VHA Interior Design Staffing Analysis Tool

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Interior Designer, Bay Pines VA Healthcare System

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VA HEALTH CARE Defining EXCELLENCE in the 21st Century

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Veterans Health Administration

VHA Interior Design Staffing Analysis Tool - Background

Currently there is no method or calculation to analyze the workload of the Interior Design Program at VHA Medical Centers.

Interior Design Supervisors have had to be creative in determining justification to hire an Interior Designer or increase staffing.

EPS created an IPT to begin to research and develop a process of collecting data to support staffing suggestions.

#5 - Who developed your model and when?

Team of Interior Designers:

Christine Emanuelson – EPS Program Manager, Interior Design
Elizabeth Fletcher – Chair, Interior Designer, Bay Pines VA Healthcare System
Heather Barnhart – Interior Designer, Salisbury VA Medical Center
Nelson Chargualaf – Interior Designer, Tucson VA Healthcare System
Stephen Howard – Interior Designer, Wilmington VA Medical Center

#2 - Is it a staff only model or connected to other aspect of your work?

Broken down into 3 influential sections:

- Overall Medical Center information
  - Medical Center Complexity, square footage, authorized beds, patient encounters
- Engineering/EMS Department
  - Annual construction budgets, Project Engineers on staff
- Interior Design Section
  - Annual Interior Design budgets, dedicated support help, major responsibilities, moves

Various questions within each section that directly impact the workload of the Interior Designer.

#3 - What are the key factors and characteristics of the model?

- Weighted questions/answers
  - Level 1 Example: Does Interior Design have a Medical Center Memorandum?
  - Level 2 Example: How many inpatient beds does your facility have?
  - Level 3 Example: On average, how many work orders are submitted to Interior Design per Quarter?
- Input from the ID staff:
  - Diverse backgrounds
  - Various levels of medical centers complexities
- Impact of Access to Care
  - Funding has been available to increase patient care space, but not for the staff to support the projects

#7 - Did you use existing data or did the model require you to collect new data?

Combination of the two

- Collected data on the breakdown of how IDs are spending their daily efforts from IPT members and other willing contributors.
- Existing data from individual facilities.
  - VSSC or Facility Strategic Planner
  - HR
  - Engineering
  - Fiscal
  - Quality Management

Access and Updates

#4 - Is the model centrally designed and run or do the local users have admin control?

Users do not have control to edit any of the questions or the calculations of the responses.

#8 - How are updates applied?

As administrators, we would update the tool on the SharePoint site. Users would then have to complete the tool again for the updates to produce a new response.

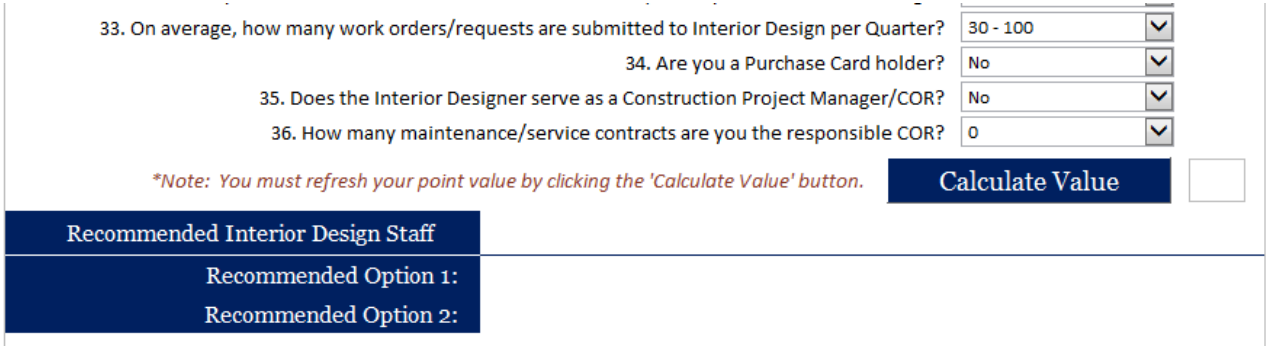
#1 - How long has the Analysis been used?

Current State:

- Tool has been piloted at 12 stations between August-October
- Presented to VHA DNDs the end of January
- Roll out has been upon request or EPS Interior Design Program review recommendation
- Planned for official communication in June during the VA Interior Design Training Event.

#9 - How do you use the model to inform your staffing requirements and how does it inform your budget?

The Tool is provided as a suggested staffing recommendation, staffing options are provided at the end of the calculation to allow stations to work within budgets.



#11 - What Predictive Factors were used?

