

Employing a stable and well-trained workforce is a fundamental part of sustaining and improving quality care in long term and post-acute centers nationwide. As the aging population creates an increased demand for services, and the impetus to **improve quality** intensifies, the profession faces a shortage of caregivers. High employment opportunities and reimbursement cuts that impact competitive wages contribute to this trend. This issue is projected to worsen - the U.S. Census Bureau estimates the number of Americans aged 65 and over will nearly double to 88 million between now and 2050.

The American Health Care Association and National Center for Assisted Living (AHCA/NCAL) provide members guidance and resources to address the caregiver shortage and other workforce challenges.

The Quality Initiative

Increasing staff stability and decreasing turnover has been a priority for AHCA and NCAL since the launch of its national effort in 2012 to further improve quality of care in America's skilled nursing care centers and assisted living communities. The AHCA and NCAL Quality Initiatives have challenged members to apply the **Baldrige Performance Excellence Framework**, a nationally recognized method known for improving business performance, to meet measurable targets in key areas. Members can learn more about the goals and access resources including a Cost of Turnover Calculator on the **NCAL** and **AHCA** Quality Initiative websites.

The Quality Award Program

The AHCA/NCAL Quality Award Program encourages members to apply the criteria of the Baldrige Performance Excellence Framework to improve organizational systems that include learning the importance of valuing, empowering, and motivating staff. For more information about the Program, visit the **Quality Award Program webpage**.

Tracking and Benchmarking Data

AHCA and NCAL encourage members to submit their staffing data through **LTC Trend Tracker**, a free web-based data tool, to track organizational and peer progress pertaining to turnover and retention metrics.

Recruiting, Retention and Staff Development

AHCA and NCAL offer a range of resources and tools to educate members on effective strategies for recruiting, retention, and staff development.

- **Staff Stability** resources are available on ahcancalED, the Association's Learning Management System (LMS).
- Online training curriculums for CNA and RN staff are available through **How To Be a Nurse Assistant** and **Gero Nurse Prep**.
- **Long Term Care Career Center** connects long term care employers and top talent in all LTC disciplines.

Payroll Based Journal

It is now required for nursing centers to submit staffing data electronically to the Centers for Medicare & Medicaid Services (CMS). To help navigate the complexities of Payroll Based Journal (PBJ) Mandatory Reporting, AHCA members can access a range of resources including on-demand webinars and videos that provide in-depth explanation of the requirements by visiting the **AHCA website** and **ahcancalED**.

Advocacy Efforts

AHCA and NCAL work with members of Congress on legislation and regulation in the areas of workforce health and safety and immigration reform. The Association tracks regulation developments from the **Department of Labor** and supports legislation that serves U.S. economic growth. As an active member of the Essential Worker Immigration Coalition (EWIC), a broad-based coalition of national businesses and trade associations, AHCA/NCAL is helping to shape and draft practical immigration reform legislation that supports policies that facilitate the employment of essential workers by U.S. companies that are unable to find American workers.