

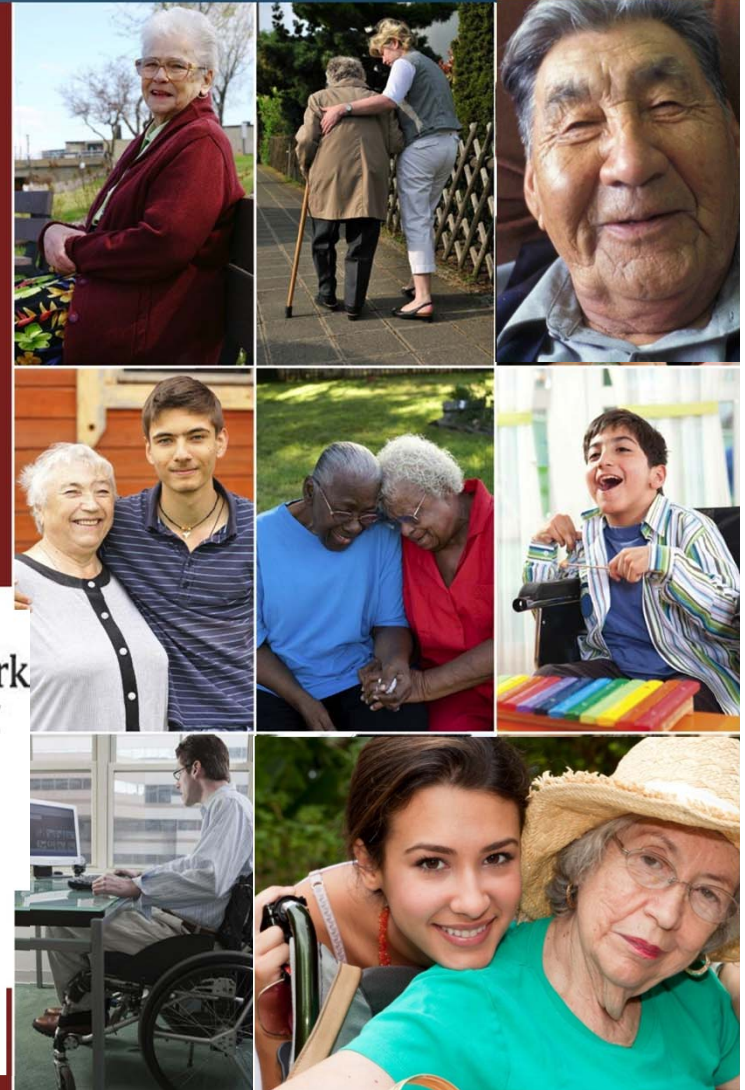
How well do Canada's care leave and workplace policies and practices support employees with adult/elder care responsibilities?

10th International Leave Policy
Research Network Seminar

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Caregiving & Work

- Growing policy concern affecting national economic prosperity, health care, gender equality
- Increasing proportion of employees with adult/elder care responsibilities
- A critical issue for individuals and families
- A growing issue for employers



