

## **Cover Page**

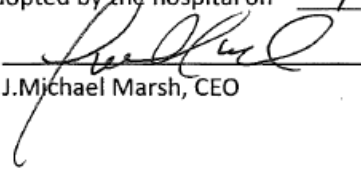
The following is the nurse-staffing plan for Overlake Hospital Medical Center, submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

I, the undersigned with responsibility for Overlake Medical Hospital Center (hospital/health system name), attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for 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 (please check)

- Census, including total numbers of patients on the unit on each shift and activity such as patient discharges, admissions, and transfers;
- Level of intensity of all patients and nature of the care to be delivered on each shift;
- Skill mix;
- Level of experience and specialty certification or training of nursing personnel providing care;
- The need for specialized or intensive equipment;
- The architecture and geography of the patient care unit, including but not limited to placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment;
- Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations;
- Availability of other personnel supporting nursing services on the patient care unit; 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 12/21/21

As approved by:

  
J. Michael Marsh, CEO

## **Nurse Staffing Plan Purpose**

This plan was developed for the management of scheduling and provision of daily staffing needs for the hospital, and to define a process that ensures the availability of qualified nursing staff to provide safe, reliable and effective care to our patients. This plan applies to all parts of the hospital licensed under RCW 70.41.

## **Nurse Staffing Plan Principles**

- Access to high-quality nursing staff is critical to providing patients safe, reliable and effective care.
- The optimal staffing plan represents a partnership between nursing leadership and direct nursing care staff.
- Staffing is multifaceted and dynamic. The development of the plan must consider a wide range of variables.
- Data and measurable nurse sensitive indicators should help inform the staffing plan.

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

## **Nurse Staffing Plan Policy**

- The nurse staffing committee (committee) is responsible for the development and oversight of the nurse staffing plan to ensure the availability of qualified nursing staff to provide safe, reliable and effective care to our patients.
- The committee's work is guided by its charter.
- The committee meets on a regular basis as determined by the committee's charter.
- The committee's work is informed by information and data from individual patient care units. Appropriate staffing levels for a patient care unit reflect an analysis of:
  - Individual and aggregate patient needs;
  - Staffing guidelines developed for specific specialty areas;
  - The skills and training of the nursing staff;
  - Resources and supports for nurses;
  - Anticipated absences and need for nursing staff to take meal and rest breaks;
  - Hospital data and outcomes from relevant quality indicators; and
  - Hospital finances.

\*The American Nurses Association does not recommend a specific staffing ratio, but rather to make care assignments based on acuity, patient needs and staff competencies.

- The analysis of the above information is aggregated into the hospital's nurse staffing plan. Each individual patient care unit may use the Nurse Staffing Committee Checklist to guide their work.
- Staff continuously monitor individual and aggregate patient care needs and make adjustments to staffing per agreed upon policy and collective bargaining agreement (if applicable).
- The committee will perform a semiannual review of the staffing plan. If changes are made to the staffing plan throughout the calendar year, an updated staffing plan will be submitted to DOH.
- The hospital is committed to ensuring staff are able to take meal and rest breaks as required by law, or collective bargaining agreement (if applicable). The committee considers breaks and strategies to ensure breaks when developing the plan. A global break policy may be used, or individual patient care units may have discretion in structuring breaks to meet specific needs

while meeting the requirements of the law. Data regarding missed or interrupted breaks will be reviewed by the committee to help develop strategies to ensure nurses are able to take breaks.

## **Nurse Staffing Plan Scope**

**\*Acute care hospitals licensed under [RCW 70.41](#) are required by law to develop a nurse staffing plan. The plan must cover areas of the hospital that: 1) are under the hospital's license (RCW 70.41) and 2) where a nurse(s) provides patient care (i.e., "patient care unit").**

The following areas of the hospital are covered by the nurse-staffing plan: (insert list of units covered by the plan).

- Childbirth Center
  - Labor and delivery
  - Mother-Baby
  - Neonatal Intensive Care
- Critical Care and Cardiac Services
  - Critical Care
  - Progressive Cardiac Care
  - Telemetry
  - Heart and Vascular
- Emergency Department
- Perioperative and Surgical Services
  - Inpatient surgery
  - Perioperative Care
  - Post Anesthesia Care
  - Outpatient Surgery
  - Surgical Preadmission Area
- Medical Surgical
  - Medical/Oncology
  - Surgical
- Behavioral Health

## **Nurse Staffing Plan Critical Elements**

The following represents critical elements about the nurse-staffing plan: (List key decisions by the committee, factors listed on page one that resulted in or influenced changes in the final staffing plan, etc.)

- Individual and aggregate patient needs;
- Staffing guidelines developed for specific specialty areas;
- The skills and training of the nursing staff;
- Resources and supports for nurses;
- Anticipated absences and need for nursing staff to take meal and rest breaks;

- Hospital data and outcomes from relevant quality indicators; and
- Hospital finances.

## **Nurse Staffing Plan Matrices**

# Voluntary Inpatient Adult and Psychiatric Staffing Plan

<b>Unit</b>	14-bed Voluntary Inpatient Adult and Psychiatric Unit (6 <sup>th</sup> Floor Building 4)
<b>Patient Populations</b>	Voluntary Psychiatric Inpatients – Including those with mood disorders, psychotic process, anxiety, co-occurring disorders
<b>RN to Patient Ratio</b>	1 RN to 5-7 patients
<b>Staffing Profile</b>	Charge RN 24/7 Health Unit Coordinator from 0930 to 1830 MHS Day and Evening shifts 7 days/week Recreation Therapy Day shift 6 days/week Substance Use Disorder Professional 7 days/week
<b>Shift Profile</b>	8 hour shifts: 0700-1530 1500-2330 2300-0730
<b>Budgeted Hours Per Unit of Service</b>	10.17
<b>% RN</b>	58%
<b>Average Years of RN Experience</b>	14 years
<b>Specialty Certifications</b>	4 Psychiatric Mental Health Certified RN's
<b>Additional Available Resources</b>	IV Team Float Team Pharmacist RRT and Code Blue response teams Speech, Physical and Occupational Therapy Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services Nutrition Services Wound and Ostomy Nurse Specialist Palliative Care Team and Hospice Patient Experience Team Respiratory Therapist Shift Administrators Security Staff Volunteer Services Staff Educator MSW for Discharge Planning

[Staffing Grid on Back]

Overlake Hospital Medical Center

FY208 Patient Days --> 4,018

Unit: **BHU**

FY20 Budgeted ADC --> **10.98**

FY2020 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total HPPD
	RNs	MHS	HUCs	MTs	CN/Flex	RNs	MHS	HUCs	MTs	CN/Flex	RNs	MHS	HUCs	MTs	CN/Flex	RNs	MHS	HUCs	MTs	CN/Flex	RNs	MHS	HUCs	MTs	CN/Flex	
1	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	80.00
2	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	40.00
3	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	26.67
4	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	20.00
5	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	16.00
6	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	13.33
7	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	11.43
8	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	10.00
9	1.50	1.00	0.25	0.00	1.00	2.00	1.00	1.00	0.00	1.00	1.50	1.00	0.75	0.00	1.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	8.89
10	1.50	2.00	0.25	0.00	1.00	2.00	2.00	1.00	0.00	1.00	1.50	2.00	0.75	0.00	1.00	1.00	2.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	9.60
11	1.50	2.00	0.25	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.50	2.00	0.75	0.00	1.00	2.00	2.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	9.45
12	1.50	2.00	0.25	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.50	2.00	0.75	0.00	1.00	2.00	2.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	8.67
13	1.50	2.00	0.25	0.00	1.00	2.00	2.00	1.00	0.00	1.00	1.50	2.00	0.75	0.00	1.00	1.00	2.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	7.38
14	1.50	2.00	0.25	0.00	1.00	2.00	2.00	1.00	0.00	1.00	1.50	2.00	0.75	0.00	1.00	1.00	2.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	6.86

# Medical Telemetry & Oncology Unit Staffing Plan

<b>Unit</b>	36 bed unit Medical Telemetry & Oncology Unit (East 4)
<b>Patient Populations</b>	Cardiac Interventional & Structural Heart Patients Oncology Medical Telemetry General Medical Surgical Rhythm Management Dialysis
<b>RN to Patient Ratio</b>	1 RN to 3:5 patients
<b>Staffing Profile</b>	1 Charge Nurse 24/7 Registered Nurses (RNs) 24/7 Patient Care Technicians (PCT's) 24/7 Health Unit Coordinator (HUC) 0930-1800 Monitor Tech 24/7 (MTs are located on S4)
<b>Shift Profile</b>	12 hour shifts: 0645-1915 1845-0715
<b>Budgeted Hours Per Unit of Service</b>	10.27
<b>% RN</b>	69%
<b>Average Years of RN Experience</b>	5.7 years
<b>Specialty Certifications</b>	All nurses are ACLS certified Med/Surg Certification PCCN Certification Oncology Certified RN's Chemotherapy Biotherapy Certified RN
<b>Additional Available Resources</b>	Hospitalists Palliative Care Team and Hospice IV team Pharmacist RRT and Code Blue response teams Cardiac, Medical Surgical, Wound and Ostomy Nurse Specialists Therapies: Respiratory, Speech, Physical, and Occupational Care Management, Discharge Planners and Utilization Review Chaplain Interpretive Services Nutrition Services Patient Experience Team Shift Administrators Security Staff Volunteer Services Environmental Services

**[Staffing Grid on Back]**



Overlake Hospital Medical Center

Unit: **East Four** Change to 10.27 Patient Days --> 10,950

Budgeted ADC --> 30.0

FY2021	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	
10	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00	12.80
11	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00	11.64
12	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00	12.00
13	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	1.00	0.00	0.00	1.00	4.00	1.00	0.00	0.00	1.00	12.62
14	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	12.57
15	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	11.73
16	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	11.00
17	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	1.00	0.00	0.00	1.00	11.29
18	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	11.11
19	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	10.53
20	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	10.00
21	6.00	2.00	0.50	0.00	1.00	6.00	2.00	1.00	0.00	1.00	6.00	2.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00	10.67
22	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00	10.73
23	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00	10.26
24	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	2.00	0.00	0.00	1.00	6.00	2.00	0.00	0.00	1.00	9.83
25	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	2.00	0.00	0.00	1.00	7.00	2.00	0.00	0.00	1.00	10.40
26	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	2.00	0.00	0.00	1.00	10.15
27	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	10.07
28	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	10.14
29	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	9.79
30	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00	10.27
31	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00	9.94
32	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	3.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00	9.50
33	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	3.00	0.00	0.00	1.00	9.00	3.00	0.00	0.00	1.00	10.06
34	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00	10.12
35	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.83
36	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.56

