



STRENGTH IN MEMBERS

Home Care Co-Op Resiliency in Times of Crisis

A Moment of Reflection

For the hardships we experienced

For the isolation we all had to navigate emotionally and physically

For the family and friends that were lost

For our existing communities that got stronger

For the new communities we formed

For the strength we found in ourselves that we didn't know we had

Home care was thrust into the spotlight as an “essential job”, but one that was chronically under resourced.







\$398K in Grant Assistance provided to Home Care Cooperatives

70% Home Care Cooperatives received some form of loan assistance

70% Home Care Cooperatives received PPE donations from their community

Partnership with Equal Exchange to purchase and store PPE for home care cooperatives

Why Does Benchmarking Matter?



Metrics and Benchmarks help
make a business stronger

Stronger business
make more profit



More profit means more
money to invest in
caregivers



About the 2021 Home Care Benchmarking Survey

About The Survey

Data results based on 10 cooperatives

- **13** cooperatives responded to the survey
- **10** cooperatives served clients in 2020
- **2** newly incorporated cooperatives added to the network
- **2** Emerging Cooperatives in CA and TX
- **2** Cooperatives that previously reported paused operations

10

Home Care Cooperatives Served Clients in 2020

- **1 cooperative launched in 2020**
- **8/10 cooperatives have less than 50 employees**
- **10/10 Cooperatives accept private pay clients**
- **5/10 Cooperatives are exclusively private pay**
- **1 Cooperative**
 - Out-of-Pocket + VA + Medicaid + Other
- **1 Cooperative**
 - Out-of-Pocket + VA + Long Term Care Insurance
- **1 Cooperative**
 - Medicaid + Medicare + Out-of-Pocket
- **1 Cooperative**
 - Medicaid + Other + Long Term Care Insurance
- **1 Cooperative**
 - Out-of-Pocket + Long Term Care Insurance

2020 Home Care Cooperative Key Business Figures

(based on 2020 data)

In 2020...

Total Sector Revenue Went Down

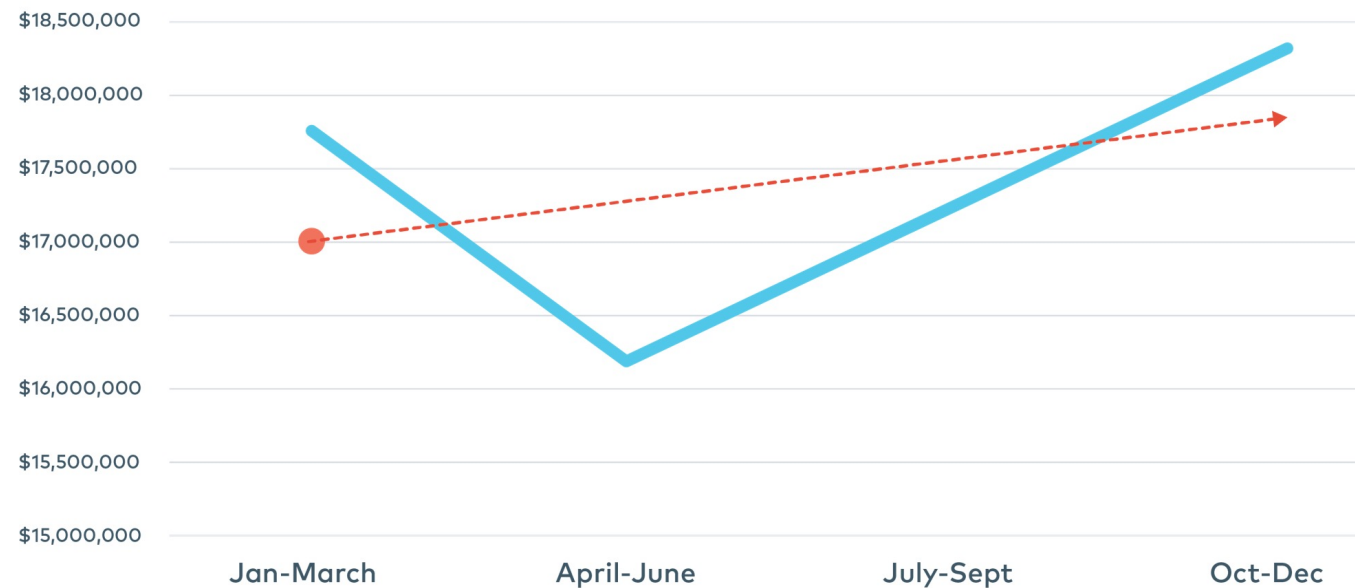
2 cooperatives experienced rises in total revenue from 2019

Total Client Hours for the Sector Also Decreased

2 cooperatives experienced a rise in client hours from 2019

BUT WAIT...

