

# THE GREATER GOOD

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*LeadingAge* *LeadingAge*<sup>®</sup>  
Washington Washington

# Staffing Issues: Innovative Solutions in Long-Term Care

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# Agenda

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- Staffing Issues
- Trends In Long-Term Care
- Keep Your Finger On The Pulse
- Create A Strong Workforce Through Recruitment
- Retain A Strong Workforce
- Creative Solutions to address the Problem
- Bibliography and Resource List

**Trends in  
Long-Term Care  
leading to Staffing Challenges**

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# An Aging Population

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One-fifth of all US residents will be 65+ by 2035 and outnumber children (US Census Bureau)

An estimated **73 million baby boomers** are reaching **retirement age by 2035;**

This means greater demand for long-term care services.  
(US Census, 2020)





## **A Nursing and C.N.A. Shortage/ Labor Crisis**

More than 275,000 additional nurses are needed between 2020-2030.

(US Bureau of Labor Statistics)





# The Great Resignation

(AKA: The Big Quit or Great Reshuffle)

Employees are leaving their jobs in unprecedented numbers

A 2021 Morning Consult poll found:

Nearly **1 in 5 health care workers** have quit their jobs since the pandemic.

**1 in 5 of those left** are considering leaving, too.

(Morning Consult, 2022)





## **Working-Age Population**

is not keeping pace with growth in older Americans/ children.

“Over the last decade, the growth of the non-working-age (dependent) population – ages 0 to 14 and 65 and older – has outpaced the growth of the working-age population.”

(U.S. Census Bureau- Luke Rogers & Kristie Wilder, 2020)



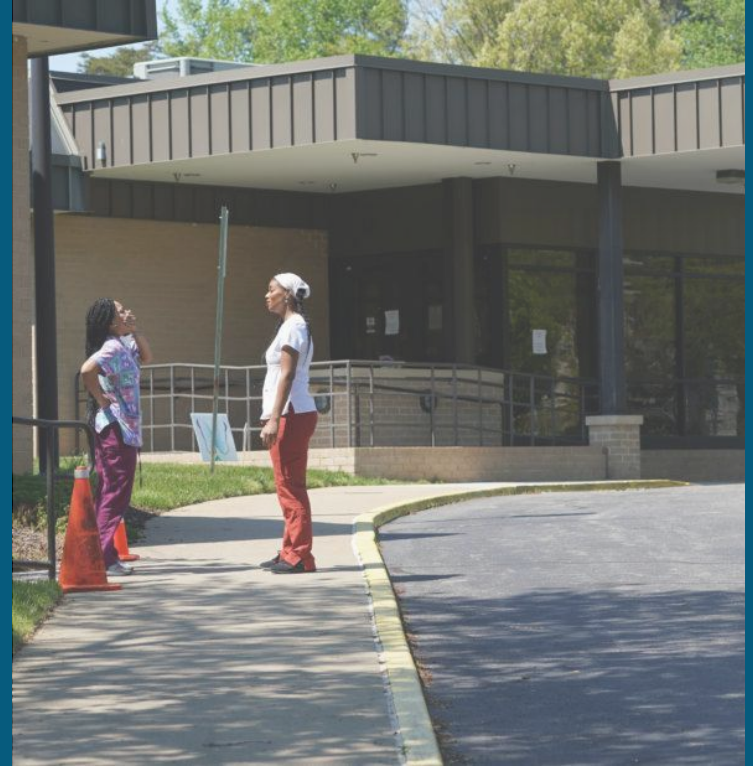




# COVID-19 Pandemic

## COVID-19 Impact:

- Caused the **death** of more than **200,000** staff/residents in LTC (CDC, 2021)
- Led to the **loss** of more than **362,000 employees** between February 2020–July 2022 (AHCA, NCAL, 2022)
- Led to an increased use of part-time/traveling staff
- Led to a move toward virtual training

