



# State Policies to Strengthen the Direct Care Workforce

February 8, 2022

1:00-2:00 EST

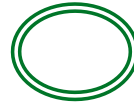


The  
John A. Hartford  
Foundation



RRF | Foundation  
for Aging

# National Academy for State Health Policy



- Wendy Fox-Grage
  - Project Director, RAISE Act Family Caregiver Resource and Dissemination Center

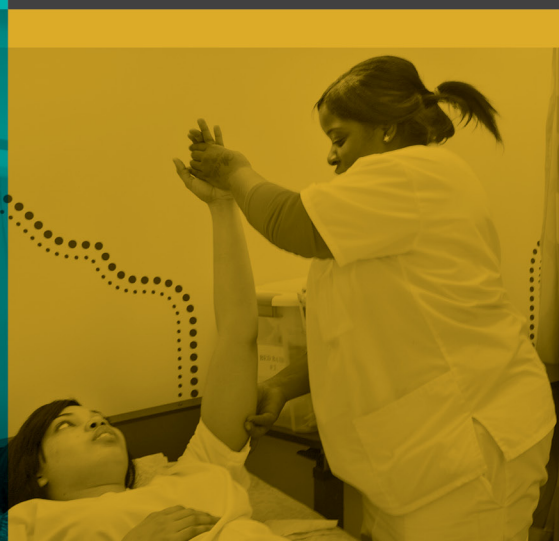


# State Solutions to Strengthening the Direct Care Workforce

Robert Espinoza, Vice President of Policy, PHI



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February 2022





**PHI**

QUALITY CARE  
THROUGH  
QUALITY JOBS



# 4.6 million

direct care workers in the U.S.

Source: PHI, 2021.

# 7.4 million

job openings in direct care between 2019 and 2029.

Source: PHI, 2021.

“I think isolation in general is a challenge for caregivers, but with the risk of COVID added, it has really been very taxing. I’d say that’s the hardest part of the job for me.”

