

2012



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Hospital Data

Merrimack Valley Hospital - 4 East

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Performance Measures

Acute Care

4 East

Adult Medical / Surgical Combined

122 Hospital Licensed Beds

Date of Services Budgeted: **FY 2012**

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

[How to Read and Understand Staffing Plans](#)

Average Number of Patients Per Day:	14.47
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Uncensored Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift									
RN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Uncensored Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.15
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.15
Actual Worked Hours Per Patient Day	9.86
% Difference	37.90%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			

Additional Unit Information:

This unit also houses the Orthopedic Center of Excellence which focus is the care and treatment of joint replacement patients.

Other Team Members:

PICC Line nurse available by trained staff or service.

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other			

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and experience levels of unit staff, support from nurse educators and nurse managers also factor into unit staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

The list of caregivers in these boxes were provided to all hospitals.



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Merrimack Valley Hospital - 4 West

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Performance Measures

Acute Care
 4 West
 Adult - Telemetry
 122 Hospital Licensed Beds

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Date of Services Budgeted: FY 2012

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	16.46
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift									
RN	3pm-11pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.73
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.73
Actual Worked Hours Per Patient Day	7.86
% Difference	1.68%

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			

Additional Unit Information:
 Mixed Telemetry and Med Surg.

Other Team Members:
 PICC line insertion available by trained staff and or service.

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Performance Measures

Acute Care
 ABU
 Behavioral Health - Adult - Geriatrics
 122 Hospital Licensed Beds

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Date of Services Budgeted: **FY 2012**

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	14.87
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unclassified Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unclassified Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Night Shift									
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unclassified Assistive Personnel	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.49
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.49
Actual Worked Hours Per Patient Day	6.96
% Difference	-7.08%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		

Additional Unit Information:

This is secured Geriatric unit. Comprehensive testing is available to address the needs and diagnosis of new onset behavioral changes as well as exacerbation of existing conditions. This includes the availability of CT, MRI, and SPEC scanning. Comprehensive planning for care needs include the input of the team, patient, and family. The unit is equipped to care for medical as well as behavioral needs.

Other Team Members:

IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X	X	
Spiritual Services	X	X	X
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist	X		
Intern / Resident			
Other			

Neuro Psychologist ios on site 5 days a week and is a vital member of the diagnositic team.

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Performance Measures

Merrimack Valley Hospital - ICU

Acute Care
ICU
 Adult Critical Care - Medical / Surgical Combined
 122 Hospital Licensed Beds

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Date of Services Budgeted: **FY 2012**

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	5.84
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00		
Evening Shift									
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	13.22
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	13.22
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Actual Worked Hours Per Patient Day	13.92
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% Difference	5.30%
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Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist			
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			

Additional Unit Information:

The ICU cares for a wide variety of patients with Medical and Surgical issues.

Other Team Members:

Observational Sitters are available as needed. Intensivist coverage is provided via telemedicine robot. Transport is available to assist the RN.

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X	X	
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other			

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and experience levels of unit staff, support from nurse educators and nurse managers also factor into unit staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

