Improving Job Quality

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Quality Jobs Quality Care partners

Brightwater

Helping Hand

HammondCare
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Quality Jobs, Quality Care

- Jobs and care
- Project overview
- Scoping studies
- Case studies: small scale interventions
- Toolkit
Focus on the **care relationship** for success

Clients value receiving care within a supportive relationship that values their individuality and supports their autonomy and independence.

Care workers gain job satisfaction from knowing the client, being able to respond to their care preferences and providing quality care.
Benefits of a job quality approach

Relationships between job quality and outcomes for workers, the organisation and clients

**Worker outcomes**
- Mental health
- Physical health
- Work-life balance
- Job satisfaction

**Organisational outcomes**
- Improved recruitment
- Reduced turnover
- Higher staff engagement and effectiveness
- Increased safety

**Client outcomes**
- Improved quality of care
- Higher client satisfaction with care
Linking job and care quality

Job quality is closely linked to quality care

- **GOOD QUALITY JOBS**
  - HIGH WORKER HEALTH AND WELLBEING (low stress, high job satisfaction)
  - OPTIMAL WORK CONDITIONS AND PRACTICES
  - LOW TURNOVER (stable workforce)
  - GOOD CLIENT-WORKER RELATIONSHIP (respect, empathy, communication)
  - HIGH MOTIVATION ENGAGEMENT AND OPENNESS TO LEARNING
  - SUFFICIENT TIME TO PROVIDE QUALITY CARE
  - HIGH WORKER SKILL, MOTIVATION AND AUTONOMY TO PROVIDE PERSONALISED CARE
  - HIGH QUALITY RELATIONSHIPS (continuity, consistency with clients and coworkers)

- **GOOD CARE QUALITY**
Quality Jobs Quality Care project

- **Phase 1 2013-14**: Benchmarks for Quality Jobs and Quality Care
- **Phases 2 & 3 2014-15**:
  - Organisational scan: Identify work practices and policies
  - Organisational diagnosis: Identify assumptions, beliefs and norms that limit quality of jobs and impact on care
  - Design and implement interventions: Collaborate on practical small-scale changes in work practices and policies to improve quality of jobs and care
  - Evaluate interventions: Measure changes in employee job quality and the quality of care
  - Scale up interventions: Sustain and adopt what works and learn from and discontinue what does not work
- **Phase 4 2016**: Quality Jobs and Quality Care models and tools

Workplace innovations

Workplace innovations, each of 6 month’s duration
• Specialised dementia teams
• Regular scheduled hours
• Learning shifts
• Care worker mentoring
• Collaborative person-centred care

Scoping studies
• Care worker autonomy
• The perspectives of care worker union representatives
Case study: Care worker mentoring

**Aim:** Increase the confidence and capability of community care workers to deliver care to clients with complex care needs.

**Plan:** An expanded mentoring program to provide ongoing peer support, education and training.

**Engage:** Care workers described existing mentoring as variable, with new workers feeling unprepared for some tasks. They saw benefits from expanded mentor support and training.

**Implement:** 3 care workers in a FTE position provided on the job support and small group training and resources in response to identified gaps in knowledge.
Care worker mentoring: benefits

- **Care workers:** reduced feelings of isolation; greater confidence and improved quality of care; safety net of peer support
  
  ‘Having them come out and show you and then I go back the next day, you’re a different person because you get through it like that.’

- **Managers:** improved efficiency and standards in care provision following instruction and mentoring; improved safety for workers and clients; greater productivity
  
  'I didn't anticipate that it would free me up in so many areas',

- **Organisation:** greater service effectiveness from changes to compatibility, ie increased client acceptance of care/care worker
Case Study: Collaborative person-centred care

**Aim:** To build team cohesion and incorporate care worker knowledge in a collaborative person-centred approach.

**Plan:** A team of care workers and clinical staff to undertake a wellbeing mapping exercise with residents/family.

**Engage:** Care workers identified potential benefits from the increased knowledge of resident and the ability to further engage with them and tailor their care.

**Implement:** Care workers, clinical staff and a facilitator met 7 times over 6 months. A wellbeing map was created for each resident based on their history, abilities and preferences.
Benefits: Collaborative person-centred care

- **Care workers:** felt more valued in their role and could give greater individualised support to residents. The information led to greater understanding of resident behaviour and needs.
  
  ‘feeling part of a team, feeling valued…’
  
  ‘useful information that can support the care of the resident’

- **Clinical staff:** reported increased respect for the role of care workers and their relationship with residents.

- **Manager:** identified improvements in team cohesiveness and open communication.

