

STAFF SHORTAGE IN UK CARE HOMES: A FISHBONE ANALYSIS

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Individual presentation- Problem
solving

LCHS4009

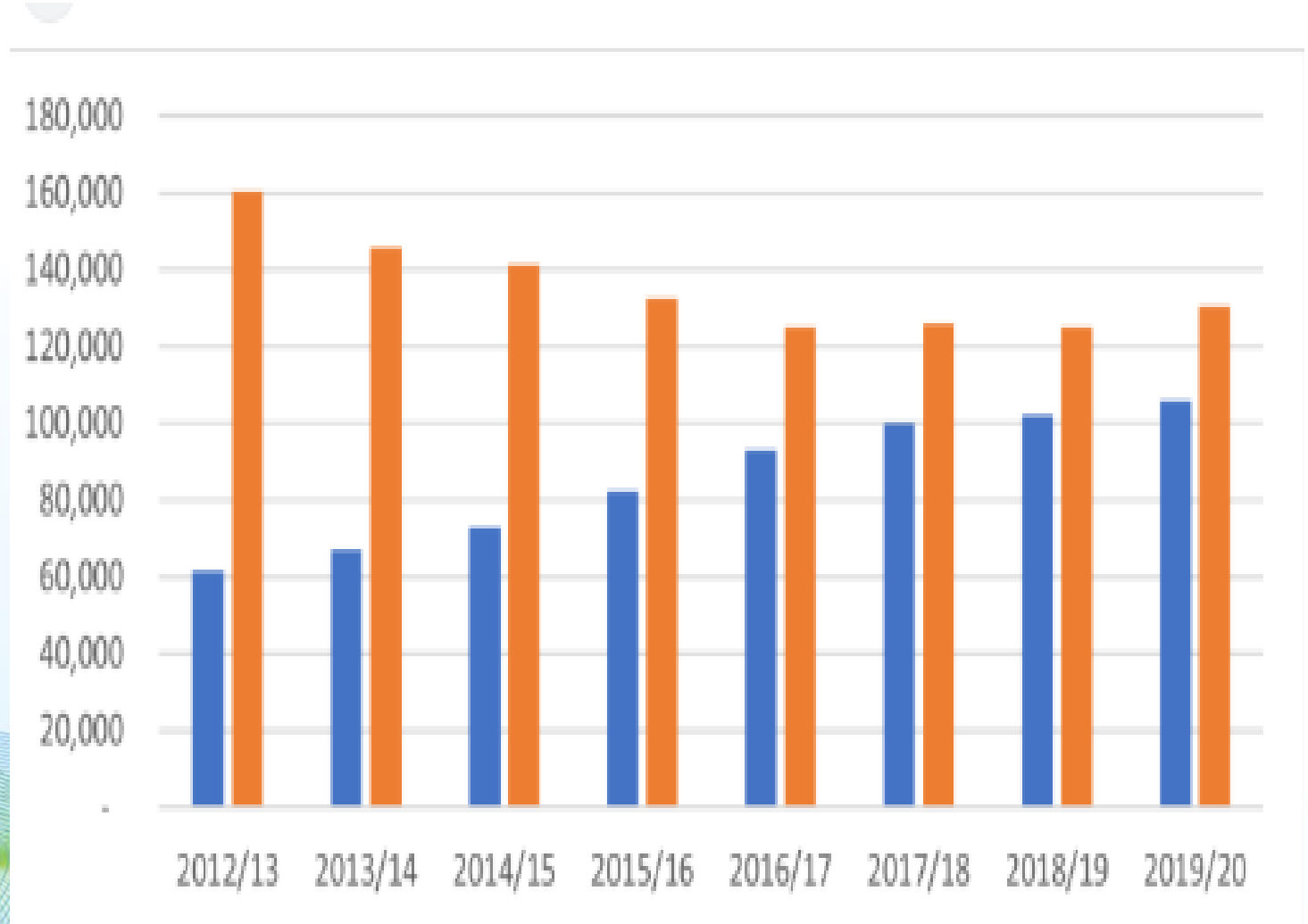
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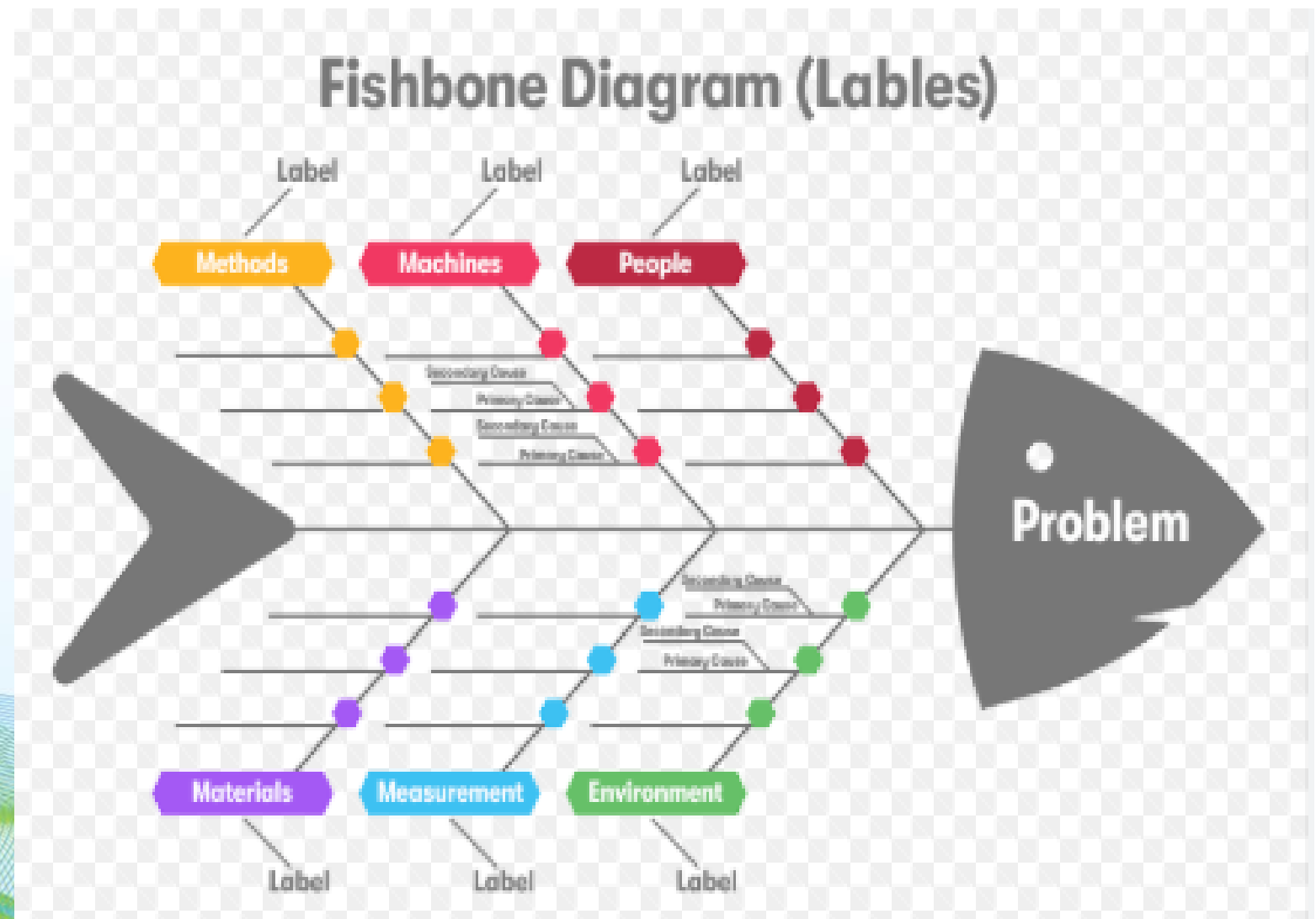
INTRODUCTION TO THE PROBLEM

