

Quantifying the Cooperative Difference in Home Care

2019 National Home Care Cooperatives Benchmarking Survey



It Matters!

Internal (for co-ops)

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

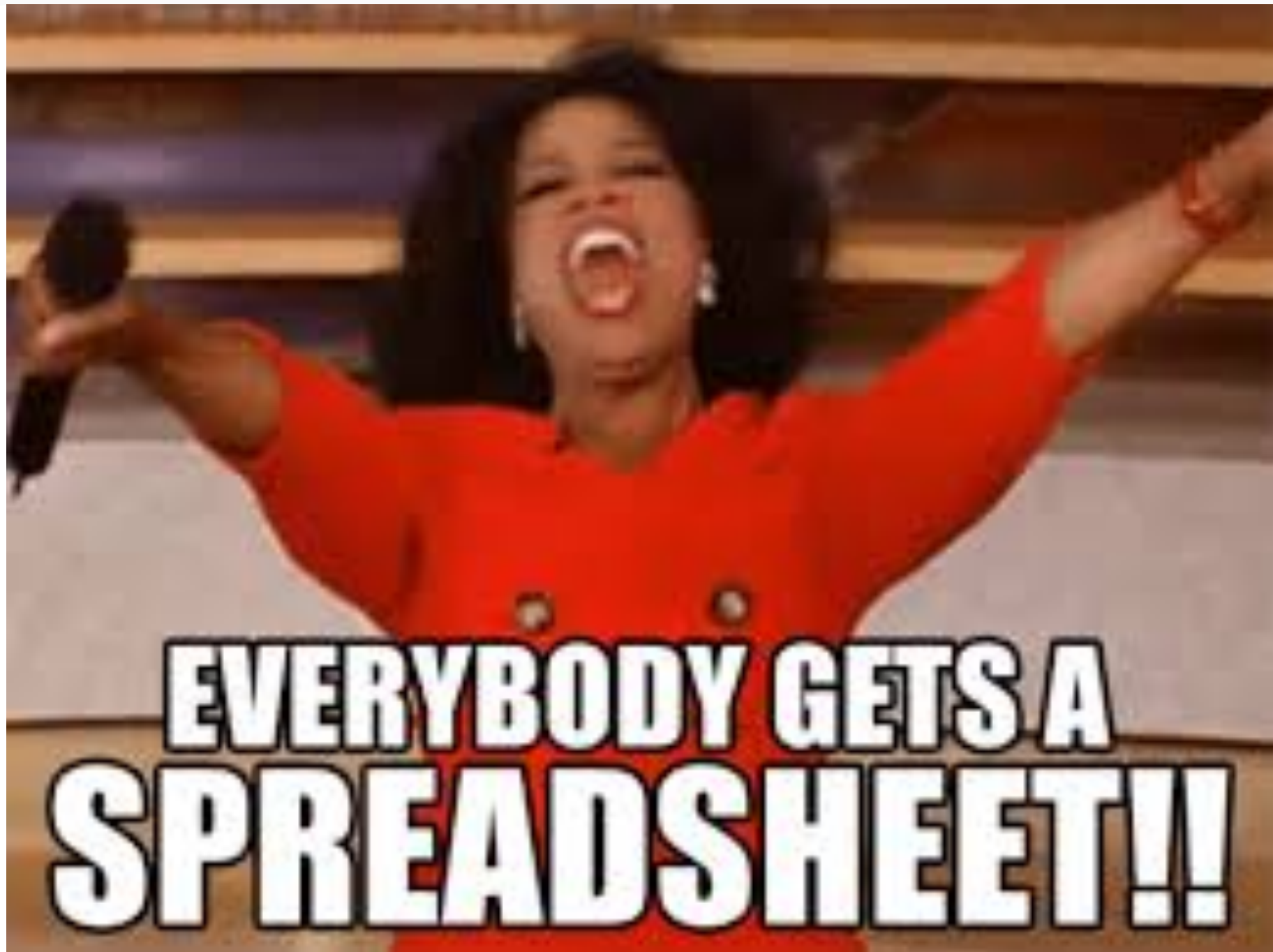
External (for the sector)

