

Cover Page

The following is the nurse staffing plan for **Confluence Health Wenatchee Valley Hospital** submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

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Attestation Form

Nurse Staffing Coalition

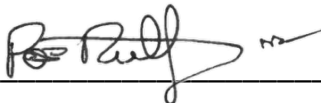
December 30, 2021

I, the undersigned with responsibility for Confluence Health Wenatchee Valley Hospital, attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for 2021 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;
- 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: 12-30-2021

As approved by Peter Rutherford, MD, Confluence Health Chief Executive Officer.



Signature

Peter Rutherford, MD

Printed Name

12-30-2021

Date

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.

*These principles correspond to *The American Nursing Association Principles of Safe Staffing*.

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 units of the hospital;
 - 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

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

- WVH Medical-Surgical & Inpatient Rehabilitation
- WVH Operating Room & Central Processing
- WVH Pre-OP/PACU/Recovery
- WVH Emergency Department
- WVH Walk in Clinic
- Moses Lake Walk in Clinic
- WVH GI Department
- Behavioral Health
- Brewster Clinic- Family Medicine
- East Wenatchee Pediatrics
- East Wenatchee Family Medicine and Walk in Clinic
- Employee Health
- Ephrata Family Medicine
- Geriatrics
- Internal Medicine
- Methow Valley Clinic – Family Medicine
- Anticoagulation Clinics – Moses Lake, Ephrata, Wenatchee, E. Wenatchee, Cashmere, Brewster, Omak, Tonasket, Oroville)
- Moses Lake Cardiology
- Moses Lake General Surgery
- Moses Lake Orthopedics
- Moses Lake Internal Medicine
- Moses Lake Clinic – Pediatrics
- Moses Lake Clinic – OB/GYN
- Moses Lake Family Medicine
- Omak Family Medicine
- Omak Walk in Clinic
- Oroville Clinic
- Chelan Street Orthopedic
- Smith Building Orthopedic
- Palliative Care
- Royal City Family Medicine
- Tonasket Clinic
- Waterville Family Medicine
- Wenatchee Family Medicine 2nd Floor
- Wenatchee Family Medicine
- Wenatchee Pediatrics
- WVH – Allergy
- WVH - ENT
- WVH – Dermatology
- WVH – General Surgery
- WVH – Urology

Nurse Staffing Plan Critical Elements

The following represents critical elements about the nurse staffing plan:

- Census
- Admissions, Discharges, & Transfers
- Acuity
- Level of staff experience
- Staffing guidelines/recommendations per specialty nursing organizations
- Strategies to enable Registered Nurses to take breaks & lunches
- Availability of support staff
- The need for specialty or specialized equipment

Nurse Staffing Plan Matrices

***Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up, down or in skill-mix based on patient factors.**

Wenatchee Valley Hospital – Medical/Surgical/Rehabilitation Staffing Guidelines

Unit Leadership:

Angie Jeske, RN, Nursing Manager

Vacant Position - Staff Representative

Current Staffing Patterns (Core):

Days: 1 RN to 5 patients; 1 CNA to 5-7 patients

Nights: 1 RN to 5 patients; 1 CNA to 5-8 patients

WVH Medical-Surgical Unit

DAYS 0600-1830			NIGHTS 1800-0630			Direct Hrs/Patient
# Pts	RN	CNA	# Pts	RN	CNA	
1	1	0	1	1	0	24.00
2	1	0	2	1	0	12.00
3	1	1	3	1	1	16.00
4	1	1	4	1	1	12.00
5	2	1	5	2	1	14.40
6	2	1	6	2	1	12.00
7	2	1	7	2	1	10.29
8	2	2	8	2	2	10.50
9	2	2	9	2	2	10.67
10	3	2	10	3	2	12.0
11	3	2	11	3	2	10.91
Budget						8.49

WVH Acute Rehab Unit

DAYS 0600-1830			NIGHTS 1800-0630			Direct Hrs/Patient
# Pts	RN	CNA	# Pts	RN	CNA	
1	1	0	1	1	0	24.00
2	1	0	2	1	0	12.00
3	1	1	3	1	1	16.00
4	1	1	4	1	1	12.00
5	2	1	5	2	1	14.40
6	2	1	6	2	1	12.00
7	2	1	7	2	1	10.29
8	2	1	8	2	1	9.0
9	2	2	9	2	2	10.67
Budget						10.19

The above grid is a guideline, acuity and patient care needs should be considered. The Charge RN is included in the grid of each area, one is assigned to each unit at all times, depending on census they may take patients.

*RN patient loads are 4-5 *CNA patient loads are 7-9

Wenatchee Valley Hospital - Surgical Services/Operating Room Staffing Guidelines

Unit Leadership:

Kelly Zellefrow, RN CNOR, OR and Sterile Processing Director

Stacy Klinger, RN, Staff Representative

Vacant - Staff Representative

Skill Mix:

- OR Staffing per AORN guidelines
- Low census is encouraged and given during period of low volume and is shared by RNs and Techs on a rotational and voluntary basis.
- Charge nurses will assume care of surgical patients, but typically do not have a patient assignment.

