

# SAVING SOCIAL CARE

## Sourcing Creatively



## An E-Book Series

Recruiting Well ● Sourcing Creatively ● Retaining Longer



# Saving Social Care

The United Kingdom is well advanced on its Person Centered Care journey. With an opportunity to learn from their experience we have partnered with UK based Care Sector Expert Neil Eastwood – the author of Saving Social Care – available on Amazon.

We leveraged Neil's experience in a CDC environment and combined it with our knowledge of the Australian Care Sector to create 3 e-books, based on Neil's work, to help you with your quest to find, select and retain the best care staff.



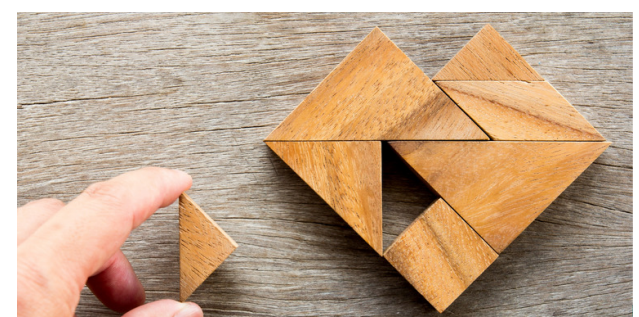
## E-Book 2

### Sourcing Creatively



## E-Book 1

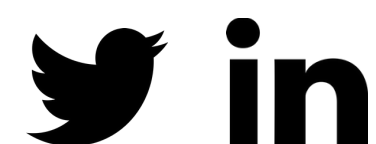
### Recruiting Well



## E-Book 3

### Retaining Longer

Follow us on LinkedIn or Twitter for the other e-books







♥♥ So, who are these over one and a half million souls across the UK (and many more millions internationally) who care for people they are not related to and who they had never previously met? What motivates them when there are so many more 'comfortable' alternatives?

The more I investigated, the more I discovered that for the right type of person, the intrinsic rewards of hands-on care, and in many cases the opportunity to work with likeminded organisations and individuals are so strong that they manage to overcome those poor working conditions and in so doing keep this vital service afloat. ♥♥

**Neil Eastwood**

experienced social care provider, entrepreneur and analyst



**Follow Neil on Twitter**



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## recruiting well

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powerful headwinds  
picking your ideal target worker  
marketing to job seekers  
building an effective recruitment system  
pre-screening  
upgrading the interview

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## sourcing creatively

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finding applicants online  
traditional media  
the power of your in-house networks  
community networking  
widening your search

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## retaining longer

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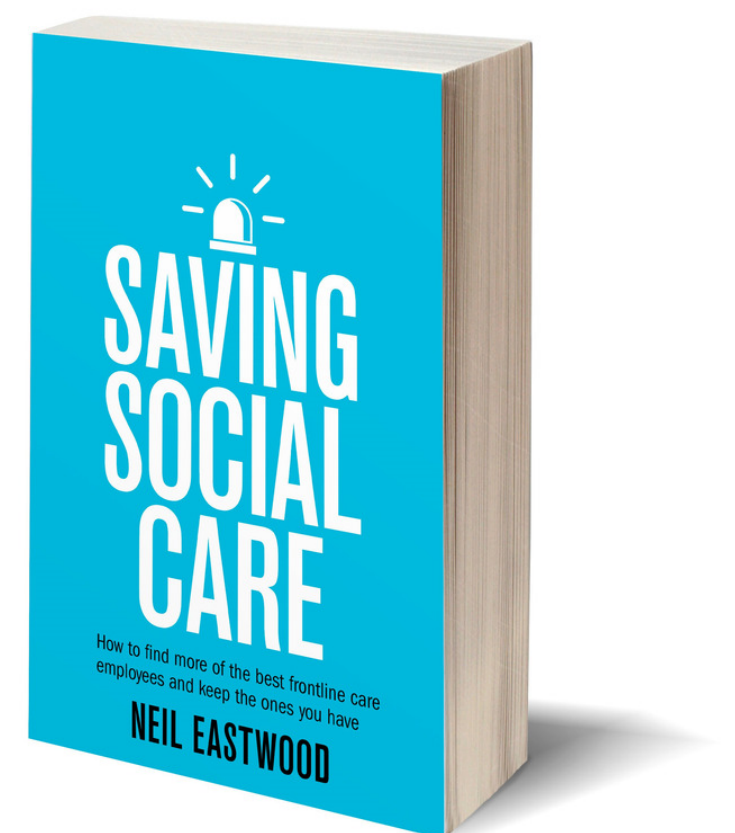
staff turnover  
why is care work a revolving door?  
keeping staff – ten quick wins  
keeping staff – ten long-term improvements  
what next?

