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**DIRECT CARE WORKER OCCUPATIONAL SURVEY**  
**SUMMARY REPORT 2016**

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REGIONAL EMPLOYMENT BOARD  
OF HAMPDEN COUNTY, INC.

**Prepared by  
The Healthcare Workforce Partnership of Western MA**

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**The Healthcare Workforce Partnership of Western MA responds to the workforce needs of employers and ensures that workers have access to the education and training needed to prepare them for lifelong careers in the rapidly changing healthcare industry.**

***A Program of the Regional Employment Board of Hampden County, Inc.***

**WesternMassHealthCareers.org**  
*Finding Your Calling in Western Massachusetts*

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## INTRODUCTION

The Healthcare Workforce Partnership of Western Mass an initiative of the Regional Employment Board of Hampden County, Inc. developed the Direct Care Worker Occupation Survey 2016 to identify the current and future demand of Direct Care Workers by occupation type in Hampden, Franklin and Hampshire counties.

The survey was administered to healthcare provider organizations for the purpose of measuring the direct care worker talent pool and identifying workforce development issues. The data collected will enhance direct care worker training programs and inform employer strategies for recruiting and retaining employees.

The direct care worker occupations were identified by healthcare provider organizations; each occupation is defined as described by the Home Care Aide Council (<http://hcacouncil.org/>).

- **Personal Care Attendants (PCAs)** are hired by a consumer (or a consumer's surrogate) to provide assistance to the consumer in the consumer's home. PCAs are supervised by the consumer or surrogate. PCAs provide personal care services to clients such as bathing, dressing, foot care, denture care, bedpan routines, eating, and assistance with ambulation and transfers.
- **Homemakers/Home Care Aide I (HCA I)** are employed by home care agencies to provide daily care to elder and disabled clients in the homes. Homemakers assist clients with tasks such as shopping, meal planning, meal preparation, laundry, and light housekeeping. **Personal care homemakers/Home Care Aides (HCAII)** are also employed by home care agencies to provide the homemaking tasks. In addition, they also provide personal care services to clients such as bathing, dressing, foot care, denture care, bedpan routines, eating, assistance with ambulation and transfers, and medication reminders.
- **Home Health Aides (HHAs)** are employed by home care agencies to provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to people with disabilities – chronic or mental illness and elders with daily living activities in the person's own home or in assisted living facilities. The HHA monitors or report changes in health status. He/she may also provide personal care such as bathing, dressing, and grooming of patients.
- **Certified Nursing Assistants (CNAs)** provide basic patient care under direction of nursing staff. CNAs perform duties such as feed, bathe, dress, groom, or move patients, or change linens. They may transfer or transport patients. Other titles include nursing care attendants, nursing aides, and nursing attendants
- **Patient Care Technicians (PCTs)** are employed by acute care and sub-acute care facilities to perform a variety of technical tasks and bedside functions. The PCT's responsibilities include direct patient care: hygiene, skin care, mobility and monitoring. He/she is expected to manage equipment and perform or assist in all procedures on the unit. He/she improves patient safety and quality of care. The PCT may care for patients in an acute care setting, and is expected to monitor patient vital statistics, draw blood, and to perform chart documentation.
- **Medical Assistants (MAs)** are employed in acute care facilities and physician offices to help doctors, nurses and other medical professionals with both administrative and clinical tasks, most often in a physician's office. The medical assistant cares for patients directly by taking and recording vital signs and medical histories, preparing patients for examination, drawing blood, and administering medications as directed by a physician. His/her office duties include scheduling appointments and maintaining medical records.

# Survey Results Summary

## PARTICIPANT PROFILE

Q. From the list below, please indicate the primary type(s) of service your organization offers. Please mark all that apply

Service	# of Responses	Percentage
Home Healthcare	13	65%
Skilled Nursing	9	45%
Long-term Care	6	30%
Hospice	4	20%
Assisted Living	3	15%
Sub-acute Care	3	15%
Acute Care	2	10%
Physician's Office (Primary and Specialty Care)	1	5%

Table 1: **Healthcare Employer Service, N=21**

Employers were able to select as many settings that are applicable to their organization. **Sixty-five percent (65%)** of respondents say they provide home healthcare services. **Forty-five percent (45%)** of respondents provide skilled nursing services. Only **five percent (5%)** provide primary and specialty care services.

Q. Does your organization hire? (Please select all that apply)



Figure 2: **Professions Employed by Organizations, N=20**

**Ninety percent (90%)** of respondents hire CNAs. **Sixty percent (60%)** of respondents hire HHAs. **Forty-five percent (45%)** hire HCAs and PCAs.

## CURRENT EMPLOYMENT BASE

Q. What percentage of the PCAs, HCAs, HHAs, CNAs, PCTs, and MAs you hire are "per diem", part-time, or full-time employees?

PROFESSIONS	% of workers hired Per Diem					% of workers hired Part-Time					% of workers hired Full-Time				
	<25 %	25% - 50%	50% - 75%	>75 %	Total	<25 %	25% - 50%	50% - 75%	>75 %	Total	<25 %	25% - 50%	50% - 75%	>75 %	Total
PCA	17%	50%	0%	34%	6	0%	60%	40%	0%	5	14%	72%	14%	0%	6
HCA	0%	33%	0%	67%	3	0%	40%	40%	20%	4	25%	75%	0%	0%	3
HHA	38%	0%	25%	38%	8	14%	43%	29%	14%	7	14%	43%	14%	29%	7
CNA	53%	7%	15%	23%	13	6%	60%	27%	6%	15	7%	50%	29%	7%	14
PCT	100%	0%	0%	0%	1	0%	100%	0%	0%	1	0%	0%	100%	0%	1
MA	75%	25%	0%	0%	4	50%	50%	0%	0%	4	60%	0%	20%	20%	5

Table 2: DCW Workforce by Employment Status, N=20

Employers hire DCWs in full-time, part-time and per diem positions. The ratio of full-time, part-time and per diem employees varies by employer and profession.

