



PHI

**QUALITY CARE
THROUGH
QUALITY JOBS**



Paraprofessional Healthcare Institute (PHI)

PHI works to improve the lives of people who need home or residential care – by improving the lives of the workers who provide that care.



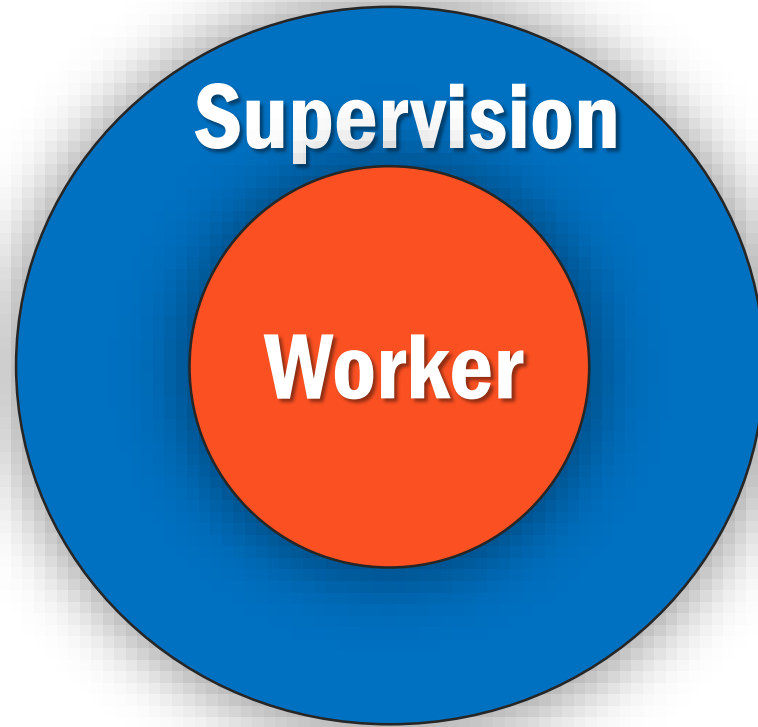


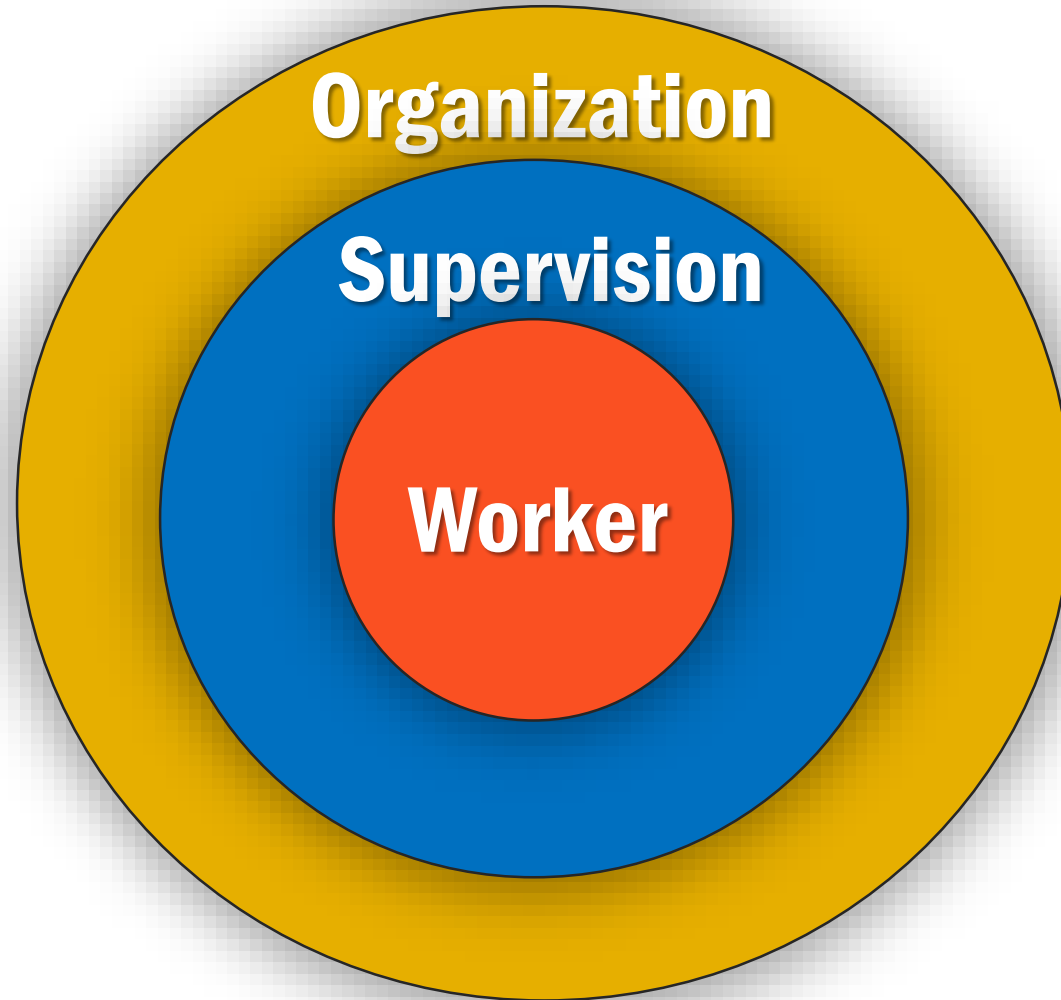
