

# Workforce Development

## Recruitment and Retention in an Amazon World

NASUAD HCBS Conference, Baltimore, MD, August 27, 2019



EVERY LIFE. EVERY MOMENT. EVERY DAY.

# Introductions

**Ben Bledsoe** - Consumer Direct Care Network, President/CEO

**Esmé Grewal** - ANCOR, Vice President of Government Relations

**Kezia Scales, PhD** - PHI, Director of Policy Research

**Yadira Holmes** - Consumer Direct Care Network, Government Relations Manager



# Facing Challenges



**PHI**

QUALITY CARE  
THROUGH  
QUALITY JOBS

---

We believe that caring, committed relationships between direct care workers and their clients are at the heart of quality care, and our work serves to strengthen those relationships.



## Our Strategy

**Learn what works** – and what doesn't.

**Share lessons and implement best practices** through hands-on coaching, training and consulting.

**Support employers, policymakers and advocates** to craft evidence-based policies and practices.



## Who do we mean by “the workforce”?



**Personal care aides:** Support with activities of daily living (ADLs) plus assistance with household tasks, appointments, social and community engagement

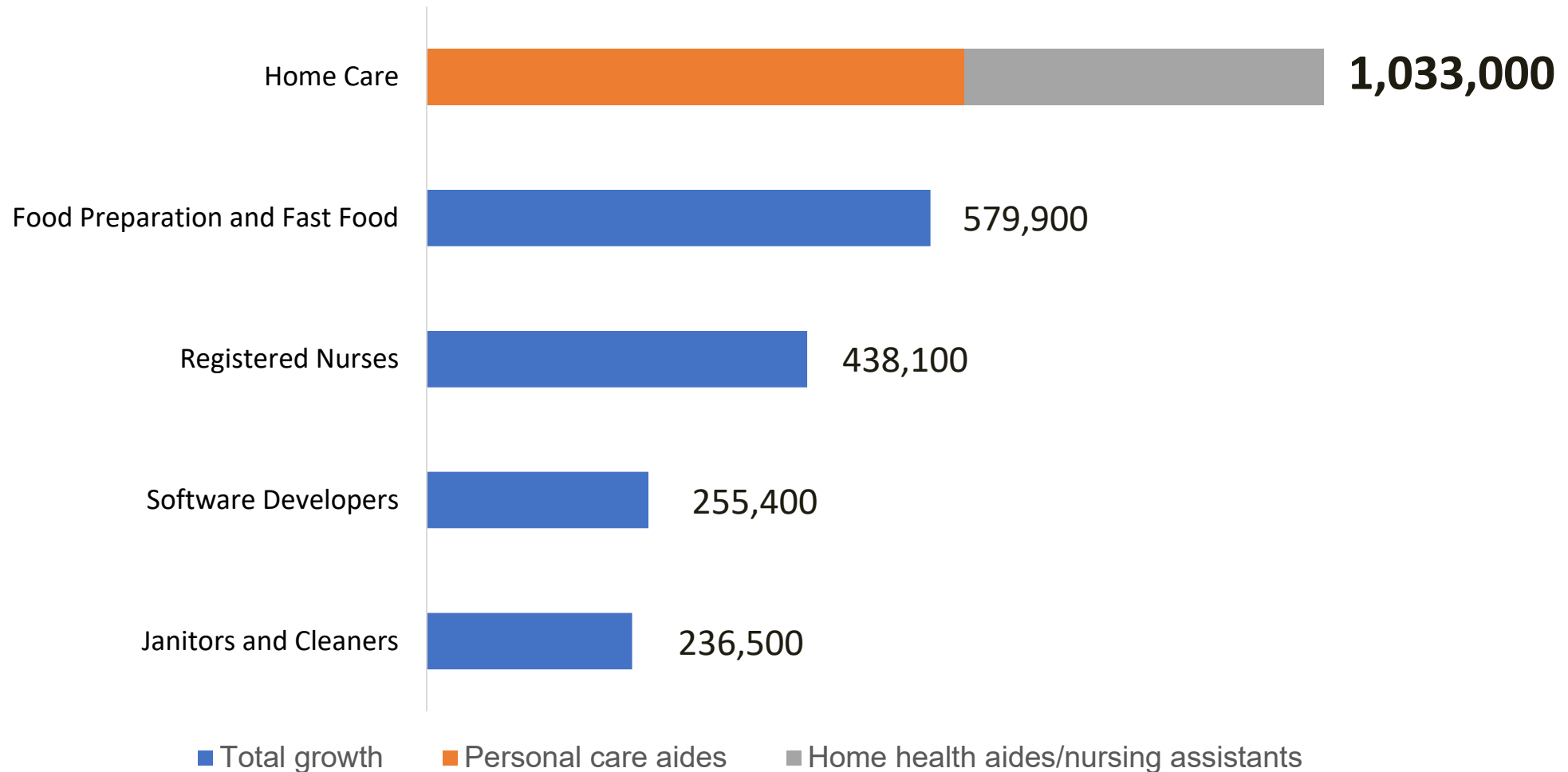
(includes: direct support professionals, independent providers)



**Home health aides:** ADL support plus certain clinical tasks under supervision, e.g. blood pressure readings, range-of-motion exercises

