



台灣護理學會
TAIWAN NURSES ASSOCIATION

Positive Practice Environments Perspectives from **Taiwan**



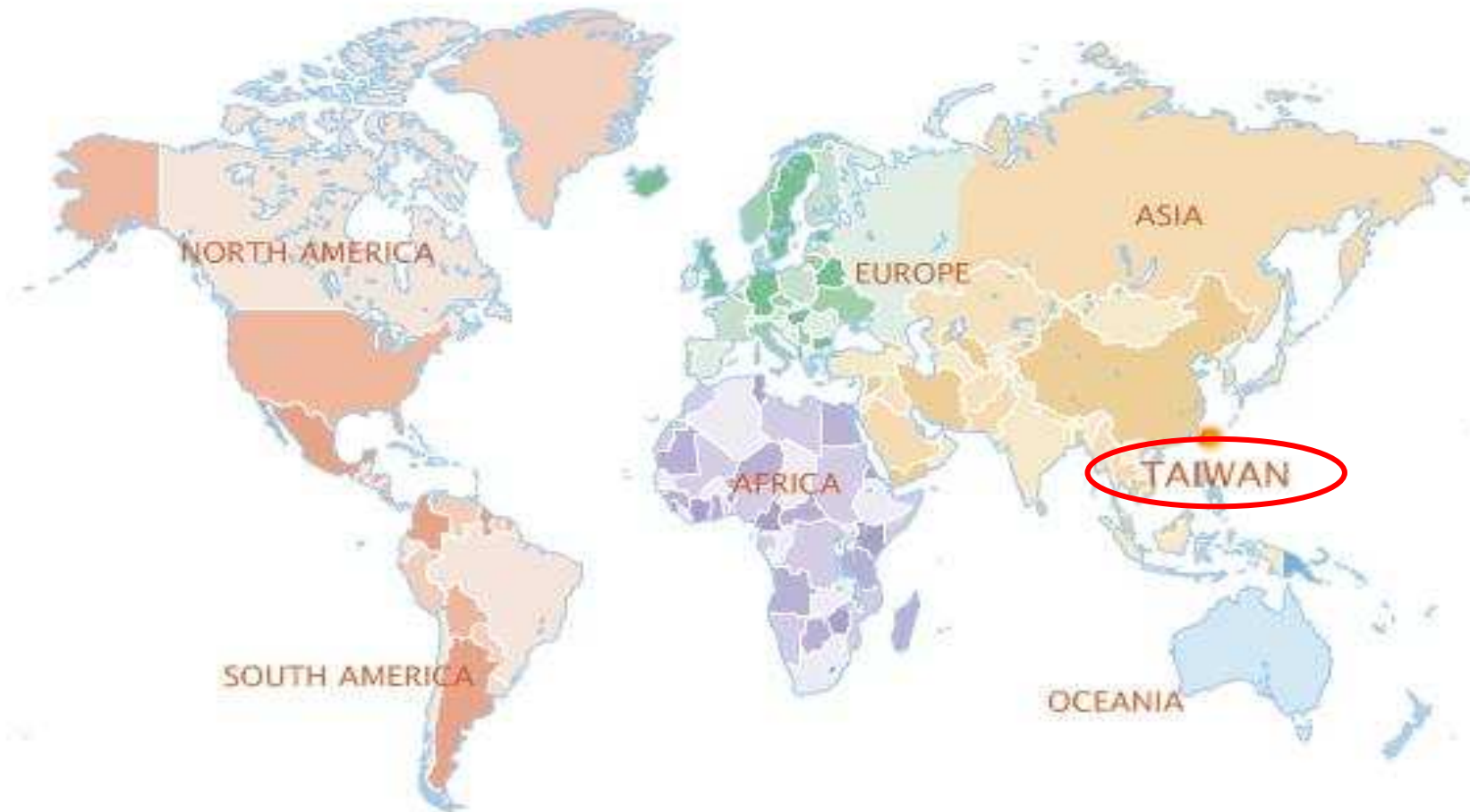
Lian-Hua Huang, RN, EMBA, PhD
President, Taiwan Nurses Association (TWNA)

2011.5.5

2011 ICN Conference, Malta

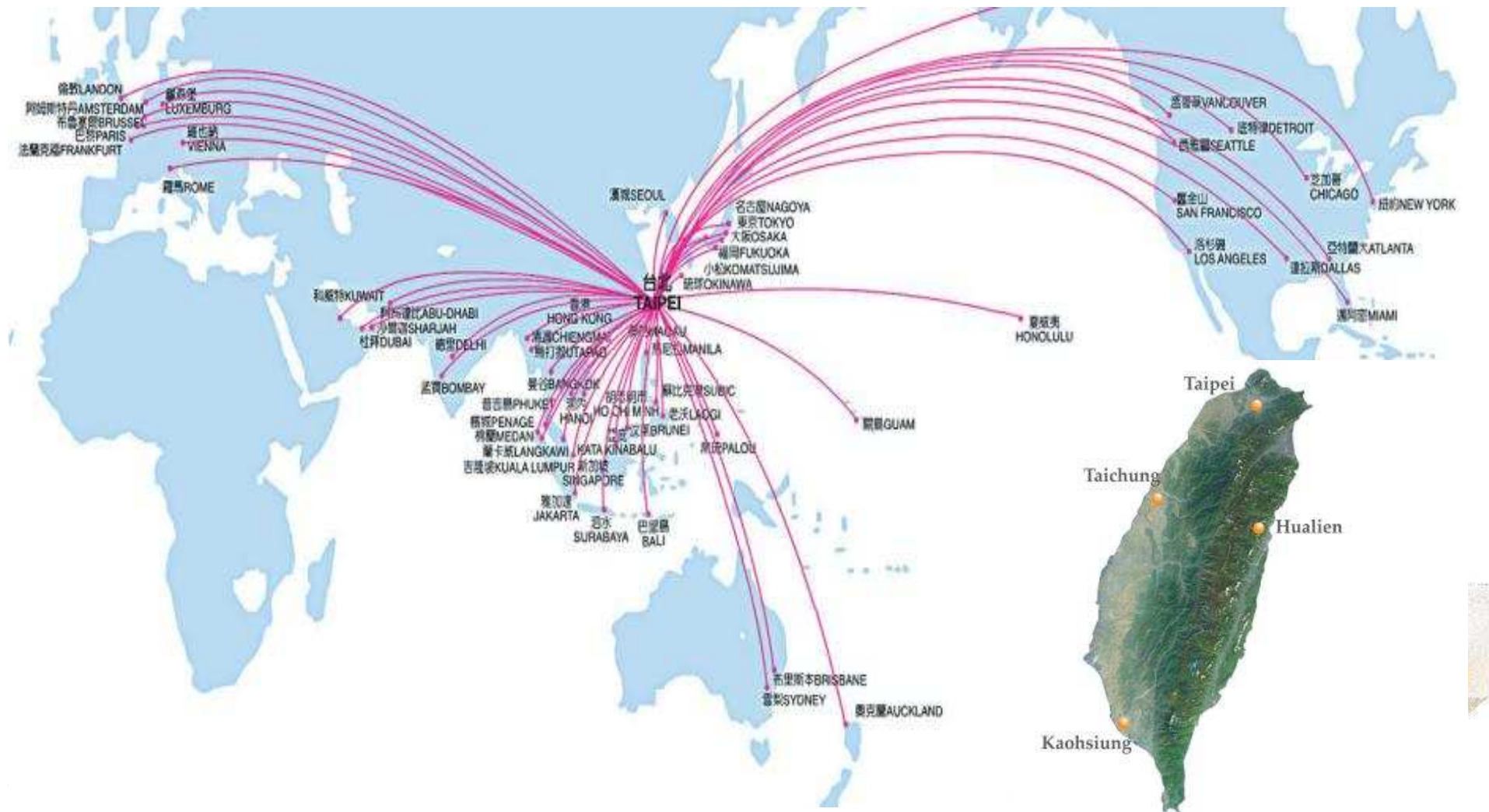


Greetings from TWNA



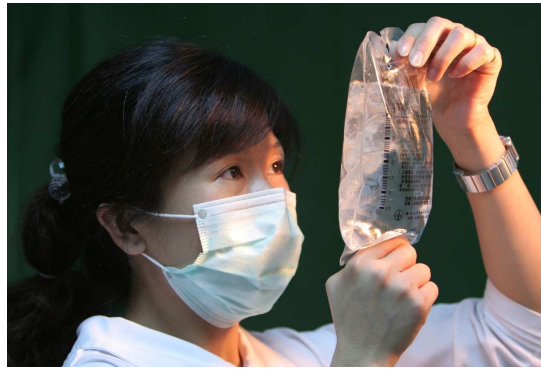
Taiwan: an island on the west of the Pacific rim,
the southeastern coast of mainland Asia.

Where is Taiwan?



Contents

- Introduction
- PPE Survey in **Taiwan** Overview
- PPE Implementation in **Taiwan**
- Strategic Planning



Introduction

What are **PPEs**?

PPEs are cost-effective health care settings that

- (1) support excellence and decent work,**
- (2) have the power to attract staff, to improve patient satisfaction, safety.**

Characteristically such settings

- (1) ensure health, safety and well-being of staff;**
- (2) support quality patient care;**
- (3) improve motivation, productivity and performance of individuals and organizations.**



Introduction

What is **PPE Campaign**?

- International Council of Nurses (ICN)
- International Hospital Federation (IHF)
- International Pharmaceutical Federation (FIP)
- World Confederation for Physical Therapy (WCPT)
- World Dental Federation (FDI)
- World Medical Association (WMA)
- Global Health Workforce Alliance (GHWA) were initiating the **5-year campaign for PPEs, which focused on positive change in workplace to advance the quality of health care services** as of 2008.



Introduction

Objectives of **PPEs**

- To raise awareness, understanding and support,
- To offer a global platform for information, discussion, sharing of best practices,
- To carry out concrete national & local activities,
- To stimulate the sustained establishment of PPEs.



