

**RESULTS FROM THE
CUYAHOGA COUNTY
DIRECT CARE WORKFORCE
ORGANIZATIONAL SURVEY**

**Organizational Survey data from year 2004 presented with
selected information from 2003**

**The Senior Success Vision Council
Long-Term Care Workforce Sub-committee
Cuyahoga Community College, Lead Agency**

**The Margaret Blenkner Research Institute
Benjamin Rose, Cleveland, Ohio**

Project Team:

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The Senior Success Vision Council convened a Long-Term Care Workforce Initiative (LTCWI) Sub-committee to implement changes in practice and policy around direct care worker recruitment and retention in long-term care agencies. Participants include representatives from the Cuyahoga County Department of Senior and Adult Services, the Western Reserve Area Agency on Aging including the PASSPORT and OPTIONS programs, American Red Cross, HealthRays Alliance, AOPHA, OHCA, and other organizations. Cuyahoga Community College Centers for Health Industry Solutions and Applied Gerontology was selected as the lead agency to spearhead Sub-committee activities.

The Margaret Blenkner Research Institute (MBRI) of Benjamin Rose, which has over 40 years of experience conducting gerontological research, was hired to conduct a three year longitudinal survey of all long-term care organizations in Cuyahoga County to examine recruitment and retention practices and concerns faced by nursing homes, assisted living facilities, and home care agencies.

Survey Activities

The first (Time 1) of the three scheduled surveys occurred in the fall of 2004 and collected organizational level data on direct care worker issues and practices in long-term care agencies in 2003. The Time 1 survey was mailed to 161 organizations, 70 of which responded (43.5%). Time 2 was mailed to 159 organizations in the summer of 2005 to collect information about their practices during 2004 (two organizations went out of business after 2003). Data collection continued through the fall of 2005. At the end of the data collection period 76 organizations responded to the survey, a 47.7% response rate. Data collection activities included follow-up mailings, interviewer reminders, and phone interviews.

The Organizational Survey

The Time 2 survey on 2004 organizational direct care worker recruitment and retention experiences was very similar to the Time 1 survey. A few questions from the Time 1 survey were dropped from the Time 2 survey as they did not generate useable information. Based on the recommendations of the Senior Transportation Connection (STC) staff (another initiative under the Success Vision Council), some questions on transportation issues for direct care workers were added. A few other questions were modified or added based on recommendations of organizations that had participated in the Time 1 survey or from the LTCWI Sub-Committee.

Every organization had the opportunity to provide information on each type of long-term care service (nursing home, assisted living and home care) they provided. In many cases, an organization provided only one type of service. In other cases, organizations provided some combination of the services. For analytical purposes, while some questions referred to organizational experiences as a whole, the largest proportion of survey questions were separated by service type. As a result, the number of service providers (95) is greater than the number of responding organizations (76).

Time 3 will occur early in 2006 and collect data on organizations' experiences in 2005. This will be compared with 2003 baseline and 2004 follow up information to examine changes over time in the final project report.

Time 2 Report Format

The report is divided into three sections. The first section is an overview of descriptive results from Time 2. Bullets highlighting different topics summarize some of the information collected. The second section is a discussion of elements that differed or did not differ between Time 1 and Time 2. The third section is a full display of descriptive results from the Time 2 survey.

Section 1: Overview of Descriptive Findings from 2004

- Of the 76 responding organizations for Time 2, 22 reported providing home care services, 30 reported assisted living services, and 43 reported nursing home services for a total of 95 long term care service providers.
- 65% of all organizations reported having “no difficulty” or “a little difficulty” hiring direct care workers to fill vacant positions.
- 46% of organizations reported having “no difficulty” or “a little difficulty” with direct care workers quitting or being terminated.
- Organizations reported that it took an average of 3.2 weeks to fill a direct care worker position and that 70% of workers hired stayed longer than three months.
- Some organizations reported that workers “often” left their jobs because of difficulties with: personal transportation (14%), child care (13%), and public transportation (10%).
- The average **minimum** hourly wages ranged from \$8.13 to \$8.96 across service providers. The average **maximum** hourly wages ranged from \$12.47 to \$16.47 across service providers.
- Benefits were received by about 57% of home care, 68% of assisted living, and 76% of nursing home direct care workers.

