

Developing relationships and workplace achievements Written Report



Hodge (2015)

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Table of contents

Introduction.....	3
Methodology of data collection.....	4
Documents and methods.....	4-5
Company profile.....	6
Motivation.....	7
The importance of training and development.....	8
The impact of rewards that the new cross hospital.....	9
Code of conduct.....	10
Suitable models for new cross hospital.....	11
Hertzberg's theory.....	11
Maslow's theory.....	12
Case study.....	13
Personal development plan (PDP).....	14
Maggie's (PDP) action plan.....	14
SWOT analysis.....	15
Maggie's SWOT analysis.....	15.
Conclusion.....	16
References.....	17-18
Appendices.....	19

Introduction

The aim of this report is to critically discuss, evaluate and create a case study in conjunction with the New Cross Hospital situated in Birmingham, Wolverhampton area. The operations of the organisation will be appraised and discussed, how it is run, what kind of motivation methods are used within the organisation to encourage and motivate the staff. Also,

1. Critically discuss the different motivation factors within the new cross hospital used to develop future evaluation of employees and they're performing enhancements methods.
2. Critical evaluation of how the New Cross Hospital Impose training and how it supports employee satisfaction and business performance.
3. Critically evaluate how rewards make an impact an organisational performance.

During this time a personal case study, A personal development plan (PDP) and action plan will also be completed involving an employee of the hospital concerning her career journey within the organization and future ventures.

Methodology of data collection

Data collection is a must for most companies, organisations and hospitals. Collecting the correct qualitative or quantity data will determine the customer needs, likes, interest, as well as help the business to get to know their customers, which in turn will help to enhance and meet customers' expectations, this enables the goals of hospital management and shareholders, to analyse the business process and retrieve data information. (Pourcq et al. 2019)



When using the correct data management platform (DMP) you can improve your understanding of the customer by:

1. identify areas for improvements or expansion.
2. Predict future patterns.
3. Personalise your content and messaging.

Documents and methods

Oral data: is conducted during interviews via phone or person to person.

Online marketing analytical data: valuable data is collected through online surveys in which the customer would answer questions via their mobile telephone on their treatment during their visit to the hospital.

Questionnaires and surveys are conducted asked specific questions in relation to how the organisation and staff can improve their service.

Primary data is data you collect yourself rather than data collected through another party. it is imperative that the data/information used in hospitals is correct information, as it concerns important details in connexion to patients and their well being.

Documents and methods

New Cross Hospital NHS confidentiality

Health records within the NHS is confidential and should not be shown to anyone without the consent of the patient, unless it is shared amongst NHS social care staff members who are involved in the patient's care. Patient confidential information is provided under the need-to-know basis and must be respected when given in confidence.

New Cross Hospital (NHS) protecting patient data

New Cross Hospital is protected by the NHS organisation public authority NHS England and are covered by the data protection Act 2018 legislation which required by law to protect patient's data and the way the data is collected and stored. A data protection officer DPO who is responsible for providing advice and monitoring private data should be the first point of contact in the organisation for data protection matters.

Company Profile



Farrington (2021)

Address:

Wolverhampton Road, Heath Town, Wolverhampton, West Midlands, WV10 0QP

Tel: 01902 307999

Website: <http://www.royalwolverhampton.nhs.uk/>

Email: rwh-tr.pals@nhs.net

The New Cross Hospital is situated in the Heath Town, Wolverhampton City Centre West Midlands, and is managed by the royal Wolverhampton NHS trust. It was built in the 1900s and modernised in 1994, including a heart and lung centre costing £57 million and a new accident and emergency facility costing £38 million. It employs more than 10,200 staff who cover more than 350 different roles and provides a comprehensive range of acute and specialist services for the community, including Accident & Emergency services and maternity facilities. The new cross hospital, alongside the NHS also offers private care for those who prefer a more solitary surrounding.

