



Critical Direct Care Worker Shortage
Be Part of the Solution

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The Stark Truth

- In Michigan, we need an estimated 196K skilled DCWs.
- 36K more people than are working in these MI jobs today
PHI National <https://phinational.org/>
- 2018 median turnover rate for home care DCWs = 82%
- Turnover costs about \$2,600 per caregiver;
 an avg of \$171,600 per agency per year.


No qualified workforce = no HCBC



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The [High-level] Job Skills Required


- Technical skills
- Compassion
- Extraordinary patience
- Flexibility to roll with each situation.
- Creative problem-solving, “mother’s wit”, common sense
- Being unflappable. “Someone needs to stay calm.”
- Ability to think quickly and make decisions
- Being nonjudgmental



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Attributes of Direct Care Work

- > People can't make a living doing direct care work alone
- > It requires specific aptitudes & skills, e.g. "Mother's Wit"
- > It can be physically and emotionally demanding
- > It can be dangerous
- > Training is essential
- > It is diverse - every client and home is different
- > It is important meaningful, rewarding work
- > It requires developing a relationship with the client and family while also maintaining professional boundaries
- > It is critical to client outcomes, quality of life, and even survival



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Why is there a DCW shortage?


- > Population aging
- > The labor conditions
 - > Low wages/benefits
 - > Lack of guaranteed hours
 - > Lack of respect
 - > Lack of comprehensive training
- > Management & toxic work environment
- > No professional or competency standards
- > A credential vs. competency-based society
- > Lack of awareness and oversight - Invisibility of home care
- > An improved economy
- > An ageist society




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Recruitment & Retention Strategies

1. **Recruit the right staff** - cast a wide net, involve DCWs, consider the message, build partnerships with schools, workforce development orgs, hold info sessions, screen, conduct interviews, "Hire for character, Train for skill", consider your "ideal candidate"
2. **Improve the hiring process** - effective intake and interview process, train recruitment team members
3. **Strengthen entry-level training** - "Methods Matter", person-centered philosophy, adult learner teaching methods, use core competencies, etc.
4. **Provide employment and Peer supports** - success coaches, child/eldercare, transportation, etc.
5. **Ensure effective supervision** - management training for management competencies, build trusting relationships
6. **Develop advancement opportunities** - specialty training, peer mentors, advanced roles, assistant trainers, etc.
7. **Invite participation**
8. **Recognize and reward staff** - PTO, recognition programs, premium shift pay,
9. **Measure progress** - establish your targets such as showing up for the interview or orientation, completing onboarding, staying 90 days



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DCW Initiatives in Michigan: A Sampling

- IMPART Alliance
- MDHHS DCW Advisory Committee
- IMPART Alliance & PHI Partnership: Essential Jobs, Essential Care (EJEC) aka IMPART Alliance statewide DCW Coalition
- ARPA Funds - recent proposal
- Wage Coalition
- DCW Professional Association



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IMPART Alliance

- ▶ *History*
- ▶ *Vision:* A world with respect, wellbeing and quality of life for people of all ages and abilities
- ▶ *Mission:* To build a strong caregiver workforce and address a critical shortage of professional direct care workers (DCWs) who provide high quality, lower-cost, person-centered homecare to older adults, while sustaining their own wellbeing.
- ▶ *Overall Goal:* Build an infrastructure in MI to develop and support the professional DCW workforce in a systematic, integrated, sustainable way.
- ▶ *Key Strategies:* Establish a statewide IMPART Alliance Coalition, Caregiver Training Institute, DCW Professional Association, Culture Change Campaign, and Partnerships for Advocacy; Consulting Services; Research and Evaluation



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MDHHS/AASA Statewide DCW Advisory Committee

The MDHHS DCW Workforce Advisory Committee will provide insight and direction into development of policies, programs and procedures to address the MI DCW shortage.

