job Openings, 2020 - 2030



Source: PHI. 2022. *Direct Care Workers in the United States: Key Facts*. Bronx, NY: PHI. <https://phinational.org/resource/direct-care-workers-in-the-united-states-key-facts-3/>.

Direct Care Median Wage Trends, 2012 - 2021



The Implications of Poor Job Quality

- Economic instability (2020):
 - Median annual earnings = \$21,700
 - 40% live in/near poverty; 43% rely on public assistance
- Disproportionate rates of occupational injury; comparatively poor health status and care access
- Workforce instability (2020):
 - 44% average turnover rate among DSPs
 - 12% average vacancy rate for DSP jobs
 - 30% of DSPs in their jobs for ≤ 12 months



Source: PHI. "Workforce Data Center." Accessed 9/23/22.
<https://phinational.org/policy-research/workforce-data-center/>;
NASDDDS & HSRI. 2022. *NCI-IDD: 2020 Staff Stability Survey Report*. https://www.nationalcoreindicators.org/upload/core-indicators/2019StaffStabilitySurveyReport_FINAL_1_6_21.pdf.

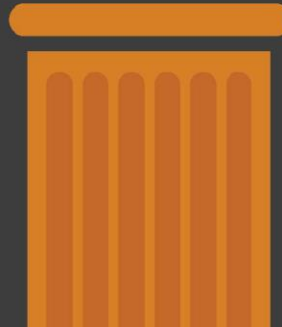
THE 5 PILLARS OF DIRECT CARE JOB QUALITY



QUALITY
TRAINING



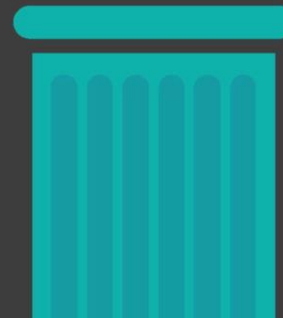
FAIR
COMPENSATION



QUALITY
SUPERVISION
& SUPPORT



RESPECT &
RECOGNITION



REAL
OPPORTUNITY



Career Lattices vs. Career Ladders

Lattices

- Within established scope of practice
- Crucial to cultivate a more stable workforce
- Employer-level initiatives: senior aides, peer mentors, condition specialists
- “Universal Aide”

Ladders

- Advancement-focused into nursing and other healthcare roles
- Tennessee’s QUILTSS Initiative
- Apprenticeship Model [CNA Pathway](#)
- CNA to LPN/RN programs

