

Recruiting New Workers to the Home Care Workforce

Kezia Scales, Director of Policy Research

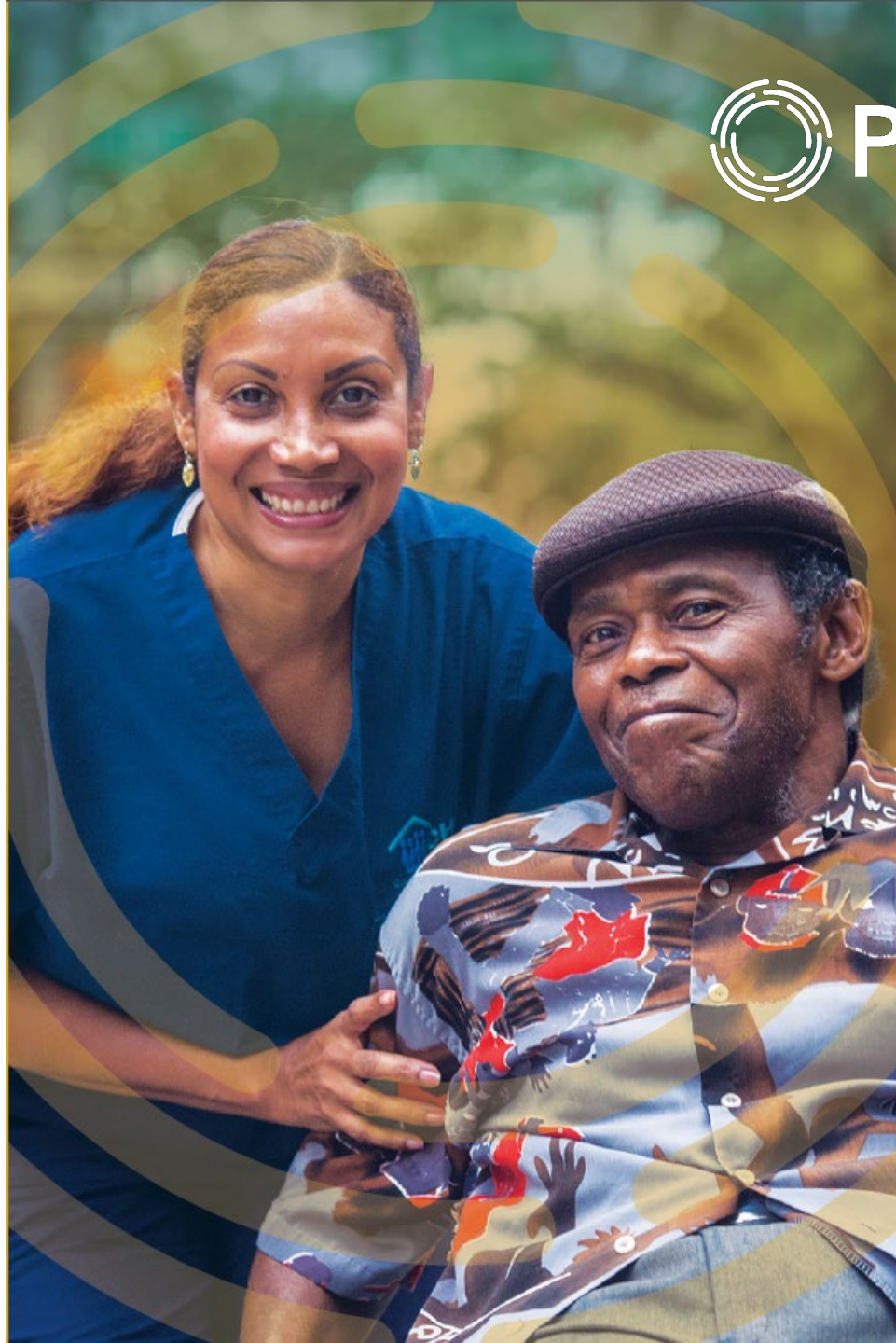


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We believe that caring, committed relationships between direct care workers and their clients are at the heart of quality care. Those relationships work best when direct care workers receive high-quality training, living wages, and respect for the central role they play.



