



DEACONESS MULTICARE 2021 NURSE STAFFING PLAN SPOKANE

The following is an updated Nurse Staffing Plan for Deaconess MultiCare Hospital, submitted to Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

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I, the undersigned with responsibility for MultiCare Deaconess Hospital, attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for the 2021 year and includes all units covered under our hospital license under RCW 70.41. This plan was developed with consideration given to the following elements:

- Census, including total number 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 replacement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment;
- Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations;
- Availability of other personnel supporting nursing services on the unit; and
- Strategies to enable registered nurses to take meal and rest breaks as required by law or the terms of an applicable collective bargaining agreement if any, between the hospital and a representative of the nursing staff.

This staffing plan was adopted by the hospital on December 18, 2020 as approved by Wade Hunt, Chief Operating Officer, on behalf of Gregory Repetti, President, MultiCare Deaconess and Valley Hospitals.

Wade R. Hunt

Chief Operating Officer

MultiCare Deaconess Hospital

Gregory Repetti, III, FACHE

President

MultiCare Deaconess and Valley Hospitals

Multicare Health System

Mary Bridge Children's Hospital ~ MultiCare Allenmore Hospital ~ MultiCare Auburn Medical Center ~ MultiCare Good Samaritan Hospital ~ MultiCare Tacoma General Hospital ~ MultiCare Clinics ~ MultiCare Deaconess Hospital ~ MultiCare Rockwood Clinic ~ MultiCare Valley Hospital

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

Patient care services provided by Multicare Deaconess Hospital, a 388-bed acute care facility, are based on the MultiCare mission, vision, and core values, as well as on patient needs for communities served.

Nurse staffing principles are strongly based on those that correspond to the American Nursing Association Principles of Safe Staffing:

- 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

Deaconess has an established nurse staffing committee whose members are chosen from the Professional Nursing Council. The staffing committee has primary responsibility of the development and oversight of the annual staffing plan, based on needs of the patients. The committee meets monthly and prepares a semi-annual review of the staffing plan for our Deaconess president to review.

The committee's work is guided by its charter. The committees work is informed by information and data from individual business units. Appropriate staffing levels for 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 support for nurses;
- Anticipated absences and needs for nursing staff to take meal and rest breaks;
- Hospital data and outcomes from relevant quality indicators; and
- Hospital finances.

The analysis of the above information is aggregated into the hospital's nurse staffing plan. Staff continuously monitor individual and aggregate patient care needs. This is done

through a staffing alert process. The staffing committee assesses and adjusts staffing with this feedback when they perform their semi-annual review.

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

The hospital is committed to ensuring staff can take meal and rest breaks as required by law. The committee considers breaks and strategies to ensure breaks when developing the plan. Individual patient care units have discretion in structuring breaks to meet specific needs while meeting the requirements of the law. Data regarding missed or interrupted breaks are reviewed by the committee to help develop strategies to ensure nurses can take breaks.

Nurse Staffing Plan Scope

Nursing at Deaconess is primarily 12-hour shifts that span 0700-1930. If shift times differ, these are noted in the staffing matrixes or unit exhibits. Additional staffing may be obtained by regular FTE staff, per diem staff, float pool, travel, and or agency staff. Traveler and or agency staff are utilized for planned leave, open FTE positions, or seasonal and surge staffing needs.

The RN uses the following chain of command for any concerns or issues relating to staffing:

- Charge Nurse
- House Supervisors
- Unit Nurse Manager or Supervisor
- Director
- Chief Nurse Executive

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

1. Perioperative Services
2. Emergency Department /Free Standing Emergency Department (ED/FSED)
3. ICU
4. In-Patient Acute Care Units
 - a. 3 Tower Progressive Care Unit
 - b. 7 Tower Cardiac Intermediate Care
 - c. 8 Tower Med/Surg Overflow Unit
 - d. 9 Tower Ortho/Neuro/EMU
 - e. 10 Tower General Surgery
 - f. 11 Tower Medical Oncology
5. Float Pool
6. Women's Services
 - a. Neonatal Intensive Care Unit (NICU)
 - b. Labor and Delivery (L&D)
 - c. Mother Baby (MBU)
7. Wound Care Clinic & Inpatient Wound Care Services
8. IV Therapy Services
9. Hospital Supervisors/Transfer Center

10. Cancer & Blood Specialty Clinics: Oncology/Ambulatory Infusion Services
 - a. Deaconess Hospital
 - b. Valley Clinic
 - c. NorthPointe Clinic
11. Maternal Fetal Medicine Clinic (MFM)
12. Cath Lab/Interventional Radiology/ Cardiac Short Stay Unit
13. Pulse Cardiac Clinics
 - a. Deaconess Hospital Clinic
 - b. NorthPointe Clinic
 - c. Coeur d'Alene Clinic
14. Imaging/Radiology/CT/MRI

Nurse Staffing Plan Critical Elements

The following represents critical elements about the nurse staffing plan that are changes from 2020 to 2021:

EXHIBIT 1: Perioperative Services

- A. Additional 1.0 FTE for Peri-Op Services Technician

EXHIBIT 2: ED/FSED

EXHIBIT 3: ICU

EXHIBIT 4: In-Patient Acute Care Units

- A. 3 Tower is now designated for PCU care level with ICU overflow.
 1. When ICU overflow, will follow ICU staffing plan.
- B. 7 Tower unit will flex for cardiac and PCU patients.
 1. When PCU level of care patients on unit, will follow PCU staffing plan.
- C. 8 Tower is now a flex unit for all overflow needs:
 1. COVID ISOLATION- Decrease nurse to patient ratios to accommodate PPE and increased monitoring.
 2. EXTENDED STAY PATIENTS- Increased nurse to patient ratio, decreased nursing assistant to patient ratio plus PT Aides and OT aides for mobility and ADL assistance for patients ready to discharge.
 3. MED/SURG OVERFLOW- Standard Med/Surg Staffing.

EXHIBIT 5: Float Pool

EXHIBIT 6: Women's Services:

- A. NICU
- B. Labor and Deliver
- C. Mother Baby

EXHIBIT 7: Wound Care Clinic: Inpatient Services and Outpatient Clinic

EXHIBIT 8: IV Therapy Services

EXHIBIT 9: Hospital Supervisors/Transfer Center

EXHIBIT 10: Cancer and Blood Specialties Clinic: Oncology clinic and outpatient infusion

EXHIBIT 11: Maternal Fetal Medicine

EXHIBIT 12: Cath Lab / Interventional Radiology/ Cardiac Short Stay unit

- a. Added 6 bay rooms
- b. Added 1 procedure room
- c. Increased pre- and post-procedure rooms by 2, 1 single- occupancy, 1 double occupancy

EXHIBIT 13: Pulse Clinics

- A. Changed staff shifts to be 10 hour shifts exclusively.
- B. Added Echo/Vascular tech hours to NorthPointe Clinic

EXHIBIT 14: Imaging/Radiology/CT/MRI

Nurse Staffing Plan Elements

The following represents critical elements about the nurse staffing plan:

EXHIBIT 1: Perioperative Services

Operating Room Specific Hours of Operation

The Main Operating Room is staffed 24 hours a day with additional overnight on-call staff, for emergencies, who have a 30-minute response time to be dressed and in the OR. Regular hours of operation are from 0700 to 2300. Emergency operations may be done at any time. Evenings, weekends, and holidays are professionally staffed for emergency or urgent cases. Staff are available twenty-four (24) hours a day for emergency operations.

