

Applied Leadership and Management Outreach

Module Assignment Submission

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Introduction

Within this report there will be discussions on how high staff turnover and poor performance can impact a workplace. After defining the complex problem, the scope and the impact, this will then be analysed how to identify the problem and strategies such as the 5 Y's and the fishbone diagram will be explored. After finding an alternative solution to the problem it will then be evaluated by using a grid analysis, followed up with a cost benefit analysis.

Define a complex problem in the workplace, including its scope and impact

The nature of problem that will be explored within this report is high staff turnover in a care home and poor performance, there are advantages and disadvantages to both types of staff turnover, which can affect how people feel about their job at the organisation in the simplest terms, staff turnover is the number of employees that resign or retire from a company and need replacing over a specific period. Employee turnover says a lot about a company, whether it's low or high (indeed, 2024)

High staff turnover can be for many reasons such as employees use their company as a springboard to gain experience before moving onto a more advanced career path, they may feel overworked and possible poor company culture, this also led to poor performance from other colleagues, in this case due to the high staff turn it leads the care home floor short of staff leading to other colleagues over worked and moral low, it also affects the senior team and management as they have to retrain new members off staff.

Scope

- Colleagues
- Management
- Senior Team
- Residents

The impact of the high staff turnover and poor performance affects those identified in the scope sections differently, below will briefly show example of how each individual could possibly be affected.

Colleagues - As co-worker's bonds through their work at the company, when this co-worker leaves, it can lead to staff moral becoming low especially if this co-worker had a big impact on others and employees who remain may feel a sense of disbelief in the team's ability to perform.

Management- A high staff turnover rate will have a knock-on impact on the company, resulting in lower productivity and more time spent hiring, onboarding, and training new care staff. A decline in employee morale brought on by high staff turnover can also harm the company's reputation. This can also lead to have a negative impact on your colleagues which can lead to them being less motivated and poor performance will start to show.

Senior Team- With the senior team working closely with management, high staff turnover and poor performance does have the same impact, however senior team are more front line of it with the employees as they have to navigate the floor being understaff and spreading the workload out evenly to ensure the staff are not being overworked and maintaining their high standards of quality care. They also have to try and remain positive to keep the staff morale up.

Residence- When working closely with the residence, the care staff looking after them does create a bond and a trusting relationship even in a short period of time, so when the company are experiencing a high turnover in staff the resident can also feel the effect of it because they may feel abandoned and start to dwell on their carer no longer being there for them or they could also be concerned why there are so many staff leaving giving them a sense of disbelief in the care home they've chosen to move into, they can also share this with family member or social workers which can also give a negative look on the company.

