

# **“Needs and Capacity of Certified Nursing Assistants in Long-term Care: A Tennessee Workforce Assessment”**

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# Purpose & Aims

Relevant workforce information at the state level about the direct and indirect needs impacting CNAs ability to perform the CNA role is essential for planning, training, recruiting, and retaining CNAs.

The aims were:

- Identify the direct and indirect needs of CNAs in Tennessee working in LTC facilities to perform the role of a CNA.
- Examine factors influencing capacity (ability) of CNA's employed in LTC facilities in Tennessee to perform their role.
- Identify enhancements to CNA training and certification in Tennessee to improve recruitment to and retention in the CNA role.

# Methodology

Two phase study:

## Phase One: January 2022 – November 2022

- THCA, NHC, and AHC Leadership contacted to enlist support for the project
- Data collection spring and summer 2022
- Focus group interviews with a volunteer sample of CNAs (N=18)
- Key informant interviews with administrators (N=10)
- Participants compensated for their participation
- East, Middle, and West regions represented
- Phase One data informed development of a 17-item online survey used in Phase Two.

# Phase One Demographic Data

## 10 Key Informants

- 5 females; 5 males
- 9 White; 1 Black/African American
- 3 DON; 6 Administrators; 1 CNA Instructor
- Years of Experience 5 yr or  $\leq 4$ ; 16 -  $> 25$  yr = 5
- Years at facility  $< 5$  yr = 6
- Middle TN = 5
- East TN = 3
- West TN = 2

## 18 CNAs

- All female
- 9 White; 9 Black/African American
- 1 also a Med Tech
- Years of Experience  $< 1$  yr -  $> 25$  yr
- Years at Facility  $< 8$  yr = 16
- Middle TN = 11
- East TN = 3
- West TN = 4

# Phase One Data Themes

Key Informants	CNAs
<p>Generational differences. Lack knowledge about what a CNA does; workload too hard/stressful, not what they expected (physically and emotionally)</p>	<p>Acknowledge and appreciate the CNA role. The work is hard, stressful and physically and emotionally demanding. Do not feel seen or respected for what they do.</p>
<p>Competition with other facilities and industries, scheduling, not enough workers. Redesign and repackage the role to make it more attractive.</p>	<p>Desire opportunities to advance; other roles such as med tech, peer leader, preceptor.</p>
<p>Consistent staffing, manageable workload, flexible hours, consistent scheduling.</p>	<p>Adequate staffing &amp; supplies, good communication and teamwork make their job easier.</p>
<p>Welcoming work environment, spend time to train, clear expectations.</p>	<p>They stay because of the relationships with residents and co-workers.</p>
<p>Desire a fulfilling job; desire to be a caregiver and help others</p>	<p>Value helping people and love to give good care.</p>
<p>More training regarding respecting older adults' dignity, meeting physical needs; increase knowledge of anatomy and medical terminology.</p>	<p>Additional training would be helpful related to death &amp; grief, dealing with dementias and behavioral issues.</p>
<p>Competitive pay, bonuses, tuition and scholarships</p>	<p>Pay is an issue; agency staff paid at a higher rate.</p>

# Methodology

## Phase Two: January 2023 – June 2023

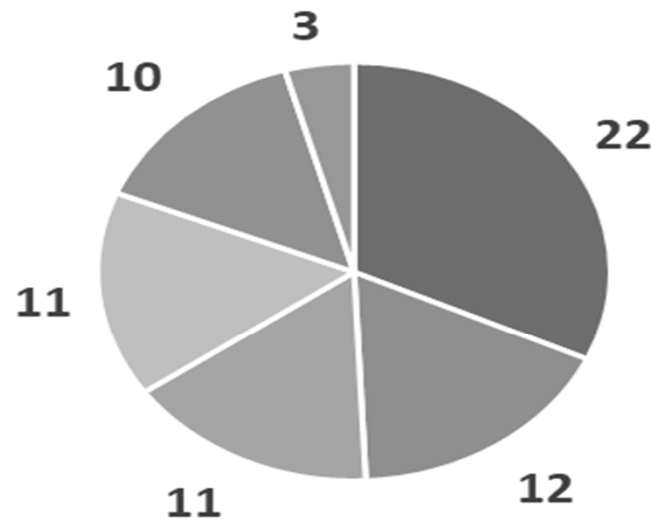
- LTC facilities identified through the THCA website and administrator names & emails confirmed with THCA.
- Administrators in 120 LTC facilities across the state of were contacted by email and asked to share information about the survey with their CNAs.
- Copies of the recruitment flyer were mailed to each facility to post in areas frequented by the CNAs
- An incentive of a \$250 Amazon gift card was used to encourage participation.

