

An Integrated Flexible Staffing Solution

The second challenge is retaining the nurses who are “floating” and integrating them into the fabric of the organisation.





Leaders at the Cleveland Clinic, in the United States, wanted their flexible staff to have all the training and certifications necessary to operate as full staff members and share the Clinic’s culture.

Their two major flexible staffing teams are shown here. The Cleveland Clinic Staffing Resources is a highly specialised pool composed of specialty RNs who fill vacancies as needed across all sites. They are not considered full-time staff, required to work only one shift every 60 days.

The Main Campus Float Pool are nurses who fill last minute staffing needs for the main hospital only. They are on staff as “expert generalists” and are paid only slightly more than a regular staff nurse.

A dedicated manager oversees the float pool. The “unit” of floats has a unit council that shapes their practice environment.

Selected Available Flexible Staffing Options at the Cleveland Clinic

	Enterprise PRN ¹ Staffing Pool (CCSR ²) 	Main Campus Permanent Float Pool 
Specialties	Specialty RNs hired into M/S telemetry, ED or Critical Care	Expert generalists hired into M/S telemetry or Critical Care
Scope	Work across eight different campuses	Work across all units on Main Campus
Benefits	Partial benefits (access to pension); paid at a premium	Full/part-time benefits ; paid same hourly rate as staff with hourly premium float differential
Scheduling	Self-scheduled, offset staffing needs based on anticipated leave and volume spikes ; required to work one shift every 60 days	Assigned by staffing office, cover last-minute staffing needs ; PRN required to work 48 hours every six weeks
Size	 119 RNs ³	 31 RNs ³ 82 PCNAs ⁴



Case in Brief: Cleveland Clinic

- Health system headquartered in Cleveland, Ohio, US
- In 2014, developed support structure for unit-to-unit floats through a shared governance project
- Support system includes float ally, float packet, and caregiver celebration

1) *Pro re nata* or per diem nurses work on an on-call, temporary basis, filling in for nurses on leave or providing additional help when patient intake rises.
 2) Cleveland Clinic Staffing Resources: official name of the Cleveland Clinic’s enterprise-wide PRN pool.
 3) As of April 2016.
 4) As of April 2016. PCNA stands for Patient Care Nursing Assistant.

Source: Cleveland Clinic, Cleveland, Ohio, US; Advisory Board interviews and analysis.

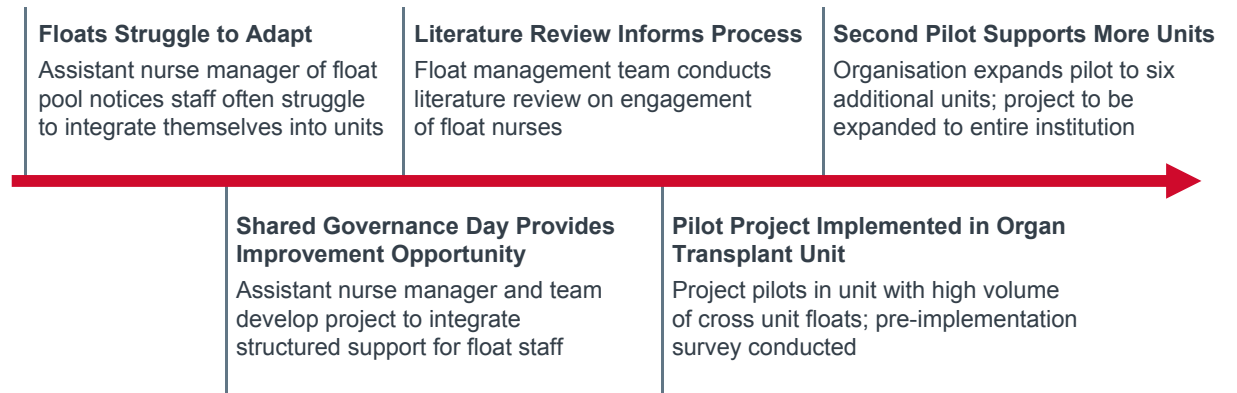
Common Flexible Staffing Challenges Addressed

Even with the robust float pool options outlined on the previous page, the Cleveland Clinic float nurses still faced challenges.