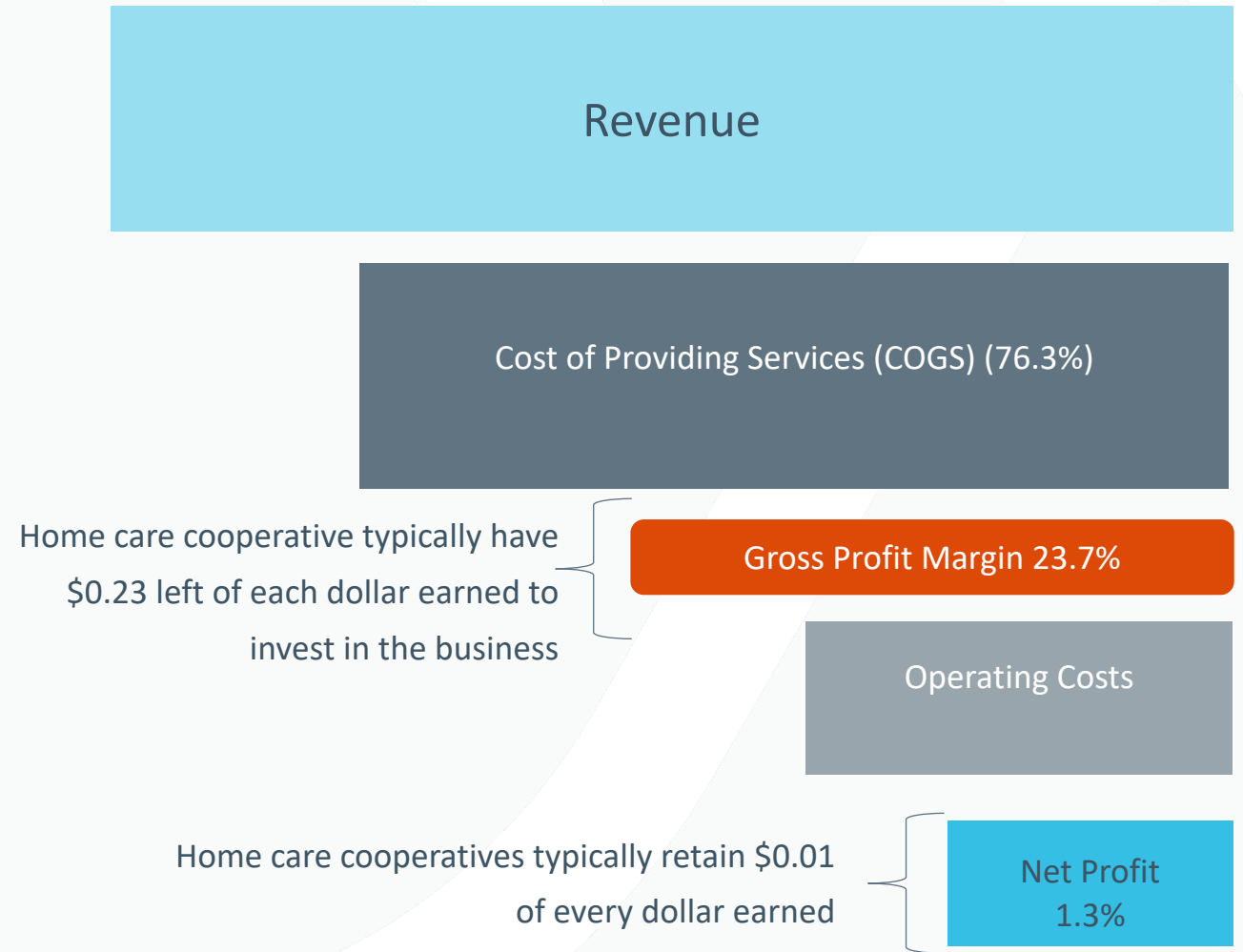
Sector Revenue By Quarter CY 2020



The sector was already showing signs of recovery by the end of Q3 and Q4 of 2020

The Financial Breakdown

The Home Care Cooperative business model demonstrated by margins



SECTOR GROSS PROFIT MARGIN—New Data Point!



Industry Median Gross Profit
Margin For A Business With 1
Location

35.9%

33.2%

23.7%

HC Co-op Sector
Median Gross Profit
Margin

GROSS PROFIT MARGIN

(Total Revenue – Costs of
Providing Services)

Revenue

SECTOR NET PROFIT MARGIN—New Data Point!



Industry Median NET Profit Margin For
A Business With 1 Location

4.7%



1.3%

HC Co-op Sector
Median NET Profit
Margin

NET PROFIT MARGIN

(Total Revenue – Total
Costs)

Total Revenue

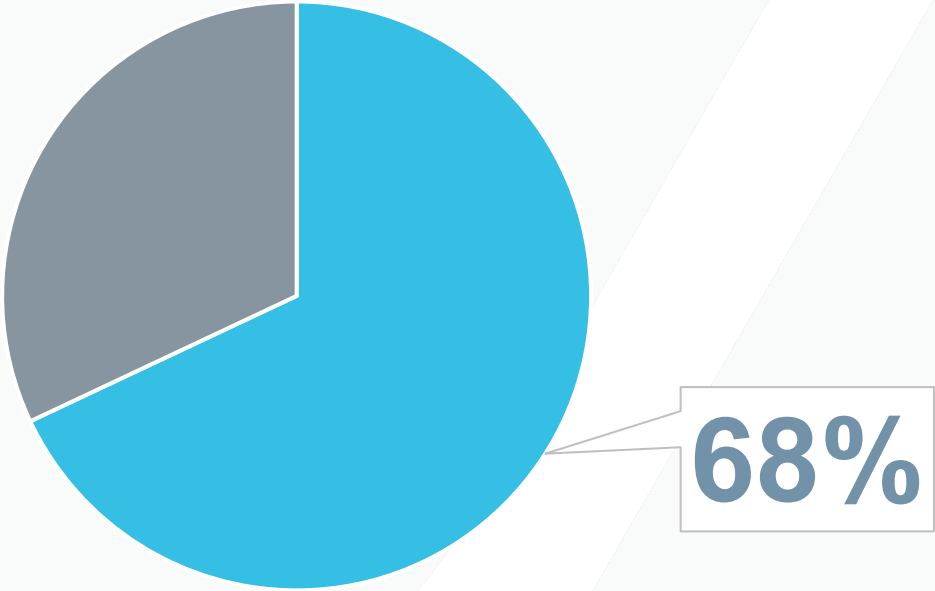
The Cooperative Response to Crisis

Hint: It's all about member-owners!!!

