Meeting Staff Baseline Testing: How to Prepare for Workforce Disruptions

May 20, 2020
Preparing for Staff Baseline Testing

5 days until May 25 Baseline Testing Requirement
(Baseline = 90% residents and 90% staff)

• Residents – 84% NFs have met test as of May 19th
• Staff – 37% NFs have met test as of May 19th
• Contact Mass Senior Care for Facility-Organized Testing

Baseline Testing is Requirement for MassHealth Phase 2 Enhanced Surge Revenue

• MassHealth Revised FAQs Released on May 19th
• Attestation Due on May 25th – CHIA Portal Available Today

Surveillance Testing

• CMS May 18th Memo
• MSCA Pilot Program & Recommendations

Plan for Potential Staff Disruption for up to 14 days

• Distribute the facility’s return to work policy to each employee. (Department of Public Health May 7th Guidance)
Preparing for Staff Baseline Testing

20-40% Potential Workforce Disruption
Strategies for Workforce Disruption

EMERGENCY TEMPORARY EFFORTS

✓ Review facility’s staffing Continuity of Operations Plan (COOP)
✓ Identify Temporary Nursing Agencies to provide coverage (MSCA Associate Members: connectRN, IntelyCare Inc., Favorite Healthcare Staffing, Medical Staffing Network/Cross Country Healthcare, Worldwide Staffing)
✓ Identify staff positions within your facility or ”sister organizations” that could temporarily provide hands-on care for the necessary 10 to 14 days
✓ Request support from the state’s Rapid Response Team, MA National Guard (VIA DPH EPI)
✓ Consistent with cohorting guidance and, if your census allows, consider combining and then temporarily closing a unit.

HIRE

✓ Immediately post current and anticipated job openings on the state’s LTC Staffing Portal at https://covid19ltc.umassmed.edu.
✓ Leverage Mass Senior Care’s partnership with Monster.com to post free jobs and use Home to Help platform

COMPENSATION INCENTIVES

✓ Review wage scales, incentive pay and overtime policies to help ensure coverage
Recent Member Survey Says...

- 20% Staff Vacancies at Current Reduced COVID-19 Occupancy
- Acute Shortages for CNAs
- Nursing Facilities Deploying the Following Strategies:

  - Overtime Pay: 99%
  - Temporary Hero Pay: 84%
  - Shift Differentials: 82%
  - Bonuses for Staff: 73%
  - Recruiting Bonuses for New Hires: 60%
Meeting CNA Demand During COVID-19 Pandemic & Beyond
Resident Care Assistants (RCA)

Resident Care Assistants - support existing nursing staff & assist with resident care

Included in CHIA’s Clinical-HPPD Definition (not PBJ)

RCAs also known as:
- Temporary Nurse Aide
- Trained Nursing Assistant
- Hospitality Aide
- Unit Assistant
- Personal Care Assistant
- Feeding Assistant
- Dining Assistant
RCAs Can Provide Immediate Staffing Support
Consistent with DPH Rules

Meet critical staff shortages occurring as a result of COVID-19

Job Applicants

Work Ready Training
(AHCA 8-Hour and others)

Skills Competency Checklist

Resident Care Assistant
Leveraging RCAs to Meet Continued Workforce Demands

Work Ready Training
(AHCA 8-Hour and others)

Meet Workforce Demand Beyond COVID-19

Facility-Sponsored Online CNA Training

CNA

Skills Competency Checklist

Resident Care Assistant
State’s Long Term Care Staffing Portal 2.0

• Continue to Post and Recruit CNA, LPN and RN
• Strong Opportunity to Recruit RCAs for Temporary Work and/or Career Ladder to CNA
• https://covid19ltc.umassmed.edu/

Competitive Offerings Being Marketed for Resident Care Assistants During COVID-19 Crisis:

• $1000 weekly compensation for full-time work
• Pro-rated $1000 signing-bonus via state’s bonus program
• Compensating staff to be work-ready by completing online-training (AHCA 8-hour training program & others)
• Offer of facility-sponsored career path including CNA training program
• Housing may be necessary for some candidates (RCA, CNAs, LPNs, RNs). Please see MSCA website for free hotel options for health care workers
MSCA Efforts on Workforce

