

in relation to the provision of needed care and treatment” (see www.jointcommission.org/NR/rdonlyres/979B4315-F409-476B-810C-22F0F0CB3BD5/0/hap_cah_sii_hrl30.pdf). Most healthcare organizations must meet this requirement to receive Joint Commission accreditation, and that accreditation is paramount to the ability of hospitals to operate and receive reimbursement.

Exercise 2 Questions

Visit two patient care units at a local hospital, and talk to the manager in each one. Ask the following questions of each manager:

1. How has your unit implemented the Joint Commission’s staffing effectiveness standards?
2. How have unit operations changed as a result of this implementation?
3. How has this implementation affected the quality of care delivered to patients on your unit?
4. How has the nursing staff on your unit responded to this implementation?

Following the interview, compare and contrast the two approaches followed by each manager for meeting the required staffing effectiveness standards. Is one approach better than the other? How can you

use the experiences of these two unit managers to inform your own nurse workload and staffing decisions in the future?

Exercise 3

Susan Moore is the nurse manager in charge of a 25-bed medical unit at St. Eligius Hospital. She is currently preparing the nurse staffing plan for the next fiscal year. Hospital management has provided all nurse managers with a list of assumptions for staff planning, most of which are to use last year’s numbers as first estimates for next year. Susan has assembled the following data for last year:

- The percentage of productive nursing hours was 83 percent.
- Fifty-two percent of nursing staff worked days, and 48 percent worked nights.
- The nursing staff was made up of 74 percent RNs, 16 percent LPNs, and 10 percent NAs.
- At St. Eligius Hospital, 1.0 FTE = 2,080 hours.

From the hospital’s patient classification system, Susan also assembled the following information for last year:

Patient Classification Level	Historical Patient Days	Historical Average Care Hours per Patient Day	Historical Total Unit Workload
1	1,000	4	4,000
2	2,000	6	12,000
3	3,000	10	30,000
4	2,000	14	28,000
5	1,000	18	18,000
Total	9,000		92,000

However, Susan is an experienced manager and is aware of several changes that will affect the nursing unit in the next year. More specifically, Dr. Smith, a senior physician who accounted for a large proportion of the unit's admissions, has just retired. In recent years, Dr. Smith has limited his practice to simpler medical cases, referring more complex cases to specialists who do not admit to the medical unit.

Dr. Jones just started at the hospital; she was recruited to replace Dr. Smith. Dr. Jones is a recent graduate who intends to care for many of the complex patients whom Dr. Smith previously referred to other specialists. Although the hospital projects that the unit's patient days will not differ from historical patient days, Susan is projecting a change in the mix of patients because of the arrival of Dr. Jones: 500 Level-1 patient days, 1,500 Level-2 days, 3,000 Level-3 days, 2,500 Level-4 days, and 1,500 Level-5 days.

Susan also knows that Dr. Jones plans to do more complex treatments during the day, which will (1) increase the nursing staff who work days to 57 percent and reduce the staff who work nights to 43 percent and (2) increase the nursing staff who are RNs to 78 percent, who are LPNs to 14 percent, and who are NAs to 8 percent.

Exercise 3 Questions

1. Based on Susan's projection of patient days, what is the projected total unit workload by patient classification level? What differences do you notice between the projected and the historic total unit workload?
2. Calculate the historical number of FTEs by staff type and by shift. Based on Susan's projection of patient days, calculate the projected number of FTEs by staff type and shift. What differences do you notice between the projected and historic FTEs?

Notes

1. LPNs are known as licensed vocational nurses (LVNs) in California and Texas (Bureau of Labor Statistics 2008).
2. For budgeting purposes, the patient care unit or department represents a cost center entity for which nursing workload is determined.
3. Nurse managers oversee the day-to-day operations of patient care units. Other health care administrators may serve in this capacity as well. However, nurse managers commonly fill this role because they understand clinical care processes, the implications of nursing practice, and the scope of practice for different types of nursing personnel at the point of care delivery.
4. In a two-week pay period, 1 FTE equals 80 hours.
5. Patient needs and care requirements vary, even within the same disease category or classification.
6. The practice of pulling nurses from their regularly assigned unit to work on another understaffed unit is often referred to as *floating*.
7. This decline may be a function of data-collection procedures, study methodology, and nurse responses rather than an actual decline in the number and percentage of nonwhite Hispanic nurses. However, we cannot know the exact explanation for this decline.

