A Carer-inclusive and accommodating organizations (CIAO) Standard: A Partnership Approach to Healthy, Productive Work for Employed Carers

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Introduction

✓ The nature of unpaid caregiving is changing significantly
  ✓ Number of seniors requiring care expected to double by 2031¹

✓ Caregiver-employees (CEs): individuals providing unpaid care while
  also working in paid employment
  ✓ Canada: 5.6 million reported CEs (growing)²

✓ Role conflict and insufficient workplace supports can result in CEs
  experiencing health, interpersonal, economic consequences ³,⁴,⁵

✓ One solution: implementing caregiver-friendly workplace policies
  (CFWPs) such as:
  ✓ Support services, paid/unpaid leave options, flexible work⁶
  ✓ Evidence for their efficacy is still emerging⁷,⁸
Caregiver-Friendly Workplace Policies
Innovative Solutions for the Workplace

Who are Caregiver-Employees?

Caregiver-Employees (CEs) are family members and other significant people (often identified by the care recipient) who provide care and assistance to individuals living with debilitating physical, mental or cognitive conditions, while also working in paid employment. CEs can be caring for a range of different types of people, including: a parent, parent-in-law, spouse, life partner, grandparent, sibling, adult child or friend.

What are Caregiver-Friendly Workplace Policies?

Caregiver-Friendly Workplace Policies (CFWPs) are understood to be the intentional organizational changes, whether in practices, policies or the workplace culture, which relieves work-family conflict. They are sometimes called family-friendly workplace policies.

CFWPs are wide ranging and include:

- Support Services, such as: counselling, support groups and skills training
- Flexible work arrangements, such as: working from home and job sharing
- Strategies which support employees, such as: culture change initiatives and educational workshops

Over 50% of caregiver-employees are caring for their parents, or their parents-in-law.

1 in 4 caregivers are sandwiched between child rearing and caregiving, in addition to their paid work responsibilities.

50% of caregiver-employees are between the ages of 45-65, representing the most experienced in the labour market.
Cost to Employers
- Increase in absenteeism
- Decrease in employee retention
- Loss of skilled employees
- Increase in disability costs
- Increase in employee turnover
- Less productive workforce

Simple Solutions = Huge Benefits
- Competitive advantage
- Retain skilled staff
- Improve productivity
- Reduce absenteeism
- Reduce number of employees coming to work sick
- Engaged workforce

Tips for Employers:
- Emphasize the importance of work-life balance and promote a family-friendly workplace culture
- Educate line managers and supervisors on policies, programs and information available for caregivers
- Make employees aware of programs available in the workplace, and support their use
- Accept diversity in the workforce, including differences in family needs
- Ask employees how you can support them

8.1 Million
Canadians aged 15 years and older provide care to a chronically ill, disabled, or aging family member or friend.

5.6 Million
Canadians provide unpaid care to a family member or friend, while also in paid employment. The majority of these employees work full-time.

2.4 Billion
hours of care are provided annually by caregiver-employees in Canada; the equivalent of 1.2 Million full-time employees.

Check out the caregiver-employee decision tool for workplace accommodations: www.science.mcmaster.ca/caregiver-employee
Vision for Developing A CIAO Standard

✓ Enhanced work-life balance for employed carers
✓ Ensure a guaranteed minimum level of support/protection
  ✓ Going beyond EAP provisions
✓ Creation of a carer-friendly workplace culture that actively promotes balance between work and care
  ✓ Business case as an incentivizing mechanism
    ✓ Workforce retention
    ✓ Reduced health care costs
Methods

- Standard followed an extensive consultative process, following a fixed CSA Group protocol
  - Initial seed document created
  - Refined by a Technical Committee (TC) of experts representing government, labour, employers & academics
- Standard completed a extended public review, including an enhanced public review, where 16 invested stakeholders were invited to provide critical feedback
- Five phases in total
**Figure 1: Timeline - Achieving a Caregiver-Friendly Workplace Standard**

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<td>Apr 2017 - Sept 2017</td>
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<td>Phase 1(b): Project Management (24 months)</td>
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**Legend:**
- Standard Development
- Knowledge Mobilization
Figure 2: Partnership Governance Structure

Advisory Committee:
- D. Lero (CFWW/Guelph)
- J. Fast (RAPP/Alberta)
- M. Hilbrecht (CIW/Waterloo)
- L. Brown (CCHOhs)
- S. Baxter (CHPCA)
- C. Suridjan (CHCA)
- 2 caregiver-employees

Project Management Group:
- CSA Group
  - Director
  - Standards Manager
  - Program Manager
  - Project Manager
  - Administrative Assistant

Academic
- A. Williams (McMaster)
- S. Yeandle (Sheffield)
- E. Tompa (Toronto)
- D. Lero (Guelph)
  - 2 emerging scholars
    - A. Yazdani (Waterloo)
    - B. Sethi (King's College)
  - 2 Master’s students
  - 4 Master’s level RA opportunities

Research Team
- L. Duxbury (Carleton)
- J. Fast (Alberta)
- D.G. Tremblay (Quebec)
- M. Markle Reid (McMaster)

General Interest
- A. Williams, Chair (McMaster)
- D.G. Tremblay (Quebec)
- S. Yeandle (Sheffield)
- J. Fast (Alberta)
- N. Spinks (Vanier)

User Interest
- V. Lee (CCS)
- M. Barr (Bayshore)
  + 3-4 additional members

Labour
- S. Sairanen (Unifor)
  + 3-5 additional members

Government/Regulatory
- M. Daye (CHRC)
- S. Mahajan (MHCC)
  + 3-4 additional members
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Knowledge Mobilization Tools (bilingual)

1. CFW Standards Implementation Guide (in press)

Forthcoming on CSA Group community space:
1. Workplace webinar series
2. Video case studies of successful incorporation
3. Posters/pamphlets
Challenges to date

1. Differing and opposing views among TC members
2. Stunted participation of the TC membership
3. Staying on schedule in order to ensure completion
Planned Outcomes

1. Realization and mobilization of the CFW Standard (complete)

2. Implementation Guide (in press)

3. Completion of associated KM tools (currently underway)

4. Ongoing Partnership for evidence-based outcomes (ongoing, with a 5-year research program being submitted)

5. Capacity-building/Training of students

6. Knowledge Mobilizing of outcomes (applied & academic)
Next Steps (2017-2023)

- Dissemination of the Standard across the country & evaluating uptake/impact
- **Scaling it up across the globe via application to the International Organization for Standardization (ISO)**
- Testing it as an intervention via a feasibility study
- Exploring it’s cultural safety/competency
  - New immigrant Canadians
  - First Nations Groups
- Exploring barriers for uptake
Mobilizing a Caregiver Inclusive and Accommodating Workplace Organizations Standard: A Partnership Approach

**Project Timeline (tentative)**

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Funding

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References

Thank you!

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http://ghw.mcmaster.ca
Presentation Objectives

• (a) sharing the partnership process of Standard creation;
• (b) presenting components of the Standard for illustration;
• (c) discussing the dissemination plan;
• (d) reviewing the research program to provide the evidence for uptake and effectiveness, and;
• (e) mobilizing support for internationalization