

Reconciliation of work and care

Results of a German project with 16 companies



■ Starting situation for care

Situation in care (2008)

- In Germany there are 2.1 million persons recognised as requiring a certain level of care
- Of them, 1.4 million are cared for as out-patients
- 40% of the persons providing care are employed, more than half of them are in full-time employment
- Added to this are about 3.6 million persons requiring help
- Due to demographic change, the number of persons requiring help and care is rising and correspondingly that of the persons providing care

■ Care – a challenge for companies

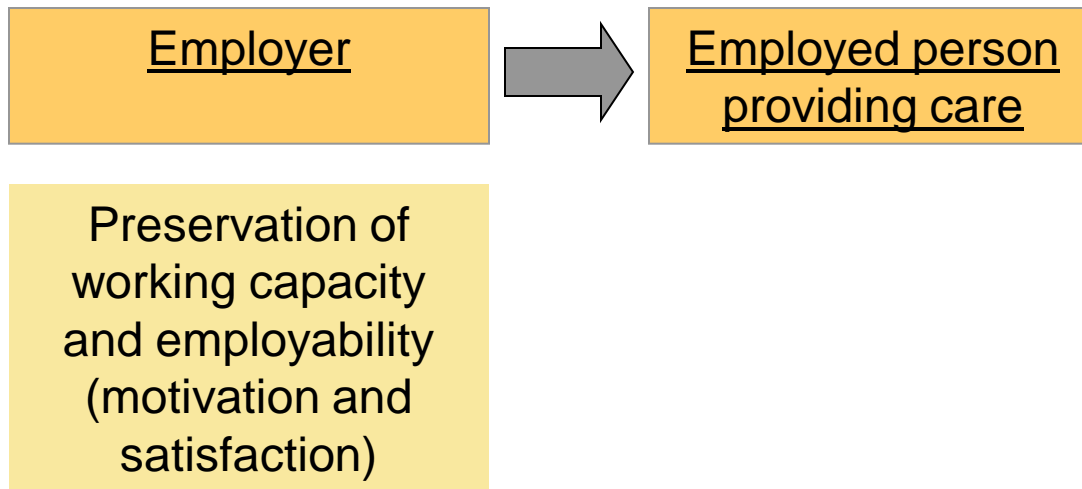
Typical personnel structure of a company

- Average age of the employees between 43 and 48 years old
- The largest group is that of the 40 to 50 year olds
- Approximately 20 to 30 % of the employees have children at home
- A high share of women and a high part-time quota

