

The Next Chapter: Healing a Traumatized Industry

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Long-term care

encompasses everything from long-term services and supports and finances, to where you will live and how you will navigate the myriad of legal, family, and social dynamics along the way.



Understanding Long-Term Care

- In the year 2000, almost 10 million people needed some form of long-term care in the United States.
- Of this population, 3.6 million (37%) were under age 65 and 6 million (63%) were over age 65 (Roger & Komisar, 2003).
- Recent research suggests that most Americans turning age 65 will need long-term care at some point in their lives.

How Much Care Will You Need?

The duration and level of long-term care will **vary from person to person** and often change over time.

- Someone turning age 65 today has almost a 70% chance of needing some type of long-term care services and supports in their remaining years
- **Women need care longer** (3.7 years) than men (2.2 years)
- **One-third of today's 65 year-olds** may never need long-term care support, but 20 percent will need it for longer than 5 years

<https://acl.gov/ltc/basic-needs/how-much-care-will-you-need>

DISTRIBUTION AND DURATION OF LONG-TERM CARE SERVICES

Type of care	Average number of years people use this type of care	Percent of people who use this type of care (%)
Any Services	3 years	69
At Home		
Unpaid care only	1 year	59
Paid care	Less than 1 year	42
Any care at home	2 years	65
In Facilities		
Nursing facilities	1 year	35
Assisted living	Less than 1 year	13
Any care in facilities	1 year	37

<https://acl.gov/ltc/basic-needs/who-is-in-charge>



Who Needs Care?

- **Age:** The older you are, the more likely you will need long-term care
- **Gender:** Women outlive men by about five years on average, so they are more likely to live at home alone when they are older
- **Disability:** Having an accident or chronic illness that causes a disability is another reason for needing long-term care
 - Between ages 40 and 50, on average, eight percent of people have a disability that could require long-term care services
 - 69 percent of people age 90 or more have a disability

Who Needs Care?

- **Health Status:** Chronic conditions such as diabetes and high blood pressure make you more likely to need care
 - Your family history such as whether your parents or grandparents had chronic conditions, may increase your likelihood
 - Poor diet and exercise habits increase your chances of needing long-term care
- **Living Arrangements:** If you live alone, you're more likely to need paid care than if you're married, or single, and living with a partner

How Baby Boomers Will Affect The Health Care Industry In The U.S.

- Regardless of their longer life expectancy, baby boomers were more likely to have **higher rates of hypertension, higher cholesterol, obesity and diabetes.**
- These results indicate that seniors will push the cost of health care higher and increase the need for health care professionals as the boomers age.

<https://carrington.edu/blog/baby-boomers-will-affect-health-care-industry-u-s/>

An Aging Baby Boomer Population Will Test The Healthcare System

“We’re going to see increasing numbers of older people...the numbers and the complexity will rise, and it will impact every area of healthcare...I don’t believe this generation, which I am part of, will readily tolerate limited access to the best care that’s going to allow them to stay in their homes and communities as long as possible.”

Dr. Maura Brennan, Geriatrician and Palliative-care Physician

The Baby Boomer Effect and Controlling Health Care Costs

- Controlling the rising costs of health care is a major concern for the baby boomer generation
- Health care providers and administrators must take a close look at how expenses are managed in the health care system to seek out innovative ways to keep health care accessible and affordable both for baby boomers and those who follow them.

The Baby Boomer Effect and Controlling Health Care Costs

This includes essential actions such as:

- Ensuring proper **staffing** is available for health care facilities.
- Creating senior care facilities that affordably meet the needs of the aging population.
- Utilizing technology to its full capabilities for better efficiency and lower expenses.
- Implementing smart workflows that control costs in health care facilities.

Baby Boomers' Expectations of Health and Medicine

- As large numbers of baby boomers cross into old age, there will be greater demands for chronic health care and for meeting the special needs posed by the “**graying of disability**”—people with disabilities living longer than they did in centuries past.
- The coming changes in health care needs are generally conceptualized in terms of increasing demand and need for responsiveness by overburdened health care professionals

Baby Boomers' Expectations of Health and Medicine

- **Involvement and Assertiveness**

- Baby boomers are different from the generations that preceded them; they are more savvy, assertive, health-conscious, and engaged in their care.

