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PROBLEM SOLVING AND DECISION MAKING

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INTRODUCTION

This is a report about 'staff turnover' in domiciliary care in the adult social care sector: work-based complex problem. According to Adair, (2009) a problem is defined as an adverse situation one faces that needs a solution. Problem solving is a process by which a solution is found for a problem. Decision making is also a process and thinking through which individuals resolve a problem (McDermott, 2016). The report will be about the nature and impact of staff turnover on our organization. Practical cause and effect analysis will be captured to be able to find out the root causes of the complex problem. Defining the problem would make a way for possible solutions. The best possible solution would have to be communicated to stakeholders for approval and resources for implementation. Evaluation and review, in agreed range of time to assess the effectiveness of the solution put in place, would be effected.

DEFINITION, NATURE AND IMPACT

Domiciliary care recorded 35% staff turnover rate in 2019/20. It was the highest recorded in England (skillsforcare, 2020).

Staff turnover rate of an organisation is the number of workers that leave the company and needs to be replaced. Staff turnover rate is `considered in a set period: a month or a year. It could be expressed in percentage point over the total workforce. The staff turnover for the month November of this year, (2020) of my organisation, can be calculated thus: at the beginning of November there were 120 carers; at the end of November there were 80 carers left. Average number of carers is $(120+80)/2=100$. Number that left is $120-80=40$. So $(40/100 \times 100) = 40\%$ is the staff turnover rate for the month November (Goodall, 2019).

According to the Office for National Statistics, (2020) between 2020 and 2035 the English population aged 65 and over would increase from 10.5 million to 14.1million, (34% increase). This will mean recruiting many carers to sustain the industry. The present workforce in domiciliary care services is 560,000. Domiciliary care is the part of social care that renders services to the vulnerable in the comfort of their own homes.

Unfortunately, almost half of the workforce is on zero-hours contracts and this does not guarantee any financial stability to carers. Minimum wage is what the carers usually take hourly. Being low- income earners, the carers cannot afford accommodations within the city. Travelling long distances become the order of the day. Carers within the domiciliary care use their own cars to go round the service users. In my eight years of experience, the management has not done anything to improve this situation. There are no progressing programmes in place for carers in the organisation. Young recruits usually leave under one year of service.

Considering the above listed adverse conditions, it is not a surprise that staff turnover rate reported in England in 2019/20 was the highest among all sectors. About one out of three staff left (skillsforcare, 2020).

IMPACT

Any organisation with an high staff turnover rate will have a negative impact. The organization will spend a lot of time and money recruiting more staff to replace those that leave. Staff shortages will affect directly the service users. Some service users end up in the hospitals for lack of staff to render the needed service. The Local

Authority can revoke the contract. This will cause the company to close. To avoid this extreme situation, Agency staff are called. This puts a lot of financial pressure on the company. The remaining staff would have to pick up extra calls causing long working hours all days in the week.

ANALYSIS

Domiciliary or community care services were held in government or public institutions until the time of Prime Minister Margaret Thatcher. State-funded services were put into private hands. According to Mrs Thatcher, competition was necessary to achieve efficiency and to cut cost to the central government.

Long-term care was costing the state so much. There was, therefore, the need to make lasting decision to bring down the cost. The unfortunate part of this solution was to create a labour market which would find it difficult to retain its workers. People live longer and so long-term care needs also grow. Domiciliary care providers: private organizations, were formed. It was enough for the Central government to be relieved of the burden. In the eyes of the Authorities, the care work needed no much attention. Social workers, Nurses and Midwives are professions that require qualifications. The individuals need to register with the relevant authorities. According to the British Department of Health, about 4 in 5 domiciliary care workers do not have the qualification relevant to the job being performed. Minimum wage became the pay of the care workers. Local Authorities are the main employers of domiciliary carers. Care providers are contracted by the Local Authorities. Migrant care workers accept to do this job at their early days of arrival. The institution should do something about this domiciliary care workers to make the industry attractive to work for (Simonazzi, 2012).

SWOT ANALYSIS

A quadrant is used usually when doing SWOT analysis.

STRENGTHS	WEAKNESSES
THREATS	OPPORTUNITIES

This is a technique that helps an organization to do self-evaluation. Under S, which stands for strengths, things that they do better than any other company are listed. Factors seen that bring the company down are also listed under W, weaknesses. Opportunities (O) are also listed under O. Then we have T, threats which are noted as factors killing the dreams of the company. Strengths and Weaknesses are internal factors which means the organisation has control over them. Answering questions under each box makes the organization face the reality of improving putting the company at a vantage position with respect to other company. SWOT as a tool, is best when used with other tools, like PESTLE.

