

**Harborview Medical  
Center (University of  
Washington)  
Hospital Staffing  
Committee  
Charter  
7/1/2024**

**HARBORVIEW  
MEDICAL CENTER**

**UW Medicine**



**King County**

## Charter Version History

Version	Effective Date	Date Approved	Approved By	Revision Date (If applicable)	Revision Reason (If applicable)
1.0	07/01/2024	06/24/2024	Marne Faber Co-Chair		
1.0	07/01/2024	06/24/2024	Melanie Arciaga Co-Chair		

## Hospital Information

Name of Hospital	Harborview Medical Center (University of Washington)				
Hospital Phone #:	206-744-6313				
Hospital Email:	jchurgai@uw.edu				
<a href="#">Hospital License #:</a>	HAC.FS.00000029				
Hospital Street Address	325 9 <sup>th</sup> Ave				
City/Town:	Seattle	State:	<b>WA</b>	Zip Code:	98104
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					

# 1 Committee Members

## 1.1 A process for electing cochairs and their terms

The Hospital Staffing Committee will be co-chaired by one staff representative, as selected by the staff representatives, and one management representative, as selected by the management representatives. Co-chairs will be selected every two years by the Hospital Staffing Committee. The Management Representative Co-Chair will rotate at the start of every other fiscal year on odd numbered years. Staff Nurse Co-Chair will rotate at the start of every other fiscal year on even numbered years.

### Membership Table

Name	Title	Date Term effective	Term Length	Voting Status
Melanie Arciaga, RN	Clinical Staff Nurse	July 1, 2023	2 years	SEIU Voting Member
Marne Faber, RN	Assistant Administrator	July 1, 2024	2 years	Mgt Voting Member
Samantha Conely, RN	Clinical Staff Nurse	July 1, 2024	1 year	SEIU Voting Member
Erin (Nicole) Welsh, RN	Clinical Staff Nurse	July 1, 2024	1 year	SEIU Voting Member
Sara De Rosier, RN	Clinical Staff Nurse	July 1, 2024	1 year	SEIU Voting Member
Amina Osman, RN	Clinical Staff Nurse	July 1, 2024	1 year	SIEU Voting Member
Kathy Mertens, RN	Assistant Administrator	July 1, 2024	1 year	Mgt Voting Member
Melvin Tam, RN	Assistant Administrator	July 1, 2024	1 year	Mgt Voting Member
Cricket McCleary	Health Services Manager	July 1, 2024	1 year	Mgt Voting Member
Celine England, RN	Clinical Director	July 1, 2024	1 year	Mgt Voting Member
Erin Carrier, RN	Nurse Manager	July 1, 2024	1 year	Mgt Voting Member
Hazel Boniog, RN	Clinical Director	July 1, 2024	1 year	Mgt Voting Member
Kim Tomlinson, RN	Nurse Manager	July 1, 2024	1 year	Mgt Voting Member
Val Andal, RN	Nurse Manager	July 1, 2024	1 year	Mgt Voting Member
Nate Rozeboom, RN	Clinical Director	July 1, 2024	1 year	Mgt Voting Member
Joseph Smeltzer	Finance Director	July 1, 2024	1 year	Mgt Voting Member
Katy Brehe, RN	Clinical Staff Nurse	July 1, 2024	1 year	SEIU Voting Member
Ardina Boll, RN	Clinical Staff Nurse	July 1, 2024	1 year	SEIU Voting Member
Megan McConnell	Patient Care Tech	July 1, 2024	1 year	WFSE Voting Member
Lidia Giusti	Patient Care Tech	July 1, 2024	1 year	WFSE Voting Member
Michelle Gonzalez	Patient Care Tech	July 1, 2024	1 year	WFSE Voting Member
Tirhas Beraki	Patient Care Tech	July 1, 2024	1 year	WFSE Voting Member
Glenn Allan, RN	Program Manager	July 1, 2024	1 year	Mgt Voting Member

## 1.2 Voting members would ideally include the following departments:

- Critical Care
- Acute Care
- Psychiatry
- OR/Procedural
- Float Pool
- Emergency Department
- Ambulatory Clinics
- Nursing Support Programs

### **1.3 Roles, responsibilities, and processes by which the hospital staffing committee functions.**

- Executive Sponsor: Chief Nursing Officer (CNO). The executive sponsor identifies the administrative Co-Chair as their designee/voting member. The executive sponsor will participate when able or as needed by the committee.
- Staff Co-Chair: The HSC is co-chaired by one direct care staff representative and will be selected under the direction of the collective bargaining agreements as guided by the selected HSC staff members.
- Administrative Co-Chair: The HSC is co-chaired by one administrative team member and will be selected by the hospital administration.
- Chief Financial Officer: The UW Medicine CFO identifies the Harborview Medical Center Financial Director Site Leader as their designee/voting member for the Harborview Medical Center HSC.

