

COVER PAGE

The following is the comprehensive hospital staffing
plan for WhidbeyHealth 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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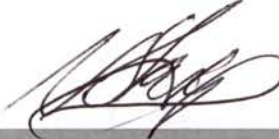
Hospital Staffing Form

Attestation

Date: 12/22/25

I, the undersigned with responsibility for WhidbeyHealth 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: Nathan Staggs



12/23/25

Hospital Information

Name of Hospital: WhidbeyHealth		
Hospital License #: HAC.FS.00000156		
Hospital Street Address: 101 North Main Street		
City/Town: Coupeville	State: WA	Zip code: 98239
Is this hospital license affiliated with more than one location?		☐ Yes ☒ No
If "Yes" was selected, please provide the location name and address		
Review Type:	☒ Annual	Review Date: 12/22/25
	☐ Update	Next Review Date: 12/22/26
Effective Date: 1/1/26		
Date Approved: 11/19/25		

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:

The ENA, TNCC and ACEP standards are references used in the formulation and review of policies, procedures, and standards of practice in the emergency department



Terms of applicable collective bargaining agreement

Description:

WSNA Collective Bargaining Agreement (August 8, 2025 - March 31, 2028)

UFCW 3000 Collective Bargaining Agreement (effective through June 30, 2026)



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

Description:

WhidbeyHealth ensures staff are able to take meal and rest breaks as required by RCW 49.12.480



Hospital finances and resources

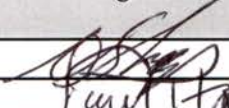
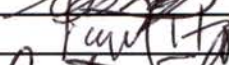
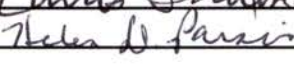
Description:



Other

Description:

Signature

CEO & Co-chairs Name:	Signature:	Date:
Nathan Staggs CEO		12/23/25
Paul Rogers CFO		12/23/25
Curtis Shumate EDN		12/23/25
Helen Paraiso RN		12/25/25

Total Votes	
# of Approvals	# of Denials
16	0

Access unit staffing matrices here.

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DOH 346-154

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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Nursing Administration					
Unit/ Clinic Address:	101 North Main Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Hours of the day						
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 thru Sunday House Supervisor STAT RN - 3 nights/week variable cover vacancies						
	Night - 1900-0730	12.00	1.00	0.00	0.00	0.00
	Night - 1900-0730	12.00	1.00	0.00	0.00	0.00

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

☐

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

☒ Skill mix

Nursing administration House Supervisors and STAT Nurse provide hands on support to patient care areas as scope of practice permits. In addition provide the opportunity and coverage to ensure all nursing and support staff receive meal and rest breaks per RCW 49.12.480. House Supervisors and STAT Nurse collaborate with department charge nurses to guide and provide assistance with clinical, procedural and staff support as needed.

- There are two House Supervisors on night shift to cover seven days a week. The STAT RN provides additional coverage along with working with the House Supervisors to manage any vacancies so there is always coverage during the night. In addition there is an offer out to an on call House Supervisor to provide additional coverage options and redundancies.

☐ 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	
☐	Other	

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:		WhidbeyHealth Medical Center									
Unit/ Clinic Type:		Medical Surgical Unit									
Unit/ Clinic Address:		101 North Main Street Coupeville, WA 98239									
Average Daily Census:		12					Maximum # of Beds:		25		
Effective as of:		1/1/2026									
Census											
Census	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)
17	Day (0700-1530)	8.00	5.00	0.00	3.00	0.00	2.35	0.00	1.41	0.00	10.35
	Eve (1500-2330)	8.00	4.00	0.00	3.00	0.00	1.88	0.00	1.41	0.00	
	Nights (2300-0730)	8.00	4.00	0.00	3.00	0.00	1.88	0.00	1.41	0.00	
16	Day (0700-1530)	8.00	5.00	0.00	3.00	0.00	2.50	0.00	1.50	0.00	11.00
	Eve (1500-2330)	8.00	4.00	0.00	3.00	0.00	2.00	0.00	1.50	0.00	
	Nights (2300-0730)	8.00	4.00	0.00	3.00	0.00	2.00	0.00	1.50	0.00	
15	Day (0700-1530)	8.00	5.00	0.00	3.00	0.00	2.67	0.00	1.60	0.00	11.73
	Eve (1500-2330)	8.00	4.00	0.00	3.00	0.00	2.13	0.00	1.60	0.00	
	Nights (2300-0730)	8.00	4.00	0.00	3.00	0.00	2.13	0.00	1.60	0.00	
14	Day (0700-1530)	8.00	5.00	0.00	2.00	0.00	2.86	0.00	1.14	0.00	10.86
	Eve (1500-2330)	8.00	4.00	0.00	2.00	0.00	2.29	0.00	1.14	0.00	
	Nights (2300-0730)	8.00	4.00	0.00	2.00	0.00	2.29	0.00	1.14	0.00	
13	Day (0700-1530)	8.00	5.00	0.00	2.00	0.00	3.08	0.00	1.23	0.00	11.69
	Eve (1500-2330)	8.00	4.00	0.00	2.00	0.00	2.46	0.00	1.23	0.00	
	Nights (2300-0730)	8.00	4.00	0.00	2.00	0.00	2.46	0.00	1.23	0.00	
12	Day (0700-1530)	8.00	4.00	0.00	2.00	0.00	2.67	0.00	1.33	0.00	10.67
	Eve (1500-2330)	8.00	3.00	0.00	2.00	0.00	2.00	0.00	1.33	0.00	
	Nights (2300-0730)	8.00	3.00	0.00	2.00	0.00	2.00	0.00	1.33	0.00	
11	Day (0700-1530)	8.00	4.00	0.00	2.00	0.00	2.91	0.00	1.45	0.00	11.64
	Eve (1500-2330)	8.00	3.00	0.00	2.00	0.00	2.18	0.00	1.45	0.00	
	Nights (2300-0730)	8.00	3.00	0.00	2.00	0.00	2.18	0.00	1.45	0.00	
10 or Less MINIMAL STAFFING LEVEL	Day (0700-1530)	8.00	3.00	0.00	1.00	0.00	2.40	0.00	1.60	0.00	12.00
	Eve (1500-2330)	8.00	3.00	0.00	1.00	0.00	2.40	0.00	1.60	0.00	
	Nights (2300-0730)	8.00	3.00	0.00	1.00	0.00	2.40	0.00	1.60	0.00	



