

COMPENSATION FOR EXTRA SHIFTS (CES) PILOT PROGRAM:

LEADER GUIDELINE

9/12/17

Per the Letter of Understanding with WSNA, effective September 1, 2017, the Medical Center and Association shall implement a pilot Compensation for Extra Shift (CES) program. The purpose of the program shall be to ensure an adequate number of qualified skilled RNs to provide safe patient care during known high census, acuity peaks, or higher than expected vacancies. The intent is to use PHSW own qualified RNs to augment staffing when possible, in lieu of using outside agency nurses.

A CES differential of \$18.00 per hour shall be paid during a shift designated by the Medical Center as a CES eligible shift to any RN who is eligible for the differential (see ELIGIBILITY) below.

ELIGIBILITY:

- 1) Prior to qualifying for CES, RNs must work their FTE status in their home unit in the pay period for which they work a CES shift. The only exception is that mandatory low census hours shall count towards work status hours for CES eligibility.
 - a. **Manager key note:** If an RN signs up for a CES shift early in the pay period (i.e. a Monday), and then does not work their FTE status (i.e. a sick call), they would not be eligible to receive the CES premium for the shift.
 - b. **Manager key note:** If an RN is floated to another unit by the Medical Center, that shift will count toward the RN status hours, even though it is not worked in the home unit.
 - c. **Manager key note:** Managers must track mandatory vs voluntary LC time as voluntary LC time does not count toward status hours and may impact eligibility for CES shifts.
 - d. **Manager key note:** Managers in Med Surg/Critical Care must notify Staffing office whenever a shift is added to their schedule to allow for proper tracking and staff assignment.
- 2) Per Diem/Relief RN must work four shifts at straight time/holiday pay in the previous pay period before they can be eligible for CES in that pay period.
 - a. **Manager key note:** Managers track per diem/relief hours worked in the pay period to ensure relief/per diem RN has worked the required minimum 4 shifts that pay period before they are eligible for a CES shift in the same pay period.
- 3) Once a nurse is placed on the schedule with CES pay, the nurse has the same work obligations for that shift as for any other scheduled shift.
- 4) RNs shall be limited to working no more than 24 CES hours in a pay period.
 - a. **Manager key note:** Manager must track CES shifts awarded to each RN to determine when/if the RN has reached maximum of 24 hours CES in a pay period. Once the RN has reached the 24-hour point, they are not considered for additional CES shifts in that pay period.
- 5) The CES pay will not be applicable for scheduled partial shifts.

PROCESS:

- 1) **PREPLANNED CES SHIFTS:** Once the regular schedule has been posted and open shifts have been filled through normal extra shift process (per Article 11.2.5, remaining open shifts may be designated by the nurse manager as CES shifts.
 - a. Managers shall review staffing needs/expected census and other factors to determine if a shift is critical before designating the shift as CES. Each department will need to establish the criteria for designating a shift as CES (i.e. what “critical” means in your area.)
 - b. If a shift is determined to be eligible for CES, nurse manager will initial and date the column “Designated as CES” next to the specific shift on the posted open shift sheet.
 - c. It is important to designate CES shifts at least 96 hrs before the shift to allow for sufficient (72 hour) seniority sign up and notification to successful RN. Departments may develop their own notification process.
 - d. RNS interested in picking up a CES shift shall write their name and the date they sign up for the specific CES shift on the posted open shift sheet.
 - e. The most senior RN who signs up for a shift within the first 72 hours of CES designation will be awarded the shift (**assuming all other ELIGIBILITY requirements outlined below have been met**).
 - f. The nurse manager will circle and highlight the RN’s name awarded the shift on the posted open shift sheet.
 - g. It is the RNS responsibility to verify that they have been awarded CES shifts. Once the manager awards the shift by circling the RNS name on the open shift sheet, the shift is deemed to be part of the RN’s schedule and the RN is responsible for the shift.

EXAMPLE 1: **October 3:** Manager posts schedule (staff sign up for open shifts per normal process)

October 9: Manager posts extra shifts (not as CES) for Oct 18, 19, 20, 21

October 13: No one has signed up for the above shifts. Manager initials the “CES” column of the extra shift signup sheet for the shifts determined to be critical needs. In this example, the manager denotes CES on the 18, 19, 20 and 21st

October 13-16: RNs sign up for the CES shifts they are interested in:

10/18- 3 RNs sign up

10/19 -1 RN signs up

10/20 night- no one signs up

10/21- 2 RNS sign up

October 16: Manager reviews the sign up sheet to determine which RNs receive the CES shifts(72 hours after they were posted):

10/18 and 10/21 shifts-Manager validates that most senior RN who signed up meets all the eligibility criteria for CES (has not worked 24 hrs CES in pay period, has/anticipated to meet status hours etc) Manager awards CES to the most senior RN meeting the eligibility criteria for CES by highlighting the RNs name on the sign up sheet. Manager adds the shift to the schedule, labeled as CES. RN responsible for checking with the unit Charge RN or reviewing the sign up sheet to determine if they were awarded the CES shift.

10/19 shift-Manager validates that the RN who signed up meets eligibility criteria for CES. Manager awards the shift to the RN by highlighting their name on sign up sheet and adding the shift to the schedule, labeled CES.

10/20 night shift-left posted for staff to sign up

EXAMPLE 2 (using same scenario as example 1):

10/19-RN signs up for the 10/20 shift. Since this is now within 24 hours of the shift, RN signs up, notifies manager who validates the RN meets the eligibility criteria and awards the shift on the sign up sheet. Manager (or charge) notifies Staffing Office so they are added to the schedule and accounted for on the daily staffing boards.

2) EMERGENT/UNFORESEEN CES SHIFTS:

Occasionally, an unforeseen event (higher than expected census, unanticipated staff absence etc.) may necessitate designating a CES shift within 24 hours of that shift start time. In this event, the following will apply:

MED SURG/CRITICAL CARE/RESOURCE TEAM:

- a. Manager (in consult with Staffing office) determines need for CES shift.
- b. Staffing Office initiates a group page to RNs who have opted in to the Web Page Group (see below for instructions). The page will indicate which unit the CES shift is in so that RNs may determine if they are qualified for/interested in consideration for the CES shift in the designated unit. If an RN chooses to respond to the page, they must be qualified to work in the unit for which the CES shift is being offered.
- c. The CES shift will be awarded on first come/first serve basis.

ALL OTHER UNITS:

- a. Manager determines need for CES shift.
- b. Manager notifies RNS of availability of CES shift through the established department process.
- c. Manager awards CES shift on a first come/first serve basis.

EXAMPLE 3 (using same scenario as example 1):

10/20 night shift: No one has signed up for this shift as of 4:30p and there are 3 sick calls which created unplanned, critical shifts in the med surg units. Staffing Coordinator pages out to the med/surg group text (RNS who'd opted in). Offers CES for 4 shifts that night. 6 RNS response within 20 mins. The first four RNS who responded are checked to be sure they are eligible for CES and then awarded the shift. Staffing office sends text out with the names of the RNS awarded and adds them to the schedule. The additional RNs who responded may be placed on-call if they agree at that point.

DIRECTIONS TO OPT IN TO WEB PAGE GROUP:

- 1) RN completes form "CES Web Page Opt In/Out form"
- 2) RN sends completed form via tube system to tube station 6
- 3) RN who submits an opt in form will be part of the web page group until/unless the RN notifies the staffing office via the form of their decision to opt out.
- 4) RN who does not submit the Opt In form will not be part of the group text and not considered for unplanned CES shifts