Float nurses frequently felt disengaged and struggled to adapt to their assigned units. As part of the float pool's shared governance work, they developed a strategy to integrate float nurses immediately upon arrival to their assigned units. Leaders piloted this support programme on a unit with high utilisation of float nurses.

Shared Governance Project Becomes Foundational Support Structure

Process to Develop Structured Support for Float Staff



For more resources on shared governance, access www.advisory.com/international/gcne/sharedgovernance

Source: Cleveland Clinic, Cleveland, Ohio, US; Advisory Board interviews and analysis.

Embedding Unit Support for Floats

Three key elements make up the support model. First, each unit has a Float Ally on a shift—a nurse designated by the unit’s manager. The Ally serves as the point person for the float nurse. The Float Ally greets the float nurse upon arrival, provides a tour of the unit, and stays connected throughout the shift.

The second element is the float packet. At the beginning of the shift, the ally gives the float nurse a packet with all the information needed to function on the unit.

The third element is a float nurse celebration. At the end of the shift, the float nurse receives a note of appreciation from the unit manager or Float Ally. The float pool manager also receives notice of the recognition.

Available Support Structures for Unit Floats at the Cleveland Clinic



Float Ally

- Units assign a Float Ally for both RNs and PCNAs on each shift
- Ally serves as the point person for float nurses
- Ally greets floats and stays in touch with them throughout shift



Float Packet

- Floats receive a guide to the unit at the start of their shift
- Guide contains name and number of Float Ally and unit-specific checklist



Caregiver Celebration

- At the end of shift, float receives a note of appreciation from unit manager or Float Ally
- Note thanks float for helping the unit during a time of need



A Model to Impact Engagement and Safety

“The model is designed to provide unit-to-unit floats the support they need... Ultimately, not only will it enhance caregiver engagement, but it will benefit patients as well.”

Angie Walden, Assistant Nurse Manager, Nursing Floats, Cleveland Clinic

Source: “Nurses Create a Model to Enhance the Float Experience,” Cleveland Clinic, <https://consultqd.clevelandclinic.org/2015/02/nurses-create-a-model-to-enhance-the-float-experience/>; Cleveland Clinic, Cleveland, Ohio, US; Advisory Board interviews and analysis.

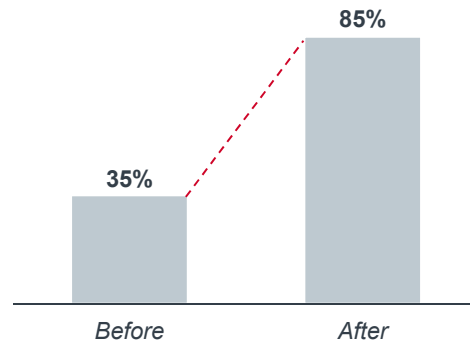
Integrated Approach Optimises Engagement and Savings

Leaders at Cleveland Clinic have grown and stabilised their float pools.

As a result of embedding unit support for float staff, average staff satisfaction increased 50%.

The pools have covered thousands of temporary relief hours in one year, shown here. These hours would have otherwise been covered by agency or overtime.

Average Percentage of Staff Satisfied with Float Experience on Pilot Units



The Float as an Expert Generalist

“Our units are specialised and our floats become expert generalists. When a specialty unit has an identified need they say, ‘where’s the float?’ because of the float’s familiarity and vast experience with a wide variety of patient care settings and needs.”

*Angie Walden, Assistant Nurse Manager,
Nursing Floats, Cleveland Clinic*

Productive Hours Filled by Flexible Staff in 2015


87,321
Hours filled by
CCSR¹ RNs


172,478
Hours filled by Main
Campus float pool

1) Cleveland Clinic Staffing Resources: official name of the Cleveland Clinic’s enterprise-wide PRN pool.

Source: “Nurses Create a Model to Enhance the Float Experience,” Cleveland Clinic, <https://consultqd.clevelandclinic.org/2015/02/nurses-create-a-model-to-enhance-the-float-experience/>; Cleveland Clinic, Cleveland, Ohio, US; Advisory Board interviews and analysis.