Assignment of Nursing Care

At a minimum, there will be one Registered Nurse to circulate and a Certified Scrub Technologist / Registered Nurse that can scrub to provide safe and comprehensive patient care.

The assigning Registered Nurse will consider all the following factors, inclusive of the number of staff members available, choosing the most appropriate staff member to care for each patient:

1. Complexity of patient's condition and required care (acuity level).
2. Dynamics of patient's status, including the frequency with which specific nursing care activities change.
3. Complexity of the assessment required, considering the knowledge and skills required of a nursing staff member to complete the required assessment.
4. The type of technology employed in providing nursing care and the knowledge and skills required to use the technology.
5. The degree of supervision required by each nursing staff member based on his/her assessed level of competence and current competence in relation to the nursing care needs of the patient.
6. The availability of supervision appropriate to the assessed and current competence of the nursing staff members being assigned responsibility for providing nursing care to patients.
7. Surgeon preference.

On-Call Teams

Deaconess Hospital has three call teams for afterhours or emergency cases. They are determined by the assessed level of competence in the specific specialties. The Heart and Vascular Team consist of one RN and two scrub techs. The Orthopedic and Neuro Teams

consist of one RN and one scrub tech. All other specialties are covered by the Orthopedic and Neuro Teams.

Pre-Op Specific hours of Operation

Pre-Op is staffed 12 hours per day.

Assignment of Nursing Care

At a minimum, there will be one Registered Nurse to assess the patient to provide safe and comprehensive patient care.

The assigning Registered Nurse will consider all the following factors, inclusive of the number of staff members available, choosing the most appropriate staff member to care for each patient:

1. Complexity of patient's condition and required care (acuity level).
2. Dynamics of patient's status, including the frequency with which specific nursing care activities change.
3. Complexity of the assessment required, considering the knowledge and skills required of a nursing staff member to complete the required assessment.
4. The degree of supervision required by each nursing staff member based on his/her assessed level of competence and current competence in relation to the nursing care needs of the patient.
5. The availability of supervision appropriate to the assessed and current competence of the nursing staff members being assigned responsibility for providing nursing care to patients.

Meals and Rest Breaks

Due to the dynamic nature of the patient, the nurse caring for the patient will need to assess when it would be prudent to be relieved for these respite periods. The nurse will notify the charge nurse when she is able to take these breaks, and the charge nurse will either provide coverage or assign another nurse to oversee the patient during the primary nurses' absence. The charge nurse is responsible for coordinating breaks and meals; the nursing staff is responsible for communicating needs to the charge nurse. In the event the charge nurse cannot provide coverage and/or find coverage, the charge nurse will request the manager to assist in providing coverage for rest and meal breaks. If the manager is not available, the charge nurse will contact the nursing supervisor or staffing office and ask for assistance.

Endoscopy Specific Hours of Operation

The endoscopy suite is staffed 12 hours a day and then overnight by on call staff who have a 30-minute response time to be dressed and in the procedure suite. Regular hours of operation are from 0700 to 1800. Emergency procedures may be done at any time.

Evenings, weekends and holidays are professionally staffed for emergency or urgent cases. Staff are available twenty-four (24) hours a day for emergency procedures.

Assignment of Nursing Care

At a minimum, there will be one Registered Nurse to assess the patient and one Registered Nurse to assist with the procedure to provide safe and comprehensive patient care.

The assigning Registered Nurse will consider all the following factors, inclusive of the number of staff members available, choosing the most appropriate staff member to care for each patient:

1. Complexity of patient's condition and required care (acuity level).
2. Dynamics of patient's status, including the frequency with which specific nursing care activities change.
3. Complexity of the assessment required, considering the knowledge and skills required of a nursing staff member to complete the required assessment.
4. The type of technology employed in providing nursing care and the knowledge and skills required to use the technology.
5. The degree of supervision required by each nursing staff member based on his/her assessed level of competence and current competence in relation to the nursing care needs of the patient.
6. The availability of supervision appropriate to the assessed and current competence of the nursing staff members being assigned responsibility for providing nursing care to patients.

On-Call Teams

Deaconess Hospital has one call team for afterhours or emergency cases. They are determined by the assessed level of competence in the specific specialties. The on-call team consists of two RN's, both of whom would be called in to care for a patient.

Post Anesthesia Care Unit Specific Hours of Operation

The PACU is staffed 15 hours a day and then overnight by on call staff who have a 30-minute response time to be dressed and in the recovery area. Regular hours of operation are from 0700 to 2230. Emergency procedures may be done at any time. Evenings, weekends and holidays are professionally staffed for emergency or urgent cases. Staff are available twenty-four (24) hours a day for emergency operations.

Assignment of Nursing Care

At a minimum, there will be two Registered Nurses in PACU. The maximum patient load is a 2:1 ratio. The assigning Registered Nurse will consider all the following factors, inclusive of

the number of staff members available, choosing the most appropriate staff member to care for each patient:

1. Complexity of patient's condition and required care (acuity level).
2. Dynamics of patient's status, including the frequency with which specific nursing care activities change.
3. Complexity of the assessment required, considering the knowledge and skills required of a nursing staff member to complete the required assessment.
4. The type of technology employed in providing nursing care and the knowledge and skills required to use the technology.
5. The degree of supervision required by each nursing staff member based on his/her assessed level of competence and current competence in relation to the nursing care needs of the patient.
6. The availability of supervision appropriate to the assessed and current competence of the nursing staff members being assigned responsibility for providing nursing care to patients.

On-Call Teams

Deaconess Hospital has one call team for afterhours or emergency cases. They are determined by the assessed level of competence in the specific specialties. The on-call team consists of two RN's, both of whom would be called in to care for a patient.

Exhibit 2: ED/FSED Nurse Staffing Plan Scope

Staff are scheduled and directed to take regular rest breaks in accordance to RCW70.41.420 and collaborate with team members or manager to cover patient service delivery communications and direct care in advance of leaving workstation for break periods.

