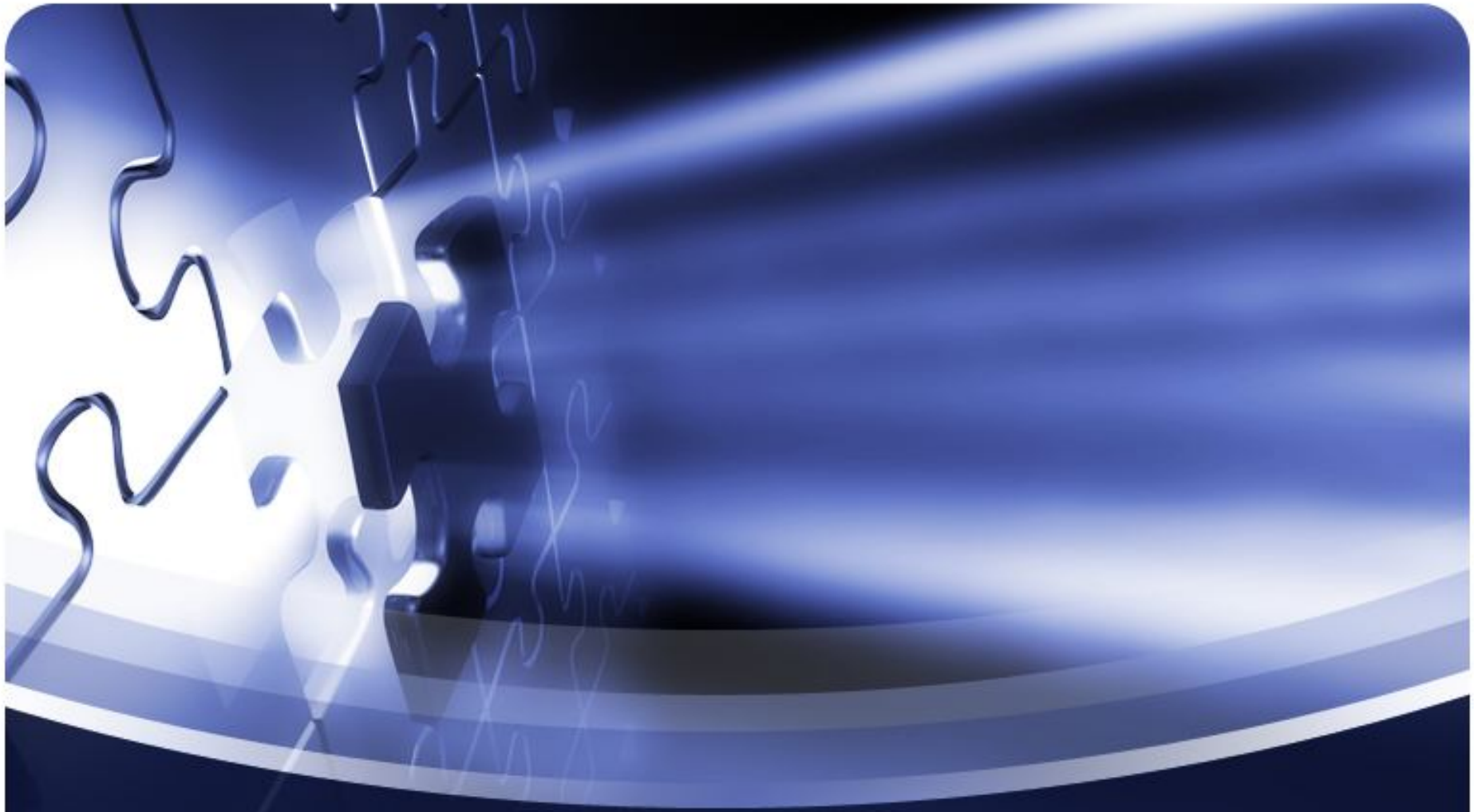

Career Development and Staff Retention

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Overview

- Education and training, do they ‘really, really’ want it?
- Framework surrounding the provision of care
- Vital Care
- Characteristics of the workforce
- How a career path could train and retain care staff

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The Word Health Organisation undisputedly acknowledges the importance of professionally qualified caregivers in the lives of dependent frail old people, it also highlights the need to provide training, adequate working conditions and remuneration for those who have low ‘social and professional status’ (WHO 2002).

