

# **Hong Kong Perspective on Nursing Workforce Planning, Development and Education**

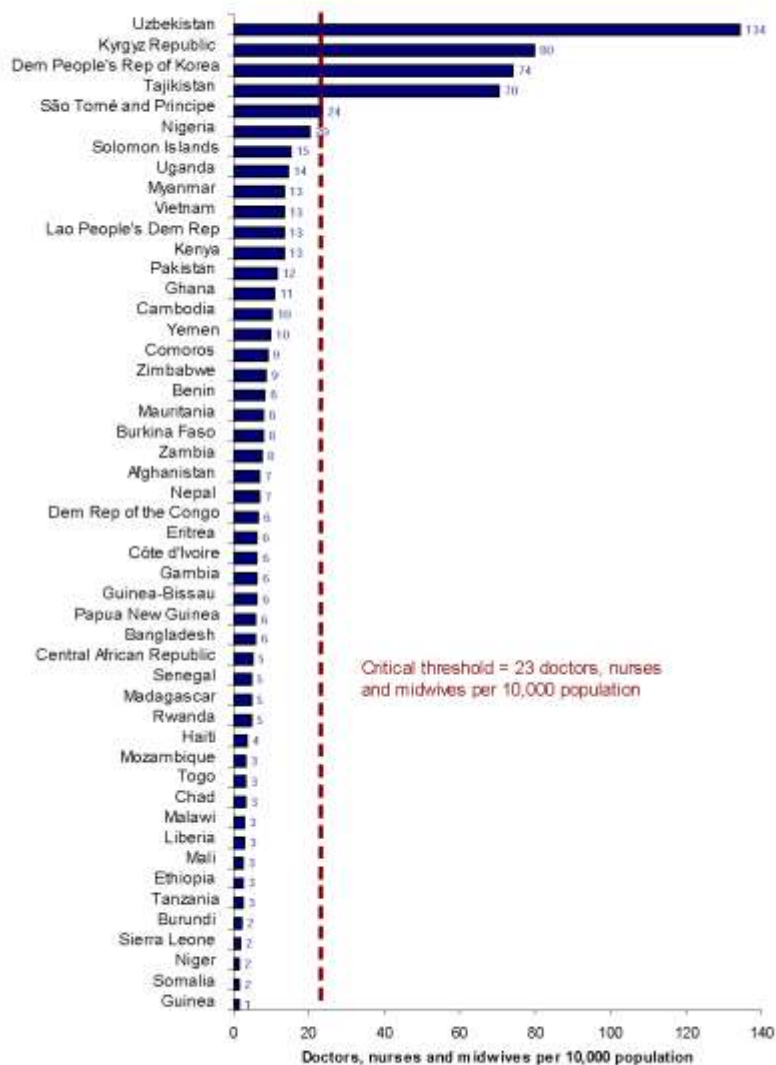
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**8 May 2012**

# Topics to be Covered

- **Global health workforce issues**
- **Health/Nursing workforce planning**
- **Nursing profession in Hong Kong**
- **The Hospital Authority way of nursing workforce management**

***The World Health Report 2006: Working Together for Health* highlighted a worldwide shortage of almost **4.3** million doctors, midwives, nurses and support workers. Thirty-six of the 57 countries with severe shortages are in Africa.**

### Density of doctors, nurses and midwives in the 49 priority countries



# The Global Health Workforce

## Key facts

- There are about 60 million health workers worldwide.
- Many health workers migrate to high-income countries for greater income, job satisfaction, career opportunities and management quality.
- Demand for health workers is increasing in high-income countries, where health systems can depend heavily on doctors, nurses and other health workers who have been trained abroad.
- Migration of health workers may result in financial loss and weakens health systems in the countries of origin.
- WHO has developed a Global Code of Practice on the International Recruitment of Health Personnel to achieve an equitable balance of the interests of health workers, source countries and destination countries.

# Workforce Planning? How about this?

A smarty-pants old story says that if you want a "learned economist," all you have to do is get a parrot and train the bird to squawk "supply and demand" in response to every question.

**Not fair, but ...**

It's true that the "theory of supply and demand" is a central part of economics. It is widely applicable, and also is a model of the way economists try to think most problems through, even when the theory of supply and demand is not applicable.

**AND....it is also not as simple as to ask the parrot to squawk "supply and demand" in health workforce planning.**

# Aim of Workforce Planning

**“The availability of the right people with the right skills in the right number in the right place at the right time.”**

