

Emergency Nursing Teamwork & Collaboration in an Emergency Department in Hong Kong

Background & Objectives:

The Emergency Department (ED) of Tuen Mun Hospital served 214,000 attendances in 2014 in Hong Kong. Ensuring effective nursing (EN) leadership is paramount to deliver quality cares to patients and develop over 88 smart emergency nurses and 100 supporting staffs. The ED adopts transformational leaderships in helping the staff engagement within the organization. Nursing management supports leaders at all levels of the ED to convey a strong sense of advocacy and respect staffs' feeling by listening their voices, valuing their inputs and enable their leadership.

The nursing management attempts to empower the staff to lead and participate in the decision making process improvement; engage staff with clear goals and expectations, participates in meetings and staff driven projects with leadership in problem solving; develop self-governance by instilling accountability, ownership and strategic drivers for improvement processes; and train to lead by creating business plans with leadership communication among team members.

Results:

The nursing management adopts the concept of “Magnet Hospital” to develop a “Nursing Management Structure (NMS)” (Diagram I) which includes five essential components: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New knowledge, Innovations & Improvements; and Empirical Quality of Outcomes.

There are 32 divisions/teams under the management of 17 Advanced Practice Nurses, 3 Ward Managers, one Nurse Consultant and one Department Operations Manager in the NMS under three streams:

I. Administrative

1. 6S Management;
2. Nursing Staff Appraisal Panel;
3. Volunteer Service;
4. Occupation & Safety Health;
5. Supporting Staff Management Team;
6. Patient Flow & Signage;
7. Ordering & Logistic Management;
8. Oasis Support;
9. Queuing Management System;

10. Nursing Training & Development;
11. Research;

II. Operational

12. Disaster & Contingency;
13. End-of Life Care;
14. Emergency Medical Ward Management;
15. Medical Equipment Management;
16. Inter-facility Transfer;
17. Pain Management;
18. Toxicology;
19. Infection Control;
20. Pre-hospital Management;
21. Trauma Service; &
22. Information Technology Management.

III Quality & Safety

23. Quality & Safety;
24. Emergency Preparedness (Non-CBRNE);
25. Workplace Violence;
26. Organization-wide Survey;
27. Correct Patient Identification;
28. Joint Ambulatory Parenteral Antibiotics Program;
29. Medication Safety;
30. Fall Prevention;
31. Clinical Audit;
32. Point of Care Test Team;

Conclusion:

The conceptual components and the criteria in the NMS provide a structure and framework to achieving excellence in nursing practice, effective nursing leadership, expansion of staff skills and knowledge and optimal quality outcomes.

Diagram I

Nursing Management Structure of TMH A&E (2015)

