



# A CRISIS WITH A SOLUTION

Tools and Resources for Transforming the Long-Term Care Workforce



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

# A CRISIS WITH A SOLUTION:

## TOOLS AND RESOURCES FOR TRANSFORMING THE LONG-TERM CARE WORKFORCE

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### **About Better Jobs Better Care**

Better Jobs Better Care ([www.bjbc.org](http://www.bjbc.org)) was a four-year, \$15.5 million research and demonstration program, funded by the Robert Wood Johnson Foundation and The Atlantic Philanthropies. Its goal was to achieve changes in long-term care policy and practice that help reduce high vacancy and turnover rates among direct care workers in long-term care and contribute to improved workforce quality.

Better Jobs Better Care was directed and managed by the Institute for the Future of Aging Services (IFAS), the applied research arm of American Association of Homes and Services for the Aging (AAHSA). Technical assistance was provided in partnership with PHI (formerly the Paraprofessional Healthcare Institute).

A Crisis With a Solution: Tools and Resources for Transforming the Long-Term Care Workforce

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### **About IFAS**

The Institute for the Future of Aging Services ([www.futureofaging.org](http://www.futureofaging.org)) is a policy research institute whose mission is to create a bridge between the practice, policy and research communities to advance the development of high-quality health, housing and supportive services for America's aging population. IFAS is the applied research arm of the American Association of Homes and Services for the Aging (AAHSA).

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### **About AAHSA**

The members of the American Association of Homes and Services for the Aging ([www.aahsa.org](http://www.aahsa.org)) help millions of individuals and their families every day through mission-driven, not-for-profit organizations dedicated to providing the services that people need, when they need them, in the place they call home. AAHSA's 5,800 member organizations, many of which have served their communities for generations, offer the continuum of aging services: adult day services, home health, community services, senior housing, assisted living residences, continuing care retirement communities and nursing homes. AAHSA's commitment is to create the future of aging services through quality people can trust.

# LETTER FROM ROBYN STONE

Dear Colleagues,

From its beginning, Better Jobs Better Care (BJBC) was an innovative initiative. Thanks to our funders, the Robert Wood Johnson Foundation and The Atlantic Philanthropies, it was the largest national program ever created to tackle the challenges facing our direct care workforce. And what a difference it has made.

In the BJBC demonstration projects, state coalitions put workforce issues on the table and changed state policy. The coalitions helped stakeholders – who too often competed against each other for resources – become partners in policies and programs that helped them overcome their common workforce challenges. Each state project offered providers the resources and opportunities to make their facilities inclusive and respectful places for all staff. They also helped direct care workers realize their leadership potential, feel pride in their profession and find their voices on management teams and in state capitols.

The BJBC research projects created a body of evidence-based research in several areas. They looked at new, potential pools of workers, the training that direct care workers and their supervisors want and need, the effect management practices have on job satisfaction and the impact competitive wages and benefits have on attracting and retaining workers.

While the projects yielded a wealth of findings and lessons learned, several core themes emerged:

- ◆ There is no single recipe for building a quality long-term care workforce. Many interventions and programs work.
- ◆ Redirect the funds you already have to build a healthy workplace. It's well worth it.
- ◆ Rethink training – focusing on what your staff needs and wants can improve job satisfaction.
- ◆ Partnering with direct care workers can help you identify solutions.

And perhaps, most importantly, we saw time and time again that this process can be an incredibly joyous experience.

We are delighted to provide you with this compilation of the tools and resources used and developed by BJBC and the BJBC grantees. Our wish is that you use the tools to invest in your staff.

We also hope the 9-minute video accompanying these tools gives you a sense of the hope felt by several BJBC providers as they built a viable and committed direct care workforce and found solutions to their workforce crisis.

Sincerely,



Robyn I. Stone, DrPh  
National Program Director, Better Jobs Better Care  
Executive Director, Institute for the Future of Aging Services  
Senior Vice President of Research, AAHSA



## DEDICATION

The progress and accomplishments of Better Jobs Better Care (BJBC) came about because of the hard work and commitment of our colleagues – the grantees, providers, workers, coalition members and our technical assistance partner, PHI – and their belief that things could be different for those who care for older adults.

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# BACKGROUND

Better Jobs Better Care (BJBC) was a four-year, \$15.5 million research and demonstration program funded by the Robert Wood Johnson Foundation and The Atlantic Philanthropies. The program focused on changing long-term care policy and practice that reduced vacancy and turnover rates among direct care staff and improved workforce quality. Through two types of grants – state demonstration and applied research and evaluation – BJBC tested new approaches to providing a more stable and qualified long-term care staff and systematically evaluated what works best to achieve this objective.

BJBC was directed and managed by the Institute for the Future of Aging Services (IFAS), American Association of Homes and Services for the Aging (AAHSA). Technical assistance was provided by PHI (formerly the Paraprofessional Healthcare Institute).

## BJBC Projects

The five state demonstration and eight research grantees used different paths to study and test what could help reduce direct care worker turnover and build a quality and committed workforce. The demonstration projects built multi-stakeholder coalitions that sought to improve the quality of direct care worker jobs through the policy and practice initiatives that best worked for their state. The research projects studied a variety of innovations to improve the recruitment and retention of these frontline caregivers. They looked at new potential pools of workers, the training that direct care workers and their supervisors want and need, the effect of management practices on job satisfaction and the impact competitive wages and benefits has on attracting and retaining workers.

### The five state demonstration grants were awarded to:

- ◆ For Iowa – Iowa CareGivers Association
- ◆ For North Carolina – North Carolina Foundation for Advanced Health Programs
- ◆ For Oregon – Oregon Works!
- ◆ For Pennsylvania - Center for Advocacy for the Rights and Interests of the Elderly (CARIE )
- ◆ For Vermont - Community of Vermont Elders (COVE)

### The eight research grants were awarded to:

- ◆ Boston University, School of Public Health
- ◆ Brandeis University, Schneider Institute for Health Policy
- ◆ Connecticut College
- ◆ Cornell University, Cornell Institute for Translational Research on Aging
- ◆ Margaret Blenkner Institute, Benjamin Rose Institute
- ◆ Operation ABLE of Michigan
- ◆ University of California, Los Angeles, School of Public Affairs
- ◆ University of North Carolina, Chapel Hill, Cecil G. Sheps Center for Health Services Research

### The evaluation component of the grant was awarded to:

- ◆ The Pennsylvania State University, Center for Health Care and Policy Research

# HOW TO USE THIS CATALOGUE

The BJBC demonstration and research projects used and produced a number of tools to reach their goals and findings. These include trainings, resource guides, assessment tools, surveys and reports. This catalogue lists the major tools from the 13 BJBC projects.

Each tool is outlined in a one-page profile that provides:

- ◆ A short description
- ◆ Information on how to use the tool
- ◆ The grantee(s) that used/developed it
- ◆ Details on where to obtain the tool and/or get more information

These tool profiles are in the main section of the catalogue, *Tools and Resources*, and are organized into the following categories:

- ◆ Training (includes curricula)
- ◆ Resource Guides (includes manuals, toolkits, videos)
- ◆ Assessment Tools
- ◆ Surveys
- ◆ Reports (includes issue briefs, white papers, fact sheets)
- ◆ Policy (includes legislative testimony)

These profiles are cross-referenced by grantee in the *Index of Tools by Grantee* section.

The *Appendix* provides an overview of the publications and resources produced by the BJBC national program office. You can also visit the BJBC Web site at [www.bjbc.org](http://www.bjbc.org) for online versions of the resources, along with additional information about the program.



## Training

### Better Jobs Better Care (BJBC) Bingo

#### Description

BJBC Bingo is an icebreaker activity for cultural competency trainings or workshops. It helps administrators gain a better sense of participant demographics. Each square of the three-by-three bingo sheet has a different characteristic (e.g., I speak a second language, I have children). Participants approach other participants to see if they can answer yes to any of the questions. The first person to fill in all squares with a name wins.

#### How to Use this Tool

Providers and long-term care facility managers/supervisors can use BJBC Bingo as an icebreaker activity for participants who attend cultural workshops at their facilities.

#### Grantee

Boston University

#### How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

#### Contact

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# Creating Solutions: Handling Culturally Complex Situations in a Long-Term Care Setting

## Description

This training guide is a tool for nursing home staff to discuss culturally complex and often difficult situations that may arise in the facility. The guide contains multiple case studies, discussion questions and handouts for use in both orientation and in-service trainings. It is organized into two sections. The first is designed for use during an orientation and includes case studies, small group discussions and strategies that can be used to address similar situations. The second section is geared toward an in-service, but also can be used during orientation if time allows. This section uses the BJBC video, *Stand Up and Tell Them: Views from the Frontline in Long-Term Care* and the accompanying discussion guide (see p. 42), adapted for all levels of employees, and an additional case study and discussion.

## How to Use this Tool

Providers can use the training guide for staff orientation and in-service programs to explore cultural issues.

## Grantee

Boston University

## How to Obtain this Tool/Contact

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# A Call to Leadership: A Direct Care Worker's Guide to Leadership

## Description

This is a one-day program designed to build leaders among direct care workers across all settings. The program covers:

- ◆ Building the professional careers of direct care workers and contributing to the positive image of the profession
- ◆ Discussing ways direct care workers can see themselves as leaders
- ◆ Identifying possible barriers to leadership and ways to overcome them
- ◆ Defining empowerment and its importance to being a direct care worker professional

A program evaluation showed that 94 percent of the direct care workers who completed the program said they were more likely to remain in long-term care because of what they learned. The tool was designed specifically for direct care worker associations.

