

Four Recruitment Strategies-with Kindness and Compassion

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According to a study “The research and plan on nursing staff manpower requirements for the next 10 years” by the National Institute of Health and sponsored by the Ministry of Health and Welfare, nurses staying in the field after graduation is less than 60%. This phenomenon is not only a waste of educational resources, but worrisome in terms of the quality of nursing. Thus, the Ministry of Health and Welfare implemented many revolutionary changes to improve the industry and reduce work load. Since 2015, for example, they have been tracking the turnover of nursing staff, establishing a library of information related to nursing resources in order to understand recruitment issues, turnover rate, vacancy rate, and the career paths of graduated nurses.

Hualien Tzu Chi Hospital is located on the east coast of Taiwan. Because of its remote geographical location, recruitment and retention are more difficult than other



Commend the clinical nurse during the Teacher's day.



Yi-De parents play the roles as supporting parents for the nurses at Hualien, frequently visit the unit to express their love and concerns, as well as providing mental support.

areas' hospitals. Therefore, other than participating proactively in an improvement plan for quality nursing staff at the Ministry of Health and Welfare, we also made improvement in salary and benefit, professional advancement, and the flexible use of human resources.

In 2019, Professor Shih le-Ming of Johns Hopkins University came to Taiwan to share with Dharma Master Cheng Yen a scientific research paper about the discovery that human's brain has an area of mercy and altruism. If we see other people suffering, this area of the brain is stimulated to induce mercy to help others. This research study proves that nursing benefit others, as championed by Dharma Master Cheng Yen, can be used to guide nurses' retention and recruitment strategy.

Therefore, we established “four compassionate strategies” to help recruitment and retention of nurses – influential power model, dream inspired model, wondrous overcoming model, and individualized care model. Using these methods to lead the nursing team and achieving self-satisfaction with values in the professional field, we improved the turnover rate from 13.1% in 2016 to 11.81% in 2020. This shows that the hard work pays off. The following describes how we applied the four successful recruitment strategies.

Influential Power Model

This model is to elect a spokesperson with the most influential power, and recognize the person in public. Public recognition includes: appreciation letters and comments from patients and families, nominate excellent nurses on “International Nurses’ Day”, and exhibit pictures of recognized individuals on the hallways of the hospital. In addition, other strategies include: nominate the best teachers on “Teacher’s Day”, report distinguished nurses on journals and magazines; post relevant stories on hospital’s web pages, and invite nurses to share their success stories on broadcasting channels to deliver positive messages on nursing with love.

Dream Inspired Model

This model inspires expectations, and encourages nurses to join and lead team members to pursuit dreams. Nursing department runs the Facebook “Dream teacher” pages to attract followers to share postings. The head of the nurses often uses team spirits and emotions to encourage colleagues to achieve team’s objectives and goals, thus the efficiency is higher than individual’s effort. Also, a collection of stories from nurses’ best practices enable publication to promote recognition of the nursing profession.

Wondrous Overcoming Model

This model encourages colleagues to be creative, challenge oneself with new ideas, new methods and solutions to solve problems encountered at work. It is literally the “wondrous” application of intelligence to “overcome”, “empower” problem solving. The head of the nursing department and the hospital management make irregular visits to corresponding units to boost morale, and to provide support and encouragement to all medical personnel. Tzu Chi’s unique “Yi De” (parental) system is supported by Tzu Chi volunteers providing “parental” support for Hualien’s nurses. They frequently visit the units to express their love and care. Besides, there are 14 social clubs designed to provide an environment to decouple stress after work, and to meet and engage nurses



from other departments. Also, there are many supporting activities such as literature and art clubs. People can hold team activities with funding support from the hospital.

Individualized Caring Model

Individual loving care model customizes care based on each individual's need, ability and goal. Team leaders are like coaches or consultants, they listen attentively to understand each unique situation and need, then provide nurture and guidance. Also, a meeting room staffed with experts in different expertise are available for consultations. Those who are over 40 years old have the benefits to access high technological advanced examinations for early detection of diseases.

When one is devoted, the heart becomes inspired with compassion. Soon after the discovery that the profession can save lives and safeguard health, the ability to recover from stress develops automatically and unknowingly. Of course, with the accumulation of experience, questions on how to relieve stress and communication conflicts are becoming common. To our nurses, let's not worry about the challenge because we are stronger today than we were yesterday. Let's reach for our beautiful values, we hope to receive more respect from the society.

Reference:

Hsiong Chao, Chang May (2015). "The research and planning on the need of nursing staff for next 10 years" Sponsored by Taiwan's Ministry of Health and Welfare in 2015, unpublished.