

NEW YORK CITY HEALTH+ HOSPITALS: NORTH CENTRAL
BRONX
2024 FINAL STAFFING PLAN SUBMISSION

PFI-001186

JUNE 26, 2024

TABLE OF CONTENTS

1. SECTION 1: The Final Plan
2. SECTION 2: Union Response
3. SECTION 3: Management Plan
4. SECTION 4: CEO Written Submission

SECTION 1: FINAL PLAN

RN Staffing Plan: All Units Consensus

North Central Bronx			RN Ratio	
Dept Name	Functional Service	ADC	SHIFT 1 Nights	SHIFT 2 Days
NO IP 9A MED SURG	Med/Surg	EPIC	1: 6	1: 6
	Telemetry	26% of ADC	1: 4	1: 4
NO IP 9B MED SURG	Med/Surg	EPIC	1: 6	1: 6
	Telemetry	26% of ADC	1: 4	1: 4
NO IP 10A M/S FLEX	Med/Surg	EPIC	1: 6	1: 6
	Telemetry	26% of ADC	1: 4	1: 4
NO IP 10B ICU ACUTE/ STEP DOWN	ICU	EPIC	1: 2	1: 2
	Step Down	EPIC	1: 4	1: 4
NO IP 7A LABOR & DLVRY	Labor and Delivery	EPIC	1: 2	1: 2
NO IP 7A NEONATAL ICU	NICU	EPIC	1: 2	1: 2
NO IP 8A MOTHER BABY	Mat/Child	EPIC	1: 3	1: 3
NO IPP 11B ADULT PSYCH	Adult Psych	EPIC	1: 7	1: 7
NO IPP 12A GERI PSYCH	Adult Psych	EPIC	1: 7	1: 7
NO IPP 12B ADULT PSYCH	Adult Psych	EPIC	1: 7	1: 7
EMERGENCY DEPARTMENT- ADULT/	Emergency Department	EPIC	ESI Level 1 1: 1	ESI Level 1 1: 1
			ESI Level 2 1: 2	ESI Level 2 1: 2
			ESI Level 3 1: 5	ESI Level 3 1: 5
			ESI Level 4/5 1: 8	ESI Level 4/5 1: 8
EMERGENCY DEPARTMENT- PEDIATRICS	Emergency Department	EPIC	ESI Level 1 1: 1	ESI Level 1 1: 1

			ESI Level 2 1: 2	ESI Level 2 1: 2
			ESI Level 3 1: 5	ESI Level 3 1: 5
			ESI Level 4/5 1: 8	ESI Level 4/5 1: 8
PSYCHIATRIC EMERGENCY SERVICES/ SATELLIGHT CPEP	Emergency Department	EPIC	Pending	Pending
RECOVERY ROOM	Inpatient		5	1
OPERATING ROOM	Inpatient	EPIC	1: 1	1: 1
AMBULATORY SURGERY		EPIC	4	N/A
OUTPATIENT CLINICS	Outpatient	EPIC	13	N/A
DENTAL OP	Outpatient	EPIC	2	N/A
ENDOSCOPY	Outpatient	EPIC	3	N/A
MENTAL HEALTH OPD	Outpatient	EPIC	1	N/A
OB & GYN OPD		EPIC	11	N/A
PEDIATRIC CLINICS	Outpatient	EPIC	6	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	EPIC	1	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	EPIC	1	N/A

Nursing Support Plan: DC 37 Not in consensus with Inpatient Medical Surgical Ratios

North Central Bronx			Nursing Support Ratios		
Dept Name	Functional Service	ADC	Shift 1 Nights	Shift 2 Days	Shift 3 Evening
NO IP 9A MED SURG	Med/Surg	EPIC	1:12	1:12	1:12
	Telemetry	26% of ADC			
NO IP 9B MED SURG	Med/Surg	EPIC	1:12	1:12	1:12
	Telemetry	26% of ADC			
NO IP 10A M/S FLEX	Med/Surg	EPIC	1:12	1:12	1:12
	Telemetry	26% of ADC			
NO IP 10B ICU ACUTE/ STEP DOWN	ICU	EPIC	1:12	1:12	1:12
	Step Down	EPIC			
NO IP 7A LABOR & DLVRY	Labor and Delivery	EPIC	0	0	0
NO IP 7A NEONATAL ICU	NICU	EPIC	0	0	0
NO IP 8A MOTHER BABY	Mat/Child	EPIC	1:12	1:12	1:12
NO IPP 11B ADULT PSYCH	Adult Psych	EPIC	1	1	1
NO IPP 12A GERI PSYCH	Adult Psych	EPIC	1	1	1
NO IPP 12B ADULT PSYCH	Adult Psych	EPIC	1	1	1
EMERGENCY DEPARTMENT- ADULT/	Emergency Department	EPIC	1:12	1:12	1:12
EMERGENCY DEPARTMENT- PEDIATRICS	Emergency Department	EPIC	1:12	1:12	1:12

