

Motivation

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Abstract

The National Health Service was formed in the United Kingdom with the vision of providing affordable health care to the citizens of the United Kingdom. The junior Doctors by then were offered contracts that would make their working environment suitable. However, in 2000, the government felt that the existing contract was unfair so there was a need of introducing a new contract to the junior Doctors. The aim of the new contract according to the government was to make the working conditions for the Doctors more comfortable but it wasn't received well by the National Health Service and the British Medical Association. This led to a series of strikes by the medical pediatrics in a move to resist the new contracts but the government went ahead to impose the contract on the doctors.

Data for this assignment was researched through various methods, both online and through the various books that were recommended. The findings suggest that junior Doctors were unhappy

with the new contract. Majority of the Doctor's claim that the contract is oppressive and it kills their morale to work in the health sector.

Introduction

In the countries that form the United Kingdom, there exists a health department in each country that is referred to the National Health services (NHS). The National Health Service was form with the core principle that every individual be entitled to access free health care at the point of delivery regardless of their social class. Aside from a few charges, the National Health Services are free and unrestricted to any British citizen who seeks to obtain medical attention from the National Health Service providers.

The importance of leadership and management within organisations

Leadership is the most influential and critical element of any organisation, with its formation, comes a specific set of mission statements, objectives and action plans. For these goals to be achieved, several factors need to be put in place. Some of these factors being good leadership and management. (Leadership and Management in Healthcare, 2014)

Those assigned to management roles, are key members in providing motivation and guidance to influence employees to reach maximum achievement of set goals and objectives. When good leadership is in force as with the National Health Services, then achieving the objectives should not be an issue. (Leadership and Management in Healthcare, 2014)

The success of the National Health Service lies in the strength of its values, the NHS is made up of independent parts and the success of one depends upon the success of another, with better utilisation of resources within the organisation (Mullins, 2013). These resources

include finances, work equipment, and human resources. The National Health Service in England is funded by the tax payer's money. This calls for better deliverance of the funds in service delivery to its users.(Mullins, 2013). A clear sense of direction is vital, Management must ensure that decisions made have the service users best interests at heart. For instance, every decision made should put the interests of the service users before any other objective. Three core principles were set up by the NHS,

1. Meet the needs of everyone
2. Free at the point of delivery
3. Based upon clinical need and not on the ability to pay. These principles have guided the NHS for over 60 years and remain at the core.

Also, committed leadership allows employees remain focused in case of crisis times (Wart, 2017). Good leadership motivates the employees during the hard times. For instance, in case of a disease outbreak, the management and leadership of National Health Service will be high of importance to the motivation of the doctors towards fighting the outbreak.

Introduction of junior doctor contract changes and the reasons.

The role of a junior doctor is one who is qualified to work as a medical professional but still engaged with postgraduate education in the same field of professionalism. After obtaining a degree in medicine or surgery, the graduates begin the role of a junior doctor until such time they achieve a postgraduate degree.

The government termed the existing junior contract conditions as old-fashioned and hence the requirement for new terms and conditions. The existing contract for junior doctors was introduced in the year 2000 and aimed at bettering the working conditions for junior doctors.

So the decision to change the contracts by the government was on the basis of suggestions by the Doctors and Dentists Remuneration Board. The main objective of the board was to suggest changes or updates to the Prime minister and the health secretary on the issues affecting the health department.

In October 2013, a dialogue between the government, National Health Service employers, and the British Medical Association began to replace the Junior doctor contracts. This was the first invitation to enter negotiations for over a decade, The dialogue was never accepted in full, resulting in several strikes staged by the medical professionals.

Despite the so many challenges experienced during the negotiations for the new junior doctor's contracts, Jeremy Hunt, who is the state secretary of Health announced that on 18th May 2016, a contract had been agreed, following a ballot of over 40,000 votes from medical professionals, with the introduction of new contracts as from October 2016.

Improving the patient end result was one of the reasons for the introduction of the new contracts. Through a new payment method, the junior doctors would receive a better rate of pay inline with their profession and be paid for working additional unsocial hours.

Such a deal motivates junior doctors, leaving them feel appreciated for their hard work and deliverance of quality services to the patients. The proposal also wanted to recognize and honor responsible and professionally competent doctors.

Through the proposed contract, the government wanted to encourage more professionals in the health sector to be specialized in certain fields such as the general practice.

The Health Secretary set a pledge to recruit and provide adequate training for at least five thousand doctors specialising in general practice by 2020. Whilst there are around 41,324 doctors working in general practice, 500 fewer than two years ago, the pressures of the job mean they are increasingly working less than the NHS definition of full-time. Union chief's

had blamed the old contract for the reason only half of junior doctors choosing to continue with their training, and leaving within the first 2 years due to the conditions.

