

CARE HOME WORKFORCE DATA REPORT



December 2018

This short report has been produced by Scottish Care as a result of survey research undertaken with care home members in Autumn 2018.

It is the second annual publication of care home data by Scottish Care in relation to understanding the workforce realities that exist within the independent social care sector. These reports explore the changing nature of independent sector care home services, their workforce and their viability in terms of recruitment, retention, learning, development and support.

In between the publication of these reports, policy and practice continues to change and impact on the care home workforce. These include increases to the Scottish Living Wage, soon to be £9.00 per hour for individuals employed in direct caring roles, the ongoing process of staff registration and the achievement of associated qualifications, and the introduction of the new Health and Social Care Standards. Additionally, work continues in terms of reforming care home commissioning, workforce planning, learning opportunities and job roles.

The purpose of this report was to gauge an up to date picture of workforce trends and challenges in care homes. The pattern of increasing anecdotal examples of workforce challenges had continued throughout 2018, and therefore Scottish Care wanted to establish whether quantitative data supports the realities that are shared by our members verbally and whether these are general experiences.

Whilst this survey exercise doesn't provide a comprehensive picture of all independent sector care homes across Scotland, respondents do represent a significant proportion of services and staff across Scotland. The resulting findings therefore provide a degree of insight into and confirmation of the general trends in the sector at present. The survey data and statistics produced provide a starting point for further collaborative work to understand and support the sector to offer a positive, sustainable, attractive and rewarding career within what is a complex, challenging and changing landscape.

This online survey exercise upon which this report is based was held between September and October 2018, which was communicated to and promoted amongst all Scottish Care member organisations who provide care home services. It was undertaken at the same time as a parallel exercise for care at home and housing support services, the results of which will be published in Spring 2019.

SURVEY RESPONDENTS



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2018



115 RESPONDENTS

representing nearly 5,000 residents

Responses were collected at service level rather than organisation level. The total number of care home residents supported on average week by respondents is 4,716.



79% NURSING HOMES

and 21% residential care homes

Both of these types of care home are critical to Scotland's care landscape, with the larger component of services providing 24-hour on-site nursing provision reflective of the complex nature of care in community settings.

A MIX OF PROVIDERS



81% private sector, 19% voluntary sector

This mix is reflective of Scottish Care's varied membership, representing services run privately as well as not-for-profit and charitable services. All of these comprise the independent sector.

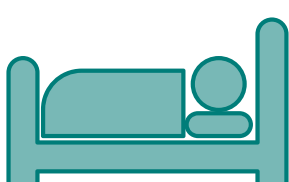


MOST SCOTTISH REGIONS

except 5 of 32 Local Authority areas

Responding services operate in urban, rural and remote areas of Scotland. The only areas with no representation through the responses were island communities, Clackmannanshire and Midlothian.

A RANGE OF SERVICE SIZES



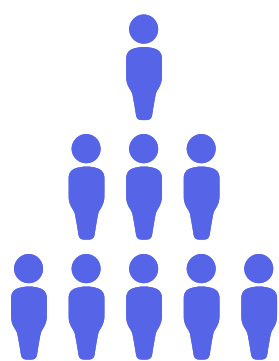
from very small to large care homes

19% of responses were from services with under 25 beds. A further 45% have 26-50 beds. 35% operate larger services.

CARE HOME WORKFORCE



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2018



4,984 MEMBERS OF STAFF

employed by responding services

This figure amounts to approximately a tenth of all care home staff employed in Scotland. It includes 559 nurses and 142 managers.



8.1% OF STAFF ARE FROM OUT-WITH THE UK

including 5% from the EU

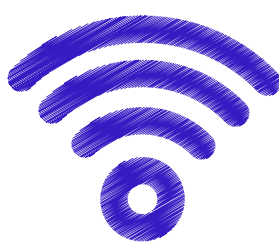
This means that the consequences of Brexit for the movement of people is likely to have a significant impact on the care home sector.



