

CREATING THE BEST JOBS OF THE FUTURE: WHAT YOU NEED TO KNOW TO SUCCEED

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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

Multidisciplinary Nature of the Occupations



- Medical/social/environment intersection
- Range of job categories
 - Clinicians
 - Nurses/social workers-lead clinicians
 - Physicians – relatively minor
 - Therapists – PT, OT, ST
 - Pharmacists
 - Dietician
 - Health educators
 - Administrators and managers

Occupations *(cont.)*



- Frontline professionals (60-80% of care)
 - CNAs
 - Home health/home care aides
 - Personal care attendants
 - Dietary aides
- Family and friends
 - Informal
 - Paid through consumer direction

Long-Term Trends



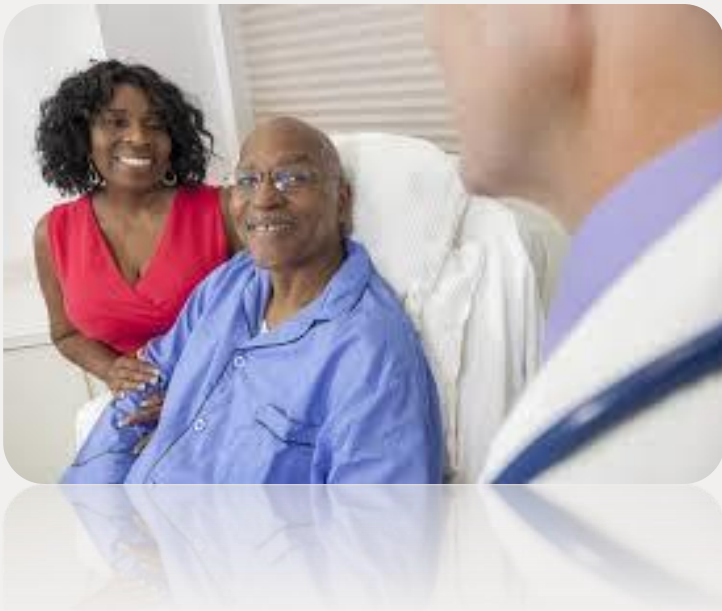
- The emerging “care gap”
- Shift from institutional to in-home and community-based settings
- More ethnically/racially diverse older adults and staff
- More highly educated, demanding older adults

Long-Term Trends (cont.)

- Greater disparity between “haves” and “have-nots”
- Expansion of consumer-directed service systems
- Impact of new technologies



Importance of this Sector



- Growth of the elderly 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

- Recruitment challenges
- Retention challenges
- Lack of competent, quality staff – not just warm bodies!



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”



Reasons for Challenge: Policy Level



- Inadequate public reimbursement
- Lack of universal LTSS financing
- Medicaid viewed as welfare program
- Uneven regulation; focuses on #s of staff
- Lack of intentional education policy
- Immigration policy?

Reasons for Challenges: Workplace Level

- Lack of quality supervisors
- Inadequate in-service
- Lack of career mobility
- Inadequate compensation/benefits
- Not competitive technologically



Policy Solutions



- Tying Medicare/Medicaid reimbursement directly to workforce development
- Include workforce indicators in quality measures
- Target use of GME dollars, other federal & state dollars to this sector
- Support investment in these jobs in worker shortage/disadvantaged communities
- Use immigration policy to target
- Explore delegation opportunities

Educational Solutions

- Develop faculty & curricula
- Develop quality clinical & management placements
- Expand career ladder opportunities through apprenticeship programs
- Reframing programs for displaced or older workers



Workplace Solutions



- Become employers of choice
- Create Malcolm Baldrige Program for this sector
- Develop innovative career ladders & lattices
- Support quality management & supervision

LeadingAge Strategic Plan



- New VP for Workplace Initiatives
- Five buckets of activity
 - Reframing of this workforce image & value
 - Policy advocacy
 - Best practices – “shown to work” repository
 - Scalable solutions, models at member & state association levels
 - Create national partnerships