





# **Ensuring The Global Nursing Workforce**

**Pang Nguk Lan  
KK Women's and Children Hospital  
Singapore**



# Role of Nurses in Health

- **Nurses make up the largest group of health care providers**
- **The services are essential to the provision of safe and effective care**
- **A vital resource for sustain of health of the population.**



# Global Nursing Similarities

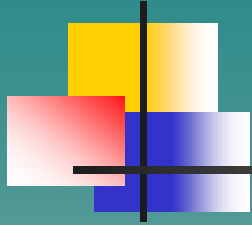
**Managing  
health and  
illness**



**Nursing shortage**



# Healthcare Today



- Healthcare evolving into a complex system that contains multifaceted care
- Many are facing pressure to restructure its healthcare system to contain costs
- Longer life expectancy and aged population
- Hospitals are reshaping system to achieve better outcomes and quality service



# Vital Attribute To Sustaining of Healthcare Structure

**Appropriate planning and management of the healthcare workforce is fundamental to achieving and maintaining a well-functioning health system**



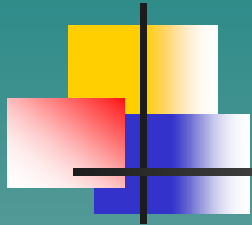


# National Millennium Development Goals (MDGs)



- Adopted in 2000 by 189 Member States
- Represent 8 goals and of these 3 are directly related to health:
  - Reduce infant and child mortality rate
  - To reduce maternal mortality
  - Halt and reverse HIV/AIDs,TB and malaria epidemics

# Factor Hinders the fulfillment of MDGs

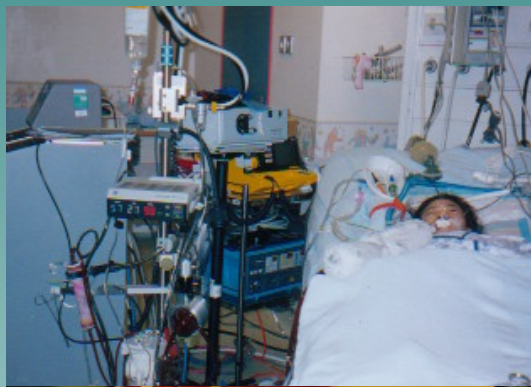
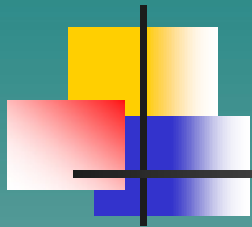


- **Inadequate investments in health human resources**
- **Ineffective actions to develop and sustain in appropriately prepared, equitably deployed, well-motivated and well-supported health workforce**





# The Challenges of Nursing Today



# Evolution of Nursing

## Meeting changing healthcare needs

- Role change or expansion e.g. APN, CNS etc.
- Changing skills - managing new specialties e.g. case coordinator, quality management, research etc
- Healthcare delivery focusing on evidence-based practices





# Educational and Professional Requirement

- Increase in complexity of healthcare cause a higher level of education and skills need:
  - Advances in technology
  - Higher expectations of patients
  - Change in the disease trend
- Nursing Governance/regulatory bodies envisaging the need nurses be better prepared and is advocating for baccalaureate level





# Managing Changing Need

- New perspective—constant drive to review and abolished of non-value added process e.g. quality improvement initiatives
- Close collaboration with other healthcare providers – role less defined and often cross boundaries





# Technological advances

- Health care information technology will change how patients access
- Inpatient settings become more technological based, ICUs are staffed by clinical and technical experts and nurses are immersing into their roles



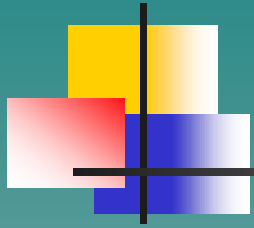
# Introduction of New Cadres



- Introduction of new grade of nurse, clinical, operational and assistive personnel - rising demand for health services
  - Cost containment
  - Shortages of nurses and other healthcare workers