- **Independence**

- Older patients of the present and future expect to live more active lives and seek to remain socially engaged, even as they manage chronic illnesses or rehabilitation from disabling health conditions.
- This generation of self-determining patients is likely to question established principles of medical care, demanding greater attention to their own definitions of health-related quality of life.

Baby Boomers' Expectations of Health and Medicine

- **Technology**

- The elderly patients of today use the technological resources of the Internet.
- Mobile phones enable access to diverse health interventions, which can facilitate patients' sense of agency and self-efficacy about improving their own health.
- Technology can play an important role in making it possible for older adults to “age in place,” and online interventions have facilitated patient empowerment.
- To the extent that patients can retain control, they will happily incorporate technology into their self-care and self-monitoring routines.

Who Will Provide Your Care?

- An **unpaid caregiver** who may be a family member or friend
- A nurse, home health or home care aide, and/or therapist who comes to the home
- Adult Day Services in the area
- A **variety** of long-term care facilities

Who Will Provide Your Care?

- A caregiver can be your family member, partner, friend or neighbor who helps care for you while you live at home.
- About **80 percent of care at home is provided by unpaid caregivers** and may include an array of emotional, financial, nursing, social, homemaking, and other services.
- On average, caregivers spend **20 hours a week** giving care.
- More than half (58 percent) have intensive caregiving responsibilities that may include assisting with a personal care activity, such as bathing or feeding.

Who Will Provide Your Care?

- According to a 2015 study by AARP and the National Alliance on Caregiving, about **43.5 million** people in the US had been an unpaid caregiver in the last 12 months.
- About **two-thirds are women**
- Fourteen percent who care for older adults are themselves **age 65 or more**
- Most people can live at home for **many** years with help from unpaid family and friends, and from other paid community support

Participant Directed Services

- **Participant Directed Services** are a way to provide services that lets you control what services you receive, who provides them, and how and when those services are delivered.
- They provide you with information and assistance to choose and plan for the services and supports that work best for you including:
 - Who you want to provide your services (can include family and friends)
 - Whether you want to use a home care service agency

Participant Directed Services

In **facility-based services** you generally don't have the option to hire someone independently, but you should have choices about:

- Which staff members provide your care
- The schedule you keep
- The meals you eat

Long-Term Care in America: Views on Who Should Bear the Responsibilities and Costs of Care

- A 2017 Long-Term Care trends poll find that two-thirds of Americans age 40 and older feel the country is not prepared for the rapid growth of the older adult population.
- The Associated Press-NORC Center for Public Affairs Research survey also finds that at the local level, less than half of older Americans say their community is doing a good job of meeting older adults' needs for nursing homes, assisted living facilities, and home health care aides to provide long-term care.
- A majority of older adults say they would like the federal government to devote a lot or a great deal of effort this year to helping people with the costs of ongoing living assistance.

Five Things You Should Know **From The AP-NORC Center's Long-Term Care Poll** **Among Adults Age 40 and Older:**

