

A rapid review of the international evidence on the most effective approaches to staff recruitment, development and retention in social care

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Introduction

The health and social care sector faces significant problems with high rates of staff turnover and job vacancies. The turnover rate in this sector is 31% compared to the UK average across other employment sectors of 15%. The job vacancy rate is also high at 8% compared to the UK average across other sectors of 3% (The Health Foundation, 2019). There are a number of specific, current challenges for Praxis Care related to the wider context of the social care workforce and to the specific issues related to working with people with high levels of complex needs. High levels of staff vacancies and turnover create barriers to providing the skilled and consistent interventions that are needed to achieve the best possible outcomes for service users.

Aims and objectives

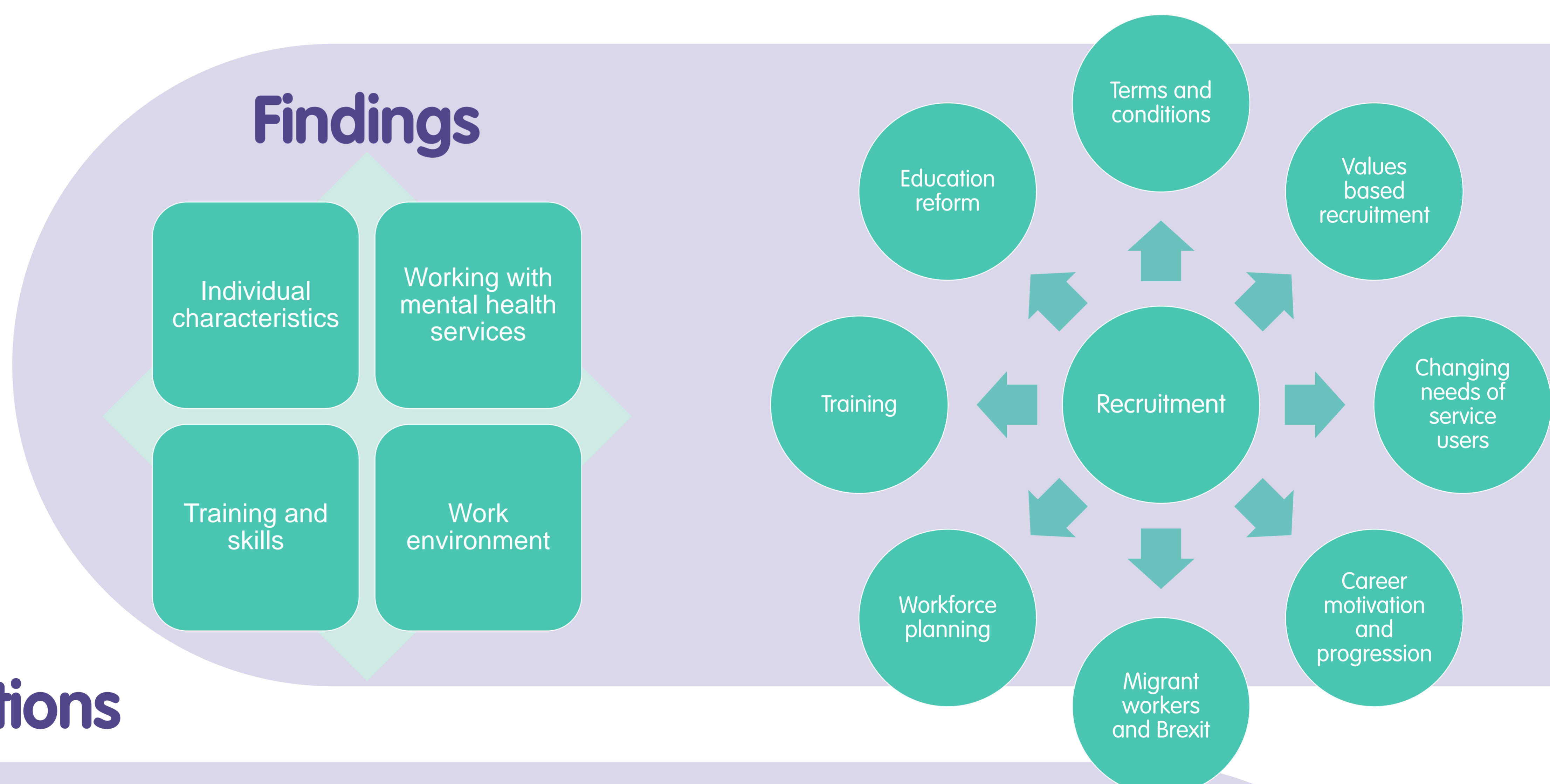
The main aim of this project was to identify the most effective approaches to staff recruitment, development and retention in Praxis Care. The study's objectives were:

- 1 conduct a rapid review to identify the international evidence on the most effective approaches to staff recruitment, development and retention in social care
- 2 complete in-depth interviews with key Praxis stakeholders to explore the current work to address these issues and the ongoing challenges
- 3 design and conduct an online survey informed by objectives 1 and 2 to provide further direction on what would work for Praxis Care
- 4 produce a report and presentation based on the findings, including clear recommendations to improve recruitment, development and retention

115 full text papers assessed for eligibility

48 papers included

Findings



Recommendations

- Pay, terms and conditions need to attract people
- Clear career pathways, including specialist roles, and room for progression
- Offer job tasters, work shadowing, and other ways to present the roles in a realistic way that attract the right people
- Develop recruitment and interview competencies that measure the right skills and values (values-based recruitment)
- Understand the increasing complexity of service users and provide appropriate training to develop general basic skills and reassess needs as technology develops
- Better data to inform workforce planning to help avoid shortfalls and reliance on agency staff
- Address issues that lead to stress, burnout and job dissatisfaction
- Clear career progression pathways with more opportunities for training
- Foster a sense of team cohesiveness and encourage staff to support one another
- Provide appropriate supervision and mentoring with regular communication between managers and staff

References

The Health Foundation (2019) Stemming the tide: retaining the social care workforce. Available at <https://www.health.org.uk/news-and-comment/newsletter-features/stemming-the-tide-retaining-the-social-care-workforce> (accessed 24/03/22).