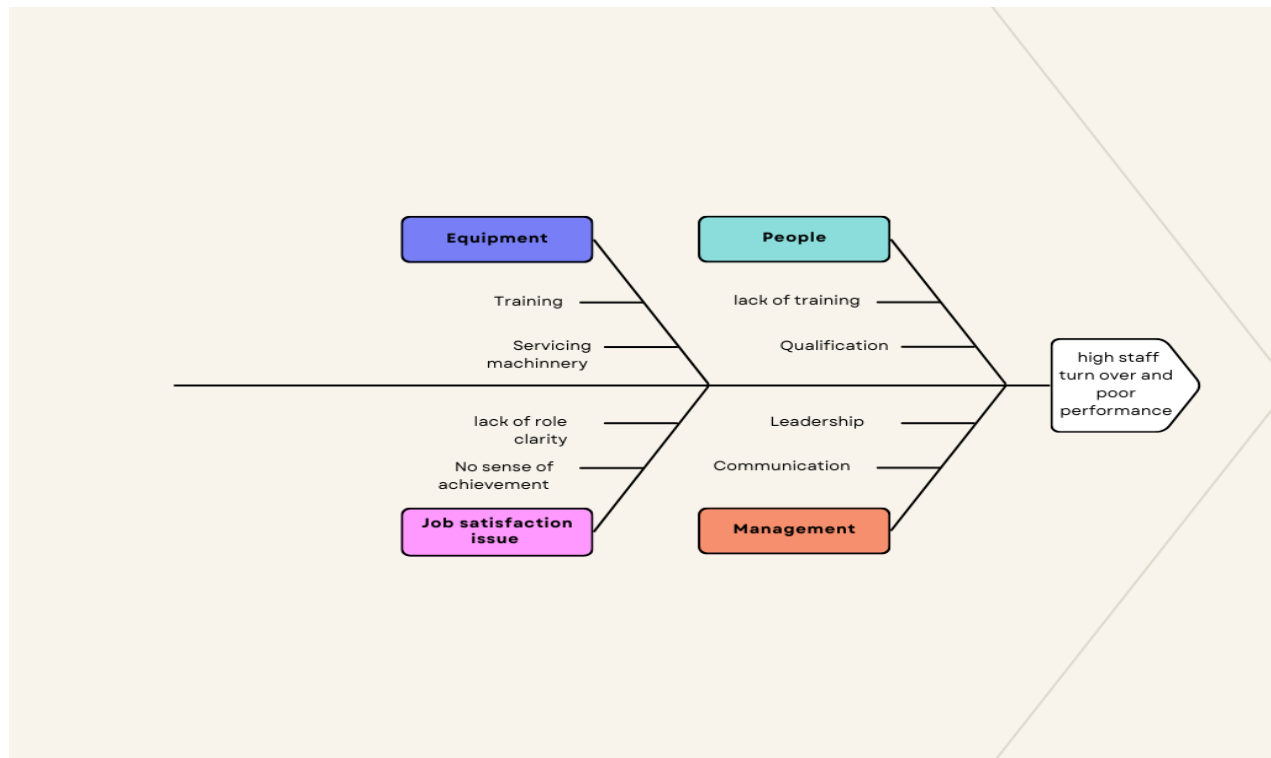
Analyse information on the identified problem, to help inform the decision-making process

To overcome high staff turnover in the care sector, the impact of it needs to be identified to know exactly the best way to overcome the problem, after some research it's known that the social care sector often experiences high turnover rates due to the demanding nature of the work, it also has an emotional and physical strain on employees. It's known that high staff turnover is significantly higher compared to other sections, 30.4 % to be exact and these figures show that organisations within the industry are struggling to find and retain suitable employees (Radnorhealthcare,2024).

According to Richmondtraining,(2024) other corporations can place projects on hold, however in the care sector industry if a carer leaves their workload must be reallocated to someone else causing an immediate impact on that person and it potentially reflecting on their level of care, this can also lead to frustration and burnout in the long run.

After exploring these problems in the workplace, there are some problem-solving solutions that can be utilised such as the fish bone diagram, according to Sixsigma,(2021) a Fishbone Diagram is a visual way to look at cause and effect it's one of the most popular tools used for problem solving, it's an effective tool for project teams tasked with finding the root causes of a problem and then they break these causes down into increasingly more detailed components until a link is found between a root cause and the final outcome, it's also known as the Ishikawa Diagram.