- Care homes face severe workforce crisis in England
- Vacancy rate: 8.3% in 2023/24 with 131,000 unfilled posts
- Staff shortages compromise quality of care for residents
- Problem affects 1.59 million workforces across the sector
- Long-term issue requiring urgent sustainable solutions
- Crisis intensified post-COVID-19 pandemic, creating persistent challenges



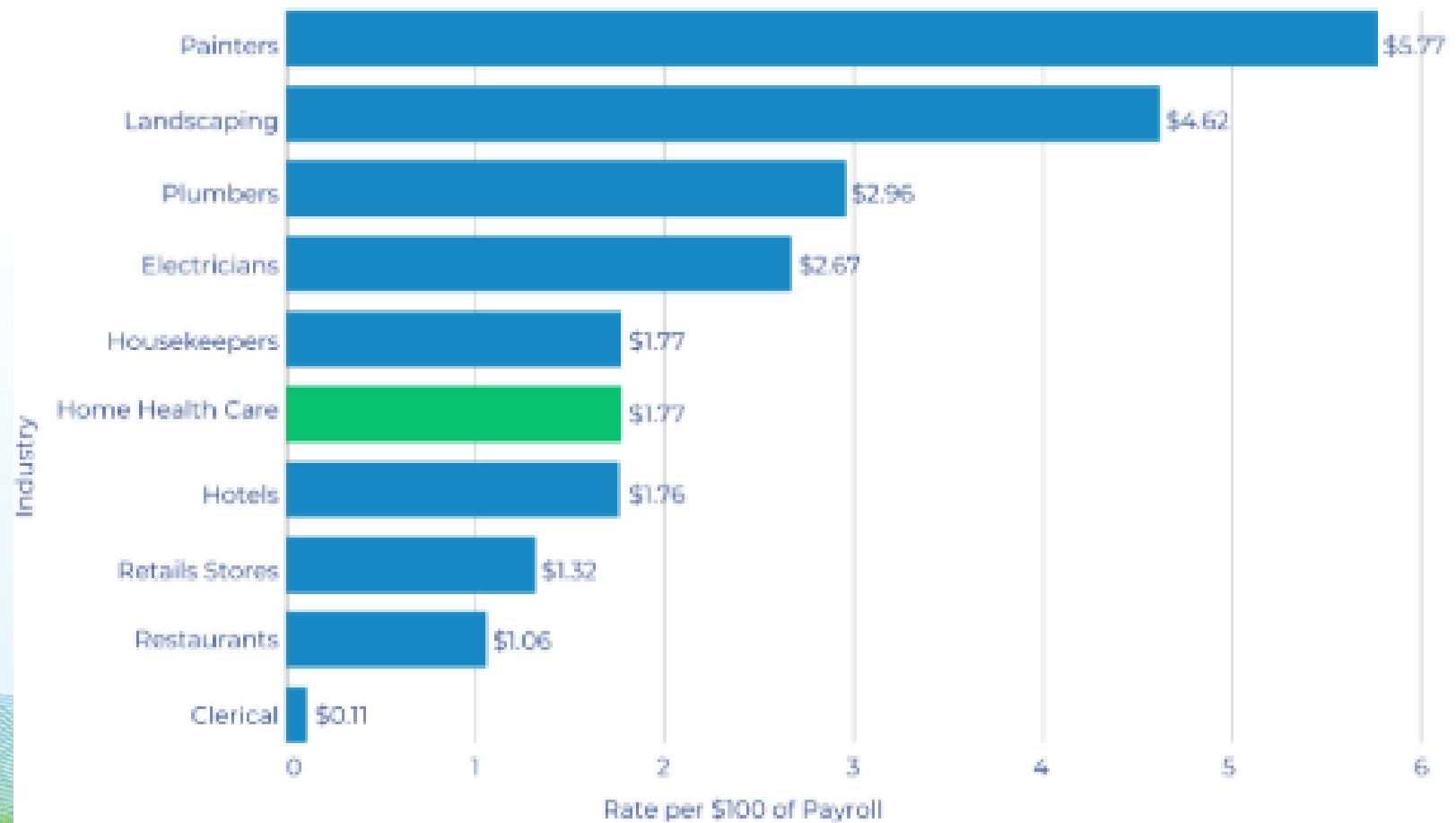
THE FISHBONE MODEL EXPLAINED

- Problem-solving tool identifying root causes of issues
- Also known as Ishikawa or cause-and-effect diagram
- Organises causes into six main categories systematically
- People, Process, Equipment, Materials, Environment, Management factors
- Helps visualise complex problems and their interconnections
- Facilitates development of targeted, effective solutions



MAJOR CAUSES - PEOPLE & PROCESS

- **People:** Low pay (£9.50/hour average), limited career progression
- **People:** High burnout rates, physically and emotionally demanding work
- **People:** Ageing workforce with 31% managers aged 55+
- **Process:** Ineffective recruitment strategies competing with retail sector
- **Process:** Poor retention with 24.7% annual turnover rate
- **Process:** Lengthy onboarding processes deterring potential candidates



Rates are provided by a leading partner carrier and do not include taxes and fees. For information purposes only.

