

Valley Medical Center

The following is the nurse staffing plan for Valley Medical Center, submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

Valley Medical Center

I, the undersigned with responsibility for Valley Medical Center attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for 2023-2024 and includes all units covered under our hospital license under RCW 70.41. This plan was developed with consideration given to the following elements:

- ✓ 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 patient care 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.

This staffing plan was adopted by the hospital on: 6/30/23 (date)

As approved by Jarvis Bryant (name and title)

Nurse Staffing Plan Purpose

This plan was developed for the management of scheduling and provision of daily staffing needs for the hospital, and to define a process that ensures the availability of qualified nursing staff to provide safe, reliable and effective care to our patients. This plan applies to all parts of the hospital licensed under RCW 70.41.

Nurse Staffing Plan Principles

- Access to high-quality nursing staff is critical to providing patients safe, reliable and effective care.
- The optimal staffing plan represents a partnership between nursing leadership and direct nursing care staff.
- Staffing is multifaceted and dynamic. The development of the plan must consider a wide range of variables.
- Data and measurable nurse sensitive indicators should help inform the staffing plan.

Nurse Staffing Plan Policy

- The nurse staffing committee (committee) is responsible for the development and oversight of the nurse staffing plan to ensure the availability of qualified nursing staff to provide safe, reliable and effective care to our patients.
- The committee's work is guided by its charter.
- The committee meets on a regular basis as determined by the committee's charter.
- The committee's work is informed by information and data from individual patient care units. Appropriate staffing levels for a patient care unit reflect an analysis of:
 - Individual and aggregate patient needs;
 - Staffing guidelines developed for specific specialty areas;
 - The skills and training of the nursing staff;
 - Resources and supports for nurses;
 - Anticipated absences and need for nursing staff to take meal and rest breaks;
 - Hospital data and outcomes from relevant quality indicators; and
 - Hospital finances.

*The American Nurses Association does not recommend a specific staffing ratio, but rather to make care assignments based on acuity, patient needs and staff competencies.

- The analysis of the above information is aggregated into the hospital's nurse staffing plan. Each individual patient care unit may use the Nurse Staffing Committee Checklist to guide their work.
- Staff continuously monitor individual and aggregate patient care needs and make adjustments to staffing per agreed upon policy and collective bargaining agreement (if applicable).
- The committee will perform a semiannual review of the staffing plan. If changes are made to the staffing plan throughout the calendar year, an updated staffing plan will be submitted to DOH.
- The hospital is committed to ensuring staff are able to take meal and rest breaks as required by law, or collective bargaining agreement (if applicable). The committee considers breaks and strategies to ensure breaks when developing the plan. A global break policy may be used, or individual patient care units may have discretion in structuring breaks to meet specific needs while meeting the requirements of the law. Data regarding missed or interrupted breaks will be reviewed by the committee to help develop strategies to ensure nurses are able to take breaks.

Nurse Staffing Plan Scope

Acute care hospitals licensed under RCW 70.41 are required by law to develop a nurse staffing plan. The plan must cover areas of the hospital that: 1) are under the hospital's license (RCW 70.41) and 2) where a nurse(s) provides patient care (i.e., "patient care unit").

The following areas of the hospital are covered by the nurse staffing plan:

- Critical Care Unit
- General Medicine
- Respiratory/Renal
- Medical Overflow
- Medical Unit
- General Surgery
- Joint/Spine
- Neurology
- Pediatrics
- NICU
- Mother/Baby
- Labor and Delivery
- Emergency Department
- Perioperative and Post Anesthesia Recovery Areas

Nurse Staffing Plan Critical Elements

The following represents critical elements about the nurse staffing plan:

- Patient needs and acuity
- Staffing guidelines per national organizations (AORN, ASPAN, AWONN)
- Hospital admissions (including ED, OR, and Procedural Areas)
- Average daily census
- NDNQI data
- Benchmarking data

Nurse Staffing Plan Matrices for Fiscal Year 2023-2024 (July-June)

- Critical Care Unit (Cost Center 6011)

