

# 2017 Home Care Cooperative Conference

## The U.S. Home Care Landscape

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



# PHI History



- Founded in 1991 by Cooperative Home Care Associates (CHCA), worker-owned home care agency in the Bronx
- CHCA started with 12 home care workers in 1985
- With 2,100 employees, CHCA now the largest worker-owned cooperative business in the country



# The Long-Term Care System

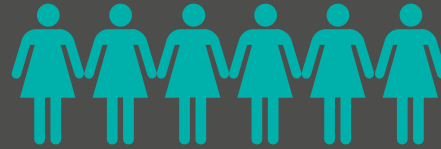


- \$71 billion industry: 72% public dollars, primarily Medicaid
- Training standards and certification
- Current environment: Impact of national policy victories and trends
  - *Managed care vs. Fee-for-Service*
  - *Affordable Care Act and the Triple Aim*
  - *Fair Labor Standards Act (FLSA)*
  - *Minimum wage*

# The Care Gap Crisis



- Home care workforce has doubled in the last 10 years, to 2.2 million
- Fastest growing occupation: 633,000 home care jobs to be added between 2014 and 2024
- At the same time:
  - *Aging American population and the transition to HCBS*
  - *Decrease in the number of people entering the care workforce*
  - *Improved economy*
  - *Decrease in the number of family caregivers*



**1.4 million**

Home care workers in the U.S.

**89%**

Women

**10-20%**

Hispanic or  
Latino

**54%**

Completed  
high school

**58%**

People of color

**24%**

Immigrants

**50-65%**

Work Part Time

- Personal Care Aides and Home Health Aides
  - *Average wage \$10.11 per hour; 2/3 work part time, with an annual salary of \$13,300*
  - *Inflation-adjusted wages have decreased: \$10.21 in 2005*
  - *One quarter of all home care workers live in households below the FPL, compared to 9% of all U.S. workers*
  - *Half rely on public assistance*
  - *More than one-quarter remain uninsured*

# Keys to Job Quality



- Improved wages, full-time hours
- Comprehensive benefits
- High quality, adult learner-centered, competency-based training
- Competent, supportive supervision, respectful workplace culture
- Opportunities for advancement





## Building the Direct-Care Workforce

*Raise the Floor and Build Ladders*

- Training
- Employment
- Workforce Supports

- Increase skills: Incumbent workers
  - *Care Connections Senior Aide*
  - *Specialty Training*
- Adapt entry-level training:
  - *Pre-employment vs. on-the-job training*

# Core Model: PHI and CHCA



- Peer Mentors
- Case Managers
- Asset development

# Strengthening Provider Organizations

## *PHI Coaching Approach*<sup>®</sup>

- Train-the-Trainer Programs
- Coaching Approach to Communication
- PHI Coaching Supervision<sup>®</sup>
- Organizational Culture Change



# CHCA Outcomes

**COOPERATIVE  
HOME CARE  
ASSOCIATES**

**Committed to  
delivering quality  
care by creating  
quality jobs**

- **Waiting list for training program**
- **80% or more of trainees are placed in a job**
- **65% new workers retained at one year**
- **Annual turnover under 20%**

# Recruitment/Retention Challenges



- Turnover rates of 40% to 60% industry-wide
- Physical and emotionally demanding work
- Increased acuity among client population/ unaddressed job competency development need
- Need for core competencies
  - *Communication, relational and problem-solving skills, increased clinical knowledge*

# FINDING Suitable Candidates...

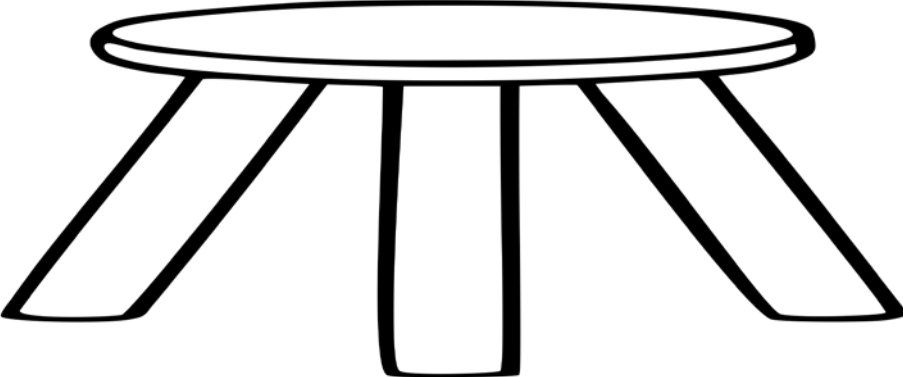


QUALITY  
NOT  
QUANTITY



# Collaborating for Successful Employment Outcomes

## Quality Caregivers



Recruitment/Supportive Services

Job Training

Employment



# Partnering with Community Based Organizations (CBOs)

- **Social Services**

- ❖ Educational Programs (ABE, GED, ESOL)
- ❖ Case Management Services
- ❖ Immigrant Services
- ❖ Pre-Employment/Job Readiness Workshops

