

Academic Report

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Understanding and Engaging in the Customer Experience:

“How do internal and external factors including COVID-19 affect or influence organisation’s quality systems and controls for customers and how the organisation can deal with the new situation and achieve its business objectives by developing and maintaining good customer relationship?”

Westminster Homecare Limited United Kingdom

CONTENT PAGE

Title Page	1
Content Page	2
Introduction	3
Methodology	4
Company Context	4-5
Model Review	5-9
Company Ethics	8-9
Model Selection	9-11
Limitation/Recommendation/ Conclusion	12
Reference List	13-14
Appendix	15-16

INTRODUCTION

This report has two main aims the first is to examine how the internal and external factors including COVID19 affect or influence organisation systems and controls, with the researching and evidencing of the marketing methods (TQM), (CQC) and theories (7ps) relationship marketing mix, with the state holders, that under pins this research at Westminster care Home Ltd.

For the use of this research the 7ps marketing mix and stake holders map, two key marketing and customer relationship theories, was used to assess West ministers home care Ltd service quality delivery to clients and staff, as it is a service quality model the research method to capture and analyse, consumers expectations and perception of the service, this model suggests, (Alomari Excellence, 2020 p, 1-2) helps bridge the gap between customer expectations and their needs. Also finding the systems that supports WHC and its effectiveness in meeting the customers' requirements, CRM).

Secondly To demonstrate how Westminster Homecare Ltd, (WHC) dealt with the new situation brought on by COVID19, since March 2019. while still striving to achieve its business objectives developing and maintaining good customer relationship (CRM), creating loyalty and customer retention. Also, a greater involvement of the customers experience (CE) and how this has become the most important management objective since 2015, for large companies such as Westminster Home Care Ltd, Apple, Amazon, google and many others. (Lemon and Peters, 2016, p1,71).

To ensure the delivering of quality care 24/ 7 relationship 365 days a year and into the future for greater customer satisfaction.

Moreover, this research will also include Apple one of the world's largest technology firms who made and deliver technology aids and platforms, to individuals and companies like Westminster home care Ltd, during the pandemic outbreak of Covid 19, during March 2019 to August 2021, because they are stake holders with Westminster Home care Ltd, having also a 24/7, 7 days a year service aim.

This topic was chosen to be researched due to completing a work placement at the local West minister home care, which was absorbing, while studying at the University of Wales Trinity Saint David.

Methodology

The chosen methodology for this research is thematic Analysis, used to identify and analyse, and report themes as patterns, (Sage 2019, p1-4) for the findings of the strengths and weaknesses/limitations of Westminster Homecare and investigating one of their IT stakeholder Apple IT. The findings were ethically carried out, no one was hurt in the process, the information was gotten mainly by accessing Qualitative primary research data and some Quantitative.

2. Company Context

Westminster home care Vision and Values Statement

“Westminster home care is committed to the vision of supporting people to live a better life, which is achieved through the delivery of an enabling service that meets the highest standard and support individuals to exercise personal choice and control, maintain their independence, dignity, and quality of life in the comfort of their own home” (whc ltd 2022, p1).

Testimonials

Our 97% client satisfaction rate is unparalleled in our field (whc.com, p1-8).

CRM CEO and Companies Involvement

Deborah McDowell C.E.O of the founding company Westminster Homes, began in 1994, taking over the service from her dad, she a chartered accountant professionally. The market position of the business has become one of the top ten largest care provider in the UK, to date. Throughout its systems and process gradual improvements have been made over the years. This CEO, relays also the extensive investments in new technologies which plays a key role in Total Quality Management, (TQM) and Customer Relationship Management (CRM), services the care home offers. Deborah Mc Dowell made the home care insight power list 2021.

According to (Bergeron, 2002, p 2, 11) every company is involved in customer relationship management, even if it is in an ad hoc manner and should be familiar with the technology and techniques.

