

variance response *management*

Ward introduction

Safe Staffing & Healthy Workplaces Unit
April 2022

- What is Care Capacity Demand Management (CCDM)?
- What is variance response management?
- What does variance look like?
- Why do we need variance response management?
- What are the tools and processes?
- How does variance response management work in practice?
- Who is involved in variance response management?
- Where do you fit in?

What is CCDM?

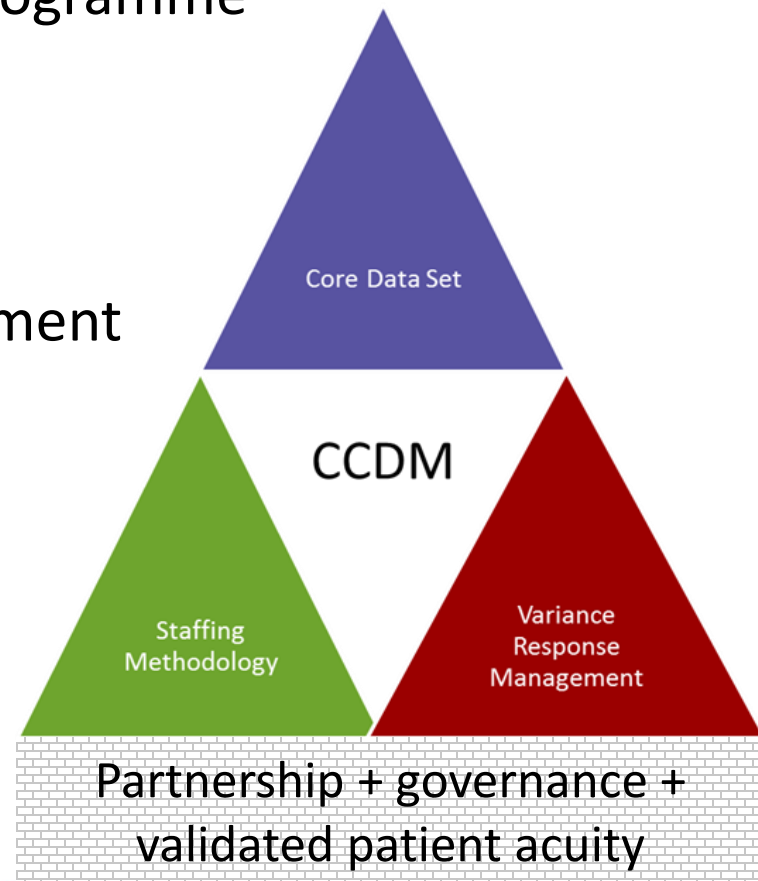
CCDM aims to ensure that you are in the right place, providing the right care, at the right time.

There are 3 main components in the programme

1. Core data set
2. Staffing methodology
3. Variance Response Management

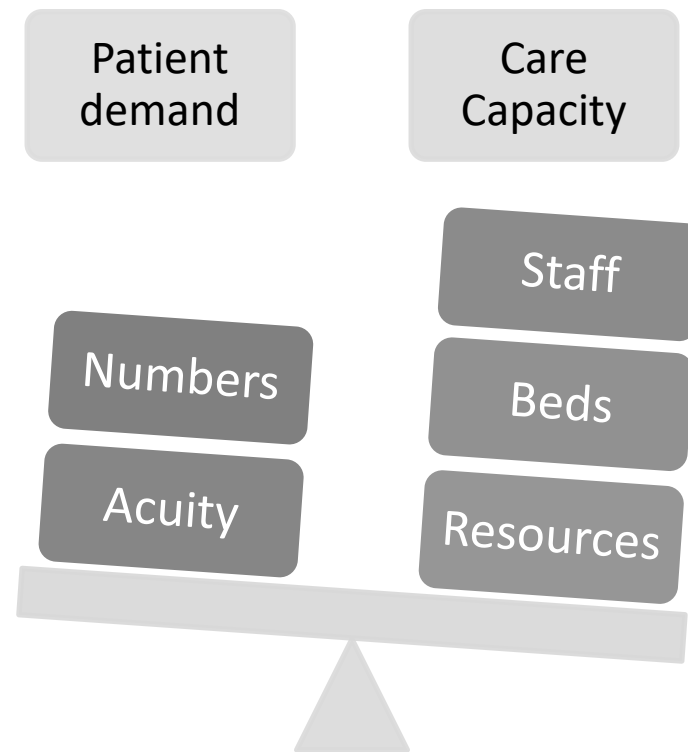
Each of the components depends on the other, to get the most out of the programme.

