

**RESULTS FROM THE
CUYAHOGA COUNTY
DIRECT CARE WORKFORCE
ORGANIZATIONAL SURVEY**

**Data from year 2003 as reported by respondents to the
Organizational Survey in 2004**

**The Senior Success Vision Council
Long-Term Care Workforce Sub-committee
Cuyahoga County Community College, Lead Agency**

**The Margaret Blenkner Research Institute
Benjamin Rose, Cleveland, Ohio**

Project Team:

Farida Ejaz, PhD, Principal Investigator; David Bass, PhD, Co-Principal Investigator; Brenda Peters, Project Manager;
Wendy Looman, Senior Research Analyst; Julie Rentsch, Research Analyst, Kelly Lutian, Project Assistant, Branka
Primetica, Research Assistant

The Senior Success Vision Council convened a Long-Term Care Workforce Sub-committee to implement changes in practice and policy around direct care worker recruitment and retention in long-term care agencies. Participants include representatives from the Cuyahoga County Department of Senior and Adult Services, the Western Reserve Area Agency on Aging including the PASSPORT and OPTIONS programs, American Red Cross, HealthRays Alliance, AOPHA, OHCA, and other organizations. Cuyahoga Community College Centers for Health Industry Solutions and Applied Gerontology was selected as lead agency to spearhead Sub-committee activities.

The Margaret Blenkner Research Institute (MBRI) of Benjamin Rose, a research center with over 40 years experience researching long-term care issues, was hired to conduct a survey of all long-term care organizations in Cuyahoga County to examine recruitment and retention practices and concerns faced by nursing homes, assisted living facilities, and home care agencies.

This survey was mailed to 161 organizations in the fall of 2004 to collect information about their practices during 2003. Data collection activities, including follow-up mailings, interviewer reminders, and phone interviews, continued through the end of 2004. At the end of the data collection period 75 nursing homes, assisted living facilities, and home care agencies responded to the survey, a 46.6% response rate.

This document is the survey form that was completed by respondent organizations. The results are inserted next to each question. It gives a detailed look at all the data collected (exceptions noted below).

The original survey items are presented in gray, while the data results are bolded for ease of reading. The format of the data responses varies depending on the context of the question. Where appropriate, the average (mean) response is given, such as the average percentage of workers who stay longer than three months or the average number of clients a direct care worker is responsible for per shift. In other cases, the actual total number of responses from all respondents is given, such as how many reported using newspaper classified ads for recruitment, or the number of organizations that offered paid health insurance to full time workers. The percentage of the total responses represented by these numbers is frequently noted as well.

The notation of "N" or "n" means the number of responses collected on each question. While 75 surveys were returned, not every organization completed every question; in addition, there were questions which were applicable only to certain types of organizations, such as just nursing homes or just home care. In these cases, the "n" can help give a sense of scale to the responses given.

There were a few instances in which, because of the relatively small number of responses, the "n" was too small to include in this report. The small number of responses makes interpretation very complex, plus raises the issue of compromising respondents' confidentiality. These items have a blank space with only " – " where numbers would be expected.

It is our hope at MBRI that some of these results can spur discussion among the LTCWI taskforces on their substantive topic areas. We will conduct a second survey this summer to collect data on organizations' experiences for 2004. We hope to compare the ongoing results with the 2003 baseline information to see if the efforts of the LTCWI have impacted local organizations' recruitment and retention.

Cuyahoga County Direct Care Workforce Organizational Survey -- 2003

This survey collects information about organizations that employed direct care workers who helped people with activities of daily living in Cuyahoga County in 2003. Unless specifically stated otherwise, the questions refer to direct care workers, **not** supervisors or other employees who do not directly care for clients or residents.

For this survey, direct care workers are those in a nursing home who might assist residents with grooming, bathing, transferring, dressing, or toileting. In assisted living or home care, it would include workers who do any of those tasks plus other household tasks such as cooking, housekeeping, cleaning, laundry, and running errands.

All questions refer to workers and services in Cuyahoga County in 2003.

“N” or “n” represents the number of organizations.

General Organizational Information for 2003

1. Approximately what percentage of your organization’s clients or residents served was aged 60 or older?

87.5% (n=70) % [if none (0%), please stop here and return the completed consent form and this survey in the provided postage paid envelope. Thank you.]

