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June 28, 2024

Dear Dr. Stephanie Shulman, Director Division of Hospitals and Diagnostic & Treatment Centers,

I want to acknowledge and thank the Elmhurst Nursing Management and the Union Nursing leadership for coming together this past quarter to ensure Elmhurst Hospital has the best possible Nursing Staffing Plan for our units and patients. This is further evidence of the alignment and trust in our mission to serve all individuals that need care regardless of their ability to pay.

The following is a high-level summary and final agreements:

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

In Patient Units:

Behavioral Health 4 BHA's per Unit and 2 PCA's per unit. 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. The final vote established to stay with a 1:12 ratio.
- **Emergency Department & CPEP** PCA's 1:5 and BHA's 4 per tour based on the high needs and volatility of the area. The final vote established to stay with the current ratio.
- **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. The final vote established to stay with a budget staffing.
- In addition, we are concerned that H+H 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. The final vote established to stay with current 1:1 practices.

Nursing Labor Bargaining Unit/NYSNA:

- Elmhurst Hospital came to consensus with frontline staff on nursing support ratios.

In the spirit of our shared mission and seeing this as an opportunity to establish best practice, I am confident these new staffing models will enhance partnership with our union members and management teams.

Sincerely,



Helen Arteaga, MPH, PhD
CEO, New York City Health + Hospitals Elmhurst

June 27, 2024

Dear Ms. Arteaga,

This is the Management's proposal and rationale for the NYS Clinical Staffing Committee for areas with no consensus between Labor and Management.

RN Labor Bargaining Unit/ NYSNA

56 out of 56 units reached consensus on staffing models and ratios.

Local 420 and Local 1549

Elmhurst Hospital was not able to come to consensus with frontline staff on nursing support ratios for inpatient units for PCAs, BHAs and clerical support. Nursing support includes Patient Care Associates (PCA), Behavioral Health Associates (BHA), Psych Techs and Clerical Support in inpatient units.

At our facility, the majority are PCAs who check vital signs, weigh and measure patients, obtain specimens, performs specimen screening tests, and records findings on patients' charts, among many other important tasks at Elmhurst.

Our proposal for Nursing Support ratios is one nursing support person to every twelve patients. The rationale behind the 1:12 nursing support ratio is:

- The staffing studies and literature support a 1:12 ratio
 - 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/surg units, with Stepdown, ICU and other critical care units 1:2-1:4. In the same study as cited above, "The effect of substituting one nurse assistant for one professional nurse to care for every 25 patients—thus reducing the skill mix from 66.7% to 50%, or by 16.7%—would be to increase the odds on mortality by 21%."
- Our RN ratios are robust
 - As noted in the plan, all RN ratios were agreed upon by both frontline staff and management alike.
 - At Elmhurst RNs and nursing support work as a team with one another. By ensuring that RN ratios are robust, our model enables RNs can step in and help nursing support staff during times when they are at a 1:12 ratio. The Med Surg and Pediatric RN ratio is 1:6, Critical Care is 1:2, Step down is 1:4. Behavioral Health is 1:7 and Mother Baby is 1:3 couplet.
 - Elmhurst is committed to ensuring that nursing support staff do not exceed twelve patients. This year we have added 12 additional PCA positions to Med Surg and 4 to Pediatrics.

- 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.
- Most ICUs have less than 12 patient beds except for STICU and NICU. The NICU PCAs do not have patient assignments, but do tasks like Hearing screening and bottle cleaning.
- The Behavioral Health 2.0 model has one PCA per adult unit to perform phlebotomy and EKGs.

BHAs

- Behavioral Health Associates (BHAs) at Elmhurst] work primarily in behavioral health units and the Adult ED. They perform crisis and de-escalation interventions, therapeutic observations, and patient supervision. As a public health care hospital that sees some of New York City's most acute psychiatric patients, our BHAs are essential to the functioning of our behavioral health units. Elmhurst is committed to enhancing their role by creating a Behavioral Health Response Team which includes Hospital Police to provide support when there is a situation that requires additional support and will respond throughout the hospital to behavioral health emergencies. We have recently received approval for 14 new BHA FTEs to create this team.
- Our proposal for BHAs is [1/unit] for the following reasons:
 - Elmhurst has Psychiatric Social Health Technician (PSHTs) which supports patient care in Behavioral Health.
 - BHAs are not assigned to specific patients, but rather perform de-escalation functions and routine observations. Our facility has staffed at least 1/unit per tour and have found the number to be sufficient to ensure patient and staff safety. Behavioral Health units which have more than 16 beds have 3 BHAs per unit.

Clerical Staff

All Med Surg, Critical Care, and Mother Baby units currently have 1 clerk per unit tour for day and evening with float clerks to replace scheduled time off and sick time. There are day clerks for all Behavioral Health Units and 2 evening clerks on AB10 and 11 who can cover clerical needs of all units as there are very few admissions after 1700. Clerical staff in the ED, CPEP and L&D are available on all tours. However, they do not report to Nursing. Due to our electronic medical record, there are very few tasks for night clerks so FTEs were divided into day, evening and weekend coverage.

Special Observations

All Behavioral Health 1:1 require Physician order. Nursing Special Observations for fall prevention or safety are requested by the RN staff and validated by the Nursing manager on all tours. They are 2:1s. We have not decreased special observations. We average 25 Med Surg and 10 Behavioral Health special observations per shift.

Respectfully submitted,



Joann Gull, RN MSN
Chief Nursing Officer

June 25, 2024

Dear CEO Arteaga and CNO Gull,

Please find DC 37's proposals for safe staffing submission to the NYS Department of Health. We are not in agreement with the facility's proposal. This may vary from what was discussed at the meeting but represents further discussions with leadership.