Our Strategy

Learn what works – and what doesn't.

Share lessons and implement best practices through hands-on coaching, training and consulting.

Support employers, policymakers and advocates to craft evidence-based policies and practices.



Overview

- Why does **recruitment** matter?
- What does **effective** recruitment look like?
- How can we recruit **new populations**?
- Coda: **then what?**

Why does recruitment matter?



Raise Your Hand...

- If you are currently having trouble finding qualified staff
- If you have had to turn cases away due to inadequate staffing
- If you anticipate that you may have trouble recruiting in the future
- If you have seen other home care providers struggle with recruitment

“Number one issue”

“Terrifying.”

“Untenable.”

“Using every means available.”

“Everyone is having difficulty finding someone.”



\$11.00



\$11.50



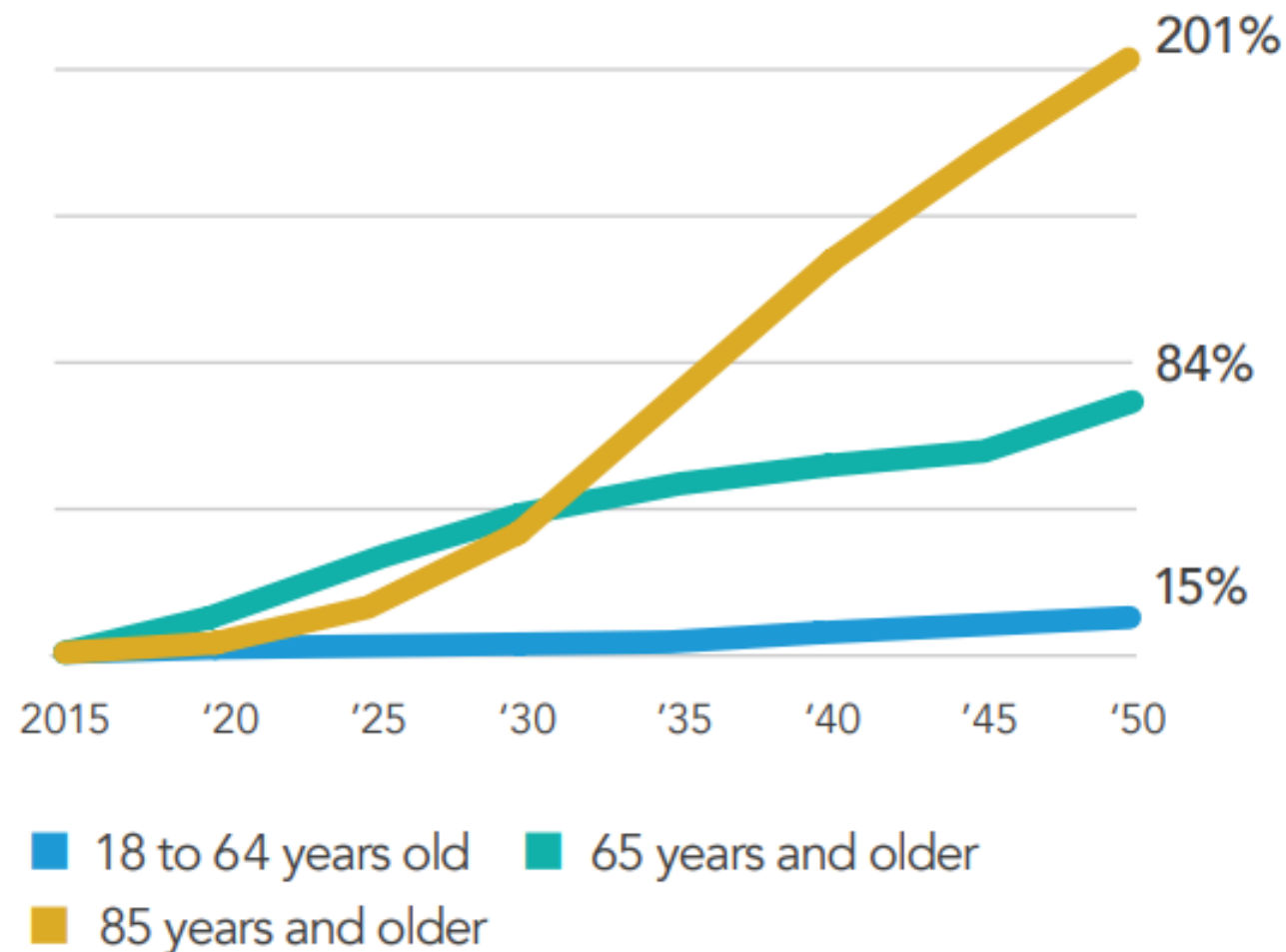
TARGET

\$12.00

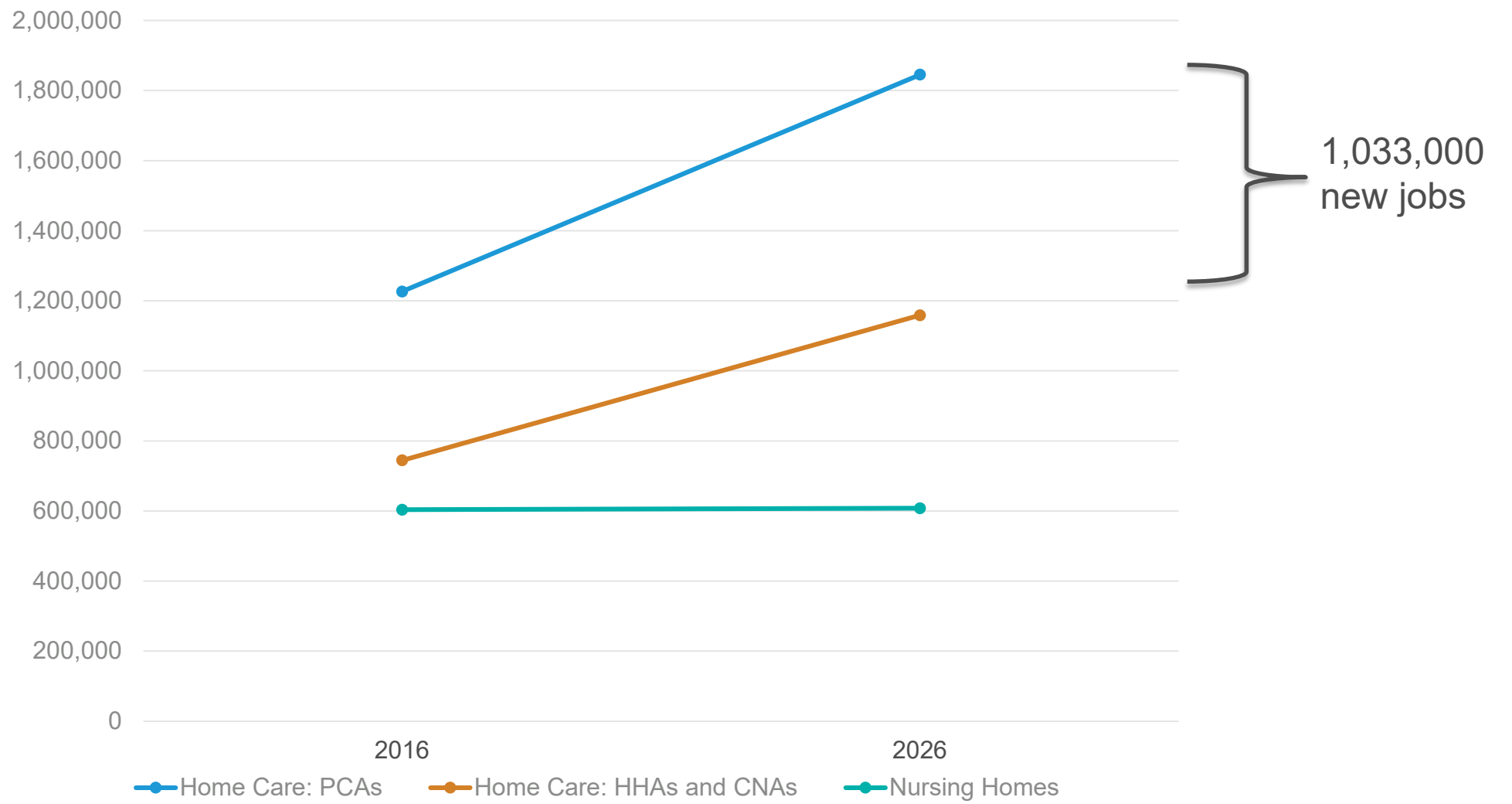


\$15.00

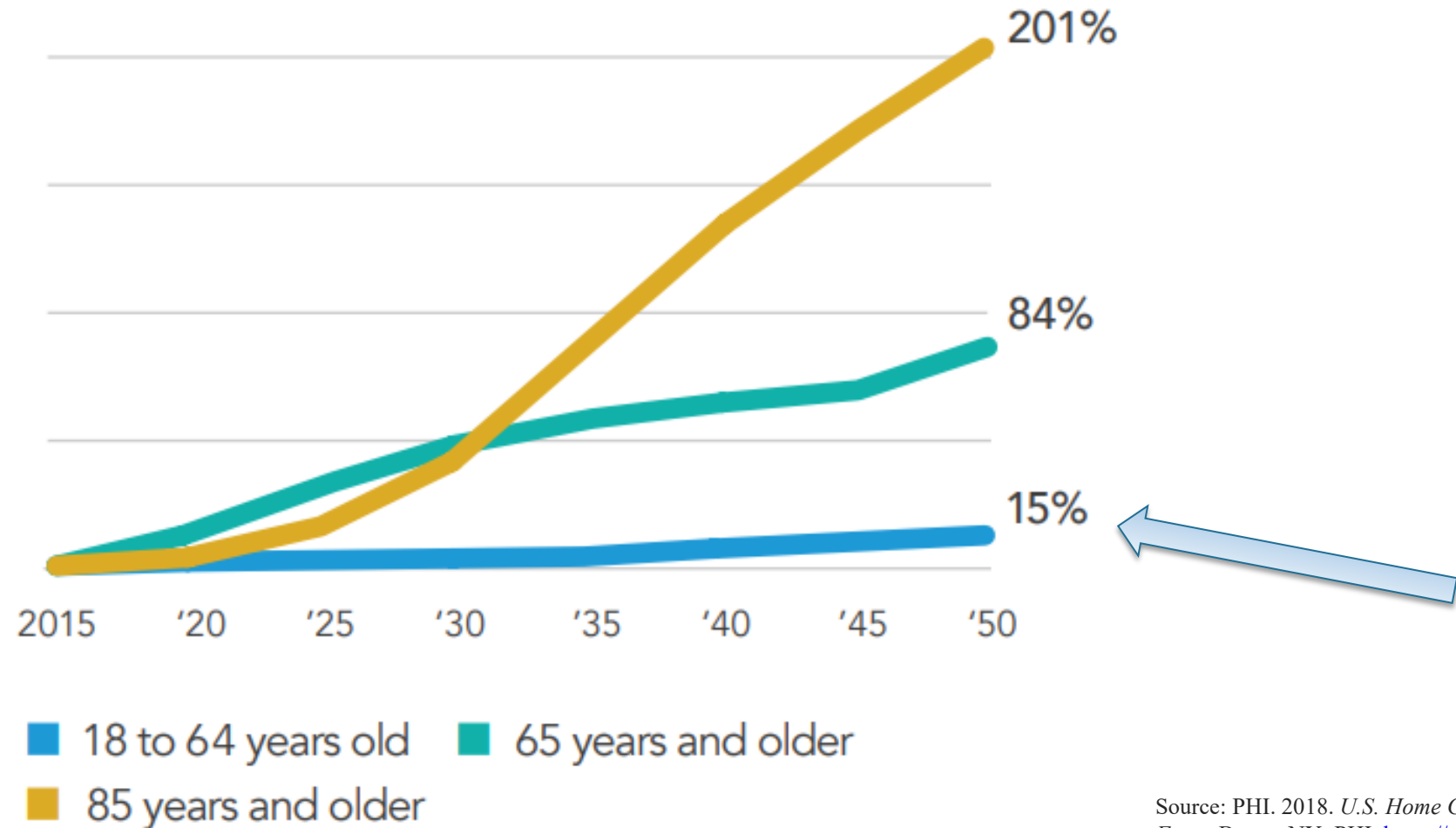
PROJECTED POPULATION GROWTH BY AGE GROUP, 2015 TO 2050



Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.

