

**Long-term  
Care  
Workforce  
Development  
Interim Report**

2019 Budget Proviso (ESHB 1109)

Nursing Care Quality Assurance Commission  
10-23-2019

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## Introduction

### This Report

This report provides an interim update to the legislature from the 2018 and 2019 Long-Term Care Workforce Development Steering Committee.

The report covers:

- Work completed between meetings of the 2018 and 2019 steering committee.
- Work plans for the 2019 steering committee and work groups.
- Early updates of the initial 2019 steering committee work.

The 2019 steering committee held its initial meeting on September 19, 2019. This report covers the two-year work plan for the committee and the four identified workgroups. This report also outlines the topics of the first six all-day sessions of the committee. Since the committee's work has just started, this report primarily focuses on planning.

### Purpose of Work

In 2018, the Washington State Legislature directed the Nursing Care Quality Assurance Commission to establish a steering committee to provide recommendations to improve shortages of nurses in long-term care (LTC) settings. Subsequently, the committee compiled a list of 25 recommendations to address the problems they identified.

In 2019, the legislature reconvened the steering committee to discuss the recommendations and provide plans to address the workforce shortages. Details focused on improving the availability and use of workforce-related data, training, and testing. The legislature also directed the committee to recommend improvements to improve skilled nursing facility staffing models and address deficiencies in resident care.

The priorities of work for the 2019-2021 biennium include:

- i. Identifying data sources necessary to ensure workers are achieving timely training, testing, and certification;
- ii. Working with regional workforce development councils to project worker shortages and on-going demands;
- iii. Creating a competency-based common curriculum for nursing assistant training that includes knowledge and skills relevant to current nursing assistant practices; integrated specialty training on mental health, developmental disabilities, and dementia; and removing or revising outdated content. The curriculum must not unnecessarily add additional training hours, and must meet all applicable federal and state laws. The curriculum must be designed with seamless progression from or toward any point on the educational continuum.
- iv. Establishing revised nursing assistant testing that aligns directly with the learning outcomes of the competency-based common curriculum, and improves access, reduces costs, increases consistency across evaluators, increases pass rates, and provides support for languages other than English; and

- v. Recommending requirements to improve skilled nursing facility staffing models and to address deficiencies in resident care.

## **Mission and Vision**

### ***Mission***

To address recognized needs within the LTC workforce by identifying data sources and using data effectively; making recommended revisions to training and testing; and identifying staffing models for skilled nursing facility care that meets the needs of its residents.

### ***Vision***

Washington state residents will have access to quality services provided by qualified and available nurses and nursing assistants in long-term care. Workers will have opportunities for career progression in long-term care settings.

## News and Updates from Steering Committee Agencies since the 2018 Report

After the December 2018 Report to Governor Inslee and the Legislature, the agencies represented on the Steering Committee have continued to work on LTC workforce-related issues. Here is a summary of their activity:

### **From the Adult Family Home (AFH) Council:**

- Senate Bill 5672 authorized the development and funding of an AFH training network. The network is defined as a nonprofit organization established by the exclusive bargaining representative of adult family homes designated under RCW 41.56.029 with the capacity to provide training, workforce development, and other services to adult family homes. The network will be funded through contributions from the negotiated AFH training benefit. By July of 2020, the network must begin training efforts and provide reports to the Department of Social and Health Services (DSHS) as needed.

### **From the Department of Health, Health Systems Quality Assurance (DOH/HSQA):**

- The Nursing Assistant program was projected to reach a funding deficit of -\$4.5 million by June 2025. The primary cost drivers are high credentialing and disciplinary costs. A fee increase was needed to reverse the funding deficit and make the profession self-sustaining by 2025. Effective October 1, 2019 the nursing assistant application fee was increased by \$20 to \$85 annually, and the renewal fee was increased by \$25 to \$95. The previous fee increase was in 2016.

### **From the Department of Social and Health Services (DSHS):**

- DSHS is proposing legislation for the 2020 session to rebase nursing facility Medicaid rates to support continued care in the most economic and efficient manner.
- Staffing regulations for nurses (adopted in 2016) allow for a one-year exception to the 24/7 RN requirement that is renewable up to three consecutive years. However, the regulations are unclear how to proceed with the exception process past that time. The proposed legislation intends to: (1) clarify how DSHS can lawfully proceed with the exception process; and (2) help nursing facilities understand staffing requirements, particularly regarding the ongoing shortage of RNs.
- Essentially, the proposal would rebase all components of the Medicaid rate yearly while applying economic inflation factors to close the gap between the cost year and the pay-in year. It also seeks to eliminate the three-consecutive-year constraint to allow yearly RN staffing exceptions, and to align state and federal oversight survey standards and timelines.

### **From the Nursing Care Quality Assurance Commission:**

- In 2019, the NCQAC worked to improve application processes and timelines of nursing assistant training programs. Timelines are continually monitored to ensure they meet

acceptable performance objectives. Even with increased applications, these improvements are successfully meeting the performance objectives.

- In collaboration with the Washington Center for Nursing (WCN) and the Council on Nursing Educators in Washington State (CNEWS), the NCQAC is working to develop and pilot an accessible LPN-to-BSN pathway in Washington. The Steering Committee's Curriculum Workgroup is linked with this effort to foster a nursing assistant-to-nursing pathway.

**From Oversight Agencies on Collaborative Inter-Agency Work:**

- In 2019, discussions regarding agency roles and oversight continued among DOH/HSQA Credentialing, DSHS, and NCQAC. The agencies agreed to move management of the competency evaluation contract to NCQAC (as of January 2020). Work is under way to finalize a revised inter-agency Memorandum of Understanding.
- A Lean workshop is tentatively planned for the spring of 2020 to map out agencies' steps and processes for nursing assistants, and to make improvements where possible.

**From the Service Employees International Union (SEIU) (Benefits Group):**

- The Benefits Group is revamping the 70-hour basic training program and the five-hour orientation and safety courses, over the next two years. This will align with current Washington Administrative Code and the Department of Social and Health Services. This new version is a 100 percent competency-based model, with assessments to determine knowledge gains, and will be released in the fall of 2021.
- Additionally, the Benefits Group will revise the advanced home care aide program. This 70-hour training program focuses on the soft skills needed to care for clients with complex health care conditions. Another track will also be added to this competency-based program. It will equip home care aides with additional behavioral health skills. This track will complement the current holistic health track and will be released in the spring of 2021. DSHS will help home care aides determine the best learning track that meets their current client needs.

