

Consistent Assignment

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Internal Operations Project

The Power of **AND**

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Background

Research suggests that consistent assignment of Registered Nurses (RNs), Licensed Practical Nurses (LPNs), and Certified Nursing Assistants (CNAs) improves clinical, workforce, and organizational outcomes. Consistent assignment occurs when residents are consistently cared for by the same caregivers. The creators of *A Tale of Transformation*, seemed to be well a head of the curve by implementing this into stage 3 and 4. Overall, this model this would bring Sheboygan Progressive Care Center into stage 3 according to Tales of Transformation survey.

Importance of Issue

Consistent assignment means a resident receives care from the same nursing staff 80% of the time. Consistent assignment allows staff to develop closer relationships with residents in their care and with co-workers.

The goal of consistent assignment results in the following benefits:

- ✓ Residents receive better care because staff are more knowledgeable about their needs and preferences
- ✓ Residents feel more secure knowing that they will receive care from someone who they know
- ✓ Staff see how their skill, experience and knowledge of the residents makes a difference in residents' lives
- ✓ Staff are better able to implement care plans and are more likely to notice changes in residents' health, which can prevent larger health problems
- ✓ Work becomes easier because staff are more accustomed to the residents' schedule, needs and wishes

Consistent assignment is innovative because it provides a strong foundation for resident-centered care because it fosters the strong development of relationships, which is essential to quality of care and quality of life.

Methodology

Objective

The objective of implementing consistent nursing assignments is to improve staff and resident interactions, lower staff turnover, and provide more person-centered care. The overall goal of consistent assignment is to improve the quality of life and quality of care for residents.

Measures

Quantitative Methods

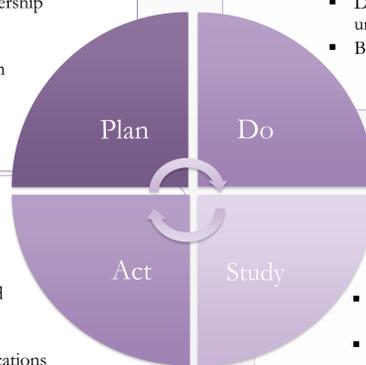
- Gathering previous staffing schedules for the last 3 months will provide details to produce statistics & data of current staffing & turnover to compare to daily data after implementation
- Observe the data through a tracking system
 - Who: was working those days (RNs, LPNs, and CNAs)
 - Where: location/wing
 - When: time of day
 - What: is the workload
 - Is the workload fair and is there comparable assignments?

Qualitative Methods

- Survey residents & family
 - Ask open-ended survey questions
 - Questions answered with (very satisfied, satisfied, dissatisfied, and very dissatisfied)
- Interview staff
- Focus group
 - Analysis and evaluate performance implementing the consistent assignment

Methodology

- Research consistent assignment at other facilities
- Establish a realistic goal that reflects the consistent assignment of frontline staff to the same residents on at least 80% of their shifts
- Propose the idea to leadership team
- Develop a plan to test consistent assignment on one wing
- Plan how data will be collected



- Try out the assignment on small scale (one wing)
- Conduct initial surveys
- Draft a layout of the schedule first by using full-time staff and then plug in part time
- Document problems and unexpected observations
- Begin analysis of the data

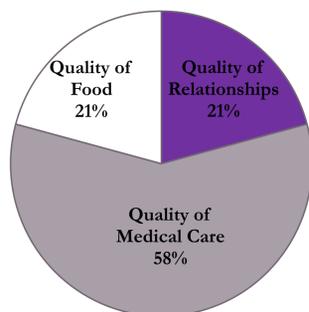
- Refine the change, based what was learned from the test wing
- Determine what modifications should be made
- If deemed effective by data, role out same steps with the other 5 units
- Prepare a plan for the next implementation of consistent assignment

- Evaluate by using staff and resident surveys
- Analyze the data and check the results
- Compare the data to hypothesis
- Summarize and reflect on what was learned

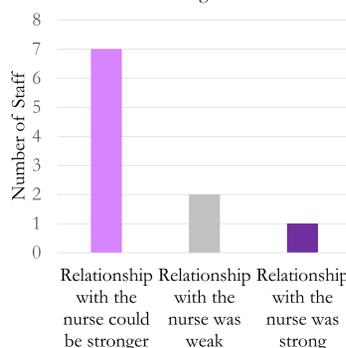
Results

Prior to Implementation

WHAT IS YOUR TOP VALUE WHILE AT THE CENTER?



