

# **Automatic Work Scheduling Software Schedule Nurse III Tutorial**



Jun.20.2020 Sugawara Systems



#### Structure of the document

■ <u>Sample operation video</u>

Get a feel for how to use the program

#### ■ Tutorial

The main part of the document. It outlines the usage method of the program using real-world examples. As you go through the tutorial, try the same things in the program yourself.

#### ■ User manual

This part explains the usage method for each item. Please refer to the necessary sections.

- <u>Advanced user manual</u>
  This explains advanced usage methods.
- A manual for constraint programming in Python

  This is a programming manual for more advanced users.



#### Sample operation video

Watch this <u>video</u> of the program in action to get a feel for how to use it. The important thing to remember is that the shift work schedule is created by constraints. These are the three main points:

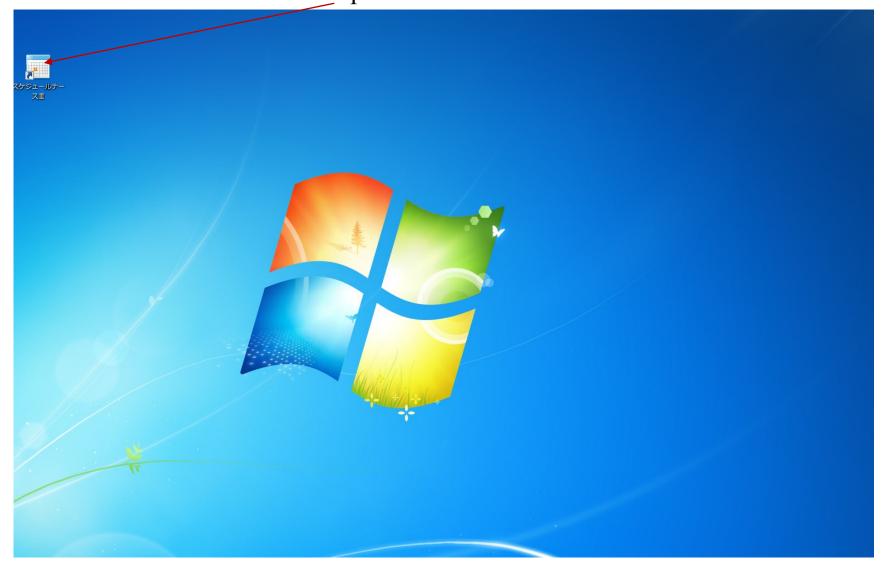
- Constraints are created by people.
- The program calculates the solution that satisfies the constraints.
- Optimization is adjusted by weight.

Let's start with a simple example and gradually move on to more complex examples with the tutorial (designed to teach you the basics by having you operate the software as shown in it yourself).

In this tutorial, we will use a two-shift work schedule as an example to explain the main points described above.



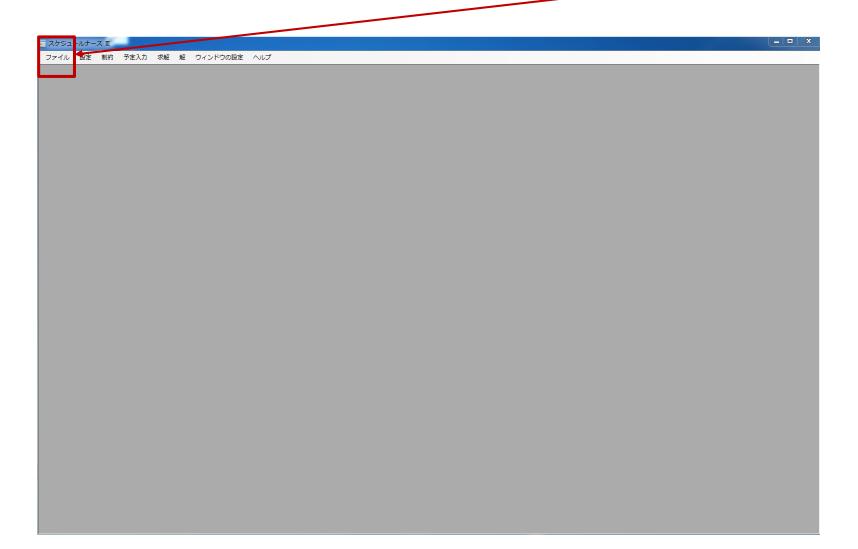
Double-click the icon on the desktop.





### The screen after launching the program

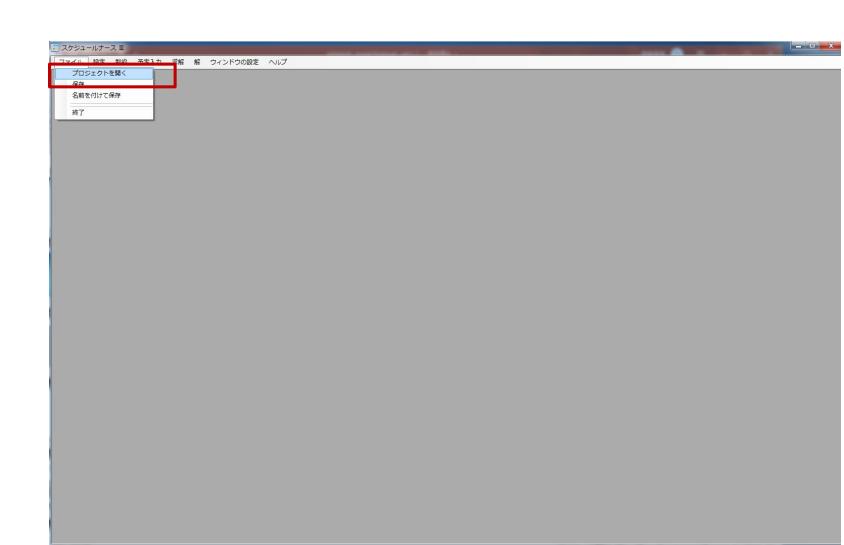
This is the screen just after launching the program. Click "File."





# Loading a project file

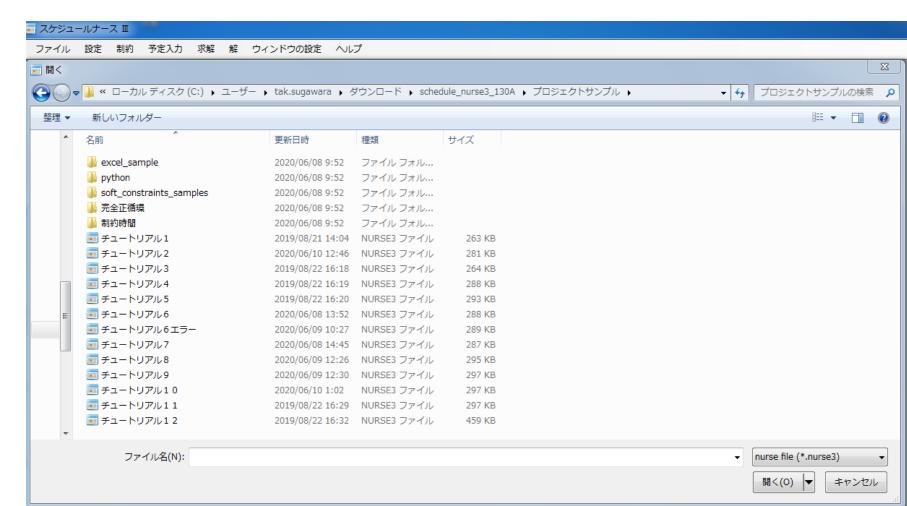
Click "Open project"





# Loading a project file 2

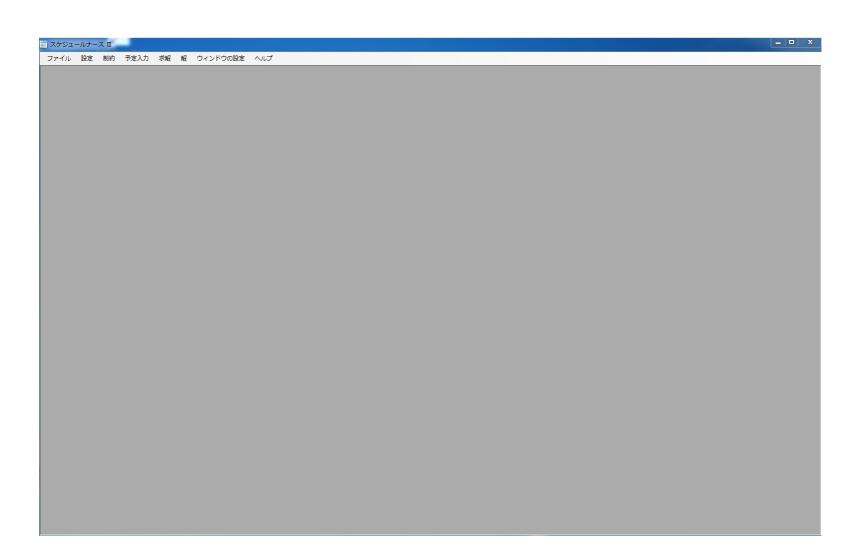
Open the folder where you installed the software and the folder "Project Samples" in it. In this folder, you will find the sample project files 1 through 12 meant for practice. Double-click on Tutorial 1.