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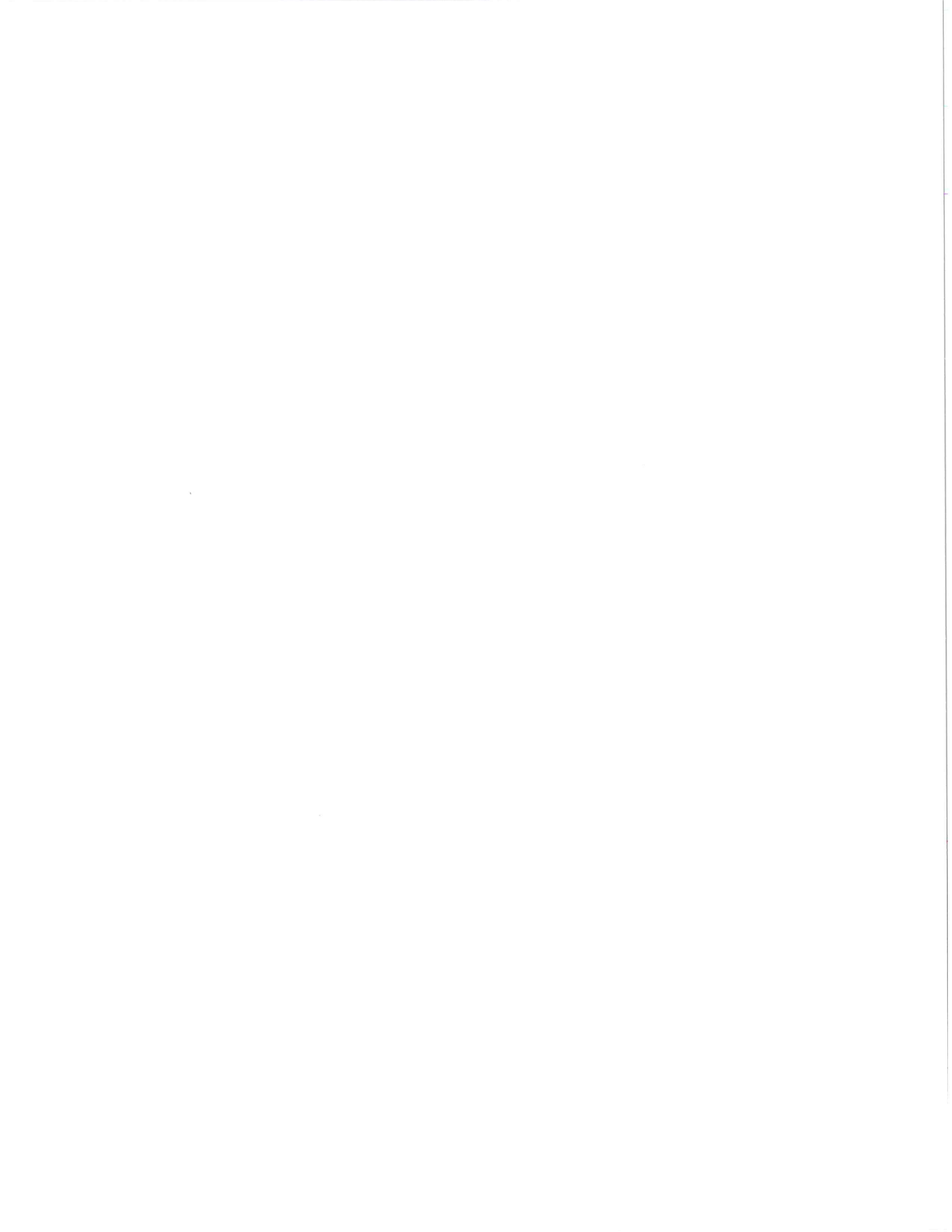


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Adult Medical / Surgical Combined
108 Hospital Licensed Beds

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Date of Services Budgeted: FY 2011

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	16.72
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN/LPN	7am-3pm	12.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unticensored Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift									
RN	3pm-11pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unticensored Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.35
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.35
Actual Worked Hours Per Patient Day	8.90
% Difference	6.59%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			

Additional Unit Information:
Unit provides general medical surgical care as well as the Center for Orthopedic Excellence.

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

experience levels of unit staff, support from nurse educators and nurse managers also factor into unit staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

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Date of Services Budgeted: FY 2011

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	16.99
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	12.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift									
RN	3pm-11pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.22
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	8.22
Actual Worked Hours Per Patient Day	8.62
% Difference	4.87%

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			

Additional Unit Information:

Telemetry Unit

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and experience levels of unit staff, support from nurse educators and nurse managers also factor into unit

Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

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Date of Services Budgeted: FY 2011

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

Average Number of Patients Per Day:	15.86
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-7pm	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift										
RN	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Night Shift										
RN	11m-7am	12.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.80
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Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.80
Actual Worked Hours Per Patient Day	7.48
% Difference	-4.10%

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist	X		
Unit Clerical Support	X		
1:1 Patient Observer			
Admissions Nurse			
Patient Transport Team			
IV Therapy Team / Line Access			

Additional Unit Information:

This DMH Licensed and Joint Commission Accredited unit serves the geriatric population of the community. All staff are trained in Crisis Prevention Intervention to assure a safe and unrestricted environment. Psychiatric care is augmented by an activity and dining program that promotes socialization and personal interaction.

Other Team Members:

Staff Education resides with the hospital's Department of Education. 1:1 Observational sitters are provided 24 hours a day on an as needed basis. The hospital

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist	X		
Intern / Resident			
Other	X		

transport team will assist with transports but a member of the psychiatric staff is always on transports to assure patient safety. Unit clerk is also available Monday through Friday. A psychologist speicalied in the care of dementia is on the unit 5 days a week to complete neuro psych evals and treatment planning.

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and experience levels of unit staff, support from nurse educators and nurse managers also factor into unit staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

The list of caregivers in these boxes were provided to all hospitals.



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Merrimack Valley Hospital - ICU

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Acute Care

[ICU](#)

Adult Critical Care - Medical / Surgical Combined

108 Hospital Licensed Beds

Date of Services Budgeted: **FY 2011**

A well-staffed unit is not only defined by the number of caregivers included in the team, but by the carefully chosen members of each team depending upon the needs of each patient and the unit overall.

