What's happening to retention in social care?

July 2021

![cohesion — Reach. Engage. Retain.]

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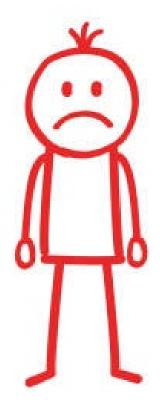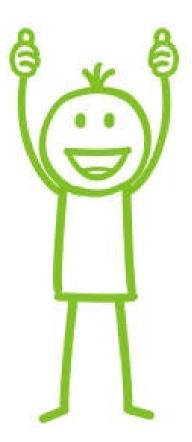Partner – Royds Withy King
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Setting the scene…

- Analysis of 3385 interviews with new starters or leavers to care organisations

- Data from our ongoing survey of applicants to care with 1600+ responses

- Trends across the last 18 months – what lessons can we learn and how can we manage retention better?

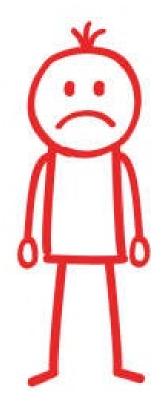- Retention in social care is heading for a perfect storm.

Meet Bob and Mary…

Inductions

- **25% increase in applications from those out of sector** with those successful needing positive inductions

- More examples of **digitalised inductions**

- In our data, **58% of leavers** rated inductions as **'good' or 'excellent'**

- **Over 85% of new starters** rated their inductions as **'good' or 'excellent'**

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"It's been hard to do first aid training online during Covid."

"I wasn't physically shown moving and handling and CPR Training."

"Online learning is not available for me to complete - the system is down."

"It was all online so it was hard to concentrate and there was no one to talk to. Without some interaction it gets very boring."

"I didn't get a tour so it was much harder to find places."

"I haven't been able to do training with the hoist and manual training which makes it difficult."

Inductions - Recommendations

- Develop New to Care Inductions
- Ensure the induction is as interactive
- Ensure relevant topics are repeated in person e.g. moving and handling
- Create video tours
- Involve senior management

Buddy Schemes

- Many proven benefits to running buddy schemes.

- A buddy's role is different to a manager, coach or mentor and is less formal.

- New starters who had some type of buddy program when they joined, are **8% more likely to say that they are happy** at 4 weeks, and **13% more likely to say that they are happy at 8 weeks.**

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"The thing that has stood out the most has been my `Buddy` who has been amazing - she has shown me the ropes, in a brilliant, kind and supportive way."

"It would have been good to have just one buddy for me as a new starter so there was some continuity."

"When I started there was no-one to greet me. I think they need a buddy system."

"Sometimes I was just left and no one spoke to me."

"I thought the Buddy system was a great idea and really benefitted from this."

"My manager has too much to do to be worried about me."

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Buddy Schemes - Recommendations

- Create consistent buddy scheme practices

- Include a pre-start welcome

- Include a tour of the home or service

- Acclimatise to location and surroundings and the residents or people you support

- Encourage staff to opt-in and don't forget to train buddies

Working Conditions

- Countless references to **'too many shifts', 'not enough staff', 'too many agency staff'** and **'far little support'.**

- **'Lack of support and understaffing'** is now cited more of an issue **(17%)** than management **(13%)** in 2021 exit interviews.

- Other than pay, **working conditions are worst rated by leavers** asked to assess a number of elements of their former employer.

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"I'm having to cover three people's shifts."

"Quite often when people are on leave you have to decide between you who will stay and do the night shift without any notice."

"At night there is not enough staff ."

"The pressure on your shoulders is too much. Most of the time we are short staffed."

"We just need enough staff so we can support each other properly."

"I'm feeling pressured to work every weekend."

Working Conditions - Recommendations

- Set up safe spaces where staff can take time out, relax, and get peer support - **Herncliffe Care Home**

- Set up a COVID-19 support line for staff, giving them the opportunity to share any worries they may have with other staff who have more experience of working in a care home environment – **Barchester Healthcare**

- Provide access to mental health first aiders in each home and Senior management host fortnightly Q&A sessions with all team members to discuss any concerns – **TLC Care**

Career Development

- **Lack of career prospects** and **vertical progression** often cited as reasons for turnover.

- Only **24%** of leavers say that the career progression available is positive.

- 72% of all interviewees at 12 weeks said that opportunities to develop in and beyond current role was important.

- New starters and leavers also tell us that **specialist development** is important.

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"I'd like to learn more about dementia or diabetes."

"I would like the opportunity to become a Dementia Specialist."

"I've already signed up to the learning disabilities course and would like to do more specialist courses."

"I'm currently studying a Counselling course at University and after this I'd like to do something more and progress my career."

"I would like to do Health and Social Care Level 3."

Career Development – Recommendations

- Focus on enhancing knowledge and qualifications, over management.

- Promote specialist development routes during recruitment.

- Utilise tools such as Care Character to identify development opportunities.

Manager Catch Ups

- Research has found offering **flexible shift patterns** and **regular positive interaction with a line manager** are most effective when it comes to tackling turnover.