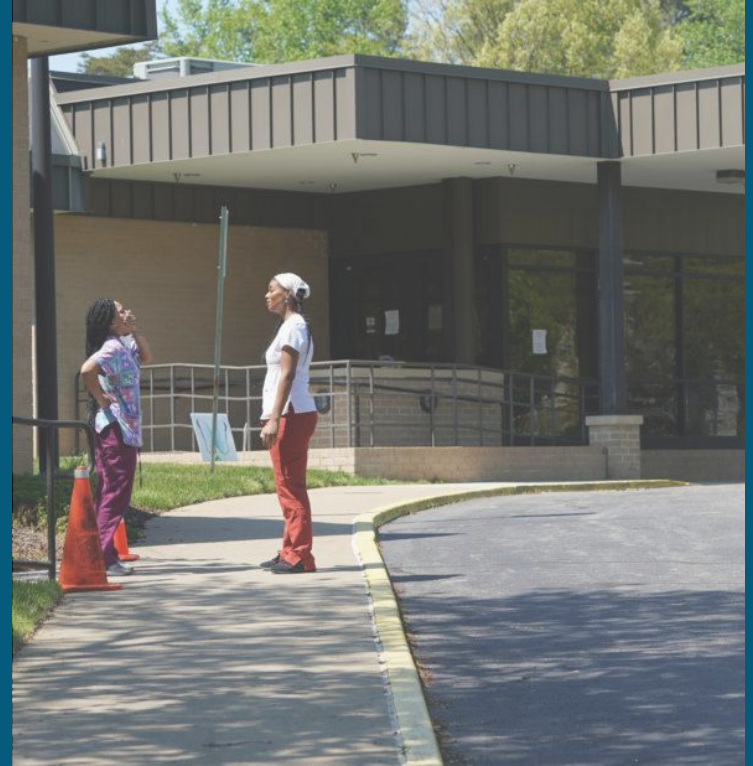




# COVID-19 Pandemic

## COVID-19 Impact:

- Modification of licensing & credentialing programs
- Increased staff wages
- Increased awareness of healthcare inequity
- Shift from residential care to home care  
(ABC News, 5-6-21)
- Negatively impacted resident care  
(quality of life)





## A More Diverse Nation

...And a call for an increased focus on diversity, equity, and inclusion (DEI) in the workplace

“As the nation has continued to gray, it has also grown more racially and ethnically diverse.”

(US Census Bureau Newsroom, 2020)



A more diverse workforce

A more diverse client population



# A Five Generation Workplace

- 01 Traditionalists (pre-1945)
- 02 Baby Boomers (1946-1964)
- 03 Generation X (1965-1980)
- 04 Millennials (1981-1996)
- 05 GenZ (1997-2012)

## **Generations often differ in their:**

- Work and life experiences
- Skills, strengths, & skill gaps
- Job expectations
- Training needs



**What can we do  
differently?**



# A Call for Workplace Wellness

Keep Your Finger on the Pulse

# Stay Abreast of Trends and Innovations

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- Institute of Post-Acute Care
- Leading Age
- McKnights Long-Term Care News, etc. ([www.mcknights.com/gallupInsPAC](http://www.mcknights.com/gallupInsPAC))
- Participate in conferences & training opportunities
- The Provider magazine
- LTC News magazine

# Know Your Staff and Their Needs

- Satisfaction surveys
- Solicit staff input & feedback (polls, suggestion boxes)
- Exit surveys
- Informal conversations
- Touch base meetings

(Adapted from Health Resources & Services Admin., Bureau of Primary Health Care, 2015)



# Set Yourself Apart: Become the Employer of Choice

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- Make your employees feel valued
- Invest in your employees. Offer good wages and a strong compensation package
- Create a culture of learning
  - Offer microlearning and personalized learning opportunities
  - Offer continuous upskilling and reskilling

# Increase Your Organization's Visibility to Potential Employees

- Dedicate resources to being visible to potential employees
- Market at college career centers, virtual/in-person job fairs, your company website, trade websites
- Use social media and other formats to advertise
- Never stop looking for employees

(Health Resources & Services Admin., Bureau of Primary Health Care, 2015)

# Address The Candidate Shortage

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- Connect with certification programs/offer your own
- Offer sponsorships/scholarships to staff/potential recruits
- Serve as a practicum site for nursing students
- Actively recruit a diverse staff

(Health Resources & Services Admin., Bureau of  
Primary Health Care, 2015)

# Promote Diversity, Equity, and Inclusion

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- Build the diverse team
- Know your diversity ratio
- Address conscious and unconscious bias in hiring, recruitment, and staffing
- Communicate using inclusive language –job descriptions, job advertisements, etc.

