



**Continuing Quality Education (CQE) Series**  
(An initiative of CAHO Quality Professionals' Wing)

## **HR Management & Practices in Healthcare**

**Manpower Planning and Acuity Adjusted Staffing  
Strategy for Nursing Manpower Planning and Workload**

**Capt Ajitha Nair**  
**Managing Director, Healbiz**  
**24 Apr 2021**

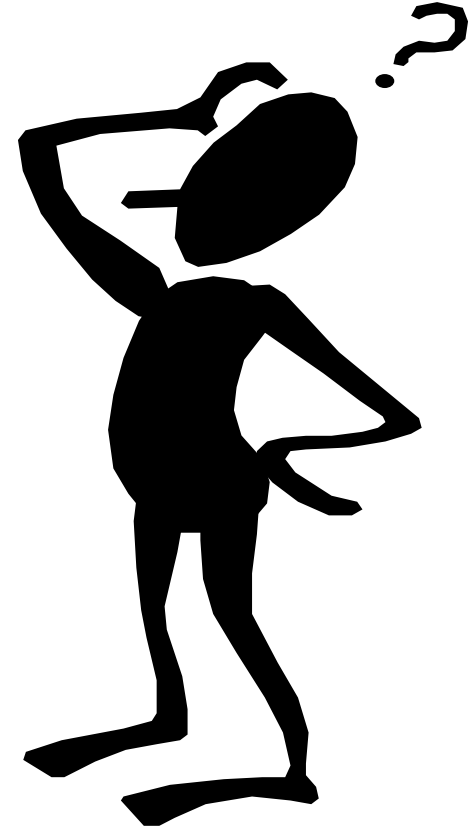
**Toughest task in private hospitals sector**



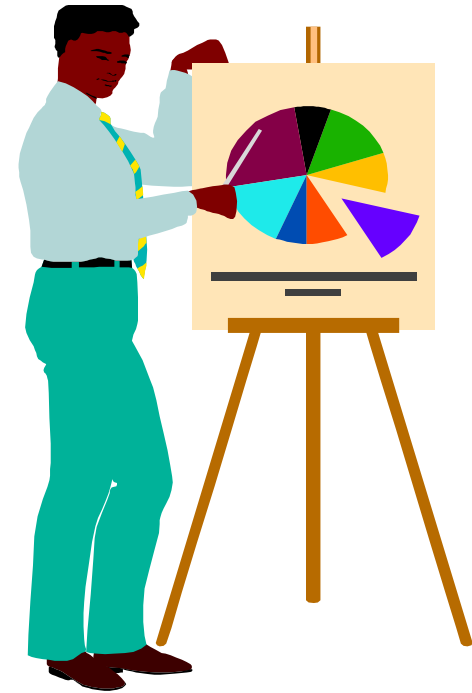
**Staffing is an administrative function that includes all activities involved for supplying 'an adequate number of the right type of staff, to each nursing unit on every shift, each day of the year'.**

**Staffing is important for providing quality patient care, ensuring patient safety and for job satisfaction of the nursing personnel.**

**Plan for right staff in right place in right numbers  
All the time**



- **Budgeting**
- **Staffing**
- **Scheduling**
- **Patient Assignment**
- **Staff competency**
- **Productivity Management**



- **Number of beds**
- **Type of patients (acute care, critical care, long- term care)**
- **Type of services (primary, secondary or tertiary, quaternary)**
- **Turnover of patients**
- **Number of nursing hours of operation of the unit**
- **Quality and quantity of nursing personnel**
- **Method of assignment**
- **Policies and composition/staff mix**
- **Cost of staffing**
- **Future expansion of scope of services and/or beds**
- **Staff in training period**



