
Older Adult Services Advisory Committee
Workforce Stabilization Work group
Care Coordinator Survey
Preliminary Analysis

November 19, 2018

Presenting Issues

- OASAC is concerned about turnover rates of Care Coordinators and Home Care Workers in the Community Care Program
- Work groups were established to analyze turnover of these two workforce categories
- Care Coordination Units (CCU) are experiencing a high rate of Care Coordinator turnover and challenges to filling these positions
- A number of long standing CCUs were no longer under contract
- High levels of Care Coordinator turnover has an impact on:
 - The CCU agency
 - The Care Coordinators
 - Access to services and supports for older adults

Methodology and Response

- Workgroup focused on the CCU was engaged to create questions
- As many as possible, responses to the questions should be measureable
- Questions were reviewed and edited
- Using Survey Monkey, the questionnaire was sent to all 48 CCUs
- 30 respondents completed the survey; several represented multiple CCUs

Preliminary Analysis

- Each CCU has about 2.8 openings for Care Coordinators
- Average caseload is 165 clients per Care Coordinator
- State reports that new CCU contracts will have a maximum of 200 clients per Care Coordinator
- Since January 2017, the average number of Care Coordinators that have left each CCU is about six

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- 46% of Care Coordinators are employed less than one year and additional 20% are employed less than 1.5 years

Care Coordinator Vacancy

- Overwhelmingly each agency reported that Care Coordinators leaving their agency is a problem with 90% responding with “yes”
- Uncovered caseloads impact revenue because of decreased productivity
- Uncovered caseloads impact staff morale and have a negative impact on staff that remain

Care Coordinators Leave

- Seeking jobs that offer higher compensation and benefits
- Respondents reported that Care Coordinators who leave are seeking career advancement opportunities
- Exit interviews show that complexity of required paperwork and time investment is a concern
- 50% of the respondents stated that Care Coordinators leave for managed care organizations with 46% reporting hospital being the second most popular choice

Recruitment

- Electronic media such as Indeed.com is used for job postings
- CCUs also reach-out to universities to recruit new grads
- Job openings can be open for a month or two and even more.
- 85% reported taking more than one month to hire a replacement; 37% report taking over two months

Incentives

- Besides salary, Care Coordinators are looking for tuition reimbursement and supervision by LCSWs needed for licensure
- 68% of the CCUs reported some type of employee recognition program
- No one reported having Care Coordinators sign a contract that would obligate employment

Recommendations and Discussion

- Complete a more in-depth statistical analysis of the findings
- Develop partnerships with academic institutions to offer a clearly delineated career plan for Care Coordinators
- Offer clinical supervision hours, flexibility, tuition reimbursement and annual increases to improve recruitment and retention
- Implement a more simplified and automated assessment tool to decrease stress/burnout for not meeting productivity expectations
- Limited survey instrument as no significant association could be determined between “turnover rate” and “access to services” or “service continuity” for existing program participants