Exhibit 2A: Emergency Department

PRODUCTIVE Hours	
Budget UOSPD 2018	3.11
ADC 2019	79.99
Budgeted UOSPD 2021	82.02
Observation Factor	
Adjusted Patient Days expected	-
Capacity per shift Summary	23

FTE By Shift and Skillmix - 12 Hr Shifts

Unit Daily Census	Day											Night											Total Staff
	Charge 7:00	RN 7:00	RN 8:00	RN 11:00	RN 12:00	ED Techs 7:00	ED Techs 10:00	ED Techs 13:00	Mental Health Assoc.	HUC 7:00	RN 14:00	Total Staff	RN 19:00	RN 21:00	RN 23:00	RN 00:00	RN 02:00	ED Techs 00:00	ED Techs 1:00	Mental Health Assoc.	HUC 19:00	Charge 19:00	
74	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
75	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
76	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
77	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
78	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
79	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
80	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
81	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
82	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
83	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
84	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
85	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
86	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
87	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
88	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
89	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
90	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
91	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
92	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
93	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
94	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
95	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00
96	1.00	4.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00	1.00	1.00	16.0	9.00	-1.00	-2.00	-1.00	-1.00	-1.00	-1.00	2.00	1.00	1.00	6.00

Exhibit 2B: Free Standing Emergency Department

PRODUCTIVE HOURS	
Budget UOSPD 2021	2.85
ADC 2021	54.75
Budgeted UOSPD 2021	54.18
Capacity per shift Summary	23

FTE By Shift and Skillmix - 12 Hr Shifts												
Day												
Unit Census	Charge 7:00	RN 7:00	RN 11:00	RN 14:00	ED Techs 0700	Total Staff	RN 19:00	RN 23:00	RN 02:00	ED Techs 19:00	Charge 19:00	Total Staff
47	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
48	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
49	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
50	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
51	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
52	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
53	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
54	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
55	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
56	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
57	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
58	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
59	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
60	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
61	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
62	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
63	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
64	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
65	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
66	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
67	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
68	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0
69	1.00	1.00	1.00	1.00	1.00	5.0	3.00	-1.00	-1.00	1.00	1.00	3.0

EXHIBIT 3: ICU Intensive Care Unit.

The ICU uses a 2:1 primary nurse to patient care. There is established 1:1 care needs for active hypothermia post-cardiac arrest patients, CRRT, primary stroke, organ donation, IMPELLA, and hemodynamically unstable patients. Our charge nurse is free from patients and facilitates scheduled nurse meals and rest breaks.

Rapid Response Team

Rapid Response nurse is free from patients and covers 24/7 across all divisions of nursing. They manage their scheduled meals and rest breaks with support of house supervisor and ICU charge nurse to cover calls.

PRODUCTIVE HOURS	
Budget HPPD 2021	19.45
Adjusted ADC 2021	13.0
Budgeted ADC 2021	13.9
Observation Factor	1.01
Adjusted Patient Days expected	14.04
Capacity per shift Summary	18

FTE By Shift and Skillmix - 12 Hr Shifts

Day							Night				
Unit Census	HUC	Rn: 1:1 (If necessary)	RN 2:1	Rapid Response	Charge RN/ AUM	Total Staff	RN 2:1	Rapid Response	Charge RN/ AUM	Rn: 1:1 (If necessary)	Total Staff
1				1.00		1.0					0.0
2				1.00		1.0					0.0
3				1.00		1.0					0.0
4			2.00	1.00	1.00	4.0	2.00		1.00		3.0
5			2.00	1.00	1.00	4.0	2.00		1.00		3.0
6			3.00	1.00	1.00	5.0	3.00		1.00		4.0
7			4.00	1.00	1.00	6.0	4.00		1.00		5.0
8	0.67	1.00	4.00	1.00	1.00	7.7	4.00		1.00	1.00	6.0
9	0.67	1.00	5.00	1.00	1.00	8.7	5.00		1.00	1.00	7.0
10	0.83	1.00	5.00	1.00	1.00	8.8	5.00		1.00	1.00	7.0
11	0.83	1.00	6.00	1.00	1.00	9.8	6.00		1.00	1.00	8.0
12	0.83	1.00	6.00	1.00	1.00	9.8	6.00	1.00	1.00	1.00	9.0
13	0.83	1.00	7.00	1.00	1.00	10.8	7.00	1.00	1.00	1.00	10.0
14	1.00	1.00	7.00	1.00	1.00	11.0	7.00	1.00	1.00	1.00	10.0
15	1.00	1.00	8.00	1.00	1.00	12.0	8.00	1.00	1.00	1.00	11.0
16	1.00	1.00	8.00	1.00	1.00	12.0	8.00	1.00	1.00	1.00	11.0
17	1.00	1.00	9.00	1.00	1.00	13.0	9.00	1.00	1.00	1.00	12.0
18	1.00	1.00	9.00	1.00	1.00	13.0	9.00	1.00	1.00	1.00	12.0

EXHIBIT 4: Inpatient Acute Care Nurse Staffing Plan Scope

Inpatient Unit Meals and Rest Break Plan 3T-11T: Nurses in the inpatient units 3T, 7T, 8T, 9T, 10T and 11T have a process for lunch sign up that is done at the beginning of the shift. Each unit has developed a schedule plan that meets the state required meal and rest break change in statute effective January 2020. This includes planning for patient coverage during breaks with charge nurses, flex nurses, or break buddies.

EXHIBIT 4.A: 3 Tower PCU & ICU Overflow - Nurse Staffing Plan Scope

PRODUCTIVE HOURS	
Budget HPPD 2021	15.67
Budgeted ADC 2021	9.00
Observation Factor	-
Adjusted Patient Days expected	9.00
Capacity per shift Summary	12

FTE By Shift and Skillmix - 12 Hr Shifts											
Day							Night				
Unit Census	NAC	Flex	RN	HUC	Charge RN/ AUM	Total Staff	RN	NAC	HUC	Charge RN/ AUM	Total Staff
1			1.00		1.00	2.0	1.00			1.00	2.0
2			1.00		1.00	2.0	1.00			1.00	2.0
3			2.00		1.00	3.0	2.00			1.00	3.0
4			2.00		1.00	3.0	2.00			1.00	3.0
5			3.00		1.00	4.0	3.00			1.00	4.0
6	1.00		3.00		1.00	5.0	3.00			1.00	4.0
7	1.00		4.00		1.00	6.0	4.00	1.00		1.00	6.0
8	1.00		4.00		1.00	6.0	4.00	1.00		1.00	6.0
9	1.00		5.00		1.00	7.0	5.00	1.00		1.00	7.0
10	1.00		5.00		1.00	7.0	5.00	1.00		1.00	7.0
11	1.00		6.00		1.00	8.0	6.00	1.00		1.00	8.0
12	1.00		6.00		1.00	8.0	6.00	1.00		1.00	8.0

EXHIBIT 4.B: 7 Tower Cardiac & PCU Overflow - Nurse Staffing Plan Scope

PRODUCTIVE HOURS	
Budget HPPD 2021	12.31
Budgeted ADC 2021	28.00
Observation Factor	0.00
Adjusted Patient Days expected	28.00
Capacity per shift Summary	34.00
PMR Standard	12.31

