Factors associated with commitment and retention in the social care workforce: mapping and critical review

Catherine Marchand, Shereen Hussein, Agnes Turnpenny, Ann-Marie Towers, Grace Collins

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Disclaimer

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RESSCW Work package 1 summary

- *Scoping review and theoretical conceptualisation of retention and job commitment in social care*
  - The review adopts a narrative critical approach and it is intended to be an iterative
  - The conceptual framework is iterative in nature and will be revised in the light of empirical findings from other work packages process.
- Two-phase scoping review:
  - Phase 1: 2005 – 2019
  - Phase 2: 2020-2021

WP1 - Two-phase scoping review

Research questions:

1. What are the key (macro, meso and micro) factors associated with commitment, retention, and turnover in social care?
2. How do these (macro, meso, and micro) factors shape commitment and retention? In particular, is there any evidence of causal or correlational dynamics between factors?
3. What is known about the degree of commitment and turnover/quits in social care?
4. What is known about the destination of those quitting social care jobs?

WP 1 – Phase 1 &2: Search terms

Context	Participant	Concept 1	Concept 2	Concept 3	Concept 4
Social care Aged care	Personal assistant	Commitment	Job satisfaction	Turnover	Job quality
Elderly care	Care assistant	Absenteeism	Dissatisfaction	Retention	Pay/remuneration
Disability care	Care worker	Performance	Gratification	Intent/intention to	Contract
Long-term care	Care staff	Loyalty	Burn-out /burnout	leave	Job demand
Domiciliary care	Support worker	Motivation	Strain	Quit / Quitting	Control
Home care	Home aide			Tenure	Role clarity
Residential care	Care aide			Attrition	Reward
Care home	Nurse/nursing			Churn	Working conditions
Nursing home	assistant			Vacancy/vacancies	Stress
	Nurse/nursing aide				Career
	Home helper				
	Budget holder (as				
	PB/DP holder)				
	Physician assistant				
	Registered manager				
	Agency (staff)				
	Supplemental (staff)				
	Registered manager				

