Staffing Needs and Scheduling Policies
Objectives

- To examine different methods for determining staffing needs,
- To identify communicating staffing plans.
- To develop and communicate scheduling policies.
- To discuss Unit fiscal responsibility.
- To explain formulas and instructions for calculating daily staffing needs.
Staffing

- In staffing the leader-manager recruits, select, & promote personnel development for accomplish the goals of organization.

- also ascertain that adequate numbers & an appropriate mix of personnel are available to meet daily units needs
Definitions

- Staffing: its human resources planning to fill position in an organization with qualified personnel.

- Scheduling: It's on going implementation off staffing pattern by assigning individual personal to work specific hours & days in a specific unit or area.
Unit manager responsibility in meeting staffing needs

- Inflexibility scheduling is major contributor to job dissatisfaction to nurses.
- Many organizations use computers to assist with staffing.
- Its major function of first & middle level manager.
Identifying and maintaining the appropriate number and mix of nursing staff is critical to the delivery of quality patient care.

Numerous studies reveal an association between higher levels of experienced RN staffing and lower rates of adverse patient outcomes.

**Adequate ratio has the following benefit:**
- Reduce medical and medication errors
- Decrease patient complications
- Decrease mortality
- Improve patient satisfaction,
- Reduce nurse fatigue
- Decrease nurse burnout
- Improve nurse retention and job satisfaction
### Example

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Patient/Nurse Workload Mandated by California Legislation</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff nurses</td>
<td></td>
</tr>
<tr>
<td>Medical–surgical</td>
<td>5:1</td>
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<tr>
<td>Pediatric</td>
<td>4:1</td>
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<tr>
<td>Intensive care units</td>
<td>2:1</td>
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<tr>
<td>Telemetry</td>
<td>5:1</td>
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<tr>
<td>Oncology</td>
<td>5:1</td>
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<tr>
<td>Psychiatric</td>
<td>6:1</td>
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<tr>
<td>Labor/delivery</td>
<td>3:1</td>
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</tbody>
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Decentralize staffing:

- The unit manager is often responsible for covering all scheduled staff absences.

- Advantages:
  1. Unit managers understand the needs of unit & staff, staffing decisions will be made.
  2. Staff feels more in control of their work environment.
  3. Leads to increased autonomy & flexibility, it decreases nurse attrition.

- Disadvantages:
  1. Some staff members may receive individualized treatment at the expense of others.
  2. Work schedules can be used as a punish-reward system.
Centralize staffing

- Staffing is made by personnel in central office or staffing center.

Advantages:
1. It's fairer to all employees impartially.
2. It frees middle-level manager.
3. It allows for the most efficient (cost effective....why?)

Disadvantages:
1. Does not provide much flexibility for workers.
2. Manager have limited responsibility in scheduling.
Staffing & Scheduling Options

- 10- or 12-hour shifts
- Premium pay for weekend work
- Part-time staffing pool for weekend shifts and holidays
- Cyclical staffing
- Job sharing
- Allowing nurses to exchange hours of work among themselves
- Flextime
- Use of supplemental staffing from outside registries and float pools
- Staff self-scheduling
10-12 hour shift:

- may require overtime pay, the resultant nurse satisfaction must be weighed against the increased costs.

- Additionally, extending the length of shifts may result in increased judgment errors as nurses become fatigued.

- For this reason, many organizations limit the number of consecutive 10- or 12-hour days a nurse can work or the number of hours that can be worked in a given day.
Eight hour shift in a five day workweek

- 5-day, 40-hours workweek

- The shift usually 7am to 3:30pm, 3pm to 11:30pm, and 11pm to 7:30 am and a half hour overlap time between shifts to provide continuity of care.
Alternating or rotating work shifts

- Some nurses may work all three shifts within 7 days.
- Create stress for staff nurses.
- Body rhythms need time to adjust to the discrepancy between the person's activity cycle and the new demands of the environment.
The ability of the body functions to adjust varies considerably among individuals. It may take 2-3 days to 2 weeks for a person to adjust to a different sleep-wake cycle.