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Education and training, do they 'really, really' want it?

2000

The employers: not really

The employees: not really

Policy makers: ambivalent

2009

The employer: appreciating and accepting the need

The employees: appreciate how it impacts on their ability to do their job and are more willing to learn

Policy makers: see the need and are taking action

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Social Care Apprenticeship

- Announcement by Social Care Institute for Excellence on 23rd April 2009
  - ‘Employers well get £1,500 to take on trainees’

  (SCIE media press release)

- **For home care workers only!**

Not Basic Care but Vital Care

- Washing and dressing someone
- Supporting them to and from the toilet
- Providing continence care
- Assistance at meal times
- Ensuring medication is taken
- Facilitating mobilisation and participation in everyday life

All these factors are **vital** to the daily well being of older people, for a care giver they form a **vital** assessment tool

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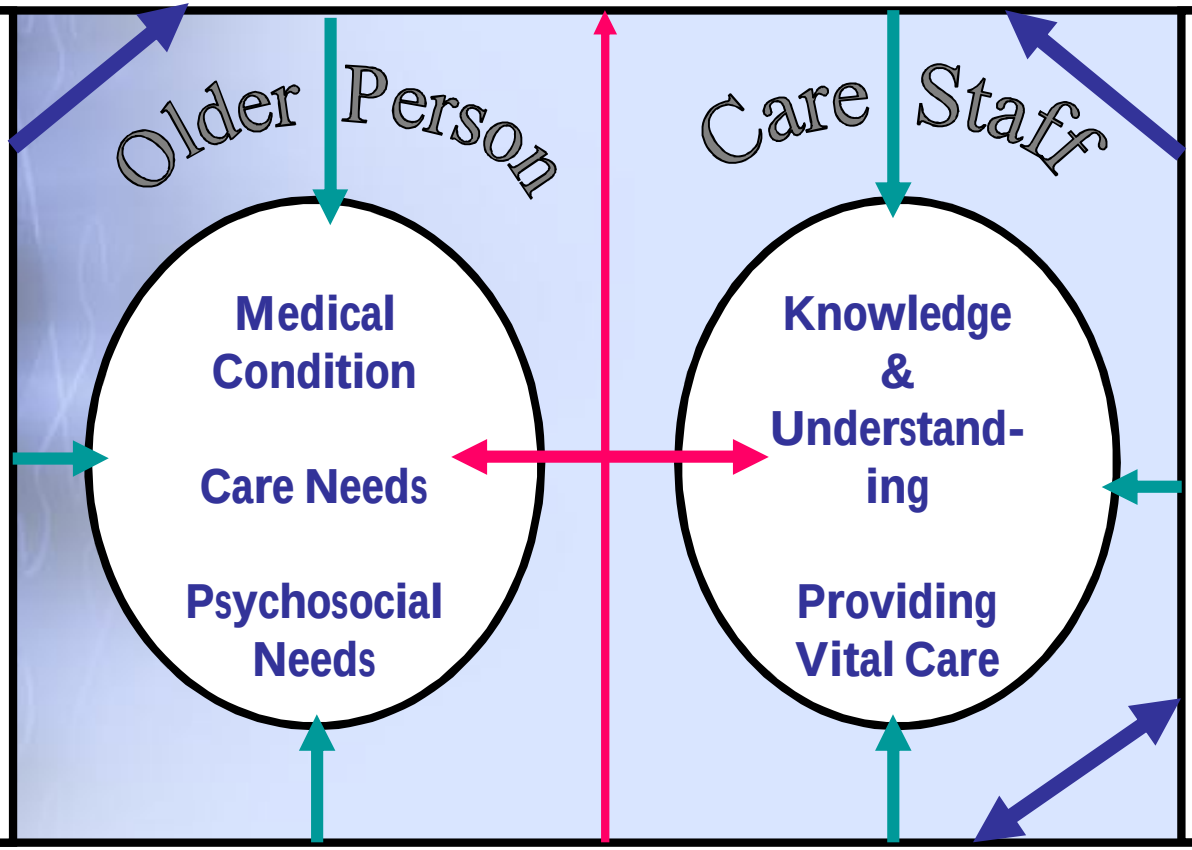
Independent Care Sector

