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
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
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
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Care-Related Staff</th>
<th>Other Supporting Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 10 – May 11</td>
<td>44%</td>
<td>71%</td>
</tr>
<tr>
<td>Nov 11 – May 12</td>
<td>31%</td>
<td>40%</td>
</tr>
</tbody>
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### Turnover Rate of Supporting Staff (Leaving Within Probation)

![Graph showing turnover rate comparison between Care-Related Staff and Other Supporting Staff for Nov 10 – May 11 and Nov 11 – May 12]
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover Rate</th>
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<tbody>
<tr>
<td>10/11</td>
<td>88%</td>
</tr>
<tr>
<td>11/12</td>
<td>65%</td>
</tr>
<tr>
<td>12/13</td>
<td>60%</td>
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</table>
Resignation Rate for Care-Related Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>KEC</th>
<th>HA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>10.2</td>
<td>8.9</td>
</tr>
<tr>
<td>2012</td>
<td>8.5</td>
<td>12</td>
</tr>
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