Yorkshire & Humber Region
ASC International Recruitment Fund

30th July 2024

Market Support and Training Package

LONDON CARE AND SUPPORT FORUM

social care, personal support and health services across the Capital

International Recruitment guidance & support for Social Care Providers:

Crafting a Robust Pre-Arrival and Post-Arrival Support System

INTERNATIONAL RECRUITMENT GUIDANCE
FOR SOCIAL CARE PROVIDERS & MANAGERS

LONDON CARE AND SUPPORT FORUM
social care, personal support and health services across the capital



WHO WE ARE

- The London Care and Support Forum, is part of the Care Association Alliance – national group of care associations.

- We work with commissioners, providers and other stakeholders, such as Skills for Care to provide a supportive facility for the exchange of information, the creation of a better understanding of user requirements in a constantly changing marketplace and to encourage higher quality standards through workforce development, enhanced management and good leadership.

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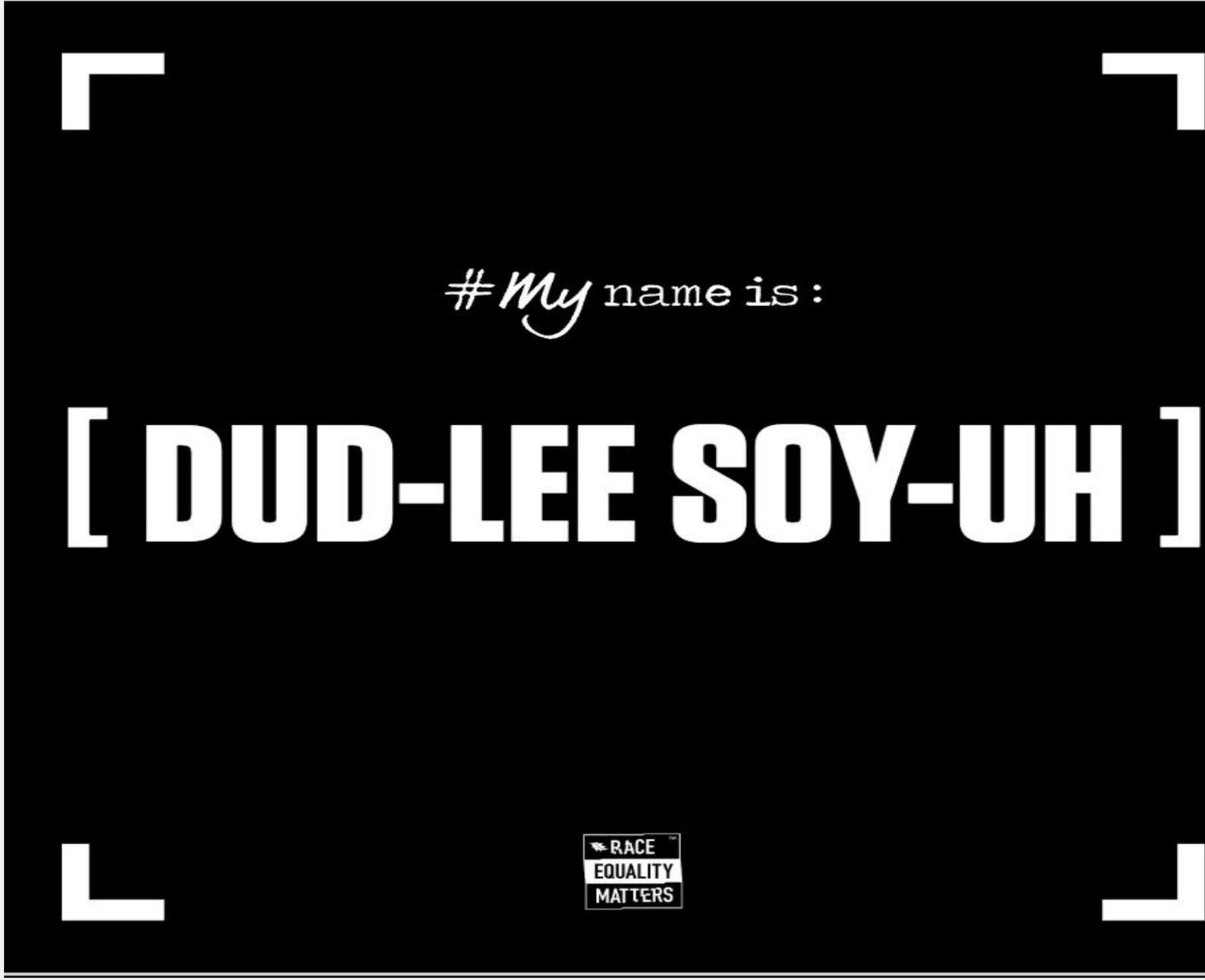


What is Required & Why?

