DEVELOPING AN EFFICIENT SCHEDULING PROCESS FOR AMBULATORY CARE

University of Michigan Health System Central Staffing Resource Department

April 19, 2000

Programs and Operations Analysis
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Dhruva Sreenivasan
Kimberly Romeike
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Executive Summary

The Central Staffing Resource (CSR) Department, which is responsible for scheduling both full time and temporary employees, is presently operating in a labor intensive and time-consuming environment. An Industrial and Operations Engineering 481 team in conjunction with the Program and Operations Department analyzed the Ambulatory Care Unit in order to devise a more efficient scheduling system for Ambulatory Care float staff.

The team found a number of key findings:

- Excessive unit cancellations occur on a daily basis (See Appendix C)
- ANSOS is not usable in the actual scheduling process and requires daily rework because it is used mainly as an administrative tool
- Excessive variability occurs when creating schedules
- Units may be overutilizing the float staff
- Excessive amounts of time and effort occur to make daily changes in CSR schedules
- Codes are difficult to remember and use (See Appendix D)
- Inefficient time used on the phone to check and confirm availability of CSR staff
- Outdated information exists in database (See Appendix E)
- The noisy working environment makes it difficult to perform multiple tasks
- Need to accommodate customer priority in a consistent format

The following resolutions are recommended to improve the efficiency of the Ambulatory Care unit:

- Utilize a Microsoft Access database to store the information currently in oversized binders
- Create a Visual Basic scheduling prototype which will be able to schedule staff in clinics in a reasonable amount of time
- Implement a program taking into account the key features identified by the prototype
- The program should be user-friendly and easy to update and input information
Introduction

The Central Staffing Resource Department (CSR) is a float-pool. The Ambulatory Care Cluster fills the staffing needs of 120 clinics throughout the University of Michigan Health System. The float staff consists of resident nurses (RNs), medical assistants (MAs), or clerical positions, to be filled for some length of time. The float staff has the ability to work in more than one clinic.

The department has reported that the development of a schedule that fills the needs of all the clinics and CSR staff is extraordinarily labor intensive and time consuming. Under the current schedule-making system, an estimated six months of training would be required before developing the knowledge and skills required to maintain the same level of service to both the staff and clinics. The current scheduler’s knowledge is a necessity to the success of the Ambulatory Care cluster. Presently, a computer program, Automated Nurse Scheduling Operating System (ANSOS), is being utilized as a log for all the daily schedules and personal data of the CSR staff. Currently there is one primary lead who is in charge of all the main scheduling revisions. The database has to be constantly reworked to accommodate for the daily changes when a nurse calls in sick or a unit cancels for example. (See Appendix A)

Background

While previous studies have focused on the inpatient operations, they have demonstrated the inefficiencies of the scheduling process. Historical statistics from a study and analysis conducted in December of 1999 and in April of 1998 explicitly stated this in both of the reports. (See Appendix C)

The reoccurrences of these scheduling issues demonstrate the necessity to approach the current situation from a different angle. Obviously the scheduling within CSR is a difficult and time-consuming skill to learn and teach to fellow employees. A more simplified system needs to be implemented.

The current scheduling process is tedious and cumbersome. Since the scheduler is dealing with so many different clinics, locations, units, levels of staff, types of leave, etc., numerous codes (abbreviations, color coding) are necessary to clarify the process. Currently, the scheduler has to go through a variety of sources (oversized binders and log books) before being able to decide on a suitable candidate to fill a position at a particular clinic. (See Appendix B)

Currently there is only one cluster lead. When this project analysis initially began, there was a Lead Administrative Assistant who was in the process of teaching another Administrative Assistant the intricacies of the scheduling process. This training takes six months. The Lead Administrative Assistant recently stopped working (~2 weeks ago) and now his trainee is the sole scheduling lead. She is having a hard time learning a complicated scheduling process which is not fully explained anywhere because the prior lead remembered a lot of the little details in his head.
Any changes to the schedule or database are inputted into ANSOS when it is most convenient for the scheduling lead(s). The daily and monthly activities are very time-consuming and a large portion of the process is primarily manual. A program other than ANSOS is used to determine priorities. This causes inconsistencies in the data collection process. ANSOS is currently used only for one shift at a time, but it has the capability to accommodate more than one shift.

### Personnel

The project team consists of the Project Supervisor, the Project Coordinator, and three Project Team Members. Lisa Floyd, Manager of Clinical Nursing, is the Project Supervisor. Mary Duck, a Senior Management Engineer at POA with prior experience with the scheduling process improvement project, functions as the Project Coordinator. The three team members are Ranjana Roy, Dhrvua Sreenivasan, and Kimberly Romeike. Deb Omans and Matt Martin are the primary scheduling contacts. Matt is a Lead Administrative Assistant and Deb is an Administrative Assistant.

### Purpose and Objectives

The purpose of this project is to reduce the time required for developing a working schedule of Central Staffing Resource (CSR) nurses (RN’s) and medical assistants (MA’s) within the Ambulatory Care Cluster. The project’s goals include:

- Reducing scheduling variability
- Eliminating non-value adding, time-consuming activities
- Establishing a standardized method for CSR scheduling
- Quantifying the workload

### Approach and Methodology

The main methods of analysis of the workload and procedures were conducted primarily through observation and interviewing. Information was obtained by watching the main scheduling lead perform his job on a daily basis and by interviewing staff members within CSR.

The scheduling lead is in charge of the following tasks:

- Determining priorities
Accommodating situations with an email message and a phone call when:
- unit cancels
- nurse OT request
- unanticipated need
- sick nurse
- cut hours/termination of employee

Determining which CSR staff member is the most qualified for schedule holes
Updating the monthly and daily schedule
Calling in nurses to confirm their availability on a given day
Inputting data into ANSOS

In order to analyze the current scheduling process, the following method was utilized:

- Created flowcharts
- Looked at historical data (number of cancellations, request for changes)
- Interviewed personnel
- Researched possibility of automating process by creating Visual Basic prototype
- Conducted time studies of various scheduling tasks using prototype program
  (See Table 1, 2, and 3, on pages 7, 8, and 9)

### Current Scheduling Process

The Central Staffing Resource Department currently schedules according to the flowcharts found in Appendix B. The preparatory steps include:

- The schedule is composed on a 4-weekly basis according to the availability of the staff members and the priorities of each unit
- First, the permanent and temporary staff schedules are obtained
- The names are all entered into oversized logbooks (the permanent employees written first)
- The unit shortage requests are then given to the CSR and priorities are made
- The main scheduling lead then manually matches the nurses to units in the scheduling books
- The final schedule is then entered into ANSOS
- A cross-check is conducted to make sure that the scheduling books are en sync with ANSOS
- The weekly updates are printed and then once again the scheduling books are verified with ANSOS

The actual process flow used in the development of the four-week schedule can be found in Appendix B.
Alternatives Considered

While exploring all the available options, the following alternatives were considered:

- Provide better training for scheduling leads
- Ensure better communication within Ambulatory Care
- Increased use of ANSOS as a scheduling tool

Findings

The culmination of interviews and observations led to the following findings:

- Oversized binders take up too much surface space
- ANSOS is mainly used as an administrative tool (billing purposes)
- The possibility of using ANSOS more in the scheduling process has not really been explored
- Too much manual labor currently exists
- Human error exists
- Need to cross-check between three sources: the book, the timecard, and ANSOS
- Excessive number of phone calls (fixing problems and filling needs)
- Workplace is a high traffic, noisy area- many distractions exist
- Priorities are tedious due to large amounts of information
- Numerous ANSOS codes exist (defining work shift, units, hours, skills, etc.)
Conclusions

According to the above findings, the following conclusions can be drawn:

- A need exists for an alternate system that is easier to use and less time-consuming; the system must be easy to update and input data
- A different way of conducting daily changes needs to be implemented in order to reduce the amount of books
- A Visual Basic scheduling program will schedule staff in a reasonable amount of time, greatly reducing the amount of time spent doing daily changes
- The program needs to be user-friendly and easy to update and input information
- Through time-study comparisons, the prototype program illustrates the need for a program to replace the current scheduling system (See Tables 1, 2, and 3, on pages 7, 8, and 9)

Recommendations

The following recommendations are proposed to improve the scheduling process:

- Use ANSOS as minimally as possible
- Deadlines for requests needs to be enforced somehow
- Email more and try to use the phone less
- Utilize a program taking into account the key features identified by the prototype Visual Basic Program and the bottleneck operations identified in the time studies

Action Plan

The action plan is:

- Benchmark similar institutes
- Orient staff to key features necessary in a good scheduling program (See Appendix G)
- Discuss whether or not a computer program is a viable solution in the provided environment
- Utilize a database in Microsoft Access to store information currently in oversized binders
### Average Time Requirements By Task:

#### Time To Complete Task For Single Incident

<table>
<thead>
<tr>
<th>Task</th>
<th>Computer Program Method</th>
<th>Current Method</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>sample size reps/sample</td>
<td>sample size reps/sample</td>
</tr>
<tr>
<td>Enter 4-week schedule for Employee</td>
<td>11 5.57sec 11sec</td>
<td>11 5.12sec 132sec</td>
</tr>
<tr>
<td>(samples included varying days PTO,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40- and 35-hour employment fraction,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - 4 mornings or afternoons off)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fill Unanticipated Absence</td>
<td>11 5.16sec 7sec</td>
<td>11 5.97sec 97sec</td>
</tr>
<tr>
<td>(remove employee from all affected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>appointments, find replacements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>by checking for oriented,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>unscheduled staff)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fill Clinic Request For Coverage</td>
<td>11 5.5sec 7.6sec</td>
<td>*** 14.03sec 255sec</td>
</tr>
<tr>
<td>(samples included situations where no</td>
<td></td>
<td></td>
</tr>
<tr>
<td>oriented permanent staff was available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>for requested time, required</td>
<td></td>
<td></td>
</tr>
<tr>
<td>rearranging schedule)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Samples consisted of 11 individuals (3 male, 8 female)

All were given brief lesson and allowed as much time as desired to familiarize themselves with program. Each experimental block was alternated to achieve randomness and reduce noise.