**Chief Nursing Officer:** 1 per 500 beds

**Nursing Superintendent:** 1 per 400 beds or above

**Deputy Nursing Superintendent:** 1 per 300 beds & 1 additional for every 200 beds

**Assistant Nursing Superintendent:** 1 for 100- 150 beds or 3-4 wards

**Infection Control Nurse:** 1 for every 250 beds

**Ward Sister (charge nurse):** 1 for 25-30 beds or one ward 30% on leave reserve

**Staff Nurse:** 1 for 3 beds in the general wards of teaching hospitals and

1:5 beds in non-teaching hospitals + 30 % leave reserve

**OPD & Emergency:** 1 staff nurse for 100 patients (1:100) + 30% leave reserve

**Intensive Care Units:** 1:1 or (1:3 for each shift) +3

DEPARTMENT OF NURSING STAFFING CALCULATION



	Operational	N.P.ratio	Per shift	24 hrs	Off	PL	I/C	Total	Current	
									SUP/IC	Staff
ICU2	17	1.5	11.3	34.0	5.7	3.3	3.0	46	1	28
ICU-4	0	1.5	0.0	0.0	0.0	0.0	3.0	3	1	0
ICU-5	0	1.5	0.0	0.0	0.0	0.0	3.0	3	1	8
ICU-6	6	1.5	4.0	12.0	2.0	1.2	3.0	18	1	22
ICU-7	12	1	12.0	36.0	6.0	3.5	3.0	49	1	30
ICU-8	2	1.5	1.3	4.0	0.7	1.0	3.0	9	1	5
ICU-9	4	1.5	2.7	8.0	1.3	0.8	3.0	13	1	8
NICU	4	1.5	2.7	8.0	1.3	0.8	3.0	13	1	13
<b>Total Icu's</b>	<b>45</b>									<b>114</b>
Signature Floor	4	1	4.0	12.0	2.0	1.2	3.0	18	1	15
Executive Floor	40	5	8.0	24.0	4.0	2.3	3.0	33	2	29
Insignia Floor	45	5	9.0	27.0	4.5	2.6	3.0	37	2	38
Nightingale	20	5	4.0	12.0	2.0	1.2	3.0	18	2	21
<b>Ward Total</b>	<b>109</b>									<b>103</b>
<b>Total IP Beds</b>	<b>154</b>									<b>217</b>
OT	10	0.5	20.0	40.0	6.7	3.9	3.0	54	1	36
Cath lab	2	0.5	4.0	8.0	1.3	0.8	3.0	13	1	8
Emergency	6	2	3.0	9.0	1.5	0.9	3.0	14	1	19
Emergency (OBSR)	8	3	2.7	8.0	1.3	0.8	4.0	14	2	
OPD	40	8	5.0	10.0	1.7	1.0	3.0	16	1	21
surgery Day Care	9	5	1.8	1.8	0.3	0.2	3.0	5	1	2
Dialysis	12	2	6.0	18.0	3.0	1.8	3.0	26	1	6
Oncology	11	4	2.8	5.5	0.9	0.5	3.0	10	1	9
Labour Room	6	1	6.0	18.0	3.0	1.8	3.0	26	1	13
Implant								21		21

	<b>Total</b>	<b>459</b>	<b>25</b>	<b>135</b>
CON		1		1
DCON		1		1
Supervisor		4		4
Nsg .Coordinator		1		1
Speciality Nurse		2		2
ICN		2		1
Educator		0		0
Clin.Instr		2		2
Total		13		12
<b>Grand Total</b>		<b>472</b>		<b>364</b>

Manpower Statistics vs Occupancy -Last Quarter																	
Hospital Area	P:N Ratio	Bed Capacity	Midnight Occupancy			P:N Ratio			Number Of Staff				Average Occupancy	80% Occupancy	Manpower Requirement		
			Oct-13	Nov-13	Dec-13	Oct-13	Nov-13	Dec-13	Oct-13	Nov-13	Dec-13	Current Staffing			80 % Occupancy	Full Occupancy	Deficiency
<b>ICUs</b>																	
NICU	1	13	3	3	5	1.08	1.18	1.36	15	15	14	13	4	10	48	58	35
ICU 2	1.5	13	5	6	10	1.18	1.08	1.31	25	25	28	31	7	10	34	41	3
ICU 4	1.5	15	0	0	0	0	0	0	0	0	0	0	0	12	38	46	38
ICU 5	1.5	14	1	3	3	0.96	1.11	1.33	12	12	13	13	2	11	36	43	23
ICU 6	1.5	12	5	6	6	1.2	1.28	1.34	22	23	21	22	6	10	32	38	10
ICU 7	1.5	12	9	8	6	1.23	1.18	1.13	33	29	31	31	8	10	32	38	1
ICU 8	1	6	1	1	4	0.86	0.8	1	5	7	10	14	2	5	25	30	11
ICU 9	1	13	3	3	5	1.14	1.06	1.17	17	17	16	16	4	10	48	58	32
<b>ICUs Total</b>		<b>98</b>	<b>27</b>	<b>30</b>	<b>39</b>	<b>7.65</b>	<b>7.69</b>	<b>8.64</b>	<b>129</b>	<b>128</b>	<b>133</b>	<b>140</b>	<b>32</b>	<b>78</b>	<b>291</b>	<b>352</b>	<b>151</b>
<b>Wards</b>																	
Signature Floor	1	14	3	2	1	1	1.02	0.86	13	12	13	12	2	11	51	66	39
Executive Rooms	5	69	41	32	37	4.91	4.71	4.97	50	42	49	45	37	55	54	65	9
Insignia Rooms	5	67	46	41	45	5.37	4.85	5.09	50	44	50	46	44	54	53	64	7
Nightingale Bed	7	40	25	21	18	5.96	6.2	6.01	26	22	24	22	21	32	24	29	2
<b>Wards Total</b>		<b>190</b>	<b>115</b>	<b>96</b>	<b>101</b>	<b>17.24</b>	<b>16.78</b>	<b>16.93</b>	<b>139</b>	<b>120</b>	<b>136</b>	<b>125</b>	<b>104</b>	<b>152</b>	<b>182</b>	<b>224</b>	<b>57</b>
<b>Other Areas</b>																	
OT									33	34	32	31			45	45	14
Cath Lab									8	10	10	9			12	12	3
ER (Triage+Obs+Ambu)									18	23	21	19			28	28	9
Bronchoscopy									1	1	1	1			1	2	0
General Day Care									3	3	4	3			4	4	1
OPD									14	12	12	14			16	16	2
Blood Bank									1	1	1	1			2	2	1
Endoscopy									2	2	2	2			3	3	1
Dental &Ophthal									1	1	1	1			1	1	0
Radiology									2	2	2	2			2	2	0
Dialysis									7	8	8	8			15	15	7
Oncology (Day care + Radiation )									10	17	14	12			15	15	3
Implants									20	22	19	19			19	19	0
Labour Room									14	13	13	13			18	18	5
Any other area									19	20	1	1			0	0	0
<b>Othr Area Tot</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>153</b>	<b>169</b>	<b>141</b>	<b>136</b>	<b>0</b>		<b>181</b>	<b>182</b>	<b>46</b>
<b>Admin (Supt.)</b>																	
Nursing Supervisor									6	5	6	5			10	10	5
Specialty Nurses									3	3	2	2			6	6	4
Total NE/CI									4	4	3	4			10	10	6
ICN									1	2	2	2			2	2	0
Nursing Coordinator									1	1	1	1			1	1	0
DCON									1	1	1	1			1	1	0
CON									1	1	1	1			1	1	0



