Hospital Staffing Committee
Meeting Minutes

Mission: Compassionate care for every life we touch
Vision: The leading healthcare delivery system in the region - preferred by patients, clinicians, employees, and partners
Values: Integrity, Compassion, Agility, Respect, Engagement

Date: 8/27/2026 **Time:** 1300-1430 **Location:** Inspiration | MS Teams

P	V	Name	Title	P	V	Name	Title
☐	☐	Alex Seccomb	RN | PCU	☒	☐	Brandy Slade*	Chief Nursing Officer
☒	☒	Allison Ricci	RN | East 5	☒	☒	Darrin Mooneyham	Director | Patient Care
☐	☐	Chris Birchem**	WSNA Chair	☒	☐	Kiersten Hoyle**	Executive Assistant
☐	☐	Dawn Nelson	RN | East 4	☐	☐	Lindsey Lynd	Director | MS & Clin ED
☒	☒	Denise Langeland	RN | South 4	☒	☒	Michelle Romero	Manager | Staffing
☒	☒	Dulce Chavez*	RN | East 4	☒	☒	Sandy Salmon	Director | CBC
☐	☐	Eliana Harmon	RN | ED	☒	☒	Toy Bartley	Director | CCU & Tele
☐	☐	Graciela Abolins	RN | PACU	☐	☐	TBD	Director | Finance
☐	☐	Heidi Scharnitzke	RN | L&D				
☒	☒	Jenae Long	RN | West 4				
☒	☐	Kayla Badillo	RN | South 5				
☐	☐	Kristin Barnett	RN | Main Surgery				
☐	☐	Lakhena Grant	RN | West 3				
☐	☐	Linda Selner	RN | BHU				
☐	☐	Maranda Neilson	RN | West 3				
☐	☐	Meghan Hill	RN | URT				
☒	☐	Melissa Santos	RN | South 3				
☒	☐	Tammy Wan	RN | PCU				
☐	☐	Tara Barnes**	WSNA Rep				
☐	☐	Theresa Bradley	RN | SPU				
7	**4**	**Total**		**6**	**4**	**Total**	

*Co-Chair
**Non-Voting Member

Meeting Guests

Andrea Gessell, Tricia Dela Paz, Gordy Fields, Chari Andres, Judy Kwan, Rebecca Remle, Helen Asuega, Allison Bol, Dylan Miller, Kathy Tran, Julie Crews, Julie Fussell, Candice Palma, Danny Vazquez, Megan Glade, Alyana Cruz, MaryAnn Ang, Lavina Lungu

Minutes & Details

Call to Order, Announcements, & Introductions: Ms. Chavez called the meeting to order at 1:00pm on August 27, 2026 and determined the voting members with stand in co-chair, Sandy Salmon.

Review & Approve Previous Meeting Minutes: Ms. Chavez requested approval of the July 7, 2026 Hospital Staffing Committee meeting minutes and it was unanimously passed with none opposed.

Semi-Annual | Annual Presentations:

General Surgery (South 5) Staffing Plan – Ms. Andres reviewed the staffing plan and shared the recommended changes for South 5. The revised grid increases RN staffing at census points 19, 20, 23, 24, 25, 29, and 30 to better support patient care, reduce Charge Nurse patient assignments, and incorporate break relief coverage into the staffing plan. Unit representative, Kayla Shrout, explained that the changes were developed through the unit workgroup and approved. Discussion focused on Charge Nurse responsibilities, break coverage, and Transfer Center workflows. The group noted that Charge Nurses would have no more than two patient assignments at limited census points and that the additional RN staffing would improve break coverage and overall unit support.

> **Action:** Ms. Chavez requested a motion to accept the General Surgey (South 5) Plan and it was unanimously passed with 10 votes in favor and none opposed.

Ortho Spine Unit (East 5) Staffing Plan – Mr. Fields reviewed the staffing plan and shared the recommended changes that mirror South 5, adding one RN at census points 19, 20, 23, 24, 25, 29, and 30 to improve staffing support and incorporate break relief into the grid. Unit representative, Allison Ricci, expressed concerns on Charge Nurses taking assignments. Discussion then focused on concerns with Charge Nurses managing patient assignments while meeting Transfer Center responsibilities. Members acknowledged the changes as a positive improvement that will reduce Charge Nurse patient loads and better support unit operations. The committee also discussed patient throughput, boarding concerns, and the need for continued evaluation of Transfer Center workflows.

> **Action:** Ms. Chavez requested a motion to accept the Ortho Spine (East 5) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Medical Unit (West 4) Staffing Plan – Ms. Dela Paz reviewed the staffing plan and shared the recommended changes for West 4 that align with the South 5 and East 5 plans. Unit representative, Jenae Long, shared that while the additional RN staffing does not address the census points most frequently experienced on the unit, it is a positive step toward improving staffing support. Discussion focused on Charge Nurse patient assignments, particularly on night shift, and the importance of continuing efforts to reduce the need for Charge Nurses to take patients. Break relief processes were noted to be similar to those used on South 5 and East 5.

> **Action:** Ms. Chavez requested a motion to accept the Medical Unit (West 4) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Critical Care Unit (South 3) Staffing Plan – Mr. Miller reviewed the staffing plan and shared the recommended changes. The revised plan increases RN staffing at census points 9, 11, 13, 15, 17, and 20 to better support admissions and patient care needs. An additional PCT was also added at census points 20 and 31. Unit representative, MaMelissa Santos, noted the previous grid was very tight for CCU operations and that the changes would provide meaningful support. Discussion also highlighted the use of PCTs to assist with transport activities and confirmed that RRT staffing is included in the unit's HPPD calculations.

