

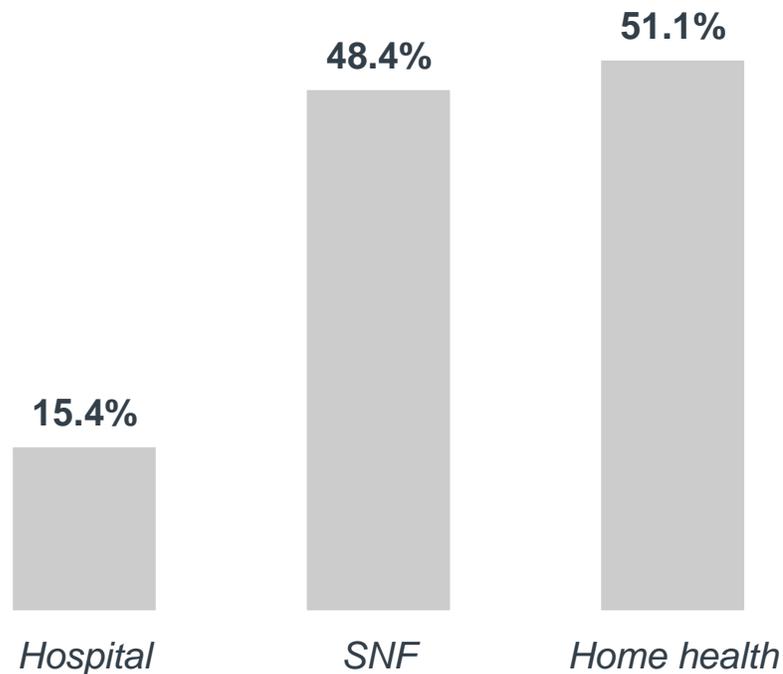


Rebuilding the Post-Acute Workforce

Post-acute workforce stability challenges are not new

Annual staff turnover rates in hospital, SNF and home health

Advisory Board Survey data¹



**“If I didn’t have staffing problems,
I wouldn’t have any problems.”**

*Matt Bourque, Administrator
Chateau Senior Living*

1. Hospital n=289, 2019; SNF n=379, 2019; Home health n=185, 2018.

Covid-19 dialed up the pressure on post-acute staff

 **Post-acute staff are...**



Caring for most vulnerable patient population

Over 40% of Covid-19 deaths linked to nursing facilities

Facing negative headlines and public shaming of their industry

“New Jersey begins 'naming and shaming' long-term care facilities with Covid-19 cases, deaths

Politico

Feeling physically exposed and unprotected

During early days of the pandemic, **46%** of long-term care workers lacked sufficient PPE

Source: Daly, Rich. "With 40% of COVID Deaths, Post-Acute Care Sites Get Funding, Scrutiny." *Health Care Financial Management Association*, 26 May 2020; Shenkar, Julia. "National Survey Shows Government, Employers Are Failing to Protect Nursing Home Workers and Residents." *SEIU*, 9 June 2020; Sitrin, Carly. "New Jersey Begins 'Naming and Shaming' Long-Term Care Facilities with Covid-19 Cases, Deaths." *Politico PRO*, 20 Apr. 2020.