(Paycom, Building a Better Workplace  
Through Diversity and Inclusion)

# Consider Hiring Veterans

## Why hire veterans?

- Veterans are more productive than civilians
- Veterans have higher retention rates than civilians

(Syracuse University, Institute for Veterans & Military Families, 2018)

## How?

- U.S. Dept. of Labor, Employer Guide to Hiring Veterans

[www.dol.gov/sites/dolgov/files/VETS/files/Employer-Guide-to-Hiring-Veterans.pdf](http://www.dol.gov/sites/dolgov/files/VETS/files/Employer-Guide-to-Hiring-Veterans.pdf)

# Consider Hiring Older Workers

## Why hire older workers?

- They are skilled and experienced
- They stay in jobs longer & take fewer days off
- They have a strong work ethic
- They can be leaders and mentors
- Mixed age teams are effective
- They can train the next generation of workers
- Long term workers provide consistency

(Columbia Public Health, 2022)

## Tips for Recruiting/ Retaining Older Workers

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- Offer flexible scheduling, compressed schedules, and part-time opportunities
- Develop inclusive job descriptions and advertisements
- Avoid making assumptions- focus on ability, not age – avoid age discrimination
- Offer educational opportunities
- Offer phased retirement
- Encourage “returnships” – bring older workers back and offer meaningful jobs – i.e. coach/mentor/supervisor
- Set up a reverse mentoring program
- Create a formal marketing campaign to attract older candidates

(AARP, 2015, Harvard Business Review, 2019)

# Address Generational Differences

## GEN Z'ERS WANT:

- Scheduling flexibility
- Good pay/salary growth/daily pay
- Positive relationships with supervisors/other employees
- Work-life balance
- Opportunities for personal growth & development
- DEI and mental health support

## GEN Z'ERS:

- See health care as good career option
- Had their education disrupted during COVID-19
- Millennials and Gen Z'ers may need soft skill training

*(Learn how age, experience, & generational differences may impact your employees)*

(The Center for Generational Kinetics, 2022, Leslie, 2021; Talentlms, 2022; Welch, 2021)



A large teal triangle pointing upwards, centered on a white background. The triangle is the primary visual element, with a thin grey line extending from its top vertex towards the top right corner of the frame. The text is centered within the triangle.

# Retain a Strong Workforce

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# Hold On To Good Workers

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- Make new hires and existing staff feel welcome
- Offer peer mentors & job-shadowing
- Frequently check-in with staff & offer open communication
- Encourage a team approach & environment where EVERYONE is equally important, valued, & respected

(Adapted from: Health Resources & Services Admin., Bureau of Primary Health Care, 2015)

# Offer a Strong Onboarding Experience: Make it a Priority

If an employee has a positive onboarding experience, they:



**80%**

Are more committed to their jobs & have higher role clarity.

**91%**

Feel a strong connection to their organization

**29 TIMES**

More likely to feel satisfied with their jobs

# Offer a Strong Onboarding Experience

Increase staff satisfaction with a strong onboarding that starts before hiring and addresses:

Role Clarity- train sufficiently before on floor

Self-efficacy

Social Acceptance

Knowledge of company culture, norms, values

(Health Resources & Services Admin., Bureau of  
Primary Health Care, 2015)

# InsPAC Onboarding Solution

- ✓ 24/7 Access
- ✓ Compliance Tracking
- ✓ Customizable Courses
- ✓ Policy Database
- ✓ Competency Tests
- ✓ Certifications Offered
- ✓ IP restriction
- ✓ Plan of Correction training
- ✓ On-site training

