

Cath Lab at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 9-27-22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all of these factors when making assignments and managing the patient flow.

Hours of Operation

Monday through Friday 0700-1730
Stand-by: Stand-by team of 4 (minimum of 1 RN and 1 Rad Tech) will stay for cases scheduled prior to 1730 closing time on Monday through Friday.

Unit Staffing

- 1 Charge RN
- 1 Lead Tech
- 4-8 staff based on case type and/or the need to run 2 rooms.
- All employees begin their shift at 0700. All Shifts are 10 hours.
- Minimal staffing for complete cath lab case is 4 team members which is a mix of radiology technicians and registered nurses. There must be a minimum of 1 RN and 1 Radiology Technician for each case. Some procedures like pain injections, cardioversions and TEE can be done with anesthesia and 1-2 cath lab staff.

Break and Lunch Considerations

Cases are scheduled with breaks and lunches considered. If there are not enough team members to break the team members for lunch, the team will break between cases.

Breaks and lunches are offered within Washington State requirements.

Geographical Considerations

- This unit contains 2 procedure suites.
- Each room has negative airflow specifically for patients requiring airborne isolation.
- Each room has a dedicated Pyxis machine
- Each suite is restricted access entry according to Legacy policy

Cath Lab at Legacy Salmon Creek Medical Center Nursing Staffing Plan

<p>General Considerations</p>	<ul style="list-style-type: none"> • Based on patient acuity, policy and procedures, and community standards. • This unit is also supported by Respiratory Therapy, IV Resources, Imaging, and Environmental Services.
<p>Measurement Methods</p>	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none"> • SSI rates • Falls • Hand hygiene audits • Medication Errors

Cath Lab Nursing Manager: Amy Doepken Date: 9-27-22

Cath Lab Staffing Committee Representative: Math v. Kelley RN Date: 9-27-22

Central Sterile at Legacy Salmon Creek Medical Center Staffing Plan

Date of Review: 10/17/22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The CS Supervisor considers these factors when making assignments and managing the patient flow.

Hours of Operation

Sunday through Friday 24 hours
Saturday 7:00 AM to 7:30 PM
Holidays 7:00 AM to 7:30 PM

Unit Staffing

- 1 Supervisor Monday through Friday 6:00 AM to 2:30 PM
- 1 Implant Coordinator Monday through Friday 6:00 AM to 2:30 PM
- 5 techs Monday through Friday 6:00 AM to 2:30 PM
- 1 tech Sunday through Thursday 6:00 AM to 2:30 PM
- 1 tech Tuesday through Saturday 6:00 AM to 2:30 PM
- 1 tech Thursday through Sunday 9:00 AM to 7:30 PM
- 1 tech Tuesday through Friday 11:00 AM to 9:30 PM
- 1 Specialist Monday through Friday 2:00 PM to 10:30 PM
- 4 techs Monday through Friday 2:00 PM to 10:30 PM
- 1 tech Tuesday through Saturday 2:00 PM to 10:30 PM
- 1 tech Sunday through Wednesday 8:00 PM to 6:30 AM
- 1 tech Tuesday through Friday 8:30 PM to 7:00 AM
- 3 techs Saturday 6:00 AM to 2:30 PM, 9:00 AM to 7:30 PM and 10 :00 AM to 6:30 PM
- 2 techs Sunday 6:00 AM to 2:30 PM and 9:00 AM to 7:30 PM

Break and Lunch Considerations

Breaks and lunches are offered following the Washington State requirements. Techs are relieved for uninterrupted-meal periods.

Geographical Considerations

This unit contains sterile storage, assembly/ sterilization area, and decontamination. Patient and case tracking boards are located at the assembly area.

Central Sterile at Legacy Salmon Creek Medical Center Staffing Plan

General Considerations	Staffing and standards of care are based on Legacy policies, AAMI, and AORN. This unit is also supported by Environmental Services and Material Operations Services.
Measurement Methods	<p>Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with the house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program.</p> <p>At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.</p> <p>Non-Clinical:</p> <ul style="list-style-type: none">• Internal Tracking Report• Employee Engagement Surveys <p>Clinical</p> <ul style="list-style-type: none">• IUSS Percentage• Surgical Site Infections

Central Sterile Nursing Manager: _____

Date: _____

Christie
11/1/2022

Staffing Committee Representative: _____

Date: _____

Shen Joursal RN
11/1/2022

Critical Care at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10/19/2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow.

