

SANFORD
HEALTH



BECKER'S
HOSPITAL REVIEW

Strong Workforce Management Strategy Provides Stabilizing Force for Sanford Health



Speakers



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Building Resilience with a Strong Workforce Management Strategy

Balanced outcomes: financial, clinical, staff engagement, patient satisfaction, compliance

- Gains in one area will impact another

Cross-functional shared governance

- Get input and consensus from all key stakeholders – nursing, finance, HR, IT
- Include staff nurses in all strategic planning

Standardization of policies, processes, and technology

- Enables an enterprise-wide approach

Technology that supports culture and strategy

- Power of integrated time/attendance and staffing/scheduling
- Leverage analytics and mobile technology
- Go beyond nursing



Strong Workforce Management Strategy Provides Stabilizing Force



ABOUT SANFORD HEALTH

- 6 Large Medical Centers
- 40 Critical Access Hospitals
- Spread across North Dakota, South Dakota and Minnesota
- Span 400,000 square miles
- Merger with the Evangelical Lutheran Good Samaritan Society in 2019
 - 158 skilled nursing and rehab sites across 24 states, home health agencies, senior housing, and home and community-based services.



SUCCESS FORMULA:
80% CULTURE,
20% TECHNOLOGY

CULTURE BUILT ON CLARITY OF VISION, TRUST, RESPECT

- Operating framework: Calling, Courage, Family, Community, Service, Resolve, and Advancement
- Everyone's voice needs to be heard; bring value to the table
- Rosemarie Rizzo Parse's Humanbecoming Paradigm
 - Compelling, clear vision that the leader and team are committed to
 - Willingly risking
 - Communicate with reverence and respect for each person's diverse perspective

LEADERSHIP ACCOUNTABILITY AND CROSS TRAINING CULTURE

- Cultural—it is who we are
- Leaders clarity regarding accountability and expectations
- Nurses aren't resistant to going to another unit if they are comfortable and adequately supported in the provision of care in various units/care settings
- Education of requisite skills provides confidence and level of comfort



SUCCESSION PLANNING

- A professional obligation we owe to the next generation
- Support the staff that provides patient care day after day
- Model the way, and recognize there is no one right leadership style
- Need a compelling vision that inspires 'Followership'
- Establish a strong foundation and understanding of nursing profession and professional disciplinary attributes
- Respect, reverence for others



**WORKFORCE
MANAGEMENT STRATEGY
CREATES STABILITY AND
RESILIENCE**

INTEGRATED MODEL TO SUPPORT WORKFORCE DEMAND

- Top priority is to fully integrate both culture and technology
 - Not a federate model—not a collection of separate hospitals
- Value the strength of each organization and bring it forward
- Listening with willingness to be influenced
- Culture of ‘More Alike Than Different’
- Workforce Demand Projections
 - 16% projected growth of the RN profession from 2014-2024, more than twice the average growth rate for all occupations
 - Current shortage projections are due to shifting dynamics of healthcare delivery, nursing school capabilities to meet demand (faculty), and the aging population
 - Changing workforce demographics – more mobile



