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Nursing Staffing and Patient Outcomes

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Nursing Staffing and Patient Outcomes

By

Emilio Johnson

Abstract

This research paper is mainly focused on nursing staffing and the patient outcomes that are achieved from staffing. Staffing trends and styles differ in various healthcare organizations. Staffing plays a very important role in patient outcomes. It seeks to bring out the importance of strategic staffing and put to light all the challenges that might be met in a nursing profession.

Understanding this challenges or shortcomings is key in coming up with recommendations to improve the current status. Patient outcome is also analyzed and viewed in terms of patient safety and quality assurance. Adequately staffed care units can improve patient outcomes and patient satisfaction.

Patient satisfaction has also been discussed in deep measures to ensure that the patients are well cared for. Three kinds of different models used in nursing have also been discussed. Patient satisfaction is the main thing to focus on if one is running a hospital. There is no point in having a hospital where the morality rates are high.

The patient outcome can be used to measure the performance of a hospital. A hospital that can be described as providing quality care is one that has an excellent patient satisfaction or at least trying to achieve excellence.

The consideration of various quality measures from structural, process, and outcomes have been researched and showing that there is a direct correlation of staffing and patient outcomes.

Strategic leadership plays a vital role in the expectations of the organization and care expectations standards.

Table of Contents

Introduction.....	Pg.4
Defining patient outcomes.....	Pg.5-6
Measuring staffing.....	Pg.7-9
Staffing types.....	Pg.10-11
Core Principles of Staffing.....	Pg12-14
Workplace factor affecting staff.....	Pg.15-24
Strategic staffing functions.....	Pg.25-27
Strategic leadership.....	Pg.28-29
Patient Safety.....	Pg.30-38
Quality measures in staffing.....	Pg.39-41
Quality assurance in staffing.....	Pg.42-43
Current staffing trends.....	Pg.44-45
Conclusion.....	Pg.46-51
Bibliography.....	Pg.52-54

1. Introduction

Achieving patient satisfaction can be a very tricky thing to achieve without proper managerial arrangement. A hospital must have proper structural, process and managerial organization for all these to be achieved. Strategic leadership is key in realizing these targets. Proper staffing techniques need to be employed to make sure that the staff that are identified, recruited, developed and retained are the best that the facility can get. The staff do not just need to achieve patient satisfaction but also propel forward the revenue production of the facility to ensure cost-effectiveness in the interventions that are employed. Patient safety is also one of the things that add marks to patient outcome and the reputation of the healthcare organization. Patients do not need to feel threatened by the healthcare organization. Prevention of harm and accidental injury should be a priority. Hospital-based infections in the recent past have been a very rampant and prevalent case, but now hospitals are adjusting and taking recommendations from other already established hospitals to plummet the issue of nosocomial infections. Quality assurance is a measure that needs consideration to achieve patient satisfaction and finally improving patient outcome. At the end of this research paper, a reader should be able to understand the associated link between patient outcome and staffing of nurses with a deeper understanding of how obstruction arising can be solved.

Therefore, this research paper seeks to find out the association between nursing staffing in a hospital facility and patient outcomes, and how difficulties arising from these two associations can be addressed to achieve better results.

III. Defining patient outcomes

A. Types of quality measures

1. Structural measures

This kind of measures to provide the consumers of healthcare with a sense of what their health care provider is able to provide for them in terms of their systems and equipment that enable the provider to give high-quality care for their clients. For instance, whether the facility has electronic storage of data entry systems to handle patient data easily, the number of healthcare professionals that are competent with their work and their ratio to the number of patients if the number is considered to serve patients well. Quality of services within a hospital is highly dependent on the equipment available within the hospital (Aiken et al, 2012). Poor, missing and outdated equipment means the quality of services in the hospital will depreciate due to the poor working conditions. Pieces of equipment are important in simplifying duties that staff would have consumed a lot of energy and effort doing.

1. Process measures

This in itself is all about what the healthcare provider does or keeps in check to maintain or rather improve the level of health either for those diagnosed or those that haven't been diagnosed. These include the preventive and curative health recommendations that are accepted for clinical and primary healthcare practice. For instance, the number of individuals being subjected to medical check-ups to enhance early detection of diseases and the number of people taking proper recommendations from their healthcare providers. This process can also be key in advising the patients on what to expect from their healthcare provider on a given

disease or particular health advice (Aiken et al, 2012). A hospital should have clear and updated functions spelt out to help in improving and maintaining the health of the patients that are associated with that health facility.

1. Outcome measures

This kind of measures is reflective of the impact felt regarding the healthcare provider in terms of their service provision. This can be simplified by seeing how good the healthcare organization is in handling their cases. For example, one would look at how many patients were discharged to go home after being cured or how many succumbed to their illness and the rate of nosocomial infections and complicated surgery cases that were recorded after an assessment has been done. This measure is a very important factor in measuring the quality of a facility in relation to patient outcome (Aiken et al, 2012). Although, outcomes can be determined by many factors which will need risk adjustment. Risk adjustment is still an evolving part of a scientific study to help deal with improving the outcome in facilities of health. Experts need to be called in to calculate the potency of risk and coming up with risk adjustment.

IV. Measuring staffing

1. Productivity

Productivity can be used as a component to measure nursing staff to determine how productive they are in their duties of patient care. There are very many ways to achieve this, but the most common and standard way of measuring productivity is the (HPPD) Hours per Patient Day. This procedure is used in determining the hours worked per day plus the number of patients that have been seen by that particular nurse (Lin, 2014). Employers get to know which of their staff are highly productive and those who are not working to meet the objectives of the health facility. Productivity is an efficient way of measuring staffing to determine the quality of staff within the organization.

1. Retention

This is the ability of a health facility to be able to retain their nursing staff. This usually is dependent on how important that staff is to the facility. Hard working employees have a higher probability of being retained than those who don't have a reputation for being productive at work. Results from the productivity test are what determines if a particular staff is up for retention or will face dismissal from the facility (Lin, 2014). Only valuable and contributing staff should be retained to propel the objectives of the facility. This kind of staff retentions ensures good nursing staffing and finally, patient outcomes to get boosted. Retention makes the staff work harder to improve their revenue per employee and productivity to avoid being laid off by the top management.

1. Revenue per employee

This kind of staff measuring is usually a measure of how well a health facility can utilize their nursing staff to come up with high amounts of revenue. Generating high revenue per nurse is a sign that the facility is doing well. It is a perfect measure of how much revenue per employee is generated by each of them individually. It can be generally achieved by calculations that are done by dividing the total amount of revenue generated that fiscal year by the total number of nursing staff within that health facility (Lin, 2014). This number arrived at is usually a rough estimation of how much one nursing staff generated that particular year.

1. Total workforce cost

This is usually the total amount of cost that the facility endures to maintain their workforce. These records are usually updated with the finance department so that proper planning for finances can be achieved. This is in terms of salaries regulation, benefits, and compensations (Lin, 2014). This is important for a health facility in the decision-making sector of productivity and retention of nursing staff. This is the process that is done with the human resource department in conjunction with the finance department since these are the departments concerned with recruitment and financial obligation in the department. Their estimations are important in calculating the cost-effectiveness and cost-benefit analysis of the procedures and interventions being adopted in the hospital.