- 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:

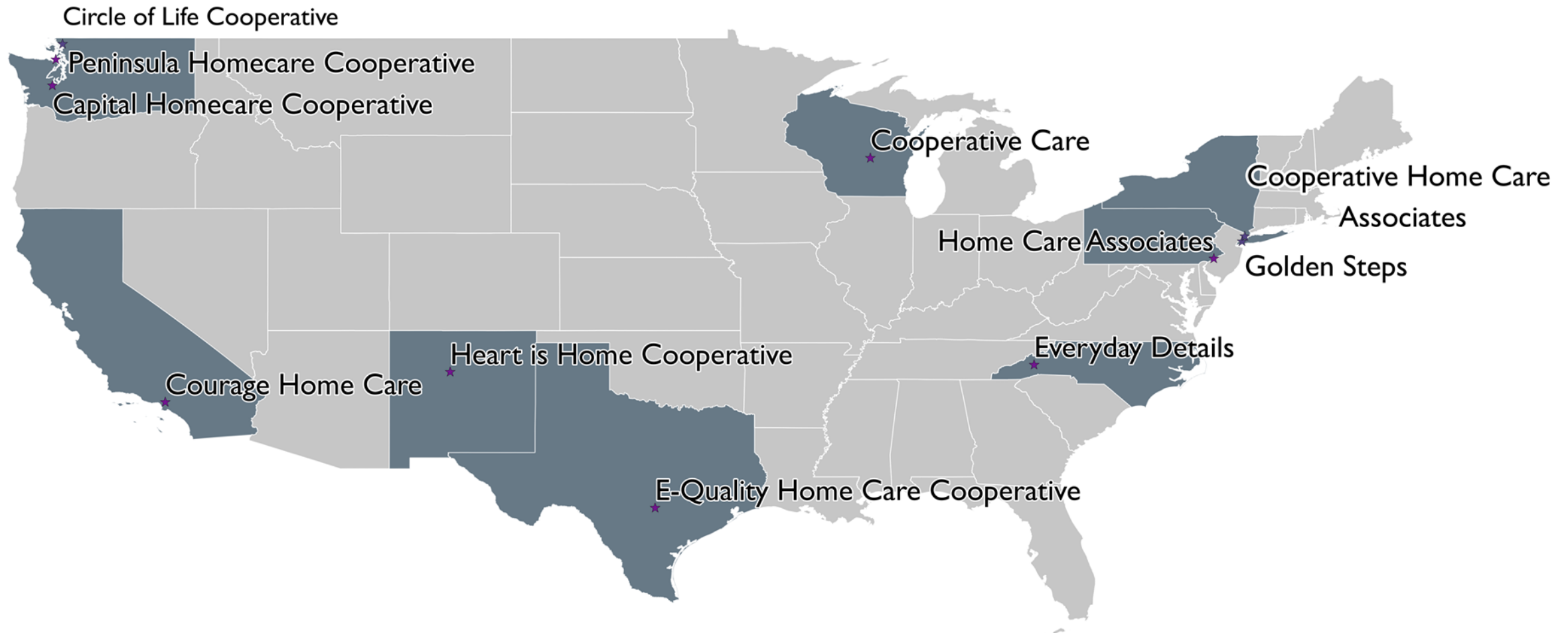
- 13 respondents
- Results based on 9 cooperatives operating in 7 states
- Expanded survey to better track sector help and quantify cooperative difference.