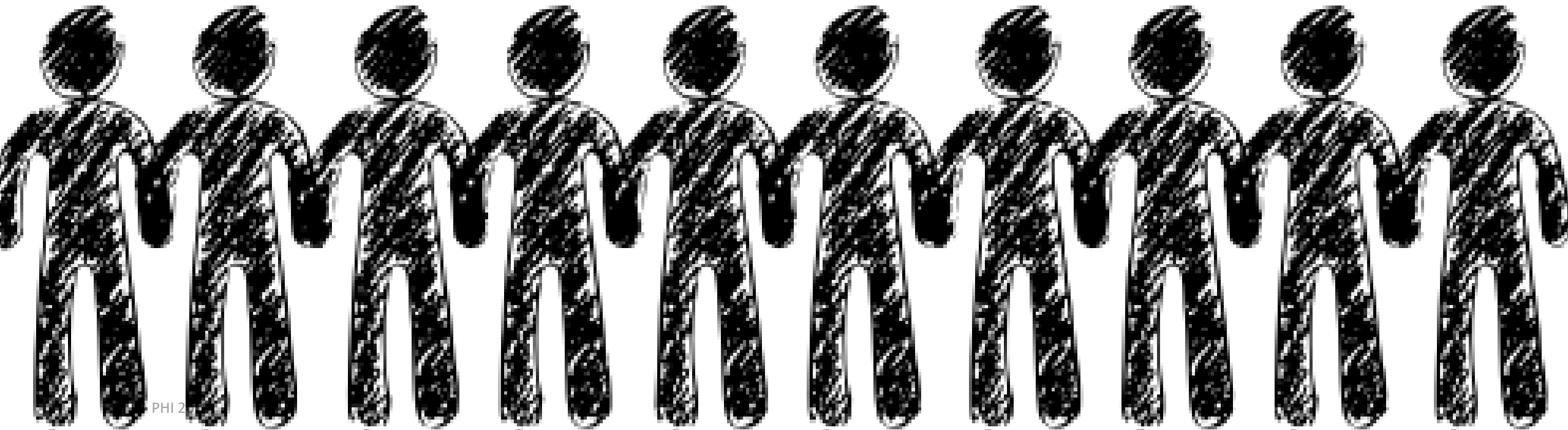
(also: nursing assistants in home and community-based settings)