Neil Eastwood is a **worldwide expert and international speaker on frontline health and aged care workforce recruitment and retention**. He has spent many years studying the best practices of care recruiters (in-house and agency) around the world.

Previously he was a director at a 10,000 staff UK homecare provider and studied at Harvard Business School.

His book Saving Social Care is available for purchase now.

Care Source has partnered with Neil to provide you these e-books which contain useful excerpts from the book that we believe are relevant for the Australian care setting.





A handful of care providers around the world have found **clever ways to seek out, attract, screen, select, mentor and support their workforce.**

It turns out there are actually **enough of the right types of people** in the communities around us if you know where to look and what to say when you find them.

Equally important are **simple, effective and low-cost ways** of avoiding unsuitable applicants, making the good ones feel welcome and keeping them for longer.





“If you do what you’ve always done,  
you’ll get what you’ve always gotten.”

Tony Robbins



# Options when sourcing frontline care staff

For certain jobs, finding the right staff is a breeze. Unfortunately, most care roles are hard to recruit for due to a limited candidate pool or – on the opposite side of the medal – because of the sheer number of applicants.

**Sometimes changing the way you source your applicants can change the quantity and quality of your pool, often improving it.**

Not only targeting active applicants but getting to those great care workers who are passively looking for new opportunities, can assist your organisation with sourcing better staff – each has its pros and cons.

Neil's books covers a broad range (over 35!) of options of sourcing candidates. This e-book highlights his view on 7 of these sources.

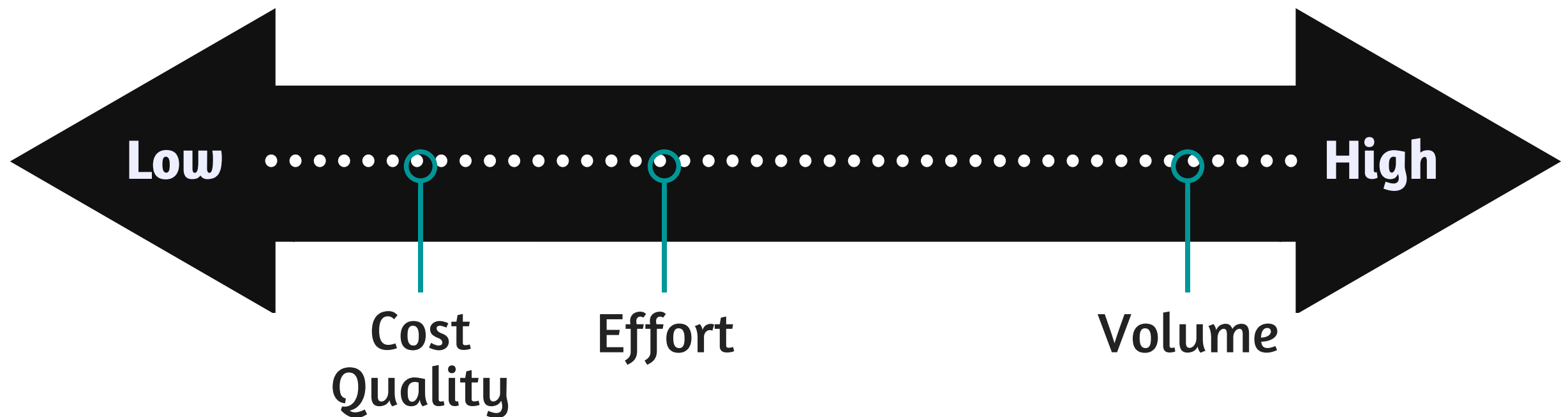
- Online Recruitment
- Social Media
- Resume Search
- Local Newspapers
- Employee Referrals
- Good Leavers
- Vocational and Sector Training

