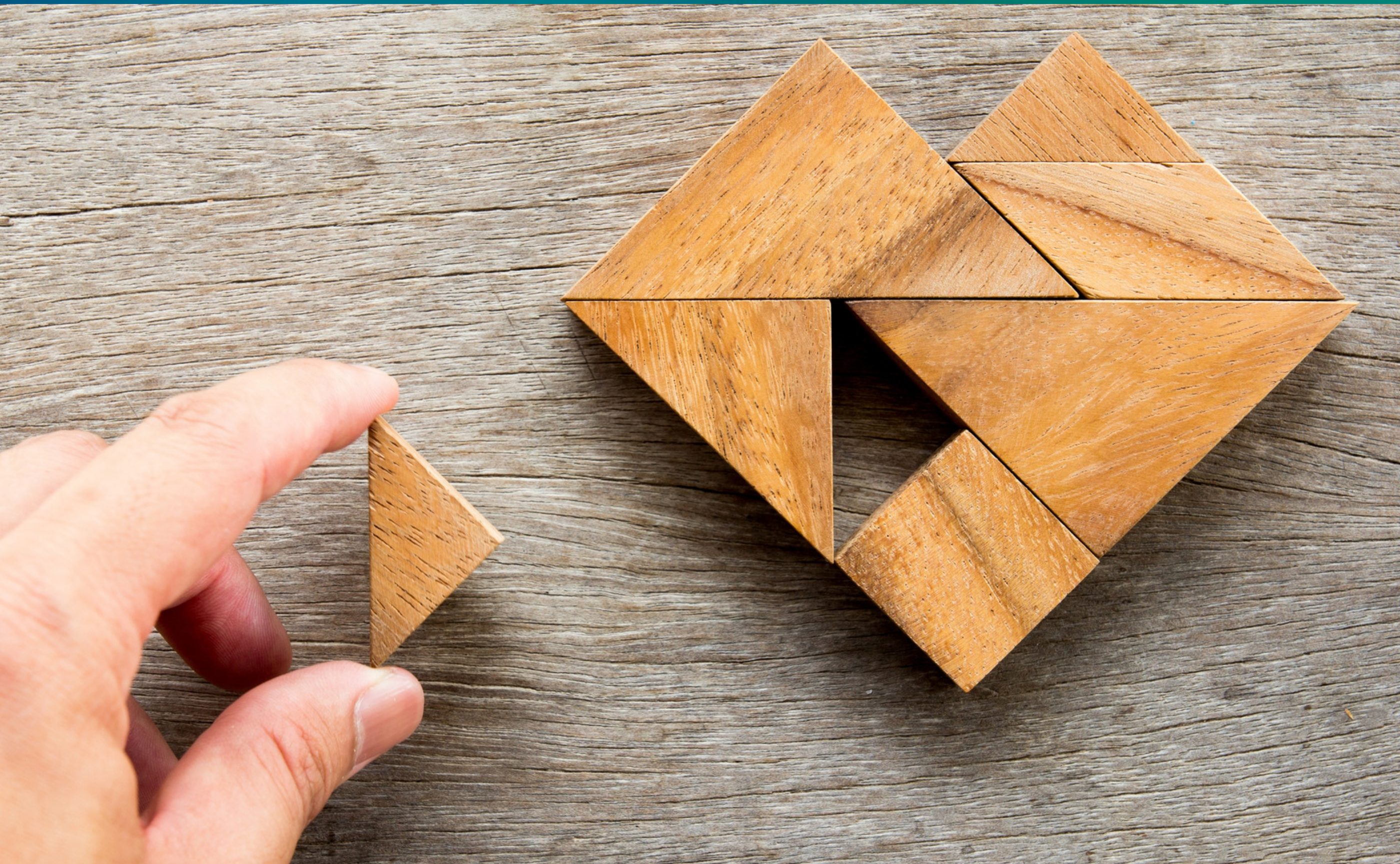


SAVING SOCIAL CARE

Retaining Longer



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 the best-selling book Saving Social Care.