HSC Co-Chairs are elected for 2 years. Co-Chair duties include, but are not limited to:

- Schedule HSC meetings to optimize attendance. Ensure HSC member notification of accurate meeting dates, times, and locations.
- Provide new HSC member orientation and ongoing training to members.
- Track meeting attendance of members. Ensure adequate quorum for each meeting and address non-attendance.
- Develop the agenda for each meeting with input from the HSC members.
- Maintain complete and accurate committee documentation, including but not limited to minutes, complaint review log, annual staffing plan, staffing plan updates, and actions taken. Comply with meeting documentation and retention consistent with the hospital policy.
- Facilitate review of factors to be considered in the development of the staffing plan.
- Facilitate development and semi-annual review of the Hospital Staffing Plan. Present the staffing plan and any semi-annual adjustments to the CEO.
- Ensure timely submission of the plan to the DOH.
- Organize the review of staffing complaints and ensure adherence to the complaint management process.
- Other duties as determined by the committee

Hospital staffing committee members responsibilities include but are not limited to:

- Attend committee meetings consistently
- Notify the committee co-chairs if unable to attend a meeting.
- For direct care staff, notify their director or supervisor and scheduler of meetings to support coverage.
- Participate actively in committee meetings and committee activities.
- Serve as a committee ambassador to gather input from peers and share with the HSC to inform decisions and assist peers in understand the process for developing staffing plans and reviewing complaints
- Encourage peers to effectively communicate staffing concerns through the process established by the committee to best facilitate collaborative problem solving.

- Routinely participate in the committee sub-groups to move forward the work of the committee.

### **1.3.1 How many members will serve on the committee.**

The Hospital Staffing Committee will consist of 24 members: 8 Registered Nurses (represented by SEIU 1199) currently providing direct patient care, 4 direct patient care support staff (represented by WFSE) and 12 hospital administrator staff per most current contract.

New Member Committee Requirements:

- Staffing committee members will go through a formal committee education/orientation prior to committing to the committee.
- Appointed Staff are encouraged to attend 2 meetings and review the charter prior to committing to the committee.

### **1.3.2 Which patient care staff job classes will be represented on the committee as nonvoting members.**

Non-Voting Contributors: Census and Staffing, staff nurses as needed, SEIU/WFSE representatives, and Labor Relations. These may include but are not limited to ancillary staff, finance staff, facilities management staff, schedulers, and transporters.

### **1.3.3 Processes to ensure adequate quorum and ability of committee members to attend.**

In order to form a quorum, 7 members each from staff and management (14 members total) will be present to ensure there is equal representation. Voting members will be identified at the start of each meeting. Should a particular issue need to be voted upon by the committee, the action must be approved by a majority vote, 50% plus one, of the chosen voting members.

Participation by a hospital employee shall be on scheduled work time and compensated at the appropriate rate of pay. Members shall be relieved of all other work duties during meetings. Staff members of the Hospital Staffing Committee will be paid, and preferably will be scheduled to attend meetings as part of their normal full-time equivalent hours for the majority of the meetings. It is understood that meeting schedules may require that a member attend on his/her scheduled day off. In this case, the staff member may be given equivalent hours off during another scheduled shift. The committee will work with management team members to support adequate staffing to allow committee attendance and to help meet the quorum.

### **1.3.4 Processes for replacing members who do not regularly attend.**

All members are expected to attend at least 80% of the meetings held each year. Committee members' attendance will be reviewed at the

semiannual review. The Co-Chairs will discuss membership with any members falling below 80% attendance and identify challenges and options for attendance collaboratively with the committee member.

If a member needs to be excused, they are to communicate with one of the co- chairs.

It is the expectation of the Hospital Staffing Committee that all members will participate actively, including reading requirement materials in advance of the meeting as assigned, coming prepared to meetings, and engaging in respectful dialogue as professional committee members.

## **2 Committee Purpose/Strategic Objective**

The purpose of this committee is to protect patients, support greater retention of clinical staff, and promote evidenced-based clinical staffing practices by establishing a mechanism whereby direct care staff and hospital management can participate in a joint process regarding decisions about hospital staffing.

### **2.1 Organizational data pertinent to the analysis of hospital staffing including but not limited to:**

- Patient census and census variance trends
- Patient LOS
- Nurse Sensitive Outcome indicator data
- Quality metrics and adverse event data where staffing may have been a factor,
- Patient satisfaction data
- Staff satisfaction data
- Staff overtime and on-call utilization
- Breaks taken; breaks missed
- Organizational agency utilization
- "Assignment by objection" or other staffing complaint/concern data
- Patient utilization trends in those areas where on-call is used
- Recruitment, retention, and turnover data
- Education, vacation, and sick time
- Meets matrix data
- Hospital Staffing Committee generated surveys

### **2.2 Hospital Staffing Committee Goals:**

- Review staffing concerns and provide recommendations
- Educate staff and managers about the HSC
- Ensure that we have sufficient data to create the staffing plan and validate staffing concerns.
- To develop an easily accessible website with a focus on education and outreach.
- Development and oversight of annual patient care unit & shift staffing

plan based on patient care needs.

