**12 October 2022** 

# HR and Management Forum

The forum will begin shortly





# Wesley Strahan-Hughes

**Director of Operations** 

Hertfordshire Care Providers Association









The Cost of Living Crisis and current HR Issues

Retention and Recruitment

Open Forum

Welcome and Introductions

New Policy Ideas to Support Your Staff Open Forum

Comfort Break

Manager and Staff Resilience Open Form

Close

# Welcome! Introductions





# The Cost of Living Crisis Current HR Issues







"Care Workers across the UK are struggling to cope with rising costs.

Care workers are leaving the sector in droves for better-paid jobs with a more secure income and the Care Workers Charity has recently reported that it has seen an increase in crisis grant applications from care workers in relation to the cost of living crisis."





"The current cost of living crisis is hitting our social care sector hard. Without funding increases to match the increased cost of groceries, fuel and energy bills our care workers often live hand to mouth and must seek support from organisations and charities to survive. With an already heavily strained workforce living with a still very real COVID-19 pandemic after two years of struggle this is another blow to the industry.

'CWC crisis grants scheme supported 87 care workers totalling £44,555.00 in August with the cost of living including fuel to allow carers to travel to work, groceries to feed their families and bill payments to keep their homes warm and powered. It is a terrifying time for the sector with no real solution in sight."







"Close to half (48%) of providers asserted that care workers were seeking alternative employment due to the cost of living crisis and have experienced a wave of resignations, with fuel prices being the most significant.

Escalating petrol and diesel costs are hitting care workers hard as, collectively, they drive over 4 million miles per day for work. Half of respondents asserted that care workers had requested an increase in the mileage rate, while more than a fifth (21%) added that care workers had either given notice, intended to look for work elsewhere or had already done so because they cannot afford to put fuel in their cars.

In the current survey, more than three-fifths (61%) of the sample stated that, as a result of staff sickness, existing clients were still being supported, but new clients were being declined. Moreover, 11% claimed that they were also handing work back and ending support for some existing clients."







## **Bev Arrowsmith**

Head of HR
Partners in Support







- The Cost of Living
- Recruitment

Bev Arrowsmith, Head of HR





### Who are we?

- Partners in Support have been working with people with learning disabilities and autism in Hertfordshire since 2008.
- We support individuals to lead their lives in a way that they want and choose, supporting people to live as independently as possible within their own homes and their chosen communities.
- Partners in Support is not aiming to be a large organisation or work across the country, it only aspires to offer the best possible support to those people we work with within Hertfordshire.
- Rated 'Outstanding' by the CQC in our last 2 inspections
- 160 staff across Hertfordshire



















## Cost of living crisis

Employees with financial problems are\*:

5 x more likely to experience troubled work relationships

6 x more likely to produce poor quality work

7 x more likely to not finish daily tasks

8 x more likely to experience sleepless nights.

#### **Health Impacts**

The NHS warns of a humanitarian crisis unless the government acts on energy costs

#### **Changing Behaviours**

Debt Crime

Substance abuse

<sup>\*</sup> Source – Financial Inclusion Alliance January 2020



## Cost of living crisis

What can we do?

**BLUE LIGHT CARD** - www.bluelightcard.co.uk

**CARE ACADEMY** – <u>www.careprofessional.co.uk</u>

**DISCOUNT FOR CARERS - www.discountsforcarers.com** 

**WEEKLY EMAIL** - <u>www.moneysavingexpert.com</u>

FINANCIAL EDUCATION – Financial wellbeing webinars / workshops www.themoneycharity.org.uk www.betterwithmoney.com







#### **SIGNPOSTING** –

https://helpforhouseholds.campaign.gov.uk/

Hertfordshire County Council; Own website and HertsHelp – 0300 123 4044 www.hertshelp.net

**CARE WORKERS CHARITY** - <u>www.thecareworkerscharity.org.uk</u>

'If you don't ask, you don't get!'





https://www.hereforyou.info/

0344 257 3960



### Recruitment crisis

New figures released by Skills for Care show;

- There are 165,000 vacant posts an increase of 52% and the **highest rate on record**.
- The number of filled posts (posts with a person working in them) has dropped by 50,000 the first drop in the number of social care workers **ever**.
- Average vacancy rates across the sector are at nearly 11% which is twice the national average.
- Care workers with five years' experience are paid 7p per hour more than a care worker with less than one year's experience.
- The average care worker pay is £1 per hour less than healthcare assistants in the NHS that are new to their roles.
- Staff turnover rates within care roles remain high at 29%.
- Social care is still seeing high rates of turnover amongst the youngest staff with 52.6% of people under 20 leaving within 12 months.

Source; 'The state of the adult social care sector and workforce in England report' Skills for Care 11/10/22





# Turnover and Vacancies within Adult Social Care

Region	Local authority	Turnover rate
Eastern	Cambridgeshire	40%
	Bedford	25%
	Hertfordshire	30%
	Central Bedfordshire	35%
	Essex	30%
	Luton	23%

Region	Local authority	Vacancy rate
Eastern	Cambridgeshire	10%
	Bedford	15%
	Hertfordshire	11%
	Central Bedfordshire	13%
	Essex	12%
	Luton	11%

- Harder to fill posts
- Support Workers leaving care post pandemic
- Struggles bringing new talent into the sector
- Prejudices around what support work actually looks like – "personal care"
- Feeling that care is not respected as a profession.
- PAY!



