



In-Quality Staffing

In-Quality Staffing (IQS) is Caldwell Butler & Associates' proprietary method for achieving proper staffing levels across the organization. Experience indicates that benchmarking is actually slowing down progress as staff argue over the quality of data and the appropriate peer group. Productivity standards and measurement systems may show opportunity for improvement but are of limited use to managers trying to understand what to change.

Measure such as midnight census or worked hours per adjusted patient day do not provide an adequate picture of what happens on a nursing floor during the day. In contrast, IQS uses a quality-based approach to helping managers understand how to improve staffing on an hour-by-hour basis.

Caldwell Butler & Associates understands that the most important definition of quality (appropriate staffing levels) is the one you set for yourself. This tends to end the discussion about data and focuses people on what they can improve.



Major Steps for IQS

1. Managers work with leaders to establish definitions of quality staff

As a demonstration of IQS, let's examine nursing care. It is common to see care standards that call for patient-to-nurse ratios not to exceed four patients per one nurse. But this view only represents half of the picture.

IQS includes not only defining the upper level of quality but also defining the lower limit, which denotes the point at which labor resource is wasted. For example, nurses will frequently define quality care as having no more than six patients per nurse but no less than three patients. Furthermore, examining data on an hour-by-hour basis provides the granularity to see where demand for services exceeds or does not match allocated resources. Caldwell Butler & Associates provides exercises and coaching to assist managers through this process.

2. Managers Collect 14 Days of Data

Experience has shown that managers see external data and analysis as suspect. Caldwell Butler & Associates provides coaching in data collection and provides a proprietary tool that assist managers in collecting 14 days of data. Our approach provides for the collection of basic demand and staffing data as well as the opportunity to collect information on up to five critical variables. Our approach has proven to be the fastest route to implementation and drastically improves manager acceptance of the conclusions.

3. Creation of Idealized Staffing Plans

Caldwell Butler & Associates leads coaching sessions where Managers review their data and graphs and begin the development of their Idealized Staffing Plan. The Idealized Staffing Plans challenges the managers to develop a staffing plan, which allows them to meet their own definition of quality staffing 95% of the time. These exercises provide a clear assessment of their current state and desired future state. More importantly, analyzing this data on an hour-by-hour basis provides managers valuable insights on specifically where they have opportunities to improve their use of staff.

4. Develop 100-Day Action Plans

Caldwell Butler & Associates provides a structured review with each managers and their respective leaders to identify opportunities and coach managers through potential solutions. The goal is to make progress and close 50% of the gap between the current staffing plan and the Idealized Staffing Plan. Caldwell Butler & Associates provides coaching on the eight common methods for improving staff deployment.

5. Implement Changes Through Rapid Cycle Testing

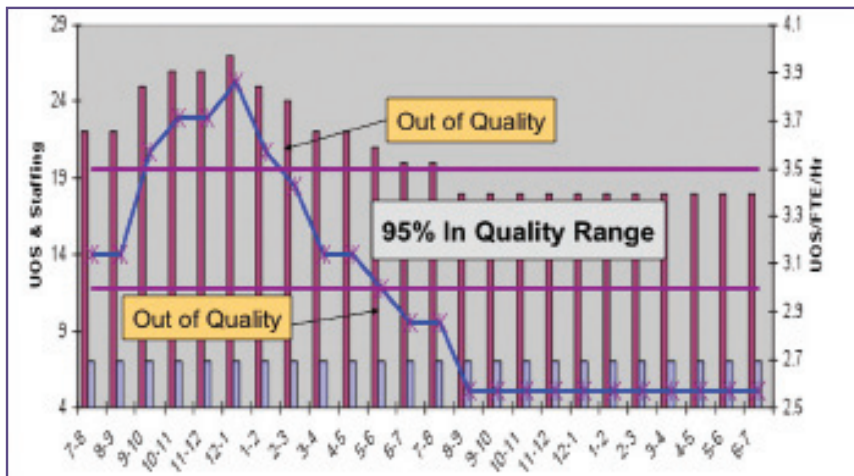
Caldwell Butler & Associates uses Rapid Cycle Testing to help managers reduce their fears and concerns regarding proposed changes. Managers are encouraged to systematically test their assumptions and demonstrate that their proposed staffing solutions will work and produce the anticipated gain in performance.