[How to Read and Understand Staffing Plans](#)

Average Number of Patients Per Day:	6.33
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-7pm	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Uncicensed Assistive Personnel	7am-3pm	8.00		1.00	1.00	1.00	1.00	1.00	1.00	
Other	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00			
Evening Shift										
Night Shift										
RN	7p-7am	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	13.13
---	-------

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	13.13
Actual Worked Hours Per Patient Day	15.53
% Difference	18.28%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist			
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			

Additional Unit Information:

The ICU cares for both medical and surgical patients. Intensivist coverage is provided by a robotic system that assists attendings and enhances care to the critically ill.

Other Team Members:

1:1 Observational sitters are available 24 hours a day as needed. Intensivist coverage is available via a robotic system with a tertiary care facility. Patient transport is provided by the critical care staff with support from the hospital transport team.

Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other			

There are many variables to consider in establishing safe, efficiently staffed hospital units. Patient care units differ based upon the types of patients cared for on a given unit, and the way in which care is organized and delivered there. Education and experience levels of unit staff, support from nurse educators and nurse managers also factor into unit staffing decisions, as does the unique characteristics and mission of each hospital. It is also important to look at patient outcomes (including fall rates, pressure ulcer rates, and Hospital Compare measures related to heart attack care, heart failure care, pneumonia care and surgical care) in the Performance Measures section of PatientCareLink.

The list of caregivers in these boxes were provided to all hospitals.



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2010



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Merrimack Valley Hospital - 4 East

Acute Care

[4 East](#)

Adult Medical / Surgical Combined

108 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	17.49
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift									
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Night Shift									
RN	7pm-7am	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	6.39
Actual Worked Hours Per Patient Day	8.87
% Difference	38.81%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X	X	
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	

Additional Unit Information:

Other Team Members:

Mix Medical Surgical Unit on which is housed the Orthopedic Center of Excellence

Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Merrimack Valley Hospital - 4 West

Acute Care
[4 West](#)
 Adult Medical / Surgical Combined
 108 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	18.12
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift									
Unlicensed Assistive Personnel	3pm-11pm	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Night Shift									
RN	7pm-7am	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.49
Actual Worked Hours Per Patient Day	7.88
% Difference	5.21%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X	X	
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	

Additional Unit Information:

Other Team Members:

Medical Surgical with Telemetry Services

Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Merrimack Valley Hospital - ABU

Acute Care
[ABU](#)
 Behavioral Health - Adult - Geriatrics
 108 Hospital Licensed Beds

Date of Services Reported: FY 2010

Average Number of Patients Per Day:	16.79
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift									
RN	7pm-7am	12.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Night Shift									
Unlicensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	5.94
Actual Worked Hours Per Patient Day	6.87
% Difference	15.66%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist	X		
Unit Clerical Support	X	X	
1:1 Patient Observer			
Admissions Nurse			
Patient Transport Team			
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:

Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student			
Recreation / Milieu Therapist	X		
Intern / Resident			
Other			

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Performance Measures

Merrimack Valley Hospital - ICU

Acute Care
[ICU](#)
 Adult Critical Care - Medical / Surgical Combined
 122 Hospital Licensed Beds

Date of Services Reported: **FY 2010**

Average Number of Patients Per Day:	6.23
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Evening Shift									
RN	3pm-7pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Night Shift									
RN	11pm-7am	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	12.81
Actual Worked Hours Per Patient Day	15.26
% Difference	19.13%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist			
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team			
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X	X	
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	

Additional Unit Information:
 RN work 12 hour shift in most cases.

Licensed Social Services / Case Management	X		
Spiritual Services	X		
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other			

The list of caregivers in these boxes were provided to all hospitals.