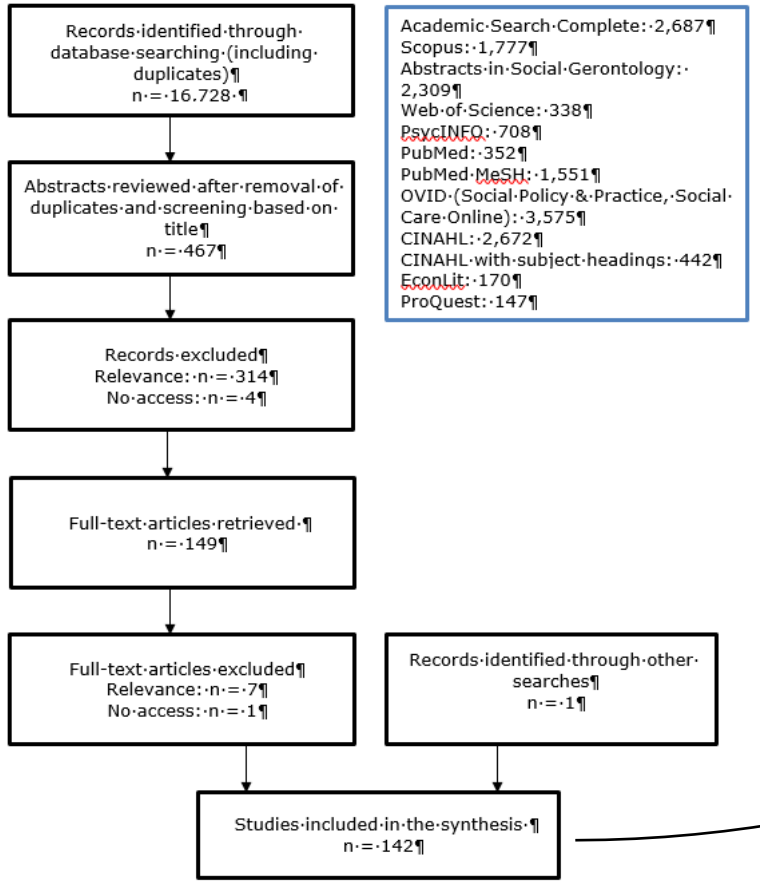
WP 1 – Phase 1: Search strategy

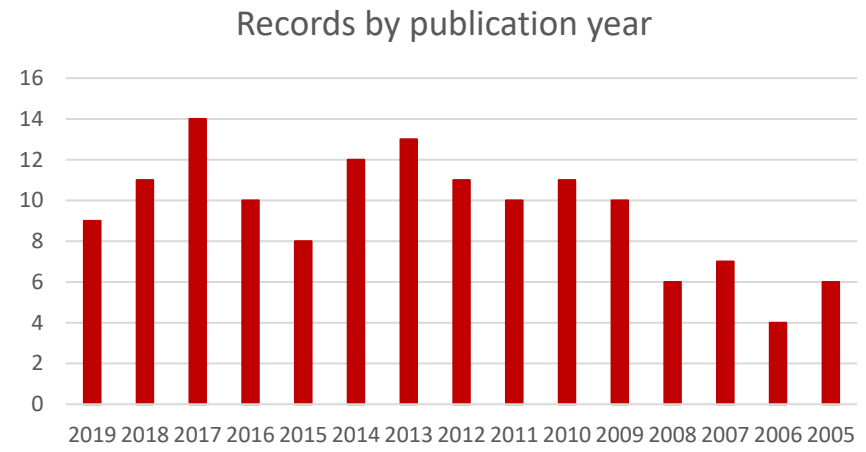
- Searches: electronic database searching
  - Abstracts in Social Gerontology, Academic Search Complete, CINAHL, EconPapers, EconLit, Open Grey, Proquest dissertations and thesis, PsycINFO, PubMed, Scopus, Social Policy and Practice, Social Care Online, Social Science Citation Index and Web of Science
  - Grey literature and unpublished reports, citation tracking in August & September 2019
- Iterations: post-2005, Title/Abstract/Full Text

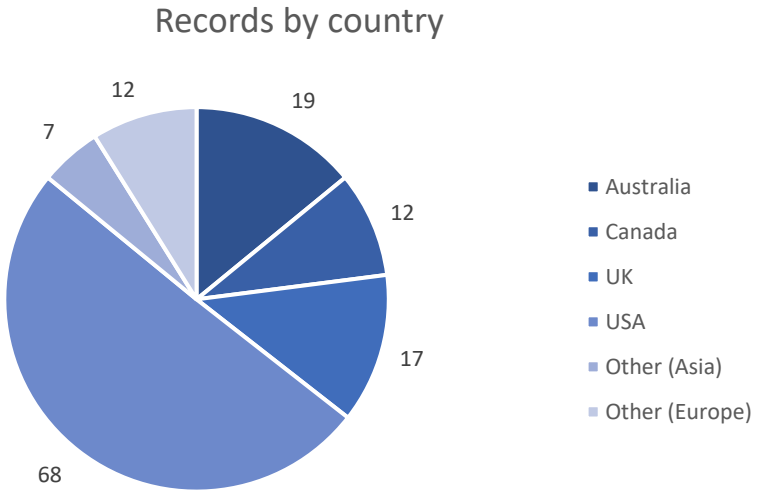
WP 1 – Phase 1 & 2: Inclusion and exclusion criteria

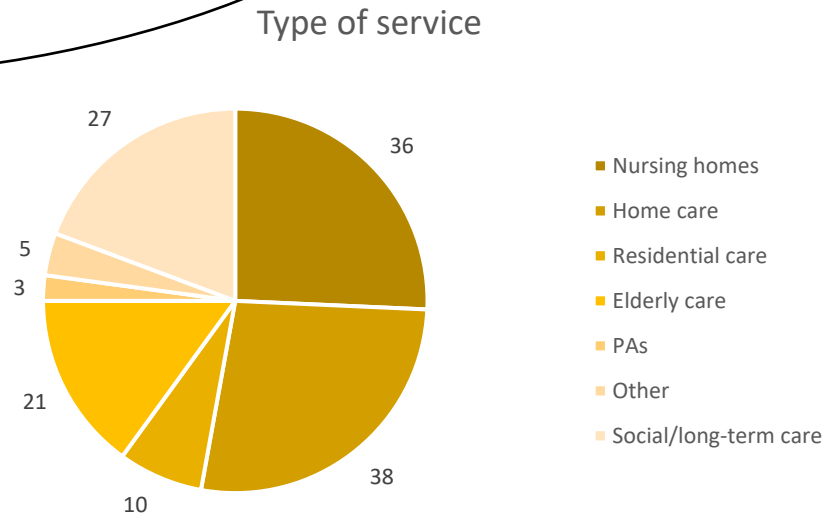
	Inclusion	Exclusion
Type of study	Any empirical study design (quant/qual) Systematic reviews including scoping reviews	Policy documents/strategies
Participants	Social care workers Registered professionals working in adult social care settings (e.g. social workers, allied health professionals, nurses in care homes).	Registered professionals working in clinical settings (e.g. registered nurses in hospital, palliative care etc.). Social care workers and registered professionals in children's services
Geographical coverage:	Any country	none
Types of social care organisations:	Any organisation providing adult social care (private, independent, non-profit, any sector) Individual employers (e.g. self-funders, PB holders etc.)	Organisations that don't provide adult social care (e.g. health care, rehabilitation, education, children's social care)
Time span:	1995 onwards (to coincide with marketization, personalisation etc. in the UK).	Pre-1995
Language:	English	Any other language