It's hard to pour from an empty cup

Factors contributing to staff disengagement



Low **wages** compared with other entry-level positions



Low frontline **staff to patient ratios**



High level of colleague **turnover**



Increased personal and family **exposure to Covid-19 risks**



Negative **media coverage**

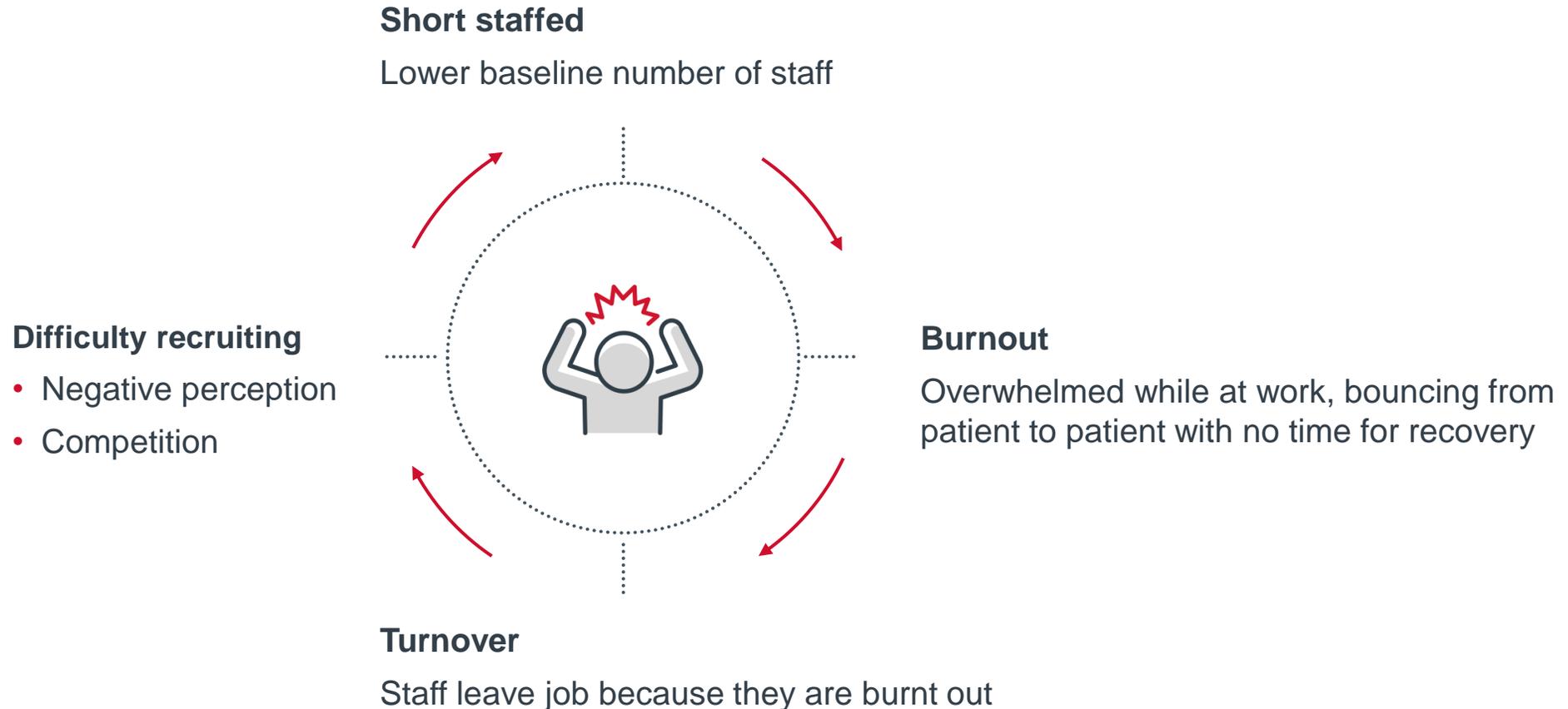
There were significant challenges in the workforce to begin with, and then we threw a pandemic on top of it. **We can expect this is going to have a significant impact on people wanting to leave.**

Elizabeth White
APRN, PhD at Brown University



Source: "In a relentless pandemic, nursing-home workers are worn down and stressed out," *Washington Post*, Dec 2020, <https://www.washingtonpost.com/business/2020/12/03/nursing-home-burnout/>.

Staffing challenges create a dangerous cycle



With margins tightening, you can't afford cost of burnout

High burnout levels lead to **high turnover costs...**

...at a time when **revenue is low and costs are high**



STUDY IN BRIEF

"Burnout significantly predicts turnover intention."

Wells-English, et al., 2019

▶ **\$5,000**

Average direct cost of turnover per senior care employee

▶ **\$250,000**

Average annual direct turnover cost to SNF or home health agency with 100 employees

▶ **79%**

Of SNFs experienced a decline in volumes due to Covid-19

▶ **82%**

Of home health providers experienced a decline in revenue due to Covid-19

Infection control measures raise costs:

- PPE
- Testing
- Additional staff

Source: Berris, Jenna. *Senior Care Staff Turnover By The Numbers & Why It Matters To You*, 6 Sept. 2019. Peck, Lana. "Executive Survey Insights : Wave 9, Weeks Ending July 5, 2020." *Senior Housing and Care*, 9 July 2020; "COVID-19 Continues to Disrupt Home Health Industry." *HomeCare Magazine*, 30 June 2020; Wells-English, Diana, et al. "Compassion Fatigue and Satisfaction: Influence on Turnover Among Oncology Nurses at an Urban Cancer Center." *Clinical Journal of Oncology Nursing*, Oncology Nursing Society, 1 Oct. 2019.