PHI History

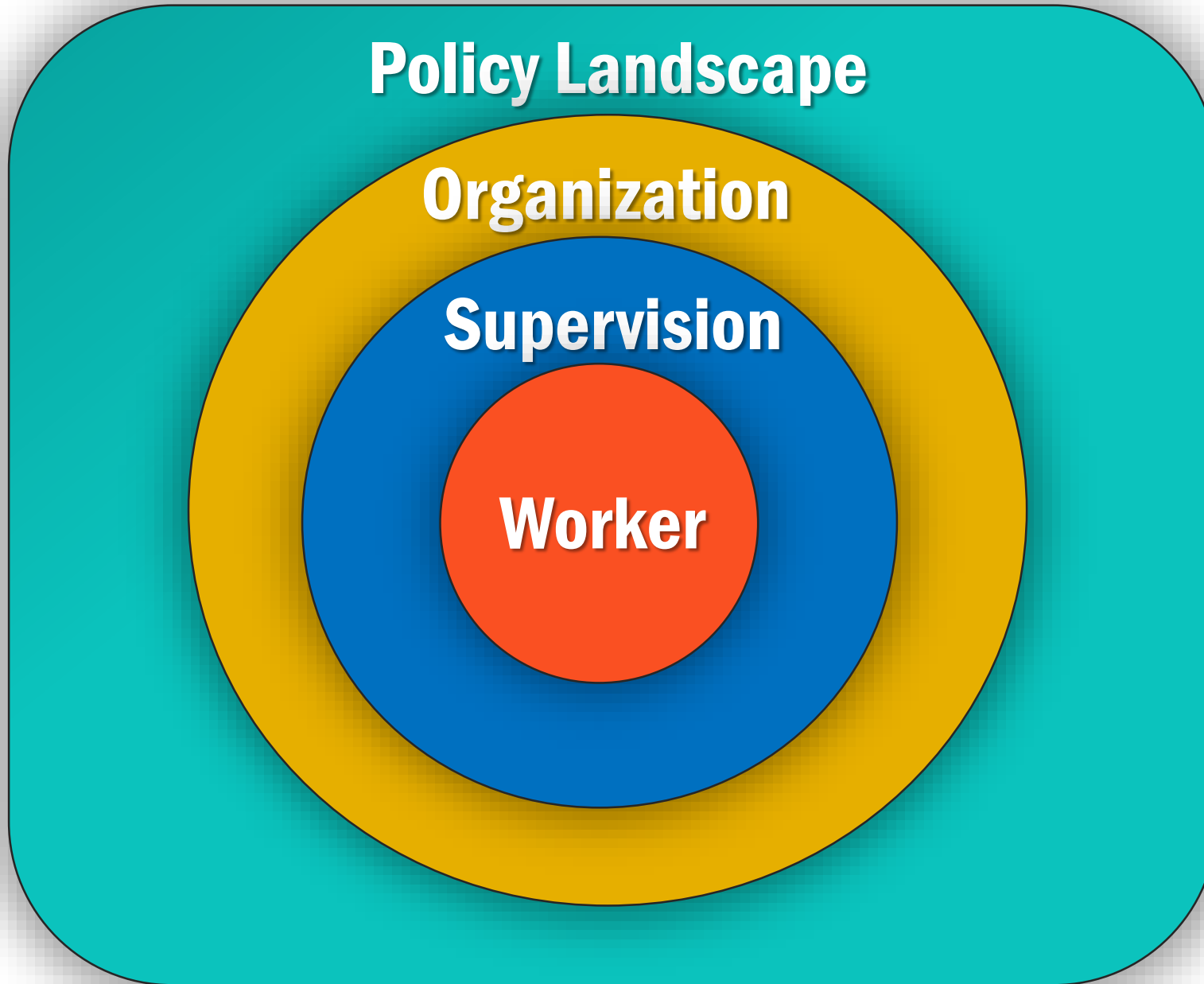
- **Founded in 1991 by Cooperative Home Care Associates, a worker-owned home care agency in the Bronx**
- **CHCA started with 12 home care workers in 1985**
- **With 2,100 employees today, CHCA is the largest worker-owned cooperative business in the country**













