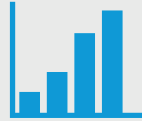CREATING A STRONG

DIRECT SUPPORT
WORKFORCE

POLICY BARRIERS & OPPORTUNITIES

ROBERT ESPINOZA
VICE PRESIDENT OF POLICY

SEPTEMBER 13, 2018

About PHI

25 years of experience and knowledge on the direct care workforce.

POLICY RESEARCH
Research & policy analysis
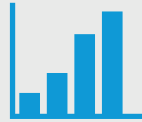
CONSULTING
Training, coaching & curricula design

ADVOCACY
Federal, state & local public education

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

About PHI

25 years of experience and knowledge on the direct care workforce.

PHI QUALITY CARE THROUGH QUALITY JOBS

CONSULTING
Training, coaching & curricula design

POLICY RESEARCH
Research & policy analysis

ADVOCACY
Federal, state & local public education

360° Perspective

ORIGINAL RESEARCH
Facts & trends, objective information

PROVIDER 'LEARNING LAB'
In-the-field interventions, rural & urban

NEW YORK CITY SYSTEM
Learn from thousands of workers & consumers

Our National Reach

376,000 long-term care staff, direct care workers, and clients served annually by PHI's services

90,000 annual web users accessing PHI's publications and online data

24 states reached directly by PHI's services, policy research, and advocacy between 2012 and 2017

SOURCE: For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

We believe that caring, committed relationships between direct care workers and their clients are at the heart of quality care. Those relationships work best when direct care workers receive high-quality training, living wages, and respect for the central role they play.

Policy Expertise on Direct Support Professionals

PHI QUALITY CARE THROUGH QUALITY JOBS
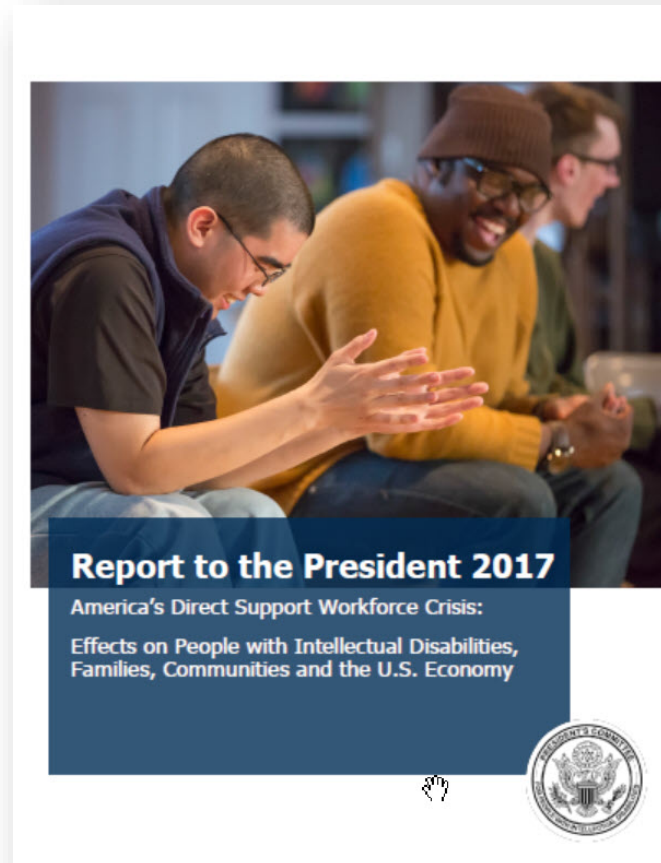
The Arc

American Association on Intellectual and Developmental Disabilities

American Network of Community Options and Resources

Association for University Centers on Disabilities (AUCD)

National Alliance for Direct Support Professionals

National Association of Councils on Developmental Disabilities

United Cerebral Palsy

What is a Direct Support Professional?

PHI QUALITY CARE THROUGH QUALITY JOBS

Assist individuals with ID/DD through a wide range of supportive services on a day-to-day basis

Habilitation, health needs, personal care & hygiene, employment, transportation, recreation, housekeeping

People can live and work in their communities, as well as lead self-directed, community and social lives

What is a Direct Support Professional?

PHI QUALITY CARE THROUGH QUALITY JOBS

Wide array of job titles

Work in the private sector

In some states, work for state agencies that deliver services directly to people with an ID/DD

What is a Direct Support Professional?

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Wide array of job titles

Work in the private sector

In some states, work for state agencies that deliver services directly to people with an ID/DD

Work with children, youth, young adults, adults in midlife and older people

Work in individual family homes, small group homes, the community & employment settings

What is a Direct Support Professional? Scope of Practice

PHI — QUALITY CARE THROUGH QUALITY JOBS

Take people to medical appointments with health care and specialty providers

Overall health & well-being

Daily living support

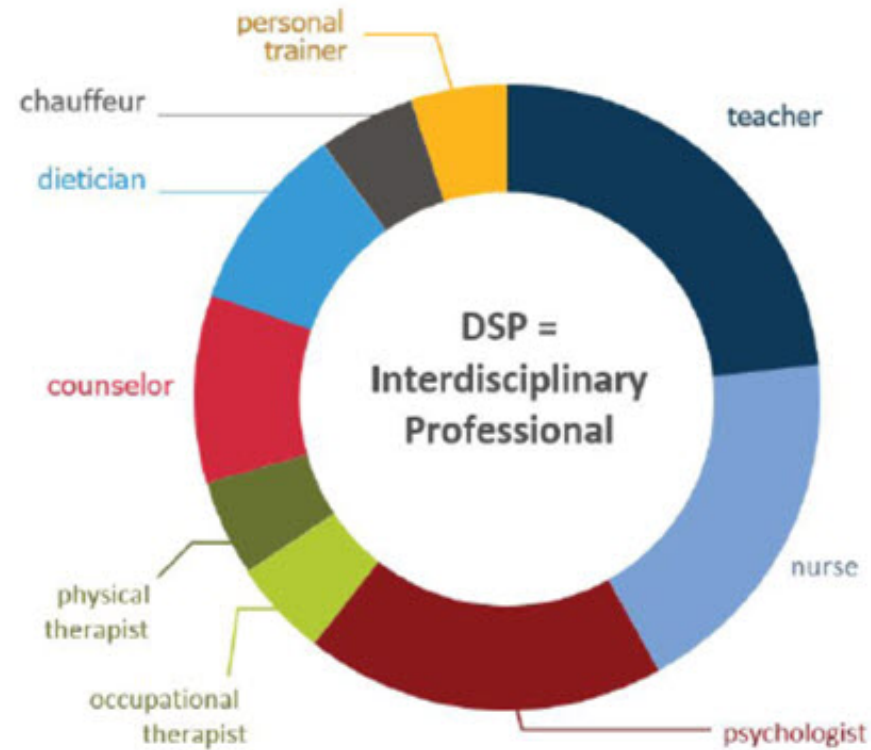Finding and keeping jobs, and working toward their career goals

Increasingly complex & multi-disciplinary

Figure 1. DSP Scope of Practice

The Direct Care Workforce: 4.3 million (2017)*

Direct care workers assist older adults and people with disabilities with daily tasks, such as dressing, bathing, and eating.

PERSONAL CARE AIDES

Daily support + help
with housekeeping,
errands, appointments,
& social engagements

1.4 million (2017)

* 1.6 million direct care workers work in other industries such as continuing care retirement communities, assisted living facilities, residential facilities, employment services, and vocational rehabilitation services.

