



**PHI**

QUALITY CARE  
THROUGH  
QUALITY JOBS



The  
Direct Care  
Workforce

**YEAR IN REVIEW**

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PHI works to transform eldercare and disability services. We foster dignity, respect, and independence for all who receive care, and all who provide it. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.

# The Year of the Great Idea

What are the characteristics of a great idea? Does it solve a widespread problem that seemed intractable? Does it help decision-makers see the larger picture and connect all the dots? **Does it inspire a community or a sector to act decisively—drawing people out of the well of defeatism?**

In 2018, we saw many great ideas take hold for direct care workers—a workforce that has long served as the paid frontline of long-term care and as a lifeline for millions of people. Unfortunately, the poor quality of direct care jobs continues to drive away workers, threatening the availability of supports for older people and people with disabilities.

Here are some of the great ideas that emerged in 2018:

- **Home care providers in Minnesota and Wisconsin** co-launched initiatives to improve home care jobs across their states, particularly in rural areas.
- **Throughout the country**, advocates successfully moved policy measures to improve recruitment and retention, strengthen data collection, invest in geriatrics training, and bolster the supports offered by family caregivers and volunteer caregivers—among other successes.
- **Organizations published a range of reports** related to direct care, while journalists deepened their investigation of this workforce,

writing about sexual harassment, transportation barriers, and the effects of anti-immigrant sentiment on workforce supply, to name a few.

- **Our award-winning #60CaregiverIssues campaign came to an end**, after generating headline after headline on the workforce shortage in home care, and rightfully positioning these workers at the center of the national discourse.

But we need more great ideas. Direct care workers deserve jobs that properly reflect the central role they play in our country's care system. Older people, people with disabilities, and their families need quality supports. And long-term care merits a larger investment with greater equity and access.

We're a long way from achieving this reality—but the next great idea will move us one step closer.



# A Growing Yet Neglected Workforce

The direct care workforce expands every year—a trend spurred largely by the persistent growth in the number of older adults and increased longevity in the general population. Unfortunately, the quality of direct care jobs hasn't improved commensurate to this expansion, which forces many workers to leave the sector and leaves clients stranded without support. **Here's the latest data on this critical workforce.**

## KEY FACTS

- The direct care workforce totaled **4.3 million in 2017.**
- The home care job is among the fastest-growing occupations and will add **1 million** jobs between 2016 and 2026—more than any other single occupation.
- Adjusted for inflation, wages for home care workers have remained stagnant in the last decade: **\$10.66** in 2007 and **\$11.30** in 2017.
- Nursing assistants are **more than three times** likelier to experience injuries on the job than the typical U.S. worker.
- **One in four** direct care workers is an immigrant—totaling **1 million nationwide.**

**KEY DEMOGRAPHICS**

**HOME  
CARE  
WORKERS,  
2016**

**NURSING  
ASSISTANTS IN  
NURSING  
HOMES, 2016**

**TOTAL**

**2.1 M | 600,000**

**MEDIAN AGE**

**47 | 37**

**% WOMAN**

**87% | 91%**

**% PEOPLE OF COLOR**

**60% | 55%**

**MEDIAN WAGE**

**\$11.03 | \$12.84**

**% PART TIME / YEAR**

**40% | 24%**

**MEDIAN INCOME**

**\$15,100 | \$21,200**

**% IN POVERTY**

**19% | 15%**

## What is a Direct Care Worker?

Direct care workers assist older adults and people with disabilities with daily tasks, such as dressing, bathing, and eating. Direct care workers include personal care aides, home health aides, and nursing assistants. Personal care aides also help their clients with housekeeping and might assist them with errands, appointments, and social engagements outside of the home.

Home health aides and nursing assistants also perform clinical tasks, such as blood pressure readings and assistance with range-of-motion exercises.



### IMMIGRANTS IN DIRECT CARE

Immigrants are a valuable part of the direct care workforce—both now and in the future—yet they have faced intensifying scrutiny in recent years as the climate has become more hostile on immigration. Here are three ways for long-term care leaders to support this segment of the workforce:

1. **Generate new studies on this sector**
2. **Promote culturally and linguistically competent workforce supports**
3. **Form community partnerships with immigrant-focused organizations**

SOURCE: PHI. *Immigrants and the Direct Care Workforce: 2018 Update*. Bronx, NY: PHI, 2018; PHI. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI, 2018; PHI. *U.S. Nursing Assistants Employed in Nursing Homes: Key Facts*. Bronx, NY: PHI, 2018.

# Practical Guidance for Employers

Across the country, home care providers are struggling to hire the right candidates, find enough workers to fill cases, and keep strong employees in these roles. Recognizing that the home care job needs a sector-wide transformation to remain attractive, how can long-term care employers better recruit and retain home care workers? **We have some ideas.**



## Growing a Strong Direct Care Workforce<sup>1</sup>

In 2018, we published a guide to support long-term care employers in their recruitment and retention efforts. Here are 10 strategies described in this guide:

1. Recruit the Right Staff
2. Improve the Hiring Process
3. Strengthen Entry-Level Training
4. Provide Employment Supports
5. Promote Peer Support
6. Ensure Effective Supervision
7. Develop Advancement Opportunities
8. Invite Participation
9. Recognize and Reward Staff
10. Measure Progress

## Expanding the Labor Pool

The typical direct care worker is a woman in her late 30s or early 40s. To ensure enough direct care workers in the years ahead, this sector must attract a more diverse labor pool. Here are three workforce segments that hold potential:

- **Younger workers.** The U.S. labor force includes 31 million younger workers aged 18 to 24. This demographic makes up 16 percent of the direct care workforce.<sup>2</sup>
- **Older workers.** Roughly one in four direct care workers is aged 55 and older, many of whom bring significant work and life experience to these roles.<sup>3</sup>

- **Men.** Men make up roughly half of the U.S. labor force yet only 14 percent of the labor force. Many men connect their experiences as family caregivers to direct care.<sup>4</sup>

## Did you know?

- One in four Americans will be aged 65 and older in 2060.
- More than half of this population will need long-term care at some point.
- Home care will add more than one million jobs between 2016 and 2026.
- Turnover in this sector generally ranges from 45 to 60 percent.
- The estimated cost for replacing a direct care worker is \$2,200.



1. PHI. 2018. *Growing a Strong Direct Care Workforce: A Recruitment and Retention Guide for Employers*. Bronx, NY: PHI.

2. PHI. 2018. *Younger Workers and the Direct Care Workforce*. Bronx, NY: PHI.

3. PHI. 2018. *Older Workers and the Direct Care Workforce*. Bronx, NY: PHI.

4. PHI. 2018. *Men and the Direct Care Workforce*. Bronx, NY: PHI.



PHI's Anna Ortigara and Cean Eppelheimer (back, left to right) facilitated a training for the providers participating in PHI's multi-year initiative to improve home care jobs in Minnesota. Graduates of the training left the week of education with the ability to teach coaching supervision and coaching communication to their staff, improving workplace culture and the quality of their jobs.



# The Rural Home Care Dilemma

As in many other parts of the country, Minnesota and Wisconsin are facing a severe shortage in home care workers that threatens to worsen. Complicating this problem are the unique challenges of delivering home care to rural parts of these states, where health-related resources are thinner, and the “care gap” between older people and available workers grows larger every year. **Nevertheless, a solution is on the horizon.**

## Elevating the Role of the Home Care Worker

To meet the growing demand for care statewide, and to support workers in making ends meet, the quality of home care jobs must be transformed. “Elevating the role of the aide” in the home care system—training and supporting them to have more expansive roles in this sector—is a critical strategy for improving this sector. Advanced roles and proper training can lead to improved job satisfaction and retention among home care workers, and to higher quality care for consumers.