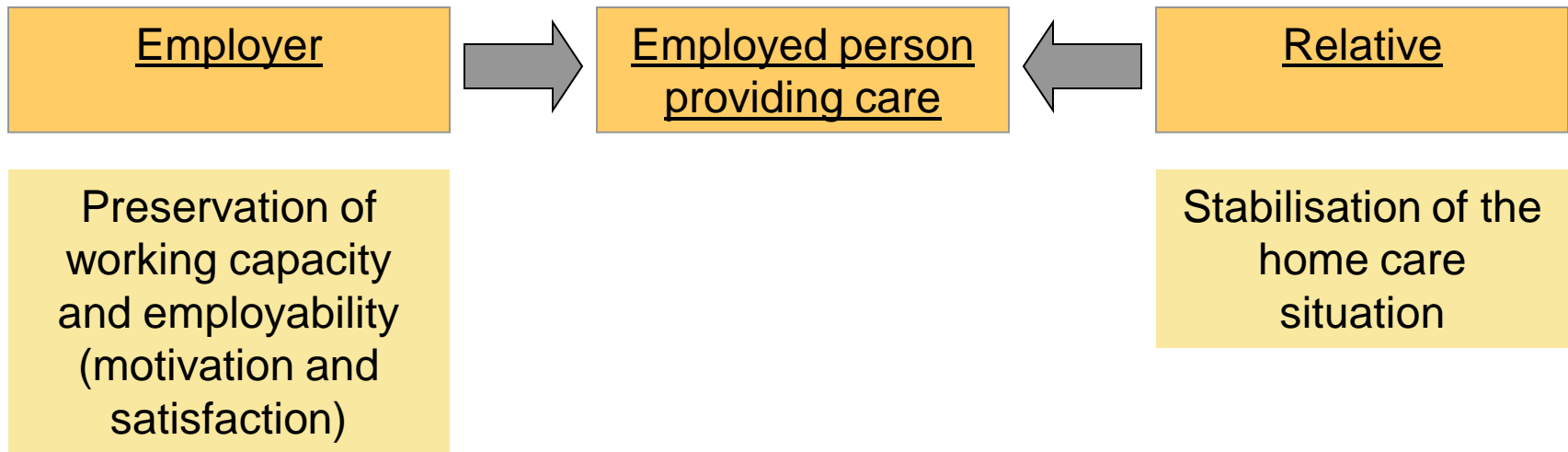
■ Reconciliation of work and care

Employed person
providing care

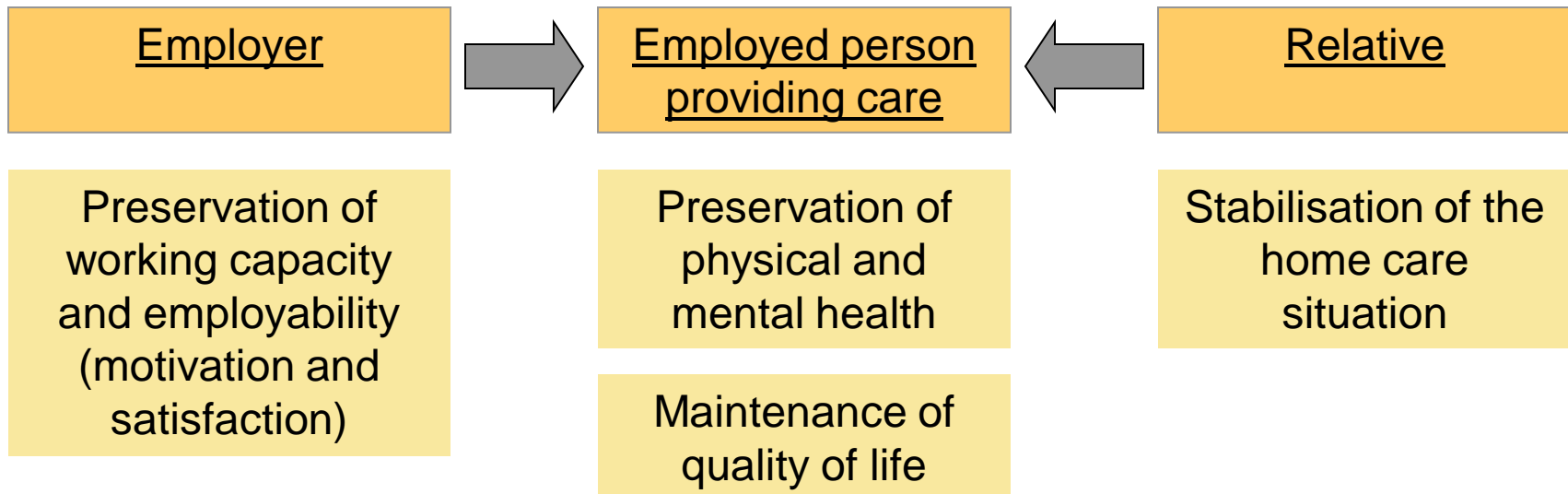
■ Reconciliation of work and care



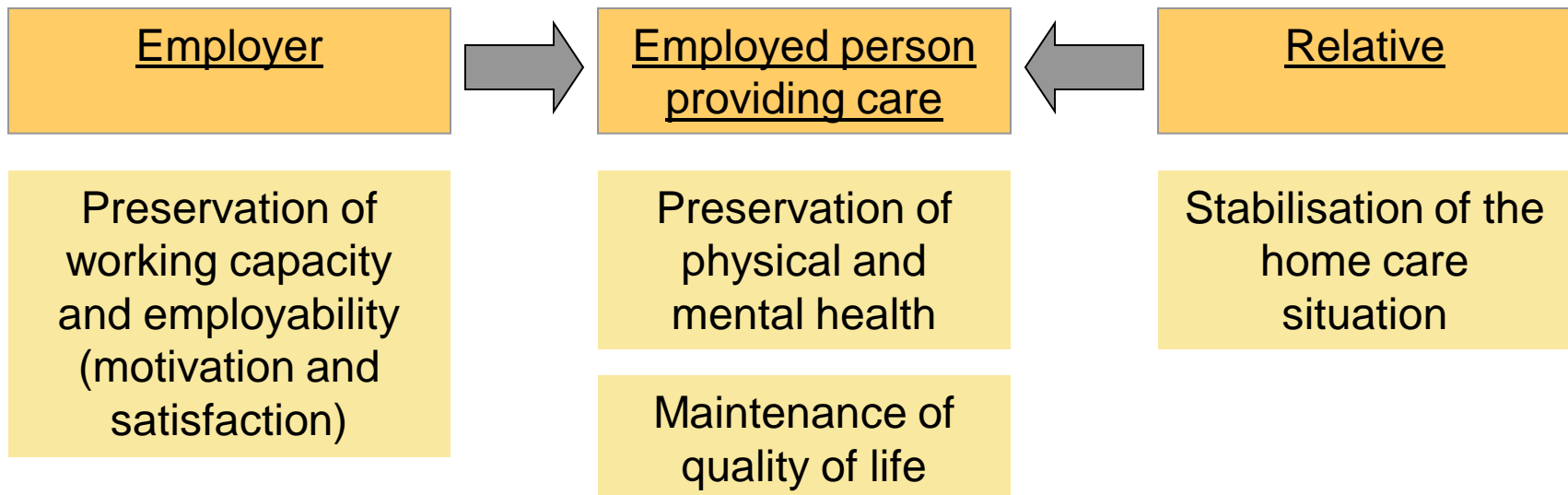
■ Reconciliation of work and care