FTE By Shift and Skillmix - 12 Hr Shifts											
Day							Night				
Unit Census	NAC	Flex	RN	HUC	Charge RN/ AUM	Total Staff	RN	NAC	HUC	Charge RN/ AUM	Total Staff
1						0.0					0.0
2						0.0					0.0
3						0.0					0.0
4						0.0					0.0
5						0.0					0.0
6						0.0					0.0
7						0.0					0.0
8	1.00					1.0		1.00			1.0
9	2.00					2.0		2.00			2.0
10	2.00					2.0		2.00			2.0
11	2.00					2.0		2.00			2.0
12	2.00		3.00	0.50	1.00	6.5	3.00	2.00		1.00	6.0
13	2.00		4.00	0.50	1.00	7.5	4.00	2.00		1.00	7.0
14	2.00		4.00	0.67	1.00	7.7	4.00	2.00		1.00	7.0
15	2.00		4.00	0.67	1.00	7.7	4.00	2.00		1.00	7.0
16	2.00		4.00	1.00	1.00	8.0	4.00	2.00		1.00	7.0
17	2.00		5.00	1.00	1.00	9.0	5.00	2.00		1.00	8.0
18	3.00		5.00	1.00	1.00	10.0	5.00	3.00		1.00	9.0
19	3.00	0.67	5.00	1.00	1.00	10.7	5.00	3.00		1.00	9.0
20	3.00	0.67	5.00	1.00	1.00	10.7	5.00	3.00		1.00	9.0
21	3.00	1.00	6.00	1.00	1.00	12.0	6.00	3.00		1.00	10.0
22	3.00	1.00	6.00	1.00	1.00	12.0	6.00	3.00		1.00	10.0
23	3.00	1.00	6.00	1.00	1.00	12.0	6.00	3.00		1.00	10.0
24	3.00	1.00	6.00	1.00	1.00	12.0	6.00	3.00		1.00	10.0
25	4.00	1.00	7.00	1.00	1.00	14.0	7.00	4.00		1.00	12.0
26	4.00	1.00	7.00	1.00	1.00	14.0	7.00	4.00		1.00	12.0
27	4.00	1.00	7.00	1.00	1.00	14.0	7.00	4.00		1.00	12.0
28	4.00	1.00	7.00	1.00	1.00	14.0	7.00	4.00		1.00	12.0
29	4.00	1.00	8.00	1.00	1.00	15.0	8.00	4.00		1.00	13.0
30	4.00	1.00	8.00	1.00	1.00	15.0	8.00	4.00		1.00	13.0
31	4.00	1.00	8.00	1.00	1.00	15.0	8.00	4.00		1.00	13.0
32	4.00	1.00	8.00	1.00	1.00	15.0	8.00	4.00		1.00	13.0
33	5.00	1.00	9.00	1.00	1.00	17.0	9.00	5.00		1.00	15.0
34	5.00	1.00	9.00	1.00	1.00	17.0	9.00	5.00		1.00	15.0

EXHIBIT 4.C.1: 8 Tower Flex Unit/Overflow- Nurse Staffing Plan Scope

PRODUCTIVE Hours	
Budget HPPD 2021	9.94
Budgeted ADC 2021	-
Observation Factor	-
Adjusted Patient Days expected	-
Capacity per shift Summary	34

FTE By Shift and Skillmix - 12 Hr Shifts									
Day						Night			
Unit Census	NAC	RN	HUC	Core Charge RN	Total Staff	RN	NAC	Core Charge RN	Total Staff
1	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
2	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
3	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
4	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
5	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
6	0.00	1.00	0.00	1.00	2.0	1.00	0.00	1.00	2.0
7	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
8	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
9	1.00	2.00	0.00	1.00	4.0	1.00	1.00	1.00	3.0
10	1.00	2.00	0.00	1.00	4.0	2.00	1.00	1.00	4.0
11	1.00	2.00	0.00	1.00	4.0	2.00	1.00	1.00	4.0
12	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
13	2.00	2.00	0.83	1.00	5.8	2.00	2.00	1.00	5.0
14	2.00	3.00	0.83	1.00	6.8	2.00	2.00	1.00	5.0
15	2.00	3.00	0.83	1.00	6.8	2.00	2.00	1.00	5.0
16	2.00	3.00	0.83	1.00	6.8	3.00	2.00	1.00	6.0
17	2.00	3.00	0.83	1.00	6.8	3.00	2.00	1.00	6.0
18	2.00	4.00	0.83	1.00	7.8	3.00	2.00	1.00	6.0
19	2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0
20	2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0
21	2.00	5.00	0.83	1.00	8.8	4.00	2.00	1.00	7.0
22	3.00	5.00	0.83	1.00	9.8	4.00	3.00	1.00	8.0
23	3.00	5.00	0.83	1.00	9.8	4.00	3.00	1.00	8.0
24	3.00	5.00	0.83	1.00	9.8	4.00	3.00	1.00	8.0
25	3.00	5.00	0.83	1.00	9.8	4.00	3.00	1.00	8.0
26	3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
27	3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
28	3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
29	3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
30	3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
31	3.00	7.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
32	3.00	7.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
33	3.00	7.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
34	3.00	7.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0

EXHIBIT 4.C.2: 8 Tower/ COVID Isolation Unit- Nurse Staffing Plan Scope

FTE By Shift and Skillmix - 12 Hr Shifts									
Day						Night			
Unit Census	NAC	RN	HUC	Core Charge RN	Total Staff	NAC	RN	Core Charge RN	Total Staff
1	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
2	1.00	1.00	0.00	1.00	5.0	1.00	1.00	1.00	3.0
3	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
4	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
5	1.00	2.00	0.00	1.00	4.0	1.00	2.00	1.00	4.0
6	1.00	2.00	0.00	1.00	4.0	1.00	2.00	1.00	4.0
7	1.00	2.00	0.00	1.00	4.0	1.00	2.00	1.00	4.0
8	1.00	2.00	0.83	1.00	4.8	1.00	2.00	1.00	4.0
9	2.00	3.00	0.83	1.00	6.8	2.00	3.00	1.00	6.0
10	2.00	3.00	0.83	1.00	6.8	2.00	3.00	1.00	6.0
11	2.00	3.00	0.83	1.00	6.8	2.00	3.00	1.00	6.0
12	2.00	3.00	0.83	1.00	6.8	2.00	3.00	1.00	6.0
13	2.00	4.00	0.83	1.00	7.8	2.00	4.00	1.00	7.0
14	2.00	4.00	0.83	1.00	7.8	2.00	4.00	1.00	7.0
15	2.00	4.00	0.83	1.00	7.8	2.00	4.00	1.00	7.0
16	2.00	4.00	0.83	1.00	7.8	2.00	4.00	1.00	7.0
17	3.00	5.00	0.83	1.00	9.8	3.00	5.00	1.00	9.0
18	3.00	5.00	0.83	1.00	9.8	3.00	5.00	1.00	9.0
19	3.00	5.00	0.83	1.00	9.8	3.00	5.00	1.00	9.0
20	3.00	5.00	0.83	1.00	9.8	3.00	5.00	1.00	9.0
21	3.00	6.00	0.83	1.00	10.8	3.00	6.00	1.00	10.0
22	3.00	6.00	0.83	1.00	10.8	3.00	6.00	1.00	10.0
23	3.00	6.00	0.83	1.00	10.8	3.00	6.00	1.00	10.0
24	3.00	6.00	0.83	1.00	10.8	3.00	6.00	1.00	10.0
25	4.00	7.00	0.83	1.00	12.8	4.00	7.00	1.00	12.0
26	4.00	7.00	0.83	1.00	12.8	4.00	7.00	1.00	12.0
27	4.00	7.00	0.83	1.00	12.8	4.00	7.00	1.00	12.0
28	4.00	7.00	0.83	1.00	12.8	4.00	7.00	1.00	12.0
29	4.00	8.00	0.83	1.00	13.8	4.00	8.00	1.00	13.0
30	4.00	8.00	0.83	1.00	13.8	4.00	8.00	1.00	13.0
31	4.00	8.00	0.83	1.00	13.8	4.00	8.00	1.00	13.0
32	4.00	8.00	0.83	1.00	13.8	4.00	8.00	1.00	13.0
33	5.00	9.00	0.83	1.00	15.8	5.00	9.00	1.00	15.0
34	5.00	9.00	0.83	1.00	15.8	5.00	9.00	1.00	15.0