## Principles Related to Patient Care Unit

- **Appropriate staffing levels for a patient care unit reflect analysis of individual and aggregate patient care**
- **Nursing Hours Per Patient Day**
- **Depends on the unit function that is necessary to support delivery of quality patient care**
- **Right staffing for delivering quality patient care.**

## Staff Related

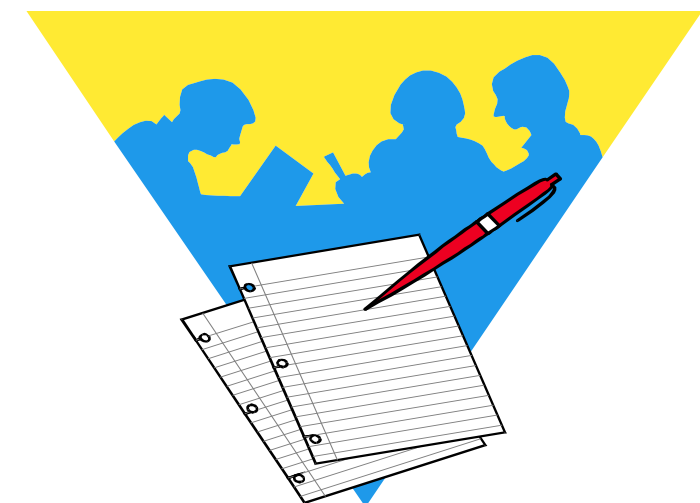
- **The specific needs of various patient populations should determine the appropriate clinical competence required from the nurse practicing in that area**
- **Nurses must have nursing management support and representation at both the operational and the executive level**
- **Clinical support from experienced RNs should be readily available to those with less proficiency**

## Institution Related

- **Organizational climate that values registered nurses and other employees**
- **Competency mapping and privileging**

**Nursing care need is estimated based on the category of the patient as explained below:**

<b>Levels</b>	<b>Patient category need</b>	<b>Nursing care need</b>	<b>Hours</b>
I	Self-care requiring from	Minimal Nursing care	2hours per 24 hours
II	Minimal care requiring from	Partial Nursing Care	4 hours per 24 hours
III	Intermediate care Modified intensive care	Full Nursing Care	6 hours per 24 hours
IV	Intensive care requiring from	Complex Nursing Care	10 hours per 24 hours



