

Collective Bargaining Article Violation Number One

21.3.2.3 Except in emergent circumstances, refrain from assigning RNs to provide care to more patients than anticipated by the agreed staffing matrix and relevant safety requirements.

Violation of Peacehealth Southwest Washington Medical Center Nurse Staffing Plan

v. When patient-care needs exceed direct patient-care staff resources, provide for use of additional resources, including, but not limited to use of the following:

- Dedicated charge nurses
- Supplemental staff
- Use of voluntary overtime
- On-call staff
- Nurse managers
- Chains of command
- The Staffing Office, to evaluate department staffing, locate available resources, and reallocate hospital-wide nurse staffing immediately.

July 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	11	19	Yes	2	11	18	Yes	5
2	10	18	Yes	4	9	17	Yes	6
3	9	8	Yes	4	10	10	Yes	1
4	6	2	Yes	5	8	14	Yes	1
5	8	4	Yes	1	11	10	Yes *	3
6	9	6	Yes	7	11	26	Yes	6
7	9	8	Yes	7	11	22	Yes	3
8	10	20	Yes	6	11	14	Yes	10
9	9	8	Yes	1	Missing data	Missing data	Yes	2
10	10	19	Yes	0	9	17	Yes	3
11	9	6	Yes	1	10	12	Yes	5
12	6	2	Yes	6	10	12	Yes	5
13	9	9	Yes	4	8	8	Yes*	3
14	10	11	Yes	4	10	13	Yes	0
15	11	18	Yes	6	4	2	Yes	3
16	11	14	Yes	3	7	6	Yes	4
17	11	15	Yes	4	9	11	Yes	3
18	10	7	Yes	1	6	13	Yes	7
19	7	5	Yes	4	6	11	Yes*	5
20	8	10	Yes	2	10	9	Yes*	1
21	11	16	Yes	8	7	0	Yes*	3
22	11	25	Yes	3	11	11	Yes	1
23	7	8	Yes	2	10	19	Yes	1
24	8	7	Yes	1	9	18	Yes	3
25	3	2	Yes	2	7	13	Yes	6
26	9	1	Yes	3	6	4	Yes	2
27	8	2	Yes	5	7	5	Yes	0
28	Missing data	Missing data	Yes	6	9	14	Yes	1
29	Missing data	Missing data	Yes	2	8	9	Yes	4
30	10	9	Yes	1	8	10	Yes	6
31	11	22	Yes	1	11	9	No	-
	29/29	29/29	31/31	101	30/30	29/30	30/31	103

August 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	2	0	Yes	7	6	7	Yes	3
2	5	7	Yes	9	7	13	Yes	2
3	11	1.5	Yes	7	10	6	Yes*	1
4	11	16	Yes	9	9	7	Yes	1
5	11	21	Yes	5	11	4	Yes	2
6	8	5	Yes	2	10	14	Yes	0
7	11	3	Yes	2	7	6	Yes*	4
8	10	8	Yes	7	7	6	Yes	3
9	9	6	Yes	8	8	4	Yes	5
10	8	3	Yes	12	9	11	Yes	1
11	7	5	Yes	2	4	3	Yes*	3
12	11	13	Yes	2	1	0	Yes	3
13	10	12	Yes	3	9	11	Yes	1
14	11	11	Yes	0	9	12	Yes	0
15	9	12	Yes	3	5	7	Yes	5
16	4	4	Yes*	2	10	13	Yes	3
17	11	13	Yes	6	11	12	Yes	3
18	10	15	Yes	7	11	17	Yes	1
19	11	12	Yes	1	11	12	Yes	2
20	8	3	Yes	4	11	12	Yes	2
21	Missing data	Missing data	Yes	3	9	3	Yes	2
22	6	2	Yes	3	9	6	Yes	0
23	7	3	Yes	3	4	1	Yes	7
24	8	1	Yes	5	7	11	Yes	0
25	8	4	Yes	4	9	12	Yes	2
26	7	1	Yes	7	6	9	Yes	1
27	7	0	Yes*	1	7	4	Yes	3
28	10	9	Yes	1	8	4	No	-
29	7	2	Yes	4	6	5	Yes	4
30	3	0	Yes	6	7	7	Yes	1
31	8	2	Yes	5	8	15	Yes	3
	30/30	27/30	31/31	140	31/31	30/31	30/31	68

