April 15th, 2016   9:30-11:30am
UMass Medical School, Shrewsbury Campus
Facilitator: Geoff Vercauteren
Director of Healthcare Workforce Development

Allied Health Advisory Group
Introductions

- Welcome
  - Welcome to some new members

- Please say your
  - Name
  - Title
  - Organization
News and Announcements

- 2016 Meeting schedule
  - NEW DATE: MONDAY, June 13th, 2016 9:30 – 11:30am
  - MONDAY, September 26th, 2016 9:30 – 11:30am

- All meetings will be held at The France Room on the Shrewsbury campus

- Funding and budget update
  - Geoff Vercautereren on behalf of David Cedrone
Learning and Sharing

- Update on “Allied Health - Direct Care Workforce” grant project
  - Stephanie Chalupka, Associate Dean-Nursing Department, Worcester State University
  - Chuck Chalupka, Director of Labor and Employee Relations, UMass Memorial Healthcare
Partnerships for Central Massachusetts Regional Direct Care Workers Pathways

Massachusetts Department of Higher Education

NURSING AND ALLIED HEALTH INITIATIVE: DIRECT CARE WORKFORCE
UMMHC Partners

Chuck Chalupka, JD, Director Labor & Employee Relations

Janet Wilder, SHARE Union
Project Aims

To create, deliver, and support a program that enhances UMMHC direct care workers (DCWs) present and future success in their current roles and will help prepare them for future opportunities in other career paths at UMMHC.

To enable students to be college-ready and have credits that are transferable to other institutions in the region.
Central Massachusetts Regional Model for Seamless Upward Educational Mobility for DCWs

- **QCC**
  - Stackable Certificates or Associate Degree

- **WSU**
  - BS CSD
  - BS OT
  - BSN Nursing

- **MWCC**
  - Stackable Certificates or Associate Degree
Major Activities

1) develop student support services
   intrusive advising and career coaching by WSU faculty
   on the UMMMC campus

2) diagnostic testing, (e.g., Accuplacer for math and reading)
3) **Strategies for Academic Success (SAS)**

- establish a positive learning environment
- building supportive connections among newly-enrolled adult students
- promoting confidence in the student's ability to achieve academic success
- build college readiness skills for DCWs
- equip students with knowledge and resources to meet program expectations and achieve academic outcomes
Major Activities

Online tutorial to assist students in gaining the needed skills for college-level writing and grammar

Courses

- **HE 240: Perspectives on Writing and Learning from Experience I**
- **HE 242: Perspectives on Writing and Learning from Experience II**
- **HE 400 Interpersonal Communication for Health Professions**

  incorporates life/soft skills into DCW curriculum (communication, conflict resolution, communication within teams/groups, and professionalism)
Benefits to Students

- Tuition remission from UMMHC
- $275 completion incentive
- Students will meet regularly with their academic advisor/career coach (available on site monthly) to make academic decisions about:
  - Courses
  - College-Level Examination Program (CLEP) tests
  - Navigate the unfamiliar territory of the university
- Individualized career ladder plan or “career map” with “on and off ramps” for educational pathways leading to career goals.
Two Cohorts of 20 Student Each

Cohort I
- Classes 4:30-7:30 PM

Cohort II
- 8:00-11:00 AM
Program Evaluation

- Retention in program
- Decreased turnover
- Increased employee engagement
- Completed and submitted portfolios
- Percentage of UMMMC DCWs who seek career advancement through certificate or program application
Thank you!
Learning and Sharing

- Update on “Scaling Efforts to Advance the Direct Care Workforce” grant project
  - Linda Cragin, Senior Director, Mass AHEC Network
A Statewide Approach to Increasing Education and Career Opportunities for Direct Care Workers and Supervisors

A Statewide Approach to Increasing Education and Career Opportunities for Direct Care Workers that Aligns with Employer Need Project is funded by the Massachusetts Department of Higher Education’s Nursing and Allied Health Initiative: Scaling Efforts to Advance the Commonwealth’s Direct Care Workforce Grant
Consortium Partners

- Massachusetts Department of Higher Education
- University of Massachusetts Medical School
- Bristol Community College
  - University of Massachusetts Dartmouth
- Greenfield Community College
- MassBay Community College
- Middlesex Community College
- Northern Essex Community College
- Quinsigamond Community College
- Partnership for a Skilled Workforce
- Home Care Aide Council
- Mass Senior Care

State Partners

- Executive Office of Elder Affairs
- Massachusetts Department of Public Health
- Executive Office of Labor and Workforce Development
Direct Care Workforce Development Projects

