

ReACT
Respect A Caregiver's Time
Corporate Leadership for Employee Caregivers

EMPLOYER RESOURCE GUIDE

FOUR STEPS FOR SUPPORTING EMPLOYEES WITH CAREGIVING RESPONSIBILITIES



Created by:



Funded by:





WELCOME TO THE ReACT EMPLOYER RESOURCE GUIDE!

ReACT (Respect A Caregiver's Time), in partnership with AARP, the National Alliance for Caregiving, and Pfizer, is pleased to provide this resource guide and a host of other online tools and research to assist front-line managers and human resources executives in taking action to support their employee caregivers.

ABOUT ReACT

ReACT is an employer-focused coalition dedicated to addressing the challenges faced by employee caregivers and reducing the impact on the companies that employ them. We have found that awareness of caregivers in the workplace is not the issue. Our recent research with Gallup shows that three out of four front-line managers know which of their team members are caregivers. What's missing and critically needed is the action.

HOW TO USE THE EMPLOYER RESOURCE GUIDE AND ReACT'S NEW WEBSITE

As Managers you have a role to play in helping your employees maintain both a professional and personal balance. With our new ReACT website (www.aarp.org/ReACT) and resource guide, we aim to provide the needed direction and tools to help you navigate this “new normal” in the workplace. This resource guide will help you get started and understand the first steps you need to take to help support your caregiving employees. It provides tips for taking action and links to relevant research and resources. In addition to this step-by-step guide, the new website will provide you with a suite of tools and an interactive experience, including:

- The latest best practices from employers across the country;
- Testimonials from caregiving employee heroes;
- Information about ReACT member companies;
- Links to connect through social media;
- A repository of research on the topic of work and caregiving in one location;
- Additional caregiving resources for employers and employees; and
- Details about the ReACT coalition and how you can become a part of this growing movement.

GET STARTED

Now that you have the tools, get started and stay connected with us through Twitter (@ReACTCare), LinkedIn (ReACT Coalition), and at www.RespectCaregivers.org. We want to hear from you about how these simple changes in the workplace can enhance employee satisfaction, retention, and productivity in your organization.



ReACT Employer Resource Guide

FOUR STEPS FOR SUPPORTING EMPLOYEES WITH CAREGIVING RESPONSIBILITIES

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Have the Conversation

WHAT EMPLOYERS ARE SAYING

“When you get right down to it, you have 9 months to prepare for the birth of a child, but it feels like you have 9 seconds to prepare for a crisis with your senior loved one. Employers have a major role in supporting their employees with either planned or unplanned needs.”- Jeff Huber, President, Home Instead Senior Care

WHERE DO I START?

The dual responsibilities of employees who are also caregivers can be very demanding and require extra support from their employer. Supervisors should become familiar with the issues of employed caregivers and learn about existing internal and external resources that can help employees maintain a healthy work life balance.

Straight Talk

The first place to start when dealing with employees having to balance their work and caregiving responsibilities is by simply talking to them, which helps create a more open and non-threatening environment in which to work. More than 1 in 6 American workers are also caregivers,ⁱ and 28% of those caring for an aging parent, relative or friend report their employers are unaware of their caregiving status.ⁱⁱ

ⁱ <http://www.gallup.com/poll/148640/one-six-american-workers-act-caregivers.aspx>

ⁱⁱ <http://www.gallup.com/poll/148670/Caregiving-Costs-Economy-Billion-Lost-Productivity.aspx>

Reframe the Conversation

Add in a question during your employees' evaluations or one-on-one meetings that discusses their other responsibilities outside the office. Many times caregivers do not self-identify. By asking this question you are not only opening up avenues to help them, but you are also helping them to see they are in fact a caregiver.

Create an Open Door Policy

Make sure that they know you are always there for them to talk about their needs and the resources available to them. This type of support can increase employee productivity and commitment to the organization.

TOOLS TO HELP HAVE THE CONVERSATION INCLUDE

Caring Connections- Sample Learning Modules for Supervisors

Supporting Employees Who Are Family Caregivers.