Critical Care Unit - Day Shift (0700-1900)					Critical Care Unit - Night Shift (1900-0700)				
Pts	Charge RN	Resource RN	RN	Unit Secretary	Pts	Charge RN	Resource RN	RN	Unit Secretary
8	1	1	4	0	8	1	1	4	C
9	1	1	5	0	9	1	1	5	C
10	1	1	5	0.5	10	1	1	5	C
11	1	1	6	0.5	11	1	1	6	C
12	1	1	6	0.5	12	1	1	6	C
13	1	1	7	1	13	1	1	7	C
14	1	1	7	1	14	1	1	7	C
15	1	1	8	1	15	1	1	8	C
16	1	1	8	1	16	1	1	8	C
17	1	2	9	1	17	1	2	9	C
18	1	2	9	1	18	1	2	9	C
19	1	2	10	1	19	1	2	10	C
20	1	2	10	1	20	1	2	10	C
21	1	2	11	1	21	1	2	11	C
22	1	2	11	1	22	1	2	11	C
23	1	2	12	1	23	1	2	12	C
24	1	2	12	1	24	1	2	12	C
25	1	2	13	1	25	1	2	13	C
26	1	2	13	1	26	1	2	13	C
27	1	2	14	1	27	1	2	14	C
28	1	2	14	1	28	1	2	14	C
29	1	2	15	1	29	1	2	15	C
30	1	2	15	1	30	1	2	15	C

Valley Medical Center

- General Medicine (Cost Center 6050)
- Respiratory/Renal (Cost Center 6215)
- Medical Unit (Cost Center 6073)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
21	1	0	5	2	1	21	1	0	5	2	0
22	1	0	5	2	1	22	1	0	5	2	0
23	1	0	6	2	1	23	1	0	6	2	0
24	1	0	6	2	1	24	1	0	6	2	0
25	1	0	6	3	1	25	1	0	6	3	0
26	1	0	6	3	1	26	1	0	6	3	0
27	1	0	7	3	1	27	1	0	7	3	0
28	1	0	7	3	1	28	1	0	7	3	0
29	1	0	7	3	1	29	1	0	7	3	0
30	1	0	7	3	1	30	1	0	7	3	0
31	1	0	8	3	1	31	1	0	8	3	0
32	1	0	8	3	1	32	1	0	8	3	0
33	1	0	8	3	1	33	1	0	8	3	0
34	1	0	8	3	1	34	1	0	8	3	0
35	1	0	9	3	1	35	1	0	9	3	0
36	1	0	9	3	1	36	1	0	9	3	0
37	1	0	9	4	1	37	1	0	9	4	0
38	1	0	9	4	1	38	1	0	9	4	0
39	1	0	10	4	1	39	1	0	10	4	0
40	1	0	10	4	1	40	1	0	10	4	0
41	1	0	10	4	1	41	1	0	10	4	0
42	1	0	10	4	1	42	1	0	10	4	0
43	1	0	11	4	1	43	1	0	11	4	0

- General Medicine – NWP (Cost Center 6052)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
7	1	0	1	1	0	7	1	0	1	1	0
8	1	0	2	2	0	8	1	0	2	2	0
9	1	0	2	2	0	9	1	0	2	2	0
10	1	0	2	2	0	10	1	0	2	2	0
11	1	0	2	2	0	11	1	0	2	2	0
12	1	0	2	2	0	12	1	0	2	2	0
13	1	0	2	2	0	13	1	0	2	2	0
14	1	0	3	2	0	14	1	0	3	2	0
15	1	0	3	3	0	15	1	0	3	3	0
16	1	0	3	3	0	16	1	0	3	3	0
17	1	0	3	3	0	17	1	0	3	3	0
18	1	0	3	3	0	18	1	0	3	3	0
19	1	0	3	3	0	19	1	0	3	3	0

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- General Surgery (Cost Center 6020)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
8	1	0.75	2	1	0	8	1	0	2	1	0
9	1	0.75	2	2	0	9	1	0	2	2	0
10	1	0.75	3	2	0.5	10	1	0	3	2	0
11	1	0.75	3	2	0.5	11	1	0	3	2	0
12	1	0.75	3	2	0.5	12	1	0	3	2	0
13	1	0.75	3	2	1	13	1	0	3	2	0
14	1	0.75	4	2	1	14	1	0	4	2	0
15	1	0.75	4	2	1	15	1	0	4	2	0
16	1	0.75	4	2	1	16	1	0	4	2	0
17	1	0.75	4	3	1	17	1	0	4	3	0
18	1	0.75	4	3	1	18	1	0	4	3	0
19	1	0.75	5	3	1	19	1	0	5	3	0
20	1	0.75	5	3	1	20	1	0	5	3	0
21	1	0.75	5	3	1	21	1	0	5	3	0
22	1	0.75	5	3	1	22	1	0	5	3	0
23	1	0.75	6	3	1	23	1	0	6	3	0
24	1	0.75	6	3	1	24	1	0	6	3	0
25	1	0.75	6	4	1	25	1	0	6	4	0
26	1	0.75	6	4	1	26	1	0	6	4	0
27	1	0.75	7	4	1	27	1	0	7	4	0
28	1	0.75	7	4	1	28	1	0	7	4	0
29	1	0.75	7	4	1	29	1	0	7	4	0
30	1	0.75	7	4	1	30	1	0	7	4	0

