

Problem Solving and Decision Making

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1. Overview of Problems in Healthcare.

Health care refers to the attempts undertaken by medical practitioners to restore our physical and mental well-being. In addition, the term refers to the provision of facilities to preserve emotional well-being. Healthcare practitioners, health-care staff, health-care technicians, and health professionals are people and organisations who offer these services. The word may also apply to the organised delivery of quality care to individuals or groups.

(Marketbusinessnews, 2020). Various indicators indicate that the population's well-being has improved in recent decades. However, since the 1970s, health differences have developed across socioeconomic groups. The most common diseases afflicting the population are circulatory disorders, cancer, respiratory, and digestive diseases. Risk factors such as rapidly rising alcohol consumption, significant increases in obesity among adults and

children, and widespread smoking are among the most pressing public health concerns, especially because they represent the health disparities between socioeconomic groups. (Boyle, 2011).

Scotland, (2016) Impact of deprivation on health, states that, poorer areas have a higher rate of premature death, and illnesses related to mental health, diet, drug use, tobacco and alcohol addiction, and other factors, than richer areas.

Drug use disorders, heart disease, depression, lung cancer, and Chronic Obstructive Pulmonary Disease are the leading causes of illness or premature death.

Poorer regions have double the rate of sickness or premature death as wealthy areas. People in Scotland's wealthiest regions are more likely to be sick than to die young from infection, and the period lost is significantly lower. Rates of premature death and ill health vary by age and gender across social disadvantage classes.

They concluded that the following would address health inequalities:

- Deal with issues that may be more frequent in areas of greater vulnerability.
- Put more programmes in place to reduce economic hardship.
- Increase educational and job prospects.
- Enact new legislative reforms like that seen in the cigarettes and alcohol business.
- Enhance the natural conditions, including urban planning and housing standards.

(Scotland, 2016).

Current problems in health care today are as follows:

- Covid (19). The pressing problem is the covid-19 epidemic, that is causing more sufferers to be hospitalised with the viral infection than as it was in April.
- Non-covid care is being reduced and, in some cases, may cease, at least temporarily. Waiting times for diagnosis and treatment will result, on top of the backlog created by the pandemic in 2020. This means that treatment would take years rather than months. (Ham, 2020). Employee's absence caused by the viruses and the desire to self-isolate is currently affecting the NHS's capacity to provide for both virus infected and non-infected patients. (Ham, C.2020). In nursing homes and domiciliary care, the same is real. The stresses on care can be seen in reports of hospitals telling employees to delay or limit scheduled leave.

- Brexit's impact on the NHS. Recruitment restrictions for non-EU nationals are still causing issues for the National health service and expanding them to EU citizens would add to the problem. (Closkey, and Hervey, 2018).
- A&E issues. Since the NHS has been under financial and manpower constraints for a long time, most A&E departments in England and Wales have failed to meet the four-hour standard.
- The NHS has failed to implement the four-hour standard on a national level since 2013/14, and the standard has been skipped every month since July 2015, as of August 2020. (2017, Royal Society of Medicine)
- Junior doctors' contract: The reforms to the Junior Doctors Contract effectively raised the base pay while greatly reducing the bonuses for on-call shifts other than sociable hours – meaning that they had been underpaid (Medical Portal, 2021).
- The BAME community and the NHS. 'BAME' mean, Black, Asian, and Minority Ethnic Staff. Inaccurate representation of board members. BAME groups make up 19.7 percent of the NHS workforce, but only 8.4 percent of members of the board, are from a BAME Community. For BAME employees, especially during the recruitment process, when compared to BAME applicants, white applicants are 1.46 times more likely to be hired after being shortlisted. BAME employees are 1.22 times more likely than white employees to face a formal disciplinary process. (Medical Portal, 2021).
- GP services and Primary Care issues; GP shortages, Recruitment issues, Closure of Practices, Unsafe Patient levels, Long waits for appointments etc. also contributes to the problems in Health Care system
- Poor Communication between staff. Good communication safeguards clients from possible danger posed by misunderstandings, while communication breakdowns cause significant damage. Ford (2017)
- Limited supply of PPE. During the pandemic, the government and NHS employers failed to provide sufficient personal safety equipment (PPE) to health and social care employees, highlighting the breakdown of any culture of integrity, accountability, fairness, and support for healthcare workers. (Oliver, 2021).