Phase Two Demographic Data					Prefer Not to Say	Total N = 72
Q 1 *Age	Range: 18 – 65 yr	Mean: 35.9 yr				n = 61
Q 2 Gender	Female: 60	Male: 4	Other: 1		1	n = 66
Q 3 Race	White: 42	Black: 20	Hispanic: 2		2	n = 66
Q 4 Marital status	M: 26	Div/Sep: 8	Never: 29	Widowed: 2	1	n = 66
Q 5 Level of education	College Degree: 4	Some college: 27	H.S. Diploma: 29	No H.S. Dip: 5	1	n = 66
Q 6 Hours worked per week	FT-36 hr or >: 57	PT-35 hr or <: 8				n = 65
Q 7 *Time as a CNA	Yrs Range:1 – 40 yr Mo.Range:1 – 11 mo.	Mean: 11.38 yr Mean: 5.29 mo.				n = 58 n = 7 (total =65)
Q 8 *Time at facility	Yrs Range: 1 – 23 yr Mo.Range:1 – 11 mo.	Mean: 5.74 yr Mean: 5.28 mo.				n = 42 n = 21 (total = 63)
Q 9 Geographic location	East = 24	Middle = 32	West = 9			n = 65
Q 17 Agency?	No = 54	Yes = 8			10	n = 72

# CNA Survey Findings: Recruitment

Q 10 – How did you find your current position?

Frequency of responses



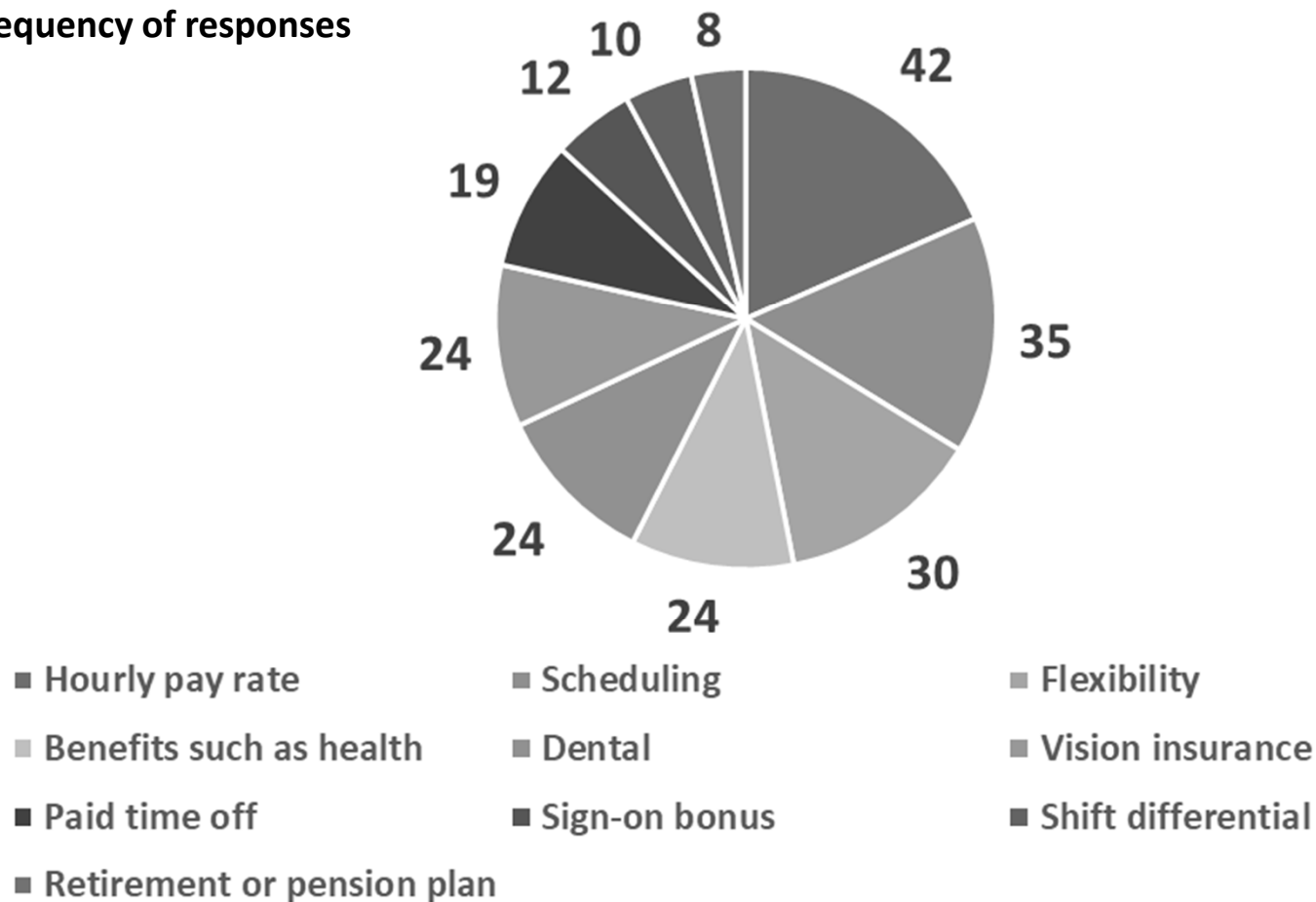
- Knew someone who worked here
- Online advertisement or job posting (e.g. Indeed)
- CNA training program
- Other (please specify)
- Family member or friend
- Social media (e.g. Facebook, Instagram)