## Home care job growth: 2016 to 2026





**From 2016 to 2026, there will be  
4.2 million home care job openings.**



# Four Trends Driving Demand

More older people



Preference for HCBS



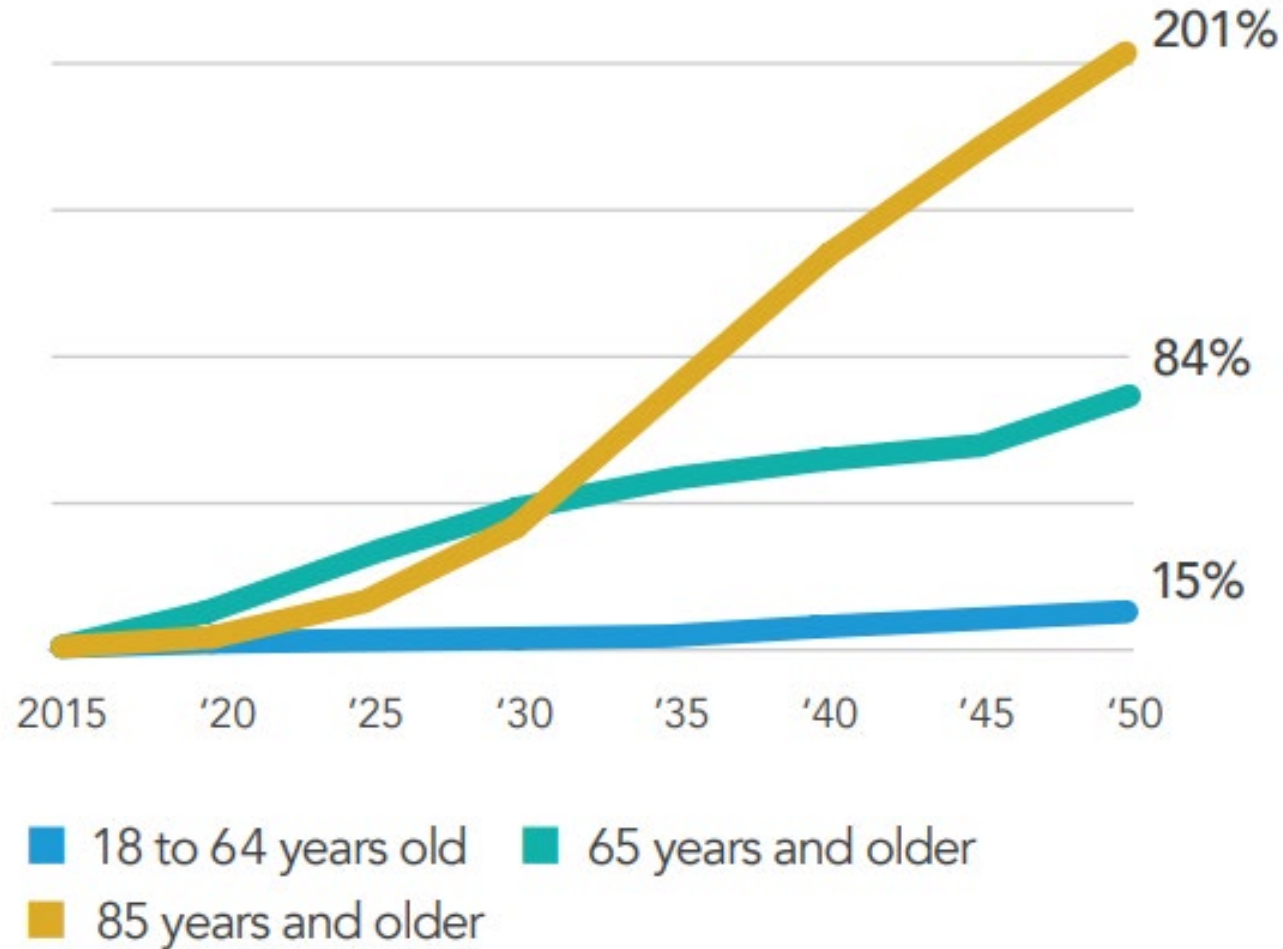
Increased longevity



Changing caregiver supply

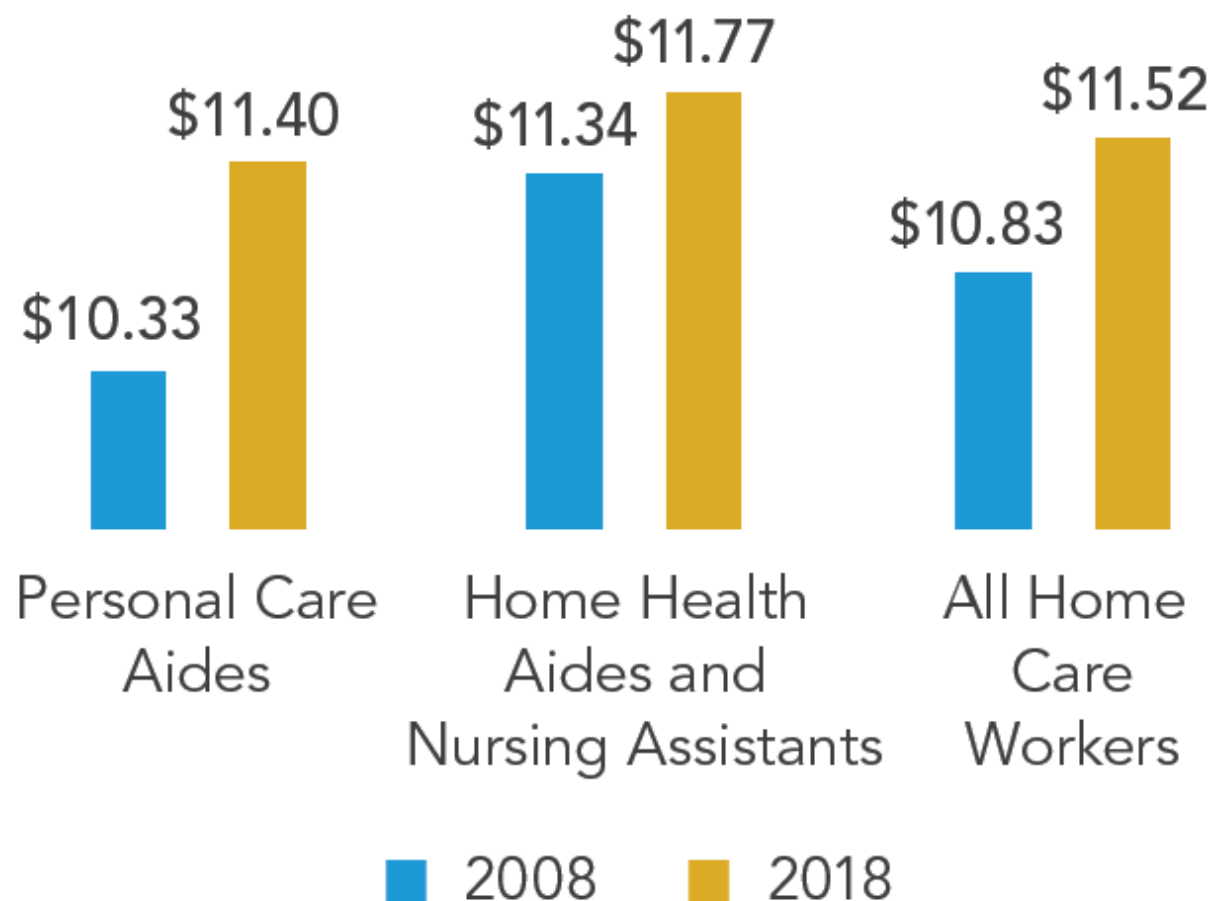


## Projected population growth by age group: 2015 to 2050



Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*.  
Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.

## Median hourly wages, inflation-adjusted (2008 to 2018)



## Low wages, high poverty

**38% of home  
care workers  
work part-time**

**Median annual  
earnings: \$16,200**

**48% live in low-  
income  
households**

**53% rely on  
public assistance**

**Walmart** 

\$11.00

**COSTCO**  
**WHOLESALE**

\$14.00



**TARGET**

\$13.00

**amazon** 

\$15.00



**CONSUMER DIRECT  
CARE NETWORK**

The logo features a stylized graphic of three human figures in green and blue, standing on a blue curved base. To the right of the graphic, the words "CONSUMER DIRECT" are written in green, and "CARE NETWORK" is written in a larger, bold blue font.

