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## Research Article

### WIFI: WITH INTENT FOR INTEGRITY

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#### ABSTRACT

Plagued by a nursing shortage of crisis proportions HR is focusing too much on recruitment and retention that has contributed to disturbing rates of attrition. No wonder that cost of manpower resources are increasing each day. Nurses need to see support from the administration. Leadership involvement is important in providing good working environment and professional development. The stress of the job can be reduced by sharing responsibilities of the workplace. From concierge services that help nurses with errands to flexible scheduling, hospitals are doing whatever it takes to allow nurses to focus on their work and keep them in their jobs for years to come. "To foster staff retention, organizations need to develop environment in which nurses want to work". The Nursing Leadership Team under the guidance of The Group Director Nursing of Indraprastha Apollo hospitals of Delhi brain stormed about methods to minimize the internal factors responsible for staff attrition. A yearly plan of activities was designed on 2 categories patient perspective and staff perspective. The outcome was presented in terms of staff satisfaction, culture building, effective communication, increased productivity, higher focus on motivation, contentment, handholding of junior staff, increase in competitive spirit, consultant satisfaction and sustainability. The total nursing staff having more than 5 year experience is 11%.

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#### INTRODUCTION

Gone are the days when nurses would start and end their careers in one hospital. As Indian healthcare industry experiences exponential growth, we are striving to be leader in market rather than survivors. As a result, need for competent manpower is now indispensable. Plagued by a nursing shortage of crisis proportions HR is focusing too much on recruitment and retention that has contributed to disturbing rates of attrition. No wonder that cost of manpower resources are increasing each day.

The India Attrition Study 2008, done between October and March 2009, in partnership between BT and People Strong to figure out why employees quit of a company. The study found that during downturn organisations have shed chunks of the workforce and left with insecure employees who tend to jump ship if they can avoid a pink slip. Companies that ignore attrition in downturn do so at their own perils as it means letting go of top performers. It has been noted that talented employees are always on high aspiration and their worry is how

fast they climb the corporate ladder much more than survival. Organizations who does not address the concern of the top performers tend to lose them all the time<sup>1</sup>.

These days the nurse's call for indefinite strike in many states, to prevent this kind of affairs, leadership involvement is very important. Nurses need to see support from the administration. Leadership involvement is important in providing good working environment and professional development. The stress of the job can be reduced by sharing responsibilities of the workplace. Hospitals are doing what they can do to support nurses on a personal level, which is where creativity mostly comes into play. From concierge services that help nurses with errands to flexible scheduling, hospitals are doing whatever it takes to allow nurses to focus on their work and keep them in their jobs for years to come. "To foster staff retention, organizations need to develop environment in which nurses want to work". Among other things, nurses want safe environment and security at work place. Nursing Leadership Team should establish a work environment that provides professional support to all staff.

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### **Experimental section**

Studies showed that organizations which score high on implementation of employee engagement satisfaction, employee engagement, and business strategies have a lower attrition rate. Regression analysis revealed that 40% of the variation in attrition can be explained by employee engagement<sup>2</sup>

The Nursing Leadership Team under the guidance of The Group Director Nursing of Apollo hospitals group brainstormed about methods to minimize the internal factors responsible for staff attrition. A yearly plan of activities was designed. Utmost precaution was taken not to disturb hospital routine.

#### **Focusing on**

- Meeting career aspiration
- Providing conducive milieu
- Caring for the care givers
- Creating a legacy of value for employees
- Enhancing engagement

The planned activities were under two categories:

#### **1. Patient Perspective**

##### **Clinical Conference**

The concept of Clinical Conference was commenced to improve the quality of patient care as the staffs have to review the clinical condition in the following sequence.

##### **Drill/Shift briefing**

At the beginning of each shift all the staffs are reviewed about the ward census and alerts.

##### **Scrubs Meets Suits (SMS)**

This was an initiative to facilitate upward and downward communication and induce cordial scrub (staff's) and suits (Executives) relation.

##### **The Director of Nursing's Address**

Each month The Group Director of Nursing's addresses the staff nurses and briefs about:

- Progress and performance of the department
- Conduct motivational session
- Address grievances
- Share new initiatives
- Organizational expectation

##### **Buddy-Mentor**

Each staff is assigned to the other staff of same ward, irrespective to seniority. The Mentor serves as training authority of assigned Buddy.

##### **Clinical Cabinet**

Clinical cabinet seeks improve patient care and outcomes through systemic review against best practices. Where indicated changes are implemented at individual, team, or service level and further monitoring used to confirm improvement. Review existing practices and care delivery

- Compliance check against policy & protocol

- Propose evidence-based improvement strategies
- Current and best practice
- Suggest new initiatives
- Assist in safety rounds

##### **Ambassador Activity**

A group created by Nursing Director for direct connect with staff on Whatsapp.