PHCAST
- Acquiring Basic Core Competencies *ABCs for Direct Care Worker*
- Continuing Education/Professional Development modules
- PCA Fundamentals

ABCs to NA Bridge
A 90-hour nurse aide bridge curriculum for PHCAST trained workers

DHE Scaling Efforts
Priority 1:
Direct Care Worker Pathways
Priority 2:
Transferable Training
Priority 3:
Development of Core Competencies
Priority 4:
Leadership Training
Supporting DCWs to Advance Along a Career Lattice

Direct Care Worker Career Lattice – Wages and Education Requirements in Massachusetts

<table>
<thead>
<tr>
<th>No Education</th>
<th>High School Diploma or Equivalent</th>
<th>Postsecondary Non-Degree Award</th>
<th>Associate’s Degree</th>
<th>Bachelors Degree</th>
<th>Master’s Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respite volunteer</td>
<td>Respite Worker</td>
<td>Community Health Worker (H: $19.98; A: $41,550)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Companion</td>
<td>Personal Care Attendant (H: $13.68; A: $28,454; * 3 hour Orientation)</td>
<td>Pharmacy Tech (H: $15.29; A: $31,800)</td>
<td>EMT/ Paramedic (H: $19.18; A: $39,890)</td>
<td>Cardiovascular Tech (H: $33.34; A: $69,340)</td>
<td>Mental Health Counselor (H: $19.53; A: $40,620)</td>
</tr>
<tr>
<td>Informal Caregiver</td>
<td>Homemaker (40 hr training by agency)</td>
<td>Substance Abuse and Behavioral Disorder Counselors (H: $20.46; A: $42,560)</td>
<td>Surgical Tech (H: $23.88; A: $49,670)</td>
<td>Dietitian/Nutritionist (H: $28.53; A: $59,350)</td>
<td>Occupational Therapist (H: $38.06; A: $79,170)</td>
</tr>
<tr>
<td></td>
<td>Personal Care Homemaker (H: $12.91; A: $26,860; * 60 hr training standard)</td>
<td>Licensed Practical Nurse (H: $25.88; A: $53,820)</td>
<td>Registered Nurse (RN) (H: $41.23; A: $85,770)</td>
<td>Nurse Practitioner (H: $51.55; A: $107,230)</td>
<td>Nurse Specialist (H: $18.73; A: $38,970)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certified Nursing Assistant (H: $14.50; A: $30,160)</td>
<td>Occupational Therapy Assistant (H: $26.53; A: $55,190)</td>
<td>Nursing Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medical Assistant (H: $18.09; A: $37,640)</td>
<td>Medical Transcriptionist (H: $27.46; A: $57,120)</td>
<td>Medical Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Home Health Aide (H: $12.88; A: $26,800)</td>
<td>Physical Therapy Aide (H: $27.46; A: $57,120)</td>
<td>Physical Therapy Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medical Interpreter (H: $28.20; A: $58,650)</td>
<td>Dental Assistant (H: $20.00; A: $41,590)</td>
<td>Dental Hygienist (H: $38.75; A: $80,590)</td>
<td>Dental Hygienist (H: $38.75; A: $80,590)</td>
</tr>
</tbody>
</table>

Hourly (H) and Annual (A) Wages of May 2014

* Required

MA PHCAST Grant Project T82HP20323 funded by Department of Health and Human Services (DHHS).

Priority 1: Direct Care Worker Pathways

• Review and update existing curriculum that train direct care workers.
• Integrate the updated curriculum into respective training/education structures.
Priority 2: Transferable Training

• Review current PCA-CNA ESOL model for providing workforce training to limited English speakers.
• Identify methods within existing state models by which current PCA/CNA training could be enhanced to provide support for ESOL population.
• Add a mentoring and success coaching component to existing Bridge to Health Care Careers program to remove academic and life barriers that prevent students from enrolling in three key health care degrees and certificates: Nurse Assistant, Medical Assistant and Licensed Practical Nurse (LPN).
Priority 3: Development of Core Competencies

• Enhance the existing educational ladder to ensure the inclusion of efficiencies and removing duplications.
• Develop a crosswalk between the existing non-credit CNA/HHA training to future academic certificate or degree programs.
• Develop a complementary “How to Manual” to provide guidance to other colleges seeking to replicate the education to career pathways.
Priority 4: Leadership Training

- Update existing three hour supervision training
- Develop a hybrid model with an online component to support employers and supervisor needs.
- Align with nursing continuing educational unit (CEU) requirements.
Expected Outcomes