Current Staffing Ratios/Patterns:

WVH minimum Operating Room staffing will be:

- One perioperative registered nurse per operating room
- One scrub person- may be RN, LPN or surgical tech, per operating room
- Additional RN or scrub may be provided as dictated by need
- There will be a minimum of one RN charge nurse for 6 ORs for coordinating the schedule and breaking staff. Additional charge nurse assistants (RN or scrub tech) will be provided at a level to provide appropriate staff relief for breaks and lunches. This number varies daily to hourly, based on natural breaks in the surgical schedule and acuity. The charge nurse and OR Director monitor lunch and break needs and delegate accordingly.

National Staffing Guidelines Adopted

“AORN Position Statement: Perioperative Safe Staffing and On-Call Practices.” AORN, Inc.

<https://www.aorn.org/guidelines/clinical-resources/position-statements>

“Conditions of participation for hospitals; surgical services,” 42 CFR 482.51 (a)(3), Centers for Medicare and Medicaid Services.

Other personnel assigned to support nursing services:

- 2.5 OR housekeepers with staggered start times
- 1 Central Processing Lead, 6 Certified Registered Central Processing Technicians with staggered start times.
- 2 Radiology Technicians provided by the Radiology Department based on need.
- 1 RN circulator and 1 scrub person are available on call after hours for emergency purposes. RN circulator will assist the recovery room RN during the post-operative phase in the event of an on-call situation.

Wenatchee Valley Hospital – Pre-Op/PACU/Recovery Staffing Guidelines

Unit Leadership:

Deb Andre, RN, Hospital Director/Interim Director of Nursing

Chrissy Port, RN, Supervisor/Interim Manager

Kelly Hedges, RN, Staff Representative

Skill Mix:

Pre-Admit, Pre-op, Phase 1 (PACU) & Phase 2 Recovery + Infusions:

All RN staff: 11 full-time, 8 pool, with 2 full-time CNA; working staggered 8, 10- and 12-hour shifts. Hours are flexed based on the census and acuity.

Current Staffing Patterns (Core):

- Pre-op 1:2
- Phase 1/PACU 1:1 or 1:2 based on patient acuity.
- Phase 2/Observation 1:3

Days: Staggered start and end times depending on census and acuity.

- Charge RN: 1 RN helps with breaks and lunches, takes patients as needed.
- Pre-Admit: 1 RN completes patient pre and post-op calls and helps with breaks and lunches.
- Pre-op: 2 RN + 1 CNA
- Phase 1: 2-3 RN
- Phase 2: 2-3 RN +1 CNA
- Float/Transfusions/Infusions: 1-2 RN infusions and phase 2 as needed. Also break/lunch relief.
- Cataract and Retina admits: 2-3 RN

Day/Evening Shift: 7am-730pm

- 2 RNs

National Staffing Guidelines

ASPAN, AORN

Other Personnel Assigned to Support Nursing Services:

- Receptionists: 0600-1800
- Pharmacists: CWH pharmacists utilized after hours.
- Respiratory Therapy
- Physical Therapy
- Occupational Therapy

Wenatchee Valley Hospital – Walk-In Clinic Staffing Guidelines

Unit Leadership:

Marcus Miller, Director

Roger Bordon, Practice Manager

Number of patients per day: 50-100 (Capacity)

Requirements of Staff/Skill Mix:

- There are 6 Advanced Practice Providers
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1-3 APPs
 - 2-3 Medical Assistants
 - 1-2 RNs
 - 0-1 LPNs
 - 1–2 Receptionists
- Support Services available in department:
 - Respiratory Therapy
 - Diagnostic Imaging
 - Laboratory
 - Environmental Services

Staffing Plan to cover Triage RNs for planned and unplanned leave: The Contact Center will take all triage calls and not transfer to WIC. For any questions or assistance, staff will utilize #1 RN from Wenatchee Family Medicine, #2 the Emergency Department RNs, #3 any APP will be asked to assist. (PPD read, onsite triage, Code Blue, etc.)

Moses Lake - Walk-In Clinic Staffing Guidelines

Unit Leadership:

Luther Thompson MD – Physician Manager
Kristen Vedder RPh, - Practice Manager III

Skill Mix:

- RNs/LPNs x 2 per shift
- MA-C x 1 per shift

Current Staffing Patterns (Core):

- Days: M-F 0800 to 2000
 - RNs/LPNs x 2
 - MA's x 1
- S-S 0800 to 1630
 - RNs/LPNs x 2
 - MA's x 1

Other Personnel Assigned to Support Nursing Services:

- Diagnostic Imaging
- Laboratory

Wenatchee Valley Hospital - GI Department Staffing Guidelines

Unit Leadership:

Jennifer Jorgensen, MD Physician

Skylar Gouldin, Manager

Malissa Thorson, RN - Supervisor

Skill Mix:

- GI Staffing per SGNA guidelines
 - 1 RN/1 GI tech per procedure room
 - 1 GI tech washing scopes

Current Staffing Patterns (Core):

1. Patterns vary depending on procedure schedule and complexity of the patients.
2. Information from national peri-operative organizations such as AORN and ASPAN are utilized to establish staffing guidelines.

a. Procedure Room 1	1 RN (Sedation) and 1 RN/LPN or GI tech assisting MD
b. Procedure Room 2	1 RN/LPN (admit) and 1 RN/LPN or GI tech assisting MD
c. Admit/Discharge	2 RN/LPN
d. Workroom	1 RN/LPN, MA-C/MA-R or GI tech (with training)

Behavioral Health Staffing Guidelines

Unit Leadership:

Tess Timmons, Director

Craig Mott, Manager

- **Number of patients per day:**
 - Average 100 patients/day in Wenatchee.
 - Average 30 patients/day in Moses Lake
 - Average 7 patients/day in North Country

Requirements of Staff/Skill Mix:

- There are 2 Physicians, 10 ARNP, and 14 NP2s.
- Daily Staffing range shows the minimum number required up to the maximum available

Wenatchee Behavioral Health:

- 0 - 2 Physicians
- 0 - 6 ARNPs
- 1 - 2 Medical Assistants depending on number of providers
- 0 - 2 RNs
- 3 – 5 receptionists

Moses Lake Behavioral Health:

- 0 - 2 ARNPs
- 0 - 1 LPNs
- 1 receptionist

North Country Behavioral Health:

- 0 - 2 ARNPs
- Support Services available in department:
 - Receptionists
 - MA-C/MA-R
 - Integrated Behavioral Health

Staffing Plan to cover RN for planned and unplanned leave is for LPN, MA-C/MA-R staff to refer to the APPs in the department to perform necessary duties.

Brewster Clinic – Family Medicine Staffing Guidelines

Unit Leadership:
Hunter Esmiol, Manager

Number of patients per day: 40-50

Requirements of Staff/Skill Mix:

- There is 1 Physician, 1 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 Physician staffs the department daily
 - 1 ARNP or PA-C staffs the department daily
 - 2 – 3 Medical Assistants depending on number of providers
 - 0 RN staffs the department daily – *position posted for hire*
 - 1 – 2 receptionists staff the department daily depending on the number of providers. They also serve as reception for Dermatology who are there three to four days per week.
- Support Services available in department:
 - Integrated Behavioral Health one day per week
 - Anticoagulation one day per month

Staffing Plan to cover Triage RNs for planned and unplanned leave: The Contact Center takes our phone calls so if anything needs to be triaged, those calls are handled by that staff. If no RN; Providers cover Walk-In Triage.

E Wenatchee Pediatrics Staffing Guidelines

Unit Leadership:
Jana Roy, Manager

Number of patients per day: 45-100

Requirements of Staff/Skill Mix:

- There are 3 Physicians, 1 ARNP, and 1 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1-3 Physicians
 - 1-2 ARNPs or PA-Cs
 - 5-8 Medical Assistants depending on number of providers
 - 2 RNs
 - 0 RN Supervisor- Manager is an RN
 - 0 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave for any questions or assistance, staff will utilize #1 RN Triage at Wenatchee Pediatrics. #2 E Wen Family RN. #3 any APP will be asked to assist (PPD read, onsite triage, Code Blue, etc.)

East Wenatchee Family Medicine and Walk In Staffing

Unit Leadership:

Allison Kuske, Manager East Wenatchee Family Medicine EWC FMED

FAMILY MEDICINE

Number of patients per day: 68-160

Requirements of Staff/Skill Mix:

- There are 6 Physicians, 2 ARNPs and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 6 Physicians
 - 1 - 3 ARNPs or PA-Cs
 - 5 - 18 Medical Assistants depending on number of providers
 - 0 - 1 RNs
 - 3 - 5 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Integrated Pharmacist
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave: _Contact Center will take all triage calls and not transfer to EWC. For any questions or assistance, staff will utilize #1 the RN in Walk In. #2 the Peds/IM RN. #3 any APP will be asked to assist (PPD read, onsite triage, Code Blue, etc.)

WALK IN

Number of patients per day: 20-91 EWC WALK IN

Requirements of Staff/Skill Mix:

- There are 3 ARNPs, and 2 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 3 ARNPs or PA-Cs
 - 1-3 Medical Assistants 0-1 RNs
 - 1-3 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Integrated Pharmacist
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave: _Contact Center will take all triage calls and not transfer to EWC. For any questions or assistance, the staff will utilize #1 the RN in Family Medicine. #2 the Peds/IM RN. #3 any APP will be asked to assist (PPD read, onsite triage, Code Blue etc.)