Search results Phase 1

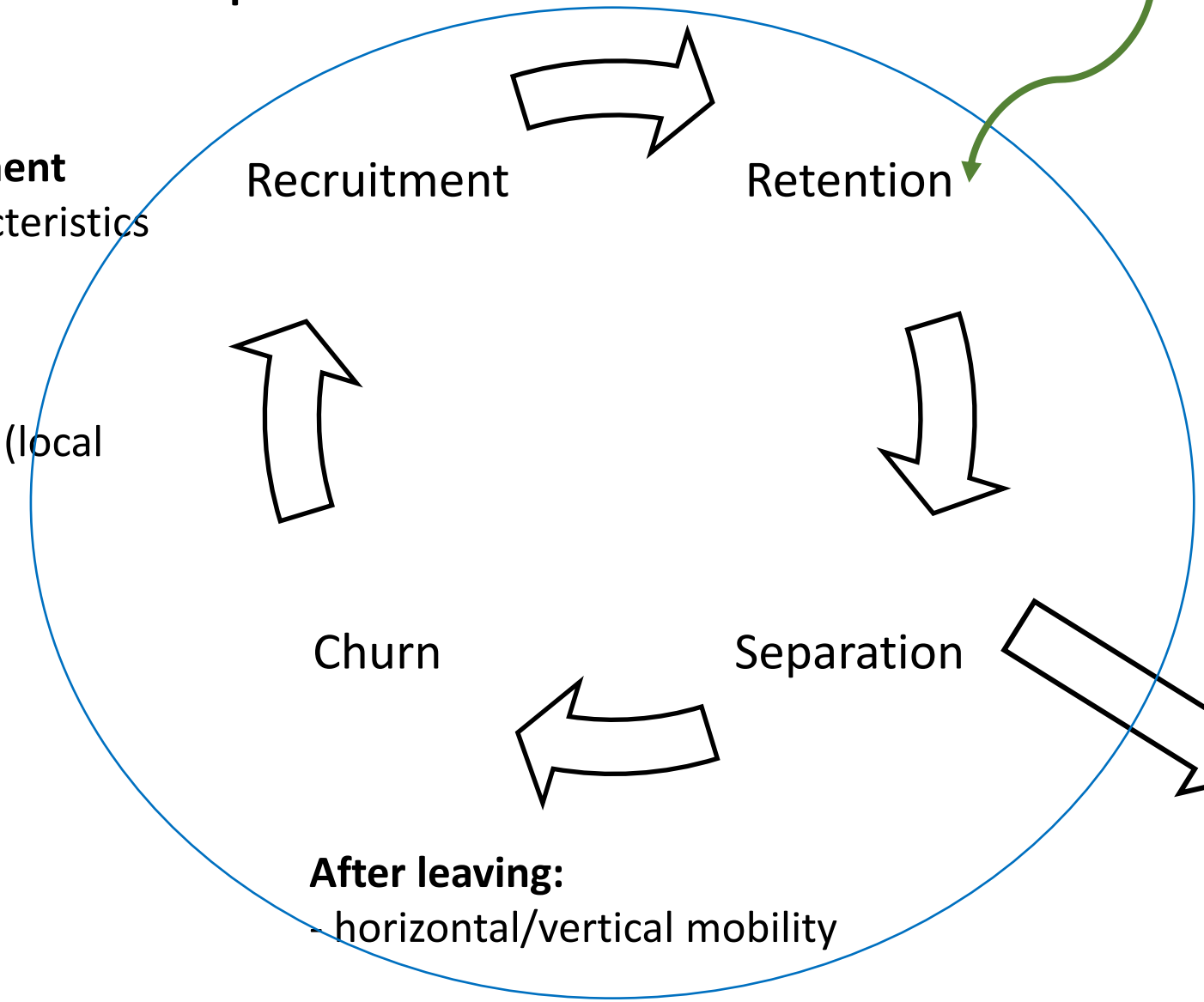








Phase 1
Initial conceptual framework



Wellbeing

Before employment
- personal characteristics and motivation
- demographic characteristics
- labour markets (local and sectoral)