2. Definition and discussion of Communication and its scope in health care.

Communication is the exchange of knowledge to reach a shared understanding.

Communication is also described as the act of transmitting or sharing knowledge, opinions, or concepts using speech, writing, or any other means such as signals or actions.

Patients are better protected when they communicate effectively from damage caused by misunderstandings. (Ali, 2017). Communication involves the sharing of feelings, messages, photos, or signs. (Broni and Velentzas, 2014). Communication is the exchange of concepts, knowledge, and ideas that leads to mutual understanding between two or more people. (Maund, Shriek, and Tinkler, 2017). Communication strengthens the entire person and improves educational work, because it is an essential component of the educational endeavour. (Morreale, Pearson, and Osborn 2000).

- With good communication skills, employees work more together and will better align themselves with the goals and priorities of the company.
- Good communication skill Provides you with opportunities to gain a deeper understanding of your employees' desires and priorities.
- It enables you to have better understanding of an employee's talent and expertise that can go unnoticed otherwise.
- It gives you the ability to nurture strength in a way that allows them to develop in line with the company's goals.
- Improved co-worker relation for a more productive and rewarding work climate. It aids in the reduction of tension, the enhancement of partnerships between the company and its customers, the enhancement of team effectiveness, and the enhancement of employee engagement (Ludlow & Panton, 1992).

Communication problems can be avoided through the following:

- Use words appropriate for your group.
- Listen actively and pay attention to what has been said.
- Use clear questions to collect information.
- Demonstrate that you are paying attention.
- Use appropriate body language.
- How do you respond to the body language of others?
- Confirm that you have been listened.
- Seek clarification as appropriate.
- Could you clarify some misunderstandings?
- Think about the outcomes. Ali M. (2017).

3. Impact of miscommunication in health Care.

The healthcare system's miscommunication puts people's lives in jeopardy. Due to a rise in the number of migrant patients and foreign-educated workers, communication mistakes between a medical professional and a patient are more common when one or two individuals use a foreign language.

Nonetheless, there has been little systematic research into this problem. This protocol incorporates a relationships review based on a hospital sample of practitioners who speak or do not speak a first language with their clients.

In linguistic disagreements, the consistency and effectiveness of communication, as well as the degree to which danger is communicated, are especially relevant. It is critical to recognise language differences and errors in communication between patients and health care providers in the healthcare setting, especially when at least one of the participants is fluent in a foreign (weaker) language.

Understanding the role of language in establishing healthcare inequalities is critical for health care providers, which have an increasing diversity in terms of culture and linguistics among both patients and professionals. The resulting data will inform policies and realistic strategies for communication preparation, as well as provide a framework for future study and expand theory in health education.

Linguistic barriers between patients and clinicians can obstruct effective and equitable healthcare system (Cross, 1998). Migrants who do not speak the dominant language are increasingly being accepted into specialised healthcare professions. (Hawthorne, 2001).

The second language, or the precision of a translator, must be used during their meetings with the linguistic minority migrants, a population which also increases in size. As a result, an increasing number of patients with a nation's health system are not sharing languages with their physicians and vice versa.

Language inconsistencies among patients who are less prone can result in increased psychological burden and medically significant speech mistakes (Bowen 2000). Furthermore, it is not just words that may impede inclusive healthcare; there are inequalities that are implicit in the social structures that patients experience, and these differences occur regardless of whether the language conveyed is well documented. (Meuter et al., 2015).

Failures in communication can result in drastic consequences, such as the amputation of the incorrect leg. Minor mistakes can have far-reaching consequences. For example, misunderstandings among co-workers can lead to nurses administering the incorrect medicine or patients receiving the wrong dosage of the correct medication. If vital information is not transferred from one specialist to another at the end-of-shift handover, it may result in patient injury. (Ali, 2017).