## How to Use this Tool

Direct care worker associations can use this leadership program to build leadership among direct care workers. The program can help workers become key stakeholders in crafting policy and practice that aids in the recruitment and retention of direct care workers. It addresses leadership within their profession and outside the workplace.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool/Contact

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# A Call to Mentoring: A Workshop to Prepare Direct Care Professionals as Mentors

## Description

The Direct Care Professional Mentor Training Program provides a practical method for direct care professionals to develop and build interpersonal skills that can be used in mentoring new and current staff in a variety of settings. The training is designed to create a mentoring environment among all staff, residents and clients and promote professionalism within the field of direct care. The training outlines six stages of mentoring development and comes with a student workbook, management toolbox and slide presentation. At the conclusion of this program, participants will be able to:

- ◆ Understand how personal and professional values affect their ability to mentor others
- ◆ Identify qualities of effective mentors
- ◆ Organize methods used in orientation and mentorship
- ◆ Understand the link between effective mentoring and retention of staff
- ◆ Promote the development of a direct care professional mentor role within their organization
- ◆ Encourage a team approach within their organization

## How to Use this Tool

Long-term care providers can use this training to build a mentoring program for direct care workers, including certified nursing assistants; rehabilitation, medication, nutrition and hospice aides; patient care technicians and personal assistants/attendants.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool/Contact

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# Occupational Profile for Entry-Level Direct Care Workers Across Aging Services

## Description

This statewide occupational profile includes a comprehensive task list, skills definitions and skill levels for entry-level direct care workers across the aging services continuum of community-based care, including home care, residential care and assisted living. The profile creates a common language around the knowledge, tasks, generic or foundation skills and the proficiency levels needed for those skills, that is required for entry-level direct care workers. A person-centered/directed-care philosophy statement also is included (see p. 95 for information on the statement).

## How to Use this Tool

Long-term care providers can use the occupational profile to guide them in recruiting, hiring and training direct care workers who are not certified or licensed. It can be used as a guideline to develop job descriptions, interview questions and evaluation criteria for job performance and training. Job developers and policy makers can use the profile to develop programs that support job seekers, job changers, employers and incumbent workers in all care settings, including community-based care.

## Grantee

Oregon Works!, Oregon State Demonstration Project

## Where to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Occupational Profile for Advanced Direct Care Workers Across Aging Services

## Description

This statewide occupational profile includes a comprehensive task list, skills definitions and skill levels for advanced direct care workers across the aging services continuum of community-based care, including home care, residential care and assisted living. The profile creates a common language around the knowledge, tasks, generic or foundation skills and the proficiency levels needed for those skills, that is required of advanced direct care workers. A person-centered/directed-care philosophy statement also is included (see p. 95 for information on the statement).

## How to Use this Tool

Long-term care providers can use the occupational profile to guide them in recruiting, hiring and training direct care workers who are not certified or licensed. It can be used as a guideline to develop job descriptions, interview questions and evaluation criteria for job performance and training. Job developers and policy makers can use the profile to develop programs to support job seekers, job changers, employers and incumbent workers in all care settings, including community-based care.

## Grantee

Oregon Works!, Oregon State Demonstration Project and Jobs To Careers Coalition, Portland Community College

## Where to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# LEAP (Learn, Empower, Achieve, Produce) Training

## Description

BJBC – Oregon chose the LEAP training as part of its intensive workplace change efforts to improve the recruitment and retention of direct care workers at eight long-term care sites.

LEAP (Learn, Empower, Achieve, Produce) is a comprehensive workforce initiative, created by Mather LifeWays Institute on Aging, designed to develop leadership, mentoring, teamwork and communication skills among nursing staff through a model of person-centered care.

The program consists of two modules. Module 1 trains nurse managers and charge nurses in leadership, role modeling and team building skills, as well as clinical gerontological skills. Module 2 trains certified nurse assistants in person-centered care, communication skills, team building, mentoring and career building. The LEAP program has been successful in reducing turnover, increasing job satisfaction and effectiveness of staff and improving the quality of care and satisfaction among residents and families.

## How to Use this Tool

Long-term care providers can use this training to build stronger relationships and teams among staff, provide a career path for direct care workers and improve quality of care.

## Grantee

Oregon Works!, Oregon State Demonstration Project

## How to Obtain this Tool

Visit Mather LifeWays at [www.matherlifeways.com/re\\_leap.asp](http://www.matherlifeways.com/re_leap.asp)

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# Competence with Compassion™

## A Universal Core Curriculum for Direct Care Workers in Long-Term Care

### Description

This universal core curriculum is a 60-hour training created and tested by BJBC - Pennsylvania in response to what direct care workers said they needed to provide better care. The training is geared toward helping new non-certified direct care workers across all long-term care settings learn the person-centered, relationship building and direct care skills that result in better care and a better job.

The curriculum is divided into six modules, each focused on a different type of consumer and long-term care setting. Each module begins with a consumer telling his or her life story and explaining why they need assistance. The training is based on adult-learning principles with students learning through role-plays, small groups and demonstrations of the skills they have learned. Two area agencies on aging have endorsed the training for new workers.

The training package includes an instructor manual, participant-training book, slides and handouts.

### How to Use this Tool

Aging services organizations, community colleges, workforce investment boards and vocational-tech educators can use the core competency manual to train entry-level direct care workers in person-centered care in a format that uses real-life examples.

### Grantee

Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project

### How to Obtain this Tool

Order from BJBC – Pennsylvania at <http://carie.verveinternet.com/store>

Cost: CD - \$150; hardcopy of entire package in three-ring binder - \$150; both - \$225

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# Coaching Supervision: Introductory Skills for Supervisors in Home and Residential Care

## Description

This program, produced by PHI, develops the coaching skills of supervisors of direct care workers who provide care in home and residential settings. The training introduces supervisors to a new model of supervision based on relationship-building and communication skills. With these skills, supervisors can help workers solve problems more effectively and improve work performance.

The training is divided into seven modules, designed to be taught over two days. Four key skills are introduced to supervisors:

- ◆ Active listening: Focused listening, paraphrasing and asking open-ended questions to understand a problem from the worker's perspective
- ◆ Self-management: Pulling back from emotional responses that can get in the way of listening
- ◆ Self-awareness: Being conscious of one's own perspective as one of many
- ◆ Presenting the problem: Without judgment, holding workers accountable for job performance

The curriculum is based on adult-learning principles and includes examples of real-life situations, role-plays, small group work and interactive presentation. The curriculum includes learning objectives, activities, questions for discussion, all necessary handouts and is available for either home care or nursing home settings.

## How to Use this Tool

Administrators and managers of aging services organizations, nurse supervisors and charge nurses can take this training to learn an effective approach to supervision that is based on communicating honestly and building relationships.

## Grantees

- ◆ Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project
- ◆ Oregon Works!, Oregon State Demonstration Project
- ◆ University of North Carolina

## How to Obtain this Tool

Order from PHI's National Clearinghouse on the Direct Care Workforce at [www.directcareclearinghouse.org/l\\_art\\_det.jsp?res\\_id=182110](http://www.directcareclearinghouse.org/l_art_det.jsp?res_id=182110). Cost: \$95

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# Cultural Shifts through Team Building

## Description

BJBC - Pennsylvania chose this team building training as its first step in improving employee retention and recruitment in its practice sites. The model—Key Solutions developed by the Professional Care Management Institute (PCMI)—is designed to shift organizational culture to a more supportive workplace that also emphasizes direct care worker involvement. The team building is directed toward the specific needs of workers, which are first collected in a standardized, reliable and valid survey (Organizational Culture Inventory – see p. 48) that measures the current organizational culture.

The program is based on the principle that actively involving direct care workers in team building improves their morale and job satisfaction and increases their sense of effectiveness within the organization. The direct care worker training is five, one-hour sessions that include the theory of organizational culture, communication skills, teamwork and practice with problem solving to promote a supportive work culture. Ninety percent of the direct care workers who completed the training demonstrated perceived positive shifts toward supportive culture and away from aggressive culture as measured by the Occupational Culture Inventory.

## How to Use this Tool

Administrators and managers of aging services organizations can use the training to help staff members recognize and support the abilities of co-workers in joint problem-solving. It is an excellent tool to prepare direct care workers to be effective members of intra- and inter-departmental teams.

## Grantee

Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project

## How to Obtain this Tool

Visit PCMI at [www.p-c-m-i.org](http://www.p-c-m-i.org).

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# Leadership Seminars

## Description

The Professional Care Management Institute (PCMI) developed the leadership seminars for BJBC - Pennsylvania to build on the work of their team building process, Key Solutions. The seminars can be delivered to administrators, managers, leaders and other “change agents.” This tool is based on the premise that the goal of the change agent is to fully engage direct care workers as part of the caregiving team in long-term care. The training introduces the theory and practice of shifting workplace culture through team building, emphasizes the participants’ role in changing their work culture and provides the tools needed to support the culture change process.

## How to Use this Tool

Administrators and managers of aging services organizations can use the seminars to prepare for and continue making changes in their workplace culture. This tool is best used in conjunction with Key Solutions described on p.16.

## Grantee

Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project

## How to Obtain this Tool

Visit PCMI at [www.p-c-m-i.org](http://www.p-c-m-i.org).

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# WIN A STEP UP Program

## Description

WIN A STEP UP is a workforce development program proven to upgrade the skills of nursing assistants, increase their career commitment and provide rewards and recognition. Nursing assistants complete a 30-hour curriculum covering clinical and interpersonal topics such as infection control, being part of a team and dementia care. A core feature of the program is that it requires commitment from the nursing assistant, the nursing home and the program staff. The nursing assistant agrees to attend the classes and remain employed at the facility for an agreed upon amount of time. The facility agrees to commit staff time to completing the program and distribute a retention bonus or wage increase to nursing assistants who complete it.

The program provides the curriculum, educational incentives to nursing assistants per class, and a \$75 retention bonus to participants who complete the program. It also includes supplementary training for nursing assistant supervisors to teach them active listening and problem-solving skills, as well as foster an environment of mutual respect.

## How to Use this Tool

This program can be a model for developing other workforce interventions for nursing assistants in nursing homes.

## Grantee

University of North Carolina

## How to Obtain this Tool

Visit [www.aging.unc.edu/research/winastepup](http://www.aging.unc.edu/research/winastepup).

## Contact

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# CareWell: Training Compassionate and Skilled Caregivers

## Description

CareWell is a 40-hour training program for direct care workers who work in home health, adult day and residential care, but it could be used in other settings. It was based on the research of best practices nationally. Provided in eight classes, the training program focuses on four main topics: providing care, developing caregivers, providing safety and building relationships. The program integrates topics in a skill-based, highly interactive format and combines both technical and non-technical skills.

