Introductions

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

- 2016 Meeting schedule
  - FRIDAY, April 18th, APRIL 22ND, 2016 9:30 – 11:30am
  - FRIDAY, June 24th, 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
News and Announcements

Grant updates:

- Rapid Response Grants
  - $500,000 in awards
- Scaling Efforts to Advance the Commonwealth’s Direct Care Workforce RFP
  - Released 11/20/15
  - Overview
  - Consortium based
Grant updates (cont’d.)

- **Direct Care RFP**
  - 1 award to Worcester State University; $60k
  - Partnership: with Umass Memorial HealthCare; SHARE; MWCC; QCC
  - Incumbent training; stackable pathways from certificate to associates to bachelor
  - Intrusive advising; career coaching
  - Development and deployment of courses for professional, communication and ‘soft’ skill building
Funding and Budget Planning for 2017

- Budgeting process
- Planned budget for Nursing and Allied Health line item
- Advocacy opportunities
- Questions?
Learning and Sharing

- Presentation:

  “The Changing Role of the Direct Care Worker in the Homecare Industry”

  - Rosemary McLaughlin, MBA, LNHA; Director of Education and Training; Berkshire Health Systems
Berkshire Healthcare Systems

Rosemary McLaughlin, MBA, LNHA
Director of Education & Training
Mission: Berkshire Healthcare is a non-profit consumer-centered organization committed to fulfilling the health and residential needs of the population in the communities we serve.

Vision: Berkshire Healthcare’s exceptional customer experiences and clinical quality will cause residents, families, employees, providers, and community members to always prefer BHCS.

Core Values:  
- Integrity  
- Compassion  
- Excellence  
- Teamwork  
- Stewardship
Overview

- **14 Skilled Nursing Facilities**
  - Pittsfield
  - Lenox
  - Greenfield
  - Peabody
  - North Adams
  - East Longmeadow
  - Williamstown
  - Bourne
  - Great Barrington
  - Northhampton/ Leeds
  - Danvers
  - New Bedford
  - Yarmouth

- **2 Assisted Living Communities**
  - Northampton
  - Lenox

- **2 Hospice Providers**
  - Hospice Care in Berkshires
  - Hospice of Franklin County

- **1 LTC Pharmacy**

- **Staffing Agency**
  - Affiliated business
DCW within BHCS

- **Total Workforce: 2600 and DCW: 1000**

- **SNF**
  - Long Term Care
  - Short Term Rehab
  - Dementia Special Care
  - Vent Unit
  - Behavioral Unit

- **Hospice**
- **Assisted Living**
- **Staffing Agency**
Necessary Skills

- Certification
- Communication in Language of Patient/Resident=English
- Compassion
- Customer Service patient & families
- Basic Computer skills
- Work in as a team member in a culturally diverse setting
- Embrace increased role on care giving team as a professional background to foreground
- Life Skills
The DCW Workforce

- General duties of direct care workers
- Work environment and expectations

Labor force and staffing challenges

- Hours open per week
- Turnover average
- Competition
  - Healthcare & non-healthcare settings
### 2015 Nursing Home Staff Vacancy Rates

**10.6% CNA vacancy rate equates to 1 in 10 open positions or 2,300 total vacant positions**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tr>
<td>CNAs</td>
<td>5.9%</td>
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<td>7.9%</td>
<td>8.1%</td>
<td>9.0%</td>
<td>10.6%</td>
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<tr>
<td>LPNs</td>
<td>5.7%</td>
<td>6.9%</td>
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<td>6.9%</td>
<td>7.7%</td>
<td>7.6%</td>
</tr>
<tr>
<td>RNs</td>
<td>9.4%</td>
<td>8.7%</td>
<td>11.1%</td>
<td>10.6%</td>
<td>12.4%</td>
<td>10.6%</td>
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Source: Massachusetts Senior Care Annual Employment Survey (2010-2015)
2015 Nursing Home Unfilled CNA Positions

Estimated # of Unfilled CNA Positions by County

- Worcester: 450
- Middlesex: 340
- Western Mass*: 330
- Plymouth: 240
- Bristol: 190
- Norfolk: 180
- Essex: 210
- Berkshire: 160
- Barnstable: 110
- Suffolk: 60

*Western Mass = Franklin, Hampshire and Hampden Counties
Source: Massachusetts Senior Care Annual Employment Survey (2015)
Why BHCS?

