Southern Health-Santé Sud

Human Resources-Staffing/Scheduling Project Report Out

September, 2013

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Define

Background/Context:

Bethesda Regional Health Centre (BRHC) & Bethesda Place (BP) are acute & long term care health facilities in Steinbach, Manitoba that employ approximately 400 health care employees. The Human Resource office, responsible for the staffing & scheduling of employees at the two facilities, has faced long term challenges with processes and operations. Only minimal & short term successes have been achieved. A Pursuing Excellence Green Belt project completed in spring 2012 achieved great success. This Pursuing Excellence Black Belt project targeted continued, larger scale improvements on the same processes.

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Define

Problem statement:

The process of staffing & scheduling employees is ineffective and lacks efficiency. Challenges within the system result in customer dissatisfaction r/t the impact on patient care and staff frustration r/t staffing error and payroll discrepancies.

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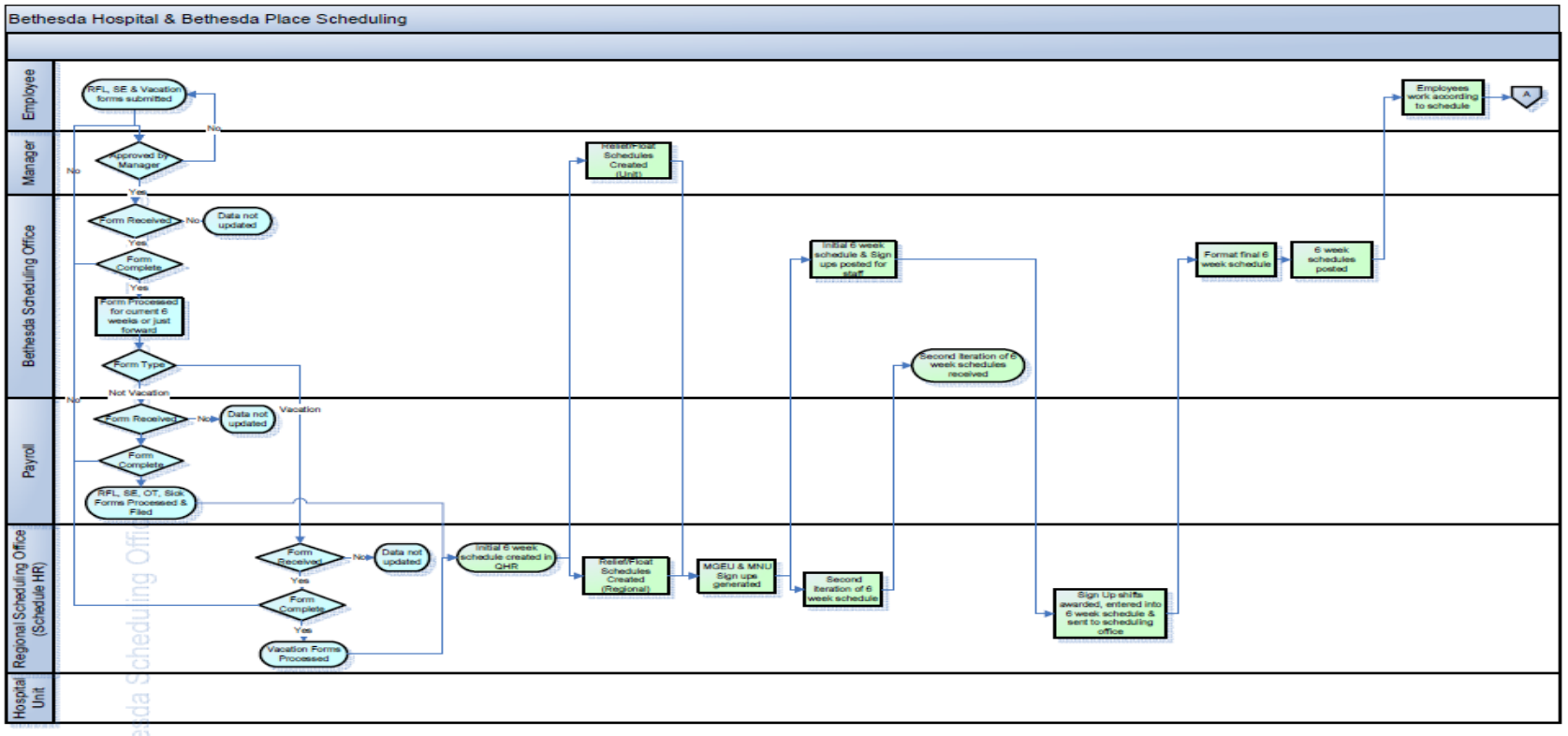
Define

