

**Job Quality In Practice Webinar Series** 

# Job Quality in the Age of COVID-19: Strengthening Frontline Management and Supporting Workers

The Aspen Institute Economic Opportunities Program





# **Maureen Conway**

Vice President for Policy Programs, The Aspen Institute

Executive Director, Economic Opportunities Program







# Agenda

#### Welcome

Maureen Conway, The Aspen Institute Economic Opportunities Program

#### **Using Zoom**

#### **Job Quality in Practice**

#### **Opening Remarks**

Dan Porterfield, The Aspen Institute

#### **Speaker Presentations**

Emily Dieppa, PHI Katie Lynn-Vecqueray, WorkLife Partnership Liddy Romero, WorkLab Innovations

#### Q&A





# **Using Zoom**

#### Webinar controls and assistance

- Attendees are muted.
- Chat and Q&A functions are available at the bottom of the Zoom window.
   Move your cursor down and these functions will appear.
- If you have a technical issue, contact EOP using the chat box or via email, eop.program@aspeninst.org.
- Webinar is being recorded. Video and slides will be shared afterward.

#### **Participation**

 Volunteer! Send questions at any time via the Q&A box. We will take questions at the end.





# Job Quality in Practice

With support from Prudential Financial, we are engaged in an effort to encourage the development of job quality practices that promote access to economic opportunity. In the coming months, we will provide actionable tools and guidance to support leaders across geographies and fields to engage in practical action to improve jobs in their local communities and connect to a growing national conversation.







# Job Quality in Practice

#### Webinars

- Assessing Job Quality and Equity in Your Local Labor Market: A Closer Look at Race, Gender, and Place
- To Boost Job Quality, Money Matters: Practical Tools for Engaging Investors and Lenders Toward Change
- 3. How Can Workforce Leaders Boost Job Quality?
- 4. March 31 Job Quality in the Age of COVID-19: Strengthening Frontline Management and Supporting Workers
- 5. April 21 Worker Voice as an Essential Element of Job Quality: Tools for Business and Advocates
- 6. May 12 Promoting Worker Ownership and Improving Job Quality

#### **Project Overview**

as.pn/jobqualitypractice

Join our mailing list for upcoming webinars and announcements

as.pn/eopmail





# **Daniel Porterfield**

President and CEO, The Aspen Institute





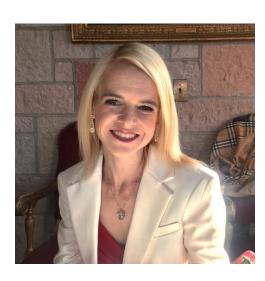


# **Speakers**



**Emily Dieppa**Workforce Innovations

Consultant, PHI



Customer Success Manager, WorkLife Partnership

**Katie Lynn-Vecqueray** 



Liddy Romero

Managing Director, WorkLab
Innovations





**Emily Dieppa** 

Workforce Innovations Consultant, PHI





# Battling COVID19: The Importance of Quality Supervision in Supporting the Direct Care Workforce

**Emily Dieppa, Workforce Innovations Consultant** 







100,000?

Rapidly growing number of COVID19 cases in the United States

#### 4.5 Million Direct Care Workers

Personal Care Aides, Home Health Aides, Certified Nursing Assistants

Healthcare Coverage

Paid Time Off

**Proper Training** 

Accessible Childcare

Personal Protective Equipment

#### **Direct Care Workers in the Headlines**



The New York Times

# She Had to Choose: Her Epileptic Patient or Her 7-Year-Old Daughter

The fragile, low-paying existence of home health aides at the epicenter of the pandemic.



# 'We want to live': At-risk adults, home health care workers fear coronavirus

The Washington Post

Unprotected and unprepared: Home health aides who care for sick, elderly brace for covid-19

Millions of poorly paid workers are being given little support even as they risk spreading the coronavirus



#### **Crisis Calls for Collaboration**

Workers	Employers
<ul><li>Keeping themselves healthy</li><li>Securing childcare</li><li>Caring for older family members</li></ul>	<ul><li>Managing staff schedules</li><li>Creating policies and procedures</li><li>Ensuring continuity of care</li></ul>

Now, more than ever, workers and employers will need to work together to ensure the health and safety of workers and the people they care for.



#### **PHI Coaching Approach®**

We help shift communication norms and embed coaching throughout an organization.

PHI Coaching Approach® is a relational approach to managing and supporting employees and teams that helps them develop their interpersonal and problem-solving skills.





## **Building Core Communication Skills**



**Active Listening** 

- Monitor body language
- Use paraphrasing
- Ask open-ended questions



# Self-Management and Self-Reflection

- Pull back
- Consider your own:
  - Personal styles
  - Preconceptions and assumptions
  - Judgments



# Clear, Non-Judgmental Communication

- Be clear and direct
- Avoid blame or judgment
- Express belief in the person



## **The Role of Traditional Supervisors**

- Raise a performance concern;
- Describe the rules and explain the consequences of breaking them;
- Offer or mandate solutions to the problem;
- Require compliance and penalize noncompliance.





## **Traditional Supervisors...**

- Raise a performance concern;
- Describe the rules and explain the consequences of breaking them;
- Offer or mandate solutions to the problem;
- Require compliance and penalize noncompliance.

# **Coaching Supervisors...**

- Establish a trusting and respectful relationship with employee;
- Raise a performance concern;
- Gather information from employee's perspective;
- Engage employee in generating solutions;
- Help employee commit to action steps.



## **Employer Engagement**

- We model the very coaching skills we teach.
- · We underscore our business case.
- We include direct care workers.





