Determining staffing needs can be challenging because the workload of nurses and the time required to provide patient care depend on multiple factors, including patient characteristics such as age, comorbidities, current non-oncology medications and treatment regimen; nurse competency; differing physician practices; and the volume of patients requiring care. Given the variables, providing appropriate staffing patterns is critical for the delivery of optimal patient care.

In 2001, the Oncology Nursing Society (ONS) examined staffing issues by surveying nurses and nurse executives about their practice settings, perceptions on staffing, budgeting, and remedies to cope with staffing in a two-part series (Lamkin, Rosiak, Buerhaus, Mallory, & Williams, 2001, 2002). Differences in staffing outpatient and inpatient settings were observed. Respondents (N = 494) believed that hospital stays were shorter, the amount of paperwork for nurses had increased, and patient acuity had risen. Outpatient nurses reported caring for more patients and having more delegated tasks than inpatient nurses. Differences also were found between nurse executives and nurses regarding actual and perceived staffing and quality of care. Almost all respondents believed that too few nurses are providing care in the United States.

In 2004, ONS completed another survey of its members to determine aspects of care for nurses who were practicing in ambulatory care and office settings (Ireland, DePalma, Arneson, Stark, & Williamson, 2004). Key issues related to practice, such as staffing and safety that needed to be addressed, also were identified. Respondents (N = 325) confirmed that ambulatory or office nurses are faced with increasingly complex clinical care environments and have a broad range of responsibilities. More than 80% of respondents did not use any kind of patient acuity assessment to assist with staffing decisions; instead, they based staffing on patient volume and number of treatments provided.

The purpose of this article is to describe the development of an acuity tool for staffing based on the complexity of patient treatments in an ambulatory oncology setting. The desired outcomes of the implementation of the tool were to improve use of nursing resources and to increase nurse satisfaction and retention.

The ambulatory oncology setting discussed in this article is a large, private oncology practice. At the time of the development of the acuity tool, the practice included 11 clinics across southeastern Wisconsin. Sixteen practicing physicians and approximately 60 nurses, including an internal float pool of 5 nurses who worked throughout the 11 clinics, served patients...