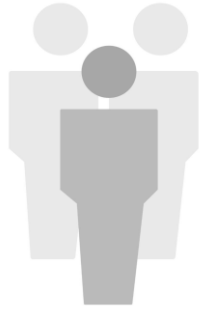




Hospital Staffing Pools That Rule!

# Pools That Rule

# HS4HS



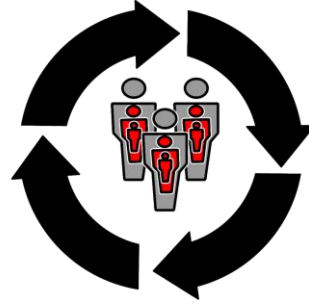
Per diems to cover planned vacations, FMLA and vacancies



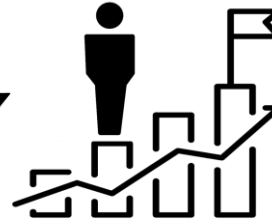
A mix of full-time, part-time and PRN staff, assigned in teams and supervised



A smaller core of experienced, multi-licensed and cross-trained staff, also members of the float pool.



Coverage with experienced staff, fixed or rotated, across all shifts, and call rotation shared amongst most crew members



A longer career / clinical ladder that starts earlier and ends higher



Competitive market and premium pay



Each shift has a lead / charge / supervisor, and these are developed to manage both their team and the department's pool effectively



Policy and procedure for filling all staffing holes ahead of time

Develop your hospital staffing pools, manage your pools with respect and support, and your pools will provide reliable, available, flexible and easily accessible staff.

Calculations for the appropriate sizing of each element from your existing history with turnover, recruiting is both a science and art to establishing the most efficient and effective pool. We can help![www.hs4hs.org](http://www.hs4hs.org)



## Per Diems to cover planned vacations, FMLA and vacancies

In recent years a mistaken trend has been to reduce per diems in an effort to cut labor cost. This has left many departments without adequate coverage, countless management hours wasted filling holes, and added stress to staff with unexpected gaps in team support.

Per diems have their limits as many have part or full-time jobs elsewhere. However, they are a very important part of your staffing pool and planned PTO coverage.



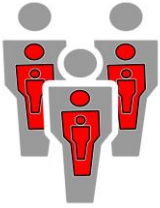
## A mix of full-time, part-time and PRN staff

A core of full-time professional experienced positions ready to float to assist where needed, with the knowledge to mentor and develop less experience staff, required on each shift, combined with a contingent of permanent part-time and PRN positions for flexibility.

### Mix It Up

For example, one full-time vacant position can become two 0.5 positions to improve coverage and flexibility. These positions have flexibility rules built-in, so that the employee may be asked to flex up to 0.7 or 0.8 during high demand or high vacancy periods, and as low as 0.3 during low census, low volume periods. These rules include an average FTE level promise over a quarterly or six-month period.

## The Core Crew



A smaller core of full-time, experienced, multi-licensed and cross-trained staff who can represent management and mentor on all shifts, rotate to maintain competencies of all crew, float where needed, and who share call rotations with all staff.

## A Longer Ladder



Career / Clinical ladders that start earlier, invest more in education, encourage multi-licensed and cross-trained staff for reliability, collaboration, morale and service. For example, each ladder starts with a trainee, such as Phlebotomist or Nursing Assistant, and progresses to higher career stages, such as DCLS, DNP, PharmD, MBA, and PhD, which includes full education reimbursement for each stage.

## Pay For Experience and Flexibility



Base rate and premium pay practices adjusted as needed to make part-time and PRN positions more attractive, while still less expensive than agency or overtime pay.

## Front-Line Charge / Supervisory Management



Investment in front line management and their development, so they can develop and run the pool effectively. Reward these positions with appropriate higher pay scales than front line staff.



## Policy and procedure for filling all staffing holes ahead of time

### Before The Day Of

#### (Anticipated Gaps)

1. Float available crew to cover
2. Shift bidding
3. Assign shift extensions to existing scheduled part-timers
4. Assign shift extensions to PRN positions
5. Rotate core crew
6. Assign over-time to full time crew
7. Find available agency



### On The Day Of

#### (Unanticipated gaps or volume spikes (Flex Up), significant volume reductions (Flex Down))

1. Float available crew to cover
2. Lengthen or shorten scheduled shifts (Flex up or down as needed) for PRNs
3. Existing scheduled part-timers
4. Existing scheduled full-timers
5. Supervisors / Leads / managers assist on the Line for key peak-need hours
6. Call in assistance from the on-call pool (Flex Up)