Rebuilding the post-acute workforce

1 Put your people first

1. Regularly check the pulse on staff morale
2. Implement emotional and physical well-being supports
3. Leverage existing team members to offer psychosocial support
4. Share additional staff support investments across multiple providers

2 Find novel opportunities to source new hires

1. Partner with a job search site to recruit staff
2. Partner across the community to share staff
3. Take responsibility for creating your own staffing pipeline

01

Put your people first

Resilience is the ability to:

- Remain **agile and effective** amidst stress
- **Bounce back quickly** from stressful situations

First priority: make sure your staff feel safe at work

Take proper **infection control measures**



Provide proper PPE



Follow all CDC guidelines



Provide Covid-19 vaccination opportunities and education



The Long-Term Care Leader's Guide to the Covid-19 Vaccine

[Access here](#)

Communicate about the steps you are taking to keep staff safe



Strongly encourage staff to get vaccinated and provide resources to help staff who are hesitant



Inform staff about changing infection control policies



Ask staff about their comfort and what they need to feel safe



Use a variety of channels to reach staff, such as email, text, town halls, leader office hours, and one-on-one check-ins

Regularly check the pulse on staff morale

Coxa Hospital for Joint Replacement uses Pulssi app to evaluate staff satisfaction

Staff perspective

- 1 At end of shift, indicate if day was green, yellow, or red
- 2 If yellow or red, write a brief explanation

Sample staff survey

How was your day today?

 Green  Yellow  Red

If yellow or red, why?

Manger perspective

- 1 Receive aggregated daily report
- 2 Identify patterns and adjust support based on results

Sample daily report

MORNING SHIFT	Number	%	EVENING SHIFT	Number	%
Green 	231	93.9	Green 	114	89.8
Yellow 	12	4.9	Yellow 	8	6.3
Red 	3	1.2	Red 	5	3.9

Source: Coxa Hospital for Joint Replacement, Tampere, Finland.

Implement emotional and physical well-being supports

90-second stories



At the beginning of each meeting, ask for a volunteer to tell a 90-second story about a moment at work that characterizes a core value.

Story format

1. Select a specific value
2. Share experience
3. Tie back to mission

Why it works

Helps staff ground themselves in real examples of the important role they play

Thank you notes



Encourage staff recognition by leaving blank thank you notes in common areas and patient rooms.

Thank you note format

To: _____

I want you to know I really appreciated it when you....

From: _____

Why it works

Provides a quick and easy route for patients and teammates to recognize staff members' contributions

Relaxation room



Help staff destress by creating a relaxation room.

Relaxation room tips

- Keep the lights low and room quiet
- Do not allow eating/loud talking
- Light lavender scented candles
- Leave uplifting messages throughout the room

Why it works

Gives staff a space to have a moment to themselves and regroup

Source: American Nurses Association, Silver Spring, MD.

Leverage existing staff to offer psychosocial support

Peer-to-peer support should be easy to access and comfortable for staff

Barriers



Staff feel they **don't have time** to participate in support groups



Staff feel **uncomfortable opening up to a large group**



Staff feel **uncomfortable having these discussions in English**

Solutions

- Build short sessions into staff days
- Add options for staff coverage
- Make participation voluntary
- Keep groups small, under 15 people
- Assign a moderator to lead the conversation and establish group as a safe space
- Provide reflection questions ahead of time so staff don't feel put on the spot
- Survey staff to find out in which language(s) they would be most comfortable speaking
- Offer sessions in staff's preferred language(s)

Source: "Caring for Our Caregivers during COVID-19." *American Medical Association*, 16 Mar. 2020.

Accounting for diversity in workforce support offerings

The long-term care workforce is...

82% Women

26% Black

24% Immigrants

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender.

Reflection questions



What are the **demographics** that make up my frontline workforce?



How are my support offerings meeting the **needs of different groups**?



What role does **intersectionality** play in my workforce support offerings?

Source: True, Sarah, et al. "COVID-19 and Workers at Risk: Examining the Long-Term Care Workforce," *KFF*, 27 May 2020; Zallman, Leah, et al. "Care For America's Elderly And Disabled People Relies On Immigrant Labor." *Health Affairs*, 1 June 2019.

