

Cover Page

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

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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 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:

- Exhibit A – Emergency Department
- Exhibit B – 2 Orthopedic Unit
- Exhibit C – 3 Medical
- Exhibit D – 4 Medical/Surgical Critical Care
- Exhibit E – 5 Cardiovascular Critical Care
- Exhibit F – 6 Respiratory PCU
- Exhibit G – 7 Oncology Med/Surg
- Exhibit H – 8 General Med/Surg
- Exhibit I – Family Birth Center
- Exhibit J – Medical Imaging
- Exhibit K – Heart and Vascular Center
- Exhibit L – PACU
- Exhibit M – Perioperative
- Exhibit N – Orthopedic Perioperative
- Exhibit O – Orthopedic Pre-Admit, PACU, PREOP

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.)

Nurse Staffing Plan Matrices

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

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit A – Emergency Department					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
190	(1) 24/7	0700-1500 (1) 0700-1900 (11) 0900-2100 (1) 1100-2300 (6) 1300-1011 (1) 1500-0300 (2) 1500-2300 (1) 2300-0700 (1) 2300-0700 (11)	0700-2500 (2) 0700-1900 (5) 0900-2100 (3) 1100-2300 (1) 1500-2300 (2) 2300-0700 (1) 1900-0700 (6)	(1) 24/7	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy
*Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up or down based on patient factors and skill-mix of hospital staff. N/A					

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit B - 2 Orthopedic (updated 11.18.21)

Projected Pt. Census	Charge Nurse	RN	CNA/Tech/LPN (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
29	1 per 12 hour shift 0700-1930/1900-0730	7 RN 0700-1930 1 ADT 0900-2130 7 RN 1900-0730	3 CNA 0700-1930 3 CNA 1900-0730	1 HUC 0700-1930	Physical Therapy Occupational Therapy Social Work Respiratory Therapy RN Care Manager SWAT RN RRT Security

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

Census	Day Shift						Night Shift				Factored HPPD	
	Mgr/Dir	Charge RN	ADT	RN	CNA	HUC	NSM	Charge RN	RN	CNA		
	MGT SUPV	MGT SUPV	OTHER	RN	AID ORDERLY	CLERICAL	MGT SUPV	RN	RN	AID ORDERLY		
1	2.00	1.00		2.00				1.00		2.00		83.35
2	2.00	1.00		2.00				1.00		2.00		41.67
3	2.00	1.00		2.00				1.00		2.00		27.78
4	2.00	1.00		2.00				1.00		2.00		20.84
5	2.00	1.00		2.00				1.00		2.00		16.67
6	2.00	1.00		2.00	1.00			1.00		2.00	1.00	17.97
7	2.00	1.00		2.00	1.00			1.00		2.00	1.00	15.40
8	2.00	1.00		2.00	1.00			1.00		2.00	1.00	13.48
9	2.00	1.00		2.00	1.00			1.00		2.00	1.00	11.98
10	2.00	1.00		2.00	2.00			1.00		2.00	1.00	12.01
11	2.00	1.00		3.00	2.00			1.00		3.00	1.00	13.14
12	2.00	1.00		3.00	2.00	1.00		1.00		3.00	2.00	14.09
13	2.00	1.00		3.00	2.00	1.00		1.00		3.00	2.00	13.00
14	2.00	1.00		3.00	2.00	1.00		1.00		3.00	2.00	12.07
15	2.00	1.00		3.00	2.00	1.00		1.00		3.00	2.00	11.27
16	2.00	1.00		4.00	2.00	1.00		1.00		4.00	2.00	12.09
17	2.00	1.00		4.00	2.00	1.00		1.00		4.00	2.00	11.38
18	2.00	1.00		4.00	3.00	1.00		1.00		4.00	2.00	11.43
19	2.00	1.00		4.00	3.00	1.00		1.00		4.00	2.00	10.83
20	2.00	1.00	1.00	4.00	3.00	1.00		1.00		4.00	2.00	10.90
21	2.00	1.00	1.00	5.00	3.00	1.00		1.00		5.00	3.00	12.13
22	2.00	1.00	1.00	5.00	3.00	1.00		1.00		5.00	3.00	11.58
23	2.00	1.00	1.00	5.00	3.00	1.00		1.00		5.00	3.00	11.07
24	2.00	1.00	1.00	5.00	3.00	1.00		1.00		5.00	3.00	10.61
25	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	12.15
26	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	11.68
27	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	11.25
28	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	10.85
29	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	10.47
30	2.00	1.00	1.00	7.00	3.00	1.00		1.00		7.00	3.00	10.12
31	2.00	1.00	1.00	7.00	4.00	1.00		1.00		7.00	4.00	10.59
32	2.00	1.00	1.00	7.00	4.00	1.00		1.00		7.00	4.00	10.25
33	2.00	1.00	1.00	7.00	4.00	1.00		1.00		7.00	4.00	9.94
34	2.00	1.00	1.00	7.00	4.00	1.00		1.00		7.00	4.00	9.65

