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# The Impact of COVID19 Pandemic on the Long Term Care Workforce: Evidence from the UK

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# Retention and Sustainability of Social Care Workforce (RESSCW) project

**Funder:** Health Foundation (Efficiency Research Programme). Collaboration between UoK, UCL, City and Skills for Care: 2019-2022

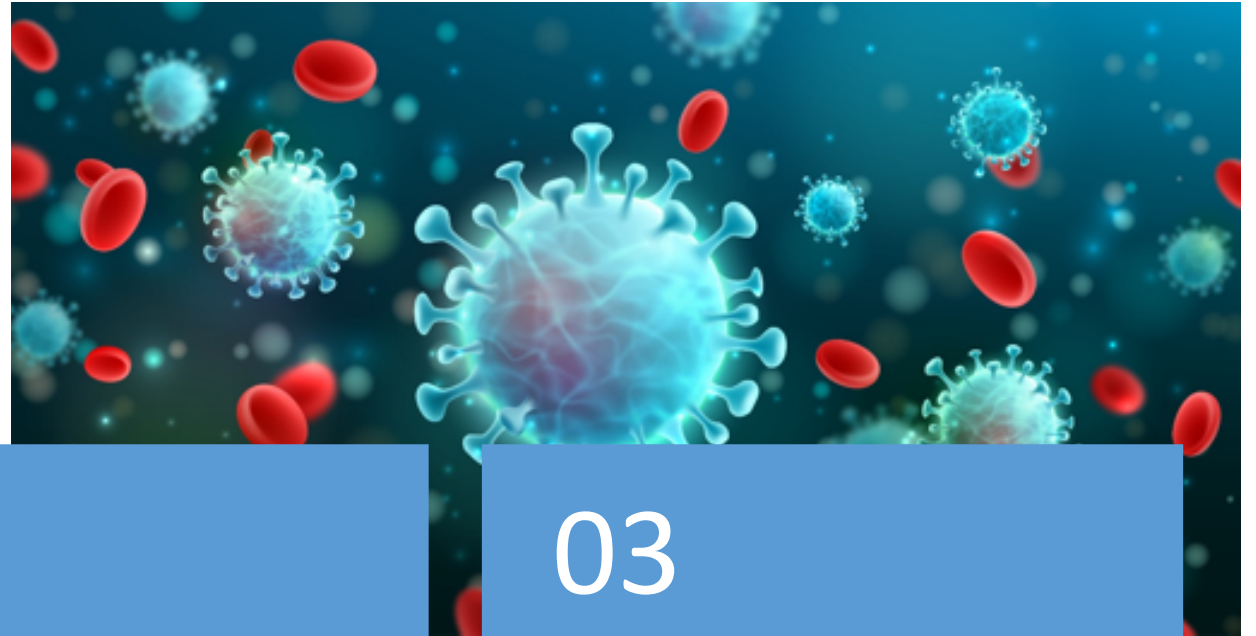
**Aim:** To help social care providers, commissioners, regulators and policy-makers understand the specific organisational and individual drivers of staff retention in the social care sector

Work has been extended to examine the impact of COVID-19 on workforce retention and sustainability

**Project Team:** F. Vadean & S. Hussein (Co-PIs), S. Allan, E. Saloniki, K. Gousia, A. Turnpenny, G. Collins, A.-M. Towers, A. Bryson, J. Forth, C. Marchand, D. Roland and H. Teo

**Disclaimer:** The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK. The views expressed are entirely those of the authors.

# The onset of COVID-19



01

What are the implications of COVID-19 on care workers' general wellbeing, working conditions, and intentions to quit the sector?

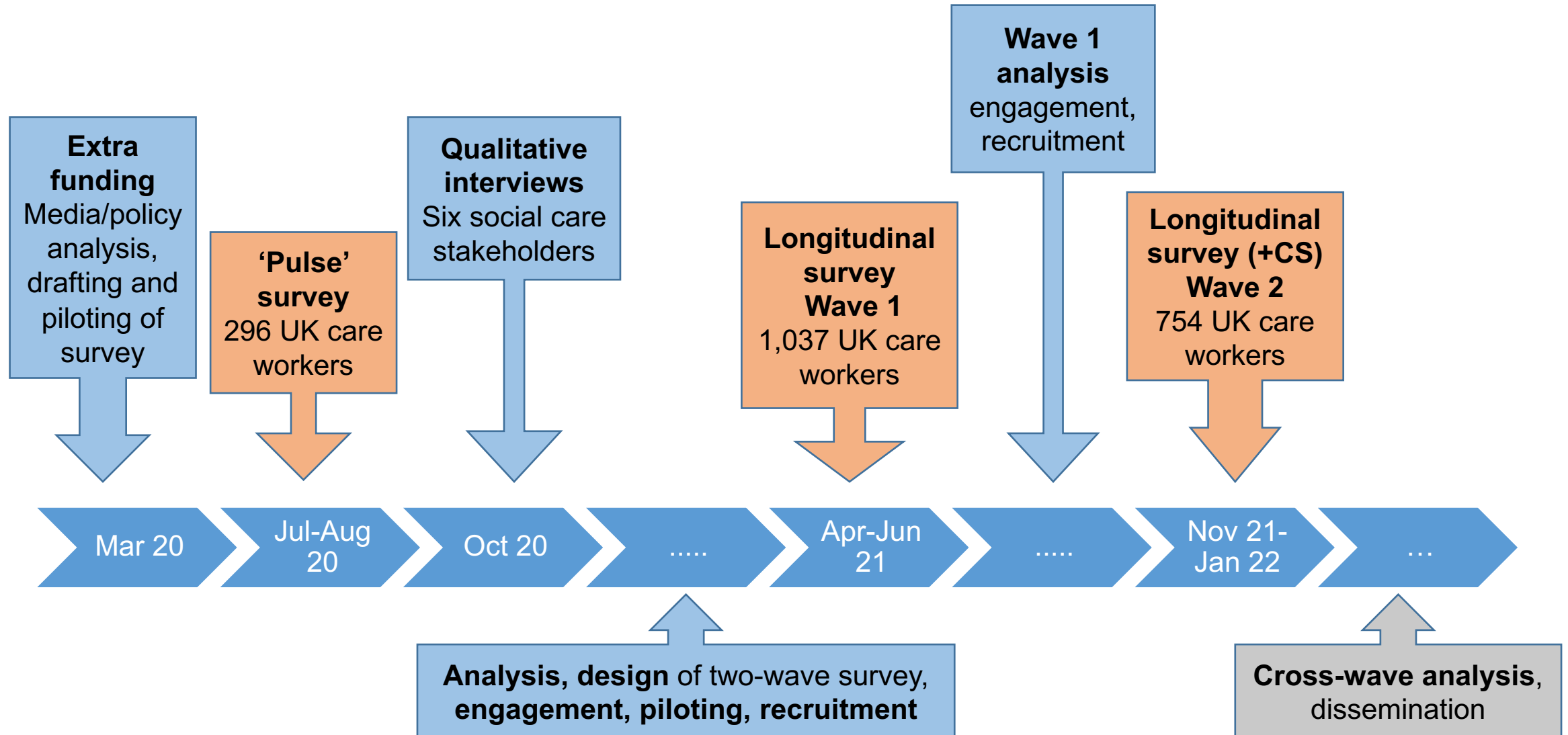
02

Are certain workers with specific individual and work characteristics more negatively impacted by the COVID-19 pandemic?

03

Do any of these implications differ by care settings, especially between domiciliary and residential care?

# C-19 WP timeline



# Survey content

## Pulse survey

Jul-Aug 20

Demographics

Job-related characteristics (e.g. tenure, contract, role, setting, employer, client group)

COVID-specific topics (e.g. PPE)

**Current vs. pre-COVID:** employer, care setting/client group

**Changes since onset of COVID:** job-satisfaction-related aspects (e.g. pay, workload), intention to quit, overall job satisfaction, feelings at work, general health

## Longitudinal survey: Wave 1

Apr-Jun 21

Demographics  
Job-related characteristics (incl. **union membership**)  
COVID-specific topics (incl. **cases** and **vaccine uptake**)

**Current/past few weeks:** job-satisfaction-related aspects but **extended**, feelings...

**Current:** **organisational commitment** (e.g. seeking views, responding to suggestions) and **job supports** (e.g. respect, fair treatment, feedback)

**Abuse** (prevalence, type, perpetrator, action taken)

## Longitudinal survey: Wave 2

Nov 21-Jan 22

**Since July 21:** COVID-specific topics (incl. cases, vaccine uptake and **mandate awareness**)

**Since July 21:** Abuse (prevalence, type, perpetrator, action taken)

All other topics as in Wave 1

All surveys included open-ended questions (e.g. about abuse, wellbeing support received)

Key findings:  
Pulse survey &  
Stakeholders interviews



# Pulse survey (Jul-Aug 20)

- Evidence of increased workload, stress and feelings unsafe at work
- Reported decline in general health
- Cases of self-isolation particularly high among black and minority ethnic staff (BAME)\*
- Over fifth have not had COVID-19 related training (half of BAME respondents)\*
- One in six reported not having clear guidance to be safe at work
- One in six did not have access to PPE
- One in sixteen had symptoms but did not receive a COVID-19 test
- Need to examine the effects of ethnicity and regional variation

\*small number of cases for BAME respondents

# Stakeholders interviews (Oct 20)

- High levels of anxiety amongst the social care workforce
- Social care sector felt to be abandoned in the early months of the pandemic
- Lack of understanding of the social care sector by central government
  - Policy guidance felt to be focused on the NHS
- Pressure to source PPE
- Supporting staff wellbeing: an onus on providers
  - *“let’s split the care givers amongst ourselves and phone up, and we’re not asking about work, we’re just saying, “And how are you, how’s it going at the moment, what can we do to support you?”*



# Key findings: Wave 1

An online survey from 13<sup>th</sup> April to 28<sup>th</sup> June 2021  
Received 1,037 valid responses