The Direct Care Workforce: 4.3 million (2017)*

Direct care workers assist older adults and people with disabilities with daily tasks, such as dressing, bathing, and eating.

PERSONAL CARE AIDES

HOME HEALTH AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

1.4 million (2017)

704,000* (2017)

*Includes NA's providing home health care

* 1.6 million direct care workers work in other industries such as continuing care retirement communities, assisted living facilities, residential facilities, employment services, and vocational rehabilitation services.

The Direct Care Workforce: 4.3 million (2017)*

Direct care workers assist older adults and people with disabilities with daily tasks, such as dressing, bathing, and eating.

PERSONAL CARE AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

1.4 million (2017)

HOME HEALTH AIDES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

704,000* (2017)

*Includes NA's providing home health care

NURSING ASSISTANTS IN NURSING HOMES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

594,000 (2017)

* 1.6 million direct care workers work in other industries such as continuing care retirement communities, assisted living facilities, residential facilities, employment services, and vocational rehabilitation services.

The Direct Care Workforce: 4.3 million (2017)*

Direct care workers assist older adults and people with disabilities with daily tasks, such as dressing, bathing, and eating.

PERSONAL CARE AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

1.4 million (2017)

HOME HEALTH AIDES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

704,000* (2017)

*Includes NA's providing home health care

NURSING ASSISTANTS IN NURSING HOMES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

594,000 (2017)

INDEPENDENT PROVIDERS

Employed directly by consumers through publicly-funded programs

325,000 (2017)*

*These workers are likely captured in 4.3 million figure

* 1.6 million direct care workers work in other industries such as continuing care retirement communities, assisted living facilities, residential facilities, employment services, and vocational rehabilitation services.

SOURCE: PHI (2018). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Direct Support Professionals: 1.3 million (2013)

Direct support professionals support people with physical, intellectual, and developmental disabilities to "lead self-directed social and community lives."

PERSONAL CARE AIDES

Daily support + help with housekeeping, errands, appointments, & social engagements

1.4 million (2017)

HOME HEALTH AIDES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

704,000* (2017)

*Includes NA's providing home health care

NURSING ASSISTANTS IN NURSING HOMES

Daily support + clinical tasks like blood pressure readings, range-of-motion exercises

594,000 (2017)

INDEPENDENT PROVIDERS

Employed directly by consumers through publicly-funded programs

325,000 (2017)*

*These workers are likely captured in 4.3 million figure

DIRECT SUPPORT PROFESSIONALS

Daily support for people with intellectual and developmental disabilities

1.3 million (2013)

SOURCE: President's Committee (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

* 1.6 million direct care workers work in other industries such as continuing care retirement communities, assisted living facilities, residential facilities, employment services, and vocational rehabilitation services.

Demand for Home Care Workers

It's the largest-growing occupation in the country.

2007
830,000
HOME CARE
WORKERS

2017
2.1 million
HOME CARE
WORKERS

2027
3.1 million
HOME CARE
WORKERS

SOURCE: PHI (2018). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Demand for Home Care Workers

It's the largest-growing occupation in the country.

2007
830,000
HOME CARE
WORKERS

2017
2.1 million
HOME CARE
WORKERS

2027
3.1 million
HOME CARE
WORKERS

Every year
574,000
DIRECT SUPPORT
PROFESSIONALS
NEEDED

+
167,000
DIRECT SUPPORT
PROFESSIONALS
FOR WAITLIST

SOURCE: President's Committee (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Four Trends Igniting Demand

American society has changed dramatically—more people are turning 65,
living longer, wanting support at home, and rethinking 'family' norms.

More older people
Between 2015 and 2050, the
number of people aged 65+
will more than double from
47.8 million to 88 million.

Four Trends Igniting Demand

American society has changed dramatically—more people are turning 65, living longer, wanting support at home, and rethinking 'family' norms.

More older people
Between 2015 and 2050, the number of people aged 65+ will more than double from 47.8 million to 88 million.

Increased longevity
Older age brings about increased functional limitations and daily support needs.

Four Trends Igniting Demand

American society has changed dramatically—more people are turning 65,
living longer, wanting support at home, and rethinking 'family' norms.

More older people
Between 2015 and 2050, the number of people aged 65+ will more than double from 47.8 million to 88 million.

Preference for home
More people prefer home- and community-based services to living in a residential setting.

Increased longevity
Older age brings about increased functional limitations and daily support needs.
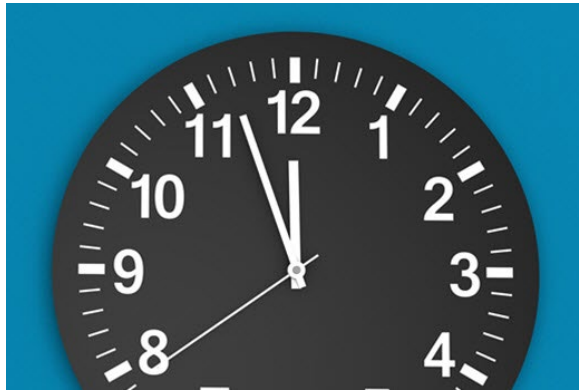
Four Trends Igniting Demand

American society has changed dramatically—more people are turning 65, living longer, wanting support at home, and rethinking 'family' norms.

More older people
Between 2015 and 2050, the number of people aged 65+ will more than double from 47.8 million to 88 million.

Preference for home
More people prefer home- and community-based services to living in a residential setting.

Increased longevity
Older age brings about increased functional limitations and daily support needs.

New 'family' norms
Children leave, more single & childless people, and cultural acceptance for seeking paid support.

An Increasingly Diverse Home Care Workforce

The typical home care worker is a woman in her 40s—many are immigrants and/or women of color. **The demographics are changing.**

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

87%
WOMEN

60%
PEOPLE OF
COLOR

47
MEDIAN AGE

An Increasingly Diverse Home Care Workforce

The typical home care worker is a woman in her 40s—many are immigrants and/or women of color. **The demographics are changing.**

PHI — QUALITY CARE THROUGH QUALITY JOBS

87% WOMEN

29% IMMIGRANT

1 million IMMIGRANTS

60% PEOPLE OF COLOR

47 MEDIAN AGE

SOURCE: Espinoza (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Profound Disparities **Within** the Workforce

From 2005 to 2015, Black/African American workers consistently made up approximately 30 percent of the direct care workforce.

Anticipated Growth in the U.S. Labor Force: 2016-2026

Women of Color
+6.3 million
U.S. WORKERS

White Women
+384,000
U.S. WORKERS

SOURCE: Campbell (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Profound Disparities Within the Workforce

From 2005 to 2015, Black/African American workers consistently made up approximately 30 percent of the direct care workforce.

Median Family Income

Women of Color
$43,400
DIRECT CARE WORKERS

White Women
$52,900
DIRECT CARE WORKERS

Men of Color
$56,300
DIRECT CARE WORKERS

White Men
$60,800
DIRECT CARE WORKERS

Anticipated Growth in the U.S. Labor Force: 2016-2026

Women of Color
+6.3 million
U.S. WORKERS

White Women
+384,000
U.S. WORKERS

PHI QUALITY CARE THROUGH QUALITY JOBS

SOURCE: Campbell (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Low Wages, High Poverty: Home Care Workers

Low wages and irregular schedules make it difficult to retain and recruit workers in this sector. **As a result, turnover remains high.**

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

U.S. Home Care Workers

$11.03
MEDIAN
HOURLY
WAGE

$15K
MEDIAN
ANNUAL
INCOME

1 in 5
IN POVERTY

The Lifelong Impact of Poverty

Low wages force workers to choose between housing and other needs–

and drives them into poverty and poor lifelong health.

