

**AHCA  
NCAL** WORKFORCE  
Toolkit

Dear AHCA/NCAL Member:

In an effort to address the long term care profession's workforce shortage crisis, AHCA/NCAL has created a Workforce Toolkit for use by our state affiliates and provider organizations. The purpose of the toolkit is two-fold:

- (1) to attract and retain high quality workers for the long term care profession by promoting the many career opportunities available for all levels of skill and education; and
- (2) to demonstrate to Congressional and State leaders, along with local Workforce Investment Boards (WIBs), that the long term care profession is taking a pro-active approach to recruiting and retaining a stable workforce.

AHCA/NCAL understands the importance of a stable and well-trained workforce. We hope you find this a useful and informative guide to recruiting those who will provide quality care and services for the millions of individuals in our nation's nursing homes and assisted living communities.

Our message is that the long term care profession has an abundance of career opportunities available for a variety of skills. We hope our audience may discover that they can find a rewarding and stable career providing care for our nation's seniors and individuals with disabilities.

Sincerely,



**Mark Parkinson**  
*President and CEO*  
American Health Care Association/  
National Center for Assisted Living



**Scott Tittle**  
*Executive Director*  
National Center for Assisted Living

## Workforce Retention Toolkit User Guide

This guide will help you work with your local community – legislators, WIBs, educators, potential employees, and the media – to increase the scope and capacity of the long term care workforce by making a positive impression, communicating ideas and information, educating individuals, and correcting misconceptions. This user guide will instruct you on how to implement this toolkit in your state or local community.

- The “**Considering a Career in Long Term Care**” **brochure content** provides detailed information regarding career opportunities in nursing homes and assisted living communities and can be used as either a hand out or a reference tool.
- Often, you only have a short window of time to alert someone to the opportunity of choosing a career in long term care. We have developed a **handout** that succinctly conveys our message that can be used for unemployment offices and job fairs. You can edit the handout to accurately reflect your organizations specific contact information.
- We have provided a downloadable design file of an **advertisement** in this toolkit so that you may change and edit it to reflect the specific message of your facility or organization.
- The “**How To**” **Guide for Facility Tours** can be applied to a variety of audiences, including legislators, WIBs, local universities and community colleges, educators, prospective employees, and the media.
- The supplied **talking points** will aid you when speaking to legislators, local WIBs and the media regarding long term care. When speaking to any audience, it is critical to prepare an informational kit that serves as a reference tool. Include information about your nursing home or assisted living community, the services you offer and the associated fees, and its role in the larger, local community. Ensure that you have all the relevant data included in the kit, including current number and types of job openings, the level of training required for each position, the wage and benefit data, and opportunities for professional advancement. If available, include information regarding tuition reimbursement and other opportunities for professional growth.
- We’ve included links to **supporting data** to help you find state-specific or additional workforce information to help you further customize your materials. This section also includes links to examples from other state affiliates that have highlighted workforce issues.
- **Press releases** are used to alert the local media of significant events, issues, services, programs awards, and other announcements. Send the release to your local news editors and reporters, especially those who have previously covered long term care or business issues the day of the desired coverage. A draft press release that features our workforce message is included in this kit.
- **Opinion Editorials** provide greater control over the content of your message. Send Op-Eds to the editorial department of your local newspaper, adhering to their guidelines of submission (e.g., length), and be sure to include all relevant contact information for the author of the piece.

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# Market to Students, Educators, & Unemployment Offices

## “Considering a Career in Long Term Care” Brochure Content

### **Considering a Career in Long Term Care**

If you are looking for a way to make a real difference in people’s lives, then consider career options in long term care. Nursing centers, assisted living communities and homes for individuals with disabilities are seeking qualified candidates who care about the quality of life for our most vulnerable citizens.

### **It’s All About People**

Long term care is a rapidly growing part of the health care field, and compassionate employees at all levels are needed to deliver quality care to each resident and patient to ensure they have a positive quality of life. More than one million nursing facility residents depend on employees of the nation’s more than 15,000 nursing centers to meet their needs for round-the-clock nursing care, personal contact and companionship. Almost another million people, who are generally healthier and more independent, live in nearly 29,000 assisted living communities.

