

# Quantifying the Cooperative Difference in Home Care

2019 National Home Care Cooperatives Benchmarking Survey



**THANK  
YOU!**

# It Matters!

## Internal (for co-ops)

- Important data for internal tracking
- Tool for board and member engagement/communication to outside parties

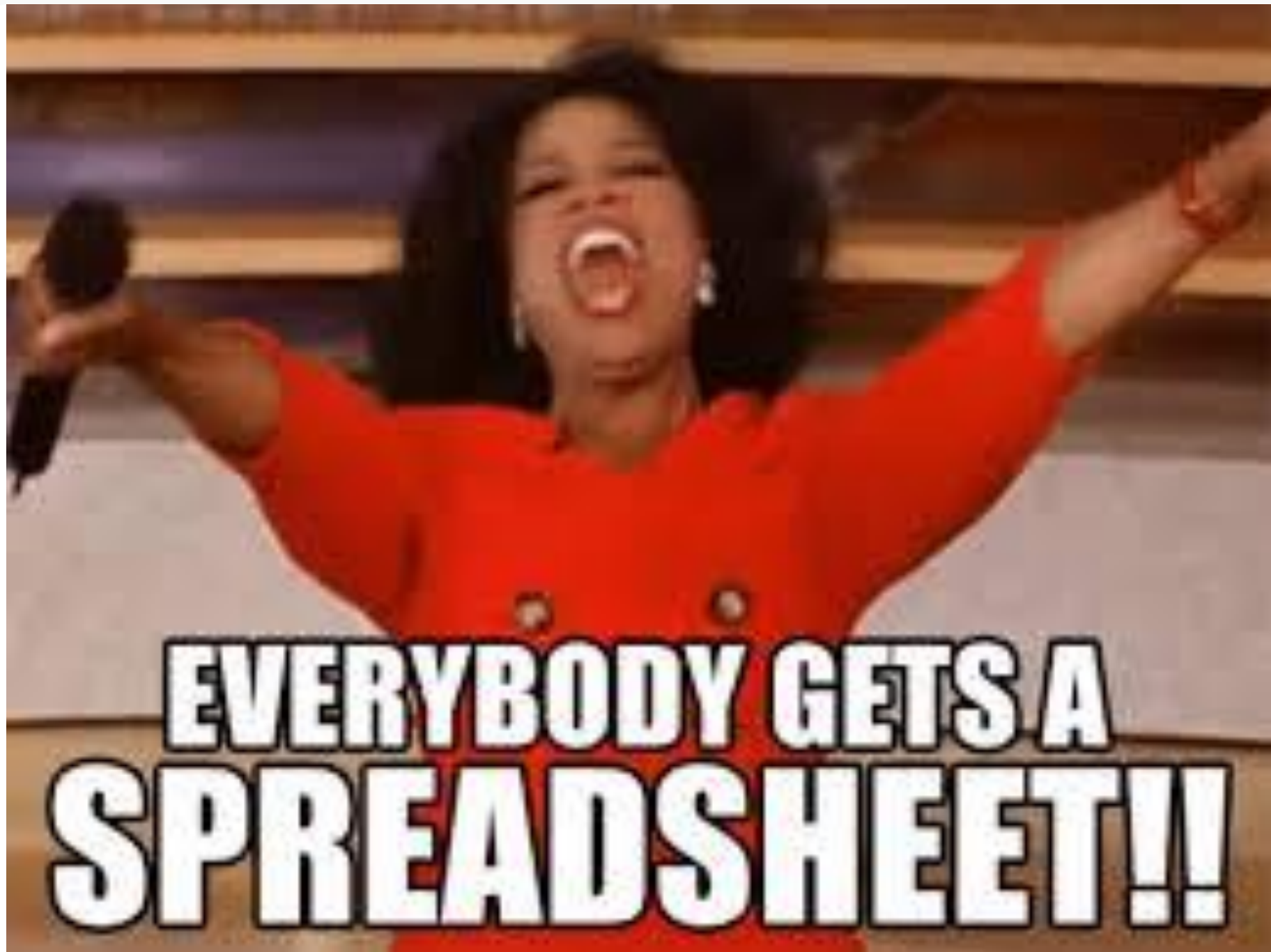
## External (for the sector)