Monthly Income

($10/hour x 40 hours) x 4 weeks
= $1600 gross pay
- $400 taxes

$1200 net pay

The Lifelong Impact of Poverty

Low wages force workers to choose between housing and other needs–

and drives them into poverty and poor lifelong health.

Monthly Income

($10/hour x 40 hours) x 4 weeks
= $1600 gross pay
- $400 taxes

$1200 net pay

Monthly Expenses*
Housing
Utilities
Food
Transportation
Debt repayment, credit cards
Clothing
Childcare, home care
Entertainment
Medical expenses
Miscellaneous expenses
Saving

* Dependents multiply expenses

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

The Lifelong Impact of **Poverty**

Low wages force workers to choose between housing and other needs–

and drives them into poverty and poor lifelong health.

Monthly Income

($10/hour x 40 hours) x 4 weeks
= $1600 gross pay
- $400 taxes

$1200 net pay

Monthly Expenses*
Housing
Utilities
Food
Transportation
Debt repayment, credit cards
Clothing
Childcare, home care
Entertainment
Medical expenses
Miscellaneous expenses
Saving

* Dependents multiply expenses

How Much do you Need to Earn to Afford a Modest Apartment in Your State?

Hourly wage required to afford a two bedroom rental home by state.

Below $15.00 $15.00 - $20.00   Above $20.00

The Lifelong Impact of Poverty

Low wages force workers to choose between housing and other needs–

and drives them into poverty and poor lifelong health.

Monthly Income

($10/hour x 40 hours) x 4 weeks
= $1600 gross pay
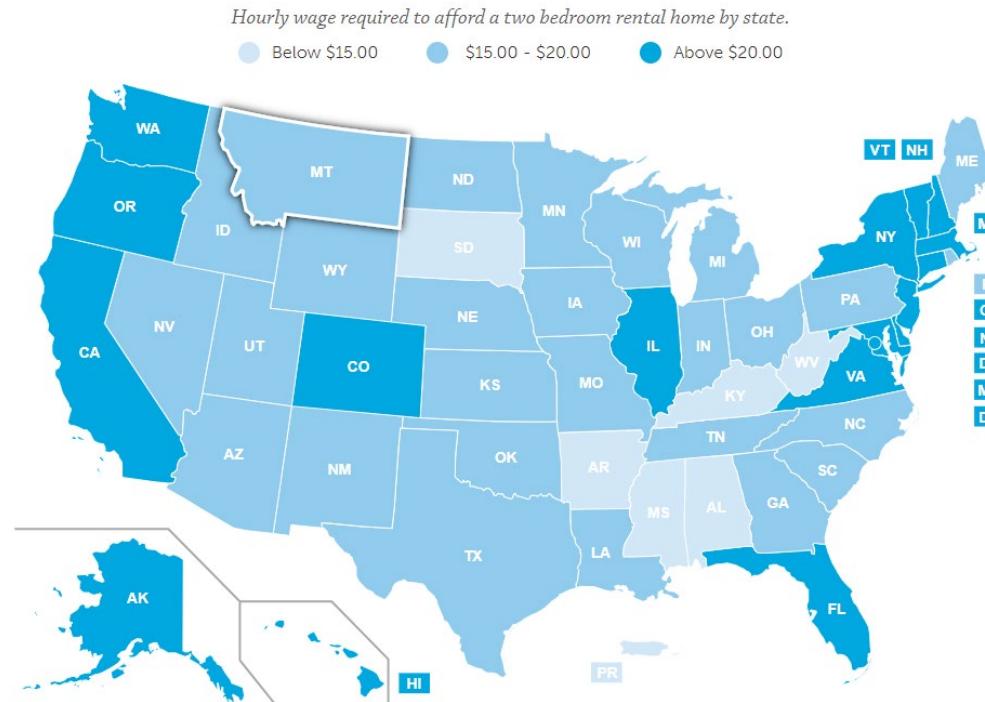- $400 taxes
----
$1200 net pay

Monthly Expenses*
Housing
Utilities
Food
Transportation
Debt repayment, credit cards
Clothing
Childcare, home care
Entertainment
Medical expenses
Miscellaneous expenses
Saving

* Dependents multiply expenses

How Much do you Need to Earn to Afford a Modest Apartment in Your State?

Hourly wage required to afford a two bedroom rental home by state.

Below $15.00 $15.00 - $20.00   Above $20.00

Link Between Poverty and Poor Health
- Decreased life expectancy
- Lower birth weight
- Impaired neurologic and endocrine function
- Lifelong illness (cardiac disease, diabetes, etc.)
- Higher injury rates
- Poor nutrition
- Increased hunger
- Depression
- Toxic infrastructures (lead poisoning, etc.)
- Inflammatory diseases (heart disease, etc.)
- Dental and vision disparities

* Link goes both ways: poor health hurts employment

SOURCE: PHI (2018). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Why Are Workers Part Time?

Nearly one in three direct care workers works part time, largely for non-economic reasons such as family obligations, school, and more.

PHI | QUALITY CARE THROUGH QUALITY JOBS

31% Direct care workers are part time

24% Cite Economic Reasons

76% Cite Non-Economic Reasons

25% Family/Personal Obligations
19% School/Training
19% Retired/Social Security Limit on Earnings
8% Child Care Problems
7% Health/Medical Limitations
10% Other
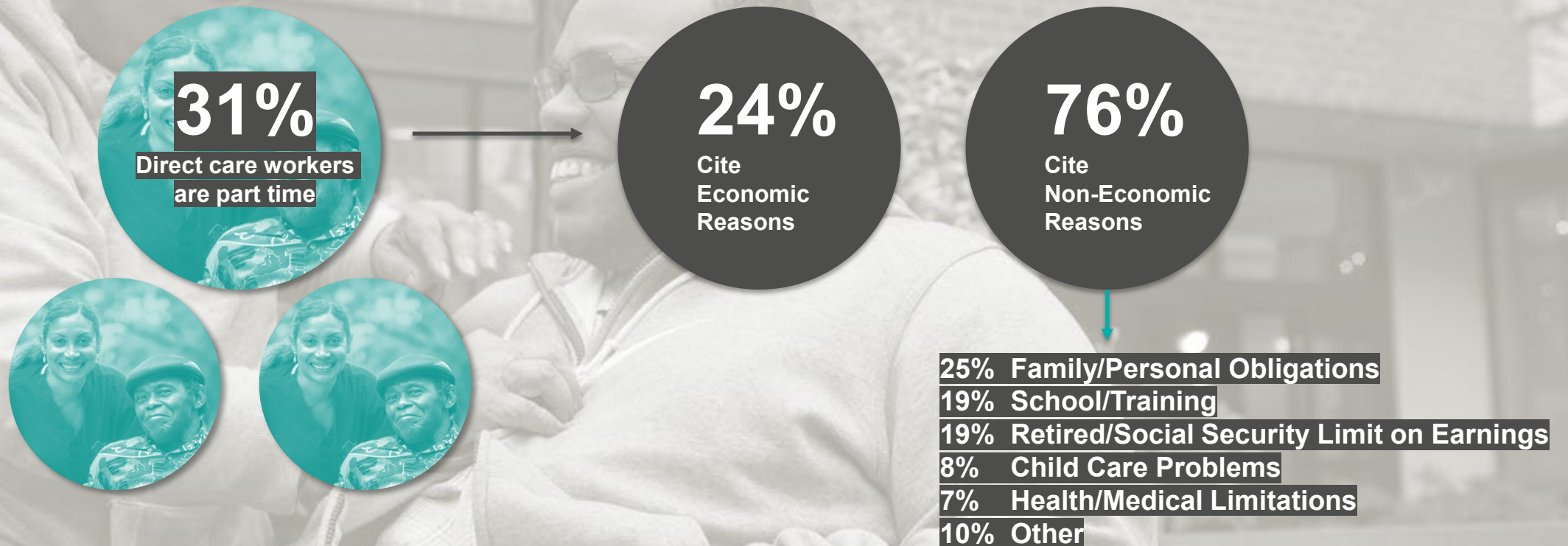
SOURCE: Campbell (2018). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

'Benefit Cliffs' & Low-Wage Incomes

For low-wage workers–including direct care workers—who need public benefits, higher wages don't always lead to higher incomes.

