

Implementing Consistent Assignment

Part Two: Engaging Staff and Systems

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Implementing Consistent Assignment Three Part Webinar Series

Part One:

- Why It's Essential
- Overcoming Common Barriers
- Getting Started with Consistent Assignment

Part Two:

- Engaging Staff in Implementing Consistent Assignment**
- Engaging Systems in Support of Consistent Assignment**

Part Three:

- Maximizing and Sustaining Consistent Assignment

Implement Consistent Assignments in Ten Steps

- **Step One: Assemble a Team**
- **Step Two: Measure Current Consistency**
- **Step Three: Prepare the Ground through Staff Training**
- **Step Four: Assign Staff to One Work Area**
- **Step Five: From Staff-Centered to Resident-Centered Schedule.**
- **Step Six: Adjust Staff Composition to Maximize Full-time Staff.**
- **Step Seven: Plan To Cover Unscheduled Absences without Moving Consistently Assigned Staff**
- **Step Eight: Meet with Staff to Rate Residents.**
- **Step Nine: Make Draft of Assignments.**
- **Step Ten: Monitor and Maximize to Sustain**
 - **Use What Staff Know.**

Step Five

Resident-Centered Schedule

- Reorient schedule
 - From **staff-centered** (giving staff “enough hours”)
 - To **resident-centered** (divided into resident assignments with staff assigned for consistent coverage).
- Develop schedule so that each resident assignment is consistently staffed by a primary staff person and a consistent back-up
- This is a math exercise

An Option for Scheduling

4 on 2 off schedule

With an Even # of CNA assignments,
3 CNAs serve 2 resident assignments

	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S
Maria	1	1	1	1	0	0	1	1	1	1	0	0	1	1
Jen	2	2	0	0	2	2	2	2	0	0	2	2	2	2
Ellie	0	0	2	2	1	1	0	0	2	2	1	1	0	0

This can be modified to every third weekend off.

David Farrell

An Option for Hiring and Scheduling for Dedicated Assignments

- Each 8 hour shift x 7 days = 56 hours
- 56 hours of CNAs = 32 hours + 24 hours
- Hire into 32 hr or 24 hr positions by assignment, alternating weekends
- CNAs can switch days
- CNAs can pick up extra shifts on their neighborhood/household/unit

Resident Assignments	32 hrs Days	24 hrs Days	32 hrs PMs	24 hrs PMs	32 hrs. nights	24 hrs. nights
Group One	CNA 1	CNA 2	CNA 3	CNA 4	CNA 5	CNA 6
Group Two	CNA 7	CNA 8	CNA 9	CNA 10	CNA 11	CNA 12
Group Three	CNA 13	CNA 14	CNA 15	CNA 16	CNA 17	CNA 18

Connie McDonald

Hire into positions in your Resident-Centered Schedule

Step Six

Staff Composition for Maximum Consistency

Do you have the right mix of full and part-time staff to staff each resident assignment?

If not, your management team will need to make adjustments.

- Can you combine several part-timers' hours into a few full-time positions?
- Seek to convert your best part-time and per diem staff into full-time staff.

Hire to achieve the staff composition that supports your resident-centered schedule.

Consistent Assignment: Implementation Issues

We're doing pretty well with our consistent assignment except when we have to ask people to move. Then we have a hard time because they don't want to move. They give us a lot of pushback. So what do we do?

Consistent Assignment: Implementation Issues

**DON'T
MOVE
THEM**

*We've
asked
people
because
a lot*

*consistent
to ask
and time
give us
lo?*

Step Seven: Instead of Moving a Consistently Assigned CNA, Plan How to Cover an Unscheduled Absence

- Huddle with the staff to determine their needs for the day
- Divide up the assignment of the absent person among co-workers
- Have the management team provide all hands on deck at heavy labor times
- Ask other staff to go the extra mile to help
- See if a consistent back-up for the neighborhood/unit can come in even for a partial shift

What matters most to staff to recommend their nursing home to others as a place to work

CNAs

- 1 **Help with job stress and burnout**
- 2 **Management listens**
- 3 **Management cares**
- 4 Supervisor appreciates
- 4 Adequate equipment/supplies

NURSES

- 1 **Help with job stress and burnout**
- 2 **Management listens**
- 2 **Management cares**
- 4 Training to deal with difficult residents
- 4 Training to deal with difficult family members

My InnerView

To minimize unscheduled absences...

- Allow staff who share an assignment to trade-off to cover for each other, within guidelines
 - Person scheduled to work must notify supervisor and scheduler of who is taking their shift and what the traded schedule is
 - No overtime without approval

Unscheduled absences decline when staff are consistently assigned and their knowledge about residents is valued.

As they know they are valued, and their presence matters, staff are more conscientious about attendance

Designated Floaters

- Two people per shift to cover call-ins (\$.50/hr more)
- They come in every day to cover wherever there is a call-in
- Can use part-time person

From Absenteeism to Attendance

- **Track** absences
- Single point person to track

- Discuss in stand-up
- Intercede immediately

- Review individual records and give feedback – one of three letters in paychecks
 - Thanks for good attendance
 - Come see us if you need help
 - We need to talk to you about your poor attendance

From Absenteeism to Attendance

- **Enforce** attendance policies
 - Require staff to Call administrator or DoN
- **Provide support** and flexibility to staff whose personal lives create attendance challenges
- **Be Proactive** in anticipating absences
 - If someone calls off, call them to find out if they expect to be in on their next scheduled day
 - If someone is asked to work a double or take a last minute assignment, find a replacement for their next scheduled shift so they can have a needed rest.
- Have **consistent back-ups** for each unit/shift
- **Reward** individuals and teams for good attendance

