

The following is the Partial Updated Nurse Staffing Plan for Overlake Medical Center submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420 for the calendar year 2023.


Overlake Medical Center Nurse Staffing Committee

CEO Attestation Form


December 13, 2022

I, the undersigned with responsibility for Overlake Medical Center attest that the attached staffing plan and matrix was developed in accordance with **RCW 70.41.420** for the 2023 (year) 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):

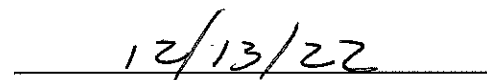
- Census, including total numbers of patients on the unit on each shift and activity such as patient discharges, admissions, and transfers;
- Level of intensity of all patients and nature of the care to be delivered on each shift;
- Skill mix;
- Level of experience and specialty certification or training of nursing personnel providing care;
- The need for specialized or intensive equipment;
- 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;
- Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations;
- Availability of other personnel supporting nursing services on the unit; and
- 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.



Signature



Printed Name



Date

Labor and Delivery Staffing Plan

Unit	28 bed Labor and Delivery (L&D) unit including OBED, LDR, Antepartum, OR, and PACU
Patient Populations	Obstetrical patients (antepartum, intrapartum & postpartum) Neonatal and Newborn Care
RN to Patient Ratio	1 RN to 1-2-3 dependent on patient acuity
Staffing Profile	Charge Nurse 24/7 RN's OB scrub techs 24/7 HUC 24/7 Perinatal Scheduling Coordinator
Shift Profile	Primarily 12 hour shifts: 0500-1700 0700-1900 1100-2300 1900-0700
Budgeted Hours Per Unit of Service	26.47
% RN	86%
Average Years of RN Experience	10 years
Specialty Certifications	All Nurses BLS, NRP and ACLS certified Inpatient OB Certification External Fetal Monitoring Certification Certified Nursery RN
Additional Available Resources	Anesthesiologist Neonatology OB Hospitalist Perinatologist Certified Lactation Consultant Clinical Nurse Specialist Physical and Occupational Therapy Respiratory Therapist Social Worker Nutritionist Pharmacist MTP, RRT, and Code Blue response teams

Overlake Hospital Medical Center

Unit: L&D

WRVUS -> 123,772

Deliveries -> 3,923

	FY20	700	800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	100	200	300	400	500	600	RN Hours		
5a-5p	1	1	1	1	1	1	1	1	1	1	1															1	1	12
7a-3p	1	1	1	1	1	1	1	1	1	1	1	1	1															8
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1	1															12
9a-9p	1	1	1	1	1	1	1	1	1	1	1	1	1														1	8
11a-11p				1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1								12
3p-3a																												12
3p-1a										1	1	1	1	1	1	1	1	1	1	1								10
5p-5a											1	1	1	1	1	1	1	1	1	1								12
7p-7a																												12
7p-7a																												12
7p-7a																												12
7p-7a																												12
7p-7a																												12
7p-7a																												12
7p-7a																												12
9p-7a															1	1	1	1	1	1								10
11p-7a																1	1	1	1	1								8
11p-7a																												8
RN Hrs	14	14	14	15	15	16	16	16	16	16	16	16	16	16	14	14	14	14	15	15	14	14	14	13	13	13	13	352

Postpartum Unit Staffing Plan

Unit	Postpartum Unit (PPU)
Patient Populations	Postpartum Magnesium/HTN Postpartum Newborns Antepartum Gyn
RN to Patient Ratio	1 RN to 3-4 couplets 1 RN to 2 couplets with magnesium/HTN protocol
Staffing Profile	Charge Nurse 24/7 RN/LPN Lactation RN days, evenings, and some nights Patient Care Technicians (PCT's) 24/7 HUC days and evenings
Shift Profile	Mixed Shifts 8 hour shifts: 0645-15:15 14:45-23:15 22:45-07:15 12 hour shifts: 0645-1915 1845-0715
Budgeted Hours Per Unit of Service	12.5
% RN	78%
Average Years of RN Experience	11.2 years
Specialty Certifications	All Nurses are NRP certified Many are certified in Maternal Newborn All have had breastfeeding education Lactation nurses are IBCLC certified
Additional Available Resources	IV Team Pharmacist RRT and Code Blue response teams Speech, Physical and Occupational Therapy Care Management and Discharge Planners Chaplain Clinical Nurse Specialist Interpretive Services NNP Nutrition Services Patient Experience Team Respiratory Therapist Shift Administrators Security Staff Volunteer Services

[Staffing Grid on Back]

Neonatal Intensive Care Unit/Special Care Nursery Staffing Plan

Unit	18-bed Level III Neonatal Intensive Care Unit
Patient Populations	All newborns requiring special care: <ul style="list-style-type: none"> • Preterm Infants 24 weeks to 46 weeks
RN to Patient Ratio	Varies based on patient acuity: 1 RN to 1 patient; also 1:2; 1:3
Staffing Profile	Charge Nurse 24/7 Flex nurse 24/7 based on unit census HUC/PCT 0800-1830
Shift Profile	8 and 12 hour shifts: 0700-1500 0700-1900 1500-2300 1900-0700 2300-0700
Budgeted Hours Per Unit of Service	21.04
% RN	100%
Average Years of RN Experience	15 years
Specialty Certifications	Neonatal Nursing Certification
Additional Available Resources	Audiologist Chaplain Labor & Delivery / MBU Charge Nurses Laboratory Neonatal Nurse Practitioner/Neonatologist MD Neonatal Clinical Educator Nutrition Services Pharmacist RRT and Code Blue response teams Respiratory Therapist Security Staff Social Worker Volunteer Services

[Staffing Grid on Back]

Overlake Hospital Medical Center
 11031 W2 Neonatal Intensive Care Unit

FY2023

Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700				
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex
0	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00
1	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00
2	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00
3	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00
4	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00
5	2.00	0.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	2.00
6	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00
7	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00
8	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00
9	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00
10	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00
11	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00
12	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00
13	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00
14	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00
15	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00
16	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00
17	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00
18	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00
19	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00
20	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00
21	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00
22	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00
23	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00
24	10.00	0.00	1.00	0.00	2.00	10.00	0.00	1.00	0.00	2.00	10.00	0.00	1.00	0.00	2.00	10.00	0.00	0.00	0.00	2.00	10.00	0.00	0.00	0.00	2.00

