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Assessment 1 resist and Rework

PROBLEM-SOLVING AND DECISION MAKING

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INTRODUCTION

There are numerous problems in healthcare organizations due to the unnerving and unprecedented effects of the coronavirus pandemic on the operations and performance of the employees. The problems faced by the organization were lack of staff members, finances and lack of safety equipment for the staff members. The healthcare workers have been impacted worst by the pandemic because they had to contend and provide services to patients despite the depleted resources and extended work hours. According to (Shaukat, et al., 2020), the pandemic exerted significant psychological impacts on healthcare workers and there is a need for adequate support be provided for the workers through the establishment of shift systems in the hospitals, online platforms for medical assistance, incentives, providing adequate breaks and time offs, psychological intervention support teams and motivational session. Therefore it is essential that the wellbeing of healthcare workers be central to the management decision processes, especially during an unprecedented period like the pandemic because this is the best way of mitigating the impact of the problems on the organization by ensuring the stakeholders are protected.

The report would endeavor to problem the best problem-solving technique that would effective for implementing a solution to the problem faced by the healthcare organization. Effective analysis would be carried out in order to establish the impact of the problem on the stakeholders by setting up a stakeholder communication plan. The work would be comprised of problem solving techniques such as PESTEL, SWOT analysis and Fishbone diagram that would ensure the causes of the problem are effectively analyzed and the proffered solutions would be effective. The solution would be further analyzed in order to ensure that it is suitable for the problems faced and it would be able to mitigate the problem despite how dynamic it could be.

PROBLEM DEFINITION

The problem in my workplace was the mental impact of the coronavirus on the staff members of the hospital because the pandemic disrupted the normal sequence of activities and staff were expected to care for more patients at the same time while protecting themselves with insufficient safety equipment and guidance. This was a problem that was experienced by healthcare workers globally and this was mainly because hospitals, clinics and healthcare centers were overridden by sick patients who needed care for both the coronavirus and other life-threatening illnesses. Healthcare workers were required to serve and care for patients while they were also at risk of contracting the virus and infecting their loved ones at home. This is the major reason why healthcare workers were apprehensive and some called in sick because they were expected to cater to sick patients that were increasing in unforeseen numbers while their safety was less considered. According to (Que, et al., 2020), healthcare workers were at greater risk of psychological problems like anxiety, depression and insomnia which were caused by the higher risk of infection on account of being exposed to patients with covid-19 and tedious work involved in caring for them. This explains the impact of the covid-19 on the health of the workers because they are the frontline workers and they are more exposed to the virus, especially during the period in which preventive measures were based on the trial and errors method. This was supported by (Kwaghem, et al., 2021), the virus created some negative impressions observed by the respondents in carrying out their duties was the issue of stigmatization and they felt their job was a professional hazard with the possibility of being infected and transferring the infection to their immediate families. Therefore this was a major problem for my hospital and the management was crippled in their abilities to sort solutions because the number of patients kept increasing while the healthcare workers available were depleted.

