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Quality Care through Quality Jobs

“Ordinary, even familial things happen here, though often unwitnessed. Wounds are healed, muscles strengthened, faces washed, and hands held. Each small movement is tiny in its fruition, huge in its absence.”

~ Sallie Tisdale

~ Nine Elements of a Quality Job ~

Φ Compensation

- 1) Family-sustaining **wages**.
- 2) Affordable **health insurance** and other benefits.
- 3) If desired, **full-time hours** and stable work schedules.

~ Nine Elements of a Quality Job ~

Φ Opportunity

4) **Excellent training**—both technical and relational.

5) **Participation** in decision making, acknowledging the expertise that paraprofessionals contribute.

6) **Career advancement** opportunities.

~ Nine Elements of a Quality Job ~

Φ Support

- 7) **Linkages** to public benefits, such as child care services and the EITC.
- 8) **Supervisors** who provide coaching support, and yet set clear expectations.
- 9) **Owners and managers** who lead a participative management culture.



Ø Compensation

§ Element #1: **Family-sustaining wages**

- ü In Michigan, a \$1/hour wage increase **decreased odds of leaving** by 15% (Mickus et al., 2004).
- ü In California, a \$1 increase from \$8 in home-care wages **increased retention** by 17% (Howes, 2006).
- ü In Wyoming, direct-support worker wages increased from \$7.38 to \$10.74; **turnover declined** from 52% to 32% (Sherard, 2002).
- ü Alternatively, increases in nurse aide turnover are associated with decreases in **quality of care** (Castle, 2005a and 2007b).

Ø Opportunity

§ Element #4: **Excellent Training**

- ü When aides reported that their training prepared them well, **intent to leave** and actual workforce **turnover was lower** (Castle et al., 2007a).
- ü In Pennsylvania home care agencies, additional staff training was associated with **lower recruitment/retention problems** (Leon et al., 2001).
- ü Combining clinical/interpersonal education with culture change and/or payment incentives can have a positive impact on **workforce stability** and **care quality** (Stone et al., 2002; Konrad et al., 2004; Hollinger-Smith, 2002).

Ø Support

§ Element #8: Coaching Supervision

- ü After wages, benefits, and advancement: good basic supervision was the most important factor affecting nurse assistants' **intent to stay**. Greater intent to stay was associated with higher **resident satisfaction** (Bishop et al., 2006).
- ü Nursing assistant satisfaction with supervision was significantly related to greater **intent to stay** (Parsons et al., 2003).

Also...

§ Element #8: **Coaching Supervision**

- ü **Job satisfaction, loyalty, and commitment deepen** when supervisors care about aides as people, evaluate them fairly, and communicate on important matters (Tellis-Nayak, 2007).
- ü A “Coaching Approach to Supervision” improved nursing home **workers’ perceptions** of: their work environment; engagement of management; and aides’ sense of empowerment – and was associated with reduction in **intent to leave** and in **actual facility turnover** (Brannon et al., 2006).



~ PHI Recommendations ~

I. Knowledge Base

Encourage research and demonstrations:

- a. The "**business case**" for high-investment / high-retention interventions.
- b. Clear **causal links** between quality jobs and quality of care outcomes.
- c. Refined **evaluation metrics** for measuring improvements in both workforce outcomes and quality of care.

~ *PHI Recommendations* ~

II. Implementation Capacity

a. Call for a public investment to train those who shape paraprofessional jobs:

- i. The **trainers** of paraprofessionals.
- ii. The **supervisors**—nurses, social workers, staff coordinators.
- iii. The **administrators**—in how to create person-directed agencies for both consumers *and* workers.

~ *PHI Recommendations* ~

II. Implementation Capacity

b. Call for a public investment in state-based training systems, to create:

- i. A source of **reliable funding** for entry-level training programs.
- ii. Statewide **core competencies** that rationalize titles and job descriptions.
- iii. A set of **portable credentials** for career ladders across the spectrum.

~ PHI Recommendations ~

III. Motivation

a. Acknowledge in the final IOM Report the **full value** and **proportionate importance** of paraprofessionals.

b. Support new national job-quality **workforce indicators** —turnover rates, staffing levels, wages, and benefits.

c. Call for a full and realistic **public investment**, adequate to support the “Nine Elements of a Quality Job.”





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