

A stack of papers, slightly blurred, with a purple and blue color cast, located in the top-left quadrant of the slide.

Skill Mix Change

What do you need to know?

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ONA Professional Practice
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A round analog clock with a yellow face and red hands, set against a red and orange background, located in the bottom-right quadrant of the slide.

OBJECTIVES

- What is a skill mix change?
- Information you need to know
- Responsibility of providers
- The Three Factor Framework (CNO)
- The Role of the Charge Nurse





What is a skill-mix change ?

- **The skill mix is the mix of health care personnel required for a specific patient population**

(WHO Skill mix in health care workforce 2002, http://www.who.int/hrh/documents/skill_mix.pdf)

- **When the ratio of care providers is reorganized or re-configured with different care providers**



There is going to be a skill mix change: What do you do?

- Become familiar with the CNO document on utilization of RNs and RPNs, and unregulated care providers
- Consider the 3 factor framework
 - The client
 - The nurse
 - The environment

What do you need to know?

THE CLIENT

Complexity, Predictability, Risk

- What is the client population?
- What is the proportion of RN, RPN, other regulated care providers and UCPs?
- Are there supports in place i.e. policy guidelines, care plans, assessment tools?
- Is there sufficient time for collaboration between the RNs and the other health care providers to ensure safe patient care?
- Fragmentation of care?



THE NURSE

Knowledge, Skill and Judgment

- What is the proportion of nurses delivering the care and their level of experience i.e. novice / expert
- The staff's level of familiarity with the unit
- What is the ratio of nurse/s and other health care providers in relation to the client population



THE ENVIRONMENT

Supports, Consultation, Stability

- Are there available practice supportspolicies, care plans, expert staff?
- How complex or stable is the client population?
- Are there consultative and collaborative resources?
- Consider census fluctuation, client care needs, predictability of events throughout the shift and over the 24-hr day





Responsibility of the care providers

- Each nurse is accountable for her/his own decisions and actions. However:
- RNs have a greater depth and breadth of knowledge in the areas of
 - Clinical practice
 - Decision-making
 - Critical thinking
 - Leadership
 - Research utilization and
 - Resource management.

CNO's Three Factor Framework



Client

- Very Complex
- Less predictable
- High risk



RN

RPN
Provides aspects of care



Environment

- Few to no practice supports
- Limited consultation resources
- Unpredictable and unstable

Client

- Moderately complex
- Predictable
- Low risk

RPN

RN

Environment

- Many practice supports
- Many consultation resources
- Moderately stable and predictable

Client

- Less complex
- Predictable
- Low risk

RPN

Environment

- Many practice supports
- Many consultation resources
- Stable and predictable

Role of the Charge Nurse

- Charge Nurses are accountable to share knowledge and expertise with others to assist in meeting client needs
- Charge Nurses are also expected to take action in situations where client safety and well-being may be compromised



Role of the Charge Nurse

- Know who is most likely to need your help
- Get mini-reports throughout the shift
- Ask the right questions
- Be clear about who is responsible for what
- Be a leader by providing, facilitating and promoting the best possible care





Collective Agreement Language

- 10.12 Work of the Bargaining Unit / Agency Nurses
 - (a) Nurses will be assigned duties and responsibilities in accordance with the *Regulated Health Professions Act* and other applicable statutes and regulations thereto. **Hospitals will not assign such duties and responsibilities to employees not covered by this agreement unless those duties and responsibilities are appropriate to the position occupied by the person to whom the duties and responsibilities are being assigned and are consistent with quality patient care.**

Implications

- Be aware of duties being assigned to other care providers
- Are they “appropriate to the position” and “consistent with quality patient care”



Where to find help?

- Consult with your local union representatives and your Labour Relations Officer
- Review the CNO learning modules, at www.cno.org
- Utilize the PRWRF in situations where you are not able to meet your standards expectations



Where to find information....

- http://www.ona.org/members/professional_practice
- <http://www.cno.org/prac/learn/modules/utilization/index.htm>
- E-mail pstintake@ona.org



RESOURCES

- Phone CNO Practice Support line:
Toll free in Ontario 1-800-387-5526 or 416-928-0900
- **Outreach Consultants:**
(See CNO web for more info)
- Website: www.cno.org
- E-mail: ppd@cnomail.org
- Publications & Resources:
 - Practice Standards and Guideline documents
 - E-learning modules & teleconferences and
 - *The Standard* (Magazine) & *Quality Practice* (e-newsletter)
 - Research studies

