



STATEWIDE HOSPITAL-HOME CARE COLLABORATIVE

ALL SECTOR

WORKFORCE SUMMIT SUMMARY

CHALLENGES & SOLUTIONS



This information is made possible through a generous grant to HCA Education and Research from the Mother Cabrini Health Foundation.

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This All-Sector Workforce Summit Summary and the collaborative effort of the Home Care Association of New York State (HCA)/HCA Education and Research (HCA E&R), the Healthcare Association of New York State (HANYS)/Healthcare Educational and Research Fund (HERF), and the Iroquois Healthcare Alliance (IHA) is made possible through a generous grant to HCA Education and Research from the **Mother Cabrini Health Foundation.**



INTRODUCTION

The Workforce Summit, held May 26, 2022, was conducted with the support of a Mother Cabrini Health Foundation Statewide Hospital-Home Care Collaborative grant. The grant partners Home Care Association of New York State (HCA), Healthcare Association of New York State (HANYS), and Iroquois Healthcare Association (IHA) led an effort to strengthen the primary and pre-acute, and transitional, post-acute and in-home components of the system through multisector collaboration. No more critical an issue currently challenges access to care than the unprecedented shortage of health personnel, compounded to emergency proportions in the wake of the COVID-19 pandemic. This has been one of the focus areas of the Statewide Collaborative initiative, and indeed a priority of all stakeholders across the health care system. This all-sector summit leveraged the collaborative participation of core partners across the continuum. State and national leaders, providers, and organizations brought together effective and innovative strategies for health personnel recruitment, training, and retention of physicians, nurses, therapists, caregivers, and other members of the health care workforce.

This summit highlighted several workforce concepts and/or initiatives including:

- Effort by New York and other states across the country to build a health care workforce pipeline
- The latest data and perspectives from health disciplines (nursing, physical therapy, aide level, student) on the current status and future vision of health occupations
- Needs related to encouraging entrance into the field and to support longevity and future evolution to meet personal and community health needs
- Local and regional models to address the problem, including:
 - A partnership between Cayuga Community College, several school districts and Oswego Health aimed at identifying potential health system employees early in their high school years
 - The Rhode Island Nurses Institute Middle College model for pipeline development

“Clinicians and collaborative personnel are the very essence of health care service. Addressing the pervasive health care staffing shortages and overall under-capacity for both current and future needs must be a societal priority,” said HCA’s President and CEO Al Cardillo. “This workforce emergency was growing prior to the pandemic and has only been exacerbated since; it is the result of many factors requiring a multi-faceted solution. Our collective hope as partners is that this collaborative Summit will fuel actionable ideas for implementation across the state to restore and fortify the critical infrastructure that is our health care workforce.”

“The pandemic has been a period of rapid transformation in health care unlike any we’ve seen before. It continues to significantly impact our workforce,” said Bea Grause, RN, JD, President, Healthcare Association of New York State. “Hospitals, home care providers and others across the care continuum are committed to working together to bolster the pipeline and support our current caregivers. We thank the Mother Cabrini Health Foundation for making the upcoming summit possible and we look forward to engaging in constructive, solutions-focused conversations.”

IHA President and CEO Gary J. Fitzgerald said, “The entire health care continuum has been under immense pressure the last two years.” Fitzgerald continued: “The HCA-IHA-HANYS Hospital-Home Care Collaborative ensures that health care is working together to tackle workforce issues. The Hospital-Home Care Workforce Summit is an opportunity for health care to come together, regardless of the type of care, to discuss real solutions that will bring much needed relief to our care providers and our patients.”



CHALLENGES IN THE WORKFORCE

The health care workforce is the backbone of the care delivered by our health system. As the COVID-19 pandemic made clear, the need for meaningful collaboration across the continuum of care is critical. Rapid changes called for a shift of resources, including workforce resources in order to effectively respond.

Jobs in health care are growing faster than all other U.S. employment sectors; job growth in home care is outpacing growth in all other sectors in and out of health care. However, the current health care workforce shortage is present in all sectors across the state and country. New York's supply of health care workers is not well distributed as there are chronic shortages in primary care, oral health, behavioral health, and many other areas.

Recruitment, retention, and training are three key problem areas related to workforce that need to be addressed.

