



PROBLEM SOLVING AND DECISION MAKING BMSW4004

AMINA ABDALLAH NASSOR 1917570



DECEMBER 18, 2020
UNIVERSITY OF WALES TRINITY SAINT DAVID
ADESEWA AJAYI

TABLE OF CONTENTS

1. introduction.....	2
2. Complex Problem.....	2
3. PESTLE Analysis.....	2
4. Fishbone Analysis.....	2
5. Problems facing unsatisfied care workers in UK.....	3
i. Staff shortages	3
ii. Work-related stress.....	6
iii. Being undervalued and unappreciated.....	8
6. Conclusion.....	11
7. References.....	12

INTRODUCTION

For many years, care workers have fallen from different numbers of problems, which cause them to feel dissatisfaction in their workplace. This report is going to discuss the work-based problem facing the care workers such as staff shortages, work-related stress, and being undervalued and unappreciated, by applying PESTLE and Fishbone analysis as problem-solving tools and techniques to identify and propose possible solutions to these problems.

Complex Problems defined as those problems that consist of the ability to deal with them from various perspectives and can get several possible results. Moreover, the result to such problems may cause unintentional outcomes that need resolution of the new problem (Newman and Green, 2015).

PESTLE Analysis is a proposed structure to identifying external impacts on an organization. PESTLE stands for Political, Economic, Social, Technological, Legal and Environmental. Therefore, the organization can be able to expand the opportunities and diminish the threats by identifying these external settings. To solve the problem through PESTLE analysis, starts with research and identifying the factors that may cause changes and find suitable solutions for those problems by using one of its six components (Law, 2016).

Fishbone Analysis is known as a Cause-and-Effect analysis or an Ishikawa diagram. This analysis has facilitated to find the root cause of a problem and develop actions to support improvements. This analysis called fishbone because the problem shapes the head of the fish and causes shape the bones. Fishbone analysis has been done by brainstorming all causes of the

problem, categorizing the main causes, getting a cause-and-effect illustration, and finding a root cause of a problem (Kamhawi, 2012).

PROBLEMS FACING UNSATISFIED CARE WORKERS IN UK

STAFF SHORTAGES

Many care homes have been forced to close its nursing wing because of staff shortages, in adult care sector there are 112,000 unfilled vacancies, and between March and August 2020 during the pandemic sickness absence across England has increased to 7.5% compared to 2.7% pre-pandemic. This is directly affected care services as the staffs cannot spend the time with their client that they often need, which led to the rise of incidents and complaints, and the staff have forced to look at care user on a prioritised basis, which cause people to get sub-optimal effect because the user do not obtain the excellence service. This cause the workers to be disappointing and intimidating, and several staffs opted to quit for private sector jobs which have stability (Parsley, 2020). By applying PESTLE analysis, staff shortages are influenced by political, legal, and social reasons.

Causes of the staff shortage

Politically, since the UK led towards the end of Brexit transition period, from 1st of January 2020, through government immigration strategy, care homes are not permitted to employ staff from overseas. As most of the care workers come from overseas (around 121,200 care workers from European Union nationals), so it become difficulty in getting skilled carers at

competitive rates in the UK (SIA, 2020). This make care homes operator to depend on agency workers on zero-hour contracts which cause the job discontinuation because there is a different agency staff each day and some of them cannot do their duties properly, some often cancel at the last minute, and sometimes they do not even turn up (Parsley, 2020). Additionally, during COVID-19 pandemic, the government impose test and trace system that threatens to make the staff shortage in care homes worse, because according to the government, staff who encounter with an infected person must be self-isolated for a fourteen night irrespective of symptoms which led to the staff absence at work (SIA, 2020)

Legally, to stop the spread of COVID-19 transmission in and between care homes, recently the government propose the legislation which prohibited care homes to hire staff who occupied by multiple locations because there was evidence that outbreaks in April were fuelled by staff working in multiple care homes. Hence, this potential legislation would force some care homes to close entirely with staff shortages (SIA, 2020)

Socially, there is a career prospects opinion among the care workers that residential and nursing care homes are of lower quality than the National Health Service (NHS) which develop desirable for a care worker to go to work in reliable and higher paid job but doing similar work. This is causing the staff struggle to cope workload because of unfilled vacancies in care homes (Parsley, 2020).

Solutions of the staff shortage

Recently, the Home Secretary Priti Patel advised to permit care homes to hire workers from overseas (SIA, 2020), but it is not possible for social care sites to employ much-needed staff in the short term as the immigration proposals indicate because many organisations are now too late to sign up overseas. Therefore, politically to solve this problem, it is important for government and care sectors system, such as NHS, nursing homes, and residential homes, recruiting skilled staffs, retaining the productive staff, and promoting social care career to younger generation.

