



**Margaretville
Hospital**

Westchester Medical Center Health Network

June 26, 2024

Via email: hospitalstaffingplans@health.ny.gov

Stephine Shulman, Dr.PH, MS
Director, Division of Hospitals & Treatment Centers
New York State Department of Health
Empire State Plaza, Corning Tower
Albany, New York 12237

RE: Margaretville Hospital, **PFI # 000170**
Clinical Staffing Committee, Chapter 155 of Laws of 2021 (§2805-t)

Dear Dr. Shulman:

Attached please find the staffing guidelines in PDF format for Margaretville Hospital related to New York State Public Health Law Section 2805-t complete with the information required by the law in addition to the Clinical Staffing guidelines mutually agreed upon by Management, frontline workforce and respective Collective Bargaining agreements.

A handwritten signature in dark ink, appearing to read "Frances Davis", with a long horizontal flourish extending to the right.

Frances Davis BSN, MS, FABC, RN, CCRN
Regional Vice President, Nurse Executive
HealthAlliance Hospital/ Margaretville Hospital

Member of the Westchester Medical Center Health Network

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Margaretville Hospital- Scope of Service

Margaretville (PFI 000170) located at 42084 State Highway 28, Margaretville, NY is a 15-bed Critical Access Hospital serving Delaware County and surrounding areas. Margaretville Hospital is a member of the Westchester Medical Center Health Network.

As a critical access hospital, Margaretville Hospital provides acute care services as well as "Swing Bed" services that allow a patient to transition from acute care to Skilled Nursing Facility care without leaving the hospital.

The Medicare case mix index for adult acute care is 1.06 and non- Medicare is 1.07.

The Clinical Staffing Committee was implemented on June 27th, 2022. Representatives include representatives of New York State Nurses Association (NYSNA) and the 1199 SEIU United Healthcare Workers East in addition to registered nurses and ancillary members of the frontline patient care team; and hospital administration including the chief nursing executive, the chief financial officer designee, human resource personnel and labor representation as well as patient care unit directors and managers.

Policies and Procedures- "Nurse Staffing and Delivery of Care" regarding Staffing Plan and "Clinical Staffing Committee Dispute Resolution" regarding complaints were mutually developed and approved.

The clinical staffing plan for that unit and the actual daily staffing for that shift on that unit as well, as the relevant clinical staffing is posted in a publicly conspicuous area on each patient care unit,

Ratios on each respective unit were determined based on the needs of the patients in addition to

- Census, including total numbers of patients on the unit on each shift and activity such as patient discharges, admissions, and transfers
- Geographic layout of the patient care unit, including but not limited to placement of patient rooms, treatment areas, nursing stations, medication preparation areas, and equipment.
- Patient acuity and intensity of all patients and nature of the care to be delivered on each unit and shift
- Availability, level of experience, and specialty certification or training of nursing personnel providing patient care, including charge nurses, on each unit and shift.
- The need for specialized or intensive equipment
- Availability of professional and support services (Medical staff, PT/OT, Case Management, Social Workers, Patient Care Partners and Technicians, Hospital Clerks, Environmental Services, etc.)
- Mechanisms and procedure to provide for one-to-one patient observation, when needed, for patients on psychiatric or other units as appropriate
- Other special characteristics of the unit or patient population, including age, cultural and linguistic diversity and needs, functional ability, communication skills, and other relevant social or socio-economic factors
- Measures to increase worker and patient safety, which could include measures to improve patient throughput
- Staffing guidelines adopted or published by national nursing professional associations, specialty nursing organizations and other health professional organizations
- Waiver of plan requirements in case of unforeseeable emergency circumstances

- Coverage to enable staff to take meal and rest breaks, planned time off, and unplanned absences that are reasonably foreseeable as applicable to the terms of the respective collective bargaining agreements
- Provisions for limited short-term adjustments made by appropriate general hospital personnel overseeing patient care operations to the staffing levels required by the plan, necessary to account for unexpected changes in circumstances that are to be of limited duration

The staffing committee mutually agreed upon the ratios on June 18th, and June 21st 2024. These mutually agreed upon ratios provided the framework for daily staffing assignments.