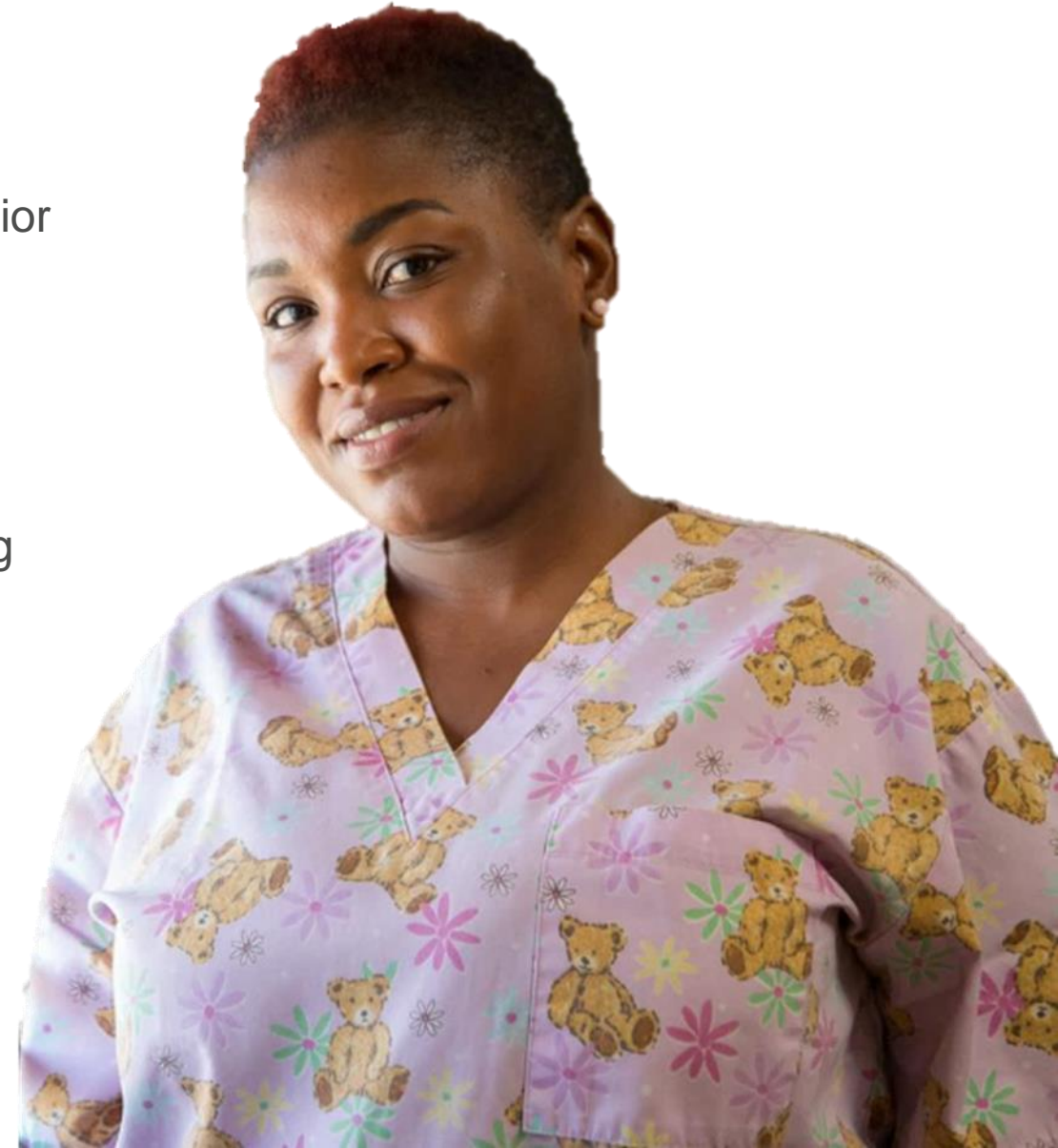
Career Lattice Examples

Employer-based Advanced Roles

- Care Integration Senior Aide & Care Connection Senior Aide [Advanced Roles](#)
- Partnership with employers, funders, state

State Efforts

- Training articulation; competency-based credentialing
- “Universal Aide” concept (Wisconsin, Michigan, New York)



Career Ladder Examples

Career & Education Pathway				
Level of Mastery	Levels of Mastery	Education Pathway	Career Pathway	Definition
Emerging	[Yellow bar]	High School/GED	Direct Service Worker	Level 1 mastery of all 12 competencies. Foundational knowledge of key practices is developing. S/he is able to perform job tasks to minimum acceptable standards with consistent prompting to complete tasks for given role.
		Pre- and Early-Service Training		
		QuILTSS Badges 1-4		
Community Support Specialist	[Orange bar]	QuILTSS Badges 5-8	Community Support Specialist Level II	Level 2 mastery of all 12 competencies. Foundational knowledge of key practices is present. S/he is able to consistently perform job tasks to acceptable standards across a variety of contexts and requires few prompts to complete tasks for given role.
		QuILTSS Badges 9-12	Community Support Specialist Level III	
		Full QuILTSS Credential		
Supervisor	[Red bar]	Certificate in LTSS	Community Support Specialist III; Administrator; Team Lead	Level 3 mastery of all 12 competencies. Foundational knowledge of key practices is secure. S/he is able to consistently and independently perform job tasks to acceptable standards across a variety of contexts to complete tasks for given role. S/he regularly supports others in successfully performing job tasks for his/her respective role.
		Associate Degree		
Leader	[Purple bar]	Bachelor of Arts/Bachelor of Science Degree	Territory Manager; Company Owner and Director; Director of Nursing	Level 4 mastery of all 12 competencies. Consistently and fairly measures performance of others while providing feedback based on the acceptable standards across a variety of contexts regarding completed tasks for given roles of others. S/he motivates and leads the organization by establishing strategic goals and metrics for appropriate outcomes, accomplishments, and results with a willingness to change or consider new opportunities. S/he effectively communicates organization-wide initiative(s) and integrates behaviors, needed resources, and creative solutions to support it.
		Master's/Doctoral Degree		

<https://quiltss.org>

Career Ladder Examples

California's Universal Home Care Worker Occupational Group

- 3 levels, increased training and wages, expanded job responsibilities. Structured pathway within HCBS ([California Report](#))
- Requires changes to scope of practice
- Proposed by state; not implemented



Federal Opportunities

President Biden's [Executive Order](#) on Increasing Access to High Quality Care and Supporting Caregivers

- National standards for direct care competencies
- Investment in apprenticeships
- Funding and Tech Assist for job quality initiatives
- Leveraging the public workforce development system

Legislation

- SB1298 Supporting our Direct Care Workforce and Family Caregivers Act
- Primary Care and Health Workforce Expansion Act (no bill number yet)
- SB 100 Better Care Better Jobs Act

Key Components of Success

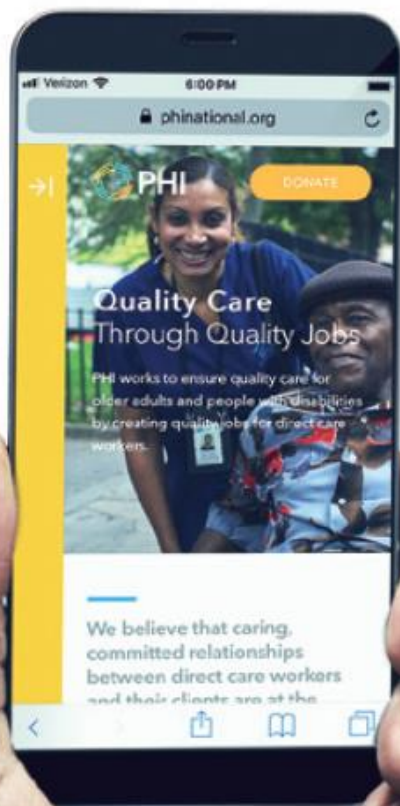
- Statewide leadership — across sectors, programs, settings, payors, populations
- Inclusive of all stakeholders
- Building relationships based on respect, transparency, trust, collaboration vs. competition
- Recognition of interrelatedness of solutions
- Finding common ground and goals
- Common definition of DCW
- Advocacy on behalf of all DCWs
- Neutral convener
- Commitment, passion, patience, and persistence

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PHI works to transform eldercare and disability services. We foster dignity, respect, and independence for all who receive care, and all who provide it. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.



