



POLICY

Title: Nurse Staffing Committee - SP

Location: Valley Hospital	Policy Number:	Page: 1 of 5
Department of Document Owner: VALLEY - NV		
Original Effective Date: 5/2012	Last Review Date: 7/2018	Last Revision Date: 7/2018
Section: General Nursing (NSG)		

I. Scope:

The Nurse Staffing Committee policy applies to all licensed nurses, certified nurse assistants (CNA), and technician, providing direct patient care, nursing leadership, and senior management. Oversight for quality of care related to nurse staffing is provided by the hospital governing board.

II. Purpose:

The purpose of the Nurse Staffing Committee is to recommend a nurse staffing plan that promotes safe and effective patient care, supports retention of licensed nurses, CNAs, technicians and promotes adequate staffing.

The hospital recognizes quality and safe patient care is the first and primary concern of all staff, and this mutually shared goal is best served by having hospital management and employees working together to examine the most effective and efficient means of providing quality patient care. This policy provides the structure for meeting that end.

III. Definitions:

Nurse Staffing Committee: A standing committee established by the facility in accordance with the law to ensure the provision of safe patient care and adequate licensed, CNA, and technician. .

Nurse Staffing Plan: A detailed written plan that, in accordance with applicable state law defines the staffing plan for each nursing unit and shift based on patient care needs, appropriate skill mix of licensed nurses, CNAs, and/or technicians layout of the unit, and national and/or state standards or recommendations on nurse staffing.

IV. Policy:

- A. The hospital shall comply with all lawful staffing guidelines and evaluate effectiveness of staffing based on well-established and recognized criteria.
- B. The facility maintains a Nurse Staffing Committee as a standing committee of the hospital. The Nurse Staffing Committee has as its primary consideration the provision of safe patient care and adequate nursing staffing.

*SP denotes as Standardized Practice

This policy and any related procedures or guidelines were developed based on available evidence, regulatory standards, and accreditation requirements. Caregivers are accountable for following policies, procedural steps, and/or guidelines as they carry out their responsibilities. However, no clinical policy, procedure, or guideline can account every situation, so caregivers remain responsible for exercising their clinical judgment within their scope of practice and varying from a policy, procedure, or guideline in the event where the patient's circumstances fall outside the scope of the policy.

C. The Nurse Staffing Committee will:

1. Develop and recommend to the hospital's governing body a nurse staffing plan that is based on the needs of each patient care unit/service line and shift, and on evidence relating to patient care needs;
2. Review, assess, and respond to staffing concerns expressed to the committee;
3. Identify the nurse-sensitive outcome measures the Nurse Staffing Committee will use to evaluate the effectiveness of the official nurse services staffing plan;
4. Evaluate, at least semi-annually the effectiveness of the official nurse services staffing plan and variations between the plan and the actual staffing;
5. Submit to the system's governing body, at least annually, unless otherwise mandated by State requirements, a report on nurse staffing and patient care outcomes, including the committee's evaluation of the effectiveness of the official nurse services staffing plan and aggregate variations between the staffing plan and actual staffing; and
6. Submit reports to State entities in accordance with governing regulations.
7. Evaluate the effectiveness of the official Nurse Staffing Plan in relation to patient needs, nursing-sensitive quality indicators, nurse satisfaction measures collected by the system, and evidence-based nurse staffing standards.

D. The hospital will:

1. Use the official Nurse Staffing Plan:
 - a) As a component in setting the licensed nurses, CNAs, and/or technicians staffing budget; and
 - b) To guide the facility in assigning licensed nurses, CNAs, and/or technicians; and
 - c) Make readily available to licensed nurses, CNAs, and/or technicians on each patient care unit at the beginning of each shift the official Nurse Staffing Plan levels and current staffing levels for that unit and shift.