EXHIBIT 4.C.3: 8 Tower/ Extended Stay Unit - Nurse Staffing Plan Scope

FTE By Shift and Skillmix - 12 Hr Shifts									
Day						Night			
Unit Census	NAC	RN	HUC	Core Charge RN	Total Staff	RN	NAC	Core Charge RN	Total Staff
1	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
2	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
3	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
4	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
5	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
6	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
7	1.00	1.00	0.00	1.00	3.0	1.00	1.00	1.00	3.0
8	2.00	2.00	0.00	1.00	5.0	2.00	1.00	1.00	4.0
9	2.00	2.00	0.00	1.00	5.0	2.00	1.00	1.00	4.0
10	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
11	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
12	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
13	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
14	2.00	2.00	0.00	1.00	5.0	2.00	2.00	1.00	5.0
15	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
16	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
17	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
18	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
19	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
20	3.00	3.00	0.00	1.00	7.0	3.00	2.00	1.00	6.0
21	3.00	3.00	0.00	1.00	7.0	3.00	3.00	1.00	7.0
22	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
23	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
24	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
25	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
26	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
27	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
28	4.00	4.00	0.00	1.00	9.0	4.00	3.00	1.00	8.0
29	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0
30	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0
31	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0
32	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0
33	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0
34	5.00	5.00	0.00	1.00	11.0	5.00	3.00	1.00	9.0

EXHIBIT 4.D: 9 Tower Neuro Ortho Spine EMU - Nurse Staffing Plan Scope

PRODUCTIVE Hours	
Budget HPPD 2021	10.95
Budgeted ADC 2021	25.2
Observation Factor	1.10
Adjusted Patient Days expected	27.72
Capacity per shift Summary	30

FTE By Shift and Skillmix - 12 Hr Shifts										
Day							Night			
Unit Census	Flex RN	NAC	RN	HUC	Core Charge RN	Total Staff	RN	NAC	Core Charge RN	Total Staff
1					0.00	0.0			0.00	0.0
2					0.00	0.0			0.00	0.0
3					0.00	0.0			0.00	0.0
4					0.00	0.0			0.00	0.0
5					0.00	0.0			0.00	0.0
6					0.00	0.0			0.00	0.0
7					0.00	0.0			0.00	0.0
8					0.00	0.0			0.00	0.0
9					0.00	0.0			0.00	0.0
10					0.00	0.0			0.00	0.0
11					0.00	0.0			0.00	0.0
12		1.00	2.00		1.00	4.0	2.00	1.00	1.00	4.0
13		1.00	3.00	0.83	1.00	5.8	2.00	1.00	1.00	4.0
14		1.00	3.00	0.83	1.00	5.8	2.00	1.00	1.00	4.0
15		2.00	3.00	0.83	1.00	6.8	3.00	1.00	1.00	5.0
16		2.00	4.00	0.83	1.00	7.8	3.00	1.00	1.00	5.0
17		2.00	4.00	0.83	1.00	7.8	3.00	2.00	1.00	6.0
18		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0
19		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0
20		2.00	5.00	0.83	1.00	8.8	5.00	2.00	1.00	8.0
21		2.00	5.00	0.83	1.00	8.8	5.00	2.00	1.00	8.0
22		3.00	5.00	0.83	1.00	9.8	5.00	3.00	1.00	9.0
23		3.00	5.00	0.83	1.00	9.8	5.00	3.00	1.00	9.0
24		3.00	5.00	0.83	1.00	9.8	5.00	3.00	1.00	9.0
25	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0
26	1.00	3.00	6.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
27	1.00	3.00	6.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
28	1.00	3.00	6.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0
29	1.00	3.00	7.00	0.83	1.00	12.8	7.00	3.00	1.00	11.0
30	1.00	3.00	7.00	0.83	1.00	12.8	7.00	3.00	1.00	11.0

EXHIBIT 4.F: 10 Tower Surgical - Nurse Staffing Plan Scope

PRODUCTIVE Hours	
Budget HPPD 2021	10.66
Budgeted ADC 2021	24
Observation Factor	1.16
Adjusted Patient Days expected	27.84
Capacity per shift Summary	30

FTE By Shift and Skillmix - 12 Hr Shifts										
Day							Night			
Unit Census	Flex Nurse	NAC	RN	HUC	Core Charge RN	Total Staff	RN	NAC	Coer Charge RN	Total Staff
1					0.00	0.0			0.00	0.0
2					0.00	0.0			0.00	0.0
3					0.00	0.0			0.00	0.0
4					0.00	0.0			0.00	0.0
5					0.00	0.0			0.00	0.0
6					0.00	0.0			0.00	0.0
7					0.00	0.0			0.00	0.0
8					0.00	0.0			0.00	0.0
9					0.00	0.0			0.00	0.0
10					0.00	0.0			0.00	0.0
11					0.00	0.0			0.00	0.0
12		1.00	3.00		1.00	5.0	2.00	1.00	1.00	4.0
13		1.00	3.00	0.83	1.00	5.8	2.00	1.00	1.00	4.0
14		1.00	3.00	0.83	1.00	5.8	3.00	1.00	1.00	5.0
15		1.00	4.00	0.83	1.00	6.8	3.00	1.00	1.00	5.0
16		1.00	4.00	0.83	1.00	6.8	3.00	1.00	1.00	5.0
17		2.00	4.00	0.83	1.00	7.8	3.00	2.00	1.00	6.0
18		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0
19		2.00	5.00	0.83	1.00	8.8	4.00	2.00	1.00	7.0
20		2.00	5.00	0.83	1.00	8.8	4.00	2.00	1.00	7.0
21		2.00	5.00	0.83	1.00	8.8	4.00	2.00	1.00	7.0
22		3.00	5.00	0.83	1.00	9.8	4.00	3.00	1.00	8.0
23		3.00	5.00	0.83	1.00	9.8	5.00	3.00	1.00	9.0
24		3.00	6.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0
25	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0
26	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0
27	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0
28	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0
29	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0
30	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0

EXHIBIT 4.G: 11 Tower Med Oncology - Nurse Staffing Plan Scope

PRODUCTIVE Hours	
Budget HPPD 2021	10.66
Budgeted ADC 2021	24.50
Observation Factor	1.10
Adjusted Patient Days expected	26.95
Capacity per shift Summary	34