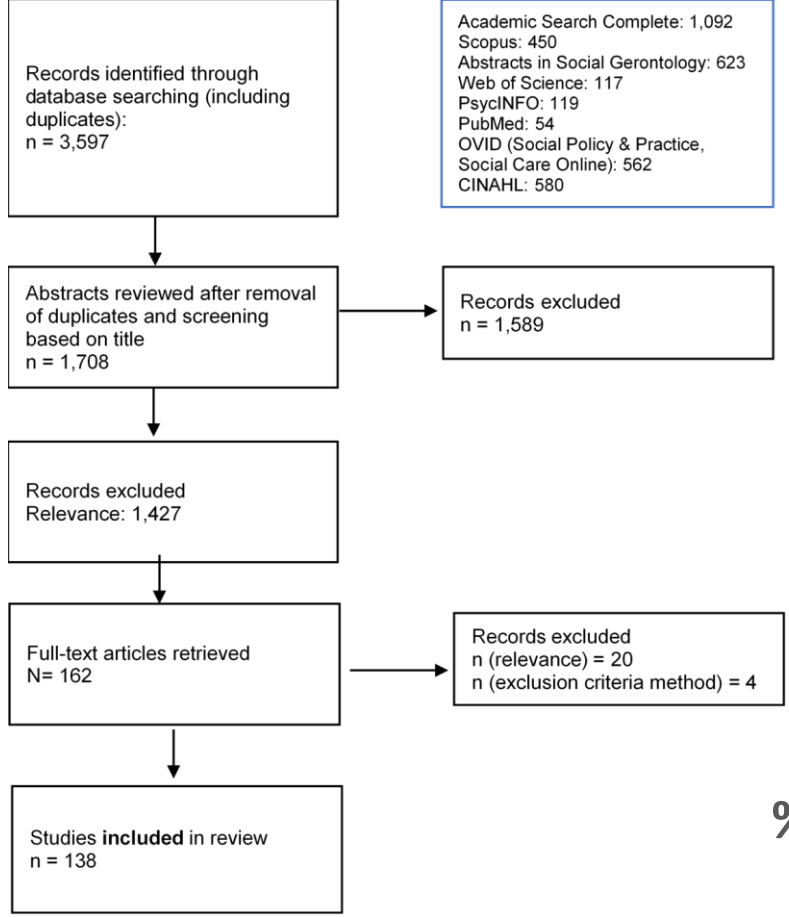
During employment:
- working conditions
- organisation and management]
- Job satisfaction
- person-job match
- work-life balance, work-family conflict
- Risks
- Organisational/role commitment

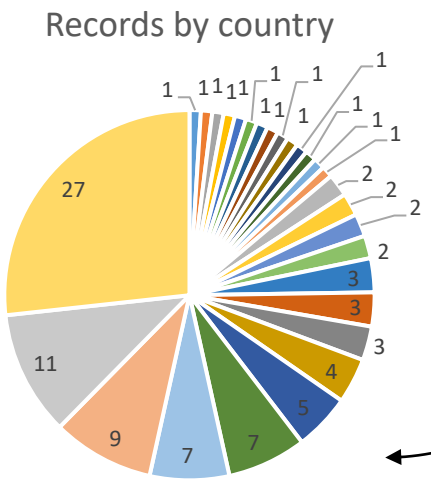
Quitting social care:
- Other sectors
- Caring responsibilities
- Migration

