Evidence-Based Approaches to Improve Home Care Worker Recruitment and Retention in Arizona

Stephen Campbell, Data and Policy Analyst
AGENDA

Home Care Workers in Arizona

Recruitment and Retention Strategies

Translating Data into Action
THE HOME CARE WORKFORCE IN ARIZONA
PHI Workforce Data Center
phinational.org/workforce-data-center

From wages to employment statistics, across states and nationwide, find the latest data on the direct care workforce.
The home care workforce in Arizona is primarily comprised of women of color.

- 8 in 10 are women
- 57 percent are people of color
- 1 in 5 is an immigrant
- Half have a high school education or less
In Arizona, the home care workforce has more than doubled in the past decade.
Growing Population of Older Adults

Consumer Preferences for Care

Policy and Programmatic Changes
Home care worker wages decreased over the past 10 years in Arizona.
Low wages and part-time hours negatively effect the economic wellbeing of home care workers in Arizona.

- 45 percent work part time
- Median annual income is $14,600
- 1 in 5 lives in poverty
- Nearly half rely on some form of public assistance
Nationally, turnover among workers employed at private-pay agencies was 82 percent in 2018.

The home care workforce will grow more than any single occupation in Arizona from 2016 to 2026.

- **Home Care Workers**: 35,300
- **Registered Nurses**: 21,300
- **Food Preparation and Fast Food Workers**: 21,100
- **Customer Service Representatives**: 16,000
- **Waiters and Waitresses**: 12,700
In Arizona, the home care workforce will rank among the top five occupations with the most job openings from 2016 to 2026.

- Retail Salespersons: 168,100
- Cashiers: 148,700
- Food Preparation and Fast Food Workers: 144,400
- Customer Service Representatives: 136,000
- Home Care Workers: 129,800

- Total Job Openings
- Personal Care Aides
- Home Health Aides
In Arizona, most job openings in home care from 2016 to 2026 will be created by workers leaving the field.

- Labor Force Exits: 53,300
- Occupational Transfers: 41,200
- Growth: 35,300
RECRUITMENT AND RETENTION STRATEGIES
FAMILY-SUSTAINING WAGE

FULL-TIME HOURS

BENEFITS

COMPENSATION

HIGH-QUALITY TRAINING

PARTICIPATION

OPPORTUNITY

ADVANCED ROLES

SUPPORTIVE SUPERVISION

LINKAGES TO SUPPORTS

ONGOING COMMITMENT

SUPPORTS
COMPENSATION
- FAMILY-SUSTAINING WAGE
- BENEFITS
- FULL-TIME HOURS

OPPORTUNITY
- HIGH-QUALITY TRAINING
- PARTICIPATION
- ADVANCED ROLES
- ONGOING COMMITMENT

SUPPORTS
- SUPPORTIVE SUPERVISION
- LINKAGES TO SUPPORTS
Consistent schedules can help optimize the existing workforce.
Competency-based, adult learner-centered training makes a difference.
Supportive supervision promotes skill development and problem-solving.
Peer mentorship programs improve job satisfaction.
TRANSLATING DATA INTO ACTION
1. Involve stakeholders
2. Design the evaluation
3. Collect a range of data
4. Analyze results
5. Report findings
<table>
<thead>
<tr>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>OUTCOMES</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>What resources will you need to launch and sustain your program?</td>
<td>What do you plan to do with those resources?</td>
<td>If all activities go according to plan, what will you produce?</td>
<td>How will those outputs benefit program participants?</td>
<td>How will individual outcomes lead to global change in your organization?</td>
</tr>
<tr>
<td>EXAMPLE: Staff time</td>
<td>EXAMPLE: Develop curriculum</td>
<td>EXAMPLE: Curriculum</td>
<td>EXAMPLE: Knowledge gained</td>
<td>EXAMPLE: Better care</td>
</tr>
<tr>
<td>Physical space</td>
<td>Conduct training</td>
<td>Trained workers</td>
<td>Higher confidence</td>
<td>Lower turnover</td>
</tr>
</tbody>
</table>
1. Involve stakeholders
2. Design the evaluation
3. Collect a range of data
4. Analyze results
5. Report findings
VOLUME
- Full-time workers
- Part-time workers

STABILITY
- Turnover
- Retention
- Vacancies

COMPENSATION
- Average wage
- Starting wage
- Experienced wage
- Benefits
Stephen Campbell
Data and Policy Analyst
scampbell@PHInational.org
@SCampbellNY
linkedin.com/sjcamp

400 East Fordham Road, 11th Floor • Bronx, New York 10458 • www.PHInational.org

© PHI 2019