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**

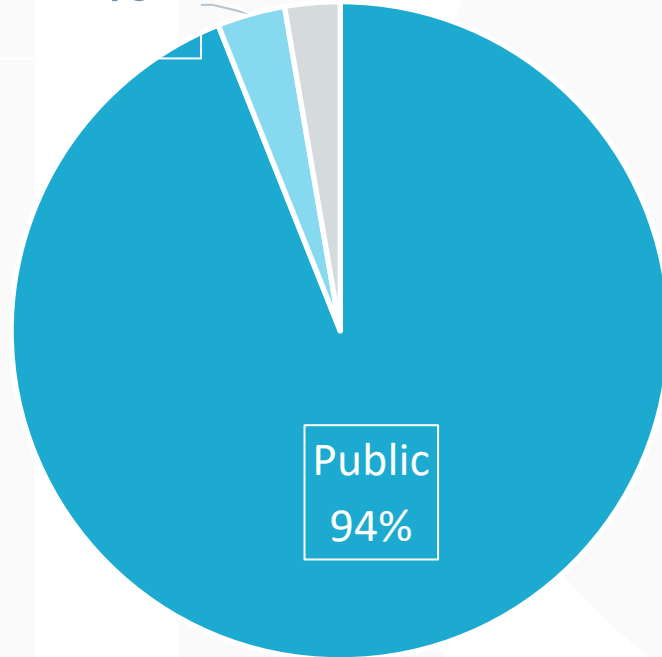


2018 Home Care Cooperative Landscape: Client Hours & Revenue



Total Client Hours

Private 3%



Total Client Hours:

3.2 M

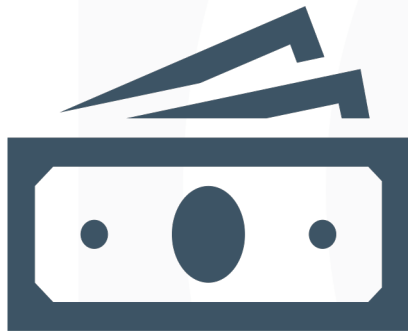
Total Revenue:

\$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



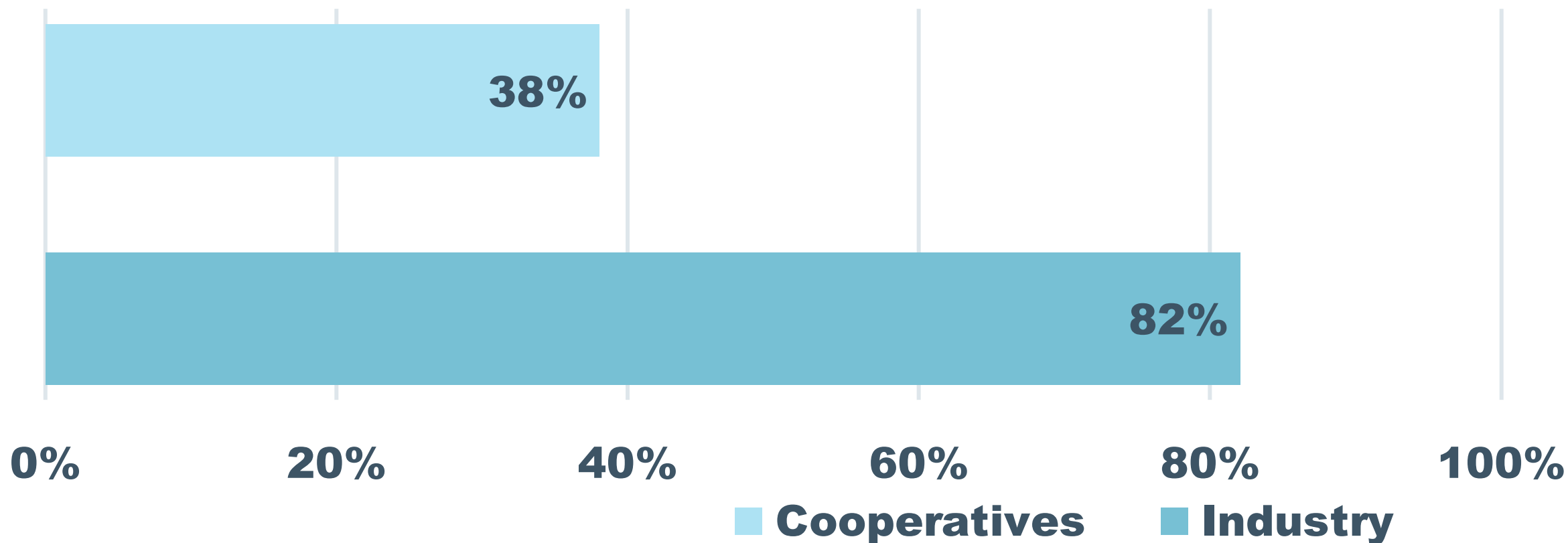
- #1.** Caregiver Turnover & Tenure
- #2.** Wages & Benefits
- #3.** Training & On the Job Supports
- #4.** Leadership & Career Advancement Opportunities