# Policy Database

## Library



Wesley Homes Policies (25)



Professional... (8)



Regulatory and Survey... (3)



Miscellaneous (2)



# Competency Tests

New Hire Orientation General and Clinical Exam

40 Questions

180 Minutes



Start

Question 1 / 40  3% ⌚ 179 min 52 secs

Hand hygiene, social distancing, and wearing of facemask can protect you from COVID-19

A.  True

B.  False

Next

# Certifications

My Courses · Plan of Correction Training · Aysha Kuhlör's Certificate

## Aysha Kuhlör's Certificate

The below certificate was obtained on completion of "Plan of Correction Training".





# IP restrictions



**IP address not allowed**

Access to this account is allowed from specific locations only,  
like an office network or a VPN.  
Contact your account admin for support.

# Plan of Correction Training

The screenshot shows a training module interface. At the top left is the Wesley Des Moines logo with the tagline "Continuing. Growing. Inspiring Lives." At the top right are navigation buttons for "Previous" and "Next" along with a user profile icon. A progress bar indicates "50% Done". The main content area features a welcome message: "Welcome to the Plan of Correction Training for Wesley Des Moines Health Center". Below this is a video of a woman with the Wesley Des Moines logo in the top left corner. To the right of the video is a graphic with the text "PLAN OF CORRECTION TRAINING for Wesley Des Moines Health Center". On the left side, there is a sidebar menu with a back arrow and a progress indicator, containing a list: "1. Welcome to the Plan of Correction Training for Wesley Des Moines Health Center" (with an expand arrow), "Resources" (with an unselected radio button), and "Quiz" (with a selected radio button).

WESLEY  
DES MOINES  
Continuing. Growing. Inspiring Lives.

Plan of Correction Training 50% Done

1. Welcome to the Plan of Correction Training for Wesley Des Moines Health Center

Resources

Quiz

Welcome to the Plan of Correction Training for Wesley Des Moines Health Center

WESLEY  
DES MOINES  
Continuing. Growing. Inspiring Lives.

PLAN OF  
CORRECTION  
TRAINING for  
Wesley Des Moines  
Health Center

# On-site competency training



# Recruit and Retain Great Nurses

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- Provide leadership training to nurse managers to enhance skills
- Honor shift/floor requests when feasible (offer self-scheduling)
- Engage, empower, and give autonomy
- Use analytics to manage workforce alignment
- Recognize the need for work-life balance

(Heidari M, et al,2017; Kol, et al, 2017; Davis, 2022, Tang, 2019)

# Recruit and Retain Great Nurses

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- Offer meaningful recognition (monetary rewards, medals, verbal/written praise, etc.)
- Encourage staff input in decision-making/problem-solving
- Facilitate positive communication/relationships between staff/management
- Provide career development/continuing education

(Gees, Manojlovich, & Warner, 2008;  
Vaughn, N -Relias, 2020)

## **Recruit and Retain Great Care Aides Through Empowerment**

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- Promote teamwork/team building
- Notify when care plans change
- Cross-train
- Provide opportunities to assist with planning social events
- Offer opportunity to participate in Quality Assurance teams
- Provide educational opportunities

(Berridge, et al, 2018; Squires, et al, 2015)

# Address Stress, Burnout, and Wellness

## Why Wellness is Important

- Increases retention and morale
- Improves employee health
- Increase engagement and productivity
- Can lower health care costs

(Unsal, et al, 2020; Returns on Wellbeing Institute, 2022)

## **Address Staff Wellness by Utilizing the Total Worker Health or Stress First Aid for LTC Staff Models**

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- Demonstrate leadership commitment to worker safety and health
- Reduce safety/health hazards and promote worker wellbeing
- Promote and engage workers in all efforts
- Ensure confidentiality and privacy
- Integrate employee health and wellbeing into the workplace culture

(CDC Workplace Health Resource Center, 2018)



