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## **Cover Page**

The following is the nurse staffing plan for Othello Community Hospital), submitted to the Washington State Department of Health in accordance with Revised Code of Washington 70.41.420.

## Nurse Staffing Plan and Matrix Attestation

I, the undersigned with responsibility for Othello Community Hospital, attest that the attached staffing plan and matrix was developed in accordance with RCW 70.41.420 for the year 2023 and includes all units covered under our hospital license under RCW 70.41. This plan was developed with consideration given to the following elements:

- 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: 02/07/2023.

As approved by Connie Agenbroad, CEO (name and title)

Printed: Connie Agenbroad

Date: 2-8-2023

Status **Active** PolicyStat ID **13117937**



Origination 09/1996  
Last Approved 02/2023  
Last Revised 05/2019  
Next Review 02/2024

Owner Tina Bernsen:  
Nurse  
Coordinator  
Policy Area HW Nursing  
References OPERATIONAL

## Staffing Guidelines for Nursing Department

### PURPOSE:

To provide guidelines for minimum staffing levels.

### POLICY:

- A. For the AC/OB Department, there will be an R.N. on duty at all times who is capable of assuming charge nurse duties.
- B. Two licensed nurses and a CNA will also be scheduled.
  1. When placing staff on call due to low census, consideration will be given to the number and acuity of patients, as well as the individual skills and abilities of the nurses scheduled.
- C. The Emergency Department will be staffed at all times by an R.N. A CNA will also be scheduled as needed.
- D. The OB Department will be staffed by a knowledgeable RN who will provide or supervise all aspects of direct patient care.
- E. A licensed nurse who is trained in neonatal resuscitation will be in the hospital when infants are present.
- F. The Outpatient Services (OPS) Department will be staffed by an RN for all scheduled procedures. After hours recoveries will be managed by a qualified RN or LPN.
- G. Surgery/OR has an RN, OR Tech, and CRNA on call or during scheduled cases in house 24 hours/day, 7 days a week.
- H. Additional licensed and assisting personnel will be scheduled or called in to work in order to meet staffing needs according to patient census and acuity.
- I. Refer to Othello Community Hospitals Nurse Staffing Guidelines and Matrix attached to this policy.

- J. For complaints related to staffing or the staffing plan; print the "Othello Community Hospital Nurse Staffing Complaint Form" attached to this policy.

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## Attachments



[Nurse Staffing Guidelines -20220601.xlsx](#)

[Nurse Staffing Matrices - 20230201.xlsx](#)

[Othello Community Hospital Guide for Assessing and Evaluating Complaints.docx](#)

[Othello Community Hospital Nurse Staffing Complaint Form.docx](#)

## Approval Signatures

Step Description	Approver	Date
	Tina Bernsen: Nurse Coordinator	02/2023
		

# Othello Community Hospital

## **Nurse Staffing Guidelines**

**6/1/2022**

### Emergency Department

The Emergency Department at Othello Community Hospital is normally staffed with one physician, one RN and one CNA at all times. This is normally more than adequate for the average volume of about 500 patients per month (about 16-17 patients per day, 8-9 patients per 12 hour shift, 5-6 patients per 8 hour shift), typically of relatively low acuity. Actual volumes and acuties can fluctuate quickly and widely, however, and the Charge Nurse on duty is to be notified in the event additional help is needed in the ED. The Charge Nurse may reassign staff from other units as available, or bring in on-call/per diem staff as necessary.

### Inpatient & Observation Care

Othello Community Hospital provides obstetrical, newborn and general medical/surgical acute care services on both an inpatient as well as an observation care (outpatient) basis. For staffing purposes, these service lines are not treated as separately staffed units. Rather, nurses staffing the inpatient/observation care floor are cross-trained to provide care to essentially any patient that might be kept on the floor.

