



2024 Hospital Clinical Staffing Plan

Facility Name: Cuba Memorial Hospital Inc.
PFI# 0037

Clinical Staffing Plan Purpose & Policy

This plan was developed with the assistance of the Cuba Memorial Hospital Inc. (CMH) Clinical Staffing Committee, as per NYS Legislation (Chapter 155 of the Laws of 2021) that was signed into law on June 19, 2021. This plan is intended to provide support, guidance and management of clinical staffing needs for the hospital and outline the facility's provision of appropriate staffing necessary for the safe, efficient, and quality care provided to the patients of Cuba Memorial Hospital Inc. The Hospital clinical staff include: Registered Nurses (RNs) and Certified Nurses' Aides (CNAs). The Clinical Staffing Plan shall include specific staffing for each applicable patient care unit, as outlined under the Clinical Staffing Plan Scope, for each work shift, as outlined in the staffing matrix for the applicable departments, and shall be based on the needs and acuity of the patients cared for.

Principles for Clinical Staffing

The American Nurses' Association (ANA) outlines principles that Cuba Memorial Hospital Inc. seeks to utilize as staffing plan guidance and incorporate into the provision of appropriate nurse staffing for the named patient care departments in this plan. These principles include:

- Consideration of the needs of the patient population cared for in each department and what clinical competencies/credentials/qualifications the nursing/clinical care staff already have or need to have in those departments.
- Recognition of the integral role that appropriate nurse/clinical care staffing has in achieving patient safety and quality of care.
- Utilization of nurse sensitive indicators and measurable data/outcomes when evaluating the staffing plan.
- Provision of interprofessional support and creation of a workplace environment that values RNs and other clinical care staff.

Clinical Staffing Plan Scope

The following patient care areas of Cuba Memorial Hospital Inc. are covered by the Clinical Staffing Plan:

1. Medical Care Unit (MCU)
2. Urgent Care Center (UCC)

Cuba Memorial Hospital Inc., a Critical Access Hospital, does not provide the following patient care services:

1. Intensive Care Unit Services
2. Emergency Room Services
3. Organ Transplant Services
4. Surgical/Operating Room Services
5. Dialysis Services
6. Burn Unit Services
7. Blood Transfusion Services
8. Labor and Delivery Services
9. Telemetry Services

Cuba Memorial Hospital Inc. is not a member of a bargaining unit or union.

Clinical Staffing Plan Elements

1. The Hospital Clinical Staffing Committee (HCSC) assists in the development, oversight, and implementation of the Annual Clinical Staffing Plan.
2. The work of the HCSC is guided by the HCSC Charter.
3. The HCSC meets routinely, on a quarterly basis at minimum.
4. The HCSC will be represented by both direct care staff and nurse managers
5. The Hospital Clinical Staffing Plan will be developed and adopted by consensus of the HCSC.
6. The Hospital Clinical Staffing Plan was adopted and submitted to the NYSDOH by July 1, 2022 and will be re-submitted annually thereafter.
7. Beginning January 1, 2023, the facility implemented the Hospital Clinical Staffing Plan.
8. The Hospital Clinical Staffing Plan will be amended as needed to accommodate any facility changes that would result in changes to staffing and/or will be amended as needed to accommodate any laws or regulations set forth by the NYSDOH that are applicable to Cuba Memorial Hospital Inc.
9. If the Hospital Clinical Staffing Plan is amended, the amended plan is to be submitted to the NYSDOH within 30 days of adoption.

Clinical Staffing Plan Matrices per Patient Care Department

1. Medical Care Unit (MCU)
2. Urgent Care Center (UCC)

MCU Staffing Matrix

The Medical Care Unit (MCU) consists of 20 inpatient care beds and is located on the 2nd floor of Cuba Memorial Hospital Inc.

The MCU Nurse Manager (RN) helps oversee the daily functions and RN staffing of the MCU. The Nurse Manager may also function, as needed, as an additional direct care RN in

periods of high patient census, if there are multiple admissions or discharges in a shift, or curing a need for staffing coverage and also functions as one of the Managers on Call each month. MCU Staffing is scheduled on a monthly basis by the MCU Nurse Manager.

The types of inpatients cared for on MCU include: Short Term Rehabilitation (STR) patients, Palliative Care patients, and low-level, short term Acute Care patients. Depending on the diagnosis/condition the STR patient is admitted for, in addition to routine nursing care and assessments, additional care delivered may include: wound care, IV antibiotics, respiratory treatments, glucose monitoring and insulin administration, EKGs, and/or dressing changes. Short term Acute Care patients admitted to MCU, in addition to routine nursing care and assessments, may also require care such as: respiratory treatments, IV antibiotics, or IV fluid administration.

*Each shift an RN on MCU is assigned by the Nurse Manager as RN Supervisor for the facility.

During periods of low patient census (<6 inpatients) and based on multiple factors as listed in the following section, either the CNA is called-off first, unless re-assigned or floated to LTC, or the CNA is maintained on the unit with one RN and the second RN is called off, if not first floated or re-assigned to a unit (LTC or UCC) with RN staffing needs.

