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.

This area intentionally left blank
Attestation Form

Nurse Staffing Coalition

January 31, 2020

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 2020 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: January 1, 2020.

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

Signature

Peter Rutherford, MD

Printed Name

2/13/2020

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 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
- Moses Lake/Ephrata Anticoagulation Clinic
- Moses Lake Cardiology
- Moses Lake General Surgery
- Moses Lake Internal Medicine
- Moses Lake Clinic – Pediatrics
- Moses Lake Clinic – OB/GYN
- Moses Lake Family Medicine
- Omak Family Medicine
- Omak Outreach Orthopedic
- 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 – 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
- Strategizes 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  
Lakin Minske, RN, 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

<table>
<thead>
<tr>
<th># Pts</th>
<th>RN</th>
<th>CNA</th>
<th># Pts</th>
<th>RN</th>
<th>CNA</th>
<th>Direct Hrs/Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>24.00</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>12.00</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>16.00</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>12.00</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>14.40</td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>12.00</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>10.29</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>10.50</td>
</tr>
<tr>
<td>9</td>
<td>2</td>
<td>2</td>
<td>9</td>
<td>2</td>
<td>2</td>
<td>10.67</td>
</tr>
<tr>
<td>10</td>
<td>3</td>
<td>2</td>
<td>10</td>
<td>3</td>
<td>2</td>
<td>12.00</td>
</tr>
<tr>
<td>11</td>
<td>3</td>
<td>2</td>
<td>11</td>
<td>3</td>
<td>2</td>
<td>10.91</td>
</tr>
</tbody>
</table>

**Budget:** 8.49

### WVH Acute Rehab Unit

<table>
<thead>
<tr>
<th># Pts</th>
<th>RN</th>
<th>CNA</th>
<th># Pts</th>
<th>RN</th>
<th>CNA</th>
<th>Direct Hrs/Patient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>24.00</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>12.00</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>16.00</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>12.00</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>14.40</td>
</tr>
<tr>
<td>6</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>12.00</td>
</tr>
<tr>
<td>7</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>10.29</td>
</tr>
<tr>
<td>8</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>10.50</td>
</tr>
<tr>
<td>9</td>
<td>2</td>
<td>2</td>
<td>9</td>
<td>2</td>
<td>2</td>
<td>10.67</td>
</tr>
<tr>
<td>10</td>
<td>3</td>
<td>2</td>
<td>10</td>
<td>3</td>
<td>2</td>
<td>12.00</td>
</tr>
<tr>
<td>11</td>
<td>3</td>
<td>2</td>
<td>11</td>
<td>3</td>
<td>2</td>
<td>10.91</td>
</tr>
</tbody>
</table>

**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
WVH Nurse Staffing Plan for Submission to DOH

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
Lisa Van Slyke, RN, Staff Representative

Skill Mix:
- OR Staffing per AORN guidelines

Current Staffing 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.

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
Chrissy Port, RN, Staff Representative
Kelly McGarvey, 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

Evening Shift: 7am-730pm
- 2 RNs
- 1 CNA until 6:30pm

National Staffing Guidelines
ASPN, AORN

Other Personnel Assigned to Support Nursing Services:
- Receptionists: 0600-1800
- Pharmacists: CWH pharmacists utilized after hours.
- Respiratory Therapy
Wenatchee Valley Hospital – Walk-In Clinic Staffing Guidelines

Unit Leadership:
Brandi Jacobson, RN, Clinical Manager
Beverly Battis, RN, Staff Representative

**Skill Mix:**

DE: 3 RNs or LPN mix and 3 Medical Assistants

**Current Staffing Patterns (Core):**

- 0700-0800 1 RN & 2 MA/LPN = 3 Total
- 0800-1930 2-3 RNs & 3-4 LPN/MA = 6 Total
- 1930-2030 1-2 RNs & 1-2 LPN/MA = 3 Total

**Other Personnel Assigned to Support Nursing Services:**

- Unit Secretaries
- Receptionists
- Respiratory Therapy
- Diagnostic Imaging
- Laboratory
- Environmental Services
Moses Lake - Walk-In Clinic Staffing Guidelines

Unit Leadership:
Cecilia Trydestam 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

Requested Changes for 2019

We are not requesting any additional FTEs at this time.
Wenatchee Valley Hospital - GI Department Staffing Guidelines

Unit Leadership:
Jennifer Jorgensen, MD Physician Manager
Jared Brandeberry, GI Service Line Director
Stephen Johnson, GI Area Manager
Malissa Thorson, RN Nursing Supervisor

Skill Mix:

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

Low census is encouraged and given during period of low volume

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.

