

# PCSS Cost Center-Specific Implementation Procedures, 2012

for

## ED Emergency Department – Los Gatos

(including Endoscopy and Interventional Radiology)

### Philosophy Statement

These implementation procedures in conjunction with the Memorandum of Understanding (MOU) and the PRN/ECH Patient Care Staffing Standards (PCSS) provide clear direction to all RNs for requesting/granting vacations, rotating off-duty holidays, rotating floating, HC lists and rotating mandatory temporary shift reassignments. Safe patient care through adequate staffing will be ensured.

## I. Implementation Procedures

### A. Vacation Scheduling

1. Vacation requests are submitted during the designated “submission periods”.
2. There will be four (4) periods/year for submission.
3. Vacation requests submitted during a submission period will be considered submitted at the same time and will be granted by seniority.
4. The four (4) periods/year will be:

Months	Date of Submission	Date of Posting
Jan-Feb-Mar	September 1-15	October 1st
Apr-May-Jun	December 1-15	January 1st
Jul-Aug-Sep	March 1-15	April 1st
Oct-Nov-Dec	June 1-15	July 1st

5. All RNs will submit a vacation request to the manager using the cost center’s standard notification method.
6. **Prime Time – Summer** is defined as: June, July and August. An RN may take no more than two (2) weeks of vacation (separate weeks or combined weeks) during summer prime time. If vacation slots remain vacant after

the submission period, more weeks may be granted at the clinical manager's discretion.

7. **Prime Time – Holiday** is defined as: Christmas week and New Year's week. An RN may take only one (1) week as vacation during holiday prime time. An RN is not eligible to take the week as vacation if she/he had the week off as vacation the previous year unless no other RN wants the week (e.g.: Had Christmas week as vacation this year, may not have Christmas week as vacation next year unless no other RN wants Christmas week the next year). If vacation slots remain vacant after the submission period, more weeks may be granted at the clinical manager's discretion.
8. At least one (1) vacation slot will be available for each week. More than one (1) vacation slot may be made available for any given week, at the discretion of the clinical manager.
9. Making reservations and/or purchase of tickets does not guarantee vacation time approval.
10. Vacations will be granted in accordance with the MOU and PCSS.
11. Approval/denial notification to the RNs will be completed in accordance with the cost center's standard notification method.
12. The clinical manager/designee will ensure the days off are entered onto the master schedule.
13. After the submission period, RNs may request vacation for vacant weeks for the period. These "late submission" vacation requests will be granted on a 1<sup>st</sup> requested-1<sup>st</sup> granted basis. Seniority is the deciding factor where multiple RN requests are submitted on the same date for the same time.

## **B. Holiday Scheduling**

1. Minor holidays will be staffed by volunteers first, based on the following rules:
  - a. RNs submitting holiday requests during the first fifteen (15) days of the scheduling submission period will be considered having submitted the requests at the same time. Therefore, the requests will be granted by seniority.
  - b. RNs submitting holiday requests after the fifteenth (15<sup>th</sup>) day of the scheduling submission period will be granted requests by "first-come, first granted" basis after the requests submitted during the submission period.
  - c. If the RN is on an LOA or PTO for the entire submission period, she/he may email her/his clinical manager during the submission period with the holiday request. The request will be considered with the other requests submitted during the submission period and granted

- by seniority.
- d. If all else is equal, holidays will be staffed by volunteers based on seniority.
2. For prime winter holidays off (Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve/New Year's Day), RNs will denote their preferences on a Holiday Preference List noting their 1<sup>st</sup> to 5<sup>th</sup> holiday off request in order of preference. This preference list will be posted for sign-up no later than September 1 of each year.
    - a. All requests will be considered according to their rank. If core staffing is not achieved on any particular holiday, a review of the holiday schedule from the prior year will be done.
    - b. Among the RNs with the same holiday priority, those RNs who worked the holiday in the prior year will have priority for their request off in the current year. If all else is equal, seniority will be the deciding factor. (If the RN had the holiday off this year, she/he is not eligible to have the holiday off next year, unless there are enough RN volunteers to work. The RN is eligible to have the holiday off two (2) years out (e.g.: Off = 2010, ineligible = 2011, eligible = 2012).

