

COVER PAGE

The following is the comprehensive hospital staffing
plan for SHRINERS CHILDREN'S SPOKANE submitted to
the Washington State Department of Health in
accordance with [Revised Code of Washington](#)
[70.41.420](#) for the year 2025 .

This area is intentionally left blank

Hospital Staffing Form

Attestation

Date: 12/31/24

I, the undersigned with responsibility for SHRINERS CHILDREN'S SPOKA attest that the attached hospital staffing plan and matrix are in accordance with RCW 70.41.420 for 2025 , and includes all units covered under our hospital license under RCW 70.41.

As approved by: PETER BREWER

Hospital Information

Name of Hospital: SHRINERS CHILDREN'S SPOKANE		
Hospital License #: HAC.FS.00000042		
Hospital Street Address: 911 W. 5TH AVE		
City/Town: SPOKANE	State: WASHINGTON	Zip code: 99204
Is this hospital license affiliated with more than one location?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If "Yes" was selected, please provide the location name and address		
Review Type:	<input checked="" type="checkbox"/> Annual	Review Date: 12/10/24
	<input type="checkbox"/> Update	Next Review Date: 11/11/25
Effective Date: 1/1/25		
Date Approved: 12/10/24		

Hospital Information Continued (Optional)

Factors Considered in the Development of the Hospital Staffing Plan (check all that apply):

- ☐ Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations

Description:

- ☐ Terms of applicable collective bargaining agreement

Description:

- ☒ Relevant state and federal laws and rules including those regarding meal and rest breaks and use of overtime and on-call shifts

Description:

As outlined in RCW 70.41.420, Shriners Children's Spokane has approved the attached staffing plans, submitted to the CEO, and received approved written response. RCW 49.12.480, Shriners Children's Spokane ensures staff are able to take a meal and rest breaks as required.

- ☒ Hospital finances and resources

Description:

Staffing plans approved and within unit budget's and FTE's.

- ☒ Other

Description:

Staffing plans maintain safe patient outcomes and hospital benchmarks.

Signature

CEO & Co-chairs Name:	Signature:	Date:
PETER BREWER	<i>Peter Brewer</i>	12/31/2024
DEBORAH CAMERON	<i>Deborah Cameron</i>	12/31/2024
CLAUDIA BURTON	<i>Claudia K. Burton</i>	12/31/24
KELLY DALLMANN	<i>Kelly Dallmann</i>	12/31/2024

Total Votes	
# of Approvals	# of Denials
15	0

Access unit staffing matrices here.

This area is intentionally left blank

CEO Report on 2025 Shriners Children's Staffing Plans

Feedback on Proposed 2025 Staffing Plan

2024 staffing plans were submitted to the Director of Patient Care Services on July 1st, 2024, as required by Senate Bill 5236, and were approved 100% by vote of the 2023 Nurse Staffing Council on December 3rd, 2024. The approved 2024 staffing plans were used to draft 2025 staffing plans. Based upon the success of 2024's Staffing Plan, there are no elements of the 2025 Staffing Plan that cause concern regarding scheduling, budgeting, or patient care.

Status Report on 2024 Staffing Plans

Nurse Sensitive Quality Indicators

Standardized Infection Ration

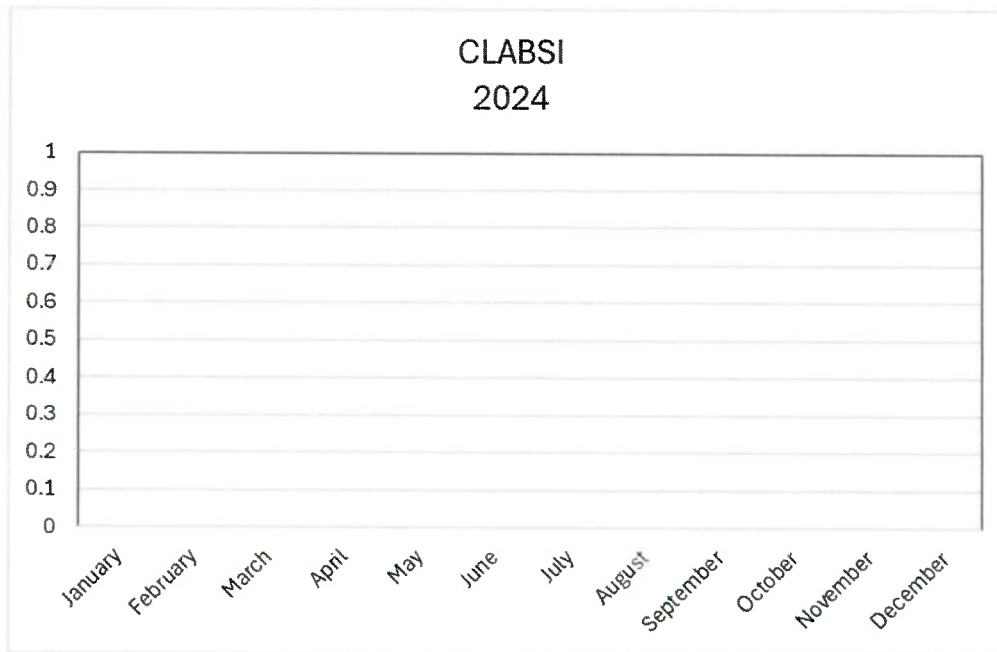
The Benchmark for Standardized Infection Ratio for CLABSI and CAUTI is less than

CLABSI

There have been zero central line-associated blood stream infections in 2024 YTD.

Figure 1. CLABSI Events

Central Line-Associated Blood Stream Infection



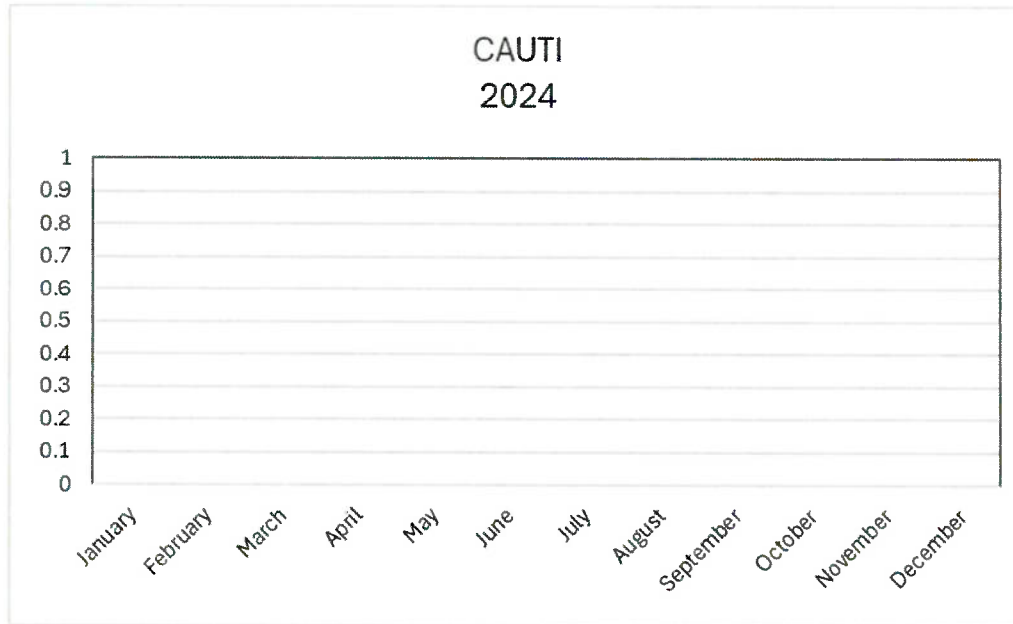
CAUTI

There have been zero catheter associated urinary tract infections in 2024 YTD.