## Social Care pay rates

Employer	Rate per hour *
John Lewis / Waitrose	£10.75
Aldi	£10.57
Sainsburys	£10.50
CostCo	£10.37 (Front End Associate) £10.71 (Cashier)
Lidl	£10.10
Tesco	£10.10
Morrisons	£10.00
Asda	£9.66

<sup>\*</sup>Source: Retail Gazette April 2022

#### Average hourly pay

Region	Local authority	Care worker
Eastern	Bedford	£9.48
	Cambridgeshire	£9.68
	Central Bedfordshire	£9.63
	Essex	£9.66
	Hertfordshire	£9.96
	Luton	£9.57

#### Average hourly pay

Region	Local authority	Senior care worker
Eastern	Bedford	£10.38
	Cambridgeshire	£10.32
	Central Bedfordshire	£10.36
	Essex	£10.32
	Hertfordshire	£10.73
	Luton	£10.26

**Source: Skills for Care** 

Gov Rate	Rate per hour	
National Minimum Wage	£9.50	
Real Living Wage	£10.90	
Real Living Wage (London)	£11.95	



### Jobs in Social Care

Skills For Care

https://www.skillsforcare.org.uk/Recruitment-support/Recruitment-support.aspx

Herts Goodcare

https://www.hcpa.info/herts-good-care

- Social media use to challenge perceptions and inform
- Get out and meet people

What did you do at work today?

As a Support Worker with Partners in Support, every day is different. You'll make a difference to people's lives every single day, and they'll make a difference to yours too.

We strive to improve the quality of life and happiness of each individual we support, ensuring they live their life their way. We do this by supporting them to do the things they love everyday whatever that may be. As a Support Worker this means, even while you are working you can enjoy the things you are passionate about and share them with the person you are supporting; this could be anything from Spa Days to climbing Mount Snowdon or just popping to the pub for a beer. Every day is different!

What are you waiting for? Apply for a Support Worker role today and start making a difference, not just a living.

https://lnkd.in/eitkj-cY

#Jobs #adultsocialcare #workinadultsocialcare

#supportworkers #adultsupportwork

#workinhertfordshire #careerincare #rewardingcareer

#vacanciesinhertfordshire #bestincare #proudtocare

#madetocare #makesomeonesmiletoday

#makeadifference

#work #people #love #quality









## Jobs in Social Care

- The need for honesty
- Recruiting for resilience

Thoughts and ideas?

Retention...



# Discussion:

The cost of living crisis and current HR issues







## **Retention and Recruitment**

Rewarding and Recognising Care Professionals









"4.4 Million people left their jobs during the pandemic. Half a million people left the social care sector and have decided to not just *not return to work* in social care, but to just *not to return to work - at all*"





- Care staff made a clear indication that they want to be listened to, and feel like they are part of the company's decision making process
- People search for the next company that will give them better learning & development and progression opportunities
- Staff want to feel valued, part of a community of friends or 'like a family', and want to be rewarded and recognised regularly





- Staff want clear support around their mental health, wellbeing and an understanding and support for their personal life crises
- Staff want extra, thoughtful benefits. Care staff will move to the next company with better and innovative benefits
- The vast majority of male staff, younger staff, and staff from a minority background or minority group said that they would not approach their employer for help directly but would if independent, private, confidential help was available















Out of a choice of 50 options, including monetary rewards:

**81%** of care staff said that being given their birthday off work each year on top of their annual leave would be the best benefit they could receive.