Affiliated university: University of Birmingham

Motivation

Motivation is an essential tool used in any small business or large organisation and is equally as important to the business as it is to the staff. The New Cross Hospital employs a considerable number of staff, each one having unique personalities and expectations concerning their careers, understanding which motivation method may be used to help motivate staff in their chosen profession can be a complex process, as there are so many different forms of motivation depending on how you think, what you feel you want to achieve or accomplish. Combining intrinsic and extrinsic motivation methods in order to accommodate everyone would be the best procedure to undertake, this way no one gets overlooked and everyone is accounted for in such a large organisation. Knowledge concerning the nutrients essential for positive motivation and experience and, in turn, for enhanced performance and well-being has broad significance. **(Ryan and Deci, 2000)**

Intrinsic motivation refers to an internal motivation which is subjective but believed to occur as a result of actions aligned with values or with pleasure.

Extrinsic motivation is an external influence that impels people to act or behave in a specific way, extrinsic motivations work best when paired with other intrinsic motivations listed below.

Achievement motivation: is the drive to attain goals and achieve objectives so one can succeed up the ladder. Whether it's helping other people or being promoted to management achievement motivation is an accomplishment on its own and not necessarily for the rewards that the company has to offer.

Affiliation motivation: people are complemented for their favourable attitudes and cooperation. This motivation is a very special motivation that it does not refer to money or any kind of personal agenda or personal gain.

Competence motivation: this is a drive to be good at something and to perform at a high level where one takes pride in one's work and focuses on skill competence within the job concerned.

Most nurses are motivated by the fact that they can help people, just seeing the smile on people's faces as they recover can also be rewarding and motivating, also, knowing that they can help people whether it's during sickness or near the patient's end of days.

Employee motivation is not only the area of psychological and sociological issue of work and work behavior but behavior directed toward a goal that excites the needs within a person. **(Žunac, Buntak and Tišle, 2019)**

The importance of training and development

Employee performance impacts the bottom line of an organization. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development's impact on the performance and evaluation of employees. **(Rodriguez and Walters, 2017)**

- The education and training of staff at New Cross Hospital NHS are flexible in its approach and response to issues and changes which occur throughout the year. It is delivered in reference to ongoing work, created in conjunction with the education and training strategy of the organisation, this also includes clinical commissioning groups (CCGs), the stages of the commissioning cycle, and how commissioners determine health priorities are all explored.
- Staff training activities are evaluated, and feedback is continuously reviewed to ensure that provisions are correct and suit the purpose.
- Action plans have been put into place to monitor progress throughout the year, monitoring will take place on a six-monthly basis.
- Work-based learning courses are offered to staff to develop at bands one to four as well as a variety of blended learning methods to achieve the qualifications needed in the required field.

The New Cross Hospital has a diverse portfolio of apprenticeships to help support the workforce within the NHS trust to develop opportunities for staff and enable them to seek advancement, learn through the apprenticeship scheme as well as attract new staff to the organisation. With suitable training and development opportunities, as well as effective employee performance assessment approaches, employees will be capable of assisting the organization in achieving its competitive posture in today's global market. **(Rodriguez and Walters, 2017)**

The impact of rewards at the New Cross hospital

The New Cross Hospital (NHS) trust offers an inspiring work environment with generous rewards and perks. Taking care of the health and wellbeing of staff is a priority at the new cross hospital who offer a total reward packaging to all members. The NHS organisations provide some of the most comprehensive and attractive employment packages. **(NHS, 2021)**

- **NHS pension:** fully protected against rising costs of inflation and guaranteed by the government.
- **Annual leave:** of 27 days rising after five years of service to thirty-three days, also staff can buy, and sell can you leave.
- **Staff wellbeing program:** preplacement health screening including vaccinations, ongoing staff support towards any health problems which will affect fitness and wellbeing towards work.
- **Childcare** vouchers emphasis a tease with 5% discount.
- **Long service** recognition award to staff.
- **Blue light discount card** on an array of products, electrical items, food and more.
- **Staff travel card** and family discount.
- **Sick pay.**
- **Pay rise**, double pay during the Christmas period and bank holidays.
- **Free uniforms** and ID badges.