1. Effectiveness ratio

This is used to analyze and evaluate the effectiveness of a healthcare facility in relation to the cost they are incurring to carry out their mandates. For instance, if a facility is

employing a lot of nurses but the revenue generated is low and the patient outcome also register poorly on the measuring scale then the facility will determine that the amount of money being used to employ the new nurses has no benefit since the cost-effectiveness of the invested monies is not being felt. It is thus very important for a facility to ensure that the cost-effectiveness of their money in relation to the healthcare intervention at play is not so costly but at the same time very effective (Lin, 2014). The productivity and the revenue per employee can be used as a measure to also see if the healthcare facility is making progress in terms of their effectiveness ratio.

V. Staffing types

These are methods used to ensure that a healthcare facility is well staffed. Various kinds of procedures are used to ensure that this goal is achieved. A healthcare organization may decide one of the ways to do this provided the recruitment process is done. Staffing is key in the success of the healthcare facility. The facility has to evaluate what works best for that healthcare facility.

1. Census-based staffing

This is the kind of staffing whereby staff get hired only after a census has been conducted and the need for a specific amount of staff are recruited to fulfil the needs of the facility. On this kind of staffing the needs must be evaluated daily to ensure that there is enough staffing to meet the needs of the patients based off the census. Census within the facility are done during various times depending on the laws of that facility. The human resource department is fully involved in carrying out this process to fill the gaps needed by the facility. This type of staffing can fluctuate and has to be carefully watched to make sure the facility staffing is aligned with the mission of the facility

1. The total number of patients on the unit.

Patients are the determining factor of how much staff needed. Once the total number of patients has been established on a particular unit, then the hospital management will make a decision based on the census. Census will be used to calculate the nurse-patient ratio (Brennan et al, 2013). If the ratio does not reach required number, then the hospital

management will hire more nurses to meet the demands of a hospital. This has to be evaluated daily to ensure that the needs of the healthcare facility are being maintained.

1. Acuity-based staffing

Acuity within the hospital can be used to describe the level of intensive care nursing that is needed within the facility. Facilities where they have a higher level of acuity demand then it will require more prudent nurses that are experienced in various levels of care. This means nurses must be knowledgeable with experience. Requiring ongoing training from the healthcare facility to ensure the facility is keeping up with the ever-changing healthcare industry.

1. Staffing based on the needs of the patients.

A measure will be done to access the level of intensity care needed within the hospital. The nurses will be rotated on shifts in accordance with the needs of the patient and not really according to the raw number of patients in that particular patient unit (Brennan et al, 2013). After the needs of the patients have been accessed then staffing decisions are made. Facilities with higher patient need demands, then there will be a need for more nursing staff to meet the needs of patients. Thus, requiring the facility to hire more staff so that their needs can be satisfied. This model of staffing can be hard for an organization to carry out and have the staff to keep up with patient needs. When needs are low the healthcare facility may be over staffed leading to unnecessary staff. This can be very costly for a struggling healthcare organization.

VI. Core Principles of Staffing

These principles of staffing are usually important in managerial levels to help the healthcare facility come up with the right strategies used to choose and assign their nursing staff to ensure the perfect patient outcome. There are certain things that need to be considered before staffing employees. Healthcare facilities require nurses who can keep up with the healthcare facilities demands and very keen to efficiently do the bidding of the facility's goals and ambitions. The healthcare organizations missions and visions must be evaluated when choosing core principles of staffing. Some of these staffing principles are discussed below.

1. Focus on patient population vs. unit or nurse focused

This can be termed as the safe planning to have the right number of nurses focused on a particular patient population visiting the health facility. This is usually an important factor in the public health nursing docket to ensure that patients do get enough services (Phillips & Gully, 2015). For instance, if a hospital happens to carry out an analysis on the number of patients visiting a particular unit in the hospital, then it shall be the responsibility of the hospital management to make sure that the staff present are able to handle the present population. The ratio of the nurses compared to the patient should be manageable to enable the nurses at bay to help patient population accordingly. Interventions to be brought forth if the patient-nurse ratio has not been achieved then more nurses should be hired to meet the accepted ratio since patient population can't be reduced by sending away patients. The hospital management is thus required to focus the recommended number of nurses on the present patient population.

1. Focus on the continuum vs. unit focused

Focus on continuum against the unit focused can be a crucial factor in staffing since continuum can be described as events that do change gradually over time with almost the same kind of progression, but the outcome is usually different. In this regard it can mean that hospitals could say that the number of units of nurses working in a particular department could be the same since all the nurses to carry out the same kind of clinical procedures then it is okay to have the same number of nurses in all the stations (Phillips & Gully, 2015). If a facility is to ensure good nursing staffing with encouraging patient outcomes, then a revision on this must be strongly recommended. Despite activities looking the same in the procedure, there are some nursing procedures that do need more units assigned to that particular event. This should be highly considered when hiring and directing units to particular continuums. With no adherence to this core principle, then the probability of underperformance will be high.

1. Emphasize a lifetime or health model vs. a moment in time staffing

This ensures that the facility has employed the right people for the right job. Having unqualified or incompetent nurses within a facility puts the entire reputation of the facility at risk. The reputation of the healthcare facility can be dependent on the nursing staff embracing the healthcare organizations mission. Wrong nurses looking after the patients brings about a poor patient outcome (Phillips & Gully, 2015). Staffing nurses is a delicate process that requires careful review of all applicants to ensure the best candidate is selected to fill vacancies within the organization. Failure to do such a deep assessment on the recruited nursing staff ruins everything from patient outcomes to productivity and finally revenue per employee. These effects do trickle down to retention issues whereby only the staff with good productivity and revenue generation will be retained. Emphasizing on a good health lifetime model against a moment in time staffing means that once a nurse has been hired, that

particular nurse is able to give long lasting healthy decisions. It means that the hospital management does not need to hire any new nurse in case they want some kind of new procedure done.

VII. Workplace factor affecting staff

1. Work environment

The environment in which employee's work is usually a great determiner of how well an employee will perform during work hours. Specifically, for nurses, it is very important for them to have a good working environment since a failure in their duty to be efficient also means that lives are at risk (Myny et al, 2012). It should be the number one priority of the health facility management team to ensure that their nursing staff are well looked after to ensure quality care is provided to the patients. This can be achieved by surrounding the nurses with a work-friendly environment free from work-related stress to ensure efficiency.

1. Admissions/ discharge

Nurses are the people who handle most of the admissions and discharge duties within a hospital facility. If any of these teams working on the discharge and admission of patients are dedicated, then it means that work will flow with minor disruptions. Immediately there is no nursing team that is dedicated to performing their duties it means that problems relating to freeing up the beds for the new incoming patient's will be difficult (Blackman et al, 2015). This kind of problem will lead to stressing the other nurses who deal with admissions since the discharge unit is failing in their duties. This can be corrected by putting highly efficient discharge team of nurses to ensure that beds are freed early in the day to pave way for new patients who need admission into the wards. A good system that ensures the perfect flow of activities enables the nurses to work efficiently.

