



To Streamline Induction Programme for Newly Joined Nurses in Orthopaedic Wards

Singapore Healthcare Management 2024



Norsazaliah Mohammad Ishak, Nurfarhah Samsi,
Lin Lilin, Norsyahidah Hassan
Singapore General Hospital, SingHealth

Background

The Orthopaedic Induction Programme, established in 1998, is a 40-hour training led by Orthopaedic Specialty Nurses to ensure safe and competent nursing practice, while ensuring quality patient care. Trainers includes Orthopaedic Specialty Nurses and Allied Health professionals.

Over the years, the training hours has reduced to 32 hours. In recent years, due to high clinical demands, ward managers have found it difficult to release new nurses for induction programme. As a result, most new nurses have not been able to attend the programme within their first 3 months. Our aim is to streamline the induction programme by reducing training hours and ensuring newly-joined nurses complete it within 3 months.

Objectives

To reduce the duration of Orthopaedic Induction Programme, for all newly joined nurses in the Orthopaedic wards, from 40 hours to 8 hours, within 12 months.

Methodology

Root causes of the problem were identified based on a Cause and Effect diagram (Figure 1).

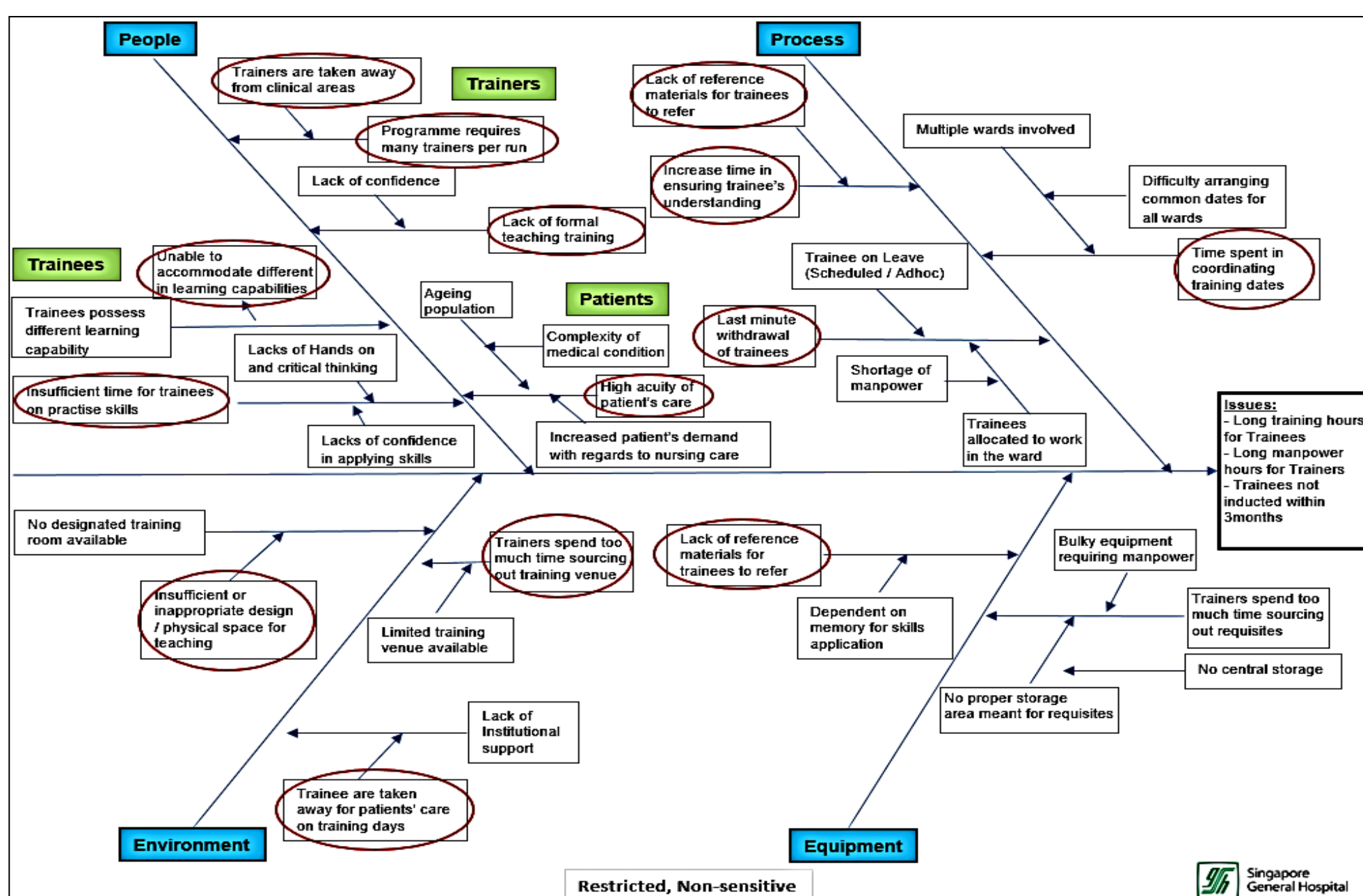


Figure 1: Cause & Effect Diagram

After conducting multi-voting, the final root causes were identified by using the Pareto Chart (Figure 2).