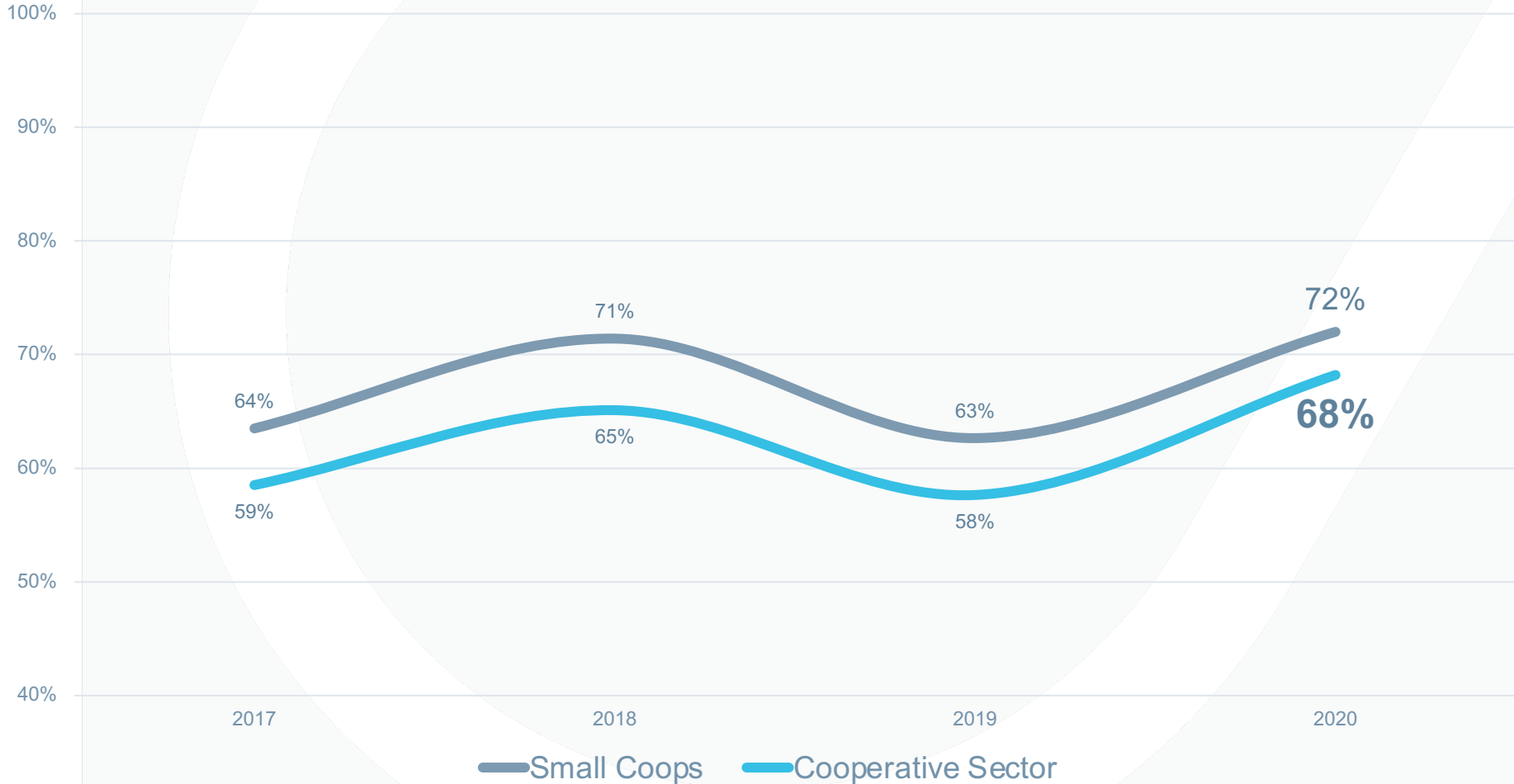


The Home Care
Cooperative Sector
Membership Rate
Increased by 10
percentage points from
2019 to 2020 (58%)