PHI Resources



The Direct Care Workforce State Index

Direct care workers are essential—yet their jobs are rife with challenges that impoverish and force many of them out of this field. While a growing number of state leaders have begun responding to this crisis by prioritizing this workforce, every state must invest in these workers to address the staffing crisis devastating this sector. PHI's new online tool—the Direct Care Workforce State Index—helps policymakers, advocates, and other stakeholders understand how states support direct care workers, where they can improve, and how they compare to other states.

PHI & WIT INTRODUCES

SELECT A STATE

You can view more information about a state's ranking by using the map on the below.



Workforce Data Center



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Sustaining the CNA and LPN Workforces in Hawai'i through the Cross-Sector Development of an Educational Glidepath



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Health Services



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Healthcare Association
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The Author Team



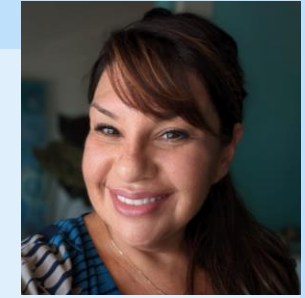
Mary
Farmer
University of
Hawai'i Maui
College



Carissa
Holley
Hale Mākua
Health, 'Ohana
Pacific Health



Janna
Hoshide
Healthcare
Association
of Hawai'i



Carrie
Oliveira
Hawai'i State
Center for
Nursing



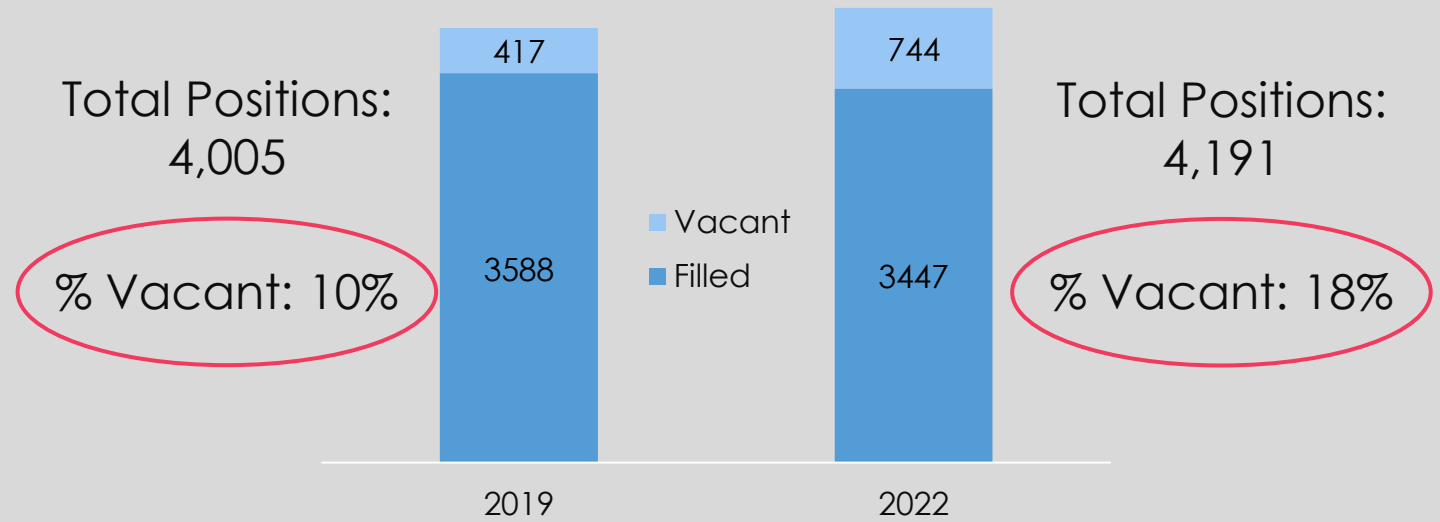
The Problem: A Crucial Shortage of CNAs and LPNs in Hawai'i