Workers' Compensation Rates by Industry

MAJOR CAUSES - ENVIRONMENT & MANAGEMENT

- **Environment:** Poor working conditions with 12-hour shifts regularly
- **Environment:** High stress levels, inadequate staff-to-resident ratios
- **Environment:** Limited work-life balance, zero-hours contracts for many
- **Management:** Insufficient funding from local authorities nationwide
- **Management:** Lack of strategic workforce planning at organisational level
- **Management:** Over-reliance on expensive agency staff to fill gaps



MAJOR EFFECTS ON RESIDENTS & STAFF

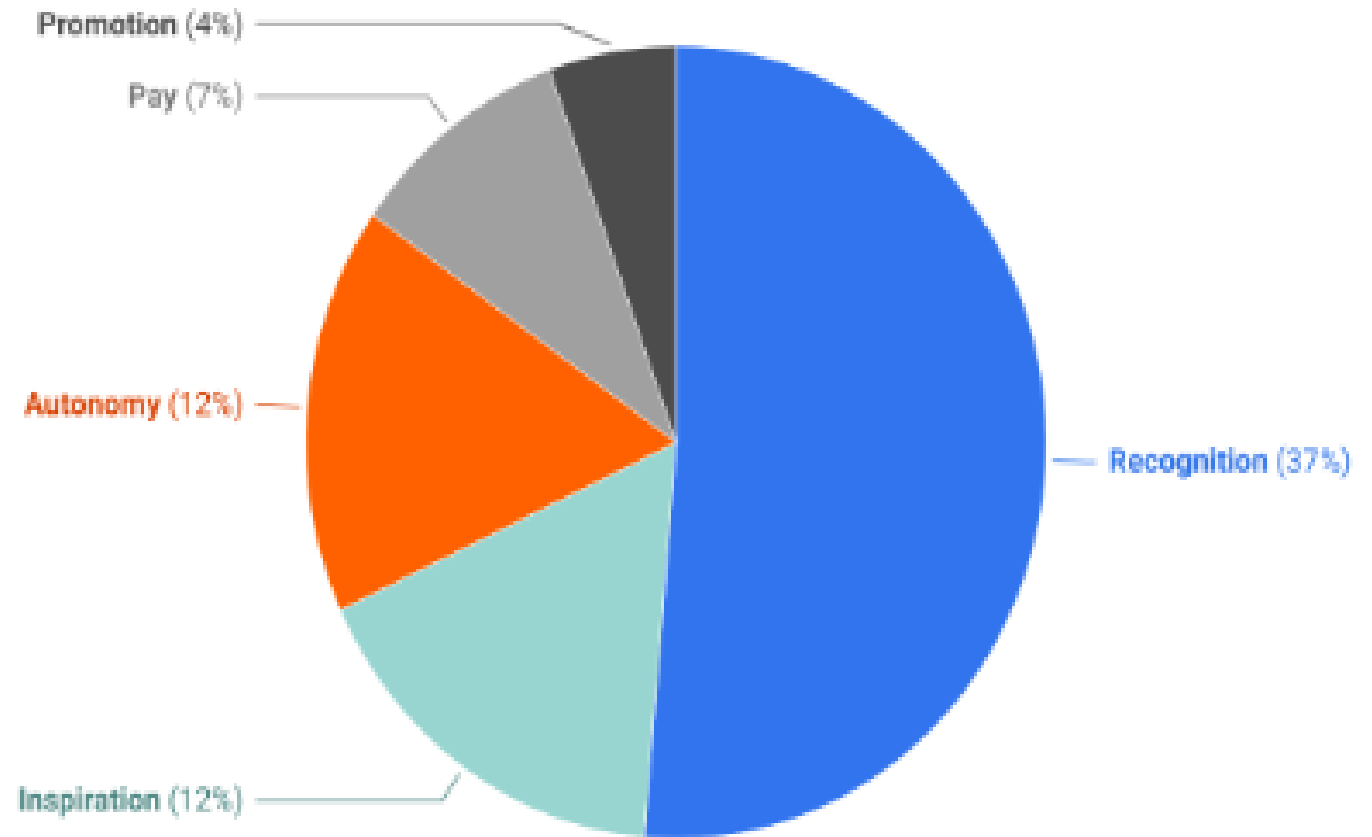
- Compromised resident safety with increased medication errors
- Rushed care reducing quality of daily living support
- Decline in resident mobility, weight loss, pressure ulcers
- Staff burnout leading to increased sickness absence
- Reduced group activities and one-to-one resident engagement
- Care homes refusing new admissions due to capacity



PROPOSED SOLUTION 1 - IMPROVE PAY & CONDITIONS

- Increase wages to match NHS and retail sector
- Implement enhanced sick pay and pension contributions nationwide
- Offer permanent contracts replacing zero-hours arrangements widely
- Provide clear career progression pathways for all staff
- Introduce retention bonuses and recognition schemes regularly
- Mandate minimum staffing ratios ensuring adequate resident care

WHAT DO EMPLOYEES CONSIDER MOST IMPORTANT FOR SUCCESS?