It is important to note that nursing centers may use many different types of names, including "nursing home," "post-acute care center," "rehabilitation center," "health facility," "nursing facility" and others. Likewise, assisted living communities may also be called "residential care facilities" or "senior living communities" and may include or specialize in "memory care," by serving individuals living with dementia.

Today’s long term care settings typically provide full-service care for seniors and individuals with disabilities. Dedicated staff care for:

- Persons needing short-term care and rehabilitation while they recover from a medical event;
- Seniors living semi-independently in an assisted living community but needing help with some personal care activities;
- Acutely ill patients needing nursing facility care around-the-clock; and
- Persons with intellectual or developmental disabilities.

The long term care team is made up of a group of caring, compassionate individuals who provide supervision and professional caregiving services. In nursing centers and assisted living communities, the objective is to restore or maintain each patient to his or her highest possible level of functioning. Providers also work to ensure quality and compassionate care for patients entering the end-of-life stage. In assisted living, the goal is to promote independence, autonomy and choice. Whatever the long term care setting, dedicated employees are vital to the quality of care each person receives.

Caregivers also do much more than just provide quality care and assistance. They also give love and support. While this type of work can be demanding, its rewards far outweigh its

challenges, and you will have the satisfaction of knowing you make a difference in people's lives.

You will have a secure future as part of the long term care profession. The fastest growing segment of our population is made up of those over the age of 85. The number of adults aged 85 and above – who account for 40 percent of nursing home residents and 52 percent of assisted living residents – is expected to more than triple by 2050, from 6.3 million to 19 million. The number of nursing centers and assisted living residences is expected to double by 2030 or before.

In all long term care settings, there is a variety of work required to provide quality of care and quality of life; this will accommodate a wide range of training, experience and interest.

### **Qualifications**

Educational requirements vary depending upon the position. For instance, to enter a Certified Nursing Assistant (CNA) program you may need a high school diploma or high school equivalency diploma. However, some states do not require the nursing assistant to be certified and only require the nursing assistant to be on a registry. If you are entering a field like physical therapy, you need a more advanced degree. Nurses are either Registered Nurses (RN), Licensed Practical Nurses (LPN), or Licensed Vocation Nurses (LVN). Overall, the most important qualifications include the desire to help others, and the compassion and understanding that frail elders and the disabled need.

### **Employment Options**

The long term care field offers careers and employment opportunities in a variety of health professions and settings. That is, similar positions generally can be found at nursing centers, assisted living residences, residential care communities, adult day care centers and homes for persons with intellectual and developmental disabilities. Also, different states vary somewhat in their requirements for various positions, so you need to check in your area about what qualifications you will need to be a member of the long term care team.

Following is a brief description of the major areas that may interest you.

#### **Certified Nursing Assistant, Resident Assistant and Other Positions**

- Certified Nursing Assistants (CNA) provides personal care to residents or patients, such as bathing, dressing, changing linens, transfers and other essential activities. CNAs are trained, tested, and work under the supervision of an RN or LPN/LVN.
- Resident Assistants (RA) generally work in assisted living communities and provide direct personal care services to residents but are not certified as CNAs. Depending on your state, this position is also available in some nursing centers.
- In some states, a Qualified Medication Aide or Medication Assistant (a CNA with specialized training), may assist with the administration of medications and treatments.

#### **Nursing Services**

Several levels of professionals within the nursing staff provide quality nursing care.