## A Multi-Year Intervention, a National Solution


PHI has brought together various leading home care providers in Minnesota and Wisconsin to implement a large-scale solution to the growing workforce shortage in home care. Over the next year, PHI is working with these providers to implement various interventions: advanced roles, coaching supervision, e-learning and entry-level training, and a range of recruitment and retention strategies. What is our aim? To transform this sector and create a model that informs rural home care strategies around the country. Rural residents deserve better.

### INITIATIVE PARTNERS




# In Their Own Voices

Our home care initiatives in Wisconsin and Minnesota speak to the importance of home care workers to older people and people with disabilities across the state, the long-term care system, and the broader economy. But nothing demonstrates more the value of these jobs than the voices of workers themselves. **Here's what they had to say about their roles.**



"Being a home health nurse means you have to think outside the box. You care for a whole family, not just a patient."

— Barb Bull, Minnesota Registered Nurse Case Manager



"Caring for others means so much more than what I do. It gives others independence and choice. They are able to make an impact on our community because of what I do....That's what caregivers do; they understand others and help them to be the person that they are."

— Sam, Home Care Specialist, Wisconsin

"I learned from my clients that every day is beautiful and they live their lives to the fullest with a little help from their caregivers. They need to know that they can trust you with their well-being."

— Becky Boldt, Program Manager and Care Giver, Wisconsin

"Making them smile, laugh, carrying on conversations, encouraging them to be independent, and helping them stay at home as long as possible—these are all things I love about my job."

— Janet Wilkins, Home Health Aide, Minnesota

"I have dedicated my adult life to the health care field and it's a very rewarding and helpful job in more ways than one."

— Prema Friedlein, Program Manager/Caregiver, Wisconsin

"The impact of being a caregiver was not immediate for me. After about a month, I got it.... If you are new to caregiving... give yourself a chance to understand and feel the difference you can make in another person's life, and the difference they can make in yours."

— Lynn Jenkins, Care Giver, Wisconsin

"...becoming a Home Care Specialist has changed my life. Meeting new people almost every day has given me a new perspective...I teach my kids about awareness and that everyone has a story they could learn from."

— Priscilla, Home Care Specialist, Wisconsin



# From Defense to Strategic Offense

The federal landscape is essential to the direct care workforce. It shapes how these workers are compensated, trained, and supported, as well as the extent to which the long-term services and supports system is properly structured and funded. This year, a variety of developments related to direct care workers went virtually unnoticed in the public eye, obscured by more dramatic stories. **Here's what you missed.**

## 6 Key Moments in 2018

### 1 JANUARY

**Family Caregivers.** Direct care workers play a key role in supporting family caregivers, many of whom are saddled with the financial and psychological costs of providing unpaid care. In January, Congress passed the RAISE Family Caregivers Act, which will devise a national strategy to support family caregivers.

### 2 MAY

**Eldercare Training.** Direct care workers are a key segment of the eldercare workforce, which could benefit from improved geriatrics training. In May, the Geriatrics Workforce Improvement Act was introduced in the Senate, paving the way for strengthening the health care sector's ability to support older Americans.

### 3 JULY

**Geriatrics Funding.** Geriatrics workforce enhancement programs train health care professionals on how to support older people. In July, the U.S. House of Representatives passed the Educating Medical Professionals and Optimizing Workforce Efficiency and Readiness (EMPOWER) Act, which would continue funding for these programs, including ones based in home and community-based settings and nursing homes.

### 4 JULY

**Weakening Health Care.** In the four years after the Affordable Care Act became law, half a million direct care workers obtained health coverage. This year, the Trump administration continued to tear at this legislation by de-funding and legally challenging key elements, such as ACA navigators and the "individual mandate," among others.

### 5 SEPTEMBER

**Punishing Immigrants.** One in four direct care workers is an immigrant, and because of low-paying jobs, 52 percent access public benefits to survive. In September, the U.S. Department of Homeland Security announced they could begin denying lawful permanent residence to immigrants who access certain public benefits.

### 6

**Supporting Volunteers.** Older people and people with disabilities rely on various people for support—from direct care workers to family caregivers, and more. In September, the U.S. House of Representatives provided \$5 million in funding to support Care Corps grants, which would create a caregiving volunteer program that provides non-medical services to people in need.

## Amy York and Brett McReynolds, EWA

The Eldercare Workforce Alliance (EWA) is a group of 31 national organizations representing consumers, family caregivers, the direct care workforce, and health care professionals. EWA's Amy York and Brett McReynolds shared their personal reflections on the federal landscape and what it means for direct care workers and the full eldercare workforce.

### How has President Trump changed the federal policy landscape for the eldercare workforce?

**York:** With any new president there is always an adjustment period. We are fortunate that many of the issues around the workforce that cares for older adults are universal. However, we have seen a significant shift in priorities on a number of issues that impact the eldercare workforce. Immigration is the most drastic of changes, but we have also seen some proposed elimination of the only federal training program in geriatrics. We are definitely playing defense on a number of issues.

However, I think the biggest change in this Administration is that the daily news cycle and Tweets drive the Congressional agenda now more than ever. It makes it even more difficult to predict the Congressional process. In my 25-plus years of living in DC, I have never seen an environment like we have today.

### Is there a policy win for these workers that stood out for you in 2018?

**McReynolds:** The Recognize, Assist, Include, Support, and Engage (RAISE) Family Caregivers Act (S. 1028/H.R. 3759) was the biggest straightforward win for the eldercare workforce. Appropriators funded RAISE at \$300,000 earlier this year and took nominations for the advisory committee. For the roughly 35 million Americans that provide unpaid care to an older adult in the U.S., this law would instruct the Secretary of Health and Human Services to develop, update, and maintain a strategy to recognize and support family caregivers—a huge step forward in addressing a pressing issue for us all as we age.

### What's the mood on the Hill these days regarding eldercare workers?

**McReynolds:** Overall, I would say the mood is positive. There are many lawmakers and staff members that have a genuine passion and see the pressing need to both address the eldercare

workforce shortage and invest in continued training of this workforce. We were pleased to see a \$2 million increase in geriatrics workforce programs last fiscal year—in a year when the budget was a largely divisive issue. We continue to work hard to get that number increased so we can adequately address the workforce shortage.

### Who are some of the leading champions in Congress on this issue?

**McReynolds:** Rep. Jan Schakowsky (D-IL) was the lead sponsor on the geriatrics workforce reauthorization bill (HR 3713) in the House. She has been an outspoken leader on these issues for years. Rep. Doris Matsui (D-CA) and Rep. David McKinley (R-WV) were also co-sponsors, showing that this issue is truly bipartisan.

Most recently, Sen. Susan Collins (R-ME) and Sen. Bob Casey (D-PA) introduced the Geriatrics Workforce Improvement Act (S. 2888), a companion to the House bill, to reauthorize geriatrics workforce programs. At a time when so many issues have become partisan, the fact that these issues have bipartisan, bicameral support highlights the importance of issues relating to the eldercare workforce.

### What is one federal goal you have for this workforce beyond 2018?

**York:** Moving forward into 2019, we will have a divided government again. I don't expect any drastic changes in the 116th Congress. However, I am optimistic that the family caregiver panel will jump in and begin to develop a plan to support family caregivers.

Much of that support comes from the workforce. We have an important mission to ensure that the workforce and family caregivers are adequately prepared to care for all of us as we age. This plan is an opportunity to address these important issues.