Baseline Process Map – Part 1



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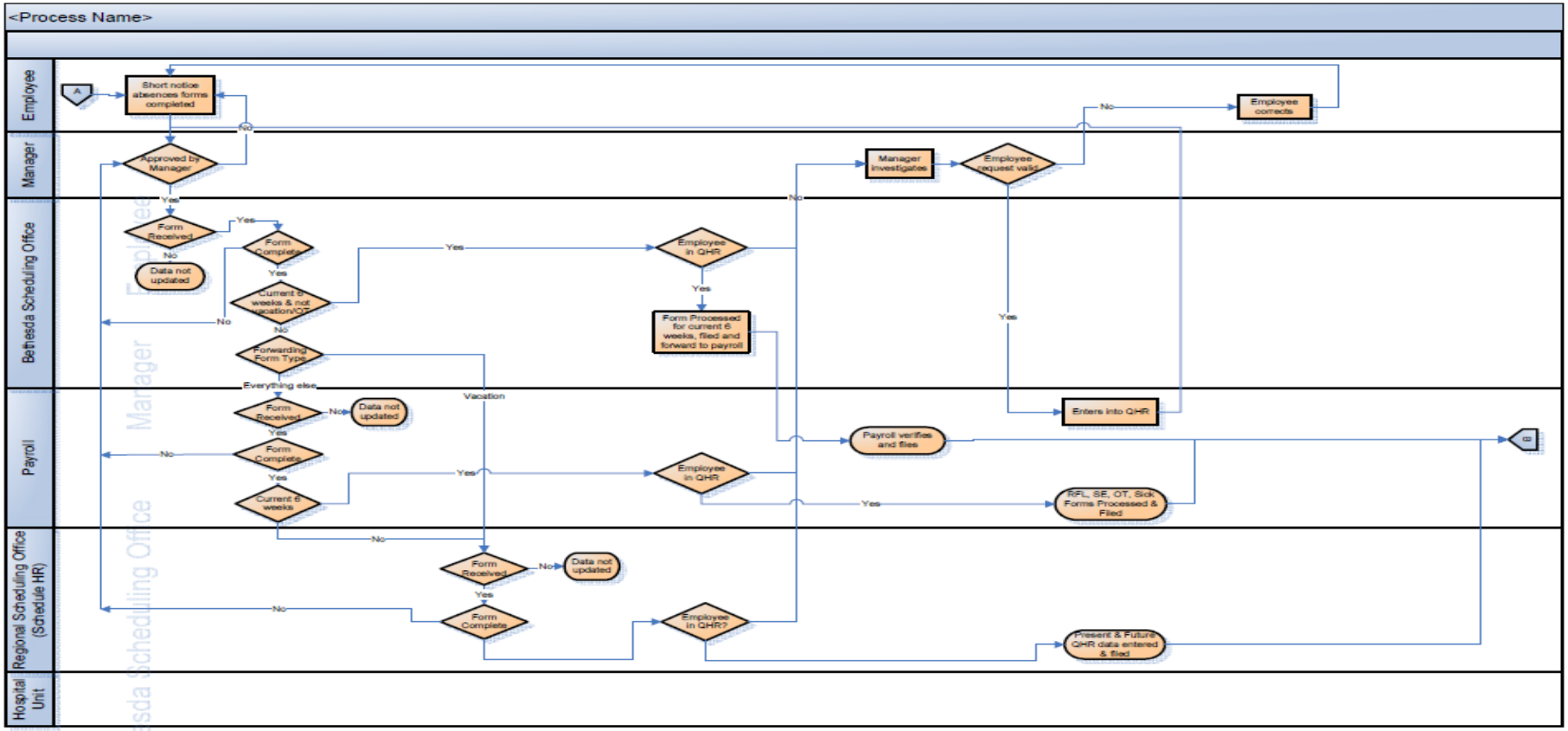
Baseline Process Map – Part 2



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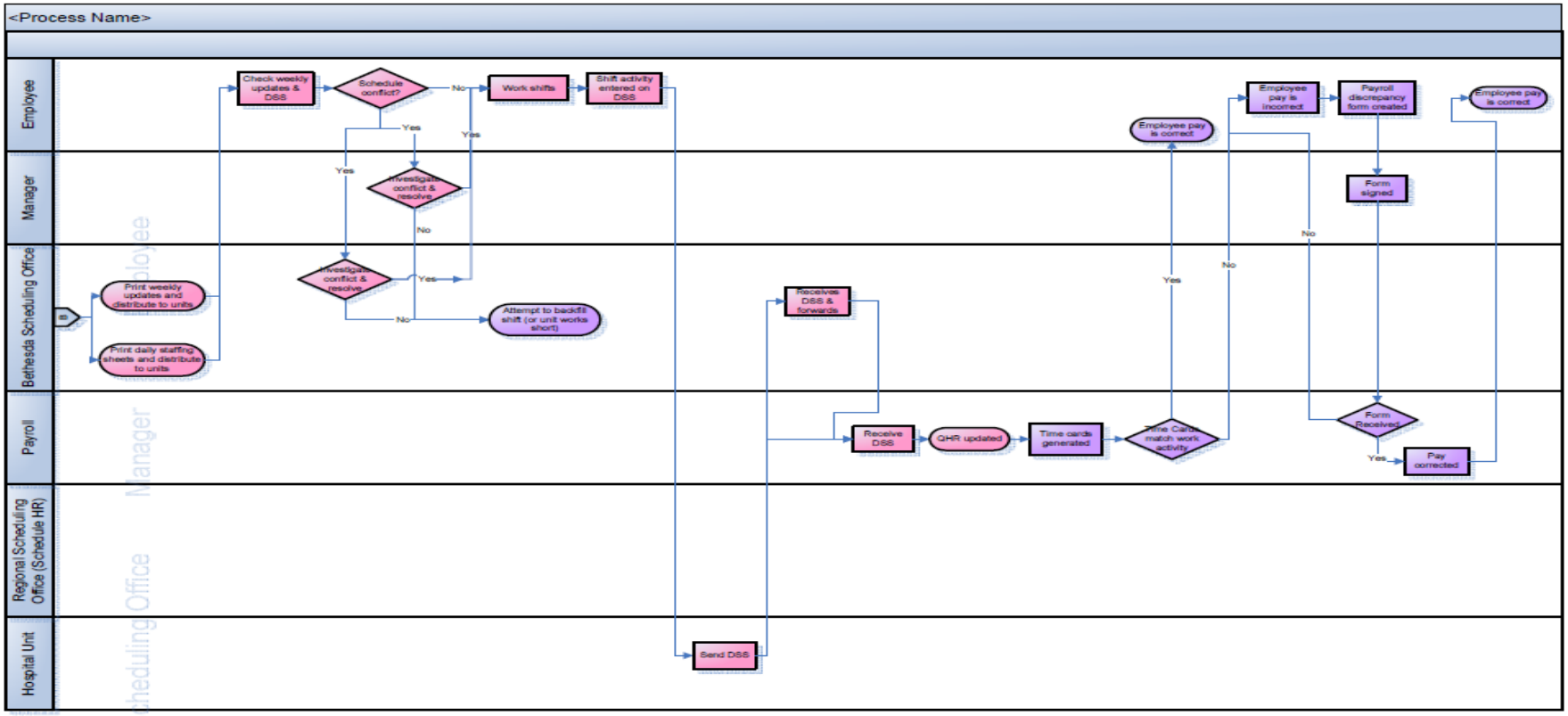
Baseline Process Map – Part 3