Offering a variety of support opportunities

Hebrew SeniorLife's team members offer two types of support for frontline staff

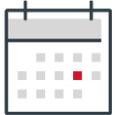
15-minute group mindfulness exercise



Provides group connections and moment of reprieve in workday



Led by engagement staff member



Scheduled monthly sessions and informal weekly sessions



Leaders notify unit staff when the monthly exercises are scheduled

One-on-one counseling



Provides personalized support for specific employee challenges



Provided by one chaplain and three social workers



15 minute or longer conversations provided on an as-needed basis

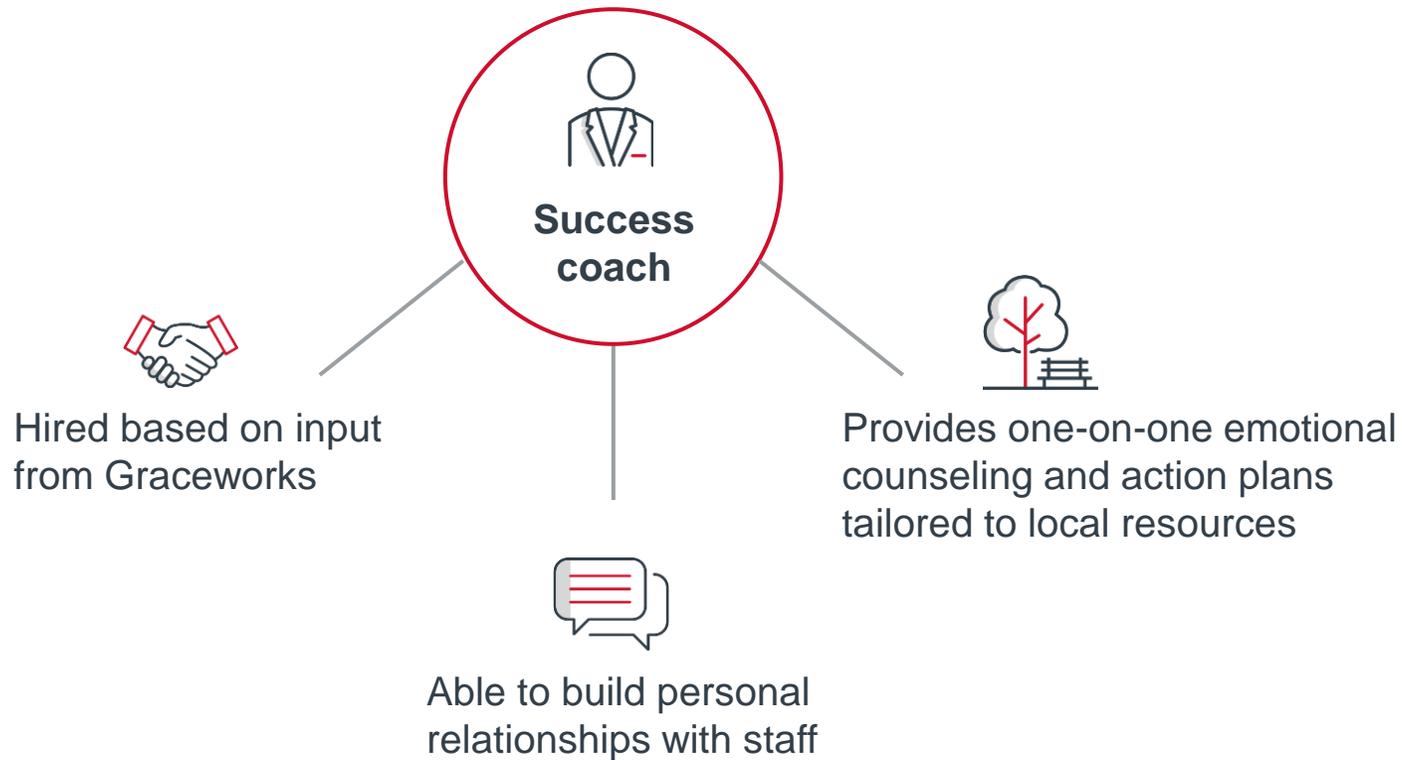


Can be scheduled before, during or after a shift

Source: Hebrew SeniorLife, Boston, MA.