# States Pave the Way

When it comes to policy reforms on the direct care workforce, states are increasingly assuming the mantle—creating stronger compensation and training standards, promoting recruitment and retention, and imagining workforce solutions that meet the unique characteristics of their states, among other measures. What are some highlights from this year, and what’s in store for the years ahead? **Here are our thoughts.**

## Stephen Campbell and Allison Cook, PHI

Stephen Campbell and Allison Cook drive PHI’s state advocacy around the country, monitoring and advising on key developments for this workforce. Here they reflect on the enormous potential of state leadership in a rapidly evolving policy landscape.



**It seems that states are gradually enacting policy reforms that strengthen the direct care workforce. What’s driving this trend?**

**Stephen Campbell:** Policymakers are acting now because advocates have successfully explained how the workforce shortage affects society and the economy. The new demand for care has led many states to help people pay for services. Yet they still don’t have enough workers, and people can’t get the services they need.

**Allison, we often tout New York as a state that has taken impressive strides toward strengthening the direct care workforce. What are some of those achievements?**

**Allison Cook:** New York has a long history of strengthening this workforce. It has set wage and benefit minimums for certain segments of the home care workforce, passed the nation’s first “Domestic Worker’s Bill of Rights,” and implemented paid family medical leave—among other achievements.

**Stephen, is there a state-level policy development from this year that holds promise for the future of the field?**

**Campbell:** Texas will soon collect more data on the home care workforce, which they will use to create workforce solutions. According to the state’s report on this topic, these interventions could support wages, training, supervision, child care support, and peer mentorship for workers. That’s the kind of innovative thinking we need right now.

**Allison, what are New York policymakers considering right now for this workforce?**

**Cook:** They are largely trying to figure out what to do about the workforce shortage. How do we ensure that we have enough quality home care workers? We offered some ideas this fall, but it’s going to take a strong, concerted effort from state advocates.

### Are there specific New York policy approaches for this workforce that you want other states to replicate?

**Cook:** Two come to mind. The first is New York's "Workforce Innovation Program," which dedicates Medicaid funding to support training for long-term care workers. The second is the state's new advanced home health aide occupation, which New York is beginning to implement. By allowing advanced aides to administer certain medications, consumers will have better supports and workers will have access to a career ladder.

### Stephen, you recently spoke in Maine about the importance of state-based strategies that make long-term care more affordable to the state's residents. Why are these strategies also important for the direct care workforce?

**Campbell:** Maine considered a ballot initiative that could have gone a long way toward fixing our broken system. Most people spend down their money on care until they're poor enough to qualify for Medicaid. That disturbing trend also strains state budgets, which in turn limits funding to this sector, exacerbating the workforce shortage in direct care. Programs like the one proposed in Maine could save people from poverty and bolster the workforce.

### Stephen, you've written several case studies where state policy leaders succeeded largely by bringing together a range of stakeholders. What is the value of this approach?

**Campbell:** We can only create programs and policies that work for everyone when everyone has a seat at the table. At a minimum, workers, employers, state officials, and people who need care should all have a say. There's no limit to what we can accomplish when we come together and work toward a common goal.

### As you look ahead, where would you want you want state lawmakers to focus their attention regarding this workforce?

**Campbell:** We need better data on the workforce. We don't know the precise scope of the workforce shortage, and we rarely ask workers what they need to stay on the job. We can only solve our problems after we have clearly identified and understood them.

### Allison, what is your biggest hope for New York's home care sector in 2019?

**Cook:** My biggest hope is for the state to establish a Home Care Jobs Innovation Fund. It would support pilot projects to address recruitment and retention in this sector. Policymakers could also use the results from these pilot studies to help address the workforce shortage.

## 6 KEY STATE POLICY DEVELOPMENTS IN 2018

### ARIZONA

Arizona required Medicaid health plans to collect data and develop workforce interventions that will improve recruitment and retention among direct care workers.

### MINNESOTA

Minnesota launched Direct Support Connect, a statewide job board that helps consumers find workers and helps workers find the right employment fit.

### WISCONSIN

Wisconsin launched WisCaregiver, a training program for new nursing assistants that also matches them with employers.

### MAINE

Maine passed a bill to increase Medicaid reimbursement rates for direct care workers, helping to improve wages for workers who support older people and people with disabilities.

### TEXAS

The Texas Health and Human Services Commission issued a report to improve recruitment and retention among the state's Medicaid-funded personal care aides.

### MASSACHUSETTS

Massachusetts enacted a law that will require LGBT cultural competency training for state-funded or licensed providers of services to older adults.

# Technology

## and the Direct Care Workforce

As technology innovations gain traction in the long-term care industry, PHI remains clear about one stance in particular: automation and robots cannot replace the value of personal connection and hands-on support in direct care, and it should not displace direct care workers from their jobs. Nevertheless, technology continues to show promise in the direct care sector—from handheld devices to social media, and much more. **Here are seven examples of technology strengthening the direct care workforce.**



### MAXIMIZING COMMUNICATION

In home care, handheld devices such as smartphones and tablets can improve communication among the worker, client, and full care team. A worker can use technology to report and manage changes in a client's health condition, among other uses.

**FROM THE FIELD:** PHI's approach to "upskilling" home care workers draws on handheld devices to report and manage client issues, such as health conditions, risk factors, stressors in the home, social connections, and more.



### BOOSTING RECRUITMENT

Long-term care advocates have used social media to engage the public, and now employers are turning to these platforms to improve recruitment. Social media can easily reach larger, more targeted audiences, and it can simplify the candidate outreach process.

**FROM THE FIELD:** A Minnesota-based digital media firm worked with a local provider to boost its recruitment figures—using paid ads to target key markets and driving them to apply online through their mobile devices.



### ENGAGING ONLINE AUDIENCES

Through a range of technology tools and digital media platforms, long-term care employers are improving communication with their clients and workers. Advocates are also relying on new technologies to build public support for pressing issues.

**FROM THE FIELD:** PHI worked with providers in Minnesota and Wisconsin to launch month-long social media campaigns in each state that built public awareness of the challenges facing both home care workers and clients.





## SUPPORTING INDEPENDENCE

Many people with disabilities rely on technology supports to live independently in their homes. These technologies include sensors that monitor the health and safety of individuals, remote monitoring technology, smart homes, voice assistants, and more.

**FROM THE FIELD:** In 2017, the President’s Committee for People with Intellectual Disabilities issued a policy report on direct support professionals, citing technology supports as one of 10 core recommendations.



## IMPROVING WORK HOURS

Many home care workers work part time because of health conditions, because they’re caring for relatives, or because they can’t find full-time work. An online jobs platform can address these

concerns, allowing workers to create the schedules they want. (Matching service registries, which are described below, also make use of online job platforms but are more focused on “matching” consumers and workers.)

**FROM THE FIELD:** A Washington, DC-based company created an online jobs platform where employers can post jobs and search for workers based on location, skills, and experience—and workers can find jobs that meet their needs.



## CONNECTING WORKERS AND CLIENTS

Matching service registries gather information about the needs and preferences of consumers, and the availability, skills, and preferences of workers—creating a centralized, region-specific online resource where both sides can “match” with one another.

**FROM THE FIELD:** PHI’s Matching Services Project houses a state-by-state online listing of matching service registries in the U.S., including information on their location, funding sources, geographic focus, and more.



## TRAINING WIDESPREAD AUDIENCES

E-learning methodologies have the potential to improve learning outcomes for large numbers of direct care workers. These methods can also reach workers who aren’t able to attend training sessions in person, and they might be cost-effective in the long-term.