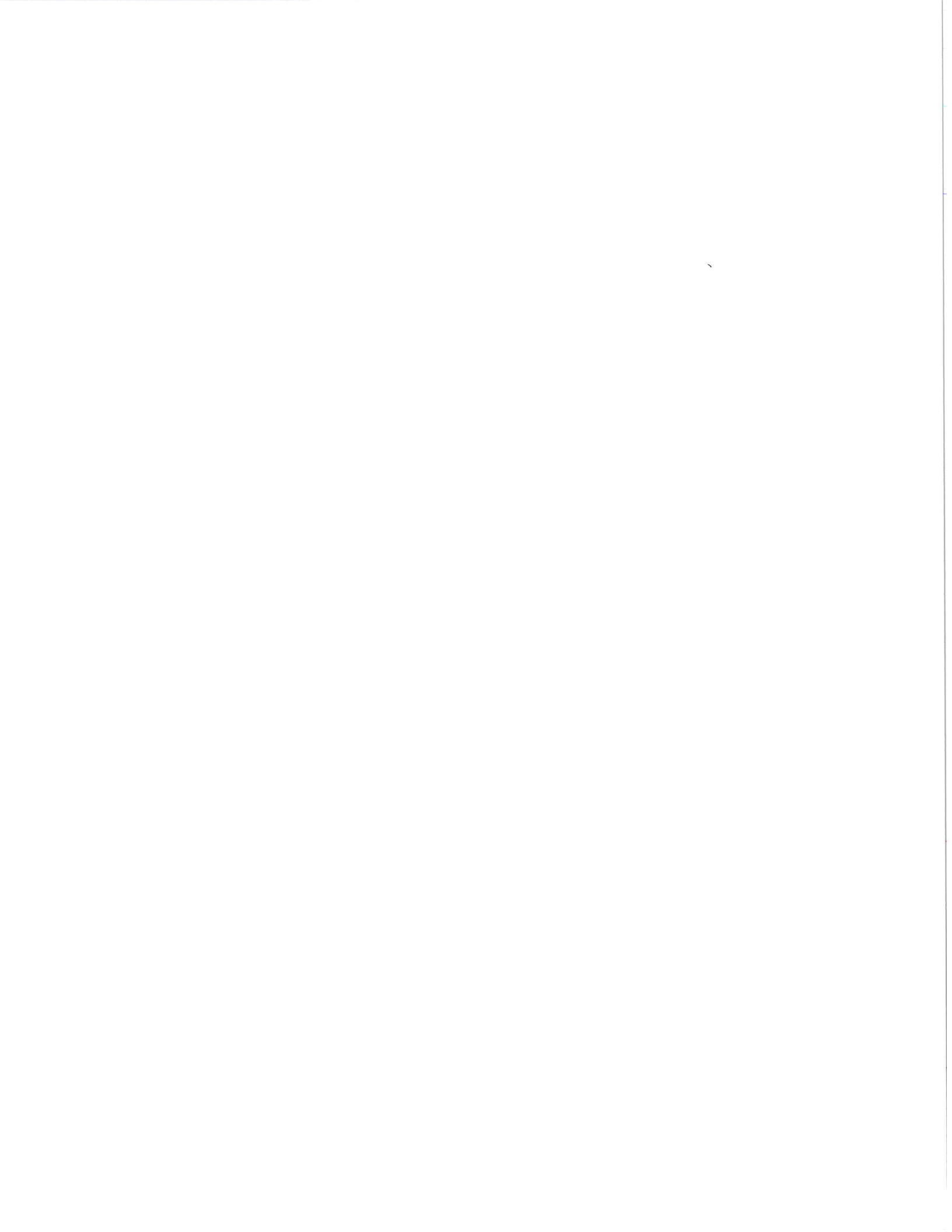


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Performance Measures

Merrimack Valley Hospital - 4 East

Acute Care
[4 East](#)
 Adult Medical / Surgical Combined

Date of Services Reported: **FY 2009**

Average Number of Patients Per Day:	16.82
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensored Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift									
Unticensored Assistive Personnel	3pm-11pm	8.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Night Shift									
RN	7pm-7am	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensored Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.83
Actual Worked Hours Per Patient Day	7.78
% Difference	-0.54%

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X	X	
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
	X		

Additional Unit Information:
 Mixed Medical Surgical Unit Orthopedic Center of Excellence housed within this unit Hospitalists work 12 hour shifts. Educator .5 FTE Observers provided as needed Admission Nurse assigned as indicated Spiritual Services on call to facility

Licensed Social Services / Case Management			
Spiritual Services	X		
Hospitalist / NP / PA	X		
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Performance Measures

Merrimack Valley Hospital - 4 West

Acute Care
[4 West](#)
 Adult Medical / Surgical Combined

Date of Services Reported: **FY 2009**

Average Number of Patients Per Day:	24.39
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-7pm	12.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift										
RN	7pm-11pm	4.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Night Shift										
RN	11 pm-7am	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unlicensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	6.87
Actual Worked Hours Per Patient Day	7.76
% Difference	12.95%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse	X		
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:
 Hospitalists work 12 hour shifts. Educator .5 FTE
 Observers provided as needed Admission Nurse assigned as indicated Spiritual Services on call to facility

Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X		
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

The list of caregivers in these boxes were provided to all hospitals.



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Performance Measures

Merrimack Valley Hospital - ABU

Acute Care
ABU
 Behavioral Health - Adult - Geriatrics

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	14.98
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unlicensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift									
Unlicensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Night Shift									
RN	7pm-7am	12.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unlicensed Assistive Personnel	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.19
Actual Worked Hours Per Patient Day	7.09
% Difference	-1.39%

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist	X		
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team			
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
	X		

Additional Unit Information:

Education provided by Clinical Director and Department of Education Clinical Specialist Dedicated to unit 20 Hours a week:1 Observers provided as needed

Other Team Members:

Psychiatrist dedicated to the unit and present 8 hours plus M-F and weekend coverage 4-6 Hours a day

Licensed Social Services / Case Management			
Spiritual Services			
Hospitalist / NP / PA	X		
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist	X	X	
Intern / Resident			
Other	X		

The list of caregivers in these boxes were provided to all hospitals.