Table 1. Time To Complete Task for Single Incident
### Total Time Difference Using Program Prototype

<table>
<thead>
<tr>
<th>Task</th>
<th>Single Incident (single employee)</th>
<th>Total During Schedule Period (include all employees)</th>
<th>Total For Year (include all employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter 4-week schedule for employee</td>
<td>(-297 sec)</td>
<td>-17820</td>
<td>-213840</td>
</tr>
<tr>
<td>Fill Unanticipated Absence</td>
<td>(-221.5 sec)</td>
<td>-4430</td>
<td>-1063200</td>
</tr>
<tr>
<td>Fill Clinic Request for Coverage</td>
<td>(-260 sec)</td>
<td>-780</td>
<td>-187200</td>
</tr>
</tbody>
</table>

**Total Time Per Year**

<table>
<thead>
<tr>
<th>(sec)</th>
<th>1464240</th>
</tr>
</thead>
<tbody>
<tr>
<td>(hr)</td>
<td>406.73</td>
</tr>
</tbody>
</table>

*Table 2. Total Time Difference Using Program Prototype*
### Recommended Features of a Program For Use By CSR Ambulatory Care Schedulers

(As Illustrated by Prototype time studies)

<table>
<thead>
<tr>
<th>Feature</th>
<th>Eliminates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule Automatically Prepped</td>
<td>(zero-time requirement)</td>
</tr>
<tr>
<td>Employees Automatically Entered As Available</td>
<td>(zero-time requirement)</td>
</tr>
<tr>
<td>Automatic Entry of Annual PTO requests based on priority</td>
<td>Choice time</td>
</tr>
<tr>
<td></td>
<td>(time increases exponentially with # of choices)</td>
</tr>
<tr>
<td>Automatic Update of Denied PTO Requests</td>
<td>Physical entry time of initial input is improbable to current system</td>
</tr>
<tr>
<td>Clinic Requests for Coverage:</td>
<td></td>
</tr>
<tr>
<td>Automatic Sorting of Candidates</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>If No Candidates Are Available:</td>
<td></td>
</tr>
<tr>
<td>Automatic Re-Setting of Schedule</td>
<td></td>
</tr>
<tr>
<td>to Maximize Number of Clinics Served</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Automatic Updating of Schedule Into Ansos</td>
<td>Need for manual entry into Ansos</td>
</tr>
<tr>
<td>Automatic E-Mail Distribution For Projected Schedules, Reminders</td>
<td>Need for manual attachment of files</td>
</tr>
<tr>
<td>All Automated Program Processes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Possible oversights, judgment errors</td>
</tr>
<tr>
<td></td>
<td>Accidental scheduling overlaps</td>
</tr>
</tbody>
</table>

Table 3. Recommended Features
# Central Staffing Resource Department

Contact Information - Listed by Job Category in Alphabetical Order

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Focus Area</th>
<th>Email</th>
<th>Pager</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nursing Manager</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lisa Floyd</td>
<td>Clinical Nurse Manager</td>
<td>All Areas</td>
<td>C873</td>
<td>9232</td>
<td>3-3086</td>
</tr>
<tr>
<td><strong>Nursing Supervisors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deanna Beyer</td>
<td>Nursing Supervisor</td>
<td>Ambulatory Care</td>
<td>D459</td>
<td>2473</td>
<td>3-5989</td>
</tr>
<tr>
<td>Jan Crissey</td>
<td>Nursing Supervisor</td>
<td>AICU</td>
<td>S266</td>
<td>6743</td>
<td>6-3624</td>
</tr>
<tr>
<td>Charlene Davies</td>
<td>Nursing Supervisor</td>
<td>Ambulatory Care</td>
<td>B891</td>
<td>9965</td>
<td>6-9401</td>
</tr>
<tr>
<td>Mark Erber</td>
<td>Nursing Supervisor</td>
<td>PCC</td>
<td>S720</td>
<td>7141</td>
<td>6-2199</td>
</tr>
<tr>
<td>Juanita Parry</td>
<td>Nursing Supervisor</td>
<td>MAC</td>
<td>L808</td>
<td>2353</td>
<td>6-2193</td>
</tr>
<tr>
<td>Orchid Stewart</td>
<td>Nursing Supervisor</td>
<td>SAC</td>
<td>BY74</td>
<td>7136</td>
<td>6-3843</td>
</tr>
<tr>
<td>Barb Wetula</td>
<td>Nursing Supervisor</td>
<td>PAC, PSYCH, WBC</td>
<td>L883</td>
<td>2783</td>
<td>3-6700</td>
</tr>
<tr>
<td>Julie Wahl</td>
<td>Nursing Supervisor</td>
<td>MAC</td>
<td>N183</td>
<td>6741</td>
<td>6-2226</td>
</tr>
<tr>
<td><strong>Clerical Supervisors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiona Chisholm-Ferrow</td>
<td>Manager Inpatient Clerical Svs</td>
<td>All Clerical Areas</td>
<td>B140</td>
<td>6742</td>
<td>6-9398</td>
</tr>
<tr>
<td>Colleen Kapp</td>
<td>Clerical Supervisor</td>
<td>PPP</td>
<td>B092</td>
<td>6753</td>
<td>6-4727</td>
</tr>
<tr>
<td>Joelle Moroz</td>
<td>Clerical Supervisor</td>
<td>UH</td>
<td>B137</td>
<td>6800</td>
<td>6-4716</td>
</tr>
<tr>
<td><strong>Education Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Margaret Meredith</td>
<td>Educational Nurse Coordinator</td>
<td>All Peds Areas, SAC, NA</td>
<td>K647</td>
<td>2394</td>
<td>6-9400</td>
</tr>
<tr>
<td>Diane Pihalja</td>
<td>Educational Nurse Coordinator</td>
<td>Ambulatory Care, MAC</td>
<td>BM96</td>
<td>5360</td>
<td>3-7759</td>
</tr>
<tr>
<td>Rosemary Sieracki</td>
<td>Staff Development</td>
<td>Clerical, PA</td>
<td>B146</td>
<td>9412</td>
<td>6-6531</td>
</tr>
<tr>
<td><strong>Cluster Leads</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pattie Arnold</td>
<td>Administrative Assistant</td>
<td>AGC, PGC, OR</td>
<td>B136</td>
<td>N/A</td>
<td>6-9380</td>
</tr>
<tr>
<td>Carla Dunbar Dean</td>
<td>Administrative Assistant</td>
<td>AICU, PCC, WBC, PSYCH, Misc</td>
<td>B204</td>
<td>N/A</td>
<td>6-9379</td>
</tr>
<tr>
<td>Kathy Heaton</td>
<td>Administrative Assistant</td>
<td>Patient Attendant</td>
<td>B157</td>
<td>N/A</td>
<td>3-5637</td>
</tr>
<tr>
<td>Matt Martin</td>
<td>Administrative Assistant</td>
<td>Ambulatory Care</td>
<td>BB96</td>
<td>N/A</td>
<td>6-1490</td>
</tr>
<tr>
<td>Jan Resch</td>
<td>Administrative Assistant</td>
<td>Clerical</td>
<td>B090</td>
<td>N/A</td>
<td>6-6530</td>
</tr>
<tr>
<td>Pam Soliman</td>
<td>Administrative Assistant</td>
<td>Nursing Assistant</td>
<td>AS21</td>
<td>N/A</td>
<td>3-5637</td>
</tr>
</tbody>
</table>
# University of Michigan Hospitals
## Central Staffing Resource Department
### Ambulatory Care Nursing Clinic Information Sheet

**Key**
- Taubman Building
- VD = Briarwood (UM Medical Group Briarwood Campus)
- S = Med Inn Building

<table>
<thead>
<tr>
<th>Clinic</th>
<th>Location</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I</strong> (Allergy)</td>
<td>T 3, Area D</td>
<td>M,F, 8-5 &amp; W, 8-12</td>
</tr>
<tr>
<td><strong>ti-Coag</strong> (Anti-Coagulation)</td>
<td>Near Rad Rec B1</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>C</strong> (Breast Care Center)</td>
<td>T 2, Area F</td>
<td>M, 8-5</td>
</tr>
<tr>
<td><strong>(Bone Marrow Transplant)</strong></td>
<td>Cancer Center Team 4</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>(Briarwood Allergy)</strong></td>
<td>375 BWD Circle Building #3 (Across from Hudson's)</td>
<td>T,Th, F, 12-5</td>
</tr>
<tr>
<td><strong>(Pri) (Briarwood Primary)</strong></td>
<td>375 BWD Circle Building #3 (Across from Hudson's)</td>
<td>M,T, Th, F, 7-6 &amp; W, 7-7</td>
</tr>
<tr>
<td><strong>(Spec) (Briarwood Specialty)</strong></td>
<td>375 BWD Circle Building #3 (Across from Hudson's)</td>
<td>M-F, 8-6</td>
</tr>
<tr>
<td><strong>ln Clinic</strong> #207940</td>
<td>T2, Area D</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>d. (Cardiology)</strong></td>
<td>T 3, Area C Card. Txp 68941</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>IF</strong> (Congestive Heart Failure)</td>
<td>UH, Level B1, Room D101</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>F</strong> (Fatigue (Chronic Fatigue))</td>
<td>T 3, Area D</td>
<td>F, 8-12</td>
</tr>
<tr>
<td><strong>Ss</strong> (Cutaneous Surgery)</td>
<td>MIB Floor 3</td>
<td>M-F 6:30-5:30</td>
</tr>
<tr>
<td><strong>CS</strong> (Cranial-Facial Cosmetic Surgery)</td>
<td>Briarwood</td>
<td>M-F, 7:30-5:00</td>
</tr>
<tr>
<td><strong>U</strong> (Diabetic Care Unit)</td>
<td>MIB, Floor 3</td>
<td>W, 12:00-5 &amp; F 7:45-12</td>
</tr>
<tr>
<td><strong>IA</strong> (Digestive Health Associates)</td>
<td>4990 Clark Rd, Suite 400, Building A</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>RM</strong> (Dermatology)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>C</strong> (Derm. Day Treatment Center)</td>
<td>MIB, Floor 3</td>
<td>M-Sat., 7-4</td>
</tr>
<tr>
<td><strong>p</strong>. (Dyspnea)</td>
<td>T 3, Area B, Pulmonary Division Office</td>
<td>M-F, 8-5</td>
</tr>
<tr>
<td><strong>S</strong> (Employee Health)</td>
<td>MIB, Floor 3</td>
<td>M-F, 7:30-5</td>
</tr>
<tr>
<td><strong>M</strong> (Endocrine &amp; Metabolism)</td>
<td>T 3, Area D</td>
<td>M,F, 8-5 &amp; W, 8-1</td>
</tr>
<tr>
<td><strong>Lab</strong></td>
<td>Ask for T. Davidson or Laura Harwood</td>
<td></td>
</tr>
<tr>
<td><strong>U</strong> (Faculty Diagnostic Unit)</td>
<td>T 3, Area A</td>
<td>6-7774</td>
</tr>
<tr>
<td><strong>etcs</strong></td>
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<td>F, 12-5</td>
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<td><strong>(Gastroenterology) GI Case</strong></td>
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<td><strong>G</strong> (General Medicine)</td>
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<td><strong>F</strong> (General Medicine Faculty)</td>
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<td>M,F, 8-5</td>
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<td><strong>D</strong></td>
<td>T 3, Area D</td>
<td>M-Th, 8-12</td>
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<td><strong>(General Surgery)</strong></td>
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<td>M, T, Th, F, 8-5</td>
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<td><strong>O</strong> (Hematology / Oncology)</td>
<td>Cancer Center/CCI</td>
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<td><strong>N</strong> (Nursing)</td>
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<td><strong>Rm. (Infusion Room)</strong></td>
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<td>M, W, F, 7:30-4:30</td>
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<td>(Medical Procedures Unit)</td>
<td>2nd floor UH (2B355) above ER</td>
<td>M-F, 8-5</td>
<td>8-9250</td>
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<td>Ortho (Med-Sport Orthopedics)</td>
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<td>ph. (Nephrology)</td>
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**Pediatric Clinic**

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<td>T,W,F, 12-5</td>
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<td>Hematology / Oncology</td>
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<td>M,T,F, 8-5 &amp; Th., 8-12</td>
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<td>Department</td>
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**Clerical Phones:**
- Lead: Roma 72425
  - Diedre Clark: Pager 6666
- Barb Russell (desk schedule)
  - Main Office: 64988
  - Aura: 64988
  - Fax: 345508

**Other Information:**
- Mott OR/Rec
- Fax

**Notes:**
- Ph. (Neonatology): 64185
- Ph. (Neonatology T.)
- Ph. (Urology): 61024
PLA - 3-8013 34219 3RD FLOOR Motz - Markos. Chisholm:

nc Co. - K. Martin - 78049

NYU - (810) 344-1781

Ped Inf - 63427 - 64184

AREA D (m) - 6-5519

AREA C (m) - 6-5550

AREA B (m) - 6-5573

Referral - 998-7057

Card Cath Minor - 6-5258 (TC 3910)

MRI (Rad) - 3-9527 (Ref.)