2. Was your organization part of a chain? (n = 70)

No **51 69.9%**

Yes **22 30.1%**

3. Which of the following types of services did your organization provide in Cuyahoga County? (Check all that apply)

		Name of Organization	Name of Parent Organization (If applicable)
<input type="checkbox"/>	Home Care	26 34.7%	_____
<input type="checkbox"/>	Assisted Living	30 40.0%	_____
<input type="checkbox"/>	Nursing Home (Residential Skilled Nursing / Intermediate Care)	39 52.0%	_____
<input type="checkbox"/>	None of the above	3 4.0%	_____

4. Which category below best characterizes your organization? (n = 70)

For profit **47 67.2%**

Not for profit **20 28.6%**

Public / government **3 4.3%**

Finding Direct Care Employees in 2003

5. Which of the following procedures did your organization use to find direct care workers? (Check all that apply)

60	80.0%	Newspaper Help Wanted ads	37	49.3%	Career days or job fairs
18	24.0%	Newsletters, brochures, other publications	14	18.7%	Speeches at schools or colleges
1	1.3%	Radio or TV commercials	8	10.7%	Speeches to community / religious groups
45	60.0%	Internal job postings	9	12.0%	Ohio Bureau of Employment Services (OBES)
61	81.3%	In-house referrals or word-of-mouth	9	12.0%	Job Training Partnership Act Program (JTPA)
40	53.3%	Bonuses for referring employees	6	8.0%	Employment agencies
33	44.0%	Internet or web sites	11	14.7%	Other: _____

N = 75

Church bulletins, own training, flyers, LEAP, postcard, NATCP class, networking, phone book, Urban League speech, walk-ins, yard sign, yellow pages only.

6. How much difficulty did your organization have in hiring direct care workers to fill vacant positions? (**n = 71**)

1	1.4%	A great deal of difficulty
29	40.8%	Some difficulty
28	39.4%	A little difficulty
13	18.3%	No difficulty

7. How much difficulty did your organization have with direct care workers quitting or being terminated? (**n = 70**)

10	14.1%	A great deal of difficulty
31	43.7%	Some difficulty
26	36.6%	A little difficulty
4	5.6%	No difficulty

8. Approximately how many weeks did it take to fill a direct care worker position?

2.98 Weeks (**n=62**)

Not applicable

9. Approximately what percentage of your newly hired direct care workers stayed employed at your organization longer than the three months?

68.2% (**n=65**)

Not applicable

Your Organization in 2003

Please fill in the blanks only under the type of services provided in Cuyahoga County by your organization in **2003** – Home Care, Assisted Living, or Nursing Home. If an item does not apply to your organization, please write “NA” (for “Not Applicable”) in the blank.

Under each column heading the N shows how many of each type of service provider responded to the survey.

	Home Care N = 27	Assisted Living N = 31	Nursing Home N = 39
10. How many unduplicated clients or residents did your organization serve?	241.22 (n=18) 2-891 range	64 (n=19) 6-145 range	225.7 (n=25) 10-617 range
11. Approximately what percentage of your clients or residents were members of a minority group? (African American, Asian American, Hispanic, etc.)	42.5 % (n = 23)	12.0 % (n=21)	32.2 % (n=29)
12. Approximately what percentage of your clients or had services reimbursed through the following?			
a. Medicaid	46.7 % (n=20)	0 % (n=9)	63.8 % (n=32)
b. Medicare	23.8 % (n=15)	17.7 % (n=11)	16.8 % (n=30)
c. Private Pay	41.9 % (n=17)	96.0 % (n=21)	18.5 % (n=31)
d. Other (specify)	19.83 % (n=10)	35.0 % (n=6)	7.3 % (n=14)
	County, Insurance, Kaiser members – non medical, LTC insurance, OPTIONS, Holocaust survivor, private insurance, Title III	MCR HMOs, RSS, RSS, Wraparound	Hospice, VA, LTC insurance, Managed care, Qualchoice
13. On average, what numbers of clients or residents are assigned to each direct care worker per shift?	Clients	Clients	Clients
a. Day / first shift	2.6 (n=16)	11.6 (n=23)	9.4 (n=33)
b. Evening / second shift	2.3 (n=15)	13.0 (n=23)	10.3 (n=32)
c. Night / third shift	2.2 (n=11)	20.5 (n=23)	12.7 (n=32)
14. What was the minimum number of hours a direct care worker had to work per week to be considered a full time employee?	35.8 Hours (n=22)	34.7 Hours (n=24)	33.6 Hours (n=34)
15. What was the minimum number of hours a direct care worker had to work per week to be eligible to for at least some benefits?	29.3 Hours (n=15)	27.4 Hours (n=22)	26.6 Hours (n=31)
16. Approximately what percentage of your direct care workers received at least some benefits?	65.0% (n=15)	66.7 % (n=17)	71.3% (n=24)
17. Did your direct care workers belong to a union?	14.3% Yes (n=3)	7.4% Yes (n=2)	30.3% Yes (n=10)
18. If any of your employees belonged to a union, how many hours per week did they need to work to belong to the union?	32.0 Hours (n=2)	19.0 Hours (n=2)	21.1 Hours (n=9)
19. Were any of your direct care workers required to work mandatory overtime?	1100% No (n=19)	100% No (n=27)	94.1% No (n=32)