Care Homes & Domiciliary Care

Funding Systems

Needs tested NHS nursing care

Means tested social care



Education & Training

Registered Nurses

NVQ

Care Home Regulations

e.g. Care Standard Act 2000

National Minimal Standards (Care Homes & Domiciliary Care)

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Characteristics of the workforce

- Gender: female
- Over all average age: **40**
- Average age when they start to work in care homes: **25**
- More care assistants than Registered Nurses
- Negative experiences at school have resulted in a fear of formal learning
- In many parts of England there is a strong representation of an immigrant workforce

'Skills for Care' Data Collection and other ongoing research will result in more detailed information

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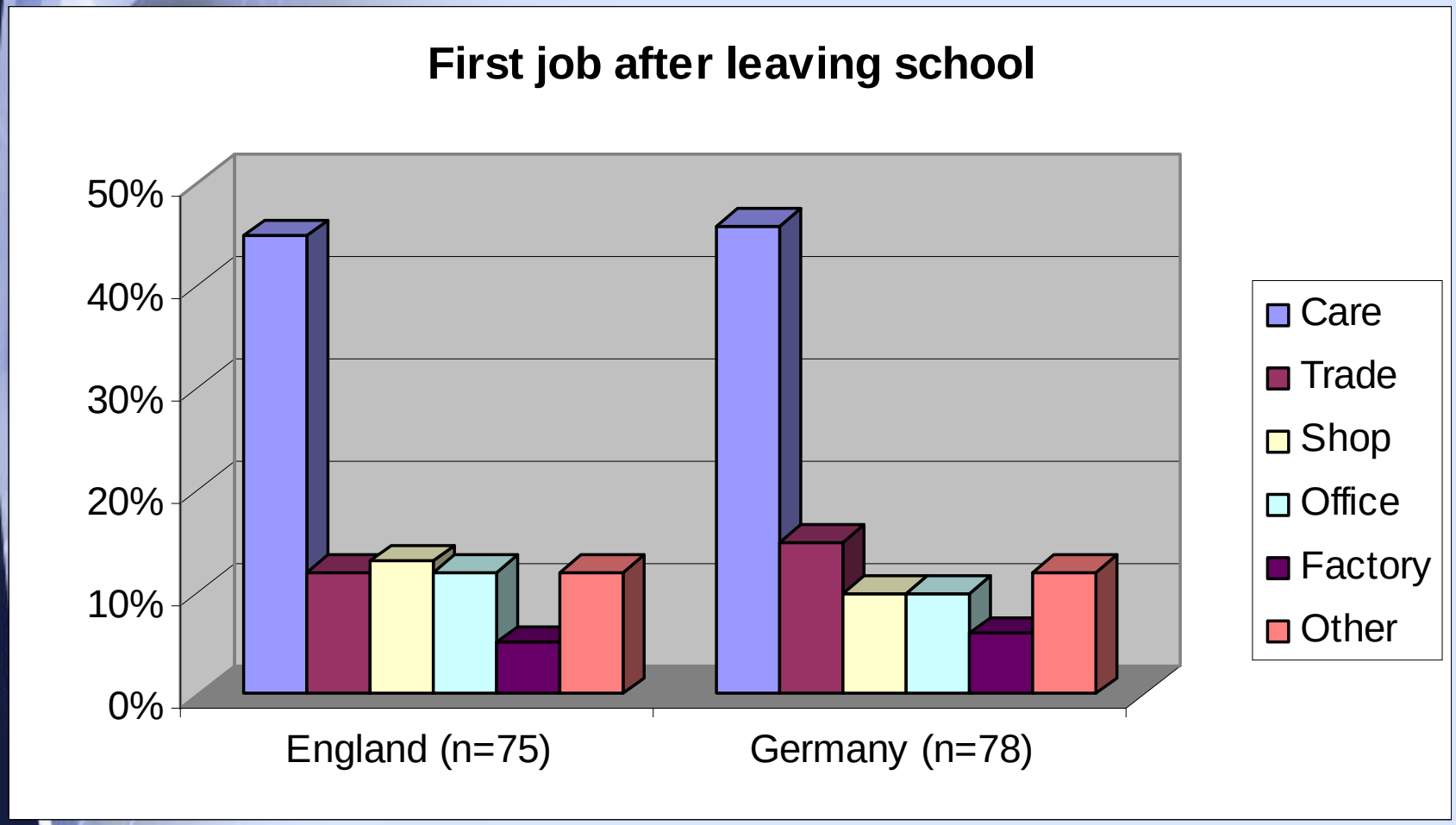
Vocational Occupation?



