

Problem Solving and Decision Making

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Introduction

In this report I will be discussing about one problem in the health and social care settings and its scope, the problem chosen was the wellbeing in health care workers.

I will be explaining by showing evidence and different researches.

In the development of this report I will be justifying how can the lack of well-being of staff in the health sector have a big impact on all the stakeholders including Fishbone Analysis to justify the possible causes of the problem, after discussing the problem I will show a decision making analysis using the SWOT analysis as a technique to come up with decision making process including the relevant legislation, also providing a range of solutions to the problem.

To conclude, I will explain what I could understand and learn from how to define a problem, make a decision and find different ways to solve the problem.

Overview of Problems in Healthcare

There are different problems facing the healthcare sector, one of the risk problems in the NHS is the **lack of staff in the NHS**, which has been evidenced by NHS researchers that the staff is reduced in quantity data of 1000,00 and could extend to a quarter of a million over the next twelve years.

The second problem caused by the shortage of staff are long waiting lists, where the patients when going to Hospital or GP they have to wait a long time to be attended to, the third problem is the **declining care quality**, that results in NHS **money going unspent** because of the poor staff. (The King Funds,2021).

Key Challenges and problems the NHS are suffering from:

- **Increase in population age of death rate**, population increase, increase in declining health factors, e.g., diabetes due to more junk food availability, obesity, and antibiotic resistance due to antibiotics being more widely available.
- **High cost of medicines**, it is good for the patient to have treatment with medicines but the high costs of it make it be a big problem.
- **Increase in closures of department services due to lack of NHS funds and cutbacks.**
- **Increase in insurance companies encouraging medical privatisation**

(Medic Portal,2021)

It has been said by researchers that the NHS are facing problems such as, **providing all types of care to patients results in high costs to the NHS, however the UK spends less money on healthcare compared to other countries in the EU. Also, the number of vaccines being given are high, but costs to improve buildings and overall maintenance are failing behind.**

(BBC,2021)

Problem definition- PESTLE & Fishbone Analysis

One problem that will be discussed in this report is the **well-being in the health care workers.**

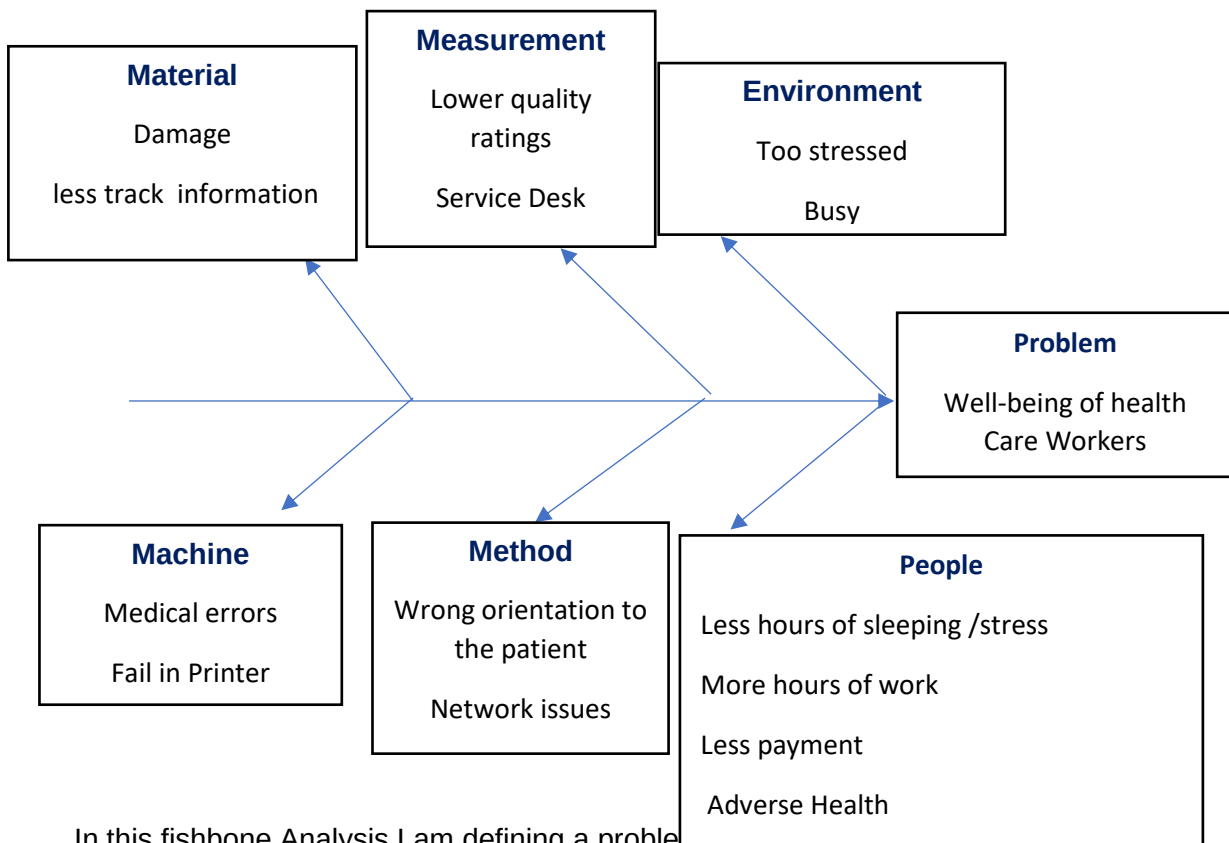
It has been said by research that poor sleep can influence the wellbeing of the health care workers, it's been proven employees risk factors have increased as cognitive behaviour has started to suffer and even increase mortality rates. The research shows when employees are stressed their sleep time declines along with their sleep quality becoming disturbed. Due to sleep deprivation overall health suffers for not only health care workers but even patients as it leads to adverse health consequences like dementia, Alzheimer's, heart problems and strokes.