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 3

Retaining Longer



E-Book 1

Recruiting Well



E-Book 2

Sourcing Creatively

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



recruiting well

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

sourcing creatively

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

retaining longer

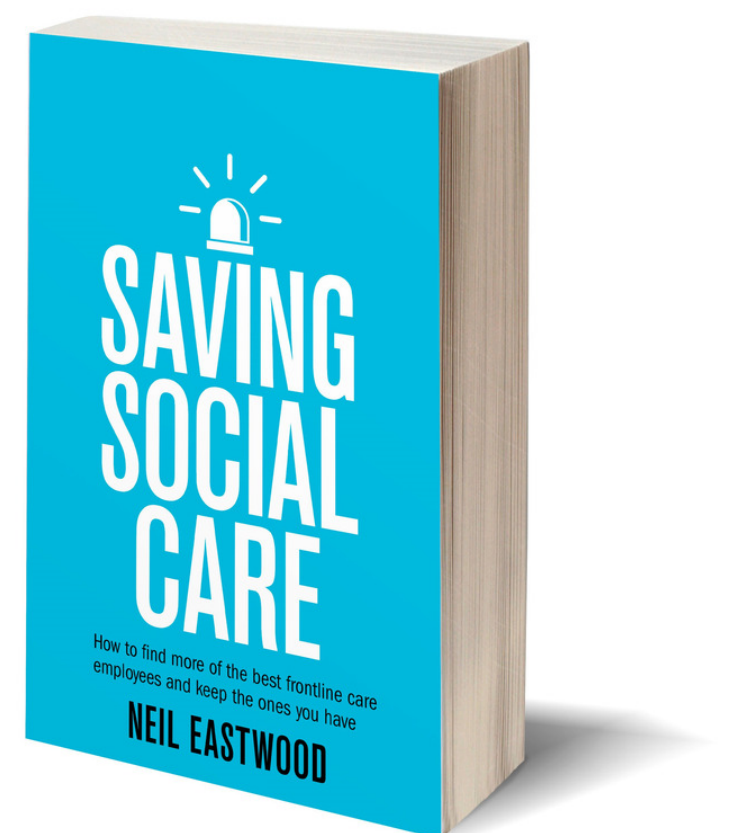
staff turnover
why is care work a revolving door?
keeping staff – ten quick wins
keeping staff – ten long-term improvements
what next?

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.



"The way your employees feel is the way your customers will feel. And if your employees don't feel valued, neither will your customers."