<table>
<thead>
<tr>
<th>Procedure Room 1</th>
<th>1 RN (Sedation) and 1 RN/LPN or GI tech assisting MD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedure Room 2</td>
<td>1 RN/LPN (admit) and 1 RN/LPN or GI tech assisting MD</td>
</tr>
<tr>
<td>Admit/Discharge</td>
<td>2 RN/LPN</td>
</tr>
<tr>
<td>Workroom</td>
<td>1 RN/LPN, MA-C/MA-R or GI tech (with training)</td>
</tr>
<tr>
<td>Reception</td>
<td>1-2 Front Desk Receptionists depending upon facility</td>
</tr>
</tbody>
</table>

Requested Changes for 2020

We are getting 4 new MDs in 2020, and one MD is retiring this summer. Due to this addition, and the fact that we no longer go to Moses Lake as one of these MDs is full time in Moses Lake, we are considering the addition of another nurse and part time GI tech when we get a clearer picture of the impact on our schedule.
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 NP2’s.
- Daily Staffing range shows the minimum number required up to the maximum available

Wenatchee Behavioral Health:
- 0 - 2 Physicians
- 0 - 6 ARNP
- 1 - 2 Medical Assistants depending on number of providers
- 0 - 1 RNs
- 3 – 5 receptionists

Moses Lake Behavioral Health:
- 0 - 3 ARNP
- 0 - 1 LPNs
- 1 receptionist

North Country Behavioral Health:
- 0 - 1 ARNP

- **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:
Jeanne Walton, Manager

Number of patients per day: 33-40

Requirements of Staff/Skill Mix:

- There is 1 Physicians, 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’s staffs the department daily
  - 2 – 3 Medical Assistants depending on number of providers
  - 1 RN staffs the department daily
  - 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 week

Staffing Plan to cover Triage RN’s 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).
E Wenatchee Pediatrics Staffing Guidelines

Unit Leadership:
Jana Roy, Manager

Number of patients per day: 45-100

Requirements of Staff/Skill Mix:

- There are 2 Physicians, 1 ARNP, and 1 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1-4 Physicians
  - 1-3 ARNP or PA-C’s
  - 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 RN’s for planned and unplanned leave

For any questions or assistance, staff will utilize #1 E Wen Family RN. #2 the RN at Wen Fam Med 2nd Floor #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
Brandi Jacobson, Manager WIC

**FAMILY MEDICINE**

Number of patients per day: 68-160

Requirements of Staff/Skill Mix:
- There are 6 Physicians, 2 ARNP, and 2 PA-C's
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 - 4 Physicians
  - 1 - 4 ARNP or PA-C's
  - 8-18 Medical Assistants depending on number of providers
  - 0-1 RNs
  - 5-6 receptionists
- Support Services available in department:
  - Integrated Behavioral Health
  - Integrated Pharmacist
  - Case Management

Staffing Plan to cover Triage RN’s 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 APC will be asked to assist (PPD read, onsite triage, Code Blue, etc.)