- Complexity
- Patient Encounters
- Average Growth Rate

ABOUT YOUR MEDICAL CENTER	
1. What is the level of complexity of your Medical Center?	Select...
2. How many annual clinical patient encounters?	Select...
3. What is the average annual growth rate of unique patients?	Select...
4. How many Square Feet is your facility including Medical Centers, HCCs, and CBOCs?	Select...
5. How many authorized beds are at your facility including CLC, Hospice, and Domiciliary?	Select...
6. What is the age of your main facility?	Select...
7. Does your facility support other entities such as a Vet Center, National Cemetery, or Quarters?	Select...
8. Are there historical buildings on your property?	Select...
9. Does your facility support multiple locations other than CBOCs?	Select...
10. What is the longest travel time between your sites (not leased properties, CBOCs, or HCCs)?	Select...
11. What is the longest travel time to your leased properties, CBOCs, or HCCs?	Select...
12. How many total FTE are authorized at your station?	Select...
13. What is the average staff turnover rate?	Select...

#6 - How do you gauge the validity?

- Interior Designers tracked work load for 1 month
- Developed questions based on work load
- Pilot Study with interview questions
  - How many Interior Designers do you have at your station?
  - Do you feel you are staffed appropriately?
  - Do you feel you are overstaffed?
  - Do you feel you are understaffed?
  - Do you have support staff?
  - Is the support staff dedicated to Interior Design?
  - Do you feel the analysis tool was easy to use?
  - Do you have any feedback from the group that developed this tool?
  - How long did it take you to complete the Analysis (include time spent collecting data separate from entering the data into the tool)
- Currently there is no comparison to the VA or Private industry.
- Roles of ID in private industry are very different.

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Pilot: 11 sites among all complexities:

Level 1A
- Bay Pines VA HCS
- Southern Arizona VA HCS (Tucson)
- VA Palo Alto HCS

Level 1B
- Jesse Brown VA MC

Level 1C
- James H. Quillen HCS (Mountain Home, TN)
- W.G. (Bill) Hefner VA Medical Center (Salisbury)

Level 2
- Fort Harrison VA Medical Center
- Wilmington VA Medical Center

Level 3
- Manchester VA MC
- VA Southern Oregon Rehabilitation Center (White City, OR)
- Tuscaloosa VA Medical Center

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Conclusions:

1. Analysis Tool calculations validate varying staffing levels
2. Interior Designers had challenges obtaining information from support services

Next Steps:

1. Feedback from DNDs
2. Opportunity to extend pilot in 1-2 VISNs

#10 - What are the most challenging factors in being able to meet staffing demands in your department/unit/shop?

- Turn Over – Qualified Interior Designers are tasked with work not typical of IDs in Private Sector.
- Lack of qualified applicants for open positions
- Misunderstanding of the responsibilities of the ID Program by Facility Leadership
- Lack of certification requirements

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DISCUSSION

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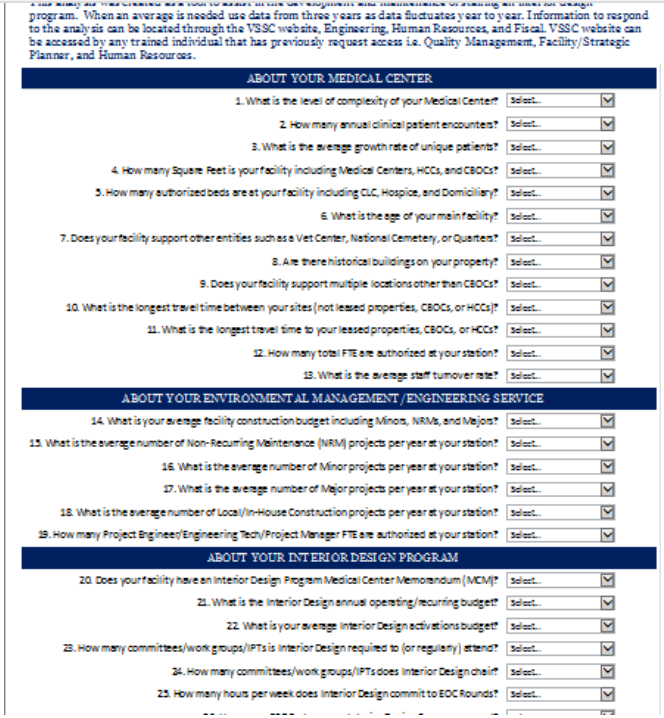
Interior Design Staffing Analysis

This analysis was created as a tool to assist in the development and maintenance of staffing an Interior Design program. When an average is needed use data from three years as data fluctuates year to year. Information to respond to the analysis can be located through the VSSC website, Engineering, Human Resources, and Fiscal. VSSC website can be accessed by any trained individual that has previously request access i.e. Quality Management, Facility/Strategic Planner, and Human Resources.

