

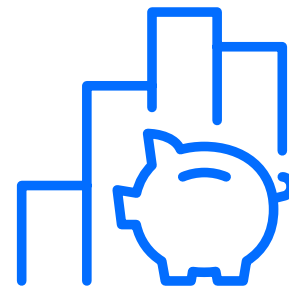


Healthcare staff scheduling:

Insights from
3 Canadian
organizations

Scheduling is at the heart of staffing shortages

Healthcare staffing shortages have long plagued the Canadian healthcare system, but COVID-19 made an undeniable impact that is stretching resources like never before. How well healthcare organizations address scheduling challenges may not increase staff numbers, but it can greatly influence how they perform despite being understaffed. This is part of the reason a growing number of Canadian hospitals and long-term care facilities are abandoning spreadsheets and generic scheduling solutions to manage the shifts of their staff.



63.7% of hospital expenses
go to employee
compensation

Building an accurate and balanced schedule that guarantees proper delivery of care is no small task, especially in the healthcare sector.

3 Key challenges in healthcare scheduling

Managing a singular schedule that meets administrators' expectations, schedulers constraints, and staff demands can feel like solving a Rubik's Cube. There is a simpler way. A way driven by technology, and deeply rooted in healthcare expertise that can solve many of the challenges inherent to healthcare.

The following spotlights examine common challenges across the healthcare ecosystem that can benefit greatly from healthcare-specific scheduling.



Spotlight 1

Complex rules and regulations

Schedulers can take advantage of algorithms to match available staff to open shifts that consider qualifications, but also compliance with collective agreement rules, unit guidelines and more.

Spotlight 2

Last-minute change management

Managers can quickly respond to last-minute schedule changes while meeting regulatory requirements by sending automated callouts via SMS or mobile notifications.

Spotlight 3

Critical workflow staffing

While many tools can offer a centralized view of all staff members, healthcare-specific scheduling solutions are designed to easily access and update their qualifications and shift preferences.

Spotlight 1:

Complex rules and regulations

With over 20 facilities acquired over time this senior housing and care organization struggled with the amount of time, effort and resources needed to create and manage their schedule and pay process. With multiple local collective agreements and frequent personnel changes across various disciplines, they were struggling to provide reliable, real-time service to all stakeholders while ensuring patient care.

Challenges

1. Replacement prioritizations

Schedulers had to prioritize shift replacements using different logic depending on the location. For example, local collective agreements would have different parameters based on:

- Occupation or employee group
- Work cycle (2, 4 or 6 week rotations)
- Overtime rate / threshold
- Shift swap with employee status

2. Varying overtime rules

This organization has different rates for different situations, for example an onsite employee would be eligible for a 1.5x overtime rate for the first 2 hours and then 2x the overtime rate for the rest of the shift. However, for a specific group of offsite employees, they would be eligible for a 2x overtime rate for their entire shift.

3. Scheduler training and hiring

It takes several weeks to train a single scheduler so that no schedule or pay errors occur resulting in grievance, pay corrections or employee mistrust, which could generate more work for an already very busy scheduler.

Type of organization: Retirement homes providing holistic care, including assisted living

Province: British Columbia

Employees: 2075

Services: Long term care for 2750+ patients across 20 facilities



Spotlight 1:

Complex rules and regulations

Challenges

1. Replacement prioritizations
2. Varying overtime rules
3. Scheduler training and hiring



Considerations

Healthcare-specific rules considered automatically during schedule creation.



LGI Workforce Pro

Employees

Schedules that automatically consider collective agreement rules, leave requests and overtime limits.

Schedulers

Easier training and faster schedule creation that complies with rules and regulation.

Managers

Compliance with rules fuel proper skills utilization and overtime awareness.

This organization was frustrated at not being able to find the right product for their business reality and to address the real problem of restoring trust with their employees for the replacement and payment process.

While many organizations may think the solution lies with a robot scheduler that would know every rule, this one understood that, in reality, they needed a human scheduler that could adapt to unforeseen circumstances that pop-up on a regular basis across healthcare environments.

At their core, healthcare employees are dedicated to helping people whether they are patients or colleagues. Having a manager or a scheduler listen to an employee's reality — and work with them to find a solution — will always be the best way to create a stable, loyal and high performing team. So, they knew it was crucial to provide their schedulers with a solution that would make it fast and easy to consider all the unique rules and regulations during schedule creation while respecting work-life balance goals of employees.



Employees gained trust in a solution that automatically considers labour laws, leave requests and overtime limits.



Schedulers increased efficiency by creating schedules in less time and rotations that complied with their unique rules and regulations.



Managers built-up confidence that overtime rules were being calculated properly and that regulations were being managed by the system to optimize their time.