# Our Mission, Vision, Values

 **Mission** – To provide care and support to people in their homes and communities

 **Vision** – To help people live the life they want

 **Values** – Respect, Integrity, Service, Excellence



# Our Locations



Founded in 1990



26,000 Participants



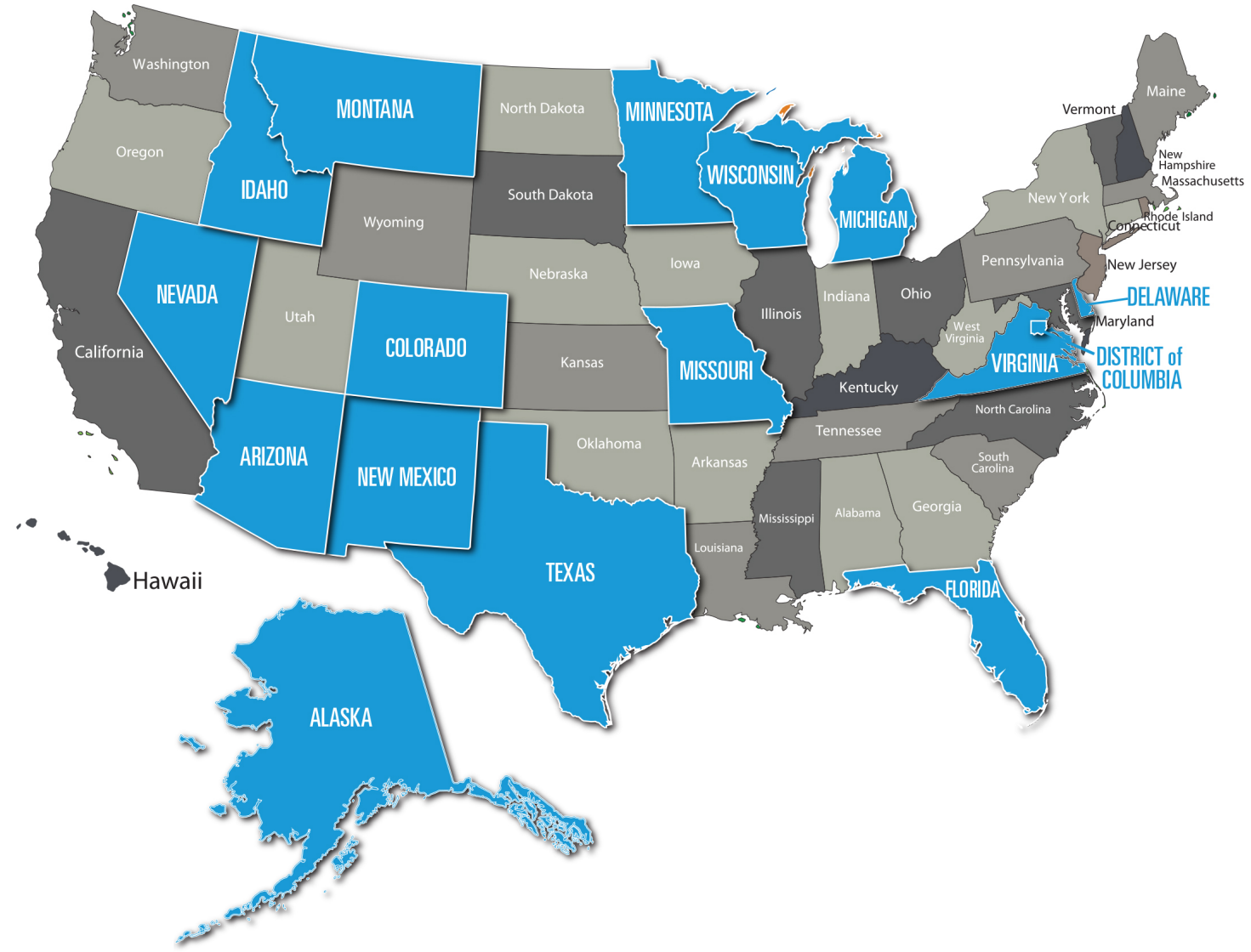
37,000 Support Workers



Serving 15 states and  
District of Columbia



29 years serving participants in  
community-based long-term care





# Provider Challenges

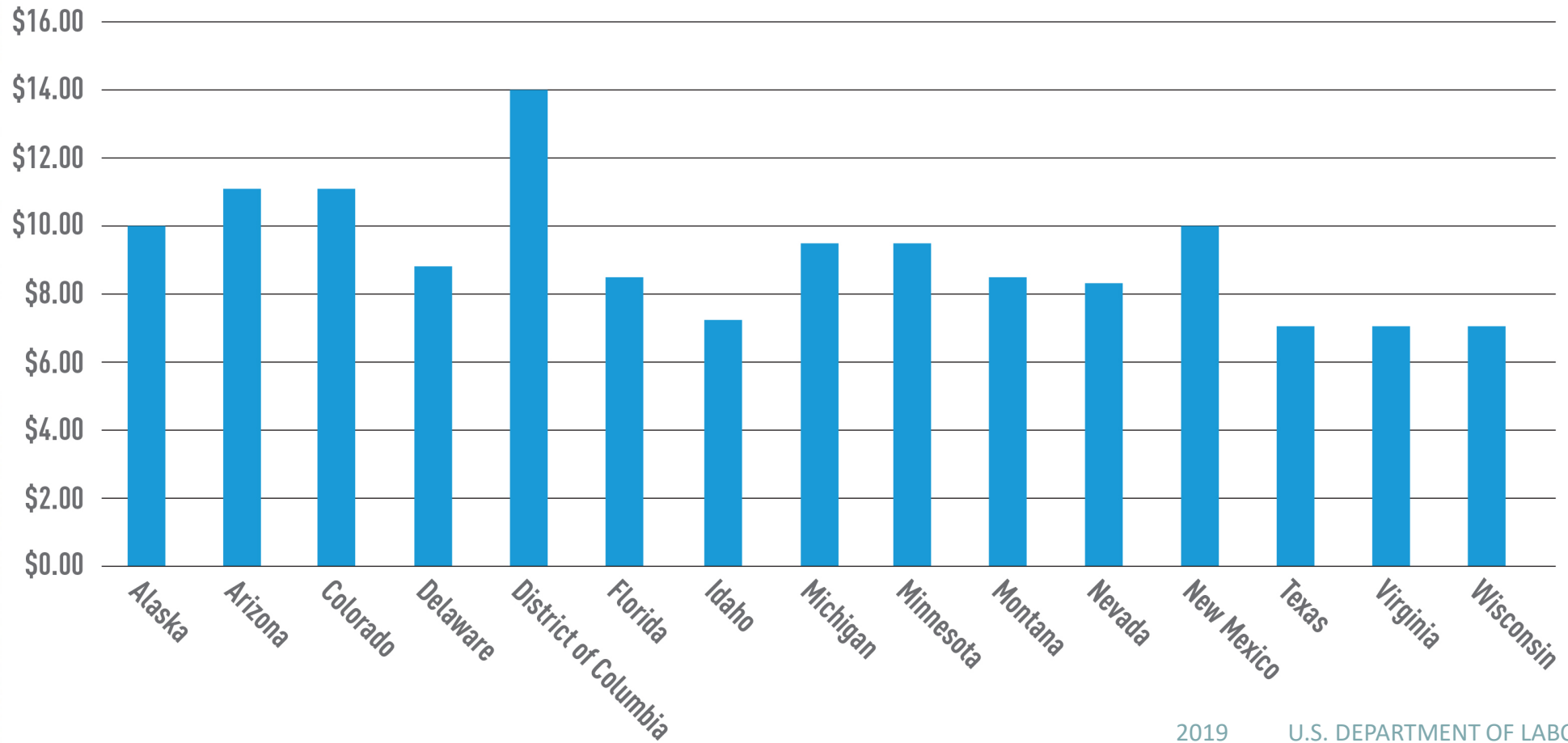
-  Workforce shortage among DSWs serving Medicaid participants
-  Traditional agency
-  Co-employ ~5,000 DSWs
-  Fiscal agent for ~32,000 DSWs
-  Challenges more pronounced in different geographies and with different populations