CNAs felt they didn't have strong relationship with the nurses due to rotating

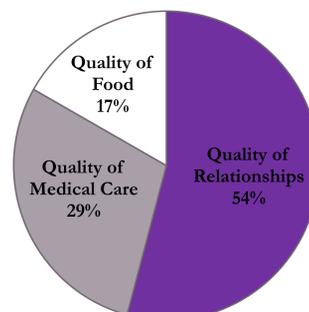


Wing 300

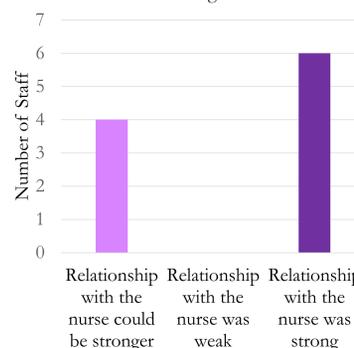
- All Nurses trained it rotated
- All CNAs- AM shift trained
- All CNAs- PM shift trained
- 4 different CNAs NOC

After Implementation

WHAT IS YOUR TOP VALUE WHILE AT THE CENTER?



CNAs felt they didn't have strong relationship with the nurses due to rotating



Wing 300

- 3 Nurses trained per shift
- 4 different CNAs AM- 2 work at a time
- 3 different CNAs PM- 1-2 work at a time
- 2 different CNAs NOC- 1 work at a time

Results

Overall Nursing Turnover

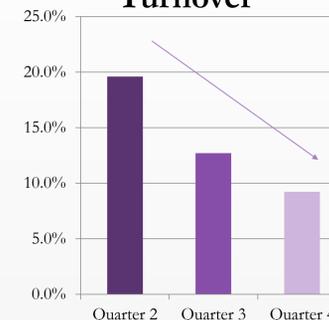


Chart 1. Overall Nursing Turnover

Return to Hospital

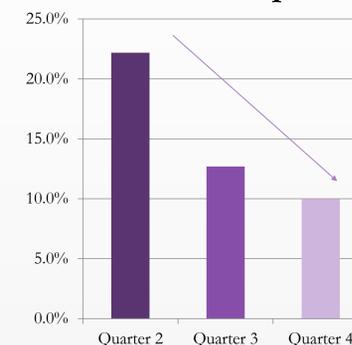


Chart 2. Return to Hospital

	My skill, experience and knowledge of the residents makes a difference in residents' lives	I have a strong relationship with residents, families, and co-workers.	Overall, I'm satisfied working at my job.
Quarter 2	64.3%	54.9%	78.4%
Quarter 3	80.6%	83.6%	84.1%
Quarter 4	93.9%	96.8%	86.7%

Table 1. Staff Satisfaction

Conclusions

The data collection section of the poster visualizes some of the outcomes of the project. Some main points to hit on include:

- ☐ Consistent assignment allowed staff to develop closer relationships with residents in their care and with co-workers
- ☐ Staff were more attentive to resident care needs
- ☐ Residents had better care outcomes
- ☐ Overall, staff satisfaction increased
- ☐ After implementation, higher percentage of staff felt their skill, experience, and knowledge of the residents makes a difference in residents' lives

Improvements in staffing assignment, job satisfaction, motivation, and performance occurred with the consistent staffing model. This project also improved the amount of time spent staffing by creating an excel template that was easily updated with the consistent staff. There were some adjustments made based on vacation time and sick time. If a nurse had to fill in, it was the same fill in nurse every time so the residents and families could get to know the back up nurse and build a relationship with them as well. The implementation was rolled out on one wing first to analyze data and the effectiveness of this staffing model.

Recommendations

Consistent assignment would be very beneficial to implement on all wings in the nursing home because it provided a strong foundation for resident-centered care. The implementation has been successful thus far. It is recommended that:

- Gather data monthly to ensure implementation is successful
- Add casual/part-time nursing staff as needed
- Collect feedback from staff, residents, and family monthly or quarterly
- Staff members, other than the DON and staffing coordinator, advocate for the implementation of consistent assignment
- Create more buy-in prior to implementation on all wings by having nursing staff help create their own schedules
- Continue using PDCA to improve and enhance the process

Acknowledgements:

Sheboygan Progressive Care Center: Elizabeth Reiss, NHA, Michelle Niemi-Prange, DON, Ashley Waltho, Assistant Administrator, Anna Malwitz, Staffing Coordinator, 300 wing RNs, LPNs, CNAs, Fortis Management Group, LLC

University of Wisconsin- Eau Claire: Dr. Jennifer Johs-Artisensi, Ph.D., MPH, Dr. Kevin Hansen, Ph.D., J.D., LL.M., LaNette Flunker, MBA, Learning and Technology Services

External Resources: Advancing Excellence in American's Nursing Homes, My Innerview

