Purpose

To describe how nursing was able to increase RN hours projected from a productivity program in finance using NDNQI quarterly data and explain how the increase correlates with the RN satisfaction survey data.

Significance

This presentation describes how one organization used NDNQI data to influence health system executives to increase nursing hours using NDNQI data.

Strategy & Implementation

 Nurse Managers worked with Finance & Premier to establish productivity benchmark for nursing

HOUR / Unit of Service



Change in Strategy

- Nursing not satisfied with benchmark
 Chief Nurse Executive (CNE/VP) intercedes
 with executive team to use Nursing Quality
 Indicators (NDNQI)
- Finance administrators evaluated impact of changes on financial goals / developed standards accepted by patient care areas

Evaluation

- Hours increased on inpatient units
- Managers allowed to hire more RNs
- Vacancy rates / turnover decreased overtime to 1.6% in June 2009
- RN's report less frustration in staffing levels
- Increase in RN satisfaction scores

	GENESIS DAVENPORT		GMC 2009	ACTUAL		CMC Advanced	Premier							
	PATIENT CARE AREAS			12/1/07 thru 11/30/08	PREMIER	GMC Adjusted	Benchmari Median	COMPARATIVE D	ATABASE USED					
		Volume Total Worked FTE per	20768	10916										
С	Cardiac Rehab	Premier Definition Direct Hrs/UOS	0.90	10.67				-		ienesis Nurse Staffi compared to Premie cenchmarks and ND NDNQI 6.70 7.44 8.38 9.28 NDNQI 6.94 7.67 8.57 9.44 NDNQI 6.94 7.67 8.57 9.44 NDNQI 13.04 14.29 16.07 18.04 NDNQI 13.04 14.29 16.07 18.04				
		Total Prod Hrs/UOS	1.16	1.20										
		Volume Total Worked FTE per	33687 42.27	17402 37.57	29565	No change		1						
*	Emergency East	Premier Definition Direct Hrs/UOS	2.24		2.69									
		Total Prod Hrs/UOS Volume	2.61 42310	2.64 22135	2.89 37595		2.71		Cana	cic	. NI.	IIKC	~ C	taffing ha
	Emergency West	Total Worked FTE per Premier Definition	45.06	41.78	46.81	No change		1 I '	gene	:212	INI	urs	e 2	tailing no
	Emergency West	Direct Hrs/UOS	1.92		2.44		4.00							
		Total Prod Hrs/UOS Volume	2.22 21388	2.31	2.59		2.58		comr	nar	'ed	to	Pr	omior
c	Dialysis	Total Worked FTE per Premier Definition	37.81	33.63					וווסי	Jui	Cu			CiliiCi
		Direct Hrs/UOS Total Prod Hrs/UOS	3.05 3.68	3.52					h	L		.l.a		A NOMOLO
		Yelume Total Worked FTE per	4892	3624					penc		lar	KS	an	a nunui va
x	Bariatrics	Premier Definition Direct Hrs/UOS	7.34	6.27										
		Total Prod Hrs/UOS	3.12	2.12										
		Volume Total Worked FTE per	8607 7.39	4749 6.46										
L	Wound Ostomy	Premier Definition Direct Hrs/UOS	1.28					-						
		Total Prod Hrs/UOS Volume	1.79 5126	1.67 4533	5804	5110						1	-	
*	Oncology	Total Worked FTE per Premier Definition	23.83	23.00	32.37	27.32			NDNOI	6.70	7.44	8.38	9.28	
	6/	Direct Hrs/UOS Total Prod Hrs/UOS	8.31 9.67	10.55	9.58 11.53	9.28	9.96	8.38 / 9.28*						
		Volume	8029	6749	8030	8030	7.70						\Box	
*	Orthopaedics	Total Worked FTE per Premier Definition	40.13	35.13	42.10	44.14			NDNQI	6.94	7.67	8.57	9.64	
		Direct Hrs/UOS Total Prod Hrs/UOS	8.83 10.40	10.83	9.11	9.64 11.43	10.60	8.57 / 9.64*			<u></u>			
		Volume Total Worked FTE per	11863	11405	10950	11863								
N	Rehab	Premier Definition	54.59 8.40	52.18	49.52 8.35	54.90 8.47			NDNQI	6.12	6.87	7.87	9.04	
		Total Prod Hrs/UOS	9.57	9.52	9.41	9.63	9.17							
	SICU	Volume Total Worked FTE per	2555	2749	2555 28.55	2555 26.96								
W		Premier Definition Direct Hrs/UOS	16.46		15.27	16.44		16.07 / 18.04*	NDNQI	13.04	14.29	16.07	18.04	
		Total Prod Hrs/UOS Volume	22.00 9854	21.60 9881	23.24 10220	21.95 10220	20.16					<u> </u>		
*	Surgical Specialty	Total Worked FTE per Premier Definition	51.27	52.86	51.15	53.93			NDNQI	6.94	7.67	8.57	9.64	
		Direct Hrs/UOS Total Prod Hrs/UOS	9.40 10.82	11.13	8.96 10.41	9.44 10.98	10.74	8.57 / 9.64*						
		Volume	1826	1957	1825	1825	10.1							
*	wicu	Total Worked FTE per Premier Definition	18.28	20.21	19.19	19.24			NDNQI	13.04	14.29	16.07	18.04	
		Direct Hrs/UOS Total Prod Hrs/UOS	15.60 20.82	21.48	16.18	16.14	20.62	16.07						
		Volume Total Worked FTE per	15233 77.70	73.01	2304 77.31	78.44		Association of Women	n's Health. Obstetrics an	l Neonatal Nu	ses (AWHO)	NN)	3:1.	
*	BirthCenter	Premier Definition Direct Hrs/UOS	70.10		61.96	61.30								
		Total Prod Hrs/UOS Volume	10.61 866	10.76 786	69.80 1620	70.81 1620	60.90						-	
*	CVOR	Total Worked FTE per Premier Definition	11.72	12.08	10.62	10.62								
		Direct Hrs/UOS Total Prod Hrs/UOS	28.10 28.15	31.97	12.88	12.88 13.64	13.61							
	GENESIS DAVENPORT						Premier							
	PATIENT CARE AREAS				PREMIER	GMC Adjusted	Benchmari Median	COMPARATIVE D	ATABASE USED					
		Volume Total Worked FTE per	5196	4847	5004	5004		1:3 ratio patient over						
*	OPCC -W	Premier Definition Direct Hrs/UOS	3.05	11.09	8.49	12.06		patients. — 1:2 ratio - 5 years of age and under or the initial admission of patient post procedure - two days a week						
		Total Prod Hrs/UOS	4.61	4.76	3.53	5.01	3.53	ENT on west campus. All the MAC PATIENT American Society of P	'S ON EAST.	EN) Standards	patient over 5	years Advaki	Standards	
		Volume Total Worked FTE per	5746 10.69	9.64	4860 8.75	4860 11.54								
*	OPCC-E	Premier Definition Direct Hrs/UOS	3.34		2.91	3.85		patients. — 1.2 ratio - 5 years of age and under or the initial admission of patient post procedure - two days a week _ENT on west campus.						
		Total Prod Hrs/UOS Volume	3.87 5609	3.89 4858	3.73 6600	4.94 6600	3.73	All the MAC PATIENT	'S ON EAST.					
*	Operating Room	Total Worked FTE per Premier Definition	35.48	30.88	28.34	28.34								
	East	Direct Hrs/UOS Total Prod Hrs/UOS	10.80	13.22	7.36 8.93	7.36 9.02	8.93	Hrs/UOS 3.8-23.8"						
		Volume	4547	4401	7956	7956	5.73						$\neg \neg$	
*	Operating Room West	Total Worked FTE per Premier Definition	30.44	27.07	32.60	32.60						ers except for e	ducation	
		Direct Hrs/UOS Total Prod Hrs/UOS	11.98	12.79	7.40 8.53	7.40 8.62	8.53							
		Volume Total Worked FTE per	2707 5.87	1456	2707 5.96	No change		Comparison to	mity bossissis End- 11	- Disection	OSIauriira	id-noise 4 30 ·	linh 75 Mil	
*	Endoscopy	Premier Definition Direct Hrs/UOS	3.99	5.71	4.58	140 change							-gir / ⊃ Pild•	
		Total Prod Hrs/UOS Volume	4.51 4	4.55 1807	4.94 4373		6.00						-	
*	PACU East	Total Worked FTE per Premier Definition	4.32	3.86	3.94	No change								
•	PACO Edist	Direct Hrs/UOS	2.09	2	2.21		2.25	Mid-range for Direct C	Care hrs/UOS 3.6-4.6	otal H/UOS - I	ow 1.3, Mid-po	oint 4.75, High	8.2	
		Total Prod Hrs/UOS Volume	2.23 4779	2.61	2.35 3394		2.39	-						
*	PACU West	Total Worked FTE per Premier Definition	4.50	4.17	4.46	No change								
		Direct Hrs/UOS Total Prod Hrs/UOS	1.84	2.35	2.21		2.39	Ind-range for Direct (.a.e 1115/UU3 3.6-4.6	ouai FirUUS - I	ow 1.3, Mid-po	ant 1./3, High∶	v.4	
		Volume	2738	1929										
N	PICU	Premier Definition	13.16	13.96				-						
		Direct Hrs/UOS Total Prod Hrs/UOS	9.46	8.87	10.48	10.00								
	Cardiac Cath	Volume Total Worked FTE per	8737 30.13	31.72										
L		Premier Definition Direct Hrs/UOS	6.28											
		Total Prod Hrs/UOS Volume	7.17 46318	7.60 57956										
	1	Total Worked ETE nee												

What Goes Down Must Come Up





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Increasing Total Nursing Hours
Based on NDNQI Data

