

TIME KEEPING AND  
SCHEDULING ANALYSIS

# 415 - 68

AUTHOR: H. DORSEY



COMMUNITY SYSTEMS FOUNDATION

ANN ARBOR • BALTIMORE • INDIANAPOLIS

REGIONAL OFFICE  
22 West Road, Suite 200  
Towson, Maryland 21204  
301-828-6533

May 30, 1967

Mr. Francis E. Lambert  
Administrative Officer  
Sheppard and Enoch Pratt Hospital  
Towson, Maryland 21204

Dear Mr. Lambert

The attached report presents an analysis of the Nursing Department's timekeeping and scheduling system, with recommendations regarding a combination schedule and time report system. It is felt that the implementation of the report's recommendations will assure an accurate and efficient time-keeping system, while at the same time, eliminating unnecessary duplication of work.

I would like to thank Mrs. Rose Kilgalen for her invaluable assistance and cooperation during this study.

Sincerely yours,

HERBERT W. DORSEY  
Community Systems Foundation

HWD:ilc

BOARD OF TRUSTEES

EARL G. BARTSCH, CHAIRMAN  
EARTON R. BURKHALTER, PH.D.  
WILLIAM D. DRAKE, PH.D.  
RICHARD D. DUKE, PH.D.

MERRILL M. FLOOD, PH.D.  
ROBERT E. FRYER, LL.B.  
FREDERICK I. GOODMAN, PH.D.

SISTER MARY LEONETTE, R.S.M.  
PATRIC E. LUDWIG  
MALCOLM D. MAC COUN

RUDDOLF J. PENDALL  
FORBES W. POLLARD  
MATHEW W. STEINER  
DEAN H. WILSON

## BACKGROUND AND SCOPE

Appendices A through D, which contain the four forms presently used for scheduling and time reporting, demonstrate the validity of the concern by Nursing Administration that there might exist a more efficient system for recording this information. Presently, Appendix A is used to show each employee's day off schedule, while Appendix B is used by supervisors to show the names of the employees who are on duty each day. Appendix C is Chapman Building's day off sheet. Appendix D is used by supervisors to report the attendance of each day, on a daily basis, to the Assistant Director of Nursing.

The primary objective of this analysis was to develop a combination schedule and time sheet, flow chart the procedure for its utilization and describe the procedure for its implementation.

PROPOSED SYSTEM

Appendix E contains the proposed schedule and time sheet. This form also serves as the request sheet for days off. The following paragraphs describe the system presented on page 5.

Effective September 17, six Day Supervisors covering the six "Services" will be appointed. These supervisors will schedule the employees in their Service for all three shifts. All employees will sign on and off duty for all three shifts and pick up their keys in rooms designated for this purpose. These rooms will be equipped with bulletin boards to hold the schedule/sign-in sheet and a clock mounted over the bulletin board. A chart describing the Services, the Service Supervisors' room numbers, and the room number of the sign'in office appears below:

<u>Service</u>	<u>Bldg.</u>	<u>Halls Covered</u>	<u>Service Supervisors'</u> <u>Offices</u>	<u>Sign In And Out</u>	
				<u>Day</u>	<u>Eve. &amp; Night</u>
1	"A"	A2, A3	133	157	157
2	"A"	A4, A5	234A	157	157
3	"B"	B1, B2, B3	131	131	157
4	"B"	B4, B5	242A	131	157
5	"C"	W1, E1, S1	62*	62*	62*
6	"C"	W2, E2, R1	223	62*	62*

\* Based on assumption that Financial Office will move into 13 and relin-

The actual start of any particular week's schedule begins on the Friday afternoon of the weekend preceding the weekend when the schedule is effective. For example, for a schedule covering the period Sunday, June 18 through Saturday, June 24, the procedures to derive that schedule would begin on Friday, June 9.

The first step in the recommended procedure is the posting of the request sheet for day off preference on Friday afternoon, after the day shift personnel have left. Thus, those working the weekend are given first choice of days off for the "weekend" two weeks hence. All employees should be instructed that this request sheet is not to be used indiscriminately and

is only to be used when a significant reason is held for requesting a particular day off. This day off request sheet is posted in the "sign in--sign out" rooms designated on the previous chart and is merely a blank time sheet/schedule upon which the employees can write their last name under the days off which they request.

The request sheets are removed the first thing Tuesday morning, thus giving everyone the opportunity to have noted a preference during the three days the sheets were posted. Each Service Supervisor then draws up her anticipated schedule for the following week and presents this to the Assistant Director of Nursing at the two o'clock conference Tuesday afternoon.

