

Resource Allocation

Personnel resources for the Department of Nursing are allocated based on patients' needs for nursing care and the abilities and requirements of the nursing staff.

Major Points:

- On the unit level, appropriate allocation of resources is evident in
 - *Shift assignment of patients* – patients' needs are matched with staff capabilities; unlicensed assistive personnel provide care under the direction and supervision of a registered nurse.
 - *Shift to shift staffing* – daily staffing decisions are the prerogative of the Nurse Director or designee; staff are empowered to call in additional staff or adjust staff schedules to meet patient care needs; Rapid Response Team staff are deployed to units for short term assignments based on unit need.
 - *Scheduling* – schedules are developed based on expected workload and staff capabilities, with consideration of staff preferences and reasonableness of schedules; staff participate in scheduling.
 - *Filling positions* – Nurse Directors identify positions for recruitment and any particular requirements of the position, and have the final decision on who is hired or transferred into the units; managers can request travelers if needed while positions are vacant.
 - *Annual budgeting* – annual unit budget is based on projected admissions / census and uses current and historical acuity and workload data to project staffing needs. Nurse Directors participate in the budgeting process, identifying the specific requirements or unique elements of their units and patient populations.

- On the department and organizational levels, appropriate resource allocation is evident in
 - *Annual budgeting* – The budget process starts from an analysis of recent trends in workload and productivity, using data from the variety of systems in the department (QuadraMed, Emerge, unit-specific volume and intensity measures).
 - *Budget negotiation* – On the department level among the Associate Chiefs and Directors, and on the hospital level among the senior executives, allocation of resources requires balancing identified needs with available funding for the greatest benefit of patients and staff. The nursing leaders advocate for their units and departments and work collaboratively with all leadership to come up with the best solutions.
 - *Ongoing analysis of activity* – Continual analysis of patient and unit activity enables the department to adjust to variations from the budget projections; as workload increases, new positions may be added or managers may be authorized to hire over budget; beds may be added or closed based on patient needs and staffing resources.
 - *Identification of recruitment/retention strategies* – In order to meet identified personnel resource requirements, recruitment and retention strategies are continually assessed and adapted to assure that competent and capable nursing staff are available to care for our patients.