Sybil F. Stershic



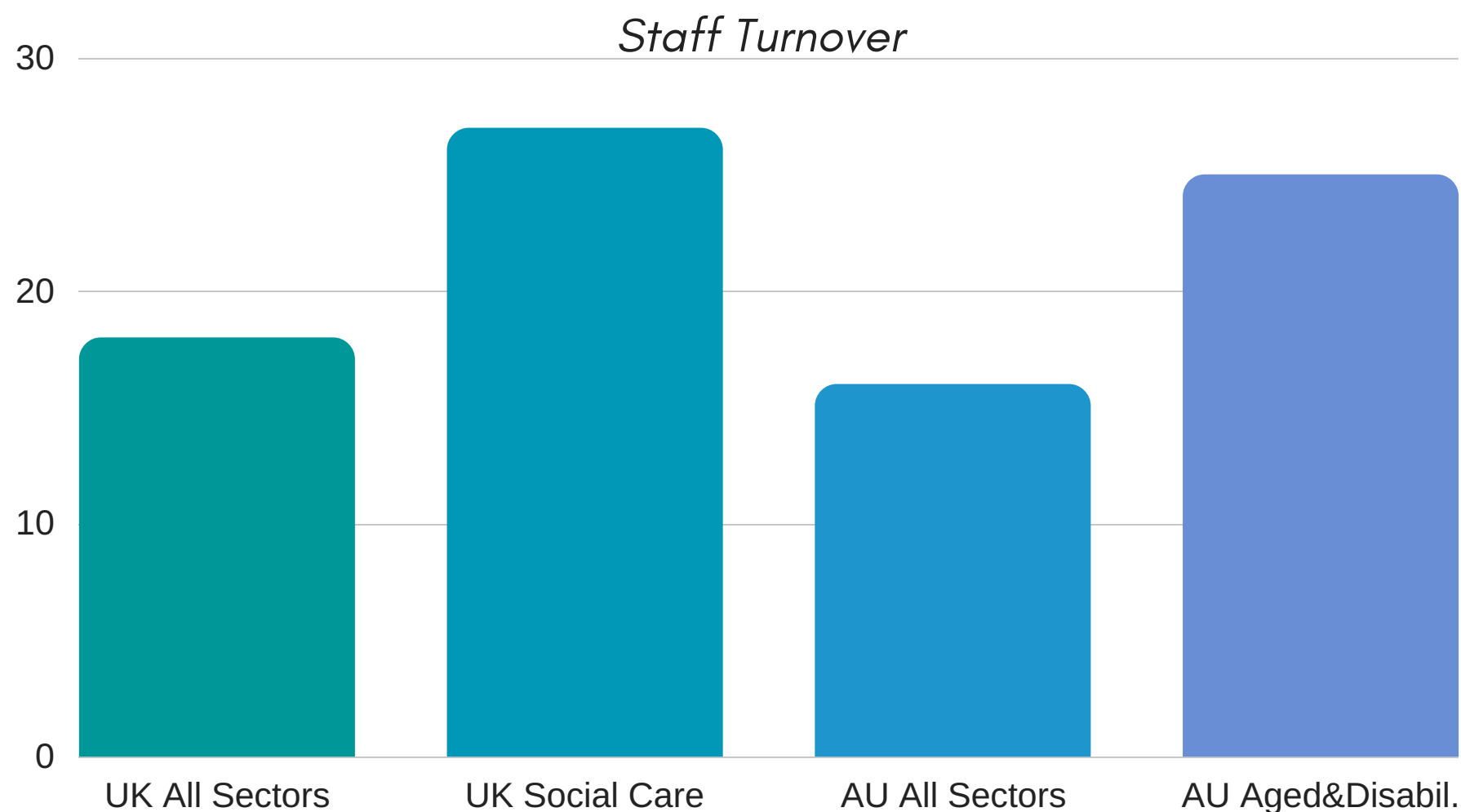
Retaining Longer

Our compliance and inspection regime has preoccupied care managers with striving to be outstanding providers. But what about being outstanding employers?

Across all UK employment sectors, the average annual staff turnover is now about 18%, so nearly **one in five staff** leave their jobs every year.

The staff turnover rate of directly employed staff working in the adult social care sector in England was estimated at 27.3% as at 2015/16.

We see similar figures for the Australian labour market. In the Aged Care Sector it is estimated that 1 in 4 employees leave their jobs every year. For casual staff in the Disability Sector, this figure is currently 1 in 3! (For fulltime and parttime staff this is approx. 20%).





Video: Why do Care
Workers Leave you
- Part 1

Video: Why do Care
Workers Leave you
- Part 2

In US studies most nursing homes and home health agencies were found to be dramatically underestimating the extent of their turnover problem, and this is likely being repeated in the UK (and Australia!) from my experience.

**Currently US homecare annual
turnover is reported at over 61%**

As a rule, providers with a staff turnover of over 50% a year should expect to be able to reduce this by half with a committed sustained effort. There are diminishing returns when attempting to drive turnover below 20%, although even for exemplar organisations at this level or below, many of the retention techniques we are going to discuss will improve morale and reduce workplace stress.

The cost of Turnover

There are a large number of research studies, local and international, that nominate the cost of losing each front-line worker (regardless of resignation or termination) at above 20% of annual salary cost of that employee.

Most of these costs are front-loaded and generally incurred before the individual is half-way through probation

This cost is made up over three areas:



Organisation Level

recruitment
on-boarding
training
exit-interview
separation pay
lost productivity

Service Delivery Level

reduced quality of care
increase in injury and stress
current staff
inefficiencies / errors

Third-Party Payer Level

Insurances
Public funders

Calculate **your** annual
staff turnover cost with
our online calculator

Why is care work a revolving door?

Why do care staff leave? There are many factors. A number are inter-related, and each employer will have their own unique combination of causes.

You may think the best approach to understanding why your staff leave is to ask them in an exit interview, but it depends on who is asking. Is it the very manager they can't stand? Perhaps they can't be bothered to respond.