Providers

**Video:  
Recruitment  
hinterland**

**Video:  
Active and  
Passive Job  
Seekers**

# Online recruitment



Online recruitment appeals to busy recruiters as, particularly on internet job boards, it involves little upfront effort to place an advert, can be free and managed from the convenience of your desk. However, **there are major disadvantages to over-relying on this channel to find quality staff.**

There is no doubt care employers overly depend on this channel and have seen an increase in interview no-shows, a drop in staff retention and a decline in care quality as a result. It remains an important source of applicants, but in the UK not such a strong source of employees.



## Pros

- High reach amongst active job seekers
- Easy for applicants to apply
- Convenient for advertisers to place adverts

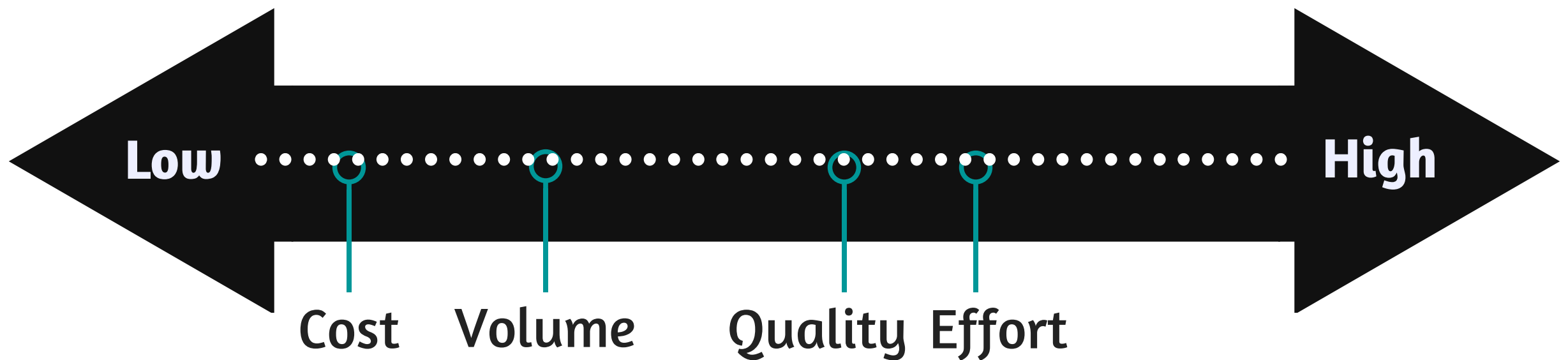


## Cons

- Highly competitive
- Requires huge screening effort
- Can be expensive
- Only reaches those looking for work actively



# Social media



Feedback from employers suggests that **applicants from social media are overall of a better quality than those from internet job boards**. Given that there is an element of referral and personal connection on social media, and much less competition from other employers, this would make sense.



## Pros

- High reach and tight targeting
- Element of referral and personal connection
- Range of advertising options
- Less competition than cluttered internet job boards
- Builds your local employer brand