Please fill in the blanks only under the type of services provided in Cuyahoga County by your organization in 2003 – Home Care, Assisted Living, or Nursing Home – for each type of direct care worker who served your organization. If an item does not apply to your organization, please write “NA” (for “Not Applicable”) in the blank.

Under each column heading the N shows how many of each type of service provider responded to the survey. Blank cells indicate too little data to include.

	Home Care N = 27	Assisted Living N = 31	Nursing Home N = 39
20. What was the <u>minimum</u> hourly rate for the following types of direct care workers at your organization?			
a. Workers employed full or part time by your organization	\$8.85 (n=22) \$7.00 – \$13.80	\$8.00 (n=25) \$6.02-\$10.00	\$8.63 (n=33) \$6.81-\$10.11
b. Individual independent contract workers	--	--	--
c. Workers who are employees of an external employment agency	--	--	\$18.44 (n=7) \$11.00 - \$35.00
21. What was the maximum hourly rate for the following types of direct care workers at your organization?			
a. Workers employed full or part time by your organization	\$11.67 (n=21) \$8.25 - \$28.00	\$12.99 (n=19) \$7.80-\$32.00	\$15.11 (n=29) \$9.50-\$32.00
b. Individual independent contract workers	--	--	\$17.20 (n=5) \$10.00-\$30.00
c. Workers who are employees of an external employment agency	--	--	\$31.39 (n=5) \$19.00-\$48.00
22. About what percentage of your direct care workers were members of a minority group (African American, Asian American, Hispanic, etc.)?	64.4 % (n=23)	50.7% (n=24)	72.1 % (n=33)
23. About how much did your organization spend in total on direct care workers employed by an external employment agency or agencies?	--	--	\$49,818.50 (n=14)

Blank cells indicate too little data to include.

	Home Care			Assisted Living			Nursing Home		
	Full time	Part Time	PRN	Full time	Part Time	PRN	Full time	Part Time	PRN
24. How many immediate supervisors of direct care workers did your organization have?	4.1 (n=23)	2.9 (n=10)	2.0 (n=7)	2.8 (n=20)	2.0 (n=14)	2.0 (n=9)	10.0 (n=26)	4.0 (n=27)	4.3 (n=15)
25. How many total direct care worker positions (unduplicated) were:									
a. Budgeted for 2003	--	--	--	--	--	--	--	--	--
b. On the payroll on 12/31/03	--	--	--	--	--	--	--	--	--
c. Hired	--	--	--	--	--	--	--	--	--
d. Quit	--	--	--	--	--	--	--	--	--
e. Fired or terminated	--	--	--	--	--	--	--	--	--

Benefits in 2003

This section asks about benefits offered to your organization's direct care workers. Please check the boxes for each benefit offered to your direct care workers **in 2003** under the type of services provided by your organization – Home Care, Assisted Living, or Nursing Home in Cuyahoga County only. If your organization did not offer a listed benefit, please mark "NA" (for "Not Applicable") next to the check box for that item.