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Measure

Measurements collected:

- Form processing defects
- Form processing cycle time
- Staffing/scheduling employee survey
- Payroll discrepancies
- Staffing/Scheduling department activities

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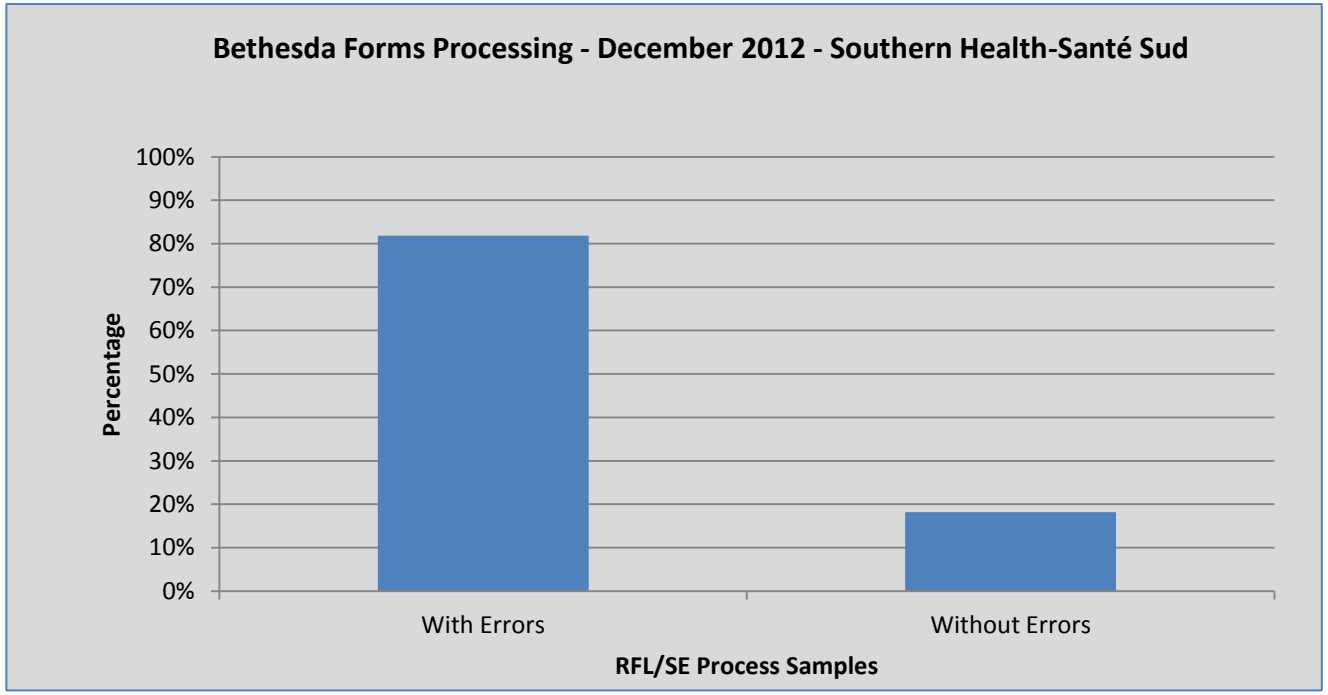
Analyze

Form Processing Error Rate



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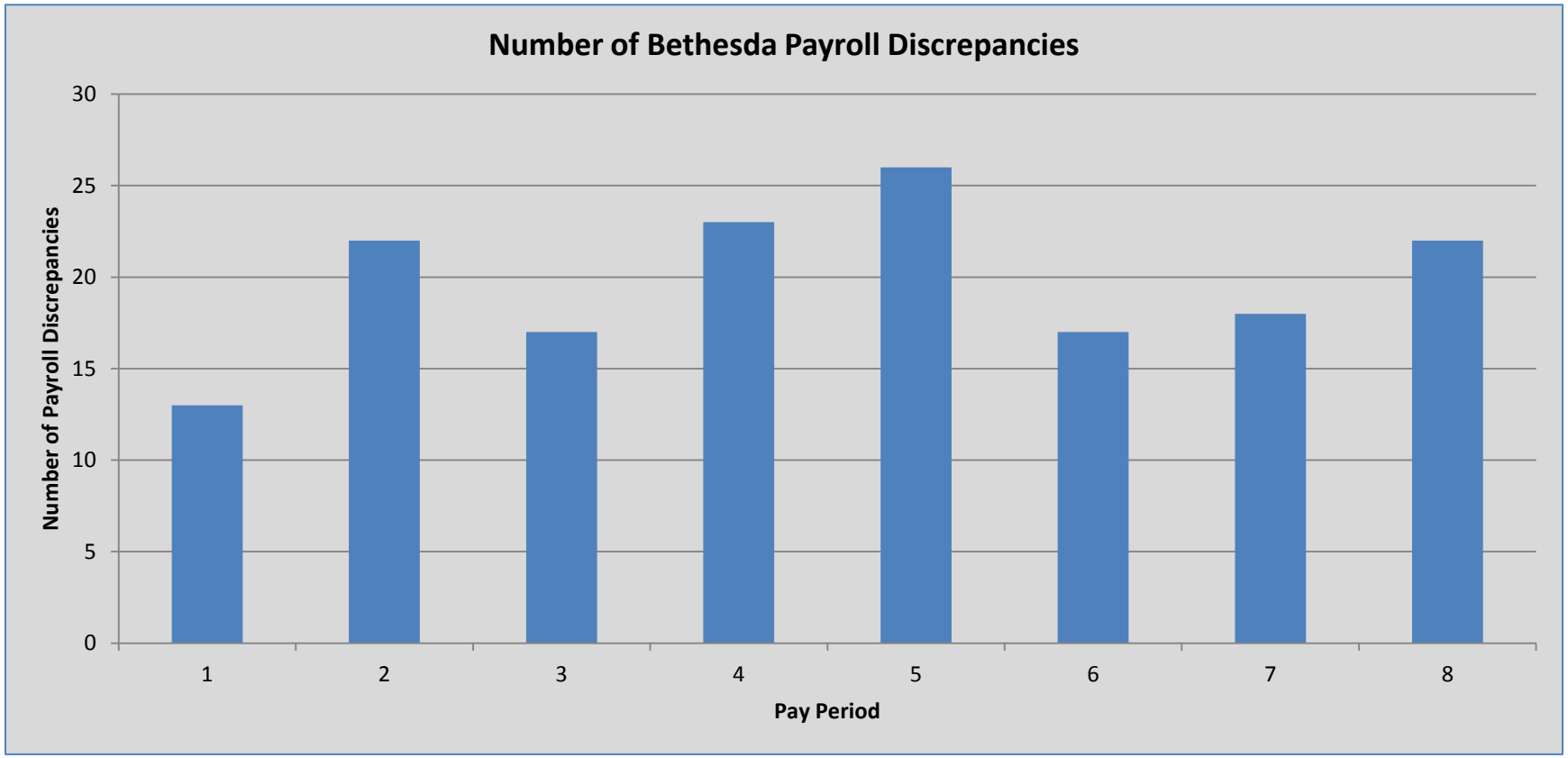
Analyze