September 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	4	3	Yes	5	3	3	Yes*	4
2	10	7	Yes	4	8	14	Yes	1
3	5	2	Yes	1	6	7	Yes	0
4	3	0	No	-	7	13	Yes	7
5	0	0	Yes	1	3	1	Yes	4
6	2	0	Yes*	2	1	0	Yes	1
7	3	1	Yes	4	3	5	Yes	4
8	2	0	Yes*	2	4	4	Yes	2
9	5	0	Yes	6	8	17	Yes	0
10	9	2	Yes*	1	12	20	Yes	2
11	11	7	Yes	2	12	10	Yes	0
12	4	6	Yes	4	12	22	Yes	6
13	7	2	Yes*	6	11	6	Yes	4
14	4	1	Yes	2	7	7	Yes	8
15	9	4	Yes	3	7	7	Yes	9
16	7	7	Yes	4	11	12	Yes	2
17	3	0	No	-	6	3	Yes	5
18	4	2	No	-	11	10	Yes	3
19	Missing data	Missing data	Yes	3	6	8	Yes	3
20	Missing data	Missing data	Yes*	2	9	2	Yes	2
21	4	1	Yes*	1	5	2	No	-
22	3	1	Yes*	3	4	1	Yes	2
23	5	0	Yes*	2	8	6	Yes	1
24	9	4	Yes	8	9	6	Yes	2
25	11	6	Yes	3	8	9	Yes	4
26	9	5	Yes	6	9	5	Yes	3
27	9	1	Yes	4	8	7	Yes	1
28	5	2	Yes	4	12	13	Yes	5
29	6	4	Yes	4	10	7	Yes	3
30	9	4	Yes	2	9	11	Yes	2
	27/28	21/28	27/30	89	30/30	29/30	29/30	90

October 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	5	5	No	-	11	20	Yes	0
2	7	0	Yes	2	10	12	Yes	3
3	Missing data	Missing data	Yes	1	8	7	Yes	4
4	10	6	Yes	3	7	3	Yes*	4
5	9	0	Yes*	3	9	10	Yes	2
6	Missing data	Missing data	Yes*	7	8	5	Yes	2
7	4	0	Yes*	2	8	8	Yes	5
8	8	4	Yes	1	8	15	Yes	3
9	10	8	Yes*	1	7	8	Yes	2
10	4	2	No	-	7	9	Yes	5
11	9	8	No	-	10	4	Yes	1
12	7	4	Yes*	2	8	7	Yes*	1
13	8	1	Yes*	6	7	5	Yes	3
14	4	2	Yes	1	6	4	Yes	2
15	3	0	No	-	7	23	Yes	0
16	1	0	Yes	0	10	14	Yes	5
17	2	0	Yes	0	9	5	Yes	1
18	9	2	No	-	9	7	Yes	4
19	10	7	Yes	1	10	16	Yes	2
20	6	2	Yes	3	10	17	Yes	3
21	Missing data	Missing data	Yes*	1	6	6	Yes	3
22	9	7	Yes	6	7	11	Yes	2
23	10	6	Yes	2	9	3	Yes	5
24	3	1	Yes	3	10	9	Yes	0
25	Missing data	Missing data	Yes*	3	9	8	Yes	4
26	4	1	Yes	8	8	7	Yes	5
27	7	1	No	-	10	12	Yes	1
28	9	8	Yes	5	7	7	Yes	10
29	9	2	Yes	5	9	15	Yes	1
30	7	2	Yes	2	8	10	Yes*	3
31	9	13	Yes	2	9	12	Yes	2
	27/27	20/27	25/31	70	31/31	31/31	31/31	88

November 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	7	7	Yes	5	9	4	Yes	2
2	2	0	Yes*	3	8	5	Yes	1
3	6	2	Yes	7	12	16	Yes	3
4	10	10	Yes*	9	12	9	Yes	4
5	9	8	Yes	6	8	12	Yes	1
6	Missing data	Missing data	Yes	1	10	15	Yes	4
7	9	5	Yes	4	11	17	Yes	4
8	8	5	Yes	5	6	9	Yes	3
9	8	0	Yes*	1	10	13	Yes	2
10	10	8	Yes	3	12	15	Yes	3
11	10	6	Yes	4	9	13	Yes	2
12	9	6	Yes	5	8	13	Missing	
13	8	4	Yes	1	10	12	Yes	5
14	9	11	Yes	2	11	14	Yes	3
15	9	3	Yes	2	8	11	Yes	6
16	9	4	Yes	4	8	11	Yes*	4
17	9	1	Yes	4	8	6	Yes	4
18	9	2	Yes*	4	7	16	Yes	2
19	8	0	Yes*	1	10	23	Yes	3
20	9	1	Yes	1	8	13	Yes*	6
21	7	0	Yes	1	11	17	Yes	3
22	5	0	Yes	3	9	15	Yes	5
23	6	3	Yes	3	8	10	Yes	4
24	1	0	Yes*	2	7	13	Yes	1
25	9	10	Yes	0	11	20	Yes	6
26	11	12	Yes	3	8	11	Yes	2
27	10	7.5	Yes	2	11	25	Yes	3
28	10	6	Yes	1	9	23	No	-
29	10	9.5	Yes	6	5	8	Yes	8
30	6	3	Yes*	2	9	17	Yes	5
	29/29	23/29	30/30	95	30/30	30/30	28/29	109