26. What benefits were offered to direct care employees?

	Home Care N = 27		Assisted Living N = 31		Nursing Home N = 39	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
a. Paid sick leave for employee	37.0%	22.2%	77.4%	48.4%	82.1%	56.4%
b. Paid sick leave to care for a family member	22.2%	7.4%	51.6%	35.5%	46.2%	25.6%
c. Paid holidays off	30.8%	14.8%	74.2%	38.7%	79.5%	46.2%
d. Paid vacation days	66.7%	14.7%	83.9%	58.1%	87.2%	64.1%
e. Paid personal days	48.1%	29.6%	58.1%	38.7%	76.9%	53.8%
f. Paid bereavement days	51.9%	25.9%	80.6%	41.9%	76.9%	48.7%
g. Extra pay for working holidays	66.7%	48.1%	67.7%	58.1%	71.8%	56.4%
h. Retirement or pension plan	42.3%	23.1%	58.1%	32.3%	82.1%	30.8%
i. Fully paid health insurance for employee	18.5%	3.7%	16.1%	3.2%	10.3%	2.6%
j. Partly paid health insurance for employee	42.3%	26.9%	77.4%	29.0%	79.5%	25.6%
k. Fully paid health insurance for employee's family	7.7%	0%	0%	0%	2.6%	0%
l. Partly paid health insurance for employee's family	38.5%	15.4%	64.5%	25.8%	76.9%	23.1%
m. Long term disability insurance	23.1%	11.5%	25.8%	6.5%	46.2%	17.9%
n. Short term disability insurance	19.2%	11.5%	58.1%	19.4%	74.4%	28.2%
o. Life insurance	38.5%	19.2%	74.2%	32.3%	87.2%	38.5%
p. Transportation subsidy or assistance	38.5%	23.1%	6.5%	6.5%	12.8%	12.8%
q. Child care subsidy or assistance	3.8%	3.8%	9.7%	9.7%	12.8%	12.8%
r. Uniform allowance	15.4%	11.5%	19.4%	12.9%	30.8%	20.5%
s. Tuition reimbursement	30.8%	11.5%	54.8%	29.0%	71.8%	25.6%
t. GED program	3.8%	3.8%	3.2%	3.2%	12.8%	5.1%
u. Hiring bonus	15.4%	23.1%	16.1%	9.7%	33.3%	17.9%
v. Good attendance bonus	23.1%	11.5%	45.2%	32.3%	56.4%	38.5%

27. Did the level of benefits provided to direct care workers depend on the number of hours per week worked?

44 75.9% Yes

Other Organizational Strategies in 2003

Please check the boxes for each strategy available for retaining direct care workers at your organization in 2003 under the type of services offered by your organization – Home Care, Assisted Living, or Nursing Home in Cuyahoga County only. If your organization did **not** use a listed retention strategy, please mark “NA” (for “Not Applicable”) next to the check box for that item.

28. Which of the following strategies did your organization use to retain direct care workers?	Home Care N = 27	Assisted Living N = 31	Nursing Home N = 39
a. Annual cost of living wage increase	44.4%	46.9%	53.8%
b. Increase in wages based on length of employment	48.1%	43.8%	43.6%
c. Increase in benefits based on length of employment	11.1%	19.4%	28.2%
d. Increase in paid days off based on length of employment	30.8%	62.5%	61.5%
e. Job title change based on length of employment	0%	9.4%	5.1%
f. Increase in wages based on worker performance	44.4%	53.1%	50.0%
g. Bonus based on worker performance	23.1%	21.9%	17.9%
h. Title changes for advancement within a job category, like STNA1 to STNA2	14.8%	3.1%	13.9%
i. Wage increase for advancement within job category	26.9%	19.4%	28.2%
j. Permanent assignment to specific clients	48.1%	12.5%	30.8%
k. Worker input in planning own work schedule	66.7%	40.6%	46.2%
l. Policy mandating involving worker in developing client care / service plan	25.9%	19.4%	35.9%
m. Designated staff person to help with worker’s personal problems	34.6%	43.8%	43.6%
n. Designated staff person to help with worker’s work-related problems	59.3%	43.8%	51.3%
o. Employee Assistance Program (EAP)	25.9%	37.5%	46.2%
p. Paid time to attend training beyond mandatory requirements	37.0%	37.5%	50.0%
q. Training sessions paid by employer	55.6%	68.8%	79.5%
r. Initial period of observing other workers provide client care (shadowing)	51.9%	62.5%	74.4%
s. One-on-one training by experienced peer (mentoring)	48.1%	65.6%	61.5%
t. Training to become a mentor	7.4%	15.6%	30.8%
u. Leadership training for supervisors	34.6%	46.9%	50.0%
v. Career ladder advancement programs, like STNA to LPN	18.5%	31.3%	30.8%