- Annual status check-up
- Proof of concept
- Key driver of new and continued funding
- Identification of areas of challenge/need across the sector



## About the Survey:

- 13 respondents
- Results based on 9 cooperatives operating in 7 states
- Expanded survey to better track sector help and quantify cooperative difference.

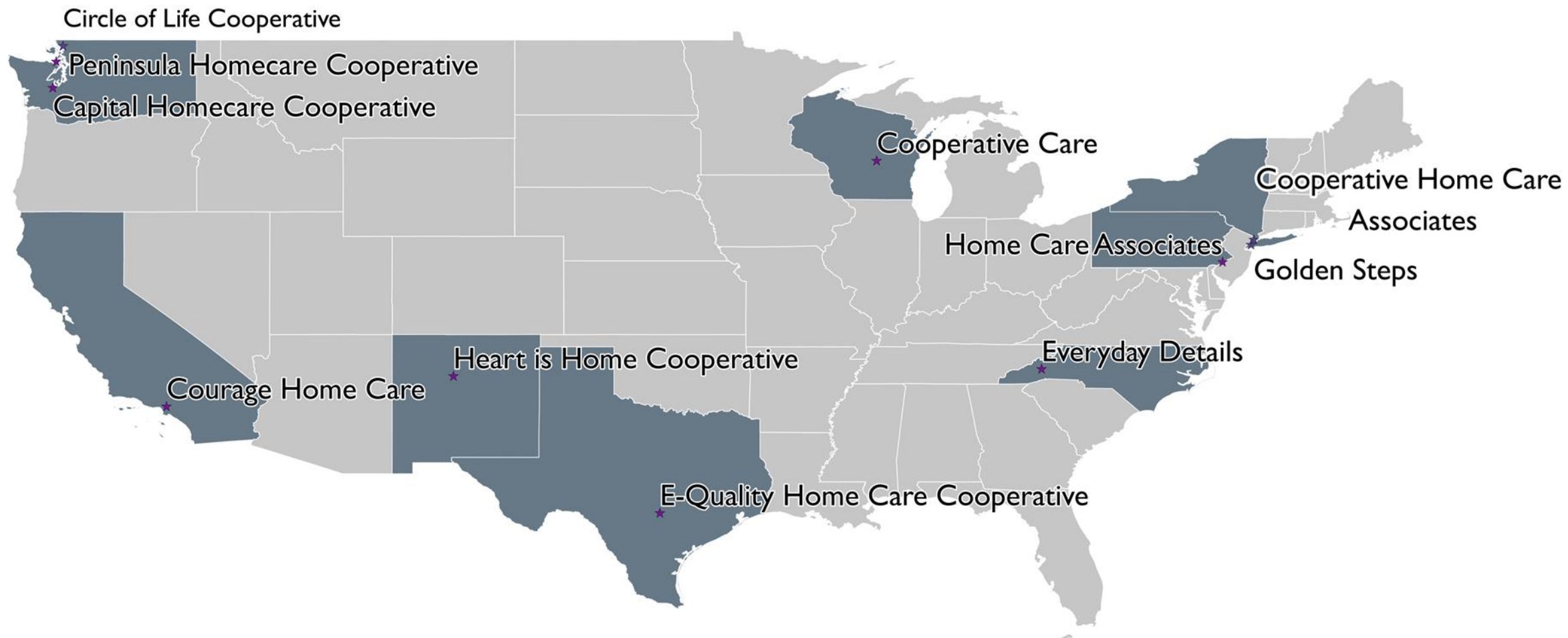


# **The Home Care Cooperative Landscape**

Where we are today



# 2018 Home Care Cooperative Landscape



**11 Operational Co-ops in 8 States | + 1 New Co-op | Numerous Start-ups**



## Small but Mighty!

- 6 Private Pay Only
- 1 Private Pay + VA
- 3 Medicaid +
  - Private Pay
  - VA
  - Other
- 1 Grant Supported
- 4 “rural”, 7 urban
- 9 of the 11 operational co-ops less than 50 employees



