



Kit Carson County Memorial Hospital

Nurse Staffing Plan

June 2023

*Rooted in
excellence
Growing
in trust*

Nurse Staffing Plan Purpose

This plan serves a multifaceted purpose while properly addressing the Kit Carson County Memorial Hospital's (KCCMH) staffing needs, which are based on realistic patient circumstances, qualified care providers, and overall patient safety.

Nurse Staffing Committee *(See attached roster)*

The KCCMH Nurse Staffing Committee will consist of at least 60% or greater participation from clinical staff nurses, in addition to auxiliary personnel and nurse managers. The Nurse Staffing Committee must include a designated leader of workplace violence prevention and reduction efforts (House Bill 22-1401(2)(a)).

Nurse Staffing plan requirements

The Master Nurse Staffing plan is developed by the KCCMH Nurse Staffing Committee. It will include each in-patient unit, surgical unit, emergency department and outpatient services provided by inpatient staffing. Employee health, safety and welfare shall be included into innovative staffing models. A process will be written to maintain nurse-to-patient ratios in alignment with demand and patient acuity. This plan will then be reviewed by the KCCMH Nurse Staffing Committee on a quarterly basis. It is then routed by the hospital's Chief Nursing Officer for final approval by the Chief Executive Officer. Current KCCMH staff will always have the ability to submit staffing complaints, request modification of the staffing plan and be notified of any updates to the plan. Patient care provider applicants will be provided a copy of the plan at time of employment offer. Patient's will be provided a copy by request.

Definitions

- Patient Care Provider – Individuals who have licensure/registry as a registered nurse, licensed practical nurse or paramedic
- Registered Nurse (RN)/Licensed Practical Nurse (LPN) – Individuals who have licensure to by the State of Colorado to provide direct care to patients.
- Paramedic/EMT – Individual who holds a valid certificate or license issued the State of Colorado to provide direct care to patients
- Nurse Aide/CNA – Individual certified to practice as a nurse aide by the State of Colorado, who provides direct care to patients or who works in an auxiliary capacity under the supervision of a registered nurse.
- Nurse staffing committee – Individuals who are working as a patient care provider, EMT, CNA or leaders licensed as such. Develops an annual nurse staffing plan that is adapted

based on the receipt of complaints and/or feedback from direct care staff.

Site Description

Kit Carson County Memorial Hospital is located in Burlington, CO. It is a Critical Access Hospital with a 19 bed capacity and staffing capacity of 10. Of the 10 beds, two provide negative pressure and an annex room for highly contagious patients. In addition, one room is equipped to provide cardiac monitoring and telehealth video and voice technology for responding to highly acute patients suffering from stroke, trauma, respiratory distress and more.

The fully functioning Emergency Department (ED) offers CT, digital radiology, laboratory, ultra sound*, FAST exams, MRI* and cardiac monitoring. A physician assistant is on-call 24 hours a day and physician available as needed for Trauma Activations, hospital admissions or for consult as needed. The ED has two beds for trauma and/or cardiac monitoring which are also both equipped with the same telehealth technology described earlier. The two triage/treatment rooms, and decontamination room are also co-located in the ED dept. ED patient overflow is provided by an additional two negative pressure rooms located in the medical surgical unit (MS).

The Same Day Surgical Department includes one fully functional OR, a GI suite and a pain management suite. The Post Anesthesia Care Unit suite hold five beds. The Surgical Dept. performs primarily outpatient procedures with the option for inpatient as needed.

**not available 24 hours/day*

Nurse Master Staffing Plan

- Inpatient/Emergency Department
 - At all times there will be a minimum of three patient care providers scheduled for each shift.
 - Of these three patient care providers, there will be a Registered Nurse designated as “Charge Nurse” for each 12-hour shift and will have a current TNCC certification. The Charge nurse is responsible for managing the inpatient/ED patient assignments and coordination. The Charge Nurse concurrently operates as a care nurse in whatever capacity is needed at the time. This may also include taking a patient assignment.
 - The remaining two patient care providers will be assigned as follows: one will be assigned to the inpatient unit. The second will be assigned as an ER/Float patient care provider. If census on the inpatient unit requires a second patient care provider, the ER/Float nurse will take a patient assignment.
 - Nurse to patient ratios are based upon acuity and the nursing skill/experience on any shift. For the ED, this ratio will not exceed four patients for one nurse. For the inpatient unit, this ratio will not exceed seven patients for one nurse.
 - The charge nurse may increase patient ratios in unplanned and emergent patient census changes. If this is the case, he/she will consider requesting additional staff with the goal of reducing ratios to previously stated maximums as soon as possible. Conversely, the charge nurse may

decrease patient ratios for higher acuity patients and/or patient care providers skill and experience.

- At times of heavy volume or high acuity in both the ED and inpatient unit, the charge nurse has the capability to send out a group text message to request additional staff appropriate for the needs at that time. Although the charge nurse is the final decision-maker to request staff, he/she does this after deliberation with the other patient care providers working that shift.
- When available, nurse leadership physically present in the hospital may assist in the ED or inpatient unit at the request of the charge nurse.

