Nurses : The Heartbeat of Hospitals

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" Nurses: The Heartbeat of Hospitals"

Two implications for this title:

1. Metaphorically : The heart is a symbol of love, dedication and compassion

2. Functionally : The heart is a vital organ whose malfunction causes serious problems

Together they describe best the essence of the Nursing profession

Florence Nightingale

- Nightingale laid down the foundations of modern nursing profession as we now know it

- Born in an aristocratic English family in 1820,she heard the voice of God ordering her to care for the sick

- Before her, nursing profession was of bad reputation .It was a job for women of low upbringing tending for seriously sick people such as the leprous ,or following the soldiers going to war .

Florence Nightingale (Cont'd)

- She went to Turkey in 1854 during the Crimean war with 38 nurses and staid for 3 years .

- After she returned home, she spent most of her time writing and helping founding nursing schools in England and in the United States

- She introduced statistical studies in analyzing the results of improving hygiene standards in nursing care .

Florence Nightingale (Cont'd)

- In 1860, she published her book on nursing practices:

  Notes on nursing: what it is and what it is not .

- Nursing profession will forever be looked at as before and after Florence Nightingale

Duties of the Floor Nurse- 1887

- **In addition to caring for your 50 patients, each nurse will follow these regulations**

1. **Daily sweep & mop the floors of your ward, dust the patients furniture & window sills**

2. **Maintain an even temperature in your ward by bringing in a scuttle of coal for the days business**

1887 Duties (Cont'd)

3. Light is important to observe the patients condition. Therefore, each day fill kerosene lamps, clean chimneys, and trim wicks. Wash the windows once a week.

4. The nurses notes are important in aiding the physicians work. Make your pens carefully, you may whittle nibs to your individual taste.

1887 Duties (Cont'd)

5. Each nurse on day duty will report every day at 7 a.m. and leave at 8 p.m., except on the Sabbath on which day you will be off from 12 noon to 2 p.m.

6. Graduate nurses in good standing with the director of nurses will be given an evening off each week if you go regularly to church.

1887 Duties (Cont'd)

7. Each nurse should lay aside form each pay day a goodly sum of her earnings for her benefits during her declining years, so that she will not become a burden. For example, if you earn $30 a month you should set aside $15.

1887 Duties (Cont'd)

8. Any nurse who smokes, uses liquor in any form, gets her hair done at a beauty shop, or frequents dance halls will give the director on nurses good reason to suspect her worth, intentions, and integrity.

9. The nurse who performs her labors, serves her patients and doctors faithfully and without fault for a period of 5 years will be given an increase by the hospital administration of 5$ a day providing there are no hospital debts that are outstanding.

Health Sector in Lebanon

- Hospital Managers, Doctors and Nurses must be more rigorous in respecting tough ethical standards

- Insurers , both private and public , generally do not respect patient rights .

- Financial gains and incentives must have a lesser role in shaping decisions and practices.

Courageous reforms must be immediately undertaken to safeguard the health sector

Medium and Short Stay Hospitals
(Members of the Syndicate of Hospitals)

Mohafazat	Number of Hospitals	Number of Beds
BEIRUT	20	1888
MOUNT LEBANON	48	3391
BEKAA	22	1364
NORTH LEBANON	18	1339
SOUTH LEBANON	19	1435
TOTAL	127	9417

Accredited Hospitals

Mohafazat	Number of Hospitals	Number of Beds
BEIRUT	11	1683
MOUNT LEBANON	38	3072
BEKAA	17	1235
NORTH LEBANON	18	1339
SOUTH LEBANON	17	1361
TOTAL	101	8690

Long Stay Hospitals
Members of the Syndicate

Region	Number of Hospitals	Number of Beds
BEIRUT	5	911
METN	7	1740
KESROUAN	1	30
CHOUF	3	400
NORTH LEBANON	2	175
SOUTH LEBANON	1	200
TOTAL	19	3456

Nurses Registered in the Order of Nurses

Mohafazat	BT	TS	BS	Total
BEIRUT	248	365	1224	1837
MOUNT LEBANON	264	763	548	1575
BEKAA	168	55	167	390
NORTH LEBANON	80	158	200	438
SOUTH LEBANON	406	312	411	1129
Total	1166	1653	2550	5369