**2,470**

**Workers Employed by Home Care  
Cooperatives**

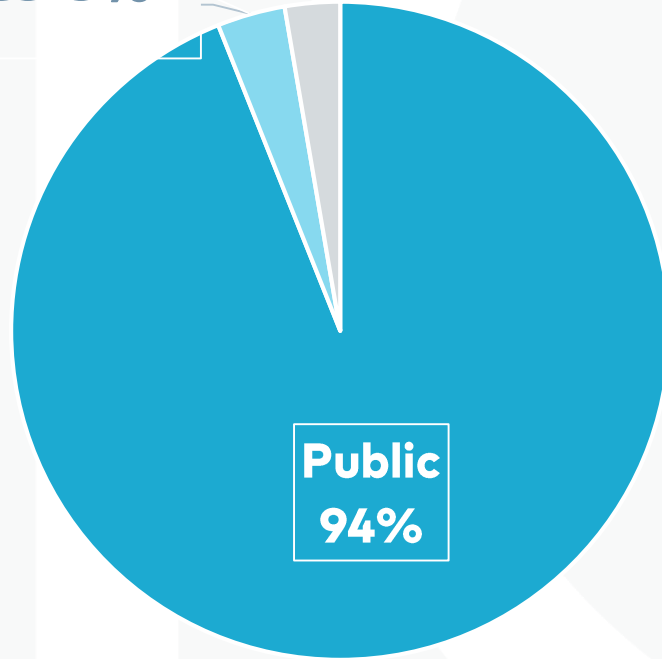


# 2018 Home Care Cooperative Landscape: Client Hours & Revenue



Total Client Hours

**Private 3%**



Total Client Hours:

**3.2 M**

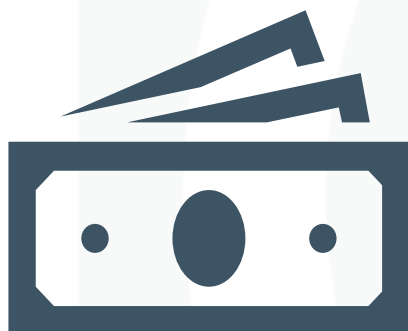
Total Revenue:

**\$76.6 M**



## Client Hours

- **6% Decrease in Total Client Hours**
- **The Cooperative Experience**
  - 4 cooperatives saw increases
  - 5 cooperatives saw decreases



Revenue

## 9% Increase in Total Revenue

- Driven entirely by increases in public pay

## 18% Decrease in Private Pay Revenue

## The Cooperative Experience

- 5 cooperatives saw increases
- 4 cooperatives decreases

**47%**

**of Cooperative  
Employees are  
Member-Owners**

**72%**

**Rate of Ownership at Co-  
ops with 50 or Fewer  
Employees**

# The “Cooperative Difference” in Home Care

Proof of Concept



# The 4 Pillars of the Cooperative Difference in Home Care



- #1.** Caregiver Turnover & Tenure
- #2.** Wages & Benefits
- #3.** Training & On the Job Supports
- #4.** Leadership & Career Advancement Opportunities