Care homes managers should offer apprenticeships because this is a brilliant way to obtain skilled employees. Through this the workers will be able to learn their skills on the job, they will know and understand how the job has been done, and they will make adjustment to fit in the organization's working style which is a great investment for the organization development. This is very useful techniques because the organisation will not spend more money on unnecessary training because the employee can work on their system up to senior positions.

Government and care managers, instead of spending too much fund by loading all the training in the first few months after employment, they should invest in long-term and professional training for their workers by promoting them into new and managerial positions. Because these workers will need new knowledge and talent to fit in to their new position, the sector operators should offer their workers with more training through self-tutorials, on-site classes, and distance learning that will help them to save money to recruit more staff often and it will boost the retention.

Government and care homes should introduce the systems to attract attention from younger people as social care careers are good career. They should enforce and enhance in schools, colleges, and university students by encouraging them to have a work desire on the care sectors.

WORK-RELATED STRESS

It is very tough and challenge working in care sectors because it has a high level of stress and tension than other sectors. The stress is not only affecting the workers but also affecting the organization performance by increasing absenteeism and staff turnover, decreasing workers commitment, and tarnishing the care sectors' reputation due to the many complaints from users. Therefore, unhealthy organizations do not obtain the best from their workers and this can affect their survival in the competitive market (Stranks, 2005).

The care sectors are facing loss of many healthcare personnel because of stress and frustration. Recently study of the British Medical Association (BMA) discovered that the care job has been damaging the mental health of four in every five care workers, and they consider quitting their career because of these conditions. (Ford, 2020). According to the Independent, in the last 12 months, eighty per cent of women, sixty-nine per cent of men, and many fresh workforces are experiencing work-related stress (Chapman, 2020). By applying Fishbone analysis, the root cause of work-related stress is unhealthy care regulation which influence long working hours and unachievable deadlines

Causes of work-related stress

The care regulation is not prioritizing the wellbeing of their employees as they declare. During the COVID-19 pandemic, because the care professional has increase demanding and complex, extra flexible hours has been adopted. Many of the workers often work long shifts and in some cases overnights. Hence, many of them are psychologically affected (stress, burnout, and fatigue). Hence, due to COVID-19 pressure the workers may have few breaks or sometimes they do not have a break at all. (Ford, 2020).

Many care workers have difficulty to balance their responsibilities at work with their relationships outside work due to the care regulation, that need some duties to be done on a set schedule. Therefore, they can go out of control because once they are getting exhausted and stressed it can have slow and less accurate problem-solving, diminishes intuition and senses of the people, and forgotten creative thinking. (Aitken, 2020)

Solutions of work-related stress

The supervisors should offer new rosters for their worker which can adjust their both need by offering more time for busy parents (especially mothers) to spend with their children. Also, proposing skill to select part-time shifts, eight-hour shifts, and 12-hour shifts that can adjust the exceptional demands of their workers. By doing this the workers will become flexible which can balance their both personal and professional needs that will improve their wellbeing, enhance customer satisfaction and increasing organization efficiency.

Moreover, the managers must recommend psychological approaches such as mindfulness approach to their workers by encouraging them to take deep breath whenever they feel stress, and to become resilience for the COVID-19 pandemic. And the managers and care operators should promote activities such as a 10-minute walk outside the office, playing indoor games, and taking time out for exercising, and advise their workers to participate on one of these activities that can help to boost their mood and led to the improvement of their wellbeing.

BEING UNDERVALUED AND UNAPPRECIATED.

Many care workers are trying to work hard and want their efforts to be recognised and rewarded, however, they are frustrating and disappointing to feel undervalued and unappreciated by their employer and society interns of their skin colour and their living wages. In Scotland, eighty-three per cent of care workers admitted feeling undervalued by their employer and more than three-quarters have considered leaving their job. (Aitken, 2020). With the help of PESTLE analysis being undervalued and unappreciated caused by political, economic, and social reasons.