Payroll Discrepancies



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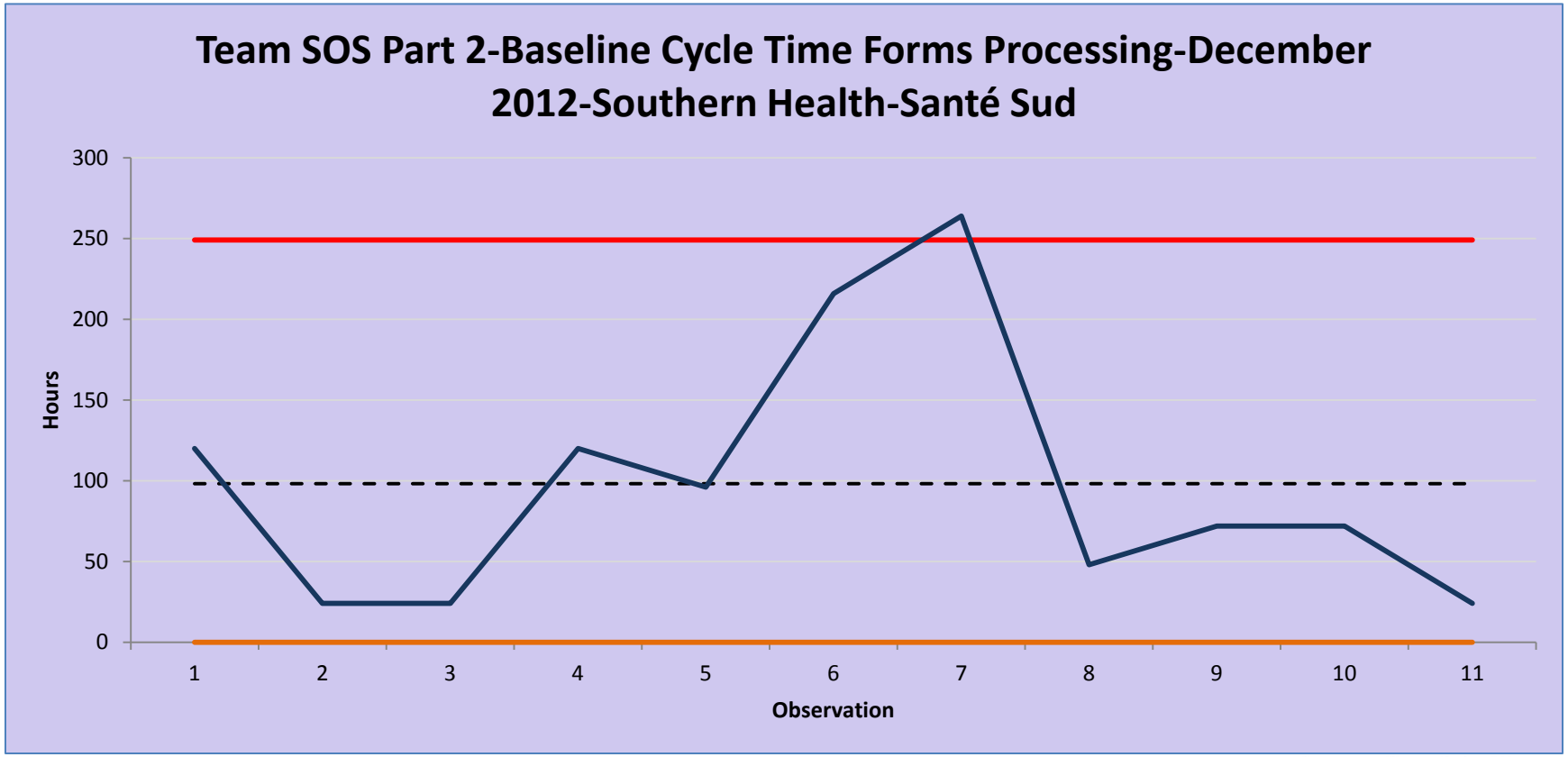
Analyze