DISCUSSION

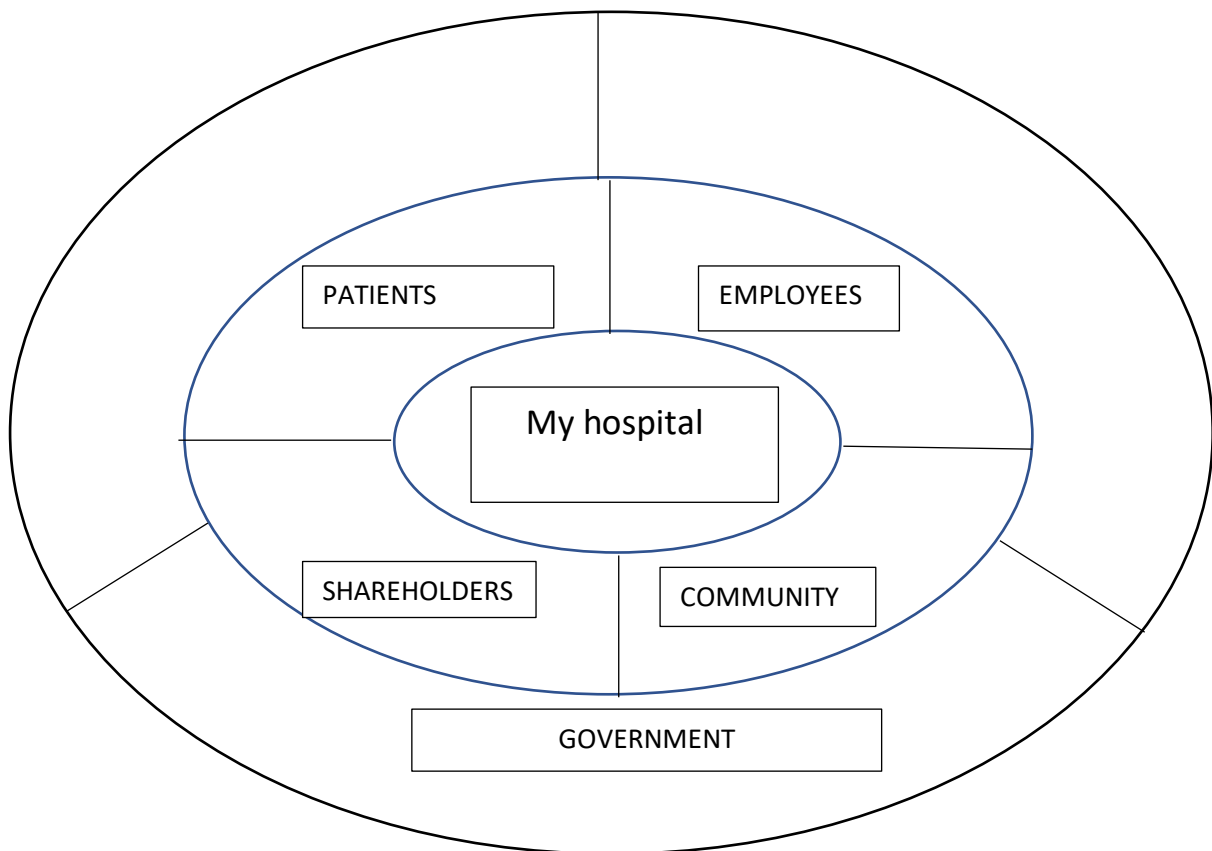


Figure 1: Map of Stakeholder Groups

SERVICE USERS

The patients are the main stakeholders that are affected by the mental problems faced by the health workers because their health and wellbeing are dependent on the mental state of the workers who are frustrated and overworked due to the pandemic. The service users or patients on the stakeholder's map are the groups that stands to benefit or lose heavily if the employees of the hospital are either in the best or worst conditions because at the point of illness, they are the most vulnerable and they would require their health worker to be able to care and provide the essential services that would nurse them back to a healthier state. The importance of healthcare workers was pointed out by the WHO Director-General, Dr Adhanom Ghebreyesus who said, "No country, hospital or clinic can keep its patients safe unless it keeps its health workers safe" and this has been WHO's principle in ensuring that health workers have a safe working condition, the training, the pay and the respect they deserve (WHO, 2020). There is an unsurmountable need for the hospital to motivate the employees by

providing essential equipment and safety apparatus that would protect the patients and the employees. The detrimental effect of the problem on the service users could range from death to deterioration of health conditions because the employees would not be motivated or focused on their jobs.

EMPLOYEES OR HEALTHCARE WORKERS

The employees are central to the operations of the hospital which makes them the primary stakeholder because they are the ones that bear the brunt of the impact of the virus on the healthcare system. They are the frontline workers that have to be in contact with the patients that have contracted the virus and they play the last line of defense against the virus and the public. The pandemic caused a strain on the workers that most fell sick and even quit their job because they were expected to care for patients that were regularly increasing in numbers on depleted resources and safety measures in place to protect them. The challenges faced by the employees were best explained by (D., 2020) where he stated that NHS workers were burnt out, sick and unsupported by the government and the hospital management due to their poor pay, poor conditions and inadequate PPE which were essential to their protection and patients' during the pandemic. The insufficient help available to the overworked workers was detrimental to the mental health of the workers that were at the center of the pandemic and they felt that the hospital management was not doing enough to protect them with the provision of the essential safety equipment. According to (Gilleen, et al., 2021), front-line workers tend to rate themselves lower than non-front-line workers even before the pandemic in terms of the stress, wanting to quit, needing psychological help, worrying about NHS resources and their own health concerns and the situation was worsened by the pandemic by the greater feeling of depression and anxiety. Therefore the employees are the stakeholder that is adversely affected by the problems caused by the pandemic because they are overworked and stressed by the increased number of patients and insufficient supply of PPE and other safety precautions.

COMMUNITY

With the devastating impact of the coronavirus on the mental health of the employees, the community would be denied of having a healthcare center that would tend to their sick and vulnerable because the hospital beds would be overridden with Covid-19 patients. Due to the psychological problems faced by the healthcare workers in the hospitals, the community would and its occupants would not receive the essential treatments and medical care that they need

and there would be an increasing number of ill people in the community. Also there will be a short supply of workforce from the community due to the treatment of the current employees who are from the community. Local residents would not find the hospital attractive and secure for work and this would worsen the problem by dissuading competent professionals from the healthcare center; thereby the current workforce would still be overworked and overstressed with the increasing number of patients from the community.