The following slides focus on variance response management.



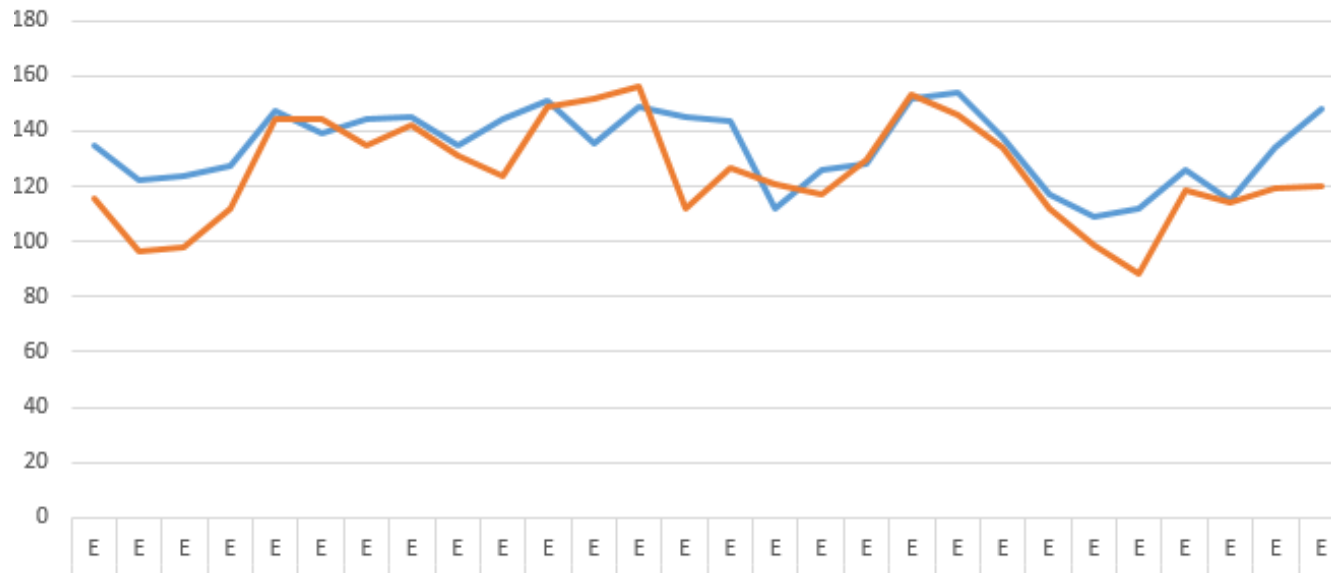
What is variance response management?

- A set of tools and processes used when there is a mismatch or variance between patient demand and capacity to care