# Erika Honan

HOME CARE PROVIDER AND CAREGIVER  
EMERGENCY RESPONSE TEAM (CERT) PROVIDER  
AT HOMEBRIDGE IN SAN FRANCISCO, CA

PHInational.org    #CaringForTheFuture









# State Approaches





# Reform Long-Term Care Financing



# Increase Compensation for Direct Care Workers

# Strengthen Training Standards and Delivery Systems for Direct Care Workers



# State Approaches: Home Care Aide Training and Certification in Washington State (Training)





# Fund, Implement, and Evaluate Direct Care Workforce Interventions

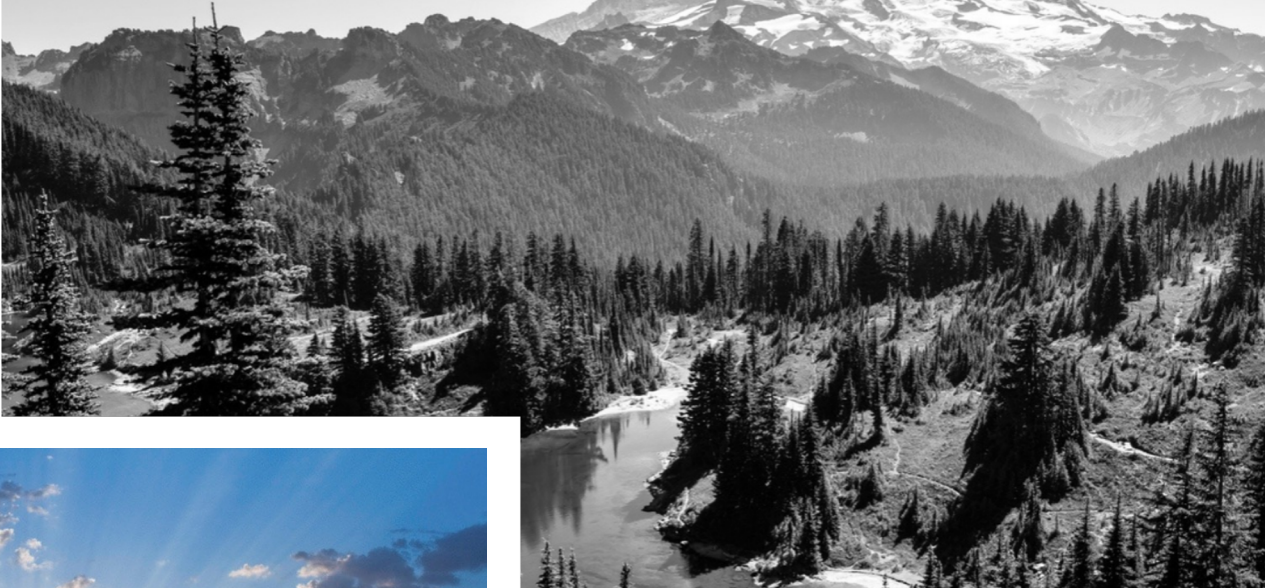


# State Approaches: MercyCare's Innovation Fund in Arizona (Workforce Interventions)





# State Approaches: Minnesota's Direct Support Connect® Registry (Workforce Interventions)





# Improve Direct Care Workforce Data Collection and Monitoring



# State Approaches: Workforce Reporting Requirements in Texas (Data Collection)





# Rectify Structural Gender, Racial, and Other Inequities for Direct Care Workers

# Center Direct Care Workers in Leadership Roles and Public Policy



# Shift the Public Narrative on Direct Care Workers



# State Approaches: Wisconsin's WisCaregivers Career Program (Public Education)



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**PHI** QUALITY CARE  
THROUGH  
QUALITY JOBS

# PHI Services: Workforce Research and Strategy

[PHInational.org](http://PHInational.org)