Retaining both experienced and new nurses is a challenge. Qualified nursing students are being turned away due to a lack of faculty, clinical preceptors, and clinical space in nursing schools. Demand for health workers in the U.S., including home health aides, registered nurses, nursing assistants, and licensed practical nurses is only projected to continue to increase through 2029. The time for solutions is now.

WORKFORCE SUMMIT TAKE-AWAYS

Summit participants suggested innovative strategies and presented collaborative models to resolve many urgent workforce needs including:

- The New York State Master Plan on Aging
 - Aims to improve and reframe long-term care supports, recognizing how the COVID-19 pandemic disproportionately impacted older adults and responding to how aging is changing in New York
- Implementation of evidenced-based tested recruitment and retention training models
 - Retention strategies for employers including bonuses in the form of student loan assistance to attract new talent and retain existing employees
- Revitalization of the “workforce retraining” program from the Healthcare Reform Act I (1996)
 - Allows workers to be trained for shifting health care capacity needs
- Reestablishment of the “Health Occupation Development and Workplace Demonstration Program”
 - Allows provider-specific regulatory and operational flexibility for workforce support and innovation, as established for hospitals in the 1990 New York Prospective Hospital Reimbursement Methodology law
- Creation of new models of training, including early exposure to health care-related careers beginning in middle school:
 - Early College for Aspiring Healthcare Workers in High School: Cayuga Community College, Oswego Health, and Fulton City School District Partnership
 - This partnership creates a community college pathway for students early in their high school years who aspire to be nurses or work in the medical field, to develop a career pathway in a community that is seeing a growing demand for health and human services providers



TAKE-AWAYS – *continued*

- Rhode Island Nurses Institute Middle College Charter School
 - An innovative high school model that aims to prepare a diverse group of students in grades 9-12 to become a highly educated and professional nursing workforce of the future
- Rush Education and Career Hub: Community outreach to encourage greater education and access to science, technology, and health care careers starting in middle school
- Reconsidering the role that technology can play in the field
 - Improve access to and use of technology
 - Technology training
 - Exploring the use of telehealth
- Developing new career advancement opportunities and career ladders
 - Healthcare Association of Hawaii creation of a working “CNA to Nurse Glidepath”:
CNA ► LPN ► ADN-RN ► BSN-RN
 - New Worker Model: Universal Worker that supports cross-training of staff across the continuum and allows staff to easily move across roles depending on the needs of the population to be served
- Provide proper compensation
 - Close the debt-to-pay gap through tuition assistance and student loan forgiveness
- Learn more about the challenges that existing workers face:
 - Offer proper compensation and a hybrid approach to training for home health aides who are experiencing transportation issues as the price of gas rises
 - Including transportation, childcare, eldercare, and workplace culture

CONCLUSIONS

The health workforce emergency is a complex, health system-wide issue. A collaborative, coordinated, integrated approach to support the workforce across all sectors is necessary for the immediate and long term. This cross-sector Workforce Summit presented creative solutions to tackle current workforce problems and plan for future needs.



NEW YORK STATE'S VISION AND POLICY AGENDA FOR THE HEALTH WORKFORCE

LAURA PALMER, MSW

Program Director

NYS Department of Health



Gov. Hochul has made investments in the health care workforce a priority, recognizing that without intervention, the crisis will worsen, and New Yorkers will suffer.

WHAT HAS BEEN DONE?

- A new workforce center has been proposed within the Department of Health that would be staffed with 10 positions and focus its efforts on capacity building, recruitment, training, and retention
- The state budget provided for gradual increases in home care aide wages up to \$2 per hour, and implemented bonuses for other health care workers
 - The state recognizes that wage increases are not sufficient and that other means of creating jobs that offer opportunities for advancement should be examined
- The Master Plan on Aging
 - The state developed this initiative in response to the disproportionate impact of the COVID-19 pandemic on older adults and to how aging is changing in New York
 - By 2030, about 5.3 million New Yorkers, a quarter of the state's population, will be over the age of 60
 - The Master Plan aims to improve the aging continuum across the State of New York and reframe long-term care supports
 - The Master Plan focuses on livability, affordability, equity, and dignity and incorporates input from consumers and providers

THE FUTURE

Suggested solutions to current and future workforce problems include:

- Better communication across the continuum
- Improve access to and use of technology
- Technology training
- New models of training
- Career advancement opportunities and career ladders
- New worker models (e.g., universal worker that supports cross-training of staff across the continuum, allows staff to easily move across roles depending on the needs of the population to be served)



MODELS AND PERSPECTIVES ACROSS THE NATION

ELISA ARESPACOHAGA, MBA

Vice President, Clinical Affairs and Workforce
American Hospital Association



Workforce issues and challenges are not exclusive to New York State; these problems are visible across the country. Workforce recruitment and retention issues are seen across all health care provider sectors, including clinical and non-clinical staff.

