

Developing the Nursing Workforce in Lebanon

Challenges & Opportunities AUB – School of Nursing

Nursing Shortage in Makassed General Hospital

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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

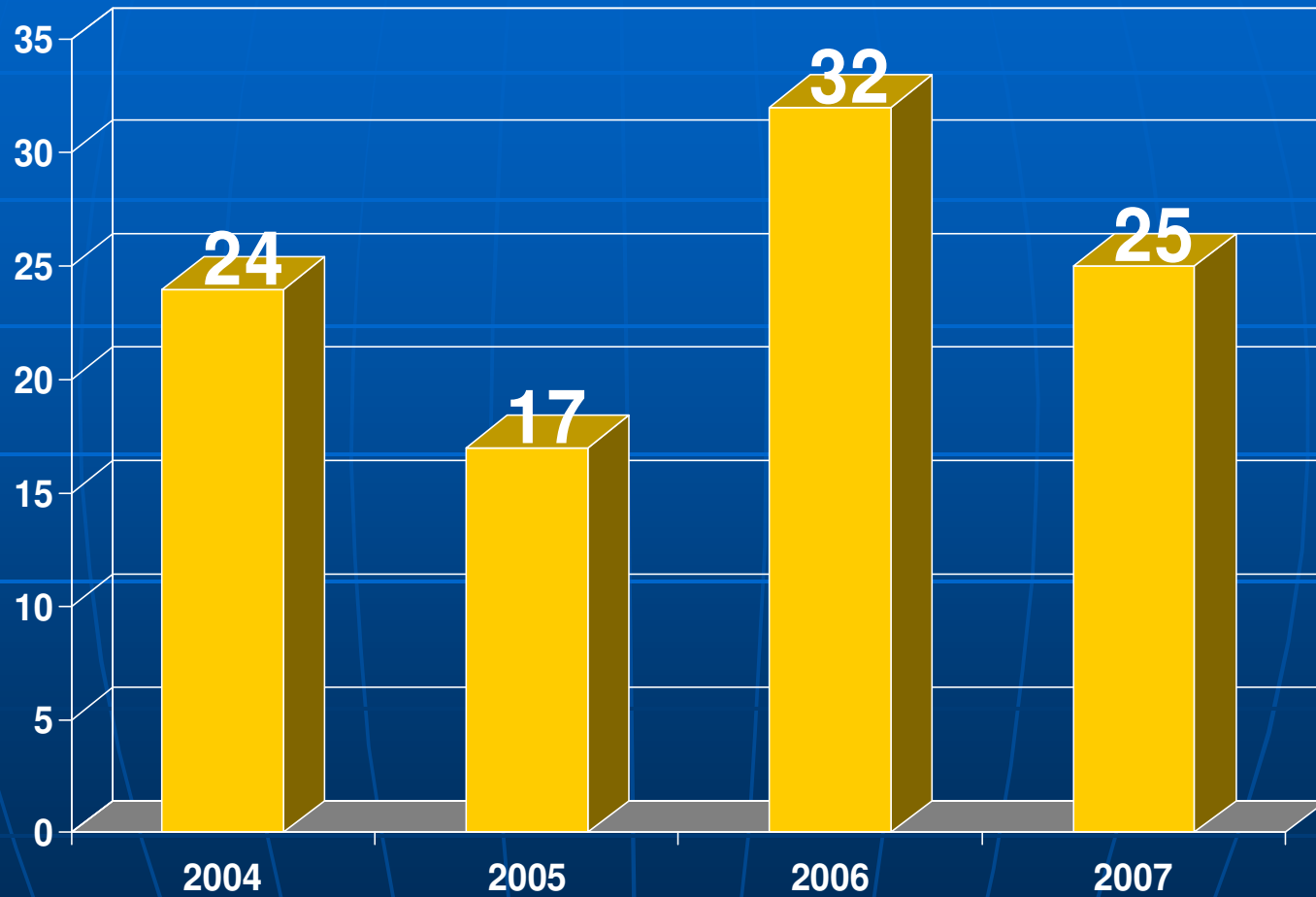
Factors affecting Nurses in Makassed Hospital

