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Critical Thinking Report



“Helping you take charge of your health and wellbeing ”

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Introduction

In December 2019, a new disease, (SARS – CoV – 2) Coronavirus (COVID-19) was identified in China. (Cristaudo, et al., 2020).

A few months later, March 11th 2020 (WHO) The World Health Organisation Announced the outbreak of Covid – 19 pandemics globally. Coronavirus is a disease-inducing respiratory symptom, and anyone is at risk of infection (Scotland, 2020)

Ever since the spread, the government, the businesses, and all the people worldwide had to adapt fast to the drastic changes collectively to protect each other and keep the disease from spreading further. New measures took place around the world evolving levels of hygiene, how we commute, work and communicate.

According to Scotland (2020), the virus circulates from person to person in different ways. It can spread via cough, sneeze via droplets when a person is two meters or closer than that, surfaces and objects are another way of spreading since the virus passes onto hands enabling the possibility to cause infection through mouth, eyes and nose.

As a Healthcare Assistant working in the NHS (National Health Service), I shall critically pinpoint in this report about these new levels of hygiene and how I am going to help the business succeed.

Measures that shall help employees and patients to regain confidence when they have to come back to work.

During this journey, we are still living in times of uncertainty whilst creating and polishing it up new methods and adaptations to overcome these challenging times until the pandemic is over.

According to Hutchings (2020), NHS businesses has been affected by Covid – 19 in many ways. From accelerated adoption of digital technology, essential innovations in the performance of services more extensively – to help and free up space and capacity in critical hospitals, enabling remote working and decreasing the chance of virus transmission in the NHS environments. Primary care, in particular.

Primary care services provide the front-line contact in the healthcare practice, operating as the 'front door' of the NHS as an example, including general practice surgeries and pharmacies (NHS, 2020)

The NHS adopted a considerable increase in isolated appointment changes in how to deal registrations for the NHS App, log in and electronic prescriptions.

As you can see, this critical thinking report will I will be critically Analysing and pinpoint vital information and techniques of how I am going to change the way NHS will succeed as a business working around the main structure and during the process I will be using relevant critical thinking supported by management theories measures, including Human Relations and Scientific Theory, helping me create a safe environment where the employees will feel comfortable and confident when they come back to work alongside with the evaluation of NHS beliefs, values, attitudes and emotions to discuss the workplace and it is changing whilst using management theories and reasoning during this period where Covid – 19 Changed our lives.

This critical thinking report will evaluate the NHS beliefs, values, attitudes and emotions to discuss workplace and changes whilst using management theories and reasoning during this period where COVID – 19 changed our lives.

But what is Critical Thinking?

Critical thinking is a logical thought, argumentation communication skills including persuasive language and commanding for biases merged with writing skills (Haber, 2020)