ADT Nurse Monday-Friday 12 hours

- Joint/Spine (Cost Center 6280)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
8	1	0.47	2	1	0	8	1	0	2	1	0
9	1	0.47	2	1	0	9	1	0	2	1	0
10	1	0.47	3	1	0.5	10	1	0	3	1	0
11	1	0.47	3	1	0.5	11	1	0	3	1	0
12	1	0.47	3	1	0.5	12	1	0	3	1	0
13	1	0.47	3	2	1	13	1	0	3	2	0
14	1	0.47	4	2	1	14	1	0	4	2	0
15	1	0.47	4	2	1	15	1	0	4	2	0
16	1	0.47	4	2	1	16	1	0	4	2	0
17	1	0.47	4	2	1	17	1	0	4	2	0
18	1	0.47	4	2	1	18	1	0	4	2	0
19	1	0.47	5	2	1	19	1	0	5	2	0
20	1	0.47	5	2	1	20	1	0	5	2	0
21	1	0.47	5	2	1	21	1	0	5	2	0
22	1	0.47	5	2	1	22	1	0	5	2	0
23	1	0.47	6	2	1	23	1	0	6	2	0
24	1	0.47	6	2	1	24	1	0	6	2	0
25	1	0.47	6	3	1	25	1	0	6	3	0
26	1	0.47	6	3	1	26	1	0	6	3	0
27	1	0.47	7	3	1	27	1	0	7	3	0
28	1	0.47	7	3	1	28	1	0	7	3	0
29	1	0.47	7	3	1	29	1	0	7	3	0
30	1	0.47	7	3	1	30	1	0	7	3	0

ADT Nurse Monday-Friday 8 hours

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- Neurology (Cost Center 6235)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary/Tele	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary/Tele
21	1	0	6	2	2	21	1	0	6	2	1
22	1	0	6	2	2	22	1	0	6	2	1
23	1	0	6	2	2	23	1	0	6	2	1
24	1	0	7	3	2	24	1	0	7	2	1
25	1	0	7	3	2	25	1	0	7	3	1
26	1	0	7	3	2	26	1	0	7	3	1
27	1	0	7	4	2	27	1	0	7	3	1
28	1	0	8	4	2	28	1	0	8	3	1
29	1	0	8	4	2	29	1	0	8	3	1
30	1	0	8	4	2	30	1	0	8	3	1

- Medical Overflow (Cost Center 6073)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
1	1	0	1	0	0	1	1	0	1	0	0
2	1	0	1	0	0	2	1	0	1	0	0
3	1	0	1	0	0	3	1	0	1	0	0
4	1	0	1	0	0	4	1	0	1	0	0
5	1	0	1	0	0	5	1	0	1	0	0
6	1	0	1	0	0	6	1	0	1	0	0
7	1	0	1	0	0	7	1	0	1	0	0
8	1	0	2	1	0	8	1	0	2	1	0
9	1	0	2	1	0	9	1	0	2	1	0
10	1	0	3	1	0	10	1	0	3	1	0
11	1	0	3	1	0	11	1	0	3	1	0
12	1	0	3	1	0	12	1	0	3	1	0
13	1	0	3	2	0	13	1	0	3	2	0
14	1	0	3	2	0	14	1	0	3	2	0
15	1	0	4	2	0	15	1	0	4	2	0
16	1	0	4	2	0	16	1	0	4	2	0

Valley Medical Center

- Pediatrics (Cost Center 6087)

Day Shift (0700-1900)						Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary	Pts	Charge RN	Resource RN	RN	PCA	Unit Secretary
4	1	0	1	0	0	4	1	0	1	0	0
5	1	0	1	0	0	5	1	0	1	0	0
6	1	0	1.5	0	0	6	1	0	1.5	0	0
7	1	0	2	0	0	7	1	0	2	0	0
8	1	0	3	0	0	8	1	0	3	0	0
9	1	0	3	0	0	9	1	0	3	0	0
10	1	0	3	0	0	10	1	0	3	0	0
11	1	0	4	0	0	11	1	0	4	0	0
12	1	0	4	0	0	12	1	0	4	0	0
13	1	0	4	0	0	13	1	0	4	0	0
14	1	0	5	0	0	14	1	0	5	0	0

- NICU (Cost Center 6172)