COVID 19 Its Effects Westminster Home Care Business

At the beginning of the outbreak of the COVID19 pandemic, the United Kingdom's government, with other governments across the world reported regularly, using the mainstream media such as television radio newspapers and online websites, leaflet dropping at homes, to get their message across to the population. The UK government implemented and produced measures on isolation, the regular washing of hands, staying at home, social distancing, lockdowns, the wearing of masks and personal protective equipment (PPE), these measures were to restrict the transmission of the virus (Radwan, E. Radwan A. and Radwan, W 2021, p2) Researchers such as (Radwan, E. Radwan A. and Radwan, W. 2021

p,1-6), describes how in the last days during 2019 saw large increases of deaths around the world in older adults. They quoted that the rapid increase of outbreaks of COVID19 and high death rates, might increase the risk of mental health problems.

Covid 19 Pandemic External Factors Affecting Westminster home care Ltd-CRM

3.Model Review

The CRM concerns were visible according to the (Mc Glee and Clarke 2008, p1-9) project, during COVID19, on the UKs aging population the misuse of technology, fear, technophobia, and mis prescribing. Informal cares were reduced due to the shift in demography. Though in January 2006 the British government launched the white paper Our health our say, this was a new direction for community services. The importance of assertive technologies in offering support to who had physical and /or cognitive difficulties and so wish to remain living in their own homes. The commission of London on long term care (1999) reported that an annual of 1% of elderly people who live at home independently, could make a marked difference in cost reduction. Such usage of specialized computer system, with sensors devices, display data +and networks systems, that monitor patients state to improve health and wellbeing. Such systems would perform sophisticated analyses, deliver customised information to patients.

The seven Ps of marketing product, price, promotion, place, people, process, physical evidence, described by (Assemblo, 2021, internet source). Can be abbreviated by 1. **What** has been offered the 2. **Value** of what's been offered, what customers are prepared to pay. 3. **How** by been a visible, use of marketing mix service, using many advertising services 4. **Where** and **how** product is displayed, using all promotional activities across the marketing mix. **where** it's been offered, at your own home or elsewhere, target clients buying cycle. 5.**who** it's been offered to, the target groups, with excellent customer service on delivery. 6. **why** is been offered, personalized service 7. proof, packaging, and branding for uniqueness. Also, Marketing theories, (2022), Week 2, slide 3, 4, 5 demonstrates the 7ps and marketing mix.

The term marketing mix was first used by Neil Borden, during 1963, he was president of the American marketing association, and is still in use today (Todorova and Todorova, 2015, p, 368-374). Originally there were four Ps, however since 2012, another 4ps was introduced which were product placement promotion and performance with the emphasis placed on promotion for communication and strong sales.

Thou CRM relationship continued at WHC during this period, personal proactive clothing for the careers were limited yet mandatory and the regular washing of hands. Using the 7ps the place and people received some form of care, but standards had declined according to the feedback reviews from clients and staff, this information is confirmed in their reviews below.

Stake holders' involvement

However, during Covid19 pandemic stakeholders to WHC such as the government and various medias broadcasters were reporting devastating deaths in the elderly population, as well as those who were from the ethnic minority careers dying. This had put unimaginable fear in the elderly and the population, (Radwan, E. Radwan, A. Radwan W, 2021, p,3) these researchers also stipulated that access to the news should be restricted, to protect their

mental health and reliable sources should be used.1- **8 PS**. Also, the roll out of the Covid19 vaccine was heralded to have saved many elderly from dying during 2021.

Supporting Policies WHC.

Are found on WHC main webpage under the section “about us” 2022, p1) there they make mention of operating several **internal** policies and procedures, to allow them to conduct business in a transparent and fair way. For example, the covid app, human rights policy, which outlines that (WHC) has zero tolerance when it comes to the abuse of human rights in any part of business or supply chain. The anti-slavery policy and where to go for help. Recruitment policy, eligibility to work in the UK, and not been trafficked. Whistle blowing policy, for all employees to be aware they can raise concerns about the treatment of colleagues within their supply chain without fear of backlash. Their as well as Employee code of conduct, (whc.com, 2021, p1&2).**5, 7 & 8ps**. Demonstrating the many uses of the 7ps mixed marketing.