GOVERNMENT

The government is responsible for ensuring healthcare centers are productive and competent in providing the services that would be beneficial to the health and wellbeing of the population and the long-term goals of the NHS. The psychological problems caused by the pandemic on the healthcare staff members would be detrimental to the goals of the government because there would be more sick people in the community and the pandemic would be poorly managed. The goals of the NHS were pointed out in the Long-Term plan that was put forward by the governing body in which they planned on implementing new expanded community health teams that will require under new national standards to provide fast support to people in their own homes as an alternative to hospitalization and action to ensure that patients get the care they need, fast and to relieve pressure on A&Es (NHS, 2018). These goals would be futile and the resources would be wasted because healthcare workers would not be available or enough to care for the patients; therefore the number of sick people would continue to increase and the NHS would continue spending money that would have been diverted to beneficial research like cancer. Also this is a failure by the government to protect the employees according to the Health and Safety Act 1977 and Management of Health and Safety at Work Regulations 1999 in which employers are expected to be proactive in minimizing any risks to its employees in the organization and they are expected to ensure that the employees stay as healthy as possible (Bradshaw, 2020). The government as a stakeholder in the organization should endeavor to protect the employees by implementing the laws that would protect the employees and maintain their rights by holding the employers responsible for their failures.

ANALYSIS

The analysis would be done using the PMI tool and SWOT analysis that would be used to evaluate and analyze the decision of providing psychological services for the employees. The PMI chart is mainly used for examining solutions to problem-based learning and to establish what is already known or understood in a scenario (Unisa, 2020). The PMI which stands for Plus, Minus and Interesting is a simple analytical tool that is used to effectively analyze a decision that has been made by giving marks and remarks to the points. The tool is very simple to understand and provides a straightforward path towards the decision that has been made. SWOT analysis is an additional tool that is used to analyze a solution by evaluating the different factors that would affect its implementation process within the organization. According to (Gurel, 2017), SWOT analysis provides a powerful framework for decision-making processes through its ability to uncover opportunities for success that were previously unarticulated or highlighted by the threats within its environment. SWOT analysis differs from the PMI tool because despite they are both used for strategic planning and analysis, PMI endeavors to guide the decision-maker towards a sustainable and effective decision by weighing the positives against the negative while SWOT analysis categorizes the internal and external factors that affect the decision at that point in time.

PMI

PLUS	MINUS	INTERESTING
• Relief for the healthcare workers (+7) • Mental evaluation (+5) • Conditioning of their abilities (+5) • Effective treatments for the patients (+6) • Reduced absenteeism (+9) • Increase in productivity (+10) Total = +42	• Expensive (-8) • Require additional treatment (-6) Total = -14	• Reduced depression (+5) • Clear explanation of problems (+7) • Willing to participate (-6) • Unsecure employees (-5) Total = +1

Table 1: PMI Table

From the table, the scores are 42 (plus), -14 (minus) and +1 (interesting / implications) which makes it a total of +29. This means that providing psychological support for the employees would be beneficial to the hospital and its stakeholders because the health workers would be given the help that they need. The employees would be able to decompress by speaking to a reliable professional psychologist which would enable to relay their problems and fears and the psychologist would prep them to perform at an optimum level that would be required to consistently provide the essential care to the patients.

STRENGTHS • Increase productivity • Better patients' health • Reduced absenteeism • Motivated employees •	WEAKNESSES • Expensive • Convincing employees to participate • Selectively effective • Short term solution • Requires a combination of other factors •
OPPORTUNITIES • Government policies • Guidelines and regulations • New technology • NHS long term plan •	THREATS • Change of management • Uncollaborative employees • Strict government policies • Depleted fund

Table 2: SWOT Analysis

STRENGTHS

The solution would enable the hospital to increase its productivity in providing effective care to patients because the employees would be able to decompress and relieve of the stress that was imposed by the covid-19 pandemic. Providing this outlet for the employees, the hospital would be able to reduce the high turnover of staff members by ensuring that they are constantly evaluated and their fitness is regularly determined because the overwhelming circumstances could impact negatively on them and the frustration and stress could lead to fatal errors that would cause the hospital.