# Acuity based Staffing requirement calculation

Parameter	Calculation
Total Patients	40
Acuity Level I: I Ambulatory	$10 \times 2 = 20$
Acuity Level I: II: Partially dependent	$10 \times 4 = 40$
Acuity Level III: Modified Intensive	$10 \times 6 = 60$
Acuity Level IV: Intensive	$10 \times 10 = 100$
Total	220 hours of direct nursing care per day
Hourse of duty for a nurse/shift day	8 hours
No of nurses required for 24 hours	$220/8 = 27.5$ nurse per day + 3 Team Leaders
No of staff for the year	Nursing hours per day x 365/No of working days per employeex8hours
$220 \times 365 = 80300 / 250 \times 8 = 40.15$	

## Working days per staff per year

No of weekly off per year	52
No of Earned Leave per year	30
No of Casual Leave per year	10
No of sick leaves per year	10
No of holidays per year	13
No of non working days	115
No of working days per employee 365-115	250

Other Leaves Paid Maternity Leave of 183 days also should be accounted  
Inclusion of trainee nurses & auxiliary nurses



# Staff Distribution

S.NO	FLOOR	ROSTER NAME	CODE	Oct-14	Observer
1	<b>FIFTH FLOOR</b>	SIGNATURE FLOOR	NDR001	11	
2	<b>FOURTH FLOOR</b>	EXECUTIVE ROOMS	NDR002	45	6
3	<b>THIRD FLOOR</b>	INSIGNIA ROOMS	NDR003	43	6
4	<b>SECOND FLOOR</b>	OT	NDR004	38	
5		ICU-2	NDR005	31	
6		ICU-4	NDR006	0	
7		ICU-5	NDR007	16	
8		ICU-6	NDR008	28	
9		ICU-7	NDR009	35	
10		ICU-8	NDR010	16	
11		ICU-9	NDR011	14	
12		CATH LAB	NDR012	12	
13	<b>FIRST FLOOR</b>	NIGHTINGALE WARD	NDR013	24	3
14		HDU	NDR014	3	
15		LABOUR ROOM	NDR015	14	
16		NICU	NDR016	19	
17		DAY CARE ONCO	NDR017	13	
18		DIALYSIS	NDR018	11	
19	<b>UG</b>	Nursing Supervisor	NDR019	5	
20		ADMIN	NDR020	7	
21		Implants	NDR021	16	1
22	<b>LG</b>	OPD	NDR022	20	7
23		EMERGENCY	NDR023	21	
24	<b>BASEMENT</b>	Nursing Education	NDR024	5	
25		Speciality Nurse		3	
26		Observer		23	0
27		New Join	NDR025	0	0
<b>TOTAL</b>				<b>473</b>	<b>23</b>

- **Working hours**
- **Staff rotations**
- **Weekend days and rotation**
- **Approved holidays, vacations, leave**
- **Absence, short leaves or short-term leave/disability**
- **CNE Hours**
- **Number of part-time employees**