I. OBJECTIVES

- A. To give you practice in forecasting an organization's human resource needs.
- B. To familiarize you with some of the factors that affect an organization's future human resource needs (growth, automation, turnover).
- C. To familiarize you with the complexities involved in making human resource forecasts.
- D. To point out that all human resource forecasting is based on assumptions and that these assumptions are critical to the accuracy of the forecast. Incorrect assumptions lead to erroneous forecasts.

II. TIME REQUIRED TO COMPLETE: One to two hours.

III. INSTRUCTIONS

You have been given the assignment of forecasting the human resource needs of the National Bank and Trust Company which currently employs approximately 1,100 people. The bank presently has 50 branch offices located throughout the metropolitan area, each of which employs approximately 14 individuals. The bank expects to add 38 branches during the next three years. Branches within the bank differ considerably in size, so the figures given represent averages.

During the past month, the bank has placed an order for 30 automated teller machines to be placed in its old branch offices. These machines are scheduled to be in operation December 31, one year from now. The bank has found that for each new machine purchased, one less teller is needed, on average. A breakdown of the bank's current staffing is shown in Table 1.

The bank has asked you to perform three human resource forecasting tasks. First, based on the assumptions given below, you are required to determine employee turnover for the main office, the old branches, and the new branches. Your boss would like to know this information for each of the next three years and for each of the major personnel categories (i.e., supervisors, tellers/clerical, and main office). Your job is to complete Table 2.

Second, your boss would like to know the number of new employees the bank will need to hire for each major personnel category for each of the next three years. Your job is to complete Table 3. Finally, your boss would like to know the total number of employees who will be working for the bank as of the end of each of the next three years. Your job is to complete Table 4.

Table 1 Present Staffing

Total Employees	1,100
Number of Branches	50
Supervisors per Branch	4
Number of Supervisors	200
Tellers per Branch	10
Number of Tellers	500
Branch Employees	700
Main Office Employees	400

Table 2 *Turnover*

Employee Category	Year 1	Year 2	Year 3
Old Branch Supervisors			
Old Branch Tellers			
Main Office			
New Branch Supervisors			
New Branch Tellers			

Table 3 *Number of Employees to be Hired*

Employee Category	Year 1	Year 2	Year 3
Old Branch Supervisors			
Old Branch Tellers			
Main Office			
New Branch Supervisors			
New Branch Tellers			
Totals			

Table 4 *Year-End Employment*

Employee Category	Year 1	Year 2	Year 3
Old Branch Supervisors			
Old Branch Tellers			
Main Office			
New Branch Supervisors			
New Branch Tellers			
Totals			

In order to complete your assignment, your boss has told you to make a number of assumptions. They are:

- A. You are making all projections in December for subsequent years ending December 31.
- B. With regard to old branches, assume
 1. The 50 old branches employ 4 supervisors and 10 clerical personnel/tellers each.
 2. On December 31 (one year hence) 30 teller machines are placed in operation and replace 30 tellers.
 3. The bank does not terminate any employees because of the new teller machines. Rather, as tellers quit throughout the year, 30 are not replaced.
 4. Turnover is 30 percent for tellers/clerical personnel, and 20 percent for supervisors.
- C. With regard to new branches, assume
 1. New branches are added as follows: 10 in Year 1, 12 in Year 2, and 16 in Year 3.
 2. Each new branch employs 14 individuals (4 supervisors and 10 tellers/clerical).

5. New branches are added every 10 years; therefore, there are 5 new branches in Year 1 ($50\% \times 10$); 16 in Year 2 [10 in Year 1 plus 6 ($50\% \times 12$)]; and 30 in Year 3 [22 plus 8 ($50\% \times 16$)].
4. Turnover is 30 percent for tellers/clerical personnel, and 20 percent for supervisors. D. With regard to the main office, assume that turnover will be 10 percent per year.