

COVER PAGE

The following is the comprehensive hospital staffing plan for Klickitat Valley Health, Public Hospital District # 1 submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420 for the year 2025 .

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Hospital Staffing Form

Attestation

Date: 1/24/25

I, the undersigned with responsibility for Klickitat Valley Health, Public Hospital District #1, attest that the attached hospital staffing plan and matrix are in accordance with RCW 70.41.420 for 2025, and includes all units covered under our hospital license under RCW 70.41.

As approved by: Jonathan Hatfield, CEO

Hospital Information

Name of Hospital: Klickitat Valley Health, Public Hospital District #1		
Hospital License #: 202000768		
Hospital Street Address: 310 S. Roosevelt Ave.		
City/Town: Goldendale	State: WA	Zip code: 98620
Is this hospital license affiliated with more than one location?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If "Yes" was selected, please provide the location name and address		
Review Type:	<input checked="" type="checkbox"/> Annual	Review Date: 7/30/24
	<input type="checkbox"/> Update	Next Review Date: 5/27/25
Effective Date: 1/1/25		
Date Approved: 7/30/24		

Hospital Information Continued (Optional)

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

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

Description:
KVH's staffing plan follows guidelines from professional organizations such as AMSN, ENA, and AORN. These organizations emphasize staffing based on patient acuity, nurse competency, and facility-specific needs rather than fixed ratios. ENA provides tools to calculate emergency department staffing, while AORN focuses on perioperative staffing based on procedural complexity. The plan integrates these evidence-based guidelines to ensure safe, efficient, and adaptable staffing.

☒ Terms of applicable collective bargaining agreement

Description:
KVH's staffing plan incorporates provisions from the collective bargaining agreement (CBA), which considers factors such as patient acuity, staff skill mix, and unit layout. The Hospital Staffing Committee, with bargaining unit member representation, develops the plan and reviews it semiannually to ensure compliance with evidence-based standards and legal requirements. The hospital must publicly post the staffing plan and protect staff from retaliation for raising concerns. These measures ensure transparency, compliance, and safe staffing practices.

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

Description:
Washington State's 2024 meal and rest break legislation requires hospitals to provide uninterrupted breaks for direct patient care staff and report compliance quarterly. KVH's staffing plan ensures adequate coverage to meet these requirements while maintaining patient care. The plan also aligns with federal and state laws regulating overtime and limiting mandatory overtime to critical situations. These legal factors shape staffing strategies to balance compliance, staff well-being, and operational efficiency.

☒ Hospital finances and resources

Description:
KVH's staffing plan addresses financial limitations and workforce shortages in rural Eastern Washington by balancing quality care with cost efficiency. Challenges in recruiting and retaining staff are managed through strategies like flexible scheduling, cross-training, and community partnerships to build a local talent pipeline. The plan focuses on optimizing available resources while ensuring regulatory compliance and enhancing retention through professional development. These efforts support sustainable, high-quality healthcare services despite financial and workforce constraints.

☐ Other

Description:

Signature

CEO & Co-chairs Name:	Signature:	Date:
Jonathan Hatfield	<div>DocuSigned by: <i>Jonathan Hatfield</i> C87C810A15E843E...</div>	1/25/2025
Erin wooley	<div><div>Signed by: <i>Erin Wooley</i> 09192E937D664AC...</div></div>	1/24/2025
Jenny wilkins	<div>Signed by: <i>Jenny Wilkins</i> 49E5965C10A14B6...</div>	1/24/2025

Total Votes	
# of Approvals	# of Denials
4	0

The Hospital Staffing Committee voted unanimously to approve the semi-annual review of KVH’s Staffing Plan. The approved revisions reflect a few minor updates, including:

- *Adding the review date of 5/27/25 to page 2
- *Updating the unit matrices in Perioperative Services to remove duplicate day-of-the-week listings; each entry now includes day-of-week, shift type, and shift hours
- *Adding language in the Emergency Department matrix to clarify the unit/clinic type
- *Updating leadership structure in the ED and Med-Surg units, which are now managed by two dyad nurse leaders who work alternating seven-on, seven-off schedules (80 hours per pay period) to provide consistent support across both departments.

DocuSigned by:
Erin Wooley
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Chief Clinical Officer | Hospital Staffing Committee Co-Chair

Access unit staffing matrices here.