- Registered Nurses (RNs) plan for patient care by assessing patient needs, and developing and monitoring care plans in conjunction with a physician and facility care planning team. Several levels of Registered Nurses – including Unit Directors, Assistant Directors of Nursing, and Directors of Nursing (DON) – supervise all nursing services. The DON is responsible for monitoring the overall quality of care at the facility as well as the facility's compliance with federal and state regulations.
- Education requirements for Registered Nurses vary according to the type of program. Nursing programs include diploma nurses who are graduates from hospital schools of nursing, Associate degree nurses from two year programs, Bachelor degree nurses from four year programs, and Master degree nurses who typically take on a more enhanced leadership role within a corporate system. Some nurses have advanced degrees and practice as the DON or other leadership positions. All nurses graduating from any type of nursing program are required to successfully pass state board testing to obtain a license to practice.
- A Charge Nurse or Unit Manager is an RN or LPN who is responsible for the supervision of a unit within the nursing home. The Charge Nurse schedules and supervises nursing staff and provides care to facility patients.
- A Licensed Practical Nurse (LPN) / Licensed Vocation Nurse (LVN) provides each patient with daily routine medications, necessary medical treatments, change of dressings and other related treatments as prescribed by the attending physician. LPN programs require one year of post-high school education, as well as successfully passing a state-licensing exam.

### **Therapy Services**

Therapy services are a key aspect of today's nursing centers and are also available in some assisted living communities. Many providers will contract for these services with a firm specializing in therapy services; some providers maintain staff therapists. Therapists need education beyond high school. Areas where therapists specialize include:

- **Physical Therapists (PT)** – Provide rehabilitation exercises for persons recovering from injuries, strokes, or suffering from arthritis. PTs offer training in the use of walkers and crutches along with exercises to increase strength.
- **Occupational Therapists (OT)** – Provide rehabilitation training for persons who, after therapy, can be independent with self-care. OTs help patients maximize their ability to perform personal hygiene, food preparation, etc.
- **Speech Therapists** – Provide evaluation and treatment of speech and swallowing disorders with the goal of restoring speech and language abilities.
- **Respiratory Therapists** – Measure the respiratory responsiveness of patients and administer treatments that improve breathing capacity.

### **Activities Professionals**

Nursing centers and assisted living communities typically offer a variety of in-house or external events such as trips to local community happenings, social events, picnics and arranging religious services. Activity and recreational professionals are specially trained to develop appropriate levels of activities that offer entertainment, educational opportunities, religious expression, and social interaction, along with mental and physical stimulation. These individuals often manage a facility's volunteer program as well.

### **Social Services**

Social workers are critical to the success of the long term care team. They act as the contact between patients, their families and facility staff. They assess patients, interact with the medical staff and, in general, provide for the patients' well-being. Social workers also serve as counselors to both patients and their families, especially during the initial period of adjustment to a long term care setting. In many states, social workers must be licensed and may be required to have advanced degrees.

## **Dining Staff**

There are a variety of career and employment options available in this segment of long term care. The Dining Services Manager oversees the dining staff and performs nutrition-related services to promote patients' general health and well-being through the use of medical nutrition therapy and diagnostic assessment. They are responsible for the identification of patients' dietary needs, and planning and implementation of dietary programs. Dietary aides, cooks, wait staff and other members of the Food Service staff are an important part of the nutritional well-being of the residents and patients.

## **Administration**

There are a variety of administrative, financial and other non-medical employment opportunities available within the long term care environment, including:

- **Nursing Facility Administrator** – The administrator is a licensed professional who manages the day-to-day operations of the facility. Administrators are trained in medical, social, financial and legal aspects of long term care and are an important resource to families and patients. Typically, the administrator has a four-year degree in health administration or is a Registered Nurse with certification in long term care administration. Some states require advanced degrees.
- **Assisted Living Administrator/Executive Director** – The assisted living administrator manages the daily operations of the residence to ensure the services and care the residents need are provided. Consult your state's specific training requirements for assisted living administrators/executive directors.
- **Marketing Director** – In assisted living, this person arranges for and manages details related to moving into a facility. The person in this position is also responsible for arranging tours of the community for prospective residents and may handle external public relations matters.
- **Admissions Director/Coordinator** – In nursing centers, the admissions staff works with patients and their families to ensure that all requirements for admission to the facility are met.
- **Billing and Payment Coordinators** – The staff in these positions work to verify benefits, answer questions regarding payments (e.g. insurance or Medicare) and organize the billing and collection process.
- **Medical Records and Health Information Personnel** – These professionals are responsible for ensuring accurate and timely documentation of medical services provided to patients. This may involve tasks from coding of treatment for reimbursement purposes to reviewing care plans to ensure coordination of services.
- **Office Administration/Administrative Assistant** – This staff handles general office responsibilities.



