



**SUPERIOR HEALTH**  
**Quality Alliance**

# Nursing Home Leadership Roundtable: Leading Age - Understanding the Workforce Crisis

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# Understanding the Workforce Crisis

THE CONTEXT, THE SOLUTIONS, AND THE IMPORTANCE OF QUALITY IMPROVEMENT

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*The Trusted Voice for Aging*



# Agenda

1. Introductions
2. Understanding the Context: Why is there a crisis?
3. Implementing tools and resources to improve recruitment and retention
4. Recognizing the importance of QI and feedback loops



# Defining the Sector



Post acute SNF and home health care



Residential care – nursing homes, AL, memory care



Independent living – market rate & subsidized



HCBS – home care, personal care, IADL help



Supportive services – transportation, meals, etc.



Care/service coordination across settings and acute/primary care

# Direct Care Professional Occupations



- Medical/social/environment intersection
- Frontline professionals (60-80% of care)
  - Certified nursing assistants
  - Home health/home care aides
  - Personal care attendants
  - Dietary aides
- Mostly female, low-income, people of color and immigrants

# Long-Term Trends

- The emerging “care gap”
- Shift from institutional to in-home and community-based settings
- More ethnically/racially diverse older adults and staff
- More highly educated, demanding older adults





## Long-Term Trends (cont.)

- Greater disparity between “**haves**” and “**have-nots**”
- Uncertainty around Impact of **new technologies**
- Decreased dependency ratio = **demand** for more paid staff





# Importance of this Sector

- Growth of the older adult population = **fastest growing occupations** in many localities
- New models of care = **new types of jobs** in this sector
- **Economic driver** in many communities – rural & other worker shortage areas
- Quality = **Quality workforce!**





# Challenges to Workforce Development

- **Pipeline is important**
  - Decrease in population likely to work in the sector
  - Decrease in family caregivers available
  - Immigration policy uncertain
- **Retention challenges**
  - More attention needed on retention to reduce the need for recruitment
- **Competent, quality staff needed**
  - Not warm bodies





# Post-Covid Workforce Crisis

- LTC workforce shortages **worst in all of healthcare**
- AHCA/NCAL Nursing Home Workforce Study June 2022
  - **60%** experiencing worse staffing situations since beginning of year
  - **87%** facing moderate or high staffing shortages
  - **98%** experiencing difficulty hiring staff
  - **61%** limiting admissions
  - **72%** view lack of interested or qualified candidates as top challenge
  - **57%** filling positions with temps or agency staff

# Reasons for Challenges: Societal Level

Undervalued sector across all occupations

Ageism leads to lack of attention and investment

Jobs seen as easy, default after “burnout”

DCW jobs still viewed as unskilled

Vulnerable characteristics of this workforce



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# Reasons for Challenge: Policy Level

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Inadequate public reimbursement

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Lack of universal LTSS financing

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Uneven regulation; focuses on #s of staff

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Lack of standardized competency-based training requirements

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Lack of workforce development to professionalize these occupations

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Lack of opportunities for career advancement

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Uncertainties around Immigration policy

# Reasons for Challenges: Workplace Level

- Lack of quality **supervisors**
- Low wages--**\$14.27/ hour** in 2021
- Inadequate **on-boarding** and in-service training
- **Poor working conditions** and job design
- Lack of career **mobility**
- Inadequate **compensation/benefits**
- Not competitive **technologically**





# Retention is a Solution to Recruitment Challenges

- Turnover is a **significant challenge** in the sector
- Roughly **50%** of nursing home staff turnover annually
- Turnover by staff—CNA **55%**; LPN **41%**; RN **46%** (*2022 Nursing Home Salary and Benefits Report*)
- **High turnover** in assisted living and home care as well (less data available)
- High turnover = staff instability = poor morale and productivity = **poor quality outcomes**



# Resources for change





# How do we really support people at work?

- Honestly **assess** your organizational culture
- Invest in **emotionally intelligent** leaders
- Know individuals** personally and professionally
- Upskill** staff
- Train all staff as **QI experts**



# What does quality leadership look like?

**See me. Value me. Hear me.**



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# 75% of RNs Do Not Receive Supervisory Training



“Research suggests that RN and LPN nurse managers lack adequate preparation and do not have the resources they need to carry out their supervisory responsibilities.” (Bryant & Stone, 2022)



# Assessing your organization's culture



1. How would you describe your **“established”** culture?
2. What are the **symptoms**, and what needs to change?
3. Who is the **change agent** for your organization?
4. How do you use formal and informal **leaders** to develop change?
5. How is **resistance to change** expressed in your organization?
6. How will you know if change is **successful and sustainable**?



Where do I find the time for this?