December 2022

Date	Number of units red for staffing days.	Total number of RN's short day shift.	Emergent CES paged out days.	Total number of RN responses for CES 3 day shift.	Number of units red for staffing nights.	Total number of RN's short night shift.	Emergent CES paged out nights	Total number of RN responses for CES 3 NOC shift.
1	9	10	Yes*	4	9	17	Yes	3
2	10	12	Yes	5	8	17	Yes	4
3	11	3	Yes	5	10	20	Yes	5
4	8	4	Yes*	3	10	22	Yes	4
5	6	8	Yes	3	11	22	Yes	6
6	10	7	Yes*	5	11	16	Yes	7
7	4	3	Yes	4	8	15	Yes	6
8	10	9	Yes	3	10	13	Yes	3
9	10	7	Yes	7	7	16	Yes	2
10	7	3	Yes	0	11	25	Yes	2
11	6	3	No	-	11	22	Yes	4
12	8	6	Yes	3	9	11	Yes	3
13	7	5	Yes	8	11	16	Yes	5
14	3	3	Yes	5	9	21	Yes	5
15	5	0	Yes	2	8	12	Yes	5
16	10	6	Yes*	5	10	14	Yes*	4
17	8	5	Yes	1	12	20	Yes	1
18	10	14	Yes	0	10	17	Yes	4
19	7	3	Yes	1	9	15	Yes	6
20	7	8	Yes	2	11	18	Yes	3
21	10	11	Yes	2	9	17	Yes	1
22	7	6	Yes	1	11	20	Yes	2
23	11	17	Yes	4	11	20	Yes	2
24	7	5	Yes	3	11	18	Yes	0
25	9	6	Yes	0	11	23	Yes	3
26	9	5	Yes	3	10	26	Yes	1
27	9	9.5	Yes	4	11	18	Yes	2
28	9	13	Yes	6	11	17	Yes	1
29	9	3	Yes	5	10	14	Yes	1
30	11	9.5	Yes	5	9	13	Yes	4
31	5	0	Yes*	1	11	16	Yes	9
	31/31	29/31	31/31	100	31/31	31/31	31/31	107

Information Trends

- From July 1st to December 31st 2022 only one shift, September 5th day shift, was green for all units and fully staffed for RN's. All other dates/shifts were staffing red.
- From July 1st to December 31st 2022 only 27 days were not short RN's. Twenty-six of these days multiple units were red for ancillary staff required per matrix, requiring RN's to take on their tasks to meet patient needs.
- From July 1st to December 31st 2022 CES 3 was paged out the majority of shifts. There were only 15 shifts where it was not utilized.

Assignment Despite Objection (ADO) Forms by Month in 2022

- January 45 Forms
- February 19 Forms
- March 7 Forms
- April 8 Forms
- May 104 Forms
- June 97 Forms
- July 81 Forms
- August 20 Forms
- September 17 Forms
- October 27 Forms
- November 71 Forms
- December 113 Forms

Traveler Communication and Data

Per February 8th Staffing Minutes:

- Travelers: PH cannot sustain the current traveling rates, so rates have been adjusted to align with regional data. Some travelers will choose not to renew their contract at the current rate.

Per March 2, 2022 Staffing Minutes:

- Sean Gregory Update: It has been a scary financial year. FEMA helped offset costs the first year of COVID, but nothing has been received this year. Contract labor, patients staying longer, and limited surgeries has resulted in a negative bottom line of 59 million.
- The new Emergency Department will be breaking ground in May making space for our care partners.

Per May 10, 2022 Staffing Minutes:

- Contracts were extended with lower rates and 4% of those travelers chose not to renew. Contracts are being extended based on the needs of each individual units.
- Holley reminds us there are still 181 travelers on staff.
- 7.5 million was spent on travelers in March. The system has set restrictions on traveler overtime.