The following is a review of the patient care units within the organization:

Inpatient Unit

UNIT DESCRIPTION:

Acute **Care/Swing** is a medical unit on the second floor of the hospital. The unit provides nursing services 24 hours a day, 7 days a week.

Medical/Swing patients require general medical care, are hemodynamically stable and require nursing interventions no more than every 4 hours.

BED STATISTICS:

Total number of beds on Acute Care/Swing Unit..... 15

Average Daily Census..... 4

STAFFING:

RN to patient ratio- 1: 5

NA to patient ratio- 1:8

Unit Clerk-1 per shift (8-hour day- Monday- Friday)

ASPECTS OF CARE:

The Acute Care/Swing Unit will perform and or request the following evaluation, monitoring, diagnostic and treatment functions as related to the presenting complaint or as indicated, including but not limited to:

- Pain Management
- Blood Glucose Monitoring
- Medication Management
- Respiratory Support
- Physical Therapy

Staffing mix includes Registered Nurses, Nursing Assistants and Unit

Clerks. Staffing is adjusted based on census and special needs of the unit.

DESCRIPTION OF ADDITIONAL RESOURCES AVAILABLE TO SUPPORT UNIT LEVEL PATIENT CARE:

Respiratory Therapist, Case Manager, Discharge Planner, Dietitian, Pharmacist, On Call Telehealth 24/7, Physical, Occupational and Speech Therapy, Nurse Educator, Nurse Epidemiologist, Nursing Leader, Nursing Director, Nursing Sr. Director, Nursing Vice President.

EMERGENCY SERVICES

Emergency Department

UNIT DESCRIPTION:

The Emergency Department is located on the second floor of the Hospital. The unit provides nursing services 24 hours a day, 7 days a week.

Patients are medically screened and stabilized, those who have acute medical conditions beyond the ability of critical access hospitals resources are transferred to a higher level of care. The remainder of patients are stabilized and admitted or treated and discharged.

BED STATISTICS:

Total number of beds in Emergency Department.....5

Average Daily Census 10 patients per 24hr period

STAFFING:

Medical:

RN- 3 RNs in a 24hr period

ED Tech - 2 Techs in a 24-hr. period

ASPECTS OF CARE:

Emergency Department will perform and or request the following evaluation, monitoring, diagnostic and treatment functions as related to the presenting complaint or as indicated, including but not limited to:

- Pain Management
- Psychiatric co-management
- Cardiac Monitoring
- Medication Management

DESCRIPTION OF ADDITIONAL RESOURCES AVAILABLE TO SUPPORT UNIT LEVEL PATIENT CARE:

Hospital Clerks, Phlebotomists; Respiratory Therapists; Case Managers and Discharge Planners; T Dietary Aides; Dietitians; Pharmacists, Telehealth including eICU; Physical Therapists, Occupational Therapists and Speech Therapists, Nursing Education; Chaplaincy; Nurse Epidemiologists; Nursing Quality Coordinators and Nurse Informaticists. Centers of Excellence are supported by Nursing Clinical Coordinators such as Trauma, and Stroke. Patient care units are supported by Nursing Directors, and Nursing Vice Presidents.

Ambulatory Services

UNIT DESCRIPTION:

Ambulatory Services is located on the second floor of the hospital. It includes the following departments: Infusion, Endoscopy and Wound Care.

The Ambulatory Services Unit provides nursing services Monday through Friday 7AM- 8

PM. BED STATISTICS:

Total number of Endo procedure rooms..... 1

Total number of *ambulatory beds 4

(*Used for wound care, infusion and endo prep and recovery) Average Daily Census:

Infusion- .65 per day

ENDO- 8 per day (Endo cases done 1 day per month) Wound Care- 2.3 per day

STAFFING:

ENDO

RN to patient ratio- Endo procedure-

1:1 RN to patient ratio- Phase II- 1:3

ASPECTS OF CARE:

All care provided in each department is administered by registered nurses with some ancillary personnel for assistance.