In this example, a single home care aide earning $13/hr has a higher total income when she works 35 hours per week than when she works 40 hours per week–a "benefit cliff."

Legend: ■ $11/Hr. ■ $13/Hr. ■ $15/Hr.

Benefit Cliff

- 30: $1,339 / $1,554 / $1,810
- 35: $1,539 / $1,825 / $1,713
- 38: $1,610 / $1,651 / $1,877
- 40: $1,675 / $1,728 / $1,964

Weekly Hours Worked

Note: Net income includes all city, state and federal taxes and minor tax credits. Supports modeled include CDCC, CHP, CTC, EITC, HEAP, Medicaid/Essential Plan, SNAP, and WIC. Uses 2016 eligibility criteria.
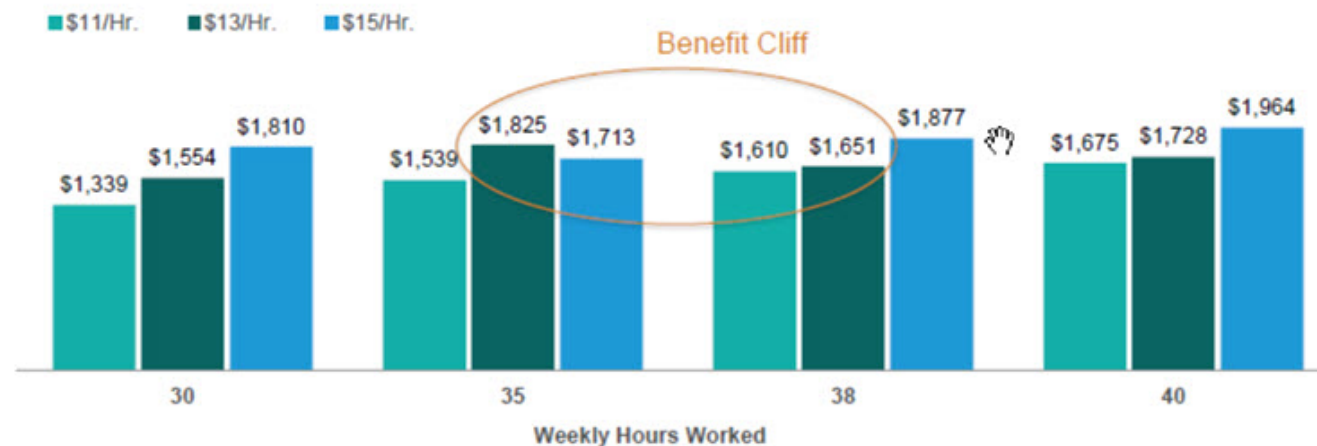
SOURCE: Cook (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

'Benefit Cliffs' & Low-Wage Incomes

For low-wage workers–including direct care workers—who need public benefits, higher wages don't always lead to higher incomes.

In this example, a single home care aide earning $13/hr has a higher total income when she works 35 hours per week than when she works 40 hours per week–a "benefit cliff."
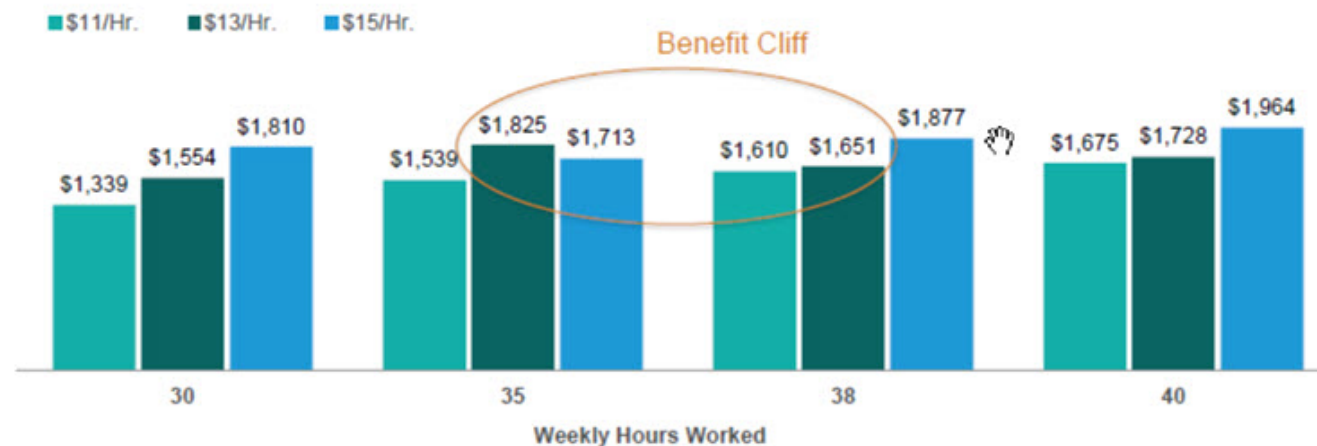**Why? Her benefits decrease more than her wages increase.**

Note: Net income includes all city, state and federal taxes and minor tax credits. Supports modeled include CDCC, CHP, CTC, EITC, HEAP, Medicaid/Essential Plan, SNAP, and WIC. Uses 2016 eligibility criteria.

Limited Training or Career Advancement

The training infrastructure for direct care workers doesn't equip them with the skills, knowledge, confidence, or career paths they need.

Insufficient training standards– especially for personal care aides and DSPs

Lack of specialty training– variety of topics and special populations

Didactic training methods that don't account for adult learners & learning styles

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Limited Training or Career Advancement

The training infrastructure for direct care workers doesn't equip them with the skills, knowledge, confidence, or career paths they need.

PHI QUALITY CARE THROUGH QUALITY JOBS

Insufficient training standards– especially for personal care aides and DSPs

Lack of specialty training– variety of topics and special populations

Didactic training methods that don't account for adult learners & learning styles

DSPs Supporting independence, informed decisions about one's own life, community living & social participation

Training Standards: A State-by-State Patchwork

Direct support professionals (and direct care workers) lack the necessary training standards and opportunities to better support people with IDD.

HOME HEALTH AIDES

Federal training requirement = 75 hours

17 states and the District of Columbia require more than the federal minimum

NURSING ASSISTANTS IN NURSING HOMES

Federal training requirement = 75 hours

31 states and the District of Columbia require more than the federal minimum

Training Standards: A State-by-State Patchwork

Direct support professionals (and direct care workers) lack the necessary training standards and opportunities to better support people with IDD.