## Gender



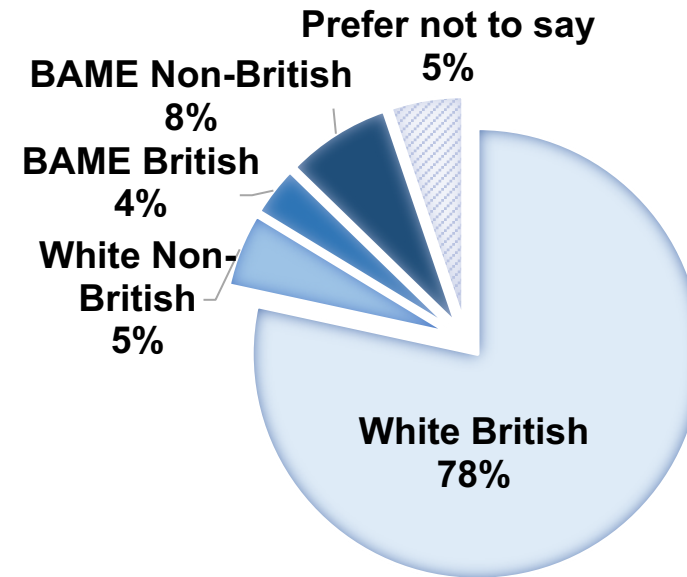
**16%**  
Male



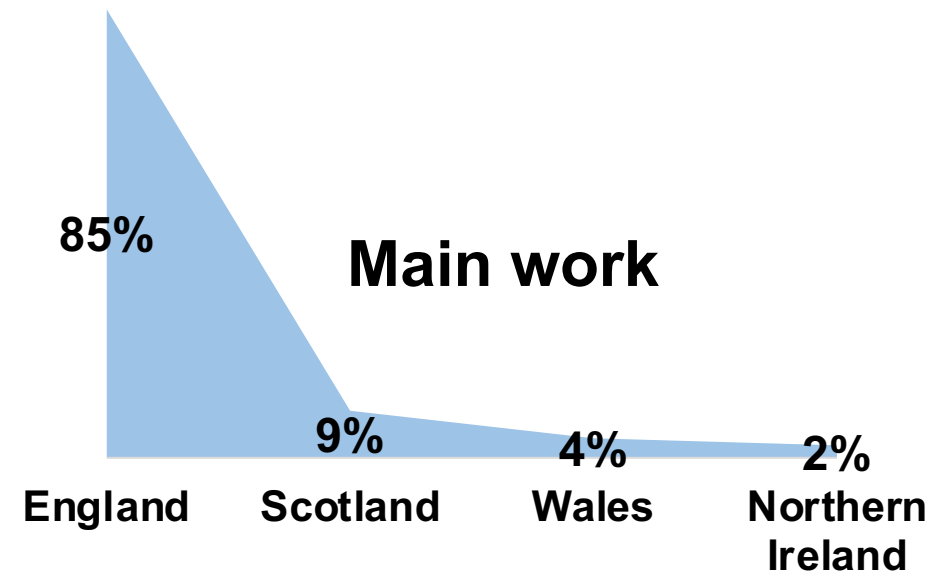
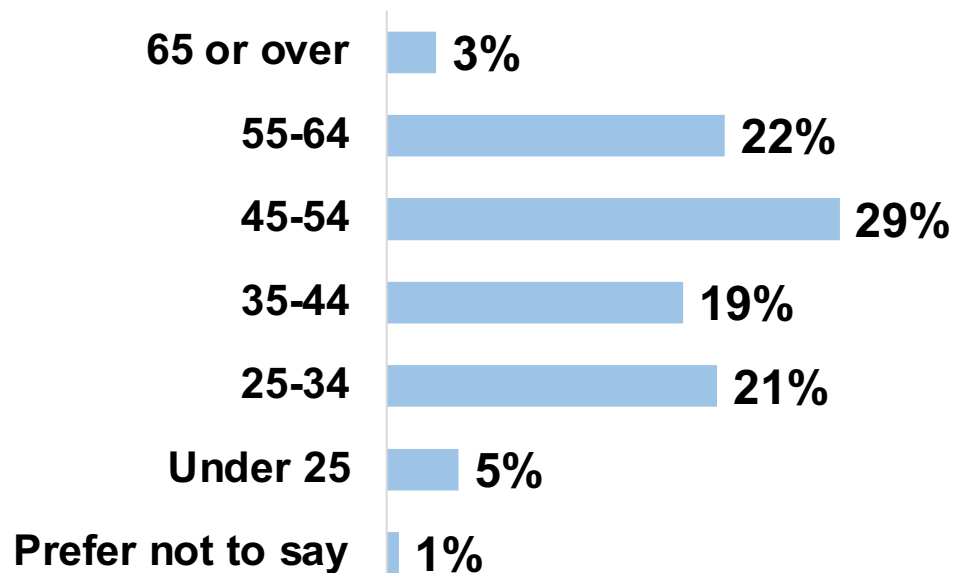
**82%**  
Female

**2%** Other/Prefer not to say

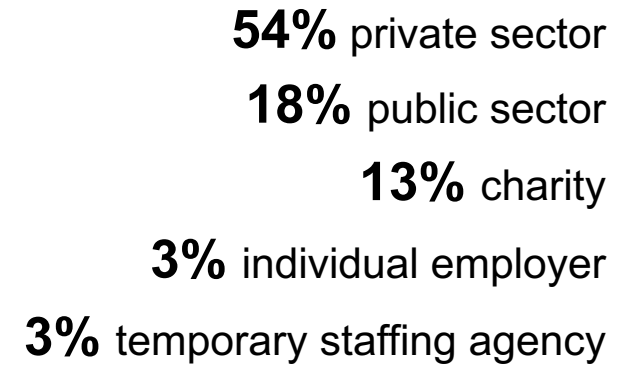
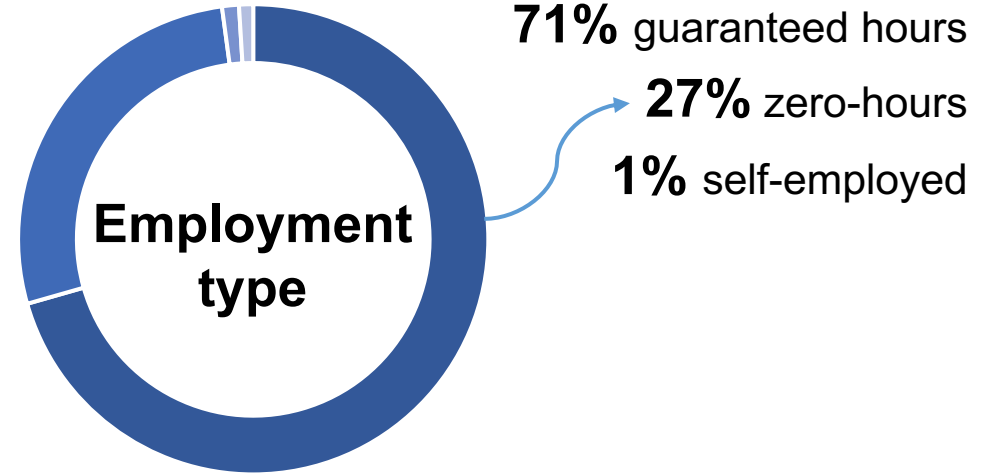
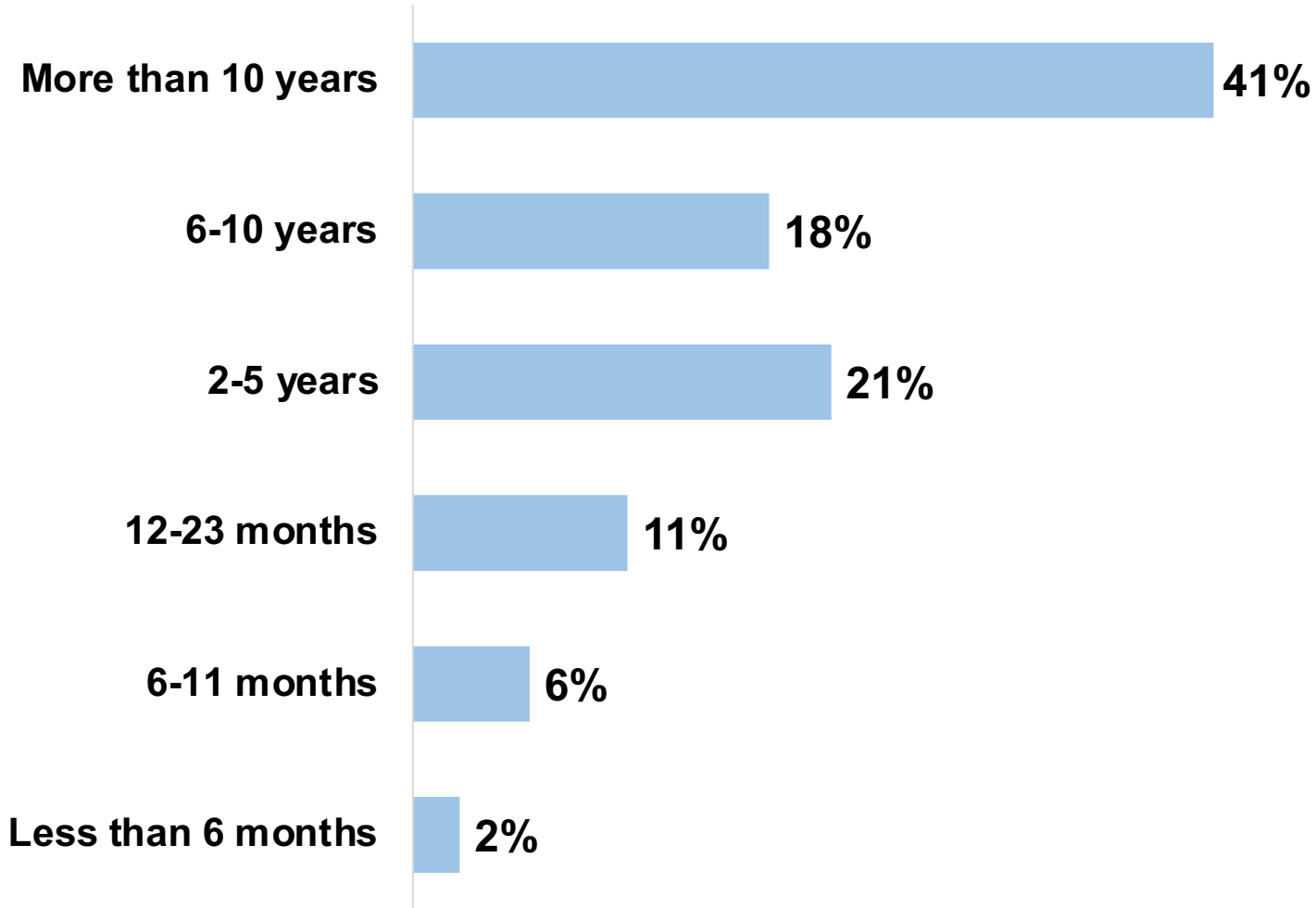
## Nationality & ethnicity



## Age

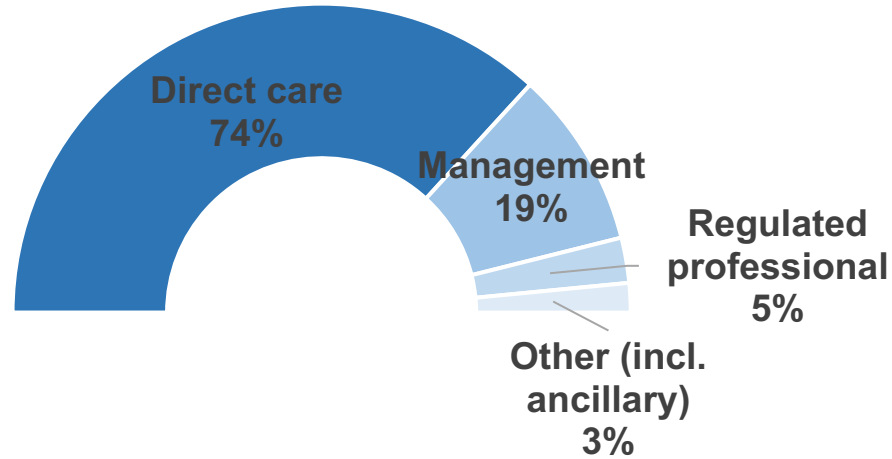


## Time working in social care



are/have been a member of a trade union or staff association

# Main job role



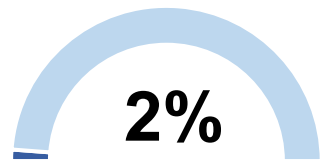
## Examples ([Skills for Care](#))

Direct care: care worker, personal assistant, advocacy worker

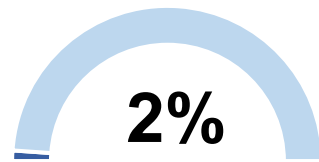
Management: manager, team leader, specialist coordinator

Regulated professional: social worker, occupational therapist, nurse

Other (incl. ancillary): administration roles, cook, domestic worker



Personal assistant



Live-in care worker

## Groups work with

**58%** older adults (including those with dementia)

**16%** adults with physical and/or sensory disability

**14%** adults with mental health needs

**8%** adults with a learning disability or autism

**3%** children and young people



Source: freepik.com

## Setting mainly carrying out work

**36%** residential care (with/without nursing)

**38%** domiciliary care

**5%** day centre/service/community

**19%** supported living/extra care housing

Since the start of 2021:

**32%** increased workload without additional pay

**27%** self-isolated

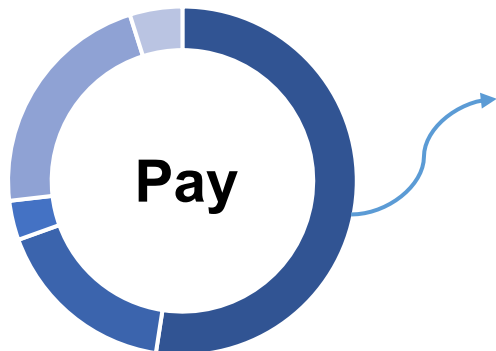
**20%** increased paid working hours

**18%** took sick leave due to COVID-19

**13%** redeployed to a different role or workspace

**13%** stopped or was stopped by employer from working in different places to reduce spread of COVID-19

**If self-isolated, took sick leave or stopped working**



**48%** normal pay

**28%** statutory sick pay

**9%** employers' sick pay

**11%** no pay

Employers should have more staff to avoid increased workload

Domiciliary care, older adults

Direct care, older adults, care home w or w/o nursing

it is such a struggle .. to keep my head above water to pay bills and council tax as i only received about £93 for the 11 days I had off with COVID 19

Care workers are now on thier knees and fatigued and yet still no light at the end of the tunnel.

Management, domiciliary care

I work more hours than the legal limit.

We had to work longer hours with less staff

Direct care, older adults, care home w or w/o nursing

Direct care, supported living/extra care housing

Since the start of 2021:

Among the people they work with



7 out of 10 had **confirmed** COVID-19 cases among staff or clients

Asked to do continuous working as all staff tested positive and needed to isolate, and offered without pay increase or proper recognition of work after the covid crisis.