Hours of Operation	24 hours a day, 7 days per week, 365 days per year
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Unit Staffing	<ul style="list-style-type: none"> • 1 Charge RN for the ICU, 1 Charge RN for the Step Down IMICU • Staffing based on acuity and total number of patients. Assignments are 1:1 or 1:2 for ICU status patients and 1:2 or 1:3 for IMICU status patients • Core staffing is thirteen staff RNs based on mode census of 26, 2 CHTs during 0600-1930 and 1 CHT 1800-0630. Increasing staff or flexing staff is based on patient census and acuity. • Two unit secretaries provides clerical support 07-1930 seven days/week, flexing staff is based on patient census and acuity • Minimal staffing is 2 RNs for each unit
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Break and Lunch Considerations	<p>The hours of care required to provide lunch are considered at the time the staffing levels are designed for the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.</p> <p>Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.</p>
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Geographical Considerations	<p>This Critical Care area contains 32 private patient rooms located on the 3rd floor wing 3A and 3B. There are 4 patient rooms that are negative airflow specifically for patients requiring airborne isolation. Two patient rooms have a double lift system.</p> <p>Each area (ICU and IMICU) has 1 clean and 1 dirty utility room, 1 nurse station, 2 centrally located pyxis machines, 1 equipment room, computer on wheels or a wired computer in every room, centrally located Philips monitor station and a centrally located call light system.</p>
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General Considerations	<ul style="list-style-type: none"> • Staffing and standards of care are based on Legacy policies and American Association of Critical Care Nurses (AACN) healthy work environment standards. • This unit is supported by ancillary services and is based on patient and unit needs which include but not limited to Respiratory Therapy, Pharmacy, Dietary, Imaging, Spiritual Care, Care Management, Rehab Services, Environmental Services, Material Services Operations and Volunteer Services.
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Critical Care at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Measurement Methods

- Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. For urgent staffing concerns, staff are instructed to call a Staffing Response Team (SRT) utilizing the operator to obtain immediate support. We also request documenting concerns and response in our internal tracking program.
- At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.

Non-Clinical:

- Internal Tracking Report
- Patient Experience Results
- Press Ganey Engagement Results
- AACN Healthy Work Environment Survey

Clinical

- Hospital Acquired Pressure Injury
- Falls
- *Clostridium Difficile* Infection
- Catheter Associated Urinary Tract Infection
- Central Line Associated Blood Stream Infection
- Hand hygiene audits- compliance
- Medication Errors
- Surgical Site Infections
- Ventilator associated events

Critical Care Nursing Manager:



Date:

10/19/2022

ICU Staffing Committee Representative:



Date:

10/19/2022

IMCU Staffing Committee Representative:



Date:

10/19/2022

Emergency Department at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10/10/2022

The unit staffing plan includes data and information of the multiple of factors that impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse takes into account all of these factors when making assignments and managing the patient flow of admissions, discharges and transfers.

Hours of Operation Open 24 hours a day/7 days a week/365 days a year (including all holidays)

- Unit Staffing
- 1 Charge RN
 - 10-25 staff RNs with variable start times based on volume. Increasing staff or flexing staff is based on patient census and acuity.
 - Staffing assignments are 4:1 but actual room assignments are all 3:1.
 - Minimum staffing is 2 staff members per open pod (a minimum of 1 RN)
 - 6-8 ED tech/US with variable start times based on volume.

Break and Lunch Considerations

The hours of care required to provide lunch are considered at the time the staffing levels are designed for the the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.

Breaks and lunches are offered within state requirements. Nurses hand off patient care and are provided uninterrupted meal periods.

Geographical Considerations

This unit contains 32 private patient rooms. All rooms are designed for patient care. There are 2 patient rooms that are secure for behavioral health patients. There are also 4 additional rooms at the front of the department that are used for triage and flow depending on patient volume. There are 6 rooms that are negative airflow specifically for patients requiring airborne isolation.

The department has 3 clean and 3 dirty utility rooms, four nurse's stations, computer or computer on wheels in all patient rooms, and 5 pyxis machines throughout the department.

Emergency Department at Legacy Salmon Creek Medical Center Nursing Staffing Plan

~~Short Stay rooms 201-212 are utilized and staffed by the Emergency Department between the hours of 1400-2330 daily for pediatric patients 17 and younger. Currently on hold due to decreased peds volume and use of SSU by surgical services.~~

General Considerations

- Staffing and standards of care are based on Legacy policies and guidelines.
- This unit is also supported by Respiratory Therapy, IV Resources, Critical Response Nurse, CSW, Care Management Nurse, Pharmacist and additional ancillary services based on patient and unit needs.

Measurement Methods

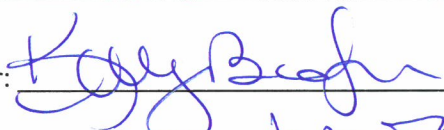
- Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program.
- At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.


