

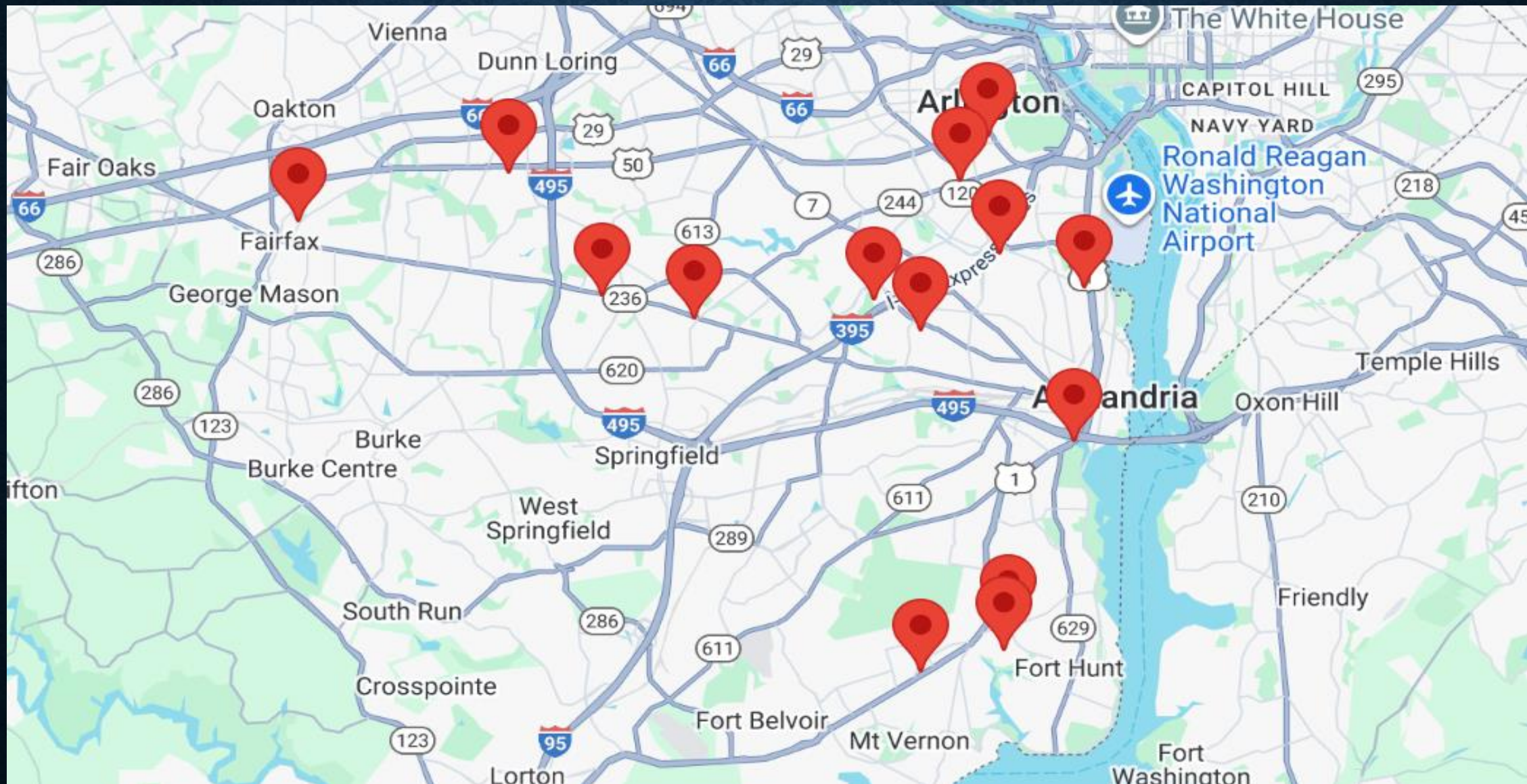
OPTIMIZING CLINICAL OPERATIONS: A NEW NURSE SUPERVISOR STAFFING MODEL

CHCU Capstone Presentation

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Neighborhood Health

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CURRENT STAFFING: NURSING

- ~57 Medical Assistants
- 7 Referral Coordinators
- 1 Prenatal Navigator
- 15 Clinic Nurses and Nurse Coordinators
- Employee Health Nurse and Ryan White Nurse Case Manager
- 4 Nurse Supervisors

