

CASE STUDY: Back-Up Care

Emergency childcare for JP Morgan

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Adam Brooke,
Employee Benefits Manager (UK)

JP Morgan

“I should state that all times the idea of doing only first-class business, and that in a first-class way, has been before our minds.” J.P. Morgan Junior

These words from JP Morgan Junior, in 1933, continue to describe the way the organisation works today, almost 80 years later. A leader in asset management, investment banking, private banking, treasury and securities services, and commercial banking, JP Morgan (JPM) has a 200 year reputation of always working to the highest standards.

Why did JPM decide to offer its people emergency childcare?

“Along with our reputation, our people are our most valuable asset. We believe no barrier should inhibit an individual from performing to his or her full potential.”

JPM is committed to being a “best employer” and believes that Wellness is the key to supporting its people to achieve their full potential both at work and at home. To this end, they had been offering a variety of benefits, ranging from health and dental care, childcare vouchers, discounted gym membership and an EAP. In 2010, wanting to measure how meaningful these benefits were to their employees, the company undertook an employee opinion survey to ascertain awareness levels and impact. They found that there was some lack of understanding of the real value and purpose of the various benefits and so they set up a Wellness Steering Committee to look at what was being provided, identify where there were gaps and to bring a cohesive focus to how JPM supported Wellness throughout their UK and EMEA offices.

It was clear from the high take-up of childcare vouchers that the company’s working parents found support for their childcare arrangements very helpful; many parents were now also asking JPM to help them access care to enable them to work when their usual arrangements broke down.

It was important to JPM that they find a highly supportive, flexible and proactive partner who would ensure the highest quality of care with a timely response to emergencies and the most convenient access channels for JPM families.

Why did JPM choose Bright Horizons?

JPM shares with Bright Horizons a focus on partnership, emphasis on trust and a desire to constantly perform better. The two organisations had an existing strong relationship: in the USA, providing both workplace nursery and emergency back-up care services and in the UK a smaller scale back-up care arrangement in specifically located London nurseries.

The Back-Up Care Advantage Programme had been highly successful in the USA and was the obvious place to start. This programme provides an employer’s working families with access to a network of highest-quality care providers, with all the arrangements made by professional Care Consultants, whom parents can contact 24 hours a day, 7 days a week.





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Employee Benefits Manager (UK)

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How was the benefit launched?

JPM were keen to ensure that the new back-up programme would be received enthusiastically by their employees and seen to be in alignment with the existing benefits. Bright Horizons worked with JPM to produce a thoughtful launch plan, with a variety of media – printed collateral, email and intranet, plus live road shows at each company location – to reach employees wherever they are based and in all aspects of the business.

As a result the programme had a good first year, leading to an extremely successful second year in which interest was even higher than hoped for.

Were there any challenges?

The main challenge was in fact an opportunity and a result of the popularity of the programme among JPM families. In some locations demand for care was high and families wanted to nominate additional providers to the network, recommending these from their own personal experience.

The balance needed to be made between adding to the network quickly and adding to the network appropriately. Entry to the extended network is on invitation only and is dependent on a successful thorough audit by Bright Horizons' Back-Up Care team. Once this was understood by families they were very happy to await the outcome of the audits, appreciating the reassurance and peace of mind that this attention to quality brings.

How is the benefit being received in its second year and how might it be developed?

Adam Brooke, Employee Benefits Manager (UK) JPM, feels the back-up programme is extremely successful. *“For the business the benefit is easy to maintain and brings big rewards. Similarly for employees, access to emergency care brings them peace of mind and helps them to be productive and focused at work.”*

“They trust the service and the care consultants who source and arrange it for them; they report high satisfaction with the quality of care and really appreciate the ‘quick saving of the day’ when emergencies arise”.

Looking to the future, there's potential to look now at extending the service to include nannies for those who prefer in-home care or whose children are mildly ill and cannot attend school or nursery. The question of care for adult dependants also looks likely to be increasingly relevant to many JPM employees.

Advice for other employers considering emergency care?

Adam Brooke has no hesitation – *“Back-up care is certainly something I would strongly recommend to anyone who is yet to provide it. You do need to plan carefully and for that you need to work with a knowledgeable and supportive provider partner. And for me Bright Horizons would be at the top of my list for that”!*