Regulated professional, older adults, care home w or w/o nursing

Pressure to take covid vaccine at work, no sensitivity about that.

Direct care, older adults, care home w or w/o nursing



Had first dose of COVID-19 vaccine

87% ✓ 9% ✗ 3% !

Source: canva.com

I am very happy that we had both doses of vaccine and I hope for this whole thing to be over with and to go back to normal

Regulated professional, older adults, care home w or w/o nursing

Vaccines shouldn't be forced on ourselves or risk losing our jobs if not wanting to have the injection.

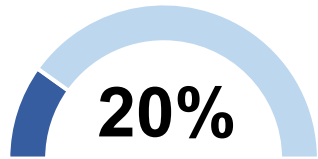
Direct care, older adults, care home w or w/o nursing

## Experienced in relation to COVID-19:

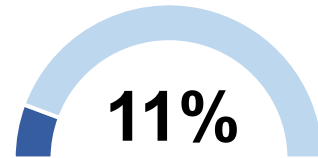


reported being abused  
(verbal abuse, bullying,  
threat or physical violence)

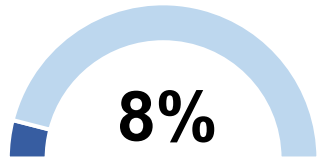
## Experienced in relation to COVID-19:



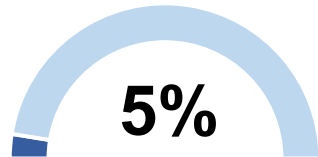
Verbal abuse



Bullying



Threat



Physical violence

Being called names,  
being threatened,  
being followed.

Direct care, adults with  
physical and/or sensory  
disability, supported  
living/extra care housing

A huge amount of negative  
comments on social  
media, blaming carers for  
so many residents who  
died of covid, and blaming  
care homes of keeping  
residents hostage,  
unwilling to allow visits

Direct care, older adults, care  
home w or w/o nursing

### Verbally abused by

43% service user/client

32% service user's/client's family

24% colleague/staff member

24% general public

19% manager/supervisor

### Bullied by

31% colleague/staff member

29% manager/supervisor

24% service user/client

16% service user's/client's family

10% general public

## Experienced in relation to COVID-19:

### Verbally abused – action taken

47%

reported it to  
a manager/  
supervisor

26%

took no  
action

19%

told a  
colleague/  
staff member

### Bullied – action taken

30%

reported it to  
a manager/  
supervisor

27%

told a  
colleague/  
staff member

15%

sought help  
from a union

There was nothing I could do. It was reported to line management. I was trying to keep all within the government guidelines and to keep people safe but colleagues wanted to and did work against the directives given placing all others at risk. When this was raised they bullied and used threatening behaviour.

Management, care home  
w or w/o nursing

Direct care, adults with  
mental health needs,  
domiciliary care

It was reported to police and management, but they did nothing because "can't do anything about it because of covid restrictions and tenancy agreements". So we had to take the abuse for almost a year...

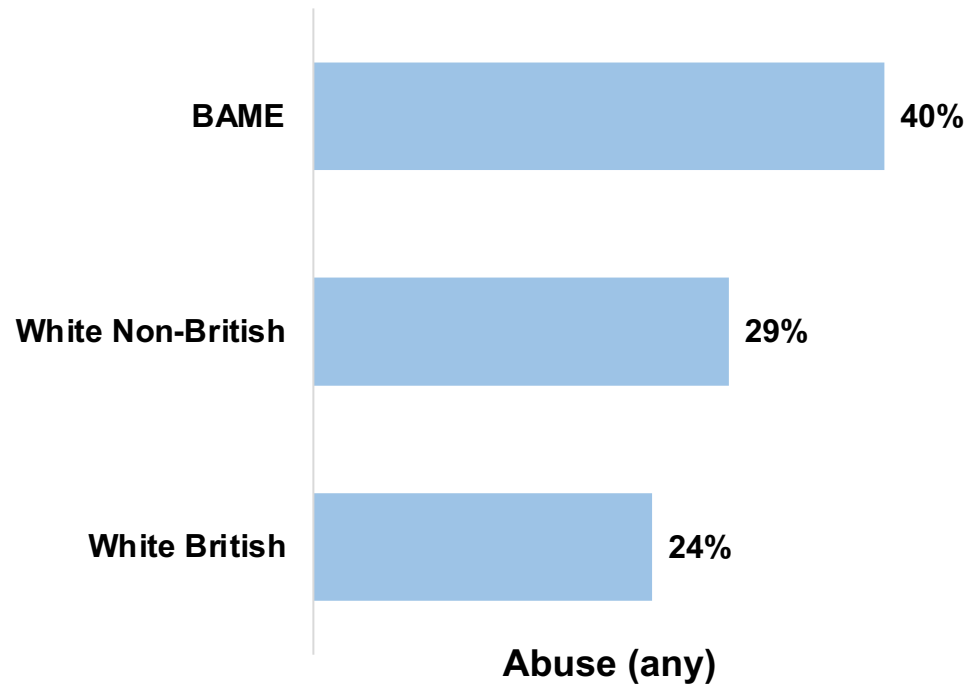
It's not safe to  
get help.

Direct care, adults with  
physical and/or sensory  
disability, supported  
living/extra care housing



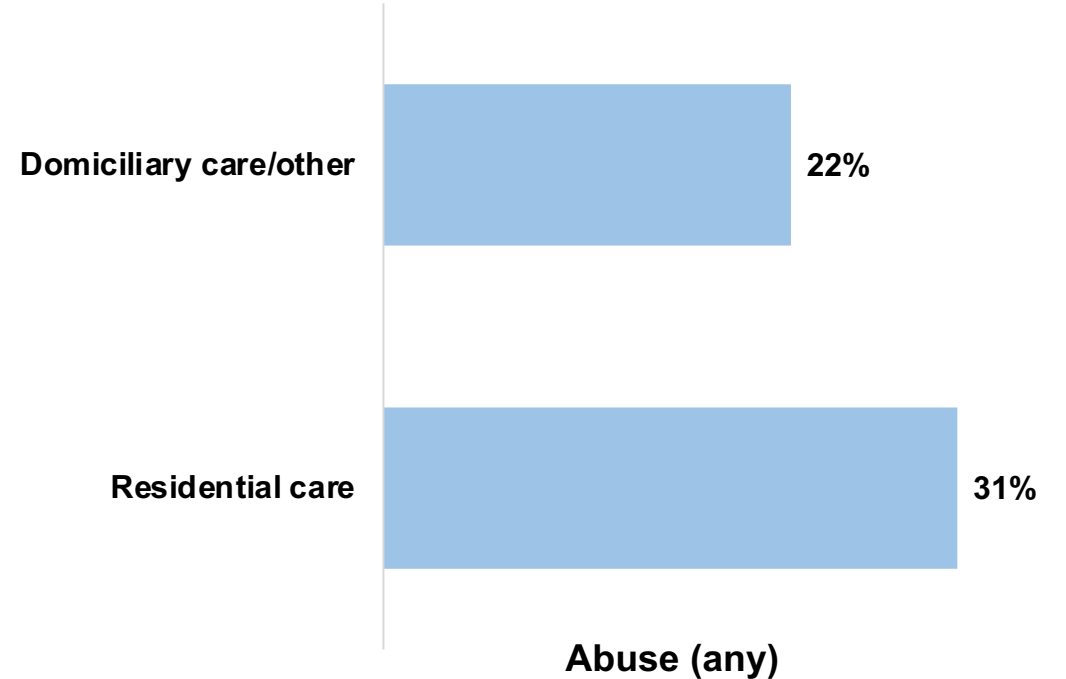
# Abuse (any): differential experience

## Nationality & ethnicity



\*White British vs BAME statistically significant at 5%.  
Remaining differences not statistically significant.

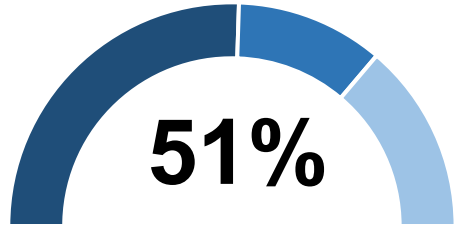
## Care setting



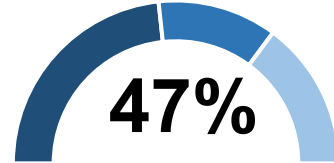
\*Difference is statistically significant at 5%.

**No significant differences by country**

# Work-life Balance, Health and Wellbeing (I)

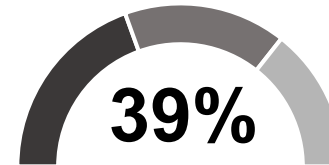


**very satisfied/satisfied**  
with **work-life balance**



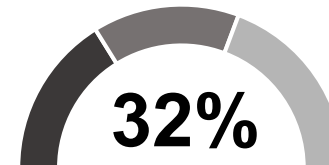
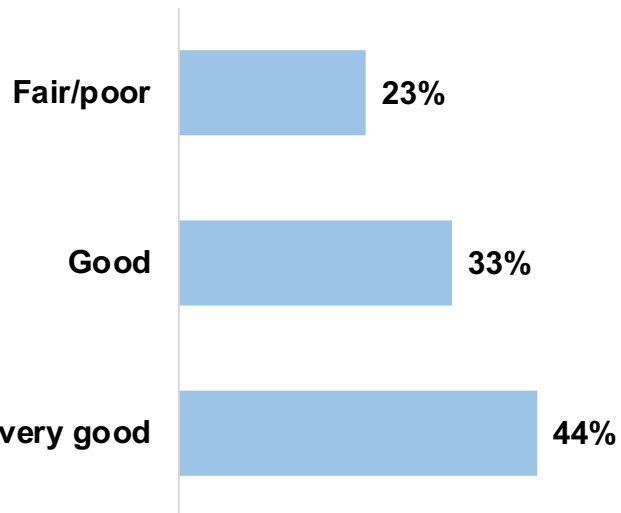
**very satisfied/satisfied**  
with **workload**

**In the past few weeks, job has  
made you feel**

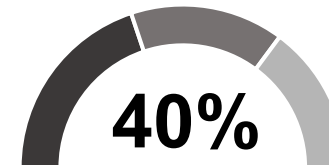


**all/most of the time**  
tense, uneasy or worried

## General health (now)



**all/most of the time**  
calm, contented or relaxed



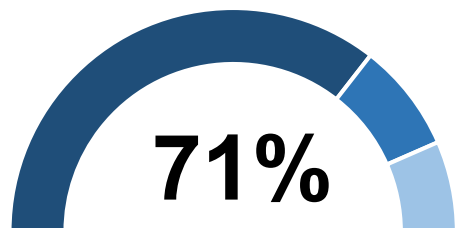
**all/most of the time**  
cheerful, enthusiastic or optimistic

## Work-life Balance and Wellbeing (II)

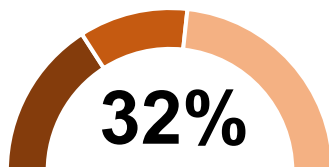
| Linear regression    | Wellbeing [proxy] <sup>+</sup> | Wellbeing [work-life balance] |
|----------------------|--------------------------------|-------------------------------|
| <b>Abuse</b>         |                                |                               |
| Yes                  | -0.185*** (0.023)              | -0.312*** (0.064)             |
| <b>Abuse (count)</b> |                                |                               |
| Single               | -0.128*** (0.028)              | -0.143* (0.081)               |
| Multiple             | -0.254*** (0.030)              | -0.519*** (0.082)             |
| <b>Abuse (type)</b>  |                                |                               |
| Verbal abuse         | -0.093*** (0.027)              | -0.182** (0.077)              |
| Bullying             | -0.145*** (0.035)              | -0.222** (0.096)              |
| Threat               | -0.033 <sup>ns</sup> (0.046)   | -0.015 <sup>ns</sup> (0.123)  |
| Physical violence    | -0.107** (0.050)               | -0.381*** (0.138)             |

<sup>+</sup>Composite index created from feelings questions. All specifications include controls for age band, gender, ethnicity & nationality, regional COVID-19 cases, regional COVID-19 deaths, employer type, care setting, client group, job role, tenure, contract type, union membership and north-south dummies. Robust standard errors in parentheses. \*\*\*p<0.01, \*\*p<0.05, \*p<0.1, <sup>ns</sup> not significant.