- **Seventeen percent (17%)** of six (6) employers who responded to hiring PCAs say that *less than 25%* are hired on a per-diem basis. **Thirty-four percent (34%)** say that *more than 75%* are hired on a per-diem basis.
- **Zero percent (0%)** of five (5) employers who responded to hiring PCAs say that *less than 25%* are hired on a part-time basis. **Zero percent (0%)** say that *more than 75%* are hired on a part-time basis.
- **Fourteen percent (14%)** of six (6) employers who responded to hiring PCAs say that *less than 25%* are hired on a full-time basis. **Zero percent (0%)** say that *more than 75%* are hired on a full-time basis.
- **Zero percent (0%)** of three (3) employers who responded to hiring HCAs say that *less than 25%* are hired on a per-diem basis. **Sixty-seven percent (67%)** say that *more than 75%* are hired on a per-diem basis.
- **Zero percent (0%)** of four (4) employers who responded to hiring HCAs say that *less than 25%* are hired on a part-time basis. **Twenty percent (20%)** say that *more than 75%* are hired on a part-time basis.
- **Twenty-five percent (25%)** of three (3) employers who responded to hiring HCAs say that *less than 25%* are hired on a full-time basis. **Zero percent (0%)** say that *more than 75%* are hired on a full-time basis.
- **Thirty-eight (38%)** of the eight (8) employers who responded to hiring HHAs say that *less than 25%* are hired on a per-diem basis. **Thirty-eight (38%)** say that *more than 75%* are hired on a per-diem basis.
- **Fourteen percent (14%)** of the seven (7) employers who responded to hiring HHAs say that *less than 25%* are hired on a part-time basis. **Fourteen percent (14%)** say that *more than 75%* are hired on a part-time basis.
- **Fourteen percent (14%)** of the seven (7) employers who responded to hiring HHAs say that *less than 25%* are hired on a full-time basis. **Twenty-nine (29%)** say that *more than 75%* are hired on a full-time basis.

- **Fifty-four (54%)** of the thirteen (13) employers who responded to hiring CNAs say that *less than 25%* are hired on a per-diem basis. **Twenty-three (23%)** say that *more than 75%* are hired on a per-diem basis.
- **Six percent (6%)** of the fifteen (15) employers who responded to hiring CNAs say that *less than 25%* are hired on a part-time basis. **Six percent (6%)** say that more than 75% are hired on a part-time basis.
- **Seven percent (7%)** of fourteen (14) employers who responded to hiring CNAs say that *less than 25%* are hired on a full-time basis. **Seven percent (7%)** say that *more than 75%* are hired on a full-time basis.
- One employer hires PCTs. This employer says that *less than 25%* of the PCTs are hired on a per-diem basis, *less than 25%* are hired on a part-time basis and *less than 25%* are hired on a full-time basis.
- **Seventy-five (75%)** of the four(4) employers who responded to hiring MAs say that *less than 25%* are hired on a per-diem basis. **Zero percent (0%)** say that *more than 75%* of the MAs are hired on a per-diem basis.
- **Fifty percent (50%)** of the four (4) employers who responded to hiring MAs say that *less than 25%* are hired on a part-time basis. **Zero percent (0%)** say that *more than 75%* of the MAs are hired on a part-time basis.
- **Sixty percent (60%)** of the five (5) employers who responded to hiring MAs say that *less than 25%* are hired on a full-time basis. **Twenty percent (20%)** say that *more than 75%* are hired on a full-time basis.

Q. How many employees does your organization currently employ in each of the following occupations? (Please make selection based on employee's highest level of training/certification)

Professions	0	1-10	11-25	26-50	51-75	76-100	> 100	Don't Know	Total responses
PCA	7	0	2	2	0	0	0	0	13
HCA	6	4	1	1	1	1	0	0	14
HHA	5	3	2	1	2	1	3	0	17
CNA	3	1	2	2	5	1	4	0	18
PCT	12	0	0	0	0	0	0	1	13
MA	10	1	1	0	0	0	0	1	13

Table 3: **Current Capacity by Occupation, N=21**

- **Four (4)** employers hire PCAs. **Two (2)** employers hire approximately *11-25 employees* and two (2) hire *11-50*.
- **Eight (8)** employers hire HCAs in varied quantities. **Four (4)** of these employers hire *1-10* of these individuals.
- **Twelve (12)** employers hire HHAs in varied quantities. **Three (3)** of these employers *hire more than 100* HHAs.
- **Fifteen (15)** employers hire CNAs, the majority of employers hire *over 50* of these individuals. **Four employers** hire *over 100*.
- **Three (3)** employers hire MAs in smaller quantities. These employers hire *less than 26* of these individuals.

Q. Please select the number of staff that is employed in your organization based on the staff's primary role.

Professions	0	1-10	11-25	26-50	51-75	76-100	> 100	Don't Know	Total responses
PCA	7	0	2	2	0	0	2	0	13
HCA	6	4	1	1	0	0	1	0	13
HHA	5	3	2	0	2	1	3	0	16
CNA	3	1	2	2	4	1	4	0	17
PCT	12	0	0	0	0	0	0	0	12
MA	10	1	1	0	0	0	0	0	12

Table 4: **Employment by Staff's Primary Role, N=21**

- **Six (6)** employers hire individuals who work as PCAs in their primary role. **Four (4)** of these employers hire approximately *11-50 employees*. **Two (2)** employers hire *over 100* PCAs.
- **Seven (7)** employers hire HCAs in varied quantities; most of these employers hire *less than 51* HCAs.
- **Eleven (11)** employers hire HHAs in varied quantities, **three (3)** of these employers *hire more than 100* HHAs.
- **Fourteen (14)** employers hire CNAs in varied quantities to work as CNAs in their primary role.
- **Two (2)** employers hire MAs in smaller quantities; these employers hire individuals who serve as MAs in their primary role.

## INCUMBENT WORKER TRAINING

Q. Please rate how closely linked you believe the quality of patient care delivered is to the quality of the direct care workers.

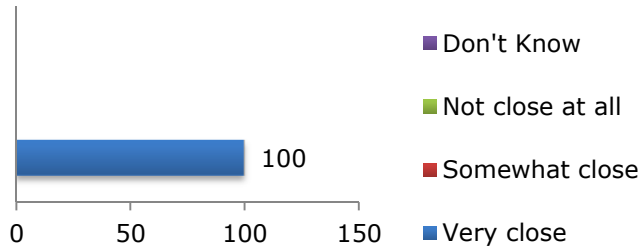


Figure 2: **Staff's Link to Quality Patient Care, N=21**

**One hundred percent (100%)** of the respondents believe that the quality of their staff is directly linked to the quality of patient care.

Q. What is the length of your typical orientation plus (instructional and experiential) training for new direct care workers?