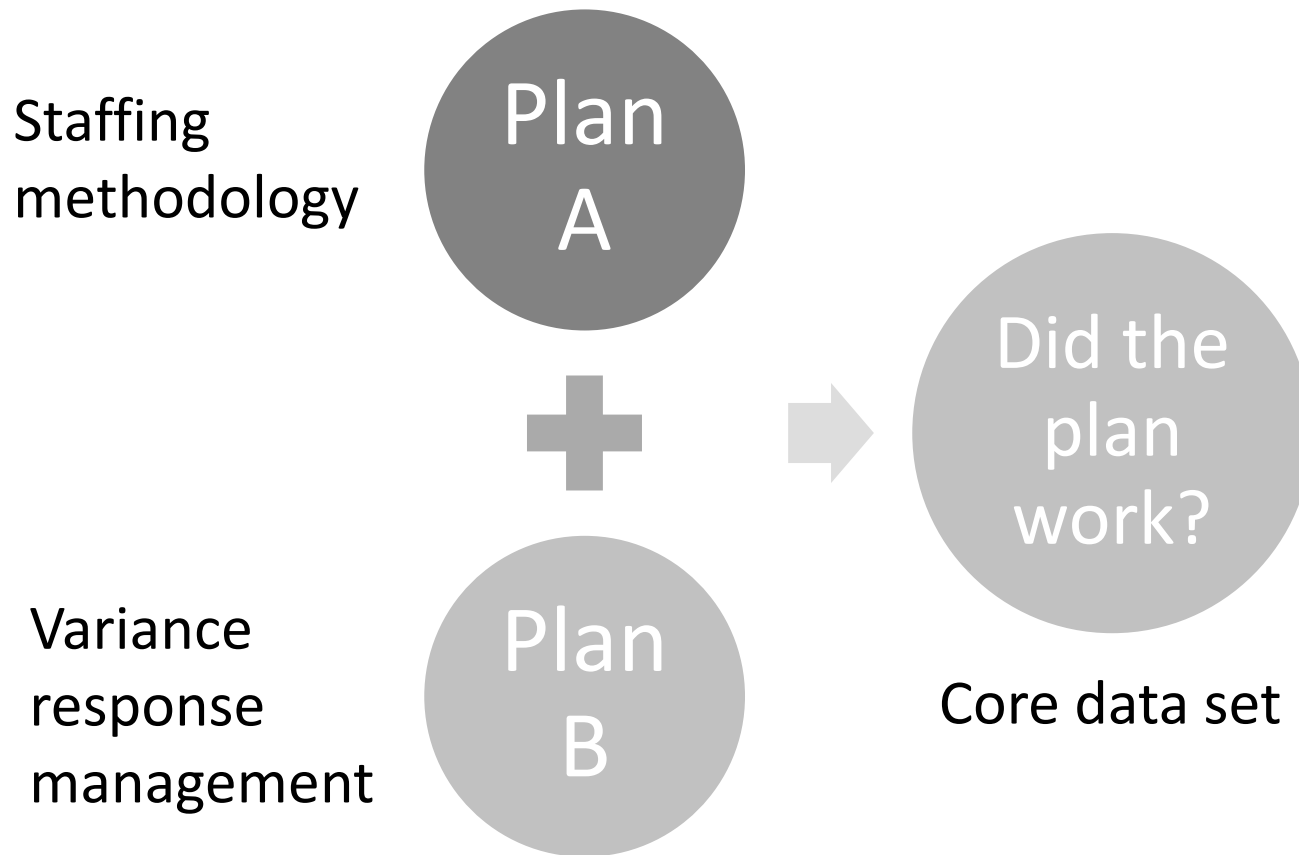
What does variance look like?

- The solid blue line shows care hours provided
- The solid orange line shows actual patient demand



Note the mismatches between care hours and patient demand

Why variance response management?



What are the tools and processes?

1. Integrated operations centre

2. Capacity
at a glance
screens

3. Variance
indicator
system

4. Standard
operating
procedures

1. Integrated operations centre

- Similar to an airport control tower
- The hospital operations centre provides patient and staff coordination for inpatient areas and ED



GCM, retrieved June 2018

2. Capacity at a glance screens

Displays:

- real-time patient numbers and acuity information
- each wards/units variance indicator status or traffic light
- in the IOC and around the hospital



Wix images, retrieved June 2018

3. Variance indicator system

- Completed by ward/unit staff
- Variance indicators have a weighted score
- The total score results in a traffic light colour
- Each colour has a standard operating procedure

Indicator	Yes	No
Missed breaks	<input type="radio"/>	<input type="radio"/>
Poor skill mix	<input type="radio"/>	<input type="radio"/>
Poor staff mix	<input type="radio"/>	<input type="radio"/>
Negative hours variance	<input type="radio"/>	<input type="radio"/>
Positive hours variance	<input type="radio"/>	<input type="radio"/>
Care rationing	<input type="radio"/>	<input type="radio"/>
Professional judgement deems it unsafe	<input type="radio"/>	<input type="radio"/>

4. Standard operating procedures






There are 4 standard operating procedures

1. Variance indicator score
2. Care capacity meetings
3. Staff reallocation
4. Deploy casual/bureau workforce extra shifts/overtime



The operations centre, screens, variance indicator system and standard operating procedures work together. You can't have one without the other.