**Adverse impact: decreased in quality of care, higher workloads for RNs and high turnover rates**

# The Impact of Globalization





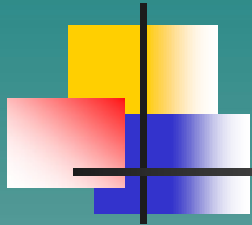
# **Global Shift in Nursing Labor Market Trend**

---

- **Geographic locations – aviation accessibility allows movement of nursing workforce globally and seeking of employment elsewhere**
- **Nurses leaving traditional bedside nursing jobs**
- **Changes in employee's work ethic**
- **Inequity of supply and demand – causing nursing shortage**



# Economic and Social Impact on Job Market for RN



## **Economic:**

- **Curbing of Healthcare Cost – multi-tasking**

## **Social:**

- **Family work-life balance – demand for improvements and scheduling flexibility**
- **Recognition**
- **Migration of nurses**





# Migration of Nurses

---

**Reasons for embracing cross borders opportunity:**

- **Better pay**
- **Career advancements**
- **Better working conditions**
- **Search for better quality of life**



# Movement of Nurses from Developing to Developed Countries

- **Globalization**
- **Liberalization of trade**
- **Accessibility**
- **Efficiency of communication system**
- **Active recruitments by countries with shortage**



# Status of Global Demand

**Great demand for experienced nurses with diverse clinical backgrounds in specialties such as:**

- **Operating Room**
- **Emergency Department**
- **Intensive/Critical Care Unit**
- **Pediatric**
- **Labor Delivery**





# Status of Global Demand During Pandemic Outbreak

## Severe Acute Respiratory Syndrome (SARS)

- Mortality: 14%
- Severity: ICU care

## Avian Flu (H5N1):

- Mortality:
- Affecting children
- Severity: ICU care





# Status of Global Supply

---

**Health Resources and Service Administration (HRSA) reported in 2002 highlighted:**

- **Widening gap between supply and demand in the coming years**
- **Shortage of full time RNs which previously predicted to begin in 2007, was already manifested itself in 2000**
- **By 2010, the shortage will double from 6% to 12% and reach 20% by 2015 if nothing is done**



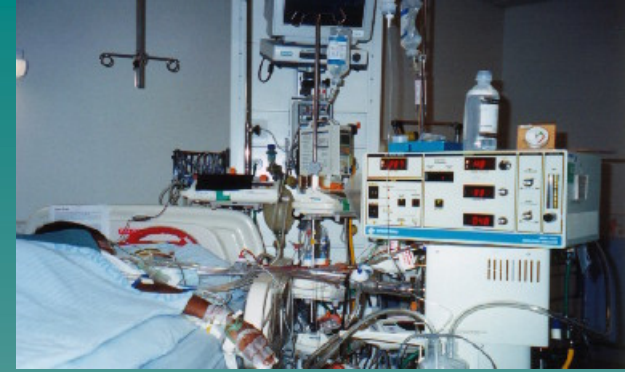
# Key Nursing Workforce Issue

---

- **Key agendas of governments and healthcare institutions**
- **Key theme of the Commonwealth Health Ministers Meeting in Bardados in 1998**
- **Key concern: Migration of nurses and doctors which cause great impact health of the people in home country**



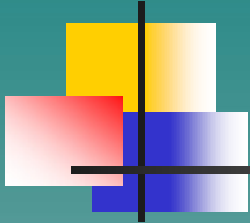
# Factors Contributing to Nursing Shortage



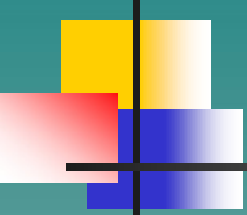
- **Healthcare delivery system – greater acuity and diversity which put stress to existing pool of nurses who may experience the lack coping power to accept change**
- **Increased career opportunities**
- **Increase in the age of RN workforce**
- **Decreased in nursing school enrolment due to the nature of work and schedule**