- 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

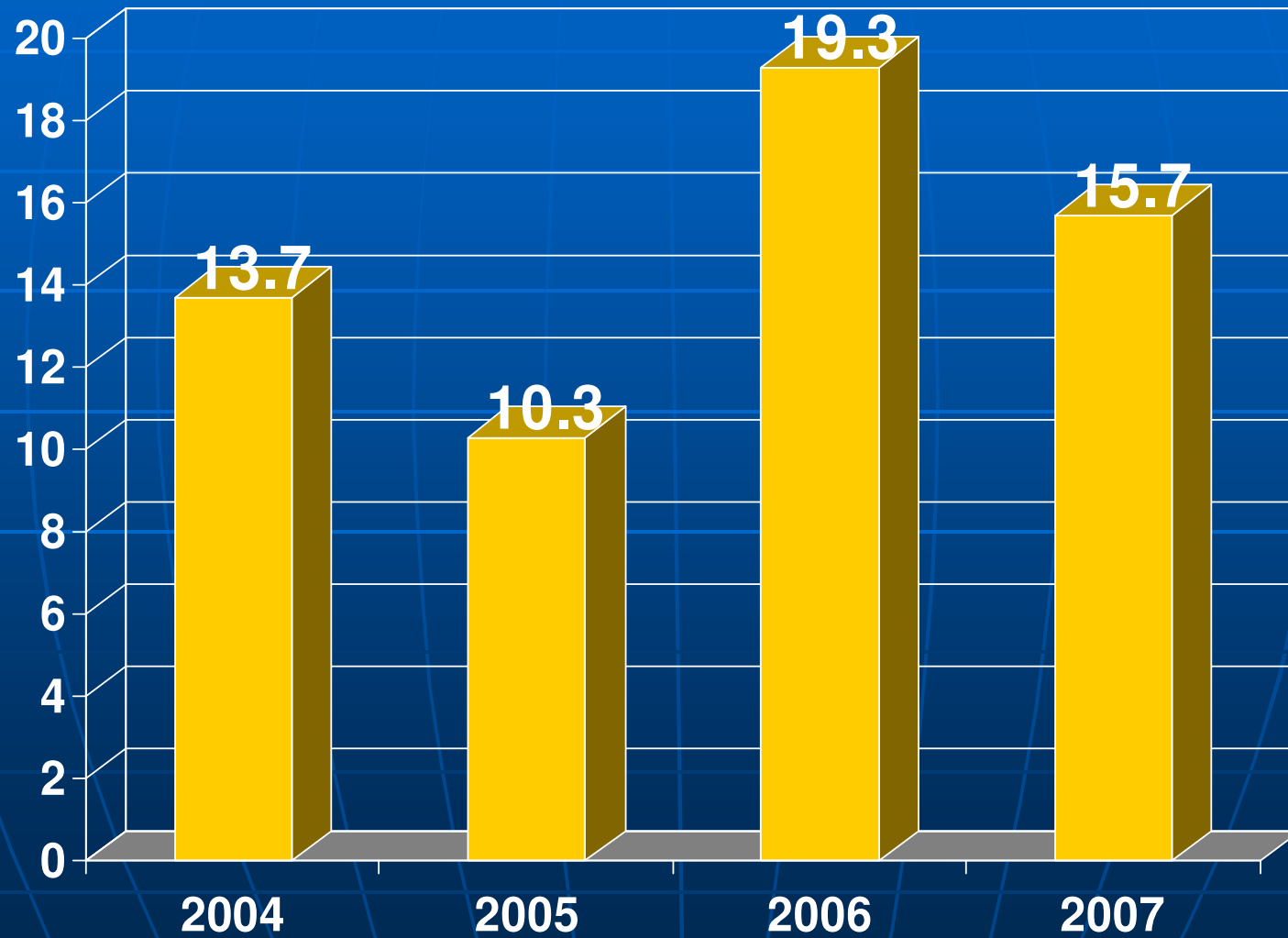
Factors affecting Nurses in Makassed Hospital