Parent & Baby Care Center Staffing Plan

Unit	Parent & Baby Care Center (PBCC)
Patient Populations	Postpartum Newborns Antepartum
RN to Patient Ratio	1 RN to 7 couplets/day postpartum 1 RN to 6 lactation consultations/day
Staffing Profile	Charge Nurse modified patient ratio RN IBCLCs Clinical Dietician IBCLC Lactation Education Specialists (LES) HUC Patient Access employee for registration daily Perinatal Educators for Childbirth Education Classes
Shift Profile	8 hour shifts: LES 0800-1430 or 0900-1730 RN 0845-1715 HUC 0900-1730 Patient Access 0800-1630
Budgeted Hours Per Unit of Service	1.20
% RN	52%
Average Years of RN Experience	24 years
Specialty Certifications	RN and Clinical Dietician – International Board Certified Lactation Consultant (IBCLC) LES - Certified Lactation Educators (CLE) Childbirth Educators - Childbirth Educator Certification (ICCE)
Additional Available Resources	Interpretive Services Patient Experience Registered Dietician Security Services Volunteer Services

Medical Unit Staffing Plan

Unit	40-bed Medical Unit (West 4)
Patient Populations	General Medicine Surgical Overflow Geriatric Psychiatric
RN to Patient Ratio	1 RN to 4-5 patients (See Grid on Back)
Staffing Profile	1 Charge Nurse 24/7 Registered Nurses (RNs) 24/7 Patient Care Technicians (PCTs) 24/7 Health Unit Coordinator (HUC) 0930-1800
Shift Profile	Combination of 8 and 12 hour shifts: 0645-1515; 1445-2315; 2245-0715 0645-1915; 1845-0715
Budgeted Hours Per Unit of Service	9.47
% RN	66%
Average Years of RN Experience	6.2 years
Specialty Certifications	Oncology certified RN Medical Surgical certified RN Wound certified RN
Additional Available Resources	Care Management, Discharge Planners and Utilization Review Chaplain Environmental Services Hospitalists Interpretive Services IV Team Nutritional Services Medical Surgical Clinical Nurse Specialist Wound and Ostomy Nurse Specialist Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services

[Staffing Grid on Back]

Orthopedic & Spinal Surgery Unit Staffing Plan

Unit	36 bed Orthopedic & Spinal Surgery Unit (East 5)
Patient Populations	Orthopedics Spinal Surgery Total Joint Replacement Ortho Trauma Oral Surgery (i.e., Jaw)
RN to Patient Ratio	1 RN to 4:5 patients
Staffing Profile	1 Charge Nurse 24/7 RN's 24/7 PCT's 24/7 HUC (0930-1800)
Shift Profile	12 hour and 8 hour shifts: 0645-1915; 1845-0715; 1045-2315 0645-1515; 1445-2315; 2245-0715
Budgeted Hours Per Unit of Service	9.52
% RN	71%
Average Years of RN Experience	8 years
Specialty Certifications	Medical-Surgical Certification, Orthopedic Certification
Additional Available Resources	Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services Total Joint Program Coordinator Trauma Coordinator Wound and Ostomy Nurse Specialist Volunteer Services

[Staffing Grid on Back]

General Surgery Unit Staffing Plan

Unit	36-bed General Surgery Unit (S5)
Patient Populations	General Surgery/General medicine Gastro-intestinal Surgery Bariatrics Breast Surgery Gynecology Pediatrics – short stay post-surgical Urology surgery
RN to Patient Ratio	1 RN to 4-5 patients
Staffing Profile	1 Charge Nurse 24/7 RN's 24/7 Patient Care Technicians (PCT's) 24/7 HUC from 0930 - 1800
Shift Profile	12 hour shifts: 0645-1915 1845-0715
Budgeted Hours Per Unit of Service	9.52
% RN	66%
Average Years of RN Experience	7 years
Specialty Certifications	Medical-Surgical Certification Certified Bariatric Nurse
Additional Available Resources	Bariatric Program Manager Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services Wound and Ostomy Nurse Specialist

[Staffing Grid on Back]