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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:	Perioperative Services					
Unit/ Clinic Type:	Pre-op, Post-op, Intra-op, Surgery Clinic					
Unit/ Clinic Address:	310 S. Roosevelt St., Goldendale, WA 98620					
Effective as of:	01/01/25					
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	0700-1700	10	2	0	0	1
Tuesday	0700-1700	10	2	0	0	1
Wednesday	0700-1700	10	2	0	0	1
	0700-1700	10	2	0	0	1



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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
UM/UR RN Coordinator	M-Th 0800-1530			
Outpatient Infusion RN	M-Th 0800-1530			
Periop Director	40 hours/week	X	X	X
Hospitalist	X	X	X	X
ED Provider	X	X	X	X
Surgeon/s	M- Th 0800-1700			
Surgical Tehnologist	M-Th 0700-1700			
Medical Assistant/s	M-Th 0800-1700			
Scheduler	M-F 0800-1700			
Physical Therapists	M-F 0800-1700			
Occupational Therapist	M-F 0800-1700			
Certified Nurse Assistant/ED Technician	X	X	X	X
Certified Nurse Anesthetist	X	X	X	X
Phlebotomist	X	X	X	X
Laboratory Technician	X	X	X	X
Diagnostic Imaging Technician	X	X	X	X
Patient Access Specialist	X	X		X

Unit Information

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

Activity such as patient admissions, discharges, and transfers

Description: Patient admissions, discharges, and transfers were key factors in the Perioperative Services staffing plan at Klickitat Valley Health. The plan was designed to handle fluctuations in surgical volumes, ensuring adequate coverage during peak times and efficient management of preoperative and postoperative processes. This approach helps maintain high standards of patient care, reduces delays, and ensures that staff are adequately supported during busy periods, leading to better patient outcomes and operational efficiency.

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

Description: In developing the Perioperative Services staffing plan at Klickitat Valley Health, the acuity level and intensity of care needs were critical considerations. The plan ensures that patients requiring complex or intensive surgical procedures receive more specialized nurse attention and skills. This approach guarantees that all patients receive appropriate and timely care according to their specific needs, allowing for flexibility in staffing to meet varying care demands effectively.

Skill mix

Description: The skill mix is a vital element in the Perioperative Services staffing plan at Klickitat Valley Health. The plan evaluates the qualifications, experience, and competencies of the nursing and surgical staff to ensure an optimal blend of skills to meet patient needs. By incorporating a mix of experienced perioperative nurses, surgical technologists, and support staff, we provide comprehensive care. This mix ensures efficient, high-quality care delivery and supports staff in performing their roles effectively.

Level of experience of nursing and patient care staff

Description: At Klickitat Valley Health, the level of experience of nursing and patient care staff is a key consideration in the Perioperative Services staffing plan. We ensure a balanced mix of seasoned nurses with extensive perioperative experience and newer staff who bring fresh perspectives and recent training. Experienced perioperative nurses mentor less experienced nurses and surgical technologists, fostering a collaborative environment. This blend of experience levels helps maintain high standards of patient care, promotes professional development, and ensures that all staff are well-supported to handle various surgical care situations.

Need for specialized or intensive equipment

Description: In the Perioperative Services at Klickitat Valley Health, the need for specialized or intensive care equipment is a critical factor in the staffing plan. We ensure that staff are trained and proficient in using advanced surgical and monitoring equipment required for patient care. The plan includes allocating experienced nurses and surgical technologists who are familiar with the operation and maintenance of such equipment. Additionally, staffing levels are adjusted to provide adequate support for equipment-intensive procedures, ensuring patient safety and effective care delivery at all times.

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

Description: The architecture and geography of the Perioperative Services unit at Klickitat Valley Health significantly influence the staffing plan. The layout, including the placement of operating rooms, recovery areas, nursing stations, and equipment storage, impacts the efficiency and effectiveness of care delivery. Staff are allocated to ensure optimal coverage across the unit, with consideration for the distance between key areas to minimize response times. Nursing stations are strategically positioned to allow for close monitoring of patients, and additional staff may be assigned to high-traffic or critical areas to ensure prompt and effective patient care. This thoughtful allocation enhances workflow, supports timely care interventions, and maintains high standards of patient safety and satisfaction.