The Canadian Context

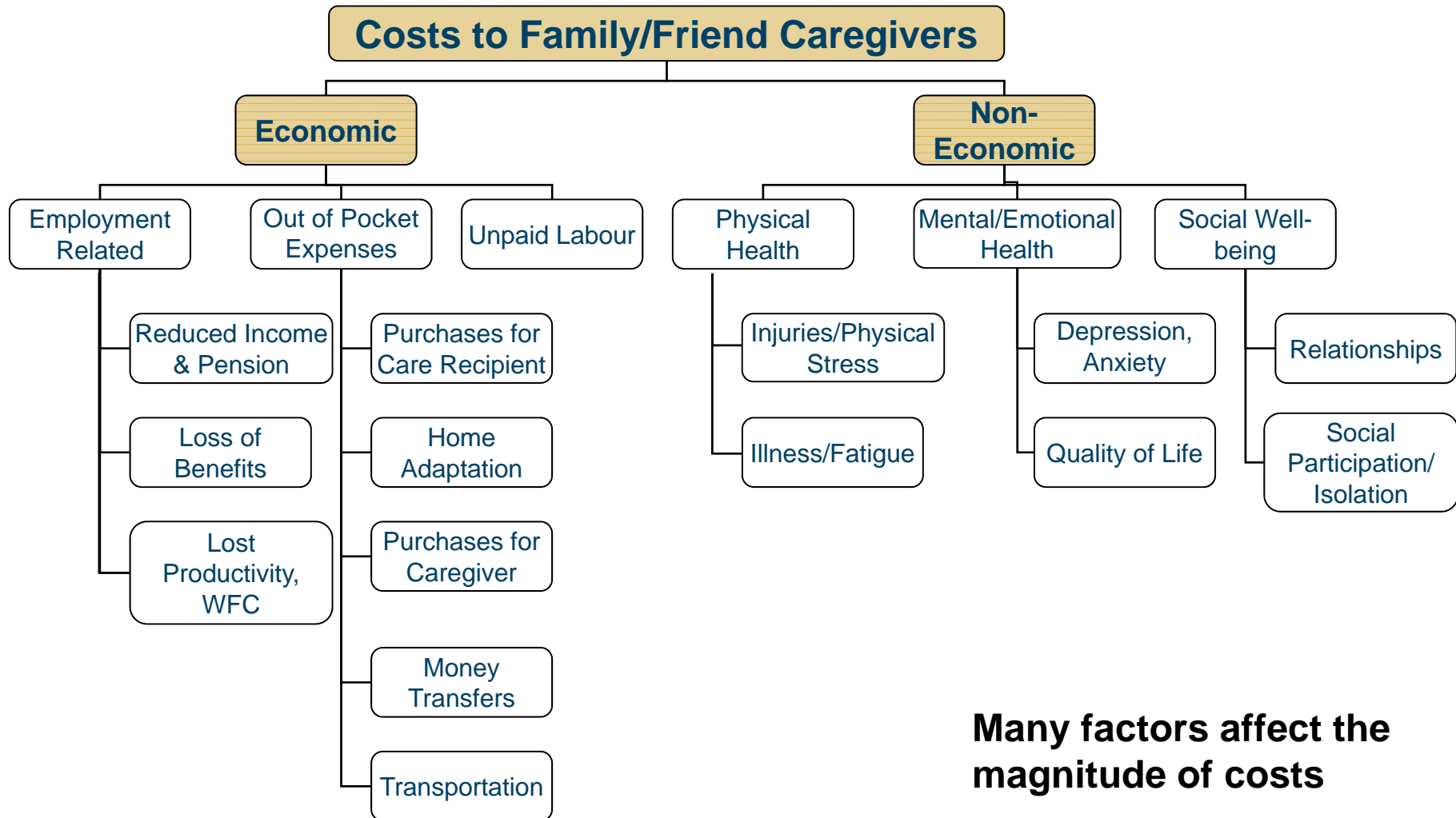
- Reliance on families as primary providers of care and support to persons with chronic health conditions, disabilities, aging-related needs
- Framed in context of containing health care costs, avoiding or delaying placement in hospitals or long-term care; concerns about costs of an aging population.
- Federal conservative government, constrained funds for public programs
- Federal state – shared/split jurisdiction for health and social services.
- Home care services not part of Canadian health care system.