Q. Does your organization provide mentoring to newly hired direct care workers? If yes, for how long?

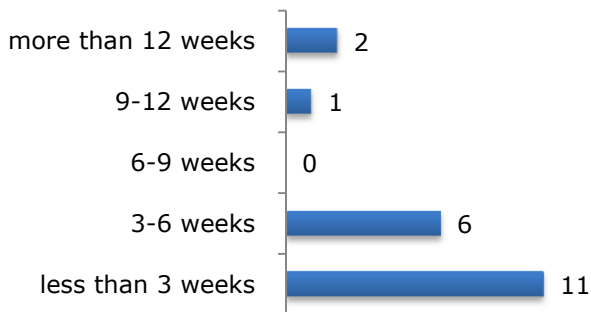


Figure 3: **Length of Orientation, N=20**

Eleven (11) or **Fifty-five percent (55%)** of the employers provide *less than three weeks* of orientation and training to newly hired staff. Six (6) or **Thirty percent (30%)** provide between *three and six weeks* of orientation and training. Two (2) or **Ten (10%)** provide *more than 12 weeks* of orientation and training.

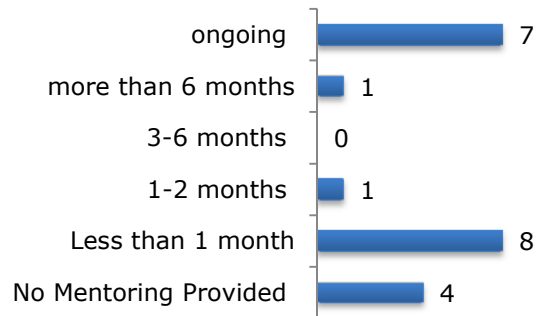


Figure 4: **Length of Mentoring, N=21**

Four (4) or **Nineteen percent (19%)** of employers provide *no mentoring* to their direct care workforce. Eight or **Thirty-eight percent (38%)** provide *less than one month* of mentoring. Seven or **Thirty-three percent (33%)** *sustain mentoring* for staff throughout the duration of their employment.



Q. Does your organization have an internal career ladder for direct care workers?

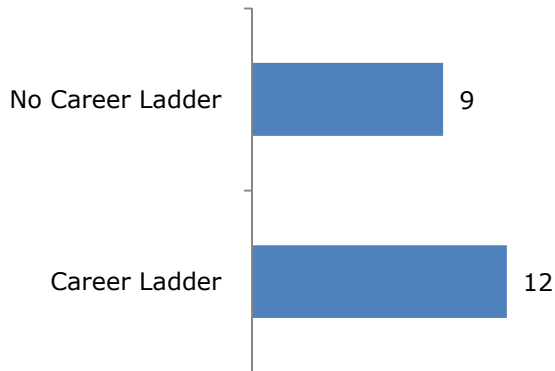
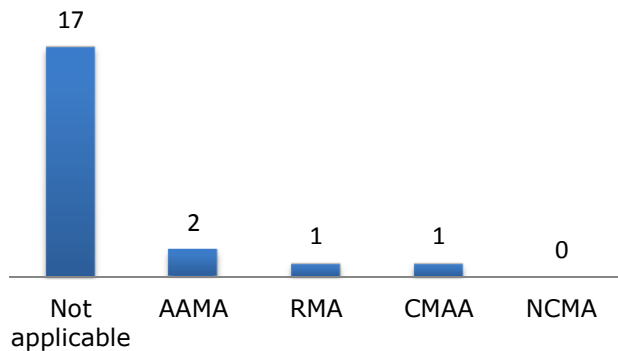


Figure 5: **Career ladder, N=21**

**Fifty-seven percent (57%)** of employers have a career ladder. **Forty-two percent (42%)** does not have a career ladder.

Figure 7: **Medical Assistants, N=19**

Q. What is your organization certification of preference for medical assistants? PLEASE CHECK ALL THAT APPLY



The employers that responded to this question identified the following preferred certifications: Certified Medical Assistant (AAMA) certification (**2**), Registered Medical Assistant (RMA) credential (**1**) Certified Medical Administrative Assistant (CMAA) credential (**1**). Respondents were able to select multiple options.

Q. Does your organization offer an Employee Assistance Program (EAP)? If yes, how often do your direct care workers access it?

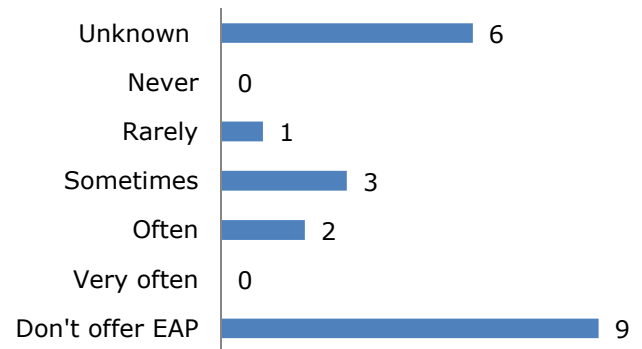
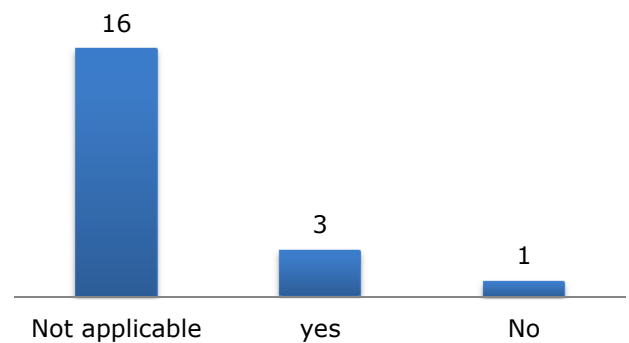


Figure 6: **Employee Assistance Program, N=21**

**Nine (9)** employers do not offer the EAP program. Of the twelve employers who offer the EAP program **six (6)** do not track the DCW use of the program, none of the employees believe that no DCW uses the program or uses it very often.

Figure 8: **Medical Assistants, N=20**

Q. Are medical assistants required to be certified prior to hiring?



Sixteen (16) or **Eighty percent (80%)** of employers do not hire medical assistants. Three (3) of the four (4) or **Seventy-five percent (75%)** of the employers who hire medical assistant require certification.

## PERFORMANCE CHALLENGES

Q. What are the top 3-5 non-technical challenges your organization is currently facing related to the direct care workers of focus included in this survey?