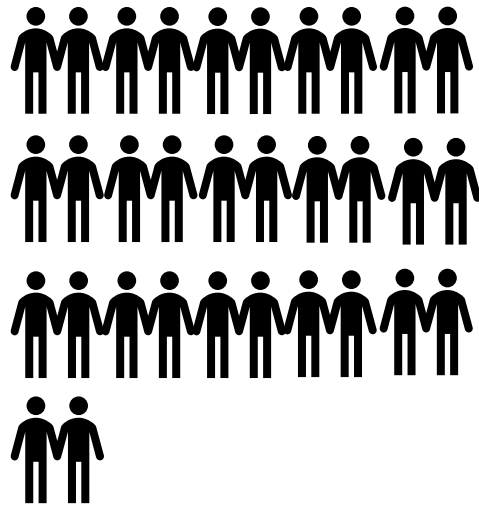


PROJECTED POPULATION GROWTH BY AGE GROUP, 2015 TO 2050



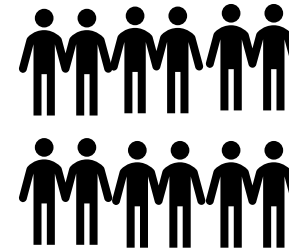
Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.

Ratio of People Aged 18-64 to 85+



32:1

2015



12:1

2050



NOW HIRING
ALL POSITIONS

What does effective recruitment look like?