# Living your core values

## When or where can organizations embed core value conversations?

Category	Place	Examples
Meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> All staff meetings</li> <li><input type="checkbox"/> Town Halls</li> <li><input type="checkbox"/> Department meetings</li> <li><input type="checkbox"/> Stand up meetings</li> <li><input type="checkbox"/> Interdisciplinary team meetings</li> <li><input type="checkbox"/> Shift reports</li> <li><input type="checkbox"/> Project-based meetings</li> <li><input type="checkbox"/> Rounding</li> <li><input type="checkbox"/> Staff council</li> <li><input type="checkbox"/> Resident council</li> </ul>	<p><b>Share mission moments</b> Each person shares a story from the last day/ week/ month about witnessing someone living the core values.</p> <p><b>Shout outs</b> Each person thanks a colleague who has helped them, sharing how they helped and why it was meaningful.</p> <p><b>Sharing your why</b> A selected staff member begins the meeting by sharing why their job is meaningful to them – this could be a story, an example, or a short anecdote.</p>
Performance-based conversations	<ul style="list-style-type: none"> <li><input type="checkbox"/> Performance improvement plans</li> <li><input type="checkbox"/> Annual review</li> <li><input type="checkbox"/> Real-time feedback</li> <li><input type="checkbox"/> Coaching or corrective action</li> <li><input type="checkbox"/> Recognition or rewards</li> </ul>	<p><b>Describe behaviors observed</b> Each personnel form should include a section asking the manager to describe how the direct report has or has not behaved in a way that correlates to the organization's core values. In addition, design a section where the staff member can self-report the ways in which they live out the organization's core values. Conversations about performance should always tie back to core values.</p>
Events	<ul style="list-style-type: none"> <li><input type="checkbox"/> Staff recognition events</li> <li><input type="checkbox"/> Holiday celebrations</li> <li><input type="checkbox"/> Seasonal celebrations</li> </ul>	<p><b>Recognition, certificates, awards</b> Recognize staff for specific actions or behaviors that display core values. Allow staff to nominate peers, and residents and families to nominate staff for displaying core values.</p>

# Leadership Rounding



## Ask yourself before you start...

- Are you feeling calm and ready to listen to others?
- Do you feel ready to accept feedback?
- Do you feel capable of authentic connection with your team right now?
- Are you in a space to share positivity and model your organization's core values?

## Build relationships

- How is your family?
- What did you do over the weekend?
- What are your holiday plans?
- How is your stress level today?
- Ask about personal things: Kids, pets, vacations, birthdays, graduations, important life events

Comments:

## Keep yourself accountable

- I wanted to follow up on...
- Last week you asked me....
- I looked into....
- Thanks for notifying me about that broken machine. Did it get repaired?
- I'm sorry you had trouble logging in last week – were you able to get your password reset?

Comments:

## Once your rounding is completed, take a moment to reflect upon your conversations with the following questions:

Are there any common themes or key words you heard today?

Response:

Do you have any new tasks or requests that need follow up? Resources staff need?

Response:

Are there any staff who need to receive compliments or thank you notes for their outstanding efforts?

Response:

Are there any staff who need additional coaching or mentoring?

Response:

Does anything need to be shared with the leadership team?

Response:

Other notes:

# Building a Strong Team: Games & Activities

## Games and activities will:

- Build Confidence
- Encourage Teamwork
- Encourage Creativity
- Identify Leaders
- Uncover Hidden Talents
- Resolve Conflict
- Build Trust
- Increase Confidence
- Improve Morale
- Increase Resident Satisfaction
- Increase Productivity
- Humanize Your Peers/Coworkers
- Instill Positive Culture
- Foster Fun!



# Individual Development Plans

## Our vision is that you will:

- Identify personal and professional goals to help you advance in work and life.
- Identify strengths, opportunities, or other areas of focus that you are passionate about advancing.
- Stay connected and engaged with [organization name] as you advance in your career!

**INDIVIDUAL DEVELOPMENT PLAN TEMPLATE**

**REVIEW**

What accomplishment are you most proud of since your last review?

Skills Assessment

Strengths (3-5)	Knowledge Gaps (1-3)	Passions (3-5)	Opportunities (1-3)	Supervisor Input:
1.	1.	1.	1.	
2.	2.	2.	2.	
3.	3.	3.	3.	
4.		4.	4.	
5.		5.	5.	

## INGREDIENTS FOR PROFESSIONAL DEVELOPMENT







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## Nurse LEAD

A leadership training program for charge nurses and team leaders working in long-term care environments.