Offering generous rewards encourages staff to be more productive and elicits positive emotions for recognition of their efforts and services, or achievements within the new cross hospital. This in turn, well make the company appear more competitive, more effective, better reputation organisational performance.

Code of conduct

The New Cross Hospital code of conduct sets the standard of conduct expected of hospitals throughout the NHS trust. This gives reassurance to the public, they would be treated with respect and dignity when being provided with care, and staff adhere rules and regulations incorporated by the governing bodies of the organisation. As publicly funded organisations, we have a duty to set and maintain the highest standards of conduct and integrity. **(NHS, 2019)**



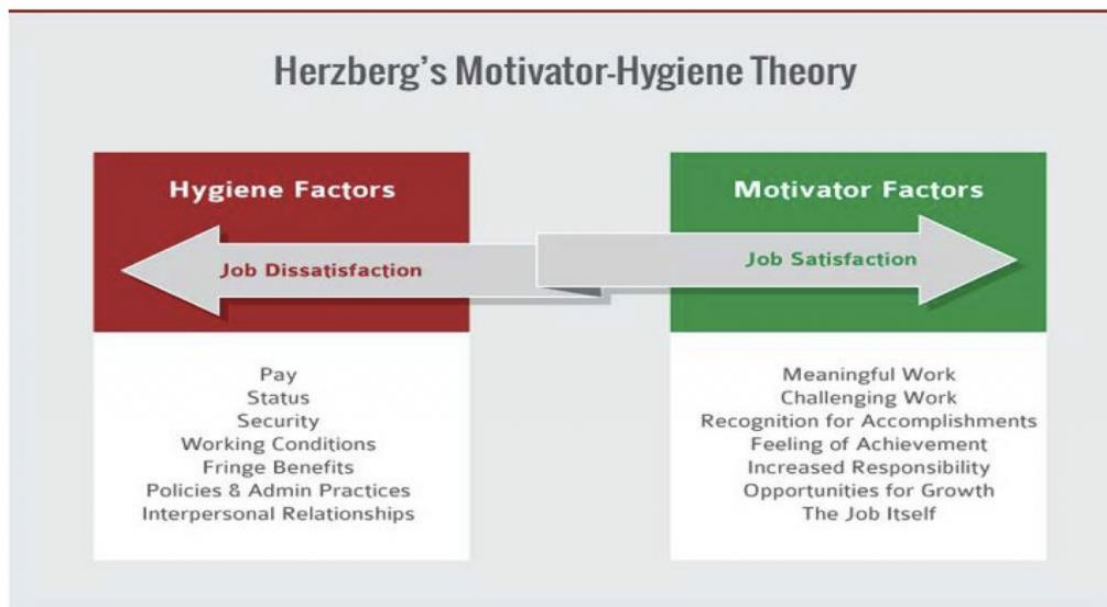
NHS (2021)

An annual training package to raise awareness and understanding of this policy will be included in the NHS England/NHS Improvement mandatory training for all officers. All decision-making officer will be required to submit an annual attestation that all appropriate declarations required by the policy have been submitted. **(NHS, 2019)** Working within the NHS, as a nurse involves constant training as medication, equipment, science and the code of conduct is constantly changing.

Suitable models for New Cross Hospital

Hertzberg theory

Management theories are essential in any business and can be used in helping with development strategies and direction, it may also include essential tools to help with communication of the hierarchy structure and motivate employees. The Hertzberg theory contains two important elements, motivation and hygiene factors which are relevant to this report; intrinsic and extrinsic which is prominent in everything we do, for example, in a large organisation like a hospital, most doctors and nurses enjoy their work and do not need to be encouraged or told what to do, self-gratification, pleasure in performing their duties, receiving compliments from patients is intrinsic and extrinsic motivational rewards.