The current and future health care workforce needs to be strengthened. This year, 91,000 qualified students were turned away from nursing school due to a lack of faculty, clinical preceptors, and clinical space. Another current, related issue is the “portability” of health care workers traveling across state lines to work where help is needed.

“ This year, 91,000 qualified nursing students were turned away due to a lack of faculty, clinical preceptors, and clinical space. ”

CHANGES IN THE WORKFORCE

- Increased remote work
- Larger numbers of women in the workplace
- Adjustments to job requirements including technological, social, and emotional skills
- Impacts to well-being as a result of the pandemic

NOW

- Culture of Healing (Well-being, safety, recruitment, retention)
- Creative Staffing
- Technology Solutions
- Data Needs (Current staffing needs, Voice of the workforce)

NEAR

- Care Model Design Updates
- Micro (i.e., inpatient staffing complements)
- Macro (i.e., integration of physical and behavioral health)
- Technology Integration
- Leadership Training/development

FAR

- Educational Pathway Structure
- Health Care Career Interest
- Educational Models/Curriculum
- Workforce Analytics
- Workforce Strategic Planning



EXAMPLES ACROSS THE NATION

AHA Board of Trustees Taskforce on Workforce

The American Hospital Association-Board of Trustees Task Force on Workforce is working to develop solutions to these pressing issues to ensure hospitals can continue to provide high-quality care to patients and communities

Project Firstline

Project Firstline
Infection prevention and team training partnership with community colleges

#WeAreHealthcare

#WeAreHealthcare
Encourages others to get involved in the health care field by collecting videos of providers who share their stories on why they went into health care and what they value

Northwell Health Partnership

Northwell Health Partnership
Between Northwell’s Behavioral Health Service Line and Department of Occupational Medicine and Human Resources for workers impacted by COVID-19

Hospital-at-Home Model

Hospital-at-Home Model
Allows patients to stay at home while receiving care

Atrium Health launched this program to support nurses who need opportunities to work remotely during the pandemic

Virginia: Earn While You Learn

Virginia: Earn While you Learn
Community college and local hospital partnerships create nursing assistant opportunities for students

Chicagoland Healthcare Workforce Collaborative Medical Assistant Pathway Program

Serves existing employees of member health care systems in non-clinical roles, adjusting course schedules to continue employment and cover tuition while training to become a medical assistant and continue working for their organization

Maryland: Nurse Support Program

Supports nursing education, workforce, and current capacity across the state.

Missouri: Hospital Association Career Advancement

Trains preceptors and clinical faculty.

Healthcare Association of Hawaii

The association offers a Working CNA to Nurse Glidepath:
CNA ► LPN ► ADN-RN ► BSN-RN.

Rush Education and Career Hub

Uses community outreach to encourage greater education and access to science, technology, and health care careers starting in middle school.

Chicagoland Healthcare Workforce Collaborative Medical Assistant Pathway Program

Maryland: Nurse Support Program

Missouri: Hospital Association Career Advancement

Healthcare Association of Hawaii

Rush Education and Career Hub



BUILDING AND SUSTAINING THE HEALTH CARE WORKFORCE

Perspectives from the Professions

JEAN MOORE, DrPH, FAAN

Director

New York Center for Health Workforce Studies

The Center for Health Workforce Studies aims to provide timely, accurate information and conduct policy-relevant research about the health workforce.

Trends in Home Health Care Employment

- Jobs in health care consistently grow faster than all other employment sectors
- In the U.S. job growth in-home care is outpacing job growth in all other sectors in and out of health care

Health Workforce Projections

- Projected future demand for health workers in U.S. 2019-2029 includes home health aides, registered nurses, nursing assistants, and licensed practical nurses

Health Workforce Shortages in New York

- New York has an abundant supply of health workers, but they are not well-distributed
- Chronic shortages of primary care, oral health and behavioral health providers

Projected future demand for health workers in U.S. 2019-2029 includes home health aides, registered nurses, nursing assistants, and licensed practical nurses.