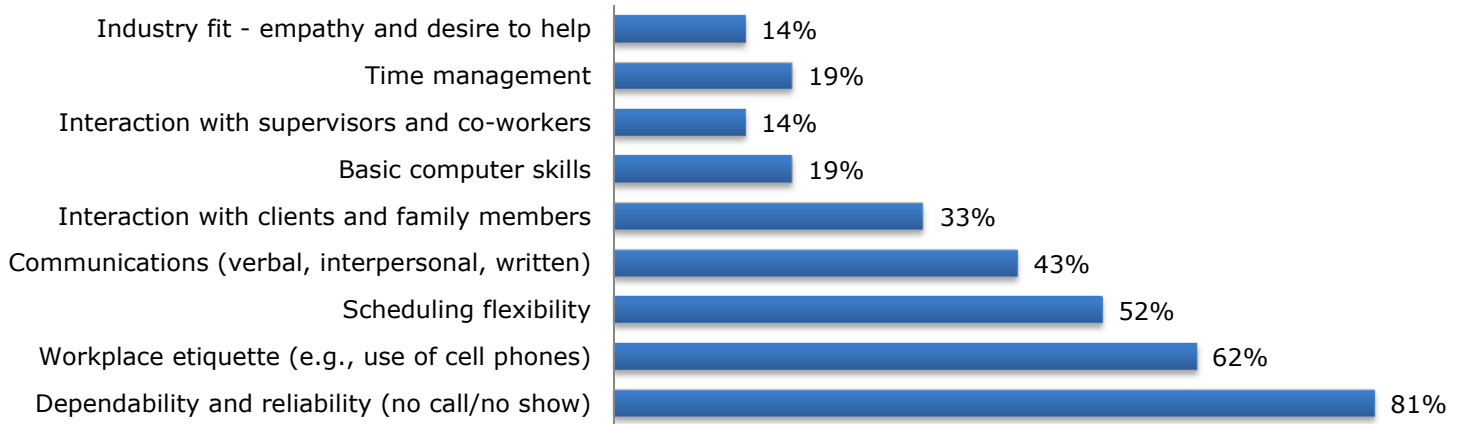


Figure 9: DCW Non-Technical Challenges

Employers were provided with a list of 9 non-technical challenges, they were asked to select 3-5 of the most prevalent challenges they encounter. **Eighty-one percent (81%)** of employers say dependability and reliability challenges with workers. **Sixty-two percent (62%)** of employers say workplace etiquette; **fifty-two percent (52%)** of employers say scheduling and flexibility are areas of difficulty. Three employers provided additional comments: "family", "reliable transportation", "insufficient number of applicants to hire".

Q. What are the top 3-5 technical or essential skill gaps you identify in your direct care workers that, if improved, would increase the quality of services delivered and improve your organization's fiscal success?

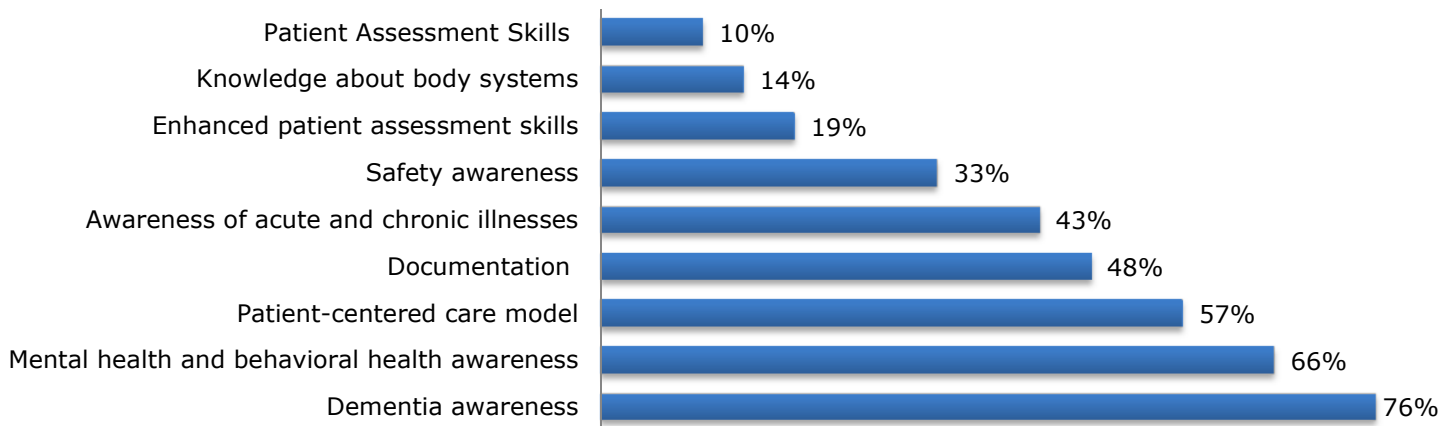


Figure 10: DCW Technical Challenges

Employers were asked to select 3-5 essential skills gaps that are prevalent amongst their direct care workers but are necessary to improve patient care. **Seventy-six percent (76%)** of employers selected dementia awareness as an essential skill for workers. **Sixty-six (66%)** of employers selected mental health and behavioral health awareness as an essential skill. **Fifty-seven (57%)** of employers selected

the patient-centered care model as an essential skill. One employer provided additional comments: *customer service skills*.

## RETENTION AND VACANCY

Q. What are some of the factors that contribute to current vacancy rates in your direct care worker positions? Check all that apply.