## Project Organization and Stakeholders

### Project Management Team

Project Management Role	Designated Individual
Project Executive	Paula Meyer, Executive Director
Project Lead	Kathy Moisio, Director of Nursing Assistant Programs
Steering Committee Chair	Tracy Rude, Nursing Care Quality Assurance Commission Chair
Policy Analyst	Brandon Williams
Project Support	Poppy Budrow, Health Services Consultant
Project Support	Bobbi Allison, Education Assistant
External Facilitator/Project Advisor	Porsche Everson, Relevant Strategies, LLC

### Steering Committee Members

Most of the members below participated in the 2018 LTC Workforce Development group. ESHB 1109 authorized the Nursing Commission to add additional members to the steering committee, as needed. In 2018, home care, hospice, and palliative care sectors were not included in the charge, nor represented on the committee. The 2019-21 steering committee includes representation from these long-term care services. Since nursing assistants play a crucial role in all of these areas, their inclusion is imperative while considering future changes. The Nursing Commission also added a certified nursing assistant and a family caregiver/consumer of long-term care services to the steering committee to provide valuable first-person perspective. Finally, the Nursing Commission invited a representative from the Developmental Disabilities Administration to join the committee. These additions to the steering committee round out gaps identified during the initial 2018 work.

Designated Individual	Representing
Tracy Rude, NCQAC and Steering Committee Chair	Nursing Care Quality Assurance Commission
Abby Solomon (Sending Sheena Tomar when unable to attend, representing Service Employees International Union or SEIU)	Representative of largest statewide Home Care Workers Union
Candace Goehring	Assistant Secretary of Aging and Long-Term Support Administration (AL TSA) of the

Designated Individual	Representing
	Department of Social and Health Services, or designee
Carolyn McKinnon	Executive Director of the Washington State Board for Community and Technical Colleges, or designee
Cheryl Sanders	American Indian Health Commission
Doris Barret	Department of Social and Health Services Administration, Developmental Disabilities Administration
Representative Eileen Cody (Sending Thea Bird when unable to attend)	Chair of House Health Care and Wellness Committee or designee
John Ficker, Executive Director (Sending Karen Cordero when unable to attend)	Representative of the Adult Family Home Council of Washington
Josephine Antonio	Cornerstone Healthcare Services (Nursing Assistant-Certified)
Julie Ferguson	Advanced Healthcare, Washington Private Duty Association
Kristin Peterson (Sending Trina Crawford when unable to attend)	Representative from the Health Systems Quality Assurance Division of the Department of Health
Laurie St. Ours (Representing the Washington Healthcare Association or WHCA)	Representative of largest statewide Assisted Living and Skilled Nursing Facilities Association
Leslie Emerick (Representing Washington State Hospice & Palliative Care Organization; Home Care Association of Washington; and Washington Home Care Association)	Representative of In-Home Service Providers
Pamela Pasquale	Representative of largest statewide nursing agency

Designated Individual	Representing
(Representing the Washington State Nurses Association or WSNA)	
Patricia Hunter	Washington State Long-Term Care Ombuds, or designee
Rachel McAloon (Sending Evan Hamilton when unable to attend)	Member of the Washington Apprenticeship and Training Council (Department of Labor & Industries)
Sheri Shull	Family Caregiver/Consumer of LTC Services
Senator Steve Conway (Sending Kimberly Lelli when unable to attend)	Chair of Senate Health and Long-Term Care Committee, or designee

## Project Ecosystem

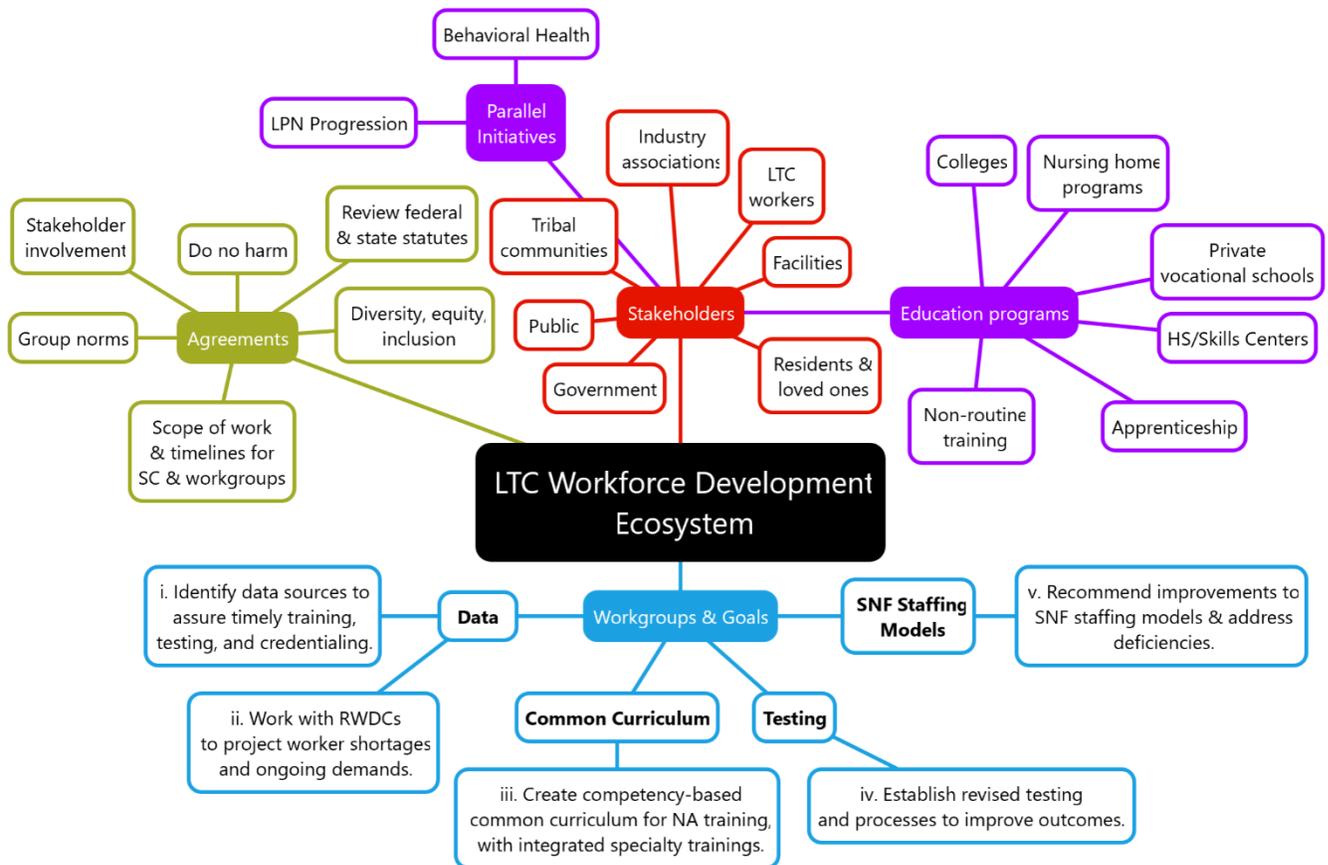


Figure 1. Project map that shows stakeholder groups, workgroups, goals, and agreements.