Survey the direct  
care workforce



Produce rigorous fact  
sheets, research briefs,  
and landscape studies



Make a powerful,  
data-driven  
business case



Develop  
a recruitment and  
retention strategy



Inform the design  
of various direct care  
workforce policy  
interventions



Diagnose direct  
care training  
infrastructure  
needs



Advise the creation  
of a data collection  
infrastructure



Launch a social media  
public education  
campaign



Bring expertise to  
convening a statewide  
direct care worker  
task force





# THE MOMENT IS NOW

**ESSENTIAL JOBS,  
ESSENTIAL CARE**

**ADVOCACY SKILLS SERIES**

# MARCH 2022

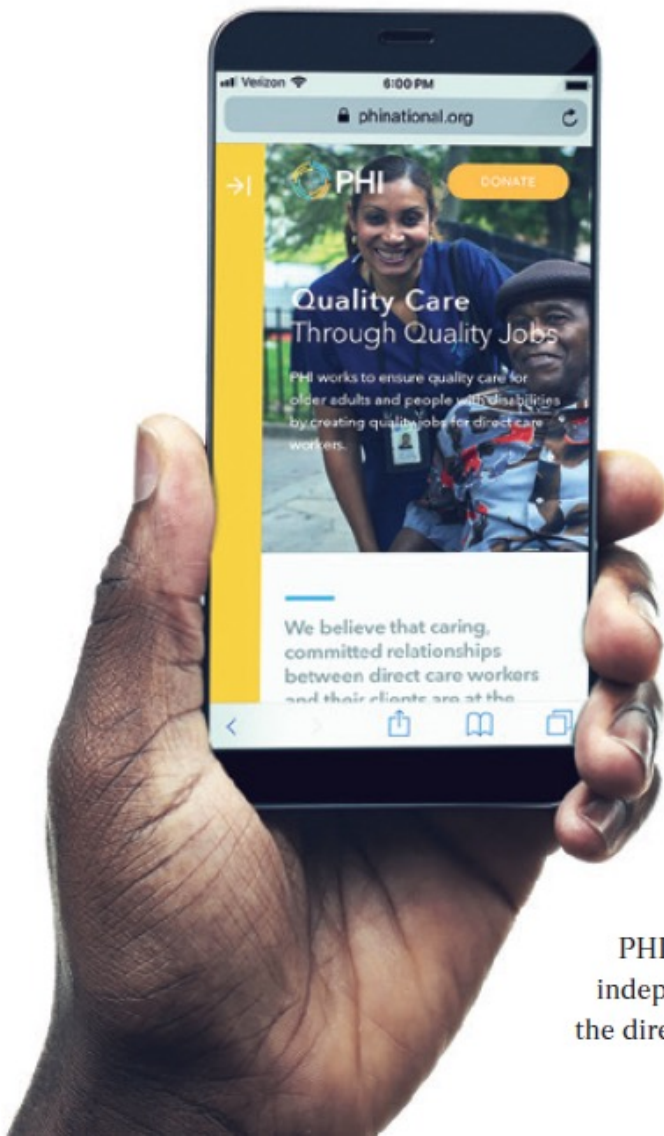


PHI is partnering with Michigan's IMPART Alliance, the New Mexico Caregivers Coalition, and the North Carolina Coalition on Aging to co-host a series of virtual skill-building sessions for their coalition members to support them in effectively advocating for these essential jobs.

- **Convening and Mobilizing a Strong Coalition**
- **Communicating the Value of Care Work**
- **Building the Relationships You Need to Win**







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PHI works to transform eldercare and disability services. We foster dignity, respect, and independence for all who receive care, and all who provide it. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.





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# Arizona's Approach To Strengthen the Direct Care Workforce

NASHP Webinar on State Policies to Strengthen the Direct Care Workforce  
February 8, 2022