CareWell is facilitated using adult-learning theory, and each class is grounded in real-life case scenarios with interactive activities, practice in a learning lab and work done at home. Professional instructors with experience in physical therapy, RN certification and personal care attendants (PCAs) can facilitate this training program. The CareWell curriculum materials include a CareWell binder with the materials for each class and support information, a textbook, workbook, participant portfolio outcome verification, and worksheets to indicate proficiency of skills and grasp of materials covered during the training. The curriculum also includes a facilitator's manual that provides systematic details for trainers to be used in conjunction with the participant binder and materials.

## How to Use this Tool

CareWell is a curriculum for both new and experienced PCAs. The materials can be integrated into orientation and ongoing training, as well as workforce development initiatives for PCAs. The training program is a resource that can inform professionals and organizations about effective, best-practice approaches to practical PCA training.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Beyond Basics in Dementia Care

## Description

Recognized Vermont trainers in dementia care created this curriculum on providing care to residents/clients with dementia. The specialized training helps the direct care worker develop effective strategies and new skills in providing care for people with dementia. It is a 12-hour, three-session continuing education course for experienced licensed nursing assistants and personal care assistants. The first class builds a foundation of the nature (pathology) of dementia; the second emphasizes managing behaviors; and the third discusses managing the environment for effective caregiving.

The training program combines lecture, interactive discussion, learning activities, question/answer periods and on-the-job application of the new skills with self-evaluation and peer feedback. The curriculum includes participant assignments, agendas, core concepts, evaluation forms and course director notes. It also includes information on portfolios that can be used to gather and present evidence of the participants' competency in their knowledge and clinical skills, information to present at the beginning of classes and a template certificate.

## How to Use this Tool

The training is geared for professional direct care workers who are currently involved in dementia care in any setting or who hope to develop expertise in dementia care.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Beyond Basics in Palliative Care

## Description

This program is designed to give direct care providers specialized training in understanding the challenges of palliative care and the strategies for improving care for people with chronic and life-threatening illnesses. The course incorporates materials from many sources, but especially from the Hospice and Palliative Care Nurses' Association and the Vermont Ethics Network. It is a 12-hour, three-session continuing education course for experienced licensed nursing assistants and personal care attendants. The course covers issues related to the care of people with chronic illness, pain/symptom management and comfort care at the end of life.

The training program combines lecture, interactive discussion, learning activities, question/answer periods and on-the-job application of the new skills with self-evaluation and peer feedback. The curriculum includes participant assignments, curriculum outline, evaluation forms and course director notes. It also includes information on portfolios that can be used to gather and present evidence of the participants' competency in their knowledge and clinical skills, information to present at the beginning of classes and a template certificate.

## How to Use this Tool

The intended audiences for this curriculum are direct care providers currently involved in palliative care in any setting, caregivers seeking to develop expertise in palliative care and direct care providers who want more training to understand the issues and upgrade their professional skills.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Resource Guides

## Getting Ready: Focusing on Cultural Competence in Long-Term Care Organizations

### Description

This guide assists long-term care providers in addressing the cultural competence issues in their organization. Based on the results of a cultural competence research study, the guide includes:

- ◆ The learning from an assessment of the cultural competence issues faced by ten nursing homes and the subsequent interventions designed to help the homes address these issues
- ◆ Discussions on what diversity, culture and culture competence means and how these factors can influence the experience of residents/clients and those who care for them
- ◆ The importance of assessing staff's attitudes, behaviors and policies towards diversity and their readiness to change

### How to Use This Tool

Long-term care organizations can use this resource to guide them on the process of assessing their staff's concerns and attitudes, perceptions and behaviors around cultural competency issues between staff, between staff and managers and between staff and residents.

### Grantee

Boston University

### How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

### Contact

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# Case Study Analysis of the Retention Specialist Program

## Description

In the retention specialist program, a current staff person is trained in retention strategies and provides the expertise and ongoing support to systematically address problems of low job satisfaction and resulting turnover.

The case study analysis plan measures the success of the program's implementation in the following areas:

- ◆ Activities (e.g., career ladders, peer mentoring, etc.)
- ◆ Communication skills
- ◆ Changes in management
- ◆ Use of the community resource kiosk
- ◆ Peer interviewing of potential certified nursing assistants
- ◆ Expanded orientation activities
- ◆ Focus on certified nursing assistant respect and recognition
- ◆ Facility/environment factors affecting outcome
- ◆ Overall success of the project, perception of challenge to administer and the overall perceived effect on the facility

The plan rates the success from the perspective of the administrator, the retention specialist and the independent reviewer of the program.

## How to Use this Tool

Reviewers of the retention specialist program can use the analysis plan to assess the activities. Long-term care providers who are interested in implementing a similar program can use the plan as a template to measure the success of their program.

## Grantee

Cornell University, Cornell Institute for Translational Research on Aging

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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

# The Retention Toolkit

## Description

The retention toolkit is an online manual containing descriptions and links to evidence-based retention strategies for long-term care staff. These strategies were used in a two-day training for the retention specialist program. The manual provides detailed descriptions of each strategy. The list of evidenced-based retention strategies includes:

- ◆ Peer-mentoring
- ◆ Career ladders
- ◆ Supervisor training
- ◆ Communication skills
- ◆ Work/family balance
- ◆ Leadership development
- ◆ Empathy for direct care workers

It also links to other sites maintained by organizations dedicated to the retention of direct care workers.

## How to Use this Tool

Providers can access the Web site to find evidence-based retention strategies.

## Grantee

Cornell University, Cornell Institute for Translational Research on Aging

## How to Obtain this Tool

Visit the Cornell Institute for Translational Research on Aging at [www.citra.org](http://www.citra.org).

## Contact

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[www.citra.org/project\\_detail.php?id=5](http://www.citra.org/project_detail.php?id=5)

# Real People, Real Stories: The Uninsured and Underinsured in Iowa

## Description

In this eight-minute video, three direct care workers share the difficulties they face due to their lack of or inadequate healthcare coverage. The workers share how their healthcare coverage crisis has impacted their work, their lives and their families, caused them to leave the jobs they loved or go bankrupt because of their overwhelming medical bills.

## How to Use this Tool

This video can be used to raise awareness and educate employers, policy makers and the community about the hardships faced by workers who cannot get the care they provide to others.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

The video can be viewed online at the Health for Health Care Workers Web site [www.hchcw.org](http://www.hchcw.org) and at the Health for Health Care Workers Web site, <http://hchcw.org/?s=%22Real+Stories%22>.

## Contact

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# North Carolina New Organizational Vision Award (NC NOVA) Provider Information Manual

## Description

This is a manual for providers interested in applying for the NC NOVA special licensure designation for workforce improvement. NC NOVA is a special license, awarded by the North Carolina Division of Facilities Services, to nursing homes, adult care homes and home care agencies that meet new voluntary higher standards for workplace culture. The manual contains background information on the development of NC NOVA, detailed descriptions and information about the four domains (supportive workplaces, training, career development and balanced workloads), and the criteria and evidence needed to receive the license and the expected outcomes. The manual also provides information about the application and review process.

## How to Use this Tool

North Carolina providers across the long-term care spectrum interested in or seeking NC NOVA special licensure designation can use the information manual as a resource document. Long-term care providers, advocacy organizations, consumers and other groups interested in developing a special licensure program such as NC NOVA can use this document as a model.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain this Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

### **Susan Harmuth**

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# North Carolina New Organizational Vision Award (NC NOVA) Application Document

## Description

The NC NOVA is a special state licensure designation that rewards providers who have implemented practices that have improved their workforce. Providers must meet the criteria and activities within four direct care worker enhancement domains. The application document is divided into the four domains – supportive workplaces, training, career development and balanced workloads—and includes the components of each domain and the activities required to demonstrate achievement in each area. Applicants must provide the evidence that their organization is engaged in the domain activities on the application.

## How to Use this Tool

Eligible organizations seeking NC NOVA designation can use the document to apply for the special licensure designation. Advocacy organizations, consumers and other groups interested in developing a special licensure program such as NC NOVA can use the document as a template to develop a similar application.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain this Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

### **Susan Harmuth**

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# North Carolina New Organizational Vision Award (NC NOVA) Provider Brochure

## Description

The NC NOVA provider brochure is designed to inform and educate providers about the value of the special license designation for workforce improvement. The brochure includes information about NC NOVA and how it was created, the required steps for providers to receive the designation, the benefits and value of the NC NOVA designation and a contact for more information.

## How to Use this Tool

Advocacy organizations, consumers and other groups interested in developing a special licensure program such as NC NOVA can use this document as a template to develop a similar brochure geared toward providers.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain This Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

### **Susan Harmuth**

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# North Carolina New Organizational Vision Award (NC NOVA) Consumer Brochure

## Description

The NC NOVA consumer brochure is designed to inform and educate the public about the value of the special license designation for workforce improvement. It explains how providers who receive the NC NOVA special license have met higher workforce standards. The brochure includes information about NC NOVA and how it was created, the review process for providers to receive the designation, the value and meaning of NC NOVA and a contact for more information.

## How to Use this Tool

NC NOVA designees can use the document as a marketing tool for consumers. Advocacy organizations, consumers and other groups interested in developing a special licensure program such as NC NOVA can use this document as a template to develop a similar brochure geared toward consumers.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain This Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

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# North Carolina New Organizational Vision Award (NC NOVA) Consumer Fact Sheet

## Description

The NC NOVA consumer fact sheet provides information about the value of NC NOVA, the special license designation for workforce empowerment. It describes NC NOVA, explains why and how it was created, includes information about direct care workers and workplace culture, explains the value of NC NOVA and its supporters and offers a contact for more information.

## How to Use this Tool

NC NOVA designees can use the document to inform consumers about this program. Advocacy organizations, consumers and other groups interested in developing a special licensure program such as NC NOVA can use the document as a template to develop a similar fact sheet for consumers.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain This Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

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# Domains of Person-Directed Care

## Description

This tool explains six domains that make up person-directed care—five of them focused on care practices and one on the necessary organizational environments. The care practice dimensions include personhood, knowing the person, autonomy/choice, comfort and relating to others. The sixth dimension is having an environment that supports person-directed care. Person-directed care is defined as a philosophy of care that requires thinking about and planning for people who require assistance in their daily lives and providing that assistance in such a way that the person is honored and valued and is not lost in the tasks of caregiving.