4. Decision making analyses to miscommunication in Health and Social Care:

- To comprehend complications which may occur when healthcare providers and patients speak a distinct language, it is consequently crucial to grasp the language in the form of a medical meeting.

- It is essential to communicate the chances of related risk factors while providing the specifics of a diagnosis or treatment. (Schenker, Wang, Selig, Fernandez 2007).
- Until the severity of the hazard is sufficiently communicated, the effects can be negative. People can refuse to follow rules or to receive lifesaving treatment.
- While much literature has been written about risk contact between patients and healthcare professionals in medical conditions, the main emphasis of this study is on linguistic circumstances. The proper and reliable transmission of a health danger to a patient is not apparent where his or her primary vocabulary disagrees with that of the doctor and the general community.
- There is proof of a more susceptible miscommunication where doctors use a poorly controlled language and cannot properly express any complexities of danger and certainty. (Roberts,1994). Further complicating issues are defined in a very different way by people of different cultural groups. Even though language skill is strong, culturally specific words, phrases or metaphors may be hard to navigate. (Roberts, 1994), and where clinics lack the required language and culture, and interpreters are unavailable. (Gany,Yogendran, Massie, Ramirez, Lee, 2013).

5. Alternative solution to miscommunication problems in the workplace/healthcare setting:

- Learn the fundamentals of non-verbal interactions. One research showed that 55% of the way a crowd viewed a lecturer was nonverbal contact. This implies that much of what you say is conveyed not by writing, but by physical signals.
- Take a proper position to speak plainly and positively. Do not sloppy, fold your arms or make yourself look thinner than you are.
- To connect, you must over-communicate simply.
- Avoid visual assistance. Be ready to use sentences, persuasive narration, and nonverbal information for the listener to convey the point. Do not use visual aids except when desperately needed.
- Seek truthful ratings. As for other leadership qualities, it is important to get truthful input from colleagues, superiors, and team members to improve communication. If you ask for suggestions periodically, people can help you identify improvements that you would otherwise have missed.
- Speak with the crowd. No matter how persuasive a speaker is, there is little attention for both crowds. Render presentations and talks interactive to become a more powerful communicator. Submit a topic to the crowd and inspire participants, or at the very least raise imaginable questions in a brainstorming song, to encourage them to make a difference.

- Key points start and finish. It is important to communicate clearly. Reiterate main points at beginning and end and make sure that the listeners understand the key takeovers from a lecture. This can also be achieved by presenting participants with a one-pager package that contains important points that must be considered throughout the presentation.
- Have the audience acquainted. It is crucial to know your audience first to connect effectively. Every individual has varying tastes and cultural expectations to take into consideration when speaking. One effective approach to understand preferences is to ask audience participants about examples of successful corporate communicators.

Communication assessment may assess when workers have received and recognised key messages or the methods that were used to transmit these key messages. The findings will allow you to adjust and prioritise your potential interactions, thus strengthening your employees who are listening carefully enough and acting on their input. Communication assessment is an ideal means of determining where collaboration operates in a company/healthcare and this may assist you in taking the best direction to communicate with workers more efficiently and to involve them. (Patel, 2019).

6. Decision making technique to evaluate a range of solution in Health Care. There are many decision-making techniques available, but we will be discussing the Fish bone Method, and SWOT analysis.

The Fishbone Method: The fishbone diagram describes several potential causes of an outcome or concern. It can be used to organise a brainstorming session. It automatically sorts ideas into useful categories. It is Also called: cause-and-effect diagram. This was created by Professor Kaoru Ishikawa in the 1960s, and it employs a diagram-based approach to considering the potential triggers of a crisis. It therefore defines:

- Main problems and identifying the key action areas.
- Consider existing behaviours and the nature of failures that illustrate the problems that need to be resolved. Advanced statistics let one determine when a given finding will continue to have the greatest effect or to change. This makes it possible for companies to fix the most important areas such as suitability or completeness, in achieving better outcomes quickly.
- Set a basis. You need a baseline for the measurement of improvement and performance, based on an initial evaluation of issue areas, if you are serious

regarding successful communication. This is the foundation for comparing potential experiments, such that you know what works good and when to change future tactics.