#### **Coaching in Action: VNSNY Partners in Care**



62 Home Health Aides to 11,000

Time spent on disciplinary measures

Retention of frontline workers



## **Coaching in Action**

- Most vocal champion of the PHI Coaching Approach® was the CEO.
- Creation a cross-functional team to design, implement, and sustain a coaching culture.
- Strategic roll-out that prioritized relationships at the heart of the intervention.





#### **Supporting the Direct Care Workforce**

Over the next few weeks, PHI will be releasing a series of articles that explore the unique considerations for workers, employers, and policymakers during this critical moment.





Help Support Home Care Workers in New York State

www.phinational.org



#### **Emily Dieppa**

Workforce Innovations Consultant

edieppa@phinational.org









**Katie Lynn-Vecqueray** 

Customer Success Manager, WorkLife Partnership



**Liddy Romero** 

Managing Director, WorkLab Innovations



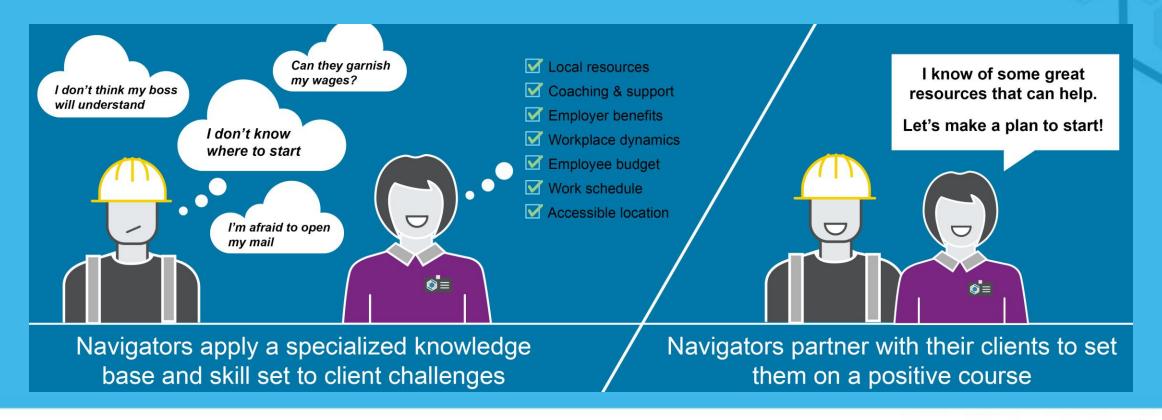


# We serve frontline workers

- Resource Navigator
- Cost-based
- Scale to 90+ employers since 2017
- Sector variety- all about mindset
- Katie's Role as Customer Success Manager



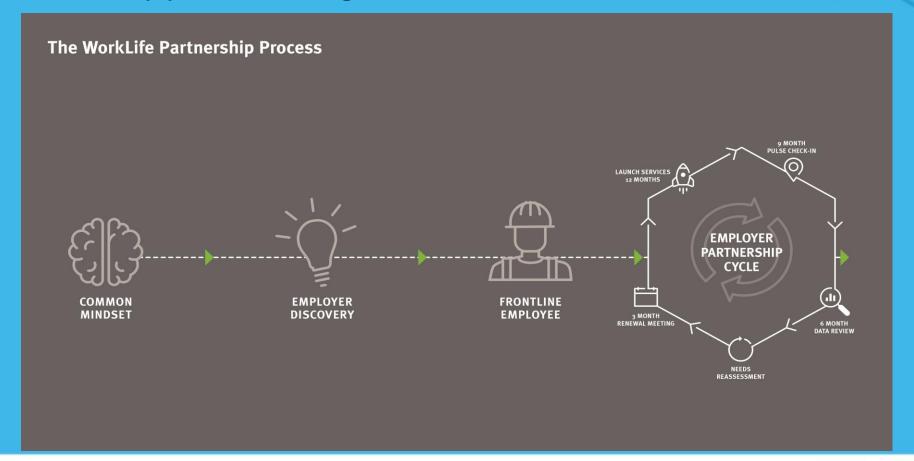
# Resource Navigator provides Access





# Our communication is the 'training' we provide

Customer support management



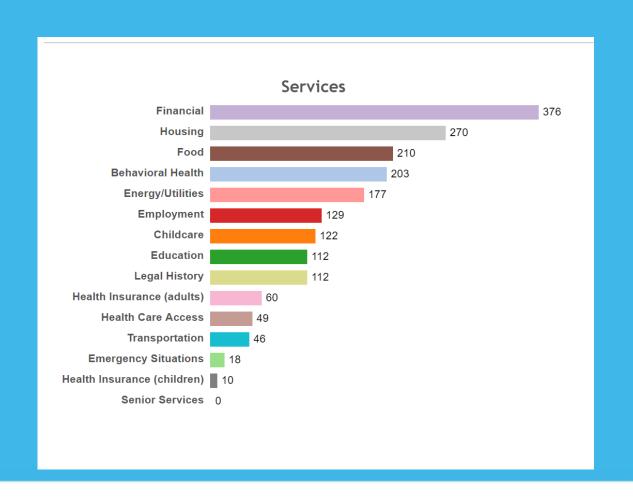


# Employer practices that stand the test of time

Three ways in which we've built manager support for the frontlines



# Data- Qualitative and Quantitative





# Buy-in needed at all levels

- Manager Engagement
- Consultative partners
- Refine language



# Bring value to the moment

- Consultative
- We are a resource in this journey
- We are a valued resources- we need to act like it



# Bring value in the moment – COVID-19

- Change in delivery, frequency
- Connecting with managers directly
- Creating long-lasting champions when we step up
- "Prosperty for the Planet"



# No Impact, No Income

- Our impact is measured by our employer's engagement and investment
- AND in our ability to 1) reduce stress; 2) increase confidence; and 3) improve retention
- NPS
- Our Impact During COVID







# Q&A

Ask questions through the Q&A box





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