



Martin Luther King, Jr.
OUTPATIENT CENTER

POLICY AND PROCEDURE

DIVISION: ADMINISTRATION	NUMBER: 04-027
SUBJECT: STAFFING REQUIREMENTS: PLANNING AND REPORTING	
SECTION: HUMAN RESOURCES	PAGE: 1 OF: 2
REVIEWED BY: HR ADMINISTRATOR AND PROCEDURE & POLICY COMMITTEE	EFFECTIVE DATE: 2/07/94
TO BE PERFORMED BY: ALL DEPARTMENTS/SERVICE AREA MANAGERS	REVIEWED DATE: 04/16/07
	REVISED DATE: 05/2017

PURPOSE

To provide an objective method for the organization to determine its staffing needs and to identify and report staffing variances that potentially impact the delivery of service.

POLICY

Human Resources will validate a staffing plan for each defined unit. Plans are to be developed annually upon receipt of the current fiscal year's budgeted position allocation from Finance Administration/Expenditure Management for each department/service/facility by *cost center*. Staffing plans are to reflect the fiscal year cycle (July 1 – June 30).

PROCEDURE

Staffing Plans must be reviewed and approved by the designated Executive Staff member to whom the department/service reports (e.g., Health Information Management staffing plan will be reviewed and approved by the Chief Information Officer, individual nursing unit staffing plans will be reviewed and approved by the responsible Clinical Nursing Director Chief Nursing Officer and/or Chief Medical Officer) as organizationally appropriate.

The Staffing Plan will be developed based upon objective, relevant, qualifiable measures relevant to the department/service area's required scope of service. Such indicators may include:

- In-patient census/acuity levels; Number of outpatient visits.
- Number of Diagnostic tests (e.g., laboratory and radiology); Prescriptions (e.g., Pharmacy).
- Patient encounter forms/documents.
- Workforce composition and supporting activities (e.g., Human Resources and Training/Education).
- Regulatory or Community/Industrial staffing standards.
- Dollar value/equivalent of the item.
- Relative value units.
- Units of billable time.
- Other objective measures acceptable to Executive Staff as relevant to staffing adequacy.

Each department/service area's staffing plan will be reviewed and updated as appropriate each fiscal year, or more often as required, and should identify any established variance between annual budgetary staffing *allocation* and actual staffing *requirements*, based upon the objective data.

All departmental requests to hire will be governed by the staffing plans. Requests to exceed the approved staffing level for any department/service require prior written authorization by the Chief Operating Officer/Vacancy Control Board.

Department/service area managers will evaluate staffing levels relative to service requirements at least annually, and shall request appropriate staffing level adjustments during the annual budget preparation cycle or as necessitated.

When approved by the Executive Staff member, the finalized staffing plan for each department/service area will be reviewed to the department/service area manager. Copies of all approved departmental plans will be provided annually. Any revisions must be approved by the DHS Human Resources Office and a designated Executive Staff member for review and reference relative to hiring requests.

To substantiate the department/service area's staffing plan, the following documentation will be included:

1. An organization chart of the department/service.
2. A written description, defining the essential duties and qualifications of each classified position within the staffing plan (individual positions within the same classification do not require unique descriptions unless there is variance among the individual functional assignments).
3. Fiscal year information detailing the classification and number of positions allocated to the department/service area, including months of funding.
4. Item control data detailing the encumbrance or vacancy of allocated positions.
5. Regulatory or accrediting standards stipulating specific staffing ratios or patterns.

Each month staffing levels and the Staffing Variance Report for the preceding month will be reviewed by the Human Resources Office. The Staffing Variance Report must record any variance between scheduled vs. actual staffing and identify contributing factors, such as training, approved leaves, vacation, industrial injury, illness, unauthorized absence, labor action/strikes, attrition, vacancy, workforce reduction/lay-off.

REFERENCE

Joint Commission on Accreditation of Healthcare Organizations (JCAHO)

NOTED AND APPROVED:

Cynthia M. Oliver, Chief Executive Officer

Date

Ellen Rothman, M.D., Chief Medical Director

Date

Lessie Barber, Nursing Director

Date

Signature(s) on File.