PPE Survey in Taiwan

Overview



PPE Survey in Taiwan Overview

- The global survey is a collaborative effort of ICN, Pfizer Inc and APCO Insight to explore the issue: **“Nurses in the Workplace: Expectations and Needs”**, a study of nurses from 11 countries including Taiwan, United States, Japan, South Africa and Portugal.
- **Research Time:** April – May, 2009
- **Research Subjects:** 2,203 nurses from 11 countries



PPE Survey in **Taiwan** Overview

- **Research Objectives**

To better understand

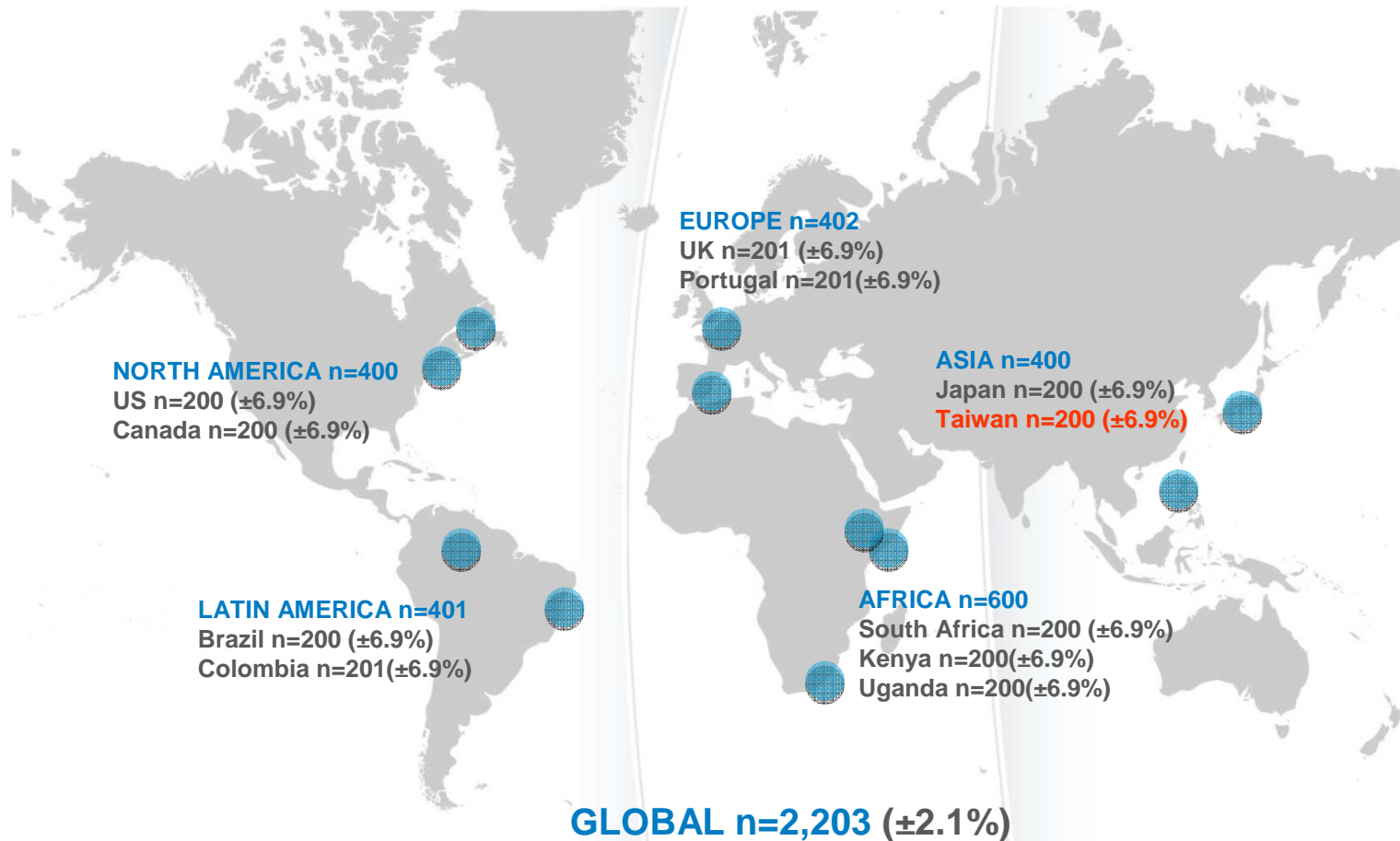
(1) how nurses view their profession and work environments,

(2) what **opportunities and challenges** the nurses and their profession face.

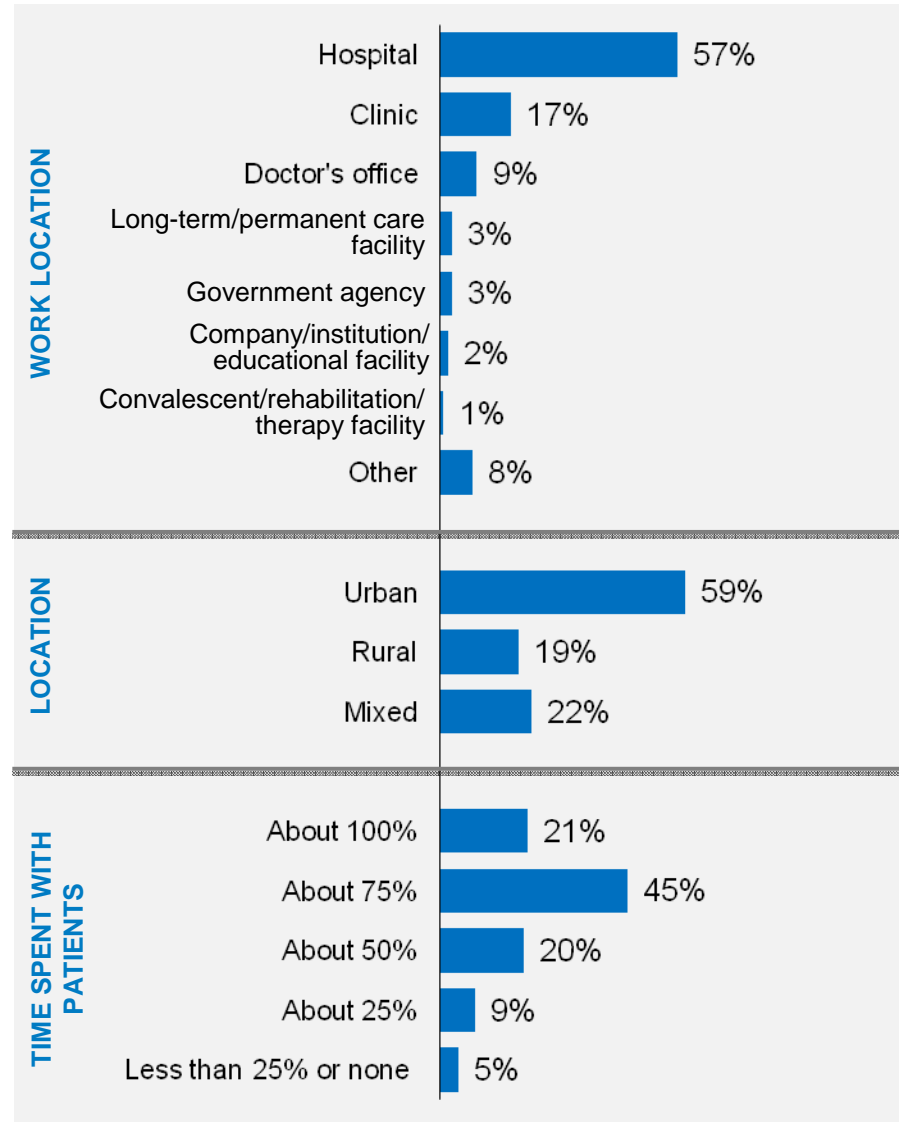
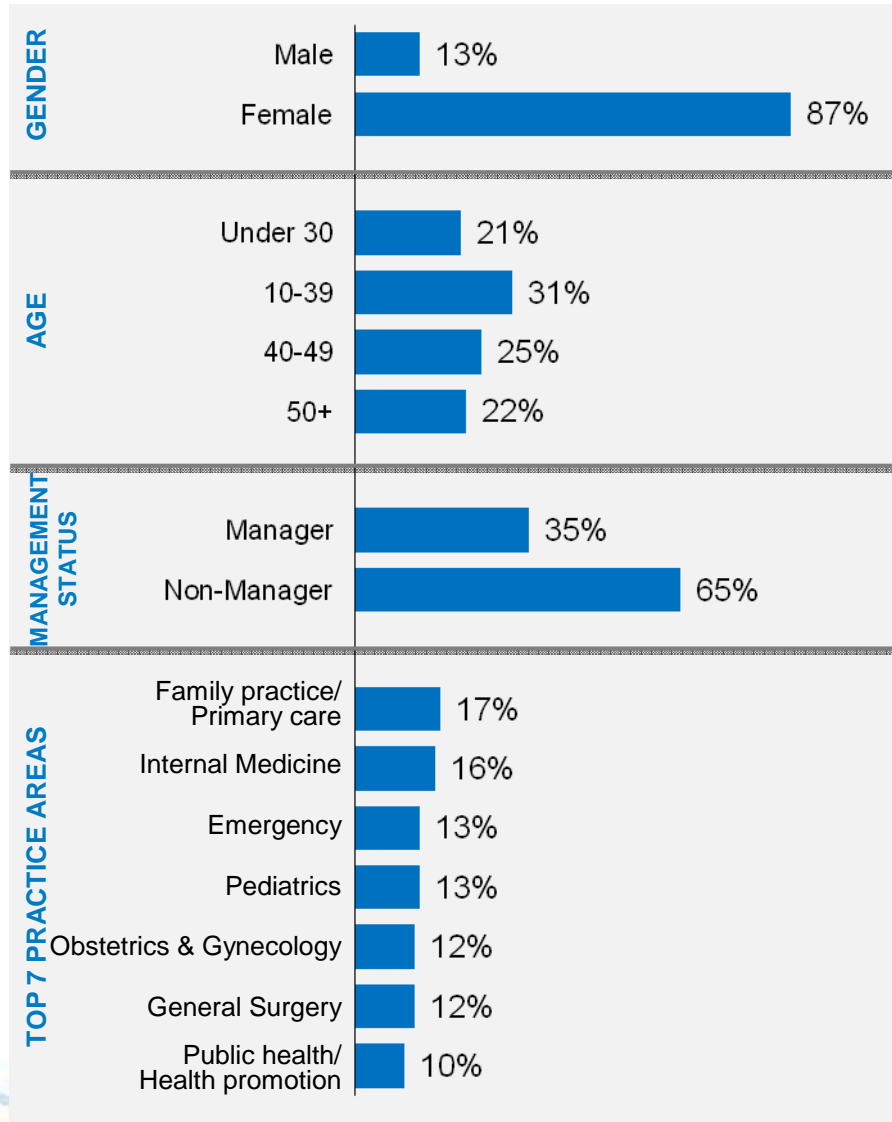
- Nurses' attitudes towards their profession.
- Opportunities and challenges in the workplace.
- Views and experience of Positive Practice Environment (PPE) principles and objectives.
- The degree their contribution to health care is understood and valued.
- Support for nursing from nursing organizations and others.