## How to Use this Tool

Administrators, directors of nursing and educators can use this tool to help define and explain the concept of person-directed care to staff and students.

## Grantee

Oregon Works!, Oregon State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# A Practical Toolkit for Facilities Working to Improve Nursing Assistant Retention and Job Quality

## Description

This toolkit identifies the major barriers to implementing the WIN A STEP UP program, a workforce development training program for nursing assistants, and the factors that facilitated the success of the program. The toolkit also includes resources that improve the working conditions for nursing assistants in nursing homes. These tools can address common problems evident in organizations and can have a positive impact on commitment, turnover, job satisfaction, performance and perceived quality of care.

## How to Use this Tool

This toolkit can help facilities implement the WIN A STEP UP program or other similar workforce development programs.

## Grantee

University of North Carolina

## How to Obtain this Tool

Visit [www.aging.unc.edu/research/winastepup/reports/ToolkitReportAbstractredo041205.pdf](http://www.aging.unc.edu/research/winastepup/reports/ToolkitReportAbstractredo041205.pdf).

## Contact

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# Strategies for Recruiting and Retaining Direct Care Workers in Residential Care and Assisted Living

## Description

This resource guide is designed to assist residential care and assisted living facilities in recruiting and retaining direct care workers. The information in the guide was gathered from Vermont and the national literature on promising practices. In addition, three on-site interviews were conducted with staff members at Vermont residential care and assisted living programs. A survey of residential care and assisted living administrators and direct care worker staff also contributed to the development of the guide.

This guide uses eight categories to identify and review promising practices for direct care worker recruitment and retention in residential care and assisted living facilities. It includes a self-assessment tool facility/staff can use to rate themselves on the eight categories and select the corresponding practices to pursue. The guide also lists Vermont and national resources.

## How to Use this Tool

Residential care and assisted living facilities can use the guide to assess how they rate in the eight categories of practice and learn best practices to recruit and retain direct care workers.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

### Dolly Fleming

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# Outreach and Presentation Guide for Direct Care Workers

## Description

This guide is designed to support the board of directors and members of a direct care worker association in making recruitment and outreach presentations. The content includes guidance on making initial calls, homework to do before presentations and suggestions for the topics to cover. It also includes information on using the *Stand Up and Tell Them: Views from the Frontline in Long-Term Care* video (see p. 42). The guide assumes that the reader has little or no outreach experience.

## How to Use this Tool

The board of directors and members of a direct care worker association can use the guide to assist them in making presentations about their association to potential new members and community groups.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

### Susan Gordon

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# Approaches to Achieving Stable Hours and Income for Home Care Workers

## Description

This resource guide, developed by PHI, describes the different approaches long-term care providers, agencies and states can take to achieve stable hours for home care workers. Some examples include full-time positions with benefits, combined staffing/scheduling options and funding pilots.

## How to Use this Tool

This guide can be used as a resource for ideas on how to stabilize hours and income for home care workers.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Sustaining and Nourishing Peer Mentoring Programs

## Description

This checklist, prepared by PHI, provides guidance on sustaining, supporting and nurturing a peer mentor program.

## How to Use this Tool

Long-term care providers interested in starting or strengthening a peer mentor program can use this checklist as a guide to support their efforts.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# The Quickstart Guide to Hiring and Supervising Personal Assistants

## Description

This guide, developed by the Vermont Center for Independent Living, is part of a personal assistant services toolkit developed for individuals who manage their own attendant or personal assistance services. The guide includes lists and planning tools to help consumers better identify their needs, tips on where to find their own attendant or personal assistance services and advice on how to advertise. It also includes ways to set up a schedule and work plan for an attendant so that both parties can understand what is expected, a needs assessment form, sample ads and an attendant's task list worksheet.

## How to Use this Tool

The guide is designed for individuals who are learning how to hire and manage their attendant or personal care assistant and for those more experienced who are looking for tips.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.vcil.org/core-services/skillstraining/index.html](http://www.vcil.org/core-services/skillstraining/index.html)

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# Vermont Association of Professional Care Providers Education Advisory Committee Framework

## Description

This is a framework for a direct care worker association that includes a mission statement, committee structure, responsibilities and tasks.

## How to Use this Tool

Direct care workers or others who are considering or are in the process of starting a direct care worker association can use this framework for ideas on the structure.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool/Contact

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# Solutions You Can Use: Transforming the Long-Term Care Workforce

## Description

This report lists the major findings of the eight Better Jobs Better Care (BJBC) research projects and looks at what they mean to aging-services providers as they build a quality workforce. A short description of the purpose and focus of each project provides background. The main section of the report lists the research findings in the first column, called “what we learned.” The second column called “what this means to you,” provides insight into how long-term care providers can best use the information. The findings include:

- ◆ Where to find new pools of workers
- ◆ What interventions improve retention
- ◆ The training direct care workers and nurse supervisors want and need
- ◆ How to address cultural diversity

## How to Use this Tool

This report gives long-term care providers a snapshot of the key BJBC research findings and offers suggestions for how to best incorporate the findings into their organization.

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# A Crisis with a Solution: Transforming the Long-Term Care Workforce

## Description

This 9-minute video features several Better Jobs Better Care (BJBC) providers sharing their journey from a workplace in crisis to one that empowers direct care workers and is transforming the way they do business.

The video is narrated by Robyn Stone, DrPH, executive director of IFAS, who shares the overall lessons learned from BJBC.

## How to Use this Tool

Long-term care administrators, staff and boards of directors can use this video to learn about the major themes that emerged from the BJBC program and the specific interventions used by providers.

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Stand Up and Tell Them: Views from the Frontline in Long-Term Care

## Description

This video and discussion guide features direct-care workers talking about their real-life experiences as nursing home and home health aides.

The video is divided into the following six segments, each addressing a different aspect of the job:

- ◆ Why we do this job
- ◆ How we are viewed by our families and communities
- ◆ How we are treated in the workplace
- ◆ How we feel about discrimination and disrespect on the job
- ◆ How we deal with discrimination and disrespect
- ◆ How we can improve the way our jobs are viewed and how we are treated

The 25-minute video is available in VHS and DVD. The DVD also includes a 10-minute version that can be used to raise awareness among boards of directors, policy makers and the public about direct care workforce issues.

The accompanying discussion guide provides ideas on how to use the video and provoke dialogue on the issues it raises. The guide suggests potential audiences, offers tips on preparing and structuring a discussion and presents discussion questions for each audience. Three resource guides on teamwork, cultural competence and preventing and responding to discrimination are included to help users discuss some of the difficult issues raised in the video, including racism, sexual harassment and language barriers and management conflicts.

## How to Use this Tool

This video and discussion guide can be used to spark discussions among long-term care staff about the conditions direct care workers face and how to improve the workplace for these frontline caregivers.

## How to Obtain this Tool

View the video at <http://www.bjbc.org/StandUpVideo.asp>.

Cost: DVD and discussion guide - \$35.00; VHS and discussion guide - \$25.00 from the Institute for the Future of Aging Services.

## Contact

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# Communications Toolkit

## Description

The communications toolkit, developed by the communications firm Spitfire Strategies, supported the communication efforts of the Better Jobs Better Care (BJBC) state demonstration projects.

The toolkit includes the following:

- ◆ A Message Guide that builds the framework for developing messages by first identifying target audiences and audience's core concerns.
- ◆ Sample Messages that provide examples of message points specific to BJBC.
- ◆ Sample Talking Points that help speakers keep on message whether talking to the press or target audiences.
- ◆ A Storytelling Guide that provides tips, examples and a worksheet for creating stories that highlight the value and importance of bringing life to your communications.
- ◆ The Opinion Writing Tips that outline how to write effective op-eds and letters to the editor. Also includes samples.

## How to Use this Tool

Long-term care organizations and others can use this step-by-step toolkit to help develop their communication strategies and targeted messages for their programs.

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Assessment Tools

## The Retention Specialist Program: Organizational Assessment Report Form

### Description

This assessment form can be used to measure turnover rates and conduct cost-benefit analyses. The form includes questions about the facility, salaries and benefits of certified nursing assistants (CNAs), retention rates of CNAs, use of agency staff, efforts to improve retention and reasons CNAs leave the facility. Changes in facility indicators (such as turnover rates, absenteeism and temporary agency use) can be assessed over time. Facilities can conduct a cost-benefit analysis to measure the costs of implementing a program such as the retention specialist program and the economic benefits (i.e., monetary gains) attributed to the program.

### How to Use this Tool

Long-term care providers can use the form to assess their organization's turnover rates and conduct a cost-benefit analysis when implementing a retention specialist program or a similar program to retain employees. In the retention specialist program, a current staff person is trained in retention strategies and provides the expertise and ongoing support to systematically address problems of low job satisfaction and resulting turnover.

### Grantee

Cornell University, Cornell Institute for Translational Research on Aging

### How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# North Carolina New Organizational Vision Award (NC NOVA) Provider Readiness Assessment Tool

## Description

The provider readiness assessment tool survey is designed to assist nursing homes, adult care homes and home care agencies with examining/assessing areas of strength versus areas needing more attention with respect to the major domain areas for NC NOVA. NC NOVA is a special state licensure designation that rewards providers who have implemented practices that have improved their workforce. The survey helps organizations assess their workforce practices and capacity for change. This information can help an organization strengthen those areas and prepare for NC NOVA application and review. It also can serve as a benchmark for how an organization is doing on workforce issues and allow it to track changes over time to assess improvement.

This survey should be completed by all levels of the nursing staff, including frontline workers, charge nurses, directors of nursing and administrators as appropriate, depending on care setting. This will help to identify areas in which various levels of staff differ in their perceptions and attitudes of the organization and the workforce practices. A lack of agreement among these perceptions and attitudes is one indication of a domain/criteria needing increased attention. Completion of this tool does not guarantee an organization will achieve NC NOVA designation.

## How to Use this Tool

NC NOVA applicants can use this survey to determine the areas that need more attention in preparation for meeting NC NOVA criteria. Long-term care providers in general can use the tool to assess their workforce practices and capacity for change.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain this Tool

Visit [www.ncnova.org](http://www.ncnova.org).