Rad/Onc (on 2nd of UH) - Kathy Lash - 3269

Outpt. Clerical phones:

Diedre Clark: 6-6666

Main office: 6-4988

Aura: 6-4988

Fax: 3-5548

Kirkland: 30126

CHF - 912-9121

SGE - 6-1425, 6-7721, 77217

Gillard: 6-1667
SCHEDULING/PAYROLL GUIDELINES

SCHEDULE REQUESTS

1. Each employee shall receive one of the following Scheduling Procedures appropriate for their classification.
   a. Regular employee- Registered Nurse or Medical Assistant
   b. Temporary employee- Float Registered Nurse, Medical Assistant or Nursing Assistant
   c. Temporary employee- Clinic based Registered Nurse, Medical Assistant or Nursing Assistant

2. It is the responsibility of all Ambulatory Care Cluster employees to check their mailbox for their schedule. Staff who do not work prior to the new time period, may call the office to receive the first requested shift assignment of the new schedule.

3. Due to unanticipated clinic needs, employee assignments may be changed after the initial schedule distribution. A projected staffing schedule is posted on SYSM E-mail daily, Monday through Friday for the following day. CSR staff are expected to review this schedule daily for verification of the following day's assignment. If CSR staff are not working on the day prior to a schedule change, the AC Administrative Assistant will notify them of the change via phone.

4. Float staff may not directly schedule time with an individual clinic. (EXCEPTION: all unit based staff may schedule with their clinic and then inform CSR of the agreed upon schedule. All scheduling of float staff must be transacted through the department.

AVAILABILITY LIST

1. If an employee is on the schedule to work but not initially assigned to a clinic, the employee will be considered AVAILABLE to work.

2. Employees the AVAILABLE LIST but not at home to receive a message. Will call the office to see if they have an assignment no later than 7am that morning.

3. Messages will be left on the employee's answering machine regarding an assignment, but the employee will need to call the office to confirm that assignment.

4. When the employee is on the "AVAILABLE LIST", but can not be contacted about an assignment, it is considered a NO CALL NO SHOW shift.

5. If the employee is canceled from one clinic, they will be reassigned to the next available clinic to which they are oriented or will be scheduled to orient in a new clinic. Availability will not be canceled until clinic staffing needs are met.

ECARD/PAYROLL

1. After completing the last work shift for the week, the employee will bring their timecard to the Central Staffing Office or fax it to (734) 936-8360. In all cases, completed timecards must be in the office by 12:00MN on Friday before payday. Saturday shifts are recorded on a separate time card and are turned on or faxed to the office at the end of that shift.
2. Paydays around holidays occasionally require timecards to be turned in early. When this happens, signs will be posted in the office and E-Mail messages will go out with the early due dates. No special checks will be made for late cards.

3. Holidays and overtime will be paid at time and a half. All overtime must be approved by the CSR supervisor.

**FILLING OUT REQUESTS/TIMECARDS**

1. When filling out a schedule request form, print your full name (if you hyphenate your last name do so on your request sheet). Circle RNT (RN Temporary), NA (Nurse Aide) or MA (Medical Assistant), fill in your ANSOS number and your date of hire.

2. When filling in the dates on the request sheet, make sure you have the correct dates under the correct day of the week. If your dates are incorrect, we will go by the day of the week, and you will be held responsible for working the days requested.

3. Put an “X” on the days you cannot work and put a “D” on the days you can work. Do not leave days blank on the request sheet. Every space should either have an “X” or a “D”.

4. Use the comment section to make any special requests about your schedule. You are responsible for writing down special requests with every schedule turned in.

*Time cards must be filled out completely. Ensure that your complete name and ANSOS number are filled out. The date, clinic, person you are providing coverage for, and arrival/departure time must be complete.*

*If you do not know the name of the person you are providing coverage for, call the nurse manager in that area or call the CSR office.*

6. Use one timecard per week. Never put two different payroll time periods on the same timecard. If you have any questions regarding the beginning and end of payroll time periods, check with the CSR Administrative Assistant.

*Remember, if your timecard is not submitted on time you will not receive payment from our department, until the next payday.*

7. Overtime occurs in the following cases:

   A. You decide during your work shift that you want to pick up additional hours at the end of the shift.
   B. You stay beyond your scheduled shift to complete patient care.

   The CSR supervisor needs to be notified about all OT. Specify on the time card (under comments) why overtime was necessary.

**EXPECTATIONS**

1. You are expected to float to all clinics to which you have been oriented.

2. You are expected to be flexible in accepting assignments. Clinic needs are based on a priority system with higher priority needs filled before lesser priority needs.

3. You are expected to work all dates you have requested. In the rare event of a sick call, you need to call the office at least two hours prior to the clinic start time.

4. Because you are a temporary per diem float, there is no guarantee of work and canceled shifts are to be expected.
5. You will have an E-mail ID and must know how to access the computer for information. You are responsible for all communication from the office that goes out through E-mail. If you do not have an ID or do not know how to access E-Mail, contact a CSR Educational Coordinator. Check your E-mail every time you work.

EXCESSIVE ABSENCES

1. Excessive absences fall into several categories:
   A. Excessive sick time usage: Defined as two (2) occurrences of illness within any consecutive three month period.
   B. Excessive scheduled shift cancellations: Defined as two (2) occurrences of cancellations within any consecutive three-month period for non-illness related reasons. Also, included in this category is an employee who has made him/herself available for work and can not be reached by phone with their assignment. When the employee cannot be reached, the assignment is immediately given to the next available employee.
   C. No Call-No Show: One (1) occurrence is excessive. Defined as: "the employee does not call in and does not report for a scheduled shift.

All excessive absences are tracked and forwarded to your CSR Supervisor.

ADDITIONAL INFORMATION

1. Nurses and Medical Assistants and Nursing Assistants are expected to be BCLS certified upon hire. The course may be taken through the Hospital. (There is no pay for attendance.) Recertification is required every 2 years, and it is the responsibility of the employee to maintain certification.

2. Each year mandatory programs (fire, infection control, blood transfusion and safety) must be updated to continue working. Certification is required annually and may be completed by attending or completing one of the programs offered throughout the hospital, or through the Central Staffing Department. (Contact an Educational Coordinator) or on the UMHC Web Home Page. If you complete your update in a clinic, you must let your CSR supervisor know. You are required to bring a copy of your BCLS card and/or the mandatory activity sheets to your supervisor. JACHO requires that this information be available in your employee file.

3. A one month grace period is granted from the date your BCLS/Mandatories expire. After the grace period expires, if you have not updated you will not be permitted to work.

4. The Central Staffing Resource Office is open 24 hours a day (except during extending circumstances, at which time your message will be recorded on Voice Mail. Please leave a message and we will get back to you when the office re-opens.) If it is an emergency, page the supervisor on pager #7136.

5. Additional time cards and schedule request forms may be picked up in the Central Staffing Office, C108 Med Inn.

6. If you fax Requests and/or completed timecards to the office, you must then send us the hard copy through campus mail, C108 MIB, Box 0804.

7. Ambulatory Care Float RN's, MA's and NA's are expected to work an average of 3 days per week as a minimum.

8. If you will not be requesting work for an extended period of time (greater than one month), it is your responsibility to notify the Central Staffing Resource supervisor. After three months of no requests/work and no notification, you will AUTOMATICALLY be taken out of the system. If the department is hiring, you may reapply and interview for a position.
All employees are expected to provide written letters of resignation when they choose to leave the department. Future work references will not be provided for those individuals who did not inform the department of their departure.
UNIVERSITY OF MICHIGAN HEALTH SYSTEM
CENTRAL STAFFING RESOURCE DEPARTMENT

MISSION STATEMENT:

Our mission is to supplement regular decentralized staffing at the University of Michigan Health System using centralized, high quality, cost-effective, resources. We strive to provide excellent service and leadership in all areas of supplemental staffing services.

GOAL STATEMENT:

Our goal is to facilitate a safe and effective patient care environment by providing supplemental staffing resources.

OBJECTIVES:

- Create / maintain a centralized float pool comprised of competent well-trained nurses, clerks and ancillary staff to supplement regular unit/clinic staffing
- Assist and support unit / clinic personnel in utilizing our services effectively
- Form a partnership with other UMHS team members in order to better serve our customers by establishing and maintaining safe staffing standards
- Establish an institutional environment that recognizes the value of CSR staffing resources and supports the unique needs of CSR float staff
- Partner with nurse managers to develop and implement forecasting strategies for long term unit staffing needs
- Partner with unit / clinic charge nurses on a shift by shift basis to solve exigent short term staffing problems
- Evaluate needs using data driven processes which result in the equitable, consistent, and cost effective allocation of staffing resources
- Coordinate system wide resource sharing, communication and problem solving
- Support current UMPNC contract
- Reduce excessive institutional overtime
- Provide ongoing educational opportunities to all CSR employees
- Focus on continual improvement in all areas of the department
- Make customer satisfaction paramount
APPENDIX B
Current Process Flow Diagrams

- Monthly Scheduling Process, B1
- Daily Activities, B3
Start

Reminder E-mail to CSR:
4-week schedule requests are due

Blank Schedules are Prepped

Transcribe PTO grid onto schedule

Prepare 4 week calendar forms for each of the CSR perm RN's and MA's
4 references used:

Refer to Employee Request Form And Transfer to Schedule

Review "Annual PTO Grid" transcribe any approved PTO

Sort and Review contents of "Schedule Requests" folder, transcribe requests onto calendar form

Refer Back to Previous 4 Week Schedule to Determine Rotation of Employees

Alphabetize Permanent and Temporary Calendar Forms

Update Standard.xls & Copbook.xls

Review clinics requests folder and write requests in Copbook.xls

Input float staff availability on schedule

Review calendar

Review the "Clinics Requests" folder and write clinic requests in Copbook.xls

Print 4 copies of Copbook.xls and Paste Onto Schedule Sheet

Add Highlighter Lines to Schedule Sheets

Alphabetically list the available float CSR employees
White Out UBT employees if preprinted on schedule sheets

Write Clinic Assignments on the Individual CSR staff calendar forms

Review the "Clinics Requests" folder and write clinic requests in Copbook.xls

Review "Standing Orders" and Transcribe

Assign Available Float Staff

Photocopy Schedules and Send to Appropriate Clinic Managers / Schedulers

E-mail Clinic Managers and Individual Staff regarding filled PTO requests

E-mail CSR employees to inform them of Schedule Distribution

Distribute the CSR employees' copies of calendar forms

Enter the CSR Schedule into ANSOS Scheduler from calendar forms
DAILY ACTIVITIES

Email

Unit Cancellation

Receive Cancellation

Fee

Record charge Nurse's initial

Cross off other requests by cancelling unit

Phone call

Nurse Request OT Hours

Make Note in Daily Book

Units short?

