Long Term Care Workforce Innovations

Barbara Bowers, RN, PhD
Professor and Associate Dean for Research
UW Madison School of Nursing
March 6, 2012
Topics

- Who takes care of mom?
- The needs of today’s nursing home residents
- The workforce disconnect
- The cost of poor quality
- Promising practices
Who takes care of mom?

Wisconsin nursing staff by job position

- Director of Nursing
- RN w/ admin duties
- Staff RN
- LPN
- Certified Nurse Assistant
- Other
Certified Nurse Assistants

In Nursing Homes
- 22% not completed HS
- Provide 80-90% of direct care to residents

In Hospitals
- 10% note completed high school
- Provide 5-10% of direct care to patients
Nurses

In Nursing Homes

- 27% with Bachelor’s Degree in Nursing
- 4.3% with Master’s degree
- 5.2% over age 65

In Hospitals

- 44% with Bachelor’s Degree in Nursing
- 7.6% with Master’s degree
- 1.8% over age 65
Sicker than we think?

Percent of Nursing Home Residents by Number of ADL Impairments, WI

- Year 2005
- Year 2009

- Percent

- 0
- 1
- 2
- 3
- 4
- 5
Do we have the workforce and Resources to meet the needs of nursing home residents today?

What about tomorrow?
Truth or fiction? Nursing homes have...

A. Back up resources on site
B. Specialists on site
C. Physicians on site
D. Adequate nurse to resident ratios
E. Support for continuing education
F. Adequate new employee orientation
G. Consistent scope of practice
And who stays to take care of mom?

Wisconsin annual turnover by position

- Certified Nurse Assistant
- LPN
- Staff RN
- RN w/ admin duties
- Director of Nursing
- Administration

0 10 20 30 40 50 60
Turnover: causes

- Heavy workload
- Lack of preparation for the work
- Poorly trained managers and supervisors
- Distress over quality
- Turnover
- High level of regulation
What nursing skills do we need?

- Monitoring and assessment skills
- Specialty knowledge
- Acute care and rehabilitation skills
- Chronic disease management
- Dementia care
- Quality assurance and improvement
- Leadership
- Family support
The difference a nurse can make

- Pneumonia
- Urinary tract infection
- Gastrointestinal bleeding
- Failure to rescue
- Discharge home
- Re-hospitalization
# How does Wisconsin compare?

<table>
<thead>
<tr>
<th>Score Card of System Performance</th>
<th>Wisconsin Ranking</th>
<th>Minnesota Ranking</th>
<th>Illinois Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability &amp; Access</td>
<td>16</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td>Choice of Setting &amp; Provider</td>
<td>11</td>
<td>3</td>
<td>33</td>
</tr>
<tr>
<td>Quality of Life &amp; Quality of Care</td>
<td>9</td>
<td>4</td>
<td>24</td>
</tr>
<tr>
<td>Support for Family Caregivers</td>
<td>17</td>
<td>4</td>
<td>27</td>
</tr>
<tr>
<td>Overall</td>
<td>5</td>
<td>1</td>
<td>23</td>
</tr>
</tbody>
</table>
The cost of poor quality

- Hospital bounce back
- Delayed discharge back to community
- Added disability
- Human suffering
- Family dissatisfaction and stress
- Family dissatisfaction and stress
- Added disability
Everyone’s problem

- Educational programs not preparing
- Poor transitions from hospitals
- Credentialing for specialties
- Requirements for continuing education
- Failure to reimburse at level required to provide care
- Benefits to attract skilled staff
Promising practices

- Programs to improve work environment and care quality
  - Nurse practitioners in clinical practice
  - Nurse practitioners working for insurance provider
  - Nurses with specialty in geriatrics partnering with state
Promising practices

- Organizational improvement models: Culture change
  - Address workforce development
  - Address organizational context
  - Focus on quality improvement
  - Almost 20 years of experience
  - Several innovators in Wisconsin
Promising practices

- Culture change models
  - Wellspring (Wisconsin initiated)
  - Person First/Action Pact
  - Neighborhood model
  - Green House
  - Eden Alternative
Improving nursing home care in Wisconsin

- No magic bullet
- Better preparation of works at all levels
- Organizational level focus on improvement
- Better way to spread learning
- Better understanding of environment
- Skilled staff
- Sufficient level of staffing
- Increased funding
Contact:

Barb Bowers
bjbowers@wisc.edu