* Reference: Order of Nurses in Lebanon – June 2008

Assessing the Situation
in Private Hospitals

- A small questionnaire was sent to private hospitals to assess the challenges faced in recruiting and retaining nurses

- The sample size is 61 hospitals

     55 Short Stay (43.3%) of which 50 are accredited (39.37% of all short stay hospitals and 49.50% of all accredited hospitals)

        6 Long Stay (31.5%)

- The sample includes 6341 beds

     4925 beds of short stay (52.2%) of which 4734 are accredited (50.27% of all short stay beds and 54.47% of all accredited beds)

        1416 beds of long stay (40.9%)

Assessing the Situation in Private Hospitals

The managers of Hospitals answered the following questions:

✓ **The number of Nurses working in the hospital and their education level**

✓ **The nurse's turnover rate in 2007**

✓ **What are the major problems faced in recruiting nurses**

✓ **what are the major problems faced in retaining nurses**

Assessing the Situation in Private Hospitals

✓ **what are the reasons that make the nurses leave their job in the hospital**

✓ **what are the solutions that could improve the nurses' status and insure their retention at the Lebanese hospitals**

✓ **what are the reasons that prevent the hospital from implementing the proposed solutions**

• Answers were very similar among the hospitals who responded

Education of Nurses

Education (61 hospitals)	Number	Percent
Nurses with Ph.D degree	16	0.34 %
Nurses with Masters' degree or equivalent	218	4.75 %
Nurses with Bachelor of Science B.S.	1708	37.25 %
Nurses with Technique SupérieurT.S.	1027	22.39 %
Nurses with Baccalauréat Technique BT	1125	24.53 %
Nurses with License Technique LT	491	10.70 %
TOTAL	4585	100 %

Education of Nurses

Education (50 accredited hospitals)	Number	Percent
Nurses with Ph.D degree	16	0.36 %
Nurses with Masters' degree or equivalent	212	4.88 %
Nurses with Bachelor of Science B.S.	1610	37.12 %
Nurses with Technique SupérieurT.S.	969	22.34 %
Nurses with Baccalauréat Technique BT	1065	24.55 %
Nurses with License Technique LT	465	10.72 %
TOTAL	4337	100 %

Distribution of Nurses by Region & Education
(in 61 Hospitals)

Region	Hospital	Beds	Nurses	PHD	Masters	BS	TS	BT	LT
BEIRUT	7	1581	891	10	84	530	131	97	39
METN/BAA BDA	17	1898	1180	2	26	350	411	234	157
KESROUAN/ JBEIL	6	465	341	1	16	203	91	19	11
CHOUF/ ALEY	4	200	146	1	5	46	43	40	11
BEKAA	9	701	562	2	17	201	89	157	96
NORTH LEBANON	12	790	725	0	45	159	171	250	100
SOUTH LEBANON	6	706	740	0	25	219	91	328	77
TOTAL	61	6341	4585	16	218	1708	1027	1125	491

Distribution of Nurses by Region & Education
(in 50 Accredited Hospitals)

Region	Number of Nurses	PHD	Masters	BS	TS	BT	LT
BEIRUT	708	10	79	435	101	65	18
METN/ BAABDA	1155	2	26	349	395	227	156
KESROUAN/ JBEIL	341	1	16	203	91	19	11
CHOUF/ ALEY	141	1	5	46	42	37	10
BEKAA VALLEY	553	2	17	200	84	155	95
NORTH LEBANON	699	0	44	158	165	234	98
SOUTH LEBANON	740	0	25	219	91	328	77

Distribution (%) of Nurses by Region & Education
(in 61 Hospitals)

Region	Hospital	Beds	Nurses	Ph.D %	Master%	BS %	TS %	BT %	LT %
BEIRUT	7	1581	891	1.12	9.42	59.48	14.70	10.88	4.37
METN/BAA BDA	17	1898	1180	0.16	2.20	29.66	34.83	19.83	13.30
KESROUAN/ JBEIL	6	465	341	0.29	4.69	59.53	26.68	5.57	3.22
CHOUF/ ALEY	4	200	146	0.68	3.42	31.50	29.45	27.39	7.53
BEKAA	9	701	562	0.35	3.02	35.76	15.83	27.93	17.08
NORTH LEBANON	12	790	725	0	6.20	21.93	23.58	34.48	13.79
SOUTH LEBANON	6	706	740	0	3.37	29.59	12.29	44.32	10.40
TOTAL	61	6341	4585	0.34%	4.75%	37.25%	22.39%	24.53%	10.70%