Place by priority + skill code

Monitor for future need

Units short?

Place by priority + skill code

Cancel agency nurses

Replace w/ cancelled nurse

Call Affected Nurse

Call Affected Unit

Call Affected Nurse

Unanticipated Need

All need w/ unscheduled nurse

Call nurses on phone list

Update ANSOS

Call Affected Unit

Sick Nurse

Update Books for Remainder of month

Cut Hours/ Termination

Unscheduled nurses?

Call Affected Unit
• Summary of historical data (March 1998), C1
## SUMMARY OF REQUESTS/CANCELATIONS

March 2 - March 9

### CLUSTER

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<th>5B</th>
<th>5C</th>
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**REFRESHED 3/9/2000**

Scsr: Office guide:
**CENTRAL STAFFING RESOURCE**  
**SCHEDULE REQUEST FORM**

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**DATE:**         
**DATE OF HIRE:**

**HOME UNIT/CLUSTER:**    
**SCHEDULE DATES:**

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2. Can't work past 5pm on 4/25 & 5/8
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| OB     | GRAY         | OB     | FOSSITY      | 8-4         | A         | A             | A               | COP      |
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| LIVER TAP | LEEMAN    | LIVER TAP | OLIVERIO     | 8-5         | A         | A             | A               | COP      |
| GMO    | SECCO        | GMO    | OLSSON       | 9-6         | A         | A             | A               | OLSSON   |
| RAD    | BICKELL      | RAD    | WOLFE        | 8-4         | A         | A             | A               | COP      |

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| IHC    | BONO-CROCKER| IHC    | FULKERT     | 9-5         | A         | A             | A               | DURANCE  |
| HC     | HOARD        | HC     | GLASSER     | 830-5       | A         | A             | A               | DURANCE  |
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Appendix E
Interview Summary

- Interview Template and Results Summary, E1
Summary of Interviews:

Conducted by: Ranjana Roy, Dhruva Sreenivasan, and Kim Romeike
Date: March 8, 2000
Sample Size: 4 CSR Staff Members Affected by the Scheduling Process:
2 Administrative Assistants, 2 Clinical Supervisors
Format: Very casual question and answer session

The questions and summary of responses are provided below:

➢ How useful is ANSOS in the scheduling process?

Not very useful and often a hassle to reinput data

➢ How is the working environment?

It is okay, the people are nice...can be noisy when things get busy though.

➢ What form of communication is utilized most within the Ambulatory Care in CSR?

Phone and email primarily

➢ How could your job be made easier?

Automating tasks, eliminating redundancy, strict enforcement of deadlines, in general a more efficient scheduling system

➢ Can you list specific inefficiencies, problem areas, and/or time constraints, that you feel could be reduced or eliminated, within the scheduling procedure?

1. Staff did not turn in 4 week schedule form. The Administrative Assistant(s) had to contact each staff member and obtain their availability, and manually enter the data into the 4 week schedule form. She has spent nearly 5 hours on this process, where staff members could have easily filled out their availability in less than 5 to 10 minutes.
2. The Orientation Grid is not up-to-date. The Administrative Assistant(s) has to spend time figuring out which staff members are approved to work in which clinics (checking for orientation).

3. Updating the Standing Order via email. The Administrative Assistant(s) has to spend time confirming all vacancies prior to scheduling for holes. This is a very time-consuming and laborious activity.

4. Making phone calls tends to be a tedious process since one does not always get a hold of the designated person the first time so numerous phone calls are often made on a daily basis.

> **How long does it take to create a 4 week schedule? Break down each task into timed elements if possible. This will also help us determine where excessive time is being spent.**

The total time spent on one 4 week schedule, is 7 work days with 2 people. A total of 84 labor hours. The Administrative Assistant(s) handed out a set of “Development Guidelines” to be referenced.

> **How would you feel about a computer program taking the place of the oversized binders currently used for scheduling within Ambulatory Care?**

Very open to the idea, but would depend upon how easily the program would adapt into the scheduling process as a whole.
Appendix F
Workload Analysis Data

- Workload Analysis by Task, F1
- Manual Labor Versus Automated Tasks While Creating 4-Week Schedule, F2
The Creation of the 4 Week Schedule

Tasks
- Reminder Email
- E-mail CSR employees to inform them of Schedule Distribution
- E-mail Clinic Managers and Individual Staff regarding filled PTO requests
- Transcribe Employee Request Form
- Print Copies of Copbook.xls
- White Out UBT employees if preprinted on schedule sheets
- Determine Rotation of Employees
- Alphabetize Perm and Temp Form
- Add Highlighter Lines to Schedule Sheets
- Transcribe the "Clinic Request" Folder
- Review Calendar
- Blank Schedule Prep
- Alphabetically list the available float CSR employees
- Transcribe PTO Grid
- Distribute the CSR employees' copies of calendar forms
- Assign Available Float Staff
- Transcribe "Clinic's Request" Folder
- Update Standard.xls & Copbook.xls
- Photocopy Schedules and Send to Appropriate Clinic Managers / Schedulers
- Write Clinic Assignments on the Individual CSR staff calendar forms
- Input Float Staff Availability
- Review "Standing Orders" and Transcribe
- Enter the CSR Schedule into ANSOS Scheduler from calendar forms
- Transcribe Approved PTO
- Transcribe "Schedules Requests" Folder
### Individual Tasks

<table>
<thead>
<tr>
<th>Task</th>
<th>Time (minutes)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter the CSR Schedule into ANSOS Scheduler from calendar</td>
<td>7</td>
<td>69%</td>
</tr>
<tr>
<td>Update Standard.xls &amp; Copbook.xls</td>
<td>3</td>
<td>30%</td>
</tr>
<tr>
<td>E-mail Clinic Managers and Individual Staff regarding filled PT</td>
<td>0.083333</td>
<td>1%</td>
</tr>
<tr>
<td>E-mail CSR employees to inform them of Schedule Distribution</td>
<td>0.083333</td>
<td>1%</td>
</tr>
<tr>
<td>Reminder Email</td>
<td>0.083333</td>
<td>1%</td>
</tr>
<tr>
<td>Transcribe <em>Schedules Requests</em> Folder</td>
<td>30</td>
<td>295%</td>
</tr>
<tr>
<td>Transcribe Approved PTO</td>
<td>18</td>
<td>177%</td>
</tr>
<tr>
<td>Review <em>Standing Orders</em> and Transcribe</td>
<td>7</td>
<td>69%</td>
</tr>
<tr>
<td>Input Float Staff Availability</td>
<td>4</td>
<td>39%</td>
</tr>
<tr>
<td>Write Clinic Assignments on the Individual CSR staff calendar form</td>
<td>4</td>
<td>39%</td>
</tr>
<tr>
<td>Photocopy Schedules and Send to Appropriate Clinic Managers / £ 3.333333</td>
<td>200</td>
<td>33%</td>
</tr>
<tr>
<td>Transcribe <em>Clinic's Request</em> Folder</td>
<td>2.5</td>
<td>25%</td>
</tr>
<tr>
<td>Assign Available Float Staff</td>
<td>2</td>
<td>20%</td>
</tr>
<tr>
<td>Distribute the CSR employees' copies of calendar forms</td>
<td>2</td>
<td>20%</td>
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<tr>
<td>Transcribe PTO Grid</td>
<td>1.5</td>
<td>15%</td>
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<tr>
<td>Alphabetically list the available float CSR employees</td>
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<td>10%</td>
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<td>Blank Schedule Prep</td>
<td>0.75</td>
<td>7%</td>
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<tr>
<td>Review Calendar</td>
<td>0.75</td>
<td>7%</td>
</tr>
<tr>
<td>Transcribe the <em>Clinic Request</em> Folder</td>
<td>0.75</td>
<td>7%</td>
</tr>
<tr>
<td>Add Highlighter Lines to Schedule Sheets</td>
<td>0.5</td>
<td>5%</td>
</tr>
<tr>
<td>Alphabetize Perm and Temp Form</td>
<td>0.5</td>
<td>5%</td>
</tr>
<tr>
<td>Determine Rotation of Employees</td>
<td>0.5</td>
<td>5%</td>
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<tr>
<td>White Out UBT employees if preprinted on schedule sheets</td>
<td>0.5</td>
<td>5%</td>
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<tr>
<td>Print Copies of Copbook.xls</td>
<td>0.25</td>
<td>2%</td>
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<tr>
<td>Transcribe Employee Request Form</td>
<td>0.166667</td>
<td>2%</td>
</tr>
</tbody>
</table>

#### Manual Labor vs. Automation

- **Manual Labor**: 80 minutes (88.6%)
- **Automated Tasks**: 10.25 minutes (11.4%)
Manual Labor vs. Automation

11.4%

88.6%

Manual Labor
Automated Tasks
APPENDIX G
Visual Basic Prototype Program

- Source Code, G1
- Printouts of Screens, G31
- Basic Visual Basic Information, G-40
frmAvailability1 - 1

Private Sub cmdFinished_Click()
    im ReopenedOrders, i To 100, clinic As String
    im i, round, deletemade As Integer
    im tempansos, tempdate, temptimebegin, temptimeend As String
    Dim Period As Date
    period = lblSchedulePeriod.Caption