1. Updated PHCAST ABCs for Direct Care Worker curriculum that bridges into a standardized nurse’s aide curriculum, then further bridges into a General Health Sciences Associates degree program

2. A mentoring and success coaching component that enhance QCCs Bridge to Health Care Careers program

3. A course articulation for the bridged programs that could provide credits towards a four-year Health Sciences bachelor’s degree

4. A How To Manual that can be adapted and utilized at colleges throughout the Commonwealth who wish to implement PHCAST and develop a healthcare educational and career pathway for Direct Care Workers

5. An updated, 4 hour supervisor training: Competency Based Leadership for DCW supervisors, delivered in-person and a web-based delivery option

6. Up to 60 trained facilitators in community colleges, long term care, and home and community based settings
Questions, Comments, other Considerations
Leanne Winchester, MS RN
Project Director
Direct Care Workforce Development
EOHHS/ELD/UMMS MassAHEC
One Ashburton Place, 5th floor
Boston, MA 02108
(617) 573-1823
Leanne.Winchester@state.ma.us
Learning and Sharing

- Update on Workforce and Policy Plan from the Executive Office of Elder Affairs
  - Patricia Yu - Director of Policy and Workforce; Executive Office of Elder Affairs
Family Care Gap

Care Gap refers to the significant shortage of family caregivers and paid workforce.

In **2010**, the caregiver support ratio was more than 7 potential caregivers for every person in the high-risk years of 80-plus.

In **2030**, the ratio is projected to decline sharply to **4 to 1**; and it is expected to further fall to less than **3 to 1** in **2050**.
Nationally, it is anticipated the workforce replacement rates are 7%.
Care force refers to the family and paid workforce that drives the care economy.

Massachusetts Family Caregivers
- 850K caregivers
- 821 million unpaid care hours

$10.9 billion valuation of unpaid care

Massachusetts Direct Care Workers
- Direct Care Workers provide an estimated 70-80% of paid hands-on care for older adults or those living with disabilities.

AARP

PHI
Largest Occupational Groups in MA

- Healthcare and Social Assistance: 531,448
- Retail Trade: 343,688
- Educational Services: 326,199
- Accommodation and Food Services: 266,294
- Professional and Technical Services: 261,268
- Manufacturing: 254,018
- Finance and Insurance: 168,207
- Administrative and Waste Services: 163,022
- Other Services, Ex. Public Admin: 137,221
- Public Administration: 133,612
- Wholesale Trade: 123,509
- Construction: 121,528
- Transportation and Warehousing: 96,296
- Information: 89,853
- Management of Companies and Enterprises: 58,702
- Arts, Entertainment, and Recreation: 54,669
- Real Estate and Rental and Leasing: 40,100
- Utilities: 14,075
- Agriculture, Forestry, Fishing & Hunting: 6,893
- Mining: 1,002

Although the field has seen considerable growth, this distribution has remained stable over the last 20 years.
Home Health Agency Activities

Pool of applicants

Recruit ➔
Train
Place
Case Manage
Make a Profit
Retain
Statewide Recruitment and Retention Plan

Recruitment Pipeline
- Refugee Center
- Low Income Housing
- Vocational Schools
- Religious Community

Career Pathway Pipeline
- Career Services
- Agency
- Community Colleges

Job Quality
- Supportive Services

Focused Retention Plan
EOEA DCW Policy Priorities

- Collaboration between DCW, community college, & workforce initiatives.
- Recruitment focus
  - refugee/immigrant services
  - low income housing
  - vocational schools
  - religious communities
- Retention focus
  - supportive services
  - career services
  - DTA
- Better screening during hiring
- Supervisory Training—Improve Job Quality
Thank you!

Patricia Yu
Director of Policy and Workforce
MA Executive Office of Elder Affairs
617-222-7453
patricia.yu@state.ma.us
Overview of Massachusetts Home Care Aide Workforce

Presented by:
Liz Osbahr, RN, Vice-President, Professional Profiles

Lisa Gurgone, MSPA, Executive Director, Home Care Aide Council
Home Care Aide Council (Council)

- Founded in 1967
- Non-profit trade association of home care agencies and partner organizations
- Committed to enhancing quality of care throughout the home care industry by focusing on the advancement of the home care workforce
Services Provided by the Council

• Working with industry partners to establish Standards of Best Practice
• Providing direct care workforce training curricula and training tools
• Offer supervision resources and training
• Public Information and Referral
• Advocacy
Home Care Aides in Massachusetts

- Employed by home care agencies to provide daily care to elder and disabled clients in the homes
- Mandated initial and ongoing training
- Supervised by RN

Titles:
- Homemakers
- Personal Care Homemakers
- Home Health Aides
- Hospice Aides
- Supportive Home Care Aides
Homemakers

- **Tasks**: Assist clients with tasks such as shopping, meal planning, meal preparation, laundry, and light housekeeping.