E. The Nurse Staffing Plan will:

1. Reflect current standards established by private accreditation organizations, governmental entities, national nursing professional organizations, and other health professional organizations;
2. Set forth the number, skill mix and classification of licensed nurses, CNAs, and technicians required in each unit in the health care facility;
3. Set staffing levels for patient care units required on specified shifts that are:
 - a) based on multiple nurse and patient considerations (including appropriate skill mix of registered nurses and other nursing personnel, and patient care needs);

- b) determined by the nursing assessment and in accordance with evidence-based safe nursing standards; and
 - c) based on patient classification system per state requirement.
4. Include a method for adjusting the staffing plan for each patient care unit to provide staffing flexibility to meet patient needs;
 5. Include a contingency plan when patient care needs unexpectedly exceed direct patient care staff resources;
 6. Take into account the experience of the clinical and non-clinical support staff with whom the nurses collaborate, supervise or otherwise delegate assignments;
 7. Provide a description of the types of patients who are treated in each unit, including, without limitation, the type of care required by the patients;
 8. Provide a description of the activities in each unit, including, without limitation, discharges, transfers and admissions;
 9. Provide a description of the size and geography of each unit;
 10. Provide a description of any specialized equipment and technology available for each unit; and
 11. Consider foreseeable changes in the size or function of each unit; and includes a process for periodic quality evaluation to determine whether the staffing plan is appropriately and accurately reflecting patient needs over time and provide sufficient flexibility to allow for adjustments based upon changes in a unit of the health care facility.

V. Procedure:

- A. Under the direction of the Chief Nursing Officer, the facility will establish a Nurse Staffing Committee comprised of at least 50% registered nurses CNAs and technicians who:
 1. provide direct patient care during at least 50% of their work time;
 2. are selected by their peers who provide direct patient care during at least 50% of their work time;
 3. have defined a staff co-chair in accordance with State or bargaining unit requirements, where applicable; or
 4. are determined by bargaining unit requirements, in applicable states.
 5. are representative of the types of nursing services provided by the system and are determined by State regulations and/or bargaining unit requirements, as applicable.
- B. The Chief Nursing Officer (CNO) is a voting member of the Nurse Staffing Committee. The CNO's participation on the standing Nurse Staffing Committee ensures that minimum staffing levels are determined by nursing assessment and in accordance with evidence-based safe nursing standards.
- C. Membership may include a registered nurse from infection control, quality improvement or risk management, as well as nursing leadership team members. It is the responsibility of the hospital

nurse executive to recruit and assign members to these leadership positions on the Nurse Staffing Committee.

- D. Ad hoc members may include a representative from education, human resources, and the financial department.
- E. The committee meets at least quarterly for maintenance, review, and update of the nurse staffing plan.
- F. Participation on the Nurse Staffing Committee by an employee as a committee member is part of the employee's work time, and the facility compensates members for that time accordingly. The facility relieves a committee member of other work duties during committee meetings. Members of the Nurse Staffing Committee will receive compensation for committee time in accordance with facility policy.
- G. Nurses are to be encouraged to provide input to the committee relating to nurse staffing concerns. Furthermore, nurses who provide input to the committee are protected from retaliation: The facility may not suspend, terminate, or otherwise discipline or discriminate against a nurse who provides input to the committee.
- H. The Nurse Staffing Committee develops or adopts tools that predict nursing care requirements of individual patients.
- I. The Nurse Staffing Committee provides an annual report detailing the staffing plan and its execution.
- J. The Nurse Staffing Committee establishes a mechanism for reporting its evaluation of the actual staffing plan and the plan's effectiveness to the Governing Body, and for providing the written data for the annual report regarding nurse staffing to the required State entities. The facility Chief Nursing Officer is responsible for submitting the report.
- K. The Nurse Staffing Committee will assess staffing effectiveness by analyzing appropriate clinical/service and human resources screening indicators. The Nurse Staffing Committee shall agree on designated indicators. Nurse Staffing Committee members will develop procedures to collect valid and reliable data as well as processes for submitting recommendations to management relating to topics within the purview of the Staffing Committee.
- L. The Nurse Staffing Committee agrees to handle disputes in a democratic manner through

consensus discussion.

- M. Other considerations the Nurse Staffing Committee may review and discuss include:
1. Methods of improving patient care;
 2. Methods of reducing the cost of providing high quality patient care;
 3. Issues related to the patient acuity classification system and staffing guidelines.
 4. Issues related to the hospital's utilization of per diem employees;
 5. Issues related to floating, including orientation requirements for partner units;
 6. Issues related to nursing recruitment and retention;
 7. Measures to be taken to decrease or eliminate the need for the use of mandatory overtime in accordance with pertaining State regulations.