    ************SUNDAY***************
    f optSun1Avail.Value = True Then
        datTimeOff.Recordset.MoveFirst
        o
        f datTimeOff.Recordset("ansos") = lblAnsos.Caption
            And datTimeOff.Recordset("requestdate") = lblSun1.Caption Then
                datTimeOff.Recordset.Delete
                datTimeOff.Recordset.MoveNext
            Else: datTimeOff.Recordset.MoveNext
        End If
        Loop Until datTimeOff.Recordset.EOF = True
    End If
    ---------------
    f optSunUnavail.Value = True Then
        datTimeOff.Recordset.AddNew
        (datTimeOff.Recordset("ansos") = lblAnsos.Caption)
        datTimeOff.Recordset("requestdate") = lblSun1.Caption
        datTimeOff.Recordset("allday") = 1
        datTimeOff.Recordset("reason") = cmbSun1Reason.Text
        datTimeOff.Recordset.Update
        datWorkOrder.Recordset.MoveFirst
        i = 1
        Do
            If ((datWorkOrder.Recordset("date") = lblSun1.Caption) And
                (datWorkOrder.Recordset("filledby") = lblAnsos.Caption)) Then
                datWorkOrder.Recordset.Edit
                datWorkOrder.Recordset("filledby") = ""
                datWorkOrder.Recordset.Update
                ReopenedOrders(i) = datWorkOrder.Recordset("ordernumber")
                clinic = datWorkOrder.Recordset("clinic")
                MsgBox ("****The Clinic " & clinic & " no longer has coverage for Order# " &
                    ReopenedOrders(i) & "**** & vbcrlf & " Reassign coverage by " &
                    vbcrlf & " Reassign Coverage For Existing Clinic Orders")
            i = i + 1
            datWorkOrder.Recordset.MoveNext
        Else: datWorkOrder.Recordset.MoveNext
        End If
        Loop Until datWorkOrder.Recordset.EOF = True
    End If
    -------------------------
    f optSun1Partial.Value = True Then
        nameSun1.Visible = True
        datTimeOff.Recordset.AddNew
        (datTimeOff.Recordset("ansos") = lblAnsos.Caption)
        datTimeOff.Recordset("requestdate") = lblSun1.Caption
        datTimeOff.Recordset("allday") = 0
        datTimeOff.Recordset("begintimeoff") = txtSun1From.Text
        datTimeOff.Recordset("endtimeoff") = txtSun1Until.Text
        datTimeOff.Recordset("reason") = cmbSun1Reason.Text
        datTimeOff.Recordset.Update
        datWorkOrder.Recordset.MoveFirst
mAvailability1 - 2

cemtime.Recordset.Edit
dattemtime.Recordset("From") = txtSunlFrom.Text
dattemtime.Recordset("Until") = txtSunlUntil.Text

i = 1
Do

If (datWorkOrder.Recordset("date") = lblSun1.Caption) And _
(datWorkOrder.Recordset("filledby") = lblAnsos.Caption) And _
((dattemtime.Recordset("From") <= datWorkOrder.Recordset("timestart")) And _
(dattemtime.Recordset("Until") >= datWorkOrder.Recordset("timestart"))) Or _
((dattemtime.Recordset("From") <= datWorkOrder.Recordset("timeend")) And _
(dattemtime.Recordset("Until") >= datWorkOrder.Recordset("timeend"))) Then

datWorkOrder.Recordset.Edit

datWorkOrder.Recordset("filledby") = ""

datWorkOrder.Recordset.Update

ReopenedOrders(i) = datWorkOrder.Recordset("ordernumber")

clinic = datWorkOrder.Recordset("clinic")

MsgBox ("***The Clinic " & clinic & " no longer has coverage for Order# " _
 & ReopenedOrders(i) & "**** & vbCrLf & "Reassign coverage by " _
 & "going to Welcome screen and selecting:" _
 & vbCrLf & "Reassign Coverage For Existing Clinic Orders'" )

i = i + 1

datWorkOrder.Recordset.MoveNext
Else: datWorkOrder.Recordset.MoveNext
End If

Loop Until datWorkOrder.Recordset.EOF = True

End If

*************************MONDAY***************************

f optMon1Avail.Value = True Then

atTimeOff.Recordset.MoveFirst

f datTimeOff.Recordset("ansos") = lblAnsos.Caption

And datTimeOff.Recordset("requestdate") = lblMon1.Caption Then

datTimeOff.Recordset.Delete

datTimeOff.Recordset.MoveNext
Else: datTimeOff.Recordset.MoveNext
End If

Loop Until datTimeOff.Recordset.EOF = True

End If

If optMon1Avail.Value = True Then

datTimeOff.Recordset.AddNew

datTimeOff.Recordset("ansos") = lblAnsos.Caption

datTimeOff.Recordset("requestdate") = lblMon1.Caption

datTimeOff.Recordset("allday") = 1

datTimeOff.Recordset("reason") = cmbMon1Reason.Text

datTimeOff.Recordset.Update

End If

End If

i = 1
Do

If ((datWorkOrder.Recordset("date") = lblMon1.Caption) And _
(datWorkOrder.Recordset("filledby") = lblAnsos.Caption)) Then

datWorkOrder.Recordset.Edit

datWorkOrder.Recordset("filledby") = ""

datWorkOrder.Recordset.Update

ReopenedOrders(i) = datWorkOrder.Recordset("ordernumber")

clinic = datWorkOrder.Recordset("clinic")

MsgBox ("***The Clinic " & clinic & " no longer has coverage for Order# " _
 & ReopenedOrders(i) & "**** & vbCrLf & "Reassign coverage by " _
 & "going to Welcome screen and selecting:" _
 & vbCrLf & "Reassign Coverage For Existing Clinic Orders'" )

i = i + 1

datWorkOrder.Recordset.MoveNext
Availabilty - 3

if datWorkOrder.Recordset.MoveNext
End If
loop until datWorkOrder.Recordset.EOF = true

if

optMon1Partial.Value = true then
frameMon1.Visible = true

datTimeOff.Recordset.AddNew
datTimeOff.Recordset("ansos") = lblAnsos.Caption
datTimeOff.Recordset("requestdate") = lblMon1.Caption
datTimeOff.Recordset("allday") = 0
datTimeOff.Recordset("begintimeoff") = txtMon1From.Text
datTimeOff.Recordset("endtimeoff") = txtMon1Until.Text
datTimeOff.Recordset("reason") = cmbMon1Reason.Text
datTimeOff.Recordset.Update

datWorkOrder.Recordset.MoveNext
datattemptime.Recordset.MoveNext
datattemptime.Recordset.Edit
datattemptime.Recordset("From") = txtMon1From.Text
datattemptime.Recordset("Until") = txtMon1Until.Text

i = 1
Do

if (datWorkOrder.Recordset("date") = lblMon1.Caption) and
(datWorkOrder.Recordset("filledby") = lblAnsos.Caption) and
((datattemptime.Recordset("From") <= datWorkOrder.Recordset("timestart")) and
 datattemptime.Recordset("Until") >= datWorkOrder.Recordset("timestart")) or
((datattemptime.Recordset("From") <= datWorkOrder.Recordset("timeend")) and
 datattemptime.Recordset("Until") >= datWorkOrder.Recordset("timeend"))) then

datWorkOrder.Recordset.Edit
datWorkOrder.Recordset("filledby") = ""
datWorkOrder.Recordset.Update
ReopenedOrders(i) = datWorkOrder.Recordset("ordernumber")

clinic = datWorkOrder.Recordset("clinic")

MsgBox "***The Clinic " & clinic & " no longer has coverage for Order# " & ReopenedOrders(i) & "***" & vbCrLf & "Reassign coverage by going to Welcome screen and selecting:" & vbCrLf & "'Reassign Coverage For Existing Clinic Orders'"

i = i + 1

else: datWorkOrder.Recordset.MoveNext

End If

Loop until datWorkOrder.Recordset.EOF = true

end if

*******************************************************************************

reremade = 0

datTimeOff.Recordset.MoveLast

round = 1

if round > 1 then

datTimeOff.Recordset.MoveLast

datTimeOff.Recordset.MovePrevious

x = round

s = x - 1

loop until x = 1

end if
Private Sub cmdShowWk2_Click()
    ' Code
End Sub

Private Sub Form_Load()
    ' Code
End Sub
mAvailability2 = 1

Private Sub cmdWeek1_Click()
mAvailability1.Show
mAvailability2.Hide
End Sub

Private Sub cmdWeek3_Click()
mAvailability3.Show
mAvailability2.Hide
End Sub

Private Sub Form_Load()
datTimeOff.DatabaseName = App.Path & "\CSRdatabase.mdb"
datTimeOff.Refresh
datattempttime.DatabaseName = App.Path & "\CSRdatabase.mdb"
datattempttime.Refresh
datWorkOrder.DatabaseName = App.Path & "\CSRdatabase.mdb"
datWorkOrder.Refresh
End Sub
mAvailability3 - 1
Explicit
Private Sub cmdWeek2_Click()
mAvailability2.Show
mAvailability3.Hide
End Sub

Private Sub cmdWeek4_Click()
mAvailability4.Show
mAvailability3.Hide
End Sub

Private Sub Option7_Click()
End Sub

Private Sub Form_Load()
atTimeOff.DatabaseName = App.Path & "\CSRdatabase.mdb"
atTimeOff.Refresh
attempttime.DatabaseName = App.Path & "\CSRdatabase.mdb"
attempttime.Refresh
atWorkOrder.DatabaseName = App.Path & "\CSRdatabase.mdb"
atWorkOrder.Refresh
End Sub
```vbnet
Private Sub cmdWeek3_Click()
mAvailability3.Show
mAvailability4.Hide
End Sub

Private Sub Form_Load()
 tTimeOff.DatabaseName = App.Path & "\CSRdatabase.mdb"
 tTimeOff.Refresh
 tttemptime.DatabaseName = App.Path & "\CSRdatabase.mdb"
 tttemptime.Refresh
 tWorkOrder.DatabaseName = App.Path & "\CSRdatabase.mdb"
 tWorkOrder.Refresh
End Sub
```
Sub cmdNext_Click()
    selected, ansos, SpacePos As String
    SelectedIndex As Integer

    lblNoCandidates.Caption = "0" Then
        Welcome.Show
        nCandidates.Hide
    End If

    If lstPerm.ListIndex <> -1 Then
        selected = lstPerm.Text
    ElseIf lstTemp.ListIndex <> -1 Then
        selected = lstTemp.Text
    Else
        MsgBox("You have not selected a name!")
    End If

    SpacePos = InStr(1, selected, " ")
    ansos = Trim$(Left$(selected, SpacePos - 1))

    frmEnterClinicRequest!datOrders.Recordset.MoveLast
    frmEnterClinicRequest!datOrders.Recordset.Edit
    frmEnterClinicRequest!datOrders.Recordset("filledby") = ansos
    frmEnterClinicRequest!datOrders.Recordset("filledby") = ansos

    Welcome.Show
    nCandidates.Hide
End Sub
Private Sub cmdBack_Click()
  mClinicInfo - 1
  mClinicInfo.Hide
End Sub

Private Sub cmdFinish_Click()
  mUpdateClinic.Hide
  mUpdateMenu.lblName.Caption = lblClinicName.Caption
  mUpdateMenu.lblAnsos.Caption = txtAnsos.Text
  mUpdateMenu.Show
End Sub