# Medicaid Environment

- 👤 Self-direction provides accessibility to workers who may not otherwise consider becoming a DSW
- 👤 Wage rates vary state to state
- 👤 States are challenged to raise rates in line with minimum wage increases

# State Minimum Wage

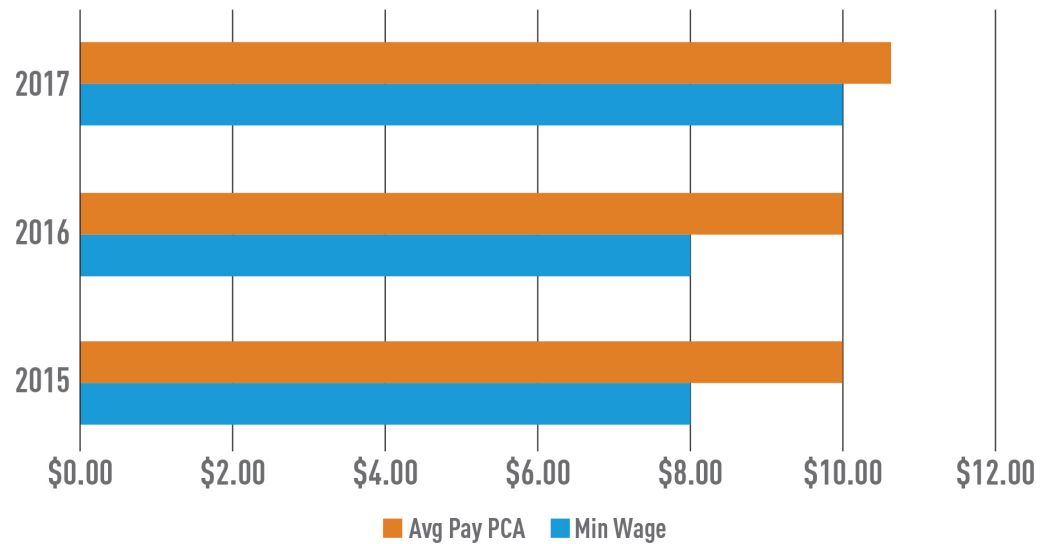


2019

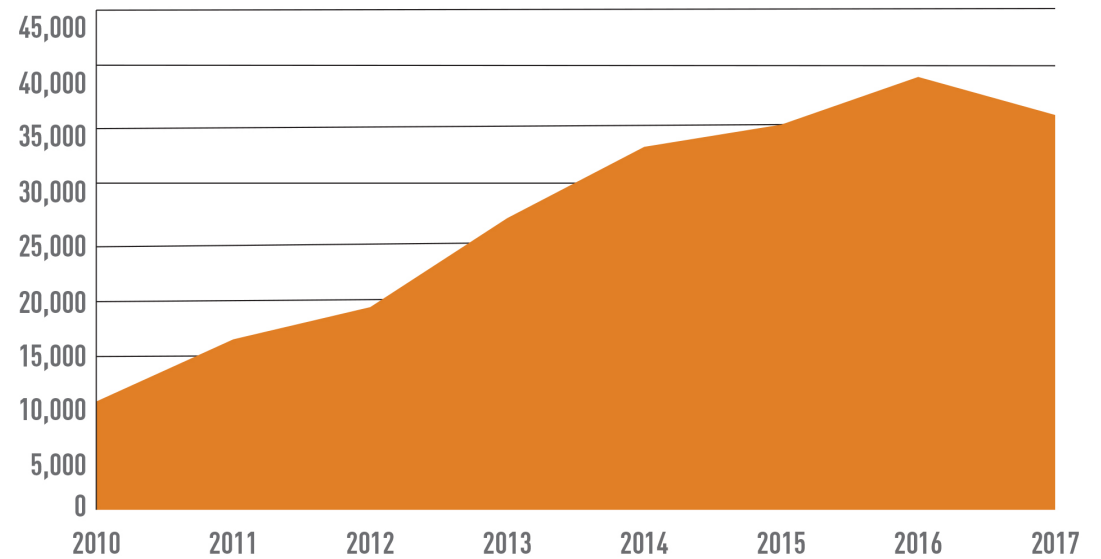
U.S. DEPARTMENT OF LABOR

# Arizona Case Study - Employment & Pay Trend History

Avg CG Pay to Minimum Wage  