**WALK IN**

Number of patients per day: 20-91

Requirements of Staff/Skill Mix:
- There are 2 ARNP, and 2 PA-C's
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 2 ARNP or PA-C's
  - 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 RN’s 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 APC will be asked to assist (PPD read, onsite triage, Code Blue etc.)
Employee Health Staffing Guidelines

Number of patients per day: 5-30

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 0 ARNP, and 0 PA-C’s
- Daily Staffing:
  - 1 - 2 RNs
  - 0 - 1 receptionists
- Support Services available in department: None

Staffing Plan to cover Triage RN’s for planned and unplanned leave: 1 RN expected to be available daily. No coverage, services would be cancelled till next available day, if both RN’s are out of the office.
**Ephrata Family Medicine Staffing Guidelines**

Unit Leadership:
Kim Molendyk, 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-C’s
  - 4 - 7 Medical Assistants depending on number of providers
  - 1 RN
  - 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
Megan Collyer, Manager

Number of patients per day: 15-55

Requirements of Staff/Skill Mix:

- There are 3 Physicians, 3 ARNP, and 0 PA-C's
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 - 2 Physicians
  - 0 - 3 ARNP or PA-C's
  - 2 - 4 Medical Assistants depending on number of providers
  - 0 RNs
  - 1 LPN Supervisor
  - 1 receptionist

- Support Services available in department:
  - Case Management in IM or Fam Med
  - Social Services, as needed

Staffing Plan to cover Triage RN’s for planned and unplanned leave: Geriatrics does not have a RN. Instead, we have a LPN Supervisor. If she needs additional help with triage needs we utilize IM (3rd floor RNs).
**Internal Medicine Staffing Guidelines**

Unit Leadership:
Marcus Miller, Director
Zach Brown, Manager

**Number of patients per day:** Average 131 patients per day.

**Requirements of Staff/Skill Mix:**

- There are 12 Physicians, 1 ARNP, and 4 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 6-12 Physicians
  - 0 - 5 ARNP or PA-C’s
  - 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 RN’s for planned and unplanned leave:** Utilization of RN’s located in Family Medicine on the 1st and 2nd floor 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:
Jeanne Walton, 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 ARNP or PA-C staffs 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 RN’s 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; Provider or APP to cover Walk-In Triage.
Moses Lake/Ephrata Anticoagulation Staffing Guidelines

Unit Leadership:
Wendy Hanover, Manager

Number of patients per day: 40-75

Requirements of Staff/Skill Mix:

- There are 0 Physicians, 2 ARNP, and 1 Pharmacist
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 2 PA/ARNP
  - 1 Pharmacist (2-3 days per week)
  - 2 Medical Assistant
  - 1 RNs
  - 1 receptionist
- Support Services available in department:
  - No other support services

Staffing Plan to cover Triage RN's 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 Hanover, Manager

Number of patients per day:  11-16

Requirements of Staff/Skill Mix:

- There are 5 Physicians, 1 ARNP, and 2 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 Physicians (1-3 days per week)
  - 1 PA/ARNP (1-3 days per week)
  - 2 Medical Assistant
  - 1 RNs
  - 1 receptionist
- Support Services available in department:
  - Echo
  - Nuclear Medicine
  - Device Clinic

Staffing Plan to cover Triage RN’s 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 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 Hanover, Manager

Number of patients per day: 15-30

Requirements of Staff/Skill Mix:

- There are 3 Physicians, 0 ARNP, and 0 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 - 2 Physicians
  - 1 Medical Assistant
  - 1 RNs
  - 1 receptionist
- Support Services available in department:
  - No support services available in the department

Staffing Plan to cover Triage RN’s 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:
Kim Molendyk, 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-C’s
  - 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
  - 2 receptionists
- Support Services available in department: Reception

**Staffing Plan to cover RN’s 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, 1 ARNP, 1 RN’s, 1-2 MA’s 1 LPN
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 0 – 1 Physicians
  - 0 – 1 ARNP, Nurse Midwife
  - 1 – 2 Medical Assistants depending on number of providers scheduled
  - 1 RN
  - 0 – 1 LPN (if the RN is out the LPN can be utilized with oversight from the Pediatric RN group.
  - 2 receptionists
- Support Services available in department: Reception

Staffing Plan to cover RN’s 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’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 3 - 6 Physicians
  - 1 - 2 ARNP or PA-C’s
  - 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

**Staffing Plan to cover Triage RN’s 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 7 Physicians, 1 ARNP, and 3 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 7 Physicians
  - 1 ARNP and 4 PA-C’s
  - 10-12 Medical Assistants depending on number of providers
  - 2-5 RNs