FTE By Shift and Skillmix - 12 Hr Shifts											
Day							Night				
Unit Census	Mobility Aide	NAC	RN	HUC	Core Charge RN	Total Staff	RN	NAC	Core Hcharge Nurse	Total Staff	
1						0.0				0.0	
2						0.0				0.0	
3						0.0				0.0	
4						0.0				0.0	
5						0.0				0.0	
6						0.0				0.0	
7						0.0				0.0	
8						0.0				0.0	
9						0.0				0.0	
10			2.00		1.00	3.0	2.00		1.00	3.0	
11		1.00	2.00		1.00	4.0	2.00	1.00	1.00	4.0	
12		2.00	2.00		1.00	5.0	2.00	2.00	1.00	5.0	
13		2.00	3.00		1.00	6.0	2.00	2.00	1.00	5.0	
14		2.00	3.00	0.83	1.00	6.8	2.00	2.00	1.00	5.0	
15		2.00	3.00	0.83	1.00	6.8	2.00	2.00	1.00	5.0	
16		2.00	3.00	0.83	1.00	6.8	3.00	2.00	1.00	6.0	
17		2.00	4.00	0.83	1.00	7.8	3.00	2.00	1.00	6.0	
18		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0	
19		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0	
20		2.00	4.00	0.83	1.00	7.8	4.00	2.00	1.00	7.0	
21	1.00	2.00	5.00	0.83	1.00	9.8	4.00	2.00	1.00	7.0	
22	1.00	3.00	5.00	0.83	1.00	10.8	4.00	3.00	1.00	8.0	
23	1.00	3.00	5.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0	
24	1.00	3.00	5.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0	
25	1.00	3.00	5.00	0.83	1.00	10.8	5.00	3.00	1.00	9.0	
26	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0	
27	1.00	3.00	6.00	0.83	1.00	11.8	5.00	3.00	1.00	9.0	
28	1.00	3.00	6.00	0.83	1.00	11.8	6.00	3.00	1.00	10.0	
29	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0	
30	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0	
31	1.00	3.00	7.00	0.83	1.00	12.8	6.00	3.00	1.00	10.0	
32	1.00	3.00	7.00	0.83	1.00	12.8	7.00	3.00	1.00	11.0	
33	1.00	3.00	8.00	0.83	1.00	13.8	7.00	3.00	1.00	11.0	
34	1.00	3.00	8.00	0.83	1.00	13.8	7.00	3.00	1.00	11.0	

EXHIBIT 5: Float Pool – Staff Scope

15 RN Day shift (9.7 FTE)

10 RN Night shift (9 FTE)

16 NAC Day shift (9.7 FTE)

12 NAC Night shift (10.8 FTE)

2 HUC Day shift (0.6 FTE & 1.0 FTE)

The float pool staff consists of nurses, nursing assistants, and health unit coordinators. Float Pool staff fill staffing needs throughout the organization's patient care areas created due to illness, vacations, or leaves of absence. Float Pool staff are trained to provide care throughout all medical/surgical units, with some ability to also assist in fulfilling the needs in the following areas: Cardiac/Progressive Care Unit, Intensive Care Unit, Emergency Room, and Mother/Baby Unit.

EXHIBIT 6: Women's Services

Lactation

Lactation services are provided by 2 registered nurses that have their IBCLC credentials. The consultants' goal is to see all breastfeeding couplets on the Mother/Baby Unit prior to discharge. They also make rounds and provide coverage for the NICU infants and mothers. Outpatient support is provided in the form of outpatient consultations and 2-hour weight clinics held on Thursdays. Current hours of coverage are Monday to Friday from approximately 8 am to 4pm. Meals and rest breaks are prescheduled.

EXHIBIT 6.A: NICU**Core Staffing for NICU:**

- 1 Charge Nurse
- 2 Registered Nurses
- 1 Health Unit Coordinator
- 1 Respiratory Therapist

NICU staffing is based off the WA State Department of Health Perinatal and Neonatal Level of Care Guidelines from 2018, which is based off the AWHONN guidelines. They are summarized in the graph below:

1 to 3-4	Newborns requiring continuing care
1 to 2-3	Newborns requiring intermediate care
1 to 1-2	Newborns requiring intensive care
1 to 1	Newborn requiring multisystem support
1 to 1 or greater	Unstable newborn requiring complex critical care
1	At least 1 nurse always available with skills to care for newborns who may develop complications and/or need resuscitation.

Meals and rest breaks are scheduled and assisted by charge nurse or break buddy process.

FTE By Shift and Skillmix - 12 Hr Shifts								
Day					Night			
Unit Census	RN	HUC	Charge RN AUM	Total Staff	RN	HUC	Charge RN AUM	Total Staff
1	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
2	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
3	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
4	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
5	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
6	2.00	1.00	1.00	4.0	2.00	1.00	1.00	4.0
7	3.00	1.00	1.00	5.0	3.00	1.00	1.00	5.0
8	3.00	1.00	1.00	5.0	3.00	1.00	1.00	5.0
9	4.00	1.00	1.00	6.0	4.00	1.00	1.00	6.0
10	4.00	1.00	1.00	6.0	4.00	1.00	1.00	6.0
11	5.00	1.00	1.00	7.0	5.00	1.00	1.00	7.0
12	5.00	1.00	1.00	7.0	5.00	1.00	1.00	7.0
13	6.00	1.00	1.00	8.0	6.00	1.00	1.00	8.0
14	6.00	1.00	1.00	8.0	6.00	1.00	1.00	8.0
15	7.00	1.00	1.00	9.0	7.00	1.00	1.00	9.0
16	7.00	1.00	1.00	9.0	7.00	1.00	1.00	9.0
17	8.00	1.00	1.00	10.0	8.00	1.00	1.00	10.0
18	8.00	1.00	1.00	10.0	8.00	1.00	1.00	10.0
19	9.00	1.00	1.00	11.0	9.00	1.00	1.00	11.0
20	9.00	1.00	1.00	11.0	9.00	1.00	1.00	11.0
21	10.00	1.00	1.00	12.0	10.00	1.00	1.00	12.0
22	10.00	1.00	1.00	12.0	10.00	1.00	1.00	12.0
23	11.00	1.00	1.00	13.0	11.00	1.00	1.00	13.0
24	11.00	1.00	1.00	13.0	11.00	1.00	1.00	13.0
25	12.00	1.00	1.00	14.0	12.00	1.00	1.00	14.0
26	12.00	1.00	1.00	14.0	12.00	1.00	1.00	14.0
27	13.00	1.00	1.00	15.0	13.00	1.00	1.00	15.0
28	13.00	1.00	1.00	15.0	13.00	1.00	1.00	15.0
29	14.00	1.00	1.00	16.0	14.00	1.00	1.00	16.0
30	14.00	1.00	1.00	16.0	14.00	1.00	1.00	16.0

EXHIBIT 6.B.: Labor and Delivery Nurse Staffing Plan Scope

PRODUCTIVE Hours	
Budget HPPD 2021	36.45
ADC 2020	3.9
Budgeted ADC 2021	3.8
Observation Factor	1.16
Adjusted Patient Days expected	4.41
Capacity per shift Summary	13