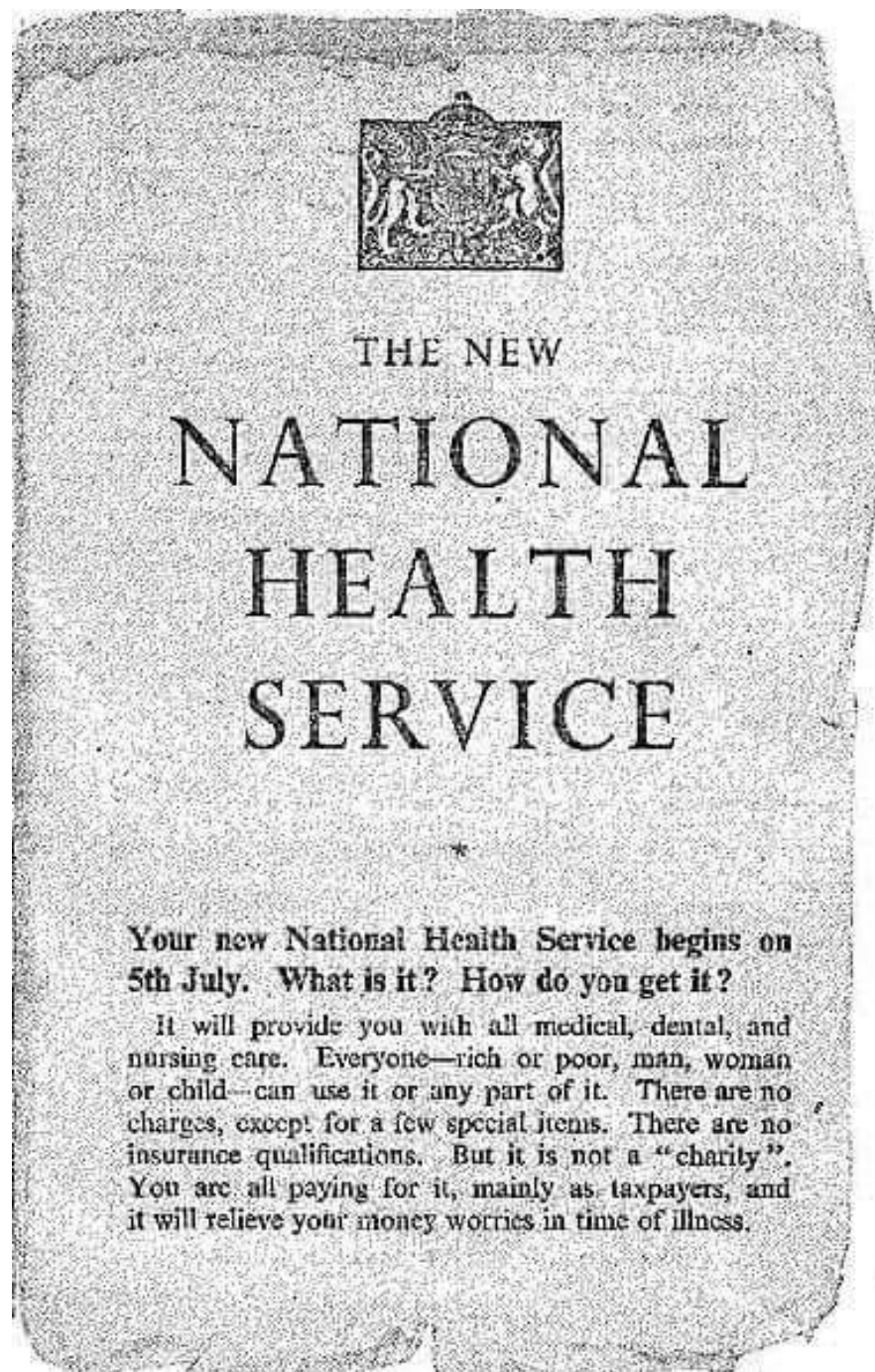
Critical thinking sometimes can take shortcuts instead of going through the whole process, It can lead to stereotypes, fear-based on past experiences, real danger or not, leading to blind faith, lacking knowledge jumping into conclusions and making poor judgement and decisions (Debbink, 2020)

The best critical thinkers are reasonable, they seek the truth and complex information to form their individual opinion, and they are generally open to take a second look in their reasoning, they are fair, and they know how to put themselves in somebody else's shoes, they are courageous and with good recognition for what they do not know and they also maintain the perseverance during their inquiring reasoning amongst the obstacles ahead, including the pressures from the social environment (Lesley et al., 2017).

NHS Background

The NHS (National Health Service), and it points to the government-funded medical and health care assistance to everyone living in the UK and can use without being asked to pay the full cost of the service.

The production of the NHS was born on 5th July 1948 and it was launched in those days by Aunerin Bevan, who was Minister of Health in those days, and as part of the history, the NHS was the outcome of years of solid work and a motive from various figures who felt the prevailing healthcare system was inadequate and needed to be remodelled, before the NHS had been launched, patients had to pay for healthcare (Brain 2018)