Non-Clinical:

- Internal Tracking Report

Clinical

- Surgical Site Infection rates
- Falls
- Hand hygiene audits
- Medication Errors
- Hospital Consumer Assessment of Healthcare Providers and Systems
- Hospital Acquired Pressure Injury rates
- Catheter Associated Urinary Tract Infection rates
- Central Line Associated Blood Stream Infection rates

ED Nursing Manager:  Date: 10/11/22

ED Staffing Committee Representative:  Date: 10/11/22

Endoscopy at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 9/7/2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow.

Hours of Operation	Monday through Friday 0700-1630 Stand-by: <ul style="list-style-type: none"> • 2 Endo RNs on stand-by 1630-0700 M-Fri. and 0700-0700 Sat. and Sun. • 2 RNs on stand-by 0700-0700 holidays (24 hours).
Unit Staffing	<ul style="list-style-type: none"> • 1 Charge RN • 1 Central Sterile tech or Endo RN for scope reprocessing based on number of scheduled procedures. • 2-8 RNs based on case type and/or the need to run 2 rooms. • Minimal staffing is 2 RNs <p><i>Number of RNs and use of CHT varies daily depending on scheduled/acuity of scheduled procedures.</i></p>
Break and Lunch Considerations	<p>Cases are scheduled with breaks and lunches considered. If there are not enough team members to break the team members for lunch, the team will break between cases.</p> <p>Breaks and lunches are offered within Washington State requirements.</p>
Geographical Considerations	<p>This unit contains 2 procedure suites, a decontamination area for manual reprocessing of soiled scopes, a clean room for high-level disinfection of scopes and scope storage.</p> <p>Workflow is unidirectional from decontamination area to clean area to facilitate infection prevention and patient and staff safety. (Reason for change: support AAMI standards, and TJC requirements).</p> <p>Each room has negative airflow specifically for patients requiring airborne isolation.</p> <p>Each room has a dedicated Pyxis machine</p>
General Considerations	Based on SGNA Guidelines and Legacy Health System Sedation Policy. This unit is also supported by Respiratory Therapy, IV Resources, Imaging, Pathology, Central Sterile and Environmental Services.

Endoscopy at Legacy Salmon Creek Medical Center Nursing Staffing Plan

**Measurement
Methods**

Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program.

At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.

Non-Clinical:

- Internal Tracking Report

Clinical

- SSI rates
- Falls
- Hand hygiene audits
- Medication Errors

Endoscopy Nursing Manager: _____

Sarah Foxson

Date: _____

9/27/22

Endoscopy Staffing Committee Representative: _____

Alicia Salas RN

Date: _____

9/27/22

Family Birth Center at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: October 13, 2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow.

Hours of Operation	24 hours a day, 7 days a week, 365 days a year
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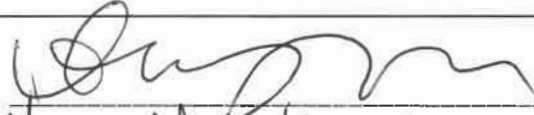
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|---------------|---|
| Unit Staffing | <ul style="list-style-type: none"> • Minimum staffing: 1 charge RN, 2 additional RNs, 1 Surgical Tech • Core staffing: 24 RNs & 3 techs on day shift; 21 RNs & 3 techs on night shift. Core staffing will increase or flex based on patient acuity and volume • Staffing is based on AWOHNN Guidelines, census, and patient acuity. Target staffing levels vary due to changes in nursing intensity. |
|---------------|---|

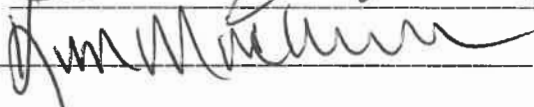
Break and Lunch Considerations	<p>The hours of care required to provide lunch are considered at the time the staffing levels are designed for the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.</p> <p>Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.</p>
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Geographical Considerations	<p>This unit contains 18 LDRs, 16 AP/PP GYN rooms, 3 ORs, 3 PACUs, 4 triage rooms, and 1 expanded care newborn nursery.</p> <p>Each unit has 1 clean and 1 dirty utility room, one nurse's station, computers in all patient rooms, and central monitoring for fetal strips at the LDR nurse's stations on 4C & 4D.</p>
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Family Birth Center at Legacy Salmon Creek Medical Center Nursing Staffing Plan