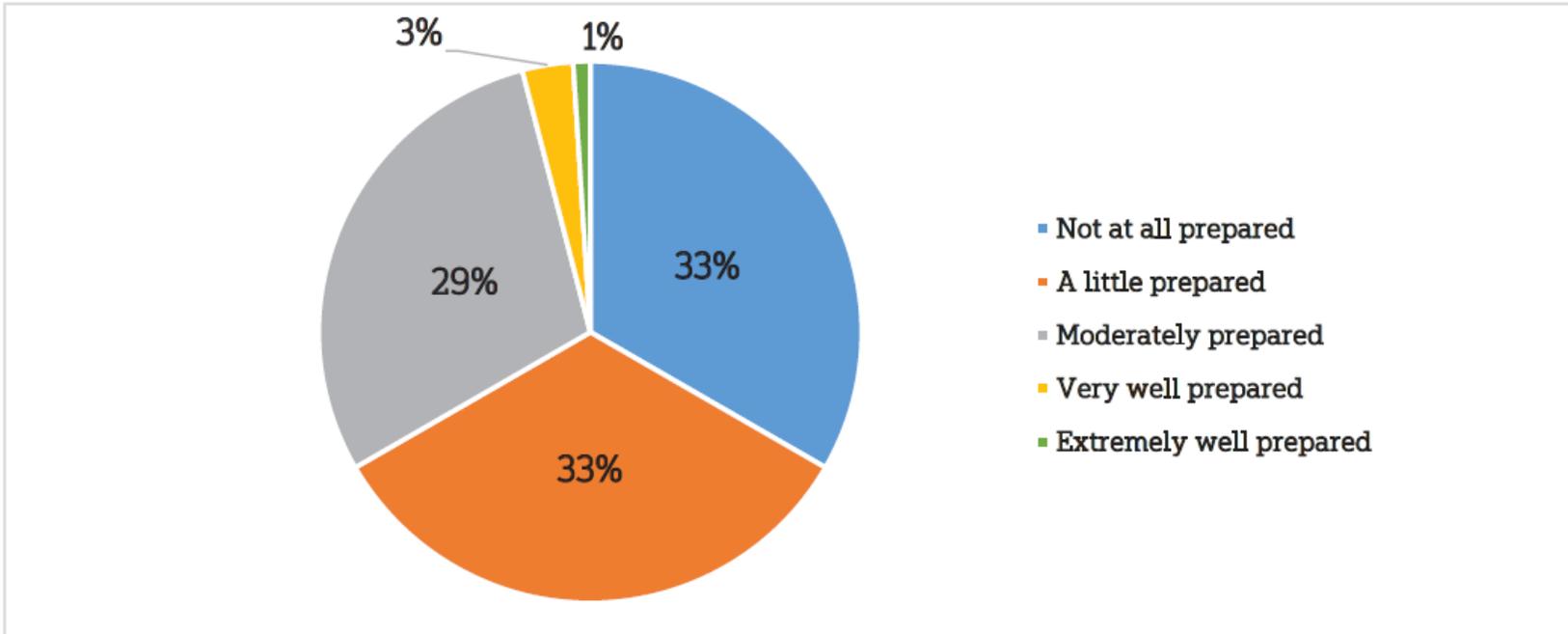
- Two-thirds feel the country is not prepared for the rapid growth of the older adult population.
- More than half believe that Medicare should be responsible for paying the costs of long-term care.
- More than 3 in 4 favor tax breaks for family caregivers, to encourage savings for long-term care, and for purchasing long-term care insurance.
- As in prior years, a majority (67 percent) say they have done only a little or no planning at all for their own care needs.
- Majorities of Democrats, Republicans, and independents support paid family leave programs and other policies to help caregivers.

Long-Term Care in America: Views on Who Should Bear the Responsibilities and Costs of Care

- Seventy percent of older Americans support a government-administered long-term care insurance program, similar to Medicare, a significant jump from the 53 percent who said the same in 2016.
- Sixty-five percent favor a government-administered long-term care insurance program that would specifically cover people who require care for more than five years. This is also a significant increase from the 53 percent who favored such a program in 2016.

Long-Term Care in America: Views on Who Should Bear the Responsibilities and Costs of Care

Two-thirds of Americans age 40 and older feel the country is not prepared for the rapid growth of the older adult population.



Question: The population of older adults is expected to nearly double and will make up about 22 percent of the U.S. population by the year 2040. How prepared is our country for the needs of this growing population of older adults?

Source: AP-NORC Long-Term Care Poll conducted March 2-29, 2017, with 1,341 adults age 40 and older nationwide

WHO ARE YOUR CUSTOMERS?

- Staff
- Residents
- Families and Friends of Staff and Residents
- Consultants
- Care Partners/Vendors
- Community Consumers You've Yet to Meet



94% of Nursing Homes Face Staffing Shortages

- Of 616 nursing homes surveyed by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL), 94% said they are experiencing a staffing shortage.
- Nearly three-fourths of respondents indicated that their workforce situation has worsened compared to 2020, largely due to higher turnover associated with the COVID-19 pandemic.