# The screen after loading a project

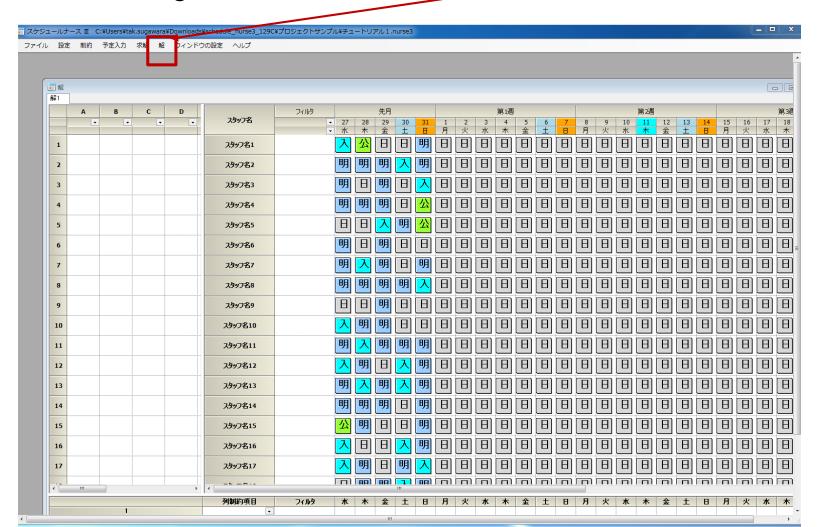
This is the screen just after loading a project.





#### Loading the "Solution" screen

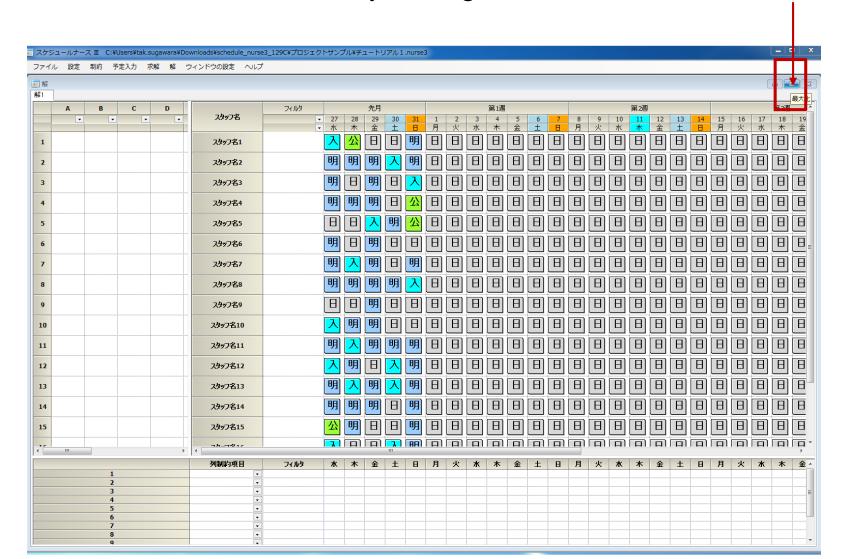
The loaded project file contains a solution. Click on "Solution" and you will see the following screen.





#### Maximizing the "Solution" screen

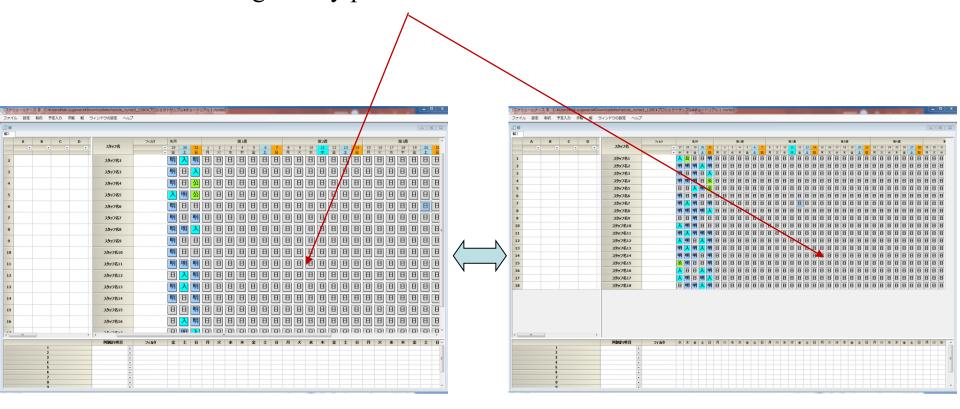
You can maximize the screen by clicking here.





# How to operate the "Solution" screen

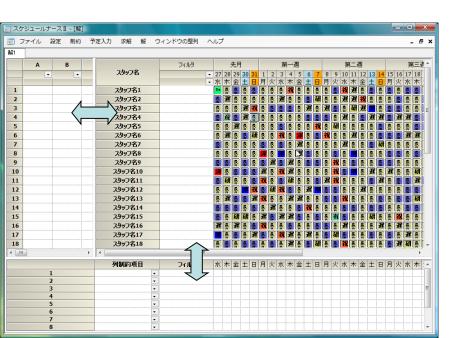
You can toggle between zooming in and out by doubleclicking on any point on the "Solution" screen.

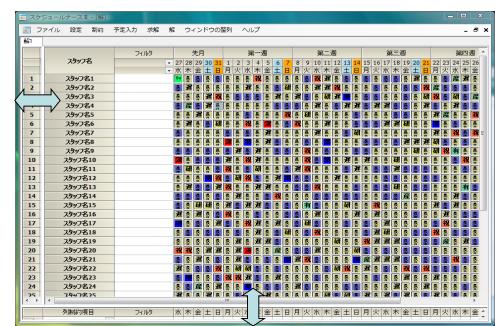




# Changing the screen layout

You can change the layout as shown below.



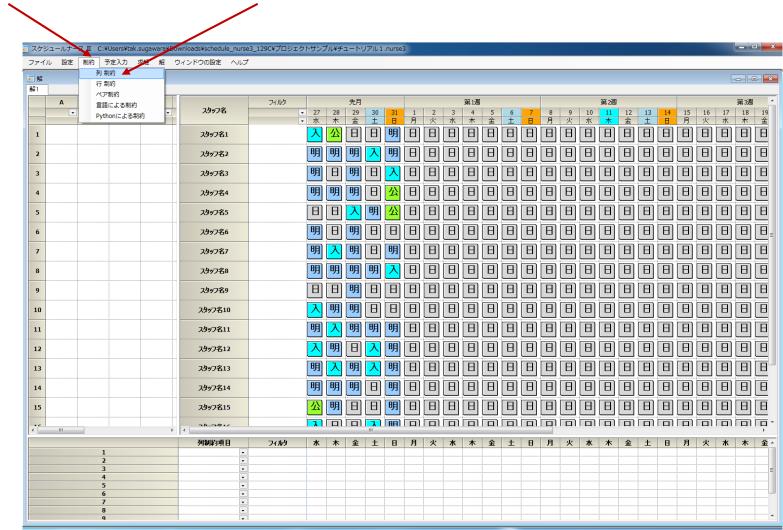




#### Column constraints

There is only one constraint in this project. Let's take a look.

Click "Constraints" → "Column constraints"





#### Column constraints 2

This is the next screen. There is one constraint written. "Enforcement test" is an arbitrary user-specified name for the constraint. The meaning of the constraint is

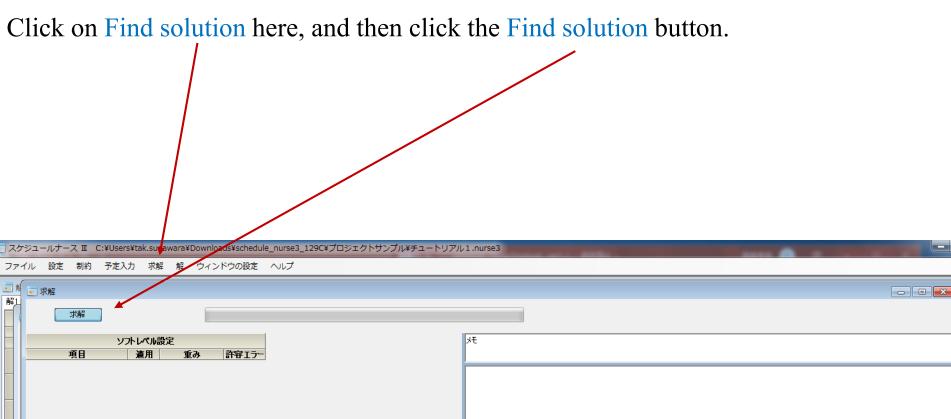
- [this month],
- for [all employees],
- for [day shifts],
- perform [shift enforcement]

It's not that hard after all!





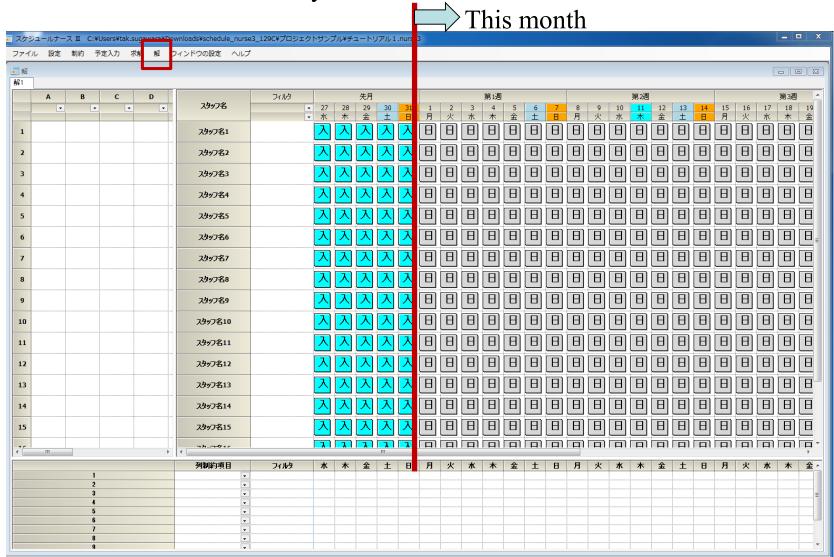
# Finding the solution





#### The screen after finding the solution

Indeed, all staff members worked the day shift this month.





# Turning column constraint groups on and off

There is only one column constraint here, but you can also write multiple column constraints. The column constraints on this page are called Column Constraint Group 1. (You can name the group however you want.)