1. **Equipment**

Having proper equipment within a facility is key to ensure service provision to the patients is much easier. In hospitals where we have poor equipment to serve patients, then it makes it tough for the nurse to go about doing duties that have rather been done through the help of computerized systems thus wasting a lot of time and creating fatigue (Myny et al, 2012). For instance, if a hospital lacks an electronic system to manage data, it means that the nurse will have to move from one department to another if need be to deliver or otherwise retrieve the documents of a patient. This can increase the nurse's fatigue, and also wastes a lot of time that would otherwise have been used for helping patients. To ensure stress-free nursing staff a hospital should fully invest in buying, replacing, and updating their equipment to ensure that their staff has updated equipment that can increase efficiency. Equipment should be examined regularly to make sure the healthcare facility is meeting industry standards. Some accidents in healthcare facilities can result from failed, outdated and missing equipment. Equipment is critical in helping nurses increase productivity and improve patient outcomes.

1. **Emergencies**

The number of emergencies occurring within a facility is one of the key issues that affect the normal functioning of the staff. For instance, in a hospital where they register a high number of emergencies and they have a few numbers of nursing staff with a high ratio of incoming patients, exerts a lot of pressure on the nursing staff to meet the demands of assigned patients. Pressure on staff is a direct association of problems relating to work conditions (Blackman et al, 2015). To minimize this kind of occupational hazard, healthcare

facilities should have enough mechanism to handle emergencies. This can be achieved by putting into consideration training the nurses on how to work under pressure and also investing in good equipment to a better response to emergencies. Preparedness is key to handling emergencies efficiently.

1. Shortage of staff.

Shortage of staff within a hospital is another disparity that can enhance the development of workplace factors that will affect the staff at work. Once there is a shortage of nurses within the hospital, this means that the nurses available will have to work harder to meet the demands of the patients. Nurses will have to work more shifts to ensure that the patients get quality services on time without delays. Overworking nurses has its effects on them since a fatigued nurse equals to poor performance at work (Blackman et al, 2015). Poor performance at work means that patients are the risk for accidents, injury, and the risk of fatalities. Shortages of nursing staff can lead to patient complaints. Hospitals should make sure to increase the workforce of the nurses to ensure that patient outcomes are improved, and that nurses do not work to many shifts to avoid increased stress levels of the nurses. This is an issue that many health facilities are suffering from. The number of trained nurses hitting the market does not seem to meet the needs of the patient.

1. Employee factors

These are factors that are pertaining to the employee factors that have the ability to effect staffing. Employee factors have the ability to cause issues in the workplace making it hard to meet the needs of the healthcare organization. This can also cause problems between management and employees. Employee factors have to be maintained to keep the facility

operating to meet the need of the patients. Patient's needs are top priority for any healthcare facility to be functional. Employees must feel welcome in the organization. This will lead to improved employee performance which can have a direct effect on employee factors.

1. Training of staff

Having well-trained employees in a healthcare facility will help a lot in the avoidance of many issues that might arise in the place of work. Trained nursing staff will ensure professionalism above everything while handling patients. Other than just being professionals the patients will be assured of good outcomes at the end of their treatment periods (Myny et al, 2012). Poorly trained staff leads to low patient satisfaction and also can lead to progression of un-professionalism. The relation between staff will be immensely affected by each other. Thus training of staff through regular in-services and refresher courses to ensure both professional experience and interrelation with one another so as to eliminate a hostile working environment. Training in healthcare facilities is an intricate part of staff development this should include training on new equipment and procedures, and best practices that will improve patient outcomes and satisfaction for the healthcare facility.

1. Educational background

Educational background relates to the level of education that one has attained in order to be given a particular position within the organization. When nurses are adequately trained in all aspects of patient care this will lead to improved patient outcomes. Highly educated nurses with a bachelor's degree in nursing (BSN) have been associated with fewer hospital

fatalities. Many hospitals are choosing to hire more nurses with bachelor's degree in clinical positions in attempt to improve clinical outcomes. Many healthcare facilities have created partnerships with local universities to increase the number of nurses with a bachelors' degree in nursing (BSN). Also when it comes to the matter of the level of education among employees, those with a higher level of education from highly recognized training facilities tend to look down upon those who haven't met the same requirements as they have (Myny et al, 2012).

1. Communication between employees

Specifically, in nursing the communication amongst the nursing staff with each other is very important to ensure there is a good working relationship between employees. Proper communication of a patient's condition is key to ensure continuum of care between the nursing staff. Communication is key among employees to ensure that all concerns between employees are validated and everyone has a voice within the organization. Open communication within healthcare facilities can lead to improved patient outcomes and satisfaction. Good communication can be achieved by ensuring that there are professional training to help the employee and employee communication (Myny et al, 2012). Some of the ways that can be used to improve communication are as follows: having an open door policy whereby everyone has an open mind and is allowed to share what they think without fear or intimidation. Having facility meetings with employees and management to address concerns and issues within the facility. Other than just circulating memos throughout the facility whenever there is an issue to be addressed within the facility. Effective communication on all levels within the organization is crucial for the continued success of the healthcare facility.

1. **Preparedness of staff**

This trickles down to how ready a staff at a particular hospital are ready to tackle an emergency in case of one occurring. The preparedness of nursing staff against any kind of event is crucial to improve the outcomes in event such event does occur at the facility. In some hospitals, preparedness on handling emergencies are a part of quality assurance and staff development programs. The moment a patient is handed over to a nurse who is not prepared to handle any kind of complication that might arise from the patient, then that automatically puts the nurse in a very tricky and precarious situation (Blackman et al, 2015). The moment an individual is not ready to face a particular activity anxiety kicks in and this can lead to poor work performance. Ensuring preparedness among nurses to handle any situation that can occur will improve the patient's outcome. Staff preparedness is key in improve confidence in emergency situation thus avoiding poor performance during emergencies that occur at work and thus elimination of work-related stress during times of emergencies.

1. **Human engineering factors.**

These are the factors that could cause work-related stress and they are factors that are directly related to the engineering part of work and how it affects humans during their time at the workplace. Ergonomics should be examined when looking at the workplace to make sure that the workplace is conducive to efficacy for the nursing staff within the healthcare facility. Nursing staff work long hours in stressful situations putting themselves at risk for fatigue, injury and adverse outcomes for the patients they are caring for. Human engineering has to be

examined in regards to the development of work environment. This will lead to more efficient nurses providing quality care for the facilities patients.

1. Hours worked

Subjecting nursing staff to too many working hours has adverse side effects. Specifically for a nurse who has to work several shifts this could lead to some kind of problem. When you work long hours fatigue can set in causing the nurses judgment to be impaired. Impaired judgment can cause a nurse to miss a critical detail that could have alerted nursing staff to a change in the patient's condition. An overworked nurse is deemed to give a poor professional performance that could lead to detrimental effects on the patient (Blackman et al, 2015). To avoid working too many hours for an individual nurse the management team must have a good staff mix which evaluates staffing patterns, educational background, experience of the nurse, and resources to prevent overworking an individual nurse. Management is responsible for ensuring there is enough staff to care for patients in the facility. Nurses who are feeling overworked should switch shifts with coworkers or express concerns to management to avoid this issues. When nurses are fatigued and overworked this can lead to decreased patient outcomes and have damaging effects on patient's satisfaction for the healthcare organization.