Section 2: Stability and Change from Time 1 to Time 2

The Time 2 survey was mailed to the same organizations as Time 1 except for those that had closed or gone out of business. However, 30 organizations that had responded at Time 1 did not respond at Time 2 but 36 organizations which had not responded at Time 1 responded at Time 2.

There were 40 organizations that responded to both Time 1 and Time 2. These 40 organizations were a combination of either single-focus organizations providing only home care, assisted living, or nursing home services, or they were umbrella organizations providing some combination of those services. To look at the potential changes in responses between Time 1 and Time 2, data were examined based on the total number of service providers in the sample without grouping by umbrella organization. As the LTCWI is interested in affecting the working conditions of direct care workers, analyzing the data at the service provider level rather than the organizational level seemed to be more sensitive to potential changes in direct care workers' job conditions.

The data from service providers who had responded at both Time 1 and Time 2 were analyzed using t-tests, a statistical procedure that compares average scores on each item from two

waves of data to determine whether or not there is a statistically significant difference over time, i.e., a difference that is not likely to be random.

Caution must be used in assessing the factors influencing these results. Small sample sizes along with the effects of the economy, changes in Ohio legislation and other initiatives including the efforts of the LTCWI may have influenced these changes.

Summary of Stable Characteristics 2003 to 2004

- Overall, **wages** for direct care workers did not change significantly from 2003 to 2004. Though there was a slight average increase in minimum hourly wages and a slight decrease in maximum hourly wages, neither of these changes was statistically significant.
- Most **benefits** included on the survey, such as paid sick / holiday leave, retirement plans, or disability / life insurance, or reimbursements for tuition or uniforms did not change from 2003 to 2004. (See below, survey question 26, items a-z for additional information.) The number of hours worked per week to be eligible for benefits did not change from 2003 to 2004, nor did the percentage of workers receiving benefits.
- Most **retention strategies** included in the survey, such as increases in benefits with greater length of employment, or staff or programs to assist direct care workers, did not change from 2003 to 2004. (See below, survey question 28, items a-v.)

Summary of Characteristics that Changed 2003 to 2004

Some survey items showed statistically significant improvements for direct care workers from 2003 to 2004.

- **More** service providers provided **paid personal time off** to full-time direct care staff, though the actual amount of additional time is unknown.
- **More** service providers provided **extra pay for working holidays** to full-time direct care workers.
- **More** service providers reported that direct care workers provided **input into planning work schedules**.
- **More** service providers reported direct care workers' **shadowing** / initial training time spent observing others provide care.
- **More** service providers reported providing **mentoring** / one-on-one training.
- Organizations reported providing **more training sessions paid for by employers**.

Other items showed that conditions for full time direct care workers worsened from 2003 to 2004.

- **Fewer** service providers offered **fully paid health insurance** while **more** service providers offered **partly paid health insurance**.
- **Fewer** service providers provided **wage increases based on length of employment**.

Section 3: Descriptive Information by Question on Survey Form

This section of the report displays findings on the survey form that was completed by respondent organizations. Throughout most of the section, data from Time 2 alone is presented. When informative, data from Time 2 is presented next to data from Time 1 for comparison.

The original survey items are presented in gray, while results are bolded for ease of reading. The format of the responses varies depending on the context of the question. Where appropriate, the average (mean) response is given, such as the average percentage of workers who stay with an organization longer than three months or the average number of clients a direct care worker is responsible for per shift. In other cases, the total number of responses from all respondents is given, such as how many reported using newspaper classified ads for recruitment. The percentage of the total responses represented by these numbers is frequently noted as well.

