



Growing a Resilient and Outstanding Workforce in the Home and Community: California GROWs

*CDA Webinar
September 30, 2022*

Today's Webinar

1. The Context:

Overview of the Landscape

2. The Challenge:

Understanding California's Workforce Crisis

3. The Opportunity:

A Path Forward for Building the Workforce

4. Focus on: CDA's Direct Care Workforce Initiative

CalGROWs in the Home and Community



The Context

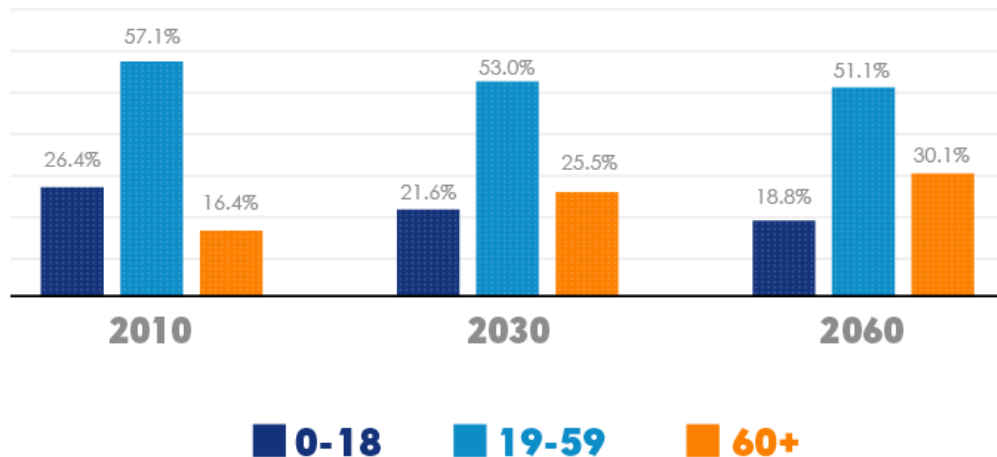
A Changing Landscape



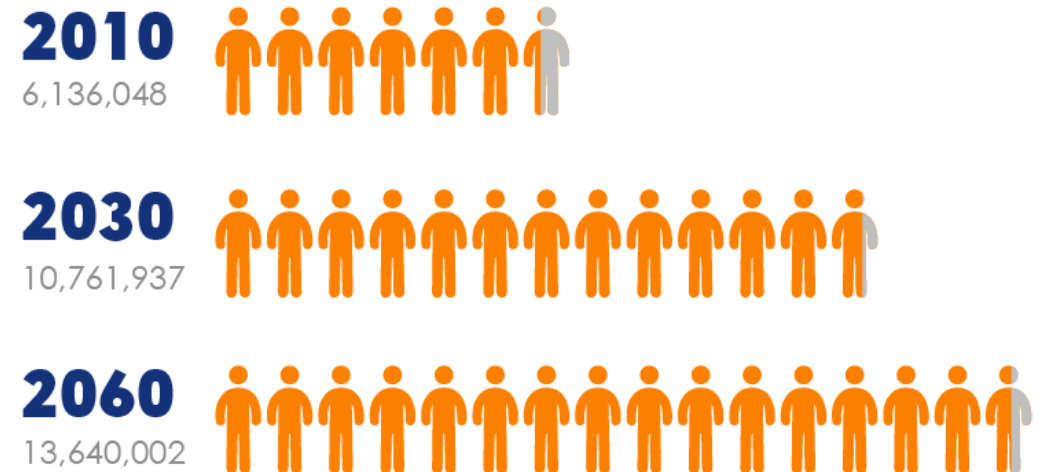
The Landscape of California is Changing

By 2030, Californians 60 and Over Will Comprise One-Quarter of the Population

Distribution of the CA population by age group, by year

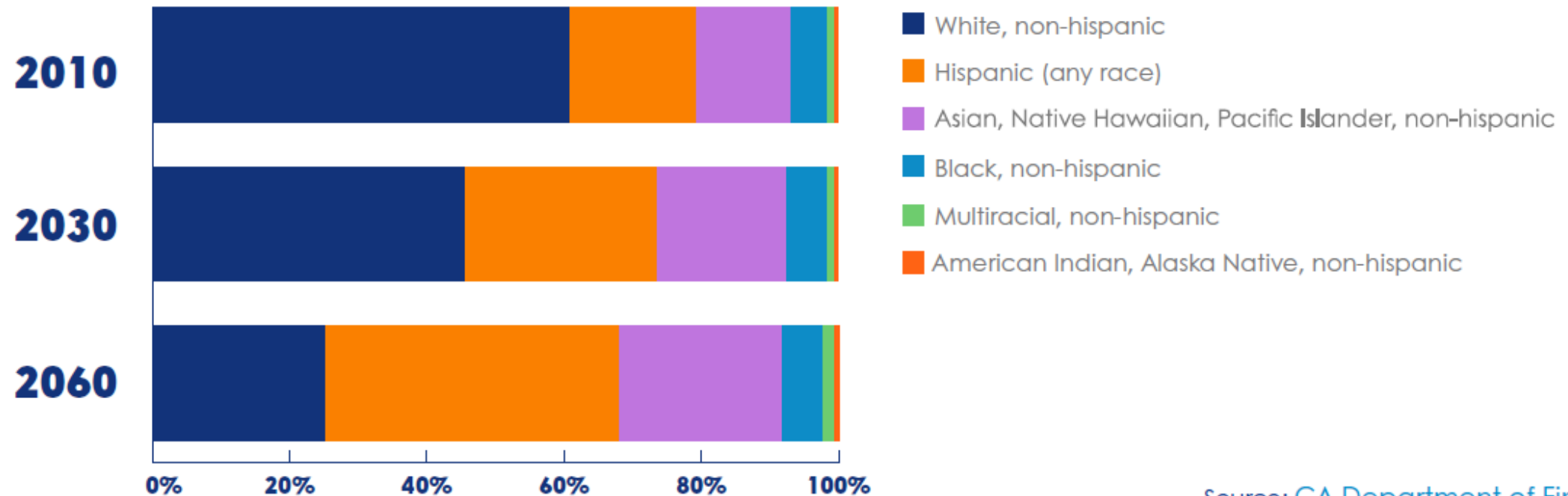


Number of Californians age 60+ by year



The Landscape of California is Changing