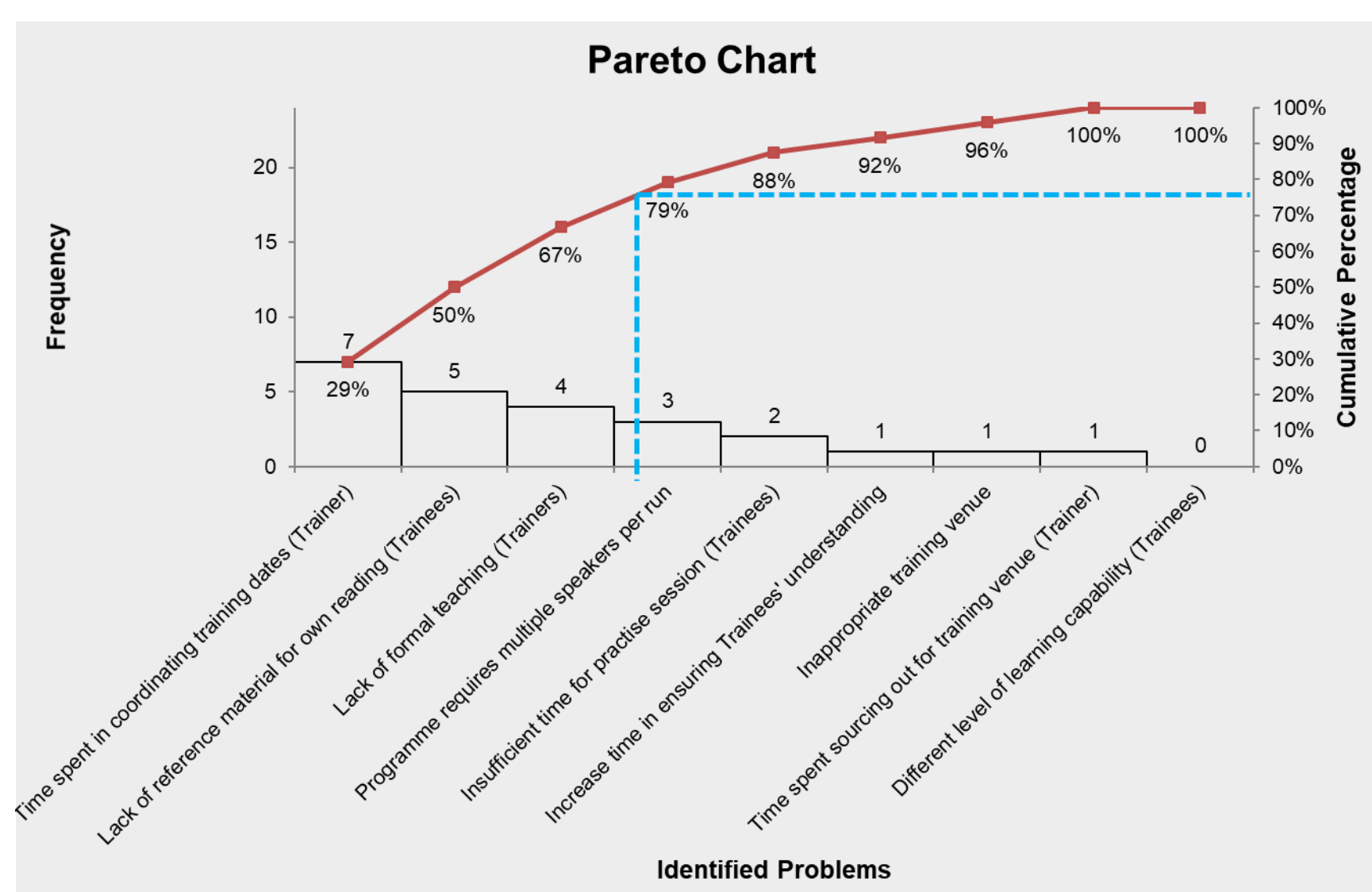


Figure 2: Pareto Chart

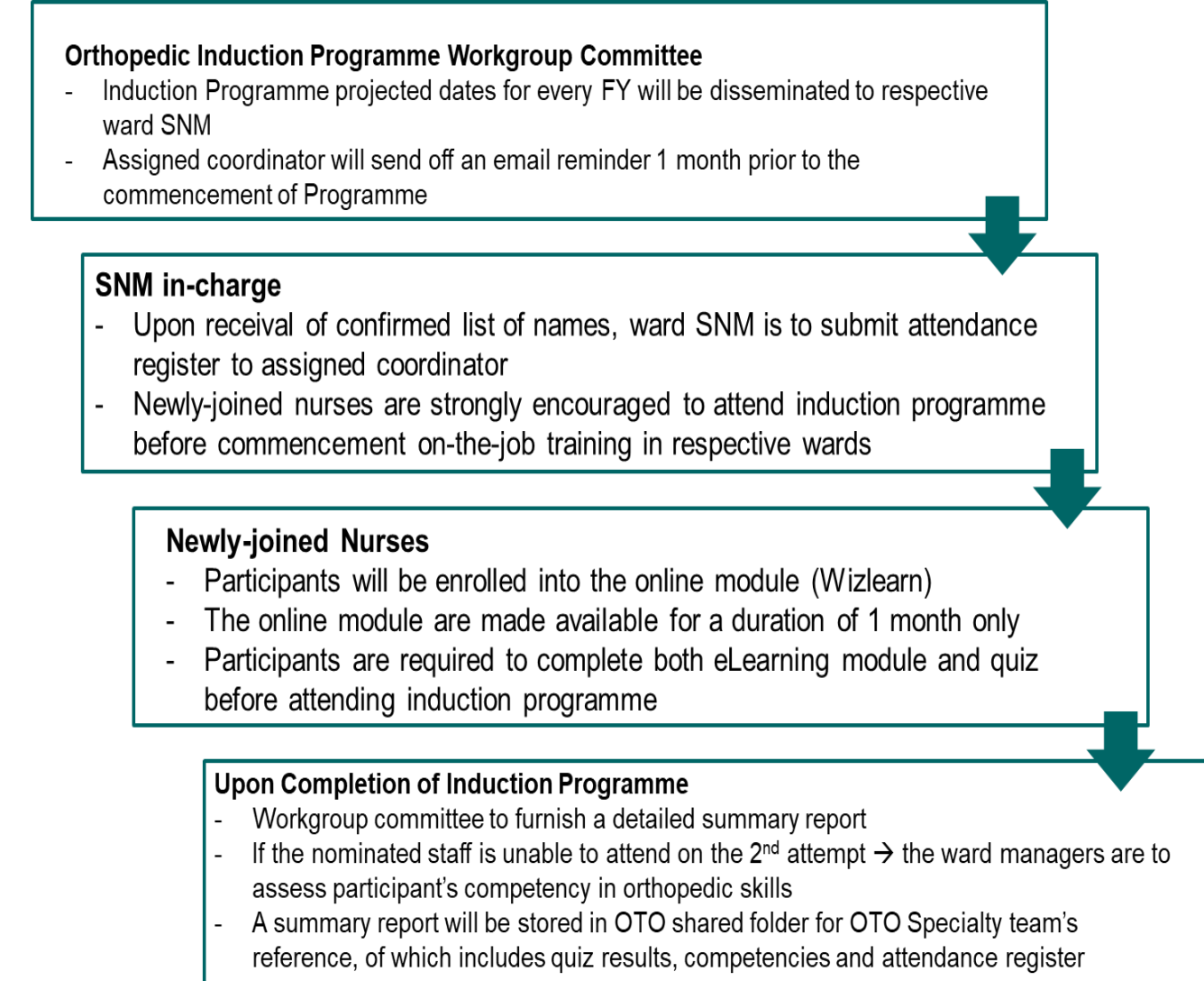
Once root causes were identified, our team brainstormed for possible solutions as shown in the Driver's Diagram (Figure 3).

Aim of Project	Concepts to address Root Causes	Specific Solutions	Criteria				Total Score
			Time Saving	Cost Saving	Feasible	Sustainability	
To streamline induction Programme in Orthopaedic wards	To ensure newly-joined staffs are inducted within 3months	To develop a workflow to ensure newly-joined staffs are inducted within 3months	5	5	5	NA	15
	To ensure sufficient time allocated for practical sessions	To implement simulation lessons so as to cater to trainee's ability	3	5	5	NA	13
		To provide one-to-one training for trainees	1	1	1	NA	3
		To develop an online platform for trainees to access reading materials, allocating time for practical session solely	5	5	5	NA	15
	To develop reference materials that are readily available	To develop an online platform for trainees to access reading materials	5	5	5	NA	15
To develop Orthopaedic skills videos that are readily available on Intraopia		3	1	3	NA	7	

