

# COVER PAGE

The following is the comprehensive hospital staffing  
plan for \_\_\_\_\_ submitted to  
the Washington State Department of Health in  
accordance with [Revised Code of Washington](#)  
[70.41.420](#) for the year \_\_\_\_\_ .

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# Hospital Staffing Form

## Attestation

Date:

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

As approved by:

## Hospital Information

Name of Hospital:		
Hospital License #:		
Hospital Street Address:		
City/Town:	State:	Zip code:
Is this hospital license affiliated with more than one location?		Yes      No
If "Yes" was selected, please provide the location name and address		
Review Type:	Annual	Review Date:
	Update	Next Review Date:
Effective Date:		
Date Approved:		

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

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

Description:

Terms of applicable collective bargaining agreement

Description:

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

Description:

Hospital finances and resources

Description:

Other

Description:

## Signature

CEO & Co-chairs Name:	Signature:	Date:

Total Votes	
# of Approvals	# of Denials

Access unit staffing matrices here.

*This area is intentionally left blank*

## Signature

CEO & Co-chairs Name:	Signature:	Date:
Shane McGuire, CEO	<i>Shane McGuire</i>	6/19/2024
Stephanie Carpenter, COO	<i>Stephanie Carpenter</i>	6/19/2024
Gretchen Eslick, DNS	<i>Gretchen Eslick</i>	6/19/2024
Matt Minor, CFO	<i>Matt Minor</i>	6/19/2024

Total Votes	
# of Approvals	# of Denials
3- Frontline Staff	0
3- Admin	
1- CEO	



Shane McGuire, CEO  
Columbia County Health System  
1012 S. 3<sup>rd</sup> St.  
Dayton, WA 99328

September 23<sup>rd</sup>, 2024

Hospital Staffing Committee

I attended our Hospital Staffing Committee Meeting on June 19<sup>th</sup>, 2024, where the staffing plan was presented, reviewed and accepted as presented with no changes.

We have tracked several metrics with regards to nurse staffing and we wanted to report the following:

- Average tenure for our nurses is 7.25 years
- Our 1-year nurse retention rate is 81.9% (2021 – 2024)
- We have hired 10 nurses over the last 12-months
- We currently have 3 nursing staff on FMLA or PFMLA down from a higher number
- As of August, there were 48 shifts covered by agency nurses. This is slightly up from February– July 2024 where agency was covering less than 25 shifts per month.
- Review of Hospital Staffing Committee Sensitive quality indicator report shows the most often missed metric is “Shift Short Staff”. Most often, this is caused by a call-off versus not having enough nurses scheduled for the shift. It is difficult to get last minute coverage when scheduled staff call off right before their shift starts.
- There are challenges with some ancillary departments ability to staff on-call hours. Issues are mostly related to Respiratory Therapy.

Following the June 2024 committee vote to accept the staffing plan, we discussed the communications between the committee and leadership. Staff reported

- The staffing committee felt heard throughout the process.
- All committee members were satisfied that the staffing plan meet expectations.
- The Staffing Committee felt that the plan was realistic, achievable, and met the needs of the patients and staff members.
- There is a process to address issues that may come up in the implementation of the plan so that adjustments can be made.

I feel confident that the Committee produced a thoughtful and thorough plan that will serve our rural health system well during times of normal operation.

Sincerely,

A handwritten signature in black ink that reads 'Shane A McGuire'.

Shane A. McGuire



DOH 346-154

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## Patient Volume-based Staffing Matrix Formula Template

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

Unit/ Clinic Name:		Dayton General Hospital									
Unit/ Clinic Type:		Acute Care									
Unit/ Clinic Address:		1012 S. 3rd St. Dayton, WA. 99328									
Average Daily Census:		8.5				Maximum # of Beds:			25		
Effective as of:		Feb-24									
Census											
Census	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's	Min # of RN HPUS	Min # of LPN HPUS	Min # of CNA HPUS	Min # of UAP HPUS	Total Minimum Direct Pt. Care HPUS (hours per unit of service)
8	Days 7a-7p	12	3	0	2	1	4.50	0.00	3.00	1.50	
	Night (7pm-7am)	12	3	0	2	0	4.50	0.00	3.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	

