



PHI

QUALITY CARE
THROUGH
QUALITY JOBS

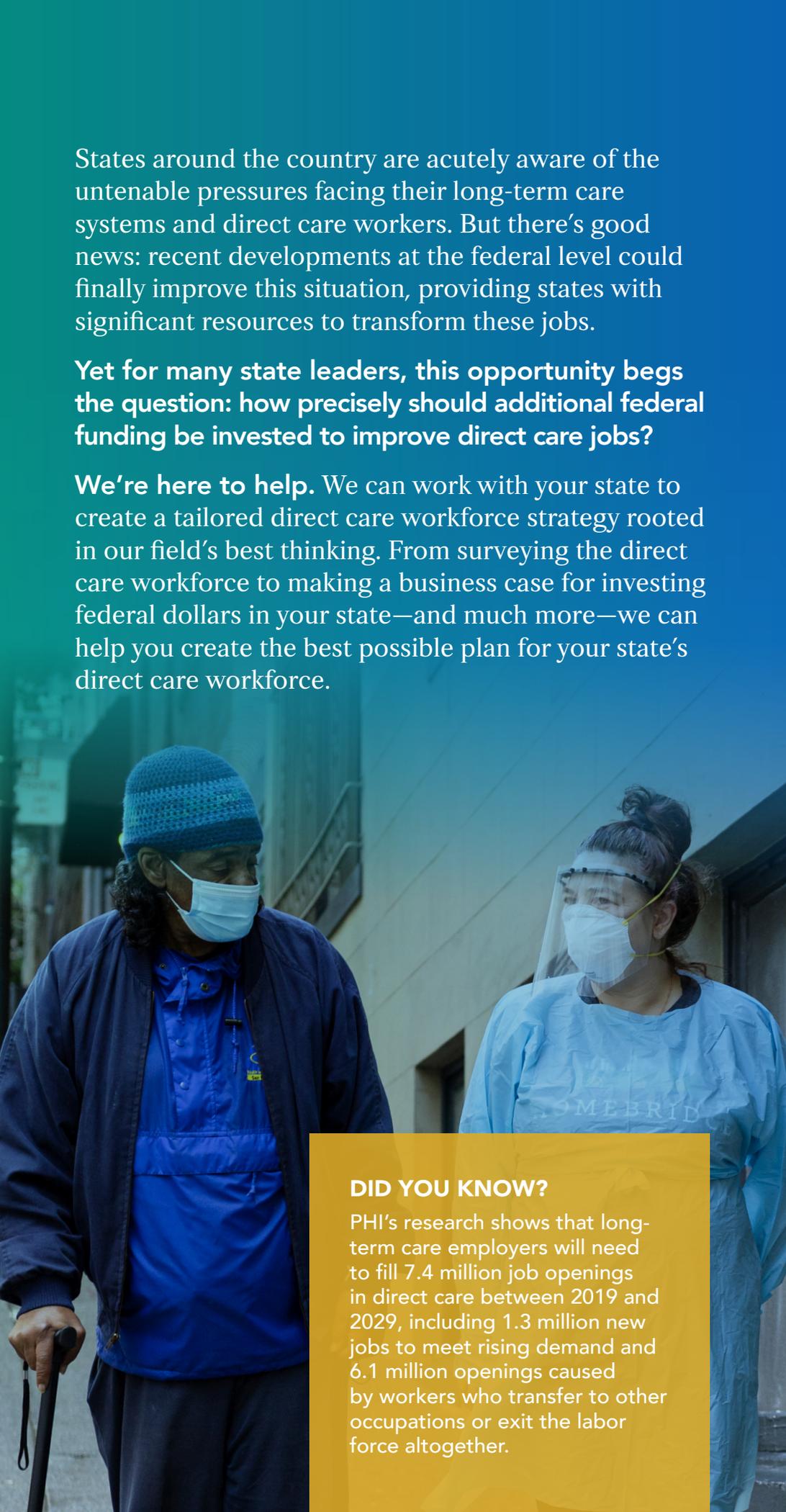
WORKFORCE RESEARCH AND STRATEGY

Partnering with State Leaders to Strengthen the Direct Care Workforce

States around the country are acutely aware of the untenable pressures facing their long-term care systems and direct care workers. But there's good news: recent developments at the federal level could finally improve this situation, providing states with significant resources to transform these jobs.