Distribution (%) of Nurses by Region & Education
(in 50 Accredited Hospitals)

Region	Number of Nurses	PHD %	Masters %	BS %	TS %	BT %	LT %
BEIRUT	708	1.41	11.15	61.44	14.26	9.18	2.54
METN/ BAABDA	1155	0.17	2.25	30.21	34.19	19.65	13.50
KESROUAN/ JBEIL	341	0.29	4.69	59.53	26.68	5.57	3.22
CHOUF/ ALEY	141	0.70	3.54	32.62	29.78	26.24	7.09
BEKAA VALLEY	553	0.36	3.07	36.16	15.18	28.02	17.17
NORTH LEBANON	699	0	6.29	22.60	23.60	33.47	14.02
SOUTH LEBANON	740	0	3.37	29.59	12.29	44.32	10.40

Ratios of Nurse/Bed in Short Stay Hospitals by Region

Region	Hospital	Beds	Total Nurses	Ratio Nurse/Bed
BEIRUT	5	823	846	1.02
METN/BAABDA	15	1350	1170	0.86
KESROUAN/JBEIL	5	452	341	0.75
CHOUF/ ALEY	3	140	141	1
BEKAA VALLEY	9	701	562	0.80
NORTH LEBANON	11	740	699	0.94
SOUTH LEBANON	6	706	740	1.04

Ratios of Nurse/Bed in 50 Accredited Hospitals by Region

Region	Accredited Hospital	Beds	Total Nurses	Ratio Nurse/Bed
BEIRUT	4	717	708	0.98
METN/BAABDA	13	1308	1155	0.88
KESROUAN/JBEIL	5	452	341	0.75
CHOUF/ ALEY	3	140	141	1.00
BEKAA VALLEY	8	671	553	0.82
NORTH LEBANON	11	740	699	0.94
SOUTH LEBANON	6	706	740	1.04

Ratios of Nurse to Bed

- According to the sample,
  the Mean Ratio of Nurse to bed is:

  0.91 in Short and Medium Stay Hospitals
  0.16 in Long Stay Hospitals

Nurse's Turnover Rate

- The Mean Turnover Rate of nurses in the year 2007 is 13.2 %

  It is important to know the **Nurse's Turnover Cost** in order :

- To make informed decisions to allocate best the scarce resources.
- To estimate the financial impact of high rates of nursing turnover on healthcare delivery.
- To direct future researches into the costs and benefits of nursing turnover and retention activities.
- To determine cost-effective methods of minimizing organizational costs.

Challenges in Recruiting Nurses

does the hospital face any problems in recruiting nurses

29.5 %
(No)

70.5 %
(Yes)

