

GSIL's Attendant Care Workers (ACW) Recruitment & Retention News Quarterly Report Period: April – June 2017



System Advocacy for Attendant Care Workers (ACW) by Jeff Dickinson

GSIL recognizes the long-standing need to increase the rate of pay of attendant care workers to make these positions competitive with other opportunities in the economy. Only by doing this can GSIL continue to improve the recruitment and retention of skilled and reliable attendant care workers. To that end GSIL has advocated in the NH Legislature this year for increases in the reimbursement rates paid to providers of Medicaid funded personal care services such as GSIL. These rates are very low and have not been increased in many years. Only by increasing these reimbursement rates will providers like GSIL be able to appreciably increase the rates they pay to their attendant care workers.

Advocacy was provided by GSIL staff, consumers, and Board members throughout the legislative session and in the process of development of the 2018-2019 biennial state budget. To increase Medicaid reimbursement rates paid to provider agencies of personal care services, and in turn increase the wages of attendant care workers, there must be money added to the state budget, and this can only be done by the legislature. GSIL advocacy staff monitored the development of the state budget by attending presentations, meetings, and proceedings throughout the session. Staff also maintained regular contact with legislative partners. GSIL advocacy staff sent many advocacy alerts educating consumers, families, and service providers about the budget process, asking them to explain to legislators why personal care services are so important to their lives, and letting them know how to advocate for increased funding for personal care services. Many consumers and family members called, wrote, or e-mailed their legislators, and testified in favor of Medicaid rate increases at multiple budget hearings this Spring.

Funding the giant universe of Medicaid programs and services in NH is always a challenge when developing the state budget and this year was no exception. In fact, many factors conspired this year to create more pressure than in the past. Responding to the Opioid Crisis, complying with the requirements of the mental health services lawsuit settlements, fully funding the Developmental Disabilities waitlist, and other needs competed with the need for better pay for attendant care workers. A House

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To improve our communication to, and obtain feedback from, our key stakeholders regarding our Recruitment and Retention efforts, Long Term Support (LTS) is committed to creating this 'Quarterly Report'. The Report will provide an overview of our **System Advocacy, Strategies, and Outcome Metrics**. This first Report will provide the 'frame' of GSIL's Recruitment and Retention focus and efforts.

Effective the end of March 2017, LTS incorporated the ACW recruitment needs from Human Resources. The Recruiter position was redesigned to a Recruitment & Retention Manager position to best integrate the recruitment and retention needs under one department to align our resources dedicated to attracting and retaining ACW's.

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proposal to fund a 5% increase in Medicaid reimbursement for providers of home and community services excluded PCSP providers such as GSIL because they alone had gotten a rate increase in the last budget. Advocacy in the Senate resulted in the removal of this exclusion from the passed Senate budget. However, the exclusion of PCSP services was added back into the budget during deliberations of the joint Committee of Conference on the budget, and alas it proved impossible to again get it removed from the final passed budget. As a result, GSIL will not see a Medicaid reimbursement rate in 2018-2019.

Organizational Strategies

GSIL is taking an organizational strategic approach to addressing the Recruitment and Retention needs for Attendant Care Workers (ACW). Effective this quarter, the focus was to build a strong infrastructure to systematically respond to and assess the efforts to improve – Phase 1. This phase included the following: Implementing a Leaner Internal process incorporating technology for resource management and metric development for decision making; Capitalizing on the unique features that GSIL must offer to applicants for Recruitment; Strengthening our partnership with Consumers to effect political decision makers; and Developing baseline data and Goals for Continual Improvement. Next Quarter, Phase II, will be to strengthen and diversify our Recruitment strategies and to develop partnerships with key organizations to attract a more qualified workforce (i.e. LNA Schools).

Implemented a Leaner Internal Process- **Changes – Technology Incorporated to manage Recruitment**

Increased the usage of technology tailored to customize consumer needs, streamlined process management, improved quality of statewide communication, and leveraged our limited recruitment, retention, and coordinator resources. Statewide training provided to uniformly implement a system to best manage the

fluidity of consumer changing open position needs by assuring real time reporting of need resulting in timely responsiveness for recruitment, and processing of applicants.