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit C – 3 Medical Unit (updated 11.18.21)

Projected Pt. Census	Charge Nurse	RN	CNA/Tech/LPN (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
24	1 per 12 hour shift 0700-1930 1900-0730	6 RN 0700-1930 6 RN 1900-0730	1 LPN 07-01930 5 CNA 07-1930 4 CNA 1900-0730	1 HUC 0700-1930	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy SWAT RN Code Response RN's Security

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

Census	0700-1500					1500-1900					1900-2300					2300-0700					
	CN	RN	LPN	CNA	HUC	CN	RN	LPN	CNA	HUC	CN	RN	LPN	CNA	HUC	CN	RN	LPN	CNA	HUC	
26	1	6	1	5	1	1	6	1	5	1	26	1	6		5		1	6		5	
25	1	6	1	5	1	1	6	1	5	1	25	1	6		5		1	6		5	
24	1	6	1	5	1	1	6	1	5	1	24	1	6		5		1	6		5	
23	1	6	1	5	1	1	6	1	5	1	23	1	5		5		1	5		5	
22	1	5	1	5	1	1	5	1	5	1	22	1	5		5		1	5		5	
21	1	5	1	4	1	1	5	1	4	1	21	1	5		4		1	5		4	
20	1	5	1	4	1	1	5	1	4	1	20	1	5		4		1	5		4	
19	1	4	1	4	1	1	4	1	4	1	19	1	4		4		1	4		4	
18	1	4	1	4	1	1	4	1	4	1	18	1	4		4		1	4		4	
17	1	4	1	4	1	1	4	1	4	1	17	1	4		4		1	4		4	
16	1	4	1	4	1	1	4	1	4	1	16	1	4		4		1	4		4	
15	1	4		4	1	1	4		4	1	15	1	4		4		1	4		4	
14	1	4		3	1	1	4		3	1	14	1	4		3		1	4		3	
13	1	3		3	1	1	3		3	1	13	1	3		3		1	3		3	
12	1	3		3	1	1	3		3	1	12	1	3		3		1	3		3	
11	1	3		3	1	1	3		3	1	11	1	3		3		1	3		3	
10	1	3		3	1	1	3		3		10	1	3		3		1	3		3	
9	1	2		3	1	1	2		3		9	1	2		3		1	2		3	
8	1	2		2	1	1	2		2		8	1	2		2		1	2		2	
7	1	2		2	1	1	2		2		7	1	2		2		1	2		2	
6	1	2		1	1	1	2		1		6	1	2		1		1	2		1	
5	1	1		1	1	1	1		1		5	1	1		1		1	1		1	
4	1	1		1	1	1	1		1		4	1	1		1		1	1		1	
3	1	1				1	1				3	1	1				1	1			
2	1	1				1	1				2	1	1				1	1			
1	1	1				1	1				1	1	1				1	1			

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit D - 4 Medical/Surgical Critical Care Unit					
Projected Pt. Census	Charge Nurse	RN	CNA / HUC (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
16	1 for every 12 hours/ 07-1930, 1900-0730	8 RN 07-1930 8 RN 1900-0730	2 CNA 07-1930 2 CNA 1900-0730	NA (Using Care Assistants)	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy

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

The fourth floor in Silverdale will be a Critical Care department which will consist of both ICU and PCU level of care patients. The following is a brief description of the types of patients but not limited to: critically ill patients who require life support for organ failure, intensive monitoring, and therapies only provided in the critical care environment such as: acute respiratory failure requiring mechanical ventilation or high level noninvasive positive pressure ventilation, continuous renal replacement therapies, invasive hemodynamic monitoring to direct aggressive hemodynamic interventions, patients in vasopressor dependent shock with hemodynamic instability, severe metabolic disturbances, in severe DKA, drug ingestion and drug overdose requiring frequent neurologic, pulmonary or cardiac monitoring, GI bleeding with hypotension unresponsive to fluid therapy, ETOH withdrawal needing close pulmonary and or cardiac monitoring, and other situations requiring critical care. As the patients become more stable, their level of care will transition to a PCU level of care while remaining on the 4th floor. This department is the current designated COVID care unit for all levels of care.