The staff were chosen from all units based on their performance and they are privileged to speak about anything directly to Nursing Director. They are called The Ambassador's of Nursing.

##### **Chat in Chamber**

The staff meets Nursing Director in her office and discuss about their unit issues and any challenges they are facing there. The staff feels confident and privileged to be part of system. They also connect with senior leadership.

##### **Annual Nursing Conclave**

The biggest and best event of Nursing world!! The 7th Annual National Nursing Conclave & Apollo Nursing Leadership meet was hosted by Indraprastha Apollo Hospital, Delhi. The theme of the conclave was "Leading Change by Changing the Way You Lead"!!

##### **People Connect Program**

Bonding of 25 younger with one elder colleague. The seniors engage with the staff for their welfare and address their grievances.

##### **Conferences**

Conferences are organizing to increase efficiency of staff, we are conducting a conference with Lippincott on Wound Care Management. A team is constituted of 40 members (Team Leaders of all units) selected on basis of their interest.

##### **No Harm No Error**

Campaign of the era which won HMA Golden award 2017, an initiative to improve Patient Safety by Creating a Culture of Compliance and to improve service excellence.

##### **Goal**

- To increase IPSC compliance
- Increased consultant satisfaction
- Increased staff satisfaction
- TAB – Take A Break by staff
- Improved TAT – Turn-around time

##### **Hospital out Reach Program**

Outreach is a strategy which organization can use to improve recruitment process. It can develop skills and knowledge as per the requirement of organization. Mentoring the college students and explaining them about new advancement and upcoming techniques of patient treatment.

##### **Communication and Compassion Campaign**

To inculcate communication skill and behavior of staffs towards our patients and their family. The month long activity which will bring nursing and other teams together.

### **Leadership Walk Around**

The senior leadership team meets the staff weekly on floors and discuss the issues with them.

### **Consultant Connect**

In order to bridge the gap between doctors and nurses, sessions are organized for staff by senior consultants, where consultants share their knowledge and experiences with staff.

### **2. Staff Perspective**

Let's know each other: Staffs of selected units get together and organize fun activities monthly and celebrate.

### **Picnics/Movies**

Few of the staffs and senior team members together take a break from their hectic schedule. They go for the picnic and movie to drain their stress. Staff were sent to Pratapgarh Farms for a day for rejuvenating from their usual work.

### **Jack-pot lunch**

None of the senior team member in nursing celebrates their birthday alone. They get together at lunch and share their food. The birthday person is offered treat by the colleagues

### **Meeting religious needs of our staff**

In order to meet the religious needs of the staff, and to give them support, monthly Holy Mass is conducted and prayers are offered in ND Office for taking blessings by the Almighty.

### **Welcome party for school of nursing student**

Coming together each one achieves more bridging them together

### **Dancing Don-nuts**

A cultural program in which our DON- Director of Nursing and Nursing perceptive, Unit, Supervisors come together and perform.

### **Cultural Events**

As the nurses come from different parts of India and other countries, so we celebrate all festivals in order to make them feel a home away from home.

### **Rest of India**

A cultural event called rest of India was organized to celebrate the presence of nurses from different parts of the country.

### **Staff engagement**

Our Nursing Director engages with as many staff as possible. The staff feel privileged to become the voice of the nursing community. They participate in discussions and bring in their valid point of views in main forums. Even some School of Nursing students are the part of Infection Control team of the hospital. Staff engagement is a one the best initiatives taken by our nursing team.

## **RESULTS AND DISCUSSION**

The outcome was presented in terms of staff satisfaction, culture building, and effective communication, and increased productivity, higher focus on motivation, contentment, and handholding of junior staff, increase in competitive spirit, consultant satisfaction and sustainability. The amount of confidence gained by the staff nurses. Encourages them to achieve more. Specialized nurses are planned to be upgraded to next level. The total nursing staff having more than 5yrs experience is 11%.

The success of any organization is mainly based on the voice of its customer and its employees. The best way to get the maximum benefit from an employee is to set him free and have believe in him. The nursing team in Apollo Delhi has created some specialized teams like QRT, IV Safety, OT & IP Transport Team, Infection Control, HAPU Team, Pain Management, and Lactation Nurse. These teams are certified and are continuously working for improving customer satisfaction.

Nursing experience is an essential component of the VOC collected weekly from discharged patients. Also the staff is given WOW cards from patients for their extraordinary services. Regular feedbacks are taken from consultants and surgeons on the nurse's compliance.

Good work- acknowledging those who have gone an extra mile in delivery of their services. They are given certificate of appreciation, awards and accolades from the senior leadership and Nursing Director. This motivates the nursing staff to enhance their performance and generate excellent results to keep their moral high.

## **CONCLUSION**

It is very important to create a conducive work environment for the staff. Recognizing the staff for the work they do efficiently inspires them to produce better results. This develops a connection between the staff and organization and can help in retaining the staff.

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