#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

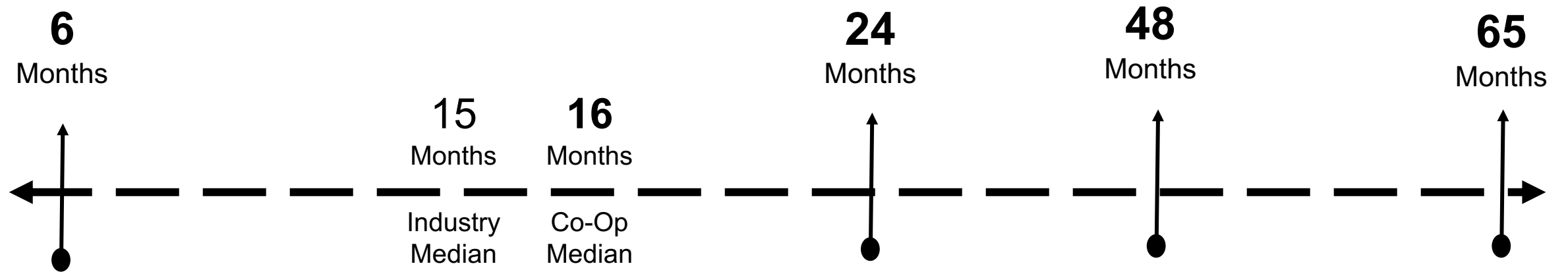
Average

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

2018 Wages: Behind the Numbers/Key Takeaways



Overall
Wage
Increases



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!

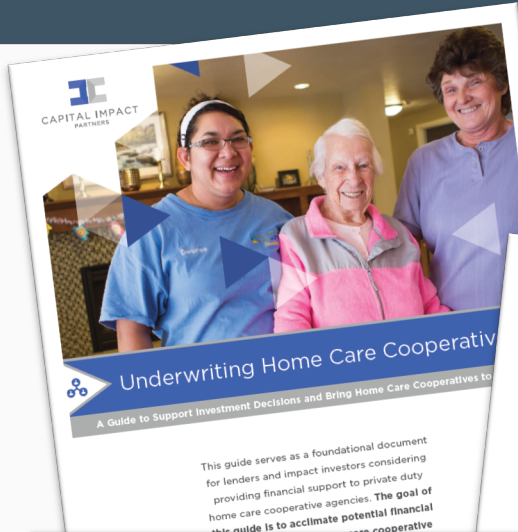
Opportunities: Caregiver Recruitment!



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



Opportunities: Stronger Together!



The Cooperative Development Foundation (CDF) logo, featuring a stylized 'CDF' with a house icon inside the 'C'.

[Home](#) [About Us](#) [Funds & Grants](#) [Programs & Events](#) [News](#) [NCBA CLUSA](#)

A large group photo of diverse people, likely members or staff of the Homecare Cooperative Initiative, smiling and posing together.

The Homecare Cooperative Initiative logo, featuring a stylized house with a heart inside, and the text '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 homeware cooperatives and can be particularly useful for new cooperative members or individuals interested in starting homeware cooperatives.

[Click here to listen to podcasts](#)

[Click here to watch webinars](#)

RESOURCES

Additional resources for cooperative workers and developers.

[Click here to access resources](#)

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Looking ahead to 2019...





Thank you for your time!

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