Census	0700-1900			1900-0700		
	CN	RN	CNA	CN	RN	CNA
24	1	12	3	1	12	3
23	1	12	3	1	12	3
22	1	11	3	1	11	3
21	1	11	3	1	11	3
20	1	10	2	1	10	2
19	1	10	2	1	10	2
18	1	9	2	1	9	2
17	1	9	2	1	9	2
16	1	8	2	1	8	2
15	1	8	2	1	8	2
14	1	7	2	1	7	2
13	1	7	2	1	7	2
12	1	6	2	1	6	2
11	1	6	2	1	6	2
10	1	5	1	1	5	1
9	1	5	1	1	5	1
8	1	4	1	1	4	1
7	1	4	1	1	4	1
6	1	3	1	1	3	1
5	1	3	1	1	3	1
4	1	2	1	1	2	1
3	1	2	1	1	2	1
2	1	2	1	1	2	1
1	1	2	1	1	2	1

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit E – 5 Cardiovascular Critical Care

Projected Pt. Census	Charge Nurse	RN	CNA / HUC (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
22	1 for every 12 hours/ 07-1930, 1900-0730	11 RN 07-1930 11 RN 1900-0730	3 CNA 07-1930 3 CNA 1900-0730	NA (Using Care Assistants)	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy

Cardiovascular specialty adult intensive care unit (CVICU). Patient population include but are not limited to: out-of-hospital cardiopulmonary arrest, post cardiothoracic surgery, Percutaneous Coronary Intervention, and Transcatheter Aortic Valve Replacement. Routine interventions include advanced hemodynamic monitoring, induced hypothermia therapy, procedural sedation, invasive mechanical ventilation, continuous renal replacement therapy, titration of vasoactive medications, post cardiac surgery care, close monitoring of septic shock and coronary arrest, intra-aortic balloon pump therapy. The CVICU will provide both PCU and ICU level of care.

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

		# of Patients																								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
		Productivity %																								
Rec'd 10-19-20	5th FI CV CCU	CHG	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
	7am	RN	2	2	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	10	10	11	11	12	12
		CNA	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	3	3	3	3
	5th FI CV CCU	CHG	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	7pm	RN	2	2	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	10	10	11	11	12	12
		CNA	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	3	3	3

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Exhibit F – 6 PCU

Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
28.5	1 for every 12 hours/ 07-1930, 1900-0730	9 RN 07-1930 7 RN 1900-0730 1 RN resource 1100-2300	4 CNA 07-1930 4 CNA 19-0730	1 HUC 07-1930	Physical Therapy Occupational Therapy Social Work RN Case Manager Respiratory Therapy

The 6th floor is a Critical Care department which consists of both PCU and Medical level of care patients. Patient population includes, but not is limited to: Stroke, TIA, NSTEMI, STEMI, pre/post PCI, pacemaker insertion, Afib/flutter, CAPD, DKA, GI bleed, Telemetry, Respiratory, Renal, Vascular, post-op