# Orthopedic & Spinal Surgery Unit Staffing Plan

<b>Unit</b>	36 bed Orthopedic & Spinal Surgery Unit (East 5)
<b>Patient Populations</b>	Orthopedics Spinal Surgery Total Joint Replacement Ortho Trauma Oral Surgery (i.e., Jaw)
<b>RN to Patient Ratio</b>	1 RN to 4:5 patients
<b>Staffing Profile</b>	1 Charge Nurse 24/7 RN's 24/7 PCT's 24/7 HUC (0930-1800)
<b>Shift Profile</b>	12 hour and 8 hour shifts: 0645-1915; 1845-0715; 1045-2315 0645-1515; 1445-2315; 2245-0715
<b>Budgeted Hours Per Unit of Service</b>	FY '21 – 15.56
<b>% RN</b>	69%
<b>Average Years of RN Experience</b>	8 years
<b>Specialty Certifications</b>	Medical-Surgical Certification, Orthopedic Certification
<b>Additional Available Resources</b>	Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services Total Joint Program Coordinator Trauma Coordinator Wound and Ostomy Nurse Specialist Volunteer Services

**[Staffing Grid on Back]**

Overlake Hospital Medical Center

FY22 Patient Days --> 9,855

Unit: 11013 East 5

HPPD Target --> 10.53

FY2020 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 to 2300					NIGHTS - 2300 TO 0700					Total HPPD
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	
6	1.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00	8.00
7	2.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	1.00	10.29
8	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	12.00
9	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	10.67
10	2.00	2.00	0.50	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.00	2.00	0.50	0.00	1.00	2.00	2.00	0.00	0.00	1.00	2.00	2.00	0.00	0.00	1.00	12.80
11	2.00	2.00	0.50	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.00	2.00	0.50	0.00	1.00	2.00	2.00	0.00	0.00	1.00	2.00	2.00	0.00	0.00	1.00	11.64
12	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	2.00	2.00	0.00	0.00	1.00	12.00
13	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	11.69
14	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.86
15	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.13
16	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	11.00
17	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	10.35
18	4.00	3.00	0.50	0.00	1.00	4.00	3.00	1.00	0.00	1.00	4.00	3.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	10.44
19	4.00	3.00	0.50	0.00	1.00	4.00	3.00	1.00	0.00	1.00	4.00	3.00	0.50	0.00	1.00	4.00	3.00	0.00	0.00	1.00	4.00	3.00	0.00	0.00	1.00	10.53
20	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	4.00	3.00	0.00	0.00	1.00	4.00	3.00	0.00	0.00	1.00	10.60
21	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	10.67
22	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	10.18
23	5.00	4.00	0.50	0.00	1.00	5.00	4.00	1.00	0.00	1.00	5.00	4.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	10.26
24	6.00	4.00	0.50	0.00	1.00	6.00	4.00	1.00	0.00	1.00	6.00	4.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	10.50
25	6.00	4.00	0.50	0.00	1.00	6.00	4.00	1.00	0.00	1.00	6.00	4.00	0.50	0.00	1.00	6.00	4.00	0.00	0.00	1.00	5.00	4.00	0.00	0.00	1.00	10.56
26	6.00	4.00	0.50	0.00	1.00	6.00	4.00	1.00	0.00	1.00	6.00	4.00	0.50	0.00	1.00	6.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	10.46
27	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	6.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	10.52
28	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	10.29
29	7.00	5.00	0.50	0.00	1.00	7.00	5.00	1.00	0.00	1.00	7.00	5.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	10.34
30	7.00	5.00	0.50	0.00	1.00	7.00	5.00	1.00	0.00	1.00	7.00	5.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	7.00	4.00	0.00	0.00	1.00	10.27
31	7.00	5.00	0.50	0.00	1.00	7.00	5.00	1.00	0.00	1.00	7.00	5.00	0.50	0.00	1.00	7.00	5.00	0.00	0.00	1.00	7.00	5.00	0.00	0.00	1.00	10.32
32	8.00	5.00	0.50	0.00	1.00	8.00	5.00	1.00	0.00	1.00	8.00	5.00	0.50	0.00	1.00	8.00	5.00	0.00	0.00	1.00	7.00	5.00	0.00	0.00	1.00	10.50
33	8.00	5.00	0.50	0.00	1.00	8.00	5.00	1.00	0.00	1.00	8.00	5.00	0.50	0.00	1.00	8.00	5.00	0.00	0.00	1.00	8.00	5.00	0.00	0.00	1.00	10.42
34	9.00	5.00	0.50	0.00	1.00	9.00	5.00	1.00	0.00	1.00	9.00	5.00	0.50	0.00	1.00	8.00	5.00	0.00	0.00	1.00	8.00	5.00	0.00	0.00	1.00	10.47
35	9.00	5.00	0.50	0.00	1.00	9.00	5.00	1.00	0.00	1.00	9.00	5.00	0.50	0.00	1.00	9.00	5.00	0.00	0.00	1.00	8.00	5.00	0.00	0.00	1.00	10.29
36	9.00	5.00	0.50	0.00	1.00	9.00	5.00	1.00	0.00	1.00	9.00	5.00	0.50	0.00	1.00	9.00	5.00	0.00	0.00	1.00	8.00	5.00	0.00	0.00	1.00	10.00

# Emergency Department Staffing Plan

<b>Unit</b>	Emergency Department
<b>Patient Populations</b>	<p>Services performed include but are not limited to:            Treated approximately 41,800 patients in FY2021            Trauma patients            Stroke patients            Heart Attack patients            Pediatric patients            Behavioral Health patients            Admit 23% of patients</p>
<b>RN to Patient Ratio</b>	Staffed according to ENA (Emergency Nurses Association) recommendation
<b>Staffing Profile</b>	<p>Charge RN at all times            Registered Nurses            Patient Care Technicians (PCT) with MA-P            Health Unit Coordinators</p>
<b>Shift Profile</b>	<p>8, 10 and 12 hour shifts.            7a-3p, 7a-7p, 9a-5p, 9a-9p, 9a-7p, 11a-11p, 11a-7p, 3p-1a,            3p-3a, 3p-11p, 5p-3a, 7p-5a, 7p-7a, 9p-7a, 11p-7a</p>
<b>Budgeted Hours Per Unit of Service</b>	3.01
<b>Average Years of RN Experience</b>	11 years
<b>Specialty Certifications</b>	<p>CEN – Certified Emergency Nurse            ACLS            PALS            TNCC – Trauma Nurses Core Course            ENPC – Emergency Nurses Pediatric Course or PAL            (Pediatric Advanced Life support)</p>
<b>Additional Available Resources</b>	<p>Nurse Manager and Supervisor            Medical Director            Clinical Nurse Specialist            ED Providers            IV team            Float Team            Stroke Program Manager and Trauma Program Manager            RRT and Code Blue response teams            MSW            Chaplain            Interpreter Services and Security Staff</p>

**[Staffing Grid on Back]**

FY22	700	800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	100	200	300	400	500	600	Hours
7a-3p	1	1	1	1	1	1	1	1																	8
7a-3p	1	1	1	1	1	1	1	1																	8
7a-3p	1	1	1	1	1	1	1	1																	8
7a-3p	1	1	1	1	1	1	1	1																	8
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1													12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1													12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1													12
9a-5p			1	1	1	1	1	1	1	1															8
9a-9p			1	1	1	1	1	1	1	1	1	1	1	1											12
9a-7p			1	1	1	1	1	1	1	1	1	1													10
11a-11p					1	1	1	1	1	1	1	1	1	1	1	1	1								12
11a-11p					1	1	1	1	1	1	1	1	1	1	1	1	1								12
11a-11p					1	1	1	1	1	1	1	1	1	1	1	1	1								12
11a-7p					1	1	1	1	1	1	1	1													8
11a-11p					1	1	1	1	1	1	1	1	1	1	1	1									12
3p-1a									1	1	1	1	1	1	1	1	1	1							10
3p-3a									1	1	1	1	1	1	1	1	1	1	1	1	1				12
3p-11p									1	1	1	1	1	1	1	1									8
3p-11p									1	1	1	1	1	1	1	1									8
5p-3a											1	1	1	1	1	1	1	1	1	1	1				10
7p-5a													1	1	1	1	1	1	1	1	1	1	1	1	10
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	12
9p-7a															1	1	1	1	1	1	1	1	1	1	10
11p-7a																	1	1	1	1	1	1	1	1	8
11p-7a																	1	1	1	1	1	1	1	1	8
	7	7	10	10	15	15	15	15	15	15	15	15	15	15	15	15	11	11	10	10	8	8	7	7	286

# Heart & Vascular Center Staffing Plan

<b>Unit</b>	Heart & Vascular Center Interventional Unit
<b>Patient Populations</b>	Diagnostic and Interventional Cardiology Diagnostic and Interventional Electrophysiology Diagnostic and Interventional Vascular Interventional Radiology
<b>RN to Patient Ratio</b>	1:1 for sedation case; 3 or 4:1 otherwise
<b>Staffing Profile</b>	1 Charge Nurse assigned daily 5-6 RNs (includes Charge Nurse) and 1 PCT
<b>Shift Profile</b>	12 hour shifts M-F: 0500-1730, 0700-1930 and 0900-2130
<b>Budgeted Hours Per Unit of Service</b>	.91
<b>% RN</b>	85%
<b>Average Years of RN Experience</b>	19 years
<b>Specialty Certifications</b>	All RNs are ACLS, Malignant Hyperthermia and Procedural Sedation certified
<b>Additional Available Resources</b>	Care Management, Discharge Planners and Utilization Review Chaplain Clinical Nurse Specialists Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services

# Invasive Cardiovascular Staffing Plan

<b>Unit</b>	Invasive Cardiovascular Services (Cardiac Cath Lab, Electrophysiology, Angiography and Vascular Interventional Radiology)
<b>Patient Populations</b>	Diagnostic and Interventional Cardiology Diagnostic and Interventional Electrophysiology Diagnostic and Interventional Vascular Interventional Radiology
<b>RN to Patient Ratio</b>	1:1 for all cases (most all cases use sedation)
<b>Staffing Profile</b>	1 Charge Nurse assigned daily 1 RN and 2-3 Technologists (Radiology Technologist or Cardiovascular Technologist) per procedure
<b>Shift Profile</b>	10 hour shifts M-F 0600-1630 and 0700-1730 Standby Team 1730-0600 M-F, 24 hours on weekends
<b>Budgeted Hours Per Unit of Service</b>	9.38
<b>% RN</b>	34%
<b>Average Years of RN Experience</b>	20 years
<b>Specialty Certifications</b>	All staff are ACLS and Malignant Hyperthermia certified. All RNs are procedural sedation certified. All CVTs are RCIS certified.
<b>Additional Available Resources</b>	Care Management and Discharge Planners Chaplain Clinical Nurse Specialists Interpretive Services IV Team Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Volunteer Services