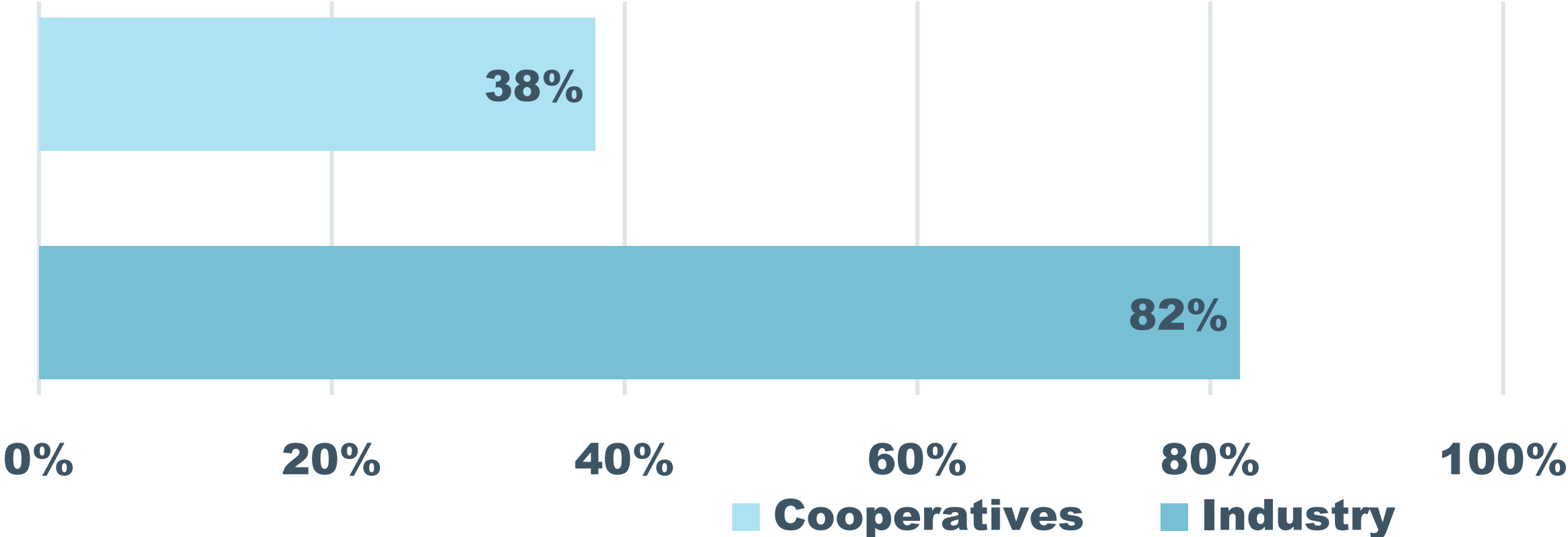


## #1. Caregiver Turnover & Tenure





# Less Than Half the National Average



# 2018 Caregiver Turnover: Behind the Numbers/Key Takeaway



- Turnover rates increased for Home Care Co-ops at a lower rate
  - 8% Home Care Co-ops Rate
  - 15% Industry Rate



- Home Care Co-Op Turnover Rate Range is **20% – 65%**



- With an estimated cost of \$2,600 per employee, maintaining a low turnover rate remains a significant competitive advantage.