1

Develop a
recruitment
plan

2

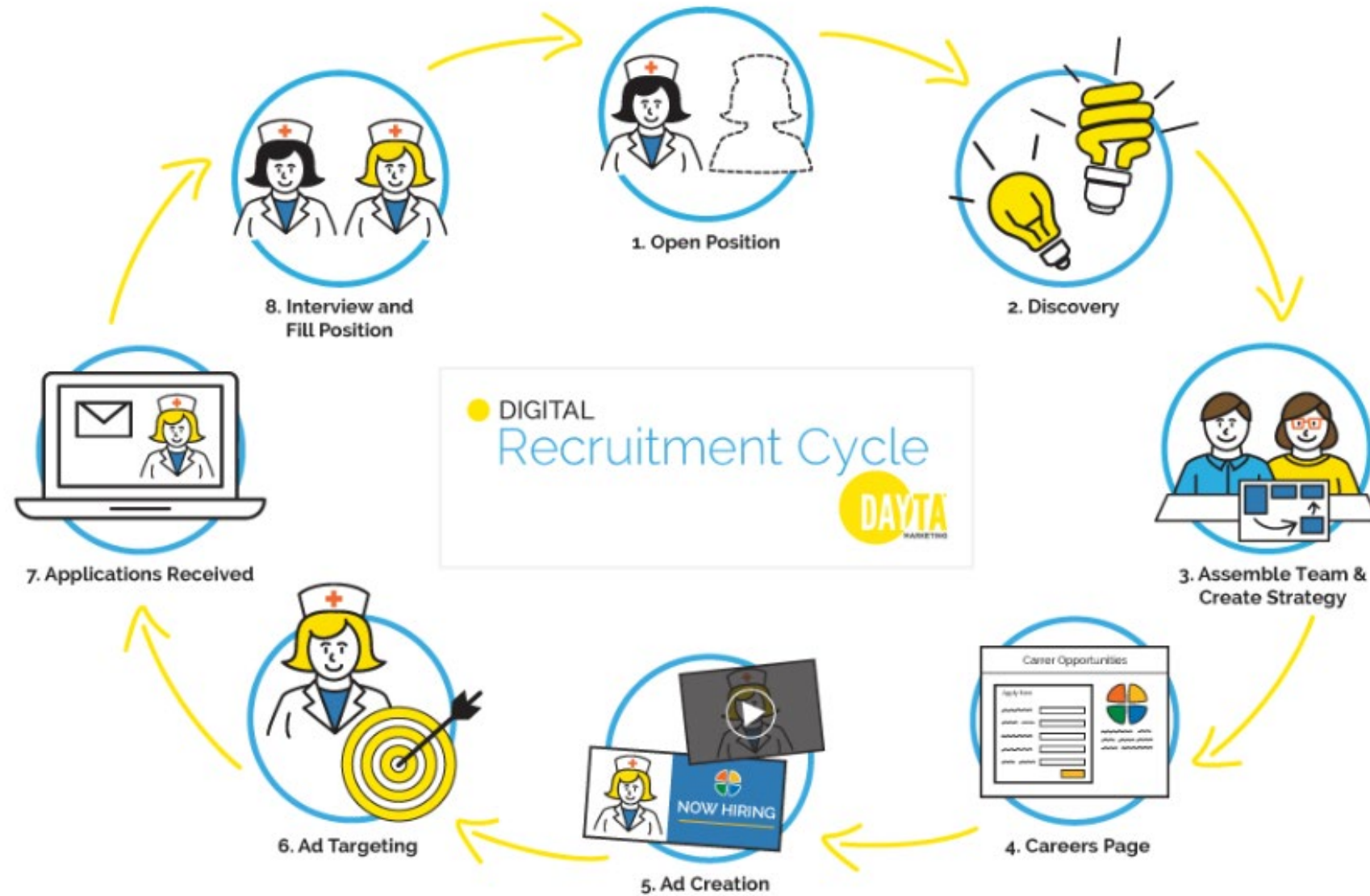
Create
mission-driven
materials

3

Identify a
range of
potential
applicants

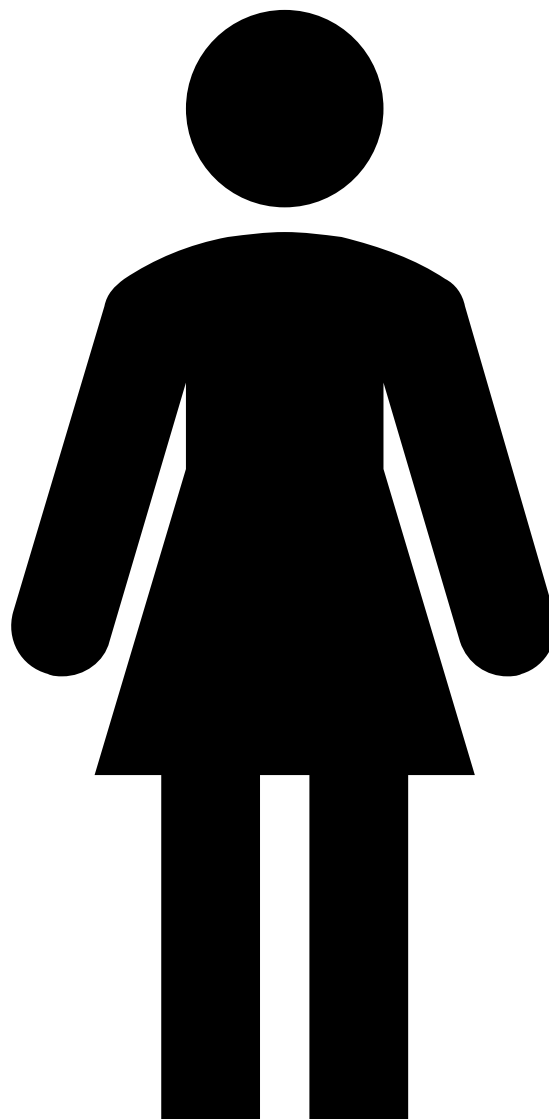
4

Use targeted
outreach
strategies



Between 2016 and 2017, the number of **new applicants increased by 33%**, the number of **hires increased by 46%**, and the number of **vacant positions decreased by 45%**.

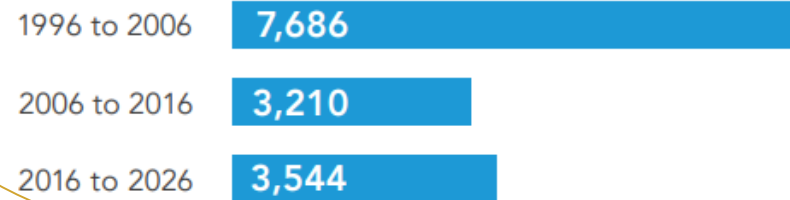
How can we recruit new populations?