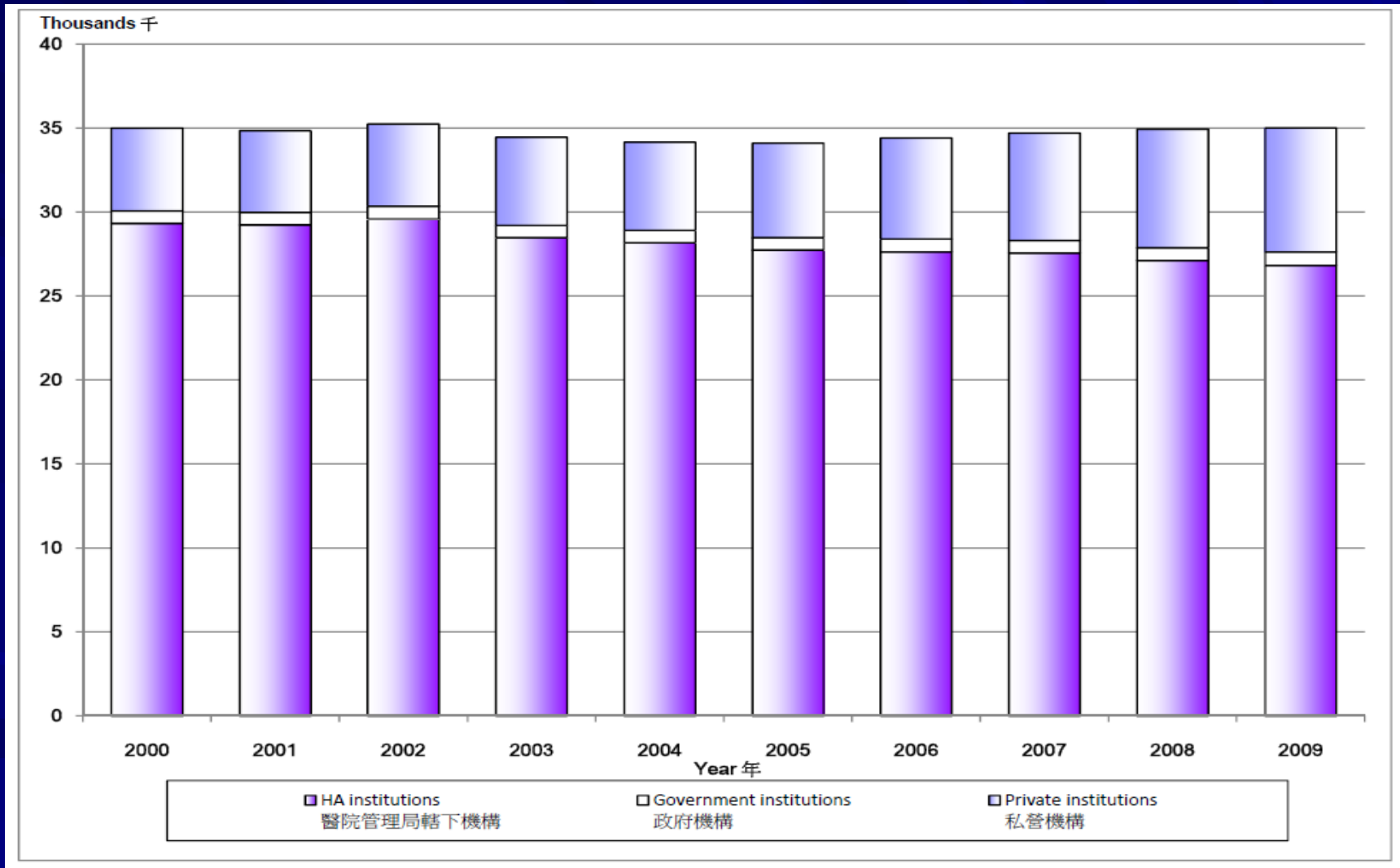
**A myth or reality?**

**How to estimate Demand and Supply?**

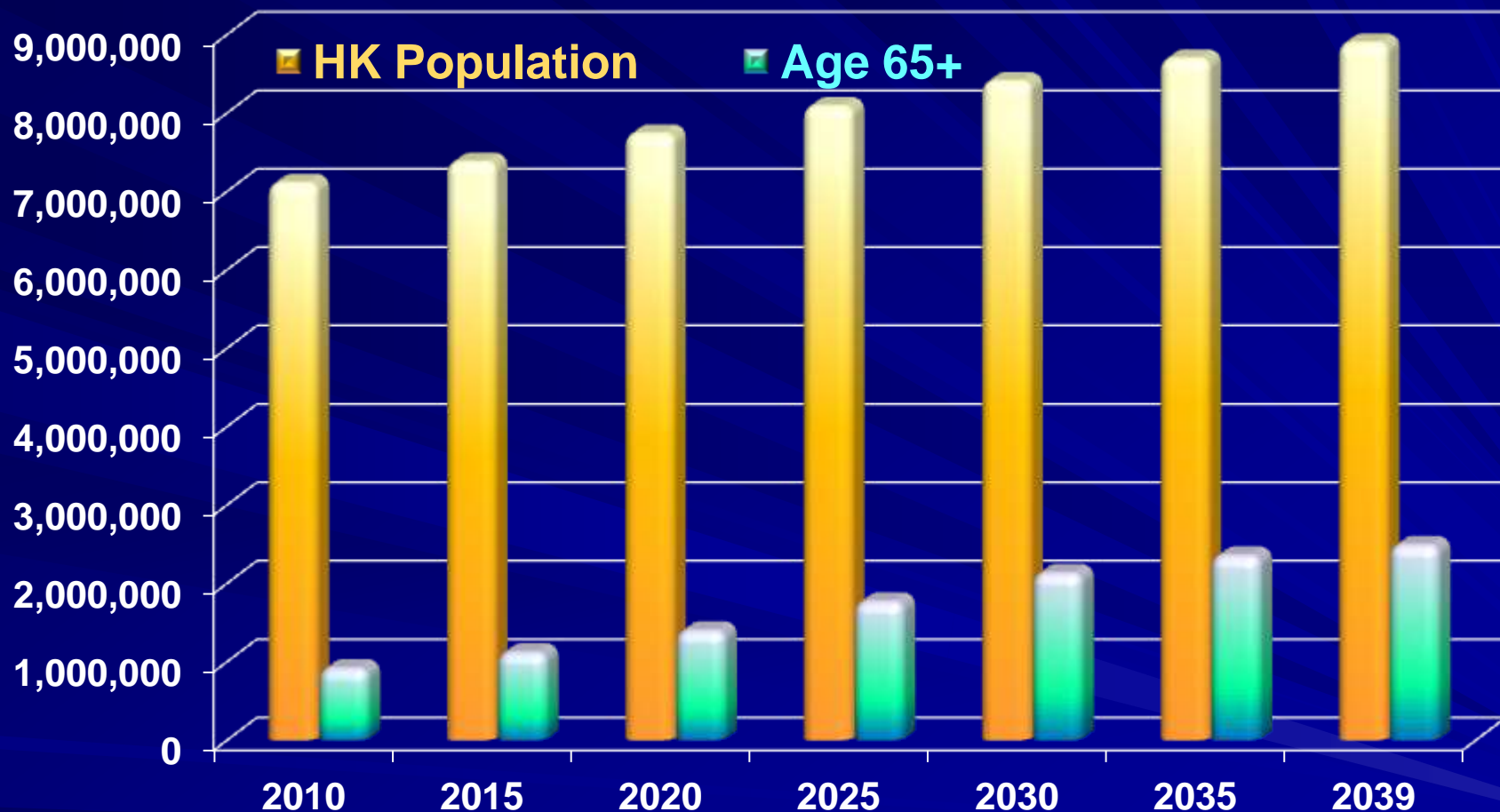
**A Question of Health Care Planning**



# Hospital Beds in Hong Kong 2000-2009 (as at 31 Dec)

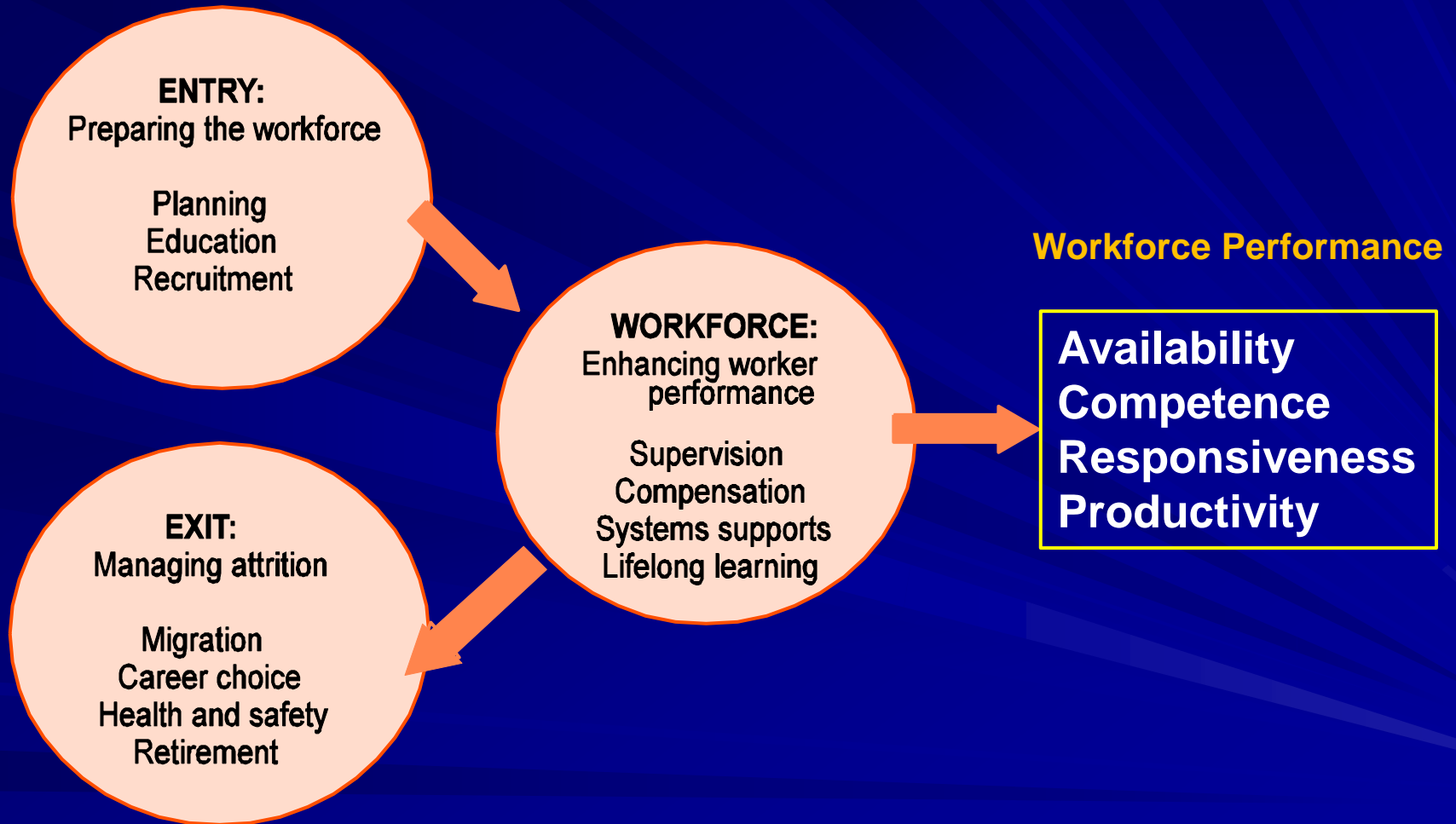


# Hong Kong Population Projection

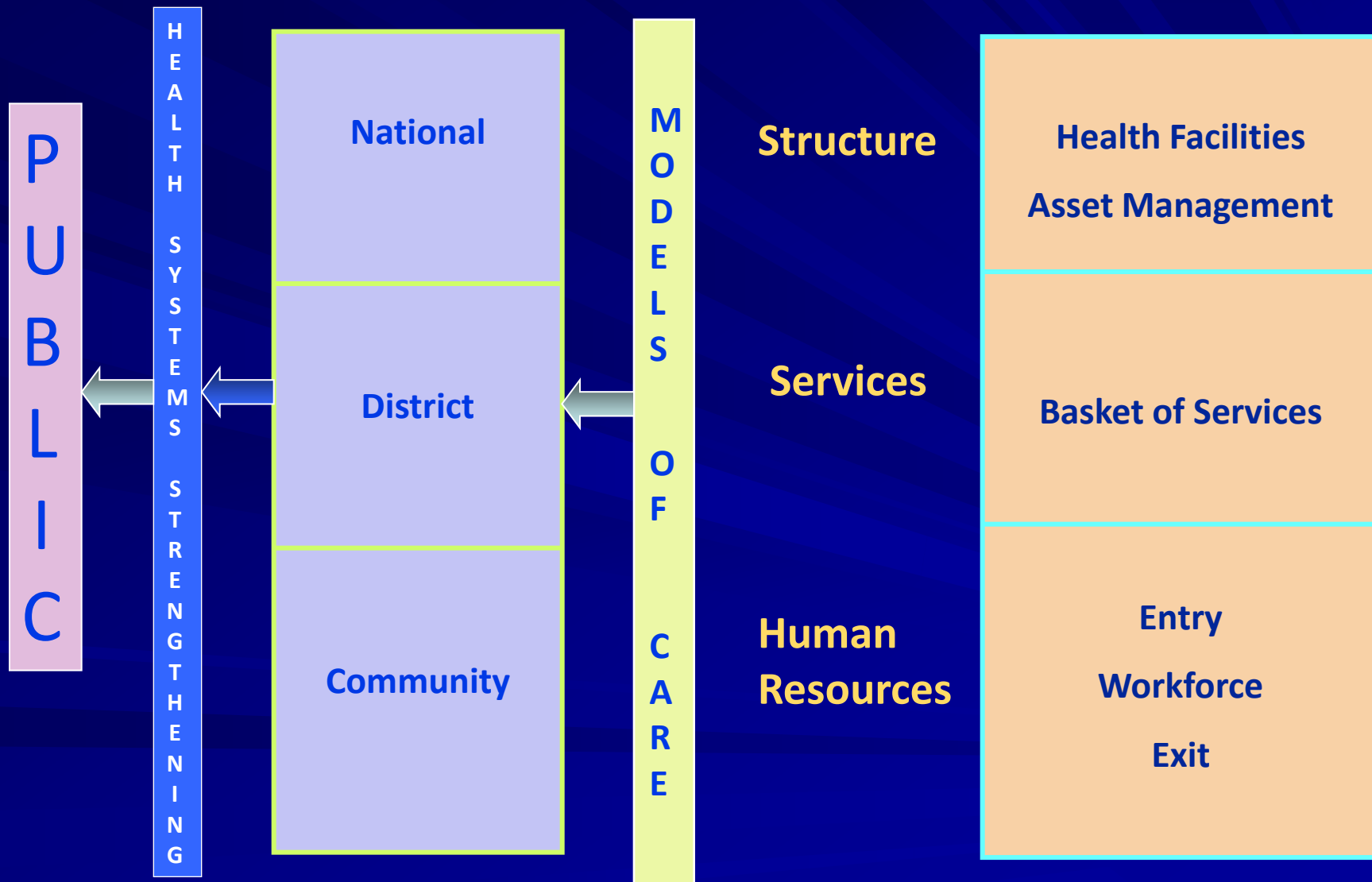


1996	2000	2005	2010	2015	2020	2025	2030	2035	2039
6,466,600	6,711,500	6,837,817	7,102,259	7,370,792	7,732,604	8,082,861	8,400,730	8,689,640	8,892,750
653,703	729,265	834,732	912,168	1,114,587	1,393,859	1,763,489	2,126,161	2,351,447	2,485,672

# Working Lifespan Approach to the Dynamics of the Health Workforce



# WHO Human Resources for Health (HRH) Road Map

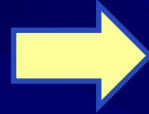