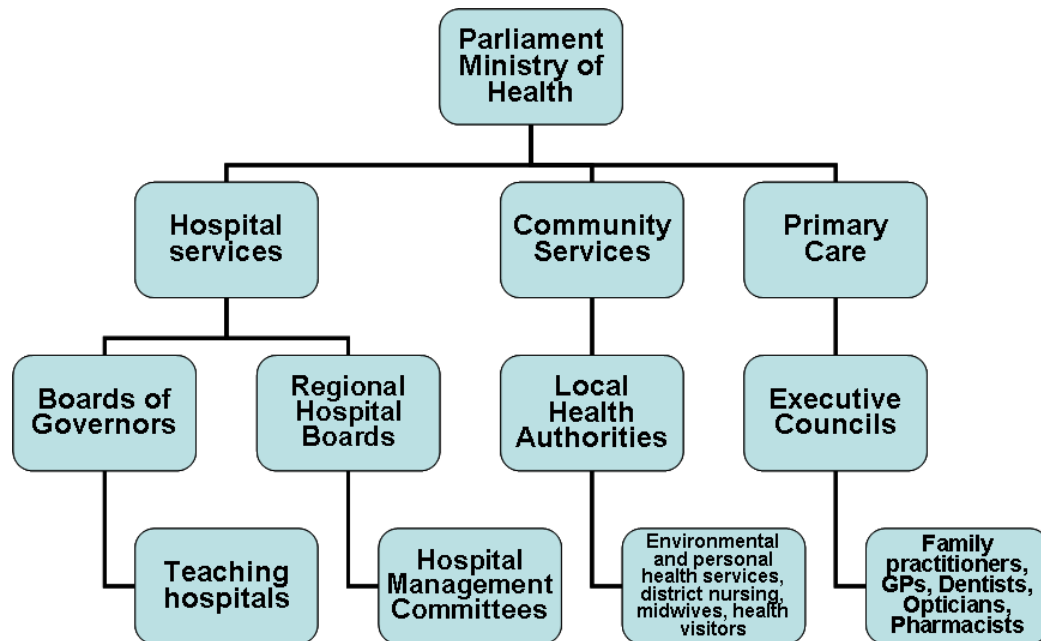
This is the NHS Leaflet image extracted from:

Brain, J., 2018. *Historic UK*. [Online]

Available at: <https://www.historic-uk.com/HistoryUK/HistoryofBritain/Birth-of-the-NHS/>
[Accessed 10 December 2020].

Here is the NHS Managing Bodies which goes to show how the service has been distributed and divided and this image has been extracted from:

<https://www.nuffieldtrust.org.uk/chapter/1948-1957-establishing-the-national-health-service>



Years later, back to the present moment, the NHS took shape throughout the past years, and innovations have been introduced.

Nowadays, we have something new implemented, and it is called the ICS (Integrated Care System) which facilitates the communication about patients amongst healthcare professionals and institutions.

According to NHS (2020), the Integrated Care System works with excellent regional partnerships holding distributed responsibility to enhance the health and care practice for their local population.

The integrated system allows primary and secondary care health professionals to promptly visualise patients data to understand their medical condition fast, allowing them to provide prompt health care, especially in emergency cases. Having this in place helps to build on the route map for a long-term plan to accelerate the most critical health and care difficulties. It's beneficial during the Covid -19 pandemic when patient information must be ready to follow up with a treatment (NHS, 2020).

Key Management Theories

As part of this critical report I would like to introduce the Management theories to help and increase productivity in the quality of service delivered in the NHS according to this workforce, but firstly I would like to pinpoint some vital information to support this work, in the context of internal and external factors within the organisation.

Being open to change is an essential part of administering a business. The target audience may have a new challenge during this navigation, and the business may shift direction and focus on a new process, in this case. Any businesses must make significant changes it usually happens from time to time. These changes can help the business to thrive during a critical time, but it is also important to remind that these changes can also cause a stressful impact on the employees. It is necessary to recognise the various types of changes a business environment goes through, how it affects the team, and how as a leader in the 21st century, we can ease the transition for them using theory Management. In this context to survive the Covid -19 outbreak and be ahead of the challenges, it is essential to understand implemented and progressive changes and that at times they must be brave, firm and with the speed of time (Ahmed, 2020).

Putting a Management Strategy in place and making shifts in the direction of a new model is vital to understand how they work to impact employees during a turnover positively. During this process, it is essential to communicate these implementations with employees for what to expect and when. It is also essential to gather feedback and ensure they are happy with their roles.