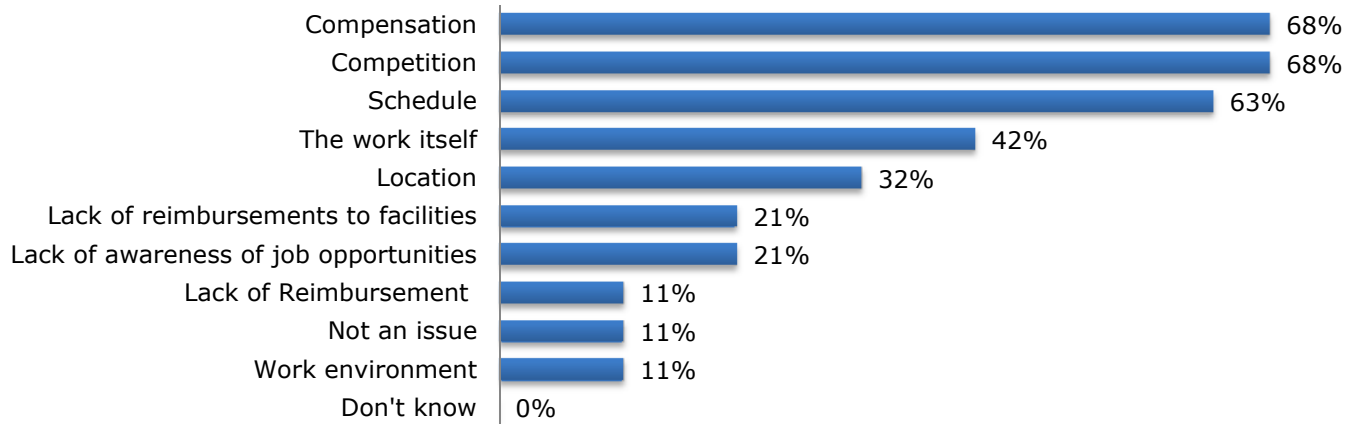


Figure 11: **Factors for Vacancy, N=19**

**Sixty-eight percent (88%)** of employers believe *compensation* for employees and *competition* amongst other employers is the biggest factors for their organization’s vacancy rates. **Sixty-three (63%)** of employers selected *scheduling* as a critical factor that leads to high vacancy rates.

Q. When a direct care worker voluntarily leaves your organization, for which of following reasons do they typically leave? PLEASE CHECK ALL THAT APPLY.

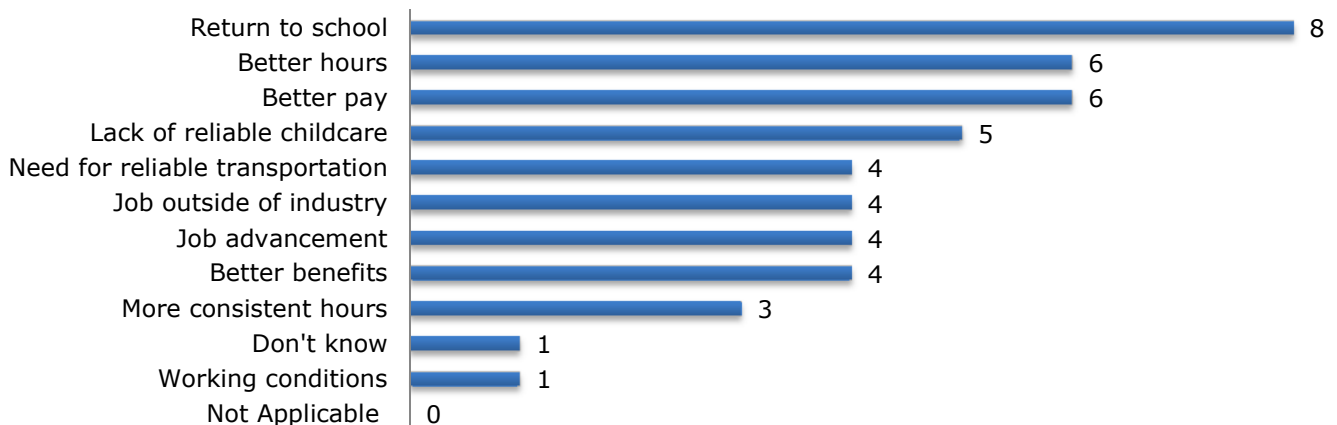


Figure 12: **Voluntary Termination, N=19**

**Eight (8)** employers indicated the DCW leaves the organization to return to school. **Six (6)** indicated that their DCWs leave their organization for better pay and or better hours. *Some employers provided additional comments: return to school, PCA/other employment, Med Asst., personal reasons, inability to maintain schedule, most choose not to work or lose their subsidies, move, disappear, retired*

Q. Please list the top three (3) reasons why direct care workers INVOLUNTARILY leave your organization?

Employers provided the following reasons for a DCW involuntary termination:

- Cliff factor
- Transportation
- Attendance/no call no show/excessive absences
- Poor job performance
- Conflict with co-workers
- Violation of company rules
- Inappropriate interactions with residents
- Schedule changes, illness (self or family member), moving out of area
- Better job with better pay, loss of daycare and housing benefits after they start making a salary, no family support for a sick child or child care problems
- Termination
- Missed visits
- Unable to follow policies and procedure
- Unprofessional, difficult personality-not really invested
- Theft, misconduct

### SUPPLY AND DEMAND

Q. Is there currently a sufficient supply of qualified candidates to meet your organization's need for direct care workers?

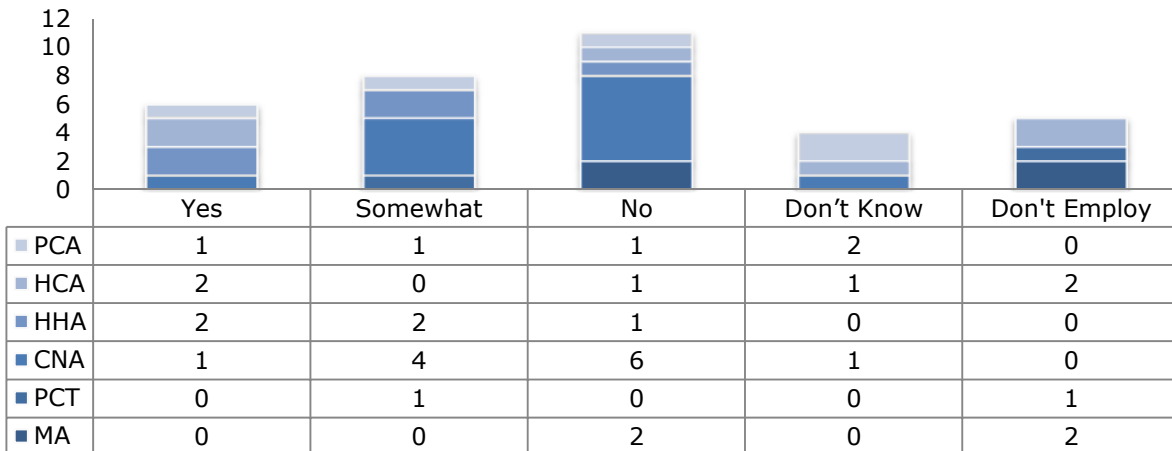


Figure 13: **Current Supply, N=19**

Six (6) or **Thirty-two percent (32 %)** of employers believes that there is currently an adequate supply of DCWs. Eleven (11) or **Fifty-nine percent (59%)** of employers believes that there is NOT currently an adequate supply of DCWs. Eight (8) or **forty-two percent (42%)** said there is currently somewhat an adequate supply; **twenty-one percent (21%)** do not know.

