

# Washington's Health Workforce Sentinel Network

## Examples of Findings from Nursing Home or Skilled Nursing Facility

Representatives from nursing homes or skilled nursing facilities provided information to the Washington State Health Workforce Sentinel Network six times between Summer 2016 and Spring 2019. This summary highlights some of the information they provided, with an emphasis on the most recently submitted data. Additional findings from these long term care facilities can be found on the Sentinel Network dashboard ([wa.sentinelnetwork.org](http://wa.sentinelnetwork.org)) as well as for other types of health care facilities.

### Nursing homes or skilled nursing facilities - Occupations with exceptionally long vacancies: 2016-2019

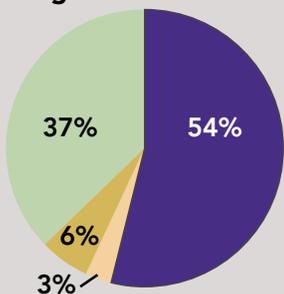
Top occupations cited as having exceptionally long vacancies by date of reporting						most cited ↑
Summer 2016	Winter 2016	Spring 2017	Fall 2017	Summer 2018	Spring 2019	
Registered nurse	Registered nurse	Registered nurse	Registered nurse	Registered nurse* Nursing assistant*	Registered nurse	
Nursing assistant	Nursing assistant	Nursing assistant	Nursing assistant	Lic. practical nurse	Nursing assistant	
Lic. practical nurse	Lic. practical nurse	Lic. practical nurse	Lic. practical nurse	Dentist* Physician/Surgeon*	Lic. practical nurse	
Social worker	Occ. therapist asst.* Physical therapist* Social worker*	Occ. therapist* Physical therapist*	Multiple occ.s cited at same frequency	Multiple occ.s cited at same frequency	Occ. therapist* Physical therapist* Psychologist* Social worker*	
Multiple occ.s cited at same frequency	Multiple occ.s cited at same frequency	Multiple occ.s cited at same frequency			Multiple occ.s cited at same frequency	
# facilities reporting	28	28	11	14	19	34

\*tied in rank (# of times occupation was cited by Sentinels) in reporting period

### Reasons for exceptionally long vacancies for most frequently cited occupations in nursing homes or skilled nursing facilities (Spring 2019)

#### Registered nurses - Examples of reasons for exceptionally long vacancies

Registered Nurses



##### Not enough qualified applicants

- We have a full time recruiter and she uses all possible resources but there aren't qualified candidates available
- Very competitive market for RNs. Director of Nursing position, MDS Coordinator, and various RN positions have remained open for a long period of time.
- Not enough experienced RNs or supply cannot meet demand.
- Dearth of applicants despite competitive wages, benefits and sign on / retention bonus of \$10K

##### Salary/wage/benefits issues

- Skilled facilities are competing with the local hospital, clinics, assisted living, and adult family homes. This is a more demanding level of care with a higher patient/nurse ratio. we also do not have the budget or reimbursement that the larger hospital has to offer high starting wages.
- Receive very few applicants ... offering the highest base wage we ever have often it is not enough.
- Our State reimbursement is inadequate. Our recent cost report proved that we were nearly \$35/per day under funded in our Medicaid rate. Without the necessary money we are struggling to be competitive in hiring licensed nurses and NAC's.

##### Recruitment and retention problems not related to salary/wage/benefits

- Not enough applicants in rural areas.

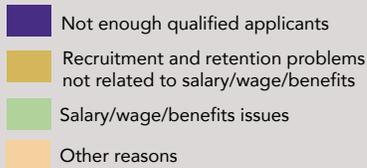
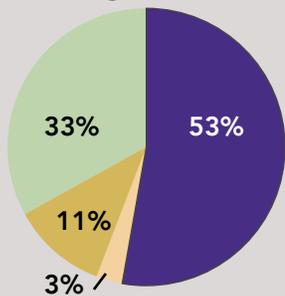
##### Policy or staffing model change

- SNF recently were required to provide 24/7 RN coverage. That has increased demand.

- Not enough qualified applicants
- Recruitment and retention problems not related to salary/wage/benefits
- Salary/wage/benefits issues
- Policy or staffing model changes

## Nursing assistants - Examples of reasons for exceptionally long vacancies

### Nursing assistants



#### Not enough qualified applicants:

- We have a full time recruiter and she uses all possible resources but there aren't qualified candidates available.
- Current demand exceeds labor supply. We reached out to 26 state approved NAC/CNA schools to partner with them on hiring all graduates. However, they do not have the capacity to meet our needs today.