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

Facility - Elmhurst

Union Committee members Maribel Brown NATE, Celeste Alston BHA, Jainarine Jasopersaud, NATE, Michele Trester, Assistant Director, DC 37, Jennifer White, Council Representative, DC 37

In Patient Units

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Thank you,

Moira Dolan
Sr. Assistant Director
DC 37, AFSCME

EL				RN			Nursing Support			BHA			HN			Clerical			CONSENSUS
		Physical Bed Count/ Visits per day	VISITS	Shift 1	Shift 2	Shift 3	Shift 1	Shift 2	Shift 3	Shift 1	Shift 2	Shift 3	Shift 1	Shift 2	Shift 3	Shift 1	Shift 2	Shift 3	
Ambulatory Surgery	Ambulatory Su	Periop	18.0	EPIC	N/A	1.0	1.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	1 : Unit	1 : Unit	YES
ACT	Behavioral He	Adult Psych	12.0		N/A	1.0	N/A												YES
Cardiac Catheterization	Cardiac Cathe	Periop	5.0	EPIC	N/A	4.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 : Unit	N/A	YES
Dialysis - Acute	Hemodialysis	Med / Surg	6 beds	EPIC	N/A	3.0	3.0	N/A	1.0	1.0	N/A	N/A	N/A	N/A	N/A	N/A	1 : Unit	N/A	YES
Endoscopy	endoscopy	Periop	9.0	EPIC	N/A	3.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Mental Health Services O	Behavioral He	Adult Psych	190.0	EPIC	N/A	3.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Methadone	Methadone	Adult Psych	136.0	EPIC	N/A	3.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1 : Unit	N/A	N/A	N/A	N/A	YES
Nuclear Medicine/Radiolog	Nuclear Medic	Radiology	152.0	EPIC	2.0	9.0	2.0	1.0	3.0	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Obstetrics/Gynecology	Women's Hea	Amb Care	250.0	EPIC	N/A	8.0	N/A	N/A	4.0	N/A	N/A	N/A	N/A	1 : Unit	N/A	N/A	N/A	N/A	YES
Pediatric Primary Care	Pediatric Primary Care		250.0																
		Amb Care		EPIC	N/A	6.0	N/A	N/A	7.0	N/A	N/A	N/A	N/A	1 : Unit	N/A	N/A	N/A	N/A	YES
Outpatient Clinics:	Med/ Surg Spe	Amb Care	700.0	EPIC	N/A	9.0	N/A	N/A	7.0	N/A	N/A	N/A	N/A	2 : Unit	N/A	N/A	N/A	N/A	YES
	OHS	Amb Care	40.0	EPIC	N/A	1.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
	Diagnostic	Amb Care	75.0	EPIC	N/A	1.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
	Preadmit Testi	Amb Care	7.0	EPIC	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
	World Trade	Amb Care	13.0	EPIC	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
	Immunology	Amb Care	75.0	EPIC	N/A	3.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	1 : Unit	N/A	N/A	N/A	N/A	YES
Infusion Center	Infusion Cente	Amb Care	25.0	EPIC	N/A	2.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Geriatric	Senior Care	Amb Care	60.0	EPIC	N/A	2.0	N/A	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Medical Primary Care	MPC	Amb Care	350.0	EPIC	N/A	8.0	N/A	N/A	7.0	N/A	N/A	N/A	N/A	1 : Unit	N/A	N/A	N/A	N/A	YES
Chemical Dependency	Chemical Dependency	Adult Psych	25.0	EPIC	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Short Stay	Observation R	Emergency Services	10.0	EPIC	2.0	2.0	2.0	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Partial Hospitalization - Adult	Partial Hospitalizatio n - Adult	Adult Psych	6.0	EPIC	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
Partial Hospitalization - Peds	Partial Hospitalizatio n -Peds	Peds Psych	4.0	EPIC	N/A	1.0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	YES
PACU	PACU	Periop	12 beds	EPIC	2.0	5.0	6.0	N/A	1.0	1.0	N/A	N/A	N/A	1 : Unit	N/A	N/A	1 : Unit	1 : Unit	YES
CPEP	CPEP	Adult/ Child Psych	20	EPIC	4.0	4.0	4.0	N/A	N/A	N/A	3.0	3.0	3.0	1 : Unit	N/A	N/A	N/A	N/A	No for DC 37

Adult Emergency Department

266 visits /day

		RN		Nursing Support			BHA			Sitter			Consensus Reached
		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	
Applies to All Adult Emergency Departments	ESI 1	1 : 1	1 : 1	1 : 12	1 : 12	1 : 12	2 : Unit	2 : Unit	2 : Unit	4 : Unit	4 : Unit	4 : Unit	No for DC 37
	ESI 2	1 : 2	1 : 2										
	ESI 3	1 : 5	1 : 5										
	ESI 4 + 5	1 : 8	1 : 8										

Ratio does not change based on ESI

PEDs Emergency Department

109 visits/ day

		RN		Nursing Support			BHA			Sitter			Consensus Reached
		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	
Applies to All PEDs Emergency Departments	ESI 1	1 : 1	1 : 1	1 : 12	1 : 12	1 : 12	N/A	N/A	N/A	N/A	N/A	N/A	Yes
	ESI 2	1 : 2	1 : 2										
	ESI 3	1 : 5	1 : 5										
	ESI 4 + 5	1 : 8	1 : 8										

Ratio does not change based on ESI

Operating Room

12 ROOMS
Operating Room
21 cases per day

RN		Surgical Tech			Nursing Support			Consensus Reached
Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	
1 : 1	1 : 1	1 : 1	1 : 1	1 : 1	N/A	1/ UNIT	N/A	yes