Q. Do you anticipate there will be a sufficient supply of qualified candidates to meet your organization's need for direct care workers over the next 1 -3 years?

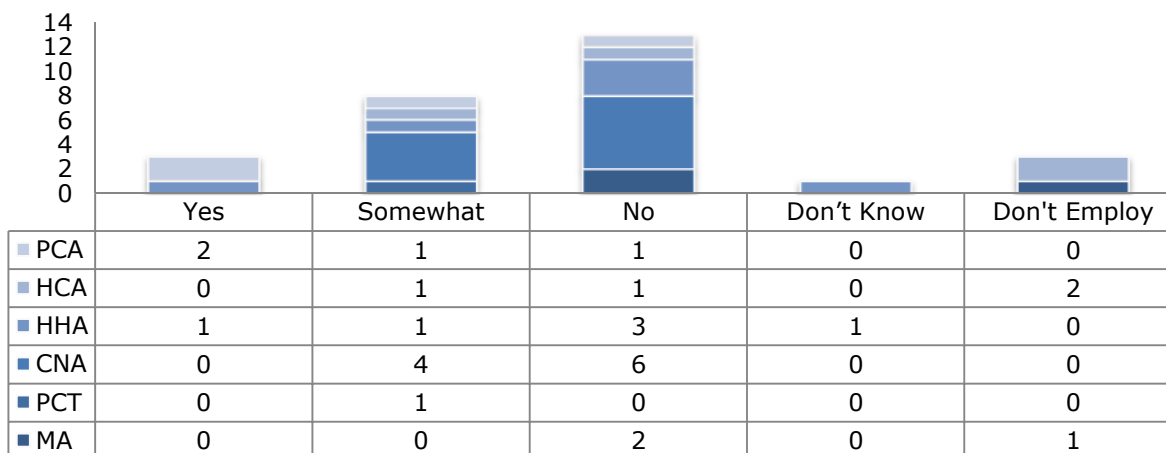


Figure 14: **Anticipated Supply, N=19**

Three (3) or **sixteen percent (16%)** of employers believes that there will be an adequate supply of DCW over the next 3 years. Ten (10) or **sixty-eight percent (68%)** of employers believes that there will NOT be an adequate supply of DCW over the next 3 years. Eight (8) or **forty-two percent (42%)** said there will be somewhat sufficient supply; **five percent (5%)** do not know.

## HIRING PROJECTIONS

Q. How many employees does your organization anticipate hiring in the next 12 months in each of the following occupations?

Professions	0	1-10	11-25	26-40	41-60	More Than 60	Don't Know
PCA	6	4	0	2	0	1	1
HCA	6	5	0	2	0	2	1
HHA	4	5	2	2	0	2	2
CNA	5	2	5	3	0	4	2
PCT	9	0	1	0	0	0	1
MA	9	0	0	1	0	0	1

Table 5: **Projected Hiring Within the Next 12 Months, N=21**

- **Four (4)** employers anticipate hiring 1-10 PCAs over the next 12 months. **Two (2)** employers anticipate hiring approximately 26-40; **one (1)** employer anticipates hiring over 60 individuals.
- **Five (5)** employers anticipate hiring 1-10 HCAs over the next 12 months. **Two (2)** employers anticipate hiring approximately 26-40; **Two (2)** employers anticipates hiring over 60 individuals
- **Five (5)** employers anticipate hiring 1-10 HHAs over the next 12 months; **four (4)** employers anticipate hiring approximately 11-40.
- **Two (2)** employers anticipate hiring 1-10 CNAs over the next 12 months. **Eight (8)** employers anticipate hiring approximately 11-40. **Four (4)** employers anticipate hiring over 60 individuals.
- **One (1)** employer anticipates hire PCTs in the future, approximately 11-25.
- **One (1)** employer anticipates hire MAs in the future, approximately 26-40.

Q. Over the next three (3) years, how many new openings do you anticipate your organization will create in each of the following occupations?

Professions	0	1-10	11-25	26-40	41-60	More Than 60	Don't Know
PCA	6	4	0	2	0	1	1
HCA	6	5	0	2	0	2	1
HHA	4	5	2	2	0	2	2
CNA	5	2	5	3	0	4	2
PCT	9	0	1	0	0	0	1
MA	9	0	0	1	0	0	1

Table 6: **Projected Openings Over the Next 3 Years, N=21**

- **Four (4)** employers anticipate hiring 1-10 PCAs over the next 3 years. **Two (2)** employers anticipate hiring approximately 26-40; **one (1)** employer anticipates hiring over 60 individuals.
- **Five (5)** employers anticipate hiring 1-10 HCAs over the next 3 years. **Two (2)** employers anticipate hiring approximately 26-40; **Two (2)** employers anticipates hiring over 60 individuals
- **Five (5)** employers anticipate hiring 1-10 HHAs over the next 3 years; **four (4)** employers anticipate hiring approximately 11-40.
- **Two (2)** employers anticipate hiring 1-10 CNAs over the next 3 years. **Eight (8)** employers anticipate hiring approximately 11-40. **Four (4)** employers anticipate hiring over 60 individuals.
- **One (1)** employer anticipates hire PCTs in the future, approximately 11-25.
- **One (1)** employer anticipates hire MAs in the future, approximately 26-40.

## TURNOVER AND RETENTION

Q. What do you estimate to be your annual turnover rate in each of the following occupations?

Professions	Less than 15%	16-40%	41-60%	61-80%	More Than 80	Don't Know	Do not employ
PCA	2	5	0	0	0	0	6
HCA	4	4	0	0	0	0	6
HHA	3	6	1	0	0	0	5
CNA	3	12	2	0	0	0	2
PCT	0	1	0	0	0	0	10
MA	1	2	0	0	0	0	8

Table 7: **Annual Turnover Rate, N=21**

- All employers estimate that their annual turnover rate is between 0-60%, only three employers estimate the rate falls between 41-60%.
- **Two (2)** employers estimate their annual turnover rate for PCAs to be less than 15%. **Five (5)** employers estimate that their annual turnover rate is between 16-40%.
- Four (4) or **fifty percent (50%)** of employers who hire HCAs estimate their annual turnover rate to be less than 15%. Four (4) of **fifty percent (50%)** estimate that their annual turnover rate is between 16-40%.
- Three (3) or **fifty percent (50%)** of employers who hire HHAs estimate their annual turnover rate to be less than 15%. Six (6) of **fifty percent (50%)** estimate that their annual turnover rate is between 16-40%.

