Developing the Nursing Workforce in Lebanon

Challenges & Opportunities
AUB – School of Nursing

Nursing Shortage in Makassed General Hospital

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## Outline

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- **Experience of RN upon Resignation**
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Background Information

- Makassed Hospital is a community hospital that admits primarily NSSF and Ministry of Public Health patients.
- Situated in Tarik Jdideh: a highly condensed area of indigent people.
- The hospital main supply of nurses comes from Makassed University.
- The hospital sponsors some students through a soft loan with no interest in return to work in its premises for the same amount of study years.
Factors affecting Nurses in Makassed Hospital

- A constant delay in payment from public guarantors
- The Ministry of Public Health has decreased Makassed Hospital share from the hospitalization budget by 50% in 2005
- This decrease constitutes 12% of the hospital’s operating budget
- The result was a severe cash shortage which led to delay in payment to suppliers and employees
Factors affecting Nurses in Makassed Hospital

- Former hospital director left the country and no one replaced him (former director had major impact on development on nursing education and manpower)

- In addition to the financial situation, the political and security situation in Beirut had obliged some employees to leave
RN Resignation

2004: 24
2005: 17
2006: 32
2007: 25
RN Turnover Rates

- 2004: 13.7
- 2005: 10.3
- 2006: 19.3
- 2007: 15.7
### Experience of RN upon Resignation

<table>
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<tr>
<th>Years</th>
<th>2004</th>
<th>%</th>
<th>2005</th>
<th>%</th>
<th>2006</th>
<th>%</th>
<th>2007</th>
<th>%</th>
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<td>3 yrs or less</td>
<td>12</td>
<td>50.0</td>
<td>7</td>
<td>41.2</td>
<td>18</td>
<td>56.3</td>
<td>24</td>
<td>96</td>
<td>61</td>
<td>62.2</td>
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<tr>
<td>3 - 5 yrs</td>
<td>6</td>
<td>25.0</td>
<td>4</td>
<td>23.5</td>
<td>7</td>
<td>21.9</td>
<td>1</td>
<td>4</td>
<td>18</td>
<td>18.6</td>
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<tr>
<td>6 - 10 yrs</td>
<td>2</td>
<td>8.3</td>
<td>2</td>
<td>11.8</td>
<td>3</td>
<td>9.4</td>
<td>0</td>
<td>0.0</td>
<td>7</td>
<td>7.2</td>
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<tr>
<td>&gt; 10 yrs</td>
<td>4</td>
<td>16.7</td>
<td>4</td>
<td>23.5</td>
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<td>12.5</td>
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<td>12</td>
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<tr>
<td>Total</td>
<td>24</td>
<td>100</td>
<td>17</td>
<td>100</td>
<td>32</td>
<td>100</td>
<td>25</td>
<td>100</td>
<td>98</td>
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## Workplace of Resigned RNs

<table>
<thead>
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<th>Unit</th>
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<th>%</th>
<th>2005</th>
<th>%</th>
<th>2006</th>
<th>%</th>
<th>2007</th>
<th>%</th>
<th>Total</th>
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<tbody>
<tr>
<td>Ped.</td>
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<td>12.5</td>
<td>6</td>
<td>35.3</td>
<td>10</td>
<td>31.3</td>
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<td>24.0</td>
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<tr>
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<td>7</td>
<td>29.2</td>
<td>6</td>
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<td>6</td>
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<td>8</td>
<td>32.0</td>
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<td>Hemat.</td>
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<td>16.7</td>
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<tr>
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<td>29.2</td>
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<td>21.9</td>
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<tr>
<td>ER</td>
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<td>8.3</td>
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<td>5.9</td>
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<td>8</td>
<td>8.2</td>
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<tr>
<td>OR</td>
<td>0</td>
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<td>5</td>
<td>5.1</td>
</tr>
<tr>
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<td>24</td>
<td>100</td>
<td>17</td>
<td>100</td>
<td>32</td>
<td>100</td>
<td>25</td>
<td>100</td>
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## Where Do Makassed Nurses Go?

<table>
<thead>
<tr>
<th>Unit</th>
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<th>%</th>
<th>2006</th>
<th>%</th>
<th>2007</th>
<th>%</th>
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<tbody>
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<td>56.3</td>
<td>11</td>
<td>44.0</td>
<td>42</td>
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<tr>
<td>Europe / USA</td>
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<tr>
<td>Others</td>
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<td>5.9</td>
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<td>0.0</td>
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<td>4.0</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
<td><strong>100</strong></td>
<td><strong>17</strong></td>
<td><strong>100</strong></td>
<td><strong>32</strong></td>
<td><strong>100</strong></td>
<td><strong>25</strong></td>
<td><strong>100</strong></td>
<td><strong>98</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
Where Do Makassed Nurses Go in the Gulf?

Gulf Hospitals

- King Faisal: 58%
- Saed: 17%
- UAE: 17%
- Others: 8%
Where Do Makassed Nurses Go in Lebanon?

- AUH: 33%
- Zahra: 17%
- Hariri: 17%
- CMC: 8%
- Rassoul: 8%
- Others: 17%
What is the Result on composition of Existing Staff?
Distribution of Existing Staff by Experience

- 3 yrs or less: 53%
- 3 - 5 yrs: 10%
- 6 - 10 yrs: 10%
- 10 yrs: 26%
Employee Satisfaction Survey

Deficiencies

- Overall score 58% ? No benchmark to compare against
- Low pay
- High workload
- Need for counseling and better communication with staff
- Complain of delay in vacations and holidays
Plan

- Close one floor to decrease workload
- Decrease the number of admissions
- Encourage same day treatment and same day surgery
- Create a step down unit to relieve medical surgical floors from patients needing more than usual nursing care
Retention Plan

- Increase the number of loans to students from Makassed University
- Allow 2\textsuperscript{nd} and 3\textsuperscript{rd} year students to apply for loans
- Adjust salary scale and career ladder through implementation of a job evaluation system named “pointing system”
- Try to regulate the relationship with King Faisal Hospital
Retention Plan

- Accept non-Makassed graduates on condition of passing a theoretical comprehensive exam and a clinical one
- Employ midwives in the delivery suite and obstetrics unit to utilize RN in other units
- Giving some non-monetary incentive e.g. upgrading hospitalization class, sponsoring conferences in Lebanon or abroad,...
Retention Plan

- Offer a two years contract for all new RNs with a penalty code in return of a salary raise
- Place contractor RNs in specialized areas
- Offer counseling and increase the frequency of meetings with staff through supervisors
Thank You