- By week twelve, **a third of new starter respondents were yet to have regular meetings** with their manager.

- **Twice as many** of those who haven't had regular reviews are **'unhappy' or 'very unhappy'** compared to those who have had regular reviews.

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"Sometimes the manager would walk past and not even say Good Morning."

"I have reviews with my manager every 2 months through the probation period, I have my 4 month one tomorrow."

"The manager is really supportive, even giving me her personal mobile number in case I need it."

"The manager shouts and a number have left because of her attitude. She is under a lot of pressure."

"I felt that the home was beautiful with great residents but the managerial side let it down."

"If my manager is bad, how will I ever become a good manager myself?"

Manager Catch Ups - Recommendations

- Support managers to have regular engagement – not necessarily formal reviews.

- Are managers available on all types of shifts?

- Implement a person-centered 'coaching' style of supervision.

- Provide managers with a toolkit to support positive engagement.

Future Talent

- **Early talent schemes do not exist in social care** as they do in other sectors.

- **Less than 10%** of the adult social care workforce is 24 and under.

- This is a dangerous position to be in given the growth of demand in the coming decades.

Future Talent – Recommendations

- Promote the opportunities for early talent in your organisation

- Engage with local schools, colleges and universities

- Care Home Open Week

- Now Care

Considerations

- Things haven't changed massively – but its compounded by Covid.

- Managers can have the single biggest impact on their teams – just ask Bob!

- Listen - retention, exit and stay interviews are important.

- Offer flexibility where you can.

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Workforce values, culture and wellbeing

The cost of recruiting

- The cost of replacing leavers (www.cipd.co.uk)
- Potential negative impact on existing staff
- Quality and continuity of care

Total cost of recruitment

This estimate is based on 100 staff and assumes the average recruitment cost is £4,000.

£76k
Values-based approach

£98.4k
Traditional approach

Staff turnover

Values-based	19%
Traditional	24.6%

Values and behaviours-based recruitment and retention (VBR)

What is it?

- To assess **values, behaviours and attitudes** not often assessed in 'traditional' recruitment practices.

- To **look beyond** someone's job history and qualifications.

- To get to **know the real person**, taking into account experiences from all areas of their life, not just previous paid employment.

Why does VBR matter?

Because employers tell us it works

3 in 4

76% Respect

75% Empathy

74% Compassion

Employers reported that staff recruited for values exhibit better social care values than those recruited using traditional methods.

£1.23 Estimated return for every £1 invested in a values-based approach to recruitment.

72% Of staff recruited for values perform better than those recruited using traditional methods.

62% Of staff recruited for values have lower rates of sickness and absence.

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Examples of values and behaviours

An holistic approach to retention

Induction
Probation
Supervision
Learning and
Development
Performance
Management

Articulate

Website
External and internal
communications
'Mission' statements

Assimilate

Values based recruitment

Attract

Adverts
Open days
Targeting
Self-selection

Values interviews
Psychometrics
Assessment tools/
Centres
Assessor training

Assess

Apply

Application forms
Job descriptions
& person specifications
Pre-screening questionnaires
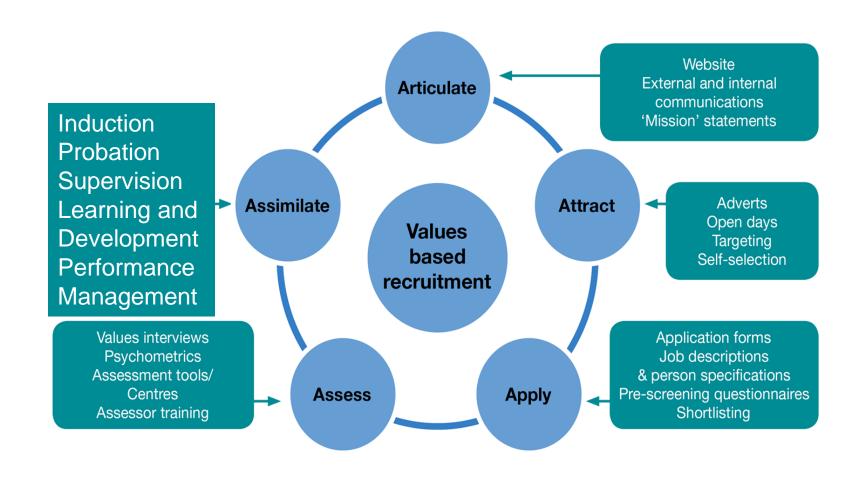Shortlisting

A values-based culture

- *"The way we do things around here" (Bower 1996)*

  - Workplace culture is the **character** and **personality** of your organisation.

  - Having a *positive* workplace culture is vital to delivering high quality care and support.

Culture   Values

What is a **positive** workplace culture?

