

February 17, 2023

To whom this may concern:

Attached is an update to Virginia Mason Medical Center's 2023 combined staffing plans as originally submitted in December of 2022. These new plans correct a few unintentional typos and do not indicate a change in our approach to staffing or changes in the functioning of our staffing committee.

Our original cover letter, attestation form and response from our CEO as submitted in December of 2022 are included to provide continuity.

Sincerely,



Marilyn Nemerever, MHA, RN, NE-BC

Interim CNO

Virginia Mason Medical Center

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Virginia Mason Franciscan Health™

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December 29, 2022

Attached are Virginia Mason Medical Center's 2023 combined staffing plans, attestation, and memo from Ketul Patel, Virginia Mason Franciscan Health, CEO. These documents are submitted in accordance with the Washington State Department of Health revised Code of Washington 70.41.420. Our plans include all units covered under our hospital license according to RCW 70.41

The Virginia Mason nurse staffing committee meets monthly. Our committee is co-chaired by a staff nurse and nursing director. The committee reviews staffing plans semi-annually and submits recommended staffing plans for the upcoming calendar year to the CEO each autumn. The 2023 plans were approved by the staffing committee at our November meeting and submitted to Ketul Patel, later that same month. Staff nurse concerns regarding variations from the staffing guidelines and actual staffing are reviewed each month at our nurse staffing committee meeting.

The following plans will be implemented in the near future. If changes are made to these plans, an updated document will be submitted.

A handwritten signature in blue ink that reads "M. Nemerever".

Marilyn Nemerever, MHA, RN, NE-BC
Chief Nursing Officer, interim
Virginia Mason Medical Center
PO Box 900
Seattle, WA 98111- 0900



December 19, 2022

Dear Staffing Committee Members,

This letter is in response to your staffing recommendations for 2023, received on November 29, 2022. I sincerely appreciate the time and very thoughtful approach given to your request. I am also aware that Dianne Aroh, our Division Senior Vice President and Chief Nursing Officer met with you on December 12, 2022, to update you on our recent decisions on staffing percentiles as well as what the next steps will look like in response to your requests.

We have concluded our review of your requests and will not be increasing the number of direct caregivers as outlined in your plan. As illustrated by Dianne Aroh and Marilyn Nemerever at your meeting, based on your unit census, some areas will receive an additional nurse while others will not. Although we have set percentile ranking guidelines for RNs and PCTs, we recognize that staffing is a constant, dynamic process and so there will be times when these guidelines will have to be adjusted based on patient need as shared by Dianne Aroh at your meeting. To that end, we have asked your interim CNO, Marilyn Nemerever, to work closely with you to ensure that we respond appropriately as needed. In addition, we will continue to focus our efforts on the recruitment and retention of our care teams.

I remain very thankful to you and all members of our team, for choosing to work at Virginia Mason Medical Center. Like so many hospitals and health systems across our country, we must now challenge ourselves to find new and innovative nurse staffing solutions. I am confident that with your support, our patients will continue to receive safe care.

Thanks again for helping to make a difference every day.

Sincerely,

A handwritten signature in black ink, appearing to read "Ketul J. Patel".

Ketul J. Patel
CEO, Virginia Mason Franciscan Health
President, Pacific Northwest Division, CommonSpirit Health

cc: Dianne Aroh, SVP/Chief Nursing Officer, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

Jim Terwilliger, SVP, Chief Operating Officer, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

Katerie Chapman, President, Virginia Mason Medical Center

Will Owens, Interim SVP, Human Resources, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

Attestation Form

Nurse Staffing Coalition

Virginia Mason Franciscan Health leadership attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for 2023 and includes all units covered under our hospital license under RCW 70.41. This plan was developed with consideration given to the following elements (*please check*):

x	Census, including total numbers of patients on the unit on each shift and activity such as patient discharges, admissions, and transfers.
x	Level of intensity of all patients and nature of the care to be delivered on each shift; Level of experience and specialty certification or training of nursing personnel providing care
x	skill mix;
x	Level of experience and specialty certification or training of nursing personnel providing care;
x	The need for specialized or intensive equipment;
x	The architecture and geography of the patient care unit, including but not limited to placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment;
x	Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations;
x	Availability of other personnel supporting nursing services on the unit; and
x	Strategies to enable registered nurses to take meal and rest breaks as required by law or the terms of an applicable collective bargaining agreement, if any, between the hospital and a representative of the nursing staff.