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Medical Surgical Unit

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
House Supervisor (1900-0730)		X	X	X
STAT Nurse (3x's wk 1900-0730)		X	X	Every other week
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
Administrator on-call (24/7)	X	X	X	X
HUC (24/7)	X	X	X	X
Respiratory Therapy onsite (24/7)	X	X	X	X
Physical Therapy (0800-1630)	X			X
OR Team onsite/oncall (24/7)	X	X	X	X
Anesthesia onsite/oncall (24/7)	X	X	X	X
Hospitalist In-house (0700-1900)	X	X		X
Tele Hospitalist afthrs (1900-0700)		X	X	X
Lab onsite (24/7)	X	X	X	X
Care Management (0700-1530)	X			X
Medical Social Work (0730-1830)	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

As a critical access hospital we strive to maintain the average length of stay to 96 or less hours. This increases the intensity of the care to prepare patients for a solid discharge and plan for best outcomes. In addition we offer care to a wide range of patient variability within the same patient populations, this makes nursing care needs difficult at times to determine. Due to the turn over of patients, we average daily 3-5 discharges and conversely the same for admissions. As a critical access hospital, we have the occasional long term patient that is difficult to find placement or transfer assignment requiring services that we do not offer. Nursing care required by individual patient needs, taking into account the turnover rate of patients, admissions, discharges, and transfers. Predetermined core staffing, establishing the minimal number of patient care staff that are needed (RNs and CNAs). These staffing models fluctuate with the patient census and level of care needed for each patients. The number of nursing staff on duty shall be sufficient to ensure the care needs of each patient are met.

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

The evaluation for care needs must consider patient variable such as: patient complexity, length of stay, functional status, activities of daily living, need for transport, and age, in addition to the hard to discharge patients and the limited availability of beds for transfer of care to higher level of service.

☒ Skill mix

The staffing mix includes an RN designated as a Charge nurse. For example in the matrix when listed on day shift for 16 patients and 5 RN's scheduled there are 4 RN's with a 4:1 patient assignment and 1 RN to serve as the charge nurse. The charge nurse can have 1-2 patients if necessary, however, the ideal staffing is to limit patient assignment if possible so the charge nurse is flexible to assist others in patient care and rest and meal breaks. The care team mix is comprised of Registered Nurses and Certified Nursing Assistants. We support the hiring of newly graduated nurses, which impacts staffing levels during their preceptorship but supports the new nurse as they advance along the pathway from novice to expert in their career. The nursing wings do not have a centralized nursing station making the preceptor with the new graduate imperative to support the successful onboarding of new nurses. Maintaining the proper staffing mix and levels has served our patients well as we have strong outcomes as evidenced strong care results: last CLABSI-sept 2009, CAUTI-Jan 2025, VAE-Jan 2015, HAPI-Jan 2023.

☐ 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 |
|-------------------------------------|---|

Due to the demographics of the acute care nursing unit and no centralized nursing station, the minimum staffing needed, regardless of census to provide coverage is 3 registered nurses and 1 nursing assistant each shift; to adequately cover the floors, back up for emergencies, and allow for meals and break periods. As detailed in the Patient Volume-based Matrix - staffing is assigned for a census of 17 and flexed down for low census. Patient nurse ratios are also kept at 4:1 days and 5:1 evenings and nights and we do not exceed this ratio to protect both patients and our staff and to protect and ensure quality outcomes.

- | | |
|-------------------------------------|-------|
| ☒ | Other |
|-------------------------------------|-------|

Our organization is a destination employer, due to the requirement of either taking a ferry or a bridge to get to the island if not already an island resident. Unfortunately the demand for housing is higher than supply in part due to the expansion of the naval air station and commands. This in turn has driven the cost of homes high on the island with an average home price in excess of \$400,000 making it difficult for first time home buyers. In addition childcare is very limited and also comes at a premium. The charge nurses on each shift can take 1-2 patients, with that in mind we try not to assign patients to the charge nurse to afford them the flexibility to assist others and provide breaks. Patient assignments to charge nurses are made when required to keep patient flow going.



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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:		WhidbeyHealth Medical Center									
Unit/ Clinic Type:		Intensive Care Unit									
Unit/ Clinic Address:		101 North Main Street Coupeville, WA 98239									
Average Daily Census:		2				Maximum # of Beds: 4					
Effective as of:		1/1/2026									
Census											
Census	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)
4	0700-1930	12.00	2.00	0.00	1.00	0.00	6.00	0.00	3.00	0.00	18.00
	1900-0730	12.00	2.00	0.00	1.00	0.00	6.00	0.00	3.00	0.00	
3	0700-1930	12.00	2.00	0.00	1.00	0.00	8.00	0.00	4.00	0.00	24.00
	1900-0730	12.00	2.00	0.00	1.00	0.00	8.00	0.00	4.00	0.00	
2	0700-1930	12.00	2.00	0.00	1.00	0.00	12.00	0.00	6.00	0.00	36.00
	1900-0730	12.00	2.00	0.00	1.00	0.00	12.00	0.00	6.00	0.00	
1 or Less	0700-1930	12.00	1.00	0.00	1.00	0.00	12.00	0.00	12.00	0.00	48.00
	1900-0730	12.00	1.00	0.00	1.00	0.00	12.00	0.00	12.00	0.00	