Spotlight 2:

Last-minute change management

With over 850 employees caring across 6 facilities, this healthcare organization was using a manual, paper-based solution to create schedules, find replacements and initiate pay approvals. They struggled with last-minute replacement requests, and frequently had to deal with many adjustments. While many organizations deal with this type of scheduling challenge, they likely do not match the scope and complexity of the replacement process in healthcare organizations faced with delivering critical patient care. The organization needed to do shift replacements as fast as possible, minimize the number of replacements not found, limit overtime hours and use of agency personnel, as well as ensure employees were contacted in the correct order to reduce the number of grievances.

Challenges

1. Employee relocation

Schedulers frequently had to relocate employees with specific skill sets to cover last-minute absences. This challenge became increasingly intricate when the reassigned employee then left a gap that also necessitated a particular skill set, thereby initiating a cascading series of replacements that had to be managed within a limited timeframe.

2. Shift replacement

Schedulers needed to expedite shift replacements to minimize unfulfilled shifts, reduce overtime hours, and limit the use of agency personnel. Additionally, they needed to establish an efficient communication process with employees to reduce the number of grievances.

3. Payroll reconciliation

Payroll personnel had to validate everyone's schedule. Managers would focus mainly on handling changes, creating schedule updates and providing employee hours to payroll on a piece of paper. Payroll personnel then had to reconcile every hour in the employee bank, sick days, vacation, FTE, OT, premiums, etc. Changes had to be made to ensure schedule accountability was the responsibility of the scheduler and managers.

Type of organization: Not-for-profit foundation providing quality care and accommodations to seniors

Province: Alberta

Employees: 850+

Services: Long term care for 900+ patients across 6 facilities



Spotlight 2:

Last-minute change management

Challenges

1. Employee relocation
2. Shift replacement
3. Payroll reconciliation



Considerations

Tools to reach out to available personnel in a timely manner, such as automated callouts.

To accelerate and optimize what one scheduler or manager can do in a day, this organization needed multiple tools to be able to contact employees for their availability in an attempt to be more efficient such as text messages, emails, mobile applications. They needed a solution that had a built-in capability to automatically reach out to available employees in a timely manner and to filter through based on their seniority, skill sets and overtime situation.



LGI Workforce Pro

Employees

Improved transparency and easier ways to accept/refuse newly available shifts.



Employees gained improved transparency, a much easier payroll process and fewer mistakes in their pay, thus allowing them to have better faith and trust in their system. It also provided them with the flexibility to easily accept or refuse newly available shifts in a few clicks.



Schedulers reduced the challenge of last-minute shift changes by reaching out to employees via text and voice messages. The tool also allows overtime to be removed from the auto call-out search which is crucial from a budget savings perspective.



Managers benefited from a fast, accurate and paperless solution with embedded collective agreement protocols that enable them to track the most eligible employee to fill a vacant shift.

Schedulers

Easier last-minute changes management with automated shift callout (SMS and voice messages).

Managers

Fast, accurate, and paperless processes and responses.



Spotlight 3:

Critical workflow staffing

This acute care facility could almost be described as a small city. With many different programs and services, managers are challenged to share employees and collaborate in real time with all stakeholder in order to provide efficient patient care. Due to paper-based processes, approvals could take a couple of days before reaching the schedulers, resulting in last minute open shifts which in turn increase the number of OT hours, agency replacements, and not found shifts.

Challenges

1. Vacation approval

Vacation requests and timesheet approvals were completed by employees on paper and had to be manually entered in the system which could lead to entry errors.

2. Shift swap and giveaway

When an employee wanted to do a shift giveaway or a shift swap, they submitted paper forms, in person, to one of their managers for approval.