PESTLE ANALYSIS

PEST/PESTLE analysis is a tool created by Francis Aguilar, Harvard professor. PESTLE Analysis is often used in combination with SWOT analysis even though each one has different areas of attention. PESTLE analysis is important on four grounds:1 It alerts businesses of opportunities and threats.2 Trend of changes in the business arena is disclosed making the company flow in the right direction.3 Projects that are likely to go wrong due to factors beyond control do not start because of PEST analysis. 4 It also helps to develop clear understanding of a new environment

for business purposes.

The acronym: P- is for Political factors to be considered; E- economic factors; S- socio-cultural factors; T- technological factors; L-legal factors and E-environmental factors.

Brainstorm is used to get views about the various factors to be considered. Ideas about such events as national elections are sought. This could bring a change in policy. There could also be a change of government approach to corporate policy, social responsibility, environmental issues and customer protection laws.

Economic factors to be considered: is the economy stable? Growing or declining? Exchange rates stable or vary considerably? Is unemployment rate high? Will skilled labour cost high or low? Do consumers and businesses have easy access to credit? How is globalisation affecting the economic environment.

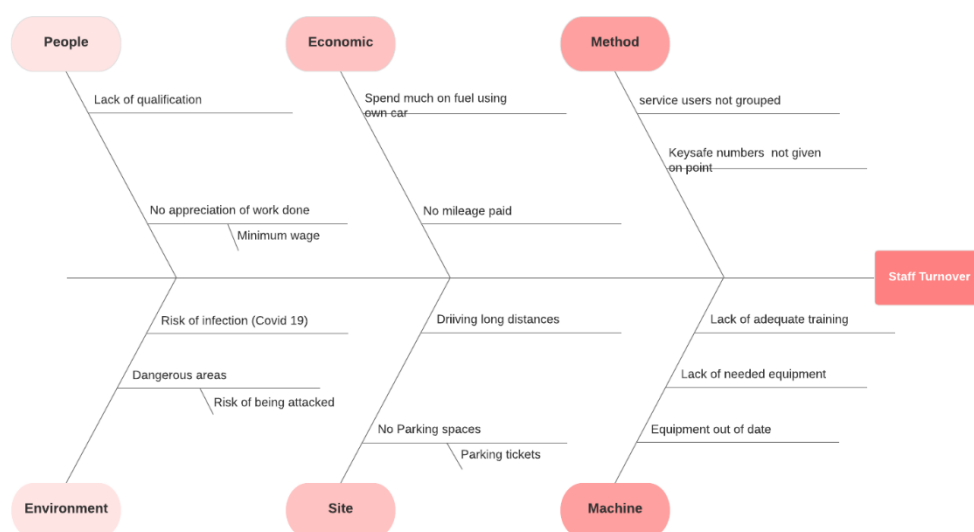
After this view of the possible changes that might take place in the business environment, opportunities that could be opened up are considered. There could be the opportunity to develop new products for new markets.

Changes can also undermine business. Early awareness of any incoming threat will help minimize their impact. Finally, action is taken to bring the organization on a firm and sound platform.

FISHBONE ANALYSIS TOOL (Cause and Effect Diagram)

This is a tool used in solving complex problems. It was created by Professor Kaoru Ishikawa in the 1960s. A diagram like the skeleton of a fish, showing the head and lines emanating from the spine. The head denotes the effect: the complex problem. The main lines from the spine denote the obvious causes of the problem. Then there are short lines projecting from the long lines from the spine. These short lines show the brainstormed and hidden causes of the complex problem.

(lucid art, 2020)



Analysing the causes two solutions stand out:

Training of employees and Pay rise or giving some amount to cover fuel.

Considering the two possible solutions, Training of employees is better than the Pay rise. This is because it is not easy for the company to talk about money since it is linked to the Local Authority when it comes to monetary issues. The Local Authority has to give more money for the services rendered by my company. We all know it is not a straight-forward issue. Training of the employees is the better option to be implemented because they will be equipped with the necessary qualifications. They will then understand the Organizational structure and how to climb the ladder. In this way they would stay and be efficient in the services being rendered.

IMPLEMENTATION PLAN

ADKAR: A-Awareness; Desire; Knowledge; Ability and Reinforcement
Ability, which is the fourth after knowledge turns knowledge into action.

Communication plan follows where various different media are used to inform Stakeholders. When all is set and resources are provided and approval given the training then starts. Monitoring and review after six months.

CONCLUSION

Success would then be in place.

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