PERSONAL CARE AIDES

No federal requirement

18 states and the District of Columbia have their own uniform training requirements

HOME HEALTH AIDES

Federal training requirement = 75 hours

17 states and the District of Columbia require more than the federal minimum

NURSING ASSISTANTS IN NURSING HOMES

Federal training requirement = 75 hours

31 states and the District of Columbia require more than the federal minimum

INDEPENDENT PROVIDERS

No federal requirement

DIRECT SUPPORT PROFESSIONALS

No federal requirement

Typically pre-service training hours focused on topics or basic skills—not competency-based or how to support people with IDD

SOURCE: Cook (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Core Competencies

Proper training would ensure that direct support professionals possess skills and knowledge in these core competency areas.

Direct Support Professionals: 15 Competency Areas

1. **Participant Empowerment**
2. **Communication**
3. **Assessment**
4. **Community & Service Networking**
5. **Facilitation of Services**

Core Competencies

Proper training would ensure that direct support professionals possess skills and knowledge in these core competency areas.

PHI — QUALITY CARE THROUGH QUALITY JOBS

Direct Support Professionals: 15 Competency Areas

1. Participant Empowerment
2. Communication
3. Assessment
4. Community & Service Networking
5. Facilitation of Services
6. Community Living Skills & Supports
7. Education, Training & Self-Development
8. Advocacy

9. Vocational, Educational & Career Support
10. Crisis Prevention & Intervention

Core Competencies

Proper training would ensure that direct support professionals possess skills and knowledge in these core competency areas.

PHI | QUALITY CARE THROUGH QUALITY JOBS

Direct Support Professionals: 15 Competency Areas

1. Participant Empowerment
2. Communication
3. Assessment
4. Community & Service Networking
5. Facilitation of Services
6. Community Living Skills & Supports
7. Education, Training & Self-Development
8. Advocacy
9. Vocational, Educational & Career Support
10. Crisis Prevention & Intervention
11. Organizational Participation
12. Documentation
13. Building & Maintaining Friendships & Relationships
14. Provide Person-Centered Supports
15. Supporting Health & Wellness

Core Competencies: Personal Care Attendants

PHI — QUALITY CARE THROUGH QUALITY JOBS

Self-Directed Care

Cultural Competency Individual Rights and Choices

Individualizing Care Self-Care

Interpersonal Skills

Individual Empowerment Informed Action based on Scope of Practice Relationship Skills Teamwork

Accountability Advocacy Communication Education, Training and Self-Development Empathy

Applied Understanding

Abuse Community and Service Networking Dementia Grief and End-of-Life Care

Professionalism and Ethics Results Orientation Aging, Chronic Disease and Physical Disabilities

Technical Skills Competencies

ADLs and IADLs Evaluation and Observation Infection Control Nutrition and Meal Preparation

Providing Services and Supports Role of Direct Care Worker Safety and Emergency

SOURCE: LeadingAge. For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

Recruitment & Retention Challenges

LTSS employers are increasingly struggling to find and keep direct care workers, especially in an economy where they have other job options.

60%
TURNOVER RATE
Top reasons: wages & supervisors

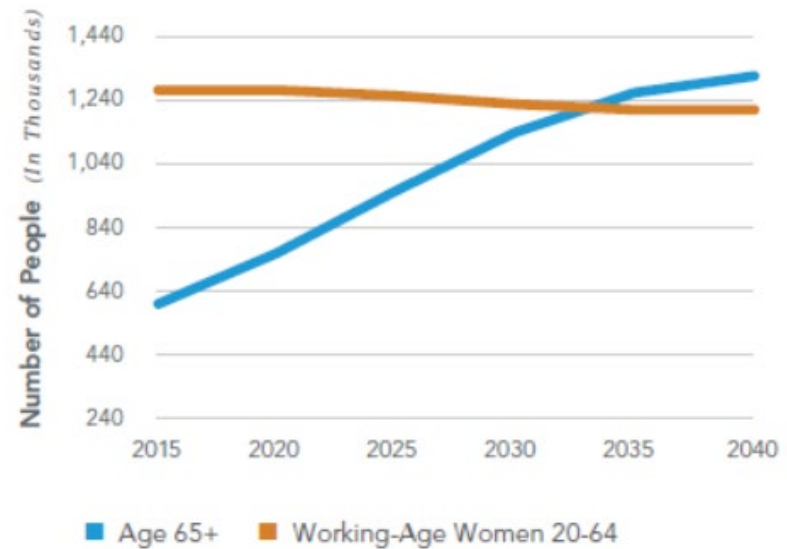**Job growth & competition–** retail & fast food increasingly offer better jobs than direct care

Widening 'care gap'– the growth in older adults is outpacing working-age women

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Non-Rural Minnesota Care Gap

Number of People *(In Thousands)*

1,440
1,240
1,040
840
640
440
240

2015 2020 2025 2030 2035 2040

■ Age 65+   ■ Working-Age Women 20-64

Source: Minnesota State Demographic Center.
(2014, March). Minnesota County Population Projections
by Age and Gender, 2015-2045

Rural Minnesota Care Gap
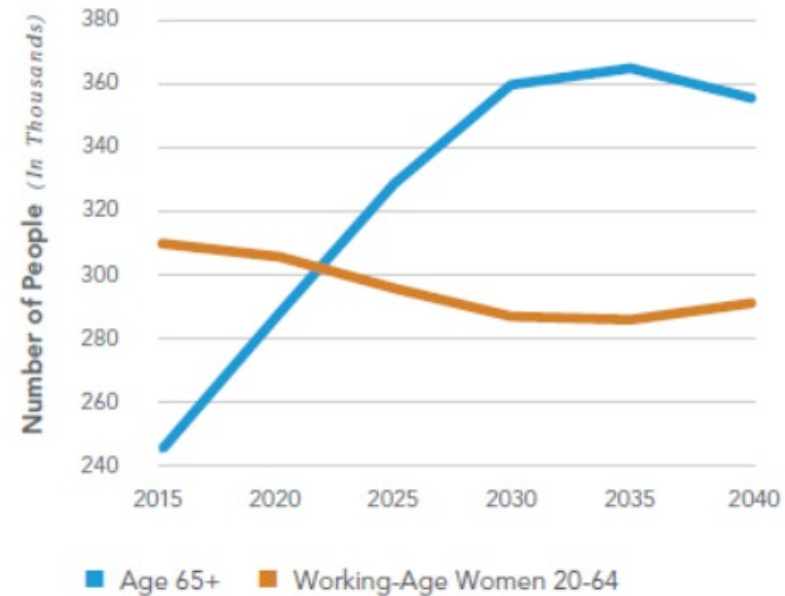
Number of People *(In Thousands)*

380
360
340
320
300
280
260
240

2015 2020 2025 2030 2035 2040

■ Age 65+   ■ Working-Age Women 20-64

Source: Minnesota State Demographic Center.
(2014, March). Minnesota County Population Projections
by Age and Gender, 2015-2045

Limited Person-Centered Approaches

Person-centered supports–honoring the needs and preferences of the individual–haven't gained enough traction in the LTSS system.

Workers aren't always trained in person-centered approaches

Many employers don't create person-centered workplaces

Workers & consumers don't always respect each other's needs & preferences

Marginal Data on the Workforce

States rarely collect proper data on the LTSS workforce, which prevents leaders from targeting high-need areas with appropriate interventions.

PHI QUALITY CARE THROUGH QUALITY JOBS

Minimal systematic workforce data– volume, stability & compensation

No occupational code for direct support professionals— and no data

Little data to answer: **Where are workforce needs the greatest?**

Marginal Data on the Workforce

States rarely collect proper data on the LTSS workforce, which prevents leaders from targeting high-need areas with appropriate interventions.