Overlake Hospital Medical Center

Unit: **General Surgery Bariatric**

11011

South 5 FY23 Staffing Grid

FY2023 Census	DAYS - 0700 to 1100						MID DAY - 1100 to 1500						EVENINGS - 1500 to 1900						LATE EVENINGS - 1900 TO 2300						NIGHTS - 2300 TO 0700					
	RNs	PCTs	HUCs	MTs	CN/Flex		RNs	PCTs	HUCs	MTs	CN/Flex		RNs	PCTs	HUCs	MTs	CN/Flex		RNs	PCTs	HUCs	MTs	CN/Flex		RNs	PCTs	HUCs	MTs	CN/Flex	
10	2.00	1.00	0.50	0.00	1.00		2.00	1.00	1.00	0.00	1.00		2.00	1.00	0.50	0.00	1.00		2.00	1.00	0.00	0.00	1.00		2.00	1.00	0.00	0.00	1.00	
11	3.00	1.00	0.50	0.00	1.00		3.00	1.00	1.00	0.00	1.00		3.00	1.00	1.00	0.00	1.00		2.00	1.00	0.00	0.00	1.00		2.00	1.00	0.00	0.00	1.00	
12	3.00	1.00	0.50	0.00	1.00		3.00	1.00	1.00	0.00	1.00		3.00	1.00	0.50	0.00	1.00		3.00	1.00	0.00	0.00	1.00		3.00	1.00	0.00	0.00	1.00	
13	3.00	1.00	0.50	0.00	1.00		3.00	1.00	1.00	0.00	1.00		3.00	1.00	0.50	0.00	1.00		3.00	1.00	0.00	0.00	1.00		3.00	1.00	0.00	0.00	1.00	
14	3.00	2.00	0.50	0.00	1.00		3.00	2.00	1.00	0.00	1.00		3.00	2.00	0.50	0.00	1.00		3.00	2.00	0.00	0.00	1.00		3.00	2.00	0.00	0.00	1.00	
15	3.00	2.00	0.50	0.00	1.00		3.00	2.00	1.00	0.00	1.00		3.00	2.00	0.50	0.00	1.00		3.00	2.00	0.00	0.00	1.00		3.00	2.00	0.00	0.00	1.00	
16	4.00	2.00	0.50	0.00	1.00		4.00	2.00	1.00	0.00	1.00		4.00	2.00	0.50	0.00	1.00		3.00	2.00	0.00	0.00	1.00		3.00	2.00	0.00	0.00	1.00	
17	4.00	2.00	0.50	0.00	1.00		4.00	2.00	1.00	0.00	1.00		4.00	2.00	0.50	0.00	1.00		4.00	2.00	0.00	0.00	1.00		4.00	2.00	0.00	0.00	1.00	
18	4.00	2.00	0.50	0.00	1.00		4.00	2.00	1.00	0.00	1.00		4.00	2.00	0.50	0.00	1.00		4.00	2.00	0.00	0.00	1.00		4.00	2.00	0.00	0.00	1.00	
19	4.00	2.00	0.50	0.00	1.00		4.00	2.00	1.00	0.00	1.00		4.00	2.00	0.50	0.00	1.00		4.00	2.00	0.00	0.00	1.00		4.00	2.00	0.00	0.00	1.00	
20	5.00	2.00	0.50	0.00	1.00		5.00	2.00	1.00	0.00	1.00		5.00	2.00	0.50	0.00	1.00		4.00	2.00	0.00	0.00	1.00		4.00	2.00	0.00	0.00	1.00	
21	5.00	2.00	0.50	0.00	1.00		5.00	2.00	1.00	0.00	1.00		5.00	2.00	0.50	0.00	1.00		5.00	2.00	0.00	0.00	1.00		5.00	2.00	0.00	0.00	1.00	
22	5.00	2.00	0.50	0.00	1.00		5.00	2.00	1.00	0.00	1.00		5.00	2.00	0.50	0.00	1.00		5.00	2.00	0.00	0.00	1.00		5.00	2.00	0.00	0.00	1.00	
23	5.00	3.00	0.50	0.00	1.00		5.00	3.00	1.00	0.00	1.00		5.00	3.00	0.50	0.00	1.00		5.00	3.00	0.00	0.00	1.00		5.00	3.00	0.00	0.00	1.00	
24	5.00	3.00	0.50	0.00	1.00		5.00	3.00	1.00	0.00	1.00		5.00	3.00	0.50	0.00	1.00		5.00	3.00	0.00	0.00	1.00		5.00	3.00	0.00	0.00	1.00	
25	6.00	3.00	0.50	0.00	1.00		6.00	3.00	1.00	0.00	1.00		6.00	3.00	0.50	0.00	1.00		5.00	3.00	0.00	0.00	1.00		5.00	3.00	0.00	0.00	1.00	
26	6.00	3.00	0.50	0.00	1.00		6.00	3.00	1.00	0.00	1.00		6.00	3.00	0.50	0.00	1.00		6.00	3.00	0.00	0.00	1.00		6.00	3.00	0.00	0.00	1.00	
27	6.00	3.00	0.50	0.00	1.00		6.00	3.00	1.00	0.00	1.00		6.00	3.00	0.50	0.00	1.00		6.00	3.00	0.00	0.00	1.00		6.00	3.00	0.00	0.00	1.00	
28	7.00	3.00	0.50	0.00	1.00		7.00	3.00	1.00	0.00	1.00		7.00	3.00	0.50	0.00	1.00		6.00	3.00	0.00	0.00	1.00		6.00	3.00	0.00	0.00	1.00	
29	7.00	4.00	0.50	0.00	1.00		7.00	4.00	1.00	0.00	1.00		7.00	4.00	0.50	0.00	1.00		6.00	3.00	0.00	0.00	1.00		6.00	3.00	0.00	0.00	1.00	
30	7.00	4.00	0.50	0.00	1.00		7.00	4.00	1.00	0.00	1.00		7.00	4.00	0.50	0.00	1.00		6.00	3.00	0.00	0.00	1.00		6.00	3.00	0.00	0.00	1.00	
31	7.00	4.00	0.50	0.00	1.00		7.00	4.00	1.00	0.00	1.00		7.00	4.00	0.50	0.00	1.00		6.00	4.00	0.00	0.00	1.00		6.00	4.00	0.00	0.00	1.00	
32	7.00	4.00	0.50	0.00	1.00		7.00	4.00	1.00	0.00	1.00		7.00	4.00	0.50	0.00	1.00		7.00	4.00	0.00	0.00	1.00		7.00	4.00	0.00	0.00	1.00	
33	8.00	4.00	0.50	0.00	1.00		8.00	4.00	1.00	0.00	1.00		8.00	4.00	0.50	0.00	1.00		7.00	4.00	0.00	0.00	1.00		7.00	4.00	0.00	0.00	1.00	
34	8.00	4.00	0.50	0.00	1.00		8.00	4.00	1.00	0.00	1.00		8.00	4.00	0.50	0.00	1.00		8.00	4.00	0.00	0.00	1.00		8.00	4.00	0.00	0.00	1.00	
35	8.00	4.00	0.50	0.00	1.00		8.00	4.00	1.00	0.00	1.00		8.00	4.00	0.50	0.00	1.00		8.00	4.00	0.00	0.00	1.00		8.00	4.00	0.00	0.00	1.00	
36	8.00	4.00	0.50	0.00	1.00		8.00	4.00	1.00	0.00	1.00		8.00	4.00	0.50	0.00	1.00		8.00	4.00	0.00	0.00	1.00		8.00	4.00	0.00	0.00	1.00	

Medical Telemetry & Oncology Unit Staffing Plan

Unit	36 bed unit Medical Telemetry & Oncology Unit (East 4)
Patient Populations	Cardiac Interventional & Structural Heart Patients Oncology Medical Telemetry General Medical Surgical Rhythm Management Dialysis
RN to Patient Ratio	1 RN to 3-5 patients
Staffing Profile	1 Charge Nurse 24/7 Registered Nurses (RNs) 24/7 Patient Care Technicians (PCT's) 24/7 Health Unit Coordinator (HUC) 0930-1800 Monitor Tech 24/7 (MTs are located on S4)
Shift Profile	12 hour shifts: 0645-1915 1845-0715
Budgeted Hours Per Unit of Service	10.27
% RN	73%
Average Years of RN Experience	6 years
Specialty Certifications	All nurses are ACLS certified Med/Surg Certification PCCN Certification Oncology Certified RN's Chemotherapy Biotherapy Certified RN
Additional Available Resources	Hospitalists Palliative Care Team and Hospice IV team Pharmacist RRT and Code Blue response teams Cardiac, Medical Surgical, Wound and Ostomy Nurse Specialists Therapies: Respiratory, Speech, Physical, and Occupational Care Management, Discharge Planners and Utilization Review Chaplain Interpretive Services Nutrition Services Patient Experience Team Shift Administrators Security Staff Volunteer Services Environmental Services

[Staffing Grid on Back]