# CNA Survey Findings: Recruitment

Q 11 – What is most important to you in selecting a job?

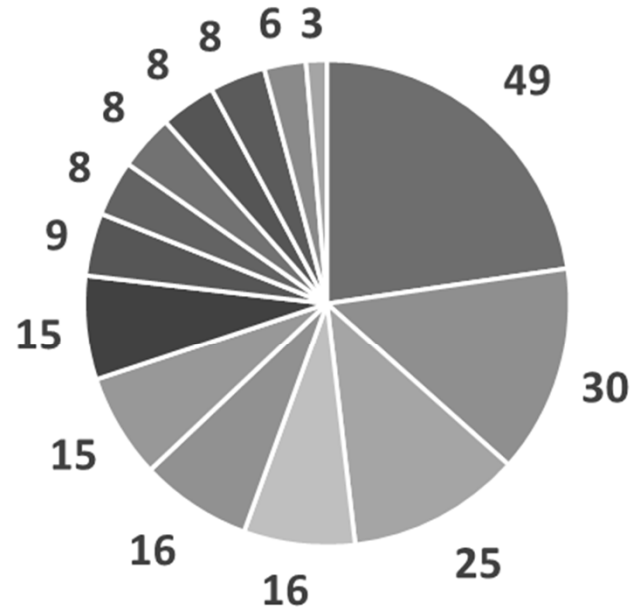
Frequency of responses



# CNA Survey Findings: Retention

## Q 12 – What keeps you working in the CNA Role?

Frequency of responses

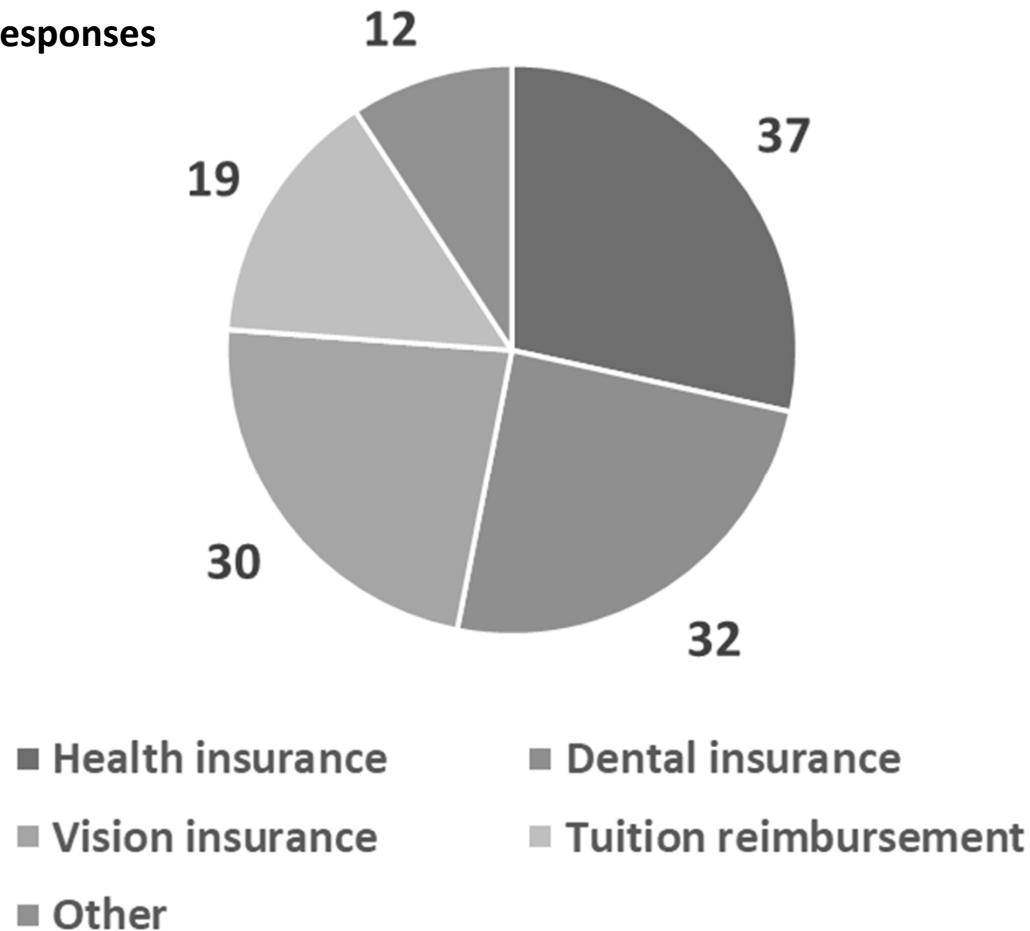


- Relationship(s) with residents
- Relationship(s) with co-workers
- Work together as a team
- Scheduling
- Flexibility
- Appreciated/valued for work I do by mgt
- Welcoming environment
- Paid time off
- Benefits such as health