#### Salary/wage/benefits issues

- Our State reimbursement is inadequate. Our recent cost report proved that we were nearly \$35/ per day under funded in our Medicaid rate. Without the necessary money we are struggling to be competitive in hiring licensed nurses and NAC's.
- Hospitals are hiring NACs at a higher wage than Nursing Homes can pay.
- A small Medicaid facility does not have the revenue to offer top wages and benefits to compete with hospitals or larger nursing homes.

#### Recruitment and retention problems not related to salary/wage/benefits

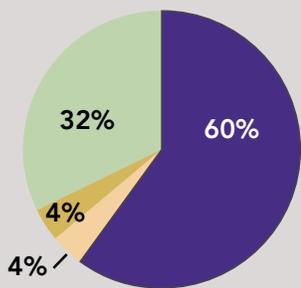
- Very difficult to find individuals who are willing to work these entry level positions. Low applicants recently. They are not typically reliable, want M-F or struggle with consistently working at one place past the ""honeymoon"" phase. Registry has also made it difficult for those CNAs who don't keep up enough working hours to maintain their license.
- Lack of applicants that stay and are committed.
- We run our own classes but the SNF environment is very difficult and many people cannot do it.

#### Other reasons

- In addition to CNAs job jumping looking for higher pay, because of the CMP's many facility's that once had CNA classes can no longer have them or have the program.

## Licensed practical nurses - Example of reasons for exceptionally long vacancies

### Licensed Practical Nurses



#### Not enough qualified applicants:

- Very competitive market for LPNs. Director of Nursing position, MDS Coordinator, and various LPN positions have remained open for a long period of time.
- Not enough experienced LPNs or supply cannot meet demand.
- Due to the shortages, licensed nurses have been job jumping to the facility or company that is willing to offer more.

#### Salary/wage/benefits issues

- Higher wages are difficult to provide when comparing to hospitals
- A small Medicaid facility does not have the revenue to offer top wages and benefits to compete with hospitals or larger nursing homes.

#### Recruitment and retention problems not related to salary/wage/benefits

- Our State reimbursement is inadequate. Our recent cost report proved that we were nearly \$35/ per day under funded in our Medicaid rate. Without the necessary money we are struggling to be competitive in hiring licensed nurses and NAC's.

## Orientation and training changes in nursing homes and skilled nursing facilities (Spring 2019)

### Examples of changes to onboarding for new employees

Licensed practical nurses: Poor supervisory skills noted with LPNs which require further training and support during orientation. Longer on the floor orientation for new hires that are new grads. Due to regulations we have also expanded the hours for new employee orientation and verification of competencies. All of which delay filling of open positions.

Nursing assistants: Redesign of orientation is in progress today. Longer orientation, putting new employee with an experienced mentor

Multiple occupations: State constantly adds requirements which extends the time from when a candidate is brought in to when they can do work

RNs: Orientation periods have increased, especially on the floor with scheduled orientation days working alongside a seasoned case manager to ensure full understanding of all aspects of the position and allowing the new employee to practice all aspects of their job before taking on a solo assignment.

## About the Washington Health Workforce Sentinel Network

The Sentinel Network links the healthcare sector with policymakers, workforce planners and educators to identify and respond to changing demand for healthcare workers, with a focus is on identifying newly emerging skills and roles required by employers. The Sentinel Network is an initiative of Washington's Health Workforce Council, conducted collaboratively by Washington's Workforce Board and the University of Washington's Center for Health Workforce Studies. Funding to initiate the Sentinel Network came from the Healthier Washington initiative, with ongoing support from Governor Inslee's office and the Washington State Legislature.

### Why become a Sentinel? As a Sentinel, you can:

- Communicate your workforce needs and ensure that the state is prepared to respond to the transforming healthcare environment.
- Have access to current and actionable information about emerging healthcare workforce needs.
- Compare your organization's experience and emerging workforce demand trends with similar employer groups.

To view an interactive summary of findings and to provide information from your organization: [www.wasentinelnetwork.org](http://www.wasentinelnetwork.org).

Contact: [healthworkforce@wasentinelnetwork.org](mailto:healthworkforce@wasentinelnetwork.org)