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THE NATIONAL IMPERATIVE TO IMPROVE  
**NURSING HOME QUALITY**  
Honoring Our Commitment to Residents, Families, and Staff

<https://nap.edu/26526>

**Models of Care**

... research on best practices related to clinical, behavioral, and psychosocial care delivery in nursing homes is scarce. Moreover, nursing homes are often not well integrated into the communities in which they are located nor with the broader health care system. Finally, little is known about how specific factors (e.g., staffing, environment, financing, technology, leadership) affect innovative models of care or how to ensure the sustainability of these approaches. To address these gaps, Recommendation 1B proposes a series of actions including:

- Translational research and demonstration projects for the most effective care delivery models in nursing home settings;
- Prioritization of models that reduce disparities and strengthen connections to the community and broader health care systems; and
- Evaluation of innovations in all aspects of care.

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## Innovation Essentials

- Workforce: Invest, train, support, empower
- Research/QI: Build academic-community partnerships
- Community: Leverage community resources to age in place

Good care for clinically complex older adult populations is not careless, quick or low-cost.

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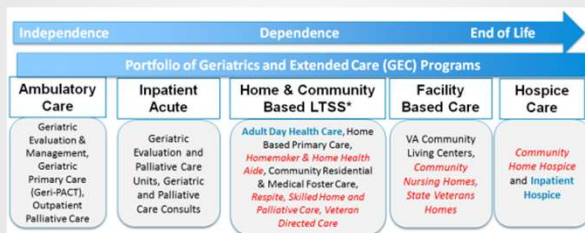
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## A Continuum of Care with a Single Payer...



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## A Lecture Tour...

- Why innovation is needed
- Proposed Innovations

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## Innovation in the Workforce

Invest, train, support, empower

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### Workforce: Why is innovation needed...

- 4.6 million home care workers and CNAs in private homes, NHs and residential care
- 8.2 million job openings will need to be filled by 2028 (loss of existing workers, other sectors, immigration laws)

Direct Care Workers in the United States. Sept 2020. PHI  
<https://phinational.org/wp-content/uploads/2020/09/Direct-Care-Workers-in-the-United-States-2020-PHI.pdf>

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### Workforce: Why innovation...

PCA Wage Trend, 2004 to 2014

PCA wages are low across America

Green indicates an increasing wage, yellow decreasing

Wages increased in 10 states

Wages decreased in 40 states, DC, and the US as a whole

In 24 states, wages fell below 133% FPL

In all states, wages fell below 200% FPL

2014 Wages

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### Workforce: Why innovation...

- Median \$12-13/hour stagnant wage rate  
(☹ Florida Amendment 2 - \$15 from \$8.56)
- Minimal training (75 hours federal requirement)
- Limited support, respect, recognition
- Gender and racial inequalities

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### Workforce “Innovative” Solutions: Compensation

- Base wage indexed to cost of living
- Pay tied to time of employment and merit
- Access to benefits and wraparound supports

Scales K. JAMDA 23 (2022) 207-213

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### Workforce “Innovative” Solutions: Training

- Competency-based training
- Uniform credentials recognized across settings
- Career ladder based on training and experience

Scales K. JAMDA 23 (2022) 207-213

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## Workforce “Innovative” Solutions: Support

- Consistent, supportive supervision
- Peer mentorship
- Employment-related supports (transportation, daycare)

Scales K. JAMDA 23 (2022) 207-213

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## Workforce “Innovation” Empowerment and Inclusion

- Meaningful engagement in care planning
- Integrated into fabric of care team
- Value time at bedside
- Provide QI/Research opportunities

Scales K. JAMDA 23 (2022) 207-213

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## Example: Empower

THE GREEN HOUSE HOMES DIFFERENCE

ROLE OF A SHAHBAZIM  
CLICK TO LEARN MORE

ROLE OF A NURSE  
CLICK TO LEARN MORE

ROLE OF A GUIDE  
CLICK TO LEARN MORE

ROLE OF A SAGE  
CLICK TO LEARN MORE

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## Workforce: Proposed Policy Innovations

- ◆ **THEREFORE BE IT RESOLVED**, that AMDA-The Society for Post-Acute and Long-Term Care Medicine, together with likeminded professional organizations such as American Geriatrics Society, American Medical Association, and consumer organizations such as AARP and others, advocate for legislative action directing United States department of Health and Human Services to **designate all Post-Acute and Long-Term Care communities, irrespective of their geographic location, as Health professional Shortage Areas and/or Medically Underserved Areas** to facilitate recruitment and retention of health professionals using the usual and customary support made available for such designations.