Private Sub Form_Load()
  atClinic.DatabaseName = App.Path & "\CSRdatabase.mdb"
  atClinic.Refresh
End Sub
Private Sub cmdNext_Click()
    Dim ClinicName, Query As String
    If optRequest.Value = True Then
        mClinicMenu.Hide
        mEnterClinicRequest!lblAnsos.Caption = lblAnsos.Caption
        ClinicName = lblname.Caption
        mEnterClinicRequest!datOrders.Recordset.AddNew
        mEnterClinicRequest!datOrders.Recordset("clinic") = ClinicName
        mEnterClinicRequest!datOrders.Recordset.Update
        mEnterClinicRequest!datOrders.Recordset.MoveNext
        mEnterClinicRequest.Show
    End If
End Sub

Private Sub Form_Load()
    atOrders.DatabaseName = App.Path & "\CSRdatabase.mdb"
    atOrders.Refresh
End Sub
Private Sub Calendar1_Click()
    i As Integer
    Selected.Caption = Calendar1.Value = grdSample.Rows
    dSample.RemoveItem (i) = i - 1
    Loop Until i = 2
End Sub

Private Sub SetupRecordset()
    atEmployeeInfo.Refresh
    atTimeOff.Refresh
    atWorkOrders.Refresh
End Sub

Private cmdBack_Click()
    tmWelcome.Show
    tmCurrentSchedule.Hide
End Sub

Private Sub Form_Load()
    atEmployeeInfo.DatabaseName = App.Path & "\CSRdatabase.mdb"
    atEmployeeInfo.Refresh
    atEmployeeInfo.Name = App.Path & "\CSRdatabase.mdb"
    atWorkOrders.DatabaseName = App.Path & "\CSRdatabase.mdb"
    atWorkOrders.Refresh
    bDateSelected.Caption = Date
    SetupRecordset
    SetupGrid
End Sub

Private Sub SetupGrid()
    Dim WideString As String
    Dim C As Integer, GridWidth As Integer
    WideString = String$(4, "X")
    rdsSample.ColWidth(0) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(1) = TextWidth(WideString)
    WideString = String$(3, "X")
    rdsSample.ColWidth(2) = TextWidth(WideString)
    WideString = String$(3, "X")
    rdsSample.ColWidth(3) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(4) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(5) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(6) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(7) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(8) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(9) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(10) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(11) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(12) = TextWidth(WideString)
    WideString = String$(4, "X")
    rdsSample.ColWidth(13) = TextWidth(WideString)
mCurrentSchedule = 2

le.ColWidth(14) = TextWidth(WideString)

for C = 0 To 14
    GridWidth = GridWidth + grdSample.ColWidth(C)
ext C

dSample.TextMatrix(0, 0) = "Last Name"
dSample.TextMatrix(0, 1) = "First Name"
dSample.TextMatrix(0, 2) = "ANSOS"
dSample.TextMatrix(0, 3) = "Clinic1"
dSample.TextMatrix(0, 4) = "From:
"dSample.TextMatrix(0, 5) = "Until:
"dSample.TextMatrix(0, 6) = "Reason:
"dSample.TextMatrix(0, 7) = "Clinic2"
dSample.TextMatrix(0, 8) = "From:
"dSample.TextMatrix(0, 9) = "Until:
"dSample.TextMatrix(0, 10) = "Reason:
"dSample.TextMatrix(0, 11) = "Clinic3"
dSample.TextMatrix(0, 12) = "From:
"dSample.TextMatrix(0, 13) = "Until:
"dSample.TextMatrix(0, 14) = "Reason:

d Sub

ivate Sub FillGrid()

ast NUMEMPLOYEES = 100
im NewRow, LastName, FirstName, ansos As String
im count, i, j, a, g, round, O, p, z As Integer
im DateSelected As Date
im ScheduleArray(0 To NUMEMPLOYEES, 0 To 14), q, w, e, r, t, y As String
ateSelected = lblDateSelected.Caption
atEmployeeInfo.Recordset.MoveFirst
    = 0
osName = datEmployeeInfo.Recordset("lastname")
irstName = datEmployeeInfo.Recordset("firstname")
sos = datEmployeeInfo.Recordset("ansos")
cheduleArray(i, 0) = LastName
cheduleArray(i, 1) = FirstName
cheduleArray(i, 2) = ansos
atEmployeeInfo.Recordset.MoveNext
    = i + 1
oop Until datEmployeeInfo.Recordset.EOF = True

if ScheduleArray(z, 0) > ScheduleArray(z + 1, 0) Then
    z = z + 1
lse
    q = ScheduleArray(z, 0)
w = ScheduleArray(z + 1, 0)
a = ScheduleArray(z, 1)
 = ScheduleArray(z + 1, 1)
 c = ScheduleArray(z, 2)
y = ScheduleArray(z + 1, 2)

ScheduleArray(z, 0) = w
ScheduleArray(z + 1, 0) = q
ScheduleArray(z, 1) = r
ScheduleArray(z + 1, 1) = e
ScheduleArray(z, 2) = y
ScheduleArray(z + 1, 2) = t
z = z + 1
mCurrentSchedule = 3

While z < i + 3
    p = p + 1
    While p < i + 3
        datTimeOff.Recordset.MoveFirst
        If datTimeOff.Recordset("requestdate") = DateSelected And datTimeOff.Recordset("ansos") = ScheduleArray(a, 2) Then
            If ScheduleArray(a, 3) = "" Then
                ScheduleArray(a, 3) = "**OFF**"
                If datTimeOff.Recordset("allday") = 1 Then
                    ScheduleArray(a, 4) = "ALL DAY"
                    ScheduleArray(a, 6) = datTimeOff.Recordset("reason")
                    a = a + 1
                Else:
                    ScheduleArray(a, 4) = datTimeOff.Recordset("begintimeoff")
                    ScheduleArray(a, 5) = datTimeOff.Recordset("endtimeoff")
                    ScheduleArray(a, 6) = datTimeOff.Recordset("reason")
                    a = a
                    datTimeOff.Recordset.MoveNext
            End If
        End If
    End While
    Else:
        ScheduleArray(a, 11) = "**OFF**"
        ScheduleArray(a, 12) = datTimeOff.Recordset("begintimeoff")
        ScheduleArray(a, 13) = datTimeOff.Recordset("endtimeoff")
        ScheduleArray(a, 14) = datTimeOff.Recordset("reason")
        a = a + 1
    End If
Else:
    datTimeOff.Recordset.MoveNext
End If

ElseIf ScheduleArray(a, 7) = "" Then
    ScheduleArray(a, 7) = "**OFF**"
    ScheduleArray(a, 8) = datTimeOff.Recordset("begintimeoff")
    ScheduleArray(a, 9) = datTimeOff.Recordset("endtimeoff")
    ScheduleArray(a, 10) = datTimeOff.Recordset("reason")
    a = a
    datTimeOff.Recordset.MoveNext
End If
Else: datTimeOff.Recordset.MoveNext
End If

While datTimeOff.Recordset.EOF = False
    datWorkOrders.Recordset.MoveFirst
    If datWorkOrders.Recordset("date") = DateSelected And datWorkOrders.Recordset("filledby") = ScheduleArray(a, 2) Then
        If ScheduleArray(a, 3) = "" Then
            ScheduleArray(a, 3) = datWorkOrders.Recordset("clinic")
            ScheduleArray(a, 4) = datWorkOrders.Recordset("timestart")
            ScheduleArray(a, 5) = datWorkOrders.Recordset("timeend")
            ScheduleArray(a, 6) = datWorkOrders.Recordset("reason")
            datWorkOrders.Recordset.MoveNext
        End If
    ElseIf ScheduleArray(a, 7) = "" Then
        ScheduleArray(a, 7) = datWorkOrders.Recordset("clinic")
        ScheduleArray(a, 8) = datWorkOrders.Recordset("timestart")
        ScheduleArray(a, 9) = datWorkOrders.Recordset("timeend")
        ScheduleArray(a, 10) = datWorkOrders.Recordset("reason")
        datWorkOrders.Recordset.MoveNext
    Else: ScheduleArray(a, 11) = datWorkOrders.Recordset("clinic")
        ScheduleArray(a, 12) = datWorkOrders.Recordset("timestart")
        ScheduleArray(a, 13) = datWorkOrders.Recordset("timeend")
        ScheduleArray(a, 14) = datWorkOrders.Recordset("reason")
        datWorkOrders.Recordset.MoveNext
End If

End While
mCurrentSchedule = 4
End If
se: datWorkOrders.Recordset.MoveNext
If
op While datWorkOrders.Recordset.EOF = False

a + 1
op While a < i

NewRow = ScheduleArray(O, 0) & vbTab & ScheduleArray(O, 1) & _
vbTab & ScheduleArray(O, 2) & vbTab & _
ScheduleArray(O, 3) & vbTab & _
ScheduleArray(O, 4) & vbTab & ScheduleArray(O, 5) & vbTab & _
ScheduleArray(O, 6) & vbTab & ScheduleArray(O, 7) & _
vbTab & ScheduleArray(O, 8) & vbTab & _
ScheduleArray(O, 9) & vbTab & _
ScheduleArray(O, 10) & vbTab & ScheduleArray(O, 11) & vbTab & _
ScheduleArray(O, 12) & vbTab & ScheduleArray(O, 13) & _
vbTab & ScheduleArray(O, 14)
grdSample.AddItem NewRow
O = O - 1
op Until O = 0 - 1
End Sub
Private Sub cmdBack_Click()
    Dim count, k As Integer
    Dim EmployeeArray(0 To 500) As String
    mEmployeeInfo.Hide
    mUpdateEmployee!datEmployee.Recordset.MoveNext
    mUpdateEmployee!cmbNames.Clear
    mUpdateEmployee!cmbNames.AddItem ""
    mUpdateEmployee!cmbNames.Text = "(select a name from list)"
    count = 0
    EmployeeArray(count) = frmUpdateEmployee!datEmployee.Recordset("lastname") & "," & frmUpdateEmployee!datEmployee.Recordset("firstname")
    frmUpdateEmployee!datEmployee.Recordset.MoveNext
    count = count + 1
    While frmUpdateEmployee!datEmployee.Recordset.EOF = False
        mUpdateEmployee!cmbNames.AddItem ""
        count = 0
        frmUpdateEmployee!cmbNames.AddItem EmployeeArray(k)
        k = k + 1
    Wend
    mUpdateEmployee.Show
End Sub

Private Sub cmdFinish_Click()
    mEmployeeInfo.Hide
    mEmployeeMenu!lblName.Caption = lblLastName.Caption & "," & lblFirstName.Caption
    mEmployeeMenu!lblAnsos.Caption = txtAnsos.Text
    mEmployeeMenu!Calendar1.Value = Date
    mEmployeeMenu.Show
End Sub

Private Sub Form_Load()
    datEmployee.DatabaseName = App.Path & "\CSRdatabase.mdb"
    datEmployee.Refresh
End Sub
Explicit

cmdCancel_Click()
End Sub

Sub cmdNext_Click()

Period, InitialDate, CurrentDate, TargetDate As Date

TargetDate = Calendar1.Value
InitialDate = Calendar2.Value

'**************************************************************************
' If optCurrent.Value = True Then