- Three (3) or **fifty percent (50%)** of employers who hire CNAs estimate their annual turnover rate to be less than 15%. Twelve (12) of **fifty percent (50%)** estimate that their annual turnover rate is between 16-40%.
- **One (1)** or **one hundred percent (100%)** of employers who hire PCTs estimate that their annual turnover rate is between 16-40%.
- **One (1)** or **thirty-three percent (33%)** of employers who hire MAs estimate their annual turnover rate to be less than 15%. Two (2) of **Sixty-six percent (66%)** estimate that their annual turnover rate is between 16-40%.

Q. What percentage of your direct care workers have been employed for more than 1 year?

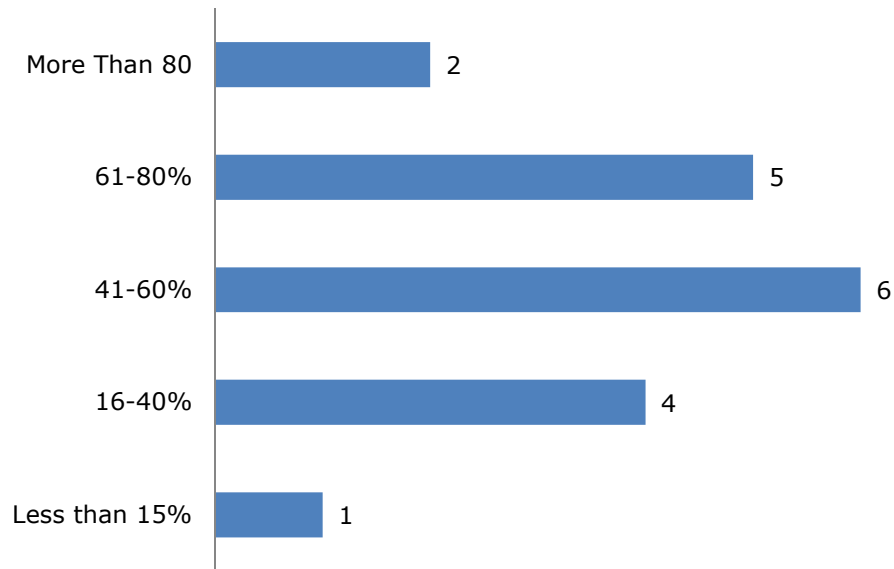


Figure 15: **DCW with 12+ Months of Employment, N=20**

**Six** employers say that *41-60%* of the employees have been working *longer than 12 months*. **Five** say *61-81%* have been working *longer than 12 months*. **Four** say *14-40%* have been working *longer than 12 months*. **Two** say *more than 80* have been working *longer than 12 months*.

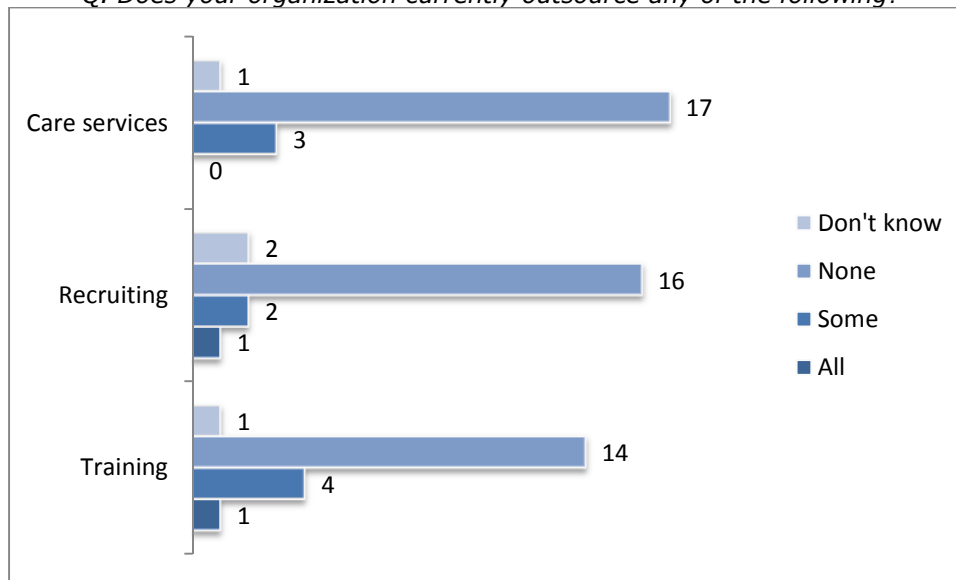
Q. Which methods and with what level of frequency does your organization use the following to recruit direct care workers?

	Never	Low	Medium	High	Don't Know	Total
Newspaper Advertising	4	8	3	0	1	16
Internet Advertising	0	0	6	13	1	20
Job Fairs	0	7	9	1	1	18
High School Recruitment	8	4	3	0	1	16
Career Center Recruitment	1	7	8	1	1	18
Proprietary Career Institutions Recruitment	5	4	4	0	2	15
Community College Recruitment	0	11	4	2	1	18
Colleges and Universities Recruitment	0	12	3	2	1	18
Internal training and promotion	0	8	4	3	1	16
Recruitment Agency	11	2	2	0	1	16
Internet Recruitment Sites	4	3	2	8	1	18
Social Networking	2	4	6	4	1	17

**Table 8: Recruitment Methods**

A large number of employers publicize their job openings through internet advertising, recruitment and social networking tools.

Q. Does your organization currently outsource any of the following?



**Figure 16: Incumbent Worker Training**

A small number of employers outsourced their care services (3), recruiting (3), and training (5).



Q. In general when you hire direct care workers, what level of importance does your organization place on each of the following in the hiring process?