\*Home Care Pulse



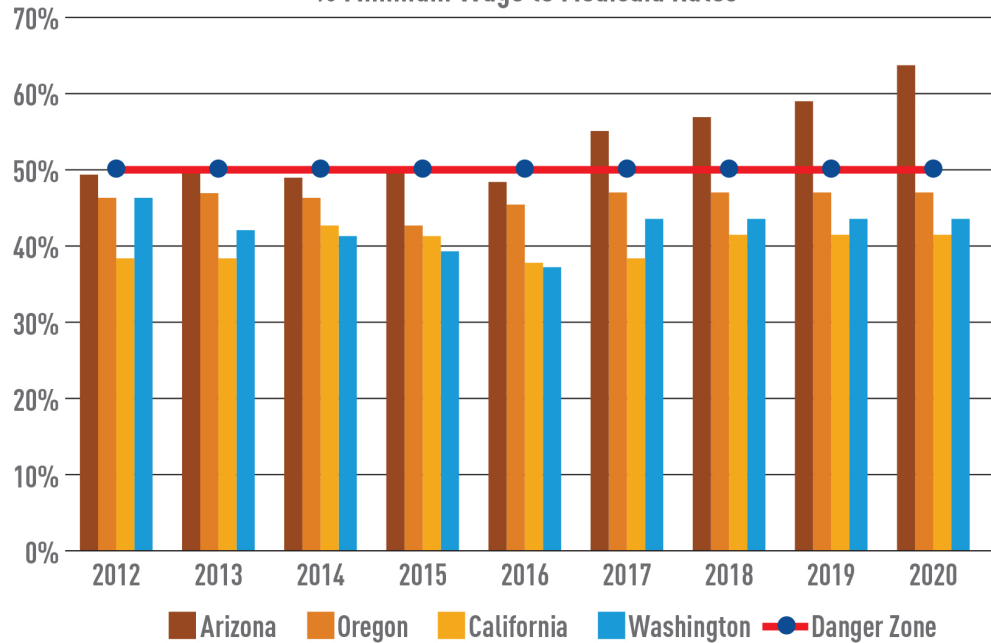
Caregivers in AZ  
\*PHI Data



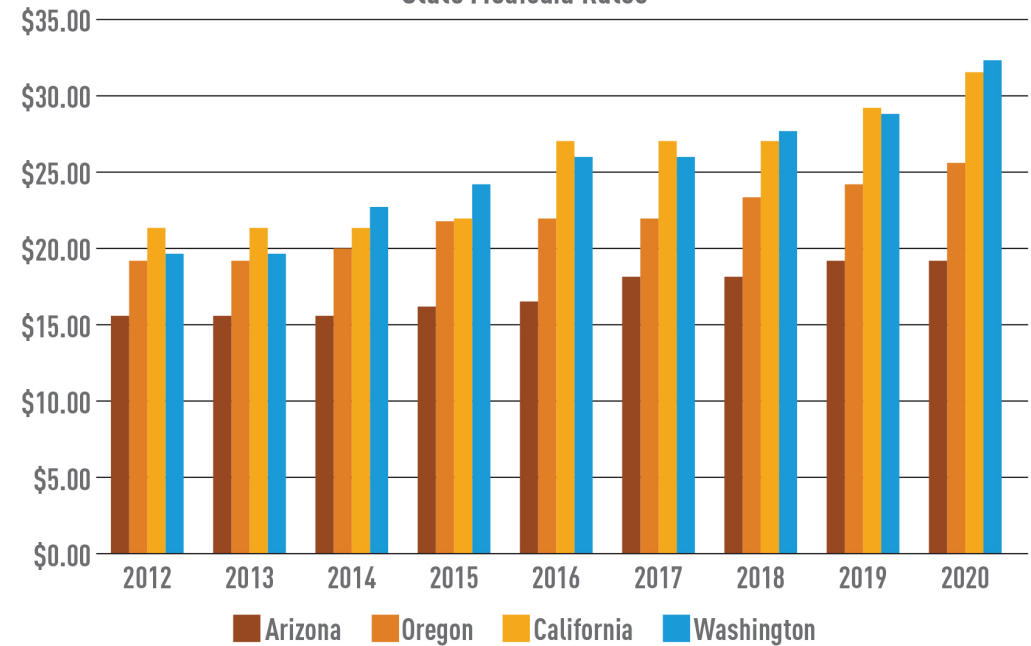
- **2015-2016:** Industry was paying an average of \$2.00 more than minimum wage
- Caregivers had positive growth every year the industry was paying on average \$2 more
- **2017:** 1<sup>st</sup> year where the industry did NOT keep up with the growth of minimum wage — Industry saw its first decline in almost 10 years