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

PCU 6 Grid									
Census	Day Shift					Night Shift			
	CN	Res/Break	RN	CNA	HUC	CN	Res/Break	RN	CNA
1	-	-	2	-	-	-	-	2	-
2	-	-	2	-	-	-	-	2	-
3	-	-	2	-	-	-	-	2	-
4	-	-	2	-	-	-	-	2	-
5	-	-	2	-	-	-	-	2	-
6	1	-	2	-	-	-	-	2	-
7	1	-	3	-	-	1	-	2	-
8	1	-	2	-	-	1	-	2	-
9	1	-	3	-	-	1	-	2	1
10	1	-	3	1	-	1	-	2	1
11	1	-	3	1	-	1	-	3	1
12	1	-	4	1	-	1	-	3	1
13	1	-	4	2	1	1	-	3	1
14	1	-	4	2	1	1	-	3	2
15	1	-	5	2	1	1	-	3	2
16	1	-	5	2	1	1	-	4	2
17	1	-	5	2	1	1	-	4	2
18	1	-	6	2	1	1	-	4	2
19	1	-	6	2	1	1	-	4	2
20	1	-	6	2	1	1	-	4	2
21	1	-	7	2	1	1	-	5	2
22	1	-	7	2	1	1	-	5	2
23	1	-	7	2	1	1	-	5	2
24	1	-	8	3	1	1	-	6	2
25	1	-	8	3	1	1	-	6	3
26	1	0.7	8	3	1	1	0.3	6	3
27	1	0.7	9	3	1	1	0.3	7	3
28	1	0.7	9	3	1	1	0.3	7	3
29	1	0.7	9	4	1	1	0.3	7	4
30	1	0.7	10	4	1	1	0.3	8	4
31	1	0.7	10	4	1	1	0.3	8	4
32	1	0.7	10	4	1	1	0.3	8	4

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit G –7 Oncology Medical/Surgical Unit (updated 11.18.21)

Projected Pt. Census	Charge Nurse	RN	CNA/Techs /LPN (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
29	1 for every 12 hours 0700-1930, 1900-0730	8 RN for 0700-1930 8 RN for 1900-0730	4 CNA 0700-1930 4 CNA for 1900-0730	1 HUC 0700-1930	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy

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

Date updated	FY Budget Non-Prod :	12%	
Fiscal Year	FY Budget Target	11.65	Percent Patient Mix
	CY Actual ADC	29.00	% 1:1
Cost Center Name/Number	Bud FY Budget ADC	27.00	% 1:2
		32.00	% 1:3
			75% % 1:4
	Guide Prod Hrs/PPD	11.63	25% % 1:5
	BALANCED		% 1:6

LABOR NEEDS AT EACH CENSUS, AVERAGE RATIO MIX

Census	Day Shift				Night Shift						
	Charge RN	RN	CNA AID ORDERLY	HUC CLERICAL	Charge RN	RN	CNA AID ORDERLY	MT CLERICAL	Clerk CLERICAL	Other OTHER	
1	1.00	2.00	1.00		1.00	2.00	1.00				
2	1.00	2.00	1.00		1.00	2.00	1.00				
3	1.00	2.00	1.00		1.00	2.00	1.00				
4	1.00	2.00	1.00		1.00	2.00	1.00				
5	1.00	2.00	1.00		1.00	2.00	1.00				
6	1.00	2.00	1.00		1.00	2.00	1.00				
7	1.00	2.00	1.00		1.00	2.00	1.00				
8	1.00	2.00	1.00		1.00	2.00	1.00				
9	1.00	3.00	1.00		1.00	3.00	1.00				
10	1.00	3.00	1.00		1.00	3.00	1.00				
11	1.00	3.00	2.00		1.00	3.00	2.00				
12	1.00	3.00	2.00		1.00	3.00	2.00				
13	1.00	3.00	2.00		1.00	3.00	2.00				
14	1.00	4.00	2.00		1.00	4.00	2.00				
15	1.00	4.00	2.00	1.00	1.00	4.00	2.00				
16	1.00	4.00	2.00	1.00	1.00	4.00	2.00				
17	1.00	4.00	2.00	1.00	1.00	4.00	2.00				
18	1.00	5.00	2.00	1.00	1.00	5.00	2.00				
19	1.00	5.00	3.00	1.00	1.00	5.00	2.00				
20	1.00	5.00	3.00	1.00	1.00	5.00	2.00				
21	1.00	5.00	3.00	1.00	1.00	5.00	3.00				
22	1.00	6.00	3.00	1.00	1.00	6.00	3.00				
23	1.00	6.00	3.00	1.00	1.00	6.00	3.00				
24	1.00	6.00	3.00	1.00	1.00	6.00	3.00				
25	1.00	6.00	3.00	1.00	1.00	6.00	3.00				
26	1.00	7.00	3.00	1.00	1.00	7.00	3.00				
27	1.00	7.00	4.00	1.00	1.00	7.00	4.00				
28	1.00	7.00	4.00	1.00	1.00	7.00	4.00				
29	1.00	7.00	4.00	1.00	1.00	7.00	4.00				
30	1.00	8.00	4.00	1.00	1.00	8.00	4.00				
31	1.00	8.00	5.00	1.00	1.00	8.00	4.00				
32	1.00	8.00	5.00	1.00	1.00	8.00	4.00				

