

# COVER PAGE

The following is the comprehensive hospital staffing plan for Island Hospital submitted to the Washington State Department of Health in accordance with [Revised Code of Washington 70.41.420](#) for the year 2026 .

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# Hospital Staffing Form

## Attestation

Date: 12/23/25

I, the undersigned with responsibility for Island Hospital attest that the attached hospital staffing plan and matrix are in accordance with RCW 70.41.420 for 2026 , and includes all units covered under our hospital license under RCW 70.41.

As approved by: Elise Cutter, MBA

## Hospital Information

Name of Hospital: Island Hospital, Skagit Hospital District #2		
Hospital License #: HAC.FS.00000134		
Hospital Street Address: 1211 24th Street		
City/Town: Anacortes	State: WA	Zip code: 98221
Is this hospital license affiliated with more than one location?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If "Yes" was selected, please provide the location name and address		
Review Type:	<input checked="" type="checkbox"/> Annual	Review Date: 12/18/25
	<input type="checkbox"/> Update	Next Review Date:
Effective Date: 1/1/26		
Date Approved: 12/18/25		

## Hospital Information Continued (Optional)

### Factors Considered in the Development of the Hospital Staffing Plan (check all that apply):

- Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations, and other health professional organizations

Description:

American Association of Critical Care Nurses  
Association of Women's Health, Obstetric and Neonatal Nurses  
Association of periOperative Registered Nurses  
Emergency Nurses Association  
Academy of Medical-Surgical Nurses

- Terms of applicable collective bargaining agreement

Description:

- Relevant state and federal laws and rules including those regarding meal and rest breaks and use of overtime and on-call shifts

Description:

Island Health ensure staff are able to take meal and rest breaks as required by RCW 49.12.480.

- Hospital finances and resources




Description:

Budgets were set for 2026 fiscal year with operations, training, education, staff development, precepting, student placements, and evolving practice changes in mind. Staff nurses were invited to strategy sessions and workflow improvement activities so budgets could be aligned with patient, staff, and community priorities.

- Other

Description:

## Signature

CEO & Co-chairs Name:	Signature:	Date:
Elise Cutter, CEO		12/23/25
Adrian Fewing, RN, co-chair	 12/23/25	
Jennifer Graham, CNO, co-chair		12/23/2025

Total Votes	
# of Approvals	# of Denials
13	0

Access unit staffing matrices here.

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[

Skill mix

Level of experience of nursing and patient care staff

Need for specialized or intensive equipment

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

[Empty rectangular box]

Other

[Empty rectangular box]







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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
RT	x	x	x	x
EVS	x	x	x	x
Nursing Coordinator	x	x	x	x
LAB	x	x	x	x
Pharmacy	x 0700-1730			x 0700-1730
Phlebotomist	x		x	x

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan (Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

Patient volume-based staffing matrix completed using the lowest RN/Patient acuity ratio. The unit flexes up based on AWHONN Standards For Professional Registered Nurse Staffing Staffing For Perinatal Units guidelines.

Skill mix

Description:

Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:



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**Fixed Staffing Matrix**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

<b>Unit/ Clinic Name:</b>	<b>Interventional Pain Program</b>					
<b>Unit/ Clinic Type:</b>	<b>Diagnostic Imaging</b>					
<b>Unit/ Clinic Address:</b>	<b>1211 24th Street, Anacortes WA 98221</b>					
<b>Effective as of:</b>						
<b>Metric:</b>						
Room assignment	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
14 patients	0700-1730	10 hr	3			
10 Patients	0700-1730	10 hr	2			1
8 Patients	0700-1730	10	2			

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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Rad Technologist	X			
Tech Aide	X			
DI Floor Nurse	X			

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan  
(Check all that apply):**

- Activity such as patient admissions, discharges, and transfers

Description:

- Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:  
This was created using available staff/patient ratio. Templates are created and used based off of staffing availability.

- Skill mix

Description:

Level of experience of nursing and patient care staff

Description:

--

Need for specialized or intensive equipment

Description:

--

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

--

Other

Description:

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**Fixed Staffing Matrix**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

<b>Unit/ Clinic Name:</b>	<b>DI Floor Nurse</b>					
<b>Unit/ Clinic Type:</b>	<b>Diagnostic Imaging</b>					
<b>Unit/ Clinic Address:</b>	<b>1211 24th Street, Anacortes WA 98221</b>					
<b>Effective as of:</b>						
<b>Metric:</b>						
Room assignment	Please select	Please select	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Stress Lab	0700-1730	10 hr	1			
IV Therapy	0700-1730	10 hr	0			
Imaging procedures Sedation and Pre/post Care	0700-1730	10hr	0			



Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:



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**Fixed Staffing Matrix**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

<b>Unit/ Clinic Name:</b>	<b>ED</b>					
<b>Unit/ Clinic Type:</b>	<b>Emergency Department</b>					
<b>Unit/ Clinic Address:</b>	<b>Island Health 1211 24th St. Anacortes, WA</b>					
<b>Effective as of:</b>	<b>1/1/2025</b>					
<b>Hours of the day</b>						
Hour of the day	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
0700 am	Day	12	3	0	2	0
0900 am	Day	12	1	0	0	0
1100 am	Mid	12	2	0	0	0





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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Respiratory Therapy	X		X	X
Diagnostic Imaging	X		X	X
Phlebotomy	X		X	X
Pharmacy	X 0700-1730			X 0700-1730
EVS	X		X	X
Nursing Coordinator	X		X	X

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan (Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

Skill mix

Description:

Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:





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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Nursing Coordinator	X		X	X
HUC	X		X	X
Physical Therapy	X			X
Occupational Therapy	X			
Respiratory Therapy	X		X	X
Phlebotomist	X		X	X
EVS	X		X	X
Pharmacy	X 0700-1730			X 0700-1730

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan  
(Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

Skill mix

Description:

Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:



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**Fixed Staffing Matrix**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

<b>Unit/ Clinic Name:</b>	<b>Island Hospital Surgical Sevices</b>					
<b>Unit/ Clinic Type:</b>	<b>Operating Room/Endo</b>					
<b>Unit/ Clinic Address:</b>	<b>1211 24th Street Anacortes, WA 98221</b>					
<b>Effective as of:</b>	<b>7/1/2024</b>					
<b>Room assignment</b>						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday						
	Day	10	4	0	0	4
	0700-1730		techs			
Tuesday						
	Day	10	4	0	0	4
	0700-1730		techs			
Wednesday						
	Day	10	4	0	0	4
	0700-1730		techs			

Thursday						
	Day	10	4	0	0	4
	0700-1730					techs
Friday						
	Day	10	4	0	0	4
	0700-1730					techs
Saturday						
	Closed					
Sunday						
	Closed					



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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Charge Nurse	x			
Director	x			
Scheduler	x			
Supervisor	x			
Laboratory	x			
Respiratory Therapy	x			
Environmental Services	x			
Operating room assistant	x			
Relief and Turn over RN x2	x			
Relief and Turn over tech x1	x			
Radiologic Technologist	x			

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan (Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

AORN standard for turn over relief is 1.5 nurses per operating room. This helps cover high acuity cases (Total joints/spine/open abdominal cases/robotics/C-sections)

Skill mix

Description:

1 rn and 1 tech per operating room/endo

Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:



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**Patient Volume-based Staffing Matrix Formula Template**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