1

Building the Direct-Care Workforce

Raise the Floor and Build Ladders

- Training**
- Employment**
- Workforce Supports**

2 **Strengthening Provider Organizations**

PHI Coaching Approach®

- Train-the-Trainer Programs
- Coaching Approach to Communication
- PHI Coaching Supervision®
- Organizational Culture Change



3

Transforming the Field

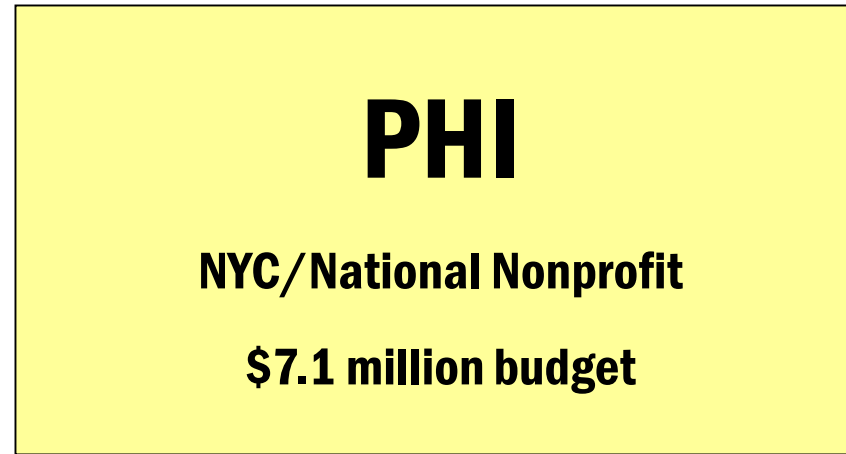
Policy Research and Advocacy

- City, State, and National Impact
- Federal Relations
- State Data Center
- Newsletters and Media Outreach