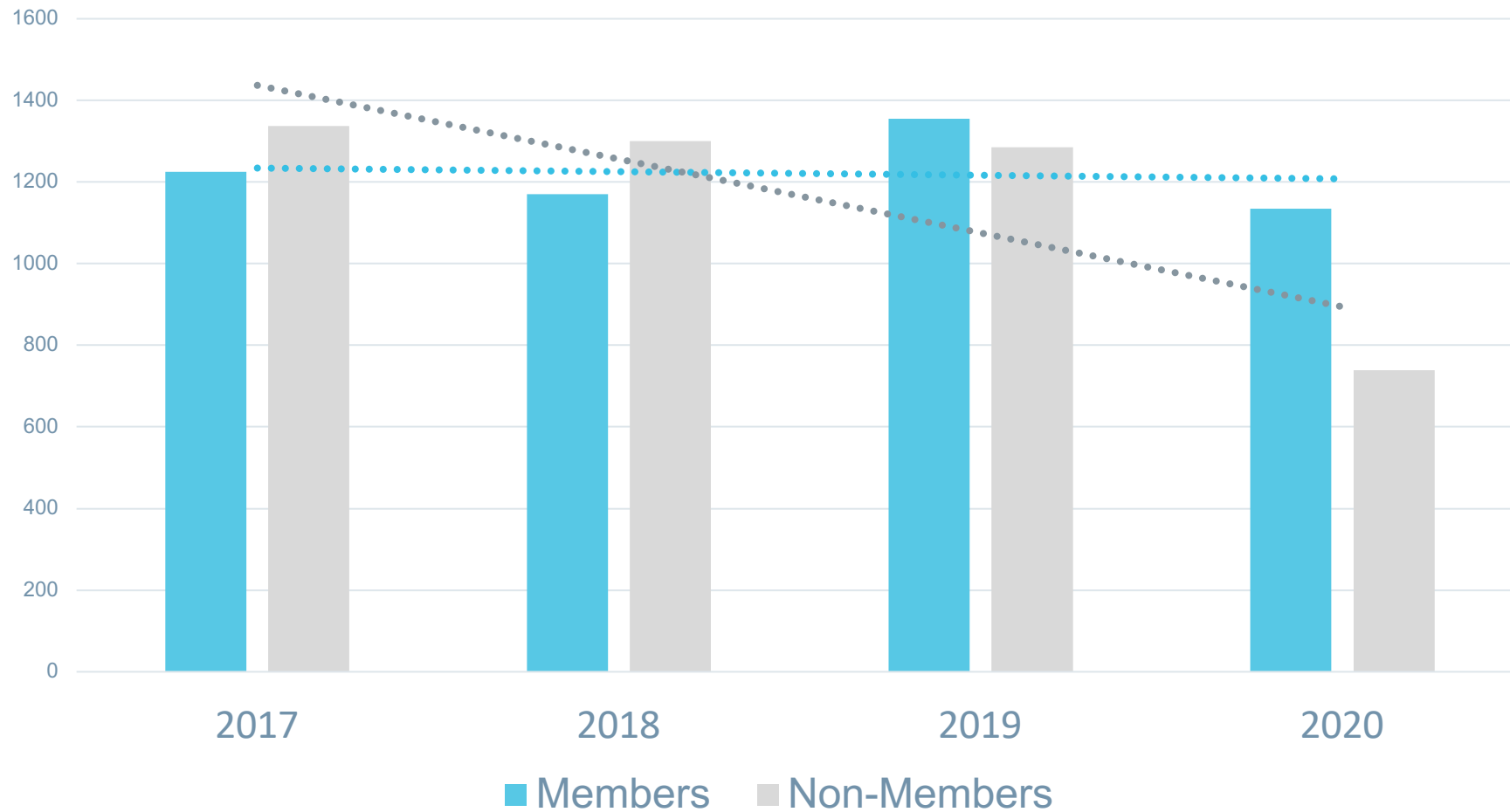
2020 Cooperative Membership



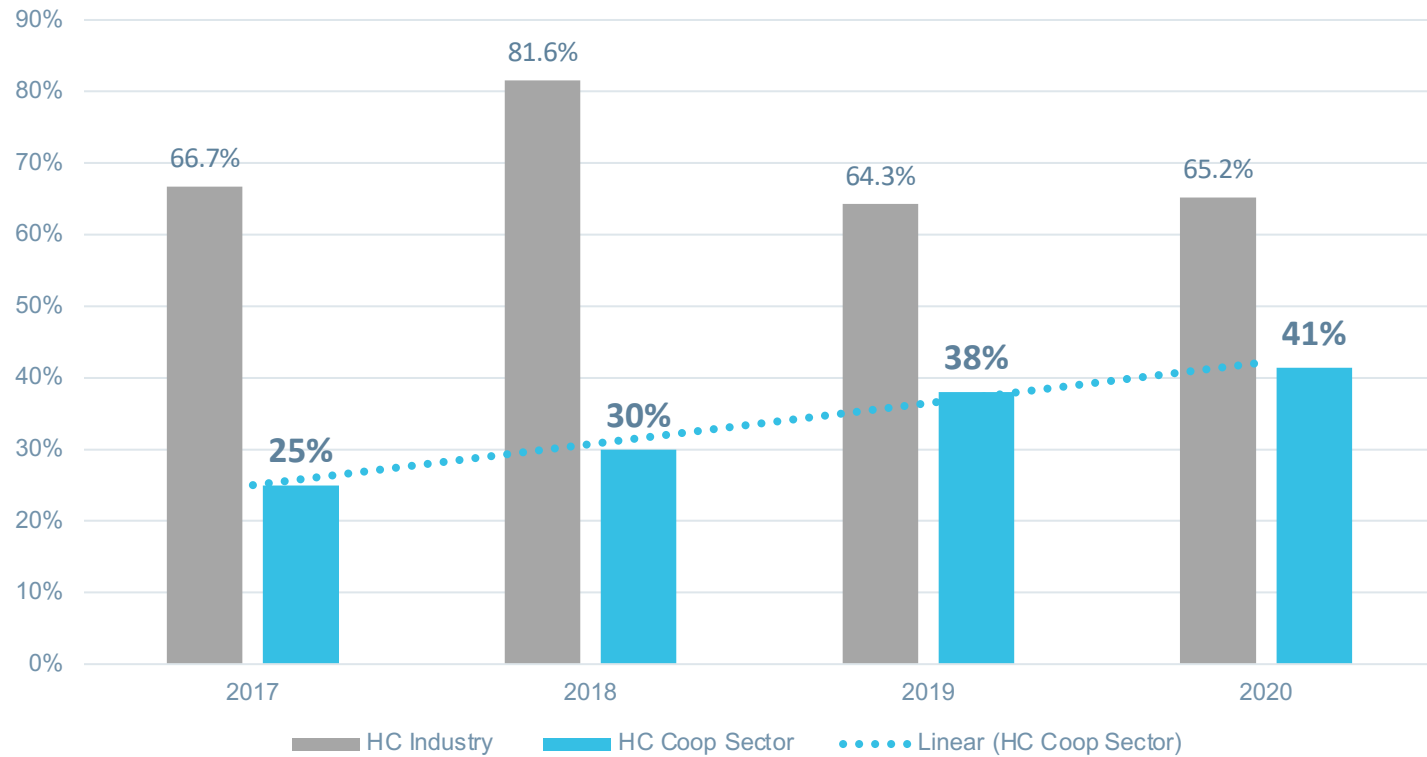
Home Care Cooperative Membership Rate 2017-2020