Employee Health Staffing Guidelines

Unit Leadership:

Jason Morley, RN, Director of Employee Health

Number of patients per day: 5-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, and 0 PA-Cs
- Daily Staffing:
 - 3 RNs (Flexible RN coverage during COVID)
 - 1 Medical Assistant
 - 1 Program Assistant

Staffing Plan to cover Triage RNs for planned and unplanned leave: 1-2 RNs are expected to be available daily. No coverage, services would be cancelled until next available day, if all 3 RNs are out of the office.

Ephrata Family Medicine Staffing Guidelines

Unit Leadership:
Michael Delgado, Manager

Number of patients per day: 15 - 55

Requirements of Staff/Skill Mix:

- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 2 Physicians
 - 1 - 4 ARNP or PA-Cs
 - 4 - 6 Medical Assistants depending on number of Providers (converted 1 MA to a Lab Tech)
 - 1 RN
 - 1 Lab Technician
 - 1 Receptionist
- Support Services available in department:
 - Behavioral Health
 - Anticoagulation
 - Orthopedics
 - OB/Gyn
 - Lab
 - Radiology

Staffing Plan to cover Triage RN for planned and unplanned leave: Will be covered by the Nurse float pool.

Geriatrics Staffing Guidelines

Unit Leadership:

Marcus Miller, Director

Ben Hughes, Manager

Number of patients per day: 15-55

Requirements of Staff/Skill Mix:

- There are 3 Physicians, 3 ARNP, and 0 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 2 Physicians
 - 0 - 3 ARNP or PA-Cs
 - 2 - 4 Medical Assistants depending on number of providers
 - 1 RN Supervisor
 - 1 Receptionist
- Support Services available in department:
 - **Case Management in IM or Fam Med**
 - **Social Services, as needed**

Staffing Plan to cover Triage RNs for planned and unplanned leave: If the RN Supervisor is unexpectedly out, RN coverage will be provided by one of the two RNs in Internal Medicine.

Internal Medicine Staffing Guidelines

Unit Leadership:

Stephen Johnson, Director

Ben Hughes, Manager

Number of patients per day: Average 145 patients per day.

Requirements of Staff/Skill Mix:

- There are 12 Physicians, 0 ARNPs, and 4 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 6 - 12 Physicians
 - 0 - 4 ARNPs or PA-Cs
 - 15 - 27 Medical Assistants depending on number of providers
 - 0 – 1 RNs
 - 0 – 1 RN Supervisor
 - 1 – 4 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave: Utilization of RN's located in Family Medicine on the 1st and 2nd floor or the RN Supervisor from the Geriatric department for both telephone and in person triage as needed to cover for planned and unplanned leave.

Methow Valley Clinic – Family Medicine Staffing Guidelines

Unit Leadership:
Melanie Neddo, Director
Hunter Esmiol, Manager

Number of patients per day: 33-40

Requirements of Staff/Skill Mix:

- There are 2 Physicians, 1 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 – 2 Physician staffs the department daily
 - 1 – 2 ARNPs or PA-Cs staff the department daily
 - 2 – 3 Medical Assistants depending on number of providers
 - 1 RN staffs the department daily
 - 1 Receptionist staffs the department daily
 - 1 Referral/Pre-Auth Specialist staffs the department daily. This person also fills in for when the regular receptionists is off and/or when we need extra help.
- Support Services available in department:
 - Integrated Behavioral Health two days per week
 - We offer digital x-ray for patients needing this service

Staffing Plan to cover Triage RNs for planned and unplanned leave: The Contact Center takes our phone calls so if anything needs to be triaged, those calls are handled by that staff. There would be no one to handle walk-in triage on the days the RN is out (planned or unplanned) if the shift was not able to be covered by a pool RN. If no RN; Providers cover Walk-In Triage

Moses Lake Anticoagulation Staffing Guidelines

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 40-60

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 1 ARNP, 1 PA-C and 1 Pharmacist
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 PA/ARNP
 - 1 Pharmacist (1-2 days per week)
 - 1 Medical Assistant
 - 1 LPN
 - 1 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Ephrata Anticoagulation Staffing Guidelines

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNPs, 1 PA-C and 1 Pharmacist
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 – 1 PA/ARNP
 - 1 Pharmacist (1-2 days per week)
 - 1 Medical Assistant
 - 0 RNs
 - 1 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Wenatchee Anticoagulation Staffing Guidelines

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 60-250

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 3 ARNPs, 1 PA-C and 8 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 4 PAs/ARNPs
 - 8 Pharmacists
 - 6 Medical Assistants
 - 1 RN
 - 2 Receptionists

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

East Wenatchee Anticoagulation Staffing Guidelines

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 1 ARNP, 0 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 PA/ARNP
 - 0 Pharmacists
 - 1 Medical Assistants
 - 0 RNs
 - 0 Receptionists

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Cashmere Anticoagulation Staffing Guidelines

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-25

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, 1 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 PA/ARNP
 - 0 Pharmacists
 - 1 Medical Assistant
 - 0 RNs
 - 0 Receptionists

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Brewster Anticoagulation Staffing Guidelines

