APSE Adult Social Care Forum 2018
Session 4: Strategic Development

Improving Recruitment Outcomes for Oxfordshire's Care Workforce

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Oxfordshire County Council

The Oxfordshire context

- One of the least affordable places in the country to live

- Very low unemployment - strong competition with other sectors

- Requirement for own transport in rural areas

- Workforce dispersed across a large number of providers

- Rapidly ageing population & declining working age labour force

Workforce challenges

▶ Recruitment from a limited potential pool of staff

▶ Pay and other recruitment levers are not enough alone to attract staff

▶ The financial cost of low retention is huge

▶ New ways of working/transformation

▶ Leadership, organisational and skills development
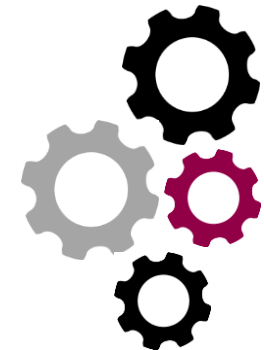
The Oxfordshire Approach

- Workshops with System Leaders - August 2017 and January 2018

- Unregistered Workforce agreed Task and Finish Groups;
  - **A.** Workforce Recruitment, Identity and Branding
  - **B.** Retention, valuing staff initiatives and Keyworker Housing
  - **C.** Skills and Leadership , Mentoring, Career pathways, sector passport

- Establishment of Joint System Workforce Board

- Evaluation of Recruitment Campaign and next steps

- Value Based Recruitment Workshop with Providers

The Oxfordshire Approach

- Strategic Workshop - Key Worker Housing agreed Task and Finish Groups

  - Key Worker Definition

  - Innovation and Best Practice Workstream

  - Working in Partnership with Providers and Estate Agents (Short term opportunities)

  - Bringing in Investors, Entrepreneurs and other key People across the System

  - Short term delivery (i.e. next six months) electric cars, staff discounts

- DoHSC visit with System Leaders

- Provider Association and Conference

- National profile

  - Co-chair ADASS Workforce Policy Board

  - Submission for APSE Service Award

Make a difference every day
Health and Social Care recruitment campaign

"I feel appreciated and valued, and have been given opportunities to improve my skills."

– Sharon, Health Care Assistant, 44

Make a difference every day. Become a care worker – oacp.org.uk/jobs

Oxfordshire Association of Care Providers · NHS · OXFORDSHIRE COUNTY COUNCIL

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Objectives

Policy

- Increase in job applications

- Increase understanding of care work

- Demonstrate partnership working on workforce and other system issues e.g. DTOC.

- Develop further insight for joint recruitment brand project

Communications

- Increase understanding of care as a rewarding, flexible career path

- Targets:
  - 5000 clicks to OACP website
  - Reach of 60k on social media
  - 8 items of significant media coverage
  - 40% recall of campaign
  - 30 face-to-face contacts at each recruitment fair (3 scheduled)

Strategy

Digital

- OACP jobs page with NHS jobs and tracking software

- Facebook ads

- Google Display network ads

- Eshots

- Partners' enewsletter (staff, stakeholders inc. MPs and Councillors)

- SEO improvements and other improvements made to OACP website to improve Google ranking

PR

- Series of stories: campaign launch, workforce report stats; 'Thank you' for working at Christmas

Advertising

- Bus, external poster and radio (Heart FM)

- Posters, leaflets & banners - hospitals, libraries, children & family centres

Events

- Carers/jobs fairs (3 scheduled)

- 'Make a difference' OACP award

Examples

"My clients make me feel valued. They like the friendship, having a sing song and being made to laugh."

– Irene, Domiciliary Carer, 60

Make a difference every day. Become a care worker – **oacp.org.uk/jobs**

OACP Oxfordshire Association of Care Providers — NHS — OXFORDSHIRE COUNTY COUNCIL

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"My job is very rewarding and I've received good training. I would definitely recommend it."