- Brainstorm.
- Prioritize the most essential ones.
- Synthesize the result.
- Identify the possible solution to the problem.

At the end of all stages, new understanding and insights are gained, resulting in the start of a new period of decision making. This decision-making method teaches abstract ideas that can be used in a variety of contexts. See Appendix '1' of Fishbone diagram/method used to find out the cause of poor /low productivity in a company.

SWOT Analysis:

SWOT analysis is a strategic planning technique. It is characterised by a clash between global trends and internal capabilities. External technologies are classified as openings or risks to the enterprise, while existing capabilities are classified as strengths or weaknesses. (Kramer, 2001).

A SWOT Analysis is a strategy for evaluating these four facets of your market. Weakness, Strength, Opportunity, and Threats. SWOT analysis will assist you in making the best of what the business must sell. Additionally, you can reduce the chance of failure by identifying areas of weakness and eliminating hazards that might otherwise throw you off target.

In either scenario, form a team from various positions and ranks within the organisation. Brainstorming strategies should be used to create a list of suggestions about where the organisation is now standing. When you find a strength, weakness, opportunity, or Danger, take notes in the systems appropriate section.

- Strengths are characteristics that a business performs best in, or that which differentiates it from competitors.
- As with its strengths, the organisation's shortcomings are critical characteristics. Therefore, focus on your staff, equipment, systems, and procedures. Consider if you could improve your performance and which behaviours you could exclude.
- Opportunities are described as opening s or possibilities for anything positive to occur. They are usually triggered by external conditions which involve future

preparation. They can arise because of changes in the market in which you represent or in the technologies you use. Recognizing and capitalising on opportunities would create a huge difference in your company's potential to thrive and lead in your business. The ability to recognise and capitalise on opportunities will make a significant difference in your company's ability to succeed and lead in your industry.

- Threats include something that may have detrimental impact on the industry externally, such like production issues, market trends, or a recruitment shortage. It is crucial to predict threats and act against them before becoming a victim and experiencing a halt in progress. (Humphrey, 2015). Both theories are nearly the same, but it is preferable to use Fishbone (Ishikawa) method in production companies, than the SWOT Analysis which is mainly used in the health care sector. (Scholten, Wijngaarden, and Wijk, 2012).

SWOT ANALYSIS



(Smartdraw, 1994)

7. Ways solution can be implemented and communicated to stakeholders:

- Arrange for a meeting. A conference should be scheduled. Due to their willingness to conserve time by interacting with a wide number of individuals, Stakeholder meetings are most often used method of contact for companies. The easiest ways to communicate the message are through PowerPoint or some of the online visual thinking management software. Bringing people together in the same space will help to avoid problems of miscommunication.

- Distribute a newsletter by using the company's internal intranet or email network. You will work proactively to define a newsletter that would be sent to Stakeholders at predetermined times.
- Separate remote 'screen to screen' meetings. The most powerful method of communicating with partners is by separate face-to face meetings. Since not everybody responds to same way to your presentation style, meeting with Stakeholders personally enables you to engage in more in-depth and persuasive discussions on their concerns.
- Review reports may be distributed weekly or monthly. It should be supplemented by data and figures demonstrating the project's most successful elements, reassuring customers that you have command over the situation.
- Schedule a phone call. Conference calls are more often used when the issues is too urgent to resolve in person. Therefore, if you think that an obstacle must be resolved immediately, you can schedule a conference call.
- Lunch Meetings. Stakeholder's meetings over lunch are considered informal communications. They can be an excellent method for obtaining useful feedbacks or to obtain partners to sign off on a specific project you are working on. Casual gathering may be almost as successful as formal gatherings. (Jordan, 2016).

