

NEW YORK CITY HEALTH+ HOSPITALS: NORTH CENTRAL
BRONX

2023 FINAL STAFFING PLAN SUBMISSION

PFI-001186

NOVEMBER 15, 2023

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SECTION 1: FINAL PLAN

RN Staffing Plan: All Units Consensus

NO						
Dept Name	Service	Functional Service	Physical Bed Count	ADC	Shift 1 Ratio	Shift 2 Ratio
NO IP 10A M/S FLEX	Med/Surg	Med/Surg	20.0	EPIC	1:6	1:6
		Stepdown		50% of ADC	1:4	1:4
NO IP 9A MED SURG	Med/Surg	Med/Surg	36.0	EPIC	1:6	1:6
		Telemetry		26% of ADC	1:4	1:4
NO IP 9B MED SURG	Med/Surg	Med/Surg	36.0	EPIC	1:6	1:6
		Telemetry		26% of ADC	1:4	1:4
NO IP 10B ICU ACUTE	ICU	ICU	21.0	EPIC	1:2	1:2
NO IP 7A NEONATAL ICU	Mat/Child	NICU	4.0	EPIC	1:2	1:2
NO IP 8A MOTHER BABY	Mat/Child	Mat/Child	14.0	EPIC	1:3	1:3
NO IPP 11BP PSYCH	BH	Adult Psych	24.0	EPIC	1:7	1:7
NO IPP 12A GERI PSYCH	BH	Adult Psych	12.0	EPIC	1:7	1:7
NO IPP 12B PSYCH	BH	Adult Psych	23.0	EPIC	1:7	1:7
NO IP 7A LABOR & DLVRY	L&D	Labor and Delivery	N/A	EPIC	1:2	1:2
DIALYSIS ACUTE	Dialysis inpatient	Nursing	N/A	EPIC	1	N/A
AMBULATORY SURGERY	Outpatient	Outpatient	N/A	EPIC	4	N/A
DENTAL OP	Outpatient	Outpatient	N/A	EPIC	1	N/A
ENDOSCOPY	Outpatient	Outpatient	N/A	EPIC	2	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	Outpatient	N/A	EPIC	1	N/A
NUCLEAR MEDICINE/ RADIOLOGY	Outpatient	Outpatient	N/A	EPIC	1	N/A
OUTPATIENT CLINICS	Outpatient	Outpatient	N/A	EPIC	13	N/A

PEDIATRIC CLINICS	Outpatient	Outpatient	N/A	EPIC	11	N/A
MENTAL HEALTH OPD	Outpatient	Outpatient	N/A	EPIC	1	N/A

Nursing Support Plan: DC 37 Not in consensus with Inpatient ratios

NO					Nursing Support		
Dept Name	Service	Functional Service	Physical Bed Count	ADC	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
NO IP 10A M/S FLEX	Med/Surg	Med/Surg	20.0	EPIC	1:12	1:12	1:12
		Stepdown		50% of ADC			
		Monitor Tech	N/A	N/A	1: Unit	1: Unit	1: Unit
NO IP 9A MED SURG	Med/Surg	Med/Surg	36.0	EPIC	1:12	1:12	1:12
		Telemetry		26% of ADC			
NO IP 9B MED SURG	Med/Surg	Med/Surg	36.0	EPIC	1:12	1:12	1:12
		Telemetry		26% of ADC			
NO IP 10B ICU ACUTE	ICU	ICU	21.0	EPIC	1:12	1:12	1:12
NO IP 7A NEONATAL ICU	Mat/Child	NICU	4.0	EPIC	None	None	None
NO IP 8A MOTHER BABY	Mat/Child	Mat/Child	14.0	EPIC	1:12	1:12	1:12
NO IPP 11BP PSYCH	BH	Adult Psych	24.0	EPIC	1: Unit	1: Unit	1: Unit
NO IPP 12A GERI PSYCH	BH	Adult Psych	12.0	EPIC	1: Unit	1: Unit	1: Unit
NO IPP 12B PSYCH	BH	Adult Psych	23.0	EPIC	1: Unit	1: Unit	1: Unit
NO IP 7A LABOR & DLVRY	L&D	Labor and Delivery		EPIC	1:12	1:12	1:12
NO IPP 1 to 1 Patient Coverage Pool	Staff Pool	1 to 1 Patient Coverage Assignments	N/A	EPIC	1:1 **	1:1 **	1:1 **
DIALYSIS ACUTE	Dialysis inpatient	Nursing	N/A	EPIC	1	N/A	N/A
AMBULATORY SURGERY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
DENTAL OP	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	Outpatient	N/A	EPIC	1	N/A	N/A