CEO Report on 2025 Shriners Children's Staffing Plans

Figure 2. CAUTI Events

Catheter Associated Urinary Tract Infection

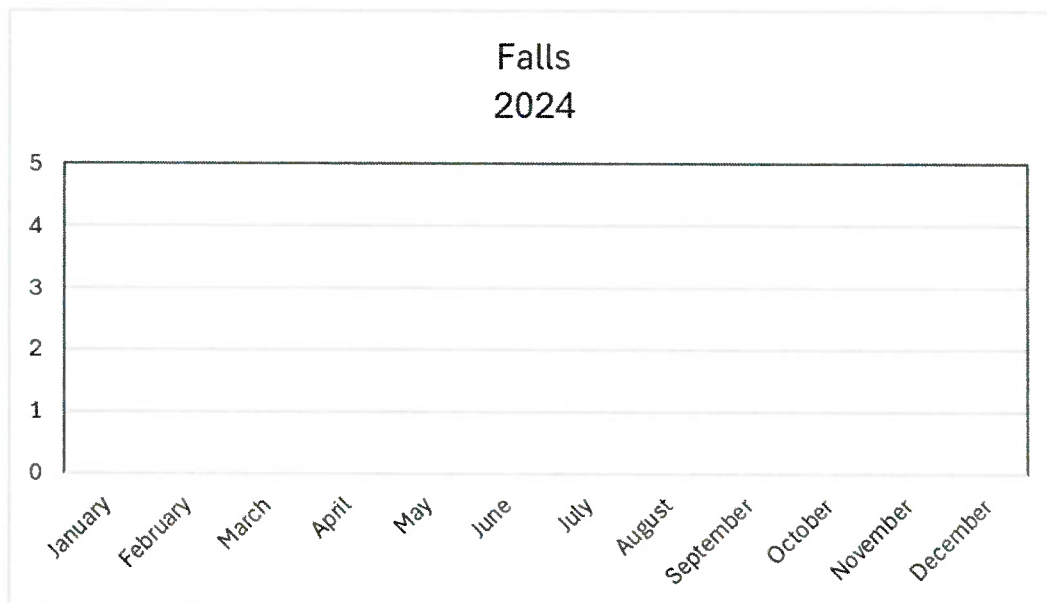


Patient Falls with Injury

There have been zero patient falls with injury in 2024 YTD.

Figure 3. Patient Falls with Injury

Patient Falls with Injury



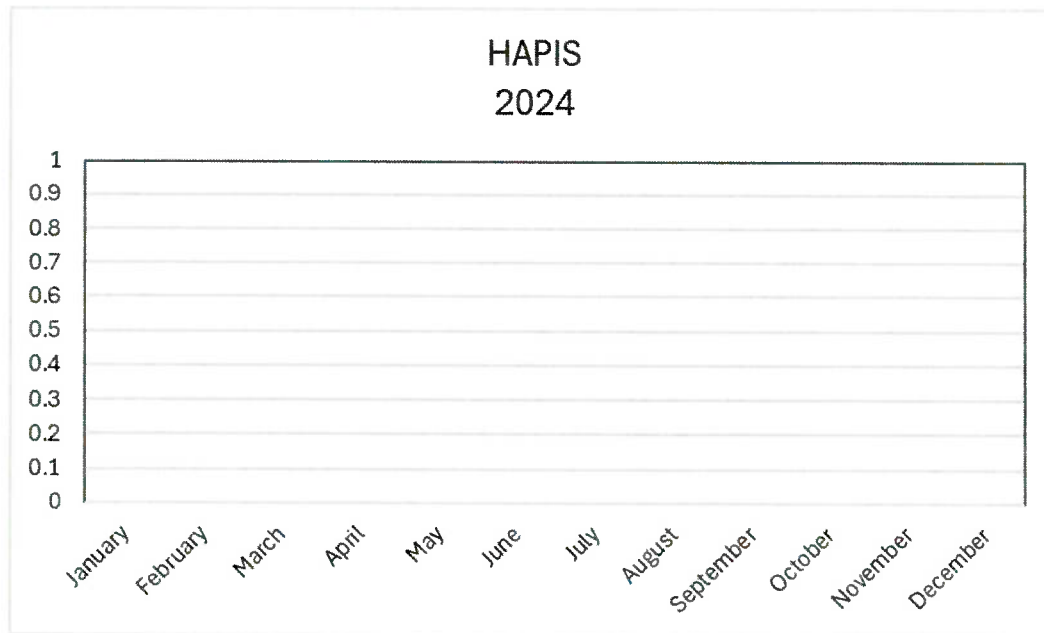
CEO Report on 2025 Shriners Children's Staffing Plans

HAPIS

There have been zero hospital-acquired pressure injuries in 2024 YTD.

Figure 4. Hospital-Acquired Pressure Injury

Hospital-Acquired Pressure Injury



Patient Surveys

The below chart shows the Press Ganey results for the question “likelihood to recommend” for Shriners Children’s Spokane Ambulatory Surgery, Inpatient Unit, and Medical Practice (outpatient clinic). The chart represents a rolling 12-months looking at Mean, and the Mean shows an increase and/or no significant changes.

Figure 5. Press Ganey Likelihood to Recommend

Press Ganey Likelihood to Recommend

	Ambulatory Surgery		Inpatient Pediatric		Medical Practice	
	Mean	Percentile Rank	Mean	Percentile Rank	Mean	Percentile Rank
2023	98.96	98	95.59	88	94.86	41
2024	98.86	97	97.5	97	94.22	30

CEO Report on 2025 Shriners Children's Staffing Plans

Employee Feedback and Engagement

Shriners Children's Spokane believes our employees are at the center of what we do. To that end, we monitor a variety of metrics, including but not limited to the results of our employee engagement scores and employee turnover data. Based on our 2023 engagement survey results, we have identified three areas which we have excelled in and three areas of opportunity which we will focus on in 2025.

Figure 6. Engagement Survey Trends. The Engagement Indicator is a composite metric that measures employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction.

Engagement Survey Trends

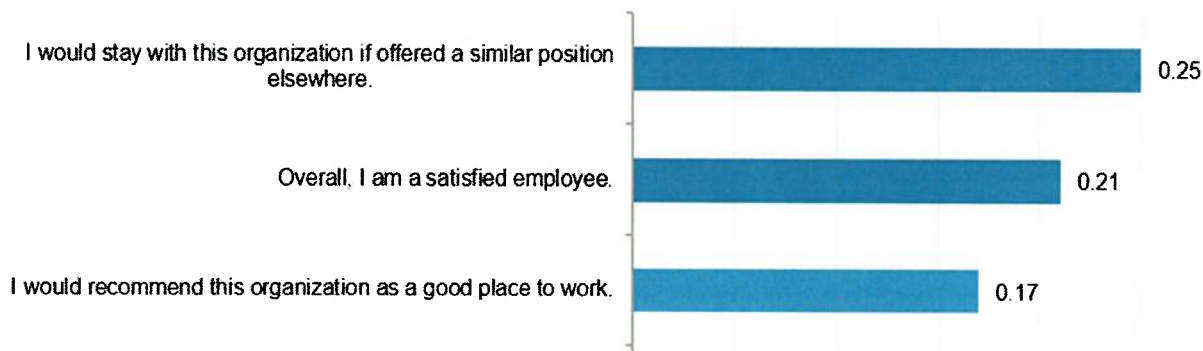


Figure 7. Engagement Survey Strengths. Strengths are identified through the application of an algorithm that considers performance score, Percent (%) Favorable, and positive difference from a designated national benchmark.