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Performance Measures

Merrimack Valley Hospital - ICU

Acute Care

[ICU](#)

Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: FY 2009

Average Number of Patients Per Day:	8.00
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-7pm	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensed Assistive Personnel	7am-3pm	6.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift									
Night Shift									
RN	7pm-7am	12.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	12.72
Actual Worked Hours Per Patient Day	13.91
% Difference	9.38%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team			
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		

Additional Unit Information:

Hospitalist work a 12 hour day Education is provided by Clinicta Manager and Department of Education 1:1 Sitter provided as needed

Spiritual Services			
Hospitalist / NP / PA	X	X	
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Performance Measures

Merrimack Valley Hospital - 4 East

Acute Care
[4 East](#)
 Adult Medical / Surgical Combined

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	22.04
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-3pm	8.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Unticensored Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Evening Shift										
RN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unticensored Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Night Shift										
RN	11pm-7am	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensored Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.22
Actual Worked Hours Per Patient Day	8.28
% Difference	14.76%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		

Additional Unit Information:

Other Team Members:

Clinical Administrative Coordinator covers house 4PM - 7AM to coordinate care and address operational needs of the facility.

Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist			
Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student			
Recreation / Milieu Therapist			
Intern / Resident			
Other			

The list of caregivers in these boxes were provided to all hospitals.



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Performance Measures

Merrimack Valley Hospital - 4 West

Acute Care
[4 West](#)
 Adult Medical / Surgical Combined

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	22.04
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
RN/LPN	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unticensed Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Direct Caregivers	Scheduled Hours	Shift Length	Evening Shift						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	3pm-11pm	8.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
RN/LPN	3pm-11pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Unticensed Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Direct Caregivers	Scheduled Hours	Shift Length	Night Shift						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
RN	11pm-7am	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensed Assistive Personnel	11pm-7am	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.58
Actual Worked Hours Per Patient Day	8.62
% Difference	13.66%
Click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist			
Unit Clerical Support	X	X	
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X

Additional Unit Information:

Other Team Members:

Administrative Coordinator covers facility 4PM - 7AM to address clinical and operational needs of the facility.

Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X	X	
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Performance Measures

Merrimack Valley Hospital - ABU

Acute Care
[ABU](#)
 Behavioral Health - Adult - Geriatrics

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	14.71
-------------------------------------	-------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-3pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unticensored Assistive Personnel	7am-3pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evening Shift										
RN	3pm-11pm	8.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Unticensored Assistive Personnel	3pm-11pm	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Night Shift										
RN	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Unticensored Assistive Personnel	11pm-7am	8.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.57
Actual Worked Hours Per Patient Day	6.97
% Difference	-7.96%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator	X		
Clinical Nurse Specialist	X		
Unit Clerical Support	X		
1:1 Patient Observer	X		
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		

Additional Unit Information:
 Mileu addresses the needs of Geriatric patients with focus on dementia care.

Other Team Members:
 Discharge Planner, Social Service and Program Director = MSW is specific to unit.

Clinical Pharmacist	X	X	
Licensed Social Services / Case Management	X		
Spiritual Services			
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student			
Recreation / Milieu Therapist	X		
Intern / Resident			
Other			

The list of caregivers in these boxes were provided to all hospitals.



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Merrimack Valley Hospital - ICU

Acute Care
ICU
 Adult Critical Care - Medical / Surgical Combined

Date of Services Reported: FY 2008

Average Number of Patients Per Day:	6.32
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff							
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
Day Shift										
RN	7am-3pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Unticensored Assistive Personnel	7am-3pm	8.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Evening Shift										
RN	3pm-11pm	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Night Shift										
RN	11pm-7am	8.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	16.37
Actual Worked Hours Per Patient Day	14.72
% Difference	-10.06%
Click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	X		
Staff Educator			
Clinical Nurse Specialist			
Unit Clerical Support	X		
1:1 Patient Observer	X	X	X
Admissions Nurse			
Patient Transport Team	X		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	X	X	X
Respiratory Therapy Support	X	X	X
Nutritionist	X		
Rehab Activities (OT, PT, Speech)	X		
Clinical Pharmacist	X	X	
	X		

Additional Unit Information:

Licensed Social Services / Case Management			
Spiritual Services			
Hospitalist / NP / PA	X	X	X
Intensivist / Neonatologist			
Nursing Student	X		
Recreation / Milieu Therapist			
Intern / Resident			
Other			

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Performance Measures

4 East

Acute Care

[4 East](#)