### *Stakeholders, Parallel Initiatives, and Education Programs*

Stakeholders for this project include LTC workers, industry associations, long-term care facilities, tribal communities, government, residents and loved ones, and the public. Education programs are also major stakeholders since many types of organizations provide nursing assistant education, including vocational schools, colleges, high school skills centers, and nursing homes. Additionally, apprenticeships and similar programs that credit equivalent education and training (i.e. students in academic nursing programs and students with military health care training) also contribute to nursing assistant education.

There are other several other parallel initiatives in Washington related to this project. Behavioral health and LPN progression (identified in the ecosystem map above) are two that hold a significant relationship. Both initiatives contain members of the LTC Workforce Development Steering Committee or workgroups. The project team and steering committee members will make every effort to collaborate with other parallel initiatives as they progress.

### *Agreements*

The steering committee and workgroups need to agree on several elements. We need to keep our scope of work and timelines within the budget proviso language, and decide how we will work together as a group. We must ensure that no harm is done when making major system changes and that we are inclusive in our involvement with stakeholder groups. We also need to verify that any recommendations or system changes meet federal and state statutes and rules, and that we track any state statutes or rules that will require modification.

### *Workgroups*

Four workgroups are required to thoroughly address the recommendations and proposed plans. In addition to attending in-person steering committee meetings three times per year, the workgroups will typically meet monthly, via conference call, to discuss their assigned goals. The workgroup names correspond to their major focus areas and consist of the following: Data, Common Curriculum, Testing, and SNF Staffing Models. The budget proviso language

determined each workgroup's project goals.



*Figure 2. Four workgroups will address detailed recommendations and proposed plans.*

The workgroups are chaired by steering committee members (or their appointees) and are listed in the membership tables in this document. Members include other steering committee members, their appointees, and other selected stakeholders with subject matter expertise. The project management team provided a fair balance of stakeholder interests on the workgroups. The workgroups may add other people as needed, to provide expert counsel and advice.

The workgroups will identify detailed and balanced plans, content, and recommendations for consideration by the full steering committee. The workgroups do not have delegated authority for decision-making on behalf of the steering committee.

## Project Approach

The overall purpose of the steering committee’s work is to meet the requirements of the budget proviso allotted to the Nursing Care Quality Assurance Commission in Engrossed Substitute House Bill 1109. The budget proviso directs the Nursing Care Quality Assurance Commission to continue its workgroup on long-term care workforce needs by acting on key workgroup recommendations provided in the December 2018 report to the governor and Legislature. The budget proviso calls for action regarding nursing assistant training curriculum and testing; data sources to assure timely training, testing, and certification; and projections for worker shortages and demand. The budget proviso also calls for additional recommendations related to skilled nursing facility staffing models to support quality care.

This work differs from the original workgroup purpose in that this steering committee will create detailed change plans, content, and recommendations for potential implementation – all within the constraints of the budget proviso, state fiscal support, and federal and state regulations.

Some of the detailed change plans, content, and recommendations may require changes to state statutes or rules. The project staff will track all proposed changes, and work with legislative steering committee members and policy leaders to address needed changes.

As work progresses during the 2019-2021 project period, the steering committee may oversee implementation of the change plans and the detailed recommendations.

### Steering Committee Meeting Flow

First Session	Typical Workflow
Topic/Theme	Topic/Theme
Study Session	Study Session
Workgroup Meetings	Workgroup Reports Steering Co. Feedback to Workgroups
Public Comment	Public Comment
Workgroup Reports Steering Co. Feedback to Workgroups	Workgroup Meetings
Reflections/Action Items/Wrap-up	Reflections/Action Items/Wrap-up

Figure 3. Steering committee workflows.

A typical steering committee meeting will include a study session at the beginning to focus on a selected topic. Guest presenters, project staff members, and/or committee members will provide content and address questions from the steering committee.

Workgroup chairs will report on their work since the previous subcommittee meeting and seek feedback and advice from the committee, if needed. Each workgroup report will last about 15 to 30 minutes, depending upon the degree of support or direction needed from the committee.

The steering committee meetings are open to the public; the public may observe, but not engage in the work of the steering committee. Fifteen to 30 minutes will be set aside at each steering committee meeting for members of the public to address the committee. Other forms of public input will be developed and made available as the project progresses.

Workgroups will have one to two hours for breakout sessions after the public comment period. Afterwards, the entire committee will re-convene to wrap up remaining work, identify action items, and provide feedback for future sessions.

### Workgroup Meeting Flow

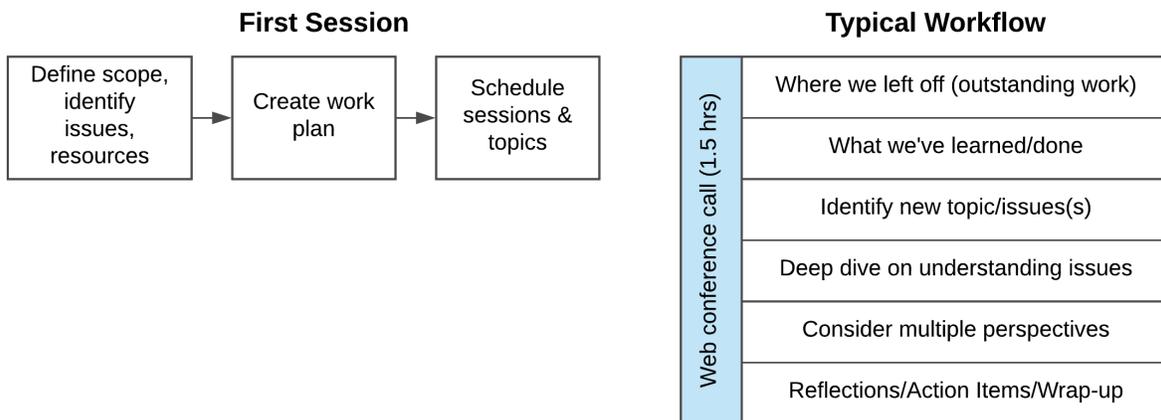


Figure 4. Workgroup meeting flows.