- Ensuring that you recruit the right people
- Keeping them once they are with you
- Building an integrated workforce structure
- The role of Organisational Culture
- Why Equality, Diversity & Inclusion training is vital
- Staff development, career pathways for your talent
- Supervisions and appraisals

Dudley Sawyerr

(He, Him)



https://mynameis.raceequalitymatters.com/

#myname is:

WHAT IS YOUR NAME?

73% of people have had their name mispronounced. Regardless of reason, it's hurtful to those affected. After all, your name is more than just a name. It's part of your heritage, identity and pride.


USA
MEXICO
BRASIL
INDIA
CHINA

Duty of Care



- The key to success is the care and effort you put in to help people settle in the UK and in their new role.
- Put yourself in their shoes and think about what would help you if you went to work in a new country!
- What you do will depend on your circumstances, location and the extent to which your new recruits have family and friends already here.



Pastoral Support and Retention

Capacity:

- Having the right UK capacity in place to take responsibility for all the activity that is required to be legally compliant and manage a successful recruitment approach is essential

Preparing your UK Team:

- If you are new to overseas recruitment, you may find your UK team have mixed feelings about it.
- Helping your staff to understand the reasons for trying overseas recruitment and giving them a chance to hear about the experience from other organisations who have used overseas recruitment will help allay and worries





NEW STARTER



• Enhance the onboarding experience for new starters. Explore our resources and tips to ensure a warm and inviting experience for new starters pre-arrival.

• It can take time to settle into a new life in the UK, managers need to be empathetic and patient as this is a life changing moment for their new employee.

• The first one to six months in a new country and working as a new care worker in the UK can be very daunting, so planning of induction, training and pastoral care needs to be considered very carefully. It is also vital to ensure managers are prepared for the arrival of international workers.

• There will be additional pastoral care that needs to be considered as well as acknowledging cultural difference with any new arrival to the UK.

Example of Good Allyship

Dear staff and As-salamu alaikum to Islamic staff

As you may be aware Islamic holy month of Ramadan begun on the 11th of March.

I am reaching out to update our teams and all staff about the observance of Ramadan over the next 30 days that may affect the work activities of some staff.

Can staff kindly let me know and discuss possible arrangements that can help optimise performance or how it may affect workday activities. We aim to work with you to help you meet your deadlines during this period.

At the Care Group, we are always willing to learn to enable you to contribute to your usual standards

(Please insert any agreed arrangements)

HERE ARE SOME SUGGESTIONS FOR IMPROVING CULTURAL COMPETENCE AT THE INSTITUTIONAL LEVEL:

- Hire a diverse staff that's representative of the cultural diversity of the patient population.
- Ethnic matching of staff and client may help the client feel safe and understood.
- Create standards of practice that encourage staff to develop culturally adapted interventions or offer patients interventions drawn from their own cultural tradition as part of the care plan.
- Possibly refer to other sources that are safe and align with the patient's cultural practices.
- Inclusive practices – for example; nutrition guidelines that consider food cultures, including one-pot meals, stews, colours and texture which are similar to cultural dietary patterns.
- Recognising, national/religious festivals, Independence days

REMEMBER

A lack of cultural competence creates a barrier to effective communication. These are missed opportunities to provide appropriate interventions tailored to meet everyone's needs.



Induction programmes:

Should encompass cultural and pastoral support to settle into working and living in the UK.
It should include:

- an initial welcoming of staff (and family)
- accommodation
- pay
- registering with a GP, dentist and school
- setting up a bank account
- information relating to professional organisations, union representation, national embassies or high commissions
- introduction to social networks

Guidance

Code of practice for the international recruitment of health and social care personnel in England

Updated 23 August 2023

- **International health and social care personnel will have the same legal rights and responsibilities as domestically trained staff in all terms of employment and conditions of work. They will have the same access to further education and training, and continuous professional development**
- All staff, regardless of country of origin or training, have the same legal protections within the workplace.
- Relevant employment legislation applies as long as the employee holds a valid permit or appropriate visa.
- All health and social care employees will be employed on the same terms and conditions of employment as other domestically trained employees.
- Employment legislation protects and guides the conditions of service for all employees, regardless of their country of origin or training.
- Health and social care employees must meet and maintain requirements for continued professional regulation.
- The opportunity to enhance skills and experience are important features that underpin international health and social care mobility.

All newly appointed international health and social care personnel will be offered appropriate support and induction. Employers and contracting bodies should undertake pre-employment and placement preparation activity to ensure a respectful working environment.

- The potential financial position of health and social care personnel should be considered, and employers and contracting bodies should be aware that additional support may be required at varying levels depending on each individual situation.