<p>General Considerations</p>	<ul style="list-style-type: none"> • Staffing and standards of care are based on AWHONN Guidelines. • This unit is also supported by Lactation, NICU, Respiratory Therapy, IV Resources, Dietary, Imaging, Pharmacy, Social Worker, RN Case Manager, as well as Occupational, Physical and Speech Therapies; as well as additional ancillary services based on patient and unit needs.
<p>Measurement Methods</p>	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none"> • SSI rates • Falls • Catheter Associated Urinary Tract Infection • Hand hygiene audits • Medication Errors • Unexpected Newborn Complications

Family Birth Center Nursing Manager  Date 10/27/22

Staffing Committee Representative  Date 10/27/22

From: [Miller, Becky :LSO Legal Services](#)
To: nursestaffing@doh.wa.gov
Cc: [Miller, Becky :LSO Legal Services](#)
Subject: Legacy Salmon Creek Hospital -- Staffing Plans for Annual License Application
Date: Wednesday, November 30, 2022 4:24:00 PM
Attachments: [Cath Lab Staffing Plan Oct 2022.pdf](#)
[Central Sterile Staffing Plan Oct 2022.pdf](#)
[Critical Care Staffing Plan Oct 2022.pdf](#)
[Emergency Department Nursing Staffing Plan .pdf](#)
[Endoscopy Staffing Plan Oct 2022.pdf](#)
[Family Birth Staffing Plan Oct 2022.pdf](#)
[Medical Specialties Staffing Plan Oct 2022.pdf](#)
[NICU Staffing Plan Oct 2022.pdf](#)
[Operating Room Staffing Plan Oct 2022.pdf](#)
[PACU Staffing Plan Oct 2022.pdf](#)
[PCCU staffing plan 2022.pdf](#)
[PPCC & Lactation Staffing Plan October 2022.pdf](#)
[Staffing Plan Approval letter signed by Jon Hersen 11-10-22.pdf](#)
[Surgical Services Staffing Plan October 2022.pdf](#)

Importance: High

Hello – Attached please find the nurse staffing plans for Legacy Salmon Creek Hospital. These are submitted as requested per the licensing requirements and in connection with the hospital's license for 2023 (the Annual Update).

Thank you,

Becky Miller

[Becky Miller, B.A.](#) | Sr. Legal Assistant to Alexander Gladney, SVP, Chief Legal Officer
Legal Services Department | 1919 NW Lovejoy St. Portland, OR 97209
503-415-5341 (office) | 503-706-0009 (cell) | 503-415-5600 (reception)



Medical Specialties Unit at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10/21/2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow of admissions, discharges and transfers.

Hours of Operation 24 hours a day, 7 days a week, 365 days a year

Unit Staffing

- Two charge nurses every shift.
- Minimum staffing: 2 RNs
- Core staffing: 12 RNs plus charge nurse on Day shift and 11 RNs plus charge nurse on Night shift. 5 CHTs on Day shift, 3 CHTs on Night shift.
- Ratios: *All ratios may vary depending on patient acuity, unit needs, or need for close observation.* 1 RN for up to 4 patients for both Day shift and Night shift. Charge RNs do not have a patient assignment for both Day shift and Night shift. 1 CHT for up to 12 patients on Day shift. 1 CHT for up to 16 patients on Night shift.
 - 1 chemotherapy certified RN on unit for patients receiving IV chemotherapy
- Overflow Staffing: At time of peak census, Medical Specialties may overflow patients to another area of the hospital that is not 5A, 5C & 5D. Staffing ratios and minimal staffing will be maintained in overflow areas. Operating overflow area will increase our core staffing requirements.

Break and Lunch Considerations

The hours of care required to provide breaks and lunch are considered at the time the staffing levels are designed for the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.

Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.

Geographical Considerations

This unit contains 44 private patient rooms and is located on the 5th floor, wings 5A, 5C & 5D. There are 6 patient rooms that are negative airflow specifically for patients requiring airborne isolation.

The department is divided into three wings, each with a clean utility room, dirty utility room, a nurse's station, mounted computer in all patient rooms, centrally located patient call station/nurse tracking system, one to two Pyxis machines, and a centrally located supply room.

Medical Specialties Unit at Legacy Salmon Creek Medical Center Nursing Staffing Plan

	<p>In times of peak census, overflow areas may be designated as part of the Medical Specialties Unit. Our primary overflow unit is 5A where a maximum of 12 patients can be cared for. Hospital Leadership may designate other physical locations for medical overflow if necessary, to meet our patient needs.</p>
<p>General Considerations</p>	<ul style="list-style-type: none"> • Staffing and standards of care are based on Legacy policies and scopes of service. • This unit is also supported by Respiratory Therapy, IV Resource RN, Dietary, Care Management, Rehab Services and additional ancillary staff as needed per patient requirement or department need.
<p>Measurement Methods</p>	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none"> • Hospital Acquired Pressure Injury • Falls • <i>Clostridium Difficile</i> Infection • Catheter Associated Urinary Tract Infection • Central Line Associated Blood Stream Infection • Hand hygiene audits • Medication Errors

Medical Specialties Nursing Manager: C. Reilly, MSN, RN Date: 10/28/22

Medical Specialties Staffing Committee Representative: Jennifer Brooks BSN, RN Date: 10/31/22

Neonatal ICU at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10-11-22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow.