OPERATIONAL AND RETENTION CHALLENGES

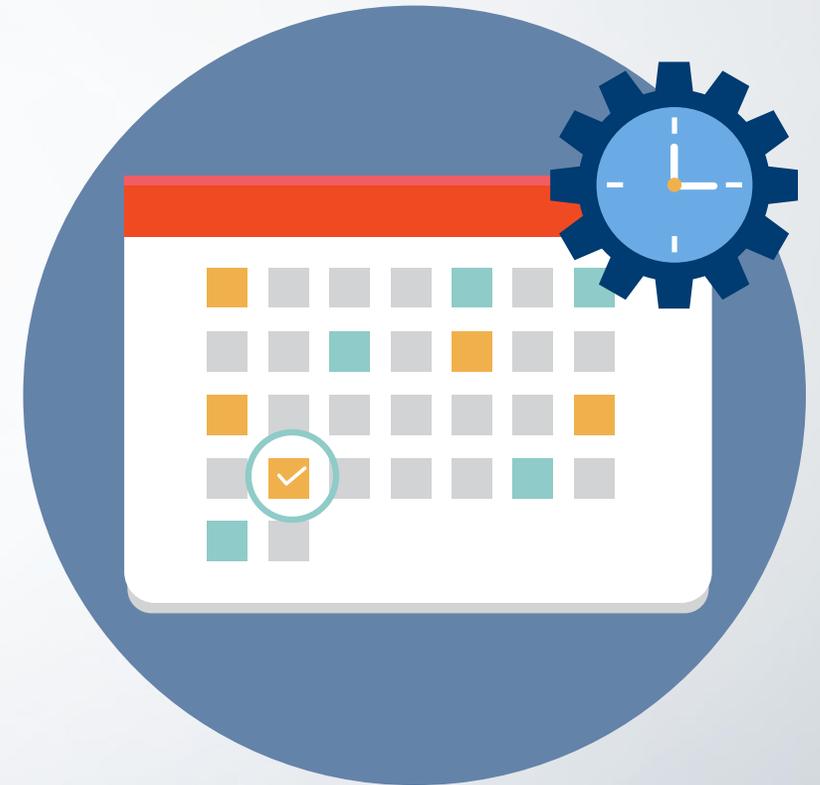
- Meeting the RN workforce's needs:
 - Work life balance is critical to job satisfaction and retention
 - Prefer technology as means of communication and ease of work flow.
 - Many nurses leave healthcare because of perceived or actual staffing assignment inequity.
- Staffing is foundational
 - Nurse characteristics – skill mix, education, experience, competency, turnover – significantly affect staffing outcomes
- Evidence informs strategy
 - Adequate staffing improves outcomes, reduces burnout, enhances job satisfaction and positively influences financial and operational outcomes

OPPORTUNITY AND COMPELLING REASON FOR ACTION

- NDNQI Practice Environment Survey results from direct care nurses indicates an area of opportunity regarding staffing
- Significant manager time spent on addressing gaps in schedules, chronic over/under staffing – last minute calls to pick up shifts
- Fluctuations in acute care patient census challenges leaders to staff departments efficiently and effectively leading to variation in results
- Hiring decisions based on retrospective budget projections
- Non-standardized incentives/pay practices
- Suboptimal use of API software solution
- Use of agency staff and increasing RN turnover
- Inexperienced point of service managers

WORKFORCE OPTIMIZATION OBJECTIVES

- Optimize every unit, every facility, every region
- Standardize staffing practices, procedures, and scheduling workflows
- Build a flexible workforce



STAFFING BASED ON PATIENT-CENTERED CARE WITH OUTCOME BASED MEASUREMENT

- Quality – Falls, pressure injuries, readmissions, HAIs
- Experience – NDNQI survey and perception of staffing, % of units meeting targeted HPPD, patient experience scores
- Engagement – RN vacancy rate, 1st year RN turnover rate, overall RN turnover rate
- Financial – Nursing premium pay cost, agency cost, nursing worked HPPD, total labor expense



WORKFORCE OPTIMIZATION STRATEGIC PLAN

- Optimize current API staffing and scheduling solution
- Enterprise Data Analytics predictive modeling
- Standardize nursing unit position control grid
- Productivity standardization and comparative benchmarks
- Consistent recruitment strategy
- Nursing balanced scorecard



STAFFING AND SCHEDULING FOUNDATIONAL BELIEFS

- Same approach to the clinical measures as finance measures
 - Visibility within interprofessional teams.
- Not a shortage of staff, a maldistribution of staff
- Staffing is not based on ratios, based on patient needs and staff experience
- Work environment is VITAL for staff
 - Staffing and Scheduling committee is Work Life Balance committee
 - Leadership accountability