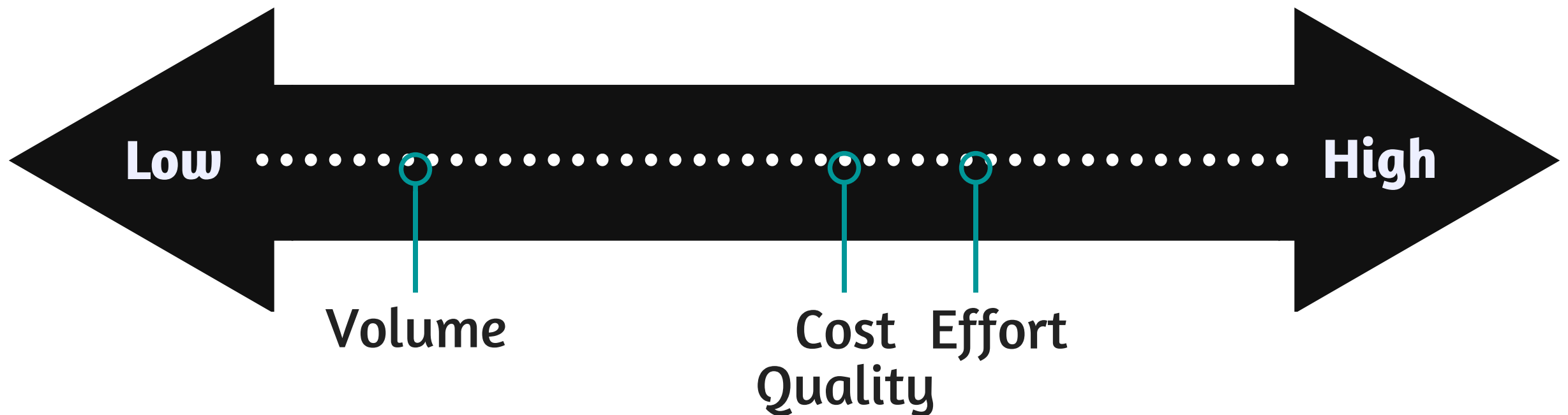


## Cons

- Requires trial and error or professional guidance from a digital agency
- Can take a lot of time to manage and be distracting
- Early days for social care recruitment and limited best practice is available



# Your company website



Placing job adverts on your own organisation's website is commonplace, but its effectiveness can be highly variable. Unless you are a known 'brand' then you will need to make efforts to drive job seeker traffic to it, either from a job board, Search Engine Optimisation, partner websites, Facebook or a paid method such as Google AdWords.

**I strongly recommend testing how easy it is for an applicant to apply or register their interest in your vacancies.** Whilst it is important not to make it too easy to apply without any consideration or commitment, equally avoid an overlong or frustrating application process.



## Pros

- Ownership of the 'sales pitch'
- Video and valuable content about the role and organisation
- A vital 'landing page' for all other online or offline recruitment advertising

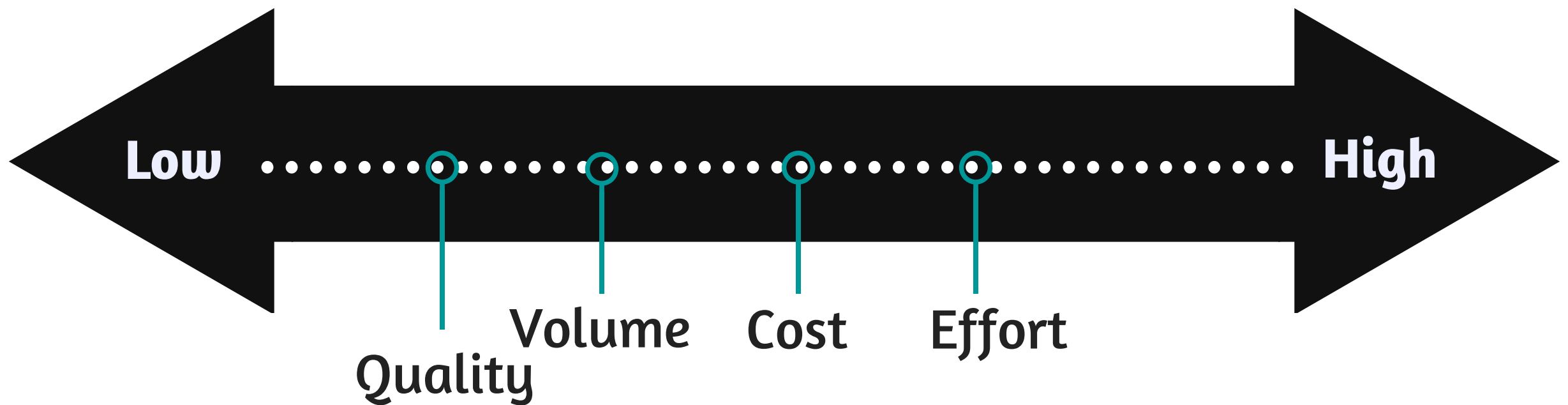


## Cons

- Often hides the original source of the applicant
- Very limited traffic unless job seekers are aware of the organisation some other way
- Managing vacancies and keeping content fresh on a website can be an effort, particularly for smaller employers



# CV (Resume) search



CV Search offers employers the opportunity to be notified of recently updated CVs which match their search criteria. Several job boards and specialist websites offer this facility, and the employer pays when they contact the job seeker.