Hours of Operation

24 hours a day, 7 days a week, 365 days a year

Unit Staffing

- Minimum staffing: 1 Charge RN and 1 Resuscitation RN for each shift
- Minimal staffing: for patient care 3 RNs per shift, 2 RN's per shift if no patients, with standby available to be at work in 45 minutes
- Core staffing 4-5, will increase or flex staff based on patient acuity and volume
- Staffing is based on National Association of Neonatal Nurses (NANN) Guidelines (1:1, 2:1, 3:1, 4:1 based on acuity)

Break and Lunch Considerations

The hours of care required to provide lunch are considered at the time the staffing levels are designed for the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.

Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.

Geographical Considerations

This unit contains 15 private patient rooms, with three rooms designated for twins, for a total of 18 beds, and with 4 beds located in the special care nursery overflow for a total of 22 beds. All rooms are designed for patient care. There are 2 patient rooms that are negative airflow specifically for patients requiring airborne isolation.

The department has 2 clean and 1 dirty utility rooms, one nurse's stations, computers in all patient rooms, centrally monitoring at nurse's station. There is one medication room with Pyxis and one nutrition room.

Neonatal ICU at Legacy Salmon Creek Medical Center Nursing Staffing Plan

<p>General Considerations</p>	<ul style="list-style-type: none"> • Staffing and standards of care are based on Legacy policies and NANN guidelines. • This unit is also supported by Respiratory Therapy, IV Resources, Dietary, Imaging, Pharmacy, Social Worker, RN Case Manager, as well as Occupational, Physical and Speech Therapies; as well as additional ancillary services based on patient and unit needs.
<p>Measurement Methods</p>	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none"> • Hospital Acquired Pressure Injury • Falls • Clostridium Difficile Infection • Catheter Associated Urinary Tract Infection • Central Line Associated Blood Stream Infection • Hand hygiene audits • Medication Errors • Vermont Oxford Network outcomes data

NICU Nursing Manager Kacia Gauthier Date 10.11.22

NICU Staffing Committee Representative Aura Bauer Date 10-12-22

Legacy Salmon Creek Medical Center Operating Room Staffing Plan

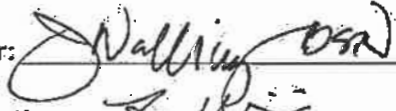
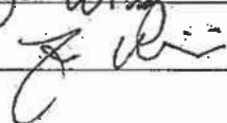
Date of Review: 10-24-2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all of these factors when making assignments and managing the patient flow.

Hours of Operation	<p>Monday through Thursday 24-hour operations starting at 0630 Friday 0630 to 2130 Saturday and Sunday 0630 to 1930</p> <p>Stand-by Friday Night</p> <ul style="list-style-type: none"> • 1 RN 2030 to 0730 • 1 Tech 2030 to 0730 <p>*Or at end of regularly scheduled shift. Example: Employee works a 07-1930 regular shift; call start time would be at 1930</p> <p>Stand-by Saturday and Sunday</p> <ul style="list-style-type: none"> • 2 RN's 0630 to 1930 • 1 Surgical Tech 0630 to 1930 • 1 Surg Tech 0700 to 1430 • 1 RN 1830 to 0730 • 1 Surgical Tech 1830 to 0730
Unit Staffing	<ul style="list-style-type: none"> • Charge RN Monday through Friday 0630 to 2130 • 1 RN Sunday through Friday Nights 1900-0730 • 1 Surgical Tech Monday through Thursday Nights 2100 to 0730 • Charge RN Saturday and Sunday 0630 to 1930 • Variation of RN's and Surgical Tech's numbers based on OR case volume and case type. • 1 RN per each OR case minimum. Increasing staff or flexing staff is based on patient census and acuity. • 4 CHT's Monday-Friday between the hours of 0630 to 2130 based on patient volume. • 1 CHT Saturday and Sunday 0630 to 1900 • 3 Anesthesia Techs Monday through Friday between hours of 0630 to 2130 based on patient volume.
Break and Lunch Considerations	<p>Breaks and lunches are offered following the Washington State requirements. RN's and Techs are relieved for uninterrupted-meal periods with consideration of patient acuity, skills and ability, and OR schedule.</p>