## Housekeeping, Laundry, Building and Grounds

- **Housekeeping** – Housekeeping ensures the upkeep of resident and patient rooms.
- **Laundry** – Many facilities maintain their own in-house laundry operation and this task is very important as each resident or patient has their own personal items that must be laundered and returned to them.
- **Maintenance/Building and Grounds** – Maintenance personnel ensure the physical building is in good condition and non-medical equipment is in working order.

### Sources

To receive more information, contact a local facility, or visit the American Health Care Association (AHCA) at [www.ahcancal.org](http://www.ahcancal.org) or the National Center for Assisted Living (NCAL) at [www.ncal.org](http://www.ncal.org) for affiliated organizations in your state.

# Looking for a **REWARDING, STABLE** *Career?*

Look No Further Than Your Local Nursing Center or  
Assisted Living Community

**JOBS** available **NOW!**

According to PHI's 2019 "Workforce Matters" report, about 7.8 million  
jobs in direct care will need to be filled between 2016 and 2026.

## **A Job In Long Term Care Means:**

### **Endless Opportunities**

Working in a skilled nursing facility or assisted living community offers many exciting career paths, including: registered nurses (RN), certified nurse assistants (CNA), licensed practical nurses (LPN), licensed vocational nurse (LVN), direct caregivers, physical therapists, occupational therapists, social workers, speech therapists, activity professionals, and more.

### **Clinically Challenging Work**

The focus in long term care settings is on treating the whole person and not just a medical condition. Working with patients and residents who have multiple, chronic conditions can be both clinically challenging and rewarding to know you're helping improve their quality of life.

### **Continuous Job Growth**

Many long term care employers encourage staff to continue developing their skills, seeking higher levels of education, and expanding their role within the organization.

### **Close Bonds Between Caregivers & Residents**

The ability to serve people – especially the elderly – is the most rewarding part of working in the long term care profession. Caregivers develop close bonds with patients, residents, and their family members.

To find the perfect career in long term care,  
visit the AHCA/NCAL Long Term Care Career Center  
at <http://www.ahcancal.org/careers/>.

**AHCA**  
AMERICAN HEALTH CARE ASSOCIATION

**NCAL**  
NATIONAL CENTER FOR ASSISTED LIVING



# Improving Lives *every day.*

America's long term care providers employ millions of people across the nation – and there are still open positions. Today, at a time when more and more health care providers are unable to find workers, nursing homes and assisted living communities can offer a secure and rewarding career. Caregivers and other workers in the long term care community **truly improve the lives of millions of elderly and disabled residents every day.**



**To find a rewarding career in long term care,  
visit [ahcancal.org/workforce](http://ahcancal.org/workforce).**

**AHCA**  
AMERICAN HEALTH CARE ASSOCIATION

**NCAL**  
NATIONAL CENTER FOR ASSISTED LIVING

IMPROVING LIVES by DELIVERING SOLUTIONS for QUALITY CARE

## Checklist for Collaboration with Schools and Universities

Collaborating with local schools including elementary, middle, high, technical, community colleges and universities is imperative for workforce recruitment. Effectively communicating the numerous and diverse job opportunities in long term care will help to spark interest in pursuing careers in long term care. Make sure to share how working in long term care is rewarding.

- Identify contacts you may already have with universities and community colleges. If you don't have direct contacts, focus on specific schools or departments.
- Inquire if the school has a job fair and if you can participate.
- Explore opportunities for staff to participate as guest lecturers for classes or participate in career day.
- Ask about opportunities to share internships or job shadowing.
- See if your local schools have opportunities for training, like CNA programs, and ask how you can be involved and collaborate.
- Consider opportunities for resident and student interaction, like story-telling, pen pals or lunch buddies.
- Explore opportunities for student volunteers at your facility (make sure you check state and federal work requirements).
- Make sure to involve your local schools in Careers in Aging Week – check [AHCA/NCAL's Workforce Resource Center](#) for dates.
- Consider sponsoring scholarships - they don't have to be large scholarships – all dollars count!
- Offer housing for students for volunteer opportunities.
- Maintain schedules of schools and communicate to current staff who are interested in advancing their careers. This is also a great way to know when to recruit students who may be on break.
- Continue to follow-up and keep in contact with schools. Don't let this opportunity be a one and done – keep it up!