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Intensive Care Unit

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
House Supervisor (1900-0730)		X	X	X
STAT Nurse (new 3x's wk) 1900-0730		X	X	Every other weekend
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
Administrator on Call (24/7)	X	X	X	X
HUC (24/7)	X	X	X	X
Respiratory Therapy onsite (24/7)	X	X	X	X
Physical Therapy (0800-1630)	X			X
OR Team onsite/oncall (24/7)	X	X	X	X
Anesthesia onsite/oncall (24/7)	X	X	X	X
Hospitalist In-house (0700-1900)	X	X		X
Tele Hospitalist afthrs (1900-0700)		X	X	X
Lab onsite (24/7)	X	X	X	X
Care Management (0700-1530)	X			X
Medical Social Work (0730-1830)	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

The ICU is a closed unit and will always maintain ICU RN's should a need arise. During periods of low census the ICU RN may float and assist in Medical Surgical unit and take an assignment if census permits. With the demographics of the building it is imperative that at minimum of 2 RN's are available for ICU or 1 RN and 1CNA should there be an admit. Staff floated to other units will be available to return to the ICU with 30 minutes notice. If there are no patients in the ICU may call off 1RN or CNA for low census.

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

ICU nurses work closely with Respiratory Therapist in care of ventilated patients.

☐ Skill mix

☐ Level of experience of nursing and patient care staff

☒ Need for specialized or intensive equipment

Intensive Care is a closed unit and typically will not call off ICU RN for low census. ICU RN will float to other departments to assist based on their orientation and skillset in other locations. ICU RN are to be available to take patients in the ICU in 30 minutes or less should admit be forthcoming. Due to the physical location of our ICU, we have determined we need a minimum of 2 clinicians, 2 RNs, or 1 RN and 1 CNA if census becomes 2 or less. On the rare occasion there are no patients in the ICU, we will consider calling off an ICU RN if there is at a minimum of 1 RN and 1 CNA available in case of a new admission.

☐

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

☒

Other

The charge nurse does assist with bedside care and takes a patient load if needed to maintain the proper nurse patient ratio.



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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Whidbey Family Birth Place					
Unit/ Clinic Address:	101 North Main Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Hours of the day						
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
Sunday thru Monday	Day - 0700-1930	12.00	3.00	0.00	1.00	0.00
	Night - 1930-0700	12.00	3.00	0.00	1.00	0.00



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Whidbey Family Birth Place

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
House Supervisor		X	X	X
STAT Nurse (new position 3x's wk)		X	X	Every other weekend
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
Administrator on-call (24/7)	X	X	X	X
HUC (24/7)	X	X	X	X
Respiratory Therapy onsite (24/7)	X	X	X	X
OR Team onsite/oncall (24/7)	X	X	X	X
Anesthesia onsite/oncall (24/7)	X	X	X	X
OB GYN coverage (24/7)	X	X	X	X
Pediatrician on call (24/7)	X	X	X	X
Cert. Nurse Midwife/1st asst (24/7)	X	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

Staff according to ASHONN's 2022 Standards for Professional Register Nurse Staffing for Perinatal Units recommended staffing guidelines. Special consideration of dayshift outpatients activities and night shift support of the circulator and scrub technologist roles for cesarean sections is taken into account. 2026 is expected to be a year of continued growth for this service line currently supporting 4 full-time OB/GYN's, 2CNM/ARNP's, and the community home delivery midwifery service.

-The average births per month for the last 12 months was 23, with a high of 37 in April of 2026.



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

Services provided at our Birth Center include: Medical screening exams for OB labor Assessment, Perinatal comorbidity management of hypertension, gestational diabetes, etc, Laboring patient care, C/section patient care, Newborn stabilization and transport, Special Care Nursery newborn care, Newborn delivery and transitional care, Hyperbilirubinemia phototherapy of the newborn , New mom/baby teaching and care, Lactation and feeding consultation, Well baby follow-up hearing rescreens and TcB rechecks, External Cephalic Version (ECV) with epidural analgesia, Epidural Blood Patch (EBP), Childbirth Education, ED Obstetrical patient co-management, NST (non-stress testing).



Skill mix

This is a specialty nursing skillset that has been challenging to fill. The organization in January 2026 will have hired all FTE with the exception of one travel nurse. The average deliveries per month are increasing which supports training of new nursing staff, however, even with these numbers the exposure to active labor is still limited and the orientation and preparation of a new OB RN is in excess of just over a year, prior to acquiring the skillset to work independently which support available if needed. In addition we have realized a reduction in our more experienced workforce retirements occur.



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	
☐	Other	



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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Transitions of Care					
Unit/ Clinic Address:	101 North Main Street Coupeville WA 98239					
Effective as of:	1/1/2026					
Hours of the day						
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 thru Friday	Monday 0700-1530	8.00	1.00	0.00	0.00	0.00
	Tuesday 0700-1530	8.00	1.00	0.00	0.00	0.00
	Wednesday 0700-1530	8.00	1.00	0.00	0.00	0.00
	Thursday 0700-1530	8.00	1.00	0.00	0.00	0.00
	Friday 0700-1530	8.00	1.00	0.00	0.00	0.00
Saturday and Sunday	Day 0700-1530	8.00	1.00	0.00	0.00	0.00

X

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

☒	Activity such as patient admissions, discharges, and transfers
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WhidbeyHealth's Average Daily Census of 17, combined with an average length of stay of approximately 70 hours, results in consistent patient movement every day of the week. This level of activity supports a minimum of one RN Care Manager daily.

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

We ensure at least one RN Care Manager is scheduled seven days per week. This is in line with the dyad care model that meets the CMSA staffing recommendations for care coordination (includes UM) and social work 1:18 patients.