Analysing WHC Background

Westminster Homecare LTD (WCH) Forest Hill has been in operations registered in January 2017 with the Care Quality Commission, a local service providing care to its local community Forest Hill also, neighbouring boroughs, such as Bromley, Lewisham, and Southwark. However, WCH has over 16 different branches in the UK over 30 years, the headquarters are based was base in Edgware Road London. A private run by family run service since 1993 the parent company. They partnership with Governmental bodies such as the NHS and other health professions who help improve people’s health and wellbeing (CQC report,2018, p2).

However, since 24 August 2022, WHCs new registered office with Companies House registered address in Tunbridge Wells Kent, due to its takeover during the covid 19, in 2020, by Care at Home.

3. Models Review Continued

Using CRM Technology to Advance Customers Experience:

(Ahmad et al, 2021, p 995-106) wrote in their abstract there, researched findings outlined how firms and organisation during the Covid 19 pandemic used the power of technology to enhance their business operations and customer experience, to create new business methods and lines. This qualitative research was person centred and focused on the internal and external factors of operational decision-making approaches under the digital transformation. This results mainly suggested that senior management support and technology infrastructure readiness has had positive factors of impact in digital transformation and organisation performance, whereas data breaching threats had impact of negativity on organisation adopting digital transformation.

According to Forbes, CRM helps businesses build relationships with their customers, that in turn creates loyalty and the retention of customers, stipulates (Forbes 2017, internet).

Hundreds of stake holders that are involved in social care of older people, (The National Institute for Health and Care Excellence, 2022, p1-10 (Nice), the list starts from A-Y, included Age UK, BUPA, Children England, Disability trust, Health professional UK. United Kingdom council for psychotherapy, and Your life Your Way. **1-8Ps.**

What WHC offers; Person centred approach assessment care is what this care service provides good the quality Care Commissioners recent report, (CQC) itself on delivering to their customers service in their own homes, 24/7 365 days a year. They also provide carers, nursing staff, directly to the public. Today they provide over 2,7 million hours of support each year according to the CEO Deborah McDowell, to over 3500 people. Throughout a network of branches in London, Essex, Buckinghamshire, Norfolk, Cambridgeshire, Bedfordshire. Working in partnership with 40 local councils with a team of roughly 1,700 care practitioners to enable those supported to continue living in their own homes. The About Us web page (whc.uk, com 2021, p1,8).

Total Quality Management (TQM), (Pratt 2019 internet source) a management framework which is based on the belief that an organisation can build long term success, by having all its members from the highest-level executive to its lowest worker, focus on improving quality and delivery therefore gaining customers satisfaction, internal.

West minister home care offers care from 16 years old to the grave, (whc 2022, p) they stipulate that over the last decade, which includes COVID19 times the need for quality care has increased by a third. By the late 80s two in every six people found it difficult doing five or more daily tasks unaided, the aged 85 and over are frail and are more likely to need supported care. It is identified that over the next two decades more than double these figures will be prominent.

Some of WHC strengths are the varying services they offer, and varying age group offered to males and females. Person centred Care such as to dementia patients, learning disability, domestic services, home help mental conditions, children 0-18, elderly care 65 years and over, sensory impairment, domiciliary care, physical disability, (whc 2021, p1-4).

This company's home page depicts what they provide, using words as Extraordinary Every day, Vision, and Value. Support, from long term funding advisors such as Baker Jennens. There is a 24/7 365 days a year service offered, (Care Quality Commission 2018. P7), the management team operates an out of hours system where calls are handled and recorded. Overall Westminster home care limited forest hill received an overall **good** rating, there was however no award recognition note.

Some Internal factors identified that affected WHC CRM delivery Weaknesses.

Some Clients and staff Reviews during Covid 19

Indeed.com Reviews, 5&6PS

1. When manager left 2021 things went from bad to worse, former employee, (March, 2022).
2. Do not work for WHC (Jan, 2022).
3. Far too much stress and workload for such little pay former employee, (April, 2022).