– Rumi, Health Care Assistant, 51

Make a difference every day. Become a care worker – **oacp.org.uk/jobs**

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Social media

OACP website

Impact

84 job applications

107 job seekers registering

>10,000 visits to the website

(target = 5,000)

20 items of significant media coverage

(target = 8)

Digital ads: **2.4m** "impressions"

200,000 reached on Facebook

(target = 60,000)

Total reach of 260,000 people

Campaign **recall of 23%** (quarterly OCC residents telephone survey

Campaign conclusions

- Very positive partnership working

- Far exceeded objectives for PR, digital and website clicks

- 'Make a difference' message is appealing and motivates web clicks

- Facebook is a cost-effective way to reach target audience

- Strong engagement of Christmas working story – suggests public support

- Significant increase in job application rate via OACP (**3/month => 17/month**)

Make a difference every day.
Become a care worker –
oacp.org.uk/jobs

"I really love my job, it's very satisfying.
I like to brighten up clients' days."

– Sophie, Domiciliary Carer, 49

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Values Based Recruitment

▶ Pilot: Values Based Recruitment and Interviewing (VBR/I)

2014/15

▶ Values based recruitment training courses and materials

2016/17

▶ National development project with skillsforcare

▶ Supporting overhaul and development of values based approaches toolkit: e.g. values and behaviours framework

Varied challenges

To attract, develop and retain quality workers

▶ Too many applicants without the right qualities

▶ Not enough applicants

▶ Can recruit but people don't stay very long

The wrong people → People leaving → Lots of vacancies → Urgency to recruit → The wrong people
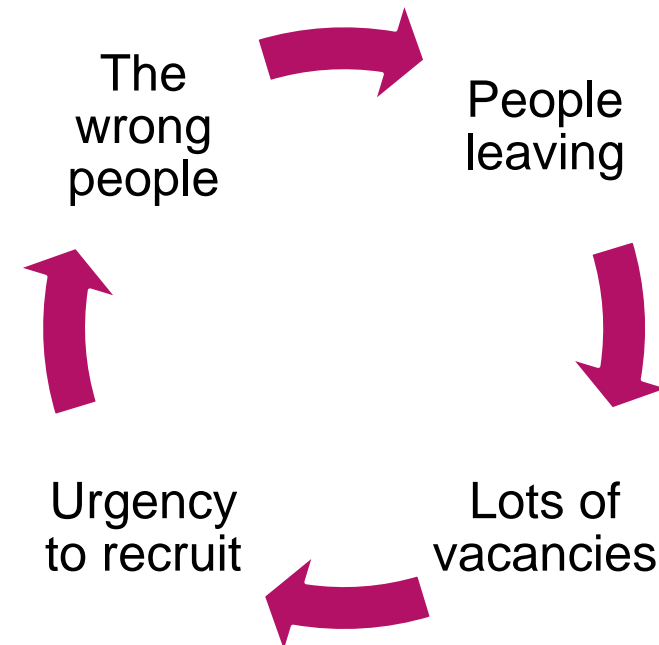
An holistic approach

Values and behaviours-based recruitment and retention (VBR)

How is **VBR** different?