Adult Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	7.66
Current Posted Planned Worked Hours Per Patient Day	6.51
Variance	1.15
% Variance from Budget	17.67%
Reason For +/- 5% Variance From Budget	
No explanation required	
Fluctuating day to day census	X
Lower daily census than planned	X
Higher daily census than planned	
Higher patient care needs than planned	
Lower patient care needs than planned	
Staff vacancies	
Adjusted for patient care needs	X
Minimum fixed staffing requirements	X
Care delivery model changes	
Increased 1:1 staffing requirements	
Closure of unit	
Not admitting to beds due to staffing	
Increased census to telemetry patients	
Plan based on high needs in critical care	
Increased staff hours to facilitate admissions and discharges	
Change in patient mix	
Other Reasons for +/- 5% Variance	
Additional Comments	



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Performance Measures

4 West

Acute Care
4 West
 Adult Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	8.47
Current Posted Planned Worked Hours Per Patient Day	7.38
Variance	1.09
% Variance from Budget	14.77%
Reason For +/- 5% Variance From Budget	
No explanation required	
Fluctuating day to day census	X
Lower daily census than planned	
Higher daily census than planned	
Higher patient care needs than planned	X
Lower patient care needs than planned	
Staff vacancies	
Adjusted for patient care needs	X
Minimum fixed staffing requirements	
Care delivery model changes	
Increased 1:1 staffing requirements	X
Closure of unit	
Not admitting to beds due to staffing	
Increased census to telemetry patients	
Plan based on high needs in critical care	
Increased staff hours to facilitate admissions and discharges	
Change in patient mix	
Other Reasons for +/- 5% Variance	
Additional Comments	



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Performance Measures

ABU

Acute Care
[ABU](#)
 Behavioral Health - Adult - Geriatrics

Variance Info	
Actual Worked Hours Per Patient Day	7.16
Current Posted Planned Worked Hours Per Patient Day	7.45
Variance	-0.29
% Variance from Budget	-3.89%
Reason For +/- 5% Variance From Budget	
No explanation required	X
Fluctuating day to day census	
Lower daily census than planned	
Higher daily census than planned	
Higher patient care needs than planned	
Lower patient care needs than planned	
Staff vacancies	
Adjusted for patient care needs	
Minimum fixed staffing requirements	
Care delivery model changes	
Increased 1:1 staffing requirements	
Closure of unit	
Not admitting to beds due to staffing	
Increased census to telemetry patients	
Plan based on high needs in critical care	
Increased staff hours to facilitate admissions and discharges	
Change in patient mix	
Other Reasons for +/- 5% Variance	
Additional Comments	
Unit has successfully completed DMH Survey April 2008.	



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ICU

Acute Care

[ICU](#)

Adult Critical Care - Medical / Surgical Combined

Variance Info	
Actual Worked Hours Per Patient Day	14.89
Current Posted Planned Worked Hours Per Patient Day	12.89
Variance	2
% Variance from Budget	15.52%
Reason For +/- 5% Variance From Budget	
No explanation required	
Fluctuating day to day census	X
Lower daily census than planned	
Higher daily census than planned	
Higher patient care needs than planned	
Lower patient care needs than planned	
Staff vacancies	
Adjusted for patient care needs	X
Minimum fixed staffing requirements	
Care delivery model changes	
Increased 1:1 staffing requirements	X
Closure of unit	
Not admitting to beds due to staffing	
Increased census to telemetry patients	
Plan based on high needs in critical care	
Increased staff hours to facilitate admissions and discharges	
Change in patient mix	
Other Reasons for +/- 5% Variance	
Additional Comments	