Impact of the contract proposals and changes on junior doctors and other health professionals.

Reflecting on the various number of strikes that were held when the government announced the intention to introduce the new contracts on junior doctors, it clearly showed that everything was not right. The contract proposals were faced by rejection from various bodies of health service providers in England.

To begin with, the new contract increases the number of working hours for junior doctors. The increase in time means that the junior doctors will have to work for extra hours without pay, placing additional pressure on the junior doctors, this was demoralizing.

A lack of pay protection for female doctor's wishing to start a family, was classed as unfair and unjust. Becoming a potential barrier for women looking to join the profession. According to British Medical Association, these conditions caused doctors to exit the service at a time when the NHS was facing acute shortage of junior doctors. (Powell, 2016) Leaving the available doctors overworked with increased hours and targets to meet.

With the proposal to junior doctors, the government sought to eliminate pay for extra hours worked by the junior medics (Powell, 2016). Making it increasingly unfair for junior doctors to work extra hours for which they wouldn't be paid.

The contract changes introduced by the government through the department of health were not received well by the junior doctors and the respective medical associations. The changes led to

5 strikes that were called by the British Medical Association. With a full walk out , the first in the history of the NHS.

After a record forty-one years, the British Medical Association called upon its members for a strike on Tuesday, January 2016. The strike was organized in two phases with the first phase to withdraw their services but attend to emergency cases only and the second phase the doctors were to completely withdraw their services (Chakrabarti, 2016).

Even after a new contract was agreed in May 2016, the junior doctors voted against it and it resulted in the arrangement of more strikes which were later postponed (Full Fact, n.d.). The medical association had organized four major strikes but were postponed due to the short notice they had served the government with. The first mass action was to take place as from date 12th to 16th September 2016. (Full Fact, n.d.)

How motivation and Maslow's hierarchy affects individuals and organisations

The success of any organisation is based upon motivation, this is the ability to influence the behavior of individuals. (Sunnyray.org, n.d.). motivation is seen directly through its positive or negative performance. Positivity means employees are well motivated driving them to perform to their maximum level.

Maslow's hierarchy is a psychological motivational theory that contains five levels that follow each other in a pyramid form. The levels are physiological, safety, belonging, self-esteem and self-actualization in that order (McLeod, 2017). Maslow outlined that individuals have to achieve the basic things first before going for the luxurious ones (McLeod, 2017).

From the Maslow hierarchy of needs, individuals need to know they have to first achieve the physiological needs for them to achieve the safety needs.

Importance of teamwork

Teamwork is vital within any organisation, employees collaborating through the use of different skills and abilities to reach a common goal. The multi abilities and skills when combined together in any given organisation will lead to better results. Through teamwork, Collective thinking and discussions will enable management to gain better ideas important to the future goals.

Furthermore, teamwork gives people a feeling of importance. When an individual is engaged in activities he or she feels the sense of belonging offering members good team support, he or she can seek assistance from other team members.

Implications for service users if appropriate structures are not in place.

Providing a quality service is the aim of every organisation, its structures must be upright and fully functioning.

When poor structure is in place, poor services are likely to follow, with inadequate service provision offered. With no appropriate structure in place, there is a lack of accountability. Resulting in service users receiving delayed services, neglectful care, inadequate training of staff the list goes on. Also, the service users may fail to receive services at all. Appropriate structures ensure that there is accountability for the services they provide.

Conclusion.

The success of any organisation stems from great leadership, Performance of an organisation such as the National Health Service is checked against the kind of leadership it has.

The introduction of junior doctor contract changes were not welcomed by the medical associations in England. The changes have left the junior doctors at the mercy of their employer. The changes are also discriminating against female junior doctors who cannot enjoy the right of maternity since their pay won't be protected.

Teamwork is the core of a successful organisation. Staff who blend together and form a good team to work together end up achieving the set goals in a very excellent way.

Recommendations

From the findings, recommendations are a policy to protect the pay for female medical professionals who opt to have children whilst keeping their career. This will give them the freedom to enjoy family life without fear.

The junior doctors should be paid for any extra hours they work. This will ensure that they are not overworked and compensated for additional hours. Such a move will serve as a motivation to junior doctors and encourage other's to join the profession.

The government should keenly research about how staff feel about updated policies prior to their introduction, creating a friendly working relationship between the government and medical professionals. This will also ensure that less industrial actions are staged by the affected people.

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