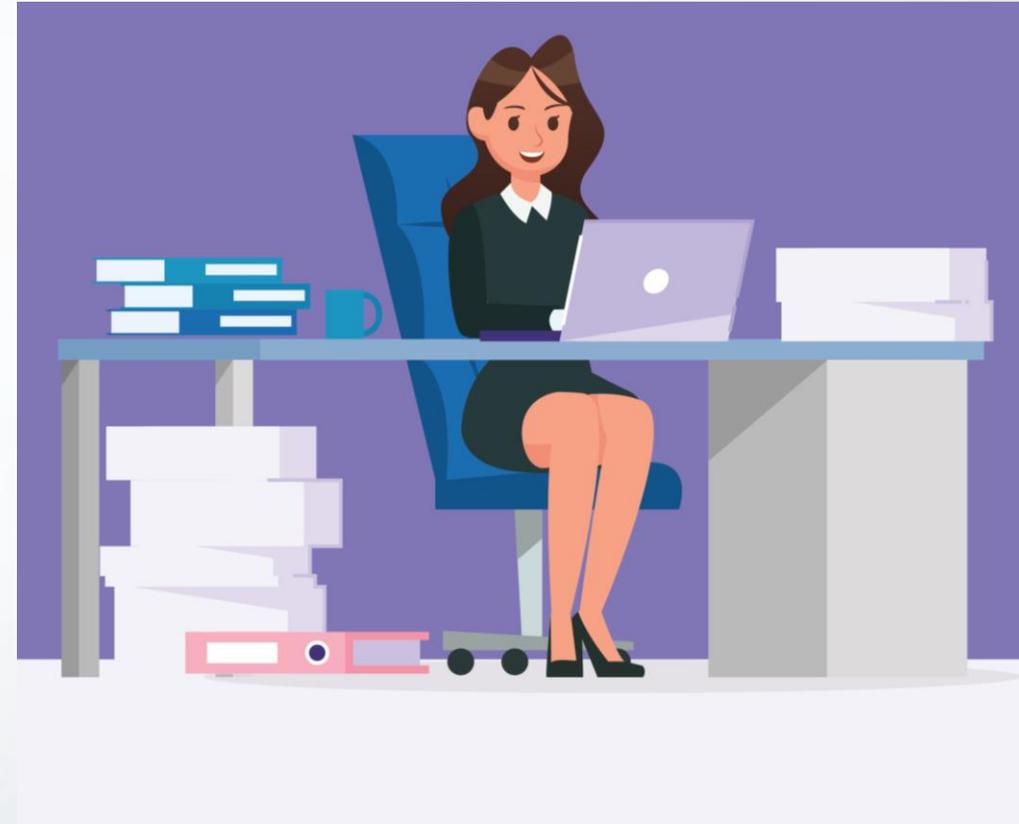
5 WORKFORCE MANAGEMENT SUCCESS FACTORS

1. Manager is the CEO of their unit
2. Culture supports cross-training of staff
3. Central Nurse Resource Pools at the local/regional level
4. Enterprise-wide Nurse Resource Pool provides an internal travel agency
5. Data driven decisions supported by data availability and technology



KEY COMPONENTS FOR SUCCESS

- Workforce Governance Council for organizational direction/standardization
- C-suite involvement, leadership, and accountability
- Leveraging and integrating technology (Workday, API, EPIC, Kaufmann Hall), possibly new technology/add-on to API solution
- Education and expectations for Director/Manager level to support sustainability



SHARED GOVERNANCE LEADS TO STANDARDIZATION

1. Workforce Governance Structure

- Interprofessional - Include all decision makers who have an investment in staffing and workforce
- Includes finance, nursing, payroll, informatics specialists, human resources
- Goes beyond nursing because staffing software used beyond nursing
- Standardization of nomenclature and system technology build
- Determines optimal use of technology and clarifies expectation for use

2. Nurse Executive Council

- Grounded in initial work initiated more than 30 years ago with Dr. Tim Porter O'Grady's framework
- Determines staffing standards, skill sets, and hours per patient day based on comparative data

WORKFORCE MANAGEMENT AND THE MAGNET JOURNEY

- Two hospitals have achieved 3 and 4 Magnet designations
 - Staff experience above the mean
 - Lower number of falls, pressure injuries, central line infections and catheter-associated UTIs
 - Clinical comparative data indicate improvement in the past 18 months
- Magnet attributes and workforce management
 - Begins with transformational leaders who embrace structural empowerment to support an exemplary professional practice which compels leaders to implement a robust workforce management strategy

TECHNOLOGY – A CRITICAL 20%

- Focus on technology that supports your strategy and culture
 - Identify best practices
 - Integration of time/attendance and staffing/scheduling
 - Data analytics and transparency
 - Mobile technology
 - Optimize and expect/allow the technology to make work and decisions less complex
- Standardization of technology build—not federated model
- Using the technology beyond nursing, to support broad departments

A STABILIZING FORCE DURING TIMES OF CRISIS

NAVIGATING COVID-19

- Regional float pools and internal travel agency already in place—flexibility to assure adequate numbers of qualified staff where needed
- No furloughs of ambulatory staff, opportunity for upskilling
- Maintain a balanced approach to measuring success and key performance indicators





Don't Miss this Webinar

Advocate Aurora Health Builds Resilience with Workforce Management Strategy

September 24 | 1:30-2:30 CT

Nursing executives share workforce management strategies that provide a stable foundation for the health system, helping them leverage their size and agility during the COVID-19 crisis.