		0	0	0	0	0	0.00	0.00	0.00	0.00	16.50
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
7	Days 7a-7p	12	3	0	2	1	5.14	0.00	3.43	1.71	18.86
	Night (7pm-7am)	12	3	0	2	0	5.14	0.00	3.43	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
6	Days 7a-7p	12	2	0	1	1	4.00	0.00	2.00	2.00	14.00
	Night (7pm-7am)	12	2	0	1	0	4.00	0.00	2.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
5	Days 7a-7p	12	2	0	1	1	4.80	0.00	2.40	2.40	
	Night (7pm-7am)	12	2	0	1	0	4.80	0.00	2.40	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	

		0	0	0	0	0	0.00	0.00	0.00	0.00	16.80
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
4	Days 7a-7p	12	2	0	1	1	6.00	0.00	3.00	3.00	21.00
	Night (7pm-7am)	12	2	0	1	0	6.00	0.00	3.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
3	Days 7a-7p	12	2	0	1	1	8.00	0.00	4.00	4.00	28.00
	Night (7pm-7am)	12	2	0	1	0	8.00	0.00	4.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
2	Days 7a-7p	12	2	0	1	1	12.00	0.00	6.00	6.00	
	Night (7pm-7am)	12	2	0	1	0	12.00	0.00	6.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	





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## Fixed Staffing Matrix

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

Unit/ Clinic Name:	Dayton General Hospital ED					
Unit/ Clinic Type:	Emergency Department					
Unit/ Clinic Address:	1012 S. 3rd Street Dayton, WA. 99328					
Effective as of:	2/12/2024					
Day of the week						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday	Days (7am-7pm)	12	1	0	0	0
	Nights (7pm-7am)	12	1	0	0	0

[illegible]





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Acute Care

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## Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Case Manager, RN	Monday-Friday			As needed
Health Unit Coordinator	Monday-Friday			
Speech Therapy	Monday-Friday			
Staffing Coordinator	Monday-Friday			As Needed
Director of Nursing	Monday-Friday			As Needed
Assistant Director of Nursing	Monday-Friday			As Needed
Respiratory Therapy	Monday-Friday	on-call	on-call	On-call
Occupational Therapy	Monday-Friday			
Physical Therapy	Monday-Friday			
Wound Care	As needed			
Clinical educator	As needed			
Nurse Techs	As needed			
Rad Tech	Monday-Friday	on-call	on-call	on-call
Lab Tech	Monday-Friday	on-call	on-call	on-call

## Unit Information

### Factors Considered in the Development of the Unit Staffing Plan (Check all that apply):

- ☒ Activity such as patient admissions, discharges, and transfers

Description:

Additional care team members will come in after hours and on weekends depending on census to assist with admissions, discharges, and transfers of patients as needed.

- ☒ Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

Additional care team members may be called in for high acuity levels, such as 1:1 patients in the ED that might be boarded related to lack of beds at higher level of care hospitals; and transfer of ALS patients via ambulance etc.

☒ Skill mix

Description:

Additional care team members may be called in or scheduled depending on nursing skill mix.

☒ Level of experience of nursing and patient care staff

Description:

Additional care team members may be called in or scheduled depending on nursing skill mix

☒ Need for specialized or intensive equipment

Description:

Additional care team members may be called in for patients needing specialized equipment such as a Bi-pap, ventilator, 1:1 medication and /or blood administration.

- ☒ Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Additional care team members may be called in if in-patient or ED census is high, or direct observation of a patient is needed.

- ☒ Other

Description:

Additional care team members may be called in if there is no Lead RN available/scheduled, no registration staff on nights and weekends, outpatient procedures, 1 to 1 safety concerns, if ED acuity is high the Lead RN may help; ALS transports via ambulance, traumas, mass casualties, emergency events such as weather related, multiple MVA's, Hazmat, etc.



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Emergency Department

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Physical Therapy	Monday-Friday			
Wound Care	As needed			
Clinical educator	As needed			
Nurse Techs	As needed			
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