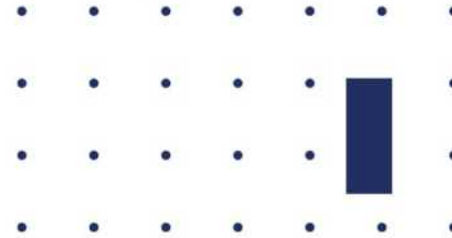


Staffing Crisis in Long Term Care



RETAINING & RECRUITING STAFF IN LONG-TERM CARE

2nd June 2022 | 12 PM EDT

The Agenda

1. The “situation”: Where we are
 2. The crisis: What we can do now RETAIN, RECRUIT & CULTIVATE – these depend on...
 - Systems
 - Leadership
 - Change
- **Practical steps**

Where are we?



BEFORE THE PANDEMIC

- Median annual turnover for registered nurses was **102.9%** for the years 2017–18; for licensed practical nurses, **79.8%**; and for certified nursing assistants, turnover was **98.8%**.

Is this *practical*?

21 recommendations

- ↑ Staffing (ratios)
- ↑ Inspections
- ↑ Fines

- ↓ Costs

THE WHITE HOUSE



BRIEFING ROOM

FACT SHEET: Protecting Seniors
and People with Disabilities by
Improving Safety and Quality of Care
in the Nation's Nursing Homes

FEBRUARY 28, 2022 • STATEMENTS AND RELEASES

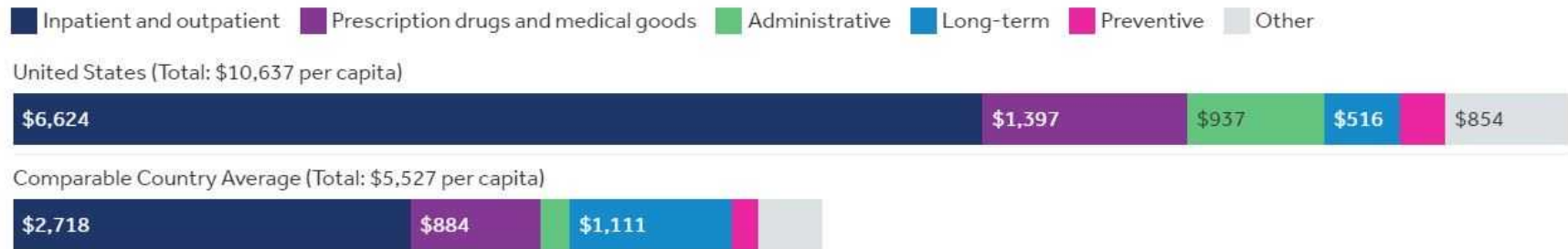
How did we get here?

- System neglect (there really is no “system”)
- Ageism
- Dominant metaphor about LTC?
 - negative
- Long term care as a “business” or “enterprise”
- Add the Pandemic – precipitating (not causal)

Follow the money: USA Spending by Category

USA spends 46% of other OECD countries on LTC, while 243% on in- and outpatient care; is that due to fewer elderly or lower chronic disease burden?