The Assistant Director of Nursing reviews each Service Supervisor's personnel requirements, communicates with her regarding these needs, adjudicates differences in force based on vacations, illness, training, etc. The Assistant Director of Nursing also assures adequate staffing and decides upon the feasibility of scheduled overtime, a six day work week, leaves of absence, days off, etc. It is expected that the coordination of the Nursing personnel needs of the total hospital will be the responsibility of the Assistant Director of Nursing. The approved schedules should then be returned to the individual Service Supervisors by Wednesday noon.

In most instances, the originally submitted schedule will have to be modified and a new "smooth" schedule drawn up. This final schedule will be posted by late Wednesday afternoon. The original will appear on the bulletin board of the sign in room. This means that the evening and night schedules for B Building, for example, will appear in a different room (157) than the day schedule (room 131).

The first copy of the schedule will be retained by the Day Service Supervisor. The second Copy will be forwarded to room 157 in A Building

and 62 in C Building for use by the Evening and Night Supervisors. The third copy will be forwarded to the Assistant Director of Nursing.

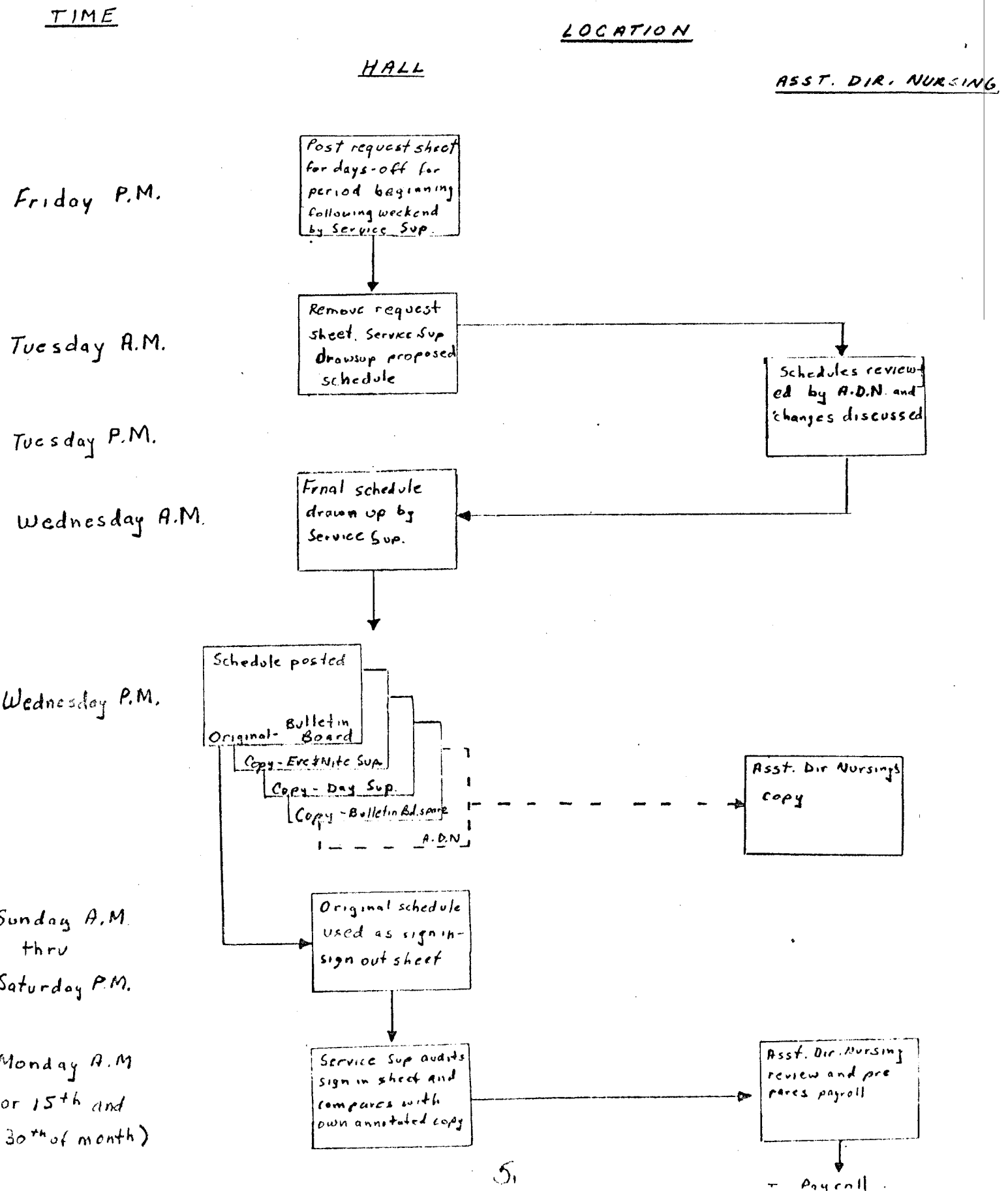
A fourth copy will have to be made on those weeks where payroll must be reported in the Middle of the week. This copy will be posted on the bulletin board to replace the original schedule, which has been annotated with sign-in and sign-out time of employees. This annotated schedule is utilized as a time reporting device. This time sheet goes to the Service Supervisors for review, then to the Assistant Director of Nursing and then to Payroll Department.