This resource offers information to educate employers about the issues facing working caregivers, including tips for maintaining a healthy balance between work and home life. It also covers the importance of being familiar with the company's benefits and resources for family caregivers.

Caring Workplace Survey

Provided by St. Andrew's Resources for Seniors, a non-profit organization with Federal Administration on Aging grant funds, this online survey collects important employee information that can help you better understand their caregiving needs. Senior Solutions can work with you to collect and analyze the survey data.

WHAT THE RESEARCH SHOWS

Need for Information

The most recent national caregiver survey *Caregiving in the U.S.* (NAC and AARP, 2009) reports that caregivers have a need for more information about caregiving in general (78% of respondents care for an older adult). The respondents were interested in ensuring the safety of their loved one, managing their own stress, and balancing work and family.

Gender Matters

The MetLife Study of Sons at Work: Balancing Employment and Eldercare found that gender issues were an important factor in the workplace when it comes to caregiving



and eldercare programming. An increasing number of family caregivers are men and there are similarities between men and women when it comes to caregiving tasks, workplace effects, and needs. The study indicates that both men and women are interested in support and access to services to help them with their caregiving responsibilities. However, men are more likely than women to keep their caregiving responsibilities to themselves and not talk about it with supervisors or co-workers.



Embrace Caregiving as the New Normal

WHAT EMPLOYERS ARE SAYING

“The caregiving workforce is this invisible army that we have, that we’re slowly starting to appreciate. And part of it is just that they don’t often complain. So many times the biggest issue for a caregiver isn’t just trying to take care of their loved one after they fall, after a long term illness, it’s how to do that and juggle their job.” –Debra Whitman, Executive Vice President Policy, Strategy and International Affairs, AARP

HOW CAN I BETTER SUPPORT MY EMPLOYEES?

Know the Facts

Family caregivers are as likely to be employed as noncaregivers. The majority (74 percent) of adults with eldercare responsibilities have worked at a paying job at some point during their caregiving experience.ⁱⁱⁱ Nearly one in four (22 percent) middle-aged and older workers (ages 45 to 64)—typically caring for a parent—report being family caregivers: the largest of any age group in the labor force.^{iv}

ⁱⁱⁱ National Alliance for Caregiving (NAC) and AARP, Caregiving in the U.S. 2009 (Bethesda, MD: NAC, and Washington, DC: AARP, November 2009). Funded by the MetLife Foundation.

^{iv} <http://www.gallup.com/poll/148640/one-six-american-workers-act-caregivers.aspx>

Understand This Is Here to Stay

In the not too distant future, the “caregiver support ratio” will start to plummet when the first baby boomers begin turning 80, the age at which the need for Long Term Services and Supports increases. By 2030, only 4 potential family caregivers will be available for every person 80 and older, down from a high of more than 7 to 1 in 2010. By 2050, when all the baby boomers have reached old age, the ratio will fall to less than 3 to 1, and more individuals with LTSS needs may need to rely on paid services for all or a part of their care.^v

Consider Implementing New Programs

Now that you have had the conversation and are ready to change the framework in how you see your employees’ needs, consider easy ways to change your programs. Be willing to evolve with our changing times and use other organizations that are already doing this as an example.

TOOLS TO HELP EMBRACE CAREGIVING AS THE NEW NORMAL

Emory Caregiver Support Program

Emory University is a member of ReACT and an organization that has effectively changed its HR programs and benefits to better help their working caregivers. After two years of research and planning, Emory University has launched a new program to support employees who are responsible for the care of an aging, sick, or chronically ill adult family member.

^v <http://www.aarp.org/home-family/caregiving/info-08-2013/the-aging-of-the-baby-boom-and-the-growing-care-gap-AARP-ppi-ltc.html?intcmp=AE-BLIL-DOTORG>

Families and Work Institute

Ultimately, the Institute's work benefits American employers and employees, their families, their communities, and the institutions that support them. This Employer ElderCare Toolkit helps employers, community leaders, and health professionals become advocates for healthy aging

The Sloan Center for Aging & Work

The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. The Center encourages workplaces to be responsive to the needs of older workers by increasing job quality, flexibility, and employee engagement.