CP 7 Med/Surg Unit

2023 Staffing Guidelines



	DAYS			NOC		
CENSUS	Chg RN	RN	PCT	Chg RN	RN	PCT
15	1	3	2	1	3	2
14	1	3	2	1	3	2
13	1	3	2	1	3	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	2	1	1	2	1
9	1	2	1	1	2	1
8	1	2	1	1	2	1
7	1	2	1	1	2	1
6	1	2	1	1	2	1

CP 8 -Telemetry Unit

2023 Staffing Guidelines



CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
20	1	5	2	1	5	2
19	1	5	2	1	5	2
18	1	5	2	1	5	2
17	1	5	2	1	5	2
16	1	4	2	1	4	2
15	1	4	2	1	4	2
14	1	4	2	1	4	2
13	1	4	2	1	4	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	3	1	1	3	1
9	1	3	1	1	3	1
8	1	2	1	1	2	1

**Jones 9 Critical Care Unit
2023 Staffing Guidelines**



Census	DAY					NOC					
	Charge (0 pts)	Resource (0 pts)	RN	PCT	PFC/MT	Charge (0 pts)	Resource (0 pts)	CSRN (0 pts)	RN	PCT	PFC/MT
28	1	1	17	3	2	1	1	1	17	3	2
27	1	1	16	3	2	1	1	1	16	3	2
26	1	1	16	3	2	1	1	1	16	3	2
25	1	1	15	3	2	1	1	1	15	3	2
24	1	1	15	3	2	1	1	1	15	3	2
23	1	1	14	3	2	1	1	1	14	3	2
22	1	1	13	3	2	1	1	1	13	3	2
21	1	1	13	3	2	1	1	1	13	3	2
20	1	1	12	2	2	1	1	1	12	2	2
19	1	1	12	2	2	1	1	1	12	2	2
18	1	1	11	2	2	1	1	1	11	2	2
17	1	1	10	2	2	1	1	1	10	2	2
16	1	1	10	2	2	1	1	1	10	2	2
15	1	1	9	2	2	1	1	1	9	2	2
14	1	1	9	2	1	1	1	1	9	2	1
13	1	1	8	2	1	1	1	1	8	2	1
12	1	1	7	2	1	1	1	1	7	2	1
11	1	1	7	2	1	1	1	1	7	2	1
10	1	1	6	1	1	1	1	1	6	1	1
9	1	1	6	1	1	1	1	1	6	1	1
8	1	1	5	1	1	1	1	1	5	1	1
7	1	1	4	1	1	1	1	1	4	1	1
6	1	1	4	1	1	1	1	1	4	1	1
5	1	1	3	1	1	1	1	1	3	1	1
4	1	1	3	1	1	1	1	1	3	1	1
3	1	1	2	1	1	1	1	1	2	1	1

Recovery 2 RNs 5 days a week: Mon-Fri. 10:00-19:00 not included in above numbers

CP 9 Progressive Care Unit

2023 Staffing Guidelines



	DAYS			NOC		
CENSUS	Chg RN	RN	PCT	Chg RN	RN	PCT
18	1	6	2	1	6	2
17	1	6	2	1	6	2
16	1	6	2	1	6	2
15	1	5	2	1	5	2
14	1	5	2	1	5	2
13	1	5	2	1	5	2
12	1	4	2	1	4	2
11	1	4	2	1	4	2
10	1	4	1	1	4	1
9	1	3	1	1	3	1
8	1	3	1	1	3	1
7	1	3	1	1	3	1
6	1	2	1	1	2	1
5	1	2	1	1	2	1
4	1	2	1	1	2	1

