



The Oregon State Hospital Nurse Hiring Process

The Challenge: The OSH vacancy rate for RNs was above the national benchmark of 18%. Attempting to serve patients in the context of this vacancy rate led to inconsistent staffing patterns, increased RN overtime and RN mandates. The hiring process also involved multiple approvals and the cycle time from application-to-offer was taking more than 80 days. Due to this excessive cycle time, high potential candidates were likely to find other jobs before OSH could make an offer.

Improvement Summary: A Rapid Process Improvement (RPI) event was held in August 2008 to streamline the RN hiring process.

- The steps involved in hiring an RN were reduced from 34 steps to 23 steps.
- Wasteful steps involving multiple approvals and unnecessary documentation were pulled from the process to decrease cycle time and increase efficiency.
- A standard application and interview process was created, and interviews now occur on a set week day each week.

Benefit Description: From October 1, 2008 through February 28, 2009 the following benefits have occurred:

- The RN vacancy rate has dropped 43%, from 21% to 12%.
- The cycle time for hiring an RN has been reduced from 80+ days to 29 days*.
- Increased ability to hire high quality RNs due to the decreased cycle time.
- Increased care for patients by increasing RNs and providing more consistent staffing patterns.

*One candidate had a cycle time of 93 days in February. Removing this outlier drops the February cycle time to 20 days.

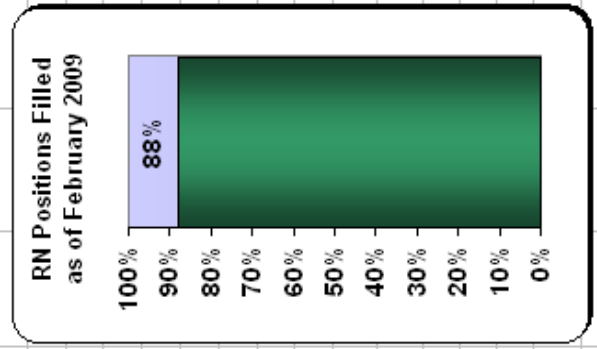
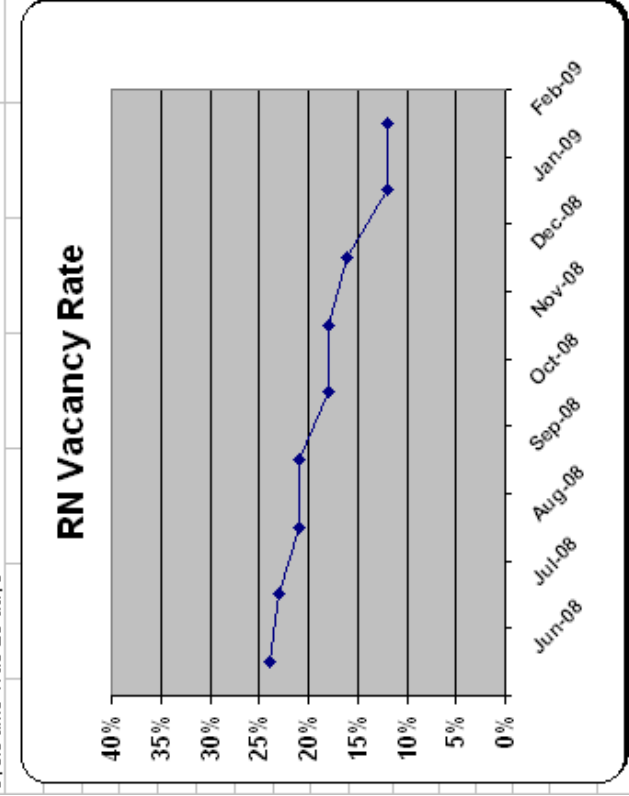


Nurse Hiring RPI Scorecard



Monthly Indicators	Sep-08	Oct-08	Nov-08	Dec-09	Jan-09	Feb-09	Goal	Current Status
RN Vacancy Rate	21%	18%	18%	16%	12%	12%	10%	
Total RN vacancies ¹	36	31	31	28	21	21	17	
Number of new RN vacancies	2	2	4	1	4	0	≤ 2	
Number of RN interviews conducted			8	4	12	20	≥ 15	
Number of RN offers made			6	3	2	6	5	
Average Cycle Time ²			40	13	22	29 ³	7	

1 Offers pending for 5 N2K graduates in Jan-09
 2 Average days between receipt of application and job offer
 3 One candidate had a cycle time of 93 days, removing this outlier the cycle time was 20 days



Legend
Improvement Needed
Progress Made
Goal Reached

Welcome New Hires!