Healthcare Association of Hawaii 2022 Healthcare Workforce Initiative Report

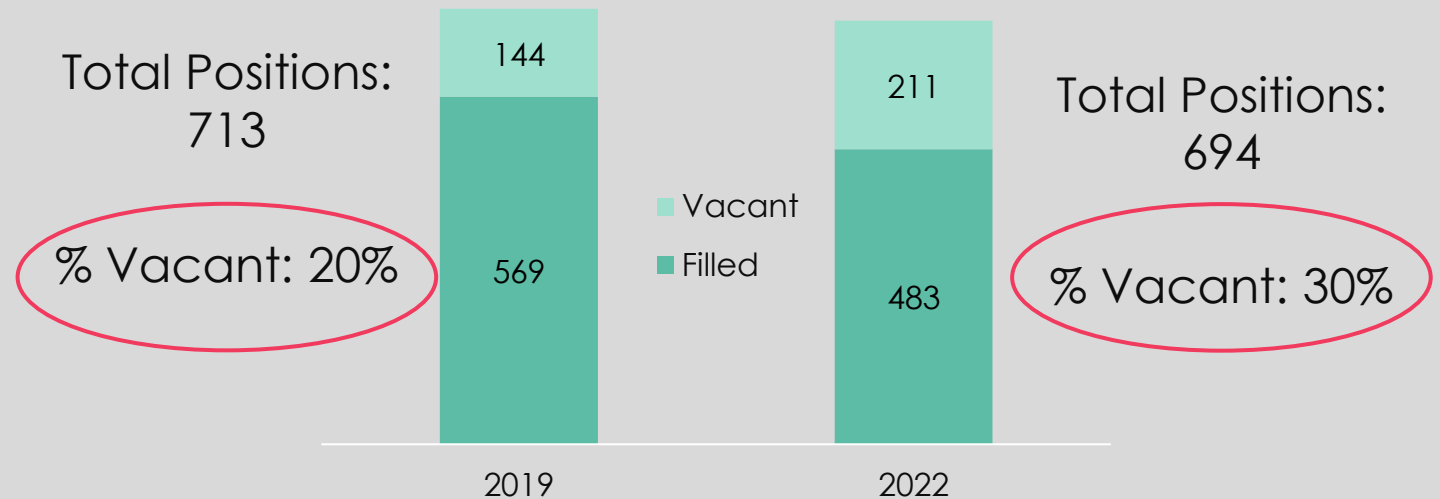
Between 2019 and 2022:

- Vacant positions and vacancy rates increased
- Supply decreased

CNA Positions, 2019 vs. 2022



LPN Positions, 2019 vs. 2022



Reasons for the CNA/NA & LPN Supply- Demand Gap

#1 Geography



Reasons for the
CNA/NA & LPN
Supply-
Demand Gap

#2
Education
Capacity



Reasons for the CNA/NA & LPN Supply- Demand Gap

#3 Money

- Nurse Practitioner Mean Annual Wage: \$128,310
- Median Area Income: \$121,400*
- Registered Nurse Mean Annual Wage : \$113,220
- ALICE Survival Income Threshold: \$100,000*
- Required Pre-Tax Income: \$98,804**
- Licensed Practical Nurse Mean Annual Wage : \$55,730
- Nursing Assistant Mean Annual Wage : \$39,870
- Federal Poverty Guideline for Hawai'i : \$34,500*

* Household statistic for a family of 4

** Household statistic for family of 4 with 2 adults one of whom is working

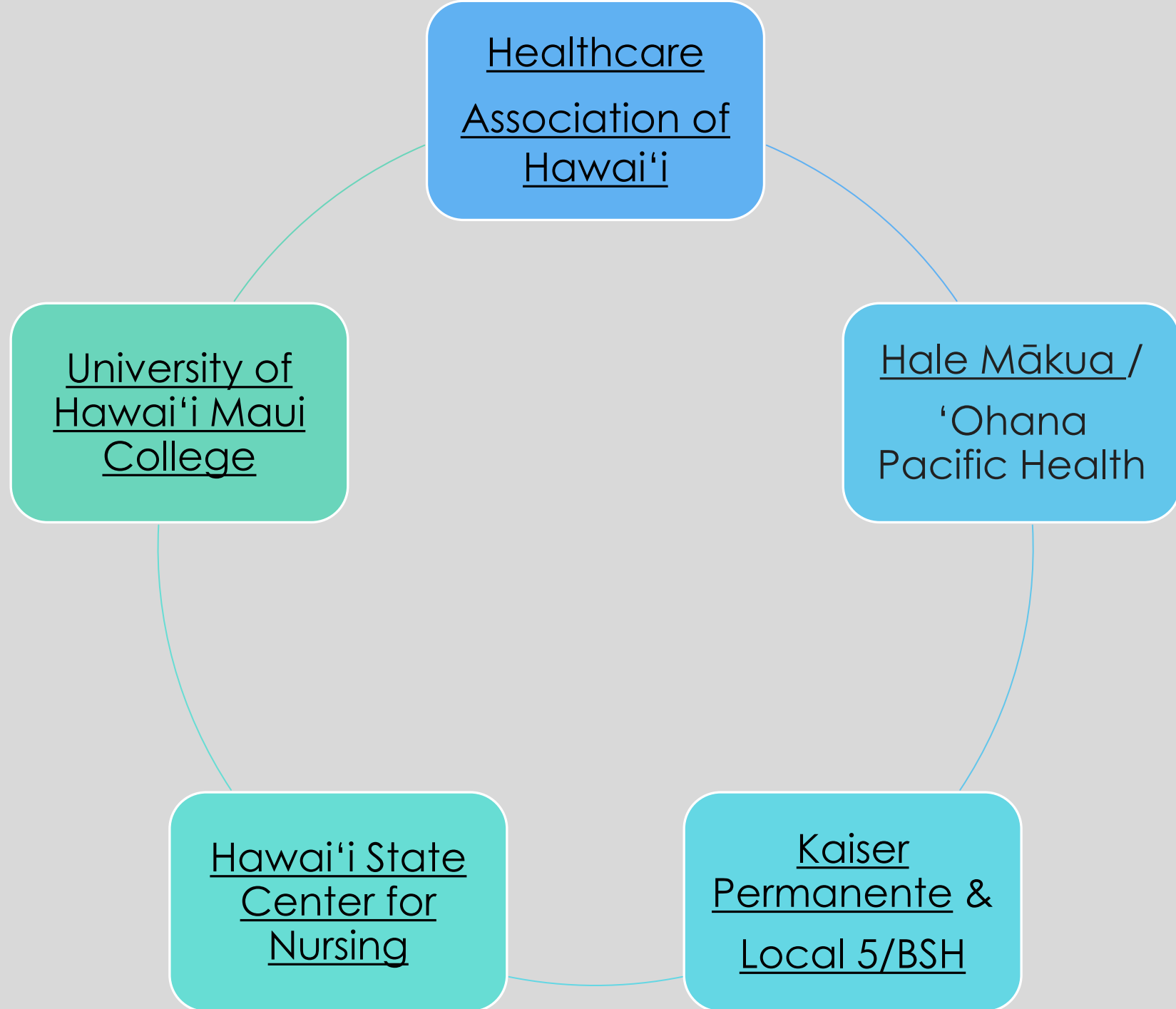
Devising a Solution: The LPN Innovation Team