Quantitative Research Program

- Surveys in 11 countries
- Comprehensive, representative sample frames stratified among hospital and non-hospital nurses
- Fieldwork from 10 April to 28 May 2009

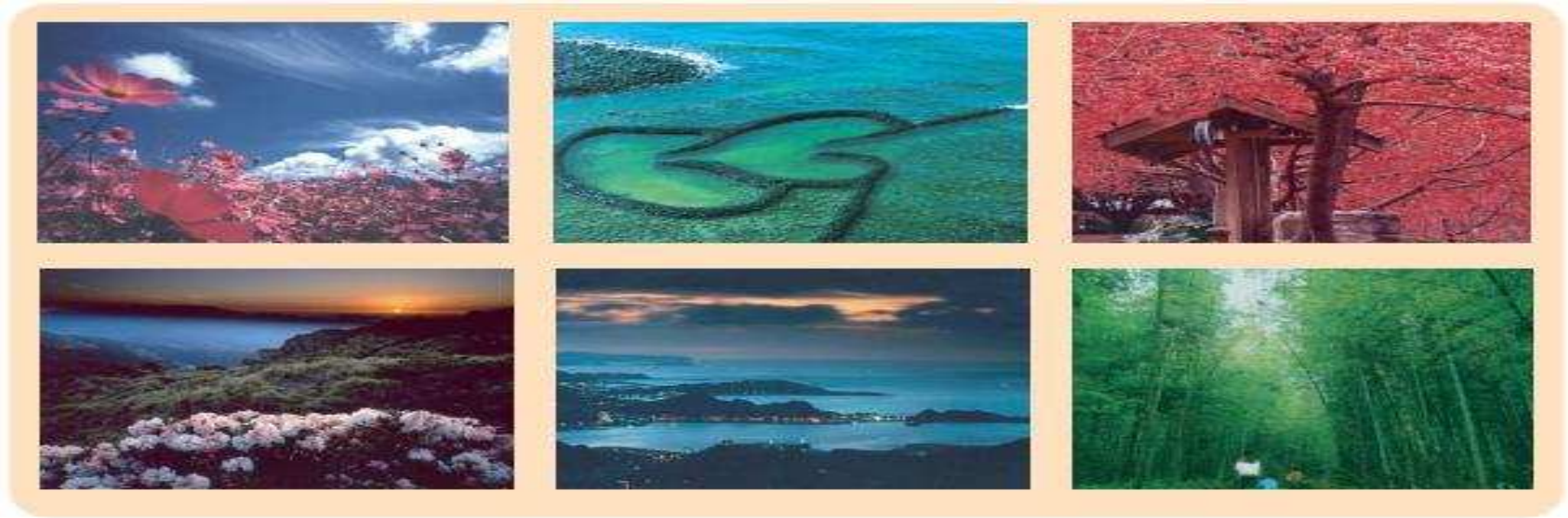


Key Demographics in Taiwan

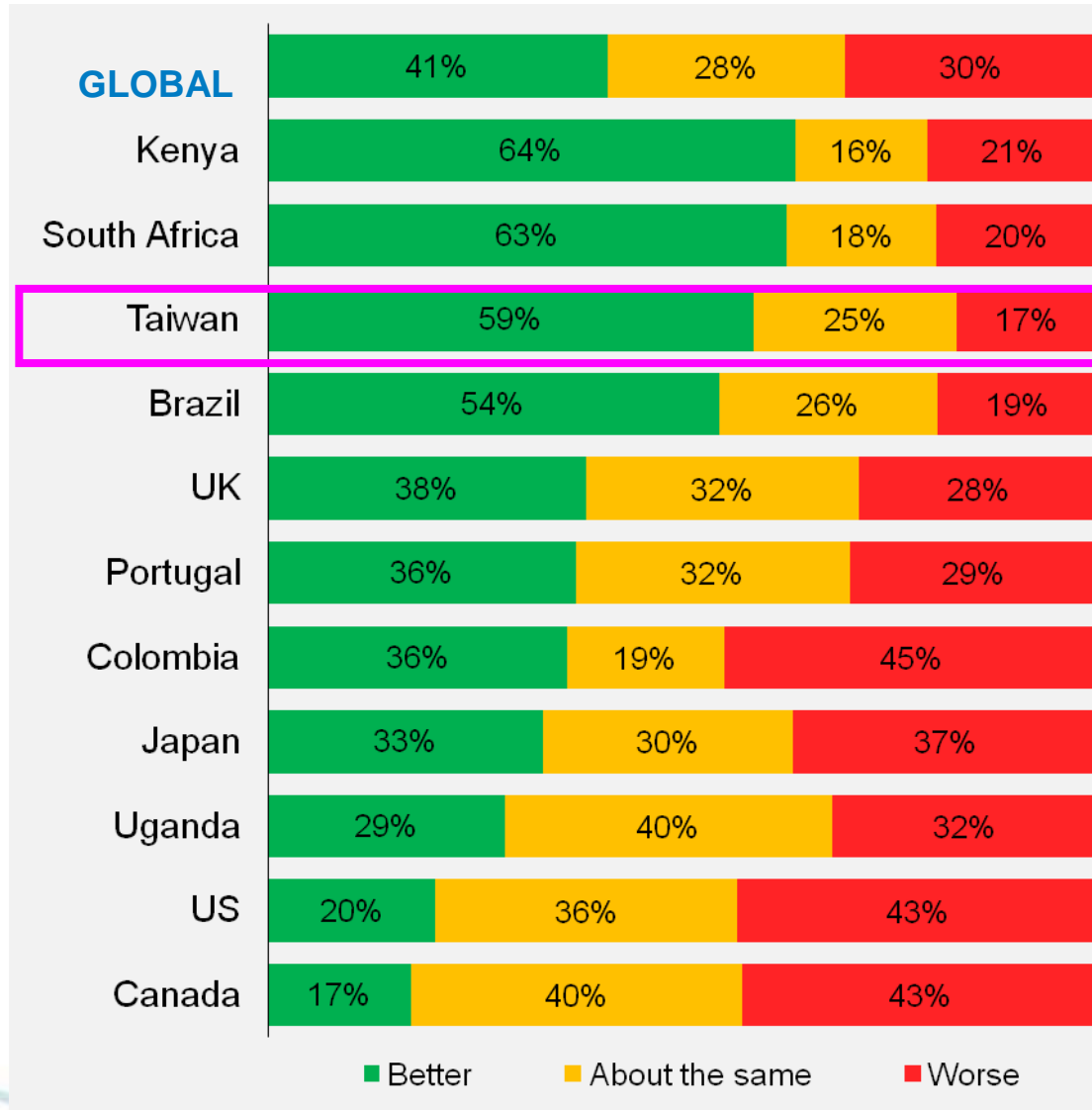


Detailed Findings:

Attitudes Towards Nursing



Health Care **Better** Today Than Five Years Ago

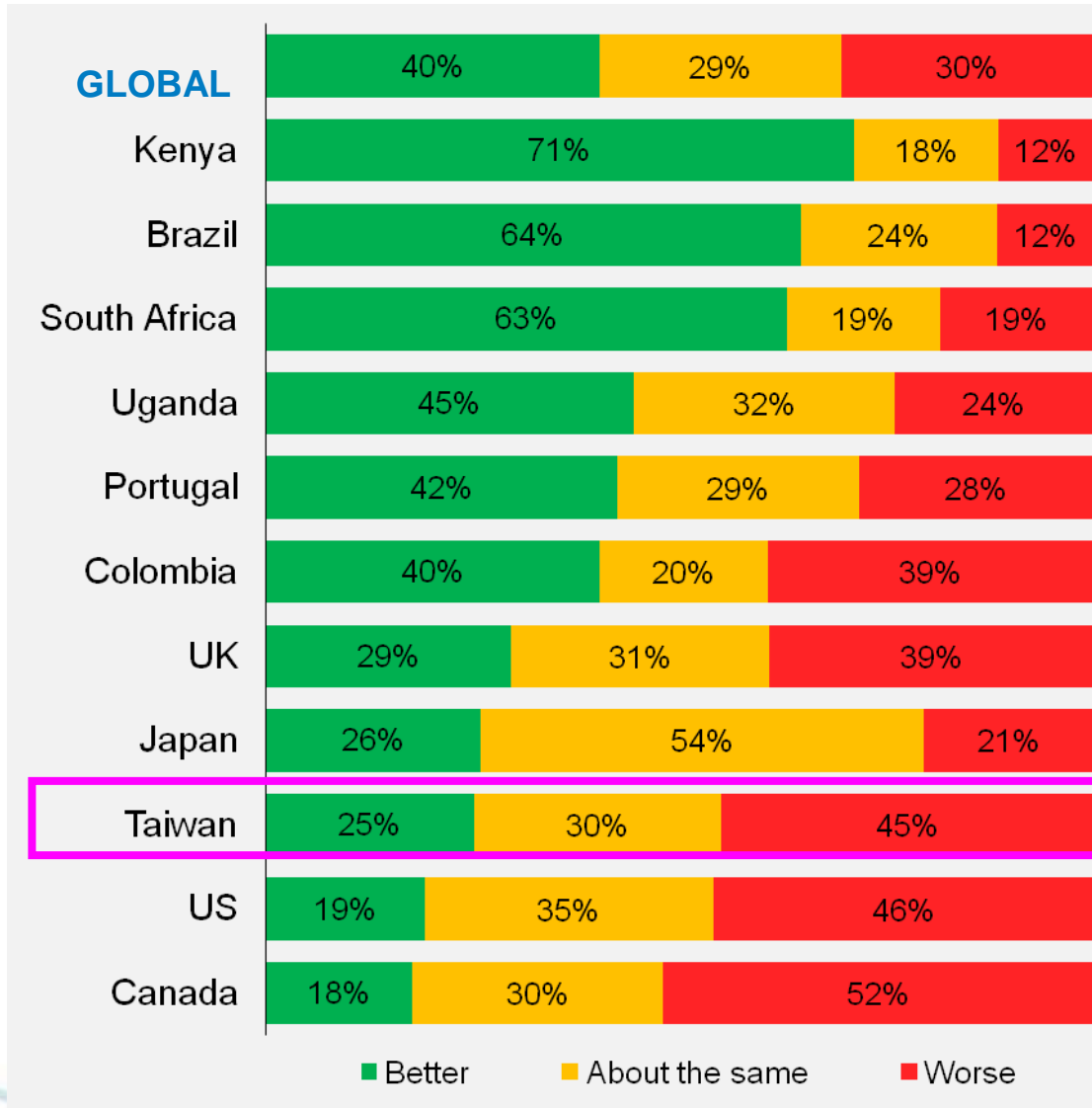


- 4-in-10 (41%) nurses globally believe that the health care system in their country is **better** now than five years ago.

- 59% nurses in **Taiwan** say that the health care system is **better** now than five years ago.



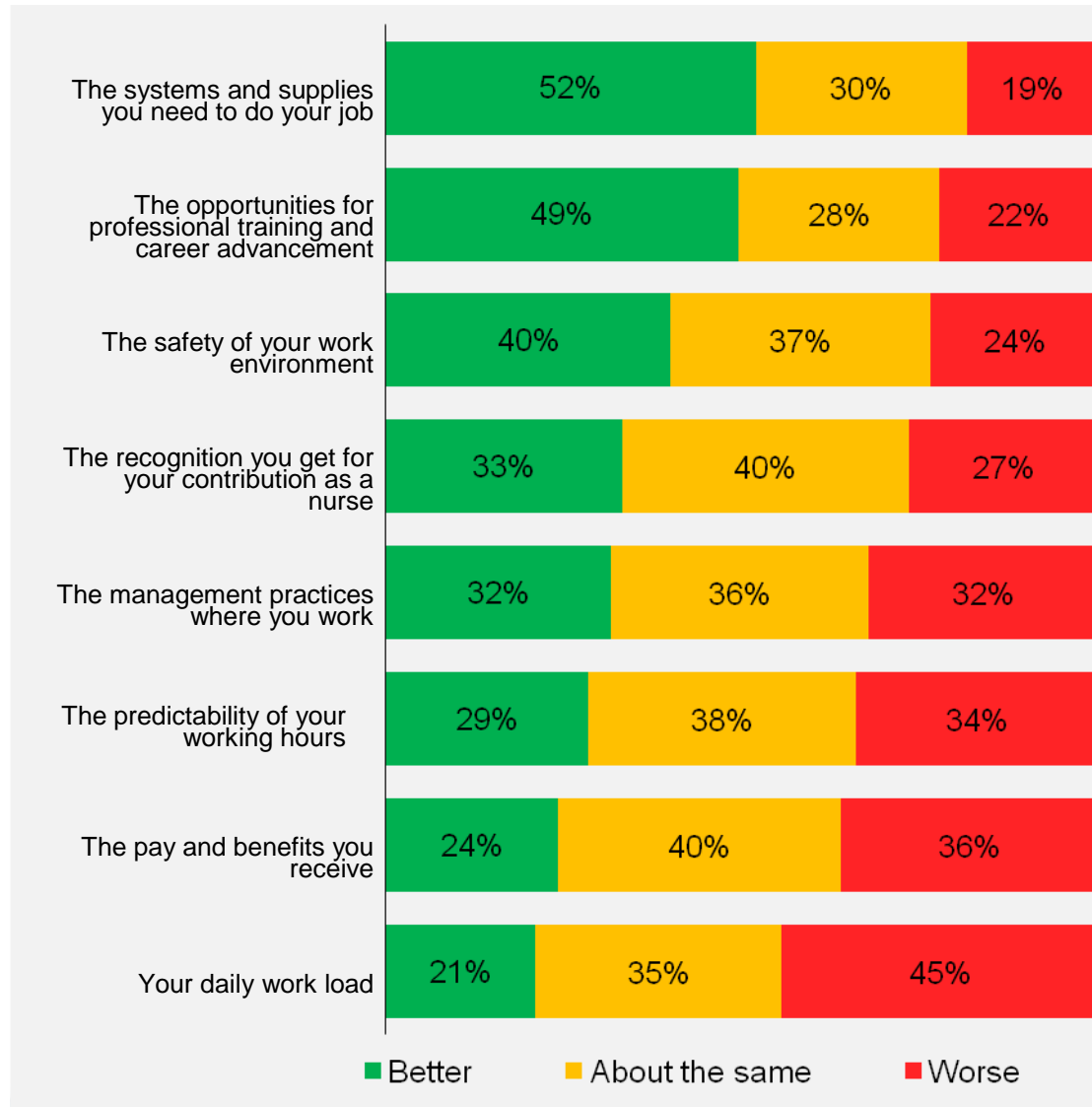
Nursing **Better** Today Than Five Years Ago



- 4 in 10 (40%) nurses believe that nursing is **better** now than five years ago.
- Nurses in **Taiwan** are more likely to say nursing is **worse** now than five years ago.



Views on Work: Taiwan

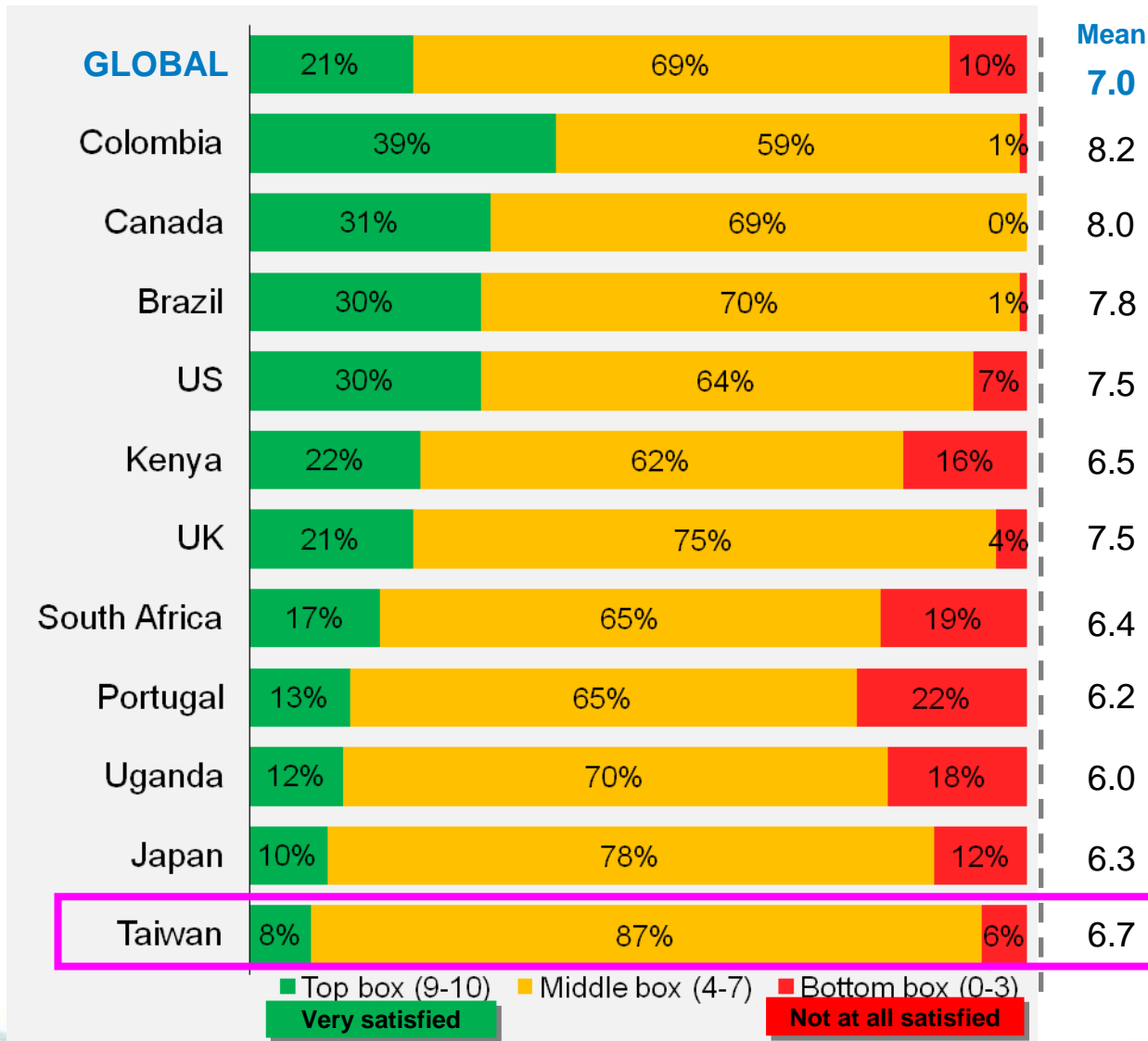


- Nurses in **Taiwan** say systems, supplies and opportunities for training and advancement are **better** now than five years ago.

- **Daily work load** is considered worse today than five years ago.