## Contact

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# Staff Assessment Tool: Person-Directed Care

## Description

This tested tool assesses the person-centered and person-directed care practices and perceptions of long-term care staff. The survey questions focus on five dimensions of person-directed care: personhood, knowing the person, autonomy/choice, comfort and relating to others. Another set of questions address organizational and physical environments that support person-directed care practices. The tool is a step toward operationalizing the concepts of person-directed care.

## How to Use this Tool

Aging services providers can use this tool to evaluate how well their staff is meeting person-directed care goals. The survey can measure more directly the attitudes and perceptions of staff toward person-directed care and provide feedback on whether true person-directed care is being practiced. It also can help gauge how well the concepts of person-directed care have been internalized. The survey itself can serve to educate staff about what person-directed care looks like and provide guidance to providers who want to change practice.

## Grantee

Oregon Works!, Oregon State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Organizational Culture Inventory

## Description

The Organizational Culture Inventory (OCI), developed by Human Synergistic International for BJBC - Pennsylvania, can be used to measure the organizational culture experienced by direct care workers before team-building interventions are introduced. The OCI helps to determine an organization's capacity to solve problems, adapt to change and perform effectively. The survey itself takes 20 minutes to complete in a paper, online or combination format.

## How to Use this Tool

Long-term care providers, government agencies, healthcare and other professional organizations can use the OCI to validate the need for organizational change, plan and monitor organizational development programs and support programs that increase staff engagement, organizational learning, quality and reliability and/or customer service.

## Grantee

Center for Advocacy for the Rights and Interests of the Elderly (CARIE), Pennsylvania State Demonstration Project

## How to Obtain this Tool

Order from Human Synergistic International at [www.humansynergistics.com/products/oci.aspx](http://www.humansynergistics.com/products/oci.aspx).

## Contact

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# Online Turnover Calculations

## Description

This tool allows long-term care administrators and managers to calculate their staff turnover rate.

## How to Use this Tool

Long-term care providers can use this tool periodically to record turnover in order to assess changes that might be related to workforce interventions.

## Grantee

University of North Carolina

## How to Obtain this Tool

Visit [www.aging.unc.edu/research/winastepup/calculators/index.html](http://www.aging.unc.edu/research/winastepup/calculators/index.html).

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# Personal Care Attendant Standards, Critical Tasks and Performance Indicators

## Description

This assessment tool is designed to determine if a direct care worker has the essential knowledge to meet the minimum standards and the ability to do the critical tasks. The tool involves identification of critical tasks, performance indicators and evidences. The assessments fall into four major topic areas: providing care, developing caregivers, providing safety and building relationships. The goal is that the candidate can demonstrate or apply the necessary knowledge to a scenario and use standards to build a portfolio. The tool was developed from the research-based “CareWell” curriculum. (see p.19)

## How to Use this Tool

Experienced direct care supervisors and instructors can use the assessment to determine if a candidate has demonstrated a core skill to meet the standards or minimum level of applied knowledge expected of a direct care worker.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Nursing Home Gold Star Employer Workbook

## Description

The Gold Star Employer Program is designed to recognize nursing homes that employ best practices for recruitment and retention of caregivers, particularly direct care staff. The quality improvement model is based on research of effective practice and involves the formation of work teams, assessment of need, goal setting, documentation and submission to a member council. The best practices were identified in seven different areas: staff recruitment, orientation, staffing levels and work hours, professional development and advancement, supervision training and practices, team approaches and staff recognition and support. The workbook includes the following information for nursing homes interested in applying for the Gold Star Program:

- ◆ Application process
- ◆ Gold Star application kit, including instructions and tools a nursing home can use to assess its current practices in each of the best practices categories and planning charts for specific best practices the nursing home plans to develop
- ◆ Documentation forms for the steps taken, and achievement of goals and agency data
- ◆ Examples of best practice work plans
- ◆ Application review process

## How to Use this Tool

The Gold Star Program can be a model for establishing a recognition program in nursing homes that employ best practices to recruit and retain caregivers. Nursing homes can take the self-assessment to determine areas that need improvement.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool/Contact

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# Vermont Assembly of Home Health Agencies Gold Star: Excellence in Home Care Award Workbook

## Description

The Gold Star Program is designed to recognize home health agencies that employ best practices for recruitment and retention of caregivers, particularly direct care staff. The quality improvement model is based on research of effective practice and involves the formation of work teams, assessment of need, goal setting, documentation and submission to a member council. The best practices were identified in seven different areas: staff recruitment, orientation, staffing levels and work hours, professional development and advancement, supervision training and practices, team approaches and staff recognition and support. The workbook includes the following information for home health agencies interested in applying for the Gold Star Program:

- ◆ Application process
- ◆ Gold Star application kit, including instructions and tools a home health agency can use to assess its current practices in each of the best practices categories and planning charts for specific best practices the home health agency plans to develop
- ◆ Documentation forms for the steps taken, and achievement of goals and agency data
- ◆ Examples of best practice work plans
- ◆ Application review process

## How to Use this Tool

The Gold Star Program can be a model for establishing a recognition program in home health agencies that employ best practices to recruit and retain caregivers. Home health agencies can take the self-assessment to determine areas that need improvement.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool/Contact

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# Achieving Staff Stability: Using Data-Driven Decisions to Re-Examine Industry Norms

## Description

This case study shows how one nursing home changed its fiscal and managerial practices to achieve staff stability. The nursing home used an analytic process to guide its examination, which spurred the home to institute new approaches that led to positive results. B&F Consulting worked with turnover data to design targeted retention strategies. The techniques were brought, tested and modified in the Centers for Medicare and Medicaid Services-funded pilot “Improving the Nursing Home Culture.” The lessons from the case study and methods used have universal applicability. The report includes a guide for re-creating this process and conducting an analysis, and a “live” spreadsheet long-term providers can use to input their own data.

B&F Consulting has developed a new tool, Staff Stability Toolkit, based on this case study, to assist providers getting started on reducing turnover, as well as employers already addressing recruitment and retention who need further assistance in a specific area. The toolkit can be obtained from Quality Partners of Rhode Island.

## How to Use this Tool

Nursing home leaders can use the process and tools in this report to identify and address the underlying causes of staff instability in their own organizations.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org)

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# Surveys

## Job Diagnostic Survey and Organizational Cultural Competence Assessment

### Description

The job diagnostic survey assesses job characteristics such as skill variety, task significance, task identity, autonomy, feedback from the job itself, internal work motivation and general satisfaction of frontline workers. The organizational assessment looks at workplace cultural competence, whether providers feel empowered to work in culturally competent ways and perceived co-worker attitudes toward race and culture.

### How to Use this Tool

Long-term care providers can administer these surveys to frontline workers to assess their overall job satisfaction, their workplace cultural competency and perceived co-worker attitudes.

### Grantee

Boston University

### How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Organizational Management Focus Group Protocols

## Description

This protocol is designed to assess certified nursing assistants' (CNAs) perception of their workplace environment. The focus group guide focuses on organizational practices, definitions of quality care in the nursing home setting, their relationships with supervisors and residents, factors that promote or hinder their quality efforts and their satisfaction with their jobs and the care provided.

## How to Use this Tool

The guide can be used to conduct focus groups with CNAs in nursing homes focused on improving their workplace environment.

## Grantee

Brandeis University

## Contact

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# Organizational Management Certified Nursing Assistant (CNA) Survey

## Description

This survey for certified nursing assistants (CNAs) measures work design, overwork/underpay, relational coordination, supervision and self-management, relationships between CNAs and residents, CNA family needs and racism/classism/diversity.

## How to Use this Tool

The survey can be administered to CNAs in nursing homes to assess their perceptions of the workplace.

## Grantee

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# Organizational Management Licensed Nurse Survey

## Description

This survey is administered to licensed nurses to assess key aspects of job and team relationships between nurses and aides. The focus of the survey is how nurses relate to certified nursing assistants (CNAs).

## How to Use this Tool

The survey can be administered to licensed nurses in nursing homes to assess how they work with CNAs.

## Grantee

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# Resident Quality of Life and Care Survey

## Description

This survey is administered to residents in nursing homes to assess the quality of life and quality of care from the resident's perspective. The instrument includes items from the Picker survey, a validated instrument that is widely used to assess the quality of care in healthcare settings, adapted to the nursing facility setting.

## How to Use this Tool

The survey can be administered to residents in nursing homes to assess their perceptions of their quality of life and care.

## Grantee

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# In-Home Supportive Services (IHSS) Worker Survey: Making Home Care a Better Job

## Description

This survey measures the reasons California In-Home Supportive Services (IHSS) home care workers enter and remain in the field. IHSS workers include family, friends and neighbors, as well as persons unknown to care recipients, who provide paid long-term care to the frail elderly and disabled individuals in their homes.

In addition to questions about their reasons for taking and remaining in the job, the survey includes questions about worker characteristics, including age, gender, whether they are native or foreign-born, race/ethnicity, individual and household income, health insurance/healthcare and worker history prior to working as an IHSS provider. It also asks about the importance the worker places on wages and employer-provided health insurance and worker preference for full- or part-time work.

## How to Use this Tool

The survey can be administered to IHSS workers or other consumer-directed home care workers to better understand the workforce and the effect of wage and benefit enhancements on worker retention.

## Grantee

Connecticut College

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# The Retention Specialist Program: Case Study Protocol

## Description

In the retention specialist program, a current staff person is trained in retention strategies and provides the expertise and ongoing support to systematically address problems of low job satisfaction and resulting turnover.

The case study protocol is designed to document the process of implementing the retention specialist program. The protocol includes questions about the retention specialist, the programs the facility implemented, the process for implementing the interventions, what helped or impeded the implementation and the program results.

## How to Use this Tool

Long-term care providers who implement the retention specialist program or a similar program can use the protocol to assess the process for implementing the program. The case study protocol can be administered to the retention specialist and the administrator at the facility.

## Grantee

Cornell University, Cornell Institute for Translational Research on Aging

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# The Retention Specialist Program: Certified Nursing Assistant Questionnaire

## Description

This questionnaire was designed to measure the perceptions of certified nursing assistants (CNAs) about themselves and their job at the nursing home. The survey includes questions on their perceptions of the job, including quality of care, education/training and administration; the nursing home's and administrative staff's efforts to keep employees and provide recognition and rewards; and demographics.