An Invitation to Innovate

- Increase the number of CNAs who advance to LPN
- Support advancement to LPN for CNAs who must work



Forming a Cross-Sector Collaboration

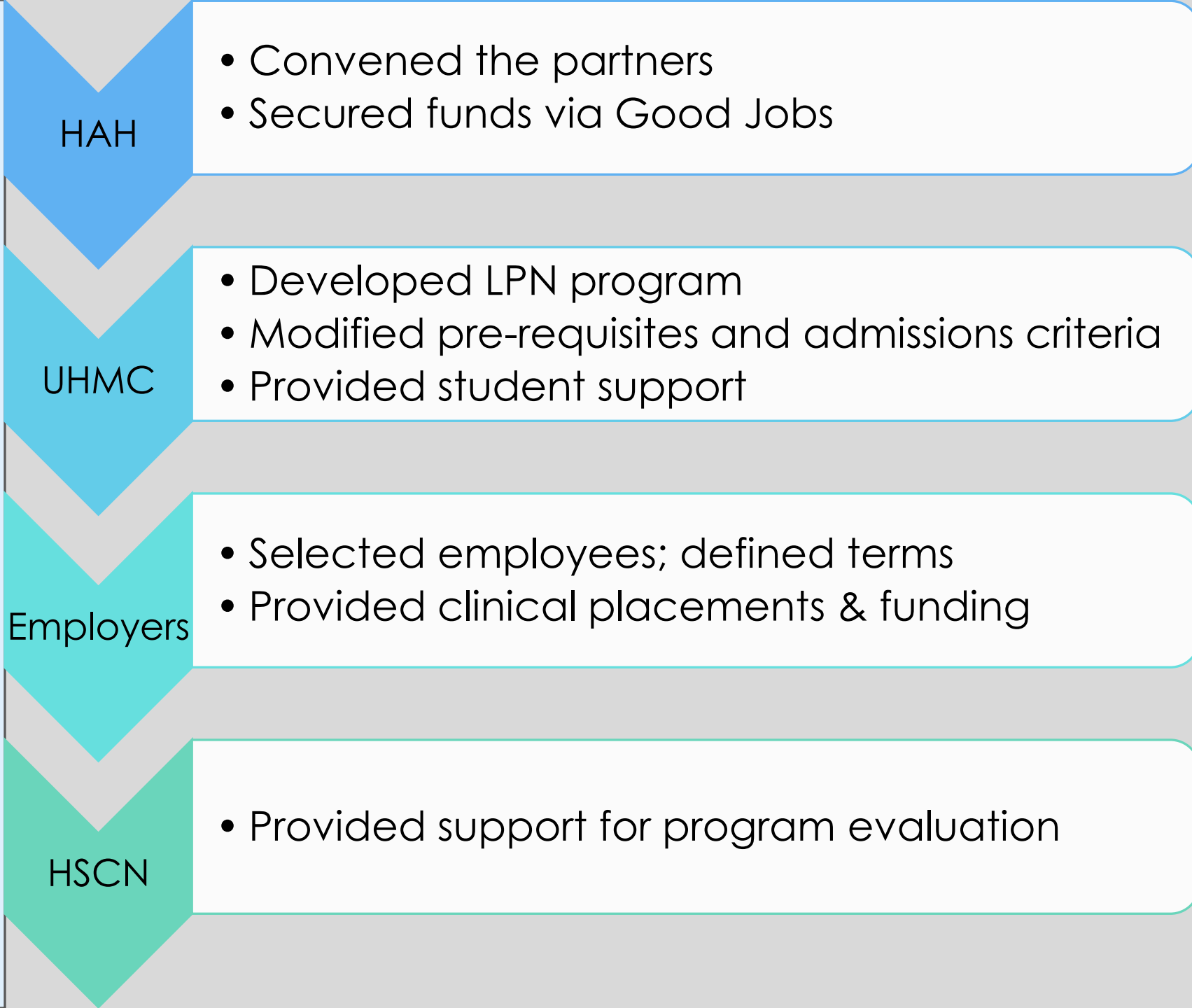


What is a glidepath?