Variance indicator score

	Definition	Ward	Operations centre	Executive
	Excess care capacity	Re-assign duties	Re-assign staff	
	Staffing meets demand	Status quo Monitor Report	Status quo Monitor Forecast	
	Early variance	Team huddle Assess workload Report	Assess Re-assign staff Forecast	
	Significant care capacity deficit	Team huddle Re-assign workload Report/escalate	Assess Re-assign staff Report & plan Escalate	Review plan Monitor
	Critical care capacity deficit	Team huddle Emergency response Report	Assess Emergency response Update status & plan	Take charge Respond

How does it work in practice – Scenario 1

It's 0830

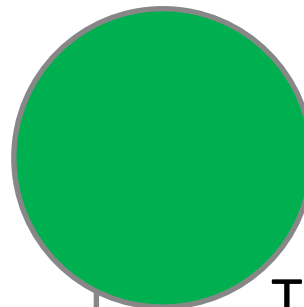
- It's a full ward/unit with 30 patients
- There are 7 planned discharges and 5 planned admissions
- Staff breaks scheduled but some might be delayed/missed (because of the churn)
- There is 1 RN off sick, replaced by an RN that does not have specialty skills
- TrendCare currently shows 2 hours positive

Calculate your current variance indicator score

How does it work in practice – Scenario 1

Variance indicator score

Risk indicator	Yes	No
Missed breaks		●
Poor skills mix	●	
Poor staff mix		●
Negative care hours variance		●
Positive care hours variance	●	
Care rationing		●
Professional judgment deems it unsafe		●



This puts the ward/unit into green. Green means staffing meets demand. The ward/unit has a good match between what needs to be done and the resources available.

How does it work in practice – Scenario 2

Later that morning...

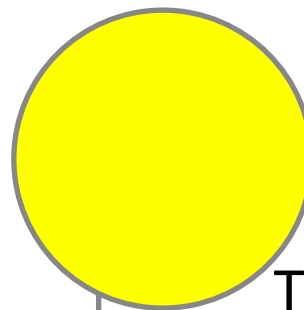
- The ward/unit has 30 patients
- There are 7 planned discharges and 9 planned admissions
- Staff are missing breaks
- There is 1 registered nurse off sick, no replacement
- The skill set covers what is needed for patient cares
- Staff mix is OK (5 RNs + 2 HCAs)
- TrendCare currently shows 7 hours negative
- Staff are saying they are not getting to complete all patient cares

Calculate your current variance indicator score

How does it work in practice – Scenario 2

Variance indicator score

Risk indicator	Yes	No
Missed breaks	●	
Poor skill mix		●
Poor staff mix		●
Negative care hours variance	●	
Positive care hours variance		●
Care rationing	●	
Professional judgment deems it unsafe		●



This puts the ward/unit into yellow. Yellow means early variance. The ward/unit is stretched to maximum capacity and there are signs of stress on the service.

How does it work in practice – Scenario 3

Later that afternoon....

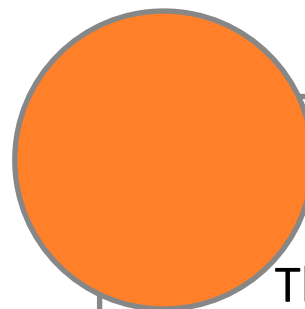
- The ward/unit has 30 patients
- 6 patients have gone home, there is one admission still to arrive
- One patient has fallen with suspected #NOF, another has chest pain and two patients have diarrhoea
- Staff breaks are scheduled but likely to be missed
- There is the right skills mix for patient cares
- Staff mix is OK (5 RNs + 1 HCAs)
- TrendCare currently shows 1 hour negative

Calculate your current variance indicator score

How does it work in practice – Scenario 3?