The notation of “n” means the number of responses for each question. While 76 surveys representing 95 service providers were returned, not every organization completed each question. In addition, there were questions which were applicable only to certain types of organizations, such as just nursing homes. In these cases, the “n” can help put responses to a particular question in perspective.

There were a few instances in which the “n” was too small to include in this report. The small number of responses makes interpretation very complex, plus raises the issue of compromising respondents’ confidentiality. These items have a blank space with only “ – “ where numbers would be expected.

Cuyahoga County Direct Care Workforce Organizational Survey -- 2004

This survey collects information about organizations that employed direct care workers who helped people with activities of daily living in Cuyahoga County in 2004. Unless specifically stated otherwise, the questions refer to direct care workers, **not** supervisors or other employees who do not directly care for clients or residents.

For this survey, direct care workers are those in a nursing home who might assist residents with grooming, bathing, transferring, dressing, or toileting. In assisted living or home care, it would include workers who do any of those tasks plus other household tasks such as cooking, housekeeping, cleaning, laundry, and running errands.

All questions refer to workers and services in Cuyahoga County in 2004.

“N” or “n” represents the number of organizations.

General Organizational Information for 2004

1. Approximately what percentage of your organization’s clients or residents served was aged 60 or older?

2004 90.6% (n=73)

2. Was your organization part of a chain?

2004 (n=75)

<input type="checkbox"/>	No	46 61.3%
<input type="checkbox"/>	Yes	29 38.7%

3. Which of the following types of services did your organization provide in Cuyahoga County? (Check all that apply)

2004 (n=76)

Home Care	22 28.9%
Assisted Living	30 39.5%
Nursing Home (Residential Skilled Nursing / Intermediate Care)	43 56.6%

4. Which category below best characterizes your organization?

2004 (n=75)

<input type="checkbox"/>	For profit	54 69.3%
<input type="checkbox"/>	Not for profit	19 25.3%
<input type="checkbox"/>	Both profit & not for profit	1 1.3%
<input type="checkbox"/>	Public / government	3 4.0%

Finding Direct Care Employees in 2004

5. Which of the following procedures did your organization use to find direct care workers? (Check all that apply)

	2004 (n=76)	
Newspaper Help Wanted ads	67	88.2%
Newsletters, brochures, other publications	30	39.5%
Radio or TV commercials	5	6.6%
Internal job postings	46	60.5%
In-house referrals or word-of-mouth	61	80.3%
Bonuses for referring employees	36	47.4%
Internet or web sites	37	48.7%
Career days or job fairs	38	50.0%
Speeches at schools or colleges	14	18.4%
Speeches to community / religious groups	12	15.8%
Ohio Bureau of Employment Services (OBES)	6	7.9%
Job Training Partnership Act Program (JTPA)	6	7.9%
Employment agencies	2	2.6%
Phone book	15	20.0%
Yard signs	8	10.5%
Other:	8	10.5%

Attend HHA graduations, church bulletin boards, direct mailings, walk-ins, do own training, local parishes, sign on bonus, personal communication

6. How much difficulty did your organization have in hiring direct care workers to fill vacant positions?

	2003 (n = 70)		2004 (n=74)	
A great deal of difficulty	1	1.4%	1	1.3%
Some difficulty	29	41.4%	26	34.2%
A little difficulty	28	40.0%	31	40.8%
No difficulty	12	17.1%	18	23.7%

7. How much difficulty did your organization have with direct care workers quitting or being terminated?

	2003 (n = 70)	2004 (n=74)
A great deal of difficulty	11 15.7%	12 16.2%
Some difficulty	30 42.9%	28 37.8%
A little difficulty	25 35.7%	25 33.8%
No difficulty	4 5.7%	9 12.2%

8. Approximately how many weeks did it take to fill a direct care worker position?

	2003 (n = 61)	2004 (n=68)
Weeks	3.0	3.2

9. Approximately what percentage of newly hired direct care workers stayed with your organization longer than three months?

	2003 (n = 65)	2004 (n=73)
	67.8%	70.4%

10. For each reason below, please indicate how often direct care workers, who previously worked at your organization, left their jobs in 2004.