Based on self-completion questionnaire data

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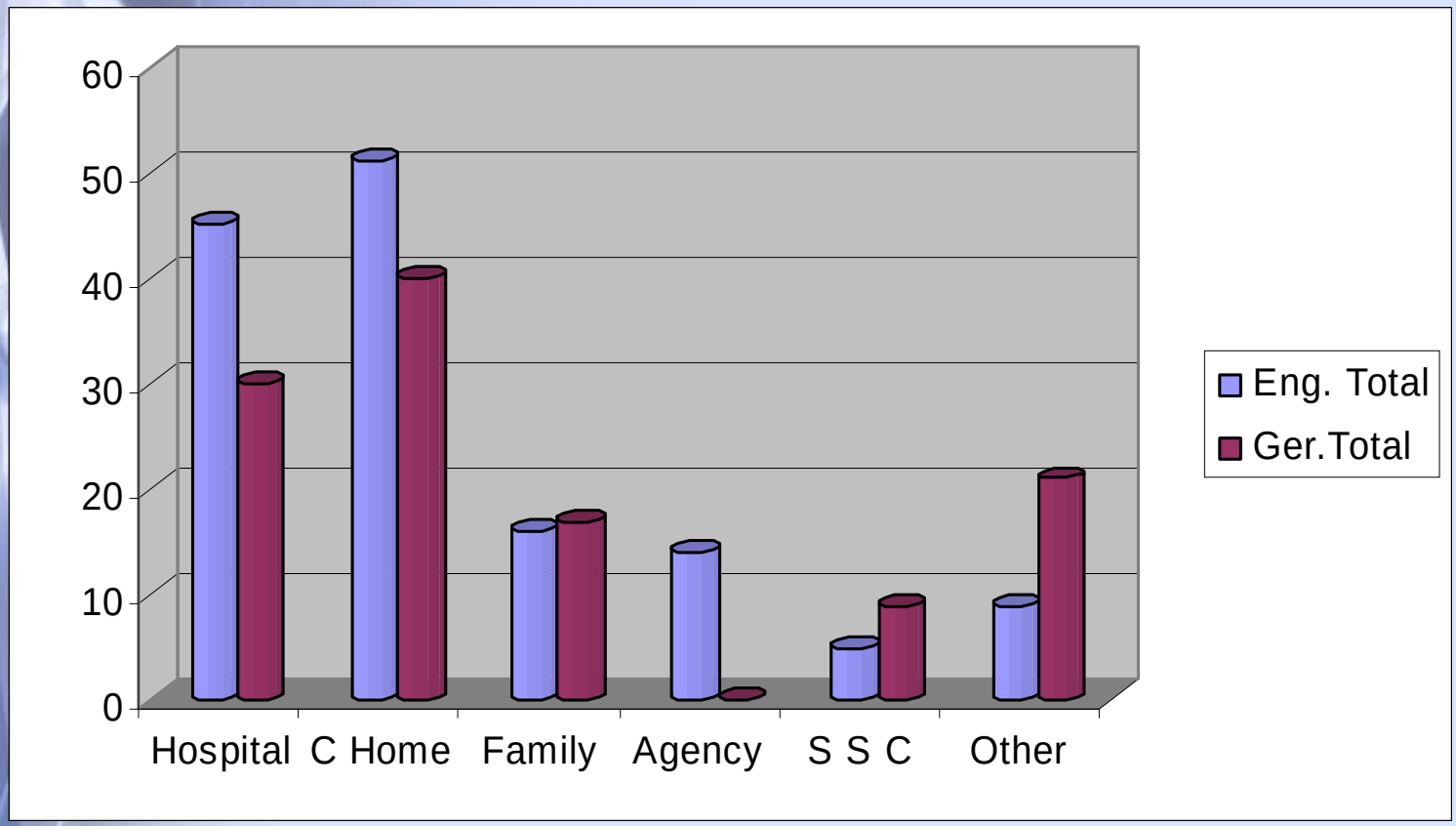
Where skills were gained