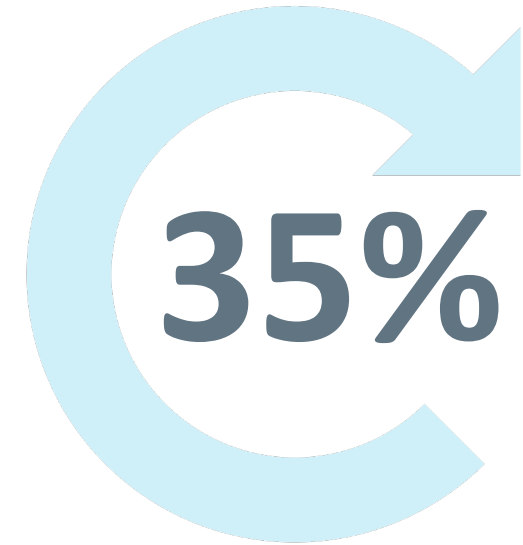
Changes In Member and Non-Member Staff



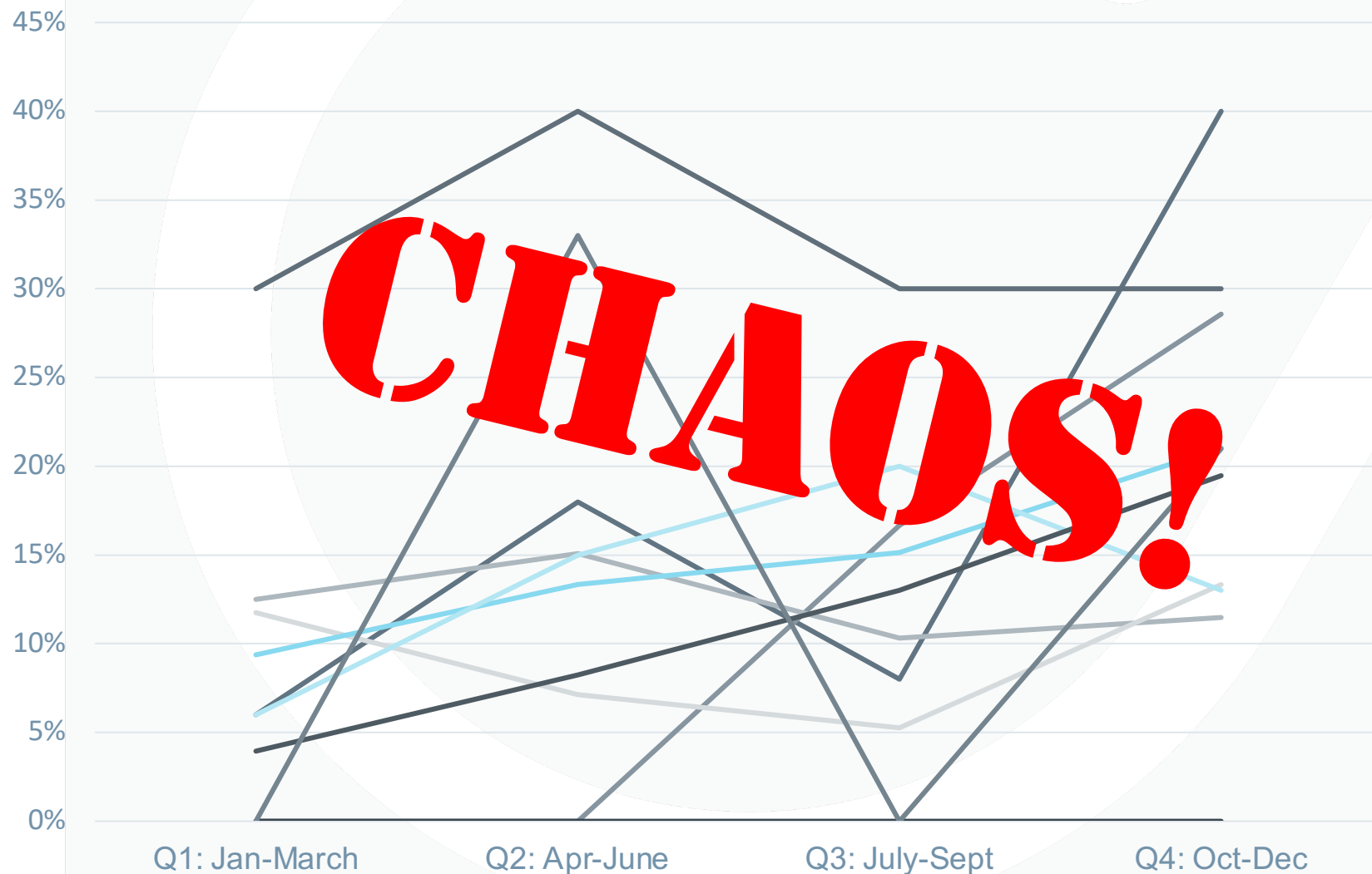
Median Caregiver Turnover



Average Caregiver Turnover



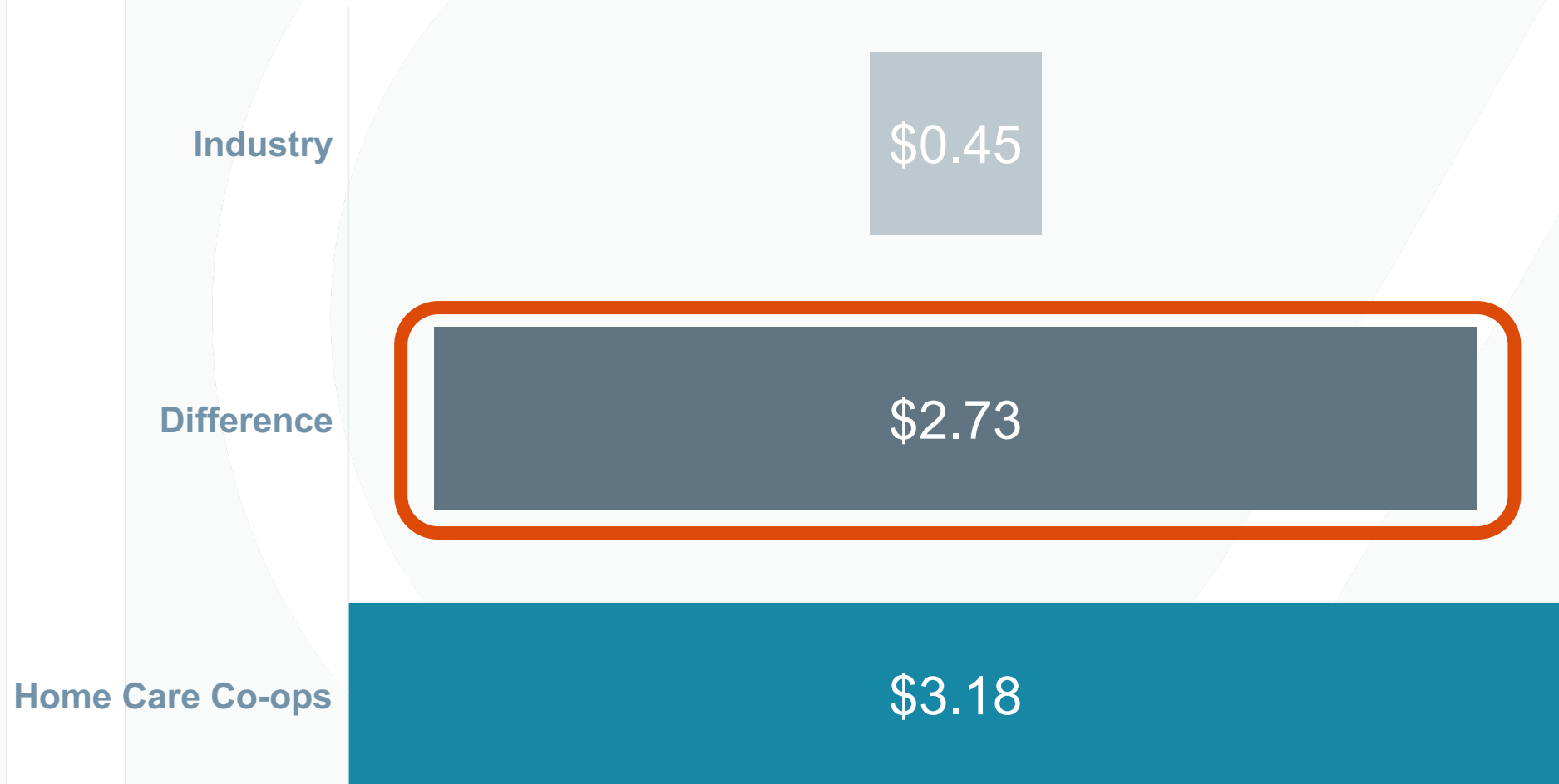
2020 HC Coop Quarterly Turnover



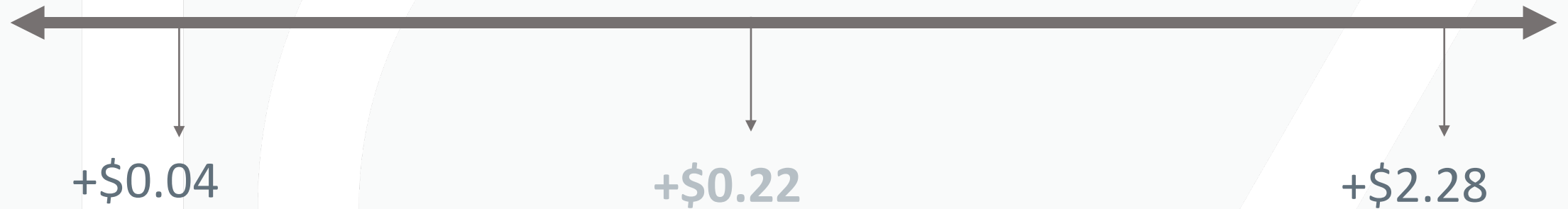


**Wage Data
for 2020 is
Weird**

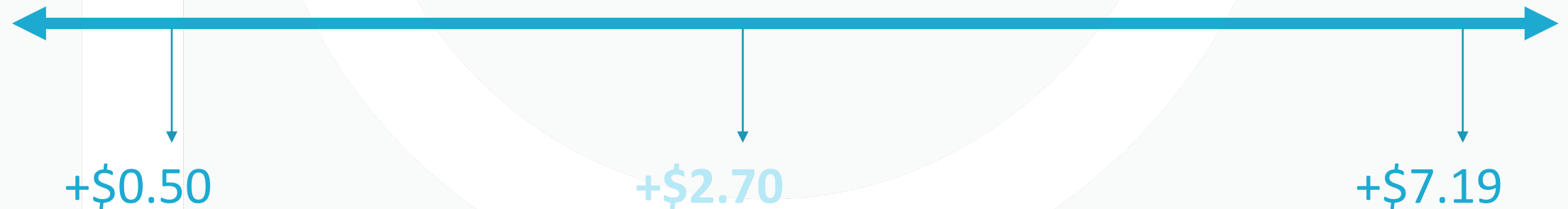
Average Change in Wages 2019-2020



Industry Wage Change Range



Home Care Co-op Sector Wage Change Range



Recruitment Spotlight

Trends in client and caregiver recruitment

Client Recruitment

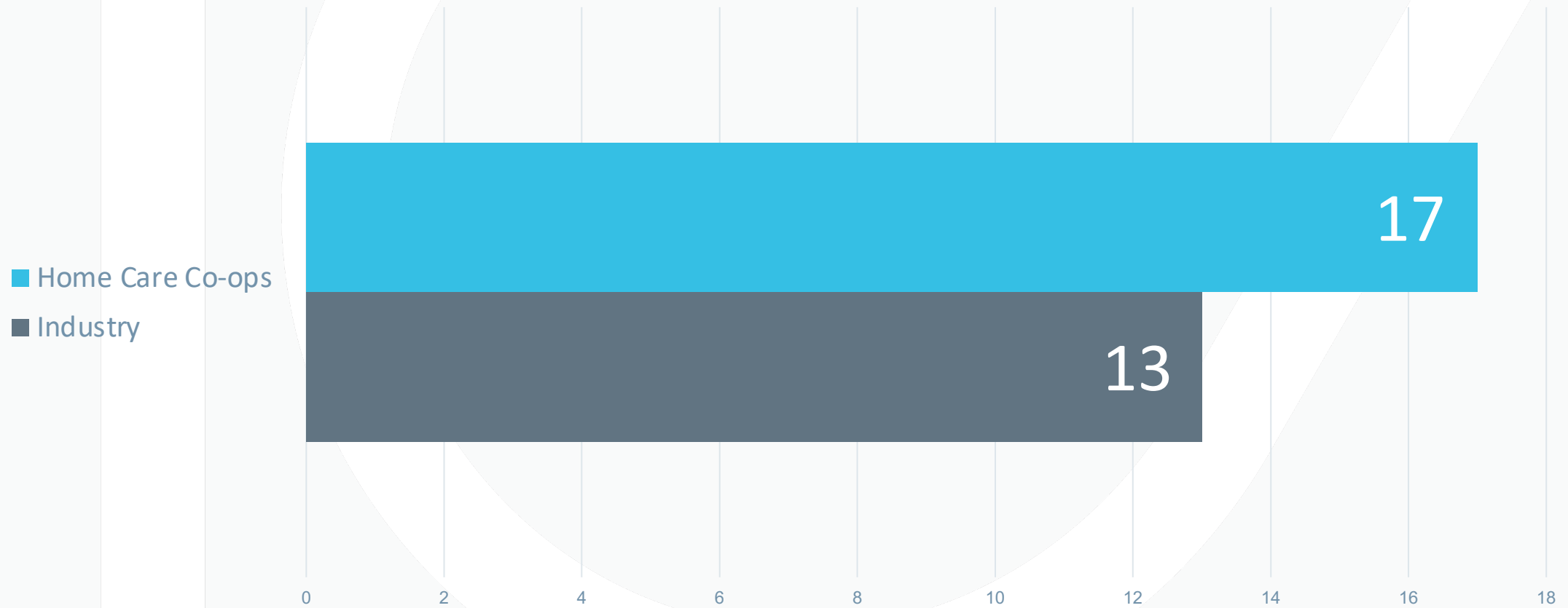
WORD OF MOUTH CONTINUES TO
BE THE MAIN CLIENT RECRUITMENT
SOURCE

Public Pay Cooperatives get the majority of referrals from Managed Care Organizations (MCOs)