■ Reconciliation of work and care



■ Reconciliation of work and care



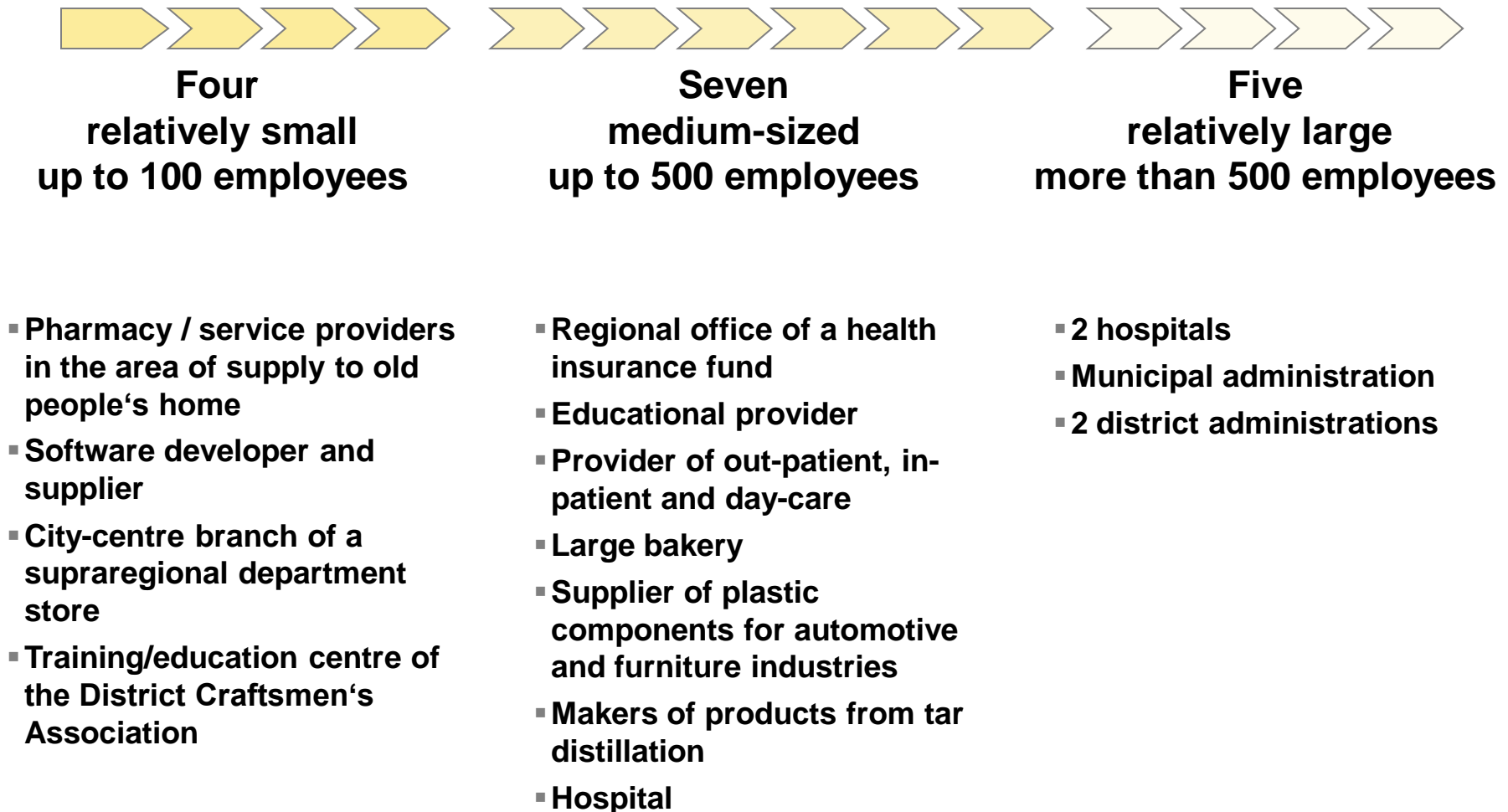
Improvement of the reconciliation of work and care

Offering help

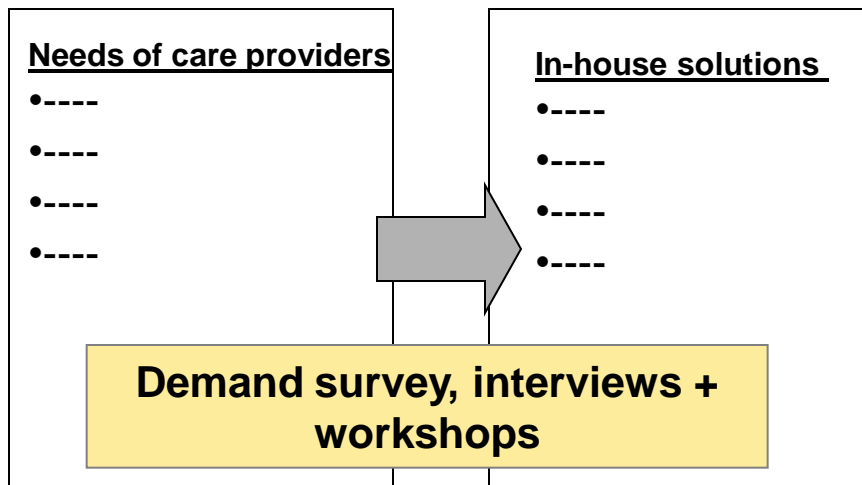
Identifying and accepting help (also external)