' = 0
' = 1 + 1
'oo Until (TargetDate >= (InitialDate + (7 * i))) And ' (TargetDate < (InitialDate + (7 * (i + 1))))
' = InitialDate + (7 * i)

'**************************************************************************

lblSchedulePeriod.Caption = Period
lblSun1.Caption = Period + 0
lblMon1.Caption = Period + 1
lblTues1.Caption = Period + 2
lblWed1.Caption = Period + 3
lblThurs1.Caption = Period + 4
lblFri1.Caption = Period + 5
lblSat1.Caption = Period + 6

lblAnsos.Caption = lblAnsos.Caption

dblFullName.Caption = lblname.Caption

'SUNDAY

frmAvailability1!datTimeOff.Recordset.MoveFirst
done = 0

If (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption And frmAvailability1!datTimeOff.Recordset("requestdate") = Period) Then

frmAvailability1!optSun1Unavil.Value = True
frmAvailability1!cmbSun1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")

done = 1
Else: frmAvailability1!optSun1Partial.Value = True

frmAvailability1!txtSun1From.Text = frmAvailability1!datTimeOff.Recordset("begintimeoff")
frmAvailability1!txtSun1Until.Text = frmAvailability1!datTimeOff.Recordset("endtimeoff")
frmAvailability1!cmbSun1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")

Else:

Else:
-EmployeeMenu - 2
  
  done = 1
  End If
  If
    frmAvailability1!optMon1Avail.Value = True
    done = 0
  Then
    frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optSun1Avail.Value = True
  nd If
  **********MONDAY#1************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 1) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optMon1Unavail.Value = True
    frmAvailability1!cmbMon1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")
    done = 1
   Else: frmAvailability1!optMon1Partial.Value = True
    frmAvailability1!txtMon1From.Text = frmAvailability1!datTimeOff.Recordset("begintimeoff")
    frmAvailability1!txtMon1Until.Text = frmAvailability1!datTimeOff.Recordset("endtimeoff")
    frmAvailability1!cmbMon1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")
    done = 1
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optMon1Avail.Value = True
  nd If
  **********TUESDAY#1************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 2) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optTues1Unavail.Value = True
    frmAvailability1!cmbTues1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")
    done = 1
   Else: frmAvailability1!optTues1Partial.Value = True
    frmAvailability1!txtTues1From.Text = frmAvailability1!datTimeOff.Recordset("begintimeoff")
    frmAvailability1!txtTues1Until.Text = frmAvailability1!datTimeOff.Recordset("endtimeoff")
    frmAvailability1!cmbTues1Reason.Text = frmAvailability1!datTimeOff.Recordset("reason")
    done = 1
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optTues1Avail.Value = True
  nd If
  **********WEDNESDAY#1************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 3) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optWed1Unavail.Value = True
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optWed1Avail.Value = True
  nd If
  **********THURSDAY#1************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 4) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optThu1Unavail.Value = True
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optThu1Avail.Value = True
  nd If
  **********FRIDAY#1**************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 5) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optFri1Unavail.Value = True
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optFri1Avail.Value = True
  nd If
  **********SATURDAY#1*************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 6) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optSat1Unavail.Value = True
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optSat1Avail.Value = True
  nd If
  **********SUNDAY#1***************************
  frmAvailability1!datTimeOff.Recordset.MoveFirst
  done = 0
  o (frmAvailability1!datTimeOff.Recordset("ansos") = lblAnsos.Caption
  And frmAvailability1!datTimeOff.Recordset("requestdate") = Period + 7) Then
   If frmAvailability1!datTimeOff.Recordset("allday") = 1 Then
    frmAvailability1!optSun1Unavail.Value = True
   End If
   End If
   ls
  frmAvailability1!datTimeOff.Recordset.MoveNext
  nd If
  oop Until (frmAvailability1!datTimeOff.Recordset.EOF = True) Or (done = 1)
  f done = 0 Then
    frmAvailability1!optSun1Avail.Value = True
  nd If
frmA

frmA

frmA
ilabilityl!datTimeOff.Recordset.MoveFirst
tme = 0

    (frmAvailabilityl!datTimeOff.Recordset("ansos") = lblAnsos.Caption
And frmAvailabilityl!datTimeOff.Recordset("requestdate") = Period + 6) Then
If frmAvailabilityl!datTimeOff.Recordset("allday") = 1 Then
    frmAvailabilityl!optSat1Unavail.Value = True
    frmAvailabilityl!cmbSat1Reason.Text = frmAvailabilityl!datTimeOff.Recordset("reason")
done = 1
Else: frmAvailabilityl!optSat1Partial.Value = True
    frmAvailabilityl!txtSat1From.Text = frmAvailabilityl!datTimeOff.Recordset("begintimeoff
    frmAvailabilityl!txtSat1Until.Text = frmAvailabilityl!datTimeOff.Recordset("endtimeoff"
    frmAvailabilityl!cmbSat1Reason.Text = frmAvailabilityl!datTimeOff.Recordset("reason")
    done = 1
End If
nd If
op Until (frmAvailabilityl!datTimeOff.Recordset.EOF = True) Or (done = 1) done = 0 Then
rmAvailabilityl!optSat1Avail.Value = True
nd If

rmAvailabilityl.Show
rmEmployeeMenu.Hide

nd If
nd Sub
Private Sub cmdNext_Click()

' As String
' status, clinic, requestdate, timestart, timeend, reason, ansos, eligible
'
    Dim orderstatus As Integer
    Dim requestdate As String
    Dim timestart As String
    Dim timeend As String
    Dim reason As String
    Dim ansos As Integer
    Dim eligible As String
    Dim potential As Integer

    On Error Resume Next
    potential = 1
    orderstatus = datorders.Recordset("status")
    requestdate = datorders.Recordset("requestdate")
    timestart = datorders.Recordset("timestart")
    timeend = datorders.Recordset("timeend")
    reason = datorders.Recordset("reason")
    ansos = datorders.Recordset("ansos")
    eligible = datorders.Recordset("eligible")

    If orderstatus = 1 Then
        potential = 0
        Do
            If ansos = datorders.Recordset("ansos") And
               (timestart <= datorders.Recordset("timestart") And
                timeend >= datorders.Recordset("timestart") Or
                (timestart <= datorders.Recordset("timeend") And
                 timeend >= datorders.Recordset("timeend"))) Then
                potential = 0
            Else
                potential = 1
                End If
            Loop Until datorders.Recordset.EOF = True Or potential = 0
        End If

        If potential = 1 Then
            datorders.Recordset.MoveFirst
            Do
                If (datorders.Recordset("date") = requestdate And
                    (datorders.Recordset("filledby") = ansos) And
                    (timestart <= datorders.Recordset("timestart") And
                    timeend >= datorders.Recordset("timestart") Or
                    (timestart <= datorders.Recordset("timeend") And
                    timeend >= datorders.Recordset("timeend")))) Then
                    potential = 0
                Else
                    potential = 1
                    End If
                Loop Until (datorders.Recordset.EOF = True) Or potential = 0
            End If

            If potential = 1 Then
                dattimeoff.Recordset.MoveFirst
                Do
                    If (dattimeoff.Recordset("requestdate") = requestdate And
                        (dattimeoff.Recordset("ansos") = ansos) And
                        (timestart <= dattimeoff.Recordset("begintimeoff") And
                         timeend >= dattimeoff.Recordset("begintimeoff") Or
                         (timestart <= dattimeoff.Recordset("endtimeoff") And
                         timeend >= dattimeoff.Recordset("endtimeoff"))) Or
                         (dattimeoff.Recordset("allday") = 1)) Then
                        potential = 0
                    Else
                        potential = 1
                        End If
                    Loop Until (dattimeoff.Recordset.EOF = True) Or potential = 0
                End If
            End If
        End If
    Else
        potential = 0
    End If

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

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    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()

    Private Sub cmdNext_Click()
EnterClinicRequest - 2

potential = 1

datTimeOff.Recordset.MoveNext

If

Loop Until (datTimeOff.Recordset.EOF = True) Or potential = 0

If

(potential = 1 And datEmployeeInfo.Recordset("rn") = status) Then

failure = 0
If datEmployeeInfo.Recordset("perm") = "Regular" Then
    frmCandidates!lstPerm.AddItem datEmployeeInfo.Recordset("ansos") 
    & 
    datEmployeeInfo.Recordset("lastname") 
    & 
    datEmployeeInfo.Recordset("firstname")
Else
    frmCandidates!lstPerm.AddItem datEmployeeInfo.Recordset("ansos") 
    & 
    datEmployeeInfo.Recordset("lastname") 
    & 
    datEmployeeInfo.Recordset("firstname")
End If

End If

datEmployeeInfo.Recordset.MoveNext

loop Until datEmployeeInfo.Recordset.EOF = True

self reason = "Coverage" Then

End If

datEmployeeInfo.Recordset.MoveFirst

datOrient.Recordset.MoveFirst

Do
If (datOrient.Recordset("clinic") = clinic And 
datOrient.Recordset("ansos") = ansos) Then
    potential = 1
Else:
    datOrient.Recordset.MoveNext
    potential = 0
End If
Loop Until datOrient.Recordset.EOF = True Or potential = 1

potential = 1 Then

datOrders.Recordset.MoveFirst

Do
If ((datOrders.Recordset("date") = requestdate) And _
    (datOrders.Recordset("filledby") = ansos) And _
    ((timestart <= datOrders.Recordset("timestart") And _
     timeend >= datOrders.Recordset("timestart")) Or _
     (timestart <= datOrders.Recordset("timeend") And _
     timeend >= datOrders.Recordset("timeend"))) Then
    potential = 0
Else: potential = 1

End If

End If

If potential = 1 Then

End If

datTimeOff.Recordset.MoveFirst

Do

If ((datTimeOff.Recordset("requestdate") = requestdate) And _
    (datTimeOff.Recordset("ansos") = ansos) And _
    ((timestart <= datTimeOff.Recordset("begintimeoff") And _
    timeend >= datTimeOff.Recordset("begintimeoff")) Or _
    (timestart <= datTimeOff.Recordset("endtimeoff") And _
    timeend >= datTimeOff.Recordset("endtimeoff"))) Then
    potential = 0
Else: potential = 1

End If

End If
Public Class Form1
  Private Sub cmdCancel_Click()
    frmScheduleMenu.Hide
    frmWelcome.Show
  End Sub

  Private Sub cmdNext_Click()
    If optRegularRN.Value = True Then
      CurrentScheduleCalendar1.Value = Date
      frmCurrentSchedule.Show
      frmScheduleMenu.Hide
    End If
  End Sub
End Class
Private Sub Form_Load()
    Dim one As Integer
    atClinic.DatabaseName = App.Path & "\CSRdatabase.mdb"
    atClinic.Refresh
    atOrient.DatabaseName = App.Path & "\CSRdatabase.mdb"
    atOrient.Refresh
End Sub

