

**Southern Health-Santé Sud**

# **Use of Agency Nurses Lions Prairie Manor**

**February 2015**

# The Team – Secret Agents!



Front Row: Margaret Warner, Sara Bird, Kim Dengate,  
Catherine Amann

Middle Row: Mary Heard

Back Row: Cheryl Nadeau, Jane Smith, Dawn McGlinchey,  
Joanne Larson, Karen Yanchycki

# Define

*We chose to focus on the use of agency nurses at Lions Prairie Manor and its related costs to the organization and impact on resident care and staff morale.*

# Problem Statement

*Lions Prairie Manor's current process of utilizing agency nurses has resulted in skyrocketing 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.*

# Open Shifts

## PLANNED

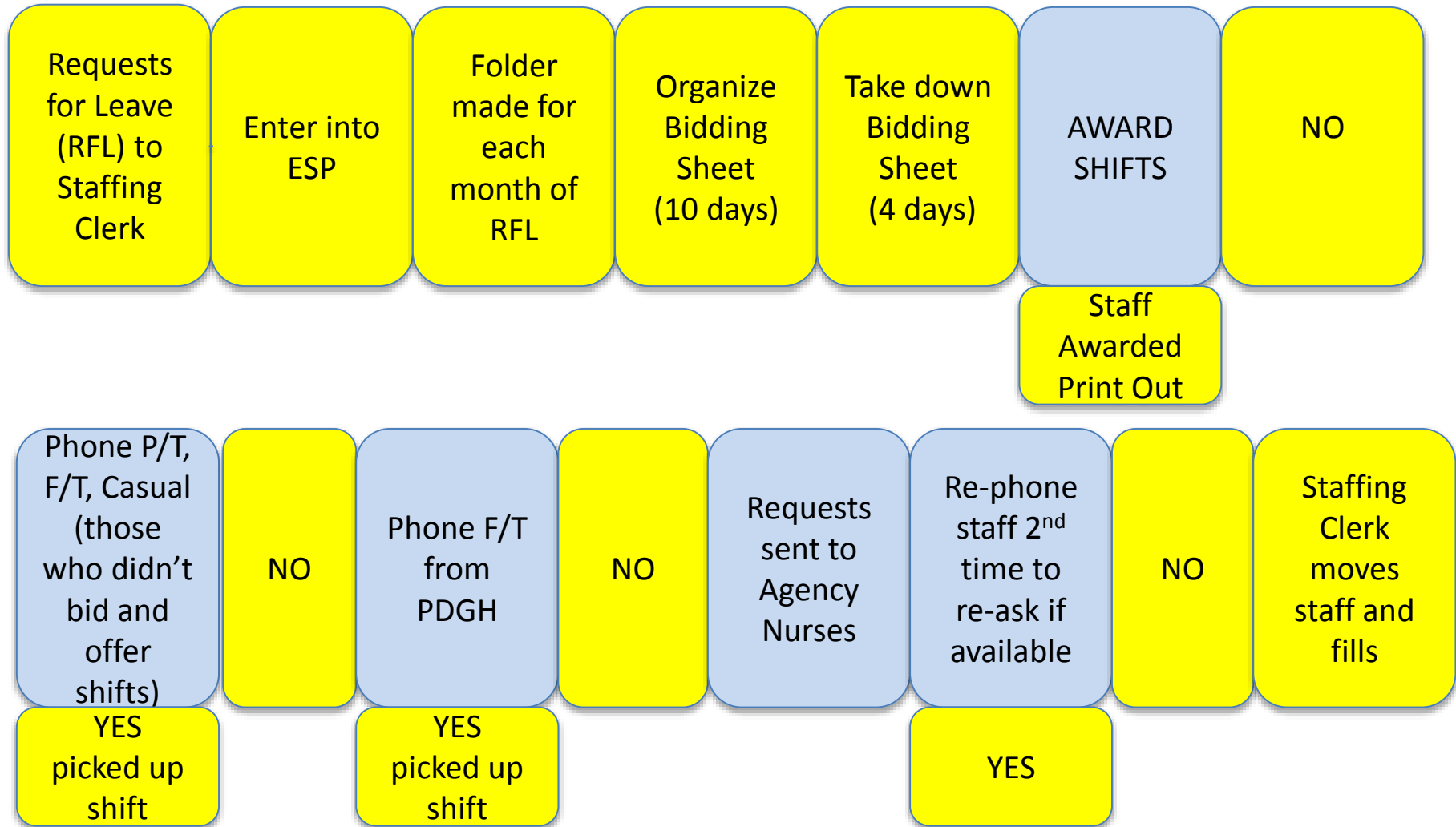
- Vacation
- Stats
- Education
- Long Term Disability (LTD)
- Open FTE

## UNPLANNED

- Sick Days

**We chose to focus on planned vacation.**

# Process Map



## PLANNED VACATION TIMELINE



7/25/2017

# Measure

*We chose to measure data in 6 different ways:*

- #1 Number of vacation shifts after Bidding Sheets were taken down*
- #2 Agency nursing usage*
- #3 Nursing learning opportunities*
- #4 Staffing Clerk overtime*
- #5 Interruptions to Staffing Clerk*
- #6 Survey of Nurses as it relates to the Bidding Sheets*

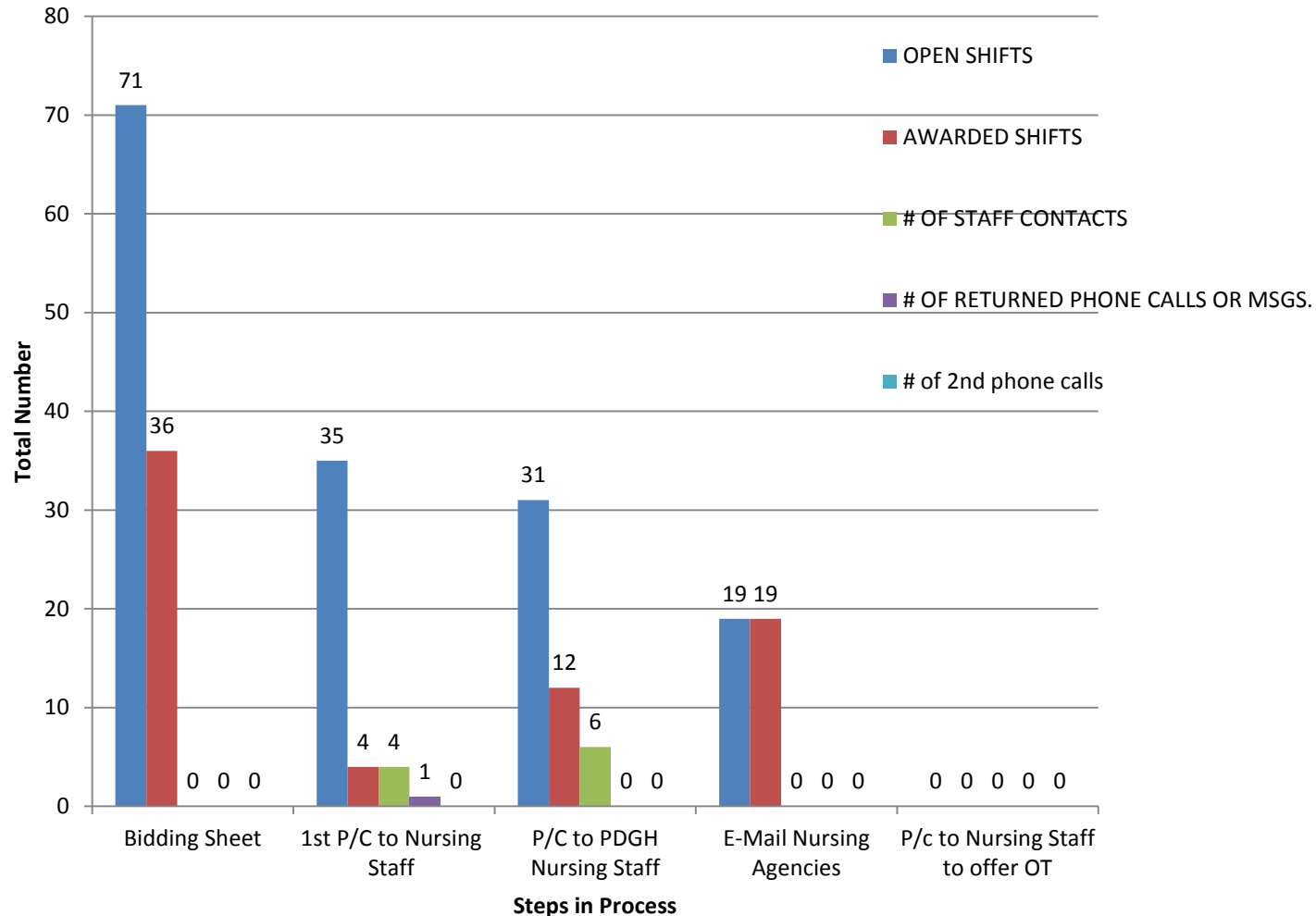
*Data collection period: October 20 – November 14, 2014 for Dec/January 2015 shifts on Bidding Sheets.*