- **Initial Training**: 3 hour orientation plus 37 hours of training within the first 6 months of employment = 40 hours

- **On-going Training**: 6 hour annual inservice training

- **Authorized through**: Executive Office of Elder Affairs, Massachusetts Rehabilitation Commission, and Mass Commission for the Deaf and Hard of Hearing, SCOs/PACE

- **Funding Source**: State Appropriation, Medicaid
Personal Care Homemakers

- **Tasks:** provide homemaking and also provide personal care services to clients such as bathing, dressing, foot care, denture care, bedpan routines, eating, assistance with ambulation and transfers, and medication reminders.
- **Initial Training:** 40 hours of Homemaker training plus 20 hours of personal care training
- **Ongoing Training:** 6 hours of annual inservice training
- **Authorized through:** Executive Office of Elder Affairs, Massachusetts Rehabilitation Commission, SCOs/PACE
- **Funding Source:** State Appropriation, Medicaid
Home Health Aides

- **Tasks:** Personal care, simple procedures as an extension of nursing or therapy services as delegated by the nurse or therapist, assistance in ambulation or exercises, medication reminders
- **Initial Training:** 60 hours of personal care training plus 15 hours of home health aide training = 75 hours
- **Ongoing Training:** 12 hours of annual inservice training
- **Authorized through:** Executive Office of Elder Affairs, SCOs/PACE, Medicare Certified Home Health
- **Funding Source:** Medicare, Medicaid, State Appropriation
Hospice Aide

- **Tasks**: Personal care, simple procedures as an extension of nursing or therapy services as delegated by the nurse or therapist, assistance in ambulation or exercises, medication reminders with hospice clients

- **Initial Training**: 60 hours of personal care training plus 15 hours of home health aide training = 75 hours plus additional hospice topics (16 hours recommended)

- **Ongoing Training**: 12 hours of annual inservice training

- **Authorized through**: Executive Office of Elder Affairs, SCOs/PACE, Medicare Certified Hospice

- **Funding Source**: Medicare, Medicaid
Supportive Home Care Aides – Mental Health and Alzheimer’s

- **Tasks:** Home health aides with advanced training to support consumers with mental and behavioral health needs
- **Initial Training:** 75 hour home health aide training plus an additional 12 hours of training for each track = 87 hours
- **Ongoing Training:** 12 hours of annual inservice training
- **Authorized through:** Executive Office of Elder Affairs, Massachusetts Rehabilitation Commission, SCOs/PACE
- **Funding Source:** State Appropriation, Medicaid
Personal Care Attendants

- **Tasks:** PCAs provide personal care services to consumers such as bathing, dressing, foot care, denture care, bedpan routines, eating, and assistance with ambulation and transfers, under the direction of the consumer.

- **Orientation:** 3 hour orientation required for PCAs hired after January 1, 2014

- **Initial and Ongoing Training:** None

- **Authorized through:** Executive Office of Health and Human Services, Executive Office of Elder Affairs, Massachusetts Rehabilitation Commission, SCOs

- **Funding Source:** Medicaid
Home Care Agency Hiring Requirements

- Massachusetts Criminal Offender Record Information (CORI) check
- Massachusetts Patient Abuse Registry check
- Office of Inspector General Medicaid Fraud check
- Provide two references
- Complete a Pre-employment Physical which includes Tuberculosis (TB) screening/testing
- Complete I-9 Employment Authorization/Immigration checks
- Complete an Agency Orientation program
How is Working in Home Care Different Than Working in a Facility?

• Short shifts (1-2 hours) are common, particularly for new aides
• Part-time work
• Travel between clients
• Work independently in the home with client
• Communication between office and home is key
What Makes A Great Home Care Aide?