Workgroup meetings will occur during the in-person steering committee meetings, and by Web conferences monthly, or nearly every month, in between the steering committee meetings.

The workgroup chair will tailor the agenda and tasks of the workgroup as needed. A typical Web conference will last 1½ to 2 hours. It will address previous work and cover what was completed since the last session. Workgroups will follow the plans established in the first session to address new topics or issues, perform a deep dive to understand the issues, consider multiple perspectives in their discussions, and document any recommendations or agreements to present to the steering committee.

The monthly workgroup meetings will not be open to the public, but all decisions and recommendations of the workgroups will be reported at the subsequent steering committee

meeting. Most of the detailed work of creating change plans, content, and actionable recommendations will occur at the workgroup level. Workgroups do not have delegated authority to make system changes.

As much as possible, project staff or an external facilitator will attend monthly workgroup meetings to provide support. This support can include sending meeting invitations, initiating Web conference calls, sharing insights from other workgroups, taking notes, and performing limited research. Workgroup members are expected to participate in all or most meetings, to perform research in between meetings, and to consider multiple perspectives when making decisions on recommendations.

The project team may periodically engage the chairs of the steering committee or workgroups for planning work or coordination, as necessary.

Project staff members will advise workgroups on current federal and state statutes and rules, and will track any proposed changes.

## Steering Committee Report

### Formation

All agencies from the 2018 LTC Workforce Steering Committee remain represented. With the exception of two new agency appointees, all previous members returned to service with the 2019-21 steering committee.

Additionally, new stakeholders joined the steering committee upon invitation, to provide additional perspective. The new steering committee members include: representatives of home care, hospice, and palliative care sectors; a certified nursing assistant; a family caregiver/consumer of long-term care services; and a representative from the Developmental Disabilities Administration.

The 2019-21 steering committee held their first meeting in Olympia on September 19, 2019 at the John A. Cherberg Building, hearing room 3, courtesy of a sponsorship from Senator Steve Conway, a member of the steering committee.



*Figure 5. LTC Workforce Development Steering Committee members at their inaugural 2019 meeting at the Cherberg Building in Olympia.*

## Core Values and Agreements

During the initial 2019 steering committee meeting, discussions focused on the scope of work, drafting a work plan, and agreeing how to work together as a group. The steering committee intends to ensure that no harm is done during system changes and that the group is inclusive and transparent in its involvement with stakeholder groups. They will also ensure that recommendations and system changes meet federal and state statutes and rules, and that they will keep track of any state statutes or rules that may require modification.

The group developed a word cloud depiction of core values to guide its work in 2019-21. The size of the text represents the frequency with which the value was proposed.



Figure 6. Core values generated by the steering committee for their work in 2019-21.

The steering committee also selected an initial list of group agreements to follow as it works through complex and difficult recommendations for system improvement. The top five agreements are:

- Be open to new ideas.
- Value the diversity of opinions and ideas.
- Remember why we are doing this work.
- Respect differences.
- Clarify and commit to next steps.

The group proposed other agreements as shown in Figure 7. The committee will refine the list of agreements/norms at their January 2020 session.

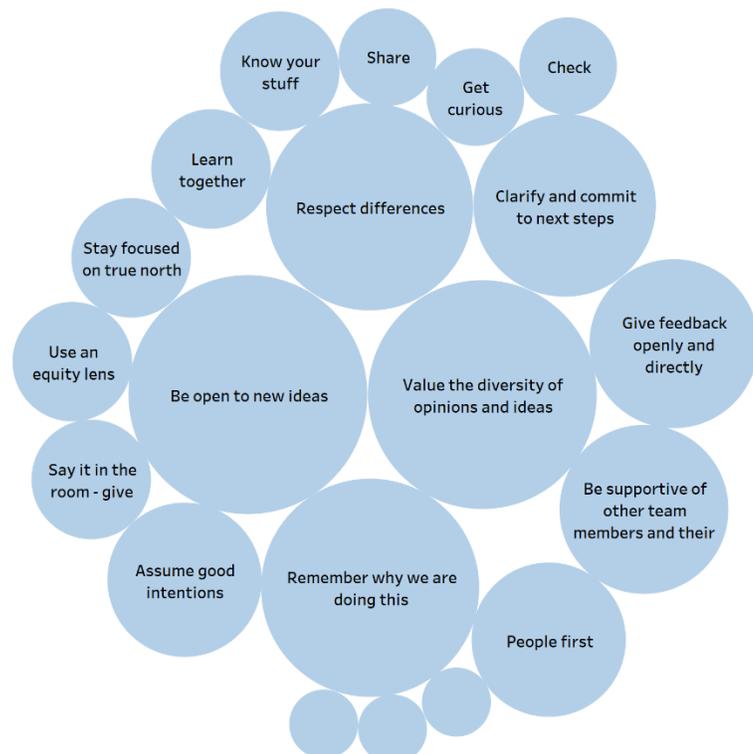


Figure 7. Group agreements selected by the steering committee to guide its work together.

## Progress to Date

To date, the steering committee and the workgroups have met once, during the [inaugural session](#) in September 2019.

Their goals for the first meeting included:

1. Understand charge and scope of work for 2019-2021.
2. Develop/refine group agreements.
3. Participate in one of four workgroup meetings.
4. Develop initial workgroup work plans, set 2019-2020 meetings.
5. Seek advice from the Steering Committee on workgroup work plans.

The steering committee received an update from Kathy Moio about the work that occurred based upon the recommendations of the initial 2018 LTC Workforce Development group, previously detailed in this report. The group reviewed information about the new charge and the differences from the initial charge for the 2018 group.

The steering committee reviewed and commented on a draft work plan, included later in this report, and generally approved the structure and contents, with minor revisions.

The steering committee broke out into its four workgroups for a two-hour session to conduct more detailed workgroup planning. Each workgroup successfully scheduled monthly meetings through May 2020 and identified potential topics and flows for a workgroup work plan. They identified resources and support they need to complete their work. The workgroups also reviewed issues raised during the first steering committee related to their specific areas of focus.

Afterwards, the steering committee reassembled and the workgroup chairs briefed their work plans. The committee provided feedback to the workgroups to help refine and focus their plans.

As an important part of the process, the steering committee also heard public comments. This feedback is essential to help ground the work and ensure that the committee remains focused on the people affected by any recommendations or changes made by the group.

Following the September meeting, the workgroup chairs and project staff drafted work plans with discussion topics and functional flows. The workgroups will review the plans during their next monthly meetings in October. The workgroups will then present their work plans to the steering committee during the January 2020 all-day session. Once the committee approves and finalizes the work plans, they will be posted to the project website.