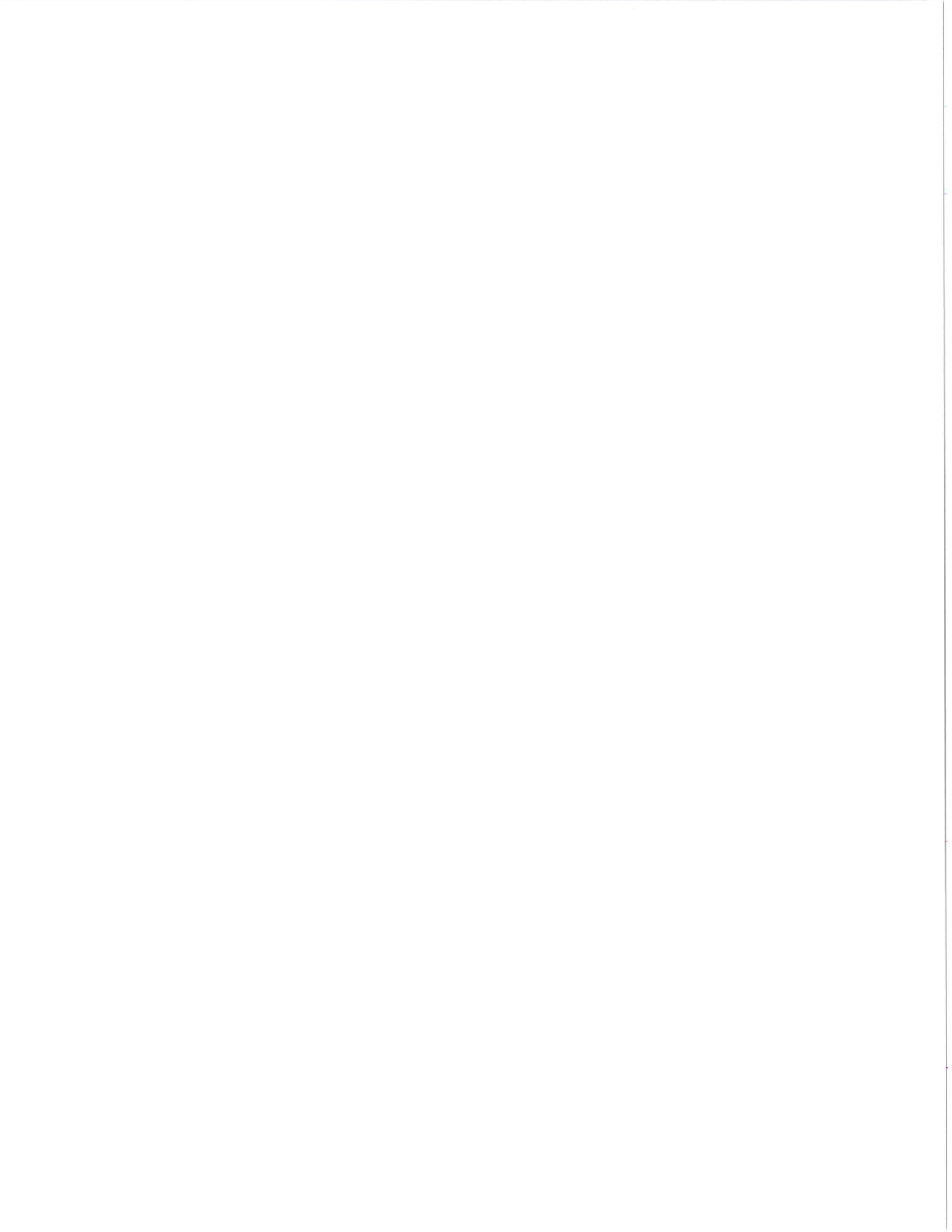


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Merrimack Valley Hospital - 4 East

120 Hospital Licensed Beds
Acute Community - Non-Teaching
[4 East](#)
Adult Med / Surg Combined

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	22.0
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3:30pm	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
RN / LPN	7am-3:30pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	7am-3:30pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Evening Shift								
RN	3pm-11:30pm	8.0	4.0	4.0	4.0	4.0	4.0	4.0
RN / LPN	3pm-11:30pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0
Unlicensed Assistive Personnel	3pm-11:30pm	8.0	1.5	1.5	1.5	1.5	1.5	1.5

Night Shift								
RN	11pm-7:30am	8.0	3.0	3.0	3.0	3.0	3.0	3.0
Unlicensed Assistive Personnel	11pm-7:30am	8.0	1.0	1.0	1.0	1.0	1.0	1.0

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	6.35
Actual Worked Hours Per Patient Day	7.52
% Difference	18.43
click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	x		
Staff Educator	x		
Clinical Nurse Specialist			
Unit Clerical Support	x	x	
1:1 Patient Observer	x	x	x
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	x	x	x

Additional Unit Information:
Patient Controlled Analgesia pumps
Admission Discharge and Transfer nurse not available consistently, this impacts workload and flow.
Hospitalist are in house 12 hours a day and on call for 12.
Students are available as per their clinical rotations.
1:1 Patient Observers on an as needed basis.
Spiritual services available on call.
Staffing is always adjusted to acuity as well as census.
LPN coverage - Eight shifts per week

Respiratory Therapy Support	x	x	x
Nutritionist	x		
Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	
Licensed Social Services / Case Management	x		
Spiritual Services	x	x	x
Hospitalist / NP / PA	x	x	
Intensivist / Neonatologist			
Nursing Student	x	x	
Recreation / Milieu Therapist			
Intern / Resident			

The list of caregivers in these boxes were provided to all hospitals.

Individual hospitals added the types of caregivers shown in these boxes.



