An Innovative Approach to Fiscal Stewardship:

CNO and Clinical Nurses Collaborating To Improve Staffing

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Objectives

- Discuss the importance of clinical nurse input and participation in the budget process.
- Define strategies to successfully acquire nursing resources.
- Review the outcomes from the acquisition of resources.
The University of Pennsylvania Health System was created in 1993 and consists of five hospitals (Hospital of the University of Pennsylvania, Penn Presbyterian Medical Center, Pennsylvania Hospital, Chester County Hospital, Lancaster General Hospital), a faculty practice plan, a primary care provider network, multi-specialty satellite facilities, home care, hospice and a nursing home.

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
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<tr>
<td>Licensed Beds</td>
<td>1,893</td>
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<tr>
<td>Total Employees</td>
<td>24,293</td>
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<td>Total Revenue</td>
<td>$4.9 Billion</td>
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<td>Admissions</td>
<td>83,994</td>
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<td>Physicians</td>
<td>2,846</td>
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<td>Nurses</td>
<td>5,563</td>
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Pennsylvania Hospital - The Nation’s First

- The Nation’s first hospital founded by Benjamin Franklin and Dr. Thomas Bond.

- 520-bed acute care facility that provides a full range of diagnostic and therapeutic medical services.

- 2,633 Total Employees

- 980 Registered Nurses

- Over 29,000 inpatient admissions and 115,000 outpatient visits each year, including over 4,708 births.

- Expanding programs for cancer, cardiac care, bloodless medicine and surgery.
Background

- Hospital was in the midst of a financial turnaround
- Nurse Staffing and Nurse Sensitive Indicators underperformed compared to the benchmark
- The current budget process did not include clinical nurse involvement
Development of an Exemplary Professional Practice (EPP) Team including Clinical Nurses as a Framework for Prioritizing and Advocating for Resources

- **Purpose of Team** - To Create a Multiyear Staffing Effective Workforce Plan that supports the achievement of excellence in delivering high quality care

- **Team Included**: Chief Nursing Officer, Clinical Nurses, the Magnet Program Director, Director of Nursing Professional Practice, Education and Quality, the Director of Research and Evidence Based Practice, Clinical Directors, Nurse Managers, Chief Financial Officer, Finance Department, Human Resources and a Nurse Recruiter
An EPP team with clinical nurse involvement uses an evidence based framework to improve quality of care and the work environment by improving nurse staffing.
Review of Trended Data

- Weekly EPP team meetings

- Subgroups developed to explore hospital’s nurse staffing related to benchmark data
  - ADT and National Advisory Board
  - Action OI
  - NDNQI (Staffing and Nurse Sensitive Indicators)
    - Best demonstrated the need for additional resources to improve outcomes
Staffing Effectiveness Tool

- Developed a report comparing RN staffing to patient outcomes, patient satisfaction and RN satisfaction
- Active document updated quarterly
- Proved there was correlations between staffing and outcomes
- Foundation of team’s work
# Staffing Effectiveness Tool

## Pennsylvania Hospital Report on Staffing Effectiveness

<table>
<thead>
<tr>
<th>Unit</th>
<th>Avg Total Nursing Hours/BM (Qtr Rank)</th>
<th>Falls BM</th>
<th>Quartile Rank SD</th>
<th>Conv with RN (% Rank)</th>
<th>BM</th>
<th>Quartile Rank SD</th>
<th>HAPU</th>
<th>BM</th>
<th>Quartile Rank SD</th>
<th>Restraints BM</th>
<th>Quartile Rank SD</th>
<th>Injury Assaults BM</th>
<th>Quartile Rank SD</th>
<th>CAUTI BM</th>
<th>Quartile Rank SD</th>
<th>CLABSI BM</th>
<th>Quartile Rank SD</th>
<th>PIV Infiltrate BM</th>
<th>Quartile Rank SD</th>
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<th>CAUTI BM</th>
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<td>4 Cathcart</td>
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**Note:** This table provides a summary of staffing effectiveness metrics across various units, including average total nursing hours, falls, and various quality indicators such as HPPD, admission with RN (%), and CLABSI, among others. Each unit is compared against quartiles and standard deviations to assess performance.
Strategic Partnership

- Partnership at the Senior Leadership and Board Room Level

- Organization’s Financial State of Health:
  - Budgeted to lose $23,000,000

- EPP Team Request To Support Patient Care:
  - $4,000,000
Nurse Presentations to Hospital Executives

- Nursing Research scholars co-authored a Research Brief with Dr. Linda Aiken entitled *Economic Value Of Improving Nurse Staffing*

- Professional Practice Implementation Consultant presented *Nursing Quality: The Value Equation*
Acquisition of Nursing Resources

47.81 RN and PCT FTEs added

- Improved RN Satisfaction
- Improved Patient Satisfaction
- Improved Nurse Sensitive Indicators
  - Falls with Injury
  - HAPU
  - ANCC Magnet Recognition
Outcomes - Patient Satisfaction
Outcomes - Nurse Satisfaction

Nurse Satisfaction
Job Satisfaction Survey-Revised

---|---------------------|---------|----------------|-------------------|-------------------|------|-----------|-------------------|--------------------------------------|--------------------------------------
PAH | Magnet BM
Sharing Knowledge of the Budget Process

- **Annual Budget Conference, “Nurses Leading Change: Making Cents of The Budget Process”**
  - Co-led by CNO and Clinical Nurse from EPP Team
    - **Inaugural Conference** - Provide nurses with knowledge about how resources are allocated in the hospital
    - **2nd Annual Conference** - Sharing Outcomes of the Work of the EPP team

**Conference Attendees** - Clinical Nurses, Nurse Leaders, Inter-professional Staff, Senior and Nurse Leadership from across the Health System, and faculty and students from the School of Nursing
Thoughts from the Bedside

teamwork

support

improved-outcomes
increased-confidence
new-positions

improved-satisfaction
less-burnout
improved-patient-satisfaction

improved-ratios
divert-hours
improved-wait-time
decreased-wage

decreased-falls
decreased-infections
decreased-floating
better-ratios

more-time-at-bedside
more-time-with-patient

staff
Moving Forward:

Continue to Keep the **MAIN THING** the **MAIN THING**!

- EPP team continues to meet with clinical nurses from each division

- Embedded into culture

- Evolving process to meet the needs of the hospital as healthcare demands advance over time
Contact Information

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