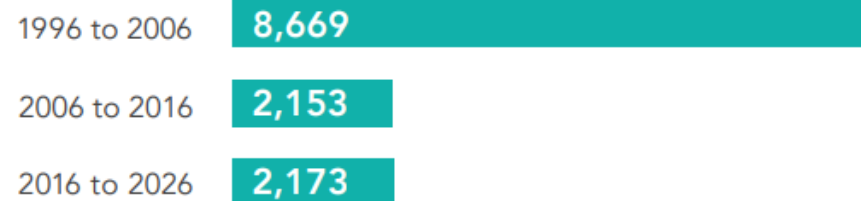
INCREASE IN LABOR FORCE PARTICIPATION BY GENDER AND AGE, 1996 TO 2026

(In Thousands)

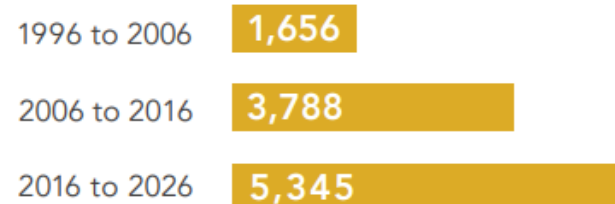
Women 20 to 64 Years



Men 20 to 64 Years



All Genders 65 Years and Over

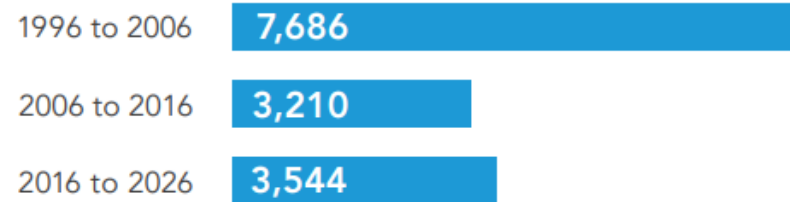


Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.

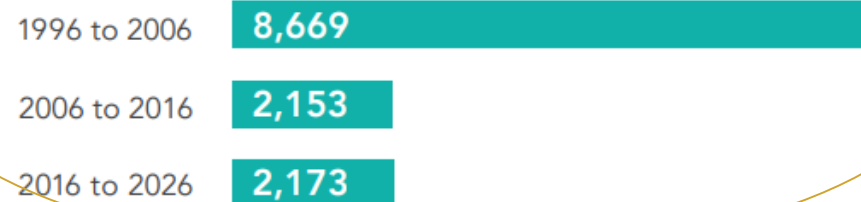
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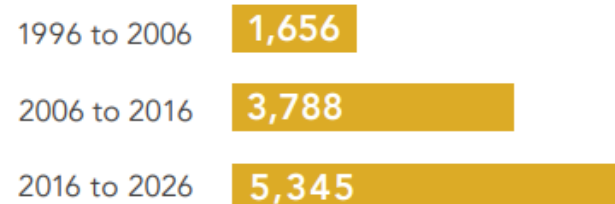
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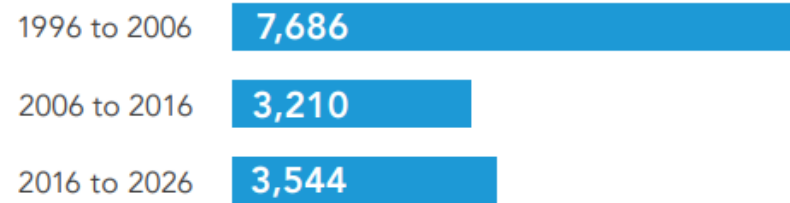


Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.