Shawn Koehring - FPS Tx Mall
Sharon Rice - 50D
Faith Faddis - P6A



The Oregon State Hospital Dietary Consult Process

The Challenge: The OSH cycle time for completing dietary consult assessments was exceeding the national benchmark of 7 days or less. Patients were waiting up to 150 days for a dietary consult. Attempting to serve patients in the context of this excessive cycle time reduced the ability for patients to receive appropriate care and reduced the overall confidence in the dietary consult process.

Improvement Summary: A Rapid Process Improvement (RPI) event was held in October 2008 to streamline the dietary consult process.

- The steps involved in requesting and completing a consult were reduced from 40 steps to 21 steps.
- Wasteful steps involving unnecessary paperwork and long wait times were pulled from the process to decrease cycle time and increase efficiency.
- A standard method of communicating the dietary assessment to the MDs for implementation was created.

Benefit Description: From November 1, 2008 through February 28, 2009 the following benefits have occurred:

- The cycle time for dietary consult completion has been reduced 92%, from up to 150 days to 12 days.
- Every new patient admitted to OSH now receives a dietary consult within 7 days of admission.
- Increased ability to identify and treat Metabolic Syndrome.
- Increased confidence in the dietary consult process.
- Reduced anxiety for patients waiting for a dietary consult.

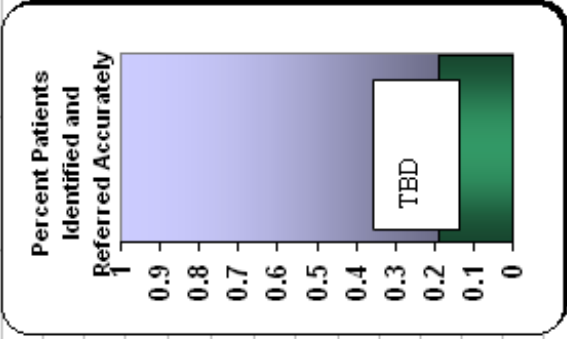
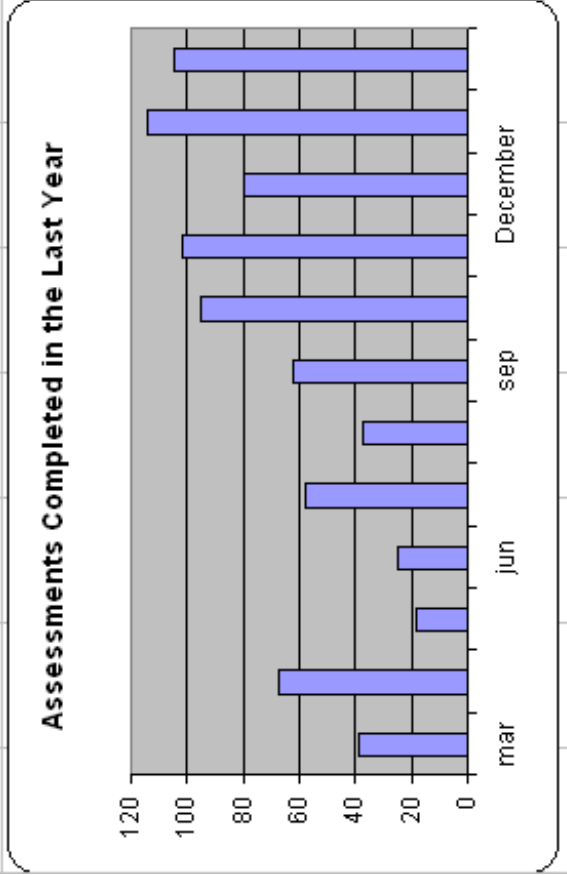
*One candidate had a cycle time of 93 days in February. Removing this outlier drops the February cycle time to 20 days.



Dietary RPI Scorecard



Monthly Indicators	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Goal	Current Status	
Assessments Completed	62	95	102	80	114	105			
New requests Received	40	55	49	38	40	49			
Average Cycle Consult Time	New Process						12	≤7 Days	



Legend

- Improvement Needed
- Progress Made
- Goal Reached