Engagement Survey Strengths

		vs. Nat'l Children's Healthcare Avg		
		2023		Responses
	Score			
1	The work I do makes a real difference.	4.53	+0.14	122
2	This organization supports me in balancing my work life and personal life	4.14	+0.34	122
3	The person I report to encourages teamwork	4.48	+0.15	121
4	I respect the abilities of the person to whom I report.	4.51	+0.13	121
5	I like the work I do.	4.57	+0.11	122
6	My work unit provides high-quality care and service	4.55	+0.11	121
7	I care for all patients/clients equally even when it is difficult.	4.68	+0.11	111
8	My work is meaningful.	4.60	+0.10	122
9	I rarely lose sleep over work issues.	4.11	+0.45	122
10	I am able to disconnect from work communications during my free time (emails/phone etc.)	4.17	+0.42	122

CEO Report on 2025 Shriners Children's Staffing Plans

Figure 8. Engagement Survey Areas of Focus. Concerns are identified through the application of an algorithm that considers performance score, Percent (%) Unfavorable, and negative difference from a designated National Benchmark.

Engagement Survey Areas of Focus

		Score	vs. Nat'l Children's Healthcare Avg 2023	Responses
1	In the past 12 months, I observed something that I thought may have been misconduct, unethical or illegal but I did not report it	1.66	-	97
2	In the past 12 months, I observed something that I think may have been misconduct, unethical or illegal	2.03	-	102
3	There is effective teamwork between physicians and nurses at this hospital	3.60	-0.38	105
4	Communication between physicians, nurses, and other medical personnel is good in this organization	3.41	-0.37	111
5	Different levels of this organization communicate effectively with each other	3.14	-0.18	122
6	This organization provides career development opportunities	3.47	-0.26	119
7	Mistakes have led to positive changes here.	3.79	-0.24	118
8	Communication between work units is effective in this organization	3.37	-0.23	121
9	When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	3.84	-0.13	116
10	Different work units work well together in this organization	3.66	-0.13	120

Retention & Recruitment

Shriners Children's Spokane has extremely low turnover trends when compared to market. This is reflective of our culture, values, and reputation. While voluntary turnover is inevitable, we continually monitor voluntary turnover trends and reasons to ensure we maintain and continually improve our trends month over month. Multiple factors, including but not limited to Employee Engagement and Culture, as previously noted in this report, have helped us attain our goal.

Figure 9. Voluntary Turnover. Overall, voluntary turnover has decreased throughout 2024. We anticipate turnover to continue to trend downward throughout 2025 based on our engagement and retention strategies.

CEO Report on 2025 Shriners Children's Staffing Plans

Voluntary Turnover

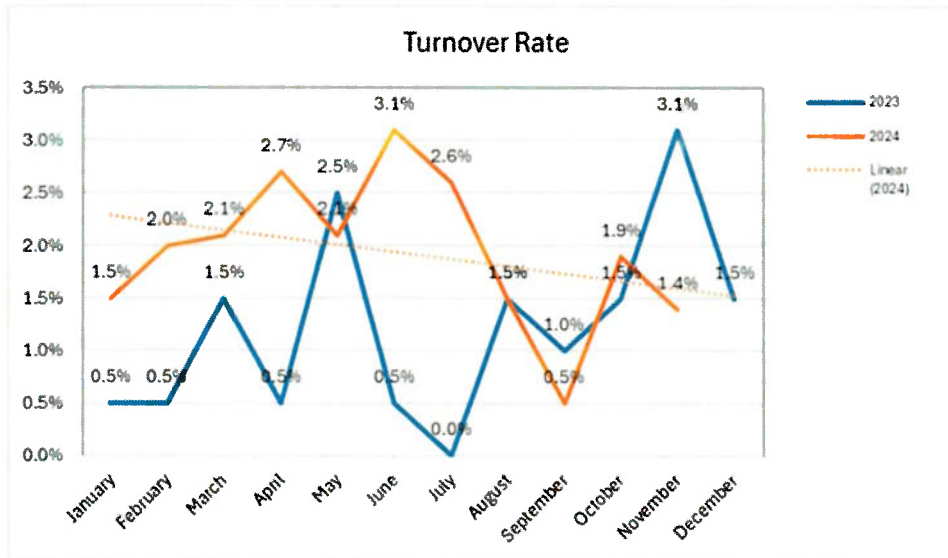


Figure 10. Voluntary Resignations. Included in our monitoring and prevention program, we regularly assess employee's reasons for voluntarily resigning. The majority of resignations stem from individuals electing to leave healthcare for new careers in other fields of practice and electing to go back to school. These are followed most closely by not returning from Leave of Absence, the need for more flexibility in scheduling, and family obligations. Although the turnover is regrettable, the majority of reasons are beyond the control of the organization.

Voluntary Resignations



Recruitment Efforts. Recruitment of qualified candidates is imperative to our continued success. With this in mind, we recently reassessed our recruiting support as an organization and created a shared Market Recruiter role to support Washington, Portland, and Utah. The expectation is that the Market

CEO Report on 2025 Shriners Children's Staffing Plans

Recruiter will streamline processes, ensure candidates move through the recruitment cycle timely, and that meaningful metrics will be established and met, including but not limited to vacancy rates, time to fill, sourcing channel effectiveness, and offer acceptance rate.

Data Sources/Citations:

Figures 1-4

Shriners Hospitals for Children EHR and NDNQI

Figure 5

Press Ganey. (2023).

Figure 6-8

Employee Satisfaction Survey [Unpublished survey].

Press Ganey

Figure 9-10

Shriners Hospitals for Children Talent Acquisition data from Human Resources

DOH 346-154

Fixed Staffing Matrix

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

Unit/ Clinic Name:	Shriners Children's Spokane Inpatient Unit					
Unit/ Clinic Type:	Inpatient Unit					
Unit/ Clinic Address:	911 W. 5th Ave, Spokane, WA. 99205					
Effective as of:	1/1/2025					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Sunday	Day 0530-1800	12.00	2.00	0.00	0.00	0.00
	Night 1730-0600	12.00	2.00	0.00	0.00	0.00
Monday	Day 0500-1530	10.00	0.00	0.00	1.00	0.00
	Day 0530-1800	12.00	2.00	0.00	0.00	0.00
	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
	Evening 1400-2230	8.00	0.00	0.00	1.00	0.00
	Nights 1730-0600	12.00	2.00	0.00	0.00	0.00

Tuesday	Day 0500-1530	10.00	0.00	0.00	1.00	0.00
	Day 0530-1800	12.00	3.00	0.00	0.00	0.00
	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
	Evening 1400-2230	8.00	0.00	0.00	1.00	0.00
	Nights 1730-0600	12.00	2.00	0.00	0.00	0.00
Wednesday	Day 0500-1530	10.00	0.00	0.00	1.00	0.00
	Day 0530-1800	12.00	3.00	0.00	0.00	0.00
	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
	Evening 1400-2230	8.00	0.00	0.00	1.00	0.00
	Nights 1730-0600	12.00	2.00	0.00	0.00	0.00
Thursday	Day 0500-1530	10.00	0.00	0.00	1.00	0.00
	Day 0530-1800	12.00	3.00	0.00	0.00	0.00
	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
	Evening 1400-2230	8.00	0.00	0.00	1.00	0.00
	Nights 1730-0600	12.00	2.00	0.00	0.00	0.00
Friday	Day 0530-1400	8.00	0.00	0.00	1.00	0.00
	Day 0530-1800	12.00	2.00	0.00	0.00	0.00
	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
	Nights 1730-0600	12.00	2.00	0.00	0.00	0.00
Saturday	Day 0530-1800	12.00	2.00	0.00	0.00	0.00
	Night 1730-0600	12.00	2.00	0.00	0.00	0.00