### **C. Floating Assignments**

1. FT/PT and PD/Relief RN floating is on a voluntary basis only.
2. Volunteers will float to CCU/ICU and Interventional Radiology on a voluntary basis once competencies are met.
3. Floating turn will be determined according to work status and the date of the last float.
4. Floating history will be maintained and available for review.
5. Travelers will float first.
6. Per diem/relief RNs will float second, prior to FT/PT RNs.
7. FT/PT RNs will float third.
8. All RNs are responsible to ensure that their float assignment is recorded correctly.

### **D. Hospital Convenience Time Off (HCs)**

1. HCs will be granted as stated in the MOU and PCSS.
2. HC percentages will be maintained and available for review.
3. All RNs are responsible to ensure that their HC hours are recorded correctly.

4. Holiday HC percentages are kept separately from routine HC percentages.

#### **E. Shift Reassignment**

1. If there is an RN staffing need on another shift, mandatory temporary shift reassignment may be required.
2. Shift reassignment will be by RN volunteers first.
3. If there are insufficient volunteers, then RNs will be assigned by reverse seniority rotation on a “one-month-at-a-time” basis.
4. An RN will not be rotated to another shift if her/his position must be “back-filled” on the home shift.

## **II. Other Staffing Procedures**

#### **A. Call Off Procedures – Sick Calls**

1. All RNs must call the cost center within the appropriate time frame as outlined in the MOU.
2. All RNs must report/talk to the charge nurse/manager directly when calling the cost center.
3. Any RN who is more than thirty (30) minutes late and who has not called in to report tardiness or absence will be considered a “no show/no call”, and is subject to disciplinary action as outlined in the ECH Policy and Procedure: Absenteeism and Tardiness.

#### **B. Tardiness**

1. All RNs must notify the charge nurse/manager if they are unable to arrive at their scheduled time.
2. All RNs are expected to be in the cost center ready to begin their assigned work at the beginning of the shift.
3. There is no grace period for tardiness.
4. All staff are subject to discipline for excessive tardiness as outlined in the El Camino Hospital Policy and Procedure: Absenteeism and Tardiness.
5. The RN is responsible for clocking in correctly.

#### **C. End of Shift**

1. RNs are expected to remain in the cost center, on duty and accessible until the end of the shift. HCs may be given when work is complete and there are no patients to report off to the on-coming shift.
2. Leaving early without pre-approval by the charge nurse/manager will be considered an occurrence of absenteeism, as outlined in the ECH Policy and Procedure: Absenteeism and Tardiness.
3. The RN is responsible for clocking out correctly.
4. When the cost center is over-staffed, RNs may be given HCs in accordance with the MOU and PCSS.

#### **D. Individual PTO**

1. All requests must be submitted in accordance with the cost center's standard request method and the electronic scheduling system (ESS) submission timeline listed in the MOU.
2. If staffing permits individual PTO's may be granted.
3. PTO requests will be granted after core staffing is met.
4. Seniority is the tie-breaker if more than one request is for the same day.

#### **E. EL Requests**

1. Requests for EL time off and EL pay are handled separately.
2. EL time off requests must be submitted to the clinical manager for approval prior to use of EL time off.
3. EL pay requests must be submitted to the clinical manager for approval prior to the use of EL time for pay.
4. An RN may request EL pay on her/his day off or HC time off in addition to her/his regular work status.

#### **F. Individual Scheduling Requests**

1. These requests are not guaranteed however scheduler will try to accommodate whenever possible.
2. There are no fixed schedules except temporary education needs and temporary or permanent health accommodations.

#### **G. On Call Usage for Staffing**

1. Endoscopy call: By endoscopy-trained RNs only.
2. Monday-Friday: 1700 to 0700 call.
3. Saturday and Sunday: 24-hour call, 0700 to 0700.