



December 19, 2022

Dear Staffing Committee Members,

This letter is in response to your staffing recommendations for 2023, received on November 29, 2022. I sincerely appreciate the time and very thoughtful approach given to your request. I am also aware that Dianne Aroh, our Division Senior Vice President and Chief Nursing Officer met with you on December 12, 2022, to update you on our recent decisions on staffing percentiles as well as what the next steps will look like in response to your requests.

We have concluded our review of your requests and will not be increasing the number of direct caregivers as outlined in your plan. As illustrated by Dianne Aroh and Marilyn Nemerever at your meeting, based on your unit census, some areas will receive an additional nurse while others will not. Although we have set percentile ranking guidelines for RNs and PCTs, we recognize that staffing is a constant, dynamic process and so there will be times when these guidelines will have to be adjusted based on patient need as shared by Dianne Aroh at your meeting. To that end, we have asked your interim CNO, Marilyn Nemerever, to work closely with you to ensure that we respond appropriately as needed. In addition, we will continue to focus our efforts on the recruitment and retention of our care teams.

I remain very thankful to you and all members of our team, for choosing to work at Virginia Mason Medical Center. Like so many hospitals and health systems across our country, we must now challenge ourselves to find new and innovative nurse staffing solutions. I am confident that with your support, our patients will continue to receive safe care.

Thanks again for helping to make a difference every day.

Sincerely,

A handwritten signature in black ink, appearing to read "Ketul J. Patel", with a stylized flourish at the end.

Ketul J. Patel  
CEO, Virginia Mason Franciscan Health  
President, Pacific Northwest Division, CommonSpirit Health

cc: Dianne Aroh, SVP/Chief Nursing Officer, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

Jim Terwilliger, SVP, Chief Operating Officer, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

Katerie Chapman, President, Virginia Mason Medical Center

Will Owens, Interim SVP, Human Resources, Virginia Mason Franciscan Health, Pacific Northwest, CommonSpirit Health

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