Service Priorities and Programmes

Electronic Presentations

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A four years nursing staff retention program in Accident & Emergency Department (AED) in Tuen Mun Hospital (TMH): a multi-faceted approach.

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Introduction

AED/TMH is a busy workplace with daily attendance ranged from 550-750. The resignation rate for nurses in AED/TMH was increased in the years of 2010-2012, ranging from 7.7%-9.2%. A multidisciplinary workgroup included AED, Nursing Service Division (NSD) and Human Resources Unit (HRU) in TMH was established to tackle the problem.

Objectives

To explore the root causes of increasing resignation rate. To foster new initiatives to promote retention of staff.

Methodology

The Deming Cycle was adopted. PLAN: Root cause analysis for resignation was done and summarized as demographic reason, job nature in AED, working environment in AED, incompetency for handling complex issues in AED etc. Analysis of staff mix in 2011-14 was done: novice (<1 year, 6-15%), junior (< 3 years, 30-37%) and senior (>3 years, 48-64%) DO: Developed a series of programs and systems according to the root causes to run a trial e.g. coaching system, preceptor-ship program; rotation program. CHECK: Assessed the effectiveness of the trail and inject new initiatives. ACT: Executed: half year rotation program for nurses with 2-4 years of experiences; pilot coach program and a 4 months deputizing Advanced Practice Nurse (APN) program for senior registered nurses (RN); recognition system; pre-registration coaching to all potential students before graduation to AED; enhancement of the

existing “tutor –tutee system” to promote coaching culture from top down.

Result

From 2011-2014: 38 new comers were coached with stable development till now; 28 nurses finished the rotation program with nourishing experiences; 17 senior nurses joined the pilot coaching program and completed 17 projects with satisfactory results; 25 senior nurses completed the deputizing APN program and 10 APNs completed the deputizing ward manager program with enhancement of leadership skills and maturity. The resignation rate was decreased from 7.7%-9.2% during 2010-2012 to 1.4%-2.3% during 2013 to 2014. Finding ways to foster positive energy in workplace so as to influence more staffs to be happy is always the ultimate goal of all managers and supervisors. It is hard to change the external environment. However, by initiating different positive changes, the atmosphere in the workplace and the staff wellness will be enhanced.