*Bill Kennard, Administrator Healthcare Workforce Development*





# Arizona Medicaid At A Glance



**Largest insurer in AZ, covering over 2 million individuals and families...**



**...more than 50% of all births in AZ...**



**...and two-thirds of nursing facility days.**



**AHCCCS uses federal, state and county funds to provide health care coverage to the state's Medicaid population.**



**More than 114,500 health care providers are registered with AHCCCS.**



**Payments are made to 15 contracted health plans that are responsible for the delivery of care to members.**



# AHCCCS Polices for Strengthening the Direct Care Workforce

**AMPM 1240-A**  
HCBS Services

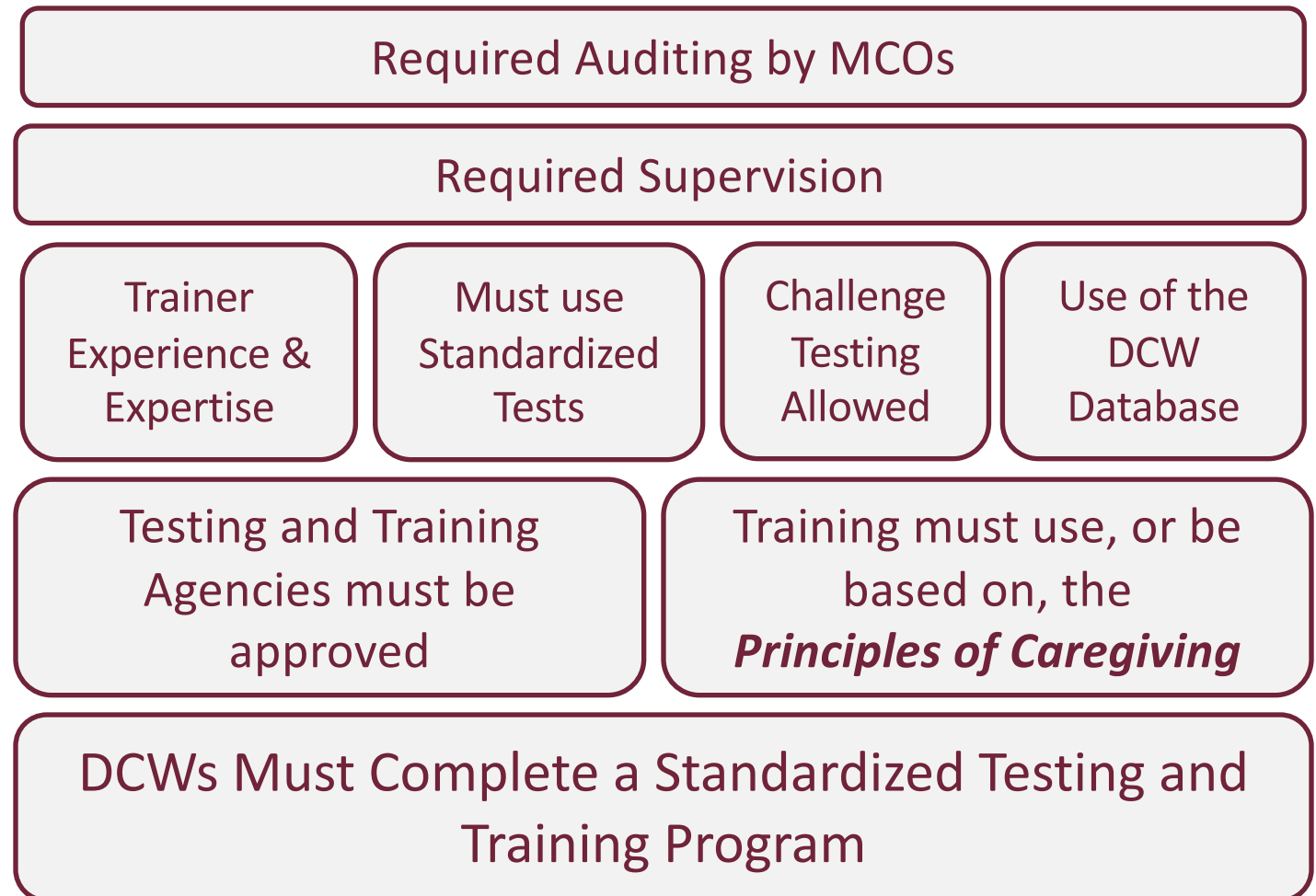
**ACOM 429**  
Direct Care  
Worker Testing  
and Training  
Program

