



## Volume 23 – Published in 2004

### Number 1:

- Overtime: What Every Manager Needs to Know (Part One)
- You Can Be Sued for Commuting Accidents
- Stop FMLA Moonlighters with Strict Policy

### Number 2:

- Overtime: What Every Manager Needs to Know (Part Two)
- Employees with 2<sup>nd</sup> Jobs
- Website: New Benefits and Services
- Certification and Seminar Programs

### Number 3:

- Results of the (2004) Fifteenth Annual Survey of Hours

### Number 4:

- Continued Comments on the 2004 Survey of Hours
  - Work Environment, Change in Patient Workload
  - Staffing Ratios, Vacancy Replacement
  - Maturing RN Population
  - Deficit Demand: Sick-Time/Leaves, Response to Deficit Demand
  - Policies Regarding Hours Worked Per Week & Per Day

### Number 5:

- Study: Working Hours of Hospital Staff Nurses and Patient Safety
- Overtime Changes Nursing/Healthcare Impact
- JCAHO Announces National Patient Safety Goal
- Lift Teams gain recognition
- Keeping Patients Safe: Transforming the Work Environment of Nurses 2004 Assessment Grid
- International Organization of Schedulers/Staffers and Resource Managers

### Number 6:

- Nursing Staffing Levels Linked to Quality of Care
- 2004 Annual Survey RN/Ratios
- Attendance Policy for Inclement Weather
- Flexibility in the Workplace-Part 1





## Volume 24 – Published in 2005

### Number 1:

- Work Breaks and Staff Nurse Performance
- Benchmarking Your Labor Hours
- Effect of Reducing Interns' Weekly Work Hours on Sleep & Attentional Failures
- Flexibility in the Workplace- Part 2

### Number 2:

- The Future of 12-Hour Shifts?
- Calculating Shift Replacement Based on Estimating Deficit Demands
- Predicting Volume Impact
- Hospital Report Cards Are Going Public

### Number 3:

- Results of the (2005) Sixteenth Annual Survey of Hours

### Number 4:

- Continued Comments on the 2005 Survey of Hours
- Magnet Status
- Case Mix, LOS, Acuity
- Workforce Distribution
- Response to Deficit Demand
- Peri-Operative Units

### Number 5:

- Hours of Care for the Obstetric Service Units
- What's Included in Your Direct and Indirect Hours?
- Telling Our Staffing Story: What's in Your Numbers?

### Number 6:

- Comparing Hours of Care for The Critical & Intermediate Care Units
- Span of Control for Unit Managers
- Budgeting Educators and Service Location
- Budgeting Advanced Practice Nurses (APNs)





## Volume 25 – Published in 2006

### Number 1:

- Staffing Implications for Increasing C-Section Rates
- Oregon Updates Nurse Staffing Law
- DOL Issues Regulations Protecting Reemployment Rights of Veterans
- Defining Your Schedule Requirements
- PSS™ Newsletter Turns 25

### Number 2:

- Study Aims to Boost Proportion of RNs Without Increasing Costs
- Formula for Calculating RN-To-Patient Ratios
- Ratios for Case Managers
- HRSA Releases National Survey of RNs

### Number 3:

- Results of the (2006) Seventeenth Annual Survey of Hours- Part 1

### Number 4:

- Continued Comments on the 2006 Survey of Hours
- Magnet Status
- LOS, Acuity
- Workforce Distribution
- Response to Deficit Demand
- Peri-Operative Units

### Number 5:

- Educator Ratios: Is There a Standard?
- Centralized vs. Decentralized Education
- Budgeting for Education & Orientation Hours
- Recommended Best Practices
- Combining Education and Orientation Hours with Total Indirect Hours

### Number 6:

- Calculating Cost Per Patient Day: Is There a Standard?
- LMI Average Hours by Unit Group & Salary Cost/Unit of Service Based on the 2006 Annual Survey of Hours©
- Managing Resources Through Robust Metrics





## Volume 26 – Published in 2007

### Number 1:

- Turnover and Its Impact
- What Makes a Good Turnover Report
- Calculating the Cost of Turnover
- Turnover Reporting and Best Practice

### Number 2:

- Identifying Root Sources of Overtime
- Managing Your Overtime Plan
- Taking Your Overtime Pulse
- Non-Productive Replacement FTE Plan

### Number 3:

- Results of the (2007) Eighteenth Annual Survey of Hours- Part 1

### Number 4:

- 2007 PSS™ Annual Survey of Hours Report- Part 2
  - Magnet Status, LOS, Acuity, Workforce Distribution, Response to Deficit Demand
- Peri-Operative and Remaining “Other” Units

### Number 5:

- Full-Time/Part-Time Employee Ratios and Percentages
  - Results from 2007 Survey of Hours Benchmark Report©
  - Scheduling Principles; Calculating FT/PT Ratios and Determining Minimum Work Commitments
  - Best Practice Guidelines for FT/PT Ratios
- Announcing the Eve Hall Memorial LMI Scholarship for Scheduling and Staffing

### Number 6:

- LMI Workforce Management Findings Regarding Overtime & Position Control
- Minimum, Good & Best Position Control Management
- What Makes a Good Position Control Report
- Position Control Best Practices



LABOR MANAGEMENT  
INSTITUTE, INC.