1. Interruption

The moment a nurse has been given a particular kind of duty to do specifically then it is the role of the nurse to ensure that interruptions have been minimized within the workplace to carry out that task. Interrupting a nurse from their duties creates a mind of distraction. If a

nurse is distracted from the duty to go and perform other duties, it makes it difficult to focus on a particular target and achieve that objective (Blackman et al, 2015). Having an environment that is not conducive to work, works negatively towards the performance of the nurse. During patient care nurse attention should be focused on the task at hand to ensure the safety of the patient. Interruptions during medication preparation and administration should be minimized to decrease the risk of adverse outcomes. The management team within healthcare facilities should understand the impact of interruptions on nursing care and patient outcomes. Interruptions can be costly for the organization when patients are directly affected, but they should also respect the role of their nurses to decrease interruptions during patient care. All parties within the healthcare facility must work together to decrease interruptions.

1. The complexity of a task

The moment a nurse accepts a task that is above their educational experience and preparedness, this puts that nurse under pressure to deliver results on something that is not within that nurse preparedness. For instance, telling as the nurse to perform surgery which is not within a nurse's scope of practice triggers stress. It is very important to assign duties to the specific individuals who have knowledge on that particular issue at hand (Myny et al, 2012). Management within the organization should evaluate the education preparation of that nurse to ensure that the nurse is competent in carrying out the assigned task. Management has to use critical thinking when evaluating the complexity of task during the delegation process. Delegating a task that is not within that nurse's scope of practice and preparedness can lead to adverse outcomes for the healthcare facility. Experienced nurses are more prepared to handle complex situations versus a new nurse. No nurse should accept a task that is above their

skill set. Accepting complex task without proper preparedness can be costly to the organization and lead to decrease patient outcomes.

Nursing practice environment.

These are factors that are purely linked to nursing practice that are deemed to bring about quality care within the healthcare facility. Nursing practice is essential in the delivery of care to patients to improve patient outcomes.

1. Nurse-patient ratio

The ratio of nurse to patient is important in considering some of the things that might bring about problems within the healthcare facility. The moment a particular nurse has a high number of patients that he/she is supposed to handle then there might be a problem. Having a high number of patients and the low number of nurses automatically destabilizes the ratio of nurse to the patient (Blackman et al, 2015). Emphasis on ensuring that there is a high number of nurses too to deal with the incoming high number of patients is important if this problem is to be regulated. Working for long hours creates fatigue and that can impair the judgment of the nurses.

1. Delegation

The amount of duties assigned to a particular nurse determines how hard that nurse has to work to ensure that all the delegated duties have addressed. In this struggle to complete all the given tasks, brings about pressure which is the portal for all kind of work-related problems (Blackman et al, 2015). The moment a nurse is subjected to pressure from so many

activities then the feeling of being overwhelmed kicks in causing the nurse to become stressed thus lowering work performance. To avoid becoming stressed during difficult situations the nurse should express to management that the workload may be too much for them to carry out assigned task. The acuity of the patients' needs has to be evaluated by management to determine if the task can be delegated to that particular nurse. The competency level of the nurse should be reviewed and only be given the number of duties that he/she can comfortably handle without pressure and specifications to be with consideration to their area of best performance.

1. Nursing support

This involves looking out for nurses within a particular unit. Looking at the interest and wellbeing of nursing is very important to ensure that they are motivated to do their work without any kind of complaints. As much as the nurses are the ones with the expertise of delivering proper healthcare to their patients, but they should not forget that they are human too and they need someone to look after their wellbeing too (Blackman et al, 2015). Failure to give nursing support to nurses puts them at risk of experiencing psychological issues that might otherwise harm them or reduce their performance at work.

VIII. Strategic staffing functions

These are the functions that are carried out during staffing. The success of a facility is based on how good staffing will be done (Griffiths et al, 2014). It has to be strategically done to ensure only the best and productive nurses are available to the healthcare facility. Making sure facility resources are available at the nurse's disposal. Making sure that support personnel is available to deal with emergencies and situation. Nursing supervisors can assist with any situation. Having back-up personnel available to carry out care functions.

1. Identification

This is whereby a particular individual is profiled correctly and identified within which spectrum of work allocation that he or she works best at. Identification of individuals for the kind of work they are best in is important in that everyone will be given task that is within their scope of practice and educational preparedness. A nurse will work to maximum capacity if given a chance to work within a unit where he or she is specialized (Weston et al, 2012). For instance, taking a nurse who is experienced in the emergency department and placing them in labor and delivery unit this is total waste of resources. So proper identification of employees is crucial in allotting resources to be used efficiently within the healthcare facility.

1. Recruiting

During recruitment of nurses into a healthcare organization, it is very important for those concerned in the recruiting process. Management staff must focus on the recruitment of

nursing staff who are competent and experienced in the field in which they are being recruited for. This is where issues of integrity and being given a chance on a competitive basis comes in. Corruption should be avoided at all cost since it is corruption that destroys service delivery (Aiken et al, 2014). The moment under-qualified nurses make their way into a healthcare organization this can cause damage to the facilities reputation and greatly affect the nursing care that is provided by the healthcare facility. Recruiting of unethical nurses can lead to unethical behaviors within the organization. So management should take into consideration education preparation, experience, and background information on applicants when it comes to recruiting for the healthcare facility. It is thus very important to uphold honesty and integrity during the recruitment process to avoid deficient performance from the poorly recruited nursing personnel.

1. Development

This can be said to be the activities that are either informal or formal, that helps the staff to learn more about being responsible and guide them in developing some of their skills. These skills that they learn will be important to help in the realization of the hospital goals. After recruitment has occurred, it should not end there since if the new recruits will need to be nurtured to develop competent and prudent nurses for the organization. The old nurses should come together and help the newly employed ones garner speed in their career. This is what is called nursing support (Weston et al, 2012). Nurses and the management team must working together to ensure that the nursing staff is fostering the organization philosophy of nursing to reach the facilities nursing goals and carry out the mission and vision of the healthcare facility . Development in a career is key thus while staffing, this is what the employers should also consider even after they feel they have recruited the best (Phillips, 2015). Everyone always has that ability to become better than they already are and coming

up with a good staff development program is key in assuring development in the process of staffing. This will improve patient outcomes for the healthcare facility.

1. Retention

This is whereby only the most efficient and considerate employees are retained. A facility might do a productivity and revenue per employee test to determine which of their employees are worth retaining (Weston et al, 2012). It is encouraged that nurses should be efficient in their work to improve productivity and revenue per employee. Organizations have to look at ways to keep employees in the organization this can be achieved many different ways by offering retention bonuses, years of services bonuses, and showing appreciation of employees for the work they do within the organization. There is other ways used to retain only the best, dependable, and valuable employees to achieve productivity and ones who steer the goals of the organization forward.