Yet for many state leaders, this opportunity begs the question: how precisely should additional federal funding be invested to improve direct care jobs?

We're here to help. We can work with your state to create a tailored direct care workforce strategy rooted in our field's best thinking. From surveying the direct care workforce to making a business case for investing federal dollars in your state—and much more—we can help you create the best possible plan for your state's direct care workforce.



DID YOU KNOW?

PHI's research shows that long-term care employers will need to fill 7.4 million job openings in direct care between 2019 and 2029, including 1.3 million new jobs to meet rising demand and 6.1 million openings caused by workers who transfer to other occupations or exit the labor force altogether.

What Does PHI Offer?

PHI has an experienced team of researchers, policy analysts, and workforce development experts who work together to inform direct care workforce policy and practice nationwide. We draw our expertise from our cutting-edge research and analysis, on-the-ground advocacy initiatives at the state and federal levels, and a wide range of tested workforce innovations in long-term care settings across America. We also work closely with leaders throughout the aging, disability, and workforce development fields—and directly with workers—to ensure that our strategies reflect the many important perspectives in long-term care.

If you need support with developing a state-level direct care workforce plan or intervention, we can partner with you to:



Survey the direct care workforce

to understand their needs, experiences, aspirations, and various factors related to their jobs



Produce rigorous fact sheets, research briefs, and landscape studies

that describe the direct care workforce and the challenges they're experiencing



Make a powerful, data-driven business case

for the importance of investing public and private dollars in this essential, rapidly growing workforce



Develop a recruitment and retention strategy

to inform how states support employers to meet growing demand



Inform the design of direct care workforce policy interventions,

including compensation strategies, and much more



Diagnose direct care training infrastructure needs,

accounting for all legal requirements and the best training methods



Advise the creation of a data collection infrastructure

that can produce the best insights on direct care workers in all parts of the state



Launch a social media public education campaign

to raise awareness about this workforce and improve recruitment



Bring expertise to convening a statewide direct care worker task force

that can create short- and long-term strategies

Why PHI?

We know what direct care workers need to do their jobs well and to live financially secure. As the nation's leading expert on the direct care workforce, we ensure that direct care workers can thrive in their jobs and provide high-quality care to older adults and people with disabilities across long-term care settings.

Here's what makes us uniquely effective:

A 360° PERSPECTIVE

The long-term care system affects a wide range of stakeholders—workers, consumers, providers, payers, and more—and we work hard to ensure that their distinct perspectives directly shape the future of this workforce.

DIVERSE GEOGRAPHIC EXPERIENCE

Throughout the years, our in-depth work in cities, suburbs, and small towns across America have illuminated for us how different parts of the country can best address workforce challenges.

EXTENSIVE STATE-LEVEL KNOWLEDGE

Since 2012, PHI's policy team has worked extensively in 20 states, learning from local partners as we design direct care strategies that align with their particular realities. As a result, we know exactly how state leaders can improve these jobs.

A WORKER-CENTERED PERSPECTIVE

We bring the ideas of workers who are on the frontline of care—and the perspective of an organization focused entirely on direct care workers—to every workforce and long-term care strategy we advise.

ACTIONABLE IDEAS

We make sure that every policy recommendation we offer on the direct care workforce is rooted in the latest data and experience in the field, as well as in the practical and financial realities of the long-term care system.

