



# WORKFORCE AVAILABILITY CHALLENGES IN THE UNITED STATES

EAHSA – E.D.E. CONGRESS

Prague, Czech Republic

September 14, 2018

*Cheryl Wilson, RN, MA, LNHA*

*Chief Executive Officer*

*St. Paul's Senior Services*

Global Ageing Network Board Member





# ISSUE

According to LeadingAge<sup>®</sup>, the United States is experiencing a significant shortage of, and a growing demand for, competent workers who are capable of managing, supervising and providing high-quality long-term services and supports for older adults.<sup>(1)</sup>



# Shortage

By 2025, it is expected there will be a shortage of: <sup>(2)</sup>

446,300 – Home Health Aides

98,700 – Medical and Lab technologists and technicians

95,000 – Nursing Assistants

29,400 – Nurse Practitioners

# Shortage

By 2030,

Demand for physicians will exceed supply by a range of 42,600 to 121,300. <sup>(3)</sup>

*The wide range depends on changes in care delivery and delayed retirement of practicing physicians.*



# Shortage



## Shortage of Workers Trained in Geriatrics

By 2030 the projected need for geriatric physicians is 36,000, but the projected number is 7,750 or one geriatric physician for every 4,254 older Americans. <sup>(1)</sup>

# Shortage



## Shortage of Workers Trained in Geriatrics

Less than 1% of RNs and pharmacists are certified in geriatrics. Less than 2% of practicing physical therapists are certified as geriatric clinical specialists. <sup>(1)</sup>



In September 2017, the United States House of Representatives introduced bill H.R. 3713 – “Geriatrics Workforce and Caregiver Enhancement Act.” <sup>(4)</sup>

***(GWEP)***

*This Act was introduced to support geriatrics education and training to address the eldercare workforce shortage, promote interdisciplinary team-based care, educate and engage family caregivers and improve the quality of care delivered to older adults, and for other purposes.*

# Congressional Bill H.R. 3713 – “Geriatrics Workforce and Caregiver Enhancement Improvement Act.”



Three St. Paul's staff recently completed geriatric training through the Geriatrics Workforce and Caregiver Enhancement program (GWEP).



# Shortage

Additional shortages that will affect senior care, are:

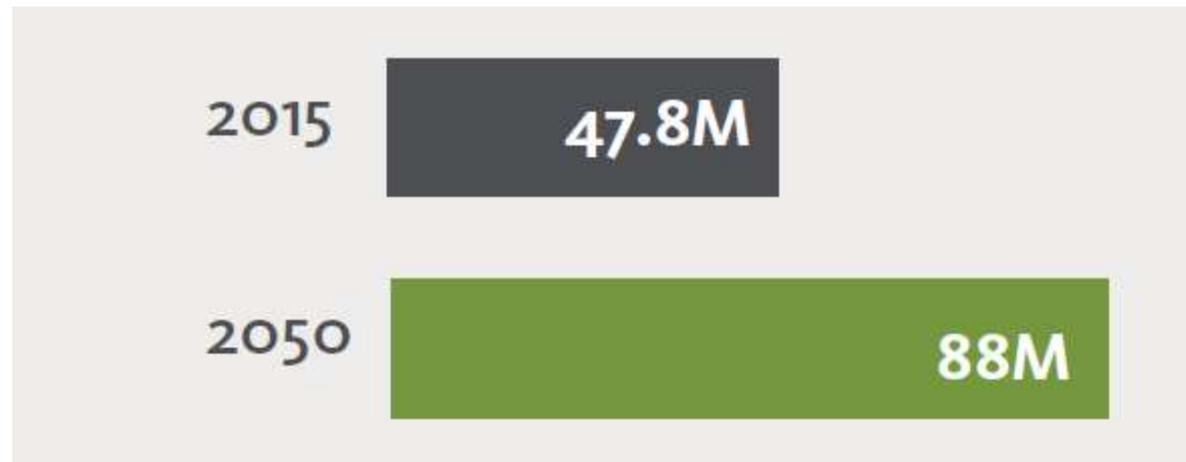
## **Licensed professionals**

- Nursing home and assisted living administrators,
- Other home health and community services agency directors; finance, marketing, dietary, I.T., facilities, and Chief Executive Officers, etc.

# WHY ARE WE CONCERNED?

- A Rapidly Growing Older Population in the United States

*Adults Age 65 and older will increase from 47.8 million in 2015 to 88 million in 2050. <sup>(1)</sup>*





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# WHAT CAN BE DONE



# PARTNERSHIPS

## Nurture interest in senior (elder) care

- Presentations at High Schools, colleges and universities.
- Offer volunteer hours and internship opportunities.
- Host tours of facilities for doctors still in medical school.



# PARTNERSHIPS

## Nurture interest in senior (elder) care

- Be a Clinical Rotation site for all levels of caregivers and other professional students: Certified Nurse Assistants, Licensed Vocational Nurses, Registered Nurses, Pharmacists, Dieticians, physicians, etc.