It has been reviewed in 2016 through different studies on sleep deprivation for nurses that 55% work over 40 hours a week and between 30% to 70% report getting less than six hours of sleep every night.

Lack of sleep are recognised as issues more in health care workers compared to employees in other job sectors.

Health care worker sleep problems can cost the NHS as the staff may make mistakes due to tiredness resulting in the staff to lose their jobs. If they don't sleep a good, recommended amount it can lead to health care workers suffering from insomnia, and if left untreated Health care workers can cause life threatening errors on the frontline where patients' lives can be lost due to this factor of sleep deprivation. Research also shows that loss of sleep is connected to patient neglect and nurses care quality ratings. (The Conversation,2021)

Fishbone Analysis



In this fishbone Analysis I am defining a problem of the well-being of health care workers and explaining the relevant causes related to the problem include: Environment, People, Method, Measurement, Material and Machine. In relation to the people the problem can be caused to less hours of sleeping or stress, more hours of work related to less payment or Adverse health.

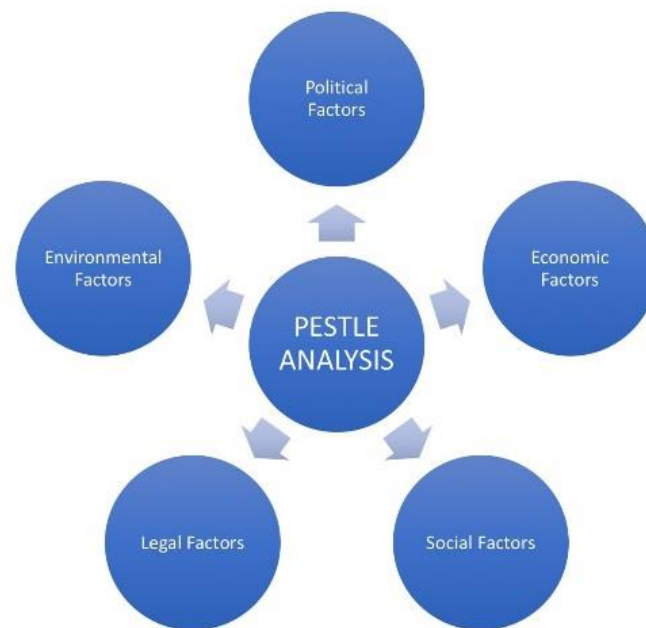
The environment involved can be too stressed and busy, the measurement may have lower quality ratings and service desk

The method may have wrong orientation give to the patient and the network issues

The Machine may have medical errors or fail in the printer

The Material can be damage or less tracking information.

