

Direct Care Workforce Collaborative

A Stakeholder-Led Initiative to Help Stabilize the Direct Care Workforce

Wednesday, October 13, 2021
10:00 - 11:30 AM

[Zoom Webinar Link](#)

Call-in Option: 1-877-853-5257

Meeting ID: 993 1700 7314 Passcode: 396389



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Attendance



If you are online, please use the [Online Attendance Link](#) that you will find in the CHAT to let us know you are here.



Press the microphone icon to unmute/mute yourself. If you have a question or comment, utilize the Q&A or Chat Box at the bottom of your screen.



- To be added to our communications list, email HCPF_DCWorkforce@state.co.us (include your phone number).
- If you don't have email or internet access, please call (303) 866-3504 to provide your mailing address.
- Requests for accommodations can be sent to the meeting organizer or John.R.Barry@state.co.us

Introductions

Facilitation

John Barry, Office of Community Living, HCPF - john.r.barry@state.co.us

State Support Team

Hayley Gleason - Strategic Outcomes Division Director, Office of Community Living, HCPF - hayley.gleason@state.co.us

Erin Thatcher - Participant Directed Programs Supervisor, Office of Community Living, HCPF - erin.thatcher@state.co.us

Jessica Corral - Participant Directed Programs Contract Specialist, Office of Community Living, HCPF - jessica.corral@state.co.us

Candace Bailey - Community Options Benefits Section Manager, Office of Community Living, HCPF - candace.bailey@state.co.us

Alicia Ethredge - Service, Development and Evaluation Manager, Office of Community Living, HCPF - alicia.ethredge@state.co.us

Jessica Boyer - Workforce and Sustainability Specialist, Office of Community Living, HCPF - jessica.boyer@state.co.us



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Collaborative Leadership & Action Groups

Collaborative Co-Chairs

Penny Whitney - LTC consultant, Aponi Partners, Inc.

Kim Watson, NHA, RN, ODPC - VP, Consulting Services, Health Dimensions Group

Action Group Chairs

Training & Career Advancement

Kristie Braaten - Senior Director, Developmental Disabilities Resource Center

Compensation & Benefits

Angela Mulcahy, LPI, RN, BSN - Owner, AM Health, LLC

Liliana Moon - Administrator, Bross Street Assisted Living

Value & Awareness about the Workforce

Hope Carwile - Innovations Specialist, VIVAGE Senior Living

Pascale Adou - Healthcare External Organizer, Local 105



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Today's Agenda

Topic	Presenter/s	Time
Welcome, Attendance, Introductions, Agenda	Jessica Corral	10:00-10:05
Collaborative Overview	Penny Whitney	10:05-10:10
American Rescue Plan Act	Hayley Gleason	10:10-10:25
The Direct Care Worker Experience	Video	10:25-10:30
Action Group Recommendations for 2022+ Action Plans <ul style="list-style-type: none"> • Value & Awareness • Compensation & Benefits • Training & Career Advancement 	Action Group Chairs: Hope Carwile Angela Mulcahy Kristie Braaten	10:30-10:50
Breakout Rooms to Discuss Action Plans		10:50-11:10
Breakout Room Reports		11:10-11:20
Open Forum	Jessica Corral	11:20-11:27
Closing	Jessica Corral	11:27-11:30



Direct Care Workforce Collaborative Overview



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Collaborative Purpose

2020 Direct Care Workforce Virtual Summit

- The summit aimed to raise awareness about the value and impact of direct care workers and the growing need for these essential workers in Colorado communities.
- HCPF supported by Colorado Health Institute and The Bell Policy Center established a commitment to address the workforce shortage and challenges.
- The Direct Care Workforce Collaborative will drive stakeholder-lead action to create positive change for these workers.

Collaborative Vision

To be recognized as the central hub for action, expertise, and advocacy on the direct care workforce.

Collaborative Mission Statement

To stabilize the workforce by implementing strategies that support priority issues and raise awareness about their value.



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Collaborative Formation

Overview of Structure

Strength of the Collaborative is the tri-part structure

- Collaborative Meetings
 - Broad stakeholder representation across the state and continuum
- Action Groups: Three identified priority areas
 - Action Group Chair volunteers & interested stakeholders
 - Monthly meetings to discuss the problem, research, and draft action steps
- Collaborative Co-Chairs
 - Collaborate with State
 - Drive process
 - Identify/plan strategic communications
- State partners (HCPF, other State agencies)



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Collaborative Impact to Date

Overview by numbers October 2020 - August 2021

- 390 persons have engaged (Collaborative meeting, AG, DCWC Leadership), approximately:
 - 70% service providers
 - 20% stakeholders/advocates
 - 10% caregiver
- Collaborative quality of info very informative (August 2021 78%)
- Collaborative participation 85%
 - Growth in word-of-mouth information