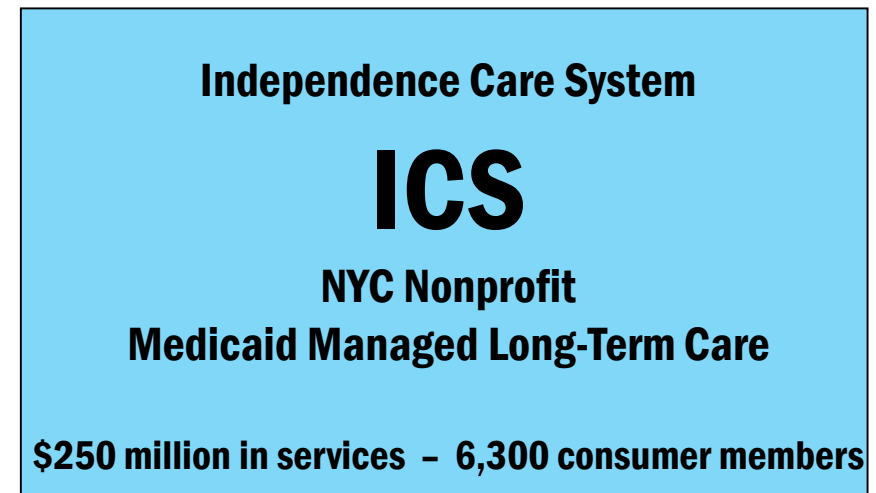
New York City Home Care System



PHI provides technical assistance to strengthen CHCA and ICS outcomes and disseminates best practices from this system to other organizations.