## Pros

- Targets those thinking of a move
- Only pay when contacting
- Can be effective when seeking qualified staff currently in a similar role

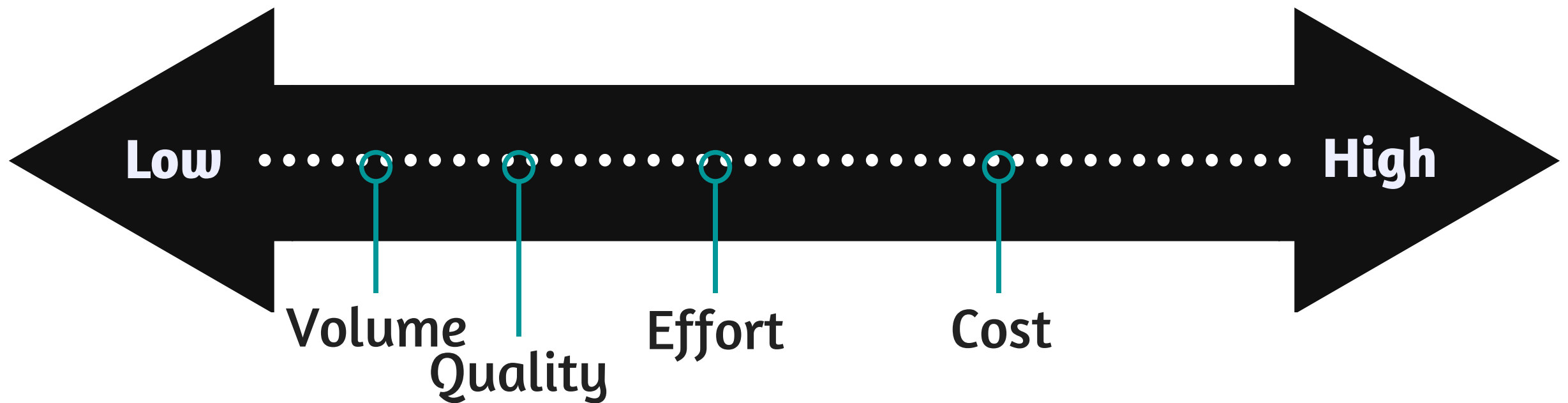


## Cons

- Requires effort and telephone work
- Response rates can be poor as it includes those not actively looking
- Candidates will probably be approached by competitors at the same time



# Local newspapers



With a much-reduced readership and high advertising costs, care providers don't usually speak enthusiastically about the results they get from placing job adverts in the local press.



## Pros

- A more mature, locally targeted readership could reach older potential staff
- Less competition from other employers
- Opportunities to run local stories to build your employer brand



## Cons

- Cost can be prohibitive
- Fewer readers means fewer responses



# The power of your in-house network

In research, job survival for candidates sourced from in-house networks was

**24%**

higher than other sources.