**FROM THE FIELD:** PHI will soon unveil its e-learning and training “specialty” curricula for direct care workers, which blends our 25-year expertise on training this workforce with best practices in e-learning.

## Q&A

# Jerry Philip

Director of Workforce Training Solutions, PHI

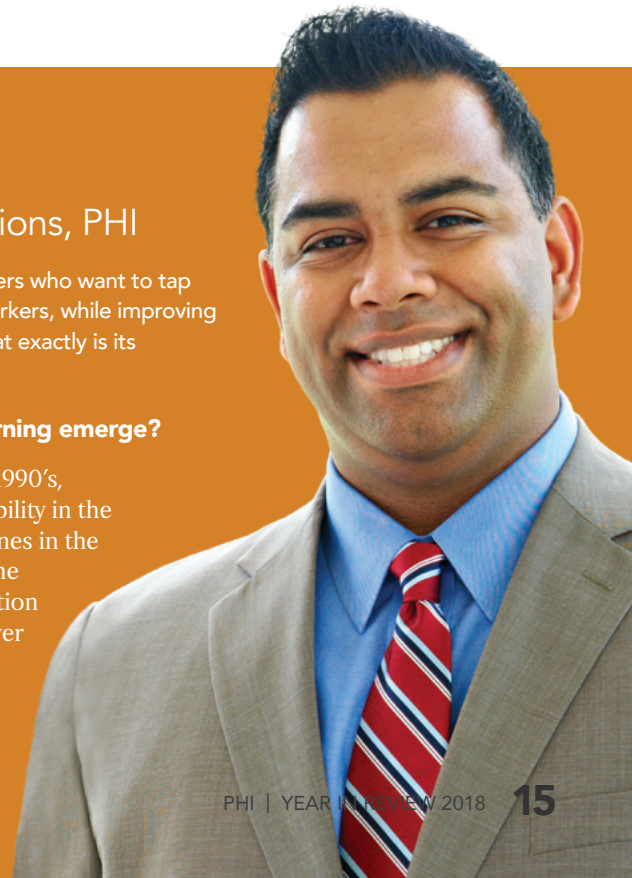
E-learning has increasingly captivated long-term care leaders who want to tap the power of technology to effectively train direct care workers, while improving learning outcomes and achieving cost efficiencies. But what exactly is its potential for this workforce? PHI’s Jerry Philip weighs in.

### Can you give us a sense of history—how did e-learning emerge?

**Philip:** The term “e-learning” is believed to have been first used in the late 1990’s as part of a computer-based training systems seminar in Los Angeles, California. E-learning emerged out of the technology waves of “personal” computing

in the 1980’s and 1990’s, broadband availability in the 2000’s, smartphones in the late 2000’s, and the widespread adoption of social media over the last decade.

*(continued on pg. 16)*



*(continued from pg. 15)*



We saw schools offering online courses in the 1990's, businesses beginning to use e-learning to train workers in the 2000's, and e-learning formats inspired by social media this decade. In short,

computers became smaller, cheaper, and more widely available; the internet became a reliable pipeline for content and transactions; and we've adapted ourselves to consume content, socialize, work, and learn online. Organizations have been trying to make the most of these changes through e-learning.

**Can you paint a picture of how an e-learning course works in the direct care context? What are some of the most popular elements?**

**Philip:** From our point of view, effective e-learning for direct care workers is scenario-based, which means that we're interested in combining case study principles with those scenarios. We want to introduce the learner [the worker] to a client using a narrative with pictures and audio to help them see the individual and to understand their needs. We then want to simulate scenarios that give learners a chance to "practice" key caregiving skills. The scenarios and the accompanying story are designed to "unfold" in unexpected ways. We want learners to reflect on their "practice" experiences. Lastly, we want to give our learners a chance to finish the story of their client. We're using the basic elements of e-learning—video, audio, textual elements, and branching—for storytelling, and other interactive elements to make the experience as engaging as possible.

**It seems that long-term care providers are increasingly using an e-learning model to train their workers, ensuring they have the skills and knowledge to succeed in their roles. What's the appeal of eLearning?**

**Philip:** It can be seen as a cost-saving strategy. It offers a way to train workers without the same expense of trainers, curriculum writing, and, for some, training space. The flexibility to train workers when they need it and

wherever they have Wi-Fi is powerful when you are dealing with scheduling and staffing challenges.

**What are the benefits of e-learning for direct care workers?**

**Philip:** The primary benefit of e-learning for direct care workers is that workers can access training when it works best for them. This is particularly meaningful for those workers who face considerable transit challenges, or child and family care responsibilities. E-learning also offers the potential benefit of training in multiple languages for workers with limited English proficiency. And it can serve as a real-time job aid or refresher, particularly for workers in home or community-based settings who have limited access to live support.

**What is the appeal for businesses to adopt e-learning technologies?**

**Philip:** Businesses—even in sectors that are typically late adopters of technology—have recognized the cost and time savings of e-learning. Workers with greater technological literacy are well equipped to benefit from e-learning, and their success with this format has helped justify organizational investments.

**Are there any technology innovations in recent years that have the potential to improve training among the direct care workforce?**

**Philip:** Augmented and virtual reality technologies offer the chance to narrow the gap between training and real-world caregiving by making the experience truer-to-life while building empathy. This really matters when we are trying to help learners combine and apply all their new knowledge and skills to real-life scenarios, particularly for clients with complex needs. AR- or VR-assisted simulations give workers a chance to feel the emotion of the case and to "see" the impact of their actions on care. This helps the workers retain more of what they've learned and makes it easier and more likely for them to put their new skills into practice.

# How Newspapers Told the Workforce Story

Media outlets do more than relate the latest news and opinions—they shape the public’s beliefs about major issues. Their stories frame the national conversation and influence what policymakers consider important, bringing pressing issues to life. This year, the news coverage on direct care workers seemed stronger than ever, covering an array of topics—immigration, transportation, nursing homes, and much more. **Here are 20 highlights.**

1

*The Atlantic*

## “HEALTH CARE JUST BECAME THE U.S.’S LARGEST EMPLOYER”

In the first quarter of 2018—and for the first time in history—the number of U.S. jobs in health care surpassed those in manufacturing and retail, a trend driven largely by the growth in older people and rising health care costs. *The Atlantic* explored this historic development, noting that personal care aides and home health aides will represent one in 10 new jobs over the next decade. (January 9, 2018)

2

THE WALL STREET JOURNAL

## “HOW A HEATED IMMIGRATION DEBATE MIGHT AFFECT GRANDMA’S CARE”

One of many articles over the last year that covered the role of immigrants in eldercare, this article from *The Wall Street Journal* drew an illustrative link between the care received by older people—or “grandparents,” which personalized the issue for readers—and the growing hostility toward immigrants, many of whom are on the front lines of that care. (January 22, 2018)

3

*The New York Times*

## “FOR HEALTH CARE WORKERS, THE WORST COMMUTES IN THE CITY”

Delrisa Sewell-Henry, the New York City home health aide at the center of this article from *The New York Times*, spends hours every day on public transportation to reach her client. Long commutes are especially tough for home care workers, who can lose earnings for being late, as well as for their clients, who experience disruptions in their care. (January 22, 2018)

4

Provider

## “HELPING EMPLOYERS FIND SUCCESS”

While other articles explored the negative consequences of anti-immigrant policies on the direct care sector, *Provider Magazine* took a different approach. It profiled an assortment of long-term care providers around the country that are intentionally recruiting foreign-born workers and instituting immigrant-friendly supports in their workplaces. (January 22, 2018)

5

**The New York Times**

**"IF IMMIGRANTS ARE PUSHED OUT, WHO WILL CARE FOR THE ELDERLY?"**

The New York Times captured the immediate consequences of the Trump administration's anti-immigrant actions on the caregiving system: the growing fear among people who rely on home care workers to get through the day, as well as the challenges faced by long-term care employers that rely on immigrant workers and can't find enough job applicants to fill positions.