**Duty Roster For The Month Of October- 2019**

			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31											
S. NO	EMP ID	NAME	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	G1	G2	M	E	N	OD	C	CL	O	T	H
1	213	REENA THOMAS			O	G1	G1	G1	O	G1	G1	G1	G1	G1	G1	O	G1	G1	G1	G1	N	N	O	G1	G1	O	G1	G1	O	CL	CL	G1	G1	19	0	0	0	2	0	0	2	6	29	176
2	195	SHEBY JACOB			G2	G2	G2	O	G1	G1	G2	G2	G2	G2	O	G1	G2	G2	G2	G2	O	G1	G2	O	G1	G1	G1	O	G1	G2	G2	G2	8	16	0	0	0	0	0	0	5	29	192	
3	95	ANUMOL CHACKO			G1	G1	G1	G1	O	G1	G1	G1	G1	G1	G1	O	G1	G1	G1	G1	G1	G1	O	G1	G1	O	G1	G1	G1	G1	G1	24	0	0	0	0	0	0	0	5	29	192		
4	76	BESTIN PAULOSE	M	E	E	N	N	O	M	M	E	E	N	N	O	M	M	E	E	N	N	O	M	M	E	E	N	N	O	M	M	E	E	0	0	9	10	8	0	0	0	4	31	220
5	72	BIBIN MATHEW					N	N	O					N	N	O					N	N	O					N	N	O				0	0	0	0	8	0	0	0	4	12	96
6	404	BINDHYA					N	N						N	N						N	N						N	N					0	0	0	0	8	0	0	0	0	8	96
7	121	KIRAN KAUR						N	N					N	N						N	N					N	N					0	0	0	0	8	0	0	0	4	12	96	
8	612	JASMINE JOSEPH						N	N	O				N	N	O					N	N	O					N	N	O				0	0	0	0	8	0	0	0	4	12	96
9	420	ANUSREE								N	N	O					N	N	O						N	N	O						0	0	0	0	8	0	0	0	3	11	96	
10	78	PRATHEESH									N	N	O				N	N	O					N	N	O							0	0	0	0	7	0	0	0	3	10	84	
11	128	MINIMOL C.G																															0	0	0	0	0	0	0	0	0	0	0	
12	168	INDHIRA JACOB																															0	0	0	0	0	0	0	0	0	0	0	
13	79	PRIYANKA KUTTAPPAN																															0	0	0	0	0	0	0	0	0	0	0	
14		SOUMYA K V																															0	0	0	0	0	0	0	0	0	0	0	
15	28	LINCY MOL CHACKO																															0	0	0	0	0	0	0	0	0	0	0	
16	81	MARIA ALEX																															0	0	0	0	0	0	0	0	0	0	0	
17		NEENU SABU																															0	0	0	0	0	0	0	0	0	0	0	
18	592	PEIMILIA RAIKHAN																															0	0	0	0	0	0	0	0	0	0	0	
19		ANNIE ABRAHAM	N	N	O																												0	0	0	0	2	0	0	0	1	3	24	
20	231	NISHA MERLIN MATHEW	N	N	N	O																											0	0	0	0	3	0	0	0	1	4	36	
21	554	LINTA MERLIN DANIEL																															0	0	0	0	0	0	0	0	0	0	0	
22		BENSY BABU																															0	0	0	0	0	0	0	0	0	0	0	
23	451	ALISHA ELIZABETH PAUL																															0	0	0	0	0	0	0	0	0	0	0	
24	356	CLEMENCY SILIM			C	C	C	C	O	C	C	C	C	C	C	O	G2	G2	G2	G2	G2	O	G1	G2	O	G1	G1	G1	O	G1	G2	G2	G2	5	9	0	0	0	0	10	0	5	29	192
25	359	LEKSHMI S PILLAI			C	C	C	C	O	C	C	C	C	C	C	O	G1	G1	G1	G1	G1	G1	O	G1	G1	O	G1	G1	G1	O	G1	G1	G1	14	0	0	0	0	0	10	0	5	29	192
		X																																										
		X																																										

**SUMMARY**

G1	GENERAL-1	0	0	1	2	2	2	1	3	2	2	2	2	2	2	1	3	3	3	3	2	2	2	3	3	2	5	5	2	2	2	3	3												
G2	GENERAL-2	0	0	1	1	1	0	0	0	1	1	1	1	0	0	2	2	2	2	2	0	0	2	0	0	0	0	0	0	0	2	2	2												
M	MORNING	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0													
E	EVENING	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	1	1														
N	NIGHT	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	2	2	2	2	2	2	2	2	2	2													
PL	PL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0													
C	CLASS	0	0	2	2	2	2	0	2	2	2	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0													
CL	CL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0												
O	OFF	0	0	2	1	0	2	5	0	1	1	1	1	2	5	0	1	1	1	1	1	3	4	0	3	4	1	1	4	3	0	1	1												
	TOTAL	3	3	8	7	7	8	9	8	9	9	8	8	8	9	8	9	9	8	8	8	8	8	9	8	9	9	8	8	8	9	8	9	9											