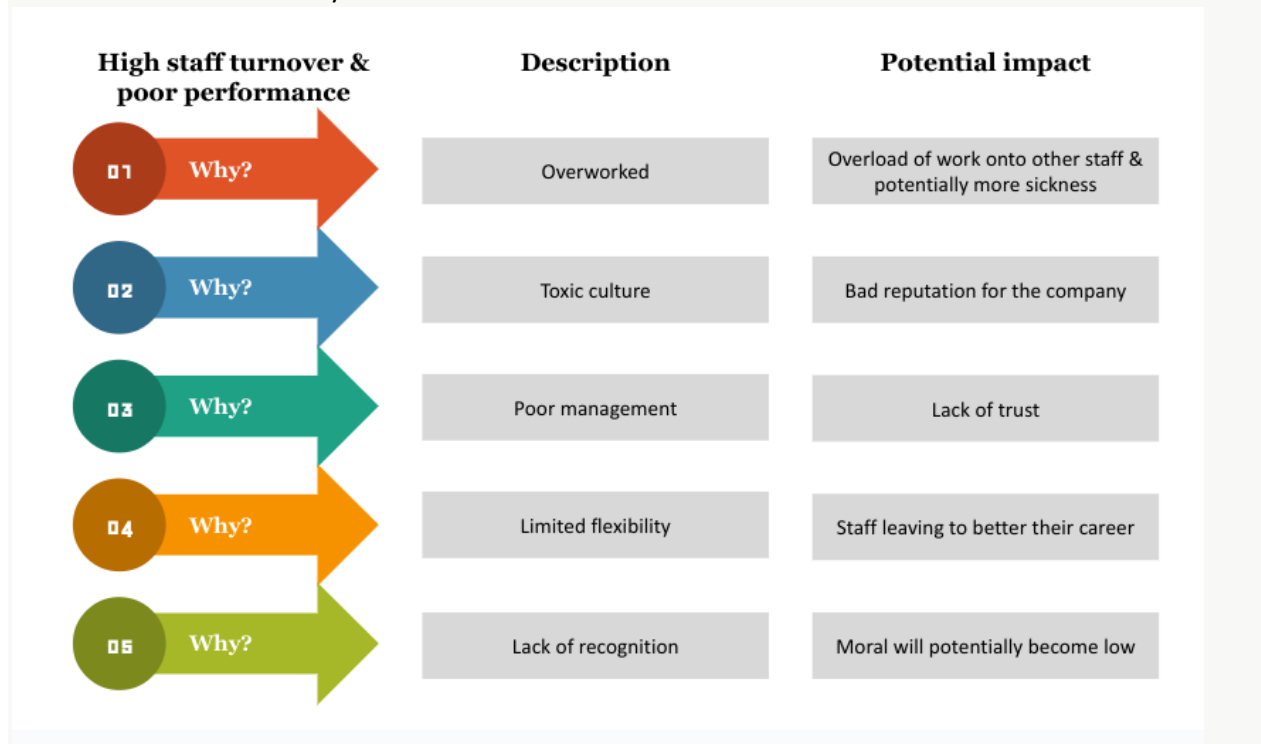
The fishbone diagram below is based on the Care industry and high staff turnover, the diagram would normally require 6 or more “bones” however this one only require four.



Another useful too that can be utilised is the 5 Y's method, According to Tulip,(2024) Five whys (5 whys) are a problem-solving method that explores the underlying cause-and-effect of particular problems. The primary goal is to determine the root cause of a defect or a problem by successively asking the question “Why” five times, this interrogative technique is one of the most effective tools for root cause analysis.

The benefits of the five why's method can help you understand how one process can cause a chain of problems, its highly effective without complicated evaluation techniques and of cause determine the relationship between different root causes.

Below will show how the 5y's are used.



Propose a range of alternative solutions to the problem

After explore the fishbone and 5y's diagram there are a potential solution to address the problem of high staff turnover and poor performance.

Some potential solutions can be; -

1. After induction have on-going training
2. Training programme
3. Replace management team and develop a new work culture
4. Update equipment
5. Set goals for carers to have a sense of achievement.

By using these solutions to better the workforce and applying them may help the company with the high turnover on staff, employees will not feel overworked so performances will become higher and moral will be boosted.

Using a decision making technique, evaluate a range of solutions to identify the most appropriate option

Decision making is a process of identifying and evaluating choices, here there will be decision making techniques such as the grid analysis being used to evaluate a range of solutions to identify the most appropriate option, this will then be followed up with a cost benefit analysis.

According to Magnussonllc.(2009), Grid Analysis (also known as Decision Matrix Analysis,) is a useful technique to use for making a decision. It is particularly powerful where you have a number of good alternatives to choose from, and many different factors to take into account. This makes it a great technique to use in almost any important decision where there isn't a clear and obvious preferred option. Being able to use Grid Analysis means that you can take decisions confidently and rationally, at a time when other people might be struggling to make a decision.

This grid analysis will be assessed against a number criteria, the higher the number on the weighing category the more important is it and the solution category will be scored out of 4, (1 being the lowest, and 4 being the highest).

High staff turnover and poor performance					
CRITERIA	WEIGHTING	SOLUTIONS			
		Training Programme	Update management	Update equipment	Help Carer achieve
Cost	4	4	4	4	2
Time	2	4	3	2	4
Impact	3	4	4	4	4
Resources	1	2	2	1	3
TOTALS		38	36	93	31

The next step to this method is to get the most relative importance is to multiply each of the scores by the values, this will give the correct overall weight in the decision, then add up the weighted scores.