(February 2, 2018)

6

**AP Associated Press**

**"MAINE BALLOT EFFORT WOULD MANDATE HOME CARE FOR ELDERLY, DISABLED"**

Long-term care is profoundly expensive, and people who don't qualify for Medicaid have limited options. In response, states are increasingly considering policy options that would make long-term care more affordable to their residents.

This Associated Press article covered a ballot initiative in Maine that was part of the growing momentum for these reforms.

(February 4, 2018)

7

**Forbes**

**"WHERE WILL OUR HOME CARE AIDES COME FROM?"**

Tax and retirement expert—and Forbes columnist—Howard Gleckman nicely summarized the pressures facing the home care workforce: low wages, benefits, and the challenge of filling these marginal positions, among others. Worse, many people can't afford these services. Gleckman wrote: "Demand for those aides will increase by 50% over just the next decade, to 3 million. But where will they come from?"

(February 28, 2018)

8

**KHN**  
KAISER HEALTH NEWS

**"AS TRUMP TARGETS IMMIGRANTS, ELDERLY AND OTHERS BRACE TO LOSE CAREGIVERS"**

When the Trump administration announced it would end Temporary Protected Status for various countries, including Haiti, Kaiser Health News investigated the impact of this change on workers, clients, and the broader caregiving system, where immigrants are substantial. Two Boston residents form the heart of this story: Nirva, a Haitian immigrant, and her client, Isolina, a 96-year-old Italian immigrant.

(March 26, 2018)

than two minutes. Reuters explored these startling findings, emphasizing the importance of strengthening relationships between doctors and the home care system, among other solutions.

(April 2, 2018)

10

**CNN**

**"THE U.S. CAN'T KEEP UP WITH DEMAND FOR HEALTH AIDES, NURSES AND DOCTORS"**

This article from CNN had three alarming statistics to substantiate its dire claim: by 2025, the health care system will need 2.3 million new health care workers, including nurses, physicians, lab technicians, and other workers. The largest need will be for home health aides, at about 423,000 jobs. And what's the estimated shortage for home health aides in that period? 446,300.

(May 4, 2018)

9

**REUTERS**

**NY DOCTORS DON'T PAY ATTENTION TO HOME HEALTH CARE PLANS"**

How much time do physicians spend reviewing home health care plans for their patients? Forty-seven percent spend less than one minute, and only 21 percent spend more



11

TIME

### "HOW TRUMP'S IMMIGRATION POLICIES COULD HURT SENIOR CARE"

*TIME* magazine built on previous news stories about immigrants in the direct care sector by analyzing how these workers are being affected by the federal administration's recent actions. It reported that about 34,600 workers originated from countries that will lose Temporary Protected Status in the next two years because of a new Trump-era policy. The article asks: without enough immigrants, who will take these poor-quality jobs? (May 10, 2018)

12

HUFFPOST

### "WHEN YOUR SEXUAL ABUSER IS ALSO YOUR PATIENT"

The #MeToo movement reached the home care industry this summer when *The Huffington Post* released an exposé on sexual harassment in home care, centered on a New York City home care worker experiencing sexual harassment from

her client. The article also opined on the larger context: "All of which is to say this is a vulnerable group of workers, often shouldering the triple burden of racism, sexism and near-poverty wages." (June 2, 2018)

13

The New York Times

### "IT'S ALMOST LIKE A GHOSTTOWN.' MOST NURSING HOMES OVERSTATED STAFFING FOR YEARS"

Nursing home advocates have long raised concerns about staffing levels at nursing homes and the measures used to assess those levels. This *New York Times* article blew the lid off this topic, exploring new data from *Kaiser Health News* that showed significant staffing challenges among more than 14,000 nursing homes—all based on new payroll records from Medicare, as required by the Affordable Care Act. (July 7, 2018)

14

StarTribune

### "MINNESOTA ROLLS OUT FIRST STATEWIDE JOB BOARD FOR HOME CARE SUPPORT"

Online job portals—and "matching service registries"—are gaining traction in states as a way for consumers to find workers who meet their needs and preferences—and for workers to find jobs or employers that match their interests. Minnesota's *Star Tribune* reported on a new statewide portal in Minnesota that will do exactly that, making life easier for consumers and workers. (July 12, 2018)

15

PBS

### "WHY DOES ONE OF THE MOST NEEDED JOBS PAY SO POORLY? PT. 1"

### "THE U.S. NEEDS MORE HOME CARE WORKERS. IS THIS THE SOLUTION? PT. 2"

*PBS* traveled to Minnesota to examine the growing challenges in recruiting and retaining home care

workers. The first part in this two-part series looked at the primary reasons for high turnover in this sector, including a \$10 wage that has remained stagnant for years, making it difficult to compete with other low-wage industries. Part two explored solutions, including the potential of advanced roles in raising compensation levels for home care workers. (Jul 26, 2018) (August 9, 2018)

16

The New York Times

### "MEDICARE SLASHES STAR RATINGS FOR STAFFING AT 1 IN 11 NURSING HOMES"

Shortly after Medicare published new payroll data on nursing homes, *Kaiser Health News* (and *The New York Times*) uncovered severe staffing challenges in these homes, placing residents at enormous risk. In July, the *Times* published a follow-up piece on Medicare's decision to lower its star rating on staffing levels, which affected one out of 11 nursing homes—1,400 in total. (July 27, 2018)



17



**“LITTLE WAGE GROWTH FOR HOME CARE WORKERS IN LAST DECADE”**

PHI’s annual data on home care workers and nursing assistants have provided an essential benchmark to assess how workers fare over time. *Home Health Care News* reported on an unnerving statistic in this year’s research: over the last decade, personal care aide wages increased by only 95 cents, while home health aide and nursing assistant wages dropped by 11 cents. Wages in this sector are at a standstill. (September 4, 2018)

18



**“AMERICANS WANT TO BELIEVE JOBS ARE THE SOLUTION TO POVERTY. THEY’RE NOT.”**

*The New York Times* issued this searing and illuminating essay on poverty, challenging the notion that employment necessarily keeps people out of poverty. At the center of this article is Vanessa Solivan, a home health aide in New Jersey, whose life vividly embodies how poverty becomes entrenched, perhaps inescapable, for many low-wage workers. (September 11, 2018)

19



**“MISSED OPPORTUNITIES: COULD HOME HEALTH AIDES PLAY A GREATER ROLE?”**

Can the home care job be re-imagined, creating more satisfying and expansive roles for workers, and improving the quality of supports for clients? Would these roles save the system money? And what’s preventing the field from adopting these roles? These are a few questions that *WTVF* (an *NPR* affiliate) examined in its in-depth article on home care aides and advanced roles. (September 25, 2018)

20



**“A RADICAL SOLUTION TO THE IMPOSSIBLE COST OF CARING FOR THE ELDERLY”**

The heart-wrenching protagonists of this story from *Mother Jones* are a working-class family struggling to obtain paid support as they care for each other through dementia, cancer, and the frailty of old age. It argued that “universal home care”—an idea emerging at the state level—could make life much easier for this family, and in turn, the rest of us. But will it become reality? (October 2018)

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# How Organizations Examined the Workforce

Nonprofit and government leaders are increasingly shining a spotlight on direct care workers, analyzing their experiences and needs, as well as their relationship to the long-term care system. This year, a variety of reports explored the direct care workforce across an array of topics, from workplace safety to transportation, and much more. **Here are nine reports that caught our eye.**

1

PHI

## WORKPLACE INJURIES AND THE DIRECT CARE WORKFORCE

Direct care work can often lead to injuries, including sprains, tears, soreness, and pain. This study showed that injury rates are alarmingly high for direct care workers, especially among nursing assistants who often overexert themselves while repositioning multiple clients a day. In 2016, the injury rate (per 10,000 workers) for nursing assistants was 337, compared to 100 among all occupations.

