



**PHI**

QUALITY CARE  
THROUGH  
QUALITY JOBS

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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.



# Advancing Quality Care When America Needs It Most

We hear this challenge often: home care agencies and nursing homes can't find enough skilled workers to provide hands-on care and daily support to their clients. Frustrated with low wages and meager benefits, as well as few opportunities to advance, workers avoid these jobs. Without quality jobs, this workforce diminishes—and so does the quality of care.

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**88 Million** | The projected population of people age 65 and older in 2050. Between 2015 and 2050, this population will nearly double from 47.8 million to 88 million.\*

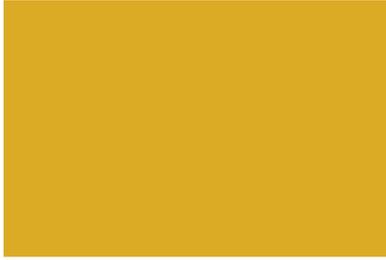
Aging and disability service providers struggle to become more cost efficient, reduce turnover, and attract workers to their agencies.

Everyone aims to deliver quality, person-centered care, yet without the people to fill these jobs, and the funding to sustain the broader long-term care system, this dream evaporates.

It has come to this: as the U.S. population rapidly ages, more Americans will need long-term care and they will rely on direct care workers. However, if this formal relationship is not valued, we'll struggle to attract enough people to fill the ever-increasing demand for direct care services.

PHI is here to help.





# A Unique, Well-Rounded Perspective on Our Industry

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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**8.2 Million** | Number of direct care job openings from 2018 to 2028 that will need to be filled, including 1.3 million new jobs, and an additional 6.9 million jobs that will become vacant as existing workers leave the field or exit the labor force\*

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Drawing on nearly 30 years of experience working side-by-side with direct care workers and their clients in cities, suburbs, and small towns across America, PHI offers all the tools necessary to create quality jobs and provide quality care.

PHI's trainers, researchers, and policy experts work together to:

- Learn what works—and what doesn't—in meeting the needs of direct care workers and their clients, in a variety of long-term care settings;
- Implement best practices through hands-on coaching, training, and consulting, to help long-term care providers deliver high-quality care; and
- Support policymakers and advocates in crafting evidence-based policies to advance quality care.

# Exceptional Care and Good Business Go Hand-in-Hand

As agencies responsible for the quality of supports their clients can access, today's providers want to know that the women and men who provide that care share their commitment to quality—and are equipped to deliver it. To meet this need, PHI offers a range of training and consulting services to attract quality people, achieve cost-efficiencies, and reduce turnover.

- Works with executive leaders, supervisors, and front-line staff to create fundamentally new systems of care that honor the relationship between the direct care worker and the client;
- Designs entry-level and advanced training programs and curricula for direct care workers that improve educational and employment outcomes, as well as job satisfaction; and
- Coordinates trainings, retreats, and presentations on the latest issues facing long-term care, from recruitment and retention, to household models, and more.

## Around the Country

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From Massachusetts to Alabama to California, PHI trainers provide tools and training to help agencies implement culture change, reduce hospitalizations, and increase staff retention, among other goals. Around the country, PHI has implemented its wide-ranging specialty curricula to help direct care workers deal with increased acuity among their clients, including a field-tested national curriculum on elder abuse prevention. In New York, PHI innovated an advanced role model for home care workers that capitalized on technology and has had a positive impact in care transitions, specifically re-hospitalization and ER use.

**\$12.27** | Median hourly wage for direct care workers in 2018. Adjusted for inflation, these wages have remained virtually stagnant since 2008, when the median wage was \$12.24.

Source: PHI, 2019



# U.S. HOME CARE WORKERS: KEY FACTS

# NURSING ASSISTANTS EMPLOYED IN NURSING HOMES: KEY FACTS

are, assistance with daily activities, and transportation nationwide! Despite a general trend toward home care settings, nursing homes continue to provide a support system, providing 24-hour support and safety at home.

While offering few extrinsic rewards, nursing assistants are required to assist residents, they are injured 3.5 times more often than the average worker. Also, wages are low. Nursing assistants have an annual income of \$19,000.

As it is difficult for nursing homes to attract and retain staff, aging demographics could exacerbate these issues. To create an estimated 59,000 new nursing jobs by 2025, the rapidly growing population of older adults, the population of adults over the age of 65, who are projected to double, from 40 million in 2010 to 80 million in 2050.