PESTLE Analysis



In order to analyse the problem related to the health and wellbeing of health and social care workers, it is possible to use the PESTLE analysis. It includes the analysis of the problem taking in consideration five main factors: political, economic, social, environmental, and legal. For example, the social factors related to the health and wellbeing of the healthcare practitioners include the shortage of staff (NHS Federation, 2020).

The shortage of staff can be analysed through political factors, such as BREXIT and lack of funding to the NHS. Lack of funding will create environmental factors, such as excessive workload and busy working day, leading to stress and poor health and wellbeing.

Legal factors, less payment, less rights, such holidays, good contract.

Discussion of the impact of the problem on all the stakeholders (Service Users, Professionals and regulators etc.)

It has been evidenced by the (Department of Health, 2014) that there is a strong relationship between healthcare sectors staff wellbeing and performance consequences and there is a proof of a casual link, in other words this will be expanded in different fields.

In the report the author Neil Thin (2012) defined people working in health care (doctors, nurses, healthcare advisers) as a formal sector and informal sector (families, carer) as they all promote overall happiness and help good well-being. Within the formal sector in healthcare, nurses are the ones who are the ones who have the utmost contact with patients, therefore if nurses have poor wellbeing, this will affect the patient's wellbeing as well and lead to poor experiential consequences.

Positive wellbeing in the workplace means by promoting physical health initiatives, such as encouraging health and fitness helps the patients and staff be happier. Evidence also shows, if there is positive wellbeing all round then patients recover from illnesses and health problems much faster and better. Therefore, wellbeing of health care workers is an extremely important factor in helping promote good health for all.

(Health Improvements Analytical Team, Department of Health,2021)

Healthcare workers normally have heavy workloads, long shifts, a high pace and lack of physical or psychological safety, these problems are related to stress which may have a negative impact on healthcare workers professionalism including, quality of life, efficiency, quality of care delivery.

Studies approved that most of the healthcare practitioners suffer in silence caused by stress and mental illness, it also showed that medical professionals might be at risk of high suicide rates around the world. **(Frontiers Media S.A,2021)**

Analysis of the decision-making process including the relevant legislation



SWOT Analysis is a decision-making tool that can be used to identify solutions to this problem.

Strength: The NHS is the National Healthcare System, they are a government run organisation who are able to provide free healthcare to all ages.

Weakness: The NHS lacks fundings and qualified, over-worked staff.

Opportunities: By increasing staff salaries and increasing opportunities for staff to progress in their careers by offering further studies and further training. This can be related to the Equality Act 2010, when providing opportunities for career progression, this should be done without discrimination by providing opportunities to workers from ethnic minorities.

Threats: Political threat factors, such as lack of funding from Government, competition from private healthcare providers, negativity portrayed by the media about the NHS.

It has been declared by the **International Journal of Clinical and Health Psychology, 2021** that there are serious consequences due to an increase in high stress levels and economic factors such as an increase in mental ill health in healthcare workers, resulting in poor patient care and neglect.

The findings showed that a way of reducing stress and promoting wellbeing in healthcare workers was to implement mindfulness-based cognitive therapy (MBCT). This method aims for staff to develop resilience by learning psychological foundational

skills of self-attention, promote self-care, manage emotions and behaviour through self-regulation to improve their own mental health.

Recommendations/Alternative solutions-Through the Burke-Litwin change model, PMI, PESTLE and SWOT ANALYSIS)

Establish synergies between health worker safety and patient safety policies and strategies:

Develop and implement national programmes for occupational health and safety of health workers:

Protect health workers from violence in the workplace,

Improve mental health and psychological well-being

(WHO,2021)

It has been evidenced by three reports, extracted from a qualitative study with the aim of studying the perceptions and experiences of wellbeing that can be implemented guidelines and recommendations to improve the wellbeing of health works which are:

Managers be proactive in detecting mental health problems in relation to the staff also providing psychological support.