Overlake Hospital Medical Center

Unit: **Medical Telemetry Oncology (East 4)**

FY2020 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700				
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex
10	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00
11	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00
12	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00
13	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	1.00	0.00	0.00	1.00	4.00	1.00	0.00	0.00	1.00
14	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00
15	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00
16	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00
17	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	1.00	0.00	0.00	1.00
18	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00
19	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00
20	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00
21	6.00	2.00	0.50	0.00	1.00	6.00	2.00	1.00	0.00	1.00	6.00	2.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00
22	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00
23	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00
24	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00
25	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	2.00	0.00	0.00	1.00	7.00	2.00	0.00	0.00	1.00
26	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	2.00	0.00	0.00	1.00
27	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00
28	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00
29	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00
30	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00
31	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00
32	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00
33	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	3.00	0.00	0.00	1.00
34	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00
35	9.00	5.00	0.50	0.00	1.00	9.00	5.00	1.00	0.00	1.00	9.00	5.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00
36	9.00	5.00	0.50	0.00	1.00	9.00	5.00	1.00	0.00	1.00	9.00	5.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00

Cardiac-Stroke Unit Staffing Plan

Unit	36-bed Cardiac-Stroke Unit (S4)
Patient Populations	Telemetry, Cardiac Surgery, Stroke, Epilepsy Monitoring, General Medical Surgical Overflow
RN to Patient Ratio	1 RN to 4-5 patients (See Grid on back)
Staffing Profile	Charge Nurse RNs Health Unit Coordinator Patient Care Technicians Telemetry Monitor Technician
Shift Profile	12 hour shifts
Budgeted Hours Per Unit of Service	12
% RN	51%
Average Years of RN Experience	7 years
Specialty Certifications	All Nurses are ACLS certified and NIH certified CCRN Certifications, PCCN Certifications, Med Surg Certifications
Additional Available Resources	Care Management & Social Worker Discharge Planners Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Cardiac Clinical Nurse Specialist Stroke Coordinator Transport Team Virtual Monitor Technicians Volunteer Services Wound and Ostomy Nurse Specialist

[Staffing Grid on Back]

Overlake Hospital Medical Center

Unit: Cardiac Stroke Telemetry (S4)

FY2020 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700				
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex
10	3.00	1.00	0.50	2.00	1.00	3.00	1.00	1.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00
11	3.00	1.00	0.50	2.00	1.00	3.00	1.00	1.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00
12	3.00	2.00	0.50	2.00	1.00	3.00	2.00	1.00	2.00	1.00	3.00	2.00	0.00	2.00	1.00	3.00	2.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00
13	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	1.00	0.00	2.00	1.00	4.00	1.00	0.00	2.00	1.00
14	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00
15	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00
16	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.50	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00
17	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	1.00	0.00	2.00	1.00
18	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00
19	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00
20	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00
21	6.00	2.00	0.50	2.00	1.00	6.00	2.00	1.00	2.00	1.00	6.00	2.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00
22	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00
23	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00
24	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00
25	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	2.00	0.00	2.00	1.00	7.00	2.00	0.00	2.00	1.00
26	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	2.00	0.00	2.00	1.00
27	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	3.00	0.00	2.00	1.00
28	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	3.00	0.00	2.00	1.00
29	8.00	3.00	0.50	2.00	1.00	8.00	3.00	1.00	2.00	1.00	8.00	3.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00
30	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	4.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00
31	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00
32	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00
33	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	3.00	0.00	2.00	1.00	9.00	3.00	0.00	2.00	1.00
34	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00
35	9.00	5.00	0.50	2.00	1.00	9.00	5.00	1.00	2.00	1.00	9.00	5.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00
36	9.00	5.00	0.50	2.00	1.00	9.00	5.00	1.00	2.00	1.00	9.00	5.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00

Critical and Intermediate Care Unit Staffing Plan

Unit	31-bed Critical Care Unit (S3)
Patient Populations	Open heart/Thoracic surgery Neurology/Neurosurgery/Stroke Cardiology/Pulmonary/Trauma/Sepsis General Medical/Surgical
RN to Patient Ratio	Acuity Based: Telemetry RN patient ratio 1:3-4 IMC RN patient ratio 1:3 ICU RN patient ratio 1:2 ICU RN acute decompensation patient ratio 1:1 or 2:1
Staffing Profile	Charge Nurse 24/7 HUC 0900-1730 Flex nurse based on acuity Rapid Response Nurse 24/7 Patient Care Technicians (PCT's)
Shift Profile	8 and 12 hour shifts
Budgeted Hours Per Unit of Service	19.13 productive
% RN	89%
Average Years of RN Experience	7 years
Specialty Certifications	All nurses have Basic and advance cardiac life support
Additional Available Resources	Care Management & Social work Chaplain Neuro Clinical Nurse Specialist Interpretive Services IV Team Nutrition Services Palliative Care Team Patient Experience Team Pharmacist Respiratory Therapist Security Staff Shift Administrators Speech, Physical and Occupational Therapy Wound and Ostomy Nurse Specialist

[STAFFING GRID ON BACK]

