



Equitable and Inclusive Leadership:

Empowering Nursing Float Team Leaders for Functional Organizational Success in Healthcare

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Disclosures

The presenters have NO financial, personal, or professional disclosures to make.

UCLA Health

- **Mission**
 - Delivering leading edge patient care, research, and education
- **Vision**
 - Healing human kind one patient at a time by improving health, alleviating suffering and delivering acts of kindness



Learning Objectives

- Identify the benefits of a centralized functional organizational structure in a healthcare system.
- Understand the impact of external contract labor and strategies for reducing reliance on external staffing.
- Analyze the design and structure of the Nursing System Float Team (NSFT) at UCLA Health.
- Evaluate the sustainability of a system float team model.
- Develop a plan for implementing a system-wide in-house float team.

PICOT

In a healthcare organization, what is the effect of implementing a system-wide in-house float team on decreasing reliance on external contract labor, increasing resource independence, and establishing a centralized organizational structure for adequate nurse staffing in times of uncertainty, as compared to traditional staffing models?

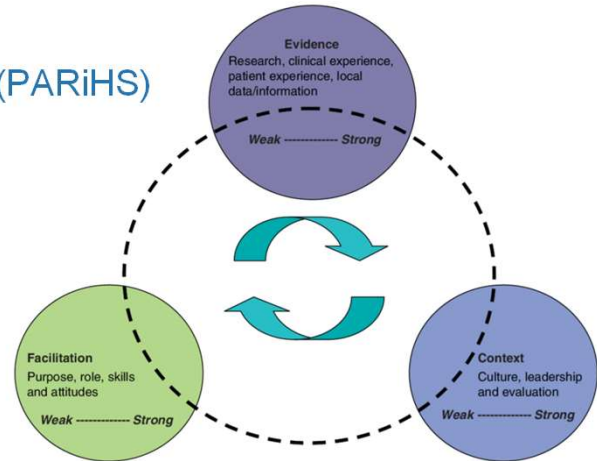


Framework

- Promoting Action on Research Implementation in Health Services (PARiHS)

- Key elements

- Evidence
- Context
- Facilitation



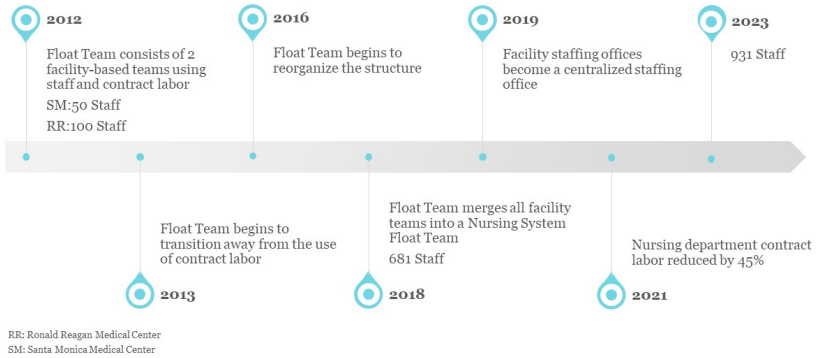
Building Leaders for an Equitable and Inclusive Future

- Nursing System Float Team's Evolution
- Functional Organizational Structure
- Relationship Based Care Organization
- Evolving Nursing Staffing Models
- Cost Reduction and Efficiency
- Sustainability & Future Projections



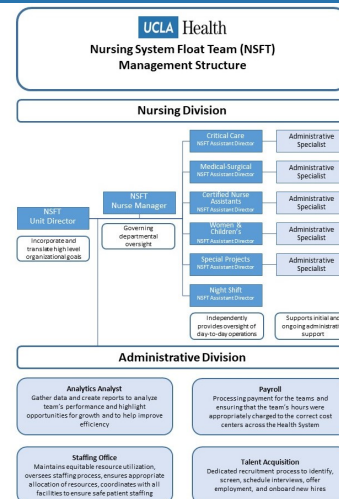
Nursing System Float Team's Evolution

Nursing System Float Team



Functional Organizational Structure

- **Nursing Division**
 - Management coordination and oversight
 - Float Staff
- **Administrative Division**
 - Centralized Staffing Office
 - Payroll Department
 - Talent Acquisition
 - Analytics Analyst



Relationship Based Care Organization

- Organization
 - Equity System: Bringing all facilities together
 - Inclusivity System: Access to care
- Staff
 - Cross-training
 - Short-term assignments
 - Cultural competence training



Evolving Nursing Staffing Models

- Change over time
 - Facility → System
 - Individualized → Systematic
 - Standard → Specialized
- Financial Impact
 - Contract Labor (decrease) → Self Reliance (increase)



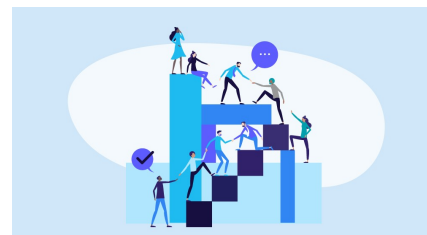
Cost Reduction and Efficiency

- Nursing department contract hours
 - UCLA: Decreased from 0.95% to 0.52%
 - Compare group: Increased from 0.87% to 1.53%
- Overall improvement of 6% in nursing services department wage index



Sustainability & Future Projections

- Checks & Balances
- Leadership Meetings
- Purposeful Leadership Rounding (PLR)
- Staff Support
- Expansion
- Collaboration



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[Strategies to Ensure Adequate Staffing and Self-Reliance in Times of Uncertainty](https://www.sciencedirect.com/science/article/pii/S1541461223000393)

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