# Highlight Workforce Shortage Crisis

## “How to” Guide to Facility Tours

A facility tour is an excellent tool that enables you to show your community the details of your facility – how it operates, the daily lives of your residents, the career opportunities, and most importantly, the dedication of your caregivers and staff. Facility tours can be useful in engaging the attention of a number of key individuals: local and state legislators, your Governor, members of your WIB, local and community colleges, universities, students, potential employees, and members of the media. These tours can show how your facility operates and the issues that affect our profession, and most importantly, allow individuals to see how their contribution impacts the lives of patients and caregivers alike.

As a result, facility tours have proven to be one of the long term care profession’s best tools to engage those we want to better appreciate the care you provide every day. Hosting a facility tour allows you to discuss and showcase complex issues – such as the workforce crisis – to ensure that the message is accurate and clear.

Facility tours humanize our issues. The personal interaction demonstrates the dedication and commitment of the caregivers who serve the frail, elderly and disabled patients and residents we serve. They direct the public away from the world of graphs and charts and show them how real people are impacted. A well-publicized tour also can positively enhance your visibility with the public and local news media.

### **WHY NOW**

During this time of aging demographics, the long term care profession is working to increase the scope and capacity of the long term care workforce. The experience of a facility tour enables the media, policy makers and WIBs to see firsthand the issues that affect our profession. Facility tours also show potential future employees and students (both K-12 and higher education students interested in the long term care field) an engaging look into how they can make a difference in the lives of the patients and residents they would care for each day.

### **ORGANIZING AND EXECUTING THE TOUR**

When scheduling a facility tour, it is key that you are aware of the needs and purpose of each group visiting the facility. It is best to schedule a tour with a member of Congress when they are in their home district, or when Congress or the state legislature is in recess. An invitation to a member of Congress, state legislator or governor is often best coming from the CEO of the company, the facility administrator, or president/executive director of your state affiliate. However, if another individual has a personal contact with the elected official, that person should extend the invitation.

To schedule a facility tour, begin with a formal letter of invitation, then follow up by calling or visiting the elected official’s office and obtaining several possible dates when he or she is available. Describe the facility, its operation, and the number of employees and residents.

If you are scheduling a facility tour with a member of your local WIB, be sure the individual understands the objective for the tour. A formal letter of invitation is appropriate, followed up by a phone call if no response has been given. A facility tour with recent graduates or potential employees can be a larger event and invitations may be advertised through the school or through a job posting. When hosting an event of that size, ensure that your schedule leaves room to answer any and all questions that may arise.

Engaging media is key to bringing your message of job availability to the public. Prior to the event, ask the WIB, governor or legislator if they are comfortable inviting local media to participate in the tour. If they are, ensure that you send a press advisory to local media announcing the tour and can arrange for a photographer to be on hand for the event.

During the tour, show some of the realities of patient and resident care and the challenges of meeting workforce demands. Emphasize quality improvements throughout the visit. Point out as many types of patients and residents as possible and discuss the range of care provided and the varied costs of that care. Talk about the growth of the elderly population in the near future, and the immediate need to secure a stable work force.

### **FOLLOW UP AFTER THE EVENT**

Follow up after the tour is imperative. Send a “thank you” letter the day after the facility tour, while the memory is still fresh in the mind of your visitor. If possible, make your thank you memorable, by adding a personal note about a subject you discussed, a comment he/she made, or an interaction he/she had with a patient, resident or caregiver.

Communication with the media after the tour is very important. If the local press has not covered the event, send the editor a brief write-up, including the tour agenda and any good photos of the public official. If the event has not been covered within a week, send a second communication if more photos and press clippings come in. Include an article about the tour, with photos, in your facility newsletter, website, or any other in-house publication.