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit H –8 General Medical Surgical Unit (updated 11.18.21)					
Projected Pt. Census	Charge Nurse	RN	CNA/Techs /LPN (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
28	1 for every 12 hours 0600-1830, 1800-0630	7 RN for 0700-1930 6 RN for 1900-0730 Cross shift RN 0900-2130 (Monday-Friday)	4 CNAs for every 12 hours/ 0700-1930, 1900-0730. Cross shift C.N.A 0900-2130 (Monday-Friday)	1 Health Unit Coordinator 12 hours daily	Physical Therapy Occupational Therapy Social Work RN Care Manager Respiratory Therapy

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

Census	0700-1930						1900-0700		
	CHARGE RN	RN	CROSS RN 0900-2130	CNA	CROSS CNA 1100-2330	HUC	CHARGE RN	RN	CNA
32	1	7	1	4	1	1	1	7	4
31	1	7	1	4	1	1	1	7	3
30	1	6	1	4	1	1	1	6	3
29	1	6	1	4	1	1	1	6	3
28	1	6	1	4	1	1	1	6	3
27	1	6	1	3		1	1	6	3
26	1	6	1	3		1	1	6	3
25	1	5	1	3		1	1	5	3
24	1	5	1	3		1	1	5	3
23	1	5	1	3		1	1	5	2
22	1	5		3		1	1	5	2
21	1	5		3			1	5	2
20	1	4		3			1	4	2
19	1	4		2			1	4	2
18		4		2				4	2
17		4		2				4	2
16		4		2				4	2
15		3		1				3	1
14		3		1				3	1
13		3		1				3	1
12		3						3	
11		3						3	
10		2						2	
9		2						2	
8		2						2	
7		2						2	
6		2						2	
5		2						2	
4		2						2	
3		2						2	
2		2						2	
1		2						2	

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Exhibit I - Family Birth Center					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
18	1 for every 12 hours/ 07-1930, 1900-0730 and 1 resource nurse for the Special Care Nursery	RNs = Budgeted FTE's to cover and flex per census/acuity; 14 on nights and 15 on dayshift (core staffing; charge, triage and 12 RN's) Monday through Friday there is an additional 12 hour shift for procedural support from 0400-1630 to help with the busiest times of scheduled events.	24 hours a day, 7 days a week there is one HUC/CNA for the Family Birthing Center	24 hours a day, 7 days a week there is one HUC/CNA for the Family Brith Center -24 hours a day, 7 days a week there is one surgical tech scheduled.	Social Work RN Care Manager Respiratory Therapy Lactation specialist
		12 hour shifts 24/7 1 RN call for emergency cases			
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Exhibit J - Medical Imaging					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
Average Daily census 9 patients	1 Lead RN 0630-1600	3 RN Monday through Friday 0630-1600 1 RN Sat 08-1630	NA	NA	Respiratory Therapy
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Exhibit K - Heart and Vascular Center					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
19 procedures a day	1 Leads daily	6-8 RN staggered shifts to cover procedure schedule	1/CNA/HUC		Respiratory Therapy
Hourly staffing determined based on acuity of patients. Radial Lounge and post procedural 1:3 Procedural 1:1					
*Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up or down based on patient factors and skill-mix of hospital staff.					
Day Shift (0500-20:30)					
Census	Lead	HVC RNs	Techs	HVCU RNs	
> 12 OP: GOAL	1	6	10	5 (+2 @12)	
Current Staffing	1	4	9	4 (+2 @12)	
STEMI	N/A	1	2	0	
CEDO TO:	0	2 *1	4 *2	2 *0	
Evening Shift (After 16:30)					
Census	Lead	HVC RNs	Techs	HVCU RNs	
> 12 OP Goal staff	0	2 on call	4 on call	3 (1 lead)	
Normal Staffing	0	1-2 doing late cases	2-4 on late cases	2* decreased here- CEDO eve/Mid shift	
STEMI	0	1	2	0	
CEDO to	0	On call	On call	0 if no patients in unit	
Insert Night/Weekend Shift staffing Grid					
Census	Lead	HVC RNs	Techs	HVCU RNs	
Normal Staffing	0	2 (1 per team)	4 (2 per team)	ZERO	
STEMI	0	1	2	0	
Vascular Emergency Team	0	1	2	0	
Hvbrid	0	0	2	0	

