

March 1, 2021

The Honorable Simone Marstiller  
Secretary  
Agency for Health Care Administration  
2727 Mahan Drive  
Tallahassee, FL 32308

Dear Secretary Marstiller,

The Florida Health Care Education and Development Foundation, in consultation with the Agency for Health Care Administration and Florida Department of Health, proposes to use **\$1,868,730** in Civil Monetary Penalty (CMP) funds from the Quality of Long-term Care Facility Improvement Trust Fund to establish the CaregiversFL Career Program with a goal to recruit 3,000 certified nursing assistants (CNAs) into the long-term care workforce.

The CaregiversFL Career Program will be developed in partnership with the Florida Association of Career and Technical Education, the Florida Association of Colleges, Florida Department of Veterans Affairs and nursing homes, with additional collaborations planned with long-term care, workforce and educational organizations/associations.

The Program will launch a robust marketing, education and recruitment program specifically designed to inform the public about a rewarding caregiver career serving older adults in a skilled nursing facility to encourage individuals to become Nurse Aides in long-term care.

Nursing home residents will benefit from the CaregiversFL Career Program, as it focuses on both the recruitment and retention of long-term caregivers, leading to a more stable workforce that will result in improved quality of care and resident quality of life.

The CaregiversFL Career Program is for a two-year period with recruitment and retention initiatives and benchmarks to evaluate success of the program.

Attached is a complete description of the program. Please contact Kristen Knapp of Florida Health Care Association at 850-224-3907 or [kknapp@fhca.org](mailto:kknapp@fhca.org) with any questions or comments.

Sincerely,



J. Emmett Reed  
Executive Director



# REQUEST

Date of Application: 3 / 1 / 2021  
MM DD YYYY

## PART I: Background Information

Name of the Organization: Florida Health Care Association Education and Development Foundation

Address Line 1: 307 West Park Ave

Address Line 2: \_\_\_\_\_

City, County, State, Zip Code: Tallahassee, Leon, Florida, 32301

Tax Identification Number: 59-2506713

CMS Certification Number, if applicable:   -

Medicaid Provider Number, if applicable:   -

Name of the Project Leader: Kristen Knapp

Address: 307 West Park Ave

City, County, State, Zip Code: Tallahassee, Leon, Florida, 32301

Internet E-mail Address: kknapp@fhca.org

Telephone Number:    -    -

Mobile Number:    -    -

Have other funding sources been applied for and/or granted for this proposal? ☐ Yes ☒ No

If yes, please explain/identify sources and amount.

\_\_\_\_\_  
\_\_\_\_\_

## PART II: Applicable to Certified Nursing Home Applicants

Name of the Facility: N/A

Address Line 1: \_\_\_\_\_

Address Line 2: \_\_\_\_\_

City, County, State, Zip Code: \_\_\_\_\_

Telephone Number:    -    -

CMS Certification Number:   -

Medicaid Provider Number:   -

Date of Last Recertification Survey: \_\_\_\_/\_\_\_\_/\_\_\_\_  
MM DD YYYY

Highest Scope and Severity Determination: (A - L) \_\_\_\_\_

Date of Last Complaint Survey: \_\_\_\_/\_\_\_\_/\_\_\_\_  
MM DD YYYY

Highest Scope and Severity Determination: (A - L) \_\_\_\_\_

Currently Enrolled in the Special Focus Facility (SFF) Initiative? ☐ ☐  
Yes No

Previously Designated as a Special Focus Facility? ☐ ☐  
Yes No

Participating in a Systems Improvement Agreement? ☐ ☐  
Yes No

Administrator's Name: \_\_\_\_\_

Owner of the Nursing Home: \_\_\_\_\_

CEO Telephone Number:    -    -

CEO Email Address: \_\_\_\_\_



Name of the Management Company: \_\_\_\_\_

Chain Affiliation (please specify) Name and Address of Parent Organization: \_\_\_\_\_

Outstanding Civil Money Penalty? ☐ Yes ☐ No

Nursing Home Compare Star Rating: \_\_\_\_\_ (can be 1, 2, 3, 4 or 5 stars)

Date of Nursing Home Compare Rating: \_\_\_\_/\_\_\_\_/\_\_\_\_  
MM DD YYYY

Is the Nursing Home in Bankruptcy or Receivership? ☐ Yes ☐ No

If an organization is represented by various partners and stakeholders, please attach a list of the stakeholders in the appendix.

**NOTE:** The entity or nursing home which requests CMP funding is accountable and responsible for all CMP funds entrusted to it. If a change in ownership occurs after CMP funds are granted or during the course of the project completion, the project leader shall notify CMS and the State Agency within five calendar days. The new ownership shall be disclosed as well as information regarding how the project shall be completed. A written letter regarding the change in ownership and its impact on the CMP Grant application award shall be sent to CMS and the State Agency.

### Part III: Project Category

Please place an "X" by the project category for which you are seeking CMP funding.

- ☒ Direct Improvement to Quality of Care
- ☐ Resident or Family Councils
- ☒ Culture Change/Quality of Life
- ☐ Consumer Information
- ☐ Transition Preparation

- ☐ Training
- ☐ Resident Transition due to Facility Closure or Downsizing
- ☒ Other: Please specify Workforce Development

#### Part IV: Funding Category

Please specify the amount and place an "X" by the funding category.

Amount Requested: \$ 1,868,730

- |   |   |
|---|---|
| <input type="checkbox"/> \$2,500 or less    | <input type="checkbox"/> \$10,001 – \$25,000      |
| <input type="checkbox"/> \$2,501 – \$5,000  | <input type="checkbox"/> \$25,001 – \$50,000      |
| <input type="checkbox"/> \$5,001 – \$10,000 | <input checked="" type="checkbox"/> Over \$50,000 |

#### Part V: Proposed Period of Support

From:  $\frac{6}{MM} / \frac{01}{DD} / \frac{2021}{YYYY}$  (e.g. 06/01/2010) To:  $\frac{5}{MM} / \frac{31}{DD} / \frac{2023}{YYYY}$  (e.g. 12/01/2010)

#### Part VI: Purpose and Summary

##### PRoject Title

Include a cover letter to the State Agency Director with the application. The cover letter should introduce your organization, explain the purpose of the project and contain a summary of your proposal. The letter should include the amount of funding that you are requesting, the population it will serve, and the need it will help solve. Make a concerted effort to bring your project to life in the cover letter and actively engage the reader.

## QUESTIONS To ANSWER Before SUBMISSION of THIS REQUEST:

**NOTE:** Candidates should be able to confidently answer “yes” to each question below.

Yes

No

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does my project have a central focus and coherent direction, with good synergy and integration among components?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does my project clearly state the benefits to residents?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Do I have sufficient preliminary data to support my project?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Is my project plan well developed?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the project have sufficient details, and focused approaches?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Did I address problems that may be encountered, propose alternative approaches, and describe contingency plans?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Did the project planning committee consider the potential difficulties and limitations of the proposed approaches?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have I explained the significance of the overall program goals?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have I listed all of the sites where my work will take place and listed which facilities are completing which parts of the project? Have I fully coordinated among them? |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have I made provisions for data management and coordination?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have I labeled all materials clearly so reviewers can easily find information?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Did I put all items in the correct section?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Do I have biosketches for all personnel in the application?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does each biosketch include all required sections such as positions and honors, selected peer reviewed publications or manuscripts in press, and research support?       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have I explained how my corporation can give me the support that I need to do the project?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Is there sufficient expertise for the work proposed?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Are benchmarks and deliverables clearly stated?  |

## CaregiversFL Career Program Grant Proposal

### **Part VII: Expected Outcomes**

#### ***Project Abstract***

The CaregiversFL Career Program (Program) goal is to increase the number of direct care staff available to work in Florida nursing homes. The Program will work to recruit 3,000 certified nursing assistants (CNAs) into Florida's long-term care workforce. The Program involves two phases:

**Initiative #1 – Recruitment:** The program will conduct a comprehensive media campaign and create a detailed website to inform potential participants about a rewarding career caring for older adults in Florida skilled nursing facilities. It will also help participants find Nurse Aide training programs in their communities, assist them with finding employment in participating nursing homes across the state, and inform them about how they can receive reimbursement for Nurse Aide training costs.

