

THE PHI QUALITY CARE THROUGH QUALITY JOBS APPROACH

Designing Training and Support Programs for Direct-Care Workers and the People They Assist



Workforce Development and Curriculum Design Services

PHI

Quality Care
THROUGH
Quality Jobs

Strengthening the direct-care workforce for the 21st century

PHI partners with employers; policymakers; training organizations; and workforce, aging, and disability advocates to improve the quality of direct-care jobs as well as the value these workers bring to the industry. We believe that better jobs will improve the quality of care for elders and people with disabilities who rely on long-term services and supports.

Our Workforce and Curriculum Development team is highly regarded for its commitment to creating dynamic learning opportunities that engage diverse learners and enhance employee success. With over two decades of experience, we offer services in the following areas:

- Workforce Development
- Curriculum Design
- Consumer-Directed and Family Caregiver Services
- Train-the-Trainer Programs

New employees trained through PHI's entry-level home health aide curriculum were more than twice as likely to be on the job at three months and two-thirds more likely to be retained at six months compared to those hired before PHI interventions.

— Visiting Nurse Service of New York, Center for Home Care Policy & Research, from an independent evaluation of PHI's Homecare Aide Workforce Initiative



Our Services

Workforce Development

PHI designs entry-level and advanced trainings for direct-care workers that improve educational and employment outcomes as well as customer satisfaction.

Among our core workforce development services are:

Entry-Level Training Program Design

Program design involves more than a good curriculum and training course. Our services include designing recruitment and selection strategies, quality adult learner-centered teaching programs, and on-the-job supports—including peer mentor programs—that support workers in becoming reliable, quality caregivers.

Career Ladders/Lattices Development

The growth of the direct-care workforce requires that direct-care workers become a more valued asset within the health care system, contributing to both improved quality and efficiency. PHI worked with the U.S. Department of Labor to develop a national apprenticeship program for home care aides and is continuing to develop model career pathways for direct-care workers.

Training Systems Design

In collaboration with PHI policy experts, we advise state and federal policymakers on updating their training and credentialing systems to create articulated career pathways, ensure competency, and provide flexibility for direct-care workers to move between long-term settings.

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The PHI Sectoral Approach to Workforce Development

PHI is the nation's leading expert on the direct-care workforce. Our high-investment/low-turnover/high-return strategy—also known as the *quality care through quality jobs* approach—has become a national model of successful sectoral workforce development.

The need...

Health care is among the economy's fastest-growing sectors. And within the health care sector, the fastest-growing jobs are for direct-care workers—the personal care aides, home health aides, and nursing assistants who provide services and supports to elders, people with disabilities, and those with chronic conditions. These workers are critical to managing the health care and support needs of millions of Americans and their families.

Direct-care jobs are often dismissed as low-skilled, dead-end positions, yet our economy is projected to need nearly 5 million of these workers by 2022. One in twelve low-wage workers provides direct care, making these workers vital to the economic health of low-income communities.

The opportunity...

Rethinking how this workforce is recruited, trained, and supported is critical to effective and efficient delivery of daily personal care and support to millions of Americans wherever they live, work, or play.

Our Services *continued*

Curriculum Design Services

PHI is nationally recognized for our skills-based approach to developing core competencies, including communication and problem solving. Our instructional methods engage adult learners who may face multiple barriers to learning—for example, poor English literacy skills, learning disabilities, or little formal education.

Some of our more recent products include:

- A model entry-level home health aide curriculum, piloted by three UJA-Federation of New York home care agencies. Lead funding for this project was provided by the Harry and Jeanette Weinberg Foundation.
- An enhanced entry-level training curriculum for home care aides at four Chicago home care agencies. Support for this project comes from a partnership of foundations.
- A customized curriculum to train experienced home care workers for advanced home health aide roles. This project is funded through New York State's Balancing Incentive Program.

To advance our Fall Prevention work, we partnered with PHI to design a curriculum for home health aides to increase their awareness of risks for falling and empower them to address these risks with their clients or supervisors. We were especially pleased with PHI's adult learner-centered approach that fully engaged the participants and that we believe will make a difference in the safety of their clients.