- 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



RN Turnover Rates



Experience of RN upon Resignation

Years	2004	%	2005	%	2006	%	2007	%	Total	%
3 yrs or less	12	50.0	7	41.2	18	56.3	24	96	61	62.2
3 - 5 yrs	6	25.0	4	23.5	7	21.9	1	4	18	18.6
6 - 10 yrs	2	8.3	2	11.8	3	9.4	0	0.0	7	7.2
> 10 yrs	4	16.7	4	23.5	4	12.5	0	0.0	12	12.4
Total	24	100	17	100	32	100	25	100	98	100

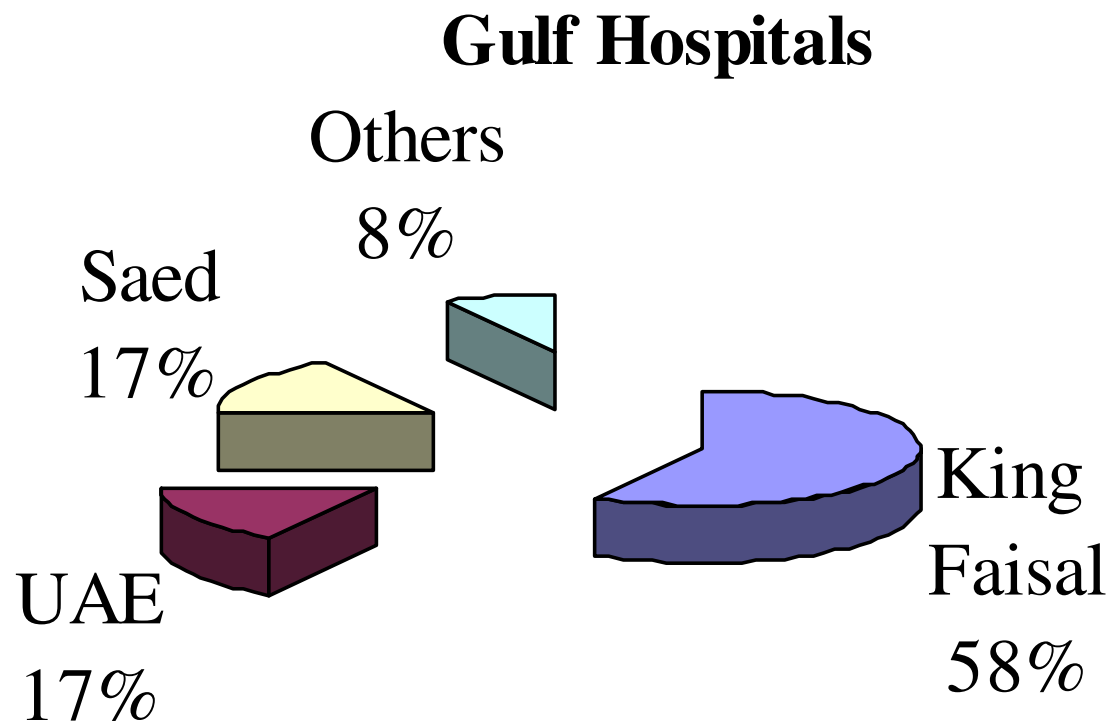
Workplace of Resigned RNs

Unit	2004	%	2005	%	2006	%	2007	%	Total	%
Ped.	3	12.5	6	35.3	10	31.3	6	24.0	25	25.5
Med-Surg	7	29.2	6	35.3	6	18.8	8	32.0	27	27.6
Hemat.	4	16.7	1	5.9	2	6.3	3	12.0	10	10.2
ICU/CC U	7	29.2	0	0.0	7	21.9	5	20.0	19	19.4
ER	2	8.3	1	5.9	4	12.5	1	4.0	8	8.2
OR	0	0.0	2	11.8	1	3.1	1	4.0	4	4.1
OBS	1	4.2	1	5.9	2	6.3	1	4.0	5	5.1
Total	24	100	17	100	32	100	25	100	98	100