4 days during the work week, two RNs are scheduled to support clinical reviews, discharge coordination, and medical necessity determinations for med surg/ICU, UR only for Family birthplace. There are overlapping responsibilities of the care managers and the social workers

We use a balanced skill mix that includes:

- RN Care Managers
- Licensed Social Workers x2 seven days a week (additional support to UM on weekends when there is only one)
- Administrative support staff



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



Other

Monday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00
Tuesday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00
Wednesday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00
Thursday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00
Friday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00
Saturday and Sunday 0700-1530/1730	8.00-10.00	1.00	0.00	0.00	0.00

We have 1 (1.0 FTE) who works 4 ten hour shifts during the week days are variable

1 (0.6 FTE) who works 3 eight hour shifts.

We have a vacant position currently. Previously a 0.6 FTE increased to 1.0 FTE. Traveler is currently filling this position.



DOH 346-154

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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Emergency Department					
Unit/ Clinic Address:	101 North Main Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Hours of the day						
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 thru Sunday	Day - 0700-1930	12.00	3.00	0.00	0.00	0.00
	Day - 0600-1830	12.00	0.00	0.00	1.00	1.00
	Mid - 1100-2330	12.00	1.00	0.00	0.00	0.00
	Mid - 1200-0030	12.00	1.00	0.00	0.00	0.00
	Mid -1100-2330	12.00	0.00	0.00	1.00	0.00
	Nights - 1900-0730	12.00	3.00	0.00	0.00	0.00
	Nights - 1800-0630	12.00	0.00	0.00	1.00	1.00



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Emergency Department

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
House Supervisor (1900-0730)		X	X	X
STAT Nurse (new position 3x's wk)		X	X	Every other weekend
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
Administrator on-call (24/7)	X	X	X	X
HUC (24/7) ED ONLY	X	X	X	X
Respiratory Therapy onsite (24/7)	X	X	X	X
Physical Therapy onsite	X			X
OR Team onsite/oncall (24/7)	X	X	X	X
Anesthesia onsite/oncall (24/7)	X	X	X	X
Hospitalist In-house (0700-1900)	X	X		X
ED MD In-house (24/7)	X	X	X	X
Tele Hospitalist afthrs (1900-0700)		X	X	X
Medical Social Worker (0730-1830)	X	X		X
Lab onsite (24/7)	X	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

The Yearly average daily census for the ED was 51 with a monthly high average of 58 in August. We experience higher census numbers in the ED when our walk in and primary care services close. The organization is working to extend walk in hours on the weekend to help mitigate the census demand in the ED.

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

☐

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

☒

Other

The charge nurse on each shift can take patients, with that in mind we try not to assign patients to the charge nurse to afford them the flexibility to assist others and provide meal and rest breaks. Patient assignments to charge nurses are made when required to keep patient flow going.



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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Surgery					
Unit/ Clinic Address:	101 North Main Street					
Effective as of:	1/1/2026					
Day of the week						
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	Days 0645-1515	8.00	4.00	0.00	0.00	0.00
	Days 0645-1515	10.00	1.00	0.00	0.00	0.00
	Call (1515-0645)	15.00	1.00	0.00	0.00	0.00
Tuesday	Days 0645-1515	8.00	4.00	0.00	0.00	0.00
	Days 0645-1515	10.00	1.00	0.00	0.00	0.00
	Call (1515-0645)	15.00	1.00	0.00	0.00	0.00
Wednesday	Days 0645-1515	8.00	4.00	0.00	0.00	0.00
	Days 0645-1515	10.00	1.00	0.00	0.00	0.00
	Call (1515-0645)	15.00	1.00	0.00	0.00	0.00
Thursday	Days 0645-1515	8.00	4.00	0.00	0.00	0.00
	Days 0645-1515	10.00	1.00	0.00	0.00	0.00
	Call (1515-0645)	15.00	1.00	0.00	0.00	0.00
Friday	Days 0645-1515	8.00	4.00	0.00	0.00	0.00
	Days 0645-1515	10.00	1.00	0.00	0.00	0.00
	Call (1515-0645)	15.00	1.00	0.00	0.00	0.00
Saturday	Call 24 Hrs	24.00	1.00	0.00	0.00	0.00
Sunday	Call 24 Hrs	24.00	1.00	0.00	0.00	0.00

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Surgery Charge Nurse (M-F)	Days 0645-1515			
OR assistant (front Desk) (M-F)	Days 0700-1530			
Surgical Pre-Admission Nurse (M. T. Th. Fr.)	Days 0600-1630			
Scrub Techs x4	Days 0645-1515			
Scrub Techs x1	Days 0645-1715			
Anesthesia onsite/on-call (24/7)	X	X	X	X
Lab on-site (24/7)	X	X	X	X
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
House Supervisor	Nights 1900-0730	X	X	X
STAT NURSE 3x's week	Nights 1900-0730	X	X	Every other weekend
OR dedicated Housekeeper (M-TH)	Days 0630-1500	0900-1730		
Sterile Processor (M-F)	2 @ 8 hours, 1 @ mid shift 8 hours	1 @ 8 hours		
Administrator on-call (24/7)	X	X	X	X

Unit Information

Factors Considered in the Development of the Unit Staffing Plan

(Check all that apply):

Both the Charge Nurse and OR Director can Circulate and Scrub as needed.

Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift
Able to flex to meet needs as necessary. Use of one per diem RN

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

X	Other
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The charge nurse is available to provide Circulator and or Scrub support as needed in the operating rooms in addition to the other duties as a charge on the unit.



