

Redesigning of a Home Health Care Scheduling Process A Pilot Study

Patricia Miller
Ferris State University



Project Overview

- Improving employee satisfaction and reducing staff turnover.
- The turnover rate for Visiting Nurse Association for the past 12 months is 20.3%.
- The national average turnover rate for hospital-based nurses in 2010 was 14.6% (NSI Nursing Solutions, Inc., 2011).
- High turnover rates and staff dissatisfaction related to staff scheduling and communication issues



Project Overview

- New scheduling process to improve consistency and communication.
 - Regions divided – North/South
 - Scheduler assigned to each region
 - Nurses assigned to one scheduler for all scheduling needs.
- Pilot Study
- Employee Satisfaction Questionnaires



Project Goals and Objectives

- Goal: To create and trial, by means of a one-week pilot study, a new scheduling process to improve communication and employee satisfaction as evident by positive employee feedback at the close of the project.
- Objectives – step by step, measurable process to obtain baseline data of employee satisfaction, design and implement a new scheduling process, obtain staff feedback, and present data and project summary.



Quality and Safety

- There is a direct correlation between employee satisfaction and patient satisfaction and safety.
- Studies have concluded that unsatisfied health care employees negatively affect the quality of care which adversely affects patient satisfaction (Peltier & Dahl, 2009).
- Patient safety is also compromised when care is provided inconsistently by several different nurses.



Process and Progress

- Initial task was the development of my interdisciplinary project team.
 - Team consisted of a clinical manager, nurse, scheduler, and intake technician.
- Research of literature and home care scheduling policies and procedures.
- Development of a pilot study group.
- Design and administer a satisfaction questionnaire prior to pilot study trial.



Process and Progress

- Redesigning of scheduling process and education of scheduling staff.
- Pilot study – One week trial
- Design and administer feedback questionnaire at the completion of the pilot study.
- Compile results of pilot study and meet with staff for summary.



Completion

□ Limitations:

- Length of pilot study
- Lack of participants completing questionnaires.
 - Return of 11 out of 36 staff satisfaction surveys
 - Return of 10 out of 36 feedback questionnaires

□ Results:

- Employee satisfaction survey
 - 70% reported being satisfied with their job
 - 60% reported being unsatisfied with current scheduling process
- Pilot study feedback
 - 75% preferred the new scheduling process



Ethical/Professional Issues

- An issue encountered during the pilot study was the absence of a member of the project team and a member of the pilot study group.
 - Education had to be provided for the replacement member of the study group.
- The scheduling department felt that the new scheduling process created separation among them and decreased collaborative team work.



Lessons Learned

- Team work is integral to the management of a project.
 - Delegation
 - Conflict Resolution
 - Problem Solving
 - Communication
- Team members emulate the behavior they see coming from the leader, so it's important for the leader to set the example they would like the team members to follow (Heldman, 2005).



Lessons Learned

- Leadership and management skills are critical to a project's success.
- Leaders are inspiring and lay out the overall direction of a project while managers complete tasks, create plans, and monitor performance.
- Successful project managers need both of these skills.

(Heldman, 2005)



References

- Heldman, K. (2005). *Project Management Jump Start*. San Francisco, CA: John Wiley & Sons.
- NSI Nursing Solutions, Inc. (2011). 2011 National healthcare and RN retention report. Retrieved from www.nsinursingsolutions.com.
- Peltier, J. & Dahl, A. (2009). The relationship between employee satisfaction and hospital patient experiences. *Forum: For People Performance Management and Measurement*. April 2009.