Healthcare spending per capita, by spending category, 2018

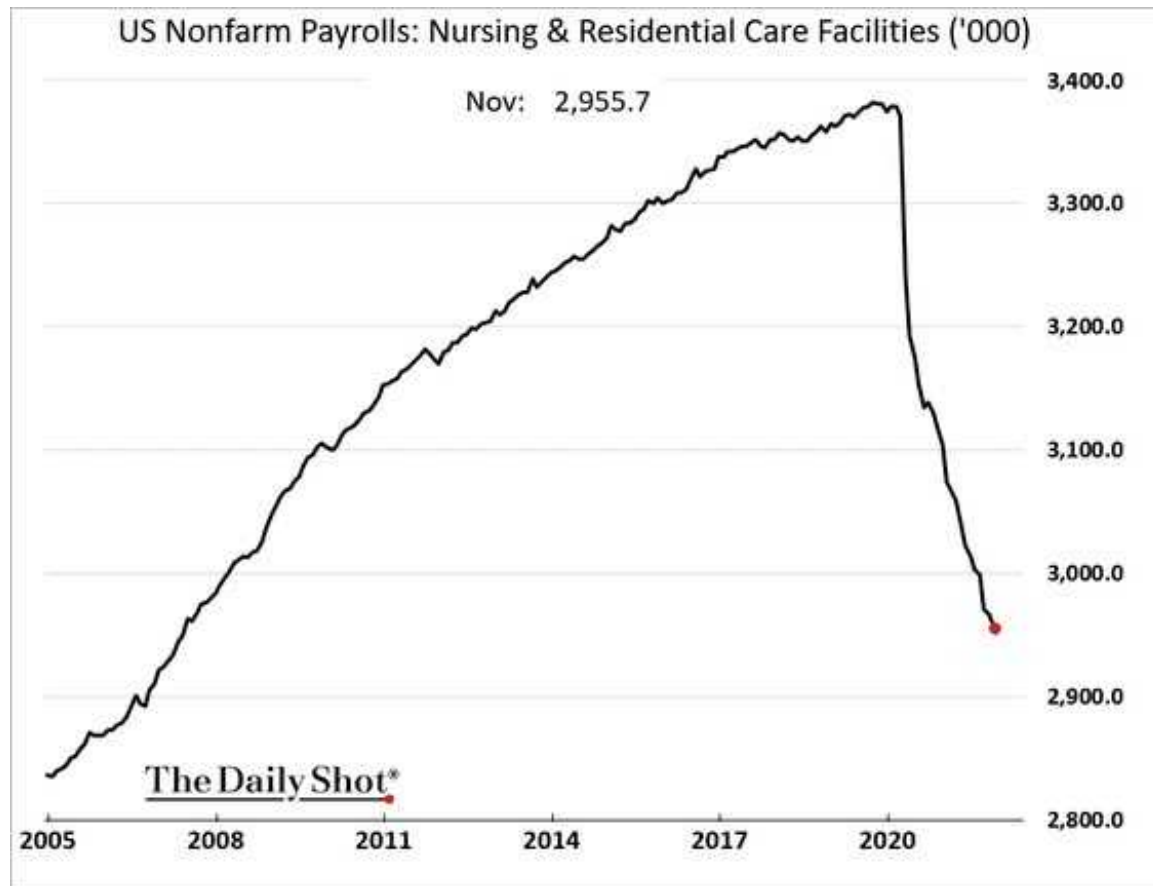


Note: Comparable countries include Austria, Belgium, Canada, France, Germany, Netherlands, Sweden, Switzerland, and the United Kingdom.