Generally, High Satisfaction with Nursing

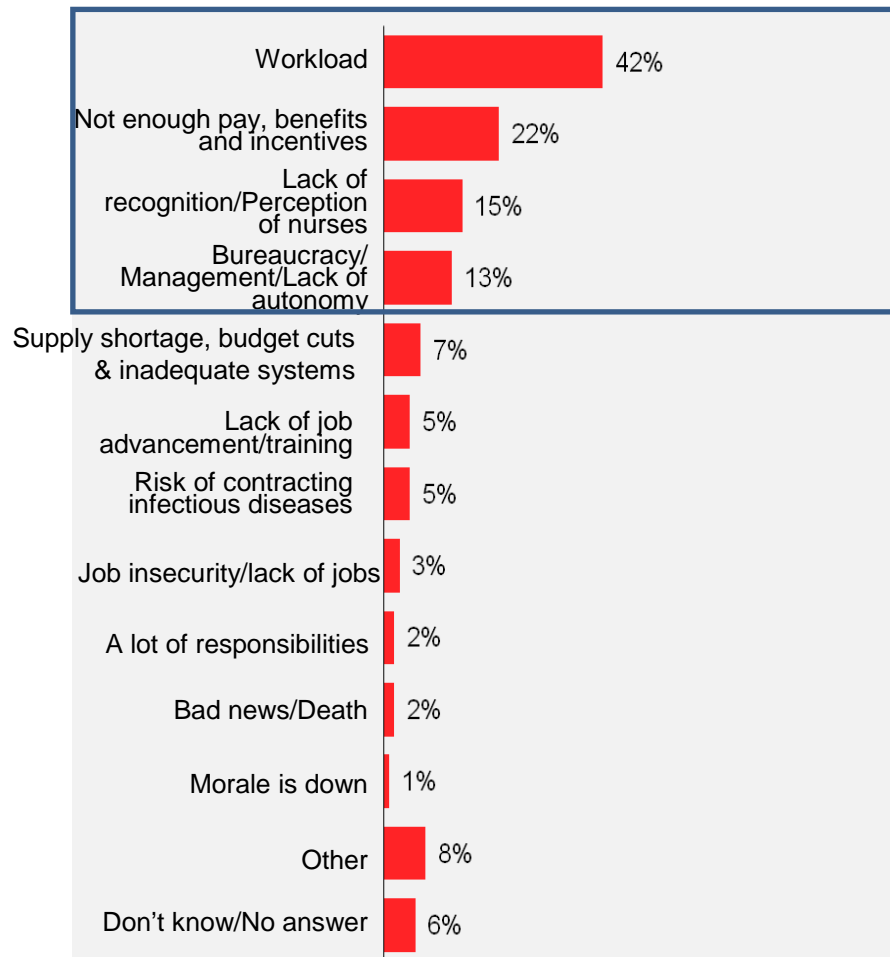


- When being asked to rate their own experiences as a nurse using a zero to 10 scale, nurses globally rate their careers as **7**.

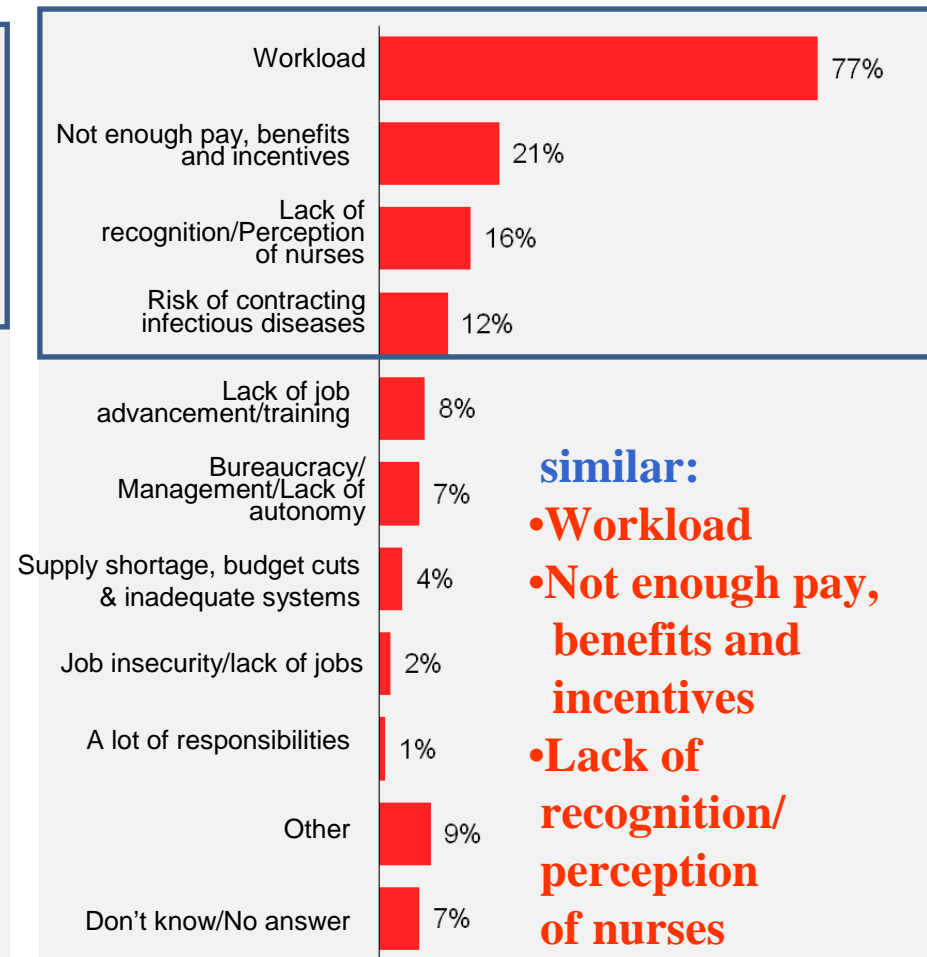


Most Unfavorable Parts of Nursing

Global



Taiwan

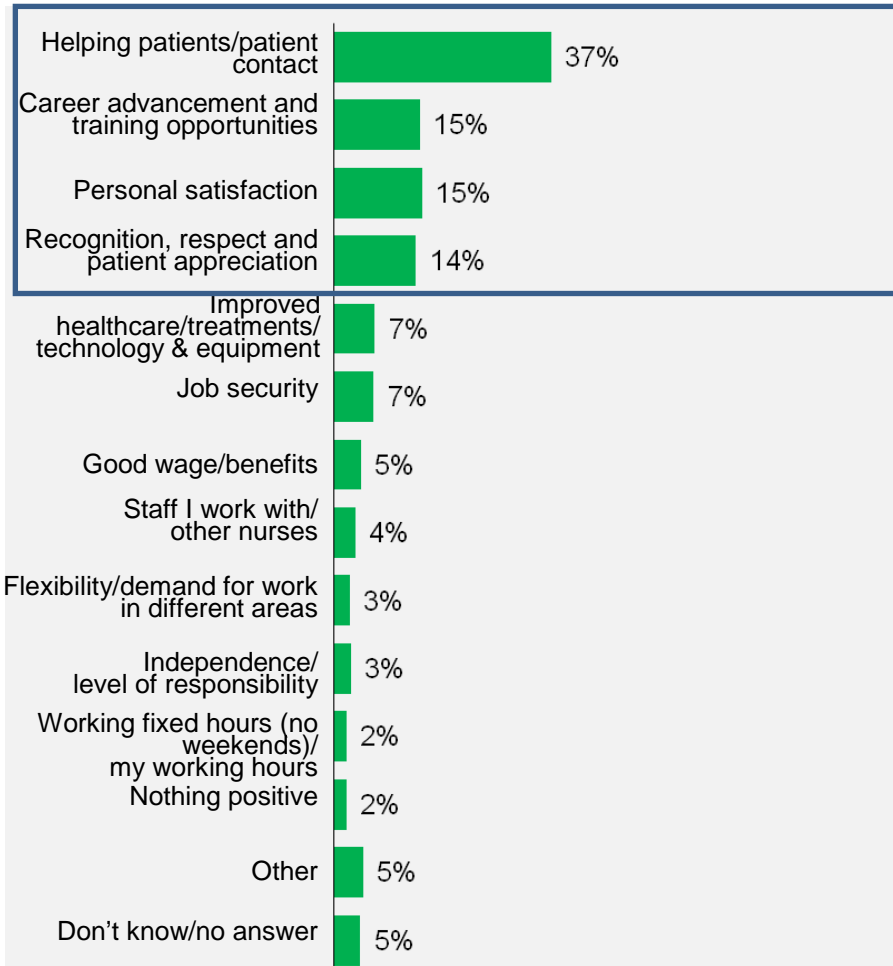


similar:

- **Workload**
- **Not enough pay, benefits and incentives**
- **Lack of recognition/perception of nurses**

