Innovative Resource Pool Positions
That Decrease Cost & Transform Healthcare
Leigh Bagshaw, BSN, RN, Director of Patient Care Services and Amy Graber RN, MSN, OCN, Magnet Coordinator
CHI Health Mercy Council Bluffs, Council Bluffs, IA

Introduction
“Change is the only constant” is a phrase that we have heard many times during our nursing career. Healthcare is continually evolving from how care is delivered to cost of healthcare not only for the patient but for a hospital. As reimbursement dollars are increasingly associated to value-based care and CMS’ readmission regulations (which can result in penalties), hospitals are needing to think “outside of the box” & be good stewards of their resources. Thus Resource Pools are an integral component in providing staff for delivery of quality nursing care.

Purpose
The purpose of this project was to increase and maintain numbers to our Resource Pool and develop the House Supervisor for their role as a leader to employees.

Resource Pool Structure

Director
House Supervisors

Resource Pool Staff

Expectations of Resource Pool Staff

Unscheduled Absence
- If occurs on committed weekend shift will automatically be scheduled the next weekend. Your unit director can move this shift to another high need weekend, if needed.

Weekends
- All staff are required to work every third weekend.
- Weekend shifts are defined as (1) Day Shift-Saturday & Sunday and (2) Night Shift-Saturday & Sunday.

Staffing for “Every Patient is My Patient”
- All staff required to float to meet patient care needs throughout the hospital.
- Floating will occur based on unit practice & skill needs throughout the hospital.

Holidays
- Clinical staff work rotating major & minor holidays per policy.
- Will work normally scheduled shift on assigned holiday.
- PTO requests the week of Thanksgiving, Christmas & New Years will not be granted. If any PTO requests during these weeks, staff will need to find own coverage.

Collaboration:
- Expected to demonstrate collaborative communication between departments to ensure smooth transition for the patient.

Cancellation Policy
- House Supervisor evaluates skill mix to ensure correct staffing assignments.
- Follow scheduling policy (i.e., First cancel overtime, then Voluntary staff reduction).
- All staff, to include Resource Pool and Core Staff, are reviewed for last staff adjusted cancelled date.
  - To include PRN staff (0.0 FTE)

Interventional Radiology (IR)/Cath Lab/Cardiac Rehab/Outpatient/Inpatient Flexible Position

Guidelines for Scheduling Resource Pool Outpatient/Inpatient Position
- Orientation & ongoing competency training for Cath Lab occurs at CHI Health CUMC-Bergan (high volume location).
- On-call hours required for this position (this covers weekend obligation) and needs to be within 30 minutes of the hospital.
- Start times may vary depending on location assignment.
- Follow same scheduling policy for cancellations as Resource Pool Staff.
- All expectations are the same to Resource Pool except the weekend obligation.

Certified Nursing Assistant (CNA)/Phlebotomy Position

Guidelines for Scheduling Resource Pool in Laboratory Services
- Resource CNA/Phlebotomist sign up for shifts.
- Their primary scheduled area is role they are dedicated to & wear the appropriate color scrubs.
  - Lab staff wear teal
  - CNAs wear ceil blue
- During the week schedule, Lab Leader or Medical Technologist communicate with House Supervisor for highest deployment needs especially during periods of down time (can work as CNA until a lab draw is ordered).
- If Lab Leadership determines the need to begin flex staffing, they will communicate with House Supervisor first. The collaborative team will decide on location in the hospital for staff member to work & if no other location is in need, will include them in the rotation for flex staffing amongst the Lab and inpatient CNAs.
- If Resource Pool staff is scheduled in Lab & need day off, they are responsible for finding their replacement.
- Resource Pool staff trained in Lab can pick up extra shifts as Phlebotomist. Needs determined by Lab Leadership & House Supervisors. If not needed, can be utilized on other units they are cross-trained.

Results
- This graph demonstrates how building our Resource Pool decreased our needs for RN travelers within our organization.

References

Future Implications
- Other areas that have benefited from this concept include a system wide Enterprise Pool consisting of 115 staff for RNs in the specialty areas of Operating Room (OR), Emergency Department, Acute Care, Women’s Resource Team (OB), Behavioral Health & Occupational Therapy (OT)/Physical Therapy (PT).
- Ongoing development of these teams continues to decrease the needs of travelers there by decreasing labor cost.
- By having this flexible pool helps provide quality nursing care for our patients’ needs.