41% FOUND RECRUITMENT MORE DIFFICULT THIS YEAR

of staff in caring roles

Additionally, one fifth have experienced increased difficulty recruiting managers and a third have found recruiting domestic & ancillary staff more challenging than the previous year.



MOST SERVICES USE THE INTERNET TO RECRUIT

through online adverts and services' own websites

These are the most common recruitment methods for all job roles, but local notice boards (for care roles) and the use of recruitment agencies (for managers and nurses) have also increased.



THE EU IS A CRUCIAL RECRUITMENT SOURCE

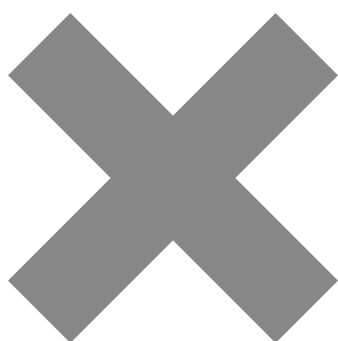
42% of services recruit from the EU for care roles

44% of responding services turn to the European Union for recruiting seniors, 37% use it for supervisors and 22% for managers.

VACANCIES & AGENCY USE



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2018



77% OF SERVICES HAVE STAFF VACANCIES

Including 61% with carer vacancies

Services have staffing gaps across all roles, including a third with vacancies for senior care posts, a quarter with vacant domestic posts and nearly 20% with gaps in leadership and management roles.

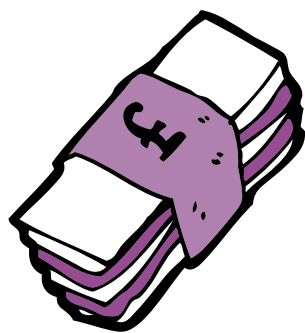
LACK OF SKILLS, QUALIFICATIONS & WORK EXPERIENCE



main reasons for vacancies in management and leadership roles

Given the complexity of care delivered in care homes, services are experiencing challenges in recruiting individuals with the required combination of assets to be successful in roles with such responsibility.

PAY & BETTER OPPORTUNITIES ELSEWHERE



why respondents believe carer and domestic vacancies are difficult to fill

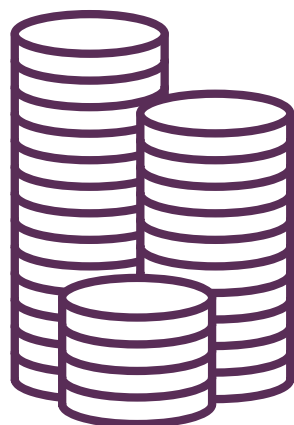
Despite the introduction of the Scottish Living Wage, services are still experiencing an inability to compete with other sectors in terms of pay, terms and conditions. This is particularly highlighted for domestic staff for whom the SLW is not funded.



56% OF SERVICES USE AGENCIES FOR CARERS

37% use occasionally & 19% regularly

This is a new and growing trend not seen in previous years to the same degree. Whilst agency use has been and remains high to cover nursing posts, a carer shortage is now leading to increased reliance on what is often an expensive necessity.



69% OF TOTAL OPERATING COSTS

on average, is taken up by staffing costs

This high percentage may indicate why 47% of responding services believe that implementation of the frequently increasing Scottish Living Wage has made them less sustainable over the last year.

TURNOVER

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2018



24% AVERAGE ANNUAL TURNOVER

of staff in care homes

The fact that nearly a quarter of all care home staff leave an employer each year reinforces the challenge of retention that services are facing.



2-5 YEARS OF SERVICE

is the average for 53% of those who left a responding service in the last year

A further 30% left services after an average of 5-10 years., highlighting the wealth of knowledge and experience being lost from care homes and indeed, from the sector.



44% OF CARERS WHO LEFT

did so within the first year of employment

This indicates that at the other end of the spectrum, care homes are struggling to retain new staff with previous Scottish Care reports highlighting issues of role awareness, support and registration requirements relating to early employment experiences.