The workgroup chairs will assist the project staff team in preparing agendas for the full-day steering committee sessions, and will provide general guidance to the staff. Workgroup chairs have scheduled meetings about three weeks in advance of each steering committee session for 2020.

## Project Plan

The steering committee will meet every four months for a full-day, in-person session. The steering committee oversees and guides the work of the four workgroups. Workgroups will have time during each of the steering committee meetings for in-person work sessions. Between in-person meetings, the workgroups have scheduled monthly Web conferences to complete their work. An interim and final report are due in November 2019 and November 2020, respectively.

### High-Level Timeline/Schedule

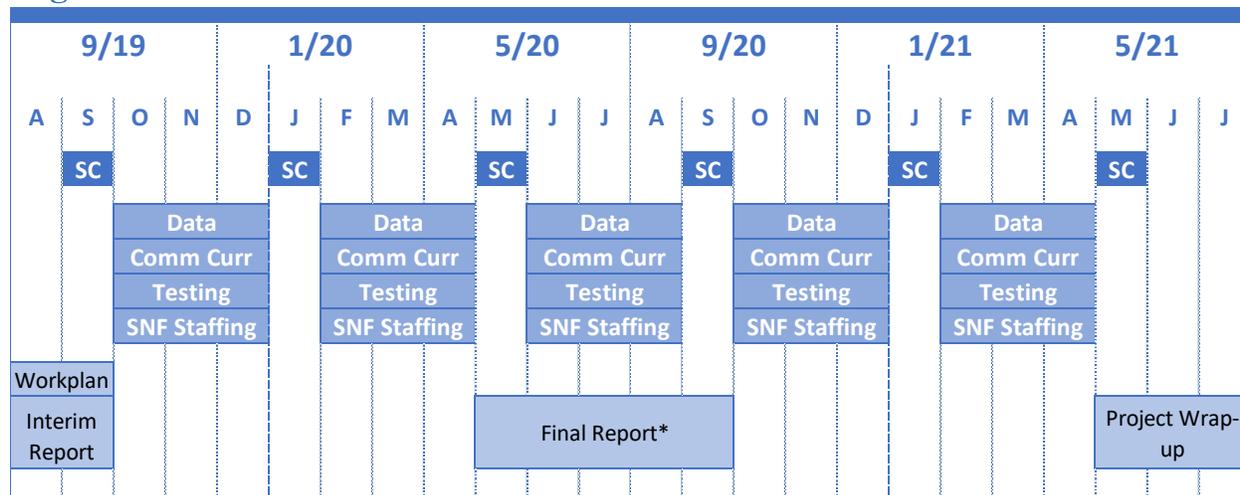


Figure 8. Timeline showing work of the steering committee (SC) and workgroups.

\*Since the due date for the final report is not optimal, we will request to adjust the due date for the final report to 2021, or to add a final summary of the work in 2021.

Steering Committee Meetings and Project Deadlines	
September 19, 2019	Initial Meeting of Steering Committee and Workgroups
November 15, 2019	Interim Report on Activities, Findings, and Recommendations
January 24, 2020	Steering Committee Meeting
May 15, 2020	Steering Committee Meeting
September, 2020	Steering Committee Meeting
November 15, 2020	Final Report on Activities, Findings, and Recommendations
January, 2021	Steering Committee Meeting
May, 2021	Steering Committee Meeting

## Steering Committee Session Activity Plans

The steering committee will include a deep dive on a selected topic at each of the six planned sessions. Although each session lists a major topic area for the deep dive, that topic will not be the entire focus of the meeting. Each major topic will be addressed during steering committee meetings. The first session will include an orientation and progress update since the conclusion of the first LTC Workforce Development group. Subsequent sessions will focus on the topics associated with the legislative priority items as shown below. The focus of the final session in May 2021 will be transitioning from the 2019-2021 steering committee and closing out the project.

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*All topics will be addressed in each meeting.*

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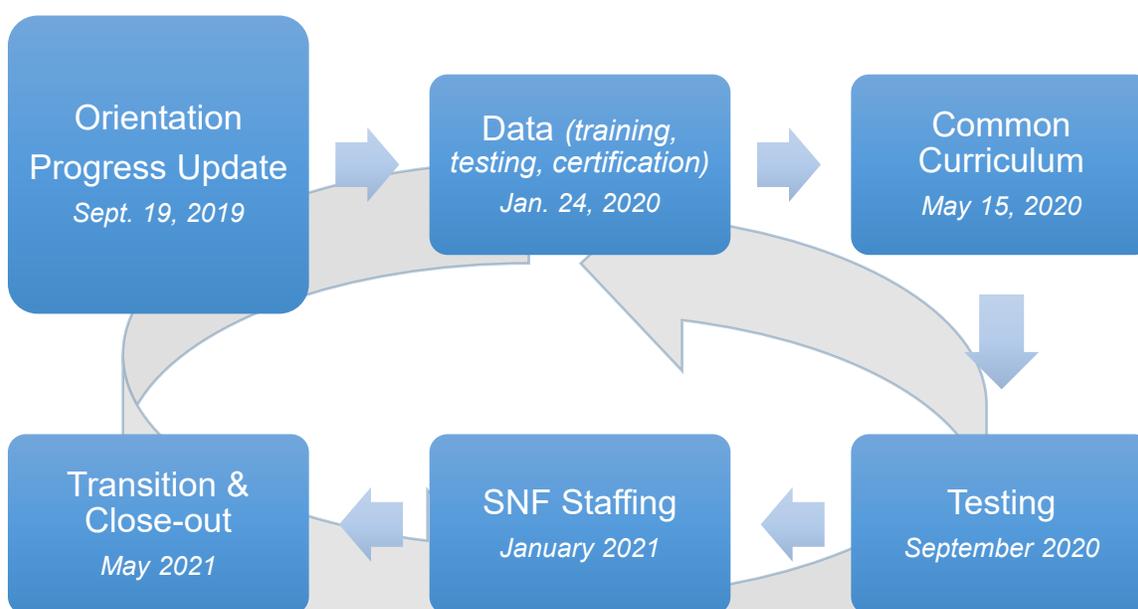


Figure 9. Major topics and timeline for the steering committee's work.

## Overall Project Schedule at a Glance

The following calendars show the overall project activity currently scheduled for the steering committee and the workgroups for 2019 and 2020. More workgroup meetings will be scheduled in 2020 as the work unfolds.

State Holiday
Steering Comm.
Data
Curriculum
Testing
SNF Staffing
Multiple WG mtgs

Figure 10. Calendar at a glance legend.