## How to Use this Tool

Long-term care providers and researchers can use the survey questions to better understand CNAs' perceptions of their job at the nursing home.

## Grantee

Cornell University, Cornell Institute for Translational Research on Aging

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Direct Care Worker Job Satisfaction Survey

## Description

This survey is designed to measure the satisfaction of direct care workers in nursing homes, assisted living facilities and home health agencies. The instruments, previously used in numerous studies of nurse assistants in nursing homes, were adapted for use in other long-term care settings during the Better Job Better Care (BJBC) grant. The survey has been validated as reliable. The scale includes questions on communication and recognition, amount of time to do the work, available resources, teamwork and management practices.

## How to Use this Tool

Researchers can use the survey questions to further study the job satisfaction levels of nursing assistants and other direct care workers. Long-term care providers can use the survey to determine the job satisfaction level of their direct care workers.

## Grantee

Margaret Blenkner Research Institute, Benjamin Rose Institute

## How to Obtain this Tool/Contact

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# Direct Care Worker Job Satisfaction with Supervision Survey

## Description

This survey is designed to measure the satisfaction direct care workers have with their supervisors in nursing homes, assisted living facilities and home health agencies. The instruments, previously used in numerous studies of nurse assistants in nursing homes, were adapted for use in other long-term care settings during the Better Jobs Better Care (BJBC) grant. The survey has been validated as reliable. The survey includes questions on supervisors' communication, recognition and team building abilities.

## How to Use this Tool

Researchers can use the survey questions to further study aspects of the direct care worker-supervisor relationship. Long-term care providers can use the questions to measure how satisfied direct care workers are with their supervisors.

## Grantee

Margaret Blenkner Research Institute, Benjamin Rose Institute

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# Perceptions of Discrimination among Direct Care Workers

## Description

This survey is designed to measure the perceptions direct care workers have of discrimination in their nursing home, assisted living facility or home health agency. The instruments, previously used in numerous studies of nurse assistants in nursing homes, were adapted for use in other long-term care settings during the Better Jobs Better Care (BJBC) grant. The survey has been validated as reliable. The survey includes questions on their organization's policies promoting diversity and discouraging racial discrimination, and whether the workers heard racial or ethnic remarks from residents, families or staff.

## How to Use this Tool

Researchers can use the survey questions to further study the perception of discrimination among nursing assistants and other direct care workers. Long-term care providers can use the survey to measure the perceptions of discrimination felt by direct care workers.

## Grantee

Margaret Blenkner Research Institute, Benjamin Rose Institute

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# Older Workers in Direct Care: Nursing Home Telephone Survey

## Description

This questionnaire was designed to discover if nursing homes would be interested in hiring older workers as direct care workers and how older workers can be recruited, trained and retained. The questions focus on the attributes older workers can bring to long-term care jobs, the benefits nursing homes offer their employees, their available direct care work job positions, issues related to hiring older workers in direct care positions, access to public funding for training and organizational structure.

## How to Use this Tool

Nursing home administrators, employment and training organizations and policy makers can use the tool to examine their menu of personnel benefits and gauge perceptions of the value and issues involved in using mature workers in nursing homes.

## Grantee

Operation ABLE of Michigan

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

## Contact

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# Older Workers in Direct Care: Home Health Agency Telephone Survey

## Description

This questionnaire was designed to discover if home health agencies would be interested in hiring older workers as direct care workers and how older workers can be recruited, trained and retained. The questions focus on recruitment practices, assessments of the benefits of hiring older workers, employers' willingness to make various modifications to the work structure, benefits to retain direct care workers, access to public funding for training and organizational structure.

## How to Use this Tool

The survey can be administered to home health agency directors to assess their personnel benefits and perceptions of older workers.

## Grantee

Operation ABLE of Michigan

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Older Workers in Direct Care: Older Worker Telephone Survey

## Description

This questionnaire was designed to discover if older workers would be interested in working as direct care workers in nursing homes or home health agencies. The questions focus on where older workers seek job opportunities and their willingness to do different types of jobs in both institutional and in-home long-term care, such as feeding or medication assistants, activity or rehabilitation aides or direct care workers. Other questions include their perceptions of their physical abilities, the importance of specific job benefits, their preferences for work-setting characteristics and their willingness to be trained.

## How to Use this Tool

Long-term care providers, nursing home and home health care administrators, employers/employment organizations and policy makers can use this tool to gauge the feasibility of using mature workers to help fill the dire need for frontline workers in nursing homes and home health agencies.

## Grantee

Operation ABLE of Michigan

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Better Jobs Better Care Direct Care Worker Job Survey

## Description

This survey is designed to measure job quality for direct care workers, including their perceptions of motivation, satisfaction and commitment. The instrument includes questions on satisfaction with the job, job skills and interests, opportunities, empowerment, work design, supervision, training, job commitment and respect from supervisors, residents/clients and families.

## How to Use this Tool

Researchers can use the survey questions to further study direct care workers' perceptions of their jobs. Long-term care providers can use the survey to determine the job satisfaction and commitment of their direct care workers.

## Grantee

The Pennsylvania State University, Center for Health Care and Policy Research

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org). (Organizations must acknowledge The Pennsylvania State University when using this tool.)

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# Better Jobs Better Care Supervisor Survey

## Description

This direct care worker supervisor survey is designed to measure the job quality of supervisors and their roles and commitment. The instrument includes questions on supervisors' responsibilities, training, management practices, perceptions of direct care workers, job satisfaction, job commitment, organizational environment and work design.

## How to Use this Tool

Researchers can use the survey questions to further study supervisors' perceptions of their jobs. Long-term care providers can use the survey to determine the job satisfaction and commitment of their supervisors and their view of job responsibilities.

## Grantee

The Pennsylvania State University, Center for Health Care and Policy Research

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org). (Organizations must acknowledge The Pennsylvania State University when using this tool.)

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# Better Jobs Better Care Clinical Manager Survey: Baseline and Follow-Up Versions

## Description

This survey is designed to measure organizational characteristics and use of management practices within long-term care providers. The survey includes questions on ownership and affiliation of the organization; workforce compensation and strategy (e.g. benefits, incentives, and bonuses for recruitment and hiring); work design practices (e.g. use of teams and processes for communication among staff); training and development practices for direct care workers and their supervisors; and organizational readiness for change.

## How to Use this Tool

Researchers can administer this survey before and after the implementation of practice changes at the organization to study changes in the workplace. Long-term care providers can also use the survey to discover new insights about managers' views of the organization. However, this survey was developed for a very broad, particular demonstration and may not be either comprehensive or specific enough for other demonstrations.

## Grantee

The Pennsylvania State University, Center for Health Care and Policy Research

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org). (Organizations must acknowledge The Pennsylvania State University when using this tool.)

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# In-Home Supportive Services (IHSS) Caregiver Questionnaire

## Description

This questionnaire is designed for home and healthcare workers who either no longer work or currently work in the field. The main sections of the instrument are demographics; employment history before, during and after caregiving; caregiving work history; motivational factors; relationship with client; tasks with client; and satisfaction with and stress from caregiving.

## How to Use this Tool

The survey can be administered to home and health care workers who provide care to a family member or friend.

## Grantee

University of California, Los Angeles

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# In-Home Supportive Services (IHSS) Caregiving Qualitative Interview Guide

## Description

This interview guide was designed to elicit a richer picture of motivational and other factors affecting the employment choices of home and home healthcare workers to understand their experiences in more depth.

## How to Use this Tool

The interview guide can be used with home and healthcare workers who provide or have provided care to a family member or friend.

## Grantee

University of California, Los Angeles

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Organizational Management Survey

## Description

This survey administered to nursing home management measures turnover, organizational structure, wages and benefits.

## How to Use this Tool

Nursing homes can administer the survey to assess the working conditions of the facility from the management perspective.

## Grantee

University of North Carolina

## How to Obtain this Tool/Contact

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# Nursing Assistant Working Conditions Survey and Perceived Quality of Care Survey

## Description

This survey administered to nursing assistants focuses on their perceptions of job quality, supervisor support and quality of care provided to residents.

## How to Use this Tool

Nursing homes can administer the survey to assess the working conditions of the facility from the nursing assistant perspective.

## Grantee

University of North Carolina

## How to Obtain this Tool/Contact

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# Nursing Assistant Performance Measures Survey

## Description

This survey administered to nurse supervisors evaluates the individual nursing assistants on clinical and interpersonal skills.

## How to Use this Tool

Nursing homes can administer the survey to nurse supervisors to obtain their perspective on the clinical and interpersonal skills of nursing assistants.

## Grantee

University of North Carolina

## How to Obtain this Tool/Contact

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# Reports

## In-Home Supportive Services (IHSS) Worker Survey Top Line Results: Making Home Care a Better Job

### Description

Results from this survey report the reasons why In-Home Supportive Services (IHSS) home care workers employed in eight California counties said that they entered and have remained in the field. IHSS workers include family, friends and neighbors, as well as persons unknown to care recipients, who provide paid long-term care to the frail elderly and disabled individuals in their homes. In addition to questions about their reasons for taking and remaining in the job, the survey results also report worker characteristics, including age, gender, whether they are native or foreign-born, race/ethnicity, individual and household income, health insurance/healthcare, and worker history prior to working as IHSS provider. It also covers the importance the worker places on wages and employer-provided health insurance and the worker's preference for full- or part-time work. The results are cross-tabulated with race/ethnicity and by county.

### How to Use this Tool

The survey results can be used to better understand how consumer-directed home care workers value wage and benefit enhancements and how they affect their intent to remain in the job. Variation by ethnicity and county are significant.

### Grantee

Connecticut College

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# Bringing It Home: AARP Iowa Member Opinion on Direct Care Quality and Long-Term Care – 2006

## Description

This report presents findings from two surveys of AARP members in Iowa about their opinions, experiences and expectations of direct care workers in both nursing home and in-home care settings.