# Interventional Medical Imaging Staffing Plan

<b>Unit</b>	Interventional Medical Imaging Nursing
<b>Patient Populations</b>	Diagnostic NM, Echo, CT and MRI Cardiology stress testing Diagnostic and interventional oncology, neurology, GI, GU, GYN, respiratory, nephrology, endocrinology, cardiology, pulmonology. (all medical and surgical populations with the exception of breast and brain surgery).
<b>RN to Patient Ratio</b>	1:1 for sedation and non-sedation (unless critically unstable, difficulty with mobility or agitation, then will adjust staffing as needed)
<b>Staffing Profile</b>	1 RN assigned to NM, 1 RN to Echo, 1 charge nurse, (if available) 1 RN supervisor, 3 RN's to do procedures,
<b>Shift Profile</b>	8 hour to 9.5 hour shifts Mon. to Friday 7 AM-5:30 PM
<b>Budgeted Hours Per Unit of Service</b>	3.06
<b>% RN</b>	91%
<b>Average Years of RN Experience</b>	22
<b>Specialty Certifications</b>	RNs are ACLS, Malignant Hyperthermia and Procedural Sedation certified
<b>Additional Available Resources</b>	IV team Clinical Nurse Specialists RRT and Code Blue response teams Pharmacist Respiratory Therapist Admitting Insurance Authorization team



# Inpatient Surgery Staffing Plan

<b>Unit</b>	Inpatient Surgery (IPS)
<b>Patient Populations</b>	<p>Surgical services performed but not limited to:</p> <ul style="list-style-type: none"> <li>• Cardiothoracic</li> <li>• General Surgery, including Bariatric and Robotics</li> <li>• Gynecology</li> <li>• Plastics</li> <li>• ENT</li> <li>• Neurosurgery</li> <li>• Orthopedic, Orthopedic Trauma</li> <li>• Podiatric procedures</li> <li>• Urology</li> <li>• Vascular, Endovascular</li> </ul>
<b>RN to Patient Ratio</b>	<p>1 RN to 1 patient            Staffed per AORN (Association of Operating Room Nurses) recommendations</p>
<b>Staffing Profile</b>	<p>Charge Nurse 24/7            HUC 0645-2300 Monday-Friday; 0700-1900 Saturday and Sunday            RN 1:1            Surgical Technicians 1:1            Anesthesia Technicians 3:1 and Cardiac 1:1            Surgical Assistant 4:1            RN 4:1 for extra assistance and break relief</p>
<b>Shift Profile</b>	8 ,10 and 12 hour shifts starting at: 0645, 0900, 1100, 1445, 2245
<b>Budgeted Hours Per Unit of Service</b>	.11 TARGET
<b>% RN</b>	65%
<b>Average Years of RN Experience</b>	9 years
<b>Specialty Certifications</b>	39% CNOR (Certified Nurse Operating Room)
<b>Additional Available Resources</b>	<p>Anesthesiologist and Anesthesia Technologist            Clinical Nurse Specialist            Lab Services            MTP and Code Blue response teams            Nurse Manager            Perfusionist            Perioperative Director            Pharmacy            Radiologist            Supply Technicians</p>

**[Staffing Grid on Back]**

IPS staffing plan with room count 1-4 and 6-9 added										
RED Bold done by MCF		Black added by ET								
Number of Rooms	Total Rooms	RN – IPS	ST- IPS	Float RN	CVOR - RN	Total staff	RN	ST	Tuesdays - 2RNs OK	
14 IPS, 2 CVOR	16	14	14	5	7	40	26	14		
13 IPS, 2 CVOR	15	13	13	5	7	38	25	13	Tuesdays - 2RNs OK	
12 IPS, 2 CVOR	14	12	12	5	7	36	24	12		
11 IPS, 2 CVOR	13	11	11	4	7	33	22	11	Tuesdays - 2RNs OK	
10 IPS, 2 CVOR	12	10	10	3	7	30	20	10		
Breaks							2	2		
Lunches							6	6		
9 IPS, 2 CVOR	11	9	9	3	7	28	19	9	Tuesdays - 2RNs OK	W/CVOR
10 IPS	10	10	10	3	0	23	13	10		No CVOR
9 IPS	9	9	9	3	0	21	12	9		No CVOR
8 IPS	8	8	8	3	0	19	11	8		No CVOR
7 IPS	7	7	7	2	0	16	9	7		No CVOR
6 IPS	6	6	6	2	0	14	8	6		No CVOR
5 IPS	5	5	5	2	0	12	7	5		No CVOR
4 IPS	4	4	4	1	0	9	5	4		No CVOR
3 IPS	3	3	3	1	0	7	4	3		No CVOR
2 IPS	2	2	2	1	0	5	3	2		No CVOR
1 IPS	1	1	1	CN	0	2	1	1		No CVOR
Saturday	2	2	2	2 teams on call		4	2	2		No CVOR
Sunday	1	1	1	2 teams on call		2	1	1		No CVOR
Saturday Lunch							CN	1		No CVOR
Sunday Lunch							CN Standby			

## Labor and Delivery Staffing Plan

<b>Unit</b>	28 bed Labor and Delivery (L&D) unit including OBED, LDR, Antepartum, OR, and PACU
<b>Patient Populations</b>	Obstetrical patients (antepartum, intrapartum & postpartum) Neonatal and Newborn Care
<b>RN to Patient Ratio</b>	1 RN to 1-2-3 dependent on patient acuity
<b>Staffing Profile</b>	Charge Nurse 24/7 RN's OB scrub techs 24/7 HUC 24/7 Perinatal Scheduling Coordinator
<b>Shift Profile</b>	Primarily 12 hour shifts: 0500-1700 0700-1900 1100-2300 1900-0700
<b>Budgeted Hours Per Unit of Service</b>	26.47
<b>% RN</b>	84%
<b>Average Years of RN Experience</b>	8 years
<b>Specialty Certifications</b>	All Nurses NRP and ACLS certified Inpatient OB Certification External Fetal Monitoring Certification Certified Nursery RN
<b>Additional Available Resources</b>	Anesthesiologist Certified Lactation Consultant Clinical Nurse Specialist Neonatology OB Hospitalist Perinatologist Physical and Occupational Therapy Respiratory Therapist Social Worker Nutritionist Pharmacist MTP, RRT, and Code Blue response teams

Overlake Hospital Medical Center

Unit: **L&D**

wRVUs -> 123,772

Deliveries -> **3,923**

FY20	700	800	900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	2400	100	200	300	400	500	600	RN Hours	
5a-5p	1	1	1	1	1	1	1	1	1	1													1	1	12	
7a-3p	1	1	1	1	1	1	1	1																		8
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-7p	1	1	1	1	1	1	1	1	1	1	1	1														12
7a-3p	1	1	1	1	1	1	1	1																		8
9a-9p			1	1	1	1	1	1	1	1	1	1	1	1												12
11a-11p					1	1	1	1	1	1	1	1	1	1	1											12
3p-3a									1	1	1	1	1	1	1	1	1	1	1	1	1					12
3p-1a									1	1	1	1	1	1	1	1	1	1								10
5p-5a									1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
7p-7a													1	1	1	1	1	1	1	1	1	1	1	1	1	12
9p-7a															1	1	1	1	1	1	1	1	1	1	1	10
11p-7a																	1	1	1	1	1	1	1	1	1	8
11p-7a																	1	1	1	1	1	1	1	1	1	8
RN Hrs	14	14	15	15	16	16	16	16	16	16	16	16	14	14	14	14	15	15	14	14	13	13	13	13	352	

# Mom & Baby Care Center Staffing Plan

<b>Unit</b>	Mom & Baby Care Center (MBCC)
<b>Patient Populations</b>	Postpartum Newborns Antepartum
<b>RN to Patient Ratio</b>	1 RN to 7 couplets/day postpartum 1 RN to 6 lactation consultations/day
<b>Staffing Profile</b>	Charge Nurse modified patient ratio RN IBCLCs Clinical Dietician IBCLC Lactation Education Specialists (LES) HUC Patient Access employee for registration daily Perinatal Educators for Childbirth Education Classes
<b>Shift Profile</b>	8 hour shifts: LES 0800-1430 or 0900-1730 RN 0845-1715 HUC 0900-1730 Patient Access 0800-1630
<b>Budgeted Hours Per Unit of Service</b>	1.20
<b>% RN</b>	52%
<b>Average Years of RN Experience</b>	24 years
<b>Specialty Certifications</b>	RN and Clinical Dietician – International Board Certified Lactation Consultant (IBCLC) LES - Certified Lactation Educators (CLE) Childbirth Educators - Childbirth Educator Certification (ICCE)
<b>Additional Available Resources</b>	Interpretive Services Patient Experience Registered Dietician Security Services Volunteer Services

# Mother Baby Unit Staffing Plan

<b>Unit</b>	Mother Baby Unit (MBU)
<b>Patient Populations</b>	Postpartum Magnesium/HTN Postpartum Newborns Antepartum Gyn
<b>RN to Patient Ratio</b>	1 RN to 3-4 couplets 1 RN to 2 couplets with magnesium/HTN protocol
<b>Staffing Profile</b>	Charge Nurse 24/7 RN/LPN Lactation RN days, evenings, and some nights Patient Care Technicians (PCT's) 24/7 HUC days and evenings
<b>Shift Profile</b>	Mixed Shifts  8 hour shifts: 0645-15:15 14:45-23:15 22:45-07:15  12 hour shifts: 0645-1915 1845-0715
<b>Budgeted Hours Per Unit of Service</b>	9.70
<b>% RN</b>	78%
<b>Average Years of RN Experience</b>	10 years
<b>Specialty Certifications</b>	All Nurses are NRP certified Many are certified in Maternal Newborn All have had breastfeeding education Lactation nurses are IBCLC certified
<b>Additional Available Resources</b>	IV Team Pharmacist RRT and Code Blue response teams Speech, Physical and Occupational Therapy Care Management and Discharge Planners Chaplain Clinical Nurse Specialist Interpretive Services NNP Nutrition Services Patient Experience Team Respiratory Therapist Shift Administrators Security Staff Volunteer Services



# Neonatal Intensive Care Unit/Special Care Nursery Staffing Plan

<b>Unit</b>	18-bed Level III Neonatal Intensive Care Unit
<b>Patient Populations</b>	All newborns requiring special care: <ul style="list-style-type: none"> <li>• Preterm Infants 24 weeks to 46 weeks</li> </ul>
<b>RN to Patient Ratio</b>	Varies based on patient acuity:  1 RN to 1 patient; also 1:2; 1:3
<b>Staffing Profile</b>	Charge Nurse 24/7 Flex nurse 24/7 based on unit census HUC/PCT 0800-1830
<b>Shift Profile</b>	8 and 12 hour shifts: 0700-15:00 0700-1900 1500-2300 1900-0700 2300-0700
<b>Budgeted Hours Per Unit of Service</b>	21.04
<b>% RN</b>	100%
<b>Average Years of RN Experience</b>	15 years
<b>Specialty Certifications</b>	Neonatal Nursing Certification
<b>Additional Available Resources</b>	Audiologist Chaplain Labor & Delivery / MBU Charge Nurses Laboratory Neonatal Nurse Practitioner/Neonatologist MD Neonatal Clinical Educator Nutrition Services Pharmacist RRT and Code Blue response teams Respiratory Therapist Security Staff Social Worker Volunteer Services

**[Staffing Grid on Back]**



Overlake Hospital Medical Center

Patient Days --> 3,649

Unit: NICU

Budgeted ADC --> 10.0

FY2022	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total
	Census	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	
0	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	2.00	48.00
1	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	72.00
2	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	36.00
3	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	1.00	0.00	0.00	0.00	2.00	24.00
4	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	24.00
5	2.00	0.00	1.00	0.00	2.00	2.00	0.00	1.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	2.00	20.80
6	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	21.33
7	3.00	0.00	1.00	0.00	2.00	3.00	0.00	1.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	3.00	0.00	0.00	0.00	2.00	18.29
8	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	19.00
9	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	16.89
10	4.00	0.00	1.00	0.00	2.00	4.00	0.00	1.00	0.00	2.00	4.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	16.40
11	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	16.00
12	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	14.67
13	5.00	0.00	1.00	0.00	2.00	5.00	0.00	1.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	5.00	0.00	0.00	0.00	2.00	13.54
14	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	14.29
15	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	13.33
16	6.00	0.00	1.00	0.00	2.00	6.00	0.00	1.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	6.00	0.00	0.00	0.00	2.00	12.50
17	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	13.18
18	7.00	0.00	1.00	0.00	2.00	7.00	0.00	1.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	7.00	0.00	0.00	0.00	2.00	12.44
19	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	13.05
20	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	12.40
21	8.00	0.00	1.00	0.00	2.00	8.00	0.00	1.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	8.00	0.00	0.00	0.00	2.00	11.81
22	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	12.36
23	9.00	0.00	1.00	0.00	2.00	9.00	0.00	1.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	9.00	0.00	0.00	0.00	2.00	11.83
24	10.00	0.00	1.00	0.00	2.00	10.00	0.00	1.00	0.00	2.00	10.00	0.00	0.00	0.00	2.00	10.00	0.00	0.00	0.00	2.00	10.00	0.00	0.00	0.00	2.00	12.33

Approved December 2021

# Outpatient Recovery Staffing Plan

<b>Unit</b>	Outpatient Recovery (OPR)
<b>Patient Populations</b>	<p>Services performed for adult and pediatric patients include:</p> <ul style="list-style-type: none"> <li>• ECT</li> <li>• ENT</li> <li>• General Surgery</li> <li>• Gynecology</li> <li>• Ophthalmology</li> <li>• Oral Maxillary</li> <li>• Podiatry</li> <li>• Retinal Surgery</li> <li>• Urology</li> </ul>
<b>RN to Patient Ratio</b>	<p>1 RN to 1 patient immediate postoperative phase of recovery            1 RN to 1 - 2 patients acute phase recovery            1 RN to 3 - 5 patients for secondary recovery phase            Staffed per ASPN (American Society of Peri-Anesthesia Nurses) recommendations.</p>
<b>Staffing Profile</b>	<p>Charge Nurse 0600-1630            HUC from 0730-1600            Use of Patient Care Technician (PCT) to assist RN, variable shifts</p>
<b>Shift Profile</b>	<p>8, 10 and 12 hour shifts:            Business hours are 0600-1830</p>
<b>Budgeted Hours Per Unit of Service</b>	4.98 based on patient visits
<b>% RN</b>	90%
<b>Average Years of RN Experience</b>	14 years
<b>Specialty Certifications</b>	<p>All Nurses are ACLS and PALS certified            4 Nurses with Medical-Surgical certifications</p>
<b>Additional Available Resources</b>	<p>Care Management and Discharge Planners            Chaplain            Clinical Nurse Specialist            Interpretive Services            IV Team            Nurse Manager            Pharmacist            Physical and Occupational Therapy            RRT and Code Blue response teams            Speech Therapist            Staff Educator            All other hospital support</p>

**[Staffing Grid on Back]**

OPR MASTER SCHEDULE

STAFF	MON	TUE	WED	TH	FRI		MON	TUE	WED	TH	FRI
Aileen RN	7-1530	10-1830	7-1530					7-1530	10-1830		7-1530
Caroline RN	6-1630		7-1730	6-1630	7-1730		8-1830		7-1730	8-1830	
Lisa RN			7-1730	7-1730	06-1630		06-1630		8-1830	7-1730	06-1630
Kathy B RN	6-1430	9-1730	10-1830	6-1430					7-1730 Chg	06-1430	7-1530
Rozita RN	6-1630 Chg	6-1630 Chg	10-1830		7-1530		6-1630 Chg	6-1630 Chg	7-1530		
Amanda RN	6-1630	7-1730		8-1830			6-1630	8-1830			8-1830
Linda RN	9-1730		7-1730 Chg	6-1430			9-1730		8-1630	10-1830	
Graciela RN	6-1830			6-1830 Chg	6-1830 Chg		6-1830			6-1830 Chg	6-1830 Chg
Jennifer RN			7-1730	7-1730	8-1830			06-1630	8-1630	9-1730	6-1430
Courtney	8-1830	6-1630		7-1730	8-1830			8-1830	7-1730	06-1630	7-1730
Darlene RN		6-1430						6-1430			
Kristen		8-1830	8-1830	7-1730	06-1630		8-1830		7-1730	7-1730	7-1730
Gladz	545-1415 Admit PCT	545-1415 Admit PCT	630-1500 Admit PCT	545-1415 Admit PCT	545-1415 Admit PCT		545-1415 Admit PCT	545-1415 Admit PCT	630-1500 Admit PCT	545-1415 Admit PCT	545-1415 Admit PCT

# Outpatient Surgery Staffing Plan

<b>Unit</b>	Outpatient Surgery (OPS)
<b>Patient Populations</b>	<p>Services performed for adult and pediatric patients include:</p> <ul style="list-style-type: none"> <li>• ENT</li> <li>• General Surgery</li> <li>• Gynecology</li> <li>• Ophthalmology</li> <li>• Oral Maxillary</li> <li>• Podiatry</li> <li>• Retinal Surgery</li> <li>• Urology</li> </ul>
<b>RN to Patient Ratio</b>	1 RN to 1 patient Staffed per AORN (Association of Operating Room Nurses) recommendations
<b>Staffing Profile</b>	<p>Charge Nurse 0630-1700 HUC from 0730-1600 Use of Surgical Technicians (ST) and Surgery Assistant (SA) to assist the RN 1 RN and 1 ST break and lunch relief staffed daily When surgical volume dictates, 1 float RN is assigned to unit</p>
<b>Shift Profile</b>	<p>8 and 10 hour shifts: 3 OR's staffed 0700-1530 1 OR staffed 0700-1700 Business hours 0700-1730</p>
<b>Budgeted Hours Per Unit of Service</b>	0.18 based on operating minutes
<b>% RN</b>	67%
<b>Average Years of RN Experience</b>	8 years
<b>Specialty Certifications</b>	<p>4 CNOR (Certified Nurse Operating Room) 2 certified scrub tech</p>
<b>Additional Available Resources</b>	<p>Anesthesia Technicians SPD Core Technician Interpretive Services IV Team Nurse Manager Perioperative Materials RRT and Code Blue response teams Staff Educator All other hospital support</p>

**[Staffing Grid on Back]**

STAFF	FTE	MON	TUE	WED	TH	FRI		MON	TUE	WED	TH	FRI	
Gail Chg				0600/10	0600/8	0600/8		0600/8	0600/8	0600/8			
Vicky Chg		0600/10	0600/10								0600/10	0600/10	
Michele P		0645/10	0645/8	0645/8	0645/8				0645/8	0645/8	0645/8	0645/8	
Nan B		0645/8	0645/8	0645/8	0645/8			0645/8	0645/8	0645/8	0645/8		
Amy D				0645/10	0645/8	0645/8				0645/8	0645/8	0645/8	
Gail				ch	ch	ch		ch	ch	ch	0645/8		
Jennifer		0645/8	0645/8	0645/10		0645/8			0645/8	0645/8	0645/8	0645/8	
Cynthia		0645/8	0645/8	0645/8		0645/8		0645/10			0645/8	0645/8	
Cheryl		9-1730	9-1730		9-1730			9-1730	9-1730		9-1730		
Liz	0.7	0645/8	0645/8		0645/8	0645/8		0645/8	0645/10			0645/8	
Vicky W		ch	ch	0645/10	0645/10			0645/10		0645/10	ch	ch	
Laurie T		0645/10	0645/8	0645/8		0645/8		0645/8	0645/8	0645/8	0645/8	0645/8	
0.7 RN OPEN			10		10				8		10		8
Anna B			0645/8	0645/8				0645/8	0645/8	0645/8		0645/8	
Jurene		0645/8		0645/8	0645/8	0645/8		0645/8	0645/8	0645/8	0645/8		
Cyndi		0645/8	0645/8		0645/8	0645/8					0645/8	0645/8	
Jami		0645/10	0645/10		0645/10	0645/10		0645/10	0645/10		0645/10	0645/10	
Gaylin	0.6			0645/8	0645/8	0645/8				0645/10	0645/8	0645/8	
Lilia	0.9	0645/10	0645/10	0645/10	0645/10			0645/10	0645/10	0645/10	0645/10		
1.0 ST OPEN			0645/8	0645/8	0645/10			0645/8	0645/8		0645/8	0645/8	
HUC		0730-1600	0730-1600	0730-1600	0730-1600	0730-1600		0730-1600	0730-1600	0730-1600	0730-1600	0730-1600	
SA		06-1430	06-1430	06-1430	06-1430	06-1430		06-1430	06-1430	06-1430	06-1430	06-1430	

# Post Anesthesia Care Unit Staffing Plan

<b>Unit</b>	Post Anesthesia Care Unit (PACU)
<b>Patient Populations</b>	Inpatient and short-stay surgical procedures (including any procedure completed on campus, outside of the operating suites, that requires Anesthesiology service)
<b>RN to Patient Ratio</b>	1:1 (Trauma, Critical Care, Phase 1 Pediatrics, Intubated Adult) 1:2 (Phase 1 & 2 extubated Adult, Phase 1 Pediatrics w/ assistant) Ratios & staffing in accordance with ASPAN Standards
<b>Staffing Profile</b>	Charge RN when unit is open Use of Patient Care Technicians (PCT's): transport and RN assistance 2 RNs are staffed when unit is open (minimum) 2 RNs are on call when the unit is closed
<b>Shift Profile</b>	Monday-Friday 0700-2330   Mix of 8, 10, & 12 hour shifts Sunday-Thursday 1900-0730   1 RN In-house / 1 RN Standby Friday 2300-0700   2 RN Standby Saturday 1900-0730   2 RN Standby Saturday-Sunday 0700-1930   2-12 hour RN's In-house/ 1 RN Standby/ 1-12 hour PCT Standby
<b>Budgeted Hours Per Unit of Service</b>	
<b>% RN</b>	83%
<b>Average Years of RN Experience</b>	10 years
<b>Specialty Certifications</b>	All RNs are ACLS & PALS certified 5 RNs have CCRN certifications 1 RN's have Medical-Surgical Certification 1 Neuroscience Certification 2 RN's have CPAN certifications
<b>Additional Available Resources</b>	Anesthesiologist Chaplain Interpretive Services IV Team Laboratory/Phlebotomy Services Nurse Manager Perioperative Clinical Nurse Specialist Pharmacy RRT and Code Blue response teams

**[Staffing Grid on Back]**

Post Recovery Care Unit (PACU) Staffing Grid 12-2021

Total day	FTE	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
		11	10	11	9	9			11	10	11	9	9			11	10	11	9	9			11	10	11	9	9		
RN	0.9	8°	8°		8°				8°	8°		8°				8°	8°		8°				8°	8°		8°			
RN	0.6	13		13	13					13	13		13				13		13	13					13	13	13		
RN	0.9	19°	19°					19°	19°	19°					19°	19°	19°					19°	19°	19°			19°		
RN	0.8	10	10	10	10					10	10	10	10			10	10	10	10						10	10	10		
RN	0.8			8°	8	8°					8°	8	8°				8°	8	8°						8°	8	8°		
RN	0.8	7°	7°	7					7°	7°	7					7°	7°	7						7°	7°	7			
RN	0.6				730	730	7°	7°	8									730	730	7°	7°	8							
RN	0.6	9		9						9	9			7°	7°	9		9						9	9		7°	7°	
RN	0.8	8	8	9		8			9	8	9		9			8	8	9		8				9	8	9	9		
RN	0.6	11°	11°						11°	11°						11°	11°							11°	11°				
RN	0.9			11°	11°	11°					11°	11°	11°				11°	11°	11°						11°	11°	11°		
RN	0.8		9°	9°							730	730	7°	7°		9°	9°									730	730	7°	7°
RN	0.8			11		10	7°	7°	11		11	13					11		10	7°	7°	11		11	13				
RN	1	9	9		9	9			9	9	9		9			9	9		9	9				9	9	9		9	
RN	0.6				9°	9°						9°	9°						9°	9°						9°	9°		
RN	0.6			19°	19°						19°	19°						19°	19°							19°	19°		
RN	0.6	9°	9°						9°	9°						9°	9°							9°	9°				
RN	PD																												
RN	PD																												
RN	PD																												
RN	PD																												
RN	PD																												
OPEN SHIFTS				9	9	9			10	9°	9						9	9	9				10	9°	9				
OPEN SHIFTS		10	10	10					10	11	10					10	10	10					10	11	10				
PCT	0.9	930°	930°	930°						930°	930°	930°				930°	930°	930°						930°	930°	930°			
PCT	0.75			10	930°	930°			930°	930°	10						10	930°	930°				930°	930°	10				
PCT	1.0	8*	8*		8*	8*			8*	8*		8*	8*			8*	8*		8*	8*			8*	8*		8*	8*		
PCT	PD																												
PCT Sat/Sun-open	0.6					930°	930°							930°	930°					930°	930°						930°	930°	
OPEN SHIFT	PD																												

# Perioperative Care Unit Staffing Plan

<b>Unit</b>	Perioperative Care Unit (PCU)
<b>Patient Populations</b>	<p>Pre-surgical preparation of inpatient and AM admission and outpatient populations for:</p> <ul style="list-style-type: none"> <li>• Bariatric Surgery</li> <li>• Breast Surgery</li> <li>• Cardiothoracic Surgery</li> <li>• General Surgery</li> <li>• GI /GU Surgery</li> <li>• Gynecologic Surgery</li> <li>• GYN-Oncology Surgery</li> <li>• Head and Neck Surgery</li> <li>• Neuro-spine Surgery</li> <li>• Orthopedic Surgery</li> <li>• Robotic-assisted Surgery</li> <li>• Vascular Surgery</li> </ul> <p>Preparation of outpatients receiving MRI with anesthesia. Outpatient Infusion patients</p>
<b>RN to Patient Ratio</b>	<p>1 RN for 3 Phase II post-operative patients 1 RN to 2:3 patients (based on acuity)</p>
<b>Staffing Profile</b>	<p>Charge Nurse RN's Health Unit Coordinator (HUC) Patient Care Technicians (PCT's)</p>
<b>Shift Profile</b>	<p>Monday-Friday 0530-2130   Mix of 4, 8, 10 &amp; 12 hours shifts Saturday-Sunday 0530-1400   2-8 hour RN's, 1 PCT + 1-8 hour call RN</p>
<b>Budgeted Hours Per Unit of Service</b>	3.90
<b>% RN</b>	76%
<b>Average Years of RN Experience</b>	12 years
<b>Specialty Certifications</b>	<p>2 RN Medical-Surgical Certification 1 ER Certification 1 RN Bariatric Certification 19 RNs ACLS certified</p>



**Additional Available Resources**

Anesthesiologist  
Chaplain  
Clinical Nurse Specialist  
Interpretive Services  
IV Team

Nurse Manager  
RRT and Code Blue response  
teams  
All other hospital support  
services

Dates: Master August 2021																													
	FTE	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S
<b>Primary RN</b>	<b>0.8</b>	530	530	630	530				530	530	630	pjt				530	530	630	530				530	530	630	pjt			
<b>RN</b>	<b>0.6</b>				pjt*	530/pjt						530*	530*						pjt*	530/pjt				530*	530*				
<b>RN</b>	<b>0.8</b>		530	630	530	530				530	630	530	530				530	630	530	530				530	630	530	530		
<b>RN</b>	<b>0.6</b>	530*			530	530						530	530*			530*				530	530						530	530*	
<b>RN</b>	<b>0.6</b>	530	530	615					530	530	615					530	530	615							615	530	530		
<b>RN</b>	<b>0.8</b>	530	530		530	530			530	530	630	530				530	530		530	530				530	530	630	530		
<b>RN</b>	<b>0.6</b>	515*	515*						515*	515*						515*	515*							515*	515*				
<b>RN</b>	<b>0.6</b>	530x						530	530				530x	530	530	530x											530x	530	530
<b>RN</b>	<b>0.8</b>		530	630°	530°	530			530°	530	630°						530	630°	530°	530				530°	530	630°			
<b>RN</b>	<b>0.8</b>	530	530			530			530	530	630					530	530			530				530	530	630			
<b>RN</b>	<b>0.8</b>			630	515*	515			530	530	630	530*						630	515*	515				530	530	630	530*		
<b>RN</b>	<b>0.6</b>		530	630				530	530			530x					530	630			530	530	530				530x		
<b>RN</b>	<b>0.6</b>			630	530x					530			530	530	530			630	530x					530			530	530	530
<b>RN</b>	<b>0.8</b>	8	8		8	8			8	8		8	8			8	8		8	8				8	8		8	8	
<b>RN</b>	<b>0.6</b>	9		9		9			9		9					9		9		9				9		9		9	
<b>RN</b>	<b>0.8</b>		10	10	10	10			10	10	10	10					10	10	10	10				10	10	10	10		
<b>RN</b>	<b>0.8</b>			9*	13	9*			9*	13	9*						9*	13	9*				9*	13	9*				
<b>RN</b>	<b>0.8</b>			1030°	9*	1030°			1030°	9*	1030°							1030°	9*	1030°				1030°	9*	1030°			
<b>RN</b>	<b>0.8</b>	9*	9*	9												9*	9*	9								9	9*	9*	
<b>RN</b>	<b>0.6</b>	9*	9*													9*	9*									9*	9*		
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>RN</b>	<b>PD</b>																												
<b>NEED RN</b>		530-4	530-4	630-4	530-4	530-4			530-4		630-4	515-4	515-4			530-4	530-4	630-4	530-4	530-4				530-4	530	630-4	515-4	515-4	
<b>NEED RN</b>		530-4		630-4	530-4	530-4			530-4		630-4	530-4	530-4			530-4		630-4	530-4	530-4				530-4		630-4	530-4	530-4	
<b>NEED RN</b>						530-4						530-4	530-4											530-4			530-4	530-4	
<b>NEED RN</b>		530	530	630	530				530	630	530	530				530	530	630	530					530	530	630	530	530	
<b>NEED RN</b>		SB530 SB16	SB16	SB16	SB16	SB530 SB16	SB	SB	SB530 SB16	SB16	SB16	SB16	SB530 SB16	SB	SB	SB530 SB16	SB16	SB16	SB16	SB530 SB16	SB	SB	SB530 SB16	SB16	SB16	SB530 SB16	SB16	SB16	SB530 SB16
<b>PCT</b>	<b>1</b>	445	445	545	445	445			445	445	545	445	445			445	445	545	445	445				445	445	545	445		
<b>PCT</b>	<b>0.6</b>	530	530	630					530	530	630					530	530	630						530	530	630			
<b>PCT</b>	<b>0.6</b>				515	515	515					515	515	515					515	515	515						515		515
<b>PCT</b>	<b>0.6</b>		530*	630*							530*	630*						530*	630*							530*	630*		
<b>PCT</b>	<b>0.7</b>				530*	530*	515					530*	530*					530*	530*	515						530*	445		
<b>PCT</b>	<b>0.6</b>	530*				515			530*				515	515	530*					515				530*					515
<b>PCT</b>	<b>1</b>	13	13	13	13	13			13	13	13	13	13			13	13	13	13	13				13	13	13	13	13	515
<b>PCT</b>	<b>PD</b>																												
<b>PCT</b>	<b>PD</b>																												
<b>HUC</b>	<b>1</b>	330	4	430	4	4			330	4	430	4	4			330	4	430	4	4				330	4	430	4	530*	
<b>HUC</b>	<b>1</b>	12	12	12	12	12			12	12	12	12	12			12	12	12	12	12				12	12	12	12	515	
<b>NEED PCT</b> (Utilizing SPA PCT)	<b>0.8</b>	515	515	615	515				515	515	615	515				515	515	615	515					515	515	615	515		

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12

# Critical Care Unit Staffing Plan

<b>Unit</b>	31-bed Critical Care Unit (S3)
<b>Patient Populations</b>	Open heart/Thoracic surgery Neurology/Neurosurgery/Stroke Cardiology/Pulmonary/Trauma/Sepsis General Medical/Surgical
<b>RN to Patient Ratio</b>	Acuity Based: Telemetry RN patient ratio 1:3-4 ICU RN patient ratio 1:2 ICU RN acute decompensation patient ratio 1:1 or 2:1
<b>Staffing Profile</b>	Charge Nurse 24/7 HUC 0900-1730 Flex nurse based on acuity Rapid Response Nurse 24/7 Patient Care Technicians (PCT's) 1-3 based on patient acuity
<b>Shift Profile</b>	8 and 12 hour shifts
<b>Budgeted Hours Per Unit of Service</b>	21.1
<b>% RN</b>	89%
<b>Average Years of RN Experience</b>	7 years
<b>Specialty Certifications</b>	All nurses have Basic and advance cardiac life support
<b>Additional Available Resources</b>	Care Management & Social work Chaplain Neuro Clinical Nurse Specialist Interpretive Services IV Team Nutrition Services Palliative Care Team Patient Experience Team Pharmacist Respiratory Therapist Security Staff Shift Administrators Speech, Physical and Occupational Therapy Wound and Ostomy Nurse Specialist