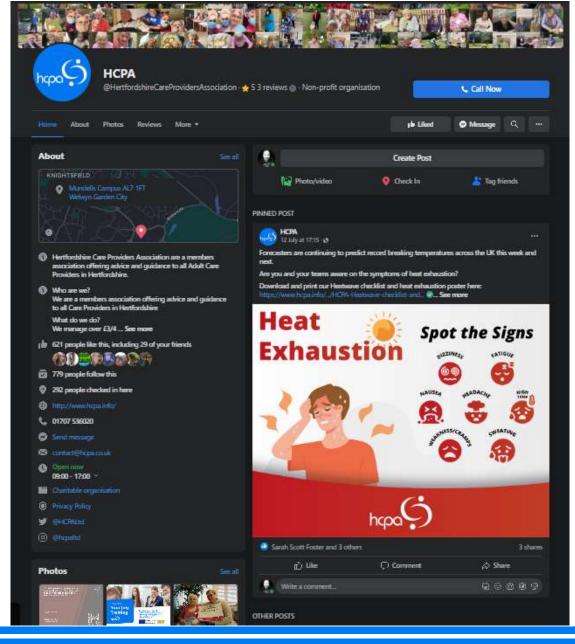


## **Audit Your Online Presence**





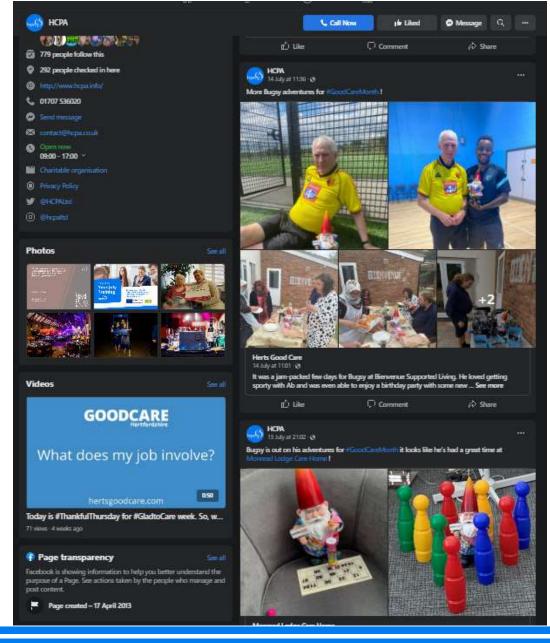








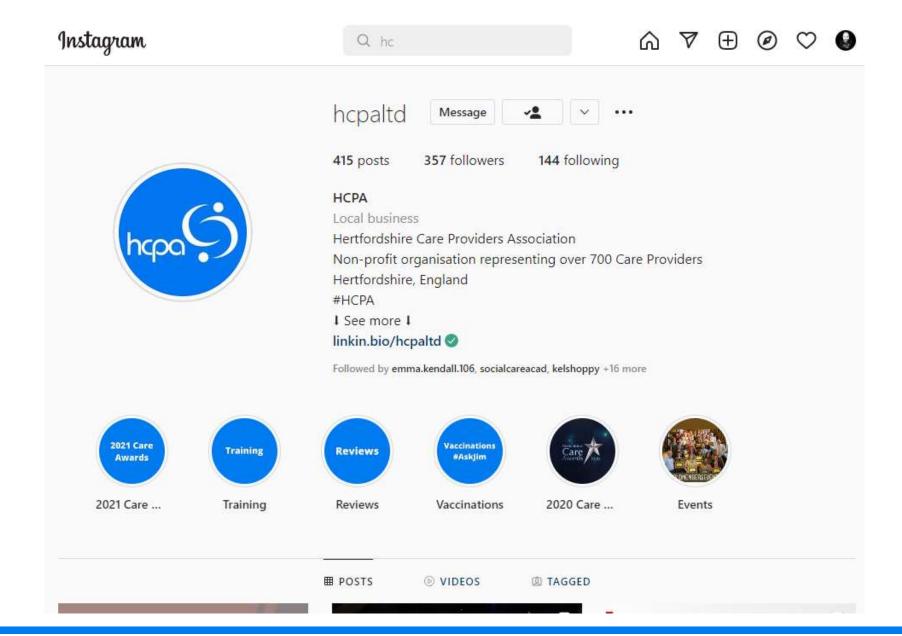


















































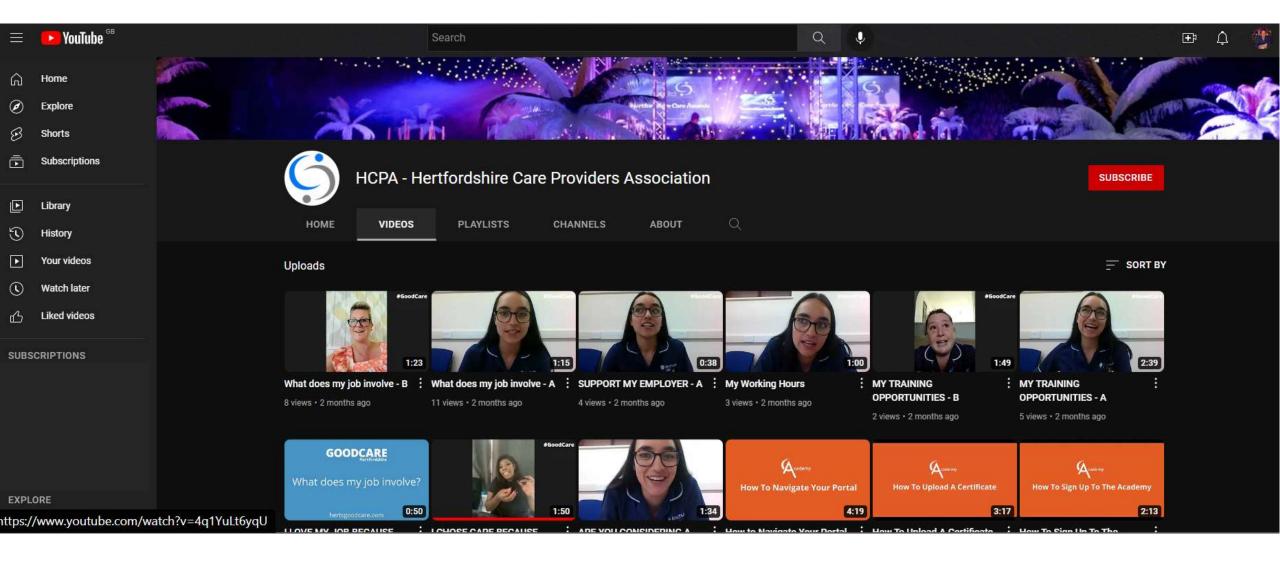
























## **Audit Your Online Presence**







- Staff want clear support around their mental health, wellbeing and a understanding and support for their personal life crises
- The vast majority of male staff, younger staff and staff from a minority background or group said that they would not approach their employer for help directly but would if independent, confidential, private help was available





# We know life is stressful right now, we are here for you.



If you work in healthcare, social care, the voluntary sector or not-for-profit sector in Essex or Hertfordshire and need someone to talk to, we are here for you.