Changes – Technology Incorporated to manage Recruitment & Retention	Added Value / Impact on Consumer Services
Created a Classification of urgency Need for open positions – i.e. imminent risk	-Prioritization of customizing advertisement and matching of applicants coming in door -Apply Service Support around consumer (i.e. Attendant Care Specialist (ACS))
Eliminated a point person entering data into system of the changing needs of consumer's open positions through collecting consumer changes reported by Coordinator. Coordinators enter data directly	-Improved accuracy of consumer open position need specifications -Timely – real time information sharing of what is needed - Efficient – more time for Recruiter to focus on recruitment vs data entry - Increase Accountability of information being maintained
Created an area to track the 'follow along' of the applicants from 'prescreen to hire'	-Improved and efficient communication – no errors in communication or time delays finding out where the applicant is in the process -Accountability & system to keep communication with applicants to prevent 'fall out' in process -Mechanism for metrics to use in decision making for process improvement

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All LTS has access to all aspects of the Recruitment Site – Transparency of Recruitment	Improved quality of communication in all aspects of the Recruitment process, resulting in team focus, timely intervention by any member to support applicant,
ACW 'Check in' 30 surveys -The survey was redesigned to best obtain critical data and process redefined for efficiency as well as maximum response/ input. Implementation to begin July 2017.	-Improve the retention of ACW during the first month of employment to assure responsive remediation of any concerns, provide a 'welcoming to GSIL', assess job satisfaction, and other key indicators such as training.

Capitalize on GSIL's unique Employer Features & Best Practices in Recruitment:

Recruitment Strategies Employed	Added Value/ Impact on Consumer Services
Redesign the New Hire Card, to include on back information of Referral Program	-Promotional Efforts of GSIL Benefits to attract ACW, distinguishes GSIL from other Provider Agencies -Provides a quick resource for LTS staff & consumers to promote hiring needs when at various forums.
Applicants directed to complete 'prescreen' on website	-Noted best practice by research - for recruitment using social media forums -Effort demonstrates a level of commitment by applicant – form of prescreening quality / commitment of applicant -Streamlined process for the Recruiter, information provided in advance, less time consuming for calling every applicant; minimizing the 'number of contacts' internally applicant has to 'touch; timely processing of applicants to consumers to fill vacancies
Ads designed specifically to attract registry applicants	-Maybe able to leverage existing ACW; s who are interested in additional hours sporadically from other agencies -Attract a more qualified worker, LNA's may be interested in more hours which may fill short shifts to cover -GSIL has ability to cultivate relationship of applicants from other agencies
Referral bonus information & forms placed on GSIL website- 'Refer a Friend'	-Made easier for ACW to access the program, with intended result for an increase in the usage of the program and more qualified ACW's -Recruiter provides a 'touch' applicant being referred at the completion of the form -Continual promotion of Referral Bonus program on Website
Redesign wording of Ads to highlight – size of agency; statewide; employing number of ACW's	-Leverage GSIL's assets as an employer from other provider agencies to attract workers – defining 'GSIL uniqueness '

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Goals 2017 and Outcome for This Quarter:

Goals are designed to assess the effectiveness of Our Recruitment and Retention Efforts. Markers are designed to measure overall effectiveness of efforts & ongoing assessment to determine if goals yield the necessary information to improve performance based upon ease of data collection, the reliability and validity of data. (Markers to be adjusted as we progress).

The median caregiver turnover rate among the agencies surveyed was just under 60 percent (59.7 percent) per year. One fourth of agencies reported yearly turnover of well over 100 percent (106.7 percent). PIH (Quality Care Through Quality Jobs) Research 2016 for Home Health Aides. The Home Care Pulse survey data on worker turnover, May 31,2016

Decrease the turnover rate for ACW's
6 months-Jan – June 2017 = 28.5% (Data taken from the average of number ACW employed for the 6 months and the number of ACW terms for the 6 months).

Annual Projection for 2017 = 67.6%.
 Baseline data of ACW Turnover for the below Years:

- 2016 – **70%**
- 2015-**69%**
- 2014- **62%**

Increase the tenure of ACW, reduce the drop out (Termination) rate of ACW during the first 6 months of employment (0-3 months/ 3-6 months / 0-6 months).