# Measurement

## #1

### Number of Shifts Awarded at Each Step of the Process For The Period October 20 – November 14, 2014



Measurement  
#2

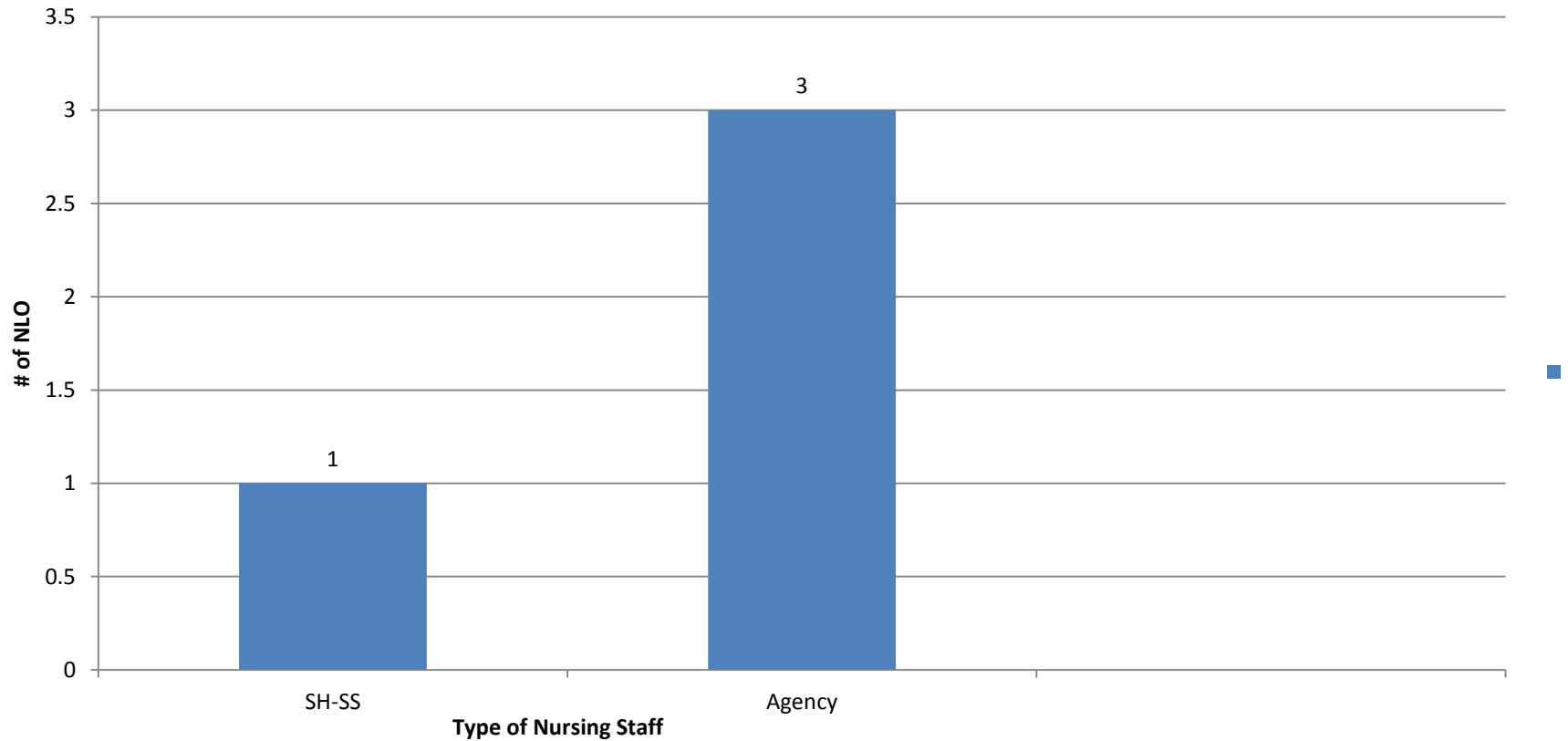
## Agency Nursing Usage

*Time agencies emailed with open shifts to  
the time all shifts  
filled was 2 hours ( November 7, 2014)*