Minimal systematic workforce data– volume, stability & compensation

No occupational code for direct support professionals—and no data

Little data to answer: **Where are workforce needs the greatest?**

Measuring 'quality'– LTSS field has not implemented an agreed-upon definition of "quality"

PHI QUALITY CARE THROUGH QUALITY JOBS

Inadequate Public Funding & Reimbursement

The LTSS system needs more funding to ensure everyone can access the supports they need–labor costs are especially underfunded.

Long-Term Services & Supports Expensive, difficult to predict, exhausts savings

Medicaid only for poor & low-income people– and restrictions are growing

State Medicaid budgets are strapped– little funding for labor costs

Inadequate reimbursement rates in Medicaid

LTSS Spending

The Cost Of Elder Care

Adults have been providing an increasing percentage of financial assistance to their parents in recent years. Below are the national average annual costs and daily rates paid for various types of adult care.

Type	Average	Annual
Nursing home: semi-private room	$214/day	$78,110
Nursing home: private room	$239/day	$87,235
Assisted living	$3,477/month	$41,724
Home care: home health aide	$21/hour	$21,840
Home care: homemaker	$19/hour	$19,760
Adult day services	$70/day	$18,200

A state-by-state comparison

Source: MetLife 2011 Market Survey of Long-Term Care Costs

SOURCE: Nguyen (2017), Kaiser Family Foundation (2017). For detailed citations and information about PHI's research methodology, please contact info@phinational.org.

LTSS Spending

The Cost Of Elder Care

Adults have been providing an increasing percentage of financial assistance to their parents in recent years. Below are the national average annual costs and daily rates paid for various types of adult care.

Type	Average	Annual
Nursing home: semi-private room	$214/day	$78,110
Nursing home: private room	$239/day	$87,235
Assisted living	$3,477/month	$41,724
Home care: home health aide	$21/hour	$21,840
Home care: homemaker	$19/hour	$19,760
Adult day services	$70/day	$18,200

A state-by-state comparison

Source: MetLife 2011 Market Survey of Long-Term Care Costs

$339 billion
Total LTSS expenditures, 2013

LTSS Spending, by Payer (2013)

43%   Medicaid

22%   Medicare

17%   Out of pocket

7%   Other public

6%   Private insurance

5%   Other private

Cultural and Linguistic Incompetence

Too few LTSS providers offer services or workplace supports that are culturally and linguistically appropriate for their populations.

PHI QUALITY CARE THROUGH QUALITY JOBS

Persistent disparities in the workforce, in LTSS and in society at large

'Universal' workforce solutions don't work equally for everyone

Limited race-explicit workforce solutions– among others

Lack of cultural & linguistic competence across LTSS system

Limited Technology Uptake

Technology advances are transforming the LTSS field–but are they moving too quickly to prevent harm and maximize the benefits?

PHI — QUALITY CARE THROUGH QUALITY JOBS

Pros
Technology can improve LTSS supports, facilitate independence, enhance jobs

Pros
Technology can maximize efficiencies and save the LTSS system money

Cons
Technology can harm people as consumers and as workers

Cons
Technology aims to replace workers–cannot replicate empathy & compassion

LTSS industry unprepared & unfunded to implement advances in technology

Technology innovators not versed in LTSS & guided by business goals

Technology: Supporting Individuals with IDD

Technology can facilitate greater independence, especially for people who need lower levels of on-site support.

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Sensors that monitor the health and safety of a person with IDD

Remote Monitoring Technology

Computer-Assisted Technologies such as smartphones and tablets

Transportation Technologies

Electronic Medication Dispensers

Smart Homes

Personal Robots & Assistants

Technology: Supporting the Workforce

Technology can ensure that the workforce is properly trained, messages are widely disseminated, and clients and workers find each other.

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

eLearning & Virtual Training

Digital & Social Media

Eldercare & Home Care Startups

Matching Services & Workforce Registries

Technology: Supporting the Workforce

Technology can ensure that the workforce is properly trained, messages are widely disseminated, and clients and workers find each other.

PHI QUALITY CARE THROUGH QUALITY JOBS

eLearning & Virtual Training

Digital & Social Media

Eldercare & Home Care Startups

Matching Services & Workforce Registries

Workers can use handheld devices to report and manage health conditions, risk factors & stressors in the home

Matching Service Registries in the U.S.

Matching service registries gather information about the consumer's needs
and preferences–and the worker's availability, skills, and preferences.

NONE
REGIONAL
STATEWIDE
MIXED
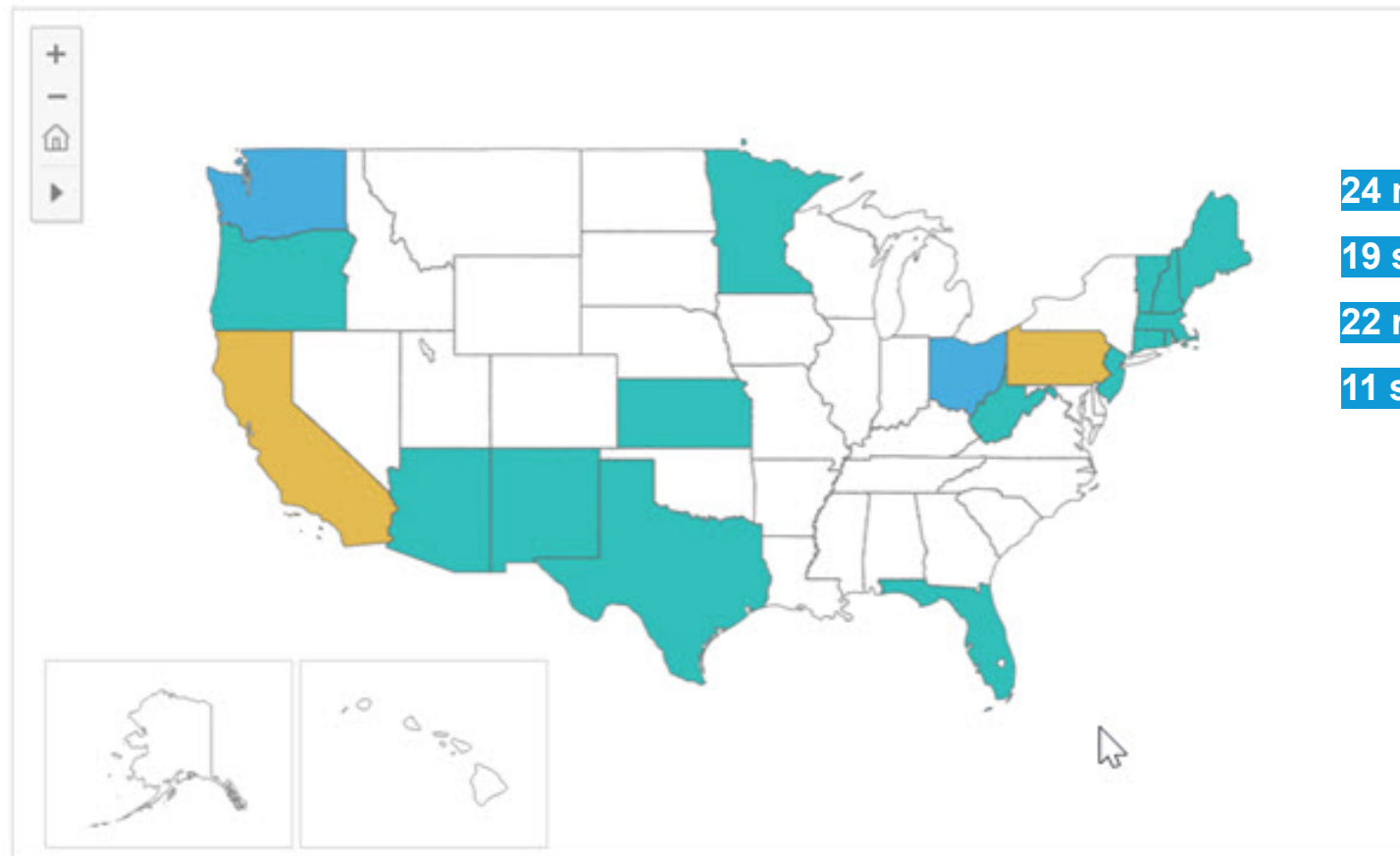
24 nonprofit registries

19 states

22 rely on public funding

11 share online platforms

Few Stakeholder Convenings

Coalitions and task forces at the state level have led major policy reforms in LTSS, but are they insufficiently funded and too few in number?