Variance indicator score

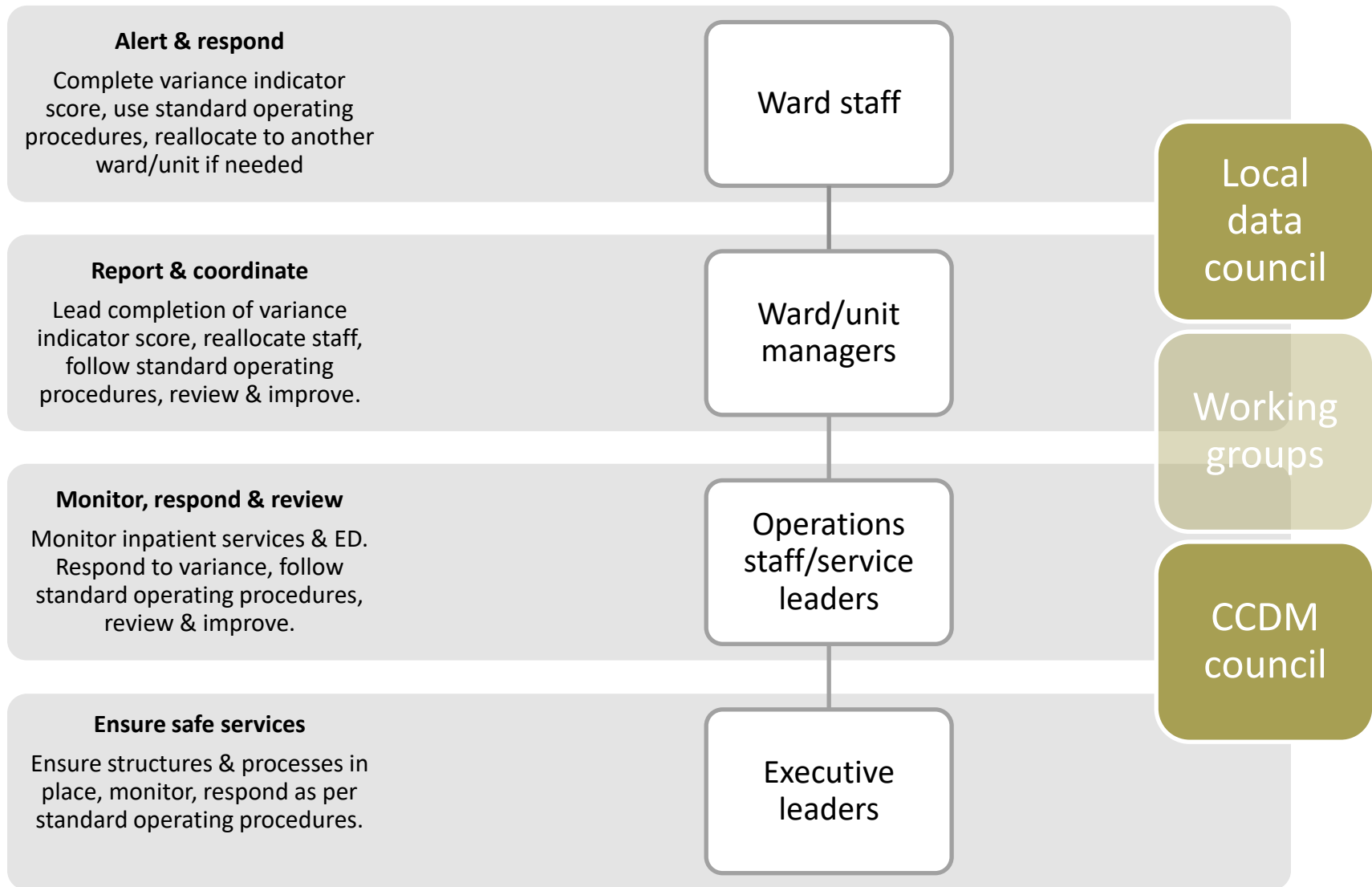
Risk indicator	Yes	No
Missed breaks	●	
Poor skill mix		●
Poor staff mix		●
Negative care hours variance	●	
Positive care hours variance		●
Care rationing		●
Professional judgment deems it unsafe	●	



This puts the ward/unit into orange. Orange means significant care capacity deficit.

The ward/unit is working past its maximum capacity, sacrificing decisions are being made, and there is a high risk of negative consequences.

Who needs to be involved?



Where do you fit in?

- Complete TrendCare accurately
- Use your variance indicator system
- Complete the score at the beginning of each duty and when the ward/unit status changes
- Use the standard operating procedures
- Expect others to use their standard operating procedures
- Report on tracking of VIS at ward meetings
- Ask the clinical manager or CCDM Site Coordinator if you are unsure