

THE CORPORATION OF HALDIMAND COUNTY

Approved per:

Grandview Lodge

Department:	Nursing	Subject:	Staffing Plan for Registered Staff Shortages
Effective Date:	Jul '11 Jan '13, May '15, May '16 September 2016, May '18, April 2020 , October 2020 January 2022, February 2023	Policy/Procedure No.:	12-1.3
Revised:		Author:	DON
Reviewed:	Apr '14, May '15, May '16,	Authority:	Administrator

Temporary Amendment

Resident Support Aide (RSA) Addition – Temporary staffing change to provide relief during staffing shortages.

Please note: RSA may not be booked in addition to a full staffing complement as indicated under Regular Staffing Levels on page 5 & 6

POLICY

It is the goal of Grandview Lodge to continually strive to maintain adequate and appropriate quotas of Registered Staff in the Home at all times during a twenty four (24) hour period. Continual assessment, monitoring and reassessment of the Plan will take place on a regular basis. Bi-annual reviews of the Plan are required and mandatory, and the results shall guide the home in future decision-making.

PURPOSE

This guideline was developed to identify and describe staffing and workload practices that foster healthy work environments resulting in better outcomes for nurses and the residents they care for. This exists with the support and system resources of management, who encourage, support and promote healthy staffing and workload practices.

Workload expectations of nurses in today's health care settings often exceed staffing levels and capacity. Many factors contribute to an ever more stressful and unpredictable environment for the entire health care team i.e. resident acuity, sophisticated and educated families/POA, technology-based interventions (RAI-MDS) etc. Universal registered staffing shortages exist, and when combined with the above expectations/challenges, create environments where demands are high and nurses' duties are stretched beyond traditional roles in the Home.

The purpose of the Staffing Plan for Registered Staff Shortages is to provide guidance for both the RN/RPN who is in charge of the home as well as the Scheduler, when attempting to replace registered staff, which were pre-booked and have since cancelled their shift. It is intended to promote the facilitation of communication between all staff in order to meet the many needs of our residents.

OBJECTIVES

- ✚ To reduce risks to residents when par levels of registered staff cannot be obtained/maintained, by providing adequate staff that can perform all required elements of care.
- ✚ To assist with alleviating stress caused by a newly-added workload on registered staff in the Home through effective and collaborative workload planning and management strategies.
- ✚ To provide and promote specific and thorough direction and communication between all staff, in all departments, when addressing the Home's issues /concerns.
- ✚ To provide an emergency plan for registered staff in charge of the Home and their expected roles and responsibilities.
- ✚ To ensure education on the call-in process and disaster/emergency drills to all registered staff in the Home according to collective agreements and the Home's policies and procedures.
- ✚ To consistently comply with MOHLTC Standards and guidelines.
- ✚ To provide reasonable work assignments such that nurses are not functioning beyond their individual productive capacity.

PROCEDURE

All registered staff in the Home to be educated on the call-in process, when replacing sick calls, according to the collective agreements in the Home. This is to be done by the Scheduler on an on-going basis for current registered staff, as a review. All new registered staff in the Home are to be educated on the call-in process during the orientation phase of employment.

All registered staff in the Home to be educated on the Disaster/Emergency Codes in the Home, and their responsibility as charge nurse regarding these Codes. All new registered staff are to be educated by the Facility Supervisor on these Emergency Codes during the orientation phase of employment. All staff are to sign-off once they have received this education and are able to demonstrate their knowledge regarding these Codes.

All registered staff are to review the Charge Nurse Manual found in the Creekview Unit and the Nursing Office to familiarize themselves with roles and responsibilities surrounding the Charge Nurse role.

All registered staff in the Home are expected to support each other during times of staffing shortages. This includes moving about the Home assisting other registered staff to complete their duties and ensuring residents' health and safety. On-going and consistent communication with the Charge nurse in the Home is mandatory.

Charge nurses in the home are to ensure the white board in the employee entrance hall is continually updated and clearly indicates the name of the charge nurse in the home for all shifts in a 24 hour period.

During staffing shortages, and whenever necessary, the Charge Nurse is responsible for consistent and on-going communication with the Director of Nursing, who will guide and assist where necessary. This communication may be an email for non urgent updates and a telephone call for urgent issues or when there is no RN in the building.