	2004 (n=70)	Often	Sometimes	Rarely / Never
a. Pay was too low		1 (1.4%)	30 (42.9%)	39 (55.7%)
b. Difficulties with <u>personal</u> transportation to and from work		10 (14.1%)	34 (47.9%)	27 (38.0%)
c. Difficulties with <u>public</u> transportation to and from work		7 (10.3%)	23 (33.8%)	38 (55.9%)
d. Training did not match reality of the job		--	11 (15.7%)	59 (84.3%)
e. Difficulties with child care		9 (12.7%)	43 (60.6%)	19 (26.8%)
f. Difficulties with work schedule or hours		5 (7.1%)	38 (54.3%)	27 (38.6%)
g. Job was too physically demanding		--	23 (33.3%)	46 (66.7%)
h. Conflicts with clients, clients' families, coworkers, or supervisors		6 (8.3%)	37 (51.4%)	29 (40.3%)

Your Organization in 2004

Please fill in the blanks only under the type of services provided in Cuyahoga County by your organization in **2004** – Home Care, Assisted Living, or Nursing Home. If an item does not apply to your organization, please write “NA” (for “Not Applicable”) in the blank.

Under each column heading the N shows how many of each type of service provider responded to the survey.

	Home Care N = 22	Assisted Living N = 30	Nursing Home N = 43
11. How many unduplicated clients or residents did your organization serve?	568.0 (n=18) 20-5729 range	73.3 (n=20) 3-180 range	216.54 (n=28) 13-600 range
12. Approximately what percentage of your clients or residents were members of a minority group? (African American, Asian American, Hispanic, etc.)	38.0% (n = 19)	10.7 % (n=23)	30.9 % (n=33)
13. Approximately what percentage of your clients or residents had services reimbursed through the following?			
a. Medicaid	37.3 % (n=18)	6.5 % (n=23)	63.5 % (n=33)
b. Medicare (including Medicare Managed Care)	17.4 % (n=16)	1.0 % (n=22)	17.1 % (n=32)
c. Private Pay / Private Insurance	38.4 % (n=18)	88.4 % (n=23)	18.7 % (n=33)
d. Other (specify)	2.4 % (n=18)	0.6 % (n=23)	1.4% (n=33)
	County / Pace, LTC insurance, VA, MRDD, Concordia Care, BWC	VA, hospice, managed care, endowment	Evercare, Hospice Managed care
14. On average, what numbers of clients or residents are assigned to each direct care worker per shift?	Clients	Clients	Clients
a. Day / first shift	3.6 (n=15)	9.8 (n=22)	9.7 (n=34)
b. Evening / second shift	3.2 (n=11)	11.8 (n=22)	11.0 (n=33)
c. Night / third shift	4.0 (n=9)	15.1 (n=23)	13.5 (n=34)
15. What was the minimum number of hours a direct care worker had to work per week to be considered a full time employee?	32.6 Hours (n=18)	32.9 Hours (n=28)	34.1 Hours (n=37)
16. What was the minimum number of hours a direct care worker had to work per week to be eligible to for at least some benefits?	26.5 Hours (n=14)	24.2 Hours (n=25)	23.0 Hours (n=34)
17. Approximately what percentage of your direct care workers received at least some benefits?	2003 65.0% (n=15)	66.7 % (n=17)	71.8% (n=23)
	2004 56.5% (n=17)	67.8% (n=25)	76.0% (n=35)
18. Did your direct care workers belong to a union?	14.3% Yes (n=21)	7.1% Yes (n=28)	28.2% Yes (n=39)
19. If any of your employees belonged to a union, how many hours per week did they need to work to belong to the union?	--	--	17.2 Hours (n=11)
20. Were any of your direct care workers required to work mandatory overtime?	100% No (n=21)	100% No (n=27)	97.3% No (n=37)

Please fill in the blanks only under the type of services provided in Cuyahoga County by your organization in 2004 – Home Care, Assisted Living, or Nursing Home – for each type of direct care worker who served your organization. If an item does not apply to your organization, please write “NA” (for “Not Applicable”) in the blank.