3. Self-service

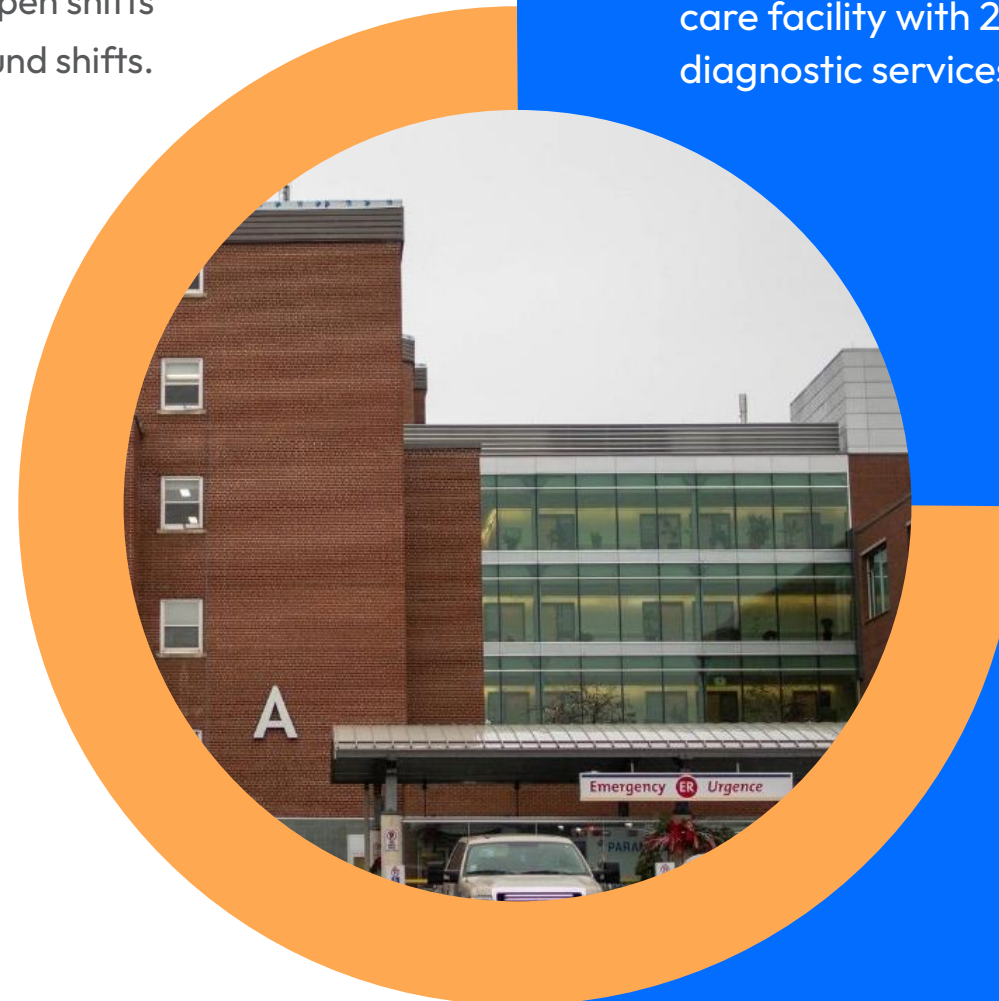
Employees needed a way to manage their schedules autonomously while ensuring compliance with established scheduling protocols.

Type of organization: Hospital with a broad range of acute care, post-acute care, outpatient and diagnostic services

Province: Ontario

Employees: 900+

Services: Emergency and intensive care facility with 20+ outpatient and diagnostic services for 55K+ residents



Spotlight 3:

Critical workflow staffing

Challenges



- 1. Vacation approval
- 2. Shift swap and giveaway
- 3. Self-service

Considerations



Self-serve processes to submit leave requests, give shift away and more.

Sometimes managers wouldn't know why an employee wasn't working because they didn't receive a leave request, or it was sent to another manager that the employee thought would process and approve the request faster.

LGI Workforce Pro

Employees

Autonomous shift exchanges and giveaways with colleagues.



Employees quickly and easily submit leave requests or conduct shift swaps using web-based self-service portal.



Schedulers leverage centralized, automated management to reduce processing time of last-minute replacement request.



Managers process requests faster, and get accurate data on attendance, costs and variance from budgeted hours in real-time.

Schedulers

Centralized request management with less back-and-forth.

Managers

Streamlined and paperless scheduling process that reduces costs.



So, why the need for healthcare-specific staff scheduling solutions?

Employees

Stress/burnout
Over/under utilized
Unfair workloads



More control over schedule and improved work-life balance.

Schedulers

Last minute shift replacements
Sudden workload changes
Aligning skill set with patient parameters



Faster schedule creation and easier last-minute changes management.

Managers

Improper staffing and increased overtime costs
Complicated union regulations
Inaccurate timesheets and costly payroll errors



Accurate data on attendance, costs and variance from budgeted hours.

Engagement is one of the many areas that is negatively impacted when healthcare staff find it hard to achieve balance between their professional and personal lives. When employees are feeling at the mercy of a schedule that offers no guarantee of being accurate or up to date, adding stress and exhaustion to eroding employee engagement can lead to increasing levels of absenteeism and employee turnover. If employee experience shapes the way an organization is perceived as an employer, then technology is a reliable asset to empower staff with the autonomy they need and the working environment they want.

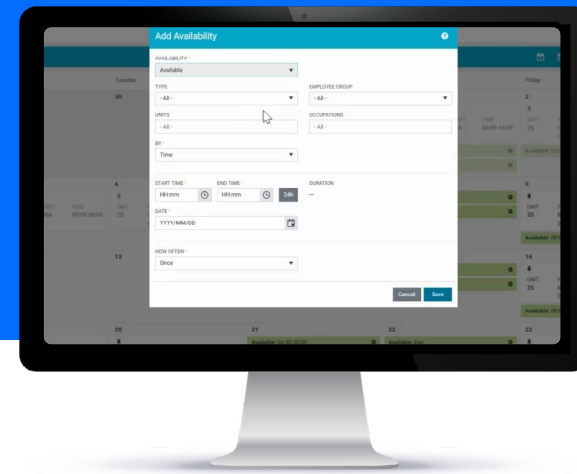
This is why a growing number of Canadian hospitals and long-term care facilities opt for healthcare-specific schedule and staffing processes that deliver real-time, balanced and efficient workforce management, while providing a collaborative and transparent experience for employees.

