Weisman Children's Rehabilitation Hospital (WCRH)
Nursing Administrative Manual

SUBJECT: Staffing & Scheduling Process **No: 112**

EFFECTIVE DATE: 10/1/97 **Page 1 of 6**

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Purpose:

The purpose of this policy is to standardize, define and communicate the guidelines regarding scheduling and staffing of all employees within the Nursing Department of WCRH.

Policy:

It is the responsibility of the organization to provide adequate staffing to the nursing unit based on census, patient care needs, acuity and skill mix.

Procedure:

The following guidelines are to be followed in reference to staffing the nursing unit.

A. Basic Schedule Process

1. The staffing algorithm for average daily census (ADC) is reviewed annually and provided to the Charge Nurse/designee scheduling purposes.
2. All staff will be assigned a holiday group upon hire.
3. Dates for schedules (requests, updating, posting) will be created and maintained annually by the Charge Nurse.

B. Pay Roll

1. Bi-weekly pay periods run from Wednesday through Tuesday.

2. Employees are required to clock in/out.

3. Employees are also encouraged to use the Nursing Department Hours Tracking book in the Chart Room to keep track of their hours (charge, Preceptor, etc).
4. The Director of Nursing or the designee will review the hours from the time clock and the Hours Tracking Book for any adjustment.

C. Staff Work Schedule

1. The work schedule will be established and posted. The schedule is for a six (6-8) week scheduled based on the payroll dates issued by the payroll department.
2. A new schedule will be distributed to each staff member two (2) weeks prior to the end of the current schedule.
3. The work schedule is prepared based on:
    - Estimated Census
    - Minimum required RN coverage
    - Availability of staff and requested time off
    - Per Diem availability

D. Weekend Commitment

1. A weekend commitment is defined as the established weekend pattern which the employee is routinely scheduled.
2. Weekend patterns are based on the needs of the unit and may be altered to meet patient care requirements.

E. Length of Shifts / Breaks / Overtime

1. Shifts are scheduled in four (4), eight (8), or twelve (12) hour -blocks.
2. Shift Differential is paid for evening and night shifts. The evening shift differential is 10% and the night shift differential is 15%. The evening shift consists of all work hours from 3p to 11p and the night shift consists of work hours from 11p to 7a. The shift differential is paid to all nursing staff providing patient care including RN, LPN, NA, and 1:1 Companions whether per diem staff or regular staff.

3. **Breaks:** Each shift greater than six (6) hours will include one meal Break.
   a. Meal breaks are thirty (30) minutes in length.

   b. When the workload permits, a separate fifteen (15) minute break may be incorporated into the shift.

   c. Breaks are not to be taken within the first hour of the shift.

   d. Employees who exceed break times may be charged with a lateness occurrence.

   e. If the staff fails to schedule breaks, no additional hours will be paid.
4. **Overtime:** it is the employee's responsibility to notify the Nurse Executive or Charge Nurse at least one hour before overtime is incurred for approval.

F. Absenteeism and Lateness

1. Refer to administrative Manual Policy # AM 8.7.
2. When a call out is inevitable, staff are encouraged to notify the Nurse Executive/ Charge Nurse as far in advance as possible, but no later than:

Scheduled Shift	Call Out By
7 am – 3 pm	5 am
7 am – 7 pm	5 am
3 pm – 11 pm	1 pm
7 pm – 7 am	5 pm
11 pm – 7 am	7 pm
6 am – 6 pm	4 am

G. **Paid Time Off (PTO)** Refer to AM 8.17 for Procedure, Accrual Rates, Access)

1. PTO must be requested prior to scheduling deadlines.
2. PTO may only be approved if there is available time in the PTO bank.
3. Requested time off is NOT guaranteed, but every effort will be made to fill the request depending on the needs of the hospital.
4. Only one staff member per shift may take PTO.

5. **Peak Season** for PTO is defined as Memorial Day through September 15th. Prior to April 15th, PTO requests are granted for a maximum of **two (2)** weeks based on the employee's status.

FTE Status	Max. Peak Season PTO
1.0 (40 hrs/wk)	80 hours
0.8 (32 hrs/wk)	64 hours
0.6 (24 hrs/wk)	28 hours

6. After a schedule has been posted, if an employee needs to take PTO, they must find their own replacement. A shift change form must be submitted and signed by both employees. All shift changes must be approved by the Nurse Executive/Charge Nurse.
7. No PTO may be requested in advance for the two weeks containing Christmas and New Year's holidays**.**
8. Unpaid days off are not permitted except when down-staffing due to business needs or in an emergency, in which case it must be approved by the Charge Nurse or Nurse Executive.

H. Holidays

1. Holiday requirements: Designated holidays are from **11 pm to 11 pm** on the following days:

    - New Year's Eve
    - New Year's Day
    - Memorial Day
    - July 4th
    - Labor Day
    - Thanksgiving Day
    - Day After Thanksgiving
    - Christmas Eve
    - Christmas Day

2. Premium time (time and one-half) is paid for the holidays worked.
3. In order to be eligible for PTO on a designated holiday, the employee must work or receive approved PTO for their scheduled shift immediately preceding and following the holiday.
4. Full time and Part time staff are assigned to either Holiday upon hire and are required to work the holidays within that group. Holiday group assignments rotating annually.
5. Holiday commitment supersedes weekend commitment.
6. Per Diem staff are required to work one special day per year. Staff will be assigned to a special day upon hire. The holiday/Special day will alternate annually.
7. All staff will be automatically scheduled for their assigned Special day. If the employee is unable to work their assigned shift, it is the responsibility of the employee to find their replacement.

I. Mandated Staffing

1. Prior to involuntary staffing, the Mandatory Staffing Procedure will be completed by the Charge Nurse. (See attached)
2. Mandated staffing will be instituted by the Nurse Executive or designee.
3. Refusal will be subject to **Immediate** Disciplinary Action, including Termination and is reportable to the NJ Board of Nursing.

J. Down Staffing

1. Voluntary Down Staffing

a. Any staff member requesting cancellation will notify the Nursing Supervisor or Nurse Executive in advance.

b. Staff who is voluntarily cancelled due to decreased patient care needs may use PTO or take the time unpaid.

c. Voluntary time off does not preclude staff from involuntary down staffing,

d. A staff member's benefit status will not be affected if the employee takes the time off without pay.

2. **Involuntary Down Staffing**

a. Prior to any involuntary down staffing, the following will be cancelled:

- Staff in overtime status
- Staff that did not submit their time by the due date.
- Per Diem Staff

b. Cancellations will not be made on a rotating basis by the Nursing Supervisor, Nurse Executive or Charge Nurse Appropriate staffing will be assessed

c. Staff who are involuntarily cancelled due to decreased patient care needs may use PTO or take the time off unpaid.

d. Benefits will not be affected by involuntary cancellation.

J. Cancellations

1. When cancellation is required, every effort will be made to notify the staff as soon as possible, but no later than **two (2)** hours prior to the beginning of the shift. For the 11 pm – 7 am shift, cancellation will be made **three (3)** hours prior to the start of the shift.

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Nurse Executive Nurse Educator