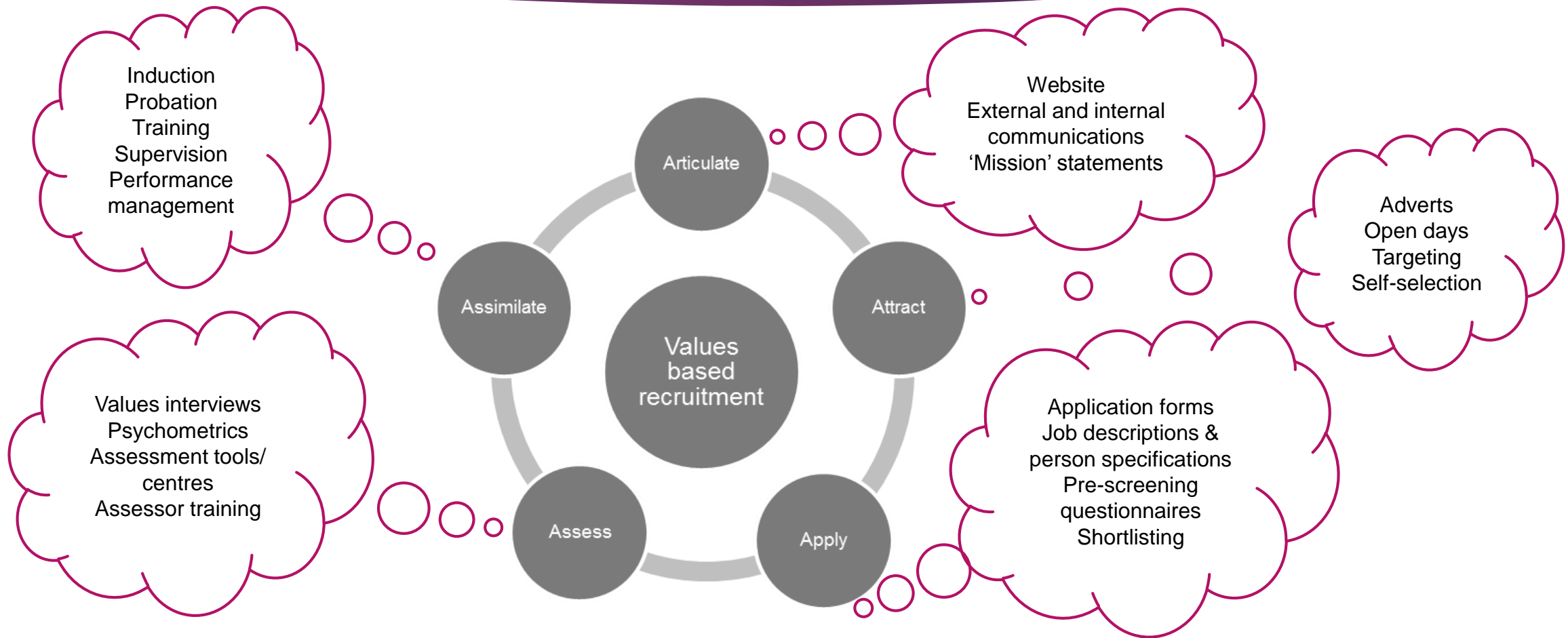▶ **Competency-based recruitment**

- Scenario-based questions – 'What would you do if…'

- Finding out more about a candidate's **skills**, talents and abilities

▶ **Values-based recruitment**

- Real-life examples – 'Tell me about a time when…'

- Finding out more about a candidate's **values**, including behaviours and attitudes

VBA- Link to the national picture

▶ **ADASS aim**

  ▶ to develop and make available information, advice and training to support VBR/I in the adult social care sector

  a very positive partnership - led by Oxfordshire CC with South East ADASS and Skills for Care; supported by the Chief Inspector at CQC

▶ **Our achievements**

  ▶ Social care providers and key employees equipped with the knowledge and skills needed to implement VBR/I

  ▶ Skills for Care now established as the go-to place on VBR/I

  ▶ Skills for Care committed to continue training in partnership with councils

  ▶ Core work which WF ADASS Group champions in the sector

  ▶ Next phase within ADASS Regional WF Plan

Themes and next steps for VBA

▶ Key themes from April workshop:

- Variability in use and approaches – not "one size fits all" and support for smaller organisations
- Golden thread: importance of embedding values across the organisation, not just in recruitment
- Benefits of peer support: within and beyond organisations – action learning sets and buddying
- Strong desire for further practical work to support VBA across health and care

▶ Next steps:

- Identified learning to share from across the system: e.g. Oxford University Health leading further work
- Action planning session with providers, and regional and national partners: June 2018
- Decisions on future investment, support and allocation of responsibilities between partners
- Provider Value Based Approach survey results

Thank you for listening

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