Day Shift (0700-1900)					Night Shift (1900-0700)				
Pts	Charge RN	Resource RN	RN	Unit Secretary	Pts	Charge RN	Resource RN	RN	Unit Secretary
10	1	0	4	1	10	1	0	4	0
11	1	0	5	1	11	1	0	5	0
12	1	0	5	1	12	1	0	5	0
13	1	0	6	1	13	1	0	6	0
14	1	0	7	1	14	1	0	7	0
15	1	0	7	1	15	1	0	7	0
16	1	0	8	1	16	1	0	8	0
17	1	0	8	1	17	1	0	8	0
18	1	0	9	1	18	1	0	9	0
19	1	0	9	1	19	1	0	9	0
20	1	0	9	1	20	1	0	9	0
21	1	0	10	1	21	1	0	10	0
22	1	0	10	1	22	1	0	10	0

Acuity dependent on patient needs

Valley Medical Center

- Mother/Baby (Cost Center 6086)

Mother/Baby - Day Shift (0700-1900)						Mother/Baby - Night Shift (1900-0700)					
Pts	Charge RN	Resource RN	RN	LPN	Unit Secretary	Pts	Charge RN	Resource RN	RN	LPN	Unit Secretary
1	0	0	2	0	0	1	0	0	2	0	0
2	0	0	2	0	0	2	0	0	2	0	0
3	0	0	2	0	0	3	0	0	2	0	0
4	0	0	2	0	0	4	0	0	2	0	0
5	0	0	2	0	0	5	0	0	2	0	0
6	0	0	2	1	0	6	0	0	2	1	0
7	0	0	3	1	0	7	0	0	3	1	0
8	0	0	3	1	0	8	0	0	3	1	0
9	0	0	3	1	0	9	0	0	3	1	0
10	0	0	4	1	0	10	0	0	4	1	0
11	0	0	4	1	0	11	0	0	4	1	0
12	0	0	4	2	0	12	0	0	4	2	0
13	0	0	5	2	0	13	0	0	5	2	0
14	0	0	5	2	0	14	0	0	5	2	0
15	0	0	5	2	0	15	0	0	5	2	0
16	0	0	6	2	0	16	0	0	6	2	0
17	0	0	6	2	0	17	0	0	6	2	0
18	0	0	6	2	0	18	0	0	6	2	0
19	0	0	7	2	0	19	0	0	7	2	0
20	0	0	7	2	0	20	0	0	7	2	0

- Labor Delivery (Cost Center 7000)

Census-Patients on Unit	Days 0700-1900						Nights 1900-0700					
	CN	Triage	Resource RN	RN	Tech	US	CN	Triage	Resource RN	RN	Tech	US
15	1.0	2.0	1.0	12.0	2.0	1.0	1.0	2.0	1.0	12.0	2.0	1.0
14	1.0	2.0	1.0	11.0	2.0	1.0	1.0	2.0	1.0	11.0	2.0	1.0
13	1.0	2.0	1.0	10.0	2.0	1.0	1.0	2.0	1.0	10.0	2.0	1.0
12	1.0	2.0	1.0	10.0	2.0	1.0	1.0	2.0	1.0	10.0	2.0	1.0
11	1.0	2.0	1.0	9.0	2.0	1.0	1.0	2.0	1.0	9.0	2.0	1.0
10	1.0	2.0	1.0	8.0	2.0	1.0	1.0	2.0	1.0	8.0	2.0	1.0
9	1.0	2.0	1.0	8.0	2.0	1.0	1.0	2.0	1.0	8.0	2.0	1.0
8	1.0	2.0	1.0	7.0	2.0	1.0	1.0	2.0	1.0	7.0	2.0	1.0
7	1.0	2.0	1.0	6.0	2.0	1.0	1.0	2.0	1.0	6.0	2.0	1.0
6	1.0	2.0	1.0	5.0	2.0	1.0	1.0	2.0	1.0	5.0	2.0	1.0
5	1.0	1.0	1.0	4.0	1.0	1.0	1.0	1.0	1.0	4.0	1.0	1.0
4	1.0	1.0	1.0	3.0	1.0		1.0	1.0	1.0	3.0	1.0	
3	1.0	1.0	1.0	2.0	1.0		1.0	1.0	1.0	2.0	1.0	
2	1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0	
1	1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0	

* Dependent on patient needs/stages of labor

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- Emergency Department (Cost Center 7230)

Emergency Department
Average staffing across week; varies by day

	7:00	11:00	15:00	19:00	23:00	3:00
Leadership		2	3	2		
RN	8	18	20	18	6	8
MST	6	10	10	10	6	6
Health Unit Coord.	1	1	2	1	1	1

* Planned staffing varies depending on variability in census and acuity needs.