- Conduct semi-annual review.
- Collaborate with leadership and managers to ensure recruitment and retention of excellent staff.

### **2.3 Hospital Staffing Committee Tasks/Functions**

- Develop/produce and oversee the establishment of an annual patient care unit and shift-based staffing plan, and staffing plan modifications based on the needs of patients and use this plan as a primary component of the staffing budget with fiscal responsibility.
- Provide semi-annual review of the staffing plan against patient needs and known evidence-based staffing information, including nurse sensitive quality indicators collected by the hospital.
  - Typical timeline for Semi-Annual review and validation of staffing plans:
    - January – Semi-Annual meeting
    - June - Annual Review and finalization of the FY26 Hospital Staffing Plan & Recommendations along with updated HSC Charter to the CEO.
- Review, assess and respond to staffing variations or concerns presented to the committee.
- Assure that all patient care units annual staffing plans, shift-based staffing and total clinical staffing are posted on each unit in a public area in accordance with the law.
- Assure factors are considered and including, but not limited to, the following in the development of staffing plans:
  - ✓ 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 on clinical personnel providing care.
  - ✓ The need for specialized or intensive equipment.
  - ✓ The architecture and geography of the patient care units, 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 organizations, and other health professional organizations.
  - ✓ Availability of other personnel supporting nursing services on the unit.
  - ✓ Strategies to enable all staff members to take meal and rest breaks as required by law or collective bargaining agreement.
  - ✓ Healthy Work Environment standards per AACN recommendations.
- Evaluate staffing effectiveness against predetermined nurse sensitive metrics collected by Washington hospitals.
- Hospital finances and resources as well as defined budget cycle must be considered in the development of the staffing plan.

- Develop and implement a process to examine and respond to complaints submitted by a staff member that indicates:
  - ✓ That personnel assignment in a patient care unit is not in accordance with the adopted staffing plan; or
  - ✓ An objection to the shift-to-shift adjustments in staffing levels required by the plan made by the appropriate hospital personnel overseeing patient care operations.
  - ✓ In accordance with 2023 Hospital Staffing Law (Patient Safety Act HB 5236)
- Track complaints coming in and the resolution of the complaints.
- Determine that a complaint is resolved, unresolved, or dismissed based on unsubstantiated data.
- Prepare annual report of committee activities as needed to distribute to staff and management.
- Orientation to the staffing committee law is a part of routine clinical staff orientation.

### **3 Committee Meetings**

#### **3.1 Schedule for monthly meetings.**

The Hospital Staffing Committee will meet monthly. The meetings will happen on the first Wednesday of each month. There may be times of hiatus or times of additional meetings to meet the needs of the committee.

#### **3.2 Process for adding meetings.**

Additional meeting needs will be identified by the Hospital Staffing Committee Co-Chairs. They will disseminate the need to the committee and work to identify potential meeting dates. Hospital management will notify department leaders of the additional meeting needs and request members to be released, when possible, to participate in the additional meetings.

#### **3.3 Process for ensuring committee members receive 30 days' notice of meetings.**

The annual schedule for the Hospital Staffing Committee will be published at the start of each fiscal year.

### **4 Complaint Process**

#### **4.1 Processes for reviewing, investigating, and resolving complaints. Processes by which complaints will be resolved within 90 days of receipt, or longer with a majority approval of the committee.**

Complaints will be submitted via the HMC electronic Short Staffing Complaint Form. Complaints in other formats will be accepted as needed and can be submitted to the Hospital Staffing Committee Co-Chairs (not recommended).



The members of the Hospital Staffing Committee will be assigned to sub-groups for the review of department specific Short Staffing Complaint Forms. The subgroups will consist of both clinical staff members and hospital administration members. The subgroups will review, investigate and determine the resolution status of each complaint.

Each sub-group will update the tracking form with findings, recommendations, and resolution status. The sub-groups will report to the Hospital Staffing Committee every other month.

**4.1.1 Process for noting the date received as well as initial, contingent, and final disposition of complaints and corrective action plan where applicable.**

Short Staffing Complaint forms submitted electronically will be tagged with date of submission. As the Short Staffing Complaint sub-groups meet and review the complaints for their assigned departments, they will update the tracking form with the date reviewed and update the resolution status within the Short Staffing Complaint Form platform.

The Short Staffing Complain Tracking Form will be located and maintained within the Staffing Committee Teams Site.