<https://skillednursingnews.com/2021/06/94-of-nursing-homes-face-staffing-shortages/>

94% of Nursing Homes Face Staffing Shortages

“The survey results clearly indicate that the long term care workforce is facing serious challenges. Lawmakers across the country must prioritize long term care to ensure the profession has the necessary resources to maintain a strong workforce. This begins with addressing chronic underfunding of Medicaid for nursing homes, which currently only covers 70 to 80% of the cost of care.”

Mark Parkinson, President and Chief Executive of AHCA/NCAL

In A Relentless Pandemic, Nursing-Home Workers Are Worn Down and Stressed Out

Staff Shortages, Cost Cutting and Relentlessly Bad News Have Taken A Toll

Burnout is stalking the country's nursing homes. Even as the coronavirus peaks yet again, remaining staffers are worn out, often fed up with the companies they work for, and yet many say they are holding on because their patients need them and have no one else to look out for them. Still, never far from their thoughts is the knowledge that they, too, could be felled by the disease.

Source: <https://www-washingtonpost-com.cdn.ampproject.org/c/s/www.washingtonpost.com/business/2020/12/03/nursing-home-burnout/?outputType=amp>

The Editorial Board: Employee Shortage, New Staffing Law (New York State) Will Rock the Nursing Home Industry

- The **New York State Legislature** passed a bill in May 2021 that dictates minimum staffing levels at nursing homes. The law, which will take effect in January, is well intentioned...the new law invites a crisis.
- The measure requires nursing homes to provide residents with an average of 3.5 hours of care a day, divided between registered or licensed practical nurses and certified nursing assistants.
- A directive in the state budget requires that nursing homes spend 70% of revenue on direct patient care.
- Medicaid pays for the majority of nursing home stays in New York and its rates don't cover costs.
- To balance the books nursing homes need to attract higher-paying residents who pay their own way or are covered by Medicare, whose rates are higher.

COVID-19 Exposed Preexisting Nursing Home Staffing Crisis That Won't End With Pandemic

“The workforce shortage in health care predates the pandemic, but the pandemic shone a bright light on it and made it way worse. Job No. 1 in health care right now ... but specifically in nursing homes and assisted living, is workforce development, workforce recruitment and workforce retention.”

Joe DeMattos
President of the Health Facilities Association of Maryland

State of the American Workplace
Gallup 2016 Report
Job Engagement in the American Workforce

- 33% highly engaged at work
- 16% completely disengaged
- 51% are not engaged, they are just there

State of the American Workplace Gallup 2016 Report

Most workers, many of whom are millennials, approach a role and a company with a highly defined set of expectations:

- They want their work to have meaning and purpose.
- They want to use their talents and strengths to do what they do best every day.
- They want to learn and develop.
- They want their job to fit their life.

Common Pitfalls in Long-Term Care

- Inconsistent or inadequate initial orientation to facility policies, rules, and practices;
- Education and training to ensure staff competency is lacking; continuing education is not adequately provided;
- Inadequate resources, human and otherwise;
- Lack of organization and order; poorly defined job responsibilities;
- Managers that are not prepared or trained to manage people effectively; supervision is sparse and inconsistent; and
- Teamwork and peer mentoring is not supported effectively.

Importance of Friendship at Work

"One of the most important things to have in the workplace is a close relationship," Comparably CEO Jason Nazar tells CNBC Make It. "So very often the largest source of stress for people is a boss, co-worker or the day-to-day pressures of work."

<https://www.cnbc.com/2017/08/16/why-having-friends-at-work-will-make-you-a-better-employee.html>

Connecting with people boosts our mood and our morale, and friendships provide us with the emotional and psychological strength to deal with whatever comes our way — whether an exciting opportunity, a challenge or a crisis."

Annie McKee, author: ["How to Be Happy at Work: The Power of Purpose, Hope, and Friendship."](#)

State of the American Workplace

Gallup 2016 Report

Early research on employee engagement and the elements revealed a unique social pattern among employees in top-performing teams.

When employees possess a deep sense of affiliation with their team members, they are driven to take positive actions that benefit the business — actions they may not otherwise even consider.

Is Your Family Dysfunctional?



