

## Staffing Committee Summary Report

**2018**

Hospital Name: Horizon Specialty Hospital

640 Desert Lane Las Vegas, NV 89106

702-381-3155

**Staffing Committee Established:** Yes, established 2013 and has complied yearly with the required mandate

**Committee Composition:**

CNO, DON, RN, LPN, CNA and Staffing Coordinator

**Committee Activities and efficiencies for 2018 included:**

- **Elections:** Nominations and elections were conducted for the 2018 staffing committee
- **Staff staffing levels:** Staffing levels are fluid. Charge nurse and the Director of Nurses (DON) are provided the Flexibility to increase and adjust staffing levels based on acuity of the patients and the needs on the nursing units. Charge nurses are provided the authority to increase staff to provide safe patient care.
- **Efficiency of staff on each unit and facility:** HSH maintains an out of ratio charge nurse to provide resources for all staff. Orientation provided based on experience to all new clinical staff. Preceptor program is established. Employees and new Graduate nurses are provided with the training and competencies to perform patient safe patient care.
- **Education:** Horizon Specialty Hospital has contracted with Flex-ED a Joint Commission accredited organization to ensure professional education and training for all clinical staff.

- **Patient assignments:** all patient assignments are based on the established staffing grid and patient acuities.
- **Policies and education:** have been developed to provide critical care level training to meet the educational needs of the nursing staff.
- **Bonuses:** Staff is provided with bonuses to encourage floating between the two campuses to ensure safe care.
- Both facilities are currently staffed at grid with the reduction of agency staffing.
- Turnover rate at both facilities are below the national standard.
- Staff is educated on procedure for assignment refusal as defined in policy (see attached).

• Signature  CNO 12/17/18 Date 12/2018

## Horizon Hospital Staffing Committee

### Policy 2018

#### Establishment and Authority

The Staffing Committee is a member meeting required by the state of Nevada. Established by hospital Governing Board and reporting to legislature.

#### Purpose/Responsibilities

The purpose of the committee is to develop a documented detailed staffing plan to include consideration of certain requests, requirements of staffing plan and flexibility for adjustments. Ensure records of refusals of and objections to work assignments will be maintained. Develop and maintain policies to allow nurses or certified nursing assistants to refuse or object to work assignments and ensure the number, and that outline the skill mix and classification of licensed nurses in each unit of the hospital.

Develop methods to improve quality and effectiveness of patient care.

#### Committee Composition and Governance

##### 1. Membership

- a. The committee shall be composed of the Chief Nursing Officer or Nurse Manager, one Charge nurse/Supervisor, one Staffing Coordinator, one Registered Nurse assigned to the day shift, one Registered Nurse assigned to the night shift, and one Certified Nursing Assistant.
- b. An election and nomination process shall determine members of the committee. Clinical staff shall nominate individuals to represent nursing for the upcoming year. Ballots will be provided to staff so that an election of committee members is selected by a majority vote.
- c. Should a member vacate their position on the committee a special election will be held to replace the committee member. A majority vote will be required as in the general election.
- d. Members shall serve a term of 12 months.
- e. All members of the committee shall be provided with a written copy of the policy and staffing plan. Members must acknowledge the staffing policy and plan by signing a copy which will be part of the required documentation for the committee and maintained on record for two years. In addition each member shall be provided with the opportunity to object to current staffing policies as written by submitting a written objection. The written statement must include reason for disagreement or objection for review by the committee.

##### 2. Leadership

- a. The Medical Executive Committee shall appoint one of the committee members to serve as the Committees' Chair and one to serve as Vice-Chair. The Committee Chair shall appoint a Secretary who need not be a committee member.
  - b. The Committee Chair shall manage the committee and its meetings.
  - c. The Vice Chair shall perform the duties of the Chair in the Chair's absence or in the event of vacancy in the office of Chair.
  - d. The secretary shall prepare minutes of the Staffing Committee meeting for the Committee's approval.
  - e. Steering committee. The Committee Chair may appoint a steering committee which shall assist with meeting agendas and action recommendations
  - f. The committee provides a summary report annually to the Nevada Hospital Association. The hospital is required to provide a summary report to the appropriate legislative committee every other year as defined.
3. Meeting
- a. The Committee shall determine the time and place of its meetings, provided that it shall meet at least quarterly (four times) per year on the last Wednesday or Friday of the month.
  - b. The Committee shall determine the procedures for its meeting.
  - c. A quorum for meeting shall be two members of hospital management and two members of the clinical nursing staff.
  - d. Action taken by the Committee will require a majority vote of those members present.
  - e. Committee meetings may be in person or by conference call as called by the Committee Chair.
  - f. The Committee Chair (or his/her designee) shall provide written notice (memo) of the time and place of all meetings of the Committee to each member of the Committee and Governing Board no later than three (3) days prior to the meeting, together with an agenda of the items for which action may be taken. Any member of the Governing Board may attend any meeting held in person and may monitor any meeting held by conference call.
  - g. Horizon Hospital staff members who wish to attend a Committee meeting or monitor committee conference calls may do so after providing notice of their interest to the Committee Chair by email. Upon receiving such notice, the Committee Chair shall provide a email copy of the notice and agenda of future meeting to the staff member at the time the notice and agenda are provided to the Committee and Governing Board.

### Reporting

The Committee shall report quarterly to the hospital Quality Patient Safety Council, Medical Executive Committee and Governing Board. The Committee shall submit on even-numbered years a report to the Director of Legislative Counsel Bureau concerning the activities and progress, and efficacy of the Staffing

Committee. The Committee shall submit on odd-numbered years a report to the Legislative Committee on Health Care.

Review and Changes to the Charter

The Committee shall review the charter on an annual basis and recommend any change to the Governing Board.