It affects the health of nurses and the quality of their work. Anorexia, digestive disturbances, disruption in bowel habits, fatigue, and error proneness.
Permanent shift

- Advantages:
  - 1. Permanent shift relieve nurses from stress and health related problems associated with alternating and rotating shifts.
  - 2. provide social, educational, and psychological advantages.
  - 3. staff can participate in social activities.
Disadvantages:

- Managers may have difficulty in evaluating the evening and night shifts.
- The staff of permanent shift not develop an appreciation for the workload or problems of other shifts.
Block, cyclical, scheduling

- Block, or cyclical, scheduling uses the same schedule repeatedly. The schedule repeats itself every 6 weeks.

- **Advantages:**
  - Personnel know their schedules in advance and consequently can plan their social lives.
  - Absenteeism will be less.
  - Establish stable work groups and decrease floating, thus promoting team spirit and continuity of care.
Supplemental nursing staff

- These nurses are usually work for premium pay (often two to three times that of a regularly employed staff nurse), without benefits.

- While such staff provide scheduling relief, especially in response to unanticipated increases in census or patient acuity.

- Their continuous use is expensive and can result in poor continuity of nursing care.
Flextime

- Or self-scheduling is a system that allows employees to select the time schedules that best meet their personal needs while still meeting work responsibilities.

- When a hospital uses flextime, units have employees coming and leaving the unit at many different times.

- Although flextime staffing creates greater employee choices, it may be difficult for the manager to coordinate and could easily result in overstaffing or understaffing.
Advantages

- It offers nurses greater control over their work environment,
- It provides greater worker participation in decision making,
- It saves time, improves morale & professionalism & reduces personnel turnover
Nursing Rotation

- Nursing rotation is a period in which a nurse in the work in other units other than his original unit for 4-6 month blocks.

- Advantages:
  1. Getting new experiences.
  2. Decrease the sense of boredom.

- Disadvantages:
  1. Create stressful time for the nurse.
  2. Nurse need time to become competent in his new unit.
Staffing to meet fluctuation needs/adjustment to workload

- Transfer staff from a less busy area to the overloaded area.
  - Economical to the agency, but disrupts the unity of work groups, causes transferred nurse to feel insecure, and contributes to job dissatisfaction and turnover. Some units require specialized knowledge and skill that not every nurse has (cross training is helpful).

- Companion floor system, two units relieve each other.
Workload measurement tools

1. **NCH/PPD**: A formula for calculating nursing care hours per patient day. **NCH/PPD = Nursing Hours Worked in 24 Hours/Patient Census**

- In its simplest use, use widely, all nursing & ancillary staff are treated equally for determining hours of nursing care & no differentiation is made for differing acuity levels of patient.

- These two factors alone may result in an incomplete or even inaccurate picture of nursing care needs.
Example:

- 11PM - 7AM (4 staff) = 32hrs
- 7AM - 3PM (7 staff) = 56hrs
- 3PM - 11PM (6 staff) = 64hrs

136 hours/25 patients = 5.44 NCH/PPD
Patient Classification Systems (PCS)

- Also known as workload management, or patient acuity tools, were developed in the 1960s.

- PCSs group patients according to specific characteristics that measure acuity of illness in an effort to determine both the number and mix of the staff needed.

- Because other variables within the system have an impact on nursing care hours, it is usually not possible to transfer a patient classification system from one facility to another.
It can classify as either:

- A. Critical indicator
- It used broad indicator such as bathing, diet, I.V fluids & medication.

- B. Summative type:-
- The summative task requires the nurse to note frequency of occurrence of specific activities, treatment & procedures for each patient.
Generational Consideration for Staffing:

1. Veteran generation: (Those nurses between 1925-1942, have lived in several military conflict) they respect authority, work in more structured, support hierarchy.

2. Boom generation: (Those between 1943-1960) have more traditional work values, willing to work long hours, flexible, independent and creativity.


4. Y generation: (1978-1981) seek roles that will push their limits; they are optimistic, self-conflict.
Solution for nursing shortage

- Advanced planning and recruitment

- Cross-training: giving personnel with varying educational backgrounds and expertise the skills necessary to take on tasks normally outside their scope.
Closed-unit staffing - occurs when the staff members on a unit make a commitment to cover all absences and needed extra help themselves in return for not being pulled from the unit in times of low census.

Mandatory overtime, employees are forced to work additional shifts, often under threat of patient abandonment, should they refuse to do so. Some hospitals routinely use mandatory overtime in an effort to keep fewer people on the payroll.
Thank you!