# Measurement #3

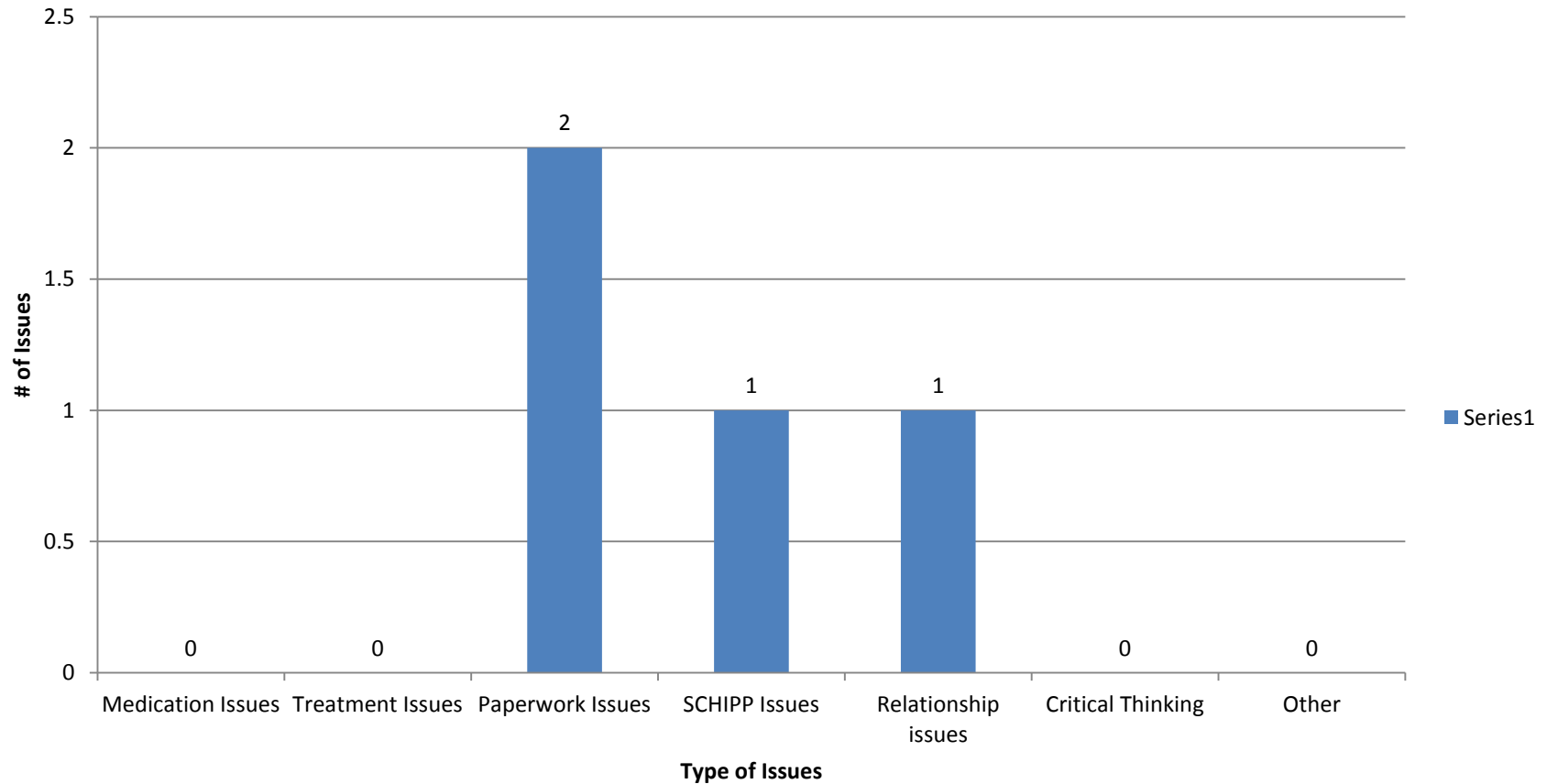
# Nursing Learning Opportunities

Nursing Issues raised to Client Services Managers.  
October 20 – Nov 14, 2014



# Nursing Learning Opportunities

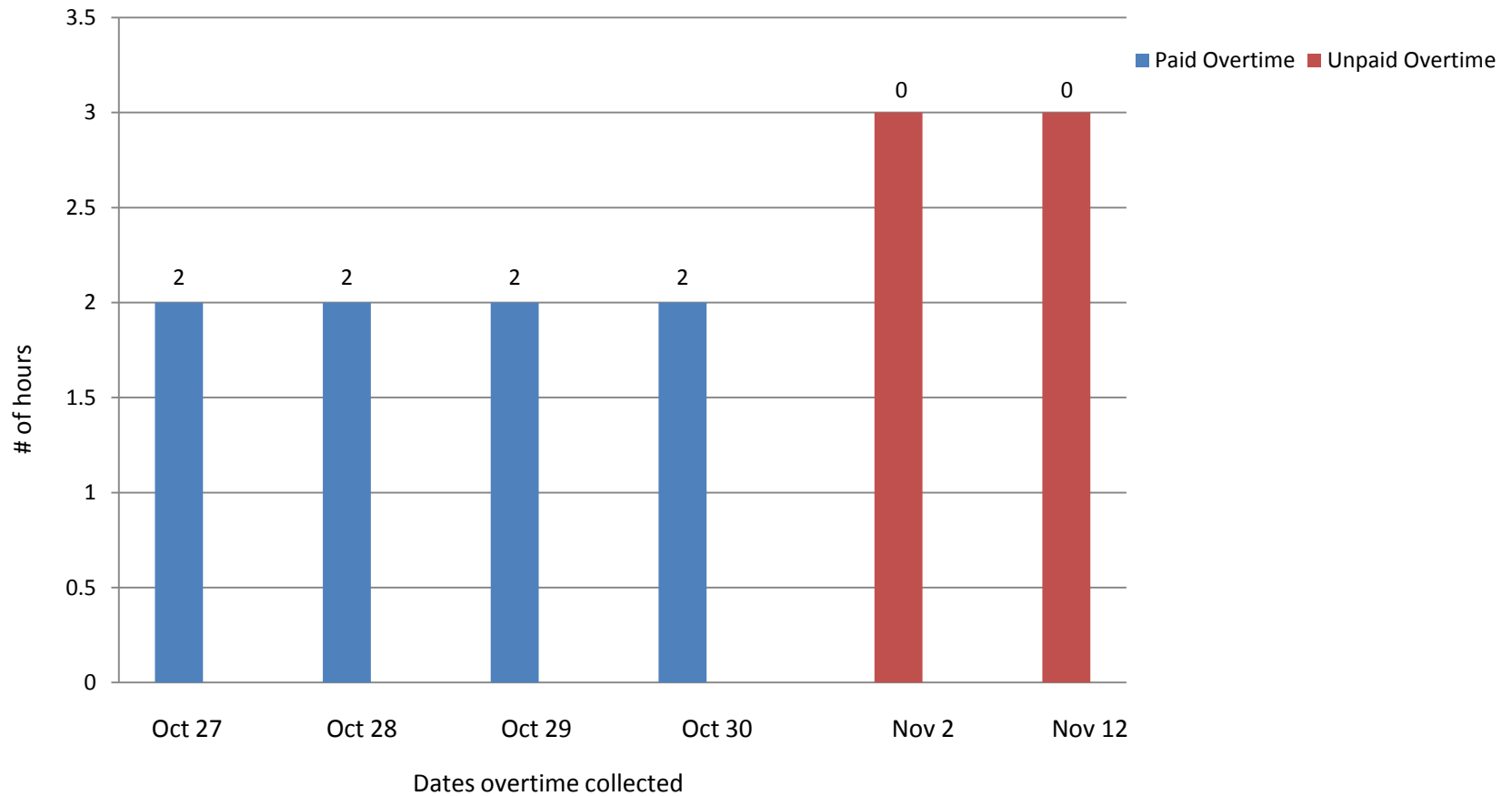
20 October – 14 Nov 14



# Measurement #4

## Staffing Clerk Overtime

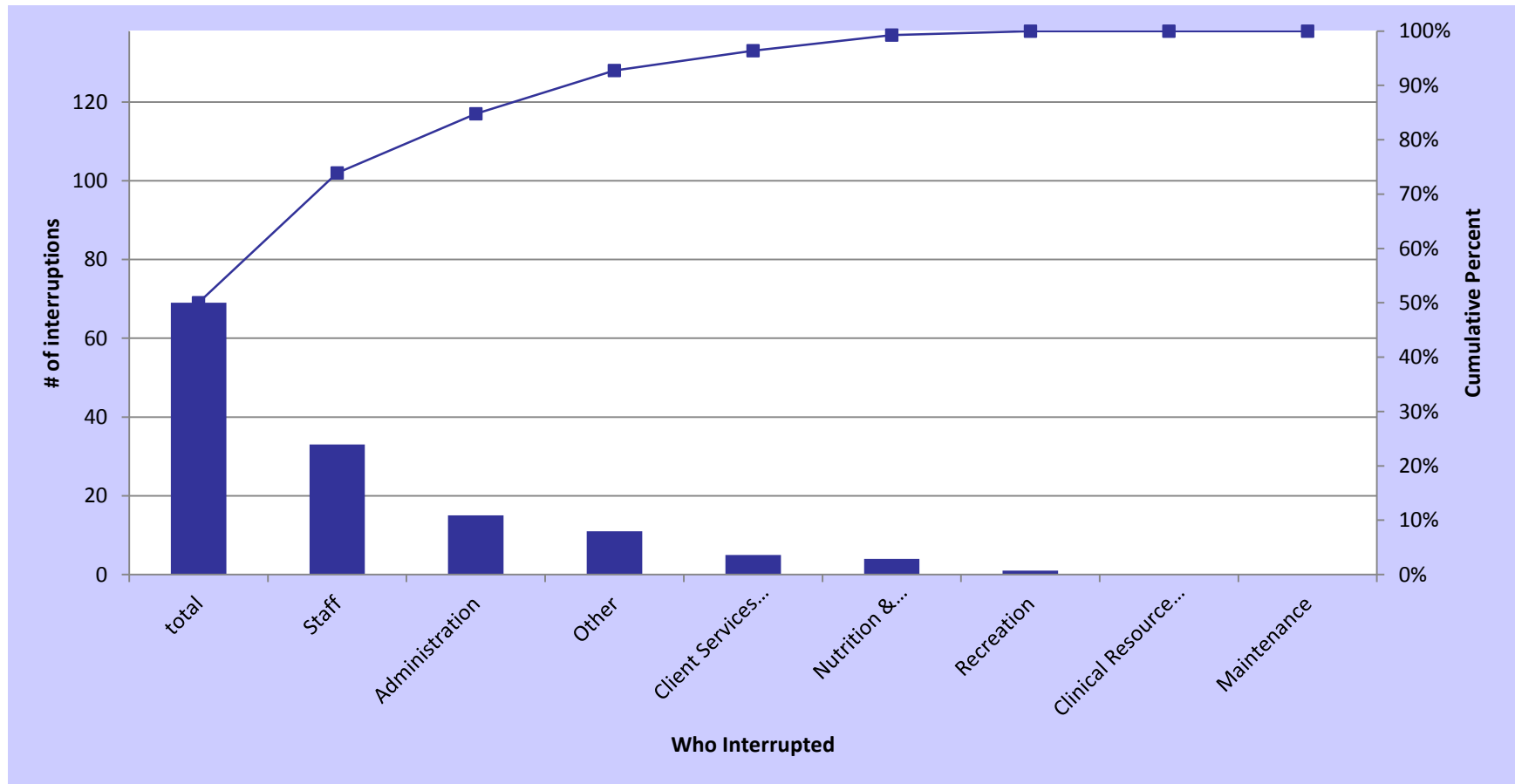
October 20 – November 14, 2014



Total OT=14 hours

# Staffing Clerk Interruptions

October 20 – November 14, 2014

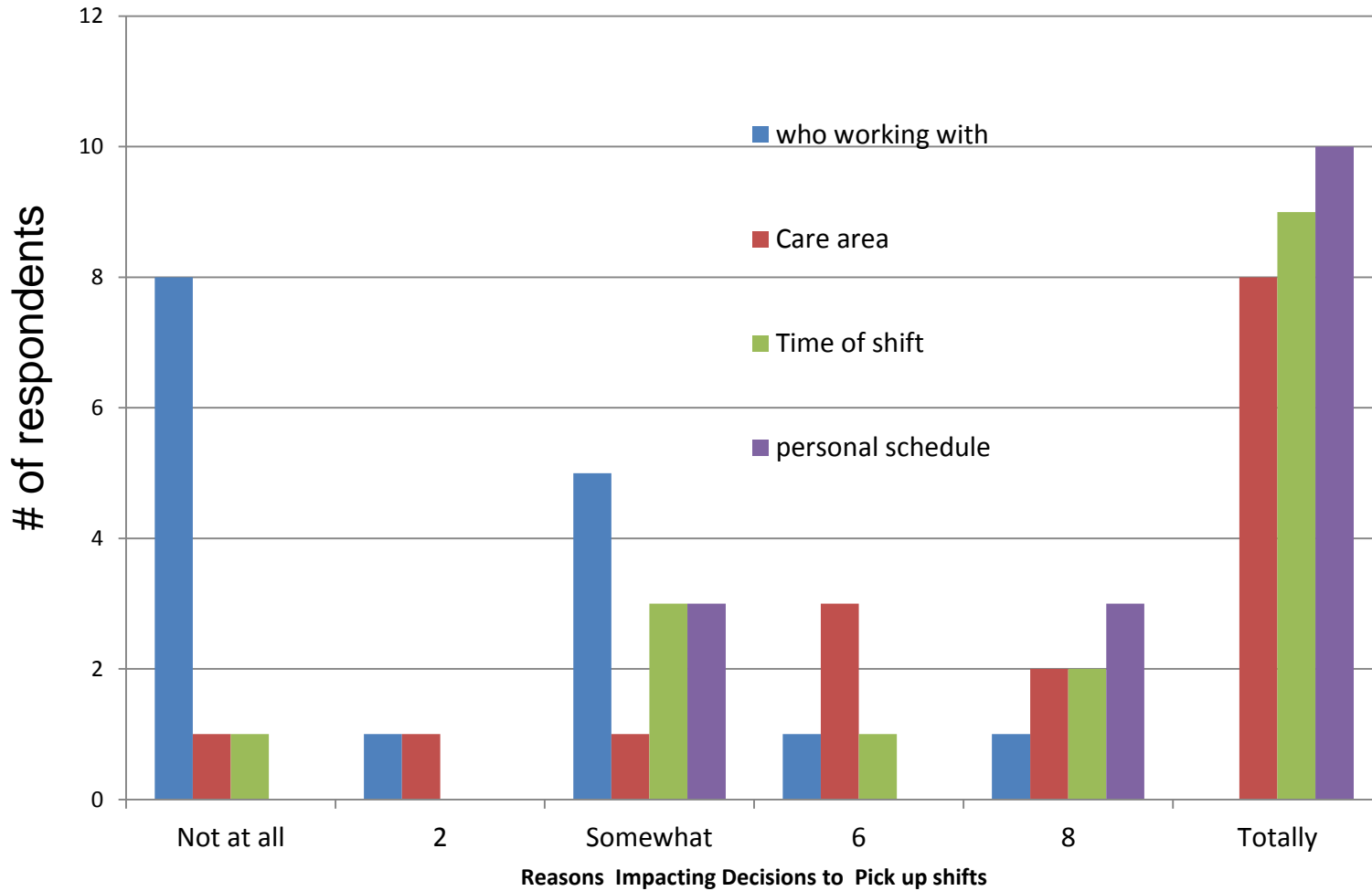


# Measurement #6

# Survey of Nurses

October 20 – November 14, 2014

N= 19 (84%)



# What does the data say?

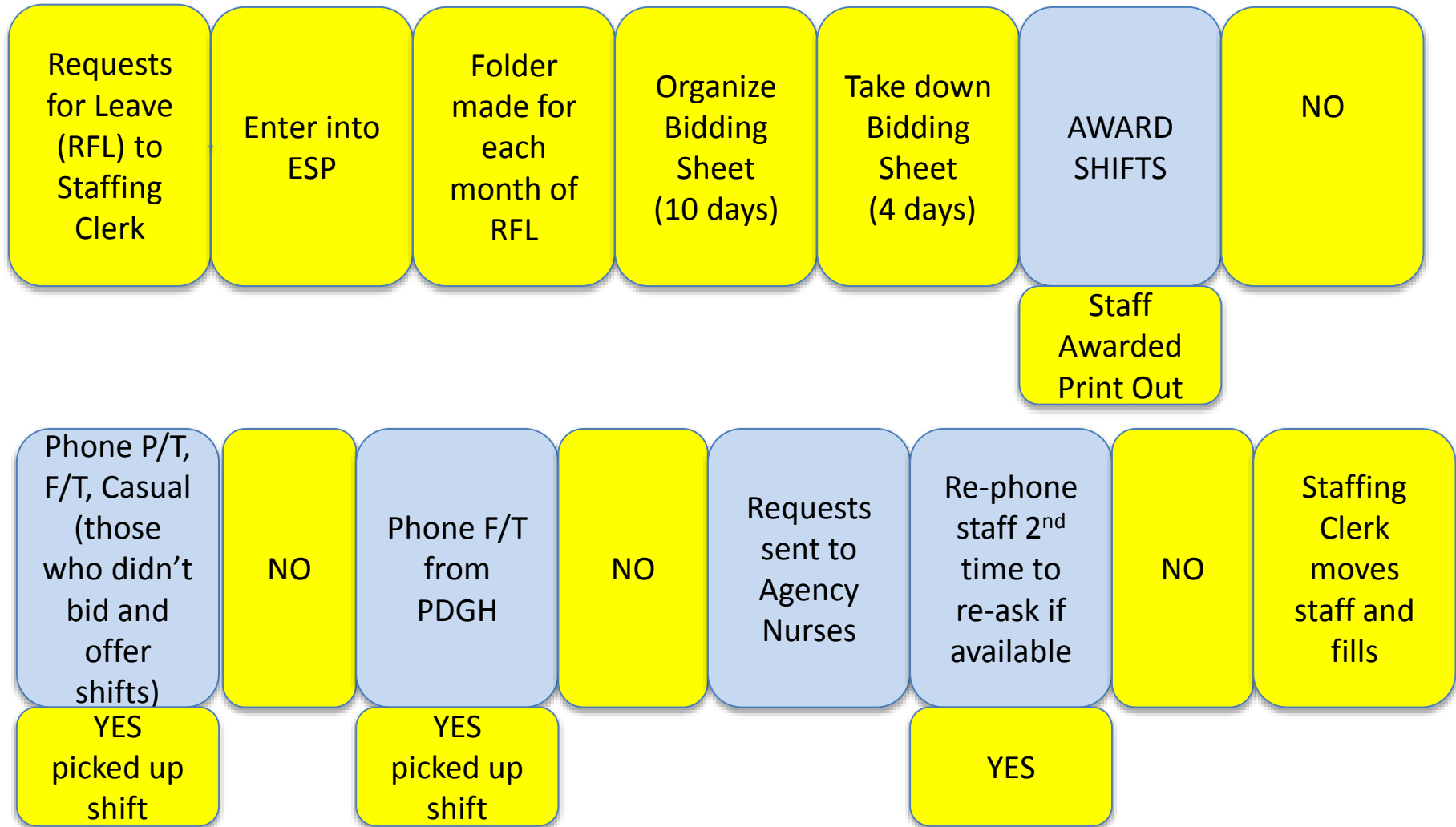
1. By the end of the process, remaining open shifts from the bidding sheets are picked up by agencies. What remains are call-ins usually day of shift.
2. Staff are most frequently the source of interruptions to Staffing clerk.
3. There are more issues brought to CSM attention concerning Agency Nurses than Southern Health-Santé Sud staff. However, CSM state they thought it would have been more than data shows. Types of issues relate to paperwork, SCHIPP & relationship issues.
4. Survey of nurses indicates that personal schedule is the greatest factor for them picking up shifts on bidding sheets. Data does not support the belief that care area and who they may be working with determines them picking up vacation shifts.