- *family and social environment*
- *professional support offers*
- *offers of voluntary and free-of-charge support*

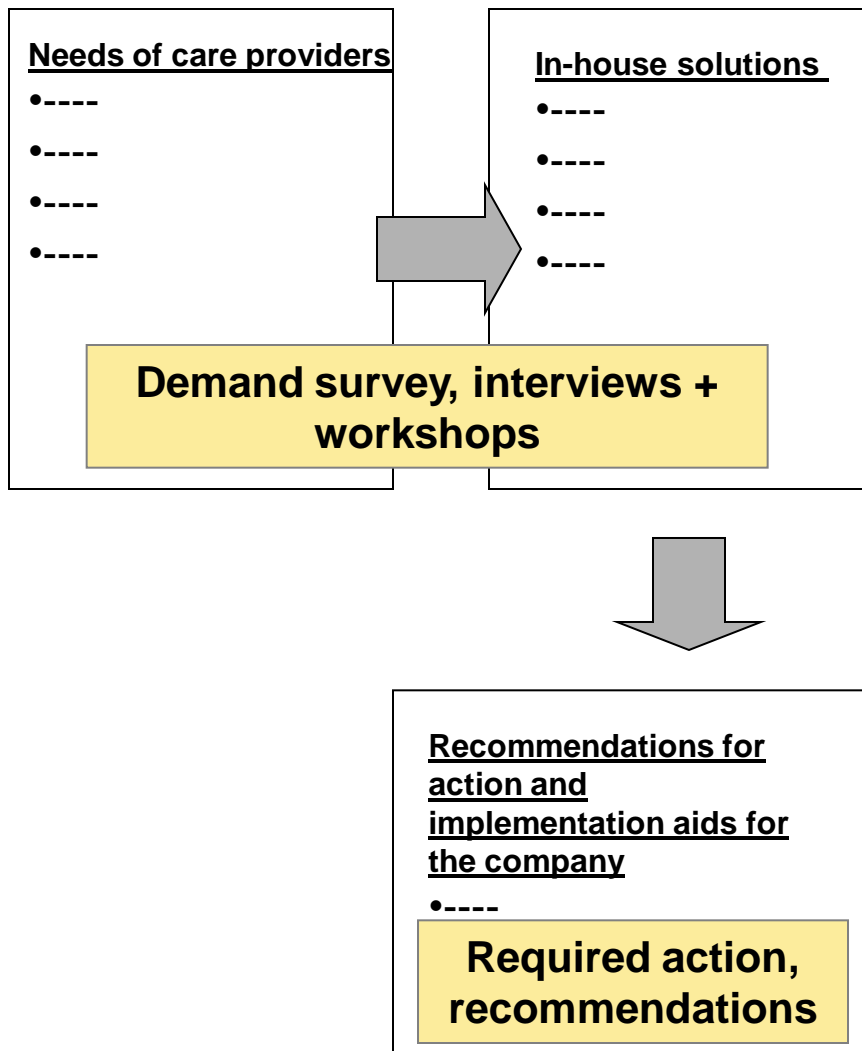
■ Pilot companies and size



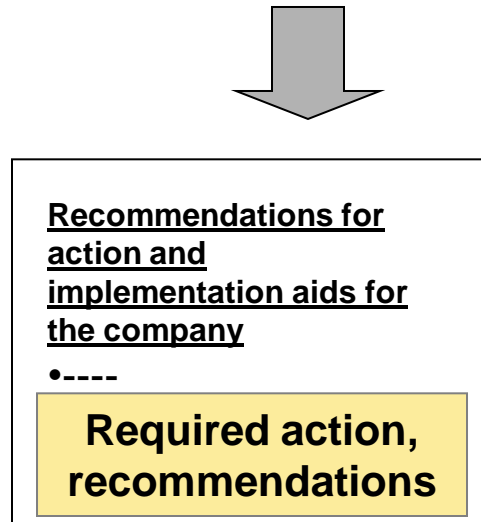
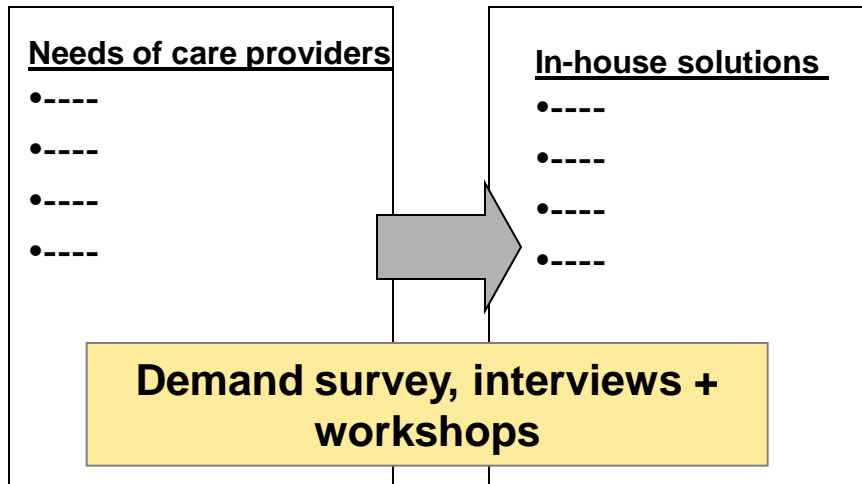
■ What have we worked out?