8. Appropriate monitoring techniques to ensure successful implementation of the solution:

- Collect employee feedback.
- Monitor work performance and output.
- Monitor staff turnover.
- Conduct surveys, hold group discussions, and one-on-one discussions with the employees.
- Promote constructive dialogue and demonstrate to the colleagues that you are interested in what they may suggest. (Picincu, 2019).

9. Conclusion:

For a long time, health care has been constrained by lack of financial and human resources. The Covid-19 pandemic, as well as Brexit, are worsening these issues. Staff and personal protective equipment (PPE) shortages are on the rise. Miscommunication

among staff jeopardises people's lives. Looking at the current situation in the health care sector, it has become clear that problem-solving strategies such as the SWOT Analysis and the Fishbone methods, when used successfully, may reduce challenges in healthcare. The SWOT study examines the strengths, weaknesses, opportunities, and threats in any organisation. And the Fishbone considers the issue, the cause of the problem, why it occurred, and how the problem can be resolved. Applying these approaches to health care system, will help to resolve the challenges in the industry.

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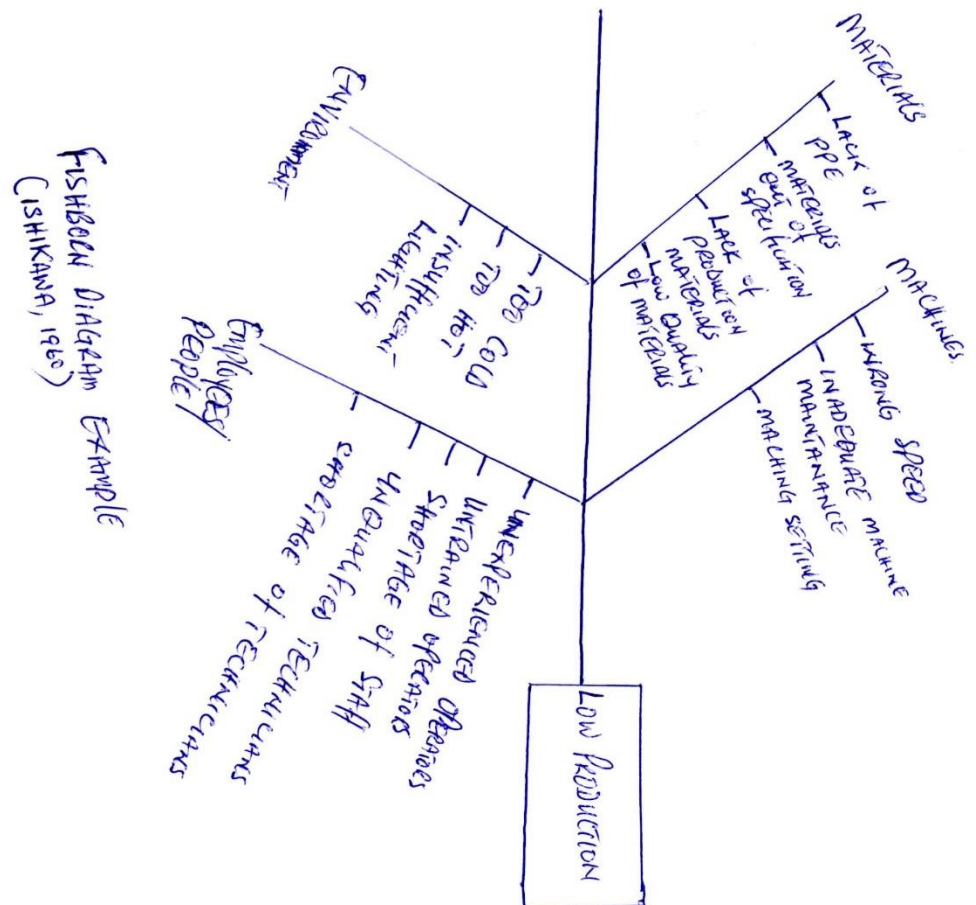
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Appendix 1

Appendix 1



FISHBONE DIAGRAM Example
(ISHIKAWA, 1960)

Example of Ishikawa Fishbone diagram.