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

[illegible]

Unit Information



INPATIENT STAFFING/SCHEDULING PLAN

2025

Average Number of Patients Per Day: 6

Direct Caregivers	Scheduled Hours	Shift Length	Average Number of Patients Per Day: 0						
			Sun	Mon	Tues	Wed	Thur	Fri	Sat
			Number of Staff						
DAY SHIFT									
Manager	7:00a – 3:30p	8	0	1	1	1	1	1	0
RN	0530-1800	12	2	2	3	3	3	2	2
NAC	0500-1530 Mon-Thurs	10	0	1	1	1	1	0	0
NAC	0530-1400 Fri	8	0	0	0	0	0	1	0
HUC	Mon – Fri 0530-1400	8	0	1	1	1	1	1	0
EVENING SHIFT									
NAC	Mon – Thurs 1200-2130	9	0	1	1	1	1	0	0
HUC	Mon – Thurs 1330-2100	8	0	1	1	1	1	0	0
NIGHT SHIFT									
RN	1730-0600	12	2	2	2	2	2	2	2



INPATIENT STAFFING/SCHEDULING PLAN

Shriners Children's Inpatient Unit - Spokane

Inpatient Unit is a 30 bed unit providing care 24/7/365. The Inpatient Unit specializes in fractures or sport injuries in children, orthopedics, scoliosis, rehabilitation services and orthotic and prosthetic services.

Daily Staffing for the Inpatient Unit

Inpatient Unit core staffing includes two Registered Nurses per shift, a NAC, and a HUC. Tuesday, Wednesday, and Thursday an additional registered nurse is scheduled. This number changes as our daily census changes. The charge nurse does have a patient assignment. Staff RN's are supported by interdisciplinary teams including:

Pediatric hospitalist, respiratory therapy, dietician, care management, pharmacy, recreational therapy, physical and occupational therapy and Social Work Services.

Non-exempt meals and breaks are scheduled, who is authorized to interrupt a meal or break for a clinical circumstance that may lead to a significant adverse effect on patient or unforeseen or unavoidable event that could not be planned by the department/hospital will be the Nurse Manager or their designees.

Morning breaks of fifteen minutes are taken between 0800-1000. Lunch breaks of 30 minutes will be taken between 1130-1330. Afternoon breaks of fifteen minutes will be taken between 1430-1600. Third breaks of fifteen minutes are taken between 1600-1800. All breaks and meals will be entered on the Meal and Break Tracking Sheet, as well as verified in Kronos.

Nurse to Patient Ratio

- 1:3-4
- 1:1 for high acuity patients

Certifications

All registered nurses in the Inpatient have:

- BLS
- PALS

Additional certifications are recommended but not required.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Fixed Staffing Matrix

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

[illegible]

OR1	Monday - Friday Day 0645-1715	10.00	1.50	0.00	0.00	0.50
OR2	Monday - Friday Day 0645-1715	10.00	1.50	0.00	0.00	0.50
SPD/CS	Monday - Friday Day 0645-1715	10.00	0.00	0.00	0.00	2.00



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

[illegible]

Unit Information

SURGERY STAFFING 2025

Average Number of Patients Per Day: 2 rooms M-TH, 1 room Friday

Direct Caregivers	Scheduled Hours	Shift Length	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Number of Staff									
DAY SHIFT									
Manager (1.0)	7:00a - 3:30p	8		x	x	x	x	x	
RN (1.0)	6:45a - 5:15p	10		x	x	1,3,5	x	2,4,6	
RN (1.0)	6:45a - 5:15p	10		x	x	x	1,3,5	2,4,6	
RN (1.0)	6:45a - 5:15p	10		2,4,6	x	x	x	1,3,5	
RN (1.0)	6:45a - 5:15p	10		x	2,4,6	x	x	1,3,5	
RN (0.875)	6:45a - 5:15p	10		x	x	2,4,6	2,4,6	1,3,5	
RN (0.7875)	6:45a - 4:15p	9		1,3,5	1,3,5	x	x	2,4,6	
RN (0.75)	6:45a - 5:15p	10		1,3,5	1,3,5	x	2,4,6	2,4,6	
RN (0.5)	6:45a - 5:15p	10		2,4,6	2,4,6		1,3,5	1,3,5	
RN (PRN) x 4	6:45a - 5:15p	10							
Scrub Tech (1.0)	6:45a - 5:15p	10		2,3,5,6	x	x	x	Every third	
Scrub Tech (1.0)	6:45a - 5:15p	10		1,3,4,6	x	x	x	Every third	
Scrub Tech (0.9)	6:45a - 4:15p	9		1,2,4,5	x	x	x	Every third	
Scrub Tech (0.5)	6:45a - 5:15p	10		x	2,3,5,6			Every third	
Scrub Tech (0.5)	6:45a - 5:15p	10				1,3,4,6	x	Every third	
Scrub Tech (PRN) x1								Every third	
C/S Tech (1.0)	6:00a - 2:30p/ 8:00a - 6:30p	8/10		x	x	x	x	Every other	
C/S Tech (1.0)	6:00a - 2:30p/ 8:00a - 6:30p	10/8		x	x	x	x	Every other	
C/S Tech (0.5)	6:00a - 4:30p	10					x	x	
Anesthesia Tech (1.0)	6:00a - 4:30p	10		x	x	x	x		
Anesthesia Tech (PRN)	6:00a - 4:30p	10							
HUC (PRN)									

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Surgical Services

Date: 2025

1. Scope of service provided by the department (include hours of operation)

Pediatric Orthopedic surgery, reconstruction surgery, blocks for pain control. Three phases of surgery: pre-op, surgery and PACU.

Hours of Operation:

0645 – 1715 Monday through Friday and later as needed to complete cases

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Manager	1.0	Existing
RN Staff	7.91	Existing and New
RN's prn x4		Existing
CST	3.9	Existing and New
CST prn x1		Existing
Central Supply	2.5	Existing and New
Anesthesia Tech	1.0	Existing
OR/Anesthesia Tech prn x1		Existing
HUC prn		Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

The manager would fill in the necessary slot with a “staff shuffling” to cover the separate areas of the OR. The PRN staff would be notified for availability. The surgery schedule may get adjusted to cover the staff shortage.

4. Identify how non-exempt meals and breaks are scheduled, who is authorized to interrupt a meal or break for a clinical circumstance that may lead to a significant adverse effect on patient or unforeseen or unavoidable event that could not be planned by the department/hospital.

- Morning breaks of fifteen minutes are taken between 0900-1100. Lunch breaks will be taken between 1100-1330. Afternoon breaks of fifteen minutes will be taken between 1400-1530. All breaks and meals will verified in Kronos.
- The individuals authorized to interrupt the meal or break of a non-exempt employee in the event of an unanticipated clinical need will be the Nurse Managers or their designees.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

[illegible]

SHRINERS CHILDREN'S – SPOKANE
RESPIRATORY STAFFING PLAN

STAFFING PLAN: Respiratory Care Services Date: 1/1/2025

1. Scope of service provided by the department (include hours of operation)

Hours of operation: 24/7 Service; On-Call is utilized for Sundays and low patient census

Respiratory Care Services provides services to patients based on physician order. Services provided include but are not limited to screening, evaluation, treatment, consultation, and patient/family education.