Overlake Hospital Medical Center

Unit: **South Three**

Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700				
	RNs	PCTs	HUCs	MT	RRT/CN/FI ex	RNs	PCTs	HUCs	MT	RRT/CN/FI ex	RNs	PCTs	HUCs	MT	RRT/CN/FI ex	RNs	PCTs	HUCs	MT	RRT/CN/FI ex	RNs	PCTs	HUCs	MT	RRT/CN/FI ex
9	5.00	1.00	0.50	0.00	2.00	5.00	1.00	1.00	0.00	2.00	5.00	1.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	1.00	5.00	0.00	0.00	0.00	2.00
10	5.00	1.00	0.50	0.00	2.00	5.00	1.00	1.00	0.00	2.00	5.00	1.00	0.25	0.00	2.00	5.00	1.00	0.00	0.00	2.00	5.00	1.00	0.00	0.00	2.00
11	6.00	1.00	0.50	0.00	2.00	6.00	1.00	1.00	0.00	2.00	6.00	1.00	0.25	0.00	2.00	6.00	1.00	0.00	0.00	2.00	6.00	1.00	0.00	0.00	2.00
12	6.00	1.00	0.50	0.00	2.00	6.00	1.00	1.00	0.00	2.00	6.00	1.00	0.25	0.00	2.00	6.00	1.00	0.00	0.00	2.00	6.00	1.00	0.00	0.00	2.00
13	7.00	1.00	0.50	0.00	2.00	7.00	1.00	1.00	0.00	2.00	7.00	1.00	0.25	0.00	2.00	7.00	1.00	0.00	0.00	2.00	7.00	1.00	0.00	0.00	2.00
14	7.00	1.00	0.50	0.00	2.00	7.00	1.00	1.00	0.00	2.00	7.00	1.00	0.25	0.00	2.00	7.00	1.00	0.00	0.00	2.00	7.00	1.00	0.00	0.00	2.00
15	8.00	1.00	0.50	0.00	2.00	8.00	1.00	1.00	0.00	2.00	8.00	1.00	0.25	0.00	2.00	8.00	1.00	0.00	0.00	2.00	8.00	1.00	0.00	0.00	2.00
16	8.00	1.00	0.50	0.00	3.00	9.00	1.00	1.00	0.00	3.00	9.00	1.00	0.25	0.00	3.00	8.00	1.00	0.00	0.00	3.00	8.00	1.00	0.00	0.00	3.00
17	9.00	1.00	0.50	0.00	3.00	9.00	1.00	1.00	0.00	3.00	9.00	1.00	0.25	0.00	3.00	9.00	1.00	0.00	0.00	3.00	9.00	1.00	0.00	0.00	3.00
18	9.00	1.00	0.50	0.00	3.00	10.00	1.00	1.00	0.00	3.00	10.00	1.00	0.25	0.00	3.00	10.00	1.00	0.00	0.00	3.00	10.00	1.00	0.00	0.00	3.00
19	10.00	1.00	0.50	0.00	3.00	10.00	1.00	1.00	0.00	3.00	10.00	1.00	0.25	0.00	3.00	10.00	1.00	0.00	0.00	3.00	10.00	1.00	0.00	0.00	3.00
20	11.00	1.00	0.50	0.00	3.00	11.00	1.00	1.00	0.00	3.00	11.00	1.00	0.25	0.00	3.00	11.00	1.00	0.00	0.00	3.00	11.00	1.00	0.00	0.00	3.00
21	11.00	2.00	0.50	0.00	3.00	11.00	2.00	1.00	0.00	3.00	11.00	2.00	0.25	0.00	3.00	11.00	2.00	0.00	0.00	3.00	11.00	2.00	0.00	0.00	3.00
22	12.00	2.00	0.50	0.00	3.00	12.00	2.00	1.00	0.00	3.00	12.00	2.00	0.25	0.00	3.00	12.00	2.00	0.00	0.00	3.00	12.00	2.00	0.00	0.00	3.00
23	12.00	2.00	0.50	0.00	3.00	12.00	2.00	1.00	0.00	3.00	12.00	2.00	0.25	0.00	3.00	12.00	2.00	0.00	0.00	3.00	12.00	2.00	0.00	0.00	3.00
24	13.00	2.00	0.50	0.00	3.00	13.00	2.00	1.00	0.00	3.00	13.00	2.00	0.25	0.00	3.00	13.00	2.00	0.00	0.00	3.00	13.00	2.00	0.00	0.00	3.00
25	14.00	2.00	0.50	0.00	3.00	14.00	2.00	1.00	0.00	3.00	14.00	2.00	0.25	0.00	3.00	14.00	2.00	0.00	0.00	3.00	14.00	2.00	0.00	0.00	3.00

South Three - IMC

RNs	PCTs	HUCs	MT	RRT/CN/FI		RNs	PCTs	HUCs	MT	RRT/CN/FI		RNs	PCTs	HUCs	MT	RRT/CN/FI		RNs	PCTs	HUCs	MT	RRT/CN/FI	
				ex						ex						ex						ex	
1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00	
1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00	
1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00		1.00	0.00	0.00	0.00	0.00	
2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00	
2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00		2.00	0.00	0.00	0.00	0.00	
2.00	1.00	0.00	0.00	0.00		2.00	1.00	0.00	0.00	0.00		2.00	1.00	0.00	0.00	0.00		2.00	1.00	0.00	0.00	0.00	
3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00	
3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00		3.00	1.00	0.00	0.00	0.00	
4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00	
4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00	
4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00		4.00	1.00	0.00	0.00	0.00	

Emergency Department Staffing Plan

Unit	Emergency Department
Patient Populations	Services performed include but are not limited to: Treated approximately 46,100 patients in FY2022 Trauma patients Stroke patients Heart Attack patients Pediatric patients Behavioral Health patients Admit 23% of patients
RN to Patient Ratio	Staffed according to ENA (Emergency Nurses Association) recommendation
Staffing Profile	Charge RN at all times Registered Nurses Patient Care Technicians (PCT) with MA-P Health Unit Coordinators
Shift Profile	8, 10 and 12 hour shifts. 7a-3p, 7a-7p, 9a-5p, 9a-9p, 9a-7p, 11a-11p, 11a-7p, 3p-3a, 3p-11p, 7p-7a, 11p-7a
Budgeted Hours Per Unit of Service	3.50
Average Years of RN Experience	11 years
Specialty Certifications	CEN – Certified Emergency Nurse ACLS PALS TNCC – Trauma Nurses Core Course ENPC – Emergency Nurses Pediatric Course or PAL (Pediatric Advanced Life support)
Additional Available Resources	Nurse Manager and Supervisor Medical Director Clinical Nurse Specialist ED Providers IV team Float Team Stroke Program Manager and Trauma Program Manager RRT and Code Blue response teams MSW Chaplain Interpreter Services and Security Staff

Short Stay Unit Staffing Plan

Unit	Short Stay Unit (West 3)
Patient Populations	Patients who need further diagnostic work-up to determine the appropriate level of care or their symptoms have improved or resolved and are ready for discharge. The unit also provides infusion services, which has moved from the Perioperative Care Unit. SSU is also tele-capable, providing the ability to care for telemetry patients.
RN to Patient Ratio	4 patients per RN
Staffing Profile	Registered Nurses including a Charge Nurse Patient Care Technicians Health Unit Coordinator
Shift Profile	7a-7p,9a-9p,7p-7a
Budgeted Hours Per Unit of Service	
Average Years of RN Experience	----
Specialty Certifications	BLS ACLS CRNI (Certified Registered Nurse Infusion) – Not required
Additional Available Resources	Nurse Manager Nurse Supervisor Medical Director Physician Assistant (PA) ED Providers Shift Administrator IV Team Float Team Utilization Review RN Perioperative Care Unit Staff RRT Team Stroke Program Manager and Clinical Nurse Specialist (CNS) Lab (Phlebotomists) EVS staff Security Staff