ENHANCING BALANCE BETWEEN  
THE WORKFORCE AND WORKPLACE



## Volume 27 - Published in 2008

### Number 1:

- Impact of Admissions, Discharges, Transfers (ADT) on Average Length of Stay (ALOS)
- Decreasing Length of Stay impacts Admissions
- ADT, ALOS, OT% Compared to Med Errors and Patient Falls
- 2-Year Comparison of Non-Unit Based Educator Ratios

### Number 2:

- Schedulers, Worker Performance and Work Environment
- Scheduling Principles
- Defining Employee Requests
- Measuring Quality with Schedule Report Cards
- 10 Indicators that Your Unit's Schedule is Not Working
- Scheduling Best Practices

### Number 3:

- Results of the (2008) Nineteenth Annual Survey of Hours- Part 1

### Number 4:

- The 2008 PSS™ Annual Survey of Hours Report– Part 2
- Magnet Status™, Baldrige & Planetree Status
- LOS, Acuity
- Workforce Distribution
- Response to Deficit Demand
- Peri-Operative and Remaining “Other” Unit Findings

### Number 5:

- Staffing & Productivity for Blended Obstetric Units
- 2008 Eve Hall Scholarship USA Winner 1 of 2: Stephanie Manning from St. Lukas Episcopal Health System, Houston, TX

### Number 6:

- Improving Workforce Efficiencies- Conserving Resources
- 2008 Eve Hall Scholarship USA Winner 2 of 2: Brandi Yaeck from Ridgeview Medical Center, Waconia, MN





## Volume 28 – Published in 2009

### Number 1:

- Indirect Hours- Supporting Staff and Patient Care
- Recommended Percentages for Indirect Labor, Education & Orientation Hours
- 2008 Eve Hall Scholarship International Winner: Chrystal Fox & Lib Jones, Doncaster & Bassetlaw Hospitals, UK

### Number 2:

- Managing Your Non-Productive Budget
- Formulas for Calculating Your Non-Productive Benefit Time
- Self vs. Selfish Scheduling
- Employee Request Guidelines
- Impact of Planned vs. Unplanned Absences
- Developing a Vacation Plan Form

### Number 3:

- Results of the 2009 PSS™ Annual Survey of Hours Report©- Part 1

### Number 4:

- The 2009 PSS© Annual Survey of Hours Report©- Part 2
- Magnet™, Baldrige & Planetree Participation Status
- Licensed & Operational Beds, Average Daily Census & Length of Stay
- Staffing Ratio Changes & Workforce Distribution
- Response to Deficit Demand
- Peri-Operative and Remaining “Other” Units Hours of Care
- 

### Number 5:

- It's NOT Flu as Usual – Are You Ready for the H1N1?
- Surge Capacity & Workforce Planning
- Staffing in the Eye of the Storm

### Number 6:

- 2009 Nurse Manager Span of Control Results
- 2009 Indirect Percentage Labor by Service Line Type
- 2009 Eve Hall Scholarship Winner: Martha Giangiulio from Akron Children's Hospital, Akron, OH. “Best Practices Developed; ADT Nurse Program”



LABOR MANAGEMENT  
INSTITUTE, INC.

ENHANCING BALANCE BETWEEN  
THE WORKFORCE AND WORKPLACE



## Volume 29 – Published in 2010

### Number 1:

- Central Staffing Office (CSO)/Resource Delivery Models
- Nursing Care Delivery Models & Its Impact on Your Budget, CSO Mission Statement
- CSO vs. Manager Resource Management Goals
- Line Functions in Scheduling for Managers/Staffers/Scheduling Committee

### Number 2:

- Vital Partnerships: Managers, Charge Nurses, Supervisors & The CSO
- Defining “Range of Staffing Elasticity” for Staffing
- Staffing for Erratic vs. Fluctuating Workload
- Healthcare Reform and ACO’s- How Will It Impact Your Workforce

### Number 3:

- Results of the 2010 PSS™ Annual Survey of Hours Report©- Part 1

### Number 4:

- The 2010 PSS™ Annual Survey of Hours Report- Part 2
- Magnet™, Baldrige & Planetree Participation Status
- Licensed & Operational Beds, Average Daily Census & Length of Stay & Workforce Distribution
- 2010 Eve Hall Memorial Scholarship Award Winner

### Number 5:

- Nursing Department & RN FTEs/ Licensed & Operational/Staffed Beds
- 2010 FTEs/Bed, Calculating FTEs/Bed Type
- The Impact of Healthcare Reform on Resource Management
- Surviving the Healthcare Crisis and Coping with Healthcare Reform

### Number 6:

- Managing Deficit Demands,
- 2010 Deficit Demand & Response From the PSS™ Survey of Hours©
- Strategic Response to Deficit Demands
- Budgeting for Deficit Demands (Planned, Unplanned, Ed/Meeting/Orientation)

