James Fenush Jr. MS, RN
Director of Nursing, Clinical Support Services

Rita Barry BSN, RN
Nurse Manager of Scheduling and Staff Deployment
• 551-bed Academic/Quaternary Care Medical Center in central Pennsylvania

• The Medical Center campus also includes:
  - Penn State College of Medicine
  - Penn State Hershey Cancer Institute
  - Penn State Hershey Children’s Hospital
Objectives

• **Session Objective One:** Describe the advantages of implementing a strategic labor plan for a Department of Nursing.

• **Session Objective Two:** Identify strategies for implementing standardized workflows associated with staffing adequacy.
Reducing the per capita cost of health care

- What is the Highest Percentage of Cost impacting hospital operating expenses?
- Nursing Labor
- Resources and associated costs

Goal:
Decrease 4-6% of current labor spend

What is labor costing you?

Robot: $2.24/hr
Nurse: $25/hr
$30/hr
$25/hr
$20/hr
$15/hr
$10/hr
$5/hr
The Strategic Labor Plan

- Conducted comprehensive workforce analysis and workflow assessment.
- **Standardized workflows, policies, and practices.**
- Implemented state-of-the-art technology solution.
- Integrated evidence-based practice work strategies.
- Implemented centralized resource management center.
- Created Nurse Manager of scheduling and staff deployment.
PLAN
Develop Resource Goals

SCHEDULE
Maximize Core Staff Resources

STAFF
Proactively Fill Open Shifts

DEPLOY
Strategically Allocate Resources Across System

IMPROVE
Use Real-Time Business Intelligence

✓ Labor Standards & Workload Indicators
✓ Build Optimal Cyclic Patterns
✓ Identify, Develop and Maintain Consistent Policies & Strategies

✓ Schedule Staff to FTE
✓ Produce Balanced Schedules

✓ Manage PTO and Trades Effectively
✓ Maintain Recommended Core to Contingency Ratio

✓ Communicate Any Last-Minute Changes or Needs
✓ Provide latest Census and Acuity Information
✓ Finalize Resource Plan

✓ Improve Resource Plans Based on Outcome Data
The Staffing & Scheduling Plan

• Develop HPPD based on internal and external benchmarks
  – Budget (Staffing Grids/Workload Metrics) – Seasonal Positions

• Assess FTE in and out

• Define Weekend Cyclic Rotation

• Evaluate requests for PTO, Education time, Council time
  – Process in advance of operational schedule
Developing The Foundation to the Strategic Labor Plan

• Standardize and align policies and processes
• Develop tailored core staffing targets and contingency layering
• **Implement a scheduling and productivity solution**
<table>
<thead>
<tr>
<th>Census</th>
<th>RN (includes charge)</th>
<th>PCA</th>
<th>HPPD</th>
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<td>5</td>
<td>2</td>
<td>10.50</td>
</tr>
<tr>
<td>15</td>
<td>5</td>
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<td>11.20</td>
</tr>
<tr>
<td>14</td>
<td>4</td>
<td>2</td>
<td>10.29</td>
</tr>
<tr>
<td>13</td>
<td>4</td>
<td>2</td>
<td>11.08</td>
</tr>
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<td>12</td>
<td>4</td>
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</table>

Penn State Hershey Medical Center
3 Main Bldg South

Bud HPPD: 11.01
Processes for Scheduling

- **Build Cyclic Scheduling:** Use repeatable patterns
- **Self-Scheduling:** Select shifts to build core schedule
- **Pre-Posting:** Open shifts requiring manager approval
- **Open Shift Management**
- **On-Call Scheduling**
- **Managing FTE Leakage**
### Managing FTE Leakage

#### Unit: 5AC - PSHMC 5th Floor ACUTE CARE

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<tr>
<th>Staff Member</th>
<th>FTE</th>
<th>06/15/2014</th>
<th>06/22/2014</th>
<th>Total</th>
<th>06/29/2014</th>
<th>07/06/2014</th>
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<tr>
<td>CHN</td>
<td>0.90</td>
<td>Over 4</td>
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<td>Over 4</td>
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<td>RMA</td>
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<td>RNE</td>
<td>1.00</td>
<td>Add 12</td>
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<td>Add 12</td>
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<tr>
<td>RNE</td>
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<td>Add 4</td>
<td>Over 8</td>
<td>Over 4</td>
<td>Over 4</td>
<td>Over 16</td>
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<tr>
<td>RNE</td>
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<td></td>
<td>Add 36</td>
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<td>Over 4</td>
<td>Over 4</td>
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<tr>
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<td>Over 0.50</td>
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<tr>
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<td>Add 16</td>
<td>Add 4</td>
<td>Add 20</td>
<td>Over 8</td>
<td>Over 8</td>
<td>Over 16</td>
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<tr>
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<td>Add 4</td>
<td>Add 4</td>
<td>Add 8</td>
<td>Add 4</td>
<td>Add 4</td>
<td>Add 8</td>
</tr>
<tr>
<td>RNC</td>
<td>1.00</td>
<td>Add 4</td>
<td></td>
<td></td>
<td></td>
<td>Over 4</td>
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</table>
Processes for Staffing

• Proactively fill open shifts
• Proactive recruitment – Bonus Shifts – **Short Term Assignment**
• Advanced “Critical Staffing” alerts - **Weekly Briefing**
• Staff shift change requests
• Staff absence calls- **Automated Text Page to Nurse Manager**
Leveraging Internal Website

Search Results for: needs list

Not finding what you are looking for? Refine your search using advanced search options, or try this same search on the old infonet.