WEAKNESSES

Despite the effectiveness of the solution, there are some shortcomings in the psychological treatment of the employees because it would require additional solutions. The employees would be relieved to a certain level but they might require some motivational factors like increased finance and recognition for it to be effective. The solution would be expensive to implement because psychologists for the medical staff would be an expensive feat and if the employees are not willing to participate, it would be a waste of resources. Therefore it is essential that the employees are encouraged to participate and are willing to share because the psychologist is there to evaluate their state and mental capabilities to carry out their jobs and this can only be done when they are willing.

OPPORTUNITIES

There are favorable opportunities that could buttress the effectiveness of the solution. Government policies and the NHS long term plan are beneficial opportunities that would enable the hospital to implement the solution because they are the goals established by the government that would ensure employers are responsible for the health of the employees. The solution would enable the government to fulfill its commitment to improving the health of the population by providing effective medical care for patients and reducing the delay time in seeing required specialists. Thereby the solution would ensure that the employees are balanced both physically and mentally to be able to carry out their responsibilities effectively.

THREATS

Change of management of the hospital could deter the process because new management might have a different way of conducting their business and they would seek different motivational factors for the employees. The employees might be unwilling to talk to the psychologist for examination because they might feel apprehensive about sitting with a psychologist. The expensive nature of the process could be a problem because the lack of funds from the government and NHS could be detrimental to the success of the solution and there are potentials for the problems to continue.

IMPLEMENTATION

ADKAR MODEL

The AKDAR model which is the building block for implementing a successful change in an organization would be used to drive the implementation of the solution that would ensure every gap would be effectively bridged and the change would be successful. The AKDAR stands for Awareness for the need for the change, Desire to participate and support the change, Knowledge on how to change, Ability to implement required skills and behaviors and Reinforcement to sustain the change. In the organization, it was clear that the employers were not willing to support the change by having the Desire to introduce this change due to the cost as they are still trying to recover from the loss of finance due to the pandemic and there was no knowledge of how to implement the change. When there is no Desire and Knowledge in the implementation process, there would be resistance and fear/anxiety in the organization because both the employers and employees would tend to show these emotions and behavior towards the change. Therefore, it is imperative that these fears and anxiety be mitigated by providing a clear understanding of the necessity of implementing the psychological treatments for the employees because they have gone through an uncharted period in their professional careers and they have been made to work under conditions that would put them and their families at risk. The employers and employees should be encouraged by showing them the benefits of the solutions in the short and long term and both parties would be encouraged to trust each other.

RECOMMENDATIONS

The psychological therapy and treatment for the employees would be beneficial to the organization and its ability to recover from the losses caused by the pandemic and the organization would be able to attract more competent healthcare workers that would be eager to join knowing that the organization is not only focused on the patients but they care about the wellbeing of the employees.

However, alternative solutions could be the increment of salaries and the use of reusable PPEs which would be an environmentally conscious decision that has precluded most of the healthcare organizations that are dependent on the use of one-time-use plastics. Using the Herzberg's two-factor theory, the salary was shown to be part of the hygiene factors along with company policy, working conditions, security and interpersonal relationship and they are determinants of the level at which employees are able to stay motivated and focused on

achieving the goals set by the organization. Herzberg's theory was explained by (Uysal, et al., 2017) who pointed out that the hygiene factors are essential to the success of any organization that wants to be successful and competitive, therefore if the hygiene factors are ensured, employees' dissatisfaction and work restrictions would disappear. Therefore using the salary as a motivational factor for the employees would be a relatively successful solution but infusing more funds could be a challenge for the organization at this time due to the global financial crisis caused by the pandemic.

The use of one-time plastic could be a means of saving money while protecting the environment through the control of the medical waste that is disposed in the environment. The case for reusable plastic was made by (Jaramilo, 2020), who argued that it is imperative that the medical community seeks alternative solutions to disposable equipment due to the resulting PPE crisis and concerns should be directed towards the cost of purchasing the reusable PPEs and effectiveness of sterilization procedures. The solution could enable the organization to save money and the resources could be utilized in others ways that would be in line with the NHS long term plan.

The solutions were not used because despite their advantages, they were more expensive to implement and they would cost the organization a substantial amount of funds that are not available to the organization. These solutions would enable the organization to continue its operations but they would not place the employees in the central part of the organization which might cause a major problem in their implementation.

CONCLUSION

The report has successfully used the problem solving techniques that were taught to develop a sustainable solution that would ensure that the health and wellbeing of the healthcare workers are the main priority due to the impact of coronavirus on their mental health. The solution was evaluated and analyzed using SWOT analysis and ADKAR model that would ensure the solution was fully vented for internal and external factors that are comprising to the success of the solution.

The importance of the problem solving models were shown and their differences were compared because the models were suitable for different analysis but they can be combined together to effectively make a sustainable decision that would evaluate the impact of all the stakeholders.

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