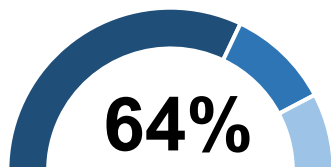
# Job Satisfaction and Intention to Quit (I)



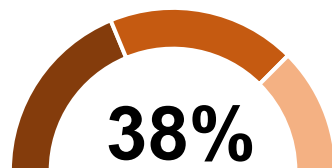
very satisfied/satisfied  
with **job (overall)**



very satisfied/satisfied  
with **amount of pay**

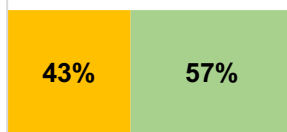


very satisfied/satisfied  
with **job security**

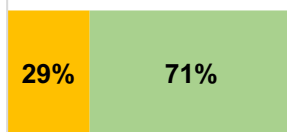


very satisfied/satisfied  
with **promotion prospects**

Current employer  
voluntarily



Social care  
altogether



Very/quite likely  
Not very/at all likely

Intention to leave in the next 12 months

The desperately low pay, zero hours & no paid travel time is, the killer for this job. It's the most fulfilling job I have had. But I am constantly angry with the unfairness of the wages, pretence that it is unskilled labour, and so on. Which is why I can't stay.

Direct care, older adults and adults with physical and/or sensory disability, domiciliary care

We were hung out to dry , we don't want clapping support we want fair wages for an extremely difficult job , appreciation in the pay packet not standing on front doors . Jobs stacking shelves in supermarkets pay better .... how is that right?

Direct care, older adults, care home w or w/o nursing

I feel undervalued, definitely under paid and have been looking for other jobs, not in care.

Management, care home w or w/o nursing

## Intention to quit (II)



| Linear regression    | Intention to quit current employer in the next 12 months | Intention to quit social care in the next 12 months |
|----------------------|--|---|
| <b>Abuse</b>         |  |   |
| Yes                  | 0.233*** (5.71)  | 0.260*** (7.04)                                     |
| <b>Abuse (count)</b> |  |   |
| Single               | 0.225*** (4.48)  | 0.223*** (4.72)                                     |
| Multiple             | 0.243*** (4.17)  | 0.200*** (3.67)                                     |
| <b>Abuse (type)</b>  |  |   |
| Verbal abuse         | 0.135*** (2.86)  | 0.115*** (2.92)                                     |
| Bullying             | 0.103*** (1.55)  | 0.057 <sup>ns</sup> (1.05)                          |
| Threat               | 0.128* (1.61)  | 0.072 <sup>ns</sup> (1.06)                          |
| Physical violence    | -0.067 <sup>ns</sup> (-0.64)                             | 0.020 <sup>ns</sup> (0.24)                          |

All specifications include controls for age band, gender, ethnicity & nationality, regional COVID-19 cases, regional COVID-19 deaths, employer type, care setting, client group, job role, tenure, contract type, union membership and north-south dummies. Marginal effects at mean. Z-scores based on robust standard errors in parentheses.

\*\*\*p<0.01, \*\*p<0.05, \*p<0.1, <sup>ns</sup> not significant.

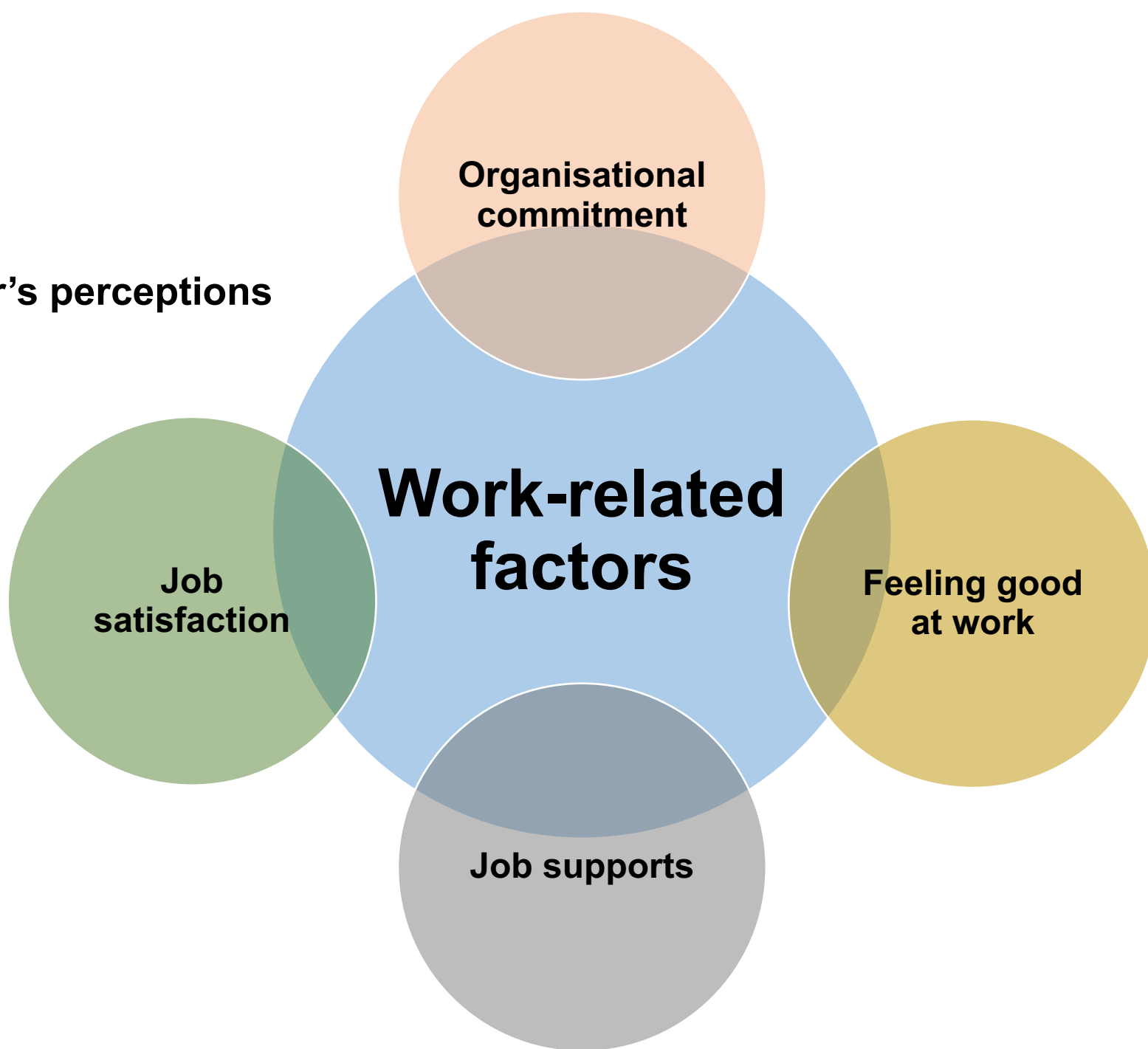
Key findings: Wave 1 &  
Wave 2 [work-related  
scales]



# Job-related attitudes & aspects

- A set of job-related attitudes and job aspects
  - Workplace Employment Relations Survey + Extra items relevant to social care
  - 5-point Likert-type scales [1,...,5]
- How best to utilise these variables?
  - Longitudinal dimension
  - Descriptively
  - Regression analysis
- Challenge: Many items, some of which are highly correlated
  - **Factor analysis (FA)**: exploratory, as we do not have a clear idea of the structure or dimensions in a set of variables; *varimax* rotation; pooled sample
  - How to create the scales? Steps: a) reorder ordinal scales [-2,...,2]; b) additive per category
  - Pseudo-continuous (median cut-off) [-1,0,1] or normalised [0,...,1]?

**Worker's perceptions**



**Organisational  
commitment**

**Work-related  
factors**

**Job  
satisfaction**

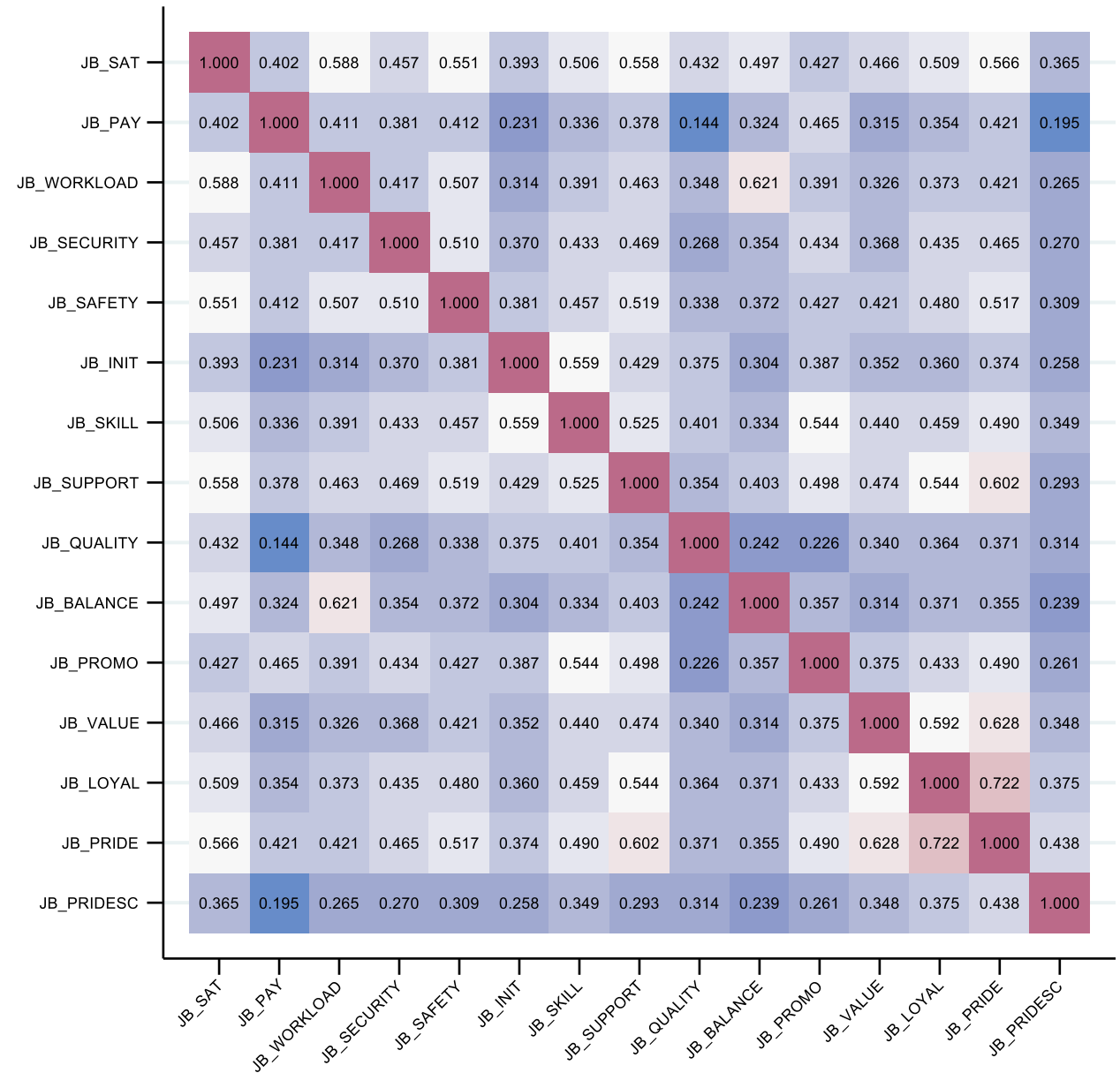
**Feeling good  
at work**

**Job supports**



| Job satisfaction   | Organisational commitment   | Feeling good at work   | Job supports  |
|--|---|--|---|
| <p><b>Proud to tell people</b><br/> - who I work for<br/> - I work in social care</p> <p><b>Feel loyal to my organisation</b></p> <p><b>Share many of the values of my organisation</b></p> <p><b>Job aspects</b></p> <ul style="list-style-type: none"> <li>- workload</li> <li>- job safety</li> <li>- job security</li> <li>- work-life balance</li> <li>- promotion prospects</li> <li>- amount of pay you receive</li> <li>- opportunities to use your skills</li> <li>- extent to which you can use your own initiative</li> <li>- support you receive from managers and/or co-workers</li> <li>- quality of care you provide</li> </ul> | <p><b>How good the managers at the workplace are at:</b></p> <ul style="list-style-type: none"> <li>- Listening to the views of employees or employee representatives about work-related issues</li> <li>- Responding to suggestions from employees or employee representatives</li> <li>- Seeking the views of employees or employee representatives</li> <li>- Allowing employees or employee representatives to influence final decisions</li> </ul> | <p><b>Thinking of the past few weeks, the amount of time that your job made you feel:</b></p> <ul style="list-style-type: none"> <li>- cheerful, enthusiastic, optimistic</li> <li>- depressed, gloomy or miserable</li> <li>- calm, contented or relaxed</li> <li>- tense, uneasy or worried</li> </ul> | <p><b>Immediate supervisor, line manager or boss:</b></p> <ul style="list-style-type: none"> <li>- Helps me perform well in my job</li> <li>- Provides useful feedback on my work <ul style="list-style-type: none"> <li>- Treats me fairly</li> </ul> </li> <li>- Is supportive if I have a problem</li> <li>- Recognises when I have done a good job <ul style="list-style-type: none"> <li>- Respects me as a person</li> </ul> </li> <li>- Can be relied upon to keep promises</li> <li>- Is successful in getting people to work together <ul style="list-style-type: none"> <li>- Supports my learning and development</li> </ul> </li> </ul> |