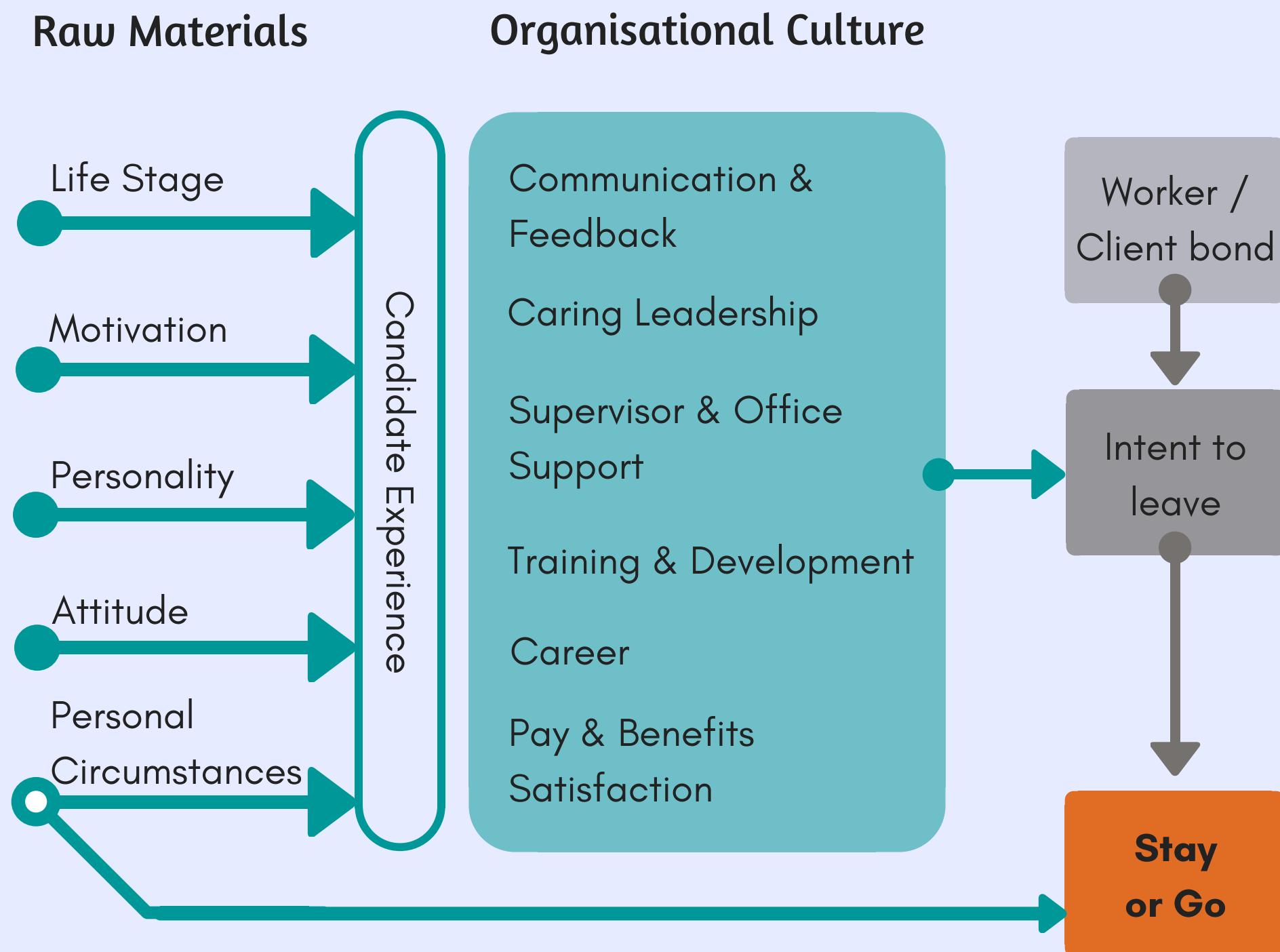
Most exit interview reports have 'personal reasons' as the most common response – could that be masking an underlying cause? It also depends on whether leavers are willing to speak to you at all. Equally, if they were unsuitable for the job or poor performers, are they going to admit that?

Read more about exit interview strategies in this article from Harvard Business Review



I have built on existing research in this area from Hollander, Feldman, Sapienza and Kane 1990 along with other research to create a causal model, shown below, for the main causes driving care staff to leave.

