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Module: Problem Solving and Decision Making

Module code: BMSW 4004

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Introduction:

Retention of nurses in the Proper Care. UK organization has been a problem for several years . With ageing population in the UK shortage of nurses will become more critical. The group that is most affected is the nurses in the health sector, where retention rate have ranged from 15%-50% (Fried and Fottler , (2010). The number of staff currently appointed in the NH trust hospital is inadequate to provide health and social care to the people. Along vacancy has been created over the years due to many problems. This assignment will address the problems and identify a solution for the reducing the complexities.

The complexity of the problem

Several reports have found that the number of staff working in different NHS trust is not adequate

According to the patients that they are providing health and social care. Presently there exist a shortage more than 100,000 health and social care workers vacancies available. Among the vacant position, there are more than 41,000 nurses who are directly linked with providing health and social care to the patients (Data .theguardian.com, 2022). However, several problems have been sorted out behind this problem. The supply of health care workers is not sufficient enough. Every year, the number of students being admitted to nursing courses is declining. Moreover, a large number of students diverted to other sectors to pursue their careers there. The internal job environment is also responsible for a higher staff shortage in the context. The compensation paid to the staff is not sufficient enough to attract the staff. Long and stressful work shifts, lack of communication, higher risk, lack of sustainable career growth, and higher wage gap are also responsible for extreme staff shortages. The Brexit issue has also added further complexities to this problem. Several EU countries (Iacobucci, 2022). As a result, the NHS trusts experienced a sudden shock of a higher staff shortage. As a result of the shortage, the health and social care sector is facing challenges. People are being deprived of getting care according to their expectations.

PESTLE analysis

For analyzing

the external impact on any problem, PESTLE analysis is a potential analytical tool. The model analyses the external political, economic, social, technological, legal and environmental issues that impact on complexities of the problem. The PESTLE analysis of the Staff shortage problem is shown in the following-

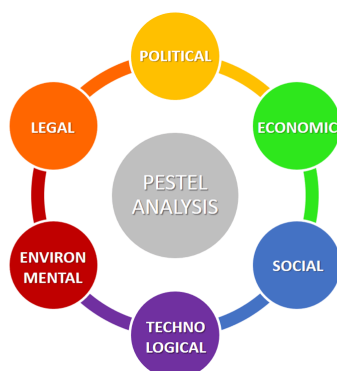


Figure: PESTLE analysis

Source: Author

Political factor: The policies of the government regarding health and social care impact the staff. Revising the job context, declaring special incentives, career improvement etc. are mostly government decisions (Jackson, (2018). Due to Brexit, several EU workers left their jobs and hence a large vacancy has been created suddenly.

Economic Factors: As the UK is experiencing higher inflation and a slight economic downturn, the employees are showing interest in high paid jobs. Moreover, higher fluctuations in the exchange rate also create confusion for foreign health and social care workers.

Social factors: Stability of the society, the motto of life, lifestyle etc. also impact the selection of employment. When people are surrounded by social values and responsibilities, they are expected to engage more in a humanitarian and noble professions like health and social care.

Technological factor: Innovation and adoption of updated technology impact on staff shortage in the NHS trusts. For example, many private hospitals have now implemented weight lifting equipment for moving patients from one place to another (Rajaiah, N. and Knight,(2021). However, it improves job satisfaction and eliminates the efforts of the health care staff.

Legal factors: The health and social care workers are subject to comply with several health care laws and regulations. Sometimes they create a burden on the staff and go against ethical practices. On the other hand they are compelled to follow complex term and conditions of the employment, contracts given by employment law.

Environmental factors: Environmental issues such as pollution, climate change, and weather condition also impact the employment decision among people (Akhtar, 2016). For example, many believe the fact that the emitted medical waste is responsible for polluting the environment. On the other hand, it is very difficult for many employees to work long shifts wearing prescribed aprons.

Fishbone diagram analysis

The Fishbone diagram or Ishikawa model is a tool to identify the root causes of a problem and underlying sub-causes associated with the problems. The fishbone diagram and analysis are shown in the following section.