For the NHS environment I have selected relevant Management theories and I will explain why they are relevant to the NHS during and post in the Covid – 19 and I will provide critical evaluation of the theories to assess beliefs, attitudes and values from people's from different backgrounds and how this theories will help me to manage the situation internally in the NHS. I have picked two Management Theories to support my case in which I will develop a little bit later after presenting all of them briefly.

It's also vital to remember the history of Management theories and outline them by order to make it easier to understand where come from and where we are going.

According to a very interesting reading, I came to find out the below order (Markgraf, 2019).

1. Scientific and Bureocratic:

These were created using measurement, procedures and routines as the main character to reach a goal. They generated hierarchies to apply regulated rules to the workplace and disciplined employees for not obeying them.

2. With the Human Relations changes in place, the companies gave more emphasis to the employee solely.
3. Then it came the modern theories such as:
 - System theory,
 - Contingency Theory and
 - Chaos theory

All three focus on an organisation's whole aspect and respect the employees as part of the practice and as part of the Modern Theories they emphasise the whole organisation with the employees as vital part of the system.

Having this in mind it's important to balance another important aspect of the NHS which is what I am going to talk next, after finding out the beliefs, values, attitudes and emotions of the organisation it will make easier to understand how to go about in using the Management theories.

Organisational Beliefs, attitudes and Value Systems and Management Theories and Critical Analysis

As an employee for the NHS we follow a culture of compassionate care, it is a vision where where our values and behaviours are at the centre of the vision and all we do. (NHS, 2020)

Our core values are which incorporates the beliefs, values, attitudes and Emotions are :

- **Respect and Dignity**

It means we respect everyone as an individual, including their aspirations and responsibilities in life, we put an effort to understand their needs, skills and boundaries. Everyone is honest about their point of views what is allowed and what can not do.

- **Commitment to quality of care**

It means we gain the trust deposited in us by emphasising quality and doing the best to deliver and to get the basics correctly every time:

We follow the appropriate health and safety guidelines, patient confidentiality, infection control, professional and managerial integrity, accountability, trustworthy service, and good communication. We welcome feedback, learn from our errors and develop on our progress

- **Compassion**

Compassion is how attention is given through relations based on understanding, respect and dignity; it can also be described as rational and kindness service and is fundamental to how people comprehend their care.

In other words, we return with humanity and compassion to each person's discomfort, worry, stress or urgency. We search for the things we can do, however small, to put our patients easy and give support and reduce distress.

- **Improving lives**

We aim to enhance health and wellness and people's practice of the NHS. We value worth and professionalism wheresoever we find it – in the daily things that make people's experiences better as much as in clinical practice, assistance developments and modernisation

- **Working together for patients**

We place patients first in everything we do, by stretching out to workers, patients, families, carers, communities, and professionals outside the NHS organisation. We put the demands of patients and communities before organisational limits.

- **Everyone counts**

We are inclusive; we understand disabilities and accept that some patients require extra help. We understand that wasting resources equals a waste of opportunities. We understand that we all have a part and mission to contribute to making ourselves and our communities healthier.

Based on the NHS Core values, critically-thinking and putting myself in my manager's shoes, I understand that it is crucial to help employees work and stay independent as individuals while amplifying the well-being and for better outcomes.

Working with people to deliver a positive experience of care helps support patients and families and diminish the risk of unimportant complications.

The main priority is to deliver a high quality of care instead of wasting time on people's lives at stake.

For these measures to take place, it's vital ensuring the right staff acquire the right skills at the right place at the appropriate time so we can work confidently as individuals or as a team. As a healthcare organisation and as an employee, the main values we hold are compassion and care.

These values and beliefs impact the workplace environment drastically since we are dealing with people, who hold feelings, fear, and how their lives are taken into consideration.

Above all these patients and families trust their health or the life of their dear ones in our hands. We must ensure we do everything in our power to reach the best outcome and it is not different during the Covid - 19 outbreak or any other time in live.