2. Listing of types and numbers of FTE available for department's staffing objectives.

Job Title	Total FTE	Existing or New
Manager	1.0	Existing
Staff RCPs (3 RCPs = 0.9, 0.6, & 0.6 FTE)	2.1	Existing
PRN RCPs	0.1	Existing

3. Identify how non-exempt meals and rest periods are scheduled, who is authorized to interrupt a meal or rest period for a clinical circumstance that may lead to a significant adverse effect on a patient or unforeseen or unavoidable event that could not be planned by the department/hospital.

Employees are scheduled one paid 15-minute rest period after four hours of work (but less than eight hours worked), an unpaid 30-minute meal period between the second and the fifth hour of work, and a second paid 15-minute rest period for employees who work 8 hours but less than 12 hours. For employees who work 12 or more hours, an additional paid 15-minute rest period is scheduled for each 4 hours worked. An additional unpaid meal period is offered within 5 hours of the end of the first meal period, and for each 5 hours worked thereafter to the employee who works 12 or more hours. However, the employee must clock "out and in" via KRONOS when each additional unpaid meal period begins and when each unpaid meal period ends. The employee acknowledges all rest periods and meal periods in KRONOS.

The Respiratory Care Manager or the Inpatient Charge RN (on evening and night shifts) may interrupt employees' rest periods or meal periods for patient emergencies.

4. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

In the event of illness or other unforeseen conditions, weather, unplanned vacancies, and emergencies, the Manager of the department is contacted. Appropriate coverage is arranged as required for patient care needs. The Director of Patient Care Services will be contacted if coverage cannot be arranged.

SHRINERS CHILDREN'S – SPOKANE
RESPIRATORY STAFFING PLAN

5. Identify how On-Call is scheduled, including when reasonable efforts to obtain voluntary on-call fails, and when call would be converted to a scheduled shift.

As a 24/7 service, On Call is utilized for Sundays and low patient census. Employees are scheduled for weekend shifts and all nonexempt staff rotate this coverage. All nonexempt staff understand upon hire that weekend coverage is required to provide patient care.

When low patient census dictates, scheduled shifts are converted to an "On Call" shift instead of a worked shift with early notification given to staff members prior to the scheduled shift.

Weekends will be scheduled to provide appropriate respiratory care for our patients as needed, including "On-Call" on Sundays and for hospital low census.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Pharmacist oncall Mon 2400-0600			1	
Pharmacist Mon 0600-1430	1			
Pharmacists Mon 1200-1700	1			
Pharmacist Tue 0600-1430	1			
Pharmacists Tue 1200-1700	1			
Pharmacist Wed 0600-1430	1			
Pharmacists Wed 1200-1700	1			
Pharmacist Thur 0600-1430	1			
Pharmacists Thur 1200-1700	1			
Pharmacist Fri 0600-1530	1			
Pharmacists oncall Fri 1530-2400			1	
Pharmacist oncall Sat 24 Hour				1
Pharmacist oncall Sun 24 Hour				1

Unit Information

SHRINERS HOSPITAL FOR CHILDREN – Spokane

STAFFING PLAN: Pharmacy

Date: 2025

1. Scope of service provided by the department (include hours of operation)

- Provide consultation services.
- Compile and disseminate drug information.
- Educate, train and brief the hospital staff, patients and families on pharmaceutical matters.
- Purchase drugs and pharmaceutical supplies for the hospital.
- Control inventory and storage all drug and pharmaceutical supplies in the hospital.
- Review medication orders and work with physicians and nurses to optimize drug therapy
- Maintain medication profiles on patients.
- Provide compounding, unit dose packaging and sterile preparation of medications, oral and intravenous.
- Dispense medication for in-house patients.
- Participate in drug therapy monitoring.
- Maintain regulatory compliance.

Hours of operation:

Monday – Thursday 7am – 6pm, Friday 7am-3:30pm

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Pharmacy Manager	1	Existing
Staff Pharmacist	0.5	Existing
Relief Pharmacist	prn	Existing
Relief Pharmacist	prn	Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

- Staffing for Pharmacy during emergency situations due to weather conditions, community disasters, sick calls and unplanned vacancies within the department, the manager will be contacted. The manager will arrange appropriate coverage by adjusting the Pharmacist hours or assists with staffing as required. The Pharmacy Manager and staff pharmacists are cross trained and available to assist in the above noted situations.

Annually, each department is required to evaluate staffing requirements. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Medical Tech Monday 0630-1130	1			
Medical Tech Monday 0830-1700	1			
Medical Tech Tuesday 0630-1130	1			
Medical Tech Tuesday 0830-1700	1			
Medical Tech Wednesday 0630-1130	1			
Medical Tech Wednesday 0830-1700	1			
Medical Tech Thursday 0630-1130	1			
Medical Tech Thursday 0830-1700	1			
Medical Tech Friday 0700-1330	1			

Unit Information

SHRINERS HOSPITALS FOR CHILDREN® - SPOKANE
2025 CLINICAL LABORATORY STAFFING PLAN

1. Scope of service provided by the department (including hours of operation):

- Shriners Laboratory provides a testing menu defined for the patient population. Reference testing is available from approved laboratories. MultiCare/Deaconess Medical Center Laboratory, CellNetix, LabCorp, Incyte Diagnostics, and Vitalant provide contracted and approved reference laboratory services.
- Hours of Operation include Monday through Thursday from 0630-1700 and Fridays 0700-1330, excluding holidays and pending weekly volume adjustment, staffing, and patient care needs.

2. Listing of types and numbers of employees needed to adequately meet department's staffing objectives (defined per pay period and per skill mix):

Position Title	FTE Number	Per pay period/Skill mix
Laboratory Manager	0.80	Certified Medical Technologist/64 hrs/pp
Medical Technologist	0.50	Certified Medical Technologist/40 hrs/pp
PRN Medical Technologist	0.01	Certified Medical Technologist/PRN
PRN Medical Technologist	0.01	Certified Medical Technologist/PRN

3. Meals and breaks are uninterrupted and scheduled.

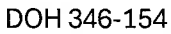
- One 15 minute AM break will occur between 0815-1100
- One 30 minute meal break will occur between 1130-1300
- One 15 minute PM break will occur between 1430-1600.
- Exceptions may include:
 - Emergent situations where lack of patient care could have a significant adverse effect on the patient's condition.
 - An unforeseen or unavoidable emergency
- Medical staff or management are authorized to interrupt a break or meal for the exceptions listed above.

4. Identify how staffing for the department provides for unusual occurrences and emergency situation including the inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls ,and unplanned vacancies.

- The Laboratory Manager and one part-time certified Medical Technologist staff the Laboratory Department. All staff are qualified to perform testing on-site or to make the determination to have testing performed at an approved reference laboratory. During an emergency, specimens for testing would be collected and referred to an approved reference laboratory.

5. During non-Lab hours, testing is referred to contracted and approved reference laboratories.

In compliance with the Staffing Plan Policy, variance reports are provided to the laboratory department on a monthly basis for evaluation of adequacy. Annually, the laboratory department is required to evaluate staffing requirements and submit a written budget request indicating justification and suggestions for change.