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Performance Measures

Merrimack Valley Hospital - 4 West

120 Hospital Licensed Beds
 Acute Community - Non-Teaching
[4 West](#)
 Adult Med / Surg Combined

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	19.0
-------------------------------------	------

Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3:30pm	8.0	5.0	4.0	4.0	5.0	5.0	4.0	4.0
RN/LPN	7am-3:30pm	8.0		1.0	1.0			1.0	1.0
Unlicensed Assistive Personnel	7am-3:30pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11:30pm	8.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Unlicensed Assistive Personnel	3pm-11:30pm	8.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Night Shift									
RN	11pm-7:30am	8.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Unlicensed Assistive Personnel	11pm-7:30am	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.77
Actual Worked Hours Per Patient Day	8.16
% Difference	5.02
click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	x		
Staff Educator	x		
Clinical Nurse Specialist			
Unit Clerical Support	x	x	
1:1 Patient Observer	x	x	x
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	x	x	x
Respiratory Therapy Support	x	x	x

Additional Unit Information:
Telemetry unit, Staff required to accompany patient to off
unit testing.
Admission, Discharge and Transfer nurse not available consistantly, this impacts workload and flow.
Hospitalist are in house 12 hours a day and on call for 12.
Students are available as per their clinical rotations.
1:1 Patient Observers are on an as needed basis.
Students are available as per their clinical rotations.
Spiritual services available on call.
Staffing is always adjusted to acuity as well as census.
LPN coverage - Days-four shifts per week

Nutritionist	x		
Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	
Licensed Social Services / Case Management	x		
Spiritual Services	x	x	x
Hospitalist / NP / PA	x	x	x
Intensivist / Neonatologist			
Nursing Student	x	x	
Recreation / Milieu Therapist			
Intern / Resident			

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Performance Measures

120 Hospital Licensed Beds
 Acute Community - Non-Teaching
[Adult Behavioral Medicine](#)
 Adult Behavioral Health - Geriatrics

Date of Services Reported: FY 2006

Average Number of Patients Per Day:	15.0
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3:30pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Unticensored Assistive Personnel	7am-3:30pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Evening Shift									
RN	3pm-11:30pm	8.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Unticensored Assistive Personnel	3pm-11:30pm	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Night Shift									
RN	11pm-7:30am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Unticensored Assistive Personnel	11pm-7:30am	8.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	7.45
Actual Worked Hours Per Patient Day	7.88
% Difference	5.77
click here for more information	

Additional Care Team Members			
Click here for Care Team Member definitions			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	x		
Staff Educator	x		
Clinical Nurse Specialist			
Unit Clerical Support	x	x	
1:1 Patient Observer	x	x	x
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	x	x	x
Respiratory Therapy Support	x	x	x
Nutritionist	x		

Additional Unit Information:
Contract managed unit.
Population tends to be geriatric.
Hospitalist are on duty 12 hours and on call 12 hours.
ED physician 24 hours a day.
Observational sitters are on an as needed basis.
Spiritual services available on call.
Staffing is always adjusted to acuity as well as census.

Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	
Licensed Social Services / Case Management	x		
Spiritual Services	x	x	x
Hospitalist / NP / PA	x		
Intensivist / Neonatologist			
Nursing Student			
Recreation / Milieu Therapist	x		
Intern / Resident			

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Performance Measures

Merrimack Valley Hospital - ICU

120 Hospital Licensed Beds
 Acute Community - Non-Teaching
[ICU](#)
 Adult Critical Care - Med / Surg

Date of Services Reported: **FY 2006**

Average Number of Patients Per Day:	7.0
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Direct Caregivers	Scheduled Hours	Shift Length	Number of Staff						
			Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Day Shift									
RN	7am-3:30pm	8.0	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Unlicensed Assistive Personnel	7am-3:30pm	8.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Evening Shift									
RN	3pm-11:30pm	8.0	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Night Shift									
RN	11pm-7:30am	8.0	3.5	3.5	3.5	3.5	3.5	3.5	3.5

Plan / Budgeted Direct WHPPD (Worked Hours Per Patient Day)	13.11
Actual Worked Hours Per Patient Day	15.33
% Difference	16.93
click here for more information	

Additional Care Team Members			
Skills	Shift Coverage		
	Day	Evening	Night
Unit Nurse Management	x		
Staff Educator	x		
Clinical Nurse Specialist			
Unit Clerical Support	x		
1:1 Patient Observer	x	x	x
Admissions Nurse			
Patient Transport Team	x		
IV Therapy Team / Line Access			
Monitor Technician			
Rapid Response Team	x	x	x
Respiratory Therapy Support	x	x	x
Nutritionist	x		
Rehab Activities (OT, PT, Speech)	x		
Clinical Pharmacist	x	x	

Additional Unit Information:
Staff required to accompany patient to off unit testing.
transport, assist with process. RNs also accompany their patients to all testing.
Hospitalist are in house 12 hours a day and on call for 12.
Students are available as per their clinical rotations. ICU nurses also provide back up for special testing.
1:1 Patient Observers are on an as needed basis.
Students are available as per their clinical rotations.
Spiritual services available on call.
Staffing is always adjusted to acuity as well as census.

Licensed Social Services / Case Management	x	x	
Spiritual Services	x	x	x
Hospitalist / NP / PA	x	x	
Intensivist / Neonatologist			
Nursing Student	x	x	
Recreation / Milieu Therapist			
Intern / Resident			

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