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## Workforce: Proposed Policy Innovations

- ◆ **THEREFORE BE IT RESOLVED**, that AMDA-The Society for Post-Acute and Long-Term Care Medicine, together with likeminded professional organizations such as American Geriatrics Society, American Medical Association, and consumer organizations such as AARP and others, advocate for legislative action to **create a pathway to immigration for undocumented noncitizens in the United States**, who show their commitment to their intended homeland by working as Certified Nursing Assistants and/or Nurses in Post-Acute and Long-Term Care settings for a minimum of five years.

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UPDATES: COVID-19 AND THE DIRECT CARE WORKFORCE

**Quality Care Through Quality Jobs**

PHI works to ensure quality care for older adults and people with disabilities by creating quality jobs for direct care workers.

We believe that caring, committed relationships between direct care workers and their clients are at the heart of quality care.

<https://phinational.org>

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## Innovation in QI/Research

Build academic-  
community partnerships



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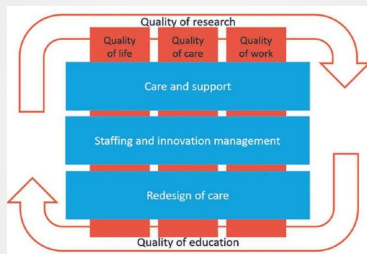
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## Living Lab Conceptual Framework



Verbeek H, et al. The Living Lab In Ageing and Long-Term Care: A Sustainable Model for Translational Research Improving Quality of Life, Quality of Care and Quality of Work. J Nutr Health Aging. 2020;24(1):43-47. doi: 10.1007/s12603-019-1288-5. PMID: 31886807; PMCID: PMC6934630.

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## Warning

- Failure to pre-assess organizational strain when implementing organizational change runs the risk of counterproductivity, **exacerbating** resource poverty, inhibiting care delivery, and undermining the soundness of facilities like nursing homes.
- Just as oncologists assess patient status prior to chemotherapy... we **propose** that the *stamina and structural integrity of nursing homes* be similarly assessed before implementing research innovations



Levy, Cari, David Au, and Mustafa Ozkaynak. "Innovation and Quality Improvement: Safe or Sabotage in Nursing Homes?" (2021): 1670-1671.

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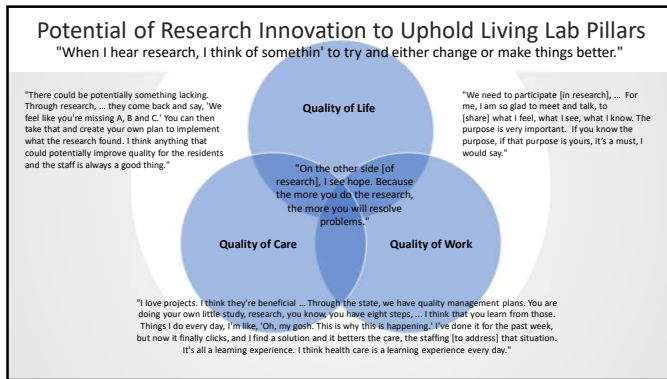
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**QI/Research: Local Innovations**

**Vision**  
 for PALTC-KNOW:  
 A Post-Acute and Long-Term Care Knowledge Network for Older Adults and Workforce

"Success will look like **a network of experts** focused on meaningful ways to **enhance the joy of life and work in PALTC**. Collectively, our workforce, our providers, our residents and caregivers make up the experts of PALTC."