Voluntary Inpatient Adult and Psychiatric Staffing Plan

Unit	14-bed Voluntary Inpatient Adult and Psychiatric Unit (6 th Floor Building 4)
Patient Populations	Voluntary Psychiatric Inpatients – Including those with mood disorders, psychotic process, anxiety, co-occurring disorders
RN to Patient Ratio	1 RN to 5-7 patients
Staffing Profile	Charge RN 24/7 Health Unit Coordinator from 0930 to 1830 MHS Day and Evening shifts 7 days/week Recreation Therapy Day shift 6 days/week Substance Use Disorder Professional 7 days/week
Shift Profile	8 hour shifts: 0700-1530 1500-2330 2300-0730
Budgeted Hours Per Unit of Service	10.17
% RN	58%
Average Years of RN Experience	14 years
Specialty Certifications	4 Psychiatric Mental Health Certified RN's
Additional Available Resources	IV Team Float Team Pharmacist RRT and Code Blue response teams Speech, Physical and Occupational Therapy Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services Nutrition Services Wound and Ostomy Nurse Specialist Palliative Care Team and Hospice Patient Experience Team Respiratory Therapist Shift Administrators Security Staff Volunteer Services Staff Educator MSW for Discharge Planning

BHU STAFFING GRID 2022

Census	Day						Evenings						Nights	
	CN	Med RN	Triage RN	HUC	MHS	RT	CN	RN	HUC	MHS	SUDP	CN	Med RN	
5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
6	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
10	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	*1.0	1.0	1.0	
11	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0	2.0	*1.0	1.0	1.0	
12	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	*1.0	1.0	1.0	
13	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	*1.0	1.0	1.0	
14	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	*1.0	1.0	1.0	

Outpatient Recovery Staffing Plan

Unit	Outpatient Recovery (OPR)
Patient Populations	<p>Services performed for adult and pediatric patients include:</p> <ul style="list-style-type: none"> • ECT • ENT • General Surgery • Gynecology • Ophthalmology • Oral Maxillary • Podiatry • Retinal Surgery • Urology
RN to Patient Ratio	<p>1 RN to 1 patient immediate postoperative phase of recovery 1 RN to 1 - 2 patients acute phase recovery 1 RN to 3 - 5 patients for secondary recovery phase Staffed per ASPN (American Society of Peri-Anesthesia Nurses) recommendations.</p>
Staffing Profile	<p>Charge Nurse 0600-1630 HUC from 0730-1600 Use of Patient Care Technician (PCT) to assist RN, variable shifts</p>
Shift Profile	<p>8, 10 and 12 hour shifts: Business hours are 0600-1830</p>
Budgeted Hours Per Unit of Service	4.98 based on patient visits
% RN	90%
Average Years of RN Experience	14 years
Specialty Certifications	<p>All Nurses are ACLS and PALS certified 4 Nurses with Medical-Surgical certifications</p>
Additional Available Resources	<p>Care Management and Discharge Planners Chaplain Clinical Nurse Specialist Interpretive Services IV Team Nurse Manager Pharmacist Physical and Occupational Therapy RRT and Code Blue response teams Speech Therapist Staff Educator All other hospital support</p>

Outpatient Surgery Staffing Plan

Unit	Outpatient Surgery (OPS)
Patient Populations	<p>Services performed for adult and pediatric patients include:</p> <ul style="list-style-type: none"> • ENT • General Surgery • Gynecology • Ophthalmology • Oral Maxillary • Podiatry • Retinal Surgery • Urology
RN to Patient Ratio	<p>1 RN to 1 patient Staffed per AORN (Association of Operating Room Nurses) recommendations</p>
Staffing Profile	<p>Charge Nurse 0630-1700 HUC from 0730-1600 Use of Surgical Technicians (ST) and Surgery Assistant (SA) to assist the RN 1 RN and 1 ST break and lunch relief staffed daily When surgical volume dictates, 1 float RN is assigned to unit</p>
Shift Profile	<p>8 and 10 hour shifts: 3 OR's staffed 0700-1530 1 OR staffed 0700-1700 Business hours 0700-1730</p>
Budgeted Hours Per Unit of Service	0.18 based on operating minutes
% RN	67%
Average Years of RN Experience	8 years
Specialty Certifications	<p>4 CNOR (Certified Nurse Operating Room) 2 certified scrub tech</p>
Additional Available Resources	<p>Anesthesia Technicians SPD Core Technician Interpretive Services IV Team Nurse Manager Perioperative Materials RRT and Code Blue response teams Staff Educator All other hospital support</p>

Special Procedures Unit Staffing Plan

Unit	Special Procedures Unit (SPU)
Patient Populations	<p>Procedures performed for patients of all ages with the exception of pediatric patients:</p> <ul style="list-style-type: none"> • Gastroenterology • Upper and Lower GI • Pulmonary • Pain • Inpatient • Outpatient
RN to Patient Ratio	<p>2 RN's to 1 patient for procedure and conscious sedation cases 1 RN to 2 – 3 patients in recovery (acuity based)</p>
Staffing Profile	<p>Charge Nurse 0630-1500 All RN staff for patient care Certified SPD tech for scope processing</p>
Shift Profile	<p>8 and 10 hour shifts: Business hours 0630-1730</p>
Budgeted Hours Per Unit of Service	5.72 based on visits
% RN	100%
Average Years of RN Experience	10.8 years
Specialty Certifications	<p>All Nurses are ACLS certified 3 Medical Surgical certifications 2 CGRN (Certified Gastroenterology RN)</p>
Additional Available Resources	<p>Care Management and Discharge Planners Chaplain Clinical Nurse Specialist Interpretive Services IV Team Pharmacist Physical and Occupational Therapy Respiratory Therapist RRT and Code Blue response teams Speech Therapist</p>

Inpatient Surgery Staffing Plan

Unit	Inpatient Surgery (IPS)
Patient Populations	<p>Surgical services performed but not limited to:</p> <ul style="list-style-type: none"> • Cardiovascular, Thoracic • General Surgery, including Bariatric and Robotics • Gynecology • Plastics • ENT • Neurosurgery • Orthopedic, Orthopedic Trauma • Spine • Podiatric procedures • Urology • Vascular, Endovascular
RN to Patient Ratio	<p>1 RN to 1 Patient Staffed per AORN (Association of Operating Room Nurses) recommendations</p>
Staffing Profile	<p>Charge Nurse 24/7 HUC 0645-2300 Monday-Friday; 0700-1900 Saturday and Sunday RN 1:1 Surgical Technicians 1:1 Anesthesia Technicians 3:1 and Cardiac 1:1 Surgical Assistant 4:1 RN 4:1 for extra assistance and break relief</p>
Shift Profile	8, 10 and 12 hour shifts starting at: 0645, 0845, 1045, 1445, 2245
Budgeted Hours Per Unit of Service	.11 TARGET
% RN	65%
Average Years of RN Experience	9 years
Specialty Certifications	39% CNOR (Certified Nurse Operating Room)
Additional Available Resources	<p>Anesthesiologist and Anesthesia Technologist Clinical Nurse Specialist Educator Lab Services MTP and Code Blue response teams Nurse Manager Supervisor Perfusionist Perioperative Director Pharmacy Radiologist Supply Technicians</p>