Telehealth clinic APP located in Wenatchee

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, 0 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 PA/ARNP
 - 0 Pharmacists
 - 1 Medical Assistant
 - 0 RNs
 - 0 Receptionists

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Omak Anticoagulation Staffing Guidelines

Telehealth clinic APP located in Wenatchee

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, 0 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 PA/ARNP
 - 0 Pharmacist
 - 1 Medical Assistant
 - 1 RN
 - 0 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Tonasket Anticoagulation Staffing Guidelines

Telehealth clinic APP located in Wenatchee

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, 0 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 PA/ARNP
 - 0 Pharmacist
 - 0 Medical Assistant
 - 1 LPN
 - 0 RNs
 - 0 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Oroville Anticoagulation Staffing Guidelines

Telehealth clinic APP located in Wenatchee

Unit Leadership:

Ronni Nemeth, PharmD: Manager

Number of patients per day: 20-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, 0 PA-C and 0 Pharmacists
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 PA/ARNP
 - 0 Pharmacist
 - 0 Medical Assistant
 - 1 LPN
 - 0 RN
 - 0 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by providers in the clinic. Other duties not requiring an RN are covered by MAs within the department or by the float pool.

Moses Lake Cardiology Staffing Guidelines

Unit Leadership:
Wendy Weston, Manager

Number of patients per day: 8-20

Requirements of Staff/Skill Mix:

- There are 5 Physicians, 1 ARNP, and 2 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 Physician (1-3 days per week)
 - 1 PA/ARNP (4 days per week)
 - 2 Medical Assistants
 - 1 RN
 - 1 Receptionist
- Support Services available in department:
 - **Echo**
 - **Nuclear Medicine**
 - **Device Clinic**

Staffing Plan to cover Triage RNs for planned and unplanned leave: Necessary RN triage and nursing duties are covered by Wenatchee RNs when applicable. Other duties not requiring an RN are done by an MA within the department. Stress testing done by RN or PA is either not scheduled for planned absences or cancelled if an unplanned absence. Other duties such as IVs are covered by other RNs in the clinic.

Moses Lake General Surgery Staffing Guidelines

Unit Leadership:
Wendy Weston, Manager

Number of patients per day: 15-30

Requirements of Staff/Skill Mix:

- There are 2 Physicians, 0 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 Physicians
 - 2 Medical Assistants
 - 1 RN
 - 1 PA-C
 - 1 Receptionist

Staffing Plan to cover Triage RNs for planned and unplanned leave: Covered by float pool RN. If float pool RN not available MA covers clinic and triage covered by surgeon on call. Ortho nurse or surgeon in clinic covers wound care.

Moses Lake Orthopedics Staffing Guidelines

Unit Leadership:
Wendy Weston, Manager

Number of patients per day: 35-50

Requirements of Staff/Skill Mix:

- There are 2 Physicians, 2 ARNPs, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 Physicians
 - 3 Medical Assistants
 - 1 RN
 - 1 PA-C
 - 1 Surgery Scheduler
 - 1 Receptionist
 - Contact Center Specialist (shared with Wenatchee)

Staffing Plan to cover Triage RNs for planned and unplanned leave: Covered by float pool RN. If float pool RN not available MA covers clinic and triage covered by surgeon on call. Ortho nurse or surgeon in clinic covers wound care.

Moses Lake Internal Medicine Staffing Guidelines

Unit Leadership:
Vacant, Manager

Number of patients per day: 50-95

Requirements of Staff/Skill Mix:

- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 3 Physicians
 - 1 - 3 ARNP or PA-Cs
 - 4 - 7 Medical Assistants depending on number of providers
 - 1 RN
 - 1 – 3 receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Geriatrics

Staffing Plan to cover Triage RN for planned and unplanned leave: Will be covered by the Nurse float pool.

Moses Lake Clinic-Pediatric Staffing Guidelines

Unit Leadership:
Kristen Vedder, Manager

Number of patients per day: Average 90 patients per day

Requirements of Staff/Skill Mix:

- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 - 4 Physicians
 - 2 – 3 Medical Assistants depending on number of providers scheduled
 - 2 – 4 RNs, always a minimum of RNs to cover the department
 - 3 receptionists

Staffing Plan to cover RNs for planned and unplanned leave:

Utilize part-time RN to cover for planned and unplanned leave. RN from OB/GYN can work with a provider (use an MA to cover other providers if needed) Nurses are cross-trained to cover each other's physicians and departments.

Moses Lake Clinic-OB/GYN Staffing Guidelines

Unit Leadership:
Kristen Vedder, Manager

Number of patients per day: Average 20-40 patients/day

Requirements of Staff/Skill Mix:

- Depending on the day/schedule; there are 1 Physician, 2 ARNPs, 1 RN, 1 LPN, 1-3 MAs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 – 1 Physicians
 - 0 – 2 ARNPs, Nurse Midwife
 - 1 – 3 Medical Assistants depending on number of providers scheduled
 - 1 RN
 - 0 – 1 LPNs (if the RN is out the LPN can be utilized with oversight from the Pediatric RN group.
 - 2 Receptionists

Staffing Plan to cover RNs for planned and unplanned leave:

Utilize the RN from Pediatrics working with a provider (use an MA to cover the provider if needed) and or utilize part-time RN to cover. Nurses are cross-trained to cover each other's departments.