The majority of Canadians are - or will be – a caregiver

In 2012

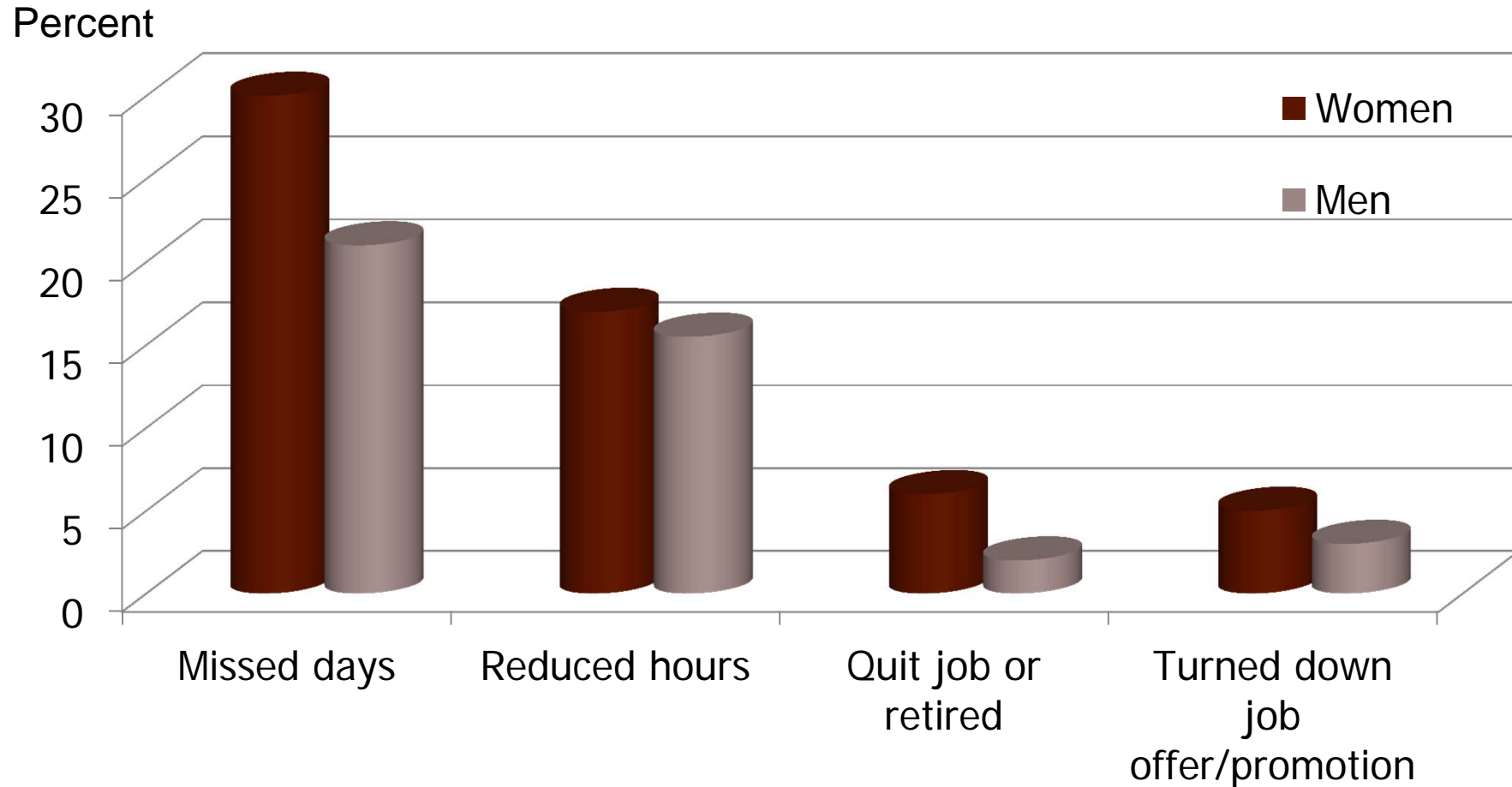
- ❑ 28% (8.1M) of Canadians provided care to a family member or friend with a long-term health condition, disability or aging needs. 46% of Canadians had ever provided care.
- ❑ Between 2007 and 2012, caregivers age 45+ increased by 20% (up 760,000 to 4.5 M)
- ❑ 60% of caregivers were employed; the majority work full time
- ❑ In 2007, 37% of employed women, 29% of employed men age 45-64 were caregivers

Caregivers experience a variety of costs related to caregiving ...



Many factors affect the magnitude of costs

Employment costs to employees with caregiving responsibilities are common



Risks are higher for...

- **Women**
- **Those caring for a close family member**
 - **Spouses for men; disabled child for women**
- **Those with more care demands**
 - **More hours of care (threshold 10-20 hr/wk); longer history; more severe/complex disabilities;**
- **Those who started caring later in life**
- **“Marginalized” workers (least educated; self-employed; PT workers)**

Caregiving and Gender Equality

- On average, employed caregivers spend the equivalent of 1 full day/week providing care and support (8 hrs/wk)
- Women spend more time caregiving, provide more personal care
- Women incur more employment consequences (more missed days from work, more likely to take hours off work to provide care/support/ attend medical appointments).
- Women were also more likely to turn down a job offer/ promotion, quit or lose a job, and retire early to provide care (bout 4% of women retired early, 1.1% of men)

An issue for employers, the labor market and the economy

Each month >520,000 employed caregivers absent from work due to care

Collectively absent

1.5 million work days/month

Each week >313,000 employed caregivers reduced work hours to provide care;

Collectively worked **2.2 million fewer hours/week**

TOTAL: Annual Productivity Loss

~ 157,000 FTEs



And the cost to Employers ...

Recently, the Conference Board of Canada estimated that the cost to business of informal caregiving in 2007, as a result of missed full days, missed hours, and employees quitting or losing a job ...What is the cost to Canadian business?

\$ 1.3 Billion

Home and Community Care in Canada: An Economic Footprint, May 2012

Recognizing Complexity and Challenges

“Supporting caregivers requires a comprehensive strategy encompassing tax law, pensions, health policy, human rights and employment law.

The question of how the costs of our aging population should be distributed between and amongst family, community, employers and the state raises complex public policy issues.”