■ What have we worked out?



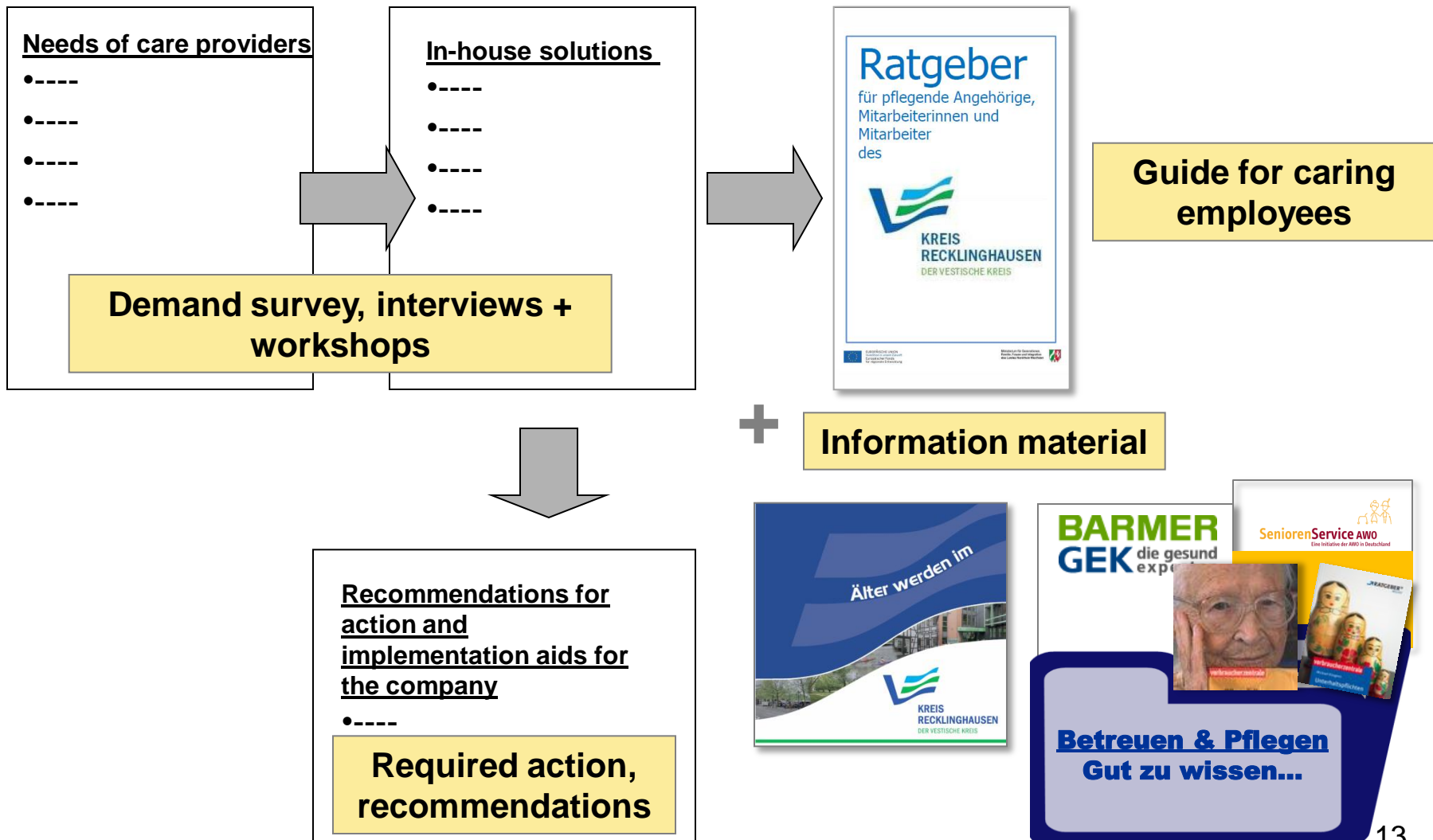
■ What have we worked out?