4. They are very disorganised in the office, management are rude and treat staff very disrespectful (Jan,2022).
5. Not service user focused (31st July,2021).
6. Time waste, (Former Employee January,2022).
7. Awful (October 2019). 8. Using incorrect equipment for clients (Former Employee, June, 2022).
8. They put you in different areas you do not want to work in, with no such thing as flexibility. If you ask to work at a different time, they say you not flexible for the whole day (current employee, care assistant, (Barnet, Jan 2022,)

Face Book feedback, Internal factors that affected WHC Carers and Staff Reviews and all did not recommend WHC services 6PS

1. The Office staff speaks to carers like dirt and clients are not treated well, (Boo 2021).
2. A few carers care but overall, they do not, 83-year-old man was left with no visit or assisted feeding in the afternoon. Neither was there anyone to assist him to bed, on trying to put himself to bed he ended up falling to the floor, and only God knows how long he was there for (Coves, 2020).
3. Two years ago, her nan has an amazing career, when she is not on duty, she does not receive the call, they put her at risk (Ramsay 2020).
4. Please contact him so he can share his experiences, totally unacceptable, and disaffection will be taken to the highest level in WHC, (Rose, 2021).
5. WHC are more interested in the carers than the clients. They are rigid to change times to suit the service users despite families' requests, (Fisher 2019).
6. Karen Ward, nearly every other weekend she does not get a call, only one hour after career is due, (Ward, 2019).
7. This service user in the Willingham branch, was told no careers are coming to get her and her sister up in the morning, (Razwan Aslam 07/07/18).
8. The manager is a bully resulting making the staff afraid to speak up, especially regarding pay, (Watson, 2018).

There was also a recruitment manager in place due COVID19, at WHC Ltd, due to the negative main media coverages of the lack of personal protective equipment, available for care workers also the large amount of elderly dying in care homes and staff absences.

Companies Ethics

Those who are social researchers must always strive for awareness (SRA.org 2020-2021, p 25) that their work can pose intrusiveness, therefore it is crucial that diligence must be always used, due to position of privilege such researchers hold.

WHC Ethics, consists of asking perspective clients to seek advice legally from an advisory company, Society of Late Life Advisors (SOLLAR). Internal factors such as these aid in the business management objectives.

Residential care and in nursing homes a lot of health care workers have particularly felt the impact of covid 19 (Beattie et al, 2021, p4) because of the high amounts of aging population with increased with cognitive impairments. and high clients to the ratio of staffing.

4. Model Selection and Application

The CRM model like the 7ps mix, has been identified throughout this research as the QMS that was identified that Westminster home care Ltd used as their main IT system, it is a formalized system that documents process procedures, and responsibilities. This system also has 7 principles with Quality management principles at its core, ISO,14001;2004, WHC gained accreditation to Enterprise Service Management October 2007, to help drive the improvements in overall environmental performance. Its extension of IT service management (ITSM, principles to enable better service delivery for business teams such as human resources, marketing, and finance, which is relevant for the chosen company WHC...

Analysing Stake holders who are they Internal and External

In identifying Westminster care homes Ltd, stake holders, (Slide 7 WK2 Stake holders map, 2022), was also used, and (McGlee and Clark 2008, p,1-9) both gave at least six groups each that make up stake holders in such businesses, groups as WHC. Groups as employees and management, NHS foundation trusts, CQC, borough partnerships, media, customers, suppliers, environmental groups, financial analysis, central government, local government, Creditors, informed carers, friends, neighbours, policy makers, social care professionals, health care professionals, pharmacists, assistive technology technicians, equipment maintenance.

In researching for WCH, Stake holders list of main stake holders proved difficult in finding, just an overall view on various sites such as those mentioned above, as well as The National Institutes of Health (Nice.org, 2022 p1-11) A-Y of stake holders. This list however does covers such registered practices as (WCH) which partnerships with estimated 13 boroughs.