You can call us 24/7 to confidentially to talk through any problems you're facing, whatever they may be.

0344 257 3960

(Also available to those working in Essex and Hertfordshire organisations, but based elsewhere.)

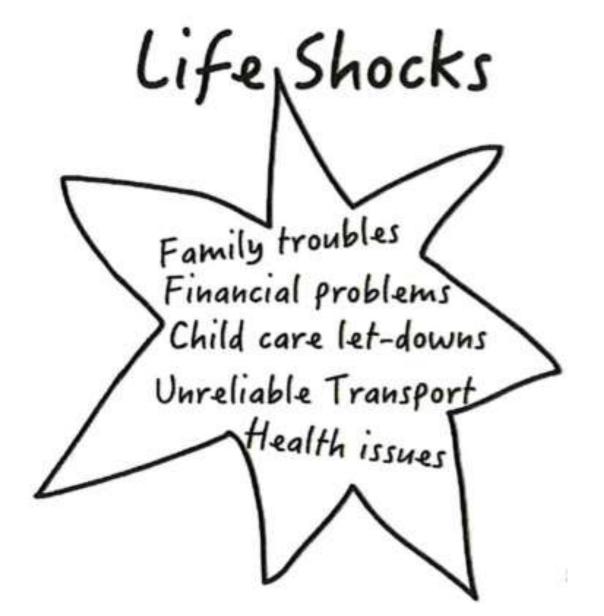










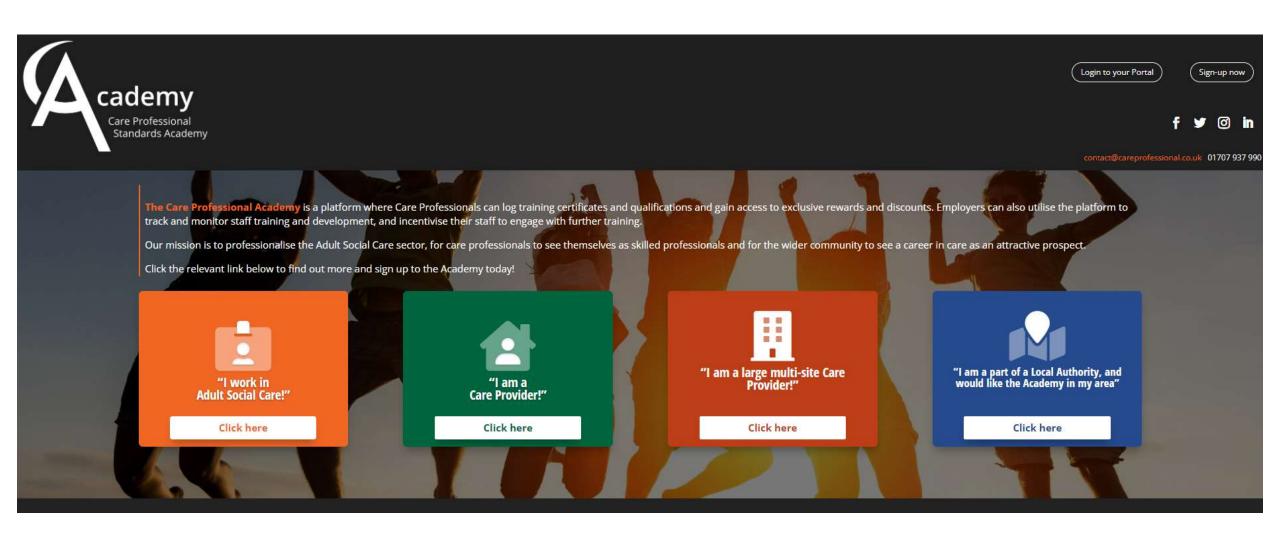


Staff want clear support around their mental health, wellbeing and a understanding and support for their personal life crises

















#### **Rewards & Discounts**

As an Academy Affiliate, you will gain access to exclusive rewards and discounts for hundreds of national and international retailers. You can move up through the 5 reward tiers by adding all your training certificates and qualifications related to your role in Adult Social Care to your academy portal.

You can find out what benefits are available to you via our website



### How do I access my portal?

#### Has your employer created your portal?

If so, you will receive an activation email, with a link that you must click within 7 days to accept the Terms & Conditions, Privacy Policy and setup a password. From there you are all set!

#### Want to sign up to the Academy yourself?

Visit www.careprofessional.co.uk and click the 'Sign-up now!' button

Sign-up now!

#### Already signed up?

Access your portal via the same website above and click the 'Access your portal' button

**Access your portal** 

### Adding your certificates

When logged in you will be able to upload any relevant, up-to-date training certificates and qualifications by selecting the 'Add a certificate' button

#### Add a certificate

- Your certificate/s will be validated by the Academy team, and you will receive an email as soon as the certificate has been approved.
- The more certificates you upload, the more points you get which will help you move further up the tiered rewards system.