**4.2 Process to ensure the complainant receives a letter stating the outcome of the complaint.**

During the Short Staffing Complaint sub-group meetings, the sub-groups will generate an electronic reply with outcomes to the complainant.

**4.3 Process for an employee, and a labor representative if requested by the employee, to attend committee meetings if they're involved in a complaint.**

Labor representatives for WFSE, SEIU, and Harborview Labor Relations may attend as invited guests at all Hospital Staffing Committee meetings. When an employee requests to attend the staffing committee to address a specific staffing concern, the Staff Co-Chair can notify the labor representative if they have been requested to participate.

**5 Committee Review Processes**

**5.1 Processes for the hospital staffing committee to conduct quarterly reviews.**

Guests will be invited to attend the committee meetings routinely and as needed to present data and quality metrics to the committee. This information will be utilized as part of the review and development of the Hospital Staffing plan.

Quality Metric	Review Frequency	Process
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Staff turnover rates	Quarterly or as requested by the HSC	Human Resources Representative will attend the meeting quarterly to share information on the staff turnover rates.
New hire turnover rates during first year of employment	Quarterly or as requested by the HSC	Human Resources Representative will attend the meeting quarterly to share information on the new hire turnover rates.
Anonymized aggregate exit interview data	Annual	Human Resources Representative will attend the meeting quarterly to share information on the exit interview data.
Hospital plans regarding workforce development	Annual	Professional Development and Nursing Excellence representative will attend our annual meeting in January to discuss workforce development plans.
Equity, Diversity and Inclusion data and plans	Annual	Member representatives of the EDI committee and the EDI director or delegate will attend our annual meeting in January to share their work and plans.
Workplace Violence and Employee Health Data	Annual	Employee Health team members will attend our annual meeting to share data related to workplace violence and employee injuries that impact hospital staffing.
Employee Productivity, leave usage, missed meal/break data	Quarterly or as requested by the HSC	The data analyst from patient care services will attend the Hospital Staffing committee to share and discuss the available data with the committee members.

## 6 Committee Documentation and Records

### 6.1 Process for approving meeting documentation including meeting minutes, attendance, and actions taken.

- Meeting minutes from the previous HSC meeting will be reviewed, edited and voted upon at the beginning of each HSC meeting. The minutes will include attendance, guests, action items, unit presentations, and points of discussion.
- Meeting agendas will be distributed to all committee members at least one week in advance of each meeting.
- The minutes of each meeting will be distributed to all committee members with each meeting agenda, with approval of the minutes as a standing agenda item for each meeting.

### 6.2 Policies for retention of meeting documentation must be a minimum of three years and consistent with the hospital's document retention policies.

- A master copy of agendas and minutes for the Hospital Staffing Committee will be maintained and available for review on request.
- The committee will maintain a teams site for the maintenance and storage of all committee documentation.

## **7 Process for the hospital to provide the hospital staffing committee with information regarding patient complaints involving staffing made to the hospital through the patient grievance process.**

Members of the patient relations team will attend the Annual Meeting in January to present data, case studies, and findings with information regarding patient complaints involving staffing made to the hospital through the patient grievance process.

## **8 Processes for how the information from the reports required under subsection (7) of RCW 70.41.420 will be used to inform the development and semiannual review of the staffing plan.**

The data analyst or delegate from patient care services will attend the Hospital Staffing committee to share and discuss the available data with the committee members. The staffing committee members will review this data, share findings with clinical departments receiving feedback, investigate concerns identified in the data, assess for points in the staffing plan where the patient care needs may indicate necessary changes. The committee will invite subject matter experts and departmental staff to attend the committee meeting to share the experiences, feedback, and recommendations. All the available information will be used by the committee to inform the review and development of future staffing plans.

## **9 Departmental Participation**

Each area where direct patient care is provided will have the opportunity to provide perspective and advice to the Hospital Staffing Committee. These areas will be called to meetings when their attendance is required.

Committee meetings are open to any interested clinical staff member employed at HMC. All guests may attend but only designated committee members will have a vote. Staff members requesting to present at the Hospital staffing committee will contact the committee co-chairs to schedule a time to present to the committee.

## **10 References**

- Northwest Organization of Nurse Executives. Defining Characteristics of "Best Practice" for Nurse Staffing Committees
- RCW 70.41.420: Hospital staffing committee.
- UW/SEIU 1199 Contract APPENDIX XIII - Compliance with RCW 70.41.420. Washington State Hospital Staffing Committee Law
- SHB 1155: Uninterrupted Rest/Meal Breaks & Limitations on the use of additional on-call work
- RCW 49.12.480 Meal and rest breaks for health care facility employees.
- RCW 43.70.855 Uniform Format for Hospital Staffing plans
- ESHB 5236: Hospital Staffing Law
- DOH Requirements for Hospitals. [Hospital Staffing | Washington State Department of Health](#)