**PALTC-KNOW**  
 POST-ACUTE AND LONG-TERM CARE KNOWLEDGE  
 NETWORK FOR OLDER ADULTS AND WORKFORCE

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**For those who want to "Be In the KNOW"**

Please email:

♦ You can also email:

- [Kate.Ytell@cuanschultz.edu](mailto:Kate.Ytell@cuanschultz.edu)
- [Kathryn.Nearing@cuanschultz.edu](mailto:Kathryn.Nearing@cuanschultz.edu)
- [Cari.Levy@va.gov](mailto:Cari.Levy@va.gov)

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### “Innovation” in Community-based Models of Care

Leverage community resources to age in place



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### Community: Why it matters...


**Premature placement in institutions due to:**

- A lack of affordable housing (4-year waiting list), rising property taxes
- A shortage of affordable in-home services

55,000 >65yo with extra space in their home to rent

- Avg senior income \$25,000/yr
- 1 bedroom = \$1,325/mo avg
- 1 in 5 homeless in Denver are >55yo (Taxpayer cost= \$40,000/yr)
- Only 1/3 receive help to stay at home before nursing home placement
- \$23/hr avg cost of in-home services

**The Ultimate Goal:**  
Honor the preference of 90% to age-in-place with increased independence, safety, reduced loneliness.



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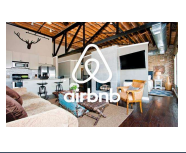
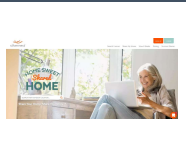
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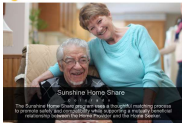
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## Community “Innovations”: Homeshare

- High-touch vs. passive matching
- Scaling
- Funding

Magid KH, Galenbeck E, Hazelwood J, Shanbhag P, Joucovsky AL, Levy CR, Lum HD. Sharing Space to Age in Community: A Mixed-Methods Study of Homeshare Organizations. *J Aging Soc Policy*. 2022 Feb 6:1-29. doi: 10.1080/08959420.2022.2029266. Epub ahead of print. PMID: 35129098.

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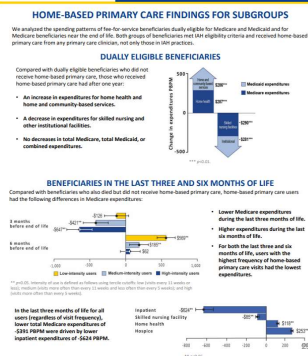
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## Independence at Home CMS Demonstration

Good care for clinically complex older adult populations is not careless, quick or low-cost.

### Findings at a Glance



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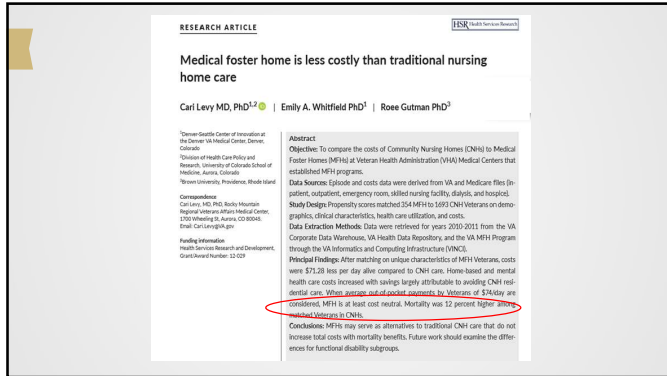
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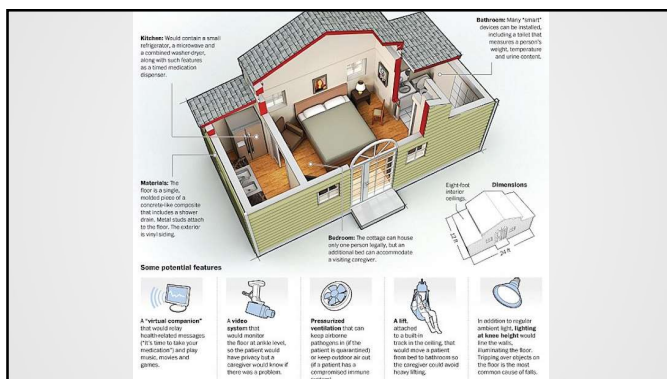
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## Community: Cherry Creek West



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## Innovation Essentials

- ◆ Workforce: Invest, train, support, empower
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- ◆ Community: Leverage community resources to age in place

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