Screenshot of an Academy Training Passport

T: 01707 937990

W: www.careprofessional.co.uk

E: contact@careprofessional.co.uk









**GREENE KING** 



















COSTA



#### **Your Certificates**

Your rewards tier increases based on the qualifications and training you have received, relevant to the care sector. Your tier is measured by the certifications you add, so you will move up through the tiers when you add more certificates.

A higher tier shows your employer that you are keen to **develop and maybe even progress**; and is much more attractive to those looking to hire staff. It shows how much you are **committed to your role and career in care**.

You can add any certificate relevant to your job in care. For example, if you completed a GCSE in Health and Social Care or a relevant college or university course, prior to working in care, this too can be added.

It is not just qualifications that can be added, you may have attended webinars to increase your knowledge and received an attendance certificate, or update training within your job role. All this can be added to your Academy portal.

#### **Your Training Passport**

Your training passport is a tool to **showcase all your training and development**. You can use your training passport when speaking with your manager, such as **in supervisions and appraisals**, about any further training or progression you wish to achieve. You can also **bring this to interviews** for new roles in Adult Social Care.













### Shall I Move On?



- But I won't get my birthday off
- My employer helped me with my 'Life Shocks' and others may not
- I get perks and benefits that maybe my new employer doesn't have or doesn't engage with
- I have good CPD and progression opportunities
- I have pastoral support
- I feel part of a community / family







# retention@hcpa.co.uk

01707 536020







# Nicole Johnson

Attraction and Recognition Manager Hertfordshire Care Providers Association









Adult Social Care Recruitment in Hertfordshire October 2022







# The Candidate – Driven Market

- More jobs 94% increase compared to March 2021
- Less jobseekers
- It is not the employees who are trying to fit the criteria of a job requirement
- It is the employers who are trying to attract candidates by creating the best work setting and company culture.





- Be flexible
- Pay competitively
- Hire entry level staff
- Offer effective training
- Promote from within
- Be responsive
- Have a good recruitment structure

# Passive candidates from other sectors

- Admin roles: 21%
- Retail, beauty and hair: 17%
- Always been in care: 16%
- Hospitality: 10%
- Manual work: 9%
- Working with children: **9**%
- NHS: **6**%
- Students: 5%
- Parent/Carer/Volunteer: 4%
- Outdoor work: 2%
- Unemployed: 1%



#### HERTS GOOD CARE - WHAT IS IT?

Herts Good Care Recruitment is an experienced non-profit recruitment service delivered by Hertfordshire Care Providers Association in partnership with Hertfordshire County Council.

As a HCPA member, our service is completely free.

You can advertise your available roles and liaise with our experienced recruitment team to help fill vacancies.

We have completed a valuesbased screening with each candidate to ensure they are the right fit for the job. Our direct service is an additional source of recruitment, and we work fairly across all HCPA members. We do not promote one service over another.

Other support includes one-toone recruitment support, leadership training at HCPA and recruitment and retention study days and training.

#### HERTS GOOD CARE - ACTIVITY

Partnership with the Princes trust for more referrals and support given to young people aged 16-30

Delivering the 2-day induction to care Good Care Course guaranteeing interviews

Candidate sharing with healthcare partners

Spotify campaign during Good Care Month

Involvement in new DWP 'Ways to work' Programme with Jobcentre Plus

Shopping centre, Jobcentre, schools, college, public careers fairs and talks

Working with other local organisations

## The Good Care Campaign

WWW.HERTSGOODCARE.COM/CAMPAIGN



Get involved with Good Care Month Send your content to HCPA

Show the public how great you are!

Raise the profile of the Care Sector Inspire others to choose a career in Care Encourage candidates to want to work for you





- Review your current recruitment process. Who is responsible and accountable?
- Can you improve your candidate journey?
- Delve into what you offer and your company culture
- Utilise the Herts Good Care team for support
- Get involved in the Good Care Campaign

## Discussion:

Retention and Recruitment







# New Policy Ideas To Support Your Staff







# Helen Hargreaves

**HR Manager**Jubilee House







# Jubilee House Care Trust HR and Management Forum – 12 Oct 2022

- Recent changes in our policies at Jubilee House
- Transitioning at Work Policy
- HIV Policy
- Menopause Policy
- Other Topics





#### Recent Changes in our Policies at Jubilee House

We review all our HR Policies once a year, unless there is a regulatory change or another need arises to do it sooner. We also aim to create new policies in line with societal and environmental change.

Policies underpin culture, you can set expectations with language, standards and ideas.

#### We aim to be:

- Progressive are we leading the way?
- Responsive are we listening?
- Inclusive are we thinking of everyone?
- Realistic can we action what we are saying?