## Address Stress, Burnout, and Wellness: Additional Strategies

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- Reassure staff of their worth and the value of their work
- Provide in-service training on stress management interventions
- Train supervisors to be effective, supportive, and caring mentors
- Offer incentives to participate in wellness programs
- Help link to community agencies/ resources that can assist them

(Kim, 2021; Rodriguez-Monforte, 2020)

## Address Stress, Burnout, and Wellness: Additional Strategies

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- Provide staff the opportunity to make decisions about resident care and their work
- Offer healthy food options in vending machines
- Take a whole person approach

(Ithaca College Gerontology Institute & University of Rochester Medical Center, 2019; Woodhead E, et al, 2016; Herr, et al, 2018)

## Create a Positive Work Environment

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- Debrief at end of stressful shift
- Offer grief and bereavement counseling
- Designate a quiet room for privacy and stress relief
- Offer fun activities
- Encourage relationship building among family/clients or residents

Institute for Healthcare Improvement, 2021; Berta W, Laporte A, Perreira T, et al, 2018)

# Create a Positive Work Environment

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- Be a visible and accessible supervisor/ administrator
- As a supervisor, help when needed
- Offer tokens for jobs well done and an on-site store to redeem them for prizes
- Offer prize drawings throughout the day during holiday shifts
- Create a physical and psychologically safe work environment

(Institute for Healthcare Improvement, 2021;  
Berta W, Laporte A, Perreira T, et al, 2018)



# Provide Leadership Training for Staff/Supervisors

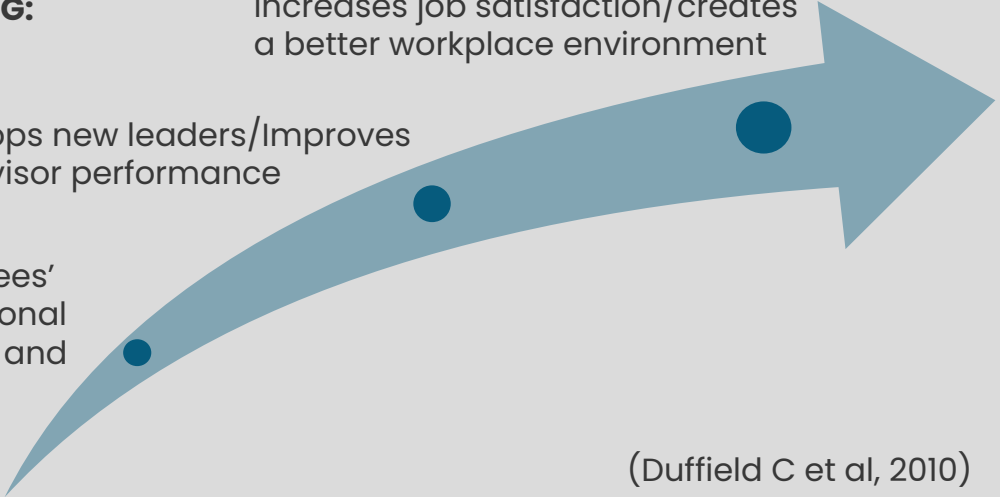
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## LEADERSHIP TRAINING:

Increases job satisfaction/creates a better workplace environment

Develops new leaders/Improves supervisor performance

Enhances employees' personal/ professional growth at all ages and career stages (& is desired)



(Duffield C et al, 2010)



## **Additional Benefits of Leadership Training**

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- Develops a pipeline of leaders/mentors
- Improves problem-solving/ communication skills and promotes team building/collaboration
- Improves regulatory compliance
- Reduces workplace conflict/negativity
- Improves client/resident care

(Sonnino, 2016; Fiset V, et al, 2017)



## **Reduce Staff Workload: Involve Families as Care Partners**

*“People support what they help create.”*

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- Recognize family members as part of the care team:
- Encourage them to engage their loved one in activities and to attend groups with them
- Provide resources for one-to-one interventions
- Educate on dementia to facilitate positive interactions
- Engage in preparing reminiscing and comfort kits for their family member

If we always do what we have always done,  
we will always get what we have always  
gotten. So...