*Besides patient census, factors including inpatient acuity, inpatient care needs, and number of planned admissions/discharges in a day are also considered in guiding the number of RN staff maintained on the MCU. For example, if it is a low patient census (<6 inpatients) but an acute patient has been admitted, two RNs are maintained on each shift whenever possible.

With an average maximum inpatient census of 10, the ratio of inpatients to RNs on MCU is 5:1 with two staff RNs per shift. The MCU Nurse Manager can also function and assist, as needed, as a third staff RN. In 2023, a total of 81 patients were admitted to MCU; facility data for this department indicated an average daily census of patients between 3 (lowest) and 6.1 (highest) during 2023.

All MCU RN and CNA staff are required to maintain BLS certifications. Each day shift and night shift rotation are required to have at least one RN maintain certification in ACLS.

Census	Shift Times	RN *Supervisor	*RN	*CNA	Total Staff
1-5	0700-1900	1	0-1	0-1	1-3
1-5	1900-0700	1	0-1	0-1	1-3
6-10	0700-1900	1	1	1	3
6-10	1900-0700	1	1	1	3

UCC Staffing Matrix

The Urgent Care Center (UCC) consists of 7 rooms for patient care and is located on the 1st floor of Cuba Memorial Hospital Inc. Adjacent to the Registration/Waiting Room is the UCC Triage room.

There is a Nurse Manager (RN) who helps oversee the daily functions and RN staffing of the UCC. UCC Staffing is scheduled on a monthly basis by the UCC Nurse Manager and the UCC Nurse Manager may also function, as needed, as an additional direct care RN in the UCC during periods of high patient volume or during a need for staffing coverage. In addition, the UCC Nurse Manager functions as one of the Managers on Call each month.

The types of patients cared for in the UCC are varied and include patients presenting with acute injury/illness and patients with chronic illness/chronic pain. Patients presenting to the UCC for care arrive via private vehicle or walk-in. The UCC does not receive ambulance patients. On average, the UCC cares for patients triaged at ESI levels 3/4/5, occasionally at ESI Level 2, and rarely at ESI Level 1. Patients that require a higher level of care are stabilized and transferred as per the Emergency Medical Treatment and Labor Act (EMTALA).

Depending on the condition the patient is presenting for in the UCC and Provider determination, patient care may include: IV antibiotics, IV Fluids, oral medication administration, injectable medication administration, rapid POC (CLIA Waived) testing, Oxygen therapy, respiratory treatments, wound care & dressings, use of orthopedic devices (ACE wraps, braces, crutches), and EKGs.

Each UCC PA (Physician Assistant) works a 24-hour shift; therefore, there is a mid-level Provider available 24/7 in the UCC. This shift is from 0800-0800.

*Shift start times may vary based on patient census and the UCC patient census varies day to day. Routine review of UCC data trends helps to provide guidance in determining shift start times and the number of RN staff for the UCC. Daily UCC patient census is, on average, between 20 to 30 patients. With a total of 10,388 patients seen in the UCC in 2023, facility data for this department indicated an average daily census of 28.46 patients during 2023. Peak hours for patient visits typically trend between 9:00am and 11:00pm. In 2023, peak hours for patient visits trended between 10am and 9pm.

All UCC RN and PA Staff are required to maintain certification in BLS, ACLS, and PALS. Other certifications such as TNCC and ABLIS are optional.

*Shift Times	RN	PA	Total Staff
0700-1900	2	1	3
1900-2300	2	1	3
2300-0700	1	1	2

One-to-One Patient Supervision

In the situation where a patient in the UCC or MCU requires one-to-one supervision related to behavioral health/suicide precautions, ancillary support staff who have received training in the facility's suicide precautions protocol will be utilized first when possible as the "sitter" for the one-to-one supervision. This is to keep the RN available to continue to perform required nursing functions and patient care on the applicable unit.

Unforeseeable Emergency Circumstances

In an unforeseeable emergency circumstance, the Hospital Clinical Staffing Plan may be temporarily waived in order to prioritize and accommodate increased staffing needs in a patient care area and also minimize interruptions to patient care and maintain patient safety whenever possible.

Per NYS Legislation (Chapter 155 of the Laws of 2021), unforeseeable emergency circumstances include:

- An officially declared national, state, or municipal emergency.
- When a hospital disaster plan is activated.
- An unforeseen disaster or other catastrophic event that immediately affects, or increases the need for healthcare services.

In an unforeseeable emergency circumstance where waiving the Hospital Clinical Staffing Plan is necessary for the facility, the circumstance for the waiver and length of waiver period will be included in any documentation maintained relating to this circumstance.

Break Times

Applicable for both the UCC and MCU, a thirty (30) minute meal break is provided for each shift working 6.5 hours. A ten (10) minute break is permitted in addition to the meal break. Breaks are allowed at the discretion of the Nurse Manager/Supervisor and with consideration to patient care and/or patient flow.

An employee during a scheduled shift who, despite trying, is unable to take the allotted meal break time by the end of the shift, is provided the opportunity to complete and submit a CMH Work Adjustment form, indicating "missed meal break", for approval by his/her department manager and the Human Resources manager for shift pay reimbursement of the missed meal break time. Circumstances which may cause or make it difficult for an employee to take the allotted meal break include, but are not limited to: critical/emergent patient care situations, unusually high patient census, and unforeseeable facility emergencies or disasters.

