



Service Priorities and Programmes Electronic Presentations

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Building an engaging team: an experience in the newly formed nursing team in Accident & Emergency (A&E) Department in Tin Shui Wai Hospital (TSWH)

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Keywords:

Staff engagement

Team

Happy

Introduction

TSWH commenced 8 hour A&E service on 15 March 2017. It serves around 300,000 populations in TSW district. A new nursing team has been forming and going through different stages with different challenges. How to build an engaging team is one of the big challenges

Objectives

To explore the team dynamic; To execute staff engagement activities ;To maintain staff retention

Methodology

1. Deming Cycle (PDSA) Plan: Identifying the problems Staff- mix analysis (in A&E experience) : novice (<1 year: 10%), junior (1-3 years: 24%), senior (> 3 years: 66%, in which 4-10 years: 19% and > 10 yrs 47 %). Daily attendance: 173 in average, max: 270. Around 30 cases of admission (17%) daily: Escort cases: nurses: 543 (0-9 cases daily); doctor & nurses: 46 (0-2 cases daily). Staff came from different departments with different background. Overwhelming figures lead to stress. Do: Test solutions. Developed programs to engage staff e.g. coaching system, preceptor-ship program; Pilot training program (every nurse as speaker so as to achieve “they teach & they learn” 教學雙長

Study: Study results Assessed the effectiveness and injected new initiatives for the pilot and trials. Act : Implement the best solutions

Engaged all nurses to divide 6 teams to manage 30 Subcommittees / task force groups e.g. infection control, Fall prevention & drug safety etc. Encouraged to implement improvement projects to increase sense of belonging and self-actualization. Regular meetings to review manpower to cater high attendance and high Inter-hospital Transport (IFT) cases. Encouraged to coordinate and participate staff engagement programs in community e.g. CPR training to secondary school students and health care staff in Mainland China and Community CPR Marathon so as to enhance staff’s self-esteem and self-actualization. 2. Further data collection by observation, interview and staff coaching survey.

Result

55% (nurses) expressed stressful i.e. rating 1-5 (high stress level 1 to 10 low stress level). However, 77% expressed "very happy" at work i.e. rating 8-9 (unhappy 1 to 10 very happy) and 18% rated 10. 95% of staff expressed they were "fully engaged". No staff resignation since service commencement.