Showing 1 - 20.

- **CSO Needs List Week 2**
  ED ED Needs *BONUS ELIGIBILITY MAY CHANGE BASED ON RECALCULATION OF VACANCY... HVICCU HVICCU Needs *BONUS ELIGIBILITY MAY CHANGE BASED ON RECALCULATION... Hamilton 0 0 0 0...

- **CSO Needs List Week 1**
  ED ED Needs *BONUS ELIGIBILITY MAY CHANGE BASED ON RECALCULATION OF VACANCY... # RNs Needed______ HVICCU HVICCU Needs *BONUS ELIGIBILITY MAY CHANGE BASED... 0 SICU SICU Needs *BONUS...
### NSICU Needs

*BONUS ELIGIBILITY MAY CHANGE BASED ON RECALCULATION OF VACANCY RATE*

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<tr>
<th>Date</th>
<th>Shift</th>
<th>RNs Needed</th>
<th>Date</th>
<th>Shift</th>
<th>RNs Needed</th>
<th>Date</th>
<th>Shift</th>
<th>RNs Needed</th>
<th>Date</th>
<th>Shift</th>
<th>RNs Needed</th>
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<td>8-31-14</td>
<td>7a-11a</td>
<td># RNs Needed</td>
<td>9-1-14</td>
<td>7a-11a</td>
<td># RNs Needed</td>
<td>9-2-14</td>
<td>7a-11a</td>
<td># RNs Needed</td>
<td>9-3-14</td>
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*ober*
Central Staffing Office's Weekly Briefing
August 6, 2014

**FORECASTED STAFFING NEEDS**

**Critical Care Areas including IMC’s**
- Highest needs on Saturday, 8/9 and Tuesday 8/12
- Per Diem RNs deployed, 1-2 critical care floats available

**Medical Surgical Areas**
- Highest needs on
- Per Diem RNs deployed, 4 med/surge floats available

**Maternal Child Areas**
- Highest needs on Friday, 8/8 and Sunday 8/10
- Per Diem RNs deployed, 1-2 maternal child floats available

**UNIT STATUS CHANGES**
- 8/10 – SIMCU will move to 2SAW
- 3MBS will be remain open Tuesday Though Thursday from 7AM to 11PM

**COMMUNITY EVENTS**
- 8/5-8/9: Joyce Meyer Ministries @ Giant Center
- 8/9: 2014 Chocolate Tour @ Milton Hershey School
- 8/2-10/26: Pennsylvania Renaissance Faire

Please review your staffing analysis and call the Central Staffing Office with your staffing plan for the week.
Processes for Deployment

- Allocate resources strategically - Intelligence
- Automate deployment of resources throughout the day
- Record deployment message
- Execute requested staffing adjustments
- Align census and workload to staffing
- Conduct daily staffing huddles
Staffing Huddles

- **Intent of these Huddles** To have Charge nurses from all inpatient units come together in a spirit of respect and collaboration, to devise a staffing plan to ensure every patient at PSHMC receives the quality care they need.

- **Attendees**: Charge Nurses, CSO Associate, Nurse Manager of the Float Pool or Nurse Manager of Scheduling and Staff Deployment @ 0930, House Managers @ 2130 Huddle

- **0930-0940  2130-2140**
  - All Critical Care Areas including the ED and Peri-Anesthesia

- **0940-0950  2140-2150**
  - All Medical/Surgical Areas including the ED and Peri-Anesthesia

- **0950-1000  2150-2200**
  - All Maternal Child Areas including the ED and Peri-Anesthesia

- Leverage Technology to drive the conversation
### Staffing Grid

<table>
<thead>
<tr>
<th>4 Hour Target</th>
<th>Day Census</th>
<th>Day Staffing 7a-11a</th>
<th>Day Census</th>
<th>Evening Census</th>
<th>Evening Staffing 1p-5p</th>
<th>Evening Census</th>
<th>Evening Staffing 5p-11p</th>
<th>Night Census</th>
<th>Night Staffing 11p-7a</th>
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<td>WMHU: 1.76</td>
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<tr>
<td>L &amp; D: 5.8</td>
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<tr>
<td>PEDS: 1.96</td>
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<tr>
<td>PEDS/ONC: 1.96</td>
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<tr>
<td>PICU: 3.6</td>
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<td>PIMCU: 2.6</td>
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<td>NICU: 2.08</td>
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</tr>
</tbody>
</table>

The grid shows staffing levels for various units and time slots, with numbers indicating the number of staff required.
Deployment
Improve Staffing & Scheduling