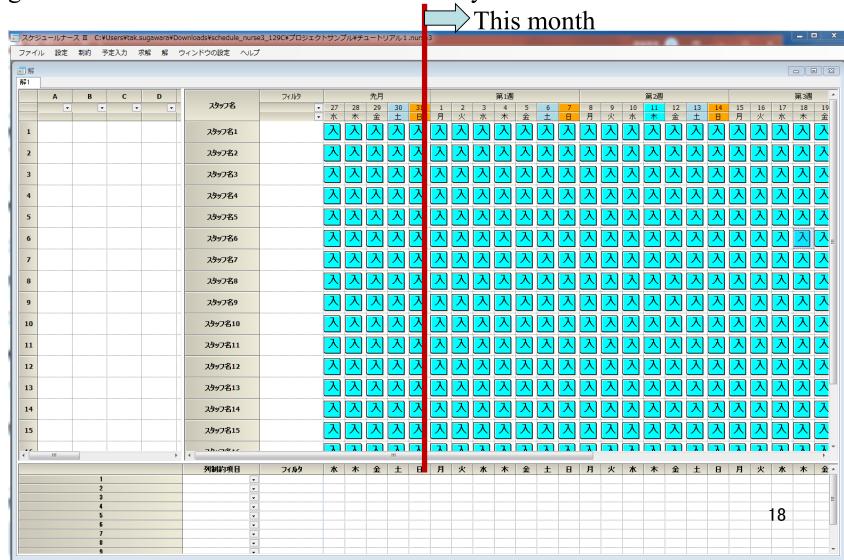
You can also turn off the constraint on the enforcement test itself by clicking to remove the check mark from the "Apply" box. Let's try it out. Click "Apply." Let's try to <u>find the solution</u> again and see how it changes.





#### The "Find solution" screen without constraints

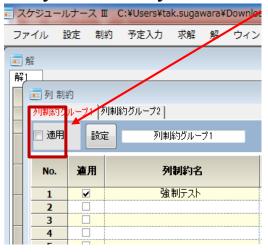
It is no longer true that all staff members are on the day shift this month.



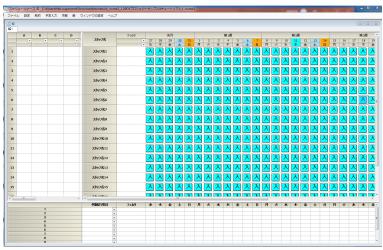


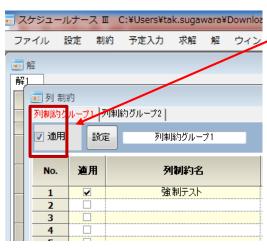
### The difference between having a constraint or not

There is a change in the way the solution appears depending on whether there is a constraint or not. Try and see it yourself.



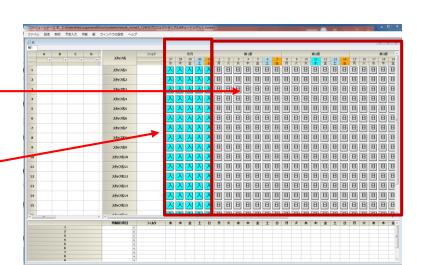
It is not clear what is going to get assigned when there are no constraints. The right screen just happened to turn out like this, and it might have turned out differently depending on the environment.





constraint, all staff
members work the day
shift this month.
However, there was noconstraint for the month
before, so we cannot
predict what will get
assigned.

When there is a





#### When you don't place constraints

You cannot predict what gets assigned. In other words, you cannot control it. You have to place some constraints (since there is nothing to control it). We state this again, as it is especially important.

You cannot predict what will be assigned to you if you don't have any constraints in place. You will get an arbitrary assignment.



#### Turning individual constraints on and off

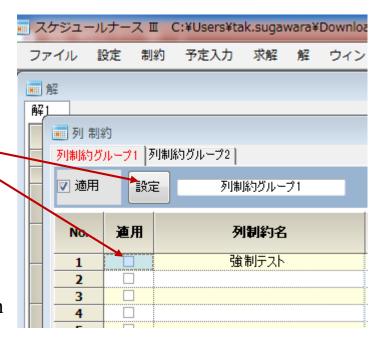
To turn off individual constraints, uncheck the "Apply" box and click the "Set" button.

To turn on individual constraints, check the "Apply" box and click the "Set" button.

Note that your settings won't be saved if you don't click the "Set" button.

(This applies for all constraints that appear later on as well.)

As with groups, check how turning individual constraints on and off works by finding solutions for them.





■ 解

1

2

#### Tutorial 2 Changing staff member names

Click on Settings→ Staff Definitions→ Staff Definitions→ Staff Name 1. Click again to remove the blue color and make it editable. Try typing in any name.

- •After clicking the "Set" button, try to find a solution.
- •See for yourself that the staff member names change during the Solution screen.

求解 解

フィルタ

予定入力

スタッフ名

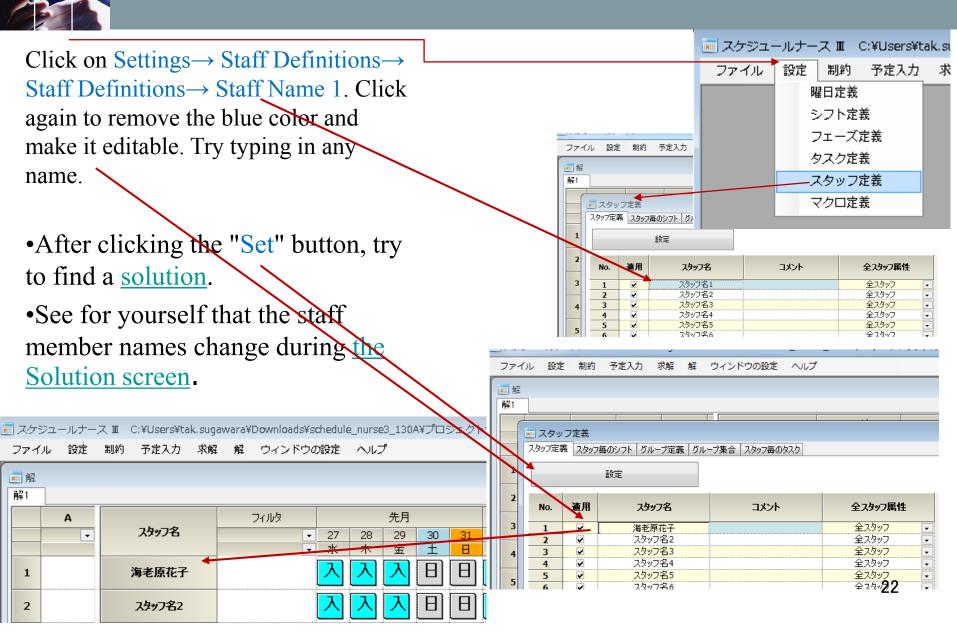
海老原花子

スタッフ名2

ウィンドウの設定 ヘルプ

27

先月



#### Tutorial 2 Adding shifts

Go to Settings → Shift Definitions → right click inside the Shift Definitions table and a menu will appear. Add a row.

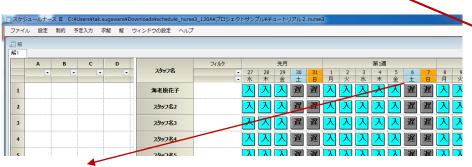
We added a late shift to try it out.

If you look at the column constraints after clicking the Set button, you will see the late shift we just added in a shift type column.

See for yourself that <u>finding a solution</u> after you click the <u>Set</u> button produces a different solution.







The reason it says "late" for Saturday and Sunday is because the weekday type is set to weekend. (described later)





#### Tutorial 3 Cardinal number constraints

A constraint where a number is counted is called a cardinal number constraint. For example, this is the constraint we use where there are 2 staff members on the night shift. Tutorial 3 shows an example of a cardinal number constraint. Let's open the column constraint from Tutorial 3.



The constraint type is the maximum and minimum staff number. Both are set to 2, so this instruction means

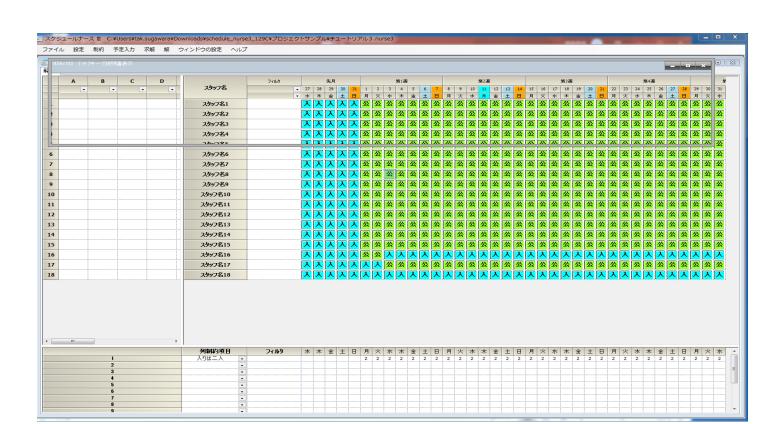
- [this month],
- for [all staff members],
- set the [night shift]
- for 2 people.

Let's check it by <u>finding a solution</u>.



#### The solution for Tutorial 3

We can see that we have only 2 people this month. The constraint is natural since 2 people are on the night shift. The solution on the screen is focused on the 2 staff members in the lower part. This is due to the phenomenon we <u>described before</u>. It may differ from your screen. The only constraint that is now in place is for 2 people in the night shift. If the constraint is met, the software is working properly.