- ✓ Think outside the box
- ✓ Stay flexible
- ✓ Engage your employees in problem  
solving and innovation
- ✓ Be on the cutting edge of change-  
be the trendsetter

**Bottom Line**

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# InsPAC Scholarship Program:

- ✓ **InsPAC Scholarship Program:** Empowering Nurses Through Education
- ✓ **Purpose:** Provide financial assistance to dedicated nurses who can't afford professional development opportunities
- ✓ **Scholarship Offering:** Full scholarships for the PAC-DON Nursing Leadership Development course
- ✓ **Course Overview:** Comprehensive online training for Directors of Nursing (DONs) in post-acute care settings

Join Us in Making a Meaningful Impact: Contact us today to become a sponsor and transform the lives and careers of dedicated nurses. [info@theinspac.com](mailto:info@theinspac.com)



**InsPAC**  
**Virtual Nurses –**  
**The way of the future.**



# **About the Program**

# InsPAC Virtual Nurses

- ▶ **Who are they:**  
RN's and LPN's licensed in the US
  - ▶ **Areas of Support:**  
MDS Support, Infection Control and Prevention, DON's and Nursing Staff
  - ▶ **Training: LPN or RN.**  
Comprehensive training and certification as a virtual nurse
- Proficient in regulatory compliance, PCC or MatrixCare, MDS Etc.**

# Example of Clinical Support Areas

- Admissions (Order Entry)
- Admissions Compliance Audit
- Documentation-24-hour report review
- Dashboard Review
- Support with survey preparation
- Wound Tracking/IPC and log
- Information for QAPI Meeting
- Accident/Incident Tracking

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Saves time by allowing Licensed staff to focus on residents instead of paperwork

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Alleviates the Nursing Workload

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Improves Morale

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Assures regulatory compliance with some clinical areas

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Significantly decreases the use of overtime

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Immediately augments staffing and reassigns key nursing tasks to virtual Nurses

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# Why Virtual Nurses



Documentation	Concern/Area	Item to follow-up	Done	Date Completed	Name of Staff/Nurse
	Weight: 170.1 MDS: -5.0% change over 30 day(s); -5.0% change	Please assess for dehydration, monitor and notify MD and Dietary.			
5/22/2023 21:11 - Orders - Administration Note	Resident refused PPD.	Please get CXR and notify Infection Control Nurse and MD.			
5/22/2023 21:25 - Health Status Note	Resident was wandering in hallway, taking her clothes off but was redirectable.	Please continue to monitor behavior and redirect as behavior occurs.			
	Weight: 236.0 MDS: +5.0% change over 30 day(s); +5.0% change; +7.5% change; +10.0% change	Please assess for edema, monitor and notify MD and Dietary.			
5/22/2023 07:51 - Orders - Administration Note	Resident states she does not need Docusate. MD notified and will discontinue and use PRN.	Please monitor BM and c/o constipation.			
5/22/2023 Health Status Notes	Resident refused cough medication and c/o SOB and is coughing up mucus. Hospice notified and advised to give morphine per order. Nebulizer tx given. She refused medication except Lasix. MD and son notified. Started ABO therapy for upper respiratory infection	Please continue to monitor s/sx of respiratory distress and notify MD and hospice for significant changes. Please complete an SBAR, infection screening UDA and a careplan update.			
	TB 2 Step Mantoux Skin Test results	Please follow up result and			



A	B	C
<b>Dashboard Report Review</b>		
<b>Care Plan Review Overdue</b>		
<b>Date</b>	<b>Resident Name</b>	<b>Location</b>
<b>Care Plan Goals Due</b>		
<b>No Care Plan Goals Due</b>		
<b>Physicians Visit to be Updated</b>		
<b>No Physician Visit Due</b>		
<b>Med Pass for the last 24 hours</b>		<b>MAR/TAR</b>
<b>No Missed Med Pass</b>		
<b>POC Assignment Status</b>		
<b>No Missed POC</b>		
<b>Order Reviews Due</b>		
<b>No Order Review Due</b>		



# ANY QUESTION?

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**THANK YOU!**

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