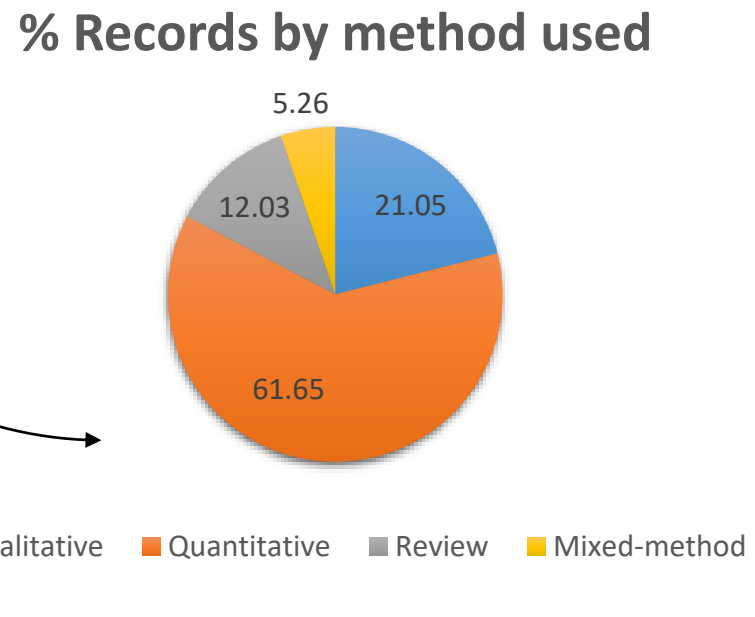
After leaving:
- horizontal/vertical mobility

