



Employer Reality & Workforce Priorities

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Who We Are

St. John's United serves the full continuum of life, with **700 associates** providing care from early childhood through end of life. The fastest-growing demand is in services for **older adults**, particularly in long-term and home-based care settings.

Current Workforce Reality

Critical Shortages

- Direct care roles: **CNAs, LPNs, and RNs**
- Rehabilitation professionals: **Physical Therapists**
- Essential support staff
- Shortages are most severe in **rural communities**

Shifting Care Delivery

- Increased demand for **home- and community-based services**
- These models are **more labor-intensive** and reduce staffing efficiencies

Key Insight

We are not simply reallocating workers across settings—we are operating within a **fixed and insufficient labor pool**.

What We Are Doing (Recruitment & Workforce Strategies)

Grow-Your-Own Workforce Pipeline

- **Nurse Apprenticeship Model**
 - Individuals work as **CNAs** while completing education
 - Builds **hands-on experience**
 - Demonstrates **stronger retention outcomes**
- Focus on aligning training with **real-world care environments**

Barriers Limiting Workforce Growth

1. Reimbursement Constraints

- Long-term care and home-based services are **underfunded relative to labor intensity**
- Limits ability to offer competitive wages

2. Education & Training Barriers

- Increasing degree requirements (e.g., **doctoral-level PT**)
- Higher costs and longer pathways reduce workforce entry

3. Licensing & Supervision Requirements

- May **restrict workforce supply** without clear outcome improvements
- Limits flexibility in care delivery models

4. Training Misalignment

- **Geriatric care is underrepresented** in core clinical training
- Misaligned with actual population needs

5. Rural Workforce Challenges

- Geography and demographics further constrain recruitment and retention

Priority Opportunities for Legislative Action

1. Align Funding with Care Reality

- Adjust reimbursement to reflect **true labor costs**, especially in long-term and home-based care

2. Expand Workforce Pathways

- Support **apprenticeships and employer-driven models**
- Incentivize training aligned to **aging population needs**
- Seek ways to direct **legal pathways for new Americans**

3. Modernize Licensing & Education

- Reassess requirements that **delay or limit workforce entry**
- Increase flexibility in **scope of practice and supervision models**

Bottom Line

St. John's United is **ready to train, hire, and innovate**—but workforce shortages are not temporary.

We are facing a **structural mismatch** between:

- Workforce supply
- Consumer demand
- And how care is funded

Without targeted policy action, this gap will continue to widen.