2

ALTARUM

## BENCHMARKING THE ELDERCARE WORKFORCE: A COMMUNITY FOCUS

How should we measure the need for eldercare workers in a geographic community, taking into account the population's needs, worker availability and caseloads, and hours of support (among other variables)? This report tackled this question by devising a method that estimated workforce need in the Washington, DC area, and provided a thoughtful benchmark that could yield more data and better measures in the years ahead.

3

AARP  
PUBLIC POLICY  
INSTITUTE

## USING TELEHEALTH TO IMPROVE HOME-BASED CARE FOR OLDER ADULTS AND FAMILY CAREGIVERS

Telehealth has the potential to lower costs and to improve access and care outcomes among older consumers in home care. This publication examined various telehealth strategies in home care, including transitional care for heart failure, palliative care, and more. It also encouraged policymakers to better reimburse the costs of telehealth in home care and to limit harmful restrictions regarding its use.

4

PHI

## THE PART-TIME DILEMMA FOR DIRECT CARE WORKERS

The combination of low wages and part-time hours forces many workers into poverty. This study revealed that one in three direct care workers works part time, many of whom are supporting family members, retired, enrolled in school, or dealing with health conditions that prevent full-time hours. One in four part-time workers works part time due to conditions at their place of work or in their local economy.

5

**GLOBAL AGEING NETWORK & THE LEADINGAGE LTSS CENTER @UMASS BOSTON**

**FILLING THE CARE GAP: INTEGRATING FOREIGN-BORN NURSES AND PERSONAL CARE ASSISTANTS INTO THE FIELD OF LONG-TERM SERVICES AND SUPPORTS**

The sharp growth in older people—both domestically and abroad—has compelled significant demand for long-term care workers around the world. This report examined the potential of foreign-born workers to fill this gap, reporting on workforce data across occupations, identifying strategies to hire and retain immigrant workers, and offering a slate of recommendations to strengthen this critical segment of the workforce.

6

**CENTER FOR AN URBAN FUTURE**

**AN UNHEALTHY COMMUTE: THE TRANSIT CHALLENGES FACING NEW YORK CITY'S HEALTHCARE SECTOR**

In a given week, the typical home care worker in New York City travels hours through public transit to multiple homes. Unfortunately, many of these trips are extremely long, highly stressful, and costly—all of which contribute to high turnover. These challenges also threaten the quality of care for consumers. This report examined the transportation concerns facing healthcare workers in the largest city in the country.

7

**GEORGIA ALZHEIMER'S AND RELATED DEMENTIAS COLLABORATIVE**

**COMPETENCY GUIDE FOR DEMENTIA CARE: DIRECT CARE WORKFORCE DEVELOPMENT**

Approximately 5.7 million people in the

United States live with dementia, a population that requires urgent and tailored support, particularly from direct care workers. Unfortunately, these workers are rarely trained in dementia care, leaving many people without proper care. This competency guide outlines the main topics and competencies related to dementia care, as well as key training elements.

8

**AARP PUBLIC POLICY INSTITUTE**

**ACROSS THE STATES 2018: PROFILES OF LONG-TERM SERVICES AND SUPPORTS**

For 24 years, this valuable reference book has provided annual state data, rankings, and national averages across a range of topics related to long-term services and supports, including age demographics and projections, costs of care, disability rates, and more. One notable finding from this year: state Medicaid

9

**PHI**

systems are dedicating a higher percentage of spending for home and community-based services.

**DIRECT CARE WORKER RACIAL DISPARITIES SERIES:**

**ASIAN AND PACIFIC ISLANDER DIRECT CARE WORKERS**

**BLACK/AFRICAN AMERICAN WORKERS IN DIRECT CARE**

**HISPANIC/LATINO DIRECT CARE WORKERS**

This research series took a closer look at the unique challenges facing people color who work in direct care. Two notable findings: the series found that nearly half of Hispanic/Latino direct care workers are immigrants, and U.S.-born Black/African American workers are more likely to live in poverty than white workers and Black immigrants. This research makes the case for race-explicit workforce strategies that address these racial inequities.





#60CAREGIVERISSUES CAMPAIGN RECAP

## From a Workforce Shortage to Concrete

# Solutions

When we imagined #60CaregiverIssues, we sought to address one clear problem: the worsening workforce shortage in home care. Within two years, we unveiled 60 solutions, one idea at a time. And it worked—we substantially grew our base of online supporters, generated significant media coverage, and inspired policymakers to focus on the range of challenges facing this job sector. As this campaign comes to an end, our country seems to understand this problem in a whole new way—**as one that affects all of us, and one that can be fixed.**

**1 Learn About the Shortage of Paid Caregivers**

*Issue Brief*

As the number of older people rises, the demand for home care workers gets larger every year. However, the poor quality of home care jobs keeps away good candidates. We examined eight aspects of this shortage, laying the foundation for this campaign. (Feb 7, 2017)

**2 Use a 'Quality Jobs' Framework to Measure Policy Progress In Your State**

*Issue Brief*

In the last decade, New York State has implemented various policy changes to strengthen the home care workforce. We used our "nine essential elements of a quality job" framework to examine how New York fares when it comes to direct care workers. (Feb 22, 2017)

**3 Expand Health Coverage for the Direct Care Workforce**

*Research Brief*

Between 2010 and 2014, half a million direct care workers gained health coverage, and the uninsured rate across this workforce decreased

by 26 percent. Our research brief offered another lens on the renewed debate on the Affordable Care Act. (Mar 7, 2017)

**4 Take Federal Action to Strengthen the Direct Care Workforce**

*Report*

A federal investment in the home care workforce would promote better wages and benefits, enhance training, and create advanced roles—and it would create a vibrant system of care. We outlined five urgent areas where federal policymakers could act. (Mar 21, 2017)

**5 Create a Funding Pool to Incentivize Quality Jobs**

*Issue Brief*

In 2014, New York State created a funding pool that supported licensed home care agencies that met specific training and employment standards, incentivizing the field to strengthen the home care workforce. We analyzed the impact of this approach. (Apr 4, 2017)

**6 Map the Direct Care Workforce in Your State**

*Research Brief*

A state-level snapshot of the home care workforce provides a quick, initial view of the challenges facing this workforce. In that spirit, we produced a detailed fact sheet on Illinois' home care workforce, including key demographics and employment data. (Apr 18, 2017)

**7 Map the Home Care Industry in Your State**

*Report*

Our landscape studies widen the typical lens on home care workers—capturing critical insights about the broader industry. Our report on home care in Minnesota used this analytical approach to inform a multi-year, state-level initiative led by PHI. (May 2, 2017)



# THE FUTURE OF LONG-TERM CARE

EVERYTHING SHIFTS. THE FUTURE  
BELONGS TO THOSE WHO ENVISION IT.