**Initiative #2 – Retention:** The program will offer skilled nursing facilities (SNFs) around the state training to create a more employee-friendly environment and ways to improve retention. The program will also measure employee engagement and satisfaction of Nurse Aides, as well as all other staff, working in participating SNFs to better understand the joys and challenges these individuals face each day in their workplaces. SNFs will be able to access their results online and the project will use these results to develop educational webinars to help skilled nursing facilities build and sustain strong workplace cultures and improve retention rates.

Florida Health Care Association is Florida's largest long-term care association, representing nearly 82% of the state's 700 nursing homes. FHCA's 501(c)(3) entity, the Florida Health Care Education and Development Foundation (FHCEDF), is a not-for-profit organization through which this program will be implemented. The Foundation is a tax-exempt 501(c)(3) organization chartered in Florida to foster and promote innovations to improve the quality of care and residential life in skilled nursing facilities. It will assume authority of the CaregiversFL Career Program and manage and provide support to all related activity. This includes hiring a full-time Project Leader to manage all administrative aspects of the implementing the program.

The Program consists of a public relations, marketing and recruitment plan to raise awareness about long-term care careers, the advantages of working in a nursing home and the rewards of caring for Florida's elders. This plan will also promote the Program and support implementation among schools, nursing homes, nursing home organizations and potential students.

The Program will be developed in partnership with the Florida Association of Career and Technical Education, the Florida Association of Colleges and nursing homes to identify existing nurse aide training programs in technical and community colleges as well as nursing homes, and recruit students into these programs. Marketing will also be done among Florida nursing homes to identify facilities for student placement upon completion of the nurse aide training programs.



FHCEDF will evaluate pre-post data and an evaluation of vacancy and retention rates. Surveys will also be used to measure attitudinal changes of new caregivers coming into the long-term care profession and career path possibilities.

Nursing home residents will benefit from the Program, as it focuses on both the recruitment and retention of long-term caregivers, leading to a more stable workforce. Better retention rates in nursing homes means that residents will have a greater opportunity to be more consistently cared for by the same caregivers, leading to improvements in quality. Research has shown that consistent assignment was linked to quality because it increased socioemotional interaction and improved relationships between aides and residents, improved staff morale, and lightened care burden for staff thereby improving quality of care and resident quality of life.

### ***Potential Challenges***

A potential challenge for this program is that potential candidates are unaware of the CNA career or are apprehensive about working with seniors and individuals with disabilities, especially during the COVID-19 pandemic. To address this, the CaregiversFL Career Program will launch an extensive marketing campaign across multiple channels to reach as many potential candidates as possible.

COVID-19 has presented many challenges to skilled nursing facilities all over Florida, including the ability to meet in-person for educational trainings. It is uncertain how long the pandemic will continue. For the program's retention initiative, all educational programming will be delivered as webinars instead of in-person trainings to ensure the program can get started right away and be sustained.

### **Statement of Need**

Recruitment and retention of direct care workers is one of the largest challenges facing long-term care providers across the nation. An increased demand for services due to an aging population and a declining supply of individuals seeking and maintaining careers in this profession factor into this looming workforce crisis. It will take a significant effort to attract, recruit and retain skilled workers.

With seniors expected to account for the majority of Florida's predicted population growth between now and 2030 and the increasing rate in the number of people living with Alzheimer's disease and related dementias, it is vitally important that Florida develops and reinforces a system with a quality continuum of long-term health care for aging Floridians. Sustaining and improving quality care for these individuals depends upon a stable, well-trained workforce. Yet, the long-term care profession, like many sectors of Florida's health care system, is facing a chronic workforce shortage.

### **Growing Demographic Challenges<sup>1</sup>**

- By 2050, the population of adults aged 65 and over – who constitute 83% of nursing center resident population – is projected to nearly double, from 47.8 million (in 2015) to 88 million. The number of adults aged 85 and above – who account for 40% of nursing center residents– is expected to more than triple over the same period, from 6.3 million to 19 million.
- While the demand for long-term care is growing, the number of workers available to provide that care is not.

- In 2015, there was a demand for approximately 2.3 million direct care workers. Based on the projected demand, by 2030 an estimated 3.4 million direct care workers will be needed to work in long-term services and support (LTSS) settings.
- The number of adults aged 85 and above – who account for 40% of nursing center residents– is expected to more than triple over the same period, from 6.3 million to 19 million.
- Currently, there are 32 working-age adults for every adult over the age of 85. By 2050, that number is projected to plummet to 12.
- Demand for Registered Nurses (RNs) will grow by 46% from 438,600 FTEs in 2015 to 638,800 FTEs in 2030. Demand for Licensed Practical Nurses (LPNs) is projected to drive the workforce to grow by 46%, from 364,200 FTEs in 2015 to 532,9000 FTEs in 2030.
- Compounding the problem of too few long-term caregivers is the ongoing shortage of nurses and nurse faculty. Nursing schools are having to turn away students looking to enroll in nursing programs due to an insufficient number of faculty, clinical sites, classroom space, clinical preceptors, and budget constraints.
- Additionally, a significant segment of the nursing workforce is nearing retirement age 55% of the RN workforce is age 50 or older, and more than 1 million registered nurses are projected to reach retirement age within the next 10 to 15 years.

*1. U.S. Department of Health and Human Services, Health Resources and Services Administration, National Center for Health Workforce Analysis. 2017. Long-Term Services and Supports: Nursing Workforce Demand Projections, 2015-2030. Rockville, Maryland; American Association of College of Nursing – Nursing Shortage Fact Sheet, April 2019*

## **Program Description**

### **Initiative #1 - Recruitment**

#### ***Phase 1: Website Development***

FHCEDF will partner with [CareForTheAging.org](http://CareForTheAging.org), a multi-media-rich informational website that aims to foster a deeper understanding about the wide range of career pathways available in the long-term care profession. [CareForTheAging.org](http://CareForTheAging.org) was established in 2017 by the Indiana Health Care Association and has since become available in 17 states across the U.S.

The website highlights the long-term care profession and focuses on specific career pathways – from certified nursing assistant, nursing, administration, social services, dietary, therapy, activities and other support services, providing more information about these types of positions, the education and experience needed, the salary average and career ladder opportunities. Career-focused videos by caregivers are incorporated into the website to inspire high-school students, early career professionals and job seekers looking for new opportunities to pursue a career in long-term care.

It is also designed to connect job seekers with skilled nursing facilities that are recruiting for open positions and training programs by featuring a built-in interest form to capture information from visitors, especially those seeking a new career opportunity.

FHCEDF will customize a Florida [CareForTheAging.org](http://CareForTheAging.org) site that features Florida-specific details about career opportunities, salary averages based on Florida markets and an intuitive website form to capture site visitors' contact information, including the Florida specific zip code in which they are located.

FHCEDF will employ a Project Leader\* to serve as the liaison between job seeker and the nursing homes. Once a candidate completes the form on the CarefortheAging.org website that includes his/her zip code, the site will direct them to nurse aide training and CNA test prep program(s) in the associated area, be it at a technical school or nursing home. \*See Project Leader job description on page 30.

FHCEDF receives the form and sends the interested job seeker's contact information to nursing homes to assist with recruitment into the job opportunities in the area nursing homes.

The Florida [CareForTheAging.org](http://CareForTheAging.org) website will also contain:

- CNA training resources, including onsite CNA training programs in visitors' areas
- FHCA Long-term Care Job Board (postings to current job openings in nursing homes/ALFs across the state)
- Facility workforce resources, for facility operators and individual LTC professionals to improve overall workforce efforts and ensure staff stability
- State, regional and local workforce resources to highlight statewide and regional workforce resources available for LTC providers and potential job candidates

### **Phase 2 - CaregiversFL Career Program Public Relations Campaign**

FHCEDF will competitively bid out to a Public Relations (PR) firm to develop an extensive marketing and PR campaign using compelling traditional and social media content to drive traffic to the Florida CareForTheAging.org website and assist in the recruitment of qualified health care professionals to the long-term care profession. This will include the use of a variety of digital tactics such as animations and caregiver videos that educate and inform our target audiences on long-term care careers.