This arrangement makes it difficult to express hard and fast staffing requirements simply in terms of patient census, since 6 patients on the floor might be comprised of (say) 3 stable postpartum mothers paired with 3 healthy newborn infants, versus 6 obstetrical patients in advanced stages of labor. As an attempt to solve this problem in a fairly simple way, the staffing plan of the inpatient and observation care floor is expressed as minimum staffing guidelines for given patient census levels based on, 1) an "average" patient case mix, and 2) the following staffing ratios for different patient types (expressed in terms both of nurse hours per patient day - NHPPD - and approximately equivalent nurse-to-patient ratios):

<b>Patient Type</b>	<b>NHPPD</b>	<b>Nurse-to-Patient Ratio</b>
Medical-surgical acute	6.86	1 : 3.5
Pediatric acute	8.00	1 : 3.0
Labor and delivery	16.00	1 : 1.5
Obstetrical (non-laboring/postpartum)	6.00	1 : 4.0
Newborn	4.80	1 : 5.0
Observation	7.25	1 : 3.3
Admissions	1 nurse hour per admission	
Discharges	1 nurse hour per discharge	

Based on average case mix and admit/discharge rates from May 2016 through October 2018, this yields an "average composite" staffing ratio of 7.582 NHPPD, or nurse-to-patient ratio of 1 : 3.17, upon which the attached Minimum Nurse Staffing Guideline matrices are based. Staffing levels may legitimately be allowed to fall below these minimums in cases of particularly low acuity (e.g., a census comprised entirely of stable postpartum mothers paired with healthy newborn infants), and may certainly rise above the minimums in high acuity situations (several obstetrical patients laboring simultaneously). The staffing matrices also take into consideration that day shifts tend to be busier, with physicians rounding as well as breakfast and noontime meals being served, while night shift duties tend to be lighter, with patients typically asleep.

Base (scheduled) staffing levels are for 1 RN charge nurse and 2 RNs for two shifts (day, and night, or 06:00-18:30, and 18:00 - 06:30, respectively). Base level staffing also includes 1 CNA for each shift to assist with patient care, a CNA scheduled from 08:00 - 20:30 to serve as unit coordinator for the day and evening shifts, and an RN discharge planner during the day shift. Managing staffing levels downward from scheduled staffing for low census/low acuity situations can be accomplished by reassigning staff to other duties if needed, or by placing staff on call; managing scheduled staffing levels upward for high census/high acuity situations is accomplished by reassigning staff from other duties if available, calling in on-call staff, or filling in with available per diem staff.

# **Othello Community Hospital**

## **Nurse Staffing Guidelines**

**6/1/2022**

### **Surgery**

The Surgery unit at Othello Community Hospital is staffed with qualified RNs, OR techs, and CRNAs according to scheduled surgeries. Theatres for performing procedures consist of two sterile operating rooms and one endoscopy suite. Types of procedures include Cesarean deliveries, relatively uncomplicated general surgery, pediatric dental interventions performed under anesthesia, and endoscopic procedures performed under sedation. There is an RN, an OR tech, and a CRNA on call 24 hours a day, 7 days a week. During scheduled cases, minimum staffing is 1 RN, 1 OR tech, and 1 CRNA. During high acuity cases, or when several procedures are typically scheduled, 2 RNs and 2 OR techs are scheduled. For endoscopy cases or when several procedures are scheduled, additional staff will be scheduled accordingly. For example, on days reserved for pediatric dental cases there are often as many as 5, or sometimes even 6, scheduled cases -- on such days, 2 OR techs will be scheduled (i.e., 1 additional OR tech); for endoscopy procedures, 2 OR techs will also be scheduled. On high volume days, the OR supervisor will relieve the OR nurse to ensure breaks are given; similarly, the sterile processing OR tech will relieve the OR tech. Two CRNAs will be in-house Monday through Friday, at times reserved for scheduled cases.

### **Post-Anesthesia Recovery**

The Post-Anesthesia Recovery unit at Othello Community Hospital is staffed with qualified RNs according to scheduled surgeries. Theatres for performing procedures include two sterile operating rooms and one endoscopy suite. Types of procedures performed include Cesarean section deliveries, relatively uncomplicated general surgery, pediatric dental interventions performed under general anesthesia, and endoscopic procedures performed under sedation. Normally, at least one RN will be assigned per 2 recovering patients, and whenever more than 2 procedures are scheduled for a shift, there will be at least 2 RNs scheduled for the PAR unit. Staffing ratios may go as low as one RN per 5 recovering patients, if those patients have all reached a low level of acuity. Additional staffing (beyond 2 RNs) may be reassigned (typically from a surgical team) in the very rare instances where more than 2 RNs are needed in the PAR unit.