## 8 Consider How Benefits Affect Earnings

*Slideshow*

The interplay between wages and benefit eligibility can mean that many low-income workers don't earn higher incomes simply by working more hours. We studied this phenomenon and showed how workers might be wrongly incentivized to limit their work hours. (May 16, 2017)

## 9 Create an Advanced Role to Improve Care

*Video*

With proper training, home care workers can take on more expansive roles that improve care for clients and promote job satisfaction. We partnered with WorkingNation to produce a video on a successful advanced role model from PHI. (May 30, 2017)

## 10 Support Immigrants in the Direct Care Workforce

*Research Brief*

One in four home care workers is an immigrant, and nearly 1 million immigrants work in the direct care sector. Yet they face unique challenges that are made worse by increased public hostility. We produced new data on this critical workforce segment. (June 20, 2017)

## 11 Convene a Home Care Dialogue

*Issue Brief*

As various trends and new laws reshape the home care industry, home care providers must find ways to engage each other and forge solutions. In May 2017, PHI gathered seven New York agencies for a roundtable discussion on the future of home care. (July 11, 2017)

## 12 Provide Adult Learner-Centered Training

*Issue Brief*

Adult learner-centered training enhances learning by incorporating a range of methods, such as games, role-playing, and more. In 2015, PHI worked with home care providers in Chicago to develop a training rooted in adult learner-centered philosophy. (July 25, 2017)

## 13 Map the Direct Care Workforce in Your City

*Research Brief*

In many cities, home care jobs boost the economy, yet wages in this sector remain catastrophically low. As a result, home care workers can't support themselves and they eventually leave the sector. We studied the home care workforce in Detroit. (Aug 9, 2017)



# TRAINING AND ADVANCED ROLES

BECAUSE A GOOD JOB SHOULD  
LEAD TO A GREAT CAREER.

## 14 Implement a Tested Workforce Approach

*Research Brief*

Long-term care providers are seeking strategies that successfully recruit and retain home care workers, recognizing how difficult it has become to staff their agencies. We compiled six approaches that PHI has used to strengthen this workforce. (Aug 22, 2017)

## 15 Improve Wages and Hours for Workers

*Research Brief*

Low wages and insufficient hours make home care jobs unaffordable and unappealing for workers. In turn, the workforce shortage worsens. Our annual data on home care workers and nursing assistants describes, in statistical terms, the state of these jobs. (Sept 6, 2017)

## 16 Adopt Training Standards for Personal Care Aides

*Case Study*

Personal care aides nationwide have marginal training standards, which leaves many of them ill-prepared to provide quality care and succeed on the job. We studied the process through which Arizona enacted uniform training standards for these workers. (Sept 12, 2017)

## 17 Enhance Access to Rural Home Care

*Report*

Home care delivery is complicated in rural America, where health resources are thin, and workers are in short supply, often traveling long distances to reach clients. We studied the home care landscape in Wisconsin, exploring these dynamics. (Sept 21, 2017)

## 18 Train and Certify Workers Across Settings

*Case Study*

Too often, the training requirements for home health aides far surpasses what exists for personal care aides. We explored how Iowa is trying to create a competency-based training and certification system that spans all direct care workers. (Sept 26, 2017)

## 19 Reform the Training System for Personal Care Aides

*Case Study*

Training requirements aren't the only way to improve training for home care workers. Our case study on Washington State showed how a state ballot initiative increased training hours and introduced certification requirements for personal care aides. (Oct 3, 2017)

**20 Invest Federal Dollars in Advanced Roles***Fact Sheet*

Advanced roles that allow direct care workers to handle new responsibilities can improve care and reduce costs. This fact sheet profiled a federal bill that would establish demonstration projects that test advanced roles in home care. (Oct 10, 2017)

**23 Examine Racial and Gender Disparities***Research Brief*

In an already marginalized workforce, some workers fare worse than others. Our study on racial and gender disparities in the direct care workforce found that women of color have higher poverty rates and access public benefits more than their peers. (Nov 8, 2017)

**26 Develop a Statewide Matching Service Registry***Online Map*

A statewide matching service registry helps home care workers and consumers find each other. It can also improve employment in this sector. We created an online state data map depicting the status of matching service registries nationwide. (Dec 5, 2017)

**21 Fund a National Strategy for Recruitment and Retention***Fact Sheet*

Strategies that effectively recruit and retain home care workers can transform the quality of care. This fact sheet described a federal bill that would promote recruitment, retention, and advancement opportunities among direct care workers. (Oct 17, 2017)

**24 Train Workers in Alzheimer's and Dementia***Issue Brief*

Despite the growing number of people with Alzheimer's disease and other forms of dementia, home care workers are rarely trained on this topic. We outlined five state-level policy recommendations to improve home care training on dementia. (Nov 21, 2017)

**27 Track Data on the Direct Care Workforce***Workforce Data Center*

Regular data on the direct care workforce help long-term care leaders understand how these workers fare over time and by state, as well as where we need more data. We rebooted our online workforce data center to provide this crucial information. (Dec 7, 2017)

**22 Formulate a National Policy Vision***Journal Article*

As the policy landscape shifts for direct care workers, the home care field needs a national roadmap that spans a multitude of issues. This article from *Public Policy & Aging Report* described the various considerations for developing this vision. (Oct 24, 2017)

**25 Bolster the Economy through Direct Care Jobs***Research Brief*

A startling fact from 2017: from 2016 to 2026, the long-term care sector will create 1.8 million jobs, including 1.2 million jobs in direct care. We examined what it means that job creation is increasingly driven by jobs that are poor in quality. (Nov 28, 2017)



**28 Articulate a State Policy Agenda**

*Policy Brief*

From raising wages to improving training, and much more, states are shifting how they support the direct care workforce. We partnered with the Working Poor Families Project to produce a review of state policy strategies related to this workforce.

(Dec 14, 2017)

**29 Adopt a Culturally Competent Approach**

*Q&A*

Home care leaders are gradually responding to the growing diversity in our country by developing culturally competent workforce approaches. We spoke with a New Mexico-based organization about its home care training program for immigrants.

(Dec 19, 2017)

**30 Launch a Public Education Campaign**

*Campaign Recap*

To change minds and compel action, public education raises the visibility of home care workers and the growing workforce shortage in this sector.

We summarized the first 30 issues in our award-winning #60CaregiverIssues campaign.

Latino, many of these workers struggle with poverty.

(Feb 13, 2018)

**31 Support Black Direct Care Workers**

*Research Brief*

Do racial and gender inequalities make it more difficult for certain segments of the home care workforce to succeed? To understand this question, we launched a three-part research series on racial and ethnic disparities within the direct care workforce.

(Feb 6, 2018)

**33 Support Asian and Pacific Islander Workers**

*Research Brief*

Tailored training and on-the-job supports can stabilize employment for many people of color working in direct care. The third part in our disparities series revealed significant disparities within Asian and Pacific Islanders workers in direct care.

(Feb 20, 2018)

**34 Create a Division of Paid Care**

*Q&A*

Cities and towns can also find ways to strengthen jobs for home care workers. We spoke with New York City's division of paid care, which was established in 2016 to support home care workers, childcare workers, and housecleaners throughout the city.

(Mar 13, 2018)

**32 Support Latino Direct Care Workers**

*Research Brief*

Latino home care workers might be facing unique obstacles on the job, which affects turnover. The second part in our disparities series showed that although one in six direct care workers is





# STORIES FROM THE FIELD

MEET THE PEOPLE AND PROVIDERS  
WHO CARE FOR OUR FAMILIES.