Home Care Provider Recruitment and Retention Issues

Pre-pandemic (2017):

- Home health care agencies reported difficulty recruiting registered nurses, physical therapists, and occupational therapists and difficulty retaining personal care aides, home health aides, and registered nurses

Post-pandemic (December 2020-March 2021):

- Home health care agencies reported it was most difficult to recruit home health aides and personal care aides and to retain personal care aides, home health aides, and homemakers

Home Care Recruitment Strategies

- Promote health career opportunities to diverse candidate pools including college, and k-12 students as well as second-career candidates
- Develop flexible job opportunities and career ladders
- Learn about and respond to the challenges that existing workers face including transportation, childcare, eldercare, workplace culture, etc.



Perspectives from the Professions - *continued*

E. KATE VALCIN, MS, RN, CNL

President-Elect

New York Organization of Nurse Executives and Leaders

Retention Issues in Nursing

- Retention is a problem for both experienced and new nurses
- Experienced nurses are leaving the profession due to their age and being at the end of their careers
- Eighteen percent of new nurses are leaving nursing within their first year after graduation and one-third of that graduating class is leaving in their second year
- Some hospitals are creating new jobs for experienced nurses to come in and support staff
- New nurses are being encouraged to gain a few years of experience in the hospital before going out into other settings
- Different health care settings require skills that should be learned in educational preparation:
 - Educational training should be matched to different specialties outside the hospital setting

18% of new nurses are leaving nursing within their first year after graduation and one-third of that graduating class is leaving in their second year.

JOHN RABBIA, PT, DPT, MS, MBA, COS-C

Senior Manager

SimiTree

Close the Debt to Pay Gap

Student Loan Burden

- **Average debt for Physical Therapy (PT) graduate = \$116,000-\$154,000**
- **Average Starting Salary for PT = \$60,390**

Solutions

- Tuition assistance and student loan forgiveness
- Retention strategy for employers: bonuses in the form of student loan assistance to attract new talent and retain existing employees
- Regulatory Relief and Pay for Performance:
 - Value over volume (Patient Driven Payment Model (PDPM), Patient Driven Groupings Model (PDGM))
- Value-Based Purchasing
- Increase the use of telehealth interventions



Perspectives from the Professions - *continued*

ROBERT ESPINOZA, MPA

Executive Vice President of Policy

PHI

Demand for Direct Care Workers

- Between now and 2029 the long-term care sector nationally will need to fill about 7.4 million job openings in direct care
- New York will need to fill approximately 1.1 million job openings in direct care by 2029

Solutions

- Proper compensation:
 - The national median wage for direct care workers is \$13 per hour
- Improve wages, set a competitive wage floor, and provide better benefits, and reimbursement rates
- Train students in many health care degree programs together, collectively and collaboratively
- Strengthen data collection
- Use tested innovative retention and recruitment models

Current Home Health Issues

The price of gas is a problem for home health aides, especially in rural areas. These workers need proper compensation. Suggested solution: a hybrid approach to training including some remote and some necessary in-person dimensions.

Between now and 2029 the long-term care sector nationally will need to fill about 7.4 million job openings in direct care. New York will need to fill approximately 1.1 million job openings in direct care by 2029.



MODELS FOR WORKFORCE DEVELOPMENT

EARLY COLLEGE FOR ASPIRING HEALTH CARE WORKERS IN HIGH SCHOOL

NATE MURRAY, MS

ECHS Medical Services Program Coordinator, Interim Assistant Principal
Fulton City School District

MARQUAND BROWN, B.S., SPHR, and SHRM-SCP

Vice President of HR
Oswego Health

SARAH YAW, MFA

Director, K-12 Partnerships and Academic Pathways
Cayuga Community College

Cayuga Community College, Oswego Health, and Fulton City School District partnered to create an early community college pathway for high school students who aspire to be nurses or work in the medical field. This partnership identifies potential health system employees early in their high school years and helps them develop a career pathway. The program is helping to redefine community, business, and educational partnerships for the lasting benefit of the local community.