While the schedule for the week has been posted since Wednesday afternoon, the employees do not begin to sign in and out on it, of course, until the Sunday it is effective. As the schedule is changed during the week to cover absences and emergencies, the Service Supervisor annotates her schedule to this effect and calls the change to the clerk in the office where the sign-in sheets are located. The clerk changes the posted schedule and also the schedule which the Evening and Night Supervisors hold.

If the Evening or Night Supervisor changes a schedule, she annotates her own copy, the posted master, and leaves a note for the day clerk reporting her actions. The day clerk then informs the Service Supervisor of this action. Thus, because the clerk and Night and Evening Supervisors are in the same office, it is difficult for information to go astray.

When the sign-in sheets are removed from the bulletin board on Monday morning or the 15th and 30th of the month, the clerk assures agreement with the Night and Evening Supervisors' schedules, and forwards the sign-in sheets to the Service Supervisor. The Service Supervisor audits the time sheet and forwards it to the Assistant Director of Nursing for approval and submission to Payroll.

# FLOW CHART - PROPOSED SCHEDULE AND TIMESHEET



1917

A+B Building

Room	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
A-2	R Amell J. Chelick	M Curda F. R. B. B. B.	M Curda R. Amell	M Curda R. Amell	M Curda R. Amell	M Curda F. R. B. B. B.
A-3	M Rhine C. Jensen A. J. Anderson	C. Balle M. Rhine M. J. Anderson	M. H. H. H. M. J. Anderson	M. H. H. H. M. J. Anderson	C. Balle C. Jensen A. J. Anderson	M. H. H. H. M. J. Anderson
A-4	A. Crutchfield	A. Crutchfield	A. Crutchfield	A. Crutchfield	A. Crutchfield	A. Crutchfield
A-5	M. Robertson F. O. O.	M. Robertson F. O. O.	M. Robertson F. O. O.	M. Robertson F. O. O.	M. Robertson F. O. O.	M. Robertson F. O. O.
B-1 & B-2	G. Balle J. Brinkley C. M. M.	G. Balle J. Brinkley C. M. M.	G. Balle J. Brinkley C. M. M.	G. Balle J. Brinkley C. M. M.	G. Balle J. Brinkley C. M. M.	G. Balle J. Brinkley C. M. M.
B-3	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.
B-4	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.
B-5	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.	V. M. M.

A. Crutchfield  
M. Robertson  
G. Balle  
J. Brinkley  
C. M. M.  
V. M. M.  
V. M. M.  
V. M. M.



#196		HALL A or B Building				WEEK OF May 21, 1962			REQUEST
PERSONNEL	SUN. 21	MON. 22	TUE. 23	WED. 24	THUR. 25	FRI. 26	SAT. 27		
A <sup>2</sup> John Babosky					X	X			
J. W. ...	X	X	med class						
David Sellers			X	X					
D. Robinson						X	X	Req	
J. Clark									
A <sup>3</sup> E. Fuller				X	X				
V. Keizer	X	X	M					Req	
A. Seminski			med. class		M.	X	X	Req	
J. McClung	X	X						Req	
D. Henry						X	X	Req	
A <sup>4</sup> R. Wallford	X	X	X	July 4	7-7	7-7	7-7		
Eileen Sellers	A <sup>4</sup>	A <sup>4</sup>	X	X	A <sup>3</sup> 7-11 <sup>30</sup> A <sup>4</sup> 3-7	A <sup>5</sup> 7-11 <sup>30</sup> A <sup>3</sup> 3-7	A <sup>3</sup> 7-11 <sup>30</sup> A <sup>4</sup> 3-7		
A <sup>5</sup> B. Anderson	A <sup>5</sup>	A <sup>5</sup>	A <sup>5</sup>	—	—	—	—		
P. Thomas						X	X	Req	
P. Powers		X	X						
J. Holland						X	X	Req	
Linda Allen	X	X							
Janice Perkins	A <sup>3</sup>	A <sup>3</sup>	X	X	A <sup>3</sup>	A <sup>5</sup>	A <sup>5</sup>		
B <sup>1</sup> M. Lynch	X	X							



THE SHEPPARD AND ENOCH PRATT HOSPITAL  
TIME ON DUTY

NUMBER OF PATIENTS HALL DATE 19

	NUMBER OF PATIENTS	HALL	DATE	19	TIME ON DUTY	CLASS TIME	SUMMARY	
							7-8	8-9
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								

NIGHT

EVENING