A facility tour is an excellent tool to show that the long term care profession has an abundance of job opportunities available, at a time when more and more providers are unable to find workers. By hosting a facility tour, you have the opportunity to show your community that nursing homes and assisted living communities offer secure and rewarding careers, and job growth that will only increase in the coming years.

## Workforce Talking Points

**Our nation's nursing homes and assisted living communities, particularly in rural areas, are struggling to find quality staff to meet their workforce needs.**

- Today, there is demand for approximately 2.3 million direct care workers in long term care. By 2030, that number is estimated to increase to 3.4 million. Nurses and nurse aids are among the fastest growing occupations, but supply is not keeping pace with care demands.
- With the senior population growing rapidly due to the baby boomer generation, more workers in long term care are vital in order to meet their care needs.
- Staff training, consistent assignments and low staff turnover are three elements that contribute to high quality staff.

**We need Congress [and STATE LEGISLATORS] to support innovative programs that will help recruit, retain, and attract workers to ensure our nation can support the future workforce needs of the long term care profession.**

- The result of inadequate Medicaid funding leaves many nursing homes struggling to keep their doors open, impacting not only residents but also the communities that rely on the jobs provided in America's skilled nursing centers.
- Immigrants make up a vital part of the nation's health care workforce, holding hard-to-fill jobs such as caring for the frail, elderly and disabled. One in four direct care workers is an immigrant. We support policies that expand the immigration caps to increase workers and support the future of the long term care profession. One example of this includes allowing employers access to previously unused H-1B temporary worker visas.
  - Many immigrants have lived and worked in the United States for years as valuable members of their local communities, benefiting the U.S. economy and our aging population.
  - Preventing dedicated, qualified people from foreign countries from working in our country's nursing homes and assisted living communities will negatively affect those who rely on their care. We support policies that expand the immigration caps to increase workers and support the future of the long term care profession.
- Continuing to move toward staffing programs that change the way in which staff are engaged and assigned has led to significant quality improvements.
  - Example: Hiring non-CNA staff to perform tasks such as making beds or as feeding assistants. This frees CNAs to focus more on patient care, but non-CNA staff are not counted for staffing measures.
- We support legislation that will support workforce development and loan forgiveness programs. Such programs offer incentives for individuals to acquire skills specific in the long term care field, gain employment, and work in underserved areas, such as rural communities.

**Each day, long term care professionals care for millions of America's seniors and individuals with disabilities living in nursing centers, assisted living communities, subacute centers, and homes for persons with intellectual and developmental disabilities.**

- Demographic changes:

- By 2050, the population of adults aged 65 and over – who constitute 83 percent and 93 percent of the nursing home and assisted living resident population, respectively – is projected to nearly double, from 47.8 million (in 2015) to 88 million.
- The number of adults aged 85 and above – who account for 40 percent and 52 percent of nursing home and assisted living residents, respectively – is expected to more than triple over the same period, from 6.3 million to 19 million.
- Currently, there are 32 working-age adults for every adult over the age of 85. By 2050, that number is projected to plummet to 12.
- Workforce demand
  - The U.S. will need between 5.7 million and 6.5 million nurses, nurse aides, home health, and personal care workers to care for the 27 million Americans who will require long term care by **2050**. ([DOL/HHS Report](#))
  - Demand for RNs will grow by 46% from 438,600 FTEs in 2015 to 638,800 FTEs in 2030 and demand for LPNs is projected to drive the workforce to grow by 46%, from 364,200 FTEs in 2015 to 532,900 FTEs in **2030**. ([2018 HRSA Report](#))
  - In 2015, there was a demand for approximately 2.3 million direct care workers. Based on the projected demand, by **2030** an estimated 3.4 million direct care workers will be needed to work in LTSS settings ([2018 HRSA Report](#))
  - Due to workforce attrition as well as increasing demand, about 7.8 million jobs in direct care will need to be filled between 2016 and 2026. ([PHI 2019 Workforce Matters](#))

### Why Work in Long Term Care?

- Clinically Challenging Work, Greater Autonomy
  - Because the focus is on treating the whole person and not just a medical condition, working with long term care patients and residents who have multiple, chronic conditions can be both clinically challenging and rewarding.
  - Many long term care nurses enjoy greater autonomy than in other care settings. Since direct care aides or CNAs provide the majority of the direct patient care, nurses have many more opportunities to gain experience as care supervisors. You won't find doctors conducting rounds as in hospital settings; rather, it's the nursing staff – in consultation with a patient's physician – who see and assess patients' and residents' conditions and help to direct patient care decisions each day.
- Close Bonds Between Caregivers and Residents
  - For many, the ability to serve patients – especially the elderly – is the most rewarding part of working in the long term care profession. Nurses and CNAs often develop close bonds with patients and residents, as well as family members who rely on the care they provide.



## Supporting Data & Examples

**PHI Report:** “Workforce Matters: The Direct Care Workforce and State-Based LTSS Social Insurance Programs.” July 2019: <https://phinational.org/resource/workforce-matters/>

**U.S. Department of Health and Human Services, Health Resources and Services Administration Report:** “Long-Term Services and Supports: Nursing Workforce Demand Projections 2015-2030.” March 2018:  
<https://bhwh.hrsa.gov/sites/default/files/bhwh/nchwa/projections/hrsa-ltss-nursing-report.pdf>

**Number of Facilities by State:** Under “State Data Sheets” on the AHCA Issue Briefs webpage: [https://www.ahcancal.org/advocacy/issue\\_briefs/Pages/default.aspx](https://www.ahcancal.org/advocacy/issue_briefs/Pages/default.aspx)

**Workforce Economic Impact Data:** Under “State Data Sheets” on the AHCA Issue Briefs webpage: [https://www.ahcancal.org/advocacy/issue\\_briefs/Pages/default.aspx](https://www.ahcancal.org/advocacy/issue_briefs/Pages/default.aspx)

- Nursing facilities: “Economic Impacts of LTC – State Only”
- Assisted Living: bottom of state handout

**Bureau of Labor Statistics:** <https://www.bls.gov/ooh/healthcare/home.htm>

### HCS Salary and Benefits Reports

- Nursing Homes: <http://www.ahcapublications.org/prodinfo.asp?number=8344>
- Assisted Living: <http://www.ahcapublications.org/prodinfo.asp?number=8345>

**National Center for Health Statistics:** “Long-term Care Providers and Services Users in the United States, 2015–2016.” February 2019:  
[https://www.cdc.gov/nchs/data/series/sr\\_03/sr03\\_43-508.pdf](https://www.cdc.gov/nchs/data/series/sr_03/sr03_43-508.pdf)

**Care for the Aging:** <https://carefortheaging.org/>

**AHCA/NCAL Workforce Resource Center:** [ahcancal.org/workforce](http://ahcancal.org/workforce)

### Other Examples:

- Alabama: <https://anha.org/anha-joins-national-workforce-recruitment-initiative/>
- Alaska: <https://www.ashnha.com/workforce/>
- Georgia: <https://www.qhca.info/workforce>
- Hawaii: <http://hah.org/hwi/>
- Indiana: <https://www.ihca.org/workforce/>
- Maine: <https://www.mehca.org/workforcedevelopment>
- New York: <https://www.nyshfa-nyscal.org/operations/workforce/>
- North Dakota: <https://north-dakota.carefortheaging.org/>

# Earned Media Templates

## Sample Press Release

For Immediate Release: [Date]

Contact: [Contact Name]  
[Contact Phone Number]

**Long Term Care Leaders Tackle Workforce Shortage**  
*Careers in long term care found to be rewarding and engaging*

[City, State] – With the long term care profession facing a shortage of caregivers, [State Association/Company] today highlighted an influx of job opportunities in their skilled nursing centers, assisted living communities and facilities for seniors and individuals with disabilities

“The long term care workforce provides life-sustaining care for millions of seniors and individuals with disabilities in more than 15,600 nursing centers and 28,000 assisted living communities nationwide,” said [President & CEO of State Association/Company]. “For many caregivers, it’s the passion of taking care of their patients and residents that is the most rewarding part of working in the long term care environment.”