This focuses on controllable factors, so it doesn't address inescapable aspects like the demanding nature of the work, nor the unsociable hours or unpleasantness of some facets of personal care, but it can help zero in on issues which you can fix.



This model is further explained in Neil's book.

Keeping Staff

3 quick wins

In his book Neil offers 10 short-term and 10 long-term strategies to improve staff retention. We have chosen 3 of each to highlight.

Increased client-staff bond

The connection between a resident / client and their care worker is usually the primary reason for staff remaining in the job. Employers can intervene to strengthen these bonds by increasing the 'being with' compared to the 'doing to' contact time, but there is a way of speeding up the building of this bond when client and worker first meet.

You can help by finding things that the client and the care worker have in common. Look at their history, interests, hobbies, past life and how long they have lived in the area.

Brief the new care worker on these findings before meeting with their client. This helps overcome any awkwardness and helps speed up a deeper relationship.



**Video: The
importance of
Relationships**

Better Recruitment

Is good recruitment in any way 'easy'? Well, not really, but neither is poor recruitment. In fact, processing unreliable, half-hearted applicants, suffering no-shows, dropouts and managing bad staff out of the business is much harder than good recruitment.

This quick win is elaborated in our first free e-book. Download it here!

Read the
full study

Improving leadership styles

A study by Donoghue and Castle in 2009, found a clear link between the style of leadership in nursing homes in the US and the rate of staff turnover of both nurses and care assistants. When leaders were mapped against known styles of leadership with all other variables constant, the study found that the most autocratic style was associated with frontline staff leaving at a rate of almost four times that of settings with the most collaborative style.

This study also discovered almost 70% of nursing home leaders did not display this 'consensus' style.



Keeping Staff

3 long term improvements

Peer Mentoring

Peer mentoring programmes have delivered impressive improvements in staff retention when operated effectively. Results have included a doubling of staff retention in home care operations and the elimination of agency staff within six months of implementation in a residential care setting. An extra benefit of operating a peer mentor programme is that it provides an opportunity for personal development for care workers with longer service, who perhaps aren't keen on or suitable for formal supervisory roles.

This all sounds compelling but, like most things worth having, it does require some planning, commitment, communication and persistence.

The following are the key areas of focus highlighted by US researchers and providers who have introduced and tested peer mentoring in social care:

- Mentor Selection** → Aim for self-nomination
- Mentor Training** → Critical for success
- Mentor Assignment** → Up to 3 mentees max.
- Mentor Responsibilities** → Should not undermine the supervisor
- Mentor Remuneration** → Bonus for each successful mentor-ship (6 months)

Delve deeper
into Peer
Mentoring
Schemes

Cultural Competence

The density of migrants in the care workforce varies widely. Being from a different culture presents challenges to the care worker, and to those they care for. Research found that minority workers had lower levels of job satisfaction, and that managers underestimated the cultural problems more than frontline workers. Whilst poor levels of English was one of the main causes of a lack of tolerance from colleagues, consumers and their families, non-verbal behaviour was also an issue.

It is therefore important to work towards developing a 'culturally competent' workplace to minimise poor job satisfaction, racism and confusion caused by a lack of understanding of other cultures. If you consider that your organisation could benefit from a cultural competence approach, a good starting point is the Mather Lifeways Cultural Competency checklists which help organisations identify strengths and weaknesses in their current approach.



Use the
Cultural
Competency
Checklist



Shared decision-making

In a poll of care workers , 47% cited they were dissatisfied due to having too little say in the care of consumers. In fact, employers often forget that care workers usually have more contact time than anyone else with those they care for and so are best placed to anticipate their needs or spot a change in their health or mobility. Too often, their views are ignored.

Find ways to seek the care workers' input into client reviews and operational changes that will affect them. Why not ask care workers to interview candidates, feedback on supervisors or to give tours to prospective residents and their families?

Take Away

Start improving your retention rate with one or two quick wins. For the long-term strategies, **try not to implement too much** in one go.



Since raising pay rates is often not practical, consider **focusing your recruitment on those who are not so fixated on the money.**



Any more costly retention strategies, if implemented properly with **the right ownership and buy-in**, will most likely pay for itself



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