ML Family Medicine Staffing Guidelines

Unit Leadership:
Michael Delgado, Manager

Number of patients per day: 60-140

Requirements of Staff/Skill Mix:

- There are 6 Physicians, 1 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 3 - 6 Physicians
 - 1 - 2 ARNPs or PA-Cs
 - 8- 12 Medical Assistants depending on number of providers
 - 1 - 2 RNs
 - 2 – 3 receptionists
- Support Services available in department:
 - Referrals to Integrated Behavioral Health
 - ACO/Health Alliance Case Management
 - Pharmacy support from Wenatchee contact center
 - Dietary Services on site

Staffing Plan to cover Triage RNs for planned and unplanned leave: Patient Services RN at Moses Lake Contact Center and call center Triage RN in Wenatchee. When no other triage is available, utilize MA with Provider guidance/support.

Omak Family Medicine Staffing Guidelines

Unit Leadership:
Crystal Gage, Manager

Number of patients per day: 108

Requirements of Staff/Skill Mix:

- There are 6 Physicians, 1 ARNP, and 4 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 6 Physicians
 - 1 ARNP and 4 PA-Cs
 - 10 - 12 Medical Assistants depending on number of providers
 - 2 - 6 RNs
 - 1 MAR
- Support Services available in department:
 - Case Management
 - Integrated Behavioral Health
 - Reception Staff
 - Pharmacy support from Wenatchee Contact Center

Staffing Plan to cover Triage RNs for planned and unplanned leave: Utilize the available per diem RN or available APP.

Omak Walk-in Staffing Guidelines

Unit Leadership:
Crystal Gage, Manager

Number of patients per day: Average 30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 1 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 – ARNP/PA-C
 - 2 Medical Assistants depending on number of providers
 - RNs from Family to help cover our Walk-In department daily
- Support Services available in department:
 - Integrated Behavioral Health
 - Case Management
 - Reception Staff
 - Family Medicine Staff

Staffing Plan to cover Triage RN for planned and unplanned leave:

Utilize the available per diem RN or available RN staff from the Family Medicine Department

Oroville Staffing Guidelines

Unit Leadership:
Crystal Gage, Manager

Number of patients per day: Average 37

Requirements of Staff/Skill Mix:

- There are 1-2 Physicians, 0 ARNPs, and 2 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
- 1-2 Physicians
- 2 PAs
- 0 ARNP
- 1 RN
- 1 RN Supervisor 1 day week
- 2-3 Medical Assistants

Support staff to include:

- Case Management
 - Reception Staff
 - Pharmacy Support from Wenatchee Contact Center
 - Integrated Behavioral Health Referral
-
- Staffing Plan to cover RN for planned and unplanned leave is to utilize the available per diem RN staff or the RN supervisor as needed

Chelan Street Orthopedic Staffing Guidelines

Unit Leadership:
Holly Gale, Manager

Number of patients per day: 30-120 depending on number of providers in office.

Requirements of Staff/Skill Mix:

- There are 7 Physicians, 2 ARNPs, 4 PA-Cs and 1 PA-S
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 2 - 7 Physicians
 - 1 - 7 ARNPs or PAs
 - 7 - 9 Medical Assistants depending on number of providers
 - 1 - 2 RNs
 - 1 – 3 Receptionists
- Support Services available in department:
 - **X-Ray staff (3 techs and 1 assistant)**
 - **Authorizations Specialists**
 - **DME Coordinator**
 - **Schedulers**
 - **Medical Scribes (2)**

Staffing Plan to cover Triage RNs for planned and unplanned leave: Utilize an RN from the Smith building to cover Triage. MAs that don't have a Provider in the office will cover non-RN duties for Provider(s) in need and review staff messages.

Smith Building Orthopedic Staffing Guidelines

Unit Leadership:
Holly Gale, Manager

Number of patients per day: 20-130 depending on number of providers in office.

Requirements of Staff/Skill Mix:

- There are 5 Physicians, 1 ARNP, and 4 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 - 5 Physicians
 - 1 - 5 ARNPs or PA-Cs
 - 2 - 6 Medical Assistants depending on number of providers
 - 1 - 2 RNs
 - 1 – 2 Receptionists
- Support Services available in department:
 - **X-Ray staff (3 techs and 1 assistant)**
 - **Supervisor**
 - **Case Management**

Staffing Plan to cover Triage RNs for planned and unplanned leave: Utilize an RN that is remaining in the department, or an RN at Chelan St to cover triage in the absence of both RNs in the building. MA's that don't have a provider in office will cover other non-RN duties for provider(s) in need and review staff messages.