Hospital managers need to address these factors, defined by Hertzberg, in order to improve motivation and job satisfaction. **Alrawahi et al. (2020)**

Maslow theory

Maslow's hierarchy of needs theory consists of five categories of human needs individuals require to help maintain life. Growth within organisations, businesses, etc. for employees to be able to move to higher position e.g., promotion takes motivation. Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid. **(McLeod, 2007)**



Job satisfaction is an important condition for staff retention in most healthcare Organizations. As a concept, job satisfaction is linked to motivation theory. **Alrawahi, S. et al. (2020)**

Case study

A case study was undertaken of the internal development of staff. Maggie, who present position is a health care assistant at new cross hospital, is in the process of training to be a mental health nurse, offered to be the case study for this report, in which her career journey at the New Cross Hospital will be documented through a personal development plan (PDP) and SWOT analysis

Maggie finds it rewarding working at the new cross hospital helping people as she believes being a nurse is a vital asset to the community.

Maggie wants to move up from being a health care assistant at Level 3 to a higher post, a staff nurse in the mental health sector, she also wants to manage her own business taking care of people with mental health issues. Courses are available to help improve job prospects within the new cross hospital which Maggie will attend to achieve the required training. The wages will vary as you move up the different band levels leaving her with qualification that can be used anywhere in the world once completed. Case studies are also particularly relevant to nursing, 'given the emphasis on research-based practice' in its modern professional ideology. **(Sharp, 1998)**

Personal development plan (PDP)

The personal development plan (PDP) is used to detail set goals and how Maggie was going to achieve them. It is used as an action plan tool that collects past experiences and knowledge gained over the years through jobs or activities by put things into perspective. In order to promote employees' learning and development, more and more companies are starting to implement PDPs. **Beausaert, et al. (2013)**

Maggie's (PDP) action plan

<u>Goals and objectives</u>	<u>Future goals</u>	<u>Achieved time period</u>	<u>obstacles</u>	<u>Action needed</u>
to become qualified mental health nurse	First goal: To be a fully qualified mental health nurse	two-to-three-year training required	Lack of skills required to complete the appropriate job	Will Invest in the appropriate training needed to achieve the appropriate qualifications
to work with people who are mentally impaired	second goal: is to own my own agency offering support to people with mental health	Five years	Lack of knowledge to open business	

SWOT analysis

The Swot Analysis can be an effective tool used to reveal/expose any strengths, weaknesses, opportunities or threats. It can also be used to identify issues on a personal level that may stop Maggie move forward in life or her chosen field of work.

The swot can also recognise areas of training that Maggie might need to prepare for to help promotion or launch her new business in the future. The swot tool was used to help build Maggie's personal analysis.

The SWOT analysis technique (strengths, weaknesses, opportunities, threats) was used to assess the current state of advanced practice nursing worldwide. **Ladd et al. (2020)**

Maggie's swot analysis

Strengths	Weaknesses
Determined Leadership skills qualities A strong initiative Attenuative Spontaneous Not frightened to take risks	Computer illiterate Stubborn Obstinate
Opportunity's	Threats
Working with the New Cross Hospital gives clear access to any readily available information regarding jobs or training needed to further Maggie's career within the NHS organization.	stubbornness could affect work and cause problems with my peers. COVID-19, this pandemic has delayed training and interfered in working schedule.

Conclusion

After critically discussing, evaluate and creating a case study in conjunction with the New Cross Hospital data was collected to help determine which motivation method may be used to help motivate staff and further their education or training.

The New Cross Hospital (NHS) trust offers an inspiring work environment with generous rewards and perks.

The New Cross Hospital code of conduct sets the standard of conduct expected of hospitals throughout the NHS trust.

The Hertzberg theory contains two important elements, motivation and hygiene factors which are relevant to this report

Maslow's hierarchy of needs theory consists of five categories of human needs individuals require to help maintain life.

A case study was undertaken of the internal development of staff. Maggie, whose present position is a health care assistant at new cross hospital, is in the process of training to be a mental health nurse, offered to be the case study.

The personal development plan (PDP) is used to detail set goals and how Maggie was going to achieve them.

The swot tool was used to help build Maggie's personal analysis.

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Appendices

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