Going Forward

- Continue to grow participation/awareness/action with milestones and metrics to measure success



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American Rescue Plan Act HCPF Initiatives



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ARPA Background

- The American Rescue Plan Act (ARPA) was passed by Congress on 3/11/2021
- Section 9817 - a provision outlining funding to support increased access to home and community-based services (HCBS) for Medicaid beneficiaries
 - Eligible services include: 1915 (c) HCBS Waivers, Personal Care, Targeted Case Management, Home Health Care, Private Duty Nursing, Program of All Inclusive Care for the Elderly (PACE), Behavioral Health
- Total funding approx. \$500 million
- [Colorado spending plan approved](#) by CMS and CO Joint Budget Committee (JBC) on 9/21/2021



ARPA DCW Initiatives

Direct Care Workforce Projects account for **50%+** of the total budget
(\$262 million)

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

Visit hcpf.colorado.gov/arpa for more in depth information on all these projects



The Direct Care Worker Experience



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Background

- Direct Care Workers frequently report not feeling valued for their work, supported, or respected by other healthcare professionals
 - Can lead to low job satisfaction, shorter job tenure, and greater intent to leave the position
- 47% of CO Direct Care Workers rely on some form of public assistance
- Low wages and lack of benefits are a frequently reported reason why DCWs leave their jobs
- 40% of DCWs report that their initial training did not prepare them well for their job and a major barrier to both recruitment & retention are the lack of career advancement opportunities



Voices of Colorado Direct Care Workers



Action Group Plans Recommendations for 2022 (and beyond)



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Action Plan - Value & Awareness

Problem

The general public and stakeholders are **not fully aware of the struggles** of the Direct Care Worker, yet they are the backbone of the Home and Community Based Services (HCBS) system. These frontline workers enable people to remain in their homes and communities; and **all sectors of society are impacted by their contribution** directly and indirectly. Though vital, Direct Care Workers' efforts largely go **unnoticed, unappreciated, and are undervalued**.

We need to expand awareness regarding the impact of these essential workers and elevate the value the general public and key decision makers place on Direct Care Workers' role / contribution to society.



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Action Plan - Value & Awareness

Recommended Strategies

1. Direct Care Worker Representation

- Utilize current Collaborative stakeholder communication channels to increase participation
- Create focus groups
- Develop effective surveys to solicit consistent feedback

1. Key Stakeholder Partnership

- Create a comprehensive list of key stakeholders within untapped areas of collaboration
- Develop and utilize a targeted communication strategy
- Leverage and join current stakeholder efforts

1. Awareness Campaign

- Hire a firm specializing in ad campaigns to lead in the planning, implementation, and assessment of our campaign framework:
 - A. Have an Engaging Message
 - B. Use Various Modalities
 - C. Target our Desired Audiences
 - D. Outline Our Asks



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Action Plan - Value & Awareness

Goals

1. Reach a minimum of 30% Direct Care Worker representation in the Collaborative's Action Group initiatives by December 2022 to center their experiences and voices within our advocacy, increase connections, and create mentorship opportunities.
2. By mid-2022, key legislators and policymakers will demonstrate their understanding of the Direct Care Workforce's role, struggles, and impacts and articulate their commitment to positively affect change by publicly supporting media strategies, legislative initiatives, and professional pathway enhancements.
3. Transform the Collaborative into a state-wide coalition of active stakeholders from all sectors of the care continuum with established leadership, legislative initiatives, resource and staffing hub, and cross-state partnerships within twelve months of the completed awareness campaign.



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Poll - Value & Awareness

1. Do the **Value & Awareness Group's strategies** adequately address the problem and need?
 - Yes
 - No

1. Are the **Value & Awareness Group's goals** impactful and achievable?
 - They are only impactful
 - They are only achievable
 - They are both impactful and achievable
 - They are neither impactful nor achievable
 - I don't know
 - I don't believe they are the proper goals



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Action Plan - Compensation & Benefits

The **systematic and historical undervaluing** of the direct care workforce has led to **consistently low wages and limited provision of critical benefits**. Consistently underpaying these workers for a job that requires particular skills and knowledge, as well as limiting their access to needed benefits, results in a workforce that **relies heavily on public assistance and is disproportionately in poverty**.

We need to invest in the workforce by increasing wages, both for entry level workers and for those with specializations or extensive experience. We must identify ways to provide health insurance and other benefits, such as paid time off and retirement, to pull the workforce out of poverty and illustrate their value to society.