# What does the data say?

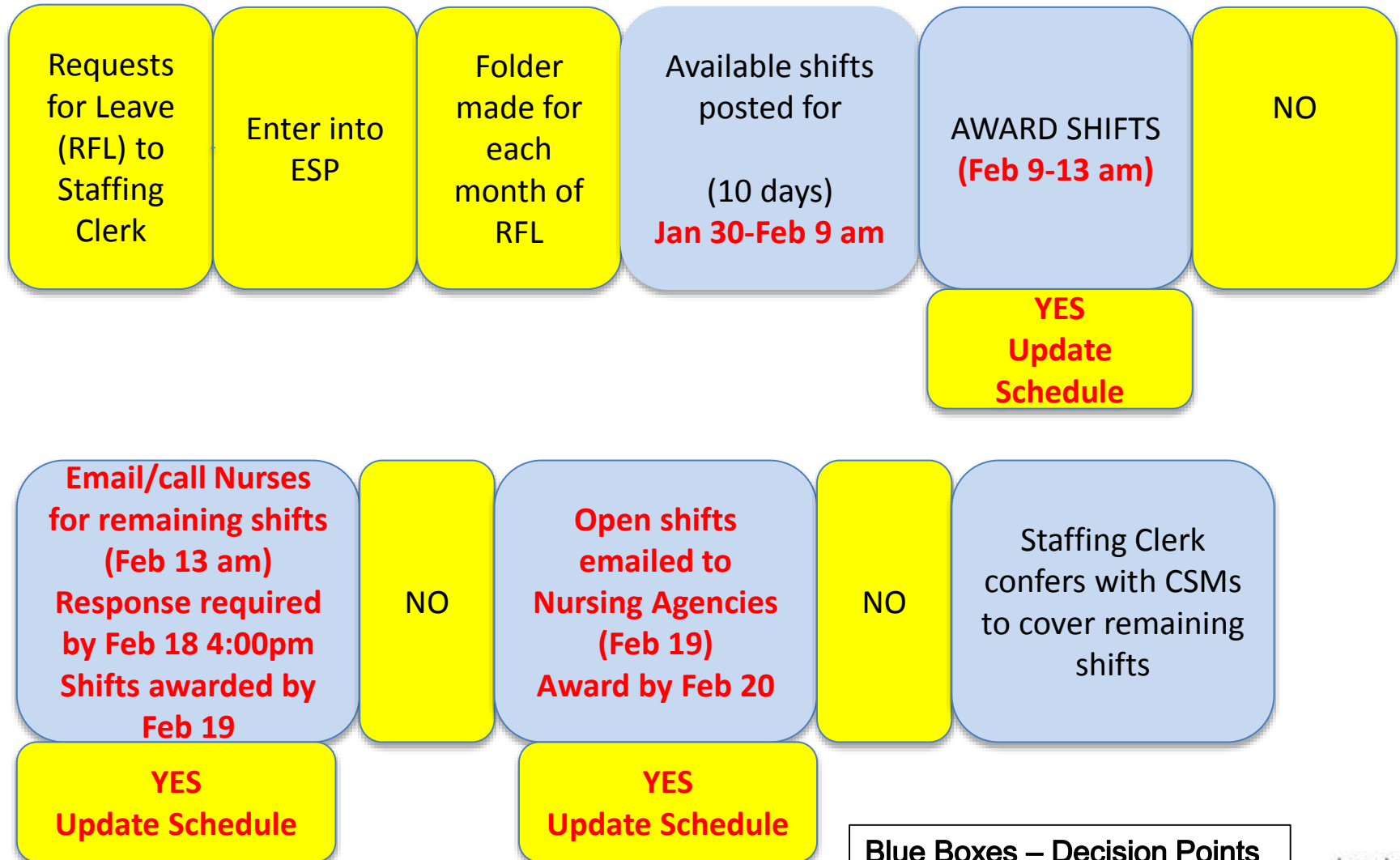
5. Nurses indicated they would like to have a second opportunity to pick up shifts after bidding sheets are taken down. Their personal schedule changes closer to the shift available and would like another chance to pick the shift up prior to it going to agency nursing.
6. Overtime of Staffing Clerk may be related to the numerous steps in the process. Improve cycle hopefully will address that.
7. Time taken to fill the shifts by Nursing agencies didn't provide significant information overall.

# Baseline Process Map



## PLANNED VACATION TIMELINE

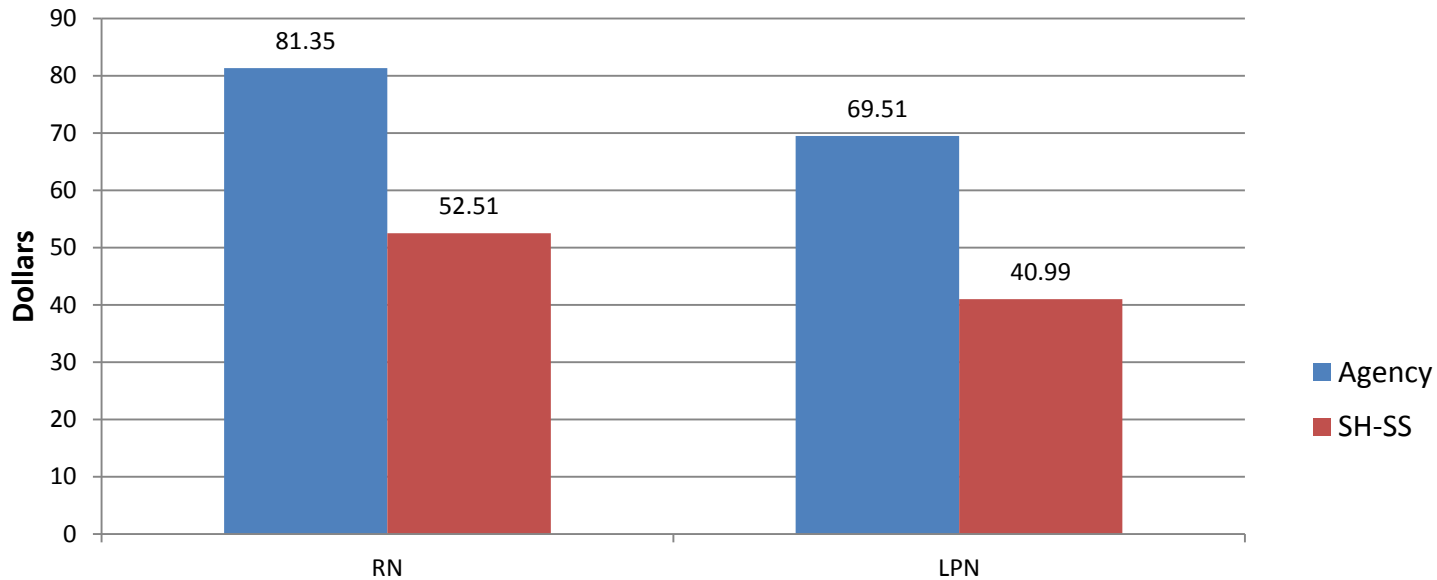
# AI Cycle Process Map



Blue Boxes – Decision Points  
Red Font – AI Changes

## PLANNED VACATION TIMELINE

# Cost Comparison of Nursing Staff April to Dec 2014



**Hourly Rate of Agency vs. Regional Nursing Staff**

Annual Costs (2015 hrs)