Our research found that services with 'good' and 'outstanding' CQC ratings had a culture that's fair, inclusive and transparent, for example they:

- put people who need care and support at the heart of the service
- ensure managers and leaders are open, visible, approachable and empower others

What others tell us

"We have increasingly seen that a positive workplace culture, based on meaningful values and an engaged workforce, creates a more person-centred approach to care"

Cont…

- embed a person-centred culture of fairness, support and transparency

- ensure managers and leaders encourage and support a strong focus on inclusion, equality, diversity and human rights

- ensure problems and concerns are always a priority and are committed to resolving them [which includes the wellbeing of staff].

What is wellbeing?

What do we know?

- The sector will be under sustained pressure for months and years to come.

- People need space to breathe, reflect and grieve – can't recover without this.

- Highest reported concern for frontline workers is stress and anxiety, COVID related concerns and sadness/depression.

- Peer support is really valued.

Barriers to accessing health and wellbeing support

- **Time**
- **Awareness of what's available**
- **Lack of trust**
- **Feeling too tired/overwhelmed**
- **Not admitting they need help**
- **Issues with IT/access/signing up for apps**

Themes arising from 783 staff responses to the question: Has anything stopped you or put you off accessing health and well-being support?

Adopting a wellbeing leadership culture

- Open conversations about our own mental health can help others to be vulnerable and build trust.

- Validating it's ok to find it tough because it **is** tough.

- Promote opportunities to create safe spaces for employees to talk about mental health and vulnerability. Walk through it together.

Effective supervision resources   Wellbeing sector stories

Wellbeing Resource Finder

Skills for Care has launched an easy tool to help our social care workforce find trusted resources to support their own or others wellbeing.

What types of resources are available through the finder?

- self-help and support for others

- needing someone to talk to in confidence

- support with mental health

    - **www.skillsforcare.org.uk/wellbeing**

Our wellbeing offer

- Support for the diverse workforce

Series of webinars and blogs to support the
diverse workforce and those supporting them.

www.skillsforcare/support for the diverse workforce

- Registered Manager Network in each LA area
- Registered Manager Membership Advice Line – Tel: 0113 241 1260 / Email: RMAdvice@skillsforcare.org.uk
- Support from area teams - In your area
- Recorded webinar series - Registered Managers webinars

Good morning.

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Staff retention:
HR & legal perspective

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Retention iceberg

- +30% turnover rates
- Mental health crisis
- Immigration restrictions
- Mandatory vaccines
- Increased competition

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Creating a positive retention environment

- Culture
- Leadership
- Management
- Engagement

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Focus on well-being

- **First wave** (Institute for Public Policy Research):

  – 50% of care staff suffered MH decline

  – 71% of 18-34 year olds

- **After first wave** (UCL-led COVID Trauma Response Working Group):

  – 58% meet threshold for MH disorder

  – 22% meet criteria for PTSD

  – 47% clinically significant anxiety

  – 47% depression

- **GMB survey**: 75% say Covid has worsened MH
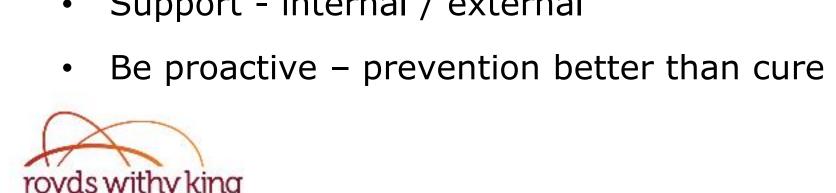
Causes?

- Increased workload and working hours.

- Intensity of working in different / COVID-19-safe environment.

- Emotional strain from seeing large numbers of patients dying.

- Anxiety about their own and loved ones' health and infection risk.

- Guilt experienced by those shielding or working from home.

- Worries about being able to provide high-quality care.

Workforce burnout and resilience in the NHS and social care Report, House of Commons, Health and Social Care Committee

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Solutions?

- Open culture

- Mental health and wellbeing surveys

- Listen and understand

- Identify **triggers**

- Support - internal / external

- Be proactive – prevention better than cure

HR management

- Open, Fair, Consistent, Proactive
- Common risk areas
  - Ineffective whistleblowing policy/culture
  - Workplace conflict
  - Lack of performance management
  - Inadequate sickness absence management
  - Equality and diversity

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Mandatory vaccination

- Regulations laid before Parliament
- Parliamentary approval (pre 23 July)
- 16-week grace period
- Who is in scope?
- Who is exempt?

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Impact on retention?

- 20% of workforce unvaccinated

- RWK poll results:
    - Less than 80% take up: 35%
    - Less than 60% take up: 18%

- Will they stay or go?
    - 60% say less than 10% would agree
    - 18% say 10-25% would agree

- Limited exemptions

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Mitigating retention risk

- New staff

  - Update recruitment documentation

  - Update employment contracts

- Existing staff

  - Start early and be organised

  - Inform, consult, encourage

  - Identify significantly affected groups (e.g. young women / pregnant)

  - Guidance for managers: vaccine conversations

  - Identify exempt staff and obtain evidence

  - Redeploy?

  - Avoiding dismissals?

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Thank you

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