Palliative Care Staffing Guidelines

Unit Leadership:

Stephen Johnson, Director

Ben Hughes, Manager

Number of patients per day: 5-20 (RN, APP, MD)

Requirements of Staff/Skill Mix:

- There are 1 Physicians, 2 ARNPs, and 0 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1 Physician
 - 0 - 2 ARNPs or PA-Cs
 - 1 Medical Assistants depending on number of providers
 - 1 - 3 RNs
 - 1 Receptionist
- Support Services available in department:
 - Case Management in IM or Fam Med Clinics
 - Social Services as needed

Staffing Plan to cover Triage RNs for planned and unplanned leave: If there are no RNs to cover triage within the department, we can utilize IM (3rd floor). Our partner department (Geriatrics) has a RN Supervisor for some triage cover needs.

Royal City Family Medicine Staffing Guidelines

Unit Leadership:
Michael Delgado, Manager

Number of patients per day: 7-19

Requirements of Staff/Skill Mix:

- There are 0-5 Physicians, 0 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 - 1 Physicians
 - 1 - ARNP or PA-C
 - 0 - 1 Medical Assistants depending on number of providers
 - 0 - 1 RNs
 - 1 - Receptionist
- Support Services available in department:
 - Referrals to Integrated Behavioral Health
 - Referrals to ACO/Health Alliance Case Management
 - Pharmacy support through Wenatchee Contact Center

Staffing Plan to cover Triage RNs for planned and unplanned leave: If RN not available, APP will perform triage support for clinic. If necessary, staff will utilize Float Pool RN, MLC FMA RN support or Patient Access RN at Moses Lake Contact Center.

Tonasket Staffing Guidelines

Unit Leadership:
Crystal Gage, Manager

Number of patients per day: Average 42

Requirements of Staff/Skill Mix:

- There are 1-3 Physicians, 1 ARNP, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
- 0 - 1 Physician 1-3 days a week
- 0 - 1 PA
- 0 - 1 ARNP
- 1 – 2 RNs
- 0 - 1 RN Supervisor
- 2 - 4 Medical Assistants depending on need

Support staff to include:

- Case Management
 - Reception staff
 - Pharmacy support from Wenatchee Contact Center
 - Integrated Behavioral Health Referral
-
- Staffing Plan to cover RNs for planned and unplanned leave is to utilize the available per diem RN staff or the RN supervisor as needed

Waterville Family Medicine Staffing

Unit Leadership:

Marcus Miller, Director

Julie Kalkowski, Manager

FAMILY MEDICINE

Number of patients per day: 20-23 (Capacity)

Requirements of Staff/Skill Mix:

- There are 0 Physicians and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 0 Physicians
 - 1 PA-C
 - .5 RN (RN/LPN job share)
 - .5 LPN (RN/LPN job share)
 - 1 MA-C
 - 1 Receptionist (MA-R)
- Support Services available in department:
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave: Contact Center will take triage calls after hours in the instance that the on-call provider cannot be reached. For any questions or assistance, APP will be asked to assist (PPD read, onsite triage, Code Blue, etc.).

Wenatchee Family Medicine 2nd Floor Staffing Guidelines

Unit Leadership:

Marcus Miller, Director

Julie Kalkowski, Manager

Number of patients per day: 75-140

Requirements of Staff/Skill Mix:

- There are 5 Physicians, 2 ARNPs, and 2 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1-5 Physicians
 - 1-4 ARNPs or PA-Cs
 - 6-13 Medical Assistants depending on number of providers
 - 1-2 RNs
 - 0 RN Supervisor
 - 5 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health
 - Case Management

Staffing Plan to cover Triage RNs for planned and unplanned leave: I have 2 RNs able to triage. If they are all out, we would reach out to Wenatchee Family 1st Floor, or E Wenatchee Clinic. Onsite triage would be done by the APPs.

Wenatchee Family Medicine Staffing

Unit Leadership:

Marcus Miller, Director

Roger Bordon, Manager

FAMILY MEDICINE

Number of patients per day: 123-166 (Capacity)

Requirements of Staff/Skill Mix:

- There are 7 Physicians and 1 ARNP
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 3-7 Physicians
 - 0-1 ARNP
 - 6- 14 Medical Assistants depending on number of providers
 - 0-2 RNs
 - 0-1 LPNs
 - 3-4 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health

Staffing Plan to cover Triage RNs for planned and unplanned leave: Contact Center will take all triage calls and not transfer to WFP. For any questions or assistance, staff will utilize #1 the RN from 2nd Floor Family Med. #2 the Peds/IM RN. #3 any APP will be asked to assist (PPD read, onsite triage, Code Blue, etc.)