FHCEDF will identify recognition opportunities to maximize those to highlight long-term care careers through enhanced social media activity. This includes Careers in Aging Week, National Nursing Home Week, National Nurses Week, National Nursing Assistants Week and more.

FHCEDF will also identify and participate in statewide career conferences, such as HOSA- Future Health Professionals and NAHCA – National Association of Health Care Assistants, to identify virtual and in-person marketing to include but not limited to partnerships, presentations, trade show and sponsorship opportunities.

FHCEDF will conduct marketing among technical colleges, community colleges and nursing home organizations, including the Florida Association of Career and Technical Education, the Florida Association of Colleges, nursing homes and nursing home associations, to identify where current nurse aide trainings exist and to educate/inform about long term care careers.

The marketing and recruitment plan will involve key messages focused on value/benefits of working in long-term care, career ladder opportunities, tuition reimbursement opportunities in the state, retention bonuses offered at facilities upon being hired.

Program marketing tools to be developed include:

- Partnership with CareforAging.org website to highlight long-term care careers
- School – Program partnership promotional materials
- Student/potential job seeker promotional materials
- Nursing home promotional materials
- Social media campaign with paid promotion
- Digital media campaign (Google ad words, geofencing to target markets/audiences)

School marketing tactics will include:

- Targeted emails, phone calls, meetings with technical/community college associations and nursing home to develop partnerships
- Distribution of program promotional materials - including brochures and informational flyers with point of contact information
- Social media/digital infographics to be shared with colleges/nursing homes and nursing home organizations for repurposing

Student Marketing tactics will include:

- Program promotional materials - including brochures and informational flyers
- Instagram and Facebook social media infographics, promoted posts to recruit students
- Promotional video to highlight the rewarding aspects of working as a nurse aide caring for Florida's elders
- Social media promotions – Facebook, Instagram promoted posts

To accomplish these tasks, Project Leader will provide individual contact and problem solving for candidates.

### **Phase 3 – Marketing Partnership with Florida’s Department of Education Career, Technical and Adult Education Workforce Education Initiative**

The FHCEDF would work in partnership with the Florida Department of Education’s Career, Technical and Adult Education to market the CaregiversFL Career Program and the Workforce Education Initiative jointly to prospective candidates.

In September 2020, Governor Ron DeSantis, and the Florida Department of Education launched the Get There Florida workforce education initiative aimed at raising awareness about career and technical education programs. The Get There Florida Initiative is in partnership with the state’s 28 Florida College System institutions and 48 technical colleges or centers. It accelerates students’ time to completion of an in-demand but high-value industry certification or postsecondary workforce credential. Programs include advanced manufacturing, transportation and logistics, information technology and healthcare, including nursing assistants.

The website [GetThereFL.com](http://GetThereFL.com) contains resources for prospective candidates including:

- Information on 17 career pathways
- An interactive map listing local institutions, with programs are available near you.
- Financial aid packages available through the Office of Student Financial Assistance.
- Support services offered through the Florida Department of Children and Families.
- A listing of CareerSource centers that offer resources to assist with job searches, career development, and training.
- Job locator and resources from the Florida Department of Economic Opportunity.
- Assistance available to people with physical and mental disabilities to aid them prepare for, get, advance in, or keep a job.

Because the CaregiversFL Career Program target population overlaps with the Department of Education Career, Technical and Adult Education Get There Florida Initiative, the two programs will share data and demographic information, synergized messaging and the benefits from each program’s marketing activities.

The Department of Education is currently tracking workforce shortages and the progress made in employment because of their program. The FHCEDF would work jointly with the Department of Education to assist in data collection specific to the long term care workforce. We would jointly identify areas where shortages exist and focus resources in those areas to help with developing baseline data utilizing state resources where available for the CaregiversFL Career Program and inform both the CaregiversFL Career Program and Get There Florida marketing.

CaregiversFL Career Program candidates will be also be directed to the Get There Florida Initiative where they can access greater career benefits and Get There Florida target audiences will be directed to the CaregiversFL Career Program where they can learn more about specific careers in long term care, with support and assistance that will ultimately result in job placement in nursing homes.

CaregiversFL Career Program will also educate long term care providers on the resources contained on the Get There Florida website to give their candidates greater access to services, including the potential to pursue further training for a career ladder choice in the long term care profession – from CNA to LPN to RN – programs available through Florida’s technical education system.

## **Initiative #2 - Retention and Program Outcomes**

The CaregiversFL Career program is committed to improving the long-term retention of Nurse Aides, as well as other direct care employees, working in SNFs.

FHCEDF will work with nursing homes, nursing home organizations and nursing assistant organizations, such as the National Association of Health Care Assistants (NAHCA), to explore ways to make working in their facilities a desirable vocation. FHCEDF will provide information, resources and offer a minimum of 10 training opportunities over the course of the contract focused on topics including but not limited to:

- Onboarding and retention methods to make the first 90 days a success
- Developing an engaged and effective workforce
- Adopting real culture change in your facility
- Ways to make nurse aides an equal member of the health care team
- Making accommodations for staff with childcare needs
- Providing staff with educational opportunities and a career ladder
- Flexible work schedules for team members

### **Timeline:**

Within 30 days following receipt of the grant contract, FHCEDF will:

- Hire Workforce Project Leader
- Launch CarefortheAging.org website with tracking tool for job seekers
- Develop media campaigns and promotional materials for schools, job seekers and nursing homes
- Gather baseline data

During the first quarter following receipt of the grant contract:

- FHCEDF Project Leader will conduct outreach to at least 85% of Florida nursing homes and training sites in the state to inform them of and introduce them to the CaregiversFL Career program
- Initial marketing campaign will launch
- FHCEDF will begin developing content for workforce training webinars in nursing homes
- FHCEDF will identify tracking system for evaluating nursing home vacancy rates
- FHCEDF will submit quarterly report to the state agency and CMS

During the second and third quarters following receipt of the grant contract:

- An initial analysis of marketing campaign will be conducted to determine if any changes are needed
- FHCEDF will conduct training webinars in nursing homes
- FHCEDF will submit quarterly report to state agency and CMS to update progress on number of nursing homes participating in the program

During the fourth – six quarters following receipt of grant contract:

- Marketing campaign will continue
- Project Leader will track, compile and summarize performance measures
- FHCEDF will continue conducting training webinars in nursing homes
- FHCEDF will submit quarterly report to state agency and CMS

During seventh through eighth quarters

- Marketing campaign will continue with an evaluation of campaign success, based on digital advertising metrics, surveys on public perception of long term care careers, website analytics/clicks
- Project Leader will track, compile and summarize performance measures
- FHCEDF will conduct training webinars in nursing homes
- FHCEDF will submit quarterly report to state agency and CMS

## **Part VIII: Results Measurement**

### **Phase 4: Benchmark and Evaluate**

FHCEDF will contract with a nonacademic, independent organization to conduct a comprehensive evaluation of the project to evaluate:

- Pre-post data and an evaluation of vacancy rates, retention rates (utilizing state data where available). Specifically, data will measure:
  - a baseline of current CNAs working in nursing homes and turnover rate;
  - # of nurse aides hired in year 1;
  - # of nurse aides who complete 6 months of continuous employment;
  - # of nurse aides hired in year 2;
  - # of trainings conducted by FHCEDF in year 1 and year 2; and
  - Public relations benchmarks to include social media audience reach, active engagements, website analytics

FHCEDF will also measure:

- Surveys to measure attitudinal changes of new caregivers coming into the long-term care profession and career path possibilities
- Program effectiveness using a survey tool
- Overall increase in the number of individuals employed as certified nursing assistants in Florida nursing homes



## **Part IX: Benefits to Nursing Home Residents**

The link between inadequate staffing and negative resident outcomes is well established: poor, inadequate nurse staffing levels leads to higher rates of adverse outcomes, including falls and hospital readmissions. Staffing shortages also lead to missed nursing care, in which required standard resident care and surveillance is not delivered because of the absence of staffing. Staffing gaps result in the cycle of an inability to provide needed care, leading to staff and resident injuries, burnout, and increased turnover. As mentioned above, the CaregiversFL Career Program in no way supplants any responsibilities of participating certified skilled nursing facilities to meet regulatory compliance. However, in this statewide workforce shortage crisis, concerted efforts are needed to help recruit and train qualified Nurse Aides to help skilled nursing facilities meet their staffing requirements.

