

**Creative Staffing Models Today and Beyond**

Consulting | Talent | Training | Resources

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**Objectives** Consulting | Talent | Training | Resources

- Learn creative staffing plans to recruit and improve employee satisfaction
- Understand new and innovative staffing models
- Describe criteria to set up a self-staffing model
- Learn how to analyze workflow processes to identify opportunities for efficiency
- Describe three key strategies for Recruitment, Retention, and Employee Engagement

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**DON Responsibilities** Consulting | Talent | Training | Resources

- Budget roles vary by facility.  
 Responsible for clinical outcomes.  
 Lead participant in financial performance
- Reimbursement
  - Cost center management
- Direct knowledge:
- Number of staff needed
  - Staff resourcing
  - Resident acuity
  - Supplies and Services for resid



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Advocating For More Staff Consulting | Talent | Training | Resources

Administrators today don't want DON's to just say "I need more staff."

Constant battle between staff c/o needing more help and meeting budget requirements.

Evaluate your centers acuity, # of admissions, etc.

- RUG categories, Falls, Quality Measures

Bring accurate data to the administrator including your plan for hours, cost, and benefits.

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Facility Wide Resource Assessment Consulting | Talent | Training | Resources

Four Steps to determine Facility Personnel Resources

The first step for determining the facility personnel resources is to quantify all personnel, including managers, staff (both employees and those who provide services under contract), and volunteers by job descriptions or roles as they interact with residents.

1. The second step will be to identify the credentials, and education related to resident care for each job category.
2. The third step is to identify the number and type of staff needed to meet the resident's needs.
3. The fourth step is the identification of staff competencies needed to provide the level and types of care needed for the resident population.

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Facility Wide Resource Assessment Consulting | Talent | Training | Resources

F838 §483.70(e) Facility assessment.

- The facility must conduct and document a facility-wide assessment to determine what resources are necessary to care for its residents competently during both day-to-day operations and emergencies. The facility assessment must address or include:
  - The facility's resident population, including, but not limited to,
  - The staff competencies that are necessary to provide the level and types of care needed for the resident population

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Facility Wide Resource Assessment Consulting | Talent | Training | Resources

F838

§483.70(e) Facility assessment. (continued)

The facility's resources, including but not limited to,

All personnel, including managers, staff (both employees and those who provide services under contract), and volunteers, as well as their education and/or training and any competencies related to resident care;

https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/GuidanceforLawsAndRegulations/Nursing-Homes.html

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Horizontal lines for notes

Determine YOUR Unique Resident Population Needs (examples) Consulting | Talent | Training | Resources

- Number of beds/units
• Specialty Units
• Active discharge planning
• # Short Stay Residents
• Ethnic or Cultural Considerations
• Cognitive Impaired Residents
• Communication Impaired Residents
• Resident Behaviors
• ADL Dependent Residents
• Residents with Nutritional Needs
• Indwelling catheters
• Pressure Ulcers
• Preventative Skin Programs
• Dialysis
• Chemotherapy or Radiation
• Tracheostomy Care
• Ventilator Care
• Respiratory Care
• Medication Special Considerations
• Infection Considerations
• Diagnoses Considerations

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Horizontal lines for notes

Data Sources To Identify All Facility Personnel Consulting | Talent | Training | Resources

- a. There are several sources of facility personnel information. Facility personnel is collected and tracked by the Human Resources department and the Payroll department. Each department also tracks and manages facility personnel information in order to assign and deploy staff to meet residents' needs.
b. CMS requires that payroll data be routinely submitted to the Payroll Base Journal (PBJ) system. The PBJ program has standardized definitions for each staff role. Hours worked by staff in each job category are routinely reported to CMS.
c. Use information about the hours worked by the staff, as reported in the PBJ submissions. Personnel information from the facility budget plans for the types and quantity of staff for the facility each year.

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Horizontal lines for notes

Calculating FTE's Consulting | Talent | Training | Resources

Full time equivalent = total number of hours worked per year divided by 2080 hours.

For example, an ADON that works 40 hours per week would have hours equal to one FTE.

40 hrs. per week x 52 weeks = 2080 hours / 2080 = 1 FTE

OR

480 hours this quarter = Average 40 hours per week
40 hours per week for 52 weeks = 2080 hours annually /2080 = 1 FTE

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Horizontal lines for notes

Competency AND Acuity Need Considerations Consulting | Talent | Training | Resources

You will need to show evidence of competency in the skills and techniques necessary to care for your resident's needs:

- Resident Rights;
- Person centered care;
- Communication;
- Basic nursing skills;
- Basic restorative services;
- Skin and wound care;
- Medication management;
- Pain management;
- Infection control;
- Identification of changes in condition;
- Cultural competency.



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Horizontal lines for notes

Staffing Consulting | Talent | Training | Resources

Eliminate Agency Use! (If at all possible!)