### **Covering Breaks/Planned Leave**

Breaks or planned leave in all departments are at the discretion of the individual RN and availability of staff to care for assigned patients during those breaks. If acuity or increased census is a factor, then the Charge Nurse on Duty is responsible for breaking RN staff, or may reassign qualified staff from less busy units to assist with breaks.

### **Covering High Census/High Acuity Situations and Unplanned Leave**

During periods of high census, unplanned leave, or when there are patients of higher-than-usual acuity, the Charge Nurse on Duty may reassign qualified staff from less busy units, as needed. On-call or per diem staff will be utilized to attain adequate staffing levels when reassignment is not possible or provides inadequate coverage.

# Othello Community Hospital

## Minimum Nurse Staffing Guidelines

### Emergency Department

16 May 2022

Base Staffing - Monday through Thursday			Base Staffing - Friday through Sunday			
Census	Shift	RN	Census	Shift	RN	
0	06:00 - 18:30	1	0	06:00 - 18:30	1	
	18:00 - 06:30	1		0	18:00 - 06:30	1
Census	Shift	CNA	Census		Shift	CNA
0	07:00 - 15:30	1	0	07:00 - 19:30	1	
	15:00 - 23:30	1		0	19:30 - 07:00	1
	23:00 - 07:30	0				

Census	Shift	RN
1	06:00 - 18:30	1
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
1	07:00 - 15:30	1
	15:00 - 23:30	1
	23:00 - 07:30	0
Census	Shift (Fri-Sun)	CNA
1	07:00 - 19:30	1
	19:30 - 07:00	1

Census	Shift	RN
4	06:00 - 18:30	1
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
4	07:00 - 15:30	1
	15:00 - 23:30	1
	23:00 - 07:30	1
Census	Shift (Fri-Sun)	CNA
4	07:00 - 19:30	1
	19:30 - 07:00	1

Census	Shift	RN
2	06:00 - 18:30	1
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
2	07:00 - 15:30	1
	15:00 - 23:30	1
	23:00 - 07:30	0
Census	Shift (Fri-Sun)	CNA
2	07:00 - 19:30	1
	19:30 - 07:00	1

Census	Shift	RN
5	06:00 - 18:30	2
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
5	07:00 - 15:30	2
	15:00 - 23:30	1
	23:00 - 07:30	1
Census	Shift (Fri-Sun)	CNA
5	07:00 - 19:30	2
	19:30 - 07:00	1

Census	Shift	RN
3	06:00 - 18:30	1
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
3	07:00 - 15:30	1
	15:00 - 23:30	1
	23:00 - 07:30	0
Census	Shift (Fri-Sun)	CNA
3	07:00 - 19:30	1
	19:30 - 07:00	1

Census	Shift	RN
6+	06:00 - 18:30	2
	18:00 - 06:30	1
Census	Shift (Mon-Thu)	CNA
6+	07:00 - 15:30	2
	15:00 - 23:30	1
	23:00 - 07:30	0
Census	Shift (Fri-Sun)	CNA
6+	07:00 - 19:30	2
	19:30 - 07:00	1

# **Othello Community Hospital**

## **Minimum Nurse Staffing Guidelines**

### **Inpatient/Observation Care**

16 May 2022

Census	Shift	Chg RN	RN	CNA	HUC
0	06:00 - 18:30	1	1	1	0
	18:00 - 06:30	1	1	1	0
	08:00 - 20:30				0

Census	Shift	Chg RN	RN	CNA	HUC
5	06:00 - 18:30	1	1	1	1
	18:00 - 06:30	1	1	1	1
	08:00 - 20:30				1

Census	Shift	Chg RN	RN	CNA	HUC
1	06:00 - 18:30	1	1	1	0
	18:00 - 06:30	1	1	1	0
	08:00 - 20:30				0

Census	Shift	Chg RN	RN	CNA	HUC
6	06:00 - 18:30	1	2	1	1
	18:00 - 06:30	1	2	1	1
	08:00 - 20:30				1

Census	Shift	Chg RN	RN	CNA	HUC
2	06:00 - 18:30	1	1	1	0
	18:00 - 06:30	1	1	1	0
	08:00 - 20:30				0

Census	Shift	Chg RN	RN	CNA	HUC
7	06:00 - 18:30	1	2	1	1
	18:00 - 06:30	1	2	1	1
	08:00 - 20:30				1

Census	Shift	Chg RN	RN	CNA	HUC
3	06:00 - 18:30	1	1	1	0
	18:00 - 06:30	1	1	1	0
	08:00 - 20:30				0

Census	Shift	Chg RN	RN	CNA	HUC
8	06:00 - 18:30	1	2	1	1
	18:00 - 06:30	1	2	1	1
	08:00 - 20:30				1

Census	Shift	Chg RN	RN	CNA	HUC
4	06:00 - 18:30	1	1	1	1
	18:00 - 06:30	1	1	1	1
	08:00 - 20:30				1

Census	Shift	Chg RN	RN	CNA	HUC
9	06:00 - 18:30	1	2	1	1
	18:00 - 06:30	1	2	1	1
	08:00 - 20:30				1

Note 1: Census counts include newborns and observation patients.

Note 2: Staffing levels may fall below minimum guidelines when overall acuity levels are very low.



# Othello Community Hospital

## Minimum Nurse Staffing Guidelines

### Inpatient/Observation Care

16 May 2022

Census	Shift	Chg RN	RN	CNA	HUC
10	06:00 - 18:30	1	3	1	---
	18:00 - 06:30	1	2	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
11	06:00 - 18:30	1	3	1	---
	18:00 - 06:30	1	2	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
12	06:00 - 18:30	1	3	1	---
	18:00 - 06:30	1	3	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
13	06:00 - 18:30	1	3	1	---
	18:00 - 06:30	1	3	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
14	06:00 - 18:30	1	4	1	---
	18:00 - 06:30	1	3	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
15	06:00 - 18:30	1	4	1	---
	18:00 - 06:30	1	3	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
16	06:00 - 18:30	1	4	1	---
	18:00 - 06:30	1	3	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
17	06:00 - 18:30	1	5	1	---
	18:00 - 06:30	1	4	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
18	06:00 - 18:30	1	5	1	---
	18:00 - 06:30	1	4	1	---
	08:00 - 20:30	---	---	---	1

Census	Shift	Chg RN	RN	CNA	HUC
19	06:00 - 18:30	1	5	1	---
	18:00 - 06:30	1	4	1	---
	08:00 - 20:30	---	---	---	1

Note 1: Census counts include newborns and observation patients.

Note 2: Staffing levels may legitimately fall below minimum guidelines when overall acuity levels are very low.

# Othello Community Hospital

## Minimum Nurse Staffing Guidelines

### Surgery

16 May 2022

24 x 7 On-Call Availability			
ScheduledCases	RN	CRNA	OR Tech
0	1	1	1

ScheduledCases	RN	CRNA	OR Tech
1	1	1	1

ScheduledCases	RN	CRNA	OR Tech
2	1	1	1

ScheduledCases	RN	CRNA	OR Tech
3	1	1	2

ScheduledCases	RN	CRNA	OR Tech
4	1	1	2

ScheduledCases	RN	CRNA	OR Tech
5	1	1	2

ScheduledCases	RN	CRNA	OR Tech
6	1	1	2

# **Othello Community Hospital**

## **Minimum Nurse Staffing Guidelines**

### **Post-Anesthesia Recovery**

16 May 2022

<b>24 x 7 On-Call Availability</b>	
<b>ScheduledCases</b>	<b>RN</b>
<b>0</b>	<b>1</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>1</b>	<b>1</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>2</b>	<b>1</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>3</b>	<b>2</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>4</b>	<b>2</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>5</b>	<b>2</b>

<b>ScheduledCases</b>	<b>RN</b>
<b>6</b>	<b>2</b>

**Note:** Staffing levels may fall as low as 1:5 if patients have all reached a low acuity level.