A glidepath is an earn-and-learn pathway allowing working individuals to maintain their jobs while advancing health education credentials. It is a tool that employers utilize to retain their current workforce and attract new entry-level workers. In addition to traditional post-secondary education pathway programs, glidepaths offer a career progression pathway option.

Developing the Glidepath:

Smoothing the Transition from CNA to LPN



What Makes the Glidepath Innovative in Hawai'i

Leverages Employer Resources to Reduce Educational Capacity Limitations

Mitigates Common Challenges for Working Students

Creates a Legitimate Pathway for Career Advancement

Implementation: Early Wins and Lessons Learned

The Inaugural Cohorts

- 32 students
 - 4 cohorts
 - 3 islands



The Inaugural Cohorts

- 32 students
 - 4 cohorts
 - 3 islands



'Ohana Pacific Health
Kaua'i Cohort

The Inaugural Cohorts

- 32 students
 - 4 cohorts
 - 3 islands



The Inaugural Cohorts

- 32 students
 - 4 cohorts
 - 3 islands



Kaiser Permanente
O'ahu Cohort

Student Snapshot

50%

Previously applied to a nursing degree program

36%

Are 35 years or older

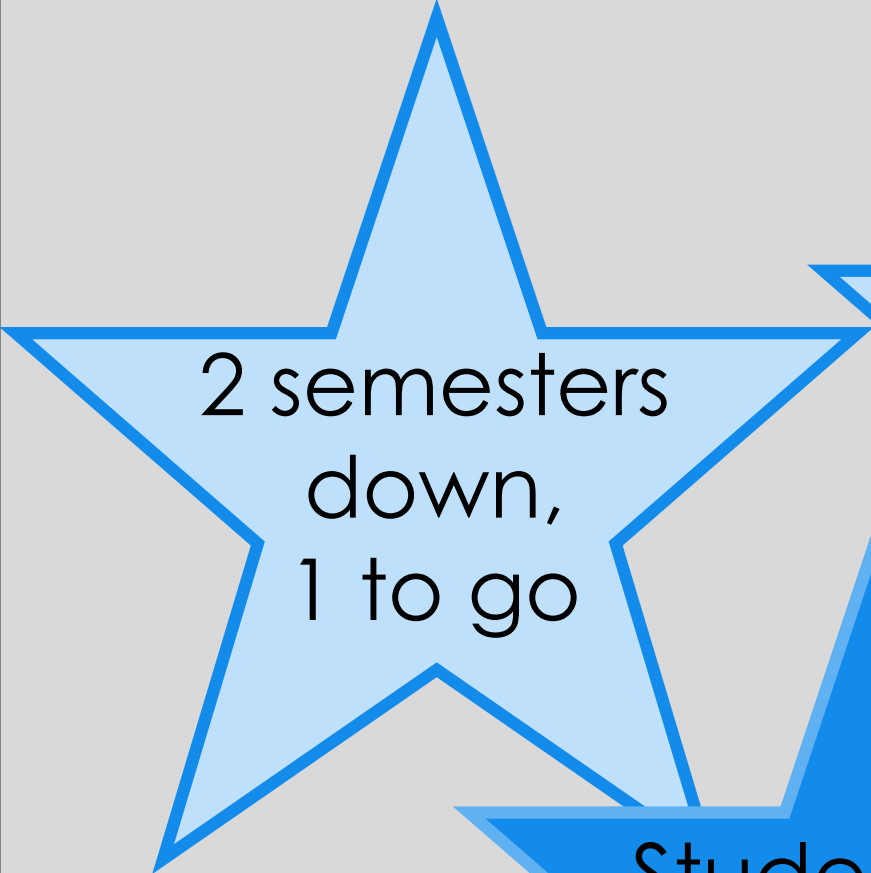
33%

Have 10 or more years of healthcare work experience

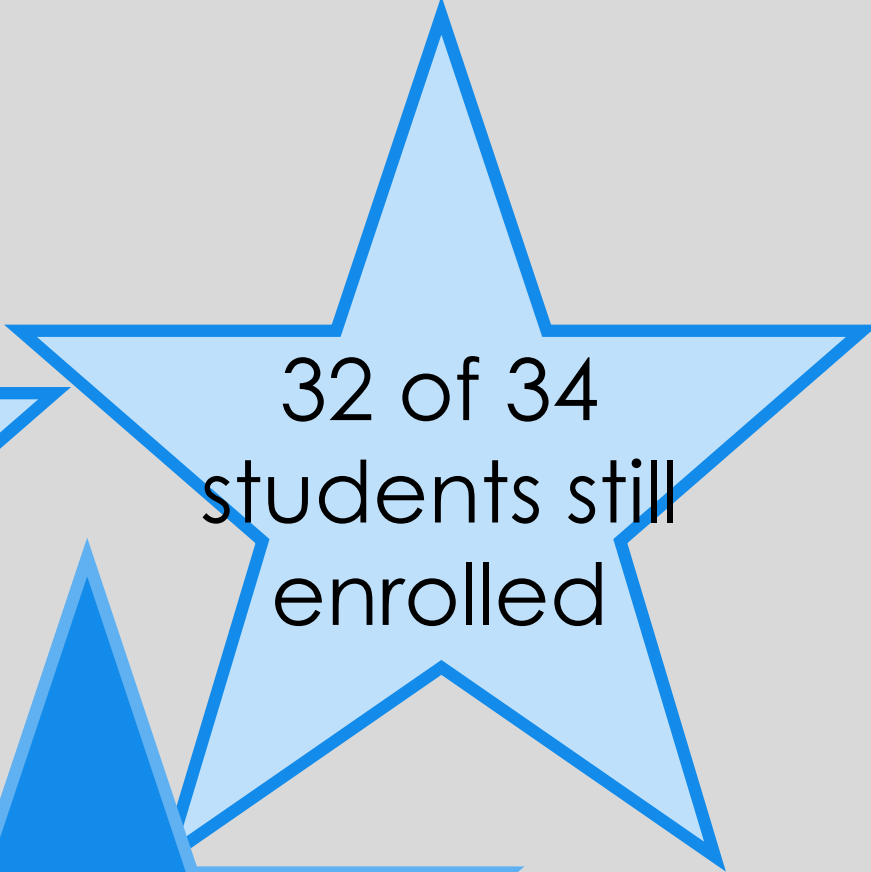
45%

Have 2 or more jobs

Student Successes



2 semesters
down,
1 to go



32 of 34
students still
enrolled



Students are
performing
well and are
on track



JAYLIN CEZAR-BUTAC
OHANA PACIFIC HEALTH, LPN

Note from a Student

“So far this bridge program has been great. There is a strong support system for us students. So I’d like to express my gratitude to ‘Ohana Pacific Health and University of Hawai‘i Maui college for . . . providing us with the chance to progress in this field.”

Helping Students Navigate Challenges

Work-School-Life balance is hard to achieve

Reduction in work hours posed a financial hardship for some

Students tended to need more support than they expected

February 1, 2023

Addressing the shortage of licensed practical nurses

Kaiser Permanente, UNITE Here! Local 5, and UH Maui launch apprentice program.



PRESS RELEASE
Contact: Laura M. Lott
laura.m.lott@kp.org
(808) 343-2406 (mobile)

HONOLULU — Kaiser Permanente, UNITE Here! Local 5, and the University of Hawaii Maui College Nurse Trainee Program, employees who wish to improve their career, create various Kaiser Permanente positions and hospital

