

CNO/CFO Partnership Achieves Successful Patient-Centered Staffing

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Welcome

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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
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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 Travaline at *American Nurse Today* (jtravaline@healthcommedia.com).
- If you have other questions, please contact John Travaline (jtravaline@healthcommedia.com) (215) 489-7000, ext.118

Thank you for attending!