6. Hardwiring Changes

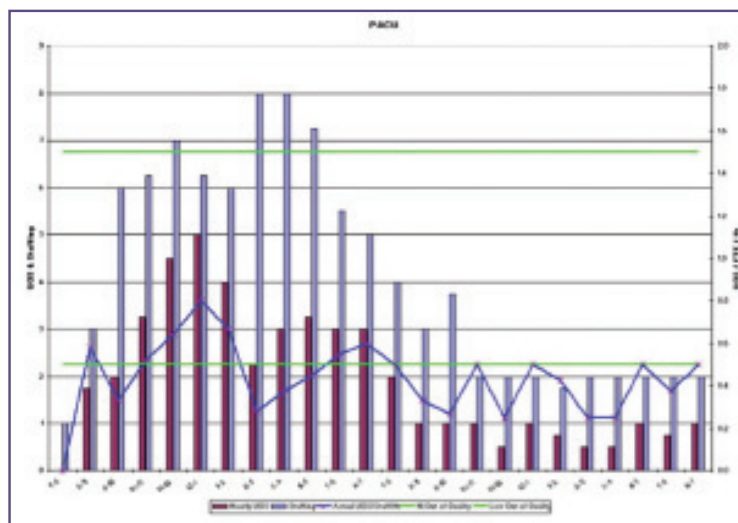
To complete the process, organizations need to develop a control plan and hardwire the gains by using proven engineering concepts. Caldwell Butler & Associates provides expertise on how to ensure that the gains are maintained.

Benefits of In-Quality Staffing:

- Provides a quality based approach
- Designed to build support of staff and lessen resistance
- Moves staff into action and rapidly end debate
- Provides managers with crucial insights on what and where to improve



The In-Quality Staffing graph above reveals that the department is understaffed during four hours in the morning and is overstaffed 13 hours during the afternoon and evening. Opportunities exist to balance the staffing schedule.



The In-Quality Staffing graph above indicates that the PACU is overstaffed by its own definition 15 hours during each day. Clearly there are opportunities to improve productivity.



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Caldwell Butler & Associates, LLC

Caldwell Butler & Associates is an innovative firm specializing in strategic deployment of Lean-Six Sigma resulting in cost position improvement, financial turnarounds, and patient throughput optimization. Caldwell Butler & Associates has assisted hundreds of clients increase productivity, maximize patient throughput, and improve patient satisfaction.

Our team is exclusively dedicated to healthcare and brings extensive practical experience in hospital operations to each project. Our knowledge of the healthcare environment allows us to implement effective performance improvement programs tailored to the specific needs of your organization. Caldwell Butler & Associates is the trainer of choice for both the American College of Healthcare Executives and the American Society of Quality. During the past decade, Caldwell Butler & Associates has personally trained thousands of senior hospital executives in the effective healthcare application of Lean-Six Sigma.

Unlike traditional consulting firms, Caldwell Butler & Associates believes on-site mentoring and apprenticeship are the most effective methods for achieving sustainable gains in performance. Our on-site programs empower your employees by providing them with the tools to attain new levels of performance. We offer proven techniques and methods for enhancing personal accountability, monitoring progress of initiatives and tracking your ROI on each project. Where most consulting firms are satisfied with finding "identified savings," Caldwell Butler & Associates works along side your team throughout implementation thus providing you with a sustainable process for managing the entire productivity improvement cycle.

Caldwell Butler & Associates apprenticeship and mentoring programs include:

- Effective use of aggressive benchmarking data
- Proven techniques for non-negotiable goal-setting
- Methods of identifying waste and generating cost savings strategies
- Creation of implementable 100-Day Action Plans
- Flawless execution of performance improvement projects
- Creation of internal tracking methods for enhancing personal accountability