Wenatchee Pediatrics Staffing Guidelines

Unit Leadership:
Jana Roy, Manager

Number of patients per day: 45-100

Requirements of Staff/Skill Mix:

- There are 4 Physicians, 1 ARNP, and 2 PA-Cs
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
 - 1-4 Physicians
 - 1-3 ARNP or PA-Cs
 - 5-8 Medical Assistants depending on number of providers
 - 1 RNs
 - 0 RN Supervisor- Manager is an RN
 - 4 Receptionists
- Support Services available in department:
 - Integrated Behavioral Health

Staffing Plan to cover Triage RNs for planned and unplanned leave for any questions or assistance, staff will utilize #1 RN Triage at Wenatchee Pediatrics. #2 E Wen Family RN. #3 any APP will be asked to assist (PPD read, onsite triage, Code Blue, etc.)

WVH - Allergy Staffing Guidelines

Unit Leadership:

Steven Croffut, Director

Susan Blair, Manager

Number of patients per day: 10-100 in Wenatchee, Omak and Moses Lake; major variances on allergy shot days

Requirements of Staff/Skill Mix:

- There is 1 Allergy Provider who services Wenatchee, Omak and Moses Lake
- Daily Staffing ranges include the minimum to maximum based on the number of providers scheduled each day.

- Wenatchee Allergy on any given day
 - 1 Allergy Provider
 - 1 LPN
 - 1 MA
 - 2 Consult/Triage RNs

- Omak Allergy on any given day
 - 1 Allergy Provider
 - 1-2 MAs

- Moses Lake Allergy on any given day
 - 1 Allergy Provider
 - 1-2 MAs

Staffing Plan to cover RNs for planned and unplanned leave: LPN/MA to utilize MD for triage. Backup RN in ENT is needed.

WVH - ENT Staffing Guidelines

Unit Leadership:

Kate Sullivan, Director

Susan Blair, Manager

Number of patients per day: 20-85 in Wenatchee, Omak and Brewster

Requirements of Staff/Skill Mix:

- There are 5 Otolaryngologists who provide services in Wenatchee, Omak and Brewster
- Daily Staffing ranges include the minimum to maximum based on the number of providers scheduled each day.

- Wenatchee ENT on any given day
 - 1-5 Providers
 - 5 MA-Cs
 - 1 Consult/Triage RN

- Omak ENT on any given day
 - 1 ENT Provider
 - 1 MA-C

- Brewster ENT on any given day
 - 1 ENT Provider
 - 1 MA-C

Staffing Plan to cover RNs for planned and unplanned leave: MA to utilize MD for triage.

WVH - Dermatology Staffing Guidelines

Unit Leadership:

Kate Sullivan, Director

Susan Blair, Manager

Number of patients per day: 140-200 in Wenatchee and in Brewster

Requirements of Staff/Skill Mix:

- There are 8 Dermatologists and 1 APP who provide services in Wenatchee and Brewster
- Daily Staffing ranges include the minimum to maximum based on the number of providers scheduled each day.
- Wenatchee Dermatology on any given day
 - 1-8 Dermatologist Providers and 1 APP
 - 1 LPN
 - 1-13 MAs
 - 1 Consult/Triage RN
- Brewster Dermatology on any given day
 - 1 Dermatologist Provider
 - 1-2 MAs

Staffing Plan to cover Consult/Triage RNs for planned and unplanned leave: The LPN/MAs will directly utilize the physician or APP if the RN is out.

WVH - General Surgery Staffing Guidelines

Unit Leadership:

Kate Sullivan, Director

Emilio Ybarra, Manager

Number of patients per day: 40-60 in Wenatchee

Requirements of Staff/Skill Mix:

- There are 6 General Surgeons and 2 ARNPs who provide service in Wenatchee
- Daily Staffing ranges include the minimum to maximum based on the number of providers scheduled each day.

- Wenatchee General Surgery any given day
 - 1-6 General Surgeons
 - 1-3 MAs
 - 1 Consult/Triage RN

Staffing Plan to cover the Consult/Triage RNs for planned and unplanned leave: The MAs will defer/refer to the physician or APP in the event the RN is out.

WVH - Urology Staffing Guidelines

Unit Leadership:

Kate Sullivan, Director

Emilio Ybarra, Manager

Number of patients per day: 80-120 in Wenatchee; 20-30 in Omak; 20-30 in Moses Lake

Requirements of Staff/Skill Mix:

- There are 6 Urologists who provide service between Wenatchee, Moses Lake and Omak
- Daily Staffing ranges include the minimum to maximum based on the number of providers scheduled each day.
- **Wenatchee Urology**
 - 1-6 Urology Providers
 - 1 APP
 - 3-12 MAs
 - 1 LPN
 - 3 Consult/Triage RNs
- **Moses Lake Urology**
 - 1 Urology Provider 4 days per month
 - 1 Medical Assistant
- **Omak**
 - 1 Urology Provider 1 day per month
 - 1-2 Medical Assistants

Staffing Plan to cover Triage RNs for planned and unplanned leave: The RNs in the Wenatchee department cover each other. The MAs/LPN refer to the available consult RN or the APP. The MA refers to the Physician in the Moses Lake or Omak Outreach Clinics.