# PARTNERSHIPS

## Develop relationships with training institutes

- Clinical rotations for Nursing Students introduces them to your company culture
- Hire Certified Nursing Assistants, LVNs and Registered Nurses upon graduation.
- Newly graduated CNAs reach clinical proficiency in an average of 6 – 8 shifts.



# PARTNERSHIPS

Registered nurses who do clinical internships at St. Paul's PACE (Program of All-Inclusive Care for the Elderly) may work for a large hospital upon graduation.

However, many return to the caring culture of the PACE program. It takes approximately one (1) year for them to become proficient in this special program.



# GROW YOUR OWN Intergenerational Program



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# GROW YOUR OWN High School Volunteers



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# GROW YOUR OWN High School Volunteers



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# GROW YOUR OWN High School Volunteers



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# GROW YOUR OWN

## College Internships & Part-time Jobs



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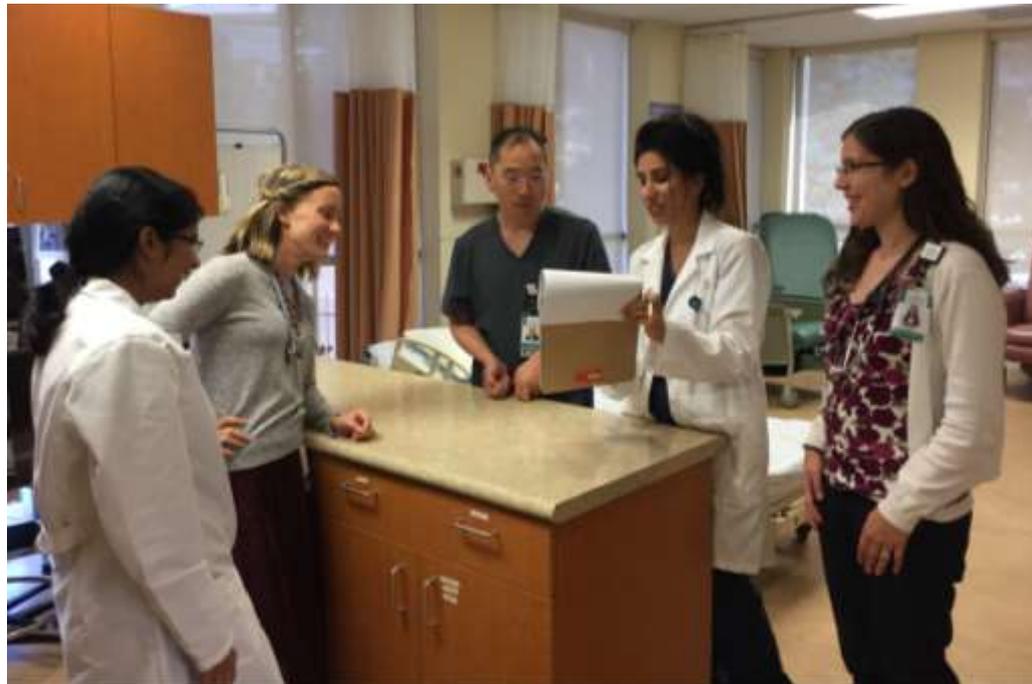
# NURTURE INTEREST IN GERONTOLOGY SPECIALTIES

Bitra is a Postdoctoral Fellow from the University of California San Diego studying geriatric pharmacy at St. Paul's PACE (Program of All-Inclusive Care for the Elderly).



# NURTURE INTEREST IN GERONTOLOGY SPECIALTIES

Bitia is able to do this additional study through the “Geriatrics Workforce and Caregiver Enhancement Improvement” grant.



# NURTURE INTEREST IN GERONTOLOGY SPECIALTIES



St. Paul's PACE has been a teaching site for the following programs:

- University of California San Diego  
- Physician Geriatric Fellows
- Emory University - Nurse Practitioner
- San Diego State University - Nurse Practitioner
- Azusa Pacific - Nurse Practitioner

# CHALLENGE

## Retention

- Build Loyalty
  - Educational benefits – pay for educational advancement
  - Offer in-house training to provide Continuing Education Units needed to maintain license.
  - Give Employee Recognition and awards
  - Provide a path for advancement



# Retention



Grace did a certified nurses assistant (CNA) student clinical rotation at St. Paul's Senior Services in the skilled nursing facility. She was hired upon graduation, and has been with the company over five (5) years.

Grace is a success story; taking advantage of St. Paul's educational reimbursement program, first to get her **Licensed Vocational Nursing license**, then continued on and will soon receive her **Registered Nursing (RN) license**.

She expresses her desire to remain and continue to grow in her career with St. Paul's.