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Fixed Staffing Matrix

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Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	AS/PACU					
Unit/ Clinic Address:	101 North Main Street					
Effective as of:	1/1/2026					
Day of the week						
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 (06:00-16:30)	10.00	5.00	0.00	0.00	0.00
	Day (07:00-17:30)	10.00	1.00	0.00	0.00	0.00
	Call (15:15-06:45)	15.00	1.00	0.00	0.00	0.00
Tuesday	Day (06:00-16:30)	10.00	5.00	0.00	0.00	0.00
	Day (07:00-17:30)	10.00	1.00	0.00	0.00	0.00
	Call (15:15-06:45)	15.00	1.00	0.00	0.00	0.00
Wednesday	Day (06:00-16:30)	10.00	5.00	0.00	0.00	0.00
	Day (07:00-17:30)	10.00	1.00	0.00	0.00	0.00
	Call (15:15-06:45)	15.00	1.00	0.00	0.00	0.00
Thursday	Day (06:00-16:30)	10.00	5.00	0.00	0.00	0.00
	Day (07:00-17:30)	10.00	1.00	0.00	0.00	0.00
	Call (15:15-06:45)	15.00	1.00	0.00	0.00	0.00
Friday	Day (06:00-16:30)	10.00	5.00	0.00	0.00	0.00
	Day (07:00-17:30)	10.00	1.00	0.00	0.00	0.00
	Call (15:15-06:45)	15.00	1.00	0.00	0.00	0.00
Saturday	Call (06:45-06:45)	24.00	1.00	0.00	0.00	0.00
Sunday	Call (06:45-06:45)	24.00	1.00	0.00	0.00	0.00

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AS/PACU

Unit Information

Additional Care Team Members				
Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
PACU Charge Nurse (M-F)	Days 0630-1630			
PACU HUC (M-F)	Days 0700-1530			
SDS Assistant	Days 0700-1530			
Surgical Pre-Admission Nurse (M. T. Th. Fr)	Days 0600-1630			
Sterile Processor (M-F)	2 @ 8 hours, 1 @ mid shift 8 hours	1 @ 8 hours		
Administrator on-call (24/7)	X	X	X	X
Anesthesia onsite/on-call (24/7)	X	X	X	X
Lab on-site (24/7)	X	X	X	X
Pharmacy onsite (0700-1900) M-F	X	X		X (0700-1700) S-Su
Pharmacy afthrs (1900-0700) M-F		X	X	X (1700-0700) S-Su
House Supervisor	Nights 1900-0730	X	X	X
STAT NURSE 3x's week	Nights 1900-0730	X	X	Every other weekend

Unit Information

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

Activity such as patient admissions, discharges, and transfers

X	Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift
Daily staffing can be fluid depending on the number of surgical cases scheduled for any particular day. Staff routinely volunteer to change shifts from a low production day to a higher production day as they prefer to stay busy. Use of per diem form fluxuation in staffing needs and acuity.	

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

X	Other
The daily staffing schedule, Monday through Friday from 06:00 to 15:30, is structured as follows: a Registered Nurse (RN) serves as the Charge Nurse, a PACU (Post-Anesthesia Care Unit) recovery nurse is designated, and the AS (Ambulatory Surgery) pre- and post-operative nurses are assigned according to a predetermined, fixed staffing matrix. Additionally, there is a designated SDS/PACU Health Unit Coordinator (HUC). The staffing of AS pre- and post-operative nurses is flexible and adjusted on a daily basis according to patient needs. The Charge Nurse reviews the projected surgeries and the number of operating rooms (ORs) scheduled for the day on a daily basis. If necessary, the Charge Nurse will request volunteers to shift from less busy days to those with higher demand. In the absence of volunteers, the Charge Nurse will then contact per diem nurses to assess their availability. A PACU nurse is on-call from 06:00 Saturday to 06:00 Sunday, and again from 06:00 Sunday to 06:00 Monday.	



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Fixed Staffing Matrix

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Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Medical Ambulatory Clinic (MAC)					
Unit/ Clinic Address:	101 North Main Street Coupeville WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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 0800-1630	8.00	3.00	0.00	0.00	0.00
	Day 0830-1700	8.00	1.00	0.00	0.00	0.00
Tuesday	Day 0800-1630	8.00	3.00	0.00	0.00	0.00
	Day 0830-1700	8.00	1.00	0.00	0.00	0.00
Wednesday	Day 0800-1630	8.00	3.00	0.00	0.00	0.00
	Day 0830-1700	8.00	1.00	0.00	0.00	0.00
Thursday	Day 0800-1630	8.00	3.00	0.00	0.00	0.00
	Day 0830-1700	8.00	1.00	0.00	0.00	0.00
Friday	Day 0800-1630	8.00	3.00	0.00	0.00	0.00
	Day 0830-1700	8.00	1.00	0.00	0.00	0.00

0700-1730 4 days/wk

Unit Information

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

☐ Activity such as patient admissions, discharges, and transfers

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

RN staffing in infusion area is adjusted daily based on volume and acuity (13-16 acuities for each RN). An additional RN is added for each day of a holiday week due to increased volumes with shortened week in the infusion area. RN staffing minimum in oncology is 4 and flexes up to 6 based on acuity; plus clinical Supervisor.

☒ Skill mix

The daily mix of staffing is as follows: RN Supervisor, RN Charge Nurse, Triage RN, RN infusion nurses (refer to Fixed Staffing Matrix) and 1-2 Medical Assistants (see fixed staffing matrix) In addition there is a Navigator/Survivorship and Care Coordination RN, and Oncology Practice RN that each work a variable days each week schedule.

☒ Level of experience of nursing and patient care staff

Nursing staff are required to become certified in administration of chemo therapy modalities.