For example as Health Care assistant it's vital to be trained and comply with the NHS policies and procedures such as:

- Patient confidentiality
- Health and Safety Awareness

- Manual Handling
- Infection Prevention and Control
- Understanding Infectious Diseases
- Preparation and maintenance of Environment for clinical procedures
- Equality, Diversity and Rights
- Taking and Handling Specimen
- Home visiting
- Dealing with Health Emergencies
- Consent
- Data Processing Management

Having mentioned all those skills above, I feel it is important to recommend to highlight that during and post covid times it is essential for my colleagues who works in the administration or reception team to be trained how to perform these tasks as well and to feel reassurance that they are doing well for themselves too.

Learning how to deal with infection prevention and control, furthermore, understanding infectious diseases is vital when we have the Coronavirus circulating.

Critically thinking as a healthcare assistant, I now see how important it is to understand these points as a whole amongst the NHS workers whilst working in a healthcare environment during the Covid - 19 outbreak and in the future.

Now having a brief understanding about history of Management theories and Core vision, I will introduce the two management theories in which I will use in the NHS workplace I have picked the Human Relations Theory and the Systems Theory.

Human Relations Theory

According to Peek (2020) human relations theory of management established development in the early 1920s. Nowadays, it is fundamental to every business, and following the integrated skills and theories is the solution to employee success.

In the 1920s, Elton Mayo, an Australian-born psychologist and organizational theorist, started his investigation on the behaviour of people collectively and how it influences individuals in the workplace, acknowledged as the Hawthorne studies.

At the time, Taylorism, or the utilisation of science in the workplace to improve productivity, viewed people as machines that could work in unethical or unrealistic environments.

In contrast, Mayo simplified the idea of the "social person," indicating organisations should treat people as individuals – not machines – with personal needs.

The human relations management theory is a studied belief that people aspire to be part of a supportive organisation and team that promotes development and growth. Having these needs met these employees are prompted to participate; they regard their work as holding significance and are driven to be more productive, producing high-quality work (Peek, 2020)

Understanding how Human Relation Theory works, I feel it's easier to explain how this can be well implemented in the NHS work environment throughout the pandemic and the post-Covid world. It's essential because it helps to motivate employees and make them feel appreciated for their hard work during critical, demanding times. For example, the work has increased drastically, the demand for the implementation of Integrated Care System, as I have mentioned previously. I will also mention in the recommendations to my manager where the amount of work is more than expected, hoping to help in hand when it comes to work as individuals and as a team.

I firmly believe this theory is considered essential in the healthcare environment during the pandemic and all of us at times needs an extra hand and a little push to meet increased demand.

Here are some five examples on Human Relation Theory can help us pull it together:

1. Effective communication
2. Prompt conflict resolution
3. Multitasking
4. Good negotiation to keep peace in between two parties
5. Keeping the workplace organised and meeting priorities

These five points will work well when employees are motivated and working on the same level of mentality.

I would also like to pinpoint two very important factors that works well with Human Relations Theory and these are:

JIT (Just in time Management)

Just in time, management has a philosophy that aims to eliminate disruptions, time and space, and increase production because there's always a way to make things better with a continuous improvement and attacking the root causes of problems straight away.

Just in Time Management worked well in Italy, it helped their staff members deal accurately with the extent of Coronavirus crisis.

They have also understood that the workforce team must be trained in managing the basics of infection prevention and control (Ragazzoni et al., 2020)

Finding out about their learnings makes me confident that I am on the right path because I had the same thoughts. Critically thinking and based in my research and work experiences I understand that dealing with infection control is one of the root causes to be attacked to help minimise the spread.

System Theory

System theory was first proposed in 1940 by Ludwig Batalanffy, who was a biologist, he tried to provide options to conventional models of business, emphasising holism above reductionism (Vanguard, 2020)

Later in the year of 1964, it was promoted by Ross Ashby.

This theory works around a variety of systems such as structural, functional, social and information systems.

Systems is a set of elements that combine to achieve a particular goal. This approach in the healthcare organisation helps one department interact with another. It helps us understand the structural sides and simultaneously how an organisation succeed; it plays a vital part in leadership. Imagine a company working in harmony and merging (Grimsley, 2020)

In healthcare, the system is open because they have dynamic interactions. For example, the medical team will interact with the laboratory to find the patient's blood test results; the phlebotomy department will deal directly with the laboratory to handle blood test vials and specimens.