Unit/ Clinic Name:		Island Hospital Surgical Services									
Unit/ Clinic Type:		OutPatient Surgery									
Unit/ Clinic Address:		1211 24th Street Anacortes, WA. 98221									
Average Daily Census:		35					Maximum # of Beds:		10		
Effective as of:		7/1/2024									
# of Visits											
# of Visits	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's	Min # of RN HPUS	Min # of LPN HPUS	Min # of CNA HPUS	Min # of UAP HPUS	Total Minimum Direct Pt. Care HPUS (hours per unit of service)
35		0	0	0	0	0	0.00	0.00	0.00	0.00	2.00
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	6	0	1	0	1.71	0.00	0.29	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
30		0	0	0	0	0	0.00	0.00	0.00	0.00	2.33
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	6	0	1	0	2.00	0.00	0.33	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
25		0	0	0	0	0	0.00	0.00	0.00	0.00	2.80
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	6	0	1	0	2.40	0.00	0.40	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		8	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
20		0	0	0	0	0	0.00	0.00	0.00	0.00	3.00
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	5	0	1	0	2.50	0.00	0.50	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		8	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
15		0	0	0	0	0	0.00	0.00	0.00	0.00	3.33
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	4	0	1	0	2.67	0.00	0.67	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		8	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	

10		0	0	0	0	0	0.00	0.00	0.00	0.00	3.00
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	3	0	0	0	3.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		8	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
5		0	0	0	0	0	0.00	0.00	0.00	0.00	4.00
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0630-1930	10	2	0	0	0	4.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		8	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
		0	0	0	0	0	0.00	0.00	0.00	0.00	
	0	0	0	0	0	0.00	0.00	0.00	0.00		



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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Director	x			
Scheduler	x			
Laboratory	x			
Respiratory Therapy	x			
Environmental Services	x			
Pre-Anesthesia RN	x			
Physical Therapy	x			

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan  
(Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:  
Out patient sees each patient 2 times (for pre-op and phase 2 (discharge), 1 time if inpatient.

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:  
ASPAN guidelines for pre/post is 3-5 based on acuity.

Skill mix

Description:

Level of experience of nursing and patient care staff

Description:

Need for specialized or intensive equipment

Description:

Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

Other

Description:



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**Fixed Staffing Matrix**

Minimum means the minimum number of RNs, LPNs, CNAs, and UAPs per shift based on the average needs of the unit such as patient acuity, staff skill level, and patient care activities. If a unit does not utilize certain staff for that shift please put "0", do not leave it blank.

<b>Unit/ Clinic Name:</b>	<b>Island Hospital Surgical Sevices</b>					
<b>Unit/ Clinic Type:</b>	<b>PACU</b>					
<b>Unit/ Clinic Address:</b>	<b>1211 24th Street Anacortes, WA 98221</b>					
<b>Effective as of:</b>	<b>7/1/2024</b>					
<b>Room assignment</b>						
Day of the week	Shift Type	Shift Length in Hours	Min # of RN's	Min # of LPN's	Min # of CNA's	Min # of UAP's
Monday						
	Day		2	0	0	0
	0700-1730	10				
	0800-1830	10				
	0900-1930	10				
Tuesday						
	Day		2	0	0	0
	0700-1730	10				
	0800-1830	10				
	0900-1930	10				
Wednesday						
	Day		2	0	0	0
	0700-1730	10				
	0800-1830	10				
	0900-1930	10				

Thursday						
	Day		2	0	0	0
	0700-1730	10				
	0800-1830	10				
	0900-1930	10				
Friday						
	Day		2	0	0	0
	0700-1730	10				
	0800-1830	10				
	0900-1930	10				
Saturday						
	Closed					
Sunday						
	Closed					



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**Unit Information**

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Charge Nurse	x			
Director	x			
Scheduler	x			
Pre Anesthesia RN	x			
Laboratory	x			
Respiratory Therapy	x			
Environmental Services	x			
Radiology Technologist	x			

**Unit Information**

**Factors Considered in the Development of the Unit Staffing Plan  
(Check all that apply):**

Activity such as patient admissions, discharges, and transfers

Description:

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift

Description:

PACU 1:2 ratio per ASPAN guidelines two PACU RN needed at all times

Skill mix

Description:

- Level of experience of nursing and patient care staff

Description:

Critical Care experience required

- Need for specialized or intensive equipment

Description:

- Architecture and geography of the unit such as placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment

Description:

- Other

Description: