

YUMA DISTRICT HOSPITAL
Policy and Procedure
NURSING ADMINISTRATION

Title/Description Master Staffing Plan – CoP		Filing Number 6011-024	
Effective Date Unknown Revised 10/1/2007 Revised 1/18/2019 Revised 12/23/19 Revised 10/26/21 Revised 08/01/2022	Applies To All entities of Yuma District Hospital		Written by Beth Saxton RN Alison Hisam RN
Policy Committee Approval Signature	Date	Final Approval Signature	Date

STATEMENT OF PURPOSE:

To provide appropriate staffing for patient care and facilitate optimal staffing with available resources for the Patient Care Unit and Emergency Department.

STATEMENT OF POLICY:

The Director of Patient Care Services is responsible and accountable for nurse staffing and shall have direct responsibility in assuring the Master Staffing Plan is followed. The PCU shall be staffed by a House Coordinator 24 hours/day, 7 days a week. The rest of the staffing pattern will be determined by assuring there is always adequate coverage to properly staff all areas of the Patient Care Unit (PCU) and the Emergency Department while considering patient volume and the acuity of the patients. Yuma District Hospital shall have a plan in place for replacing personnel and forecasting needs of the department.

Yuma District Hospital also acknowledges the importance of retention of current nursing staff and the recruitment of future staff to maintain our master staffing plan and our high level of care standards, not only now but for the future.

PARTICIPANTS INVOLVED:

Director of Patient Care Services
Patient Care Unit Nursing Staff

REGULATORY DOCUMENTS:

§482.23 Condition of Participation: Nursing Services.
§482.24 Assigning staff to areas of the hospital
§485.63(a)(5) CAH must have a registered nurse when there is one or more inpatients
6 CCR 1011-1 Chapter 4, Part 14-Nursing Services

SOURCE DOCUMENTS:

Monthly Master Schedule for Patient Care Unit
Nurse Staffing Committee Guidelines
Staff Feedback Form

PROCEDURE NARRATIVE:

Yuma District Hospital is a licensed 15 bed critical access hospital that currently has 11 Acute Care, 1 Labor & Delivery/Postpartum Care, 2 Observation, and 1 Nursery Beds. In addition, there are 2 Emergency Department Trauma bays, 2 Emergency Department exam rooms, and 2 Outpatient treatment rooms available on the PCU.

A. Minimum Staffing Standards

1. Patient Care Unit (PCU)
 - a. The PCU shall always be staffed by a House Coordinator, RN 24 hours/day, 7 days a week.
 - b. There shall be two additional staff members working each 12-hour shift with the House Coordinator. This may be a combination of Staff Nurse and CNA or two Staff Nurses. The Staff Nurse may be RN or LPN.
 - c. If there are only two licensed nurses working the shift and the third staff member is a CNA, then a third RN/LPN will be on call for the entirety of that shift for emergencies, heavy patient load, high acuity patients or at any time the House Coordinator feels the need to have assistance to assure all patients are properly cared for.
 - d. LPNs may be scheduled on call only when there are 2 RNs on duty during that call time.
 - e. This position is designated on the monthly schedule with a "C" on the day that call shift occurs.
 - f. All PCU staff work 0500-1730 designated as "A" on the monthly schedule or 1700-0530 designated as "P" on the monthly schedule.
 - g. The Ward Clerk works daily from 0930 – 2200.
 - h. The Director of Patient Care Services (DPCS) is in house Monday-Friday, excluding holidays, from 0800-1730 to assist if needed.
 - i. The DPCS may cover shifts as needed. When this occurs the usually Monday- Friday schedule will flex to accommodate this need.
 - ii. The Nurse Case Manager/Discharge Planner may cover shifts as needed. When this occurs, the usual schedule will change to accommodate the need. All licensed staff shall assist with case management and discharge planning needs in their absence.
 - i. Below is the outline of the staffing pattern for the 12-hour shifts at Yuma District Hospital:

<u>Day Shift (A)</u>	<u>Night Shift (P)</u>
0500-1730	1700-0530
House Coordinator RN	House Coordinator RN
Staff Nurse	Staff Nurse
Staff Nurse or CNA	Staff Nurse or CNA

2. Emergency Department (ED)

- a. The ED will only be staffed when a patient is in the department. With its location directly next to the PCU, staff from the PCU can be present immediately upon a patient's arrival to the ED.
- b. When there is a patient in the ED, a minimum of one (1) Registered Nurse will float from the PCU to the ED to provide care for the patient.
- c. Dependent on patient load and acuity of the ED patients, an additional Staff RN or on call RN may be needed to assist with this care.