However according to Middlesex university stake holders' collaboration between themselves and the organisation for a particular issue or problem, enables stake holders to engage in an interactive process to make the necessary decision. However collaboration is complicated due to the diverse and multiple stake holders. The process of joint decision is commended as effective stake holder management (Middlesex University 2014, p2-4).

COVID 19 Its Effects Westminster Home Care Business

Some Internal factors that assisted WHC; Face book high lights strong areas with these reviews below all recommended the WHC Ltd.

1. She has been a career for 9 years at the Waltham Forest branch, thou she is leaving her job soon. She has felt supported by colleagues and office staff, but unsupported at other times, like in most jobs (Westwood, 2018).
2. Looks forward to Rosa her care worker, extremely pleasant, doesn't make her feel like a faceless blob, (Higgins, 2017)
3. Great company to work for, knowledgeable educated in all aspects of care (Louise and Jasiukaitye, 2022).
4. Carers go unnoticed by the world, but the world is a better place with them, you get peace of mind there is someone going into the home, making your loved one's world safer. (Beer, 2017).
5. Thanks to the WHC team who took care of Dad and supported the rest of the family. Without them the family would not have been able to manage the challenges and achieved so much, (Brandon, 2021).
6. Wonderful service users and company, staff keep their word. The company works together as a great team, (McCarthy flowers, 2019).
7. An amazing company to work for, and prides herself on person centred approach care, she has her dream job and a great network of office staff, (Westwood, 2019).
8. A big thanks to the staff team at Cambridgeshire site that looked after dad while he was alive, He does not know what the family would have done without them, (Mellelier, 2018).

The above reviews on FB were balanced clients and staff led.

External Factors that affected WHC during the COVID pandemic.

Glassdoor.co.uk, 6&7PS

Out of sixteen reviews overall ratings 2.8, ¾ reviews was negative, stating the worst company 23/7/22. Terrible place 14/6/22. Stressful and unsupportive, office staff blackmails staff. Glassdoor.co.uk, 2022).

Reviews/ Strengths

Excellent company (glass door 2019) Service users made it fun (glass door 2022), Amazing (glass door 2022). Job is good competitive salary (glass door 2022).

These reviews findings implies that the CRM delivery, of the IT systems and human resources systems, had largely affected Westminster home care Ltd, particularly during the time of Covid 19 pandemic. Managers and healthcare workers working, were having to adjust to new online systems according to and Apple the largest one of the world's largest technology firms.

External factors WHC received good rating. such as annual reports external market report sustainable reports such as the Care Quality Commissioner Inspection report

(CQC2018, P 1-11), plays a major role in (CRM). Feedback from other professional sources as stake holders.

According to the Care Quality Commission (CQC Reviewed 2022, p -11) inspection report, compassion and kindness from staff, they understood the client's needs and catered for them. The report also showed that clients were able to plan their care with the support needed with their care workers, who were kind and compassionate. Staff delivery of care and support showed privacy and dignity, encouraging control and independence for the individuals. They operate an out of hours system, calls are recorded and handled by the management. Recruitment managers are also in place since COVID19

Also, WHC is one of the top ten providers in social care, Deborah Mc Dowell she was CEO at Care at Home during (2020, stipulates the article. (whc.uk.com/news,2021 p8).

During 2020 the UK government issued 'how to work safely in domiciliary care in England, by the putting on and taking of the (PPE). The other Government links included how home care workers could find help in continuing to provide services with health and safety at work (Gov.UK 2020). WHC partnerships with the government therefore they put on their main platforms a message with the current government links attached for clients and staff.

WHC Ltd was bought out by Care at Home Southeast, describes (Buisson 2020) for an undisclosed figure this take over company has grown organically with now double its operations, stake holders' involvement.

WHC Ltd has survived the pandemic by been taken over by another home care company with similar vision and operations delivering the personal centred holistic to the social care industry, in looking to expand according to the CEO Mc Dowell, Buisson (2021, p8).