#### Other things that trigger policy change and creation:

- Candidate pipeline
- Changing needs of employees (e.g., cost of living, Covid etc)
- Lessons Learnt from investigations / disciplinaries / errors etc.
- Culture, strategy and continuous improvement initiatives





#### Transitioning at Work Policy

#### Case Study 1

- Candidate disclosed they were part way through transitioning from female to male.
- Reluctance to appoint in perm role based on fact they might want surgery/people were opposed to Charity being liable for costs whilst convalescing.
- Created a policy for 'People Transitioning at Work'.
- Checked other policies were inclusive (Bullying & Harassment/Family Leave).
- Held information and facts session with managers.
- HR's job is to keep us moving as an organisation drive change through fair people practices/value our employees/role model compassion/fairness/inclusion.



#### **HIV Policy**

#### Case Study 2

- Candidate disclosed they were living with HIV.
- Mixed responses whether they should go through recruitment process.
- People were judging without facts or insight/making discriminatory decisions based on perception and outdated anecdotal ideas.
- Established medical facts/sought specialist advice from Terrence Higgins Trust & Health & Safety/Employment Law advisors.
- Explored need for HIV policy and checked other policies were inclusive.
- Advised we go ahead with interview/subsequently appointed.
- Created Impact Assessment to accompany Risk Assessment to protect all parties.
- Held Q&A / Training session with management team.



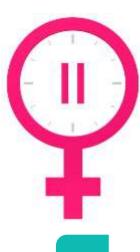


#### Menopause Policy

- Over 85% of the social care workforce is female.
- 25% of pre- and peri-menopausal women report frequent irritability or nervousness.
- 1 in 4 women with menopause symptoms feel a crippling inability to cope with life.
- 4 years is the average length of time that menopause symptoms last following cessation of periods.
- 62% of women say menopause symptoms interfere with their quality of life.
- 51 is the average age a woman experiences menopause.

#### Our policy is about:

- removing the stigma
- sharing information
- educating people
- normalising the conversation
- encouraging acceptance
- signposting and supporting



#### **Other Topics**

#### Induction and onboarding

- What works / what doesn't
- Building consistent culture across teams / multiple sites
- Using data analytics in the conversation about attrition
- Retention strategies
- Getting buy-in from all stakeholders
- Employer Net Promoter Score (eNPS) gauging engagement
- Wellbeing and the impact of Cost of Living
  - Provide information and signposting
  - Increase in instances of substance misuse (drugs and alcohol)
  - Utilising staff surveys, 1-1's, bespoke management training etc.
- Changing landscape of employment and case law
  - Gaslighting at work
  - Whistleblowing and conduct dismissals

## Discussion:

New Policy Ideas and 4 Other Topics







# Manager and Staff Resilience





# **Davyd Strahan-Hughes**

**Leadership Education Manager** HCPA







# Manager and Staff Resilience

Davyd Strahan-Hughes – Leadership Education Manager

### The Managers role

The manager's role is to lead...

Understand how to engage in mental health conversations in the workplace...

But how?...





# Consider how you might contribute to the following

- A culture of respect where people are recognised and acknowledged for their input and contribution at all levels
- A culture of openness and approachability that encourages good communication and co-operation
- An honest culture where failings are recognised, acknowledged, and addressed with the aim of continually improving
- A culture where the ever-changing demands presented during the working day are viewed with flexibility, both as individuals and as an organisation

### Key principles





#### Good supervision benefits the organisation...

- ✓ Underpins the welfare of staff and people receiving care
- Provides a way of sharing information and values
- ✓ Improves staff retention
- ✓ Reduces turnover/associated costs
- Promotes the reputation of services committed to good practice
- ✓ Provides teams with resilience to manage difficult situations
- ✓ Is a communication channel between individuals and their organisation

In daily life, we often use the term "stress" to describe negative situations.

This leads many people to believe that all stress is bad for you, which is not true.





#### **Examples of Eustress and Distress**

EXAMPLES OF **POSITIVE** PERSONAL STRESSORS INCLUDE:

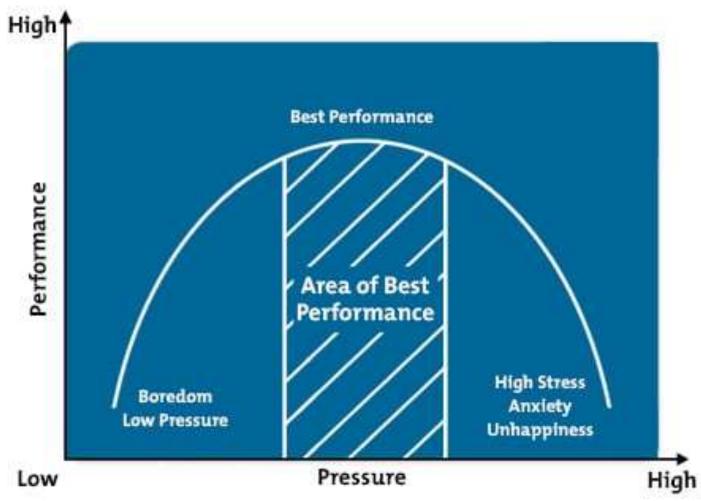
EXAMPLES OF **NEGATIVE** PERSONAL STRESSORS INCLUDE:

- Receiving a promotion or raise at work.
- Starting a new job.
- Marriage.
- Buying a home.
- ·Having a child.
- Moving.
- Taking a vacation.
- Retiring.
- Taking educational classes or learning a new hobby

- The death of a spouse.
- •Filing for divorce.
- •The death of a family member.
- •Injury or illness (oneself or a family member).
- Conflict in interpersonal relationships.
- ·Bankruptcy/Money Problems.
- Unemployment.
- •Sleep problems.
- Legal problems.