SUCCESSFUL TRACK RECORD

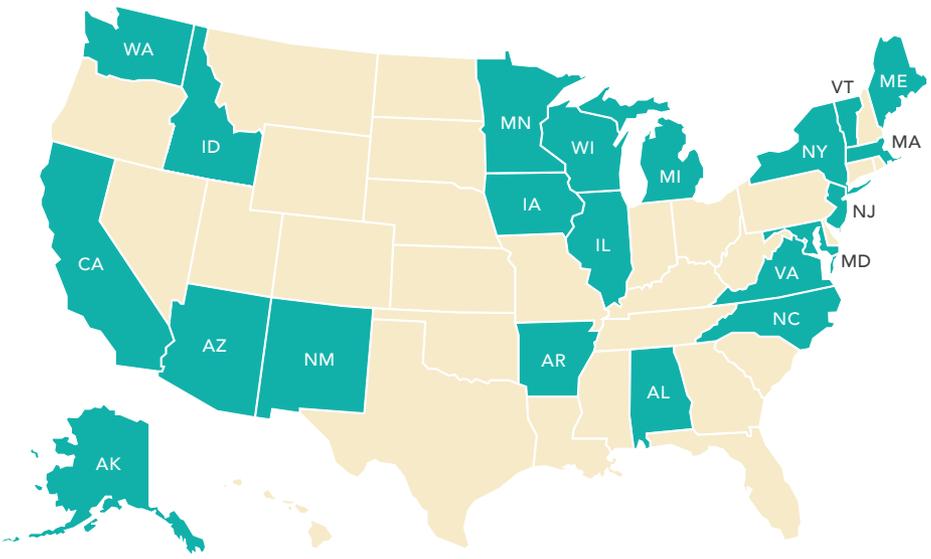
For decades, our strategies have moved the needle on the direct care workforce, transforming how these workers are valued and optimized.

Interested in partnering with PHI?

Please visit PHInational.org/contact-us to complete an online form or email us at info@PHInational.org. We'll follow up to schedule a consultation, understand your needs, and discuss possible approaches and pricing options.



Where We've Worked: 2012-2021



Since 2012, PHI's policy department has been contracted and funded to work in 20 states. Here are a few examples of our projects.

Landscape Analysis: Wisconsin.

In 2016 and 2017, PHI worked with several Wisconsin leaders to produce a comprehensive landscape analysis of the state's home care system. Through quantitative research and interviews with experts, this analysis examined workforce challenges, opportunities, and best practices, focusing on home care workers and the challenges of rural communities.

Research Brief: Maryland and DC.

In 2018, PHI partnered with a statewide coalition comprised of diverse stakeholders to produce a detailed research brief on the direct care workforce in Maryland and the District of Columbia, with data for each region of the state. This brief equipped policymakers, payers, providers, and other stakeholders with the data they needed to begin improving these jobs.

Public Education Campaign:

Minnesota. In 2018, PHI worked with partners in Minnesota to launch a state-based social media campaign that raised awareness of the challenges facing home care workers, especially in rural areas.

This four-week education campaign relied on data-driven visuals and worker stories, reaching more than 20,000 online users throughout the state.

Workforce Survey and Report:

Arizona. In 2020, PHI worked with four managed-care organizations in Arizona to survey more than 4,000 paid caregivers. The survey and final report focused on these workers' experiences and insights, including the primary factors associated with their intent to stay on the job or leave. Given the immense staffing issues facing providers, this report's findings will help inform future recruitment and retentions measures.

Business Case: Vermont and

Iowa. In 2021, through a partnership with a national consulting firm, PHI developed two "business case" documents for Vermont and Iowa to help these states clearly articulate the profound need for public investment in the direct care workforce. Each business case includes background information and six state-level solutions with concrete strategies, rationales, state examples, and key cost considerations.

Meet Our Policy Team



**ROBERT
ESPINOZA**

Vice President
of Policy



**KEZIA
SCALES, PHD**

Director of Policy
Research



**STEPHEN
MCCALL**

Data and Policy
Analyst



**HANNAH
DIAMOND**

State Policy
Advocacy
Specialist



PHI is a national organization committed to strengthening the direct care workforce by producing robust research and analysis, leading federal and state advocacy initiatives, and designing groundbreaking workforce interventions and models. For 30 years, we have brought a 360-degree perspective on the long-term care sector to our evidence-informed strategies. As the nation's leading authority on the direct care workforce, PHI promotes quality direct care jobs as the foundation for quality care.

PHInational.org

- Learn about our research, advocacy, workforce innovations, and public education
- Scroll through our library of studies, policy reports, and multimedia resources
- Visit the National Direct Care Workforce Resource Center
- Download national and state-by-state data on the direct care workforce
- Meet the workers in the National Direct Care Worker Story Project
- Bookmark our newsroom for the latest news and opinion: PHInational.org/news/
- Subscribe to our monthly newsletter: phinational.org/sign-up/
- Read about the latest federal and state policy developments for direct care workers



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