California's 60+ population by race/ethnicity, by year



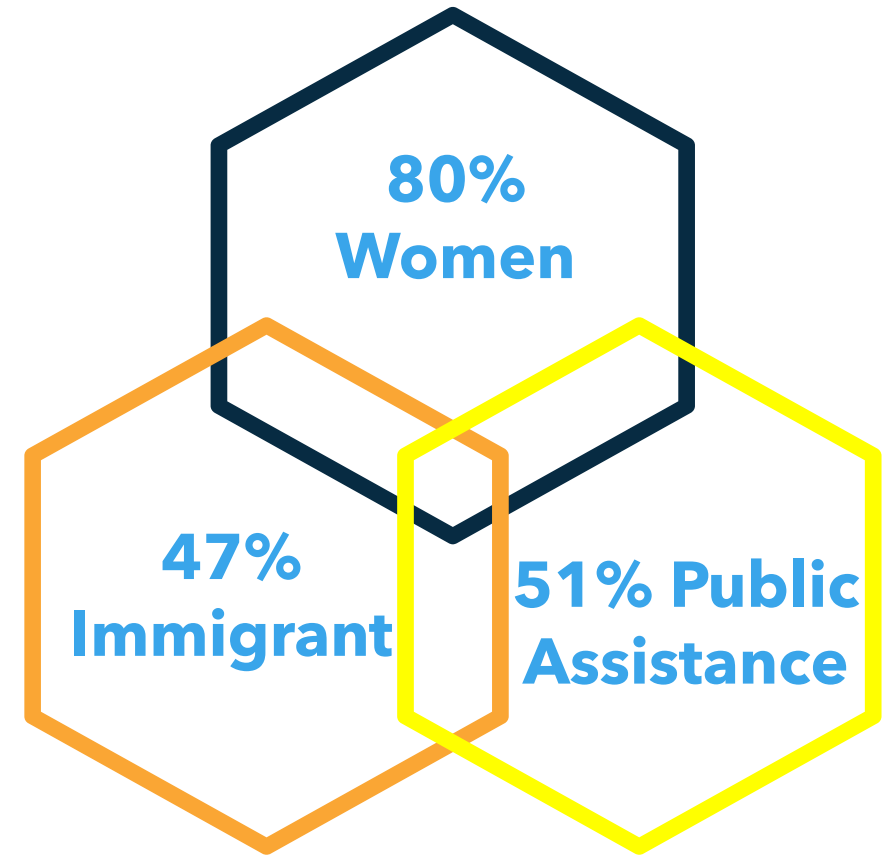
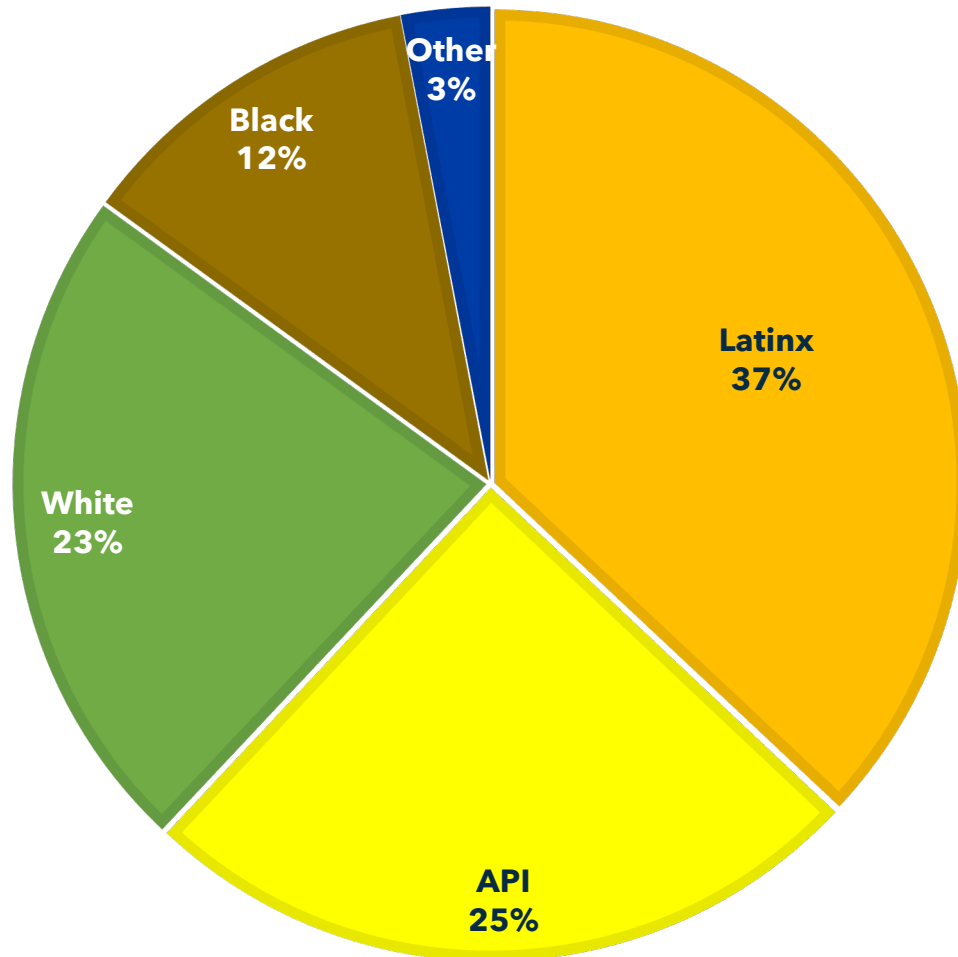
Source: [CA Department of Finance](#)



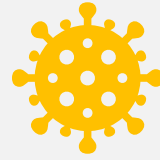
The Challenge: Understanding the LTSS Workforce Crisis

The Direct Care Workforce at a Glance

■ Latinx ■ API ■ White ■ Black ■ Other



The Need is Urgent



The COVID Impact



Labor Shortages



Diverse, Culturally
Competent Workforce



The Opportunity:

**A Path Forward for
Building the LTSS
Workforce**

Addressing the Workforce Crisis: California's Current Investments and Initiatives



2021-22 Investments \$946 million

- Training
- Stipends
- Incentives

2022-23 Investments \$1.4 billion

Build the Pipeline:

- Community Health Workers
- Social Workers
- Nursing
- Multilingual Health Initiative
- Psychiatric



CalGROWs in the Home and Community: Growing a Resilient and Outstanding Workforce

CDA's Direct Care Workforce Initiative

California's HCBS Spending Plan

Direct Care Workforce (non-IHSS) Training & Stipends: \$150 million

“Training and stipends will be available to Direct Care Workforce (non-IHSS) that provide services to Medicaid participants in a range of home and community-based settings, in order to both improve care quality, respond to severe worker shortages in the sector, and prevent unnecessary institutionalization. These training and stipends...will improve the skills, stipend compensation, and retention of direct care workforce sector that is either employed by Medicaid HCBS waiver programs (e.g., CBAS, MSSP, PACE) or delivering the direct care services to Medicaid participants that are referenced in Appendix B [of the Spending Plan]”

