



Safe Nurse Staffing:
Looking Beyond
the Raw Numbers

How do you know if you're getting the best of care? It's not always easy to tell. But there are some signs to look for. For example, if you're a patient, you should feel like you're being listened to. And if you're a family member, you should feel like you're being kept in the loop. And if you're a healthcare provider, you should feel like you're being supported. These are all signs that you're getting the best of care. And if you're not seeing these signs, it might be time to look for a new healthcare provider.

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Safe Nurse Staffing Looking Beyond The Raw Numbers 2009 4

Harry D. Levine, P. Joseph Phillip



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Emergency Care and the Public's Health Jesse M. Pines, Jameel Abualenain, James Scott, Robert Shesser, 2014-05-27 As US health care systems undergo a period of transformative change so too will emergency care and more specifically emergency departments This transformation will include The development of new diagnostic therapeutic and information technologies A growing need to prepare and respond to emerging public health threats The expansion of the role of allied health professionals to address the workforce crisis Novel expectations for care coordination The fundamental economics of emergency care under new payment models and The key relationship with American law *Emergency Care and the Public's Health* explores the complex role of emergency care in the context of these changes and as an increasingly vital component of health care systems both within and outside the US From an expert emergency medicine team this new title is a reference for emergency care and critical care providers allied health professionals and hospital administrators It is also for relevant for public policy and healthcare policy professionals

Safety in Numbers Suzanne Gordon, John Buchanan, Tanya Bretherton, 2008 This work shows how hospital cost cutting and layoffs in the 1990s have created larger workloads and deteriorating conditions for both nurses and their patients leading nursing organizations to embrace staffing level regulation

Principles for Nurse Staffing, 1999 *Nurse Staffing and Patient Classification* Elizabeth Nancy Lewis, Patricia Vince Carini, 1984

[The Nurse Manager's Guide to Innovative Staffing, Third Edition](#) Jennifer Mensik Kennedy, Brienne Sandow, 2024-06-20 This book provides a comprehensive overview of staffing from budgeting to scheduling daily staff adjustments and data analytics It serves as a wonderful resource for both practical approaches and innovation in nurse staffing Marla J Weston PhD RN FAAN CEO Weston Consulting LLC Past CEO American Nurses Association This remarkable book sets the standard for leading practices with staffing and scheduling Karlene M Kerfoot PhD RN FAAN Chief Nursing Officer Symplr These two authors have developed an amazing book that will fulfill two major purposes an orientation guide for new nurse managers and a refresher for experienced nurse manager as they ponder the staffing implications of a new model of care Rhonda Anderson DNSc h MPA RN FAAN LFACHE FACHT Consultant Surveyor Global Healthcare Accreditation The safe staffing crisis now facing the nursing profession is further amplified by the nurse shortage and continuing fallout from the COVID 19 pandemic There are no easy answers but there are resources that can help In this book readers will find Detailed staffing plan policy and delivery model examples Turnkey calculation worksheets for full time equivalencies FTEs PTO and productive vs nonproductive time Sound strategies for introducing new processes and technology Real world staffing experiences from frontline managers Staffing and scheduling plans optimized for rural and critical access hospitals

TABLE OF CONTENTS Part 1 Understanding Staffing Chapter 1 Nursing Fundamentals for Staffing Chapter 2 The Current State of Staffing Part 2 Researching Operating Safe Staffing Principles and Practices Chapter 3 Start with Understanding Your Unit's Care Delivery Model Chapter 4 Maximize the Capacity and Capabilities of Your RN

