



Podcast Show Notes

Making Sense of Dollars and Cents: Staffing Skills for Nurse Leaders

Before you take a seat at the healthcare leadership table, you'll need to be prepared with knowledge and skills that aren't typically taught in nursing school. In this series, you'll gain practical tips to help you develop – and showcase – your business acumen.

This CE course is relevant to nursing and advanced practice nursing professionals.

Episode 2 – Remedies for Workforce Woes, Part 2

Are you stumped for ways to avoid the high costs of travelers on your team – or to keep your current staff from jumping to the traveler life? A nurse-leader-turned-healthcare-finance-expert offers ideas, along with the initial how-to's for developing an effective staffing plan.

Guest

Pamela Hunt, MSN, RN, NEA-BC, FAAN

- Independent healthcare consultant specializing in productivity, quality and safety, improved organizational performance, caregiver engagement, leadership competence, talent development, and team building
- Associate Faculty, Indiana University School of Nursing and Kelly School of Business
- Nursing Management Conference Chair for Wolters Kluwer in Philadelphia, Pennsylvania
- Former Vice President of Patient Care Services for Community Health Network, Community Hospital North in Indianapolis, Indiana

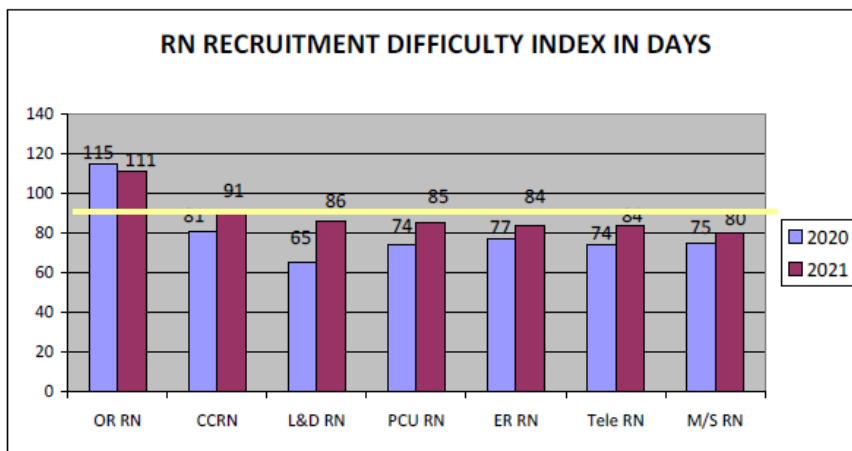
Host

Faith Roberts, MSN, RN

- Former Executive Director of Spiritual Care and Environmental Services for Carle Health in Urbana, Illinois
- Former Executive Director of Magnet, Pathway to Excellence, Professional Practice, Pastoral Care, and Faith Community Nursing at Carle Foundation Hospital and Carle Physician Group in Urbana, Illinois

Episode Key Points

Workforce Challenges



Workforce Projections

- Hospital growth continues to trend up with 40% of hospitals projecting to increase their RN complement.
- Overtime, internal resources pools, and critical-need pay are at an all-time high.
- Travel nurse rates have jumped more than 200% and premiums remain elevated.
- Hospitals are spending 62.5% more for travel RNs than they did at the beginning of 2020.
- For every 20 travel RNs eliminated, a hospital can save an average of \$3,084,000.

Workforce Opportunities – Think Upstream

- Talent acquisition team (Hospitals expect to grow workforce but often do not recognize the need to expand the recruitment team.)
- Relationships with universities, clinical rotation offerings
- Staff/leaders serving as adjunct faculty to create interests and connection
- Marketing at community and school events
- Enhanced orientation and onboarding:
 - Virtual for nonclinical components
 - Saturday/evening opportunities
- Varied shift times: 4/8/10/12
- Unlicensed personnel as support in all areas

- Temporary licensure for individuals who are currently licensed in another state
- Financial wellness programs

Workforce Opportunities – Curtail Travel Resentment

- Offer money to the current staff first. Suggestion: Cap the number of hours.
- Build relationships with universities for clinical rotation offerings.
- Make retention, recruitment, and hiring plans transparent, visible, communicated, and updated.
- Consider actions to discourage current members from leaving to travel. Do not hire travelers who:
 - Live within a 50-mile radius.
 - Have worked for the organization for more than 1 year.
- Involve current caregivers in hiring decisions.

Workforce Opportunities – Consider Pay Practices/Incentives

- Creative practices with targeted needs
- Expensive and risk of entitlement when need has passed
- Is everyone working at the top of their license?
- Strong medical staff leadership and administrative collaboration
- Staff engagement and resilience

Functions of the Budget

- Planning
- Management of ongoing activities
- Control of spending

Functions of the Staffing Budget

- How many
- Productivity
- Costs

Care Team Composition

- RN
- LPN
- NA
- Transporters
- Lift team
- Phlebotomy
- Case managers
- Pharmacists
- Social workers
- Physicians

Calculating Full-Time Equivalents (FTEs)

- 40 hours per week or 80 hours per pay period
- 1 FTE = 2,080 hours per year

- Hours/day multiplied by number of days worked per week = hours/week, divided by 40 hours = amount of FTE worked

Example:

- 8 hours/day x 3 days/week = 24 hours/week
- 12 hours/day x 3 days/week = 36 hours/week
divided by 40 hours = .9 FTE

Points of Census for 30 Days

29	28	25	22	15
28	27	25	20	15
28	27	24	20	
28	27	24	20	
28	25	24	17	
28	25	22	16	
28	25	22	16	

Mean: 23.6 Median: 25 Mode 28

Mean/Median/Mode

Census	Frequency	Overstaffed	Understaffed
Mean-24 (average)	3 days	11 Days	16 days
Median-25 (data point in the middle of the data points)	5 days	14 days	11 days
Mode-28 (most frequently occurring)	7 days	22 days	1 day

References

- Fox, E. R. (2020). Budgeting in the time of Covid-19. *American Journal of Health-System Pharmacy*, 77(15), 1174-1175. <https://doi.org/10.1093/ajhp/zxaa185>
- Hill, K., Higdon, K., Porter, B., Rutland, B., & Vela, D. (2016). Preserving staffing resources as a system: Nurses leading operations and efficiency initiatives. *Nursing Economics*, 33(1), 26-35.
- Hunt, P. (2018). Developing a staffing plan to meet inpatient unit needs. *Nursing Management*, 49(5), 25-31.

- Hunt, P., & Hartman, D. (2018). Meeting the measurements of inpatient staffing productivity. *Nursing Management*, 49(6), 27-33.
- Jones, C., Finkler, S., Kovner, C., & Mose, J. (2019). *Financial management for nurse managers and executives*. Elsevier.
- Malloch, K. (2016). Measurement of nursing's complex health care work: Evolution of the science for determining the required staffing for safe and effective patient care. *Nursing Economics*, 33(1), 20-25.
- Stöß, C., Steffani, M., Kohlhaw, K., Rudroff, C., Staib, L., Hartmann, D., Friess, H., & Müller, M. W. (2020). The COVID-19 pandemic: Impact on surgical departments of non-university hospitals. *BMC Surgery*, 20(1). <https://doi.org/10.1186/s12893-020-00970-x>
- Tempero, M. (2020). Lasting effects of Covid-19: Reimbursement reform? *Journal of the National Comprehensive Cancer Network*, 18(11), 1435. <https://doi.org/10.6004/jnccn.2020.0054>
- Ward, W. (2016). *Health care budgeting and financial management*. Praeger.
- Welton, J., & Harper, E. (2016). Nursing care value-based financial models. *Nursing Economics*, 33(1), 14-19.

Resources

[2021 NSI National Health Care Retention & RN Staffing Report](#)

[Agency for Healthcare Research and Quality](#)