Staffed to beds based on availability/capacity.

Overall guidelines:

4:1 RN to patient - alternate ratio for REACT area

8:1 MST to patient

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- Surgery (Cost Center 6020)

The staffing plan for the Main OR is based on the two week surgeon block schedule. This reflects the staffing goal during business hours. After hours we utilize the on-call teams.

SURGEON BLOCK WEEK 1					SURGEON BLOCK WEEK 2				
STAFF SCHEDULE WEEKS 1 & 3					STAFF SCHEDULE WEEKS 2 & 4				
MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI
14*	13	14*	13	12	14*	13	14/15*	12/13	13
11	10	10	10	7	11	10	10	10	7
6	5	5	5	5	6	5	5	5	5
1	1	1	3	2	1	1	1	3	2

*Includes Hybrid Room

RNs Needed Does Include: Charge RNs 7a-11p, Specialty Coordinators, 1 additional RN to support Robot Room 7a-7p Mon-Fri

	SURGEON BLOCK WEEK 1					SURGEON BLOCK WEEK 2				
	STAFF SCHEDULE WEEKS 1 & 3					STAFF SCHEDULE WEEKS 2 & 4				
# OF RNS	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI
@ 0700	22	22	22	19	15	22	22	23	19	15
@ 1500	18	18	18	18	14	18	18	19	18	14
@ 1700	11	10	10	10	10	11	10	10	10	10
@ 1900	2	2	2	4	3	2	2	2	4	3

STs Needed Does Include: Sterile Core Tech Mon-Fri 7a-7p, 1 Laser Operator 7a-7p Mon-Fri, +Hybrid Rm Support on Mon & Wed

	SURGEON BLOCK WEEK 1					SURGEON BLOCK WEEK 2				
	STAFF SCHEDULE WEEKS 1 & 3					STAFF SCHEDULE WEEKS 2 & 4				
# OF STs	MON	TUE	WED	THU	FRI	MON	TUE	WED	THU	FRI
@ 0700	20	19	20	19	18	20	19	21	19	18
@ 1500	17	16	16	13	11	17	16	17	13	11
@ 1700	10	10	10	10	10	10	10	11	10	10
@ 1900	2	2	2	4	3	2	2	2	4	3

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- PACU/Admit-Discharge (Cost Center 7030 and 7032)

PACU - Registered Nurses

Schedule	Shift Length	6:00	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	0:00
A0630	8	X	X	X	X	X	X	X	X	X										
A0700	8		X	X	X	X	X	X	X	X										
A0730	8		X	X	X	X	X	X	X	X										
A0900	8			X	X	X	X	X	X	X										
A1030	8				X	X	X	X	X	X										
A1400	8								X	X	X	X	X	X	X	X	X	X	X	X
A1500	8								X	X	X	X	X	X	X	X	X	X	X	X
B0700	10		X	X	X	X	X	X	X	X										
B0500	10		X	X	X	X	X	X	X	X										
B0330	10		X	X	X	X	X	X	X	X										
B0630	10		X	X	X	X	X	X	X	X										
B0800	10		X	X	X	X	X	X	X	X										
B1300	10				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
C0500	12			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
C0900	12			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Staff Count by Hour:		1	4	8	11	12	12	12	13	14	16	13	13	11	7	6	5	4	3	0

** Staffed per ASPAN Standards
 Planned staffing varies depending on number and types of rooms operating to match staffing to acuity

Admit/Discharge - Registered Nurses

Schedule	Shift Length	6:00	6:30	7:00	8:00	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
A0630	8	X	X	X	X	X	X	X	X	X										
A0645	8	X	X	X	X	X	X	X	X	X										
A0600	8		X	X	X	X	X	X	X	X										
A0650	8		X	X	X	X	X	X	X	X										
A0600	8		X	X	X	X	X	X	X	X										
A0630	8		X	X	X	X	X	X	X	X										
A0630	8		X	X	X	X	X	X	X	X										
A0730	8		X	X	X	X	X	X	X	X										
A0730	8		X	X	X	X	X	X	X	X										
A0800	8		X	X	X	X	X	X	X	X										
A0530	8			X	X	X	X	X	X	X										
A0900	8			X	X	X	X	X	X	X										
A0930	8			X	X	X	X	X	X	X										
A1300	8				X	X	X	X	X	X										
A1300	8				X	X	X	X	X	X										
B0900	10				X	X	X	X	X	X										
B1100	10				X	X	X	X	X	X										
E0830	8				X	X	X	X	X	X										
Staff Count by Hour:		2	8	11	14	16	17	18	18	20	16	11	9	7	6	4	3	3	0	0