The program's curricula and specialty care area for employees to become practical nurse positions

"Together with our staff excited to kick off our f Lapapa APRN, vice pre Permanente in Hawaii. members, who have able continue to grow their r open positions."

Hawaii has long dealt w pandemic. According to there are an estimated predicts that the demand through 2030. Program their professional skills nursing professionals in

"This program to design labor shortage," said D it unique is the fact that pay nothing for the pro flexibility. We are great Ben Huddell Memorial I

About UNITE Here

Local 5 represents app work in the hospitality, affiliate of UNITE HERE 300,000 workers throu Hotel and Restaurant E 5 has remained one of f successful local unions. Union's strategies and c members in Kaiser Perm benefits in Hawaii's hea but also all local health membership has grown part of the Union's men

About Kaiser Per

Kaiser Permanente is c We are recognized as a not-for-profit health pl



Aloha State's healthcare workforce need grow since 2019: report

by Kimberly Bonvissuto

NOVEMBER 21, 2022



(Image courtesy of The Queen's Health System and the Healthcare Workforce Initiative)

What difference can three years and a once-in-a-century pandemic make to Hawaii's healthcare workforce?

A lot, according to the 2022 Healthcare Workforce Initiative report assessing healthcare staffing and education needs in the Aloha State. The report is a follow-up to the inaugural 2019 report, launched by the Healthcare Association of Hawaii, which represents assisted living and skilled nursing facilities, home care companies, hospices and hospitals.

Among the key findings is the need to increase entry-level health certification pipeline, attract and retain healthcare workforce through glide paths, and expand nurse residency and transition-to-specialty registered nurse programs.

Recognizing a growing need for more healthcare workers, HAH in 2018 launched the Healthcare Workforce Initiative to better understand the current employment needs across the state's healthcare continuum. The collaboration across the state's education, healthcare and community-based sectors shares a common goal of increasing locally trained and educated healthcare employees, according to HAH President and CEO Hilton R. Raetzel.

