

Canada



Presenters

Kelly Andrushko

PhD candidate

Kristen Klassen

PhD candidate

Rose Dziadekwich

RN BScN



Introduction

- **Ageing Global Workforce.**
- **Labor force continues to grow, but overall participation rate is falling due to low fertility and Baby Boomer retirements.**
- **Baby Boomers, Older Workers, Mature Workers and Grey Nomads currently underutilized.**
- **Economic down turn has delayed retirements of many Boomers**
- **Employers need to continue to address older worker issues with retire and return to work options.**

Overview

- **HRSDC: Workplace Skills Initiative Program (WSI)**
- **March 2008 – June 2010**

Goal

- **To identify, develop, implement, evaluate and disseminate lessons learned from evidence based practice initiatives for the retention of older health care workers.**

Objectives

- **Determine factors that influence older workers decision to retire.**
- **Identify barriers and opportunities for extending careers of experienced health care professionals.**
- **Pilot and evaluate initiatives related to older worker retention.**
- **Disseminate Project information & results.**

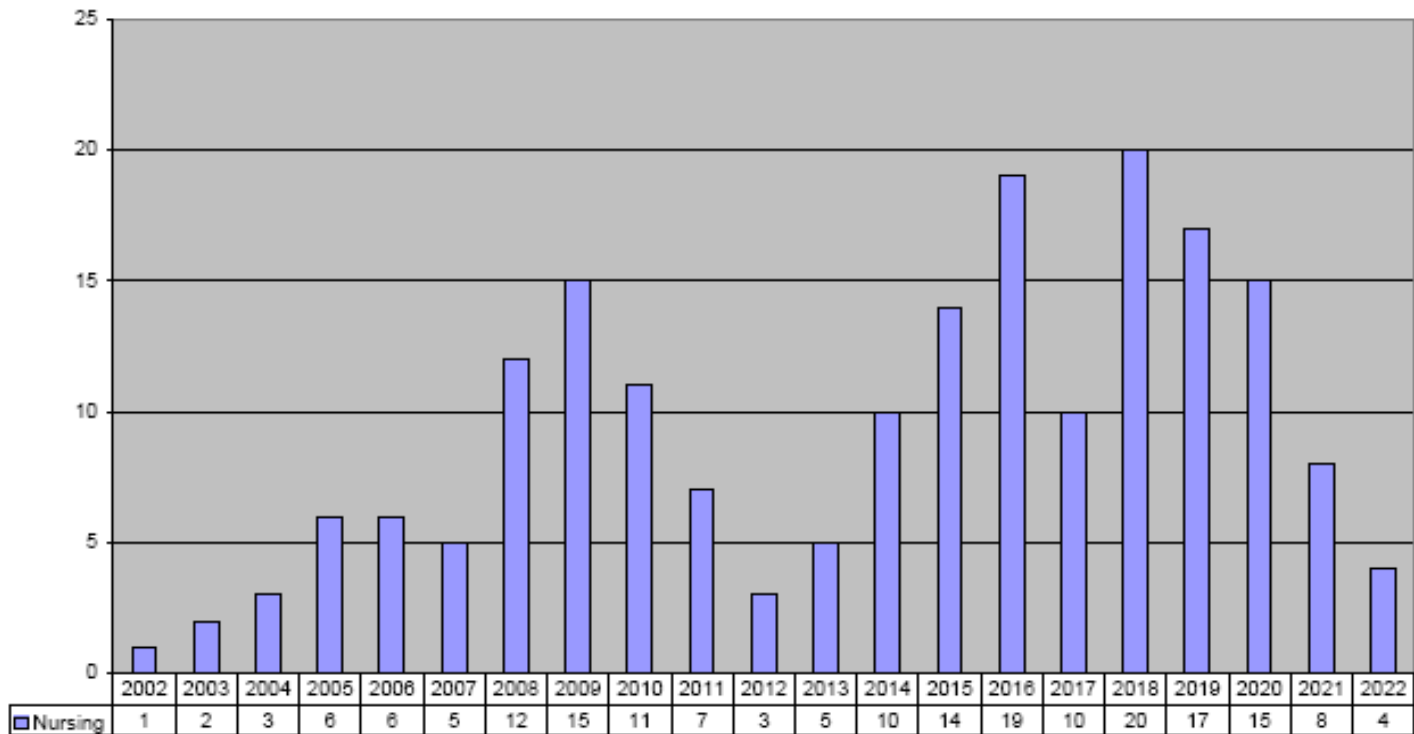
SOGH Demographics

- **48 % of 1547 staff over 45**
- **349 staff from targeted professions (Nursing, RT, Technologies, front line Managers) over 45+ and eligible to retire by 2024**
- **32 % or 99 staff over 50**
- **5% at or past Magic 80**