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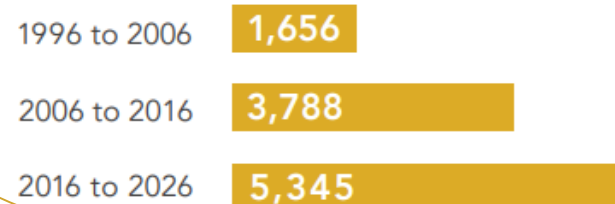
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Source: PHI. 2018. *U.S. Home Care Workers: Key Facts*. Bronx, NY: PHI. <https://phinational.org/wp-content/uploads/2018/08/U.S.-Home-Care-Workers-2018-PHI.pdf>.



**Recruiting men to the
home care workforce**

**Men comprise 53% of the labor force
and 40% of family caregivers, but just
14% of the paid home care workforce.**

- Recruit family caregivers



Accius, Jean. 2017. *Breaking Stereotypes: Spotlight on Male Family Caregivers*. Washington, DC: AARP Public Policy Institute. <https://www.aarp.org/content/dam/aarp/ppi/2017-01/Breaking-Stereotypes-Spotlight-on-Male-Family-Caregivers.pdf>.

“We need to talk ... about caring as a gender-neutral idea, but also as something that’s rooted in skills, in expertise.”

- Highlight direct care skills and competencies



Miller, Claire Cain and Ruth Fremson. 2018. “Forget About the Stigma’: Male Nurses Explain Why Nursing Is a Job of the Future for Men.” *New York Times*, January 4, 2018. https://www.nytimes.com/interactive/2018/01/04/upshot/male-nurses.html?_r=0.

“Many unemployed men who did manual labor say they can’t take the time and make the effort to train for a new career because they have bills to pay.”

- Integrate training and job opportunities



Miller, Claire Cain. 2017. “Why Men Don’t Want the Jobs Done Mostly by Women.” *New York Times*, January 4, 2017. <https://www.nytimes.com/2017/01/04/upshot/why-men-dont-want-the-jobs-done-mostly-by-women>.

**Recruiting older workers to
the home care workforce**



68% of workers plan to keep working after retirement.

- Promote home care as an “encore career”



Employee Benefit Research Institute (EBRI). 2018. *2018 Retirement Confidence Survey*. Washington, DC: EBRI.
https://www.ebri.org/pdf/surveys/rcs/2018/2018RCS_Report_V5MGAChecked.pdf.

Almost 60% of workers aged 45 and over report that they are “actively investing in their skills.”

- Integrate ongoing learning opportunities



Gratton, Lynda and Andrew Scott. 2016. “Our Assumptions About Old and Young Workers Are Wrong.” *Harvard Business Review*, November 14, 2016.
<https://hbr.org/2016/11/our-assumptions-about-old-and-young-workers-are-wrong>.

Nearly two-thirds of those aged 65+ work part time.

- Promote flexible schedules



U.S. Census Bureau. 2016. *American Community Survey (ACS), 2015 1-year Public Use Microdata Sample (PUMS)*. <https://www.census.gov/programs-surveys/acs/data/pums.html>; analysis by PHI (February 15, 2018).

Recruiting younger workers to the home care workforce



51% of younger people in the labor force are also enrolled in education.

- Recruit through schools and colleges



U.S. Census Bureau. 2016. American Community Survey (ACS), 2015 1-year Public Use Microdata Sample (PUMS). <https://www.census.gov/programs-surveys/acs/data/pums.html>; analysis by PHI (February 15, 2018).

Job satisfaction is higher among younger workers (18-34) who see their current position as a career rather than a stepping stone or “just a job.”

- Promote home care as a career entry point



Taylor, Paul et al. 2012. *Young, Underemployed, and Optimistic: Coming of Age, Slowly, in a Tough Economy*. Washington, DC: Pew Research Center.
<http://www.pewresearch.org/wp-content/uploads/sites/3/2012/02/young-underemployed-and-optimistic.pdf>.

“Young adults ... need to mix work and learning at earlier stages to accelerate their launch into full-time careers.”

- Integrate training and job opportunities



Carnevale, Anthony P., Andrew R. Hanson, and Artem Gulish. 2013. *Failure to Launch: Structural Shift and the New Lost Generation*. Washington, DC: Georgetown University Public Policy Institute. https://cew-7632.kxcdn.com/wp-content/uploads/2014/11/FTL_FullReport.pdf.

Coda: then what?



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