- Support Services available in department:
  - Case management
  - Integrated Behavioral Health
  - Reception Staff

Staffing Plan to cover Triage RN’s for planned and unplanned leave:
Utilize the available per diem RN or available APP
**Omak Outreach Orthopedic Staffing Guidelines**

Unit Leadership:
Crystal Gage, Manager

**Number of patients per day:** 25-45

**Requirements of Staff/Skill Mix:**

- There is 1 Physician, and 1 PA-C
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 0 – 1 Physician
  - 0 – 1 PA-C
  - 0-1 Medical Assistants depending on number of providers
  - 0-1 RNs
- Support Services available in department:
  - Reception staff
  - MA staff

**Staffing Plan to cover Triage RN’s for planned and unplanned leave:** If an RN travels with the physician/PA to this location, they would work with permanent staff in Omak (RN or MA) for Triage needs.
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, 2 ARNP, and 0 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 2 - ARNP
  - 2 Medical Assistants depending on number of providers
  - 1 RNs

- Support Services available in department:
  - Integrated Behavioral Health
  - Case Management
  - Reception Staff
  - Family Medicine Staff

Staffing Plan to cover Triage RN’s 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 Physicians, 1 ARNP, and 2 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 Physician
  - 2 PA’s
  - 1 ARNP
  - 1 RN
  - 1 RN Supervisor 1 day week
  - 2 Medical Assistants

Support staff to include:
- Case Management
- Reception Staff

- 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:
Errin Bratton, 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 ARNP’s, 4 PA-C’s and 1 PA-S
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 2-7 Physicians
  - 1 - 7 ARNP or PA’s
  - 7-9 Medical Assistants depending on number of providers
  - 2 RNs
  - 1 – 3 receptionists
- Support Services available in department:
  - Reception staff
  - X-Ray staff (2 techs and 1 assistant)
  - Authorizations Specialists
  - DME Coordinator
  - Schedulers
  - Medical Scribes (2)

Staffing Plan to cover Triage RN’s for planned and unplanned leave: Utilize an RN from the Smith building to cover Triage. 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.
Smith Building Orthopedic Staffing Guidelines

Unit Leadership:
Errin Bratton, 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-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 - 5 Physicians
  - 1 - 5 ARNP or PA-C’s
  - 2 - 6 Medical Assistants depending on number of providers
  - 1 - 2 RNs
  - 1 – 2 receptionists

- Support Services available in department:
  - Reception staff
  - X-Ray staff (3 techs and 1 assistant)
  - Supervisor
  - Case Management

Staffing Plan to cover Triage RN’s 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 RN’s 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:
Marcus Miller, Director
Megan Collyer, Manager

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

Requirements of Staff/Skill Mix:

- There are 1 Physician, 1 ARNP, and 0 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 Physicians
  - 0 - 1 ARNP or PA-C’s
  - 1 Medical Assistants depending on number of providers
  - 1 – 3 RNs
  - 0 RN Supervisor
  - 1 receptionist

- Support Services available in department:
  - Case Management in IM or Fam Med clinics
  - Social Services as needed

Staffing Plan to cover Triage RN’s 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 LPN for some triage cover needs, as within her scope.
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 0-0.5 Physicians, 0 ARNP, and 1 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 0 - 1 Physicians
  - 1 - 1 ARNP or PA-C’s
  - 0 - 1 Medical Assistants depending on number of providers
  - 0 - 1 RNs
  - 1 – 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 RN’s 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’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1 Physician 1-3 days a week
  - 1 PA
  - 1 ARNP
  - 2 RNs
  - 1 RN supervisor
  - 2-4 Medical Assistants depending on need

Support staff to include:
- Case Management
- Reception staff

- Staffing Plan to cover RN’s 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

**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
  - 0-1 RN (RN/LPN split week)
  - 0-1 LPN (RN/LPN split week)
  - 1 receptionist
- Support Services available in department:
  - Case Management

