

Four Nines Concept to Reality



Concept

January 2022

- Kerry had an idea...

Communication

March-May 2022

- Developed framework
- Worked with legal counsel
- Communication Plan

Go-Live

July 2022

- Left time for staff to prepare
- Backend changes made

Four Nines Framework

Goal

- Better alignment of provider and support staff schedules
- More efficiently using all exam rooms. Flexibility for those who are comfortable with higher productivity.
- Recruiting and retention advantage
- Flexibility, while addressing our patient's dislike for virtual care.

Secondary Benefits

- Potential 5th day off
- Untaxed raises:
 - Reduced commutes
 - Less day care cost
 - Vacation accruals go farther

Other Benefits

- Flexibility for leaders and salaried staff to be able to work from home without ADA conflict

Overview

- The Four Nines model looks to provide both FHCN and its employees with a model that provides flexibility, but still allows us to maintain the same level of services and visits to patients.
- All staff given choice as full-time employees to work four nines (new model) or five eights (traditional model).
- The 5th day is not guaranteed to be off, but can be a lot of the time

Overview (continued)

- The four-nines adjusts hourly staff so that:
 - Created a premium that, on average, base hours plus 4 OT hours per week equal same pay as working 40 hours
 - Premium not applied to sick time
 - Slight variability in paychecks, but more for entire year
- For salaried staff, nothing changes on pay
- Productivity the same per week regardless of model
- Vacation usage now 9 hours, instead of 8
- **86% of full-time FHCN staff opted for four nines**

FOUR NINES FRAMEWORK

Communication Tools:

- All Staff emails and updates
- Individual Feedback meetings
- Live and virtual feedback sessions
- Feedback@fhcn.org for questions (to keep answers consistent)
- FAQ List and Lots of scenarios
- Supervisors tools



FOUR NINES FRAMEWORK

Human Resources:

- **Avoided CA alternative workweek vote by allowing OT**
- **Policy Review**
 - **New standard hours policy**
 - **Updated several more policies**
- **ADA concerns**
- **PPS Rate Setting issue if providers working from home**
- **Need vacation buffer to avoid unpaid time**



Provider Impact

- FHCN had 8, 9, and 10 hour shift providers
 - Four Nines allowed us to consolidate and simplify, which really benefitted scheduling and clinical support coverage
- Same schedule of patients, but in 4 days versus 5
 - Added 4 more slots per day to scheduling guidelines
- Expectation for those that drop under productivity to be scheduled for patients on 5th day as needed (most won't)

“Guardrails”

- Still must maintain service levels and have 100% of output
- Only one chance per year to opt-in or out during open enrollment
- Many items to address
 - Almost everyone wants Fridays off
 - Want different hours than what we offer
 - How to handle holidays
 - Making up time and accrual usage (manager inclination and legal issues like constructive receipt)
 - Some departments are open 5, 6, or 7 days a week
 - Want leaders to be primarily Monday or Friday off to leave midweek for meeting availability

“Guardrails”

- Many items to address (continued)
 - Small Department challenge
 - Intermittent or sites without extended hours (CA specific?)
 - Need HR to have master list of schedules to prevent “drift”
 - Need business case from leaders to ensure coverage is appropriate. Examples:
 - Clinic staff- depends on hours of site
 - Billing- workload doesn’t change, so all team Monday or Friday
 - Call Center- business case based on heavy calls Monday, so most staff have 5th day on Thursday/Friday. None on Monday

Current State

- Turnover
- Recruitment
- Leaves
- Provider Productivity and Quality
- Overtime
- Recalibration
- How leaders have responded

Learnings so Far



Explain it four times,
then do it again. Staff
really needed it more
than once and in
different modalities.



Unpaid time needs a
limit. Updated after
go-live.



Remind leaders
business doesn't
stop on your 5th day.
Check email, don't
put off meetings.