CalGROWs: Target Population

Direct Care Workers:

- Home Care Aides
- Care Coordinators/Care Managers
- Dementia Care Specialists
- Personal Care Assistants (Non-IHSS)
- Activities Coordinators
- Transportation Providers
- Community Health Workers
- Unpaid Family Caregivers

Programs/Settings:

- Community-Based Adult Services
- Multipurpose Senior Services Program
- Adult Day Care
- PACE
- Assisted Living Waiver Providers
- HCBA Waiver Providers
- AIDS Waiver Providers
- RCFEs
- Caregiver Resource Centers

CalGROWs: Project Framework

**Five Training
Pathways**

**CA GROWs
Innovation
Fund**

**Learning and
Innovations
Institute**

Evaluation



A photograph of two women smiling warmly at each other. The woman on the left is wearing a grey hijab and a patterned top. The woman on the right is wearing teal medical scrubs and has a stethoscope around her neck. They appear to be in a professional setting, possibly a hospital or clinic. The background is a solid dark blue.

CalGROWs INNOVATION FUND

**Grants for Innovative
Approaches to Workforce
Training, Recruitment, and
Retention**

A photograph of two women smiling warmly at each other. The woman on the left is wearing a grey hijab and a patterned top. The woman on the right is wearing teal medical scrubs and has a stethoscope around her neck. They appear to be in a clinical or healthcare setting. A small yellow rectangular graphic is located in the top left corner of the image.

CalGROWs INNOVATION FUND

RFA release - November 2022

Program launch - Early 2023

CALIFORNIA DEPARTMENT OF AGING CA GROWs

Update | September 30th, 2022

Engagement & Research Process

Phase 1: Project Foundation

February – March 2022

- Background material review.
- Understand CDA's current thinking on the DCW training and stipend initiative.

Phase 3: Promising Practice Research

March – August 2022

- Scan workforce development reports, plans, and other state initiatives to inform CA GROWs design and implementation.

Phase 2: Stakeholder Engagement

March – August 2022

- Design approach for stakeholder engagement.
- Launch stakeholder engagement sessions.
- Conduct focus groups with DCWs.
- Launch DCW survey.

Phase 4: CA GROWs Design Possibilities

August – October 2022

- Synthesize and summarize findings from promising practice research and stakeholder engagement.
- Synthesize DCW survey results and focus groups.
- Facilitate design sessions with CDA leadership.
- Determine priority areas of focus for CA GROWs design.

Engagement & Research Details



Stakeholder engagement

- Encompassed 57 voices representing stakeholder groups such as:
 - HCBS Providers
 - Provider Associations
 - Workforce Development and Training Experts
 - Advocacy Groups
 - Direct Care Workforce
- DCW survey captured perspectives from 610 survey respondents in a variety of DCW roles and HCBS settings.



Research on promising practices

- Areas of exploration included:
 - Career ladders and pathways
 - Curriculum
 - Training formats
 - Instructor experience
 - Accessibility
 - Stipends (amount & approach)
 - Evaluation
 - Examples from other States

CA GROWs Design Considerations | what we learned from stakeholders & research

Develop core competencies as a basis for training content and career pathways.

- Define foundational core competencies for a broad range of DCWs.
- Define specialized competencies that build on the core.
- Create a system for assessing skills and providing certificates, badges, and credit for achieving skills.
- Layer credentials for professional advancement that can transfer across systems and positions.
- Develop career ladders and lattices.
- Utilize a multi-disciplinary committee to inform the training program curriculum.
- Create universal job classifications.

Make accessibility a priority.

- Training on different days and times.
- Transportation support.
- Childcare onsite or vouchers.
- Coaches to support with enrollment and retention.
- Technology support to help navigate platforms and technology barriers.
- Multi-lingual training and materials.

CA GROWs Design Considerations | what we learned from stakeholders & research

Offer a mix of training modalities anchored in adult-centered learning.

- Offer in-person and virtual training opportunities.
- Customize content and provide plenty of hands-on practice opportunities.
- Engage multiple stakeholders (DCWs, employers, trainers, etc.) in training design.
- Use qualified training instructors and create peer-to-peer learning opportunities.
- Create ongoing educational opportunities such as refresher courses.
- Provide on the job coaching, mentoring, and peer support.
- Develop central repository of training resources.

Deploy financial incentives to encourage participation and retention.