Source: [KFF analysis of OECD Health Statistics](#) • [Get the data](#) • PNG

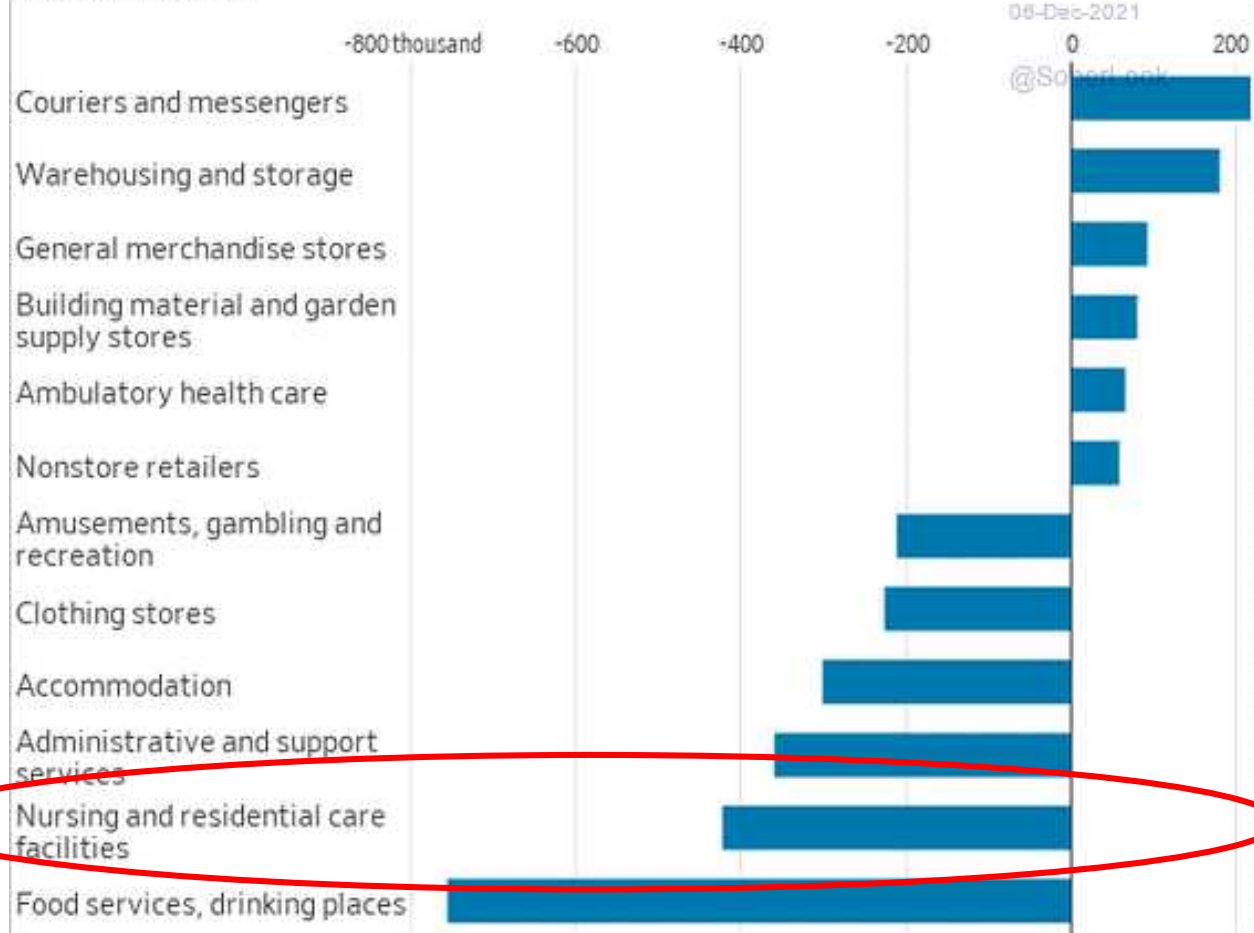
Peterson-KFF
Health System Tracker

And THEN – the Pandemic