1. Previous Caregiving Experience – Personal and/or Professional
2. Compassion for others
3. Strong communication skills
4. Desire to help others
5. Interest in working with the elderly and/or disabled individuals
6. Ability to work independently
7. Job readiness skills and supports
MA HOME CARE AIDE WORKFORCE

Challenges and Opportunities
Funding

- **Inadequate reimbursement** = Low wages
  - Not a living wage
  - Benefit Cliff – potential loss of benefits
  - Inconsistent/Part-time schedules

- **Limited Supports for Workforce**
  - Case Management Resources
  - Access to Training
  - Life circumstances
Employer Perspective

- **Recruitment and retention**
  - Vacancy rates
  - Turnover rates

- **Scheduling**
  - Inconsistent/Variable Schedules
  - Benefit Cliff

- **Wage Competition**
  - Minimum Wage Increase
  - Variations in Direct Care Workforce Wages Across LTSS Continuum

- **Supervision**
Training

• **Cultural Competency**
  • Accessing culturally competent and multilingual facilitators and supervisors
  • Diversity among direct care consumers

• **Attrition**
  • Drop rates among trainees
  • Case management

• **Costs of training**
  • Neither MassHealth (MA Medicaid) or Medicare provide additional reimbursement to providers for the cost of training staff

• **Language and Educational Barriers**
  • Limited English proficiency
  • Literacy: reading & writing
Planning for Future Need and Industry Growth

- **Limited Data on Workforce**
  - Tufts Health Plan Foundation Data Driven Advocacy Grant

- **Increased Acuity of Clients**
  - Shift from Facility-based to Home and Community Based Services
  - Need for Enhanced Training/Supports

- **Expansion of Accountable Care Organizations (ACOs) /Managed Care**
  - Initiatives to Include Direct Care Workers in Care Team
Thank you!

Liz Osbahr, RN  
Vice-President, Professional Profiles  
losbahr@professionalprofiles.us

Lisa Gurgone, MSPA  
Executive Director, Home Care Aide Council  
lgurgone@hcacouncil.org
Questions?
Sub-Committee Report

- Launched “Legislative Outreach and Engagement” sub-committee
- Disbanding the “Building the Business Case for Investing in the Direct Care Workforce”
  - A lot of work going on in this arena already
  - Not sure it was the right place for DHE to be involved in
- Other sub-committees meeting regularly
- Looking for new members - contact Geoff if you are interested in joining a sub-committee
Sub-Committee Report

- **Curriculum Design and Alignment**
  - Report out by Sharon Grundel, Healthcare Workforce Coordinator, Springfield Technical Community College
  - Met 3 times since last AHAG meeting
  - As a committee, agree on teaching a core set of competencies
    - How that’s delivered in each curriculum is an on-going discussion
  - Heard from some employers about competency checklists for onboarding CNAs
Sub-Committee Report

- Curriculum Design and Alignment (*continued…*)

- Took environmental scan of costs for credit-based CNA/HHA programs:
  - 8 community colleges
  - Between 1 and 28 credits
  - $155 and $5292 with an average being $3500

- Group discussed if we are over-training or under-training the workforce? Mixed messages from industry

- Work for near future:
  - C.N.A/HHA “Curriculum Summit”
Scope and Role Definition

- Report out by Patti-Ann Collins, Director of Nursing, Mass Bay Community College
- Met once since January AHAG meeting (thanks to snow!)
- Organizing a crosswalk of BSN/RN, LPN and C.N.A. job duties
- Discussion of the effect of applying ‘Magnet--esque’ practices on the LPN and C.N.A workforce
Scope and Role Definition (continued..)

Still planning on publication of a white paper. Early thoughts on content:

- Dispelling the myths about licensed and unlicensed job duties and roles
- Identify the role of the LPN as providing excellence in bedside care
- Identify how seeking ‘magnet status’ can frame utilization of BSN/LPN partnership vs. BSN/C.N.A
- Identifying scope of practice for BSN/RN, LPN and C.N.A.s
- Discussions happening on MAs, but thinking it will require a different work product and approach
Legislative Outreach and Engagement

- Report out by James Fuccione; Director of Legislative and Public Affairs; Home Care Alliance of Massachusetts

- Established after last AHAG meeting, 1st meeting – 02/04/16

- Discussed group’s purpose and initial actions

- Thoughts and ideas on getting the message out to legislators about the work being done on Allied Health side

- Advised on construction of letters sent out to legislators notifying them of RFP awards to their constituents

- Updates on legislative efforts being made in the direct care worker space
Our Future Work

- Wrap up

- Next meeting: **Monday, June 13th 9:30-11:30am**
  - 1 year report
  - Meeting dedicated to planning for Year 2
  - Please send agenda items for future AHAG meetings to Geoff
    - Guest presentations?
    - Topics for large group discussion?
    - Other?
Thank you sincerely for your time and dedication!!!