Post Anesthesia Care Unit Staffing Plan

Unit	Post Anesthesia Care Unit (PACU)
Patient Populations	Inpatient and short-stay surgical procedures (including any procedure completed on campus that requires Anesthesiology service outside of the operating suites, including: EP lab, HVC, SPU, IR, & MRI)
RN to Patient Ratio	1:1 (Trauma, Critical Care, Phase 1 Pediatrics, Intubated Adult, Vascular/Cardiac Cath/EP studies) 1:2 (Phase 1 & 2 extubated Adult, Phase 1 Pediatrics w/ assistant) Ratios & staffing in accordance with ASPAN Standards
Staffing Profile	Charge RN (Monday-Friday 0700-2330, excluding holidays) Use of Patient Care Technicians (PCT's): transport and RN assistance 2 RNs are staffed when unit is open (minimum) 2 RNs are on call when the unit is closed
Shift Profile	Monday-Friday 0700-2330 Mix of 8, 10, & 12 hour shifts Sunday-Thursday 1900-0730 1 RN In-house / 1 RN Standby Friday 2300-0700 2 RN Standby Saturday 1900-0730 2 RN Standby Saturday-Sunday 0700-1930 2-12 hour RN's In-house / 1 RN Standby / 1-12 hour PCT Standby
Budgeted Hours Per Unit of Service	
% RN	83%
Average Years of RN Experience	10 years
Specialty Certifications	All RNs are ACLS & PALS certified 5 RNs have CCRN certifications 1 RN's have Medical-Surgical Certification 1 Neuroscience Certification 1 RN have CPAN certifications
Additional Available Resources	Anesthesiologist Chaplain Interpretive Services IV Team Laboratory/Phlebotomy Services Nurse Manager Perioperative Clinical Nurse Specialist Pharmacy RRT and Code Blue response teams

Perioperative Care Unit Staffing Plan

Unit	Perioperative Care Unit (PCU)	
Patient Populations	Pre-surgical preparation of inpatient and AM admission and outpatient populations for: <ul style="list-style-type: none">• Bariatric Surgery• Breast Surgery• Cardiothoracic Surgery• General Surgery• GI /GU Surgery• Gynecologic Surgery• GYN-Oncology Surgery• Head and Neck Surgery• Neuro-spine Surgery• Orthopedic Surgery• Robotic-assisted Surgery• Vascular Surgery Preparation of outpatients receiving MRI with anesthesia. Outpatient Infusion patients	
RN to Patient Ratio	1 RN for 3 Phase II post-operative patients 1 RN to 2:3 patients (based on acuity)	
Staffing Profile	Charge Nurse (Monday-Friday 0530-2130) RN's Health Unit Coordinator (HUC) Patient Care Technicians (PCT's)	
Shift Profile	Monday-Friday 0530-2130 Mix of 4, 8, 10 & 12 hours shifts Saturday-Sunday 0530-1400 2-8 hour RN's, 1 PCT + 1-8 hour call RN	
Budgeted Hours Per Unit of Service	3.90	
% RN	67%	
Average Years of RN Experience	12 years	
Specialty Certifications	2 RN Medical-Surgical Certification 3 ER Certification 1 CCRN Certification 19 RNs ACLS certified	
Additional Available Resources	Anesthesiologist Chaplain Clinical Nurse Specialist Interpretive Services IV Team	Nurse Manager RRT and Code Blue response teams All other hospital support services

Surgical Pre Admission Staffing Plan

Unit	Surgical Pre Admission (SPA)	
Patient Populations	RN Telephone & in-person ARNP pre-surgical preparation for: <ul style="list-style-type: none"> • Bariatric Surgery • Breast Surgery • Cardiothoracic Surgery • General Surgery • GI /GU Surgery • Gynecologic Surgery • GYN-Oncology Surgery • Head and Neck Surgery • Neuro-spine Surgery • Orthopedic Surgery • Robotic-assisted Surgery • Vascular Surgery 	
RN to Patient Ratio	Flexes with scheduled surgical volume and meets ASPAN standards for Pre-admission/Preoperative Preparation Patient encounters are 1 RN or ARNP to 1 patient	
Staffing Profile	1 ARNP 5 RN's 1 Health Unit Coordinator (HUC) 1 Patient Care Technician (PCT) or Medical Assistant (MA)	
Shift Profile	Primarily 8 hour shifts: Monday – Friday 0800-1800	
Budgeted Hours Per Unit of Service	1.72	
% RN	83%	
Average Years of RN Experience	31 years	
Specialty Certifications	1 CAPA certification 1 Medical-Surgical Certification	
Additional Available Resources	Anesthesiologist Cardiac Surgery PA's Outpatient Lab Medical Imaging Nurse Manager Perioperative Clinical Nurse Specialist	Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Services Interpretive Services

Interventional Medical Imaging Staffing Plan

Unit	Interventional Medical Imaging Nursing
Patient Populations	Diagnostic NM, Echo, CT and MRI Cardiology stress testing Diagnostic and interventional oncology, neurology, GI, GU, GYN, respiratory, nephrology, endocrinology, cardiology, pulmonology. (all medical and surgical populations with the exception of breast and brain surgery).
RN to Patient Ratio	1:1 for sedation and non-sedation (unless critically unstable, difficulty with mobility or agitation, then will adjust staffing as needed)
Staffing Profile	1 RN assigned to NM, 1 RN to Echo, 1 charge nurse, (if available) 1 RN supervisor, 3 RN's to do procedures,
Shift Profile	8 hour to 9.5 hour shifts Mon. to Friday 7 AM-5:30 PM
Budgeted Hours Per Unit of Service	3.06
% RN	91%
Average Years of RN Experience	21
Specialty Certifications	RNs are ACLS, Malignant Hyperthermia and Procedural Sedation certified
Additional Available Resources	IV team Clinical Nurse Specialists RRT and Code Blue response teams Pharmacist Respiratory Therapist Admitting Insurance Authorization team