MAGNETIC RESONANCE IMAGING	Outpatient	Outpatient	N/A	EPIC	1	N/A	N/A
NUCLEAR MEDICINE/RADIOLOGY	Outpatient	Outpatient	N/A	EPIC	1	N/A	N/A
OUTPATIENT CLINICS	Outpatient	Outpatient	N/A	EPIC	13	N/A	17
PEDIATRIC CLINICS	Outpatient	Outpatient	N/A	EPIC	11	N/A	5
MENTAL HEALTH OPD	Outpatient	Outpatient	N/A	EPIC	1	N/A	N/A

Behavioral Health Associate

NO					BHA		
Dept Name	Service	Functional Service	Physical Bed Count	ADC	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
NO IP 10A M/S FLEX	Med/Surg	Med/Surg	20.0	EPIC	N/A	N/A	N/A
		Stepdown		50% of ADC			
NO IP 9A MED SURG	Med/Surg	Med/Surg	36.0	EPIC	N/A	N/A	N/A
		Telemetry		26% of ADC			
NO IP 9B MED SURG	Med/Surg	Med/Surg	36.0	EPIC	N/A	N/A	N/A
		Telemetry		26% of ADC			
NO IP 10B ICU ACUTE	ICU	ICU	21.0	EPIC	N/A	N/A	N/A
NO IP 7A NEONATAL ICU	Mat/Child	NICU	4.0	EPIC	N/A	N/A	N/A
NO IP 8A MOTHER BABY	Mat/Child	Mat/Child	14.0	EPIC	N/A	N/A	N/A
NO IPP 11BP PSYCH	BH	Adult Psych	24.0	EPIC	2: Unit	2: Unit	2: Unit
NO IPP 11BP PSYCH	BH	Hall Monitor	N/A	N/A	1: Unit	1: Unit	1: Unit
NO IPP 12A GERI PSYCH	BH	Adult Psych	12.0	EPIC	2: Unit	2: Unit	2: Unit
NO IPP 12B PSYCH	BH	Adult Psych	23.0	EPIC	2: Unit	2: Unit	2: Unit
NO IPP 12B PSYCH	BH	Hall Monitor	N/A	N/A	1: Unit	1: Unit	1: Unit
NO IP 7A LABOR & DLVRY	L&D	Labor and Delivery		EPIC	N/A	N/A	N/A
DIALYSIS ACUTE	Dialysis inpatient	Nursing	N/A	EPIC	N/A	N/A	N/A

AMBULATORY SURGERY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
DENTAL OP	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
NUCLEAR MEDICINE/RADIOLOGY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
OUTPATIENT CLINICS	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
PEDIATRIC CLINICS	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
MENTAL HEALTH OPD	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A