REVIEWING AND UPDATING STAFFING PLAN

The Grandview Lodge Director of Nursing, in collaboration with the management team and registered staff, will review this policy, procedure and plan annually. During the period of development, revision and implementation, the DON will regularly monitor for new systematic improvements and amendments.

The DON will compile feedback received, questions encountered, as well as comments and experiences during the implementation phase and amend the plan according to needs, suggestions and feedback.

Continual compilation of relevant literature will take place, as well as collaboration and consultation with specialists in the field. This will assist with helping create informed decisions during review and revision of this policy, procedure and plan. Outcomes will be compiled, distributed and shared with all staff so that on-going feedback can occur; all with the common goal of maintaining a healthy work environment.

STAFFING PLAN

No RN (Registered Nurse) in the Home:

- ✚ All attempts are to be made to replace the RN during the affected shift, with every attempt made to avoid overtime. Replace RN at regular time using the part time then casual employee pool based on seniority.
- ✚ If unable to replace RN at straight time call out to full time, then part time RN and offer overtime.
- ✚ If unable to fill the vacancy with overtime call Nursing agency
- ✚ All attempts, if unable to replace the RN, are to be made to staff the RN vacancy with an RPN, with every attempt made to avoid overtime.
- ✚ Depending on the skill level, the RPN in the building assumes the role of Charge Nurse in the Home in the absence of an RN. This RPN does not need to be assigned to the Creekview Unit, but must have at all times, in his/her possession, the Charge Nurse Manual, which can be found in the Creekview Unit or the Nursing Office.
- ✚ All staff, in all departments, must be made aware there is not a RN in the building, and provided with the name and location of the RPN who is in charge. This is to be done using the white board in the employee entrance hallway. This board must be current and accurate at all times.

- ✚ All staff, in all departments, must report any and all issues/concerns to the RPN in charge.
- ✚ RN/RPN in charge of the shift prior to the affected shift, must inform the Director of Nursing (or in his/her absence, the Administrator) of the shortage as soon as they are aware and the Director of Nursing is to be available by phone for the duration of the time where there is no RN in the building.

Registered Staff Shortage in the Home:

- ✚ All attempts are to be made to replace the RN/RPN during the affected shift, with every attempt made to avoid overtime. Overtime is automatically authorized should the Home be short two (2) or more RN/RPN's on Day and Evening Shifts and where the Charge Nurse feels, in his/her professional opinion, the existing staff skill levels are inappropriate to manage and run the Home safely. Night shift may function with one RN/RPN as long as the Evening Shift Charge Nurse, in his/her professional opinion feels the RN/RPN skill level is appropriate to manage the Home safely. An extra PSW may be called to work, at straight time only, to staff the areas where no registered staff exists.

Shortage of Registered Staff on Night Shift:

- ✚ The RN/RPN in charge of the Home on night shift shall work out of the Creekview Unit. Should the Evening shift Charge Nurse feel the Night shift registered staff member's skill level is inappropriate to manage the Home, overtime is automatically authorized in an attempt to schedule another registered staff member. The DON will be on-call for these situations.
- ✚ Night shift requires six (6) staff in the Home at all times between 2300hrs and 0700hrs, thus this needs to be a consideration should replacing a RN/RPN be unsuccessful. In this case, all attempts are to be made to schedule at least two (2) PSW staff at straight time, to be assigned as floats to the 4 units, allowing for two (2) PSW staff in each unit on a rotating basis during patient care rounds, for the safety of our residents and staff.
- ✚ The Charge Nurse shall have in his/her possession, the Charge Nurse phone throughout the entire shift.
- ✚ Communication between all staff throughout the Night shift is mandatory.
- ✚ It is mandatory that The Director of Nursing (or in his/her absence, the Administrator) be made aware of the situation so that he/she may be available to assist and guide where needed.

Shortage of Registered Staff on Day/Evening Shift:

- ✚ Skill levels of the RN/ RPN's in the Home determines the role of Charge Nurse.
- ✚ The remaining registered staff will work the units to which they were assigned.
- ✚ The RN/RPN assigned to the unit adjacent to the unit short registered staff, will assume responsibility for both units.
- ✚ Extenuating circumstances and workload may change this assignment, and collaboration with all registered staff is to take place to determine high priority needs at the time.
- ✚ All registered staff in the Home are expected to assist the Unit which is not staffed with a registered staff member. All staff are to work together to ensure optimum care and safety for all residents.