— **Lynn Beattie**
Vice President, Injury Prevention
Center for Healthy Aging
National Council on Aging
Washington, DC

- An in-service curriculum for building person-directed caregiving skills funded by the SCAN Foundation for the state of California's nursing facilities.

You can review these resources at www.PHInational.org/curricula.

We offer a full range of curriculum design services, including:

Curriculum Development

We design engaging, activity-based curricula for entry-level, in-service, and advanced trainings for nursing assistants, home health aides, and personal assistants. Our facilitator guides provide step-by-step instructions for trainers and easy-to-understand handouts for trainees with language and literacy challenges.

Evaluation Design

We develop appropriate evaluation tools to assess learning and on-the-job transfer of skills.

Competency-Based Standards Analysis

The PHI team is experienced in analyzing and articulating competencies necessary to specific work-related tasks and will work with you to design curricula around these competencies.



Adult learner-centered curricula available *only* from PHI

PHI has developed its own, nationally recognized core curricula for entry-level personal care assistants and home health aides, as well as a peer mentor training program. These products have helped many organizations across the country improve their training and support for direct-care staff.

We work with you to adapt these training programs to meet your needs and to train *your* trainers in the adult learner-centered approach that is essential to successfully delivering our trainings.

- Providing Personal Care Services to Elders and People with Disabilities: A Model Curriculum for Direct-Care Workers

This 77-hour entry-level curriculum introduces trainees to all long-term care settings *and* to the full range of personal care and communication skills they need to be successful in providing person-centered care.

- Providing Home Care Services
—A Learner-Centered Curriculum for Home Health Aide Certification

This curriculum builds on our entry-level “Providing Personal Care Services” training materials and can be custom designed to help your organization meet the specific needs of your trainees as well as federal and state certification standards.

- Peer Mentoring—A Workshop Series for Direct-Care Workers in Home and Residential Care

This training emphasizes core communication and problem-solving skills that teach experienced employees (mentors) the skills they need to support new employees, resulting in improved retention and care outcomes.

Learn more... To further explore PHI curricula, visit www.phinational.org/curricula.

One of the strengths of PHI’s “Personal Care Services” curriculum is its focus on adult-centered learning. The interactive presentations, small group exercises, and hands-on activities help to foster a unique learning environment that is instrumental to the way adults learn. Students walk away from the training feeling confident that they have the skills to be a competent direct-care worker.

— Margy Baran
Executive Director,
IHSS Consortium,
San Francisco, CA



Our Services *continued*

Consumer-Directed and Family Caregiver Support Services

PHI provides program design and curriculum development consultation to agencies and organizations that support family caregivers and people with disabilities who direct and manage home care services on their own. This consumer-directed service delivery model has become increasingly popular. To be successful, however, consumers need skill-based training that helps them negotiate the complexities of employing their own support staff, who in some cases are family members.

The customized training programs we offer to enhance your consumer-directed care initiatives include:

Recruiting, Hiring, and Supervising Personal Assistants

This three-part training program for people with disabilities and their surrogates enables participants to learn and practice the skills they need to successfully employ personal assistants. This program is also offered in a train-the-trainer format to agencies supporting self-directed consumers.

Relationship Building for Family and Paid Caregivers

This communication and problem-solving skills training program for family and paid caregivers strengthens their mutual caregiving relationships.

Peer Support Program

This program provides people with disabilities the training they need to develop communication,

problem-solving, and other skills to support their peers in managing transitions from institutional to community-based care and learning how to effectively supervise personal assistants.

Train-the-Trainer Programs

Few trainers in long-term care settings are familiar with adult learner-centered teaching methods. This interactive form of education has proven to be highly successful with trainees facing language and literacy barriers. PHI recommends that trainers planning to use a PHI curriculum attend an introductory train-the-trainer workshop.

Workshops

Our train-the-trainer workshops orient trainers to the content they will be teaching and to the adult learner-centered training approach. Usually lasting two or three days, these workshops provide an opportunity to receive intensive coaching on how to engage learners with interactive activities.