- If your facility is a frequent user of agency staff this is BIG area that can be improved on.
• Consider the additional staff that can be added with this expense. Cost variance of agency compared to regular staff can be up to twice as much!
• Improved quality and customer satisfaction with regular staff compared to agency.
• Difficult if not impossible to hold agency staff accountable.

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Horizontal lines for notes

Creative Staffing Solutions Consulting | Talent | Training | Resources

- Consider adding a bath aide or float aide.
- Consider (2) 4-hour CNAs during busy times, rather than (1) 8-hour CNA
- Consider adding a staff member around the clock or for staff to pick up.
- You can cut hours based on census if needed after 2 hours. Often staff will volunteer to leave early.
- Track your PPD daily to identify hours that can be decreased.
- Offer shorter shifts or staff to come in later in evening if hours are over.

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Number One Controllable Expense! Consulting | Talent | Training | Resources

Staff hours and wages are the largest portion of your budget and the most controllable!



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Budget Consulting | Talent | Training | Resources

The DON and Administrator should meet to discuss:

- The DON role in budget formulation each year
- The DON role in ongoing management
  - Variance Reports
  - Meetings with Administrator to discuss weekly, monthly, etc. status
  - How to handle needs that arise that are not included in budget
    - Increase in acuity
    - Need for additional or replacement equipment, etc.



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Case Mix Consulting | Talent | Training | Resources

- Know your case mix budget- Med A, Medicaid, Private Pay, other.
- If your census is low on the higher payers your revenue will be lower.
- Audit charts to ensure the proper documentation is in place to substantiate level of care for payment!
- Be ACCURATE! (always do and lead what is legally, ethically and morally right!)

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When your Staffing is over budget... Consulting | Talent | Training | Resources

If you are over budget on staffing note reasons why:

- New admissions?
- 1:1 with resident due to behaviors?
- Survey?
- Tracking reasons by day will help you explain your variances.



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Engaged Employees Consulting | Talent | Training | Resources

An engaged employee is a person who is fully involved in and enthusiastic about his or her work

They are attracted to and inspired by their work

- I want to do this
- I am dedicated to this work
- I love this work
- I care about the future of this company
- I am willing to exceed duty's call

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Engaged Employees Consulting | Talent | Training | Resources

Emotionally Connected

A bundle of subjective feelings that come together to create a bond between two people

Cognitively Vigilant

The ability to maintain concentrated attention over a period of time

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Horizontal lines for notes

Engaged Employee Statistics Consulting | Talent | Training | Resources

- ❖ 29% of employees are actively engaged
❖ 54% of employees are not engaged
❖ 17% of employees are actively not engaged



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Horizontal lines for notes

The Ten C's Consulting | Talent | Training | Resources

- 1. Connect
• Perks are good-profit sharing, employee owned, etc.
• Fractured relationship with boss = perks may not help
• Engagement is direct reflection of how employees feel about their relationship with their boss
• Employee engagement is the reward for employer sincerity

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Horizontal lines for notes

The Ten C's Consulting | Talent | Training | Resources

- 2. Career
  - Provide meaningful and challenging work with opportunities for advancement
  - Allow employees to do new things in their job
  - Accountability
  - Stretch Goals

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The Ten C's Consulting | Talent | Training | Resources

- 3. Clarity
  - Communicate a clear vision
  - Employees understand the vision
  - Organization goals
    - What they are
    - Why they are important
    - How they can be obtained
  - Goals leaders have for their departments

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The Ten C's Consulting | Talent | Training | Resources

- 4. Convey
  - Provide feedback on employee performance – positive and constructive
  - Establish policies and processes so employees know the rules of the game
  - Keep track of small improvements and share with the employees
  - Good leaders work daily to improve the skills of their people and celebrate small wins

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The Ten C's Consulting | Talent | Training | Resources

- 5. Congratulate
  - Employees feel they receive immediate feedback when their performance is poor or below expectations
  - Employees report that praise and recognition for strong performance is much less common
  - Exceptional leaders give recognition

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The Ten C's Consulting | Talent | Training | Resources

- 6. Contribute
  - Employees want to know that their input matters and that they are contributing in a meaningful way
  - Improvements in employee attitude lead to improvements in job related behavior
  - Creates increased customer satisfaction and increasing revenue

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The Ten C's Consulting | Talent | Training | Resources

- 7. Control
  - Having control over the workflow and pace of their jobs
  - Are employees involved with decision making especially if they are directly impacted by those decisions?
  - Do employees have a say in setting goals?
  - Can employees voice their ideas?
  - Does leadership show that contributions are valued?