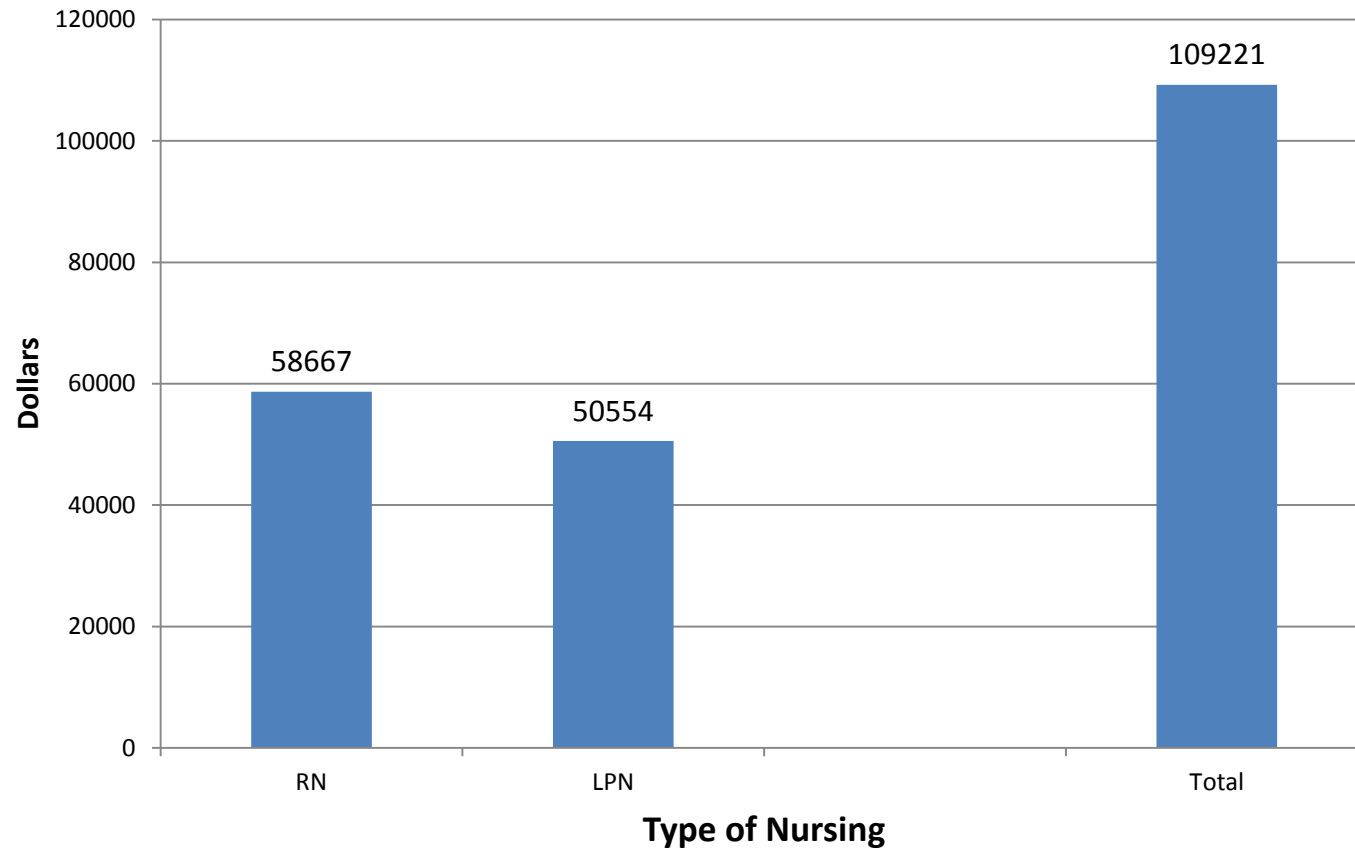
Agency RN : \$163,920.25 (incl. salary, travel and accommodation)

SH-SS RN: \$105, 807.65 (incl. salary and overtime)

Difference: \$58,112.60

# Total Agency Nursing Costs

April – December 2014



# PDSAs and AIM Statements

## **PDSA # 1**      **Standardized Predetermined Shift Process**

Aim Statement # 1 – to decrease Staffing Clerks overtime by 100% related to the predetermined Shifts

Aim Statement #2 – to increase the number of awarded shifts to Southern Health-Santé Sud nurses by 50%

Aim Statement #3 – collect email addresses from at least 80% of Southern Health-Santé Sud nurses and standardize predetermined shift process before next cycle.

## **PDSA #2**      **Morale – Fun Factor increase**

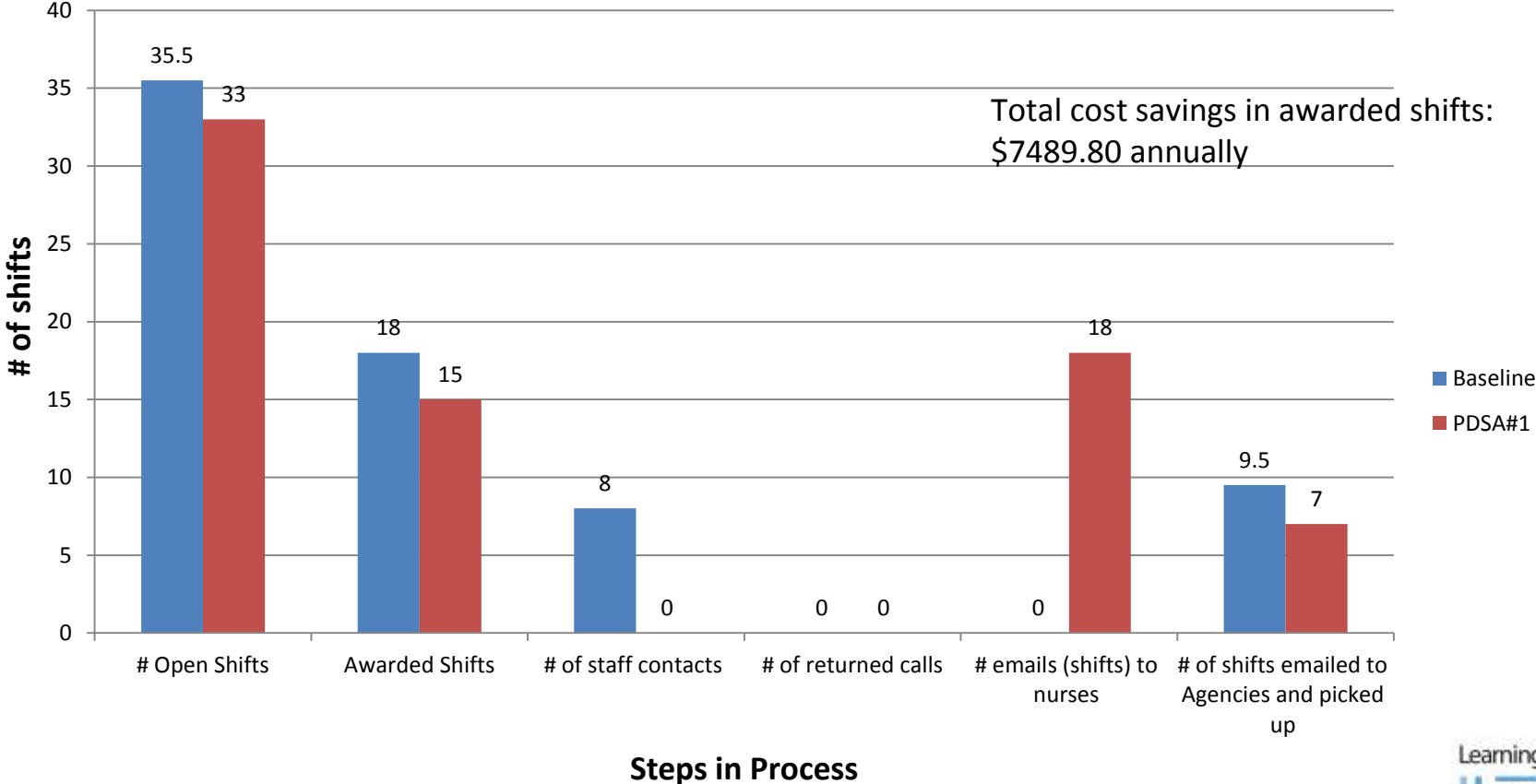
Aim Statement # 4 – The issue of staff morale will be added to the Leadership Team agenda on February 13<sup>th</sup> for discussion; suggestions for activities will be requested through the use of the Quality Board and one activity will be held in the month of March 2015.