Nursing

Seven Oaks General Hospital
Employees Over Age 50 at Magic 80 by Year
As At July 12, 2008

Nursing



Nursing

Lit Review

- **Most literature speculative and inconsistent in outcomes.**
- **No studies to date where an intervention evaluated for efficacy; thus no evidence-based recommendations.**
- **Literature identifies “PUSH” and “PULL” factors**

Push Factors

- **Stress of job: physical, mental, emotional**
- **Excessive changes eg technological**
- **Shift away from patient care focus**
- **Financial independence**
- **Overall job dissatisfaction**
- **Nature of the work**
- **Personal or Social reasons**

Pull Factors

- **Opportunities in the workplace**
- **Ability to move between jobs**
- **Phased retirement and flexible work options**
- **Adjustment of duties to maximize skills and accommodate needs.**
- **Customized Retirement Planning Education**
- **Eldercare support**
- **Fitness and Wellness options**
- **Corporate culture that supports the aging workforce**

SOGH 45+ Survey

- **126 respondents; 36% return rate**
- **Stratification by profession:**
 - **60% of respondents “Nurses”**
 - **20% of respondents “Allied Health”**
 - **Remaining 20% “Other”**

Themes

- **Respect**
- **Flexibility**
- **Provision of effective care**
- **Ability to gain further knowledge**
- **Pass on the Profession**
- **Taking care of patients**
- **Being taken care of by employer**

Priorities

1. **Special arrangements & flexible hours leading to retirement**
2. **Retire and return to work options**
3. **Improved physical working conditions**
4. **Healthy work environment**
5. **Decreased responsibilities and workload**
6. **Recognition of prior learning and experience**

50+ Manager Focus Groups

- **Flexible Work Options**
- **Recognition of older workers experience & skill sets**
- **Work load relief**
- **Financial Incentives**

Retiree Focus Group

- Impart knowledge to younger staff
- Less physically demanding work
- Less paper work
- Social connectedness
- Exit Interviews

Project Initiatives

- **Retirement Planning Education**
- **Work Life Issues**
- **Older Worker Programs**
- **Knowledge Transfer**

Older Worker Programs

Programs that prolong the labor market participation of older health care workers.



Older Worker Leave (OWL)

- **LOA from current position for 12 or 24 weeks**
- **Pilot Study completed: June – Jan 2009**
- **15 participants**

Purpose

- **REST and REJUVENATION.**
- **Address cumulative fatigue.**
- **Professional or personal development.**
- **Trial retirement period.**

Eligibility

- **Minimum 50 years of age.**
- **At or beyond Magic 80.**
- **More than five years service at SOGH.**
- **Good performance and attendance record.**
- **Priority to targeted professions.**

Provisions

- **55% of current salary**
- **Operational impact**
- **Ability to back fill the position**
- **Prohibited from working within the health care sector**
- **Return of Service Agreement of 1 – 2 years**

OWL Research Tools

- **“OWL Eligible” Survey**
- **Pre/ Post interviews: Participants**
- **Focus Group: Managers**
- **Co-worker Survey**
- **Interviews: OWL Replacements**
- **Financial Implications**

OWL Outcomes

- Variety of health care professionals participated
- Two – 24 week OWLs
- 13 – 12 week OWLs
- 14 still employed; one retired
- Cost of initiative: \$ 153,000.00 (\$4,000 returned)

OWL Eligible Staff Survey

- Peers discouraged them from applying
- Lack of support from Managers
- Lack of support from Manitoba Nurses Union
- Current economic conditions
- Job security was more important than time away for self-care
- Difficult to back fill position
- Financial implications: buying back pension; prepayment of benefits
- Loss of seniority
- Return of service

OWL Manager Focus Groups

- **Staff replacement issues**
- **Positive impact on staff attitude, stress level and productivity**
- **Financial benefit to some areas**

OWL Co-worker Survey

- OWLs provided short term leadership opportunities
- Temporary break for older staff
- Opportunity to establish new roles & relationships
- Replacement issues and workload increase in some areas
- Appreciated the value & expertise of older worker
- Trial retirement

OWL Benefits

- **Physical and mental rejuvenation**
- **Opportunity to reflect on career and retirement options**
- **Better idea of the actual retirement date**
- **Trial Retirement**
- **Financial benefit related to staff replacement for site**



SEVEN OAKS
General Hospital



Human Resources and
Skills Development Canada

Ressources humaines et
Développement des compétences Canada

Questions