# 2019



# 2020

JANUARY						
Mo	Tu	We	Th	Fr	Sa	Su
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

FEBRUARY						
Mo	Tu	We	Th	Fr	Sa	Su
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	1
2	3	4	5	6	7	8

MARCH						
Mo	Tu	We	Th	Fr	Sa	Su
24	25	26	27	28	29	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

APRIL						
Mo	Tu	We	Th	Fr	Sa	Su
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

MAY						
Mo	Tu	We	Th	Fr	Sa	Su
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

JUNE						
Mo	Tu	We	Th	Fr	Sa	Su
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

JULY						
Mo	Tu	We	Th	Fr	Sa	Su
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

AUGUST						
Mo	Tu	We	Th	Fr	Sa	Su
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

SEPTEMBER						
Mo	Tu	We	Th	Fr	Sa	Su
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

OCTOBER						
Mo	Tu	We	Th	Fr	Sa	Su
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

NOVEMBER						
Mo	Tu	We	Th	Fr	Sa	Su
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1	2	3	4	5	6

DECEMBER						
Mo	Tu	We	Th	Fr	Sa	Su
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

## Workgroup Reports

### Data

#### Charge

The Data Workgroup is responsible for two goals defined by legislature:

- i. Identifying data sources necessary to ensure workers are achieving timely training, testing, and certification;
- ii. Working with regional workforce development councils to project worker shortages and on-going demands;

#### Membership

<b>Data Workgroup Core Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Chair: John Ficker	Adult Family Home Council of Washington
Amy Murray	Nursing Care Quality Assurance Commission
Carma Matte-Jackson	Washington Healthcare Association
Dave Wallace	Workforce Training and Education Coordinating Board
Donna Goodwin	Home Care Association of Washington
Helen Myrick	Nursing Care Quality Assurance Commission
Katherine Smith	Service Employees International Union
Mike Anbesse	Department of Social and Health Services
Trina Crawford	Department of Health, Health Systems Quality Assurance
Vicki Elting	Washington State LTC Ombuds
<b>Data Workgroup Consulting Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Bea Rector	Department of Social and Health Services

Carolyn McKinnon	State Board of Community and Technical Colleges
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### ***Initial Work Plan***

The Data workgroup chair is developing the initial work plan. The chair will present this draft to the workgroup during the October 28 meeting and to the steering committee on January 24, 2020 for feedback and approval. Once finalized, the work plan shall be posted to the project website.

### ***Schedule***

#### **Data Workgroup Meeting Dates:**

- September 19, 2019 (in person, all-day steering committee meeting)
- October 28, 2019, 9-10:30
- November 15, 2019, 9-10:30
- December 11, 2019, 9-10:30
- January 14, 2020, 9-10:30
- January 24, 2020 (in person, all-day steering committee meeting)
- May 15, 2020 (in person, all-day steering committee meeting)

Additional monthly dates will be scheduled as the project progresses.

#### **Data Workgroup Presentation to Steering Committee:**

- Friday, Jan. 24, 2020

### **Common Curriculum**

#### ***Charge***

The Common Curriculum Workgroup is responsible for one goal defined by legislature:

- i. Creating a competency-based common curriculum for nursing assistant training that includes knowledge and skills relevant to current nursing assistant practices; integrated specialty training on mental health, developmental disabilities, and dementia; and removing or revising outdated content. The curriculum must not unnecessarily add additional training hours, and must meet all applicable federal and state laws. The curriculum must be designed with seamless progression from or toward any point on the educational continuum.

### ***Membership***

<b>Common Curriculum Core Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Chair: Vicki McNealley	Village Concepts

Christine Morris (or Adora Brouillard)	Department of Social and Health Services
Dan Ferguson	State Board of Community and Technical Colleges
Doris Barret	Department of Social and Health Services- Developmental Disabilities Administration
Gerianne Babbo	Nursing Care Quality Assurance Commission
Glenna Wickett	Brookdale Senior Living
Laura Hofmann	Leading Age
Laura Newberry	Aegis Living
Leslie Emerick	Washington State Hospice & Palliative Care Organization; Home Care Association of Washington; and Washington Home Care Association
Pamela Pasquale	Washington State Nurses Association
<b>Common Curriculum Consulting Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Amy Persell	Service Employees International Union
Anne Richter	Department of Social and Health Services
Jen Graves	Kaiser Permanente
Jordan Shepherd	Labor & Industries
Josephine (Josie) Antonio	Cornerstone Healthcare Services
Liz Coleman	Workforce Training and Education Coordinating Board
Marianna Goheen	Office of Superintendent of Public Instruction
Mary Baroni	Nursing Care Quality Assurance Commission

Mary McKinney	Avamere Health Services
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### *Initial Work Plan*

The Common Curriculum workgroup chair is developing the initial work plan. The chair will present this draft to the workgroup during the October 14 meeting and to the steering committee on January 24, 2020 for feedback and approval. Once finalized, the work plan shall be posted to the project website.

### *Schedule*

- September 19, 2019 (in person, all-day steering committee meeting)
- October 14, 2019, 1:30 – 3:30
- November 12, 2019, 1:30 – 3:30
- December 9, 2019, 1:30 – 3:30
- January 13, 2020, 1:30 – 3:30
- January 24, 2020 (in person, all-day steering committee meeting)
- February 10, 2020, 1:30 – 3:30
- March 9, 2020, 1:30 – 3:30
- April 13, 2020, 1:30 – 3:30
- May 15, 2020 (in person, all-day steering committee meeting)

Additional monthly dates will be scheduled as the project progresses.

### **Testing**

#### *Charge*

The Testing Workgroup is responsible for one goal defined by legislature:

- i. Establishing revised nursing assistant testing that aligns directly with the learning outcomes of the competency-based common curriculum, and improves access, reduces costs, increases consistency across evaluators, increases pass rates, and provides support for languages other than English;

### *Membership*

<b>Testing Core Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Chair: Julie Ferguson	Advanced Healthcare, Washington Private Duty Association
Anne Richter	Department of Health and Social Services
Ashley Winkle	Cornerstone Healthcare Services

Carol White	Regency Canyon Lakes
Elena Madrid	Washington Healthcare Association
Karen Cordero	Adult Family Home Council
Sandra Graham	Nursing Care Quality Assurance Commission
Tracy Rude	Nursing Care Quality Assurance Commission
<b>Testing Consulting Members</b>	
<b>Designated Individual</b>	<b>Representing</b>
Amy Persell	Service Employees International Union
Carolyn McKinnon (or appointee)	State Board of Community and Technical Colleges
Josephine Antonio	Cornerstone Healthcare Services
Liz Coleman	Workforce Training and Education Coordinating Board
Marianna Goheen	Office of Superintendent of Public Instruction

### *Initial Work Plan*

The Testing workgroup chair is developing the initial work plan. The chair will present this draft to the workgroup during the October 21 meeting and to the steering committee on January 24, 2020 for feedback and approval. Once finalized, the work plan shall be posted to the project website.