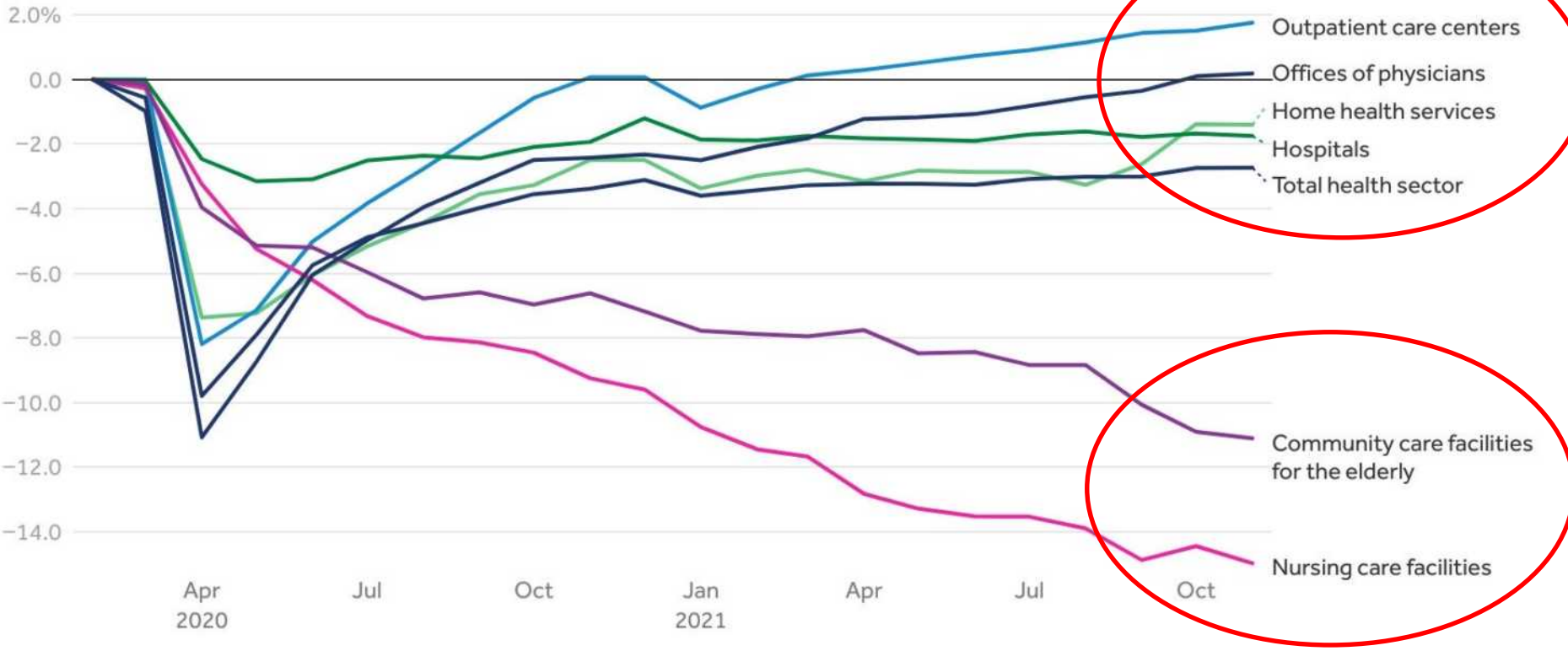
Winners and Losers

Sectors with some of the biggest employment gains and losses from February 2020 to November 2021