The key findings include the following:

- ◆ Eight in 10 believe it is important that the state test and certify all people who provide hands-on care in nursing homes and in the home.
- ◆ More than half believe those who provide hands-on care should have 75 hours or more of training.
- ◆ Eight in 10 believe that those providing care should have affordable health insurance coverage.
- ◆ The majority feel it is important for direct care workers to provide status and progress updates to the family.
- ◆ Nine in 10 think face-to-face and hands-on care is important to the quality of care received in a nursing home or in the home.

## How to Use this Tool

These findings can be used to better understand the public's perceptions, experiences, knowledge and expectations of direct care workers. The surveys also can be used in other communities to gain insight into their perceptions of direct care workers.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit [www.iowacaregivers.org/programs\\_and\\_reports/reports.php](http://www.iowacaregivers.org/programs_and_reports/reports.php)

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# Certified Nursing Assistant Education Survey – 2005

## Description

This report presents survey findings of certified nursing assistant (CNA) and nursing home administrator/ nurse perceptions of CNA education, compares the two surveys and offers conclusions and recommendations. CNAs were asked about their education wants and needs, their perceived barriers to obtaining the desired education and the availability of educational opportunities. Administrators and nurses were asked about the current state of CNA professional education and training, the gaps in their education and the barriers to obtaining education.

The findings include:

- ◆ There is a wide disparity between CNAs' perception of how prepared they are after completing their 75-hour CNA course (82 percent) and the administrators'/nurses' perception (49 percent).
- ◆ CNAs identified their top three continuing education needs as working with difficult families, handling difficult resident behaviors and understanding disease processes. The administrators/nurses concurred, adding that CNAs need education on the special needs of residents/patients with dementia and with mental illness and on leadership, life and communication skills.
- ◆ Administrators/nurses felt that CNAs' education needs were largely unmet.
- ◆ Both CNAs and administrators/nurses agreed that the top three barriers to CNA education are cost, not knowing what education is available and when (what time of day) the education is offered.
- ◆ An overwhelming majority of administrators/nurses supported a nationwide standard for the number of hours and content of the education/training of direct care workers.
- ◆ The majority of CNAs (83 percent) and administrators/nurses (60 percent) supported CNAs keeping up their certification through continuing education.

The report also includes recommendations for the concerns the administrators raised.

## How to Use this Tool

States, direct care worker associations/advocates, nursing home administrators, directors of nursing, community colleges, educators and consumer advocates can use this information to improve policy related to direct care worker education and develop policies and programs that better meet CNA education needs.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

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# Family Members of Persons Receiving Care Services: Focus Group Findings – 2005

## Description

This focus group study was conducted to:

- ◆ Determine family members' awareness and perception of direct care work
- ◆ Identify knowledge, skills, attitudes and personal qualities families require of direct care workers
- ◆ Define outstanding and poor care provided by direct care workers
- ◆ Determine the ideal relationship between direct care workers and family members
- ◆ Identify family perceptions regarding training, certification, compensation and benefits
- ◆ Determine the potential for family members' advocacy regarding direct care worker recruitment and retention public policy and practice issues

The study found that:

- ◆ Certification is extremely important to families of individuals in both nursing home and home care settings, as it implies testing against an accepted standard. It is important that the term "certified" be in the individual's title, along with what the person is certified to do (e.g., certified bath aide, certified medication aide, certified mentor). Certification also is linked to the perception of professionalism.
- ◆ Families articulated the skills, attitudes and personal qualities they require from those providing personal care. They also gave specific descriptions of both outstanding and poor care, what it means to be professional and how family and paid caregivers can work together better as a team.
- ◆ Family members are acutely aware of the direct care workers shortage because they have both observed and experienced it. They provided insights into the ways families may support direct care worker recruitment and retention initiatives.

## How to Use this Tool

Direct care worker associations, consumer advocates, families, long-term care providers, policy makers, educators and others can use the findings to improve the relationships between families and direct care workers and improve the quality of care provided to residents and home care recipients.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit [www.iowacaregivers.org/programs\\_and\\_reports/reports.php](http://www.iowacaregivers.org/programs_and_reports/reports.php)

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# Certified Nursing Assistants Wage and Benefit Survey: Report of Findings – 2004

## Description

This report presents the findings of a survey, conducted by the Iowa Commission on the Status of Women, to determine the wage and benefit status of Iowa's certified nursing assistants (CNAs). The names were taken from the Iowa Direct Care Worker Registry, which lists the CNAs who work in nursing homes and certified long-term care units in hospitals. A total of 808 CNAs completed the survey.

The survey found:

- ◆ 90 percent of CNAs earned under \$14 per hour.
- ◆ 80 percent of CNAs were offered health insurance coverage at work, though half did not enroll. Of those who did not enroll, 60 percent cited cost/affordability as the reason.
- ◆ 75 percent were concerned that they might lose their health coverage.
- ◆ 25 percent had no health insurance coverage for themselves from any source.
- ◆ 12 percent relied upon public assistance (Medicare/ Medicaid).

The report also includes recommendations on the concerns the CNAs raised. There is currently legislative language developed to repeat the wage and benefit survey.

## How to Use this Tool

It is recommended that a third party conduct this survey for direct care worker associations, long-term care providers, policy makers and others to impact policy changes that call for healthcare coverage for healthcare workers and wage enhancement legislation.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit the Iowa Commission on the Status of Women at [www.state.ia.us/government/dhr/sw/publications/index.html](http://www.state.ia.us/government/dhr/sw/publications/index.html)

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# Home Care Workers Wage and Benefit Survey: Report of Findings – 2004

## Description

This report presents the findings of a survey to determine the wage and benefit status of Iowa's home care workers. The names were obtained from local agencies that provide home care services through the Iowa Department of Public Health, Local Public Health Services Contract. A total of 218 home care workers completed the survey.

The survey found:

- ◆ Over 50 percent of home care workers earned under \$10 per hour.
- ◆ 80 percent of home care workers were offered health insurance coverage at work, though one in three did not enroll. Of those who did not enroll, 30 percent cited cost/affordability as the reason.
- ◆ 75 percent were concerned that they might lose their health coverage.
- ◆ 10 percent had no health insurance coverage for themselves from any source.

The report also includes recommendations on the concerns the home care workers raised.

## How to Use this Tool

Long-term care advocates, state officials and others can use the findings to compare against home care workers in their state, or they can adopt the survey to administer to their home care workers.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit [www.iowacaregivers.org/programs\\_and\\_reports/reports.php](http://www.iowacaregivers.org/programs_and_reports/reports.php)

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# Direct Care Worker Health Insurance Feasibility Study – 2004

## Description

This report examines the status of health insurance coverage for Iowa's direct care workers and explains the current policy environment for initiatives that would secure health insurance for these workers. The first section of the report profiles the direct care workers and their access to insurance. The second section details the current policy approaches for providing healthcare coverage—from expanding Medicaid to increasing the number of employers who offer health insurance to statewide efforts to cover the whole population—looking at how each approach would affect direct care workers. The third section focuses on how advocates can advocate for their cause most effectively.

## How to Use this Tool

Long-term care providers, long-term care and healthcare reform advocates and direct care workers can use the report to learn more about healthcare reform options and strategies and to advocate for health insurance for direct care workers.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit [www.iowacaregivers.org/programs\\_and\\_reports/reports.php](http://www.iowacaregivers.org/programs_and_reports/reports.php)

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# Nursing Home Administrator Survey: Report of Findings – 2004

## Description

This report presents the findings from a survey of nursing home administrators to determine what types of information, tools or trainings administrators would find helpful in their efforts to recruit and retain direct care workers. They were asked about their relationships with certified nursing assistants (CNAs), ways to improve supervision and their perceptions of the CNAs' work environment. A total of 172 completed the survey.

The survey found:

- ◆ Less than half of the nursing home administrators were given an orientation to their job, though two-thirds felt an orientation is very important.
- ◆ Two-thirds of the administrators agreed that residents/patients treated CNAs with respect.
- ◆ One-third agreed that CNAs in their facility had high-quality training prior to coming to work in their facility.
- ◆ When asked about making it possible for CNAs to care for the same resident/patient every day, many administrators cited lack of time as a barrier to accomplishing this.
- ◆ The perceived lack of time was a barrier to helping staff members organize their work as a team, making sure CNAs receive the education/training they need and assuring that CNAs contribute their ideas to care plans.

The report also includes recommendations for the concerns the administrators raised.

## How to Use this Tool

Provider associations, nursing home administrators and others can use the findings to learn what administrators need to develop stronger relationships with CNAs and build a stronger, more stable workforce.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

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# Older Workers in Direct Care: A Labor Force Expansion Study

## Description

This report lists the complete findings of the Better Jobs Better Care (BJBC) research study investigating the feasibility of engaging older workers in long-term care direct care work and long-term care employers' interest in hiring them.

The study was conducted with participants of Operation ABLE. Operation ABLEs recruit, train and place older, low-income job seekers. The research team conducted telephone interviews with 615 nursing home representatives, 410 home health agencies and 696 lower income job seekers 55 years and older, drawn from the seven states that house Operation ABLE programs (Ca., Ill., Mass., Md., Miss., Neb. and Vt.).

The study found:

- ◆ Older workers are interested in direct care work.
- ◆ Employers in nursing homes and home health agencies have very positive perceptions of mature workers.
- ◆ There are real and perceived deterrents to recruiting and hiring older workers.
- ◆ Frontline jobs in home health agencies are more conducive to the needs and interests of older workers
- ◆ Employers wanting to hire older workers should consider new avenues for recruiting.
- ◆ Frontline jobs of greatest interest to older workers such as activity aide, medication or feeding assistant, seem to be the least plentiful in nursing homes.
- ◆ Stereotypes about physical ability should not dissuade employers from looking at older workers for frontline work.
- ◆ Employment and training organizations can reduce technological barriers to employing mature workers in nursing homes and home health agencies.

Employers interested in hiring older workers could take advantage of federal dollars to help offset training costs. Two possible streams of federal funding are the Senior Community Service Employment Program (SCSEP) for low-income older adults and the Workforce Investment Boards located at the state and local levels.

## How to Use this Tool

Long-term care employers can learn more about another possible recruitment pool of direct care workers and explore this avenue for their organization. They can also explore tapping into federal dollars for training workers.

