

A3 Report

Project Details

Problem Statement : *The current process at Lions Prairie Manor of utilizing agency nurses has resulted in skyrocketing*

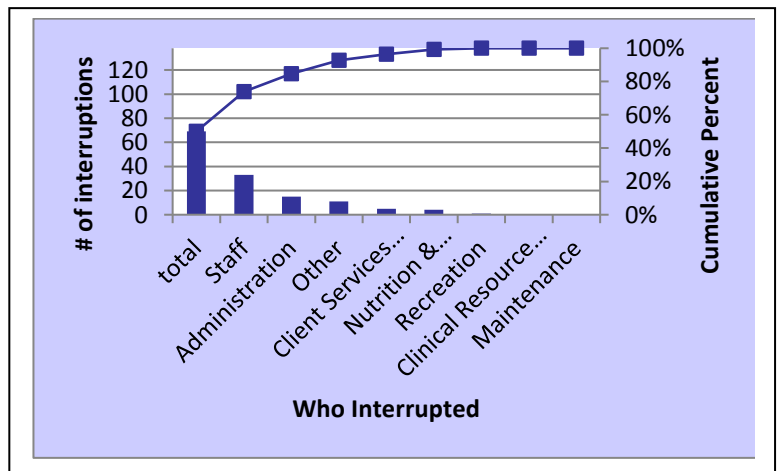
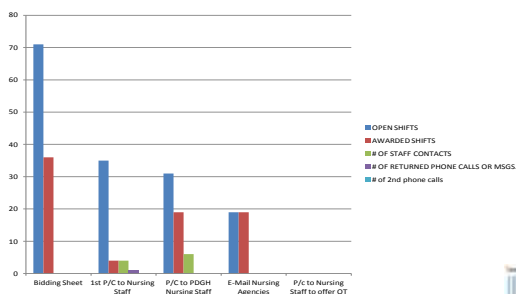
Organization	Southern Health-Santé Sud	Facility	Lions Prairie Manor
Project Name	Lions Prairie Manor's Secret Agents	Project Facilitator/Belt Level	Mary Heard
Project Sponsor	Marianne Woods	Project Team	Jane Smith, Catherine Amann, Sara Bird, Dawn McGlinchey, Joanne Larson, Cheryl Nadeau, Kim Dengate, Karen Yanchycki ,Margaret Warner-Facilitator
Project Start Date	October 17, 2014	Project End Date	February 27, 2015

cost (hard and soft), challenges to professional accountability, stressed work environment, decreased quality of care to our residents and poor relationships among the care team.

Current State Analysis - What's the Data Story? *Nurses indicated on the survey that they would like to have a second chance to pick up shifts after the bidding sheets are taken down and before the remaining shifts are offered to nursing agencies. They indicated that their personal schedule was the determining factor in deciding which shifts to sign up for and when their schedule does change; the remaining available shifts had "gone" to the agencies. Data does not support the belief that whom they are working with and on what care area determined whether or not shifts were picked up. CSM's are the most frequent source of interruptions to the staffing clerk. All shifts are taken by the end of the current process.*

Measurement #1

Number Open/Awarded Shifts and Staff Contacts
 tracking number of open shifts at each step of the process for the period October 20 – November 14, 2014



Project Aim Statements:

1. To decrease Staffing Clerk's overtime by 100% related to the bidding sheets.
2. To increase the number of awarded shifts to our facility Nurses by 50%.
3. To collect email addresses from at least 80% of Nursing staff and standardize bidding sheet process before the next cycle.
4. The issue of staff morale will be added to Leadership Team agenda in February; suggestions for activities will be requested through the use of Quality Board and one activity will be held in the month of March.
5. Decrease the number of interruptions to the staffing clerk by 50% in next data collection period.

Implementation Plan

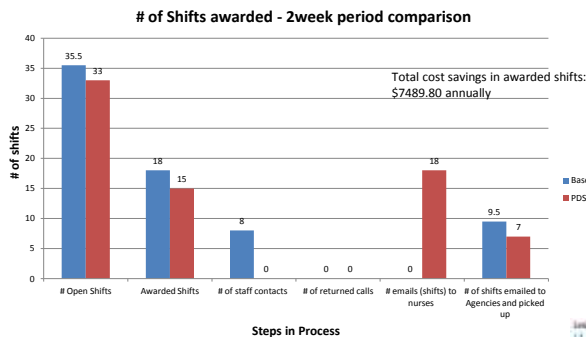
	PDSA – Brief Description	Implementation Date
1	Standardize Bidding Sheet Process	30 January 2015
2	Morale – Take to Leadership Team/Input from Staff on Quality Board	13 Feb 2015/31 January 2015
3	Staffing Clerk to determine “drop in” hours to reduce # of interruptions.	19 January 2015

Controls Utilized

<input type="checkbox"/> Fundamental Change	Recommend that the Payroll Advice form be amended to include space to record the email addresses of Nurses
<input type="checkbox"/> Error Proofing	Email addresses of nurses will be collected. Main list will be updated and checked at three places in admin process.
<input type="checkbox"/> Visual Control	A new binder and tabs will be purchased to increase the visibility for staff looking for lists of predetermined shifts.
<input checked="" type="checkbox"/> Standard Work	The standardized process for predetermined vacation shifts will continue to be followed by Staffing Clerk
<input type="checkbox"/> Training	
<input type="checkbox"/> Continue to Measure	Measurement Sheet #1 will be used to monitor process for 3 – 6 months. Standardized process will be a standing agenda item on Leadership agenda to review.
<input type="checkbox"/> Audit	
<input type="checkbox"/> Checklist	
<input checked="" type="checkbox"/> Policy & Procedure	The Standardized process for predetermined shifts will be shared at Nurses meetings for information/education. The actual process will be outlined on a reference page in the binder for staff information.
<input type="checkbox"/> Written Sign	

Outcomes – Qualitative and Quantitative Outcomes

Standardized Predetermined Shift Process-PDSA #1



Cost Savings (annual basis)

- Scheduling Clerk overtime: \$2650.20
- Savings in Agency Nursing shifts: \$7,489.80
- Total Savings: \$10,140.00

Final Thoughts

- Upon completion of the PDSAs, the issue of inadequate nursing resources within the facility was highlighted.
- Open shifts resulting from planned/unplanned absences including mat leaves, LTD, vacation, sick calls, education days and open rotations all compete for the existing nursing resources.
- Regular mandating and smaller casual pool results in a core number of nurses who are working overtime and who are tired.
- Lions Prairie Manor has had several nurses retire in the last year. Their positions are hard to fill.

Lessons Learned

- Working as part of a multi-disciplinary team is very valuable and each person’s role in that team.
- Value of other people’s perspective; learning from each other.
- Understanding the total cost to the facility budget.
- Appreciate the awareness of the scope of scheduling role.
- Appreciation of the support of leadership for Lean initiative.
- Opportunity to problem solve and the supportive environment to do that.
- Work Smarter, not Harder.
- Break down silos and compartment thinking.
- Value of asking “why?”
- Sharing of information between facilities.