



BC CARE PROVIDERS  
ASSOCIATION

Advocating service excellence for seniors

# HUMAN RESOURCE CHALLENGES IN HOME CARE

Innovation in Home Care:  
A Public Policy Perspective  
May 16 2012

Presenter: Ed Helfrich, CEO  
BC Care Providers Association

# Who is BCCPA

- Established in 1977 – 30+ years
- Members include residential care, home support and assisted living providers
- 120+ members – employ more than 13,000
- Membership – mix of private, non-profit and denominational
- BCCPA members care for over 10,000 residential clients and 6000 home support



# BCCPA supports members through:

- Advocacy (legislation, policy, funding)
- Promote quality standards
- Credible voice on behalf of providers
- Facilitate communication and networking opportunities
- Respond to current and emerging issues



# Home Support Services

- +30,000 seniors receiving home support
- \$339 Million/per year
- \$30-40 hr of service
- Income based – 71% no cost
- 9000 home support employees (+50% casual)
- Age of workers 45+ 90% female



# “BC Cares” Project - 2010

- Assess labour needs, shortages and gaps (Care Aides, Home Support, LPN)
- Federal/Provincial Labour Market Adjustment Funding
- Follow-up to care aide awareness campaign (2009)
- Collaboration between employers, labour, government and education partners (BC Seniors Care HR Committee)
- Develop HR strategy and implementation plan for sector



# Labour Market Information Report (June 2010)

- Analysis of recruitment, retention and demographics of care aides, LPNs, home support workers
- Non health authority – affiliate sector only
- Home support – Labour Market Report
  - 88% no problem recruiting FT/PT
  - 30% major problem in recruiting casual
  - 60% more difficult than 2 years ago
  - 50% had major problem in retention of casuals
- Cost of turnover \$4100 per worker



# Findings –Recruitment/Retention Difficulties

- Insufficient working hours (casual)
- Undesirable shift schedule
- Lack of competitive wage (no guarantee of hrs)
- Turnover impacting cost and safety of care
- Scheduling key lever in impacting retention
- Decrease turnover by promoting meaningful relationships with clients and peers
- Unstable work environment will impact home care to compete in shrinking labour force



# Systemic Challenges – home support

- Aging/turnover/reduced supply (retention)
- Lower profile – not career of choice
- Funding Model – block funding; wage/benefit rates
- Client expectations/messaging/peak scheduling
- Lack of scheduler training
- Evaluation of pilots (fixed hrs/split shifts)
- HR Planning more critical- turnover and increasing demand





# Recommended Solutions

- Foster continued collaboration among partners; Educate partners on challenges
- Scheduler training and curriculum development
- Home support summit – raise profile and voice of home support
- Assess adequacy of home care program (Ombudsperson)
- Educate employees/students on reality of service delivery (casual, shift work, nature of work)
- Continue regular surveys of recruitment/retention issues





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Thank you