PSYCHIATRIC EMERGENCY SERVICES/ SATELLIGHT CPEP	Emergency Department	EPIC	Pending	Pending	Pending
RECOVERY ROOM	Inpatient		0	1	0
OPERATING ROOM	Inpatient	EPIC	1: 1	1: 1	1: 1
AMBULATORY SURGERY		EPIC	N/A	1	N/A
OUTPATIENT CLINICS	Outpatient	EPIC	N/A	20	13
DENTAL OP	Outpatient	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	EPIC	N/A	1	N/A
MENTAL HEALTH OPD	Outpatient	EPIC	N/A	1	N/A
OB & GYN OPD		EPIC	N/A	13	N/A
PEDIATRIC CLINICS	Outpatient	EPIC	N/A	6	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	EPIC	N/A	1	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	EPIC	N/A	0	N/A

Behavioral Health Associate: DC 37 Not in Consensus in Inpatient Behavioral Health and Emergency Departments

North Central Bronx			BHA Ratios		
Dept Name	Functional Service	ADC	Shift 1 Nights	Shift 2 Days	Shift 3 Evening
NO IP 9A MED SURG	Med/Surg	EPIC	N/A	N/A	N/A
	Telemetry	26% of ADC			
NO IP 9B MED SURG	Med/Surg	EPIC	N/A	N/A	N/A
	Telemetry	26% of ADC			
NO IP 10A M/S FLEX	Med/Surg	EPIC	N/A	N/A	N/A
	Telemetry	26% of ADC			
NO IP 10B ICU ACUTE/ STEP DOWN	ICU	EPIC	N/A	N/A	N/A
	Step Down	EPIC			
NO IP 7A LABOR & DLVRY	Labor and Delivery	EPIC	N/A	N/A	N/A
NO IP 7A NEONATAL ICU	NICU	EPIC	N/A	N/A	N/A
NO IP 8A MOTHER BABY	Mat/Child	EPIC	N/A	N/A	N/A
NO IPP 11B ADULT PSYCH	Adult Psych	EPIC	2.0	2.0	2.0
NO IPP 12A GERI PSYCH	Adult Psych	EPIC	2.0	2.0	2.0
NO IPP 12B ADULT PSYCH	Adult Psych	EPIC	2.0	2.0	2.0
EMERGENCY DEPARTMENT- ADULT/	Emergency Department	EPIC	1	1	1
EMERGENCY DEPARTMENT- PEDIATRICS	Emergency Department	EPIC	N/A	N/A	N/A

PSYCHIATRIC EMERGENCY SERVICES/ SATELLIGHT CPEP	Emergency Department	EPIC	Pending	Pending	Pending
RECOVERY ROOM	Inpatient		N/A	N/A	N/A
OPERATING ROOM	Inpatient	EPIC	N/A	N/A	N/A
AMBULATORY SURGERY		EPIC	N/A	N/A	N/A
OUTPATIENT CLINICS	Outpatient	EPIC	N/A	N/A	N/A
DENTAL OP	Outpatient	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	EPIC	N/A	N/A	N/A
MENTAL HEALTH OPD	Outpatient	EPIC	N/A	N/A	N/A
OB & GYN OPD		EPIC	N/A	N/A	N/A
PEDIATRIC CLINICS	Outpatient	EPIC	N/A	N/A	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	EPIC	N/A	N/A	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	EPIC	N/A	N/A	N/A

HEAD NURSES: Consensus

North Central Bronx			Head Nurse Ratios		
Dept Name	Functional Service	ADC	Shift 1 Nights	Shift 2 Days	Shift 3 Evening
NO IP 9A MED SURG	Med/Surg	EPIC	N/A	1: Unit	N/A
	Telemetry	26% of ADC			
NO IP 9B MED SURG	Med/Surg	EPIC	N/A	1: Unit	N/A
	Telemetry	26% of ADC			
NO IP 10A M/S FLEX	Med/Surg	EPIC	N/A	1: Unit	N/A
	Telemetry	26% of ADC			
NO IP 10B ICU ACUTE/ STEP DOWN	ICU	EPIC	N/A	1: Unit	N/A
	Step Down	EPIC			
NO IP 7A LABOR & DLVRY	Labor and Delivery	EPIC	N/A	1: Unit	N/A
NO IP 7A NEONATAL ICU	NICU	EPIC	N/A	N/A	N/A
NO IP 8A MOTHER BABY	Mat/Child	EPIC	N/A	1: Unit	N/A
NO IPP 11B ADULT PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
NO IPP 12A GERI PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
NO IPP 12B ADULT PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
EMERGENCY DEPARTMENT- ADULT/	Emergency Department	EPIC	N/A	1	N/A
EMERGENCY DEPARTMENT- PEDIATRICS	Emergency Department	EPIC	N/A	N/A	N/A