# WHO HRH ROAD Map

H  
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## Entry

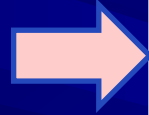
Preparing the workforce



**Planning:** Workforce Planning; Policy; Information Systems  
**Education:** Pre-service Education; Basic Training  
**Recruitment:** Policy; Tools

## Workforce

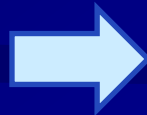
Enhancing worker performance



**Management & Supervision:** Job descriptions; Tools  
**Compensation:** Salary Structure & Level; Payment Mechanisms  
**Regulation & Legislation:** Scopes of Practice; Standards & Competencies; Quality Assurance & Improvement  
**Lifelong Learning:** In-service & on-the-job Training; Continuing Professional Development;

## Exit

Managing attrition



**Migration:** Codes of Practice; Bilateral Arrangements;  
**Career Choice:** Change of Occupation or Activity  
**Health & Safety:** Working environment, Infection control  
**Retirement:** Succession Planning

# **The Nursing Profession in Hong Kong**

# Characteristics of the Nursing Workforce

- A female dominant profession
- The backbone of any health system
- The level of nurses (mainly registered and enrolled) varies across jurisdictions
- Regulations exist in most countries (less so in the African continent) to regulate the profession
- The workforce is often in a cyclical state of disequilibrium in supply and demand

