

CNO/CFO Partnership Achieves Successful Patient-Centered Staffing

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Welcome

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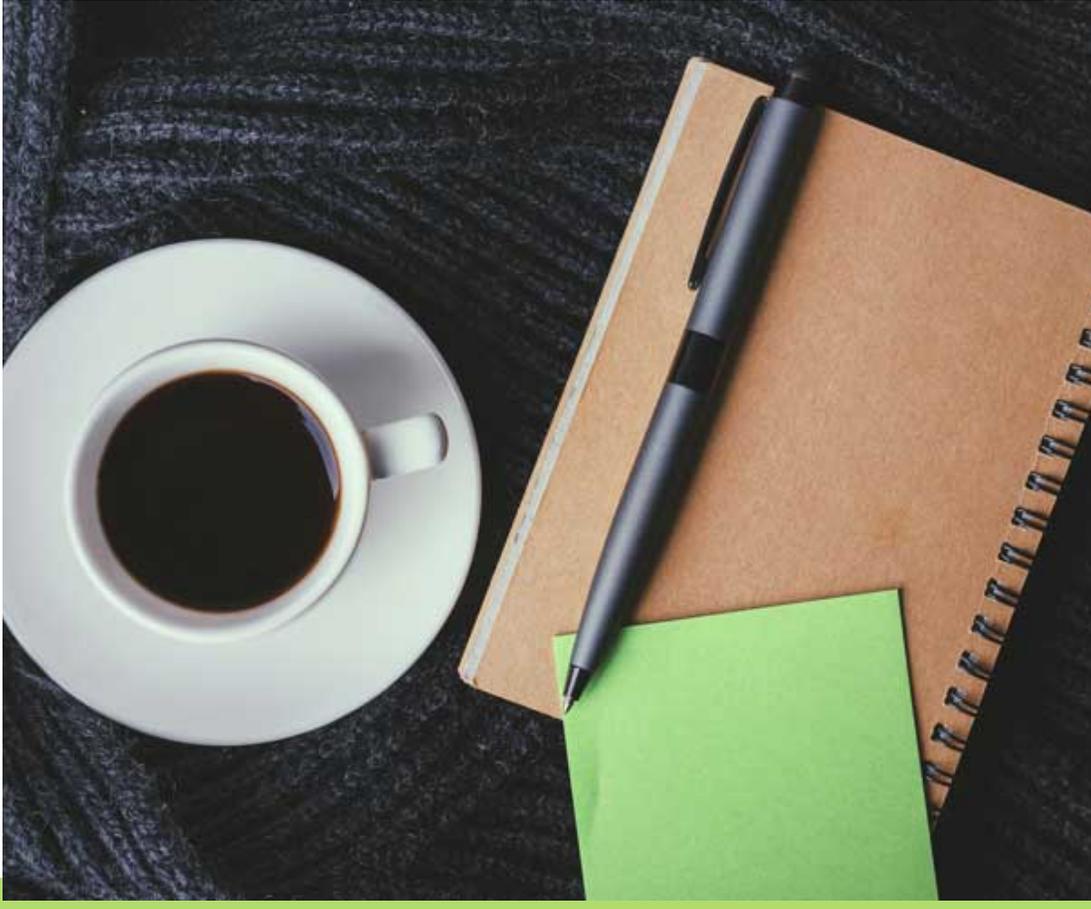
Senior Fellow and Nurse Executive

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Plan for Today



- Discuss why patient-centered staffing is vital to an organization's success
- Review a case study of how a system successfully implemented patient-centered staffing
- Describe how the partnership between the chief nursing officer (CNO) and chief financial officer (CFO) was critical to success

Presenters



Evelyn Olenick, DNP, RN,
NEA-BC
Senior Vice President
Chief Nursing Officer
Phoebe Putney Health System
Albany, GA



Brian Church, MBA, FACHE
Senior Vice President
Chief Financial Officer
Phoebe Putney Health System
Albany, GA

Phoebe Putney Health System



- Located in Albany, GA
- Serves more than 500,000 residents in a 41-county region
- 792 licensed beds
- 4,500 physicians, nurses, professional staff, and volunteers

Challenges



- Spending \$9M annually in overtime expenses
- Inconsistent staffing systems, practices and schedules
- Staffing office not 24/7
- Inability to view staffing needs globally
 - Units staffing in silos

Initiative Goals



- Reduce overtime spend
- Standardize processes
- Leverage the functionality of existing workforce management solutions
- Establish the central staffing office as the hub
- Boost staff engagement

Cross-functional Initiative



- Six Sigma
- The initiative sponsors — CFO and CNO
- The team — nursing, finance, continuous improvement

CNO and CFO Partnership

- It was critical to the project's success that both were at the table working together to lead the team
- Key decisions around policy changes for staffing and scheduling were jointly made by CNO and CFO
- With both the CNO and CFO leading the team, there was not ambiguity around actions or next steps
- The CNO/CFO partnership at Phoebe proves labor processes can be improved, which in turn improves RN satisfaction and improves financial performance

Start with Standardization



- Staffing and time/attendance policies and processes
- Revitalized attendance policy
- Move from 4-week schedules to 6-week schedules

Integrated System Solutions



An integrated workforce management system

- Time and attendance
- Staffing and scheduling
- Open shift notifications
- Current Staffing Overview (CSO)
- Mobile app
- Payroll and Human Resources

Prioritized Deployment



- Started with the areas that had the biggest potential for cost savings
- Rollout to 57% of units = Ability to manage 82% of overtime costs

Central Staffing Office 24/7



Making the CSO the staffing hub

- Can efficiently move staff to minimize agency and overtime
- Staff are able to see monthly view, which allows vacancies to be picked up when available
- Critical needs of a unit are broadcast
- Can track and manage required licenses that have an annual due date, BLS and ACLS cards, and initial competencies due 120 days after starting/transferring to new position

Increase Transparency



- Take a broader approach to staffing
- Provide nurses with schedule predictability and flexibility; avoid nurse burnout
- Provide visibility to staffing holes
- Proactively fill vacancies before the shift

Benefits and Outcomes



Realized \$3M savings in one year

- Reduced OT from 4.6% to 3.5%
- Moved from 4- to 6-week schedules
- Cancelled contracts for unused technology
- Tightened attendance policy to gain back the equivalent of 33.8 nursing FTEs

Benefits and Outcomes



- Access to better information for nursing labor budget creation
- Increased staff engagement
 - Increased control over schedule
 - Mobile technology

Going Beyond Traditional Staffing Models with Disruptive Thinking



- Continually refine staffing and scheduling practices to accommodate multi-generational workforce
- Balance organizational needs with bedside staff's desire for flexibility and mobility
- Evaluate models for demand-based staffing using acuity and predictive analytics

Coming soon...

- Success stories for patient-centered staffing
- Fall 2019
- *American Nurse Today*

Questions

- Questions?
- If you submitted a question during today's webinar that wasn't answered, you may send it to John Traveline at *American Nurse Today* (jtravaline@healthcommedia.com).
- If you have other questions, please contact John Traveline (jtravaline@healthcommedia.com) (215) 489-7000, ext.118

Thank you for attending!