- Dental
- Vision insurance
- Other
- Shift differential
- Retirement or pension plan

# CNA Survey Findings: Retention

Q 13 – What benefits are important to you?

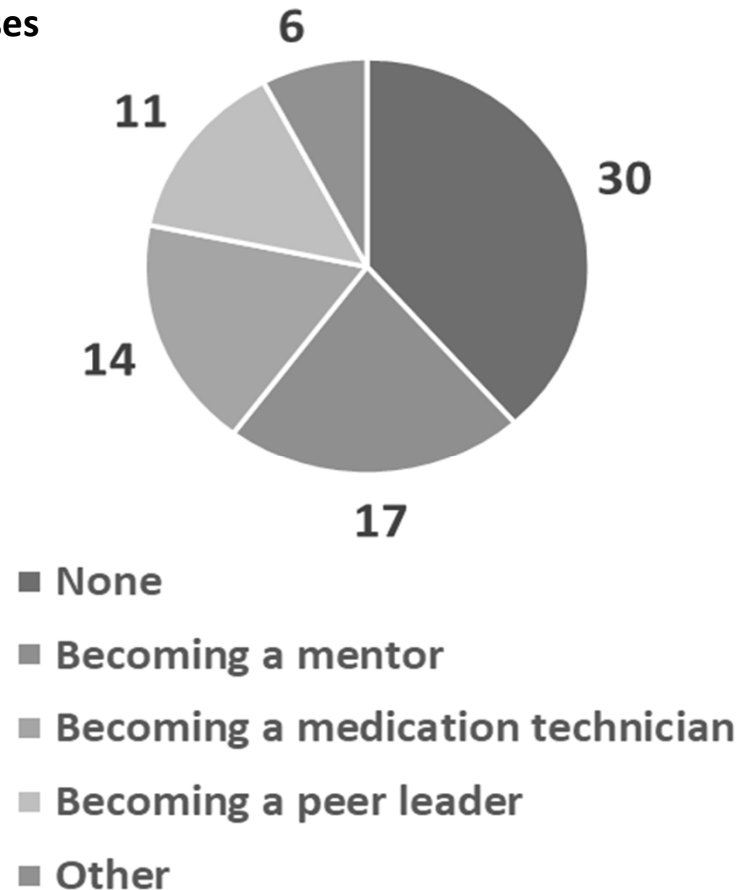
Frequency of responses



# CNA Survey Findings: Retention

Q 14 – What advancement opportunities are available to you?

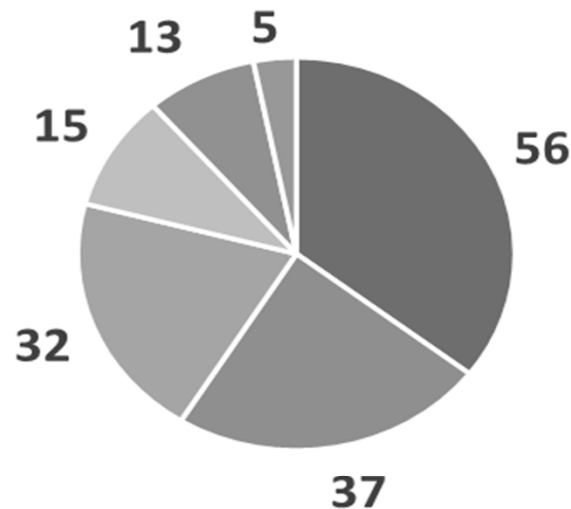
Frequency of responses



# CNA Survey Findings: Retention

Q 16 – What factors would contribute to your satisfaction and likelihood to continue working as a CNA?