PSYCHIATRIC EMERGENCY SERVICES/ SATELLIGHT CPEP	Emergency Department	EPIC	N/A	Pending	N/A
RECOVERY ROOM	Inpatient		N/A	N/A	N/A
OPERATING ROOM	Inpatient	EPIC	N/A	N/A	N/A
AMBULATORY SURGERY		EPIC	N/A	N/A	N/A
OUTPATIENT CLINICS	Outpatient	EPIC	N/A	1	N/A
DENTAL OP	Outpatient	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	EPIC	N/A	1	N/A
MENTAL HEALTH OPD	Outpatient	EPIC	N/A	N/A	N/A
OB & GYN OPD		EPIC		1	
PEDIATRIC CLINICS	Outpatient	EPIC	N/A	1	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	EPIC	N/A	N/A	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	EPIC	N/A	N/A	N/A

CLERIAL: DC #7 not in consensus with relief clericals

North Central Bronx			Clerical Ratios		
Dept Name	Functional Service	ADC	Shift 1 Nights	Shift 2 Days	Shift 3 Evening
NO IP 9A MED SURG	Med/Surg	EPIC	N/A	1: Unit	1: Unit
	Telemetry	26% of ADC			
NO IP 9B MED SURG	Med/Surg	EPIC	N/A	1: Unit	1: Unit
	Telemetry	26% of ADC			
NO IP 10A M/S FLEX	Med/Surg	EPIC	N/A	1: Unit	1: Unit
	Telemetry	26% of ADC			
NO IP 10B ICU ACUTE/ STEP DOWN	ICU	EPIC	N/A	1: Unit	1: Unit
	Step Down	EPIC			
NO IP 7A LABOR & DLVRY	Labor and Delivery	EPIC	N/A	1: Shift	N/A
NO IP 7A NEONATAL ICU	NICU	EPIC	N/A	N/A	N/A
NO IP 8A MOTHER BABY	Mat/Child	EPIC	N/A	1: Unit	N/A
NO IPP 11B ADULT PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
NO IPP 12A GERI PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
NO IPP 12B ADULT PSYCH	Adult Psych	EPIC	N/A	1: Unit	N/A
EMERGENCY DEPARTMENT- ADULT/	Emergency Department	EPIC	N/A	N/A	N/A
EMERGENCY DEPARTMENT- PEDIATRICS	Emergency Department	EPIC	N/A	N/A	N/A

PSYCHIATRIC EMERGENCY SERVICES/ SATELLIGHT CPEP	Emergency Department	EPIC	N/A	N/A	N/A
RECOVERY ROOM	Inpatient		N/A	N/A	N/A
OPERATING ROOM	Inpatient	EPIC	N/A	N/A	N/A
AMBULATORY SURGERY		EPIC	N/A	N/A	N/A
OUTPATIENT CLINICS	Outpatient	EPIC	N/A	N/A	N/A
DENTAL OP	Outpatient	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	EPIC	N/A	N/A	N/A
MENTAL HEALTH OPD	Outpatient	EPIC	N/A	N/A	N/A
OB & GYN OPD		EPIC	N/A	N/A	N/A
PEDIATRIC CLINICS	Outpatient	EPIC	N/A	N/A	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	EPIC	N/A	N/A	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	EPIC	N/A	N/A	N/A

SECTION 2: Union Proposal

DC 37 2024 Response for the Safe Staffing Submission NYC Health and Hospitals

Facility - North Central Bronx

Union Committee members - Moira Dolan, Sr. Assistant Director, DC 37

In Patient Units

Behavioral Health - 4 BHA's per Unit/tour and 2 PCA's per unit/ per tour. Due to the nature of the patients, the risk of violence and high rate of workers compensation related injuries, the Union is supporting a higher ratio than the facility is proposing. This will insure safety for the patients and the staff.

Patient Care Associates 1:8 ratio. Nurses and PCA's are all clamoring for more assistance. It is not practical to expect 1 PCA to assist 12 patients with feeding, toileting, assistance with getting out of bed or just general needs. Patients are waiting long times for a call bell to be answered and are not likely to rate patient satisfaction highly. PCA's are stressed because they cannot provide quality care. Often PCA's are assigned to 1:1 or close observation and not available to rest of the patients.

Emergency Department & CPEP PCA's 1:5 and BHA's 4 per tour based on the high needs and volatility of the area.

Clerical Staff - 1 per unit tour for day and evening and a float pool for overnight. There should also be at least two relief clericals per day and evening tours to cover lunch and breaks.