- **Organisation:** greater overall staff morale; relationships with family members were enhanced
Lessons Learned

• The importance of
  • Gathering information in the design and planning stage, and identifying who will be impacted
  • Engaging staff in the design process for feedback and participation
  • Factoring in time during implementation for review and modifications
  • Recognising and responding to unexpected effects
  • Matching data collection with intervention for evaluation
- Up-to-date information on ‘job quality’ in aged care
- Overview of benefits of enhancing job & care quality
- How to assess job quality in your organisation
- Clients’ views of care quality & tools to measure these
- How to design & implement small scale change
- Resources and worksheets to support workplace change
Implementing Small Scale Changes in the Workplace
Aim and purpose

- **Inspire** – *realise* small scale change is possible and effective
- **Inform** – *understand why* we should improve job quality and do small scale change
- **Guide** – *know how* to do small scale change to improve job and care quality
- **Support** – *use and apply tools* to prioritise, design, implement and evaluate small scale change in a workplace
Core principles

• Collaboration
  – Stakeholder engagement
  – Worker engagement and input / influence

• Small scale change
  – Manageable, sustainable
  – Trial / test / proof of concept

• Ongoing evaluation and review
  – Embedded opportunities for reflection, feedback and adjustment
  – Iterative cycle of improvement
Target audience

- Residential and community aged care workplaces
- Other sectors/workplaces that employ care workers
- In the workplace, expert and novice change agents
  - Managers, supervisors
  - Project leaders
  - Team leaders
  - HR professionals
  - Workforce leaders and professionals
Content

Resources
- User friendly, accessible summaries
- Best practice and research evidence
- Policy, industry trends and issues
- Case studies – project partner workplace interventions

Tools
- Worksheets to guide reflection, planning and action
- Data collection tools (e.g. survey items)
• How to use the toolkit
• About the project

**Info sheets:**
• Care worker and manager perspectives
• Job quality benchmarks

**Infographic:**
• Aged care workers in Australia

**Case study:**
• The perspectives of care worker union members
Info sheets:
• What is job quality?
• What is quality care?
• Job-care quality links
• Small scale change

Case study:
• Specialised dementia care teams

Reflect and Review
**Info sheets:**

- Effective strategies for engaging with stakeholders

**Tools:**

- Plan and conduct engagement activities (e.g. focus groups, interviews)
- Document organisation and worker views

**Case study:**

- Regular scheduled hours
Info sheets:
• Review key dimensions of job quality in aged care

Tools:
• Job quality worksheet
  – Identify, assess and reflect on an aspect of job quality

Case study:
• Learning shifts

Prioritise
Info sheets:
• Review program logic approach to planning and design

Tools:
• Design worksheet
  – Set a specific aim
  – Identify and manage risks
  – Plan resources and activities
  – Identify outputs and outcomes
  – Plan the evaluation

Case study:
• Care worker mentoring
**Info sheet:**

- Review key strategies and techniques for conducting change

**Tools:**

- *Implement your detailed plan*
  - Design worksheet
- *Use tools for data collection:*
  - Survey items
  - Focus group and interview protocols and questions

**Case study:**

- Collaborative person-centred care
Evaluate

**Info sheets:**
- Refresh / build understanding on how and why to evaluate

**Tools:**
- Document your process and outcome evaluations

**Case study:**
- Care worker autonomy
Getting Started: Job Design

- Time to care
- Work pressure
- Support from co-workers, managers and organisation
- Access to flexible work arrangements
- Opportunity for some autonomy/input/control over how work is done
- Opportunity to develop and use skills and abilities
- Respect and acknowledgement from clients, co-workers and management
Job Design Ideas: Time to care

• Quality indicators
  – Time allocations for providing care
  – Workers contribute to care plans
  – Staffing levels adjusted when demand changes

• Small scale changes
  – Increase staff to client ratios
  – Collaborate with workers to design and trial changes
    » New technology
    » Additional tools and resources
    » Engage in care plans
Why the QJQC project is important

• Job quality and care quality are interdependent: improving job design and work conditions will enhance the quality of care provided

• Making job quality a key workforce goal will position organisations to attract and retain staff, and therefore grow the organisation and enhance its resilience

• Outward looking organisations can identify successful workforce development strategies, learning from examples overseas and other care sectors (eg disability)
Where to from here?

• Toolkit, resources, webinars & contacts on QJQC website
  www.qualitycarequalityjobs.com.au

• Sector interest in toolkit …
  – Sector conferences, briefings
  – Incorporation into sector training

• Further research …
  – Australian Research Council funded project: *Job Quality & Care Quality In Aged Care: Comparative Perspectives* (2017-2019)