Frequency of responses

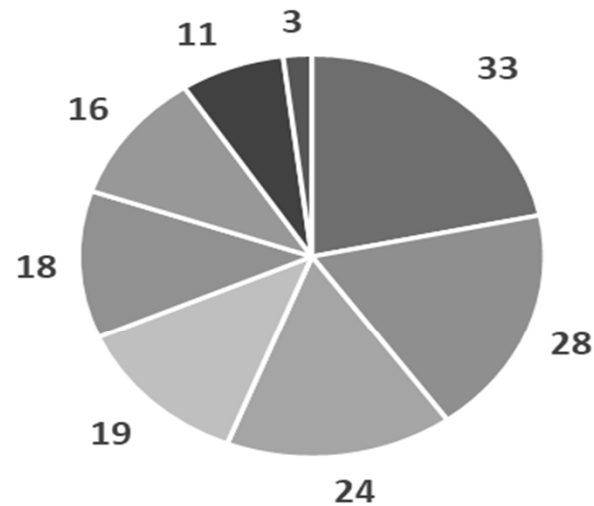


- Higher pay
- Feeling respected and valued for the knowledge I have
- Fewer residents to care for each shift
- Better benefits
- More training or education
- Other

# CNA Survey Findings: Training

Q 15 – If you could have additional training, which would benefit you the most in your role as a CNA?

Frequency of responses



- Ways to manage stress
- Managing challenging patients
- Caring for residents with mental health/cognitive issues
- Feelings/grief when resident's die
- Caring for residents from different cultures
- Skills to communicate with residents and family members
- Infection control
- Other

# Questions for Statistical Analysis

- Is there a difference between what CNAs said was most important in selecting a job depending on their age and years of experience in the CNA role?
- Are the benefits important to CNAs working in the role different or similar to what they identified as important in selecting a job?
- Are the topics identified as beneficial if additional training was available different for CNAs depending on their age, years of experience as a CNA?
- How do years of experience in the CNA role relate to the factors identified that contribute to satisfaction and likelihood to continue working as a CNA?

# All Ages Regression Analysis

n = 61

Survey Question	Independent Variable	p-value
<u>Q 11</u> : Important in selecting a job	Working the same schedule	0.009
<u>Q 12</u> : Keeps you working as a CNA	Working the same schedule	0.023
<u>Q 13</u> : Important benefits as a CNA	None	
<u>Q 15</u> : Additional training topics	Caring for residents with mental health or cognitive issues	0.047
<u>Q 16</u> : Satisfaction/likelihood to continue working as a CNA	Feeling respected and valued for the knowledge I have	0.03



# Chi Square Analysis

Survey Question	Q 7: Years as CNA n = 65	Q 8: Years at Facility n = 63	Q 8: Years at Facility
Q 11: Important in selecting a job	0.4	0.27	Benefits 0.03 Retirement 0.01
Q 12: Keeps you working as a CNA	0.12	0.05	Relationship with Residents 0.04
Q 13: Important benefits as a CNA	0.91	0.34	None
Q 15: Additional training topics	0.16	0.29	None
Q 16: Satisfaction/likelihood to continue working as a CNA	0.32	0.68	None

# Discussion

## Enhancing Recruitment:

- Referral incentive
- Shadow experience
- Flexible scheduling
- Same scheduling
- CNA training program pipeline



# Discussion

## Enhancing Retention:

- Advancement opportunities possible in your organization?
- Formal mentor/mentee relationship
- Organizational culture check
- Acknowledge & trust CNAs knowledge and expertise



# Discussion

## Enhancing Training:

- Opportunities to debrief
- Stress management
- How to de-escalate behaviors



# Limitations

- No direct access to CNAs
- Small sample size made it difficult for statistical analyses
- Not all participants answered all questions
- Unable to generalize to all CNAs (i.e. those who work in areas other than LTC)



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# Lessons Learned

- No direct access to CNAs ( i.e. work email; CNA certification registry)
  - Dependent on LTC administrators to share survey information with CNAs
- Importance of communicating with LTC leadership about the study:
  - Purpose
  - Legitimacy/veracity
  - How the data would be used
- Importance of communicating with CNAs about the study:
  - Purpose
  - Confidentiality

# Next Steps

- Share findings/recommendations with key stakeholders in the state
- Publish findings from Phase One
- Share findings with CNAs
- Repeat statewide survey to increase participation



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# Questions ?



**THANK YOU!**

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