Approved 2013

Reviewed 12/2016, 12/2017

Revised 12/2018

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**Title: Objection to Work Assignment – NEVADA ONLY**

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**Purpose:**

To provide a systematic method for reviewing the circumstances under which a licensed nurse or certified nursing assistant may object to a work assignment.

1. A licensed nurse or Certified Nursing Assistant (CNA) can file an objection to a work assignment if it violates any provision of NRS 449.241 to 449.2421 concerning the establishment and requirements of a staffing committee and a staffing plan.
  - A. Will report to his or her immediate supervisor or person in charge, in writing, the reason(s) for objecting to a work assignment which consist of the following:
    - 1) Lack the skills or competency to adequately carry out the assignment.
    - 2) Assignment is outside the scope of practice for staff member.
2. The staff member objects on the basis of a conflict with their religious, cultural or ethical beliefs.
  - A. The immediate supervisor will assess options and then seek to remedy the situation.
  - B. If no possible alternatives are identified, the immediate supervisor, or person in charge will contact his/her immediate supervisor on duty.
  - C. The nursing supervisor will review the written request and attempt to resolve the situation utilizing available resources he/she determines appropriate
  - D. If the licensed nurse/CNA is dissatisfied with the decision of the supervisor, the licensed nurse/CNA should initiate an Assignment Despite Objection (ADO) form prior to the end of the shift, but still accept the work assignment, despite the objection.
  - E. The facility should respond to the objection as soon as practicable, but no later than 45 days after receiving the objection.
  - F. The objection will be submitted to the Staffing Committee and reviewed for trends by reviewing number of objections to a work assignment filed by a licensed nurse or CNA
  - G. The Staffing Committee will provide a response to the licensed nurse/CNA regarding an explanation of how the health care facility addressed this.
3. A medical facility is prohibited from retaliating or discriminating against a licensed nurse or CNA, who requests to be relieved of a work assignment, refuses a work assignment, or objects to a work assignment.

**Manual: Hospital Leadership Policies and Procedures**  
**Section: II**

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**Title: Refusal of Work Assignment Form – NEVADA ONLY**

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**Instructions:**

A licensed nurse or Certified Nursing Assistant (CNA) refusing a work assignment is encouraged to communicate this concern in the following manner:

- A. Report in writing to his or her immediate supervisor or person in charge, that he or she does not possess the knowledge, skill or experience to comply with an assignment to provide nursing services to a patient as defined in NRS 449.205, Section 1, Subsection 1(b). This would be verified by documentation in the personnel file of the licensed nurse or CNA – concerning his or her competence to provide various nursing services to the patient, unless the refusal constitutes unprofessional conduct as set for in NAC 632.890, or any regulations adopted pursuant thereto.
- B. Will provide notice, prior to accepting an assignment, to the immediate supervisor or person in charge of the licensed nurse or CNA within Two (2) hours.
- C. If a licensed nurse or CNA is assigned a position or task for which he/she feels unqualified or unsuited, he or she should immediately express such concerns to the immediate supervisor or person in charge.
- D. The immediate supervisor or person in charge will assess options and then seek to remedy the situation to relieve the licensed nurse or CNA from their work assignment
- E. If no possible alternatives are identified, the immediate supervisor or person in charge will contact his or her immediate supervisor on duty.
- F. Documentation of the "Refusal of Work Assignment" will be submitted to the staffing committee for review
- G. The nursing supervisor will review the written request and attempt to resolve the situation utilizing available resources he/she determines appropriate.
- H. If the nursing supervisor fails to approve the request without proposing a remedy, or a remedy is proposed but inadequate or untimely, the licensed nurse or CNA can file a formal complaint with the Health Division within Three (3) business days from the date of refusal, if the licensed nurse or CNA feel, in good faith, the refusal meets the condition of the written policy for refusal of assignment.

**EXAMPLE OF Timeframe for Action – MUST CORRESPOND WITH FACILITY POLICIES**

	Nurse/CNA	Supervisor	Staffing Committee
Timeline	Three (3) Days	Fourteen (14) Days	Forty-five (45) Days
Action	File Complaint with NSHD, complete Refusal of Work Assignment Form with copy to Supervisor and Staffing Committee	Investigate	Review and examine trends for effectiveness and quality improvement
	Await response	Respond to Nurse/CNA	Respond to Nurse/CNA

Manual: Hospital Leadership Policies and Procedures  
Section: II

Title: Refusal of Work Assignment Form - NEVADA ONLY (Continued)

**Refusal of Work Assignment Form**

I, \_\_\_\_\_ a licensed nurse/CNA at \_\_\_\_\_  
(Name) (Hospital)  
on \_\_\_\_\_, hereby refuse to the assignment as:  
(Shift) (Date)

☐ charge / lead nurse ☐ team leader ☐ primary nurse ☐ staff nurse ☐ other

***My reason(s) for refusal to this work assignment are:***

- I have not been oriented to this unit and therefore do not have the knowledge or competency to meet the needs of the patient in this area of specialization.
- This is beyond my scope of practice.
- I object to this assignment based on religious, moral or ethical reasons.

***Brief statement of issue(s):***

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***Those I notified about my refusal to this assignment:***

\_\_\_\_\_  
(Signature) (Date/Time) (Home Phone Number)

**Attention:** Complete this form and have it signed by your immediate supervisor and the Chair of the staffing committee. Make two copies and provide one to your immediate supervisor and the other to the chair of the staffing committee.

\_\_\_\_\_  
(Supervisor's Name) (Supervisor's Title)

\_\_\_\_\_  
(Action Taken)

\_\_\_\_\_  
(Supervisor's Signature) (Date/Time)

\_\_\_\_\_  
(Chair of Staffing Committee)