On-Site Support

Following participation in an educator's train-the-trainer orientation workshop, clients may contract for additional support from PHI. PHI consultants, for example, can co-facilitate an initial training with your trainer(s), help you assess your support needs, or provide ongoing coaching services for your staff educators.

Download our free guide: *Adult Learner-Centered Training: An Introduction for Educators in Home and Residential Care* at www.phinational.org/curricula

With a long, solid history as one of the leading champions for the direct-care workforce, PHI brings invaluable knowledge and experience to the development of direct-care workforce training programs. With the population aging, a health workforce shortage, and a national call for better care at lower costs, the need for PHI's services has never been more clear.

— Clare Luz, PhD

Assistant Professor; Lead Evaluator, Geriatric Education Center of Michigan, Michigan State University

Why Choose PHI...

...to Support Your Workforce Development and Training Initiatives?

- PHI training programs—by building knowledge, skills, and confidence—improve the success rate of new employees and reduce turnover, especially during the crucial early months of employment.
- Recent studies show that employees often lack the interpersonal communication and problem-solving skills necessary to successful employment. Recognizing the importance of these skills, PHI integrates skill building in these areas into all our training programs.
- Your customers will recognize the difference. One of our clients reported a family member asking, “What kind of program do you have for teaching communication? Whatever it is, keep doing it!”
- PHI is the nation’s leading expert on the direct-care workforce. Combined with our world class trainers and curriculum designers, we bring the expertise you need to build high-quality training programs.

Getting Started

To find out more about how we can help your organization succeed in your workforce development and training initiatives, visit:

www.PHInational.org/workforce

To speak with a member of our Workforce and Curriculum Development team contact Peggy Powell at ppowell@PHInational.org or, 718-402-7463.

You should also know...

PHI provides a full range of staff development and change management services for home care agencies and nursing homes that are changing the way they deliver care. Our signature methodology, The PHI Coaching Approach®, has been instrumental in helping a range of organizations across the country meet the many challenges of implementing person-centered cultures. See www.PHInational.org/consulting to learn more.



We have partnered with PHI for two decades in developing and refining our nationally recognized training program. Most importantly, PHI helped us to integrate the teaching of communication and problem-solving skills with core personal care and clinical skills in order to ensure that graduates are prepared to build strong caregiving relationships.

— **Gloria Pichardo, RN**

Vice President of Clinical Services
Cooperative Home Care Associates
Bronx, NY



PHI (www.PHInational.org) believes that quality training for direct-care workers is critical to providing quality care for America's elders and people with disabilities. We have received national recognition for our training expertise, serving as a national technical assistance provider for the CMS National Direct Service Workforce Resource Center, and a partner on the federal Personal and Home Care Assistance Services Training (PHCAST) demonstration grants in California, Michigan, Massachusetts, and North Carolina. PHI is also leading the Care Connections Project, an examination of advanced aide roles that is part of New York State's Balancing Incentive Program, an initiative funded by CMS to improve quality of Medicaid-funded long-term supports and services.

Our Team



The PHI Workforce and Curriculum Development team is led by Peggy Powell, who has over 25 years of experience designing training for direct-care workers. Peggy is the co-author of several training-related publications, including *Training Quality Home Care Workers*, *Adult Learner-Centered Training: An Introduction for Educators in Home and Residential Care*, and numerous entry-level and advanced curricula for home care aides and nursing assistants.



With over two decades of experience in program management and training for direct-care workers, P. Afeefa Murray is the PHI Workforce Development Training Consultant. She works with long-term care organizations to strengthen the capacity and skills of direct-care workers to provide high-quality, person-centered care. Afeefa also provides training for consumer employers to improve their ability to manage and guide personal care assistants.



Jill Tabbutt-Henry is the PHI Senior Curriculum Developer. With over two decades of experience in community health education, Jill brings to her curriculum development work a deep understanding of the adult learner-centered approach to teaching, ensuring that PHI curricula successfully meet the needs of all learners.



PHI Production Manager and Curriculum Writer Akiko Takano is an experienced writer and editor, with a deep commitment to improving jobs for direct-care workers. Before arriving at PHI, Akiko was Deputy Director of Communications at the Medicare Rights Center.

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