Triennial Nurse Staffing Surveys
New Tools and Processes for Cycle 2
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Overview

• Brief history of Oregon nurse staffing

• Nurse Staffing Advisory Board (NSAB) and OHA improvements survey and investigation process

• Triennial survey process and timelines

• New survey tools

• Nurse Staffing Survey 2021 Plans
Oregon Nurse Staffing History

• **2001** – First nurse staffing law passes
• **2005** – Legislature passes bill that expands definition of nursing staff and creates new requirements
• **2007** – OHA writes rules for the legislation passed in 2001 and 2005
• **2015** – Legislature passes bill that significantly expands nurse staffing requirements
• **2017** – OHA begins Cycle 1 of the nurse staffing surveys
• **2020** – NSAB Process Improvement Committee met four times and planned multiple improvements to surveys and complaint investigations. The NSAB recommended implementation of these improvements.
Nurse Staffing Surveys

On triennial nurse staffing surveys, surveyors use a variety of documents and tools to measure:

• Hospital Nurse Staffing Committee composition and operations
• The Nurse Staffing Plan and its implementation
  • For example: Meal and rest breaks, minimum number of nursing staff members, acuity measures, ADT, etc.
• Mandatory Overtime vs. Voluntary Overtime
• Required Postings
Nurse Staffing Survey Timelines

• **5 business days before the survey:**
  OHA sends out notification of the survey. Hospital should prepare requested documents.

• **Entrance Conference:**
  Surveyors meet with hospital administration and hospital provides requested documents. Surveyors discuss survey process and select units for survey. Selected units should complete requested tools and documents.

• **During the survey:**
  OHA surveyors gather the information necessary to complete the survey. This process includes interviews, record and tool review, and time on the unit. Surveyors may complete some work remotely.

• **Exit Conference:**
  OHA Surveyors meet with hospital administration and explain next steps.
Survey Resolution

- After the survey is completed, surveyors review information gathered during survey and have 30 business days to complete report.
- Report is sent to Hospital Administrator, CNO, and HNSC Co-Chairs. The report is posted on www.healthoregon.org/nursestaffing.
- The hospital has 30 business days to submit a Plan of Correction.
- Plan of Correction Review Process.
New Survey Tools

- Hospital Nurse Staffing Committee (HNSC) Co-Chair Pre-Interview Questionnaire
- Hospital Nurse Staffing Plan Unit Questionnaire
- Meal and Rest Break Tool
- Mandatory Overtime Review Tool
- Unit Onsite Review Tool
This tool replaces: HNSC Charter review and HNSC meeting minute review

Completed by: HNSC Co-Chairs

Measures: HNSC committee operations including co-chair and member selection, meeting frequency, minutes, and committee charter

OHA may request additional evidence: If at least one Co-Chair indicates potential violations related to the HNSC or if there is disagreement between the co-chairs on answers
Hospital Nurse Staffing Plan Unit Questionnaire

**What does this replace?**
Written Staffing Plan Review tool and Annual Staffing Plan Review tool

**Who completes this tool?**
Unit direct care representative/designee and nurse manager

**What does it measure?**
Nurse Staffing Plan requirements including staffing qualification and competency requirements, ADT, total diagnoses, evidence-based standards, acuity and intensity measures and minimum numbers and Annual Review requirements

**When could OHA request additional evidence?**
If the direct care representative or nurse manager indicates that there are potential violations in the NSP or its implementation
Meal and Rest Break Tool

What does this replace?
Written Staffing Plan Review Tool and Maximum Hour Review Tool

Who completes this tool?
Unit direct care representative/designee and nurse manager

What does it measure?
Unit’s meal and rest break policies and practices

When could OHA request additional evidence?
If the direct care representative or nurse manager selects “no” for any of the questions or if the answer to the narrative indicates potential meal and rest break violations.
Mandatory Overtime Review Tool

What does this replace?
Hospital Nurse Staffing Maximum Hour Review tool

Who completes this tool?
Unit direct care representative or designee and nurse manager

What does it measure?
Unit’s mandatory overtime policies and practices

When could OHA request additional evidence?
If the direct care representative or nurse manager answer “yes” to any of the questions or if the narrative section indicates potential MOT violations
Unit Onsite Review Tool

What does this replace?
N/A – This tool does not have a corresponding Cycle 1 tool

Who completes this tool?
OHA Surveyors

What does it measure?
Unit staffing practices related to acuity and intensity, minimum staffing numbers, and meal and rest breaks in real time

When could OHA request additional evidence?
If the surveyor observes any potential noncompliance while on the unit or if the direct care staff member being interviewed informs the surveyor that there is noncompliance
New Report Format

Nurse Staffing Plan: Tasks Not Related to Pro

(2) The staffing plan:

(b) Must consider tasks not related to providing direct care, including meal breaks and rest breaks;

Stat. Auth.: ORS 413.042 & 441.155
Stat. Implemented: ORS 441.155

Based on interview and review of NSP documentation for 4 of 4 specialties or units (BHU, ED, ICU and SS) it was determined that the hospital failed to implement a hospital-wide NSP that was developed to consider for each unit meal breaks, rest breaks, and other tasks not related to direct patient care and that NSMs received breaks as required. The NSP did not provide for additional NSMs to maintain the staffing ratios required in the NSP during these tasks, creating the possibility that the units did not meet minimum staffing required for the duration of tasks not related to direct patient care.

Findings include:

1. Review of the BHU NSP dated "Final draft 04/20/2019" reflected "Meals and breaks as described in the SHS Meal Periods Rest breaks and Work Schedule Policy will be agreed upon and covered by each department/unit. The House Supervisor and management will collaborate with the unit staff to facilitate coverage as needed." The referenced policy was not attached to the NSP. There was no assurance that staffing would be in accordance with the NSP during meal and rest breaks.

2. Review of a BHU "Meal and Breaks Comments" report generated for the hospitals' timekeeping system reflected:
   * During the week of 06/10/2019 through 06/16/2019 revealed a BHU CN did not receive a rest break on 06/11/2019.
   * During the week of 07/22/2019 through 07/26/2019 the report reflected an BHU CNA did not receive a rest break on 07/26/2019 and a second BHU CNA did not receive a meal or rest break on 07/25/2019.
   * During the week of 08/12/2019 through 08/18/2019 reflected an NSM 4 did not receive a meal or rest break on 08/18/2019 and NSM 5 did not receive a meal and rest break on 08/14/2019.

* Complaints: Review of the timekeeping records offsite "Caregiver Exception Logs" reflected BHU NSMs did not receive all meals and breaks in January and February 2019 as follows:
   * On 01/03/2019 two NSMs did not receive meal breaks
   * On 01/29/2019 two RNs and 1 MHA/CNA NSMs did not receive meal breaks
   * On 02/03/2019 six NSMs, including NSM 4, a CN and a MHA/CNA did not receive a meal and rest break.

3. During interview with BHU NM on 08/27/2019 at the time of the BHU timekeeping review, he/she confirmed the NSP was not clear and...
Survey Plans - 2021

Starting Cycle 2 in March 2021 with new nurse staffing tools and processes

- Audits will be conducted with surveyors onsite and may include additional remote record reviews and interviews
- Full nurse staffing survey combined with Cycle 1 revisits and may combine with pending complaint investigations
- In same cycle year as first cycle: e.g., hospitals surveyed in 2017 receive survey in 2021

Caveat: OHA may delay some surveys in Cycle 2 depending on COVID-19 and hospital surges

- Surveyors may limit onsite time due to COVID-19
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