NURSING ASSISTANTS BY GENDER, 2014



AGE, 2014



## WHO ARE NURSING ASSISTANTS?

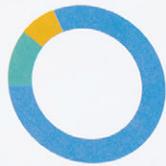
- More than 9 in 10 nursing assistants are women.
- Most nursing assistants are under age 45. The median age is 36.
- While people of color make up one-quarter of the total U.S. workforce, they comprise the majority of the nursing assistant workforce. Over one-third of these workers are Black or African American.
- Twenty percent of nursing assistants were born outside of the United States. Over 90 percent are U.S. citizens.

Half of nursing assistants have completed no formal education beyond high school. Because nursing assistant jobs require little education, experience, or training, it is an accessible occupation for workers who encounter educational or language barriers when seeking employment.

RACE AND ETHNICITY, 2014



CITIZENSHIP STATUS, 2014



EDUCATIONAL A...

# Objective Data to Tell the Full Story

Despite a growing need to better understand the direct care workforce, this topic remains considerably understudied. In turn, the many political, economic, and social challenges facing direct care workers and their clients are left unexplored. Through its 360-degree perspective on these issues, PHI:

- Studies the direct care workforce, including trends related to compensation, training, career advancement, health coverage, and other key demographics;
- Highlights the policy barriers facing direct care workers within long-term services and supports and workforce initiatives; and
- Informs the field about gaps in research on the direct care workforce.

## Around the Country

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Throughout the year, PHI releases demographic data, original research, and other policy publications on home care workers and nursing assistants nationwide. PHI supports researchers and advocates through its online workforce data center, providing up-to-date, state-by-state data on direct care workers. We also provide regular news and updates with our latest research, policy analysis, and developments in regard to our workforce interventions.

# Government Policies for Today's Economy

Today's policymakers understand the profound shifts facing our country: a rapidly aging U.S. population, rising health and long-term care costs, and a tight economy that must ensure services and supports for all of us. To improve quality care and attract enough committed people to fill the ever-increasing demand for direct care services, PHI partners with government leaders and other policy actors to offer evidence-based policy solutions. PHI:

- Advocates for federal and state reforms that prioritize quality care and quality jobs, while recognizing the fiscal and political realities of our times;
- Partners with government leaders and policy analysts to identify the many factors shaping long-term care, from workforce training to advanced roles, and more; and
- Works in coalition with leading policy advocates to host briefings and roundtables, release critical reports, and shape media coverage on the policies impacting long-term care.

## Around the Country

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PHI was instrumental in a national policy win that extended wage and overtime protections to home care workers around the country. PHI routinely supports state and local advocates in crafting policy solutions to improve quality care and quality jobs. In New York, PHI helped inform the successful enactment of an Advanced Home Health Aide Bill, as well as the creation of a Division of Paid Care in New York City. In Washington, DC, PHI represents the direct care worker voice among key gatherings of stakeholders, from the National Academies of Sciences, Engineering, and Medicine's Forum on Aging, Disability and Independence, to the Leadership Council of Aging Organizations, and more.





**44%** | Percentage of U.S.  
direct care workers in or  
near poverty

Source: PHI, 2019

# Nearly 30 Years of Impact and Innovation

- Named one of the top 100 nonprofits creating social impact by the Social Impact Exchange's S&I 100
- Best Advocacy Award from the Family Caregiver Alliance and National Center on Caregiving
- Designated as a Long-Term Care Workforce Investment Organization as part of New York State's \$245 million Managed Long Term Care Workforce Investment Program to strengthen the health care workforce in long-term care
- Led advocacy efforts to extend wage and overtime protections to home care workers nationwide, and to create an advanced home health aide role in New York
- Co-founded the Eldercare Workforce Alliance, 34 national organizations working to address the workforce crisis in caring for an aging America
- Designed a successfully evaluated entry-level home health aide curriculum that dramatically improves retention
- Received three Communicator Awards for creative excellence from the Academy of Interactive and Visual Arts
- Launched #60CaregiverIssues, a 2-year public education campaign that identified 60 ideas to help solve the workforce shortage in home care
- Created the PHI Coaching Approach®, an evidence-based approach to training and change management services that strengthens leadership, communication, and team-building skills







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