Few resourced statewide LTSS initiatives– that gather diverse stakeholders

History of LTSS state policy reforms sparked by coalitions

Lack of Public Awareness and Support

Policy reform often requires a shift in public awareness and support, yet the infrastructure to educate the public remains malnourished.

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Little awareness about LTSS workforce crisis—much less solutions

Thought leaders become invested in LTSS workforce when personally affected

Few resourced public education & advocacy initiatives

Inadequate media coverage on LTSS workforce

What Does This Mean for Us?

Whether you're pursuing a career in medicine, health, or another profession that interfaces with people accessing LTSS, **here's what you should know.**

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Growing & changing demographics

The future of healthcare is team-based & interdisciplinary

People have non-medical needs and broader aspirations

People are part of complex systems and larger communities

Recommendations

Low wages and irregular schedules make it difficult to retain and recruit workers in this sector. As a result, turnover remains high.

- **Higher wages and benefits**
- **Health coverage**
- **Paid family and medical leave**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Low wages and irregular schedules make it difficult to retain and recruit workers in this sector. As a result, turnover remains high.

- **Higher wages and benefits**
- **Health coverage**
- **Paid family and medical leave**

What Are States Doing?
New York adopted a "wage parity" law that requires a minimum compensation for Medicaid-funded home health aides in certain counties.

PHI
QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

The training infrastructure for direct care workers doesn't equip them with the skills, knowledge, confidence, or career paths they need.

- **Training standards and opportunities**
- **Advanced roles**
- **Funding for infrastructure**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

The training infrastructure for direct care workers doesn't equip them with the skills, knowledge, confidence, or career paths they need.

- **Training standards and opportunities**
- **Advanced roles**
- **Funding for infrastructure**

What Are States Doing?
Washington State pass a ballot initiative that created a new training system for personal care attendants. New York has a "Career Gear Up" credentialing model.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI QUALITY CARE THROUGH QUALITY JOBS

Advanced home care roles can:

Mentor newly hired aides

Assist with entry-level training

Support clients with complex conditions

Maximize communication across the care team

PHInational.org

The 'upskilled' home care worker

Upskilled workers can be trained to report and manage client issues such as:

Health conditions, risk factors, care plans, and more

Stressors in the home, social connections, and more

RESULTS
Optimal client health, reduced hospitalizations and ER visits

PHInational.org

Recommendations

LTSS employers are increasingly struggling to find and keep direct care workers, especially in an economy where they have other job options.

- **Recruitment and retention strategies**
- **Rural interventions**
- **Enhanced "business acumen"**

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

LTSS employers are increasingly struggling to find and keep direct care workers, especially in an economy where they have other job options.

- **Recruitment and retention strategies**
- **Rural interventions**
- **Enhanced "business acumen"**

What Are States Doing?
A Minnesota-based provider used social media to boost recruitment. New York is considering a fund to fuel recruitment and retention innovation in home care.

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recruitment and Retention Strategies

Developing a successful recruitment and retention strategy takes time and effort, but even a small investment pays off.

- **Recruit the Right Staff**
- **Improve the Hiring Process**
- **Strengthen Entry-Level Training**
- **Provide Employment Supports**
- **Promote Peer Support**
- **Ensure Effective Supervision**
- **Develop Advancement Opportunities**
- **Invite Participation**
- **Recognize and Reward Staff**
- **Measure Progress**

Recommendations

Person-centered supports–honoring the needs and preferences of the individual–haven't gained enough traction in the LTSS system.

- **Person-centered training**
- **Person-centered supervision**
- **Self-direction**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Person-centered supports–honoring the needs and preferences of the individual–haven't gained enough traction in the LTSS system.

- **Person-centered training**
- **Person-centered supervision**
- **Self-direction**

What Are States Doing?
Michigan Personal and Home Care Aide State Training (PHCAST) program from 2015 emphasized person-centered approaches in its 77-hour core curriculum.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
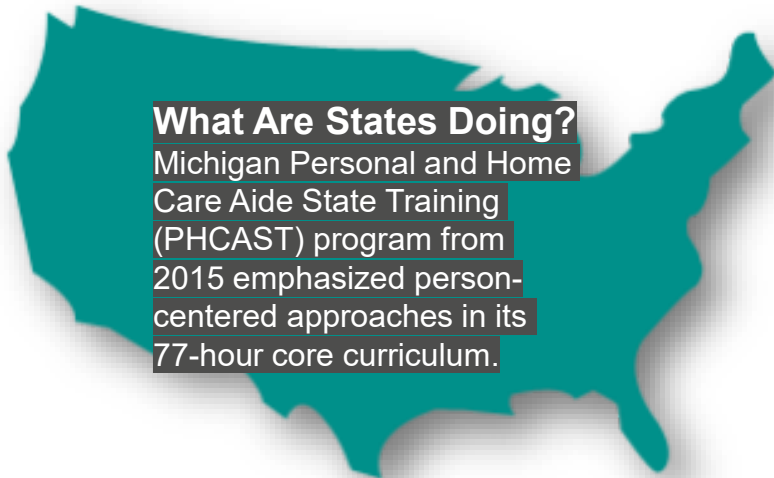**Stakeholder Engagement**
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI
QUALITY CARE
THROUGH
QUALITY JOBS

Recommendations

States rarely collect proper data on the LTSS workforce, which prevent leaders from targeting high-need areas with appropriate interventions.

- **Data collection systems**
- **New occupation code: DSP**
- **Data reporting**

PHI — QUALITY CARE THROUGH QUALITY JOBS

1. Compensation
Higher wages and benefits, full-time hours, stable schedules

2. Training & Advanced Roles
Training standards and opportunities, credentials

3. Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4. Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5. Data Collection & Quality
Tracking and reporting workforce and quality data

6. Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7. Cultural Competence
Supports for immigrants, people of color, and others.

8. Technology
Improve jobs and supports, create efficiencies, and save money

9. Stakeholder Engagement
Engage diverse communities to find solutions

10. Public Education
Educate diverse communities about key problems & solutions

Recommendations

States rarely collect proper data on the LTSS workforce, which prevent leaders from targeting high-need areas with appropriate interventions.

- **Data collection systems**
- **New occupation code: DSP**
- **Data reporting**

What Are States Doing?
PHI is working with the New York State Department of Labor to advise and improve their state data collection systems and processes.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI
QUALITY CARE THROUGH QUALITY JOBS

Recommendations

The entire LTSS needs more funding to ensure everyone can access the supports they need–labor costs are especially underfunded.

- **More LTSS funding**
- **Adequate reimbursement**
- **Job quality improvements**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

The entire LTSS needs more funding to ensure everyone can access the supports they need–labor costs are especially underfunded.