Note: Seasonally adjusted
Source: Labor Department

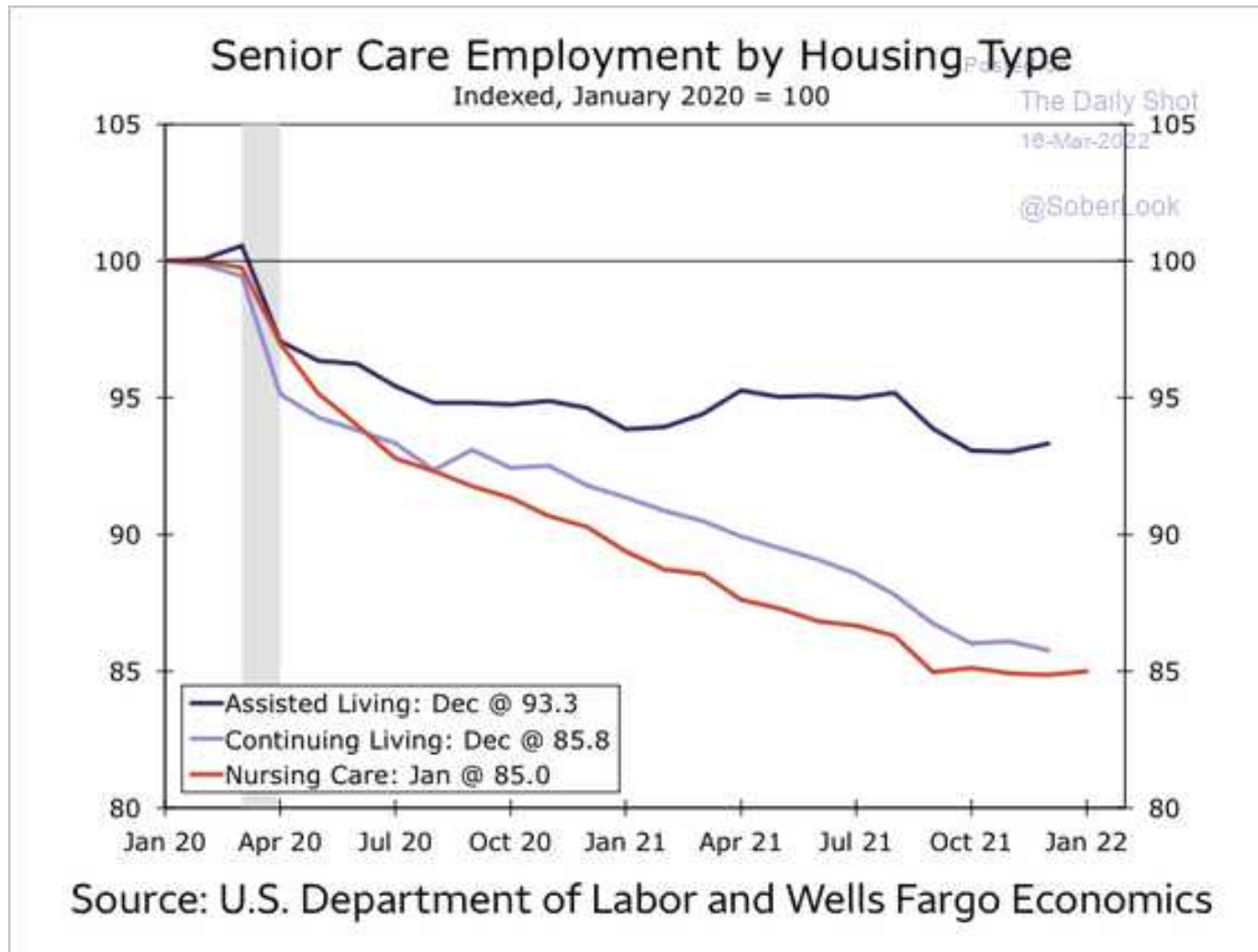
Cumulative % change in health sector employment by setting, since February 2020, seasonally adjusted