Nursing home residents will benefit from the Program, as it focuses on both the recruitment and retention of long-term caregivers, leading to a more stable workforce. Residents will have a greater opportunity to be more consistently cared for by the same caregivers. Research<sup>2</sup> has shown that consistent assignment was linked to quality because it increased socioemotional interaction and improved relationships between aides and residents, improved staff morale, and lightened care burden for staff thereby improving quality of care and resident quality of life.

Additionally, nursing home staff turnover can drive quality down. When nursing homes have stable staffing, direct care staff, including CNAs, the facility benefits from experience and knowledge that staff gain over time, increasing the overall competence and confidence of staff.

Specifically, Florida's nursing home residents will benefit from the CaregiversFL Career Program through the following:

- An increase in the number of CNAs in Florida to provide quality care to nursing home residents
- A consistency among CNA staff through improved retention rates
- Better health outcomes as a result of the same staff members being assigned to residents having a better ability to identify those residents' care needs
- A change in attitude regarding the long-term caregiving field, with potential job candidates seeing that caring for Florida's elders is a rewarding experience and the advantages of working in a long-term care facility as a desirable place of employment.

2. US National Library of Medicine National Institute of Health Staff Empowerment Practices and CNA Retention: Findings From a Nationally Representative Nursing Home Culture Change Survey (April 2018)

\*The Gerontologist: Nursing Home Staff Turnover: Impact on Nursing Home Compare Measures (October 2007)

## **Part X: Consumer/Stakeholder Involvement**

The primary audiences and participating stakeholders for the CaregiversFL Career Program are:

- *Florida Health Care Association* – to provide ongoing support. FHCA will offer education about the Program at conferences, events, and meetings. It will also add links to the project website from the FHCA website and help promote and advocate for the project through mailings and emails to its more than 550 nursing home members.
- *Associations of technical and community colleges* – to develop partnerships to support program marketing efforts.
- *Florida's technical colleges, community colleges and nursing homes/nursing home organizations* – to develop partnerships to support program marketing efforts.
- *Existing students of these colleges/nursing home programs* - to inform and educate about the benefits of working in a nursing home.
- *Potential students enrolled in technical and community colleges but not yet participating in nurse aide training programs* – to inform and educate about the CaregiversFL Career Program and the benefits of working in long term care.
- *Florida Agency for Health Care Administration/Florida Department of Health* – to assist with disseminating information to facility participants. The Agency for Health Care Administration will manage fiduciary control over the project.
- *Florida workforce/workforce development organizations, agencies – Division of Workforce Services/local workforce development area and career centers, Division of Vocational Rehabilitation* - to develop partnerships to support program marketing efforts.
- *Related associations/organizations – AARP, LeadingAge Florida Department of Veterans Affairs, etc.* - to develop partnerships to support program marketing efforts.

## **Part XI: Funding**

### **Budget & Timeline**

#### *Program Administration*

Project Leader will depend on resources and professional guidance from Florida Health Care Association. Assisting project staff will be the Director of Communications Kristen Knapp, who will assist with public relations and outreach activities; Sr. Director of Quality Affairs Deborah Franklin who will assist with the creation and implementation of the program; Director of Event Planning Leigh Ann Bradley and Event Coordinator Sarah Wood, who will assist with coordinating educational trainings for nursing home partners; and Quality Affairs Assistant Carla Adams who will provide support for day-to-day operations including preparing and submitting all required grant reports about the state and fielding inquiries about the program. FHCA will provide the project staff with office space. The administrative fee will cover rent for offices, including access to other facilities within the FHCA building, including copy room, kitchen, conference room, printers and copy paper.

FHCA will also provide a laptop and cell phone, WiFi service and Zoom subscription for online meeting use for the project leader. This investment will also cover online trainings conducted for nursing home partners.

*See detailed line item of administration costs on pages 22-24*

Program Administration Year 1	\$ 50,000
Program Administration Year 2	\$ 50,000
<b>Subtotal</b>	<b>\$100,000</b>

#### *Project Leader*

The CaregiversFL Career Program will employ a Project leader. Compensation for

Project Leader: \$105,000 per year (\$210,000 over two years)

<b>Project Leader to Administer Program Total for 2 Years</b>	<b>\$ 210,000</b>
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#### *Travel and expenses*

The Project Leader will travel extensively in the first six months of the grant to promote the program, meeting with schools and nursing home partners across the state to implement the program launch and inform the partners on the program. After the initial launch, the Project Leader will travel to nursing home partners to promote the program and to continue building/strengthening those relationships to support nursing home participation and job seeker recruitment and placement. Travel expenses for Project Leader will be done in accordance with Department of Financial Services (Chapter 69I-42, FAC.) utilizing the following reimbursement rates: mileage (\$.445/mile), rental car, hotel (\$150/night max), airfare, meals (\$36 per diem/day) over a two-year period.

<b>Travel Year 1</b>	<b>Travel Year 2</b>
Rental Cars/Mileage: \$14,200	Rental Cars/Mileage: \$9,850
Hotel (50 nights @ \$150): \$7,500	Hotel (25 nights @ \$150): \$3,750
Per Diem (50 days @ \$36): \$1,800	Per Diem (25 days @ \$36): \$900
Airfare (3 round trips @\$500): \$1,500	Airfare (1 round trips @\$500): \$500
<b>TOTAL YEAR 1: \$25,000</b>	<b>TOTAL YEAR 2: \$15,000</b>

**Travel and Expenses Total for 2 Years**

**\$ 40,000**

### *Marketing and Recruitment Plan*

The project will competitively bid out to a Public Relations firm to create a two-year marketing campaign to educate the public on the CaregiversFL Career Program, the advantages of a caregiving career and the opportunities to potential employees. Fees will include contracting with the PR firm and marketing deliverables, including the development of Florida specific CarefortheAging.org website; flyers, posters, videos, PowerPoint presentation materials, digital ads, social media infographics and digital advertising fees (Facebook, Instagram and Twitter promoted posts) to promote the program among schools, potential candidates and nursing homes..

<b>Marketing and Recruitment Expenses with PR Firm</b>	<b>Year 1</b>	<b>Year 2</b>
PR Firm Annual Retainer (2 Years)	\$100,000	100000
Research and Marketing Plan Development	\$16,750	0
Brand Identity	\$5,000	0
Marketing Collateral	\$10,640	0
Mini Web Site Development	\$11,000	0
Web Site Hosting and Admin	\$4,500	\$4,500
Animated Web Video for Nursing Homes	\$19,938	\$19,938
Web Site Video Content	\$9,750	\$9,750
Campaign Video Production	\$65,000	\$65,000
Social Media and eMarketing Promotions	\$51,950	\$51,950
Media Research and Placement	\$3,458	\$3,458
Metrics and Analysis	\$4,200	\$4,200
Paid Media	\$112,500	\$112,500
Total Media, Marketing Expenses	\$414,685	\$371,295
	<b>TOTAL Project 2 Years</b>	<b>\$785,980</b>

**Marketing and Recruitment Plan Total**

**\$ 785,980**

### ***Evaluation of the Program***

FHCEDF will collect baseline data in the first quarter of the project. Benchmarks will be conducted at the end of year one and year two to assess participating of nursing home participation and nurse aide placement. This will be done through the development and distribution of two annual employee engagement and satisfaction surveys.

Education webinars and other resources geared toward improving workplace culture and retention will be provided to participating skilled nursing facilities throughout the two-year grant period. This investment is based on estimated time/resources/technology needed and performed by FHCEDF.