## Grantee

Operation ABLE of Michigan

## How to Obtain this Tool

Visit SPEC Associates at [www.specassociates.org](http://www.specassociates.org).

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# Fostering Supportive Learning Environments in Long-Term Care: The Case of WIN A STEP UP

## Description

This paper describes the use of Coaching Supervision (see p. 15) , developed by PHI, in concert with a continuing education intervention for nursing assistants in nursing homes.

## How to Use this Tool

This paper can be a resource for long-term care managers attempting to create supportive learning environments in their organization.

## Grantee

University of North Carolina

## How to Obtain this Tool

Morgan, J.C., Haviland, S.B., Woodside, M.A., Konrad, T.R. “Fostering Supportive Learning Environments in Long-Term Care: The Case of WIN A STEP UP” *Gerontology and Geriatrics Education* 28 (2): 55-77, 2007.

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# Legislative Study of the Direct Care Workforce in Vermont

## Description

The Legislative Study of the Direct Care Workforce in Vermont, funded by the Vermont Legislature, directed the Department of Disabilities, Aging, and Independent Living to gather information and develop informed policies and practices to address the workforce shortage. The research clearly showed that wages and benefits are central to attracting and retaining direct care workers and the people who do this work value their relationships with the people they care for and support, and have a deep commitment to helping and making a difference in others' lives.

The report's recommendations are to:

- ◆ Increase direct care worker wages
- ◆ Increase access to health insurance through group health plans
- ◆ Create accessible and affordable orientation, training, professional development for direct care workers and their employers
- ◆ Recruit direct care workers from new sources
- ◆ Continue support for the development and full implementation of the Direct Care Worker Registry
- ◆ Promote recruitment and retention through the use of evidenced-based tools and promising approaches
- ◆ Create standardized and portable career ladders for direct care workers
- ◆ Establish a workgroup responsible for developing protocols and methods for collecting needed direct care workforce data
- ◆ Establish a group that is charged with directing, implementing, and monitoring progress on the recommendations

## How to Use this Tool

Many long-term care providers and policy makers can consider these recommendations when developing strategic plans to build and maintain a quality and stable direct care workforce in their own state. The recommendations can be a starting point for developing a plan of action.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit the Vermont Department of Disabilities, Aging, and Independent Living at [www.dail.vermont.gov/dail-publications/publications-legis-studies/dcw-report-only](http://www.dail.vermont.gov/dail-publications/publications-legis-studies/dcw-report-only).

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# Vermont Adult Day Services: Emerging Best Practices in Recruitment and Retention of Direct Care Workers

## Description

This report includes a national literature review and state field research of best practice issues in adult day services. The state field research was conducted using structured interviews with adult day program administrators, adult day program direct care workers, family members of program participants and adult day program participants.

The report highlights the practices in the adult day program workplace culture that contribute to the retention of direct care workers. It also includes findings on the effective recruitment strategies for direct care workers and the ways programs provide orientation for new workers. The report promotes best practices and can help providers “get the word out” about the value and benefits adult day programs provide for participants, family members and staff.

## How to Use this Tool

Adult day programs can use this report to learn best practices for recruiting and retaining direct care workers. The report includes interview guides that can be used to collect data within their own state. The findings may be used to build legislative support for adult day services and awareness of adult day services in a state.

## Grantee

Community of Vermont Elders (COVE), Vermont State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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# Policy

## Testimony on the In-Home Supportive Services (IHSS) Program for California State Legislative Staff

### Description

This March 2007 testimony provides a history of consumer-directed home care in California, how it is funded and why cutting funding will undermine recruitment and retention of home care workers. In-Home Supportive Services (IHSS) home care workers include, family, friends and neighbors, as well as persons unknown to care recipients, who provide paid long-term care to the frail elderly and disabled individuals in their homes. Much of the data used to support the arguments come from the results of the “In-Home Supportive Services Worker Survey: Making Homecare a Better Job” (see p. 78).

### How to Use this Tool

The testimony can serve as a model for testimony before state and federal legislative hearings on the significance of wages and benefits for recruitment and retention of consumer-directed home care providers.

### Grantee

Connecticut College

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# Testimony on Proposed Cuts to the In-Home Supportive Services (IHSS) Budget Before California State Senate and Assembly Committees

## Description

This 2005 testimony provides a set of useful arguments to support providing acceptable wages and health insurance benefits for consumer-directed home care workers as a strategy for recruitment and retention. The California In-Home Supportive Services (IHSS) home care workers include family, friends and neighbors, as well as persons unknown to care recipients, who provide paid long-term care to the frail elderly and disabled individuals in their homes. Much of the data used to support the arguments come from the results of the “In-Home Supportive Services Worker Survey: Making Homecare a Better Job” (see p. 78).

## How to Use this Tool

The testimony can serve as a model for testimony before state and federal legislative hearings on the significance of wages and benefits for recruitment and retention of consumer-directed long-term home care providers.

## Grantee

Connecticut College

## How to Obtain this Tool/Contact

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# Iowa Direct Care Worker Education Task Force Report and Recommendations – 2006

## Description

The Iowa Direct Care Worker Task Force, mandated by the Iowa legislature, was established in part by the advocacy work of the Iowa Better Jobs Better Care state demonstration project. The goal of the task force was to develop comprehensive recommendations to improve the quality of care Iowans receive by improving and streamlining education and training requirements for all direct care worker classifications. The report, submitted to the governor, Iowa General Assembly and Iowa Department of Health, recommended:

- ◆ The development of six direct care worker classifications, based on function
- ◆ Specific education and training requirements for each classification
- ◆ Specific implementation mechanisms to move these changes through the legislative and administrative process
- ◆ The establishment of a direct care worker governing body
- ◆ An expansion of the direct care worker registry

The task force has reconvened, met through May 2008 and has already begun to implement some of these recommendations.

## How to Use this Tool

Many long-term care stakeholders can use the task force's process and recommendations as models to improve and streamline the education and training requirements for direct care workers in their state and enhance the status of the direct care workforce. These stakeholders can include direct care worker associations, policy makers, educators, long-term care worker advocates, long-term care providers, direct care workers, state officials and economic, labor and workforce development advocates.

## Grantee

Iowa CareGivers Association, Iowa State Demonstration Project

## How to Obtain this Tool

Visit the Iowa Department of Public Health at [www.idph.state.ia.us/hpcdp/workforce\\_planning\\_reports.asp](http://www.idph.state.ia.us/hpcdp/workforce_planning_reports.asp).

## Contact

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# North Carolina New Organizational Vision Award (NC NOVA) Legislation

## Description

This legislation established NC NOVA as a statewide voluntary special licensure program. The legislation states that the North Carolina Department of Health and Human Services shall establish the program in accordance with the criteria and protocols developed by the NC NOVA Partner Team (also identified in the legislation) and adopt the rules for implementation. It also ensures that the North Carolina Quality Improvement Organization is the independent review organization for three years to establish continuity of the program.

## How to Use this Tool

The legislation is a template for those interested in establishing a similar program and can be used as a model for a state workforce bill.

## Grantee

North Carolina Foundation for Advanced Health Programs, North Carolina State Demonstration Project

## How to Obtain this Tool

Visit [www.ncnova.org/links\\_and\\_resources.html](http://www.ncnova.org/links_and_resources.html)

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# Philosophy Statement on Person-Centered Care for State Statutes and Regulations

## Description

This statement defines person-centered care and person-directed care and offers suggestions for how a state and its partners can develop a system of care that is person-centered and person-directed.

## How to Use this Tool

Advocates of person-centered care can draw on Oregon's experience in creating person-centered care language in a state's philosophy, statutes and regulations.

## Grantee

Oregon Works!, Oregon State Demonstration Project

## How to Obtain this Tool

Visit [www.bjbc.org](http://www.bjbc.org).

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## Better Jobs Better Care Resources from the National Program Office

Better Jobs Better Care (BJBC) produced a number of issue briefs, practice and policy reports and resources during the course of the program. They are available on [www.bjbc.org](http://www.bjbc.org), unless otherwise noted.

These include:

### BJBC Findings, Lessons Learned and Tools

- ◆ *Better Jobs Better Care: New Research on the Long-Term Care*, *The Gerontologist*, Vol. 48, Special Issue 1, July 2008. (Purchase information is available at [www.geron.org](http://www.geron.org)).
- ◆ *A Crisis with a Solution: Transforming the Long-Term Care Workforce*, video, August 2008.
- ◆ *Solutions You Can Use: Transforming the Long-Term Care Workforce*, August 2008.
- ◆ *Better Jobs Better Care: Building a Valued, Committed Workforce*, entire issue of *FutureAge*, bimonthly AAHSA magazine, Vol. 6, No. 2, March-April 2007.
- ◆ *Communication Toolkit*, prepared by Better Jobs Better Care and Spitfire Strategies, March 2006.
- ◆ *Stand Up and Tell Them: Voices from the Frontline in Long-Term Care*, video and discussion guide, 2005.

### Issue Briefs

- ◆ *Respectful Relationships: The Heart of Better Jobs Better Care*, Issue Brief, Number 7, April 2007.
- ◆ *Engaging the Public Workforce Development: Strategies for Investing in the Direct Care Workforce*, Issue Brief, Number 6, February 2006.
- ◆ *Family Care and Paid Care: Separate Worlds or Common Ground?*, Issue Brief, Number 5, May 2005.
- ◆ *Quality Improvement Organizations: Recognizing Direct-Care Workers' Role in Nursing Home Quality Improvement*, Issue Brief, Number 4, August 2004.
- ◆ *Health Insurance Coverage for Direct Care Workers: Riding Out the Storm*, Issue Brief, Number 3, March 2004.
- ◆ *Direct-Care Workers Speaking Out on their Own Behalf*, Issue Brief, Number 2, January 2004.
- ◆ *Multi-Stakeholder Coalitions: Promoting Improvements in the Long-Term Care Workforce*, Issue Brief, Number 1, October 2003.

### Practice and Policy Reports

- ◆ *Linking Payment to LTC Quality: Can Direct Care Staffing Measures Build the Foundation?*, Practice and Policy Report, April 2005.
- ◆ *The Cost of Frontline Turnover in Long-Term Care*, Practice and Policy Report, October 2004.







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