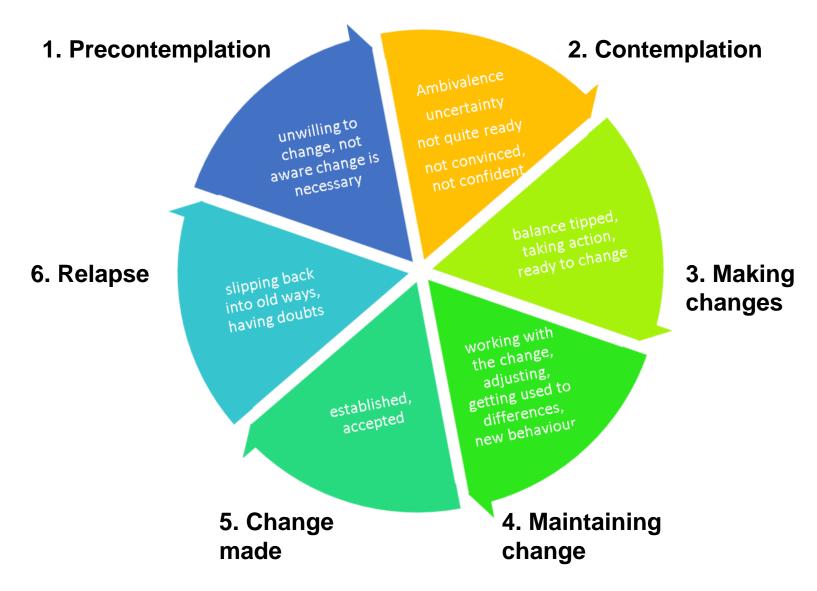


#### The Inverted-U Theory



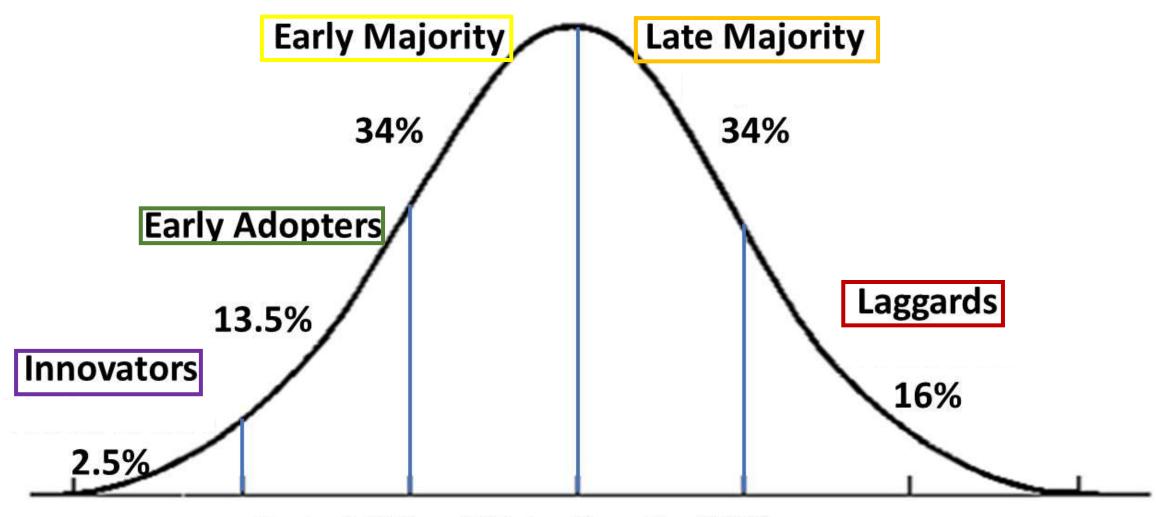
Robert Yerkes and John Dodson in 1908

#### Making changes



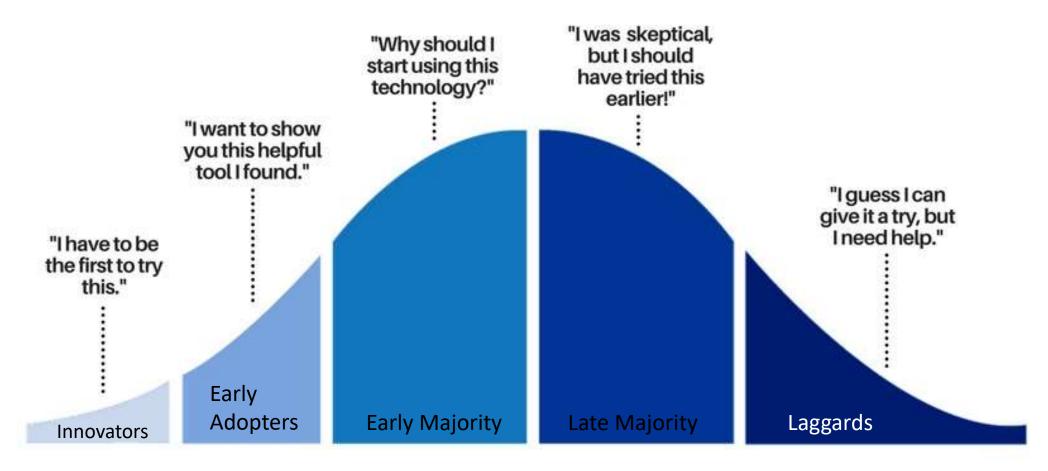


#### **Innovation Adoption Curve**



Based on E. M. Rogers' Diffusion of Innovations 5th Edition

#### Introducing new technology





IN CRISIS

STRUGGLING

SURVIVING

THRIVING



Very anxious
Very low mood
Absenteeism
Exhausted
Very poor sleep
Weight loss

Anxious
Depressed
Tired
Poor
performance
Poor sleep
Poor appetite

Worried
Nervous
Irritable
Sad
Trouble sleeping
Distracted
Withdrawn

Positive
Calm
Performing
Sleeping well
Eating normally
Normal social
activity

Cheerful
Joyful
Energetic
High performance
Flow
Fully realising
potential

# Creating a nurturing culture

How do/could you support staff, using supervisions and informal catch-ups, to engage in conversations around wellbeing?



## Wellness Action Plan template

A Wellness Action Plan reminds us what we need to do to stay well at work – whether working from a physical workplace or remotely – and details what we can do to look after our own mental health and wellbeing.

It also helps us develop an awareness of our working style, stress triggers and responses, and enables us to communicate these with our manager, colleagues and others in our household.



#### Wellness Action Plan

#### Questions

What are your current and intended working arrangements?

Are there any characteristics of your individual working style that you'd like to make your manager or colleagues aware of?

What helps you stay mentally healthy at work?

Are there any situations or behaviours that can trigger poor mental health for you whilst working?

What can you, your manager or colleagues put in place to proactively support you to stay mentally healthy at work and minimise these triggers?

How might experiencing poor mental health impact on your work? For example, you may find it difficult to make decisions, struggle to prioritise work tasks, difficulty with concentration, drowsiness, confusion, headaches.

Are there any early warning signs that might be noticed by others when you are starting to experience poor mental health?

What actions would you like to be taken if any of these early warning signs of poor mental health are noticed by others?

Is there anything additional you would like to share that would support your mental health at work?





