**Strathcona Community Hospital &
Staffing Service Centre Improvement Project:
Reduce Staffing Errors & Overtime Costs in the
Emergency Department**

October 31, 2017

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Photo credit: Rocco Macri

Context & Relevance

- Since opening their doors on May 21, 2014, the Strathcona Community Hospital (STCH) worked with Staffing Service Centre (SSC) for all staffing.

- There were several growing pains, particularly in the Emergency Department (ED), with their large number of casual and full time staff.

- Errors were being made by all parties, causing missed shifts, incorrect bookings, and increased overtime.

- The goal of the project was to reduce the process error rate and monthly overtime cost.

Methods:

- A cross functional team was formed, with representatives from the ED, SSC and AHS Improvement Way.

- Supported by the Process Improvement department, a root cause analysis workshop was conducted.

- This identified the factors that potentially lead to the errors, and the team brainstormed 110 improvement ideas.

- Highlights include on-site Staffing support, new casual and overtime guidelines, changes to ED training resources, implementation of text message alerts, and a new SSC team rotation.

- To measure improvement, error rate samples were taken, and monthly overtime cost was reported and sent to the entire project team.

Outcomes:

- After 8 months, the average monthly overtime cost decreased from $54,653.26 to $20,906.02 (a 61.75% improvement), with an estimated annual financial impact of $404,966.85.

- The average error rate has also decreased from 0.77/day to 0.42/day (a 45.13% improvement).

- The project created a more unified team between the two sites, leading to greater communication and problem solving, as well as decreased stress and increased staff satisfaction.

ED Monthly OT Cost Control

Strathcona ED Monthly OT Cost Control Chart
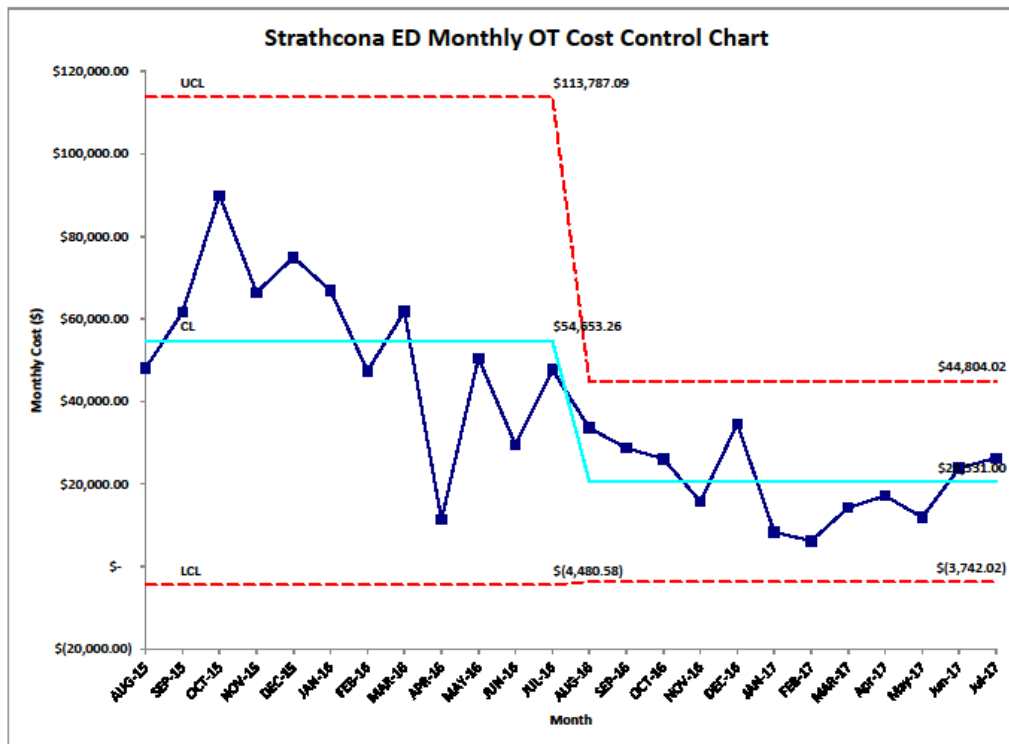
Pareto Chart of Category
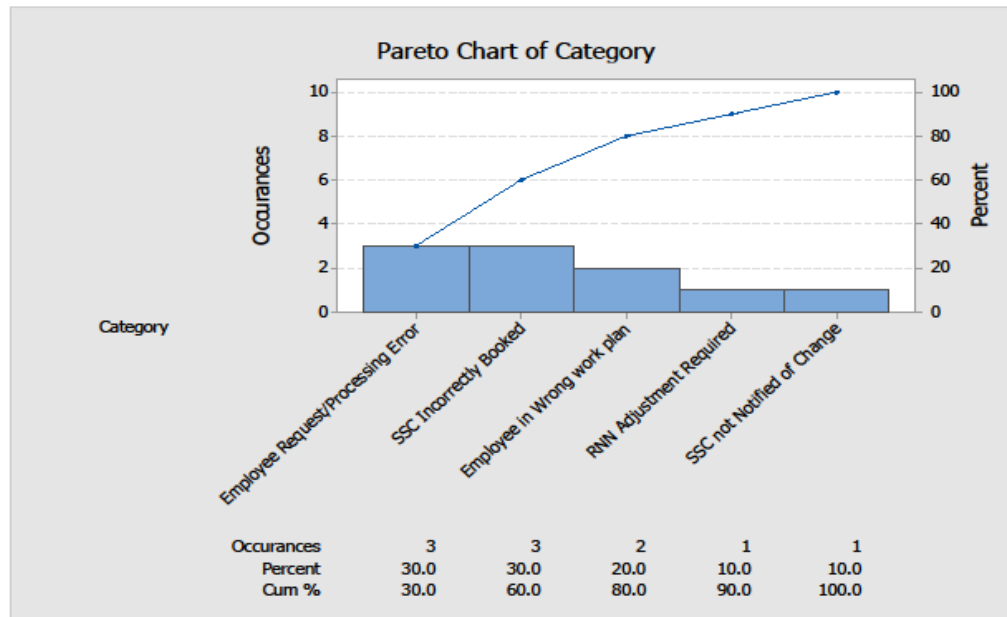
Lessons learned:

- Careful consideration must be given to the creation of project sub-groups.
- Communication was also key for this project.
- Easy to lose momentum, but it was easily regained once positive results were shared.

Questions?