- ✚ Communication between all registered staff in the Home is mandatory throughout the shift. Delegation of care and tasks is to take place when necessary.
- ✚ It is mandatory that the Director of Nursing (or in his/her absence, the Administrator) be made aware of the situation so that he/she may be available to assist and guide where needed.

PSW Staffing:

- ✚ In order to maintain adequate PSW coverage for all shifts, all units need to have all staff in attendance see REGULAR AND NORMAL STAFFING PLAN below
- ✚ A unit will not be considered working short should they have three (3) 8-hour PSWs on a DAY shift – RSA may be called to work on the unit where there is a PSW vacancy
- ✚ When a unit has two vacated 8-hour DAY shifts, the Charge Nurse will direct the most junior staff member of the sister unit to change their assignment and both units will work with a compliment of three 8-hour PSW shifts. RSA may be called to work on the unit where there is a PSW vacancy.
- ✚ Overtime will only be authorized for Day shifts when the compliment of PSW staff in the home is **less than 12** PSW staff.
- ✚ Overtime is automatically authorized to ensure each unit has two (2) 8-hour Evening PSW's after exhausting all options noted below in order
 - replace full shift at straight time
 - extend existing short shifts to cover a full eight (8) hours. This should be offered in order of seniority.
 - When a short shift has been extended and the PSW staff member moved from their assigned area to another to cover a full shift; the Charge Nurse shall reassign short shifts as necessary to balance workload and meet the care needs of the residents.
 - Reallocating the third 8-hour PSW shift in HV to the affected unit
- ✚ If unable to fill the vacancy with overtime call Nursing agency for PSW staff
- ✚ **Overtime is not authorized for replacing the short shifts**
- ✚ RSA may be scheduled to work on the unit where there is an unfilled short shift

Night Shift Shortage of Less Than Six (6)

- ✚ The Charge Nurse will call the maintenance pager and inform the staff member that they are required to attend work after **all attempts, including overtime**, to replace the vacancy with a member from the nursing department has been unsuccessful. This includes PSW, RPN, RN, RSA, and agency replacement.

REGULAR AND NORMAL STAFFING PLAN:

(This can be found as a reference for all registered staff in the Charge Nurse Manual and are laminated for use as a quick reference in all resident areas):

Please note: these staffing levels are for ALL units, unless specified otherwise below.

Day Shift: (Monday to Sunday):

One Charge RN to oversee the building.
One (1) Registered Staff (0700- 1500)
One (1) 8-hour PSW (0630-1430)
Two (2) 8-hour PSW (0700-1500)
One (1) 8-hour PSW (0600-1400)

1200 to 2000 Shift:

One PSW for each unit.

Evening Shift: (Monday to Sunday):

One Charge RN to oversee the building.
One (1) Registered Staff (1500- 2300)
Two (2) 8-hour PSW (1500-2300)
One (1) 4-hour PSW (1500-1900) ***BV,MV,HV (1500-2000) Sat and Sunday only.**

Night Shift: UNIT SPECIFIC (Monday to Sunday 2300-0700):

One Charge RN to oversee the building.
One (1) Registered Staff for HV/BV (2300- 0700)
One (1) Registered Staff for CV/MV (2300- 0700)
One (1) PSW for each unit (HV/BV/CV/MV) (2300- 0700)

If the minimum complement of workers cannot be achieved despite all reasonable attempts to staff the home to an acceptable level while adhering to the collective agreement, a contracted agency service will be utilized.

******Please remember it is mandatory that six (6) staff be in the building on ALL night shifts-----NO EXCEPTIONS.**

Overtime is automatically authorized to ensure this requirement****

This Policy, Procedure and Staffing Plan is to be reviewed annually and more frequently when necessary changes are needed. Review dates are to be documented at the top of this document.

This Policy, Procedure and Staffing Plan has been reviewed by the Administrator, General Manager of Community Services and Resident and Family Councils.