Objectives

1. Review staffing requirements
2. Discuss common ASC staffing challenges
3. Identify staffing strategies for maximum effectiveness

Requirements for all ASC Staff

- Job description
- Competency demonstration
- Function within scope of practice, licensure, &/or certification
- Periodic evaluations of job performance

Disclosure

Regina Boore is the Principal/CEO of Progressive Surgical Solutions, LLC.

Typical Staff Positions

- Administrator
- Clinical Director
- Perioperative Nursing Staff (RNs)
- Ancillary Staff (Instrument Techs, Surgical Techs)
- Business Office Staff

Staffing Variables

- Case volume, #ORs
- Patient acuity (anesthesia level)
- Extended hours
- Surgical specialties
- Procedure time/surgeon speed
### Staffing Variables

- Administrative structure
- Working managers
- Charge Nurses
- Use of Unlicensed Assistive Personnel (UAP)
- Overlapping responsibilities (materials management, IT/ST)
- Shared staff

### Regulatory Considerations

#### Clinical Staff

- RN must be in charge of nursing service (416.46)
- “Sufficient nursing staff with appropriate qualifications to assure the nursing needs of all ASC patients are met” (416.46)
- “Number and type of staff needed will depend on the volume and types of surgery the ASC performs” (416.46)
- “Nursing services must be provided in accordance with recognized standards of practice” (416.46(a))
- State laws for nursing practice (BRN Scope of practice)
- Professional Organizations (AORN, ANA)

- “There must be a registered nurse available for emergency treatment whenever there is a patient in the ASC” (416.46(a))
- “On the premises and sufficiently free from other duties that the nurse is able to respond rapidly in emergency situations”
- Staff must work within their scope of licensure or scope of practice
- State laws or regulations on the RN Circulator
- Monitoring RN, if needed for sedation

#### LVN/LPN Utilization

- Scrub
- Delegated Tasks from RN
- Focused assessment (ex VS, weight, BS) to provide to RN for comprehensive assessment
- Typically able to administer medications
- May be able to assist with IVs
  - Ex: Texas allows IV start/med administration following class with the exception of PICC lines
- Typically not involved with patient education
  - Ex: Kentucky allows “educational activities for clients based upon established written guidelines as delineated in a plan/strategy of care

#### LVN/LPN Supervision

- Requires supervision by an RN
- RN supervision can be direct, indirect or available
  - Direct supervision is on site and immediately available
  - Indirect is on site and available within 5-10 minutes, such as “2 halls away”
  - Available is off-site but available by phone and within 30 minutes away from the setting

### LVN/LPN

- Supervision required depends on the type of facility
  - Ex: SNF may be indirect
- ASC’s requires higher level of assessment and response due to the nature of surgery: Direct
- Cannot substitute a LVN/LPN for an RN
- National Federation of Licensed Practical Nurses
  - http://www.nflpn.org/contact.htm
  - LP/VN needs to be aware of the scope of licensure within their state
  - Practice is applicable to the setting
Staffing Challenges
Operational Imperatives

• Safety
• Compliance
• Efficiency
• Economy

Staffing Goal

• Stable, high performing, responsive team of competent, compassionate individuals

Staffing Challenges
Generational Diversity

For the first time: 4 generations in the workplace

Milennials

• 70% of the global population of which Gen Y alone comprises 2.1 billion

X and Y Markers

• While age influences behavior and attitudes, greater impacts are made by the culture in which one lives their youth, as well as social markers.
  • Access to technology
  • Child centered upbringing
  • Diversity and globalization
  • Family breakdown
  • Financial uncertainty and war

Workplace Strategies

• Get them up to speed quickly and turn them into knowledge workers
• Practice management that integrates constant feedback, not just an "annual review"
• Give them the gift of context
• Teach them how to manage themselves
Workplace Strategies
• Teach them how to be managed by you
• Retain the best of them by challenging them
• Don’t discount them or be dismissive, employ their skills, particularly their tech savvy and financial smarts
• Give them easy access to opportunities to grow

The Leader as Coach

Leader as Coach!
• A strategy for creating high performance in change
• Leadership role shifts to shaping the understanding, development and learning of team members so they can act effectively both independently and in concert with the whole organization
  • Teach me/Show me
  • Watch me
  • Give me feedback

Coaching
• Listen and watch
• Ask questions
• Get employee to
  • Reflect on behavior
  • Understand how to improve

Giving Feedback
• Direct
• Focused
• Respectful
• Kind

The 3 Part Question
• Observation – “I noticed…”
• Opinion – “I think that it is important to…”
• Question – “I wonder…”
Put Coaching into Action

• Set the stage
• Start with an open-ended question
• Share your observation using a 3 part question
• Motivate by focusing on what they could do better
• Leave it

Put Coaching into Action

• Set the stage: Communicate the goal of improving patient care through enhanced performance
• Open-ended question - How did the case/day go?
• Ask your 3 part question
  • “I noticed that the whole team did not stop all activity during the timeout. I think it is important for patient safety that everyone in the operating room stop activity so they can fully participate in the timeout. Can you help me understand what happened?”