Legacy Salmon Creek Medical Center Operating Room Staffing Plan

Geographical Considerations	<ul style="list-style-type: none"> • This unit contains 10 Operating Suites and a Main control desk area. • Status Boards accessible in each OR Suite via computers. • Patient tracking boards are located at the main entrance of the OR.
General Considerations	<ul style="list-style-type: none"> • Staffing and standards of care are based on Legacy policies • This unit is also supported by Imaging Services, Environmental Services, and contracted Anesthesia services provided by Columbia Anesthesia Group.
Measurement Methods	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking application accessible via intranet. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Reports <p>Clinical</p> <ul style="list-style-type: none"> • Hospital Acquired Pressure Injury • Falls • Clostridium Difficile Infection • Catheter Associated Urinary Tract Infection • Central Line Associated Blood Stream Infection • Hand hygiene audits • Medication Errors • Surgical Site Infections

Operation Room Nursing Manager:  Date: 10/20/22
 OR Staffing Committee Representative:  Date: 10/20/22

PACU at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review 9/7/22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all of these factors when making assignments and managing the patient flow.

Hours of Operation

Monday-Friday 0700-2130
Saturday-Sunday 0700-1730

- 1 RN on stand-by 1900-0730 Monday-Thursday
- 2 RN's on stand-by 1900-0730 Friday.
- 1 RN on stand-by 0700-1730, 2 RNs on stand-by 1630-0730 Sat. and Sun.
- 2 RNs on stand-by 0700-0730 holidays (24.5 hours); 1 RN on stand-by 0700-1730 (10.5hrs)

All stand-by times are subject to change based on scheduled cases in the Operating Room

Unit Staffing

- 1 Charge RN
- 7-8 RN's Mon-Fri with variable start times based upon the OR schedule. Flex to volume.
- 1 RN NOC shift 2100-0730 Monday-Thursday
- 1 CHT Mon-Thur 0830-1900 depending on census

Number of RNs and use of CHT varies daily depending on scheduled/acuity of scheduled procedures.

Break and Lunch Considerations

The hours of care required to provide lunch are considered at the time the staffing levels are designed for the the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.

Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.

Geographical Considerations

- This unit contains 11 PACU bays, 2 isolation bays, and a clean and soiled utility room.
- Isolation bays are negative airflow specifically for patients requiring airborne isolation.
- The unit has one Pyxis machine.

PACU at Legacy Salmon Creek Medical Center Nursing Staffing Plan

General Considerations	<ul style="list-style-type: none">• Based on ASPAN Guidelines and Legacy Policies• This unit is also supported by Respiratory Therapy, IV Resources, Imaging, and Environmental Services.
Measurement Methods	<ul style="list-style-type: none">• Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program.• At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concerns brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none">• Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none">• SSI rates• Falls• Hand hygiene audits• Medication Errors

PACU Nursing Manager: Sarah Harrison Date: 9/21/2022

PACU Staffing Committee Representative: [Signature] Date: 27 Sep 2022

Progressive Cardiac Care Unit at Legacy Salmon Creek Medical Center: Nursing Staffing Plan

Date of Review: 9/28/2022

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurse considers all these factors when making assignments and managing the patient flow.

Hours of Operation 24 hours a day, 7 days per week, 365 days per year

Unit Staffing

- 1 Charge RN for 6A/B, 1 Charge RN for 5B
- Core staffing 4 RNs on day shift and night shift on each unit: 6A/6B/5B
- Helper RN for 6A/6B/5B for up to 12 hours on day shift and for up to 6 hours on night shift (*varies depending on census*)
- Additional helper RN for up to 12 hours on day shift and night shift when patient census on 5B/6A/6B totals over 12 patients with a COVID positive or suspected COVID diagnosis at the beginning of the shift.
- Core staffing 2 CHTs on day shift and 1 CHT on night shift on each unit: 6A/6B/5B
- Core staffing 1 Monitor Tech on day shift and on night shift
- One 8-hour shift 0800-1630 Unit Secretary three days a week except off for Legacy recognized holidays
- Minimum Staffing for any of the 3 units, 6A, 6B, 5B, would be 1 RN and 1 CHT with a Charge available or 2 RNs (1 can be the Charge RN). Minimum staffing level applies to 4 patients or fewer on the unit.
- **Ratios:** 1 RN for up to 4 patients for both Day shift and Night shift on 6A/6B/5B. Charge RNs do not have a patient assignment for both Day shift and Night shift. Helper RNs on each shift may not have a patient assignment. 1 CHT for up to 8 patients Day shift on 6A/6B/5B. 1 CHT for up to 16 patients on Night shift on 6A/6B/5B. *All ratios may vary depending on patient acuity or need for close observation.*

Break and Lunch Considerations

The hours of care required to provide lunch are considered at the time the staffing levels are designed for the the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.

Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.

<p>Geographical Considerations</p>	<p>This unit contains 48 private patient rooms. All rooms are designed for patient care. 32 rooms are on one level and 16 rooms on the floor below. There are 5 patient rooms that are negative airflow specifically for patients requiring airborne isolation. 47 rooms are equipped with ceiling lifts.</p> <p>The department has 3 clean and 3 dirty utility rooms, 2 equipment rooms, three nurse's stations, a computer in all patient rooms, centrally located call light system on each unit and 5 centrally located pyxis machines.</p>
<p>General Considerations</p>	<ul style="list-style-type: none"> • Staffing and standards of care are based on Legacy policies. • Staffing is based upon CALNOC guidelines for step-down units (intermediate care). • This unit is also supported by a Case Manager, Social Worker, Respiratory Therapy, IV Resources, Dietary, Physical Therapy, Occupational Therapy, Speech Therapy, Imaging, and Environmental Services.
<p>Measurement Methods</p>	<ul style="list-style-type: none"> • Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program. • At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward. <p>Non-Clinical:</p> <ul style="list-style-type: none"> • Internal Tracking Report <p>Clinical</p> <ul style="list-style-type: none"> • Hospital Acquired Pressure Injury • Falls • <i>Clostridium Difficile</i> Infection • Catheter Associated Urinary Tract Infection • Central Line Associated Blood Stream Infection • Hand hygiene audits <p>Medication Errors</p>

PCCU Nursing Manager: Deane Brown RN Date: 9/29/22

PCCU Staffing Committee Representative: Jessica Jochim, RN Date: 09/29/2022

PPCC & Lactation at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10/14/22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing.

Hours of Operation

PPCC is open 7 days a week with standard business hours
Lactation OP clinic is open 7 days a week with standard business hours
Lactation IP staff are available 7 days with standard business hours

Unit Staffing

PPCC

- 1 RN for 1-14 patients (up to 2 patient appointments per hour)
- 2 RNs for >14 patient appointments

Lactation

- Minimum of 1 Lactation consultant or specialist– number of hours worked is determined by combination of number of IP referrals (FBC/NICU) and OP appointments

Break and Lunch Considerations

Breaks and lunches are offered within Washington state requirements.

Geographical Considerations

The PPCC and Lactation have 2 patient care rooms each

The department has 1 clean and 1 dirty designated area, computers in all patient care rooms

General Considerations

Lactation is staffed following Legacy policy as well as ILCA and AWOHNN guidelines
PPCC is staffed following Legacy policy.

PPCC & Lactation at Legacy Salmon Creek Medical Center Nursing Staffing Plan

**Measurement
Methods**

- Any staff member that has concerns about staffing of the department is encouraged to share their concerns with their unit leadership. We also request documenting concerns and response in our internal tracking program.
- At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.

Non-Clinical:

- Internal Tracking Report
- Number of no shows/Cancelations of appointments

PPCC/Lactation Manager

Kacia Gauthier

Date

10/17/22

Staffing Committee Representative

Shei Gounse (K)

Date

10/17/22



November 10, 2022

Mr. Jon Hersen
President, Legacy Salmon Creek Medical Center
2211 N.E. 139th Street
Vancouver, WA 98686

Dear Jon,

Attached, please find unit specific staffing plans developed by the Legacy Salmon Creek Staffing Committee for:

- ❖ Cath Lab
- ❖ Central Sterile
- ❖ Critical Care
- ❖ Emergency Department
- ❖ Endoscopy
- ❖ Family Birth
- ❖ Medical Specialties
- ❖ NICU
- ❖ Operating Room
- ❖ PACU
- ❖ Progressive Cardiac Care
- ❖ PPCC Lactation
- ❖ Surgical Services

At this time, the Staffing Committee has no further staffing specific recommendations.

By signing below, you are approving the final staffing plan that has been approved by the LSC Staffing Committee.

Signature:  _____

Date:  _____

Sincerely,

Erin Robbins
Chair of Legacy Salmon Creek
Staffing Committee

Sheri Townsend MSN, RN, CAPA
Chair Legacy Salmon Creek
Staffing Committee

Surgical Services Unit at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Date of Review: 10/17/22

The unit staffing plan is intended to impact the ability to provide safe patient care. No single data point is used as the sole determinate of staffing. The RN charge nurses consider all these factors when making assignments and managing the patient flow.