IX. Strategic leadership

These are the different levels of expectations that are expected to be employed at various levels of leadership within the organization. Strategic leadership has to be aligned with the healthcare facilities goals, mission, and vision. Management has to use critical thinking skills to create a patient safe environment to provide quality care while maintaining the integrity of the healthcare facility.

1. Management and leadership expectations

These are those expectations that are expected of anyone assuming the role of a manager or leader within a particular organization. It can be broken down to the qualities of a good leader. A good leader must possess specific characters that make him or her unique from the rest of those subordinates working under his/her directions. Just as in nursing a leader should be put in place to enable the rest of the junior nurses to work together in order to gain perfect patient satisfaction. Some of these main qualities can be as follows (Schoemaker et al, 2013).

- Possession of problem-solving ability
- Good communication skills
- Ability to unite the other workers
- Critical thinking skills
- Creating safe patient care environment
- Have a Know-how of the activities that go on

1. Organization expectations

These are the expectations that a particular organization demands from all its members including the leader who has been entrusted to spearhead the organization to admirable levels. This kind of expectations is those like which the organization depends on all its employees to put the interest of the organization first. Here is where everyone understands their role and responsibility in the organization (Ginter et al, 2018). The same applies to a hospital scenario where each nurse has been delegated with a particular duty or task to ensure that everything goes as planned. Everyone is expected to take their role and it is the top management role to ensure that everyone including themselves adheres to the clearly spelt out vision and mission of the organization.

1. Professional expectations

This is the expectations that are required of an individual in a particular profession. For instance, in the nursing profession, there are particular things that a nurse is expected to portray. First of all, one must be discrete about patient information and always be ready to work to save lives. Protection of life must be key in the nursing profession (Rothaermel, 2015). Any disobedience of the expectations is termed as a violation of an oath that was taken on the day of qualifying as a nurse. These expectations must be met for one to achieve all that they want from this particular career.

X. Patient Safety

a. Patient-centeredness

This is the practice that involves caring for patients and their families included too in all the ways that are of meaning to the individual patients. This is a process that entails informing, listening to and involving the patients on matters that concern their safety and wellbeing in the hands of their healthcare providers (Doyle et al, 2013). Patients too, despite them, lacking knowledge on clinical matters they still get fully informed on everything that is done to and for them. Everything that is done in the hospital staff, whether directly or indirectly should benefit the patient in terms of satisfaction and service delivery. This is the best way to ensure patient comfort and it can be achieved in the following ways:

1. Using variable-acuity rooms and single-bed rooms

Variable acuity rooms are specialized rooms that do allow the patient to stay in one room from their time of admittance to their time of departure regardless of their acuity levels. These rooms are usually private rooms and are fully equipped with nurses with the ability to deliver exquisite patient care. Here they only get visitations from their family members and only the assigned nurses to that room, thus ensuring the safety of the patient at all times. The patients don't get to move from one point to another during their tie in the hospital. Putting patients at one specific point also enables good memory generation in the nurses since they get to know the patient more. Single bedrooms, on the other hand, ensure the comfort of the patient since the patient has full control over the lights and temperature of the room (Doyle et al, 2013). This rooms too enable the nurses to observe their patients closely than in a room full of beds. The chances of nosocomial infections are also slim minimal thus the safety of the patient has been guaranteed from unwanted guest and hospital infections.

1. Ensuring sufficient staff to accommodate patients' needs

Having enough staff within the hospital facility is key to ensuring that the patients have been well taken care of. This way the nurse-patient ratio is ensured and efficiency of services maintained at the top notch (Doyle et al, 2013). Facilities that have few hospital staff may have to overwork their staff and sometimes even fail to deliver on the requirements of patient safety a realization that can be achieved by having sufficient to look into the needs of their patients and families of their patient 's needs.

1. Individualized care plans

This is usually considered as the right to every patient within a healthcare facility. All patients need to have their issues and needs looked at a personal level. Care should be so individualized that the hospital staff should have full information on the patient's ailment, what doctors and nurses are assigned to them and what are the assigned professionals doing to better the health of that particular patient (Doyle et al, 2013). Every patient should feel included in their plan of care during hospital stays with plans to better or maintain their health. All patients should be treated to the very best of the hospital staff abilities with no exceptions in giving the care regardless of the age, race and ethnicity of their patient. Patients should be involved in all aspects of their care. They should be informed on all treatments options. Patients also should have the right to refuse care and treatment. Care plans must be updated daily to reflect the care that is being provided to patients. Care plans should be reviewed to ensure that all the needs of patients are being met. Care plans improve efficiency of nursing staff to provide the best individualized care that is meeting the needs of the patient while adhearding to facility policies and regulations. When patients need are meet this will lead to improved patient outcomes and satisfaction.

B. safety

1. Fall prevention

This can be termed as a variety of interventions adopted by the hospital to try and minimize the number of falls that might occur within various care units within healthcare facilities. Falls and injuries from fall are something that cannot be eliminated away within a healthcare facility. Patients are expected to fall from time due to the effects of being under heavy medication for those who are terminally ill, thus they lack proper stability and having impaired visions. This can be accounted for by installing support rails on the hospital walls to enable patient to use the wall as support as they walk. Getting rid of slippery floors also another way of minimizing fall risks (Doyle et al, 2013). Healthcare facilities must identify patients who are at risk for falls and implement ways to prevent falls are key in any fall prevention program adapted by healthcare facilities. Nursing staff has to educate patients on admission or whenever they are identified as a fall risk. Advising patients to call for help with ambulation and transfers is key in fall prevention. Patient falls in healthcare facility can be a costly problem for organization and can lead to adverse effects on patient outcomes.

1. Safety devices personalized

With the improved technology, now patients can have all their vital organs under 24/7 surveillance. Patients can put on a device that they can move around with and sleep comfortably with unlike being plugged in on monitors all through the day. These devices have the ability to transmit data over long distances thus making patient follow up much safer and easier as it paves way for early detection of complications (Doyle et al, 2013). Technology has also made it simple for health professionals to do follow-ups on their patients without moving them around throughout the healthcare facility. Nurses can monitor patients

from the nurses station improve efficiency and productivity of the nursing staff. Nursing staff can be alarmed by safety devices if a patients vital signs are dropping, a patient who has been identified as fall risk is up without assistance. This allows resources to be shifted to other areas within the assigned care unit to help improve staffing ratios which in turn improve patient outcomes. Many healthcare facilities are investing in this type of technology and purchasing equipment to help address budget constraints that have been an issue in recent years.

1. Infection control practice

Initially, it was very common for patients to get admitted with one disease and later on gets discharged having another hospital-acquired infection. With recent years quality assurance and improvement have led facility to make sure they are practicing best practices when it comes to infection control. These can be termed as nosocomial infections that usually do occur as a result of healthcare facilities not practicing good infection control practices or following industry best practices guidelines. Nowadays these cases have been entirely neutralized through the adoption of some interventions. Putting patients in private rooms have decreased the number of hospital-acquired infections post admission to healthcare facilities. Also, many hospitals have improved their hygiene practices that have helped control this infection from occurring rampantly as in the past. Private rooms only have one patient thus reducing the chances of getting an infection from another patient mostly for those patients with suppressed immunity (Nelson et al, 2014). Proper waste management within the healthcare facility is also another way of ensuring that infections and diseases are not spread through poor infection control practices. There is specific waste that needs proper handling with care. Many healthcare facilities offer regular training on universal precautions that identify the way that infectious materials should be handled. Treating all medical waste as

hazardous. Wearing personal protective equipment (PPE) when handling any potential infectious material. This is the pathological waste that has the highest risk to spread infections and disease process.