**ACOM 407**  
Workforce  
Development



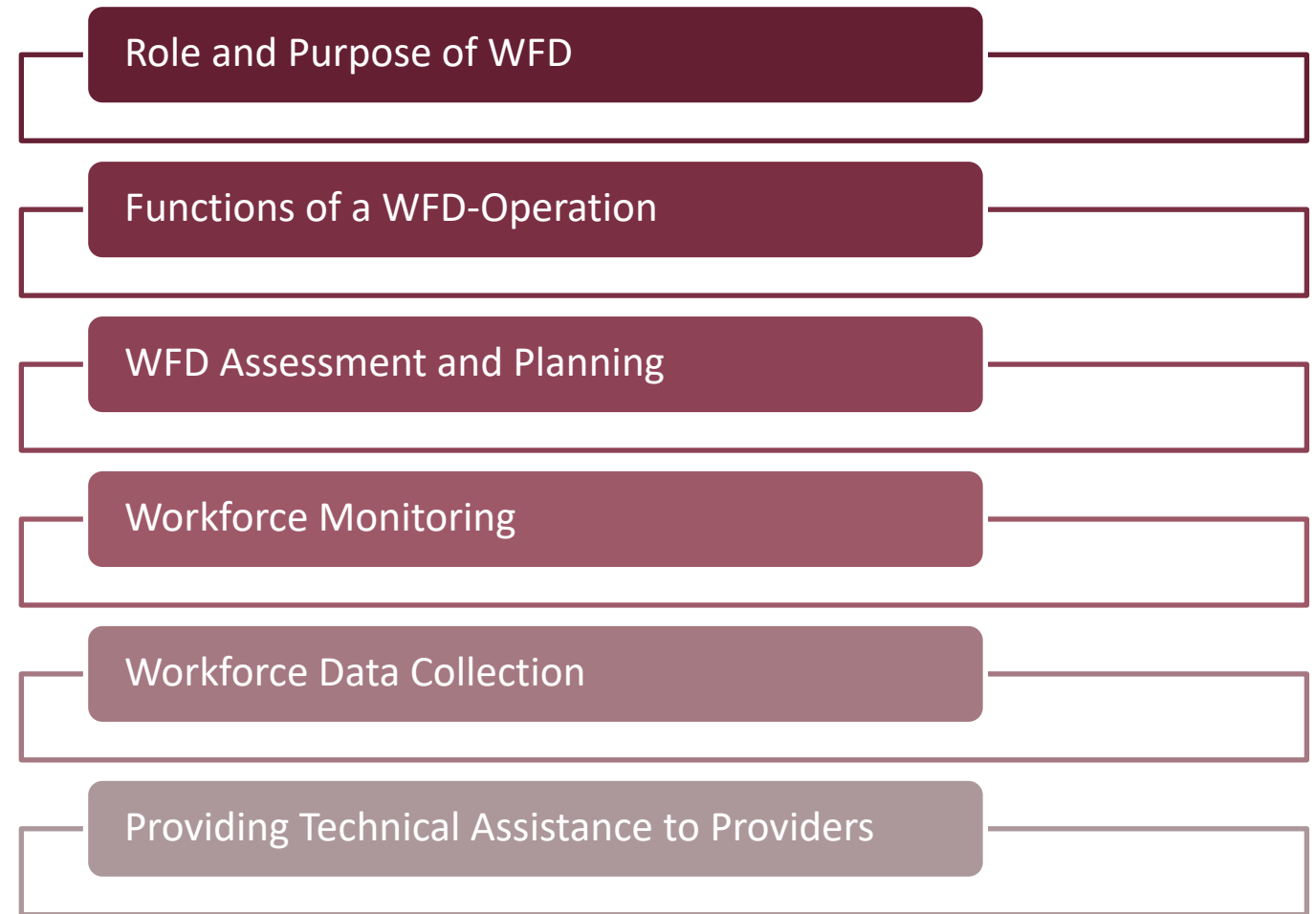
# ACOM 429 - DCW Testing and Training Program

ACOM 429 provides the programmatic building blocks for developing a strong DCW workforce