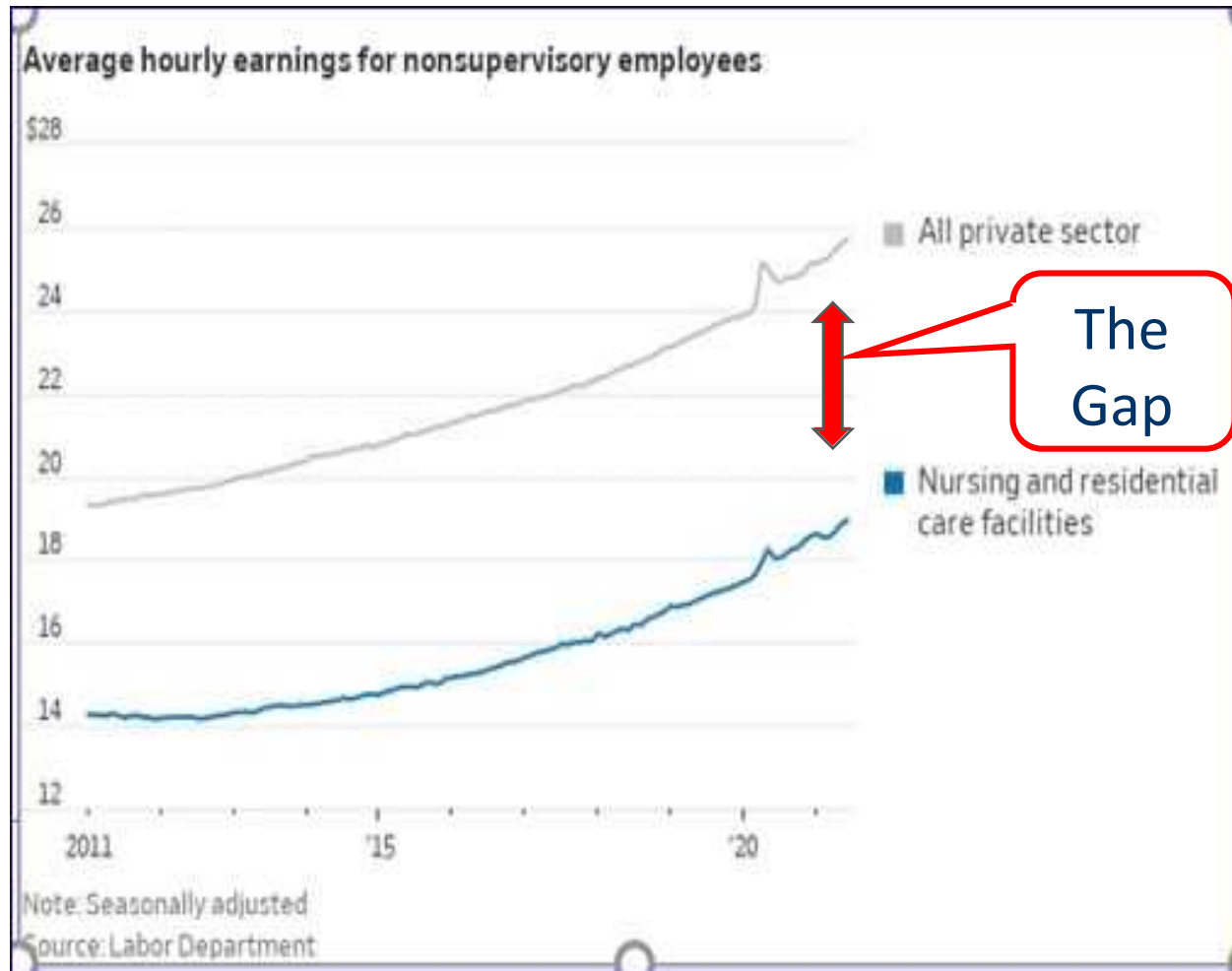
Note: Data for October and November 2021 are preliminary.

Source: Bureau of Labor Statistics Current Employment Survey (CES)

Some LTC employers hurt more than others



Is \$\$\$ the answer? Earnings are up



The “value” of a CNA?

Type	Salary
Hourly	\$13.72
Monthly	\$2,380
Annual	\$28,540

(Source: U.S. Bureau of Labor Statistics)

What is “enough”?

“17% of C.N.A.s live below the poverty line, compared to 9% of all American workers”

Skilled Nursing News October 21 2020.

<https://skillednursingnews.com/2020/10/matros-cn-as-living-below-poverty-line-unacceptable-calls-for-higher-minimum-wage-standards-for-nursing-homes/>

Root Cause Analysis

- **Why the lack of VALUE?**
 - **Ageism**
 - **Ableism**
 - **Sexism**
 - **Racism**

