



APSE Adult Social Care Forum 2018

Session 4: Strategic Development

Improving Recruitment Outcomes for Oxfordshire's Care Workforce

Julie Rice, Workforce Transformation Lead
Oxfordshire County Council

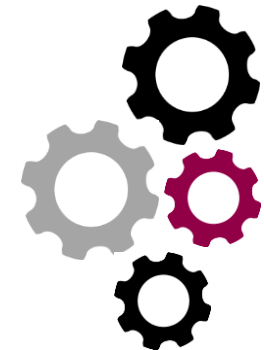
The Oxfordshire context

- ▶ 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



 OXFORDSHIRE
COUNTY COUNCIL



Oxfordshire Association
of Care Providers



OXFORDSHIRE
COUNTY COUNCIL

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' newsletter (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



“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



“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



Social media

Oxfordshire County @OxfordshireCC · 21 Dec 2017

Looking for a flexible & rewarding job that fits around your life? Find out more about care work - oacp.org.uk/jobs
@OxonACP @OxfordHealthNHS @OUHospitals @OxonCCG
#socialcare #jobs



"My job is very rewarding and I've received good training. I would definitely recommend it."
- Rami, Health Care Assistant, 51

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

Oxfordshire Association of Care Providers NHS OXFORDSHIRE COUNTY COUNCIL

8 11

Oxfordshire County @OxfordshireCC · 26 Dec 2017

Make a new start in the new year: it's never too late in life to start working in care. Find out more on oacp.org.uk/jobs #socialcare #carework #jobs #NewYear #newstart @OxonACP @OxfordHealthNHS @OUHospitals @OxonCCG



"I really love my job, it's very satisfying. I like to brighten up clients' days."
- Sophie, Domiciliary Care, 49

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

Oxfordshire Association of Care Providers NHS OXFORDSHIRE COUNTY COUNCIL

2

Oxfordshire County Council
5 January at 15:33 ·

"I really enjoy the patient interaction." Sharon, care worker. Make a difference every day: become a care worker.
Find out more - oacp.org.uk/jobs
#socialcare #carework #jobs



I've really enjoyed developing my

4.6k Views

Like Comment Share

15 Top comments

3 shares

Write a comment...

Vicky Hibberd Massive respect to carers of all kinds. I couldn't do it.
Like · Reply · 2w

Sharon Chandler MERCY
Like · Reply · 2w

Marie Bone Lovely x
Like · Reply · 2w

Oxfordshire County Council
22 December 2017 ·

Thank you to the 3,500+ amazing care workers who will be working over Christmas and New Year! You really do make a difference every day 🙌🏻👏🏻



A festive thank you to care workers for making a difference every day

More than 3,500 care workers across Oxfordshire are making a 'difference every day' as they work over Christmas and New year, supporting the most frail and...

NEWS.OXFORDSHIRE.GOV.UK [Learn More](#)

Like Comment Share

You and 147 others Top comments

22 shares

Write a comment...

Di Baker I'm very grateful for care workers as my husband is in a care home being cared for by wonderful people.
Like · Reply · 4w

Hazel McNicol They are wonderful people thank you.
Like · Reply · 4w

OACP website



Contact Us

Sign in / Join

- Home
- About us
- News
- Features
- Events
- Training
- Jobs**
- Resources

Features [More...](#)

Join OACP



Make a difference everyday: Anita's story

Anita Crook, 46, works for OHFT at the NH Banbu colleg the cor Read



Jobs

- Could you care?
- Care worker stories
- Your career pathway
- Provider? Post new job now
- Looking for a Job? Register and upload CV

1 of 4

Make a positive impact on people's lives every day
Apply to be carer

"I really love my job, it's very satisfying. I like to brighten up clients' days."
Sophie, Domiciliary Carer, 49

NHS Jobs
Salary: Pay bands 2, 3 & 4
Closing Date: Various
More Details +

Home Social and health care Working in social care Care work in Oxfordshire

Care work in Oxfordshire

Find out about care work in Oxfordshire

Care work is about providing personal and practical support to help people live their lives

There are lots of different roles in social care depending on what you want to do, who you want to work with and where you'd like to work. You could be supporting an older person, someone with a physical disability, autism, dementia or a mental health condition. You could be working in a care home, out in your local community, in a hospital or from someone's home (providing care in someone's home is often called domiciliary care).