(England n=76 Germany n=77)



% do not add up to 100 as some respondents have worked in more than one area. Data from self-completion questionnaire

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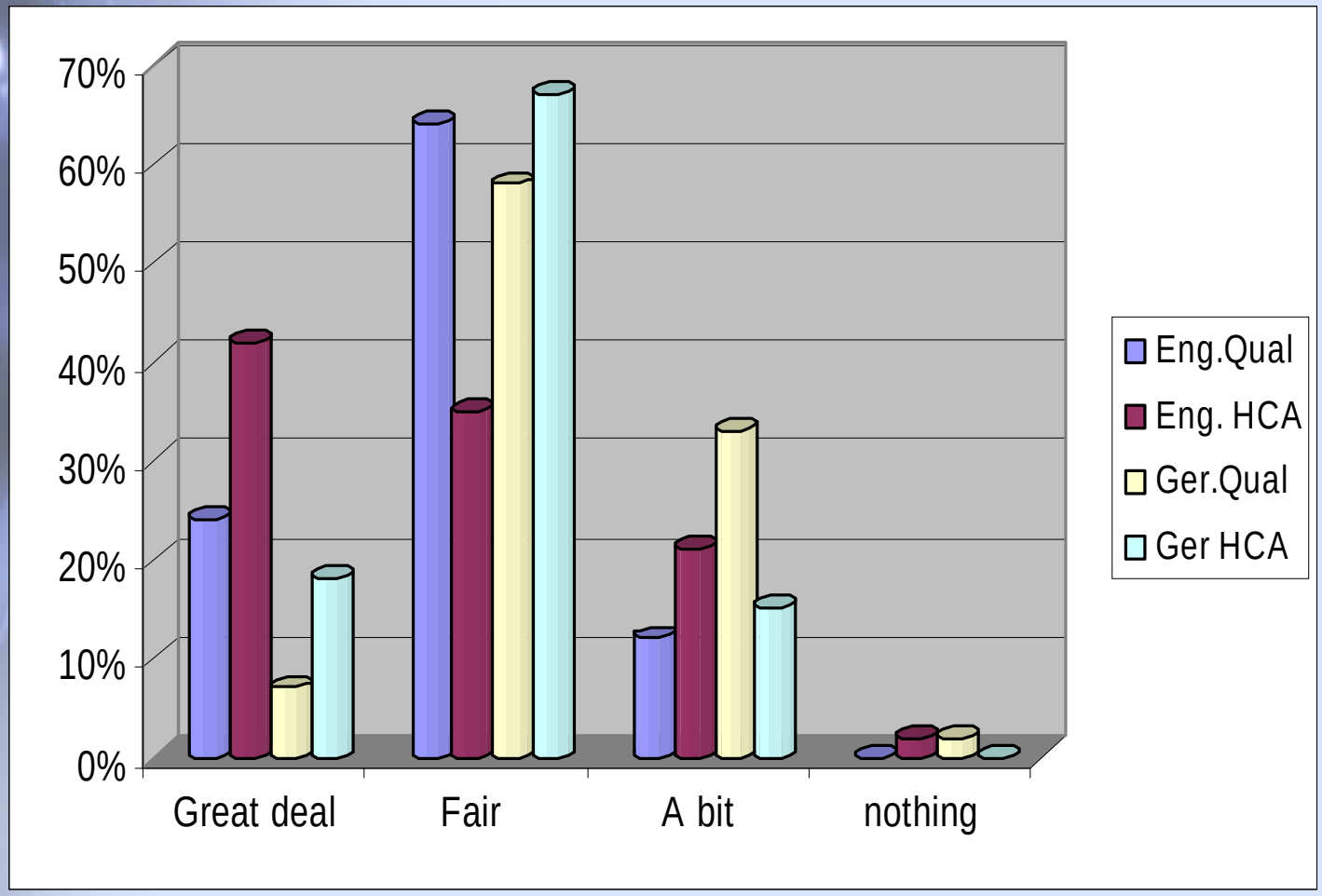
Skills learnt from colleagues