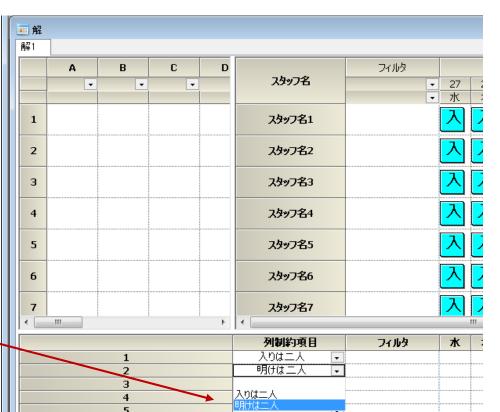
#### Tutorial 3 Adding a column constraint

Add the following statement to secure two people for the day after the night shift.



Click on the Set button and then <u>find a</u> solution.

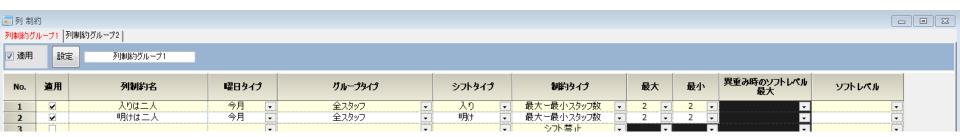
The number of people for the day after the night shift is displayed when you set the section for two people.





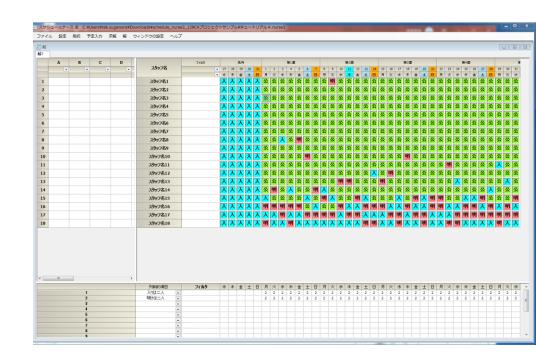
#### Tutorial 4

Open Tutorial 4 and find a solution. If you look at the column constraints, you can see that two people are assigned for both the night shift and the day after.



The picture on the right is the screen after finding a solution.

The pattern of night shifts is explained in <u>two-shift patterns</u>.





# Defining the group type

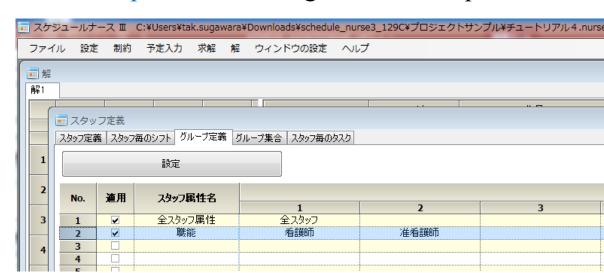
We will add a constraint that makes it so that, out of nurses and assistant nurses, at least one nurse is included in night shifts. Currently, the only group type option is "all staff members." This is an explanation of how to show the "nurse" and "assistant nurse" types.

三列制	ħ										_
列制約グ	ループ1 月	<b>刊制約グループ2</b>		<u> </u>							
☑ 適用	設定	列制約グループ1									
No.	連用	列制約名	曜日タイプ	グループタイプ	シフトタイプ	制約タイプ	最大	最小	異重み時のソフトレベル 最大	ソフトレベル	
1	V	入りは二人	今月 ▼	全スタッフ・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・・	入り 🕝	最大一最小スタッフ数	<b>→</b> 2	2 -		•	
2	V	明けは二人	今月 ▼	<u>全スタッフ</u>	明け 🔻	最大一最小スタッフ数	2	- 2 -	<u>-</u>	<u> </u>	
3			7	全スタッフ	7	シル禁止	-	,	<b>-</b>	-	

Go to Settings → Staff Definitions → Group Definitions to get to the Group

Definitions screen.

Enter the information as shown in the blue part on the right, then click the Set button.





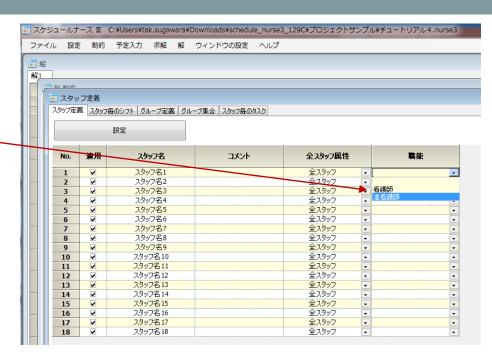
### Defining the group type 2

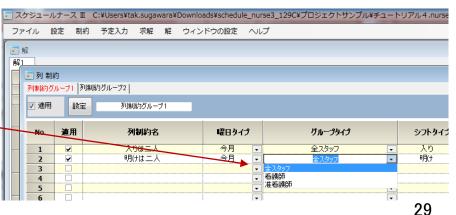
If you look at the Staff Definitions page, you'll see that an attribute section called Functions has been added and that you can select it.

With this, you can set up each staff member. You can leave it blank for those who do not fall into this category (e.g. administrators).

There is now a selection for group types in column constraints as well.

This way, you can create whichever group attributes you want. You can select only those who have the attribute and apply the constraint to them.







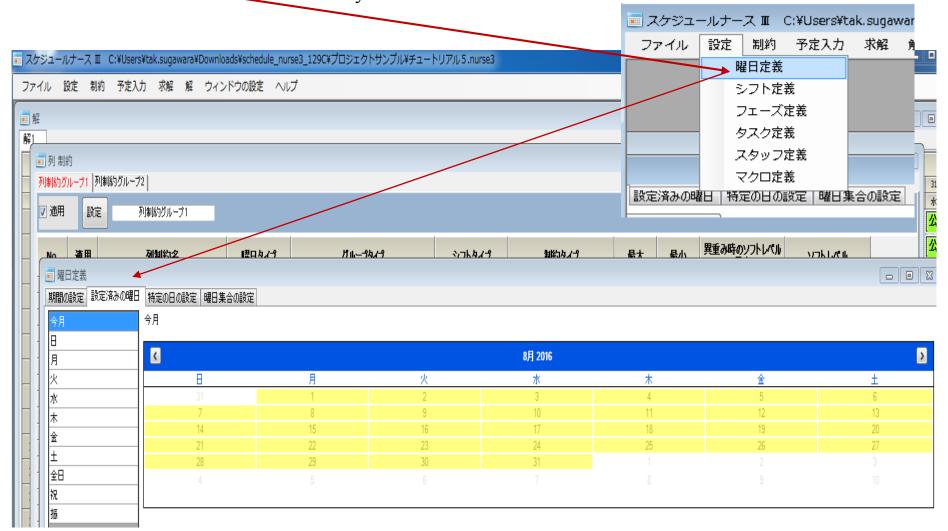
Open Tutorial 5 and its column constraints. "Nurses - night shift and the day afterwards - at least one" is a constraint that we added on the previous page.

■ 列 制約	9									
列制約グル	レープ1 列道	制約グループ2								
☑ 適用	設定	列制約グループ1								
No.	渔用	列制約名	曜日タイプ	グループタイプ	シフトタイプ	制約タイプ	最大	最小	異重み時のソフトレベル 最大	ソフトレベル
1	<b>V</b>	入りは二人	今月 •	全スタッフ [	<ul><li>入り</li></ul>	最大一最小スタッフ数 🔻	2 🔻	2 -	_	▼
2	<b>.</b>	明けは二人	今月 •	全スタッフ [	■ 明け  ■  ■ ■ ・  ■ ・  ■ ・  ■ ・  ■ ・  ■ ・  ■	最大一最小スタッフ数 🔻	2 🔻	2 🔻	₹	
3	V	入り看護師一人以上	今月 ▼	202-11	<ul><li>入り</li></ul>	最大一最小スタッフ数 🔻		1 -	-	-
4	v	明け看護師一人以上	今月 ▼	看護師	● 明け	最大一最小スタッフ数 🔻		1 -	₹	
5	v	平日日勤者10名以上	稼働日	全スタッフ	- 日勤 -	最大一最小スタッフ数 🔻		<b>1</b> 0 🔻	·	•
6	V	休日日勤者5名以上	休日 🔻	全スタッフ	→ 日勤 →	最大一最小スタッフ数		5 🔻	<b>-</b>	-
7					<b>-</b>	シ가 <u>禁止 ▼</u>	<u>~</u>	▼	<u> </u>	₹
8	П		<b>-</b>	T	<b>-</b>	→ 万水禁止 🖵	Ţ	-	Ţ	-

The new constraint is the day shift. An additional constraint is applied which makes it so that there are at least 10 people on working days and at least 5 on weekends. Let's see how to set the days of the week, such as working days and weekends.



You will see the following by clicking on Settings → Weekday Definitions → Set Weekdays → Current Month. The section marked in yellow is the definition of the month.

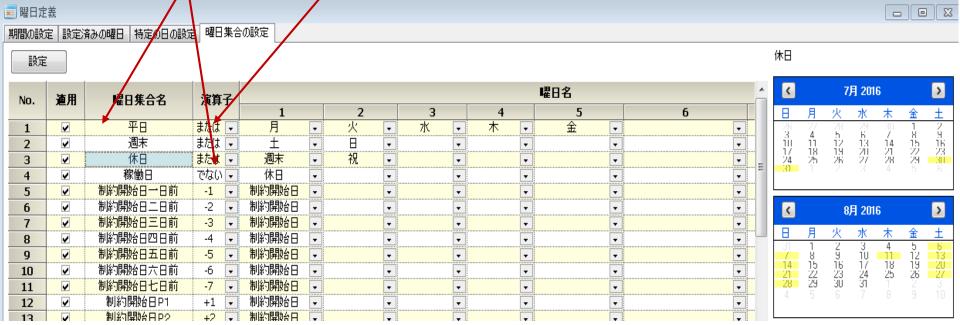




See the definition of a weekday. A weekday can be Monday, Tuesday, Wednesday, Thursday, or Friday. This is how the operator OR works. Weekends mean Saturday or Sunday. Days off are weekends or holidays. Using holidays, which we just defined, we can define the working days (patient treatment days). Working days (patient treatment days) are the opposite of holidays, so we use the NOT operator. In this way, the user can create any day of the week by themselves. Don't forget to click on the Set button after you've made changes.