# Arizona Case Study - Like State Trends

% Minimum Wage to Medicaid Rates



State Medicaid Rates

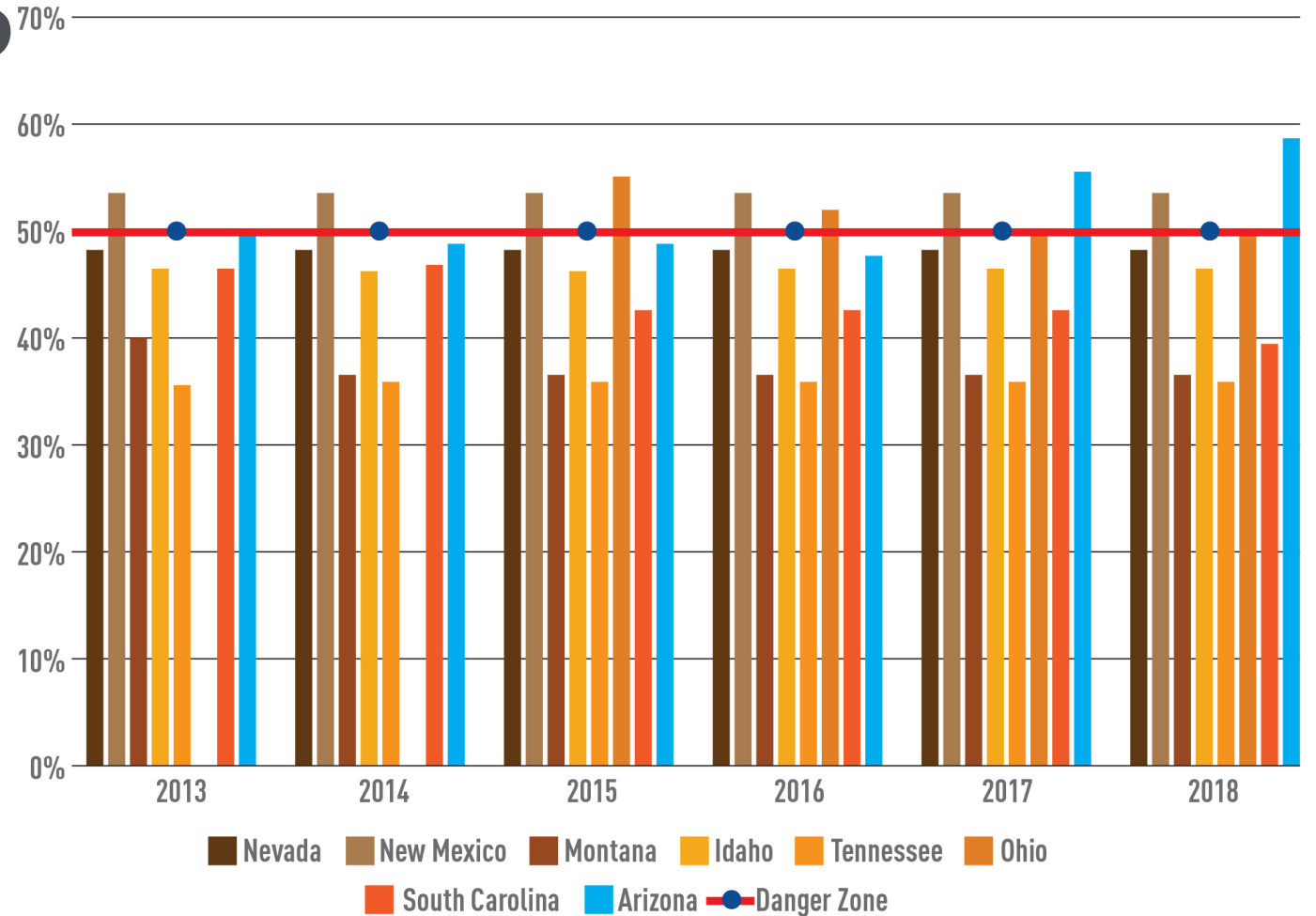


- Arizona is one of the only states with similar minimum wage rates that are over the 50% ratio of MW to Medicaid rates
- Arizona industry at a disadvantage when attracting the future workforce
- 2020 are anticipated reimbursement rates

# More State Trends

- Compared across a larger region
- Arizona is the ONLY State receiving reimbursements above the 50% to Minimum Wage ratio
- The HCBS rates to minimum wage ratio needs to be below the 50% ratio to allow providers to remain competitive to other industries and states

Multi-State Comparison  
% of Minimum Wage to Medicaid Reimbursement Rates





**ANCOR** American Network of  
Community Options  
and Resources  
SHAPING POLICY • SHARING SOLUTIONS • STRENGTHENING COMMUNITY



# ANCOR's Mission

To advance the ability of our members to **support people** with intellectual & developmental disabilities to **fully participate** in their communities.



@TheRealANCOR

[ancor.org](http://ancor.org)

# Fastest-Growing Occupation Includes DSPs

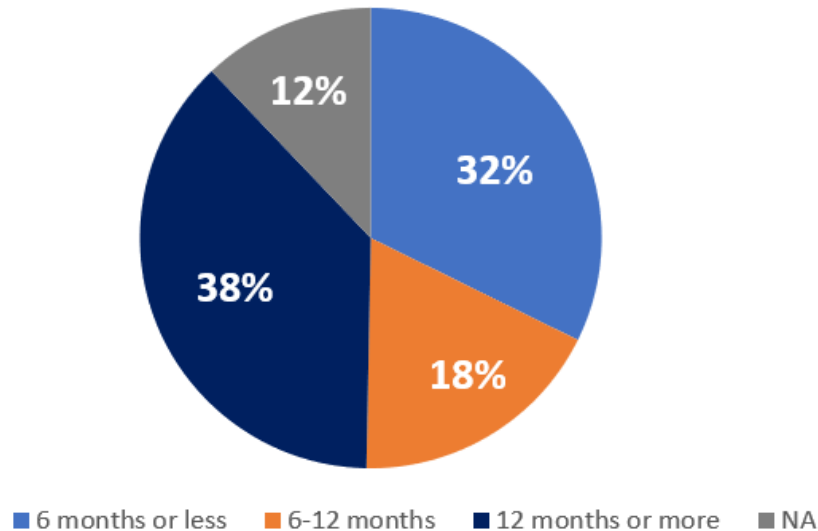
Direct Support Professionals (DSPs) help people with disabilities live in the community, find employment and stay healthy. While there is no federal database specific to DSPs, they are considered part of the personal care aide (PCA) and home health aide (HHA) umbrella categories. The Bureau of Labor Statistics finds these two fields will have the most job growth and fourth-most job growth respectively this decade.