1. Preventing patient injury

This can be prevented first by avoiding falls within the hospital. Interventions that reduce the chances of injury to the patients should be employed. Falls in the inpatient units have become a very common thing that has received a lot of attention in recent years. Falls resulting in injuries have tough consequences. These injuries do range from a variety of injuries like minor cuts, bruises, deep cuts, fractures and even sometimes the outcome of severe injuries is death. Most of the safety practices adopted from fall prevention in the first section of this safety discussion can also be employed to take of the same. Having special floors in various areas of the healthcare facility that are not too slippery and also creating cushioned surfaces on the floor to avoid impact if a fall is to occur.

This kind of engineering of floors is still a new technique since it is not very common practice in some inpatient healthcare facilities. Falls are what lead to patient injury in most of the times a patient is involved in an accident. Patients can also be provided with garments that have hip protectors. These clothes have been cushioned on the inside so that it can reduce the impact during a fall of the patient. Though this technique is equally expensive since those undergarment hip protectors can only be used by one patient due to hygiene practices. Having low beds also reduces the distance from which the patient will fall from the bed to the ground. In case of such an occurrence, the patient has a reduced distance from the bed to the ground thus minimizing the probability of injury (Nelson et al, 2014). Other structural

measures that can be taken are those of installing support rails on the walls of the hospital to enable the patient to get his or her support from the wall. Highly medicated patients can also be advised against walking for long distances or high grounds alone without anyone to look out for them.

C. efficiency

This is the ability of the hospital staff to be able to use their resources amicably with the ability to provide for their patients' needs (Ozcan, 2014).

1. Standardized staffing pattern

This includes the criterion of having hospital staff distributed with reference to equality not equity. Those areas that need more attention from hospital staff are given that comfort in order to assure the patients of service efficiency during their time in that particular hospital (Ozcan, 2014).

1. Improving patient satisfaction

This can be achieved within the hospital premises by making sure there is a sufficient number of hospital staff attending to the needs of the patients. Employment of fully qualified professional's ensures the providence of better care to the patients in terms of medical expertise. The satisfaction of the patients in the hospital should be the main focus of the staff employed. at no point should the patient feel left out or rather not well cared for. Some of the ways that can be used to improve patient satisfaction are through: using the name of the patient so that individualized care can be achieved (Ozcan, 2014). Also, the healthcare professional needs to have a name tag on so that it can be easy for the patients to call them by their names. While addressing the patient the nurse should maintain eye contact as many times as possible. Looking at the patient gives the patient the idea that the nurse actually does

care and is really listening to his/her needs. Spending some time on matters relating to patient education is also important. The patient should be informed and enlightened on things that are directly or indirectly linked to their health. It is a patient right to have exposure to information.

Ensuring the hospital atmosphere is clean and conducive to the wellbeing of patients and families. Being clean is an indicator of quality for healthcare facilities. Many healthcare facilities have quality assurance programs in place that focus on the patient experience during the patients stay. No patients wants to get admitted to a hospital that has poor sanitation and hygiene practices. Maintaining cleanness can help eradicate nosocomial infections that could spread to other patients. Improving the environs of the hospital is a good place to notch patient satisfaction (Ozcan, 2014). The surroundings of a hospital should be peaceful so as it can accommodate patients. Some quality improvement plans focus on the evaluation of the patients stay to find out what went wrong during the stay and how it can be corrected to prevent future instances.

1. Localization of nurses stations

The nurse stations should be strategically placed in healthcare facilities to ensure that all patients have equal access to nursing staff. A nurse does not have to walk over long distances to address an issue in a patient's room and if there is an emergency it gets solved within a short time frame (Ozcan, 2014). Also if a patient is in need of a nurse then the localization of the nursing stations makes it easy for them to get immediate attention from their healthcare providers.

D. Timeliness

This is the ability of hospital staff to act within an acceptable time limit to address an issue at hand without any delays. Patients in a hospital don't need to wait for so long so that

they can have their needs addressed. Responding to the needs of patients within an acceptable time frame is important in achieving patient satisfaction (Wang, 2012). Some of the ways that timeliness can be achieved in a hospital are through the following ways.

1. Ensuring rapid response to patient needs

This can be achieved by ensuring that all patients are individualized in their care. Hospital staff distribution of resources is key to ensuring that all the needs of the patients are addressed on timely measures with minimum waiting time. Localizing nursing stations throughout the hospital ensures the rapid response. This is why it makes it easy for a patient to get quick attention from the nurses and the nurses can also do quick follow-ups on their patients. A rapid response medical team made up of nurses can also be created and put on standby to await any kind of medical emergency (Wang, 2012). The healthcare must be trained on preparedness since the level of preparedness is the only thing that usually determines how well an individual will handle a particular issue.

1. Facilitating the clinical work of nurses

Providing nurses with clinical support by ensuring that they have all the needed equipment and supplies that makes their jobs efficient. Ensuring that nurses don't lack anything, neither do they have outdated equipment at their disposal. The moment nurses lack equipment it even kills their morale by performing at work and this will finally affect the timeliness of service delivery to patients (Wang, 2012). There are a lot of things that nurses need to make their work easier, for example, having a supply closet on every unit so nurses have access to supplies that are need to carry out patient care. Gloves are needed for examination of patients and performing procedures like dressing changes to avoid the spread

of infections. Hospital management should ensure that nurses do not lack anything to do their work with.

1. Eliminating inefficiencies in the processes of care delivery

This can be achieved by ensuring that only productive staff are retained and ensuring that reevaluation of their interventions to make sure all plans are up to date. Ensuring good staffing and leadership strategies are employed in the running of the hospital to ensure that efficiency and patient satisfaction is their top priority (Wang, 2012). Management needs to review process and procedures regularly to ensure that the healthcare facility is meeting industry standards. Team members directly involved with the process of staffing needs to know what staffing model works best for various care units. Nurses with higher productivity levels need to be promoted into leadership positions to help with the delivery of care within the healthcare facility. Tenure nurses within a healthcare organization tend to boost morale of staff, help newer nurses with job satisfaction, and have been shown to help the healthcare organization improve fatality rates among patients in the clinical setting. Improved process in the clinical setting have been showing to help in the delivery of care and improve patient outcomes.

XI. Quality measures in staffing

This is measures taken to ensure that there is good service delivery from the nursing staff regarding providing quality care within a healthcare setting. This can be achieved in one of the following ways.

1. Preventing the misuse of health care services and ensuring patient safety

Quality can only be achieved within a facility if the services and resources are not misused. Services should be offered to the patients. Once patient satisfaction has been achieved then the patient comment on the facility increases and that that means that quality has been achieved (Heiko, 2012).