Private Sub txtAnsos_Click()
    txtNewAnsos.Text = ""
    txtNewClinic.Text = ""
End Sub
Private Sub txtClinicName_Click()
    ClinicName.Text = ""
    tbClinics.Text = "(select clinic from list)"
End Sub

Private Sub txtNewAnsos_Click()
    txtNewAnsos.Text = ""
    txtNewClinic.Text = ""
    txtAnsos.Text = ""
    tbClinics.Text = "(select clinic from list)"
End Sub

Private Sub txtNewClinic_Click()
    txtClinicName.Text = ""
    txtAnsos.Text = ""
    txtNewClinic.Text = ""
    tbClinics.Text = "(select clinic from list)"
End Sub
Option Explicit

Private Sub cmbNames_GotFocus()
    xtNewAnsos.Text = ""'
    xtNewLastName.Text = ""'
    xtNewFirstName.Text = ""'
    xtAnsos.Text = ""'
    xtLastName = ""
End Sub

Private Sub cmdCancel_Click()
    frmUpdateEmployee.Hide
    frmWelcome.Show
    txtAnsos.Text = ""'
    xtNewAnsos.Text = ""'
    xtNewLastName.Text = ""'
    xtNewFirstName.Text = ""'
    xtLastname.Text = ""
    cmbNames.Text = "(select name from list)"
End Sub

Private Sub cmdNext_Click()
    Dim LastName, NewLastName, NewFirstName, AnsosCode, FirstName, _
        NewAnsosCode, WholeName, Query, status As String
    Dim CommaPos, line, x As Integer
    On Error GoTo Warning
    me = 0
    NewLastName = 0
    NewFirstName = 0
    AnsosCode = 0
    NewAnsosCode = 0
    If (txtNewAnsos.Text = "" And (Not txtNewLastName.Text = "" Or Not txtNewFirstName.Text = "")) Then O
    T
    Then
        MsgBox("You must enter the new employees's FULL name AND ansos code!!")
        Exit Sub
    End If
    If (txtNewAnsos.Text = "" And txtNewLastName.Text = "" And
        txtAnsos.Text = "" And txtLastName.Text = "" And txtNewFirstName.Text = "" And _
        (cmbNames.Text = "" Or cmbNames.Text = "(select name from list)")) Then
        MsgBox("You have not entered any information!!")
        Exit Sub
    End If
    '-----------------------------------------------
    If Not txtLastName.Text = "" Then
        LastName = txtLastName.Text
        Query = "lastname Like " & "/" & LastName & "/"
        datEmployee.Refresh
        datEmployee.Recordset.FindFirst Query
        mEmployeeInfo!datEmployee.Recordset("lastname") = LastName Then
            MsgBox("This employee does not currently exist:" & vbCrLf & _
                "Please check spelling and letter case!!")
        Exit Sub
    End If
    '-----------------------------------------------
    If (Not txtNewLastName.Text = "" And Not txtNewFirstName.Text = "" _
        And Not txtNewAnsos = "") Then
Dim LastName = txtNewLastName.Text
Dim FirstName = txtNewFirstName.Text
NewAnsosCode = txtNewAnsos.Text

Query = "ansos Like " & "" & NewAnsosCode & ""

datEmployee.Refresh
datEmployee.Recordset.FindFirst Query

dlmcCliniclnfo!datClinic.Recordset.FindFirst Query
If Not frmEmployeeInfo!datEmployee.Recordset("ansos") = NewAnsosCode Then
    frmEmployeeInfo!datEmployee.Recordset.AddNew
    frmEmployeeInfo!datEmployee.Recordset("ansos") = NewAnsosCode
    frmEmployeeInfo!datEmployee.Recordset("lastname") = NewLastName
    frmEmployeeInfo!datEmployee.Recordset("firstname") = NewFirstName
    frmEmployeeInfo!datEmployee.Recordset.Update
    NewAnsosCode = txtNewAnsos.Text
End If

Query = "ansos Like " & "" & NewAnsosCode & ""

datEmployee.Refresh
datEmployee.Recordset.FindFirst Query

Else: MsgBox ("This employee already exists." & vbCrLf & 
    "Please check spelling and letter cases!!")
End If

End If

If Not txtAnsos.Text = "" Then
    AnsosCode = txtAnsos.Text
    Query = "ansos Like " & "" & AnsosCode & ""
    datEmployee.Refresh
datEmployee.Recordset.FindFirst Query

Else:
    MsgBox ("This employee does not currently exist:" & vbCrLf & 
    "Please check spelling and letter case!!")
End If

End If

If Not ((cmbNames.Text = "") Or (cmbNames.Text = "")) Then
    line = cmbNames.ListIndex
    WholeName = cmbNames.Text
    CommaPos = InStr(1, WholeName, ",")
    LastName = Trim$(Left$(WholeName, CommaPos - 1))
    FirstName = Trim$(Mid$(WholeName, CommaPos + 1))
    status = 1

    frmEmployeeInfo!datEmployee.Recordset.MoveFirst
    Do
        If (LastName = frmEmployeeInfo!datEmployee.Recordset("lastname") And _
            FirstName = frmEmployeeInfo!datEmployee.Recordset("firstname") ) Then
            status = 0
        Else: frmEmployeeInfo!datEmployee.Recordset.MoveNext
    End If
    Loop Until status = 0 Or frmEmployeeInfo!datEmployee.Recordset.EOF = True

    If Not (frmEmployeeInfo!datEmployee.Recordset("lastname") = LastName Or _
        frmEmployeeInfo!datEmployee.Recordset("firstname") = FirstName) Then
        MsgBox ("This employee does not currently exist:" & vbCrLf & 
            "Please check spelling and letter case!!")
    End If
End If
DataOrient.Recordset.MoveNext
Do
If (DataOrient.Recordset("ansos") = frmEmployeeInfo!DataEmployee.Recordset("ansos")) Then
    frmEmployeeInfo!lstOrientation.AddItem DataOrient.Recordset("clinic")
End If
DataOrient.Recordset.MoveNext
Loop Until DataOrient.Recordset.EOF = True
End Sub
End Sub
End Sub
Private Sub Form_Load()
DataEmployee.DatabaseName = App.Path & ";CSRdatabase.mdb"
DataEmployee.Refresh
End Sub
Private Sub txtAnsos_Click()
  txtNewAnsos.Text = ""
  txtNewLastName.Text = ""
  txtNewFirstName.Text = ""
  txtLastName.Text = ""
  mbNames.Text = "(select name from list)"
End Sub
Private Sub txtLastName_Click()
  txtAnsos.Text = ""
  txtNewAnsos.Text = ""
  txtNewLastName.Text = ""
  txtNewFirstName.Text = ""
  mbNames.Text = "(select name from list)"
End Sub
Private Sub txtNewAnsos_Click()
  txtAnsos.Text = ""
  txtLastName.Text = ""
  mbNames.Text = "(select name from list)"
End Sub
Private Sub txtNewLastName_Click()
  txtAnsos.Text = ""
  txtLastName.Text = ""
  mbNames.Text = "(select name from list)"
End Sub
Private Sub txtNewFirstName_Click()
  txtAnsos.Text = ""
  txtLastName.Text = ""
  mbNames.Text = "(select name from list)"
End Sub
Private Sub cmdNext_Click()
    Dim count, k As Integer
    Dim employeeArray(0 To 100), ClinicArray(0 To 100) As String

    If optClinicInfo = True Then
        frmWelcome.Hide
        frmUpdateClinic!datClinic.Recordset.MoveFirst
        frmUpdateClinic!cmbClinics.Text = "(select clinic from list)"
        count = 0
        ClinicArray(count) = frmUpdateClinic!datClinic.Recordset("name")
        frmUpdateClinic!datClinic.Recordset.MoveNext
        count = count + 1
        While Not frmUpdateClinic!datClinic.Recordset.EOF
            ClinicArray(count) = frmUpdateClinic!datClinic.Recordset("name")
            frmUpdateClinic!cmbClinics.AddItem ClinicArray(k)
            k = k + 1
        Wend
        frmUpdateClinic.Show
    End If

    If optEmployeeInfo = True Then
        frmUpdateEmployee!datEmployee.Recordset.MoveFirst
        frmUpdateEmployee!cmbNames.Text = "(select name from list)"
        count = 0
        EmployeeArray(count) = "" & frmUpdateEmployee!datEmployee.Recordset("lastname") & ", " & frmUpdateEmployee!datEmployee.Recordset("firstname")
        frmUpdateEmployee!datEmployee.Recordset.MoveNext
        count = count + 1
        While Not frmUpdateEmployee!datEmployee.Recordset.EOF
            EmployeeArray(count) = "" & frmUpdateEmployee!datEmployee.Recordset("lastname") & ", " & frmUpdateEmployee!datEmployee.Recordset("firstname")
            frmUpdateEmployee!cmbNames.AddItem EmployeeArray(k)
            k = k + 1
        Wend
        frmUpdateEmployee.Show
    End If

    If Not frmWelcome.Invisible And Not frmUpdateEmployee.Invisible Then
        frmWelcome.Hide
        frmUpdateEmployee.Show
    End If
End Sub
Welcome to CSR Ambulatory Care Schedule Maker!

Please select one of the following options:

- Update/View Employee Information and Availability
- Update/View Clinic Information
- Fill/Cancel Clinic Request
- View a Schedule
- View Statistical Information
Select A Clinic

For Current Clinics:

Please enter one of the following:

Clinic Name: 

-or-

Clinic ANSOS Code: 

-or-

[select clinic from list]

To Add A New Clinic:

Please enter all of the following:

Clinic Name: 

Clinic ANSOS Code: 

Cancel Next
Information For: (clinic name)

Please Select One of the Following:

- Enter A Request For Coverage
- Cancel A Request For Coverage
- Find CSP Candidates For Clinic Orientation
- ..........

Back  Next
Results of Clinic Request For Coverage

Employees Oriented to [Clinic Code] and Available on [MM/DD/YY] from [00.00a] until [00.00p]

[Blank box for Permanent Employees]  [Blank box for Temporary Employees]

[Back - Modify Request]  [Cancel - Don't Save Changes]  [Assign Coverage to Highlighted Employee]
Employee Information

For Current Employees:

Please enter one of the following:

Employee's Last Name: [Box]

or

Employee's MECS Number: [Box]

[Select name from list] [Box]

For New Employee:

Please enter the following:

Employee's First Name:

Employee's Last Name:

Employee's MECS Number:

[Box] [Box] [Box]

[Cancel] [Next]
Information For:  (name)

Please Select One of the Following:

- [ ] Current Employment Status
- [ ] Current Date of Birth
- [ ] Current Occupation
- [ ] Current Employment History
- [ ] Current Employment Details
- [ ] Current Employment Information
- [ ] Current Employment Status

Cancel  Next
WEEK 1 of Schedule Period: (period)

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Available All Day
Unavailable All Day
Unscheduled

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For further information regarding Visual Basic topics (Tutorials, Contacts, or Basic information, etc.), please consult the following webpage:

http://msdn.microsoft.com/vbasic/default.asp