

Who You Gonna Call? WellStaffed!

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Situation

Nursing Vacancy is an issue across the nation. Traditional internal staffing methods were no longer adequate, forcing reliance on external agency nurses, who have minimal commitment to an organization's core values and culture, compared to employees. Recognizing this a new approach to staffing was created, WellStaffed, an internal staffing agency.

Objective

WellStaffed meets the needs of today's workforce by providing:

- Flexibility
- Professional development opportunities
- Dedication and commitment
- Filling long term needs 2-12 weeks across the system; decreasing need for external travelers but recruiting to open positions.
- Retain nurses considering travel positions

Planning and Implementation

A team of healthcare leaders gathered: HR, nursing, regulatory, finance, legal. Focusing first on RNs, this team determined employment requirements, compensation, scheduling, and orientation. The program started with 20 unbudgeted FTEs after meeting with 8 hospitals to determine needs and identifying potential recruits.

Results

- Growth to include 57.2 RN FTE and 15.9 NA FTE for a total of 120 employees.
- 439 assignments completed; 361 by RNs for an average of 12 weeks.
- Retained 35 at risk employees avoiding \$1.6 million dollars in turnover.
- Recruited and retained 58 external RN candidates
- 13 RNs filled open unit vacancies with no additional orientation expenses to the organization.
- 3 RNs left the program and the health system, equaling a loss of \$138,300.



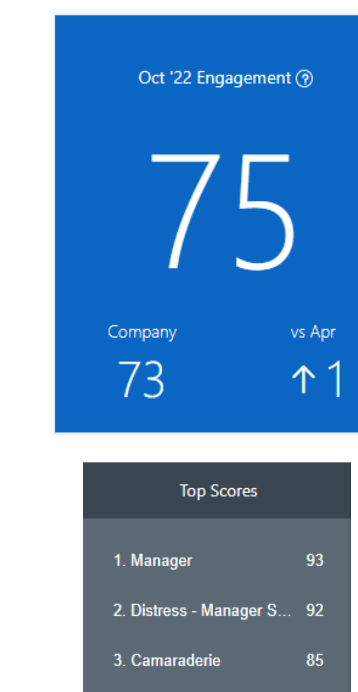
Cost Avoidance

- Cost Avoidance per RN= \$78,479.60
- Employing over 80 RNs has the cost avoidance of over \$6.2 million dollars compared to utilizing travelers.

Lessons Learned

- A centralized staffing approach across the system is needed prior to implementation.
- Include informal leaders such as house supervisors for buy in and understanding.
- System orientation standards across entities and specialties is needed.
- Market appropriately to avoid negative perception regarding recruitment of travelers.
- System travel challenging for nursing assistant related to pay and need.
- "Pendulum swing" is prevalent and the program is not designed to meet daily needs.

What does WellStaffed say?



Ruth Brainerd has enjoyed the flexibility offered through WellStaffed™, an innovative nurse float pool program that supports staffing needs at WellSpan entities.