**[Staffing Grid on Back]**

Overlake Hospital Medical Center																									Budgeted Patient Days -->				8,543																	
Unit: South Three																									Budgeted ADC -->				23.4																	
Census						DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 to 2300					NIGHTS - 2300 TO 0700					Total Hours					Total										
	Day	MidDay	Eve	LateEve	Eve	RRT/CN/ Flex					RRT/CN/ Flex					RRT/CN/ Flex					RRT/CN/ Flex					RRT/CN/ Flex																				
	7-11am	11-15pm	15-19pm	19-23pm	23-07am	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RNs	PCTs	HUCs	MT	Flex	RT/CN/Fl
9	32	32	32	32	64	4.00	1.00	0.00	1.00	2.00	4.00	1.00	0.00	1.00	2.00	4.0000	1.00	0.00	1.00	2.00	4.00	1.00	0.00	1.00	2.00	4.00	1.00	0.00	1.00	2.00	4.00	1.00	0.00	1.00	2.00	96	24	0	24	48	21.33					
10	36	36	36	36	64	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	4.00	1.00	0.00	1.00	2.00	112	24	0	24	48	20.80					
11	40	40	36	36	72	5.00	1.00	1.00	1.00	2.00	5.00	1.00	1.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	5.00	1.00	0.00	1.00	2.00	120	24	8	24	48	20.36										
12	44	40	36	36	64	6.00	1.00	1.00	1.00	2.00	6.00	0.00	1.00	1.00	2.00	6.00	0.00	0.00	1.00	2.00	6.00	0.00	0.00	1.00	2.00	5.00	0.00	0.00	1.00	2.00	136	4	8	24	48	18.33										
13	44	44	40	40	72	6.00	1.00	1.00	1.00	2.00	6.00	1.00	1.00	1.00	2.00	6.00	1.00	0.00	1.00	2.00	6.00	1.00	0.00	1.00	2.00	6.00	0.00	0.00	1.00	2.00	144	16	8	24	48	18.46										
14	44	48	44	44	88	6.00	1.00	1.00	1.00	2.00	7.00	1.00	1.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	164	24	8	24	48	19.14										
15	48	48	44	44	88	7.00	1.00	1.00	1.00	2.00	7.00	1.00	1.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	168	24	8	24	48	18.13										
16	52	52	48	48	88	8.00	1.00	1.00	1.00	2.00	8.00	1.00	1.00	1.00	2.00	8.00	1.00	0.00	1.00	2.00	8.00	1.00	0.00	1.00	2.00	7.00	1.00	0.00	1.00	2.00	184	24	8	24	48	18.00										
17	56	56	48	48	96	9.00	1.00	1.00	1.00	2.00	9.00	1.00	1.00	1.00	2.00	8.00	1.00	0.00	1.00	2.00	8.00	1.00	0.00	1.00	2.00	8.00	1.00	0.00	1.00	2.00	200	24	8	24	48	17.88										
18	56	56	52	52	104	9.00	1.00	1.00	1.00	2.00	9.00	1.00	1.00	1.00	2.00	9.00	1.00	0.00	1.00	2.00	9.00	1.00	0.00	1.00	2.00	9.00	1.00	0.00	1.00	2.00	216	24	8	24	48	17.78										
19	56	60	56	56	112	9.00	1.00	1.00	1.00	2.00	10.00	1.00	1.00	1.00	2.00	10.00	1.00	0.00	1.00	2.00	10.00	1.00	0.00	1.00	2.00	10.00	1.00	0.00	1.00	2.00	236	24	8	24	48	17.89										
20	60	64	60	60	120	10.00	1.00	1.00	1.00	2.00	11.00	1.00	1.00	1.00	2.00	11.00	1.00	0.00	1.00	2.00	11.00	1.00	0.00	1.00	2.00	11.00	1.00	0.00	1.00	2.00	260	24	8	24	48	18.20										
21	64	68	64	68	136	11.00	1.00	1.00	1.00	2.00	11.00	1.00	1.00	1.00	3.00	11.00	1.00	0.00	1.00	3.00	12.00	1.00	0.00	1.00	3.00	12.00	1.00	0.00	1.00	3.00	276	24	8	24	68	19.05										
22	72	72	68	68	136	12.00	1.00	1.00	1.00	3.00	12.00	1.00	1.00	1.00	3.00	12.00	1.00	0.00	1.00	3.00	12.00	1.00	0.00	1.00	3.00	12.00	1.00	0.00	1.00	3.00	288	24	8	24	72	18.91										
23	76	76	72	72	144	13.00	1.00	1.00	1.00	3.00	13.00	1.00	1.00	1.00	3.00	13.00	1.00	0.00	1.00	3.00	13.00	1.00	0.00	1.00	3.00	13.00	1.00	0.00	1.00	3.00	312	24	8	24	72	19.13										
24	76	76	76	76	152	13.00	1.00	1.00	1.00	3.00	13.00	1.00	1.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	312	40	8	24	72	19.00										
25	80	80	76	76	152	13.00	2.00	1.00	1.00	3.00	13.00	2.00	1.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	13.00	2.00	0.00	1.00	3.00	312	48	8	24	72	18.56										
26	84	84	80	80	160	14.00	2.00	1.00	1.00	3.00	14.00	2.00	1.00	1.00	3.00	14.00	2.00	0.00	1.00	3.00	14.00	2.00	0.00	1.00	3.00	14.00	2.00	0.00	1.00	3.00	336	48	8	24	72	18.77										
27	88	88	84	84	168	15.00	2.00	1.00	1.00	3.00	15.00	2.00	1.00	1.00	3.00	15.00	2.00	0.00	1.00	3.00	15.00	2.00	0.00	1.00	3.00	15.00	2.00	0.00	1.00	3.00	360	48	8	24	72	18.96										
28	88	92	88	88	176	15.00	2.00	1.00	1.00	3.00	15.00	3.00	1.00	1.00	3.00	15.00	3.00	0.00	1.00	3.00	15.00	3.00	0.00	1.00	3.00	15.00	3.00	0.00	1.00	3.00	360	68	8	24	72	19.00										
29	96	96	92	92	184	16.00	3.00	1.00	1.00	3.00	16.00	3.00	1.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	384	72	8	24	72	19.31										
30	96	96	92	92	184	16.00	3.00	1.00	1.00	3.00	16.00	3.00	1.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	16.00	3.00	0.00	1.00	3.00	384	72	8	24	72	18.67										
31	100	100	96	96	192	17.00	3.00	1.00	1.00	3.00	17.00	3.00	1.00	1.00	3.00	17.00	3.00	0.00	1.00	3.00	17.00	3.00	0.00	1.00	3.00	17.00	3.00	0.00	1.00	3.00	408	72	8	24	72	18.84										

Approved December 2021

# Cardiac-Stroke Unit Staffing Plan

<b>Unit</b>	36-bed Cardiac-Stroke Unit (S4)
<b>Patient Populations</b>	Post cardiothoracic surgeries, Valve replacements, Video assisted thoracotomies, Lobectomies Chest pain, Heart Failure Temporary or permanent Pacemaker and ICD Implants Alterations in anti-arrhythmic drug therapy Patients requiring cardiac monitoring and receiving cardiac diagnostic, therapeutic and surgical interventions Patients requiring neurological monitoring after diagnostic testing Acute Strokes; TIAs Hemodialysis requiring telemetry Continuous electroencephalogram monitoring General Telemetry and Overflow of Medical-Surgical patients
<b>RN to Patient Ratio</b>	1 RN to 4-5 patients (See Grid on back)
<b>Staffing Profile</b>	1 Charge Nurse 24/7 RNs 24/7 Health Unit Coordinator (HUC) from 0900-1730 Patient Care Technicians (PCT's) 24/7 Monitor Technician 24/7
<b>Shift Profile</b>	12 hour shifts: 0645-1915 & 1845-0715
<b>Budgeted Hours Per Unit of Service</b>	12
<b>% RN</b>	51.33%
<b>Average Years of RN Experience</b>	7years
<b>Specialty Certifications</b>	All Nurses are ACLS certified and NIH certified CCRN Certifications, PCCN Certifications, Med Surg Certifications
<b>Additional Available Resources</b>	Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Cardiac Clinical Nurse Specialist, Neuro Clinical Nurse Specialist

Stroke Coordinator  
Transport Team  
Virtual Monitor Technicians  
Volunteer Services  
Wound and Ostomy Nurse Specialist

**[Staffing Grid on Back]**

Overlake Hospital Medical Center

Budgeted Patient Days --> 10,950

Unit: South Four

Change to 12.00

Budgeted ADC --> 30.0

FY2021	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total
	Census	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	
10	3.00	1.00	0.50	2.00	1.00	3.00	1.00	1.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	17.40
11	3.00	1.00	0.50	2.00	1.00	3.00	1.00	1.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	15.82
12	3.00	2.00	0.50	2.00	1.00	3.00	2.00	1.00	2.00	1.00	3.00	2.00	0.00	2.00	1.00	3.00	2.00	0.00	2.00	1.00	3.00	1.00	0.00	2.00	1.00	15.83
13	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	1.00	0.00	2.00	1.00	4.00	1.00	0.00	2.00	1.00	16.15
14	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	15.86
15	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	14.80
16	4.00	2.00	0.50	2.00	1.00	4.00	2.00	1.00	2.00	1.00	4.00	2.00	0.50	2.00	1.00	4.00	2.00	0.00	2.00	1.00	4.00	2.00	0.00	2.00	1.00	14.00
17	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	1.00	0.00	2.00	1.00	14.12
18	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00	13.78
19	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00	13.05
20	5.00	2.00	0.50	2.00	1.00	5.00	2.00	1.00	2.00	1.00	5.00	2.00	0.50	2.00	1.00	5.00	2.00	0.00	2.00	1.00	5.00	2.00	0.00	2.00	1.00	12.40
21	6.00	2.00	0.50	2.00	1.00	6.00	2.00	1.00	2.00	1.00	6.00	2.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00	12.95
22	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00	12.91
23	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00	12.35
24	6.00	3.00	0.50	2.00	1.00	6.00	3.00	1.00	2.00	1.00	6.00	3.00	0.50	2.00	1.00	6.00	2.00	0.00	2.00	1.00	6.00	2.00	0.00	2.00	1.00	11.83
25	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	2.00	0.00	2.00	1.00	7.00	2.00	0.00	2.00	1.00	12.32
26	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	2.00	0.00	2.00	1.00	12.00
27	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	3.00	0.00	2.00	1.00	11.85
28	7.00	3.00	0.50	2.00	1.00	7.00	3.00	1.00	2.00	1.00	7.00	3.00	0.50	2.00	1.00	7.00	3.00	0.00	2.00	1.00	7.00	3.00	0.00	2.00	1.00	11.43
29	8.00	3.00	0.50	2.00	1.00	8.00	3.00	1.00	2.00	1.00	8.00	3.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00	11.86
30	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	4.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00	12.00
31	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00	11.48
32	8.00	4.00	0.50	2.00	1.00	8.00	4.00	1.00	2.00	1.00	8.00	4.00	0.50	2.00	1.00	8.00	3.00	0.00	2.00	1.00	8.00	3.00	0.00	2.00	1.00	11.13
33	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	3.00	0.00	2.00	1.00	9.00	3.00	0.00	2.00	1.00	11.52
34	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00	11.53
35	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00	11.20
36	9.00	4.00	0.50	2.00	1.00	9.00	4.00	1.00	2.00	1.00	9.00	4.00	0.50	2.00	1.00	9.00	4.00	0.00	2.00	1.00	9.00	4.00	0.00	2.00	1.00	10.89