- Provide training stipends; pay for training time.
- Provide training incentives such as vouchers, gift cards, etc.
- Provide incremental stipends tied to retention.

Integrate oversight, evaluation, and learning.

- Evaluate training modules.
- Evaluate the training initiative (trainee outcomes + client outcomes).
- Evaluate sustainability (stakeholders bought in and continuing efforts).

CA GROWs Design Considerations | what we learned from stakeholders & research

Employ a multi-pronged approach for outreach.

- Ensure communication about the initiative is linguistically and culturally appropriate.
- Deliver outreach via trusted DCW networks.
- Create partnerships with employers, CBOs, unions, workforce development boards, etc. to promote the initiative.
- Use a variety of social medial channels to reach the DCW workforce.

Develop a vast network of partners to design and implement CA GROWs.

- Leverage employer motivators to build buy-in. Engage employers in the design of core competencies and career pathways, promotion of the initiative, and retention opportunities.
- Work with subject matter experts and academics to design core competencies, evaluation, and implementation plans.
- Engage DCWs in the design of core competencies, career pathways, and outreach.
- Work with community colleges to design and deliver training, career pathways, and workforce credentialing system.
- Engage CBOs for program outreach.
- Work with unions and workforce development boards on training and outreach.

CA GROWs | Designing

			POTENTIAL DESIGN ELEMENT SOURCE						
#	THEME / ELEMENTS	DETAILS / DEFINITIONS	SOURCE: STAKEHOLDER INTERVIEWS	SOURCE: DESK RESEARCH	SOURCE: DCW SURVEY	PRIORITY (Must do, Nice to do, In the future, Can't do, Not a priority)	HOW will this get implemented? At what stage of the initiative?	WHO Implements?	Notes
1	Develop core competencies as a basis for training content and career pathways								
1.1	Core Competencies (see second tab)	Define foundational core competencies for a broad range of DCWs and specialized and advanced competencies that build on the core.	X	X		Must Do			<ul style="list-style-type: none"> • Could take shape in a variety of ways. • Clarify what is meant by core competencies and don't create another framework that is used by this initiative only. • Needs to be tailored to the worker profiles.
1.2	Workforce Credentialing System	System for assessing skills and providing certificates, badges, credit for achieving skills.	X	X	X	Nice to Do/ In the Future		Could involve government agencies, licensing, and/or professional associations, or non-governmental associations to support a certificate system.	<ul style="list-style-type: none"> • Would require workgroup activities to establish this. • Are there other states that have established this to borrow from (TN example). • Strong recommendation for doing this.
1.3	Stackable Competencies / Credentials	Credentials can be layered for professional advancement.	X	X		Nice to Do/ In the Future			<ul style="list-style-type: none"> • This is a broader effort. • Would require a lot of workgroup activities. • Strong recommendation for doing this.
1.4	Portable Competencies / Credentials	Credentials can be transferred and applied across systems and positions.	X	X		Nice to Do/ In the Future			<ul style="list-style-type: none"> • This is a broader effort. • Would require a lot of workgroup activities. • Strong recommendation for doing this.
1.5	Career Ladders	Vertical pathways in a system/program/organization (e.g., from entry-level to supervisor to manager; or from a generalist to a specialist role).	X	X	X	Must or Nice to Do	Incorporate into the innovation grant as a parameter?		<ul style="list-style-type: none"> • Prefer to use lattice over ladder. • If it is built into coaching it would be helping DCWs understand how training would help them advance, but would not be developing pathways.
1.6	Career Lattices	PP Research: vertical, diagonal, lateral pathways in one or several systems (e.g., moving across peripheral systems such as from home care to home health care to hospital-based care). Stakeholders: career pathways; short steps with rapid progression tied to changes in roles and salary.	X	X	X	Must or Nice to Do	Incorporate into the innovation grant as a parameter?		<ul style="list-style-type: none"> • This needs to align with the goals of the DCWs. • Could DCWs be coached towards goals with training to support their goals.
1.7	Committee-Based Curricula Design	Utilizing a multi-disciplinary committee that represents key stakeholders in the system to advise and inform the design and decision-making of training program curriculum.	X	X		In the Future	Incorporate into the innovation grant as a parameter (i.e. prefer curriculum that was developed through a committee).		
1.8	Universal Job Classifications	Standard job titles and job descriptions within a program or system that all employers/providers participating in that system either agree to use or are required to use.		X		In the Future			

THANK YOU!

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<https://collaborativeconsulting.net/about/>



QUESTIONS?

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