CP 10 -General Medical unit
2023 Staffing Guidelines



	DAYS			NOC		
CENSUS	Chg RN	RN	PCT	Chg RN	RN	PCT
20	1	4	2	1	4	2
19	1	4	2	1	4	2
18	1	4	2	1	4	2
17	1	4	2	1	4	2
16	1	4	2	1	4	2
15	1	3	2	1	3	2
14	1	3	2	1	3	2
13	1	3	2	1	3	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	2	1	1	2	1
9	1	2	1	1	2	1
8	1	2	1	1	2	1

Jones 11 Orthopedics

2023 Staffing Guidelines



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CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
24	1	5	3	1	5	3
23	1	5	3	1	5	3
22	1	5	3	1	5	3
21	1	5	3	1	5	3
20	1	4	2	1	4	2
19	1	4	2	1	4	2
18	1	4	2	1	4	2
17	1	4	2	1	4	2
16	1	4	2	1	4	2
15	1	3	2	1	3	2
14	1	3	2	1	3	2
13	1	3	2	1	3	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	2	1	1	2	1
9	1	2	1	1	2	1
8	1	2	1	1	2	1

Dayshift Resource Nurse (1) for 8 hours/day Monday - Friday not included in above numbers

CP -12 Weekday Short Stay

2023 Staffing Guidelines



CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
20	1	5	2	1	5	2
19	1	5	2	1	4	2
18	1	4	2	1	4	2
17	1	4	2	1	4	2
16	1	4	2	1	3	2
15	1	4	2	1	3	2
14	1	3	2	1	3	2
13	1	3	2	1	3	2
12	1	3	2	1	2	2
11	1	3	2	1	2	2
10	1	3	1	1	2	1
9	1	3	1	1	2	1
8	1	2	1	1	2	1
7	1	2	1	1	2	1
6	1	2	1	1	2	1
5	1	2	1	1	2	1
4	1	2	1	1	2	1
3	1	1	1	1	1	1
2	1	1	1	1	1	1
1	1	1	1	1	1	1

CP 12- Weekend Short Stay

2023 Staffing Guidelines

CENSUS	Days		
	Chg RN	RN	PCT
20	1	4	2
19	1	4	2
18	1	4	2
17	1	4	2
16	1	4	2
15	1	3	2
14	1	3	2
13	1	3	2
12	1	3	2
11	1	3	2
10	1	2	1
9	1	2	1
8	1	2	1

Resource Nurse (1) for 12 hours /day; 3 days/week and 4 hours / day once a week not included in above numbers

CP 14 General Medicine Unit
2023 Staffing Guidelines



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	DAYS			NOC		
CENSUS	Chg RN	RN	PCT	Chg RN	RN	PCT
17	1	4	2	1	4	2
16	1	4	2	1	4	2
15	1	3	2	1	3	2
14	1	3	2	1	3	2
13	1	3	2	1	3	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	2	1	1	2	1
9	1	2	1	1	2	1
8	1	2	1	1	2	1

**CP 15 -General Surgery Unit
2023 Staffing Guidelines**



CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
20	1	5	2	1	5	2
19	1	5	2	1	5	2
18	1	4	2	1	4	2
17	1	4	2	1	4	2
16	1	4	2	1	4	2
15	1	4	2	1	4	2
14	1	4	2	1	4	2
13	1	3	2	1	3	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	3	1	1	3	1

CP 16 -Pulm/Thoracic/Specialty Unit

2023 Staffing Guidelines



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CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
22	1	6	3	1	6	3
21	1	6	3	1	6	3
20	1	5	2	1	5	2
19	1	5	2	1	5	2
18	1	5	2	1	5	2
17	1	5	2	1	5	2
16	1	4	2	1	4	2
15	1	4	2	1	4	2
14	1	4	2	1	4	2
13	1	4	2	1	4	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	3	1	1	3	1
9	1	3	1	1	3	1

Jones 16- Birth Center
2023 Staffing Guidelines



Day Shift

Staff Type	Weekday	Weekend
RN	4	4
Surgical Tech	1	1

Night Shift

Staff Type	Weekday	Weekend
RN	3	3
Surgical Tech	1	1

Staffing:

If there are no patients, we will stay at minimum staffing: 2 L&D RN, 1 neonatal focused RN, 1 ST

Nurse ratios:

Nursery: Up to 3 babies to 1 RN depending on acuity NICLET: 2 couplets to 1 RN depending on acuity Postpartum: 3 couplets (mom and baby) to 1 RN if no high risk, 2 couplets to 1 RN (Mag)

L & D: 2 labor patients to 1 RN (low risk, induction, early labor, triage)

1 labor patient to 1 RN (pit, epidural, mag, active labor, high risk anything, 2-hour recovery after birth)

Per the National AWHONN staffing standards

CP 17 -Neurology/Neurosurgery/PNCU**Unit****2023 Staffing Guidelines**
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CENSUS	DAYS			NOC		
	Chg RN	RN	PCT	Chg RN	RN	PCT
21	1	6	3	1	6	3
20	1	6	2	1	6	2
19	1	6	2	1	6	2
18	1	6	2	1	6	2
17	1	5	2	1	5	2
16	1	5	2	1	5	2
15	1	5	2	1	5	2
14	1	4	2	1	4	2
13	1	4	2	1	4	2
12	1	4	2	1	4	2
11	1	4	2	1	4	2
10	1	3	1	1	3	1
9	1	3	1	1	3	1
8	1	3	1	1	3	1

Resource Nurse (1) for 8 hours /day; 3 days/week not included in above numbers

Jones 18- Acute Care/Oncology Unit

2023 Staffing Grid



**Virginia Mason
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	DAYS			NOC		
CENSUS	Chg RN	RN	PCT	Chg RN	RN	PCT
23	1	6	3	1	6	3
22	1	6	3	1	6	3
21	1	6	3	1	6	3
20	1	5	2	1	5	2
19	1	5	2	1	5	2
18	1	5	2	1	5	2
17	1	5	2	1	5	2
16	1	4	2	1	4	2
15	1	4	2	1	4	2
14	1	4	2	1	4	2
13	1	4	2	1	4	2
12	1	3	2	1	3	2
11	1	3	2	1	3	2
10	1	3	1	1	3	1

**Jones 7 - Emergency
Department**

2023 Staffing Guidelines



Time	Charge RN	Triage RN	Oncoming RNs	Total RNs (including Charge/Triag)	ED Tech (PFC)
700	1	1	3	5	2 (1) = 3
900	1	1	1	6	
1100	1	1	1	7	1
1300	1	1	1	8	
1500	1	1	1	9	1
1900	1	1	3	9	2 (1) = 3
2100	1	1		8	
2300	1	1		7	
100	1	1		6	
300	1	1		5	
500	1	1		5	

*All shifts are 12 hours

Inpatient Float Pool

2023 Staffing Guidelines



	Target FTEs
RNs	30.4
PCTs	15.77
PFCs	0.9

IV Therapy

2023 Staffing Guidelines



Time	Su	M	T	W	Th	F	S
0700-0900	3	5	4	5	5	5	3
0900-1500	4	6	5	6	6	6	4
1500-1700	4	5	4	5	5	5	4
1700-1900	3	4	3	4	4	4	3
1900-2300	3	3	3	3	3	3	3
2300-0700	2	2	2	2	2	2	2

Oncology Infusion Center (OIC)

2023 Staffing Guidelines



	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Charge RN	16 RNs	16 RNs	16 RNs	16 RNs	16 RNs	4 RNs
Main Infusion Center (24 Chairs)						
Short Stay (4 chairs)						
Specialty Infusions (8 chairs)						
MA-R	2	2	2	2	2	

Staffing level above assumes all infusion chairs are open

Staffing levels are adjusted based on chair availability, Patient volume, and acuity

PACU 2022 Staffing Guidelines

2023 Daily Staffing Guidelines



Time of Day	Number of Shifts	
530 (630)	x 7	Prep
730	x 3	PACU/Phase II
800	x 2	
830	x 2	
900	x 5	
1000	x 4	
1100	x 3	
1200	x 2	Closers