Workforce Chapter 5 Empower All Disciplines to Practice to Their Full Scope Chapter 6 Recognizing Manage and Minimize Your Variability Chapter 7 Target Technology That Improves Staffing and Outcomes Chapter 8 Pulling Your Data Together Part 3 Staffing Tools and Models Chapter 9 Innovative Care Delivery Models Chapter 10 Outside the Hospital Walls Chapter 11 Examples of Staffing Plans Policies and Committees Epilogue Evidence-based standards for measuring nurse staffing and performance ,2004 The advisory committee members are acknowledged for their guidance in the development of the data collection tools and for their assistance in interpreting the results and their input on the feasibility of collecting significant data elements on an ongoing basis The evidence supports the need for a significant change in the way organizations view costs and suggests that the emphasis on cost of inputs should shift to the cost of outputs and the quality of care Rationale Ratings of improved quality of patient care over the past year are 915 percent more likely when nurses report good excellent quality of nursing care and are 40 percent more likely for every 10 percent increase in degree prepared nurses on the unit However intent to leave is 97 percent less likely for every 10 percent increase in proportion of nurse ratings of improved quality of nursing care on unit 58 percent less likely when nurses are satisfied and 51 percent less likely when nurses work full time Since data in this study were collected at both the hospital unit level and at the individual nurse and patient level a multilevel approach to the analysis was proposed as a way to better account for the possible clustering of effects within hospitals **Nursing Staff in Hospitals and Nursing Homes** Institute of Medicine,Committee on the Adequacy of Nursing Staff in Hospitals and Nursing Homes,1996-04-27 Hospitals and nursing homes are responding to changes in the health care system by modifying staffing levels and the mix of nursing personnel But do these changes endanger the quality of patient care Do nursing staff suffer increased rates of injury illness or stress because of changing workplace demands These questions are addressed in Nursing Staff in Hospitals and Nursing Homes a thorough and authoritative look at today s health care system that also takes a long term view of staffing needs for nursing as the nation moves into the next century The committee draws fundamental conclusions about the evolving role of nurses in hospitals and nursing homes and presents recommendations about staffing decisions nursing training measurement of quality reimbursement and other areas The volume also discusses work related injuries violence toward and abuse of nursing staffs and stress among nursing personnel and examines whether these problems are related to staffing levels Included is a readable overview of the underlying trends in health care that have given rise to urgent questions about nurse staffing population changes budget pressures and the introduction of new technologies Nursing Staff in Hospitals and Nursing Homes provides a straightforward examination of complex and sensitive issues surround the role and value of nursing on our health care system Nurse Staffing Methodology Myrtle Kitchell Aydelotte,1973 Almost 200 references and lengthy critiques to books journal articles reports theses term papers guides manuals and pamphlets Arranged by format Entries include bibliographical citation review annotation covering purpose rationale sample instrument procedure and results and

critique Glossaries of research health care and general terms Miscellaneous appendixes including bibliography of over 1000 citations No index *The Effect of Hospital Nurse Staffing on Patient Health Outcomes*, 2010 Hospitals are currently under pressure to control the cost of medical care while at the same time improving patient health outcomes These twin concerns are at play in an important and contentious decision facing hospitals choosing appropriate nurse staffing levels Intuitively one would expect nurse staffing ratios to be positively associated with patient outcomes If so this should be a key consideration in determining nurse staffing levels A number of recent studies have examined this issue however there is concern about whether a causal relationship has been established In this paper we exploit an arguably exogenous shock to nurse staffing levels We look at the impact of California Assembly Bill 394 which mandated minimum levels of patients per nurse in the hospital setting When the law was passed some hospitals already had acceptable staffing levels while others had nurse staffing ratios that did not meet mandated standards Thus changes in hospital level staffing ratios from the pre to post mandate periods are driven in part by the legislation We find persuasive evidence that AB394 did have the intended effect of decreasing patient nurse ratios in hospitals that previously did not meet mandated standards However our analysis suggests that patient outcomes did not disproportionately improve in these same hospitals That is we find no evidence of a causal impact of the law on patient safety

Staffing Management and Methods AONE Series, 2000-04-07 No other resource can affect patient care as much as nurse staffing With this indispensable guide nurse managers will increase the precision around nurse staffing by assessing new designs and implementing new approaches **Nurse Staffing 101** Lauri

Lineweaver, Ph.d., Ana, 2013-01-01 Nurses are often required to work long hours and night shifts Increased workloads often lead to job related burnout job dissatisfaction and increased risk for patient safety As a nurse manager or charge nurse you are challenged with achieving appropriate levels of nurse staffing to achieve quality outcomes ANA's new Nurse Staffing 101 A Decision making Guide for the RN contains tools to help you develop effective and facility specific approaches to optimal staffing decisions and plans It covers the essential topics Historical and political setting of safe staffing Workplace safety and quality considerations Examples of professional nursing practice models Staffing at the organizational level in terms of workload variances Current practices and possible solutions for determining and achieving the requisite staffing levels and measureable quality outcomes As an added bonus the guide contains a handy summary checklist based on ANA's Principles for Nurse Staffing 2012 to assist with the decision making process Research on Nurse Staffing in Hospitals Eugene Levine, 1973 Factors Affecting Staffing Levels and Patterns of Nursing Personnel Harry D. Levine, P. Joseph Phillip, 1975

The effect of hospital nurse staffing on patient health outcomes : evidence from California's minimum staffing regulation Andrew C. Cook, 2010 Hospitals are currently under pressure to control the cost of medical care while at the same time improving patient health outcomes These twin concerns are at play in an important and contentious decision facing hospitals choosing appropriate nurse staffing levels Intuitively one would expect nurse staffing ratios to be

positively associated with patient outcomes If so this should be a key consideration in determining nurse staffing levels A number of recent studies have examined this issue however there is concern about whether a causal relationship has been established In this paper we exploit an arguably exogenous shock to nurse staffing levels We look at the impact of California Assembly Bill 394 which mandated minimum levels of patients per nurse in the hospital setting When the law was passed some hospitals already had acceptable staffing levels while others had nurse staffing ratios that did not meet mandated standards Thus changes in hospital level staffing ratios from the pre to post mandate periods are driven in part by the legislation We find persuasive evidence that AB394 did have the intended effect of decreasing patient nurse ratios in hospitals that previously did not meet mandated standards However our analysis suggests that patient outcomes did not disproportionately improve in these same hospitals That is we find no evidence of a causal impact of the law on patient safety

