

# Eldercare Workforce

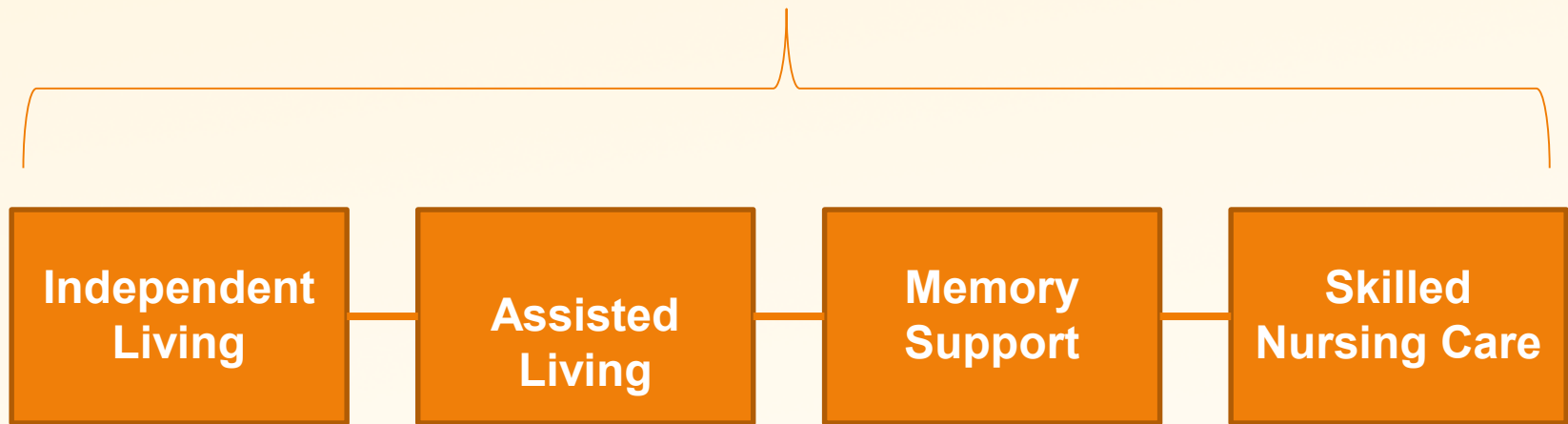
## A Provider's Challenges





# 1. We are *not-for-profit*

## *Life Plan Community*



## 2. We are established



### 3. We aren't small...

- 330 Independent Living
  - 306 apartments
  - 24 cottages
- 40 Assisted Living Rooms
- 16 Memory Care Rooms
- 61 Skilled Nursing Beds





EMERALD HEIGHTS

## 4. We are growing!

- New Assisted Living apartments



- Skilled Nursing private rooms
- 42 more Independent Living Apartments





# Financial Stability, Great Care, and Strong Leadership...but still challenged

## Turnover

- CNA
- LPN
- RN

## 2 year average

- 25%
- 22%
- 67%

- 24/7 RN waiver

- Geography







**Power of Purpose**

# 2016-2017 Workforce Survey Review

## Power of Purpose

Average hourly rate of pay for the following positions (starting and current employees)

Answer Options	Starting Rate of Pay	Rate of Pay
CEO/Exec. Director	\$77.43	\$85.87
Administrator	\$49.39	\$56.40
Assisted Living Admin/Exec. Director	\$37.62	\$39.54
Director of Nursing	\$47.09	\$49.42
RN	\$29.30	\$33.29
LPN	\$23.10	\$27.22
NAC/NAR	\$13.77	\$15.27
Home Care Aide	\$13.60	\$16.00
Social Services	\$22.03	\$25.66
Activities	\$13.97	\$16.82
General and Administrative (i.e. reception, finance, I.T.)	\$17.21	\$21.30
HR	\$27.41	\$30.13
Marketing	\$25.93	\$32.25
Dietary Staff	\$12.90	\$14.58
Dietician	\$24.97	\$28.79
Housekeeping	\$12.85	\$13.55
Maintenance	\$16.09	\$19.30



# Power of Purpose

Experience recruiting for each category (over the past year):

Answer Options	Very Easy	Easy	Neither Easy or Difficult	Difficult	Very Difficult
CEO/Exec. Director	2	1	2	1	0
Administrator	1	0	2	0	3
Assisted Living Admin/Exec. Director	1	0	2	1	1
Director of Nursing	1	0	4	1	7
RN	0	0	1	9	15
LPN	0	0	2	16	7
NAC/NAR	1	1	2	16	5
Home Care Aide	1	1	0	1	1
Social Services	2	3	3	3	1
Activities General and Administrative (i.e. reception, finance, I.T.)	2	4	8	4	0
HR	3	6	9	3	0
Marketing	1	4	4	1	1
Dietary Staff	1	2	5	1	0
Dietician	0	4	8	11	1
Housekeeping	1	1	0	1	1
Maintenance	1	6	5	9	1
	1	5	3	7	2

# Most Significant Challenges

- 1. Insufficient number of qualified applicants**
- 2. Competitive wages**
- 3. Staff turnover**
4. Staff vacancy
5. Inability to compete with other employers
6. Staff retention
7. Competitive benefits
8. High staff workloads



# Most Significant Challenges (Cont'd)

9. Onboarding staff

10. Low staff morale

11. Use of temporary staff

- 38% agency use for RNs and NACs
- 40% agency use for LPNs

9. Staff competencies

10. Inability to find applicants capable of performing essential functions of job

### About a Nurse



*"Theoretically, your shift ended.  
Now, let's talk reality..."*

# Power of Purpose





# Consequences of inadequate staffing

1. Increased voluntary overtime
2. Increased workloads
3. Increased staff turnover
4. Low staff morale
5. Wage increases
6. Increased use of agency
7. Using Administrative staff to cover duties
8. Increased absenteeism
9. Increased resident complaints
10. Difficulty completing job on time
11. Delayed admissions
12. Delays in providing care
13. Increased incident reports

# Retention Strategies

1. Competitive wages and benefits
2. Tuition reimbursement
3. Employee recognition programs
  - Employee of the month
  - Staff luncheons/dinners
  - Random acts of gifts
4. Onboarding program
5. Peer mentor program
6. Cross-trained staff
7. Supervisory training and development
8. Direct care staff empowerment
9. Career advancement opportunities
10. Flex schedules/job sharing
11. Comprehensive training and professional development



# We aren't alone

- In every state:
  - IN, MD, MI, WA
- But it is getting worse
- And the pace/pressure are increasing
- Too many staff are 50+
  - There are NOT enough people following



# Beyond our Walls

- Clinical Rotation Site
  - Lake Washington Technical College
  - Northwest College
- Redmond High School
- Engage in outside collaborations
  - Leading Age Workforce Solutions Council
  - *Action Now!* Initiative

# Industry Collaborations

- 1. Sponsoring bridge programs NAC-RN
- 2. Full scholarships for years of service
- 3. Buildings in close proximity collaborating on scheduling models to share work staff successfully
- 4. Direct programs with schools that use staff as teachers from the center and then clinicals and employment with the center.
- 5. Creating new degree programs (Western Washington now has a NHA, NAB approved program)
- 6. Creating NAC programs in High Schools



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