The nation’s nursing homes and assisted living communities, particularly in rural areas, are struggling to find quality staff to meet their workforce needs. According to the Health Resources and Services Administration, today, there is demand for approximately 2.3 million direct care workers in long term care. By 2030, that number is estimated to increase to 3.4 million. With the older adult population growing rapidly due to the baby boomer generation, more workers in long term care are vital in order to meet their care needs.

[President & CEO] highlighted the benefits of the variety of work that is available in the long term care profession. The focus, [he/she] emphasized, is on treating the whole person and not just a medical condition, and so working with long term care patients and residents who have multiple, chronic conditions can be both clinically challenging and rewarding.

“Working in a long term care facility provides endless opportunities, including the chance to serve one of our nation’s most vulnerable populations,” [President & CEO] explained. “At a time when our seniors and individuals with disabilities need us most, nursing homes and assisted living communities can offer an extremely rewarding career. Caregivers and other workers in the long term care profession truly improve the lives of millions of residents and patients every day.”

By 2050, the population of adults aged 65 and over – who constitute 83 percent and 93 percent of the nursing home and assisted living resident population, respectively – is projected to nearly double, from 47.8 million in 2015 to 88 million. The U.S. will need between 5.7 million and 6.5 million nurses, nurse aides, home health, and personal care workers to care for the 27 million Americans who will require long term care by 2050.

“[State Association/Company] is committed to fostering a stable and well-prepared workforce, because residents and patients deserve the highest quality long term care and services, and caregivers deserve positive and supportive work environments,” said [President & CEO]. “As the profession is responsible for the care of our nation’s most vulnerable citizens, we hope to increase that workforce, and we invite all who are interested to pursue a rewarding, challenging career providing quality care.”

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## Opinion Editorial *To be submitted to local newspaper*

### **Secure a Rewarding, Challenging Career Caring for America's Elderly**

As more and more Americans require long term care services, providers are constantly seeking dedicated, quality caregivers to fill these important roles. Nursing homes, assisted living communities, and other long term care providers can offer a rewarding career with tremendous opportunities for advancement. The number of job opportunities in our nation's long term care profession is growing, and many more individuals are needed to care for millions of seniors and individuals with disabilities.

Our nation's nursing homes and assisted living communities, particularly in rural areas, are struggling to find dedicated and qualified staff to meet their workforce needs. Today, there is demand for approximately 2.3 million direct care workers in long term care. By 2030, that number is estimated to increase to 3.4 million. With the senior population growing rapidly due to the baby boomer generation, more workers in long term care are vital in order meet their care needs.

The opportunity for a challenging, rewarding career is available, and it's available right now. Overall, positions for certified nursing assistants are projected to grow 11 percent from 2016 to 2026, faster than the average for all occupations. CNA's are our most critical caregiver, directly serving residents and patients by assisting them with anything they need. And as the baby boomer population ages, our providers are in dire need of more CNA's, as well as additional nursing staff. It's estimated that by 2050, the U.S. will need between 5.7 million and 6.5 million nurses, nurse aides, home health, and personal care workers to care for the 27 million Americans who will require long term care.

We need Congress [and STATE LEGISLATORS] to support innovative programs that will help recruit, retain, and attract workers, such as loan forgiveness and workforce development programs, to ensure our nation can support the future workforce needs of the long term care profession.

Working in a long term care facility provides endless opportunities, including the chance to serve one of our nation's most vulnerable populations. The focus is on treating the whole person, not just a medical condition. Therefore, working with short-stay patients and long term residents who have multiple, chronic conditions can be both clinically challenging and rewarding. Additionally, the opportunities for advancement are infinite. There are countless stories of CNA's who became licensed practical nurses, who became registered nurses, and on. Long term care providers are eager to support caregivers in their professional endeavors, as it also helps improve care for the residents.

Caregivers and other workers in the long term care community truly improve the lives of millions of seniors and individuals with disabilities daily, in positive and supportive work environments. This career path will give all who are interested the opportunity to make an enormous impact on the lives of others.

*[NAME] is the [TITLE] of [ORGANIZATION] in [LOCATION].*