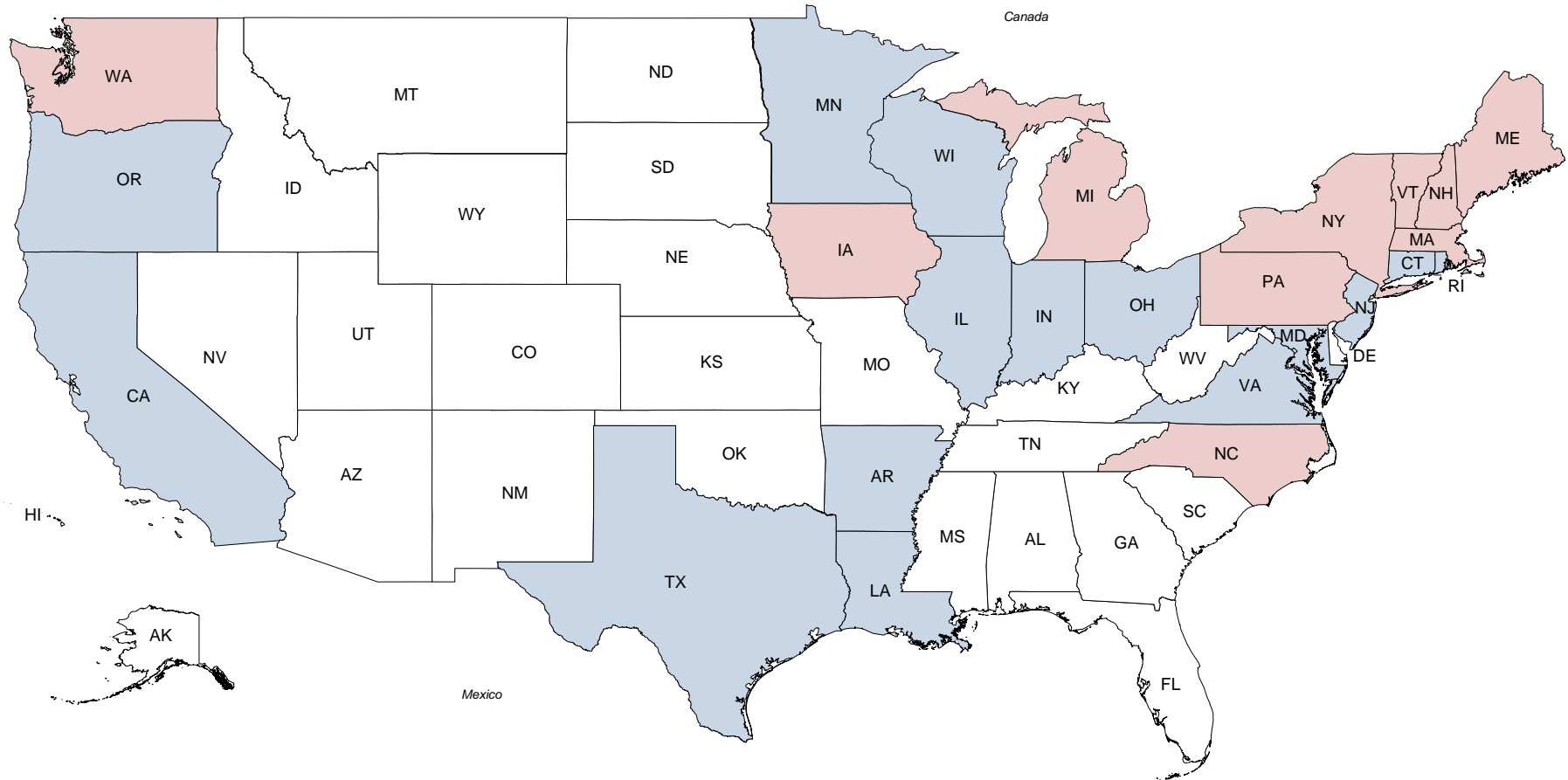




ICS contracts with CHCA for home health aide services, generating 60% of CHCA's demand for home health aides.