Historical Data: Patient Census and Staffing averages for May 2022 to May 2023

	RN/Medic	EMT/Aide	Outpatients	Inpatients	ED	Total Patients
June 22'	3.2	1	28	20	255	303
July 22'	2.75	1.4	18	11	275	304
Aug 22'	3	1.6	21	13	255	289
Sept 22'	3	0.5	27	20	294	341
Oct 22'	3	1.3	26	27	254	307
Nov 22'	3	1.3	20	20	271	311
Dec 22'	3.1	1.3	27	27	331	385
Jan 23'	3.3	1.6	40	25	248	313
Feb 23'	3.8	1.6	19	21	229	269
Mar 23'	3.5	1.6	24	25	259	308
April 23'	3	1.3	18	22	248	288
May 23'	3.1	1.4	24	18	284	326

Averages for 2023

3.1	1.3	293	21	265
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● **Surgical Department**

- On procedure days, one pre-operative nurse, one circulator and one post-operative nurse are scheduled in the department. Also two surgical scrubs are scheduled or are available. Approximately eight patients are scheduled two days a week. A total of 446 cases, not patients, were completed between May of 2022 and May of 2023.

● **Respiratory Therapy Department**

- The Respiratory Therapy Dept currently consists of a single respiratory therapist (RT) with both scheduled and on call hours primarily Monday Through Friday.
- The RT provides ED/inpatient therapy, oxygen therapy, breathing treatments, and all other respiratory procedures as ordered by providers
- When an RT is available, he/she will respond to all codes and trauma activations. They may perform intubations (if competency is on file to perform task), collect laboratory samples, initiate intravenous lines, and take vital signs.
- When the RT is not available, Patient Care Providers such as the registered nurse or paramedic, will perform these tasks within their scope of practice.

- **Nursing Leadership**
 - Nursing leadership includes the Director of Nursing, Chief Nursing Officer, Nurse Educator, Respiratory Therapy, Surgical Services Nurse Manager, Quality Director, Case Manager and Emergency Preparedness Manager.
 - Nurse leaders will coordinate administrative support and direction to the charge nurse when staffing assistance is requested.
 - They can observe the patient census and acuity levels of patients on a daily basis and respond proactively if needed. The goal is to have a steady patient census while providing the highest standard of patient care and safety at all times.

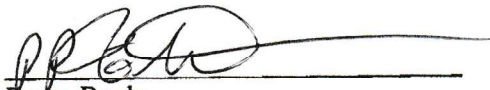
- **Required Certifications** *(to be obtained within six months of hire)*
 - All Registered Nurses must possess a certification in Trauma Nursing Core Course (TNCC), National Institutes of Health Stroke Scale (NIHSS), Pediatric Advanced Life Support (PALS/ENPC), Basic Life Support (BLS) & Advanced Cardiac Life Support (ACLS).
 - All Paramedics must possess Pediatric Advanced Life Support (PALS), Basic Life Support (BLS)& Advanced Cardiac Life Support (ACLS)
 - All EMTs must possess Basic Life Support (BLS) as required under state and national registry. They are encouraged, but not required, to obtain Intravenous Insertion Certification
 - All Nurse Aides must possess Basic Life Support (BLS)

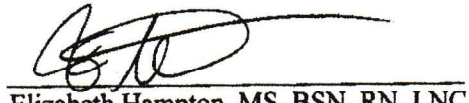
- **Orientation**
 - All new employees will go through an orientation process with the education office and then via a detailed orientation packet that is consistent in the care and safety of everyone.
 - Quality orientation
 - Providing a discharge summary submission to primary care providers at time of discharge
 - Providing all patients education on patient portal access at time of discharge.
 - Ensuring follow up appointments are established at time of discharge
 - Screening all patients on tobacco/alcohol/illicit drug use, possible abuse, suicide risk, depression and sepsis
 - Patients admitted to the hospital as an in-patient are screened for venous thromboembolism prophylaxis need
 - Reporting process for clinical and non-clinical incidents, workplace incidents, near miss and great catch/unsafe conditions.
 - Patient Care Provider orientation
 - Each patient care provider and EMT or CNA is oriented within their scope of practice. *See attached KCHSD Orientation manual*
 - General orientation


- Pre-orientation self-assessment followed by a review of skills and knowledge
- Charge Nurse orientation
 - Educate on duties expected on a daily basis to include:
 - Ensure bedside report is complete, make patient assignments, and adjust staffing as needed based on patient acuity and nursing staff experience
 - Verify nursing staff participation in physician rounding and care conferences to facilitate communication of care plans with patient and care teams
 - Assist nursing staff in all departments with patient care tasks, quality documentations, antimicrobial stewardship, admissions, discharges, responding to patient needs and complaints, and ensuring hand off between shifts is accurate and complete.
 - Provide support and guidance to staff with critical patients and patient transfer preparation and initiation
 - Provide education on how to facilitate teamwork, interdisciplinary collaboration, decision-making and creative problem solving
 - Management of organizational resources such as supplies
 - Encouraging staff engagement and assessing stress levels continuously
 - Maintaining a safe environment for all patients.
 - Communicating staffing needs with nurse leadership as needed to ensure responsive measures are taken in real time.

Statement of Attestation

"I have performed a thorough review of the above KCCMH June 2023 Nurse Staffing Plan. I hereby attest that the data presented reflects an accurate and complete representation of KCCMH staffing trends, requirements and plans to provide safe patient care"


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 Kit Carson County Health Service District


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