FTE By Shift and Skillmix - 12 Hr Shifts										
Day						Night				
Unit Deliveries	HUC	Tech	RN	Charge RN/ AUM	Total Staff	RN	Charge RN/ AUM	Tech	HUC	Total Staff
1	1.00	1.00	2.00	1.00	5.0	2.00	1.00	1.00	1.00	5.0
2	1.00	1.00	2.00	1.00	5.0	2.00	1.00	1.00	1.00	5.0
3	1.00	1.00	2.00	1.00	5.0	2.00	1.00	1.00	1.00	5.0
4	1.00	1.00	3.00	1.00	6.0	3.00	1.00	1.00	1.00	6.0
5	1.00	1.00	3.00	1.00	6.0	3.00	1.00	1.00	1.00	6.0
6	1.00	1.00	3.00	1.00	6.0	3.00	1.00	1.00	1.00	6.0
7	1.00	1.00	4.00	1.00	7.0	4.00	1.00	1.00	1.00	7.0
8	1.00	2.00	4.00	1.00	8.0	4.00	1.00	2.00	1.00	8.0
9	1.00	2.00	5.00	1.00	9.0	5.00	1.00	2.00	1.00	9.0
10	1.00	2.00	5.00	1.00	9.0	5.00	1.00	2.00	1.00	9.0
11	1.00	2.00	6.00	1.00	10.0	6.00	1.00	2.00	1.00	10.0
12	1.00	2.00	6.00	1.00	10.0	6.00	1.00	2.00	1.00	10.0
13	1.00	2.00	7.00	1.00	11.0	7.00	1.00	2.00	1.00	11.0

Note: To meet AWHONN standards, this unit will have 1:1 assignments based upon acuity and stages of labor.

Note: Staffing for Obstetrical Emergency Department, antepartum care, outpatient labor checks and NSTs are in addition to labor and delivery staffing.

Labor and Delivery Nursing Unit maintains a core staff regardless of census. Daily staffing is determined by the number of patients, acuity, scheduled cases, and consideration of potential patients that present to the department. Meals and rest breaks are scheduled and assisted by charge nurse or break buddy process.

Core staff for L&D

- 1 Charge Nurse
- 2 Registered Nurses
- 1 Surgical Scrub Technician

EXHIBIT 6.C.: Mother Baby Staffing Plan Scope

Staffing:

Mom/Baby unit staffing is based on census, acuity, and anticipated admissions from L&D. Since L&D will care for a delivered mother for 2 hours after delivery, the Mom/Baby charge nurses have time to stagger (late start) nurses as needed. Meals and rest breaks are scheduled and assisted by charge nurse or break buddy process.

When the unit is open, core staff for the Mother-Baby Unit:

- 1 Charge Nurse
- 1 Registered Nurse

PRODUCTIVE Hours	
Budget HPPD 2018	8.18
Budgeted ADC 2018	9.5
Observation Factor	1.00
Adjusted Patient Days expected	9.50
Capacity per shift Summary	25
PMR	7.62

FTE By Shift and Skillmix - 12 Hr Shifts								
Day					Night			
Unit Census	HUC	RN	Charge RN/ AUM	Total Staff	RN	Charge RN/ AUM	HUC	Total Staff
1		1.00	1.00	2.0	1.00	1.00		2.0
2		1.00	1.00	2.0	1.00	1.00		2.0
3		1.00	1.00	2.0	1.00	1.00		2.0
4	0.00	1.00	1.00	2.0	1.00	1.00	0.00	2.0
5	0.00	1.00	1.00	2.0	1.00	1.00	0.00	2.0
6	0.00	1.00	1.00	2.0	1.00	1.00	0.00	2.0
7	0.00	2.00	1.00	3.0	2.00	1.00	0.00	3.0
8	0.00	2.00	1.00	3.0	2.00	1.00	0.00	3.0
9	0.8	2.00	1.00	3.8	2.00	1.00	0.80	3.8
10	0.8	2.00	1.00	3.8	2.00	1.00	0.80	3.8
11	0.8	3.00	1.00	4.8	3.00	1.00	0.80	4.8
12	0.8	3.00	1.00	4.8	3.00	1.00	0.80	4.8
13	0.8	3.00	1.00	4.8	3.00	1.00	0.80	4.8
14	0.8	3.00	1.00	4.8	3.00	1.00	0.80	4.8
15	0.8	4.00	1.00	5.8	4.00	1.00	0.80	5.8
16	0.8	4.00	1.00	5.8	4.00	1.00	0.80	5.8
17	0.8	4.00	1.00	5.8	4.00	1.00	0.80	5.8
18	0.8	4.00	1.00	5.8	4.00	1.00	0.80	5.8
19	0.8	4.00	1.00	5.8	4.00	1.00	0.80	5.8
20	0.8	5.00	1.00	6.8	5.00	1.00	0.80	6.8
21	0.8	5.00	1.00	6.8	5.00	1.00	0.80	6.8
22	0.8	5.00	1.00	6.8	5.00	1.00	0.80	6.8

EXHIBIT 7: Wound Care Clinic

Wound Ostomy Nurse:

Two certified Wound/Ostomy Nurses Monday through Friday. 10 hr. shifts. Workload is referral based. Consults are completed on 15-30 patients per day. Scheduled meals and rest breaks.

Hospital Based Wound Care clinic:

The wound clinic has 8-10 hr. nursing shifts. Monday thru Friday there are 7 nurses. 1 Hyperbaric tech (8-hour shift). Two administrative assistants (overlapping 8-hour shifts). The clinic is closed to patients from 11:15-12:00 daily to provide Lunch.

EXHIBIT 8: IV Therapy Services

IV Therapy Nurse:

Two IV Therapy Nurses Monday through Saturday 0700 to 1630. 8 and 10 hr. shifts. One or two IV Therapy Nurses on Sunday. Shifts are 0700-1530 on weekends. Workload is referral based. See between 10-20 patients per day. Scheduled meals and rest breaks.

Exhibit 9: Hospital Supervisors/Transfer Center

Hospital Supervisors – Staffing Plan

The Hospital Supervisors manage and facilitate hospital patient flow and adjustment of staffing needs to meet the patient care needs of our organization. This occurs through continuous rounding, facilitation of Charge Nurse Patient Flow Huddles, and in collaboration with the Transfer Center and Staffing Office.

Hours of Operation

The Hospital Supervisor is staffed 24/7 with experienced RNs who work 12-hour shifts. There is one Supervisor on staff at a time.

Transfer Center – Staffing Plan

The Transfer Center coordinates timely physician connection and acceptance and bed assignments for patients in need of the care provided at MultiCare Deaconess Hospital. This includes patients from PACU, Short Stay Units, the Emergency Department, the Free-Standing Emergency Department, Physician's Clinics, and other hospitals.

Hours of Operations

The Transfer Center is staffed 24/7 with experienced RNs who work 12-hour shifts. There is one Transfer Center RN on staff at a time.

Meals and Rest Breaks

The transfer center and house supervisors cover one another for scheduled meals and rest breaks.

Exhibit 10: Oncology Ambulatory Services:

Deaconess Cancer and Blood Specialty Centers:

- 901 West 5th Ave, Spokane WA
- 12410 East Sinto Ave, Suite 101, Spokane Valley, WA
- 309 East Farwell Rd, Suite 100, Spokane, WA

Specific Hours of Operation:

The clinics are opened Monday to Friday from 8:00 AM to 5:00 PM

Census:

Ambulatory Clinic: variable patient volumes dependent on number of providers and patient mix – 15 to 60 patients/day per site.

Infusion Clinic: variable patient volume dependent on staffing and demand – 15 to 40 patients/day per site.