Principles for Nurse Staffing, 2012 **Staffing Analyzer** Laura Cook Harrington, 2004 Nurse shortages and increased government scrutiny on how staffing levels affect patient safety mean it's more important than ever to collect and report accurate data Now nurse managers have a new tool to help them put their staffing level issues under the microscope analyze and present complete data and devote more of their time to managing the clinical and operational demands of their departments This workbook and fully customizable Excel spreadsheet on CD ROM will change and simplify the way nurse managers track analyze and report staffing levels The workbook walks users through the step by step process of customizing the Staffing Analyzer CD ROM Excel spreadsheet to best reflect your organization's staffing issues Nurse managers can then use it to track staff level data unit by unit day by day shift by shift along with the reasons for variances between their actual and planned staffing levels and the interventions they used to correct the problems The workbook also gives readers background about the JCAHO's Staffing Effectiveness Standards and nurse to patient ratio regulations along with general guidance on statistical analysis topics like identifying and analyzing trends You don't have to be a technical wizard to use the Staffing Analyzer The user manual complete with screenshots will help guide everyone from the savviest to the technically challenged through the simple process of customizing entering saving and presenting your data in this easy to tailor tool Novices and experienced managers alike will find guidance on choosing useful indicators and presenting data to management Staffing Analyzer is the ideal tool for the job and a small investment in managing your most important asset your staff

Setting Safe Nurse Staffing Levels Cherill Scott, Royal College of Nursing (GB), 2003 **Minimum Nurse Staffing Ratios in California Acute Care Hospitals** Joanne Spetz, California HealthCare Foundation, Jean Ann Seago, Janet Coffman, University of California, San Francisco. Center for the Health Professions, Emily Rosenoff, Edward O'Neil, 2000-12

Determining the Path to Safe Nurse-to-Patient Ratios and Quality Outcomes Kimberly Michelle Morrison, 2021 Background The rapidly increasing mean age of the population and looming nursing shortage have left many organizations challenged to create and promote healthy work environments HWEs including safe nurse to patient ratios NPRs Inadequate

NPRs are associated with increased rates of burnout job dissatisfaction and intent to leave among nurses Evidence supports engaging nurses in developing staffing plans with adequate NPRs to improve patient outcomes and nursing turnover rates Purpose Create the structure for a shared governance approach to staffing that facilitates the collaboration of direct care nurses and organizational leaders in developing dynamic cost effective staffing models that support safe NPRs and HWEs Methods A workgroup consisting of organizational leaders and direct care nurses worked collaboratively to develop the structure of a staffing council informed by current evidence experience and organizational culture to support the development of adequate NPRs and HWEs within a 10 week timeframe utilizing evidence based project management and a Gantt chart Results A completed evidence based council charter that supported shared decision making between leadership and direct care nurses incorporated anticipated guidelines included in proposed staffing legislation was delivered within the designated timeframe and received approval from Chief Nursing Officer for implementation Conclusion Utilizing a shared decision making model to create the structure of a staffing council engaged direct care nurses and organizational leaders in creating a collaborative approach to staffing that will support the creation of dynamic and cost effective staffing models that promote safe patient care and HWEs for nurses

Nurse Staffing and Skill-mix Optimization in Inpatient Settings Using a Stochastic Modeling Approach Parisa Eimanzadeh,2018 The World Health Organization has estimated a worldwide shortage of around nine million nurses and midwives by 2030 In the United States a shortage of registered nurses RN s is predicted to occur in several states by 2030 There is a growing concern that this shortage may adversely impact the quality of nursing care and may lead to nurse burnout To address this concern hospitals have adopted several staffing strategies to effectively manage their scarce nursing resources Traditionally nurse to patient ratios have been used to staff inpatient care units which specify the number of patients that can be safely supervised by a nurse However patients often require different levels of care based on the complexity of their medical conditions Furthermore not all care tasks need the support of highly trained RNs and thus hospitals often employ nursing teams consisting of care givers at different skill levels for cost saving purposes The heterogeneity in patient mix and nursing skill mix can potentially render ratio based staffing strategies ineffective We propose to incorporate this heterogeneity into staffing decisions using stochastic modeling approaches In particular queueing theory and discrete event simulation techniques are employed to investigate the potential impacts of patient acuity and staff heterogeneity on staffing needs of inpatient units Moreover the developed stochastic models are embedded in a multi criteria optimization MCO framework to determine the optimal number of nursing teams and the corresponding staff configurations that yield the desired trade off between different performance evaluation criteria measuring staffing cost timely delivery of care and nurse burnout The proposed models can provide decision makers and staff planners with planning tools for safe and cost effective staffing of inpatient care units

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