Breast Sur & Gyn Onc Unit Staffing Plan

Unit	Breast Surgery and Gynecologic Oncology
Patient Populations	Breast Surgery Clinic and Gynecologic Oncology Clinic.
RN to Patient Ratio	It is hard to calculate the patient-to-nurse ratio. Our clinic nurse rarely has nurse visits. She is assigned to triage calls and answer in-basket messages. She helps room patients if needed. Our medical assistants are primarily assigned to room patients & help complete forms like FMLA. The number of patients we see in the clinic varies. Sometimes as low as 2 and as high as 32. We have two nurse navigators who coordinate patient care via phone. On very infrequent occasions, they cover the clinic and help the clinic nurse.
Staffing Profile	Registered Nurses: Clinic Nurse=1; Nurse Navigators =2 Patient Care Technicians/Medical Assistants: 2 Health Unit Coordinator: 5
Shift Profile	Day shift. Monday to Friday. Off on holidays and weekends. 8 hours a day. Clinic nurse can work from 0800-1630 or 0830-1600. Nurse Navigators have more flexible hours and can work remotely.
Budgeted Hours Per Unit of Service	24 hours per day for the Cancer Services (Breast Surgery and Gyn Onc)
Average Years of RN Experience	13 years (9 years, 11 years, 19 years)
Specialty Certifications	BLS: Required ACLS: Not required CRNI (Certified Registered Nurse Infusion) – Not required
Additional Available Resources	Nurse Manager: 1 Medical Director & Breast Surgeon: 1 Breast Surgeons: 1 Physician Assistant (PA): 2 (Breast Surgery PA=1; Gyn Onc PA=1) Genetic Counselor: 1 Financial Counselor: 1 Medical Assistants: 2 Oncology Social Workers: 3 Referral Coordinator: 1 Surgery Coordinator: 1 Massage Therapist: 1

IV Therapy Staffing Plan

Unit	IV Therapy
Patient Populations	All patient types with the exception of NICU Services provided: <ul style="list-style-type: none"> • Short peripheral catheter insertions(PIV) • Ultrasound guided peripherals (USG) • Midline insertions (ML) • Peripherally inserted central catheters(PICC) insertion and maintenance • Access and de-access of intravascular implanted devices (PAC) • Central line dressing changes including HD lines • Provide grading, treatment, and antidote administration for infiltrations and extravasations • Collaborate with other health care professionals to determine best type of access for the patient with the least amount of risks/complications • Trouble shoot any PIV/ML/PICC concerns • Sign off RN's who are required to start PIV within their department
RN to Patient Ratio	1:1 during the procedures
Staffing Profile	Registered Nurses
Shift Profile	7a-7p,9a-9p,7p-7a
Budgeted Hours Per Unit of Service	7.93 FTE
Average Years of RN Experience	14 yrs.
Specialty Certifications	BLS CRNI VACC
Additional Available Resources	Nurse Manager Nurse Supervisor Floor RN's Pharmacy RRT Team Case Management Infection Prevention Team Infection Disease MD Radiologist/IR Team Social Workers Hospitalists

Radiation Oncology Unit Staffing Plan

Unit	Radiation Oncology
Patient Populations	<ul style="list-style-type: none"> • Adult (18+). • Outpatients and Inpatients. • Nearly all patients have a cancer diagnosis. • 40-60 patients per day. • 10-15 are consultations and follow-ups. RN's room, assess, and navigate these patients through their treatment. • 30-45 are patients on daily active treatment (M-F up to 6 weeks). Radiation Therapists perform all treatment procedures.
RN to Patient Ratio	<ul style="list-style-type: none"> • 1:7 One RNs sees and average of seven scheduled patients a day.
Staffing Profile	<ul style="list-style-type: none"> • One RN assigned to one doctors scheduled clinic patients. Each RN/Dr sees an average of seven patients per day in clinic.
Shift Profile	<ul style="list-style-type: none"> • Monday – Friday 8:00am – 4:30pm, 8 hour shifts
Budgeted Hours	<ul style="list-style-type: none"> • Two 1.0 FTE • Two Per Diem to cover PTO, LOA, high volume
Average Years of RN Experience	<ul style="list-style-type: none"> • 7 years
Specialty Certifications	<ul style="list-style-type: none"> • BLS
Additional Available Resources	Radiation Oncologists Medical Physicists Medical Dosimetrists Radiation Therapists Patient Service Representatives Program Coordinator/Biller/Coder FHCC Medical Oncology Breast Surgery Gynecology Oncology Genetic Counseling Social Workers Nutritionists Physical Therapy Patient Transport Lab Breast Health

Heart & Vascular Center Staffing Plan

Unit	Heart & Vascular Center Interventional Unit
Patient Populations	Diagnostic and Interventional Cardiology Diagnostic and Interventional Electrophysiology Diagnostic and Interventional Vascular Interventional Radiology
RN to Patient Ratio	1:1 for sedation case; 3 or 4:1 otherwise
Staffing Profile	1 Charge Nurse assigned daily 5-6 RNs (includes Charge Nurse) and 1 PCT 2 RNs in satellite rooms on E4
Shift Profile	12 hour shifts M-F: 0500-1730, 0700-1930 and 0900-2130
Budgeted Hours Per Unit of Service	.91
% RN	85%
Average Years of RN Experience	19 years
Specialty Certifications	All RNs are ACLS, Malignant Hyperthermia and Procedural Sedation certified
Additional Available Resources	Care Management, Discharge Planners and Utilization Review Chaplain Clinical Nurse Specialists Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services

Invasive Cardiovascular Staffing Plan

Unit	Invasive Cardiovascular Services (Cardiac Cath Lab, Electrophysiology, Angiography and Vascular Interventional Radiology)
Patient Populations	Diagnostic and Interventional Cardiology Diagnostic and Interventional Electrophysiology Diagnostic and Interventional Vascular Interventional Radiology
RN to Patient Ratio	1:1 for all cases (most all cases use sedation)
Staffing Profile	1 Charge Nurse assigned daily 1 RN and 2-3 Technologists (Radiology Technologist or Cardiovascular Technologist) per procedure
Shift Profile	10 hour shifts M-F 0600-1630 and 0700-1730 Standby Team 1730-0600 M-F, 24 hours on weekends
Budgeted Hours Per Unit of Service	9.38
% RN	34%
Average Years of RN Experience	20 years
Specialty Certifications	All staff are ACLS and Malignant Hyperthermia certified. All RNs are procedural sedation certified. All CVTs are RCIS certified.
Additional Available Resources	Care Management and Discharge Planners Chaplain Clinical Nurse Specialists Interpretive Services IV Team Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Volunteer Services

