

Retention of Supporting Staff starting from their Pre-employment



HA Convention 2013

The Problem



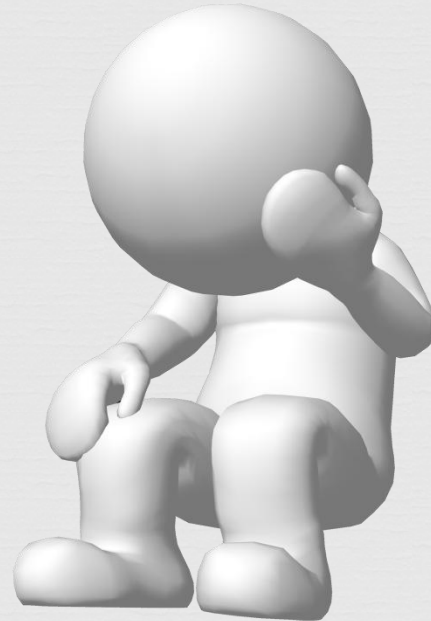
☞ Turnover rate of supporting staff within 6-month probation period from Apr 2010 to Mar 2011 in United Christian Hospital was recorded as high as

88%

Adverse Effects



- ❧ Positions left vacant and resultant manpower issue
- ❧ Supervisor's effort in training new staff wasted
- ❧ Staff morale worsened
- ❧ Patient services were affected



Methodology



- ❧ Identified issues through exit interviews and questionnaires with leaving staff
- ❧ Validated issues through conducting meetings with department heads



Gaps Identified



- ❧ No structured approach on taking care of newly joined staff at hospital level
- ❧ The communication bridge between new comers, supervisors and HR are not well established
- ❧ Lack of follow up mechanism to provide support to new comers

Key Considerations



- ❧ Good job matching
- ❧ Clear understanding of the job requirements
- ❧ Good communication channel
 - ❧ Between the supervisors and the new comers
 - ❧ Between HR and the new comers
 - ❧ Render support and monitor performance
- ❧ Ready support for the new staff
 - ❧ For adjustment to the new work environment



6-month Pilot Scheme for Supporting Staff

- ∞ With the assumption that staff retention can be higher if the supporting workers stay at their workplace after 6-month probation
- ∞ A pilot scheme on retention of supporting staff during their probation period was launched

Timing:

- ∞ Since Nov 2011 for 6 months

Target:

- ∞ Supporting rank
 - PCA / OpA / EA
 - All other supporting staff on standard rank, eg. Clerk

Actions taken



- Enhance VNC drafting
- Video for PCA rank before interviews
- Ward/Department visit (mainly Ward Clerks or PCA)
- Remind supervisors for better preparation
- Provide HR contact person on their first day of work



UCH HRD



Outlook 項目

Actions taken



- ☞ Survey to collect the feedback
- ☞ 'Welcome Card'
- ☞ HR contact person



Actions taken



❧ Hospital Orientation Program

❧ HCE gathering

❧ From Nov 2011 to May 2012, there were 100 out of 157 newly joined supporting staff had attended the HCE welcome tea gathering.



Actions taken



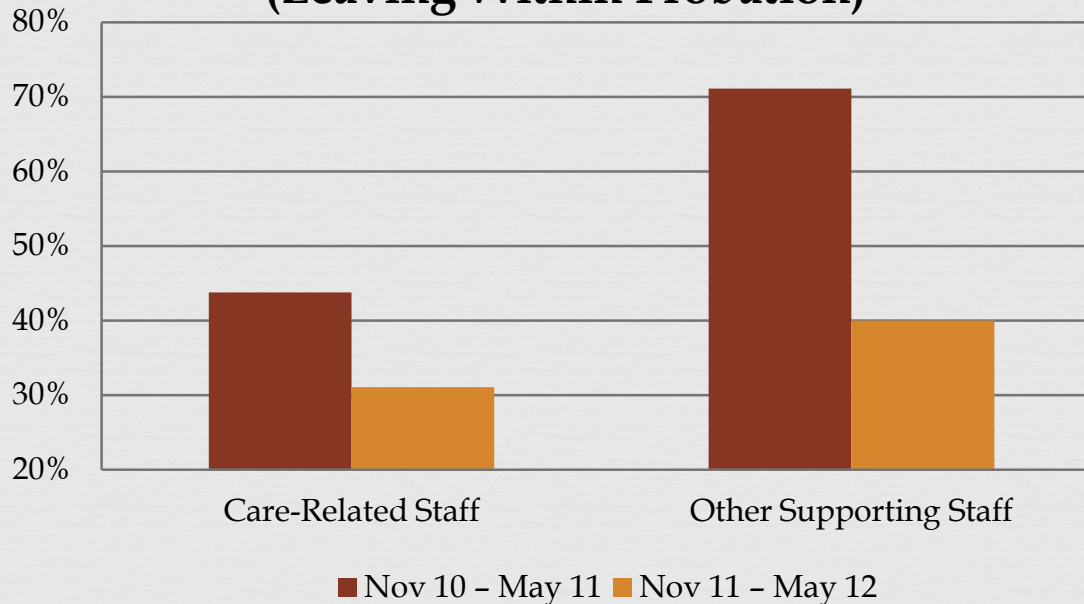
- ❧ Departmental mentor for the new comers
- ❧ Mentorship program for serving mentors
 - ❧ Held in Feb/Mar 2012
 - ❧ to provide support to departmental mentors and new comers.



Result

Year	Care-Related Staff	Other Supporting Staff
Nov 10 – May 11	44%	71%
Nov 11 – May 12	31%	40%

**Turnover Rate of Supporting Staff
(Leaving Within Probation)**



Turnover Rate
within Probation

Effectiveness



- ❧ Turnover rate has significantly decreased
- ❧ Overall turnover situation in supporting group better than HA average in 2012
- ❧ Relieving the workload
- ❧ Boosting the staff morale
- ❧ IOD showed a decreasing trend
 - ❧ from average of over 30 cases per month in 10/11 to average of 20 cases per month in 11/12.



Contribution to the New VMV of HA



- ☞ Vision: “Happy Staff”
- ☞ Mission: “Helping People Stay Healthy”
- ☞ Value: “Committed Staff” and “Teamwork”

Sharing with other Clusters





The way forward



➤ Short-term Plan

- ❧ Enhance the exit interview mechanism
- ❧ Strengthen the liaison work between HR designated officer and newly joined supporting staff
- ❧ Closely communicate with departments and HR teams

Long-term Plan

- ❧ Extend the program to other staff groups



Thank You

Turnover Rate Within Probation Period

Year	Turnover Rate
10/11	88%
11/12	65%
12/13	60%

Resignation Rate for Care-Related Staff



Year	KEC	HA
2010	10.2	8.9
2012	8.5	12