# Retention

- Create a Joyful Environment
  - Special Occasions
  - Parties
  - Recognitions



# Retention



# Retention

## Encourage Advancement and Promotions



- Kim was hired as a temporary office assistant
- She was promoted to full-time
- Went back to school and graduated with a Bachelor of Science in Business Administration (BSBA) with a concentration in Health Care Management
- She continued and received a Master of Science in Management (MSM) with a concentration in Health Care Management
- She is now a PACE Center Director with 60 direct professional staff reports

# Retention

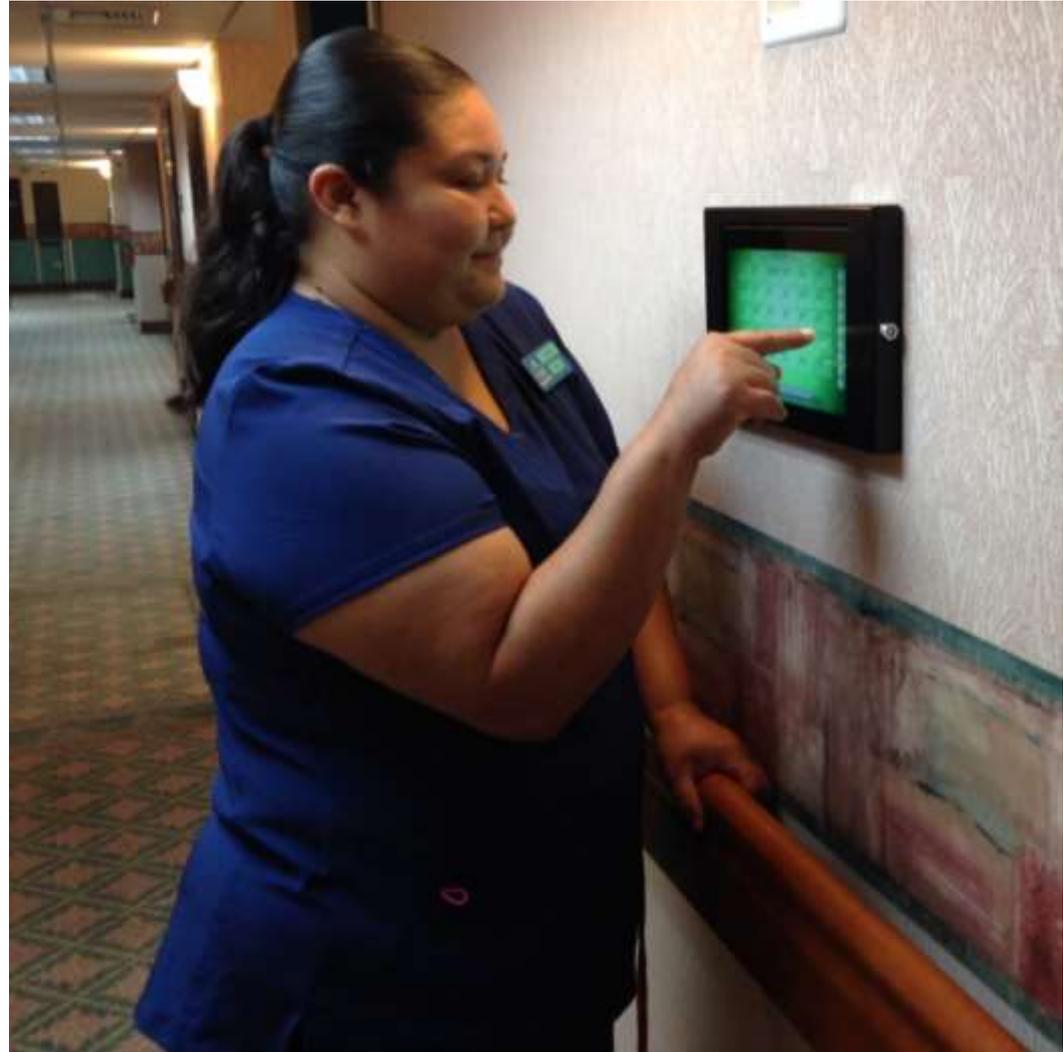
## In-House Academy for Professional Growth

- One (1) year
  - 4 hours per month
  - 27 employees representing 6 programs
- Certificates, promotions, camaraderie



# Retention

Provide hi-tech training to staff at all levels





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# IN SUMMARY



## WE KNOW THE PROBLEM - Shortage

What to do:

- Money is not the answer
- Grow Your Own
  - Children
  - High School Volunteers
  - Part-time workers
  - Internships
  - Partnerships with Educational Opportunities



## WE KNOW THE PROBLEM – Retention

- Reward and recognize current employees
- Train your own
  - Internships
  - University partnerships/clinical training
  - Provide for upward mobility
    - promotions and titles
  - Offer special projects - opportunities
  - Validate good work
  - Train your Supervisors (in-house Academy)

# MOST OF ALL - HAVE FUN & PROVIDE A JOYFUL ENVIRONMENT



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# REFERENCES

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- (3) Association of American Medical Colleges (2018). *Physician Supply and Demand Through 2030: Key Findings*. [online] Available at: [https://aamc-black.global.ssl.fastly.net/production/media/filer\\_public/b2/09/b2096c37-00aa-43e0-bfac-63cf532a7997/aamc-physician-supply-demand-key-findings-2018.pdf](https://aamc-black.global.ssl.fastly.net/production/media/filer_public/b2/09/b2096c37-00aa-43e0-bfac-63cf532a7997/aamc-physician-supply-demand-key-findings-2018.pdf) [Accessed 2018]
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