☐ 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	
☐	Other	



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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Wound Care Clinic					
Unit/ Clinic Address:	101 North Main Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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 (0800-1630)	8.00	2.00	0.00	1.00	0.00
Tuesday	Day (0800-1630)	8.00	2.00	0.00	1.00	0.00
Wednesday	Day (0800-1630)	8.00	2.00	0.00	2.00	0.00
Thursday	Day (0800-1630)	8.00	2.00	0.00	2.00	0.00
Friday	Day (0800-1630)	8.00	2.00	0.00	1.00	0.00

Unit Information

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

☐

Activity such as patient admissions, discharges, and transfers

☒

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

RN staffing is evaluated and adjusted daily based on volume. CNA is adjusted to number of providers in cliinc.
Monday/Tuesday/Friday, there is one provider and one CNA scheduled; On Wednesday/Thursday there are 2 providers and 2 CNAs scheduled

☐

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

☐ Other



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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.

Unit/ Clinic Name:	WhidbeyHealth Medical Center					
Unit/ Clinic Type:	Pulmonary / Cardiac Rehab					
Unit/ Clinic Address:	101 North Maint Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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 - Cardiac	Day (0800-1630)	8.00	2.00	0.00	0.00	0.00
Tuesday Pulmonary Rehab	Day (0800-1630)	8.00	1.00	0.00	0.00	0.00
Wednesday - Cardiac	Day (0800-1630)	8.00	2.00	0.00	0.00	0.00
Thursday - Pulmonary	Day (0800-1630)	8.00	1.00	0.00	0.00	0.00
Friday - Cardiac	Day (0800-1630)	8.00	2.00	0.00	0.00	0.00



Unit Information

Days (0800-1630)

Unit Information

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

- ☒ Activity such as patient admissions, discharges, and transfers

Standards from the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) are used as guideline for staffing development and planning. Each Rehab class can have up to 10 participants maximum. Staff/Patient ratio is 1:5 and can vary depending on acuity.

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

☐ 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	
☐	Other	



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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.

Unit/ Clinic Name:	WhidbeyHealth					
Unit/ Clinic Type:	Hospice					
Unit/ Clinic Address:	101 Birch Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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 thru Friday	Day 0800-1630	8.00	5.00	0.00	4.00	0.00
	Night 1530-0000	8.00	1.00	0.00	0.00	0.00
	Standby 0000-0800	8.00	1.00	0.00	0.00	0.00

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

Daily RN census formula: $\text{Census}/10 = \text{RNCM} + 1 \text{ Admit RN} + 1 \text{ Charge RN}$ 24 hour medical provider availability.
- 2025 Average Daily census 42.68 and rising.



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

☒ Skill mix

24/7 RN coverage required per CoPs

- 1 RN Case Manager per 10-12 patients
- 1 after-hour RN (h hour shift + i hour on-call)
- 1RN Sat/Sun/Holidays, day shift
- Daily RN census formula: $\text{Census}/10 = (\# \text{ RNCM}) + 1 \text{ Admit RN} + 1 \text{ Charge RN}$
- 1 MSW per 20 pts
- 1 CNA per 10-12 patients
- 1 Chaplain per 40 patients
- 1 Charge RN, M-Fr 0700-1530

1 Administrative Assistant
1 Bereavement Coordinator
1 Volunteer Coordinator

☐ 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	
☐	Other	



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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.

Unit/ Clinic Name:	WhidbeyHealth					
Unit/ Clinic Type:	Palliative Care					
Unit/ Clinic Address:	101 North Birch Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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 (0700-1730)	10.00	2.00	0.00	0.00	0.00
Tuesday	Day (0700-1730)	10.00	1.00	0.00	0.00	0.00
Wednesday	Day (0700-1730)	10.00	1.00	0.00	0.00	0.00
Thursday	Day (0700-1730)	10.00	2.00	0.00	0.00	0.00
Friday	Day (0700-1730)	10.00	2.00	0.00	0.00	0.00

Unit Information

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

- ☒ Activity such as patient admissions, discharges, and transfers

The palliative care staffing plan includes 3 Advanced Practice Nurses and 2 RNs that manage and process referrals, triage calls, obtain insurance verification, pre-authorizations for medications and process orders for Durable Medical Equipment. In addition to the clinical staff, there is also an Operations Supervisor to manage the day to day operations needs of the unit, and a patient registrar who manages patient scheduling, confirmation calls, and reception responsibilities. The Palliative Care providers process WhidbeyHealth inpatient consultations, and they see patients in their home setting (private residences, SNF, ALFs, and Adult Family Homes), some patients are seen in the Medical Ambulatory Care Clinic (MAC) and may also be seen in the Hospice and Palliative Care office as clinic visits. The Palliative Care Program is a consultation service. In addition to the already described staff, palliative care also provides social work and spiritual care support as needed. Both registered nurses work four 10-hour shifts, which they have specified as their preferred schedule.

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

The palliative care program supports many patients with chronic and serious health conditions improving their quality of life until they are appropriate for transition to hospice. As such the palliative care program is a frequent referral source for our hospice program.

☐	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	
☐	Other	



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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.

Unit/ Clinic Name:	WhidbeyHealth Primary Care Oak Harbor - Cabot					
Unit/ Clinic Type:	Primary Care					
Unit/ Clinic Address:	275 SE Cabot Drive Suite B101 Oak Harbor, WA 98277					
Effective as of:	1/1/2026					
Day of the week						
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	7am - 5:30pm	10.00	1.00	1.00	0.00	5.00
Tuesday	7am - 5:30pm	10.00	1.00	1.00	0.00	5.00
Wednesday	7am - 5:30pm	10.00	1.00	1.00	0.00	5.00
Thursday	7am - 5:30pm	10.00	1.00	1.00	0.00	5.00
Friday	7am - 5:30pm	10.00	1.00	1.00	0.00	5.00
Saturday	Closed					



DOH 346-154

WhidbeyHealth Primary Care - Cabot

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Patient Registrar x 2	Monday - Friday: 7am - 3:30pm			
Patient Registrar x 2	Monday - Friday: 8am - 4:30pm			
Patient Registrar x 2	Monday - Friday: 8:45am - 5:15pm			
Referral Clerk x 7	Monday - Friday: 8am - 4:30pm			
Provider (MD, NP, PA) x 7	Monday - Friday: 7am - 5:30pm			
LICSW x2 (Behavioral Health)	Monday - Friday: 8am - 4:30pm			
LMFT (Behavioral Health)	Monday - Friday: 8am - 4:30pm			
PMHNP (Behavioral Health)	Monday - Friday: 7am - 5:30pm			

