



**PHI**

QUALITY CARE  
THROUGH  
QUALITY JOBS

WORKFORCE INNOVATION

# Improving Jobs and Care through Workforce Interventions

2021 SERVICES

The workforce shortage in direct care affects the entire long-term care system, including home care agencies, nursing homes, residential care settings, training providers, health systems, managed care organizations, and many others. As state and federal governments dedicate more funding to address this crisis, a key question emerges:

**How should long-term care leaders design a range of direct care workforce interventions to improve the financial security of workers, enhance care for consumers, support employers, and promote cost efficiencies for the system?**

**We're here to help.** We can work with you to design a direct care workforce intervention rooted in our field's best thinking. From training programs to recruitment strategies—and much more—we can help you produce the best possible approach for your organization.



#### **WHAT EXACTLY IS A GOOD JOB IN DIRECT CARE?**

**PHI's framework for job quality in direct care** includes 29 elements across five pillars: quality training, fair compensation, quality supervision and support, respect and recognition, and real opportunity.

# What Does PHI Offer?

PHI has an experienced team of workforce development experts, researchers, and policy analysts who work together to inform direct care workforce policy and practice nationwide. We draw our expertise from a wide range of tested workforce innovations in long-term care settings across America, our cutting-edge research and analysis, and on-the-ground advocacy initiatives at the state and federal levels. We also work closely with leaders throughout the aging, disability, and workforce development fields—and directly with workers—to ensure that our strategies reflect the many important perspectives in long-term care.

If you need support with developing a workforce intervention that supports workers, your clients and residents, and your entire organization, we can partner with you to:



**Design competency-based, adult learner-centered training** that develops the necessary knowledge, skills, and attitudes to succeed on the job



**Build entry-level, advanced, and specialty training programs** delivered in-person, online by an instructor, or through e-learning



**Create advanced roles that strengthen care delivery**, allow workers to grow in their careers, and promote cost efficiencies for employers and the system



**Provide coaching and communication training** to long-term care executives, supervisors, and direct care staff through our signature PHI Coaching Approach®



**Produce comprehensive job quality assessments** that identify strengths and areas of opportunity related to improving job quality in direct care



**Craft recruitment strategies** that help long-term care employers attract, select, and onboard the candidates best suited for direct care jobs



**Maximize worker retention** by working with employers to improve their workplace culture, orientation programs, and various workplace supports



**Integrate principles of diversity, equity, and inclusion** into existing workforce strategies to create thriving and equitable workplaces



# Why PHI?

We know what direct care workers need to do their jobs well and to live financially secure. As the nation's leading expert on the direct care workforce, we ensure that direct care workers can thrive in their jobs and provide high-quality care to older adults and people with disabilities across long-term care settings.

Here's what makes us uniquely effective:

## **A 360° PERSPECTIVE**

The long-term care system affects a wide range of stakeholders—workers, consumers, providers, payers, and more—and we work hard to ensure that their distinct perspectives directly shape the future of this workforce.

## **DIVERSE GEOGRAPHIC EXPERIENCE**

Throughout the years, our in-depth work in cities, suburbs, and small towns across America has illuminated for us how different parts of the country can best address workforce challenges.

## **EXTENSIVE PRACTICE-BASED KNOWLEDGE**

For decades, we have worked closely with diverse long-term care stakeholders to meet a variety of workforce needs, learning from them as we design interventions that align with their particular realities. As a result, we know exactly how organizations can improve these jobs.

## **A WORKER-CENTERED PERSPECTIVE**

We bring the experience and ideas of workers who are on the frontline of care—and the perspective of an organization focused entirely on direct care workers—to every workforce and long-term care strategy we advise.

## **ACTIONABLE IDEAS**

We make sure that our evidence-informed workforce interventions are rooted in best practice, as well as the practical and financial realities of the long-term care system. We know that providers want to create good jobs, deliver optimal care, and generate the revenue they need to keep making a difference in their communities.

## **SUCCESSFUL TRACK RECORD**

For decades, our strategies have moved the needle on the direct care workforce, transforming how these workers are valued.