Form Processing Cycle Time



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Analyze

Staff Survey

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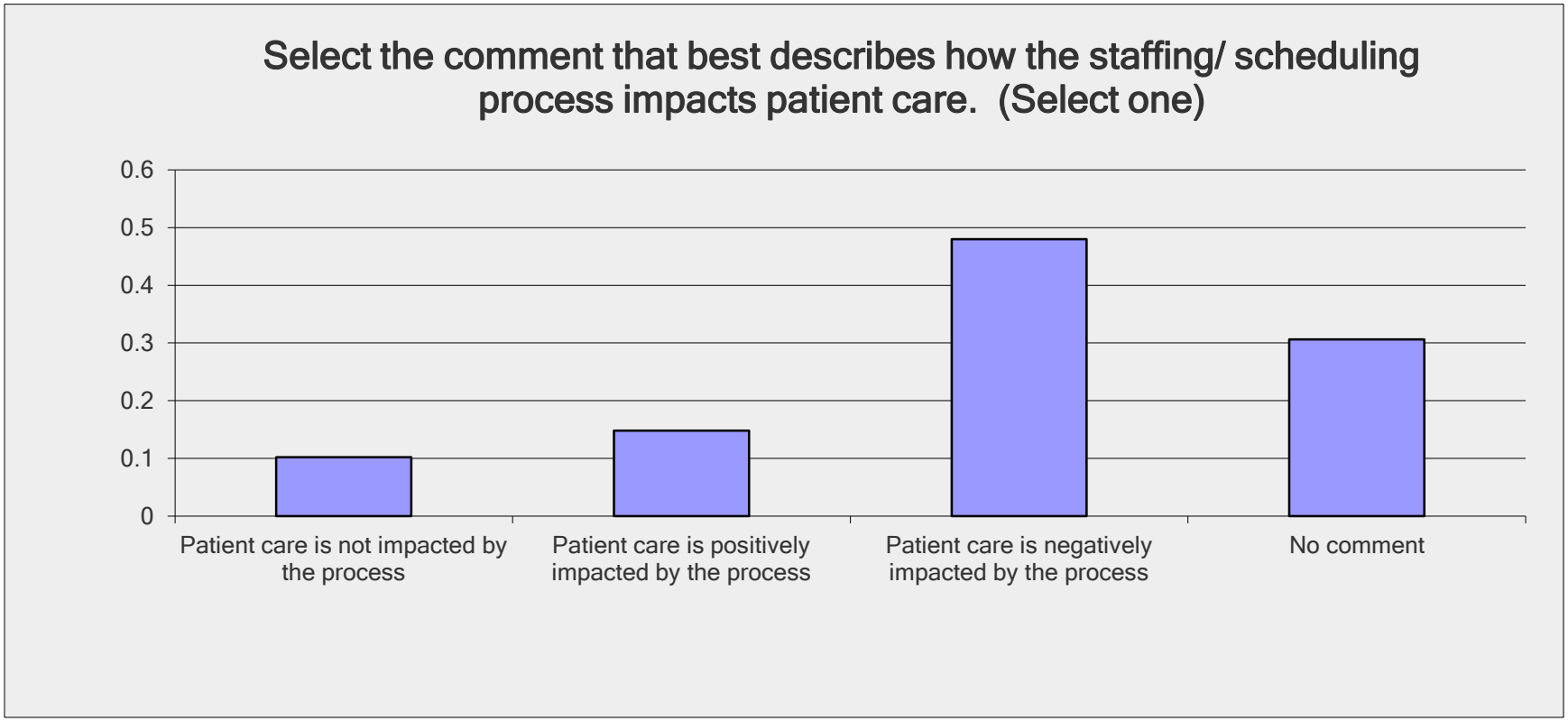
Analyze

Staff Survey



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Improve

Changes made (4 PDSA Cycles):

- Reorganization of the Bethesda staffer/scheduler role including work assignments, work schedules & efts.
- Trial of ESP staffing/scheduling programming software throughout Bethesda Hospital & Bethesda Place.
- Increase/improve participation of stakeholders
- Assume local responsibility for scheduling tasks (decentralized from regional office)
- Develop standard work to support changes made.

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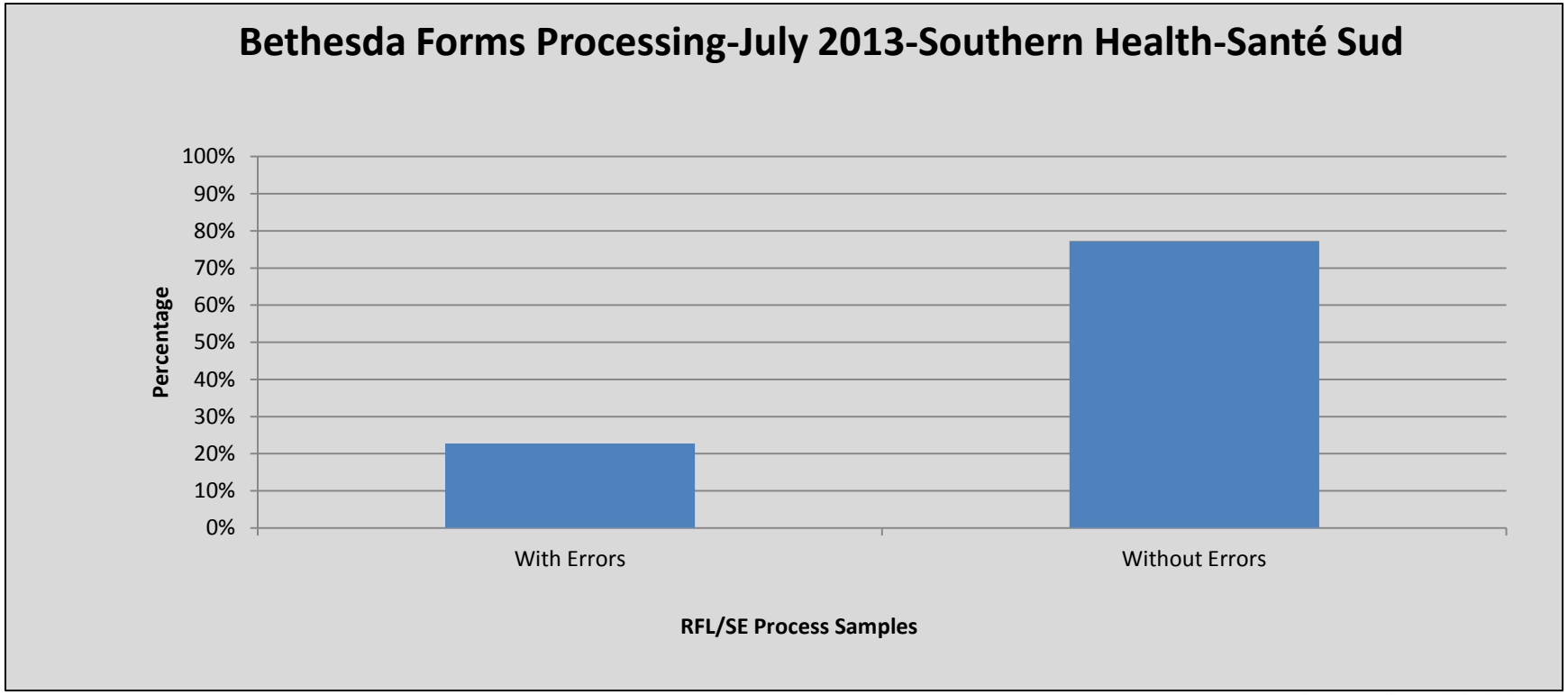
Improve