In addition, we are concerned that HH may be implementing a tightening up of the 1:1 assignment and "more effective use of resources" with more patients assigned to close observations of 1:4. Providers should have the appropriate latitude to determine when a patient requires a 1:1 even if it is not a suicide, elopement or risk of violence.

Section 3: Management Plan

June 24, 2024

To

Whom It may concern,

Re: Management Proposal

New York Health + Hospitals-North Central Bronx had consensus with every bargaining unit on staffing ratios except with DC37 on Nursing support staff. Patient care associate's (PCA) ratio's on inpatient units, Behavioral Health Associates (BHA) on inpatient Behavioral Health Units, Emergency Department, and Clerical staff relief pool.

On Medical Surgical Units, management proposal for Nursing Support ratios is one nursing support person to every twelve patients on the inpatient units, supported by literature.

On review of literature on safe staffing models, the proposal by management will provide safe and sufficient patient care hours per patient day.

- The most robust study of RNs and supporting frontline staff supported a model of two non-RN nursing personnel for every 25 patients, equating to a 1:12.5 ratio
- The Healthforce Center at the University of California San Francisco published a Health Workforce Baseline and Surge Ratio chart based on the "best available literature" and crowd sourced information on March 21, 2020. They also endorsed a 1:12 nursing support ratio where the RN ratio is 1:6, as it is in all of our med/surge units, with Stepdown, ICU and other critical care units 1:2-1:4.

The North Central Bronx is committed to ensuring that nursing support staff do not exceed twelve patients at a time by building a robust nursing support pool. The pool will address any unforeseen surges and ensure that one to one coverage does not impact nursing support assigned to units. Our review of the average daily census and bed count at the units in our hospital indicate that nursing support staff will often have fewer than twelve patients.

On Behavioral Health Units, the management proposal is two Behavioral Health Associates supported by coverage of patients on 1:1, Hall Monitor and Psychiatric Social Health Tech and BHA Supervisors for every shift. Robust coverage of the inpatient behavioral Health units, Emergency Departments, CPEP and Inpatient medical units by trained BHA will ensure safety of staff and patients. The staff scheduled for each tour far exceeds the decreased average daily census on inpatient Behavioral Health units and CPEP.

On review of literature on safe staffing models, and review of census data, the proposal by management will provide safe and sufficient patient care hours per patient day.

Dedicated Clerical Staff is currently provided for inpatient units. The robust pool of Clerical associates covers each other for break and therefore do not require additional staff for break relief.

NYSNA contract with Nursing staffing ratios is in effect for Registered Nurses and support staff. Management has not received any verbal or written proposal as of 6/24/2024.

Sincerely

(s/d) Neena S Philip, DHA, RN, FACHE, CENP, CCRN
Chief Nursing Officer
NYCH+H North Central Bronx
3424 Kossuth Avenue,
Bronx, NY 10467
Tel No: 718-519-3500
Email: philipn2@nychhc.org

NYC H+H/ North Central Bronx
3424 Kossuth Ave
Suite 1701
Bronx, N.Y. 10467
Office: (718) 519-3500

Christopher J. Mastromano
Chief Executive Officer
NYC H+H | Jacobi
1400 Pelham Parkway South
Suite 1S9/ Bldg. 1
Bronx, N.Y. 10461
christopher.mastromano@nychhc.org
Office: (718) 918-8141

June 25, 2024

To Whom it May Concern:

The documents enclosed reflect the staffing plan for **North Central Bronx Hospital, PFI- 001186.**

There were three work areas where consensus was not achieved:

- PCA Staffing (Nursing Support)
- Clerical Support Float Pool
- BHA Change in consensus

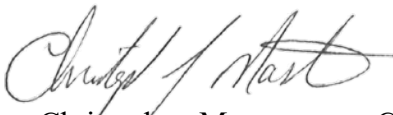
Concerning the PCA Staffing, the literature supports 1:12 ratio which we have been operating with. To ensure that the 1:12 ratio is sustained, a nursing support staffing pool is being created to handle the supplemental areas which could detract from a 1:12 ratio, including care for patients who require 1:1 support.

There are dedicated Clerical Staff provided for on the inpatient units. There is a more than adequate pool of Clerical associates to cover each other for break and therefore do not require additional staff for break relief.

On Behavioral Health Units, the management proposal is two Behavioral Health Associates. supported by coverage of patients on 1:1, Hall Monitor and Psychiatric Social Health Tech and BHA Supervisors for every shift. Robust coverage of the inpatient behavioral Health units, Emergency Departments, CPEP and Inpatient medical units by trained BHA will ensure safety of staff and patients. The staff scheduled for each tour far exceeds the decreased average daily census on inpatient Behavioral Health units and CPEP.

Please let me know if you have any additional questions.

Sincerely,



Christopher Mastromano, CEO
NYC H+H | Jacobi/ North Central Bronx