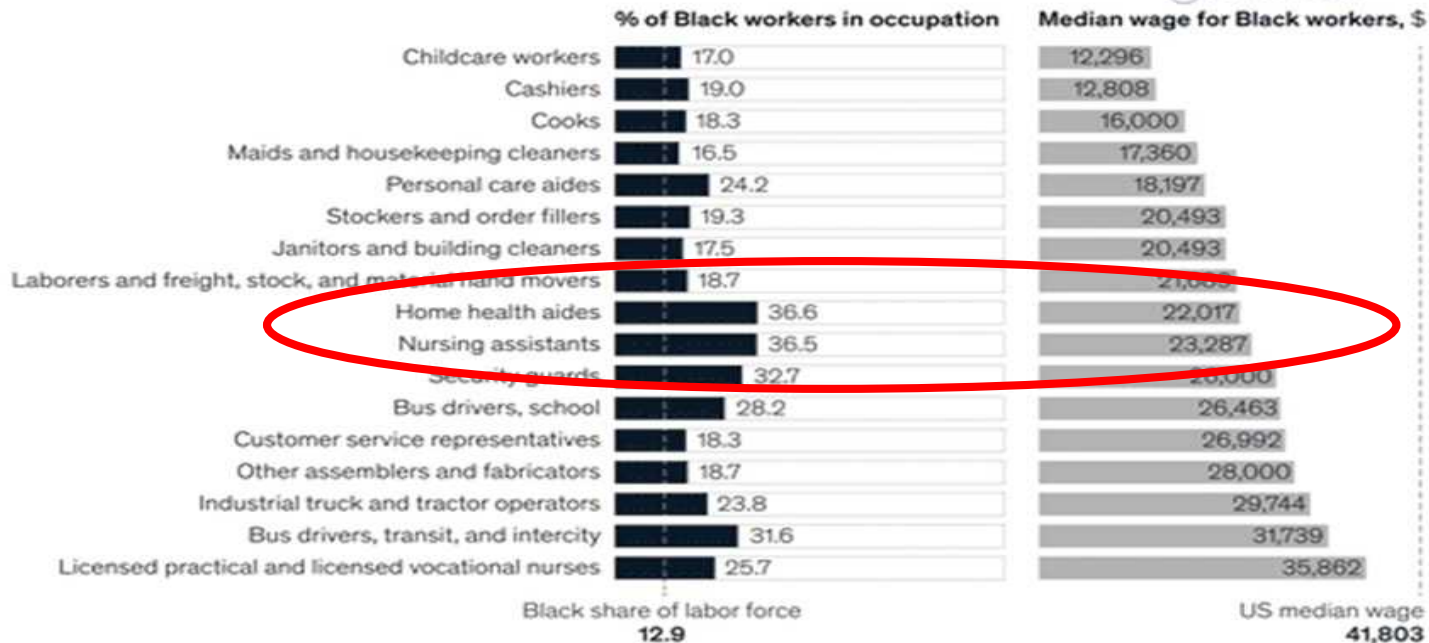
59% of CNAs & 26% of LPNs are PoC

Black workers are disproportionately represented in low-wage occupations today.

Posted on
The Daily Shot
15-Mar-2022

Occupations with a high Black worker concentration

@SoberLook



Source: Current Population Survey, 2019; IPUMS USA, five-year data set (2014-18) from US Census Bureau's American Community Survey; McKinsey Global Institute and McKinsey Institute for Black Economic Mobility analysis.

What do we do now?

- Things BEYOND our control? (“Externalities”)
- Labor markets
- What Amazon or Walgreen’s offer
 - What is WITHIN our control
- Listen
- Learn
- Change



**RETAINING &
RECRUITING
STAFF IN
LONG-TERM
CARE**

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The “best case” response

- **Retain**
 - Keep what you’ve got and / or get better at it
- **Recruit**
 - Get more of the supply of what you need
- **Cultivate**
 - **RELATIONSHIPS**

RETAIN

- To understand how to keep what you have, ask:
 - Why they're leaving
 - Why they've stayed
 - What you can do



RETAIN

- Why they're leaving
 - #1 – RELATIONSHIPS
“She just doesn't listen...”
 - #2 – MONEY / COMPENSATION
“I have to think of my family...”
 - #3 – FEAR / BURNOUT
“Auntie's 86 and lives with us...”
“Can't do this anymore...”

RETAIN – What can we do?

- **Performance Appraisal**
 - ↑ frequency, ↓ complexity
- **Exit interviews**
 - Possible re-hire?
- **Current staff: surveys / interviews**
 - Willingness to recommend / refer
 - Actual referrals
- **Training & Communications**
 - Skills – Listening & Conflict

RETAIN – What can we do?