Eldercare Calculator

Once you fully understand the impact of caregiving on your employees, use this tool to estimate the impact on your business.

WHAT THE RESEARCH SHOWS

In 1985, Elaine Brody, a well-known gerontologist suggested that "parent care" was becoming normative in the nation and even at that time, the caregiving responsibilities might be exceeding the capacity of the families and friends who had taken on the care. In 2012, 23 years later, a special issue of *The Gerontologist* on the aging baby



boomers suggest that baby boomers are not only actively involved in family caregiving, they have complicating family factors that lead to a complex caregiving situation for many. For example, there are more siblings in the "average baby boomer" family creating complexities in the decision-making and logistics in caregiving. We will continue to see caregiving as "normative" well into the future and it is not only mid-life or older workers who will need support in their caregiving. Younger workers may also be actively engaged in support of an older family member. More than 35% of the respondents in the "Caregiving in the US" survey (2009, NAC & AARP) were younger than between 18 and 49 with 25%.



Demonstrate Flexibility

WHAT EMPLOYERS ARE SAYING

“So what can employers do to help with this tough caregiving challenge? At Caring.com we do a few things. For one, everyone’s got PTO, which is personal time off. We also have EETO, which is Elder Care Emergency Time Off. “ –Andy Cohen, Co-Founder & CEO, Caring.com

HOW CAN I PUT THIS INTO ACTION?

Accommodate Juggling

Once you have the conversation and get to know your employees with caregiving responsibilities, think about ways that you can accommodate their schedules. By doing so, you are showing your employed caregiver that you realize they are juggling two full-time jobs: caregiving for a loved one and working at your organization. These caregivers are left with little or no time to take care of themselves or their own lives. Flexibility in the workplace is the number one thing a working caregiver asks for.^{vi}

Look at What Already Exists

As a supervisor, you should be able to provide flexibility to your caregiving employee by becoming familiar with what your organization offers in terms of benefits and resources.

^{vi} <http://www.caregiving.org/wp-content/uploads/2010/01/BestPracticesEldercareFinal1.pdf>

Think of ways to list these benefits or categorize them for what would be most useful to a family caregiver. It is now your responsibility to help create a supportive work environment. You can also help by identifying outside resources for additional support.

TOOLS TO HELP DEMONSTRATE FLEXIBILITY

When Work Works Toolkit

This toolkit provides state and local volunteer leaders with the tools they need to build support for workplace flexibility in their communities and organizations. It includes discussions about why workplace flexibility is important to HR professionals and how they can promote flexibility.

Helping Employees Balance Work and Eldercare

UW-Extension 2012 Cooperative Extension Family Living Programs developed a guide as a useful tool that Extension educators and aging network personnel can use in working collaboratively with employers to create work environments that support the needs of employees involved in caring for elderly family members and friends.

WHAT THE RESEARCH SHOWS

Flexibility Is a Key Factor in Employee Retention and Morale

In a recent paper by the Families and Work Institute and The Society for Human Resource Management (SHRM) (2011) the authors compared some commonly held assumptions about flexibility in the workplace with the research conducted by the Families and Work Institute. Among the assumptions that were not supported by research are the following:

- Flexibility will be taken advantage of by workers;
- Small employers can't afford flexibility;
- Offering flexibility to low wage workers is not efficient;
- Managers see flexibility as a personal favor to individuals;
- There are no benefits of flexibility in high turnover industries (retail, restaurants, etc.).



Not only does their research support the link between retention and morale with flexibility, it demonstrates that for the next generation of workers, flexibility will be a key motivator for higher responsibility positions. Flexibility is good for the workforce and essential for employed caregivers.



Keep Caring for the Caregivers

WHAT EMPLOYERS ARE SAYING

“When Pfizer met with a number of people that were very interested in caregiving and founded ReACT, the thought was ‘how can we care for the caregivers?’” –Janet McUlsky, Pfizer

HOW DO I MEASURE SUCCESS?