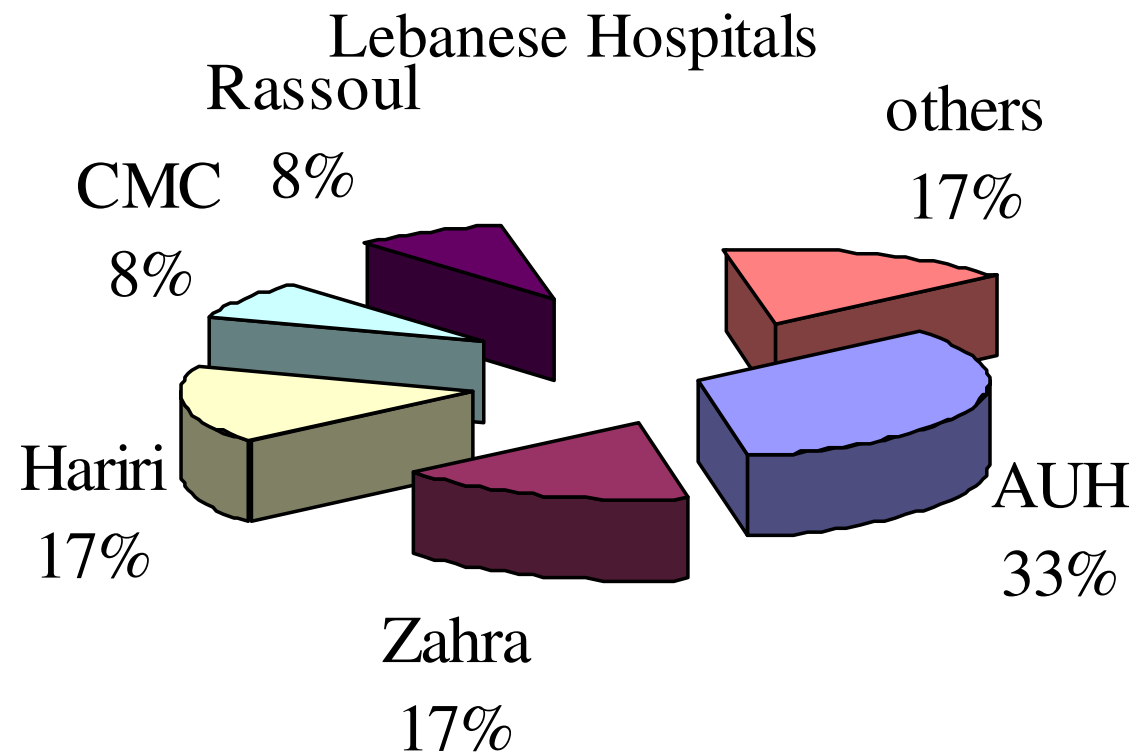
Where Do Makassed Nurses Go?

Unit	2004	%	2005	%	2006	%	2007	%	Total	%
Gulf	9	37.5	4	23.5	18	56.3	11	44.0	42	42.9
Europe / USA	2	8.3	4	23.5	2	6.3	1	4.0	9	9.2
Marriage	5	20.8	6	35.3	6	18.8	4	16.0	21	21.4
Lebanon	6	25.0	2	11.8	6	18.8	8	32.0	22	22.4
Others	2	8.3	1	5.9	0	0.0	1	4.0	4	4.1
Total	24	100	17	100	32	100	25	100	98	100

Where Do Makassed Nurses Go in the Gulf?