1. Identifying what works in staffing

This important in knowing what kind of managerial procedures and strategies work well while in the process of staffing. Coming up with the best methods to employ can be very important in improving and achieving quality (Heiko, 2012). Good staffing leads to the retention of the productive and working staff that are goal oriented in providing quality care to the patients in the healthcare facility.

1. Holding nurses accountable for the care provided.

Creating a sense of responsibility within the healthcare organization with nurture a sense of owning up to the things that happen and go on in the healthcare facility. In case of things going wrong then the nurses need to be accountable for their actions within the healthcare facility. With the same amount passion that they accept responsibility for all the wrong things is the same way, they would love to be associated with the good that goes on within the hospital (Heiko, 2012). That way it will motivate them to work hard enough so that

they will always take responsibility for all the success of the facility. Accountability is one of the key virtues that allow an organization or facility to realize their goals and ambitions.

1. Measuring and correcting

Measuring the performance level of all the methods employed to ensure quality is key for better performance. This can be some form of evaluation done to view where their process failed or succeeded. Correction can only be done after the failure has been identified. Either the process to be fully replaced or corrective measures needed to make it perfect (Heiko, 2012). An evaluation team both internal and external can be created to perform such kind of tests on the services and programs set at the healthcare facility. Having both an external and internal team is one way to eliminate bias information from being used in decision making. Correction is one of the ways in progressing to better performance since there is no such thing as failing. Learning is all there is and can be.

1. Informing the patients of care decisions.

Sharing knowledge with the patients on the things done for them and to them is a very important factor in determining the awareness and relationship between healthcare staff and patients. Patients want to know that their healthcare providers are listen to their concerns. Even if the patient doesn't understand medical things it's the duty of the healthcare provider to ensure the patient has been informed in the simplest terms possible (Heiko, 2012). It is the right of all patients to get all the information they need and the violation of this right by withholding any information is termed as unprofessional and an offence punishable by law. It is thus very important for patients to get all the information they need so that it can be active in decision making process. Patients are a part of the healthcare team and need to be involved in the process of their care from admission to discharge from the healthcare facility. When

patients are more informed of their care and care needs staffing can be adjusted to meet the needs of the patients. No patient should be left out in any part of decision making process unless that patient has been incapacitated in one way or another and he/she cannot make decisions. Information can also be withheld if sanity in the patient cannot be determined.

XII. Quality assurance in staffing

This is the ability of an organization to be assured of delivering quality services with the help of the staff that they recruited. Quality assurance requires constantly measuring and monitoring the effectiveness of staff in various care areas. Making sure staff that is assigned to a designated area are properly trained and prudent in the care that they provide. Quality assurance is key to the success of the healthcare organization.

1. Structure

Structure in quality assurance within a facility or organization can be achieved by how the structure in terms of managing has been implemented. This is the organization of the internal management on who answers to who. Having a well spelt out structure with duties and responsibilities understood all the managerial levels assures quality. It creates a sense of responsibility among the workers at the hospital since there will be a complete recruitment process and a culture of accountability will also be obtained. It is the structure that will determine the process of how things will be done. The structure can also be determined by the amount of equipment and facilitation that a hospital has. For hospitals that do lack equipment and enough facilitation have a major problem in assuring quality to their patients. It becomes very tough for a hospital to run without some equipment or having those that are outdated. Facilitation can also be termed as the nurse and patient ratio in the hospital. Once the number of patients exceeds the ratio of the nurses that are supposed to be serving the patients then it creates another problem. It means that the staff available will have to work twice as much to achieve patient satisfaction. Some nurses will even be given delegations that are not part of their field of expertise. This will lead to deficient performance thus the healthcare organization has to make sure it is well equipped and facilitated to ensure quality assurance.

1. **Process**

All the process that is being employed should be tested for errors to ensure that there is no room for errors. Well defined process and procedures within a facility is an assurance of quality service delivery. Preparedness level on things going on also is going to be achieved and the success of a plan is dependent on how prepared the crew were to handle the issue. This can be termed to the creation of standard operating procedures to ensure that everything that is being done has been well thought through, tested and done as required to achieve quality.

1. **Patient outcomes**

Patient outcomes can be assured of being good if the correct staff are employed to work on the patient's needs. If the outcomes register badly on the final report like the high number of patients dying than those being discharged then it means that quality hasn't been assured (Nelson et al, 2014). Though if the number of patients being discharged is more than those that succumb to their illness then it means that quality has finally been assured in the hospital. This is one of the most effective ways to determine the level of quality within a hospital facility since it is the results that usually tell if the measures that were employed really did work.

XIII. Current staffing trends

1. Magnet model staffing

This is a new model that has five components in it which include structural empowerment, leadership that is transformational, the perfect practice of the said professional and finally improvements and new knowledge that has empirical outcomes. For someone to be considered a magnet to attract other good things they must have those above-named characteristics. One must score at the top of everything to reach a level of quality assurance and perfect realization for perfect clinical outcomes. This is not a destination neither is it a price but a credential that needs to be updated from time to time to ensure that a hospital remains at the top of the performance list (Garland & Gershengorn, 2013). Hospitals have to act as one unit to follow the magnet model so that they can attract the best of nurses to be employed in that healthcare organization.

1. Team nursing model

This is a nursing type of model in which a certain group of nurses come together and do care for the patients found in the acute care or in the inpatient kind of setting. Acute care can also be termed as critical care for the patients who are unable to look after themselves (Garland & Gershengorn, 2013). It was introduced in the 1950's so as to increase the shortage of nurses that had been felt during the occurrence of the Second World War. During the Second World War, nurses were in shortage due to the high number of casualties coming in and many of the other nurses had quit due to security issues. This team usually has a nurse who is in charge of the rest and others who are termed as patient care technicians. The nurse in charge is the one who has the power to assign patients to specific nurses and also keep personal records of those patients for use during individual service delivery. This is a

very important model since every member of the team brings in something new into the team. Fatigue is also reduced since they have to work shifts to relieve each other after a short duration of patient care. Care within such a team is individualized and care at its peak. Another advantage is that all the team members are able to perform the duties that they are well experienced in.

1. Evidence-based staffing model.

This is the kind of model that works and gets approved on basis of facts and not mere say. For example, if the only way to get patient-centered care is by employing more nurses, then if there is any evidence showing that it indeed is true then it shall be adopted (Wise et al, 2012). Test on the cost-effectiveness of the activities being done at the hospital all has to undergo scrutiny to find out if there is any kind of evidence testifying to that. Unless whatever has been planned doesn't have any kind of backup plan then that makes it difficult for anything to be done. If increasing the number of nurses increases patient care then that will be it.

XIV. Conclusion

1. Thesis statement restatement

This research paper sought to find out the association between nursing staffing in a healthcare facility and patient outcomes, and how difficulties arising from these two associations can be addressed to achieve better results.

1. Wrap up of points

The main point of focus in this paper was on patient outcome and nursing staffing. The discussion commenced on patient outcome. Quality measures were one of the procedures that can be used to achieve the good patient outcome. Quality can be assured through structural measures, outcome measures and outcome measures. Structural means how well the facility has been equipped to be able to achieve high-quality services. Process outcomes are how much and well the facility is strategized to achieve quality. Good quality achievement is a result of good process measures. Outcome measures in itself are key in the determination of the quality of services being given in a hospital. If the number of patients being discharged goes home healthy than those succumbing to their illness then it means that the structural and process measures that were employed worked to the best of their capacity.