**Staffing Plan to cover Triage RN’s 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, APC will be asked to assist (PPD read, onsite triage, Code Blue, etc.).
WVH Nurse Staffing Plan for Submission to DOH

Wenatchee Family Medicine 2nd Floor Staffing Guidelines

Unit Leadership:
Marcus Miller, Director

**Number of patients per day:** 75-140

**Requirements of Staff/Skill Mix:**

- There are 6 Physicians, 3 ARNP, and 1 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1-6 Physicians
  - 1-4 ARNP or PA-C’s
  - 6-15 Medical Assistants depending on number of providers
  - 1-3 RNs
  - 0 RN Supervisor- Manager is an RN
  - 5 receptionists
- Support Services available in department:
  - Integrated Behavioral Health
  - Case Management

**Staffing Plan to cover Triage RN's for planned and unplanned leave:** I have 4 RN’s 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
  - 0-1 RNs
  - 0-1 LPNs
  - 3–4 receptionists
- Support Services available in department:
  - Integrated Behavioral Health
  - Case Management

Staffing Plan to cover Triage RN’s 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 APC will be asked to assist (PPD read, onsite triage, Code Blue, etc.)
Wenatchee Pediatrics Staffing Guidelines

Unit Leadership:
Jana Roy

Number of patients per day: 45-100

Requirements of Staff/Skill Mix:

- There are 4 Physicians, 1 ARNP, and 2 PA-C’s
- Daily Staffing: (the range shows the minimum number required up to the maximum available)
  - 1-4 Physicians
  - 1-3 ARNP or PA-C’s
  - 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
  - Case Management

Staffing Plan to cover Triage RN’s for planned and unplanned leave For any questions or assistance, staff will utilize #1 the RN at Wen Fam Med 2nd Floor #2 E Wen Peds 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 are 1 Allergist who provide services in 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 Allergist Providers
  - 1 LPN’s
  - 1 MA
  - 2 Consult/Triage RN
- Support services available in department includes reception staff.
- Omak Allergy on any given day
  - 1 Dermatologist
  - 1-2 MA’s
  - Support services available in department includes reception staff.
- Moses Lake Allergy on any given day
  - 1 Dermatologist
  - 1-2 MA’s
  - Support services available in department includes reception staff.

Staffing Plan to cover Triage RN’s for planned and unplanned leave: Utilize the RN working with a provider (use an MA to cover the provider if needed). We also have the RN to cover Triage if needed.
WVH - Dermatology Staffing Guidelines

Unit Leadership:
Steven Croffut, Director
Susan Blair, Manager

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

Requirements of Staff/Skill Mix:

- There are 5 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
  - 1-5 Dermatologist Providers
  - 1 LPN’s
  - 1-6 MA’s
  - 1 Consult/Triage RN
- Brewster Dermatology on any given day
  - 1 Dermatologist
  - 1-2 MA’s
  - Support services available in department includes reception staff.

Staffing Plan to cover Consult/Triage RN’s for planned and unplanned leave: The LPN/MA’s will directly utilize the physician or APP if the RN is out.
WVH - General Surgery Staffing Guidelines

Unit Leadership:
Steven Croffut, Director
Kate Sullivan, Manager

**Number of patients per day: 40-60 in Wenatchee**

**Requirements of Staff/Skill Mix:**

- There are 6 General Surgeons and 2 ARNP’s 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
  - 1-5 General Surgeons Providers
  - 1-3 MAs
  - 1 Consult/Triage RN

- Support services available in department includes reception staff.

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

WVH - Urology Staffing Guidelines

Unit Leadership:
Steven Croffut, Director
Kate Sullivan, 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
  - 3-10 MA’s
  - 1 LPN
  - 3 Consult/Triage RN

- Moses Lake Urology
  - 1 Urology Provider 4 days per month
  - 1 Medical Assistant

- Omak
  - 1 Urology Provider 1 days per month
  - 1-2 Medical Assistants

- Support services available in department includes reception staff.

Staffing Plan to cover Triage RN’s for planned and unplanned leave: The RN’s 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.