**Video:  
Using in-house  
networks**

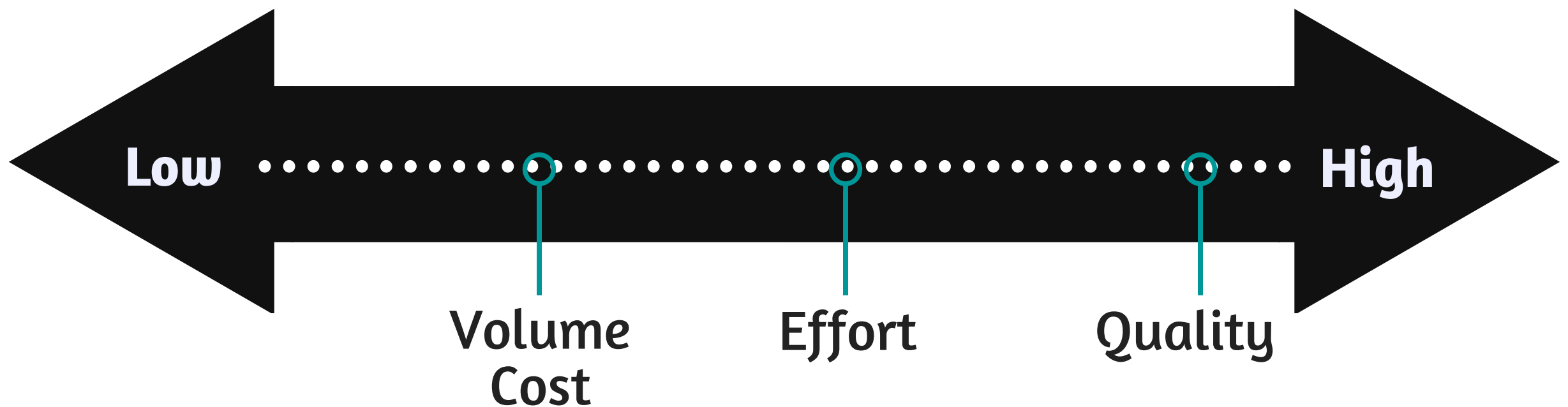
By in-house networks, I mean the many and various **social connections** which are linked in at least one way to your organisation. These include my favourite recruitment source of high quality care workers: **staff referral**.

In-house networks are a critical part of any care provider's recruitment strategy. In my view, if you haven't activated several sources from this channel, then it will put your entire business at risk in the coming years.





# Employee referrals



## Recruitment Gold

Unless you track the sources of all applicants (which I recommend) or operate a well-run Employee Referral Scheme (ERS) or Refer-a-Friend programme, you may not realise that your employees could already be your best source of high-quality, long-staying new staff.



### Pros

- Proven, high-quality, ongoing source of applicants
- Only pay when you have made a job offer, so very little risk
- When friends of employees join, it usually means both stay longer

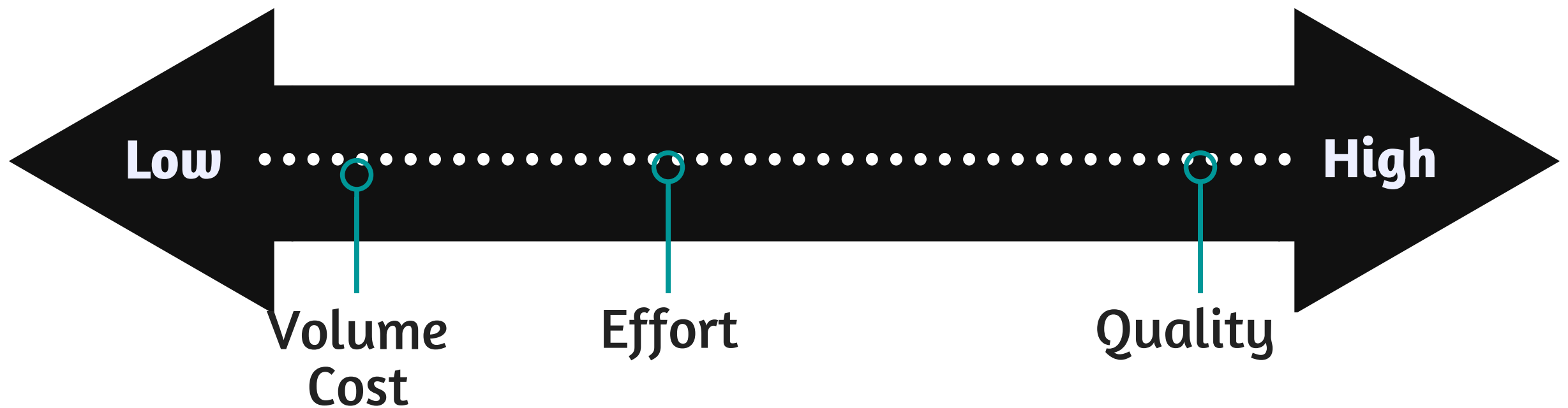


### Cons

- Requires continual marketing and administration
- Family members or associated parties can be problematic
- Rejections need handling sensitively



# Good leavers



All care employers will have good leavers – someone they are sorry to lose. It is a common reaction from a manager to ‘write off’ someone who hands in their notice and focus on replacing them. This can be a mistake. In tests in the US care market, **up to 30% of good leavers returned within six months** when they were regularly contacted by their manager and told they were missed. This system of staying in touch with leavers and asking if they would like to return was repeated here in the UK and similar results were found.