Measures on staffing is also another thing to consider if a healthcare facility has to meet the needs of the patients. Productivity is one of the things to settle for when hiring staff. There is no point in a hospital having nonproductive workers who don't help the hospital achieve its goals and ambitions. Retention is also a way of being able to come up with a way of retaining the staff that work hard and are very productive. The less productive or the non-productive staff get laid off to avoid them from pulling down the goals of the organization. Revenue per employee produced at the end of the year can also be measured to know who to

retain and who to lay off. Effectiveness ratio is important in avoiding the waste of resources that might otherwise occur in the delivery of services. It can be used as a measure of cost-benefit analysis.

Healthcare facilities have different ways under which they do their staffing procedures. Some hospital decides to use the census-based method while focus acuity to determine to staff. The census-based method is one of a kind that the number of employees hired is dependent on the results of the census done. It could also be dependent on the number of patients that are found per unit in a hospital. Also, it is possible for a hospital to decide to carry out their staffing methods through acuity. This is the level of intensive care needed within a hospital. Some departments in the hospital need to be supplied with more nursing staff to ensure service delivery that is in line with patient satisfaction has been assured. After an assessment has been done on the acuity needs of the patients in the hospital, then further deployment will be initiated depending on the outcome of the results.

For a hospital to achieve perfecting staffing, then there are some of the core principles to adhere while hiring staff can be as subsequently highlighted. Patient population against the unit or nurse focused is a principle to be noticed. This entails making sure that the nurse-patient ratio has been achieved to avoid overworking of nurses that will lead to poor service delivery. The continuum verses the unit focused has to confirmed too and finally focusing on lifetime healthy models against the once in a lifetime model is encouraged.

Just like in all other workplaces the hospital too is under the scope of falling victim to workplace difficulties. The environment has its own difficulties in presenting hitches at work. Some of the environmental factors affecting efficiency at work are like: admissions and discharge, equipment, emergencies and a shortage of the staff. Employee factors too have the potency to cause problems through the following factors: training of their staff, educational

background of the different employees, communication and preparedness to deal with an emergency at work.

Human engineering factors to have a role to play in stir-ups occurring at the hospital workplace. Some of these factors relating to engineering are: hours worked per employee, employee interruption during their time of work and the complexity of work given to the employee. Nursing practice environment also does pose a problem in the workplace under the following factors: the nurse-patient ratio if it doesn't balance then it means that there will be overstraining, the delegation of duties assigned to a particular nurse and finally the nursing support that the working nurses need to get in order to ensure they are operating at full health capacity. In the case of the absence of all the above-named factors then that means it's only a matter of time before problems are arrived at.

Strategy within a hospital is also one of the important things to invest on specifically staffing and leadership. The success of the hospital has been entirely vested in these two factors. Strategic staffing is important since it is the quality of staff that determines the quality of services given and the cost-effectiveness of the hospital's intervention. Some of the things to consider under strategic planning are the identification of the staff for perfect profiling and assignment of duties, professional recruitment process and development of the employees. Finally retention as the main point of focus for deep evaluation.

Leadership too isn't just something that one wakes up to, but it has to be strategized to make sure that the hospital is running well. Since good leadership means that the hospital will have all their employees in check. Some of the things to consider are management and leadership expectations professional expectations and organizational expectations. These are some of the expectations that leadership has to full fill so that it can be termed as strategic leadership. All these are done in a bid to achieve the good patient outcome.

Patient safety is important in ensuring patient satisfaction and achieving the good patient outcome. The hospital has to make it their personal priority to ensure that the patient feels safe and cared for when in the hands of the nurses and other health staff. There are some interventions that can be employed to increase patient safety. Like the use of private rooms and variable acuity rooms, reducing fall injuries among patients and managing nosocomial infections within the hospital. Focusing on individualized patient care also boost the safety levels of the facility.

Efficiency and timeliness are factors that are dependent on one another. You cannot talk about giving efficient services without mentioning timeliness. For efficiency to be achieved then patients should be served under minimum or no wait time at all. There are also other means that were discussed to boost efficiency. Some of these components of efficiency are: localizing the nurse's station, having a standardized system of staffing pattern and finally improving patient satisfaction. Timeliness in itself can be boosted through the following components: ensuring there is a rapid response to the demands of the patient, removing hitches in the healthcare delivery system. Giving enough facilities and equipment to boost the clinical work of the nurses helps in the timely delivery of services.

Quality measurement in staffing to allow only the highly qualified staff to work was also discussed in this paper. Some of the components involved are: preventing the staff from misusing the hospital equipment and make them ensure patient safety. Identification of the important ideas that work in the staffing process. Having all the nurses involved with the patient be accountable for all that happens under their watch, whether good or bad. It tends to create a sense of responsibility and ownership of mistakes when one is done. Doing an evaluation of the interventions that have been employed to ensure patient satisfaction and making sure that the corrections found after evaluation are best used to deliver quality services.

There are also procedures that can be used to ensure quality assurance in staffing. This comes down to the structure process and the patient outcomes to determine how well a facility is able to deliver quality services. The structure is all about what the facility has in terms of equipment. Well-equipped hospitals serve their patients well more than the less equipped facilities. The process includes how well their strategies have been laid while the patient outcome is usually the ultimate measure of how good a hospital is at giving quality services.

There are different kinds of staffing models that can be used by hospitals to hire their staff. Magnet model staffing is one way which needs the hospital to, first of all, achieve its best achievable status then that will lead to them attracting the best employees due to their high ratings. The hospital tends to work as a magnet hence the name magnet model staffing. Another kind of staffing is the team nursing model. This kind of model does entail a group of nurses that come together with one of them as their team leader who assigns duties to the rest of the subordinate nurses. The nurse's work in shifts to give patient based individual care. It makes the work of the nurses more individualized and patient satisfaction is achieved to the highest level. The final model of staffing is the evidence-based one. This one is dependent on the facts that have been put forth. If the sources of information that bring this data forth can be trusted then whatever that needs to be done shall be done. A decision on hiring staff from this model is only made if the research done finds out that there is a need for more staff to be hired.

Therefore to conclude all these points it is very clear and categorical that this paper was focused on nurse staffing and how it has an association with patient outcomes. The objective of this research paper has been achieved since it's generally about strategic staffing and strategic leadership. It is the in cooperation of these two that leads to the above-named strategies that will either lead to good staffing process of nurses and give an end result of

patient outcomes that is acceptable. Quality assurance can only be achieved if there are good leadership and good recruitment of employees. Patient safety and satisfaction are also part of hospital responsibility to ensure that the patient's demand is well catered for. Therefore, all, in the end, we still realize that everything on patient satisfaction and safety comes back to good leadership and good staffing techniques within the hospital. All hospitals strive to be the best that they can be so that they can achieve the positive patient outcome. The different kind of staff modelling is what they use to recruit their staff.

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