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The Ten C's Consulting | Talent | Training | Resources

- 8. Collaboration
  - When employees work in teams and have trusting relationships they outperform others
  - Great leaders are team builders
  - Being cared about by colleagues is a strong predictor of employee engagement
  - Rallying individuals to work together is key

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The Ten C's Consulting | Talent | Training | Resources

- 9. Credibility
  - Leaders should strive to maintain reputation and demonstrate high ethical standards
  - Employees want to be proud of their jobs, their performance, and their organization
  - Employees will care very much about their organization if they believe in the company and its leadership

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The Ten C's Consulting | Talent | Training | Resources

- 10. Confidence
  - Employees have confidence when leaders exemplify high ethical and performance standards
  - Create a list of ethics and standards and incorporate them into the culture of your organization

<https://fivebusinessjournal.com/author/dcrim/>

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Advertising Consulting | Talent | Training | Resources

- Applicant Tracking Systems
- Local Papers
- Your Website
- Associations
- Indeed, Monster, Glass Door

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Using Social Media Consulting | Talent | Training | Resources

- LinkedIn
- Facebook
- Twitter
- Instagram
- Attracting a certain audience

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Interviewing Consulting | Talent | Training | Resources

- The appointment
- The arrival and greeting
- Who is performing the interview?
- What are the interview questions?
- How do you end the meeting? Make an offer!
- How soon can you get the new employee on board?

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Offering a Position Consulting | Talent | Training | Resources

- The applicant should leave with an idea or an offer of an opportunity
- If you have done a good phone screen and good in person interview
- If you make an offer make sure you have all of the information for the employee on next steps
- Tell the employee how excited you are to have them join your team

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Onboarding Consulting | Talent | Training | Resources

- Have a solid orientation program
- Do orientation as often as needed
- Are your materials faded and over copied?
- Is your employee handbook up to date?
- Do you have a schedule?
- Does everyone show up on time?
- Do you serve a good meal? Hospitality?

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Initial Employment Period Consulting | Talent | Training | Resources

- Time in classroom
- Learning the electronic health record
- Learning P&P
- Learning specific competencies
- Time with another employee training on the floor
- Training on all shifts
- Checking in on all shifts

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Creative Staffing Models Consulting | Talent | Training | Resources

- Block Scheduling
- 12 Hour Shifts
- Time and Attendance Software
- Self Scheduling
- Accommodating needs
- WOSO

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Millennials in the Workforce Consulting | Talent | Training | Resources

- Fastest generation in the workforce  
 Outsized sense of entitlement?
- No, just as productive if not more but in a different way
- High focus on:
- Quality
  - Authenticity
  - Transparency
  - Success is more than money
  - Making a difference

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Millennials in the Workforce Consulting | Talent | Training | Resources

- Crave meaningful work
- Passionate about helping others
- Want continual learning
- Appreciate opportunities for career advancement
- Want feedback on performance
- Value coaching and mentoring

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Consulting | Talent | Training | Resources

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<b>PERSONAL INFORMATION</b> Name: _____ Title: _____ Department: _____ Location: _____ Email: _____ Phone: _____		<b>EMPLOYMENT INFORMATION</b> Position: _____ Supervisor: _____ Start Date: _____ End Date: _____ Reason for Change: _____	
<b>WORK SCHEDULE</b> Current Shift: _____ Current Floor(s): _____ Current Department: _____		<b>REQUESTED SCHEDULE</b> Requested Shift: _____ Requested Floor(s): _____ Requested Department: _____	
<b>COMMENTS</b> _____ _____ _____		<b>APPROVALS</b> Requested By: _____ Approved By: _____ Date: _____	

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What Shift do you work now? (PLEASE CIRCLE)    DAYS    EVENINGS    NIGHTS

What floor(s) do you currently work on? \_\_\_\_\_

**What is your current schedule? (Please circle the days you work below)**

Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat

*If you could choose your own schedule what days would you like to work? (please circle below up to 10 days)*

Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat

Please turn in this form by **Wednesday, May 18th** to have your requests considered. Thank you. (Bring to DON or staffing)

**\*We will do our best to honor your request but it may not be possible to give everyone the exact schedule they** \_\_\_\_\_

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Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tues	Wed	Thur	Fri	Sat

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**Tips and Strategies** Consulting | Talent | Training | Resources

- Meaningful Work
- Supportive Management
- Positive Work Environment
- Growth Opportunity
- Trust in Leadership



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**Summary** Consulting | Talent | Training | Resources

- Know your census!
- Know your PPD earned and current expenses
- Be prepared with objective data when looking to increase staffing
- Know that employee engagement is more than a gift card



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Resources Consulting | Talent | Training | Resources

- [www.go2hr.ca/articles/5-keys-employee-retention](http://www.go2hr.ca/articles/5-keys-employee-retention)
- [www.15five.com/blog/7-employee-engagement-trends-2016](http://www.15five.com/blog/7-employee-engagement-trends-2016)
- [www.gallup.com/services/190118/engage-workplace.aspx](http://www.gallup.com/services/190118/engage-workplace.aspx)
- [www.education.healthcaresource.com/managing-the-millennial-mindset-in-healthcare](http://www.education.healthcaresource.com/managing-the-millennial-mindset-in-healthcare)

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