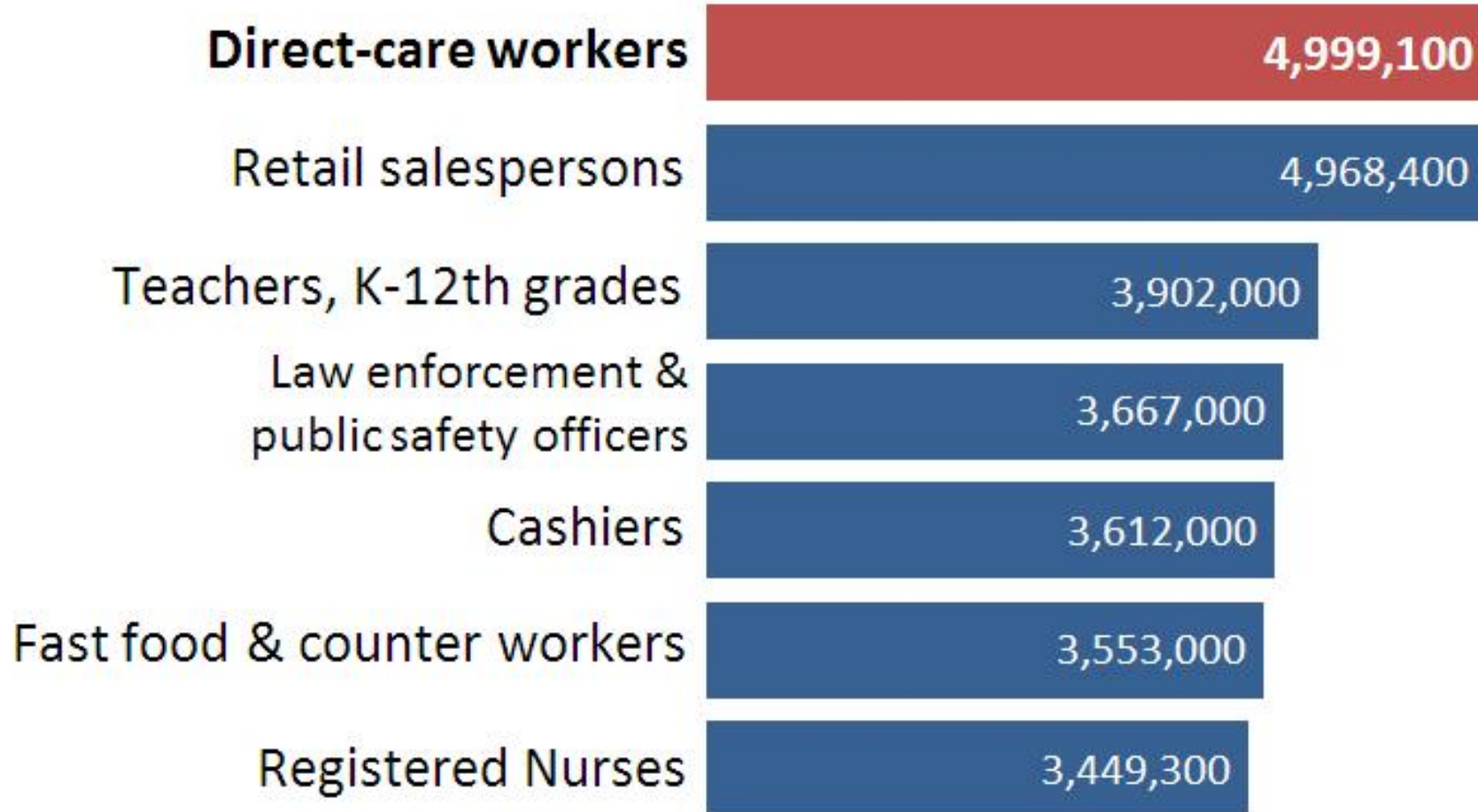
National Impact



Key	
	High Impact
	Moderate Impact

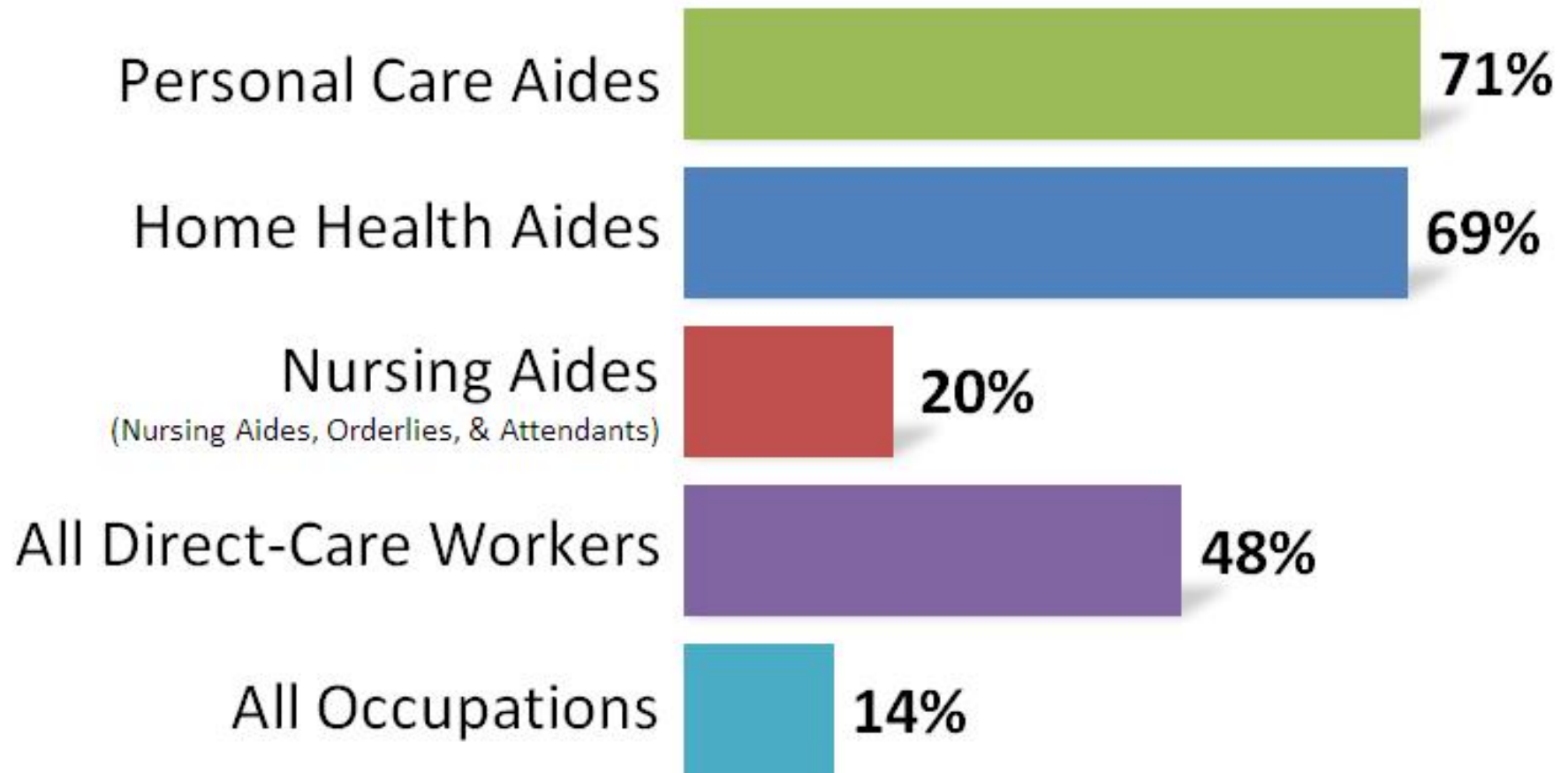


Largest US Occupational Groups, 2020





Growing Demand for US Care Workers, 2010 - 2020





Recruitment Challenges

- Turnover rates of 40% to 60% industry-wide**
- Physical and emotionally demanding work**
- Increased acuity among client population**
- Need for core competencies**
 - Communication and problem-solving skills, reliability, maturity, and clinical knowledge**



Recruitment Challenges

- Poor job quality**
- Inconsistent work schedules**
- Rising entry-level wages in other sectors**
- Transportation barriers**
- Care gap**
 - Growing demand with a contracting labor pool**



Core Model: PHI and CHCA

- **Worker-owned cooperative**
- **Free, employer-based training**
- **Full-time hours**
- **Benefits**



Core Model: PHI and CHCA

- Peer Mentors
- Case Managers
- Asset development
- PHI Coaching Approach®



Recruitment Strategies

- **Create an appealing job**
 - **Hours, scheduling, benefits, supervision, compensation, participation in decision-making, ongoing education**

- **Define qualities of an ideal candidate**
 - **Conduct a needs assessment of the current recruitment process and workforce**
 - **Clearly articulate what the agency is looking for**
 - **Interpersonal demeanor, time commitment, experience level, communication skills, physical/emotional capacity**



Recruitment Strategies

- **Leverage CBO and individual referral networks**
 - ***Community-based organizations***
 - **Social service providers, government services offices, workforce development agencies, adult education programs, neighborhood centers, faith-based organizations, health centers, community colleges, senior centers, etc.**
 - **Current or former employees**
