STRATEGIES IN STAFFING

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OBJECTIVES

Define and understand the purpose of a staffing plan.

Identify staffing strategies to help your organization improve productivity.

Consider future opportunities

STAFFING CHALLENGES

STAFFING CHALLENGES

- Determining staffing levels is one of the biggest challenges in managing an organization

- Implementing staffing strategies is even a bigger challenge……
  - Local challenges with reducing/controlling staffing levels

- Challenges to find qualified staffing

STAFFING CHALLENGES

- However, dwindling volumes and reimbursements require providers to increase their focus on managing staffing levels and costs

- Rural providers are no exception

DISCLAIMER

While this session will focus on managing staffing levels to volumes, the first focus should always be on maximizing market share and volumes

NURSING UNITS

STAFFING PLANS

Goals:
- Match staffing to demand
- Develop a core staffing model with shift options that match the daily patient demand
- Define patient placement for maximum staffing efficiency
- Define roles and floating/cross training responsibilities
- Minimize call-offs
- Prevent incremental overtime

STAFFING TO DEMAND

- Establish benchmarks.
- Utilize a staffing matrix to determine staffing needs.
- Don't be afraid to adjust staffing mid-shift.
- Review your low census policy to ensure it is current and fair.
- Stop staffing for "what ifs".

Core Staffing Model

- Nontraditional shifts
  - Short shifts
  - Staggered shifts
  - Overlapping shifts

- Alternative schedule models
  - 46 weeks – 6 weeks off
  - 40 weeks – 12 weeks off
  - Hire school nurses for the summer

PATIENT PLACEMENT

Ensure services are in the right location

- Locate infusion services, wound care, etc. to effectively utilize staff.

Patient Placement

- Minimize confusion, provide consistency, and ensure a positive patient experience.

ADVANTAGES OF CROSS TRAINING/FLOATING

- Improve staffing flexibility
- Ensure staff competency
- Minimize Call Off/Overtime
- Increase Staff Satisfaction

ACCOMPLISHING CROSS TRAINING/FLOATING

Cross train all staff to at least one other unit

Provide proper orientation and training

Allow staff to be part of the selection

Ensure a positive float experience

Allocate hours correctly when floating

INCREMENTAL OVERTIME

- ADT workload.
- Inefficient documentation practices
- Bedside report not practiced
- Nurses continue to enter orders for physicians who are writing or giving verbal orders
- Clocking abuses

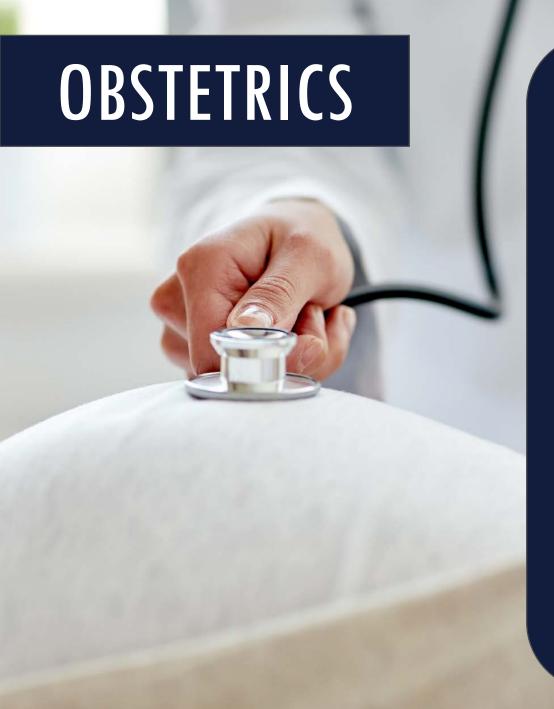# Med/Surg Unit

Care Delivery:
- Adjust staffing to census and/or patient acuity
- Evaluate the Charge Nurse role
- Utilize staff to the top of their license

INTENSIVE CARE UNIT

- Dedicated unit with ADC of 1 and staffing 2 nurses.
- Patient acuity levels similar to a step down unit.
- Bedside and vital sign monitors not interfaced with the EMR.

OBSTETRICS

Dedicated units with ADC <1.

L&D, Nursery, and Post Partum.

Keeping a labor and delivery nurse in house without a patient assignment in the event a laboring patient comes in.

Training and competency needs are excessive and expensive.

Surgery and anesthesia on call for after hours C-sections.

EMERGENCY DEPARTMENT

- Start with a time study to have accurate data of peak utilization times for your ED.
- Maintain a good relationship with EMS and utilize EMS personnel as back-up support for your ED.
- Should you staff a second nurse in the ED 24/7?

SURGERY

Analyze your minutes by time of day and day of week to determine an appropriate surgery schedule

Define urgent/emergent after hour cases

Adjust staffing to case volume

Engage your surgeons to eliminate first case late starts

PHARMACY

- Pharmacy services

- Hours of operation

- Call coverage

- Pharmacy Tech Roles

RESPIRATORY THERAPY

Services provided

Staffed hours

After hours coverage and call

RADIOLOGY/LABORATORY DEPARTMENTS

- Cross training of staff between modalities
- Determine areas served and hours of operation
- After hours call coverage
- Radiologist Services
- Outpatient procedures/testing processes
- Staggered shifts

PT/OT/SPEECH

- Often times CAHs are working with minimal staff (i.e. only one provider per discipline)
- Focus is on scheduling and access
  - Maximize volumes
  - Minimize down time

CLINICS

- Evaluation of support staff in relation to the number of providers in the clinic
- Availability of lab and radiology services during clinic hours of operation
- Do the hours of operation for the clinic meet the needs of the community?
- Policies and procedures define the process for scheduling patients

OTHER NON-CLINICAL DEPARTMENTS

HUMAN RESOURCES

Policies and procedures

Job descriptions and staff evaluations

Employee Handbook

Turn-Over

HOUSEKEEPING/LAUNDRY

- Flexible staffing
  - Split shifts
  - Staggering shifts
  - Short shifts

PHYSCIAL PLANT AND MAINTENANCE

- Evaluation of work orders and barriers to timeliness for completion

- Align work orders to skill

- Keep Master Facilities plan current with clear list of priorities

- Split shifts

DIETARY

Staggering of shifts

Evaluate the number of course offerings in cafeteria

Monitor "extra" functions

ADMINISTRATIVE DEPARTMENTS

REVENUE CYCLE

Much already covered under previous session

Often find processes and accountability are the issues

- Adequate staffing
- Broken processes
- Lack of accountability

UTILIZE YOUR EMR TO ITS FULL POTENTIAL

Automate data extraction to eliminate manual processes.

Auto populate fields when possible to eliminate duplication of efforts and eliminate the potential for error.

Utilize templates for documentation to standardize and eliminate the need for free texting.

Interface equipment such as vital sign and cardiac monitors to eliminate the need for manual input.

Ensure staff have the tools to document at the point of care and address connectivity issues.

THE FUTURE

DATA IS THE NEW SOIL

THINK TECHNOLOGY

Data can provide information needed to identify process gaps/opportunities

Monitor advancements in technology and how they can assist your organization in improving efficiency
- Software
- Robots
- Etc.

THINK TECHNOLOGY

Technology advancements will create opportunities
- Scheduling
- Registration
- Rules based tasks

SUMMARY

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- Technology advancements will create opportunities
  - Scheduling
  - Registration
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QUESTIONS?

THANK YOU

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CPAs & BUSINESS ADVISORS