Staffing
Unit #3

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Objectives

- Define centralized scheduling and discuss its pros and cons.
- Define decentralized staffing and its pros and cons.
- Define self-scheduling
- Describe alternating or rotating work shifts and its impact on nurses.
- Discuss permanent shifts, block scheduling, variable staffing
Centralized Scheduling

- Two major advantages of centralized scheduling are fairness to employees through consistent, objective, and impartial application of policies, and opportunities for cost containment through better use of resources.

- Centralized scheduling also relieves nurse managers from time-consuming duties, freeing them for other activities.
Centralized Scheduling

- Computers can be used for centralized scheduling, can increase effectiveness, and can help match competencies to patient needs.
- Resistance to centralized scheduling may be reduced when nurse manager prepare and control their own budget, understand and approve the scheduling policies and have open communication with the scheduler.
Advantages of Centralized Scheduling

- Cost effectiveness through the reduction of clerical staff and better use of professional nurses by decreasing the time they spend in non-patient care activities.
- Unbiased consistent scheduling.
- Equitable application of agency policies.
- Production of an easy to read schedule so employees can plan their personal lives accordingly.
Decentralized Scheduling

- Personnel feel that they get more personalized attention with decentralized scheduling.
- Staffing is easier and less complicated when done for a small area instead of for the whole agency.
- With a philosophy of sharing and mutual trust, managers can work together to solve persistent staffing problems.
- Work schedules can be used as a punishment-reward system.
Self Scheduling

Self-scheduling is a scheduling system that is coordinated by staff nurses.
It is a process by which nurses and other staff collectively develop and implement work schedules.
It save the manager considerable scheduling time.
It helps develop a more accountable and professional staff.
Self Scheduling

- It increases the staff members’ ability to negotiate with each other.
- Self scheduling has been associated with increased perception of autonomy, improved professionalism, increased job satisfaction, cooperative atmosphere, decreased absenteeism, and reduced turnover.
- Staff do need negotiation and conflict resolution skills.
Alternating or Rotating Work Shifts

The frequency of alternating between days and evenings or days and nights, or rotating through all three shifts varies among institutions.

Some may work all three shifts within 7 days.

Alternating and rotating work shifts create stress for nurses.

Social and work routines synchronize with the internal circadian rhythms as the body rhythms are timed to coincide with the usual activities.
Alternating or Rotating Work Shifts

Alternating and rotating work shifts affect the health of nurses and the quality of their work.

Nurses complain of restlessness and nervousness while trying to sleep, anorexia, digestive disturbance, disruption in bowel habits, fatigue, lower job performance, and error proneness.

Rotation of teams instead of individuals could contribute to team development.
ALTERNATING OR ROTATING WORKshifts

Can rotate teams

- Rotate among shifts
- Increase stress
- Affect health
- Affect quality of work
- Disrupt development of work groups
- Higher turnover
Permanent Shifts

- Permanent shifts relieve nurses of the stress and health related problems associated with alternating and rotating shifts.
- They also provide social, educational and psychological advantages.
- This usually results in a predominance of new graduates staffing the evening and night shifts.
Permanent Shifts

- Managers may have difficulty evaluating the evening and night shifts personnel.
- One disadvantage is that nurses may not develop an appreciation for the workload or problems of those working other shifts.
# PERMANENT SHIFTS:

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<tr>
<th>PROS</th>
<th>CONS</th>
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<tr>
<td>➢ Can participate in social activities.</td>
<td>➢ Most people want day shift</td>
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<td>➢ Job satisfaction</td>
<td>➢ Difficulty evaluating evening and night staffs.</td>
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<td>➢ Commitment to the organization</td>
<td>➢ Nurses may not appreciate the workload or problems of other shifts.</td>
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<td>➢ Few health problems</td>
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<td>➢ Less absenteeism</td>
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<td>➢ Less turn over</td>
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Block or Cyclical Scheduling

- In block or cyclical scheduling the same schedule is used repeatedly.
- One type is a 6-day forward rotation, in which personnel are scheduled to work 6 successive days followed by at-least 2 days off.
- It is also possible to schedule personnel with every other weekend off and 1 day off during the week so that there are no more than 4 consecutive days of work.
Variable Staffing

Variable staffing is a method in which the number and mix of staff are determined by patient needs.

The number and skill mix of staff should be adjusted up or down as the numbers of patients and the acuteness of their condition.

A patient classification system is developed, and tables are designed to determine the number of nursing hours required based on the number of patients in each category.
MODELS OF STAFFING

STAFFING MODEL FOR ICU
Type of staffing: tertiary care hospital
Type of unit: ICU
Available beds: 14
Volume from Jan-June 06 - 12.5
(occupancy rate 90%)
MODELS OF STAFFING

- Patient admission per shift: depend upon bed availability round the clock
- Patient transfer time: 30 min
- Patient admission time: 30 min for vacant beds/60 min for occupied bed
- Patient discharge time: 60 min (approx) per shift
- Patient population according to acuity level
  Highest dependency = 100%
Total teaching time: 10-12 hours per employee per month

CURRENT MODEL FOR PRACTICE

- Primary nursing
- Total patient care model
MODELS OF STAFFING

NURSING HOURS PER PATIENT PER DAY (NHPPD)

Nurses direct care hour per shift=6.0 out of 8.5

Nurses indirect care hour per shift=2.5 out of 8.5
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Thank You!