Task	Est. Hours per Year	Cost/Hr.	Year 1 total	Year 2 total	Project total (2 Yrs)
<b>Pre-survey webinars:</b> <ul style="list-style-type: none"><li>· Prior to each annual survey process CaregiversFL will host 2-webinars to review and discuss the survey timelines. Content for each webinar will be refreshed each year based on the previous survey experience.</li><li>· The webinar will be conducted by the CaregiversFL Project team.</li><li>· Investment estimate is based on time, technology, and resources necessary to develop and deliver the educational content</li></ul>	7.5	\$200	\$1,500	\$1,500	\$3000
<b>Survey Design/Implementation</b> <ul style="list-style-type: none"><li>· 2-Annual Employee Survey Runs for up to 690 Nursing Centers</li><li>· All Nursing Center staff is eligible to participate</li><li>· Annual facility onboarding, Data file collection through secure file transfer</li><li>· Annual deployment of survey</li><li>· Annual Survey data collection</li><li>· Estimate is based on time/resources utilized on similar projects</li><li>· The work will be performed by various FHCA staff and contract workers, such as: Operators Managers, Implementation Specialists, Quality Assurance Associates, IT Programmers, Customer Success Team members, Support Staff and others.</li></ul>	3800-4000	\$56-\$60	\$227,375	\$227,375	\$454,750

Task	Est. Hours per Year	Cost/Hr.	Year 1 total	Year 2 total	Project total (2 Yrs)
<b>Training and Ongoing Support:</b> <ul style="list-style-type: none"> <li>· Participating centers will have access to the CaregiversFL Project staff, which is the facility's first line of contact and is engaged in all aspects of the relationship-management process. Project staff work with organizations on training and support, educational and training webinars focused on both technical details and application (such as reporting roadmaps, casestudies, and action planning). The Project Staff is also able to assist with marketing/PR requests of organization</li> <li>· It is estimated based on previous projects of similar size that each Nursing Center will require on average 2-3 hours of additionaltraining/support annually.</li> </ul>	850-1275	\$37-\$56	\$47,500	\$47,500	\$95,000
<b>Post-Survey Webinars</b> <ul style="list-style-type: none"> <li>· Following each annual survey process Project staff will host 2- post survey webinars. These webinars are designed to educate participating centers how to access their survey data and review their results. These webinars will also highlight the survey results and how centers can use the data to help drive quality improvement. The content for each webinar is refreshed followingeach survey to review the most recent results</li> <li>· The webinar will be conducted by members of the Project Staff</li> <li>· Investment estimate is based on time, technology, and resourcesnecessary to develop and deliver the educational content</li> </ul>	7.5	\$200	\$1,500	\$1,500	\$3000

Task	Est. Hours per Year	Cost/Hr.	Year 1 total	Year 2 total	Project total (2 Yrs)
<b>Custom Reporting</b> <ul style="list-style-type: none"> <li>· A variety custom reporting will be available through Project Staff to ensure the data is being shared with the state of Florida in the most appropriate manner. Customized reports included, but not limited to: (Aggregate StateReport, Benchmarking capabilities, Demographic analysis is available and will be provided on a variety of categories)</li> <li>· The work will be performed by members of the Project Staff</li> <li>· The investment is based on estimated time/resources performed by the Project Staff</li> </ul>	20	\$250	\$5,000	\$5,000	\$10,000
<b>User Portal Access:</b> <ul style="list-style-type: none"> <li>· Participating centers will be able to access their results online through comprehensive reports available through a portal developed by Project Staff</li> <li>· Work will be performed by various FHCA staff members. The estimate is based on the ongoing maintenance, support, and data security of the user portal</li> </ul>	600-700	\$49-\$58	\$34,375	\$34,375	\$68,750

Task	Est. Hours per Year	Cost/Hr.	Year 1 total	Year 2 total	Project total (2 Yrs)
<b>Annual Executive Review</b> <ul style="list-style-type: none"> <li>· FHCA encourages at least one annual Executive Review for the “Project Leader.” This is a review of the tasks that have taken place throughout the project, survey results overview, and discussion of strategies for ongoing success. This review can be done virtually or onsite. If done onsite there will be no fees for travel expenses.</li> <li>· Investment estimate is based on time, technology, and resources necessary to develop and deliver the educational content</li> </ul>	7.5	\$200	\$1,500	\$1,500	\$3000
<b>Pre-Survey Educational Track</b> <ul style="list-style-type: none"> <li>· The pre-survey educational track is designed to engage leaders at each participating centers. This on-demand 6-module online course will be made available throughout the duration of the grant to all participating centers</li> <li>· The estimate is based on anticipated time/resources put toward the set-up and coordination with each nursing center, research/curriculum development, graphic design, videographer, video editor, course worksheet development, granting each home access, troubleshooting with new users, and course evaluation.</li> </ul>	637	\$100	\$31,875	\$31,875	\$63750



Task	Est. Hours per Year	Cost/Hr.	Year 1 total	Year 2 total	Project total (2 Yrs)
<b>Virtual Educational Sessions 1-3</b> <ul style="list-style-type: none"> <li>The estimate is based on time/resources necessary for research/curriculum development and delivery of the webinars</li> </ul>	22.5	\$200	\$4,500	\$0	\$4500
<b>Virtual Educational Sessions 4-9</b> <ul style="list-style-type: none"> <li>The estimate is based on time/resources necessary for research/curriculum development and delivery of the webinars</li> </ul>	45	\$200	\$9,000	\$9,000	\$18,000
<b>Virtual Educational Sessions 10-15</b> <ul style="list-style-type: none"> <li>The estimate is based on time/resources necessary for research/curriculum development and delivery of the webinars</li> </ul>	45	\$200	\$0	\$9,000	\$9,000
<i>Employee Engagement/Satisfaction Surveys and Educational Webinars TOTAL</i>	<b>\$732,750</b>				

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**Total**

**\$1,868,730**

**Total Budget Breakdown by Year**

<b>Year One</b>	<b>Year Two</b>
Program Administration: \$50,000	Program Administration: \$50,000
Marketing & Recruitment Campaign: \$414,685	Marketing & Recruitment Campaign: \$371,295
Staff Positions: \$105,000	Staff Positions: \$105,000
Travel & Expenses: \$25,000	Travel & Expenses: \$15,000
Education Webinars/Evaluation: \$364,125	Education Webinars/Evaluation: \$368,625
<b>TOTAL Year One: \$958,810</b>	<b>TOTAL Year Two: \$909,920</b>
	<b>PROJECT OVERALL TOTAL: \$1,868,730</b>

FHCA Administrative Cost Line Item					
Organization Name			FHCA		
YEAR 1					
1. Personnel					
Position/ Name of person (if available)		Hourly Rate	# of Hours		Total Project Costs (Monthly Salary X # of months)
1.1	Quality Affairs Sr. Director	\$ 100.00	96		\$ 9,600.00
1.2	Communications Director	\$ 60.00	120		\$ 7,200.00
1.4	Quality Affairs Administration Assistant	\$ 20.00	48		\$ 960.00
1.5	Project Event Planning Director	\$ 40.00	18		\$ 720.00
1.6	Project Event Planning Coordinator	\$ 30.00	18		\$ 540.00
					\$ 19,020.00
Administrative					
Item Description		Unit of Measure	Cost Per Unit	Number of Units	Total Project Costs (Cost Per Unit x No. of Units)
2.1	Office Rent	Year 1 (12 Month)	\$ 600.00	12	\$ 7,200.00
2.2	Conference Call/Zoom Service	Year 1 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
2.3	Office Supplies	Year 1 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
2.4	IT Support/Internet Service	Year 1 (12 Month)	\$ 7,000.00	1	\$ 7,000.00
2.5	Postage/Shipping	Year 1 (12 Month)	\$ 500.00	1	\$ 500.00

2.6	Surface/laptop Purchase	Year 1	\$ 1,820.00	4	\$ 7,280.00
2.7	Cell phone Purchase	Year 1	\$ 1,000.00	4	\$ 4,000.00
2.8	Cell Phone Monthly Usage	Year 1 (12 Month)	\$ 500.00	4	\$ 2,000.00
2.9	Copiers/Postage Machine	Year 1 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
					<b>\$ 30,980.00</b>

<b>TOTAL YEAR 1 Administrative Costs</b>	<b>\$ 50,000.00</b>
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## YEAR 2

### 1. Personnel *(Description: An employee of the organization whose work is tied to the proposed project)*

	Position/ Name of person (if available)	Hourly Rate	# of Hours		Total Project Costs (Monthly Salary X # of months)
1.1	Quality Affairs Sr. Director	\$ 100.00	180		\$ 18,000.00
1.2	Communications Director	\$ 60.00	130		\$ 7,800.00
1.4	Quality Affairs Administration Assistant	\$ 20.00	85		\$ 1,700.00
1.5	Project Event Planning Director	\$ 40.00	40		\$ 1,600.00
1.6	Project Event Planning Coordinator	\$ 30.00	40		\$ 1,200.00
					<b>\$ 30,300.00</b>

**Administrative**

Item Description		Unit of Measure	Cost Per Unit	Number of Units	Total Project Costs (Cost Per Unit x No. of Units)
2.1	Office Rent	Year 2 (12 Month)	\$ 600.00	12	\$ 7,200.00
2.2	Conference Call/Zoom Service	Year 2 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
2.3	Office Supplies	Year 2 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
2.4	IT Support/Internet Service	Year 2 (12 Month)	\$ 7,000.00	1	\$ 7,000.00
2.5	Postage/Shipping	Year 2 (12 Month)	\$ 500.00	1	\$ 500.00
2.6	Cell Phone Monthly Usage	Year 2 (12 Month)	\$ 500.00	4	\$ 2,000.00
2.7	Copiers/Postage Machine	Year 2 (12 Month)	\$ 1,000.00	1	\$ 1,000.00
					<b>\$ 19,700.00</b>

<b>TOTAL YEAR 2 Administrative Costs</b>	<b>\$ 50,000.00</b>
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## **Part XII: Involved Organizations**

Florida Health Care Association

Florida Health Care Education and Development Foundation

PO Box 1459, Tallahassee, FL 323202

(850) 224-3907 / [www.fhca.org](http://www.fhca.org)

Executive Director, Emmett Reed: [ereed@fhca.org](mailto:ereed@fhca.org)

Project Point of Contact, Kristen Knapp: [kknapp@fhca.org](mailto:kknapp@fhca.org)

## **CaregiversFL Career Program Project Staff Job Descriptions**

### **Project Leader**

Responsible for managing and executing of the CaregiversFL Career Program, which includes partnership development among state agencies, Florida nursing homes, technical and community colleges and other approved nurse aide training programs across Florida to recruit certified nursing assistants into the long term care workforce. The Project Leader will manage all aspects of the program, including supervising three regional coordinators who will implement program activities in three regional areas of the state. This individual will manage all contracts, including marketing and advertising services, website development, meeting planning and managing the benchmarking and evaluating of the success of the program.

Qualifications: Bachelor's degree required; a minimum of 5 years management experience. Knowledge of the healthcare sector beneficial. Excellent follow-up and follow-through abilities. Experienced with Microsoft office products, including Word, Excel, and PowerPoint. Proven negotiation skills. Previous experience in working in multi-site organizations, preferred. Creative and resourceful. Excellent communication skills (oral and written). Strong organizational and phone skills. Ability to travel.

Andy Tuck, *Chair*  
Marva Johnson, *Vice Chair*  
*Members*  
Ben Gibson  
Tom Grady  
Michael Olenick  
Ryan Petty  
Joe York

November 20, 2020

Stephanie M. Davis, M.S., RD.  
Chief, LTC Certification and Enforcement  
Centers for Medicare and Medicaid Services  
Sam Nunn Atlanta Federal Center  
61 Forsyth Street, S.W., Suite 4T20  
Atlanta, Georgia 30303-8909

Dear Ms. Davis,

As Florida's Chancellor for Workforce Education, I am writing to lend support and partner on the proposal to launch the CaregiversFL Career Program. The CaregiversFL Career Program intends to leverage Civil Monetary Penalty funds to support the completion of students in critical healthcare workforce education programs across our public postsecondary institutions. In September 2020, the Florida Department of Education (Department) launched the *Get There Florida* workforce education initiative. It aims at raising awareness about our state's quality career and technical education programs at our 28 Florida College System institutions and our 48 technical colleges and centers. Because the CaregiversFL Career Program complements the Department's *GetThere* initiative so well, I envision the two efforts working collaboratively. The Department is happy to commit Division of Career and Adult Education staff to work on analyses of student migration and graduation patterns, labor market trends and develop a plan to integrate outreach and recruitment efforts.

The Department is currently tracking critical workforce shortages, the performance of its career and technical education programs, and the progress made in credentialing attainment from the *GetThere* campaign. Should this proposal be funded, the Department will jointly work with Florida Health Care Education and Development Foundation on long term care workforce data collection, jointly identify areas where shortages exist, and help to align resources around critical Health Care areas to bolster outreach and recruitment efforts. In the end, our combined efforts will make both programs more robust and provide greater benefits to Floridians.

Stephanie M. Davis, M.S., RD.  
November 20, 2020  
Page Two

We look forward to your approval of this program and a partnership that gives Florida's residents more information about career pathways in the health care sector.

Sincerely,

A handwritten signature in blue ink, appearing to read "H. Mack", with a stylized flourish at the end.

Henry Mack  
Chancellor

HM/sh

cc: Kathy Hebda, chancellor, Division of Florida Colleges



**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Ron DeSantis**  
Governor

**Scott A. Rivkees, MD**  
State Surgeon General

Vision: To be the Healthiest State in the Nation

October 27, 2020

Stephanie M. Davis, M.S., RD.  
Chief, LTC Certification & Enforcement  
Centers for Medicare & Medicaid Services  
Sam Nunn Atlanta Federal Center  
61 Forsyth Street, S.W., Suite 4T20  
Atlanta, GA 30303-8909

Dear Ms. Davis,

As Florida's State Surgeon General, I am writing to offer my enthusiastic support for the proposal to launch the CaregiversFL Career Program, a career training program similar to the programs implemented in Wisconsin and Idaho. Leveraging Civil Monetary Penalty (CMP) funds to establish a program that encourages individuals to choose a career in long-term care is a critical step toward addressing Florida's acute need for more nurse aides.

Despite persistent demand for nurse aides, widespread job vacancies remain. High rates of nurse aide turnover require Florida's skilled nursing facilities (SNFs) to constantly recruit employees. Mindful of the rapid growth in population of older Floridians, it is critical to implement programs that strengthen and stabilize Florida's nursing workforce. Florida's grant proposal seeks to provide a feeder system of future caregivers into nursing homes across our state. What's more, the program will bring greater awareness to the acute need for certified nursing assistant positions which are the most challenging to fill.

The Florida Department of Health strongly endorses the objectives of the CaregiversFL Career Program and looks forward to partnering with the Agency for Health Care Administration and the Florida Health Care Association on the creation of this program.

Sincerely,

Scott A. Rivkees, MD  
State Surgeon General





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1725 Mahan Drive • Tallahassee, FL 32308 • 850-222-3222 • Fax: 850-222-2327 • [www.myafchome.org](http://www.myafchome.org)

October 20, 2020

In Florida and across the nation, the epicenter of the novel Coronavirus Disease 2019 (COVID-19) pandemic has been in long-term care facilities. The virus has presented unprecedented challenges, and many states remain in uncharted territory as they meet and respond to the magnitude of this pandemic in residential and long-term care facilities. Thousands of Florida's elders and residents live in close to 700 nursing homes across our state, and safeguarding Florida's most vulnerable requires ensuring every resource is brought to bear to detect, identify and contain the spread of COVID-19 in long-term care facilities.

A critical aspect of containing the spread of the virus is ensuring an adequate, well-trained workforce is available to nursing facilities across Florida. Yet, the coronavirus pandemic has led to an acute shortage of staff faced by nursing homes. This is particularly concerning, as licensed nurses and nurse aides are the essential workers who provide most of the direct care to residents. The availability of high-quality direct care workers becomes even more critical as many states are reopening the economy and lifting bans on visitors to nursing homes.

Mindful of these nurse staffing shortages in the long term care sector, and our ongoing commitment to both meet the needs of our students and provide high-quality employment opportunities, the Association of Florida Colleges looks forward to partnering with the Florida Health Care Association on the Florida Long Term Caregiver Career Program. This program will provide a feeder system of future caregivers into nursing homes across our state. What's more, the program will bring greater awareness to the acute need for Certified Nursing Assistant positions which are the most challenging to fill.

Ultimately, we believe the Florida Long Term Caregiver Career Program's workforce education, including retention and engagement strategies, will be a valuable opportunity for our students to pursue. We highly endorse the objectives of the Florida Long Term Caregiver Career Program.

Sincerely,

Marsha Kiner  
Interim Executive Director/CEO  
Association of Florida Colleges

**FLCTE**  
*Secondary & Postsecondary  
Administrators*

**FAAE**  
*Agribusiness*

**FBTEA**  
*Business Education*

**FEFACS**  
*Family & Consumer  
Sciences*

**FAA**  
*Apprenticeship Association*

**HOEAF**  
*Health Science*

**FAME**  
*Marketing*

**OSGA**  
*Occup. Specialist/ Guidance*

**FSNA**  
*Special Needs*

**FATIE**  
*Trade & Industry*

**FTEA**  
*Technology Education*

**FCPN**  
*Career Pathways*

**FAJROTC**  
*Junior Reserve Officer  
Training Corps Personnel*

**CAD**  
*Career Academy*

**FABTMES**  
*Business, Technology, and  
Marketing Supervisors*

**FACTE Office**  
1220 North Paul Russell Road  
Tallahassee, Florida 32304

Phone: 850-878-6860  
Fax: 850-878-5476  
[www.facte.org](http://www.facte.org)

# *Florida Association for Career and Technical Education*

Executive Director, Marsan Carr

October 27, 2020

Stephanie M. Davis, M.S., R.D.  
Chief, LTC Certification & Enforcement Branch Centers for Medicare and Medicaid Services  
Sam Nunn Atlanta Federal Center  
61 Forsyth Street, S. W. Suite 4T20  
Atlanta, Georgia 30303-8909

Dear Ms. Davis,

On behalf of Florida Association for Career and Technical Education (FACTE), I am writing to offer our support for the Florida Health Care Association Education and Development Foundation (Foundation) proposal to launch a CaregiversFL Career Program. We fully back the Foundation's plans to utilize the Civil Money Penalties (CMS) funds for the CaregiversFL Career Program which includes marketing and recruitment for the nurse aide profession, as well as education/training costs incurred at the community colleges and the testing costs through technical colleges.

FACTE's membership is composed of 48 technical colleges directors, 67 school district Career and Technical Directors, and teachers across the state.. Each secondary and post-secondary Career and Technical Education program is an integral partner within the community it serves and works to proactively respond to local emerging needs.

The growth of our Florida's aging population will likely bolster the demand for certified nursing assistants and other healthcare providers within our state. In fact, the US Bureau of Labor Statistics predicts Nurse Aide employment opportunities will grow 11% between 2016 and 2026. Over the years we have seen a decline in nursing aide student enrollment (any additional data to add here).

We look forward to working with the Foundation to provide the educational training needed to meet the coming healthcare needs of our state. Our hope is that the Foundation's CaregiversFL program, including its marketing and recruitment efforts, will have a significant impact on the number of students who are interested in entering the healthcare field and enrolling in our CNA training programs. Also, their plans to pay the cost of training and testing for students will eliminate barriers for many potential students. Please let us know if there are ways in which FACTE can be of further assistance in this very worthwhile endeavor.

Sincerely,

Marsan Carr  
FACTE, Executive Director  
1220 N. Paul Russell Road  
Tallahassee, FL 32301

(O) 850-878-6860  
[Factexec@facte.org](mailto:Factexec@facte.org)





October 20, 2020

Gulf Coast Health Care represents 44 skilled nursing centers including two assisted living locations throughout Florida and Mississippi. We have over 6,000 team members that share our commitment to meet the needs of our residents, delivering them high-quality care and giving them quality of life experiences in a home-like environment. Unfortunately, staffing shortages in the long term care sector have been exacerbated due the COVID-19 outbreak: school closures have caused significant childcare issues; we've had workers quarantined due to travel and exposure; turnover due to the amount of COVID testing; and our staff are working overtime and experiencing burnout like never before.

COVID-19 has also impacted the long term care profession like never before. Many are leaving the profession and the public's perception of long term care is keeping individuals from considering health care as a career choice. The lack of candidates to fill open positions is at a crisis level, which is why Gulf Coast Health Care highly endorses the CaregiverFL Career Program.

This program will provide a feeder system of candidates into our care centers, particularly for Certified Nursing Assistant positions which are the most challenging to fill. In addition, the program will do much-needed public relations around the value of working in long term care and help change the perception of the profession. Not only will this help educate potential candidates of how rewarding a career in long term care can be, but a positive PR campaign will also boost morale among existing caregivers who need to be recognized regularly for the heroic work they do.

Gulf Coast Health Care looks forward to partnering with Florida Health Care Association on the CaregiverFL Career Program to bring in candidates who have undergone the nurse aide training program. We have positions to fill and the Program's partnership with our local technical college will be an important way to help us meet our demand. Ongoing workforce education, including retention and engagement strategies, is also valuable for our organization and a welcome component of the program.

Gulf Coast Health Care shares challenges in all of their communities with not enough people in the workforce for our dedicated business. We love to bring people into long term care to show them the awesome career it can be and the many opportunities.

On behalf of Gulf Coast Health Care we are pleased to endorse the CaregiverFL Career Program. Feel free to contact me with any questions.

Sincerely,

Brett Barnett  
President



AVANTE GROUP, INC.

TRICIA L. ROBINSON

PRESIDENT & CEO

P: 407.216.0101 | F: 407-318.2477

E: [ceo@avantegroup.com](mailto:ceo@avantegroup.com)

October 19, 2020

To Whom It May Concern:

Avante represents 13 nursing centers, with a dedicated workforce of more than 1,900 employees, serving more than 1,200 residents and renowned for excellent care since 1989. Avante has built an exceptional reputation for treating our residents like family, delivering them high-quality care and giving them quality of life experiences in a home-like environment. Unfortunately, staffing shortages in the long term care sector have been exacerbated due the COVID-19 outbreak: school closures have caused significant childcare issues; we've had workers quarantined due to travel and exposure; and our staff are working overtime and experiencing burnout like never before.

Avante and the healthcare industry as a whole is in the midst of transformation driven by demographic change, financial instability, and technological advance, not to mention the immediate issue and yet to be determined ramifications of the COVID-19 pandemic.

COVID-19 has impacted the long-term care profession like never before. Many are leaving the profession and the public's perception of long-term care is keeping individuals from considering health care as a career choice. The lack of candidates to fill open positions is at a crisis level, which is why Avante highly endorses the CaregiversFL Career Program.

This program will provide a feeder system of candidates into our care centers, particularly for Certified Nursing Assistant positions which are the most challenging to fill. In addition, the program will do much-needed public relations around the value of working in long term care and help change the perception of the profession. Not only will this help educate potential candidates of how rewarding a career in long term care can be, but a positive PR campaign will also boost morale among existing caregivers who need to be recognized regularly for the heroic work they do.

We have seen great success as an organization being able to onboard PCAs into the center and helping to cover vacancies and/or assist those on the floor. The biggest challenge we had with staffing is staff being out related to positive testing results even though many were asymptomatic requiring us to put them out of work. Often these results came in batches and therefore we had to take out multiple staff at the same time. The addition of PCAs ensured that we did not miss a beat in terms of staffing and delivering quality care to our residents. In addition, we were able to help them challenge the C.N.A exam and ensure their long term participation in our industry.

Avante looks forward to partnering with Florida Health Care Association on the CaregiversFL Career Program to bring in candidates who have undergone the nurse aide training program. We have positions to fill and the Program's partnership with our local technical college will be an important way to help us meet our demand. Ongoing workforce education, including retention and engagement strategies, is also valuable for our organization and a welcome component of the program.