Limitations are often present in accessing college credits on campus. This partnership has had to navigate problems such as tuition laws and pay barriers for students who have not graduated high school. Early College High School is a New York State Education Department-funded initiative. Smart Scholars are state-funded early college programs that bring together higher education, secondary education, and industry partners to create early college pathways for economically and academically at-risk students. This community ranks ninth in child poverty in the state out of 62 and has a rate of 14% undergraduate completion. College access should be expanded in this community that is seeing a growing demand for health and human services providers that far exceed the population's ability to succeed in education and meet the employment needs of the region.

Students are recruited beginning in eighth grade. Early career exploration is essential. This program allows students to stay on track in high school and accelerate college studies with 30+ college credits starting in ninth grade.

SIGNS OF EARLY SUCCESS

ECHS- Health Science Students Overall GPA in 9th and 10th-grade students was higher than 9th and 10th-grade non-ECHS students.

The 10th-grade cohort has 33 students currently enrolled in the program and 9 have exited the program. The 9th-grade cohort has 32 students currently enrolled in the program and 1 has exited the program.



MODELS FOR WORKFORCE DEVELOPMENT – *continued*

RHODE ISLAND NURSES INSTITUTE MIDDLE COLLEGE CHARTER SCHOOL

PAMELA McCUE, PhD, RN

Chief Executive Officer

Rhode Island Nurses Institute Middle College Charter School

Mission

To prepare a diverse group of students to become highly educated and a professional nursing workforce of the future.

Vision

To create an innovative high school experience that is student-centric, structured to foster a supportive learning environment, and committed to developing the skills, knowledge, and passion necessary to excel in the nursing and allied health professions.

The Rhode Island Nurses Institute Middle College Charter School is a reinvention of nursing education. Research in the development of this school showed that the pathway to a nursing career begins before college. Students begin to investigate careers in middle school, and early influences dictate curriculum coursework and effort toward college.

This innovative high school model aims to increase the diversity of the nursing workforce in low-income communities for students in grades 9-12. There are 130 ninth-grade seats each year. Students are selected based on a lottery system. The features of this school include nursing college and career preparation, health care sector experience, and personal development. The curriculum is designed knowing that students may not be performing at grade level. Support is provided to get students to grade level and master college credits by 12th grade.

The Nurses Middle College Network of Schools believes that the Rhode Island model can be replicated with the same outstanding outcomes. The Nurses Middle College Charter School in the capital region is opening in fall 2023 in Albany.

SIGNS OF EARLY SUCCESS

In the Class of 2021, 96% of students earned 3+ college credits, 24% earned six to twelve college credits, and 54% earned more than 12 college credits. 86% of students are college-bound for nursing or health care.



NEXT STEPS

The Workforce Summit provided a foundation for accelerated, collaborative work and next steps. It has reinforced the imperative that workforce solutions be multilevel and multifaceted. Solutions have to address the truly wide array of factors impacting entrance, training/education, retention and satisfaction of the workforce in the immediate, near and long-term future. All stakeholders must work together in collaboration toward this goal.

Among the immediate next steps, HCA, HANYS and IHA have produced this report of outstanding perspectives, data, models and takeaways to share widely across the health continuum, the educational system, business community, local, state and national leaders and broader public. The summary provides an important resource and catalyst for all stakeholders, including, in New York State, the newly forming Office of Health Care Workforce Innovation.

Through the *Statewide Hospital-Home Care Collaborative*, and Mother Cabrini Health Foundation grant, HCA, HANYS and IHA have engaged a consultant to prepare technical blueprints which will similarly be widely shared to assist stakeholders in replication and adoption of several “career entrance” models that were presented. Next steps will also include follow-up of additional directions presented at the Summit, as well as steps for workforce solutions outside of those captured in the Summit takeaways.

Ultimately, commitment to adequate funding of health care, investment in the current and future workforce, including health worker education and training, investment in and mobilization of the consumer as the key partner in health care, and innovations in technology, patterns of delivery and regulation, must all be essential, anatomical parts of the solution to society’s health personnel needs.

The contributions of all the presenters, participants, and especially the support of the Mother Cabrini Health Foundation, is gratefully appreciated.

LEARN MORE:

Hospital-Home Care Collaborative

<https://hca-nys.org/statewide-hospital-home-care-collaborative/>

Workforce Summit Recordings

<https://www.accelevents.com/e/workforce-summit>



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