 - **85% of CHCA trainees are referred by past participants**
 - **Online registries**



Recruitment Strategies

- **Develop a thorough evaluation process**
 - **Candidates must:**
 - 1. Attend a general information session/open house**
 - 2. Complete a written application**
 - 3. Come back for two in-person interviews**
 - 4. Answer questions about motivation, experience level, time commitment, and expectations**
 - 5. Complete required documentation and testing**



Recruitment Strategies

- **Create a *culture of retention* agency-wide**
 - **Professional development for administrative staff**
 - **Respectful communication skills, effective supervision, growth-oriented mindset, giving/receiving feedback**
 - **A clearly defined communication pathway for when problems arise**
 - **Create trust between workers and supervisors**
 - **Investigate the issue and problem-solve before taking punitive action**



Recruitment Strategies

- **Create a *culture of retention* agency-wide**
 - **Peer Mentors support new workers on-the-job**
 - **Case Managers to address workers' life challenges**
 - **Ongoing training and skills reinforcement**
 - **Involvement in decision-making**
 - **Pathways to career advancement**



CHCA Outcomes

**COOPERATIVE
HOME CARE
ASSOCIATES**

**Committed to
delivering quality
care by creating
quality jobs**

- **Waiting list for training program**
- **80% or more of trainees are placed in a job**
- **65% new workers retained at one year**
- **Annual turnover under 20%**



Dissemination of Best Practices

- Home care and nursing home agencies throughout the country**
- Community college-based training programs**
- State-based landscape studies**
 - Rural vs Urban experience**



For more information:
www.PHInational.org

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