- Other staff working in the host organisation should be made aware of the requirement to recruit internationally, and of the support expected of them to encourage a culture in which diversity is valued and respected. Induction should include aspects of cultural awareness, equal opportunities and diversity. Ongoing support should be culturally sensitive and offer career development and opportunities for progression.

- Feedback should be sought from currently employed staff and internationally recruited individuals as the employment or placement progresses, and any issues identified and resolved in a timely manner. Each international recruit must be made aware of how to find help and assistance in all aspects of their appointment


RECRUIT
RETAIN

Being deliberate in how you recruit is crucial to reducing staff turnover and future recruitment demands.

- Use your workplace culture development to decide what values and behaviours you want to embed in your organisation.
- Support managers to implement effective training and development.
- Support candidates throughout induction and beyond by being upfront about what values and behaviours you are seeking.
- Buddy up and/or mentoring new employees with another staff member on arrival, s they have a clear advice and support route immediately.
- Continuously review your values and behaviours as your culture evolves and ensure that your supervision methods reflect this.

Make sure staff feel valued so they can add value.

The Importance of Diversity & Inclusion?



- (D&I) is at the core of great people management. D&I is an organisational issue that is becoming ever more important.
- In health and social care Inclusion and Equality have long been part of the protected characteristics for the people we care for.
- But are we supporting health and social care staff which provides one of the largest diverse workforces in the UK.
- There is no ‘I’ in team and a more inclusive workforce means better representation, but it also benefits the sector with retention and recruitment.
- UK health and social care providers have a legal obligation to address inclusion, discrimination and equality in policies and services.

Modern Slavery and International Recruitment

- **We will use our powers to take regulatory and enforcement action** against registered providers where we identify a risk of harm and breaches of regulations

- Our **new assessment framework** will allow us to routinely assess how a provider is managing the risks of modern slavery and ensuring the wellbeing of internationally recruited staff.

- **We expect providers to have**:
    - safeguarding policies and procedures with clear support and guidance for staff
    - safe, thorough, and effective recruitment processes that prevent modern slavery
    - clear processes when using a recruitment agency, including checking the agency is carrying out the recruitment checks that they would normally do

Unethical international Recruitment

Potential indicators of exploitation…

- debt bondage – payment for visa
- providing staff to a third party
- salary underpayments
- insufficient hours work – excessive hours
- no job/work
- movement of staff between locations or businesses
- unlawful terms and conditions of employment
- unable to speak up – fear of reprisals
- tided shared accommodation
- unable to leave the employment
- **The visa is often weaponisied to aid controlling and coercive behaviours**

Single assessment framework

Safe

Effective

Caring

Responsive

Well-led

The importance of people's experience

I statements

The importance of human rights in our approach

The importance of human rights in our approach

Our new assessment framework enables us to focus on people's human rights when they receive health and care services.

It helps us prevent failures in care that are often related to risks to human rights and to ensure people receive good care.

The quality statements in the assessment framework are aligned to human rights principles. These FREDA principles are:

- fairness
- respect
- equality
- dignity
- autonomy.

When people tell us about what matters to them when using services, these human rights principles feature strongly. The Health and Social Care Act regulations are also designed to be compliant with human rights law. So, our assessment framework and the regulations also help support legal compliance. This includes, for example with the Equality Act 2010 and Human Rights Act 1998. It should be a priority for CQC and for commissioners, providers, and their staff to protect and promote people's human rights.

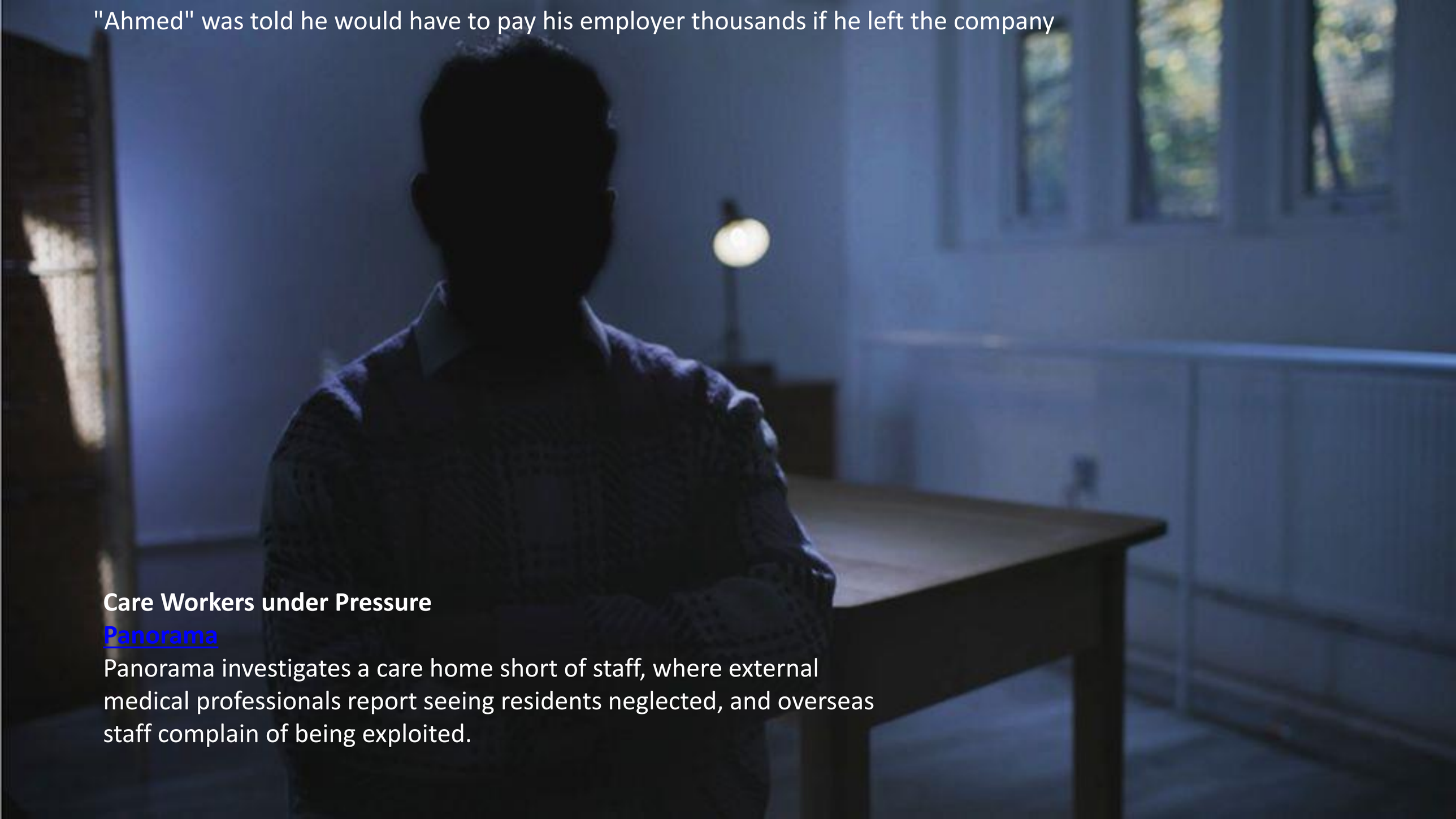
Two of our evidence categories are particularly important for our human rights approach:

- **People's experience of health and care services:** This means we will listen to and gather people's experiences of care as evidence. And this evidence is given the right amount of importance in our assessments of the quality of care.
- **Feedback from staff and leaders:** This supports us to listen more effectively to experiences of frontline staff . We can then take action sooner to protect the rights of people using services and staff.

What is CQC's remit:

Modern Slavery and Unethical International Recruitment is present in all sectors.

What we cannot do	What we can do
Investigate/assess/inspect concerns relating to • modern slavery • immigration and visas • international recruitment	**CQC will refer to and share the information with relevant partner agencies – Home Office UKVI – GLAA etc** **Regulate as per Health and Social Care Act & Regulations** • 19 Fit and Proper persons employed • Schedule 3 • Regulation 18 Staffing • Regulation 17 Good Governance • Regulation 12 Safe Care and Treatment Assess the risk and determine there is a need for a regulatory response.



Care Workers under Pressure

Panorama

Panorama investigates a care home short of staff, where external medical professionals report seeing residents neglected, and overseas staff complain of being exploited.



Top Tips:

- ✓ Speak with your staff to understand what motivates and drives them, and what makes them want to stay or leave your organization.

- ✓ Setting aside time to communicate regularly with staff and direct reports, while recognizing competing demands and time pressures, will help with understanding issues in your team and wider workforce.

- ✓ Work with your communications team so that your team's work is well represented in internal communications and that any achievements of your colleagues are recognized.

- ✓ Have conversations, and seek feedback, with your staff and wider workforce to find out what matters to them and involve them in thinking about potential solutions. This could be in focus groups, team meetings or trust-wide staff engagement events or a place online where staff can submit questions and suggestions.
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- ✓ Ensure staff engagement is a two-way process in your organization, by providing opportunities for staff to feed in their views, ask questions and contribute to changes and decisions.

- ✓ Act upon the information you receive and demonstrate that you are listening to staff on the issues that matter the most to them by following through and showing the changes you have made.

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<u>Any queries</u>,

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Q & A