Per June 12, 2022 Staffing Minutes:

- There are 84 current travelers, 17 pending starts.

Per September 13, 2022 Staffing Minutes:

- Sean Gregory Update: Goal is to reduce travelers. Cost of travelers: a lot of positions were created for the pandemic response, trying to accelerate lower paying positions as the revenue stream hasn't changed to cover these costs. We get paid per patient, not patient stay. When patients stay an extra day, we are not compensated, there is a huge focus on LOS.

Per December 13, 2022 Staffing Minutes:

- We are doing everything we can to keep our workforce. This staffing crisis is created by turnover and increased volume.
- PHSW has approximately 85 travelers and just approved an additional 29.7 FTEs for IMCU, ED. Respiratory Therapy and RSTM with 9 specifically targeted for night shift. Reqs were sent to the agencies today.

Traveler	Cancelled Contract	Southwest Medical Center	Rehab PPS	RN	10/17/2022	12/1/2022
Traveler	Cancelled Contract	Southwest Medical Center	Intermediate Care Unit (ICU Stepdown)	RN	10/10/2022	12/5/2022
Traveler	Cancelled Contract	Southwest Medical Center	Intermediate Care Unit (ICU Stepdown)	RN	10/10/2022	12/5/2022
Traveler	Cancelled Contract	Southwest Medical Center	Intermediate Care Unit (ICU Stepdown)	RN	9/26/2022	12/24/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	8/1/2022	9/21/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	8/1/2022	9/12/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	8/1/2022	10/8/2022
Traveler	Cancelled Contract	Southwest Medical Center	Nursing Float Pool	RN	8/1/2022	9/23/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	7/25/2022	9/13/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	7/18/2022	10/15/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	7/18/2022	8/2/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	7/18/2022	7/27/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	7/18/2022	10/15/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	7/11/2022	9/26/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiac Surgery	RN	• 6/27/2022	• 6/29/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	• 6/26/2022	• 8/21/2022
Traveler	Cancelled Contract	Southwest Medical Center	Gastro Endo Lab	RN	• 5/16/2022	• 8/13/2022
Traveler	Cancelled Contract	Southwest Medical Center	Gastro Endo Lab	RN	• 5/15/2022	• 6/15/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	• 5/9/2022	• 8/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	Recovery Room	RN	• 5/2/2022	• 5/3/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	• 5/2/2022	• 7/30/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	• 5/2/2022	• 8/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN	• 4/25/2022	• 7/23/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	• 4/18/2022	• 7/16/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	• 4/17/2022	• 6/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	• 4/11/2022	• 6/27/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	• 4/11/2022	• 7/9/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	• 4/11/2022	• 5/17/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN	4/11/2022	4/30/2022
Traveler	Cancelled Contract	Southwest Medical Center	Recovery Room	RN	4/11/2022	• 5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Recovery Room	RN	• 4/11/2022	• 5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Recovery Room	RN	• 4/11/2022	• 5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN	4/4/2022	4/27/2022
Traveler	Cancelled Contract	Southwest Medical Center	Recovery Room	RN	• 4/4/2022	• 5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	4/3/2022	4/23/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	• 4/3/2022	• 5/6/2022