## 35 Support Part-Time and Full-Time Workers

*Research Brief*

One in three direct care workers works part time, sometimes because they can't obtain full-time hours, and in other cases because they're raising children, supporting family members, or attending school. We studied the reasons for part-time schedules. (Mar 27, 2018)

## 37 Recruit Older Workers

*Fact Sheet*

Workers aged 55 and over currently make up 23 percent of the direct care workforce and might comprise a larger portion in future years, as the number of older adults grows. We took a closer look at this growing segment of the U.S. labor force. (Apr 10, 2018)

## 39 Promote Workplace Safety

*Fact Sheet*

Home care workers and nursing assistants experience exceptionally high rates of occupational injury, many of which can be prevented. We studied the main causes of injury among direct care workers and identified strategies for mitigating those risks. (Apr 24, 2018)

## 36 Recruit Younger Workers

*Fact Sheet*

Younger people aged 18 to 24 comprise nearly 13 percent of the U.S. labor force and could help broaden the labor pool of direct care workers. We provided a snapshot of this workforce segment as part of a series on "new populations" for direct care. (Apr 3, 2018)

## 38 Recruit Men to Direct Care

*Fact Sheet*

The U.S. labor force includes 99 million men, many of whom could fill the demand for direct care workers as the country rapidly ages. We studied this small but growing segment of the direct care workforce, arguing for gender-specific employment supports. (Apr 17, 2018)

## 40 Craft a Recruitment and Retention Strategy

*Guide*

Long-term care employers struggle to recruit and retain direct care workers, largely because the quality of these jobs remains poor. In response, we outlined 10 strategies that employers can use to successfully hire and hold onto these workers. (May 15, 2018)



# INNOVATIONS

BECAUSE EVERY STEP TOWARDS  
PROGRESS BEGINS WITH A SMART IDEA.

## 41 Enact Paid Family and Medical Leave

*Slideshow*

Direct care workers should be able to take paid time off to support themselves or their loved ones, yet these laws exist in few parts of the country. We identified various ways for states to provide paid family and medical leave for this workforce. (May 30, 2018)

## 43 Create a Person-Centered Workplace

*Videos*

A person-centered approach in direct care honors both clients and workers, ensuring that clients receive the support they want, and workers access the workplace supports they need. We featured two experts who explained how to create this approach. (Jul 17, 2018)

## 45 Form a Statewide Coalition

*Webinar*

A unified voice in support of direct care workers can change this sector for the better, and in many states, coalitions are creating that voice. PHI interviewed a group of leading experts to understand how coalitions are improving rural home care. (Aug 29, 2018)

## 42 Recruit Through Social Media

*Slideshow*

Social media has the potential to improve recruitment for home care providers. We profiled a Minnesota-based digital media firm that partnered with a nearby provider to overhaul its recruitment strategies—within a year, recruitment figures skyrocketed. (June 19, 2018)

## 44 Develop Effective Supervisors

*Videos*

When supervisors build trust and impart a sense of belief, their employees stay on the job. In contrast, when that trust is breached, workers lose interest, and many leave their direct care roles. Our videos offered tips for improving supervision. (Jul 31, 2018)

## 46 Establish a National Benchmark

*Research Brief*

Annual data on U.S. home care workers helps reveal how these workers are doing over time and where they need support. Our annual research brief on home care workers offered a detailed snapshot, reinforcing an important benchmark for our field. (Sep 4, 2018)



**47 Strengthen the Entire Workforce***Research Brief*

When we strengthen jobs for nursing assistants, we elevate the value of direct care workers across the sector. Our annual data on nursing assistants employed in nursing homes illustrates the various ways in which this workforce continues to struggle. (Sep 6, 2018)

**50 Propose Concrete Policy Fixes***Fact Sheet*

States can enact various policy reforms to strengthen this workforce—but this begins with a concise platform. We outlined seven policy recommendations for New York State, including funding to improve recruitment and retention in our sector, and six more. (Oct 9, 2018)

**53 Promote E-Learning Approaches***Q&A*

E-learning approaches are becoming increasingly popular in the long-term care sector, allowing employers to efficiently train larger numbers of workers, while potentially saving costs. PHI's Jerry Philip offers an analysis on e-learning in direct care. (Nov 6, 2018)

**48 Create Immigrant-Specific Supports***Fact Sheet*

How can we ensure that immigrants continue to be a strong part of the direct care workforce? Our data update on immigrants in this workforce offered three concrete ways for long-term care leaders to bolster supports for this segment of workers. (Sep 11, 2018)

**51 Elevate Direct Support Professionals***Slideshow & Lecture*

Direct support professionals are vital to people with intellectual and developmental disabilities, yet their jobs are in jeopardy. We delivered a lecture on this topic for The Boggs Center on Developmental Disabilities at Rutgers New Jersey Medical School. (Oct 16, 2018)

**54 Change the Media Narrative***Article*

When journalists write in-depth, balanced articles on the direct care workforce, they help their readers understand the breadth and complexity of issues facing these workers. We selected the top 20 news stories of 2018 on the direct care workforce. (Nov 13, 2018)

**49 Examine County-Level Workforce Data***Research Brief*

A county-level data analysis can bring to light differences within a state—an important lens when developing a statewide strategy for the direct care workforce. We used a county-level analysis to study this workforce in Maryland and DC. (Sep 27, 2018)

**52 Support Worker-Centered Technology***Article*

Technological innovations are gaining traction in long-term care, spurring conversations about their potential to improve both jobs and care. We identified seven ways that long-term care leaders are using technology to support direct care workers. (Oct 23, 2018)



**55 Produce An Original Report**

*Article*

Organizations are increasingly publishing important reports on direct care, bringing their unique lens and organizational expertise to one of the most critical workforces in the country. We profiled nine policy reports from 2018 that caught our eye. (Nov 20, 2018)

**56 Establish State-Sponsored Curricula**

*Research Brief*

To raise the bar on personal care aide (PCA) training, six states have developed model curricula. We examined these state-sponsored curricula to identify best practices in training methods and content for PCAs and other direct care workers. (Nov 27, 2018)

**57 Listen to Worker Stories**

*Infographic*

We compiled an array of compelling stories from home care workers in Wisconsin that illustrate their skills and dedication. These stories

also exemplify why it's essential to tap into the wisdom of workers to strengthen workforce interventions. (Dec 4, 2018)

**58 Educate Through Social Media**

*Article*

With its vast reach and widespread use, social media has the potential to improve how home care workers are valued in today's world—and long-term care leaders are increasingly tapping its power. We offered six lessons from two successful campaigns in 2018. (Dec 11, 2018)

**59 Stay Current on News and Trends**

*Year in Review*

Staying on top of current developments ensures that leaders have the latest insights into how direct care is changing—and where it's going. Our first-ever "Year in Review" summarized the year's most important developments for the direct care workforce. (Dec 18, 2018)

**60 Dream Big Ideas**

*Article*

In our final issue, we celebrate the imagination and the end of #60CaregiverIssues by reflecting on 60 great ideas. The workforce shortage in home care at one point seemed unsolvable—but a creative education campaign helped illuminate the way forward. (Dec 26, 2018)

**2018 Communicator Award**

In 2018, #60CaregiverIssues received an Award of Distinction in integrated campaigns from the Academy for Interactive Visual Arts. The Communicator Awards is the largest and most competitive awards program honoring creative excellence for communications professionals.







**PHI** QUALITY CARE  
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