# FREE Nurse Leadership Training is Available

## Modules include:

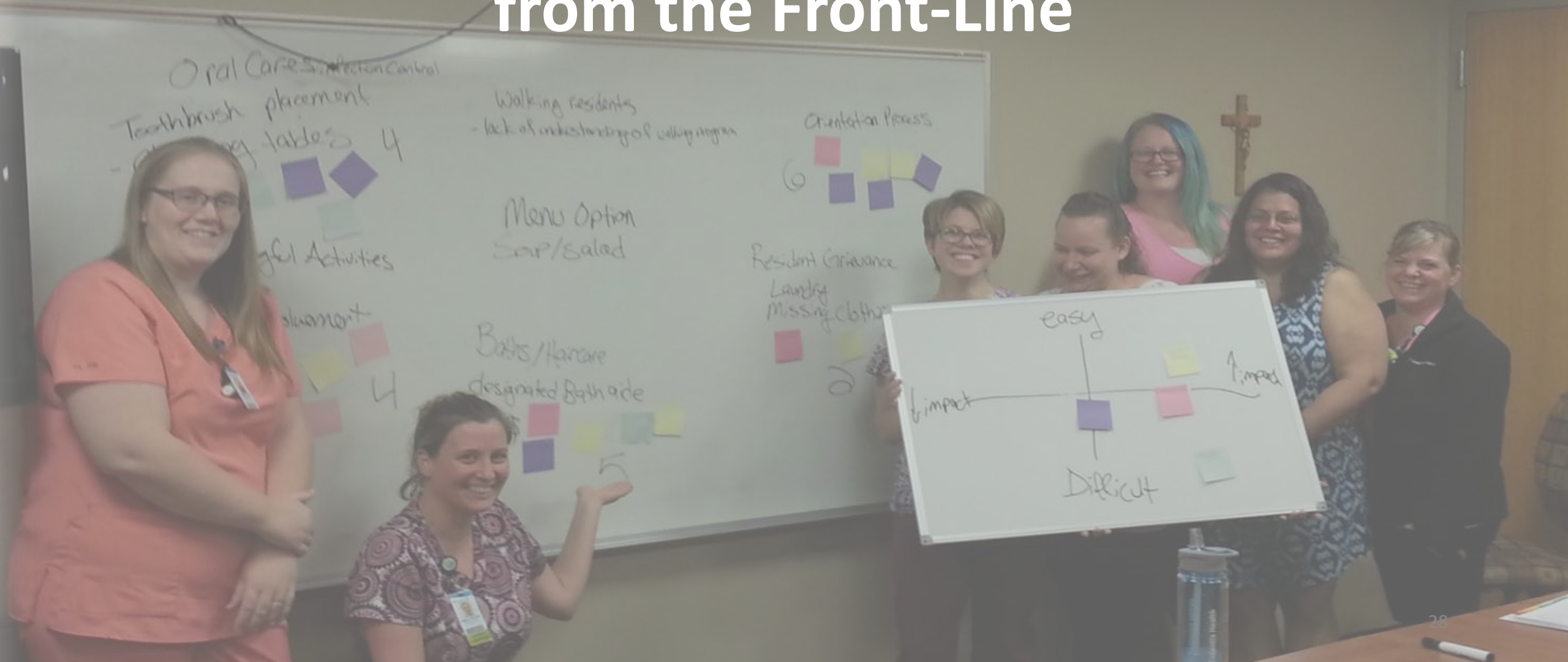
1. Leadership, coaching, and supervising direct care professionals.
2. Critical thinking.
3. Communication.
4. Managing conflict.
5. Diversity.
6. Working with management.

# Need Development Ideas?

- Attend a **training**, a conference, or enroll in an online course
- Read a **book** in a key subject matter area
- Lead or attend a **meeting** that you don't usually attend
- Participate in or **lead a new project** to build a specific skill
- Participate in or lead a **quality improvement** initiative
- Lead or **participate in a committee** or task force
- Engage with a local or **LeadingAge committee** or affinity group
- **Job shadow** or meet with a leader
- Assist or job **shadow in another department**
- **Connect with peers** in another organization
- Become a **peer mentor** or a reverse mentor
- **Engage with the people you serve** or their families in a new or innovative way
- Take on a **new responsibility**



# Driving Quality & Innovation from the Front-Line



A photograph of three healthcare professionals in a meeting. A woman with curly hair, wearing a white blazer over an orange top and a blue lanyard, is smiling and gesturing with her hands. She is holding a yellow pencil. To her left, a woman in blue scrubs is looking at her. To her right, a man in blue scrubs is also looking at her. They are sitting around a table with papers. In the background, there are yellow storage boxes and a potted plant on a shelf.

# Stop and Chat

What is your next **step**?

# Key takeaways

- ❑ Know the societal, policy, workplace challenges
- ❑ 1:1 relationships and support
- ❑ Strong systems for a person-centered workplace
- ❑ Empower your expert caregivers
- ❑ Tools are available – don't recreate the wheel!



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Questions?

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REAL ESTATE

Thank you

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## Quality Improvement Organizations

Sharing Knowledge. Improving Health Care.  
CENTERS FOR MEDICARE & MEDICAID SERVICES

# SUPERIOR HEALTH

## Quality Alliance

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