STAFF MOVING TO THE NHS

is a growing trend experienced by care homes

Whilst there is a significant degree of movement across the care home sector, 23% of supervisors, 24% of seniors and 32% of carers who left did so to move to the NHS, presumably to work as healthcare assistants where there is a lesser degree of regulation and better pay, terms and conditions.



STRAIN ON EXISTING STAFF

one of the main impacts on service delivery as a result of unfilled vacancies

The pressure put on services through staff vacancies is felt most strongly by other employees whose morale, physical and mental health is often negatively impacted by having to plug the gaps, therefore compounding retention issues if they then leave.

TRAINING, LEARNING & SUPPORT



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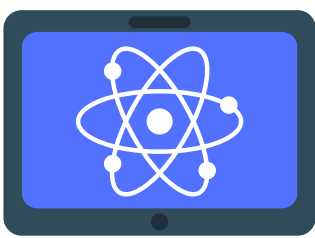


57% HAVE DEVELOPED A WORKFORCE PLAN

to indicate future need

It is positive that the majority of care homes are planning for the future but more needs to be done to extend this and to remove the uncertainty that continues to exist around the future of the care home workforce.

54% USE LEARNING RESOURCES



**provided online by the Scottish Social
Services Council**

It would be helpful to further evaluate use of these resources to ensure their suitability and applicability for more care homes.

INSUFFICIENT RESOURCE IN NATIONAL CARE HOME CONTRACT FOR TRAINING & LEARNING



according to 58% of respondents

As budgets have continued to be stretched, the majority of care homes have experienced training and learning components being negatively impacted which is problematic as complexity of care and demands on staff skills only increase.

48% FEEL NATIONAL CARE HOME CONTRACT IS UNDER- RESOURCED



**in terms of supervision, support and
mentoring**

Given the close links between these elements and recruitment and retention, more needs to be built into care home investment to enable a confident, competent workforce to be developed.

52% OF SERVICES FULLY FUND STAFF TO GAIN QUALIFICATIONS



**as required by SSSC registration
processes**

This means a significant financial investment for services. Yet equally, for the 48% who partially or don't fund qualifications this places a financial strain on workers themselves.

TRAINING, LEARNING & SUPPORT



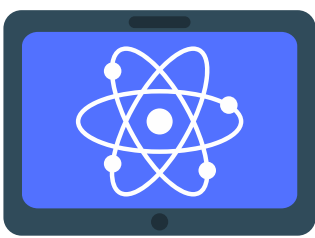
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CONCLUSION

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The findings of this survey exercise show a diverse independent care home sector employing a large number of individuals and supporting many residents across the country. However, they also show care homes struggling to operate at their optimum against a backdrop of serious workforce shortages and uncertainty for the future.

Recruitment, retention and reliance on expensive agencies continue to be worsening issues, extending beyond those roles known to be challenging to fill such as nurses into all categories of care staff, management and domestic and ancillary workers. Eighteen months on from the previous iteration of this report, there is more rather than less uncertainty regarding Brexit and how it will impact on the current and future care home workforce where individuals from European countries are a crucial component.

Whilst many of the findings build on those identified in previous years, we also see new trends emerging such as the move to hospital and healthcare settings of many staff who leave care home employment. There are also lessons to be built upon in terms of how care home investment and infrastructure is managed in order that it enables staff, for whom learning and development is not only essential to their delivery of high quality care but is a requirement of their registration, to be sufficiently supported and valued in their roles. We are also seeing the fallout of enduring workforce shortages manifesting in the morale and wellbeing of those who are committed to working in the sector, creating a dangerous cycle in terms of future retention.

These all point to a criticality, now more than ever, for the needs of the care home workforce to be a success story of health and social care integration. In other words, we need to build upon qualitative and quantitative data such as that contained in this report and work with all partners to adopt a collaborative approach to securing a positive future for care homes and their workforce. This needs to be one in which the sector is an attractive place to work rather than a last resort, a short term fix or a stopgap before moving to statutory or healthcare settings. We need to see health and social care integration providing a vehicle through which we are able to jointly navigate what are an extremely challenging set of circumstances for care homes and therefore for the whole health and social care system.