

National LAN Event: Staffing Challenges & Solutions: Insights from the Frontline

2:00 – 3:00 PM ET

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Introduction and Welcome



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Division of Community and Population Health
iQuality Improvement & Innovation Group

Centers for Medicare & Medicaid Services (CMS)

Agenda



- Opening Remarks
- Meet Your Speakers
- Presentations
 - Tips to engage and retain staff and details about the Crisis Employee Support Program (CRESP)
 - Section 1135 Waiver discussion and how it relates to CNA education and training
- Open Discussion
- Closing Remarks

Quality Insights QIN-QIO



Biddy Smith, RN, MSN
QIN-QIO Program Director
Quality Insights

Meet Your Speakers



Denise Russell Wolbert
RN, BSN, PCHA
Director of Quality Performance
Baptist Homes Society



Matthew "Matt" Murray
CNHA, CALA
Vice President of Operations
The Orchards

Baptist Homes Society Communities



Baptist Homes



Providence Point

Hiring Challenges and COVID-19



- Baptist Homes Society Located in Allegheny County, Pennsylvania
 - Eight miles from downtown Pittsburgh
 - Who's looking for staff in the County?
 - 61 SNFS
 - 130 PCs (ALFs)
 - 21 hospitals within a 25-mile radius
 - Multiple home health, home care and hospice agencies
- Challenges Prior to COVID-19
 - Health care agencies pulling from the same pool of staff
 - Competitive Wages
 - Competitive non-health care businesses

Hiring Challenges and COVID-19



- **COVID-19 Changes**
 - Bus schedules changed
 - Fear of getting COVID
 - High school and college students resigned
 - At-risk family members
 - Childcare issues
 - Agency use increased
- **Unemployment**
 - 5-8 times increase in claims
 - Additional weekly incentive
 - 13 additional weeks
 - Unemployment rising while health care is hiring
- **Media**
 - Poor image of skilled nursing facilities (SNF)
 - Afraid to work in nursing homes

Hiring Challenges and COVID-19



- Steps to Improve Recruitment
 - Ads with staff in masks caring for residents
 - Social Media
 - Technology
 - Flexible interview times and formats
 - Incentive to come to the interview
 - Increased employee incentives for referrals
 - Free health care
 - Tuition assistance
 - Sign-on bonus
 - Gifts for new employees
 - 403B and other benefits
 - Self-scheduling of physical, TB and COVID test

Focus on Current Employees and Retention



- Focus on Employee Work Needs
 - Monetary Incentives
 - Bonus for picking up shifts
 - Double referral bonuses
 - PTO bonus for changing status (i.e. PRN-FT/PT)
 - Two bonuses from federal monies
 - Incentives for Red Zone
 - Flexible schedule
 - PPE and testing
 - Take a healthy step

Focus on Current Employees and Retention



- Focus on Employee Communication
 - Thank you
 - Town halls
 - Fireside chats
 - One-on-one
 - Change of shift
 - Key staff
 - Stay Interviews
 - COVID updates
 - Changes of processes — employee/resident

Focus on Current Employees and Retention



- Focus on Employee Retention
 - Lead Program
 - Department retention and engagement plan
 - Specific to department
 - Employee participation and acknowledgement
 - Special events
 - MVP — Mission, Vision Personified
 - Employee Voice
 - Customer service tips
 - Culture change
 - Palliative care
 - Review of day-to-day processes
 - Review new hire on-boarding and orientation

Focus on Current Employees and Retention



- Focus on Employee Wellness
 - Fear/concern
 - Stress
 - Burnout
 - Wellness program
 - Employee life assistance program
 - Free online therapy resources



- **CRISIS EMPLOYEE SUPPORT PROGRAM**
- Administered through Healthcare Council of Western PA
- Faith-based SNFs CEOs support the program
- Grant from the Richard King Mellon Foundation
- **Supports Three Critical Areas:**
 - Access to Food: Thrive box, dairy box, produce box, food bucks
 - Financial Support: Managing debt, credit score, budget basics, etc.
 - Emotional/Mental Health Support: Mental health assessment and implement best clinical practices

State and Regional Organizations



- LeadingAge PA
- PACAH-PA Coalition of Affiliated Healthcare and Living Communities
- HCSWPA — Healthcare Coalition of Southwest PA
- HCWP — Healthcare Council of Western PA
- RRHCP — Regional Response Health Collaboration Program
- Quality Insights

COVID-19 and Leadership



- One Last Note:
 - Take a moment to recognize the leadership team and infection control staff

THANK YOU FOR WHAT YOU DO EVERY DAY.