ORIGINAL REPORTING STRUCTURE

- Medical Assistants and Referral Coordinators report to Nurse Coordinator
- Clinic Nurse reports to Nurse Manager
- Nurse Manager handles disciplinary action for Medical Assistants, Referral Coordinators, Clinic Nurses and Nurse Coordinators

ORIGINAL NURSING MANAGEMENT MODEL (2020)— HAVE SINCE ADDED 4 SITES

Nurse Manager

- Merrifield
- South County
- Sherwood Hall
- Gartlan

Nurse Manager

- Richmond Highway
- Casey
- 2 East Glebe
- Arlington CSB

NURSING MANAGEMENT MODEL—2ND ITERATION

- Director of Nursing oversees two Nurse Managers
- Two Nurse Managers split sites/responsibilities
- Nurse Managers focus on administrative and educational tasks, with minimal clinical involvement

CHALLENGES WITH EXISTING NURSE MANAGEMENT MODEL

- Minimal involvement in clinical tasks
- Limited knowledge of some clinic processes (how to order vaccines and medication)
- Cannot easily cover nurse coordinator duties
- Heavy administrative and educational workload with limited ability to train for new or different roles
- Too many direct and indirect reports

KEY STEPS IN DEVELOPING NURSE SUPERVISOR STAFFING MODEL

- Drafted an initial staffing model
- Established alignment of Nurse Supervisors with Associate Medical Directors and Office Managers
- Determined site assignments based on provider FTEs and number of monthly patient encounters
- Presented and discussed the model with the CMO and CEO; received approval
- Promoted three nurse coordinators to supervisor role; hired one supervisor from outside of organization

Nurse Supervisor (title?)	AMD	Sites	Additional Nurses/Navigator
Tenketum Mewa	Dr. Thomas	Merrifield	1 RN
	Dr. Hayes	Annandale	1 LPN
Daisa Rodrigues	Dr. Page Lopez	2 East Glebe	1 LPN/RN (Vacant), Clinic Navigator
		Martha Custis	1 RN
	Dr. Hayes	Arlington CSB	1 LPN
Sheila Ormond	Dr. Cole	Casey	1 RN, 1 LPN
		Mark Center	1 RN
Rachael Jacobson	Dr. Morris	Richmond Highway	1 LPN
		Sherwood Hall	1 LPN (Vacant)
		South County	1 RN

NURSE SUPERVISOR ROLE

- Clinical care and patient support
- Administrative responsibilities (especially new meetings: quality, infection control, site meetings)
- More meetings is a positive change, it allowed Nurse Supervisors to be more involved in different aspects of patient care and organizational responsibilities
- Disciplinary action (new responsibility)
- Oversight and mentoring of nurse coordinators and clinic nurses

NEW REPORTING STRUCTURE

- Medical Assistants and Referral Coordinator report to Nurse Coordinator
- Clinic Nurse and Nurse Coordinator report to Nursing Supervisor
- Nurse Supervisors report to Director of Nursing

TRAINING FOR NEW SUPERVISORY ROLE

- Weekly group meetings (Director of Nursing + all Nurse Supervisors)
- Case studies
- Weekly 1:1 check-ins with Director of Nursing
- HR training: Time and Attendance
- Upcoming HR training: Disciplinary Actions
- CHCU materials on difficult conversations
- Brene Brown principle: “Clear is kind”

IMPACT ON OPERATIONS

- Helpful to have one nurse overseeing two to three sites
- Nurse Supervisor has deep knowledge of sites and staff
- Ability to step in when needed (workload support or covering Nurse Coordinator absences)

CHALLENGES WITH NEW STAFFING MODEL

- Extended Nurse Coordinator absences (FMLA, vacancies)
- Increased burden on Nurse Supervisors
- Must delegate administrative and patient care duties at sites with vacancies
- Risk of burnout and overwhelm

KEY OUTCOMES AND CURRENT STATE

- Improved reporting structure
- Turnover remains a challenge (linked to Nurse Coordinator vacancies)
- Two Nurse Supervisors left at the one-year mark
- Exploring strategies to reduce overwhelm when sites lack a Nurse Coordinator and an extra nurse cannot be hired
- Successes: the current Nurse Supervisors have grown into their roles—leading with humanity, skill and commitment to our mission