# General Surgery Unit Staffing Plan

<b>Unit</b>	36-bed General Surgery Unit (S5)
<b>Patient Populations</b>	General Surgery/General medicine Gastro-intestinal Surgery Bariatrics Breast Surgery Gynecology Pediatrics – short stay post-surgical Urology surgery
<b>RN to Patient Ratio</b>	1 RN to 4-5 patients (See Grid on Back)
<b>Staffing Profile</b>	1 Charge Nurse 24/7 RN's 24/7 Patient Care Technicians (PCT's) 24/7 HUC from 0930 - 1800
<b>Shift Profile</b>	12 hour shifts: 0645-1915 1845-0715
<b>Budgeted Hours Per Unit of Service</b>	9.52
<b>% RN</b>	66%
<b>Average Years of RN Experience</b>	7 years
<b>Specialty Certifications</b>	Medical-Surgical Certification Certified Bariatric Nurse
<b>Additional Available Resources</b>	Bariatric Program Manager Care Management, Discharge Planners and Utilization Review Chaplain Hospitalists Interpretive Services IV Team Nutrition Services Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services Wound and Ostomy Nurse Specialist

**[Staffing Grid on Back]**



Overlake Hospital Medical Center Updated 4/20/21  
 Unit: General Surgery Bariatric  
 FY22 Budgeted Patient Days --> 10,403  
 FY22 Budgeted ADC --> 28.5

FY2021 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total HPPD
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	
10	2.00	1.00	0.50	0.00	1.00	2.00	1.00	1.00	0.00	1.00	2.00	1.00	0.50	0.00	1.00	2.00	0.00	0.00	0.00	1.00	2.00	0.00	0.00	0.00	1.00	9.20
11	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	10.55
12	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00	10.67
13	3.00	1.00	0.50	0.00	1.00	3.00	1.00	1.00	0.00	1.00	3.00	1.00	0.50	0.00	1.00	3.00	1.00	0.00	0.00	1.00	3.00	1.00	0.00	0.00	1.00	9.85
14	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.86
15	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.13
16	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.25
17	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	10.35
18	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.78
19	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.26
20	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.40
21	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	9.52
22	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	9.09
23	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.74
24	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.33
25	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.44
26	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.54
27	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.19
28	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.29
29	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.52
30	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	9.60
31	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	6.00	4.00	0.00	0.00	1.00	9.29
32	7.00	4.00	0.50	0.00	1.00	7.00	4.00	1.00	0.00	1.00	7.00	4.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	7.00	4.00	0.00	0.00	1.00	9.25
33	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	7.00	4.00	0.00	0.00	1.00	7.00	4.00	0.00	0.00	1.00	9.33
34	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.41
35	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.49
36	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.22

Approved December 2021

# Surgical Pre Admission Staffing Plan

<b>Unit</b>	Surgical Pre Admission (SPA)	
<b>Patient Populations</b>	RN Telephone, & in person ARNP pre-surgical preparation for: <ul style="list-style-type: none"> <li>• Bariatric Surgery</li> <li>• Breast Surgery</li> <li>• Cardiothoracic Surgery</li> <li>• General Surgery</li> <li>• GI /GU Surgery</li> <li>• Gynecologic Surgery</li> <li>• GYN-Oncology Surgery</li> <li>• Head and Neck Surgery</li> <li>• Neuro-spine Surgery</li> <li>• Orthopedic Surgery</li> <li>• Robotic-assisted Surgery</li> <li>• Vascular Surgery</li> </ul>	
<b>RN to Patient Ratio</b>	Flexes with scheduled surgical volume and meets ASPAN standards for Pre-admission/Preoperative Preparation Patient encounters are 1 RN to 1 patient	
<b>Staffing Profile</b>	1 ARNP 5 RN's Health Unit Coordinator (HUC) support from PCU Patient Care Technician (PCT) support from PCU Phlebotomist support EKG tech support	
<b>Shift Profile</b>	Primarily 8 hour shifts: Monday – Friday 0800-1800	
<b>Budgeted Hours Per Unit of Service</b>	1.72	
<b>% RN</b>	100% PCT and HUC support from PCU as needed	
<b>Average Years of RN Experience</b>	31 years	
<b>Specialty Certifications</b>	1 CAPA certification 1 Medical-Surgical Certification	
<b>Additional Available Resources</b>	Anesthesiologist Cardiac Surgery PA's EKG techs Interpretive Services Nurse Manager Perioperative Clinical Nurse Specialist	Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Services

**[Staffing Grid on Back]**

SPA Staffing Grids 12/2021																													
	FTE	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S
<b>ARNP</b>	1	8	8	8	8	8			8	8	8	8	8			8	8	8	8	8			8	8	8	8	8		
<b>RN</b>	0.6	9	9	9							9	9	9			9	9	9							9	9	9		
<b>RN</b>	0.8		9*	9*pt	9*	9*			9*	9*	9*pt	9*					9*	9*pt	9*	9*				9*	9*	9*pt	9*		
<b>RN</b>	0.6			9	9 pt	9 pt			9 pt	9 pt	9							9	9 pt	9 pt				9 pt	9 pt	9			
<b>RN</b>	0.8	9 pt	9 pt		9	9			9	9		9 pt	9 pt			9 pt	9 pt		9	9				9	9		9 pt	9 pt	
<b>RN PD</b>																													
<b>RN PD</b>																													
<b>RN PD</b>																													
<b>RN Crosstrained</b>																													
<b>RN Crosstrained</b>																													
<b>Need RN</b>	1.2 PD	9 (x2)	9	9	9	9			9 (x2)	9	9	9	9			9 (x2)	9	9	9	9				9 (x2)	9	9	9	9	
<b>HUC</b>	1	8	8	8	8	8			8	8	8	8	8			8	8	8	8	8				8	8	8	8	8	
<b>PCT</b>	PCT hired now utilized in PCU d/t significant shortage																												
<b>Need PCT</b>	1	8	8	8	8	8			8	8	8	8	8			8	8	8	8	8				8	8	8	8	8	

# Special Procedures Unit Staffing Plan

<b>Unit</b>	Special Procedures Unit (SPU)
<b>Patient Populations</b>	<p>Procedures performed for patients of all ages with the exception of pediatric patients:</p> <ul style="list-style-type: none"> <li>• Gastroenterology</li> <li>• Upper and Lower GI</li> <li>• Pulmonary</li> <li>• Pain</li> <li>• Inpatient</li> <li>• Outpatient</li> </ul>
<b>RN to Patient Ratio</b>	<p>2 RN's to 1 patient for procedure and conscious sedation cases            1 RN to 2 – 3 patients in recovery (acuity based)</p>
<b>Staffing Profile</b>	<p>Charge Nurse 0630-1500            All RN staff for patient care            Certified SPD tech for scope processing</p>
<b>Shift Profile</b>	<p>8 and 10 hour shifts:            Business hours 0630-1730</p>
<b>Budgeted Hours Per Unit of Service</b>	5.72 based on visits
<b>% RN</b>	100%
<b>Average Years of RN Experience</b>	10.8 years
<b>Specialty Certifications</b>	<p>All Nurses are ACLS certified            3 Medical Surgical certifications            2 CGRN (Certified Gastroenterology RN)</p>
<b>Additional Available Resources</b>	<p>Care Management and Discharge Planners            Chaplain            Clinical Nurse Specialist            Interpretive Services            IV Team            Pharmacist            Physical and Occupational Therapy            Respiratory Therapist            RRT and Code Blue response teams            Speech Therapist</p>

**[Staffing Grid on Back]**

	M	T	W	TH	F	Sa	Su	M	T	W	TH	F	Sa	Su	M	T	W	TH	F	Sa	Su	M	T	W	TH	F	Sa	Su	
RB .7	0630 /10	0630 /8		0630 /8	0630 /10			0630 /10	0630 /10		0630 /8				0630 /10	0630 /8		0630 /8	0630 /10			0630 /10	0630 /10		0630 /8				
NC .8	0630 /8	0630 /8	0630 /8	0630 /8					0630 /8	0630 /8	0630 /8	0630 /8				0630 /8	0630 /8	0630 /8	0630 /8				0630 /8	0630 /8	0630 /8	0630 /8			
LF .8		0630 /10	0630 /10	0630 /8				0630 /8	0630 /8	0630 /10		0630 /10				0630 /10	0630 /10	0630 /8				0630 /8	0630 /8	0630 /10		0630 /10			
RH .8	0630 /8	0630 /8		0630 /8	0630 /8				0630 /8	0630 /8	0630 /8	0630 /8				0630 /8	0630 /8		0630 /8	0630 /8			0630 /8	0630 /8	0630 /8	0630 /8			
MD .6	0630 /8	0630 /8	0630 /8	0630 /8				0630 /8		0630 /8	0630 /8	0630 /8				0630 /8	0630 /8	0630 /8	0630 /8				0630 /8		0630 /8	0630 /8	0630 /8		
open .8	0830 /8		0830 /8	0830 /8	0830 /8			0830 /8		0830 /8	0830 /8	0830 /8				0830 /8	0830 /8	0830 /8	0830 /8				0830 /8		0830 /8	0830 /8	0830 /8		
TB	0630 /8	0630 /8	0630 /8		0630 /8			0630 /8	0630 /8	0630 /8		0630 /8				0630 /8	0630 /8	0630 /8		0630 /8			0630 /8	0630 /8	0630 /8		0630 /8		
LE .7	0830 /8	0630 /8	0830 /8		0630 /8			0830 /8	0630 /8	0830 /8		0830 /8				0830 /8	0630 /8	0830 /8		0630 /8			0830 /8	0630 /8	0830 /8		0830 /8		
EN	0830 /8	0830 /8		0830 /8	0830 /8			0830 /8	0830 /8		0830 /8	0830 /8				0830 /8	0830 /8		0830 /8	0830 /8			0830 /8	0830 /8		0830 /8	0830 /8		
FP		0630 /10	0630 /10		0630 /8			0630 /8	0630 /10	0630 /8	0630 /10					0630 /10	0630 /10		0630 /8				0630 /8	0630 /10	0630 /10	0630 /10			
SK	0700 /10	0700 /10	0700 /10	0700 /10				0700 /10	0700 /10	0700 /10	0700 /10					0700 /10	0700 /10	0700 /10	0700 /10				0700 /10	0700 /10	0700 /10	0700 /10			
KS	0700 /10	0700 /10	0700 /10	0700 /10				0700 /10	0700 /10	0700 /10	0700 /10					0700 /10	0700 /10	0700 /10	0700 /10				0700 /10	0700 /10	0700 /10	0700 /10			
new .8	0830 /8		0830 /8	0830 /8	0830 /8			0830 /8	0830 /8		0830 /8	0830 /8				0830 /8		0830 /8	0830 /8	0830 /8				0830 /8	0830 /8		0830 /8	0830 /8	
new .6						0700 /10	0700 /10									0700 /10	0700 /10											0700 /10	0700 /10
new .6						0700 /10	0700 /10									0700 /10	0700 /10											0700 /10	0700 /10

