While analyzing Grand View’s turnover data, I noticed AM Shift because of these observations, I decided to brainstorm a PM shift. This idea would make the Scheduler’s job more efficient. Currently, Tuesday AM shift turnover decreased by 145 hours from 2014 to 2015. Therefore, Grand View essentially saved $1,077 (about 1% of Grand View’s budgeted Net Income).

Additionally, CNA productive overtime hours went down from 2014 to 2015 by 237 hours. All but one of the gas incentives given to CNA and Dietary personnel were earned by the PM shift (see Figure 2). This corresponds to the payroll data that shows PM CNA productive overtime decreased by 145 hours from 2014 to 2015. Unfortunately, Grand View’s payroll codes are not separate for AM and PM Dietary personnel, so I was unable to calculate differences in OT by shift for the Dietary department.

Figure 2: CNA & Dietary Assistant Gas Incentives Earned by Shift

PM Shift: 34.97%
AM Shift: 1.3%

Recommendations

- Nurses were not motivated by the $20 & $30 incentives. Since nurses make more money than CNAs, they might need a higher incentive. On the other hand, they may not be motivated by money at all.
- I recommend that the Scheduler uses a free texting app. on Grand View’s tablet to organize contacts according to shift and full-time, part-time, or on-call status. Then, when there is a call-in, she can quickly send a text to the appropriate group and offer the gas incentive. The quickest one to reply will be the one to receive the bonus.
- This idea would make the Scheduler’s job more efficient. Currently, the scheduler is using a very old “slider” cell phone and she has to select all the people she wants to send texts to. The free texting app would also allow her to text from her computer or tablet.

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