BC Law Institute & The Canadian Centre for Elder Law, 2010

PUBLIC POLICIES for Caregivers

- **LEAVE for caregiving**
 - **Income replacement while on leave**
- **Protection from discrimination in work**
- **Financial Assistance**
 - **Caregiver Allowance; Cash for Care**
 - **Medical and caregiving expense reimbursement**
- **Pension protection**
- **Home care, access to rehabilitation**
- **Information and Support for Caregivers**

Canada's Compassionate Care Leave Policy

Introduced 2004 - 2005:

- All provincial governments (except Alberta) enact changes to provide job-protected, unpaid leave, typically for 8 weeks
- Intended to allow employees to provide care and support for family members/friends who are gravely ill or at significant risk of death within 26 weeks *
- Federal government introduced six weeks of Compassionate Care Benefits (federal policy for partial income replacement)

*** Requires medical documentation**

Canada's Compassionate Care Leave Policy

- Same requirements for eligibility as maternity/parental benefits (600 hrs of work in last 52 weeks)
- Employer and employee contributions
- Mandatory 2-week waiting period
- Remuneration of 55% of average insurable earnings (\$44,200 in 2011) to a maximum of \$468/week
- Low take-up; 75% of claimants are women

Protection from Discrimination in Work

- No legislated Right to Request Flexibility for Caregiving
- Canadian and Provincial Human Rights Legislation – protection from discrimination based on *family status*

Financial Assistance for Caregivers

- **No National Caregiver Allowance**
 - **Nova Scotia Allowance to Aid Caregivers**

\$400/month cash allowance for caregivers providing 20 or > hrs of care/week
- **Federal tax credits – caregiver; medical expenses – low amounts, non-refundable tax credits**
 - **Manitoba Primary Caregiver Tax Credit**

Refundable tax credit for caregivers who provide significant care.
Amount: up to \$1,020 per care-recipient.
- **No Provision for Pension drop-out while Caregiving**

Home Care and Community Supports

- **Home care is not part of health care system**

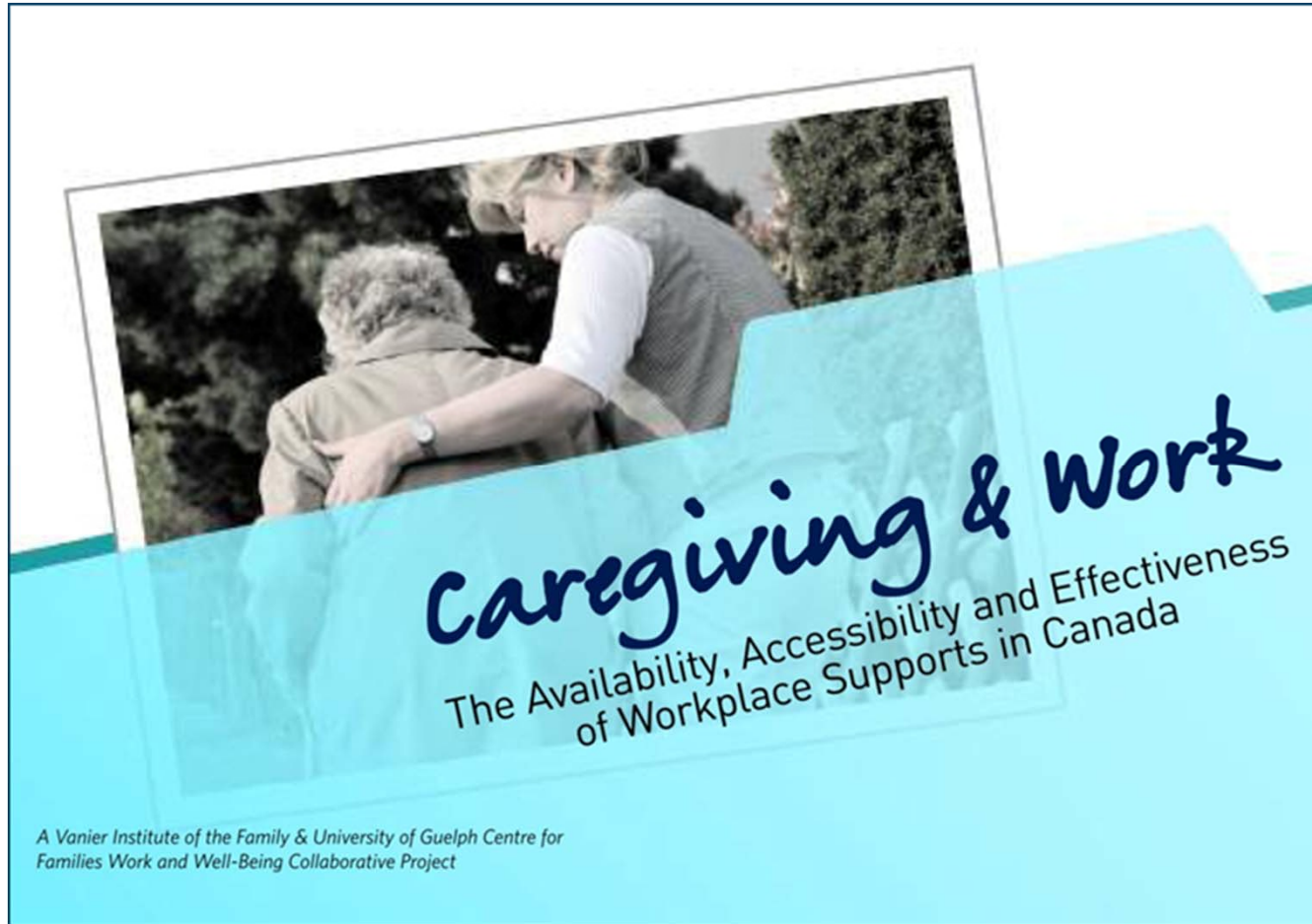
Variation between and within provinces – limited availability, waiting lists