Another case scenario is when there is an emergency case arriving in the reception of a hospital. The reception team will have to liaise with a nurse who will induce a triage for this patient.

My point for choosing this theory is to analyse how important it is for all the departments to merge to understand how to deal with infection control during and post covid - 19 times. If all staff members from all departments get on the same page, it will help the NHS make a safer place for workers to return to work and not risk getting infected, reducing anxieties in the workplace.

As a leader, this is a good strategy, and it can help new employees to feel secure when stepping in a new role. They will also be learning a new development skill that is crucial during and after the pandemic. It will help create a resilient environment for when people step in a hospital or GP surgery, be that a worker or a patient

Recommendations:

As an employee , I would like to recommend some constructive alternative in which I believe it will help the NHS to continue on a progressive evolution in the system where it's going to help members of staff to work more efficiently and patients to receive care during faster and accurately according to their medical history, during and post Covid -19.

As mentioned previously the UK government made a priority for the patients to have integrated Care System, which it helps to accelerate the process of care, although we are still behind the process, since previously the ICS had been integrated, most of patients medical records were stored as a physical written documents, which it's still the case. These documents are filled and stored in a confidential cabinet and they must be transferred automatically in the system. Since we do not have enough members of staff working in this

sector, our workload gets behind, because most of the elderly patients doesn't have all their medical records loaded to the system and we must stop all we are doing to go and find it in the cabinet, which it causes delay when an emergency occurs. In this case, I would recommend hiring new administration members of staff, to do this job, because it would avoid delay in the process of an emergency during and after the pandemic, it would reduce the time waste in having to go to the cabinet and spending time looking for thousands of patients name by alphabetical order to find their files, and also it would save time in having to go and store these documents back again, also it would help to save the environment, because every time we have to fax these documents to a hospital of another hospital, more paper is wasted. Going paperless would also open more space in our local hospitals and GP surgeries, where it could be turned in consultation rooms or wards to treat affected patients without having to allocate them to different units.

Another situation I would like to recommend to my manager is about giving further training to my colleagues. I have hinted about the importance of understanding how to deal and prevent infection control. Having all my colleagues trained across all the departments would help bring a deep awareness for the colleagues who do not have a deep understanding across the reception, cleaning and administration teams.

I feel these steps could be a way forward to protect themselves, the workplace environment, the patients, and help protect the community it would also give certainty to move forward.

It would also help them to understand how to act in case of a future new virus outbreak.

Having all teams knowing this topic would help them feel confident to come to work and perform their tasks safely and consistently.

To support these recommendations, I would like to point the 6C's of Nursing, because it would also be a positive upgrade if all department teams could hold the same values as well, such as mentioned above (care and compassion) it would also help these employees to adopt an new discipline of competence, better communication, courage and commitment amongst ourselves and and with our patients, just as the cherry on top of the cake.

Courage empowers us to do the best thing for the people we attend and enables us to welcome a new concept whilst innovate the new ways of work during and post-Covid -19

Based on values, beliefs, and attitudes, it would be beneficial to gain these skills, in which it would help these employees maintain a professional posture of care and compassion without letting the fear take the best of themselves.

If we stop for a minute and compare the before and after Covid – 19, every employee held care and compassion, and we still do.

Since the virus outbreak, much fear took over, and the fear became generalised, which it is also normal. However, with strong awareness and training in the workplace, we can restructure as it used to be before, not only for health care assistants but also to all non-medical departments.

A healthy mindset will help them to tackle this pandemic with more courage and less fear (Notes, 2019)



Supporting image about the 6C's of Nursing extracted from:
<https://nursingnotes.co.uk/resources/the-6cs-of-nursing/>

Conclusion:

Updating patient information in the Integrated Care System will stop delays between one establishment to another, potentially saving the lives of elderly and vulnerable patients.

In regards to Infection Control training, it will raise awareness and minimise the spread of the virus. Moreover, it will create a safer and resilient environment for the employees to come back to work post lockdown.

It will keep the work environment free of anxieties where the workers will understand how to keep the virus at bay and have the mind to deliver an excellent service envisioning the NHS Core values by heart.

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