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Project title

All Around Enhancement of Advanced Practice Nurses' Clinical Management Competency

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Introduction

Under the highly modernized era with rapid technological development, there is a growing global awareness about an ever-changing and increasingly complex healthcare system. Hong Kong healthcare services also faces the challenges such as the reduction of doctor's working hours and the continued shortage of manpower that somehow led to the need of extending Advanced Practice Nurse (APN) roles especially in out-of-hours care in TWEH hospital. They have to demonstrate exemplary knowledge and skills with critical thinking in clinical practice. Highly skilled analytical ability in the form of intuition is critically required in crisis situations, and effective and efficient Clinical Management Skills is essential for the quality and safety of hospital care. Thus, a series of training programs and comprehensive backup strategies have been initiated to enhance APNs' competency at work.

Objectives

To better equip Overall Nurse Supervisors to be the on-site supervisors. To enhance decision making and leadership skills in clinical management and supervision. To provide practical hints on night supervision and managing clinical risks. To reiterate explicit instructions on managing clinical risks with maintaining professional accountability

Methodology

Training on Clinical Management Skills for APNs The training composed of 2 levels: A cluster and a hospital based Night Overall Supervisor Enhancement workshop was provided to all APNs. The 2 days cluster program focused mainly on the leadership training and the general management principles of most possibly happen critical situations at night time. The TWEH training workshops were organized twice for all TWEH APNs including those newly promoted. Experienced APNs were arranged to teach and share their real experience. Open discussion on special local situation was led by head nurse with problem solving approach. Upon completion of the workshop, the APNs are expected to undertake the clinical supervisor roles with more confidence, able to identify clinical risks and manage the critical situations appropriately with the demonstration of effective communication skills. Training materials were also uploaded onto web for staff easy reference. Nursing Overall Clinical Management Reference on Web It includes: 1) Workshops training materials which were uploaded onto Nursing Service Division web for staff easy reference. 2) A "hot or special clinical management issues" site developed by General Manager of Nursing (GMN) to facilitate sharing of practical management lessons learnt. 3) Emergency preparedness management guidelines and information for staff quick reference. They are targeted for ensuring the safety of acute out-of-hours management and continuous enhancement of APNs ability. Participation in 3rd Tier Patient Safety Round (PSR) 3rd Tier PSR is an interdisciplinary monitoring process which involves the senior executives, physicians, senior managerial nurses, allied health professionals and APNs in wards. The PSR team conducts visits to different wards quarterly. Areas of focus vary and planned in advance. Through participation in PSR,

APNs can understand more on how to improve patient safety from different perspectives. Their clinical management skills are further developed.

Result

100% of APNs had attended the Night Overall Clinical Supervisor Enhancement Workshops by 4Q15. On self-evaluation and feedback from peers and supervisors, APNs felt more confidence and secure at work. They all agreed that the training program built up their competency on intuitive clinical judgement in providing acute out-of-hours care. With a collaboratively agreed scope of training and the comprehensive backup measures, APNs are comfortable and capable to perform advanced decision making in the management of holistic quality patient care. The onus is on the APNs to ensure that their management skills remain sharpened by dedication to lifelong learning.