# Turnover Trend of Nurses in HA

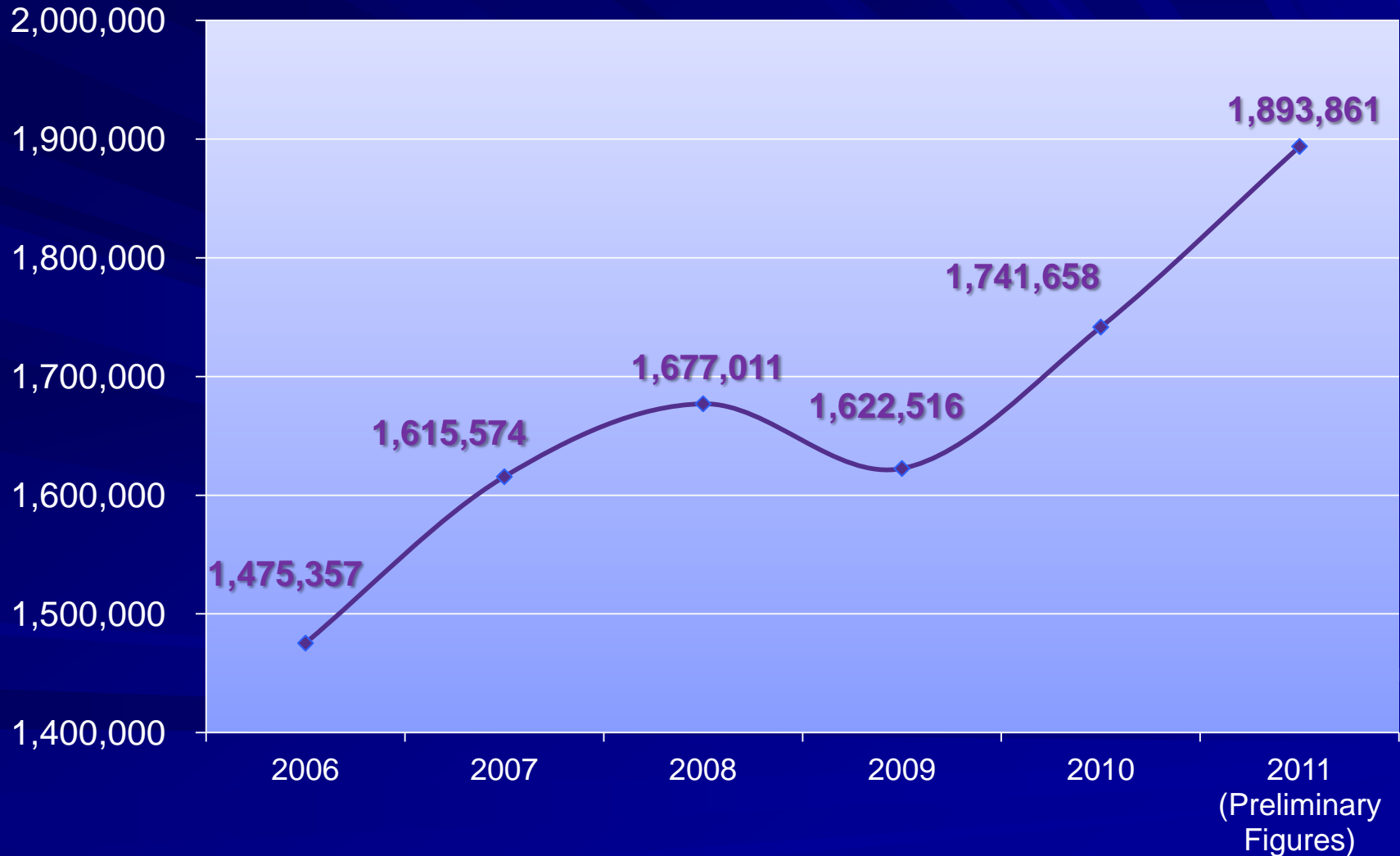
*No. of Nurses*



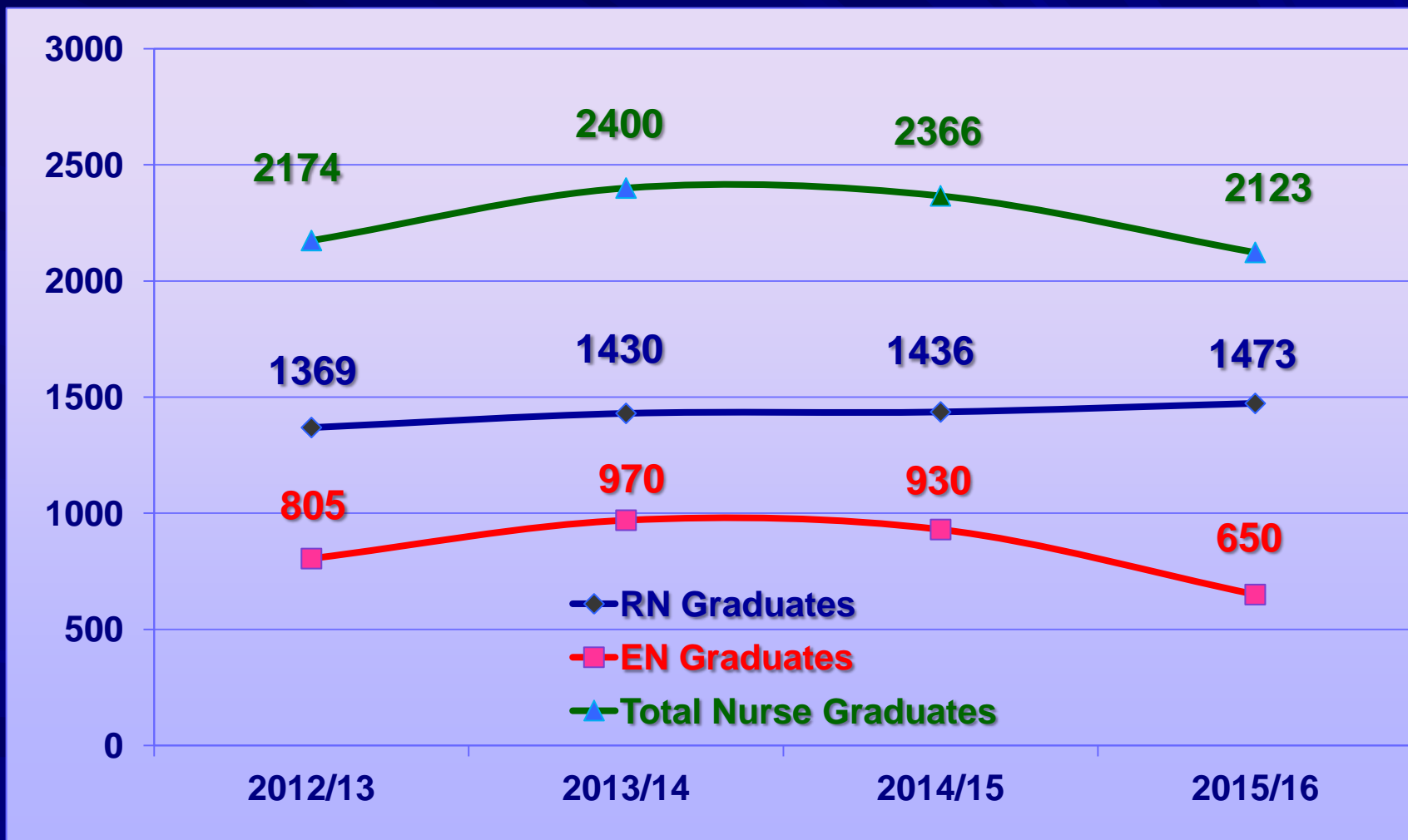


# Hong Kong Gross Domestic Product

*At Current Market Prices (Million)*

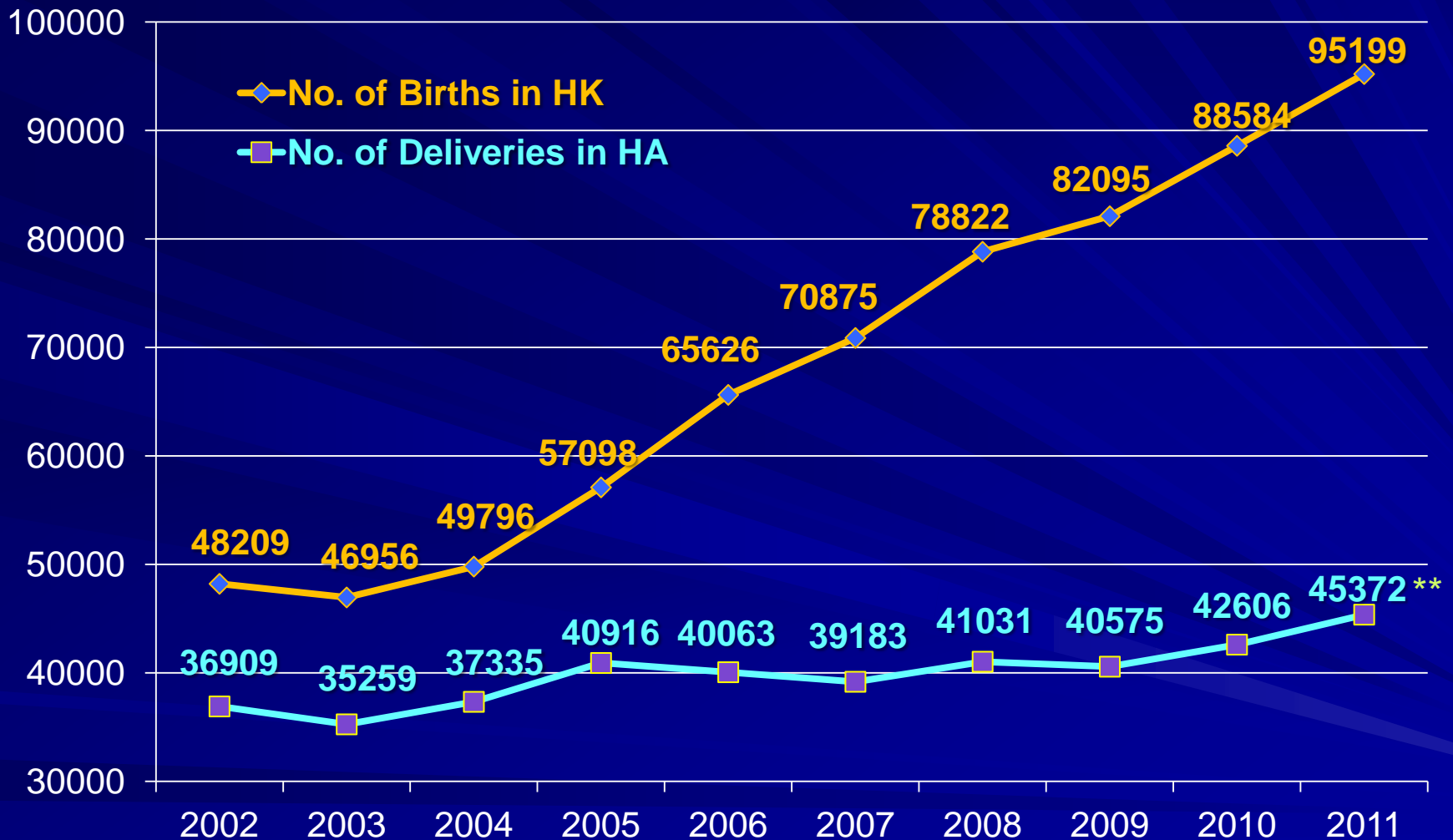


# Are there enough nurse graduates in Hong Kong?



As at 7 May 2012

# Total Birth in HK and Delivery of HA



\*\* Provisional

# Questions on Nursing Workforce Planning

- How many nurses do we need for the population?
- How qualified should they be?
- What is the active nursing workforce?
- How many nurses are inactive and can come back with the right incentive? (*latent supply*)
- How many of the nurses are not working in nursing and willing to come back to nursing? (*leakage repair*)

# Regulations of Nurses/Midwives

- **Nursing council of Hong Kong for general and psychiatric nurses registration and enrolment**
- **Midwives Council of Hong Kong for Midwife registration**
- **No specialist recognition by both Councils**  
*(active work is being done by the Academy of Nursing)*

# Types and levels of nurses in Hong Kong?

- **Two key basic *streams* (*General and Psychiatric*)**
- **Midwifery is an independent qualification at the post basic level**
- **Two levels of nurses : registered and enrolled**

# Where do we educate nurses in Hong Kong

- Basic nursing programs are conducted by universities and hospitals (*private and public*)
- Post-basic specialty training courses are mainly available locally via higher degree at universities and certificate at the Hospital Authority
- Basic nursing programs are required to be approved by the Nursing Council