ACW Turnover Rate			
Six Month/ Year	0-3 months	4-6 months	0-6 months
January- June 2017	29%	16%	45%
2016	21%	7%	28%
2015	21%	8%	29%
2014	18%	8%	26%

The turnover for the first 6 months of employment for ACW is significant, not only does it speak to the economic times for recruiting qualified applicants but the following variables may be attributing factors which GSIL and consumers may be able to effect: screening process for applicants; introduction to GSIL and ACW role; and training. GSIL will be focusing on developing strategies to address this issue.

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Increase the Utilization of Approved hours for Consumers: (data reflects April & May – June not in yet; actual hours billed for ACW work / Authorized hours per consumer for in home care services). The data reflects approximately a **9.5% increase in utilization for all programs**. Since October 2016, utilization for this quarter has been the *highest*.

Program	Last Quarter (Jan/Feb/ March)	This Quarter Report (April / May)	% Differential
PCA	73.13%	83.85%	10.72%
PCSP	90.1%	99.7%	9.6 %
HHC Medicaid	81.03%	89.1%	8.07 %

Variables – certain months may yield lower results, such as winter months more illnesses effecting wellness of consumer and usage of hours. Only 6 of the 11 ACS positions are filled, meaning that ACS are not filling in open shifts in the absence of a scheduled ACW.

Continuous Quality Improvement Recruitment & Retention Measures

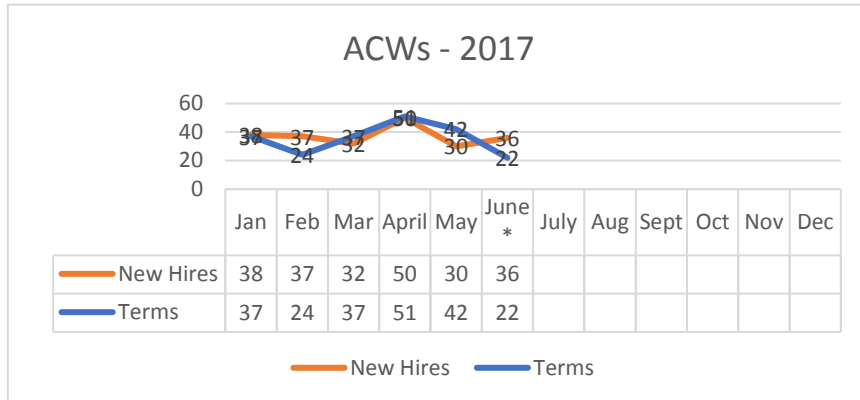
- ❖ To evaluate the overall effectiveness of the Recruitment and Retention Efforts, the utilization data will be a measure which reflects authorized hours, consumer and the hours billed for within the reporting period. The Utilization measure, also would be an indicator for service model strategies implemented and effectiveness for supporting consumers to have their open shifts covered. Additional information is gathered through survey data collected - Exit Interviews and the first 30 days of employment for an ACW.

New Consumers to Services Report
Consumer Directed Services
75% Report Satisfaction with Training Program
59% Said finding workers was easy
92% Report Satisfaction with workers
Agency Directed Services
94% Report Satisfaction with Workers
GSIL Outcome Consumer Satisfaction Data for New Consumers, October 2016-March 2017.

- ❖ To measure overall effectiveness of the Recruitment Efforts, GSIL is using the following data: Marketing Analytics from Facebook; Open Position Analysis of the duration of time to fill open shifts and number of open shifts in a point / time; and Referral Bonus Number

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Additional Outcome Metrics 2017



New ACW Hires/ Terminations The number of new hires in comparison to the number of ACW terminations provide a view of the ongoing need for recruitment and relationship to our retention of ACW's. This

data is not effective as a measure in isolation, rather to be used for consideration combined with our other recruitment and retention measures.

The data for the first 6 months of 2017 reflect a **positive trend** where our new hires are exceeding the termination rate of ACW's. As noted in the below chart, GSIL has for the last 3 years experienced a higher number terminations in relation to the new hires for the years regardless of growth experienced in the programs over the years

Year	New Hires	Terminations	Number of ACW's
2017 - 6-month data	223	213	756- Average
2016	450	526	751
2015	443	503	718
2014	461	492	772

*Note: June termination data does not reflect delay in reporting.

Validity of turn over data: This data includes the accounting of employees automatically being terminated after one month, if they have not worked defined as an employee who has not submitted a timesheet within a month. This influences the monthly data (terms exceed the hires) due to timing of when employee data to term from system is entered as well as, an employee may not have elected to terminate from GSIL, only from consumer and / or looking for more hours. This is being evaluated for a change in the process.