- **Palliative / Hospice care**

volunteers and charities

- **No substantial funding to develop or provide caregiver supports**

What are Employers Doing?



Canadian Caregiving & Work Study

Main Objectives

- 1. To Benchmark...** What types of workplace programs, policies, and practices do Canadian employers currently offer?
- 2. To Examine** what factors are most associated with the provision of workplace policies and practices and a workplace culture that is supportive of employees with adult and elder care responsibilities
- 3. To obtain managers' views and learn about their experiences** in providing support to employed caregivers
 - On-line survey of employers/senior HR reps + interviews with 25 HR managers



Caregiving & Work Employer Survey

Survey Participant Profile (n ~ 300)

- **Sector**
 - 57% Private sector,
 - 13-15% each public, broader public & voluntary
- **Geography**
 - Across the country
 - Employers with local, regional, provincial, national and international scope
- **Industries**
- **Union/non-union**
- **Size**
 - SMEs to Large



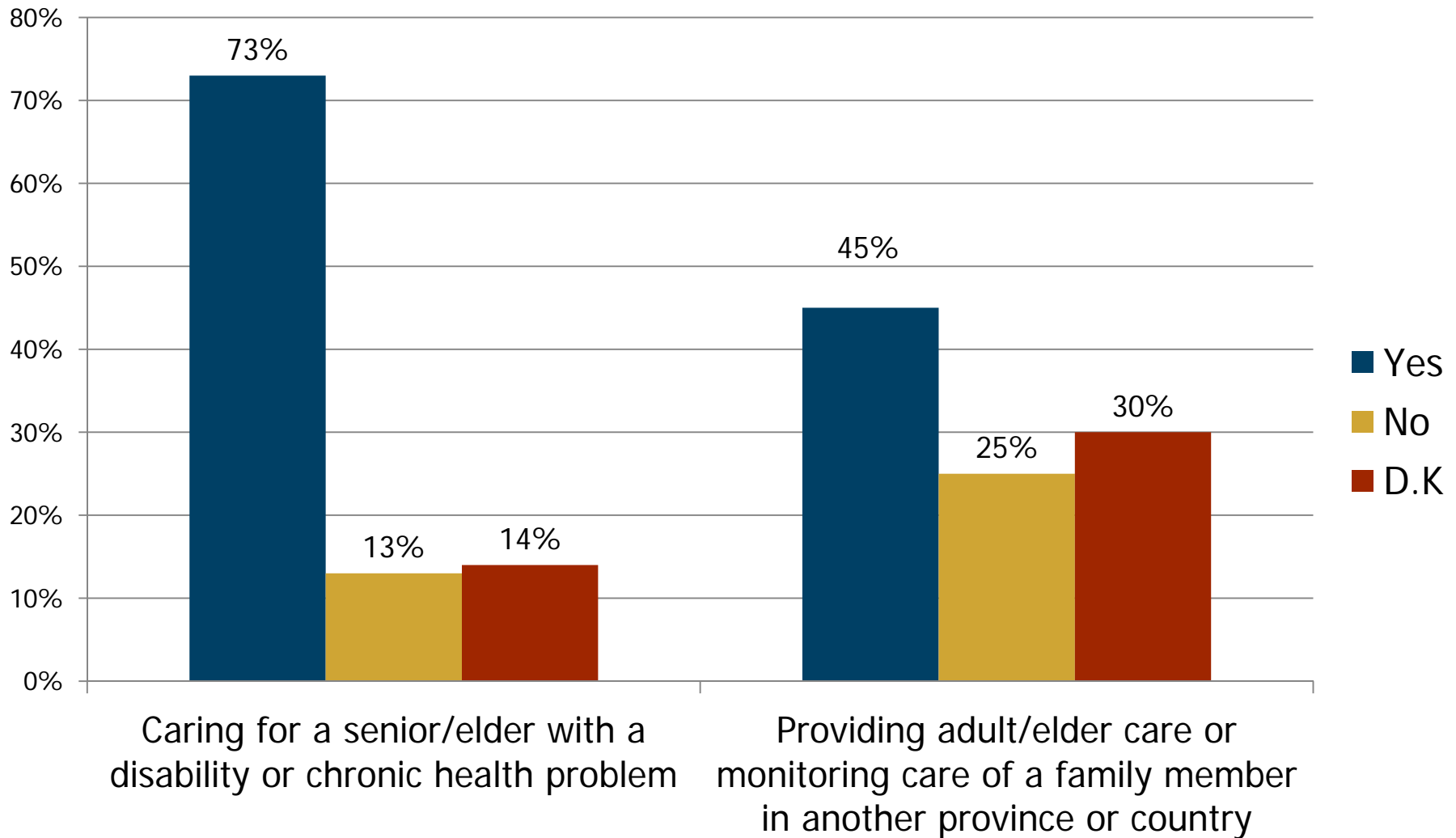
Adult/elder care

Workplace supports for employees

- **Flexibility**
- **Financial assistance for caregivers**
- **Paid Leaves/Unpaid Leaves**
- **Information, referral & support services**
- **Adult / Elder Care as a priority**



Employers are noticing that employees are providing care



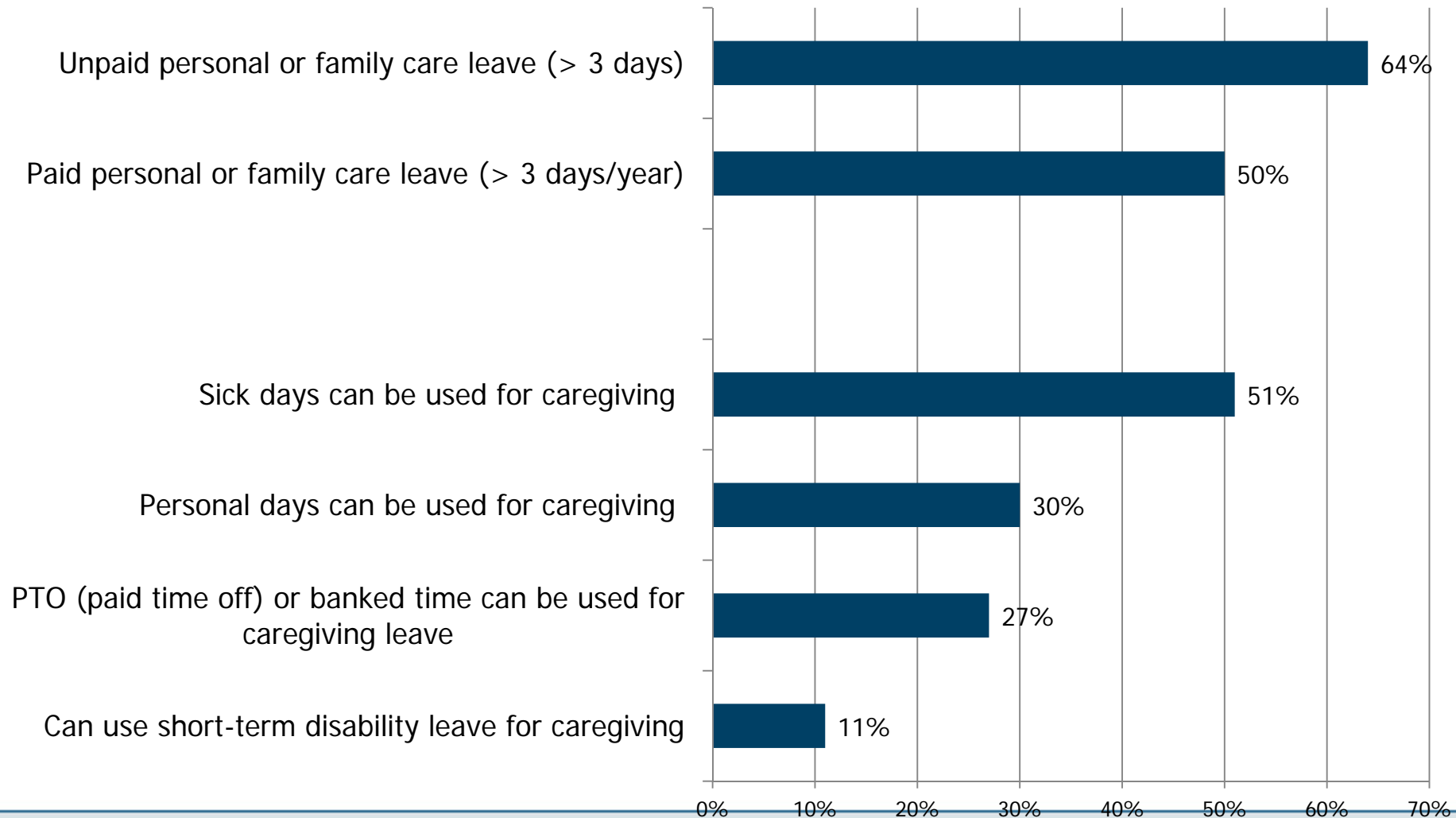
Consequences Related to Employees' Caregiving Observed in the Workplace