Unit Information

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

☐ Activity such as patient admissions, discharges, and transfers

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

☐	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
☒	Other
Clinical support staff are assigned to work with primary care providers using a 1:1 staffing model. Each provider is paired with one dedicated clinical support team member to ensure continuity of care, efficient clinical operations, and adherence to Washington State Department of Health standards for safe outpatient clinical practice. Clinical support staff may include Registered Nurses (RNs), Licensed Practical Nurses (LPNs), or Medical Assistants (MAs). Assignment of staff type may vary based on daily staffing levels, clinical needs, and scope of practice requirements. All roles operate within their respective licensure and certification parameters as defined by Washington State law and corresponding professional practice standards. This model ensures that each provider has a qualified clinical support team member consistently available to assist with patient care activities, documentation support, and coordination of services, contributing to safe, high-quality clinical operations.	



DOH 346-154

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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.

Unit/ Clinic Name:	Walk-In Clinic Oak Harbor					
Unit/ Clinic Type:	Primary Care - Open Schedule					
Unit/ Clinic Address:	1300 NE Goldie Road Oak Harbor, Washington 98277					
Effective as of:	1/1/2026					
Day of the week						
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	6:45am - 7:15pm	12.00	1.00	1.00	0.00	1.00
Tuesday	6:45am - 7:15pm	12.00	1.00	1.00	0.00	1.00
Wednesday	6:45am - 7:15pm	12.00	1.00	1.00	0.00	1.00
Thursday	6:45am - 7:15pm	12.00	1.00	1.00	0.00	1.00
Friday	6:45am - 7:15pm	12.00	1.00	1.00	0.00	1.00
Saturday	8:45am - 5:15pm	8.00	1.00	1.00	0.00	1.00



DOH 346-154

Oak Harbor Walk-in Clinic

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Unit Information

Additional Care Team Members

Occupation	Shift Coverage			
	Day	Evening	Night	Weekend
Patient Registrar x2	Monday - Friday: 6:30am - 3pm			
Patient Registrar x2	Monday - Friday: 7am - 3:30pm			
Patient Registrar x1	Monday - Friday: 9am - 5:30pm			
Patient Registrar x1	Monday - Friday: 10:45am - 7:15pm			
Patient Registrar x2				Sat: 8:45am - 5:15pm
Lab Phlebotomist x2	Monday - Friday: 7am - 6pm			
DI Tech (X-ray)	Monday - Friday: 8am - 4:30pm			
Providers (MD/NP/PA) x2	Monday - Friday: 7am - 7pm			
Providers (MD/NP/PA) x2				Sat: 9am - 5pm

Unit Information

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

☐

Activity such as patient admissions, discharges, and transfers

☐

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

☐	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	
☒	Other	
Clinical support staff are assigned to work with primary care providers using a 1:1 staffing model. Each provider is paired with one dedicated clinical support team member to ensure continuity of care, efficient clinical operations, and adherence to Washington State Department of Health standards for safe outpatient clinical practice. Clinical support staff may include Registered Nurses (RNs), Licensed Practical Nurses (LPNs), or Medical Assistants (MAs). Assignment of staff type may vary based on daily staffing levels, clinical needs, and scope of practice requirements. All roles operate within their respective licensure and certification parameters as defined by Washington State law and corresponding professional practice standards. This model ensures that each provider has a qualified clinical support team member consistently available to assist with patient care activities, documentation support, and coordination of services, contributing to safe, high-quality clinical operations.		



DOH 346-154

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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.

Unit/ Clinic Name:	Primary Care Freeland					
Unit/ Clinic Type:	Primary Care					
Unit/ Clinic Address:	5486 S. Harbor Ave, Freeland WA 98249					
Effective as of:	1/1/2026					
Day of the week						
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	8am - 4:30pm	8.00	2.00	0.00	0.00	0.00
	6:15am - 5:15pm	10.00	0.00	0.00	0.00	3.00
Tuesday	8am - 4:30pm	8.00	2.00	0.00	0.00	0.00
	6:15am - 5:15pm	10.00	0.00	0.00	0.00	3.00
Wednesday	8am - 4:30pm	8.00	2.00	0.00	0.00	0.00
	6:15am - 5:15pm	10.00	0.00	0.00	0.00	3.00
Thursday	8am - 4:30pm	8.00	2.00	0.00	0.00	0.00
	6:15am - 5:15pm	10.00	0.00	0.00	0.00	3.00
Friday	8am - 4:30pm	8.00	2.00	0.00	0.00	0.00
	6:15am - 5:15pm	10.00	0.00	0.00	0.00	3.00
Saturday						



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WhidbeyHealth Freeland Primary Care Clinic

Shift Coverage

[illegible]

Unit Information

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

☐

Activity such as patient admissions, discharges, and transfers

☐

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

☐ 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	
☒	Other	
Clinical support staff are assigned to work with primary care providers using a 1:1 staffing model. Each provider is paired with one dedicated clinical support team member to ensure continuity of care, efficient clinical operations, and adherence to Washington State Department of Health standards for safe outpatient clinical practice. Clinical support staff may include Registered Nurses (RNs), Licensed Practical Nurses (LPNs), or Medical Assistants (MAs). Assignment of staff type may vary based on daily staffing levels, clinical needs, and scope of practice requirements. All roles operate within their respective licensure and certification parameters as defined by Washington State law and corresponding professional practice standards. This model ensures that each provider has a qualified clinical support team member consistently available to assist with patient care activities, documentation support, and coordination of services, contributing to safe, high-quality clinical operations.		