- Advise MDHHS on current and emerging issues within the direct care workforce
- Identify short-term and long-term opportunities to address the DCW shortage
- Provide strategic direction for MDHHS-led initiatives relating to DCWs
- Serve as subject-matter experts to inform initiatives
- Leverage organizational resources to advocate in support of MDHHS-supported legislation on direct care workforce matters, when appropriate
- Initial Workgroups
 - Competency, Education, Credentialing, Career Pathways
 - Communication and Mental Health
 - Personal Protective Equipment

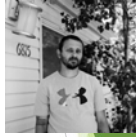


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Competency, Education, Credentialing, Career Pathways Workgroup

- ▶ Goals
 - Competency Guidelines for a "Universal DCW"
 - Professional and Ethical Standards
 - Education and Training Guidelines
 - Certification/Credentialing
 - Career Pathways including Certification and 3 Training Tiers plus specialization certificates

- ▶ Aligns with the 2021 – 2023 MI State Plan on Aging



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Career Pathways including Credential and Training Tiers

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| Professional Direct Care Companion | |
| 1. Introduction to Direct Care Work | 9. Self-Care and Stress Management |
| 2. Key Concepts of Direct Care Professional Work | 10. Abuse, Neglect and Exploitation |
| 3. Person-Centered Thinking | 11. Meaningful Activities and Experiences |
| 4. Person-Centered Relationships | 12. Emergency Preparedness/Critical Thinking |
| 5. Person-Centered Professional Boundaries | 13. Introduction to Dementia |
| 6. Effective Communication | 14. Specialized Communication for Persons with Neurological Disorders |
| 7. Professional Behavior and Documentation | 15. Diversity and Cultural Awareness |
| 8. Introduction to Infection Control | 16. Grief, Loss and End of Life |
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| Professional Home Skills Specialist | |
| 1. IADL – Food safety | |
| 2. IADL– Meal planning, special diets, preparation, and shopping; liability, boundaries, and decision making | |
| 3. IADL – Cleaning and Laundry | |
| 4. Introduction to Body Mechanics | |
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| Universal Professional DCW | |
| 1. ADLs (Several classes that include: Walking, Transfers, Dressing, Bathing, Assistance with going to the bathroom, Eating) | |
| 2. Medication Caring | |
| 3. Dementia II | |
| 4. Infection Control II and Bloodborne pathogens | |
| 5. Body Systems | |
| 6. Practicum | |
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| Specialized Training Certificates – Open to all DCWs in any group | |
| 1. Dementia, IDD, Autism and other Neurological Disorders | |
| 2. Mental Health and Mental Illness | |
| 3. End of Life | |
| 4. Medication Administration | |
| 5. Vital Signs | |



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Other Key Initiatives in Michigan

- IMPART Alliance & PHI Partnership: Essential Jobs, Essential Care (EJEC) aka IMPART Alliance statewide DCW Coalition
 - Policy Priorities
- ARPA Funds - recent proposal
- Wage Coalition
- DCW Professional Association



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Key Opportunities (Solutions)

- Convene state-level team to develop a MI strategic plan with regional input and capacity for adoption, recognizing that the shortage causes, and solutions are interconnected. Address them systematically and simultaneously.
- Wage/benefit increases and guaranteed hours
- Require and fund person-centered comprehensive DCW training that includes home skills
- Establish professional, competency, and training standards, certification, networking, and career paths.
- Massive culture change campaign to raise social value of DCWs as skilled professionals
- Raise Medicaid reimbursement cap and develop other funding streams for higher wages and training
- Include training in state funded skilled trade training programs
- Include DCWs in supplemental Medicare Advantage benefit plans
- Include DCW services in state Medicaid contracts
- Increase DCW pipeline through high school, apprentice & other career development programs
- Supportive services such as child-care, transportation, GED and job readiness classes.

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Call to Action: *Be Part of the Solution*

- ▶ Commit to staying in communication with IA - join the Coalition
- ▶ Invest in training your DCWs
- ▶ Engage in advocacy initiatives - be the squeaky wheel
- ▶ Consider Recruitment and Retention Strategies
- ▶ Support Fast-Track Strategies - Stackable levels of training, training Trainers, developing competency testing and waiver options
- ▶ Learn about covering costs of higher wages and more training
- ▶ Support development of statewide Training Infrastructure - centralized training center, training arm, credentialing arm
- ▶ Work with each other. Work with us. We need each of you and our collective energy. Now is our time!



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Thank You!

- Website: <http://www.impartalliance.org/>
- Facebook: <https://www.facebook.com/IMPARTalliance/>
Please follow and like us.
- Sign up for the IMPART Email list, join the IMPART Coalition.
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