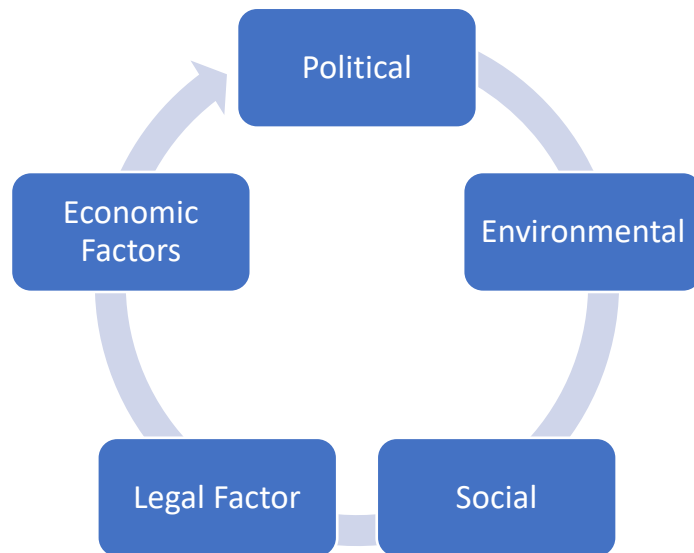
There are few guidelines' recommendations regarding the results of data analysis about wellbeing of health care workers, they are divided in institutional/organisational level.

The individual level recommendation **motivate staff to keep with the normal routines, healthy physical and mental health practices.** Taking into consideration the actual situation of covid the individual level recommends to **express concerns and keep in contact with family, friends, or someone closer.** Other solutions to the problem related to the role of trauma and mental health crisis are **take time to sleep/rest, eat healthy, attending relevant clinical training to improve self-efficacy and sense of control, access to psychological therapy also adequate PPE.**

“Practical advice included limiting the consumption of news and social media so that can avoid feeling overwhelmed by information about the pandemic”

“Encouraged practicing relaxation and mindfulness techniques”

PESTLE ANALYSIS



The pestle analysis showed in this schema is to analyse problem of wellbeing in health care workers is divided in Economic factors, Political factor, Environmental factor, Legal Factor and Social Factor.

Political Factor: changing tax laws, employment regulations, consumer protection laws and insurance mandates, lack of important medication.

Economic Factor: Unemployment, interest rates, credit availability and inflation, reduction of salary because of lack of resources and various economic regulations

Environmental factor: higher Pressure of all medical organizations in relation to the actual situation, NHS is under fire from different environmental activist organizations.

Legal Factor: In the NHS Patients are taking grievances on legal platforms and they are facing litigation cases from unhappy patients.

Social Factor: The numbers of old age population is increasing and the reason of this is the higher health issues that results in lack of quality treatment.

Other factor is the grow of patient knowledge about the healthcare system

Marketing Tutor,2021

Swot analysis

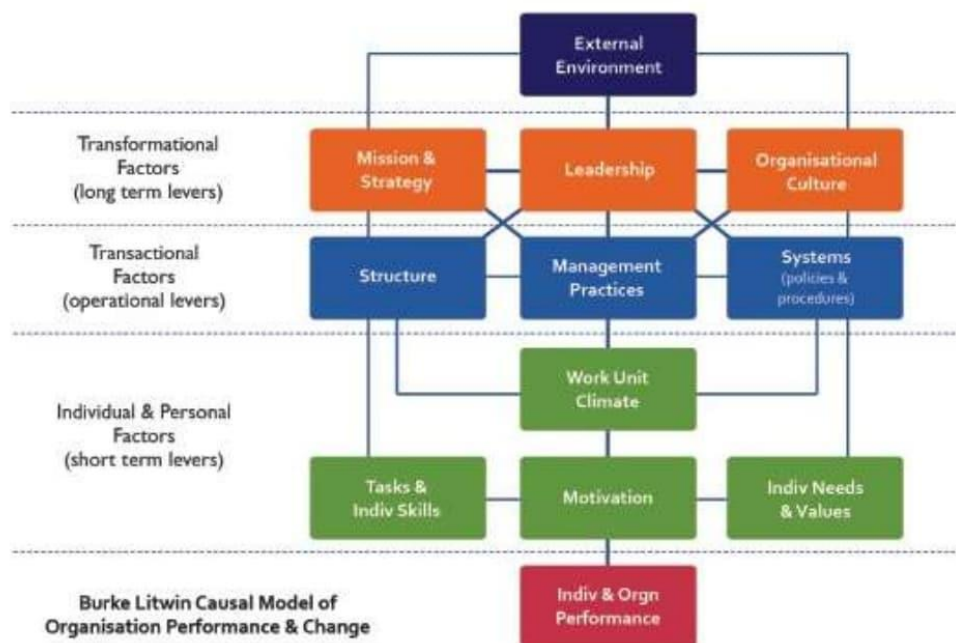
Strenghts	Weakness	Opportunities	threats
Highly skilled clinical staff	Nurses not available to meet appointment for patients	Active volunteer committee willing to plan and organise events	Confidentiality is at risk
Patients wanted to participate	Lack of staff to plan more events	Head Nurse is willing flex clinic times to free up clinical staff time	Patient coercion to do things they do not wish to do
Local charities willing to participate	Staff not clear of their role in the patient relationship	Use patients to contribute to practice delivery	

