

THE PERFECT STORM

Navigating the waves of recruiting and retaining staff

Attracting New and Supporting Existing Staff

We reviewed the role of the support worker, considering the challenges faced in attracting and maintaining staff.

As Case Managers, we are not in a position to offer financial support to support workers. This would lay with the Deputy holding the client funds. Therefore, it was important to work collaboratively with LB Law and we had many discussions surrounding clients, including those whose claims had settled and would struggle to be able to attract and retain staff with limited funds. In some instances, these clients would not be able to approach Local Authority for funding, so we really had to rely on identifying ways to allow their funds to support their long-term care needs.

Navigating the Waves of Challenge

Staff are key to the client's rehabilitation journey and therefore, it is important for staff to feel valued. We met together with LB Law and brainstormed some options to present to staff. Staff participation would be crucial when considering the options that could be available. We worked collaboratively with LB Law and also with teams of support staff to discuss what would be possible and what was important to them.

We piloted this process with a team of 5 support workers in the same team in addition to lone support workers. We revised our appraisal paperwork to incorporate the KLOEs and aligned this with a reward option associated with performance. The options we looked at were:

Salary increase

Financial bonus

Additional
Holiday
Provision

Health and Well-
Being

Training

Conclusion/Outcome

Following the appraisals, we revisited the options and asked staff about their preference. Staff were clear they did not want financial bonuses linked to appraisal outcomes, as they felt this was too subjective and could cause tension within the team. A salary increase every year was not considered possible by the Deputies at LB Law, due to financial constraints and difficulties with financial forecasting. Therefore, the leading options chosen by staff were having additional holiday provision based on years of service, access to a well-being incentive scheme, and for some staff, their preference was training courses outside of mandatory training to enhance their skills and development. We took these staff options back to LB Law and investigated health and well-being incentive schemes. We had some uptake, and have supported staff to access Blue Light Scheme and we are currently considering other incentive schemes. LB Law was fully supportive of the additional holiday provision based on years of service and a structure for this has been set up with staff. Training is considered on a case-by-case basis and is very much integral to our appraisal process.

In terms of attracting new staff, a recruitment strategy was developed and the position of "Employee Engagement Coordinator" role was born. This role would bridge the gap between the Case Manager, office, and care staff. Many of our care staff may be lone workers and can feel very isolated and we wanted them to feel part of a much wider team.



What we will do next

- Roll out to other support teams and Deputies.
- Collaborate with other Case Managers and invite readers of the poster scheme to contact us.
- Review and monitor recruitment and retention of staff.
- Use our findings to validate whether the changes we have made, have had the positive impact we desired.