B. Nurse Staffing Oversight

1. The DPCS is responsible and accountable for nurse staffing.
2. All staff assigned to the PCU, and ED shall be provided with a copy of this policy upon hire and annually thereafter for review.
3. The DPCS will review unit staffing with staff during the annual review process.
4. This policy will be reviewed with the Nurse Staffing Committee annually for feedback and discussion any time changes are made to this policy.
5. The Nurse Staffing Committee will provide oversight, feedback, and approval of the master nurse staffing plan. Agreement of 60% of the staffing committee is required.
 - a. The Nurse Staffing Committee shall be made up of at least 60% or greater clinical staff nurses, the DPCS and other parties deemed necessary by the DPCS (i.e., CEO and other executives) and in accordance with any applicable regulatory requirements and or laws.
 - b. The Nurse Staffing Committee will meet at least quarterly.
6. Staff can communicate concerns related to staffing to their Nurse Staffing Committee representative, DPCS, Director of Employee and Public Relations, and/or CEO. These concerns can be made in writing, email, or voicemail.
 - a. The DPCS shall respond individually to any employee who submits a staffing concern.
 - b. Any requests for change to the nurse staffing plan will be presented to the Nurse Staffing Committee.
 - c. Decisions related to changes of the nurse staffing plan will be made by the DPCS after consultation and discussion with the Nurse Staffing Committee, leadership and other parties deemed necessary.
 - d. Documentation concerning the Nurse Staffing Committee meetings and any changes/decisions made will be made available to the frontline nursing staff upon request.
 - e. If the results of a staffing plan review indicate the plan has not resulted in adequate staffing, and/or the healthcare needs of a patient have not been met, the staffing plan shall be modified through the Nurse Staffing Committee.
 - f. Quarterly the DPCS will prepare a report to evaluate the staffing plan. This report is reviewed by the staffing committee.
 - i. Fall Rate
 - ii. Nursing hours per patient day
 - iii. Pressure ulcer rate
 - iv. HAC's
 - v. Turnover rate
 - vi. Vacancy rate
 - vii. Overtime rates
 - viii. Contract labor FTE's per unit

- g. A written report shall be made to the Hospital Board of Trustees either directly or through the DPCS. The report shall be issued to the board members for approval following each annual review of the staffing plan by the Nurse Staffing Committee, or when any changes/revisions are made to the Master Staffing Plan.

C. Scheduling

Scheduling for PCU and ED shall never fall below minimum requirements identified in section A of this policy.

1. PCU, ED and outpatient services are on the same timeline for planning and posting of the master schedule.
 - a. The schedule is written in 4–5-week blocks (one month at a time).
 - b. The minimum time for posting the schedule is two (2) weeks prior to the first date of the schedule period.
 - c. DPCS has the final approval of the schedule.
2. Staff will be assigned to the schedule so that:
 - a. There is adequate coverage across all shifts and days of the week.
 - b. There is appropriate skill mix and experience across all shifts and days of the week.
 - c. There is a designated House Coordinator on each shift.
 - d. Every effort will be made so that each employee meets their hired FTE.
3. Changes to the Schedule:
 - a. The schedule is final when posted.
 - b. Employees are responsible for arranging schedule changes after the schedule has been posted.
 - c. All schedule changes:
 - i. Requires approval by DPCS or designee (HC on duty).
 - ii. Should not result in Overtime unless necessary and with notification of the DPCS.
 - iii. Are subject to disciplinary action if not approved by the DPCS or designee.
4. A position left vacant by an unexpected illness shall be covered by the on-call staff nurse.
 - a. The House Coordinator who takes the illness call, will review the schedule, and make the decision on how the shift will be covered, or defer this task to the DPCS if she/he is available.
5. A position left vacant by a vacation, maternity leave or unexpected leave of absence shall be covered by current staff who are willing to cover the shift(s).
 - a. Overtime hours are paid for all hours over 12 hours in a day or over 36 hours/week when additional shifts are picked up.
 - b. If staff are unable to cover the hours, the DPCS shall contact a travel nursing pool service and cover the shifts with a qualified RN.
 - i. Staff are asked to give at least one months' notice to the DPCS, of impending leave, so the most qualified RN may be hired to cover the needs of the unit.
6. All Yuma District Hospital PCU RNs are ACLS, TNCC, CPR AND PALS certified.
 - a. All RNs holding the title of House Coordinator are required to acquire and maintain these certifications as part of that title.
 - b. Yuma District Hospital does provide the education to the RNs to achieve these certifications.

7. Recruitment is accomplished through newspaper ads placed in local and surrounding area newspapers for Colorado, Kansas, and Nebraska.
 - a. The Director of Employee Relations is responsible for placing the ads upon the direction of the DPCS.
 - b. Colorado Nurse is another publication that we can advertise in, as needed.
 - c. Posting on social media for open positions such as the YDHC and Akron Clinic Face Book pages and YDHC website.
 - d. Indeed.com and other reputable internet posting boards may also be used to advertise for open positions.
 - e. Select staff may attend “career days” at the surrounding nursing schools as a source of recruitment.
 - f. Yuma District Hospital also has contracts to act as preceptors for Student Nurses and Student Practical Nurses with Morgan Community College, Northeastern Junior College, and the University of Northern Colorado. These contracts provide Yuma District Hospital the opportunity to show students what is available in Yuma and what the facility has to offer them, upon graduation.
 - g. Yuma District Hospital has a tuition assistance program that encourages staff to seek higher education and licensure.
 - h. The Yuma District Hospital Foundation has a college assistance tuition fund set up for any student to access to assist with fees if approved.
 - i. The Lloyd C. Liston is another community-based scholarship that is available for students, pursuing a medical career, to apply for.
 - j. Yuma District Hospital may also assist in student loan reimbursement payments if the employee’s application for such, is accepted.

D. Nursing Care Assignments

1. Nursing care assignments are made considering the following:
 - a. Complexity of the patient’s condition and required nursing care.
 - b. Dynamics of the patient status (frequency with which needs for nursing care changes).
 - c. Patient safety issues including unit layout and location of patients to one another.
 - d. Infection control issues.
 - e. Other factors unique to the unit.
2. Nursing care assignments may be changed based upon:
 - a. Change in patient condition.
 - b. Changes in inpatient care needs, technology, educational needs, spiritual needs.
 - c. Unscheduled absences of personnel.
 - d. Unusual occurrences such as disasters, weather, etc.
3. A Registered Nurse will always be responsible for clinical care given by:
 - a. Licensed Practical Nurse
 - b. Certified Nursing Assistants
 - c. Technicians of all categories in the nursing areas
 - d. Student Nurses
4. The House Coordinator or DPCS is responsible for making patient care assignments appropriate to the skill level and licensure of the employees.

E. Staffing Expectations

1. To protect patient and staff safety, no staff member is to work over fourteen (14) hours providing direct patient care without approval from the DPCS.
2. When the unit has more help than needed (RN, CNA, Ward Clerk) on a specific day/shift, the following guidelines may be utilized for Low-Census in this order:
 - a. Staff with Overtime
 - b. Volunteers
 - c. Staff working over their FTE status
 - d. PRN Staff
 - e. Regular Part-Time Staff
 - f. Regular Full-Time Staff
3. Assigning Low-Census to staff will be done on a rotating basis and documented.
4. The employee assigned to Low-Census must notify the DPCS if they want to use ETD Low-Census hours for the shift or a portion thereof.
5. Employees will not be placed on Low-Census for more than 12 hours (one shift total) per pay period.

F. Zero Hour/PRN Staffing

1. All Zero-Hour/PRN Staff will work a minimum of three (3) shifts during a calendar quarter to maintain PRN status and to help ensure skill competency for patient safety. The calendar quarters being January-March, April-June, July-September, and October-December.
2. If there are no open shifts available for Zero-Hour staff to pick up due to a full and complete schedule, the obligation for that schedule period will be considered to have been met.
3. No Zero-Hour shift should result in overtime unless approved in advance by the DPCS.
4. Zero-Hour nursing staff who work at least 0.5 FTE status in another hospital area may work one (1) shift or twelve (12) total hours per schedule quarter to maintain their Zero-Hour status.
5. All Zero-Hour staff will stay current with Yuma District Hospital processes through:
 - a. Successful annual competency completion including any assigned eLearning modules and in-person competency, training, and education requirements.
 - b. Reviewing all staff meeting minutes that may have been communicated between worked shifts.

Questions or concerns regarding the master staffing plan of Yuma District Hospital Patient Care Unit shall be directed to the Director of Patient Care Services.