### *Schedule*

- September 19, 2019 (in person, all-day steering committee meeting)
- October 21, 2019, 11 – 12:30
- November 12, 2019, 11 – 12:30
- December 16, 2019, 11 – 12:30
- January 24, 2020 (in person, all-day steering committee meeting)
- February 18, 2020, 11 – 12:30
- March 16, 2020, 11 – 12:30
- April 20, 2020, 11 – 12:30

- May 15, 2020 (in person, all-day steering committee meeting)

Additional monthly dates will be scheduled as the project progresses.

## SNF Staffing Models

### Charge

The SNF Staffing Workgroup is responsible for one goal defined by legislature:

- Recommending requirements to improve skilled nursing facility staffing models and address deficiencies in resident care.

### Membership

SNF Staffing Models Core Members <sup>1</sup>	
Designated Individual	Representing
Chair: Bill Moss (or Peter Graham as alternate)	Department of Health and Social Services
Adam Canary	Nursing Care Quality Assurance Commission
Bett Schlemmer	Department of Health and Social Services
Brad Forbes	National Alliance on Mental Illness
Deb Murphy	Leading Age
Jim Straub	Service Employees International Union
Maricor Lim	Providence Health & Services
Patricia Hunter	Washington State LTC Ombudsman
Robin Dale	Washington Healthcare Association
Sandra Hurd	Avamere Health Services
Tami Hollingsworth	Washington LTC Ombudsman
Tod Dunfield	Regency Pacific
SNF Staffing Models Consulting Members	
Designated Individual	Representing

<sup>1</sup> Pending: The addition of 2-3 consumers to be identified via the Washington State LTC Ombuds

Bill Ulrich	Department of Health and Social Services
Bonnie Blachly	UW Washington Bothell
Bryce Andersen – Invited Guest, Possible Consult	Office of Financial Management
Evan Hamilton – Consulting Member	Labor & Industries
Kate Gormally – Consulting Member	Providence Health & Services
Maria Hovde – Invited Guest, Possible Consult	Senate Ways and Means Committee
Mary Mulholland – Invited Guest, Possible Consult	House Appropriations Committee
Margaret Diddams	Service Employees International Union
Nick Federici	Service Employees International Union

### *Initial Work Plan*

The SNF Staffing Models workgroup chair is developing the initial work plan. The chair will present this draft to the workgroup during the October 17 meeting and to the steering committee on January 24, 2020 for feedback and approval. Once finalized, the work plan shall be posted to the project website.

### *Schedule*

- September 19, 2019 (in person, all-day steering committee meeting)
- October 17, 2019, 1:30-3
- November 21, 2019, 1:30-3
- December 19, 2019, 1:30-3
- January 16, 2020, 1:30-2
- January 24, 2020 (in person, all-day steering committee meeting)
- February 20, 2020, 1:30-3
- March 19, 2020, 1:30-3
- April 16, 2020, 1:30-3
- May 15, 2020 (in person, all-day steering committee meeting)
- June 18, 2020, 1:30-3
- July 16, 2020, 1:30-3
- August 20, 2020, 1:30-3

Additional monthly dates will be scheduled as the project progresses.

## **Project Constraints and Assumptions**

ESHB 1109 defined the scope of work for this phase of the overall LTC Workforce Development project. It does not include every recommendation from the 2018 work. However, most 2018 recommendations are broadly relevant, and the workgroups should consider them while deliberating their goals. See the Appendix for the excerpt from ESHB 1109 creating the charge for the 2019-21 steering committee and the 2018 recommendations.

Reports are due to the legislature in November of 2019 and 2020, although the steering committee continues working through July 2021. Project staff will seek changes to the 2020 report due date to better reflect the continuing work of the steering committee.

The steering committee must work within the context of federal and state statutes and rules. It is likely that the steering committee will make recommendations that involve changes to state law. Making changes to state statutes and rules will take time and require a transition period.

The stakeholder groups are diverse and independent. Some decisions are the responsibility of outside agencies. System change is complex, time-consuming work. The steering committee recognizes that both incremental and transformational change are necessary to reach the overall vision of the project – that people who live in Washington state will have access to quality services provided by a qualified and available workforce in long-term care.

## **Communication and Collaboration**

Meeting agendas, advance readings, and other materials will be stored on an accessible DOH project website page available to the public. Periodic drafts of deliverables will be sent to the DOH project lead, for distribution or publication as appropriate.

Most communication with the steering committee will occur via email from the DOH project lead, steering committee chair, or administrative contact. On occasion, the facilitator may send information directly to the steering committee.

The facilitator and project management team will meet regularly via Web conference or phone conference to plan and evaluate steering committee and workgroup sessions. The external facilitator will check in with the project lead at least monthly to address scope, schedule, budget, and quality issues as necessary.

## **Change Management**

We do not anticipate changes to this project since the scope, budget, and schedule were established by the legislation. If any unforeseen changes happen that will affect the scope, budget, or schedule, the project management team will address them as quickly as possible and develop a plan. The overall goal is to work within the established constraints as best as possible.

## Appendix

### Legislative Charge

1 (9) (a) \$50,000 of the general fund—state appropriation for fiscal  
2 year 2020 and \$50,000 of the general fund—state appropriation for  
3 fiscal year 2021 are provided solely for the nursing care quality  
4 assurance commission to continue the work group on nurses in long-  
5 term care settings.

6 (b) The work group must base its work on the assessment of long-  
7 term care workforce needs required by chapter 299, Laws of 2018, and  
8 included in the long-term care workforce development report to the  
9 governor and the legislature submitted in December 2018. The  
10 commission shall maintain existing membership of the work group, may  
11 add additional stakeholder representation, and may create such  
12 technical advisory committees as may be necessary to accomplish its  
13 purposes.