Hours of Operation

Inpatient:

24 hours a day, 7 days a week

Outpatient:

M-F 0530-1930

Saturday: 0530-1800 as volume warrants

Call Coverage: 1930-2230 to staff if patients are on the unit after 1930

Unit Staffing

Surgical Services is a result of a staffing model change that combines merging inpatient and outpatient surgical care into one department. Staff are trained to care for patients in both the inpatient and outpatient setting. Staffing decisions are based on the patient volume in both areas and staff float between them as patient care warrants.

Inpatient

- 1 Charge RN
- 7-8 staff RNs based on volume; delayed start times or floating to outpatient based on surgical schedule. Increasing staff or flexing staff is based on patient census and acuity.
- Minimal staffing is 2 RNs.
- 2-4 CHTs based on patient volume.
- 1-3 Total Joint RN coordinators Monday-Saturday as volume warrants
- 1 Surgical RN coordinator Monday-Saturday as volume warrants
- Overflow Staffing: At time of peak census, inpatients may overflow to another area of the hospital that is not 6C & 6D. Staffing ratios and minimal staffing will be maintained in overflow areas. Operating overflow area will increase our core staffing requirements.

Outpatient

- 1 Charge RN
- 1 Relief Charge RN
- 10-18 staff RNs with a mix of 0530 and 0700 start times. Increasing staff or flexing staff is based on patient census and acuity.
- Minimal staffing is 2 RNs one of which is a competent nurse in outpatient care.
- 2 CHTs Monday-Friday and 1 CHT on Saturday 0600-1830 based on patient volume.

Surgical Services Unit at Legacy Salmon Creek Medical Center Nursing Staffing Plan

<p>Break and Lunch Considerations</p>	<p>The hours of care required to provide lunch are considered at the time the staffing levels are designed for the patient populations. The presence of the charge nurse and other nurses within the department is also a consideration as these nurses are qualified to provide lunch coverage.</p> <p>Breaks and lunches are offered within Washington State requirements. Nurses hand off patient care and are provided uninterrupted meal periods.</p>	
<p>Geographical Considerations</p>	<p style="text-align: center;"><u>Inpatient</u></p> <p>This unit contains 32 private patient rooms. There are 2 patient rooms that are negative airflow specifically for patients requiring airborne isolation.</p> <p>The department has 2 clean and 2 dirty utility rooms, two nurse's stations, computer on wheels or mounted computers are in all patient rooms, patient tracking boards and 4 pyxis machines.</p>	<p style="text-align: center;"><u>Outpatient</u></p> <p>This unit contains 30 private patient rooms. All rooms are designed for patient care including pre-op and phase 2 recovery. There are 2 patient rooms that are negative airflow specifically for patients requiring airborne isolation.</p> <p>The department has 2 clean and 2 dirty utility rooms, three nurse's stations, computer on wheels in all patient rooms, centrally located patient tracking board and 1 centrally located pyxis machine.</p> <p>Rooms 201-212 are utilized and staffed by the Emergency Department as they have need and hours are determined by outpatient patient volume.</p>
<p>General Considerations</p>	<p>Staffing and standards of care are based on American Society of PeriAnesthesia Nurses (ASPAN), Legacy policies and scope of service.</p> <p>This unit is also supported by additional departments as listed but not limited to: Respiratory Therapy, IV Resources, Dietary, Imaging, Pharmacy, Patient Access, Care Management, Rehab Services, Spiritual Care, Laboratory Services, and Environmental Services</p>	
<p>Measurement Methods</p>	<p>Any staff member that has concerns about staffing of the unit is encouraged to share their concerns with their charge nurse, house supervisors, and/or unit leadership. We also request documenting concerns and response in our internal tracking program.</p> <p>At each Staffing Committee meeting, any staffing concern brought forward will be reviewed. The Staffing Committee will then make recommendations based on the concern brought forward.</p>	

Surgical Services Unit at Legacy Salmon Creek Medical Center Nursing Staffing Plan

Non-Clinical:

- Internal Tracking Report

Clinical

- Surgical Site rates
- Falls
- Hand hygiene audits
- Medication Errors
- Hospital Acquired Pressure Injury
- Catheter Acquired Urinary Tract Infection/Central Line Acquired Blood Stream Infection

Surgical Services Nursing Manager: *Julie Avey* Date: 10-18-2022

Surgical Services Staffing Committee Representative: *Sheri Jounseal RN* Date: 10-18-2022

Surgical Services Staffing Committee Representative: *Raina RN* Date: 10-19-2022

