

## The Case for Optimal Staffing: A Call to Action

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Session C721

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### Objectives

- Identify challenges posed by the evolving role of nursing in the current healthcare landscape and strategies that can be used to meet these challenges
- Incorporate best practices to achieve positive patient outcomes by integrating science-based research



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### American Nurses Association



[nursingworld.org](http://nursingworld.org)

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### ANA Programmatic Work

- Publications: ANA Principles for Nurse Staffing
- Registered Nurse Safe Staffing Act
- Promotion of staffing quality measures
- Staffing focused environmental scan and analysis
- Creation and support of networking opportunities
- Focus on technology



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### Current State

- Site visits
  - shift in patient characteristics
  - shift in nurse characteristics
  - external and internal pressures related to regulatory, quality, and safety concerns
- Insight

“I fear we are preparing new graduate nurses for a healthcare reality that no longer exists.”



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### Current State

- Staffing white paper: Key findings
  - research and evidence
  - recommendations



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### Making the Quality Connection

Areas of continued focus:

- Staffing impact on quality outcomes and cost
- Making the financial case
- Promoting transparency in reporting
- Providing tools to nurses in all areas of practice to support optimal staffing for safe patient care



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### ANA Programmatic Future Work

- The business case for staffing
- Decision-tree for automated staffing and workforce systems
- 2016 ANA conference



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*Imagine better health.™*

### The Case for Optimal Staffing: A Call to Action

Pat Patton, MSN, RN



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VISION & DESTINATION GOAL

To be known as a System with Exceptional, Best Value Care and Experience

- Increase quality while providing cost effective care
- Provide the right care at the right time and place
- Find the “sweet spot” for staffing
- Determine the best value equation for care
  - Standardized Staffing and Scheduling and Acuity Implementation
  - Nursing Services Dashboard
  - Nursing Research



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VALUE – BASED RESOURCE MANAGEMENT



*EVIDENCE*

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ENABLING CLINICAL & OPERATIONAL EXCELLENCE

Key Question	Value Drivers	Output	
How Care Value System (CVS) enables Clinical & Operational Excellence (COE)	Clinical Excellence	Evidence-based Models of Care	Predictable & Actionable Point of Care Decision Making
		Matches Caregivers to Patient Needs	Care Team Communication
	Operational Excellence	Resource Management	Improved Discharge Experience
		Standardized Clinical Operations & Patient Care Processes	Accelerating Pace of Care

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## ASSESS

**Assess for what you need**

- Gather your data
  - Know your resources
  - Application is appropriate
- Format presentation applicable to a CFO—'speak finance'
  - Spreadsheet
  - Draw trend lines
  - Use resources e.g. you tube, library etc.



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## BEHAVIORAL HEALTH UNIT IN A LARGE SYSTEM

- Gathered data over 6 months
- Had been trending lower and budgeted lower than previous year
- Found out there was an issue with screening
- Issue resolved and saw an influx of patients
- Average Daily Census (ADC) increased dramatically
- So now what do you do?



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## MAKING THE FINANCIAL CASE FOR STAFFING

**Getting your act together-going in prepared**

- Speak to the dyad (CNO and CFO)
- Utilizing the nursing process but speaking finance
- Evidence, evidence, evidence



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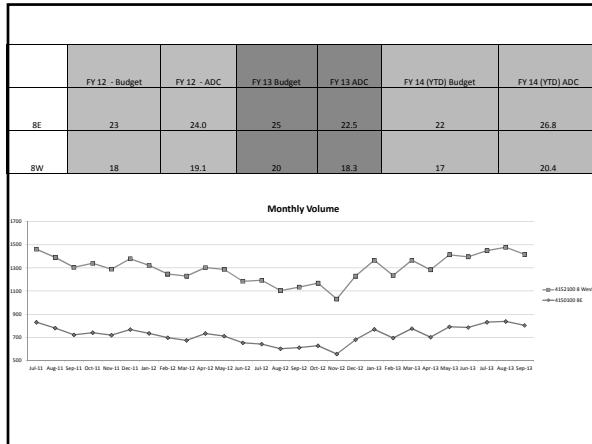
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### PLAN

- Coaching and practice—find a manager/leader/director with known experience who will critique you honestly
- Make sure CNO is aware of your plan and presentation prior to speaking with CFO (buy-in)
- Plan on incremental change (provide more than one scenario)



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### CARDIAC SHORT STAY UNIT

- Department was having issues with productivity
- Felt busy all week but productivity numbers at end of pay period and of month were not showing it
- Used data from Staffing and Scheduling System to pull productivity by hour of day



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## IMPLEMENT

- Once approved, have your staffing plan ready so that you can speak to it clearly
- Communicate with your staff through shared governance-how to best use the resource(s) you have gained—staff should co-own this



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## ORTHO UNIT

- High turnover Tuesday through Thursday
- Slowed down Friday through Sunday
- Spoke with staff through shared governance re: staffing patterns
- Needed more help during the week and less during weekends
- Data confirmed this and staffing pattern changed



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## EVALUATE

- Measure, measure, measure
- Tie quality outcomes to cost savings
- Connect with the finance to partner to clearly communicate outcomes
- Share best practices and failures with real or potential stakeholders



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### ORTHO UNIT

- Manager measured census, OT, and staff satisfaction
- Staffing was adjusted without increasing FTE's
- Staff happier with more help during the week and working less weekends (every 3<sup>rd</sup>)
- Shared governance committee agreed that change was correct



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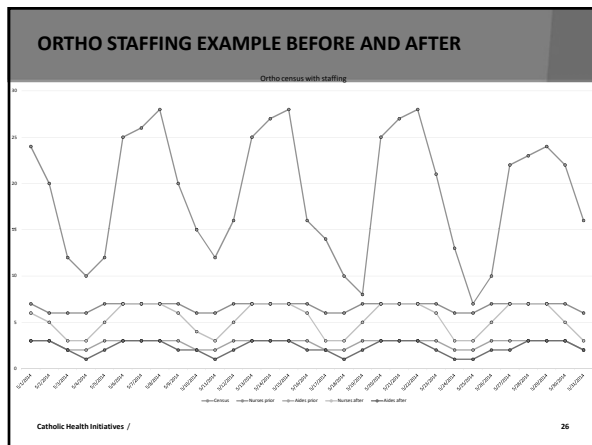
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### A Call to Action



- Build your tool box
- Gather the evidence
- Prepare, prepare, prepare
- Network with experienced colleagues and mentors. Attend annual conferences to keep up to date with latest evidence
- Practice, practice, practice
- Be a catalyst-educate hospital leadership and clinicians about the link between staffing and patient outcomes
- Utilize your resources
  - American Nurses Association
  - Healthcare Financial Management Association
  - American Organization of Nurse Executives
  - Others

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