## **PDSA #3**      **Reduce the # of interruptions to the staffing Clerk**

Aim Statement #5 – decrease the number of interruptions to the Staffing Clerk by 50% in the next data collection period.

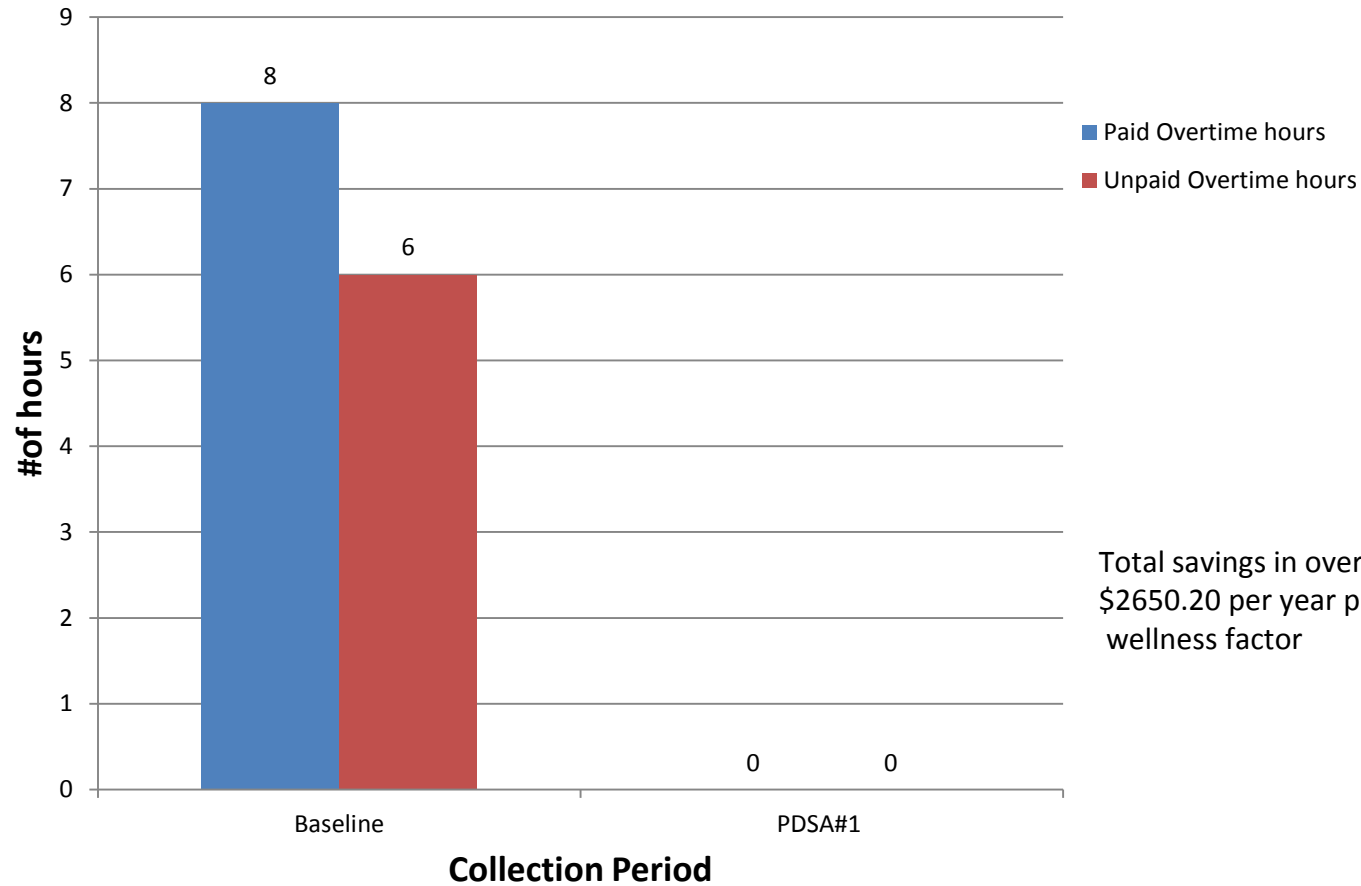
# Standardized Predetermined Shift Process-PDSA #1