HEAD NURSES: Consensus

NO					HN		
Dept Name	Service	Functional Service	Physical Bed Count	ADC	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
NO IP 10A M/S FLEX	Med/Surg	Med/Surg	20.0	EPIC		1: Unit	
		Stepdown		50% of ADC			
		Monitor Tech	N/A	N/A			
NO IP 9A MED SURG	Med/Surg	Med/Surg	36.0	EPIC		1: Unit	
		Telemetry		26% of ADC			
NO IP 9B MED SURG	Med/Surg	Med/Surg	36.0	EPIC		1: Unit	
		Telemetry		26% of ADC			
NO IP 10B ICU ACUTE	ICU	ICU	21.0	EPIC		1: Unit	
NO IP 7A NEONATAL ICU	Mat/Child	NICU	4.0	EPIC		1: Unit	
NO IP 8A MOTHER BABY	Mat/Child	Mat/Child	14.0	EPIC		1: Unit	
NO IPP 11BP PSYCH	BH	Adult Psych	24.0	EPIC		1: Unit	
NO IPP 12A PSYCH	BH	Adult Psych	12.0	EPIC		1: Unit	
NO IPP 12B PSYCH	BH	Adult Psych	23.0	EPIC		1: Unit	
NO IP 7A LABOR & DLVRY	L&D	Labor and Delivery		EPIC		N/A	

DIALYSIS ACUTE	Dialysis inpatient	Nursing	N/A	EPIC		N/A	
AMBULATORY SURGERY	Outpatient	Outpatient	N/A	EPIC		N/A	
DENTAL OP	Outpatient	Outpatient	N/A	EPIC		N/A	
ENDOSCOPY	Outpatient	Outpatient	N/A	EPIC		N/A	
MAGNETIC RESONANCE IMAGING	Outpatient	Outpatient	N/A	EPIC		N/A	
NUCLEAR MEDICINE/RADIOLOGY	Outpatient	Outpatient	N/A	EPIC		N/A	
OUTPATIENT CLINICS	Outpatient	Outpatient	N/A	EPIC		1	
PEDIATRIC CLINICS	Outpatient	Outpatient	N/A	EPIC		N/A	
MENTAL HEALTH OPD	Outpatient	Outpatient	N/A	EPIC		N/A	

CLERIAL: Consensus

NO					Clerical		
Dept Name	Service	Functional Service	Physical Bed Count	ADC	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
NO IP 10A M/S FLEX	Med/Surg	Med/Surg	20.0	EPIC	N/A	1: Unit	1: Unit
		Stepdown		50% of ADC			
NO IP 9A MED SURG	Med/Surg	Med/Surg	36.0	EPIC	N/A	1: Unit	1: Unit
		Telemetry		26% of ADC			
NO IP 9B MED SURG	Med/Surg	Med/Surg	36.0	EPIC	N/A	1: Unit	1: Unit
		Telemetry		26% of ADC			
NO IP 10B ICU ACUTE	ICU	ICU	21.0	EPIC	N/A	1: Unit	1: Unit
NO IP 7A NEONATAL ICU	Mat/Child	NICU	4.0	EPIC	0.0	0.0	0.0
NO IP 8A MOTHER BABY	Mat/Child	Mat/Child	14.0	EPIC	N/A	1: Unit	1: Unit
NO IPP 11BP PSYCH	BH	Adult Psych	24.0	EPIC	N/A	1: Unit	1: Unit
NO IPP 12A GERI PSYCH	BH	Adult Psych	12.0	EPIC	Closed	Closed	Closed
NO IPP 12B PSYCH	BH	Adult Psych	23.0	EPIC	N/A	1: Unit	1: Unit
NO IP 7A LABOR & DLVRY	L&D	Labor and Delivery		EPIC	N/A	N/A	N/A

OVERNIGHT CLERICAL	Other	Other	N/A	N/A	2.5 : Shift	N/A	N/A
DIALYSIS ACUTE	Dialysis inpatient	Nursing	N/A	EPIC	N/A	N/A	N/A
AMBULATORY SURGERY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
DENTAL OP	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
ENDOSCOPY	Outpatient	Outpatient	N/A	EPIC	N/A	1:UNIT	N/A
MAGNETIC RESONANCE IMAGING	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
NUCLEAR MEDICINE/ RADIOOGY	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
OUTPATIENT CLINICS	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
PEDIATRIC CLINICS	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A
MENTAL HEALTH OPD	Outpatient	Outpatient	N/A	EPIC	N/A	N/A	N/A