On behalf of Avante we are pleased to endorse the CaregiversFL Career Program. Feel free to contact me with any questions.

Sincerely,

*Tricia Robinson*  
President & CEO  
Avante Group, Inc.

Avante Group Inc. | 5900 Lake Ellenor Dr. | Suite 700A | Orlando, FL 32809 | T: 407-216-0101 | F: 407-318-2477



# *Palm Garden*

Palm Garden Healthcare represents 14 skilled nursing and rehabilitation centers, an assisted living facility, and home health agencies across the great state of Florida. Our ongoing commitment to our residents is to deliver high-quality care and celebrate their life stories in a home-like environment. Unfortunately, staffing shortages in the long term care sector have been exacerbated due to the COVID-19 outbreak: school closures have caused significant childcare issues; team members quarantined due to travel and exposure; and many are working overtime and experiencing burnout like never before.

The public's perception of long term care keeps individuals from considering health care as a career choice. The lack of candidates to fill open positions is at a crisis level, which is why the Palm Garden Family highly endorses the CaregiverFL Career Program.

This program will provide a feeder system of future caregivers into our centers, particularly for Certified Nursing Assistant positions which are the most challenging to fill. In addition, the program will do much-needed public relations around the value of working in long term care. This will help change the perception of the profession. Not only will this help educate potential candidates how rewarding a career in long term care can be, but a positive PR campaign will also boost morale among existing caregivers who need to be recognized regularly for the heroic work they do.

Palm Garden looks forward to partnering with Florida Health Care Association on the CaregiverFL Career Program to bring in candidates who have undergone the nurse aide training program. We have positions to fill and the Program's partnership with our local technical college will be an important way to help meet our demand. Ongoing workforce education, including retention and engagement strategies, is also valuable for our organization and a welcome component of the program.

On behalf of Palm Garden, we are pleased to endorse the CaregiverFL Career Program. Feel free to contact me with any questions.

Sincerely,

Rob Greene, CEO  
Palm Garden Healthcare  
941-952-9411





October 22, 2020

To whom it may concern,

Greystone Healthcare Management Corp., headquartered in Tampa, FL, manages a healthcare network comprised of 44 skilled nursing, assisted living communities, and outpatient rehabilitation with locations across Florida, Illinois, and Missouri. Greystone also operates six active home health and private duty agencies across the state of Florida. Our organization employs approximately 6,265 employees, serving over 4,800 licensed beds, with our home health agencies currently serving 840 plus customers. At this time, our organization is actively managing over 500 open staff positions, with a specific focus on 57% of our open positions comprised of 122 Certified Nursing Assistants, 80 Licensed Practical Nurses, and 82 Registered Nurse positions.

Regardless of the ongoing unprecedented pandemic, our organization remains steadfast in our ongoing commitment to meet our residents' needs, delivering high-quality care with a focus on the quality of life experiences in a home-like environment. Unfortunately, in the existing COVID-19 environment, staffing shortages in the long term care sector have been exacerbated: school closures have caused significant childcare issues; we've had workers quarantined due to travel and exposure; and our staff are working overtime, experiencing burnout, and fear for their health and that of their families. Some front-line staff who have the heart to serve in our industry have been faced with a difficult decision to leave to earn increased wages to support their families that have now become one-income households.

As an industry, even pre-pandemic, we were experiencing staffing shortages, especially with licensed staff. COVID-19 compounded an already difficult situation in a multitude of far-reaching ways. Besides what was mentioned above, we have continued to struggle with intense, unexpected competition from hospitals and COVID test sites offering hazard pay and doubling current salaries to our nursing staff.

Our front-line teams are continuously offered employment at retail and fast food establishments far above minimum wage with jobs requiring minimal to no training. The "fight for \$15" has taken on a whole new life throughout the pandemic. Many industries in a different position than long-term care have aggressively increased their minimum wages that are not realistic for long-term care in the current environment.



Greystone's recruiting endeavors have been limited to virtual experiences and out of the box initiatives. Certified Nursing Assistant training courses were canceled. Licensed Practical Nurses and Registered Nurse positions were unable to sit for their certification exams as their classes were also canceled. People in need of income were forced to other positions of employment. For a multitude of reasons, staffing shortages mandated the use of floating staff to ensure adequate staffing at various communities.

COVID-19 has impacted the long-term care profession in unmeasurable ways. Many are leaving the job, and too often, people unfamiliar with our industry now have a jaded and erroneous perception of the work we do daily. Additionally, with shelter in place guidelines, individuals not familiar with the industry have not had the opportunity to visit our facility to understand the caliber of the teams and services provided. The lack of candidates to fill open positions is at a crisis level. The future pipeline for interested candidates is at an all-time low, which is why Greystone Health highly endorses the Florida Long Term Caregiver Career Program.

This Program will provide a feeder system of candidates into our care centers, particularly for Certified Nursing Assistant positions, which are challenging to fill. A comparable program is needed to attract Licensed Practical Nurses and Registered Nurse positions in our sector. In addition, the Program will do much-needed public relations around the value of working in long term care and help change the perception of the profession. Not only will this help educate potential candidates of how rewarding a career in long term care can be, but a positive PR campaign will also boost morale among existing caregivers who need to be recognized regularly for the heroic work they do.

Greystone Health looks forward to partnering with the Florida Health Care Association on the Florida Long Term Caregiver Career Program to bring candidates who have undergone the nurse aide training program, and hopefully a Licensed Practical Nurses/Registered Nurse program. We have positions to fill, and the Program's partnership with our local technical college will be an important way to help us meet the demand. Ongoing workforce education, including retention and engagement strategies, is also valuable for our organization and a welcome component of the Program. On behalf of Greystone Health, we are pleased to endorse the Florida Long Term Caregiver Career Program. Feel free to contact me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephanie Handelson", written over a light blue horizontal line.

Stephanie Handelson, CEO of Greystone Health





**James S. Hartsell**  
Deputy Executive Director

State of Florida  
**DEPARTMENT OF VETERANS' AFFAIRS**  
**Office of the Executive Director**  
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**Ron DeSantis**  
Governor  
**Ashley Moody**  
Attorney General  
**Jimmy Patronis**  
Chief Financial Officer  
**Nikki Fried**  
Commissioner of Agriculture

October 30, 2020

Stephanie M. Davis, M.S., R.D.  
Chief, LTC Certification & Enforcement  
Centers for Medicare & Medicaid Services  
Sam Nunn Atlanta Federal Center  
61 Forsyth Street, S.W., Suite 4120  
Atlanta, GA 30303-8909

Dear Ms. Davis,

As the Deputy Executive Director of the Florida Department of Veterans' Affairs (FDVA), I am writing to offer our enthusiastic support for the proposal to launch the CaregiversFL Career Program, a career training program similar to the programs implemented in other states. Leveraging Civil Monetary Penalty (CMP) funds to establish a program that encourages individuals to choose a career in long-term care is a critical step toward addressing Florida's acute need for more nurse aides.

Despite persistent demand for nurse aides, widespread job vacancies remain. High rates of nurse aide turnover require Florida's skilled nursing facilities (SNFs) to constantly recruit employees. As a State Agency that runs numerous State Veterans' Nursing Homes and a Domiciliary, we are especially cognizant of these needs and shortages. Mindful of the rapid growth in population of older Floridians, it is critical to implement programs that strengthen and stabilize Florida's nursing workforce. Florida's grant proposal seeks to provide a feeder system of future caregivers into nursing homes like ours within FDVA across our state. What's more, the program will bring greater awareness to the acute need for certified nursing assistant positions which are the most challenging to fill.

The Florida Department of Veterans' has a vested interest in recruiting and retaining a professional nursing workforce. FDVA strongly endorses the objectives of the CaregiversFL Career Program and looks forward to partnering with the Agency for Health Care Administration and the Florida Health Care Association on the creation of this program.

Sincerely,

James S. "Hammer" Hartsell  
Major General, USMC (Ret)  
Deputy Executive Director  
Florida Department of Veterans' Affairs

*"Honoring those who served U.S."*

Florida Health Care Education and Development Foundation