3 cooperatives received 40%-50% of their referrals from institutional settings like hospice or hospitals- highlighting the importance of strong referral partnerships

5 cooperatives received 25%-50% of their referrals from “Other” sources highlighting the unique markets each of the cooperatives operates within and the resourcefulness of our cooperative administrators.

Average **Client** Tenure (in Months)



**Winning Caregiver
Recruitment = Winning in
Home Care**

**Caregiver
Recruitment**

Looking Ahead

Thinking about the year ahead (2022), what do you see as the greatest opportunities for your cooperative?

To grow as a coop, to have a clear vision of emergency preparedness planning, Make sure we have plenty of supplies on hand in case we have another disaster.

We have no shortage of referrals. The opportunity to grow the business is there.

Establish our sales/marketing, dental and vision benefits, and growing our members

To grow as a coop, to have a clear vision of emergency preparedness planning, Make sure we have plenty of supplies on hand in case we have another disaster.

Thinking of the year ahead (2022), what do you see as the biggest challenges for your cooperative?

Recruitment (x2); Staffing

[R]eaching more clients, with the pandemic it is a little bit harder to market

Marketing; New prospects; caregiver recruitment

We are unable to accommodate referrals and/or market for new clients due to staff shortage. We have been cutting existing client service hours to accommodate new incoming clients.