You can tell if your

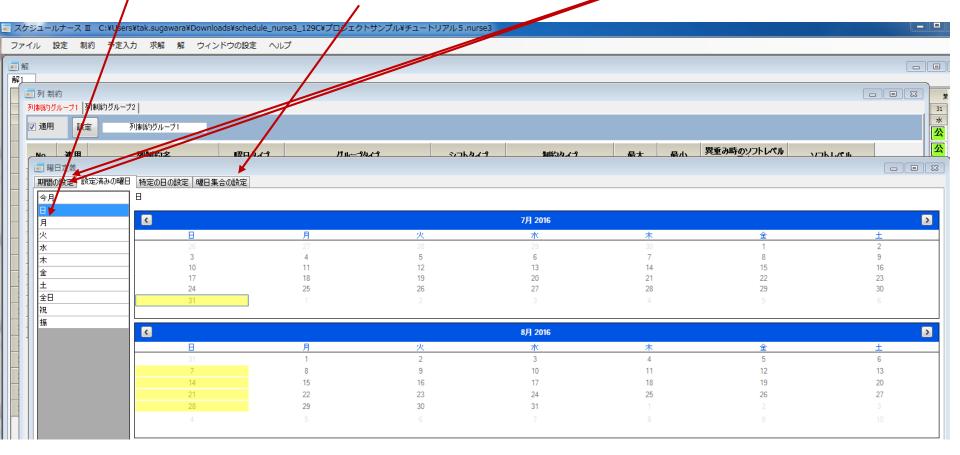
You can tell if your weekday definition is correct by looking at the calendar.





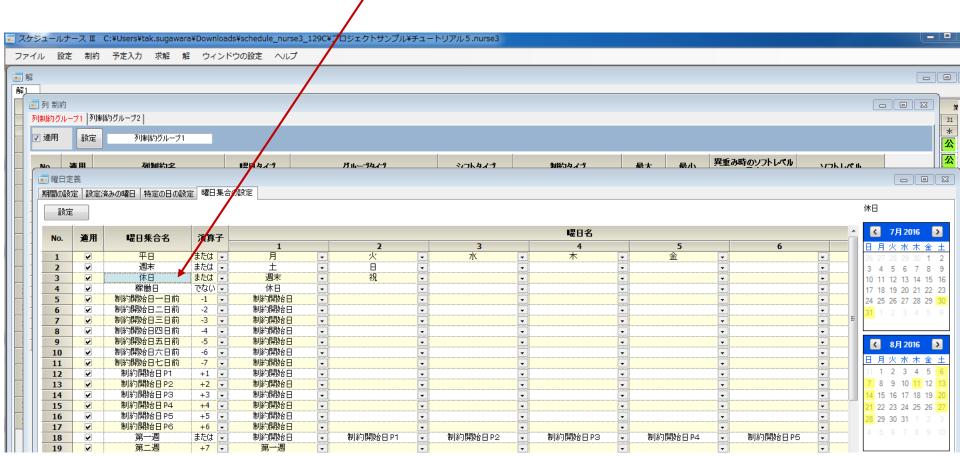
Click on Sunday. The calendar is displayed.

These weekdays are automatically determined when you set up a time period and cannot be changed. On the other hand, the user can freely define the weekdays set by weekday groups, such as working days and days off.





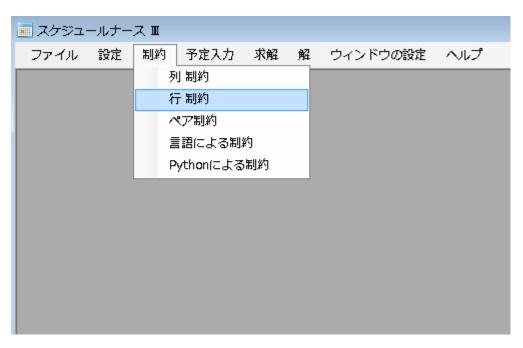
Click on Weekday Group Settings → Days Off to see the following. Likewise, you can click on Working Days... The yellow on the calendar represents that definition.





#### Tutorial 6 Row constraints

Open Constraints → Row Constraints.





#### Tutorial 6 Two-shift patterns

Open Constraints  $\rightarrow$  Row Constraints  $\rightarrow$  Two-Shift Patterns.

2交代パタ	ン   夜	勤数公休数   平準化   連休														
☑ 適用	<b>三</b> 安:	定 2交代パターン		3 明 入 公												
		行制約名	曜日タイプ	グループタイプ	制約タイプ	シフトパターン									ソフトレベ	シフトパターン[0]の曜日タ
No.	連用					0	1	2	3	4	5	6	最大	最小	11	17
1	~	入りの後は明け	制約開始日1日 前から	全スタッフ・	パターン禁止・		☑ 明						-	-	_	<u> </u>
2	¥	明けの前は、入り	制約開始日1日 前から	全スタッフ・	パターン禁止・	☑【入	- 明	] 🗆					-	-	_	
3	•	明けの後は公休	制約開始日1日 前から	全スタッフ・	パターン禁止	□圆	☑ 🔼						-	-	_	
4			_	_	パターン禁止 ▼								-	Ŧ	_	_
-					10h. N.## I	l <sub></sub>	Ы	Ы	П	Ы	Ы	ПП				

Three constraints are defined, and these three constraints form the basic two-shift pattern of

Night-shift  $\rightarrow$  The day after  $\rightarrow$  Day off

The user usually almost never has to change these settings, so you can leave them as is.

"∨" means "except." The first constraint forbids all but "Night shift → The day after," so "The day after" is enforced after "Night shift." The second constraint forbids all but "Night shift" before "The day after," so "Night shift ← The day after" is enforced. The third restriction forbids all but public holidays after "The day after," so "The day after → public holiday" is enforced. 36



# Tutorial 6 Number of night shifts and public holidays

Open Constraints → Row Constraints → Number of Night Shifts and Public Holidays...



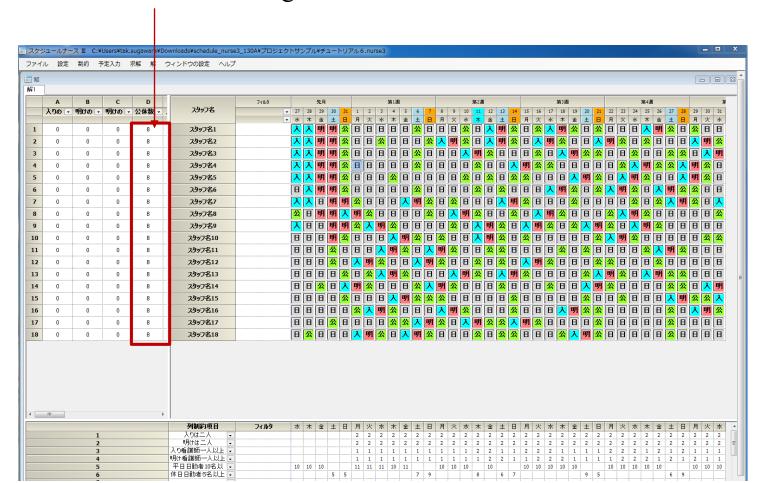
This is a command which allocates nine public holidays for all staff members this month, and assigns 3-5 night shifts for all staff members this month.



#### Tutorial 6 Changing the number of night shifts and public holidays

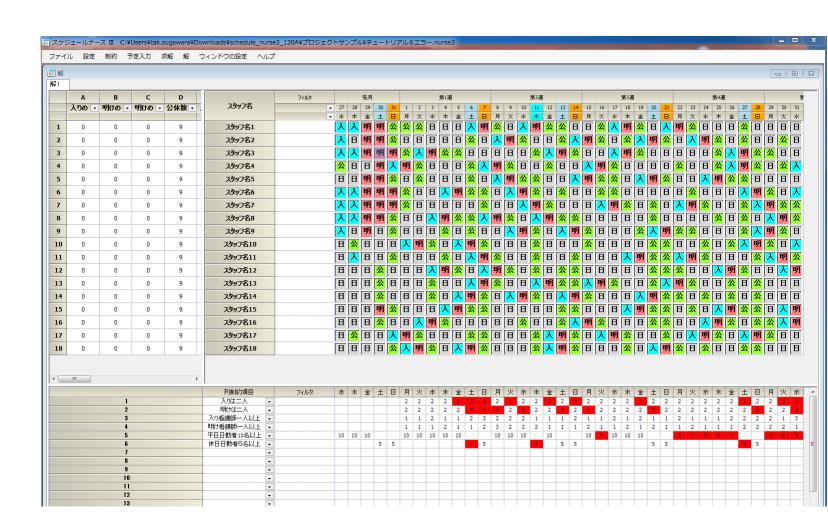
Let's try to change the number of public holidays to 8 and <u>find a solution</u>. Don't forget to click on the <u>Set</u> button.

Make sure that the number is 8 after finding the solution.





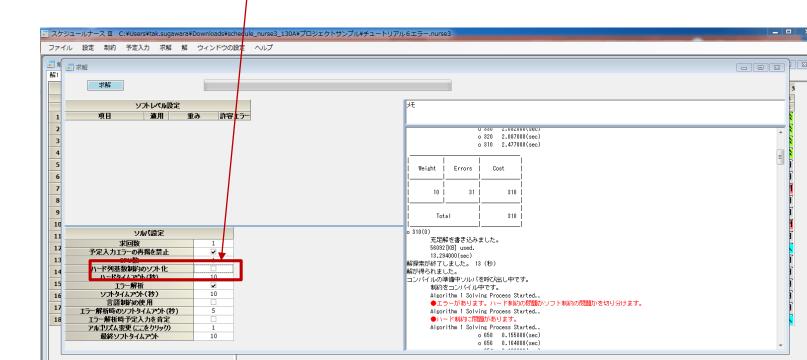
Open Tutorial 6 - Error and try to <u>find a solution</u>. You can see that there are many areas marked in red, as shown below.