Under each column heading the N shows how many of each type of service provider responded to the survey overall. Blank cells indicate too little data to include.

21. What was the minimum hourly rate for the following types of direct care workers at your organization?
- a. Workers employed full or part time by your organization
 - b. Individual independent contract workers
 - c. Workers who are employees of an external employment agency
22. What was the maximum hourly rate for the following types of direct care workers at your organization?
- a. Workers employed full or part time by your organization
 - b. Individual independent contract workers
 - c. Workers who are employees of an external employment agency
23. About what percentage of your direct care workers were members of a minority group (African American, Asian American, Hispanic, etc.)?

	Home Care N = 22	Assisted Living N = 30	Nursing Home N = 43
	\$8.96 (n=19) range \$7.50 – \$12.22	\$8.13 (n=26) range \$6.02-\$10.00	\$8.87 (n=38) range \$5.85-\$10.65
	--	--	--
	--	--	\$20.33 (n=6) \$15.00 - \$34.00
	\$12.47 (n=19) \$8.25 - \$30.00	\$13.26 (n=23) \$8.09-\$30.00	\$16.63 (n=36) \$9.50-\$33.00
	--	--	--
	--	--	\$29.83 (n=6) \$19.00-\$65.00
	71.3 % (n=22)	34.0% (n=25)	60.7 % (n=34)

24. How many immediate supervisors of direct care workers did your organization have?

25. How many total direct care worker positions (unduplicated) were:

- a. On the payroll on 12/31/04
- b. Hired
- c. Quit or terminated

	Home Care		Assisted Living		Nursing Home	
	Full time	Part Time / PRN	Full time	Part Time / PRN	Full time	Part Time / PRN
	7.0 (n=19)	11.6 (n=7)	3.2 (n=21)	1.7 (n=15)	14.1 (n=29)	4.2 (n=20)
	59.5 (n=15)	80.0 (n=8)	18.7 (n=19)	5.9 (n=17)	80.6 (n=24)	33.7 (n=23)
	17.1 (n=10)	68.7 (n=6)	5.8 (n=16)	3.1 (n=14)	37.2 (n=18)	20.9 (n=18)
	19.0 (n=9)	47.8 (n=5)	5.6 (n=16)	8.6 (n=15)	37.3 (n=19)	22.2 (n=18)

Benefits in 2004

This section asks about benefits offered to your organization's direct care workers. Please check the boxes for each benefit offered to your direct care workers **in 2004** under the type of services provided by your organization – Home Care, Assisted Living, or Nursing Home in Cuyahoga County only