Burke- Litwin change model

Burke Litwin Model of organisational change is about establishing a cause-and-effect interconnection. This model is divided in 12 organisational elements that related with change in the organisation.

The change model shows that the 12 organisational elements are all connected and impact each other.

This model helps to understand what needs to be changed to improve the wellbeing of healthcare workers (nurses, doctors...)



External Environment	Mission and Strategy	Leadership	Organisational Culture
Has been evidenced by various authors that is important to create a work environment that motivates employees to freely express their feelings in the work environment. They can offer training to manage emotions when under pressure to everyone at the work- place. A positive work environment can help reduce stress levels by introducing environmental and organisational changes. (International Journal of Business and Management,2017)	Promoting health and wellbeing of healthcare professionals Implement weekly leisure activities outside the hours of work such as relaxation, mastery and control experiences. (International Journal of Business and Management, 2017)	“Healthcare system don’t have leadership” “Training in control has significant positive results on the use of transformational leadership” (Health Policy,2009)	“Commissioning policy-relevant research on the influence of cultural contexts in specific public health initiatives, such as measuring well-being” “Developing a culture-centred approach to reporting on well-being”. (WHO,2021)

Healthy Policy,2009			
Structure Findings recommend that mindfulness based cognitive therapy of life implement an effective, confirmed and accessible method of lowering the stress and poor mental health and improving wellbeing for them	Systems Career development systems for manager of hospitals doesn't provide enough opportunities for training and life-long learning Health Policy,2009	Management Practice "Enhancing the psychological wellbeing of employees through coordinated training in self-management and resilience techniques" Employee health and wellness interventions, n.d	Working Environment Having a psychologically safe environment helps employees manage their stresses through positive job attitudes, including JRNA and job satisfaction. (International Journal of Business and Management,2017)
Tasks and Skills Night shift-work can impact on family life and leave you with no social life and effect your physical and mental wellbeing. Which can influence on the health risk of health care workers	Individual values and needs Performing the importance of tasks, employee responsibilities are important for improving quality, patient happiness with nursing, need for change in the institution	Motivational Level Motivational level depends on job satisfaction Herzberg Two-factor Theory explains that if there is motivation then you feel satisfied when you achieve something.	Individual and General Performance Sharing goals creates a positive environment by developing stronger bonds and creates higher levels of company overall performance and growth.

Some important skills that healthcare workers must have in the job are attention to detail, communication and interpersonal skills, composure and professionalism, critical thinking.	(Health Policy,2009)	(International Journal of Business and Management,2017)	(International Journal of Business and Management,2017)
(International Journal of Business and Management,2017)			
(South College,2021)			

Slideshare,2021

SWOT ANALYSIS

Strengths- Primary focus on improvement

Internal teams dedicated to research and analysis

High-Quality medical personnel

Modern medical equipment and a well-equipped facility

Weakness- Outdated healthcare facilities and technology

Insufficient management training

Lack of funding and resources to support programs

Poor location that's not easily accessible for staff and patients

Opportunities- Collaborate with different healthcare organisations to knowledge share

Develop healthcare programs and initiatives to drive more community outreach and engagement

Create mentor programs

Threats- Economic or political insecurity

Policy and legislation change that result in budget deficits

Increased competition from newly built hospitals

(ClearPoint Strategy,2021)

PMI- Weighing the PROS and CONS of a Decision-making

PMI is designed as PLUS, MINUS and Interesting it was created by the author Dr. Edward de Bono he invented the term lateral thinking, which means problem solving that motivates thinking about the problem in different sides. It is a decision-making tool that can be used to decide by analysing the positive problems, negative problems and what is interesting about the problems.