# ACOM 407 – Workforce Development Policy

ACOM 407 - requires MCOs to implement Workforce Development Operations

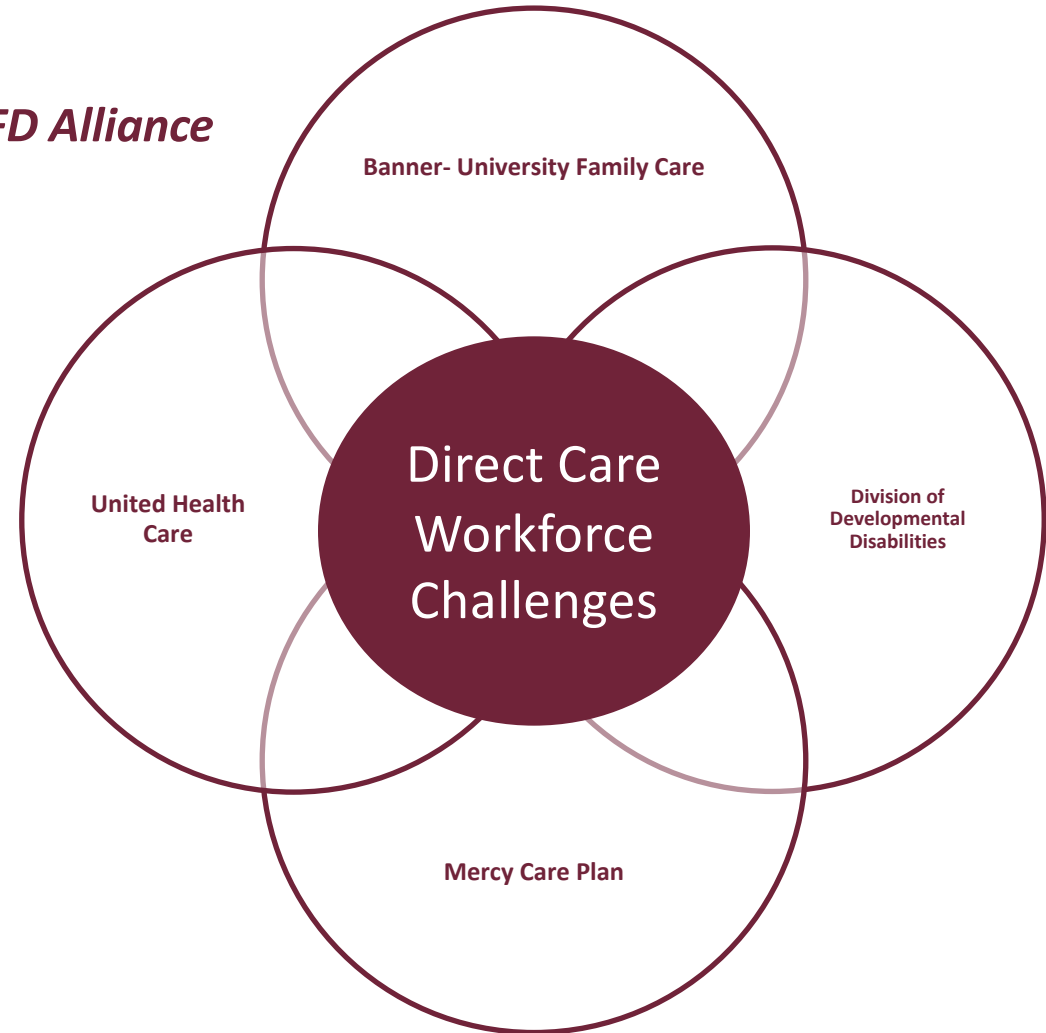




# MCOs Must Collaborate as a “WFD Alliance”

## *ALTCS WFD Alliance*

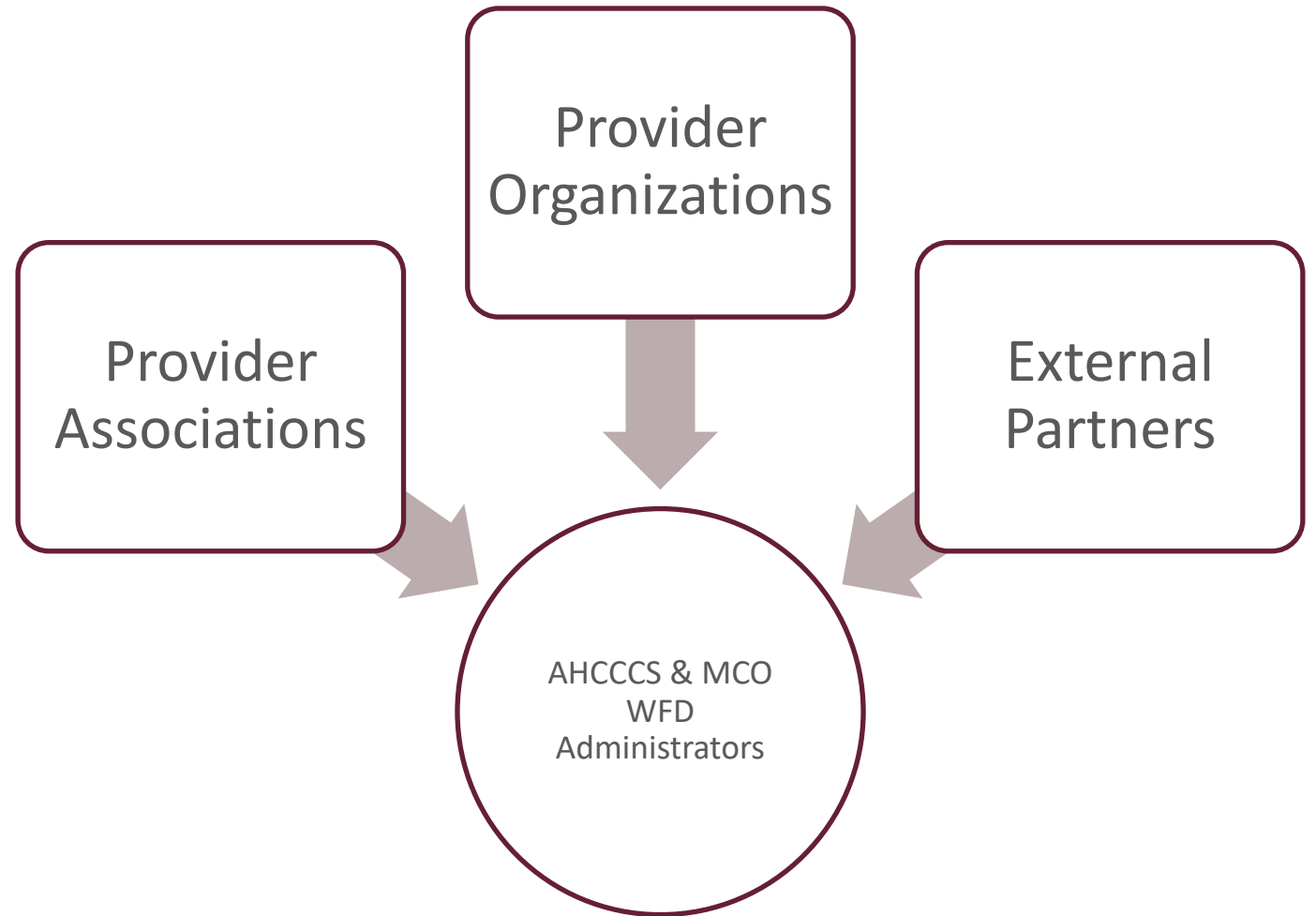
In addition to ensuring their provider networks have the required workforce capacity and capability, MCOs collaboratively assess, plan and act on common workforce challenges



# Each Workforce has an Advisory Council

## Advisory Councils

- Give input & insights about the workforce
- Give feedback on plans and priorities





# Building a Sustainable Approach to WFD

ARPA provides a unique opportunity to build the infrastructure needed to sustain AHCCCS's policy driven efforts to build a strong Direct Care Workforce



Thank You.



# Direct Care Workforce Initiatives

State Policies to Strengthen the Direct Care Workforce  
February 2022 Webinar

Dr. Hayley Gleason, Director  
Strategic Outcomes Division  
Economic Recovery Officer  
Office of Community Living



# Building State-Wide Support for the Direct Care Workforce

1

Building the Base: Cross-State Agency Collaboration

2

Designing the Structure: Developing Goals & Strategies

3

Executing the Plan: Defining & Implementing Actions

4

Gaining Momentum: Building Stakeholder Support



# Cross-State Agency Workgroup

- Formed in 2018 at the request of the Health Cabinet, led by the Lt. Governor
- Includes representatives from 7 state agencies and the Governor and Lt. Governor's Offices
- Tasked with defining the problem, outlining goals, and developing an action plan
  - Includes key strategies, tasks, timelines and responsible agencies
- Launched the stakeholder phase in 2020

