Recruiting and developing for Compassionate Care

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Overview

• Introduction to Value-Based Recruitment and compassionate caring

• Research - What are values and why they are needed in recruitment within adult social care? How do we recruit and retain staff who care?

• Explanation of the tools available and how to use them to support organisations and individuals with their recruitment processes and retention of staff including induction and appraisal.

• Summary of pilot findings

• Reflection: how do you keep the staff you want?
Compassionate Care

• What does compassionate caring look like?

• Current Research

• What do we mean by values based recruitment?
VBRT Toolkit

• Designed to help employers as part of their existing practices to recruit people with the right social care values, who will stay with them to develop their careers in social care, adding value to their service
• Based on a model of value-based recruitment

What does it consist of?

• The Leadership Qualities Framework for Adult Social Care
• Example job advertisements
• Online Personality Profiling Questionnaire
• Suggested Interview Questions
• Skills for Care Qualifications and Credits Framework
• Finders Keepers
• Links to other useful materials on other websites.
  – https://www.nsasocialcare.co.uk/jobs

Welcome to this online toolkit
A new approach to recruitment in adult social care

It’s been designed to help you as an employer – however many people you employ – in recruiting the right people, with the right social care values, where you can trust to deliver right thing and who will stay with you to develop their careers in social care and add value to your service.

We’ve based it on a model of values-based recruitment, which gives employers, especially smaller or micro-employers who may be unfamilar with the approach, an opportunity to try it out and gauge the effect on their workforce and their service.

The challenge of recruitment

There are several important workforce challenges faced by the social care sector to recruit people with the right values and behaviours to work in social care.
Alongside the development of the toolkit, we undertook a 12 month evaluation project from July 2013/2014.

Evaluation Objectives:

• Evaluate the take-up, value and impact of the different aspects of the toolkit on the recruitment process
• Engage with 100 social care providers participating in the pilot
• Identify personality profiling tests available on the market, their applicability to social care and their cost

### Phased Approach

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<thead>
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<th>Phase</th>
<th>Start Date</th>
<th>Employers per phase</th>
<th>Total</th>
</tr>
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<tr>
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<td>32</td>
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</tr>
<tr>
<td>2</td>
<td>Nov-13</td>
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<td>3</td>
<td>Feb-14</td>
<td>18</td>
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### Employer by Service Provision

- Domiciliary Care: 34%
- Residential: 18%
- Community Services: 2%
- Individual Employer: 3%
- Integrated H&SC: 1%

### Employer by size

<table>
<thead>
<tr>
<th>No. of employees</th>
<th>Target</th>
<th>Actual</th>
<th>Variance</th>
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<tbody>
<tr>
<td>0-49 employees (small)</td>
<td>52</td>
<td>52</td>
<td>0</td>
</tr>
<tr>
<td>50-499 (medium)</td>
<td>36</td>
<td>38</td>
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<tr>
<td>500+ (large)</td>
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<tr>
<td>Total</td>
<td>100</td>
<td>102</td>
<td>2</td>
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</table>
Awareness and Uptake

• A total of 7,213 profile reports generated for employers during the pilot period

• Total views to the NSA VBRT web-page at the end of the pilot is 54,987 of which 81.5% are unique views (first time visits to the site)

• The value-based interview questions and example job adverts proved the most popular views throughout the pilot

• Employer’s awareness into the components within the VBRT was initially low however proactive efforts to increase awareness were effective and later analysis indicated this situation has improved

• There was a greater sense of awareness, by employers on the waiting list, of the full complement of VBRT
Good Practice and Impact

- Evidence that the PPQ is proving beneficial in induction, supervision, appraisal and staff development
- In a smaller number of cases, the VBRT is also being used to inform employers change strategies and programmes
- Role-modelling value-based working throughout their business and organisational hierarchy with “values” being identified as the “golden thread”
- Key to successful implementation of the VBRT is senior management and partner buy-in/ownership from the outset
- A significant number of pilot participants are purchasing the PPQ for their continued use beyond pilot despite financial concerns previously raised
Case Studies

Operational Managers are more pro-active in their recruitment activity resulting in recruiting to a full workforce where previously consistently holding vacancies that incurred agency costs to the tune of £8,000 per week. Achieving financial savings (Guild Care)

More stability in recruitment and retention identified and increased recruitment of younger people who are demonstrating “remarkable success” in working with people who come with complex needs and behaviours (Woodford Home Care)

Made an important contribution to our integrated programme and there is evidence that managers have become ‘up-skilled’ evidenced through better handling of employment relations issues (Agincare)
Research : Psychometric Tests

- Limitations to research
- No ‘one size fits all’
- 90% (pilot) not previously used a PPQ or similar tool
- 100% (pilot) have embedded the PPQ in to their recruitment practice
- Survey highlighted only 38% prepared to pay however…..
- 27 Pilot Organisations have bought and 38 requests received
Beyond the Pilot

• Case studies identifying good practice are now available on the website
• It is still too soon to say whether there is evidence of improved retention, improved behaviours or improved service provision.
• We will be conducting a longitudinal survey during 2014/2015 to evaluate this.
• A matrix of alternative psychometric systems and guidance is now available on the VBRT
• A number of suggestions for its future development, particularly in developing more components. We will be taking this forward during 2014/2015.

The Toolkit remains on the webpage for use
Where does the compassionate part come in?

• What are the qualities that you would like to see staff have, that demonstrate their caring attitudes and behaviours?

• As an organisation, manager, employer how do you sustain values based behaviours?
Further information

- Values Based Recruitment Tool
- Skills for Care
- National Skills Academy
- Social Care Institute for Excellence (SCIE)
Thank you