Traveler	Cancelled Contract	Southwest Medical Center	Labor Delivery	RN	4/3/2022	5/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	3/28/2022	5/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	3/28/2022	6/25/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN	3/28/2022	5/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	3/27/2022	6/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/21/2022	5/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/14/2022	4/28/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/14/2022	4/20/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/14/2022	4/21/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/14/2022	6/11/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	3/14/2022	5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Nursing Float Pool	RN	3/13/2022	4/26/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular OR	RN	3/7/2022	5/20/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/7/2022	4/20/2022
Traveler	Cancelled Contract	Southwest Medical Center	Medical Surgical	RN	3/7/2022	4/20/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	3/7/2022	5/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical Pre-op	RN	3/7/2022	6/11/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	3/6/2022	5/4/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN Inpatient	2/28/2022	5/28/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN Inpatient	2/28/2022	3/15/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical 7	RN Inpatient	2/28/2022	5/28/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical 7	RN Inpatient	2/28/2022	5/28/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	2/27/2022	5/5/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	2/27/2022	4/18/2022
Traveler	Cancelled Contract	Southwest Medical Center	Nursing Float Pool	RN	2/27/2022	4/26/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN Inpatient	2/21/2022	2/21/2022
Traveler	Cancelled Contract	Southwest Medical Center	Neurology	RN	2/21/2022	3/8/2022
Traveler	Cancelled Contract	Southwest Medical Center	Neurology	RN	2/21/2022	3/8/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU Stepdown	RN Inpatient	2/14/2022	3/7/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical 7	RN	2/14/2022	4/24/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical 7	RN	2/14/2022	4/24/2022
Traveler	Cancelled Contract	Southwest Medical Center	Nursing Float Pool	RN	2/7/2022	4/23/2022
Traveler	Cancelled Contract	Southwest Medical Center	Cardiovascular ICU	RN	2/6/2022	4/27/2022
Traveler	Cancelled Contract	Southwest Medical Center	Labor Delivery	RN	2/6/2022	5/6/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	1/30/2022	3/8/2022
Traveler	Cancelled Contract	Southwest Medical Center	ICU	RN	1/23/2022	3/1/2022
Traveler	Cancelled Contract	Southwest Medical Center	Surgical 7	RN Inpatient	1/23/2022	3/23/2022
Traveler	Cancelled Contract	Southwest Medical Center	Emergency	RN	1/10/2022	4/9/2022
Traveler	Cancelled Contract	Southwest Medical Center	Neurology	RN	1/10/2022	4/9/2022
Traveler	Cancelled Contract	Southwest Medical Center	Neurology	RN	1/10/2022	4/9/2022

Dear PHSW-based colleagues,

Thank you for all the teamwork, collaboration and support you have provided over the past couple years caring for our community. The pandemic has been challenging in a way we would have never imagined in healthcare. Many of you have worked extra shifts to enable us to care for our community safely during the pandemic.

It is exciting to begin moving forward as we come out of pandemic mode. We want to remind you that on Feb 1, 2023, we will no longer be offering emergent shift incentive or CES 3. This was shared in September 2022, but we wanted to provide a reminder. We have timed this change to be commensurate with a 40% reduction in turnover. Thank you to our preceptors, educators, leaders, and informal mentors that are doing incredibly important and meaningful work as we restrengthen our team in response to the national healthcare workforce challenges.

Over the past six months, traveler rates have been reduced by over 45%. This has allowed us to increase the travelers to support staffing and allow each of you to take much-needed time off to recharge after the pandemic.

For caregivers represented by a contract, please refer to your contract for other incentive plans that may be utilized. For non-union caregivers, to help ease the transition, non-emergent shift incentives will be offered when necessary to maintain hospital operations and continuity of patient care. Please talk to your manager if you have questions.

As we all navigate the current complexities, please continue to share your ideas and feedback with members of our leadership team.

With gratitude,

Sean Gregory | Chief Executive | PeaceHealth Columbia Network

Collective Bargaining Article Violation Number Two

21.3.2.4 The parties agree that Charge RNs will not receive a patient care assignment, whenever possible.

Violation of Peacehealth Southwest Washington Medical Center Nurse Staffing Plan

v. When patient-care needs exceed direct patient-care staff resources, provide for use of additional resources, including, but not limited to use of the following:

- Dedicated charge nurses

- Supplemental staff

- Use of voluntary overtime

-On-call staff

- Nurse managers

- Chains of command

- The Staffing Office, to evaluate department staffing, locate available resources, and reallocate hospital-wide nurse staffing immediately.

Total number of days per month charge nurses were assigned patients																		
	MJ2 Days		MJ2 NOC		3 North		OBS		MJ4 DAYS		MJ4 NOC		Tower 6		Tower 7		Tower 8	
	CH1	CH2	CH1	CH2	DAY	NOC	DAY	NOC	CH1	CH2	CH1	CH2	DAY	NOC	DAY	NOC	DAY	NOC
July	4	11	2	18	13	14	28	29	0	7	0	9	6	11	1	14	1	2
August	0	5	1	9	8	11	24	28	0	2	0	4	2	1	0	16	2	7
September	0	1	0	9	1	7	18	28	0	1	0	0	0	2	0	13	0	4
October	0	1	1	12	4	15	18	31	0	1	1	5	1	8	0	17	0	2
November	0	2	5	21	4	27	21	29	0	0	10	12	3	18	2	15	0	6
December	0	4	12	26	9	24	23	31	0	0	8	22	3	20	0	25	0	15