Fixed Staffing Matrix

[illegible]

Tuesday	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
Wednesday	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
Thursday	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
Friday	Day 0730-1600	8.00	1.00	0.00	0.00	0.00
Saturday						
	Closed					

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Infection Prevention/Occupational Health Department Date: 2025

1. Scope of service provided by the department (include hours of operation)

- Provides leadership and education in the development, implementation and monitoring of infection prevention, occupational health and safety standards, and procedures through the hospital to meet compliance for state and federal requirements including but not limited to The Joint Commission, CMS, OSHA, and infection prevention and control standards.
- Conducts infection prevention and control surveillance activities throughout the hospital.
- Provides consultations regarding infectious diseases as required or requested.
- Reports infections to the Public Health authorities as required.
- Conducts an Occupational Health and Safety Program including the following elements:
 - Post-offer occupational health screening.
 - Illness and injury case management for occupational and non-occupational conditions including return to work coordination and clearance.
 - Immunization program including annual seasonal respiratory vaccination program implementation, monitoring, and vaccine delivery.
 - Tuberculosis screenings with respiratory fit testing for all employees (and volunteers) per policy.
 - Occupational related health screenings for all employees, including visions and hearing for drivers of Shriners Children's vehicles as required.
- Assessment and delivery of First Aid to employees and volunteers as needed.
- Collaborates with Human Resources for coordination of Short-Term Disability, Family Medical Leave, and Washington State Paid Family Leave access, implementation, review of medical certification, and return to work coordination.
- Oversees the Occupational Health Safety Programs including sharp injury prevention program, safe patient lifting, wellness education, ergonomic assessment, and best practice implementation.
- Conducts staff orientation, mandatory education, and in-services for all hospital departments.
- Participates in Performance Improvement activities.
- Collaborates and participates in infection prevention committee, products committee, and other hospital committees to meet infection prevention and safety standards.
- Hours of operation: Monday – Friday 0730-1600, hours may vary. Available by appointment and/or phone and email outside of regular office hours.

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Infection Prevention/Occupational Health	1.0	Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, substantial number of sick calls, and unplanned vacancies.

Staffing for IP/OH during emergency situations due to weather condition, community disasters, sick calls, and unplanned vacancies provided by the IP/OH Coordinator with the ability to adjust scheduled work hours with support from Process Improvement Director, Human Resources Director, and Director of Patient Care Services.

Members of the Hospital Infection Prevention Committee are knowledgeable about the program and can assist in the above noted situations. The Spokane Regional Health District and medical consultants, especially the Infectious Disease Consultants, can be accessed 24 hours a day for immediate assistance should the need arise. Also, should there be a question of policy requiring assistance the Administrator would be accessed.

Annually, each department is required to evaluate staffing requirements. Requests for more staff or re-allocation of current FTE and a justification must be submitted to Human Resources for review by the FTE Committee.

DOH 346-154

Fixed Staffing Matrix

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

Unit/ Clinic Name:	Shriners Children's Spokane Outpatient Clinic					
Unit/ Clinic Type:	Pediatric Orthopedic Specialty Clinic					
Unit/ Clinic Address:	911 W. 5th Ave. Spokane WA 99204					
Effective as of:	1/1/2025					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday	Day 715-1545	8.00	1.00	0.00	0.00	0.00
	Day 715-1630	8.75	0.00	0.00	0.00	1.00
	Day 730-1600	8.00	0.00	0.00	0.00	3.00
	Day 730-1645	8.75	1.00	0.00	0.00	0.00
	Day 800-1630	8.00	4.00	0.00	0.00	0.00
	Day 830-1730	8.50	1.00	0.00	0.00	0.00
	Day 900-1600	6.50	1.00	0.00	0.00	0.00
Tuesday	Day 715-1545	8.00	1.00	0.00	0.00	0.00
	Day 715-1630	8.75	0.00	0.00	0.00	1.00
	Day 730-1600	8.00	0.00	0.00	0.00	1.00
	Day 730-1645	8.75	1.00	0.00	0.00	0.00
	Day 800-1630	8.00	3.00	0.00	0.00	0.00
	Day 830-1730	8.50	1.00	0.00	0.00	0.00
	Day 900-1600	6.50	1.00	0.00	0.00	0.00
	Day 930-1430	4.50	0.00	0.00	0.00	1.00
Wednesday	Day 715-1545	8.00	1.00	0.00	0.00	0.00
	Day 715-1630	8.75	0.00	0.00	0.00	1.00
	Day 730-1600	8.00	0.00	0.00	0.00	3.50
	Day 730-1645	8.75	1.00	0.00	0.00	0.00
	Day 800-1630	8.00	4.00	0.00	0.00	0.00
	Day 830-1730	8.50	1.00	0.00	0.00	0.00
	Day 900-1600	6.50	1.00	0.00	0.00	0.00

Thursday	Day 715-1545	8.00	1.00	0.00	0.00	0.00
	Day 715-1630	8.75	0.00	0.00	0.00	1.00
	Day 730-1600	8.00	0.00	0.00	0.00	4.00
	Day 730-1645	8.75	1.00	0.00	0.00	0.00
	Day 800-1630	8.00	4.00	0.00	0.00	0.00
	Day 830-1730	8.50	1.00	0.00	0.00	0.00
	Day 900-1600	6.50	1.00	0.00	0.00	0.00
Friday	Day 715-1545	8.00	1.00	0.00	0.00	0.00
	Day 900-1400	5.00	1.00	0.00	0.00	0.00
	Day 800-1300	5.00	1.00	0.00	0.00	2.00
	Day 715-1215	5.00	0.00	0.00	0.00	1.00
	Day 745-1415	6.00	2.00	0.00	0.00	0.00
	Day 900-1430	5.00	1.00	0.00	0.00	0.00
	Day 730-1230	5.00	0.00	0.00	0.00	1.00
Saturday						
	Closed					
Sunday						
	Closed					

OUTPATIENT CLINIC STAFFING/SCHEDULING PLAN 2025

Direct Caregivers	Scheduled Hours	Shift Length	Sun	Mon	Tues	Wed	Thur	Fri	Sat
WEEKLY									
Director	Mon – Thurs 7:30a – 4:30p Fri 7:30a – 2:30p	8	0	1	1	1	1	1	0
Nursing Supervisor	Mon – Fri 8:30a – 5:00p	8	0	1	1	1	1	1	0
MA/Cast Tech	Mon – Fri 7:30a – 1:00 pm	5.5	0	1	1	1	1	1	0
	Mon – Thurs 7:15a – 4:15p Fri 7:15a – 1:45p	8.5	0	1	1	1	1	0	0
		6	0	0	0	0	0	1	0
	Mon-Fri 7:30a-4:00p (wk 1)	8	0	1	2	3	1	2	0
	Mon-Fri 7:30a-4:00p (wk 2)	8	0	1	2	2	1	1	0
Athletic Trainer (ATC)	Tues-Friday 7:30a-6:00p	10	0	0	1	1	1	1	0
Admission RN	8:00a – 4:30p	8	0	1	1	1	1	0	0
RN	Mon – Thurs 8:00a – 4:30p Fri 8:00a – 2:30p	8	0	3	3	3	3	3	0
Triage RN	Mon – Thurs 9:00a – 4:00p Fri 9:00a – 2:30p	8	0	1	1	1	1	1	0

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Outpatient Clinic

Date: 2025

1. Scope of service provided by the department (include hours of operation)

- Provide Ambulatory Care Services for patients and families eligible for care at Shriners Hospital.
- Hours of Operation:

The Outpatient Clinic Department is staffed from 0730 – 1700, Monday through Thursday and 0730 – 1430 on Friday

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Director	1.0	Existing
RN Supervisor	1.0	Existing
RN Staff	3.6	Existing
Certified Medical Assistant/Cast Tech	3.4	Existing
Admission RN	0.8	Existing
Triage RN	0.75	Existing
Outcomes Coordinator/ATC	0.5	Existing
ATC	1.0	Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

- Nursing Director manages day to day department operations and reports to the Director of Patient Care Services. Assignments are made based on patient volume, Physician and Physician Assistant assigned clinic appointments.
- RN staff are cross trained to other nursing departments as staffing requirements dictate.
- The Outpatient Clinic currently has 1 PRN RN and 1 PRN Medical Assistant and 1 PRN Athletic Trainer available for PRN coverage for unplanned absences, pre-admission, admission/fast tracks, vacations, census variation, increase volumes due to referrals fractures.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Radiology Tech Mon 0715-1615	1			
Radiology Tech Mon 0730-1600	2			
Radiology Tech Mon 0730-1430	1			
Radiology Tech Tue 0715-1615	1			
Radiology Tech Tue 0730-1600	2			
Radiology Tech Tue 0730-1430	1			
Radiology Tech Wed 0715-1615	1			
Radiology Tech Wed 0730-1600	2			
Radiology Tech Wed 0730-1430	1			
Radiology Tech Thur 0715-1615	1			
Radiology Tech Thur 0730-1600	2			
Radiology Tech Thur 0730-1430	1			
Radiology Tech Fri 0715-1215	1			
Radiology Tech Fri 0730-1230	1			
Radiology Tech Fri 0730-1300	1			

Unit Information

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: RADIOLOGY

Date: 2025

1. Scope of service provided by the department (include hours of operation)

The Radiology department provides, by physician order, diagnostic radiographic exams to patient's age 0-21 years. Services also include follow-up of images and reports of radiological procedures that are provided at outside facilities.