Find a care job in Oxfordshire

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

 Oxfordshire Association
of Care Providers



 OXFORDSHIRE
COUNTY COUNCIL

Values Based Recruitment

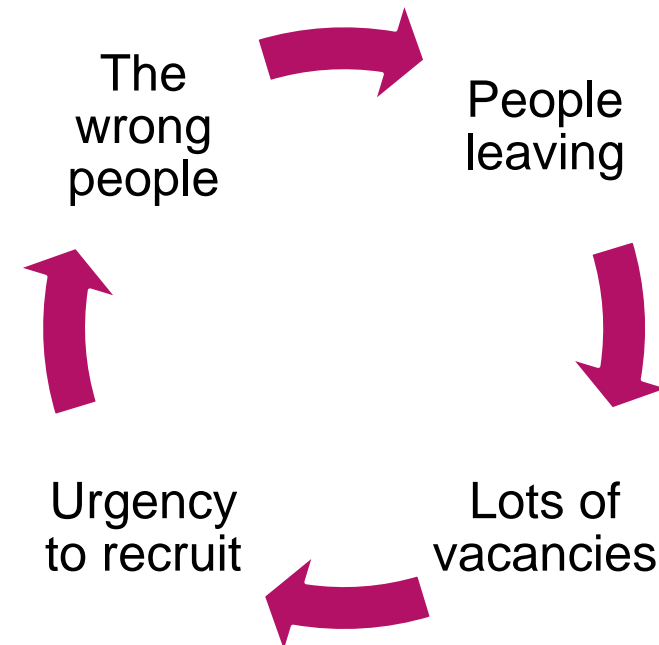
- ▶ Pilot: Values Based Recruitment and Interviewing (VBR/I)
- ▶ Values based recruitment training courses and materials
- ▶ National development project with 
- ▶ Supporting overhaul and development of values based approaches toolkit: e.g. values and behaviours framework



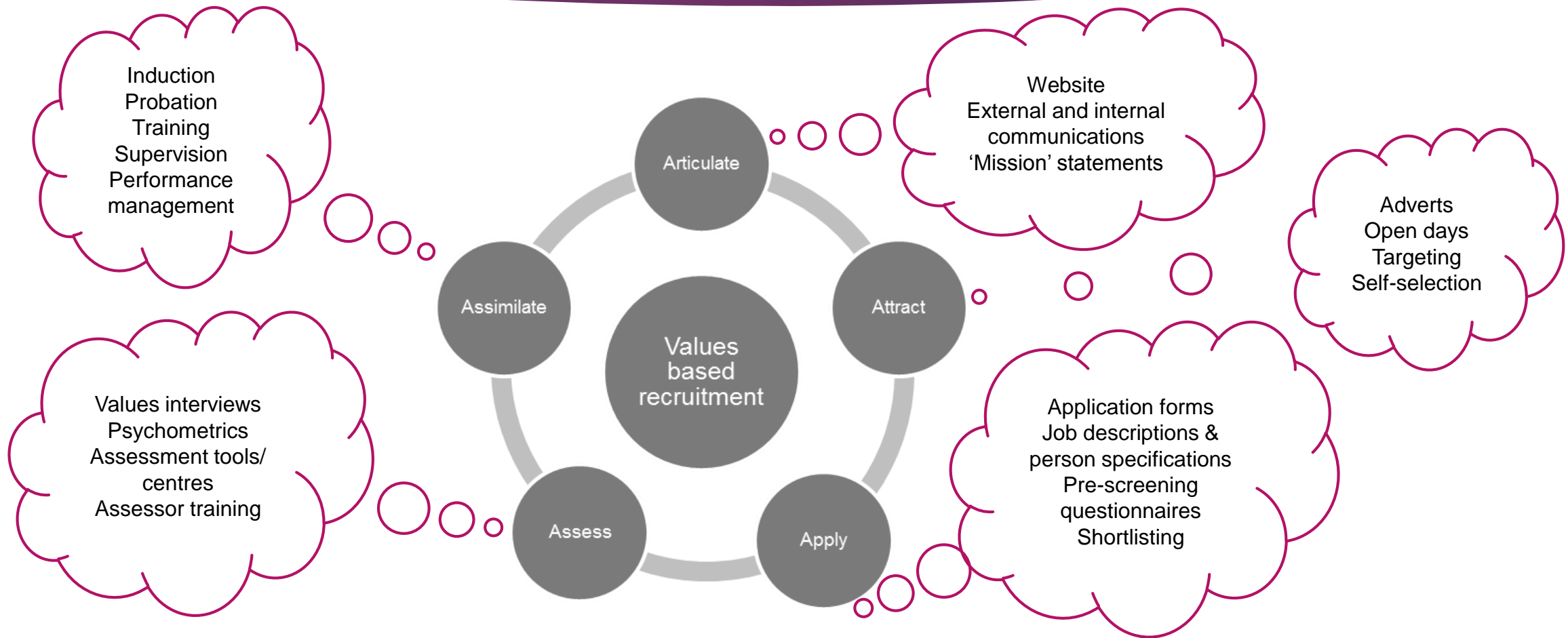
Varied challenges

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



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

JULIE.RICE@OXFORDSHIRE.GOV.UK

TEL: 07756726159