■ no
■ yes
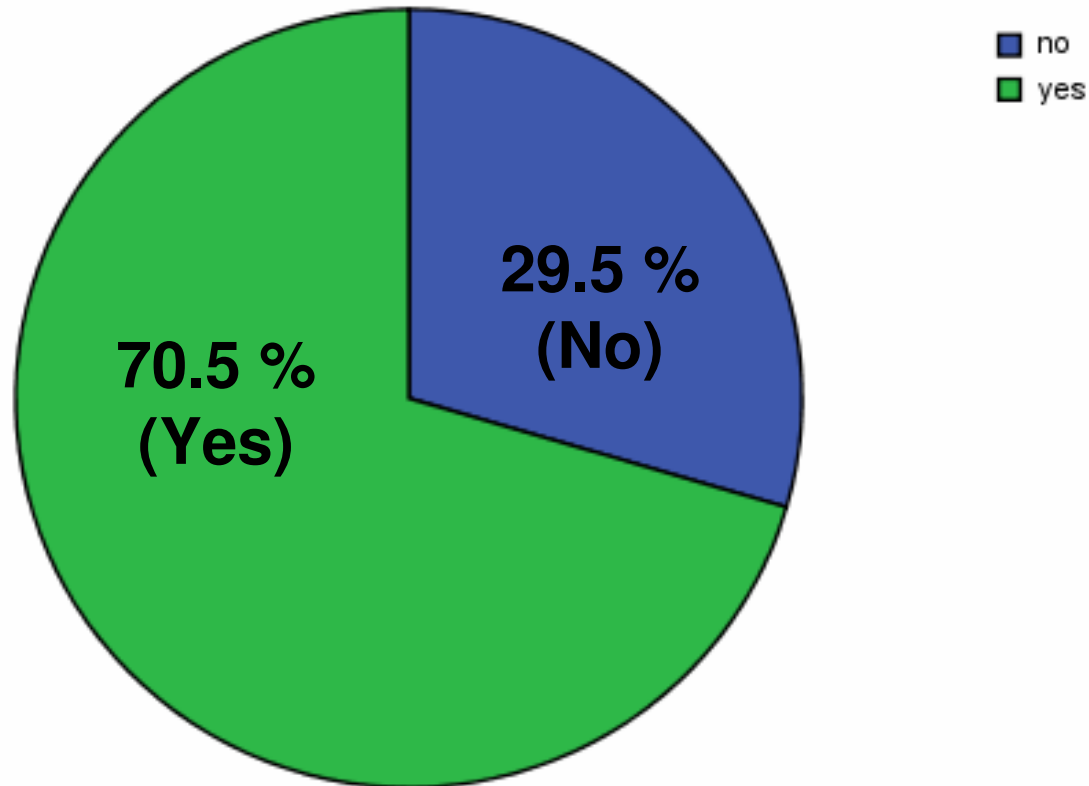
Challenges in Recruiting Nurses

- **General to all hospitals**:
- Financial difficulties facing hospitals
- Shortage of nurses in general and especially of qualified and well experienced ones
- Low number of graduates holding a B.S. degree
- Low educational level of graduates from some technical schools
- Competitive offers in other countries especially in the Gulf region
- Work shifts and the package of benefits (5% yearly increase, 13th month, etc…)
- **Specific to some hospitals:**
- Location of the hospital (difficult transportation, far from the city)
- Low patient's number admitted to hospital
- Better salaries offered in newly opened public hospitals

Challenges in Retaining Nurses

does the hospital face any problems in retaining nurses

27.9 % (No)

72.1 % (Yes)

- no
- yes
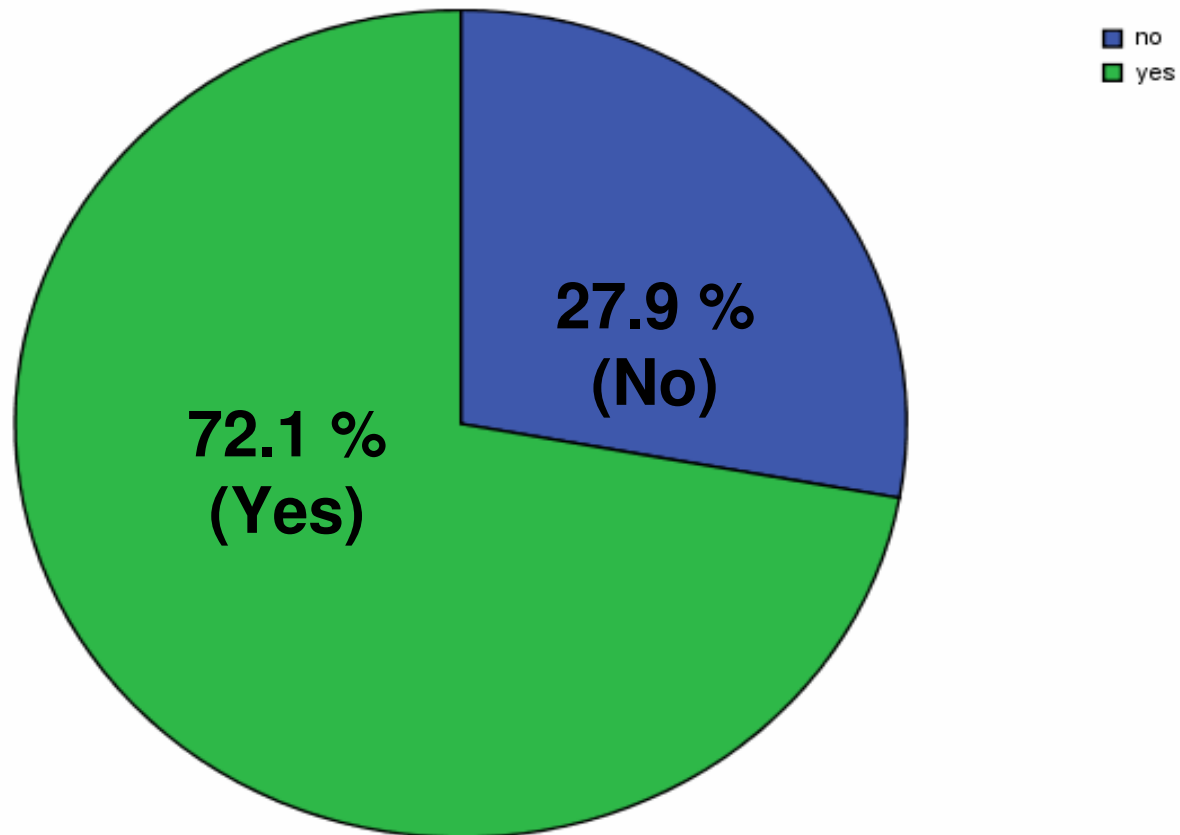
Challenges in Retaining Nurses