# Practice Environment



- **The quality of nurses' practice environment has been linked to issues of job satisfaction, motivation, productivity, performance and patient outcomes**
- **Poor quality of work environment – recognized as being the greatest factors contributing to the global challenge of attracting new recruits and retaining existing ones**

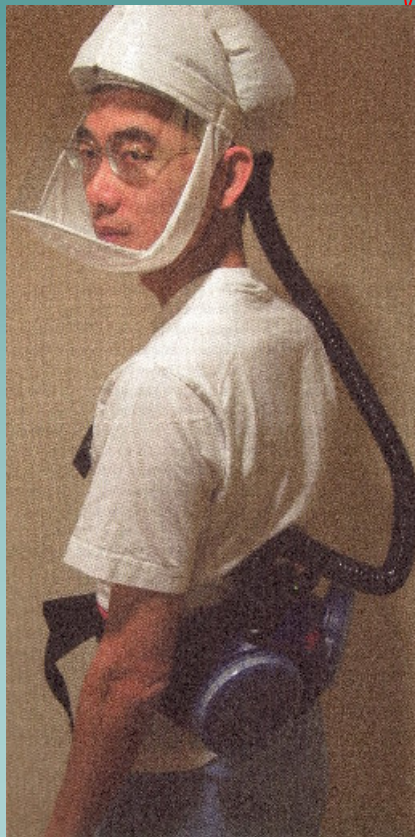
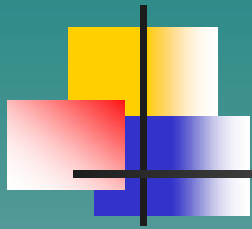


# Factors Impacting on the Quality of Work Environment

---

- Inadequate staffing
- Heavy workloads
- Overtime
- Inflexible scheduling
- Exposure to occupational hazards
- Violence and abuse
- Lack autonomy
- Poor HR management practices and leadership
- Poor career development opportunities

# Disease Trends – Occupational Risks



**New diseases evolve with no prior warning, unknown to healthcare workers which added risk to health care workers**

**SARs outbreak in Singapore – 2003**

- **76% acquired disease in hospital**
- **41% healthcare workers got infected**
- **5 healthcare workers died**

# Ensuring Global Workforce

- Image
- Recruitment
- Retention
- Education and Development opportunity
- Global collaboration in promoting the sharing of expertise and joint development nursing program

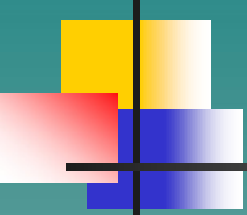


# Professional Image



- Freed the tradition virtue script of nursing identity as altruistic and attributes associated with “good women”
- Assert its identity as a knowledge-based profession that is critically important to patient care and influential to quality outcome
- Project nursing as a profession grounded with science, technology and complex nursing skills acquire thru’ education and experience





# Improve Workforce Planning System

---

- **Nursing has traditionally relied on recruiting from a narrowly defined group of school leavers (ICN 2004)**
- **Recruitment net to include a broader range of applicants including “mature entrants”**
- **Singapore- Strategic Manpower Conversion programme (Healthcare) – assists mid-career switch with a 2-year full-time Accelerated Diploma in Nursing**

# Nursing Education

- Using curriculum based on the knowledge, skills and competencies needed to practice in their role
- Review and reorient nursing education to ensure the curriculum is relevant to health service needs and sufficiently flexible to meet future service demands

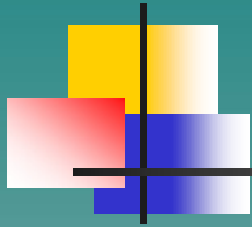


# Nursing School Enrolment

**Raise public awareness of the nursing shortage and increasing advocacy within the profession by:**

- **Supporting legislation that addresses the shortage**
- **Flexible curriculum to meet the needs of older students and those considering a career switch**