# Correlation matrix: Job satisfaction



## FA adequacy tests

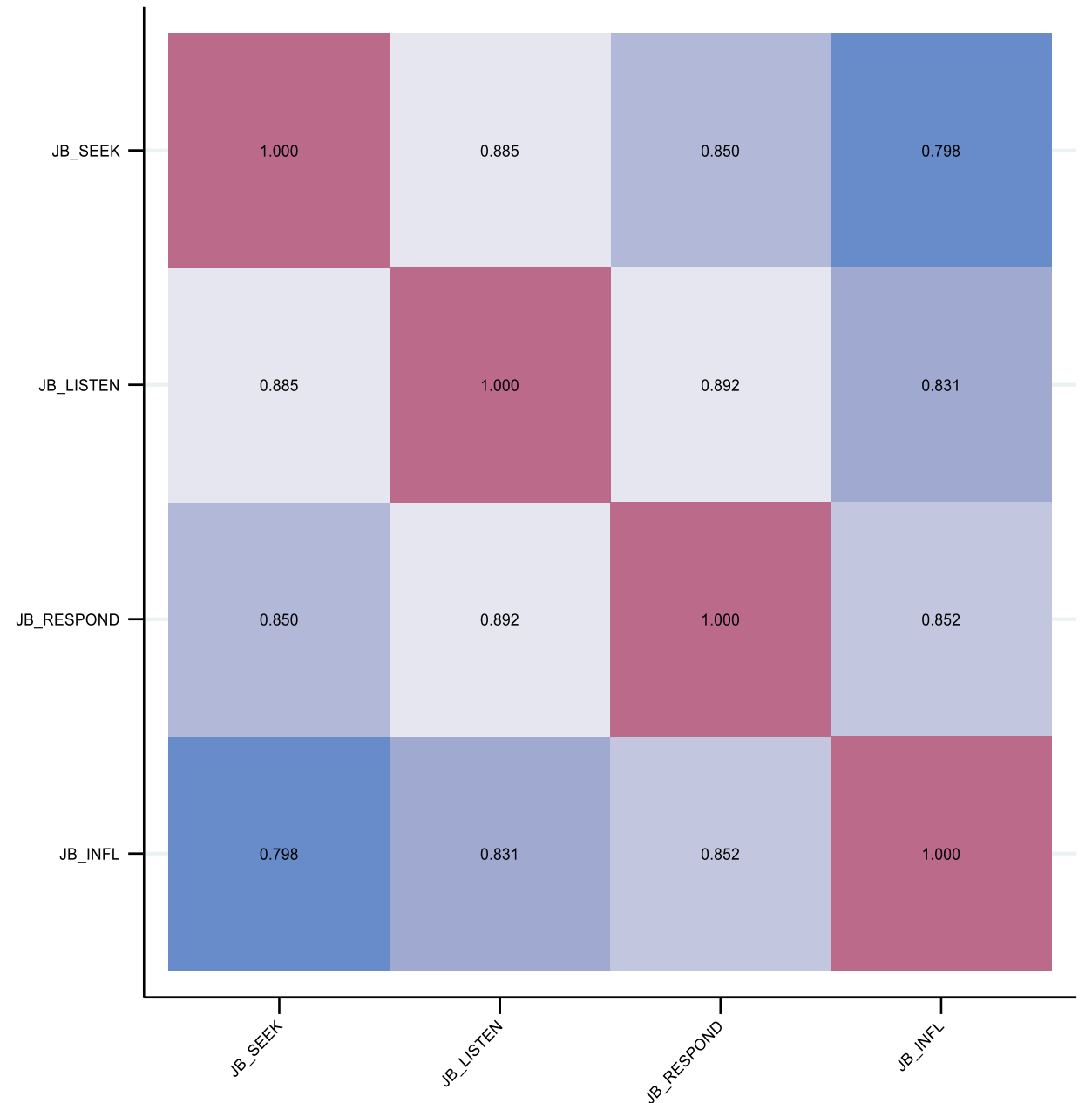
Kaiser-Meyer-Olkin 0.936

Bartlett's test (p-value) <0.001

Cronbach's alpha 0.912

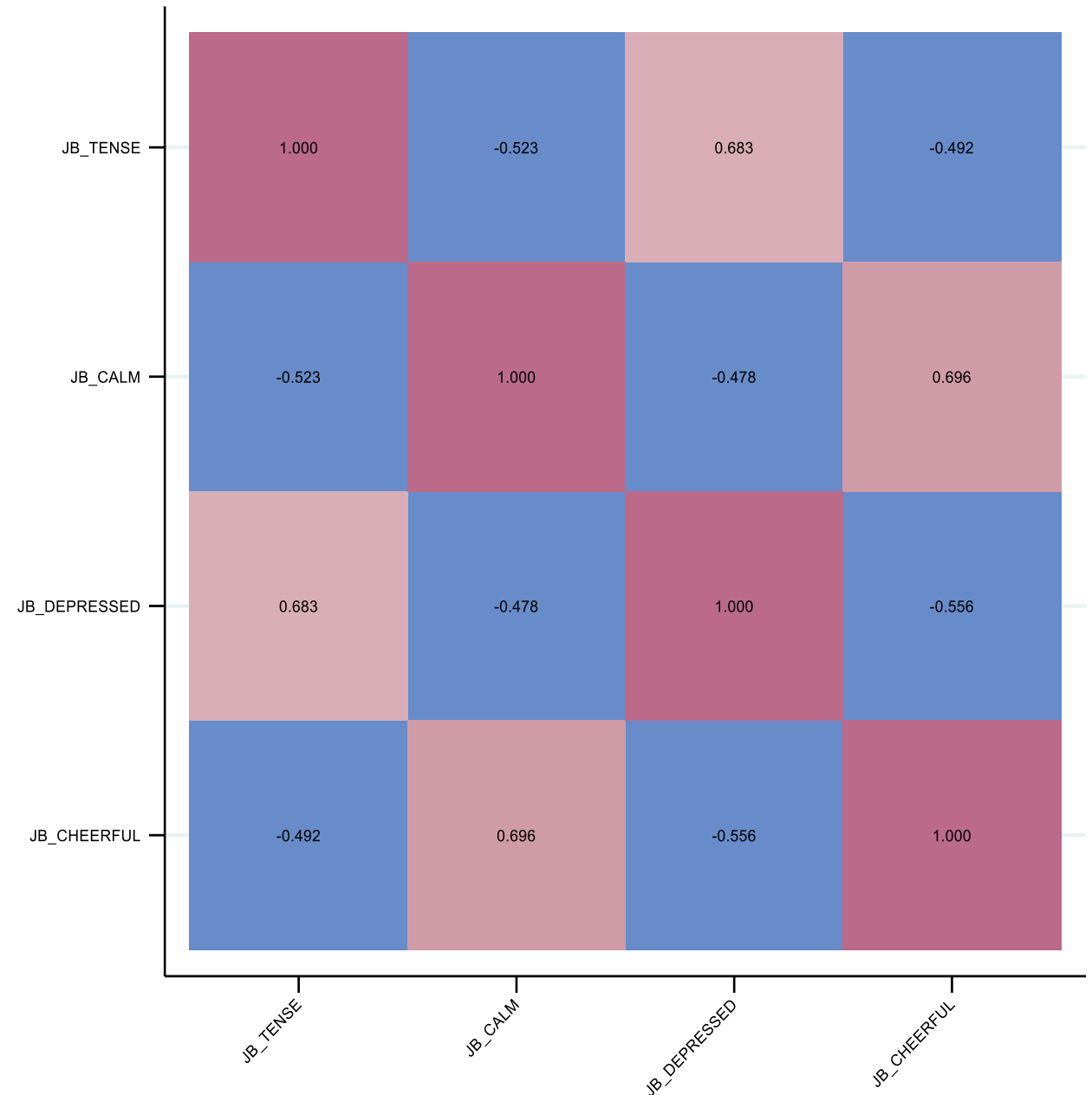
# Correlation matrix: Organisational commitment

| FA adequacy tests         |        |
|---------------------------|--------|
| Kaiser-Meyer-Olkin        | 0.863  |
| Bartlett's test (p-value) | <0.001 |
| Cronbach's alpha          | 0.958  |



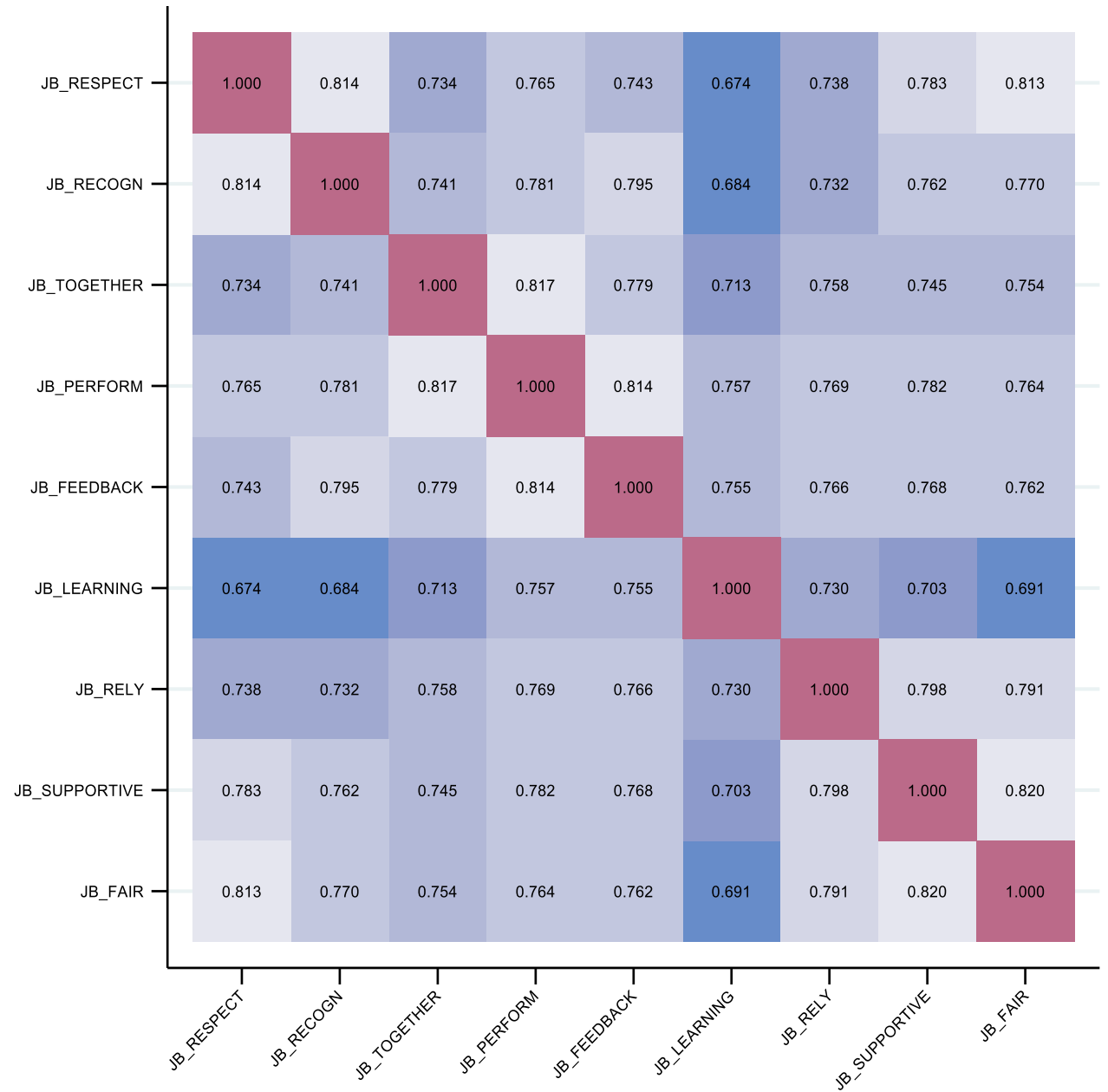
# Correlation matrix: Feeling good at work

| FA adequacy tests         |        |
|---------------------------|--------|
| Kaiser-Meyer-Olkin        | 0.721  |
| Bartlett's test (p-value) | <0.001 |
| Cronbach's alpha          | 0.842  |