Most Favorable Parts of Nursing

Global

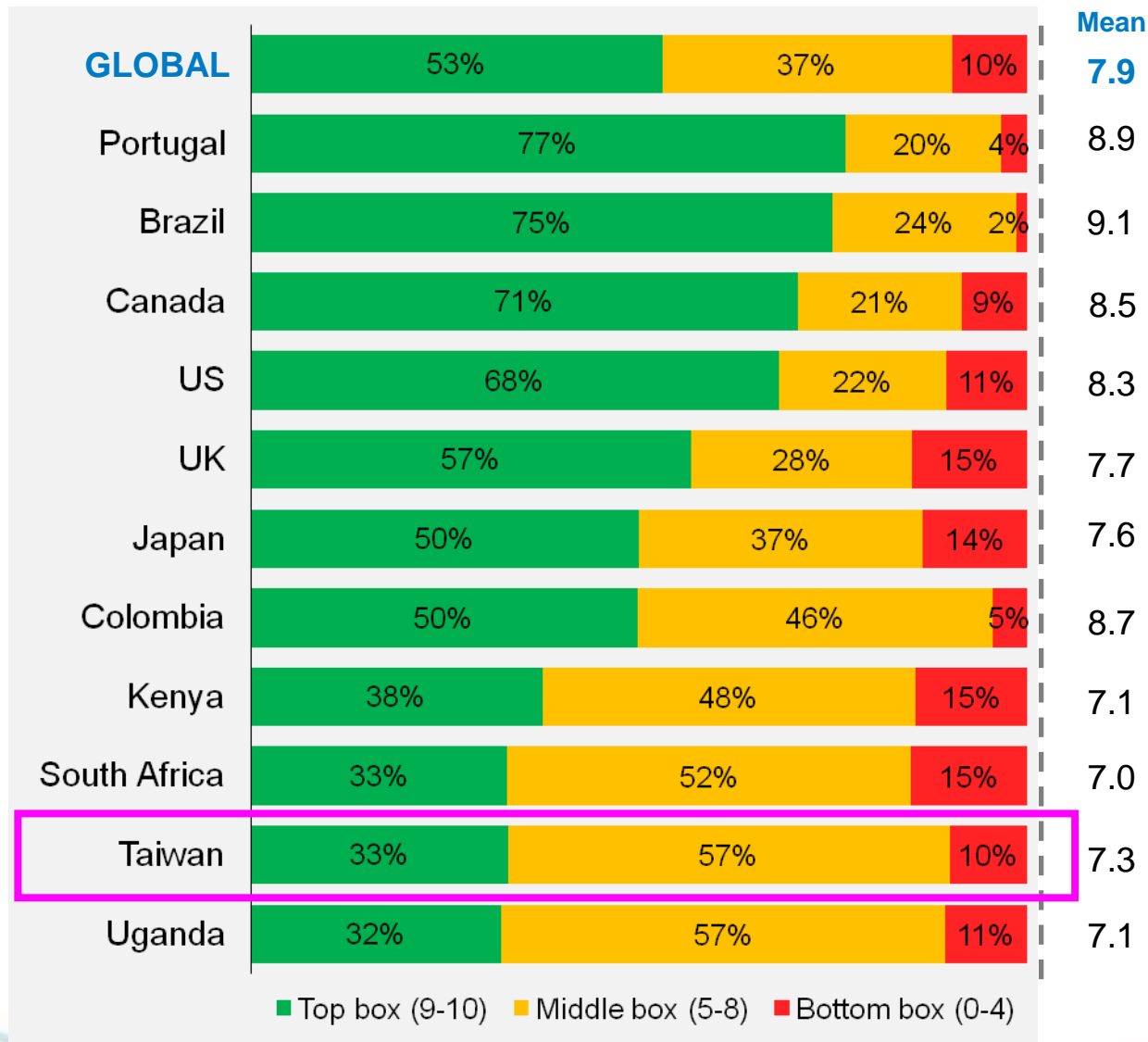


Taiwan



•Result of Taiwan and globe are very different.

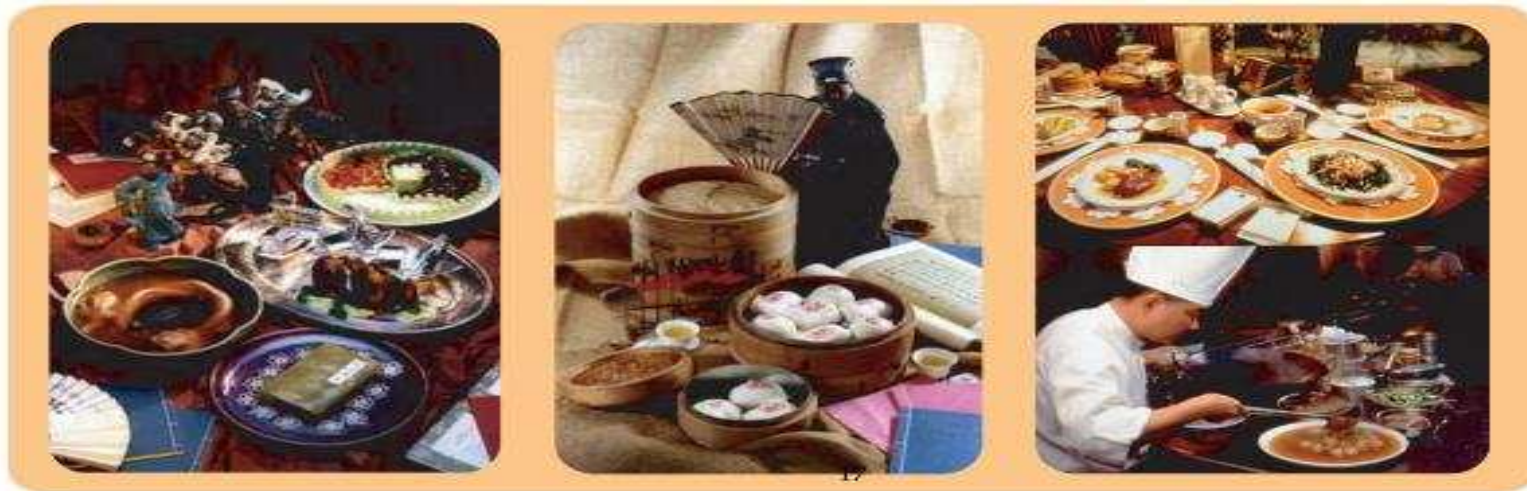
Nurses Likely to Stay in Profession



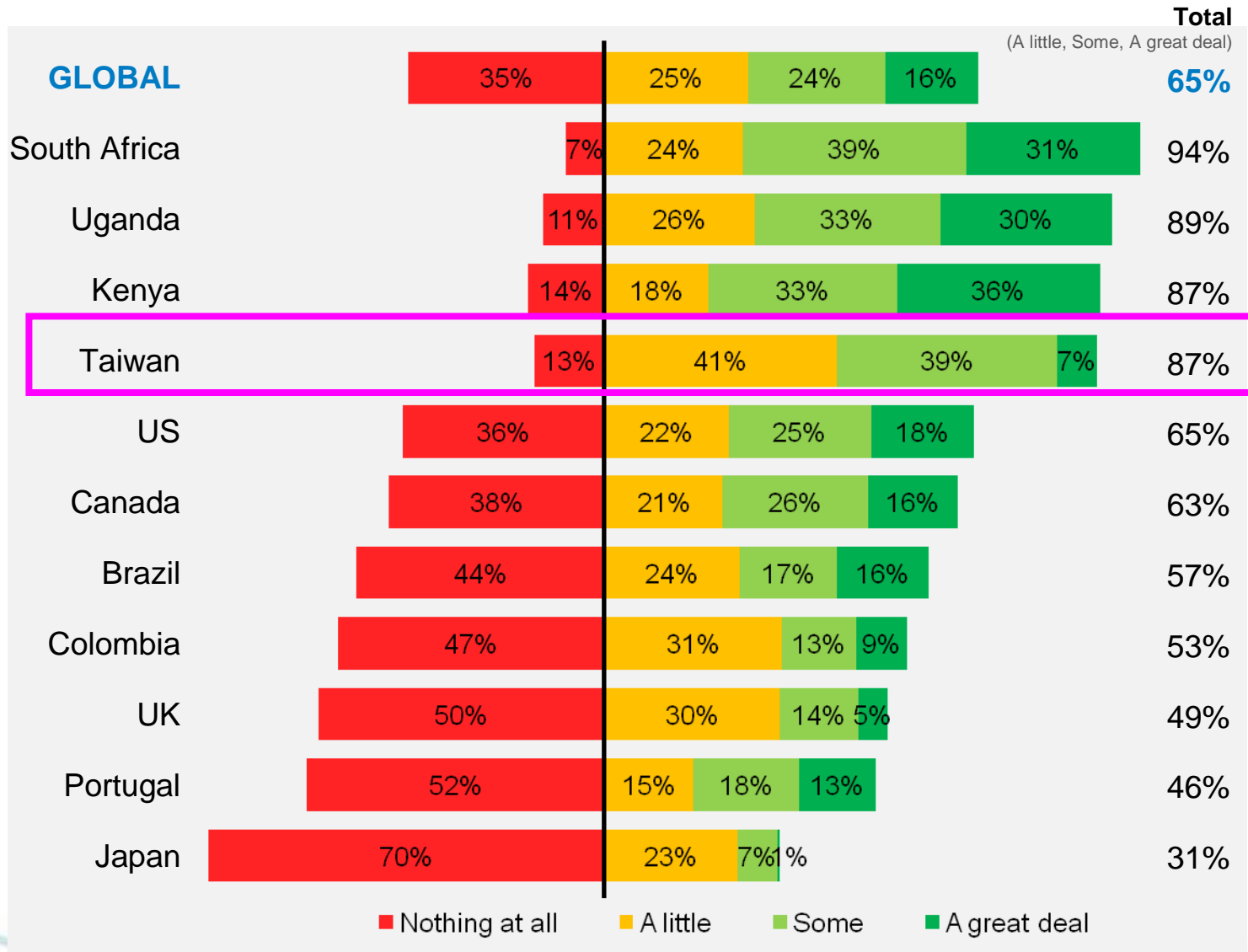
- **53%** of global nurses say that they are likely to stay in nursing in five years time.
- Fewer nurses in **Taiwan (33%)** say they are likely to stay in nursing.

