

Appendix L
Evaluation Framework for Nursing Staffing and Scheduling Models

IMPLEMENTATION				
Evaluation Questions and Issues	Indicators	Data Sources	Data Collection Methods	Bases for Comparison
I-1 Does the hospital have the resources (time, funding and personell) to implement the nursing staffing and scheduling model?	<ul style="list-style-type: none"> • Identified resource needs • Stakeholders' opinions 	<ul style="list-style-type: none"> • Staffing and scheduling documents, policies and procedures • Stakeholders • Job descriptions 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Staffing and scheduling logic model • Documented expectations
I-2 How is the implementation of the staffing and scheduling model monitored?	<ul style="list-style-type: none"> • Staffing and scheduling implementation plans, procedures and policies • # of implementation challenges • # of individuals who are appointed to review staffing and scheduling model • # of times staffing and scheduling model is reviewed 	<ul style="list-style-type: none"> • Staffing and Scheduling procedures and policies • Stakeholders 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Published literature • Documented expectations
I-3 Have policies and procedures been developed for the nursing staffing and scheduling model? <ul style="list-style-type: none"> • Have the policies and procedures been developed collaboratively? 	<ul style="list-style-type: none"> • # of policies and procedures developed • # of policies and procedures in place • Stakeholders' opinions 	<ul style="list-style-type: none"> • Staffing and Scheduling procedures and policies • Stakeholders 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Documented expectations
I-4 Have needs assessment data been incorporated into the nursing staffing and scheduling model? <ul style="list-style-type: none"> • How have they been incorporated? 	<ul style="list-style-type: none"> • Stakeholder opinions' • Identified needs of the stakeholders • Degree to which the staffing and scheduling model(s) meet the needs of the stakeholders 	<ul style="list-style-type: none"> • Stakeholders • Needs assessment 	<ul style="list-style-type: none"> • Interviews • Document review 	<ul style="list-style-type: none"> • Documented expectations
I-5 Is the staffing and scheduling model being implemented according to plan?	<ul style="list-style-type: none"> • Staffing and scheduling implementation plans, procedures and policies • # of implementation challenges 	<ul style="list-style-type: none"> • Stakeholders • Staffing and scheduling policies and procedures 	<ul style="list-style-type: none"> • Interviews • Document review 	<ul style="list-style-type: none"> • Staffing and scheduling logic model • Documented expectations

Appendix L (continued)

ENGAGEMENT				
Evaluation Questions and Issues	Indicators	Data Sources	Data Collection Methods	Bases for Comparison
E-1 Have stakeholders been provided with opportunities to provide input into the nursing staffing and scheduling model?	<ul style="list-style-type: none"> • # of stakeholders involved in the planning of the staffing and scheduling model • # of stakeholders involved in the implementation of the staffing and scheduling model • # of opportunities for stakeholders to provide input • Type of stakeholders who provide input 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Interviews • Focus groups 	<ul style="list-style-type: none"> • Baseline status and conditions
E-2 Is education provided to stakeholders on the nursing staffing and scheduling model?	<ul style="list-style-type: none"> • # of education sessions • Frequency of education sessions • Type of education provided • # of stakeholders who participate in education sessions • Type of stakeholders who participate in education sessions 	<ul style="list-style-type: none"> • Stakeholders • Education documentation • Staffing and scheduling policies and procedures 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions • Documented expectations
OUTCOMES				
O-1 Does the nursing staffing and scheduling model meet the needs of the stakeholders?	<ul style="list-style-type: none"> • Stakeholders' opinions 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Interviews • Focus groups 	<ul style="list-style-type: none"> • Needs assessments • Baseline status and conditions

Appendix L (continued)

OUTCOMES

Evaluation Questions and Issues	Indicators	Data Sources	Data Collection Methods	Bases for Comparison
O-2 Does the staffing and scheduling model respond to unit care needs?	<ul style="list-style-type: none"> • Stakeholders' opinions • # of RNs per shift • # of RPNs per shift • # of RNs required per shift • # of RPNs required per shift • # of occupied beds per shift • # of patients assigned to each nurse per shift • Patient acuity per shift • # of vacancies per shift • # of vacancies filled per shift • # of shifts that were filled out of category per shift 	<ul style="list-style-type: none"> • Stakeholders • Unit reports (output data) 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Needs assessments • Baseline status and conditions
O-4 Does the nursing staffing and scheduling model strengthen the relationships between employer/nurse?	<ul style="list-style-type: none"> • Stakeholders' opinions 	<ul style="list-style-type: none"> • Stakeholders • Employers 	<ul style="list-style-type: none"> • Interviews • Focus groups 	<ul style="list-style-type: none"> • Baseline status and conditions
O-5 Does the nursing staffing and scheduling model strengthen the relationships between employer/unions?	<ul style="list-style-type: none"> • Stakeholders' opinions • # of grievances filed by nurses • Type of grievances filed by nurses 	<ul style="list-style-type: none"> • Stakeholders • Union representatives • Documentation (grievance documents) 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions
O-6 Does the nursing staffing and scheduling model facilitate an amicable work environment for nurses?	<ul style="list-style-type: none"> • Stakeholders' opinions 	<ul style="list-style-type: none"> • Stakeholders 	<ul style="list-style-type: none"> • Interviews • Focus groups 	<ul style="list-style-type: none"> • Baseline status and conditions
O-7 Does the nursing staffing and scheduling model enhance the ability of the hospital to recruit nursing staff?	<ul style="list-style-type: none"> • # of new RN hires • # of new RPN hires 	<ul style="list-style-type: none"> • Documentation (HR/ new hire documents) 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions
O-8 Does the nursing staffing and scheduling model enhance the ability of the hospital to retain nursing staff?	<ul style="list-style-type: none"> • RN turnover rate • RPN turnover rate 	<ul style="list-style-type: none"> • Documentation (HR documents) 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions
O-9 Are the resources of the nursing staffing and scheduling model used efficiently?	<ul style="list-style-type: none"> • Staffing and scheduling expenses • Staffing and scheduling budget 	<ul style="list-style-type: none"> • Documentation 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions

Appendix L (continued)

OUTCOMES

Evaluation Questions and Issues	Indicators	Data Sources	Data Collection Methods	Bases for Comparison
O-10 Are the resources of the nursing staffing and scheduling model used effectively?	<ul style="list-style-type: none"> • Stakeholders' opinions • Staffing and scheduling implementation plans, procedures and policies 	<ul style="list-style-type: none"> • Stakeholders • Staffing and scheduling policies and procedures 	<ul style="list-style-type: none"> • Interviews • Focus groups • Document review 	<ul style="list-style-type: none"> • Baseline status and conditions