# Correlation matrix: Job supports

| FA adequacy tests         |        |
|---------------------------|--------|
| Kaiser-Meyer-Olkin        | 0.960  |
| Bartlett's test (p-value) | <0.001 |
| Cronbach's alpha          | 0.966  |



# Factor loadings

## Job satisfaction

| Variable    | Factor1 | Uniqueness |
|-------------|---------|------------|
| JB_PRIDE    | 0.7854  | 0.3831     |
| JB_SAT      | 0.7539  | 0.4316     |
| JB_SUPPORT  | 0.7334  | 0.4622     |
| JB_LOYAL    | 0.7274  | 0.4709     |
| JB_SKILL    | 0.6969  | 0.5143     |
| JB_SAFETY   | 0.6940  | 0.5184     |
| JB_WORKLOAD | 0.6589  | 0.5659     |
| JB_VALUE    | 0.6502  | 0.5772     |
| JB_PROMO    | 0.6409  | 0.5892     |
| JB_SECURITY | 0.6261  | 0.6080     |
| JB_BALANCE  | 0.5730  | 0.6716     |
| JB_INIT     | 0.5656  | 0.6801     |
| JB_PAY      | 0.5342  | 0.7146     |
| JB_QUALITY  | 0.5001  | 0.7499     |
| JB_PRIDESC  | 0.4711  | 0.7780     |

## Organisational commitment

| Variable   | Factor1 | Uniqueness |
|------------|---------|------------|
| JB_LISTEN  | 0.9438  | 0.1093     |
| JB_RESPOND | 0.9359  | 0.1241     |
| JB_SEEK    | 0.9095  | 0.1729     |
| JB_INFL    | 0.8820  | 0.2221     |

## Feeling good at work

| Variable     | Factor1 | Uniqueness |
|--------------|---------|------------|
| JB_CHEERFUL  | 0.7649  | 0.4149     |
| JB_DEPRESSED | -0.7498 | 0.4379     |
| JB_CALM      | 0.7432  | 0.4477     |
| JB_TENSE     | -0.7387 | 0.4543     |

## Job supports

| Variable     | Factor1 | Uniqueness |
|--------------|---------|------------|
| JB_PERFORM   | 0.8976  | 0.1944     |
| JB_FEEDBACK  | 0.8863  | 0.2146     |
| JB_FAIR      | 0.8857  | 0.2155     |
| JB_SUPPORT~E | 0.8839  | 0.2188     |
| JB_RECOGN    | 0.8722  | 0.2392     |
| JB_RESPECT   | 0.8709  | 0.2416     |
| JB_RELY      | 0.8703  | 0.2426     |
| JB_TOGETHER  | 0.8642  | 0.2531     |
| JB_LEARNING  | 0.8117  | 0.3411     |

# Scales by subgroups – sex



|               | Male  | Female |
|---------------|-------|--------|
| Job sat       | 0.598 | 0.648  |
| Org com       | 0.546 | 0.580  |
| Work feelings | 0.487 | 0.500  |
| Job sup       | 0.610 | 0.634  |

Significant differences at **1%**: job sat  
Significant differences at **10%**: org com

# Scales by subgroups – ethnicity & nationality



|               | White B | White NB | BAME  |
|---------------|---------|----------|-------|
| Job sat       | 0.639   | 0.606    | 0.670 |
| Org com       | 0.568   | 0.527    | 0.658 |
| Work feelings | 0.492   | 0.482    | 0.560 |
| Job sup       | 0.624   | 0.629    | 0.690 |

Significant differences at **1%**: job sat (White Non-British vs. BAME), org com (White Non-British vs. BAME; White British vs. BAME), work feelings (White Non-British vs. BAME; White British vs. BAME), job sup (White British vs. BAME)

Significant differences at **5%**: job sat (White British vs. BAME)



# Scales by subgroups – care setting



|               | Resid | Dom + |
|---------------|-------|-------|
| Job sat       | 0.618 | 0.651 |
| Org com       | 0.560 | 0.582 |
| Work feelings | 0.445 | 0.524 |
| Job sup       | 0.620 | 0.636 |

Significant differences at 1%: job sat, work feelings

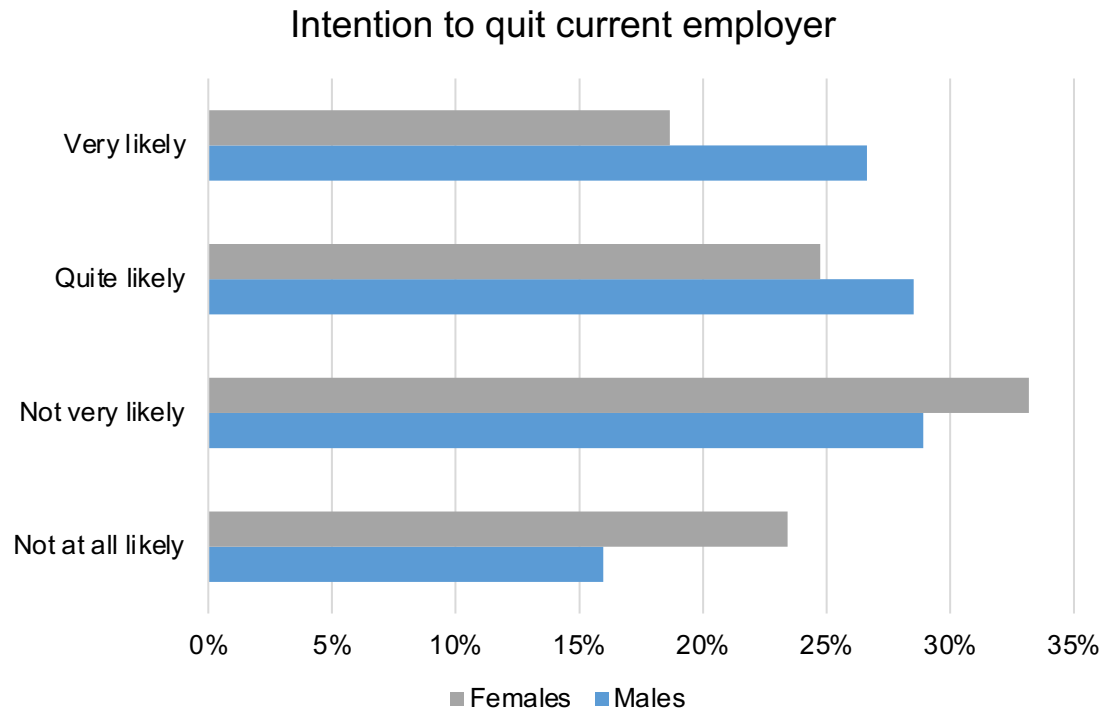
Key findings: Wave 1 &  
Wave 2 [intention to quit]



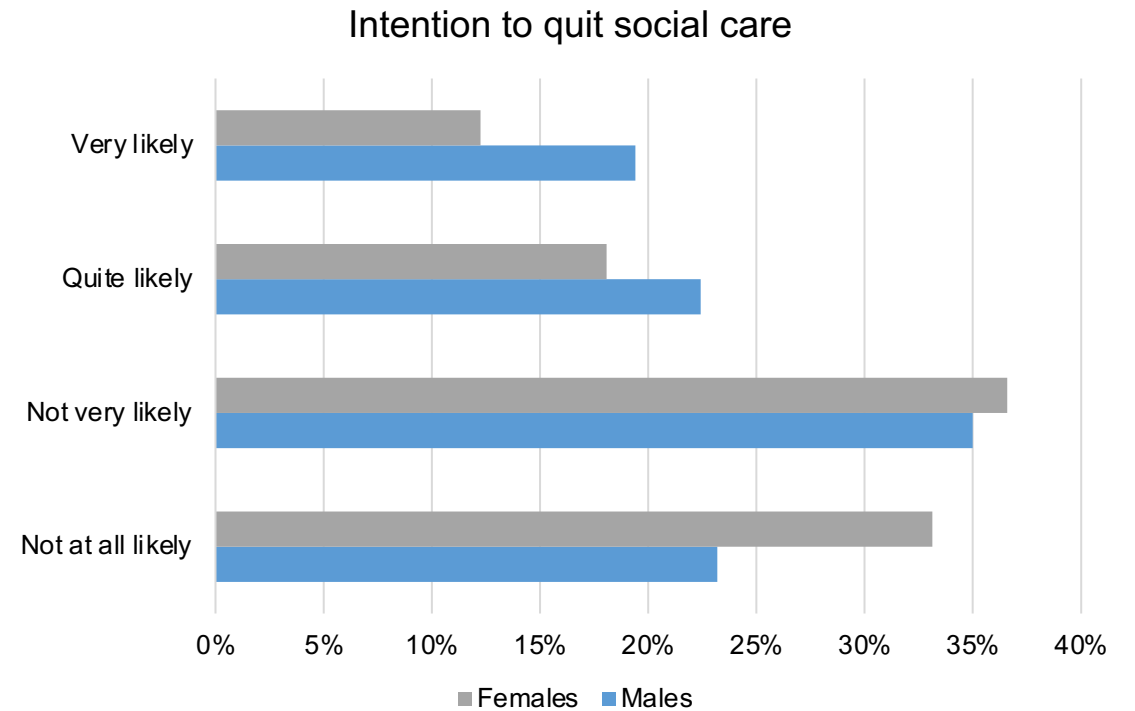
# Intention to quit

- Intention to leave/quit
  - current employer voluntarily in the next 12 months
  - social care altogether in the next 12 months
  - 4-point Likert-type scales [Very likely, Quite likely, Not very likely, Not at all likely]
- Long-standing issue of high turnover for care workers in England (SfC, 2021)
  - 28.5% (~410K people) over a year
  - ↓ in turnover rates during the pandemic; by 3.7 percentage points for care workers
  - Domino impact (vacancies): 8% pre-COVID; 6.2% Apr 20-July 21; 8.2% Aug 21
- COVID-19 era – so far, a) emphasis on actual turnover; b) England
- Contribution: a) comprehensive work-related scales (job satisfaction, organisational commitment, feeling good at work, job supports); b) employee's perspective; c) UK
  - Longitudinal COVID-19 workforce survey; unbalanced panel (N=1,791)
  - Pooled and panel regression analysis