Systems:
Employment
Social care
Migration
Welfare

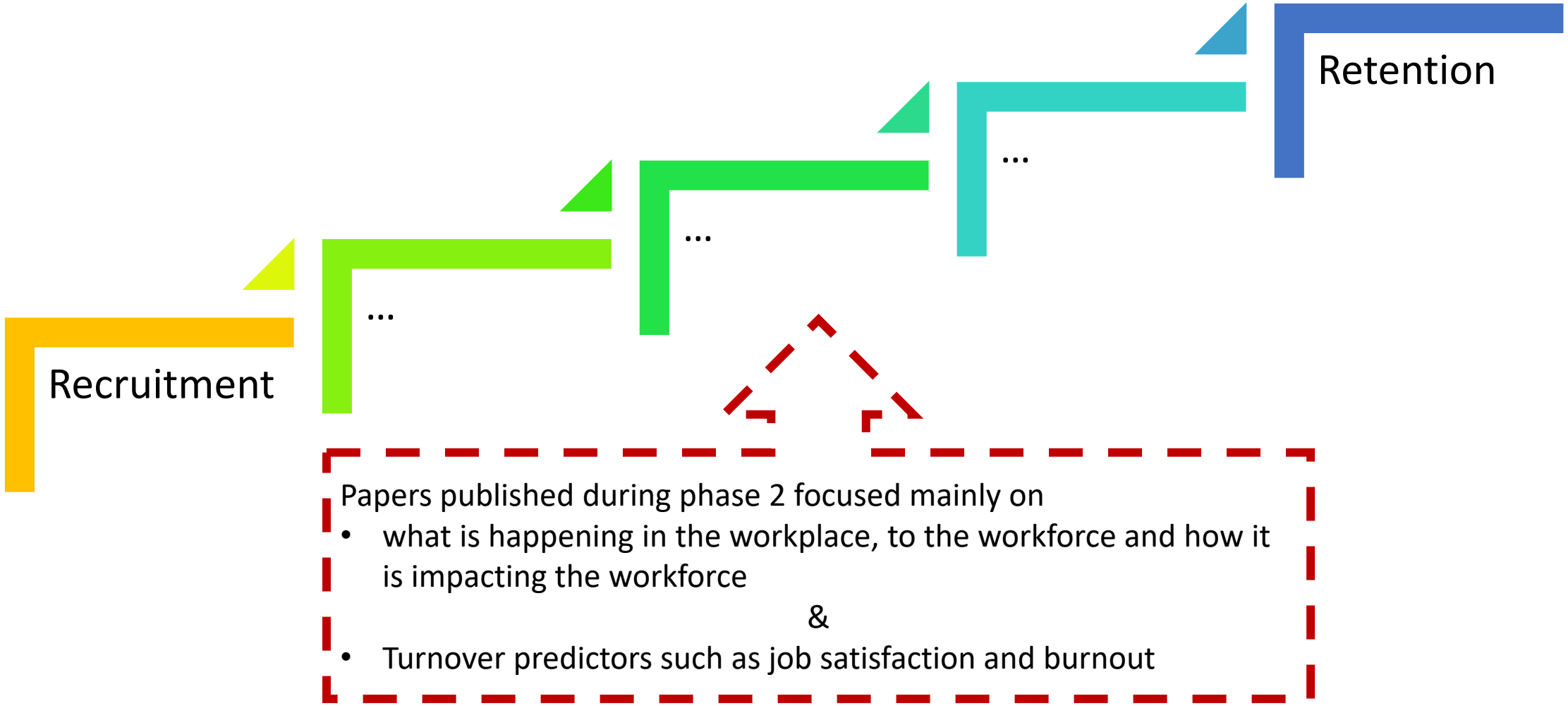
Search results Phase 2





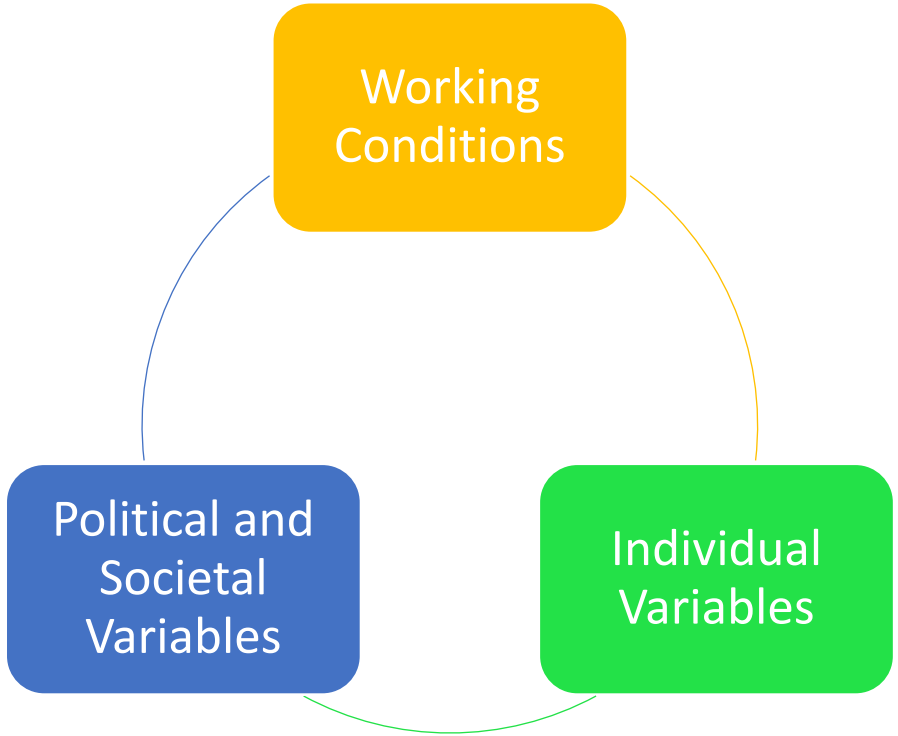