## Interested in partnering with PHI?

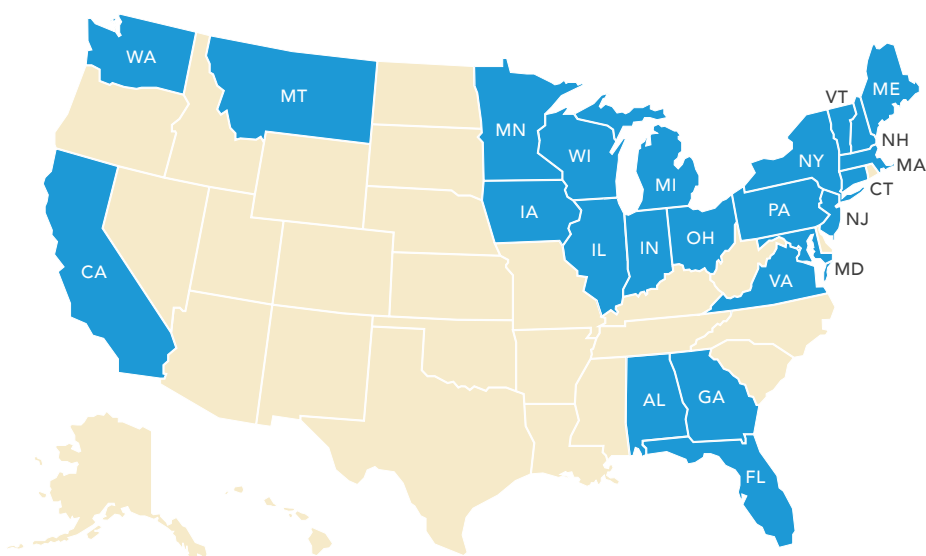
Please visit **PHInational.org**.

**contact-us** to complete an online form or email us at **info@PHInational.org**.

We'll follow up to schedule a consultation, understand your needs, and discuss possible approaches and pricing options.



# Where We've Worked: 2012-2021



Since 2012, PHI's workforce innovations department has been funded to work in 22 states. Here are a few examples of our projects.

## **Workforce Training: New York.**

In 2020, amid the COVID-19 crisis, PHI worked with several home care providers in New York City to create and deliver a suite of instructor-led online classes on topics such as COVID-19 infection control, falls prevention, and more.

## **Curriculum Design: Minnesota.**

In 2020, we began working with a home care provider to create a mobile-friendly e-learning training curriculum for self-directed home care clients in Minnesota. The training focuses on developing their skills in managing direct care workers through a relational approach that balances support and accountability.

## **Advanced Roles: New York.**

In 2015, PHI collaborated with four organizations to create the Care Connections Senior Aide role and model, an advanced role in home care. These aides support care transitions, solve caregiving challenges in the home, and serve on consumers' care teams, leading to improvements related to job satisfaction, family caregiver strain, and hospital admissions, among others.

## **PHI Coaching Approach®:**

**National.** In 2021, PHI and the American Health Care Association/ National Center for Assisted Living (AHCA/NCAL) collaborated to release an e-learning PHI Coaching Supervision® course that equips long-term care supervisors with the right skills to succeed in their roles while empowering workers to participate in decisions that impact their daily work.

## **Job Quality Assessment:**

**Wisconsin.** In 2019, we performed in-depth job quality assessments with a range of home and community-based services providers in Wisconsin and Minnesota. Drawing on PHI's signature framework, The 5 Pillars of Direct Care Job Quality, we helped them identify how to improve job quality in their settings while aligning these interventions with their strategic business imperatives.

# Meet Our Workforce Innovation Team



**EMILY DIEPPA**

Director of Workforce Development



**KATHLEEN GRAHAM**

Registered Nurse  
Educator



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Curriculum Developer



**LOIS MORGAN**

Curriculum Developer



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Senior Advisor



**YARIISA SORIANO**

Curriculum Manager

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PHI is a national organization committed to strengthening the direct care workforce by producing robust research and analysis, leading federal and state advocacy initiatives, and designing groundbreaking workforce interventions and models. For 30 years, we have brought a 360-degree perspective on the long-term care sector to our evidence-informed strategies. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.

## PHInational.org

- Learn about our research, advocacy, workforce innovations, and public education
- Scroll through our library of studies, policy reports, and multimedia resources
- Visit the National Direct Care Workforce Resource Center
- Download national and state-by-state data on the direct care workforce
- Meet the workers in the National Direct Care Worker Story Project
- Bookmark our newsroom for the latest news and opinion: [PHInational.org/news/](https://PHInational.org/news/)
- Subscribe to our monthly newsletter: [phinational.org/sign-up/](https://phinational.org/sign-up/)
- Read about the latest federal and state policy developments for direct care workers



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