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Action Plan - Compensation & Benefits

Recommended Strategies

1. Support the awareness campaign initiative by connecting stakeholders who have influence and/or insight into Direct Care Worker compensation growth.
2. Research and synthesize provider costs to identify cost-benefit improvements.
3. Research and evaluate the rate setting process using provider cost-benefit analysis.
4. Create a one page resource guide for improving child care accessibility and affordability.

Action Plan - Compensation & Benefits

Goals

1. By the end of 2024, leverage the awareness campaign to implement a legislative approach that will increase Direct Care Worker compensation adequately and consistently enough to address recruitment, retention, and community visibility of this labor force.
2. After the standardized training is piloted, partner with the Training & Career Advancement Action Group to leverage compensation and provider cost research to demonstrate the correlation and impacts of increasing worker skill and opportunity on wage growth.
3. After six months of promoting the childcare resource guide, achieve quantifiable positive impact on:
 - a. Provider costs and recruitment competitiveness.
 - b. Worker schedule and work area availability and flexibility.
 - c. Child care center staffing and operations.



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Poll - Compensation & Benefits

1. Do the **Compensation & Benefits Group's strategies** adequately address the problem and need?
 - Yes
 - No

1. Are the **Compensation & Benefits Group's goals** impactful and achievable?
 - They are only impactful
 - They are only achievable
 - They are both impactful and achievable
 - They are neither impactful nor achievable
 - I don't know
 - I don't believe they are the proper goals



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Action Plan - Training & Career Advancement

Direct Care Workers **lack accessible, standardized training** that properly prepares them to provide long term care services. For current workers, there are **not defined pathways to advance skills, knowledge, and professional development**. This lack of training and career advancement, exacerbated by inconsistency in regulations, leads to systemic **underutilization of the workforce, greater turnover, and inconsistent quality of care**.

We need to provide Direct Care Workers a variety of accessible and standardized professional pathways that allow them to more successfully move up and within the field.



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Action Plan - Training & Career Advancement

Recommended Strategies

- 1. Streamline Positions**
 - Assess other state models and incorporate evidence-based approaches
 - Create visual tools to promote new positions
- 2. Develop a standardized statewide curriculum (Personal Care & Homemaker)**
 - Assess other state models and incorporate evidence-based approaches
 - Pilot curriculum via state-owned site offering various modalities
- 3. Create career ladders for specialization & advancement to Allied Health positions**
 - Identify and map current career advancement pathways
 - Research and identify barriers to transitioning between child to adult long-term care services
 - Create a network of partners that will contribute to recruitment and career counseling
- 4. Partner with Community College System**
- 5. Examine and align state regulations**



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Action Plan - Training & Career Advancement

Goals

1. By March 2022, establish a network of state agency, education, and workforce center partners to implement this action plan with identified staff, defined operational approaches, and dedicated funding.
2. By the end of 2022, develop or determine a defined data infrastructure that enables the Collaborative to determine quantitative measures for initiative goal setting.
3. Using the defined data infrastructure, we will:
 - a. Determine the target scope and number of workers to complete the standardized training.
 - b. Measure the impact of our action plan strategies on recruitment and retention.
 - c. Measure the impact on worker satisfaction, confidence, and career outlook.



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Poll - Training & Career Advancement

1. Do the **Training & Career Advancement Group's strategies** adequately address the problem and need?
 - Yes
 - No

1. Are the **Training & Career Advancement Group's goals** impactful and achievable?
 - They are only impactful
 - They are only achievable
 - They are both impactful and achievable
 - They are neither impactful nor achievable
 - I don't know
 - I don't believe they are the proper goals



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Breakout Rooms



Breakout Rooms

**What do you think about the action plans?
What recommendations do you have?**

Room 1 - Value & Awareness Action Plan

- Hope Carwile
- Jessica Boyer

Room 2 - Compensation & Benefits Action Plan

- Angela Mulcahy and Lili Moon
- Jessica Corral

Room 3 - Training & Career Advancement Action Plan

- Kristie Braaten
- Hayley Gleason



Breakout Room Reports

- 10 minutes to share the key points of your discussion



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Open Forum

- How can the Collaborative ensure that these three action plans remained effectively aligned and integrated?



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Closing

- Next Steps
- Next Meeting Focus
- 60-second Survey



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Next Collaborative Meeting



**Wednesday
December 8, 2021
10:00 - 11:30 am
Meeting Topic:
2022 Planning**

Information about the December meeting will be shared on our website in the month of November:

hcpf.colorado.gov/direct-care-workforce-collaborative

Email:

hcpf_DCworkforce@state.co.us



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Action Groups
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Please take 60
seconds to
complete this
survey



Thank You