| | |
|---|-----|
| Employee arrived late or left early | 84% |
| Employee took unscheduled time off (days absent) | 74% |
| Employee reduced their output, quality of work or performance level | 47% |
| Employee took disability/stress leave | 39% |
| Employee seemed to be uncharacteristically distracted, made errors | 33% |
| Employee refused a promotion or job assignment, can't travel or participate in organizational functions | 29% |
| Employee quit or took early retirement | 21% |

Table 3 Types of Flexibility Available to Some Employees and to All or Most Employees

| Type of Flexibility | Allows at least some employees to... | Allows all or most employees to... |
|---|--------------------------------------|------------------------------------|
| Flexible Time and Place | | |
| Percent of Employers | | |
| Periodically change starting and quitting times within some range of hours | 87 | 40 |
| Change starting and quitting times on a daily basis | 60 | 14 |
| Compress the work week by working longer hours on fewer days for at least part of the year | 60 | 14 |
| Work some hours at home or off site on an occasional basis | 77 | 13 |
| Work some of hours at home or off site on a regular basis | 52 | 5 |
| Reduced Time | | |
| Move from full time to part time and back again while remaining in the same position or level | 55 | 11 |
| Work part year i.e., work reduced time during the summer months | 24 | 4 |
| Share jobs | 32 | 5 |
| Work reduced hours for a period of time to accommodate personal needs | 74 | 31 |

Leave Options for Caregiving



What employers provide as caregiving leave for new parents and for adult/elder care

| Maternity, Parental, Paternity Leave | | Compassionate Care Leave | |
|--|-----|--|-----|
| More than 18 weeks of unpaid maternity leave | 60% | More than 8 weeks of unpaid compassionate care leave | 29% |
| Additional unpaid parental leave | 45% | | |
| Top-up of EI/QPIP* maternity leave benefit | 41% | | |
| Top-up of EI/QPIP parental leave benefit | 30% | Top-up of EI compassionate care leave benefit | 10% |
| Top up of QPIP paternity leave benefit | 24% | 1 – 8 weeks fully paid compassionate leave | 4% |

* Employment Insurance or Quebec Parental Insurance Program

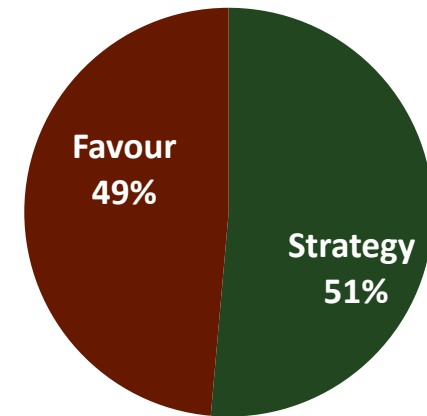
Information, Resources and Supports

70% of employers offer information/resources to employees with family responsibilities

- Most rely on EAP/EFAP services to provide support
- Few provide access to information or community resources

How Caregiving is Seen in the Workplace

Half see providing supports to employees as an individual favour; half see it as an organizational strategy