Forms Processing Error Rate



Measurement of forms processing in the staffing/ scheduling office reduced to a 23% error rate (72% improvement).

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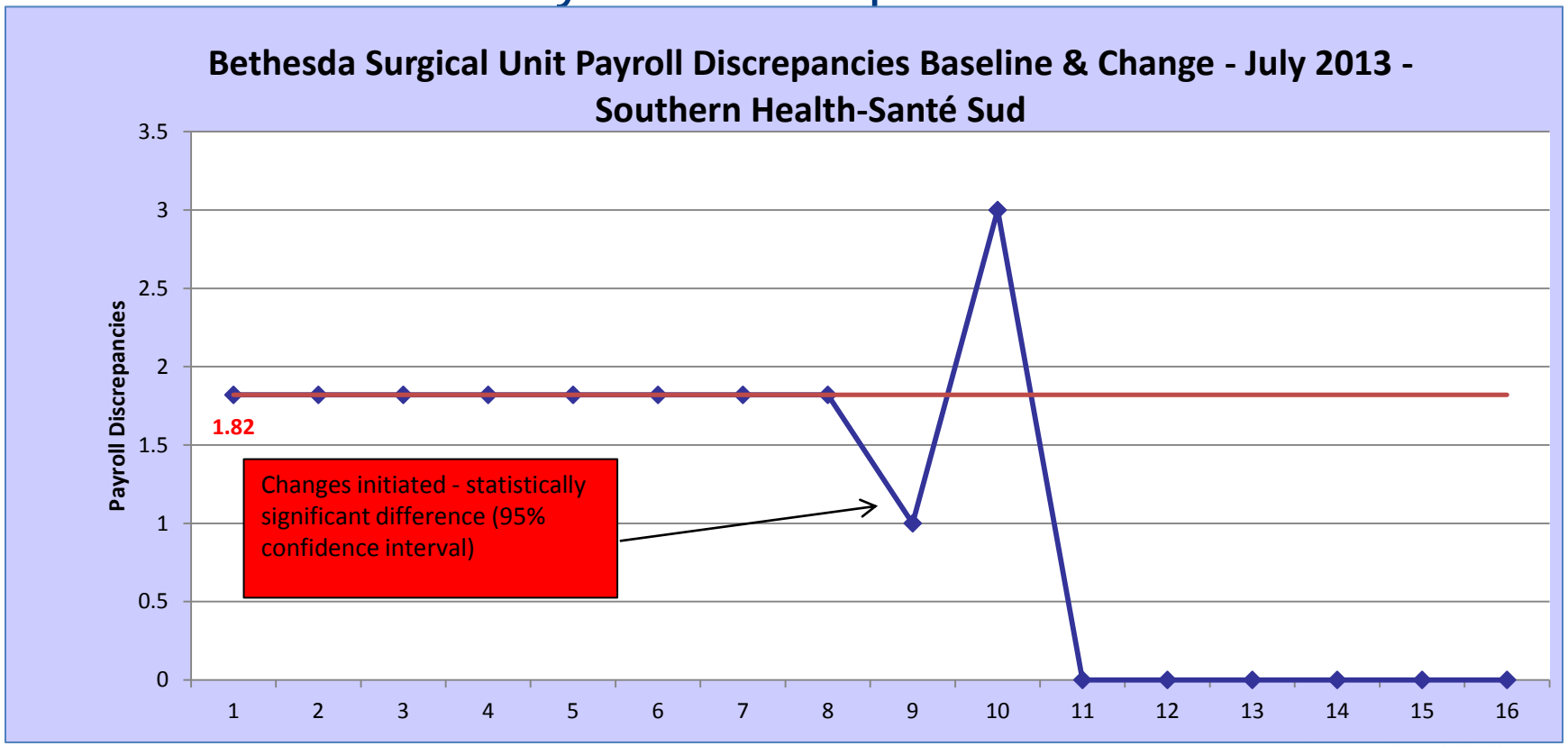
Improve