Patient Care Services delivered:

Ambulatory Clinic: consult and follow up visits for hematology/oncology patients.

Infusion Clinic: medication infusions, injections, port flushes

Photopheresis/Plasmapheresis: services contracted with outside agency to be performed at 901 W 5th Ave only

Assignment of Infusion/Clinic Nursing Care:

Ambulatory Clinic: Standard staffing is one Certified Medical Assistants (CMA) per provider. Each site has a minimum of one Registered Nurse, that performs telephone triage, oral chemotherapy management and care coordination for hematology/oncology patients.

Infusion Clinic: Standard staffing is one Certified Medical Assistant per infusion center. Each site has a minimum of one Registered Nurse, that performs medication infusions, injections and port maintenance. There needs to be a minimum of two chemotherapy/immunotherapy certified Registered Nurses to provide safe oversight and double checks on hazardous drug administration. Oversight and second checks can be performed by an oncology provider in the absence of a second Registered Nurse. The assigning Registered Nurse will consider all the following factors, inclusive of the number of staff members available, choosing the most appropriate staff member to care for each patient:

1. Complexity of patient's condition and required care (acuity level).
2. Dynamics of patient's status, including the frequency with which specific nursing care activities change.
3. Complexity of the assessment required, considering the knowledge and skills required of a nursing staff member to complete the required assessment.

4. The type of technology employed in providing nursing care and the knowledge and skills required to use the technology.
5. The degree of supervision required by each nursing staff member based on his/her assessed level of competence and current competence in relation to the nursing care needs of the patient.
6. The availability of supervision appropriate to the assessed and current competence of the nursing staff members being assigned responsibility for providing nursing care to patients.

Meals/Rest Breaks:

The Lead RN schedules shift/meal breaks for coverage assurance and collaboration.

All clinic staff are scheduled and directed to take regular rest breaks in accordance to RCW70.41.420 and collaborate with team members or clinic Supervisor/Manager to cover patient service delivery communications and direct care in advance of leaving workstation for break periods.

EXHIBIT 11: Maternal Fetal Medicine

The MultiCare Deaconess MFM clinic is open from 0800-1630. The clinic will not be scheduling patients for lunch around the 1200 hour. If there are add-on patients that interfere with this, the clinic is staffed with 2 RN's and a minimum of 2 ultra- sonographers, who will alternate patient care to cover lunch breaks. The clinic will keep a meal and rest break schedule posted and filled out each day to allow the staff to schedule appropriate meal and breaks around the clinic needs each day. The staff will have a break partner to cover their job duties during their rest break period.

MFM Core Staffing:

1 RN

1 Ultrasound Tech

1 Medical Receptionist

EXHIBIT 12: Cath Lab/Interventional Radiology/Cardiac Short Stay Unit

Cath Lab:

Dept. open 7am to 5pm Monday through Friday. Emergency cases covered after-hours and weekends by two call crews. The first call team handles all cases, inpatient needs, and emergencies during afterhours. Overlapping emergencies are covered by second call team for emergencies. An emergency EP team is also available for afterhours and weekends to manage surgical cardiac implant care and interventions.

Census/Procedure Based:

Each Cardiac Cath Lab/ Angiography Suite is staffed with a minimum of:

1 ACLS RN, 1 ACLS Radiology Technologist, 1 ACLS RCIS/CIS Cardiovascular Technologist, and a fourth team member of any of the above mix to support the procedure. Standards of staffing and performance following ACC standards of care, and State of Washington guidelines for scope of practice for nursing and technologists.

Additional Staffing:

1 Charge Technologist and floating staff break other teammates and assist on higher level of intensity cases. Pre-and post-care is provided in the Short Stay Unit or in-patient area, based on level of care. Cases requiring general anesthesia will be recovered in PACU or ICU only.

Level of Intensity and Level of Care:

Routine cases may be stable outpatients with intensity ranging up to ICU level of 1:1 or 2:1 care coming to the Cath labs. Patients may have Procedural "Conscious" Sedation or have Anesthesia provider support based on need of patient. Patients may require hemodynamic or cardiovascular support for Impella & intra-aortic balloon pump. Nurses and technologists are all ACLS and trained for all modalities to allow flexible staff rotation through all rooms/procedures except in Electrophysiology Lab. The technologists who work in this area are assigned to this modality only.

Strategies for Meal and Rest Breaks:

Charge supervisor rotates technologists and nurses into each room to break staff according to state law/guidelines or closes room between cases to allow all staff to take needed breaks or meal breaks, if staff have not been rotated out within time window.

Short Stay Unit:

SSU is staffed with a minimum of 2 nursing staff for one patient. Staffing for each day begins with minimum of 3 RNs and one Nursing Aide. Additional staff layered on to the day based on procedural schedule. Department is staffed from 6am to 9 pm Monday to Friday.

Cardiac Echo Department

Cardiac Echo is open Monday to Friday 07-1730. After hour care needs and weekends are covered by an on-call technologist until next usual business day.

EXHIBIT 13: Pulse Clinics

Deaconess Health & Education Clinic							
M-F Operations							
Role	Monday	Tuesday	Wednesday	Thursday	Friday	Total Hrs/Week	FTEs
Echo/Vascular Tech	50	50	50	50	40	240	6.0
Nurse	20	20	20	20	20	100	3.45
Nuclear Medicine Tech	10	10	10	10	10	50	1.25
Secretary	20	20	20	20	20	100	2.50
NorthPointe Clinic							
Monday- Thursday Operations							
Role	Monday	Tuesday	Wednesday	Thursday	Friday	Total Hrs/Week	FTEs
Echo/Vascular Tech	20	20	20	20	x	80	2.00
Nurse	10	10	10	10	x	40	1.00
Nuclear Medicine Tech	10	10	10	10	x	40	1.00
Secretary	10	10	10	10	x	40	1.00
Coeur d'Alene							
Tuesday & Thursday Operations							
Role	Monday	Tuesday	Wednesday	Thursday	Friday	Total Hrs/Week	FTEs
Echo/Vascular Tech	x	10	x	10	x	20	0.50
Nurse	x	10	x	10	x	20	0.50
Nuclear Medicine Tech	x	10	x	10	x	20	0.50
Secretary	x	10	x	10	x	20	0.50
Total FTEs	20.20						

This clinic is closed for lunches from 12:30- 1:00 pm each day for meals. Nurses and techs take breaks between cases.

EXHIBIT 14: Imaging/Radiology/CT/MRI Procedures

Radiology/US/CT/MRI Procedure									
M-F Operations									
Role	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hrs/Week	FTEs
RN1		8	8	8	8	8		40	1.0
RN2		8	8	8	8	8		40	1.0
PRN RN	On Call every other week	0	0	0	0	0	On call every other week	0	0.1
On Call Procedure Nurse or Rapid Response Nurse	Only as needed to cover for trauma, sick calls, LOA, very high census								

Normal hours of operation for outpatient guided procedures in CT, US, and MRI that require nursing are Monday-Friday from 8:00 am to 4:30pm. Radiology nurses are expected to stay late to care for patients if there is an urgent need for procedural sedation. There are 2 nurses staffed during regular business hours and their breaks and meals are scheduled.