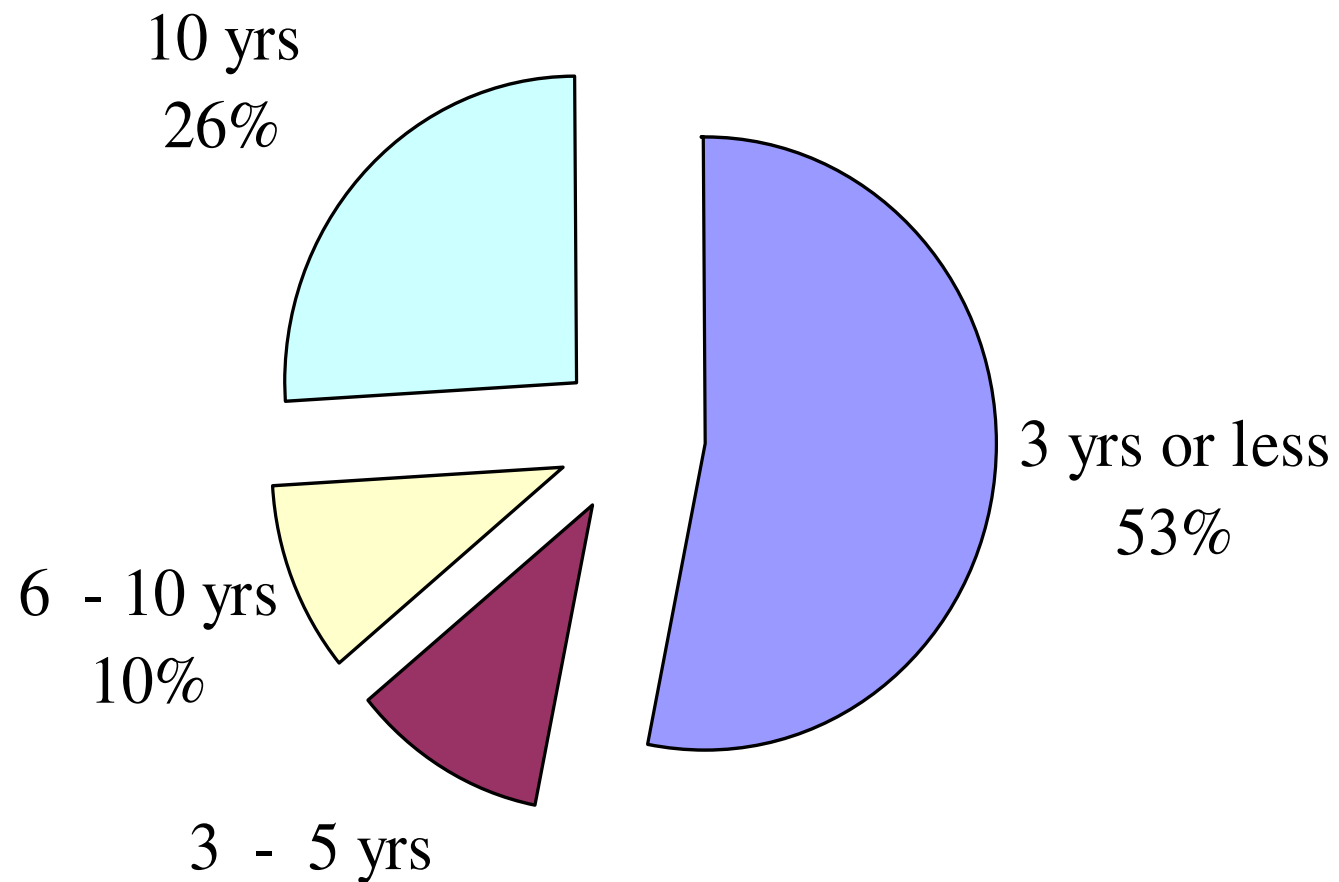


Where Do Makassed Nurses Go in Lebanon?



*What is the
Result on
composition of
Existing Staff?*

Distribution of Existing Staff by Experience



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 2nd and 3rd 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