1135 Waiver – Training and Certification of Nurse Aides

Matthew Murray
CNHA, CALA
VP of Operations
The Orchards

What to Expect - Objectives

- Review the 1135 Waiver Related To Certified Nursing Assistant Education and Training
- To identify and operationalize a basic framework to set a temporary Certified Nursing Assistant up for success in a real life and real time assignment

Review of the 1135 Waiver

- Training and Certification of Nurse Aides
 - CMS is waving 42 CFR 483.35(d) requiring SNFs and NFs to not employ anyone for longer than four months unless they met training and certification requirements under 483.35(d)
 - CMS waived these requirements to assist with potential staffing shortages from COVID-19

Review of the 1135 Waiver - Continued

- To ensure the health and safety of nursing home residents, CMS is not waiving 42 CFR 483.35(d)(1)(i)
 - Requires facilities to not use an individual working as a nurse aide for more than four months, on a full-time basis, unless that individual is competent to provide nursing and nursing related services

Review of the 1135 Waiver - Continued

- CMS Further Notes:
 - We are not waiving 483.5(c), which requires facilities to ensure that nurse aides are able to demonstrate competency in skills and techniques necessary to care for residents' needs, as identified through resident assessments, and described in the plan of care

Real Life Problems

- Lack of Qualified Candidates
 - Those with certification are generally already employed
 - Creating your own CNA training program requires significant space, time and monetary resources
- Length of Time to On-board Following Offers
 - Background checks, physicals, drug screens, pre-employment paperwork, etc.
- CNA Turnover Ranging from 60 to 80 percent
- Wages and benefits comparable to retail/fast food with much less physical and psychosocial demand

Real Life Case Study

- The Orchards
 - Began utilizing as soon as the waiver was granted
- Modified Recruiting Strategies
 - Looking for solid care giver behavioral traits versus active certification
- Competency Program
 - Six weeks of course content into eight-hour course plus on-the-job training component

Initial Hurdles

- Rejection From the Pack
 - Lack of acceptance by tenured CNAs
- Not What I Signed Up For
 - Talking about taking care of people versus taking care of people
- Steeper Learning Curve

Steps Taken to Knock Over Hurdles

- Candid Discussion with CNA staff
 - Remember when you started...?
 - Welcoming versus skeptical
 - Supportive versus carnivorous
- Behavioral and Task Interviewing Techniques
 - Create difficult scenarios and ask how the person has or would react in the situation
 - Tell me about a time when...
 - You learned something new
 - You dealt with a tough customer or teacher

Steps Taken to Knock Over Hurdles

- Ramping-Up On-the-Job Training Program
 - Increased by 1-3 weeks depending on the employee
 - Only “Orchards Approved” CNAs could fill the trainer role
 - Understanding these folks were new to the industry
 - Add time management in addition to the skill competencies such as bathing, transferring, etc.

Success to Date!

- Retention
 - After initial growing pains, retained 75 percent of non-certified aides
- Recruiting
 - Opened a “blue ocean” segment of potential employees that wouldn’t have existed prior to the waiver
- Access
 - Often hear about physicians, therapists, etc.
 - What is the number one position long-term and post-acute care providers need? Highest turnover?
- Proof of Concept
 - No to limited negative outcomes related to utilizing non-certified staff

In Review

- Positive for our Industry and Overall Economy
 - More opportunities for folks interested in health care
 - Enhanced access for residents and patients in need of personal care
 - Regulatory relief has led to positive outcomes
- Developing Your Program
 - Modify interviewing technique to include more questions identifying good citizens versus technically savvy candidates
 - Set clear expectations with current team to give these new teammates extra TLC
 - Add time management and technical skills to list of employee competencies

Thank you!!

Matthew Murray
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Open Discussion and Questions to Run On



- Based on what you have heard today, please share your thoughts on the presentations and how they may impact your work going forward.



Denise Russell Wolbert
Baptist Homes Society



Matt Murray
The Orchards

Thank You



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https://www.surveymonkey.com/r/10_20_20

We will use the information you provide to improve future events.