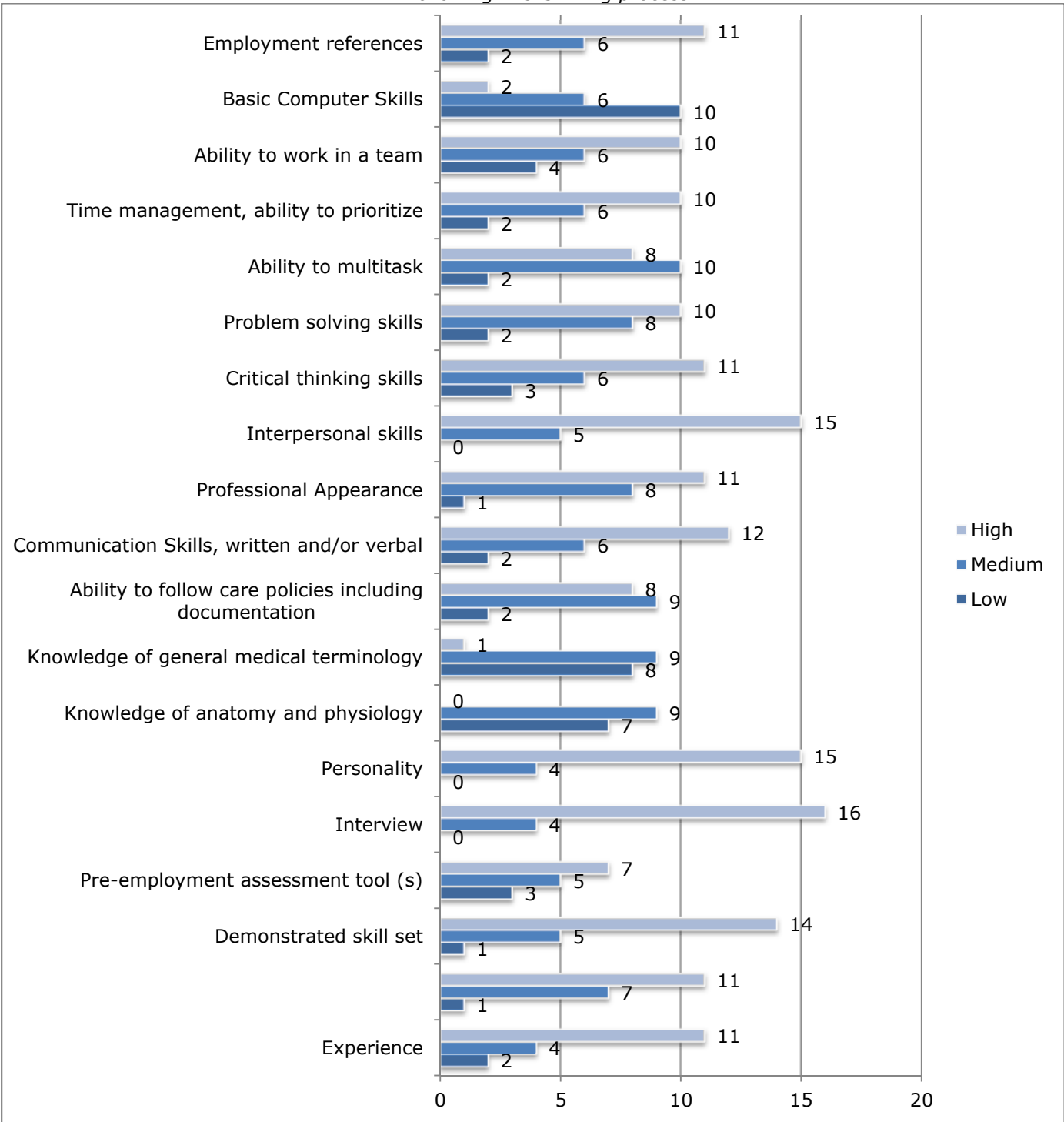


Figure 17: DCW Essential Attributes

All employers answered this question. Employers were asked to prioritize the level of importance they placed given list of DCWs knowledge, skills and other attributes during their hiring process. Employers prioritized the interview, applicants personality, interpersonal skills, demonstrated skill set and communication skills (verbal and non-verbal) as high priorities. Employers identified the following as low

priorities: basic computer skills knowledge of general medical terminology and knowledge of anatomy and physiology.

### **Additional Challenges Not Addressed in the Survey**

*Q. What issues NOT INCLUDED in this survey should the Healthcare Partnership of Western Mass consider as it seeks to identify ways to strengthen current services or provide additional services to help you grow your business and improve the quality of the services you provide or would like to provide through your direct care workers?*

*Influencing training providers to add behavioral health components to CNA and HHA programs,  
Increase supply of available credentialed medical assistant*

*Job training information and forums*

*Ongoing education for life skills training in addition to their CNA certification*

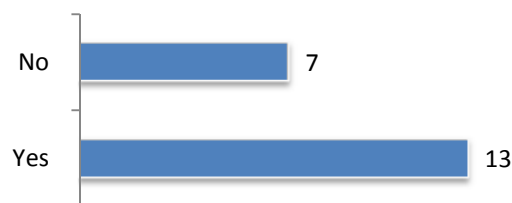
*I think it's important to be able to share information from one agency to another regarding caregiver work history. For example, if a caregiver has been terminated for a serious offense such as stealing, drug abuse, or inappropriate behavior, and if that caregiver lists the agency as a referral source, information should be shared about the reason for leaving. It should be more in depth information than just dates of hire. Or if an agency terminates a caregiver for said behaviors and the agency knows the caregiver is working with another agency, they should be able to notify the other agency in order to protect the clients.*

*Awareness of one location/site where C.N.As could look for posted positions...C.N.A. training programs could help promote the website where jobs are posted...*

*Wages! \$15 per hour is a reasonable amount to pay DCWs however the prices we can charge a client do not allow that.*

*A lot of the problem in getting good caregivers is that many of them work for multiple places to make ends meet. Consistency becomes a problem. I also see the private caregiver underground taking away many eligible caregivers because they get more money*

*Q. Are you interested in attending the Healthcare Workforce Partnership of Western Mass allied health meetings?*



**Figure 18: Membership**

Sixty-five percent of employers are interested in joining the partnership.

***Special Thanks to:***

**Apex Healthcare Services, Inc.**

**Baystate Health, Inc.**

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**Capuano Homehealth Care**

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**Elite Home Health Agency, Inc.**

**Genesis Healthcare - Heritage Hall West**

**Griswold Home Care**

**Holyoke HealthCare Center**

**Homewatch CareGivers**

**LifePath, Inc.**

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**Mary's Meadow**

**O'Connell Care at Home**

**Porchlight VNA/Home Care**

**Victory Home Healthcare**

**Wingate at South Hadley**



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