Check in With Your Caregivers

Once you have followed these tips and utilized the resources to better equip your employed caregiver, keep it up. Make your conversations and resources readily available. Show your employed caregiver that you appreciate them and that is why you are finding ways to be flexible with their needs.

Get Feedback

Your employee caregivers and others in their departments and on their teams should begin to see the positive results of their manager taking action. Collect feedback at regular intervals and consistently reinforce a caregiver-friendly workplace environment.

Join ReACT and Connect with Other Employers Like You

Have your organization join the ReACT movement and support its mission to create a business environment where the challenges faced by caregivers juggling the demands of both work and caregiving for an adult with a chronic age-related disease are understood and recognized by employers.



VISIT OUR WEBSITES

www.respectcaregivers.org

www.aarp.org/ReACT

WHAT THE RESEARCH SHOWS

Caregivers Need Ongoing Support

Recent Gallup data shows that 24% of caregivers say providing care for an aging parent, relative, or friend keeps them from working more.^{vii} The National Alliance for Caregiving estimates the cost to employers due to lost productivity of employee caregivers is as high as \$34 billion.^{viii} Yet, with ongoing support, you can help both your employee caregivers and your business achieve maximum success.

^{vii} Pfizer, Gallup. The Wellbeing of Working American Caregivers, 2010.

^{ix} MetLife, National Alliance for Caregiving. The MetLife Caregiving Cost Study: Productivity Losses to U.S. Business, 2006



ReACT (Respect a Caregiver's Time)

ReACT is a coalition of corporations and organizations dedicated to addressing the challenges faced by employee caregivers and reducing the impact on the companies that employ them. The coalition and its members are dedicated to increasing awareness, understanding and action around issues faced by employee caregivers by developing data and research to improve understanding and quantifying impact, identifying and sharing best practices, showcasing employer successes, and providing new resources to assist employees as they adapt to the “new normal” of caregiving in the workplace.

ReACT seeks to support a business environment where the challenges faced by caregivers juggling the demands of both work and caregiving for an adult with a chronic age-related disease are understood and recognized by employers. Measures can then be taken to provide support and resources that employees need to better meet their personal responsibilities for caregiving and their professional demands in order to improve employee satisfaction and productivity. To learn more about ReACT go to: www.respectcaregivers.org

PFIZER INC.: WORKING TOGETHER FOR A HEALTHIER WORLD™

At Pfizer, we apply science and our global resources to bring therapies to people that extend and significantly improve their lives. We strive to set the standard for quality, safety and value in the discovery, development and manufacture of health care products. Our global portfolio includes medicines and vaccines as well as many of the world's best-known consumer health care products. Every day, Pfizer colleagues work across developed and emerging markets to advance wellness, prevention, treatments and cures that challenge the most feared diseases of our time. Consistent with our responsibility as one of the world's premier innovative biopharmaceutical companies, we collaborate with health care providers, governments and local communities to support and expand access to reliable, affordable health care around the world. For more than 150 years, Pfizer has worked to make a difference for all who rely on us. To learn more, please visit us at www.pfizer.com.

AARP'S PUBLIC POLICY INSTITUTE

AARP's Public Policy Institute informs and stimulates public debate on the issues we face as we age. Through research, analysis, and dialogue with the nation's leading experts, PPI promotes development of sound, creative policies to address our common need for economic security, health care, and quality of life. For more information go to: www.aarp.org/ppi

THE NATIONAL ALLIANCE FOR CAREGIVING

The National Alliance for Caregiving is a non-profit coalition of national organizations focusing on issues of family caregiving. Alliance members include grassroots organizations, professional associations, service organizations, disease-specific organizations, a government agency, and corporations. The Alliance was created to conduct research, do policy analysis, develop national programs, increase public awareness of family caregiving issues, work to strengthen state and local caregiving coalitions, and represent the US caregiving community internationally. Recognizing that family caregivers provide important societal and financial contributions toward maintaining the well-being of those they care for, the Alliance's mission is to be the objective national resource on family caregiving with the goal of improving the quality of life for families and care recipients. For more information go to: www.caregiving.org

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