PREPARED BY:  
CHECKED BY:  
APPROVED BY:MS.AJITHA P S

Department of Nursing

Area:ICU-2

Duty Roster For The Month Of Jun-14

S. NO	EMP ID	NAME	P.Off	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
				S	T	W	T	F	SA	S	M	T	W	T	F	SA	S	M	T	W	T	F	SA	S	M	T	W	T	F	SA	S	M	
1	0125	Sajan K.S		O	G1	G1	G1	G1	G1	G1	O	G1	G1	G1	G1	G1	G1	O	G1	G1	G1	G1	G1	G1	O	G1	G1	G1	G1	G1	O	G1	
2	0193	Sonia Mathew		PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	
3	0088	Nithumol mohan		ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	ML	
4	1865	Nebu mathew		G1	G2	G2	G2	G2	O	G1	G2	G2	G2	G2	O	G1	G2	G2	G2	G2	G2	G2	G2	G1	O	G2	G2	G2	G2	G2	G1	O	
5	1096	Ashis Abraham		M	M	N	N	N	O	E	E	E	E	O	M	N	N	N	N	O	E	E	G2	E	O	M	M	M	M	M	O	N	
6	1280	Sherin jose		G2	E	M	M	O	N	N	N	N	O	O	E	E	E	O	M	M	M	O	E	N	N	N	N	O	E	E	O	E	
7	1336	Tintu Kurian		E	E	E	E	O	N	N	N	O	E	E	E	E	M	O	M	M	N	N	N	N	N	O	E	E	E	E	O	M	
8	0904	REJI		N	E	E	E	G2	O	M	M	N	N	N	O	E	E	E	E	O	M	M	M	O	N	N	N	N	O	E	E		
9	0941	Bincy Varghese		M	M	O	M	M	M	M	M	O	N	N	N	N	O	E	E	E	E	O	M	M	M	M	M	O	N	N	N	N	
10	1014	Anu thomas		N	N	N	O	E	G2	E	M	M	M	M	N	N	N	N	O	E	E	E	E	O	M	M	M	M	O	E	E		
11	1097	Sinchu John		M	M	M	M	O	M	N	N	N	N	O	E	O	E	E	M	O	M	M	E	N	N	N	N	O	E	E	E		
12	1001	Simi CA		N	N	N	O	E	E	E	G1	O	M	M	M	M	M	O	M	N	N	N	N	O	E	E	E	E	O	M	M		
13	635	Chitra V Nair		M	M	O	N	N	N	N	O	E	E	E	M	M	M	G2	M	O	E	E	E	E	E	O	M	N	N	N	N		
14	1067	Veena K		O	M	O	E	E	E	E	E	O	M	M	N	N	N	N	O	E	E	E	E	E	E	E	O	M	N	N	N		
15	448	Berly George		N	N	N	O	E	E	G2	E	M	O	M	N	N	N	O	E	E	E	E	E	O	M	M	M	O	E	E			
16	1162	Neethu mathew		O	E	M	N	N	N	N	O	E	E	E	O	M	M	M	M	O	M	N	N	N	N	O	E	E	E	E			
17	1214	Preethi C		N	N	N	O	E	E	E	E	O	M	G1	N	N	N	O	E	E	E	E	E	O	M	M	M	O	M	M			
18	635	Neenu P Kurian		O	E	E	N	N	O	E	E	G2	E	M	O	M	N	N	N	N	O	E	E	O	E	E	O	M	M	M			
19	1295	Maya N Daniel		PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL	PL			
20	1373	Manu Surendran		N	N	N	O	E	E	E	E	E	O	M	M	M	G1	M	O	E	M	N	N	N	N	O	E	E	M	O	M		
21	1541	Divyamol K G		M	M	M	N	N	N	N	O	E	E	E	O	M	G1	E	N	N	N	N	O	E	E	E	O	E	M	M			
22	1633	Smitha Chacko		E	E	E	E	O	M	M	M	M	O	G2	E	N	N	N	N	O	E	E	E	E	O	M	N	N	N	N			
23	1707	Shamma Manoj		M	M	O	M	M	O	M	M	N	N	N	N	N	E	G2	E	O	O	M	N	N	N	N	O	E	E	M	O		
24	1779	Vidya Ravindran		E	O	M	M	M	O	M	N	N	N	N	N	E	E	E	G1	E	O	M	M	N	N	N	N	O	E	E	M		
25	1731	Jeena		M	N	N	N	O	E	E	E	M	O	M	M	O	N	N	N	N	O	G2	E	E	E	O	M	M	O	M	N		
26	1006	Prem Kumar		E	O	M	N	N	N	N	O	E	E	E	O	M	E	M	M	G1	M	M	O	M	M	M	M	N	N	N	N		
27	1487	Jinse P J		N	N	N	O	E	E	O	M	M	M	M	O	M	M	M	M	O	M	N	N	N	O	E	M	E	M	G1			
28	1697	Alex Joseph		E	O	M	M	M	M	O	N	N	N	O	E	E	E	E	O	M	G1	M	M	M	O	M	N	N	N	N			
29	1652	Prasad M John		E	O	E	N	N	N	N	O	E	E	O	M	M	M	N	N	N	N	PL	PL	PL	PL	PL	PL	PL	PL	PL			
30	1822	Sujith M S		O	E	E	E	M	O	M	N	N	N	N	E	E	E	M	M	M	O	M	M	M	N	N	N	N	N	O	G2		
31	1542	Rajimol G		E	O	M	M	M	M	M	O	N	N	N	N	N	O	E	E	E	E	G1	M	M	O	E	N	N	N	N			
32	1936	Suja S		G1	G1	G2	G2	M	M	O	M	M	M	N	N	N	O	E	E	E	E	E	M	M	M	M	N	N	O	E	E		
33																																	
34																																	