Collective Bargaining Article Violation Number Three

21.3.2.1 Provide staffing levels that enable RNs the opportunity to receive meal and rest breaks.

Missed Meal and Break Data 2022

	Missed break OT Occurrences	Missed break OT Total hours	Missed break WA occurrences	Missed break WA Total hours	Total Occurrences	Total Hours
January 1 st -May 31 st 2022	3,877	1,558.5	848	310.25	4,725	1,868.75
June 1 st – December 31 st 2022	8,775	3,861.25	1,398	508	10,173	4,369.25

Total Missed Break Hours for 2022= 21,136

In response to your grievance, I propose the following resolution:

- In conjunction with the unit based shared governance councils, PeaceHealth Southwest will communicate a trial rest and meal period program on Tower 8 and 3N in two weeks' time
 - The program is designed to identify the causes for missed rest periods and create interventions to decrease missed rest periods.
 - Break buddies will be assigned at the beginning of each shift via a Break Buddy Form.
 - Nurses will be required to take their rest period when their break buddy is available, and any exceptions would need to be approved by the nurses' manager. Nurses do not have an option to not take a rest period when they are being provided an opportunity to take one.
 - Charge nurses will round to confirm that rest periods are occurring.
 - Charge nurses will also be assigned a break buddy.
 - Managers will follow up with caregivers who miss their rest periods to inquire about opportunities to improve their ability to get rest periods.
 - At the end of the trial, feedback from unit shared governance members will be evaluated to determine takeaways: what worked well, what didn't, and what changes might be needed to make the program more effective in the future.
- Nurses are required to take meal and rest periods per Washington State law, the PeaceHealth Meal and Rest Periods (Washington) Policy, and the PeaceHealth Time Recording Policy. If nurses are unable to get rest periods, they will escalate the situation to their charge nurse.
- It is also expected that nurses will accurately document their timecards to confirm compliance.

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Nurse Staffing Committee Ground Rules: Use evidence from literature to help guide our thinking.

Driscoll, A. Grant, M., Carroll, D. et al. (2018). The effect of nurse-to-patient ratios on nurse-sensitive patient outcomes in acute specialist units: a systematic review and meta-analysis.

- A meta-analysis involving 175,755 patients, from six studies, admitted to the intensive care unit and/or cardiac/cardiothoracic units showed that a higher nurse staffing level decreased the risk of in-hospital mortality by 14%.

Lasater, K., Aiken, L., Sloane, D., French, R., Martin, B., Alexander, M., & McHugh, M. (2021). Patient outcomes and cost savings associated with hospital safe nurse staffing legislation: an observational study. Retrieved from

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC8655582/>

- After adjusting for hospital and patient characteristics, the odds of 30-day mortality for each patient increased by 16% for each additional patient in the average nurse's workload (95% CI 1.04 to 1.28; p=0.006). The odds of staying in the hospital a day longer at all intervals increased by 5% for each additional patient in the nurse's workload (95% CI 1.00 to 1.09, p=0.041). If study hospitals staffed at a 4:1 ratio during the 1-year study period, more than 1595 deaths would have been avoided and hospitals would have collectively saved over \$117 million.

Phillips, J., Malliaris, A., Bakerjian, D. (2021). Nursing and patient safety. Retrieved from

[https://psnet.ahrq.gov/primer/nursing-and-patient-](https://psnet.ahrq.gov/primer/nursing-and-patient-safety#:~:text=Nurse%2Dto%2Dpatient%20ratios%20are,the%20acuity%20of%20the%20patient.)

[safety#:~:text=Nurse%2Dto%2Dpatient%20ratios%20are,the%20acuity%20of%20the%20patient.](https://psnet.ahrq.gov/primer/nursing-and-patient-safety#:~:text=Nurse%2Dto%2Dpatient%20ratios%20are,the%20acuity%20of%20the%20patient.)

- Several seminal studies linked in this sentence have demonstrated the association between nurse staffing ratios and patient safety, documenting an increased risk of patient safety events, morbidity, and even mortality as the number of patients per nurse increases. The strength of these data has led several states, beginning with California in 2004, to establish legislatively mandated minimum staffing ratios.

Proposed Remedies

- Reinstatement CES 3 immediately.
- Commit to partnering with WSNA to create a bonus structure paid out at the end of each fiscal year for those RNs who remain on night shift.
- Commit to staffing units to census plus four at the start of each shift to ensure ability to admit without violating agreed upon matrices.
- Commit to partnering with WSNA to create a tiered retention bonus structure for those who remain loyal PeaceHealth employees while we work to hire additional staff.