



Service Priorities and Programmes Electronic Presentations

Convention ID: 574

Submitting author: Ms MIU LING CHAN

Post title: Ward Manager, Princess Margaret Hospital, KWC

Happy Staff Happy Workplace: Is it possible?

Chan ML(1), Yeung NKK(1), Lee MF(1), Mak KM(1), Tam CL(1), Yu SW(1), Lau KYR(1)

(1)Respiratory Ward, Department of Medicine and Geriatrics, Princess Margaret Hospital

Keywords:

Happy Staff Happy Workplace

Staff Morale

Job Satisfaction

Team Spirit

Introduction

"We Care We Share" is one of the core values of PMH. "Healthy People, Happy Staff, Trusted by the Community" has been the Vision of Hospital Authority's VMV statement since 2009. People are the most valuable asset in the hospital. Staff morale, job satisfaction and wellbeing are always the prime concerns in human resource management. To align with the above concepts, fostering a "Putting People First" philosophy and a "Happy Staff, Happy Workplace" culture become a challenge to the management in PMH Respiratory unit. Much endeavor has been made to promote team spirit, boost staff morale and to maintain workforce sustainability, so as to assure quality of care, work outcomes and productivity.

Objectives

By implementing some strategic priorities, it aims to cultivate a happy and caring atmosphere; to create an enjoyable and harmonious workplace; to increase staff cohesiveness and to maintain a stable and competent workforce.

Methodology

Staff engagement is crucial to organizational success. Whenever there are changes in ward practice, new project or program, wide consultation from frontlines is conducted beforehand. Their voices are heard. An ongoing, bottom-up communication channel is opened. This open-door policy goes beyond the working hours as achieved by WhatsApp; personal phone call; message note or email. Monthly team meeting allow sharing of ideas and exchange of information. Opportunities to participate in work process and decision-making are provided. When staff feel they "own" their work, they take pride in what they have done and become more committed and engaged. Staff engagement then come as nature occurrence. Managing by appreciation is another approach adopted. Verbal recognition; praise words in department webpage; giving colleagues a big hug or smiling face for doing well, etc., all help to increase motivation and boost staff morale. It is imperative that staff perceive what surrounding them is praise, not blame. One-to-one mentor-apprentice program is specially designed to

nourish new nurse graduates, facilitate them to better adapt to their new roles, people and workplace. Designated mentor is assigned to each nurse. To begin with, they commence as the “nurse runner” in ward. One-to-one coaching is provided during the first month. Their performance is closely monitored, extra supervision and attention will be offered for those slow-paced or less motivated staff. Colleagues’ caring, encouragement and concern are the keys to help these “green buds” to grow and mature. Mentors also find job satisfaction in this program. Develop staff strength; provide opportunities for growth and improvement are the management responsibility. Training and monetary sponsor are arranged fairly. A minimum of 3 local training courses are to be arranged to each nurse yearly. Oversea training will also be provided to senior nurses.

Result

Staff are engaged in many aspects such as ward renovation, leave arrangement, annual patient outing and festival celebration. Nurses have a strong sense of ownership, feel being respect and thus minimize resistance to change. Happy staff sustain a stable workforce as demonstrated by relatively low absenteeism and turnover throughout the years. Timely clearance of compensated off and accumulated leave hence are arranged. All new nurse graduates appreciated adequate support and guidance rendered as feedback in their evaluation. In 2012, about 320 training opportunities had been arranged to ward staff. “Putting People First” and “Happy Staff Happy Workplace” are not merely slogans; they are possible and practical. The success relies on the support from management and how they incorporate the statements into daily operation and decision making. With the concerted efforts of all staff, one can see team spirit, caring, harmony and a lot of smiling angels providing quality patient care in a happy workplace.