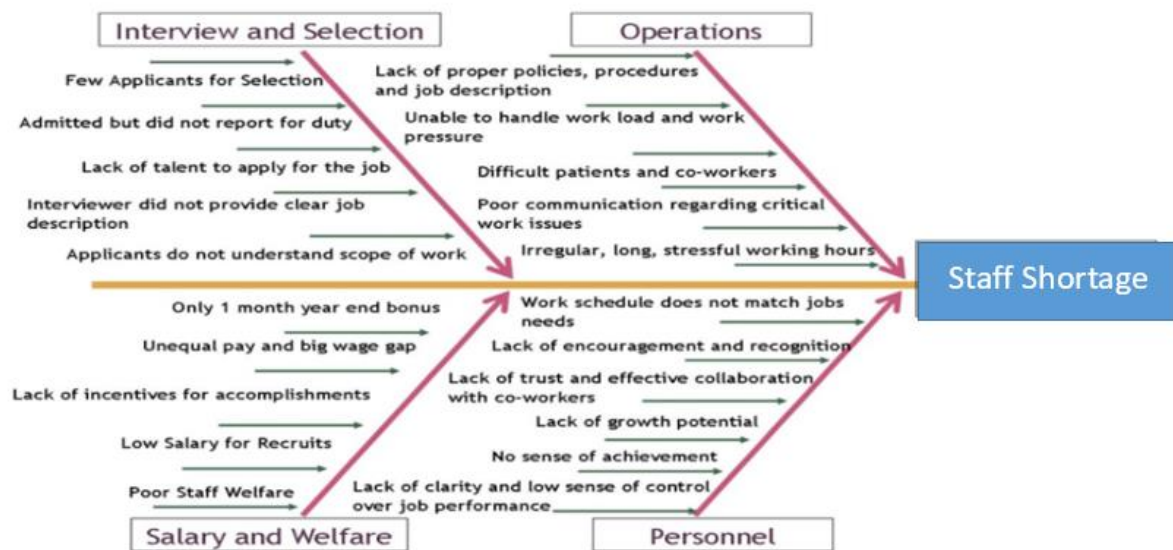


Figure: The Fishbone diagram of the problem

Source: (Author)

Operations problem: In the health and social care sector, there exist a lack of proper policies and procedures for handling the job and it depends on the scenario. The staff needs to work a long shift a day or night . The communication strategies are also not up to date. The co-workers are not supportive or cooperative in many cases.

Personnel problems: The HR or personnel policies are not lucrative enough to attract the staff. There exists a lack of recognition and esteem for achievement. Lack of recognition and a sense of encouraging good performance reduces the job satisfaction of the staff (Jackson,2018). As a result several staff leave their job every year.

Salary and welfare issues: The staff working in the NHS sector are not paid a competitive salary. The salary is lower compared to other sectors or private hospitals. On the other hand absence of bonuses , incentives , performance- performance based pay , and pay gap among the staff are also responsible for severe staff shortages in the NHS trusts.

Flaws in interview and selection: Flaws existed in the recruitment and selection process of the NHS trusts. The candidate are not judged enough to assess the possibilities of job switching (Akhtar , 2016). Only a small number of candidate are called back for interviews and they are not communicated clearly about the job description, roles and responsibilities. As a result many of them switch jobs being adaptive to the job context.

Alternative solution: Several action can be taken to resolve the problem of higher staff shortage in the NHS trusts. However they explained in the following:

Option1 – Increasing supply through the pipeline: The supply of health and social care staff can be increased by adopting the campaign. The motivation and nobleness of the profession should be advertised using social media. Different strategies should be adopted for persuading the students to choose a career in the health and social care sector.

Option2- Increasing salary and job satisfaction of the staff: The job satisfaction of the employees can be increased so that they are not likely to leave their job. For this reason the culture of recognition, reward and dignity can be initiated organisation wide. Moreover , the staff should be provided with competitive compensation considering the current situation and skill sets. They should be provided with special incentives for their good work. Moreover , they should be provided with sustainable career growth potential which will improve the job satisfaction of the staff.

Option3 – Changing HR policies and organisational culture: Current organisational policies can be changed for attracting new staff and retaining the existing staff. For this purpose , the culture of bullying and harassment should be eliminated. The staff should be communicated in every pros and cons. They should be participated in the decision-making process. Moreover accountability and transparency should be ensured throughout the organisation.

PMI – Decision making tool

PMI (Plus , minus, interesting) is a brainstorming , decision making and critical thinking tool. This can help you to brainstorm ideas . Positive alternatives will always have negative alternatives . It gives participant and encourages them to look at an idea from more than one viewpoint. PMI gives the concept of focal points in particular area ,giving the ability to take two opposing ideas and produce a creative solution that is union of the two , but superior to both. PMI is a tool that was developed by Dr. Edward de Bono a proponent of teaching critical thinking in school . Here is a chart to show the PMI.

Table below shows an example of the pros and cons of a situation:

PLUS	MINUS	INTERESTING
More events going on (+5) Easier to see most of her friends (+5) Easier to travel to holiday destination (+3) Total =+13	Having to sell a house (6) More pollution (3) Less space (3) No countryside (2) More difficult to get to work as she works outside London (4) Total= - 18	Easier to find a new job (+1) Opportunity to meet more people(+2) More difficult to get own work done due to distraction (- 4) Total = -1

Recommended solution and Implementation plan

Among the solution prescribed above section, option 2, increasing the salary and job satisfaction of the staff will be more effective . The reason behind it is that it will attract more skilled candidates to come to the sector and build a career here. For the implementation of the option , the NHS trust can develop a team which will evaluate the current position of salaries and other motivational tools.

They will then identify the issues that are likely to increase job satisfaction and attractiveness. The team will recommend action and finally the authority of management of the NHS will implement the plan recommended by the committee. However , the improvement should be monitored whether they perform expectedly or not.

Conclusion Staff shortage has become more acute in the NHS trusts and hence providing health and social care to the patients is being hampered. There is a range of problems associated with which has made the crisis complex . Adopting the proper steps mentioned in this presentation can support eliminating the complexities of the problem.

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