## Pros

- Re-joiners are a known quantity, need no orientation and integrate instantly
- Sends a positive message to existing staff
- Reduces your staff turnover rate

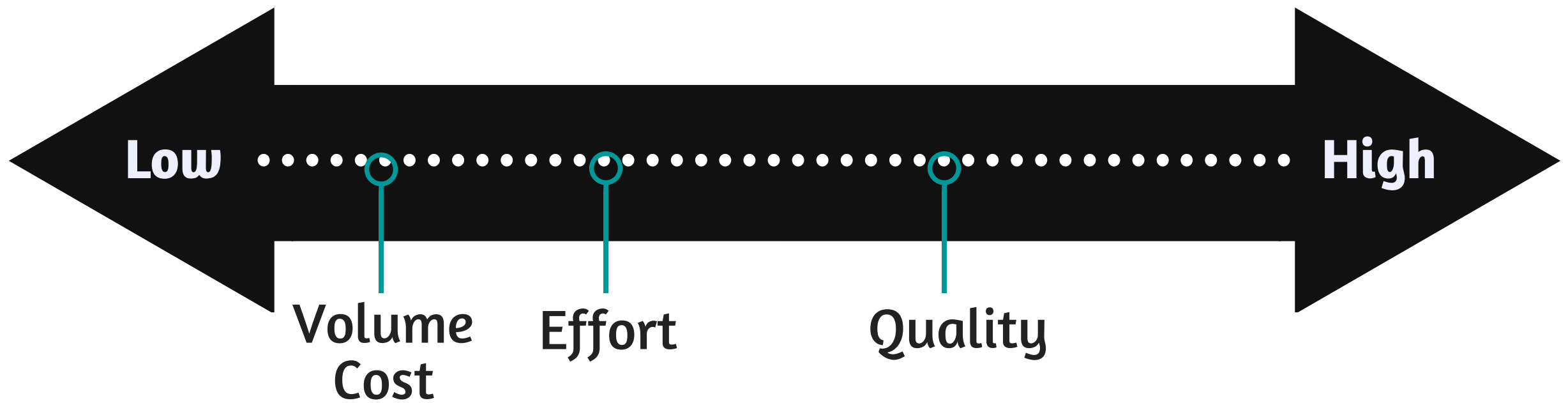


## Cons

- Some returners will leave again after a short period back. Often if there was an underlying relationship conflict that drove them away



# Vocational and sector training providers



In other countries, such as the US and Australia, **providers and colleges training young people in vocational social care are often seen as quality sources of future staff**. This isn't so clear in the UK, where either training is already aligned to an employer or vocational students can see social care as a last resort option after failing to get on more popular course. Their motivation to pursue a career in social care after completing their studies is often less than you think.