A growing need for healthcare workers

The 2022 report identified almost 3,900 open positions across 89 public-facing professions, a 76% increase over 2019 figures. Respondents included assisted living communities and other long-term care settings, hospitals, health system clinics, physician offices, federally qualified health centers, physical therapy providers and health insurers.

In assisted living, the overall healthcare vacancy rate moved from 11% in 2019 to 14% this year. Entry-level open certified nursing assistant positions remain elevated in 2022, with a 15% vacancy rate, whereas the vacancy rate for licensed practice nurses is 32%, according to Hilton. (Click on the report number of open-assisted living positions)



By Zahida Siddiqi | March 24, 2023

Burst

Share



At the heart of successful new hiring programs backed by nursing homes across the United States is the philosophy that nurses deserve better pay, free training, a guaranteed job, and an easier path to career advancement.

State-level initiatives from Hawaii to the Midwest are gaining traction by allowing workers to train for specialized positions while pursuing their existing jobs. These programs also not only guarantee employment, but give operators and clinical staff a chance to recoup costs and tie bonuses for completing committed time.

Operators across many states are finding success in using these programs to train and promote non-clinical workers, such as in hospitality and housekeeping, to become certified nursing assistants (CNAs), while others are availing the opportunities to allow clinical staff to deepen their skills and become licensed practical nurses (LPNs) or even registered nurses (RNs).

Weather Sports Wake Up 2day Living808 Local

MAUI COUNTY NEWS

Gov. Green moves to increase healthcare opportunities

by: Sandy Harjo-Livingston
Posted: Jun 13, 2023 / 07:01 PM HST
Updated: Jun 13, 2023 / 07:02 PM HST

HONOLULU (KHON2) — Governor Josh Green, M.D. announced that he has signed legislation that will expand access to healthcare on Maui. This move is to secure and uplift career advancement opportunities for healthcare workers in Hawai'i.

"These bills emphasize the importance of our health and education systems, in meeting the healthcare needs of residents across our state," said Gov. Green. "Both bills represent the collaborative efforts between my Administration and the Legislature to help address these needs."

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Gov. Green signed HB 353 in order to address the statewide shortage of healthcare workers.

"An acute-care hospital is greatly needed for West Maui. The island has seen tremendous growth and protected rates of growth and visitors going forward are unprecedented," he said.

The new law appropriates \$130,000 for instructional costs for the following:

- Certified Nurse Aide-to-Practical Nurse Bridge Program at University of Hawai'i Maui College.
- \$200,000 to provide student aid to participants in the CNA-to-LPN Program at the school.

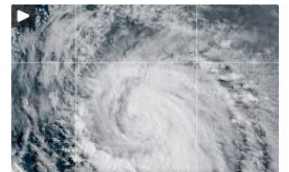
"In addition to providing greater access to health care for the people of Maui, completion of a West Maui Hospital and Medical Center will also generate excellent job opportunities for residents in the community," added Gov. Green.

| World's largest drag brunch breaks Guinness World Records™ |

According to Gov. Green, this new appropriation measure includes funds for tuition, fees, supplies and related costs.

"We are so very grateful to Governor Green for signing this bill, authorizing up to \$20M in special purpose revenue bonds to help our foundation with financing costs for the long-planned West Maui

TRENDING STORIES



Calvin becomes a hurricane, Honolulu prepares

Hurricane Calvin now a category 3, impacts uncertain

Grotesque photos presented in day 2 of Eric Thompson ...

Hawaii rail could cost taxpayers \$54 per passenger

Hurricane Calvin impacts: Heavy rain, higher winds

SCAN to get the khon2 NEWS APP

Looking Forward: Expansion and Sustainability



- Plans for expansion to Hawai'i Island
- Significant interest to open admission to the public
- Long-term sustainability will require expansion of faculty/continued tuition and education support



References

For Sources Not Linked on Individual Slides

- Slide 4
 - Hawai'i Health Workforce Initiative Reports for 2019 and 2022, Healthcare Association of Hawai'i
- Slide 6
 - State of Hawai'i's Nursing Faculty Shortage, 2021, Hawai'i State Center for Nursing (HSCN)
 - Hawai'i State Nurse Education Capacity Report for Academic Year 2020-2021, HSCN
 - Projections of Hawai'i's Nursing Clinical Placement Demand, AY22-AY26, HSCN
 - State of Hawai'i's Nurse Faculty in 2022, HSCN
- Slide 9
 - The Hawai'i Good Jobs program
 - Article about the Healthcare Association of Hawai'i's work on the CNA-LPN Glidepath
 - News story about the Hāna Career Pathways program
 - Article about Kaiser Permanente/Local 5 participation in the CNA-LPN Glidepath

Q&A/Discussion

Next Steps

- Next Network Meeting: September 25 or 27
- Focus: Building Career Pathways for Long-Term Care Workers Pt. 2
- Coming Soon: National Online Resource Center:
<https://web.csg.org/long-term-care/>
- Send Us: Relevant Bills, Reports, Resources, Articles, Initiatives
- Request State Technical Assistance Services
- Reach Out With Your Thoughts (sslone@csg.org)
- See you at the HCBS Conference!

Thank You!