Share staff support investments across multiple providers

Graceworks shares a “success coach” through the Employer Resource Network



Affording this level of personalized support

- Connected with success coach through the Employer Resource Network
- Share success coach with two other organizations
- Costs and time are split proportionally between organizations

1. Employee Assistance Program.

Source: Graceworks Lutheran Services, Dayton, OH.

Three things to remember about putting your people first

1

Resilience support **doesn't need to be expensive**

2

Everyone experiences stressors differently; **tailor support to staff needs**

3

Staff's needs can change over time; **make sure you're regularly taking the pulse on staff morale**

02

Find novel opportunities to
source new hires

Partner with a job search site to recruit staff

Mass Senior Care and the Covid-19 Policy Alliance partnered with Monster.com

Challenge

LTC¹ providers struggled to recruit staff for newly created Resident Care Assistant (RCA) position

Solution

Partnered with established job search site, Monster.com

Benefits of working with Monster.com



Ability to **create job search site specific to long-term care positions**



Expertise in **recruitment best practices**



Free number of limited postings for all Mass Senior Care members



RESIDENT CARE ASSISTANT IN BRIEF

- Entry level position for workers with non-healthcare background
- Assist with meals, technology use, housekeeping, and direct care

1. Long-term care.

Home to Help boosts recruitment for nursing homes

Monster's easy-to-use job site specifically for positions in long-term care

The image shows a job advertisement for 'Home to Help' on the Monster job site. The ad features a purple and white color scheme. At the top, it says 'Cast a wide net by encouraging workers without healthcare background' and 'Mention potential for building a career in a growing industry'. The main text reads: 'Many openings require no experience at all, offer on the job training and all of them offer competitive salaries along with a \$1,000 state-funded bonus*. Get on your way to a career in healthcare. Make a difference today.' Below this is a large purple button that says 'FIND ME A JOB'. Underneath the button, it says '*Must be willing and able to work with COVID-19 positive residents.' To the right of the ad, there are two callout boxes: one says 'Highlight available bonuses to attract applicants' and the other says 'Be upfront about Covid-19 to screen out potential hires unwilling to work with Covid-19 positive patients'. On the left side of the ad, there are two callout boxes: one says 'Cast a wide net by encouraging workers without healthcare background' and the other says 'Mention potential for building a career in a growing industry'. The URL 'MONSTER.COM/HOMETOHELP' is visible on the left side of the ad.

Cast a wide net by encouraging workers without healthcare background

Mention potential for building a career in a growing industry

Many openings require no experience at all, offer on the job training and all of them offer competitive salaries along with a \$1,000 state-funded bonus*. Get on your way to a career in healthcare. Make a difference today.

Ready to help? Great.

FIND ME A JOB

**Must be willing and able to work with COVID-19 positive residents.*

Highlight available bonuses to attract applicants

Be upfront about Covid-19 to screen out potential hires unwilling to work with Covid-19 positive patients

MONSTER.COM/HOMETOHELP

Source: Massachusetts Senior Care Association, Waltham, Massachusetts and the Covid-19 Policy Alliance, Cambridge, Massachusetts; Kellogg, K., Gregorio, T., Allen, B., Dan, O., Ghersin, N., Spinale, P., and Surwilo, A. (2020). Using Staffing Platforms to Address LT Care Workforce Shortages During COVID-19 Outbreak and Beyond; "Home to Help: Now Hiring Across Massachusetts." *Home to Help*, 2020.

Take responsibility for creating your own staff pipeline

Provide **training**



Chateau Senior Living

Skilled nursing facility in Kenner, LA

Runs a free, in-house CNA training program



New Jewish Home

Skilled nursing and home care provider based in New York, NY

Built a geriatric career development program to train and staff local at-risk youth

Partner with **higher education**



Country Meadows Retirement Communities

Continuing Care Retirement Communities based in Hershey, PA

Offers an integrated scholarship and training program



VNA Health Group

Home health and hospice provider based in Holmdel, NJ

Runs a nurse residency program with Rutgers University to bring nurses straight into home care after completing their BSN¹



Loretto

Skilled nursing facility in Syracuse, NY

Offers a federally registered nursing apprenticeship program, and medical, nursing and therapy rotations

1. Bachelors of Science in Nursing.

Source: Chateau Senior Living, Kenner LA; Country Meadows Retirement Communities, Hershey, PA; VNA Health Group, Holmdel, NJ; Loretto, Syracuse, NY; "Geriatrics Career Development (GCD)." *The New Jewish Home*, jewishhome.org/about-us/geriatrics-career-development/.