Payroll Discrepancies



Statistically significant changes achieved on 50% of units/departments

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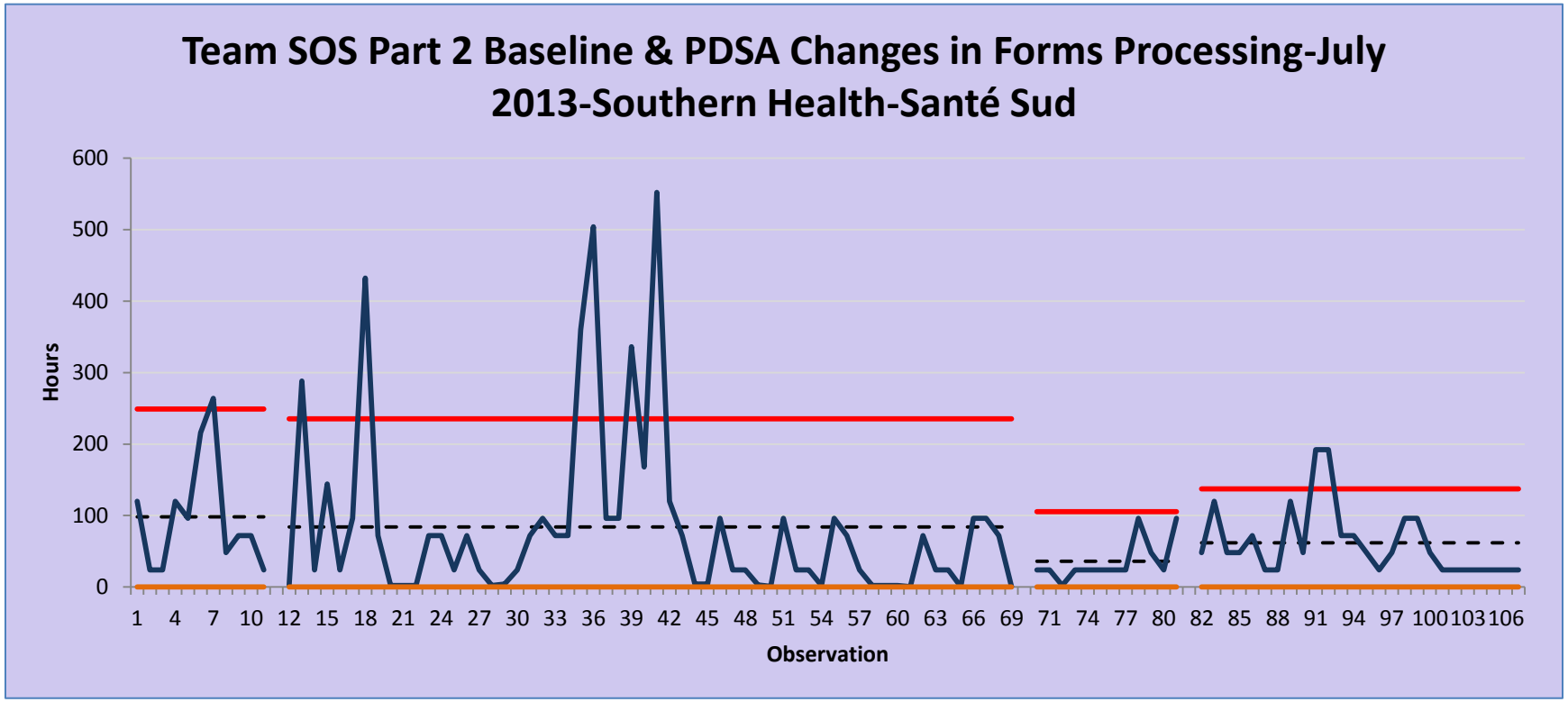
Improve

Forms Processing Cycle Time



The time for processing of staffing/ scheduling forms improved by 63% (statistically significant at 90% confidence interval).

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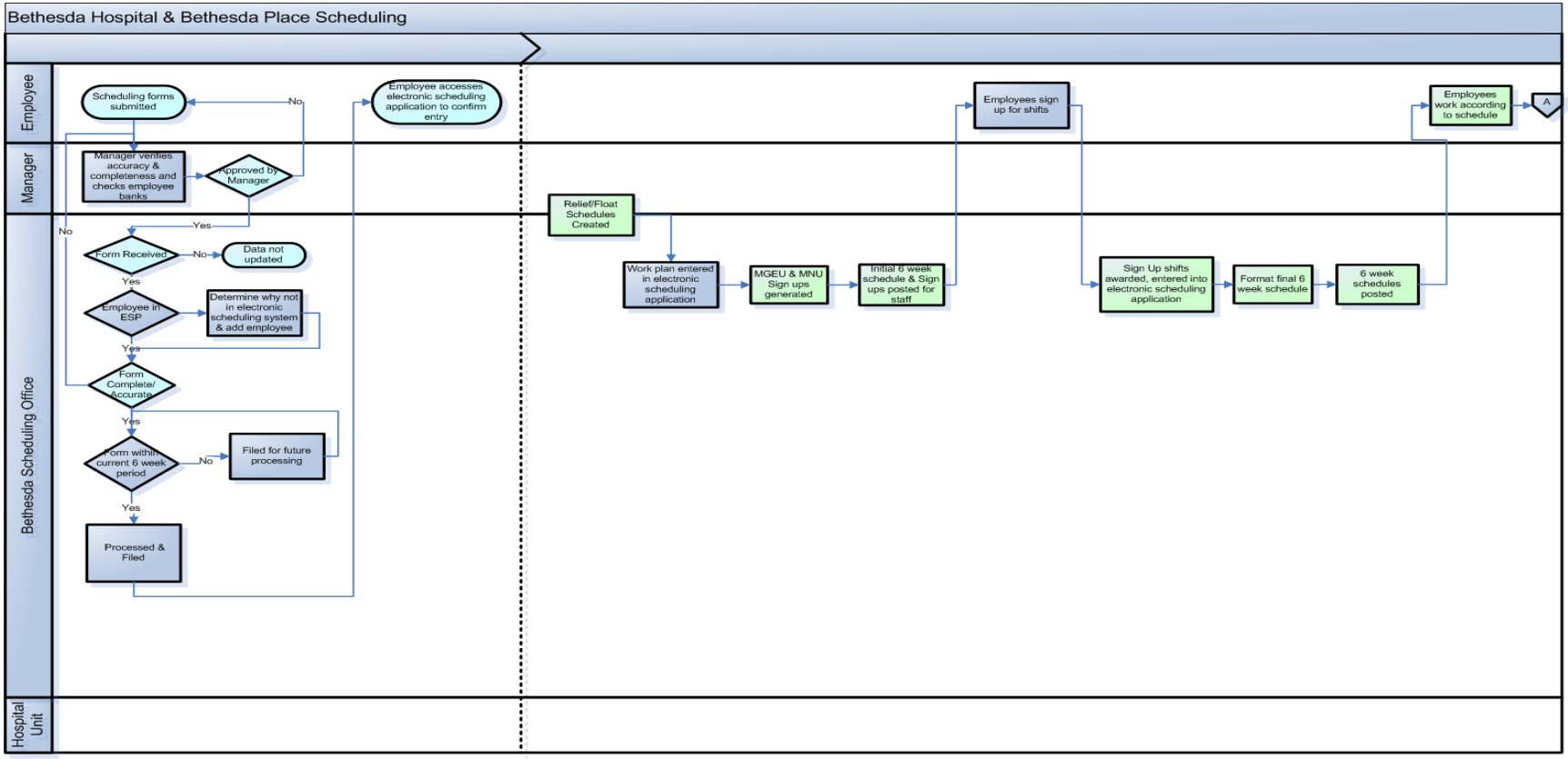
Improve