# Intention to quit by subgroups – sex

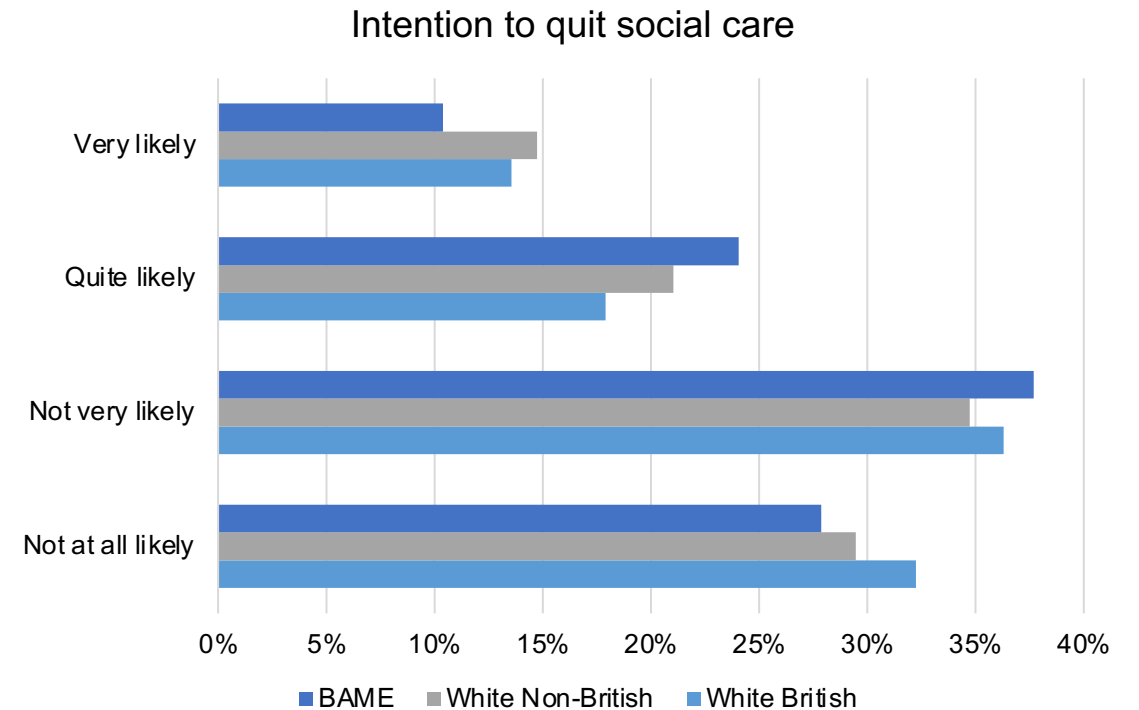
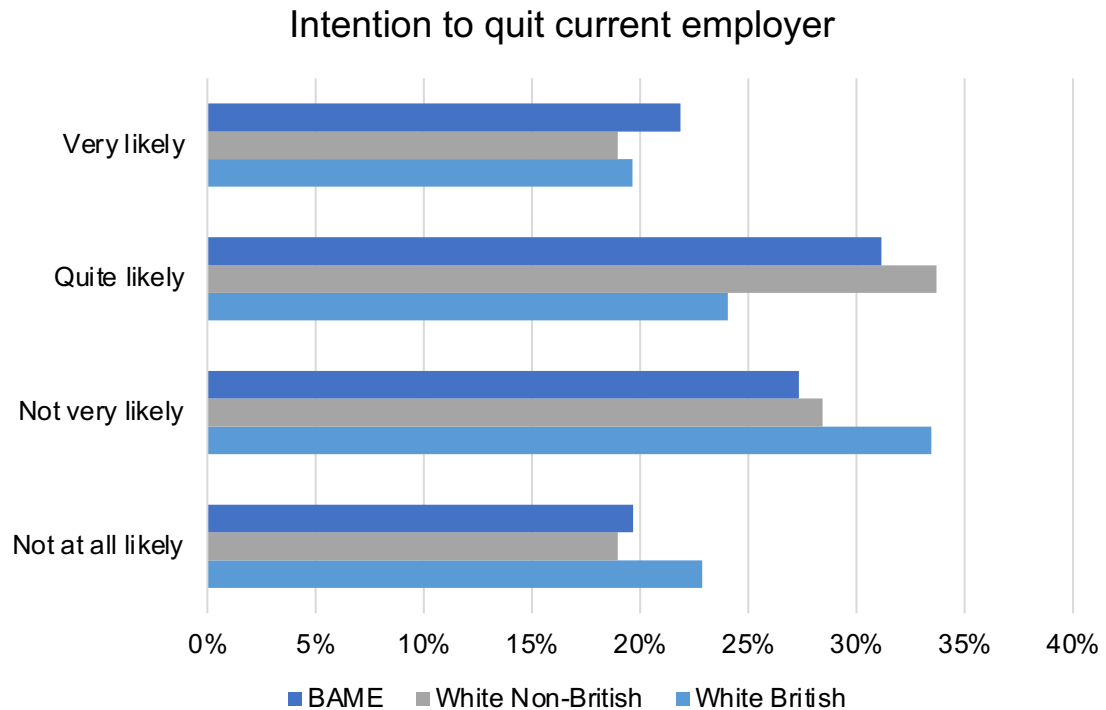


Significant differences at 1%: **Males** vs. Females



Significant differences at 1%: **Males** vs. Females

# Intention to quit by subgroups – ethnicity & nationality

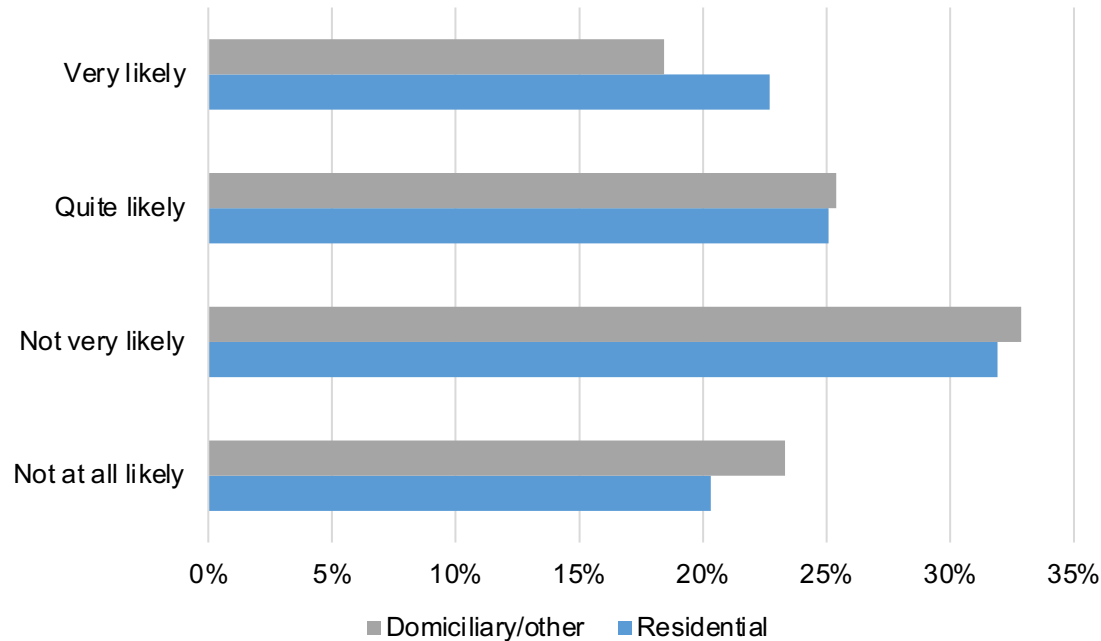


Significant differences at 5%: White British vs. **BAME**  
Significant differences at 10%: White British vs. **White Non-British**

No significant differences

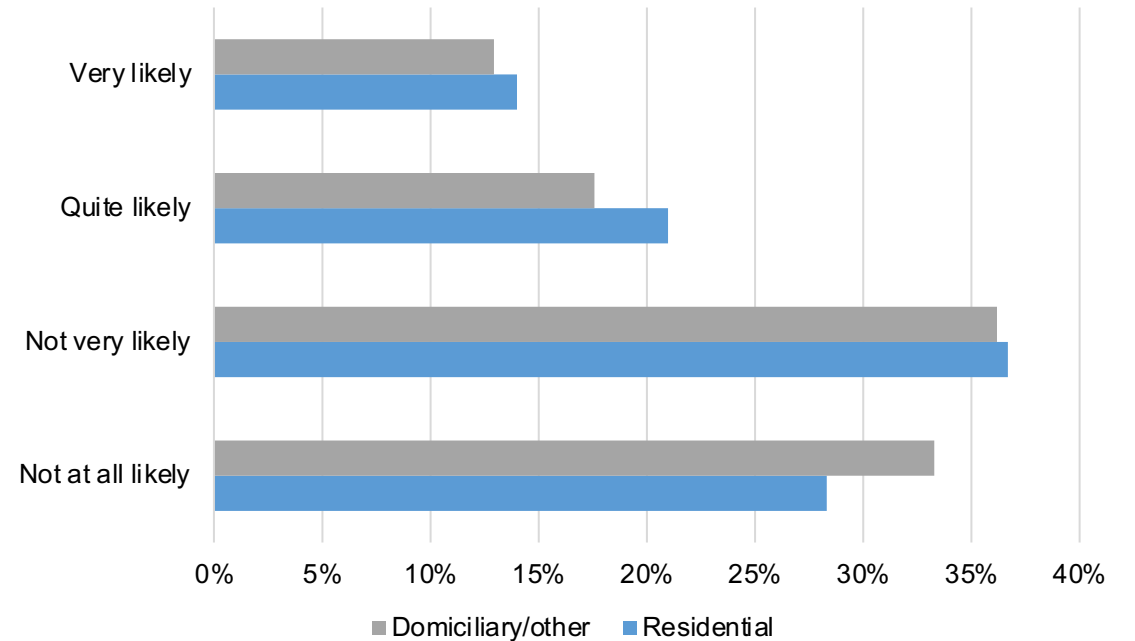
# Intention to quit by subgroups – care setting

## Intention to quit current employer



No significant differences

## Intention to quit social care



Significant differences at **10%**: Residential vs. domiciliary/other

|  | Wave 1 (mean) | Wave 2 (mean) | diff | Pooled (mean) |
|--|---------------|---------------|------|---------------|
| <b>Female</b>  | 0.839         | 0.823         | **   | 0.853         |
| <b>Under 35 years</b>                                  | 0.260         | 0.175         | ***  | 0.224         |
| <b>35-44 years</b>                                     | 0.199         | 0.188         | ns   | 0.194         |
| <b>45-54 years</b>                                     | 0.290         | 0.320         | ns   | 0.303         |
| <b>55+ years</b>                                       | 0.251         | 0.317         | ***  | 0.279         |
| <b>Sector: Public</b>                                  | 0.176         | 0.229         | ***  | 0.199         |
| <b>Sector: Private</b>                                 | 0.537         | 0.605         | ***  | 0.566         |
| <b>Sector: Charity</b>                                 | 0.128         | 0.114         | ns   | 0.122         |
| <b>Care setting: Residential</b>                       | 0.362         | 0.280         | ***  | 0.327         |
| <b>Care setting: Domiciliary care/other</b>            | 0.638         | 0.720         | ***  | 0.673         |
| <b>Service user: Older adults (incl. dementia)</b>     | 0.584         | 0.611         | ns   | 0.596         |
| <b>Service user: Adults with phy and/or sens disab</b> | 0.164         | 0.172         | ns   | 0.168         |
| <b>Service user: Adults with mental health needs</b>   | 0.139         | 0.156         | ns   | 0.146         |
| <b>Role: Direct care</b>                               | 0.736         | 0.658         | ***  | 0.703         |
| <b>Tenure: &lt;2 years</b>                             | 0.193         | 0.115         | ***  | 0.160         |
| <b>Tenure: 2-5 years</b>                               | 0.217         | 0.204         | ns   | 0.212         |
| <b>Tenure: 6-10 years</b>                              | 0.187         | 0.199         | ns   | 0.192         |
| <b>Tenure: &gt;10 years</b>                            | 0.403         | 0.481         | ***  | 0.436         |
| <b>Contract type: Permanent</b>                        | 0.653         | 0.650         | ns   | 0.652         |
| <b>Union member: Yes</b>                               | 0.447         | 0.383         | ***  | 0.420         |
| <b>Abuse: Single</b>                                   | 0.138         | 0.156         | ns   | 0.146         |
| <b>Abuse: Multiple</b>                                 | 0.118         | 0.099         | ns   | 0.110         |
| <b>Scale: Job satisfaction</b>                         | 0.650         | 0.627         | **   | 0.640         |
| <b>Scale: Organisational commitment</b>                | 0.581         | 0.567         | ns   | 0.575         |
| <b>Scale: Feeling good at work</b>                     | 0.510         | 0.482         | **   | 0.498         |
| <b>Scale: Job supports</b>                             | 0.637         | 0.622         | ns   | 0.631         |
| <b>Region: North</b>                                   | 0.282         | 0.326         | **   | 0.300         |
| <b>Region: Midlands</b>                                | 0.242         | 0.256         | ns   | 0.248         |
| <b>Region: London/South</b>                            | 0.328         | 0.297         | ns   | 0.315         |
| <b>Region: NI/Scotland/Wales</b>                       | 0.149         | 0.121         | *    | 0.137         |
| <b>Observations</b>                                    | 1,037         | 754           |      | 1,791         |

Significance level:  
 \*\*\* p<0.01, \*\*  
 p<0.05, \* p<0.1,  
 ns: not significant.