Apple Technology Company CRM Stakeholders Input During Covid19

The CEO of Apple Tim Cook declared that Apple is a technology company, and one must not forget that the devices they make are imagined by the human mind, built by human hands and meant to improve human lives.

They hold the belief that technology can change lives and so hopes, and that it will bring valuable tool in times of covid 19. (Apple, 2020, p 1-2). They stated also that they are adapting and changing like all companies. Medical experts can reach millions of patients in a blink of an eye, with crucial updates. It's a global effort as they work with the governments to lessen the health and economic impact on governments and individuals in their communities. They would also be matching their employees' donations 2-1 to support locally and national. Apple suggested they also reinforce their aero tolerance for forced labour in every assessment.

Also, according to (MC Glee and Clark 2008, p1-9 their study also highlighted the likely hood of advanced technology, becoming a successful part of the routine of care delivery service, the framework, to the research was analytical and robust. It incorporated the input of technicians, those who install and maintain equipment, which is a key factor in delivering 1-1, 24/7 365 days a year services.

Limitation in Research

The limitations to this research was identified while researching for the stakeholders in Westminster Home Care Ltd, though all other information used were attainable and current on their website. Indeed.com and Glass both sites gave limited amount of positive feedback, the platform would not allow access one read all that clients and staff had feedback.

5.Recommendations

The Quality Management System is more favourable QMS, the international standard ISO 9001:2015 (asq.org,2022), therefore it should be implemented as part of the new IT equipment the CEO suggested in are coverage, that she had plans to acquire merging with Care at Home has also given a greater advantage of this. instead of the 2004 QMS outdated system (whc 2022, p2-10.), This will allow for better CRM relationship with clients and staff as well as stakeholders, the system has sustainability and transparency which has proven to be more varied to meet customers varied expectations.

Customer satisfaction study aims at identifying the means of measuring customers satisfaction by assessing the ratio and identifying key factors (Kaufman,2017, p69,61) engagement with people, and wherever possible be adapted to suit the customers, with technicians to install and maintain the equipment which is a key factor in delivering a 24/ 365 days a year service, (McGee and Clarke, p1-9), A collaborative corporate culture with Apple, should be customised marketing, allowing customers to have the needed services delivered in their homes or work places (wtssd, 2013, p 9&10). Also Care at Home bought WHC (homecare,2020,).

Unsatisfied customers can also continue to walk away (Bergeron,2002, p3) explains in his writings.

6. Conclusion

The 7ps marketing mix has been showed to identify key areas of strengths and weaknesses throughout the covid period combined with the stake holder's involvement. highlights of strong areas and weaknesses. However, with the vision of keeping in the top 10 carers listings, WHC has combined with Care at home to continue and improve service delivery, combined with QMS 2015, recommended standard. From the researched information customers and staff would benefit greatly with adequate and regular training to use the new technologies, with more stake holder's involvement. Staff and management would benefit greatly in having regular follow up training, though they are initially given training when starting their post, and training is available throughout the year. Time needs to be more allocated to further also the holistic approach in human engagement.

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Appendix 1 The communication Service 2021-2022), Map outlines the various boroughs WHC Ltd provided care service, before take over during 2020.



Appendix 2

Paying for home care fees 2022

The price for home care known also as domiciliary care varies depending on the area one lives in.

Estimates however are from Home Care.co. UK, postcode lottery, and the amount of care needed.

£350 per week

£1, 400 per month

£16,800 per year

Live in care starts from about £100-1,400per week and can be as much as £, 2000 per week.

If the client has over £23,000, then one will have to pay for their full care, if client has less that this amount then a various range of benefits will assist to cover (homecare.co.uk advice 2022).

Appendix 3

The average salary at Westminster homecare Ltd

Home care and care assistant £ 17.44 per hour

Outreach worker £21.71 per hr.

Personal care & home health cover worker £10.52 per hr.

Support worker £12,71 per hr.

Management field supervisor £21.750 per year.

Registered domiciliary worker £35.289 per yr. ([indeed.com>cmp>salaries](https://www.indeed.com/salaries)).