Detailed Findings:

PPEs



Positive Practice Environments Heard Often



Importance of PPE Elements Ranks by Country

		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile							
Number indicates rank – based on mean score – from 0 = Very unimportance 10 = Very important	Global	US	CA	UK	PT	JP	TW	ZA	UG	KE	BR	CO
An environment of open communication teamwork, and collegiality.	9.0	9.5	9.5	9.4	9.6	8.9	8.3	7.9	8.3	9.0	9.3	9.0
Sufficient staff and staff of the right type to ensure your safety.	8.9	9.5	9.4	9.4	9.4	9.2	8.3	8.0	8.3	9.0	9.3	8.7
The health and safety policies and procedures at your place of work.	8.9	9.1	9.1	8.9	9.1	9.0	8.2	8.3	8.7	9.2	9.4	8.9
Obtaining sufficient information on best practices in medicine and treatment.	8.9	9.2	9.3	9.2	9.2	8.9	8.2	7.9	8.4	9.1	9.4	9.0
The relationship you have with your management and supervisors.	8.8	8.9	9.0	9.0	8.8	9.0	8.2	7.8	8.2	9.0	9.5	9.1
Clear and comprehensive description of your job responsibilities.	8.8	9.2	9.1	9.0	9.3	8.1	8.0	7.8	8.2	8.9	9.7	8.9
The respect you receive as a nurse from physicians and other healthcare professionals	8.7	9.0	9.2	9.0	9.1	7.8	8.1	7.8	8.3	9.0	9.4	9.0
A secure and predictable work schedule.	8.7	9.0	8.9	8.3	8.9	9.0	8.3	7.6	8.2	8.9	9.4	8.9
Pay and benefits equal to your education, experience, and professional responsibilities.	8.7	9.3	9.2	9.0	9.2	8.5	7.8	7.6	8.5	8.9	8.9	8.4
Opportunities for professional development and career advancement.	8.6	8.7	9.0	8.9	9.4	8.0	7.8	7.7	8.6	9.0	9.4	8.6
Mentoring relationships with supervisors or more experienced nurses.	8.6	8.7	8.9	8.7	8.7	8.7	8.1	7.8	8.2	8.9	9.3	8.8
Policies and programs at work that provide a balance between work and family life.	8.6	8.7	9.1	8.6	9.0	9.0	8.1	7.7	8.0	8.7	9.1	8.8
Involvement in management decisions that affect your work experience and the quality of patient care.	8.5	8.7	8.9	8.8	8.9	7.6	7.7	7.5	8.3	8.7	9.3	8.6
The ability to make independent judgments and have control over your practice area.	8.5	8.6	9.0	8.9	9.0	7.2	8.3	7.4	8.0	8.7	9.3	8.7
Policies that encourage the reporting of any professional misconduct or violation of laws that may occur.	8.4	8.9	9.2	9.3	8.3	8.1	7.6	7.5	7.9	8.5	8.9	8.7
Control over the pace and amount of work you do.	8.3	8.4	8.7	8.5	8.6	7.6	8.1	7.5	7.9	8.3	9.2	8.7

Experience with PPE Elements Ranks by Country

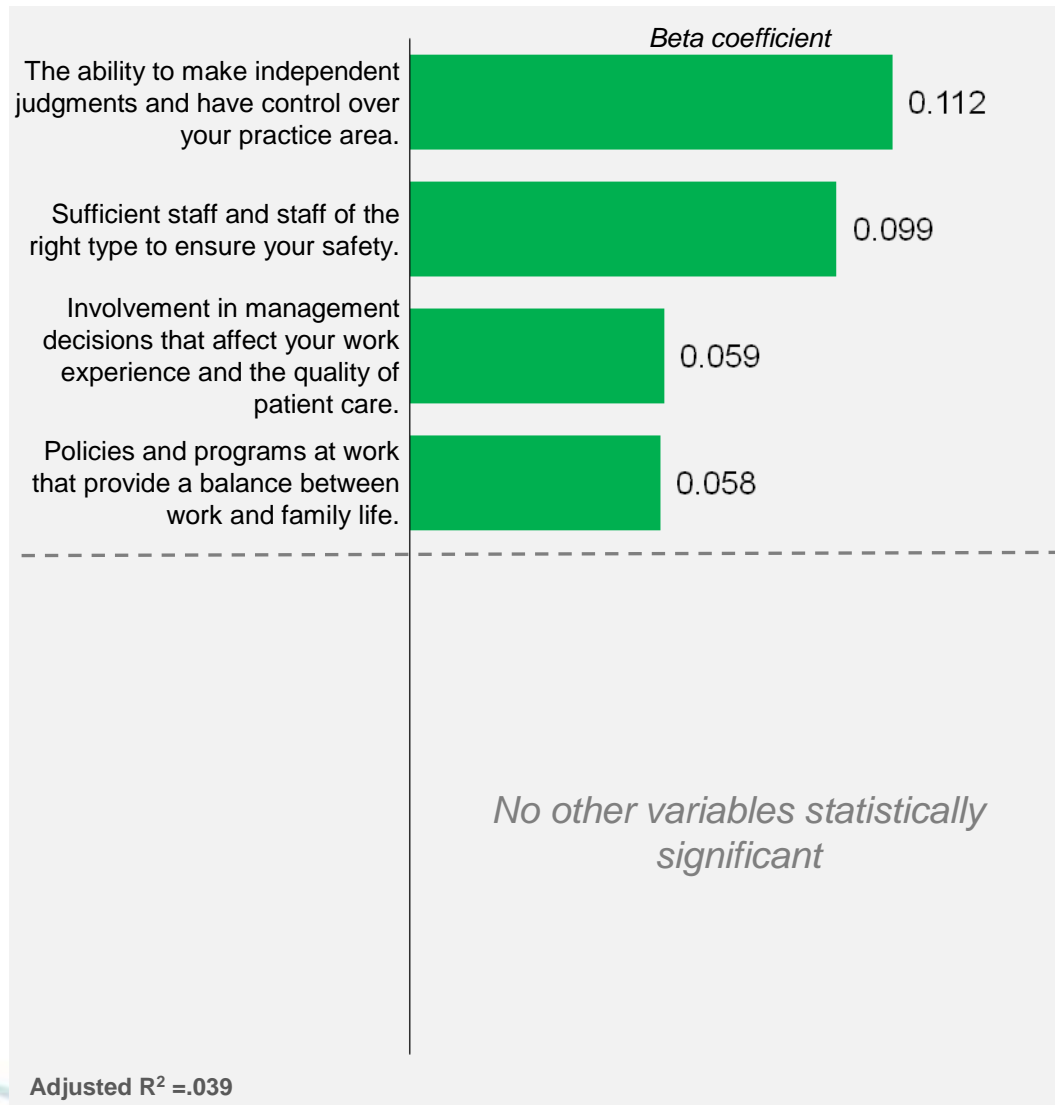
		1 st quartile	2 nd quartile	3 rd quartile	4 th quartile							
Number indicates rank – based on mean score – from 0 = Very negative 10 = Very positive	Global	US	CA	UK	PT	JP	TW	ZA	UG	KE	BR	CO
The relationship you have with your management and supervisors.	7.4	7.5	7.7	7.8	7.1	7.1	7.3	6.4	6.6	7.1	8.3	8.8
An environment of open communication teamwork, and collegiality.	7.4	7.4	7.5	7.7	7.7	7.0	7.2	6.5	6.6	7.0	7.9	8.5
The respect you receive as a nurse from physicians and other healthcare professionals	7.2	7.5	7.8	7.8	7.2	6.4	6.9	6.3	6.3	6.9	8.0	8.5
Clear and comprehensive description of your job responsibilities.	7.1	7.8	7.4	7.6	7.5	5.4	7.1	6.2	6.3	6.0	8.5	8.7
Obtaining sufficient information on best practices in medicine and treatment.	7.1	7.5	7.5	7.9	7.1	6.0	7.1	6.2	6.2	6.6	7.6	8.2
The health and safety policies and procedures at your place of work.	7.1	7.9	7.6	8.1	6.6	5.4	7.1	6.8	6.2	6.3	7.2	8.5
The ability to make independent judgments and have control over your practice area.	7.0	7.6	7.4	7.8	7.1	6.2	7.8	6.2	5.6	5.6	7.9	8.2
A secure and predictable work schedule.	6.9	7.6	7.7	7.1	6.4	7.0	7.2	6.0	5.9	6.0	7.1	8.1
Policies that encourage the reporting of any professional misconduct or violation of laws that may occur.	6.8	7.9	8.1	8.0	5.8	6.2	6.7	6.3	5.7	5.5	6.9	8.1
Mentoring relationships with supervisors or more experienced nurses.	6.8	7.1	6.8	7.3	6.8	5.4	7.1	6.2	6.0	6.5	7.5	8.1
Opportunities for professional development and career advancement.	6.5	7.0	7.1	7.5	5.4	4.8	6.6	6.4	5.6	6.2	6.7	7.9
Policies and programs at work that provide a balance between work and family life.	6.4	6.6	5.9	6.9	5.6	6.0	6.9	6.0	5.8	5.7	6.4	8.1
Involvement in management decisions that affect your work experience and the quality of patient care.	6.3	6.4	6.6	6.8	5.6	5.6	6.7	5.6	5.5	5.4	7.6	7.9
Control over the pace and amount of work you do.	6.3	6.1	6.2	6.5	6.5	5.6	7.2	6.2	5.5	4.8	7.2	8.0
Sufficient staff and staff of the right type to ensure your safety.	6.3	6.8	6.5	7.0	5.8	5.1	7.0	6.0	6.0	5.0	6.5	8.0
Pay and benefits equal to your education, experience, and professional responsibilities.	6.0	6.7	7.1	6.5	4.8	5.8	6.5	5.8	5.2	4.7	6.1	7.3

Gap Analysis of PPE Parameters

	Total	US	Brazil	Japan	UK	South Africa	Colombia	Kenya	Canada	Uganda	Taiwan	Portugal
Obtain sufficient information	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Open work environment	Green	Red	Light Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Relationship with management	Green	Light Green	Green	Green	Green	Green	Green	Green	Light Green	Light Green	Green	Light Green
Respect you receive	Green	Green	Green	Light Green	Green	Green	Green	Green	Green	Green	Red	Green
Clear job responsibilities	Green	Green	Green	Yellow	Green	Green	Green	Light Green	Red	Light Green	Light Green	Green
Healthy/safe place to work	Green	Green	Red	Red	Light Green	Green	Green	Green	Green	Green	Red	Green
Predictable work schedule	Green	Green	Red	Green	Yellow	Yellow	Red	Yellow	Light Green	Yellow	Green	Yellow
Independent judgments and control	Light Green	Light Green	Light Green	Light Green	Light Green	Yellow	Light Green	Yellow	Light Green	Yellow	Green	Light Green
Policies on misconduct or violation	Yellow	Light Green	Yellow	Light Green	Green	Light Green	Light Green	Yellow	Green	Yellow	Yellow	Yellow
Mentoring relationships	Yellow	Yellow	Light Green	Red	Yellow	Red	Red	Light Green	Red	Light Green	Light Green	Light Green
Pace and amount of work	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Light Green	Yellow
Involvement in management decisions	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow
Work-life balance	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Professional/career advancement	Yellow	Yellow	Red	Yellow	Yellow	Light Green	Yellow	Green	Yellow	Red	Yellow	Red
Pay and benefits	Yellow	Red	Yellow	Yellow	Red	Yellow	Yellow	Red	Red	Red	Yellow	Red
Sufficient staffing	Red	Red	Yellow	Red	Red	Red	Yellow	Red	Red	Green	Red	Red



Likelihood to Stay in Nursing: 4 PPE Dimensions



Statistic analysis indicates that

- independence,
- adequate staffing,
- involvement in decisions,
- work-life balance

have significant impact on remaining in nursing.