Open Shifts

Applicable for both the UCC and MCU, Per Diem staff are employed by Cuba Memorial Hospital Inc. to assist in covering open shifts that develop from planned and unplanned leaves. Open shifts are first offered to Per Diem staff to cover. If an open shift is not covered by a Per Diem employee, then the open shift is offered to part-time then full-time staff. If the open shift remains un-covered by staff, then the Nurse Manager (RN) for the department with the open shift provides the shift coverage.

Ancillary Support Staff

- Registration (provide patient Registration support seven days a week, from the hours of 8am to 10pm. From 10pm – 8am, the UCC RNs perform a shortened registration process for patients presenting to the UCC)
- Radiology
- Respiratory Therapy
- Physical Therapy
- Occupational Therapy
- RN Supervisor (MCU)
- Nursing Management (MCU and UCC)
- Environmental Services
- Education/Emergency Preparedness (RN)
- Infection Prevention (RN)
- Clinical Services Director (RN)
- Mid-level Providers (UCC Physician Assistants or Nurse Practitioner)

Staffing Plan Complaints/Concerns

Complaints or concerns related to the CMH Hospital Clinical Staffing Plan will be reviewed and assessed initially by the Chief Executive Officer, Clinical Services Director, and the applicable department Nurse Manager (UCC or MCU) and, if needed, a plan to resolve or correct developed. Such complaints or concerns after initial review will then be presented and reviewed with the full committee and, if applicable, the plan to resolve or correct reviewed and approved via the Hospital Clinical Staffing Plan Committee at the next scheduled quarterly meeting. If the complaint/concern is of an urgent nature, a committee meeting will be scheduled sooner than the quarterly meeting. Documented complaints/concerns will be maintained in a confidential file. The number of Hospital Clinical Staffing Complaints/Concerns per month, if any, and the status of such, will also be reported at the monthly Hospital Quality Assurance meeting.

Examples of situations that warrant submitting a complaint/concern:

- Based on clinical judgement, nurse to patient ratio is inadequate for the patient acuity.
- Not adequately experienced/trained/oriented to the assigned work area.
- An assignment poses a significant threat to the employee’s health and safety.
- An assignment poses a significant threat to the health and safety of a patient under the employee’s direct care.
- Missed break times.
- System failure (Pyxis, Phone, Computer, etc.)

In 2023, there were no staffing plan complaints submitted.

2023 MCU Staffing Plan Complaints						
Month	Amount	Status #1	Status #2	Status #3	Status #4	Status #5
January	0	N/A	N/A	N/A	N/A	N/A
February	0	N/A	N/A	N/A	N/A	N/A
March	0	N/A	N/A	N/A	N/A	N/A
April	0	N/A	N/A	N/A	N/A	N/A
May	0	N/A	N/A	N/A	N/A	N/A
June	0	N/A	N/A	N/A	N/A	N/A
July	0	N/A	N/A	N/A	N/A	N/A
August	0	N/A	N/A	N/A	N/A	N/A
September	0	N/A	N/A	N/A	N/A	N/A
October	0	N/A	N/A	N/A	N/A	N/A
November	0	N/A	N/A	N/A	N/A	N/A
December	0	N/A	N/A	N/A	N/A	N/A

Clinical Staffing Complaint/Concern Form

***Date of Complaint/Concern:** _____

***Department** (check applicable work area)

- MCU
- UCC

***Name:** _____

***Email** (non-work email): _____

***Phone Number** (non-work number): _____

Complaint/Concern Categories

Staffing Concern (check one)

- The staffing plan for my assigned department is inadequate
- My department is not staffed according to the staffing plan
- I feel the shift adjustments are inadequate
- I feel I am not adequately trained to work in my assigned area
- This is not about a staffing concern

System Failure (check any applicable)

- Pyxis System
- Phone System
- Computer System
- Other (please specify) _____

Missed Break Times (check any applicable)

- 30-minute meal break as applicable to shift hours worked
- 10-minute break as applicable to shift hours worked

Other Concern(s) (please specify)

Upon receipt, your form will be reviewed by both the co-chairs and the members of the Hospital Clinical Staffing committee. To have a copy of this form sent to your department manager, please provide your manager's name below.

***Department Manager:** _____

1. The CMH Hospital Clinical Staffing Plan was approved and adopted wholly by the CMH Hospital Clinical Staffing Plan Committee on June 20, 2022.
2. The CMH Hospital Clinical Staffing Plan was submitted electronically to the NYSDOH on June 29, 2022.
3. The CMH Hospital Clinical Staffing Plan was reviewed on June 15, 2023 by the CMH Hospital Clinical Staffing Plan Committee for annual re-submission to the NYSDOH.
4. The CMH Hospital Clinical Staffing Plan was reviewed on May 6, 2024 by the CMH Hospital Clinical Staffing Plan Committee. The plan with updates were approved by the CMH Hospital Clinical Staffing Plan Committee.