**Operating Rooms
2023 Staffing Guidelines
OR STAFFING TO DEMAND 2023**



START: 7:00 AM	
OR Rooms	21
RNs	26
STs	24
Support Staff	
Desk Facilitator	1
CSR Support	0
Equipment Support	1
Case Cart Support	1
Area Support	
TOTAL	53
BREAK RELIEF: 9:30	
RNs	4
BREAK RELIEF 11:00	
RNs	6
STs	6
TOTAL	16
START: 17:20	
OR Rooms	8
RNs	16
STs	16
Call Team (RN +ST)	2
Support Staff	
Desk Facilitator	1
CSR Support	0
Equipment Support	1
Case Cart Support	0
Area Support	
Turnover Team Support	0
Break Support	0
TOTAL	35

START: 19:20	
OR Rooms	4
RNs	4
STs	4
Call Team	2
Support Staff	
Desk Facilitator	1
CSR Support	0
Equipment Support	0
Case Cart Support	0
Area Support	
Turnover Team Support/Bre	2
TOTAL	9
START: 21:00	
OR Rooms	2
RNs	2
STs	2
Call Team	2
Support Staff	
Desk Facilitator	0
CSR Support	0
Equipment Support	0
Case Cart Support	0
Area Support	
Turnover Team Support	
TOTAL	4
START: 23:00	
OR Rooms	1
RNs	1
STs	1
Call Team	2
Support Staff	
Desk Facilitator	
CSR Support	
Equipment Support	
Case Cart Support	
Area Support	
Turnover Team Support	
TOTAL	2

Bronchoscopy

2023 Staffing Guidelines



Mon-Fri	0700-1700	RN	2
		Respiratory Therapist	1
		Scheduler (pending req approval)	1

Hyperbarics

2023 Staffing Guidelines



day and time	treatment	HBO treatment consults	Charge	RN	CS	IA	MA
M-F 0730-1200	1 (1-8 patients)	0	1	0	1	1	1
		1	1	0	1	1	1
		2	1	0	1	1	1
	2 (8-16 patients)	0	1	0	2	2	1
		1	1	0	2	2	1
		2	1	1	2	2	1
M-F 1200-1600	1 (1-8 patients)	0	1	0	1	1	1
		1	1	0	1	1	1
		2	1	0	1	1	1
	2 (8-16 patients)	0	1	0	2	2	1
		1	1	0	2	2	1
		2	1	1	2	2	1
Sat 0730-1130	1 (1-8 pts)	0	1	0	1	1	0
M-F 1600-0800	emergencies only	0	oncall	0	oncall	oncall*	0
Sat & Sun 00-2400	emergencies only	0	oncall	0	oncall	oncall*	0

* 2nd IA if patient requiring CCU level of care

**Jones-5 IPC
2023 Staffing Guidelines**



	Monday	Tuesday	Wednesday	Thursday	Friday
Jones IPC-GI/Endoscopy					
GI Room 2	2	2	2	2	
GI Room 3	2	2	2	2	2
GI Room 4	2	2	2	2	2
GI Room 5	2	2	2	2	2
Charge RN	1	1	1	1	1
Resource RN	3	3	3	3	3
Total	12	12	12	12	10
Jones IPC-Interventional Radiology					
IR Room 6	1	1	1	1	1
IR Room 7	1	1	1	1	1
Neuro Room 10	1	1	1	1	1
IR Buck 5	3	3	3	3	3
Charge RN	1	1	1	1	1
Resource RN	1	1	1	1	1
Total	8	8	8	8	8
Jones IPC-EP Lab					
EP Lab 8	3	3	3	3	
EP Lab 9	3	2	3	3	4
Total	6	5	6	6	4
Jones IPC-Cath Lab					
Cath Lab 11	2	2	2	2	2
Cath Lab 12	2	2	2	2	2
Charge RN	1	1	1	1	1
Total	5	5	5	5	5
Jones IPC-Prep & Recovery					
RNs	12	12	12	11	10
PCTs	4	4	4	4	4
Charge RN	1	1	1	1	1
Total	17	17	17	16	15