Now uncheck the softening of the hard column constraints and <u>find a solution</u>. It will take some time, but it will show an error, as on the screen on the bottom right. Softening the hard column constraints will give us a solution, but it may not necessarily be the solution the user intended.

If column constraints frequently show red areas, we can <u>find a solution</u> after unchecking the softening of hard column constraints to discover their true cause.

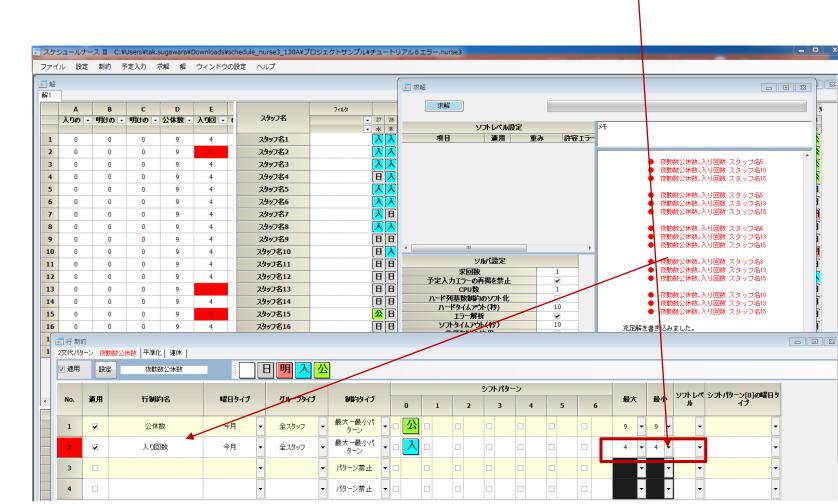




If you look at the lower right-hand side of the solution page, you will see "Number of night shifts, public holidays, night shift entries, staff members..." Double-click on the red line to open the constraint in question.

In fact, the only difference between this project and the previous one is that the number of night shift entries is set to 4. Set it

to a maximum of 4 and a minimum of 3 and make sure that there is a solution.





• This result shows that it is physically impossible to have everyone do 4 night shifts.

(For more information on how to calculate physical limits, see this <u>video</u>.)

- We want to make everyone equal from the perspective of load leveling, but in reality, we need to give it some play, somewhere,
- as an inequality constraint.
- It is clear from the results on the right that in this example, more than 3 times and less than 4 times is an appropriate constraint.
- Thus, it is important to adjust the constraints while looking at the solution.





### Tutorial 6 Error Summary

- If you see many red areas in a column constraint, suspect a hard constraint violation.
- Uncheck the softening of hard column cardinal number constraints, find the solution, and discover the cause.
- Rework or soften (see below) the hard constraints.
- A single constraint violation can lead to errors in unexpected places. In constraint design, it is important to make sure that there is a solution after you have written one constraint.
- Don't panic even if there is no solution. There not being a solution is often the result of a conflict between two constraints. Let's get to the cause and brush up on constraints.

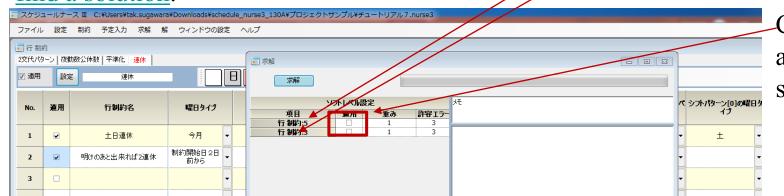


#### Tutorial 7

Open Constraints  $\rightarrow$  Row Constraints  $\rightarrow$  Consecutive Holidays.



This constraint is a soft constraint. A soft constraint is a constraint with a number from 1 to 7 in the soft level section. For now, check the Apply box, click the Set button, and find a solution.

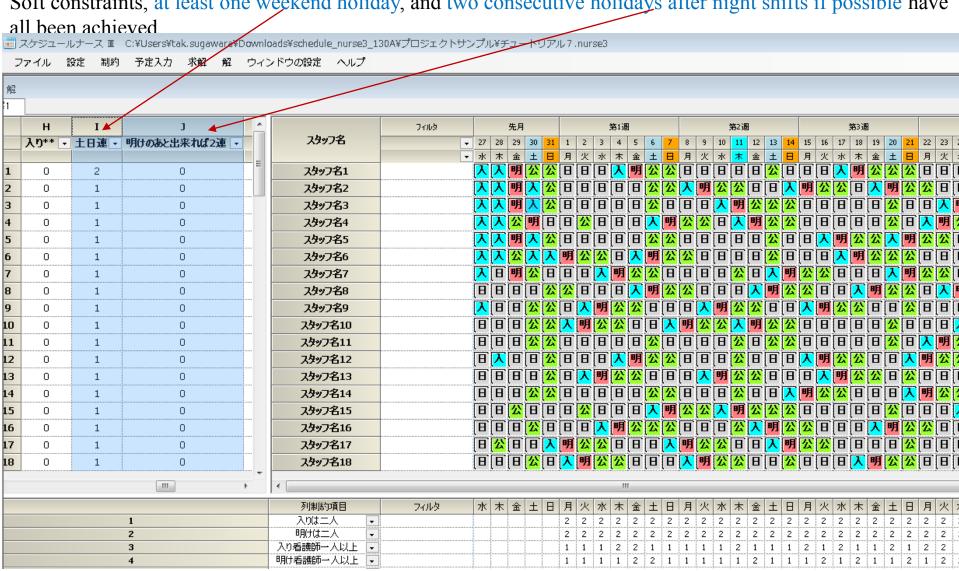


Check "Apply" and find a solution.



#### Tutorial 7 The result of applying software constraints

Soft constraints, at least one weekend holiday, and two consecutive holidays after night shifts if possible have





### Tutorial 8 The meaning of soft constraints

You will get the following result if you find a solution. You can set the weight for soft constraints. The larger the weight, the higher their priority. For example, if the weight is set to 10, its priority is increased tenfold compared to a weight of 1.





# Tutorial 8 The meaning of soft constraints 2

Constraints that are not soft are called hard constraints. Hard constraints must be applied. At the same time, they must be constraints that can actually be applied. You will not get a solution if there is even one non-applicable constraint among the hard constraints. In such situations, you can avoid having no solution by turning hard constraints which may not be applicable to soft ones.

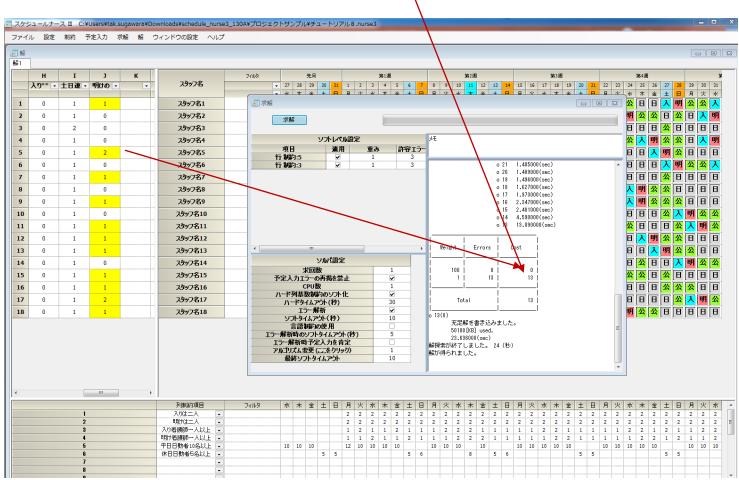
Once you know whether it is a two- or a three-shift pattern, you may know to some extent which one to use as a soft constraint empirically. The samples in the project files contain some empirical software constraints.



### Tutorial 8 The solution page

<u>Find a solution</u> and open <u>the solution page</u>. There are 13 soft errors (soft constraints not being met) marked in yellow (this may vary slightly depending on the environment). You can see here that all errors occurred due to the "two consecutive holidays after night shifts if possible" condition.

The column and row constraints are the same as in Tutorial 7, with 0 errors. Where did this difference come from?

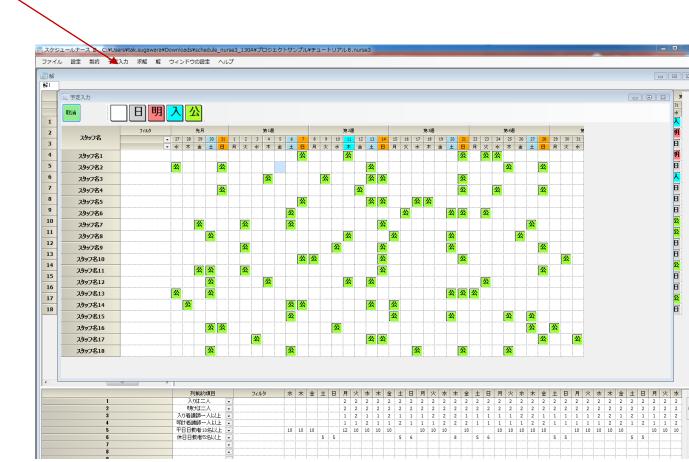




#### Tutorial 8

Open "Schedules." Because of the scheduling constraints, there were some cases where the "two consecutive holidays after night shifts if possible" condition couldn't be met (no schedules were in place in Tutorial 7).