Eng. Qual. n=25; HCA n=48; Ger. Qual. n=45; HCA n=33



Data from self-completion questionnaire

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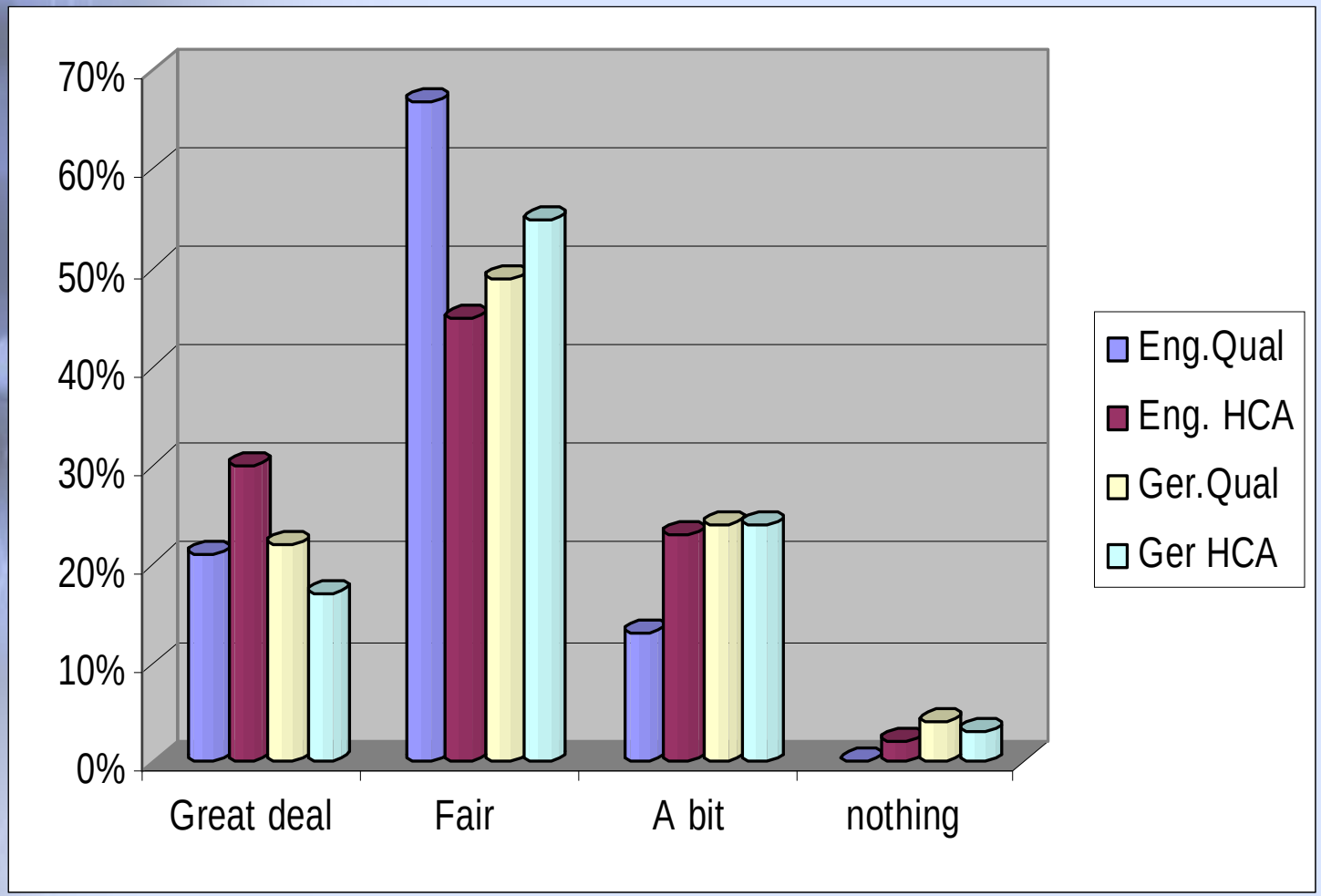
Skills were gained on courses