## Pros

- Trained applicants
- Many will be seeking a career in the sector

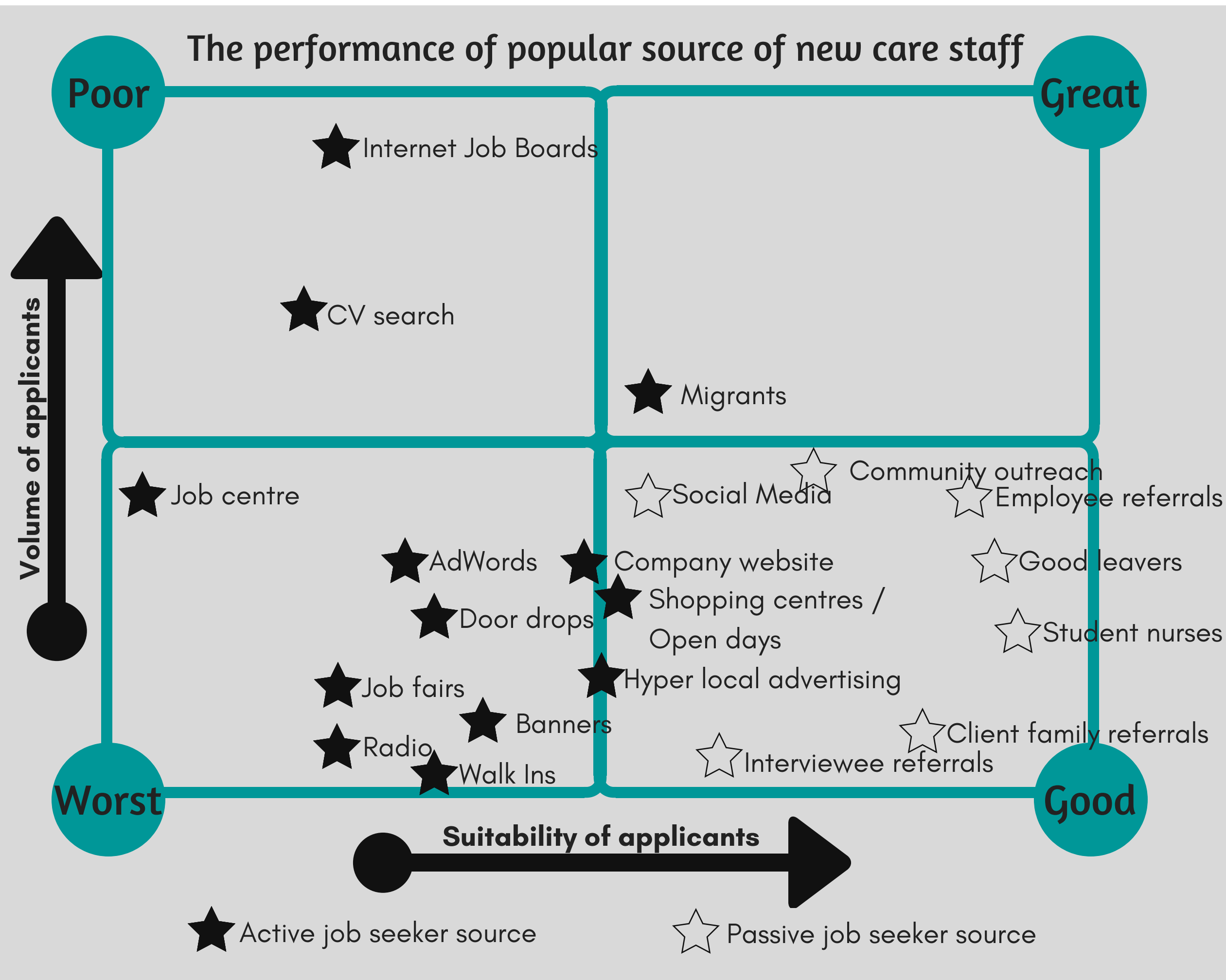


## Cons

- Motivation is not always what you expect
- Need a college or training provider local to you



The matrix below displays most of the major sources we have covered on two axes: quality and volume, split into active and passive job seekers.



This matrix tells us two important things. Firstly, **passive job seeker sources, such as community outreach and employee referral, consistently deliver a better quality of applicant**, albeit at much lower volumes. Secondly, **pre-screening is essential** when handling applicants from active job seeker sources.

# Take Away

I recommend introducing **screening (behavioural/psychometric) for your high-volume, poorer quality sources** which will free up time to work on nurturing good applicants from within those pools, referrals or passive job seekers. [Click here for more info.](#)



My favourite sources are: A well-promoted **Employee Referral Scheme, Student nurses**, if you are lucky enough to have them locally and **Community outreach** for both employer branding and direct application.



If you know your candidate experience is poor, then work to **remove log-jams** which will be making any outreach work inefficient. Also ensure you are **capturing enough data** to measure the success of new sources you try.





## People • Strategy • Partnership

With extensive knowledge across the aged and disability sector supported by a clear understanding of the changing landscape confronting providers and a proven capacity to advise and deliver, Care Source provides a broad range of human resource and workforce consulting solutions.



ADVISE

The understanding to guide effective workforce strategies and HR decisions for today, and into the future



RECRUIT

The knowledge and expertise to identify, attract, assess and deliver quality candidates



SELECT

The clarity to invest in the right people through behavioural screening



ALIGN

The commitment to support valued staff in times of change