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Exhibit L - PACU

Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
Budget Metric: Hours/ UOS: Budget: 2.5485	2 05-1730	See below chart	See below chart	See below chart	Respiratory Therapy
Average Ambulatory Surgery Prep/Recovery Visits: Budget: 860 Actual: 1000					

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Daily Staffing				
active ORs	Preop	PACU	Charge RN	HUC/NA C
7 OR's	6	9	2	1
8 OR's	7	10	2	1
9 OR's	8	11	2	1
Call Staffing				
Weekday	1700-0800	Preop	1 RN	
	2100-0800	PACU	2 RN	
Weekend	0600-1800	Preop	2 RN	
	0600-1800	PACU	2 RN	
	1800-0600	Preop	1 RN	
	1800-0600	PACU	2 RN	

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Exhibit M - Perioperative					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
Average Case Hours/PPD Actual: 496	Charge RN = 4 hours depend on cases	Total of 22 FTEs schedule depends on case load.	Surgical techs = 16 FTE schedule depends on case load	N/A	
Budget Metric: Worked hours/OR Case Hours Budget: 7.1110		<p>Core Staffing is matched to Surgeon Blocks and Add-on Averages.</p> <p>CV and Robotic ORs: 2 RNs, 1 ST/RN, 0.5 LPN</p> <p>All other ORs: 1 RN, 1 ST/RN and 0.25 LPN</p> <p>0630-1500 Monday and Friday: 3 CV, 2 Robotic, 6 General ORs 18 RN, 1 CN, 13 ST, 4 LPN</p> <p>0630-1500 Tues, Wed and Thurs: 4 CV, 2 Robotic, 7 General ORs 21 RN, 1 CN, 13 ST 4 LPN</p> <p>1500-1900 Monday-Friday 1 CV, 1 Robotic and 2 General ORs 6 RN, 4 ST, 1 LPN</p> <p>Call Teams 1900-0630 and Sat/Sun/Holidays: CV, General- 2 teams 4 RN, 2 ST, 1 LPN</p>			
		<p>CN is responsible for flexing staff to meet patient volume.</p> <p>Every OR case needs a minimum of one RN and one ST/RN. No cases can be done unless this minimum staffing is available.</p> <p>When all the cases in an OR are completed the team is allowed to flex home</p> <p>AORN requires one RN per OR patient minimum.</p>			
<p>*Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up or down based on patient factors and skill-mix of hospital staff. N/A</p>					

St. Michael Medical Center Nurse Staffing Plan 2022

Exhibit N - Orthopedic Preoperative					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
16	1 Charge 8 hours	Minimum staffing per OR room: 1 RN or 2 RN and 2 Techs depending on case	1 Tech Or 2 techs depending on case	N/A23	
		Each additional room then requires extra ancillary staff and support for the desk			
<p><u>*Matrices are developed as a guide for shift-by-shift unit-based staffing decisions and are adjusted up or down based on patient factors and skill-mix of hospital staff. N/A</u></p>					

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Exhibit O - Orthopedic Pre-Admit, PACU, PreOp					
Projected Pt. Census	Charge Nurse	RN	CNA / Techs (as applicable)	Health Unit Coordinator (as applicable)	Additional Support Staff/Other (as applicable)
23	1 charge daily for 8 hour shift	Please see chart below	See chart below	See chart below	

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

Daily Staffing					
Active OR rooms	Pre-op	PACU	CNA/HUC LPN		Total staff
1 OR	1	1			2
2 OR	2	2	1	1	6
3 OR	3	3	1	1	8
4 OR	4	4	1	1	10
5 OR	5	5	1	1	12
					4
Pre-Admit clinic	2 RN's		2 HUC/MA		Pre Admit minimum staffing is 1 RN 1 HUC

Week day Call	2				
Week end	2				
Week end call using Silverdale RN as the Second.	1				