Eng. Qual. n=24; HCA n=47; Ger. Qual n=45; HCA n=29



Data from self-completion questionnaire

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Considerations for the development of a vocational career path and provision of training

- Characteristics of the workforce
  - Mature, predominantly female workforce
  - More care assistants than RNs
  - Need to be motivated to learn
  - Immigrant work force
- Vocational occupation
- Where skills are gained
  - From others in the work place
  - Attending courses

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Career Path

Home Manager
(NVQ level 4)
Responsible for care delivery; hotel services; link with purchaser

Senior Gerontological Unit Manger
(Responsible for ~24 old people)

Gerontological Nurse Specialist
(Responsible for ~24 old people with RNCC needs)

Gerontological Unit Manger
(Responsible for ~12 old people)

Gerontological Care Assistants
(Responsible for ~ 6 old people)

NVQ Level 2

Statutory induction for all care home staff including health and safety training

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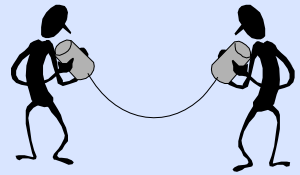
Lines of Communication



Dependent on need:

Community Matron/
Case Manager

Home Manager
(NVQ level 4)
Responsible for care delivery; hotel services; link with purchaser

Senior Gerontological Unit Manger
(Responsible for ~24 old people)

Gerontological Nurse Specialist
(Responsible for ~24 old people with RNCC needs)

Gerontological Unit Manger
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Steps to be taken

- Creation of work based, nationally consistent, accredited training programs focusing on health and social care needs of older people (for RNs and care assistants)
- Agree nationally on a formal, structured career path within the context of life long learning (accommodating women in mid-working life)
- Negotiate formal recognition with a professional organisation (NMC and/or GSCC)
- Enable financial rewards for taking and staying on the career path in the care of older people

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Conclusion

To establish an attractive career path that will attract and retain women into the independent care sector the following is required:

- The importance of the work undertaken by the care workforce needs to be highlighted and acknowledged with the support of the media.
- Policy makers urgently need to undertake more to establish structures that formalise this undervalued occupation.
- The care sector needs to be able to facilitate a financially rewarding career pathway that is acknowledged across the board.

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Food for thought

If, as a society, we do not respect and value care staff meeting the needs of older people, we are not respecting or valuing older people and the considerable contribution they have made to society over their life course.

Thank you for listening

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