



4853 AURORA FACILITY SPECIFIC POLICY Nursing Staffing and Scheduling Guidelines

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PURPOSE

This policy establishes guidelines for appropriate staffing for the nursing department.

POLICY

The policy of Kindred Hospital Aurora is to ensure fair, objective, consistent staffing guidelines.

DEFINITIONS

PROCEDURE:

As business and patient needs change, work schedules may change. Your immediate supervisor and/or site leader has the right to adjust your schedule as needed. Scheduling practices (including schedule changes) are established at each worksite. It is each employee's responsibility to know their scheduled work days and times and to follow their site's scheduling practice. If you wish to make changes to your schedule, or to schedule time off, you must secure the prior approval of your immediate supervisor.

1. Staff will adhere to established guidelines when planning upcoming work schedule and/or time away due to approved FMLA, LOA and/or PTO. Please refer to employee hand book.
2. Staff is responsible for entering and providing an accurate time card within Kronos. Please refer to employee handbook.
3. Requested time off
 - a. Staff will submit a time off request in Kronos for approval by the director.
 - i. Refer to Kronos Scheduler Guidelines.
 - b. Time off is granted based on: Please refer to employee hand book.
 - i. Unit coverage
 - ii. Staff holding FTE positions may only request time off if available PTO bank will cover requested hours
 - iii. PRN or Per Diem staff must abide by Per Diem Agreement for time off
 - iv. Only two licensed staff and one CNA staff member per shift is granted time off at one time based on unit coverage and/or at director discretion.
 - c. Shift preference is given in the following order:
 - i. Full Time = work more than 30 hours/week



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- ii. Part Time = work less than 30 hours/week
 - iii. Per Diem (PRN)
 - iv. Extra shifts
 - v. Agency
- d. Weekend requirements are applicable for all nursing department positions
- i. Weekends are defined as Saturday/Sunday day shifts and Friday/Saturday/Sunday night shifts (0700-1930 & 1900-0730).
 - ii. The scheduler will release the required amount of weekend shifts for each schedule period. These may vary between disciplines.
 - iii. In the event weekend coverage is not sufficient for the schedule the following will be implemented
 - 1. Per Diem/PRN staff to fulfill agreement requirements for weekends
 - 2. Full Time/Part Time staff each are responsible for weekend shifts up to every other weekend
 - a. Open weekend shifts will be evenly balanced between Full Time/ Part Time staff
 - b. If staff are unable to voluntarily cover weekend shifts the director will assign weekend shifts to provide unit coverage
- e. Holiday Requirements
- i. Recognized Holidays are Memorial Day, Fourth of July, Labor Day, Thanksgiving, Christmas, Christmas Eve, New Year's Eve and New Year's Day.
 - a. Staff are assigned to a holiday block schedule to cover every other holiday in a calendar year.



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- b. Staff have the option to switch holiday coverage with other staff with director approval.
- c. If the holiday requiring additional coverage is assigned to the staff member, they will be scheduled to work. Assigned holidays will be given with consideration to other holidays worked during the current and previous year.
- d. Requests off will only be granted if unit coverage is sufficient
- ii. Other holidays include Super Bowl, Valentine’s Day, St. Patrick’s Day, and Easter weekend (Thursday-Monday), Cinco de Mayo, Mother’s Day, Father’s Day, Halloween, and school breaks.
 - 1. Although these are not recognized as official Holidays they can present staffing challenges.
 - 2. In the event there are numerous requests off for these days the following will be implemented
 - a. Requests will be granted based on work status of the previous year. For example if you were granted time off in 2021 you will not be granted time off in 2022 for Halloween if there are multiple time off requests.
 - b. Requests off will only be granted if unit coverage is sufficient
- f. Scheduling
 - i. A six week schedule will be posted at least two weeks prior to the beginning of the schedule.
- g. Schedule Changes
 - i. Staff are required to find a qualified replacement when requesting time off after the schedule is published. Overtime should be avoided and should be approved by the director.
 - ii. The requested change should be submitted on a trade of shift form preferably 72 hours in advance. Trades requested in short notice should be presented to the director and must be approved.



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iii. Schedule changes must be approved by the director or designee.

h. Census Management- Low Census

i. Staff is scheduled in the following order of priority:

1. Full Time
2. Part Time
3. Per Diem
4. Extra shifts/Pay Premiums
5. Agency (Only if in overtime)

ii. Staff are flexed on-call or cancelled in the following order

1. Agency (Only in overtime)
2. Overtime/Pay Premiums
3. Extra shifts
4. Per Diem
5. FTEs in turn of most recent flex

i. Census Management- High Census

i. In conjunction with the house supervisor and the director additional resources will be accessed through communication with all nursing staff for staffing needs to care for the patients.

j. Staffing Outline

i. Kindred Aurora is able to provide care to a total of 37 patients. 12 patients in the Medical Observation Unit (MOU) and 25 patients on the Medical Surgical Unit (MS).



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- ii. The hospital will be staffed with at least 1 registered nurse and one auxiliary personnel at all times in each inpatient unit.
- iii. A registered nurse qualified by training, competencies as well as experience shall be designated as a House Supervisor for all inpatient units. The House Supervisor shall be delegated the authority and responsibility for the nursing services on each unit. The House Supervisor carries the supervisor phone, required additional pharmacy access, and fulfills daily duties designated by the DNCS and CCO.
 - 1. If a House Supervisor is unavailable for a shift, a qualified registered nurse with competencies as well as experience shall be designated as the Charge Nurse. This nurse will assume the phone, additional pharmacy access, and will contact auxiliary personnel if any additional needs are necessary while on shift.
- iv. Staffing is always subject to change of fluctuation based off of patient needs, department needs, and staff availability due to staffing shortages.
- v. Supervisors are to assure staffing is appropriate utilizing the “Daily Staffing Tool” to reflect patient assignments based off of The Kindred Hospital Acuity Tool (KHAT) scores as well as patient volume in order to fulfill Hours Per Patient Day (HPPD).
- vi. See “Staffing Productivity” for an outline on staffing productivity and an outline of how to reduce, cancel, call-off, and bring in additional staff when census needs present.

k. Staffing Committee

- i. A Staffing Committee will be comprised of the CCO, DNCS, Nurse Educator, as well as a Nursing Supervisor.
- ii. The committee will meet at least quarterly starting July 2022.



References
Kindred Employee Handbook