Motivating the Team

• Give the individual or team a chance to look at what went well and what can be improved upon

End the Coaching Session

• Give feedback, end the session – ask if they would like to discuss anything else. Thank them

Develop Your Emotional Intelligence

“Emotional intelligence matters twice as much as technical and analytical skill combined for star performance.”

Daniel Goleman

Tale of Two Brains

• Rational Brain – Thinking – IQ
• Emotional Brain – Feeling – EQ
**What is emotion?**

- A feeling and its distinctive thoughts, psychological and biological states, and range of propensities to act.
- All emotions are, in essence, impulses to act, the instant plans for handling life that evolution has instilled in us.

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**Emotional hijacking**

**BRAIN ARCHITECTURE**

- **Sensory signals** (eyes, ears)
  - ➔ **Thalamus** ➔ **Amygdala** (emotional brain) ➔ **Neocortex** (thinking brain)

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**Emotional Memory**

- Our emotions have a mind of their own, which can hold views quite independently of our rational mind.

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**Neural Circuitry**

- **Hippocampus**: Remembers the dry facts
- **Amygdala**: Remembers the emotional flavor

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**Neural Alarms**

- Intensify emotional memory by triggering a hormonal response, which signals the amygdala to strengthen memory for what is happening

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**The Emotional Mind**

- Quick but sloppy
- Carry a Strong Sense of Certainty
Emotional Intelligence

- Uses our emotions intelligently
- A far greater predictor of success than IQ
- At best IQ contributes about 20% to the factors that determine life success
- A set of traits some might call “character”

EI Gender Gap

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<th>Marriage Began</th>
<th>% End in Divorce</th>
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<tbody>
<tr>
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<td>10%</td>
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<tr>
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Overview: 5 Pillars of EI

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. People/social skills

Self Awareness

- Know your emotions
- Comfortable in own skin
- Understand own strengths, weaknesses, emotions, impact on other
- Respond well to constructive criticism

Self Regulation

- Think before acting
- Control emotions and impulses
- Thoughtful, comfortable with change, able to say no

Motivation

- Strong inner drive
- Resilient and optimistic
- Willing to defer immediate results for long term success
Empathy

- Ability to identify and understand wants, needs and viewpoints of others
- Avoid stereotyping and judging too quickly
- Respond genuinely to frustrations and concerns

People/social Skills

- Easy to talk to, easy to like (build rapport and trust)
- Team player – help others develop and shine before focusing on own success
- Excellent at building and maintaining relationships

Assessing your EQ

- How do you react to people?
- Do you practice humility? Give others credit? Apologize when feelings are hurt?
- Can you identify your weaknesses and areas of improvement?
- How do you react to stressful situations?
- Do you put yourself in others’ places?

Improvement Strategies: Self-Awareness

- Keep a journal
  - Become more self-aware through reflection
- Slow down
  - Examine why you feel strongly
  - Control how you react

Improvement Strategies: Self-Regulation

- Know your values
  - Consider your own code of ethics – where will you not compromise?
- Hold yourself accountable
  - Admit mistakes and face consequences – don’t blame others
- Practice being calm
  - Deep breathing
  - Write down negative things you want to say (then rip up and throw away!)

Improvement Strategies: Motivation

- Why are you doing this?
  - Use “5 whys” technique
- Set and refresh goal statements
  - Big picture, then smaller and smaller targets
- Find something good (anything!)
Improvement Strategies:
Empathy
• Put yourself in the other person’s position
• Pay attention to body language
  • You: what message are you sending?
  • Them: what are they not saying with words?
• Respond to feelings

Improvement Strategies:
People/Social Skills
• Learn conflict resolution
  • Acknowledge conflict, agree to communicate
  • Clarify positions
  • List facts, assumptions and beliefs
  • Reach agreement
• Improve communication skills
  • Be clear and ask for clarification
  • Use most effective form of communication
• Learn how to praise others
  • Inspire loyalty

Think About It
“Anyone can be angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way—that is not easy.”

Aristotle, The Nichomachean Ethics

Resources
• AHRQ Safety Program for Ambulatory Surgery
  www.ascisafetyprogram.org
• Leader as Coach – David B Peterson and Mary Dee Hicks
• Emotional Intelligence Appraisal
  www.talentsmart.com
• Emotional Intelligence: Why It Can Matter More Than IQ – Daniel Goleman
• Career “Toolkit” www.mindtools.com

Thank you!