



EP 9 – Staffing Scheduling, and Budgeting Process

EP9a: Provide an example, with supporting evidence, of a time when clinical nurses collaborated with an assistant vice president (AVP)/nurse director to evaluate data in order to address an identified unit-level staffing need.

Example EP9a: Nurses in the Department of Emergency Medicine and their Program Director Use their Staffing Data to Advocate for Temporary Staff During COVID-19

The demands of the COVID-19 pandemic negatively impacted nurses working within the Department of Emergency Medicine (DEM). Apart from the increased patient volumes, several staff members also contracted COVID-19 leading to high levels of sickness-absence and travel restrictions which meant that new hires were unable to join the organization. Several staff also requested to be transferred from the DEM to less demanding units. Given these challenging circumstances, staff leaves were temporarily restricted to a minimum to ensure adequate personnel were available to serve the patients.

Clinical Nurses Review Their Staffing Data

In the third quarter of 2020, as the positive COVID-19 patient numbers grew, it became challenging for the DEM nurses to carry out work functions because of the increasing demands of COVID-19. However, the staff discussed staffing needs and reviewed vacancy data. At the July 2020 Unit Council meeting, temporary staffing was identified as a potential solution. Staff requested Charge Nurse Raji Joseph Dip.N RN. Staff Nurse 1, clinical nurse, to discuss this idea with their Program Director and question the possibility to explore hiring temporary staff to reduce the workload and stress and, most importantly, for ensuring patient safety. [Evidence EP9a.1 Minutes of the DEM Unit Council Meeting of July 15, 2020](#)

Discussion with The Program Director

On September 16, 2020, Raji approached her Program Director for Ambulatory Care Nursing, Janis Bruyns, BSN RN, MA, while Janis was rounding in the DEM. Raji relayed to Janis that the staff expressed being overwhelmed due to the increased volume of work caused by COVID-19 and being exacerbated by the increasing staff turnover. Raji

requested Janis to attend their Unit Council meeting on September 20, 2020, to hear from the staff and to review their nursing staffing needs.

The DEM Unit Council met on September 20, 2020, where Janis attended as a guest. The unit nursing staffing data per shift was reviewed, and the Unit Council made recommendations. **Evidence EP9a.AD1 DEM Unit Council Meeting Minutes September 20, 2020**

In the DEM Unit Council discussions, the DEM clinical nurses had identified temporary staffing as a potential solution and requested Raji to discuss their idea with Janis and to ask whether it would be possible to explore hiring temporary staff as a way of reducing the workload and stress and most importantly for assuring patient safety. Janis assured Raji and the Unit Council members that she would discuss and explore this idea with her direct line manager, Wadea Beheri, PhD RN, Deputy Executive Director of Nursing Affairs. In the third quarter of 2020, the number of vacancies in the DEM were seven full-time equivalent (FTE) staff, and in the fourth quarter of 2020, the number of vacancies were five FTEs.

Addressing the DEM's Staffing Needs

On September 28, 2020, Janis discussed the team's feedback with Dr. Beheri at the morning huddle and Janis suggested the option for temporary staffing. During this time, KFSHRC-J did not have a tradition of hiring temporary nursing staff.

On October 04, 2020, Janis discussed the feasibility of hiring temporary staff for DEM during her 1:1 Management meeting with Kathy Sienko, O.B.E., BSN (Hon) RN, MSc, FInstLM, Executive Director, Nursing Affairs, who stated that at a previous hospital she had hired locum nurses and that this had resulted positively on existing staff in terms of workload distribution; relieving the burden on staff, and on the staffs' reported perception of the work environment. In the context of Saudi Arabia, locum nurses are temporary nurses hired from abroad to fill short-term manpower needs. In discussion with Janis and Dr. Beheri, Kathy agreed to discuss the possibility of hiring locums with Human Resources and with the General Manager (GM) Nasser Mahdi, M.D.

On October 07, 2020, Kathy updated the hospital Executive Team by presenting on the turnover issues, related impacts in the DEM, and recommended hiring locum nurses. The team agreed on this. **Evidence EP9a.2 EDNA Presentation to the Nursing Affairs Manpower Update to Operations & Strategy Management Meeting**

On October 19, 2020, Kathy forwarded an Internal Memorandum to Afraa Muzzaffer, Director of Human Resources Services, requesting 30 temporary lines to hire locum nurses for 90 days for the DEM and potentially for other areas of the hospital. This included 14 lines for the DEM. This request was agreed upon. The responsibility for

operationalizing the locum hiring plan for DEM was delegated to Janis in her capacity as Program Director for the area. **Evidence EP9a.3 Memo to Director of Human Resources Requesting 30 Temporary Lines for Hiring Locums**

Also, on October 19, 2020, the DEM Unit Council met, and Janis attended as a guest to provide an update on the nurse staffing needs identified in the previous Unit Council meeting and to announce that 14 locum nursing lines had been approved for the DEM unit. **Evidence EP9a.AD2 DEM Unit Council Meeting Minutes October 19, 2020**

On 25 October, Janis convened a task group to discuss the strategy for on boarding locums, including logistics, fit-testing plans, and the approach to privileging the temporary hires. The DEM Locum Task Group met with clinical nurse Raji who represented the care delivery nurses within the group.

Soud Sbehat, BSN, RN, Nursing Recruitment and Retention Coordinator, contacted international recruitment agencies to inform them of plans for locum hiring and asked that they begin to canvass interest, advertise for, and source applicants.

Table EP9a.1: DEM Locum Task Group

Name & Credentials	Job Title	Department
Kathy Sienko, O.B.E., BSN (Hon) RN, MSc, FInstLM	Executive Director	Nursing Affairs
Janis Bruyns, BSN RN, MA	Program Director	Ambulatory Care Nursing
Marwa Abid, BSN RN	Head Nurse	DEM
Anaam Al Khatib, BSN RN, MSc	Nurse Clinician	DEM
Raji Joseph, Dip.N RN	Staff Nurse 1	DEM
Soud Sbehat, BSN RN	Nursing Recruitment Coordinator	Nursing Recruitment and Retention Section
Michelle Mc Bride, Dip.N RN	Staffing And Scheduling Analyst	Nursing Recruitment and Retention Section
Afraa Almozafer	Director	Human Resources Division
Mohammed Hamadi aam	Head	Housing Services Department
John Sedgewick, PhD RN, RMN, Dip.N, Renal Cert, Cert.ED, RNT, FETC, FFNM(RCSI), FInstLM	Program Director	Nursing Development and Saudization
Wadea Beheri, PhD RN	Deputy Executive Director	Nursing Affairs

On November 28 and 30, 2021, Janis, in collaboration with Marwa Abid, BSN, RN, Head Nurse for the DEM, called for two meetings with the DEM nurses to inform them that based on their advocacy, a decision had been made to hire locum staff for the DEM.

Between the first quarter of 2021 and the fourth quarter of 2021, 14 locum nurses were hired in the DEM. The success of this strategy led to the extension of the locum hiring program to other units within Nursing Affairs, including critical care.