• Working with the State on LTC Staffing Portal and Career Pathways

• Mass Senior Care’s Member Toolkit to Recruit Staff

• Focus Groups with Community Leaders
  ✓ Competitive Wage
  ✓ Message of Staff Safety
  ✓ Opportunity to Career Opportunities / CNA Training “Golden Ticket”

• Partnership with Monster.com
  • Free Job Postings
  • Home to Help Senior Care Initiative
Utilizing Monster.com to Hire RCAs

Post
Job Ads on Monster.com

Recruit
Applications sent to facility

Screen
Facility to follow up with applicants

Hire
Hire RCA

www.monster.com/hometohelp

Job Postings
- Resident Care Assistants
- CNAs
- LPNs
- RNs

MSCA improving the process to make it even easier!

Please update your HR contact info:
https://forms.gle/xBg32JUKajyWcKX6A
Hear Directly From
Long Term Care Providers

Adam Berman
Deb Richardson
Janelle Fairbrother
Tom Lavallee
Resident Care Assistant: Indirect Resident Care Duties

- Answers call light in a timely manner
- Places all belongings within patients reach (call light, pitcher, glasses, remote, etc.)
- Serves and collect meal trays, assists during meals, sanitizes/cleans tables after meals
- Assists residents in communication involving technology (Zoom, Face time, others)
- Assists with monitoring residents in common area to maintain safety, providing 1:1 supervision as needed
- Assists residents in admission and discharge including inventory of belongings
- Gathers supplies needed for provision of care
- Makes unoccupied beds
- Assists residents in activity engagement of their choice and interest
- Assists in assigned housekeeping tasks

*Performs other indirect care duties normally assigned to CNAs as directed.*
Resident Care Assistant: Direct Resident Care Duties

- Primarily performs selected CNA tasks after training
  Note: RCA will perform the following tasks below during COVID-19 pandemic, and after the facility determines necessity to continue further with tasks
  - Assist residents who are not on aspiration or swallowing risks during meals
  - Performs incontinent care in bed to residents who are able to move in bed
  - Makes occupied bed
  - Provides full or partial bed bath
  - Assists residents in dressing and personal hygiene
  - Assists CNAs during provision of with residents requiring 2-staff assistance except in mechanical transfer
  - Assists in getting weights

- Performs all other CNA tasks after training

- Performs other direct care duties normally assigned to CNAs, with training, as directed
Deb Richardson, Berkshire Healthcare Systems

• **Communication/Managed Fear**
  – Paid employees who tested positive for Covid-19; didn’t debit paid-time off bank
  – Clarified return-to-work criteria
  – Communicated with them everyday

• **Accessed Staff from Staffing Agencies**
  – Favorite Nurses Inc., IntelyCare Inc., Worldwide Staffing

• **Implemented COOP plan**
  – Streamlined workload (i.e. eliminated unnecessary vitamins and minerals) and reallocated work
  – Mobilized non-direct care staff (i.e. activities)

• **Hired RCAs**
  – Hired nursing assistants from staffing agencies
  – Onboarded them after completed 8 hr AHCA training
• **HR Department Mobilization**
  – Hired college interns to work as recruiting coordinators
  – In state portal, refreshed each bldg’s need every 4th day
  – Reached out via email and phone to every candidate
  – Contacted anyone who had worked in last 6 months and offered Covid-19 per diem rates

• **Hotel Accommodations for Staff**

• **Fast Tracking of New Hires**
  – Did phone interviews and hired over the phone
  – Emailed and overnighted new hire packets

• **Hired RCAs**
  – Hired temporary nurse aides; ask them to work for 90 days and, if a good fit, pay for their CNA training
  – Now can get HPPD credit
Managed Fear
– Relaxed all policies during initial scare/surge
– Allowed staff to access whatever had in sick and vacation bank

Accessed Staff from Other Facilities
– Additional incentive bonus
– Offered transportation (but choose to carpool)

All Hands on Deck
– Mobilized rehab staff to provide direct patient care
– Mobilized all of other non-direct care staff

HR Director Reach Out
– Every facility, everyday
– Please come back to work
– Communicated that had upped hero wage pay
Questions & Answers
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