- **More LTSS funding**
- **Adequate reimbursement**
- **Job quality improvements**

What Are States Doing?
Hawaii enacted a program that makes LTSS available to non-Medicaid eligible residents age 60+, allowing them to live at home or in the community.

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Too few LTSS providers offer services that are culturally and linguistically appropriate for the broad diversity of clients and workers.

- **Culturally & linguistically appropriate workforce supports**
- **Community partnerships**
- **More research**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Too few LTSS providers offer services that are culturally and linguistically appropriate for the broad diversity of clients and workers.

- **Culturally & linguistically appropriate workforce supports**
- **Community partnerships**
- **More research**

What Are States Doing?
A New Mexico-based immigration organization created a culturally competent home health care training program for Latinx immigrants.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI
QUALITY CARE THROUGH QUALITY JOBS

Recommendations

Technology advances are transforming the LTSS field–but are they moving too quickly to prevent harm and maximize the benefits?

- **Dedicated funding**
- **Public reimbursement**
- **Evaluations**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Technology advances are transforming the LTSS field–but are they moving too quickly to prevent harm and maximize the benefits?

- **Dedicated funding**
- **Public reimbursement**
- **Evaluations**

What Are States Doing?
A Washington, DC home care company created an online jobs platform that helps workers obtain full-time schedules, and families find the right worker.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI
QUALITY CARE THROUGH QUALITY JOBS

Recommendations

Coalitions and task forces at the state level have led major policy reforms in LTSS, but are they insufficiently funded and too few in number?

- **Launch state taskforces**
- **Needs assessments, studies**
- **Public-private initiatives**

What Are States Doing?
California, Iowa, Maine, Michigan, and New Mexico have convened workgroups to address direct care workforce challenges and issue policy recommendations.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI
QUALITY CARE THROUGH QUALITY JOBS

Recommendations

Policy reform often requires a shift in public awareness and support, yet the infrastructure to educate the public remains malnourished.

- **Public education campaigns**
- **Media advocacy**
- **Online resources**

PHI QUALITY CARE THROUGH QUALITY JOBS

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

Recommendations

Policy reform often requires a shift in public awareness and support, yet the infrastructure to educate the public remains malnourished.

- **Public education campaigns**
- **Media advocacy**
- **Online resources**

What Are States Doing?
PHI worked with three providers in Minnesota to co-launch a social media campaign that educates state residents about advanced roles in home care.

1.
Compensation
Higher wages and benefits, full-time hours, stable schedules

2.
Training & Advanced Roles
Training standards and opportunities, credentials

3.
Recruitment & Retention
Strategies to find and keep workers, expand labor pool

4.
Person-Centered Workplaces
Honoring the worker *and* the client as individuals

5.
Data Collection & Quality
Tracking and reporting workforce and quality data

6.
Financing
Adequate funding and reimbursement rates to improve jobs *and* supports

7.
Cultural Competence
Supports for immigrants, people of color, and others.

8.
Technology
Improve jobs and supports, create efficiencies, and save money

9.
Stakeholder Engagement
Engage diverse communities to find solutions

10.
Public Education
Educate diverse communities about key problems & solutions

PHI QUALITY CARE THROUGH QUALITY JOBS

References

American Association on Intellectual and Developmental Disabilities et al. *Public Policy Agenda for the 115th Congress, 2017-2018.* Washington, DC: AIDID, 2017. https://aaidd.org/docs/default-source/policy/115th-congress-legislative-agenda---full.pdf?sfvrsn=ecf7c21_0

Campbell, Stephen. *Racial and Gender Disparities Within the Direct Care Workforce: Five Key Findings.* Bronx, NY: PHI, 2017. https://phinational.org/policy-research/reports-multimedia/

Campbell, Stephen. *The Part-Time Dilemma for Direct Care Workers.* Bronx, NY: PHI, 2018. https://phinational.org/policy-research/reports-multimedia/

Cook, Allison. *Improving Job Quality for the Direct Care Workforce: A Review of State Policy Strategies.* Chevy Chase, MD: The Working Poor Families Project, 2017. http://www.workingpoorfamilies.org/wp-content/uploads/2017/12/Winter-2017-WPFP-Policy-Brief.pdf

Cook, Allison. *Slideshow: Benefit Cliffs and Benefit Plateaus.* Bronx, NY: PHI, 2017. https://phinational.org/policy-research/reports-multimedia/

Espinoza, Robert. *Federal Policy Priorities: Strengthening the Direct Care Workforce.* Bronx, NY: PHI, 2017. https://phinational.org/policy-research/reports-multimedia/

Espinoza, Robert. "How #60CaregiverIssues Aims to Transform Home Care." *The Huffington Post*, December 27, 2017. https://www.huffingtonpost.com/entry/how-60caregiverissues-aims-to-transform-home-care_us_5a43c5ffe4b06cd2bd03dd88

Espinoza, Robert. *Immigrants and the Direct Care Workforce.* Bronx, NY: PHI, 2017. https://phinational.org/policy-research/reports-multimedia/

LeadingAge. *Personal Care Attendant Competency Development Guide.* Washington, DC: LeadingAge, 2015.
https://www.leadingage.org/sites/default/files/Personal%20Care%20Attendant%20Competency%20Development%20Guide_FAC%20ASSESS.pdf

National Alliance for Direct Support Professionals. Direct Support Professional Competency Areas: The Foundation of Direct Support Practice.
Albany, NY: NADSP, 2016. https://www.nadsp.org/wp-content/uploads/2017/07/National-Direct-Support-Professional-Competency-Areas-Brochure-FINAL.pdf

National Alliance for Direct Support Professionals. *NADSP Code of Ethics*. Albany, NY: NADSP, 2016. https://www.nadsp.org/wp-content/uploads/2018/07/CodeOfEthicsBrochure.pdf

National Low Income Housing Coalition. Out of Reach 2018. Accessed August 15, 2018. http://nlihc.org/oor

Nguyen, Vivian. *Fact Sheet: Long-Term Support and Services.* Washington, DC: AARP Public Policy Institute, 2017.
https://www.aarp.org/content/dam/aarp/ppi/2017-01/Fact%20Sheet%20Long-Term%20Support%20and%20Services.pdf

PHI. PHI Matching Services Project. Accessed August 15, 2018. https://phinational.org/advocacy/phi-matching-services-project/

PHI. *State of Care: Minnesota's Home Care Landscape*. Bronx, NY: PHI, 2017.
https://phinational.org/policy-research/reports-multimedia/

PHI. *U.S. Home Care Workers: Key Facts.* Bronx, NY: PHI, 2018.
https://phinational.org/policy-research/reports-multimedia/

References (cont.)

PHI. *U.S. Nursing Assistants Employed in Nursing Homes: Key Facts.* Bronx, NY: PHI, 2018.
https://phinational.org/policy-research/reports-multimedia/

PHI. Workforce Data Center. Accessed August 15, 2018. https://phinational.org/policy-research/workforce-data-center/.

PHI. 60 Caregiver Issues. Accessed August 15, 2018. https://60caregiverissues.org/

President's Committee for People with Intellectual Disabilities. *America's Direct Support Workforce Crisis: Effects on People with Intellectual Disabilities, Families, Communities and the U.S. Economy*. Washington, DC: President's Committee, 2017.
https://www.acl.gov/sites/default/files/programs/2018-02/2017%20PCPID%20Full%20Report_0.PDF

Scales, Kezia. *Growing a Strong Workforce: A Recruitment and Retention Guide for Employers.* Bronx, NY: PHI, 2018.
https://phinational.org/policy-research/reports-multimedia/