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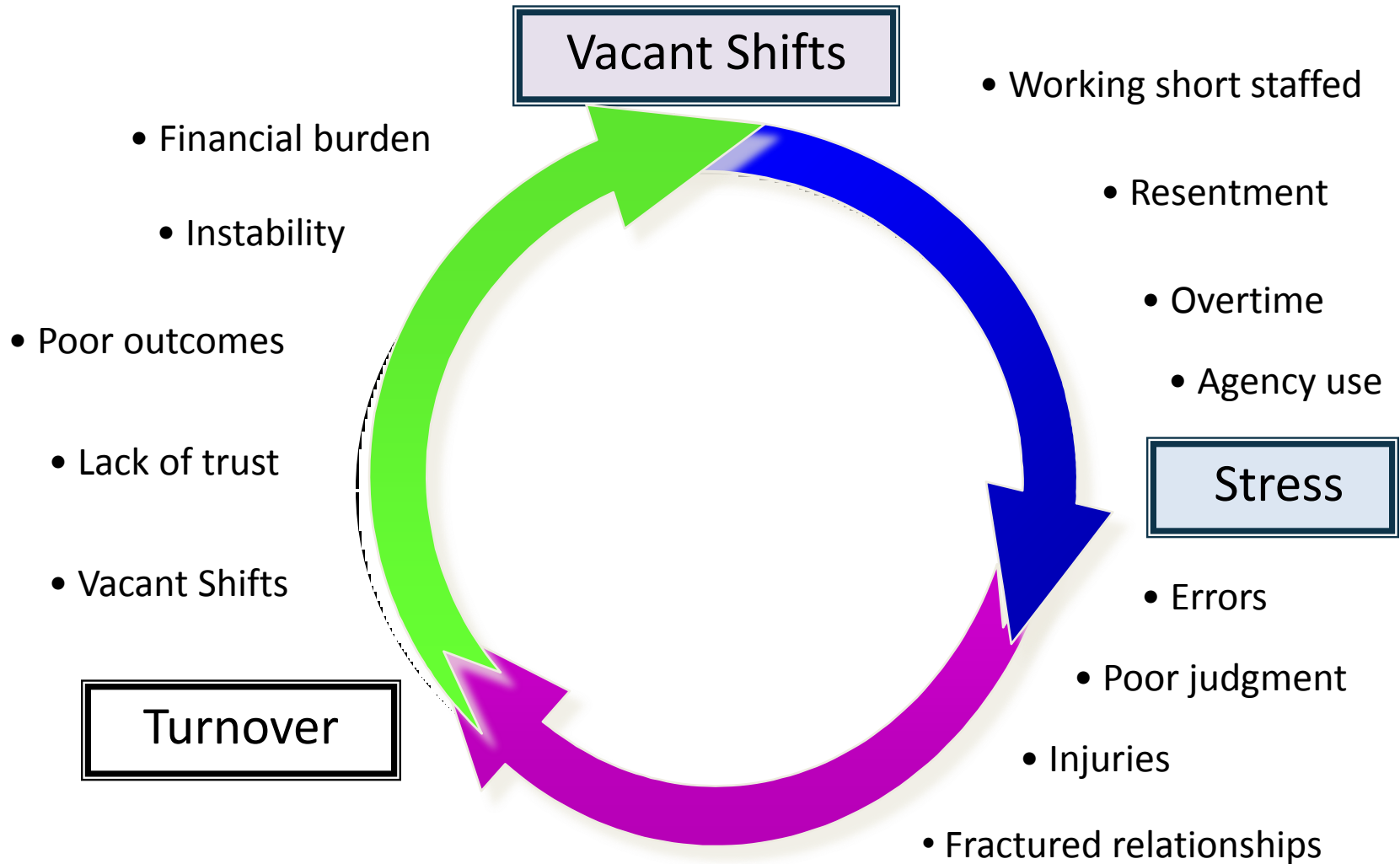
NURSES

- 1 Help with job stress and burnout
- 2 Management listens
- 2 Management cares

Today's stressed employee
is tomorrow's call-off.
Round, pitch in, all hands on deck...

My InnerView

A Vicious Cycle of Vacant Shifts, Stress, and Turnover



Eaton, *What a difference management makes!*, 2002

What a difference management makes!

Five Management Practices Associated with
Low-Turnover, High Attendance
and High Performance:

High quality
leadership at
all levels of the
organization

Valuing staff
day-to-day in
policy and
practice, word
and deed

High
performance,
high
commitment
HR policies

Work systems
aligned with
and serving
organizational
goals

Sufficiency
of staff and
resources to
care
humanely

Eaton, 2002

Step Eight:

RATE RESIDENTS TO DETERMINE ASSIGNMENTS PER UNIT/NEIGHBORHOOD

- As you huddle with staff, have department heads and/or management nurses cover residents' needs so staff can meet uninterrupted
- Have a white board or flip chart
- List all residents' names
- Discuss each resident, evaluating physical and non-physical needs
- Provide a numerical rating of each resident

Process for Weighting and Balancing Assignments

Rate each resident on scale of 1 – 3 in each dimension – physical and non-physical factors

Resident	Physical	Non-physical	Total

Revisit for changes in census, acuity, staffing

Step Nine: Draft Master Assignments and Review with Staff

- Put a draft master assignment schedule down on paper
 - Have the staff look it over and make any adjustments
- Look at the schedule and the floor plan.
 - Do the assignments make sense in terms of location?

Set A Date To Implement Consistent Assignment and **DO IT!**

- Meet daily with staff in a quick huddle to check-in on how assignments are going and see if any tweaks are needed.
- Two purposes:
 - Make sure it's working and make adjustments so it is
 - Build staff's critical thinking and collaborative problem-solving, which is part of sustainment

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Contact Information

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Questions?

If you have any questions regarding this presentation, please email them to TQM@dads.state.tx.us