Below will be another grid analysis with this method applied.

High staff turnover and poor performance					
CRITERIA	WEIGHTING	SOLUTIONS			
		Training Programme	Update management	Update equipment	Help Carer achieve
Cost	4	4 16	4 16	4 16	2 8
Time	2	4 8	3 6	2 4	4 8
Impact	3	4 12	4 12	4 12	4 12
Resources	1	2 2	2 2	1 1	2 2
TOTALS		38	36	33	30

As you can see the “total” has changed with the second grid to get a different outcome for the solution.

Below will be an example of a cost benefit analysis, according to Hayes(2024) the process of weighing the anticipated costs and advantages of a choice to ascertain its viability is known as a cost-benefit analysis (CBA). Companies can calculate the value of a choice by adding up all possible benefits from a course of action and deducting all related expenses. The choice is probably beneficial for the company if the advantages exceed the disadvantages. A cost-benefit analysis doesn't always involve concrete numbers or measurements and during this phase, the business should identify key stakeholders who will be impacted by the analysis and give them a chance to provide input on the process

task	year					
Costs:	1	2	3	4	5	totals
training programme	£100,000					£100,000
Annual maintenance		£10,000	£10,000	£10,000	£10,000	£40,000
Staff training	£5,000		£5,000			£10,000

Net costs	£105,000	£10,000	£15,000	£10,000	£10,000	£150,000
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Benefits:						
Staff savings	£50,000	£50,000	£50,000	£50,000	£50,000	£250,000
Floor space	£5,000	£10,000	£10,000	£10,000	£10,000	£45,000
Increased productivity	£15,000	£15,000	£15,000	£15,000	£15,000	£75,000
Reduced consumables	£5,000	£2,000	£2,000	£2,000	£2,000	£13,000

Net savings	£75,000	£77,000	£75,000	£75,000	£75,000	£377,000
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NET annual benefit -£30,000 £67,000 £60,000 £65,000 £65,000

Total annual benefit £45,400

Benefit Cost Ratio 2.51 :1

Develop a detailed plan for implementing the solution

The best solution to resolve high staff turnover and poor performance is to develop a training programme, the aim of this programme is to help new care staff feel comfortable in the care sector and current employees feeling comfortable working alongside new carers and helping them achieve new goals and gather new skills. This detailed plan will be split into 3 stages and smart goals will be made for each stage to

Training programme-

Stage 1 – Develop training programme

- **Specific:** Have affective training to carers to help them grow in their careers, also educate new employees in the care industry giving them the confidence to give the best duty of care.
- **Measurable:** Evaluate where the programme is and have a goal to have the training programme running by 2026
- **Achievable:** to know the programme is achievable the best way would be to receive feedback from supervisors and peers
- **Relevant:** Enough time has been given to make sure the programme is correctly applied to new and existing carers
- **Time-bound:** once the training programme is in place to have an increase in staff and overall production volume for the year.

Stage 2 – will be implement training

- **Specific:** Establish goals for the training programme
- **Measurable:** The programme must include criteria for measuring progress and outcome.
- **Achievable:** The training programme should be realistic and attainable, by breaking down the programme information into slides, lessons and modules to motivate employees to persist.
- **Relevant:** To boost staff morale, offer bonus for attending the training programme.
- **Time Bound:** After learning have a defined timeline offering a clear end goal for the carer staff to achieve.

Stage 3 – review (FINISH)

- **Specific:** Review the training programme to see if it would work well for the industry
- **Measurable:** The programme must be completed with all the learning that being provided
- **Achievable:** The training programme should be realistic and challenging but within the performer's capacity
- **Relevant:** To training programme should be aligned with the overall goal of the organisation
- **Time-bound:** To be completed by 2026 to start the training for new care staff and current employees