G	G1	G2	M	E	N	OD	C	PL	CL	RH	PT	ML	CO	O	T	Total Hrs
0	25	0	0	0	0	0	0	0	0	0	0	0	0	5	30	200
0	0	0	0	0	0	0	0	10	0	0	0	20	0	0	30	0
0	0	0	0	0	0	0	0	0	0	0	0	30	0	0	30	0
0	5	0	0	0	0	0	0	0	0	0	0	0	0	5	30	200
0	0	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	6	10	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	4	12	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	5	9	9	0	0	0	0	0	0	0	0	0	6	30	200
0	1	12	4	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	8	8	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	1	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	8	8	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	4	7	5	0	0	0	0	0	0	0	0	0	4	20	126
0	0	6	10	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	7	10	8	0	0	0	0	0	0	0	0	0	5	30	198
0	1	7	9	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	6	10	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	0	2	3	0	0	24	0	0	0	0	0	0	1	30	48
0	1	8	8	8	0	0	0	0	0	0	0	0	0	5	30	200
0	1	7	9	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	6	10	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	10	4	9	0	0	0	0	0	0	0	0	0	6	30	200
0	1	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	8	6	9	0	0	0	0	0	0	0	0	0	6	30	200
0	1	10	6	8	0	0	0	0	0	0	0	0	0	5	30	200
0	1	12	4	8	0	0	0	0	0	0	0	0	0	5	30	200
0	1	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	0	4	5	8	0	0	10	0	0	0	0	0	0	3	30	150
0	0	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	1	9	7	8	0	0	0	0	0	0	0	0	0	5	30	200
0	2	9	7	6	0	0	0	0	0	0	0	0	0	4	30	200
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

SUMMARY

G	GENERAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G1	GENERAL-1	2	2	2	1	1	1	1	1	2	1	1	2	1	1	2	2	2	2	1	2	2	1	1	1	1	1	1	1	2
G2	GENERAL-2	1	1	1	2	2	2	1	1	1	1	2	1	2	1	1	1	2	1	1	1	2	1	0	1	1	1	1	1	0
M	MORNING	7	7	7	8	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	7	7	7	6	8	7
E	EVENING	7	7	7	6	5	7	7	7	7	7	8	7	7	7	7	7	7	8	7	7	8	6	7	7	6	7	6	7	7
N	NIGHT	7	7	7	8	8	7	8	8	7	7	7	7	7	7	7	7	7	7	7	7	7	7	8	7	7	7	8	8	7
OD	Official Duty	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C	CLASS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PL	Privilage Leave	2	2	2																										



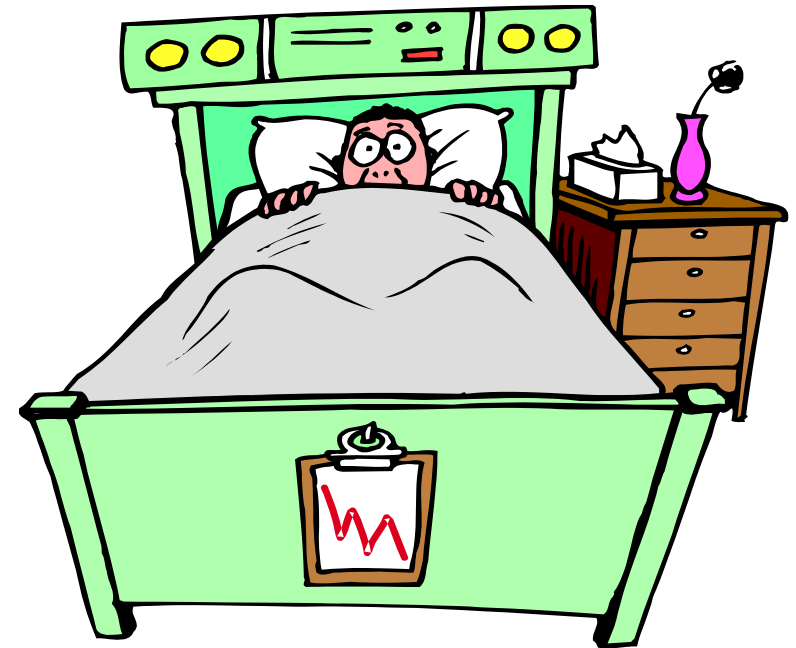
**Team Nursing Vs Individual Assignment**

