

From training to coaching: A three years transformational experience on emergency nursing educational model in a regional emergency department in Hong Kong.

Heyman Tang¹, Chi Chung Chan¹, Edward Hong¹, Wai Ling Chan¹, Helen Leung², Fung Ling So¹, William Chan¹, Wan Man Lam¹

¹ Accident and Emergency Department, Tuen Mun Hospital, Hospital Authority, Hong Kong

² Accident and Emergency Department, Pok Oi Hospital, Hospital Authority, Hong Kong

Key words: Education, Coaching, Nurses, Accident and Emergency Department.

Background

Daily attendance in the Accident and Emergency Department (AED) in Tuen Mun Hospital (TMH) is 650-700. The complexity of services model in the AED is changed. Nurses need lots of sophisticated knowledge to tackle the changing working environment.

Objectives

1. To review the existing nursing educational situation in the AED.
2. To develop an emergency nursing educational model in a holistic approach.

Methodology

The Deming Cycle or Plan-Do-Check-Act (PDCA) Cycle was adopted.

Plan phase: Large proportion of novice staff (<1 year, 6-15% in 2011-13) and junior staff (< 3 years, 30-37% in 2011-13) cannot catch up the complex demand of AED services.

Do phase: Develop a coaching network incorporate with the exiting tutor –tutee system to run a trial.

Check phase: assess the effectiveness of the coaching network and inject new initiatives.

Act phase: Promoted coaching culture; standardized the old preceptor-preceptee system for new comers in terms of days and changed from training to “developmental coaching approach”. Executed a half year rotation program for nurses with 2-4 yrs of experiences, a pilot coach program for senior registered nurses (RN) and a 4 months deputizing Advanced Practice Nurse (APN) program for senior RN. Enhanced the existing “tutor –tutee system” for coaching.

Outcome

From 2011-2013: 33 new comers were coached with stable development till now; 28 nurses finished the rotation program with nourishing experiences; 17 senior nurses joined the pilot coach program and completed 17 projects with satisfactory results; 21 senior nurses completed the deputizing APN program with enhancement of leadership skills and maturity and resignation rate was decreased from 7.7%-9.2% during 2010- 2012 to 1.4% on 2013.

Conclusion

Services demand in AED become more complex. During the transformational education process, both nurses and managers experienced a lot. Nurses increased confidence to tackle chaotic situation in AED. Coaching atmosphere was created.