On the macro level:

- Economic instability in the country
- Migration of nurses especially to the Gulf region for better life and work conditions
- Competition between hospitals on benefits offered to nurses due to the lack of regulations and standardized norms related to the nursing profession
- The availability of many hospitals in the same area

On the micro level:

- Lack of financial motivation: low salaries and promotion opportunities
- The need of further moral motivation: appreciation, social activities, sharing in the decision making
- Work conditions and work load, high level of pressure and stress
- Personal and family reasons such as marriage and having children

The reasons that make nurses leave their work in the hospital

Nurses leave their work in the hospital:	Number of Hospitals	Percent
Because of financial reasons?	41	67.2 %
For another job outside Lebanon?	35	57.4 %
For continuing education abroad?	5	8.2 %
Because of Immigration?	17	27.9 %
To work for another institution?	25	41 %

In Long Stay Hospitals

- Similar problems faced in Short Stay Hospitals

- More Challenges specific to Long Stay hospitals associated with:

- The characteristics of Patients: poly-pathologies, higher dependency on staff, depressing cases,
  →lead to higher levels of stress and pressure

- The lack of recognition, the years of experience in Long Stay Hospitals are not well valued by other institutions
  → Nurses prefer to leave after a short period of work

In Long Stay Hospitals (cont'd)

- The skill mix imbalance, shortage in well experienced nurses and especially in geriatric specialty :
  → High burnout level and workload

- Low reimbursement rates from the guarantors such as Ministry of Social Affairs and Ministry of Public Health :

  → low salaries and inability to offer financial incentives
  → less opportunities of training and continuing
     education
  → lack in medical equipments and especially in
     high- tech ones

Proposed Retention Activities

<u>Inside the institution:</u>

- Conduct employee's satisfaction surveys, highlight the problems and find solutions
- Provide financial incentives and flexibility in work conditions and shifts (i.e. vacations during exams period, nursery for nurses' children)
- Offer moral incentives, motivation, recognition, respect and promotion, listen to their complaints and deal with it
- Promote social activities in hospitals, celebrate nursing day
- Involve nurses in the projects of the hospital and in committees' activities
- Provide Continuous Education Programs and participation in workshops
- Designate the number of nursing staff according to the need of the hospital and of each department

Proposed Retention Activities (cont'd)

On a national level:

- Economic and political stability in the country

- Increase public awareness on the role and importance of nursing profession

- Improve the social status of nurses and their social image

- Standardize the salary scale and work conditions in all hospitals

- Underline nurses' responsibilities in a law and set regulations for nursing profession

- Need to graduate more nurses from schools, accept larger number of students at the Lebanese University, Faculty of Nursing

- Increase the tariffs from Third Party Payers in order to increase financial liquidity in hospital and thus increase salaries of nurses

Main Obstacle in Retaining Nurses

- Low rates imposed by Public Insurers on hospitals and unrealistic delays in payment of dues

THANK YOU