Simplified processes for employees, schedulers and managers

LGI Workforce Pro is a new and better way of accurate and paperless scheduling that promotes real-time connectivity through a central, cloud-based, electronic scheduling platform.

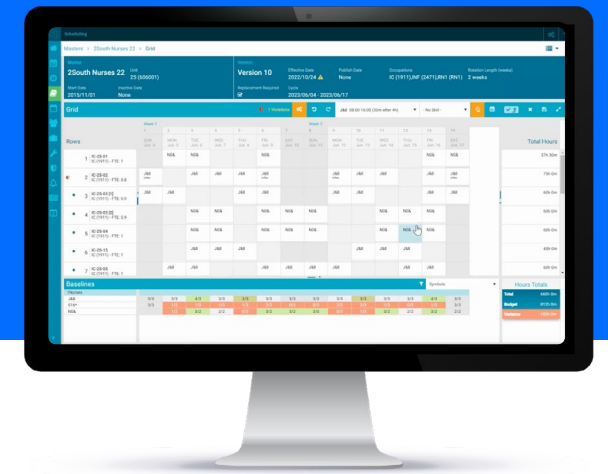
This solution's unique workforce management modules increase employee autonomy with self-service features that provide better visibility of work schedules and is the only scheduling solution on the market that fully combines master rotations, electronic schedules, leave management, automated shift callouts, and time and attendance functionality in one fully integrated, streamlined solution.

The synergy between these different modules increases data quality and provides reliable forecasting data, potential compliance issues, and real-time performance metrics so managers can stay within allocated budgets and capitalize on unique strategic insights into workforce management and cost containment opportunities.



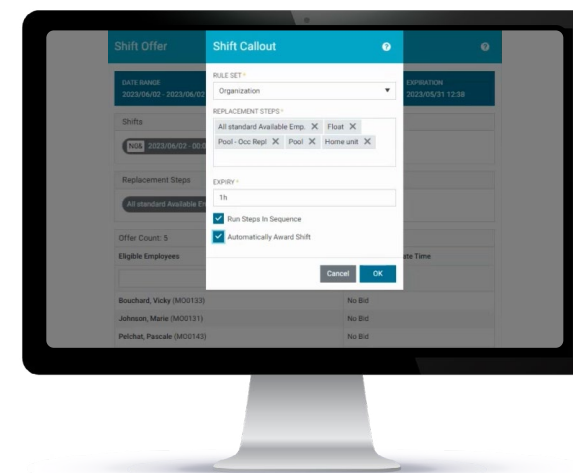
Process automation and workflow

Automate the scheduling process, fill open shifts quickly, gain control over your scheduling processes, and enable employees to respond to requests faster and easier.



Master rotations

Plan the rotations of your units and stay on track with your position budgets and FTEs to ensure a balanced schedule.



Automated shift callout

Fill open shifts faster and more efficiently with automated shift offers via text message or auto-calls, with full integration.

A trusted healthcare technology partner

LGI Healthcare Solutions offers healthcare management solutions that help make healthcare organizations more efficient and improve the experience of healthcare teams.

With 40 years of experience and dedication creating innovative, best-in-class technology projects, LGI Healthcare Solutions is in a unique position to help healthcare organizations integrate innovation in a sustainable and measurable approach.

40 years of experience in healthcare IT

400 dedicated employees across Canada

320K healthcare professionals and staff users

6M of patients supported



Adoption of LGI Workforce Pro will bring a transformative level of efficiency to our HR, payroll, and scheduling operations. This change demonstrates how an all-in-one solution can deliver significant value, optimizing workforce management and providing a solid foundation for growth.

Greg Reid
CEO at the Fred Douglas Society



It is always a pleasure to work with LGI Healthcare Solutions's team. Their staff always answers questions quickly and follows up to ensure the products work according to our needs.

Esther Briand
Medical Archives and Appointments Control Centre Coordinator, ciSSS of Laval



Proper recording of the staff's time in and out will give us accountability in addition to reducing the time wasted by nursing staff trying to find replacement.

Gilles Verrier
Interim Executive Director for the Lions Housing Centres





Let's talk about how your needs
can be met with LGI Workforce Pro.



1 800 361 9659

info@lgisolutions.com

Improving performance in healthcare