The Ambulatory Services Department will perform and or request the following evaluation, monitoring, diagnostic and treatment functions as related to the presenting complaint or as indicated, including but not limited to:

- Pain Management
- Respiratory Management
- Wound Care
- Infusion Therapy

DESCRIPTION OF ADDITIONAL RESOURCES AVAILABLE TO SUPPORT UNIT LEVEL PATIENT CARE:

Anesthesiology Services, Environmental Services, Biomedical Engineering, Central Sterile Processing Department, Courier Services, Phlebotomists, Respiratory Therapists, Nursing Education, Chaplaincy Services, Volunteer Services, Legal Affairs, Radiology, Pathology, Facilities Management, Patient Relations, Dietary Services, IT, Risk Management, Quality Management, Infection Control, Materials Management, Scheduling, Security

RN/ LPN's Margaretville 6/18/24

Department	Acute Swing	Cost Center/Description	Committee Request	Current RN/LPN Ratio	Committee agreement
Med -Surg			1:5*	1:5*	1:5*

*Minimally 2 RN's or 1RN/1 LPN on each shift for the Acute Swing Unit as the Critical Access Hospital does not have 24/7 Ancillary Services (i.e Phlebotomy, Respiratory Therapy, Transport)

Nursing Director
 Nurse Executive
 NYSNA
 Non Represented Committee member

Kristy L. [Signature]
[Signature]
[Signature]
 Margaretta Mancini

Date 6/21/24
 Date 6/21/24
 Date 6/21/24
 Date 6/21/24

Clerical / Other (aka Nursing Assistant)

Margaretville July 2024

Department	Cost Center Description	Committee Request	Current Ratios ? Patient Care Tech's per day (12-Hour Shift)	AGREED UPON
Med Surg	Acute Swing	1:8	1:8	12 HR 1:8

Nursing Director *[Signature]*
 Nurse Executive *[Signature]*
 Non Represented Committee member *[Signature]*

Date *6/11/24*
 Date *6/11/24*
 Date *6/11/24*

Unit Secretaries	Margaretville 6/18/24				
Department	Cost Center	Description	Committee Request	Unit Secretaries per day	Agreed upon
Med Surg	Acute Swing		1 per day M-F	1 per day M-F	1 per day M-F

Nursing Director Karen Rogers
 Nurse Executive Sharon J. Roberts
 Non Represented Committee member Sharon J. Roberts

Date 6-11-24
 Date 6/11/24
 Date 06-11-24



**Margaretville
Hospital**

Westchester Medical Center Health Network

Staffing Unit Ratio Table -

July 2024

Department information				Notes
Cost Center #	Cost Center Description	RN per shift	EDTech (Clerical Other)	
81000	Emergency Department	1-12 hour Day 1-12 hour Mid 1-12 hour Night	1-12 hrday shift 1-12 hr night shift	n/a

Nursing Director Kimberly [Signature] Nurse Executive Hannah Davis Date 6/21/24

NYSNA Representative [Signature] Date 6/18/24

Non-Represented Committee Member [Signature] Date 6/21/24

Staffing Unit Ratio Table -

July 2024

Department information		Staff				Notes
Cost Center #	Cost Center Description	RN/Patient Ratio	LPN	Tech	Unit Clerk	
81300	Ambulatory Care-Wound Care	1:2	n/a	n/a	n/a	n/a
81300	Ambulatory Care-Infusion	1:2	n/a	n/a	n/a	n/a
81300	Ambulatory Care-Endoscopy	3 RN's per day	n/a	1 tech per day	n/a	Endos done 1 day per month

Nursing Director Kimberly Kelly Nurse-Executive Flaura Davis Date 6/21/24
 NYSNA Representative J. Kelly Date 6/18/24
 Non-Represented Committee Member Angela Mondak Date 6/11/24