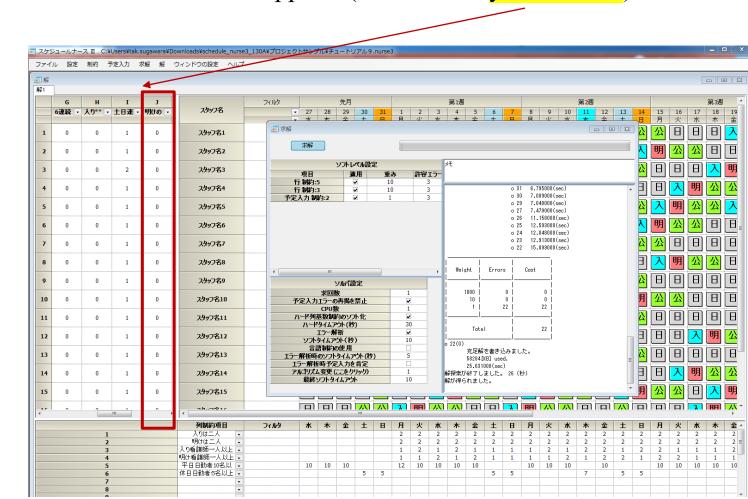
Refer to the <u>user</u> manual for details on how to enter schedules.





#### Tutorial 9

<u>Find a solution</u> and look at the <u>solution</u>. In Tutorial 8, the "two consecutive holidays after night shifts if possible" constraint caused numerous errors, but they didn't occur here even though the same constraint was applied (there are no <u>yellow areas</u>).

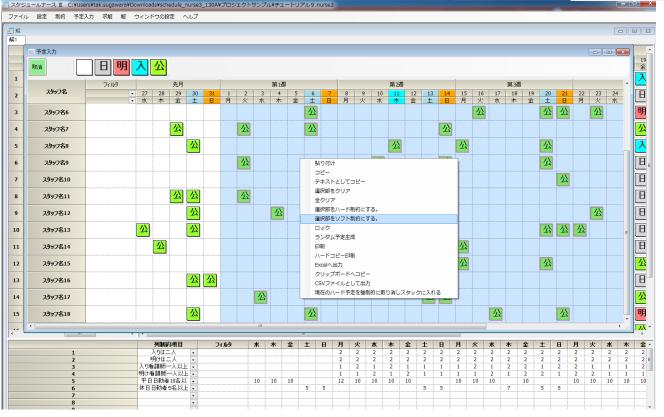




### Tutorial 9 Softening schedule constraints

Actually, in Tutorial 9, we softened the schedule to a weight of 1, and all other weights remained on 10.

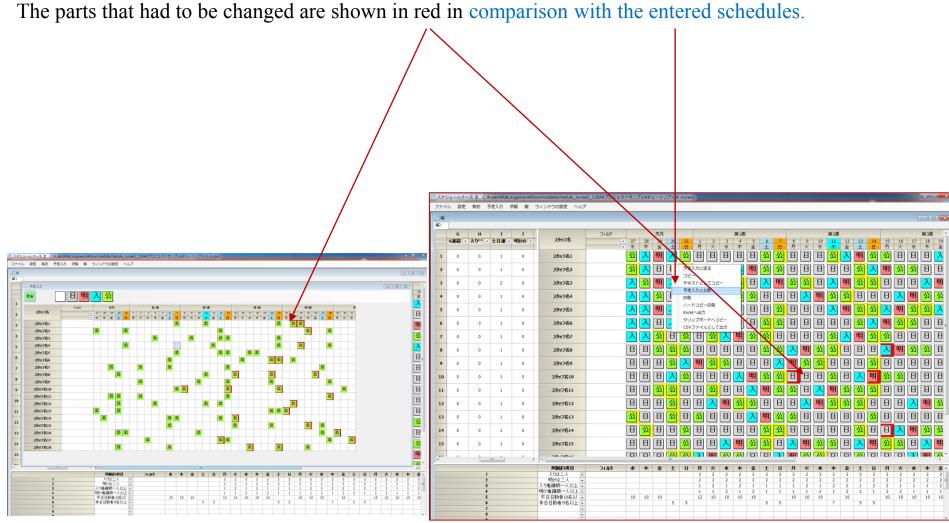






### Tutorial 9 Comparison with the entered schedules

As a result, since the weight of the schedules is the smallest, optimization (i.e. the combination that minimizes the sum of weight errors) makes it easier for changes to occur concerning schedules. The parts that had to be changed are shown in red in comparison with the entered schedules.





### Tutorial 9 Summary

- We soften the constraints for which there is a possibility that we may not meet them.
- Schedules can also be softened. This applies to almost all constraints.
- The solution can be adjusted in any way by adjusting the weights.
- Softening works to minimize the sum of weights times the number of errors. This is how optimization works. The computer considers the minimum possible amount of this sum to be optimal. It is the role of the user to adjust the weights so that the computer's and the user's ideas of what's optimal match.



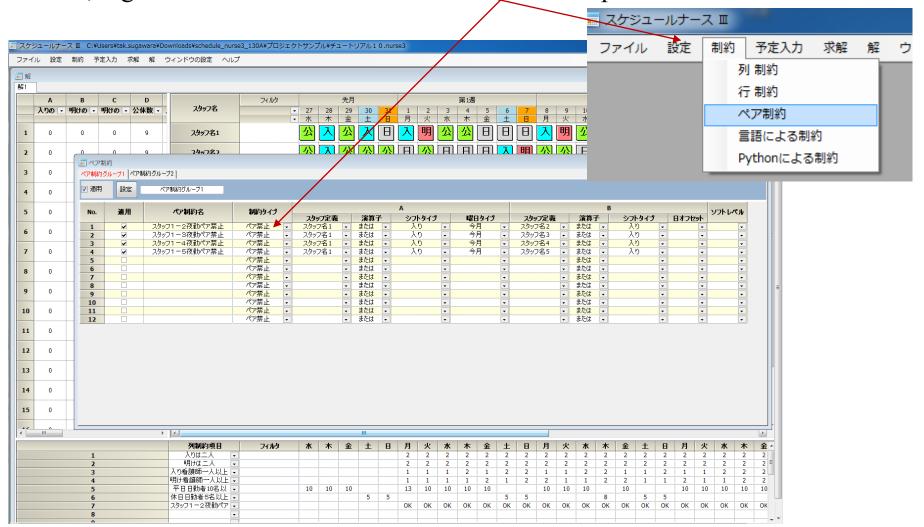
### Tutorial 9 Summary 2

- We as humans tend to overly constrain things. If you take everything to be a hard constraint, there will usually be no solution. Therefore, we need to properly weave in some soft constraints to get to the solution.
- We all often experience not being able to please everyone. This is called a trade-off. This relationship is still present in computers. In fact, more often than not, it is clearly manifested. However, that level is something far higher than humans can achieve. (There is little chance that you can come up with a better solution as long as the constraints and weight settings are appropriate. Even if you think you can, it's likely that you are **forgetting some of the constraints**. The capabilities of humans are incomparable to those of software.)



#### Tutorial 10

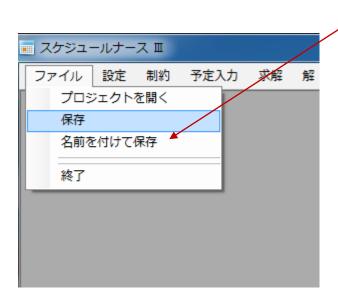
Find a solution. Open Constraints  $\rightarrow$  Pair Constraints. Just enter the pair prohibitions as is. Below, night shifts between staff members  $1 \sim 2-5$  are prohibited.





# Saving a project

- Click File → Save to save a project.
- In some cases, you may want to revert to the earlier settings, so you can save it as a different version with the option "Save As."





- A project consists of the following three dates.
- Constraint start date

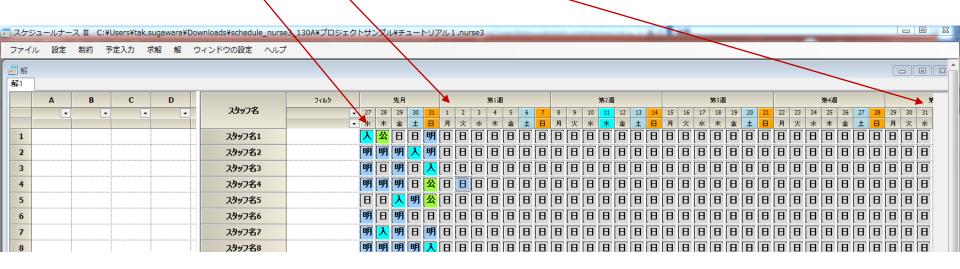
This marks the beginning of the month. It doesn't necessarily have to be the first day of the month.

Constraint end date

This marks the end of the month. It doesn't necessarily have to be the last day of the month.

Constraint display start date

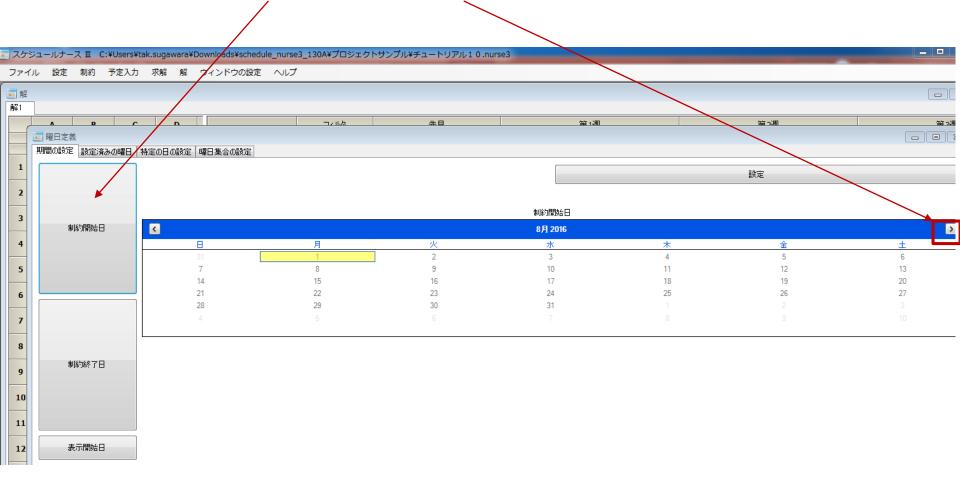
Indicates the start date of the display.