ADULT / PEDIATRIC EMERGENCY ROOM: CONSENSUS

		RN		Nursing Support			BHA			Sitter		
		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
Applies to All Adult Emergency Departments	ESI 1	1:1	1:1									
	ESI 2	1:2	1:2									
				1:12	1:12	1:12	1: Unit	1: Unit	1: Unit	1: Unit	1: Unit	1: Unit
	ESI 3	1:5	1:5									
	ESI 4 + 5	1:8	1:8									

RN

Nursing Support

BHA

Sitter

		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
Applies to All PEDs Emergency Department	ESI 1	1:1	1:1									
	ESI 2	1:2	1:2									
	ESI 3	1:5	1:5	1:12	1:12	1:12	N/A	N/A	N/A	N/A	N/A	N/A
	ESI 4 + 5	1:8	1:8									

Psychiatric Emergency Department

		RN		Nursing Support			BHA			Sitter		
		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
	ESI 1			Pending	Pending	Pending	Pending	Pending	Pending	Pending	Pending	Pending
	ESI 2											
	ESI 3											
	ESI 4 + 5											

Ratio does not change based on ESI

Operating Room:

		RN		Surgical Tech			Nursing Support		
		Shift 1 Ratio	Shift 2 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio	Shift 1 Ratio	Shift 2 Ratio	Shift 3 Ratio
Operating Room		1:1	1:1	1:1	1:1	1:1	N/A	N/A	N/A

SECTION 2: MANAGEMENT PLAN

Neena Philip, DHA, RN, CENP, CNML, CCRN-K
Chief Nursing Officer

November 15, 2023

To
Whom It may concern,

Re: Management Proposal

New York Health + Hospitals-North Central Bronx, PFI-001186; management was able to reach consensus on most except with DC37 on Nursing Support Ratio at our NYS Staffing committee meetings in 2023. DC37 has not provided us a written formal proposal as of 11/15/23. NYSNA entered into a bargaining unit agreement in July 2023.

On Medical Surgical Units, management proposal for Nursing Support ratios is one nursing support person to every twelve patients on the inpatient units, supported by literature.

On Behavioral Health Units, the Behavioral Health Associate staffing is to remain the same as in 2022. For the average daily census and acuity, this Behavioral Health Associate staffing compliment is safe and appropriate

The staffing studies and literature support a 1:12 ratio.

- The most robust study of RNs and supporting frontline staff supported a model of two non-RN nursing personnel for every 25 patients, equating to a 1:12.5 ratio
- The Healthforce Center at the University of California San Francisco published a Health Workforce Baseline and Surge Ratio chart based on the “best available literature” and crowd sourced information on March 21, 2020. They also endorsed a 1:12 nursing support ratio where the RN ratio is 1:6, as it is in all of our med/surge units, with Stepdown, ICU and other critical care units 1:2-1:4.

North Central Bronx is committed to ensuring that nursing support staff do not exceed twelve patients at a time by building a robust nursing support pool. The pool will be prepared to address any unforeseen surges and ensure that one to one coverage does not impact nursing support assigned to units. Our review of the average daily census and bed count at the units in our hospital indicate that nursing support staff will often have fewer than twelve patients. On review of literature on safe staffing models, the proposal by management will provide safe and sufficient patient care hours per patient day.

Sincerely



Neena S Philip, DHA, RN, FACHE, CENP, CCRN-K
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November 14, 2023

To Whom it May Concern:

The documents enclosed reflect the staffing plan for North Central Bronx Hospital, PFI- 001186. There is only one work area where consensus was not achieved:

- PCA Staffing (Nursing Support) in the inpatient and ED areas

For the PCA Staffing, the literature supports 1:12 ratio which we have been operating with. To ensure that the 1:12 ratio is sustained, a nursing support staffing pool is being created to handle the supplemental areas which could detract from a 1:12 ratio, including care for patients who require 1:1 support.

Please let me know if you have any additional questions.

Sincerely,

Christopher Mastromano, CEO