## Appendix L
### Evaluation Framework for Nursing Staffing and Scheduling Models

<table>
<thead>
<tr>
<th>Evaluation Questions and Issues</th>
<th>Indicators</th>
<th>Data Sources</th>
<th>Data Collection Methods</th>
<th>Bases for Comparison</th>
</tr>
</thead>
</table>
| I-1 Does the hospital have the resources (time, funding and personnel) to implement the nursing staffing and scheduling model? | • Identified resource needs  
• Stakeholders' opinions | • Staffing and scheduling documents, policies and procedures  
• Stakeholders  
• Job descriptions | • Interviews  
• Focus groups  
• Document review | • Staffing and scheduling logic model  
• Documented expectations |
| I-2 How is the implementation of the staffing and scheduling model monitored? | • 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 | • Staffing and Scheduling procedures and policies  
• Stakeholders | • Interviews  
• Focus groups  
• Document review | • Published literature  
• Documented expectations |
| I-3 Have policies and procedures been developed for the nursing staffing and scheduling model?  
• Have the policies and procedures been developed collaboratively? | • # of policies and procedures developed  
• # of policies and procedures in place  
• Stakeholders' opinions | • Staffing and Scheduling procedures and policies  
• Stakeholders | • Interviews  
• Focus groups  
• Document review | • Documented expectations |
| I-4 Have needs assessment data been incorporated into the nursing staffing and scheduling model?  
• How have they been incorporated? | • Stakeholder opinions'  
• Identified needs of the stakeholders  
• Degree to which the staffing and scheduling model(s) meet the needs of the stakeholders | • Stakeholders  
• Needs assessment | • Interviews  
• Document review | • Documented expectations |
| I-5 Is the staffing and scheduling model being implemented according to plan? | • Staffing and scheduling implementation plans, procedures and policies  
• # of implementation challenges | • Stakeholders  
• Staffing and scheduling policies and procedures | • Interviews  
• Document review | • Staffing and scheduling logic model  
• Documented expectations |
### ENGAGEMENT

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| **E-1** Have stakeholders been provided with opportunities to provide input into the nursing staffing and scheduling model? | - # 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 | - Stakeholders | - Interviews  
- Focus groups | - Baseline status and conditions |
| **E-2** Is education provided to stakeholders on the nursing staffing and scheduling model? | - # 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 | - Stakeholders  
- Education documentation  
- Staffing and scheduling policies and procedures | - Interviews  
- Focus groups  
- Document review | - Baseline status and conditions  
- Documented expectations |

### OUTCOMES

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| **O-1** Does the nursing staffing and scheduling model meet the needs of the stakeholders? | - Stakeholders' opinions  
- Stakeholders | - Stakeholders | - Interviews  
- Focus groups | - Needs assessments  
- Baseline status and conditions |
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<tr>
<td>O-2 Does the staffing and scheduling model respond to unit care needs?</td>
<td>stakeholder 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</td>
<td>stakeholders, unit reports (output data)</td>
<td>interviews, focus groups, document review</td>
<td>needs assessments, baseline status and conditions</td>
</tr>
<tr>
<td>O-4 Does the nursing staffing and scheduling model strengthen the relationships between employer/nurse?</td>
<td>stakeholder opinions</td>
<td>stakeholders, employers</td>
<td>interviews, focus groups</td>
<td>baseline status and conditions</td>
</tr>
<tr>
<td>O-5 Does the nursing staffing and scheduling model strengthen the relationships between employer/unions?</td>
<td>stakeholder opinions, # of grievances filed by nurses, type of grievances filed by nurses</td>
<td>stakeholders, union representatives, documentation (grievance documents)</td>
<td>interviews, focus groups, document review</td>
<td>baseline status and conditions</td>
</tr>
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<td>O-6 Does the nursing staffing and scheduling model facilitate an amicable work environment for nurses?</td>
<td>stakeholder opinions</td>
<td>stakeholders</td>
<td>interviews, focus groups</td>
<td>baseline status and conditions</td>
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<tr>
<td>O-7 Does the nursing staffing and scheduling model enhance the ability of the hospital to recruit nursing staff?</td>
<td># of new RN hires, # of new RPN hires</td>
<td>documentation (HR/new hire documents)</td>
<td>document review</td>
<td>baseline status and conditions</td>
</tr>
<tr>
<td>O-8 Does the nursing staffing and scheduling model enhance the ability of the hospital to retain nursing staff?</td>
<td>RN turnover rate, RPN turnover rate</td>
<td>documentation (HR documents)</td>
<td>document review</td>
<td>baseline status and conditions</td>
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<tr>
<td>O-9 Are the resources of the nursing staffing and scheduling model used efficiently?</td>
<td>staffing and scheduling expenses, staffing and scheduling budget</td>
<td>documentation</td>
<td>document review</td>
<td>baseline status and conditions</td>
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| O-10 Are the resources of the nursing staffing and scheduling model used effectively? | • Stakeholders’ opinions  
• Staffing and scheduling implementation plans, procedures and policies | • Stakeholders  
• Staffing and scheduling policies and procedures | • Interviews  
• Focus groups  
• Document review | • Baseline status and conditions |