# Short Stay Unit Staffing Plan

<b>Unit</b>	Short Stay Unit (West 3)
<b>Patient Populations</b>	Patients who need further diagnostic work-up to determine the appropriate level of care or their symptoms have improved or resolved and are ready for discharge. The unit also provides infusion services, which has moved from the Perioperative Care Unit. SSU is also tele-capable, providing the ability to care for telemetry patients.
<b>RN to Patient Ratio</b>	4 patients per RN
<b>Staffing Profile</b>	Registered Nurses including a Charge Nurse Patient Care Technicians Health Unit Coordinator
<b>Shift Profile</b>	7a-7p,9a-9p,7p-7a
<b>Budgeted Hours Per Unit of Service</b>	
<b>Average Years of RN Experience</b>	----
<b>Specialty Certifications</b>	BLS ACLS CRNI (Certified Registered Nurse Infusion) – Not required
<b>Additional Available Resources</b>	Nurse Manager Nurse Supervisor Medical Director Physician Assistant (PA) ED Providers Shift Administrator IV Team Float Team Utilization Review RN Perioperative Care Unit Staff RRT Team Stroke Program Manager and Clinical Nurse Specialist (CNS) Lab (Phlebotomists) EVS staff Security Staff

**[Staffing Grid on Back]**

**SSU Staffing Grid**

Patient Days --> 4542

Modeled after W3

ADC ---> 12

Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total HPPD	RN HPPD	All Other HPPD
	CN/					CN/					CN/					CN/					CN/							
	RNs	PCT	HUC	MTs	Flex	RNs	PCT	HUC	MTs	Flex	RNs	PCT	HUC	MTs	Flex	RNs	PCT	HUC	MTs	Flex	RNs	PCT	HUC	MTs	Flex			
1	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	56.00	48.00	8.00
2	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	28.00	24.00	4.00
3	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	18.67	16.00	2.67
4	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	14.00	12.00	2.00
5	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	11.20	9.60	1.60
6	2.0	0.0	1.0	0.0	1.0	2.0	0.0	1.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	13.33	12.00	1.33
7	2.0	0.0	1.0	0.0	1.0	2.0	0.0	1.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	11.43	10.29	1.14
8	2.0	1.0	1.0	0.0	1.0	2.0	1.0	1.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	13.00	9.00	4.00
9	2.0	1.0	1.0	0.0	1.0	2.0	1.0	1.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	2.0	1.0	0.0	0.0	1.0	11.56	8.00	3.56
10	3.0	1.0	1.0	0.0	1.0	3.0	1.0	1.0	0.0	1.0	3.0	1.0	0.0	0.0	1.0	3.0	1.0	0.0	0.0	1.0	3.0	1.0	0.0	0.0	1.0	12.80	9.60	3.20
11	3.0	2.0	1.0	0.0	1.0	3.0	2.0	1.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	13.82	8.73	5.09
12	3.0	2.0	1.0	0.0	1.0	3.0	2.0	1.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	3.0	2.0	0.0	0.0	1.0	12.67	8.00	4.67
13	4.0	2.0	1.0	0.0	1.0	4.0	2.0	1.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	13.54	9.23	4.31
14	4.0	2.0	1.0	0.0	1.0	4.0	2.0	1.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	12.57	8.57	4.00
15	4.0	2.0	1.0	0.0	1.0	4.0	2.0	1.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	4.0	2.0	0.0	0.0	1.0	11.73	8.00	3.73
16	5.0	2.0	1.0	0.0	1.0	5.0	2.0	1.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	12.50	9.00	3.50
17	5.0	2.0	1.0	0.0	1.0	5.0	2.0	1.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	11.76	8.47	3.29
18	5.0	2.0	1.0	0.0	1.0	5.0	2.0	1.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	5.0	2.0	0.0	0.0	1.0	11.11	8.00	3.11
19	6.0	2.0	1.0	0.0	1.0	6.0	2.0	1.0	0.0	1.0	6.0	2.0	0.0	0.0	1.0	6.0	2.0	0.0	0.0	1.0	6.0	2.0	0.0	0.0	1.0	11.79	8.84	2.95

# Medical Unit Staffing Plan

<b>Unit</b>	40-bed Medical Unit (West 4)
<b>Patient Populations</b>	General Medicine Surgical Overflow Geriatric Psychiatric
<b>RN to Patient Ratio</b>	1 RN to 4-5 patients (See Grid on Back)
<b>Staffing Profile</b>	1 Charge Nurse 24/7 Registered Nurses (RNs) 24/7 Patient Care Technicians (PCTs) 24/7 Health Unit Coordinator (HUC) 0930-1800
<b>Shift Profile</b>	Combination of 8 and 12 hour shifts: 0645-1515; 1445-2315; 2245-0715 0645-1915; 1845-0715
<b>Budgeted Hours Per Unit of Service</b>	9.47
<b>% RN</b>	67%
<b>Average Years of RN Experience</b>	6.7 years
<b>Specialty Certifications</b>	3 Oncology certified RN's 9 Medical Surgical certified RN's 1 Progressive Care certified RN's 1 Wound certified RN's
<b>Additional Available Resources</b>	Biomed and Engineering Services Care Management, Discharge Planners and Utilization Review Chaplain Environmental Services Hospitalists Interpretive Services IV Team Nutritional Services Medical Surgical Clinical Nurse Specialist Wound and Ostomy Nurse Specialist Palliative Care Team and Hospice Patient Experience Team Pharmacist Respiratory Therapist RRT and Code Blue response teams Security Staff Shift Administrators Speech, Physical and Occupational Therapy Volunteer Services

**[Staffing Grid on Back]**



Overlake Hospital Medical Center Budgeted Patient Days --> 10,950  
 Unit: **West Four** Budgeted ADC --> 30.0

FY2022 Census	DAYS - 0700 to 1100					MID DAY - 1100 to 1500					EVENINGS - 1500 to 1900					LATE EVENINGS - 1900 TO 2300					NIGHTS - 2300 TO 0700					Total HPPD
	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	RNs	PCTs	HUCs	MTs	CN/Flex	
10	2.00	1.00	0.50	0.00	1.00	2.00	1.00	1.00	0.00	1.00	2.00	1.00	0.50	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	10.40
11	2.00	1.00	0.50	0.00	1.00	2.00	1.00	1.00	0.00	1.00	2.00	1.00	0.50	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	9.45
12	2.00	2.00	0.50	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.00	2.00	0.50	0.00	1.00	2.00	1.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	1.00	9.67
13	2.00	2.00	0.50	0.00	1.00	2.00	2.00	1.00	0.00	1.00	2.00	2.00	0.50	0.00	1.00	2.00	2.00	0.00	0.00	1.00	2.00	2.00	0.00	0.00	1.00	9.85
14	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.86
15	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	10.13
16	3.00	2.00	0.50	0.00	1.00	3.00	2.00	1.00	0.00	1.00	3.00	2.00	0.50	0.00	1.00	3.00	2.00	0.00	0.00	1.00	3.00	2.00	0.00	0.00	1.00	9.50
17	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	10.35
18	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.78
19	4.00	2.00	0.50	0.00	1.00	4.00	2.00	1.00	0.00	1.00	4.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.26
20	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	4.00	2.00	0.00	0.00	1.00	4.00	2.00	0.00	0.00	1.00	9.40
21	5.00	2.00	0.50	0.00	1.00	5.00	2.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	9.52
22	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	2.00	0.50	0.00	1.00	5.00	2.00	0.00	0.00	1.00	5.00	2.00	0.00	0.00	1.00	9.45
23	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.74
24	5.00	3.00	0.50	0.00	1.00	5.00	3.00	1.00	0.00	1.00	5.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.33
25	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	5.00	3.00	0.00	0.00	1.00	5.00	3.00	0.00	0.00	1.00	9.44
26	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.54
27	6.00	3.00	0.50	0.00	1.00	6.00	3.00	1.00	0.00	1.00	6.00	3.00	0.50	0.00	1.00	6.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.19
28	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	6.00	3.00	0.00	0.00	1.00	9.43
29	7.00	3.00	0.50	0.00	1.00	7.00	3.00	1.00	0.00	1.00	7.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	9.38
30	8.00	3.00	0.50	0.00	1.00	8.00	3.00	1.00	0.00	1.00	8.00	3.00	0.50	0.00	1.00	7.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	9.47
31	8.00	3.00	0.50	0.00	1.00	8.00	3.00	1.00	0.00	1.00	8.00	3.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	7.00	3.00	0.00	0.00	1.00	9.29
32	8.00	3.00	0.50	0.00	1.00	8.00	3.00	1.00	0.00	1.00	8.00	3.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00	9.25
33	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	3.00	0.00	0.00	1.00	8.00	3.00	0.00	0.00	1.00	9.33
34	8.00	4.00	0.50	0.00	1.00	8.00	4.00	1.00	0.00	1.00	8.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.41
35	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.49
36	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	8.00	4.00	0.00	0.00	1.00	8.00	4.00	0.00	0.00	1.00	9.22
37	9.00	4.00	0.50	0.00	1.00	9.00	4.00	1.00	0.00	1.00	9.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.30
38	10.00	4.00	0.50	0.00	1.00	10.00	4.00	1.00	0.00	1.00	10.00	4.00	0.50	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.00	4.00	0.00	0.00	1.00	9.37
39	10.00	4.00	0.50	0.00	1.00	10.00	4.00	1.00	0.00	1.00	10.00	4.00	0.50	0.00	1.00	10.00	4.00	0.00	0.00	1.00	10.00	4.00	0.00	0.00	1.00	9.44
40	10.00	4.00	0.50	0.00	1.00	10.00	4.00	1.00	0.00	1.00	10.00	4.00	0.50	0.00	1.00	10.00	4.00	0.00	0.00	1.00	10.00	4.00	0.00	0.00	1.00	9.20

Approved December 2021