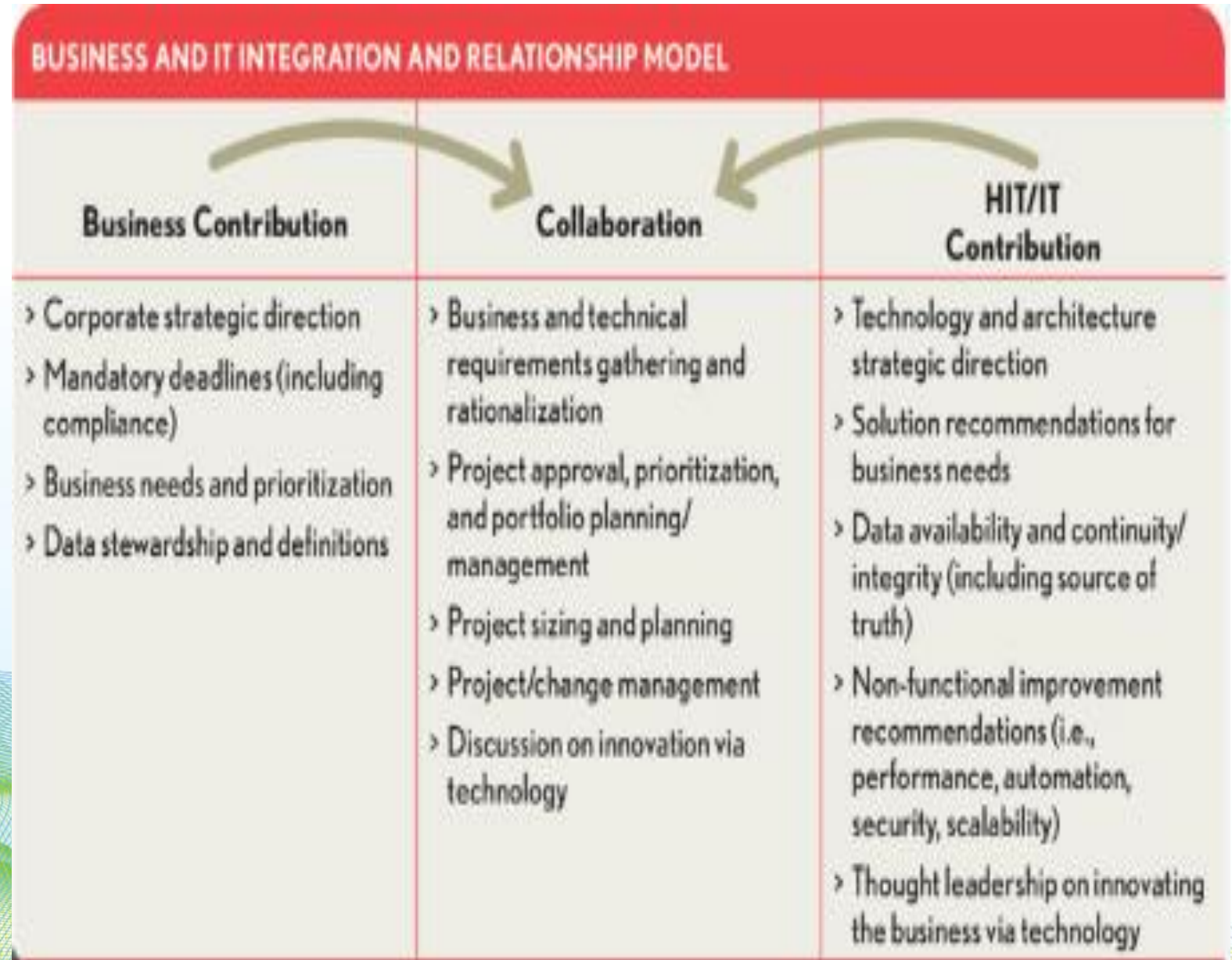
PROPOSED SOLUTION 2 - ENHANCE RECRUITMENT & TRAINING

- Develop comprehensive induction and mentoring programmes effectively
- Partner with educational institutions for specialist care courses
- Implement apprenticeship schemes attracting younger workforce members
- Maintain balanced international recruitment supporting domestic workforce
- Utilise technology for efficient recruitment and workforce management
- Create positive workplace culture through staff engagement initiatives



PROPOSED SOLUTION 3 - STRATEGIC WORKFORCE PLANNING

- Implement long-term workforce strategies at organisational level
- Increase government funding for sustainable care sector investment
- Reduce reliance on expensive agency staff through retention
- Develop succession planning for ageing management workforce
- Integrate care homes with wider health and social services
- Monitor and evaluate staffing interventions measuring impact regularly



REFERENCES LIST

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