

# Human Resources Aspects of Care for Older Canadians



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# Focus & Introduction

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- Focus:

- Home care

- Introduction:

- Health care restructuring and its effects on home care sector
- Canada compared to other industrialized countries
- Supply and demand mismatches and projections



# A Profile of Workers

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- Estimates based on LFS 2001:
  - Home support workers: 16,700 - 57,300
  - RNs: 9,700
  - LPNs: 2,400
  - OT/PT/SW: 1,591 (CIHI estimate)
- Gender: Women (97-91% across occ. groups)
- Age: Majority over 40 years of age
- Education level: most with college or university degree



# The Nature of Their Jobs

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- Types of services provided
  - Palliative care, assessment & planning, nursing and caring services, homemaking, personal attendant care, respite care
- Types of employment contracts
  - Some full-time, most casual or part-time
- Shift schedules and 24/7 work schedules
  - Weekend and evening shifts



# Human Resources Challenges in Home Care

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- Organizational challenges and consequences:
  - Labour shortages and recruitment challenges
  - Retention issues
  - Time lost due to injuries and accidents
  - Skills challenges: Ongoing training needs



# Human Resources Challenges in Home Care (Cont'd)

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- Individual challenges and consequences:
  - Job satisfaction issues
  - Commitment to the workplace and the occupation
  - Stress & burnout problems
  - Musculoskeletal disorders and other physical health problems

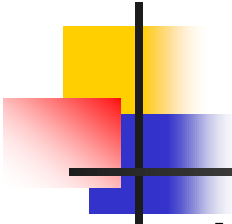


# Factors Affecting Human Resources Challenges

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■ At the macro level:

- Global challenges and sector restructuring
- Effects of hospitals' and long-term-care institutions' hiring practices on home care
- Societal views of occupations in home care
- Home care funding and the position of home care within health care sector



# Factors Affecting Human Resources Challenges (Cont'd)

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- At the meso (organizational) level:
  - Organizational changes
  - Work design and process, and scheduling issues
  - Work location challenges: someone else's home
  - Work technology



# Factors Affecting Human Resources Challenges

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- At the micro (individual) level:
  - Casual employment (not guaranteed hours)
  - Low pay and few benefits
  - Heavy workload (heavy client loads, limited time to care for clients and increasing acuity of clients)
  - Unpaid work and work costs downloaded on workers (high travel costs)
  - Job insecurity
  - Lack of career and training opportunities



# Factors Affecting Human Resources Challenges (Cont')

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- At the micro (individual) level:
  - Occupational health and safety issues
    - Illnesses
    - Hazards in the work environment
    - Physical or verbal abuse, harassment
  - Lack of respect and cooperation from consumers and informal care givers
  - Professional isolation



# Personal Resources and Support at Work

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- Self-esteem
- Mastery
- Support at work:
  - Organizational support
  - Supervisory support
  - Co-worker support



# Policy Recommendations

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- To attract and retain the workforce
  - Changes in work conditions are needed:
    - Job security/ stability in employment
    - Manageable workload
    - Stress-free
    - Physically clean & safe work environment
    - Minimal shift requirements & no split-shifts



## Policy Recommendations (Cont'd)

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- To attract and retain the workforce
  - Financially attractive job:
    - Pay for the value of the job
    - Provide good benefits
    - Provide viable pension plans
    - Pay for travel time
  - Career opportunities:
    - Promotion
    - Training



## Policy Recommendations (Cont'd)

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- Organizational structures and funding issues:
  - Stability in workplaces
    - Duration of service contracts
  - Sufficient funding
    - To pay workers what the job is worth and deliver the health care services demanded by consumers



# Questions?

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