14 (c) Work group priorities for the 2019-2021 fiscal biennium  
15 include:

16 (i) Identifying data sources necessary to ensure workers are  
17 achieving timely training, testing, and certification;

18 (ii) Working with regional workforce development councils to  
19 project worker shortages and on-going demands;

20 (iii) Establishing revised nursing assistant training that aligns  
21 directly with the learning outcomes of the competency-based common  
22 curriculum, and improves access, reduces costs, increases consistency  
23 across evaluators, increases pass rates, and provides support for  
24 languages other than English;

25 (iv) Recommending requirements to improve skilled nursing  
26 facility staffing models and address deficiencies in resident care;  
27 and

28 (v) Creating a competency-based common curriculum for nursing  
29 assistant training that includes knowledge and skills relevant to  
30 current nursing assistant practices; integrated specialty training on  
31 mental health, developmental disabilities, and dementia; and removing  
32 or revising outdated content. The curriculum must not unnecessarily  
33 add additional training hours, and must meet all applicable federal  
34 and state laws. The curriculum must be designed with seamless  
35 progression from or toward any point on the educational continuum.

36 (d) The commission must provide an interim report on the  
37 activities of the work group and its findings and recommendations for  
38 statutory and regulatory changes to the governor and legislature by  
39 November 15, 2019, and a final report to the governor and legislature  
40 by November 15, 2020.

## Full List of Recommendations from 2018

### Long-Term Care Workforce Development Report to Governor Inslee and the Legislature (December 2018, ESSB 6032 Budget Proviso)

#### RECOMMENDATIONS

##### *Data and Long-Term Care Workforce Needs*

**1**--Direct the State Workforce Development Councils to work with ESD and other stakeholders to convene regional workgroups to identify data gaps and make recommendations to improve existing data reporting systems. If needed, recommendations may include alternative approaches to collect more comprehensive data specific to the long-term care workforce and its needs, including retention and turnover data. Any recommendation to develop new data collection or to expand existing data collection should include a cost-benefit analysis. This effort should incorporate the following elements:

**A**--Inclusion of demographics and their effect.

**B**--The use of evidence-based research on staffing ratios to set benchmarks for safe, quality care.

##### *Nursing Assistant Curriculum and Testing*

**2**--Review and revise testing to more accurately reflect essential knowledge and skills relevant to current NAC practices and to align directly with the learning objectives of an updated standardized curriculum.

**3**--Study the current certification test systems for LTC workers (HCA and NAC) and establish recommendations for improvement. The study should assess:

**A**--Improving testing access in rural and underserved areas.

**B**--The cost of testing, and the potential for cost savings through contract or vendor changes.

**C**--The potential for allowing employers to administer tests.

**D**--Whether a certificate of completion is sufficient for a HCA, or if a certification test is necessary.

**E**--The use and value of the bridge program. Create recommendations for improvement, or consider eliminating the program.

**4**--Provide supports for skills testing evaluation for HCAs and NACs in languages other than English.

**5--**Direct DOH and DSHS to collaborate with LTC providers and other stakeholders to identify priority learning content and desired learning outcomes to create a competency-based common curriculum for nursing assistant training programs that:

- A--**Efficiently integrates person-centered specialty training (on mental health, developmental disabilities, and dementia) including self-determination.
- B--**Removes/revises outdated content (e.g. HIV/AIDS training requirements).
- C--**Requires adequate program hours without adding more than necessary.
- D--**Reflects minimum standards established through federal and state law.

**6--**Perform a “Lean” or other performance audit process of NAC and HCA testing programs to identify ways to increase access and efficiency, including:

- A--**Simplifying and speeding up the application and approval process for becoming a test site.
- B--**Increasing test sites and frequency of test offerings to ensure testing availability to all students within 45 days of training program completion.

**7--**Look at increasing reciprocity among states for licenses and certifications.

**8--**Perform a root-cause analysis of NAC skills testing to:

- A--**Examine variability in evaluation and identify ways to reduce potential bias and improve evaluator inter-rater reliability, fidelity, and consistency.
- B--**Identify, evaluate, and reduce other potential reasons for low pass rates.
- C--**Identify and implement ways to increase skills pass rates.

**9--**Explore ways to allow NAC candidates to complete a second attempt of the NAC certification exam at a reduced rate. Perform a cost analysis to ensure that there is not an adverse effect on initial testing fees or on those who pass the exam on the first try.

**10--**Encourage use of registered apprenticeship programs in the LTC and the health care industry.

### ***LPN Education***

**11--**Support development of more part-time options and hybrid/distance-learning opportunities for students.

**12--**Standardize prerequisite requirements for LPN programs by convening relevant industry and education subject matter experts to review and streamline.

**13--**Support the State Board for Community and Technical College’s request to expand high-demand programs, including licensed practical nursing programs.

**14--**Obtain more data on LPN education (e.g. waitlists, capacity, data related to program availability and demand, including workforce projections).

### ***Barriers to Career Advancement***

**15--**Analyze the needs of LTC populations and identify what needs to be included for the basic scope for nursing assistants that applies uniformly across all LTC settings and is supported by a base or foundational curriculum.

**16--**Provide funding to analyze requirements at all levels; determine what is needed for integrating the system; and ensure coordinated development of step-wise nursing education continuum for seamless progression from entry-level through the following certification or licensing levels: HCA, NAC, LPN, ADN, BSN, and graduate nursing degrees.

**17--**Provide numeracy and literacy support programs.

**18--**Develop and launch a statewide effort to recruit and inform potential workers about the opportunities and value of working in LTC settings.

**19--**Evaluate reducing or subsidizing licensing fees for HCAs and NACs who are low income.

**20--**Strengthen the career ladder between high school/skills center programs and the LTC industry.

**21--**Evaluate and expand use of the nursing technician licensure.

**22--**Modify the facility-based training standards to:

**A--**Allow DSHS-qualified adult family home and assisted living providers to provide related continuing education for staff members in the adult family home or assisted living center.

**B--**Recognize provider experience in meeting instruction qualification requirements.

### ***DOH/DSHS Oversight Responsibilities***

**23--**Assure adequate funding of the O2G Health Professions Account to add the staff necessary to address backlog and to reduce wait times (related to training program/instructor approval, testing, and credentialing processes).

**24--**Direct DOH/NCQAC/DSHS to continue efforts with stakeholders to review their oversight structure; delineate an efficient division of roles in alignment with federal and state regulations; and provide their recommendations to the legislature by December 2019. This work should:

**A--**Address oversight roles related to nursing assistant training, testing, credentialing, investigation, and background checks.

**B--**Analyze current department oversight roles and competencies to assess gaps in knowledge or inefficiencies.

**25**--Implement a Lean or similar performance audit process to identify ways to simplify forms and speed up processes for:

**A**--Approval of training programs and instructors (nursing assistants, home care aides, continuing education, specialty training).

**B**--Credentialing.

**C**--Tracking of continuing education compliance status for LTC workers.