This data needs to be considered in the context of other metrics.

Exit Interviews Conducted with ACW's
 Reporting Period (April- June 2017)

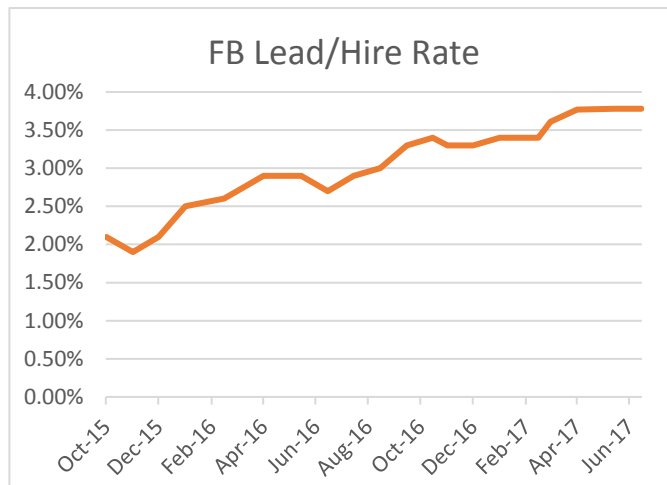
- Job Satisfaction - **88%** rating of Fair to Good
- **88%** would recommend GSIL as an Employer
- **87%** would recommend GSIL to provide services

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Marketing Analytics: Facebook Campaign began in 2014. Data is collected on the below indicators.

Number of Facebook Leads:
 average around 100

Completion of prescreen applications: Since June 2014, there is a positive upward trend of an increase from approximately 43 completed screens to around 70 for the month of March 2017



Facebook Leads / Hire Rate:

Although for the months (April – June), GSIL hired 3.78% of all Facebook campaign inquires, there was a slight increase of the hire rate from Facebook leads from last quarter data of 3.47%. Overall however from October 2015 to June 2017, there was approximately a **1.68% increase in the hire rate**.

GSIL's ACW Referral Bonus Program:

Since January 1, 2017, there have been a total of 21 applications completed for the referral program, 19% have been paid out in accordance with 6-month eligibility period, with **a notable increase of 11**, in the number of applications completed during the last 3 months. The strategy of putting the application on GSIL website has yielded an increase in the applications completed by ACW's.

Highlights – Moving in the Right Direction

- GSIL is leveraging our existing ACW to better fill more hours, meaning ACW's are working more hours and may be working for different consumers. This may lead to a greater retention rate as ACW's will not leave to seek more hours elsewhere. (Data: Exit Interviews; Number of New Hires/ Terms; Utilization data)

-ACW's are having **greater opportunities** for career growth

- 3 GSIL Attendant Care Worker's (ACW) were promoted to the Attendant Care Specialist position
- 1 Attendant Care Specialist was promoted to a Long-Term Support Coordinator (this person was hired initially as an ACW)

The improvements in the orientation and Professional Development event are yielding position outcomes.

“Trainers were awesome and made it fun to learn.”

“I’ve been to all 4 and they keep getting better!”

“Nurse made Infection class fun!”

Comments from Professional Development & Appreciation Training – April 2017

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- The Annual Projection for 2017 of the Annual Turnover data is the **lowest since 2014** of 67.6%, yet higher than the national average of turnover of 59.7% however factors for consideration are NH's low unemployment rate and the national average does not consider the unique features of a 'consumer directed' model. Continual effort required.
- **9.5% increase in the utilization rate for all programs this last quarter** and the highest since October 2014, meaning consumer open shifts are being filled.
- **Increase** in ACW 's accessing and applying for the Referral Bonus Program, add on for recruiting ACW's
- Facebook Campaign is **yielding an increase** in the hire rate for ACW's
- The data for of New Hires/ Termination for the first 6 months of 2017 reflect a **positive trend** where our new hires are exceeding the termination rate of ACW's

Continual Effort Needed

- The ACW turnover rate for the first 6 months of employment is high for 2017, specific strategies will be developed to affect the ACW retention during this period.

Please share your suggestions and/ or comments to improve our Recruitment and Retention efforts and outcome to Joy Sabolevski, Vice President of Long Term Support Services – email: jsabolevski@gsil.org or phone: (603) 410-6546.