What do you hope for the cooperative home care community in 2022

Growth and expansion

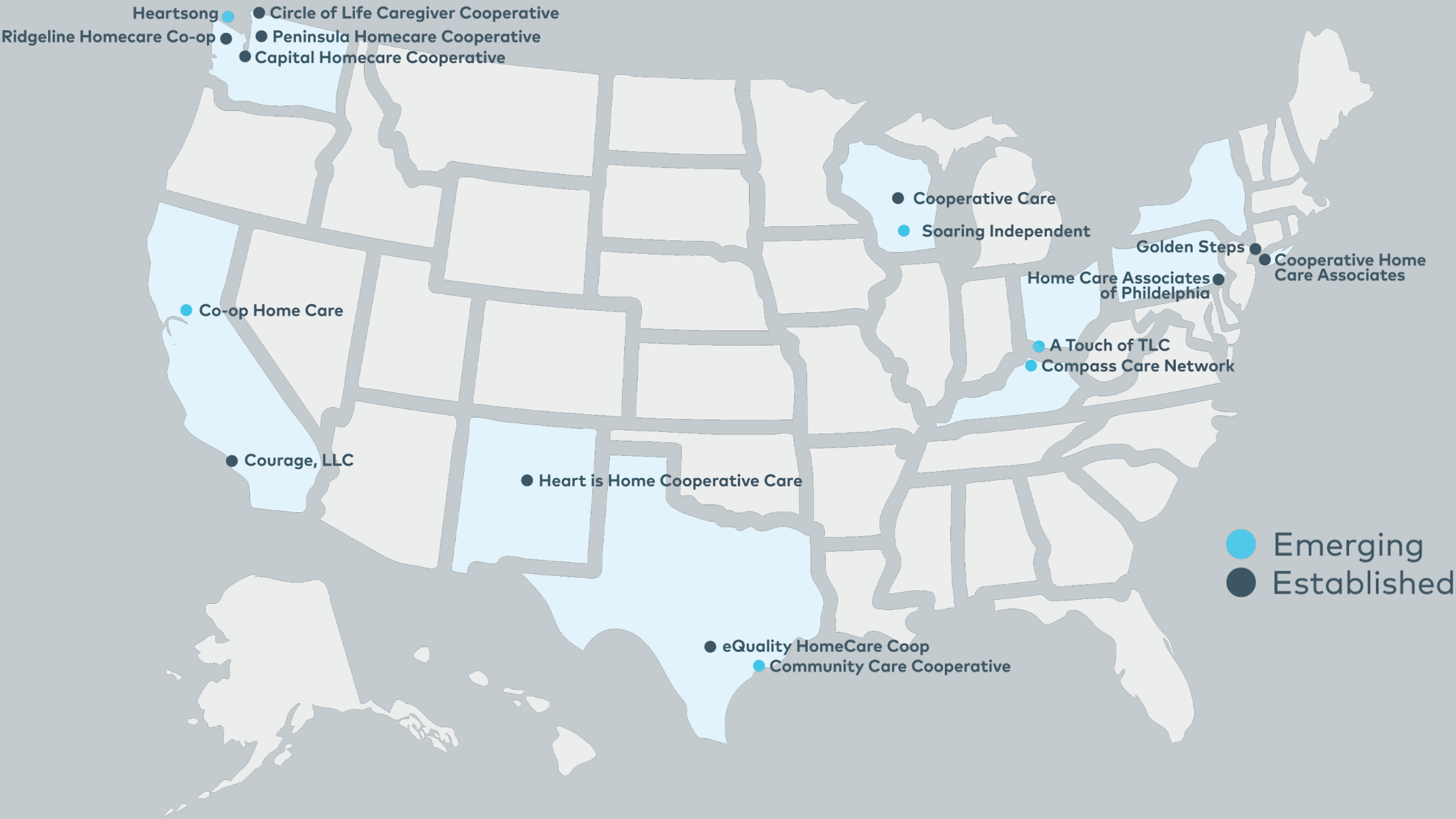
To get more member-owners

To see more start ups and more group marketing activity

To have more collective coordination with other folks in the home care industry

Figuring out the items that hold Cooperatives back. Like reimbursement rates, recruitment/retention challenges including offering career positions with living wage

2022: A GROWING SECTOR





HOME CARE

Questions?

136 West Street #1, Northampton, MA 01060 | 617-232-8765

Iwona (Ona) Matczuk (she/her)

Senior Social Enterprise Consultant

imatczuk@icagroup.org

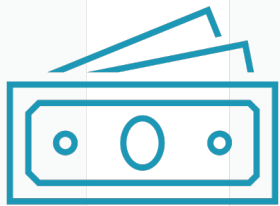
617-232-8765 x1119

The ICA Group, the oldest national organization in the country dedicated to the development of worker cooperatives, was founded on the belief that all people should enjoy economic self-determination as a means to foster an environment where the livelihoods of workers and the communities where they live are stable and secure. We strive to facilitate this society by acting as a catalyst for the groups that work to ensure that workers have a meaningful voice in their own future economic and through the development of companies that put these ideals into practice. www.ica-group.org



9/10 Co-ops offer training on Cooperative Governance for Board members

but only 2/9 offer cooperative governance training to non-Board members



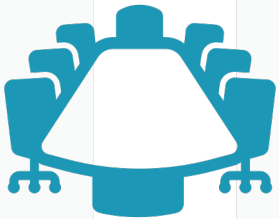
8/10 Co-op pay caregivers for training time



8/10 Co-ops provide Dementia Care and Client Communication training for caregivers



7/10 Co-ops offer caregivers work opportunities in the office to build skills and round out hours.



8/10 Coops offer financial compensations to caregivers for participating on cooperative Boards, committees, peer mentor/advisory roles, etc.



9/10 Cooperatives noted their website and social media as one of their top 3 caregiver recruitment channels.



“To me, the cooperative difference in home care means: family-first, a voice in a company you own that is actually heard, plentiful cross training and advancement opportunities, and personal life support from the cooperative as needed.”

– Julia Nelson, Caregiver, Board Chair, Office Assistant, Circle of Life Home Care Cooperative, Bellingham, WA, 7 years with CoL