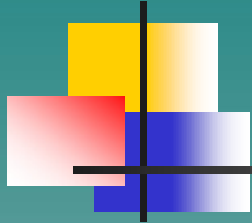
# Nursing Faculty

---

**Lack of faculty workforce would reduce the ability of education providers to increase their intake of applicants to meet future demand**



# Nursing Enrolment : Singapore Experience

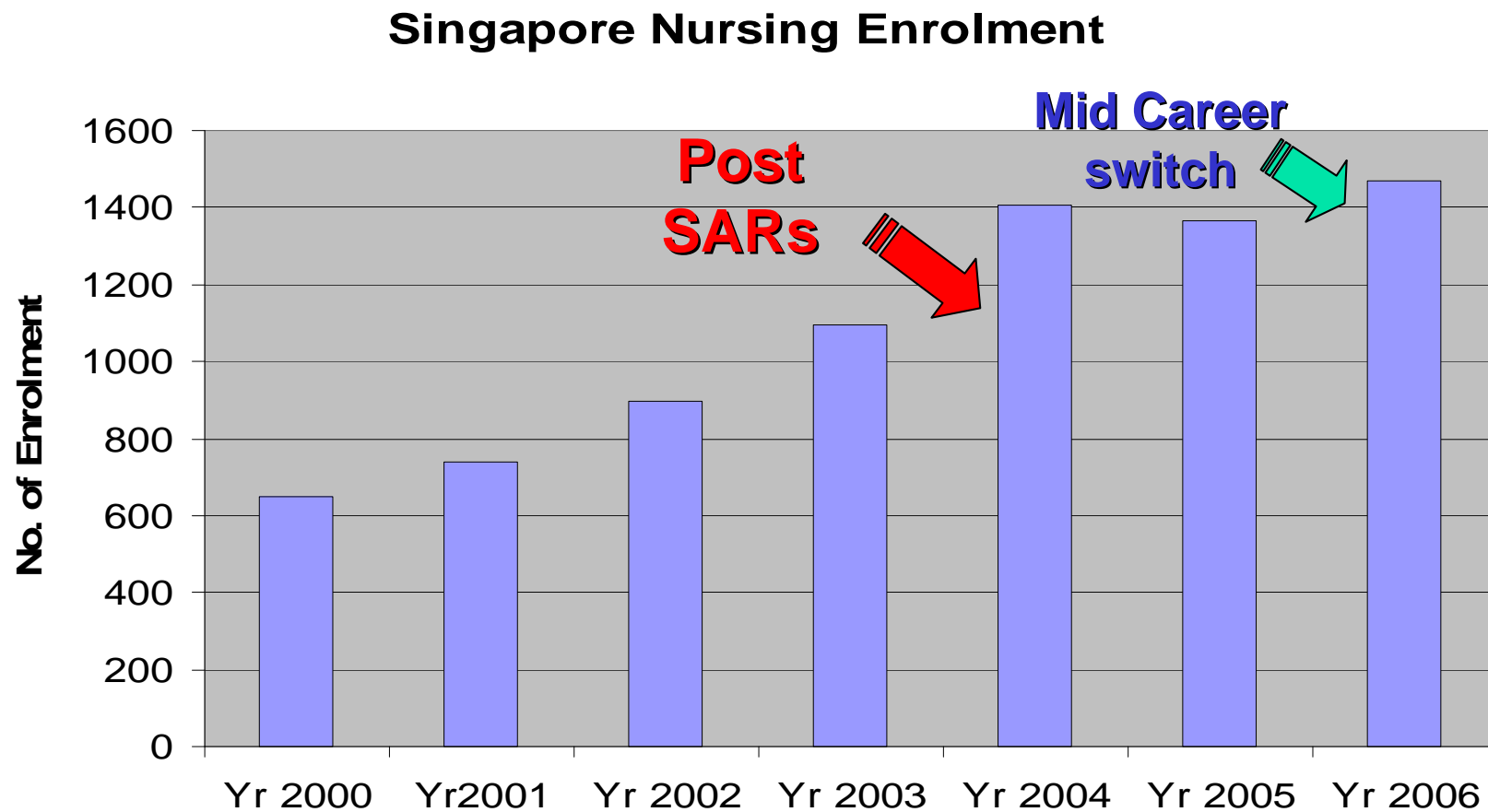


- **Extensive media coverage on the work of healthcare workers during SARs outbreak**
- **Assert its identity as profession that is critically important to patient care and saving of lives.**





# Nursing Enrolment: Outcome Achieved





# Recruitment – Reality

---

- **The resources spent on recruitment often takes precedence over the retention of highly skilled and knowledgeable nurses already employed by healthcare facilities**
- **Facing with global reach of nursing shortage, the tendency of hospitals of developed countries often turned to international recruitments**



# Recruitment of Foreign Nurses

---

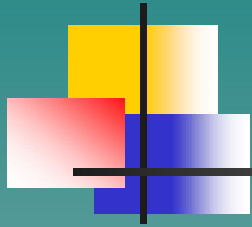
- **Short-term viability strategy for building and sustaining workforce**
- **International Council of Nursing (ICN) has calls for a regulated recruitment process based on ethical principles and sound employment policies and practices**
- **Code of Practice for international nursing recruitment to guard against nurses being exploited**

# Major Concerns over International Recruitment



---

- The ease in immigration law to attract foreign nurses
- Taking nurses away from countries that are struggling to provide care to their own people – CNN, 9/2/07 – Philippines losing their nurses and impacted on healthcare delivery system
- Deteriorating of working conditions
- Language and care standards



# Retention Strategy

**Factors influencing job satisfaction:**

- **Professional status**
- **Remuneration**
- **Work requirements**
- **Administrative style and policies**
- **Social integration**







# **Role of Nursing Leaders in Retention Strategy**

---

**Manage factors influencing job dissatisfaction:**

- **Flexibility of work schedule**
