Putting the Pieces Together

Home Care:
Understanding the Human Resource Challenges and
Leveraging the Opportunities

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Societal Challenges

Driving the Health Human Resource Challenges

Growing, aging population
➜ age 65+ to grow from 14.7% to 24% over next 25 years

Increasing complex and chronic conditions
➜ 34% have 1+ chronic conditions; use 80% of health care resources

Focus on acute, episodic care
➜ Reactive, single disease focus; capacity pressures

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The Big Shift

...without reformation we will not be successful

➔ From an acute to community services

➔ From hospitals-first to 'home-first'

➔ From independence in your work to collaboration

➔ From silos to integration

Keys to our success:

➔ Leadership

➔ Appropriate and effective workforce

➔ Integration through team based service delivery

➔ Service coordination

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The Context

*People are the health care system's greatest asset*

Canada's ability to provide access to "high quality, safe and effective, patient-centered " health services in the community depends on the right skill sets and mix of health care providers

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The Facts

➤ People are also the single greatest cost in the health care system.

➤ Between 60 and 80 cents of every health care dollar in Canada is spent on health human resources.

➤ This amount does not include the cost of educating health care providers.

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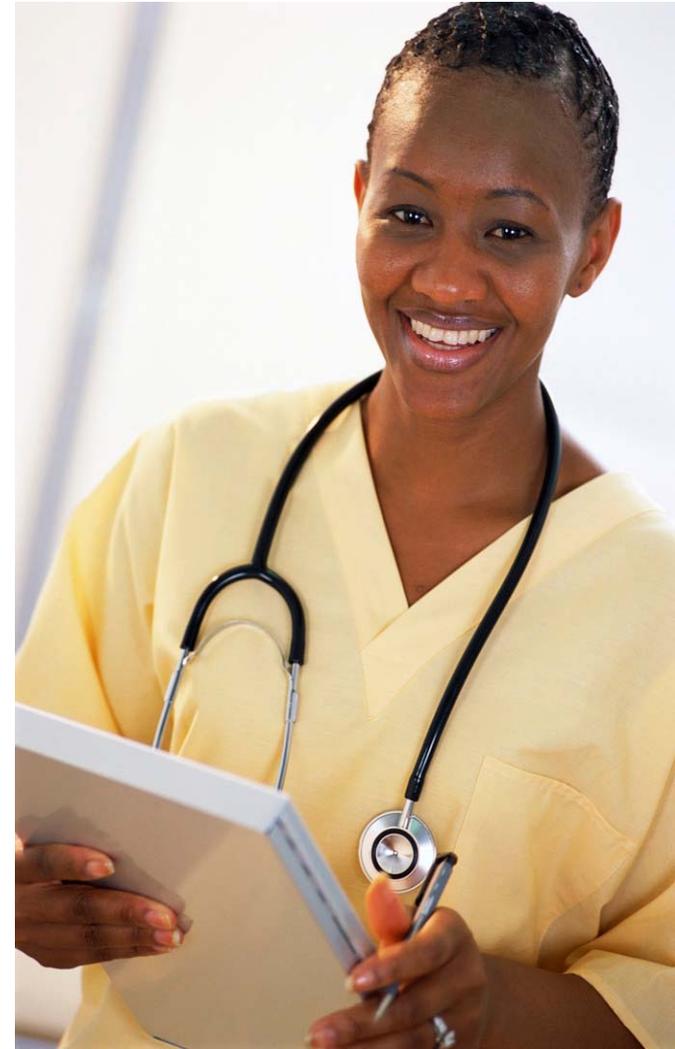
Current Reality

"Baby boomers are starting to retire and within the next decade, for every two people who are retiring there will be less than one person to take their place."