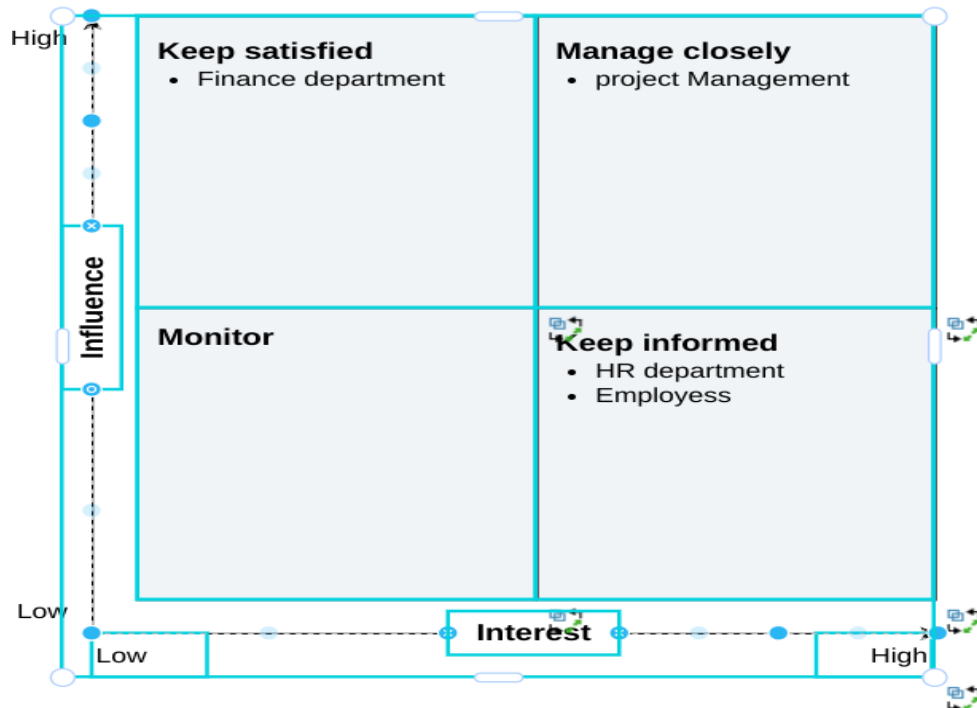
To track this project schedule or any other project in a business a Gantt chart could be put in place, according Gantt(2024) A Gantt chart, is one of the most popular and useful ways of showing activities (tasks or events) displayed against time. These charts are commonly used in project management, The chart is a bar graph chart and the position and length of the bar reflects the start date, duration and end of activity, the Gantt chart will always start from the left.

In this scenario a Gantt chart isn't needed.

Communicate the plan to relevant stakeholders

For the growth and success of the company it is integral for stakeholders' engagement, by having this sort of engagement it can help positively shape projects. Stakeholder engagement and management should be an ongoing exercise that only develop further with time and resources. (Anderson,2023)

2 Steps for stakeholders are identifying and prioritising them, the best way to do this is by applying the Power-Interest grid, the power-interest grid is a matrix used for categorising stakeholders this comes in handy to segregating/prioritizing the stakeholders. According to Reddi (2023) Doing this helps in identifying stakeholders based on their power and interest in the project. When you plot your stakeholders on a power/interest grid, you can determine who has high or low power to affect your project, and who has high or low interest. People with high power need to be kept satisfied.



Assess appropriate monitoring and review techniques to ensure successful implementation of solution

Before you implement the solution, you need to define what success looks like and how it will get measured, in the previous section above you will see that SMART goals have been applied for implementing the plan, the training programme. Once it's been defined, data should be collected You can use different methods to collect data and feedback,

Such as

- Surveys – by having surveys monthly you can track where the training programme may need improving or its good to have the feedback on what's going well.
- Interviews- Having interviews or group chats may benefit the pro's and con's regarding the training programme
- Tests- friendly test during the training programme can help you track how well the information is getting passed over to the new and current care staff
- Informal meeting- this can help the company get a clear insight on how care staff are feeling within the work place.
- Reports- weekly or monthly reports can help track progress throughout the company.

By collecting data and feedback, you can evaluate your solution objectively and identify any gaps or issues. (linkedin,2024)

It's essential that everyone in the care home is aware of what the training programme is trying to achieve, and how measuring progress towards those achievements will benefit them in the future and

help with high staff turnover and performance in the workplace. This is especially important for those who are charged with ownership of the KPIs, but it's also important for people right across the care home, at any level. KPIs should form part of the decision-making process for every employee. (MARR,2021)

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