- **Nurse-to-patient ratio – establishment a system to determine appropriate nursing staff level mix**
- **Minimize hazards and safety issues in work place**
- **Increase clinical support staff**
- **Leverage on technological support**
- **Empower nurses in decision making in practice issues**

# Education

PEOPLE DE ELOPER

## Opportunity

- Growing evidence suggests the level of education in the makeup of staffing does significantly influences patient outcomes
- The rapid changes in technology, healthcare system, and settings create a need of building upon the fundamental knowledge and skills thru' specialized training





# Self Reliance

---

- **Self-reliance – Importance of building national self-sufficiency to manage domestic issues of supply and demand**
- **Developed of structured core-program for various specialties for new recruits in working in specialized areas**
- **Extensive preceptorship/mentorship**
- **Additional time for practicing hands-on skills in training laboratories**

# Poorly Resource System

- The ethical dilemmas faced by nurses who care for patients within a poorly resourced system where healthcare is poorly funded
- Low standard of nursing education contributes to poor health statistics and an unhealthy nation would need more healthcare
- Healthcare medically driven leaving nurses with little power to make changes



# Sharing Expertise and Development

- Well educated nurses in developed countries with well-resourced health services are fostering expertise and share knowledge and skills to assist the less fortunate counterparts
- Change can occur with close collaboration and share insight of healthcare development





# Joint Learning Opportunities and Share Technical Expertise

- Global health and financial policymakers should work together to strengthen technical and policy cooperation on nursing resources at the regional and global level
- Country led actions – share expertise and Train-The-Trainer Program
- Foster better cooperation and collaboration through networking