Dr. Linda Duxbury, Professor
Sprott School of Business at Carleton University, Ottawa

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The Current Reality

➢ The "War for Talent" has changed from how to attract and retain, to how are we going to get enough people to do the work

➢ Home Care as an industry is feeling the pinch of a declining work force

➢ Home Care has one of the oldest RN cohorts

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The Key to Our Success

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Requires Leadership throughout the Home Care Industry that clearly understand and proactively plans for an intergenerational and multicultural workforce

The Generational Divide

Traditionalists	**Born 1922-1945**	**6,5000,000**
Baby Boomers	**Born 1946-1964**	**9,900,000**
Generation X	**Born 1965-1980**	**5,6000,000**
Generation Y Millennial	**Born 1981-2002**	**6,5000,000**

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Influence Shaping Perspective

Traditionalist	Boomers	Gen X	Gen Y
Parents view	View of immediate family	Handful of respected colleagues	Grandparent views
Community values	Friends values and views	Friends values and views	Community values and Lifestyles
View of respected political leader	Political events ie civil rights	World events seen on TV	World events seen on TV

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Enabling Structures

Foundation for change

➢ 4 Generations working side by side

➢ Different values, experiences, styles, and attitudes

➢ Gen X and Y are the future

➢ Begin to develop retention and engagement tools that value each generation

➢ Implement strategies to create a workplace culture that ensures highly engaged employees
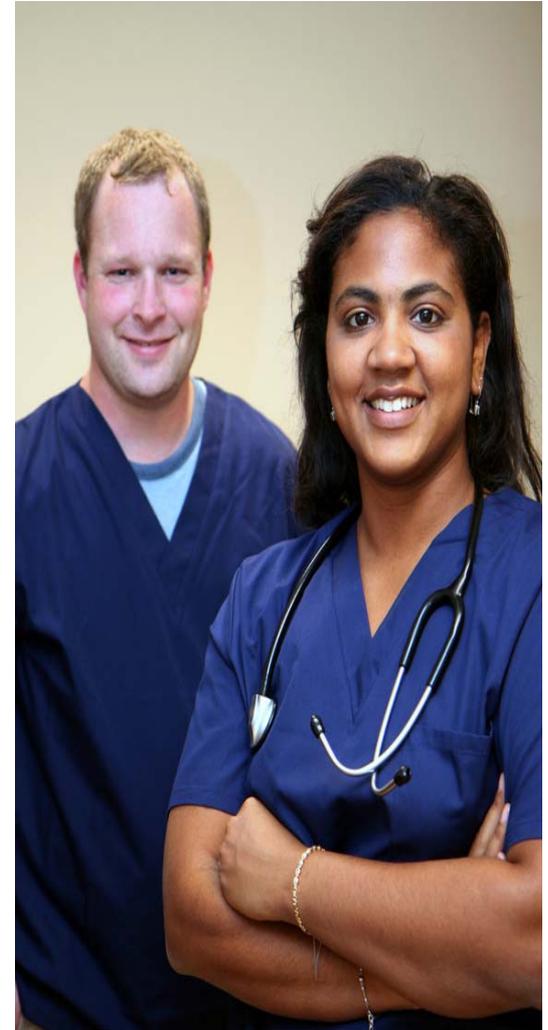
➢ Reduce conflict

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Benefits of a Multigenerational Team

People are the health care system's greatest asset

Multigenerational Health Care Teams:
- ➢ Can attract and retain people of all ages
- ➢ Are more flexible
- ➢ Decisions are stronger because they are broadly based
- ➢ Are more innovative

Trends from the Literature

People of all generations appreciate:

➢ A sense of purpose

➢ Fair compensation

➢ Recognition, acknowledgement and rewards (not $)

➢ Career development and/or learning opportunities

➢ Great leadership and communication

➢ Work/life balance

➢ Healthy relationships

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The Research is Telling Us

If we want to attract, retain and engage our employees, it becomes our responsibility as leaders to:

➜ Ensure that people have a coach or leader who cares about them

➜ Surround talented people with co-workers who have a similar drive for quality

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The Research is Telling Us

➢ Be clear about what we expect from our people

➢ Provide people with the materials and equipment they need to perform their jobs

➢ Give people opportunities to do what they do best, every day

➢ Provide opportunities for people to learn and grow

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Putting the pieces together for our patients and clients...

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