Other

Description:

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[illegible]

[illegible]



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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
UM/UR RN Coordinator	M-Th 0800-1530			
Outpatient Infusion RN	M-Th 0800-1530			
ED - Med/Surg Manager	80 hours/week	X	X	X
Hospitalist	24/7	X	X	X
ED Provider	X	X	X	X
Physical Therapists	0800-1700			
Occupational Therapist	0800-1700			
Certified Nurse Assistant/ED Technician	X	X	X	X
Certified Nurse Anesthetist	X	X	X	X
Phlebotomist	X	X	X	X
Laboratory Technician	X	X	X	X
Diagnostic Imaging Technician	X	X	X	X
Patient Access Specialist	X	X		X
Respiratory Therapist	M-W 0800-1600			

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: Patient admissions, discharges, and transfers were key factors in the Emergency Department's staffing plan at Klickitat Valley Health. The plan was designed to handle fluctuations in patient volume, ensuring adequate coverage during peak times and efficient management of discharges and transfers. This approach helps maintain high standards of patient care, reduces wait times, and ensures that staff are adequately supported during busy periods, leading to better patient outcomes and operational efficiency.

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

Description: In developing the Emergency Department staffing plan at Klickitat Valley Health, the acuity level and intensity of care needs were critical considerations. The plan ensures that higher acuity patients and those requiring intensive care receive more nurse attention and specialized skills. This approach guarantees that all patients receive appropriate and timely care according to their specific needs, allowing for flexibility in staffing to meet varying care demands effectively.

Skill mix

Description: The skill mix is a vital element in the Emergency Department's staffing plan at Klickitat Valley Health. The plan evaluates the qualifications, experience, and competencies of the nursing staff to ensure an optimal blend of skills to meet patient needs. By incorporating a mix of registered nurses (RNs), licensed practical nurses (LPNs), and certified nursing assistants (CNAs), we provide comprehensive care. This mix ensures efficient, high-quality care delivery and supports staff in performing their roles effectively.

Level of experience of nursing and patient care staff

Description: At Klickitat Valley Health, the level of experience of nursing and patient care staff is a key consideration in the Emergency Department's staffing plan. We ensure a balanced mix of seasoned nurses with extensive clinical experience and newer staff who bring fresh perspectives and recent training. Experienced RNs mentor less experienced nurses and CNAs, fostering a collaborative environment. This blend of experience levels helps maintain high standards of patient care, promotes professional development, and ensures that all staff are well-supported to handle various patient care situations.

Need for specialized or intensive equipment

Description: In the Emergency Department at Klickitat Valley Health, the need for specialized or intensive care equipment is a critical factor in the staffing plan. We ensure that staff are trained and proficient in using advanced medical equipment required for patient care. The plan includes allocating experienced nurses and technicians who are familiar with the operation and maintenance of such equipment. Additionally, staffing levels are adjusted to provide adequate support for equipment-intensive procedures, ensuring patient safety and effective care delivery at all times.

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

Description: The architecture and geography of the Emergency Department at Klickitat Valley Health significantly influence the staffing plan. The layout, including the placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment storage, impacts the efficiency and effectiveness of care delivery. Staff are allocated to ensure optimal coverage across the unit, with consideration for the distance between key areas to minimize response times. Nursing stations are strategically positioned to allow for close monitoring of patients, and additional staff may be assigned to high-traffic or critical areas to ensure prompt and effective patient care. This thoughtful allocation enhances workflow, supports timely care interventions, and maintains high standards of patient safety and satisfaction.

Other

Description:



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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:		Medical/Surgical									
Unit/ Clinic Type:		Inpatient, Swing Bed, Observation Patient Care									
Unit/ Clinic Address:		310 S. Roosevelt St., Goldendale, WA 98620									
Average Daily Census:		6 (all stay types)					Maximum # of Beds:		17		
Effective as of:		01/01/2025									
Census											
Census	ift 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)
1	7A-7P	12	1	0	0	0	12.00	0.00	0.00	0.00	24.00
	7P-7A	12	1	0	0	0	12.00	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	7A-7P	12	1	0	0	0	6.00	0.00	0.00	0.00	12.00
	7P-7A	12	1	0	0	0	6.00	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	7A-7P	12	1	0	1	0	4.00	0.00	4.00	0.00	16.00
	7P-7A	12	1	0	1	0	4.00	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	
	7A-7P	12	2	0	0	0	6.00	0.00	0.00	0.00	
	7P-7A	12	2	0	0	0	6.00	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	8.00
		0	0	0	0	0	0.00	0.00	0.00	0.00	
10	7A-7P	12	2	0	2	0	2.40	0.00	2.40	0.00	9.60
	7P-7A	12	2	0	2	0	2.40	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	
		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	
11	7A-7P	12	3	0	1	0	3.27	0.00	1.09	0.00	7.64
	7P-7A	12	2	0	1	0	2.18	0.00	1.09	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	
12	7A-7P	12	3	0	1	0	3.00	0.00	1.00	0.00	8.00
	7P-7A	12	3	0	1	0	3.00	0.00	1.00	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	
13	7A-7P	12	3	0	1	0	2.77	0.00	0.92	0.00	7.38
	7P-7A	12	3	0	1	0	2.77	0.00	0.92	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	
14	7A-7P	12	3	0	2	0	2.57	0.00	1.71	0.00	8.57
	7P-7A	12	3	0	2	0	2.57	0.00	1.71	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	
	7A-7P	12	4	0	1	0	3.20	0.00	0.80	0.00	
	7P-7A	12	4	0	1	0	3.20	0.00	0.80	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	



