

The Good Care Group

Learning from leavers to improve retention

The Good Care Group (TGCG) mainly provides live-in care and employs over 500 care workers. They do not use agency staff and exclusively employ and train all their care staff.

What we wanted to achieve

Live-in care demands particular skills from care workers, who need to be sufficiently trained and self-reliant to be able to function with less supervision than a daily care worker. TGCG was finding that, despite its employment model with a focus on caring for care workers, some were leaving within the first three months as they didn't feel able to cope.

The recruitment team wanted to examine the reasons why people left the organisation so that they could understand areas in their current processes they could potentially improve.

What we did

TGCG decided to meet on a monthly basis with the single objective of looking at churn. The recruitment team examine who has left the organisation, and on an individual basis record why they left the organisation and what might have contributed to them leaving.

As well as looking through resignation letters, leavers are asked to complete a confidential online exit survey, allowing leavers the opportunity to provide honest feedback. This approach helped identify how vital it is to provide good management and support to employees within the first three months of employment in particular. This intelligence helped shape TGCG's supervision framework.

A key change implemented as a result is the introduction of a full week residential as full induction for all new employees, regardless of previous experience. Induction includes training, group work, team skills as well as an important opportunity to meet with other live-in care workers.

After initial induction, employees receive formal reviews at six and 16 weeks (to allow for the typical live-in carer shift of two weeks on, two weeks off), have regular contact with an assigned manager and are encouraged to complete learning via an online platform for 12 weeks after induction. TGCG also runs a 24-hour phone service which care workers can call with any concerns relating to work.

What we achieved

As a result of this and other changes to their recruitment and retention practices, TGCG have seen employee turnover reduce by roughly 20% each year since 2012, increasing continuity of care and improving client outcomes.

TGCG uses the stability index to measure their employee retention rate. As a result of changes to their recruitment practices, they have observed their stability index increase from the mid-40's to high-50's. When taken in the context of the live-in sector, where temporary employees working for less than one year is a more common trend anyway, this shift is a significant achievement. What's more, TGCG include employees who leave within the first three months of employment (often excluded from stability index calculations) making it an even more impressive shift.

What we learnt

TGCG learnt the importance of intelligence and the value to their business of asking employees outright what issues they may face and how their experience could be improved. The data gathered is reviewed at a regular monthly HR meeting where feedback used to improve practise. An independent team member who collates the information and actions are agreed collaboratively across HR, recruitment and operations to ensure appropriate business change is embedded.



Knowing why people leave is critical to achieving continued business improvements. We use both telephone interviews and anonymous surveys to gather people's reasons for leaving. We are supportive in our approach and encourage real honesty without repercussions. What we learn is then reviewed and change is embedded within the organisation when needed



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Skills for Care Recommends

Skills for Care produces a wide range of products and services related to recruitment and retention within the adult social care sector including;

Finding and keeping workers online

A wide range of practical recruitment and retention resources from Skills for Care and other organisations are available.

www.skillsforcare.org.uk/findingandkeepingworkers

I Care... Ambassadors

This service enables people working in adult social care to promote their work at careers events etc.

www.skillsforcare.org.uk/inspire

Values based recruitment

Recruitment people with the right values is essential for care organisations. These resources explain how it can be done.

www.skillsforcare.org.uk/values