# Where have all the nurses gone?

<b>No. of Registrants</b>	<b>31.12.2006</b>	<b>31.12.2011</b>
<b>Registered Nurses</b>	<b>26,887</b>	<b>31,123</b>
<b>Enrolled Nurses</b>	<b>9,557</b>	<b>10,187</b>
<b>Registered Midwives</b>	<b>4,648</b>	<b>4,655</b>

*Source: The Nursing Council of Hong Kong  
The Midwives Council of Hong Kong*



# The Players in Planning

- **Government bureaus: Food & Health; Education; Labour and Welfare**
- **University Grants committee**
- **Local universities**
- **Health care provider organizations – public/private**
- **Nursing Councils**

# Issues and Challenges

- **How should the overall nursing workforce planning be done?**
- **How can we forecast demand?**
- **The scope of practice for nurses and other health care professionals**
- **A linked health services and workforce plan**

# **Nursing Workforce Management in the Hospital Authority**

# Evolution of Nursing Structure in HA

## Pre HA

**Chief Nursing Officer (CNO)**

**Senior Nursing Officer (SNO)**

**Senior Nursing Officer (Education)  
[SNO(E)]**

**Nursing Officer (NO)**

**Nursing Officer (Education) NO(E)**

**Registered Nurse (RN)**

**Enrolled Nurse (EN)**

## HA New Positions

**General Manager (Nursing) [GM(N)]**

**Departmental Operations Manager  
(DOM)**

**School Principal (SP)**

**Ward Manager (WM)**

**Nurse Specialist (NS)**

# Issues

- **Management oriented structure**
- **No clear clinical career option**
- **Lack of focused clinical development**
- **Lack of clear direction for profession and career development**

# **New Nursing Career Structure and Progression Model in HA proposed in 2008**

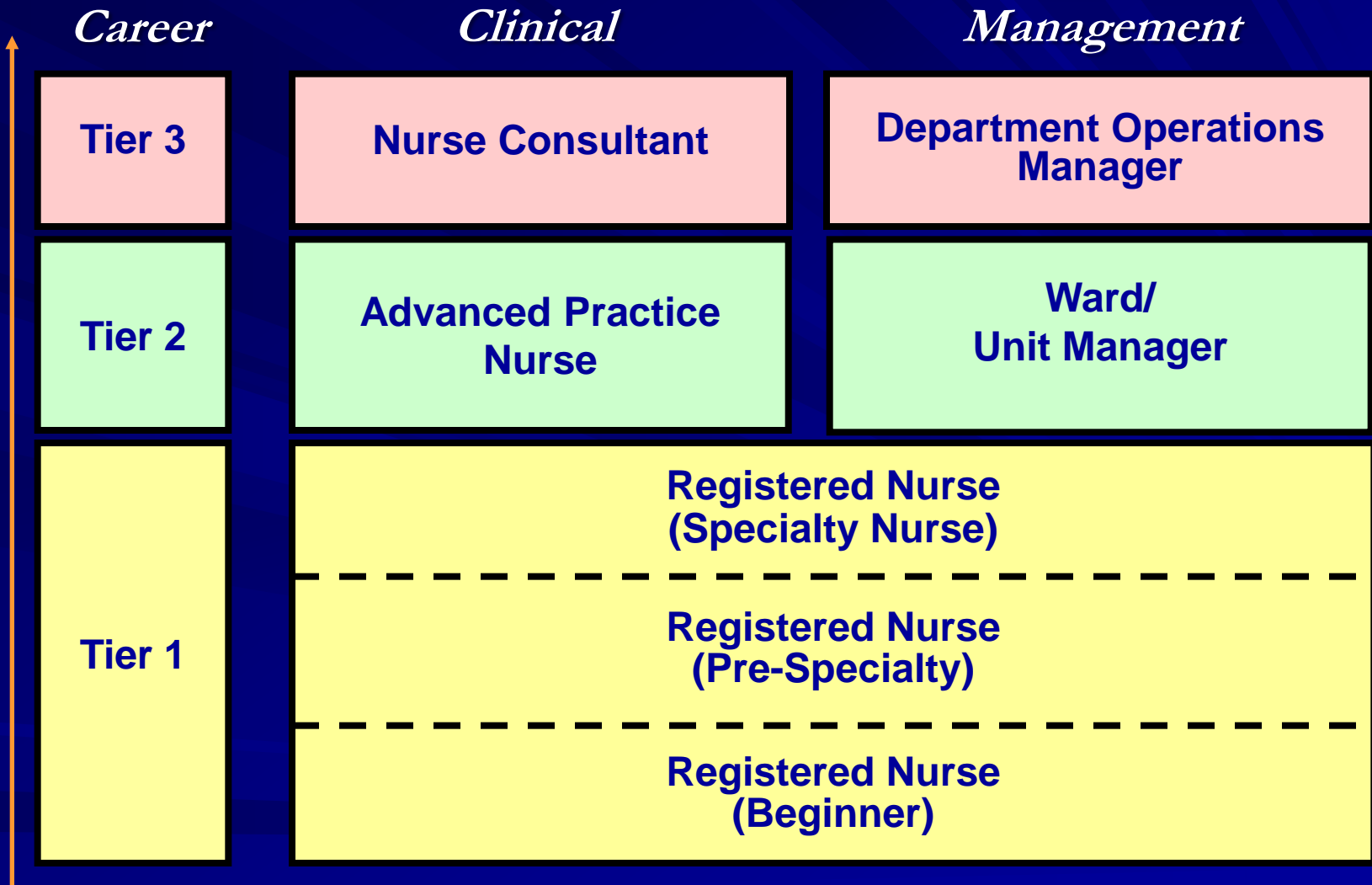
*The new clinical structure has 3 functional groups of nurses:*

- **Registered Nurse (RN)**
- **Advanced Practice Nurse (APN)**
- **Nurse Consultant (NC)**

# Objectives of the New Structure

- to provide better role delineation of nurses;
- to strengthen the clinical focus and accountability of nursing practice; and
- to enable nursing specialization in line with health care developments.

