

Title: Nursing Staffing & Scheduling Guidelines
Applicable Campus: Salem Hospital

Department Name: Nursing - Staffing

Final Approval: February 2009 **Effective:** February 2009

Next Review Date: February 2011

List all stakeholder(s) and dates of approval:

Stakeholder Name(s): Staffing Office	Date: 06/2008	Reviewed <input checked="" type="checkbox"/>	Revised <input checked="" type="checkbox"/>
Stakeholder Name(s): Housewide Staffing Council	Date: 01/12/09	Reviewed <input checked="" type="checkbox"/>	Revised <input checked="" type="checkbox"/>
Stakeholder Name(s): Practice Council	Date: 01/27/09	Reviewed <input checked="" type="checkbox"/>	Revised <input type="checkbox"/>
Stakeholder Name(s): Clinical Operations	Date: 02/02/09	Reviewed <input checked="" type="checkbox"/>	Revised <input type="checkbox"/>
Stakeholder Name(s):	Date:	Reviewed <input type="checkbox"/>	Revised <input type="checkbox"/>

Describe briefly the most recent revision made to this policy, procedure or protocol & why:

During regularly scheduled review, document was reformatted and clarified, with content broken into Policy & Procedure.

Purpose/Policy Statement:

To define the staffing and scheduling methodologies for patient care units serviced by the Nurse Staffing Office.

Definitions:

- **NAC** - Nursing Administration Coordinator

POLICY CONTENT

It is the policy of Salem Hospital that the Staffing Office, in collaboration with managers, distributes nursing resources following the staffing parameters established during the unit budgeting process. Daily staffing is adjusted according to census, patient acuity, and availability of staff. The Staffing Office Clerk, Nursing Resource Manager and/or NACs will oversee staff resource allocation decisions on a shift-by-shift basis, although managers are ultimately accountable for unit staffing. It is the managers' responsibility to do everything possible to ensure that their units/departments are adequately staffed. The following process will apply to all clinical areas.

STEPS / KEY POINTS (Procedures)

- I. Scheduling Process – Scheduling is accomplished collaboratively between the managers / designees and the Staffing Office –
 - A. Managers, or their representatives, are responsible for creating the core schedule in the electronic record, approving or denying requests for time off, updating the electronic record with schedule changes, and ensuring that daily staffing needs are met in advance.
 - B. Managers are responsible for approving the final schedule two weeks prior to the scheduling period start date.
 - C. Managers are fully accountable for ensuring that each staff member is currently licensed/certified with appropriate competencies/certifications, pertinent to his/her department-specific patient care population for the specific date/time the staff member is scheduled to work; the Managers will rely on the Staffing Office to provide them with two notifications prior to an employee's license expiration date.
 - D. Managers determine core staff numbers, based on unit census trends and unit operational factors; (core Staffing Matrices are evaluated/updated at least annually – the Electronic Record System Administrator enters Staffing Matrices into the system and maintains changes as submitted by the managers).
 1. Managers will make all attempts to achieve core staff numbers on weekdays, weekends, and holidays at all times; twelve-hour staff on PTO time should be replaced with twelve-hour coverage.
 2. There will be a designated Charge/Lead on all shifts.
 3. Managers will make every attempt to meet staff requests for time off, but requests may be refused if core staff needs are unmet.
 4. Managers of units with prolonged low census will collaborate with their peers and/or Director to determine temporary changes to the standby and call-off rotations; all temporary changes will be communicated to the Staffing Office by the manager of the unit affected.

- E. Salem Hospital employees are required to call the Staffing Office and/or their Charge/Lead at least 2 hours prior to the beginning of their shift, if they are unable to come to work for any reason.
 - F. Managers or designees will review and approve/deny all employee time off requests, and are responsible for updating the electronic record schedule with changes a minimum of 48 hours prior to the shift.
 - 1. All routine time off requests and replacements require either manager or designee approval.
 - 2. Employee emergency time off requests made less than 48 hours from the scheduled work time will be managed in the electronic record through the Staffing Office; the Staffing Clerk may enter extended emergency leave requests, of up to seven days, into the electronic record, with notification of the Manager via e-mail.
 - 3. Employees will request time off and/or trades through the electronic scheduling system at least 21 days prior to the shift affected.
- II. Staffing Coverage
- A. The Charge Nurse uses the electronic record to project unit staffing needs by 3 hours prior to the following shift times—0700, 1500, 1900, and 2300—unless negotiated with the Staffing Office Manager in advance.
 - B. The Staffing Clerks distribute staff in order to meet each unit's staffing requests, while balancing the whole; these allocation decisions may be reviewed at any time by managers, directors, and/or NACs.
 - C. Unit-based staff is required to float to other areas, per the Floating Guidelines, and is called in to work, when necessary, in the following order:
 - 1. U-Status staff;
 - 2. Part-time staff for extra non-overtime shifts;
 - 3. Full-time staff for overtime shifts; and
 - 4. Agency staff.
 - a. The Manager or designee may be required to assist the Staffing Office in making calls to staff the Units.
 - b. Unit management and/or NACs are the only personnel authorized to contact staff to work who have already declined a request to work for a particular shift.
 - D. Staff is cancelled, when necessary, in the following order:
 - 1. Agency staff, except when/unless shifts are guaranteed;
 - 2. Overtime shifts/extra shifts;
 - 3. U-Status staff; and
 - 4. Regularly scheduled unit-based and Float Pool staff will be cancelled using a rotating process through the electronic scheduling/staffing system.
 - a. The Charge Nurse and/or leads reserve the right to override cancellation rotations, in order to maintain the proper skill mix for the acuity of the patients on the unit;
 - b. Cancelled staff may request to work on another unit;
 - c. Cancelled staff may not refuse call-off and may not request the Staffing Clerk to call someone else.
 - E. Unit-based and Float Pool staff will be on standby, using a rotating process through the electronic scheduling/staffing system.
 - 1. Staff members placed on standby will be available to float within their divisions; and
 - 2. Two licensed staff members will be required to be on scheduled standby for each division when adequate personnel are available; it is the responsibility of each division to provide guidelines annually to the Staffing Office, regarding standby and call-off expectations for their units.
 - F. Staff requesting call-off, standby or wanting to work an extra shift must notify the Staffing Office.
 - G. If it is necessary to place staff on standby, due to there being no needs for a shift, the following will apply:
 - 1. Regularly scheduled full-/part-time staff placed on standby may not refuse;
 - 2. Staff working an extra shift will have the option to be placed on standby or called off; and
 - 3. Unscheduled (registry) staff, although not required to be on standby, may be requested to do so.

Equipment/Supplies (If Applicable):

n/a

Form Name & Number or Attachment Name (If Applicable):

n/a

Author Position:

Housewide Staffing Committee Chair/Manager of Nursing Resources & Staffing

Review/Revision Authority (Position Not Individual Name):

Housewide Staffing Committee Chair/Manager of Nursing Resources & Staffing

Expert Consultant Position/s (Not Individual Name/s):

n/a

References (Required for Clinical Documents):

n/a

Is there a Regulatory Requirement? Yes No

If yes, insert requirement information here: n/a

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n/a

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