# Direct Care Workforce Goals

**1** Support  
Crisis  
Response &  
Recovery

**3** Recruit New  
Individuals  
into the Field

**5** Improve  
Retention

**2** Expand Cross-  
Agency  
Collaboration

**4** Build Career  
Ladders &  
Growth  
Opportunities

**6** Develop a  
Strong  
Stakeholder  
Alliance



# Strategies



- 1** Provide **immediate relief** to employers and workers to address COVID related shortages, such as rate increases and direct hands-on support
- 2** Strengthen the Long Term Direct Care Workforce group to leverage opportunities for greater **cross-agency collaboration** utilizing stimulus funding and new legislation to address immediate and long-term needs of the workforce
- 3** Raise **awareness** about direct care positions in order to recruit new individuals into the field
- 4** Create **career advancement opportunities** by redefining Direct Care Workforce position credentials & removing barriers to advancement
- 5** Promote **retention** through known best practices and improved compensation
- 6** Activate **industry stakeholders** to refine and accelerate other efforts

# ARPA HCBS Background

- Section 9817 of the American Rescue Plan Act (ARPA)- a provision outlining funding to support increased access to home and community-based services (HCBS) for Medicaid beneficiaries
- Impact in Colorado:
  - Colorado anticipates total funding of approx. \$530 million
  - [Colorado's spending plan](#) was **approved** by CMS and the CO Joint Budget Committee (JBC) on **9/21/2021**
  - Initiatives focused on the Direct Care Workforce account for **50%+** of the total budget (**\$262 million**)



# ARPA Direct Care Workforce Initiatives

Project:	Budget:
Increase Payments to Providers and Workers	\$244 million
Direct Care Workforce Data Infrastructure	\$1.1 million
Standardized Core Curriculum & Specialization	\$3.1 million
Resource & Job Hub	\$750k
Establish a Training Fund	\$9.2 million
Career Pathways	\$500k
Public Awareness Campaign	\$400k
Workforce Compensation Research	\$50k

# Actions



- 1 COVID Response:** Provide a 2.11% rate increase for HCBS providers to address workforce shortages; offer hands on support through the national guard and staffing contractors
- 2 Cross Agency Collaboration:** Leverage the expertise of other agencies in developing career pathways by providing funds to support expanded internal capacity; maximize stimulus funds to address workforce challenges
- 3 Raise Awareness & Increase Recruitment:** Launch a public awareness campaign; Build a one-stop resource and job source hub for prospective and current direct care workers
- 4 Build Career Advancement Opportunities:** Develop a core standardized curriculum with specialization modules; Build pathways for advancement other allied health professions
- 5 Promote Retention:** Implement a new \$15/hour base wage requirement for all HCSB workers
- 6 Activate Industry Stakeholders:** Leverage the Direct Care Workforce Collaborative as partners in executing and promoting new workforce efforts



# Stakeholder Engagement & Partnership

- Hosted a **Direct Care Workforce Summit** in 2020 as a kick-off of our stakeholder engagement
- Launched the **Direct Care Workforce Collaborative** in January 2021
  - ❑ Stakeholder-led group
  - ❑ **Mission**: *Stabilize the direct care workforce by implementing strategies that support priority issues and raise awareness about their value*
  - ❑ **Vision**: *To be recognized as the central hub for action, expertise, and advocacy on the direct care workforce*

# Collaborative Structure

## Leadership:

- Stakeholders are selected to serve in leadership roles
  - Collaborative Co-Chairs
  - Action Group Co-Chairs
- Department of Health Care Policy & Financing serves as the backbone organization; other State Agencies are advisors/participants
- Three topic-focused action groups formed to move efforts forward

## Meeting Structure:

- Quarterly collaborative meetings- Open to the public; educational and used to gather input and feedback
- Bi-monthly action group meetings- Action oriented
  - Workgroups developed as needed

Develop  
Recommendation

Gain Consensus  
on Strategies

Finalize Actions  
to Achieve Goals



# Thank You

## Additional Resources

[Direct Care Workforce Collaborative Website](#)

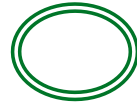
[Colorado HCBS ARPA Website](#)

## Contact Information

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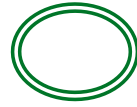
# Q&A



- Please enter your questions using the Q&A function



# Thank You!



- Please complete the evaluation in the pop-up box after the webinar to help us continue to improve your experience!