- Each location has HR Director
- Each location has Staff Development Coordinator
- Overall Staffing levels are stronger than industry average
- Mentorship Program
- “Profiles in Care” awarded annually
- Employee Engagement is priority
  - Performance Measure
  - EAP Program
  - Employee Relations Liaisons
  - Leading Change Program
Stepping Stone Program (SSP)

- Nursing Education
- After 6 months employment
- Pays full expense of tuition, fees, books, & uniforms
  - CNA to LPN
  - LPN to ASN/RN
  - RN to BSN only for leadership track
- Pay at Public Institution Rate
- Requires 2 years work after completion for zero payback
SSP Results

• Approx. $125K - $150K Annually

• Since 2007: 90 graduates obtained licensure

• Annually 12-15 accepted

• 35 active participants
CNA program considerations

- Computer Based Documentation
- Stop & Watch
- Customer Service Skills
- Communication:
  - colleagues
  - patients
  - families
- Cultural Diversity: ethnic, racial, LGBTQ, religious,
Now & Then

- Stop & Watch: Interact 4.0
- Attendance at Care Plan Meetings
- Participation in QAPI process
- Selected specialties: EKGs, Dementia

Influenced by

- Follow where Medicare takes us: ACO, Bundled Payment, Value Based Payment
- Quality Measures
- 5 Star Rating System
Questions?
Sub-Committee Report

- 3 sub-committees formed after last AHAG meeting in October 2015
- Thank you to everyone who volunteered and who have been active on the groups these past 2 months
- “Legislative Outreach” put on hold for now (lack of interest)
- Contact Geoff if you are interested in joining a sub-committee
Curriculum Design and Alignment

11 members; Met 11/3 & 12/17 by phone

Themes:
- Vital to have standardization and a competency-based curriculum
- There is little consistency to what potential hires have learned in programs and then are bringing to employers
- Is the concept of ‘care transitions’ being integrated into curriculum?

Work for near-term:
- Start a curriculum repository as a means of sharing best practices
- Investigate the ‘care transitions’ piece
- Start developing a vision statement for group
Building the Business Case (for Employers to Invest in the DCW)

8 members; 11/16 & 12/18 meetings by phone

- Themes:
  - “Why do companies invest/not invest in their direct care workers? What is the ROI?”
  - “What does this look like in different areas of the state?”
  - “What does this investment look like in other states?”

- Work for near-term:
  - Build a summary of case studies of employers who have successfully upskilled workers
  - Continue to define our work product
Scope and Role Definition

10 members; 11/17 by phone, 12/21 in person

- **Themes:**
  - Blurred boundaries between direct care roles (e.g. CNA vs. LPN)
  - Myths about what various DCWs can and can’t do
  - Cost pressures moving care down the ladder and it's not always appropriate (quality vs. cost)

- **Work for near-term:**
  - Publish a white paper calling this out and suggesting job duties and scope (“This is what a certified MA does...”; “This is what a CNA does...”) for DCWs
  - Have some type of work product that defines
Sub-Committee Report

- Next steps
  - Leadership for groups
  - Continuing to define work
  - Creating vision(s)

- All groups will be meeting again in January

- Questions?
Our Future Work

- Wrap up
  - More employers to join

- Agenda items for next AHAG meeting?
  - Please send to Geoff

- 1 year report by June 24th meeting

- Next meeting: **Monday**, April 18th, 9:30 – 11:30am

- **Friday, April 22nd, 9:30 – 11:30AM**
Thank you sincerely for your time and dedication!!!