Causes of being undervalued and unappreciated

Politically, in the UK most the care workers are migrant workers from Black and Minority Ethnic (BAME) group, so it is unavoidable for them to find themselves on the frontline. BME groups have been experiencing discrimination, such as racism, from National Health Service (NHS). This makes them uncomfortable and bullied and opt to leave their jobs and looking for the better on (Abdelaziz, 2020). This racism has become worse during the coronavirus outbreak. Their seniors

have been pressurizing them to attend many patients in a day (21 patients), and work in the peak location with higher corona cases and take care of Covid-19 infected person with no suitable Personal Protective Equipment (PPE). According to Royal College of Nursing only 43% of BAME staffs have enough PPE and led them to be frightened to say, because if they say something they are described as lazy, which led 60 percent of healthcare worker died due to the coronavirus (Royal College of Nursing, 2012).

Economically, the government funding and commissioning system is undervalued the workers. There are about 900,000 frontline care workers, most of them are woman and BAME workers. And many of them have no permanent contracts and pushed to take on underfunded contracts from local authorities with average hourly pay of just £9.79, and sadly some of these companies their contract does not even include sick leave maintenance or travel costs. the care workers who received less than the real Living Wage have experience negative effects on their relationship with their family and friends because they are not fulfil their basic need. (Naysmith,2019

Socially, there are some places black nurse are not welcome, the staff of that areas are not fond with black people and there is discrimination even in their shift. during COVID-19 pandemic Despite of all their critical role they have been paying, some supermarkets are rejecting them early entry of shopping hours like their NHS colleagues (Abdelaziz, 2020).

Solutions of being undervalued and unappreciated

The managers of the care sectors should create equality policies that will enhance everyone to be treated equally in all day-to-day activities and work-related decision such as allocation of work, payment, and recruitment. They should be accepting people's differences because the organization development and achievement depend on the variety of workforce.

The managers should acknowledge their unconscious biases, especially on race and ethnicity by taking Implicit Association Test that is available online and free of charge. This will help them to have guidelines for making decision based on merits and not on bias.

The organization system should have a good onboarding program that will make BAME workers to feel welcomed, part of the community, and more committed to their job. And through this programme the manager should avoid giving workers to a difficult working environment which will enhance high level of job satisfaction.

CONCLUSION

This is report about the work-based problem facing the care workers that make them dissatisfied from their workplace. the report discussed about the staff shortages, work-related stress, and being undervalued and unappreciated, by involving PESTLE and Fishbone analysis to identify the causes, effects, and propose possible solutions to these problems.

REFERENCES

Abdelaziz. S. (2020). From the frontlines, Black nurses battle twin pandemic of racism and coronavirus.

<https://edition.cnn.com/2020/07/10/europe/black-nurses-nhs-discrimination-gbr-intl/index.html> (assessed 10/11/2020 10:20 am)

Aitken. V. (2020). Report shows Scots care workers feel 'undervalued and vulnerable'

<https://www.dailyrecord.co.uk/news/scottish-news/report-exposes-undervalued-vulnerable-care-22531651> (assessed 12/11/2020 10:00 pm)

Chapman. B. (2020). More than half of UK workers want to find a new job, survey finds

<https://www.independent.co.uk/news/business/news/uk-workers-new-job-satisfaction-investors-peoplea9272191.html> (accessed on 05/11/2020)

Ford. S. (2020) Exclusive: Nursing Times survey reveals negative impact of Covid-19 on nurse mental health

<https://www.nursingtimes.net/news/mental-health/exclusive-survey-reveals-negative-impact-of-covid-19-on-nurse-mental-health-29-04-2020/> (assessed 12/11/2020 06:25)

Kamhawi. E.M. (2012). Knowledge management fishbone: a standard framework of organizational enablers. Journal of knowledge management, 16(5)

Kofma. E., Luke. S., D'angelo. A., and Montagna. N. (2009). The equality implications of being a migrant in Britain [online], London, Equality and Human Rights Commission.

Law. J. (2016). PESTLE analysis. A Dictionary of Business and Management, pp. A Dictionary of Business and Management.

Naysmith. S. (2019). Care workers undervalued and exploited for 'drastic pay' report warns

<https://www.heraldscotland.com/news/17458302.care-workers-undervalued-exploited-drastic-pay-report-warns/>

(assessed 26/11/2020)

Newman. S. and Green. S.R. (2015). "Complex Problem Solving."

Parsle. D. (2020). UK faces critical skills shortage as care homes leader equates immigration policy to 'human rights abuse' <https://inews.co.uk/news/brexit/uk-faces-critical-skills-shortage-care-homes-immigration-brexit-734888> (assessed

22/11/2020 10:00 pm)

Royal College of Nursing (2012). An exploration of the challenges of maintaining basic human rights in practice. London.

Stranks. J.W. (2005). Stress at work management and prevention, Oxford: Elsevier Butterworth-Heinemann.