Figure 3: Driver's Diagram

Interventions

PDSA 1: Revamp current workflow

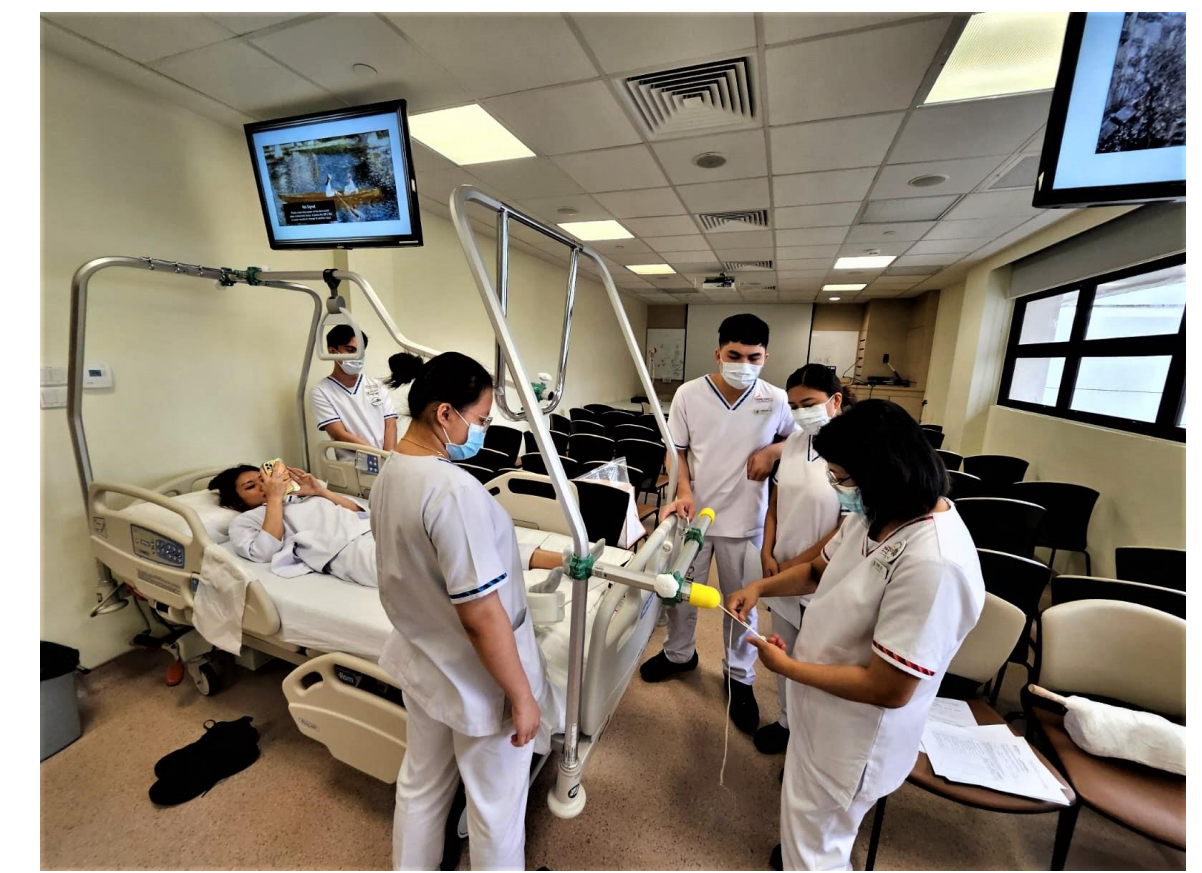


PDSA 2 : Team members attended Course Instructor Training for SingHealth eLearning Portal

PDSA 3 : Creation of SingHealth eLearning Portal (Wizlearn), currently Blackboard

PDSA 4 : Registration for Simulation Faculty Development to incorporate Simulation lesson

PDSA 5 : Simulation Lesson incorporated into Orthopaedic Induction programme



Results

The initial duration of induction programme was 40 hours, which run across a period of 3 to 5 days. With the implementation of structured e-Learning portal, the duration of induction programme was reduced to 13 hours.

There is a significant decrease in manpower hours for each staff which is 27 hours. Therefore, a total manpower hours saving of 918 hours in a year.

Nurses	Patients	Organisation
Increase in staff's understanding and Improve knowledge	Patients feel more comfortable with staff rendering nursing care	Improve patient's experience – "Best Outcome, Best Experience"
Improve staff's morale and Staffs feels more confident	Patients feels at ease and increased confident in staffs	To treat everyone equally and with respect, In line with SGH core values
In return, staffs able to deliver better nursing care to patients	Forging a better nurse-patient relationship	Better allocation of manpower

Sustainability

With the implementation of the new workflow, our team was able to pre-plan and include proposed dates of induction programme for each following year. Our team is able to liaise with ward managers in monitoring the number of newly joined nurses systematically. With this, new nurses are also inducted within 3 months of commencing to the ward. Our team hopes that with the implementation of the workflow, it ensures a smooth process for future induction programme.