- **Workforce One Agencies**

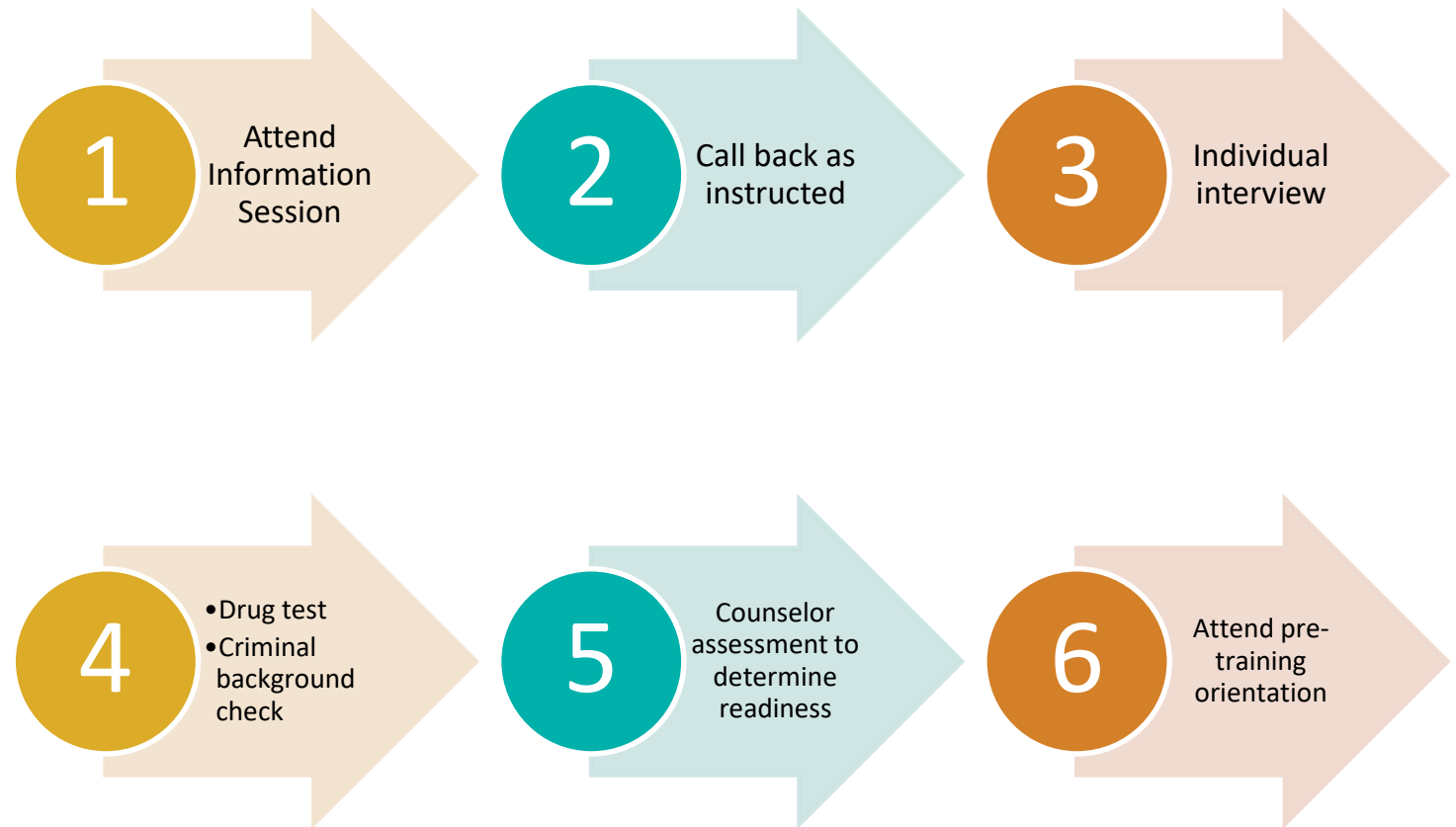
- **Faith-Based Organizations**



**PHI**

# Employment Suitability and Readiness Screening: A Multi-Step Process

## Six Steps to Set the Stage for Success



# Create a culture of retention agency-wide



- Peer Mentors support new workers on-the-job
- Case Managers to address workers' life challenges
- Ongoing training and skills reinforcement
- Involvement in decision-making
- Pathways to career advancement

# Career Advancement Opportunities



- Peer Mentors/Coaches
- Assist Trainers
- Competency Aides
- Specialty Aides
- Administrative/Office Based Staff: Scheduling, HR, Compliance

# A Word about Support and Accountability

## The Role of Supervisors in Retention

75%

of workers who voluntarily left their jobs, did so because of their **BOSS** and not the position itself

*“People don’t quit jobs, they quit bosses.”*



# A Coaching Approach



- The PHI Coaching Approach to Supervision<sup>®</sup> is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills. i.e., the ability to
  - *Think Critically*
  - *Prioritize*
  - *Make Decisions*
  - *Problem Solve*
  - *Communicate Effectively*

# Benefits of Coaching Supervision



- Improved relationships between workers and supervisors
- Improved employee satisfaction
- Improved recruitment and retention
- Improved care outcomes
- Supervisors spend less time managing problems and complaints



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