To transition to the next month, you need to enter the data near the end date of the current month's constraint in the schedule for the month before the following month.

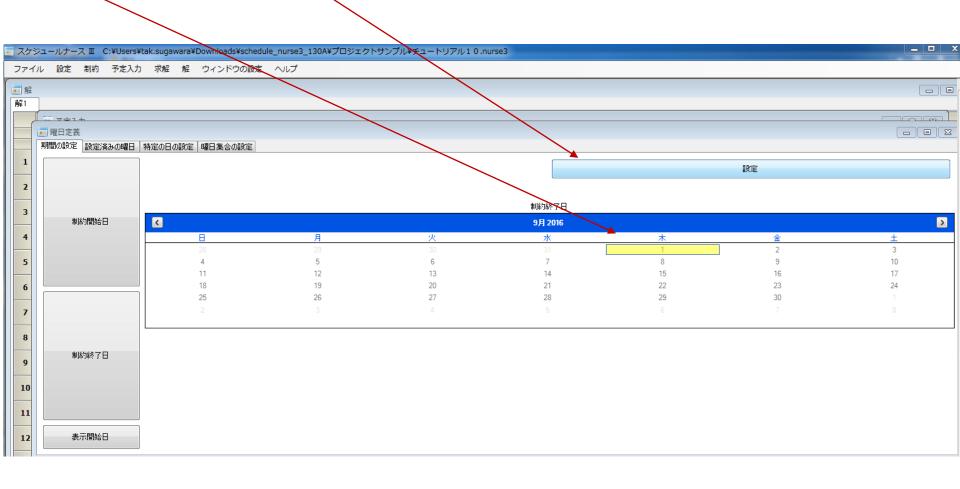


Let's try to do it with Tutorial 10. Click Settings → Weekday Settings → Period Settings → Constraint Start Date. Click here to go to the next month.



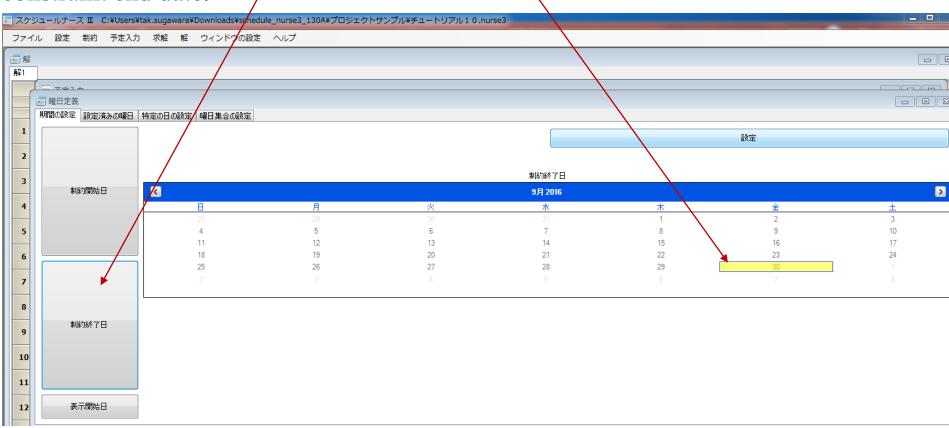


Click 1 and then click the Set button. This sets the constraint start date.



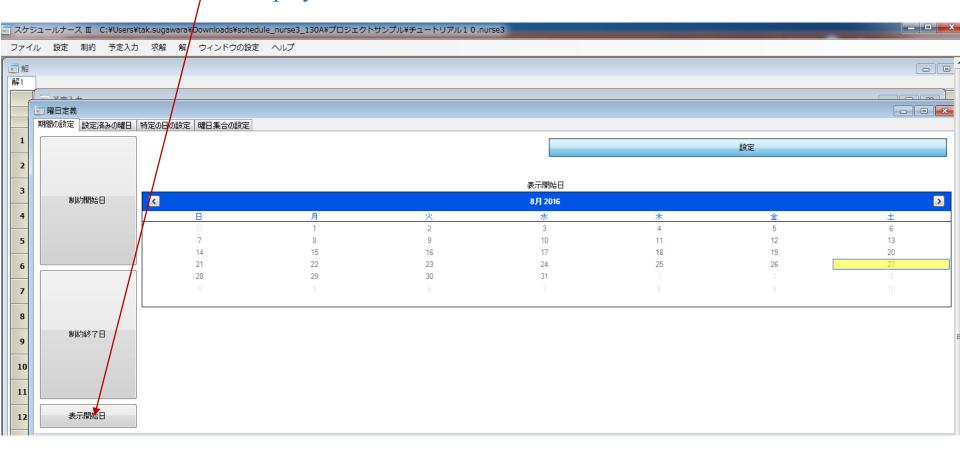


Click on the constraint end date, click 31, and then click the Set button. This sets the constraint end date.





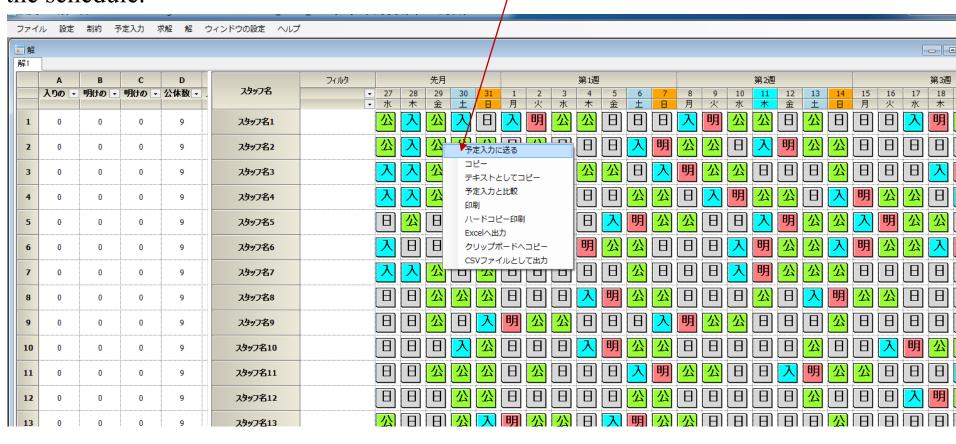
Click on the display start date, click on the 27th of the previous month, and then click on the Set button. This sets the display start date.



Click on the constraint start date, end date, and display start date to make sure that they are all set up correctly.



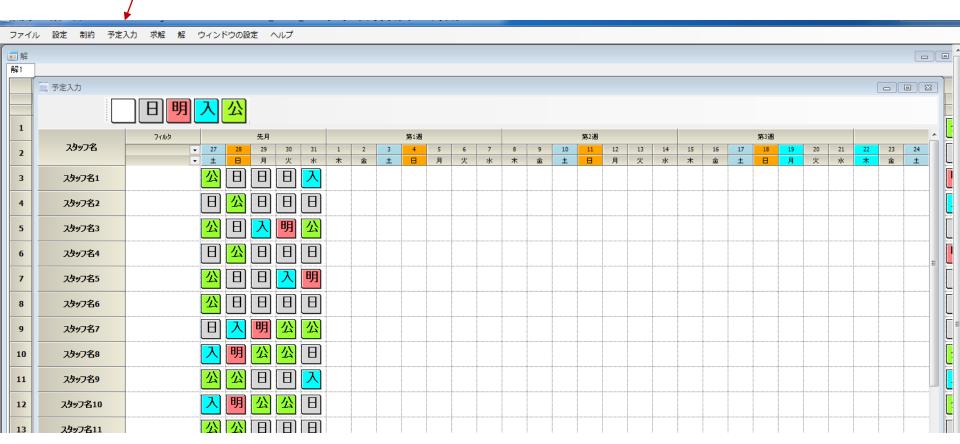
Click on the solution and then click Send to Schedule. This will send the solution to the schedule.





Open the schedule and check it. By saving the project with Save or Save As, the project for this month is complete.

After adding work and vacation requests, find a solution for the next month's project.





#### Tutorial summary

- Congratulations! You now know the outlines of this program.
- The standard form for two shifts is Tutorial 9. It's a good idea to use this as the base and then make changes an additions depending on the customer's specifications.
- Standard samples are attached for 3-shift deep level and 3-shift circulation projects. Feel free to make use of them.

# Glossary

Solver	The software equivalent of a brain which solves a problem.
Constraint	A work rule
Solution	An answer which satisfies the constraints
Hard constraint	A constraint that must be satisfied
Soft constraint	A constraint that should be satisfied if possible
Optimization	Minimizing the sum of weights times the number of errors by reducing the number of errors one at a time
Resource	Human resources. Example: Lack of resources → No people
Row	A horizontal line
Column	A vertical line
Satisfying	Satisfying a constraint
Error	Failure. Mistake (deviation from a target, a penalty)
Bottleneck	A state where there is no solution due to the difficulty of satisfying the constraints
Trade-off	A relationship in which you have to sacrifice something else in <sup>65</sup> order to achieve something.

# Glossary 2

Project file	A customer-specific configuration file containing constraint, schedule entries and solutions. It is usually created with a different name for each month.	
Company SE	Our system engineer	
Hard error	The absence of a solution (the error that the solver shows when it finds a contradiction)	
Solution1	The first answer. Solution2 is the second answer.	
Soft error	Where soft constraints cannot be satisfied.	
Optimizing	Minimizing the soft errors, including the weights	
Conflict	Contradictions between hard constraints. A state in which there is no solution that satisfies both at the same time	
Over-constraining	A state in which there are too many constraints and it is difficult to find a solution which satisfies all of them at the same time.	
	66	5