Taiwan Research Results



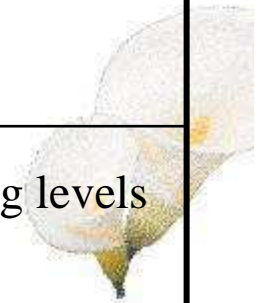
PPE Survey Methodology

- **Sampling method:** Purposive sampling
- **Research subjects:** 120 hospitals nationwide
including public hospitals, private hospitals, civilian clinics of Military Hospital.
- **Research design:** PPE checklist was translated into Chinese-version questionnaires.
- **Research time:** Aug-Oct 2009



Research Results: 1st Concern Priority

PPE Domains	1st Concern Priority	1st Feasibility Priority
Professional recognition	Recognize health care professional competencies	Recognize health care professional competencies
Management practices	Commit to equal opportunity & fair treatment	Provide clear, comprehensive job descriptions
Support structures	Provide adequate equipment, supplies & support staff	Communicate and uphold standards of practice
Education	Offer thorough orientation programs	Offer thorough orientation programs
Occupational health and Safety	Adhere to safe staffing levels	Adhere to safe staffing levels



PPE Domain: Professional Recognition

Issues	Concern Priority	Feasibility Priority
Recognize health care professional competencies	1	1
Promote professional autonomy and control	2	4
Reward contribution & performance	3	3
Measure employee satisfaction and act on outcomes	4	2

PPE Domain: Education

Issues	Concern Priority	Feasibility Priority
Opportunities for professional development	1	1
Offer thorough orientation programs	2	3
Foster effective supervisory/mentoring/coaching	3	2

PPE Domain: Occupational Health and Safety

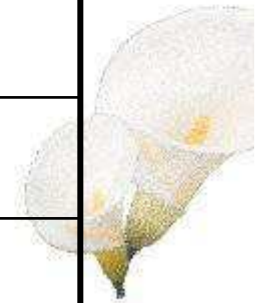
Issues	Concern Priority	Feasibility Priority
Adhere to safe staffing levels	1	1
Adopt occupational safety and wellness policies	2	2

PPE Domain: Management Practices

Issues	Concern Priority	Feasibility Priority
Commit to equal opportunity & fair treatment	1	4
Provide adequate and timely compensation	2	9
Maintain effective performance management systems	3	1
Offer decent and flexible benefit packages	4	2
Involve employees in planning and decision-making	5	5
Encourage open communication and team work	6	7
Foster a culture of mutual trust, fairness and respect	7	6
Adopt policies to positively encourage reporting of professional misconduct	8	10
Provide clear, comprehensive job descriptions	9	8
Ensure effective grievance procedures are in place	10	3

PPE Domain: Support Structures

Issues	Concern Priority	Feasibility Priority
Invest sufficiently in health and work environments	1	3
Foster strong employment relationships	2	8
Apply regulatory frameworks for safe workplaces	3	2
Provide adequate equipment, supplies & support staff	4	1
Engage employees in continuous assessment	5	9
Promote healthy work-life balance	6	7
Offer employment security and work predictability	7	4
Ensure practice under an overarching code of ethics	8	5
Communicate and uphold standards of practice	9	10
Review scopes of practice and competencies	10	6



Conclusions & Recommendations

- Nurses tend to say nursing is **worse** now than five years ago.
- Merely **3 in 10** Taiwan nurses would like to stay in their profession due to over workload.
- Taiwan interviewees are likely to **value job security, good wage/benefits** and so on.
- The government authorities should consider the findings carefully and try to resolve the most pressing issues that Taiwan nurses face.



PPE Press Conference

台灣護理學會推動
正向工作環境 記者招待會

代表全球1千3百萬護理
人員國際組織(ICN)理事長
Rosemary Bryant訪台

時間：98年8月17日
下午2時
地點：台灣護理學會
國際會議廳

ICN理事長Rosemary Bryant(珞絲瑪麗·布萊恩)記者會致詞時提到，本次來台訪問為擔任ICN理事長以來首次正式出訪，深具象徵性意義，對她個人在ICN 理事長公務生涯也很有助益，感謝台灣護理學會邀請，全場員工踴躍支持並提供協助。



- In September 2009, ICN President **Rosemary Bryant** was invited to advocate for the PPE project, address the importance of fostering a positive working environment to retain health professionals in workplace.

Strategic Planning

- **To build positive professional status and image.**
- **To improve the allocation of registered nurses in the public sector.**
- **To meet with the National Union of Nurses' Association to discuss revising the nursing manpower allocation standard.**
- **To implement the two-year research plan, the Effects of Improving Positive Practice Environments.**



PPE Implementation in Taiwan

- Initiate a movement “**call by professional title**” instead of “social title”, i.e. call nurses “Registered nurses” instead of “Miss”.
- TWNA paid an official visit to Minister of the Ministry of Civil Service, requested to increase the allocation of Registered nurses. And contract nurses should be less than 20% in the public sector.



Taiwan Nursing Manpower Allocation Standard

Background:

- Nursing manpower allocation standard of medical care institutes was set up 20 years ago.
- Long working hours and heavy workload still cause high turnover rate.
- Nursing becomes one of the unfavorable careers.
- To revise allocation standard of medical care institutes is urgently needed.

Strategies:

The National Union of Nurses' Association requested 345 hospitals to submit new allocation standard references, and received 201 responses (**43.89%** response rate).



Taiwan Nursing Manpower Allocation Standard

Conclusions:

1. Heavy workloads cause nurses to quit, and nursing shortage affects patient safety. We have to **raise the nursing allocation standard** according to societal needs.
2. To keep up with the international trend, **NHPPD (nursing hours per patient day)** is to be planned as the allocation standard by medical care institutes.
3. **Post Graduate Year for Nurses for two years (PGYN2)** project implemented as a workable solution to increase new nurses' retention.



Taiwan Nursing Manpower Allocation Standard

Suggestions :

1. Budget resources

- (1) To **increase insurances premiums** through the Second Generation National Health Insurance.
- (2) To **implement the Diagnosis Related Groups** to increase balances after utilizing medical resources.

2. Strategies

- (1) To **review the structure of the National Health Insurance**.
- (2) To **pay the full nursing fees**, both inpatient and outpatient nursing fees, in terms of proper nursing manpower allocation.



The Effects of Improving Positive Practice Environments on Nurses in a Medical Center

- Based on the findings of previous study conducted during 2009 in Taiwan, TWNA granted **PPE research for two years.**
- **Five small projects** are:
 1. the impact of PPE on staff nurses job satisfaction;
 2. the attitude and satisfaction to incident report;
 3. reduce the interruption of medication administration processes;
 4. instrument development of nursing mini-clinical evaluation exercise;
 5. analysis of the strategies of nursing staff retention.



Thank You for Your Listening



Nurses' Job Satisfaction in the Positive Practice Environments

- **Background:**

In the NTUH employee satisfaction questionnaire of 2009, the nurses score the lowest among employees in all hospital at 74.20.

- **Purposes:**

To understand and promote nurses' job satisfaction.

- **Intervention:**

- To provide the appropriate space or facilities to nurses.
- To provide appropriate pipeline for the staff to express their opinions.
- To provide the electronic nursing record to decrease nurses' working hours.



Nurses' Attitude and Satisfaction to Incident Report

- **Background:**

Incident reporting system is a way to improve the quality of health services. Little is known about the nurses' attitude and satisfaction of incident report in Taiwan.

- **Purposes:**

To understand nurses' attitude and satisfaction of incident report from a medical center in northern Taiwan.

- **Methodology:**

A cross-sectional research design will be used. A total of more than 2,000 nurses who work in the Department of Nursing in this hospital will be surveyed.

The instrument of this study is a questionnaire modified from Dr. Barbara Wilson's 25 attitude items in Reporting of Clinical Adverse Effects Scale (RoCAES).



Nursing Mini-Clinical Evaluation Exercise (Mini-CEX)

- **Background:**

PGY2 for new nurses is a two-years training program to establish the professional nursing core competence.

Mini-CEX has been widely applied in medical students for teaching evaluation and real time feedback.

- **Purposes:**

To evaluate the feasibility of applying mini-CEX beside new nurses teaching.

- **Methods:**

1. To initiate a mini-CEX workshop to establish preceptors' consensus.
2. To evaluate the satisfaction of using mini-CEX for preceptors and new nurses.
3. To evaluate new nurses' clinical competence periodically.



Reduce the Interruption of Medication Administration Processes

- **Pilot study:** 2009.10.26~11.22
 - ☞ **Pre-test:** in the Respiratory Care Center (total beds: 15)
 - The interruption rate of administration processes: 81.7%.
 - Average number of interruption per one administration process: 2.57 times.
 - Sort of disturbance sources
(1) Nurse, (2) Patient, (3) Nurse Assistant.
 - ☞ **Post-test:**
 - The interruption rate of administration processes: 15.8%.
 - Average number of interruption per one administration process: 0.31 times.
 - Sort of disturbance sources: same as the pretest.
- The expansion of research: Increased to 7 units in 2011.



The Analysis of the Strategies for Nursing Staff Retention

- **Identified the suitable indicators**
 - New nursing staff turnover rate
 - The cost and times of recruiting per year
 - The cost and times of new staff discussion meeting
- **Plan a qualitative interview**
 - Discuss qualitative interview guideline
 - Find out nursing staff recruited from 2007 to 2010
 - Ask consent for interview
- **Statistical methodology consult**
 - Adjusted the data collection for study
- **Needs to collect more baseline data of new nurse**