26. What benefits were offered to direct care employees?

	Home Care N = 22		Assisted Living N = 30		Nursing Home N = 43	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
a. Paid sick leave for employee	44.4%	14.3%	89.3%	60.9%	92.9%	67.5%
b. Paid sick leave to care for a family member	38.9%	14.3%	57.7%	36.4%	60.0%	46.2%
c. Paid holidays off	44.4%	21.4%	89.3%	47.60%	88.4%	57.5%
d. Paid vacation days	72.2%	42.9%	100.0%	65.2%	97.7%	83.3%
e. Paid personal days	55.6%	35.7%	82.1%	59.1%	90.7%	67.5%
f. Paid bereavement days	47.1%	21.4%	92.6%	52.4%	97.7%	67.5%
g. Extra pay for working holidays	81.3%	78.6%	100.0%	95.7%	84.1%	79.1%
h. Retirement or pension plan	55.6%	42.9%	78.6%	40.9%	81.8%	52.4%
i. Fully paid health insurance for employee	6.3%	0%	11.5%	0%	16.7%	0%
j. Partly paid health insurance for employee	73.7%	28.6%	96.3%	50.0%	90.7%	34.1%
k. Fully paid health insurance for employee's family	0%	0%	3.8%	0%	9.5%	0%
l. Partly paid health insurance for employee's family	68.4%	28.6%	81.5%	45.8%	83.7%	34.1%
m. Long term disability insurance	31.3%	23.1%	50.0%	25.0%	38.1%	20.0%
n. Short term disability insurance	37.5%	23.1%	77.8%	52.0%	74.4%	41.5%
o. Life insurance	55.6%	21.4%	89.3%	37.5%	83.7%	43.9%
p. Child care subsidy or assistance	0%	0%	15.4%	8.7%	11.9%	9.5%
q. Uniform allowance	33.3%	28.6%	40.7%	41.7%	41.9%	40.5%
r. Tuition reimbursement	38.9%	14.3%	64.3%	45.8%	74.4%	47.5%
s. GED program	5.6%	6.7%	3.8%	4.3%	14.0%	9.8%
t. Hiring bonus	17.6%	15.4%	23.1%	21.7%	45.2%	28.2%
u. Good attendance bonus	11.1%	7.1%	48.1%	44.0%	52.3%	42.9%
v. Public transportation reimbursement	21.1%	13.3%	0%	0%	2.4%	2.6%
w. Parking reimbursement	47.4%	43.8%	0%	0%	2.6%	2.6%
x. Mileage reimbursement	78.9%	75.0%	12.0%	12.5%	26.8%	27.5%
y. Transporting workers to and from the job	10.5%	13.3%	3.7%	4.0%	7.3%	7.5%
z. Providing a vehicle for workers to use	0%	0%	0%	0%	2.4%	2.5%

27. Did the level of benefits provided to direct care workers depend on the number of hours per week worked?

2004 (n=57)
 Yes **46 80.7%**

Other Organizational Strategies in 2004

Please check the boxes for each strategy available for retaining direct care workers at your organization in **2004** under the type of services offered by your organization – Home Care, Assisted Living, or Nursing Home in Cuyahoga County only. If your organization did **not** use a listed retention strategy, please mark “NA” (for “Not Applicable”) next to the check box for that item.

28. Which of the following strategies did your organization use to retain direct care workers?	Home Care N = 22	Assisted Living N = 30	Nursing Home N = 43
a. Annual cost of living wage increase	33.3%	66.7%	45.2%
b. Increase in wages based on length of employment	38.9%	44.0%	59.5%
c. Increase in benefits based on length of employment	11.1%	26.9%	39.0%
d. Increase in paid days off based on length of employment	33.3%	92.9%	84.4%
e. Job title change based on length of employment	10.5%	14.8%	2.3%
f. Increase in wages based on worker performance	45.0%	78.6%	71.4%
g. Bonus based on worker performance	30.0%	21.4%	20.9%
h. Title changes for advancement within a job category, like STNA1 to STNA2	10.0%	11.1%	19.5%
i. Wage increase for advancement within job category	15.0%	34.6%	50.0%
j. Permanent assignment to specific clients	77.8%	15.4%	35.7%
k. Worker input in planning own work schedule	83.3%	78.6%	65.1%
l. Policy mandating involving worker in developing client care / service plan	47.4%	29.6%	30.2%
m. Designated staff person to help with worker’s personal problems	47.4%	50.0%	46.5%
n. Designated staff person to help with worker’s work-related problems	78.9%	57.1%	58.1%
o. Employee Assistance Program (EAP)	42.1%	46.4%	62.8%
p. Paid time to attend training beyond mandatory requirements	33.3%	72%	65.9%
q. Training sessions paid by employer	78.9%	96.4%	100.0%
r. Initial period of observing other workers provide client care (shadowing)	66.7%	92.6%	92.9%
s. One-on-one training by experienced peer (mentoring)	61.1%	96.3%	95.2%
t. Training to become a mentor	5.6%	42.3%	33.3%
u. Leadership training for supervisors	44.4%	57.1%	66.7%
v. Career ladder advancement programs, like STNA to LPN	15.8%	25.0%	48.8%