36 Total Questions:

1. About your Medical Center
2. About your Environmental Management / Engineering Service
3. About your Interior Design Program

Data pulled from VSSC, Human Resources, Engineering, and Fiscal



ABOUT YOUR MEDICAL CENTER

1. What is the level of complexity of your Medical Center?
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7. Does your facility support other entities such as a Vet Center, National Cemetery, or Quarters?
8. Are there historical buildings on your property?
9. Does your facility support multiple locations other than CBOCs?
10. What is the longest travel time between your sites (not leased properties, CBOCs, or HCCs)?
11. What is the longest travel time to your leased properties, CBOCs, or HCCs?
12. How many total FTE are authorized at your station?
13. What is the average staff turnover rate?

ABOUT YOUR ENVIRONMENTAL MANAGEMENT / ENGINEERING SERVICE

14. What is your average facility construction budget including Minors, NRMs, and Majors?
15. What is the average number of Non-Recurring Maintenance (NRM) projects per year at your station?
16. What is the average number of Minor projects per year at your station?
17. What is the average number of Major projects per year at your station?
18. What is the average number of Local/In-House Construction projects per year at your station?
19. How many Project Engineer/Engineering Tech/Project Manager FTE are authorized at your station?

ABOUT YOUR INTERIOR DESIGN PROGRAM

20. Does your facility have an Interior Design Program Medical Center Memorandum (MCM)?
21. What is the Interior Design annual operating/recurring budget?
22. What is your average Interior Design activations budget?
23. How many committees/work groups/IPTs is Interior Design required to (or regularly) attend?
24. How many committees/work groups/IPTs does Interior Design chair?
25. How many hours per week does Interior Design commit to EOC Rounds?

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ABOUT YOUR MEDICAL CENTER	
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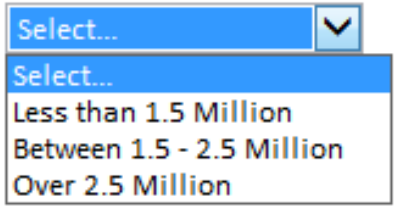
4. How many Square Feet is your facility including Medical Centers, HCCs, and CBOCs?



Each question has a drop down menu with either a specific response, range to select, or Yes/No.

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Instructions include: When an average is needed use data from three years as data fluctuates year to year.

ABOUT YOUR ENVIRONMENTAL MANAGEMENT/ENGINEERING SERVICE	
14. What is your average annual facility construction budget including Minors, NRMs, and Majors?	Select...
15. What is the average number of Non-Recurring Maintenance (NRM) projects per year at your station?	Select...
16. What is the average number of Minor projects per year at your station?	Select...
17. What is the average number of Major projects per year at your station?	Select...
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19. How many Project Engineer/Engineering Tech/Project Manager FTE are authorized at your station?	Select...

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ABOUT YOUR INTERIOR DESIGN PROGRAM	
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23. How many committees/work groups/IPTs is Interior Design required to (or regularly) attend?	Select...
24. How many committees/work groups/IPTs does Interior Design chair?	Select...
25. How many hours per week does Interior Design commit to EOC Rounds?	Select...
26. How many CBOCs does your Interior Design Program support?	Select...
27. Is Interior Design responsible for moves?	Select...
28. Does Interior Design have dedicated support staff?	Select...
29. Is Interior Design responsible for ergonomic equipment and evaluations?	Select...
30. Is Interior Design responsible for physically updating signage?	Select...
31. Does Interior Design manage the furniture inventory (Inventory Management is not contracted)?	Select...
32. Does your station have an automated work order/requests system for Interior Design?	Select...
33. On average, how many work orders/requests are submitted to Interior Design per Quarter?	Select...
34. Are you a Purchase Card holder?	Select...
35. Does the Interior Designer serve as a Construction Project Manager/COR?	Select...
36. How many maintenance/service contracts are you the responsible COR?	Select...