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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.

Unit/ Clinic Name:	Walk-In & Primary Care Clinton					
Unit/ Clinic Type:	Open-Schedule Primary Care					
Unit/ Clinic Address:	11245 WA-525, Clinton, WA 98236					
Effective as of:	1/1/2026					
Day of the week						
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	6:45am - 7:15pm	12.00	1.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Tuesday	6:45am - 7:15pm	12.00	1.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Wednesday	6:45am - 7:15pm	12.00	1.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	0.00	0.00	0.00	0.00
Thursday	6:45am - 7:15pm	12.00	1.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Friday	6:45am - 7:15pm	12.00	1.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Saturday	8:45am - 5:15pm	8.00	0.00	0.00	0.00	2.00



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WhidbeyHealth WIC Primary care Clinton

Shift Coverage

[illegible]

[illegible]

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

- _____

- [illegible]

☐ 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
☒	Other
Clinical support staff are assigned to work with primary care providers using a 1:1 staffing model. Each provider is paired with one dedicated clinical support team member to ensure continuity of care, efficient clinical operations, and adherence to Washington State Department of Health standards for safe outpatient clinical practice. Clinical support staff may include Registered Nurses (RNs), Licensed Practical Nurses (LPNs), or Medical Assistants (MAs). Assignment of staff type may vary based on daily staffing levels, clinical needs, and scope of practice requirements. All roles operate within their respective licensure and certification parameters as defined by Washington State law and corresponding professional practice standards. This model ensures that each provider has a qualified clinical support team member consistently available to assist with patient care activities, documentation support, and coordination of services, contributing to safe, high-quality clinical operations.	



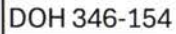
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Fixed Staffing Matrix

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.

Unit/ Clinic Name:	WhidbeyHealth Primary Care & Walk-In Coupeville					
Unit/ Clinic Type:	Primary Care					
Unit/ Clinic Address:	77 N. Main Street Coupeville, WA 98239					
Effective as of:	1/1/2026					
Day of the week						
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	6:45am - 5:15pm	10.00	0.00	1.00	0.00	1.00
	6:45am - 7:15pm	12.00	0.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Tuesday	6:45am - 5:15pm	10.00	0.00	1.00	0.00	1.00
	6:45am - 7:15pm	12.00	0.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Wednesday	6:45am - 5:15pm	10.00	0.00	1.00	0.00	1.00
	6:45am - 7:15pm	12.00	0.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Thursday	6:45am - 5:15pm	10.00	0.00	1.00	0.00	1.00
	6:45am - 7:15pm	12.00	0.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Friday	6:45am - 5:15pm	10.00	0.00	1.00	0.00	1.00
	6:45am - 7:15pm	12.00	0.00	0.00	0.00	1.00
	8am - 4:30pm	8.00	1.00	0.00	0.00	0.00
Saturday	8:45am -5:15pm	8.00	0.00	1.00	0.00	1.00



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Additional Care Team Members

[illegible]

Unit Information

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

☐

Activity such as patient admissions, discharges, and transfers

☐

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

☐ 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	
☒	Other	
Clinical support staff are assigned to work with primary care providers using a 1:1 staffing model. Each provider is paired with one dedicated clinical support team member to ensure continuity of care, efficient clinical operations, and adherence to Washington State Department of Health standards for safe outpatient clinical practice. Clinical support staff may include Registered Nurses (RNs), Licensed Practical Nurses (LPNs), or Medical Assistants (MAs). Assignment of staff type may vary based on daily staffing levels, clinical needs, and scope of practice requirements. All roles operate within their respective licensure and certification parameters as defined by Washington State law and corresponding professional practice standards. This model ensures that each provider has a qualified clinical support team member consistently available to assist with patient care activities, documentation support, and coordination of services, contributing to safe, high-quality clinical operations.		



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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.

Unit/ Clinic Name:	Sleep Care					
Unit/ Clinic Type:	Sleep Care Clinic & Lab					
Unit/ Clinic Address:	1300 NE Goldie Road Oak Harbor, Washington 98277					
Effective as of:	1/1/2026					
Day of the week						
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	6:30a - 3p; 8a - 4:30p	8.00	0.00	0.00	0.00	2.00
	7p -7a	12.00	0.00	0.00	0.00	1.00
Tuesday	6:30a - 3p; 8a - 4:30p	8.00	0.00	0.00	0.00	2.00
	7p -7a	12.00	0.00	0.00	0.00	1.00
Wednesday	6:30am - 3pm	8.00	0.00	0.00	0.00	2.00
	7p -7a	12.00	0.00	0.00	0.00	1.00
Thursday	6:30a - 3p; 8a - 4:30p	8.00	0.00	0.00	0.00	2.00
	7p -7a	12.00	0.00	0.00	0.00	1.00
Friday	6:30a - 3p; 8a - 4:30p	8.00	0.00	0.00	0.00	2.00
	7p -7a	12.00	0.00	0.00	0.00	1.00
Saturday	7p -7a	12.00	0.00	0.00	0.00	1.00



Sleep Clinic & Lab

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Unit Information

Additional Care Team Members

[illegible]

Unit Information																			
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Factors Considered in the Development of the Unit Staffing Plan (Check all that apply):																			
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☐	Activity such as patient admissions, discharges, and transfers																		
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☒	Patient acuity level, intensity of care needs, and the type of care to be delivered on each shift																		
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Staffing plan based upon needs of a sleep care clinic and sleep study lab.																			
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☒ Skill mix

Skill mix is based upon needs of the clinic. All clinical support staff, Medical Assistants and Certified Sleep Techs, perform vital signs and basing rooming functions as determined and within scope of licensure.

☐ 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	
☒	Other	
Clinical support staffing can include on a daily basis a mix of three MAs, LPNs, or RNs.		