•Current staff: surveys / interviews

When others ask me about my job, I ... *Please check only one,*

- Urge them to **consider** a job with EMPLOYER.
- Tell them to **possibly consider** a job with EMPLOYER
- Urge them to **never** consider a job with EMPLOYER
- Other (*please explain*)

The “best case” response

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- **RELATIONSHIPS**

RECRUIT

- Who would want to work for you?
- Thinking inside and outside of the boxes

The Long-Term Care Workforce is Predominantly Female and Low Wage; Nearly 4 in 10 are Age 50+ and 1 in 4 are Black



Women



Annual wages less than \$30,000



Age 50+



Black non-Hispanic

Long-Term Care Workforce in 2018 = 4.5 million

RECRUITING – SYSTEMS-BASED



- **Supply**
- **Sourcing / Generating “Leads”**
- **Lead Management / Speed to Offer**
- **On-Boarding**

RECRUITING / SOURCING

- **Sourcing & Generating “Leads”**
- **Best source?**
 - Existing employees
- **Worst source?**
 - Cash incentives

RECRUITING / SOURCING

- **Employee Referrals - Are you currently receiving referrals?**

- **If not, why not. AND...**

1. **Cancel it – publicly**
2. **Recruit 3-4 staff (NOT the usual suspects)**
3. **Generate non-cash incentives / ideas**
4. **Implement – publicly**



RECRUITING / SOURCING

- **Employee Referrals – *WHAT IF...***
 - **If you struggle implementing an employee referral program, you've already answered an important question, even if you don't like the answer**

ASK

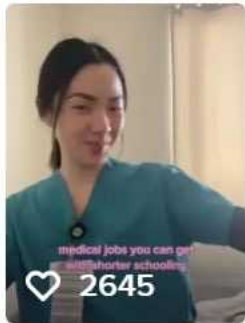
- **What would we need to do to create FANS, AMBASSADORS, or CHAMPIONS?**

RECRUIT - ADS

- What's done now



- Talk to your targets where they ARE



p0tahoes michelle

38.8K views

2.6K Likes, 64 Comments. TikTok video from michelle (@p0tahoes): "whi... which one would you go for? 🤔 #healthcare #healthcareeducation #nursingeducation #cna #cnasoftiktok #hcnw #forupg #nursingstudent #tradeschool #emtsoftiktok..."

🎵 The Spectre

Love Your Job and Your Team Members Too

If you're a C.N.A. and are looking for job satisfaction, support and benefits, join our [redacted] care team today!

For more information, visit:



The “best case” response

- **Retain**

- **Keep what you’ve got and / or get better at it**

- **Recruit**

- **Get more of the supply of what you need**

- **Cultivate**

- **RELATIONSHIPS**

CULTIVATE

- CULTURE

- The dominant and often unspoken rules, which guide individual behavior within groups

- The root-cause

“Culture eats strategy for lunch.”

Peter F. Drucker

CULTIVATE

Eden Alternative's Golden Rule

“As managers treat staff, so shall staff treat elders.”

- Traditional approach
 - Tasks/Compliance with regulations
 - Labor are replaceable
 - Command & control
 - Authority
 - Obedience

CULTIVATE – SYSTEMS & TRAINING

- Include Relationship-Building Skills in Leadership Training
- Conflict Management - Handling confrontations
 - Conflict avoidance is a myth and a disaster
- Empathetic listening
- Building trust

CULTIVATE – SYSTEMS & TRAINING

- Career ladders for CNAs
- Director of Nursing Assistants
- CNA Specialists, with advanced training
 - Skin care
 - Fall prevention
 - Caring for people living with dementia
 - Orientation and training for new staff
 - Family liaison

References / Resources / Endnotes

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Advocates say things will worsen when federal assistance expires in July. ABC News, May 3 2022.
Eli Cahan and Laura Romero. See: <https://abcn.ws/3MW5Gqv>

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