# Share Technical Expertise: Train-The-Trainer Program to National Pediatric Hospital, Cambodia

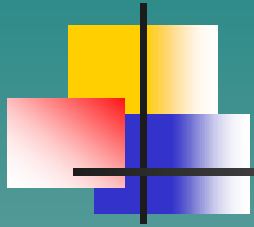


# Future Needs



- **With changing healthcare delivery systems, nursing shortage would worsen in next 20 years**
- **Nurses have to drive towards providing scientific based care and continue to involve in organization and work-role strategic planning for achieving maximum health gains for their patients by ensuring sufficient nursing workforce to sustain such work**





# Creating a Magnet Institution

---

- **The 2002 Nurse Reinvestment Act included provisions for grants to encourage facilities to implement the Magnet approach.**
- **In 2002, JCAHO recommended the adoption of characteristics of magnet hospitals that “foster a workplace that empowers and is respectful of nurses.**
- **In 2005, U.S. News and World Report added magnet status to its criteria for choosing the best hospitals**



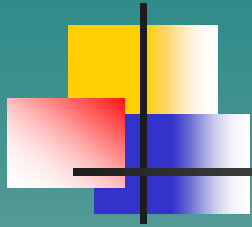
# Positive Outcomes Associated with Magnet Status

---

- Higher levels of job satisfaction
- Higher overall patient satisfaction
- Magnet-designated organisations reported decreased nursing turnover, resulting in significant cost saving

Mod Healthc. 2002



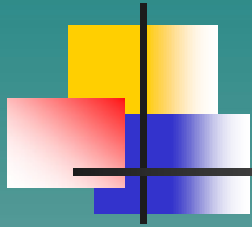


# Creating a Magnet Institution

---

## **The essentials of Magnet Institution:**

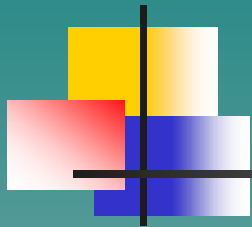
- **Positive nurse-physician relationships**
- **Autonomy**
- **Clinical competent**
- **Control over nursing practice**
- **Adequate staffing**
- **Support for education**
- **Nurse manager support**



# Work-life Balance

- Nurses often leave the profession prematurely due to inadequate/inflexible work policies
- Lack support for nurses seeking career re-entry
- Support family friendly policy -  
Need to allow career breaks

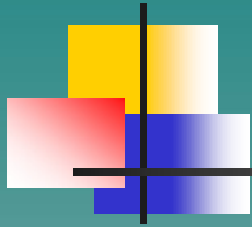




# Monetary Incentives

- Financial incentives are commonest approaches used to improve recruitment, retention, motivation and performance (ICN, 2005)
- Stagnation of nurses wages which made it impossible for nurses manage with living standard thus resulted in seeking 2nd employment





# Non-monetary Incentives

---

- Indirect financial rewards, such as opportunities for professional development and continuing education, were perceived as positive and motivating (ICN 2005)
- Work autonomy -Participation and make fundamental care delivery decisions
- Career development



# **Nursing Leadership - Institution**

---

- **Effective leadership and management abilities**
- **Strategic thinking and planning to anticipate the need especially in development of new services**
- **Staff development and management**
- **Resource management**
- **Policy development to ensure safe care delivery and safe work environment for staff**<sup>4</sup>

# Nursing Leadership – Global Arena



- Understand global governance and finance mechanisms
- Regulation - transparent and flexible enough to reflect the changing work environment and the development of new roles
- Network and build alliances
- Coalitions to politically leverage and articulate the value of nursing with key players in national, regional and international organization
- Influence change



# Conclusion



---

- **Nursing services are a vital resource to overall improvements in the performance of health systems and, ultimately, the lives and health of people worldwide.**
- **Given the health and social challenges facing developed and developing nations, there is no room for complacency in our actions to address the state of the world's nursing workforce.**

**The Global Nursing Review  
ICN, 2006**

# Thank You