The Nature of Relationships

- Assessing personalities, office politics, and respect issues.
- What sort of first impression does your organization make?
- What resources or support systems does your organization foster to improve relationships?

State of the American Workplace Gallup 2016 Report

People want to build meaningful friendships at work.

Great managers:

- **Look for opportunities to get their team members together for events**
- **Encourage people to share stories about themselves**
- **Plan time to socialize when it will not disrupt customers or work**

Creating a New Workplace Culture

Cultural intelligence: Understand the demographic issues impacting the social order.

- As we become a bigger melting pot of ages, races, religions, ethnicities, sexual identities, and cultures, learning about the social and occupational perspectives of a diverse workforce is crucial to avoiding social discord.
- Offer opportunities to learn about each other, to discover how much we have in common as people, and how similar we are as workers to the people we are caring for.

Creating a New Workplace Culture

Management Training: Many managers have never had formal management training.

- Many people are promoted because they are good at their particular job, not necessarily because they are good managers of other people.
- Middle-managers are important communicators between the leadership team and the frontline staff. Cultivating good professionals into effective managers should be a priority in the organization.

Creating a New Workplace Culture

Behavioral Health: Apply the principles and intent of the Federal regulations for behavior to all persons living and working in the environment.

- Trauma-Informed Care expects that the facility will acknowledge the responsibility to recognize and address issues of mental health, substance or alcohol use, and post-traumatic stress disorder (PTSD) with programs and services specific to individualized treatment.
- Whatever mechanisms you are creating to ensure residents receive appropriate care and treatment for psychosocial and behavioral health needs should be applied to the people working in the environment, as well.

2019 Coronavirus Pandemic

The Relationship Between Trauma and Grief

Trauma is an event.

- It can be any event that causes psychological, physical, emotional or mental harm; such as a death or abuse.
- A traumatic event could also be called a loss event. If someone dies, that's a loss. If someone was abused, that too is a loss. A loss of trust.
- The result of a traumatic event is **grief**.

Source: <https://www.griefrecoverymethod.com/blog/2015/02/what-difference-between-trauma-and-grief>

Common Stages of Grief

- Denial
- Anger
- Bargaining
- Depression
- Acceptance



What Is Moral Injury?

- In traumatic or unusually stressful circumstances, people may perpetrate, fail to prevent, or witness events that contradict deeply held moral beliefs and expectations;
- When someone does something that goes against their beliefs this is often referred to as an act of commission and when they fail to do something in line with their beliefs that is often referred to as an act of omission;
- **Moral injury** is the distressing psychological, behavioral, social, and sometimes spiritual aftermath of exposure to such events.
- A moral injury can occur in response to acting or witnessing behaviors that go against an individual's values and moral beliefs.

What Is Moral Injury?

Guilt, shame, disgust and **anger** are some of the hallmark reactions of moral injury:

- **Guilt** involves feeling distress and remorse regarding the morally injurious event (e.g., "I did something bad.").
- **Shame** is when the belief about the event generalizes to the whole self (e.g., "I am bad because of what I did.")
- **Disgust** may occur as a response to memories of an act of perpetration, and anger may occur in response to a loss or feeling betrayed
- Another hallmark reaction to moral injury is an **inability to self-forgive**, and consequently engaging in self-sabotaging behaviors (e.g., feeling like you don't deserve to succeed at work or relationships).

Creating a New Workplace Culture

Motivation and Morale: What does it take to move beyond the status quo?

- Motivating staff to remain interested in looking for new and more effective methods of caring may be the most important of all leadership skills.
- Caring for people who do not want to be or who do not understand why they are in the circumstances they are in can be a thankless profession, no matter your position or responsibilities.
- Recognizing the need to create opportunities for recognition and rewarding positive, creative input in problem-solving and performance improvement is an effective way to motivate greater interest and pride in the organization's growth and development.

Creating a Healthy Workplace

- Protect mental health by reducing work–related risk factors.
- Promote mental health by developing the positive aspects of work and the strengths of employees.
- Address mental health problems regardless of cause.