## Caregiver Tenure

**23 Months**

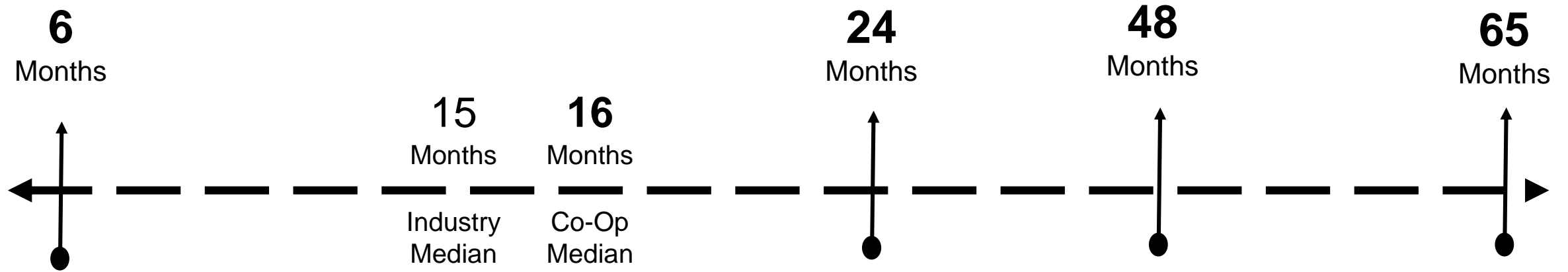
**Average**

**16 Months**

**Median**

National median at all agencies is 15 months.

# Tenure Champions





## #2. Wages & Benefits



**On average home care cooperatives  
pay \$0.54 cents more per hour than  
non-cooperative agencies in their  
state.**

**+ \$0.54**



## Key Takeaway:

While cooperatives currently pay \$0.54 more per hour, the larger industry is catching up—an important consideration for recruitment and retention.

**#3.** Training & On the Job Supports

**#4.** Leadership & Career Advancement Opportunities



# 8/9

## Cooperatives

- ✓ **Go above state minimum required caregiver training**
- ✓ **Offer board training**
- ✓ **Offer opportunities for administrative/office work**
- ✓ **Organize Team Building and Social Events**

# 7/9

## Cooperatives

- ✓ Offer Caregiver Coaching or provide Peer Mentors



# 6/9

## Cooperatives

- ✓ **Pay for Training Time**
- ✓ **Opportunities for speaking engagements and advocacy work**
- ✓ **Provide opportunities to engage in member committees**

# 5/9

## Cooperatives

- ✓ **Provide Short-Term Financial Support for Caregivers Experiencing Personal Emergencies**

# The Cooperative Difference: Community & Relationships



Word of  
Mouth

8/9

Top 3 client  
recruitment channel

Referrals from  
Caregivers

6/9

#1 source of caregiver  
recruitment



*...cooperatives are their own greatest tool for self-promotion and growth!*

# **Challenges & Opportunities**

**Looking Ahead...**

**Cooperatives  
face similar  
challenges to  
their industry  
competitors**

## **#1 Operations Challenges**

**4/9**

**Client Acquisition**

**3/9**

**Caregiver Recruitment**

## Interestingly...Only:

**3/9** Cooperatives use social media to attract clients

**2/9** Use SEO to recruit clients—  
*the #1 industry source!*

**1/9** Use lead sites such as  
Care.com

***Significant opportunities for improvement!***

# Opportunities: Caregiver Recruitment!



- **Leverage the cooperative difference!**
- **Shared tools—Recruitment and Outreach Toolkit**
- **Industry Best Practices**



# Opportunities: Stronger Together!



**CDF**  
Cooperative Development Foundation

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## Homecare Cooperative Initiative

A Project of **CDF**

**2019 HOMECARE CONFERENCE**

Homecare worker cooperative members and developers are invited to attend the fourth annual National Homecare Cooperative Conference on November 19-22 in Dulles, VA. The conference is organized by the Cooperative Development Foundation and hosted at the headquarters of the National Rural Utilities Cooperative Finance Corporation.

[Click here to learn more about the 2019 conference.](#)

**Click to learn about the 2016, 2017, or 2018 conferences**

**PODCASTS & WEBINARS**

A series of educational podcasts on homecare cooperatives was developed in October 2016 by the University of Wisconsin Center for Cooperatives in collaboration with the Cooperative Development Center and through a generous grant from the USDA Rural Development. The podcasts address common issues shared by homecare cooperatives and can be particularly useful for new cooperative members or individuals interested in starting homecare cooperatives.

[Click here to listen to podcasts](#)

[Click here to watch webinars](#)

**RESOURCES**

Additional resources for homecare workers and developers

[Click here to access resources](#)

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Looking ahead to 2019...





Thank you for your time!

## Questions? Contact Us:

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