Hours of operation: Monday-Thursday 7:30-4:30
Friday 7:30-2:00

2. Listing of types and numbers of FTE needed to adequately meet department's staffing objectives.

Job Title	Total FTE	Existing or New
Radiology Manager	1.0	Existing
Radiology Tech	2.4	Existing
Radiology Aide	0.8	Existing
Radiology PRN (3)		Existing

3. Identify how non-exempt meals and breaks are scheduled, who is authorized to interrupt a meal or break for a clinical circumstance that may lead to a significant adverse effect on a patient or unforeseen or unavoidable event that could not be planned by the department/hospital.

All non-exempt employees will be given a fifteen minute, uninterrupted break for every four hours worked. All non-exempt employees working over five hours will also be mandated to take a thirty minute, uninterrupted lunch break. All non-exempt employees who work more than twelve hours in a day will also be given the option to take a second thirty minute, uninterrupted break if desired. Morning breaks will be scheduled between the hours of 9:15AM to 11:15AM, lunch breaks will be scheduled between the hours of 11:15AM to 1:15PM and afternoon breaks will be scheduled between the hours of 1:15PM to 3:15PM. Non-exempt employees will be required to acknowledge their breaks and lunches while clocking out for the day. If there is a reason a non-exempt employee cannot get a break, they will email the department Manager for documentation on why breaks were unable to be given, which approvals will only be for patient care. All non-exempt employees will approve their timecards daily.

Only the local Administrator, DPCS, and Radiology Manager, or designated Lead in Manager's absence, are authorized to interrupt a break.

4. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

In the event of illness or other unforeseen conditions (weather, unplanned vacancies, etc.) within the department, the manager shall be contacted. The Manager is responsible to arrange alternate staff to cover the vacated hours. If a relief tech is unavailable, the hours will be covered by the Manager. If weather prevents any staff member from traveling to work, the manager will coordinate with other local radiology departments for any urgent patient care needs.

5. Identify how on-call is scheduled including when reasonable efforts to obtain voluntary on-call fails and when call would be converted to a scheduled shift.

On-call is scheduled by the Radiology Manager. Radiology Manager will take call outside Radiology hours of operation established above. In the event the Radiology Manager will not be available, the Manager will designate an employee to cover call. Call schedule is recorded and handed out equally to all non-exempt employees. In an event a call shift may turn into a normal working shift, that employee will be scheduled for the necessary hours needed and a new employee will be designated to be on call. If no non-exempt employee will take call, mandatory call will be handed out based off lowest seniority and tracked until each employee has been mandated to take call.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

DOH 346-154

Fixed Staffing Matrix

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

Unit/ Clinic Name:	Shriners Children's Spokane Outpatient Clinic					
Unit/ Clinic Type:	Care Management					
Unit/ Clinic Address:	911 W. 5th Ave. Spokane WA 99204					
Effective as of:	1/1/2025					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Sunday						
	Closed					
Monday	Day 0730-1600	8.00	2.00	0.00	0.00	0.00
	Day 0800-1630	8.00	2.00	0.00	0.00	0.00
	Day 0830-1430	5.50	1.00	0.00	0.00	0.00
	Day 0830-1700	8.00	2.00	0.00	0.00	0.00
	Day 0900-1730	8.00	1.00	0.00	0.00	0.00

Tuesday	Day 0730-1600	8.00	2.00	0.00	0.00	0.00
	Day 0800-1630	8.00	2.00	0.00	0.00	0.00
	Day 0830-1430	5.50	1.00	0.00	0.00	0.00
	Day 0830-1700	8.00	2.00	0.00	0.00	0.00
	Day 0900-1730	8.00	1.00	0.00	0.00	0.00
Wednesday	Day 0730-1600	8.00	2.00	0.00	0.00	0.00
	Day 0800-1630	8.00	2.00	0.00	0.00	0.00
	Day 0830-1430	5.50	1.00	0.00	0.00	0.00
	Day 0830-1700	8.00	2.00	0.00	0.00	0.00
	Day 0900-1730	8.00	1.00	0.00	0.00	0.00
Thursday	Day 0730-1600	8.00	2.00	0.00	0.00	0.00
	Day 0800-1630	8.00	2.00	0.00	0.00	0.00
	Day 0830-1430	5.50	1.00	0.00	0.00	0.00
	Day 0830-1700	8.00	2.00	0.00	0.00	0.00
	Day 0900-1730	8.00	1.00	0.00	0.00	0.00
Friday	Day 0730-1600	8.00	2.00	0.00	0.00	0.00
	Day 0800-1630	8.00	1.00	0.00	0.00	0.00
	Day 0830-1700	8.00	2.00	0.00	0.00	0.00
	Day 0900-1730	8.00	1.00	0.00	0.00	0.00
Saturday						
	Closed					



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Social Worker - Mon. 0730-1600	1			
Social Worker - Tue. 0730-1600	1			
Social Worker - Wed. 0730-1600	1			
Social Worker - Thur. 0730-1600	1			
Social Worker - Fri. 0730-1330	1			
Resource Navigator - Mon 0800-1500	1			
Resource Navigator - Tue 0800-1500	1			
Resource Navigator - Wed 0800-1500	1			
Resource Navigator - Thur 0800-1500	1			
Resource Navigator - Fri 0800-1500	1			

Unit Information

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Care Management Date: 2025

1. Scope of service provided by the department (include hours of operation)

- Responsible for establishing contact with patients in Outpatient Clinic, assessing health status of patients who will be having surgery, presenting upcoming surgery patients at weekly Continuum of Care meetings, discharge assessment and planning, and handling patient calls regarding outpatient needs. Social Worker handles guardianship and consent issues, psychosocial issues, and discharge planning. Resource Navigator manages housing and transportation issues.
- Hours of Operation:
Monday – Friday 7:30 am – 4:30 pm
Department Manager on call after hours

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Care Management RN/Manager	1.0	Existing
Care Management RNs	4.3	Existing
Care Management RN PRN	0.02	Existing
Resource Navigator	0.8	Existing
Social Workers	1.0	Existing
Social Worker PRN		Existing

3. Identify how non-exempt meals and breaks are scheduled, who is authorized to interrupt a meal or break for a clinical circumstance that may lead to a significant adverse effect on patient or unforeseen or unavoidable event that could not be planned by the department/hospital.
- Morning breaks of fifteen minutes are taken between 0930-1100. Lunch breaks will be taken between 1130-1330. Afternoon breaks of fifteen minutes will be taken between 1400-1530. All breaks and meals will be verified in Kronos.
 - The individuals authorized to interrupt the meal or break of a non-exempt employee in the event of an unanticipated clinical need will be the Nurse Managers or their designees.
4. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.
- We have two PRN RN Care Manager and one PRN Social Worker when staffing numbers are not adequate to meet patient needs.
5. Identify how on-call is scheduled including when reasonable efforts to obtain voluntary on-call fails and when call would be converted to a scheduled shift.
- Not applicable to Care Management