In the table showed below the PMI- plus, minus, and interesting factors are shown with positive and negative numbers then total was added from the plus, minus and interesting factors.

The plus table had a higher number of points, +14 more than the Minus and Interesting that has -8 and -1 which means that the healthcare system has more advantages than disadvantages.

PLUS	MINUS	INTERESTING/IMPLICATIONS
Higher education and degree to work in a health care sector (+5)	Less knowledge and training from staff (-3)	Staff shortages due to lack of wellbeing and stress (-5)
NHS -High quality of care Discount in the staff meals (+5)	Less money in budget (-2)	Less salary from employee/more hours of work (-3)
Free medicines or consultation for family member that has benefit/universal credit or is studying full time and underage(+4)	High prices of medicines for adult and less attention to the illness of patient (-3)	High Pay rise (+7)
Total= (+14)	Total= (-8)	Total= (-1)

ADKAR

The ADKAR Model is a 5 process of framework that helps people deal with different aspects of change management (Awareness, Desire, Knowledge, Ability, Reinforcement)

Awareness is for you to understand what you need to be aware of before making a change and what are you aware already to make a change in the situation.

Desire is what you need to change and what the change will benefit you to progress

Knowledge is about if you have the skills and knowledge to change and understand that you need to have acknowledge to change

Ability is about what you are able to do to change, what you need to do improve

Reinforcement is to accept that you have the support to make changes and that you can change by yourself without support.



(BART DAEMS 2021)

Awareness	Desire	Knowledge	Ability	Reinforcement
I understand that is not easy for a nurse to change and persuade the patient to change, for example: eat healthy food, take medication at certain time.	The desire of change is important for the healthcare in terms of benefits for themselves and others.	The nurses must have the skills and knowledge necessary to make changes	The healthcare is able to adapt in higher levels to change	The nurses have support of others colleagues or organisations to make changes.
I am aware that a doctor must make logical decisions and changes to satisfy the patients wellbeing.	The change will acquire more opportunities and make improvements in the health sector.	I understand that the nurse has to be prepared for make change in the work	The healthcare is also able to support in changes and do always better.	The doctor supports the change by himself.

The Adkar model is one of the various models with the base of changing the problem of wellbeing in healthcare workers. I start by dividing 5 processes separately in a table which is Awareness, Desire, Knowledge, Ability and Reinforcement. All these steps are important for the changes to happen before and after planning to change, it helps also the nurses or doctors to decide and find a solution to the problem by utilising this model.

Conclusion

The aim of this report was to define the problem that is the wellbeing of healthcare workers and explain it with evidence that are the positive or negative factors which influence the wellbeing of healthcare workers, utilising different models such as Pestle Analysis to analyse the problem (Political, Economic, Social, Legal and Environment factors).

Fishbone Analysis was to identify the problem and different causes that can be related to the wellbeing of nurses, doctors, physicians. The causes are based on people have more hours of work, less payment, environment is stressful, wrong orientation to the patient in relation to medicines or health condition, machines may have medical errors.

After analysing and discussing the problem was to analyse the decision making utilising the actual legislation, I explain the decision-making process with techniques and tools including swot analysis (strengths, weakness, Opportunities, Threats).

To propose solutions to the wellbeing of healthcare workers I had to make different literature reviews about possible solutions to the problem such as motivate staff to keep with the normal routines, healthy physical and mental health practices, express concerns and keep in contact with family, friends, or someone closer, take time to sleep/rest, eat healthy, attending relevant clinical training to improve self-efficacy and sense of control.

It was evidenced through solutions with Pestle analysis, Burke Litwin change model, Swot Analysis and Adkar model.

The wellbeing of healthcare workers influences on the wellbeing of patients because they stayed stress, exhaustion, most of the nurses do night shifts so they are more related to have sleep disorders and anxiety, without saying that is not easy to deal with the patients with injuries, some of them arguing and sick in the hospital which can cause dissatisfaction and less motivation levels. That's why a nurse must be prepared mentally, to make changes, critically think and take decisions for the wellbeing of the patient and themselves.

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