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Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
UM/UR RN Coordinator	M-Th 0800-1530			
Outpatient Infusion RN	M-Th 0800-1530			
ED - Med/Surg Manager	80 hours/week	X	X	X
Hospitalist	24/7	X	X	X
ED Provider	X	X	X	X
Physical Therapists	M-F 0800-1700			
Occupational Therapist	M-F 0800-1700			
Certified Nurse Assistant/ED Technician	X	X	X	X
Certified Nurse Anesthetist	X	X	X	X
Phlebotomist	X	X	X	X
Laboratory Technician	X	X	X	X
Diagnostic Imaging Technician	X	X	X	X
Patient Access Specialist	X	X		X
Pharmacist	M-F 0800-1700			
Respiratory Therapist	M-W 0800-1600			

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

Activity such as patient admissions, discharges, and transfers

Description: In developing the Med/Surg unit staffing plan at Klickitat Valley Health, patient admissions, discharges, and transfers were key considerations. The staffing plan was designed to accommodate fluctuations in patient volume, ensuring sufficient coverage during peak admission times and efficient management of discharges and transfers. This approach helps maintain a high standard of patient care, reduces wait times, and ensures that staff are adequately supported during busy periods, ultimately contributing to better patient outcomes and operational efficiency.

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

Description: In developing the Med/Surg unit staffing plan at Klickitat Valley Health, the acuity level and intensity of care needs of patients were thoroughly considered. The plan ensures that higher acuity patients and those requiring intensive care receive more nurse attention and specialized skills. This approach guarantees that all patients receive appropriate and timely care according to their specific needs, allowing for flexibility in staffing to meet varying care demands effectively.

Skill mix

Description: In developing the Med/Surg unit staffing plan at Klickitat Valley Health, skill mix is a crucial factor. This involves evaluating the qualifications, experience, and competencies of the nursing staff to ensure an optimal blend of skills to meet patient needs. The plan includes a mix of registered nurses (RNs), licensed practical nurses (LPNs), and certified nursing assistants (CNAs) to provide comprehensive care. By matching staff skills to patient acuity and care requirements, the plan ensures efficient, high-quality care delivery and supports staff in performing their roles effectively.

Level of experience of nursing and patient care staff

Description: At Klickitat Valley Health, the level of experience of nursing and patient care staff is a key consideration in the Med/Surg unit staffing plan. The plan ensures a balanced mix of seasoned nurses with extensive clinical experience and newer staff who bring fresh perspectives and recent training. Experienced RNs mentor less experienced nurses and CNAs, fostering a collaborative environment. This blend of experience levels helps maintain high standards of patient care, promotes professional development, and ensures that all staff are well-supported to handle a variety of patient care situations.

Need for specialized or intensive equipment

Description: In the Med/Surg unit at Klickitat Valley Health, the need for specialized or intensive care equipment is a critical factor in the staffing plan. This involves ensuring that staff are trained and proficient in using advanced medical equipment required for patient care. The plan includes allocating experienced nurses and technicians who are familiar with the operation and maintenance of such equipment. Additionally, staffing levels are adjusted to provide adequate support for equipment-intensive procedures, ensuring patient safety and effective care delivery at all times.

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

Description: At Klickitat Valley Health, the architecture and geography of the Med/Surg unit play a significant role in the staffing plan. The layout, including the placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment storage, impacts the efficiency and effectiveness of care delivery. Staff are allocated to ensure optimal coverage across the unit, with consideration for the distance between key areas to minimize response times. Nursing stations are strategically positioned to allow for close monitoring of patients, and additional staff may be assigned to high-traffic or critical areas to ensure prompt and effective patient care. This thoughtful allocation enhances workflow, supports timely care interventions, and maintains high standards of patient safety and satisfaction.

Other

Description: