



# Human Resource Challenge

## Issues & Options Brief



Canadian  
Home Care  
Association

Association canadienne  
de soins et services  
à domicile

# Home Care in Canada

Home care is an array of health and support services provided in the home, retirement communities, group homes and other community settings to people with acute, chronic, palliative or rehabilitative health care needs. Services may include assessments, education, therapeutic interventions (e.g., nursing and rehabilitation), personal assistance with daily living activities, help with instrumental activities of daily living\* and caregiver\*\* respite and support.

\* The Canadian Institute for Health Information defines the activities of daily living as personal hygiene, toileting, locomotion and eating, and instrumental activities of daily living such as meal preparation, housework, medication management, shopping and transportation.

\*\* Carers Canada defines a carer as a person who takes on an unpaid caring role for someone who needs help because of a physical or cognitive condition, an injury or a chronic life-limiting illness.

# Home Care Labour Market

## By the Numbers

Anticipated **labour shortages** of **18,000** non-regulated & **5,000** regulated providers **by 2026**

**Number 1 issue** for all home care provider organizations

Wages, skills and working conditions: **Top 3 Issues**

**Top 4 Opportunities:** Psychological Safety, mental wellness, employee resiliency and emotional intelligence skills

### Providers of home care

- 148,600 non-regulated providers (personal support workers, health care aides)
- 98,900 nurses
- 19,100 therapists, dieticians, social workers)
- 12,000 case managers
- Physicians (42% of GPs performed house calls in 2010)

### IMPACT ON HOME CARE

- Workers leaving the labour market
- Early retirements
- Burnout & mental stress
- Competition with other health care sectors

# Home Care Sector Employers

## Issues and Challenges

- **Budget cuts** and extensions of government contracts with no funding increase

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- Volume **fluctuations** impact staffing requirements

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- **Increased costs** for gas (transportation) and personal protective equipment

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- High staff **turnover**
- Staff **burnout**, stress leave

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- **Limited** resources for continuous **training and skills development**

# Home Care Workers

## Non-Regulated Workers (Personal Support Workers)

Non-regulated workers are referred to as personal support workers, home health aide, personal care worker, home health attendant, and home support worker

**70-80%** of long-term care services are provided by non-regulated workers

At least **52% projected shortfall for the home care sector** (18,000 job openings) by 2016

- 1.2 million publicly funded home care recipients\*
- Ratio of 1 worker: 23 clients \*\*
- Projected need for 52,173 workers (currently 34,000 workers) \*\*\*

40% of job seekers projected to come directly from the school system BUT low wages and the nature of work makes this occupational group **not very popular among school leavers** (Stats Canada)

**New immigrants** comprise a high proportion of this occupational grouping (low requirements, which allow them to obtain Canadian labour market experience)

### By the Numbers:

- 148,600 non-regulated providers working in all health care sectors
- 34,000 working in home care
- 57,000 working in LTC facilities
- 38% employers by public sector providers
- 62% employed by private sector providers

(Statistic Canada)

- Projection from CHCA Portraits of Home Care (2012)
- \*\* Ratio from Home Care Health Human Resource Sector Study
- \*\*\* Assuming 0 attrition

# Home Care Workers

## Regulated Workers (Nurses)

Non-regulated workers are referred to as personal support workers, home health aide, personal care worker, home health attendant, and home support worker

**70-80%** of long-term care services are provided by non-regulated workers

At least **52% projected shortfall of home care workers** (18,000 job openings) by 2016 (arising from expansion and replacement demand)

- Increased Demand: 1.2 million publicly funded home care recipients
- Job Burden: Ratio of 1 worker: 23 clients \*\*
- Projected need: 52,173 workers (currently 34,000 workers) \*\*\*

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# Labour Market Groups

## Non-Regulated Workers – Future Projections

Job demand (2019-2028) = **33,900 workers** (arising from expansion demand and replacement demand)

**Job seekers = 35,100** (arising from school leavers, immigration, and mobility)

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**40% of job seekers** projected to come directly from the school system BUT low wages and the nature of the tasks make this occupational group very unpopular among school leavers.

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**New immigrants** comprise a high proportion of this occupational grouping (low requirements, which allow them to obtain Canadian labour market experience)

\* Statistics Canada

### By the Numbers

- Current labour market shortfall = 18,000
- Future demand = 33,900 (expansion and replacement)
- Projected Job seekers – 35,100

### COVID-19 IMPACT

Less immigration  
Limited mobility  
Greater demand for skills / competencies  
Competition across Health Care Sectors

# Human Resources

## Recommendations

1. Foster sustainable **workforce attachments** (home care employers and workers) through tax-based worker retention programs and rebates
2. Create centralized continuous **skills development resources** for employers
3. Review government **contracted service agreements** (service guarantees / bundle payments / reimbursement rates / funding for technology)
4. Study the cost-benefit of **wage parity** across all health care settings for regulated and non-regulated staff
5. Establish **national consistency** in job classification, qualifications, scope of work for non-regulated workers
6. Streamlined **immigration programs** and competency equivalency



# The Canadian Home Care Association

[www.cdnhomecare.ca](http://www.cdnhomecare.ca)

The **Canadian Home Care Association** (CHCA) is a national not-for-profit association dedicated to ensuring the availability of accessible, responsive home care to enable people to safely stay in their homes with dignity, independence and quality of life. Our vision is an integrated health and social care system that provides seamless patient- and family-centred care that is accessible, accountable, evidence-informed, integrated and sustainable.

Members of the CHCA include representatives from government (federal, provincial and territorial), administration organizations, service providers, researchers, educators and others with an interest in home care. Incorporated in 1990, the CHCA is a recognized authority advancing innovation, informing policy and leading projects that address pan-Canadian priorities in the home care sector.