Changed Process Map – Part 1



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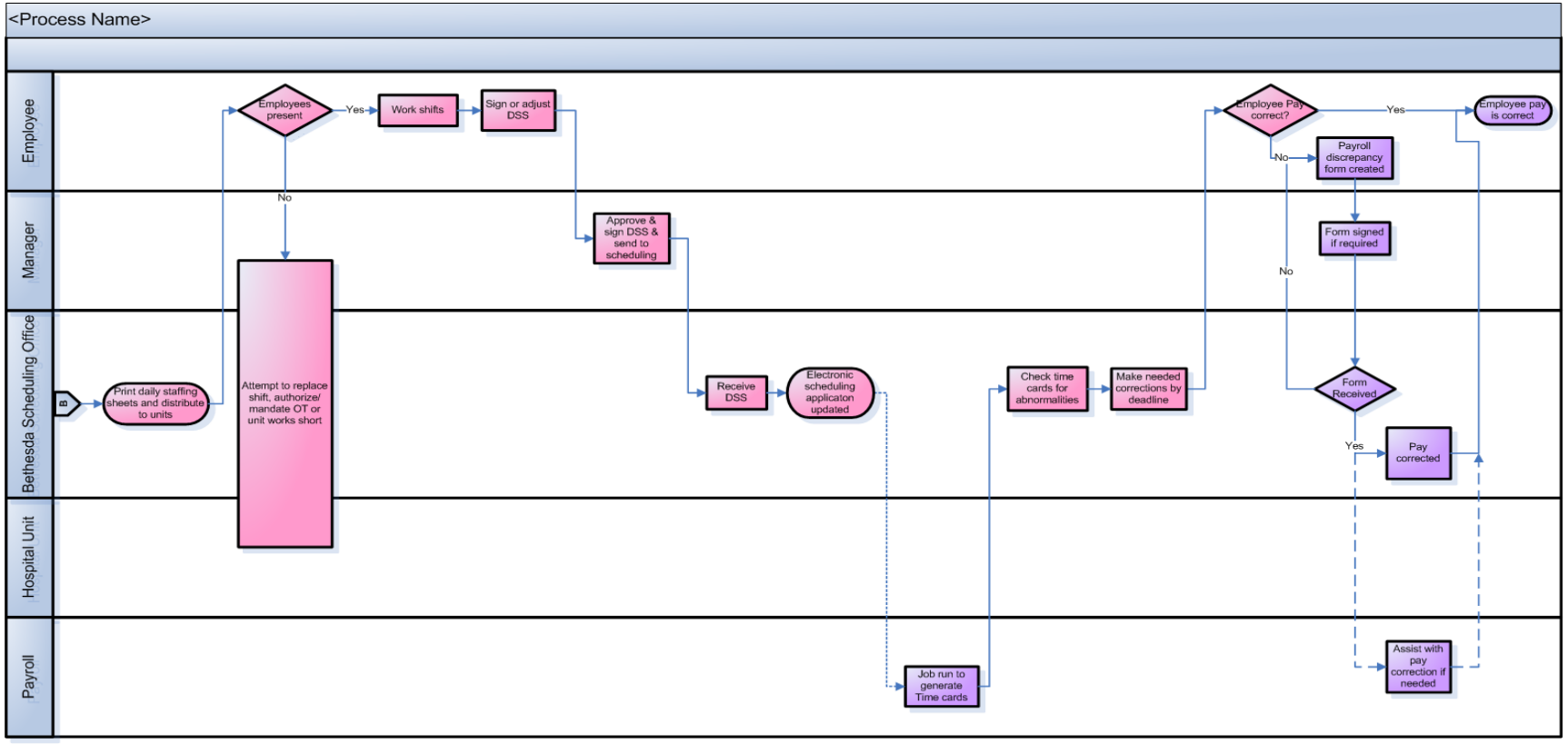
Changed Process Map – Part 2



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Control

A combination of fundamental change, standard work, mistake proofing & visual controls were implemented to prevent performance lapse:

1. Electronic scheduling application changed
2. Scheduling activities moved from regional office to facility
3. Checks and balances added
4. Scheduler work assignments changed

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Next Steps

Aim: To spread trialed project changes to all facilities & all staff involved in employee staffing/ scheduling operations throughout the region.

Recommended Plan:

- September, 2013 – Senior leadership team to review project outcomes & approve spread plan
- October, 2013 – Kaizen event involving all regional stakeholders
- November, 2013 – Begin implementation at regional facilities
- May, 2014 – Project spread/ implementation complete

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The Team!

Team members: Carrie Sobering, Tamara Burnham, Debbie Rigaux, Tamara Jordanov, Irene Legal
(Absent: Lorraine Johnson, Renata Wall)

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