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Rec Therapist Mon 0615-1430	1			
Child Life Mon 0730-1130	1			
Child Life Mon 0800-1615	1			
Rec Therapist Mon 0830-1645	1			
Rec Therapist Tue 0615-1430	1			
Child Life Tue 0730-1130	1			
Rec Therapist Tue 0830-1645	1			
Child Life Tue 0730-1130	1			
Rec Therapist Wed 0615-1430	1			
Child Life Wed 0730-1130	1			
Rec Therapist Wed 0830-1645	1			
Rec Therapist Thur 0615-1430	1			
Child Life Thur 0730-1130	1			
Rec Therapist Thur 0800-1630	1			
Rec Therapist Fri 0615-1430	1			
Child Life Fri 0730-1130	1			

Unit Information

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Recreation Therapy/Child Life 2025

1. Scope of service provided by the department (include hours of operation)

- *Recreational Therapy/Child Life services are provided 7 days a week, depending upon patient volume and/or acuity levels.*
- *Hours may vary, relative to patient needs and employee staffing requirements.*

Hours of operation:

- *Monday through Thursday 6:15 a.m. – 5:00 p.m.*
- *Fridays 6:15 a.m. – 2:30 p.m.*
- *Saturdays/Sundays On-Call dependent on IP needs.*

2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Certified Therapeutic Recreation Specialist/ Certified Child Life Specialist	1.0	Existing
Certified Therapeutic Recreation Specialist	.8	Existing
Certified Child Life Specialist	.5	Existing

3. Identify how non-exempt meals and breaks are scheduled, who is authorized to interrupt a meal or break for a clinical circumstance that may lead to a significant adverse effect on a patient or unforeseen or unavoidable event that could not be planned by the department/hospital.

- *Rest breaks and meal periods will be scheduled Rehabilitation Services Manager or designee.*
- *Breaks and meal periods will be staggered among staff to provide uninterrupted patient care.*
- *During breaks and meal periods, work telephone will be transferred to another staff person within the department.*
- *When only one person in the department is working, the staff person will notify inpatient charge nurse and/or OPC nurse of break and turn off work phone.*
- *Department Manager, Director of Patient Care Services or designee may be allowed to interrupt a break or meal period in the event of an external emergency, a clinical circumstance that may lead to a significant adverse effect on a patient or unforeseen/unavoidable event that could not be planned by the department/hospital.*
- *Staff will attest at the time clock about their breaks and meal period and initial when breaks are taken on department meal/break schedule.*

4. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

- *Staffing for Recreational Therapy/Child Life department during emergency situations due to weather conditions, community disasters, sick calls and unplanned vacancies will be provided by the ability to adjust scheduled work hours. In the event of illness or other unforeseen conditions, the Rehabilitation Services Manager or designee shall be contacted. The Rehabilitation Services Manager or designee will*

arrange for appropriate coverage by adjusting Recreational Therapist/Child Life work hours or authorizing staff beyond FTE mandates.

5. Identify how on-call is scheduled including when reasonable efforts to obtain voluntary on-call fails and when call would be converted to a scheduled shift.

- *On-Call scheduling will be used for unpredictable patient needs or volume.*
- *On-Call scheduling will be completed by department manager. When on-call needs are anticipated, manager will work with staff to identify volunteers to take on-call shift.*

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



DOH 346-154

To request this document in another format, call 1-800-525-0127. Deaf or hard of hearing customers, please call 711 (Washington Relay) or email doh.information@doh.wa.gov.

Unit Information

Additional Care Team Members

Shift Coverage

Occupation	Day	Evening	Night	Weekend
Physical Therapist Monday	5			
Occupational Therapist Monday	2			
Speech Language Pathologist Monday	1			
Physical Therapist Tuesday	6			
Occupational Therapist Tuesday	2			
Speech Language Pathologist Tuesday	2			
Physical Therapist Wednesday	6			
Occupational Therapist Wednesday	1			
Speech Language Pathologist Wednesday	2			
Physical Therapist Thursday	6			
Occupational Therapist Thursday	2			
Speech Language Pathologist Thursday	1			
Physical Therapist Friday	4			
Occupational Therapist Friday	2			
Speech Language Pathologist Friday	1			
Rehab Aide Monday-Friday	1			

Unit Information

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Rehabilitation Services 2025

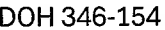
1. Scope of service provided by the department (include hours of operation)
 - The Rehabilitation Department provides Physical, Occupational and Speech Therapy services to patients based on physician order. Services provided include but are not limited to screening, evaluation, treatment, consultation, patient/family education, discharge planning and child passenger safety.
 - Hours of operation:
 - Physical Therapy, Monday through Friday 7:00AM-5:30PM. Weekends and Holidays PRN based on In-Patient Unit needs.
 - Occupational Therapy, Monday through Friday 8:00AM-4:30PM. PRN utilization based on Out-Patient Clinic needs.
 - Speech Therapy, Monday through Friday 9:00AM-5:30PM
2. Listing of types and numbers of FTE needed to adequately meet departments staffing objectives.

Job Title	Total FTE	Existing or New
Rehab Manager/PT	1.0	Existing
Staff Physical Therapist	5.45	Existing
Staff PRN PT's	0.03	Existing
Staff OT's	1.4	Existing
Staff PRN OT's	0.02	Existing
Staff Speech Language Pathologist	1.5	Existing
Rehab Aide	1.0	Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

In the event of illness or other unforeseen conditions, weather, unplanned vacancies, and emergencies, the Rehab Manager and Director of Patient Care Services are contacted. Appropriate coverage is arranged as required for patient care needs.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.



Fixed Staffing Matrix

[illegible]

Tuesday	Day 0800 - 1700	8.00	1.00	0.00	0.00	0.00
Wednesday	Day 0800 - 1700	8.00	1.00	0.00	0.00	0.00
Thursday	Day 0800 - 1700	8.00	1.00	0.00	0.00	0.00
Friday	Day 0800 - 1700	8.00	1.00	0.00	0.00	0.00
Saturday	Closed					

SHRINERS HOSPITAL FOR CHILDREN - Spokane

STAFFING PLAN: Patient Care Services Administration/Education/Quality Date: 2025

1. Scope of service provided by the department (include hours of operation)

Administrative leadership of all patient care non-medical staff areas.

Hours of operation:

Director of Patient Care Services Monday – Friday 8:00 am until 5:00 pm*

*Hours may vary, relative to meeting schedules and employee, staffing requirements/

2. Listing of types and numbers of employees needed to adequately meet department's staffing objectives

Job Title	Total FTE	Existing or New
Director of Patient Care Services/Nurse Executive	1.0	Existing

3. Identify how staffing for the department provides for unusual occurrences and emergency situations including inability of staff to report for duty due to severe weather conditions, community disasters, large number of sick calls, and unplanned vacancies.

Staffing for Patient Care Services Administration during emergency situations due to weather conditions, community disasters, sick calls and unplanned vacancies provided by the ability to adjust scheduled work hours.

The Patient Care Services staff is available to assist in the above noted situations. Should there be a question of policy requiring assistance the Administrator would be accessed.

Annually, each department is required to evaluate staffing requirement. Requests for additional staff or re-allocation of current FTE along with a justification needs to be submitted to Human Resources for review by the FTE Committee.