**Functional Assignment Vs Patient Assignment**

**Vulnerable Patients**

**Handle with Care Patients**

**Intensive Care Patients**



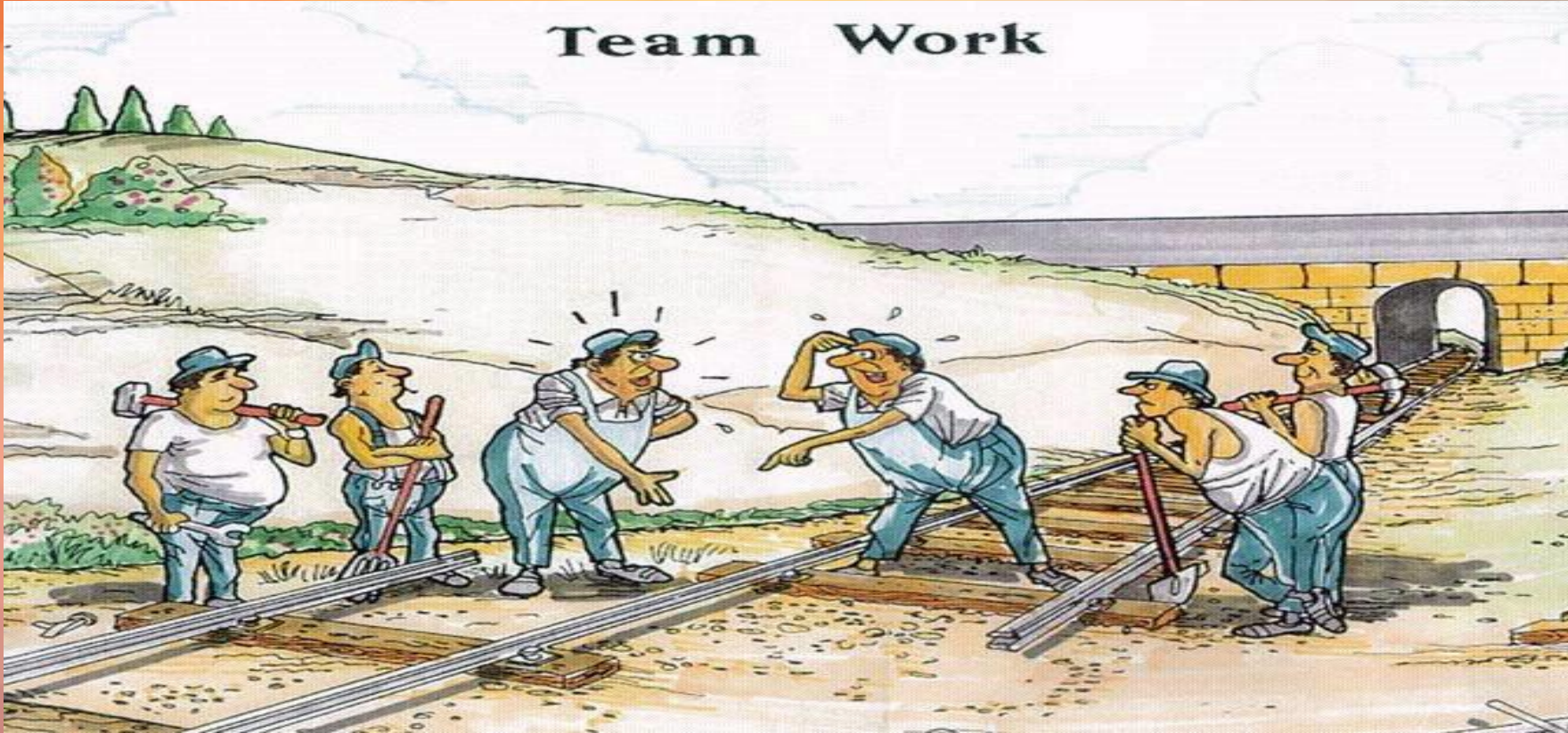
# Staff Patient Ratio



Unit	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Signature Floor	4.75	4	5	4.67	1.75	3.24	2.69
Executive Rooms	0	2.3	3.8	2.82	3.07	2.87	2.74
Insignia Rooms	3.87	3.5	3.03	3.53	2.97	3.3	4.13
ICU-2	1.45	5.5	3.34	2.14	5.42	3.43	3.37
ICU-6	0	0	0	0	0	3.64	4.00
ICU-7	2.18	2.6	6.3	4.07	3.09	3.24	1.72
ICU-8	0	0	0	0	0	0	2.00
ICU-9	0	0	0	0	0	0	2.57
NICU	0	0	19	2.17	2.67	7	11.63
<b>ALOS</b>	<b>3.1</b>	<b>3.6</b>	<b>6.7</b>	<b>3.2</b>	<b>3.2</b>	<b>3.8</b>	<b>3.9</b>

- Appropriate nurse staffing is more complex than it sounds**
- Nurse attrition is the biggest challenge in private sector**
- Smart staff leave you faster**
- Issues in nurse staffing cannot be limited to spreadsheet figures**
- Competent midlevel leadership can manage optimal staffing**
- Make your own approved NP ratio**
- Staffing reforms can save huge manpower cost**
- Software support would save huge time in real time shift staffing plan Eg Chronos**

## Team Work



Thank you



**Healbiz**  
*Pursuit of Excellence*