# New Career Progression Model



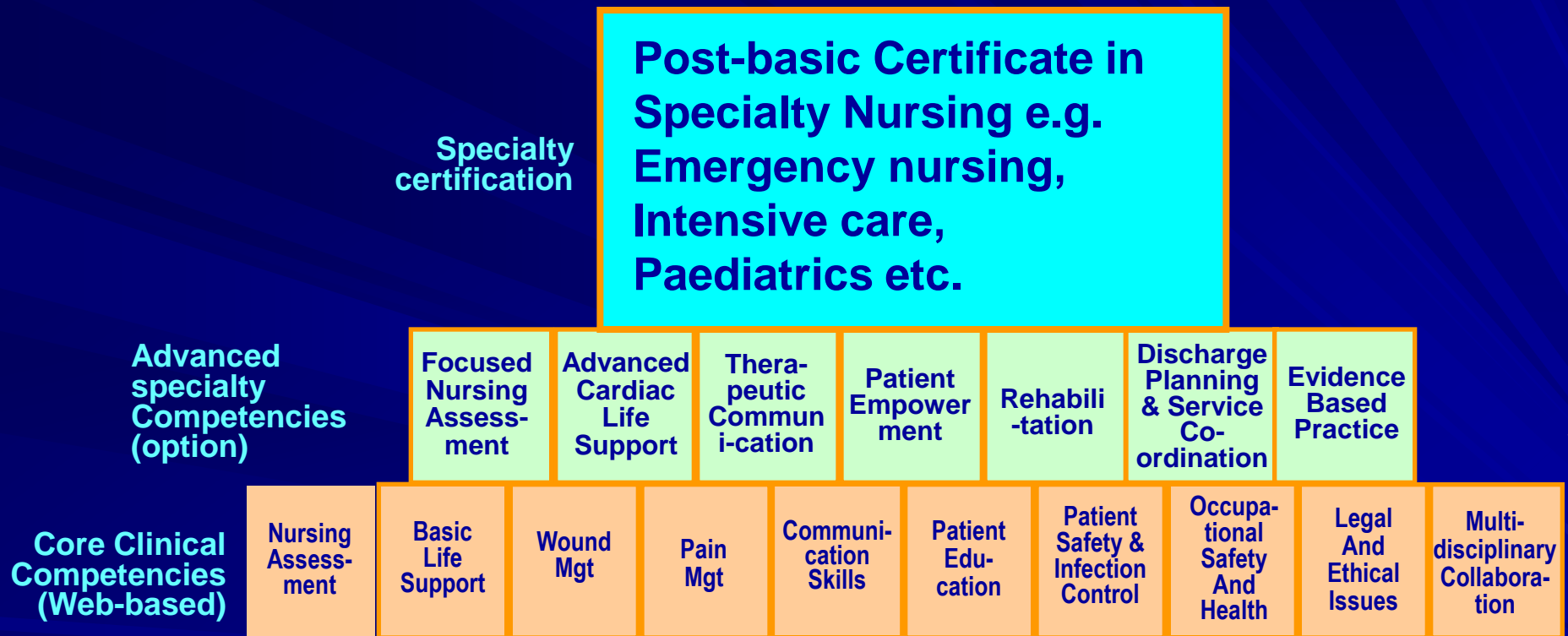


# Career Progression

## Milestones



# A Model of Building Specialty Qualification in HA



# Specialty Nursing Certificate Courses Provided by HA

No.	Course Title
1.	Advanced Medical Nursing
2.	Advanced Surgical Nursing
3.	Anaesthetic and Recovery Nursing
4.	Cardiac Care Nursing
5.	Cardiac Surgical Nursing
6.	Community Nursing
7.	Community Psychiatric Nursing
8.	Continence Nursing
9.	Diabetes Nursing
10.	Emergency Nursing
11.	Gerontological Nursing
12.	Transplant Nursing
13.	Intensive Care Nursing

No.	Course Title
14.	Neonatal Intensive Care Nursing
15.	Paediatric Intensive Care Nursing
16.	Peri-operative Nursing
17.	Primary Health Care Nursing
18.	Psychiatric Rehabilitation Nursing
19.	Rehabilitation Nursing
20.	Renal Nursing
21.	Respiratory Nursing
22.	Rheumatology Nursing
23.	Substance Abuse Nursing
24.	Breast Care
25.	Orthopaedics & Traumatology Nursing
26.	Advanced Paediatric Nursing

# Proposed Training Framework for Advanced Practice Nurses (APN)

## ■ People Management

- Leadership skill
- Team work
- Motivation
- Communication skills
- Performance Management & SDR
- Supervisory skills development for first-line leaders

## ■ Service Management

- Managing difficult complaints
- Conflict Management
- Quality and risk management
- Service development
- Change management

## ■ Advanced Nursing Practice including ACLS

# Nurse Consultant in HA

## Scope of NC Practice



# Nurse Consultant Development

Navigating Change

Enabling Change

Managing Change

The Next of Nursing  
Management

Corporate essentials in  
Spearheading Services

Research: You & I

Writing to Readers'  
Wants

Presenting to  
Audience's wants

Bringing change  
through Project  
Management

Influencing for  
success

1<sup>st</sup> - 2<sup>nd</sup> month

3<sup>rd</sup> - 4<sup>th</sup> month

5<sup>th</sup> - 6<sup>th</sup> month

# A Clear Direction for Education, Training and Development

- **Coordination between service and education**
- **Clinical practice**
- **Learning culture**
- **Continuing education**

# Summary and Conclusion

- **The quantity and quality of the health workforce are critical issues for the strengthening of a health system**
- **An integrated approach to nursing and health workforce planning is needed**
- **A clinical career pathway with associated development programs can contribute to nursing workforce management**



Thank You!