> **Action:** Ms. Chavez requested a motion to accept the Critical Care Unit (South 3) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Cardiac Stroke Tele Unit (South 4) Staffing Plan – Ms. Asuega reviewed the staffing plan and shared the recommended changes that included multiple RN and PCT increases at certain census points and removal of five-patient assignments for Tele RNs. Unit representatives, Denise Langeland, MaryAnn Ang, and Lavinia Lungu, expressed support for the revised grid and viewed the changes as a positive improvement to staffing and workload management. The committee also discussed the Flex RN role and ongoing evaluation of Code Blue responsibilities.

> **Action:** Ms. Chavez requested a motion to accept the Cardiac Stroke Tele (South 4) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Medical Tele Oncology Unit (East 4) Staffing Plan – Ms. Bol reviewed the staffing plan and shared the recommended changes which mirror the South 4 staffing plan. Discussion included feedback from night shift staff regarding census points where nurses may be required to take a fifth patient assignment. Unit representatives, Megan Glade, Alyana Cruz, and Dulce Chavez, expressed support for the proposed changes and noted they would positively impact staffing and workload management. The committee also confirmed that implementation of the CCU and Telemetry staffing plan changes is planned for January 2027, while current staffing plans will remain in place through the remainder of the year.

> **Action:** Ms. Chavez requested a motion to accept the Medical Tele Oncology (East 4) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Medical Imaging (IMI) Staffing Plan – Ms. Kwan reviewed the staffing plan and shared the recommended changes that more accurately reflect current staffing practices. The revised grid removes the Charge Nurse position from being counted as a direct patient care RN and includes two procedural RNs plus a flex/break relief RN. Unit representative, Rebecca Remle, stated that the revised plan accurately reflects the operational needs of the department.

> **Action:** Ms. Chavez requested a motion to accept the Medical Imaging (IMI) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

Postpartum Unit (PPU) Staffing Plan – Ms. Crews reviewed the staffing plan and shared the recommended changes, including the addition of one RN at census points 34, 35, and 36. Discussion noted ongoing efforts to address afternoon discharge workflows and confirmed that a dedicated Break RN is incorporated into the staffing grid. Unit representative, Julie Fussell, provided feedback that was positive indicating the additional RN support would be beneficial. The committee also noted the need to update average daily census data within the staffing plan documentation.

> **Action:** Ms. Chavez requested a motion to accept the Postpartum Unit (PPU) Staffing Plan and it was unanimously passed with 10 votes in favor and none opposed.

ADO Report:

East 4 | 7/25/2026 – 7/27/2026 ADOs submitted by Dulce Chavez. Ms. Chavez reviewed the ADOs related to staff floating concerns. Discussion focused on feedback from PCTs regarding frequent floating to the other units creating staffing challenges.

> **Action:** Ms. Chavez requested a vote on the determination of this ADO and it was passed with 10 votes in favor to classify as *Resolved (2) - Resolved by department/unit leader with final review by HSC.*

East 4 | Resolved ADOs – Ms. Bol provided a summary of the ADOs that the RNs deemed resolved and shared her response. Discussion focused on PCT shortages and an equipment tracking binder that was implemented on the unit.

> **Action:** Ms. Chavez requested a vote on the determination of this ADO and it was passed with 10 votes in favor to classify as *Resolved (2) - Resolved by department/unit leader with final review by HSC.*

South 4 | Resolved ADOs – Ms. Asuega provided a summary of the ADOs that the RNs deemed resolved and shared her response. Discussion focused on monitor tech coverage.

> **Action:** Ms. Chavez requested a vote on the determination of this ADO and it was passed with 10 votes in favor to classify as *Resolved (2) - Resolved by department/unit leader with final review by HSC.*

Float | Resolved ADOs – Ms. Romero provided a summary of the ADOs that the RNs deemed resolved and shared her response.

> **Action:** Ms. Chavez requested a vote on the determination of this ADO and it was passed with 10 votes in favor to classify as *Resolved (2) - Resolved by department/unit leader with final review by HSC.*

East 5 | 7/7/2026 – 8/9/2026 ADOs submitted by Allison Ricci – Ms. Ricci reviewed the ADOs related to PCT shortages. Discussion highlighted the impact of increased sitter utilization, staff call outs, leaves of absence, and recruitment challenges on staffing levels. Leadership provided an update on efforts to increase staffing resources, including the launch of an Aya per diem PCT pool with more than 15 candidates available to support coverage needs. While several members supported closing the ADOs, concerns remained regarding the continued shortage of PCTs and its impact on frontline staff.

> **Action:** No vote was taken on the determination of these ADOs.

Staffing Concerns:

The committee discussed concerns regarding staff timecards being coded as “break relief.” Leadership clarified that some Float Pool RNs are designated break relief and are automatically coded as such in the system. Staff were encouraged to review their timecards, report any discrepancies to their managers, and ensure corrections are made when necessary.

The group also discussed the proposal to include Telemetry RNs as members of the six-person Code Blue response team. Leadership noted that the change is intended to expand RN skills and support patient care, with a tentative October go-live date; committee members suggested aligning implementation with upcoming staffing grid changes.

Adjournment: Meeting adjourned at 2:32pm, minutes recorded by Kiersten Hoyle, Executive Assistant.