VI. References:

- A. Senate Bill (SB) 362 (Nevada)
- B. Nevada Revised Statutes (NRS 449) Chapter 449 et. sec.
- C. WWW.Leg.state.nv.us/nrs/nrs-449.html

VII. Related Policies:

[Nurse Staffing Plan](#)

2020 Valley Hospital Medical Center Staffing Committee Summary Report

Hospital Name: Valley Hospital Medical Center

Address: 620 Shadow Lane

City: Las Vegas

State: NV

Telephone with Area Code: 702-388-4000

Staffing Committee Established: Yes

Date of Committee Establishment: July 2009

Committee Composition: Emergency Department Registered Nurse (RN), Emergency Department RN alternate, Emergency Department Technician, Emergency Department Technician alternate, Surgical Intensive Care Unit (ICU) RN, Surgical ICU RN alternate, Surgical ICU Certified Nurse Assistant (CNA), Surgical ICU CNA alternate, Medical Intensive Care Unit (ICU) RN, Medical ICU RN alternate, Medical ICU Certified Nurse Assistant (CNA), Medical ICU CNA alternate, 2 North RN, 2 North RN alternate, 2 North CNA, 2 North CNA alternate, 3 Tower RN, 3 Tower RN alternate, 3 Tower CNA, 3 Tower CNA alternate, Intermediate Care (IMC) RN, IMC RN alternate, IMC CNA, IMC CNA alternate, Behavioral Health RN, Behavioral Health RN alternate, Behavioral Health Mental Health SR Technician, Behavioral Health Mental Health SR Technician alternate, 4 Tower RN, 4 Tower RN alternate, 4 Tower CNA, 4 Tower CNA alternate, Rehabilitation RN, Rehabilitation RN alternate, Rehabilitation CNA, Rehabilitation CNA alternate, Endoscopy RN, Endoscopy RN alternate, Endoscopy technician, Endoscopy technician alternate, Outpatient Services RN, Recovery RN, Recovery RN alternate, Recovery technician, Recovery technician alternate, Operating Room RN, Operating Room RN alternate, Operating Room technician, Cardiac/Specials procedures RN, Cardiac/Specials procedures technician, Cardiac/Specials procedures technician alternate, 1 South RN, 1 South RN alternate, 1 South CNA, 1 South CNA alternate, 3 North RN, 3 North RN alternate, 3 North CNA, 3 North CNA alternate, Float pool RN, Float pool RN alternate, Float pool CNA, and Float pool CNA alternate

Committee Meeting Frequency: The staffing committee meets quarterly on the last month of the quarter. The last 3 quarter meetings were conducted via Zoom to promote safety and meet social distancing requests.

Committee Activities:

- Review and evaluation of all assignments despite objections (ADOs)
- Vote for staffing committee chair and meeting dates
- Review of Nurse Staffing Committee, Nurse Staffing Plan, Objection Refusal to Work Assignment and Capacity Management Plan policies
- Review of Staffing Committee elections process for new members and vacant position
- Vote for committee member election terms
- Open quorum to discuss any concerns including staffing needs and assignments
- Review of equipment needs
- Nursing sensitive indicators


2020 Valley Hospital Medical Center Staffing Committee Summary Report

Committee Efficacy:

- Process for floating RN and CNA reviewed and provided information on regarding contract for RNs and policy for CNA and technicians
- Discussion of ADO concerns to be escalated to clinical supervisor to assist with resolution
- Availability of ADO form on hospital intranet
- Education developed regarding staffing policies and ADO process with ADO form location
- Education assigned to all clinical RNs, CNAs and technicians in facility to facilitate communication
- Committee members expressed concern regarding N95 masks fit tests being failed and caring for COVID-19 positive patients. Leadership team aware of concern ordered and supplied additional PAPRs to all departments

Signature of Responsible Party:

Patience Walker, CNO  (Signature) 12-7-20 (Date)

Jocelyn Nagy, RN  (Signature) 12-7-20 (Date)



**VALLEY HOSPITAL MEDICAL CENTER
RECORD**

TITLE: Staffing Committee Sign-in sheet for policies received including: Nurse Staffing Plan, Nurse Staffing Committee, Objection Refusal to Work Assignment, and Capacity Management Plan

Committee Chair: Pat Walker CNO, RN

Date	Print Name	Signature	Title	Department
3/2/20	JULIE SEXTON		RN	3N
3/2/20	MARY CHERNOGAI		R.N.	ER
2/4/20	James Wilton		Director	ED
2/4/20	Angie Wilton		RN	PACU
3/2/20	MARINY BLUMBA		RN	O.R.
3/2/2020	Oshun PERIN		CNA	IMC
3/2/2020	Amber Kawauchi		RN	BHU
3-2-20	Doreen Sald		S.M.H.	BHU
3-2-2020	Judith Garcia		CNA	1 South
3-2-2020	Aleisha Wellman		CNA	2 North
3-2-2020	Laura Steyer		RN	1-South
3-2-2020	Kaitlin Klem		RN	2 North
3-2-2020	Ronata Lomayda		UC	MICU
3/2/2020	SONIA WINDER		RN	Rehab
03/02/2020	ANACEL MOLINA		RN	MICU
03/02/2020	Lisa S. Emitt		RN	BPS
03/02/2020	Chris Jackson		NI	IMC
03/2/2020	SHARIE NEWBLE		CNA	4T
3/2/2020	Nancy Gufon		RN	micu
3/2/2020	Hayley Waterka		RN	4T
3/3/2020	Jamerson Holloway		RN	4T
3/3/2020	Alicia Ricketts		CNA	Rehab
3/3/2020	MITCH FORD		CNA	3T
3/3/2020	BECKY WRIGHT		RN	SICU
3/3/20	Anthony Hawkins		Clin Tech	PACU

Staffing Committee Meeting Minutes

March 2, 2020

8:00 – 9:00 a.m.

Facilitator: Pat Walker CNO, RN

Meeting Recorder: Kim Crocker RN – Quality, Clinical Process Improvement Manager

Attachments for Review: Agenda, committee members, and ADOs

Committee Members in Attendance on March 2, 2020: Pat Walker, Jim Holtz, Kim Crocker, Mary Chenoweth, Julie Sexton, Amy Wilkinson, Manny Elumba, Oshua Perry, Amber Kawewehi, Darrell Scott, Judith Garcia, Aleisha Wellman, Laura Stesen, Renata Zarzycka, and Nancy Guion

Purpose: To provide guidelines for maintaining adequate levels of nursing staff for each unit.

AGENDA ITEM	DISCUSSION/CONCLUSIONS	RECOMMENDATIONS/ACTIONS	RESP. PARTY
CALL TO ORDER			
March 2, 2020 Meeting Minutes	<ol style="list-style-type: none"> 1. Introductions and list of new committee members 2. Review of NRS regulations 3. Vote for Staffing Committee Chair 4. Review of 2 ADOs 5. Committee member action items: <ul style="list-style-type: none"> • Review Nurse Staffing Committee policy, Nurse Staffing Plan policy, Objection Refusal to Work assignment policy and Capacity Management Plan 6. Unit of service worksheet review 7. Open quorum: <ul style="list-style-type: none"> • Question: What is the process for floating a RN and CNA when they volunteer to come to work on their day off? <ul style="list-style-type: none"> ○ HR Response: There is no difference 	<ol style="list-style-type: none"> 1. No action 2. No action 3. Committee voted for Sharlene Myles 4. No action 5. Staffing committee members to complete attestation with review and feedback comments and return to Administration by May 4, 2020 6. Staffing committee members to complete with manger and present at staffing committee meetings 7. No action 	<ol style="list-style-type: none"> 1. n/a 2. n/a 3. Staffing Committee members 4. n/a 5. Staffing Committee members 6. Staffing committee members 7. n/a

	<p>between someone regularly scheduled vs. someone who picked up an extra shift.</p> <ul style="list-style-type: none">▪ SEIU RN contract floating order – volunteers, agency/travelers, per diems, full time and part time on rotation.▪ VHS policy for CNAs and Techs contains float per policy needs <ul style="list-style-type: none">• Question: Committee asked if VHMC is considering bringing back the 6 month financial incentive to not call our sick?<ul style="list-style-type: none">○ HR Response: For RN's this would need to be negotiated with the SEIU; for other non-contracted employees - not at this time.		
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Staffing Committee Meeting Minutes

August 10, 2020

8:00 – 9:00 a.m.

Facilitator: Pat Walker CNO, RN

Staffing Committee Chair: Sharlene Myles CNA

Meeting Recorder: Kim Crocker RN – Quality, Clinical Process Improvement Manager

Attachments for Review: Agenda, committee members, and ADOs

Meeting conducted via Zoom Link

Committee Members in Attendance on August 10, 2020: Pat Walker, Jim Holtz, Wendy Warren, Alvin Estrellado, Teresa Hern, Kim Crocker, Mary Chenoweth, Cynthia Alvarez, Jocelyn Nagy, Mitch Ford, Nicole Bai, Amy Wilkinson, Manolo Elumba, Silkk Whipple, Judith Garcia, Noriko Takeda, Brandi Wood and Patrick Smith

Purpose: To provide guidelines for maintaining adequate levels of nursing staff for each unit.

AGENDA ITEM	DISCUSSION/CONCLUSIONS	RECOMMENDATIONS/ACTIONS	RESP. PARTY
CALL TO ORDER			
August 10, 2020 Meeting Minutes	<ol style="list-style-type: none"> 1. Introductions and review of committee member list 2. Approval of minutes – 1st Noriko Takeda and 2nd Manolo Elumba 3. Committee member action items due date extended to September 7,2020: <ul style="list-style-type: none"> • Review Nurse Staffing Committee policy, Nurse Staffing Plan policy, Objection Refusal to Work assignment policy and Capacity Management Plan 4. Review of open quorum: <ul style="list-style-type: none"> • Question: What is the process for floating a RN and CNA when they volunteer to come to work on their day off? 	<ol style="list-style-type: none"> 1. Need to request to have 2 vacant spots filled 2. No action 3. New packets to be sent to committee members who have not responded and due date extended to September 7, 2020. 4. No recommendations 	<ol style="list-style-type: none"> 1. Kim Crocker 2. n/a 3. Kim Crocker and Staffing Committee members 4. n/a

	<ul style="list-style-type: none"> ○ HR Response: There is no difference between someone regularly scheduled vs. someone who picked up an extra shift. <ul style="list-style-type: none"> ▪ SEIU RN contract floating order – volunteers, agency/travelers, per diems, full time and part time on rotation. ▪ VHS policy for CNAs and Techs contains float per policy needs • Question: Committee asked if VHMC is considering bringing back the 6 month financial incentive to not call our sick? <ul style="list-style-type: none"> ○ HR Response: For RN’s this would need to be negotiated with the SEIU; for other non-contracted employees - not at this time. <p>5. Review of 15 ADOs. Each ADO reviewed and unit managers explained reason for occurrence and action(s) to resolve.</p> <p>6. Open quorum</p> <ul style="list-style-type: none"> • Pat Walker asked for ADO education for staff and explained ADOs are difficult to resolve if received after the shift. She thanked everyone for all their hard work and dedication to patient safety even during difficult times with COVID-19 pandemic. • Noriko recommended various methods for ADO education including LMS, newsletter and safety huddles. • Silkk expressed concern for Kimberly-Clark masks that do not have inner plastic lining and feels they put staff at higher risk for exposure. Teresa explained if she feels unsafe and/or has failed fit testing with a Kimberly-Clark N95 without plastic lining that there are PAPRs available and to contact clinical supervisor or manager. 	<p>5. Staffing committee members to complete attestation with review and feedback comments and return to Administration by May 4, 2020</p> <p>6. Develop ADO education and include in LMS, newsletter and safety huddles</p>	<p>5. Staffing Committee members</p> <p>6. Kim Crocker and David Morrow</p>
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	<ul style="list-style-type: none"> Manalo voiced concern that 80% of staff failed fit testing with new N95 (white mask), which increases risk of exposure. Teresa explained if an employee has failed the fit testing with any N95 mask they are to obtain a PAPR from clinical supervisor or manager to care for a patient with suspected or confirmed airborne illness. <p>7. Next scheduled meeting on Monday, September 7, 2020</p>	<p>7. No action</p>	<p>7. n/a</p>
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Staffing Committee Meeting Minutes
September 21, 2020 meeting
8:00 – 9:00 a.m.