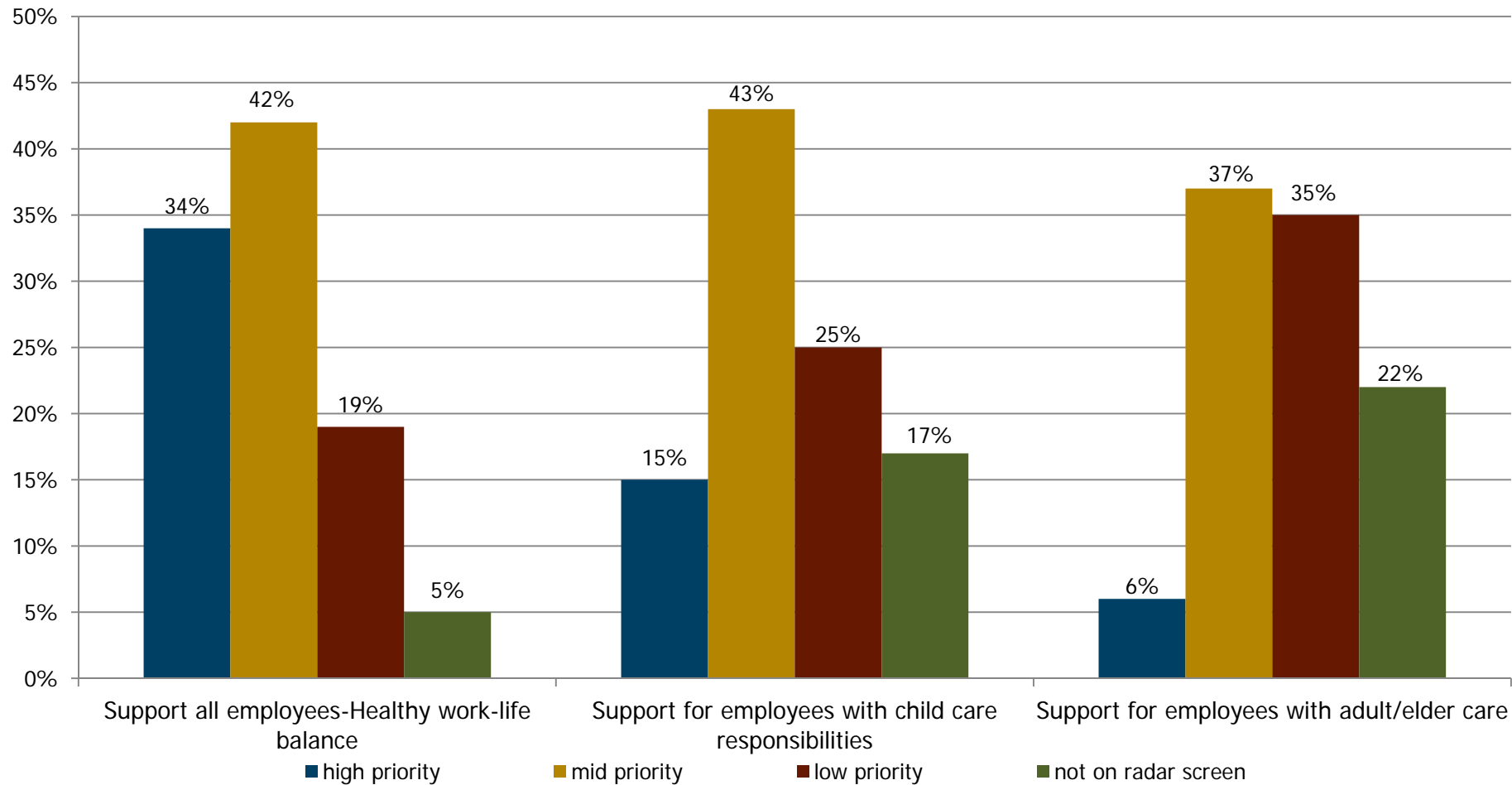


32% Managers tried to resolve caregiving issues on their own

38% Teams tried to cover / support a co-worker on their own

Caregiving as an Organizational Priority

In workplaces with >250 employees



Managers' Concerns...

- Tension between organizational /department requirements and employee's needs
- Costs of /willingness to hire replacement workers
- Leave options
- Fairness and equity
- Capacities and constraints



What are we learning from managers?

Challenging circumstances for employers and employees:

- Lack of paid leave; use of sick leave
- Unpredictability of leave, care trajectory
- Limited reduced work or flexible work options

Concerns

- Organizational requirements
- Costs of replacement workers
- Fairness and equity
- Capacities and constraints

Information Desired

- Best practices
- Community resources
- What is available in other jurisdictions

Canadian Caregiving & Work Study

Summary of Major Findings

- Emerging awareness; Not on the radar screen for some
- Assumption that flex arrangements should meet most employees' needs
- Few workplace policies and practices are specific to caregivers of adults and elders
- Organizational culture, workplace and workforce characteristics predict the nature and extent of workplace policies and practices for employed caregivers
- Opportunities for increasing awareness, leadership influence, manager training; receptiveness to information and practical resources

Caregiving & Work Collaboration



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