Playing the long game

LeadingAge Ohio tackles evergreen workforce barriers with different age groups

	Awareness 	Recruitment 	Retention 
Audience	Elementary and high school students	High school graduates and community college students	Post-acute nursing leadership
Overview of initiative	Poster series for elementary students and presentations for high school students showcase opportunities in long-term care	<ul style="list-style-type: none"> • 2,000 hours paid on-the-job training with LAO¹ members • Opportunity to earn 15 college credits with tuition assistance • Industry recognized credentialing 	<ul style="list-style-type: none"> • In-person trainings on leadership principles and best practices • Taught by industry leaders from various settings
Progress to date	<ul style="list-style-type: none"> • Posters and curriculum rolled out in two school districts, more targeted in 2020 • Materials available for free online 	A high percentage of Ohio apprentices become full-time employees at their apprenticeship institution	Training sessions offered throughout the year in member communities and at LeadingAge Ohio

1. LeadingAge Ohio

Source: LeadingAge Ohio, Columbus, OH.

Three things to remember about new ways to source hires

1

Take a proactive and active role in recruitment; you cannot assume the market will meet your needs

2

Look to new places for recruitment— from other industries to other age groups

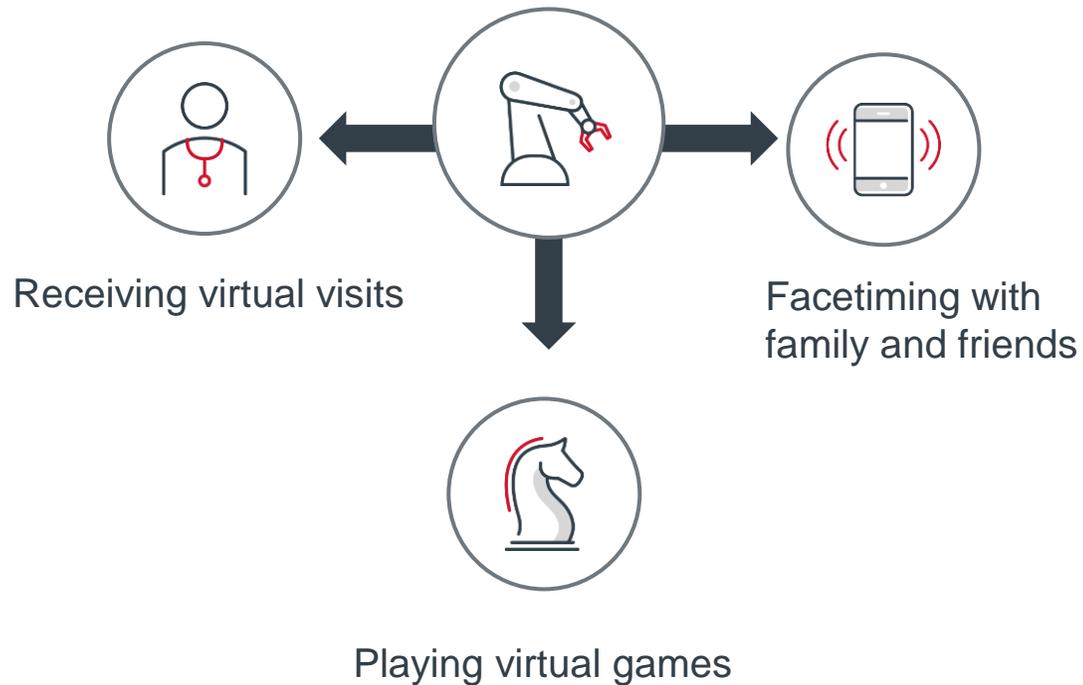
3

Use a community-wide approach to fill in gaps, especially for advanced clinical support

Enhance patient experience while lowering staff workload

Menorah Park uses TEMI robots to allow patients to use iPads without assistance

TEMI robots help patients connect while maintaining social distance



TEMI robots free up staff time



DATA SPOTLIGHT

2 hours

Amount of clinician time the TEMI robots free-up daily



Clinicians spend more time performing:

- Room visits
- Supply and food drop-offs

Source: Menorah Park, Beachwood, OH.



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