OCCUPATION	NUMBER OF NEW JOBS (PROJECTED), 2016-26	2018 MEDIUM PAY
<u>Personal care aides</u>	777,600	\$24,020 per year
<u>Combined food preparation and serving workers, including fast food</u>	579,900	\$21,250 per year
<u>Registered nurses</u>	438,100	\$71,730 per year
<u>Home health aides</u>	431,200	\$24,200 per year
<u>Software developers, applications</u>	255,400	\$103,620 per year

Source: Bureau of Labor Statistics, Occupational Outlook Handbook – Most New Jobs

# Turnover High Despite Demand

DSP TURNOVER BY TENURE

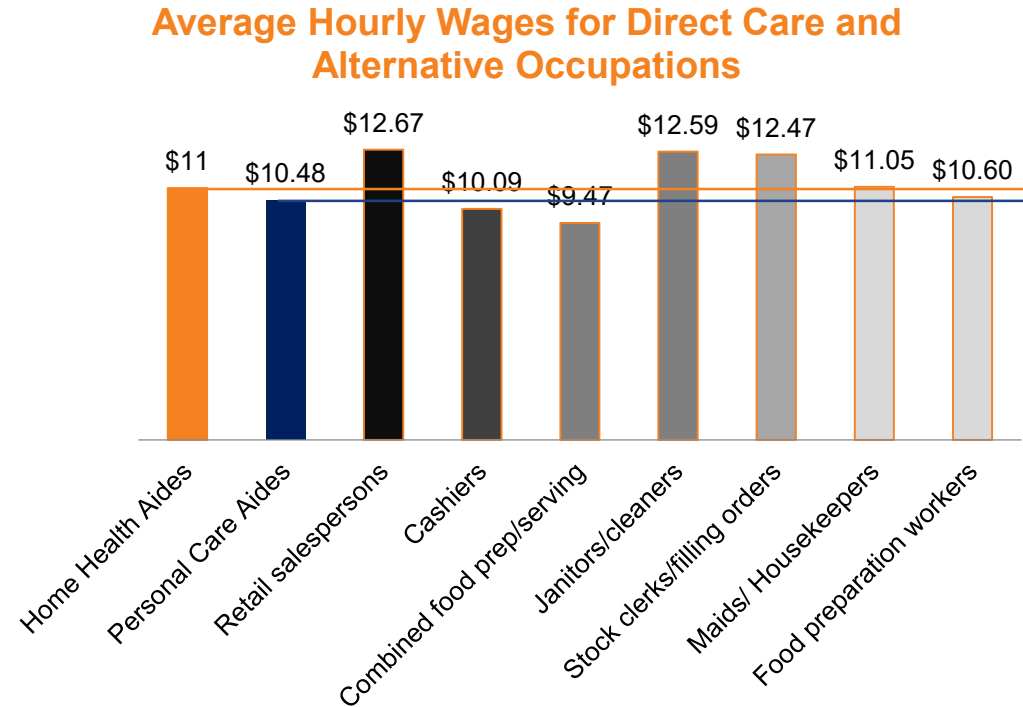


44%

of DSPs leave their jobs  
every year.  
(2017 statistic)

# Wages Are a Large Part of the Challenge...

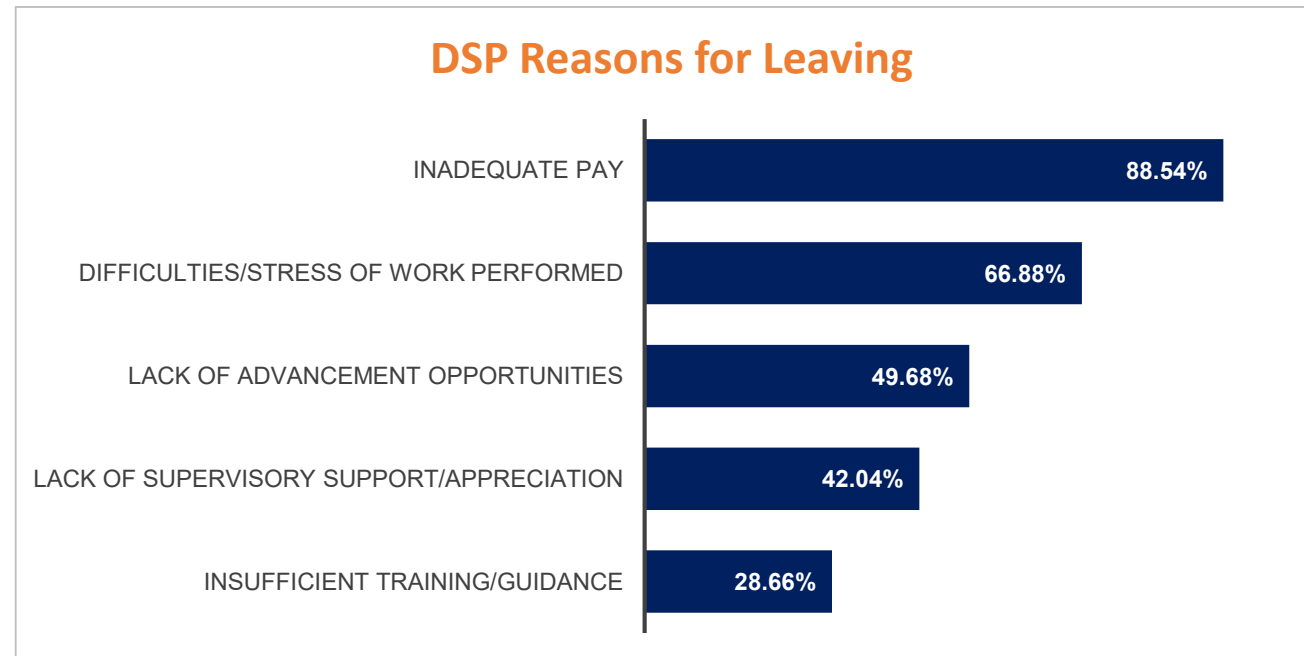
In 2017, the National Core Indicators (NCI) Survey found the average DSP wage to be \$12 across 19 states. This is in keeping with 2015 data from the Department of Labor which ANCOR shared in our workforce crisis report.



Source: Department of Labor unpublished data

# But Not the Only One

While inadequate wages are the lead reason that DSPs leave their work, other challenges within the work also need to be addressed to strengthen this workforce.





# Innovative Solutions

# Questions?