**Descriptives**  
**(main control variables)**

# Econometric approach

Following previous studies on individual turnover of LTC staff (Castle et al., 2007; Morris, 2009; Rosen et al., 2011; Vadean and Saloniki, 2021)

## Pooled

- Linear Probability Model (LPM), Logit, Probit
- Huber-White sandwich estimator clustered by ID for robust standard errors

## Panel

- Not controlling for unobserved heterogeneity can lead to biased results (Keldenich and Luecke, 2020)
- FE LPM, RE Probit
- Hausman test: RE is preferred
- Standard errors clustered by ID



| QUIT_EMP  | (1)               | (2)               | (3)               | (4)               | (5)               |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
|   | LPM/OLS           | Logit             | Probit            | FE LPM            | Probit RE         |
|   | $\beta$           | ME                | ME                | $\beta$           | ME                |
| Male  | 0.063** (0.029)   | 0.088** (0.044)   | 0.086** (0.041)   |                   | 0.078* (0.041)    |
| White Non-British                               | 0.045 (0.045)     | 0.068 (0.068)     | 0.071 (0.064)     |                   | 0.071 (0.065)     |
| BAME  | 0.141*** (0.035)  | 0.220*** (0.053)  | 0.202*** (0.049)  |                   | 0.209*** (0.047)  |
| Under 35 years                                  | -0.063** (0.030)  | -0.096** (0.045)  | -0.091** (0.042)  | 0.068 (0.293)     | -0.091** (0.041)  |
| 35-44 years                                     | -0.052* (0.029)   | -0.082* (0.045)   | -0.074* (0.042)   | 0.109 (0.183)     | -0.073* (0.041)   |
| 55+   | -0.053** (0.026)  | -0.082** (0.040)  | -0.078** (0.037)  | 0.181 (0.183)     | -0.076** (0.037)  |
| Sector: Public                                  | -0.049* (0.026)   | -0.073* (0.039)   | -0.066* (0.036)   | -0.037 (0.105)    | -0.067* (0.036)   |
| Sector: Charity                                 | -0.053 (0.034)    | -0.076 (0.050)    | -0.061 (0.047)    | 0.184 (0.141)     | -0.051 (0.047)    |
| Sector: Other                                   | -0.009 (0.034)    | -0.017 (0.054)    | -0.011 (0.048)    | 0.070 (0.096)     | -0.007 (0.049)    |
| Care setting: Residential                       | -0.007 (0.024)    | -0.010 (0.037)    | -0.014 (0.034)    | -0.012 (0.129)    | -0.018 (0.034)    |
| Service user: Older adults (incl. dementia)     | 0.017 (0.022)     | 0.024 (0.033)     | 0.024 (0.031)     | 0.093 (0.105)     | 0.031(0.031)      |
| Service user: Adults with phy and/or sens disab | 0.027 (0.029)     | 0.043 (0.045)     | 0.045 (0.042)     | 0.154* (0.087)    | 0.051 (0.042)     |
| Service user: Adults with mental health needs   | -0.027 (0.031)    | -0.039 (0.047)    | -0.034 (0.044)    | 0.064 (0.104)     | -0.026 (0.044)    |
| Service user: Other (incl. children)            | -0.010 (0.037)    | -0.012 (0.054)    | -0.012 (0.050)    | -0.080 (0.095)    | -0.021 (0.050)    |
| Role: Direct care                               | -0.036 (0.025)    | -0.053 (0.038)    | -0.045 (0.035)    | -0.055 (0.107)    | -0.040 (0.035)    |
| Tenure: <2 years                                | 0.006 (0.032)     | 0.004 (0.051)     | 0.004 (0.047)     | 0.204 (0.263)     | 0.006 (0.047)     |
| Tenure: 2-5 years                               | -0.004 (0.028)    | -0.006 (0.043)    | -0.006 (0.040)    | 0.049 (0.193)     | -0.011 (0.039)    |
| Tenure: 6-10 years                              | -0.043 (0.029)    | -0.071 (0.043)    | -0.064 (0.040)    | -0.002 (0.123)    | -0.067* (0.039)   |
| Contract type: Permanent                        | 0.046* (0.024)    | 0.078** (0.038)   | 0.077** (0.035)   | 0.054 (0.091)     | 0.077** (0.035)   |
| Union member: Yes                               | 0.005 (0.022)     | 0.009 (0.034)     | 0.013 (0.032)     | 0.098 (0.095)     | 0.016 (0.031)     |
| Abuse: Single                                   | 0.079*** (0.030)  | 0.118*** (0.044)  | 0.107*** (0.041)  | -0.006 (0.072)    | 0.108*** (0.040)  |
| Abuse: Multiple                                 | 0.077** (0.037)   | 0.110* (0.057)    | 0.114** (0.051)   | 0.102 (0.086)     | 0.116** (0.050)   |
| Scale: Job satisfaction <sup>+</sup>            | -0.130*** (0.017) | -0.146*** (0.020) | -0.141*** (0.019) | -0.159*** (0.039) | -0.139*** (0.019) |
| Scale: Organisational commitment <sup>+</sup>   | -0.024 (0.016)    | -0.038* (0.021)   | -0.037* (0.020)   | -0.007 (0.037)    | -0.036* (0.020)   |
| Scale: Feeling Good at work <sup>+</sup>        | -0.128*** (0.014) | -0.174*** (0.018) | -0.166*** (0.017) | -0.066* (0.034)   | -0.163*** (0.017) |
| Scale: Job supports <sup>+</sup>                | -0.070*** (0.016) | -0.093*** (0.020) | -0.087*** (0.019) | -0.107*** (0.035) | -0.090*** (0.018) |
| Observations                                    | 1,791             | 1,791             | 1,791             | 1,791             | 1,791             |

**Estimation results**  
**(selected control variables)**

Significance level: \*\*\* p<0.01, \*\* p<0.05, \* p<0.1, +pseudo-continuous; robust standard errors in parentheses.

| QUIT_SC   | (1)               | (2)               | (3)               | (4)             | (5)               |
|---|-------------------|-------------------|-------------------|-----------------|-------------------|
|   | LPM/OLS           | Logit             | Probit            | FE LPM          | Probit RE         |
|   | $\beta$           | ME                | ME                | $\beta$         | ME                |
| Male  | 0.074** (0.031)   | 0.087** (0.036)   | 0.083** (0.035)   |                 | 0.078** (0.035)   |
| White Non-British                               | 0.014 (0.052)     | 0.022 (0.057)     | 0.029 (0.058)     |                 | 0.040 (0.059)     |
| BAME  | 0.065* (0.036)    | 0.085 (0.048)     | 0.088* (0.045)    |                 | 0.089* (0.045)    |
| Under 35 years                                  | -0.073** (0.030)  | -0.077** (0.034)  | -0.077** (0.034)  | 0.263 (0.296)   | -0.078** (0.034)  |
| 35-44 years                                     | -0.044 (0.030)    | -0.048 (0.035)    | -0.042 (0.035)    | 0.001 (0.184)   | -0.042 (0.034)    |
| 55+   | 0.007 (0.027)     | 0.008 (0.033)     | 0.010 (0.032)     | -0.036 (0.184)  | 0.007 (0.032)     |
| Sector: Public                                  | -0.026 (0.026)    | -0.031 (0.031)    | -0.029 (0.031)    | -0.016 (0.106)  | -0.030 (0.030)    |
| Sector: Charity                                 | -0.049 (0.035)    | -0.053 (0.037)    | -0.046 (0.038)    | 0.226 (0.142)   | -0.041 (0.038)    |
| Sector: Other                                   | -0.013 (0.033)    | -0.020 (0.040)    | -0.014 (0.040)    | 0.038 (0.096)   | -0.012 (0.041)    |
| Care setting: Residential                       | 0.008 (0.025)     | 0.008 (0.028)     | 0.005 (0.029)     | -0.035 (0.130)  | 0.005 (0.029)     |
| Service user: Older adults (incl. dementia)     | -0.026 (0.023)    | -0.033 (0.027)    | -0.028 (0.026)    | -0.066 (0.106)  | -0.028 (0.026)    |
| Service user: Adults with phy and/or sens disab | 0.038 (0.031)     | 0.043 (0.037)     | 0.049 (0.037)     | -0.093 (0.088)  | 0.038 (0.037)     |
| Service user: Adults with mental health needs   | -0.042 (0.032)    | -0.049 (0.038)    | -0.049 (0.038)    | 0.077 (0.105)   | -0.042 (0.038)    |
| Service user: Other (incl. children)            | -0.032 (0.035)    | -0.033 (0.040)    | -0.031 (0.040)    | 0.045 (0.095)   | -0.026 (0.041)    |
| Role: Direct care                               | -0.013 (0.026)    | -0.011 (0.030)    | -0.012 (0.030)    | -0.124 (0.108)  | -0.011 (0.030)    |
| Tenure: <2 years                                | -0.009 (0.035)    | -0.019 (0.042)    | -0.021 (0.041)    | 0.542** (0.262) | -0.016 (0.041)    |
| Tenure: 2-5 years                               | -0.043 (0.029)    | -0.051 (0.033)    | -0.052 (0.033)    | 0.182 (0.194)   | -0.056* (0.033)   |
| Tenure: 6-10 years                              | -0.028 (0.029)    | -0.039 (0.033)    | -0.036 (0.033)    | -0.026 (0.124)  | -0.036 (0.033)    |
| Contract type: Permanent                        | 0.061** (0.025)   | 0.080** (0.032)   | 0.078** (0.031)   | 0.145 (0.091)   | 0.079** (0.031)   |
| Union member: Yes                               | 0.021 (0.024)     | 0.027 (0.028)     | 0.030 (0.028)     | 0.149 (0.095)   | 0.035 (0.027)     |
| Abuse: Single                                   | 0.128*** (0.032)  | 0.142*** (0.037)  | 0.144*** (0.036)  | 0.074 (0.073)   | 0.142*** (0.035)  |
| Abuse: Multiple                                 | 0.106*** (0.040)  | 0.101** (0.042)   | 0.109*** (0.042)  | 0.154* (0.086)  | 0.110*** (0.041)  |
| Scale: Job satisfaction <sup>+</sup>            | -0.087*** (0.016) | -0.090*** (0.017) | -0.090*** (0.017) | -0.062 (0.039)  | -0.090*** (0.017) |
| Scale: Organisational commitment <sup>+</sup>   | -0.022 (0.015)    | -0.028 (0.017)    | -0.027 (0.017)    | -0.010 (0.038)  | -0.025 (0.017)    |
| Scale: Feeling good at work <sup>+</sup>        | -0.120*** (0.014) | -0.135*** (0.015) | -0.136*** (0.015) | -0.014 (0.034)  | -0.127*** (0.015) |
| Scale: Job supports <sup>+</sup>                | -0.009 (0.015)    | -0.012 (0.016)    | -0.126 (0.016)    | -0.050 (0.035)  | -0.015 (0.016)    |
| Observations                                    | 1,791             | 1,791             | 1,791             | 1,791           | 1,791             |

Significance level: \*\*\* p<0.01, \*\* p<0.05, \* p<0.1, +pseudo-continuous; robust standard errors in parentheses.

Estimation results  
 (selected control variables)

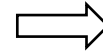
# Summary and Conclusion



## **Pulse survey** – report [available](#)

- ❖ Evidence of increased workload, stress and feeling unsafe at work, decline in general health
- ❖ No COVID-19-related training for over a fifth (half for BAME respondents)\*
- ❖ One in six reported not having clear guidance to be safe at work; no access to PPE

\*small number of cases for BAME respondents



## **Interviews with stakeholders** – blog [available](#)

- ❖ High levels of anxiety amongst the social care workforce
- ❖ Social care sector felt to be abandoned in the early months of the pandemic
- ❖ Lack of understanding of the social care sector by central government
- ❖ Growing concerns about abuse of workers during the pandemic



## **Longitudinal survey (Pooled analysis)** – papers in progress

- ❖ Evidence of lower job satisfaction, job supports and worse feelings at work during ‘Omicron’ wave
- ❖ Overall, males more likely to quit than females
- ❖ No significant differences in quits by care setting
- ❖ BAME respondents significantly more likely to quit current employer; weaker effect for quitting the sector
- ❖ Experienced abuse (single or multiple) negatively impacts on intention to quit



## **Longitudinal survey (Wave 1)** – [early findings](#) (paper under review)

- ❖ Evidence of increased workload since start of 2021 (in most cases without extra pay)
- ❖ Over a third felt tense, uneasy, depressed and gloomy because of their job
- ❖ A quarter experienced abuse in relation to the pandemic (over a third for BAME)
- ❖ Abuse incidents more common in residential care
- ❖ Negative association between abuse and work-life balance; abuse and intention to quit

# Implications

## Care workers feel neglected and undervalued

- **Workload**; job satisfaction; sense of responsibility
- **Wellbeing**: physical, mental and financial
- Further **retention** issues

## Brexit & COVID-19

- The nature and structure of **social care provision**?
- **Live-in care**
- **Migrant workers**: who will fill the gaps?

## Sector-wide changes

- + Better **pay** & better jobs
- + Funding & reforms
- + Pool of recruits
- + Sector wide support mechanisms
- Geographical disparities
- Impact on **users** and their **informal carers**

Wellbeing?

Thank you for listening

Happy to respond to questions

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