



Service Priorities and Programmes Electronic Presentations

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Recognition Attracts Longer Stay of Staff

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Introduction

High turnover rate among supporting staff is significant to supporting services including NEATS, Security, Porters etc. Through recognitions, we hope to build senses of belongings and promote benevolence and exemplary behaviors among teams and mitigate the situation.

Objectives

To lower the attrition rate by introducing the Compliment Scheme.

Methodology

Compliment Scheme, set up in 01/2009, aims to recognize little but beneficial acts done by supporting staff on clinical users, patients, and colleagues.

1. Award Criteria

Staff who have contributed extra efforts on good acts will be nominated for their extra mile and caring attitudes. Good acts include porters detecting deteriorated patient and promptly seeking assistance while some tendered first-aid to passersby.

2. Nominations

Supervisors, managers and clinical users are encouraged to nominate and extend appreciations to frontline workers. Nominators will receive a badge for their appreciations to others.

3. Accumulations

Number of award on each staff is unlimited. Awards are accumulated: 1st-Green, 2nd-Purple, 3rd-Red, 4th-Gold, then move onto green for new cycle.

4. Ceremony

Award ceremony is held half-yearly. All awardees will receive award on stage from hospital management e.g. CCE, CGM(AS) under the witness of admin colleagues. The award list is also posted at departments. Besides, gold awardees can attend department's spring gathering for free.

Result

1. Popularity

Recognition encourages continuous excellence, and influences the peers, especially with notice board visualization. 46% awardees were recognized twice or above since 2009, while 24 staff were newly awarded in 2017. 37 colleagues achieved gold award.

Until 2017, 306 staff of different ages were awarded with 580 prizes distributed.

2. Senses of Belongings

Recognition is important for employee's motivation and retention. Despite variation on awardees' serving years upon 1st award, 81% awarded staff (219/270), excluding 2017 new awardees, have served QEH for two years or more afterwards.

3. Workforce Stability

Workforce turnover rate affects service qualities. The full-time attrition rates are compared:

| | Awardees | QEH(Others) | HA(Others) |
|------|----------|-------------|------------|
| 2013 | 3.2% | 15.4% | 12.3% |
| 2014 | 9.7% | 14.8% | 12.8% |
| 2015 | 10.9% | 17.0% | 13.3% |
| 2016 | 9.0% | 15.9% | 12.8% |

Awardees' attrition rates were significantly lower than QEH(Others) by 5.1-12.2% and HA(Others) by 2.4-9.1% of the staff group (p -value <0.05). The staff receiving recognition tended to serve longer.

To conclude, the Compliment Scheme successfully reaches out to new and long-serving staff. Awardees are motivated to sustain their quality performances, as well as serving longer. Recognition is a contributing factor of stable workforce.