

How to Increase Full-Time Positions in Long-Term Care: A Success Story

At a glance

Facing competition and the loss of COVID relief funds, a long-term care (LTC) home increased full-time jobs and optimized schedules with Workforce Edge's help, improving staff stability and operational efficiency.

Background

The scope of the project focused on Registered Nurses (RNs), Registered Practical Nurses (RPNs), and Personal Support Workers (PSWs). The mix of full-time, part-time, and casual positions varies from floor to floor and across neighborhoods.

 **200**
Beds

 **500**
Employees

Benefits

25-35% reduction in OT

20% increase in capacity utilization by the current workforce

30% reduction in vacancies

100% of nurses reported that schedules were fair & equitable after implementation (40% prior)

15% increase in full-time positions filled

87% of surveyed employees were satisfied with the new processes

CHALLENGE



A long-term care (LTC) facility faced scheduling inefficiencies, leading to staff dissatisfaction and quality of care issues. The use of non-rotational shifts, heavy reliance on agency staff, high turnover, and lack of predictability created a challenging environment. This, combined with falling below provincial care standards and difficulties in staff retention, highlighted the urgent need for scheduling optimization to enhance staff satisfaction and improve the quality of resident care.

STRATEGY



In partnership with Workforce Edge, the LTC Home embarked on an optimization project to target a higher ratio of permanent full-time positions. Key steps included:



Analyzed current schedules to identify inefficiencies.



Implemented a relief strategy to manage absences more predictably.



Revised staffing requirements to ensure adequate direct care hours.



Surveyed employees for input on preferences.



Designed master rotations to promote FT employment & equitable schedules.

RESULTS



Increased Full-Time Employment

1

Exceeded the goal of 70% full-time positions across units, enhancing job security and staff morale.

Improved Quality of Care

2

Achieved targeted direct care hours per resident, improving service levels and resident satisfaction.

Expanded Operational Efficiency

3

Streamlined staffing requirements, reduced dependency on agency staff, and fostered a fairer, more predictable scheduling system.