Phase 2 – Initial conceptual framework

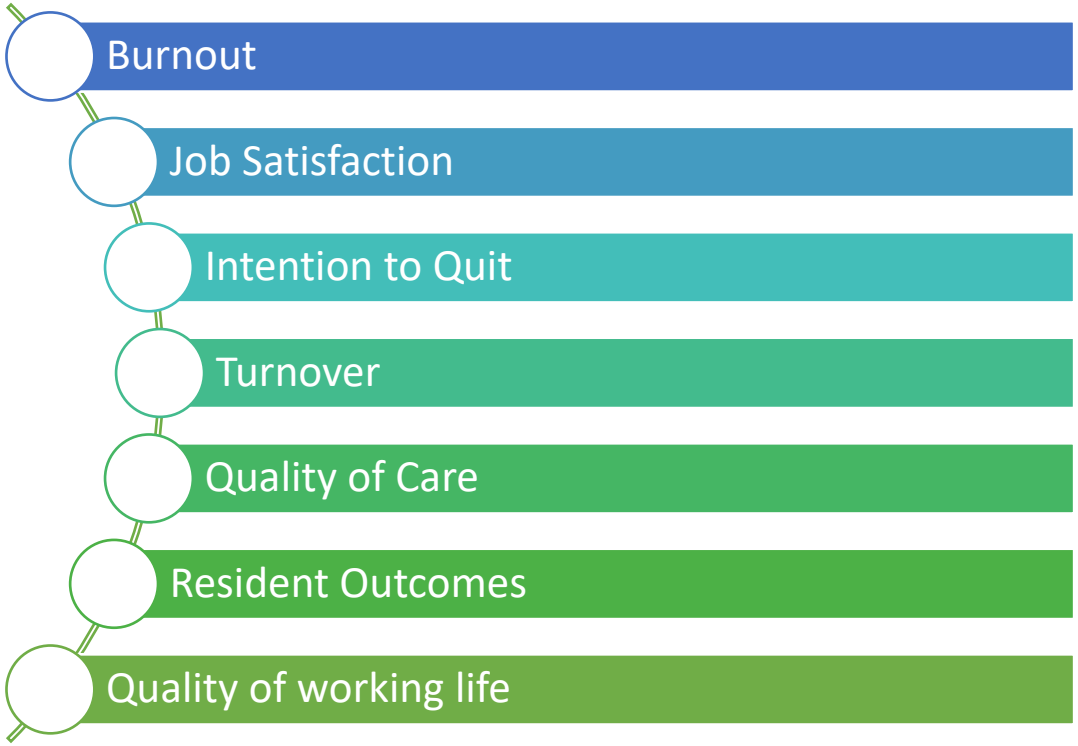


Phase 2 – Results [1]

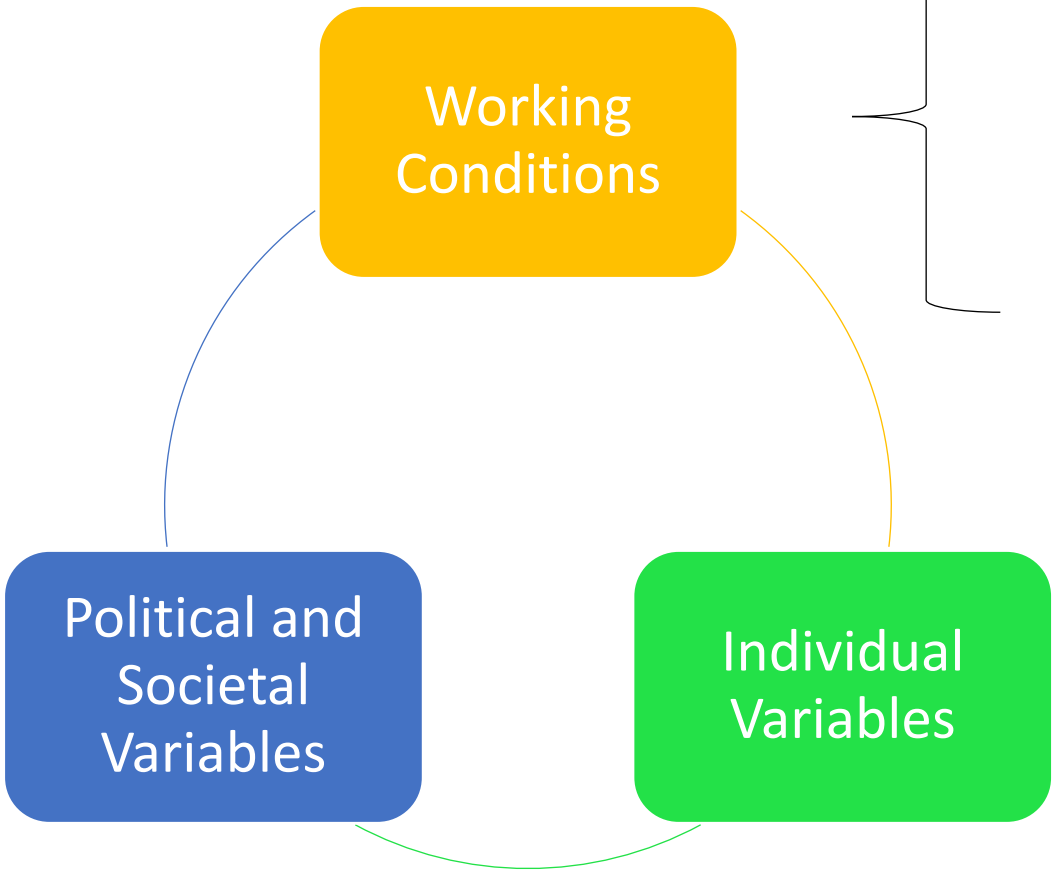
Antecedents



Outcomes



Phase 2 – Results [2]