Protect and Promote Mental Health in the Workplace

- Implementation and enforcement of health and safety policies and practices, including identification of distress, harmful use of psychoactive substances and illness and providing resources to manage them;
- Informing staff that support is available;
- Involving employees in decision-making, conveying a feeling of control and participation; organizational practices that support a healthy work-life balance;
- Programs for career development of employees; and
- Recognizing and rewarding the contribution of employees.

SOURCE: https://www.who.int/mental_health/in_the_workplace/en/



Do you know what your customers really want?

What Your Customers Really Want

“My first thought is to treat the person not just the limitations/disease/condition.”

Pastoral Care Minister to Retired Clergy in Nursing Homes

“The handling of the pandemic...has led to mistrust. We will have to work long and hard to show the public our plan going forward. We need to bring back a home like environment with focus on quality of care and quality of life. Nursing homes will need to downsize and perhaps become partners in home health care to allow seniors the opportunity to age in place.”

RN Nursing Home Consultant

What Your Customers Really Want

If you were unable to afford the health care coverage you prefer, do you think you would be satisfied with the public health (Medicare/Medicaid) care available to you?

- Husband, 80 y/o – “I doubt it. Though as a veteran, I am eligible for care through the Veterans Administration, so I don’t know that I would ever experience true public health care.”
- Wife, 68 y/o – “It is hard to say because so much depends on an individual provider, most of whom try hard to provide equal levels of care despite ability to pay or coverage. However, my fear of public health care limits is the reason we pay for a secondary insurer to back up Medicare.”

Married couple able to pay for the care they want and need

What Your Customers Really Want

“At the time I started my medical practice in 1964, my relationships with my patients were direct and personal. The advent of health insurance interfered with that personal relationship. Very sad that physicians today have lost that part of their practice that gave them the pleasure of establishing close relationships with their patients.”

91 y/o, retired physician and now a patient himself

What Your Customers Really Want

“Right now I feel that my personal contact with my doctor is the missing part. I must admit that I miss the long conversations with my physician, the trust I had in his concern for my well being and the expertise of his office staff.”

“Regarding my concerns for my special-needs daughter and her future health care, there are so many rules that the staff has to follow in group residences, I would hope that informing the client’s guardians of medical conditions and doctor’s recommendations will be mandated.”

80 y/o mother of an adult daughter with special needs

Steps to Transforming Your Workplace Culture

- Call an executive committee meeting and commit to transforming your workplace from old command-and-control to one of high development and ongoing coaching conversations.
- Dive in — don't put your toe in. You can afford a lot of mistakes and even failures because the system you currently use doesn't work anyway.
- Switch from a culture of “employee satisfaction” — which only measures things like how much workers like their perks and benefits — to a “coaching culture.”

Improving the Customer Experience

- Expand staff education and training in customer service
- Set goals and establish progressive benchmarks
- Improve first impressions
- Establish clear staff roles and responsibilities
- Maintain productive communication
- Monitor the efficacy of the plan
- Remain current

State of the American Workplace Gallup 2016 Report
Steps to Transforming Your Workplace Culture

Teaching managers to be a coach begins with helping them develop the communication, managerial and people skills needed to connect with their team, understand their needs, become an active part of their performance and individualize each team member's development.

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Steps to Transforming Your Workplace Culture

FIVE TYPES OF COACHING CONVERSATIONS

- **Role and relationship orientation:** Occurs when employees join the company, when job responsibilities shift and when employees change roles
- **Quick connects:** Give managers an opportunity to assess quickly how an employee is doing and to identify successes and barriers
- **Check-ins:** More formal opportunities to seek and give feedback on goal achievement, priorities, progress on projects and employee needs
- **Developmental coaching:** Aims to direct and guide an employee to improved performance and individual career development
- **Progress reviews:** Formal reviews of progress on goals, expectations and planning for future opportunities

State of the American Workplace Gallup 2016 Report

Steps to Transforming Your Workplace Culture

Leaders must determine how they can:

- Design and deliver a compelling and authentic **brand**
- Take employee engagement from a survey to a cultural pillar that improves performance
- Approach performance management in ways that motivate employees
- Offer benefits and perks that influence attraction and retention
- Improve clarity and communication for all employees, across all disciplines, positions, and shifts



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Creating Meaningful, Satisfying Lives One Person at a Time

