

HDMC Supporting Staff Subcommittee

Co-Chairs:

Dr. Jarvis Griffin-CEO HDMC


Kassi Cibulka-CHRO

Tracy Salisbury-Deputy CHRO


Stacy Pendleton-Deputy Director DHRM



Goals/Information:

- As of May 31, 2025, HDMC has 149 classified employees compared to September 30, 2024, where HDMC had 158 employees. Staffing levels have remained consistent since announcement. Scheduled to have 3 hires June 10.
 - HDMC is still hiring staff.
 - May hired 8 staff members.
 - 6 classified, 2 wage
 - 3 new hires scheduled for June 10th orientation
 - RN, RN Manager and Ultrasound Technician
 - HR has been meeting with employees individually to discuss plans for each employee.
 - Have held 30 individual meetings
 - 20 more meetings currently scheduled between now and June 30
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Goals/Information:

- SEVTC CEO is currently going through training to become a Licensed Nursing Home Administrator and is working closely with Dr. Griffin as her Preceptor. He is also precepting a HDMC SLT member concurrently.
 - Have discussed possibility of relocation with at least one LPN from HDMC to SEVTC if that option is selected.
 - Upskilling workforce:
 - Providing 3-day leadership training for staff at HDMC from HR and Workforce Development.
 - Nurse Aide Program
 - Grow Your Own (LPN to RN)
 - Advanced Certification and Education Assistance
 - Medical Management Competency in MH & TC facilities (e.g., IV, Skilled Wound Care, PT/SLP, Catheter care and management).
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Draft staffing plan by number of patients:

HWDMC Census-Based Staffing Plan

Executive Summary

This plan outlines a Census-Based Staffing Plan aligned with census levels, care requirements, and patient acuity. Implementation will optimize operational efficiency while maintaining quality care standards and achieving significant cost reductions.

The following chart summarizes the Census-Based Staffing Plan for the Nursing Department:

Census Max	Census Min	Shift	2nd Floor			3rd Floor			Overall for Facility			Facility Total
40	31		RN	LPN	CNA	RN	LPN	CNA	RN	LPN	CNA	
		D	1	3 (2)	4 (3)	0	2	3 (2)	1	5 (4)	7 (6)	13 (11)
		E	1	3 (2)	4 (3)	0	2	3 (2)	1	5 (4)	7 (6)	13 (11)
		N	1	3 (2)	3 (2)	0	2	2	1	5 (4)	5 (4)	11 (9)
All patients to be on 2nd floor when census is ≤30												
Census Max	Census Min		RN	LPN	CNA	Facility Total	Staff to Patient Ratios					
30	21	D	1	3	4	8	Census >30		Census >20		Census <20	
		E	1	3	4	8						
		N	1	3	4	8	LPN	CNA	LPN	CNA	LPN	CNA
20	<20	D	1	2	2	5	1:8	1:5.7	1:10	1:7.5	1:10	1:10
		E	1	2	2	5	1:8	1:5.7	1:10	1:7.5	1:10	1:10
		N	1	2	2	5	1:8	1:5.7	1:10	1:7.5	1:10	1:10

1. Regulatory Requirements (42 CFR §483.35):

- Current CMS Requires:
 - Registered Nurse (RN) coverage 8 consecutive hours per day, 7 days per week
 - Licensed nurse (RN or LPN/LVN) coverage 24 hours per day
 - Sufficient nursing staff to meet residents' needs and maintain their well-being
- New CMS Requirements (Effective October 2024):
 - Minimum staffing standard of 45 hours per resident day (hprd) for Nurse Aides
 - Minimum staffing standard 55 hours per resident day for RNs
 - Combined minimum staffing requirements of 48 hours per resident day for all nursing staff
- Compliance Monitoring and Reporting:
 - Regular submission of staffing data through Payroll-Based Journal (PBJ) system
 - Quarterly staffing reviews by CMS
 - Public reporting of staffing levels on Care Compare website

2. Nursing Census-Based Staffing Plan:

- The proposed staffing framework is governed by Nursing Policy AP-26C, which establishes:
- Census-based staffing ratios for ranges: 31–40, 21–30, and ≤20 (Appendix A)
- Staffing levels for all levels of care (i.e., SNF, NF, and GM)
- Operational consolidation to 2nd floor when census falls below 30 (Appendix B)
- One RN must be always dedicated to GM level of care

Draft Census by number of patients:

3. Non-Nursing Staffing Plan:

- Each Department head will develop a Census-Based Staffing Plan (Appendix C)
 - Plans will evaluate current staffing and detail roles, responsibilities, certifications, licensure, staff-to-patient ratios, and tenure
 - Plans will address minimum staffing requirements, shift distribution, coverage, cross-training needs, and on-call requirements
- Each department head will submit the plan using the template for review by their direct supervisor and CEO approval
- Plan completion deadline is January 17, 2025

4. Compliance Monitoring:

- To ensure regulatory compliance and plan adherence:
- Daily tracking of nursing staff-to-patient ratios (Appendix D)
- Monthly reports to ELT by Chief Nursing Officer for nursing
 - Detailed staffing breakdown by category (RN, LPN, CNA)
- Monthly reports will be by each member of the ELT on implementation of departmental census-based staffing plan

5. Implementation Timeline:

- Phase 1: Elimination of Contract Nursing Staff – May 25, 2024
- Phase 2: Wage PCA staff reduction notification – January 31, 2025
- Phase 3: Department heads to provide census-based staffing ratios (30–40, 20–30, and 10–20) by January 17, 2025
- Phase 3: Implementation of Wage PCA reductions – February 28, 2025
- Phase 4: Non-nursing wage staff reduction notification – March 1, 2025
- Phase 5: Implementation of all wage reductions, with exceptions for patient safety – March 31, 2025

Signatures:

Submitted by:

HWDMC Chief Executive Officer

Date:

Approved by:

DBHDS Deputy Commissioner of
Facility Services

Date: _____