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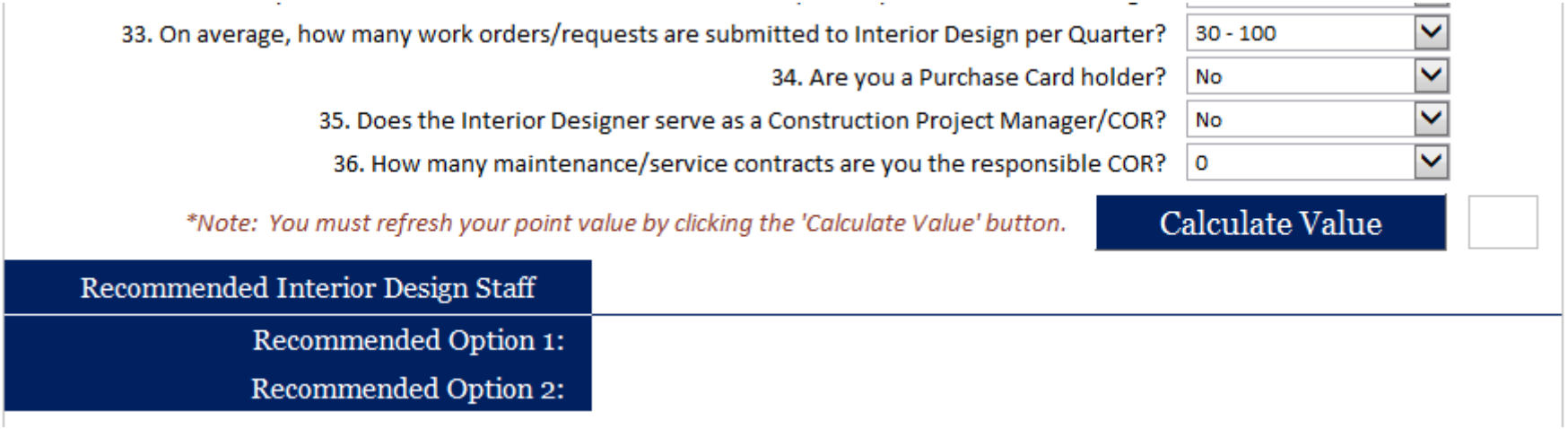
Calculate Value (all questions must be completed)



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Calculate Value (all questions must be completed)

33. On average, how many work orders/requests are submitted to Interior Design per Quarter?	30 - 100
34. Are you a Purchase Card holder?	No
35. Does the Interior Designer serve as a Construction Project Manager/COR?	No
36. How many maintenance/service contracts are you the responsible COR?	0

*Note: You must refresh your point value by clicking the 'Calculate Value' button.

Calculate Value

121

Recommended Interior Design Staff	96 - 125 Points
Recommended Option 1:	2 Interior Designers
Recommended Option 2:	1 Interior Designer, 1 Interior Design Assistant

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Possible Recommendations

Interior Design Staffing Analysis		
Range	Option 1	Option 2
Less than 85	1 Interior Designer	N/A
86-95	1 Interior Designer 1 Shared Program Support Assistant	N/A
96-125	2 Interior Designers	1 Interior Designer 1 Interior Design Assistant
126-135	2 Interior Designers 1 Shared Program Support Assistant	1 Interior Designer 1 Interior Design Assistant 1 Shared Program Support Assistant
136-145	2 Interior Designers 1 Dedicated Program Support Assistant	2 Interior Designers 1 Interior Design Assistant
146-155	3 Interior Designers 1 Interior Design Assistant	3 Interior Designers 1 Shared Program Support Assistant
156-165	3 Interior Designers 1 Interior Design Assistant	3 Interior Designers 1 Dedicated Program Support Assistant
166-190	4 Interior Designers 1 Interior Design Assistant	4 Interior Designers 1 Dedicated Program Support Assistant
Greater than 191	5 Interior Designers 1 Interior Design Assistant	5 Interior Designers 1 Dedicated Program Support Assistant

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Pilot: Feedback Questions

1. How many Interior Designers do you have at your station?
2. Do you feel you are staffed appropriately?
3. Do you feel you are overstaffed?
4. Do you feel you are understaffed?
5. Do you have support staff?
6. Is the support staff dedicated to Interior Design?
7. Do you feel the analysis tool was easy to use?
8. Do you have any feedback from the group that developed this tool?
9. How long did it take you to complete the Analysis (include time spent collecting data separate from entering the data into the tool)

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Pilot: The Results

1. How many Interior Designers do you have at your station? Varied from 0-3 / PA 14
2. Do you feel you are staffed appropriately?
3. Do you feel you are overstaffed?
4. Do you feel you are understaffed?
5. Do you have support staff?
6. Is the support staff dedicated to Interior Design?

Level	1A	1A	1A	1B	1C	1C	2	2	3	3	3
	Bay Pines	Tucson	Palo Alto	Jesse Brown	MT. Home	Salisbury VA	Montana VA	Wilmington	New England	White City	Tuscaloosa
Q1	2	1	14	ID / 1 ID Asst	3	2	0	1	1	0	1
Q2	NO	NO	NO	NO	NO	NO	NO	YES	NO	YES	NO
Q3	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Q4	YES	YES	YES	YES	YES	YES	YES	NO	YES	NO	YES
Q5	YES	YES	YES	YES	YES	NO	NO	NO	SHARED	YES	NO
Q6	NO	YES	YES	NO	YES	N/A	N/A	N/A	NO	NO	N/A

Positive
Need Support

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Pilot: The Results

7. Do you feel the analysis tool was easy to use?
   Majority Yes. However, challenge getting information needed.
8. Do you have any feedback from the group that developed this tool?
   Comments were reviewed and led to question clarification, additional questions.
9. How long did it take you to complete the Analysis (include time spent collecting data separate from entering the data into the tool)
   Average was 15 minutes *after* compiling the data.