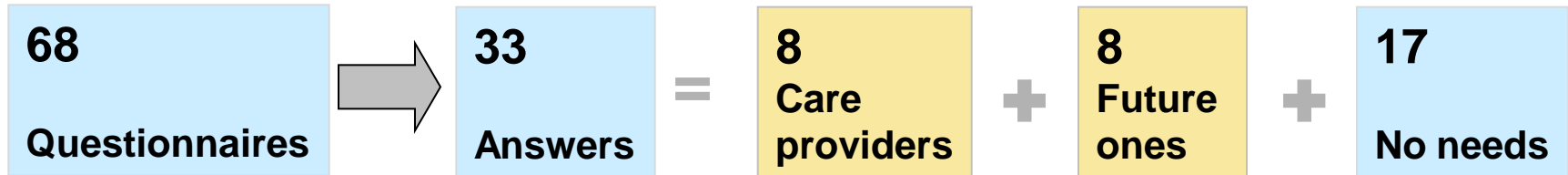
+ **Information material**



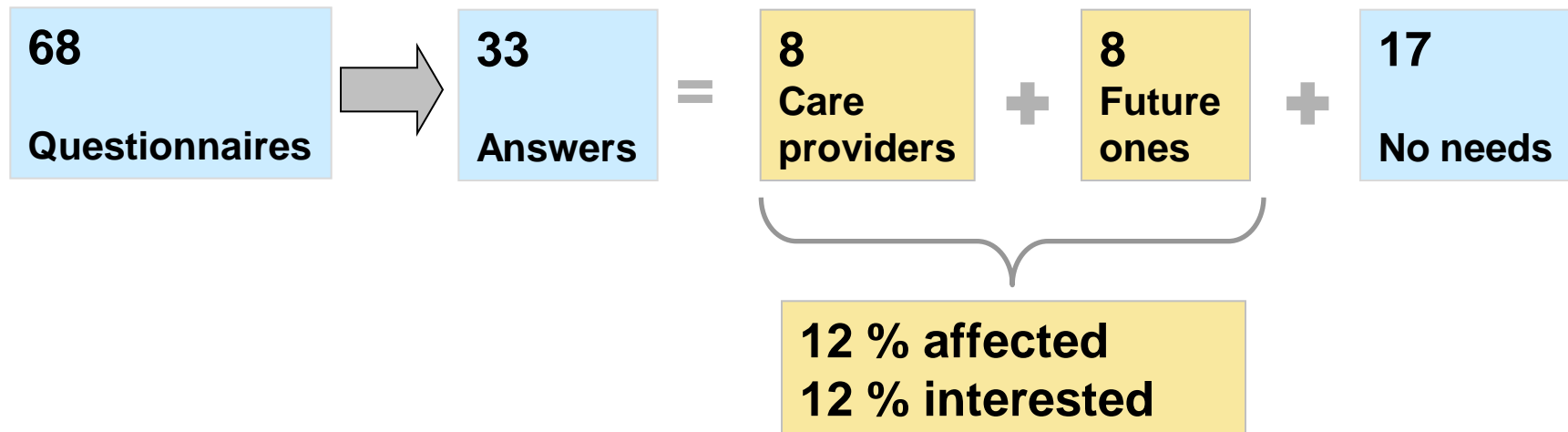
What have we worked out?



■ Example of a survey of demands



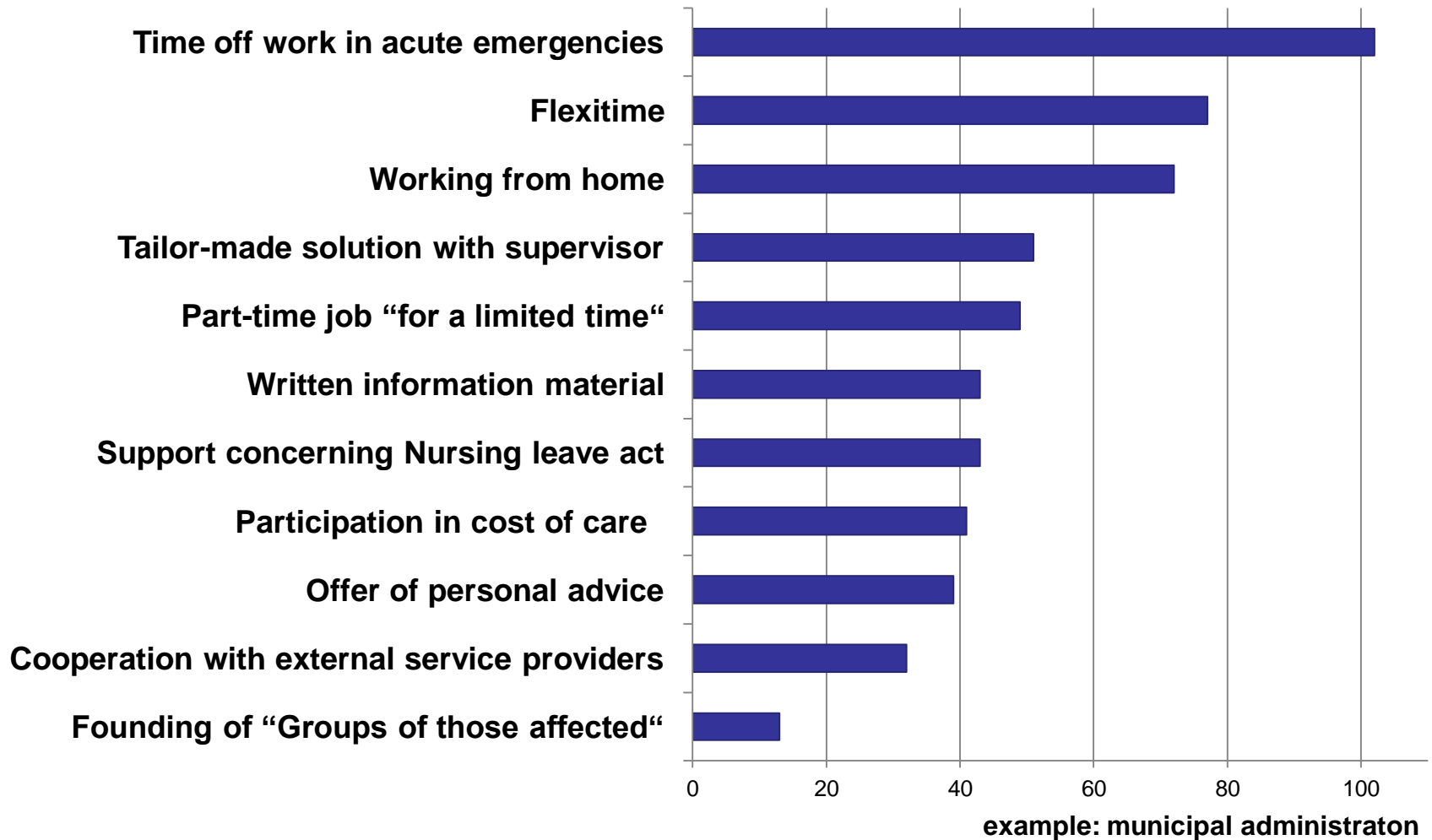
■ Example of a survey of demands



Trend: In firms with an average age of over 40, at least 10 to 15% of the workforce are affected, a further 10 to 15% are occupying themselves with the topic

Family: i.e. parents, parents-in-law, grandparents, spouses and non-marital life partners, children, children-in-law, grandchildren, brothers and sisters, but also close relatives, friends, neighbours...

Need for support / survey



■ Fields of action

Personnel
policy

Working hours

Place of work

Holidays & time off

Work organisation

■ Fields of action

Personnel policy

Working hours

Place of work

Holidays & time off

Work organisation

Corporate culture

Executives

Colleagues

Internal
communications

Information & advice

■ Fields of action

Personnel policy

Working hours

Place of work

Holidays & time off

Work organisation

Corporate culture

Executives

Colleagues

Internal
communications

Information & advice

Corporate infrastructure

Care of relatives

Offers of services

Financial helps

Health promotion

■ ⇒ Recommendations Solutions

Working
hours

Criteria:
Reliability
Flexibility
Phase-wise solution

- Flexibility in position and extent
- Working time reductions (for a time)
- Flexible / customised break arrangements
- ⇒ Days off (towards an extended weekend)
- ⇒ Shift exemptions

■ ⇒ Recommendations Solutions

Working
hours

Criteria:
Reliability
Flexibility
Phase-wise solution

Criterion:
Reducing travelling
times

Place of
work

- Flexibility in position and extent
- Working time reductions (for a time)
- Flexible / customised break arrangements
- ⇒ Days off (towards an extended weekend)
- ⇒ Shift exemptions

- Making home office possible
- ⇒ Systematically choosing place of assignment
- ⇒ Avoiding field services

⇒ Recommendations Solutions

Holidays & time off

The “Nursing Leave Act “ has provided two possibilities for leave of absence since July 2008

- short-term up to 10 days
- long-term leave up to 6 month

In the requirements surveys “Time-off in serious emergencies“ is seen consistently as the most important support measure.

1-year care period

Special leave for up to 5 years

⇒ Paid short-term time-out and / or care period?

⇒ Reverse sabbatical?

⇒ Recommendations Solutions

Holidays & time off

The “Nursing Leave Act “ has provided two possibilities for leave of absence since July 2008

- short-term up to 10 days
- long-term leave up to 6 month

In the requirements surveys “Time-off in serious emergencies“ is seen consistently as the most important support measure.

1-year care period

Special leave for up to 5 years

⇒ Paid short-term time-out and / or care period?

⇒ Reverse sabbatical?

Family Caregiver Leave Act since January 2012

- up to 2 years
- partially continued payment of wages
- voluntarily

■ ⇒ Recommendations Solutions

Work
organisation

Successful reconciliation stands and falls with good work organisation. Target-oriented job descriptions, well tailored part-time working and clear substitution / deputising rules are the foundations for viable and resilient organisation.

- Team work with a sense of responsibility
- ⇒ Job descriptions
- ⇒ Viable substitution/ deputising rules
- ⇒ Resilient manpower levels / teams
- ⇒ Unambiguous decision-making structures
- Flexible personnel deployments by the placement of supporting staff or stand-ins

■ ⇒ Recommendations Solutions

Executives

- How supportive are executives?
- Are they open for the subject ?
- Do they show understanding?
- Are they considerate?

- Openness
 - ⇒ Providing information on the subject and related tasks
 - ⇒ Raising executives' awareness
 - ⇒ Become personal!
- Training of executives includes the subject of (nursing) care

■ ⇒ Recommendations Solutions

Executives

How supportive are executives?
Are they open for the subject ?
Do they show understanding?
Are they considerate?

Colleagues

How supportive are colleagues?
Are they open for the subject?
Do they show understanding?
Are they considerate?