Facilitator: Pat Walker CNO, RN

Staffing Committee Chair: Sharlene Myles CNA

Meeting Recorder: Kim Crocker RN – Quality, Clinical Process Improvement Manager

Attachments for Review: Agenda, committee members, and ADOs

Meeting conducted via Zoom link

Committee Members in Attendance on September 21, 2020: Pat Walker, Jonny Candari, Karen Aquino, Sandee Days, Kim Crocker, Mary Chenoweth, Julie Sexton, Cynthia Alvarez, Amy Wilkinson, Laura Stesen, Sharlene Myles, Josie Nagy, Lisa Embly, Zin Win, Angela Irwin, and Susan Doll

Purpose: To provide guidelines for maintaining adequate levels of nursing staff for each unit.

AGENDA ITEM	DISCUSSION/CONCLUSIONS	RECOMMENDATIONS/ACTIONS	RESP. PARTY
CALL TO ORDER			
September 21, 2020 Meeting Minutes	1. Introductions 2. Approval of September 21, 2020 minutes – 1 st Sharlene Myles and Amy Wilkinson 3. Review the 4 ADOs that were received 4. Policies that need review with attestation include Review of open quorum: Review Nurse Staffing Committee policy, Nurse Staffing Plan policy and Objection Refusal to Work assignment policy 5. Feedback and approval of development of ADO education for staff.	1. No action 2. No action 3. Committee reviewed and noted 1 ADO was returned 8 hours after the shift began. Committee agreed 4. Give copies to nurse manager to give to Staffing Committee members. Attestations to be returned to administration. Date to be determined and communicated on attestation. 5. Committee agreed visual screen shots from VHMC intranet showing	1. Pat Walker 2. Committee members 3. Pat Walker and unit managers 4. Kim Crocker 5. Kim Crocker and David Morrow

	<p>6. Open quorum:</p> <ul style="list-style-type: none"> • 4T committee member asked if CNAs can have call pay. Member feels incentive would help CNAs come in CNO explained she would communicate this with leadership team. She wants all team members to feel valued. • 4T committee member explained frustration that float RNs not helping to answer call lights on unit. Manager at meeting stated he expects all team members to answer call lights and to let him know if this occurs again so he can speak to floating team member • 4T committee member expressed concern on how would he would know a patient was tested for COVID prior to arrival to unit. He explained concern for co-workers that may have a higher risk if they get COVID. Pat explained process in ED that every patient in OBS and inpatient status is tested for COVID. If a patient is negative they can be sent to non-COVID designated units. If a test result has not come back the patient will be transferred to 2N unit until COVID test result is completed. Committee member explained he heard a patient had 	<p>location of staffing committee minutes and ADO link will facilitate training. Committee requested information be added to LMS Health Stream as an assignment for RNs, CNAs and Technicians and provided in a weekly safety huddle note. Follow up actions included: LMS Assignment created and assigned on November 2, 2020 and weekly huddle with Staffing committee information sent out on the week of November 16, 2020</p> <p>6. Open quorum:</p> <ul style="list-style-type: none"> • Pat will ask about leadership team regarding call pay for CNAs • Manager asked to be notified when floating team members are not assisting with answering call lights • Recommend members to MIDAS incidents when patient transfer is not appropriate or following process 	
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	<p>been transferred to his unit and became COVID +. Pat and Paul asked him to report if this occurs and to ask team to enter a MIDAS incident report.</p> <ul style="list-style-type: none"> • 4T member shared information from Dr. Fanning that the blue chux should not be wrapped through patient legs like a diaper. Team agreed this is not intended use of product and would ask that information be added to a weekly safety huddle note. <p><i>Next scheduled meeting on December 7, 2020</i></p>	<ul style="list-style-type: none"> • Information added to weekly safety huddle note 	<p>Kim Crocker and David Morrow</p>
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Staffing Committee Meeting Minutes
December 7, 2020 meeting
8:00 – 9:00 a.m.

Facilitator: Pat Walker CNO, RN

Staffing Committee Chair: Sharlene Myles CNA

Meeting Recorder: Kim Crocker RN – Quality, Clinical Process Improvement Manager

Attachments for Review: Agenda, committee members, and ADOs

Meeting conducted via Zoom link

Committee Members in Attendance on September 21, 2020: Pat Walker, Jonny Candari, Karen Aquino, Sandee Days, Kim Crocker, Mary Chenoweth, Julie Sexton, Cynthia Alvarez, Amy Wilkinson, Laura Stesen, Sharlene Myles, Josie Nagy, Lisa Embly, Zin Win, Angela Irwin, and Susan Doll

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