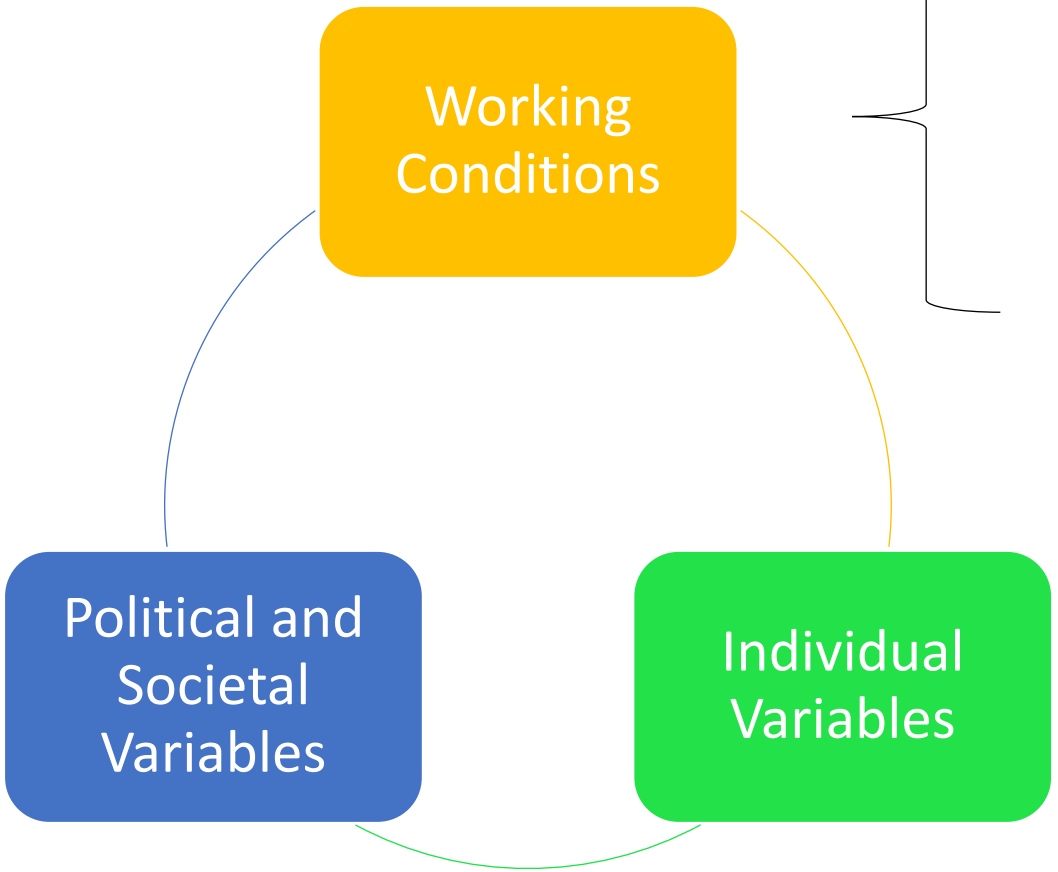
Occupational stress: emotional burden and stressors, deaths
Rate of turnover: team continuity, lack of staff
Workload: Working longer hours
Wages
Employment contracts

Views of society on social work and workforce
Trust in policy and regulation bodies

Staff stigma towards residents
Coping strategies
Ethnic background i.e. native vs immigrant
Individual resources: personal, emotional, psychological and social

Phase 2 – Results [3]

Covid-19



Occupational stress:
emotional burden and stressors, deaths
Rate of turnover: team continuity, lack of staff
Workload: Working longer hours, staff-resident ratio
Wages
Employment contracts

Views of society on social work and workforce
Trust in policy and regulation bodies

Staff stigma towards residents
Coping strategies
Ethnic background i.e. native vs immigrant
Individual resources: personal, emotional, psychological and social

Limitations

- Quality of papers: Variables, all relevant papers were included
- Many papers mentioned Covid-19, but did not use data collected during Covid-19
- Causality is difficult to demonstrate since many variables are involved in determining job satisfaction, burnout and ultimately turnover intention and turnover.

Discussion

- Many interventions were discussed to help the workforce cope better for example, but maybe only focussing on the individuals is not enough.
- The results of this review are not surprising, but the exacerbation of some of these variables during Covid-19 may help resolve the issues that the social care workforce has been facing
- The emphasis of the papers during 2020-2021 on burnout and job satisfaction shows that these are the two main outcomes to focus on if / when we want to tackle the problems of turnover and staff leaving their professions.

Thank you!

Contact: C.Marchand@kent.ac.uk

Turnpenny, A. & S. Hussein (2020) Recruitment and retention of the social care workforce: longstanding and emerging challenges during the COVID-19 pandemic, Policy Brief, https://www.pssru.ac.uk/resscw/files/2021/04/RESSCW_Policy_Brief_revised_final2.pdf