Openness

- ⇒ Providing information on the subject and related tasks
- ⇒ Raising executives' awareness
- ⇒ Become personal!
- Training of executives includes the subject of (nursing) care

Openness

- ⇒ Providing information on the subject and raising awareness of the burden on those affected
- ⇒ Raising awareness that everyone can possibly be affected personally in the future
- ⇒ ... but also giving persons not affected an opportunity to express themselves on the subject

⇒ Recommendations ✓ Solutions

Internal communi- cation

Is it spoken about at all?

Is the company's management backing it?

Where and how does communication on it take place?

- ✓ Clear statement by the company's management → company guidelines
- ✓ Equal positions of relative importance for children and care
- ✓ Create space for the subject on the Intranet and at in-house meetings
- ✓ Organise an exchange of experience
- ⇒ Present good solutions from affected persons

⇒ Recommendations ✓ Solutions

Internal
communi-
cation

Is it spoken about at all?

Is the company's management backing it?

Where and how does communication on it take place?

Where are there contact persons?

Where can help be found?

Where is information available?

Information &
advice

- ✓ Clear statement by the company's management → company guidelines
- ✓ Equal positions of relative importance for children and care
- ✓ Create space for the subject on the Intranet and at in-house meetings
- ✓ Organise an exchange of experience
- ⇒ Present good solutions from affected persons

- ⇒ Appoint internal / external contact persons
- ⇒ Compile information material
- ⇒ Keep contact data of advice centres and care providers available
- ⇒ Fetch information / advice into the company
- ⇒ Organise seminars / organise care courses

☑ Solutions : District of Düren



Training series for all the staff of a district administration :

- ☑ 5 lectures between September and November 2010
 - “Permanent nursing care required – What now?”
 - “Active care at home“
 - “Power of attorney for personal care and advance health care directive“
 - “Information on the work of the care advice office of the district administration and the NRW nursing care bases“
 - “Diagnosed dementia – from the first signs to nursing care“
- ☑ Basic care course “Coping with care at home“ with 6 course units between September and November 2010

In addition :

- ☑ Emergency folder for employees
- ☑ Extensive information file with lots of information on the subject of work and care

■ ⇒ Recommendations Solutions

Care of
relatives

- ⇒ Flexible emergency support
- ⇒ Cooperation with providers of out-patient, in-patient, day care or short-term care
- ⇒ Reserved places for day care, short-term care or in-patient care
- ⇒ Voluntary guardians and helpers
- The offers of out-patient, in-patient and day care and short-term care are opened for the relatives of the employees (care providers)

■ ⇒ Recommendations Solutions

Offers of
services

- Expansion of the extensive service for patients / customers to employees:
 - Hospital: pharmacy service, meals on wheels, physiotherapy, takeaway canteen meals
 - Department store: purchases by personnel, takeaway canteen meals
 - Pharmacy: purchase of medicines and care products at a discount
- Formation of a voluntary family service for employees and their relatives (proposal of district administration)
- Acquisition of a wheelchair that employees can borrow or simply try out for relatives
- ⇒ Arranging or offer of services close to the household, also taxi/transport services
- ⇒ Parking spaces reserved for working people also providing care

■ ⇒ Recommendations Solutions

Financial
helps

- Granting of loans and/or advances on salary
- Additional private nursing care insurance through employer (instead of contributions to capital formation)
- ⇒ Advice on the financial effects in the case of part-time work or giving up work
- ⇒ Subsidy for household-related services or other services
- ⇒ Financial offsetting in the case of a reduction of working time
- ⇒ Paid leave of absence

■ ⇒ Recommendations Solutions

Health
promotion

- Offer of a care course and/or kinaesthetics course
- Offer of a 1.5 day seminar “Work-Life balance for working people also providing care“
- Health management e.g. in the form of health advice for people providing care, jogging, Pilates, relaxation courses, massages, health days
- ⇒ Nutrition courses
- ⇒ Courses for mental and emotional relief

■ Findings

- 1. No company starts at zero!**
- 2. It is good to identify / know the concernment and needs.**
- 3. Communication is the most important thing!
Openness is absolutely essential.**
- 4. Information and advice are helpful and can serve as a key.**
- 5. Therefore it is often not the big offers and measures that are necessary; it takes time and commitment.**
- 6. Employees greatly appreciate commitment by the management and feel themselves valued and respected.**
- 7. Persons affected are, despite their own burdens, quite committed, i.e. they find relief through the commitment.**
- 8. Executives carry the subject well, they are often affected themselves.**

■ What should companies do?

- ➔ **Make the subject known, take up a position!**
- ➔ **Determine demands (questionnaires, interviews, talks).**
- ➔ **Offer an information event on reconciliation in general or already on a specific care topic .**
- ➔ **Name a contact person / person responsible for employees.**
- ➔ **Document the existing situation, i.e. demands / concernment, but, above all, also existing range of offers.**
- ➔ **Offer a workshop, set up a working group, develop ideas and work out approaches to solutions.**
- ➔ **Implement new feasible ideas.**
- ➔ **Provide regular information about everything, but especially about good solutions.**

Thank you very much for your attention

**Ulrike Schoppmeyer
0049 2305/ 92150-12
schoppmeyer@zfbt.de**

www.zfbt.de