# of Shifts awarded - 2week period comparison



# Staffing Clerk Overtime Hours

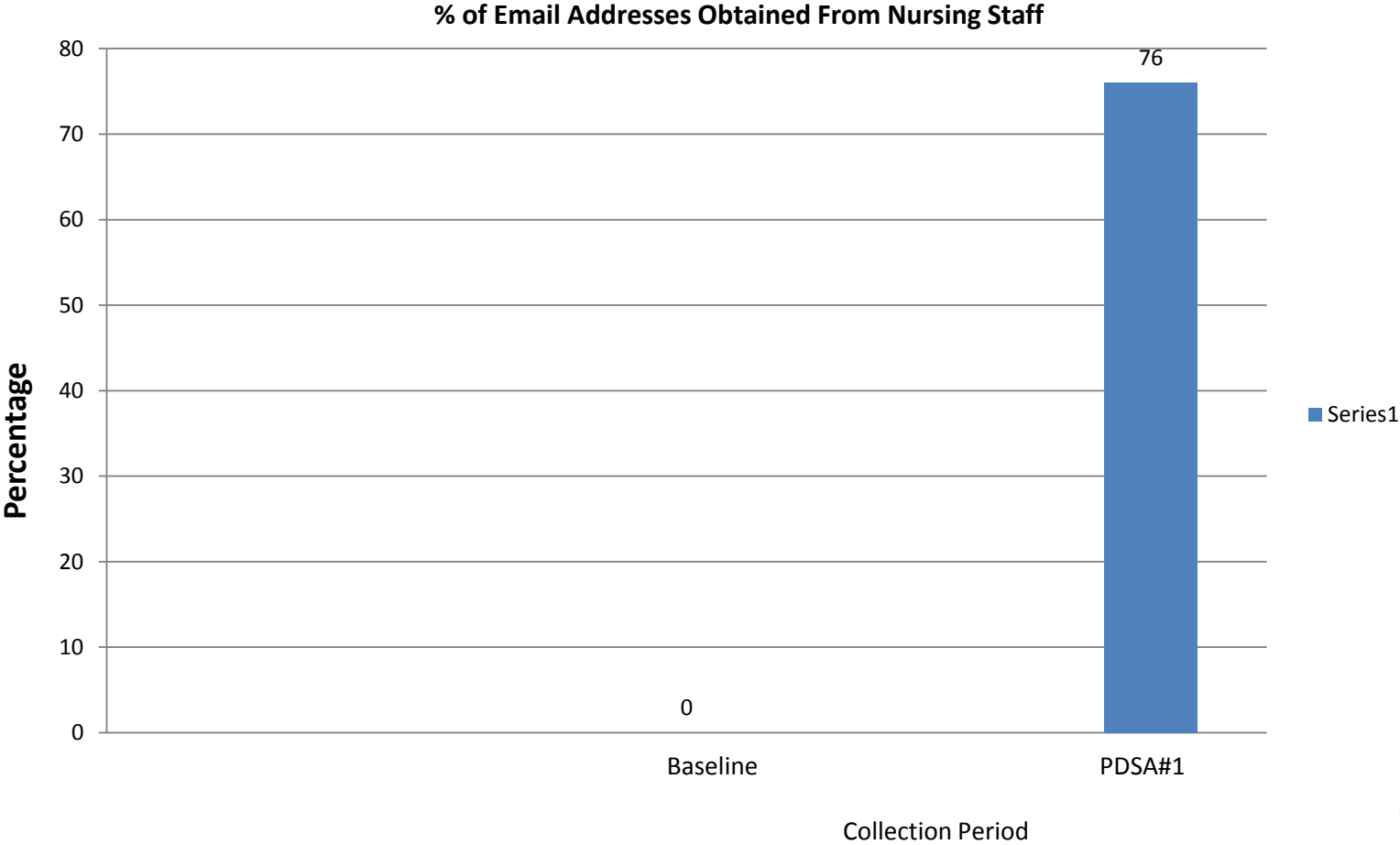
PDSA #1  
February 9 – 20, 2015



Total savings in overtime:  
\$2650.20 per year plus  
wellness factor



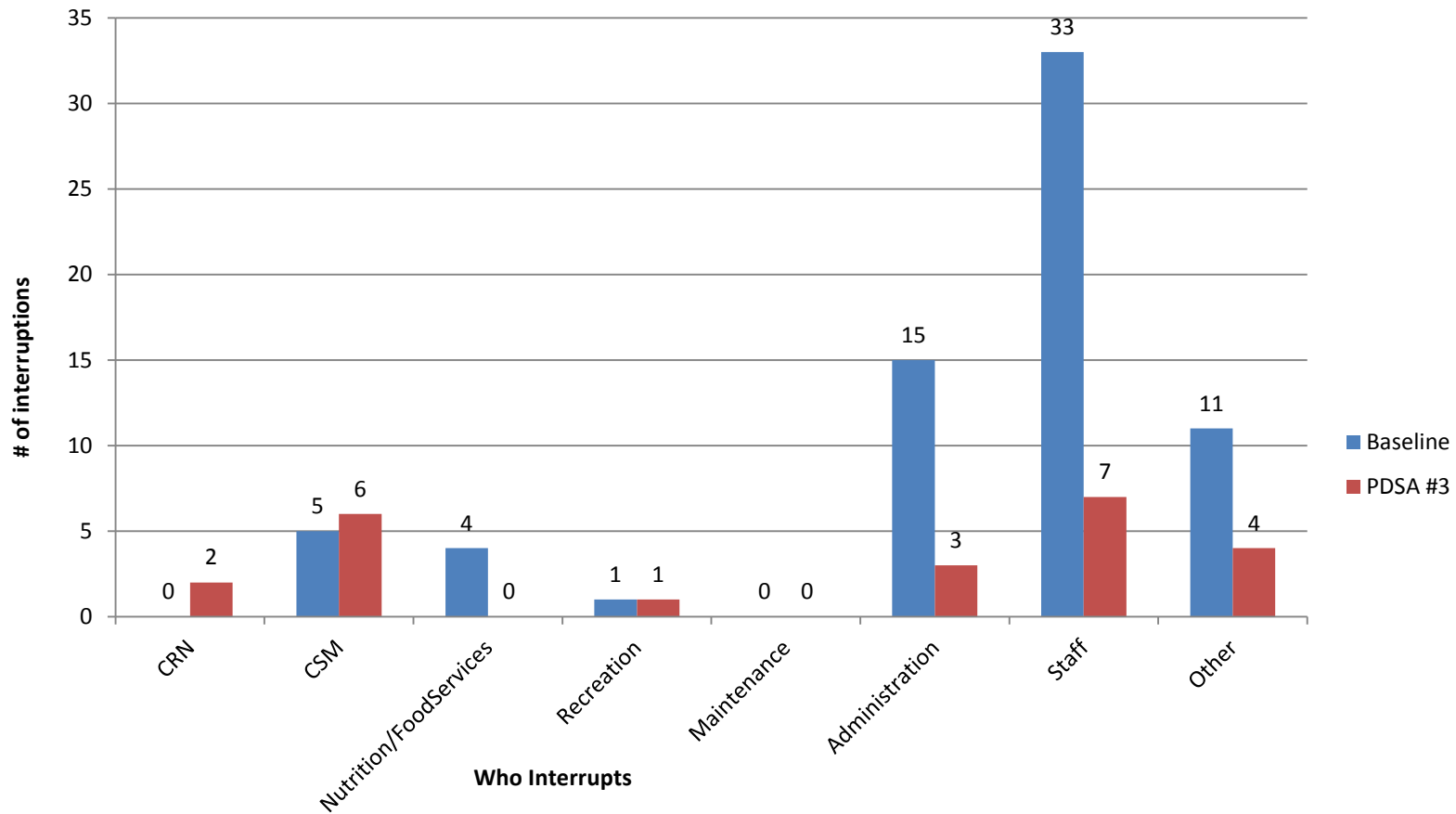
# Email Addresses of Nursing Staff





# Interruptions to Staffing Clerk

PDSA #3 – 9 Feb – 20 Feb 2015



Next steps: analyze type of interruptions

# **Cost Savings** (annual basis)

- **Staffing Clerk overtime: \$2650.20**
- **Savings in agency nursing shifts:  
\$7489.80**
- **Total: \$10,140.00**

# Control Measure

1. *Fundamental Change: Change PAF to include email address information.*
2. *Error Proofing: update email addresses for agency and facility nurses. 3 places to check that this is done.*
3. *Visual Control: Predetermined shift binder have visible tabs. Staffing Clerk drop-in hours posted.*
4. *Standard Work: Predetermined vacation shift process/guidelines.*
5. *Continue to Measure using Measurement Tool #1: 3 – 6 months of measurement and standing agenda item on Leadership agenda*
6. *Policy and Procedure; attend nurses meetings to clarify standardized process, create guideline page to refer to.*

# Lessons Learned

- i. This project began by asking the question “why” with focus on the cost of agency nursing. The focus quickly changed to include admin procedures, communication of those procedures to staff and standardized work processes.*
- ii. Standardized processes that are communicated well and are supportive to the functioning of the facility are crucial. We achieved savings for the staffing clerk in the process of filling vacation shifts and hope to see additional savings when more standardized work is achieved.*
- iii. Nurses gave very positive feedback about being involved in the survey process.*
- iv. Some comments from staff indicated that they were somewhat offended by the problem statement in that they felt it reflected badly on the care provided by agency nurses. They didn’t feel this was true.*
- v. Technology can be used to a greater extent to improve the processes efficiency and effectiveness.(ESP training for managers)*
- vi. The use of agency nurses as a resource is a complicated issue that has many layers to it. We need to continue to ask “why”.*

# Lessons Learned con't

- **Working as part of a multidisciplinary team is very valuable and each person's role in that team.**
- **Value of other people's perspective; learning from each other.**
- **Understanding the staffing process**
- **Understanding the total cost to the facility budget**
- **Appreciate the awareness of the scope of staffing 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**
- **Value of communication when implementing change**

# 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, vacations, 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.*
- *LPM has had several nurses retire in the last year. Their positions are hard to fill.*



# Next Steps

1. Review the process to determine WHEN we email agencies in order to maximize the use of facility nurses.
2. Increase casual pool of nursing staff.
3. Permanent Float position(s) funded by relief \$s be created to fill predetermined shifts and unplanned vacancies.
4. Fill existing FTEs by combining smaller FTEs and recruiting from out of province if needed.
5. Standardized Work processes will be created for several interoffice procedures and be supported long term by admin binders created for each position.
6. Nursing Learning Opportunities need to be monitored and brought to Leadership table for review regularly.
7. Plan for the replacement of several nurses who are retiring in next year.
8. Standardize the call in list.

Thank  
You!