• Examine worked shift punches versus scheduled shifts
• Evaluate hours and costs of resources against financial targets
• Analyze hours and costs of time worked above scheduled shifts
• Analyze FTEs against budget and volume trends
• Review data real-time – Data Warehouse
## Leveraging a Data Warehouse

<table>
<thead>
<tr>
<th>Job</th>
<th>RN</th>
<th>Early Group</th>
<th>Month</th>
<th>Row Labels</th>
<th>Count of EXCEPTIONTYPE</th>
<th>Sum of Minutes Early</th>
<th>Average of Minutes Early</th>
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<tbody>
<tr>
<td>Home Cost Center Name</td>
<td>4th Floor Surgery</td>
<td>Less Than 30 mins</td>
<td>(All)</td>
<td>Nurse 1</td>
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<td>Early Group</td>
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<td>Month</td>
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<td></td>
<td>Nurse 3</td>
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<td>Nurse 9</td>
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<td>Nurse 12</td>
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<td></td>
<td>Nurse 13</td>
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<td></td>
<td>Nurse 16</td>
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<tr>
<td><strong>Grand Total</strong></td>
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<td><strong>540</strong></td>
<td><strong>16.4</strong></td>
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### Variance Dashboard - Windows Internet Explorer

#### Dashboard Control
- Period Type: Pay Period
- Period Selection: Last 14 Days (05/21/2014 - 09/03/2014)
- Sort Order: Region/Facility, Service Line
- Update

#### Last Updated 9/4/14 at 16:32am EST

<table>
<thead>
<tr>
<th>Results [08/21/2014 - 09/03/2014]</th>
<th>Shift</th>
<th>Punch</th>
<th>CC Var</th>
<th>Tardy</th>
<th>Over</th>
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<td>8.7%</td>
<td>2.8%</td>
<td>0.08%</td>
<td>0.00%</td>
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<td>Nursing</td>
<td>8.7%</td>
<td>2.8%</td>
<td>0.08%</td>
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<tr>
<td>PSHMC 1EDU</td>
<td>9.4%</td>
<td>1.2%</td>
<td>0.02%</td>
<td>0.00%</td>
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<td>PSHMC 1HVCU</td>
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<td>1.3%</td>
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<tr>
<td>PSHMC 1HVCPU</td>
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<td>1.1%</td>
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<td>0.05%</td>
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<td>3.6%</td>
<td>2.0%</td>
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<td>1.9%</td>
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<tr>
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<td>35.2%</td>
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<tr>
<td>PSHMC 3Pods H/O</td>
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<td>1.4%</td>
<td>1.4%</td>
<td>0.00%</td>
<td>2.6%</td>
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<tr>
<td>PSHMC 3PEDS M/S</td>
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<td>2.9%</td>
<td>1.0%</td>
<td>0.01%</td>
<td>2.3%</td>
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<td>PSHMC 3SA</td>
<td>10.0%</td>
<td>3.1%</td>
<td>0.1%</td>
<td>0.00%</td>
<td>1.3%</td>
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</tbody>
</table>

#### Definitions
- 0%-10%: 0% - 10% of variance factor
- 10%-20%: 10% - 20% of variance factor
- 20%+: 20% of variance factor
- Shift + Punch + CC Var + Tardy + Over = Index
- Shift: Hours of scheduled shifts that have no matching worked punch
- Punch: Hours of worked punches that have no matching scheduled shift
- CC Var: Hours for shifts at hours that match, but the clock center does not
- Tardy: Punches later than scheduled start time. All punches are rounded to the nearest 15-minute increment. Punches greater than 80 minutes late are not included.
- Over: Hours for the matched worked punches that exceed before or after the scheduled shift times

#### Details
- Overage: 2,483.05
- Punch Hrs: 123,036.80
Monitoring of Outcomes

**Financial**
- Reduce overtime
- Decrease incidental worked time
- Cut FTE leakage
- Right size core to contingency staffing

**Operational**
- Increase RN shift fill rate
- Manage time spent on scheduling and staffing
- Review data relative to clinical nurse hours in charge versus patient assignment time
Outcomes and Impacts

RN Fill Rate
Outcomes and Impacts

Reduction in Incidental Worked Time: Early In
Outcomes and Impacts

Reduction in FTE leakage
Outcomes and Impacts

Overtime
Summary/Key Points

A Comprehensive nursing workforce analysis and workflow assessment consist of the following:

- A plan to optimize labor standards and workload indicators
- The ability to create a balanced schedule
- Proactively fill needs in line with unit core vs. contingency staffing
- Communication of the nursing unit workflow to strategically deploy resources
- Consistent staffing and scheduling to improve outcomes
Action Items

A strategic labor plan and standardized workflow can be implemented via state-of-the-art technology solution or through simply making key changes such as:

- Standardize policies and procedures for timekeeping
- Review employees work flow who consistently clock in early and late
- Plan for lunches
- Look for FTE leakage prior to completing schedule
- Listen to workflow issues to deploy resources and manage to defined staffing plans
- Develop a flexible contingency pool
QUESTIONS?
References


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