-0344 257 3960 hereforyou@nhs.net



## Seeking help

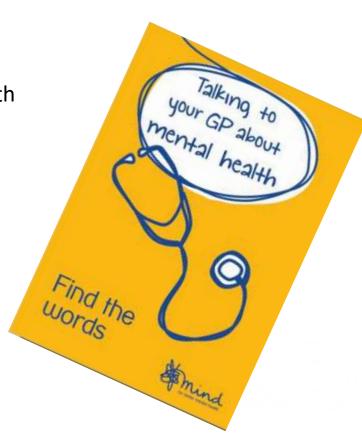


#### Your doctor (GP)

For many of us, our local GP practice is the first place we go when we're unwell (known as primary care). Your doctor is there to help you with your mental health as well as your physical health.

#### They could:

- make a diagnosis
- offer you support and treatments (such as <u>talking</u> therapies and <u>medication</u>)
- •refer you to a mental health specialist, such as a psychiatrist
- recommend local support options.



### Discussion:

Manager and Staff Resilience









Q&A

## Service Specific Manager Forums

For Managers, Team Leaders & Senior Staff

- Older Persons Care Service Forum

  Date TBC
- Homecare Spot Provider Forums

  17<sup>th</sup> and 19<sup>th</sup> October
- Adult Disability Service Forum 1st December 2022 & 1st March 2023
- Nursing Service Forum
   22nd November 2022 & 29th November 2022 (nirse
   CPD) & March 2023
- Mental Health Service Forum 1st November 2022 & 19th January 2023



## THE HCPA CARE PROVIDER HUB PROVIDING PEACE OF MIND.....





ASK us anything! We are your support service, here to answer your questions on all topics Adult Social Care related.



- Govt guidance, laws, standards and expectation.
- Covid: PPE, vaccinations and infection control.
- Liaison with Hertfordshire County Council.
- Funding, contracting and commissioning.
- Staff wellbeing and recognition.

- HR, Staffing and recruitment.
- Training and education.
- Business continuity.
- Data protection.
- · Monitoring.
- Equipment.
- Insurance.

Your hub, your support service.....

**01707 708108** / **assistance@hcpa.co.uk** (Mon to Fri - 9am to 5pm). **www.hcpa.info/hub** 

HCPA: 'Sharing best practice in care through partnership'

#### Make the most out of your Member's Zone!

#### Visit: hcpa.co.uk/members-zone

The site is **available for HCPA members** access this with your login and password you received when you signed up for membership.







About > Training & Events > Academy Recruitment > Contact >

#### Welcome to the HCPA Members Zone

The Member Zone is here to help all HCPA Members access local and national resources, tools, guides, and contacts in a wide variety of areas.

Search the Members Zone

Search

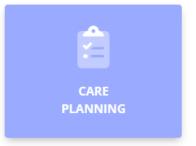


















## HR and Management Forum

THANK YOU FOR JOINING US!



